



BACARDI LIMITED

CELEBRATING 150 YEARS OF BRINGING PEOPLE TOGETHER

HONORING OUR PAST. CELEBRATING OUR FUTURE.

150 YEARS OF BACARDI HERITAGE

A SPIRIT FOR ALL TIME



BACARDI LIMITED



Bacardi founder Don Facundo Bacardí Massó was a man of enormous vision and passion.

His descendants continue to produce BACARDI rum, the world's best-selling and most-awarded rum, under its original and proprietary formula, using the pioneering process including distillation, charcoal-mellowing, filtering, aging and blending techniques he created and mastered in Santiago de Cuba in 1862 – 150 years ago. As tastes evolve and new trends take over, cocktails come and go. However, legendary BACARDI rum cocktails have been enjoyed for more than a century, creating a unique mark on society and forming an integral part of the cocktail culture we enjoy today.

To really understand Bacardi one needs to know the name Bacardi has three meanings: it is a **Family**, a **Company** and a **Brand**. Each has evolved during the course of the 150 years since the establishment of the Company.

Today, BACARDI rum is a premium brand with authenticity and heritage that stands the test of time. One can't go into a bar, club or restaurant without experiencing the impact of BACARDI on the spirits industry. It truly is a brand that connects people in memorable ways.

Don Facundo left his mark on the history of drinks when he opened up new possibilities in the mixing of cocktails by creating a new spirit for all time.

WHAT DOES IT TAKE TO MAKE BACARDI?



BACARDI LIMITED

WORLD-CLASS SPIRIT.

The wings of a bat, natural disasters, Prohibition, the Cuban Revolution and an ability to persevere and consistently overcome adversity shaped BACARDI and the exceptional spirit the Company created in 1862.

One can't enjoy a cocktail without being touched by founder Don Facundo Bacardí Massó and his pioneering vision that 150 years ago forever changed the spirits industry, creating the cocktail culture we all enjoy today.

Here we share the remarkable, surprising stories about the heritage and evolution of an iconic global brand, Company and family that all share the same name – BACARDI.



HERITAGE SERVED.

WHERE WAS BACARDI RUM BORN?

YOU MAY BE SURPRISED:

THE ISLAND NATION OF CUBA IS WHERE THE STORY OF BACARDI BEGINS!





BACARDI BIRTHPLACE

The birthplace of the Bacardi Company is the beautiful port city of Santiago de Cuba, where on February 4, 1862, Don Facundo Bacardí Massó purchased a small distillery and revolutionized rum and rum-making. After careful and systematic experimentation with a variety of ingredients, aging methods and blends, Bacardi founder Don Facundo offered up the first samples of a new, smooth, light-bodied spirit the world now knows as premium rum – BACARDI.

ENDURING SPIRIT

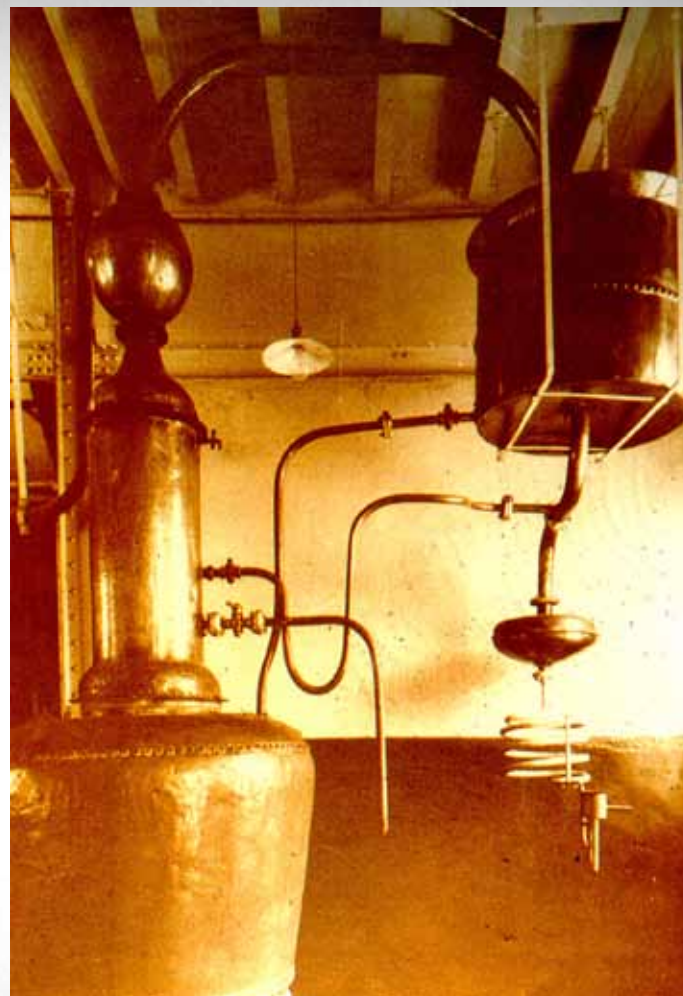
The Bacardi story is one of overcoming multiple, major adversities that might have stopped other companies. Bacardi has a heritage marked by earthquakes, disease, financial distress, faced the U.S. Prohibition era and exile during the Cuban Revolution.

We have an incredible family and company history. We rose from humble beginnings in Cuba and overcame multiple adversities to become the largest privately-held spirits company in the world, one that today sells more than 200 brands and labels in more than 150 countries around the world.

We created a dynamic Bacardi culture of passion, excellence and entrepreneurial spirit. We are committed to our heritage and most importantly remember our humble beginnings filled with family drive, ambition and love that have helped us be what we are today — the third largest spirits company in the world.

RUM REVOLUTIONIZED

Bacardi is credited with introducing many pioneering techniques to the rum world, including controlled fermentation and charcoal filtration to reduce or remove unwanted flavors. Don Facundo was also the first to purposely blend rum bases and age rum in barrels to deliver a specific flavor, aroma and smoothness. And most important, Don Facundo was the first to identify and use an isolated single strain of yeast he discovered in





the sugarcane fields in Santiago de Cuba to ensure the consistent, unique flavor of his rum. The same strain of yeast cultivated 150 years ago is still used today in the making of BACARDI rum globally and is the reason BACARDI tastes the same no matter where you enjoy it.

