

Santander's 28th Mexico Conference – Investor Presentation

Becle, S.A.B de C.V.
January 17-18 2024





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



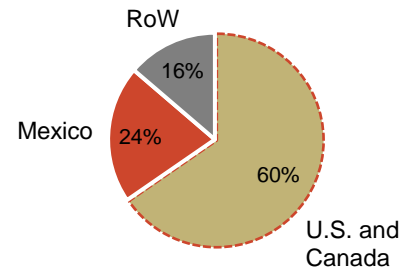
Becke Today

- **Undisputed leader in tequila globally**, ~30% market share ⁽¹⁾
- **#2 in high growth Irish Whiskey category** ⁽¹⁾ 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 ⁽²⁾
- **Conservative leverage profile**, remaining one of the strongest among peers

Diversified Product Portfolio with Over 30 Brands

Exposure to the Right Geographies...

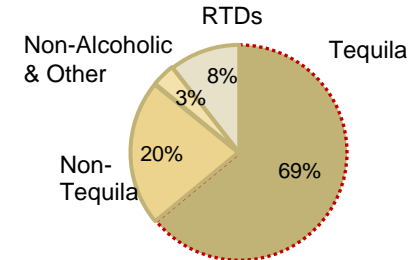
Net Sales Value Breakdown in 2022



U.S. and Canada
Largest Spirits Market ⁽²⁾

... With the Right High-Growth Categories

Net Sales Value Breakdown in 2022



Tequila
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\$) ⁽³⁾

508 MM

EBITDA (US\$) ⁽³⁾

1.8x

Total Debt / EBITDA

1.3x

Net Debt / EBITDA

8.0 Bn

Market Cap ⁽⁴⁾ (US\$) ⁽³⁾

Public Company

Notes:

1. Based on 2022 IWSR Drinks Analysis total volume

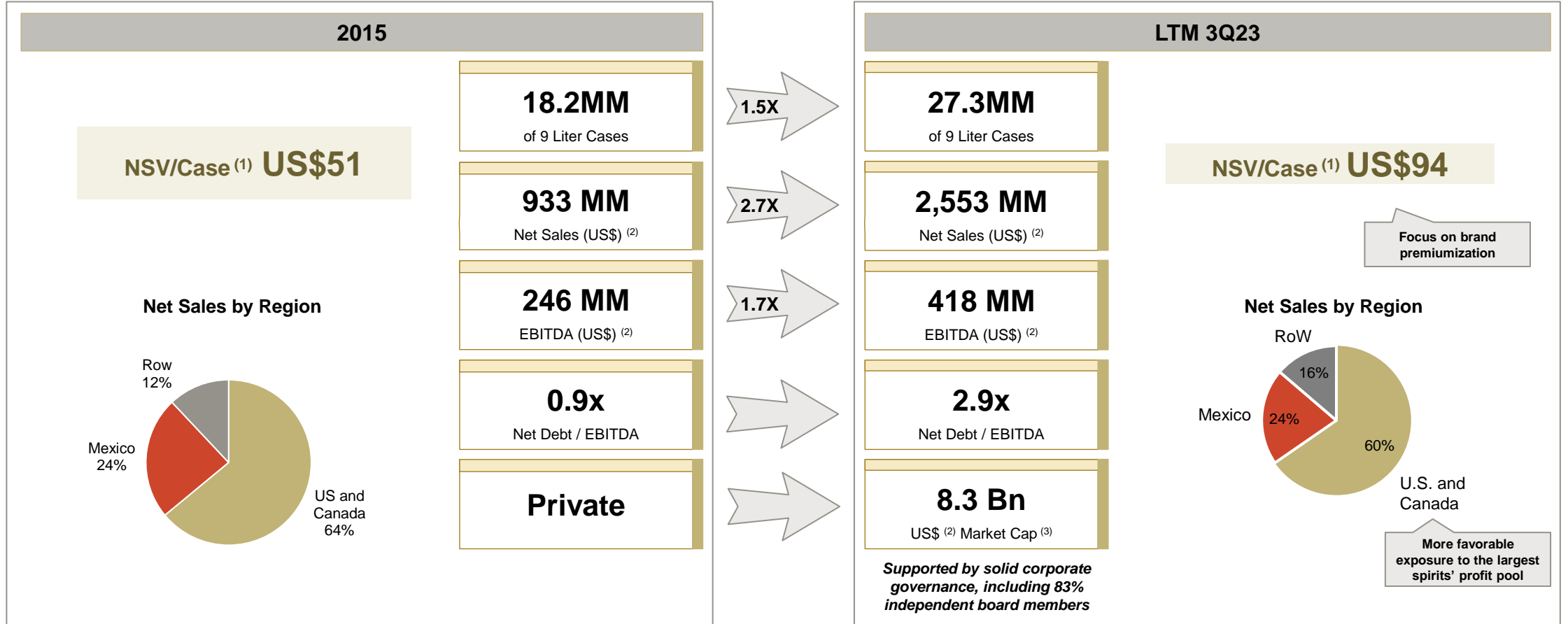
2. Excluding China, according to IWSR Drinks Analysis

