

Investor Update

SEPTEMBER 2021



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We are Emperador Inc.

A leading, high growth whisky and brandy company with a truly globally recognized portfolio of brands distributed to 100+ countries and world leading market positions

A leading global spirits company



#1 Brandy player in the world¹



#5 Scotch whisky manufacturer in the world²



One of the largest spirits players in the Philippines¹



#6 Single malt whisky player in the world¹



HERITAGE Hundreds of years of brandy and whisky history with storied brands



LEADERSHIP Among the largest Scotch companies globally and #1 brandy player in the world



DEEP PORTFOLIO from mainstream to luxury



GLOBAL PRESENCE
International reach to 100+ countries



TRACK RECORD of organic and inorganic growth



PLATFORM for sustained double-digit growth



From Humble Beginnings to a Global Company in Four Decades

Our beginnings (1979 - 2013)

Transformative acquisitions (2014 - 2017)

Overseas expansion (2014 - 2020)

Emperador Inc. in 2025 (2025 and beyond)







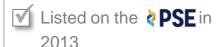




Founded by Dr. Andrew L Tan in 1979



Introduced EMPERADOR to the market



WHYTE & MACKAY (Oct 2014)



BODEGA LAS COPAS (Feb 2014)¹

FUNDADOR (Feb 2016)²





(Mar 2017)4

✓ Overseas expansion⁵



Brand launches





Premiumization







- **✓ Global leader** in spirits
- Over 50% revenues & profit outside Philippines
- Major player in China & other high growth markets
- Continue to drive premiumization in brandy

A Philippines brandy leader

Building a global portfolio with a clear brand focused strategy

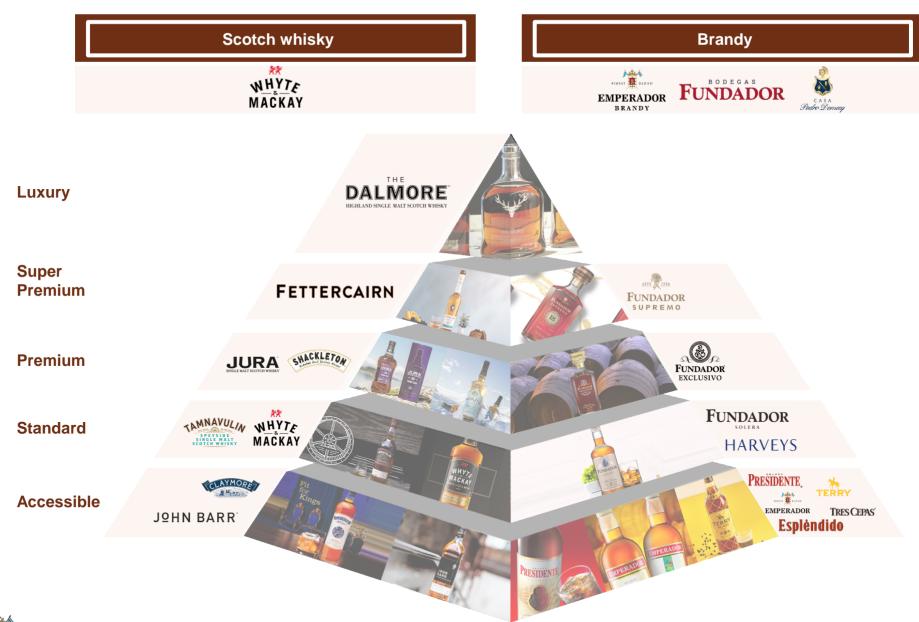
Emerging as a fast growing global disruptor in spirits

An Asia based, global spirits multinational champion



Source: Company filings and information

Portfolio of World Renowned Brands across Scotch Whisky and Brandy, Ranging from Luxury to Mainstream



Our Strategy — Contemporize, Premiumize, Internationalize















Excite customers with innovative new product launches



Rebrand and reposition key brands



Improve brand visibility amongst millennials and Gen Z







Leverage iconic portfolio of **globally** recognized marquee brands



2x

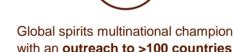
Branded Single Malt Sales by 2025



Focus on single malts (which contribute to c.70% of our branded Scotch Whisky business¹)





