The new BACARDI blends were delightful alternatives to the local, crude “ron” whose harshness made some consider it undrinkable. Cuba’s emerging middle class embraced the smooth, light, aged and mixable rums branded with an elegant and intriguing black bat on the label. The bat became a symbol of authenticity and the highest quality of rum. That symbol has that same effect today.

Bacardi diligently oversees the global production of BACARDI rums, and the formula is still a closely guarded secret among the few select Bacardi family members and rum master blenders.



THE BACARDI BAT

The BACARDI rum Bat Device, one of the most recognizable logos in the world, has an important Bacardi connection. A colony of fruit bats hung from the rafters of Don Facundo's first distillery. In Spain, near Don Facundo's hometown of Sitges where he emigrated from in 1830, the bat had long been regarded – and remains today – as a symbol of health, good fortune and family unity, a belief also shared by the native people of Cuba, the Taínos.

Realizing the rum maker needed a distinguishing symbol to identify his products during a period when most people couldn't read, his wife Doña Amalia suggested a rendering of a bat adorn every bottle. Shortly thereafter, his creation became known by the people as el Ron del Murciélago or "the Rum of the Bat."

Today, the Bat Device still proudly graces every bottle of BACARDI Rum and is acknowledged as one of the most recognized brand trademarks in the spirits industry.



LEGENDARY BACARDI COCKTAILS

The light and unique balance of BACARDI Superior inspired simple, thirst-quenching mixers including a little lime, a sprig of mint and shaved ice to cut the Caribbean heat. The result was legendary cocktail recipes originating with BACARDI rum – including the Original BACARDI Cuba Libre (1900), the Original BACARDI Daiquirí (1898) and the Authentic BACARDI Mojito (1862).

CUBA'S FIRST MULTINATIONAL COMPANY

As its business grew in Cuba, Bacardi capitalized on growing opportunities abroad and expanded outside of Cuba. In 1910, Bacardi became Cuba's first multinational company by opening a bottling plant in Barcelona, Spain. In 1916, the Company established a bottling facility in New York City. In the mid-1930s, BACARDI distilleries opened in Mexico and Puerto Rico.

PROHIBITION: NO HAY PROBLEMA PARA BACARDI

When the threat of Prohibition loomed large in the United States, Bacardi saw a window of opportunity. In preparation, Bacardi management formed a corporation, dividing stock shares equally among President Emilio Bacardi, First Vice President Facundo Bacardi and Second Vice President Enrique Schueg. Each principal held stock valued at more than US\$1 million.

On October 28, 1919, the U.S. Congress passed the Volstead Act forbidding the manufacture, transportation, import, export, sale and consumption of alcohol in the United States. As you can imagine, that was not good news for the burgeoning Bacardi, especially since three years prior the Company opened an office in New York City and was faced with having to deplete 60,000 cases of inventory.

What was Bacardi to do with all its rum? Bacardi executive Enrique Schueg, who would later become the Company's fourth chairman, acted quickly by issuing Bacardi "wet stock" – a move that would place a value



on each case of BACARDI rum as a share. In order to liquidate the Company, Enrique Schueg created 60,000 shares that he sold as “wet stock” to the public and dissolved the Company by distributing one case per share.

A remarkable thing happened for Bacardi when Prohibition got fully underway. Prohibition in the United States prompted American tourists to flock to Havana, Cuba for fun and cocktails. BACARDI was their drink of choice, so much so that a popular international airline promoted the slogan, “Fly to Cuba and Bathe in BACARDI rum.” Since Prohibition made spirits advertising illegal, Bacardi rolled out a clever and successful promotional campaign using postcards playing up the allure of Cuba’s bars and nightlife. One caption read, “Cuba is great. There is a reason. BACARDI.” Fortune Magazine said Prohibition had “caused Havana to become the ‘unofficial’ United States saloon.”

Unsurprisingly, Bacardi was the center of Havana’s historic heyday. El Edificio Bacardi, the Bacardi Havana office building and one of the city’s first skyscrapers, was home to the most popular bar in Havana: a black-and-gold bar frequented by celebrities, Bacardi family members and their guests.

Production of BACARDI rum increased so quickly during the Prohibition years that the Company had to build a larger facility in Santiago de Cuba to keep up with demand. Profits enabled expansion outside of Cuba during the 1930s, with distilleries opening in Mexico and Puerto Rico. The facility in Cataño, Puerto Rico, is now the largest premium rum distillery in the world and home to the Casa BACARDI Visitor Center, the second most visited venue in greater San Juan today, playing host to more than 230,000 visitors each year.

MIES VAN DER ROHE

In 1929, famed German-American architect Ludwig Mies van der Rohe first came into contact with Bacardi at the Barcelona International Exposition, where both Bacardi and the Mies-designed Barcelona Pavilion were awarded grand prizes for their originality and unrivaled quality. BACARDI continues its notable status to this day as the world's most awarded rum.

Bacardi then-president Jose "Pepín" Bosch hired Mies to design buildings for the Company's headquarters in Santiago de Cuba and its Mexican operations in Tultitlán. Mies traveled in 1957 to Santiago de Cuba, where Bosch conveyed his vision for an office "where there were no partitions; where everybody, both officers and employees, could see each other." Mies picked up a napkin and began hand-sketching his first thoughts on the building design.

Two years later in January 1959, Mies revealed his designs for the two Bacardi buildings at the Havana Hilton Hotel in Cuba. The following year, the Mexican building was completed and received acclaim by the global architectural community.

The Company's global headquarters in Santiago de Cuba was never built due to the Cuban Revolution, the illegal confiscation of Bacardi assets in Cuba and the subsequent exile of the Bacardi family. Two similar buildings did emanate from Mies' original design for Bacardi: Neue Nationalgalerie in Berlin, Germany, in 1968, and the Bacardi International Limited building in Bermuda in 1972 (now the Company's global headquarters).



ILLEGAL CUBAN CONFISCATION

Due to continual threats by the government of Fulgencio Batista, including its nationalization of Bacardi for one day, Bacardi executives moved to safeguard the BACARDI rum intellectual property and secret formula. The Company strategically moved the trademarks, other IP and the coveted strain of yeast out of Cuba before the revolutionary forces took control. Such vision saved the Company and BACARDI rum.

