





EMPERADOR INC.



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Key Takeaways



## 2017<sup>u</sup> Financial Highlights

**PHP42.6b**  
Consolidated  
Revenues

Net Income  
Margin  
**15%**



### Revenue Breakdown



**PHP6.3b**  
Consolidated  
Net Income

Net Income  
Growth  
**-18%**



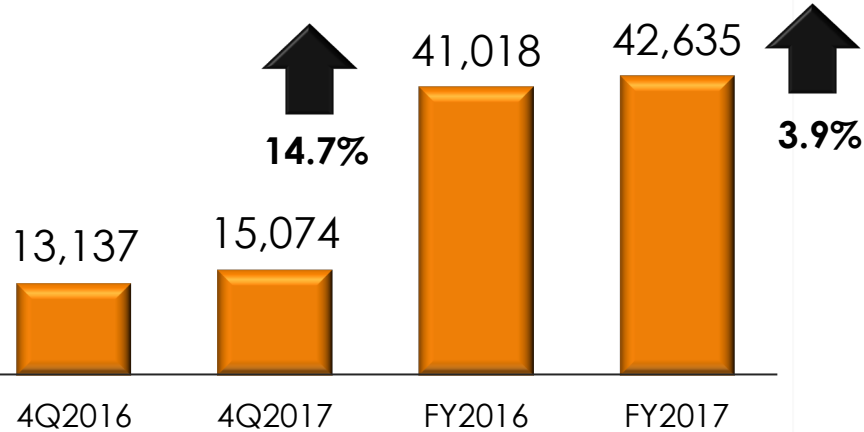
## 2017<sup>u</sup> Performance Update

	4Q17	YoY	2016	2017 <sup>u</sup>	YoY	Commentary
Revenues (PHPm)	15,074	14.7%	41,018	42,635	3.9%	Higher revenues in 4Q17, both in yoy and qoq terms
Gross profit (PHPm)	5,844	-1.4%	15,023	14,605	-2.8%	30% margin for whisky, 35% margin for brandy in 2017
Gross profit margin (%)	38.4%		37.1%	34.6%		
EBITDA (PHPm)	3,273	-15%	11,023	9,616	-12.8%	13% margin for whisky, 26% margin for brandy
EBITDA margin	21.7%		26.9%	22.6%		
Net income (PHPm)	1,874	-32.4%	7,693	6,319	-17.9%	10.5% margin for whisky, 16% margin for brandy; whisky earnings at 21% of total earnings
Net income margin	12.4%		18.8%	14.8%		

