

# Investor Presentation

Becle, S.A.B de C.V.  
July 2023





# Becke: A Leading Global Spirits Company and Undisputed Leader in Tequila Worldwide



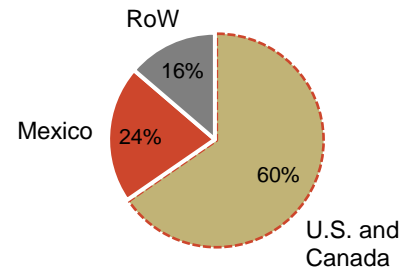
## Becke Today

- **Undisputed leader in tequila globally, ~30% market share** <sup>(1)</sup>
- **#2 in high growth Irish Whiskey category** <sup>(1)</sup> with Bushmills, Sexton and Proper No. Twelve
- Comprehensive portfolio of **over 30 brands** distributed in more than 85 countries
- **Strong geographic diversification** with significant exposure to the U.S. and Canada, the world's largest spirits market <sup>(2)</sup>
- **Conservative leverage profile**, remaining one of the strongest among peers

## Diversified Product Portfolio with Over 30 Brands

### Exposure to the Right Geographies...

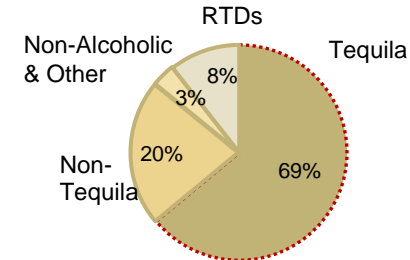
Net Sales Value Breakdown in 2022



Largest Spirits Market <sup>(2)</sup>

### ... With the Right High-Growth Categories

Net Sales Value Breakdown in 2022



One of the fastest growing spirits categories in the US and the World



## 2022 Key Figures

**27.4MM**

of 9 Liter Cases Sold

**2,362 MM**

Net Sales (US\$) <sup>(3)</sup>

**508 MM**

EBITDA (US\$) <sup>(3)</sup>

**1.8x**

Total Debt / EBITDA

**1.3x**

Net Debt / EBITDA

**8.0 Bn**

Market Cap <sup>(4)</sup> (US\$) <sup>(3)</sup>

**Public Company**

### Notes:

1. Based on 2022 IWSR Drinks Analysis total volume

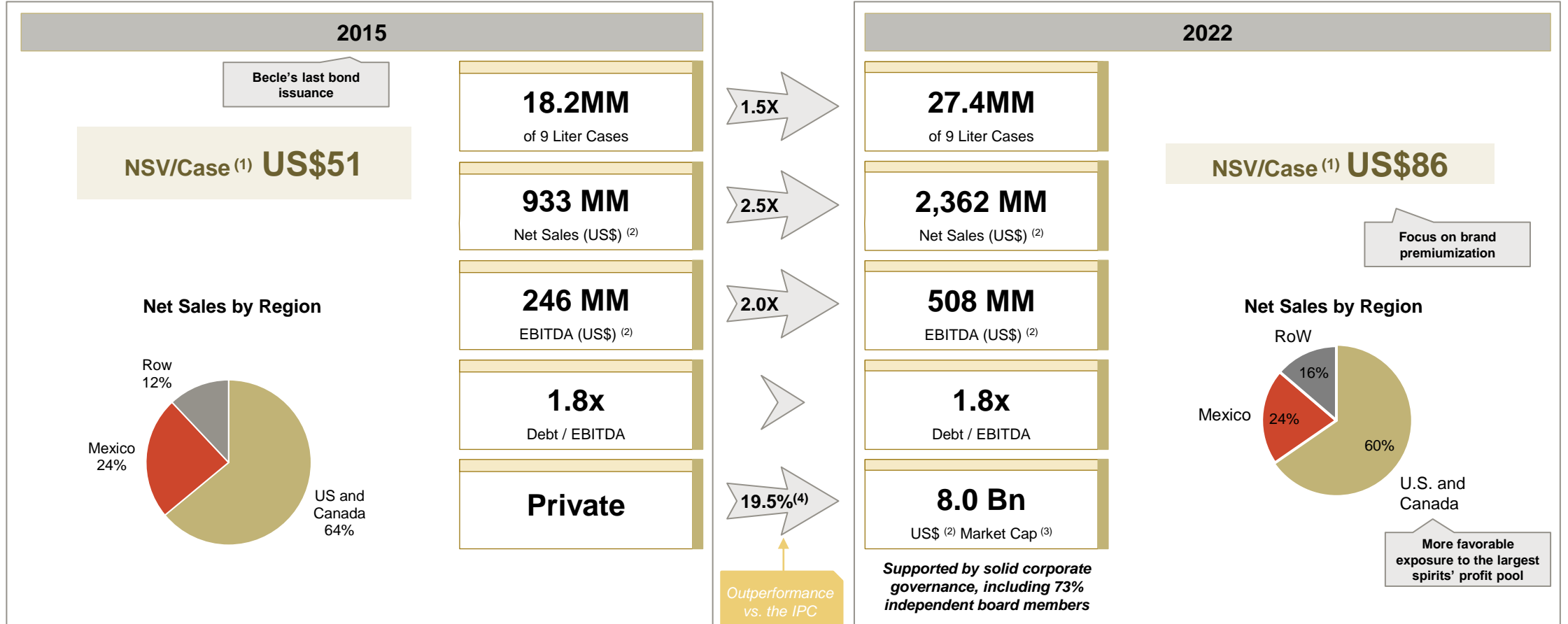
2. Excluding China, according to IWSR Drinks Analysis

3. FX: Ps\$ 19.36= US\$

4. Mkt. Cap. as of December 31, 2022.



# Becle's Outstanding Performance Makes it Today a Stronger Credit than in 2015



**Notes:**

- 1. Net sales / 9 Liter Cases
- 2. FX: Ps\$ 19.36 = US\$

- 3. As of December 31, 2022
- 4. Performance since IPO (February 9, 2017)