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

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



Becle's Outstanding Performance Makes it Today a Larger Company than in 2015



Notes:
 1. Net sales / 9 Liter Cases
 2. FX: Ps\$ 17.6195 = US\$
 3. As of September 30, 2023



1

Undisputed Global Leader in Tequila and #2 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

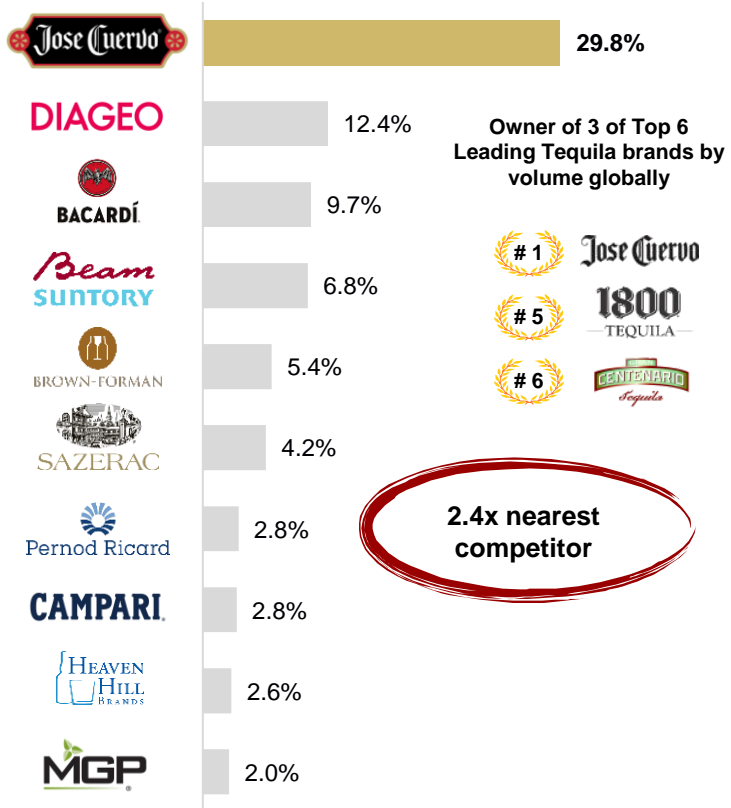


1 Undisputed Global Leader in Tequila and #2 in Irish Whiskey



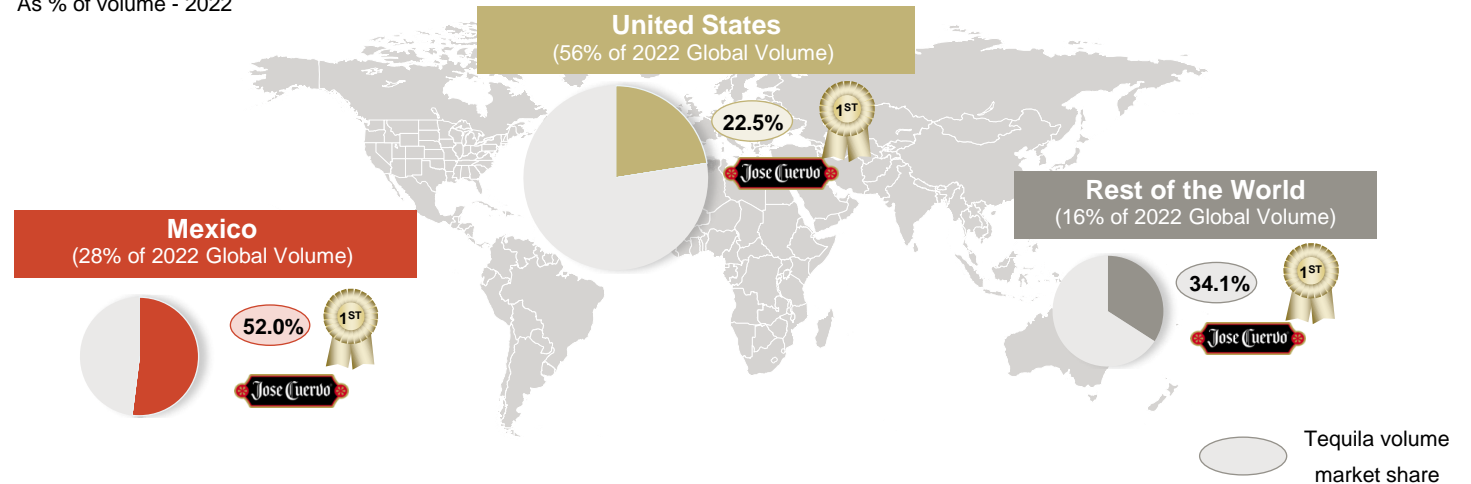
Global Leader in Tequila...

