FY26

CORPORATE SUSTAINABILITY REPORT

GOOD Spirited

BACARDI LIMITED

INTRODUCTION

A LETTER FROM OUR CHAIRMAN AND CEO

AT BACARDI, we've always believed that what we build should endure.

For more than 160 years, our family-owned company has formed that belief into action, investing in our brands, our people and the communities we call home. Today, that same perspective guides our approach to sustainability.

Simply put, the future depends on People and Planet.

People are at the heart of everything we do — from the employees who bring our brands to life, to the communities where we live and work. Planet provides the natural resources that make our products possible and support generations to come.

Protecting both is fundamental to our business.

This year, we strengthened the foundation of our Good Spirited Corporate Sustainability strategy through our first double materiality assessment, helping us focus on the issues that matter most.

We continue to make meaningful progress — improving water-use efficiency, advancing our climate ambitions, increasing packaging circularity, supporting responsible drinking and creating opportunities in our communities.

While we're proud of that progress, we know there's always more work to do. Sustainability is built through consistent action, year after year.

As we look ahead, we remain focused on creating lasting value for People and Planet.

That is what it means to be Good Spirited.

Facundo L. Bacardi and **Mahesh Madhavan**

Facundo L. Bacardi
CHAIRMAN OF THE BOARD

Mahesh Madhavan
CHIEF EXECUTIVE OFFICER

> *"As we look ahead, we remain focused on creating lasting value for People and Planet."*

ABOUT BACARDI LIMITED

Bacardi Limited* is the largest privately held international spirits company. What started as a small family business in Santiago de Cuba 164 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.

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 environmental, social and governance data from impact and financial materiality perspectives, respectively.

Sustainability reporting at Bacardi Limited reflects the 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.

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 and maintain the trust and confidence of our stakeholders. Our commitment to ethical conduct is reinforced through compliance and governance programs covering areas such as anti-bribery and corruption, anti-money laundering, personal data protection, and workplace behavior. This commitment is further realized through the Good Spirited strategy and its emphasis on responsible sourcing in our value chain.

OUR GOOD SPIRITED STRATEGY

At Bacardi, we take actions today to protect People and reduce our impact on the Planet. 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 where we operate 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 improve water efficiency 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

MATERIALITY

In Fiscal Year 2026 (FY26), we conducted our first double materiality assessment to further strengthen the foundation of our sustainability strategy. The assessment evaluated impact and financial materiality across our direct operations and upstream and downstream value chain, identifying the key impacts, risks and opportunities most relevant to our business and stakeholders. Perspectives from affected stakeholders and report users were central to understanding how our business interacts with People and Planet. We will refresh the assessment annually as we prepare for CSRD compliance in our FY28 report. The priorities identified through this process, outlined below, help shape our Good Spirited strategy.

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

Material topics:

- **Climate change:** We have identified climate-related transition and physical risks and impacts across our operations and throughout our upstream and downstream value chain. Transition risks arise from the shift to a low-carbon economy and include policy and regulatory changes, market shifts, reputational considerations, and technological developments. Physical risks result from the direct effects of climate change, including extreme weather events, rising temperatures, droughts, floods and sea level rise.

- **Water:** Water withdrawal and consumption can place pressure on shared water resources, affecting ecosystems and reducing water availability for other users. These impacts are most pronounced in water-stressed regions, where limited water supplies increase environmental and social risks.

- **Resource use and circular economy:** Product packaging can contribute to waste and environmental impacts if materials are not effectively recovered, reused, or recycled at end of life. Bacardi also faces financial risks from extended producer responsibility schemes and plastic-related taxes, which may increase costs.

- **Own workforce:** Poor working conditions — including job insecurity, insufficient wages, lack of work-life balance, and exposure to harassment — can negatively impact employee well-being, engagement, productivity and retention, while also affecting organizational reputation. Health and safety incidents can expose employees to workplace injuries and health risks.

- **Workers in our value chain:** Labor and human rights issues in the value chain — including unsafe working conditions, excessive working hours, forced labor and child labor — can negatively affect worker well-being and dignity. These issues may also create legal, operational and reputational risks through supplier noncompliance and supply chain disruptions.

- **Consumers and end-users:** Increasing concerns in public opinion related to alcohol and its excessive consumption may reduce demand for alcoholic beverages, while growing interest in no- and low-alcohol options presents opportunities to meet evolving consumer needs.

GOOD SPIRITED TARGETS

Our targets turn ambition into action, guiding our priorities and holding us accountable for delivering measurable progress against our sustainability strategy. In FY26, we refined our Good Spirited targets to reflect evolving regulations, the maturity of available solutions and improved data informing our road map. Please see the relevant reporting sections for performance against each target.

Each year, deliver programs in select markets to drive employability within our communities

Ensure less than 1 Lost Time Accident (LTA) per million hours worked each year

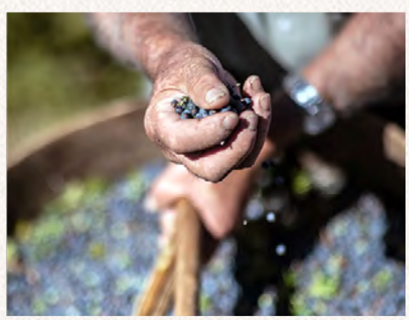
Each year, implement economic, agricultural and social programs in key regions to support farmers, agricultural workers and their communities

Each year, support programs in select markets to promote responsible drinking

Achieve net zero by 2040 across our operations and by 2050 across our entire value chain

Improve water-use efficiency by 30% and replenish more water than we consume in water-stressed areas by 2030

- Make 100% of product packaging recyclable, reusable or biodegradable by 2030
- Make all PET bottles from recycled PET by 2030
- Maintain zero use of single-use plastic in on-shelf secondary packaging and POSM



Obtain 96% of key raw materials from sources with recognized sustainability accreditation by 2030

Achieve no deforestation across primary commodities linked to deforestation by 2025 and maintain it annually thereafter

GOOD Spirited IN ACTION

SUPPORTING OUR FARMERS

We have taken significant steps to advance our commitment to supporting farmers across our value chain by partnering with the NGO Solidaridad to work with sugarcane farmers in India. Together, we are helping improve livelihoods through sustainable agricultural practices, enhanced farming techniques, greater economic resilience and stronger social outcomes for local communities. In addition, PATRÓN is proud to be the first tequila company to help its agave farmers achieve GLOBALG.A.P. Crops for Processing (CfP) certification, supported by agronomists who help farmers implement safer and more sustainable farming methods. These initiatives reflect our long-term commitment to creating meaningful impact across the communities and supply chains we serve.

SHAKE YOUR FUTURE

Through Shake Your Future, our free bartender training program, we continue to strengthen employability in our communities. In FY26, the program equipped 70 unemployed and underemployed individuals with the skills needed to begin careers in mixology, while helping create a pipeline of talented new recruits for the hospitality industry. We also expanded the program's reach by launching it in Puerto Rico, Mexico and Poland.

RESPONSIBLE DRINKING

We continued to promote responsible drinking globally through partnerships with trade associations such as Responsibility.org. At the same time, we reinforced our commitment to responsible alcohol practices internally, with 95% of our workforce completing alcohol responsibility training. The training covers understanding and moderating alcohol consumption, respecting others' choices, planning safe transportation and following workplace guidelines on alcohol use.

GLASS RECYCLING

Bacardi is helping drive greater recycling awareness and reduce waste in Puerto Rico through a glass recycling program launched in May 2025. The initiative collects spirits bottles weekly from participating bars and restaurants in the Cataño Bay area and repurposes the recovered glass into building blocks. In FY26, more than 14 tons of glass were collected, diverting significant volumes of waste from landfill while promoting a stronger culture of recycling within the hospitality sector and local communities.

BOTTLE LIGHTWEIGHTING

Through thoughtful packaging innovation, Bacardi is reducing material use and associated value chain emissions while enhancing brand value. In FY26, key redesign projects delivered measurable results across our portfolio, including lightweighting GREY GOOSE bottles by 12%, achieving an 8% weight reduction through award-winning packaging redesign for PATRÓN, and reducing the weight of each MARTINI premium repack by 4%. By integrating sustainable design into our packaging strategy, we continue to lower our environmental footprint while strengthening brand quality and consumer appeal.

POWERING CIRCULARITY

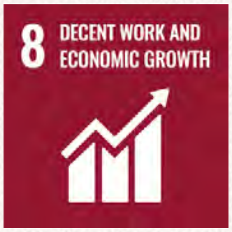
We recognize the opportunity of harnessing clean energy through residual water used in our processes. At our PATRÓN® tequila manufacturing site in Mexico, we are focusing on energy recovery to reduce our natural gas consumption through renewable fuel (biogas) generation as part of the wastewater treatment process. We have expanded this to our MARTINI site in Italy, where we are following the same approach by capturing the biogas generated from the wastewater treatment system and using it to power cogeneration. This is the same energy scheme that we have used at our BACARDÍ® rum distillery in Puerto Rico for the last 45 years using biogas to run the distillery, including the 2023 installation of a Combined Heat and Power (CHP) system to produce electricity to power the entire site, and steam to run the distillery.

OUR ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations (UN) Sustainable Development Goals (SDGs) provide a shared framework for addressing the world's most pressing social, environmental and economic challenges. Designed to advance prosperity while protecting the planet, the 17 SDGs serve as a global call to action to end poverty, reduce inequality and advance sustainable development by 2030. Through our Good Spirited strategy, we focus on the SDGs most relevant to our business, where we can make the greatest contribution.

People

People are at the heart of our Good Spirited strategy. We prioritize initiatives that promote a safe workplace, support individual growth and strengthen the communities where we live and work. Our efforts support UN SDGs 3, 8 and 10.



Planet

Through our Planet pillar, we focus on reducing greenhouse gas emissions and water consumption, advancing reusable, recyclable and biodegradable packaging, and sourcing ingredients from sustainably accredited suppliers. Our efforts support UN SDGs 6, 7, 13, 14 and 15.

BACARDI LIMITED
CORPORATE SUSTAINABILITY REPORT
2026

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, 2025 to March 31, 2026.

GRI Used
GRI 1: Foundation 2021

Applicable GRI Sector Standards
Currently not applicable.