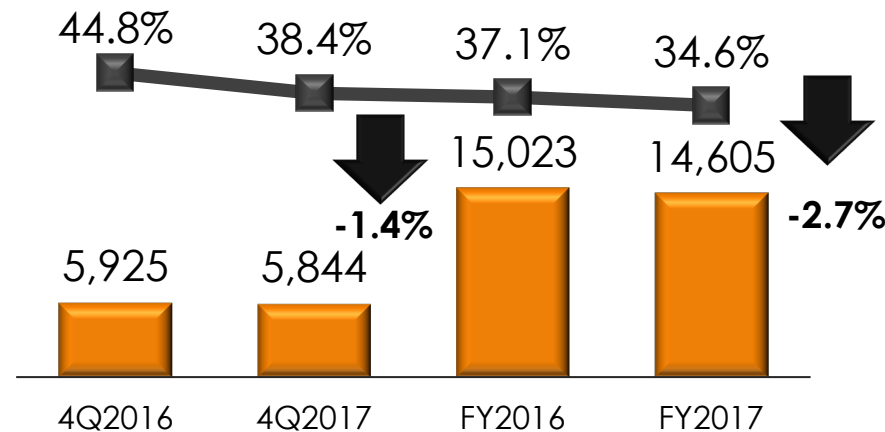


## Latest Financial Performance

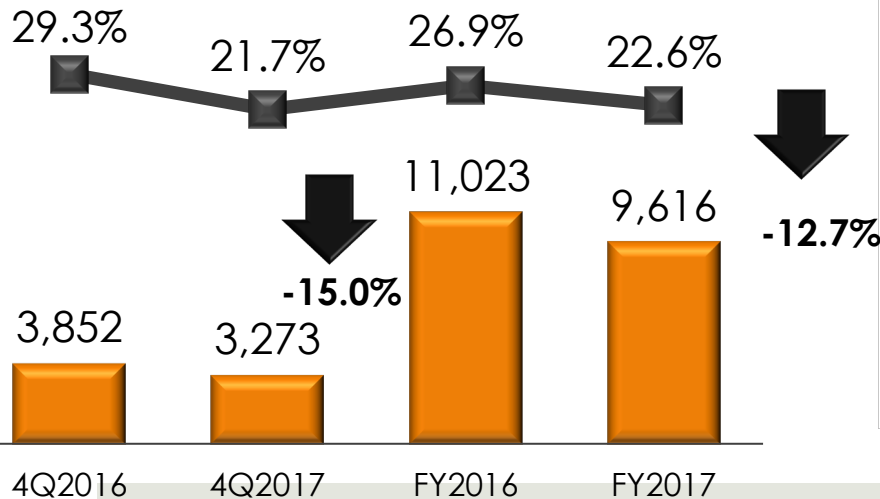
### Revenues (PHPm)



