

A 2 0 0 1 1 7 5 9 5

S.E.C. Registration Number

EMPERADOR INC.

(Company's Full Name)

7 / F 1 8 8 0 E A S T W O O D A V E N U E
E A S T W O O D C I T Y C Y B E R P A R K
1 8 8 E . R O D R I G U E Z J R . A V E .
B A G U M B A Y A N Q U E Z O N C I T Y

(Business Address: No. Street City/ Town/ Province)

DINA D. INTING

Contact Person

8709-2038 to 41

Company Telephone Number

1 2 3 1

Month Day Fiscal Year

SEC Form 17-C

FORM TYPE

Third Monday of May

Month Day Annual Meeting

Registration of Securities

Secondary License Type, If Applicable

Dept. Requiring this Doc.

Amended Articles Number/Section

Total Amount of Borrowings

Total No. of Stockholders

Domestic

Foreign

To be accomplished by SEC Personnel concerned

File Number

File Number

LCU

LCU

Document I.D.

Document I.D.

Cashier

Cashier

STAMPS

STAMPS

Remarks = pls. use black ink for scanning

**SECURITIES AND EXCHANGE COMMISSION
SEC FORM 17-C
CURRENT REPORT UNDER SECTION 17
OF THE SECURITIES REGULATION CODE
AND SRC RULE 17.2(c) THEREUNDER**

1. **23 September 2021**
Date of Report (Date of earliest event reported)
2. SEC Identification Number **A200117595** 3. BIR Tax Identification No. **214-815-715-000**
4. **EMPERADOR INC.**
Exact name of issuer as specified in its charter
5. **Philippines**
Province, country or other jurisdiction of incorporation
6. (SEC Use Only)
Industry Classification Code:
7. **7th Floor, 1880 Eastwood Avenue, Eastwood City CyberPark
188 E. Rodriguez Jr. Avenue, Bagumbayan, Quezon City**
Address of principal office **1110**
Postal Code
8. **(632)-8709-2038 to 41**
Issuer's telephone number, including area code
9. **N/A**
Former name or former address, if changed since last report
10. Securities registered pursuant to Sections 8 and 12 of the SRC or Sections 4 and 8 of the RSA

Title of Each Class	Number of Shares of Common Stock Outstanding and Amount of Debt Outstanding
Common Shares	15,736,471,238
Treasury Shares	505,919,938

11. Indicate the item numbers reported herein: **ITEM 9 (b)**

Please see attached disclosure filed with the Philippine Stock Exchange.

SIGNATURES

Pursuant to the requirements of the Securities Regulation Code, the issuer has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

By: **EMPERADOR INC.** **23 September 2021**

DINA D.R. INTING
Chief Financial Officer, Compliance Officer and
Corporate Information Officer

SECURITIES AND EXCHANGE COMMISSION

SEC FORM 17-C

CURRENT REPORT UNDER SECTION 17 OF THE SECURITIES REGULATION CODE AND SRC RULE 17.2(c) THEREUNDER

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EMPERADOR INC.

Emperador Inc.

EMP

PSE Disclosure Form 4-30 - Material Information/Transactions
References: SRC Rule 17 (SEC Form 17-C) and
Sections 4.1 and 4.4 of the Revised Disclosure Rules

Subject of the Disclosure
Investor update
Background/Description of the Disclosure
Presentation materials of Emperador Inc. providing investors a business update
Other Relevant Information
None

Filed on behalf by:	
Name	Anna Michelle Llovido
Designation	Corporate Secretary



EMPERADOR INC.

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



One of the largest spirits players in the Philippines¹



#5 Scotch whisky manufacturer in the world²



#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)



- ✓ Founded by Dr. Andrew L Tan in 1979
- ✓ Introduced  to the market
- ✓ Listed on the  in 2013

Transformative acquisitions (2014 – 2017)



WHYTE & MACKAY
(Oct 2014)



BODEGAS
FUNDADOR
(Feb 2016)²



Overseas expansion (2014 – 2020)



- ✓ **Overseas expansion**⁵



- ✓ **Brand launches**



- ✓ **Premiumization**



Emperador Inc. in 2025 (2025 and beyond)



- ✓ **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



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

Scotch whisky



Brandy




Our Strategy — Contemporize, Premiumize, Internationalize

C



CONTEMPORIZE
our offering



✓ **Excite customers** with innovative new product launches

✓ **Rebrand** and reposition key brands

✓ **Improve brand visibility** amongst millennials and Gen Z

P



PREMIUMIZE
our portfolio



2x

Branded Single Malt Sales by 2025

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

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

I



INTERNATIONALIZE
our business



>50%

International Sales by 2025

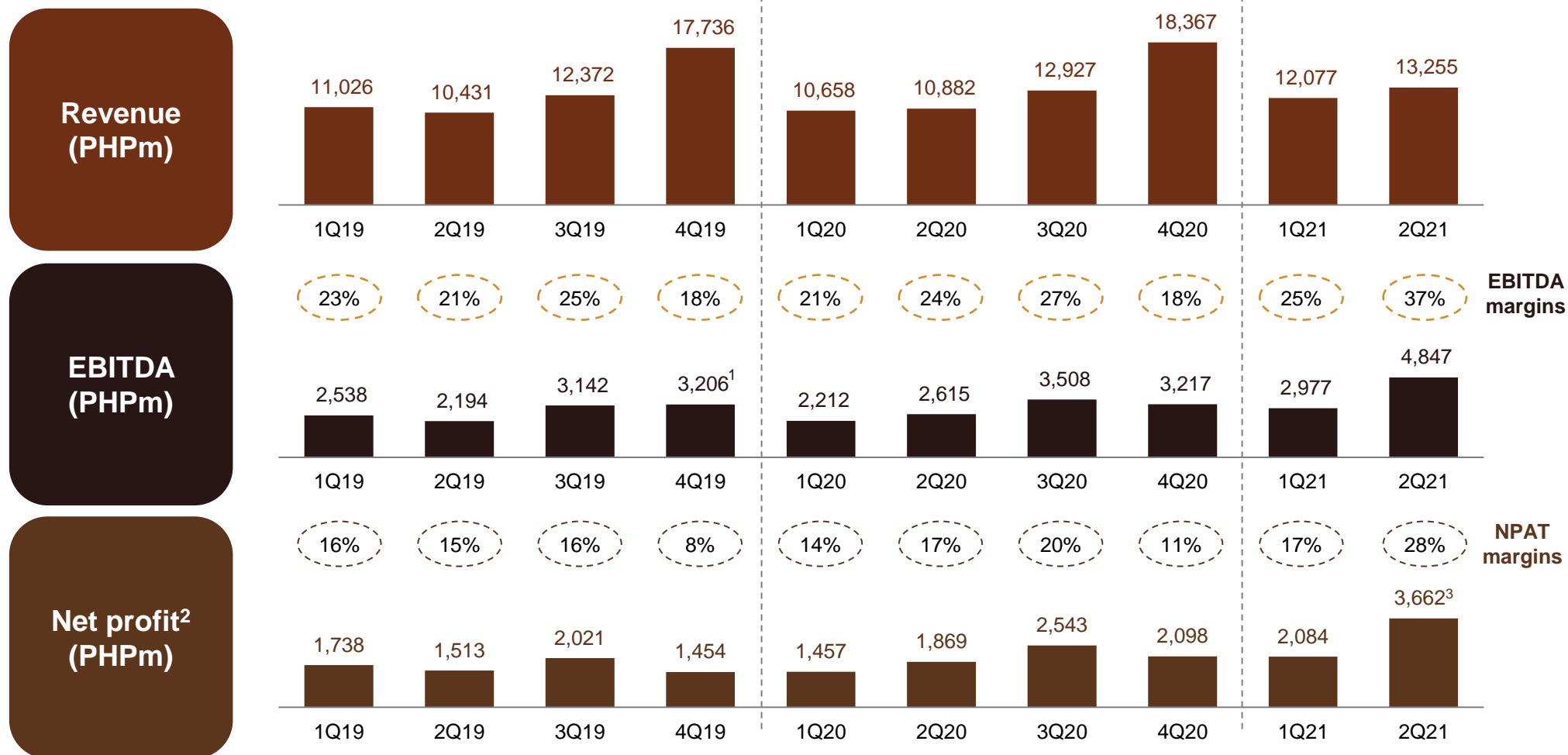
✓ Global spirits multinational champion with an **outreach to >100 countries**