1

**Undisputed Global Leader in Tequila and #3 in Irish Whiskey**

2

**Dominant Position in the Hottest Spirits Category...**

3

**...And a Privileged Competitive Position...**

4

**...In High-Growth Spirits Categories Through an Extensive Product Portfolio with Focus on Premiumization**

5

**Proven Agility and Innovation Driving a Resilient Business Model with High Cash Generation Capacity**

6

**Best-in-Class Capital Structure & Prudent Financial Policy Whilst Delivering Consistent Growth**

7

**Renowned Family Heritage and Strong Corporate Governance Supported by a Talented Management Team**

8

**Strong ESG Driven Culture**

9

**Full Year 2023 Guidance**



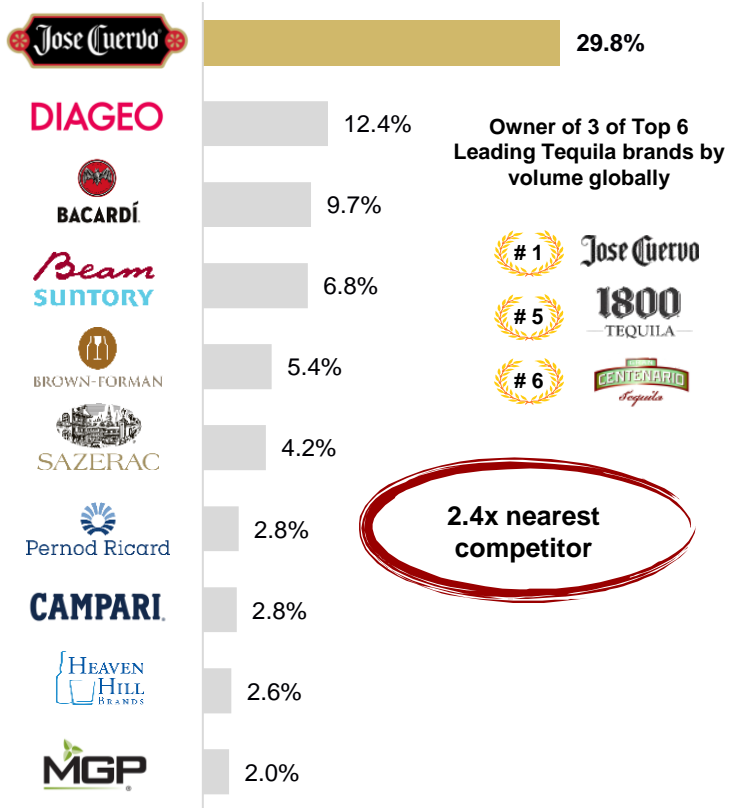


# 1 Undisputed Global Leader in Tequila and #3 in Irish Whiskey



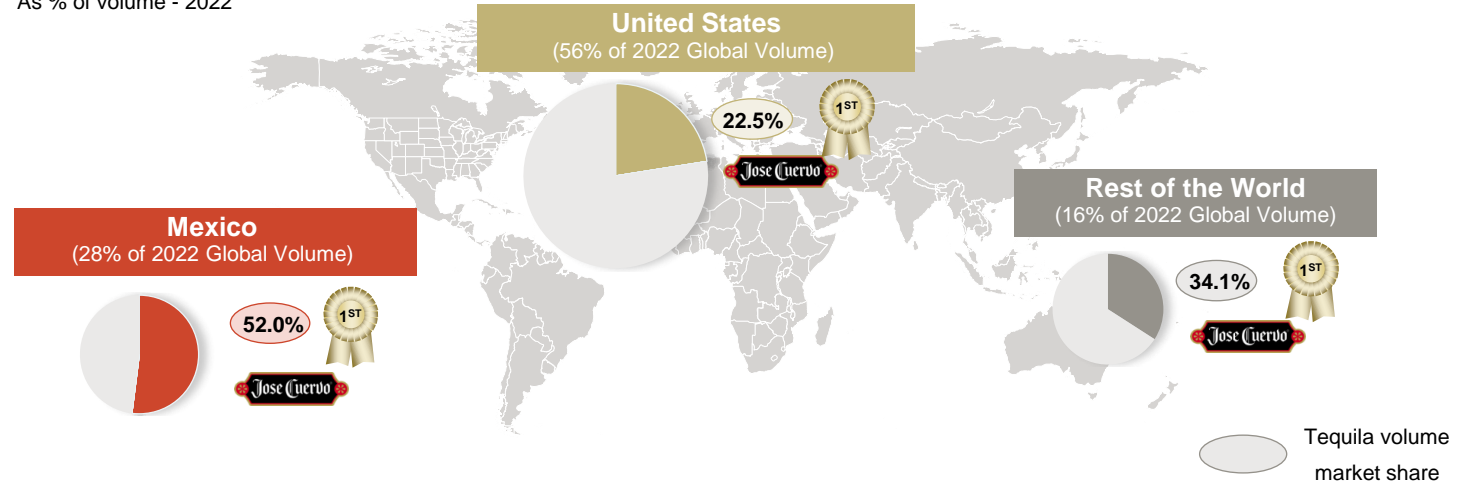
## Global Leader in Tequila...