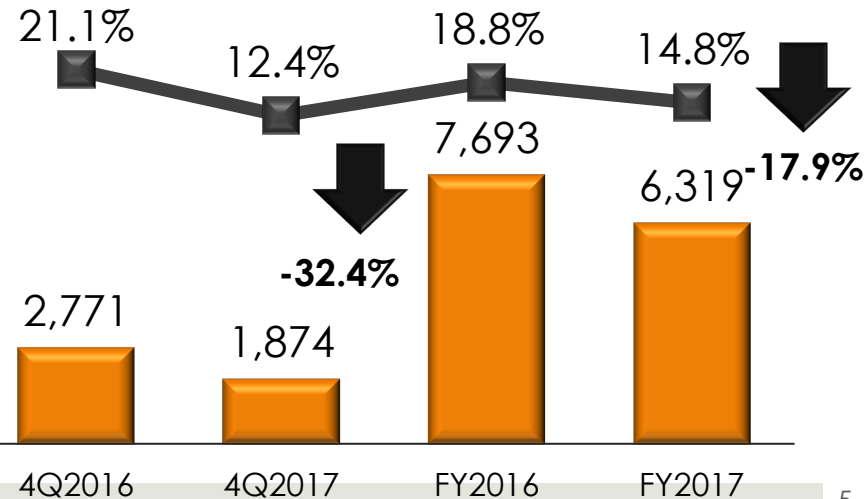
### Gross profit & margin



### EBITDA & margin



### Net income & margin



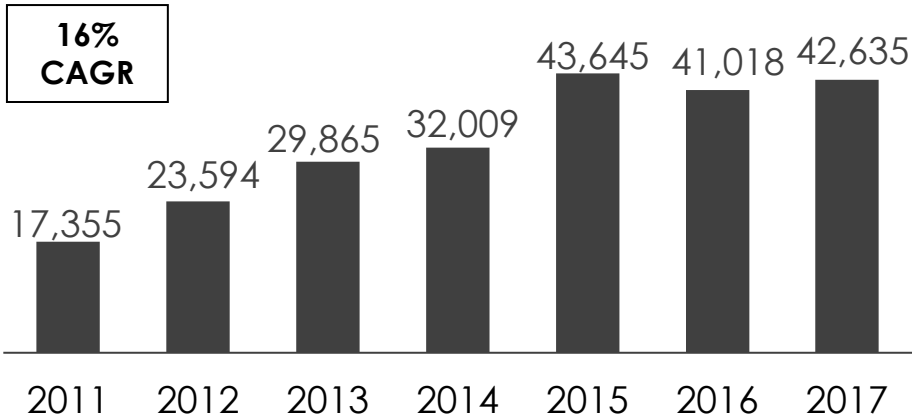
# Our Financials



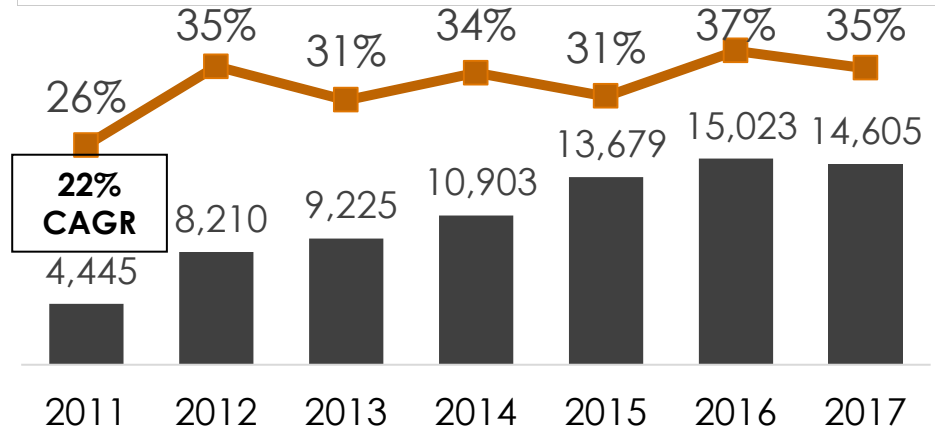
EMPERADOR INC.

## Financial History

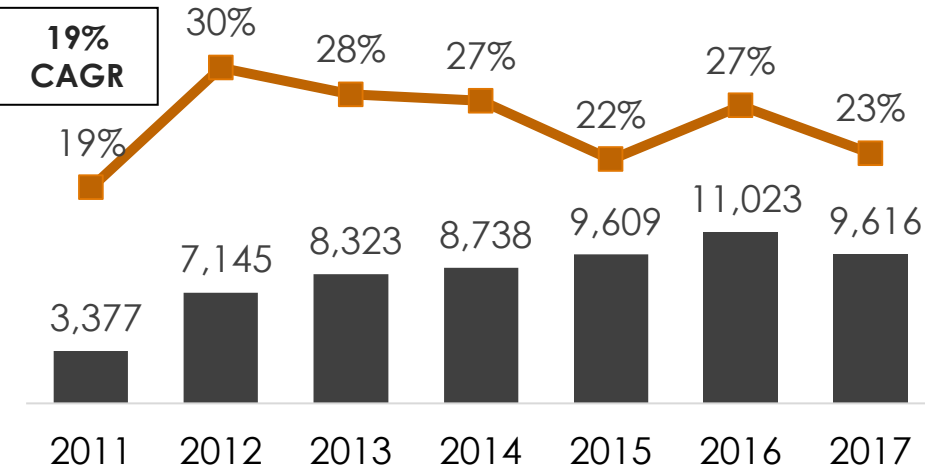
### Revenues\* (PHPm)