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



... In Every Region

As % of volume - 2022

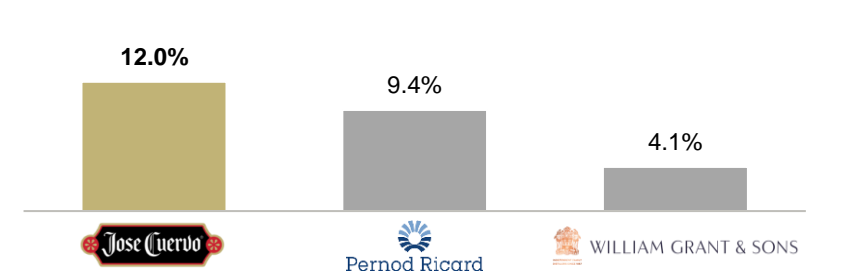


#2 Player in Irish Whiskey

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



9L Cases Volume CAGR 2017 – 2022



Source: IWSR Drinks Analysis 2022



2

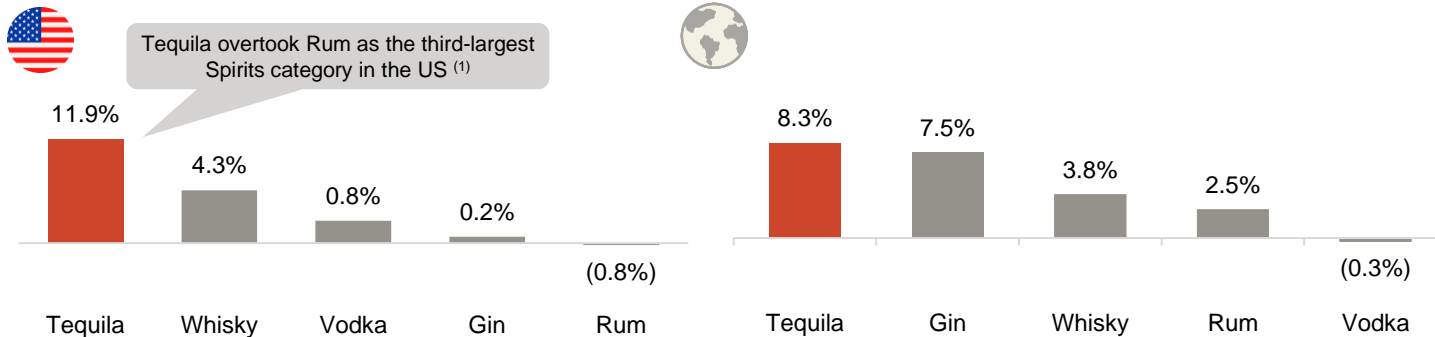
Dominant Position in the Hottest Spirits Category...



Since Last Issuance, Tequila has...

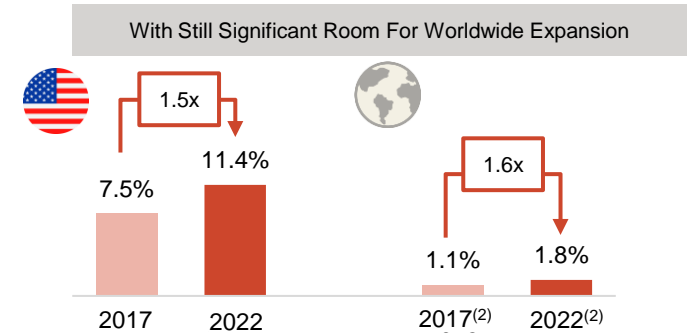
A ...Been the Fastest Growing Major Spirits Category in the US and Second Fastest in the World

(2017 - 2022 9L cases volume CAGR)



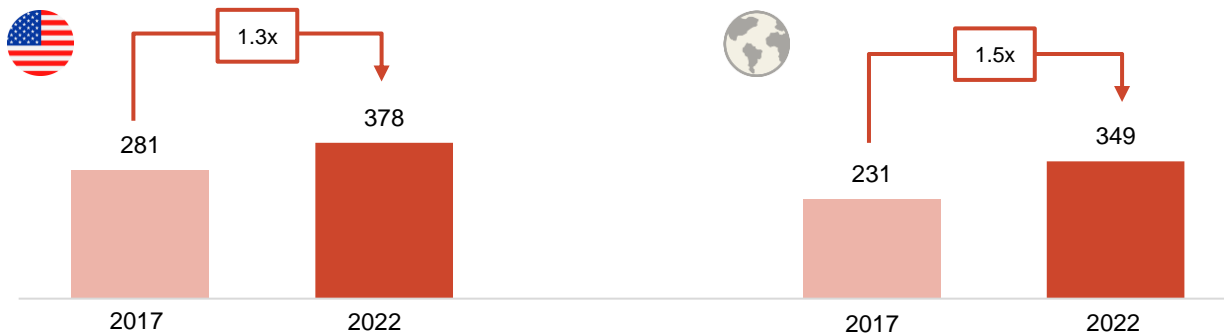
B ...Significantly Increased its Market Share

(In terms of 9L cases volume)