List of material topics

301 Materials
302 Energy
303 Water & Effluents
305 Emissions
306 Waste
308 Supplier Environmental Assessment
401 Employment
403 Occupational Health & Safety
406 Non-discrimination
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

301 Materials

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

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

GRI Content Index cont'd

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

406 Non-discrimination

- 406-1 Incidents of discrimination & corrective action taken

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:

As a privately held company, we do not publicly disclose the following disclosures due to confidentiality constraints:

- 2-19 Remuneration policy
- 2-20 Process to determine remuneration
- 2-21 Annual total compensation ratio

We are in the process of updating our data management system. The following disclosures are omitted due to unavailable or incomplete data:

- 301-1 Materials used by weight or volume
- 301-2 Recycled input materials used
- 301-3 Reclaimed products and their packaging materials
- 302-2 Energy consumption outside of the organization
- 302-5 Reductions in energy requirements of products and services
- 305-6 Emissions of ozone-depleting substances (ODS)
- 401-3 Parental leave
- 403-10 Work-related ill health

GRI 2: GENERAL DISCLOSURES

2-1
ORGANIZATIONAL DETAILS

Bacardi Limited is a family-owned company headquartered in Hamilton, Bermuda. Incorporated under Bermudian law, it is the parent company of the Bacardi group of companies. Throughout this report, "Bacardi" refers to the Bacardi group of companies, including Bacardi Limited. We are the largest privately held international spirits company in the world, with products sold in more than 160 markets. We operate 24 bottling, distilling, blending and aging facilities in England, France, India, Ireland, Italy, Mexico, Scotland, Switzerland and the United States (including Puerto Rico).

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

Sustainability reporting at Bacardi reflects the operations of all brands across the organization. Acquisitions and divestitures are incorporated into our reporting as integration timelines allow, including the establishment of new baseline performance data where necessary. Entities currently excluded from reporting include recent acquisitions and independently managed entities.

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

Our Corporate Sustainability Report is published annually and is aligned with our fiscal year reporting dates. This report covers FY26, from April 1, 2025, through March 31, 2026.

The FY26 Corporate Sustainability Report was published on September 15, 2026. All inquiries about the report or reported information can be directed to GoodSpirited@Bacardi.com.

2-4
RESTATEMENTS OF INFORMATION

In FY25, data from the Teeling Whiskey Company was not included in social reporting. The full integration of data from the Teeling acquisition is anticipated to be complete in FY27.

2-5
EXTERNAL ASSURANCE

As we prepare for the future external assurance of sustainability data, we are strengthening the systems, processes and governance needed to support this effort. Oversight will be provided by the CSRD Advisory Group, composed of executive leaders from Corporate Sustainability, Corporate Controllership, Legal, and Controls, Assurance & Advisory. The group will regularly report its progress to the Corporate Sustainability Steering Committee, which brings together leaders from the key functions that drive our sustainability strategy and performance.

GRI 2: General Disclosures cont'd

2-6 ACTIVITIES, VALUE CHAIN & OTHER BUSINESS RELATIONSHIPS

Bacardi is a spirits company whose primary activities include the distillation, warehousing, blending, bottling and sales of spirits. Bacardi 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, among many other leading and emerging brands.

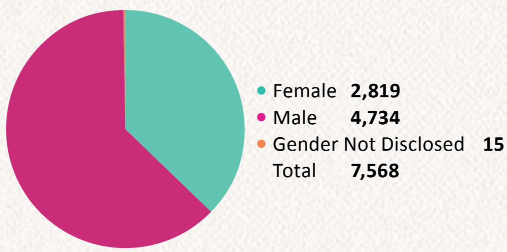
We report on a regional basis categorized as Asia, Middle East, Africa, Australia & New Zealand; Europe; Latin America & Caribbean; and North America.

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.

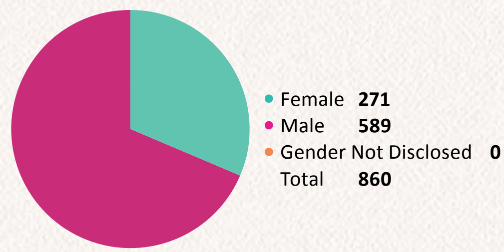
2-7 EMPLOYEES

Total Number of Employees by Region and Gender

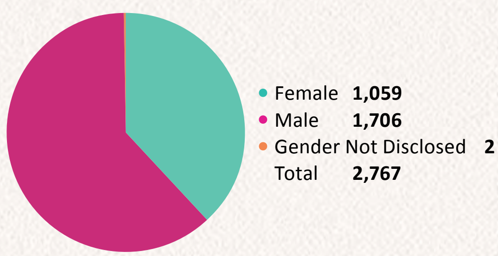
Globally



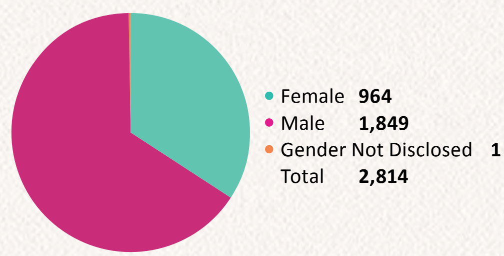
Asia, Middle East, Africa, Australia & New Zealand



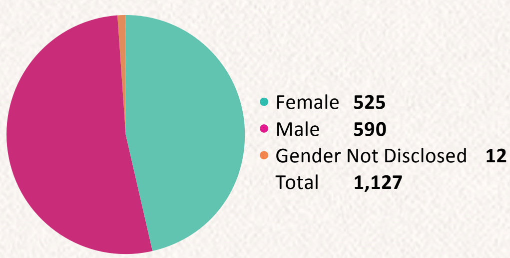
Europe



Latin America & Caribbean



North America



Methodology: Data is reported as of March 31, 2026, and reflects Bacardi full-time equivalents (FTEs). Employees are assigned to the business region in which they are 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	836	255	581	—
Europe	2,628	996	1,630	2
Latin America & Caribbean	2,804	958	1,845	1
North America	1,124	523	589	12
Globally	**7,392**	**2,732**	**4,645**	**15**

Region	Total No. of Temporary, Fixed-Term Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	24	16	8	—
Europe	139	63	76	—
Latin America & Caribbean	10	6	4	—
North America	3	2	1	—
Globally	**176**	**87**	**89**	**—**

Region	Total No. of Full-Time Employees FTE	Female	Male	Gender Not Disclosed
Asia, Middle East, Africa, Australia & New Zealand	859	270	589	—
Europe	2,709	1,020	1,687	2
Latin America & Caribbean	2,814	964	1,849	1
North America	1,122	521	589	12
Globally	**7,504**	**2,775**	**4,714**	**15**

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	1	1	—	—
Europe	58	39	19	—
Latin America & Caribbean	—	—	—	—
North America	5	4	1	—
Globally	**64**	**44**	**20**	—

Methodology: Data is reported as of March 31, 2026, and reflects Bacardi FTEs. Employees are assigned to the business region in which they are employed.

Employment terms and conditions across Bacardi are governed by local labor laws and regulations. Depending on the country, entity and business needs, employees may be engaged through permanent, full-time, part-time, fixed-term, or flexible working arrangements. Non-guaranteed and zero-hours contracts are not a standard form of employment at Bacardi, although seasonal contracts may be offered at our brand homes.

2-8 WORKERS WHO ARE NOT EMPLOYEES

Bacardi entities may engage third-party labor contractors to provide temporary support based on business needs. Third-party workers are contracted in compliance with applicable local labor laws and employment regulations.

These workers support a range of functions across the business, including support services, operations and commercial activities. Roles may include administrative, cleaning, security and technology support services.

GRI 2: General Disclosures cont'd

2-9 GOVERNANCE STRUCTURE & COMPOSITION

The Board of Directors is the highest governance body at Bacardi. As a family-owned, privately held company, members of the Bacardí family serve directly on the Board alongside independent directors, whose experience, judgment and oversight help guide the long-term success of the business.

To support the Board in carrying out its responsibilities, certain authority has been delegated to three standing committees: the Audit Committee, the Compensation Committee, and the Nominating & Governance (N&G) Committee. Although not required by law, each committee operates under a written charter that defines its responsibilities and promotes accountability. Together, these committees play an important role in our corporate governance, accounting and financial reporting processes.

The Board seeks to maintain a balanced composition that reflects a diverse range of experiences, backgrounds and skills aligned with our strategic priorities. The Board is composed of 13 directors, with the CEO serving as its only active executive member.

In addition to the Board and its standing committees, the Global Leadership Team (GLT), led by the CEO, brings together senior leaders from each global function and region. The GLT is responsible for reviewing and approving strategic plans and budgets related to our brands, as well as monitoring brand performance.

Oversight of our Good Spirited strategy is provided by the Corporate Sustainability Steering Committee (CSSC). The CSSC is supported by the Corporate Sustainability Leadership Team (CSLT), which is responsible for the day-to-day execution of the Corporate Sustainability strategy.

2-10 NOMINATION & SELECTION OF THE HIGHEST GOVERNANCE BODY

The Board's Nominating & Governance (N&G) Committee is responsible for identifying, evaluating and recruiting candidates for nomination to the Board in accordance with our Bye-laws. In selecting director nominees, the Committee seeks individuals whose skills, experience and perspectives will best serve the long-term interests of the Company and its shareholders.

In accordance with our Bye-laws, the N&G Committee Charter and Board nomination policies, the Committee oversees the identification and evaluation of director nominees for election by shareholders or appointment by the Board, including candidates proposed by shareholders. All nominees are assessed on their merits against objective criteria.

These criteria include relevant experience, knowledge, skills, expertise, integrity, character, business judgment, availability to fulfill Board responsibilities, independence and any other factors the N&G Committee considers appropriate.

GRI 2: General Disclosures cont'd

2-11 CHAIR OF THE HIGHEST GOVERNANCE BODY

Mr. Facundo L. Bacardi has served as Chairman of the Board since 2005 and was first elected to the Board in 1993. A fifth-generation member of the Bacardí family, he serves as a non-employee director.

2-12 ROLE OF THE HIGHEST GOVERNANCE BODY IN OVERSEEING THE MANAGEMENT OF IMPACTS

The CEO is accountable for our economic, environmental and social performance and receives updates from the Vice President (VP) of Corporate Sustainability, Global Safety and Quality at least twice a year. The Board of Directors is informed, as appropriate, of significant developments related to the Corporate Sustainability strategy, including the review and approval of material changes.

2-13 DELEGATION OF RESPONSIBILITY FOR MANAGING IMPACTS

The CSLT oversees the execution of the Corporate Sustainability strategy, including the management of business impacts on the environment and people. The CSLT is led by the VP of Corporate Sustainability, Global Safety and Quality, who reports to the Chief Supply Chain Officer.