International Sales by 2025

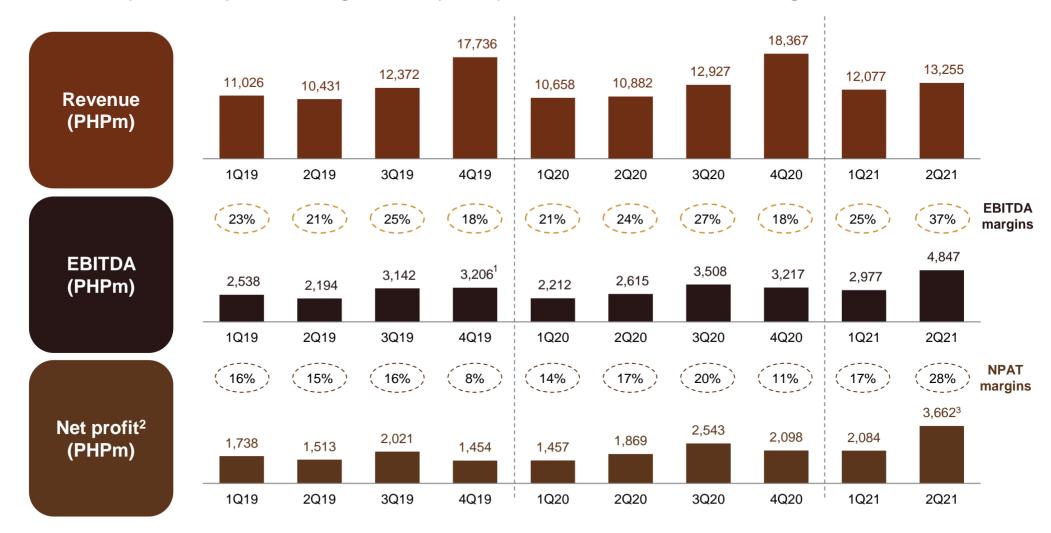


Expand globally into key focus markets targeting >50% of sales and profits outside the Philippines by 2025



Consistent Quarter-on-Quarter Growth with Profitability, Despite COVID-19

Consistent quarter on quarter sales growth despite impact of COVID-19 with all-time-high 2Q21 results





Source: Company filings

Note: ¹ Consolidated EBITDA adjusted for add-back of one-off trademark amortization expense (of PHP272m) associated with Grupo Garvey brands in 2019; recognized due to the continuous decline of revenue from the products under Grupo Garvey brands. Grupo Garvey brands include Garvey Brandy and well-known sherries including Fino San Patricio and two liquors; ² NPAT attributable to parent; ³ Normalized net profit adjusted for add-back of one-time deferred tax expense due to the statutory tax rate change from 19% to 25% in the UK

Emperador Inc. – A Leading Global Spirits Player





A leading global spirits player with proven track record, solid momentum and established footprint in over 100 countries



Portfolio of heritage and well-recognized global brands coupled with remarkable innovation capabilities and insights



Entrenched market leadership and extensive distribution in the Philippines benefiting from ongoing premiumization



Established supply chain with solid production capabilities and capacity to meet growing demand



Strong track record of robust organic and inorganic growth, resilient profitability and cash generation, further validated by positive financial performance during COVID-19

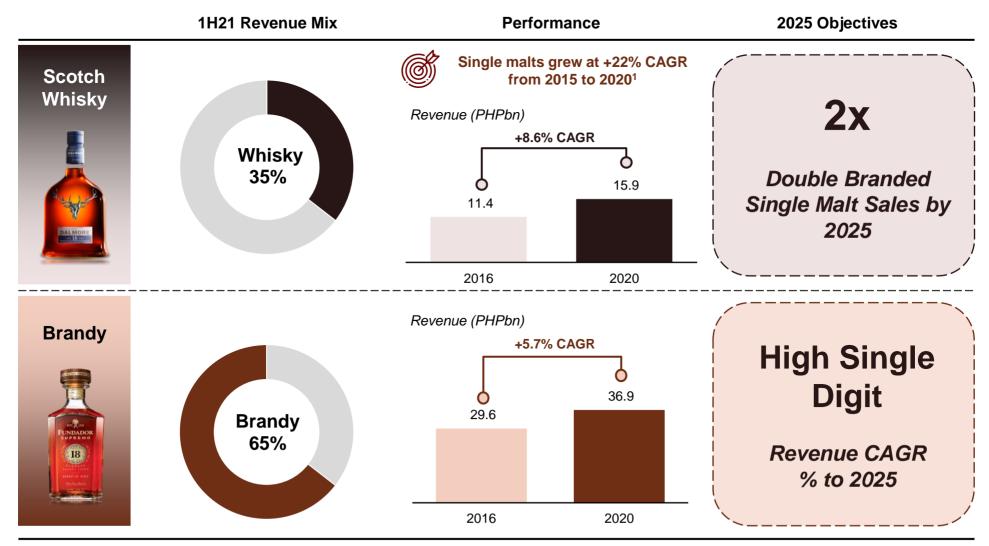


Highly experienced and visionary management team with proven track record and focus on ESG



Our vision for 2025

Emperador is proud to announce our growth aspirations for 2025 — including generating >50% of revenues and profits internationally (outside the Philippines)







Whyte & Mackay – The 5th Largest Scotch Whisky Manufacturer Globally¹

Whyte & Mackay aspires to be the driving force in whisky, renowned for building brands that stand out

A CLEAR VISION

To be a driving force in whisky, renowned for building brands that stand out

AN AWARD-WINNING WHISKY MAKER

- 175 years of heritage with expansive operation globally
- International distribution 100+ countries
- Large operating scale 5 distilleries in the UK
- Iconic portfolio of luxury and premium brands
- The #6 single malt whisky producer globally²



A Portfolio of World Renowned Single Malt Brands

Imminent success in global markets, illustrated by rapid sales growth and market leadership