As of 2022 Volume – Total Market Size 46.7MM 9L Cases



## ... In Every Region

As % of volume - 2022

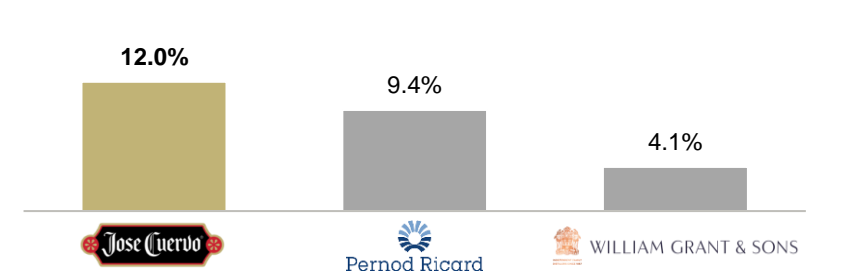


## #2 Player in Irish Whiskey

1,473K Irish Whiskey 9L cases sold in 2022



9L Cases Volume CAGR 2017 – 2022



Source: IWSR Drinks Analysis 2022



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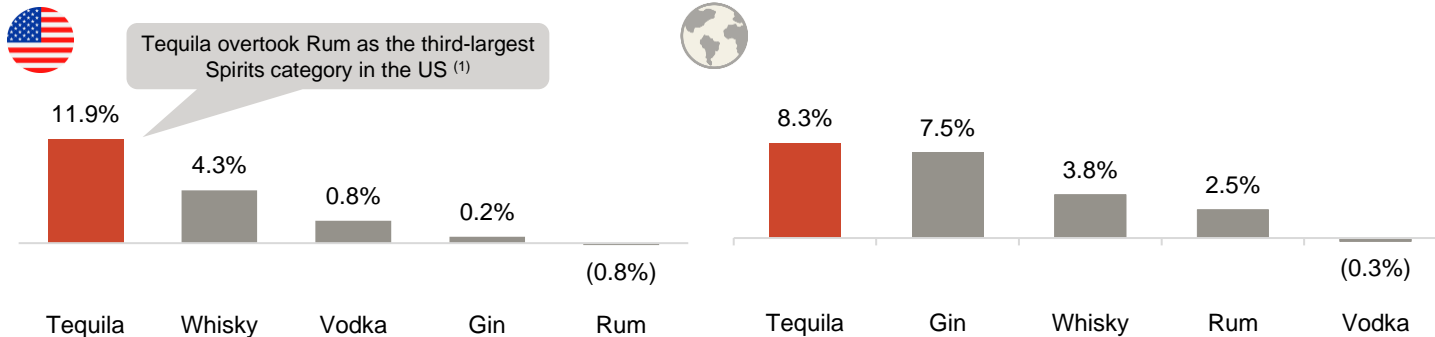
# Dominant Position in the Hottest Spirits Category...



## Since Last Issuance, Tequila has...

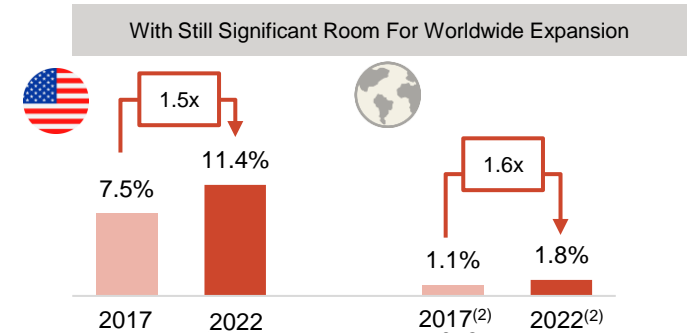
### A ...Been the Fastest Growing Major Spirits Category in the US and Second Fastest in the World

(2017 - 2022 9L cases volume CAGR)



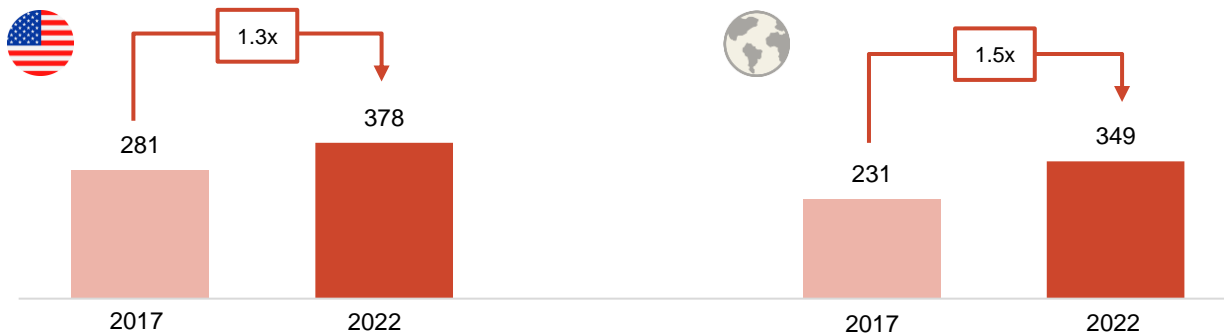
### B ...Significantly Increased its Market Share

(In terms of 9L cases volume)



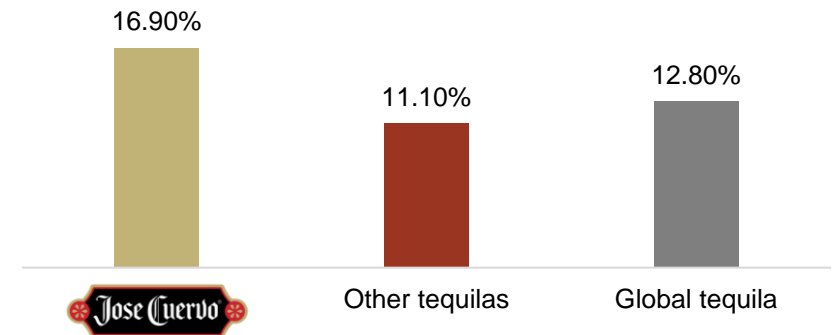
### C ...Benefitted from a Clear Premiumization Trend

Avg. price in US\$ per 9L case of Tequila



### D Becle Soared Driven by Proximo's Strong Execution

(2022 Tequila 9L cases volume growth vs. 2021)



Source: IWSR Drinks Analysis

Notes:

