inspiring moments of connection

2025 INTEGRATED ANNUAL REPORT

BECLE

Connection has always been at the heart of who we are – connecting generations through heritage and craftsmanship, bringing people together through shared experiences, and building enduring relationships with consumers across the world.

GRI 2-1, 2-3, 2-4

Becle, S.A.B. de C.V. presents its third Integrated Annual Report, highlighting its ESG performance through concrete, verifiable actions, facts, and figures. The report also details the company's financial performance and operations. No material information has been omitted, and no restatements from previous reporting periods were necessary, as there were no changes in methodology, definitions, or the nature of the business.

This report aligns with the GRI (Global Reporting Initiative) Standards, SASB (Sustainability Accounting Standards Board) indicators for the Alcoholic Beverage Industry, as well as TCFD and SDG frameworks. It covers the reporting period from January 1 to December 31, 2025.

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dear shareholders,

I am pleased to present Becle's 2025 Integrated Annual Report, which reflects our continued progress in strengthening the connections that support our business, our people, our communities, and our long-term sustainability.

2025 was a challenging year for the global spirits industry, shaped by macroeconomic pressures and shifting consumer trends, driving consumption declines across several markets. Throughout the year, we sustained and grew our market position through disciplined execution, while protecting profitability and financial health. This performance translated into stronger profitability, cash generation, and financial flexibility:

- **Margin expansion:** Expanded gross margin by 250 bps and EBITDA margin by a standout 540 bps, reflecting our commitment to profitable growth.
- **Delivered strong cash flow:** Delivered $8 billion pesos in net cash from operating activities, highlighting the underlying strength of our operations.
- **Returned value to shareholders:** Distributed a $1.4 billion pesos cash dividend, reflecting our confidence in the company's long-term trajectory.
- **Strengthened financial flexibility:** Successfully reduced lease-adjusted net leverage to 0.9x, leaving us with a highly resilient balance sheet.

Guided by our ESG Framework, A Legacy for the Future, we continued advancing initiatives in people development, health and safety, community investment, and environmental management. In 2025, we also continued preparing our organization for the adoption of IFRS S1 and S2 sustainability disclosure requirements.

Our people remain central to Becle's performance. In 2025, we strengthened health and safety governance through Safety 360, expanded safety KPIs, and the introduction of our 10 Life-Saving Rules. We maintained a low rate of high-consequence injuries and delivered more than 168,000 hours of health and safety training. We also continued investing in talent development, with more than 860 employees assessed through our Talent Review process, 198 employee promotions, and the launch of Cuervo's Next Gen, our trainee program for young talent.

In our communities, we continued supporting long-term opportunities through Fundación Jose Cuervo and Fundación Beckmann. Our programs focused on education, entrepreneurship, culture, and community development. This work reflects our belief that Becle's legacy is built not only through our brands, but also through the positive connections we create with people, communities, and places over time.

In environmental management, we continued advancing practices that support the resilience of our agricultural and production activities. Circularity remained a central part of our environmental performance: in 2025, more than 99% of waste generated was directed to recovery, reuse, or recycling.

As we move into 2026, our priority is to continue strengthening the qualities that make Becle a resilient and distinctive company: the connection between our brands and consumers, between planning and execution, between sustainability and business strategy, and between our legacy and the opportunities ahead.

We will reinforce our Tequila leadership, manage the business with discipline, and move forward with the responsibility required to navigate market volatility while protecting and growing the value we have built over generations.

Sincerely,

Juan Domingo Beckmann Legorreta
Chairman and Chief Executive Officer

OUR COMPANY:

the legacy behind the spirit

We honor our heritage by remaining loyal to the passion and craftsmanship of our founders, while evolving and adapting to the preferences of our consumers and industry trends in a fast and sustainable manner.

+30
Spirits Brands

+85
Countries

+24M
Nine-liter Cases Sold

our history

1758
José Antonio de Cuervo y Valdés, a Spaniard with an entrepreneurial spirit, settled in the Tequila region. He obtained a land grant from King Ferdinand VI to plant agave on his property, marking the origin of this family business, which has continued for **13 generations and 267 years**.

1795
King Charles IV granted his son, José María Guadalupe Cuervo, a royal decree with full concession rights and the first license to produce and market tequila in the area, then known as ***vino de mezcal***.

FABRICA LA ROJEÑA TEQUILA

1812
Upon the success of their small distillery, **they built La Rojeña**, today the oldest alcoholic beverage distillery in Latin America.

1852
The first exports took place when a few barrels made it to California from the port of San Blas, in Nayarit.

1880
First company to bottle tequila in **glass bottles.**

1891
President Porfirio Díaz awarded Cuervo a diploma and a **gold medal** for the quality of its tequilas.

1903
José Cuervo Labastida registered the name **Jose Cuervo** as a trademark and marked each barrel with the symbol of the raven.

1974
Becle obtained the appellation of origin for tequila from agaves harvested in the Mexican states of Jalisco, Michoacán, Tamaulipas, Nayarit, and Guanajuato. That same year, Jose Cuervo was already **exporting 500,000 cases**.

1989
Cuervo tequila was sold in **42 countries**.

1990
Exports reached **5 million cases a year**.

1995
Jose Cuervo celebrated **200 years with Reserva de la Familia**, produced from the family's private reserves.

our history

2004
Jose Cuervo was already present in more than **85 countries** and was the first company in the industry to be recognized as a **Socially Responsible Company**.

2005
Launch of Maestro Dobel, **the first Cristalino tequila.**

2007
As part of the Reserva de la Familia brand, **Jose Cuervo Platino, an ultra-premium**, handcrafted, limited-edition silver tequila, was launched. Acquisition of **Three Olives** and establishment of **Proximo Spirits**.

2010
Acquisition of **Hangar 1 and Stranahan's**, two successful American whiskey brands.

2011
Expansion of the spirits category with **Tincup** whiskey and the acquisition of **Boodles Gin.**

2013
Jose Cuervo was distributed in the United States through Proximo Spirits, already exporting **7 million cases**.

2015
Acquisition of **Old Bushmills Distillery**, the oldest whiskey distillery in the world.

2017
Becle's initial public offering on the Mexican Stock Exchange under the ticker **CUERVO**.

2018
Acquisition of an equity interest in Eire Born Spirits LLC, owner of the **Proper No. Twelve** Irish whiskey brand, and of a 100% share in the **Pendleton** whiskey brand from Hood River Distillers, Inc.

2021
Pricing of a **US$800 million** 10-year bond and new distribution and production partnership with JAJA tequila.

2022
Launch of **Gran Coramino** tequila, in partnership with American comedian and actor Kevin Hart.

2023
In October, Becle announced the refinancing of **US$500 million** via a syndicated bank loan.

2025
Launch of **Dobel Tahona**, an organic blanco honoring traditional tahona milling. Slowly crushed blue agave yields rich, balanced flavors with notes of pepper, minerals, and cooked agave.

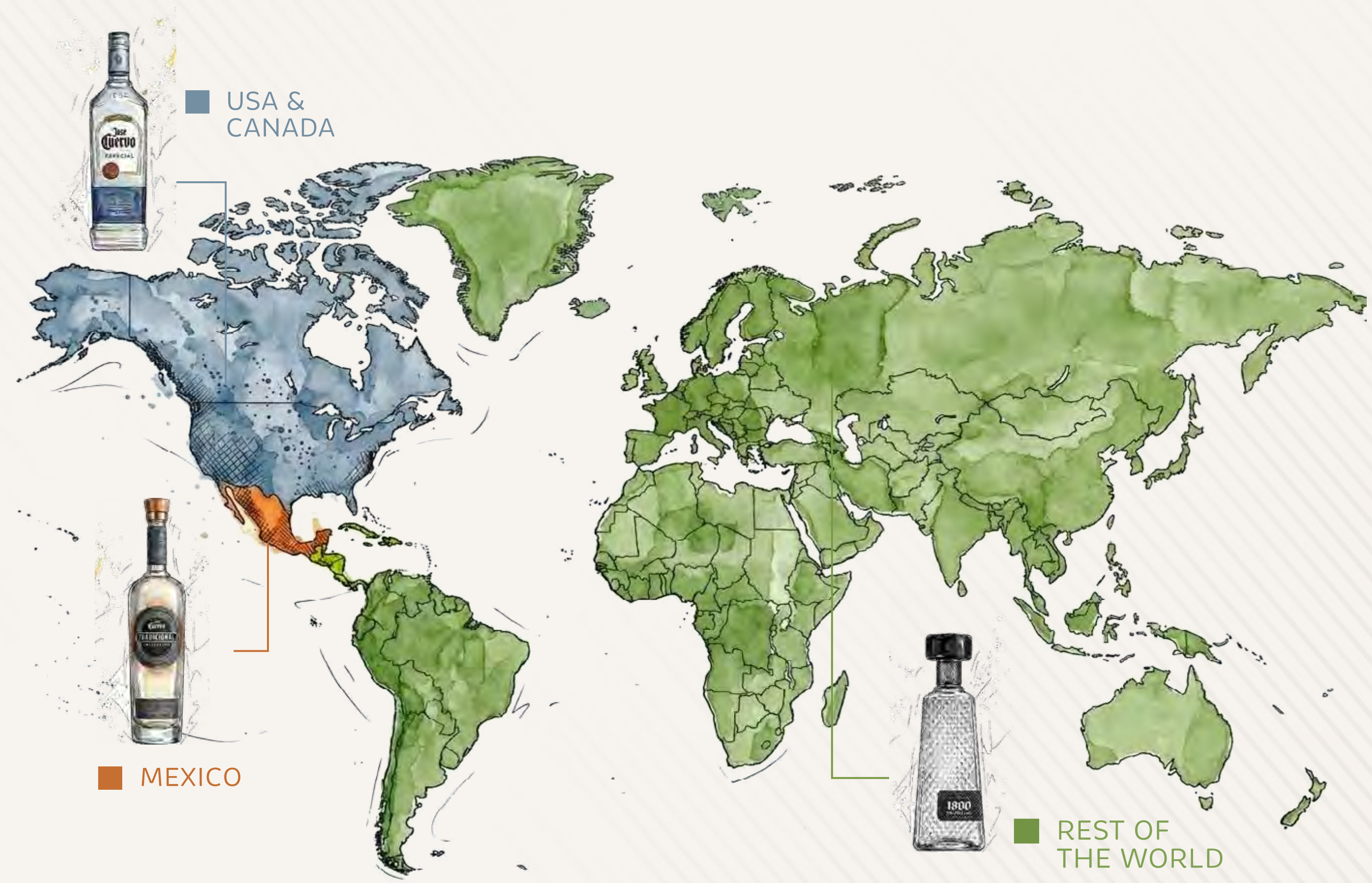
GRI 2-2, 2-6

global footprint

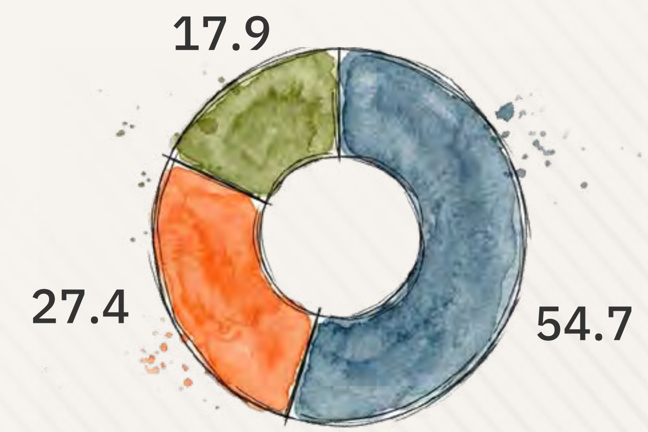
Becle has a presence in more than 85 countries, with distillery and bottling operations in Mexico, the United States, and Ireland.

Volume
24.3M
Nine-liter Cases

Net Sales
P$43.1B



Volume
Breakdown by Region (%)



Net Sales
Breakdown by Region (%)

United States & Canada

Strengthening our leadership in tequila

Looking beyond current market cycles, the long-term fundamentals of the U.S. spirits market remain strong. We believe Tequila is positioned to be the industry's leading growth category over the next decade, a trend that benefits Proximo as a category leader. We continue to see a durable consumer appetite for premiumization and authenticity, reinforcing our confidence in the long-term trajectory of our business.

Leadership Transition in North America

On July 1, 2025, Luis Félix retired as Managing Director of Proximo U.S. & Canada. He was succeeded by Mauricio Vergara, who brings extensive leadership experience from top-tier global spirits and beverage companies.

> Amid a challenging backdrop, Tequila continues to stand out as the most resilient full-strength spirits category, delivering volume growth of 2.3% in the year, according to Nielsen data. Within this environment, our portfolio, excluding prepared cocktails, continues to outperform the market.

Mauricio Vergara
Managing Director U.S. & Canada

Volume of Nine-liter Cases
13.3M

Net Sales
P$24.1B

Mexico

Consolidating our leadership in tequila's home market

Mexico continues to be one of the best-performing regions for Tequila and for the company as a whole. Our leadership in Tequila and ability to gain share in a challenging market reinforce our confidence in the business. By prioritizing disciplined execution and protecting the long-term strength of our brand equity, we believe we are well-positioned to continue building value in Mexico and across the region.

> 2025 was a historic year for us. Even as the industry declined in both volume and value, we achieved a one-point increase in market share, consolidating our position as the clear market leader in both volume and value.

Olga Limón
Managing Director Mexico & LatAm

Volume of Nine-liter Cases
6.7M

Net Sales
P$11.0B

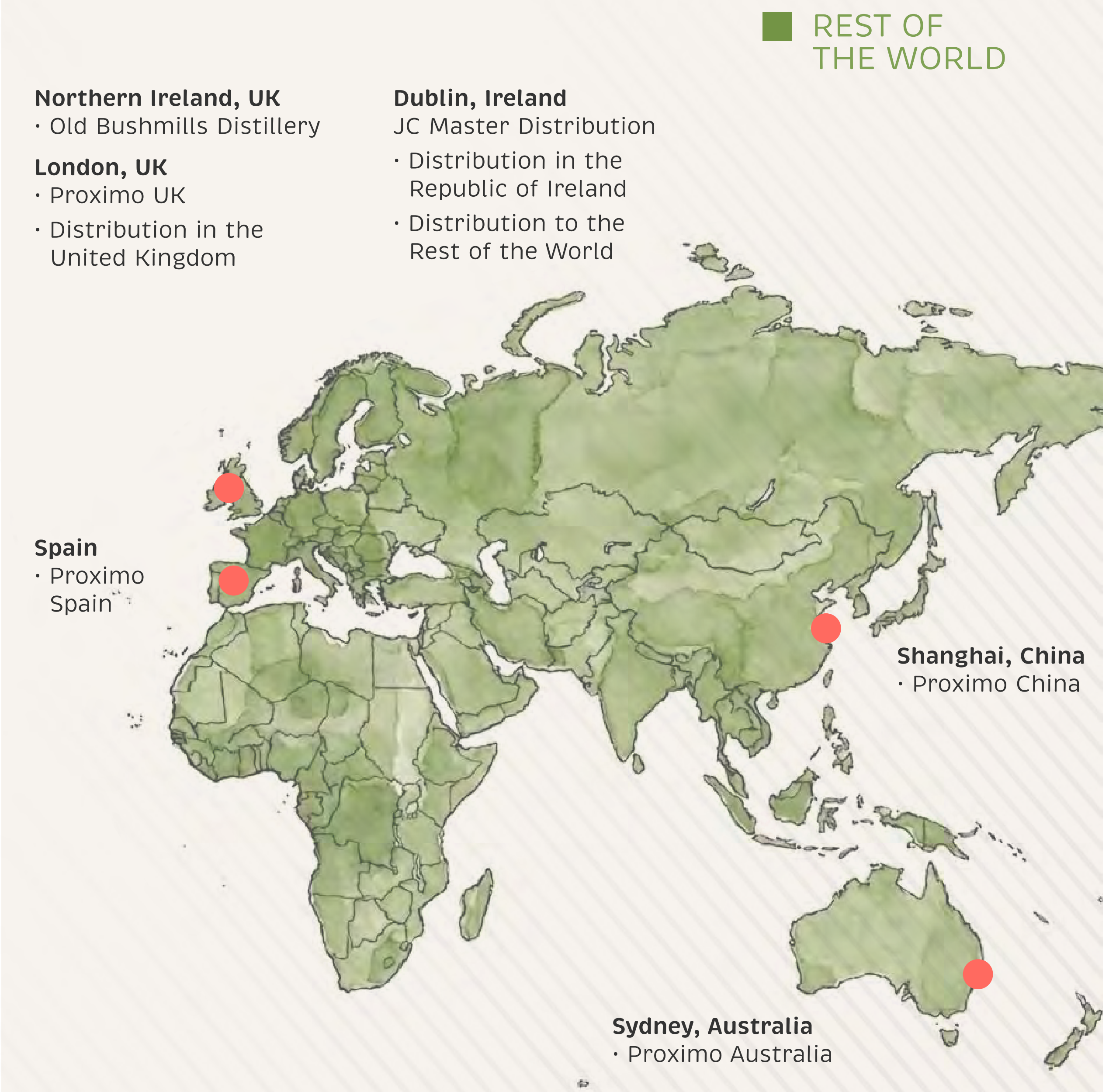
Rest of the World

Capturing momentum in emerging tequila markets

Tequila is expanding into new consumption occasions, positioning itself as a more sophisticated option for cocktails and early evening aperitifs. We are also seeing consumers switch from traditional brown spirits such as cognac and whiskey to Tequila, with many entering directly into the aged tequila segment, reinforcing the category's long-term premiumization opportunity.

While the EMEA & APAC region is operating in a complex and uncertain environment, Becle remains resilient, and underlying category dynamics remain constructive. Looking ahead to 2026, we remain optimistic, as Tequila offers significant long-term volume and value growth potential across multiple markets. Our portfolio strength and established route-to-market strategy position us well to capitalize on these trends.

> From a category standpoint, Tequila is gaining momentum across the region, driven by growing consumer interest and a deeper understanding of the category.
>
> **Shane Hoyne**
> Managing Director EMEA & APAC



Volume of Nine-liter Cases
4.3M

Net Sales
P$8.1B

Our Tequila Value Chain

Integrated across every stage of production

Tequila Categories

100% Agave Tequila. This tequila is made exclusively from the must of blue agave (*Agave tequilana Weber*), with no added sugars before fermentation. To meet the requirements of its appellation of origin, it must be produced and bottled within the designated region.

Tequila. In this category, at least 51% of the fermentable sugars must be derived from blue agave, while the remaining portion may come from cane or corn sugar. This results in a different flavor profile than 100% agave tequila.

AGAVE GROWTH

Blue agave, a species native to the states of Jalisco, Michoacán, Nayarit, Guanajuato, and Tamaulipas, takes around seven years to reach the optimal sugar concentration for harvesting.

HARVESTING

Jima consists of removing the agave leaves and harvesting the piña, or core, of the agave. No more than 12 hours should pass between *jima* and cooking in order to preserve the integrity and quality of the final product.

COOKING

After harvesting, the agave cores are steam-cooked for 36 hours in brick ovens at 90°C. This process converts the natural sugars and starches into fructose, which is essential for fermentation.

MILLING

Once cooked, the agave cores are crushed to extract the *aguamiel*, the sweet juice used as must for fermentation. The remaining bagasse is repurposed into compost and biodegradable products, supporting more sustainable production.

FERMENTATION

The aguamiel is transferred to stainless steel tanks, where fermentation takes place using our family yeast strain. This step transforms the sugars into alcohol and helps develop the distinct character of our tequila.

DISTILLATION

Distillation is a crucial stage in refining the spirit, separating the alcohol from other components to increase its alcohol by volume (ABV). Both distillations take place in copper stills, where careful temperature control helps preserve the purity and quality of the final blanco spirit.

AGING

Tequila acquires much of its aroma, color, and character during this stage. Depending on the aging period, this process gives rise to three of the five tequila categories: *reposado*, *añejo*, and *extra añejo*.

Our Whiskey Value Chain

Centuries of craft across every stage

Generations of Irish Whiskey Craft

For over 400 years, Bushmills has crafted smooth, mellow whiskeys using the finest barley and time-honored techniques passed down through generations.

BARLEY CULTIVATION

High-quality spring barley is cultivated as the foundation of Irish whiskey production. Careful selection helps achieve the right balance of flavor and sugar content, both essential to crafting a premium spirit.

MALTING

Selected barley undergoes malting, where it is steeped in water and spread on malting floors to germinate, activating enzymes that convert starches into fermentable sugars. The malted barley is then dried in a controlled, smoke-free environment to preserve flavor purity.

MILLING & MASHING

The dried malt is ground into a coarse flour known as grist, which is then mixed with hot water in a mash tun. Through carefully controlled temperature increases, starches are converted into fermentable sugars, creating a rich, sugary liquid.

FERMENTATION

The resulting liquid, now called wort, is cooled before yeast is introduced. During fermentation, the yeast converts the sugars into alcohol, forming the essential base of the whiskey and developing its initial flavors.

DISTILLATION

Irish whiskey is distinguished by its triple distillation process, carried out in copper pot stills. Each distillation further refines the spirit, resulting in a smooth, complex whiskey with a distinctive character.

STORAGE

After distillation, the whiskey is transferred into barrels and stacked in warehouses for aging. Throughout this process, the barrels are carefully monitored to support quality and consistency.

AGING

Whiskey matures for at least three years in bourbon and sherry casks, developing depth and complexity. During aging, evaporation—known as the Angel's Share—naturally reduces alcohol content and concentrates the whiskey's character.

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Our Diversified Brand Portfolio

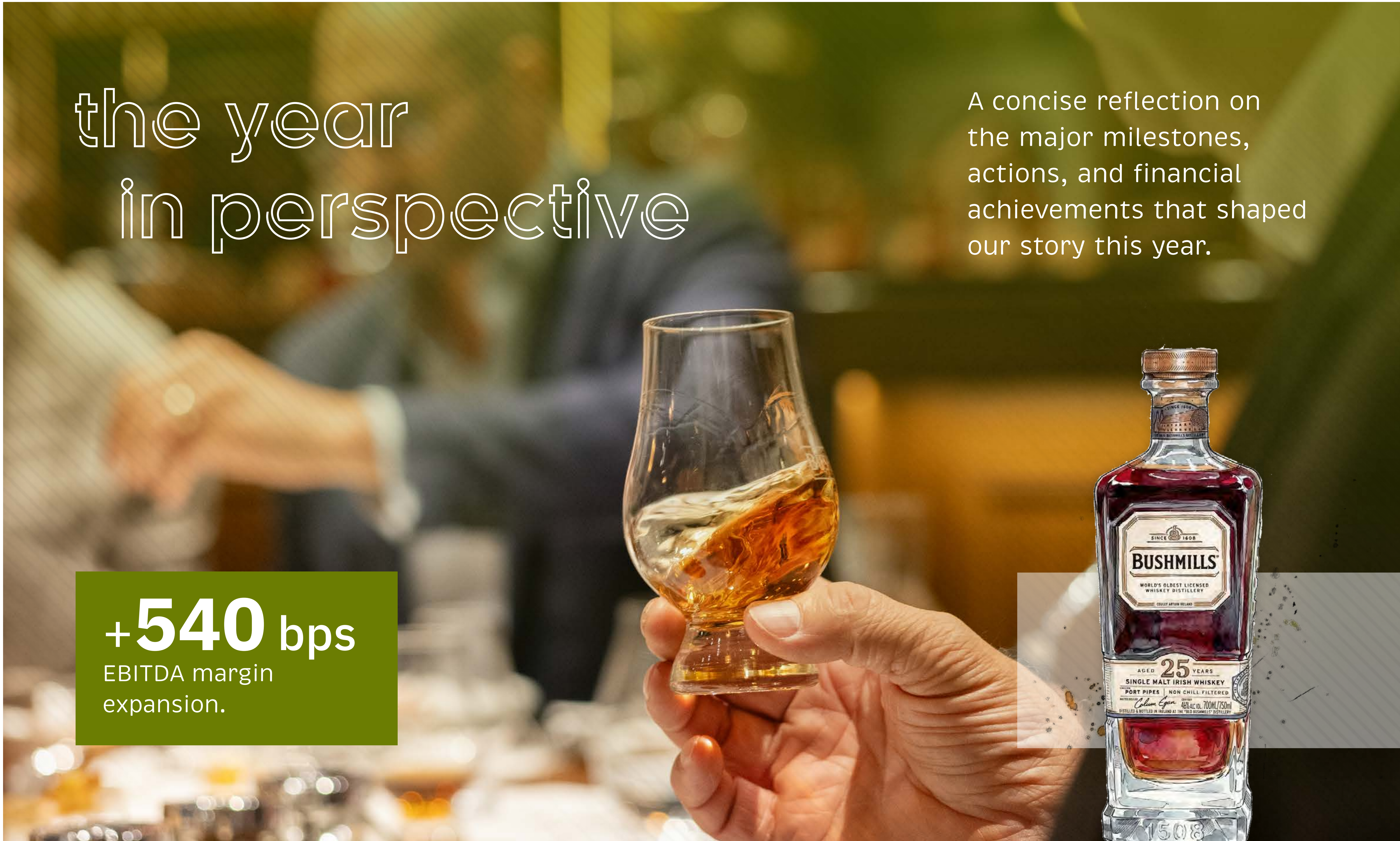
Net Sales by Category as of 2025

TEQUILA	OTHER SPIRITS	RTD	NON-ALCOHOLIC & OTHER
72%	19%	6%	3%

This slide only showcases our most relevant brands.

the year in perspective

A concise reflection on the major milestones, actions, and financial achievements that shaped our story this year.



+540 bps

EBITDA margin expansion.

2025 Milestones

Jose Cuervo Tradicional Refresh

A bold new visual identity for *Cuervo Tradicional* reinforces its heritage as the first tequila in history, through a modern, impactful label design.

Coramino Innovation & Support Ecosystem

Graduated the first 50 startups from the Coramino Acceleration Fund across health, agriculture, and biotech. The Coramino Hub opened in Guadalajara as a co-working space for local entrepreneurs.

Launch of Maestro Dobel Tahona

We introduced *Dobel Tahona*, an organic blanco that honors the traditional tahona milling process. Slowly crushed blue agave delivers a rich, balanced profile with notes of pepper, minerals, and cooked agave.

Sports Partnerships Growth

We strengthened our NFL partnership by expanding the 1800 NFL program from six to 12 teams, doubling our footprint in key coastal markets. The Coramino *"Ace the Game"* initiative extended Kevin Hart's brand presence into NBA and celebrity sports events.

Ultra-Prestige Spirits Milestone

Bushmills 46 Year Old "Secrets of the River Bush"–the oldest Irish single malt ever released, aged 46 years and limited to just 300 numbered bottles worldwide–underscores our commitment to luxury and craftsmanship.

Mezcal Portfolio Expansion

- **Mezcal 400 Conejos Cristalino:** Matured in American white oak and then filtered to preserve its complexity while achieving a crystalline appearance.
- **Mezcal Cosecha Salvaje:** A limited-edition mezcal crafted from wild agave using ancestral techniques.
- **Mezcal Santín:** A new expression that reinforces the depth of our artisanal mezcal portfolio.

ESG snapshot

These are our most meaningful ESG efforts and achievements over the past year–reflecting our ongoing commitment.