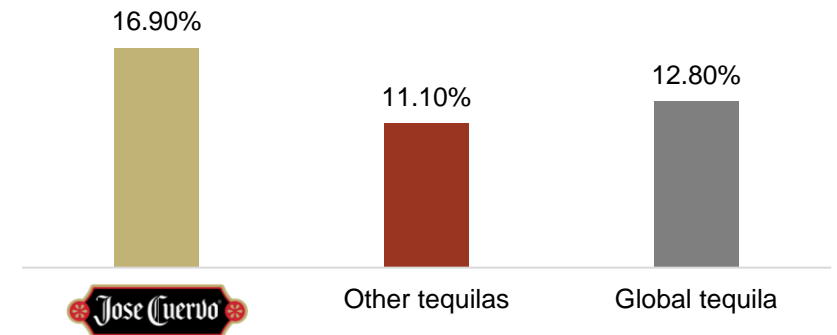
C ...Benefitted from a Clear Premiumization Trend

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:

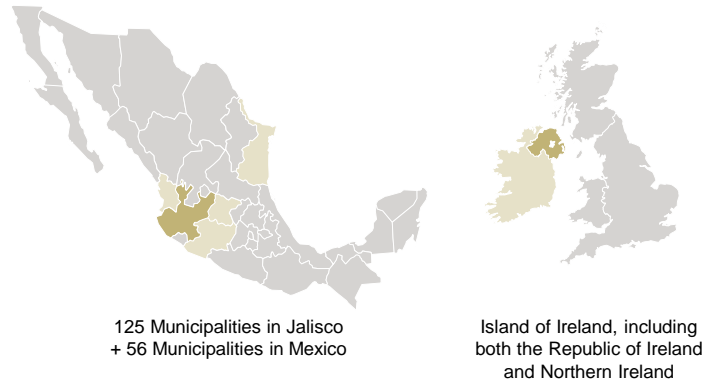
1. By volume of 9L cases sold
2. Includes local spirits



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

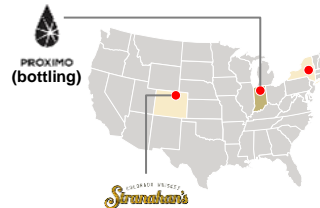


- Tequila **can only be produced from Agave Azul** (*Tequilana Weber*)
- Bece is **the largest Agave Azul producer**⁽¹⁾
- Bece is **involved in full Agave cycle** (plant, growth, harvest and freight)
- Irish whiskey can **only be made throughout the island of Ireland**

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



4

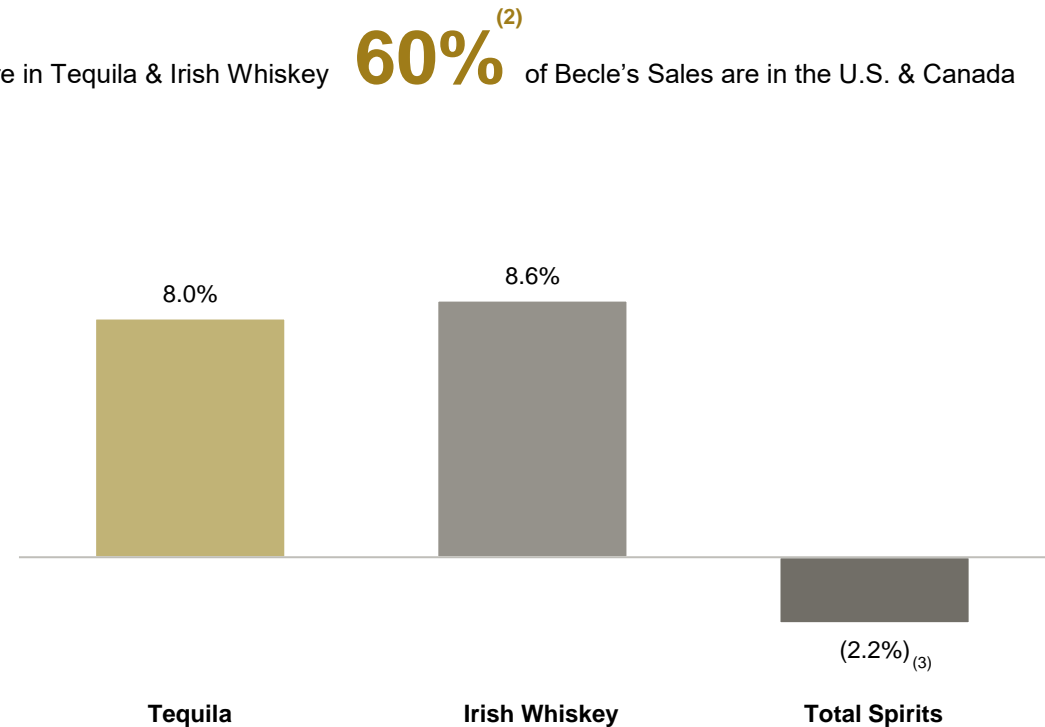
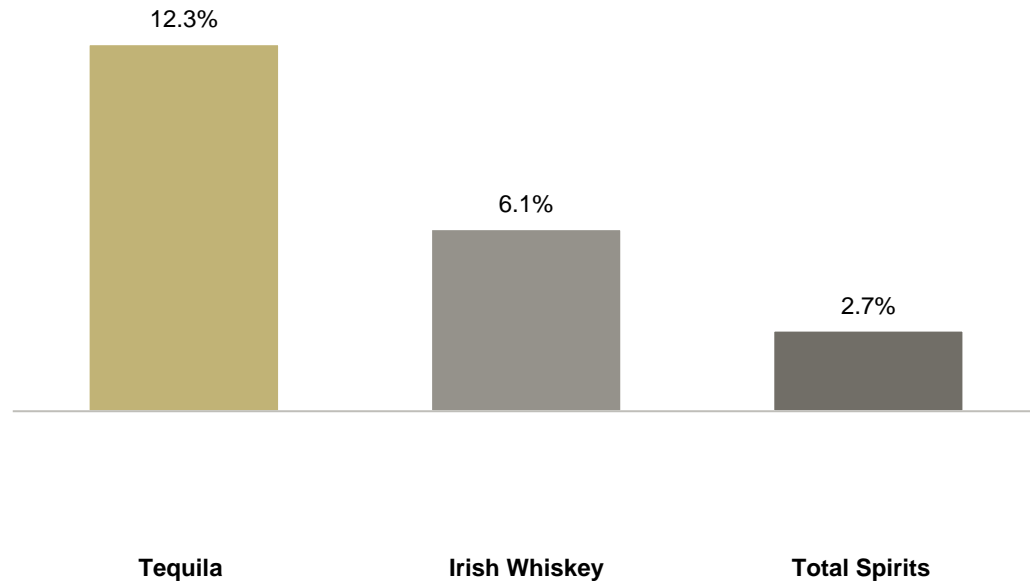
... In the Right Categories & Markets...