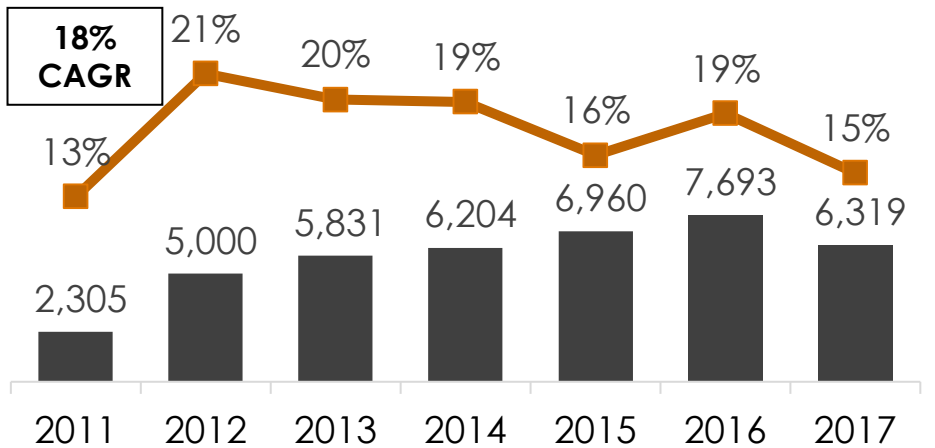
### Gross profit\* & margin



### EBITDA & margin



### Net income & margin



\* Consolidated (sale of goods + other revenues); gross profit on sales



## Segment Breakdown

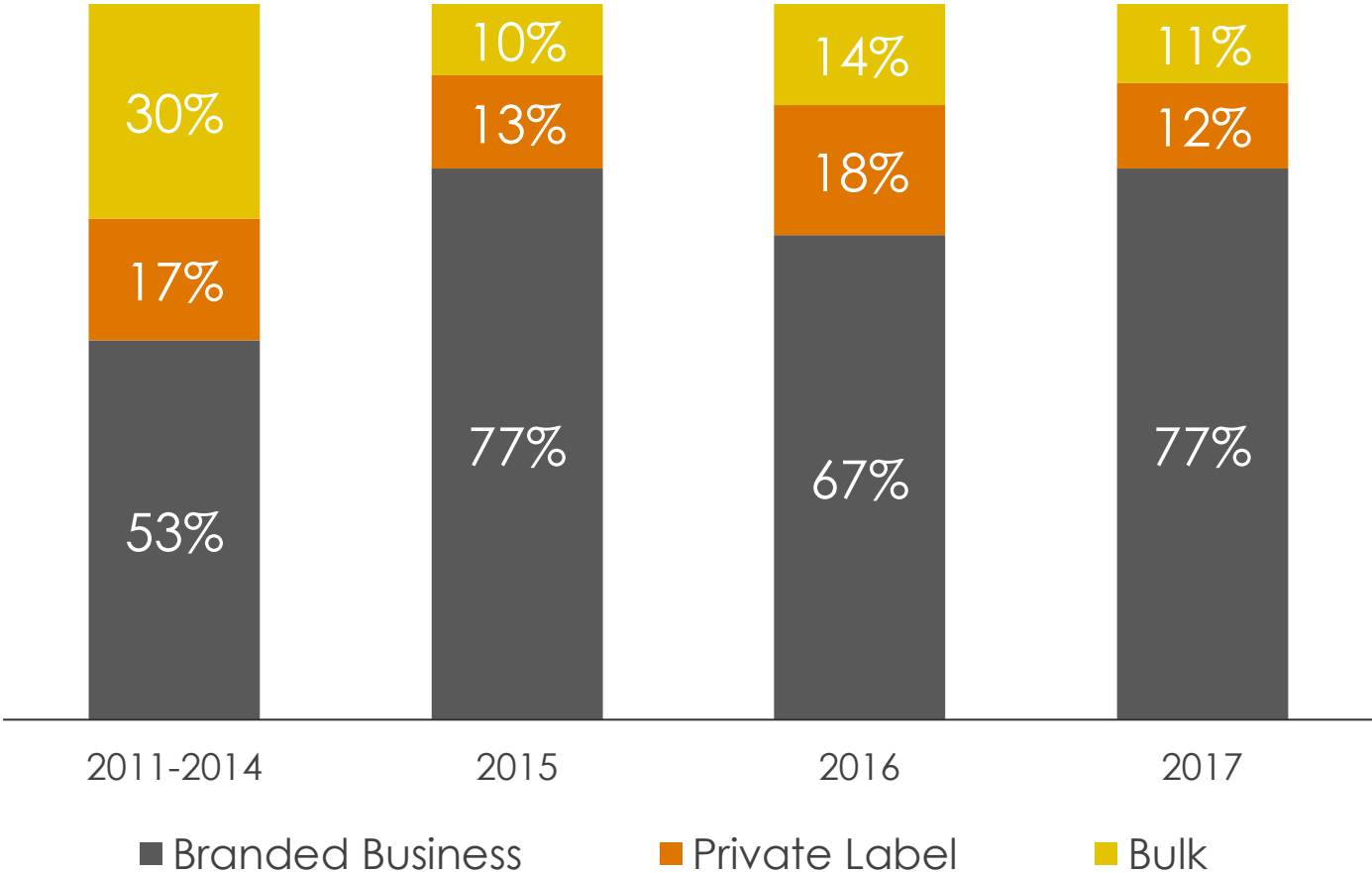
In PHP millions	Revenues		Gross Profit		EBITDA		Net Income	
	2016	2017	2016	2017	2016	2017	2016	2017
Brandy	30,025	31,153	11,884	10,836	9,790	8,000	6,646	4,999
Scotch whisky	11,469	12,571	3,138	3,769	1,233	1,617	1,048	1,320
EMP* (consolidated)	41,018	42,635	15,023	14,605	11,023	9,616	7,693	6,319