33%
reduction in total pesticide use

100%
renewable energy in our Bushmills distillery

zero
rate of fatalities as a result of work-related injury

16%
reduction in water consumption intensity

3%
reduction in GHG emissions intensity

Financial Snapshot

Figures in millions of Mexican pesos

	2025	Change vs. 2024 (%)
Volume of nine-liter cases	24,287	(4.4)
Net sales	43,087	(2.0)
Gross profit	24,113	2.6
Operating income	9,664	24.5
EBITDA	11,014	23.7
EBITDA margin	25.6%	+540 bps
CAPEX	1,469	(28.0)
Dividends paid	1,426	0.4

GRI 201-1

Financial Review

(Figures in millions of Mexican pesos, except per share amounts)

	2024	2025	Variation %
Net sales	43,962	**43,087**	(2.0)
Cost of goods sold	20,450	**18,974**	(7.2)
Gross profit	23,512	**24,113**	2.6
Advertising, marketing and promotion	9,122	**8,916**	(2.3)
Distribution	1,809	**1,921**	6.2
Selling	2,150	**2,321**	7.9
Administrative	2,657	**2,576**	(3.1)
Other expenses (income), net	9	**(1,284)**	N/A
Operating income	7,765	**9,664**	24.5
Financing result	2,500	**234**	(90.6)
Equity method on associates	42	**(2,429)**	N/A
Income before income taxes	5,223	**11,859**	127.0
Income taxes	1,261	**3,205**	154.2
Consolidated net income	3,962	**8,654**	118.4
EBITDA	8,902	**11,014**	23.7
EBITDA margin	20.2%	**25.6%**	+540 bps
Basic and diluted earnings per share (pesos)	1.10	**2.41**	118.4
Cash and cash equivalents	10,685	**10,836**	1.4
Total assets	112,371	**106,104**	(5.6)
Total liabilities	45,576	**35,810**	(21.4)
Total stockholders’ equity	66,795	**70,293**	5.2
Total financial debt	26,456	**18,983**	(28.2)
Net cash from operating activities	11,019	**7,882**	(28.5)
Net cash flows generated (used) in investment activities	(1,910)	**1,039**	N/A
Net cash flows used in financing activities	(5,911)	**(8,090)**	36.9

EBITDA margin expanded 540 basis points to 25.6%. Our balance sheet remains very strong, with adjusted net leverage of 0.9x.

OUR PORTFOLIO:

delivering timeless value

Our portfolio comprises

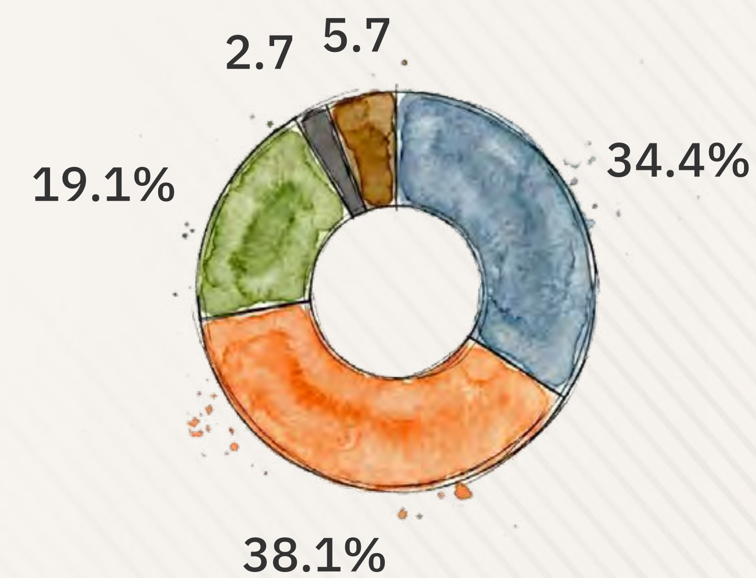
+30

spirits brands.

Becle is the world's largest tequila producer, backed by a vertically integrated value chain spanning agave cultivation, distillation, aging, processing, and packaging. This structure enables oversight of every production stage, supporting quality and authenticity across the portfolio.

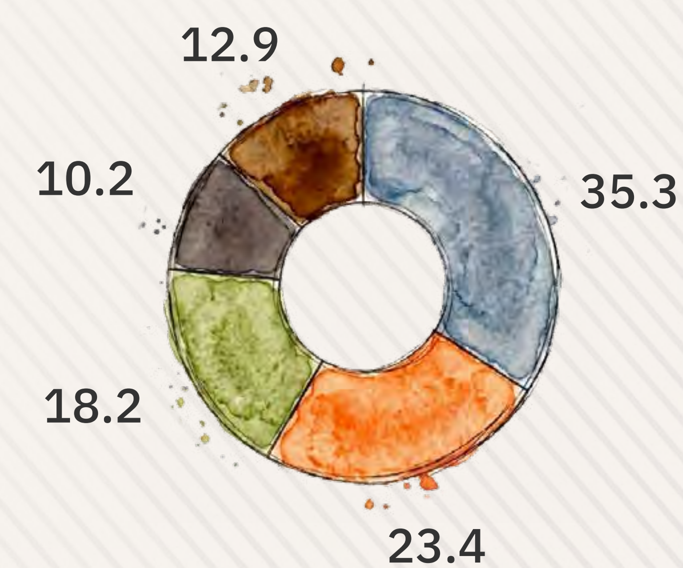
NET SALES BY CATEGORY FOR FULL YEAR 2025
(in P$, million)

CATEGORY	2025	2024	% Δ
Jose Cuervo	**14,813**	15,377	-3.7%
Other Tequilas	**16,407**	16,218	1.2%
Other Spirits	**8,211**	8,623	-4.8%
Non-alcoholic and Other	**1,201**	1,281	-6.2%
RTD	**2,455**	2,463	-0.3%
Total	**43,087**	**43,962**	**-2.0%**



VOLUME BY CATEGORY FOR FULL YEAR 2025
(in 000s nine-liter cases)

CATEGORY	2025	2024	% Δ
Jose Cuervo	**8,569**	8,856	-3.2%
Other Tequilas	**5,687**	5,669	0.3%
Other Spirits	**4,410**	4,654	-5.2%
Non-alcoholic and Other	**2,477**	2,784	-11%
RTD	**3,144**	3,430	-8.3%
Total	**24,287**	**25,394**	**-4.4%**



National & International Awards

General Result

Our brands received over 500 international recognitions and tequilas accounted for close to 300 recognitions in 2025.

Result	Medals
Double Gold	40
Platinum	17
Master	8
Gold	216
Silver	199
Bronze	71
TOTAL	551

Participating Brands

Jose Cuervo Tradicional
Gran Centenario Tequila
Maestro Dobel Tequila
400 Conejos
Pendleton Whisky
Reserva de la Familia Jose Cuervo
1800
Bushmills
Mezcal Creyente
The Sexton Single Malt
Stranahan's
Tincup Mountain Whiskey
Gran Coramino Tequila
Great Jones

Participating Contests

San Francisco World Spirits Competition
Bartender Spirits Awards
Spirits Selection Concours Mondial
The Spirits Masters
IWSC International Wine & Spirit Competition
SIP Awards International Spirits Competition
Beverage Testing Institute
World Drinks Awards
International Spirits Challenge
John Barleycorn

market development

In 2025, our brands continued to grow by showing up where culture moves fastest. Through strategic partnerships, immersive experiences, and collaborations spanning sports, gastronomy, art, fashion, and nightlife, we strengthened consumer engagement, reinforced premium positioning, and expanded our presence across key markets around the world.

Connecting our brands to the passions, places, and people shaping culture.

Jose Cuervo Especial

Love Island

As the **Official Tequila of Love Island**, Cuervo stepped into the most talked-about show of the summer–owning Margarita Season. The partnership strengthened modern, mixable credentials with Gen-Z audiences.

UFC

Fight night brings together more than 53 million UFC fans across the U.S., creating one of the sport's most electric shared moments. Within that high-energy environment, **Cuervo's repeated visibility and athlete activations translate fan passion into stronger brand preference.**

Sustainable Sips

With Sustainable Sips, Cuervo turned sustainability into practice: **More Margaritas. Less Waste.** Across 20+ brand-led trade events, the program shared actionable waste-reduction techniques–reinforcing Cuervo's credibility with bartenders, accounts, and influencers who shape what consumers choose.

Ready-to-Serve

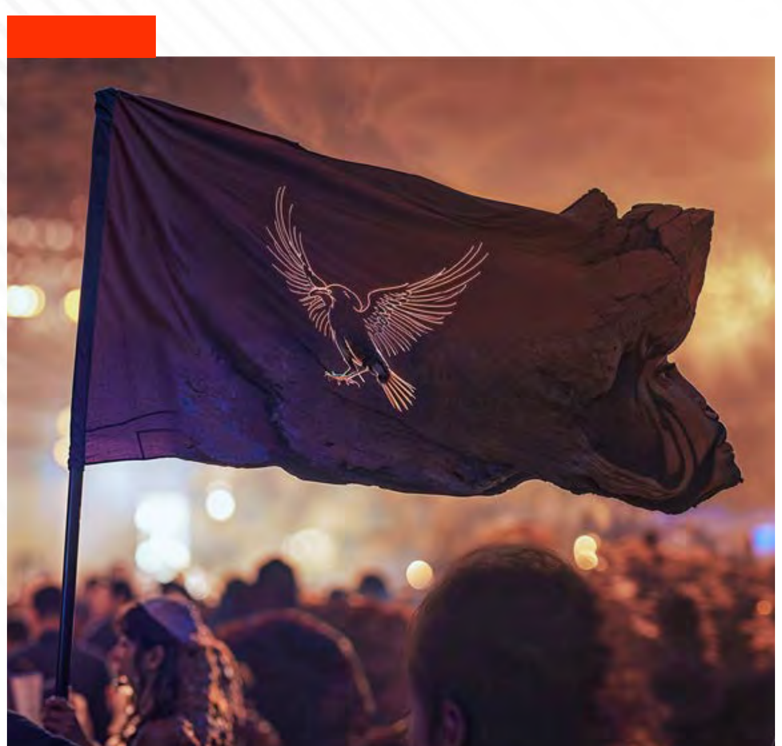
Jose Cuervo Margaritas Double Strength continues to be a bright spot in our Ready-to-Serve portfolio. The platform delivered strong double-digit expansion and grew several times faster than the RTS category, reinforcing Cuervo's advantage in high-velocity, ready-to-share margarita occasions.

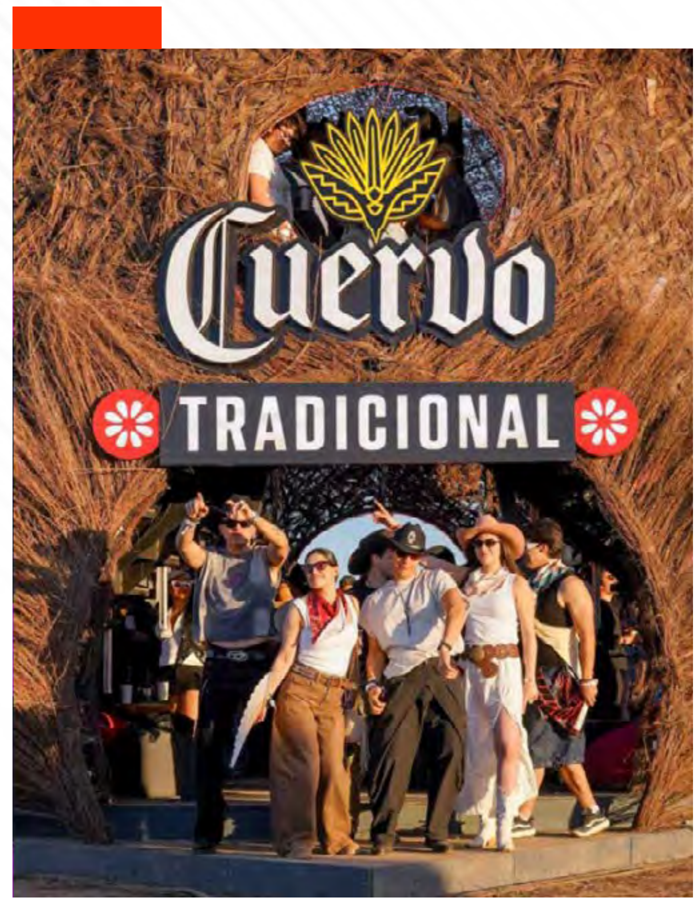
Cuervo®

Jose Cuervo Tradicional

Finding Your Flock

Through ***Encuentra Tu Parvada***, Jose Cuervo Tradicional connected its heritage with the interests and communities shaping culture today–building stronger affinity among younger consumers through a shared sense of belonging.



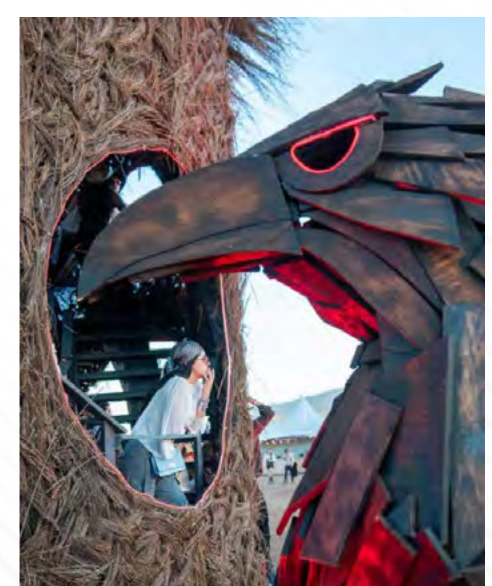


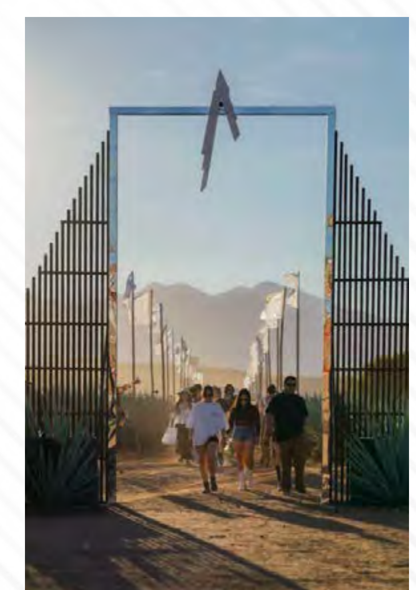
A Knight of the Seven Kingdoms

Through A Knight of the Seven Kingdoms, Jose Cuervo Tradicional **connected with younger adult consumers** around one of the year's most anticipated entertainment releases–building relevance through platforms that shape culture and conversation.

The Sound of Tradición

More than a music festival, **Akamba has become a cultural platform for Jose Cuervo Tradicional**–bringing the parvada together through shared passions and creating meaningful connections in the agave landscape that defines the brand.





Reserva de la Familia

MICHELIN Guide U.S.

As **the Official Tequila Partner of the MICHELIN Guide U.S.**, Reserva de la Familia celebrated the art of Mexican cuisine–spotlighting world-class gastronomy and artisanal tequila craft through chef collaborations, curated experiences, and elevated culinary storytelling.

Artist Box

Marking three decades of artist collaborations, **Reserva de la Familia's 2025 Extra Añejo Artist Box by Ana Segovia** blends heritage and contemporary creativity–reinforcing the brand's premium cultural authority where art, tradition, and tequila expression intersect.

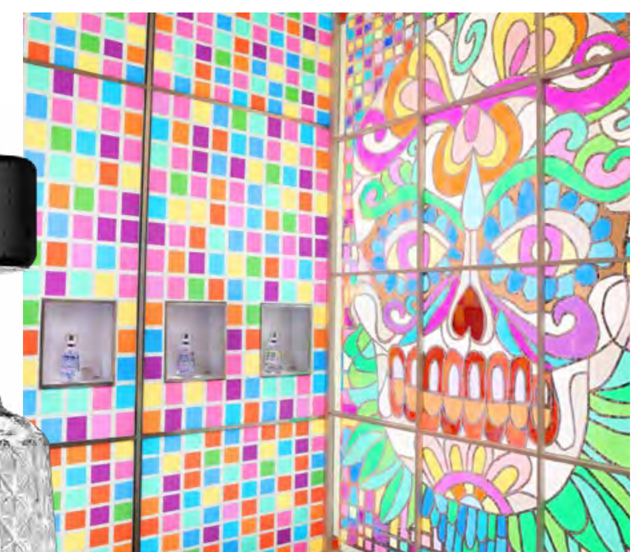
1800 Tequila

Handshake Speakeasy
1800 Tequila partnered with Handshake Speakeasy, named the World's Best Bar, to celebrate craft and taste obsession–driving quality perceptions through a high-impact NYC pop-up experience.

Met Gala
1800 Tequila made history at the Met Gala with the first-ever tequila diamond–securing the #1 share of voice among spirits brands during fashion's most influential night.

1800 Milenio
To mark the 25th anniversary of 1800 Milenio, the brand hosted a series of luxury experiences across Mexico's top cities–bringing together fine gastronomy, dessert collaborations, and ritual tastings that celebrated the craftsmanship of its flagship extra añejo.

Mundial de Padel
1800 Tequila showcased its signature cocktails and brand presence courtside at the Mundial de Padel in Acapulco, engaging fans and celebrating tournament champions at one of Mexico's fastest-growing sporting events.



Sabores Polanco
At Sabores Polanco in Mexico City, 1800 Tequila connected with food and lifestyle audiences through curated cocktail experiences and collaborations with renowned restaurants.

ZONA MACO
1800 Tequila brought its signature experiences to ZONA MACO in Mexico City, connecting the brand with artists, collectors, and cultural leaders at Latin America's leading contemporary art fair.

Maestro Dobel

Dobel Tahona

The launch of Dobel Tahona showcases Maestro Dobel's command of traditional stone-crushing techniques, reimagined for today's discerning consumers—reinforcing its position at the intersection of heritage and luxury.

A Collector's Expression

Released annually in limited quantities, Dobel 50 showcases Maestro Dobel's pursuit of excellence through one of the portfolio's most exclusive tequila expressions.

Longines Global Champions Tour

Maestro Dobel joined the Longines Global Champions Tour in Mexico City, engaging the equestrian community through exclusive hospitality and brand experiences at one of the world's most prestigious show jumping events.

Abierto Mexicano de Tenis

Maestro Dobel brought its VIP hospitality to the Abierto Mexicano de Tenis in Acapulco, connecting the brand with tennis fans at one of Latin America's most prestigious tournaments.

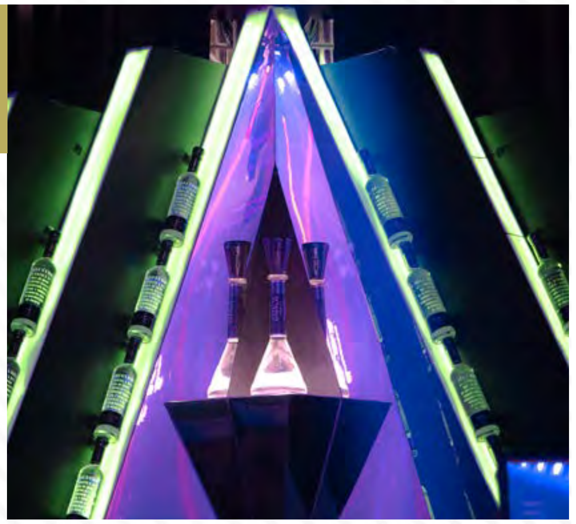
Maestro Dobel

US Open
In its third year as Official Tequila of the US Open, Maestro Dobel deepened its presence within Grand Slam hospitality—reinforcing its ultra-premium positioning through elevated cocktail experiences and sustained luxury visibility on a global stage.

PGA Vidanta
Maestro Dobel brought its signature cocktail experiences to the PGA Vidanta tournament in Puerto Vallarta, engaging golf audiences through on-course activations and exclusive hospitality moments.

LIV Golf Mexico
Maestro Dobel elevated the experience at LIV Golf Mexico in Mexico City through on-course cocktail activations and exclusive hospitality.

Formula 1 Weekend
Maestro Dobel captured the energy of Formula 1 weekend in Mexico City through an exclusive after-party featuring music, fashion collaborations, and immersive nightlife experiences.



Gran Centenario Tequila

Mexican National Fútbol Team

By aligning with the Mexican National Fútbol Team and Leagues Cup, Gran Centenario paired mass broadcast exposure with in-market activations–driving meaningful consumer engagement across 75+ fútbol events in 2025.

Gran Coramino Tequila

Gran Coramino Reposado

Gran Coramino Reposado became the #1 new tequila product by first-year sales, rapidly establishing national scale and ranking among the category's top brands while emerging as a leading share driver within the Reposado segment.

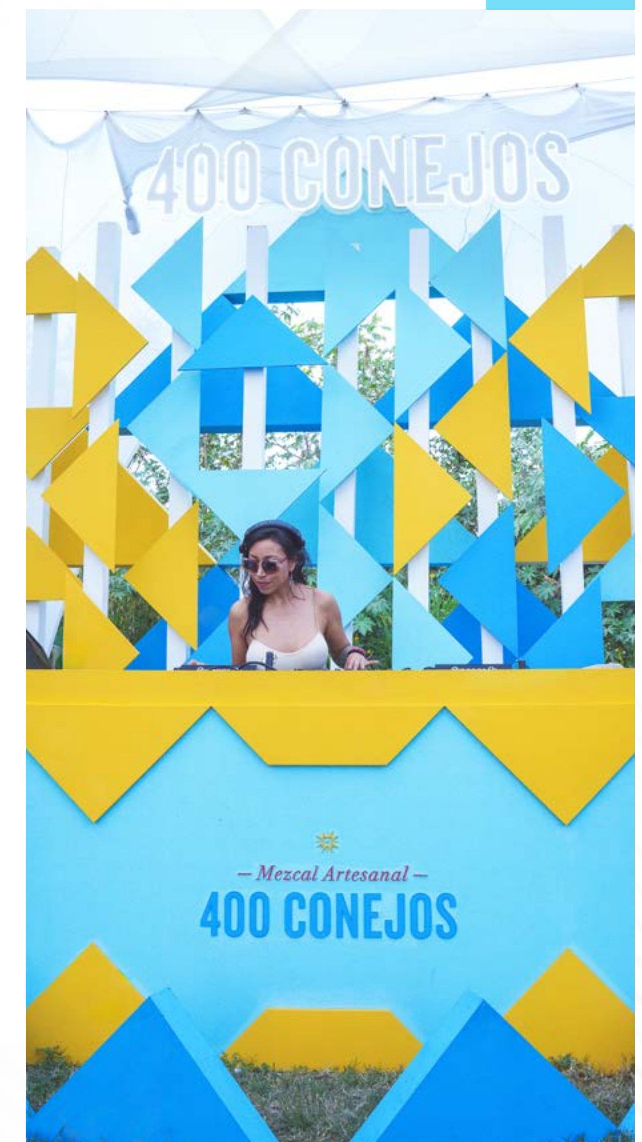
400 Conejos Mezcal

#1 Mezcal

Since its U.S. launch, 400 Conejos has risen to the #1 mezcal position–growing at a pace above the category and solidifying its standing as the world's leading mezcal brand.

Connecting Through Music

400 Conejos strengthened its presence across Mexico's music and cultural festivals, with Bahidorá as its flagship platform, supported by on-site activations and brand-led experiences.



A New Expression of Origin

With Cosecha Salvaje, 400 Conejos introduced a wild-agave expression that deepens its positioning around authenticity, origin, and the craft behind premium mezcal.

— Mezcal Artesanal —
400 CONEJOS

Pendleton

Pendleton Round-Up

Pendleton Whisky took center stage at the iconic Pendleton Round-Up—connecting with more than 50,000 fans.

Professional Bull Riders and Pro Rodeo

Through partnerships with Professional Bull Riders and Pro Rodeo, Pendleton Whisky maintained year-round presence across 259 events and more than 700 performances—reaching over four million Western lifestyle fans and reinforcing its place at the center of modern rodeo culture.

Fort Worth Stockyards

Pendleton Whisky strengthened its presence at the historic Fort Worth Stockyards, aligning the brand with one of Texas's most enduring symbols of Western heritage.

Bushmills

STAND: Times May Change but Principles and Values Endure

Bushmills launched its new STAND campaign across the Republic of Ireland, Northern Ireland, France and Germany, connecting the world's oldest licensed whiskey distillery with a new generation of consumers.

The campaign is rooted in a simple idea: when you stand up for what you believe in and stay the course, even when others might think differently, you build a strong foundation for facing whatever obstacles and challenges come your way.

This is true of Bushmills, which has been standing since 1608 and has been guided by those were pester eni arions. There driety we make our whiskey. but why we make it. This is The Enduring Power of Principles.

Secrets of the River Bush

Bushmills unveiled the world's oldest Irish single malt with the release of Bushmills 46, Secrets of the River Bush—a rare expression celebrating the distillery's centuries-old heritage.

The Open

During The Open—played just miles from the Bushmills distillery—the brand launched a limited Malbon collaboration, linking Bushmills' heritage with the modern culture of the game.

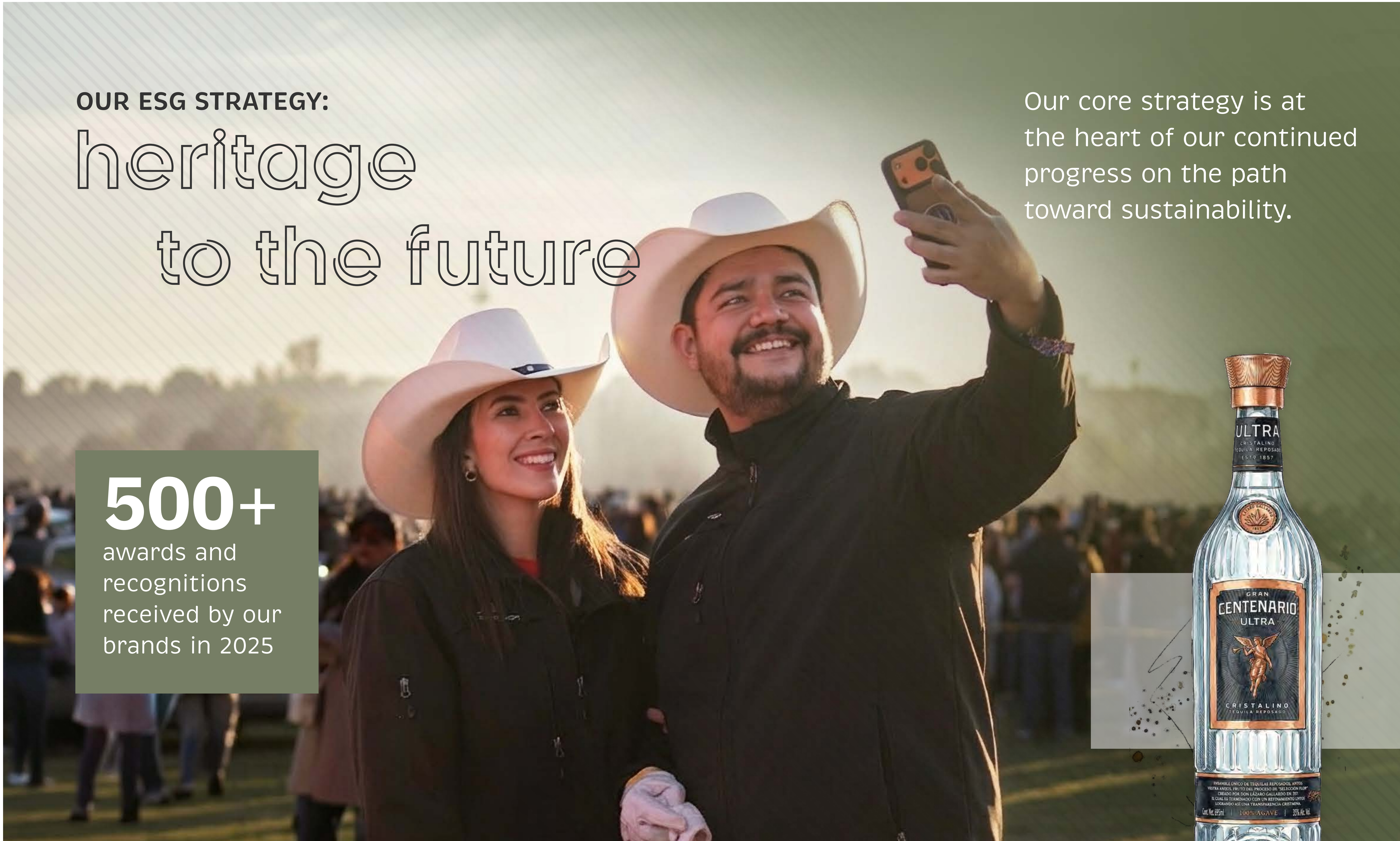
WHISKEY OF IRELAND
BUSHMILLS
STANDING SINCE 1608

OUR ESG STRATEGY:

heritage to the future

Our core strategy is at the heart of our continued progress on the path toward sustainability.