✓ **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**
- 

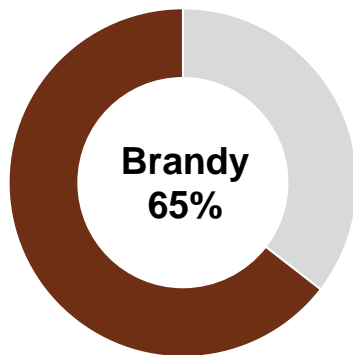
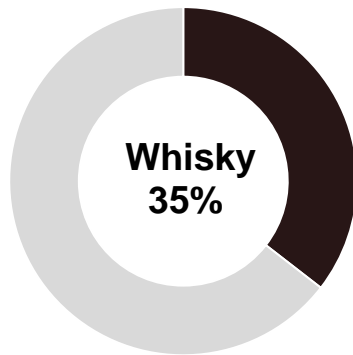
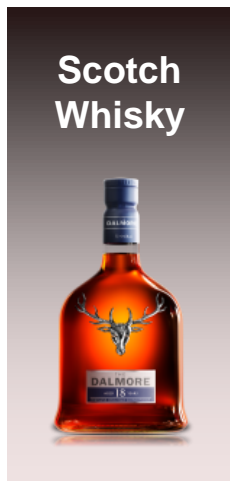
Highly experienced and visionary management team with proven track record and focus on ESG



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)

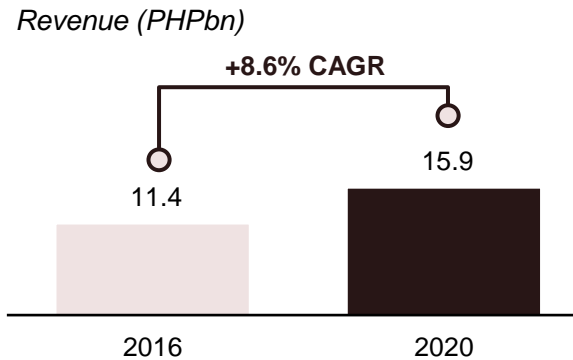
1H21 Revenue Mix



Performance

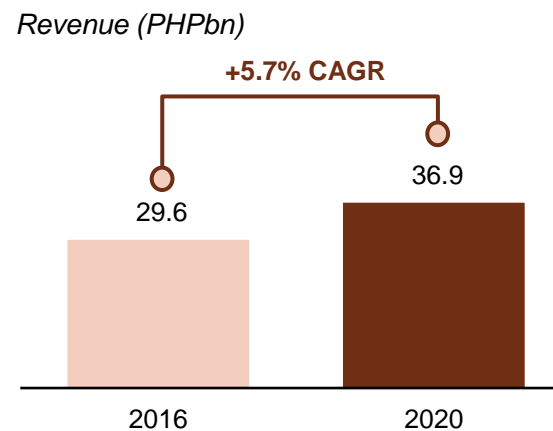


Single malts grew at +22% CAGR from 2015 to 2020¹



2025 Objectives

2x
Double Branded Single Malt Sales by 2025



High Single Digit
Revenue CAGR % to 2025



Whyte & Mackay *A Global Scotch Whisky Gem*



EMPERADOR INC.

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



Source: Company information, IWSR

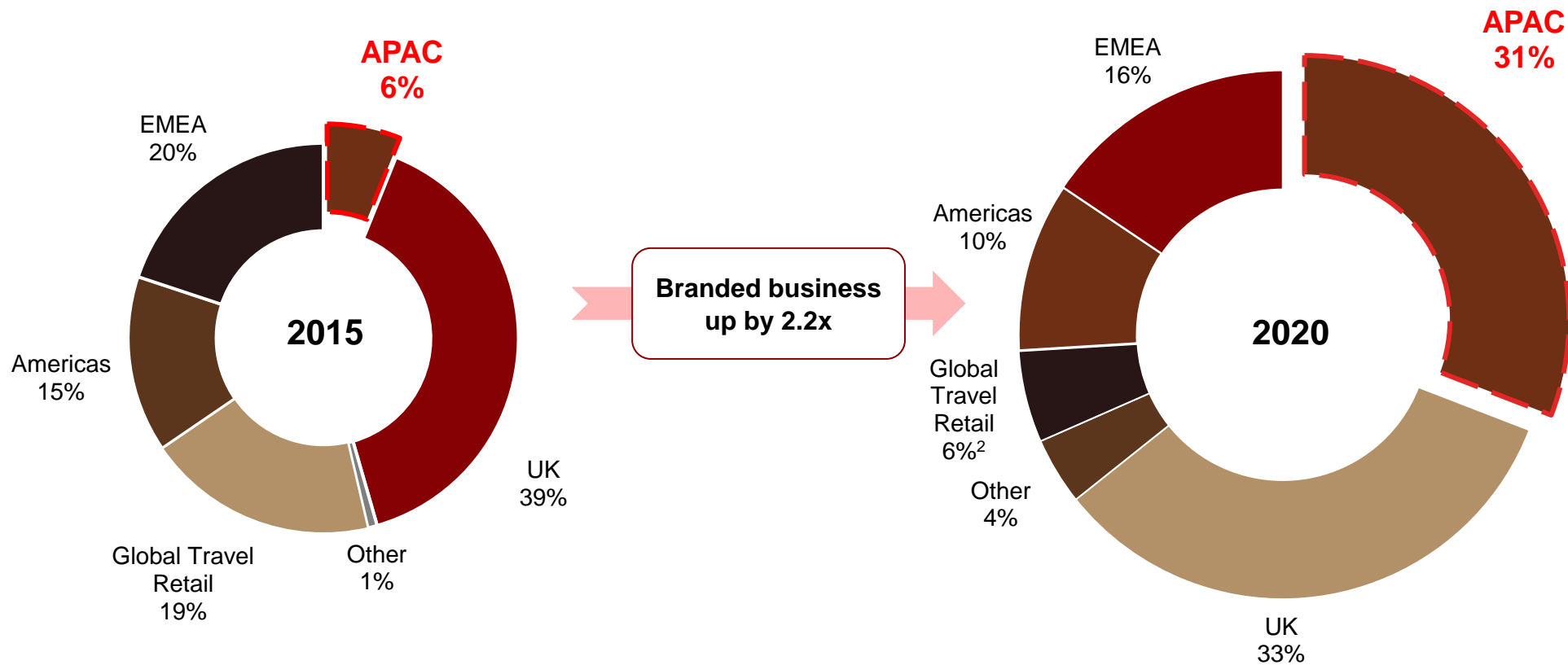
Note: ¹ Ranking based on 2020 value; ² Based on absolute value growth in the single malt whisky category between 2018 – 2020; ³ Ranking based on 2020 volume;