When Cuban revolutionary forces illegally seized the Company's Cuban assets on October 14, 1960, Bacardi had already established operations in four other markets — the United States, Mexico, Puerto Rico and the Bahamas. The coveted strain of yeast continues to provide BACARDI rum its signature taste and unique balance today, and remains under tight security.



OUR BRANDS



GROWTH BY ACQUISITION

Bacardi remained a successful one-brand rum company for more than 130 years. But having already expanded globally, the business-savvy family leaders knew they also needed to go beyond rum to continue to thrive in an ever-changing spirits industry.

In 1993, Bacardi finalized the acquisition of the Martini & Rossi Group, the world's largest maker and distributor of wines. With that, Bacardi doubled in size, gaining a powerful distribution network in key European markets. More than 200 brands and labels were added to the "one-brand" Bacardi portfolio. With the acquisition, Bacardi became one of the top five spirits companies in the world.

Bacardi continued its successful acquisition growth strategy in the years to follow. In 1998 it acquired two



iconic industry brands: DEWAR'S® Blended Scotch whisky and the BOMBAY® and BOMBAY SAPPHIRE® gin brands. With this expanded premium portfolio, Bacardi became one of the top four spirits companies in the world.

In 2002, Bacardi formed an alliance with Anheuser-Busch to develop, market and distribute BACARDI Silver, a clear malt beverage, in the United States. Also in 2002, Bacardi acquired CAZADORES® 100% blue agave tequila, a top-selling premium tequila and a favorite of Mexican tequila connoisseurs.

In what is billed as its most successful acquisition to date, in 2004 Bacardi purchased GREY GOOSE® vodka, the world's number one super premium vodka.

In 2007, Bacardi purchased a stake in LEBLON cachaça, an ultra-premium luxury spirit from Brazil and the most award-winning cachaça in the market.

In 2008, Bacardi purchased a significant minority stake in the parent company of Patrón® tequila.

Through 150 years of organic growth and acquisition, today our premium labels of rum, vodka, whisky, gin, vermouth and tequila are some of the world's most recognized and celebrated brands. Bacardi has a presence in more than 150 markets around the world – and is still growing strong.

HIGHLIGHTS OF THE BACARDI STORY • 1862-2012



BACARDI LIMITED



ICONIC BRANDS

Today, still family-owned after 150 years, Bacardi Limited is the largest privately-held spirits company in the world and produces and markets a variety of internationally-recognized spirits and wines. The Bacardi brand portfolio comprises more than 200 brands and labels, including some of the world's favorite and best-known products: BACARDI® rum, the world's favorite, best-selling and most awarded rum; GREY GOOSE® vodka, the world leader in super premium vodka; DEWAR'S® Blended Scotch whisky, the top-selling blended Scotch whisky in the United States; BOMBAY® and BOMBAY SAPPHIRE® gin, the top-valued and fastest-growing premium gin in the world; MARTINI® vermouth and sparkling wines, the leading name in Italian winemaking and a purveyor of the highest quality aromatized and sparkling wines; CAZADORES® 100% blue agave tequila, the number-one premium tequila in Mexico and a top-seller in the United States; and other leading and emerging brands.

Family-owned and run for seven generations, the Company employs nearly 6,000 people around the world. The Company operates 27 production facilities, including distilling, bottling, and manufacturing facilities, in 16 countries and territories including Puerto Rico, Scotland, Italy, France, Spain, Germany and Mexico. Bacardi Limited refers to the Bacardi group of companies, including Bacardi International Limited.

As we commemorate our 150th year, we are committed to continue the sustainable business practices, fairness to employees and generosity to the community at large that built Bacardi during the past 150 years.

THE HISTORY OF BACARDI AT-A-GLANCE

- 1862** Bacardi is founded by Don Facundo Bacardí Massó in Santiago de Cuba, when he revolutionizes rum as a spirit and the rum-making process by creating a smooth, light-bodied spirit – what the world now knows as BACARDI rum.
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- 1888** BACARDI rum is appointed “Purveyor to the Royal Spanish Household.”
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- 1898** In Daiquiri, Cuba, American mining engineer Jennings S. Cox originates the Daiquiri cocktail with BACARDI rum.
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- 1900** The world's first Cuba Libre is created when BACARDI rum and Coca-Cola® are mixed with lime to celebrate the end of the Spanish-American War in Cuba.
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- 1910** Bacardi becomes Cuba's first multinational company by opening operations in Barcelona. Spain is the first place BACARDI rum is bottled outside Cuba.
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- 1919** Prohibition becomes law in the United States, and Americans flock to Cuba to drink and enjoy BACARDI rum.
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- 1930** The iconic Edificio Bacardi opens in Havana, and celebrities frequent its famed Art Deco bar.
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- 1930s** Bacardi establishes facilities in Mexico and Puerto Rico — to date two of Bacardi's largest production facilities, with the Cataño, Puerto Rico facility being the largest premium rum distillery in the world.
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- 1936** In a landmark consumer rights court case, a New York Court declares: “A BACARDI cocktail must be made with BACARDI rum.”
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- 1944** Bacardi establishes an import company in New York City to supply the U.S. market.

THE HISTORY OF BACARDI AT-A-GLANCE

- 1958** Puerto Rico's governor christens the new Bacardi distillery the "Cathedral of Rum."
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- 1960** Bacardi assets in Cuba are illegally confiscated without compensation by the Cuban government. Bacardi continues its operations from four other locations: the United States, Mexico, Puerto Rico and The Bahamas.
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- 1961** Bacardi unveils a production facility in Brazil.
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- 1965** Bacardi opens a distillery in Nassau, The Bahamas.
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- Bacardi International Limited relocates from the Bahamas to Bermuda.
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- 1972** Bacardi International Limited inaugurates building in Bermuda.
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- 1978** BACARDI rum becomes the number-one premium distilled spirits brand in the United States, with more than 7 million 9-liter cases sold.
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- 1979** BACARDI rum posts worldwide sales close to 16 million 9-liter cases, making the rum the world's top-selling premium spirit brand.
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- 1983** BACARDI celebrates the production of its 200 millionth 9-liter case of rum since being exiled from Cuba in 1960.
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- 1989** Bacardi launches BACARDI BREEZER in the United States.
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- 1992** Bacardi Limited is formed, unifying five separate strategic operating units of the Company: Bacardi International Limited – Bermuda; Bacardi & Company Limited – Bahamas; Bacardi Corporation – Puerto Rico; Bacardi Imports, Inc. – United States; and Bacardi y Compañía S.A. de C.V. – Mexico.