#7 Single Malt Brand Globally1

#1 Fastest Growing Single Malt Globally (2018-2020)²

#13 Single Malt Scotch Brand Globally³

#2 Fastest Growing Single Malt Globally⁴

#20 Single Malt Scotch Brand Globally³

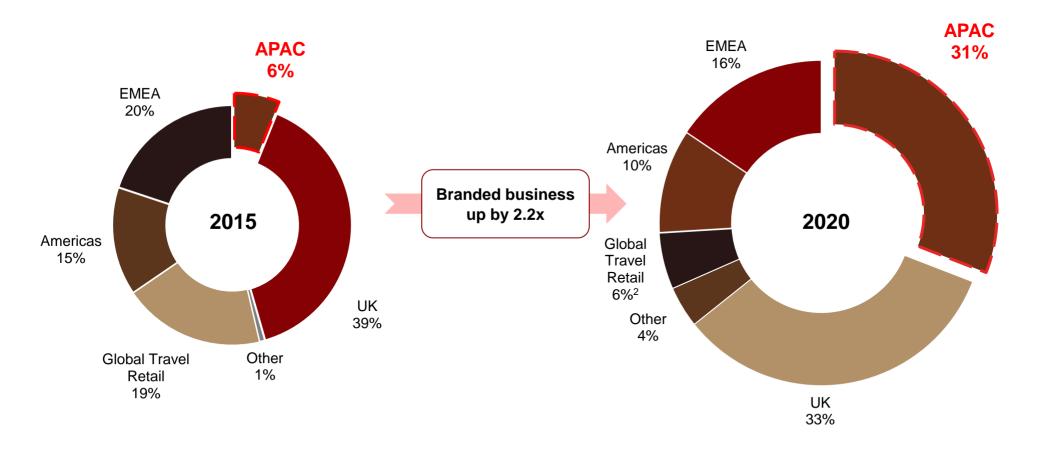
#1 Fastest Growing Single Malt Globally⁴



Strong Growth Profile Delivered on the Back of Fast Growing International Business

Since Emperador acquired W&M in 2014, we have rapidly grown the business by expanding from a UK-centric strategy to distribute more internationally and develop a truly globally recognized portfolio of brands

W&M branded business net net sales¹ breakdown



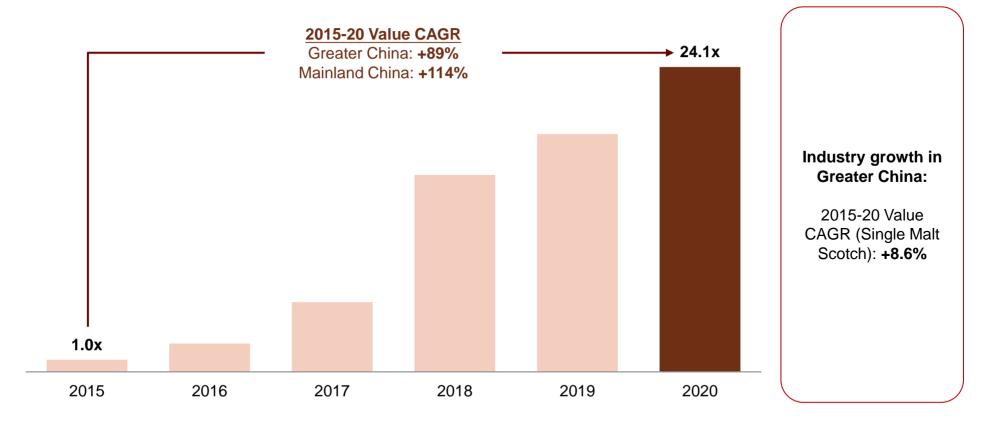


Solid Growth Momentum in Greater China Single Malt Scotch Market

Perceived as dynamic, international and sophisticated drink by urbanized and high-income consumers, Emperador's single malt scotch whisky business has grown rapidly in China during the last 5 years

W&M has significantly outperformed the rest of market in Greater China

Net net sales¹ of Single Malt Scotch in Mainland China, Hong Kong, Macau & Taiwan (Rebased to 2015 net net sales¹)





We Are Geared Towards International Growth And Premiumisation

- Rapid growth in international markets focus on key strategic markets globally
- Focus on single malt brands high value and high margin
 - Single malt sales now comprise c.70% of branded business¹ and are even more important in margins terms
- Stellar growth from 2015 to 2020:

| Branded sales performance | 2015-20 growth |
|---|----------------|
| Total | >2x |
| Total (excl. UK and Global Travel Retail) | >3x |
| Asia | >10x |
| Single malt | ~3x |



We are now the #6 Single Malt Whisky Producer Globally

Whyte & Mackay has solidified its market-leading position in the global single malt market as one of the global top 10 single malt whisky producers

| Volume (2020) | Position | Retail Value (2020) | Position |
|---------------|----------|---------------------|----------|
| Company A | 1 | Company A | 1 |
| Company B | 2 | Company D | 2 |
| Company C | 3 | Company B | 3 |
| Company D | 4 | Company C | 4 |
| Company E | 5 | Company E | 5 |
| Company F | 6 | EMPERADOR | 6 |
| EMPERADOR | 7 | Company F | 7 |
| Company G | 8 | Company G | 8 |
| Company H | 9 | Company H | 9 |
| Company I | 10 | Company I | 10 |





Fundador - Longstanding 300 Years of Brandy Heritage

Being Spain's oldest and largest brandy and sherry maker, Fundador is recognized for its unmatched quality





Platinum Award SFWSC (2021) - Fundador Supremo 18



Best Brandy in the World IWSC (2019)

- Fundador Supremo 18



Best Wine of the World (2016)