⁴ Based on absolute volume growth in the single malt whisky category between 2019 - 2020

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

Since Emperor 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



Source: Company information

Note: ¹ As per management accounts (after any duties and promotional spend). Excluded the last period of sales under a third-party distribution contract in the UK for 2015 figures, as it was terminated that year; ² Travel Retail sales heavily impacted by COVID in 2020

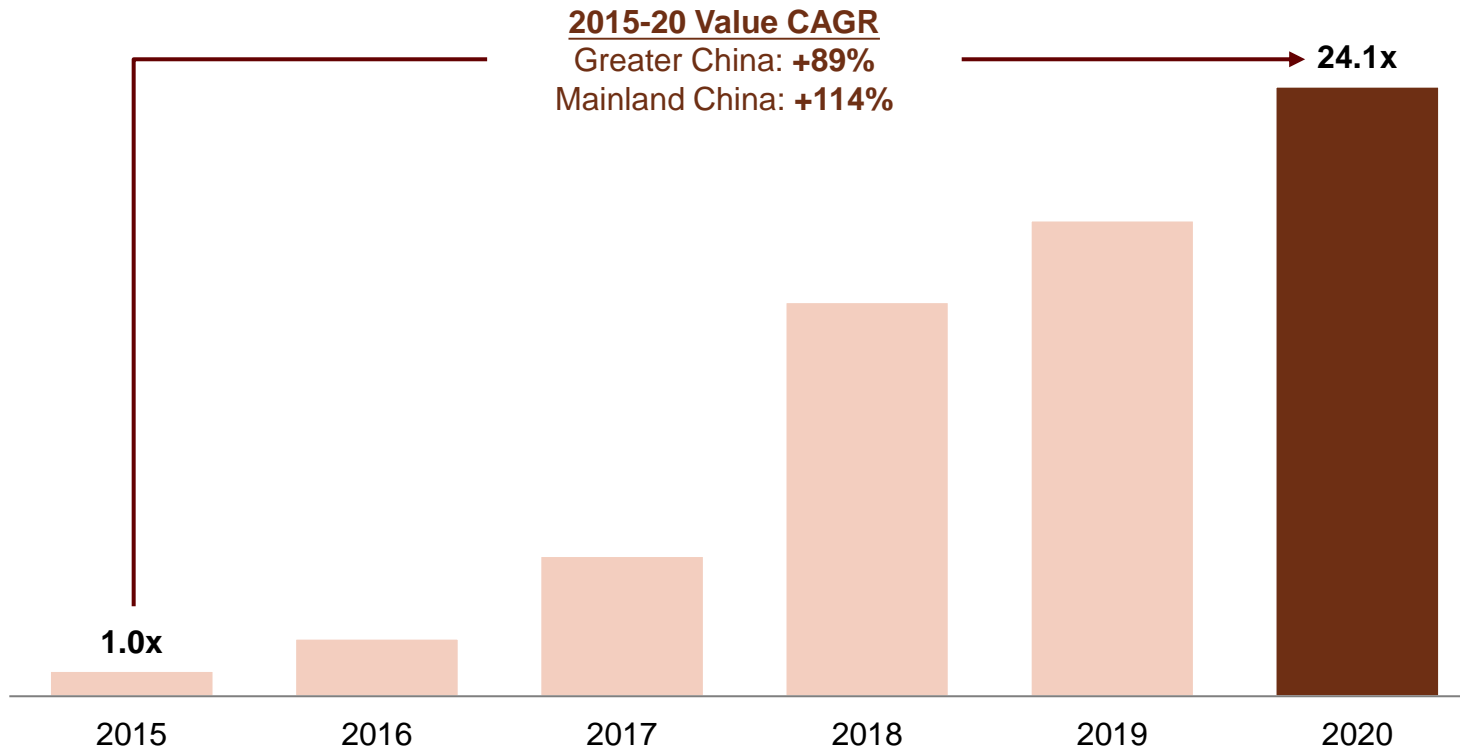


Solid Growth Momentum in Greater China Single Malt Scotch Market

Perceived as dynamic, international and sophisticated drink by urbanized and high-income consumers, Emperor'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)



Industry growth in Greater China:

2015-20 Value CAGR (Single Malt Scotch): **+8.6%**



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
Company A	1
Company B	2
Company C	3
Company D	4
Company E	5
Company F	6
EMPERADOR	7
Company G	8
Company H	9
Company I	10

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



Our Brandy

Spearheading Global Brandy Growth

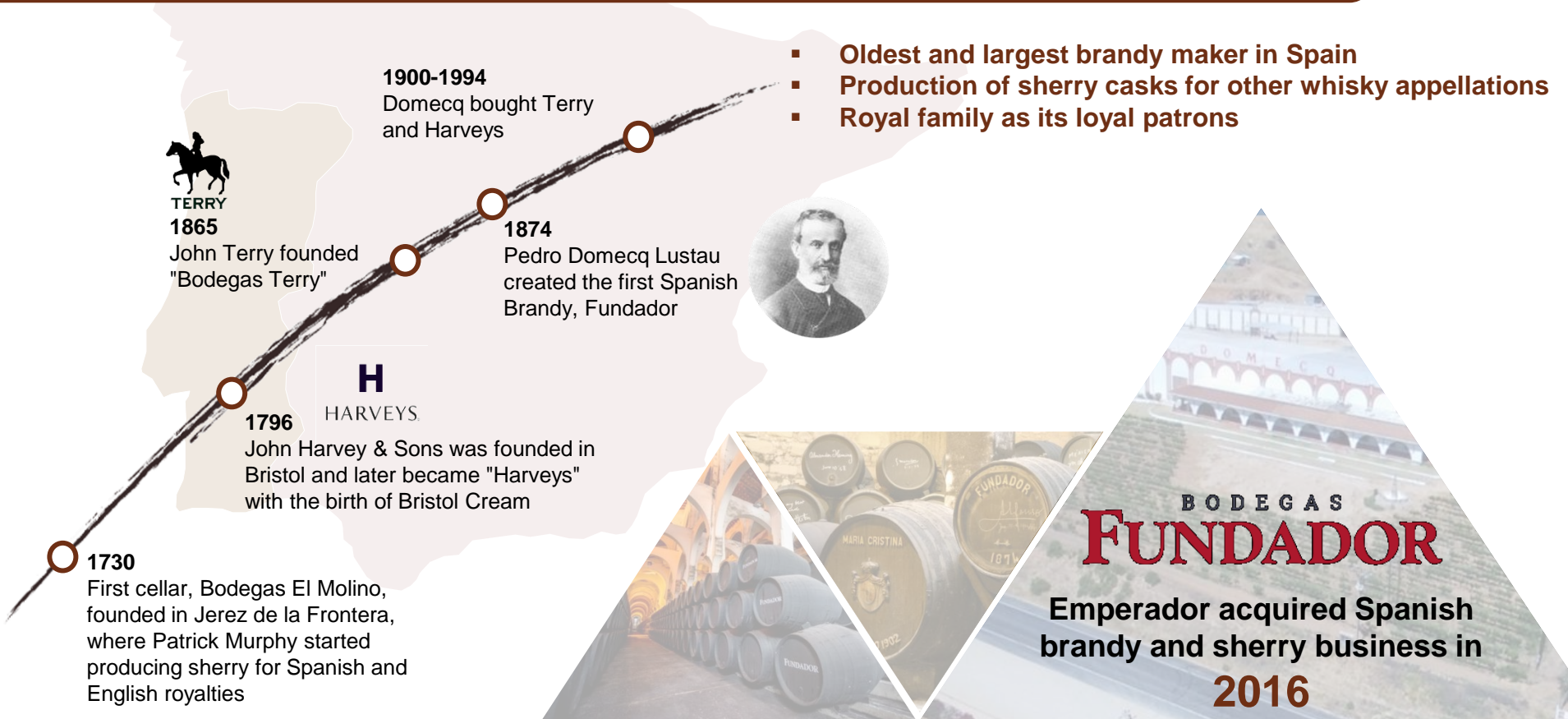


EMPERADOR INC.