The CSSC provides guidance and approval for the sustainability strategy. The CSSC is composed of cross-functional executive leaders and chaired by the Chief Supply Chain Officer. Progress against the Corporate Sustainability strategy is reported to the GLT and Board at least twice a year.

2-14 ROLE OF THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING

The Chairman of the Board and the CEO review and approve the Corporate Sustainability Report prior to publication each year.

2-15 CONFLICTS OF INTEREST

The Board expects directors to act ethically at all times, in accordance with the Code of Conduct, their fiduciary duties, and their duty of skill and care. If a director has a direct or indirect interest in a contract or proposed contract with the Company, the director must disclose the nature of that interest when the Board first considers the contract. If the interest arises after the contract is made, the director must disclose it at the first opportunity. A director may not vote on any contract or arrangement in which they have an interest and is not counted toward the meeting quorum until the vote has taken place.

2-16 COMMUNICATION OF CRITICAL CONCERNS

Critical concerns may be raised during the Corporate Sustainability updates provided to the CEO and GLT at least twice a year, as well as through direct communication between the VP of Corporate Sustainability, Global Safety and Quality and the Chief Supply Chain Officer. Time-sensitive matters are escalated directly to the Chief Supply Chain Officer and, as appropriate, shared with the GLT and Board.

2-17 COLLECTIVE KNOWLEDGE OF THE HIGHEST GOVERNANCE BODY

The Board receives updates on Corporate Sustainability performance and developments related to the Good Spirited vision, strategy and implementation at least twice a year. These updates are complemented by the experience, expertise and insights directors bring from serving on other boards and throughout their professional careers.

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 evaluation process for the Board and its committees. The N&G Committee also periodically reviews the format of the process to ensure it solicits actionable feedback on the operation and effectiveness of the Board, Board committees and director performance.

Among other matters, the Board evaluation covers the composition of the Board and its committees; the quality of meeting materials and processes; Board culture and dynamics, including active participation by Board members and open, constructive dialogue among directors and management; and the effectiveness of Board committees.

Evaluations are handled by the Corporate Governance team and completed independently by each director. The Global Senior Director of Corporate Governance compiles and tracks all feedback and produces a summary of the results, including requests or suggestions. Suggested actions are provided to the Board and respective Board committees 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.

2-23 POLICY COMMITMENTS

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

Code of Conduct: The Bacardi Limited Code of Conduct sets expectations for maintaining a workplace where employees are treated professionally and with respect, free from verbal or physical harassment, intimidation and abuse. The Code of Conduct applies to all employees and is available in 12 languages. It was approved by the Chairman of the Board and CEO, and all employees are required to certify compliance annually. For more information on human rights in our operations, see the "Equal Opportunities" and "Respect for Each Other" sections of the Code of Conduct.

Third Party Code of Conduct: The Third Party Code of Conduct applies to suppliers and subcontractors that provide goods or services to Bacardi. It outlines expectations related to labor standards, human rights, health and safety, environmental protection, and business integrity. Suppliers are required to comply with our Third Party Code of Conduct or maintain an equivalent code of their own. For more information on human rights in the supply chain, see the "Human Rights and Working Conditions" section of the Third Party Code of Conduct and the Modern Slavery Statement.

Global Marketing Principles: The Global Marketing Principles guide marketing and sales teams in promoting and representing brands responsibly. They help ensure marketing is directed only to legal purchase-age consumers and portrays appropriate and responsible drinking behaviors. The principles also support our commitment to reducing alcohol-related harm and encouraging responsible consumption. In addition, they guide our sales teams in upholding high standards within the trade by promoting, representing and communicating alcohol beverages responsibly.

GRI 2: General Disclosures cont'd

2-23
POLICY COMMITMENTS cont'd

Environmental Policy: Environmental commitments are outlined in the Safety, Quality and Sustainability (SQS) Policy, which is signed by the Chairman of the Board and shared with relevant business partners. The policy affirms compliance with all applicable environmental laws and regulations in the countries where Bacardi operates, as well as a commitment to protect biodiversity and promote the efficient use of natural resources. It also supports sourcing raw materials from sustainably certified suppliers, improving energy and water efficiency, increasing the use of renewable energy, and promoting recycling through a life cycle perspective. The SQS Policy is reviewed annually by the SQS team as part of the management review process, and any changes must be formally approved by the Chairman of the Board.

Procurement Policy: The Procurement Policy applies to all external spending with third-party companies related to goods, materials and services. The policy was reviewed and updated in FY25 and references the requirements outlined in the Bacardi Limited Code of Conduct and Third Party Code of Conduct.

Supplier Due Diligence Policy: The Supplier Due Diligence Policy applies to all Bacardi suppliers. The policy outlines varying levels of due diligence based on supplier categorization, including financial, social and environmental evaluations tailored to associated risks.

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 designed to reinforce its principles and reflect the Company's culture and values. The Code of Conduct is also available to all employees on the Company website. Each year, all employees, regardless of position, and all Board members are required to certify compliance with the Code of Conduct and its underlying policies. The Business Integrity Team provides regular in-person training in key markets identified through an annual risk assessment, while local legal teams deliver training on topics relevant to their regions and markets.

Third Party Code of Conduct: The Third Party Code of Conduct, or an equivalent standard, is embedded in contractual arrangements with suppliers and other third parties. It establishes expectations related to legal compliance, human rights, environmental protection and ethical business practices across their operations and supply chains.

Global Marketing Principles: The Global Marketing Principles apply to all Bacardi employees. New members of marketing teams receive training upon assuming their roles, including responsible marketing training on the Global Marketing Principles and applicable industry codes, laws and regulations in key markets.

Environmental Policy: The Environmental Policy is implemented through an environmental management system certified to ISO® 14001:2015 across our manufacturing operations. As part of this system, annual risk assessments identify significant risks across manufacturing operations and the value chain. A systematic approach is then used to plan and implement priority activities that manage risks and support policy commitments. The management system also emphasizes communication, including the reporting of environmental information to relevant interested parties.

Procurement Policy and Supplier Due Diligence Policy: These policies apply to Bacardi employees responsible for purchasing goods and services. Requirements are implemented through tools and processes such as Sedex registration, SAQs and Sedex Members Ethical Trade Audit (SMETA) audits, as well as certifications including Bonsucro,® to support the consistent application of our commitments.

GRI 2: General Disclosures cont'd

2-25 PROCESSES TO REMEDIATE NEGATIVE EFFECTS

As part of ISO® 14001, environmental impacts across manufacturing operations and the supply chain are assessed on a regular basis. During assessments of risks, opportunities and impacts, input is gathered from internal and external stakeholders representing a range of functions and partners. Findings from these assessments inform action plans designed to mitigate negative impacts and maximize opportunities. Once developed, action plans are reviewed with members of the Supply Chain Leadership Team (SCLT), which escalates matters involving high levels of exposure to the GLT. Feedback from these reviews is considered before action plans are implemented.

In addition, we maintain a formal grievance process to address concerns raised by internal and external parties in a responsive, effective and fair manner (see 2-26 for reporting mechanisms available to internal and external parties). All complaints received are recorded, reviewed, investigated as necessary and responded to. Investigations are conducted in accordance with the Business Integrity investigation process, which includes a defined escalation process.

The Company maintains a zero-tolerance stance on retaliation, which is reinforced in our "Speak Up" guidance. Individuals who report concerns are asked whether they have experienced retaliation and are encouraged to report any instances of retaliation throughout the investigation process and after a case has been closed. This includes when concerns are raised anonymously. Any reported retaliation is investigated immediately.

2-26 MECHANISMS FOR SEEKING ADVICE & RAISING CONCERNS

The Business Integrity Team maintains a communications and training program designed to increase employee awareness of available reporting channels and build trust in the reporting process. Employees are encouraged to raise business conduct concerns with their manager or a local Human Resources (HR) or Legal representative. Depending on the nature of the concern, matters may be escalated to the appropriate functions. For example, environmental grievances may be referred to the Global Sustainability Director; the VP of Corporate Sustainability, Global Safety and Quality; the Legal department; and the Chief Supply Chain Officer, as appropriate. Employees may also contact the Bacardi Integrity Team directly to report concerns or potential violations.

These local reporting channels are supplemented by the Bacardi Integrity Line, our official grievance mechanism. Available 24 hours a day, seven days a week, 365 days a year, the Bacardi Integrity Line provides phone and web-based reporting options, supports all local languages where employees are located and allows for anonymous reporting. The service is operated by an independent third party and managed by the Business Integrity Team. Contractors, suppliers, and other third-party business partners may also use the Bacardi Integrity Line or contact the Business Integrity Team directly to report concerns regarding noncompliance with the Bacardi Limited Code of Conduct, the Third Party Code of Conduct or applicable laws.

The Bacardi Integrity Team reviews each case and assesses any trends and root causes to support timely intervention and corrective action. Regular reports are provided to the Board of Directors. External counsel or Internal Audit may be engaged as needed or when required by local regulations.

Bacardi promotes a culture of integrity and encourages employees to speak up and do the right thing when conducting business activities.

GRI 2: General Disclosures cont'd

2-27 COMPLIANCE WITH LAWS & REGULATIONS

During the reporting period, there were no significant instances of noncompliance with laws or regulations and no fines were imposed or paid as a result of such instances. Significant instances of noncompliance are defined as those that could expose the Company to material financial, reputational, environmental or public health consequences.

2-28 MEMBERSHIP ASSOCIATIONS

Bacardi participates in a number of industry associations and collaborative initiatives that support progress on environmental sustainability, responsible drinking and supply chain responsibility.

The Company is a member of the Beverage Industry Environmental Roundtable (BIER), where it works with peer companies to help mitigate environmental impacts and support the long-term sustainability of the global beverage industry. Bacardi is also 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, the Company engages suppliers with tailored support to help transition to clean energy, contributing to our broader Scope 3 emissions reduction goals.

Bacardi is a founding active member of the Distilled Spirits Council of the United States (DISCUS), the national trade association representing producers and marketers of distilled spirits in the United States, and has supported the organization since it was established in 1973. Today, DISCUS advocates on legislative, regulatory and public affairs issues affecting the industry by raising awareness and expanding market opportunities in the U.S. and globally. The Company also provides funding to Responsibility.org, which promotes responsible and moderate alcohol consumption among those who choose to drink. In addition, Bacardi is a member of the International Alliance for Responsible Drinking (IARD), a not-for-profit organization dedicated to reducing harmful drinking and advancing understanding of responsible alcohol consumption.