Exposure to Dynamic Regions and Categories

Spirits Growth | 2017-2022 9L cases Volume CAGR

73%⁽¹⁾ of Beclé's Sales are in Tequila & Irish Whiskey **60%**⁽²⁾ 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

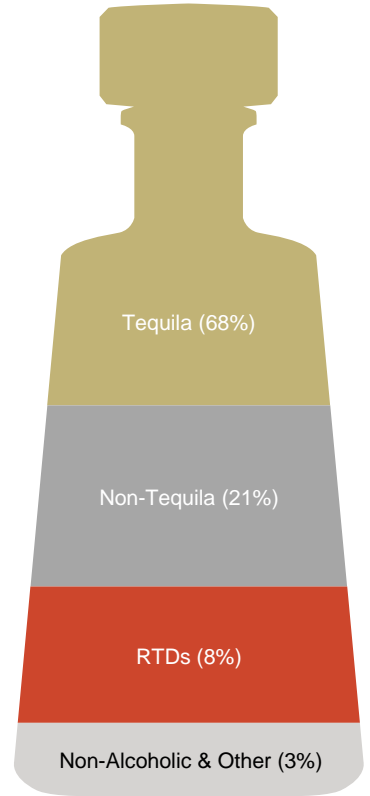


Ultra
Premium

RTD



Non-Alcoholic





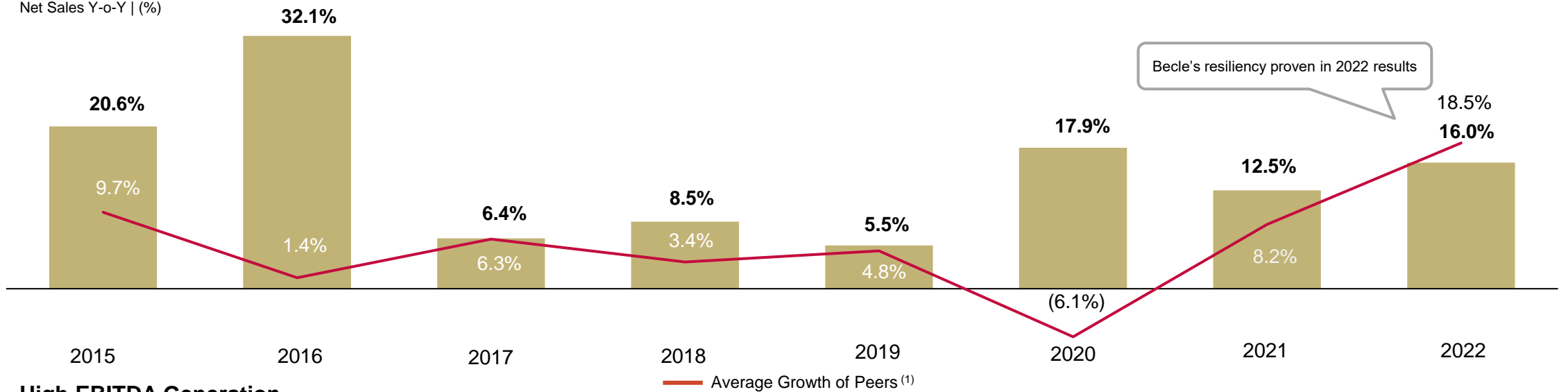
5

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



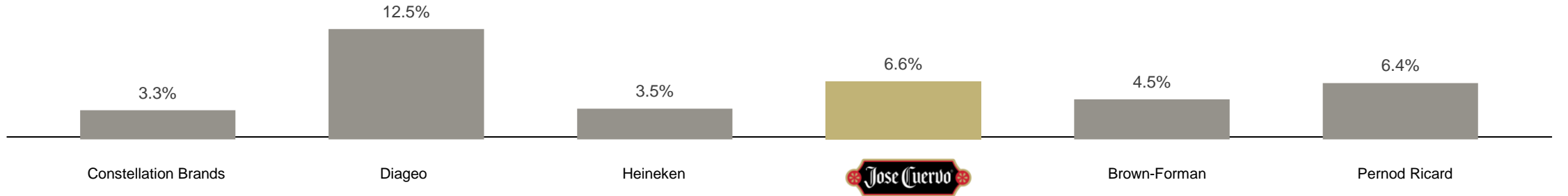
Becle's Agile & Innovative Business Model is a Key Driver of its Outperformance