500+
awards and recognitions received by our brands in 2025



GRI 3-1, 3-2, 3-3

Sustainability in Action

Our Sustainability Strategy

Heritage to the Future is our Sustainability Strategy and the framework through which we connect ESG priorities with the way we manage our business, make decisions, and create long-term value. It reflects our commitment to preserve our heritage, operate responsibly, strengthen resilience, and address the environmental, social, and governance topics most relevant to Becle and our stakeholders.

The strategy is structured around three pillars:

- **Looking After Our People**
- **Sustainable Governance**
- **From Source to Market**

Together, these pillars guide our efforts to manage risks and opportunities, foster innovation and efficiency, and contribute to social and environmental progress.

Materiality

Our Sustainability Strategy is grounded in a materiality assessment that helped us identify the ESG topics most relevant to our business, our stakeholders, and our ability to create long-term value. The assessment strengthened our understanding of our impacts on society and the environment, as well as the ESG risks and opportunities most relevant to our business. It also helped us better understand stakeholder expectations and promote more constructive dialogue around the sustainability topics most closely connected to our operations.

Through this process, we gathered insights from internal and external stakeholders and assessed them against our value chain, business priorities, and ESG context. The analysis identified 28 material ESG issues: 10 environmental, 11 social, and seven governance-related. These topics continue to guide our efforts, risk and opportunity management, and long-term value creation. This helped us define the topics that guide our Sustainability Strategy.

SUSTAINABLE DEVELOPMENT GOALS

Our strategy aligns with the UN Sustainable Development Goals and connects our ESG priorities with broader global objectives.

Material Issues:

- Brand perception
- Community development
- Diversity & inclusion
- Human rights
- Labor management and working conditions
- Occupational health & safety
- Product safety and quality
- Responsible drinking
- Sustainable & responsible marketing
- Talent attraction & retention
- Training & development

- Biodiversity
- Carbon footprint
- Climate change
- Emissions
- Energy efficiency
- Packaging
- Sustainable agriculture
- Sustainable & responsible sourcing
- Waste management
- Water stewardship

- Corporate governance
- Enterprise risk management
- Business ethics and compliance
- Policy influence
- Tax transparency
- Supply chain management
- Business innovation

GRI 2-29

Our Stakeholders

As part of our materiality assessment, we identified our most relevant external stakeholder groups by analyzing our value chain, from raw materials to distribution. This process allowed us to recognize the people, organizations, and companies connected to each stage of our operations and better understand their relationship with our business.

Stakeholder category	Inputs from stakeholders	Relevant ESG topics
Consumers	Demand for products that align with their own values, as consuming sustainable products has become part of their everyday decisions.	• Water stewardship • Waste management • Biodiversity • Packaging • Human rights
Institutional clients	Interest in building a more sustainable supply chain, supported by transparent supplier disclosure on social and resource-related risks, as well as ethical misconduct.	• Environmental reporting and compliance • Human rights • Diversity and inclusion • Business ethics and compliance
Distributors	Often operating in mature ESG markets, they are demanding higher transparency in our ESG performance.	• Packaging • Human rights • Environmental reporting and compliance • Social reporting and compliance • Supply chain management
Investors	Primarily concerned with Becle's ESG performance and information disclosures.	• Corporate governance • Social reporting and compliance • Environmental reporting and compliance
Government and authorities	Highly interested in compliance with regulations and laws for business continuity.	• Water stewardship • Labor management and working conditions • Social reporting and compliance • Environmental reporting and compliance • Human rights • Biodiversity
Neighboring communities	Strong interest in the direct positive and negative environmental and social impacts of Becle's operations.	• Water stewardship • Community development • Talent attraction and retention
Civil society	Strong interest in the potential negative impacts of our products on the environment and young people.	• Carbon footprint • Responsible drinking • Sustainable and responsible marketing
Auditors and consultants	Primary focus on the availability of information and management systems needed to perform their work.	• Environmental reporting and compliance • Social reporting and compliance • Financial and tax transparency
Competitors	Primary focus on the latest efforts and innovations developed by the company to establish industry benchmarks.	• Environmental reporting and compliance • Social reporting and compliance • Business innovation
Tourists	Mainly interested in the value proposition and customer experience offered by the company.	• Energy efficiency • Water stewardship • Product safety and quality • Business innovation

GRI 2-7, 2-30

looking after our people

At Becle, looking after our people is about making meaningful connections—with employees, communities, and the consumers who trust our brands.

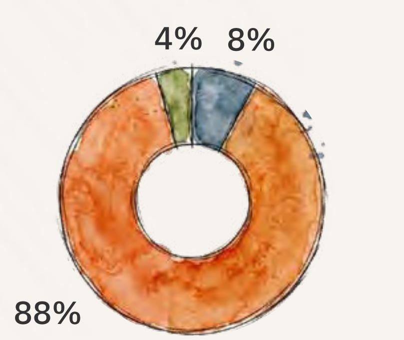
Our approach is grounded in respect and responsibility, and is reflected in how we attract and develop talent, promote safe, healthy, and inclusive workplaces, uphold human rights, and invest in community development. It also shapes the way we connect with consumers—through responsible marketing, transparent information, the promotion of responsible drinking, and a strong commitment to product safety and quality.

Together, these connections strengthen a culture of care and accountability, build long-term relationships, and contribute to sustainable value creation.

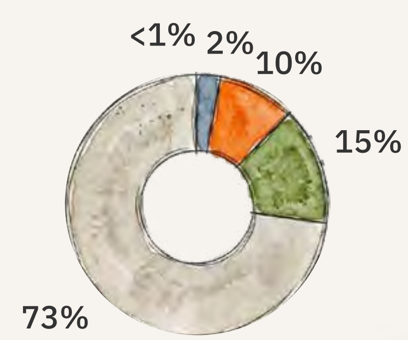
Talent Management

GRI 2-7

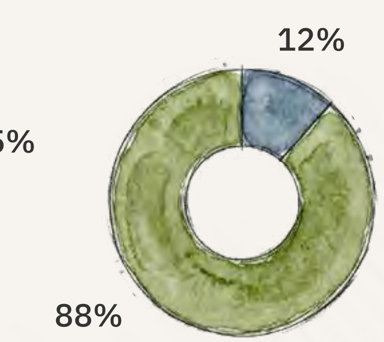
Our People



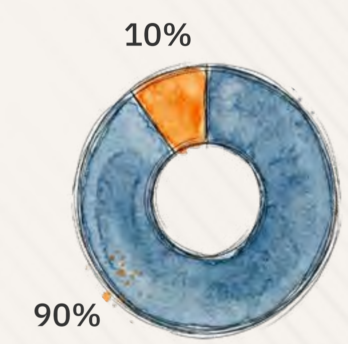
Country Distribution
- US and Canada: 624
- Mexico: 6,841
- Rest of the World: 325



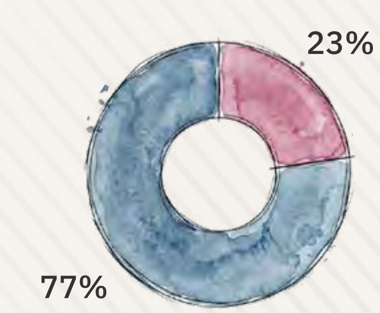
Responsibility Level
- Strategic leaders: 13
- Tactical leaders: 178
- People leaders: 770
- Individual Contributors: 1,146
- Operational: 5,683



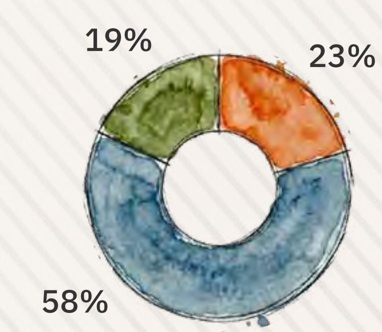
Employmen Category
- Unionized: 921
- Non-unionized: 6,869



Contract Type
- Permanent: 7,047
- Temporary: 743



Gender Composition
- Women: 1,818
- Men: 5,972



Age Group
- Under 30: 1,820
- 30-50: 4,495
- Over 50: 1,475

GRI 401-1

Talent Attraction and Retention

Attracting, developing, and retaining the right talent remains a key priority, particularly in roles that support business continuity and long-term leadership succession.

In 2025, we carried out our Talent Review process, assessing more than 860 employees worldwide. This initiative helped us identify critical positions, recognize high-potential talent across the organization, and assess succession readiness.

Building on this process, we continued to promote internal mobility as a means of strengthening capabilities, supporting career growth, and filling positions with people who understand our business and culture. In 2025, 198 employees were promoted. This result reflects the role of internal development in our talent strategy, supported by improvements to our internal career site and by a hiring approach that prioritizes internal candidates whenever possible. External hiring focuses primarily on specialized capabilities not available within the organization, as well as entry and lower-level roles that can serve as a pathway for long-term development within the company.

Career development opportunities also extend to unionized employees. Based on performance, they may advance to roles with greater responsibility and, in some cases, transition to non-union positions. In 2025, unionized workers represented 12% of our workforce.

Temporary Workforce

In Mexico, temporary employment represented 11% of the workforce in 2025, reflecting a targeted use of fixed-term hiring to support activities with seasonal or project-based labor needs. Most temporary workers were employed in the field during the harvesting season, while others supported time-bound commercial initiatives such as campaigns and activations. This profile shows that temporary hiring is concentrated in specific operating contexts, while the vast majority of the workforce remains in permanent roles. We did not report temporary employees in U.S. and Canada or in Rest of the World in 2025.

Building the Next Generation of Leaders

Launched in 2025, Cuervo's Next Gen reflects our ambition to identify and prepare the next generation of leaders for Becle. Created for high-potential early-career professionals, the program combines a demanding selection process with a structured, multi-year development experience centered on business exposure, cross-functional learning, and close mentorship. By connecting participants with strategic projects and business challenges, the program helps them build the agility and leadership capabilities needed to grow within the organization.

Next Gen strengthens our talent pipeline by creating a deliberate bridge between attraction and development. Its rotational design broadens participants' understanding of the business, while mentorship and periodic follow-up support their integration and continuous growth. Through this approach, the program contributes to our longer-term efforts to strengthen succession and build leadership from within.

GRI 404-1, 404-2, 404-3

Training and Development

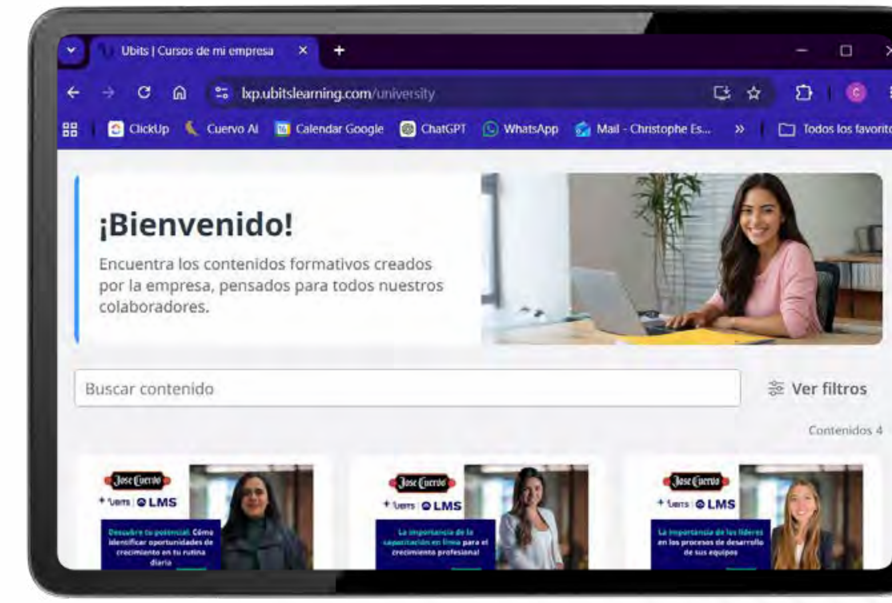
In 2025, we continued to position training as a lever for execution, equipping our people with the knowledge and practical skills needed to respond to evolving business demands and support long-term performance.

We sustained our investment in employee development, with average annual training reaching 59 hours per employee. Our training agenda remained aligned with business needs, with health and safety accounting for the largest share of total training hours, followed by technical skills. This reflects a learning approach focused on strengthening execution and reinforcing the capabilities most relevant to our operations.

To support this approach, we expanded access to training through our Learning Management System, which offers flexible and engaging content formats. More than 1,700 employees in Mexico used the platform during the year, with particularly strong adoption in Commercial and Corporate areas, where it helped strengthen sales capabilities and broaden access to training opportunities.

In our Agriculture Unit, training remained closely tied to the demands of field work. Employees in this area received an average of 54 training hours per person, with health and safety as the main focus. This reflects our emphasis on safe practices and operational readiness in one of our most labor-intensive activities, complemented by technical, regulatory, and development-related learning.

1,700+ employees in Mexico used our Learning Management System.



Main Training Focus Areas

Onboarding: Programs designed to integrate new employees into the Company, tailored to the specific needs of each region.

Corporate Culture & Compliance: Training courses and programs required by local authorities or international institutions to support compliance with operational standards. Examples include NOM (Official Mexican Standards) courses, ISO certification training, and similar requirements.

Health and Safety: Courses and programs designed to promote risk prevention, protect health, and safeguard both the workplace and the workforce. These include initiatives such as mental health programs, fire brigade training, and evacuation drills.

Technical Skills: Courses and programs aimed at developing or strengthening the specialized skills required to perform specific job functions. Examples include training in bottling equipment maintenance and the use of specialized software for certain roles.

Development: Courses focused on strengthening or building soft skills, such as leadership, time management, and effective presentation techniques.

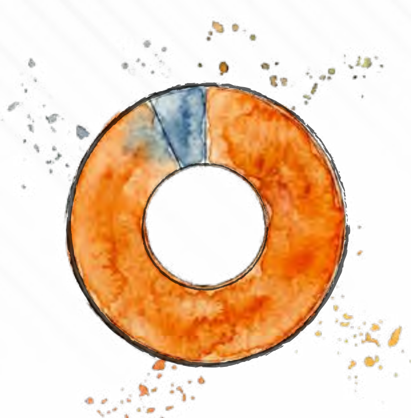
59 average annual training hours per employee.

Performance Review

Our performance reviews help us identify employees' strengths and areas for development, while informing the learning paths needed to support their objectives. Conducted mid-year, this process gives us a clearer view of individual development priorities.

We consolidate the results in a system that translates these insights into tailored learning paths for each employee. By connecting talent reviews with training, this approach helps us align development actions more closely with individual priorities while tracking progress and training hours across the organization.

In 2025, we completed performance reviews for 100% of our eligible workforce, strengthening a culture of ongoing dialogue between leaders and their teams focused on performance and professional growth. The process covered all eligible administrative employees across every region, excluding unionized employees and new hires who had not completed a 120-day cycle as of December 31, 2025.



93%
response rate in our most recent engagement survey marked a historic participation record.

Engagement Survey

Our global engagement survey, conducted every two years, covers employees across all levels and regions of the organization. In 2025, we focused on implementing the action plans developed in response to the results of the most recent survey, conducted in 2024. Field workers participate in a dedicated engagement survey tailored to the nature of their roles.

2,386 employees received a performance review.

Cuervo Talks, launched in 2025, brings employees together through inspiring conversations with renowned speakers whose stories reflect Becle's culture and values. The program reached more than 1,600 views across our sites in Mexico.

Alejandro Kasuga, author and leadership speaker

GRI 2-18, 405-1

Compensation and Benefits

Our compensation program is designed to recognize the value our employees bring to the company.

We have established compensation policies that are locally relevant, globally applicable, and based on the responsibilities, duties, and performance of each role. Through regular market compensation surveys, we keep our salary structures competitive with those of companies of similar size, scope, and complexity. We also work with external experts to align our compensation practices with current industry standards.

Strategic and tactical leaders receive a significant portion of their compensation based on the achievement of key performance indicators, including EBITDA, ROIC, cash flow, and working capital. For people leaders, individual contributors, and operational employees, short-term KPIs tied to variable compensation may include sales, productivity, or other performance metrics defined for each area. In addition, we offer long-term incentive programs across levels to promote sustained value creation, although these programs are not equity-based.

COMPENSATION AND BENEFITS BY CONTRIBUTION LEVEL IN MEXICO

Concept	Operational	Individual Contributors	People leaders	Tactical leaders	Strategic leaders
Private Health insurance coverage for employees and their family	✘*	✔	✔	✔	✔
Minor medical expenses insurance	✘	✘	✘	✘	✘
Life insurance	✔	✔	✔	✔	✔
Retirement plan	✔	✔	✔	✔	✔
Savings fund	✔	✔	✔	✔	✔
Short-term performance bonus	✘	✘	✔	✔	✔
Long-term performance bonus	✘	✘	✘	✔	✔
Vacation bonus higher than required by law	✔	✔	✔	✔	✔
Additional vacation days	✘	✘	✘	✘	✔
Annual Christmas bonus higher than required by law	✔	✔	✔	✔	✔
Coupons for groceries	✔	✔	✔	✔	✔
Non-utility cars	✘	✘	✔	✔	✔
Medical check-up	✘	✘	✘	✔	✔
Scholarships for professional development	✔	✔	✔	✔	✔
Training programs	✔	✔	✔	✔	✔
Stock purchase plan	✘	✘	✘	✘	✘
Dental insurance	✘	✔	✔	✔	✔
Psychological assistance	✔	✔	✔	✔	✔
Total pass	✔	✔	✔	✔	✔
Sale of products at a discount	✔	✔	✔	✔	✔

*Operational Employees' Health Coverage is provided through Mexican Social Security.

COMPENSATION BY REGION AND CONTRIBUTION LEVEL IN 2025

	U.S. & CANADA		Mexico		RoW		Average	
	Fixed	Variable	Fixed	Variable	Fixed	Variable	Fixed	Variable
Strategic leaders	42%	58%	62%	38%	50%	50%	51%	49%
Tactical leaders	76%	24%	77%	23%	80%	20%	78%	22%
People leaders	81%	19%	88%	12%	83%	17%	84%	16%
Individual	97%	3%	91%	9%	91%	9%	93%	7%
Operational	100%	0%	88%	12%	100%	0%	96%	4%

In Mexico, we employ more than 4,000 agricultural workers with full legal benefits.

Formal Employment and Worker Well-Being: Empowering our Agriculture Unit

Formal employment can play an important role in expanding access to benefits and financial stability in the agricultural sector. In Mexico, we employ more than 4,000 agricultural workers with full legal benefits, and we pay their salaries through bank accounts. This employment model supports their integration into the formal financial system and expands access to tools and services that can contribute to greater financial stability. Moreover, through formal employment contracts, our workers gain access to benefits and financial services, including healthcare, paid vacation, savings or pension plans, credit products, and housing financing programs. In this way, formal employment supports stronger long-term economic opportunities for our workers and their families.

For Becle, this reflects more than compliance with labor requirements. It forms part of our broader commitment to responsible employment practices and to the well-being of our agricultural workforce.

GRI 405-1

Diversity and Inclusion

We seek to foster a workplace where people are treated with respect and have access to opportunities for growth based on merit. Our approach is grounded in equal opportunity, non-discrimination, and the promotion of inclusive work environments free from violence and harassment. These principles guide both our talent attraction processes and the day-to-day management of our workforce.

In recruitment, candidates are assessed on the basis of qualifications, experience, and role requirements. We do not make employment decisions based on personal characteristics unrelated to job performance, and candidates are not excluded because of religion, race, age, gender, sexual orientation, physical abilities, or any other subjective factor. Through this approach, we seek to strengthen a culture in which people can contribute, grow, and advance according to their capabilities.

We continue to promote equal opportunity across the organization. In 2025, women accounted for 38% of all promotions globally, with 76 women promoted during the year. We also apply non-discrimination compensation policies and procedures based on the relative value of each contribution level within the organization. As a result, average salaries for men and women remain very similar across all contribution levels.

In Mexico, all employees are entitled to parental leave. In 2025, 18 women and 180 men took this benefit, and all of them returned to work after the leave period and remained with the Company 12 months after their return.

In 2025, women accounted for 38% of all promotions globally.

RATIO OF BASIC SALARY OF WOMEN TO MEN BY REGION, GENDER AND CONTRIBUTION LEVEL

2025	U.S. & CANADA		Mexico		RoW	
	Men %	Women %	Men %	Women %	Men %	Women %
Strategic leaders	100%	-	93%	100%	100%	-
Tactical leaders	100%	96%	100%	92%	100%	99%
People leaders	100%	92%	100%	100%	99%	100%
Individual	100%	100%	100%	99%	100%	96%
Operational	100%	93%	96%	100%	100%	79%

GRI 2-23, 409-1, 411-1

Human Rights

At Becle, respect for human dignity is embedded in the way we conduct business. We are committed to treating our employees with respect, promoting open and honest communication, and maintaining governance processes, controls, and procedures that support ethical labor practices.

We integrate respect for human rights into the way we operate, guided by applicable legal requirements and the principles of the United Nations Global Compact. This includes respecting and supporting human rights, promoting non-discrimination in employment and occupation, and upholding freedom of association and the right to collective bargaining. We also reject all forms of forced or compulsory labor, including child labor, and expect the same commitment throughout our business relationships.

Our human rights assessment platform, together with our due diligence processes, helps us identify potential non-compliance, implement corrective action plans, and promote continuous improvement. Our Code of Conduct and Supplier Code of Ethics further reinforce the standards that guide this approach. We also encourage our business partners to uphold standards consistent with our own and seek to work with those that operate ethically.

Freedom of Association and Collective Bargaining
Ongoing dialogue with union representatives forms part of our approach to labor relations and human rights. Through this engagement, we promote open communication, address workplace matters in a timely manner, and support respect for internationally recognized labor rights, including freedom of association and collective bargaining. This helps us maintain constructive relationships with employee representatives and reinforces our commitment to fair and respectful working conditions.

Rights of Indigenous People
Respect for indigenous communities is an important part of our human rights approach. With 57.2% of our workforce made up of field workers, many of whom come from indigenous communities, this is directly relevant to our business. We are especially mindful of protecting the cultural heritage of agave, which is deeply rooted in these communities.

Preventing Modern Slavery in Our Operations and Supply Chain
Our approach to human rights also extends to the prevention of modern slavery and human trafficking across our business and supply chain. The Modern Slavery and Human Trafficking Statements issued by Proximo Spirits UK Limited and The Old Bushmills Distillery Company Limited outline the policies, risk assessment, due diligence, supplier oversight, reporting mechanisms, and training actions that support this effort. Together, these documents reflect a structured approach to identifying and addressing modern slavery risks, reinforcing our broader commitment to ethical conduct, responsible sourcing, and respect for human rights throughout our operations and business relationships.

To learn more, download the **Modern Slavery and Human Trafficking Statements for Proximo Spirits UK Limited.**

Download the **Modern Slavery and Human Trafficking Statements for The Old Bushmills Distillery Company Limited.**

57.2%
of our workforce is made up of field workers, most of whom come from indigenous communities. Respecting their rights, culture, and traditions is therefore a core value for us.

GRI 403-1, 403-7

Occupational Health and Safety

Committed to Our Goal of Zero Incidents

In 2025, we continued strengthening our safety approach through a series of initiatives focused on enhancing standards, reinforcing controls, and improving consistency in execution.

In collaboration with leading global consulting firms and independent experts, we are advancing a three-year roadmap to further strengthen our safety management system, enhance risk identification and mitigation, and align our practices with leading international benchmarks. These efforts are designed to reinforce a more proactive, consistent, and resilient approach to safety across our operations.

Sustaining this progress requires active participation across the organization. We continue promoting open dialogue and shared accountability, enabling employees to raise concerns, contribute to safer practices, and take ownership of risk prevention in their daily activities. We also maintain ongoing dialogue with union representatives to foster constructive labor relations and align with international labor and human rights standards.

2025 Safety Results

In 2025, the rate of high-consequence injuries remained low overall, and we recorded zero fatalities. Although the rate of recordable injuries increased in some areas, these results reinforce the need to continue strengthening prevention, safe behaviors, and risk control across our operations. We remain focused on progressing toward our goal of zero incidents.

LTIFR AND TRIFR*

	Agriculture Unit		Operations Unit		Corporate	
	2024	2025	2024	2025	2024	2025
Rate of fatalities as a result of work-related injury	0.00	**0.00**	0.05	**0.00**	0.00	**0.00**
Rate of high-consequence work-related injuries (excluding fatalities)	2.05	**1.72**	0.47	**0.90**	0.00	**0.00**
Rate of recordable work-related injuries (incidence rate)	1.90	**1.52**	1.04	**0.61**	0.00	**0.00**
Number of hours worked	26,665,296	**21,102,840**	4,289,520	**4,289,520**	3,446,256	**3,446,256**

*LTIFR = Lost Time Injury Frequency Rate; TRIFR = Total Recordable Injury Frequency Rate; Rates are calculated per 200,000 hours worked.

We expanded our safety KPIs to include leading indicators such as leadership engagement and timely risk resolution, supporting a more proactive approach to safety management.

Becle Safety Management System: A 360° Approach to Prevention

Our new Safety 360° Management System is structured around three interconnected elements–people, infrastructure, and processes–which together enable a consistent and preventive approach to managing risk across our operations. Each element plays a distinct role in strengthening safe behaviors, supporting reliable operations, and embedding prevention into everyday activities.

PEOPLE → **INFRASTRUCTURE** → **PROCESSES**

PEOPLE

We focus on developing the competencies, behaviors, and awareness required for employees and contractors to identify risks and act proactively. Training programs, communication initiatives, and participation mechanisms enable individuals to contribute to safer workplaces. Employees are encouraged to raise concerns, share observations, and take ownership of safety in their daily activities. This emphasis on engagement strengthens a culture where prevention is driven not only by procedures, but by informed and responsible actions.

INFRASTRUCTURE

We focus on maintaining facilities, equipment, and systems that enable risks to be identified and managed effectively. Standards are applied across areas such as workplace conditions, process safety, transport safety, and contractor management. This ensures that the physical environment supports safe execution of work. Through ongoing maintenance, monitoring, and continuous improvement, infrastructure enables preventive practices to be consistently applied across our operations.

PROCESSES

Structured processes are in place to identify, assess, and manage risks across all operations. These include risk management practices, process safety and integrity controls, and clear operational procedures designed to minimize exposure to hazards. Safety is embedded into day-to-day activities through defined workflows, standardized practices, and continuous monitoring. This ensures that risks are systematically managed and preventive measures are consistently applied across locations and functions.

The health, integrity, and well-being of employees, contractors, visitors, and the communities we serve are central to Becle's operations.

Governance within our Safety 360° model is enabled through our Integrated Management Policy and a Health and Safety Committee. The Committee analyzes injury and illness data to identify trends and root causes, driving preventive actions and reinforcing accountability across our operations.

This approach is reinforced by ISO 45001 certification at our Bushmills operations, PASST-2 certification from the Mexican Ministry of Labor and Social Welfare, and alignment with applicable regulations in Mexico, including NOM-035-STPS-2018 on psychosocial risk factors in the workplace.

SAFETY 360°

We conducted a comprehensive audit of all tanks and plants across our operations to reinforce safety measures and strengthen risk management controls.