\*Net of intersegment



## WMG Under EMP Inc.'s Tutelage

Revenue Mix

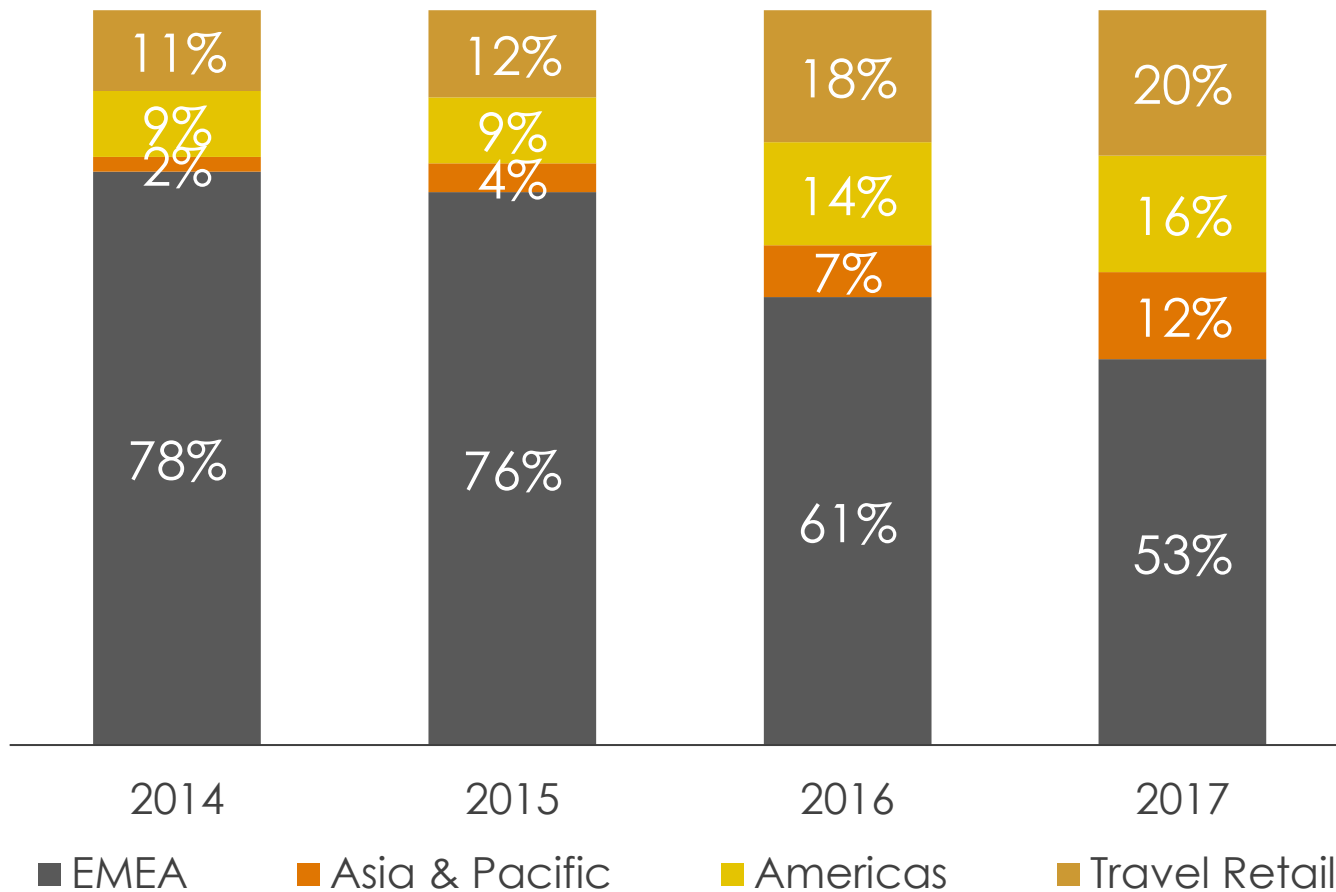






## WMG Under EMP Inc.'s Tutelage

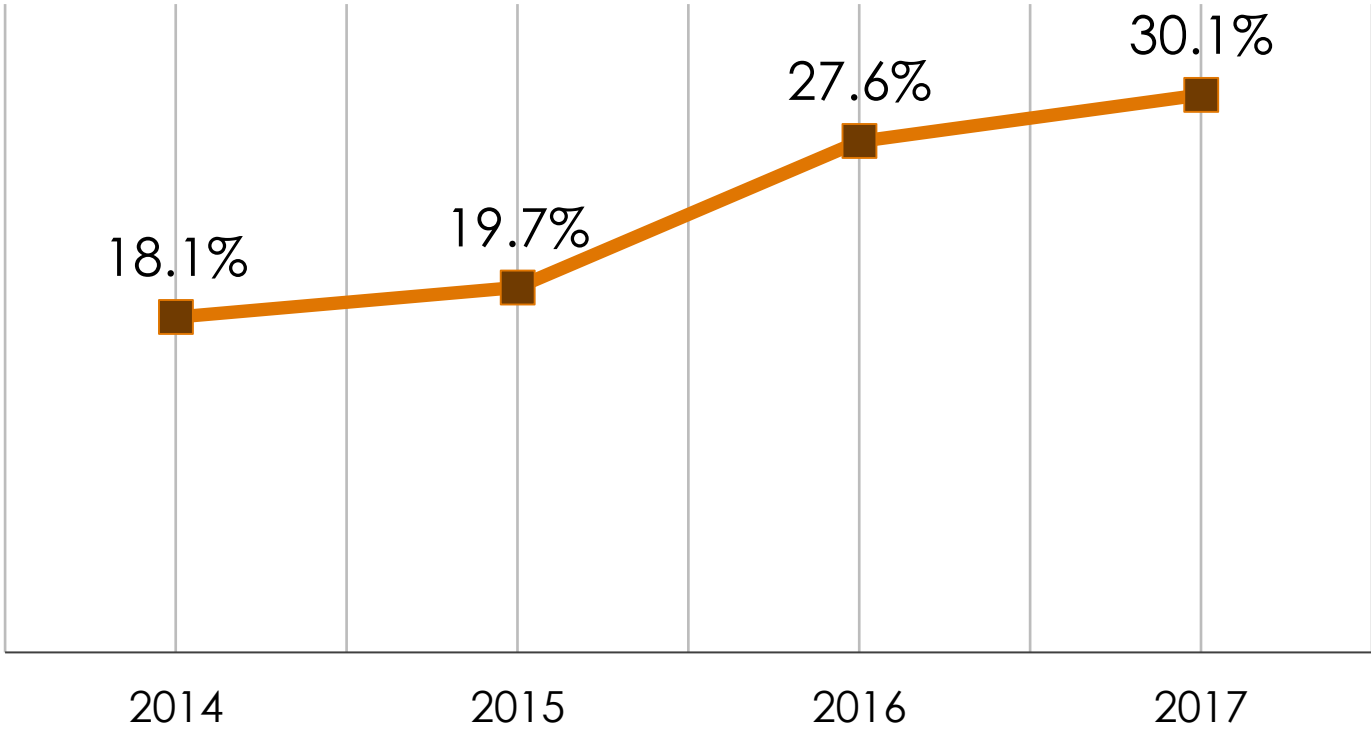
### Branded Business Breakdown





## WMG Under EMP Inc.'s Tutelage

Gross Profit Margin





## Solid Capital Position

(PHPm)	Cash	Debt	Net Debt	Net Debt to Equity	Commentary
<b>2017</b>	10,049	38,150	28,100	49%	Additional borrowings to fund investments
	10,049	32,922	22,873	40%	Ex Equity-linked security
<b>2016</b>	10,174	29,363	19,189	37%	Additional debt to purchase Bodegas Fundador



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# Recent Developments



EMPERADOR INC.

## Fundador Cafe



A 50 sq.m. grab-and-go “**booze shop cafe**”, that woo millennials with cocktails and spiked coffee and cupcakes.

*Coffee, cocktails and sweets*



# Recent Developments



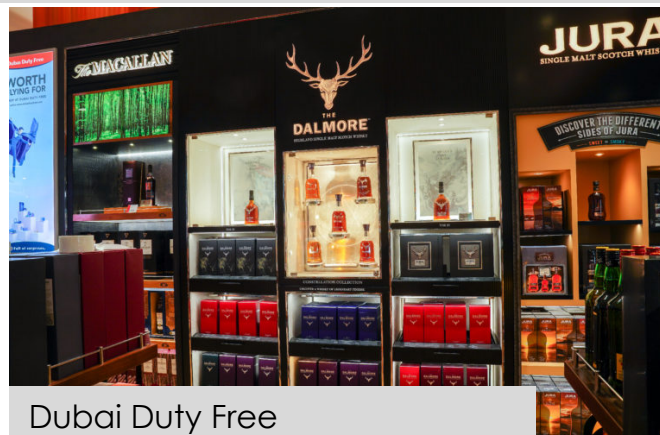