THE HISTORY OF BACARDI AT-A-GLANCE

- 1993** Bacardi finalizes the acquisition of General Beverage, owner of the Martini & Rossi Group. With this acquisition, Bacardi doubles in size and becomes one of the world's five largest premium spirits companies.
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- 1995** Bacardi launches BACARDI LIMÓN in the United States. The following year the launch is proclaimed by the industry as "the most successful new spirit launch of all time."
-
- 1998** Bacardi acquires DEWAR'S® Blended Scotch whisky and the BOMBAY® and BOMBAY SAPPHIRE® gin brands, making it one of the world's top four spirits companies.
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- 2002** Bacardi forms an alliance with Anheuser-Busch to develop, market and distribute BACARDI Silver, a clear malt beverage in the United States.
-
- Bacardi acquires CAZADORES® 100% blue agave tequila, a top-selling premium tequila.
-
- Bacardi opens a facility in China.
-
- 2003** Bacardi opens the Casa BACARDI Visitor Center at the Bacardi distillery at Cataño, Puerto Rico — a multi-million-dollar, state-of-the-art tourist experience celebrating the history and unique qualities of BACARDI.
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- 2004** Bacardi purchases GREY GOOSE® vodka, the world's number-one super premium vodka.
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- 2005** Bacardi Limited names Andreas Gembler, an outside director on the board of directors, its president and chief executive officer.
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Facundo L. Bacardi, great-great grandson of the Company founder, becomes chairman of the board of directors of Bacardi Limited.

2007 Bacardi purchases a stake in LEBLON Cachaça, an ultra-premium luxury spirit from Brazil and the most award-winning cachaça in the market.

2008 Michael Schumacher, seven-time Formula One™ racing champion, becomes the first-ever Bacardi Limited Social Responsibility Ambassador, when the Company launches its social responsibility campaign “Champions Drink Responsibly.”

Bacardi announces an agreement to purchase a significant minority stake in the parent company of Patrón® tequila.

Bacardi Limited names Séamus McBride as its new president and chief executive officer.

2009 Bacardi Limited achieves “Triple Crown” certification and leads the industry as the only major spirits company in the world to have all its facilities globally certified to be operating in accordance with the world’s most recognized standards for quality, environment, and health and safety – ISO 9001, ISO 14001 and OHSAS 1800 – placing the company among an elite group of the world’s best-run companies.

2010 Bacardi Corporation, part of the Bacardi Limited group of companies and home to the largest premium rum distillery in the world, unveils Puerto Rico’s largest wind turbine installation, designed to harness natural wind energy to help power Bacardi’s top global distillery near San Juan.

BACARDI rum is awarded the International High Quality Trophy for BACARDI Gold, BACARDI 8 and BACARDI Reserva Limitada by the prestigious Monde Selection® International Institute for Quality Selections. BACARDI rums garner 400 awards, making BACARDI the world’s most awarded rum.

2011 Spanish tennis pro Rafael Nadal, ATP world ranked #1 and winner of nine Grand Slam championships, becomes the new Bacardi Limited Social Responsibility Ambassador and face of the award-winning “Champions Drink Responsibly” international campaign.

The Original BACARDI Cuba Libre celebrates its 111th anniversary. The Cuba Libre, a BACARDI & Cola, is the number-one cocktail in the world, with more than 6 million ordered every day around the globe.

Bacardi launches BACARDI OakHeart, a spiced specialty rum.

2012 On February 4, the Company and BACARDI rum celebrate their 150th anniversary – an extraordinary milestone few companies reach.

Bacardi Limited announces Edward Shirley as its president and chief executive officer.



THE MAKING OF BACARDI RUM



BACARDI LIMITED

SUPERIOR SELECTION

In Don Facundo's ground-breaking research, he closely examined the quality of his raw materials and found molasses a key element in great-tasting rum. Only high quality blackstrap molasses is permitted to undergo the BACARDI fermentation process, the first stage of production.

A UNIQUE STRAIN OF YEAST

Different yeasts used in fermentation will result in different alcoholic yields and characteristics. Bacardi has used the same strain of high-quality yeast ("levadura" in Spanish) for the past 150 years.



FERMENTATION

The BACARDI levadura, along with purified water, is added to high-quality molasses to form a “mash.” The mash ferments for up to 36 hours under carefully controlled conditions. Trained technicians monitor all the critical parameters during the fermentation cycle to ensure quality and consistency. Don Facundo introduced controlled fermentation to the rum world. Before this breakthrough, molasses was transformed into alcohol through spontaneous fermentation, which often led to bacterial contamination and a brooding product with no control of the timing.

DISTILLATION

The Puerto Rico distillery contains five distillation columns that produce up to 110,000 proof gallons of alcohol per day; and the process remains much the same as it was more 150 years ago. Two types of spirits are distilled at BACARDI: aguardiente, a heavy-bodied spirit that is the raw, robust essence of BACARDI Rums, and redestilado, a light-bodied, young spirit that delivers distinctive BACARDI smoothness.





CHARCOAL FILTRATION AND MELLOWING

Charcoal filtration was pioneered by Don Facundo Bacardí Massó and perfected by his son, Facundo. Today, this proprietary charcoal filtration continues to be used for all BACARDI Rums to eliminate harsh, undesirable components. Because Bacardi originated this process, no other rum producer in the world can come close to the taste, texture and aroma of the slowly mellowed sipping rums of BACARDI.

Bacardi hand-selects American white oak barrels, which are carefully charred inside to open the pores of the wood. This provides a permanent, fresh, charcoal-rich environment that controls the smoothness of the product throughout the aging process. BACARDI Rums are not aged a set number of years like many other spirits, but rather until they meet a specific flavor profile. With 150 years of experience, Bacardi has perfected barreling and aging into an art.