Fundador – Longstanding 300 Years of Brandy Heritage

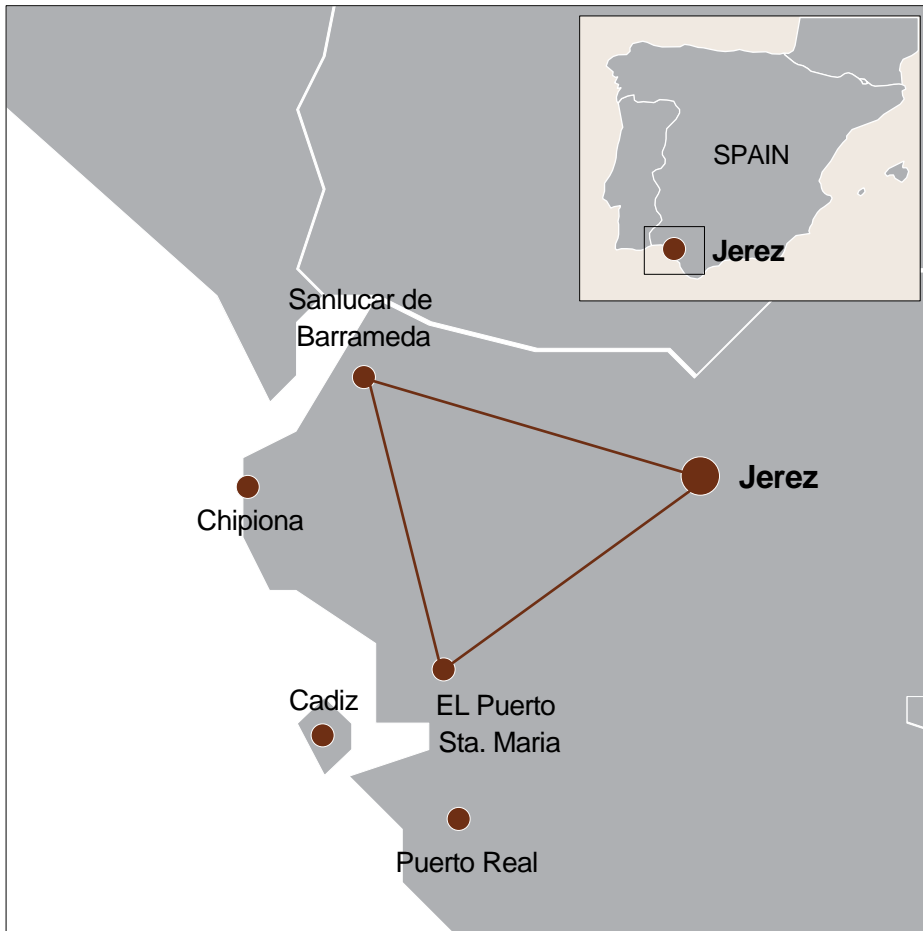
Being Spain's oldest and largest brandy and sherry maker, Fundador is recognized for its unmatched quality

<p>#1 Brandy range in Spain with 34% market share¹</p>	<p>Platinum Award SFWSC (2021) – Fundador Supremo 18</p>	<p>Best Brandy in the World IWSC (2019) – Fundador Supremo 18</p>	<p>Best Wine of the World (2016) – Harveys Amontillado VORS</p>
	<p>Sherry Trophy IWSC (2019)</p>	<p>Fortified Wine Producer IWSC (2019)</p>	<p>Finalist – Brandy Producer of the Year (2017, 2019, 2020)</p>



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

- 1 **Unique 15th century historical sites**
- 2 **High quality grapes**
- 3 **275 hectares of vineyards**



Fundador – The World’s Best Brandy

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

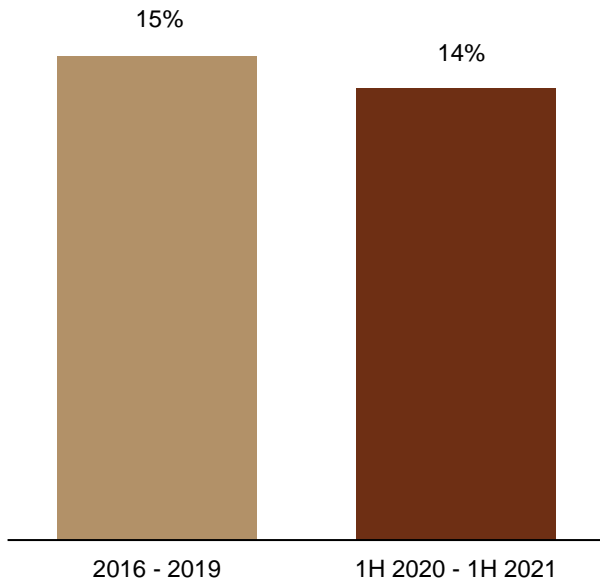
Fundador Supremo 18YO Oloroso	Fundador Supremo 15YO Amontillado	Fundador Supremo 12YO Pedro Ximénez
		
Fundador Exclusivo	Fundador Triple Madera	Fundador Double Madera
		

Snapshot of Brandy Growth Across Key International Markets

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

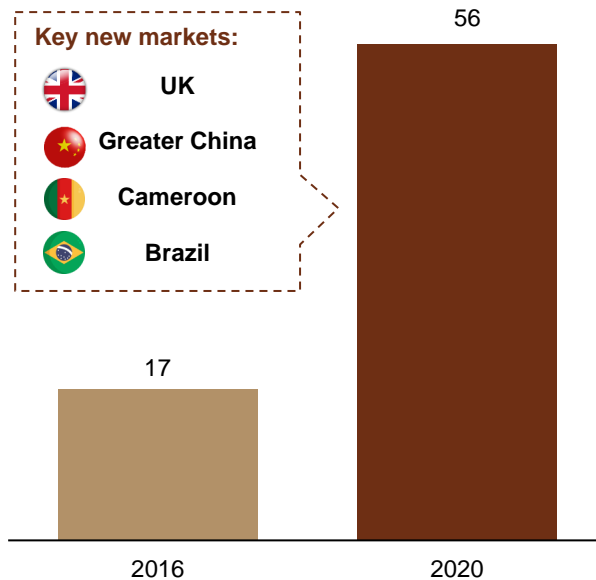
Consistent strong international brandy growth

Revenue CAGR of Emperor's International brandy business (%)



