



## BACARDI LIMITED

Bacardi Limited is the largest privately held spirits company in the world and produces and markets a variety of internationally-recognized spirits and wines.

The Bacardi Limited brand portfolio consists of more than 200 brands and labels, including some of the world's favorite and best-known products: BACARDI® rum, the world's favorite premium rum and world's most awarded rum; GREY GOOSE® vodka, the world-leader in super premium vodka; DEWAR'S® Scotch whisky, the top-selling blended Scotch whisky in the United States; BOMBAY SAPPHIRE® gin, the top valued and fastest-growing premium gin in the world; MARTINI® vermouth, the world-leader in vermouth; CAZADORES® 100% blue agave tequila, the number-one premium tequila in Mexico and a top-selling premium tequila in the United States; and other leading brands.

Bacardi Limited produced the highest sales in the Company's history for the fiscal year ending in March of 2009. Continuing a trend, the last nine consecutive fiscal years (2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008 and 2009) were record years at Bacardi.

Bacardi Limited products are sold in more than 100 countries around the world. Expansion has been prioritized in the emerging markets of India, China and Brazil.

Bacardi Limited is headquartered in Hamilton, Bermuda. The Company opened offices in Bermuda in 1965 and moved into its current Ludwig Mies van der Rohe designed landmark building in 1972.

Bacardi employs 6,000 people globally and has 27 production facilities around the world.

Bacardi Limited refers to the Bacardi group of companies, including Bacardi International Limited. For more information, please visit [www.BacardiLimited.com](http://www.BacardiLimited.com).

### **The History of Bacardi: At a Glance**

- 1862** Bacardi was founded by Don Facundo Bacardí Massó in Santiago de Cuba, when he revolutionized rum making by developing the world's first smooth light-bodied spirit—what the world now knows as premium rum.
- 1910** BACARDI rum was bottled outside Cuba for the first time in Barcelona, Spain.
- 1930s** Bacardi established facilities in Mexico and Puerto Rico -- to date the two of the largest production facilities within Bacardi with the facility at Cataño, Puerto, being the largest premium rum distillery in the world.
- 1944** Bacardi established an imports company in New York City to supply the United States market.
- 1960** Bacardi operations in Cuba were illegally confiscated without compensation by the Cuban government. Confiscated Bacardi assets were estimated to be worth more than \$76 million (estimated value in 1960 dollars). Bacardi continued its operations from four other countries: United States, Mexico, Puerto Rico, and The Bahamas.
- 1961** Bacardi started production in a new facility in Brazil.