BLENDING TECHNIQUE

When Don Facundo Bacardí Massó retired in 1878, his son and namesake, Facundo, became the Master Blender assuming responsibility for teaching future generations the secret rum formula and crafting it with perfection. Passing down the art of rum became a family tradition, and throughout the generations, these Master Blenders were sent to establish new distilleries around the world.

Today, the BACARDI Master Blenders follow the same principles and formulation laid down by Don Facundo Bacardí Massó in 1862, giving the final blend to each product and marrying the aged components into a masterpiece of aroma, flavor and brilliance.

HERITAGE SERVED.

THE CURRENT CHAIRMAN OF BACARDI LIMITED BEARS THE SAME NAME AS HIS GREAT-GREAT GRANDFATHER, THE COMPANY FOUNDER WHO REVOLUTIONIZED RUM-MAKING BACK IN 1862.

FOUNDER: DON FACUNDO BACARDÍ MASSÓ
CURRENT CHAIRMAN: FACUNDO L. BACARDI





1862



The Year Bacardi was Born

On February 4, 1862, Don Facundo Bacardí Massó purchased a tin roof distillery in Santiago de Cuba to produce BACARDI Rum. That same year, other people and events around the world were making history.

Cocktails in 1862

Jerry Thomas authors the first cocktail book, known variously as “How to Mix Drinks: the Bon-Vivant’s Companion” and “The Bar-Tender’s Guide.”

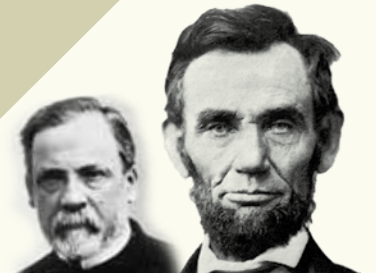
Leaders & Visionaries in 1862

Dutch ophthalmologist Herman Shellen creates the **eye chart**.

Statesman Otto Von Bismarck becomes the Minister President of Prussia and oversees the unification of Germany.

French chemist **Louis Pasteur** completes a scientific test that soon led to the process of pasteurization.

U.S. President Abraham Lincoln drafts the **Emancipation Proclamation**. It declares “all persons held as slaves ... are, and henceforward shall be free.”



Art & Literature in 1862

French writer **Victor Hugo**’s epic novel about social injustice, *Les Misérables*, is published.

English author **Lewis Carroll** begins writing *Alice in Wonderland*.





1862



The Year Bacardi was Born

Money in 1862

Official U.S. **paper money** goes into circulation.



Architecture & Engineering in 1862

The **Westminster Bridge** opens in London.

Plans for a **transcontinental railroad** to connect the Atlantic and Pacific coasts of the United States get the green light in Congress.

The **Russian State Library** opens in Moscow. Now the second largest in the world it houses more than 42 million volumes.

Bramall Lane Stadium opens in England and lives on to become the oldest major stadium in the world still hosting professional soccer matches.



War in 1862

Some of the bloodiest conflicts of the **American Civil War** take place.

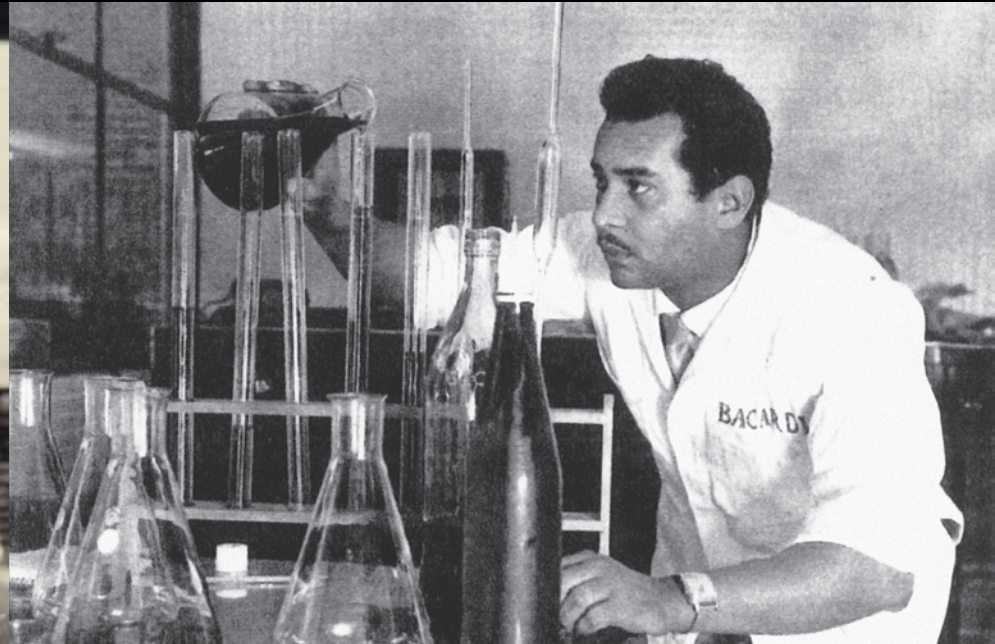
Cinco de Mayo dates to the Battle of Puebla in Mexico where on May 5th local troops win a surprise victory over Napoleon's French army.



THE SCIENCE OF BACARDI RUM



BACARDI LIMITED



Before BACARDI rum was created, Cuban rum was a harsh and fiery drink – the variety popularized by Caribbean pirates. As a young wine merchant who had emigrated to Santiago de Cuba from Spain, Don Facundo Bacardí Massó wisely recognized the potential demand for a drink more pleasing to the palette and started experimenting with distillation in his new home.

Drawing on his knowledge of fine wines, Don Facundo catalogued his work like a scientist and evaluated his results like a connoisseur. He began by selecting high-quality molasses and discovering and isolating a strain of yeast called “Levadura Bacardi,” gathered from nearby sugarcane fields, that provided his rums with their distinctive and unique flavor and allowed for controlled and consistent fermentation.