Bacardi is a founding member of Bonsucro,® the leading global sustainability platform and standard for sugarcane. Through this membership, the Company works to advance sustainable sugarcane production and use, with a focus on climate action, human rights and value in the supply chain.

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 this membership, we actively support initiatives that address systemic human rights issues and strengthen supplier capabilities to do the same. By sharing audit results and best practices, AIM-Progress members seek to increase impact while reducing duplication and costs.

2-29 APPROACH TO STAKEHOLDER ENGAGEMENT

Stakeholder groups include customers, employees, communities, shareholders, investors, industry associations, NGOs, regulators and suppliers. Bacardi engages with stakeholders through industry conferences, participation in industry associations around the world and long-term partnerships with nonprofit organizations. These partnerships provide opportunities to share best practices and learnings. As part of risk assessments, internal and external stakeholder perspectives are also considered in evaluating priority risks across direct operations and the value chain. These engagement activities help maintain strong stakeholder relationships and deepen understanding of stakeholder needs.

GRI 2: General Disclosures cont'd

2-30 COLLECTIVE BARGAINING AGREEMENTS

Bacardi is committed to maintaining constructive employee and labor relations across applicable entities, in accordance with local labor laws and employment regulations. Where collective bargaining applies, the Company works in partnership with trade unions to foster active and meaningful collaboration. Bacardi also engages with works councils under the European Works Council (EWC) Directive to support transparent and open dialogue on issues of common interest. We recognize our employees' freedom of association and supports their right to decide whether to join a trade union.

For employees not covered by collective bargaining agreements or works councils, terms of employment are governed by local labor laws, employment legislation and working regulations.

GRI 3: MATERIAL TOPICS

3-1
PROCESS TO DETERMINE MATERIAL TOPICS

For information on the process used to determine material topics, see the Materiality section.

3-2
LIST OF MATERIAL TOPICS

For a list of material topics, see the GRI Content Index.

3-3
MANAGEMENT OF MATERIAL TOPICS

The explanation of the management of material topics is embedded in each topic standard section.

GRI 301: MATERIALS

**3-3
MANAGEMENT OF
MATERIAL TOPICS**

Advancing our packaging strategy requires a clear focus on where we can drive the greatest impact. The updated targets maintain our ambition while focusing efforts on the areas where we can deliver the greatest environmental impact: improving recyclability, increasing recycled content and eliminating unnecessary single-use plastic from secondary packaging and point-of-sale materials.

These changes align our approach more closely with emerging packaging regulations and our broader circularity strategy, while establishing clearer and more measurable milestones for implementation and reporting.

Our targets include:

- **Target:** 100% of product packaging to be recyclable, reusable or biodegradable by 2030
  Progress: 98% of product packaging is currently recyclable. This revised target expands our focus beyond recyclability to include reusable and biodegradable solutions where they are environmentally appropriate and operationally viable.

- **Target:** All Polyethylene Terephthalate (PET) bottles made from recycled PET by 2030
  Progress: We validated and implemented up to 30% recycled PET (rPET) across multiple products in the Bacardi PET portfolio. This target reflects our commitment to increasing recycled content where supply availability, technical performance and product quality requirements can be consistently met.

- **Target:** Maintain zero single-use plastic in on-shelf secondary packaging (e.g., gift boxes, Value Added Packaging (VAPs) and promotional bundles) and in point-of-sale materials (POSM)
  Progress: We maintain the elimination of avoidable single-use plastic from on-shelf secondary packaging and point-of-sale materials, replacing it with more recyclable, reusable or lower-impact alternatives where feasible. Introduced in 2020, this target focuses on highly visible packaging formats where material substitution and design simplification can help reduce waste and improve circularity.

- **Target:** No-deforestation across primary deforestation-linked commodities
  Progress: We are on track for EU Deforestation Regulation compliance.

Among our key initiatives, lightweighting remains one of the most effective ways to reduce material use and associated value chain emissions while maintaining product protection, consumer appeal and brand equity. In FY26, we advanced several redesign projects across our portfolio that demonstrate how packaging optimization can deliver both environmental and business value.

GRI 302: ENERGY

**3-3
MANAGEMENT OF
MATERIAL TOPICS**

As part of the strategic planning process for our manufacturing operations, we are working to improve energy efficiency and expand the use of renewable energy. Our approach considers impacts across the value chain, and future scenario analysis helps inform the road map for achieving our targets.

Key initiatives include:
Renewable Energy Generation: We continue to invest in renewable energy solutions across our manufacturing operations, including biogas and biomass systems at our distilleries. Biomass boilers use renewable organic materials, such as agave fibers remaining from production, as well as wood-based fuel in place of conventional fossil fuels. We also utilize solar energy in India and generate steam from renewable sources in Italy.

Green Electricity: Renewable electricity sourced through hydro, solar and wind energy contracts in the U.K., U.S., Italy, France and Mexico helps reduce our carbon footprint.

Energy Efficiency Improvements: Offices, bottling and production facilities, and brand homes employ a wide range of energy-efficient measures, including energy-efficient lighting, reduced temperature setpoints, heat-recovery systems, and vacuum distillation, among others. New developments are designed in accordance with sustainable building principles.

Energy Management Software: We are implementing a data management system to monitor, control and optimize utility distribution and consumption across manufacturing facilities. Facilities with the highest water and electricity consumption have been prioritized for the installation of submetering systems.

Progress is reviewed quarterly by the CSSC and at least twice a year by the GLT and SCLT. Performance data and ongoing evaluations inform priorities within the strategic plan, which is updated annually.

GRI 302: Energy cont'd

302-1
ENERGY CONSUMPTION WITHIN THE ORGANIZATION

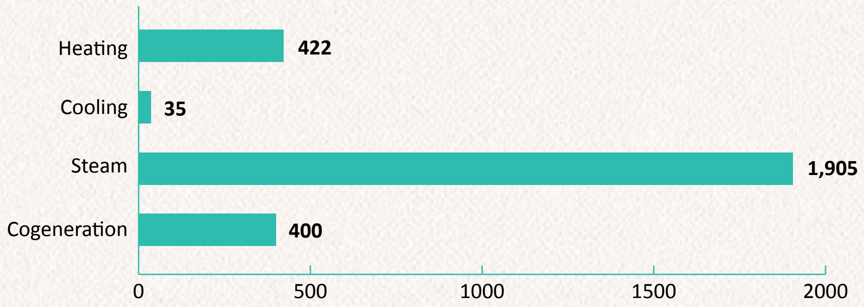
In FY26:

- 24% of total energy consumption came from renewable sources (the increase compared with FY25 was primarily driven by the use of biogas at PATRÓN® facilities)
- 22% of fuel consumption came from renewable sources
- 46% of purchased electricity came from renewable sources through certified green tariffs
- 10% of total energy consumption came from grid electricity

Source	FY23	FY24	FY25	FY26
Fuel Oil	489	277	247	266
Gas	1,435	1,836	1,681	1,405
Total Fuel From Non-renewables	1,924	2,113	1,928	1,671
Biogas	300	138	60	226
Biomass	401	307	25	243
Total Fuel From Renewables	701	445	85	469
Total Fuel	**2,625**	**2,558**	**2,013**	**2,140**
Total Non-renewable Electricity	187	154	132	124
Total Renewable Electricity	112	107	103	106
Total Electricity	**299**	**261**	**235**	**230**
Total Energy Consumption (TJ)	**2,924**	**2,819**	**2,248**	**2,370**

Energy consumption from fuel and electricity is calculated using conversion factors published by the Environmental Protection Agency.

FY26 Energy Consumption by Type (TJ)



GRI 302: Energy cont’d

302-3
ENERGY INTENSITY

Our energy intensity ratio was 0.012 in FY26, using production 9-liter cases as the denominator. The calculation includes fuel and electricity consumed within the organization.

302-4
REDUCTION OF ENERGY CONSUMPTION

Numerous initiatives under the GHG Road Map have contributed to reductions in energy consumption. For more information, see GRI 305.

GRI 303: WATER & EFFLUENTS

3-3 MANAGEMENT OF MATERIAL TOPICS

Water is a key pillar of our sustainability strategy. In line with the continual improvement approach required by ISO® 14001:2015, our environmental management system provides a framework for identifying opportunities to improve water stewardship, increase efficiency and support long-term water resilience.

We work with partners to replenish water at the source and advance water stewardship across manufacturing operations. We also invest in projects that improve water-use efficiency and support the development of closed-loop systems for production processes.

Key initiatives include:

- **PATRÓN® (Mexico):** At the PATRÓN® tequila facility, a water treatment system known as cavitation was implemented to treat domestic water for reuse in cooling systems, with no contact with product water. More than 1,000 cubic meters of water are recycled each week through this process.
- **MARTINI® (Italy):** The implementation of evaporative condensers resulted in water savings of more than 10,000 cubic meters.
- **BACARDI® (Puerto Rico)**: Water reduction initiatives included a carbon filter regeneration strategy to reduce steam demand, enhanced monitoring and analysis of water consumption, and a structured plan to address inefficiencies. These efforts reduced water consumption by 5% (approximately 35,000 cubic meters) compared with FY25.
- **ANGEL'S ENVY® (United States)**: Rainwater collection supplied approximately 35% of the water used in the cooling towers. The Kentucky-based distillery also transitioned to a steam-only fermenter cleaning process, reducing water use by approximately 2 cubic meters per fermenter cleaning. Together, these improvements resulted in water savings of approximately 666 cubic meters between July 2025 and March 2026.
- **ABERFELDY®, AULTMORE®, CRAIGELLACHIE®, MACDUFF® and ROYAL BRACKLA® (Scotland):** We optimized our Cleaning in Place (CIP) program by reviewing each stage of the cleaning process to identify inefficiencies. Targeted improvements were validated through benchmarking and supported by enhanced monitoring, resulting in measurable energy and water savings.

Our current strategy builds on earlier work with BIER to address shared water challenges in Tlajomulco de Zúñiga, Mexico. Through the Charco Bendito Project, a collaborative watershed initiative focused on the Lerma Santiago Watershed, beverage industry partners are working to improve water quality and availability for surrounding communities. Activities include land restoration and conservation, 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.

Bacardi has finalized an agreement to collaborate with The Nature Conservancy in Puerto Rico to support water replenishment efforts in the La Plata basin.

Progress against objectives and annual targets is monitored through KPIs and reviewed by our governing bodies.

Target: Improve water-use efficiency by 30% and replenish more water than we consume in our most water-stressed areas by 2030
Progress: Water-use efficiency has improved by 8% compared with the FY23 baseline. For replenishment projects, we continue our work with Charco Bendito in Mexico and local water replenishment projects in India, as well as a new collaboration in Puerto Rico established in FY26 and implemented in FY27.