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- 1965** Bacardi opened a distillery in The Bahamas.
- 1978** BACARDI rum in the United States posts sales exceeding more than 7 million 9-liter cases.
- 1979** BACARDI rum was recognized for worldwide sales close to 16 million 9-liter cases.
- 1983** Bacardi celebrated the production of its 200 millionth 9-liter case of rum since 1960.
- 1987** Bacardi launched BACARDI BREEZERS in the United States and global sales for BACARDI rums surpass the 20 million 9-liter case mark.
- 1992** Bacardi Limited was formed, unifying four of the five separate strategic operating units of the Company (Bacardi International Limited – Bermuda; Bacardi & Company Limited – Bahamas; Bacardi Corporation – Puerto Rico; and Bacardi Imports, Inc. – United States). The fifth operating unit (Bacardi y Compañía S.A. de C.V. – Mexico) was incorporated into Bacardi Limited a few months later.
- 1993** Bacardi Limited finalized the acquisition of General Beverage, owner of the MARTINI & ROSSI brand. With this acquisition, Bacardi became one of the top five largest premium spirits companies in the world.
- 1995** Bacardi launched BACARDI LIMÓN. The following year it is proclaimed the most successful new spirit brand of the year and, more importantly, of all time.
- 1998** Bacardi Limited acquired DEWAR'S Scotch whisky and the BOMBAY and BOMBAY SAPPHIRE gin brands. Bacardi became one of the top four spirits companies in the world.
- 2002** Bacardi formed an alliance with Anheuser-Busch to develop, market, and distribute BACARDI Silver, a clear malt beverage.
- 2002** Bacardi acquired CAZADORES blue agave tequila, now the top premium tequila in the world.
- 2003** Bacardi opened the Casa Bacardi Visitor Center at the Bacardi distillery at Cataño, Puerto Rico—a multimillion dollar, state-of-the-art tourist experience celebrating the history and unique qualities of BACARDI.
- 2004** Bacardi Limited purchased GREY GOOSE vodka, the leading super premium vodka.
- 2005** Bacardi Limited announced Andreas Gembler, an outside director on the Board of Directors, as its president and chief executive officer.
- 2005** Facundo L. Bacardi, great-great grandson of the Company founder, named chairman of the board of directors of Bacardi Limited.
- 2006** Bacardi Limited purchased 42 BELOW Limited, a New Zealand-based company best known for its 42 BELOW vodkas.
- 2007** Bacardi purchases a stake in Leblon Cachaça, an ultra-premium luxury spirit from Brazil and the most award-winning cachaça on the market.
- 2008** Michael Schumacher, seven-time Formula One racing champion becomes Bacardi Limited Social Responsibility Ambassador.
- 2008** Bacardi Limited announces agreement to purchase significant stake in the parent company of Patrón® tequila.
- 2008** Seamus McBride is announced new Bacardi Limited president and chief executive officer effective September 1.



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- 2009** Bacardi Limited achieves “Triple Crown” certification and leads the industry as the only major spirits company in the world to have all its facilities globally certified to be operating in accordance with the world’s most recognized standards for quality, environment, and health and safety -- ISO 9001, ISO 14001 and OHSAS 18001 -- putting the company among an elite group of the world’s best-run companies.
- 2011** Rafael Nadal, ATP world ranked #1 and winner of nine Grand Slam championships, becomes Bacardi Limited Social Responsibility Ambassador.

### **Bacardi: Key Facts & Figures**

- BACARDI & Cola is the number one cocktail in the world.
- The original “Cuba Libre,” a rum and cola, was created during the Spanish American War, when American soldiers fighting for Cuba’s freedom asked for their Coca-Cola to be mixed with BACARDI rum. They toasted to a free Cuba, naming it the “Cuba Libre.” In 2010, the BACARDI Cuba Libre celebrated its 110<sup>th</sup> anniversary.
- The original Daiquiri was created with BACARDI rum. It was created by an American working at the Daiquiri mines in Cuba who wanted a refreshing cocktail made with the fresh limes that grew there.
- Authentic Mojitos are made with BACARDI rum, having their roots traced back for centuries in Cuba. The Mojito rose in popularity in Cuba with the creation of BACARDI.
- The core products in the Bacardi Limited portfolio are all icons in their category classes:
  - BACARDI rum is the world’s favorite premium rum, as well as the world’s most awarded rum and one of the top-selling premium spirits in the world.
  - In 2010, BACARDI rum was awarded the International High Quality Trophy for BACARDI Gold, BACARDI 8, and BACARDI Reserva Limitada by the prestigious Monde Selection® International Institute for Quality Selections.
  - MARTINI vermouth is the world’s favorite vermouth.
  - GREY GOOSE vodka is the world’s top-selling super premium vodka.
  - DEWAR’S Scotch whisky is the favorite blended Scotch in the U.S.
  - BOMBAY SAPPHIRE gin is the top-valued and fastest-growing premium gin in the world.
  - CAZADORES blue agave tequila is the top premium tequila in the world.
  - The Bacardi Limited production portfolio includes a full range of products such as rum, vermouth, scotch, cognac, brandy, vodka, gin, liquors, tequila, port, wines, malt beverages and beer.
- Bacardi Limited has been owned by seven generations of Bacardi family members — descendants of the Company founder Don Facundo Bacardí Massó.

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