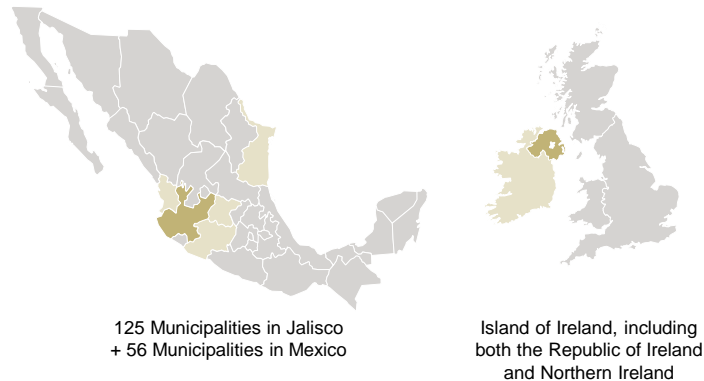
1. By volume of 9L cases sold
2. Includes local spirits



## High Barriers of Entry Provided by Bece's Vertical Integration and Own Distribution



**Competitive Advantage Resulting from Appellation of Origin for Tequila and Irish Whiskey**



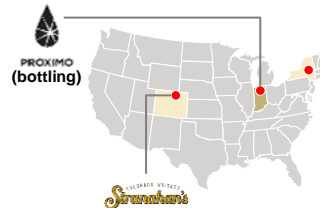
- Tequila **can only be produced from Agave Azul** (*Tequilana Weber*)
- Bece is **the largest Agave Azul producer**<sup>(1)</sup>
- Bece is **involved in full Agave cycle** (plant, growth, harvest and freight)
- Irish whiskey can **only be made throughout the island of Ireland**

**Flagship Distilleries and Bottling Facilities Support Route-to-Market Strategy**



La Rojeña (Tequila)  
Camichines (Tequila)

EDISA Bottling Facility  
*1800 Distillery (Tequila) In construction*



Stranahan's (Colorado)

Proximo Bottling (Indiana)

Bourbon (New York)



Old Bushmills Distillery and Bottling (Northern Ireland)

Old Bushmills Distillery expansion completed

**Own Distribution Platform to Control Route-to-Market and Brand Building Strategy**

- ✓ 94% of volume through own network
- ✓ Proximo's route-to-market control instrumental to U.S. success
- ✓ Vertical integration of profits
- ✓ Control and focus of own brands
- ✓ Enhancing presence in new geographies with in-market companies (IMC's)



Source: Company Information  
 Notes:  
 1. According to CRT's plantation registry



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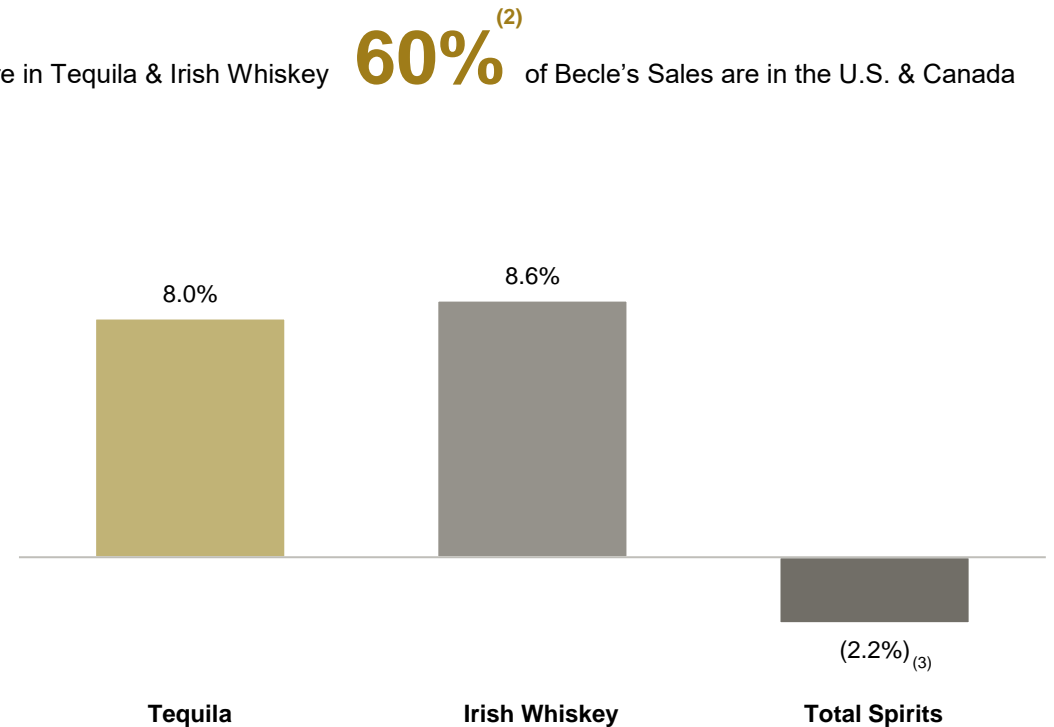
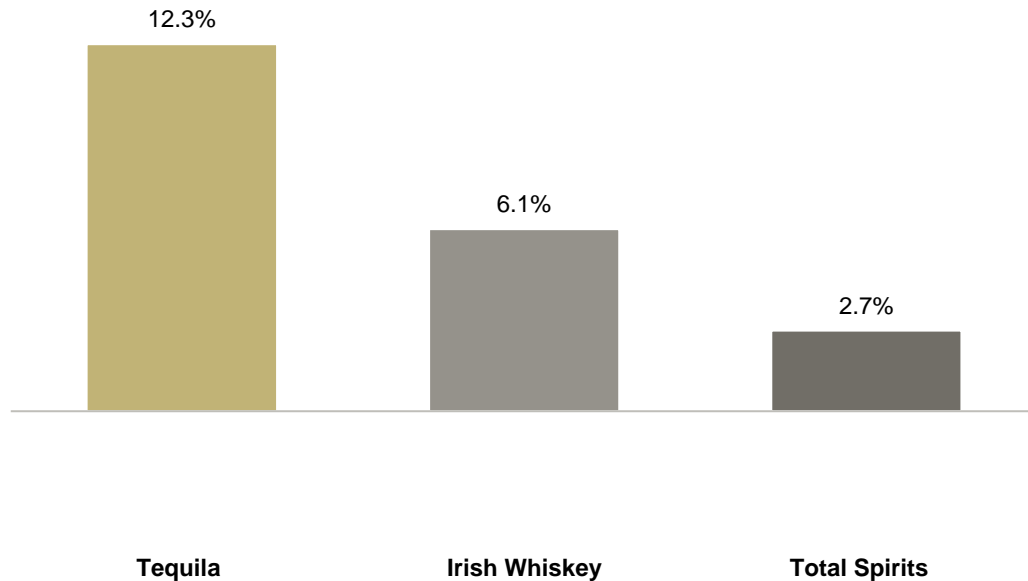
# ... In the Right Categories & Markets...