GRI 303: Water & Effluents cont'd

303-1
INTERACTIONS WITH WATER AS A SHARED RESOURCE

Clean water is essential to our business, and we recognize the importance of responsible water management. Water sources vary by location and include groundwater from on-site boreholes, municipal water supplies sourced from local water bodies and rainwater harvesting. Across our manufacturing operations, water is primarily used for cooling (as non-contact water), energy generation, cleaning and as an ingredient in our products.

Wastewater management practices also vary by site. Some facilities treat wastewater on-site before discharging it to local water bodies or irrigation systems, while others collect wastewater in retention basins before discharging it to municipal sewer systems for off-site treatment.

Water-related impacts are assessed annually using a life cycle perspective in accordance with ISO® 14001. In addition, water basin discovery assessments were completed at 23 production sites in collaboration with a third-party analyst. These assessments identified water sources, associated challenges and management considerations, as well as opportunities to reduce water-related impacts.

To address these impacts, we are prioritizing partnerships with NGOs, government agencies and peer companies to help protect watersheds and improve access to potable water in water-scarce regions where manufacturing operations are located, including Puerto Rico, Mexico and India.

GRI 303: Water & Effluents cont'd

303-2 MANAGEMENT OF WATER DISCHARGE-RELATED IMPACTS

We manage process wastewater from our facilities through the following approaches:

- Direct discharge of treated wastewater to local water bodies following on-site treatment
- Indirect discharge of treated wastewater to municipal treatment facilities
- Beneficial land application, including irrigation and use as fertilizer, to support agricultural production where permitted

All wastewater discharges are managed in accordance with applicable permits and regulatory requirements. In locations where local regulations do not exist, sites are required to follow the minimum standards established in the Environmental, Health & Safety (EHS) Global Manual, which is aligned with international standards.

303-3 WATER WITHDRAWAL

Total Water Withdrawal by Source (megaliters)

Of total water withdrawn in FY26, 1,778 megaliters came from freshwater sources and 1,280 megaliters came from groundwater. For reporting purposes, freshwater includes water supplied by public utilities and surface water sources.

Source	FY23	FY24	FY25	FY26
Surface Water	1,538	1,738	1,408	846
Groundwater	1,597	1,581	1,529	1,280
Seawater	0	0	—	0
Produced Water	0	0	—	0
Public Suppliers	1,206	1,227	1,028	930
Harvested	0	1	2	2
Total	**4,341**	**4,547**	**3,967**	**3,058**

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

Of total water withdrawn in FY26, 55% originated from basins experiencing high or extremely high water stress, including regions in Puerto Rico, Mexico and India.

Source	India	Mexico	Puerto Rico
Surface Water	0	0	0
Groundwater	0	910	0
Seawater	0	0	0
Produced Water	0	0	0
Public Suppliers	32	118	634
Harvested	2	0	0
Total	**34**	**1,028**	**634**

GRI 303: Water & Effluents cont'd

303-4
WATER DISCHARGE

Water Discharge (megaliters)

Of total water discharged in FY26, 24 megaliters were beneficially applied to cropland for irrigation or use as fertilizer. In countries where permitted by regulatory authorities, water designated for beneficial reuse is returned to agricultural land that produces raw materials used in the production of spirits.

Source	FY23	FY24	FY25	FY26
Direct Discharge	1,618	1,674	1,584	1,410
Indirect Discharge	269	301	328	311
Beneficial Land Application	92	211	29	24
Total Volume	**1,979**	**2,186**	**1,941**	**1,745**

303-5
WATER CONSUMPTION

Water Consumption (megaliters)

Of total water consumed in FY26, 71% occurred in basins experiencing high or extremely high water stress, specifically regions in Puerto Rico, Mexico and India.

	FY23	FY24	FY25	FY26
Total Water Usage	4,341	4,547	3,967	3,058
Total Water Consumption	3,085	2,981	2,719	2,373

	India	Mexico	Puerto Rico
Water Consumption in Areas With Water Stress by Location	34	1,028	634

GRI 305: EMISSIONS

**3-3
MANAGEMENT OF
MATERIAL TOPICS**

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

Bacardi applies an operational control approach to its GHG inventory, under which emissions are reported for all facilities where we directly or indirectly control day-to-day operations. Because Bacardi has full operational control of its manufacturing sites globally, Scope 1 and Scope 2 emissions from these sites are included in the inventory.

Within direct operations (Scope 1 and Scope 2), we are focused on reducing emissions through process optimization, energy efficiency and the increased use of renewable energy. Key initiatives include heat recovery, cogeneration, solar energy installations and renewable electricity contracts.

Key initiatives to date include:

- **PATRÓN® (Mexico):** Energy recovery projects are reducing natural gas consumption through the generation of renewable fuel as part of the wastewater treatment process.
- **BACARDÍ® (Puerto Rico):** A Combined Heat and Power (CHP) system generates electricity for the site and steam for distillery operations. The system uses a blend of biogas from wastewater treatment and liquified petroleum gas (LPG), replacing heavy fuel oil and reducing overall emissions through increased use of renewable fuel.
- **AULTMORE® (Scotland):** Installation of a Thermal Vapor Recompression (TVR) system improved energy efficiency by capturing, compressing and reusing vapor in the distillation process.
- **ABERFELDY® (Scotland):** Optimization of biomass boilers enabled 100% of operational steam demand to be met using biomass throughout FY26, resulting in an estimated 95% reduction in distillery carbon emissions compared with LPG-based steam generation.
- **MARTINI® (Italy):** Boiler replacements improved energy efficiency by 6%. Combined with other initiatives, the project reduced plant carbon emissions by more than 300 metric tons in FY26 compared with FY25.

Our Scope 3** methodology covers emissions associated with value chain activities, including purchased ingredients, packaging materials (primarily glass), and transportation. We work closely with suppliers in these priority areas to:

- Align carbon reduction efforts with our net-zero ambitions (we take into consideration supplier commitment to carbon reduction when making allocation decisions)
- Identify opportunities to reduce emissions (e.g., sustainable agricultural practices, fuel conversion of vehicles, sourcing strategy)
- Pursue collaborative initiatives focused on achieving net-zero emissions
- Assess agricultural emissions for key ingredients in accordance with the SBTi Forest, Land and Agriculture (FLAG) Guidance

**Direct operations* refers to our manufacturing sites.
**In Spain, mobile sources (i.e., vehicles) are included in our Scope 1 footprint, while electricity for leased assets is covered in Scope 3. Please refer to the local Spain report for country-level data.

GRI 305: Emissions cont'd

3-3
MANAGEMENT OF MATERIAL TOPICS cont'd

Targets and Progress

The path to achieving net zero in 2050

2030 Targets

- 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 Target

- Reduce absolute Scope 1 and Scope 2 GHG emissions by 90% from an FY23 baseline

2050 Targets

- 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

Progress:

- Scope 1 and Scope 2 emissions: In FY26, we achieved a 20% reduction from an FY23 baseline.
- Scope 3 emissions: In FY26, we achieved a 17.8% reduction from an FY23 baseline.

This change was largely driven by a decrease in production volumes.

- Scope 3 FLAG GHG emissions: Performance for this metric has not been updated for the current reporting period. Data collection for this metric is ongoing. As a result, progress against the target cannot yet be assessed. Updated performance will be reported once the data has been finalized and verified.

KPI: Absolute GHG emissions, metric tons of CO_2e

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

- DEFRA Voluntary Reporting Guidelines
- IEA CO_2 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

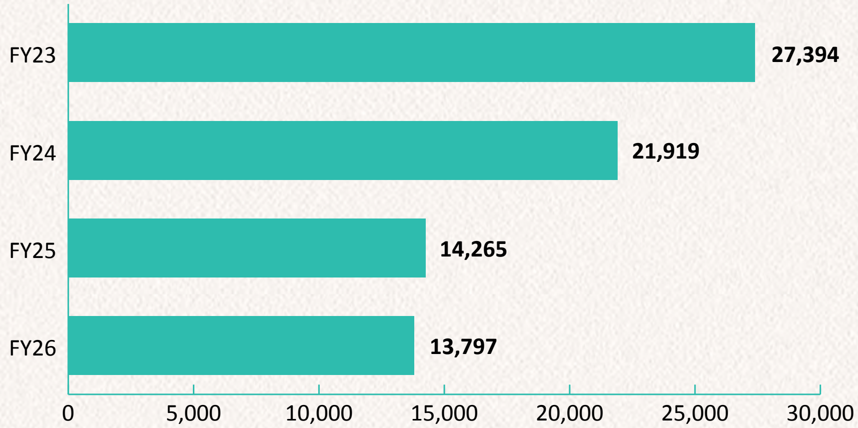
Direct GHG Emissions (metric tons of CO_2e)

For information on investments and initiatives supporting reductions in Scope 1 and Scope 2 GHG emissions, see GRI 305 3-3.

GRI 305: Emissions cont'd

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

Indirect GHG Emissions (metric tons of CO_2e)



*Scope 2 emissions are reported using the market-based method.

305-3
OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

The total Scope 3 carbon footprint was 872,044 metric tons of CO_2e per year, while the Scope 3 FLAG carbon footprint was 67,044 metric tons of CO2e per year. This data is based on FY25 volumes. To support annual tracking and reporting, we are implementing a data management system for Scope 3 GHG emissions.

Included categories are purchased goods and services (including ingredients and packaging), capital goods, fuel- and energy-related activities, upstream and downstream transportation, waste generated in manufacturing operations, business travel, employee commuting, use of sold products and downstream leased assets.

305-4
GHG EMISSIONS INTENSITY

The GHG emissions intensity ratio was 0.002 in FY26, using production 9-liter cases as the denominator. The calculation includes Scope 1 and Scope 2 GHG emissions.

305-5
REDUCTION OF GHG EMISSIONS

For information on initiatives that contributed to reductions in GHG emissions, see GRI 305 3-3.

305-7
NITROGEN OXIDES (NOx), SULFUR OXIDES (SOx) & OTHER SIGNIFICANT AIR EMISSIONS

NOx, SOx and Particulate Emissions by Year (metric tons)

	FY23	FY24	FY25	FY26
SOx	579	419	436	474
NOx	137	126	113	104
Particulate	14	9	8	8
Total	**730**	**554**	**557**	**586**

GRI 306: WASTE

3-3
MANAGEMENT OF MATERIAL TOPICS

Our waste management approach prioritizes waste minimization, reuse, recycling and energy recovery, with landfill used only as a last resort. Our goal was to achieve zero waste to landfill across our manufacturing facilities by the end of 2025. In FY26, 99.5% of waste generated at our manufacturing sites was diverted from landfill, meeting the target definition based on the established *de minimis* threshold of 0.5%. Efforts are ongoing to extend this approach to the newest site in Henry County, Louisville, Kentucky.