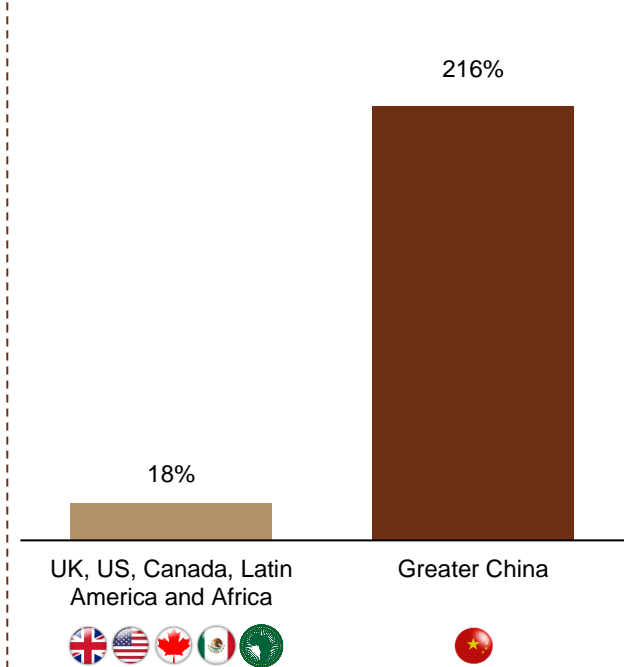
Expansion of global footprint

Number of direct markets where Fundador products are sold¹



Differentiated and bespoke Asia-mindset to penetrate Greater China & other growth markets

Volume CAGR of Emperor's International brandy business (%); 2018-2020²



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

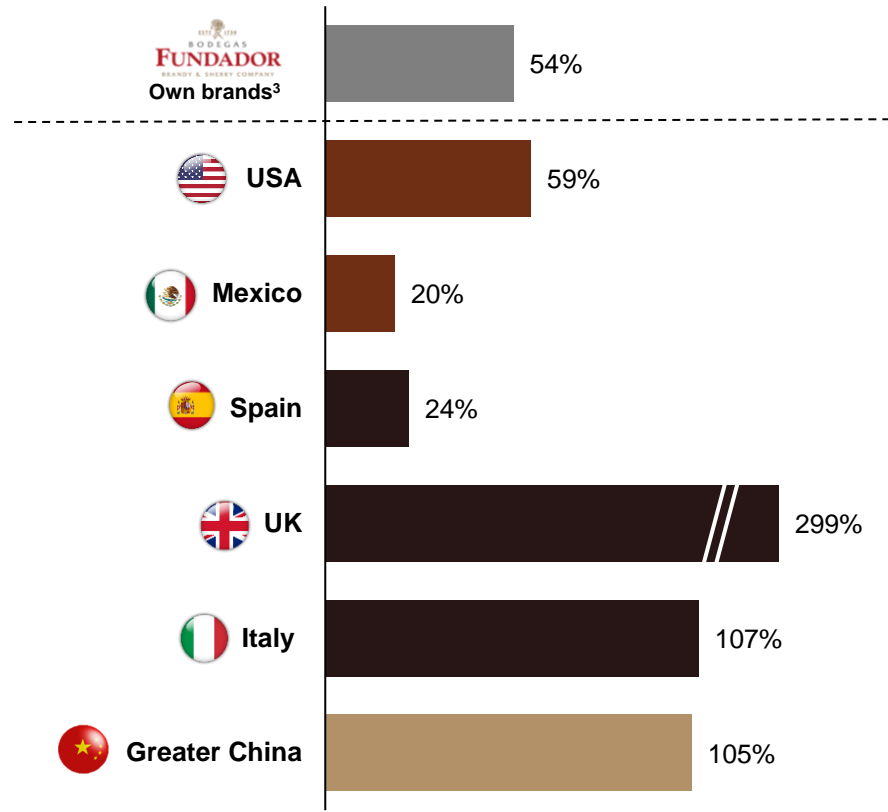
2 Leading market position in key markets globally across brandy and Spanish brandy

		Rank ¹	Market share ¹ (%)
Americas	Canada	#1	45%
	US	#3	16%
	Mexico	#1	61%
	Colombia ²	#1	92%
UK / EMEA	Spain	#1	34%
	UK	#3	1%
	Italy	#1	77%
	Equatorial Guinea ²	#1	96%
Asia	Philippines	#1	87%

Brandy Spanish Brandy

3 Strong growth momentum propelling international brandy forward

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



Source: Company information based on IWSR data, Nielsen, Frost & Sullivan
 Note: ¹ Company information based on IWSR data. Data as of 2020, overall rank & share in brandy calculated as total Emperador brandies / total brandy market volume; Rank & share in Spanish brandy calculated as Emperador's Spanish brandies / Spanish brandy market volume in the respective countries ² Includes Soto brands; ³ Excluding Own label data

Three Keys to Future Success

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

To contemporize 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

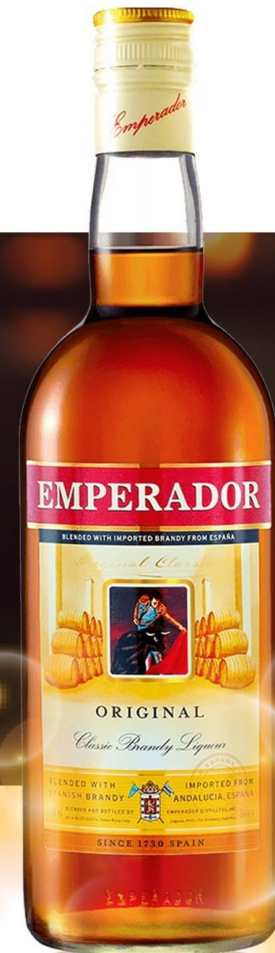
To internationalize our brand and products



- **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



Financial Overview

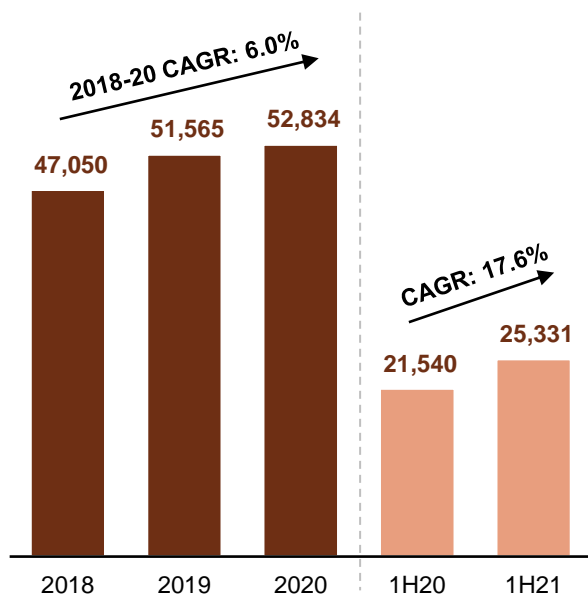


EMPERADOR INC.