## Exposure to Dynamic Regions and Categories

Spirits Growth | 2017-2022 9L cases Volume CAGR

**73%**<sup>(1)</sup> of Beclé's Sales are in Tequila & Irish Whiskey **60%**<sup>(2)</sup> of Beclé's Sales are in the U.S. & Canada



Source: Company Information, IWSR Drinks Analysis

Notes:

- 1. Includes all Tequila Brands + Bushmills + Proper No Twelve for FY2022
- 2. Full Year 2022 Sales
- 3. Includes local spirits





4

# ... Through an Extensive Product Portfolio with Focus on Premiumization



## Diversified Brand Portfolio

## Net Sales by Category

By value as of 2022

Tequila

### Jose Cuervo Family



Prestige

Super Premium

Premium

### 1800



Super Premium/  
Ultra Premium

### Other



Super Premium

Ultra Premium

Whiskey

### Irish Whiskey



Premium/  
Ultra  
Premium

Premium

Super  
Premium

### U.S. Whiskey



Ultra  
Premium

Premium

Premium/  
Ultra  
Premium

Others

### Rum



Premium

### Vodka



Ultra  
Premium

Premium

### Gin



Premium

Premium

### Mezcal

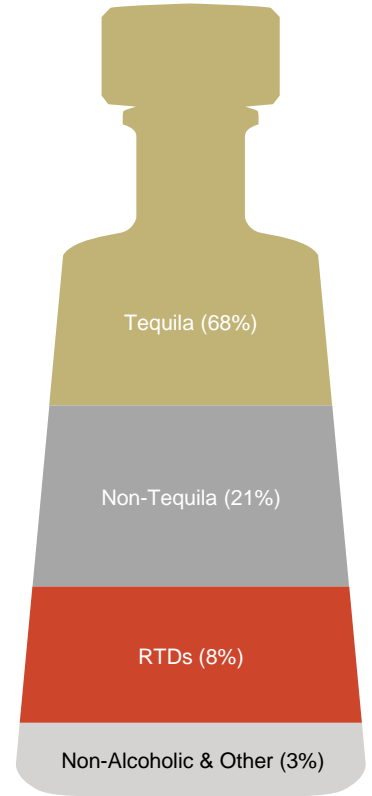


Ultra  
Premium

### RTD



### Non-Alcoholic





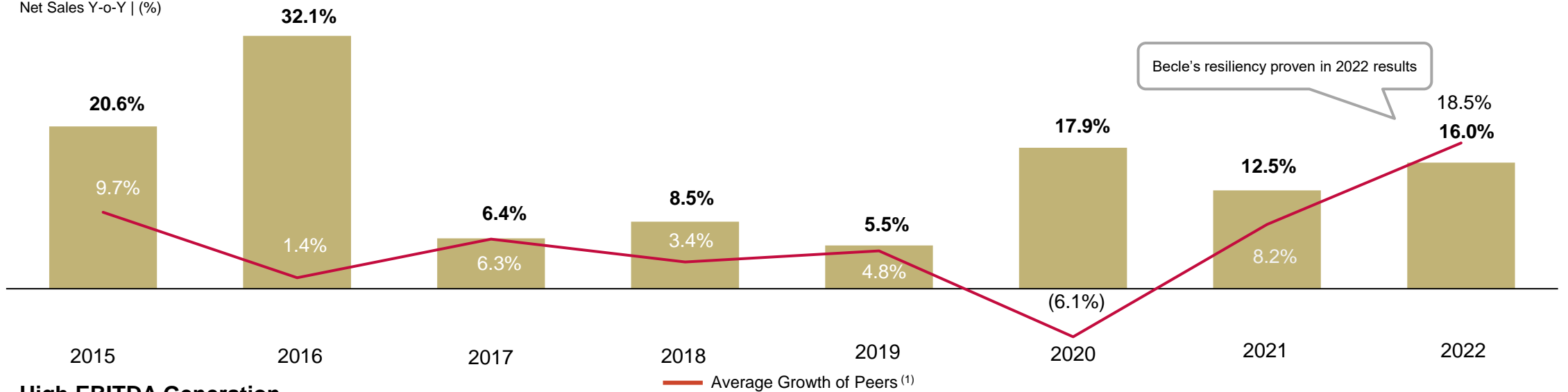
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# Proven Agility and Innovation Driving a Resilient Business Model with High Operating Cash Generation Capacity



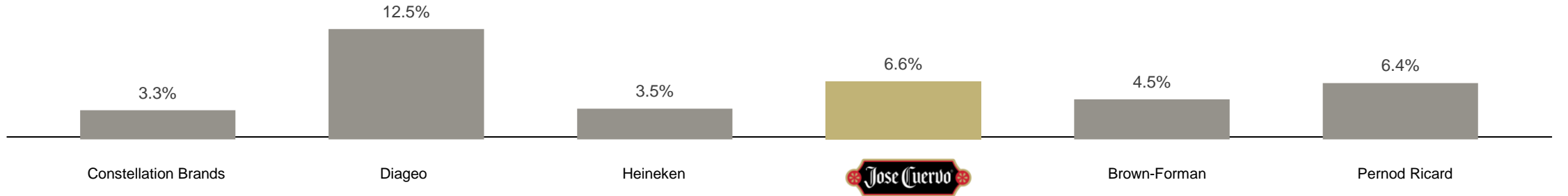
## Becle's Agile & Innovative Business Model is a Key Driver of its Outperformance