- Harveys Amontillado VORS



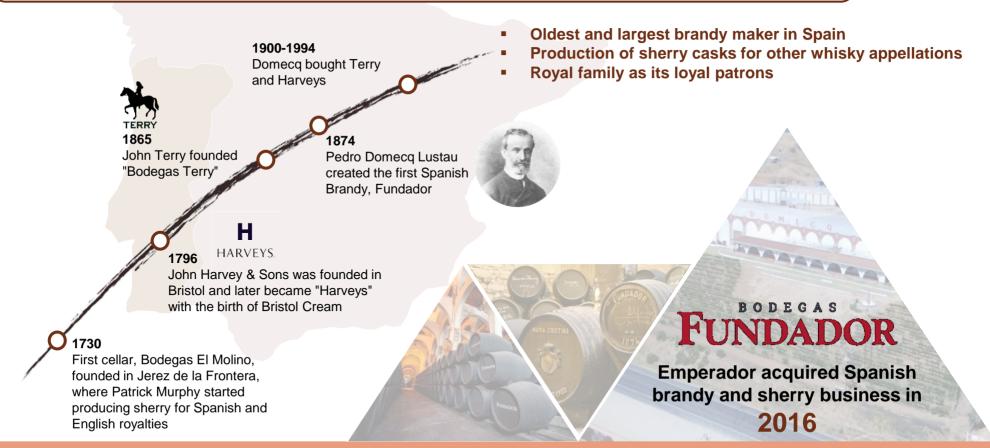
Sherry Trophy IWSC (2019)



Fortified Wine Producer IWSC (2019)



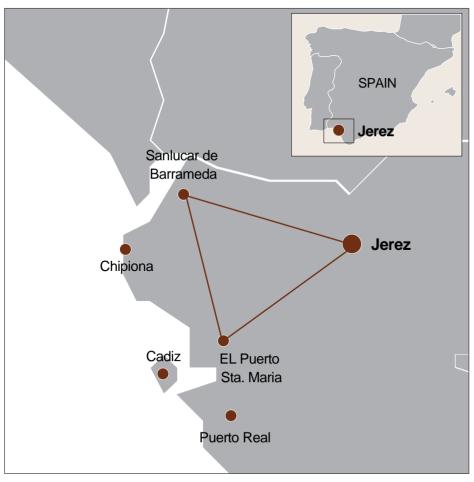
Finalist – Brandy Producer of the Year (2017, 2019, 2020)





Our Denominación de origen – The Sherry Triangle

Spanish brandies, Brandy de Jerez, are aged in sherry casks that originated from the Sherry Triangle. The product is protected by the denomination of origin, one of three regulated brandies in Europe (alongside cognac and armagnac). Fundador is one of the largest producers of Brandy de Jerez, with a key competitive advantage being its access to its own sherry casks



The perfect triangle: Sun, Wind, Earth Unique conditions all over the world



Pago de Macharnudo: The epicentre of the Sherry Triangle



2 High quality grapes

275 hectares of vineyards



Source: Company information

Fundador – The World's Best Brandy

The superior quality of Fundador's brandies has been recognized by connoisseurs and critics globally





Snapshot of Brandy Growth Across Key International Markets



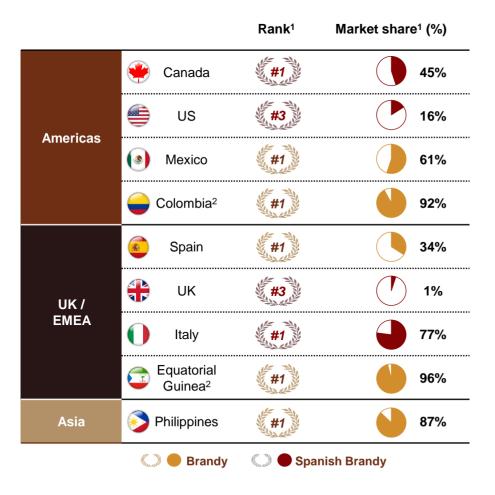
Leveraging our Philippines heritage and unique understanding of the consumer to enter new markets globally

Consistent strong international brandy Expansion of global footprint Differentiated and bespoke Asia-mindset growth to penetrate Greater China & other growth markets Revenue CAGR of Emperador's International Volume CAGR of Emperador's International brandy Number of direct markets where Fundador brandy business (%) business (%); 2018-2020² products are sold1 15% 56 Kev new markets: 14% 216% UK **Greater China** Cameroon Brazil 17 18% 2016 - 2019 1H 2020 - 1H 2021 2016 2020 UK, US, Canada, Latin **Greater China** America and Africa



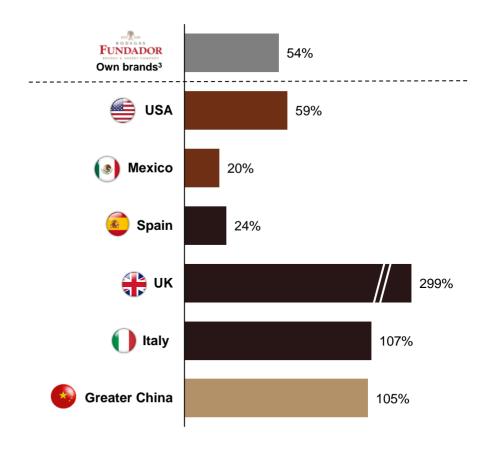
Snapshot of Brandy Growth Across Key International Markets (cont'd)