Safety Essentials: Reinforcing a Shared Culture of Prevention

In 2025, we introduced a new set of Safety Essentials designed to reinforce a consistent, behavior-based approach to safety across all operations. These principles establish clear expectations for how work is performed safely, translating our Safety 360 Management System into practical, everyday actions that guide decision-making at every level of the organization.

The Becle Safety Essentials emphasize that safety is a shared responsibility, where every individual is accountable not only for their own well-being, but also for that of others. They promote disciplined execution through adherence to procedures, proper use of equipment, and a strong focus on risk identification before any task begins. By prioritizing training, encouraging open communication, and reinforcing safe behaviors, these principles help prevent incidents before they occur.

Embedded into daily operations, the Becle Safety Essentials also strengthen the connection between awareness and action. They encourage employees to speak up, report unsafe conditions, and maintain safe and organized work environments, while reinforcing the importance of using appropriate personal protective equipment and accessing only authorized areas. This approach supports a culture where safety is actively practiced, not assumed.

The Becle Safety Essentials emphasize that safety is a shared responsibility, where every individual is accountable.

Becle Safety Essentials

1. **Shared responsibility:** Everyone is responsible for their own safety and that of those around them.
2. **Safe behavior:** All incidents are preventable. Avoid distractions, horseplay, and unsafe actions.
3. **No shortcuts:** Always follow established procedures, even if they seem slower.
4. **Training first:** Do not perform tasks for which you are not trained.
5. **Use the right tools:** Use the correct equipment, ensure it is used as trained, and verify it is fit for purpose.
6. **Assess risks:** Identify and evaluate potential hazards before starting any task. If in doubt, ask.
7. **Wear appropriate Personal Protective Equipment (PPE):** Use proper clothing, footwear, and required PPE.
8. **Maintain housekeeping:** Keep the work area clean and organized to prevent incidents.
9. **Communicate:** Report unsafe conditions immediately and speak up when something does not look right.
10. **Authorized access only:** Do not enter areas where you are not authorized.

Our emergency brigades strengthen preparedness across our operations and support local authorities in responding to community emergencies, extending our safety capabilities beyond our facilities.

Life-Saving Rules: Strengthening Discipline in Critical Risk Areas

In 2025, we reinforced our commitment to preventing high-risk incidents through the implementation of 10 Life-Saving Rules, a set of clear and non-negotiable principles focused on the most critical safety risks across our operations. These rules translate our safety standards into practical requirements that guide how work is performed in high-risk situations.

The Life-Saving Rules address key areas such as work permits, working at height, confined spaces, machine safety, hazardous substances, and safe driving. By defining specific controls and expected behaviors, they reduce exposure to critical hazards and support the consistent application of essential safety measures. They also reinforce a culture of discipline and accountability, emphasizing adherence to procedures, proper use of equipment, and immediate reporting of unsafe conditions and incidents.

As part of their implementation, we conducted self-assessments across our operations to establish a baseline for each rule. This process allows us to identify improvement opportunities and define a clear path for continuous progress in the management of critical safety risks.

Training as a Foundation for Safety

We reinforce our safety culture through targeted training that equips employees and contractors to identify risks and act proactively. These efforts are supplemented by targeted initiatives including informative sessions and communication campaigns. In 2025, health and safety training totaled 168,831 hours.

Embedding Safety Through Daily Leadership Routines

Safety is embedded into daily operations through a structured set of routines and follow-up mechanisms at every level of the organization. In our operations, all employees begin their shifts with safety meetings that reinforce key risks, controls, and priorities for the day. At the same time, operational managers integrate safety into their daily planning discussions, ensuring that risk considerations are part of execution decisions. This is supplemented by weekly site-level meetings, where teams review progress on safety initiatives, track actions, and address emerging risks. Together, these routines create a consistent feedback loop that connects frontline awareness with site-level oversight and continuous improvement.

In 2025, we introduced monthly Safety Calls led by our COO and Safety Director, bringing together more than 350 leaders across the organization. These sessions serve a dual purpose: providing visibility on safety KPIs and progress, and aligning teams on the initiatives being deployed to reduce risks and improve performance. By strengthening communication and leadership engagement, Safety Calls reinforce accountability and support a more consistent approach to safety across our operations.

TRAINING HOURS BY CATEGORY

Category	Health & Safety
Agriculture (Administrative)	756
Agriculture (Field)	142,844
Global Supply Chain & Operations	6,987
Proximo U.S. & CAN	17,902
EMEA APAC	270
Mexico Commercial & Corporate	72
Total	**168,831**

Community Development

Shared Growth with Our Communities

Our connection to the communities where we operate is deeply rooted in our history and identity. Guided by a strong sense of belonging and responsibility, we design and implement programs that support the sustainable and inclusive development of the communities around us.

These efforts are funded and implemented through two foundations: Fundación Jose Cuervo, our corporate foundation, and Fundación Beckmann, fully sponsored and funded by our main shareholders. Together, these organizations advance initiatives across five community investment pillars:

Education and Talent Development: Expanding learning opportunities and strengthening professional capabilities to promote long-term social mobility and opportunity.

Culture and Heritage Preservation: Preserving cultural traditions and strengthening community identity as a foundation for the sustainable development of the regions where we operate.

Access to Health and Well-being: Supporting access to health services while promoting prevention, awareness, and improved well-being for vulnerable populations.

Community Engagement: Collaborating with institutions, organizations, and stakeholders to promote responsible practices and informed decision-making.

Employee Volunteering: Encouraging employee participation in initiatives that contribute to environmental stewardship and community well-being.

Over P$115 million invested in our communities in 2025—equivalent to 1.0% of our EBITDA and well above common corporate giving benchmarks.

Fundación Jose Cuervo

Fundación Jose Cuervo is a nonprofit organization that supports Becle's corporate social responsibility initiatives. Through its programs and partnerships, the Foundation promotes sustainable solutions that generate economic, social, and cultural value in the communities it serves.

For more information, please visit https://fundacioncuervo.mx

Fundación Beckmann

For more than 26 years, Fundación Beckmann has worked alongside local communities to promote inclusive economic growth. Its efforts reinforce the work of Fundación Jose Cuervo, expanding the reach of initiatives that support social development in communities where we operate.

For more information visit: www.fundacionbeckmann.org

Expanding Opportunity Through Education

Colegios Juan Beckmann: Education That Opens Doors
Launched in 2022, Colegios Juan Beckmann is the Beckmann Foundation's flagship initiative to provide high-quality learning opportunities for economically vulnerable children through a full-time elementary education model that combines academic instruction, character development, and a daily two-meal nutrition program.

Colegio Juan Beckmann, located in Tequila, provides education and daily meals to 240 children, including children of employees and families connected to our agricultural and production operations. The school's academic performance reflects this commitment to quality: in the most recent Recrea Avanza state assessments, it ranked in the 99th percentile in Mathematics and the 97th percentile in Reading among all public and private schools in Jalisco.

The program expanded in 2024 with the opening of Colegio Juan Beckmann Camichines in La Laja, Zapotlanejo, near our Camichines distillery. By the end of 2025, the school provided education and daily meals to 100 children, further strengthening access to quality education in communities linked to our operations.

Looking ahead, Colegios Juan Beckmann is designed to grow alongside its student generations, with plans to expand into middle and high school education, ensuring continuity and long-term impact.

Training the Next Generation of Neurosurgeons
Beyond basic education, Fundación Beckmann also supports advanced medical education in neurosciences, facilitating training and research opportunities for Mexican neurosurgeons. In 2025, two scholarships were awarded to outstanding physicians, enabling them to complete residencies in excellence programs. As part of their commitment, these specialists will share their knowledge with peers in Mexico and provide pro bono medical interventions for vulnerable populations.

STEAM for Community Impact
In 2025, Fundación Jose Cuervo partnered with the Jalisco Ministry of Education to support the Recrea STEAM Youth Challenge 2025, an initiative that brought together high school students from municipalities across the state—both public and private—to develop technical solutions to real community challenges. As part of this effort, the Foundation also granted 20 teachers from vulnerable public schools in remote areas access to a professional development platform offering more than 9,000 hours of training.

340 students received high-quality education and daily meals in 2025 through Colegios Juan Beckmann, the Beckmann Foundation's flagship program serving children in Tequila and La Laja, Jalisco.

Culture and Heritage Preservation

Preserving Heritage Through Music
One of the Beckmann Foundation's most emblematic programs is the School of Music in Tequila, Jalisco created to nurture artistic talent and make music education accessible to people of all ages.

The program offers choral workshops and performance opportunities for children, teenagers, and adults, creating spaces where participants can develop their musical skills while building confidence, discipline, and a strong sense of community.

In 2025, more than 90 students participated in the School's activities, courses, and concerts. Through these experiences, the program not only cultivates artistic talent but also strengthens the cultural fabric of the community by bringing people together around music and shared creative expression.

MUSEO NACIONAL DE ARTE

Celebrating Mexican Artistic Heritage
Fundación Jose Cuervo proudly supports the National Museum of Art (MUNAL), one of Mexico's most important cultural institutions and a key space for preserving and showcasing the country's artistic heritage.

Located in the historic center of Mexico City, the museum houses a remarkable collection that traces the evolution of Mexican art from the colonial period to the modern era, offering a comprehensive view of the nation's artistic and cultural identity.

Through this collaboration, the Foundation contributes to initiatives that expand public access to art, helping ensure that the country's cultural legacy continues to inspire new generations.

90+ students participated in the Beckmann Foundation's School of Music in 2025, promoting creativity, cultural expression, and community connection.

Local Flavors of Our Heritage
Local traditions and agricultural heritage are an essential part of the cultural identity of the communities where we operate. Through Fundación Jose Cuervo and Fundación Beckmann, we support initiatives that celebrate these traditions while creating spaces where communities can share their cultural heritage, including celebrating the culinary heritage of traditional and contemporary female cooks.

Two of the Beckmann Foundation's flagship annual initiatives illustrate this commitment. *Fiesta de la Ciruela y el Mango* celebrates the agricultural richness of the region, while Fogones y Metates highlights the culinary diversity of the Valles region, providing a platform for local cooks and producers to showcase their work.

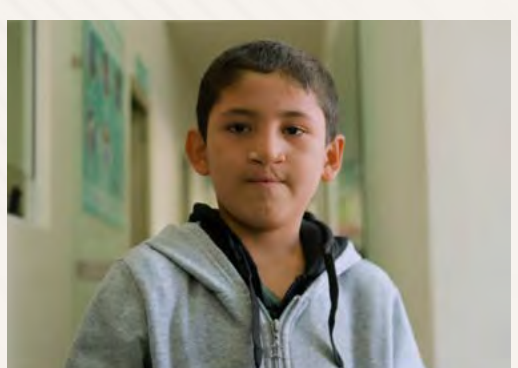
Fundación Jose Cuervo also supports the preservation of the Tequila region's agricultural heritage by facilitating direct-to-consumer channels for 14 artisans and small entrepreneurs, helping bring locally produced goods to broader audiences and keeping traditional crafts and agricultural products visible.

Access to Health and Well-being

Access to quality healthcare remains a critical challenge in many of the communities where we operate. Through Fundación Jose Cuervo and Fundación Beckmann, we support initiatives that expand access to essential health services and provide assistance to vulnerable members of our communities.

Expanding Access Through Health Partnerships
Through strategic partnerships with specialized health organizations, Fundación Jose Cuervo helps expand access to critical medical care for vulnerable patients.

- Through its collaboration with Operation Smile in the state of Jalisco, the Foundation also supported more than 110 surgical procedures for children with cleft lip or cleft palate.



- In partnership with Mi Gran Esperanza, the Foundation enabled 300 children and young adults facing oncological challenges to access essential medications and medical studies.

- In partnership with FundHepa, the Foundation financed the equivalent of 550 packages of immunosuppressant medication for liver transplant patients.

A Long-Term Commitment to Community Health
Fundación Beckmann continues to strengthen long-standing programs that expand access to healthcare, promote prevention and health awareness, and support older adults. These initiatives are primarily focused on the communities of Tequila and La Laja, where the Foundation maintains a strong and sustained presence.

We support initiatives that expand access to essential health services and provide assistance to vulnerable members of our communities.

Community Engagement

In 2025, Fundación Jose Cuervo continued its financial support for FISAC, a Mexican nonprofit organization dedicated to raising awareness about the consequences of excessive alcohol consumption. Through this collaboration, the Foundation supports initiatives that advance responsible consumption and education on alcohol use.

During 2025, FISAC expanded its outreach through educational programs, conferences, and awareness efforts aimed at promoting informed decision-making. These activities included courses, workshops, and conferences delivered across 59 institutions, reaching more than 7,300 participants, as well as educational engagements and health fairs that reached over 10,000 people in educational settings.

FISAC also continued collaborating with academic and health experts to strengthen public awareness around alcohol-related health issues.

Fundación Jose Cuervo is also an active member of the Communications Council and the Mexican Business Council.

59 institutions hosted courses, workshops, and conferences on responsible alcohol consumption.

7,300+ participants reached through educational programs and awareness sessions.

10,000+ people reached through health fairs and awareness activities.

Employee Volunteering

Fundación Jose Cuervo promotes employee volunteering as a way to strengthen connections with the communities where we operate while supporting local environmental and social initiatives. In 2025, these efforts included reforestation activities in natural areas of Mexico City and Jalisco, as well as projects to restore community spaces used by young people.

Consumer Responsibility

Sustainable Marketing

Our marketing practices comply with regulations in each market where we operate and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship. They are also guided by strict standards that promote moderation, avoid misleading claims and associations with risky behaviors, and exclude advertising in venues frequented by minors. These practices contribute to a responsible drinking culture.

During the reporting period, we identified no incidents of non-compliance with regulations or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship.

Labeling

We support transparency through clear product information and labeling practices, including details related to sourcing, ingredients, appropriate use, and disposal. These practices help consumers make informed decisions and support compliance with applicable product information requirements.

For tequila, we comply with specific labeling requirements under NOM-006-SCFI-2012, the Mexican standard that regulates tequila specifications, as well as applicable regulations in the markets where our products are exported and sold.

During the reporting period, we identified no incidents of non-compliance with regulations or voluntary codes concerning product information and labeling.

Responsible Drinking

Our commitment to responsible marketing and labeling contributes to a responsible drinking culture—one grounded in informed choices, shared awareness, and moderation.

We collaborate with organizations that promote moderation and help prevent harmful and illegal consumption practices. In Mexico, we support the efforts of Fundación de Investigaciones Sociales, A.C. (FISAC) to promote responsible consumption through education on the Standard Drink, a tool that helps adults understand and moderate alcohol intake while discouraging harmful and illegal consumption practices.

To maintain open dialogue with consumers, we operate a Consumer Assistance platform and maintain social media and toll-free channels to receive and address concerns, reinforcing accountability and responsible communication.

GRI 2-27, 416-1, 416-2

Product Safety and Quality

Product safety and quality are fundamental to our operations and are embedded across the entire value chain, from raw material sourcing to production, distribution, and final consumption. We maintain a comprehensive management approach supported by governance structures, standardized processes, and continuous monitoring to safeguard product integrity and consumer safety.

Our operations are guided by certified food safety and quality management systems that incorporate preventive risk management practices. These systems enable the identification, assessment, and control of biological, chemical, and physical risks throughout the production process. We complement this approach with strict compliance controls, regular internal reviews, and independent external audits to maintain alignment with applicable regulations and evolving industry standards.

To support consistent execution, we align resources, technical capabilities, and specialized teams across our facilities, ensuring that all operations meet regulatory and quality requirements in the markets where we operate.

Our laboratories operate under rigorous technical standards, strengthening product testing, validation, and traceability processes. This foundation is reinforced through internationally recognized certifications, including ISO 9001 for quality management systems and ISO 17025 for laboratory competence, as well as HACCP-based food safety systems. In addition, programs such as the Customs Trade Partnership Against Terrorism (C-TPAT) strengthen the security and integrity of our supply chain, while certifications such as Kosher support compliance with specific market and consumer requirements.

We apply a continuous improvement approach to product safety and quality, supported by ongoing monitoring, internal audits, and external certification reviews. This enables early identification of risks, reduces the likelihood of product non-conformities, and supports consistent product performance across our portfolio.

During the reporting period, no incidents of non-compliance with regulations or voluntary codes related to the health and safety impacts of our products were identified.

Certifications at Selected Sites Supporting Product Safety and Quality

- ISO 9001-certified quality management systems.
- ISO 17025-accredited laboratory competence.
- HACCP-based food safety controls.
- Kosher certification for specific market and consumer requirements.
- C-TPAT certification supporting supply chain security.

sustainable governance

Within Becle's Sustainability Model, Sustainable Governance provides the foundation for translating our commitments into sound decision-making, effective oversight, and responsible action.

This pillar reflects how we promote transparency, accountability, and ethical conduct across the business through the structures, policies, and processes that guide our operations, supporting long-term resilience and value creation.

It encompasses the following core dimensions: Corporate Governance, Corporate Ethics and Compliance, Policy Influence, Tax Transparency, Business Innovation, Sustainable Procurement, and Enterprise Risk Management. Together, these areas shape how we govern the company, uphold integrity, engage responsibly across our value chain, strengthen stakeholder trust, and continuously enhance the practices and systems that support responsible business conduct.

Corporate Governance

Strong Governance, Shared Responsibility

At Becle, we uphold a strong and reliable corporate governance framework, supported by an experienced management team. However, we view corporate governance as a shared responsibility and empower all employees to uphold ethical and responsible practices.

By fostering a culture of integrity and accountability, we safeguard the interests of our shareholders while supporting Becle's position as a thriving, highly reputable, and respected organization.

GRI 2-9, 405-1

Board of Directors

Our Board of Directors is the governance body responsible for defining the company's vision and strategy, overseeing the management of our business, and promoting ethical and transparent business practices. Senior executives and auditors also play a role in supporting strong corporate governance.

The Board of Directors follows the highest international standards and complies with the regulations set by the Mexican Stock Exchange and the Securities Market Law. Board members are appointed or ratified at annual ordinary shareholders' meetings.

The Board comprises 12 regular members, 9 of whom are independent–representing 75% of the Board, well above the 25% minimum required by the Securities Market Law. Additionally, the Board includes four alternate members, contributing to strong governance and oversight.

The Board of Directors' responsibilities include:

- Establishing the general strategy for managing the company and the legal entities controlled by Becle.
- Representing the company, undertaking legal actions, and making any necessary or appropriate decisions to fulfill its corporate purpose.
- Overseeing the implementation of shareholder meeting resolutions, which may be assessed by the Audit and Corporate Practices Committee.

Read the biographies of our Board members on our website.

BOARD MEMBERS

Name	Gender	Age	Nationality	Tenure	Other Boards [1]
Juan Francisco Beckmann Vidal (HLC) ($) (I)	M	85	Mexican	9	0
Juan Domingo Beckmann Legorreta (CBO) (CEO) (I)	M	58	Mexican	9	0
Karen Virginia Beckmann Legorreta	F	56	Mexican	4	0
Independent Board Members					
Antonio Silva Jáuregui ($)	M	70	Mexican	3	0
Ronald Anderson (I)	M	69	British	6	0
John Randolph Millian (I)	M	72	American	9	4
Ricardo Cervera Lomeli ($)	M	51	Mexican	9	1
Alexander Gijs Van Tienhoven ($)	M	61	American	9	0
Sergio Visintini Freschi ($)	M	71	Argentine	7	1
Luis A. Nicolau Gutiérrez	M	64	Mexican	5	3
Alberto Torrado Martínez ($) (I)	M	62	Mexican	5	3
James Clerkin (I)	M	71	Irish	3	4
Alternate Board Members					
Rodrigo de la Maza Serrato ($)	M	55	Mexican	1	0
Jose Antonio Alonso Espinosa (2)	M	59	Mexican	1	0
Independent Alternate Board Members					
Carlos Javier Vara Alonso ($)	M	58	Mexican	8	0
Arsenio Farell Campa	M	73	Mexican	4	1
Secretary					
Sergio Rodríguez Molleda	M	59	Mexican	5	0
Alternate Secretary					
Cynthia Corro Origel	F	47	Mexican	8	0
Average		65.8		6.5	1.3

($) Financial Expert, **(I)** Industry Expert, **(CEO)** Chief Executive Officer, **(CBO)** Chair of the Board, **(HLC)** Honorary Life Chairman.
(1) These figures include public and private companies.
(2) Alternate of Mrs. Karen Virginia Beckmann Legorreta.

The Board of Directors meets in ordinary sessions at least four times a year but can be called to extraordinary meetings at the request of the Chairman of the Board. In 2025, the Board met four times, and attendance was 92%.

GRI 2-10, 2-13, 2-18

Board of Directors Nomination Procedure

Our bylaws stipulate that for every 10% ownership stake, a shareholder has the right to nominate or remove one Board member. The Board of Directors, or the relevant committee responsible for nominations and compensation, follows a structured process for electing directors: i) It proposes the ratification of previously elected Board members for an additional year at the Annual Ordinary General Shareholders' Meeting, or ii) It submits a list of candidates to the Annual Ordinary General Shareholders' Meeting, including any nominees elected by minority shareholders and communicated to the committee. Additionally, the Board may appoint interim directors without requiring approval from the Shareholders' Meeting until their formal ratification.

Extensive experience in consumer markets is a key criterion in the selection of Board members. To assess the Board's effectiveness, we apply a combination of best practices and legal requirements, evaluating its ability to fulfill its responsibilities, its composition and processes, and its relationship with stakeholders.

The following factors are priorities in assessing the Board's effectiveness:

- The Board's ability to provide strategic direction, oversee management, and monitor the company's performance effectively and efficiently.
- The diversity of Board members, their expertise and qualifications, and their independence from management.
- The effectiveness and frequency of Board meetings, the use of committees, and the Board's ability to access and use relevant information.
- The Board's communication and relationship with stakeholders, including shareholders, employees, and regulators.
- We also follow the Corporate Governance Code established by the Mexican Stock Exchange, which sets out best practices for the boards of publicly traded companies, including requirements for Board composition, independence, and evaluation.

GRI-2-19

Compensation

There is no specific committee for determining the compensation of the highest governance body. Instead, the top executives conduct a market study on the remuneration of Board members. They also assess the performance of each member and propose a remuneration package. The shareholders analyze the proposal and make decisions regarding remuneration during the General Ordinary Shareholders' Meeting.

In 2025, Board members received a fixed fee of US$4,000 per session of the Board of Directors and US$3,500 per session of the Committee.

Learn more about our **Shareholders' Meetings** on our website.

Audit and Corporate Practices Committee

The Board of Directors is supported by the Audit and Corporate Practices Committee, which consists of at least three independent members appointed by the Board. This committee, along with the Board of Directors, which holds additional responsibilities, has replaced the auditor previously required by the Mexican General Corporate Law. The Audit and Corporate Practices Committee supports the Board in overseeing the company's management and direction. Some of its responsibilities include the following:

- Evaluating the work of the company's external auditors.
- Overseeing the management and execution of the company's business.
- Analyzing the external auditors' reports and informing the Board of Directors of any irregularities related to internal controls.
- Supervising related-party transactions and the activities of the Chief Executive Officer.
- Submitting an annual report to the Board of Directors and to shareholders.

The Audit and Corporate Practices Committee is also responsible for issuing recommendations to the Board of Directors regarding the performance of our key executives, related-party transactions, requests for independent expert opinions, calling the shareholders' meeting, and supporting the Board of Directors in the preparation of reports for the Annual Shareholders' Meeting.

ESG Practices Supervisory Working Group

We have established an ESG Practices Supervisory Working Group at the middle and senior management levels to guide the implementation of ESG recommendations and report progress to the Board of Directors. This group is responsible for monitoring governance, strategy, risk management, process transformation, and performance metrics.

Our Audit and Corporate Practices Committee consists of the following members:

Name	Position
Sergio Visintini Freschi	President
John Randolph Millian	Member of the Board
Ricardo Cervera Lomelí	Member of the Board
Luis A. Nicolau Gutiérrez	Member of the Board
Cynthia Corro Origel	Secretary
Sergio Rodríguez Molleda	Alternate Secretary

GRI 2-11, 2-12, 2-13, 2-14

Management Team

Becle's management team is composed of industry experts with extensive experience across various areas of the company, supporting strong financial performance and the development and implementation of leading corporate practices.

Name	Position
Juan Domingo Beckmann Legorreta	Chief Executive Officer
Rodrigo de la Maza Serrato	Chief Financial Officer
Peter Vogtlander	Chief Operations and Supply Chain Officer
Mauricio Vergara Herrera	Managing Director U.S. & Canada
Shane Hoyne	Managing Director EMEA & APAC
Olga Limón Montaño	Managing Director Mexico & LatAm
Sergio Rodríguez Molleda	General Counsel
Adib Estefan Gutierrez	Human Resources Director
Iván Ramos Abreu	Audit Director

As of May 4, 2026, Eric Martinez Herrera serves as Becle's Audit Director.

Juan Domingo Beckmann is CEO and Chairman of the Board. His responsibilities include the following:

- Oversee the company's operations to support the achievement of its financial and strategic objectives.
- Comply with the resolutions of Shareholders' Meetings and the Board of Directors.
- Adhere to regulations governing the execution of acquisition and placement operations for the company's own shares.
- Develop and implement guidelines for the internal control and audit systems of the company and its subsidiaries, in compliance with the requirements of the Securities Market Law.
- Disclose relevant information and events to the public in accordance with the Securities Market Law and the Board's guidelines.
- Comply with legal and statutory requirements related to the payment of dividends to shareholders.
- Implement internal controls and monitoring mechanisms to support compliance with applicable regulations across the company and its controlled entities, taking corrective measures as needed.

Learn more about our **Management Team** on our website.

Corporate Ethics and Compliance

Ethics and Integrity are the Foundation of Our Sustainable Growth

At Becle, our robust corporate governance structure and comprehensive culture of ethics and integrity underpin the company's sustainable growth and strong reputation. Within this framework, we prioritize the oversight and enforcement of corporate ethics and compliance as fundamental to our success.

Two committees–Ethics and Audit–work jointly to promote a culture of integrity and support compliance with applicable laws and regulations. In this context, the compliance function defines the strategy and develops the tools needed to implement Becle's Integrity Program across all business units.

Our Integrity Program

We consistently communicate to all employees that they share responsibility for maintaining ethical conduct and upholding our company's values. Acting with integrity and making the right choices requires the active commitment of every member of our organization.

Our Integrity Program reinforces our commitment to ethical conduct and compliance with applicable laws and regulations. It brings together a comprehensive framework of codes, policies, procedures, and tools built on three core pillars: Prevent, Detect, and Respond. Together, these pillars enable us to identify and manage compliance risks while safeguarding our corporate reputation.

Code of Conduct

Our Code of Conduct sets clear expectations for ethical behavior and integrity for every individual or third party that works for, on behalf of, or with Becle. The Code outlines expected behaviors in key areas where ethical or legal risks may arise. It supports employees in making sound decisions, acting responsibly, and preventing potential issues, helping translate our values into daily practice and guiding how we conduct business.