Track Record of Robust Growth & Profitability

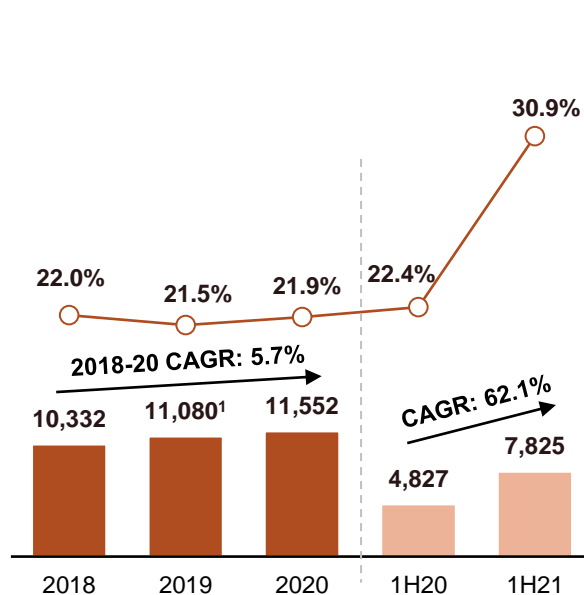
Revenue

(PHPm)



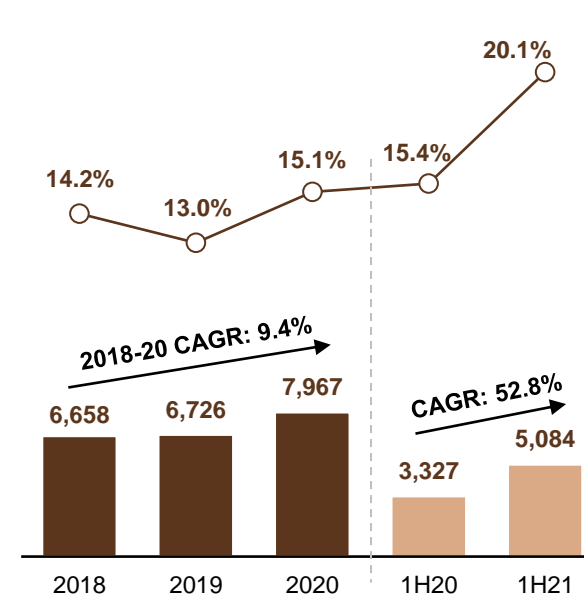
EBITDA & margin

EBITDA (PHPm) EBITDA margin



NPAT² & margin

NPAT (PHPm) NPAT margin



Commentary

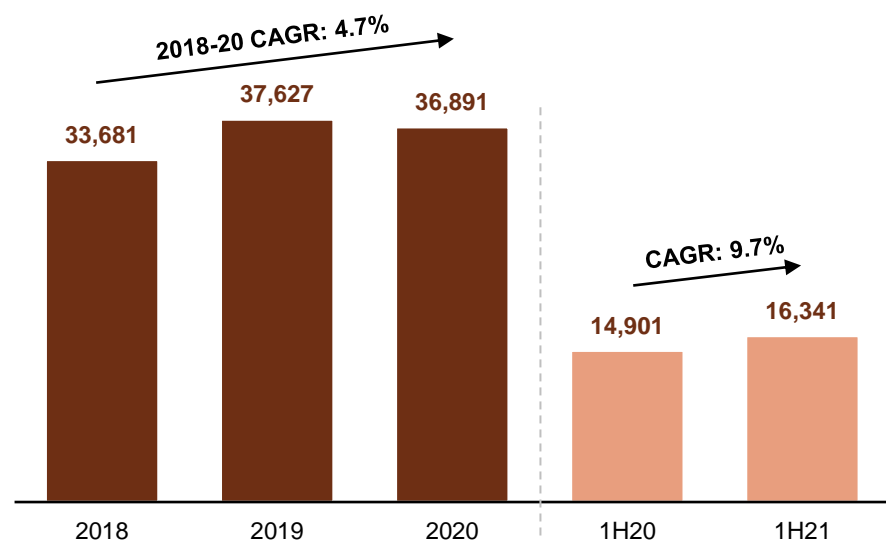
- ✓ **Strong financial performance** with topline '18-'20 CAGR of 6%, and **robust profitability** with EBITDA & NPAT '18-'20 CAGR of 5.7% and 9.4%, respectively
 - **Stellar performance** in recent periods despite COVID-19, driven by a **well-balanced portfolio, diversified global footprint & strong 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

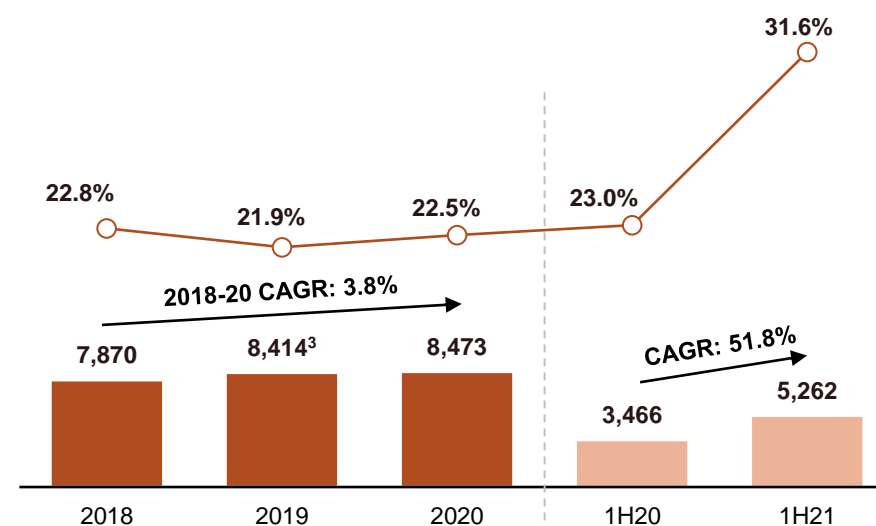
Revenue¹

(PHPm)



EBITDA & margin²

■ EBITDA (PHPm) ○ EBITDA margin



Commentary

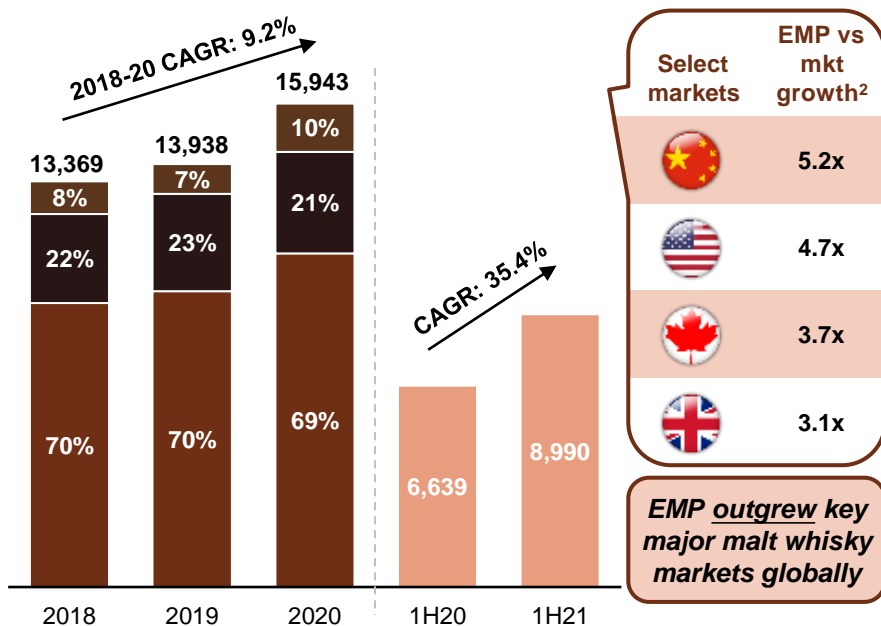
- ✓ **Brandy segment has continued to deliver strong growth** with topline '18-'20 CAGR of 4.7%, and **robust profitability** with EBITDA '18-'20 CAGR of 3.8%
 - **Robust performance** in Philippines despite tepid domestic brandy industry outlook and offshore brandies remain clear market leaders in Spain 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**