Leading market position in key markets globally across brandy and Spanish brandy



Strong growth momentum propelling international brandy forward

EMP 1H 2021 y-o-y brandy sales volume growth (%)





Three Keys to Future Success

Going forward, Emperador will further solidify its leadership in the global brandy market in three directions

To <u>contemporize</u> our products to target new customer segments



- To be top-of mind with a high degree of physical availability
- 360-degree approach across packaging, taste, communication, social media
- Excite our loyal customers with innovative new products (e.g. integrating our products with cola or coffee)

To ride on the trend of premiumization



- Leverage our competitive advantage of supplying our own sherry casks, which are strictly regulated and controlled with Jerez being the key production region
- Highlight the **superior quality of our products** backed by industry awards and acclamations

To <u>internationalize</u> our brand and products

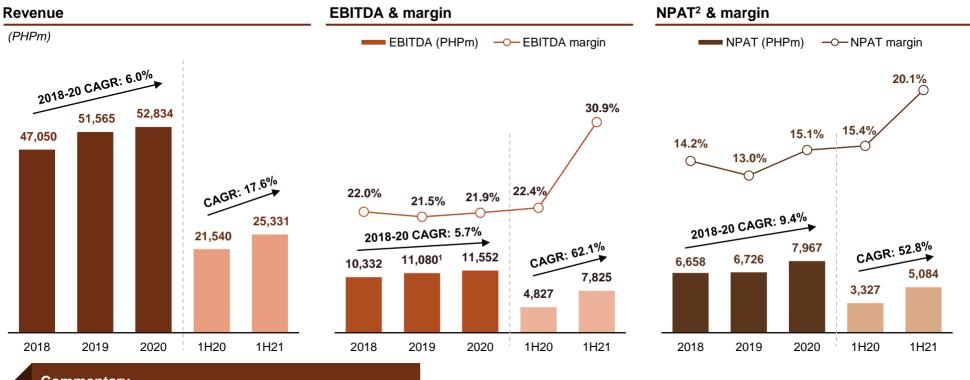


- Continue expanding globally, having increased our direct export markets for brandy from 17 countries in 2016 to 56 in 2020
- Phase 1 growth focus: Greater China, USA, Africa
- Phase 2 growth focus: Russia, Germany





Track Record of Robust Growth & Profitability



Commentary

- ✓ Strong financial performance with topline '18-'20 CAGR of 6%, and robust profitability with EBITDA & NPAT '18-'20 CAGR of 5.7% and 9.4%, respectively
 - Stellar performance in recent periods despite COVID-19, driven by a well-balanced portfolio, diversified global footprint & strong growth in overseas markets
- ✓ 1H21 revenues recorded 18% YoY growth driven by robust whisky sales in international markets and higher mainstream and premium brandy sales while profitability margins were robust on the account of reduced opex



Brandy Segment – Growth with Profitability

EBITDA & margin² Revenue¹ (PHPm) EBITDA (PHPm) —— EBITDA margin 2018-20 CAGR: 4.7% 31.6% 37,627 36.891 33.681 22.8% 23.0% 22.5% 21.9% CAGR: 9.7% 2018-20 CAGR: 3.8% 16.341 14,901 CAGR: 51.8% 8.414³ 8.473 7,870 5,262 3,466 2018 2019 2020 1H20 1H21 2018 2019 2020 1H20 1H21

Commentary

- ✓ Brandy segment has continued to deliver strong growth with topline '18-'20 CAGR of 4.7%, and robust profitability with EBITDA '18-'20 CAGR of 3.8%
 - Robust performance in Philippines despite tepid domestic brandy industry outlook and offshore brandies remain clear market leaders in Spain and Mexico
 - Surge in profitability with 51.8% 1H21 yoy growth in EBITDA is a testament to the Company's premiumization focus
- √ 1H21 revenues expanded by 9.7% YoY driven by higher mainstream and premium brandy sales



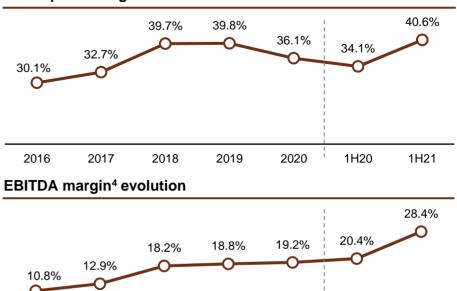
Whisky Segment – Growth Profile & Expanding Profitability

Revenue¹ (PHPm) ■ Branded ■ Private label ■ Bulk 2018-20 CAGR: 9.2% FMP vs Select mkt 15.943 markets arowth² 10% 13,938 5.2x 13.369 7% 8% 21% 23% 4.7x 22% 3.7x 69% 3.1x 70% 70% 8,990 6,639 EMP outgrew key maior malt whisky markets globally

1H20

1H21

Gross profit margin³ evolution



2019

2020

1H20

1H21

Single malt sales now comprise c.70% of branded business⁵ driving overall profitability

Commentary

2019

2020

2018

- ✓ Strong whisky segment, with FY18-20 CAGR of 9.2% driven by increased exposure to Asian markets and new product launches
- ✓ Robust 2020 earnings, having grown 14.4% YoY amidst COVID-19 given strong sales in UK, US and Asian markets and coupled with effective cost management initiatives
- ✓ Strong performance in 1H21 with revenues expanding by 35% YoY with robust growth in UK, Europe, North America and Asia, especially in China
- ✓ Considerable improvement in whisky segment profitability due to increased focus on branded business, along with cost management during COVID-19