Net Sales Y-o-Y | (%)



## High EBITDA Generation

EBITDA Growth CAGR 2016 – 2022 | (%)



Source: Company filings, Capital IQ. Company Audited Financial Statements and most recent publicly available annual financial statements for our peers. We have included the information presented in this chart for illustrative purposes only and we cannot assure you of the accuracy or comparability of our peers' financial statements. Operating profit may be measured differently by our peers for many reasons, including the fact that entities may differ in their application of accounting principles

Notes:

1. Simple average of annual revenues growth of Constellation Brands, Diageo, Brown Forman, Heineken and Pernod Ricard



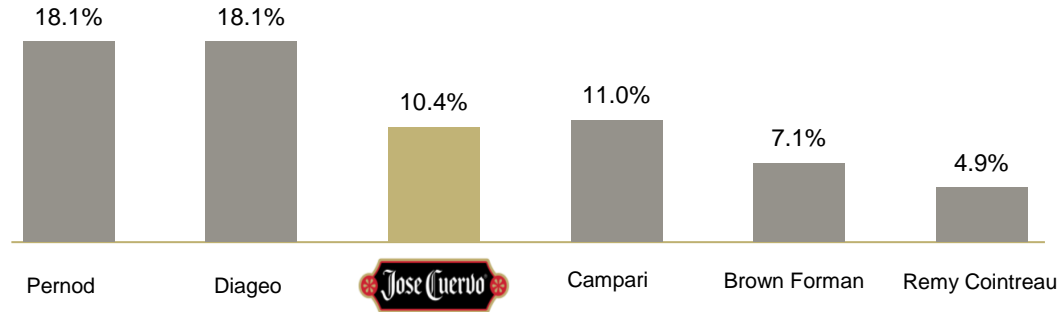
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# Best-in-Class Capital Structure & Prudent Financial Policy Whilst Delivering Consistent Growth

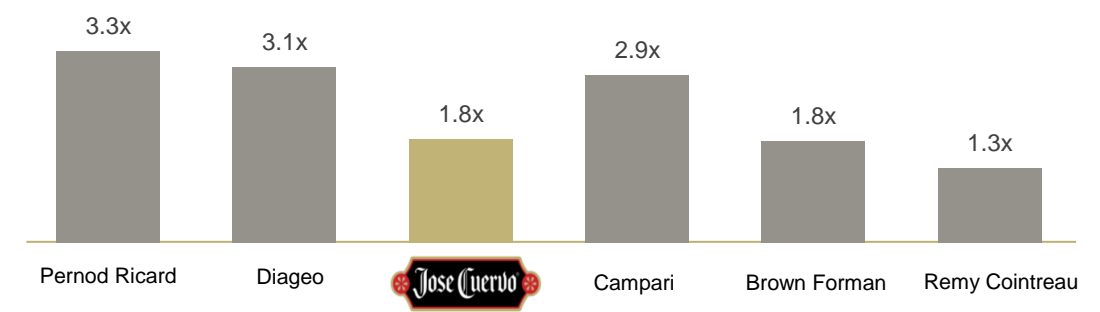


## Best-In-Class Credit Metrics

Total Debt / Market Cap <sup>(1)</sup>



Total Debt / 2022 EBITDA

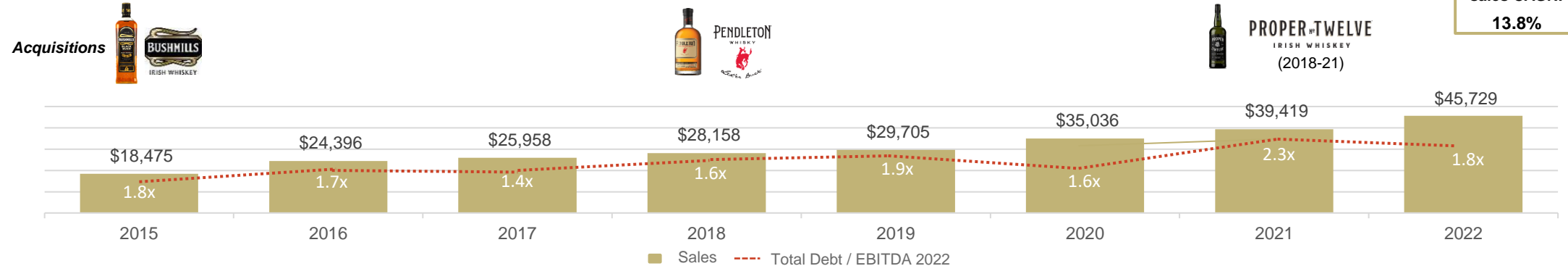


## Proven Financial Discipline While Executing on a Successful Growth Strategy

Ps\$ MM

2.0x Net Sales Expansion While Maintaining an Almost Flat Leverage Ratio

'15 – 2022 LTM sales CAGR: 13.8%



Source: Capital IQ, Company Filings, Company Audited Financial Statements and most recent publicly available annual financial statements for our peers. We have included the information presented in this chart for illustrative purposes only and we cannot assure you of the accuracy or comparability of our peers' financial statements. Operating profit may be measured differently by our peers for many reasons, including the fact that entities may differ in their application of accounting principles