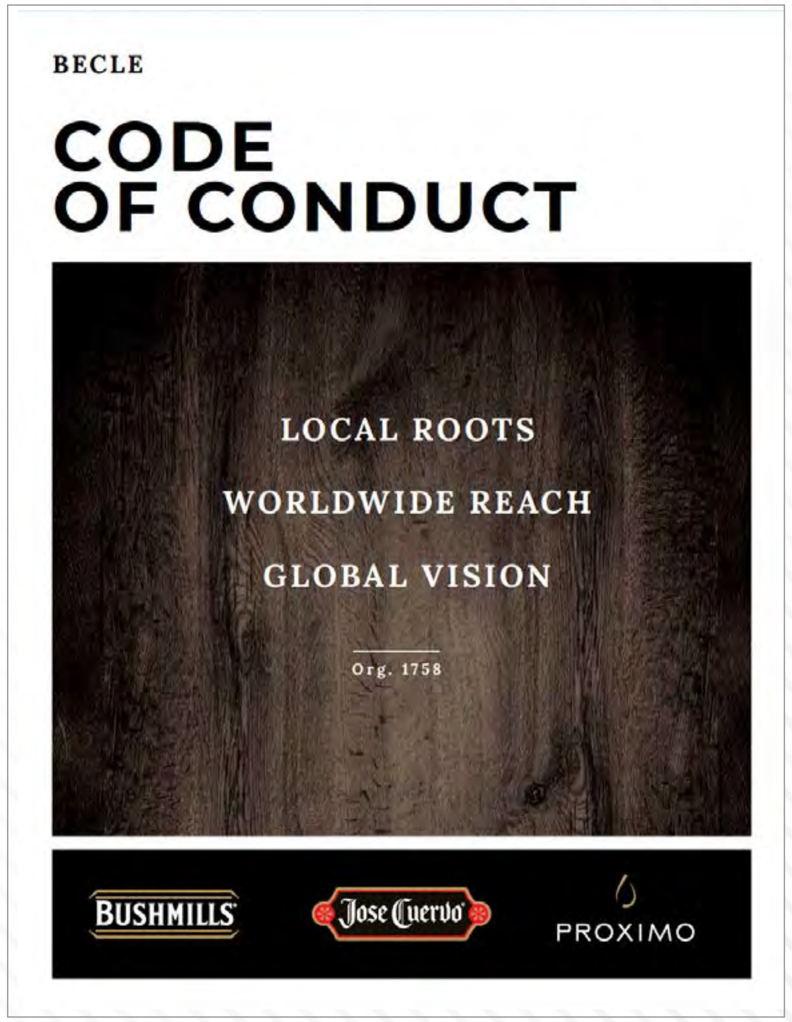
Our updated Code of Conduct addresses a wide range of topics, including human rights, respectful workplace and non-harassment, anti-corruption, gifts and entertainment, conflicts of interest, data protection, information security, and social media. We organize these topics under five pillars:

- Respect and collaboration
- Fair business practices
- Good professional judgment
- Honesty and transparency
- Our communities

Compliance Policies and Framework

Becle operates within a structured framework of policies and procedures, including a dedicated set that addresses compliance matters. Our compliance framework includes key policies on anti-corruption, data protection, third-party risk management, and information security, among others.

Acting with integrity and making the right choices requires the active commitment of every member of our organization.



GRI 2-15, 2-16, 2-26, 2-27, 406-1

Conflicts of Interest

Our behavior, both in and outside the workplace, must align with Becle's best interests and the Code of Conduct. As employees may encounter situations that challenge their judgment or test their integrity, Becle expects potential conflicts of interest to be disclosed promptly so the company can evaluate each case fairly and implement appropriate measures.

To support employees in identifying and managing potential conflicts of interest, we provide the following resources:

- Regular training on conflicts of interest and the importance of transparency and disclosure.
- A dedicated section in the Code of Conduct that outlines the process for identifying and disclosing potential conflicts of interest, along with clear guidance and practical examples to help employees recognize what might represent a conflict and understand the actions taken or resolutions agreed upon.
- A whistleblower policy that encourages employees to report any potential conflicts of interest or other ethical concerns in a safe and confidential manner. We also disclose any related-party transactions or outstanding balances that may exist, ensuring full transparency. All these transactions are conducted at arm's length and in strict compliance with applicable laws and regulations.

In addition, the conflict-of-interest tracking process was implemented in 2023. The COI requires employees to complete and submit a conflict-of-interest disclosure form every two years.

Third-Party Due Diligence Program

Becle recognizes that corruption and other financial crime risks can arise from business arrangements with third parties. To address these risks, Becle maintains a comprehensive third-party due diligence program that includes policies, procedures, training, and supporting tools to identify and assess potential risks before establishing a business relationship. Once these relationships are established, the program aims to manage related risks proactively and monitor third parties' ethical conduct throughout the relationship. Currently, the company monitors the ethical conduct of more than 13,500 third parties, including suppliers, customers, and other business partners.

Ethics and Compliance Training

To strengthen employee awareness of the Code of Conduct and compliance policies, we deliver a mandatory global training and communication plan each year. We tailor this program to employees' roles, responsibilities, and skills and use a range of learning formats to increase engagement and effectiveness.

During the year, we developed animated training modules that reinforce key topics–such as the Code of Conduct, workplace harassment, and the Information Security Policy–through engaging and accessible compliance e-learning. We also provide compliance training for new employees and run targeted communication campaigns that highlight key elements of our Integrity Program, including conflicts of interest, gifts and entertainment, and the use of the Ethics Line, providing practical guidance on recognizing, reporting, and documenting potential conflicts.

Since 2021, we have partnered with TRACE International, a globally recognized organization focused on anti-bribery, compliance, and good governance. Through this partnership, we access an extensive library of compliance resources, including specialized training on combating corruption, forced labor, and human trafficking.

Annual Certification of Integrity

The Annual Certification of Integrity (ACI) is a global process conducted each year that requires employees to confirm that they understand and comply with the Code of Conduct and company policies.

In 2025, strong support from our strategic leaders helped us achieve a consistent participation rate since launching the ACI, with more than 90% of employees completing the certification.

EMPLOYEE PARTICIPATION RATE IN THE ACI

	2024	2025
Mexico	1571	**1530**
US & RoW	680	**834**
Total	2251	**2364**
Enrolled	2451	**2580**
Completed	2251	**2364**
Participation	91.8%	**91.6%**

Whistleblower System

To reinforce our culture of integrity, Becle provides a confidential reporting channel, Ethics Line / LÍNEA CUERVOZ, that allows employees and third parties to report potential breaches of the Code of Conduct, including conflicts of interest and other ethical concerns, safely and without fear of retaliation. An independent third party, Deloitte, manages the system so that all reports are handled securely and anonymously, if desired.

In 2025, we partnered with Deloitte to deliver in-person awareness sessions across all our facilities in Mexico.

These sessions explained key principles of the Code of Conduct and encouraged employees to use LÍNEA CUERVOZ when raising concerns.

The initiative reached more than 663 employees across Corporate (101), Agriculture (200), and Operations Units (362).

LÍNEA CUERVOZ

Breach Management Process

The Ethics Committee oversees the reliability and effectiveness of the Ethics Line / LÍNEA CUERVOZ. The Committee reviews and investigates reported allegations of potential Code of Conduct breaches and determines appropriate corrective actions when investigations confirm non-compliance.

In 2025, we received 122 allegations through LÍNEA CUERVOZ, including 96 related to workplace conduct and 26 concerning other matters related to the Code of Conduct. We investigated all cases and substantiated 17.

We escalate critical non-compliance matters to the company's highest governance body and present them at board meetings, which are usually held quarterly.

Ethics Line / LÍNEA CUERVOZ allows employees and third parties to report potential breaches of the Code of Conduct.

Sustainable Procurement

A Responsible Approach

As the largest tequila producer and a leading global spirits company, Becle works with a broad and diverse supplier base that requires clear standards, strong oversight, and a responsible approach to supplier management.

Suppliers are essential to Becle's operations, contributing to the quality and integrity of the goods and services that support our business. By setting clear standards and evaluating supplier performance, we reinforce accountability and encourage continuous improvement throughout our procurement activities.

Sustainable procurement starts with seeking suppliers that align with our expectations for responsible business conduct and continuous improvement. Through this approach, we seek to build a supplier network that supports business continuity, strengthens resilience in critical sourcing categories, promotes respect for human rights, and advances responsible practices.

Supplier Code of Ethics

Becle has established a Supplier Code of Ethics that sets out the standards expected from organizations and individuals providing goods or services to the company. Its purpose is to promote responsible business conduct, strengthen legal and ethical compliance, and align supplier practices with the principles that guide our operations.

The Code applies to suppliers registered through ARIBA, our supplier management platform, in accordance with the company's standard onboarding process and defined exception criteria. As part of this process, suppliers are required to formally acknowledge and accept the Code before completing their registration.

Through this Code, Becle seeks not only to define the principles that govern its relationships with suppliers, but also to encourage the adoption of similar standards throughout their own supply chains. Compliance is taken seriously, and any breach may lead to recommendations, corrective actions, or, when warranted, the suspension of the commercial relationship. In 2025, no supplier relationships were suspended or terminated due to breaches of the Code.

The Supplier Code of Ethics defines expectations across four main areas of supplier conduct:

1. Business integrity
2. Human rights, social responsibility, and labor conditions
3. Environmental responsibility
4. Governance and market conduct

Download our **Supplier Code of Ethics**.

Critical Sourcing

We define critical suppliers as those whose goods and services materially influence our cost structure and operational quality. Our sustainable procurement management strategy includes the evaluation of the risk profile of 100% of critical suppliers, and the creation of corrective plans for those suppliers that do not meet the defined minimum acceptable thresholds. These measures allow us to proactively address any potential risks and maintain the highest standards of responsible and sustainable supply chain management.

To strengthen resilience across this supplier base, we apply a policy that, where feasible, requires at least two suppliers for each major ingredient or raw material. This approach is reinforced by an ongoing dual-sourcing development program focused on key dry goods, ingredients, packaging, and other raw materials. By reducing reliance on any single supplier and preserving sourcing flexibility, this strategy strengthens business continuity while encouraging competition that supports quality, service, and value.

GRI 414-1

Sustainability Supplier Evaluation

We use a Supplier Assessment tool to strengthen visibility into sustainability performance across our procurement base. The evaluation focuses on current suppliers in key direct-material and input categories that are critical to our operations, including glass bottles, cardboard boxes, labels, malt, ingredients and raw materials.

The assessment is conducted annually and includes 20 questions covering sustainability criteria. Supplier responses are reviewed by Becle and supported by documentation, such as certificates of compliance, evidence of action plans, and other relevant materials. This process helps us better understand where stronger practices are already in place, where risks or gaps may persist, and where engagement may be needed.

Based on the results of this assessment, we classify suppliers according to their level of sustainability maturity using a three-tier scale: Red (0-39%), Yellow (40-69%), and Green (70-100%). This classification provides a structured view of supplier performance and helps guide follow-up actions where needed. Suppliers with lower scores are contacted to address gaps and, when applicable, provide updates on improvement actions.

In 2025, 139 suppliers were assessed across operations in Mexico, the U.S., and Old Bushmills Distillery. Results show that 75% of assessed suppliers were classified as Green, 18% as Yellow, and 7% as Red. This distribution suggests a relatively solid level of sustainability maturity across the assessed supplier base. The 2025 review did not identify any suppliers with significant actual or potential negative social or environmental impacts.

The results are reviewed by Procurement as part of ongoing supplier engagement. For critical suppliers in Mexico and the U.S., the sustainability score represents a percentage of the supplier performance evaluation, strengthening the connection between sustainability maturity and supplier management. Senior leadership is also informed through periodic reviews, supporting visibility over supplier sustainability performance.

THE SUPPLIER ASSESSMENT TOOL COVERS THE FOLLOWING TOPICS

- Environmental Management
- Energy Efficiency
- Waste Management
- Human Rights
- Procurement Practices
- Business Governance and Ethics
- Local Impact

Respect for Human Rights in Our Supplier Network

Responsibility for human rights compliance across our supplier network is shared between our Operations team and a dedicated Supply Chain Management team, led by the COO. This team reports directly to the CEO and the Board of Directors, supporting effective oversight and accountability across the organization.

To promote respect for human rights throughout our supplier network we have implemented a human rights due diligence process. This process is designed to help prevent our business practices from contributing to human rights violations and to reinforce alignment with ethical standards among suppliers.

Our approach includes supplier assessments and audits to evaluate compliance with our expectations, as well as contractual human rights clauses addressing matters such as working conditions, wages, and working hours. Where concerns or violations are identified, corrective measures are implemented to address them and support remediation.

Local Procurement as a Sustainable Practice

Prioritizing local procurement is an important part of how we strengthen supply continuity while generating positive economic and environmental impacts in the communities where we operate.

The percentage of procurement budget spent on local suppliers during the year was 94%. Prioritizing local suppliers supports a range of business, social, and environmental objectives:

- **Social responsibility.** Supporting local businesses strengthens communities and contributes to their economic growth.
- **Quality and efficiency.** A shorter supply chain can improve product quality and enable more direct communication with suppliers.
- **Sustainability.** Local sourcing reduces our transportation- and logistics-related carbon footprint.
- **Risk mitigation.** A reliable local supply chain helps mitigate potential delays and disruptions associated with distant sourcing.

A supplier is considered local when it is located in the same country as the production facility.

Responsible Business Practices

GRI 2-23, 2-24, 207-1

Policy Influence

Becle engages with external partners, industry groups, and advocacy organizations to identify relevant policy issues, monitor regulatory developments, and contribute to discussions that support a more sustainable and responsible business environment. Internally, this work is coordinated with senior management and key functions to align engagement priorities with stakeholder expectations and Becle's long-term business priorities.

Public affairs and policy engagement also support risk mitigation by connecting external developments with Becle's broader risk management framework. The Public Affairs team monitors market trends, consumer expectations, regulatory developments, and stakeholder demands, working in close coordination with senior management and teams across operations, supply chain, compliance, and commercial functions.

As part of this approach, Becle participates in initiatives that promote responsible business conduct, sustainability, and climate action. The company is a member of the United Nations Global Compact and the Alianza Empresarial por el Clima, a joint effort between the government of Jalisco and the business sector to promote the decarbonization of the economy and improve business competitiveness at the national and international levels.

As part of this approach, Becle participates in initiatives that promote responsible business conduct, sustainability, and climate action.

To strengthen our relationship with the community, we participate in the following associations:

Tax Transparency

Becle maintains robust internal control processes to support compliance with applicable tax laws and regulations. Through regular monitoring of our tax activities, we maintain a comprehensive and well-documented tax strategy, overseen by the Chief Financial Officer, the Chief Executive Officer, and the Board of Directors. This approach provides stakeholders with confidence that Becle meets its tax obligations while operating ethically and transparently.

Tax compliance	2024	2025
Number of employees	8,893	**7,790**
Revenue	$43,962	**43,087**
Profit before income taxes	$5,223	**11,859**
Current tax expense	$1,719	**2,467**
Deferred tax expense	$(459)	**739**
Income taxes	$1,261	**3,205**

Learn more about **Proximo UK's Tax Strategy** on our website.

Business Innovation

Business innovation connects operational improvement with portfolio development. Our approach brings together process expertise, market intelligence, and project evaluation to identify initiatives that can improve the way we operate, respond to consumer trends, and support responsible growth.

Innovation is driven by two complementary areas. In Operations, a specialized team works with production and distribution areas to identify opportunities to simplify processes, reduce costs, improve efficiency, and incorporate new technologies across key stages of the value chain. In Marketing, teams monitor consumer preferences to support the development of new products, flavors, formats, and brand propositions. Innovation projects are evaluated before implementation to identify risks and opportunities and support responsible decision-making.

Together, these efforts support innovation across four main areas:

1. **Consumer relevance:** developing products, flavors, and formats that respond to evolving preferences in a competitive market.
2. **Portfolio differentiation:** introducing distinctive products and brand propositions that help attract new consumers and strengthen loyalty among existing ones.
3. **Market expansion:** identifying opportunities aligned with regional tastes, cultural preferences, and market dynamics.
4. **Operational sustainability:** developing and adopting technologies and processes that help reduce our environmental footprint and improve the sustainability of our operations.

Enterprise Risk Management

A Structured Framework for Risk Identification, Oversight, and Response

We recognize that risks are inherent to our business and that effective risk management is critical to achieving our strategic objectives. To support a structured and comprehensive approach, we have established an organizational risk management framework based on three lines of defense: risk identification and management, risk control and supervision, and internal audit.

Our methodology integrates qualitative and quantitative approaches to assess the probability and impact of each risk. We establish predefined risk criteria based on region and materiality levels and, based on the assessment results, determine whether to implement new mitigation controls or strengthen existing ones for each process.

Our risk management governance structure promotes active participation by senior management and the CEO in risk-related decision-making. It also facilitates communication among the three lines of defense, aligns and monitors the framework's key objectives, and supports a robust risk management and control environment.

After analyzing the risks and opportunities that could impact our operations, we develop mitigation strategies that support the long-term sustainability of our business. Additionally, we have disaster recovery and business continuity plans to safeguard critical processes and maintain operations in the event of contingencies.

Risk Governance: Three Lines of Defense

1 Risk identification and management

The first line of defense focuses on identifying, assessing, managing, and reporting risks within business units that may pose potential threats.

2 Risk control and supervision

The second line involves oversight and control functions responsible for supporting compliance with established policies and regulations. These departments monitor and validate risk assessments while providing senior management with a consolidated view of risks.

3 Internal audit

The third line of defense evaluates the effectiveness of policies, controls, methodologies, and procedures to support their proper implementation and mitigation or elimination of risks.

The following are some of the key risks we have identified that could impact our company's activities, financial condition, operational results, or future prospects.

Risk	Description	Key mitigation actions
Supply chain constraints	Global supply chain constraints may adversely affect product availability.	Optimization and automation of our supply chain processes.
		Work with vendors to increase inventory availability for key brands.
		Prioritization of packages and flavors to maximize the benefit of our production capabilities.
Consumer preferences and demand	Changes in consumer preferences, demographics, consumption patterns, social trends, public health regulations, and/or a downturn in economic conditions might generate variations in demand for some of our products.	Market research and consumer insights.
		Product diversification and innovation.
		Marketing and branding strategies.
		Customer engagement and relationship management through various channels such as social media platforms.
		Collaboration and partnerships.
Competition	Continued competition from international, regional, and local companies in the countries in which we operate for share of throat across a wide range of consumer drinking occasions.	Brand building and marketing.
		Enhanced consumer service.
		Product differentiation: unique flavors, innovative packaging, and emphasis on heritage and craftsmanship.
		Pricing strategies: development of competitive pricing strategies that balance profitability with market positioning.
		Distribution channels: evaluation and optimization of distribution channels to ensure broad market reach.
Brand reputation	Inability to meet customers' needs or expectations, unethical conduct, potential piracy or counterfeit products, among others, could adversely affect brand reputation.	Product quality and safety assurance: implementation of rigorous testing procedures and quality control measures.
		Ethical business practices: integrity in sourcing ingredients, responsible production practices, and adherence to regulations and industry standards.
		Brand advocacy and positive PR.

Risk	Description	Key mitigation actions
Climate change	Potential negative impact on agricultural productivity or the availability of raw materials, energy, or water.	Commitment to the efficient use of water, energy, and materials.
		Carry insurance to cover our assets against natural disasters and other risks.
Cyberattacks	Service interruptions, misappropriation of data, or security breaches could adversely impact our business. System failures could lead to business disruption.	Implementation of a robust cybersecurity infrastructure to protect the company's digital assets and data.
		Development of an incident response plan that outlines the steps to be taken in the event of a cyberattack.
		Implementation of a robust data backup and recovery system to protect critical business information.
Risks related to macro environment	Global economic and political conditions, such as economic slowdown, inflation, volatility, and tightening of credit and capital markets in which we do business, may substantially affect our sales and profitability.	Natural hedging through hard currency.
		Deployment of action plans, based on changes or updates in the macroeconomic and political environment, which are continuously monitored through various management committees.
Regulations	Beverage alcohol products are subject to national excise taxes, import duties, and other types of direct and indirect taxes in most countries around the world, and further increases in these taxes could result in higher sales prices and adversely affect our sales and profit margin.	Monitoring regulatory risks and devising action plans for changes in regulations that could affect our sales and profit margin.
		Processes, guidelines, and tools are regularly updated to incorporate any changes in regulations.
		Tax strategies and planning.
Acquisitions and joint ventures	Our acquisitions and JV strategy, as well as the integration of acquired brands, may not be successful, in which case our results of operations could be negatively impacted.	Thorough due diligence: careful evaluation and analysis of financial health, market position, operational capabilities, and cultural fit.
		Integration planning: development of a structured integration process, including clear communication channels and setting measurable objectives.
Foreign exchange	Fluctuations in the value of the Mexican peso against the U.S. dollar and other currencies may have an adverse effect on our financial condition and results of operations.	Financial forecasting and scenario analysis: development of sensitivity analysis models to assess the potential impact of exchange rate movements.
		Holding monetary assets and liabilities denominated in foreign currencies to minimize our net exposure by buying and selling at spot exchange rates.

Risk	Description	Key mitigation actions
Raw materials	Fluctuations in raw material prices are largely determined by global supply and demand. Commodity price changes may result in unexpected increases in the cost of raw materials, glass bottles, and other packaging materials.	Regular engagement with suppliers to build strong relationships and foster open communication.
		Diversification of suppliers.
		Diversification of our portfolio to minimize exposure to certain raw materials and operating disruptions.
		Inventory management practices to balance raw material procurement with demand fluctuations.
Shareholder relationships	Most of our outstanding shares belong to the Beckmann family. Accordingly, the Beckmann family has the power to appoint the majority of the members of the company's Board of Directors and to approve matters subject to a shareholder vote. The interests of the company's major shareholders may differ from the interests of the rest of the investors.	Collaborate with and encourage productive communication among our key shareholders to maximize value.
Legal proceedings	Unfavorable outcomes of legal proceedings could adversely impact our business.	Adhere to applicable laws and regulations and abide by the workplace rights policy.
Artificial intelligence	Automation driven by AI may lead to job displacement and impact our workforce. Overreliance on AI without appropriate human oversight may lead to critical decision-making being outsourced to machines.	Develop strategies for reskilling and upskilling employees to adapt to changing roles.
		Maintain a balance between AI and human decision-making. Establish clear guidelines to determine when human intervention is necessary, and maintain ongoing human monitoring and supervision.
		Consider the ethical implications of AI deployment and communicate transparently with employees about the organization's plans.
Tariffs	Tariffs on spirits can increase costs and reduce competitiveness in key export markets, potentially impacting sales and profitability.	Increase intercompany shipments before tariff implementation.
		Strategic pricing and product mix.
		Cost efficiency and productivity.

from source to market

We closely monitor how our agricultural operations, distilleries, and bottling facilities use natural resources, helping us understand our impacts more clearly and define the next steps in our environmental performance. This approach strengthens our commitment to protecting natural resources and advancing responsible practices across every stage of production.

Environmental Management

Turning Stewardship into Measurable Progress

Environmental management at Becle is grounded in systems, standards, and operational discipline. Our Camichines and Bushmills distilleries operate with environmental management systems certified under ISO 14001:2015, reflecting a structured approach to identifying, monitoring, and improving environmental performance. At Camichines, we also hold the PCAV Certificate[1], which recognizes systematic compliance with applicable environmental regulations and reinforces our commitment to continuous improvement.

This management foundation helps us address environmental priorities with greater consistency across agriculture, water, energy, climate, and waste.

Key 2025 outcomes include:

- **230-ton** reduction in pesticide use compared with the previous year.
- **100%** of the electricity used at Bushmills was backed by renewable origin certification.
- **45%+** reduction in surface water withdrawal.
- We began developing our first report under **IFRS S1 and S2.**
- **99%+** of waste generated directed to recovery, reuse, or recycling pathways.

This progress shows how environmental management at Becle connects standards, data, risk oversight, and operational execution. By strengthening certified systems, improving measurement, advancing resource efficiency, and recovering value from materials, we continue to manage environmental impacts with discipline and support the long-term resilience of our operations.

1. PCAV: Jalisco's Voluntary Environmental Compliance Program

Old Bushmills: Environmental Stewardship with a Long View

With more than four centuries of operation, Old Bushmills brings a long-term perspective to environmental management.

The distillery operates under an environmental management system that tracks key indicators, undergoes periodic review and audit, and incorporates significant impacts into the site's environmental management plan. This system is supported by an environmental performance data platform linked to smart meters, helping improve monitoring, reduce the risk of human error, and support progress against annual reduction targets.

Old Bushmills is also aligned with the United Kingdom's Climate Change Agreement (CCA), contributing to national climate mitigation efforts.

Sustainable Agriculture and Soil Health

GRI 13-5, 13-6

Smarter Agave Farming from the Ground Up

Quality tequila begins in the field. Guided by that principle, our agricultural and R&D teams work to make agave farming more precise, responsible, and resilient. Our approach combines innovation in crop management with field practices designed to protect soil health, support biodiversity, use resources more efficiently, and safeguard our people.

We focus our efforts on three priorities:

- **Precision fertilizer application**
- **Responsible pesticide optimization**
- **Reduced replanting**

Intensive use of agrochemicals can affect soil health and microbial activity, with potential consequences for productivity and biodiversity. To reduce these impacts, we evaluate pesticide performance and adjust fertilizer application based on crop needs. We are also working to reduce replanting, a source of agricultural loss, through an in vitro plant reproduction protocol designed to produce more resilient agave plants and use resources more efficiently. In parallel, we apply sustainable agriculture practices to prevent soil erosion and waterlogging, support the recovery of vegetation cover, and protect the health and safety of our people through the proper use of personal protective equipment and responsible agrochemical handling.

Sustainable Agriculture Practices

In agave cultivation, soil erosion and waterlogging can reduce productivity and limit plant development. Our main concern is water erosion, which occurs when rainfall carries away the most fertile surface layer of the soil, including the top five centimeters where organic matter is most concentrated, and affects field conditions over time. Waterlogging, in turn, occurs when excess water saturates the soil and limits the air exchange plants need to develop properly.

To reduce these risks, we avoid cultivating land with slopes greater than 15%, where erosion risk is higher. Our agricultural unit also implements soil conservation measures, including barriers, drainage systems, infiltration trenches, embankments, and contour lines. These measures help stabilize the soil, improve water infiltration, support the recovery of vegetation cover, and protect habitats associated with cultivation areas.

Sustainable agriculture also depends on safe practices in the field. For this reason, our operations, technical, safety, and medical teams provide ongoing training on the proper use, handling, and risks of pesticides, with emphasis on the personal protective equipment required for each agrochemical.

Precision Fertilizer Application

Our R&D team uses an internal protocol to match fertilizer application to each crop's expected growth. By calculating nutrient needs more precisely and applying fertilizer directly to the plant throughout its lifecycle, we avoid the use of standard doses that do not reflect the specific needs of each crop.

Compared with traditional methods, which apply the same dose across crops and directly to the soil, this targeted approach helps reduce overall fertilizer use. By limiting excess application, the protocol also helps lower the risk of fertilizer leaching into aquifers or reaching areas beyond cultivated land.

Responsible Pesticide Optimization

Through research, we take a science-based approach to pesticide use: testing what works, using only what is needed, and choosing lower-hazard alternatives whenever possible. Together, these actions help us apply pesticides more selectively, reducing unnecessary exposure for workers and surrounding ecosystems.

PESTICIDE APPLICATION

Toxicity hazard levels	2024			2025		
	Amount (T)	Area (Km^2)	Intensity (T/Km^2)	Amount (T)	Area (Km^2)	Intensity (T/Km^2)
Unlikely to present acute hazard	135.0	721.5	.19	**90.0**	**586.8**	**.15**
Slightly hazardous	521.8	1,498.0	.35	**357.3**	**1,493.1**	**.24**
Moderately hazardous	25.5	241.8	.11	**4.2**	**571.4**	**.01**
Highly hazardous	4.4	200.8	.02	**5.8**	**169.8**	**.03**
Extremely hazardous	0.0	0.0	0	**0.0**	**0.0**	**0**
Total	686.7	2,662.1	.26	**457.3**	**2,821.1**	**.16**

Reduced Replanting: In Vitro Agave Plants

Reducing replanting starts before agaves reach the field. Our R&D team selects plants with strong agronomic performance, reproduces them through in vitro propagation, and monitors their development under real cultivation conditions.

The results are clear: in vitro agave plants have shown a replanting rate of 5.2%, compared with 9.0% for traditionally produced plants. By reducing the need to replace plants in the field, this approach helps limit agricultural loss—the loss of plants or productive yield during crop establishment and development—while improving the use of environmental, material, and financial resources.