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



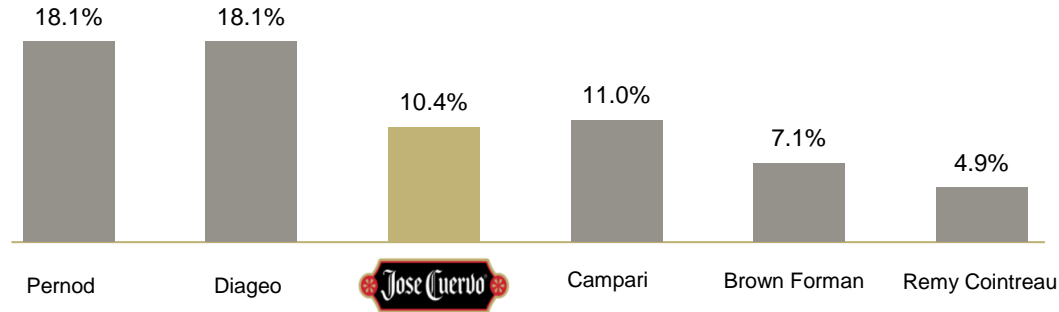
6

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

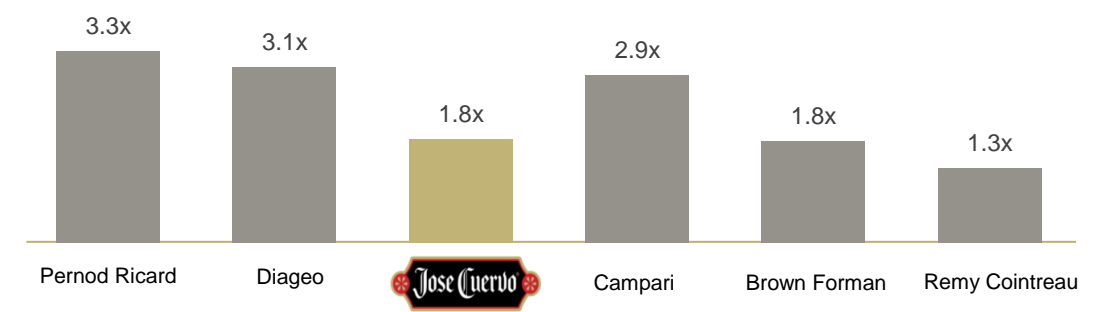


Best-In-Class Credit Metrics

Total Debt / Market Cap ⁽¹⁾



Total Debt / 2022 EBITDA

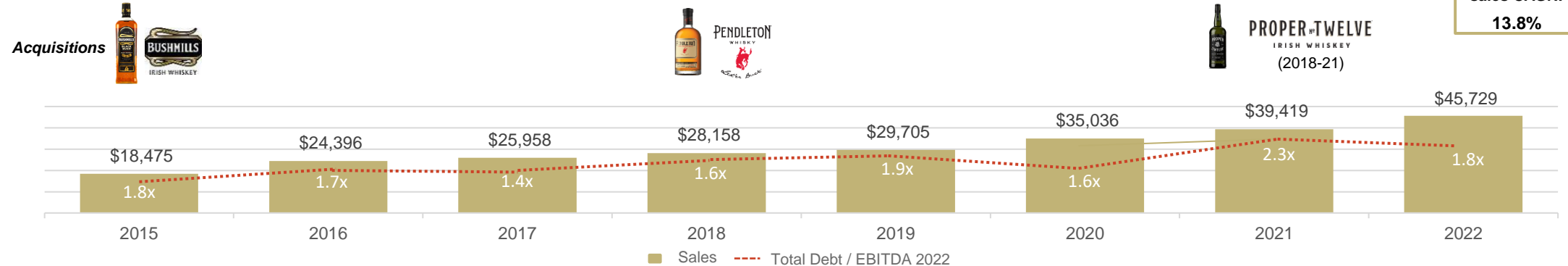


Proven Financial Discipline While Executing on a Successful Growth Strategy

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

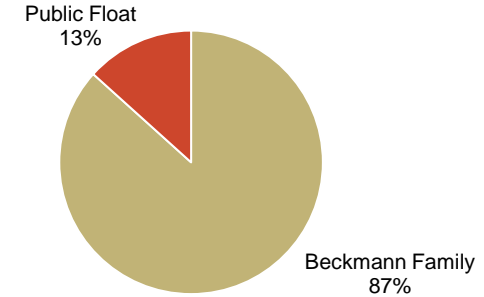
- Founded in 1758, **Becle is today an 11th generation managed spirits company**
- **Public company since 2017 and part of the S&P/BMV IPC index**
 - Market Cap of US\$7.8 ⁽¹⁾ Bn
- Talented management team supported by a **highly experienced and independent board of directors**
- **At the fore front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

Becle's Key Milestones Shaped the Tequila Industry

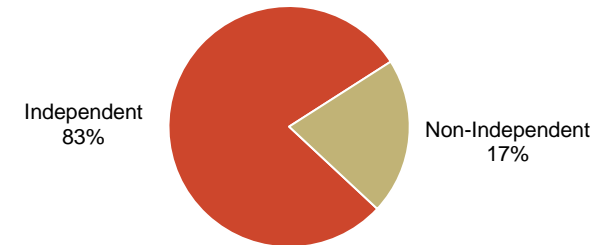


Notes:
1. As of December 31, 2022. FX: Ps\$ 19.36= US\$

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

Consolidated Statements of Comprehensive Income



| | Annual | Nine months ended September 30 th | | | | Last 12 months | |