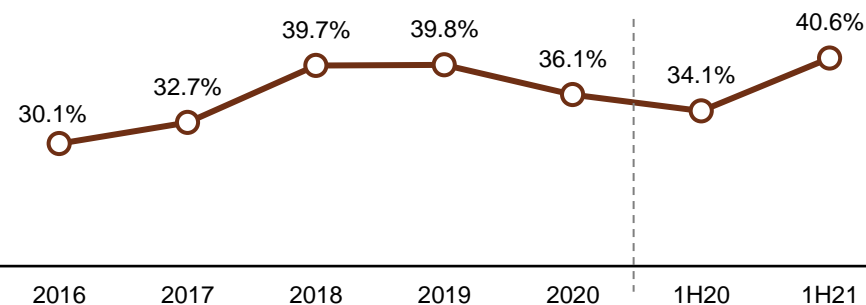
Whisky Segment – Growth Profile & Expanding Profitability

Revenue¹

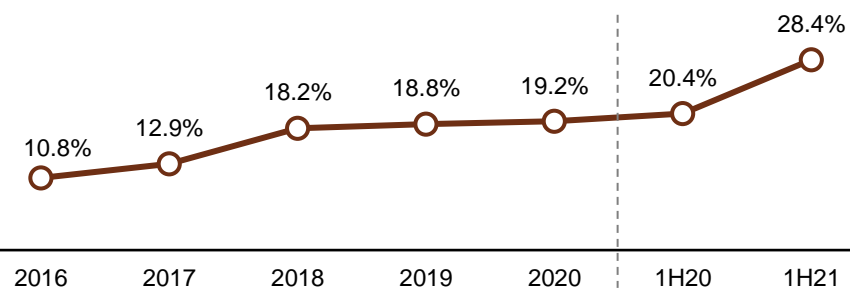
(PHPm) ■ Branded ■ Private label ■ Bulk



Gross profit margin³ evolution



EBITDA margin⁴ evolution



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

Commentary

- ✓ **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



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 **trading-up 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



Closing Remarks



EMPERADOR INC.

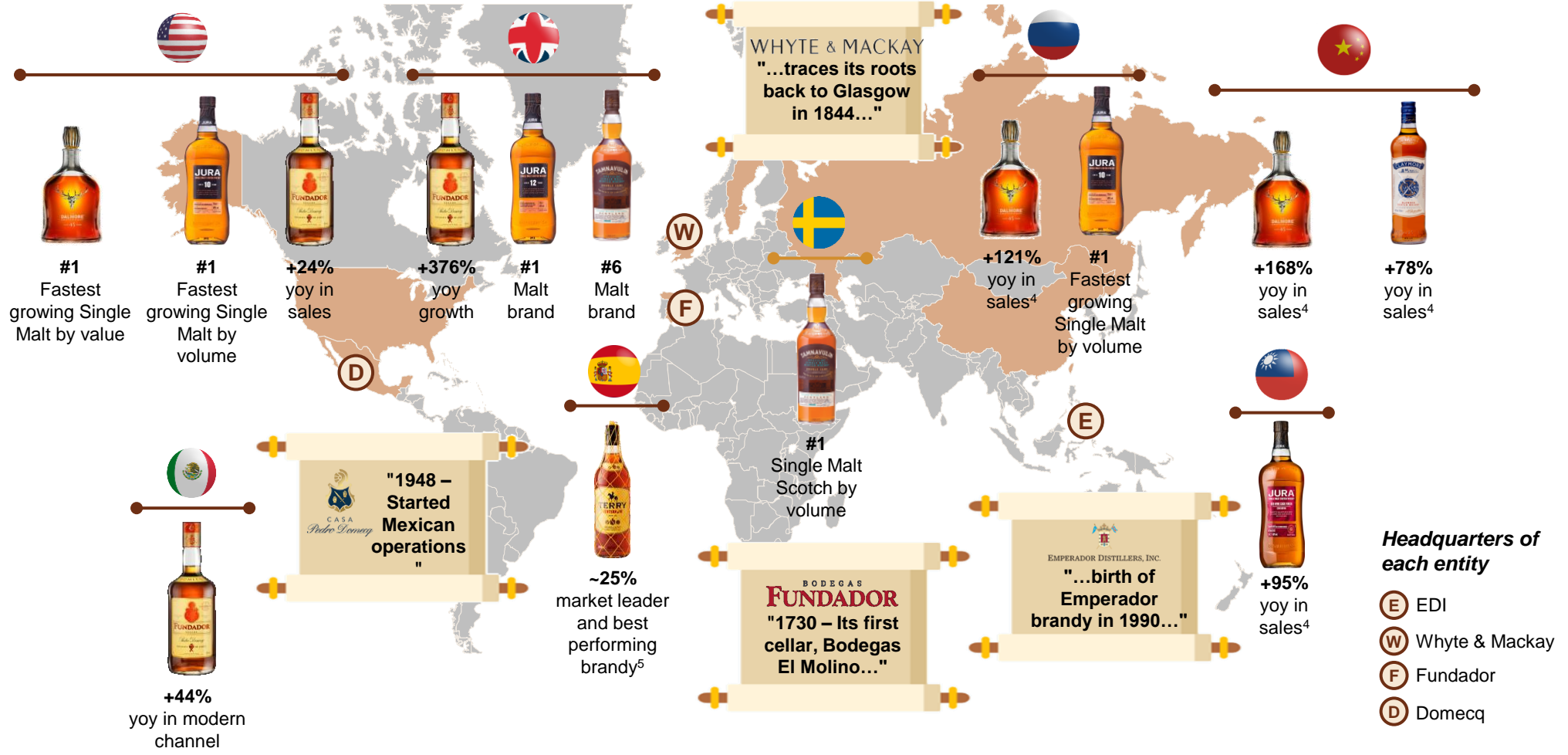
A Truly Global Player, with a Track Record of Solid Growth Momentum

 **#1** brandy player globally by volume¹

 **#5** largest Scotch whisky manufacturer in the world²

 **#6** largest single malt producer in the world³

Solid growth momentum in FY2020 (despite COVID-19)



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



- 1 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 leveraging on customer insights
- 3 Continue to further penetrate our existing markets, including focusing on substantial opportunities in China and other markets
- 4 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



EMPERADOR INC.

APPENDIX

Whisky Portfolio Overview

Business Capabilities



EMPERADOR INC.