Source: Company filings and information

Note: ¹ Segmental revenue does not include intersegmental sales; ² Company information based on IWSR. Table illustrates EMP vs malt whisky volume growth comparisons for '15-'20 CAGRs; ³ GP margins in 2016, 2017, 2018, 2019, 2020, 1H20 and 1H21 are as per Company's reported GP margins in Company's 2019, 2020 and 1H21 investor presentations; ⁴ Segmental EBITDA margin = Segmental EBITDA / Total revenue (incl. intersegmental revenue); ⁵ Based on net net sales (after any duties and promotional spend) as per management accounts

2016

2017

2018

Key Drivers for our Sustainable Profitability

Our drivers to deliver sustainable and expanding profitability going forward



Increased focus on brands

- Continued growth in mix of branded business
 - Historically, **branded mix** of total whisky segment has increased from **53**% between 2011-14 to **69**% in 2020



Continued momentum in malts

- Continue to capitalize on strong global demand for single malts
- Leverage portfolio of single malts across price points to effectively manage profitability and capture tradingup opportunities, in addition to premiumization



Premiumization in brandy

- Exploit premiumization trends and drive growth via higher priced and imported brandy
- The only major spirits player in the Philippines with ownership of a marquee global brandy company



Ability to drive pricing

■ Well balanced strategy to absorb cost increases to gradually pass-through costs via effective branding and brand renovation initiatives



Overall cost optimization

- Continued focus on cost structure optimization and adaptability
- Tight control on strategic marketing spend, maximizing impact vs. cost





A Truly Global Player, with a Track Record of Solid Growth Momentum

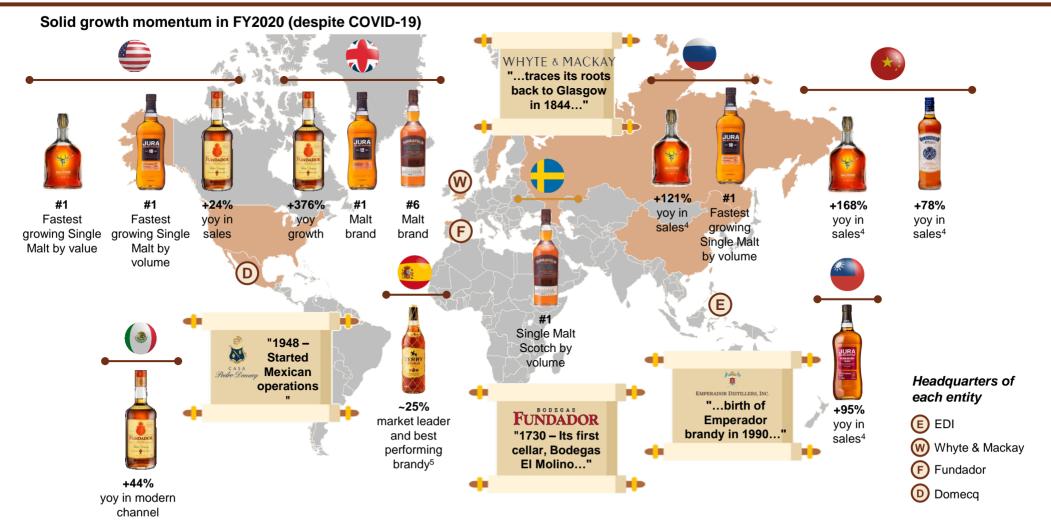




#5 largest Scotch whisky manufacturer in the world²



#6 largest single malt producer in the world³





Source: Company filings and information, IWSR, Scotch Whisky Industry Review

Notes: Stats as of FY20 unless specified otherwise; ¹ Ranking based on 2020 volume; ² Ranking based on total Scotch production capacity in 2020 (grain and malt productions only); ³ Ranking based on 2020 value; ⁴ Refers to net net sales as per management accounts; ⁵ In volume and value by Nielsen

A Clear Plan for Future Growth

We have a clear strategy in mind to propel the next phase of growth for Emperador



- Relentless focus on already sizeable and growing Scotch whisky and brandy segments
- 2 Exploit premiumization trends through the value span of our portfolio and by levering on customer insights
- Continue to further penetrate our existing markets, including focusing on substantial opportunities in China and other markets
- Achieving supply and efficiency gains as well as capacity improvement while enhancing sustainability and progressing towards environmentally-friendly growth
- 5 Leveraging on digital and e-commerce technologies for brand building and marketing



Q&A





APPENDIX

Whisky Portfolio Overview

Business Capabilities





The Dalmore - The #7 Single Malt Brand Globally¹





The Dalmore – and THE fastest growing Single Malt by value globally1

- The Dalmore is a luxury brand thriving at the apex of the category
- The Dalmore has outpaced the category on volume and value
- Key focus on growth in Asia and US
- Demand outstrips supply
- The Dalmore has an unrivalled catalogue of rare releases