Using charcoal filtration to remove impurities, Don Facundo pioneered a system to create mellow rums with a vivid range from straw to gold to clear. By blending light and dark rums and purposefully aging them, he concocted three spirits that remain top-sellers today:

- BACARDI Carta Blanca (BACARDI Superior)
- BACARDI Carta de Oro (BACARDI Gold)
- BACARDI Añejo

To distribute these rums beyond his enthusiastic circle of friends and neighbors, Don Facundo purchased a tin-roof distillery with a copper cast-iron still. In 1862, the city of Santiago de Cuba granted Bacardi its official title, property deed and registration.

The special formula that sets BACARDI rums apart was – and is today – a closely-guarded secret. The recipe is shared with only a chosen few Maestros de Ron BACARDI (Master Blenders) and passed from one generation of blenders to the next.

Bacardi still uses the strain of yeast kept alive from the native Cuban strain discovered and cultivated by Don Facundo. The “Levadura Bacardi” strain of yeast is closely guarded under lock and key.

From the very start, the exquisite, smooth taste of BACARDI rum raised the bar – setting unprecedented standards for production and defining the art of making and mixing spirits for all time. These standards remain today, making BACARDI rum the world’s best-selling and most – awarded rum.



BACARDI rums are carefully mellowed using a method created and perfected long ago and still considered an art form today.

Bacardi hand-selects only White American Oak for its barrels. The barrels, previously used for bourbon, create the perfect woody profile. Barrels are charred inside to enhance the smoothness and essence of the rum as it mellows.

Mellowing involves a complex reaction between the wood of the barrel and the tropical air. The air permeates the barrel and then the rum. The spirit extracts richness, aroma and smoothness from the wood.

Barrel sizes and conditions are carefully controlled. Air temperature and humidity are constantly monitored. These elements affect the character and quality of BACARDI rum. The richness, aroma and smoothness of the rums depend on the size of the barrel where they are stored and the amount of time they spend in the barrel.

During mellowing a significant portion of the spirit is lost through evaporation – a phenomenon known as “The Angels’ Share.” Bacardi legend holds that Don Facundo still receives samples of his rums from the angels.

HERITAGE SERVED.

WHAT WORLD-FAMOUS BACARDI SYMBOL IS SAID TO PROVIDE GOOD HEALTH, FAMILY UNITY AND FORTUNE?



THE BACARDI BAT



During her first visit to the Bacardi rum distillery in Santiago de Cuba, founder Don Facundo’s wife, Doña Amalia, noticed a colony of fruit bats hanging from the rafters. On the spot, she envisioned the Company emblem – a bat – which according to the lore of the native Taíno Indians were considered a symbol of good health, fortune and family unity. In an incredible coincidence, in Spain, where the Bacardi family emigrated from, bats were regarded in the same way.

Doña Amalia recognized that since in 19th-century Cuba, not many people could read, BACARDI rum needed a memorable symbol to make the product easy to identify. In its formative years, the Company rum was known as “El Ron del Murcielago” or “The Rum of the Bat.”

The BACARDI bat, with spread wings, is one of the most widely recognized – and most passionately protected – trademarks in the world.

For the past 150 years, Doña Amalia’s prophetic choice of logo remains a defining characteristic of the BACARDI brand. The BACARDI bat appears on the label of every product that carries the Bacardi family name.

Bats are uniquely intelligent and resilient creatures shrouded in myth and mystery. What is true about bats is that they always seem to return home no matter how far they venture away. Perhaps someday soon the BACARDI bat will return to its native homeland of Cuba.



1890: The earliest known printed Bat Device dates to around 1890. Prior to this date, BACARDI rum was sold in barrels, with a Bat burned onto the head of the barrel. During this period in our history, BACARDI was referred to as “El Ron del Murcielago” (“the Rum of the Bat”). The Bat was first registered by the Company at the Santiago de Cuba City Hall on April 12, 1862.



1890s: This painted version of the BACARDI Bat Device was from a Cuban oil-on-leather painting inspired by the reference “El Ron del Murcielago.” While it was not an official Bat Device nor was it ever used on a BACARDI label, many have fallen in love with its beauty, luxurious color, fine details and exquisite history. Today, the actual painting hangs in the museum in our Americas headquarters in Coral Gables, Florida.



1900: Sometime after the Spanish American War, the Company updated the Bat Device. Its wings became broader and more outstretched. A foot label was added underneath the main label panel to show medals and the Spanish Coat of Arms. This version of the Bat Device was used by the Company for 58 years and remains the longest-serving Bat Device to date.



1931: While this Bat Device never appeared on BACARDI bottles or labels, it was used as a variation of the 1900 Bat Device. The earliest known registration of this Bat Device was from 1931. Encircled in gold as opposed to the classic back, this more refined Bat was showcased along with the brand name and the trademark wording. This beautiful Bat is used in the 150th anniversary BACARDI brand logo.



1959: Shortly after the Cuban Revolution, the brand's labels were updated for several reasons, one of the most important being trademark protection. Designed by Martin J. Ferguson from Rye, New York, the new Bat was described by Company President Jose 'Pepin' Bosch as more "stylized and decorative."



2002: Taking advantage of advances in printing methods, a 3-D BACARDI Bat Device was designed with gold and black keylines around the Bat. The gold was molded to create a three-dimensional effect. The Bat itself was given a nose "hole" and ear "hole." A black vignette over the background was added as well, giving the Bat a more refined look. This Bat appeared on BACARDI bottles and labels from 2002 to 2005.



2005: The Bat Device was redesigned and repropotioned to reach beyond the circular red holding shape, its wings free to take flight. Freeing the Bat from its constraints reinforced the life force and energy behind its stature, while staying true to the integrity of the original symbol.



2010: In the current logo, the Bat truly flies. Its puffed-out chest, higher head and larger wingspan give it a sense of pride, confidence and masculinity. The wings and tail break free as the Bat looks to the future with a sense of optimism, conveyed by the sunlight on its face. The new Bat Device displays a greater sense of liberation, better embodying the irrepressible spirit of Bacardi.

“**BACARDI**: THE KING OF RUMS
AND THE RUM OF KINGS.”

👑 FOR A TIME, THIS WAS THE COMPANY MOTTO:

HERITAGE SERVED.

DO YOU KNOW THE STORY BEHIND THE SLOGAN?

IN 1888, BACARDI RUM WAS APPOINTED “PURVEYOR TO THE ROYAL SPANISH HOUSEHOLD” BY THE REGENT QUEEN CHRISTINA MARIA, MOTHER OF THE KING OF SPAIN ALFONSO XIII.