EMPERADOR INC.

## Dalmore's Visual Identity

Dalmore's brand positioning with the introduction of new visual merchandising standards in Middle East and China



Flagship store at Taoyuan International Airport



Dubai Duty Free



Guangzhou Airport



## Shackleton Blended Scotch Whisky



One of the 2018 initiatives in the Philippines is the launch of Shackleton Blended Malt Scotch Whisky. Shackleton Blended Malt combines select Highland Single Malts to capture the spirit of the original whisky commissioned by British explorer Sir Ernest Shackleton's for his legendary 1907 Antarctic expedition.



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## Dominance, Premiumization, Profitability

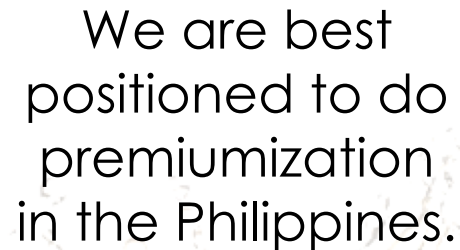
### Future-proofing dominance

We want to secure our dominance in Philippine liquor while making a dent on global liquor.

A clear glass filled with amber-colored liquor and several ice cubes. The liquid is splashing upwards, creating a dynamic and energetic scene. The background is white, making the glass and its contents stand out.

### Premiumization

We are best positioned to do premiumization in the Philippines.

A clear glass filled with amber-colored liquor and several ice cubes. The liquid is splashing upwards, creating a dynamic and energetic scene. The background is white, making the glass and its contents stand out.

### Profitability

We want margin sustainability and stability.

A clear glass filled with amber-colored liquor and several ice cubes. The liquid is splashing upwards, creating a dynamic and energetic scene. The background is white, making the glass and its contents stand out.



EMPERADOR  
BRANDY



EMPERADOR  
LIGHT



SMIRNOFF  
MULE



THE  
DALMORE

JURA



FUNDADOR



EMPERADOR INC.

END OF PRESENTATION