Solid waste is managed in accordance with applicable regulations and is categorized as either hazardous or non-hazardous waste. Consistent with our waste management hierarchy, waste may be:

- Reused
- Recycled
- Repurposed for energy recovery
- Sent to landfill
- Incinerated

Wastewater is managed through three primary pathways:

1. Direct discharge of treated wastewater to local water bodies following permitted on-site treatment
2. Indirect discharge of treated wastewater to permitted municipal treatment facilities capable of managing wastewater streams
3. Beneficial land application, including irrigation and fertilization to improve crop production where permitted

Wastewater discharges are managed to help protect employees, communities and the environment. Progress against objectives and annual targets is monitored through KPIs.

Target: Zero waste to landfill by 2025
Progress: In FY26, 99.5% of waste was diverted from landfill.

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: cubic meters per year

306-1
WASTE GENERATION & SIGNIFICANT WASTE-RELATED IMPACTS

Each site conducts annual assessments to identify significant impacts associated with hazardous and non-hazardous waste. Identified impacts are managed and mitigated in accordance with applicable laws, standards and management systems. For more information on the management of packaging waste, see GRI 301.

306-2
MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS

Each operation evaluates opportunities to advance circularity on a case-by-case basis. At the site level, waste materials are assessed for reuse based on their composition and potential to be repurposed by suppliers. For example, in India, Bacardi partners with a bottle collection agency that collects, cleans and removes labels from used bottles, allowing them to be reused in the bottling of various local products.

Waste management contractors are required through contractual agreements to comply with applicable waste management standards and regulations. Waste-related data is provided by contractors and reviewed by local Environmental Health & Safety (EHS) managers before being integrated into our data management system. Performance data is reviewed quarterly by the CSSC and at least twice a year by the GLT and SCLT.

GRI 306: Waste cont'd

306-3 WASTE GENERATED

In FY26, waste sent to landfill from our manufacturing sites represented 0.5% of total waste generated, with 22 sites achieving zero waste to landfill.

Total Waste Generated (metric tons)

	FY23	FY24	FY25	FY26
Total Waste Diverted From Landfill	216,215	214,851	189,692	160,651
Total Waste Directed to Landfill	1,680	1,382	911	873
Total Waste Generated	**217,895**	**216,233**	**190,603**	**161,524**

306-4 WASTE DIVERTED FROM DISPOSAL

Total Waste Diverted From Landfill (metric tons)

	FY23	FY24	FY25	FY26
Hazardous Waste Diverted From Landfill				
Reuse/Recovery/Recycling	100	348	312	256
Incineration/Treatment	47	23	14	21
Subtotal	147	371	326	277
Non-hazardous Waste Diverted From Landfill				
Reuse/Recovery/Recycling	207,900	211,106	178,799	159,847
Incineration/Treatment	8,168	3,374	10,567	527
Subtotal	216,068	214,480	189,366	160,374
Total Waste Diverted From Landfill	**216,215**	**214,851**	**189,692**	**160,651**

306-5 WASTE DIRECTED TO DISPOSAL

Total Waste Directed to Landfill (metric tons)

	FY23	FY24	FY25	FY26
Hazardous Waste	0.18	15	21	2
Non-hazardous Waste	1,680	1,367	890	871
Total Waste Directed to Landfill	**1,680**	**1,382**	**911**	**873**

GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT

**3-3
MANAGEMENT OF MATERIAL TOPICS**

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

- Compliance with the Third Party Code of Conduct, or an equivalent code of conduct maintained by the supplier, is a requirement of supplier contracts. Procurement teams actively engage with suppliers to communicate expectations and support alignment with our standards. This ongoing dialogue helps ensure suppliers understand and uphold the principles outlined in the Code.
- Procurement teams regularly review the status of suppliers against key requirements, including certifications, SMETA audits, supplier nonconformities and SAQs. This process helps track progress and identify any outstanding actions.

**308-1
NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA**

Bacardi seeks to build long-term partnerships with suppliers. Key raw materials and packaging suppliers are required to register on Sedex and complete an SAQ that includes environmental criteria. Bacardi also leverages SMETA audits and encourages suppliers to obtain certification through recognized environmental assessment schemes. In FY26, all suppliers within the scope of the audit program, including new suppliers, were screened against environmental criteria.

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

In FY26, 57 suppliers across 77 sites underwent SMETA 4-pillar audits. These audits identified 27 environmental nonconformities across 15 sites, including two critical, 16 major and nine minor findings. At year-end, 12 nonconformities remained open, including one critical, seven major and four minor findings. Most findings were related to environmental permits and environmental management systems.

For critical nonconformities, suppliers are required to develop and implement a corrective action plan. Failure to adequately address critical findings may result in the termination of the supplier relationship.

GRI 401: EMPLOYMENT

**3-3
MANAGEMENT OF
MATERIAL TOPICS**

At Bacardi, we strive to create a workplace where employees feel a sense of belonging, engagement and recognition. In FY26, *Forbes* named Bacardi to its 2025 lists of the World's Best Employers and World's Top Companies for Women.

We comply with applicable local laws and Company policies designed to support and empower employees. Employee engagement is measured through country-level surveys, and feedback is used to establish local action teams focused on the areas employees value most. These efforts help strengthen engagement, foster belonging and support a positive workplace experience. Through the Bacardi Assist program, employees also have access to confidential support services focused on well-being and mental health.

In addition to the employee experience within Bacardi, we are dedicated to supporting community members looking for work. We have two programs to deliver this commitment: Shake Your Future and Build Your Future. The Bacardi Build Your Future program supports community members seeking employment by partnering with local charities to deliver impactful employability training. The program focuses on helping individuals define their career purpose, improve resume writing, navigate online job boards, and prepare for interviews. Through these sessions, Bacardi employees share their valuable career insights and experiences, providing meaningful support to individuals as they progress in their career journeys.

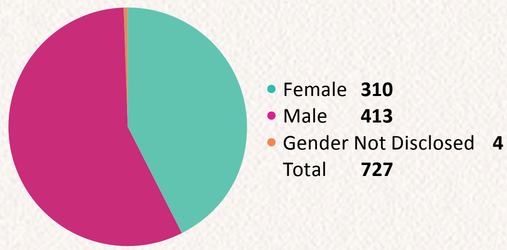
Target: Each year, deliver programs in select markets to drive employability within our communities
Progress: In FY26, employability initiatives were delivered in 100% of the 10 target countries through the Shake Your Future and Build Your Future programs.

GRI 401: Employment cont’d

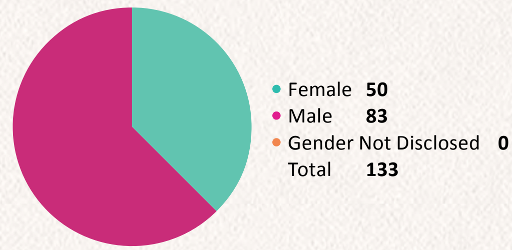
401-1 NEW EMPLOYEE HIRES & EMPLOYEE TURNOVER

New Employees by Gender

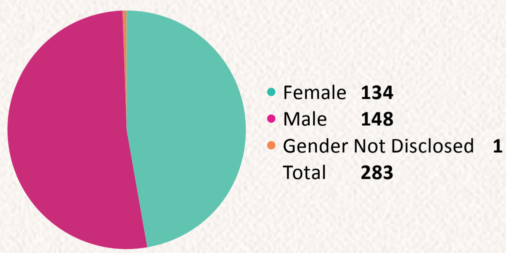
Globally



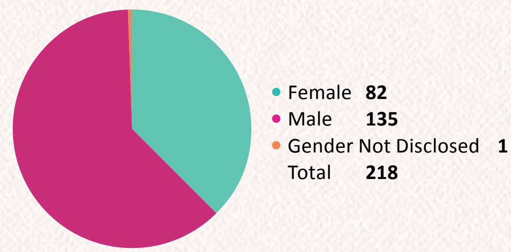
Asia, Middle East, Africa, Australia & New Zealand



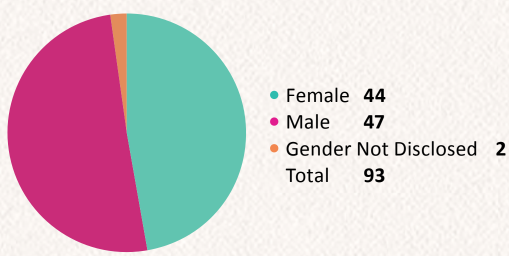
Europe



Latin America & Caribbean



North America



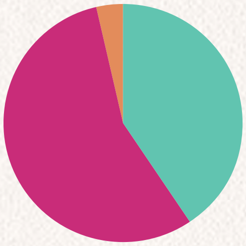
Methodology: Data is reported as of March 31, 2026. Employees are allocated to the business region in which they are located and employed.

GRI 401: Employment cont'd

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

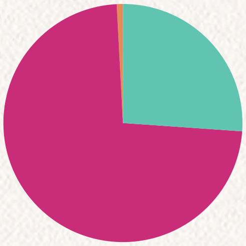
New Employees by Age

Globally



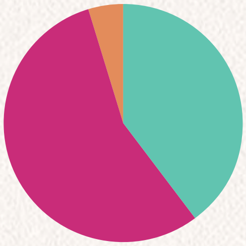
Under 30	**296**
30-50	**405**
Over 50	**26**
Total	**727**

Asia, Middle East, Africa, Australia & New Zealand



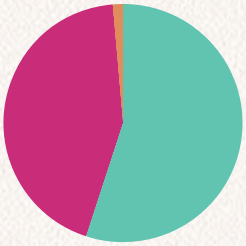
Under 30	**35**
30-50	**97**
Over 50	**1**
Total	**133**

Europe



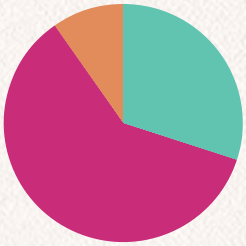
Under 30	**113**
30-50	**157**
Over 50	**13**
Total	**283**

Latin America & Caribbean



Under 30	**120**
30-50	**95**
Over 50	**3**
Total	**218**

North America



Under 30	**28**
30-50	**56**
Over 50	**9**
Total	**93**

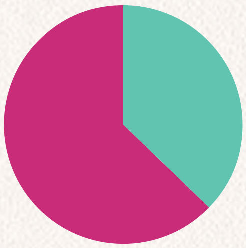
Methodology: Data is reported as of March 31, 2026. Employees are allocated to the business region in which they are located and employed.