- **33%** reduction in total pesticide use, from 687 t in 2024 to 457 t in 2025.
- **15%** reduction in highly hazardous pesticide-treated area, from 201 km² in 2024 to 170 km² in 2025.
- **Zero** use of extremely hazardous pesticides.
- **5.2%** replanting rate achieved for in vitro agave plants, compared with 9.0% for traditionally produced plants.

We apply sustainable agriculture practices to prevent soil erosion and waterlogging, support the recovery of vegetation cover, and protect the health and safety of our people.

Biodiversity

GRI 101-1, 101-2, 101-4, 101-5, 101-6

Becle Environmental Policies for Agricultural Activities

Our environmental policies guide agricultural activities and the commercial relationships connected to them. They set clear principles for protecting cultivation sites, including no tree cutting, no disturbance of natural vegetation, no littering, no disposal of hazardous waste, and compliance with soil and biodiversity conservation measures. We communicate these policies to all employees and suppliers involved in agricultural activities.

Protecting Biodiversity Through Site Selection

Responsible site selection is the foundation of our approach to biodiversity conservation. Before contracting land for agave cultivation, we follow a multi-step forestry review designed to minimize impacts in areas of high biodiversity value and align each site with our internal biodiversity protection policies.

The process begins with a review by the National Commission of Natural Protected Areas (CONANP) to confirm that the site is not located within a protected natural area—whether federal, state, local, private, or voluntary—and that it is not ejido or communal land. We then verify land-use compatibility through the National Institute of Statistics and Geography's (INEGI) Land Use and Vegetation Classification Layer System, version 7 (USV S VII), and the National Forestry Commission's (CONAFOR) National Forestry Information System (SNIF). Finally, we confirm that the site is located within the area designated as Environmentally Responsible Agave (ARA).

Once these filters are complete, we conduct a field visit to confirm prior agricultural or livestock use and verify that cultivation will not require tree removal or clearing of natural vegetation. We also confirm that the slope does not exceed 15% and use drone-based georeferenced imagery to document the site's initial condition and monitor changes over time. If we identify any risk or inconsistency, we consult a forestry expert accredited by the Ministry of Environment and Natural Resources (SEMARNAT) to assess the plantation's viability.

Site Evaluation Process for Land Contracting

1. **Verify protected-area status with CONANP**
2. **Validate land-use compatibility through USV S-VII and SNIF**
3. **Confirm location within the ARA zone**
4. **Conduct field visit**

Reducing Our Presence in Areas of High Biodiversity Value

We currently cultivate 304.77 hectares in areas of high biodiversity value across nine sites. Six are located within protected natural areas, and three correspond to Ramsar sites. These areas are tied to cultivation cycles that began before we implemented the current land contracting evaluation process and remain active as of this report.

At the same time, we continue to reduce our presence in these areas. In 2025, we withdrew agricultural activities from 156.27 hectares located in protected natural areas, supporting our commitment to progressively reduce our presence in areas of high biodiversity value. Through the land contracting evaluation process applied in 2025, our activities did not generate changes in ecosystem type or land use in any cultivation area.

As part of ongoing monitoring, we have identified ecosystem interactions that require specific attention, including water provisioning, local climate regulation, water regulation, and pollination. We have also identified potential effects on wildlife, soil compaction, and, from a cultural perspective, traditional crop management practices.

For more information see **our Methodological Annex.**

Protecting Biodiversity Through Land Stewardship

During site preparation, planting, and field operations, we implement soil conservation measures such as infiltration trenches, embankments, drainage systems, contour lines, and other structures designed to prevent erosion, waterlogging, and loss of soil fertility. These practices contribute directly to biodiversity protection by supporting soil stability, water infiltration, and habitat conservation.

We verify these measures on-site and review them annually at each contracted site. Each site also has a clearly defined project area, which restricts activities outside the authorized zone and helps prevent unintended interventions in the surrounding natural environment.

GRI 303-1, 303-2, 303-3, 303-4, 303-5/ FB-AB-140a.1, FB-AB-140a.2

Water Stewardship

Water Management

At Becle, water is more than an operational input. It is a shared resource, essential to life, to the communities around us, and to the continuity of our business. That is why we manage it responsibly across the value chain, looking at where it comes from, how we use it, how we return it, and how our activities may affect the environments where we operate.

At Becle, water stewardship is a priority. We follow a consistent strategy to understand local water contexts, engage with stakeholders, protect water quality, strengthen water governance, and manage this shared resource responsibly. This approach helps us safeguard water across our operations, improve practices over time, and contribute to positive outcomes for the communities and ecosystems connected to the watersheds where we operate.

Our strategy includes:

1. **Stakeholder engagement**
2. **Understanding water-related risks and opportunities**
3. **Measures to improve water management practices**

Partnering with Stakeholders to Manage Water Responsibly

Because water is a shared resource, responsible stewardship depends on collaboration. We engage with internal and external stakeholders through dialogue, transparency, and ongoing coordination, helping us understand expectations, maintain trust, and strengthen water management in the territories where we operate.

Within our operations, we promote a culture of water responsibility through ongoing training, stronger operating procedures, and active team participation in identifying and managing water-related risks. These efforts help align water use, handling, and discharge practices with Becle's environmental assessments.

With regulatory authorities, we maintain relationships grounded in compliance, transparency, and timely reporting. We participate in inspections, audits, and environmental reporting processes, and keep information on water withdrawal, consumption, treatment, and discharge reliable and available in accordance with applicable regulations. When unplanned events occur, we activate established reporting and response mechanisms, including notification to the Indiana Department of Environmental Management (IDEM) in the United States, the Northern Ireland Environment Agency (NIEA) in Ireland, and the National Water Commission (CONAGUA) in Mexico. Internally, we coordinate with the teams responsible for assessing and addressing each event.

We also participate in industry and community spaces that help strengthen water practices. In Mexico, we take part in the Sustainability Committee of the National Chamber of the Tequila Industry, where companies exchange experiences, analyze shared challenges, and promote actions to improve water management across the sector. In the United States, we hold quarterly meetings with organizational and community stakeholders on water quality management, as well as annual meetings with the Indiana Department of Environmental Management (IDEM) to remain aligned with regulatory expectations.

TEQUILA
CAMARA NACIONAL DE LA INDUSTRIA TEQUILERA

Understanding Water-Related Risks and Opportunities

Water availability, quality, and management are shaped by environmental, social, and regulatory factors that continue to evolve. Understanding water-related risks and opportunities is therefore an essential part of our sustainability strategy.

We assess water risks by considering resource availability, climate change effects, social contexts, regulatory frameworks, and technological challenges. This helps us balance operational needs with the capacity of local water sources, especially in a context of water stress and changing precipitation patterns. Prolonged droughts, lower rainfall volumes, or shifts in rainfall distribution can make water availability more limited or irregular.

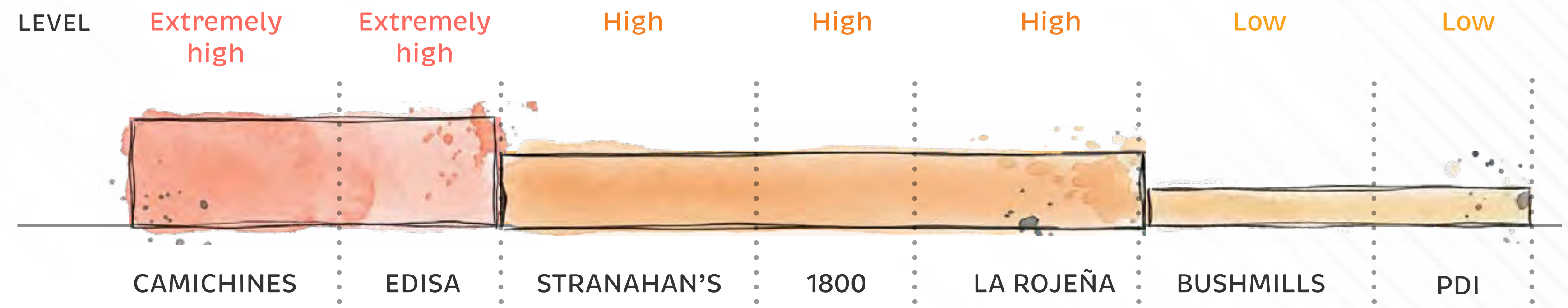
These conditions can affect aquifer recharge, reduce the availability of surface water sources, and deteriorate water quality, increasing the costs associated with water withdrawal, treatment, and management. To anticipate these potential impacts and strengthen preventive planning, we analyze water stress levels in the regions where we operate using specialized tools such as the World Resources Institute's (WRI) Aqueduct Water Risk Atlas.

Although we have not recorded significant water-related incidents, we recognize that our operations may present potential risks, particularly in wastewater management, stormwater drainage, and loading and unloading activities. In some cases, drainage connections to stormwater systems or the absence of secondary containment could pose risks during unplanned events, which we have identified as an opportunity for improvement.

We manage these risks through a preventive approach that includes periodic inspections, monitoring, regulatory audits, ongoing employee training, and emergency response plans. We address any unplanned event promptly and report it in accordance with environmental authority requirements.

At the same time, this assessment helps us identify opportunities to strengthen water management, improve traceability, optimize processes, and reinforce operating efficiency. In this way, water-related risk management at Becle goes beyond compliance: it supports the resilience of our operations and a responsible relationship with the water sources on which we depend.

Water stress levels in our plants



Selected Measures to Improve Water Management Practices

Measures Adopted	Description
Strengthening water measurement and traceability	We have made progress installing meters, particularly for groundwater withdrawal. This gives us more accurate information on water volumes, helps identify areas of higher consumption, and supports more informed decisions to protect the long-term sustainability of water sources. This effort is complemented by the progressive calibration of equipment and the strengthening of internal recording and monitoring systems.
Improving discharge control and monitoring for wastewater and non-process water	We are working to optimize sampling points and improve the representativeness of our analyses. This will provide more robust data to evaluate the environmental performance of our operations and anticipate potential deviations.
Strengthening wastewater treatment and management systems	Based on internal assessments, regulatory inspections, and audits, we evaluate alternatives to improve treatment efficiency, optimize data collection, and reduce pollutant loads. These actions help reduce environmental risks while generating operational and economic benefits, such as lower costs, surcharges, and potential penalties.
Reinforcing preventive practices and incident preparedness	We strengthen prevention by reviewing procedures, training employees, and updating response plans for unplanned events, such as spills or operational failures. This helps us respond quickly, mitigate impacts, and communicate transparently with authorities and other key stakeholders.

Supporting Watershed Resilience Through Nature-Based Solutions

In 2025, we advanced a pilot wetland system, together with the injection of treated discharge water into the subsoil. These actions support watershed recovery and resilience by strengthening the basin's natural capacity to regulate water flows. They also help mitigate the effects of changing precipitation patterns and reduce pressure on local water availability, supporting more sustainable practices at the watershed level.

At Becle, water management is a continuous improvement process. We draw on learning, monitoring, and identified opportunities to strengthen practices over time. Beyond regulatory compliance, we adopt specific measures to reduce risks, improve performance, and manage the resource more responsibly. Based on the results of these efforts, we adjust our practices, prioritize investments, and define new lines of work to use water more efficiently, responsibly, and in line with stakeholder expectations.

Our pilot wetland project supports water management by helping maintain environmental water availability, reducing demand on local sources, and generating key ecosystem services for the watershed.

GRI 303-3 / SASB FB-AB-140.1

Water Withdrawal

Water-use efficiency remained stable and improved on an intensity basis, reflecting continued efforts to optimize water management practices and resource use across our operations.

At the same time, otal water withdrawal increased by 56.9% between 2024 and 2025. This change was mainly driven by variations in production levels, the start-up and consolidation of certain operations, and improvements in how we measure and record water use, including the incorporation of well measurements. As a result of these traceability improvements, our 2025 data provides a more complete and accurate view of water use than in previous years.

GRI 303-4

Water Discharge

We manage water discharge through a compliance and continuous improvement approach. We conduct periodic monitoring and operational follow-up to verify that discharge quality meets applicable environmental standards and address any deviations promptly. Through this approach, we manage water discharge responsibly and contribute to the protection of water resources and ecosystems in the territories where we operate.

Industrial process discharges undergo quarterly compliance analyses, complemented by daily controls that evaluate critical parameters such as suspended solids, nutrients, and organic load. This ongoing monitoring allows us to adjust operating conditions and improve treatment system efficiency. Discharges from industrial services and sanitary water are managed in accordance with the limits and conditions established by current regulations.

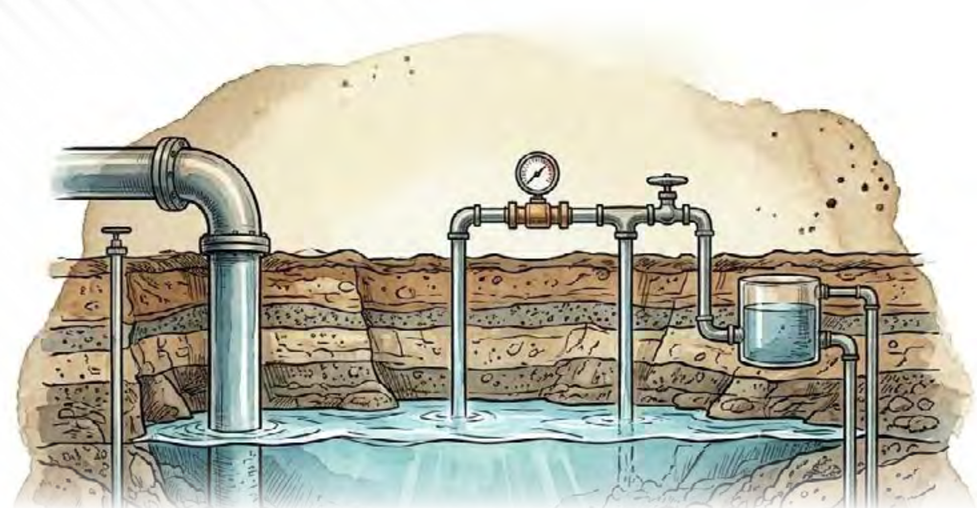
In the United States and Ireland, local environmental permits define discharge standards, including monitoring parameters and frequencies for wastewater and stormwater. Where facilities have identified potential discharges that could exceed permitted limits, we apply stricter operating controls to prevent out-of-specification discharges. When treated water is infiltrated into the subsoil under authorization, we follow applicable regulations and support the process with periodic analytical testing.

Water Withdrawal and Discharge by Source

GRI 303-5 / SASB FB-AB-140a.1.

Disclosure (Ml)	2024	2025*
Total water withdrawal	1,346.9	**2,113.7**
Surface water	130.2	**70.1**
Groundwater	1,125.9	**1,968.4**
Third-party water	90.8	**75.2**
Total water discharge	724.7	**1,427.4**
Surface water	548.8	**815.9**
Groundwater	28.8	**512.2**
Seawater	89.7	**71.7**
Third-party water	57.3	**27.5**
Total water discharge in areas with water stress	577.6	**784.0**

* In 2025, 67.3% of total water withdrawal came from areas with water stress.
A breakdown of water withdrawal by freshwater, based on total dissolved solids, is not available.
In 2025, 55% of total water discharge came from areas with water stress. The increase in water discharge in the United States reflects a change in measurement methodology, as rainwater and snowmelt have been included in the calculation; this does not represent an increase in operational discharge.

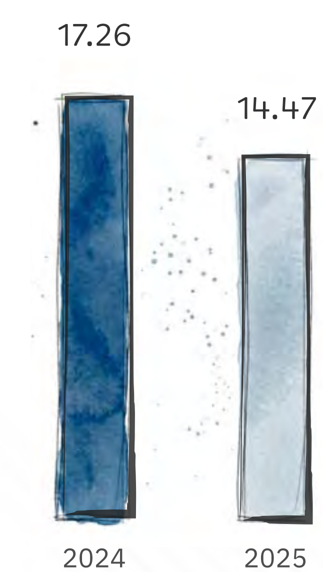


Water Consumption

In 2025, water consumption intensity reached 14.45 liters of water per liter produced, compared with 17.27 liters per liter produced in 2024, representing a 16% reduction and reflecting improved water-use efficiency across our operations.

During the year, the 1800 plant in Mexico completed its first full year of operation and recorded an approximate 541% increase in production. While this significant ramp-up required additional water volumes to stabilize processes, clean equipment, and operate new systems, efficiency improvements across our operations and the scale-up of production contributed to a lower water consumption intensity ratio compared to the previous year.

Water consumption intensity ratio
(liters/l produced)



Main Water Sources Across Operations

MEXICO
- Licensed groundwater wells

UNITED KINGDOM
- River Bush under an environmental license
- Municipal water used for support activities, including cooling and osmosis

UNITED STATES
- Groundwater from authorized wells
- Municipal water used as a complementary source to support operational continuity

** Starting in 2025, the water intensity ratio is calculated using liters produced as the denominator, replacing the previous methodology based on liters sold.

GRI 302-1, 302-3, 302-4 / SASB FB-AB-130a.1 / UN-SDG

Energy

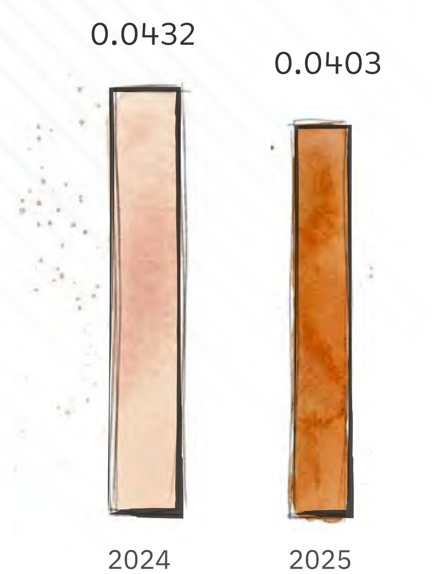
Improving Energy Efficiency Across Operations

Energy-use efficiency improved in 2025, with energy intensity decreasing by 6.7% compared to 2024. This improvement reflects our continued efforts to optimize electricity consumption, fuel use, and operational performance across our production facilities.

At the same time, total energy consumption increased during the year, primarily driven by higher production volumes at the 1800 Distillery. Despite the additional energy required to support this significant ramp-up in operations, overall energy intensity improved, demonstrating more efficient energy use relative to production levels.

In Mexico, we have implemented measures such as the installation of a cooling tower at our EDISA bottling facility, which helped reduce electricity consumption. At the Camichines distillery, we recover energy from biogas generated during operations, allowing us to reduce reliance on fossil fuels.

Energy intensity ratio
(GJ/l produced)



At Bushmills, we implemented several initiatives to reduce energy consumption, including lighting efficiency improvements, distillation process optimization, and greater evaporator system efficiency. Together, these actions reduced the distillery's energy consumption by 1,510 GJ.

For more information see **our Methodological Annex.**

100% of the electricity used at Bushmills was backed by renewable origin certification.

GRI 305-1, 305-2, 305-4, 305-5

Carbon Footprint

Carbon Footprint and Emissions Management

We recognize climate change as a significant challenge today and over the long term, with implications for our operations, the environment, and society.

We use carbon footprint measurement as a management tool to identify improvement opportunities and guide emissions reduction actions. This measurement covers agave production, beverage production, and bottling, giving different areas of the organization a shared basis to define mitigation initiatives such as process optimization, machinery maintenance and modernization, input substitution, and the adoption of new technologies. We monitor Scope 1 and Scope 2 greenhouse gas emissions in accordance with the Greenhouse Gas Protocol.

In 2025, global greenhouse gas emissions intensity decreased by 3%, from 3.97 to 3.85 kg CO_2e per liter produced, reflecting improved carbon efficiency across our operations.

At the same time, global Scope 1 and Scope 2 emissions increased, driven primarily by Mexico, where higher production volumes at the 1800, EDISA, and La Rojeña facilities required additional energy consumption. A key factor was the first full year of operation of all production lines at the 1800 Distillery. As this capacity came fully online, activities previously performed externally became part of our direct operations, contributing to higher Scope 1 emissions. Despite this increase in absolute emissions, emissions per liter produced declined compared to 2024.

Operations in the United Kingdom and the United States showed positive emissions performance in 2025, reducing emissions by 46.01% and 11.98%, respectively. At Bushmills, the use of certified renewable electricity resulted in zero Scope 2 emissions under the market-based methodology for indirect greenhouse gas emissions.

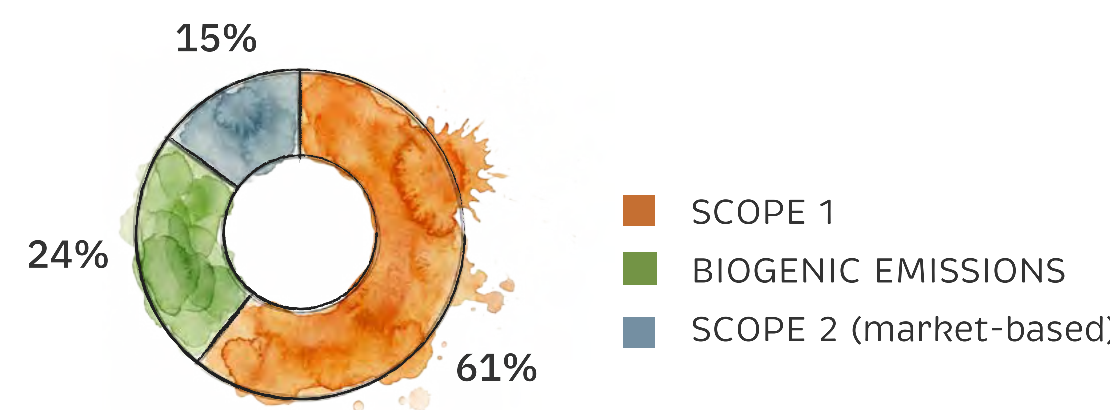
See **our Methodological Annex** for location-based Scope 2 emissions.

Beyond electricity sourcing, we continued to optimize processes to improve operational performance and reduce emissions where possible. At Bushmills, process optimization reduced emissions by 31.2 metric tons of CO_2e in 2025, reinforcing the role of operational efficiency in our emissions management approach.

For more information see **our Methodological Annex.**

Energy Intensity ratio
(GJ/l produced)

GHG Emissions by Scope



* Starting in 2025, the emissions intensity ratio is calculated using liters produced as the denominator, replacing the previous methodology based on liters sold.

Managing Climate-Related Risks

In 2025, we began preparing our first report under IFRS S1 and S2, marking an important step in how we assess, manage, and disclose climate-related risks. This process integrates climate considerations into our governance, corporate strategy, risk management, and metrics and targets, and will provide relevant information on how we monitor progress.

The report also documents how we identify climate-related risks and incorporate them into strategic and operational planning. This includes assessing potential impacts across different time horizons and understanding how they may affect business continuity.

As a foundation for this work, in 2024 we conducted a climate risk analysis that identified the following risks:

CLIMATE-RELATED RISKS IDENTIFIED AT BECLE

Risk type	Risk	Classification	Main impacts
Physical	Increased severity and frequency of flooding	Acute	Operational disruption Downtime
	Increased severity and frequency of heatwaves		Operational disruption Lower agave crop yields
	Water stress and changes in precipitation patterns	Chronic	Lower agave crop yields Loss of agave crops Increase in raw material costs
Transition	Carbon pricing mechanisms and contingent environmental regulations	Policy and legal	Fines and litigation due to regulatory non-compliance
	Shifts in consumer preferences that could reduce market share	Reputational	Revenue loss Loss of market share
	Increase in raw material costs due to climate policies, regulatory restrictions, and changes in climate patterns affecting agricultural supply	Market	Increase in raw material costs

IFRS Sustainability

In 2025, we began developing our first report under IFRS S1 and S2.

GRI 306-1, GRI 306-2, GRI 306-3, GRI-306-4, GRI 306-5

Waste Management

Circular Economy at Becle: Recovering Value from Agave and Grain Byproducts

The production of spirits generates different waste streams. Managing these streams responsibly allows us to identify opportunities to recover value from materials.

A significant share of the waste generated in our operations comes from organic byproducts, making recovery especially relevant to our waste management approach.

One of the clearest examples is the recovery of agave bagasse, the byproduct we generate in the largest volume. In Mexico, 100% of agave bagasse is transformed into compost, which is used to support soil health and sustainable agricultural practices. At Bushmills, in the United Kingdom, 100% of grain and syrup co-products are sold for secondary use. Together, these practices recover value from materials and support a more circular use of resources across our operations.

Sustainable Sips: Bringing Circularity to Consumer Moments

Sustainable Sips brings circularity into the moments where consumers experience Cuervo. Developed with strategic partners, the initiative promotes cups and straws made from agave bagasse as alternatives to single-use plastics commonly used at events and bars.

In 2025, the program reached 15 key city markets, expanding to 11 additional high-priority markets in one year. By giving new value to an agave byproduct, Sustainable Sips helps reduce conventional plastics, promote more responsible consumption practices, and extend our waste management approach beyond our operations.

99%+ of waste generated in 2025 was directed to recovery, reuse, or recycling pathways.

As a result, in 2025, more than 99% of the waste we generated, equivalent to approximately 122,000 metric tons, was directed to recovery, reuse, or recycling pathways. This included nearly 58,000 metric tons of bagasse and organic waste, as well as more than 61,000 metric tons of sludge.

Understanding and Managing Other Waste Streams Across Our Operations

Our circular economy practices helped limit final disposal to approximately 740 metric tons in 2025. In Mexico, we manage special handling waste in accordance with SEMADET regulations and maintain an annual waste management plan, supported by authorized providers with the required permits for collection, handling, and final disposal. Hazardous waste is managed in compliance with applicable federal regulations. At Bushmills, in the United Kingdom, remaining waste is recycled through a third-party service provider.

Waste management is a fundamental part of our sustainability approach because it reflects how our operations interact with resources and materials throughout their lifecycle. Understanding what waste we generate, how it is classified, and how it is managed helps us identify improvement opportunities, strengthen operational efficiency, and advance more circular practices.

Waste is generated throughout our operations, from production and bottling to maintenance, auxiliary services, laboratories, and offices. These activities use raw materials, packaging materials, operational inputs, and chemicals that become different waste streams once they have served their purpose.

Non-hazardous waste—such as glass, cardboard, paper, plastics, metals, organic waste, bagasse, and biological sludge—can contribute to soil contamination and resource depletion if not handled properly. Hazardous waste, including used oils, laboratory waste, batteries, fluorescent lamps, contaminated containers, and biological hazardous waste, requires specialized controls and treatment. Managing these streams responsibly helps reduce potential impacts. By mapping where waste is generated, which materials or processes generate it, and how it is handled, transported, and disposed of, we can better identify potential impacts and manage associated risks.

Based on this mapping, we manage waste through a prevention, recovery, and regulatory compliance approach, guided by a circular economy perspective. Our goal is to reduce waste generation, avoid unnecessary final disposal, and capture as much material value as possible. A key part of this approach is strengthening waste separation at the source. Through training on special handling waste for plant employees and the standardization of operating processes, we promote proper classification into organic, recyclable, and inorganic fractions, helping reduce cross-contamination and improve recovery rates.

To manage waste responsibly, we temporarily store special handling waste in designated areas within our facilities. Certified waste management providers collect it using approved vehicles and transport it to authorized final destination sites. We maintain logs, scale records, and digital control systems, which we review periodically and compare against supplier manifests. Each year, we submit the required plans and reports to the relevant environmental authorities, supporting traceability, legal compliance, and transparency in waste management. For hazardous waste, we work exclusively with specialized providers for recycling, treatment, or incineration, helping minimize environmental and health risks.

GRI 306-4, GRI 306-5, GRI 306-3

Waste Generated

In 2025, waste generation increased mainly due to higher production, particularly in Mexico, where operations moved from partial activity in 2024 to continuous operation. It was also influenced by the incorporation of the oven process, which generates higher volumes of solid waste, as well as specific activities such as equipment installation, maintenance work, and improved waste segregation and control. Overall, this variation reflects greater operational activity and more robust waste identification practices, rather than a decrease in environmental efficiency.