|--------------------------------------|---------------|--|----------------|---------------|----------------|----------------|-----------------------------|
| | 2022 | 2022 | % of net sales | 2023 | % of net sales | 2023 | 2023 in US\$ ⁽¹⁾ |
| Net sales | 45,729 | 31,929 | | 31,190 | | 44,991 | 2,553 |
| Cost of goods sold | 20,642 | 14,783 | 46.3 | 15,640 | 50.1 | 21,499 | 1,220 |
| Gross profit | 25,087 | 17,146 | 53.7 | 15,551 | 49.9 | 23,492 | 1,333 |
| Advertising, marketing and promotion | 10,162 | 6,217 | 19.5 | 7,141 | 22.9 | 11,087 | 629 |
| Distribution | 2,193 | 1,536 | 4.8 | 1,402 | 4.5 | 2,059 | 117 |
| Selling and administrative | 3,877 | 2,730 | 8.6 | 3,023 | 9.7 | 4,169 | 237 |
| Other expenses (income), net | (34) | (44) | (0.1) | (97) | (0.3) | (88) | -5 |
| Operating income | 8,890 | 6,706 | 21.0 | 4,080 | 13.1 | 6,263 | 355 |
| Financing results | 659 | 390 | 1.2 | 232 | 0.7 | 501 | 28 |
| Profit before income taxes | 8,231 | 6,317 | 19.8 | 3,849 | 12.3 | 5,764 | 327 |
| Income taxes | 2,350 | 1,832 | 5.7 | 1,078 | 3.5 | 1,596 | 91 |
| Consolidated net income | 5,881 | 4,485 | 14.0 | 2,771 | 8.9 | 4,167 | 236 |
| EBITDA | 9,843 | 7,348 | 23.0 | 4,876 | 15.6 | 7,371 | 418 |

1. MXN figures converted to US\$ at a rate of 17.6195 (rate as of September 30, 2023), solely for the convenience of the reader