ON EVERY BOTTLE OF BACARDI RUM APPEAR EMBLEMS OF GOLD MEDALS AND THE SPANISH COAT OF ARMS AWARDED DURING THE FORMATIVE YEARS OF BUSINESS.



1876: BACARDI rum wins its first medal in Philadelphia at the Centennial International Exposition, the first major world’s fair to be held in the United States, in celebration of the 100th anniversary of the signing of the Declaration of Independence.

1877: BACARDI rum wins its second medal in Madrid just before founder Don Facundo retires.

1881: BACARDI rum receives its first Cuban award in the city of Matanzas.

1888: BACARDI rum wins its fifth medal in Barcelona.

1888: BACARDI rum is granted the right to display the Spanish Coat of Arms on its labels as it is appointed “Purveyor to the Royal House of Spain.”

MEDALS & AWARDS HONORING BACARDI



BACARDI LIMITED

1889: BACARDI rum is honored at the Paris Exposition. The Eiffel Tower is unveiled to commemorate the exposition.

1893: BACARDI rum garners a medal in Chicago's "White City" Exposition.

1895: BACARDI rum wins a medal at the Bordeaux Fair in France.

1900: BACARDI rum captures the top medal of the Paris Exposition.

1901: BACARDI rum is "awarded with a medal for the exquisite quality of its insuperable products" in Buffalo, New York, at the Pan-American Exposition.

1902: BACARDI rum captures a medal in Charleston, South Carolina.

1904: BACARDI rum garners the international jury gold award at the 1904 St. Louis World's Fair.

1911: BACARDI is presented with the top prize at the Gran Certamen Habanero in Havana, Cuba.

1915: BACARDI rum garners an award at the Panama-Pacific International Exposition in San Francisco.

MEDALS & AWARDS HONORING BACARDI



BACARDI LIMITED



Astonishing and sustained success in the years to come would prove BACARDI rum was worthy of these accolades and medals – and many more. Today, BACARDI rum is the world's best-selling and most-awarded rum.

THE BACARDI BOTTLE

BACARDI rum bottles are easily recognized by their elegant shape and classic color, called Georgia Green. The distinctive green hue dates back more than 100 years and has been the color used for all BACARDI Superior (Carta Blanca) rum bottles.



Facundo Bacardí

THE BACARDI SIGNATURE

Just as the BACARDI Master Blenders do today, Don Facundo monitored the production of his rums meticulously, producing the type of spirit that met his standards. Even before he began selling his rum in bottles, he signed his name on each cask as evidence of his approval to the quality of the rum.

In Cuba in the early 1890s, many rums were sold without a label or identifying characteristics. Coming from a retail background, Don Facundo Bacardí Massó understood the importance of distinguishing his product.

His bold signature of “BACARDI M” began with a stylized, capital letter B, angled up to the right, and ended with a stylized M (for Massó). It became instantly recognizable and was a branding complement to the BACARDI Bat Device.

Today, an updated version of Don Facundo’s signature is still found on BACARDI rum bottles. The signature signifies to consumers that each bottle is timelessly produced to the highest BACARDI standards.

HERITAGE SERVED.

WHAT HAPPENS WHEN TWO GREAT COMPANIES WITH TWO AMAZING SECRET FORMULAS CHOOSE THE SAME CLASSIC GREEN COLOR FOR THEIR SLEEK BEVERAGE BOTTLES?

BACARDI RUM & COKE®!

CONSUMERS LOVE THE WAY THEY LOOK AND TASTE TOGETHER. EVERY DAY MORE THAN SIX MILLION ORIGINAL BACARDI CUBA LIBRE COCKTAILS ARE ENJOYED AROUND THE WORLD – THE WORLD'S MOST POPULAR COCKTAIL!

SINCE 1900, MORE THAN 80 BILLION ORIGINAL BACARDI CUBA LIBRE COCKTAILS HAVE BEEN SERVED.



LEGENDARY BACARDI RUM COCKTAILS



BACARDI LIMITED

For 150 years, through multiple generations of Don Facundo's descendants, Bacardi has consistently delivered quality, taste and excellence. While other cocktails come and go as new trends take hold, BACARDI rum-inspired cocktails have been favorites since they were first created. These are the classics – and each has its own unique flavor and story.



- With more than 6 million enjoyed each day, the #1 cocktail in the world is the Original BACARDI Cuba Libre. While the rum and cola cocktail is the most popular, it is also one of the drinks least known by its proper name – the Original BACARDI Cuba Libre. The original recipe was created in 1900 to celebrate the end of the Spanish American War. When an American soldier asked for his COCA-COLA® to be mixed with lime and BACARDI rum, one taste is all it took. He and fellow officers raised a spontaneous toast for Cuban freedom, naming the drink “Cuba Libre” for a “free Cuba.” The Original BACARDI Cuba Libre celebrates its 112th anniversary in 2012 with more than 80 billion served globally since its creation in 1900. Today, when sipping the Original BACARDI Cuba Libre, the experience still summons a feeling of celebration.



- Cuba's oldest cocktail – the Authentic BACARDI Mojito—is still one of the most popular in the world. The Mojito evolved from a 15th-century drink called the Draque, named after Richard Drake, who served under Sir Francis Drake. Mojitos trace their roots back centuries in Cuba, but the Mojito rose in popularity with the creation of BACARDI rum in 1862. The rum specified in the first recorded Mojito recipe is BACARDI.

By the 1920s, the Mojito was unofficially the national drink of Cuba and the delight of expats who explored Havana's cocktail ingenuities during America's Prohibition. In 1930, Spanish mixologist Pedro Chicote published his cocktail guide “La Ley Mojada,” which included the earliest known recipe for the Mojito Cocktail which specifies the use of BACARDI Superior rum.



- In 1898, the original Daiquirí was created with BACARDI rum by Jennings Stockton Cox, an American engineer who headed up a copper mining operation at the Daiquirí mines in Cuba and who wanted a refreshing cocktail made with the fresh limes that grew there. Cox concocted a refreshing treat for his crews mixing limes, sugar, crushed ice and BACARDI Carta Blanca (BACARDI Superior). Decades later, the cocktail became a favorite of one of the most beloved presidents of the United States.