Fettercairn – The Super Premium Single Malt



OUR VISION

Establish Fettercairn as an exceptionally refined, super premium single malt



Fettercairn – An unexploited Gem With Great Potential

- With all the credentials of a highly prized single malt, we re-launched the brand in 2018
- Intending to follow a similar path to that taken nearly ten years earlier by The Dalmore
- Enjoying a strong reception by category influencers and key customers
- Still at an early stage in development with significant potential





Source: Company information

Jura - The #13 Single Malt Scotch By Volume Globally in 20201

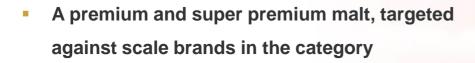
Jura's brand heritage, positioning and taste profile have formed a solid foundation for its rapid growth





Jura – The #1 Single Malt By Volume in UK in 20201

Jura targets younger consumers and drives physical availability to enable rapid growth



- Repositioned in 2018 to appeal to a wider audience
- #13 Single Malt Scotch brand globally¹
- #2 fastest growing Single Malt globally²
- #3 fastest growing by volume in Europe³, reaching
 #9 by volume and value⁴



Tamnavulin – #1 Fastest Growing Single Malt Globally¹

Building Upon Strong Brand Building and Product Development Capabilities





Tamnavulin – A Single Malt at Compelling Value

- Introduced through one UK retailer in 2016,
 then expanded to all UK retail in 2017 and
 Europe and Travel Retail from 2018
- Accessible progression for blended whisky drinks in both taste and price
- #1 in Sweden and #10 in Europe by volume¹
- #20 Single Malt Scotch by volume globally¹
- Great liquid, great packaging and a great price





3 Brands in Top 25 Single Malts

Whyte & Mackay has successfully placed three of its iconic brands in the coveted top 25 single malt whiskies in the world













| Volume ('000 8.4 c/s) ¹ | #12 | #13 | #20 |
|------------------------------------|-----------|-----|-----|
| Value (GBP'000) ² | #7 | #15 | #23 |



APPENDIX

Whisky Overview

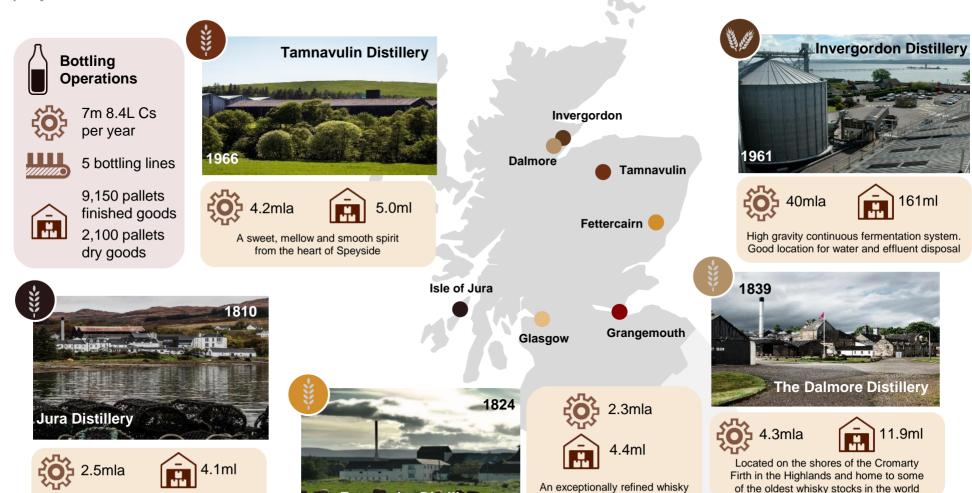
Business Capabilities





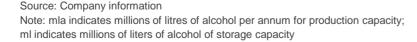
Whyte & Mackay - Production Capabilities and Heritage

The unique 4+1 distilleries (4 malt and 1 grain) assets solidified W&M's leading position as a global whisky plaver





The beating heart of a small island community



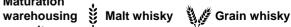
Fettercairn Distillery



using crystal-clear mountain water

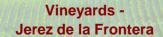






Our Production Capabilities – Spain

Our Spanish production facilities include cellars dating back to the 16th to 19th centuries, making our production capabilities unique





Vineyards
338 hectares



Grapes 3m kg p.a



Nature 1.2m vines



Distillery - Tomelloso (Bodegas Fundador)

Wine Distillation – Brandy 10mla

Grape Must Concentration – Sherry and Bulk business 3mla

Our distillery dates back to 1983 and replaced the old 1870 distillery

Vineyards – Toledo

Nature

Vineyards with surface area of

Located close to Tajo river, fully respectful with

environment **History**

450 hectares

Property full of historical remaining from medieval ages



Capacity:
Distilled alcohol – 11.4mla
Wine spirits – 26.7mla



Blending & bottling – Jerez de la Frontera

Brandy, Sherry, Wines, Whisky, Liqueurs, Rum and Vodka

Capacity: 7m 9L cases per year



Cellars - Jerez de la Frontera Maturing, Blending

Brandy 4 Cellars 12.500 Barrels Sherry Wines 4 Cellars Sherry Casks 1 Cellars¹

30,000 Barrels

4,500 Barrels

Cellars are unique buildings dating back to the 16th to 19th Centuries. They age Sherry and Brandy in 500-600 litres barrels made of American oak, using the traditional Jerez system of Soleras and Criaderas