Disclosure (metric tons)	2024	2025
Waste generated	93,595.7	**122,226.0**
Waste not directed to disposal (reuse, co-processing, recycling, or other recovery methods)	92,948.2	**122,106.5**
Percentage of total waste not directed to disposal	99.3%	**99.9%**
Waste directed to disposal	648.0	**740.3**

GRI 301-1, 301-2

Materials Used

Variations in material use between 2024 and 2025 were driven mainly by operational changes and production planning adjustments, including shifts in the mix of bottled products (SKU) and lower production levels in some operations, which reduced the use of inputs such as malted barley and enzymes. In certain operations, packaging material consumption increased due to higher inventory accumulation aligned with future sales projections, based on expected bottling-process constraints.

Disclosure (metric tons)	2024	2025
Materials used to produce and package main products	145,799.76	**139,286.2**
Renewable materials	13,419.23	**54,230.2**
Non-renewable materials	132,380.35	**85,056.0**
Percentage of recycled inputs used to manufacture main products (recycled materials as a percentage of total materials used)	31%	**27%**

financial and investor information

Key financial data for our investment community.

Management's Discussion and Analysis

In 2025, total volume decreased 4.4% to 24.287 million nine-liter cases. In the U.S. and Canada, volume decreased 7.1% year-over-year, primarily driven by a high-single-digit decrease in the "RTD" category, reflecting market saturation and increased competition from smaller-format presentations. Meanwhile, Mexico reported a 1.4% decrease in volume during the year. Volume in the Rest of the World ("RoW") region increased 0.3% year-over-year, partially offsetting the decreases in North America.

Volume of "Jose Cuervo" decreased 3.2% year-on-year, accounting for 35.3% of total volume for 2025. "Other Tequilas" brands represented 23.4% of total volume, with volume increasing 0.3% compared to the prior year period. "Other Spirits" brands represented 18.2% of total volume in the period and decreased 5.2% in volume compared to 2024. Volume of "Non-alcoholic and Other" represented 10.2% of total volume, decreasing 11.0% compared to the prior year period. Volume of "RTD" contributed 12.9% of total volume and decreased 8.3% compared to the same period in the previous year.

For the full year 2025, net sales declined 2.0% year-over-year to P$43,087. In the U.S. and Canada, net sales declined 3.8% year-over-year, impacted by favorable foreign currency effects from the depreciation of the Mexican peso against the U.S. dollar. Net sales in Mexico decreased 1.1% year-over-year, primarily due to volume contractions. This was partially offset by a 2.5% increase in the RoW region.

Net sales of "Jose Cuervo" decreased 3.7% compared to 2024 and represented 34.4% of total net sales for the full year 2025. Net sales of "Other Tequilas" brands increased 1.2% year-over-year, accounting for 38.1% of the total. "Other Spirits" brands represented 19.1% of total net sales in the period and decreased 4.8% compared to the prior year. "Non-alcoholic and Other" contributed 2.8% of total net sales, decreasing 6.2% compared to the prior year. "RTD" represented 5.7% of total net sales, decreasing 0.3% compared to the prior year.

Gross profit for the full year 2025 increased 2.6% compared to 2024 to P$24,113 million pesos. Gross margin was 56.0% for the full year 2025, compared to 53.5% for the full year 2024. The gross margin expansion was primarily driven by lower input costs, reflecting the gradual transition through older inventory produced with higher-cost materials, as well as favorable foreign currency effects from the depreciation of the Mexican peso against the U.S. dollar. This was partially offset by tactical price adjustments across regions.

AMP expenses decreased 2.3% to P$8,916 million compared to 2024. As a percentage of net sales, AMP remained flat at 20.7% in both periods, in line with the Company's full-year guidance range of 20% to 22%.

Distribution expenses increased 6.2% to P$1,921 million compared to 2024. As a percentage of net sales, distribution increased to 4.5% from 4.1% in the previous year.

SG&A expenses increased 1.8% to P$4,896 million compared to the previous year, primarily due to inflation. As a percentage of net sales, SG&A increased to 11.4% from 10.9% in the previous year.

During the full year 2025, operating profit increased 24.5% to P$9,664 million pesos compared to the prior year. The operating margin increased by 470 basis points to 22.4%, up from 17.7% in 2024. This increase was mainly due to a gross margin expansion and a P$1,284 million gain in other income during the year. The latter primarily resulted from the sale of our b:oost brand and contractual settlements related to U.S. distribution agreements.

EBITDA for the full year 2025 increased by 23.7% to P$11,014 million pesos compared to P$8,902 million pesos for the full year 2024. The EBITDA margin increased by 540 basis points to 25.6%, compared to 20.2% in the same period of 2024.

The net financial result recorded a gain of P$2,241 million pesos for the full year 2025, compared to an expense of P$2,500 million pesos in the same period of 2024. This positive swing was the result of a lower interest expense, a foreign exchange gain–as the appreciation of the Mexican peso positively impacted our net debt exposure in U.S. dollars– and a gain on financial instruments, including the sale of our equity interest in Lalo Spirits Holdings, Inc.

Income tax as a percentage of income before taxes increased to 27% in 2025 versus 24.1% in 2024, primarily driven by inflationary effects and higher foreign exchange gains, which impacted the taxable base during the period.

Consolidated net income in the full year 2025 increased 118.4% year-over-year to P$8,654 million, up from P$3,962 million in 2024. This was mainly driven by an increase in operating income and a gain in net financial results, partially offset by higher income taxes. Net income margin stood at 20.1%, compared to 9.0% in 2024. Earnings per share (EPS) for the period reached P$2.41.

Consolidated Statements of Comprehensive Income

BECLE, S.A.B. DE C.V. AND SUBSIDIARIES

For the years ended on December 31, 2025 and 2024. Thousands of Mexican pesos (Ps) and U.S. dollars (US$), except earnings per share

	2025 (US$)[1]	2025 (Ps)	2024 (Ps)
Net sales	**2,398,179**	**43,087,369**	43,961,508
Cost of goods sold	**1,056,080**	**18,974,280**	20,449,998
Gross profit	**1,342,099**	**24,113,089**	23,511,510
Expenses:			
Advertising, marketing and promotion	**496,239**	**8,915,781**	9,121,873
Distribution	**106,935**	**1,921,269**	1,808,768
Selling	**129,158**	**2,320,535**	2,150,135
Administrative	**143,351**	**2,575,551**	2,657,406
Other expenses (income), net	**(71,477)**	**(1,284,210)**	8,657
Total expenses	**804,206**	**14,448,926**	15,746,839
Operating income	**537,893**	**9,664,163**	7,764,671
Interest income	**(21,896)**	**(393,397)**	(451,412)
Interest expense	**63,542**	**1,141,648**	1,351,498
Changes in the fair value of financial instruments	**18,102**	**325,242**	2,429
Foreign exchange loss (gain) - Net	**(46,717)**	**(839,353)**	1,596,986
Financing result	**13,032**	**234,140**	2,499,501
Equity method on associates	**(135,204)**	**(2,429,173)**	41,988
Income before income taxes	**660,065**	**11,859,196**	5,223,182
Income taxes	**178,399**	**3,205,241**	1,260,769
Consolidated net income	**481,666**	**8,653,955**	3,962,413

	2025 (US$)[1]	2025 (Ps)	2024 (Ps)
Other comprehensive income:			
Components to be subsequently reclassified to income Foreign operations - Foreign currency translation reserve - net of income taxes	**(182,895)**	**(3,286,026)**	6,628,023
Components not to be subsequently reclassified to income Employee benefits - net of income taxes	**1,830**	**32,879**	61,398
Other comprehensive income	**(181,065)**	**(3,253,147)**	6,689,421
Consolidated comprehensive income	**300,601**	**5,400,808**	10,651,834
Net income attributable to:			
Controlling interest	**481,246**	**8,646,396**	3,949,720
Non-controlling interest	**421**	**7,559**	12,693
	481,666	**8,653,955**	3,962,413
Comprehensive income attributable to:			
Controlling interest	**300,180**	**5,393,249**	10,639,144
Non-controlling interest	**421**	**7,559**	**12,690**
	300,601	**5,400,808**	10,651,834
Basic and diluted earnings per share (pesos)	**0.13**	**2.41**	1.10

1. U.S. dollars translated at 17.9667 Mexican pesos solely for the convenience of the reader.

Consolidated Statements of Financial Position

BECLE, S.A.B. DE C.V. AND SUBSIDIARIES

As of December 31, 2025 and 2024. Thousands of Mexican pesos (Ps) and U.S. Dollars (US$)

	2025 (US$)[1]	2025 (Ps)	2024 (Ps)
ASSETS			
Cash and cash equivalents	**603,107**	**10,835,851**	10,684,509
Restricted cash	**15,418**	**277,019**	-
Trade receivables	**649,915**	**11,676,827**	12,037,674
Related parties	**623**	**11,190**	24,418
Recoverable income tax	**91,094**	**1,636,658**	1,371,515
Other recoverable taxes and other receivables	**35,676**	**640,987**	647,392
Inventories	**676,453**	**12,153,626**	13,340,631
Financial instruments at fair value through profit and loss	**6,720**	**120,736**	33,037
Biological assets	**86,079**	**1,546,554**	2,561,882
Prepayments	**74,361**	**1,336,013**	1,106,472
Total current assets	**2,239,446**	**40,235,461**	41,807,530
Inventories	**440,548**	**7,915,190**	8,134,039
Biological assets	**563,950**	**10,132,326**	9,531,251
Other receivables	**16,238**	**291,739**	-
Investments in associates	**63,962**	**1,149,191**	1,469,512
Property, plant and equipment	**980,121**	**17,609,537**	17,833,712
Intangible assets	**1,047,945**	**18,828,106**	20,004,367
Goodwill	**342,657**	**6,161,745**	6,627,217
Right-of-use assets	**92,555**	**1,662,901**	2,265,558
Deferred income tax	**75,114**	**1,349,553**	3,986,698
Employee benefits	**38,425**	**690,368**	640,138
Other assets	**4,319**	**77,607**	70,568
Total non-current assets	**3,666,131**	**65,868,263**	70,563,060
Total assets	**5,905,577**	**106,103,724**	112,370,590

	2025 (US$)[1]	2025 (Ps)	2024 (Ps)
LIABILITIES			
Senior Notes	**4,222**	**75,859**	3,207,184
Syndicated loan	**1,300**	**23,364**	42,996
Trade payables	**292,284**	**5,251,386**	5,482,752
Related parties	**235**	**4,226**	2,744
Lease liabilities	**24,462**	**439,497**	512,617
Other accounts payable	**370,751**	**6,661,171**	6,590,034
Total current liabilities	**693,255**	**12,455,503**	15,838,327
Senior Notes	**767,960**	**13,797,698**	15,453,907
Syndicated loan	**283,104**	**5,086,436**	7,751,678
Lease liabilities	**78,337**	**1,407,462**	2,049,175
Environmental reserve	**7,947**	**142,784**	156,805
Other liabilities	**28,939**	**519,930**	257,800
Deferred income taxes	**133,611**	**2,400,542**	4,067,936
Total non-current liabilities	**1,299,897**	**23,354,852**	29,737,301
Total liabilities	**1,993,151**	**35,810,355**	45,575,628
STOCKHOLDERS' EQUITY			
Capital stock	**628,031**	**11,283,642**	11,283,642
Share premium	**806,301**	**14,486,570**	14,486,570
Capital reserves	**239,493**	**4,302,893**	4,302,893
Retained earnings	**2,158,660**	**38,783,998**	32,029,853
Other comprehensive income	**76,076**	**1,366,826**	4,619,973
Stockholders' equity attributable to controlling interest	**3,908,560**	**70,223,929**	66,722,931
Non-controlling interest	**3,865**	**69,440**	72,031
Total stockholders' equity	**3,912,425**	**70,293,369**	66,794,962
Total liabilities and stockholders' equity	**5,905,577**	**106,103,724**	112,370,590

1. U.S. dollars translated at 17.9667 Mexican pesos solely for the convenience of the reader.

Consolidated Statements of Cash Flows

BECLE, S.A.B. DE C.V. AND SUBSIDIARIES

For the years ended on December 31, 2025 and 2024. Thousands of Mexican pesos (Ps) and U.S. Dollars (US$)

	2025 (US$)[1]	2025 (Ps)	2024 (Ps)
Operating activities:			
Income before income taxes	660,065	11,859,196	5,223,182
Adjustment for items not implying cash flows:			
Depreciation and amortization	75,110	1,349,476	1,137,111
Non-cash items	(17,678)	(317,619)	19,612
Net proceeds from divestment in associates	(137,759)	(2,475,074)	-
Loss on sale of property, plant and equipment	3,809	68,438	184,062
Allowance for trade receivables	14,835	266,531	40,270
Allowance for obsolete inventories	29,323	526,838	239,795
Equity method on associates	2,062	37,054	46,726
Interest income	(21,896)	(393,397)	(451,412)
Recognition credit from marketing expenses	(13,188)	(236,944)	(162,984)
Gain on modification of financial liabilities	983	17,665	16,889
Long-term debt cost amortization	5,661	101,708	99,657
Net cost for the period of employee benefits	1,668	29,967	19,414
Unrealized foreign exchange	(87,506)	(1,572,203)	2,409,609
Interest expense	46,101	828,275	1,019,595
Subtotal	561,590	10,089,911	9,841,526
(Increase) decrease in:			
Trade receivables	(24,204)	(434,867)	6,596
Related parties	819	14,709	(15,599)
Other recoverable taxes and other receivables	40,865	734,208	930,632
Inventories	(2,259)	(40,590)	3,711,041
Biological assets	10,147	182,311	(1,904,341)
Prepayments	(18,825)	(338,231)	(18,853)
Other assets	(597)	(10,723)	(2,470)

	2025 (US$)[1]	2025 (Ps)	2024 (Ps)
Increase (decrease) in:			
Trade payables	(19,719)	(354,286)	897,147
Other accounts payables	(21,246)	(381,728)	152,649
Employee benefits	(6,112)	(109,810)	(47,194)
Income taxes paid or recoverable	(81,762)	(1,468,986)	(2,532,009)
Net cash from operating activities	438,696	7,881,918	11,019,125
Investment activities			
Property, plant and equipment	(83,836)	(1,506,249)	(2,041,038)
Intangible assets	(13,261)	(238,252)	(165,017)
Investment in associates and joint ventures	(5,473)	(98,340)	(155,011)
Divestment in associates	162,651	2,922,294	-
Disposal of intangible assets	1,777	31,935	-
Transactions with non-controlling interest	(25,926)	(465,800)	-
Interest income	21,896	393,397	451,412
Net cash flows generated (used) in investment activities	57,828	1,038,985	(1,909,654)
Financing activities			
Dividends paid	(79,394)	(1,426,451)	(1,420,095)
Principal lease payment	(48,474)	(870,912)	(964,038)
Interest lease payments	(5,354)	(96,194)	(113,784)
Interest paid	(47,981)	(862,068)	(1,041,283)
Senior Notes paid	(166,374)	(2,989,190)	-
Syndicated bank loan	(102,167)	(1,835,600)	(2,295,950)
Dividend paid Maestro Tequilero	(565)	(10,150)	(76,089)
Net cash flows used in financing activities	(450,309)	(8,090,565)	(5,911,239)
Net increase of cash and cash equivalents	46,215	830,338	3,198,232
Cash and cash equivalents at beginning of year	594,684	10,684,509	6,366,670
Effects of exchange rate changes on cash and cash equivalents	(37,792)	(678,996)	1,119,607
Cash and cash equivalents at end of year	603,107	10,835,851	10,684,509

1. U.S. dollars translated at 17.9667 Mexican pesos solely for the convenience of the reader.

Consolidated Statements of Changes in Stockholders' Equity

BECLE, S.A.B. DE C.V. AND SUBSIDIARIES

For the years ended on December 31, 2025 and 2024. Thousands of Mexican pesos (Ps)

	Capital stock	Share premium	Capital reserves	Retained earnings	Other income	Total controlling interest	Noncontrolling interest	Total stockholders' equity
Balances as of January 1, 2024	11,283,642	14,486,570	4,302,893	29,500,228	(2,069,446)	57,503,887	135,426	57,639,313
Comprehensive income:								
Net income	-	-	-	3,949,720	-	3,949,720	12,693	3,962,413
Remeasurement of employee benefits - Net	-	-	-	-	61,398	61,398	-	61,398
Foreign currency translation reserve - Net	-	-	-	-	6,628,021	6,628,021	-	6,628,021
Total comprehensive income	-	-	-	3,949,720	6,689,419	10,639,139	12,693	10,651,832
Transactions with stockholders:								
Dividends	-	-	-	(1,420,095)	-	(1,420,095)	-	(1,420,095)
Other stockholders' movements - Net	-	-	-	-	-	-	(76,088)	(76,088)
Total transactions with stockholders	-	-	-	(1,420,095)	-	(1,420,095)	(76,088)	(1,496,183)
Balances as of December 31, 2024	11,283,642	14,486,570	4,302,893	32,029,853	4,619,973	66,722,931	72,031	66,794,962
Comprehensive income:								
Net income	-	-	-	8,646,396	-	8,646,396	7,559	8,653,955
Remeasurement of employee benefits - Net	-	-	-	-	32,879	32,879	-	32,879
Foreign currency translation reserve - Net	-	-	-	-	(3,286,026)	(3,286,026)	-	(3,286,026)
Total comprehensive income	-	-	-	8,646,396	(3,253,147)	5,393,249	7,559	5,400,808
Transactions with stockholders:								
Dividends	-	-	-	(1,426,451)	-	(1,426,451)	(10,150)	(1,436,601)
Other stockholders' movements - Net	-	-	-	(465,800)	-	(465,800)	-	(465,800)
Total transactions with stockholders	-	-	-	(1,892,251)	-	(1,892,251)	(10,150)	(1,902,401)
Balances as of December 31, 2025	11,283,642	14,486,570	4,302,893	38,783,998	1,366,826	70,223,929	69,440	70,293,369

Ownership Structure

Shareholder	Shares	Outstanding Capital (%)
JDBL y Compañía, S.A. de C.V. (1)	1,833,803,430	51.06%
Karen Virginia Beckmann Legorreta	1,278,910,251	35.61%
Other members of the Beckmann Legorreta Family	2	0.01%
Public Investors	478,462,618	13.32%
Total Subscribed and paid-in shares	3,591,176,301	100%

Market Capitalization

Year-end price (MXN)	$20.58
Total subscribed and paid-in shares	3,591,176,301
Market capitalization in MXN	$73,906,408,275
Market capitalization in USD (Foreign exchange rate of 19.23)	$3,842,747,418

*As of December 31st, 2025

Quarterly Stock Price Table

Mexican Pesos		2025 ($)		
Quarter ended	$ High	$ Low	$ Close	Average
4Q25	**24.51**	**19.00**	**20.70**	**21.53**
3Q25	**24.24**	**19.33**	**19.58**	**21.85**
2Q25	**25.44**	**19.48**	**22.65**	**22.84**
1Q25	**23.51**	**16.62**	**18.82**	**19.16**

Stock Market Listing

Since February 2017, the shares of Becle, S.A.B. de C.V. have been listed on the Mexican Stock Exchange (BMV) under the ticker symbol CUERVO. This listing has significantly enhanced our transparency, global visibility, and sustainability practices, particularly as we prepare to adopt the new IFRS Sustainability Standards, which integrate sustainability into our financial reporting.

Disclaimer and Investor Information

This document may contain forward-looking statements. They are not historical facts and are based on management's current views and estimates of future economic circumstances, industry conditions, company performance, and financial results. The words "anticipates", "believes", "estimates", "expects", "plans" and similar expressions, as they relate to the company, are intended to identify forward-looking statements. Statements regarding the declaration or payment of dividends, the implementation of principal operating and financing strategies and capital expenditure plans, the direction of future operations, and the factors or trends affecting our financial condition, liquidity, or results of operations are examples of forward-looking statements.

Such statements reflect the current views of management and are subject to a number of risks and uncertainties. There is no guarantee that the expected events, trends, or results will actually occur. The statements are based on many assumptions and factors, including general economic and market conditions, industry conditions, and operating factors. Any changes in such assumptions or factors could cause actual results to differ materially from current expectations.

appendix

Supporting data and additional material.

Methodological Annex

Carbon Footprint

SCOPE 1 GRI 305-1

- This year, the 1800 distillery operated all of its production lines for the full year for the first time.
- Scope 1 emissions include those generated from stationary sources, mobile sources, process emissions, fugitive emissions, and biogenic emissions.
- **GRI 305-1-b:** Gases included in the calculation: CO_2, CH_4, N_2O.
- **GRI 305-1-d:** Base year for calculation: 2023, with 111,863.35 tCO_2e. This was the first year in which greenhouse gas emissions were accounted for.
- **GRI 305-1-e:** Emission factors and global warming potential (GWP) rates applied:
  - For operations in Mexico, those published by CONUEE (National Commission for the Efficient Use of Energy) in its List of Fuels and Calorific Values.
  - For operations in the United Kingdom, those published by the Department for Energy Security and Net Zero in its Greenhouse Gas Reporting: Conversion Factors 2024.
  - For operations in the United States, those published by the Environmental Protection Agency (EPA) in its AP-42: Compilation of Air Emissions Factors from Stationary Sources.
- **GRI 305-1-f:** Consolidation approach for emissions: Operational control. Emissions were calculated based on fuel consumption data, emissions generated during production processes, bottling activities, and the decomposition occurring in wastewater treatment plants.
- **GRI 305-1-g:** Standards, methodologies, assumptions, and calculation tools used: The methodology applied is the Greenhouse Gas (GHG) Protocol. For Mexico, it is aligned with the regulations of the General Law on Climate Change regarding the National Emissions Registry.

SCOPE 2 GRI 305-2

- This year, the 1800 distillery operated all of its production lines for the full year for the first time.
- Scope 2 emissions include those generated by electricity consumption.
- **GRI 305-2-c:** Gases included in the calculation: CO_2, CH_4, N_2O.
- **GRI 305-2-d:** Base year for calculation: 2023, with 15,124.63 tCO_2e. This was the first year in which greenhouse gas emissions were accounted for.
- **GRI 305-2-e:** Emission factors and global warming potential (GWP) rates applied:
  - For operations in Mexico, those published by CONUEE (National Commission for the Efficient Use of Energy) in its List of Fuels and Calorific Values.
    - For electricity consumption at the Camichines, 1800, La Rojeña, and EDISA sites, as well as the Agriculture Unit, the 2025 national electricity system emission factor published by the Ministry of the Environment was used, with a value of 0.444 tCO_2/MWh.
  - For operations in the United Kingdom, those published by the Department for Energy Security and Net Zero in its Greenhouse Gas Reporting: Conversion Factors 2025 were applied.
  - For operations in the United States, the emission factors published by the Environmental Protection Agency (EPA) in its Emissions & Generation Resource Integrated Database (eGRID), published in 2025, were used.
- **GRI 305-2-f:** Consolidation approach for emissions: Operational control. Emissions were calculated based on fuel consumption data, emissions generated during production processes, bottling activities, and the decomposition occurring in wastewater treatment plants.
- **GRI 305-2-g:** Standards, methodologies, assumptions, and calculation tools used: The methodology applied is the Greenhouse Gas (GHG) Protocol. For Mexico, it is aligned with the regulations of the General Law on Climate Change regarding the National Emissions Registry.

- Location-based Scope 2 indirect GHG emissions are the following:

Indicator	Country	2024	2025
Location-based indirect GHG emissions (scope 2) (tCO_2e)	Mexico	20,329.61	27,105.70
	United Kingdom	889.05	704.40
	United States	5,047.90	4,374.10
	Total	**26,266.50**	**32,184.20**

EMISSION INTENSITY GRI 305-4

- This year, the 1800 distillery operated all of its production lines for the full year for the first time.
- Due to the diversity of our operations, including agave cultivation, beverage production, and bottling, emissions intensity is calculated as total global Scope 1 emissions, including emissions associated with fuel consumption and biogenic emissions, and Scope 2 emissions, divided by the number of liters of beverage produced during the reporting period.
- **GRI 305-4-b:** The selected unit is kilograms of CO_2 per liter ($kgCO_2/L$).
- **GRI 305-4-c:** The calculation includes both Scope 1 and Scope 2 emissions, based on the methodology described previously for each scope.
- **GRI 305-4-d:** Greenhouse gases included in the calculation are CO_2, CH_4, and N_2O.

EMISSION REDUCTIONS GRI 305-5

- Only emission reductions resulting from quantifiable initiatives implemented during the reporting period were considered.
- **GRI 305-5-b:** CO_2 was the only greenhouse gas included in the calculation.
- **GRI 305-5-e:** Emission reductions associated with process optimizations were calculated by comparing emissions from the process before and after the optimization.
- **GRI 305-5-e:** Emission reductions from the replacement of low-efficiency equipment with higher-efficiency alternatives were calculated by assessing the difference in emissions between operating the less efficient equipment and the more efficient equipment.
- **GRI 305-5-e:** Emission reduction values are presented for the reporting period and against the 2023 base year.

Energy

ENERGY CONSUMPTION WITHIN THE ORGANIZATION - GRI 302-1

- This year, the 1800 distillery operated all of its production lines for the full year for the first time.
- **GRI 302-1-a:** Non-renewable fuels considered in the calculation include gasoline, diesel, natural gas, LPG, and coal.
- **GRI 302-1-b:** Renewable fuels considered in the calculation include wood biomass, sugarcane biomass, and biogas.
- **GRI 302-1-c:** Energy services included in the calculation are electricity from both renewable and non-renewable sources.
- No energy was sold in any form.
- In facilities where heating is required, it is generated internally; therefore, the energy used for heating is accounted for under fuel consumption.
- No energy was consumed for cooling or steam generation.
- **GRI 302-1-f:** Data consolidation was based on consumption reported in energy and utility provider invoices.
- **GRI 302-1-g:** Conversion factors used:
  - For operations in Mexico, those published by CONUEE (National Commission for the Efficient Use of Energy) in its List of Fuels and Calorific Values.
  - For operations in the United Kingdom, those published by the Department for Energy Security and Net Zero in its Digest of UK Energy Statistics (DUKES): Calorific Values and Fuel Densities.
  - For operations in the United States, those published by the Energy Information Administration (EIA) in its Energy Conversion Calculator.

ENERGY INTENSITY GRI 302-3

- This year, the 1800 distillery operated all of its production lines for the full year for the first time.
- Due to the diversity of our operations, including agave cultivation, beverage production, and bottling, energy intensity is calculated as total global energy consumption divided by the number of liters of beverage produced during the reporting period.
- **GRI 302-3-b:** The selected unit is gigajoules per liter (GJ/L).
- **GRI 302-3-c:** The types of energy included in the calculation are renewable fuels, non-renewable fuels, and electricity.
- In facilities where heating is required, it is generated internally; therefore, the energy used for heating is accounted for under fuel consumption.
- No energy was consumed for cooling or steam generation.
- **GRI 302-3-d:** The intensity ratio includes only the energy consumed within the organization.

REDUCTION OF ENERGY CONSUMPTION GRI 302-4

- Only energy consumption reductions resulting from quantifiable initiatives implemented during the reporting period were considered.
- **GRI 302-4-b:** The types of energy included in the calculation are renewable fuels, non-renewable fuels, and electricity.
- In facilities where heating is required, it is generated internally; therefore, the energy used for heating is accounted for under fuel consumption.
- No energy was consumed for cooling or steam generation.
- **GRI 302-4-a:** The magnitude of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives was calculated by comparing energy consumption from the process before and after the optimization.
- **GRI 302-5-a:** Reductions in the energy requirements of products and services sold were calculated by comparing energy consumption from the process before and after the optimization.