The Dalmore – The #7 Single Malt Brand Globally¹

THE
DALMORE[™]
HIGHLAND SINGLE MALT SCOTCH WHISKY

OUR VISION

**To be the world's most desirable
malt whisky, discovered and available
in the finest locations globally**



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



FETTERCAIRN

HIGHLAND SINGLE MALT
ESTD SCOTCH WHISKY 1824

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



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

- A premium and super premium malt, targeted against scale brands in the category
- 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

THE DALMORE
HIGHLAND SINGLE MALT SCOTCH WHISKY



JURA
SINGLE MALT SCOTCH WHISKY



TAMNAVULIN
SPEYSIDE SINGLE MALT SCOTCH WHISKY



Volume ('000 8.4 c/s)¹

#12

#13

#20

Value (GBP'000)²

#7

#15

#23

APPENDIX

Whisky Overview

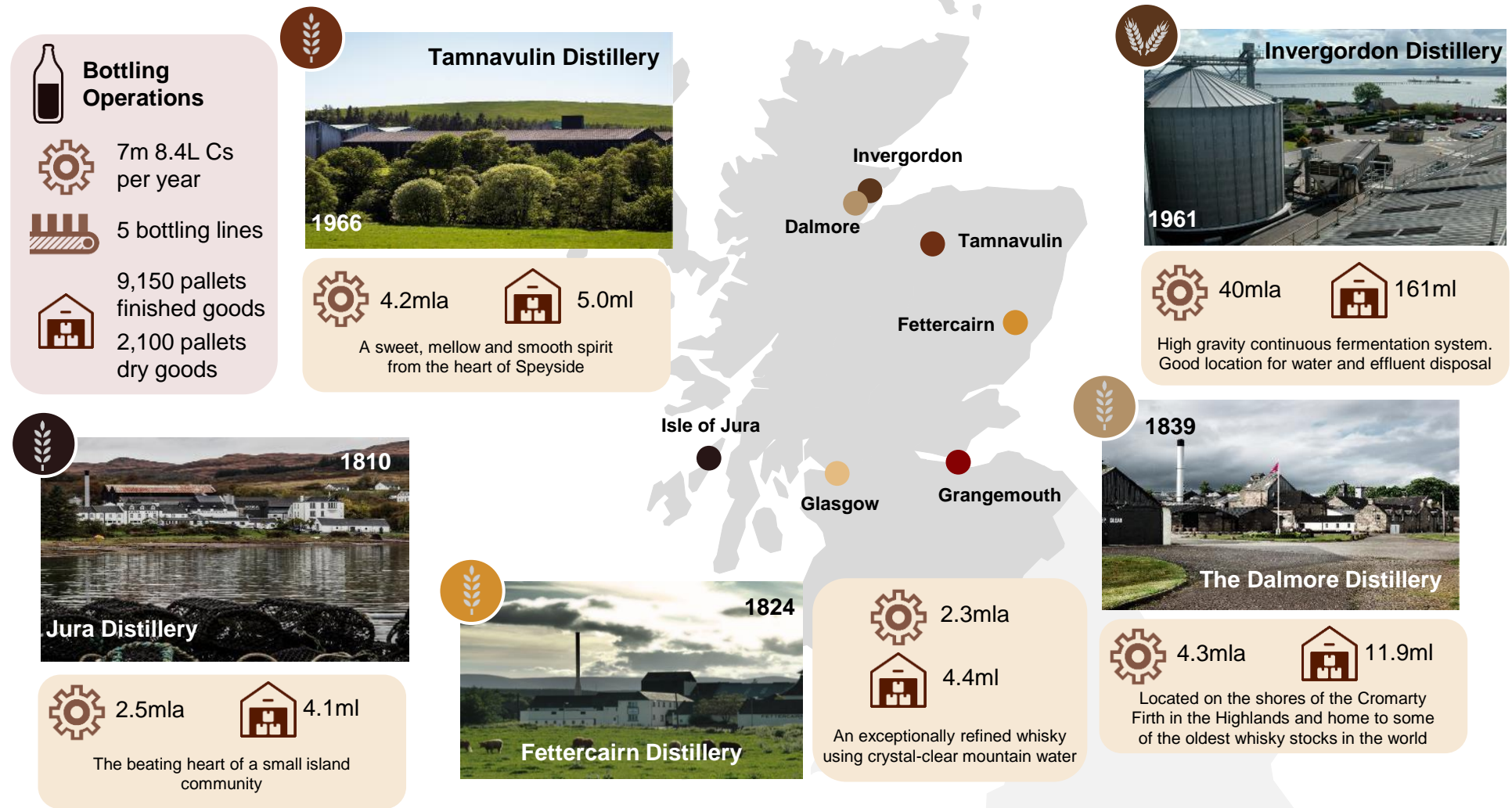
Business Capabilities



EMPERADOR INC.

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 player



Our Production Capabilities – Spain

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

Vineyards - Jerez de la Frontera

- 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

Cellars - Jerez de la Frontera
Maturing, Blending

Brandy	Sherry Wines	Sherry Casks
4 Cellars	4 Cellars	1 Cellars ¹
12,500 Barrels	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

Vineyards – Toledo
Vineyards with surface area of 450 hectares

Nature
Located close to Tajo river, fully respectful with environment

History
Property full of historical remaining from medieval ages

Maturing & Blending – Jerez de la Frontera

Distillery – Tomelloso (Bodegas Las Copas)
3 column distilleries

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



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



Guadalupe Valley



Built on a property of 111,228 sqm



80,000 Cs p.a. wine production capacity



7,000 tons of grape
2,000 pallets

Pedro Domecq does not own any vineyard. Grapes are purchased by different local and national suppliers



Villahermosa



150 pallets capacity
owned by third party



Mexico City

Blending, maturing, bottling & packaging
(subcontracted production)

Supervised operation and owned part of
the production equipment



6,000 pallets capacity
owned by third party



Warehouse capacity



Wine Production



Brandy Production

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



Santa Rosa, Laguna



Main Plant – Blending and bottling

28.8m 9L Cs p.a. Located on high ground that is well protected from flooding

Calamba, Laguna



Glass manufacturing plant

62.1 MT of glass p.a. Glass bottling and manufacturing plant that is being leased from AGI


Annex Facility – Blending and bottling



Binan, Laguna

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

Batangas



Distilleries

90 mla 2 distillery plants which have the 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)



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



Distilled neutral spirit

- 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 de la 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 wholly-owned 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



Casks

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

Scotch whisky aging inventory overview¹

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



Comprehensive Marketing and Branding Approach

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



1. Above-the-line marketing



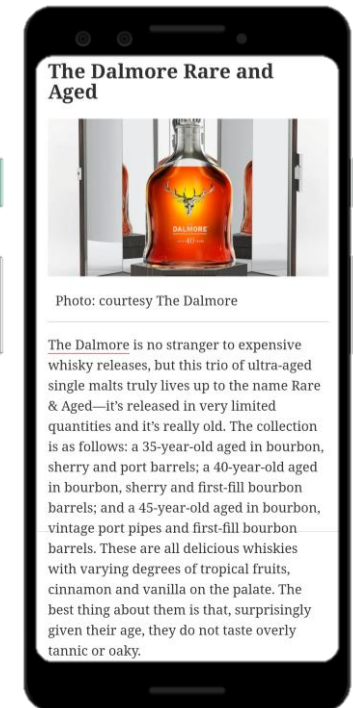
Television commercials

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



Billboards and print ads

Product advertisement placed at popular spots across cities



Product recommendations and reviews

Our products were highlighted on lifestyle magazines

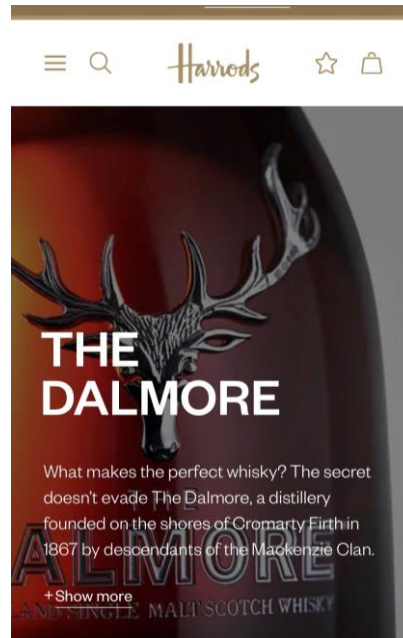


Comprehensive Marketing and Branding Approach (cont'd)

...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



Social Media accounts and ads

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





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