GRI 401: Employment cont'd

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

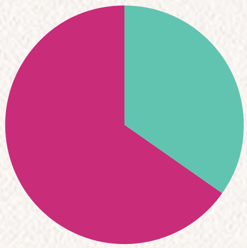
Employee Turnover by Gender

Globally



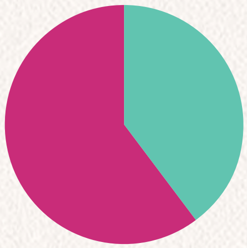
Female	362
Male	609
Gender Not Disclosed	0
Total	971

Asia, Middle East, Africa, Australia & New Zealand



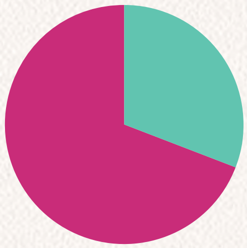
Female	54
Male	101
Gender Not Disclosed	0
Total	155

Europe



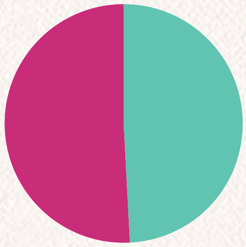
Female	131
Male	197
Gender Not Disclosed	0
Total	328

Latin America & Caribbean



Female	107
Male	239
Gender Not Disclosed	0
Total	346

North America



Female	70
Male	72
Gender Not Disclosed	0
Total	142

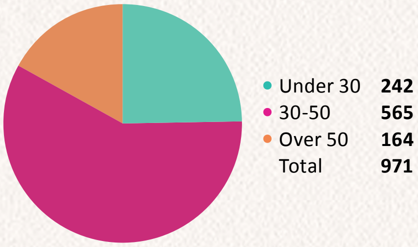
Methodology: Data is reported as of March 31, 2026. Employees are allocated to the business region in which they are located and employed.

GRI 401: Employment cont'd

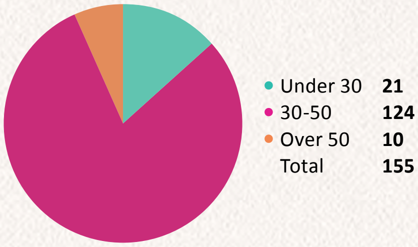
**401-1
NEW EMPLOYEE HIRES & EMPLOYEE TURNOVER cont'd**

Employee Turnover by Age

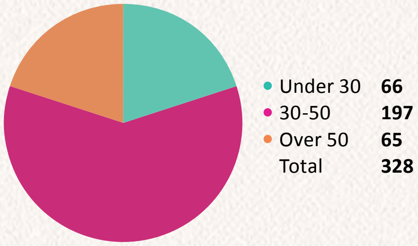
Globally



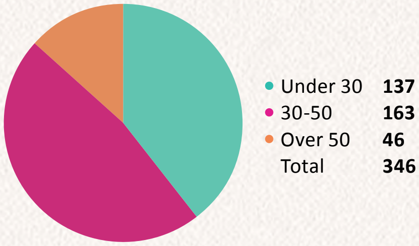
Asia, Middle East, Africa, Australia & New Zealand



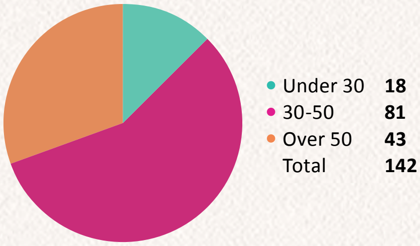
Europe



Latin America & Caribbean



North America



Methodology: Data is reported as of March 31, 2026. Employees are allocated to the business region in which they are located and employed.

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 programs support our ability to attract, recruit and retain talented employees in competitive labor markets. Employees have access to benefits packages that align with local employment legislation, labor laws and market conditions irrespective of job grade, location or contractual terms. In countries where applicable, there is no differentiation in benefits between permanent, full-time, part-time, fixed-term and flexible employees.

Core benefits may include life insurance, health care coverage, maternity and parental leave, disability and invalidity coverage, and retirement pension provisions. Depending on location, additional benefits may include birthday leave, My InSpirit Day (volunteer day), dental insurance, meal allowances, wellness allowances and access to discounted on-site shops. These examples are illustrative and not exhaustive.

GRI 403: OCCUPATIONAL HEALTH & SAFETY

3-3
MANAGEMENT OF MATERIAL TOPICS

Within our own manufacturing sites, the Bacardi Total Productive Manufacturing (TPM) program provides 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 Bacardi Global Environmental, Health & Safety (EHS) Management System is designed to support personal and process safety across manufacturing operations worldwide.

Target: Ensure fewer than one Lost Time Accident (LTA) per million hours worked each year
Progress: The LTA rate was 1.18 in FY26. While slightly above the target, the result reflects continued long-term improvement in safety performance. We will continue to focus on our preventative safety strategy.

403-1
OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM

The Bacardi Global EHS Management System provides a global framework that can be adapted by production sites to address site-specific activities and potential impacts. The system is aligned 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 operating at manufacturing sites.

The Global EHS Manual serves as a reference document to support local EHS coordinators and managers in implementing and managing the system.

Across corporate offices, both Bacardi Assist and Mental Health First Aid programs support employee well-being.

403-2
HAZARD IDENTIFICATION, RISK ASSESSMENT & INCIDENT INVESTIGATION

Bacardi promotes a proactive approach to safety that focuses on identifying hazards and hazardous conditions before incidents occur. This approach is supported by a comprehensive risk assessment framework that identifies risks across all levels of manufacturing operations.

Each site is assessed against standards aligned with ISO® 45001 certification requirements.
In addition, best-in-class standards are used to help sites benchmark performance and drive continuous improvement in EHS.

403-3
OCCUPATIONAL HEALTH SERVICES

Occupational health services are available to all employees. Depending on location, services may be provided in person or remotely and can include pre-employment health assessments, attendance case management (management referrals), general practitioner referral services and health surveillance, including lifestyle assessments. Reports on the use of occupational health services are generally provided to HR on a monthly, quarterly and annual basis.

Bacardi also offers support through the Bacardi Assist program, which focuses on employee well-being and mental health. The program was recently enhanced through the introduction of Mental Health First Aid instructors at a number of sites.

GRI 403: Occupational Health & Safety cont'd

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

As part of the ISO® management system, all operational sites maintain processes that support regular consultations between management and employees on occupational health and safety matters. EHS committees provide a forum for two-way communication, enabling the sharing of safety strategy and performance while facilitating employee participation and feedback. Outcomes from these meetings are communicated to the broader employee population.

403-5
WORKER TRAINING ON OCCUPATIONAL HEALTH & SAFETY

Each site conducts an EHS competency analysis to determine the type and frequency of occupational health and safety training required. The analysis considers the needs of managers, non-managers, new employees, agency workers, contractors and visitors. EHS training requirements are reviewed at least annually.

At a minimum, training covers:

- Legal requirements relevant to each role
- Key site hazards
- Hazard assessment methods
- Accident and incident reporting and investigation procedures
- Emergency response and evacuation procedures
- Site EHS policies and procedures
- Bacardi global policies and procedures
- Worker health promotion

403-6
PROMOTION OF WORKER HEALTH

Employees complete alcohol responsibility training that promotes responsible drinking and covers topics such as understanding and moderating alcohol consumption, respecting the choices of others, planning safe transportation and following workplace guidance on alcohol use. In addition, annual Safety Days at our production sites reinforce the importance of workplace safety and support continued awareness of safe working practices.

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

As part of the ISO® management system, risk and opportunity assessments are conducted to help define objectives and the actions required to achieve them. These assessments evaluate impacts, risks and opportunities across manufacturing operations and the supply chain. Input is gathered from internal and external stakeholders representing a range of functions and business partners.

Assessment findings inform action plans designed to mitigate negative impacts, manage risks and maximize opportunities. Identified impacts, risks, opportunities and corresponding action plans are reviewed with the SCLT and GLT, whose feedback is considered before implementation.

Supply chain integrity is supported through business continuity arrangements. For more information on supplier relationship management, see GRI 308 3-3.

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

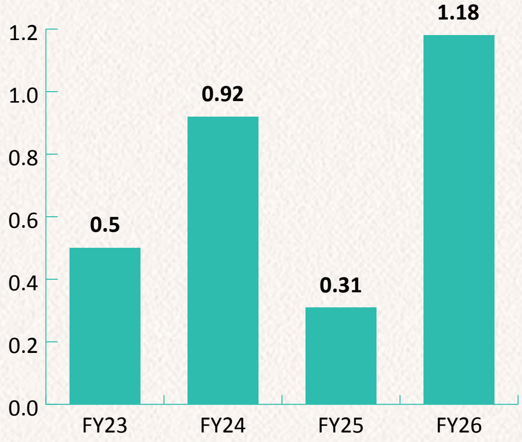
The ISO® 45001 occupational health and safety management system, together with its associated codes of practice, applies to all individuals working at our production sites, including full-time employees, agency and temporary workers, and contractors. Within corporate offices, the Bacardi Assist and Mental Health First Aid programs support employee well-being.

GRI 403: Occupational Health & Safety cont'd

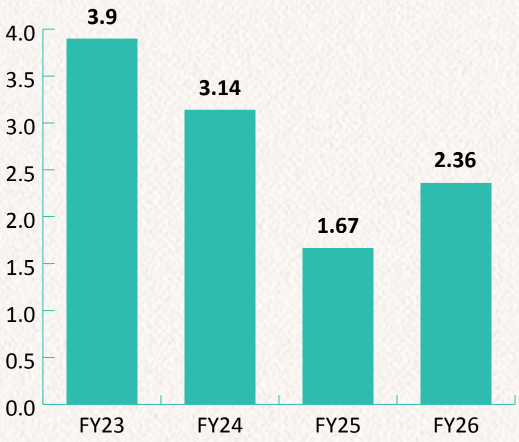
403-9
WORK-RELATED INJURIES

In FY26, the Lost Time Accident Rate (LTAR) was 1.18 per million hours worked. We have also expanded our focus to include the Total Recordable Incident Rate (TRIR) to further support a preventive approach to safety.