Biodiversity Tables

Agave production sites located in areas of importance for biodiversity:

Site	Location	Reference Date	Extension (HA)		Type of Area	Description
			2024	2025		
Santiago River Canyon	Zapopan, Jalisco	01/07/2021	59.95	**59.9**	Natural protected area	This area was planted before the plot selection methodology was established.
Santiago and Verde River Canyons	Acatic, Jalisco Zapotlanejo, Jalisco	01/07/2021	8.48	**7.90**	Natural protected area	This area was planted before the plot selection methodology was established.
C.A.D.N.R. 043 State of Nayarit	Ahuacatlán, Nayarit Amatlán De Cañas, Nayarit Guachinango, Jalisco Ixtlán Del Río, Nayarit San Sebastián Del Oeste, Jalisco Santa María Del Oro, Nayarit	01/07/2019	241.97	**167.60**	Natural protected area	This area was planted before the plot selection methodology was established.
Cerro Viejo - Chupinaya - Los Sabinos	Chapala, Jalisco Ixtlahuacán De Los Membrillos, Jalisco Jocotepec, Jalisco	01/07/2020	15.53	**15.50**		This area was planted before the plot selection methodology was established.
Sierra Cóndiro - Canales and Cerro San Miguel - Chiquihuitillo	Poncitlán, Jalisco	01/07/2019	16.05	**15.90**		This area was planted before the plot selection methodology was established.
Sierra de Manantlán	Tolimán, Jalisco. Tuxcacuesco, Jalisco	01/07/2019	51.89	**32.00**		This area was planted before the plot selection methodology was established.
Sierra de Pénjamo	Pénjamo, Guanajuato	01/07/2019	61.19	**0.00**		This area was planted before the plot selection methodology was established.
Lake Chapala	Tuxcueca, Jalisco	01/07/2021	4	**3.99**	RAMSAR site	At the time of planting, the Ramsar site was not adequately considered when defining the cultivation areas.
Sayula Lagoon	Atoyac, Jalisco	01/07/2020	0.6	**0.60**	RAMSAR site	At the time of planting, the Ramsar site was not adequately considered when defining the cultivation areas.
La Vega Dam	Teuchitlán, Jalisco	01/07/2020	1.38	**1.38**	RAMSAR site	At the time of planting, the Ramsar site was not adequately considered when defining the cultivation areas.
Total extension			**461.04**	**304.77**		

Ecosystem services affected in areas of high biodiversity importance:

<table>
<tr><th>Site</th><th>Ecosystem Services Affected</th><th>Beneficiaries affected by changes in ecosystem services caused by the organization’s activities</th></tr>
<tr><td>Santiago River Canyon</td><td rowspan="9">1. Provisioning services: Water availability
2. Regulating services: Local climate regulation, water regulation, and pollination
3. Cultural services: Traditional agricultural practices
4. Supporting services: Fauna presence, soil structure, and habitat conditions</td><td rowspan="9">1. Provisioning services: Agricultural producers and traders of agricultural products.
2. Regulating services: Carbon capture projects.
3. Cultural services: Communities whose cultural identity is connected to the sites, as well as companies and workers in the tourism and recreation industry.
4. Supporting services: Agricultural producers.</td></tr>
<tr><td>Santiago and Verde River Canyons</td></tr>
<tr><td>C.A.D.N.R. 043 State of Nayarit</td></tr>
<tr><td>Cerro Viejo - Chupinaya - Los Sabinos</td></tr>
<tr><td>Sierra Cóndiro - Canales and Cerro San Miguel - Chiquihuitillo</td></tr>
<tr><td>Sierra de Manantlán</td></tr>
<tr><td>Lake Chapala</td></tr>
<tr><td>Sayula Lagoon</td></tr>
<tr><td>La Vega Dam</td></tr>
</table>

ESG Performance Data Summary

ENVIRONMENTAL

Environment	Units	2024	2025	GRI	SASB	SDG
Sustainable Agriculture - Pesticide use by hazard level						
Extremely hazardous	metric tons	0.00	**0.00**	13-6-e		
Highly hazardous	metric tons	4.41	**5.80**	13-6-e		
Moderately hazardous	metric tons	25.49	**4.20**	13-6-e		
Slightly hazardous	metric tons	521.80	**357.30**	13-6-e		
Unlikely to present an acute hazard	metric tons	134.97	**90.00**	13-6-e		
Carbon Footprint						
Gross direct (Scope 1) GHG emissions	ton CO_2e	85,476.41	**109,363.99**	305-1-a		13
Mexico	ton CO_2e	71,711.89	**101,295.32**			
UK	ton CO_2e	6,648.00	**5,866.00**			
USA	ton CO_2e	7,116.51	**2,202.67**			
Biogenic CO_2 emissions	ton CO_2e	33,564.30	**42,050.95**	305-1-c		13
Mexico	ton CO_2e	30,117.84	**39,075.36**			
UK	ton CO_2e	2,983.36	**2,611.24**			
USA	ton CO_2e	463.10	**364.35**			
Gross location-based energy indirect (Scope 2) GHG emissions	ton CO_2e	26,266.53	**32,184.18**	305-2-a		
Mexico	ton CO_2e	20,329.61	**27,105.71**			
UK	ton CO_2e	889.05	**704.41**			
USA	ton CO_2e	5,047.87	**4,374.06**			

Environment	Units	2024	2025	GRI	SASB	SDG
Gross market-based energy indirect (Scope 2) GHG emissions	ton CO_2e	24,142.98	**31,479.77**	305-2-b		13
Mexico	ton CO_2e	18,866.64	**27,105.71**			
UK	ton CO_2e	0.00	**0.00**			
USA	ton CO_2e	5,276.34	**4,374.06**			
GHG emissions intensity ratio for the organization	$kgCO_2e$ / l produced	3.97	**3.85**	305-4-a		
GHG emission reduction as a direct consequence of reduction initiatives	ton CO_2e	796.51	**31.20**	305-5 -a		
GHG emissions reductions achieved as a direct result of emissions reduction initiatives relative to the 2023 baseline year	ton CO_2e	796.51	**827.71**	305-5 -a		
Energy						
Total fuel consumption from non-renewable sources	GJ	1,254,662.31	**1,593,767.13**	302-1-a		7,12,13
Mexico	GJ	1,090,288.23	**1,442,210.46**			
UK	GJ	130,499.00	**115,010.00**			
USA	GJ	33,875.08	**36,546.67**			
Total fuel consumption from renewable sources	GJ	59,493.28	**48,093.94**	302-1-b		7,12,13
Mexico	GJ	59,493.28	**48,093.94**			
UK	GJ	0.00	**0.00**			
USA	GJ	0.00	**1.00**			
Fuel intensity ratio for the organization	GJ / l produced	0.0338	**0.0336**			
Total electricity consumption	GJ	219,562.26	**271,886.85**	302-1-c	SASB FB-B-130a.1	13
Mexico	GJ	164,834.66	**219,776.05**			
UK	GJ	15,458.00	**14,327.00**			
USA	GJ	39,269.60	**37,783.80**			
Total energy consumption	GJ	1,533,717.84	**1,913,747.93**	302-1-e		13
Mexico	GJ	1,339,271.9	**1,710,080.45**			
UK	GJ	145,957.00	**129,337.00**			
USA	GJ	73,144.68	**74,331.47**			

Environment	Units	2024	2025	GRI	SASB	SDG
Energy intensity ratio	GJ / l produced	0.0432	**0.0403**	302-3-b		7, 13
Energy consumption reduction as a direct result of conservation initiatives	GJ	21,730.93	**1,510.00**	302-4		13
Energy consumption reductions achieved as a direct result of conservation and efficiency initiatives relative to the 2023 baseline year	GJ	21,730.93	**23,240.93**	302-4		13
Percentage of renewable energy	%	4%	**3%**			
Percentage of renewable electricity	%	7%	**5%**		SASB FB-AB-130a.1	
Water stewardship						
Total water withdrawal by sources	ML	1,346.86	**2,113.67**			
Surface water	ML	130.23	**70.1**			
Groundwater	ML	1,125.86	**1,968.40**			
Third-party water sources	ML	90.77	**75.20**			
Total water discharge by sources	ML	724.67	**1,427.40**			
Surface water	ML	548.83	**815.90**			
Groundwater	ML	28.78	**512.20**			
Seawater	ML	89.74	**71.70**			
Third-party water sources	ML	57.31	**27.50**			
Total water withdrawal	ML	1,346.86	**2,113.67**	303-3-a	SASB FB-AB-140a.1	6, 12
Mexico	ML	1,115.84	**1,418.00**			
UK	ML	115.94	**85.18**			
USA	ML	115.08	**610.49**			
Total water discharged	ML	724.67	**1,427.39**	303-4-a		6, 12
Mexico	ML	569.82	**779.44**			
UK	ML	98.55	**74.26**			
USA	ML	56.30	**573.69**			

Environment	Units	2024	2025	GRI	SASB	SDG
Total water consumption	ML	622.20	**686.28**	303-5-a	SASB FB-AB-140a.1	6, 12
Mexico	ML	546.02	**638.57**			
UK	ML	17.39	**10.92**			
USA	ML	58.78	**36.79**			
Total water consumption in water stressed areas	ML	491.6	**626.7**			
Mexico	ML	490.2	**625.9**			
UK	ML	0.00	**0.00**			
USA	ML	1.3	**0.8**			
Water consumption intensity ratio	l / l produced	17.26	**14.47**	303-5		6, 12
Wastewater intensity ratio	l / l produced	20.11	**14.44**			
Waste management						
Total weight of waste generated	metric tons	93,595.69	**122,226.01**	306-3-a		
Total weight of waste not directed to disposal	metric tons	92,948.20	**122,261.90**	306-4-a		
Total weight of non-hazardous waste not directed to disposal	metric tons	92,948.20	**122,096.23**	306-4-c		
Total weight of hazardous waste not directed to disposal	metric tons	0.00	**165.67**	306-4-b		
Recycling (internal and external)	metric tons	73,048.70	**2,078.40**	306-4-c		
Other recovery operations /processes/co-processes (internal or external)	metric tons	11,494.30	**9,623.50**			
Total weight of waste directed to disposal	metric tons	647.98	**659.1**	306-5-a		
Total weight of waste directed to incineration with energy recovery	metric tons	110.97	**88.70**	306-5-b		
Total weight of waste directed to incineration without energy recovery	metric tons	3.57	**0.00**	306-5-b		
Total weight of waste directed to landfill	metric tons	523.53	**566.66**	306-5-b		
Total weight of waste directed to other disposal operations	metric tons	9.91	**3.40**	306-5-b		
Total weight of waste generated	metric tons	93,595.69	**122,836.5**			

Environment	Units	2024	2025	GRI	SASB	SDG
Mexico	metric tons	79,005.95	**111,920.6**			
UK	metric tons	11,696.80	**9,825.10**			
USA	metric tons	2,892.94	**1,090.69**			
Total weight of waste not directed to disposal	metric tons	92,948.20	**122,096.2**			
Mexico	metric tons	78,778.94	**111,689.8**			
UK	metric tons	11,580.40	**9,694.20**			
USA	metric tons	2,588.86	**712.2**			
Total weight of waste directed to disposal	metric tons	647.98	**740.3**			
Mexico	metric tons	227.49	**230.8**			
UK	metric tons	116.40	**131.00**			
USA	metric tons	304.09	**378.49**			
Materials						
Total weight or volume of materials that are used to produce and package the organization's primary products	metric tons	145,799.76	**139,286.24**	301-1-a		
Weight of renewable materials used	metric tons	13,419.23	**54,230.25**	301-1-a		
Weight of materials used	metric tons	132,380.35	**85,055.97**	301-1-a		
Percentage of recycled non-renewable input materials used to manufacture the organization's primary products	%	31%	**27%**	301-2-a		

SOCIAL

Social - Our People	Units	2024	2025	GRI	SASB	SDG
Employees						
Total employees	number	8,893	**7,790**	405-1		5,8
Men	number (%)	6,852 (77%)	**5,972 (77%)**	405-1-b-i		8
Women	number (%)	2,041 (23%)	**1,818 (23%)**	405-1-b-i		8
U.S. and Canada	number	605	**624**	405-1		5,8
Men	number (%)	368 (61%)	**380 (61%)**	405-1-b-i		8
Women	number (%)	237 (39%)	**244 (39%)**	405-1-b-i		8
Mexico	number	7,968	**6,841**	405-1		5,8
Men	number (%)	6,274 (79%)	**5,388 (79%)**	405-1-b-i		8
Women	number (%)	1,694 (21%)	**1,453 (21%)**	405-1-b-i		8
Rest of the World	number	320	**325**	405-1		5,8
Men	number (%)	210 (66%)	**204 (63%)**	405-1-b-i		8
Women	number (%)	110 (34%)	**121 (37%)**	405-1-b-i		8
Employees by responsibility						
Strategic leaders	number	13	**13**			
Tactical leaders	number	176	**178**			
People leaders	number	816	**770**			
Individual Contributors	number	1,141	**1,146**			
Operational	number	6,747	**5,683**			

Social - Our People	Units	2024	2025	GRI	SASB	SDG
U.S. and Canada						
Strategic leaders	number	1	**1**			
Tactical leaders	number	121	**121**			
People leaders	number	228	**228**			
Individual	number	112	**120**			
Operational	number	143	**154**			
Mexico						
Strategic leaders	number	11	**11**			
Tactical leaders	number	27	**28**			
People leaders	number	495	**453**			
Individual	number	918	**905**			
Operational	number	6,517	**5,444**			
Rest of the World						
Strategic leaders	number	1	**1**			
Tactical leaders	number	28	**29**			
People leaders	number	93	**89**			
Individual	number	111	**121**			
Operational	number	87	**85**			
Employees by age group						
Under 30	number	2,227	**1,820**			
30-50	number	5,157	**4,495**			
Over 50	number	1,509	**1,475**			

Social - Our People	Units	2024	2025	GRI	SASB	SDG
U.S. and Canada						
Under 30	number	52	**62**			
30-50	number	392	**397**			
Over 50	number	161	**165**			
Mexico						
Under 30	number	2,084	**1,641**			
30-50	number	4,606	**3,963**			
Over 50	number	1,278	**1,237**			
Rest of the World						
Under 30	number	91	**117**			
30-50	number	159	**135**			
Over 50	number	70	**73**			
Employees by type of contract						
Unionized	number	898	**921**			
Non-unionized	number	7,995	**6,869**			
U.S. and Canada						
Unionized	number	123	**138**			
Non-unionized	number	482	**486**			
Mexico						
Unionized	number	688	**698**			
Non-unionized	number	7,220	**6,143**			
Rest of the World						
Unionized	number	87	**85**			
Non-unionized	number	233	**240**			

Social - Our People	Units	2024	2025	GRI	SASB	SDG
Employees by type of contract						
Permanent	number (%)	7,684 (86%)	**7,047 (90%)**	2-7		
Temporary	number (%)	1,209 (14%)	**743 (10%)**	2-7		
U.S. and Canada						
Permanent	number	368	**380**			
Temporary	number	237	**244**			
Mexico						
Permanent	number	5,311	**4,822**			
Temporary	number	1,448	**1,276**			
Rest of the World						
Permanent	number	210	**204**			
Temporary	number	110	**121**			
Talent attraction and retention						
Employee hires	number	3,217	1,717	401-1-a		5,8,10
U.S. and Canada						
Under 30	number	13	**34**			
30-50	number	36	**78**			
Over 50	number	7	**20**			
Mexico						
Under 30	number	1,558	**859**			
30-50	number	1,365	**633**			
Over 50	number	154	**31**			

Social - Our People	Units	2024	2025	GRI	SASB	SDG
Rest of the World						
Under 30	number	44	**55**			
30-50	number	37	**7**			
Over 50	number	3	**0**			
Employee turnover	number	3,838	**2,806**	401-1-b		5
Involuntary turnover	number (%)	719 (19%)	**937 (33%)**	401-1-b		5
Voluntary turnover	number (%)	3,119 (81%)	**1,869 (67%)**	401-1-b		5
Turnover rate	%	43%	**36%**	401-1-b		5
U.S. and Canada						
Under 30	number	6	**14**			
30-50	number	31	**60**			
Over 50	number	15	**29**			
Mexico						
Under 30	number	1,712	**1,088**			
30-50	number	1,721	**1,315**			
Over 50	number	323	**241**			
Rest of the World						
Under 30	number	9	**31**			
30-50	number	17	**21**			
Over 50	number	4	**7**			

Social - Our People	Units	2024	2025	GRI	SASB	SDG
Agriculture						
Employees	number	5,889	**4,727**			
Hires	number	2,567	**1,063**			
Turnover	number	3,326	**2,223**			
Involuntary turnover	number	538	**704**			
Voluntary turnover	number	2,788	**1,519**			
Turnover rate	%	56%	**47%**			
Promotions	number	105	**95**			
Distilleries and bottling						
Employees	number	1,598	**1,631**			
Hires	number	392	**399**			
Turnover	number	331	**350**			
Involuntary turnover	number	102	**156**			
Voluntary turnover	number	229	**194**			
Turnover rate	%	21%	**21%**			
Promotions	number	32	**65**			
Commercial and business units						
Employees	number	1,218	**1,233**			
Hires	number	217	**221**			
Turnover	number	146	**202**			
Involuntary turnover	number	61	**65**			
Voluntary turnover	number	85	**137**			
Turnover rate	%	12%	**16%**			
Promotions	number	25	**30**			

Social - Our People	Units	2024	2025	GRI	SASB	SDG
Corporate						
Employees	number	188	**199**			
Hires	number	41	**33**			
Turnover	number	35	**31**			
Involuntary turnover	number	18	**12**			
Voluntary turnover	number	17	**19**			
Turnover rate	%	19%	**16%**			
Promotions	number	10	**8**			
Training and development						
Employee training	hours	497,927	**462,356**	404-1		5,8
Average training hours	hours/employee	58	**59**	404-1		8
Strategic leaders	hours/employee	1	**2**			
Tactical leaders	hours/employee	229	**178**			
People leaders	hours/employee	91	**84**			
Individual	hours/employee	45	**45**			
Operational	hours/employee	53	**55**			
Employees that received a performance review	number	2,276	**2,386**			
Employees entitled to parental leave	%	100%	**100%**	401-3-a		
Employees that received a promotion	number	172	**198**			

Social - Our People	Units	2024	2025	GRI	SASB	SDG
Occupational health and safety*						
OHS Training	hours	196,302	**168,831**	403-5		3,8
Agriculture Unit - rate of fatalities as a result of work-related injury	per 200,000 hours	0.00	**0.00**	403-9		3
Agriculture Unit - rate of high-consequence work-related injuries (excluding fatalities)	per 200,000 hours	0.03	**0.03**	403-9		
Agriculture Unit - rate of recordable work-related injuries (incidence rate)	per 200,000 hours	0.68	**0.57**	403-9		
Operations Unit - rate of fatalities as a result of work-related injury	per 200,000 hours	0.05	**0.00**	403-9		3
Operations Unit - rate of high-consequence work-related injuries (excluding fatalities)	per 200,000 hours	0.00	**0.09**	403-9		
Operations Unit - rate of recordable work-related injuries (incidence rate)	per 200,000 hours	0.28	**0.61**	403-9		
Corporate - rate of fatalities as a result of work-related injury	per 200,000 hours	0.00	**0.00**	403-9		3
Corporate - rate of high-consequence work-related injuries (excluding fatalities)	per 200,000 hours	0.06	**0.00**	403-9		
Corporate - rate of recordable work-related injuries (incidence rate)	per 200,000 hours	0.81	**1.62**	403-9		

Social - Our Community	Units	2024	2025	GRI	SASB	SDG
Community investment						
Total giving (Fundación Jose Cuervo)	US$	5,000,000	**6,399,555**	413-1		2,4,6
Total giving (Tincup donation to CFI's)	US$	14,000	**14,000**	413-1		2,4,6

GOVERNANCE

Governance	Units	2024	2025	GRI	SASB	SDG
Corporate governance						
Women directors	number (%)	0 (0%)	**1 (8.3%)**	405-1-a-i		
Independent directors	%	83%	**75%**	102-22-ii		
Financial experts on the Board	number	7	**6**	102-22-vii		
Industry experts on the Board	number	7	**6**	102-22-vii		
Average tenure	years	5.6	**6.5**	102-22-iii		
Average age	years	66.2	**65.8**			
Board attendance rate	%	95%	**92%**			
Business ethics & compliance						
Allegations received	number	145	**122**			
Substantiated	number	16	**17**	205-3		
Supply chain management						
Total suppliers	number	10,248	**7,259**			8
Local suppliers	number	9,690	**6,788**			8
Non-local suppliers	number	558	**471**			8
Total suppliers evaluated	number	201	**139**			8
Critical suppliers	number	134	**163**			
Non-critical suppliers	number	10,146	**7,096**			

GRI Content Index

GRI Standard		Disclosure	Location
GRI 2: General disclosures 2021			
1. The organization and its reporting practices	2-1	Organizational details	pp. 2, 7-10, 92, 118
	2-2	Entities included in the organization's sustainability reporting	pp. 2, 7-10, 88-92
	2-3	Reporting period, frequency and contact point	pp. 2, 121
	2-4	Restatements of information	p. 2
2. Activities and workers	2-6	Activities, value chain and other business relationships	pp. 7-13, 20-33, 64-66
	2-7	Employees	pp. 37-38, 104-107
3. Governance	2-9	Governance structure and composition	pp. 56-59, 112
	2-10	Nomination and selection of the highest governance body	pp. 57-58
	2-11	Chair of the highest governance body	pp. 57, 60
	2-12	Role of the highest governance body in overseeing the management of impacts	pp. 56-60
	2-13	Delegation of responsibility for managing impacts	pp. 58-60
	2-14	Role of the highest governance body in sustainability reporting	pp. 59-60
	2-15	Conflicts of interest	p. 62
	2-16	Communication of critical concerns	pp. 62-63
	2-17	Collective knowledge of the highest governance body	pp. 57-58
	2-18	Evaluation of the performance of the highest governance body	p. 58
	2-19	Remuneration policies	p. 58
	2-20	Process to determine remuneration	p. 58
4. Strategy, policies and practices	2-22	Statement on sustainable development strategy	pp. 3, 35
	2-23	Policy commitments	pp. 43-44, 61-62, 64, 67
	2-24	Embedding policy commitments	pp. 43-44, 61-63, 66-67
	2-25	Processes to remediate negative impacts	pp. 43, 63, 65-66
	2-26	Mechanisms for seeking advice and raising concerns	pp. 62-63
	2-27	Compliance with laws and regulations	pp. 54-55, 61-63, 68
	2-28	Membership associations	p. 67
5. Stakeholder engagement	2-29	Approach to stakeholder engagement	p. 36
	2-30	Collective bargaining agreements	pp. 37, 44

GRI Standard		Disclosure	Location
GRI 3: Material topics 2021			
2. Disclosures on material topics	3-1	Process to determine material topics	p. 35
	3-2	List of material topics	p. 35
	3-3	Management of material topics	p. 35
GRI 13: Agriculture, aquaculture and fishing sectors 2022	3-3	Management of material topics	pp. 74-75
	13.15	Soil health	pp. 74
	13.16	Pesticide use	pp. 74-75, 99
GRI 101: Biodiversity 2024	3-3	Management of material topics	pp. 35, 76, 97-98
	101-1	Policies to halt and reverse biodiversity loss	p. 76
	101-2	Management of biodiversity impacts	p. 76
	101-4	Identification of biodiversity impacts	p. 76
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	101-6	Direct drivers of biodiversity loss	p. 76
	101-8	Ecosystem services	pp. 76, 98
GRI 204: Procurement practices 2016	3-3	Management of material topics	pp. 64-66
	204-1	Proportion of spending on local suppliers	p. 66
GRI 205: Anti-corruption 2016	3-3	Management of material topics	pp. 61-63
	205-2	Communication and training about anti corruption policies	pp. 61-62
	205-3	Total number and nature of confirmed incidents of corruption	pp. 63, 112
GRI 207: Tax 2019	3-3	Management of material topics	pp. 67-68
	207-1	Approach to tax	pp. 67-68
GRI 301: Materials 2016	3-3	Management of material topics	pp. 84-85
	301-1	Materials used by weight and volume	pp. 85, 103
	301-2	Recycled input materials used	pp. 85, 103
GRI 302: Energy 2016	3-3	Management of material topics	p. 81
	302-1	Energy consumption within the organization	pp. 81, 96, 100
	302-3	Energy intensity	pp. 81, 96, 100-101
GRI 303: Water and effluents 2018	3-3	Management of material topics	pp. 77-80
	303-1	Interactions with water as a shared resource	pp. 77-79
	303-2	Management of water discharge-related impacts	pp. 77-79
	303-3	Water withdrawal	pp. 77, 79-80, 101
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GRI Standard		Disclosure	Location
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	305-1	Direct (Scope 1) GHG emissions	pp. 82, 94, 99
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GRI 306: Waste 2020	3-3	Management of material topics	pp. 84-85
	306-1	Waste generation and significant waste-related impacts	pp. 84-85
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GRI 308: Supplier Environmental Assessment 2016	3-3	Management of material topics	pp. 64-66
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GRI 401: Employment 2016	3-3	Management of material topics	pp. 37-43
	401-1	Employee hires and turnover	pp. 38, 107-110
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GRI 403: Occupational, health and safety 2018	3-3	Management of material topics	pp. 45-48
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GRI 404: Training and education 2016	3-3	Management of material topics	pp. 39-40
	404-1	Average hours of training per year per employee	pp. 39, 110
	404-2	Programs for upgrading employee skills and transition assistance programs	pp. 39-40
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GRI 405: Diversity and equal opportunity 2016	3-3	Management of material topics	pp. 37, 41-43, 56-58
	405-1	Diversity of governance bodies and employees	pp. 37, 43, 57, 104-106, 112
GRI 406: Non-discrimination 201	3-3	Management of material topics	pp. 43, 61-63
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GRI 409: Forced or compulsory labor 2016	3-3	Management of material topics	pp. 43-44, 62, 66
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GRI Standard		Disclosure	Location
GRI 411: Rights of indigenous peoples 2016	3-3	Management of material topics	pp. 43-44
	411-1	Incidents of violations involving rights of indigenous peoples	pp. 43-44
GRI 413: Local communities 2016	3-3	Management of material topics	pp. 49-53
	413-1	Operations with local community engagement, impact assessments, and development programs	pp. 49-53, 111
GRI 414: Supplier social assessment 2016	3-3	Management of material topics	pp. 64-66
	414-1	New suppliers that were screened using social criteria	pp. 65, 112
	414-2	Negative social impacts in the supply chain and actions taken	pp. 64-65
GRI 416: Customer health and safety 2016	3-3	Management of material topics	pp. 54-55
	416-1	Assessment of the health and safety impacts of product and service categories	pp. 54-55
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GRI 417: Marketing and labeling 2016	3-3	Management of material topics	p. 54
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SASB Content Index

Alcoholic Beverages Standard

SASB Standard		Disclosure	Location
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Water Management	FB-AB-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	pp. 78, 80, 101-102
	FB-AB-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	pp. 77-80
Responsible Drinking and Marketing	FB-AB-270a.2	Number of incidents of non-compliance with industry or regulatory labeling or marketing codes	p. 54
	FB-AB-270a.4	Description of efforts to promote responsible consumption of alcohol	pp. 53-54
Packaging Lifecycle Management	FB-AB-410a.1	(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable	pp. 85, 103
Environmental & Social Impacts of Ingredient Supply Chain	FB-AB-430a.1	Suppliers' social and environmental responsibility audit: (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	pp. 64-65
Ingredient Sourcing	FB-AB-440a.2	List of priority beverage ingredients and discussion of sourcing risks related to environmental and social considerations	pp. 11-12, 64-65, 74-76, 83
Activity Metrics	FB-AB-000.A	Volume of products sold	pp. 7, 17
	FB-AB-000.B	Number of production facilities	pp. 8-10

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