Maturing & Blending – Jerez de la Frontera

Toledo

Tomelloso

Jerez de la Frontera

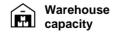


Our Production Capabilities – Mexico

Our facilities allowed us to produce brandy, through a third-party joint production agreement, and wine, with full control over the process in Mexico





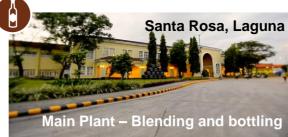




Our Production Capabilities – Philippines

Our production assets in the Philippines will soon see the addition of a bottle washing facility located in Biñan, Laguna, in line with process improvement and sustainability objectives of the Group







Located on high ground that is well protected from flooding



10.5m In 9L Cs p.a. Increased production and technical capabilities in the Philippines





Glass bottling and manufacturing plant that is being leased from AGI





2 distillery plants which have the 90 mla capability of producing fuel ethanol and potable extra neutral alcohol



Balayan plant - 18m liters capacity (i.e. 3m full operation)

Nasugbu plant - 6m liters capacity (i.e. 3m full operation)











EMPERADOR INC.

Our Procurement and Inventory Management

Selected principal raw materials



Grapes

- Spain: Sourced from our vineyards and third-parties as needed
- Mexico: Sourced from various suppliers



Cereals (e.g. wheat, maize and barley)

■ Scotland: c.75% of cereals sourced from the UK



Water

Philippines: Sourced from two deep wells, located on top of one of the best fresh water supplies in the country



 Sourced from related parties in the Philippines that are under common ownership, e.g. Progreen Agricorp, and several reliable international suppliers

Whisky, brandy concentrate and flavoring

 Sourced from related parties, e.g. WML and Alcoholera dela Mancha Vinicola, and several reliable and high-quality international suppliers

Molasses

Various sources including Progreen Agricorp, our subsidiary

Examples of dry goods



Bottles

- Philippines: Sourced from Anglo Watsons Glass, a whollyowned subsidiary of EDI, supplemented by imports
- Scotland: sourced from the UK

Carton boxes and closures

- Philippines: Sourced from at least three different suppliers
- Scotland: Rigid boxes primarily sourced from China and cartons and closures from UK



 Scotland: Sourced mainly from the USA (previously for bourbon maturation) and Spain (previously for sherry maturation)



WHYTE & MACKAY



A substantial inventory of aged stocks which mature over periods of up to 60 years



88 warehouses for storage across 5 distilleries



c.GBP767m brokerage value¹



Maturing whisky stock inventory with book value of c.PHP17.0bn²



Continue to lay down stocks for future growth

New Product Development and Pipeline

The sustained growth of Emperador was driven by continuous innovation and marketing activities



Fruity Mix by The BaR

A clear ultralight alcoholic beverage that features a profile similar to a flavored soju spirit due to its light alcoholic percentage and fruity flavor

With an inviting Grape aroma, this fruity mix variant features a sweet & flavorful tasting profile with a light finish





Jura 12 YO Sherry Cask

A rich, fruity and vibrant whisky that unites the heart of Jura with the soul of Spain to create a single malt celebrating the classic Jura character

With added depth from its Sherry finish, this lively whisky perfectly captures the warmest of Jura welcomes, enhanced by the flair of a Spanish Sherry finish, promising life in every drop. Best served with friends





Terry White Brandy

A unique expression that has a smooth refreshing flavor while brimming with a balanced and aromatic taste

Created to be a versatile drink that can be combined with any type of soft drink, juice or tonic, it dares to conquer new generations, who finally have a brandy with which the boldest mixtures can be concocted





Fettercairn 16 YO

Distilled from chocolate malted barley and defined by a tropical sweetness derived from our unique copper cooling ring distillation process

Rich sunset gold in colour, with flavour notes of ginger and vanilla before a warm, sweet finish





Jura Red Wine Cask Finish

The first in a new series called Jura Cask Editions, the red wine cask finish is a fruity, full bodied single malt designed to be shared with friends and loved ones

It is the perfect balance of Jura whisky combined with rich berry flavours, perfect gifted to celebrate a special occasion or, as an after dinner indulgence



Source: Company information

Comprehensive Marketing and Branding Approach

We lever on above the line marketing channels to increase visibility...



Above-the-line marketing







Television commercials

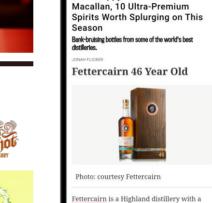
Consistent appearances on television commercials on main TV channels and online ads







FUNDADOR



Robb Report

From Pappy Van Winkle to The

long history dating back to the first half of

the 19th century, though the general public

might not be so familiar with the name. The

FOOD & DRINK/SPIRITS





Billboards and print ads

Product advertisement placed at popular spots across cities



Product recommendations and reviews

Our products were highlighted on lifestyle magazines



50 Source: Company information

Comprehensive Marketing and Branding Approach (cont'd)

...and we complement with below the line marketing for customer activation and to drive brand positioning



2 Below-the-line marketing











Silent auction of a one-off 60-year old whisky Partnership with Harrods, the world famous luxury retailer



Exclusive collections present in travel retail

Travel retail is an important channel for visibility, perpetrating the luxury brand image





Virtual Masterclass

A discussion and tasting of the expression in our aged scotch whiskies



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Social Media accounts and ads

Blogs and publish articles, photos and videos on our websites, social media and YouTube to promote awareness



EMPERADOR INC. Source: Company information