### Notes:

1. As of February 22, 2023



# 7 Renowned Family Heritage and Strong Corporate Governance



## Becle is a Global Spirits Company with a Profound Family Heritage

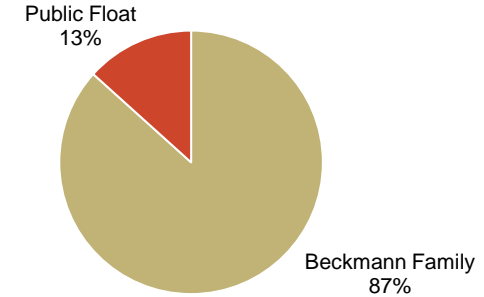
- Founded in 1758, **Becle is today an 11<sup>th</sup> generation managed spirits company**
- **Public company since 2017 and part of the S&P/BMV IPC index**
  - Market Cap of US\$7.8 <sup>(1)</sup> Bn
- Talented management team supported by a **highly experienced and independent board of directors**
- **At the fore front of sustainability practices** throughout the Tequila production cycle & other spirits bottling facilities

## Becle's Key Milestones Shaped the Tequila Industry

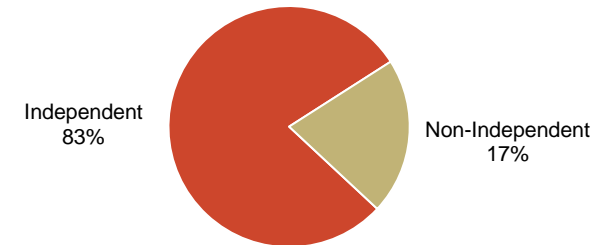


Notes:  
1. As of December 31, 2022. FX: Ps\$ 19.36= US\$

## Ownership



## Highly Experienced and Independent Board of Directors





Our ESG (Environmental, Social and Governance) strategy is based on clear and defined business values and actions divided in three pillars for a sustainable future: i) Sustainable Governance, ii) From Source to Market and iii) Looking After Our People



### Awards, Recognitions & Affiliated Entities



**Our Commitment has Granted us Recognition and Certifications Among Several Institutions**



# Beckle's Environmental Initiatives are Aligned to the UN Sustainable Development Targets and to the Global Compact



## SDG Alignment



Through our strategic framework, we will also be able to contribute to the United Nations Sustainable Development Goals (SDGs).



### Sustainable Agriculture

Traceability of our agave plantations, guaranteeing non-deforestation and improvement of the land we manage.



### Biodiversity

Allowing local fauna to perform their natural interactions, such as pollination and fertilization.



### Sustainable Sourcing

Sourcing of most of our ingredients locally.



### Climate Change



Integrating climate risk monitoring into our overall risk management and corporate strategies.



### Carbon Footprint



Our strategy contemplates evaluating technologies that will help us reduce energy consumption and material usage linked to carbon emissions.



### Energy

46% of our global energy consumption comes from renewable sources.



### Water Stewardship

We operate 2 state-of-the-art water plants for the biological treatment of effluents, such as tequila vinasse.



### Waste Management

100% of bagasse waste generated is used in our agave fields or repurposed for bio-based products.





## Financial Statements

# Income Statement



(Ps&MM)	Twelve months ended December 31 <sup>st</sup>					First quarter ended March 31 <sup>st</sup>				
	2021	% of net sales	2022	% of net sales	2022 (USD) <sup>(1)</sup>	2022	% of net sales	2023	% of net sales	2023 (USD) <sup>(2)</sup>
<b>Net sales</b>	<b>39,419</b>		<b>45,729</b>		<b>2,362</b>	<b>9,068</b>		<b>9,583</b>		<b>529</b>
Cost of goods sold	18,145	46.03	20,642	45.1	1,066	4,090	45.1	4,726	49.3	261
<b>Gross profit</b>	<b>21,274</b>	<b>54.0</b>	<b>25,087</b>	<b>54.9</b>	<b>1,296</b>	<b>4,977</b>	<b>54.9</b>	<b>4,857</b>	<b>50.7</b>	<b>268</b>
Advertising, marketing and promotion	8,689	22.0	10,162	22.2	525	1,685	18.6	1,970	20.6	109
Distribution	2,028	5.1	2,193	4.8	113	481	5.3	458	4.8	25
Selling and administrative	3,491	8.9	3,877	8.5	200	878	9.7	934	9.7	52
Other expenses (income), net	(55)	(0.1)	(34)	(0.1)	(2)	(49)	(0.5)	(44)	(0.5)	(2)
<b>Operating income</b>	<b>7,121</b>	<b>18.1</b>	<b>8,890</b>	<b>19.4</b>	<b>459</b>	<b>1,983</b>	<b>21.9</b>	<b>1,540</b>	<b>16.1</b>	<b>85</b>
Financing results	214	0.5	620	1.4	32	74	0.8	(170)	(1.8)	(9)
Equity method	-	-	39	0.1	2	-	-	-	-	-
<b>Profit before income taxes</b>	<b>6,907</b>	<b>17.5</b>	<b>8,231</b>	<b>18.0</b>	<b>425</b>	<b>1,908</b>	<b>21.0</b>	<b>1,710</b>	<b>17.8</b>	<b>94</b>
Income taxes	1,874	4.8	2,350	5.1	121	553	6.1	479	5.0	26
<b>Consolidated net income</b>	<b>5,034</b>	<b>12.8</b>	<b>5,881</b>	<b>12.9</b>	<b>304</b>	<b>1,355</b>	<b>14.9</b>	<b>1,231</b>	<b>12.8</b>	<b>68</b>
<b>EBITDA</b>	<b>7,938</b>	<b>20.1</b>	<b>9,843</b>	<b>21.5</b>	<b>508</b>	<b>2,191</b>	<b>24.2</b>	<b>1,800</b>	<b>18.8</b>	<b>99</b>

**Notes:**

1. U.S. dollars translated at 19.36 Mexican pesos solely for convenience of the reader for the period ended December 31<sup>st</sup>, 2022.
2. U.S. dollars translated at 18.11 Mexican pesos solely for convenience of the reader for the period ended March 31<sup>st</sup>, 2023