LTAR



TRIR



GRI 406: NON-DISCRIMINATION

3-3
MANAGEMENT OF MATERIAL TOPICS

Our employees are globally located and bring a diverse range of ideas, talents and experiences to the Company. We are committed to maintaining a workplace where all employees are treated fairly and rewarded equitably. We have zero tolerance for discrimination based on nationality, race, color, religion, gender, sexual orientation, marital status, disability, age or any other characteristic protected under applicable law. This commitment applies to all terms and conditions of employment.

The same principles of equality, fairness and respect extend to customers, third-party business partners and vendors with whom we work.

We apply a zero-tolerance approach to Code of Conduct violations involving discrimination. Any substantiated violation is treated seriously and may result in disciplinary action, up to and including termination. The Bacardi Business Integrity Team applies a consistent global approach to determining appropriate actions, while local HR and Legal teams implement those actions in accordance with applicable laws. Incidents are reported quarterly to the Audit Committee of the Bacardi Limited Board of Directors.

406-1
INCIDENTS OF DISCRIMINATION & CORRECTIVE ACTION TAKEN

Through our compliance programs, we monitor and address incidents that arise across our operations. No material incidents of confirmed discrimination were reported in FY26.

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

Depending on the circumstances, corrective actions may include disciplinary measures, training, mediation or mentoring to address concerns and help prevent future incidents of discrimination.

GRI 408: CHILD LABOR

**3-3
MANAGEMENT OF
MATERIAL TOPICS**

Child labor is addressed through the working conditions provisions of the Bacardi Limited Code of Conduct. Child labor and forced or compulsory labor are prohibited across our operations.

For the purposes of the Code, child labor refers to work that is harmful to children, including work that is exploitative, interferes with education, or jeopardizes physical, mental or moral well-being.

Suppliers are required to comply with the Bacardi Limited Third Party Code of Conduct or an equivalent code of conduct that meets the same standards. These requirements include compliance with International Labour Organization (ILO) standards on child labor. Suppliers are expected to maintain 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 considered a child under applicable standards.

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

SMETA audits provide important insight into supplier risk profiles. In FY26, five nonconformities related to child labor and young workers were identified, three of which remained open at fiscal year-end. These nonconformities were related to the absence of policies addressing child labor and young workers.

To support the closure of nonconformities, suppliers are required to submit corrective action plans with defined timelines. Failure to implement agreed actions may result in termination of the supplier relationship.

Sedex risk grids are also used to identify suppliers operating in regions with elevated child labor risks. For suppliers within the scope of the audit program, countries and territories identified as having higher associated risks include China, India and the United States.

To help ensure suppliers uphold the prohibition of child labor, key raw material and packaging suppliers are required to register on Sedex and complete an SAQ. Key raw material and packaging suppliers that do not hold an accepted certification must undergo a SMETA audit that includes child labor criteria. Accepted certifications include Equalitas, GLOBALG.A.P., Bonsucro® and equivalent SAI FSA certifications.

GRI 409: FORCED OR COMPULSORY LABOR

3-3
MANAGEMENT OF MATERIAL TOPICS

Forced or compulsory labor is addressed through the working conditions provisions of the Bacardi Limited Code of Conduct and the Bacardi Limited Third Party Code of Conduct. Employment must be freely chosen, and forced, bonded or involuntary prison labor is prohibited.

Workers are not required to lodge deposits or their identity papers with their employer and are free to leave their employment after providing reasonable notice. Working hours must not be excessive, and temporary workers must be treated fairly.

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

In FY26, supplier audits identified six nonconformities related to forced labor, two of which remained open at fiscal year-end. These nonconformities were linked to inadequate measures to identify and prevent modern slavery and human trafficking. No human rights violations or instances of wage withholding were identified.

To support the closure of nonconformities, suppliers are required to submit corrective action plans with defined timelines. Failure to implement agreed actions may result in the reduction or termination of the supplier relationship.

Sedex risk assessment tools are used to identify operations and geographic areas that may present elevated risks of forced or compulsory labor within the supply chain. For suppliers within the scope of the audit program, countries identified as having higher associated risks include China, Guatemala and India.

To help eliminate forced or compulsory labor in the supply chain, key raw material and packaging suppliers are required to register on Sedex and complete an SAQ. Key raw material and packaging suppliers that do not hold an accepted certification must undergo a SMETA audit that includes freely chosen employment criteria. Audits and audit renewals are tracked through the Sedex platform. Accepted certifications include Equalitas, GLOBALG.A.P., Bonsucro® and equivalent SAI FSA certifications.

GRI 414: SUPPLIER SOCIAL ASSESSMENT

3-3
MANAGEMENT OF MATERIAL TOPICS

Under our People strategy, we have established global KPIs that support the sustainable sourcing of raw materials and packaging. Sedex is used to assess supplier risk through a combination of supplier-provided information, country and category risk factors, and site-specific data.

The process begins when suppliers complete an SAQ on the Sedex platform, which captures information on business practices, workforce profiles and management systems. Sedex risk scores, together with SMETA audit results, help us prioritize due diligence activities and strengthen the management of social risks within the supply chain.

Suppliers are required to comply with the Bacardi Limited Third Party Code of Conduct or an equivalent code of conduct that meets comparable standards. The Code outlines expectations related to legal compliance, ethical business conduct and responsible business practices. By agreeing to the Code, suppliers affirm their commitment to meeting these requirements.

As part of the supplier social audit program, key raw materials and packaging suppliers are required to connect with Bacardi on Sedex, register all supplying sites, complete an SAQ and participate in cyclical SMETA audits based on risk level.

To support our suppliers, we have developed the following target:

Target: Each year, implement economic, agricultural and social programs in key regions to support farmers, agricultural workers and their communities
Progress: We signed an agreement with NGO Solidaridad in India.

414-1
NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL CRITERIA

Bacardi seeks to build long-term partnerships with suppliers. Key raw material and packaging suppliers are required to register on Sedex and complete an SAQ focused primarily on social criteria. In FY26, all suppliers within the scope of the audit program, including new suppliers, were screened against social criteria.

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

In FY26, SMETA audits were conducted across 58 suppliers representing 85 supplier sites. These audits identified 412 nonconformities related to social criteria. Of these findings, two were business-critical, 54 required collaborative action, 63 were critical, 210 were major, and 83 were minor.

At fiscal year-end, 183 nonconformities remained open, including 15 critical, 85 major, 32 minor and 51 requiring collaborative action. Most findings were related to health, safety and hygiene.

Supplier progress in addressing nonconformities is monitored on an ongoing basis. For critical nonconformities, suppliers are required to develop corrective action plans with defined timelines. Failure to implement agreed actions may result in termination of the supplier relationship.

BACARDI LIMITED
CORPORATE SUSTAINABILITY REPORT
2026

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, including the 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 FY26, SASB FB-AB-270a.1 is omitted because the data is not currently available. Please see SASB 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	In FY26, zero marketing complaints were upheld.
SASB FB-AB-270a.3 Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices	We incurred no monetary losses as a result of legal proceedings associated with marketing and/or labeling practices during FY26.
SASB FB-AB-270a.4 Description of efforts to promote responsible consumption of alcohol	Through our Good Spirited strategy, we are committed to promoting responsible drinking and helping reduce alcohol-related harm. Our efforts focus on three priority areas: • Preventing underage drinking • Reducing excessive consumption • Preventing drinking and driving

SASB cont'd

RESPONSIBLE DRINKING & MARKETING cont'd

To advance these priorities, we partner with social organizations and industry associations across key markets, providing funding and support for programs that encourage responsible drinking behaviors and increase awareness of alcohol-related risks.

Examples of initiatives delivered during FY26 include:

- Promoting responsible drinking messages through social media, television, influencers and point-of-sale communications (Fundación de Investigaciones Sociales, A.C. [FISAC], Mexico)
- Encouraging young adults to avoid social pressure to drink beyond their comfort level through the *You Do You* campaign (Vinum Et Spiritus, Belgium)
- Educating university students on responsible consumption and sponsoring student-created alcohol responsibility advertising campaigns (Federvini, Italy)
- Working with schools to raise awareness of the risks associated with underage drinking (Responsibility.org, United States)
- Providing digital tools that help individuals identify pathways to support for alcohol-related concerns (Drinkaware, United Kingdom)

Bacardi was a participant in the Global Beer, Wine and Spirits Producers' Commitments to Reduce Harmful Drinking, the largest industry-wide initiative of its kind, and remains committed to the five Commitments and 10 action areas established through that program.

Bacardi supports responsible drinking initiatives through membership in organizations including:

- International Alliance for Responsible Drinking (IARD)
- 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

Target: Each year, support programs in select markets to promote responsible drinking
Progress: In FY26, responsible drinking initiatives were delivered in 100% of target markets, including Belgium, France, Germany, Italy, Mexico, the Netherlands, Spain, the United Kingdom and the United States.

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	For FY26, SASB FB-AB-410a.1 has been omitted. We are implementing a data management system to accurately and automatically capture the information required for parts (1) through (3) of this disclosure.
SASB FB-AB-410a.2 Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Please refer to GRI 301 3-3.

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 refer to GRI 308 for information on supplier environmental assessments. Please refer to GRI 414 for information on supplier social assessments.

INGREDIENT SOURCING

SASB FB-AB-440a.1 Percentage of beverage ingredients sourced from regions with high or extremely high baseline water stress	Approximately 67% of our core beverage ingredients are sourced 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 principal ingredients include agave for tequila; Grain Neutral Alcohol for vodka and gin; wines for vermouth and sparkling wines; malted barley and whisky for single malts; molasses for rum; botanicals for gin and vermouth; corn for bourbon; cognac; and flavors and fruit extracts. Please refer to GRI 308, 408, 409, and 414 for information on environmental and social risks identified through supplier assessments and SMETA audits.

SASB cont'd

INGREDIENT SOURCING cont'd

Target: 96% of key raw materials obtained from sustainably accredited sources* by 2030
Progress: In FY26, 89% of key raw materials were obtained from sustainably certified suppliers. Accepted certifications include Equalitas, GLOBALG.A.P., Bonsucro® and equivalent SAI FSA certifications.

*Accredited sources include certified suppliers, certified materials, or materials sourced from farms or plantations that demonstrate compliance with regenerative agricultural initiatives or sustainability programs.

ACTIVITY METRICS

SASB FB-AB-000.A
Volume of products sold

6.1 million hectoliters (Mhl)

SASB FB-AB-000.B
Number of production facilities

24

SASB FB-AB-000.C
Total fleet road kilometers travelled

Primary freight transportation accounted for 10,871,634 fleet road kilometers in FY26.

BACARDI LIMITED