Consolidated Statements of Financial Position



| | As of September 30 th | | |
|---|----------------------------------|---------------|-----------------------------|
| | 2022 | 2023 | 2023 in US\$ ⁽⁷⁾ |
| Assets | | | |
| Cash and cash equivalents | 4,521 | 4,024 | 228 |
| Trade receivables | 11,812 | 9,382 | 532 |
| Inventories ⁽¹⁾ | 18,258 | 18,587 | 1,055 |
| Other assets ⁽²⁾ | 4,892 | 7,145 | 406 |
| Total current assets | 39,483 | 39,138 | 2,221 |
| Inventories ⁽¹⁾ | 6,044 | 6,104 | 346 |
| Property, plant and equipment | 14,074 | 15,156 | 860 |
| Intangible assets | 18,849 | 17,081 | 969 |
| Goodwill | 6,022 | 5,479 | 311 |
| Right-of-use assets | 2,679 | 2,302 | 131 |
| Other assets ⁽³⁾ | 10,715 | 11,702 | 665 |
| Total non-current assets | 58,383 | 57,824 | 3,282 |
| Total assets | 97,866 | 96,962 | 5,503 |
| Liabilities | | | |
| Bank Loans | - | 8,857 | 503 |
| Senior Notes | 96 | 201 | 11 |
| Trade payable | 8,442 | 4,582 | 260 |
| Other accounts payable ⁽⁴⁾ | 6,964 | 5,609 | 318 |
| Total current liabilities | 15,502 | 19,249 | 1,092 |
| Senior Notes | 17,508 | 16,009 | 909 |
| Lease liabilities | 2,410 | 1,963 | 111 |
| Other long-term liabilities ⁽⁵⁾ | 4,023 | 3,614 | 205 |
| Total non-current liabilities | 23,941 | 21,586 | 1,225 |
| Total liabilities | 39,443 | 40,835 | 2,318 |
| Stockholders' equity | | | |
| Controlling interest ⁽⁶⁾ | 58,306 | 55,992 | 3,178 |
| Non-controlling interest | 117 | 135 | 8 |
| Total stockholders' equity | 58,423 | 56,127 | 3,186 |
| Total liabilities and stockholders' equity | 97,866 | 96,962 | 5,503 |

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. MXN figures converted to US\$ at a rate of 17.6195 (rate as of September 30, 2023), solely for the convenience of the reader

Consolidated Statements of Cash Flows



| | Annual | 9 months ended September 30 th | | Last 12 months | |
|---|-----------------|---|----------------|----------------|-----------------------------|
| | 2022 | 2022 | 2023 | 2023 | 2023 in US\$ ⁽¹⁾ |
| Operating activities: | | | | | |
| Income before income taxes | 8,231 | 6,317 | 3,849 | 5,763 | 327 |
| Adjustment from items not implying cash flows: | | | | | |
| Depreciation and amortization | 953 | 642 | 796 | 1,107 | 63 |
| Loss on sale of property, plant and equipment | 68 | 56 | 13 | 25 | 1 |
| Non-cash items | (54) | 213 | 181 | (86) | (5) |
| Interest income | (143) | (101) | (209) | (251) | (14) |
| Unrealized foreign exchange | (386) | (326) | (364) | (424) | (24) |
| Interest expense | 519 | 391 | 523 | 651 | 37 |
| Equity Method | 39 | - | - | 39 | 2 |
| Net cost for the period of employee benefits | 54 | - | 32 | 86 | 5 |
| Subtotal | 9,281 | 7,191 | 4,821 | 6,911 | 392 |
| Net decrease in accounts | (11,025) | (9,162) | (8,393) | (8,655) | (491) |
| Net cash from operating activities | (1,744) | (1,971) | (3,572) | (1,744) | (99) |
| Investment Activities: | | | | | |
| Property, plant and equipment | (3,728) | (2,370) | (2,207) | (3,565) | (202) |
| Intangible assets | (86) | (149) | (46) | 17 | 1 |
| Investment in associates | (118) | (30) | (379) | (467) | (27) |
| Interest income | 143 | 101 | 209 | 251 | 14 |
| Net cash flows used in investment activities | (3,789) | (2,449) | (2,423) | (3,763) | (214) |
| Financing activities: | | | | | |
| Dividends Paid | (1,510) | (1,510) | (1,764) | (1,764) | (100) |
| Bank loan | - | - | 8,813 | 8,813 | 500 |
| Principal lease payment | (686) | (502) | (813) | (997) | (57) |
| Interest paid | (636) | (322) | (447) | (761) | (43) |
| Net cash from financing activities | (2,832) | (2,333) | 5,790 | 5,291 | 300 |
| Net decrease of cash and cash equivalents | (8,365) | (6,753) | (206) | (1,818) | (103) |
| Cash and cash equivalents at beginning of year: | | | | | |
| At beginning of the period | 12,791 | 12,791 | 4,521 | 5,793 | 329 |
| Cash proceeds from acquisition | 25 | 25 | - | - | - |
| Effects of exchange rate changes on cash and cash equivalents | 70 | (270) | (290) | 50 | 3 |
| Cash and cash equivalents at end of period | 4,521 | 5,793 | 4,024 | 4,024 | 228 |

1. LTM MXN figures converted to US\$ at a rate of 17.6195 (rate as of September 30, 2023), solely for the convenience of the reader

2. Net decrease in accounts in operating activities section includes movement in the following accounts: trade receivables, related parties, other recoverable taxes and other receivables, inventories, biological assets, prepayments, trade payable, other assets, other accounts payables, employee benefits, income taxes paid or recoverable



As of January 17th, 2024

- 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

| | |
|---|--|
| Consolidated Net Sales Value | Mid-to-high single digit growth “area” (constant currency) Low single digit decrease “area” (functional currency) |
| Consolidated Capital Expenditures ⁽¹⁾ | US\$160 - 180 million “area” |
| Advertising, marketing and promotion (AMP) | Range of 21% to 23% of Net Sales |
| Exchange Rate (USD/MXN) | 17.79 average and 16.90 end-of-period |

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.