# Balance Sheet



(Ps\$ MM)	As of March 31 <sup>st</sup>	As of December 31 <sup>st</sup>		
	1Q23	2021	2022	2022 (USD) <sup>(7)</sup>
Cash and cash equivalents	4,503	12,791	4,521	233
Trade receivables	8,271	10,284	11,812	610
Inventories <sup>(1)</sup>	21,888	13,027	19,549	1,010
Other assets <sup>(2)</sup>	3,818	2,057	3,601	187
<b>Total current assets</b>	<b>38,480</b>	<b>38,159</b>	<b>39,483</b>	<b>2,039</b>
Inventories <sup>(1)</sup>	12,517	12,455	13,546	699
Property, plant and equipment	14,310	11,855	14,074	726
Intangible assets	17,832	20,628	18,849	974
Goodwill	5,736	6,992	6,022	311
Right-of-use assets	2,595	2,371	2,678	138
Other assets <sup>(3)</sup>	3,496	2,745	3,215	166
<b>Total non-current assets</b>	<b>56,485</b>	<b>57,046</b>	<b>58,383</b>	<b>3,016</b>
<b>Total assets</b>	<b>94,965</b>	<b>95,205</b>	<b>97,866</b>	<b>5,055</b>
Bank loan	2,761	-	-	-
Senior Notes	186	102	96	5
Trade payables	6,323	4,594	8,443	436
Other accounts payable <sup>(4)</sup>	5,292	7,461	6,963	360
<b>Total current liabilities</b>	<b>14,563</b>	<b>12,158</b>	<b>15,502</b>	<b>801</b>
Senior Notes	16,398	18,495	17,508	904
Lease liabilities	2,305	1,840	2,410	125
Other long-term liabilities <sup>(5)</sup>	3,711	4,269	4,023	208
<b>Total non-current liabilities</b>	<b>22,414</b>	<b>24,604</b>	<b>23,941</b>	<b>1,237</b>
<b>Total liabilities</b>	<b>36,977</b>	<b>36,762</b>	<b>39,443</b>	<b>2,038</b>
Controlling interest <sup>(6)</sup>	57,863	58,351	58,306	3,011
Non-controlling interest	124	93	117	6
<b>Total stockholders' equity</b>	<b>57,987</b>	<b>58,443</b>	<b>58,423</b>	<b>3,017</b>
<b>Total liabilities and stockholders' equity</b>	<b>94,965</b>	<b>95,205</b>	<b>97,866</b>	<b>5,055</b>

## Notes:

1. Includes Biological assets

2. Includes related parties, recoverable income tax, other recoverable taxes and receivables, financial instruments at fair value through profit and loss and prepayments

3. Includes Investments in associates, Deferred income taxes, Employee benefits - Net and Other assets

4. Includes Lease liabilities and Related parties

5. Includes Environmental reserve and Deferred income taxes

6. Includes Capital stock, Share premium, Capital reserves, Retained earnings and Other comprehensive income

7. U.S. dollars translated at 19.36 Mexican pesos solely for convenience of the reader for the period ended December 31<sup>st</sup>, 2022.

# Cash Flow Statement



(Ps\$ MM)	Twelve months ended December 31 <sup>st</sup>		
	2021	2022	2022 (USD) <sup>(1)</sup>
<b>Operating activities:</b>			
Income before income taxes	6,908	8,231	425
Adjustment from items not implying cash flows:			
Depreciation and amortization	817	953	49
Loss on sale of property, plant and equipment	8	68	4
Non-cash items	(1)	(54)	(3)
Interest income	(251)	(143)	(7)
Unrealized foreign exchange	(597)	(386)	(20)
Interest expense	502	519	27
Equity method on associates	(25)	39	2
Net cost for the period of employee benefits	20	54	3
<b>Subtotal</b>	<b>7,381</b>	<b>9,281</b>	<b>479</b>
<b>Net cash from operating activities</b>	<b>4,341</b>	<b>(1,744)</b>	<b>(90)</b>
<b>Investment Activities:</b>			
Property, plant and equipment	(2,197)	(3,728)	(193)
Intangible assets	(3,053)	(86)	(4)
Investment in associates	(476)	(118)	(6)
Interest income	59	143	7
Sale of property, plant and equipment	10	-	-
<b>Net cash flows used in investment activities</b>	<b>(5,657)</b>	<b>(3,789)</b>	<b>(196)</b>
<b>Financing activities</b>			
Dividends paid	(1,546)	(1,510)	(78)
<b>Principal lease payment</b>	<b>(506)</b>	<b>(686)</b>	<b>(35)</b>
Interest Paid	(347)	(636)	(33)
<b>Net cash from financing activities</b>	<b>5,984</b>	<b>(2,832)</b>	<b>(146)</b>
<b>Net decrease of cash and cash equivalents</b>	<b>4,668</b>	<b>(8,365)</b>	<b>(432)</b>
<b>Cash and cash equivalents at beginning of year:</b>			
At beginning of the period	7,646	12,791	661
<b>Cash and cash equivalents at end of period</b>	<b>12,791</b>	<b>4,521</b>	<b>233</b>

**Notes:**

1. U.S. dollars translated at 19.36 Mexican pesos solely for convenience of the reader



## As of April 28<sup>th</sup>, 2023

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- Items provided below are based on the Company's current estimates and are not a guarantee of future performance.
- There could be significant risks and uncertainties that could cause actual results to differ materially, including the risk factors discussed in the Company's reports on file with the Comisión Nacional Bancaria y de Valores (Mexican National Banking and Securities Commission).
- Beclé undertakes no duty to update any forward-looking statements or estimates.

## Full Year 2023

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**Consolidated Net Sales Value**

High-single digit growth “area” (constant currency)

**Consolidated Capital Expenditures <sup>(1)</sup>**

US\$250 - 300 million “area”

**Notes:**

(1) Consolidated Capital Expenditures are comprised of distillery expansion capabilities (Tequila and other spirits), aging and warehousing, in order to support our long-term growth plan, and other normal and customary capital expenditures.