Today, the BACARDI Daiquirí remains the most popular way to taste the spirit of old Havana. Its exotic taste and seemingly limitless versatility make it a modern classic. As refreshment on a hot day or a taste of the tropics anytime, the BACARDI Daiquirí remains a popular cocktail.



- Created just before U.S. Prohibition era, the BACARDI Cocktail – a frappe, grenadine-added variation of the BACARDI Daiquiri – created a widely publicized courtroom stir in 1936. The refreshing drink with its alluring blush color; was the subject of a landmark ruling ensuring the rights of all patrons. Bacardi brought suit against New York’s Barbizon Plaza Hotel and Wivel Restaurants when it found out they were substituting other rums to make the drink. The verdict returned was inarguable: “If it lacks BACARDI rum, no bartender’s concoction can be called a BACARDI Cocktail.” Today, Bacardi continues to protect the rights of its customers to enjoy only BACARDI when they request it. The BACARDI Cocktail that created a landmark legal decision 76 years ago tastes as refreshing as ever.

When the family name is also the name of the business, protecting it is a matter of honor, pride and survival. And since you know what you're getting, be sure to ask for the one and only BACARDI rum by name. Today, when you order a BACARDI Piña Colada, for example, by law it must be served only with BACARDI rum.

APPELLATE COURT SUSTAINS BACARDI COCKTAIL DECISION

A year ago the New York Supreme Court ruled that a *Bacardi Cocktail* must be made with *Bacardi*.

Last week, the Appellate Division of the New York Supreme Court unanimously affirmed this ruling. Thus your rights are legally protected—when you order a *Bacardi Cocktail* it *must* be made only with *Bacardi*.

Famous Bacardi Cocktail Recipe

Juice of half a lime, ½ teaspoon of sugar, 1 jigger of *Bacardi*—shaken well in cocktail tin.

ONLY BACARDI MAKES

BACARDI

NO IMITATION CAN ACHIEVE ITS FLAVOR

IT TAKES BACARDI TO MAKE
A BACARDI COCKTAIL



©2011, 1991, 1987 BACARDI & CO., INC., N.Y., N.Y.

HERITAGE SERVED.

WHAT NATURAL DISASTERS REPEATEDLY ENDANGERED THE EARLY SUCCESS OF BACARDI?

DEVASTATING EARTHQUAKES ROCKED SANTIAGO DE CUBA IN 1852 AND AGAIN IN 1933, CAUSING GREAT PERSONAL AND PROFESSIONAL LOSS FOR THE BACARDI FAMILY.





Challenges to the Bacardi Company have included devastating earthquakes, family misfortunes, disease, bankruptcies, unscrupulous competition, political unrest and the illegal seizure of Company assets in Cuba. But the Bacardi family has consistently turned adversity into advantage – bolstering company pride and prosperity. Members of the Bacardi family recognize that with tremendous success comes weighty responsibility. And heeding the many important lessons of their forefathers, they hold strong to the enduring qualities – quality, foresight and family unity – that helped build Bacardi into a Company with longevity.

Today, Bacardi Limited honors this spirit with what it calls Spirit for Life – its reason for being. All Bacardi employees have a Spirit for Life they share proudly.

HERITAGE SERVED.

*WHAT CLASSIC AMERICAN AUTHOR HAD
A PASSION FOR BOTH CUBA AND BACARDI RUM?*

PAPA HEMINGWAY.

ERNEST HEMINGWAY LIVED IN CUBA FOR MANY YEARS AND WROTE SEVERAL OF HIS GREATEST WORKS THERE. HE MADE MENTION OF BACARDI SPIRITS IN HIS BOOKS TO HAVE AND TO HAVE NOT, FOR WHOM THE BELL TOLLS AND THE OLD MAN AND THE SEA.



BACARDI HOSTED HEMINGWAY'S PARTY TO CELEBRATE WINNING THE 1954 NOBEL PRIZE IN LITERATURE.



What most people don't know about Bacardi is that its heritage is proudly and uniquely Cuban. From humble beginnings in Santiago de Cuba, Bacardi – the Family, the Company and the Brand – succeeded despite tremendous personal and political upheaval.

The Bacardi commitment to Cuban freedom and independence was unwavering from the early days of repressive Spanish rule, when the Bacardi family was key in the struggle for Cuba's independence from Spain and Cubans prospered from Bacardi's employment and philanthropy.

Cuban revolutionary forces illegally confiscated the Company's Cuban assets in 1960, but even then Bacardi never closed its doors for good. The Emilio Bacardi Moreau Municipal Museum in Santiago de Cuba remains open to visitors today, and some of its prized possessions include donations from Emilio Bacardi himself:

- Three death masks of Napoleon Bonaparte made by his doctor in 1821
- A Joan Miro painting of Sitges, the Spanish coastal town where Bacardi founder Don Facundo was born
- The Cuban flag used by revolutionary hero Jose Martí the day he was killed by Spanish forces
- An Egyptian mummy Bacardi family members brought back from a trip in 1912

Current Bacardi Limited Chairman and great-great grandson to Bacardi founder Facundo L. Bacardi shares this perspective:

"The day is drawing near when Cuban exiles will be able to return home. The Bacardi family is as deeply committed to the people of Cuba as it is to the Company, and I feel a great obligation to devote every effort in leading the family and the Company back to its birthplace and to help the people of Cuba in every way possible."



OCTOBER 14, 2012, marks the 52nd anniversary of the illegal confiscation of Bacardi assets in Cuba. It's an important milestone in our Company's history to commemorate, as our heritage is proudly Cuban. For nearly 100 years the Company was based in Cuba and exporting BACARDI rums all over the world. While October 14 is a painful reminder to many and a dark spot in Cuba's history, it is also a testament to the Company's resilience and Spirit for Life.

Our historical ties to Cuba continue to be celebrated every day, with four classic and legendary Cuban cocktail recipes made with BACARDI rum – the Mojito, the Cuba Libre, the Daiquirí and the Piña Colada – withstanding the test of time and continuing today to be enjoyed by millions of consumers internationally.

CONFISCATION OF BACARDI ASSETS IN CUBA • OCTOBER 14, 1960



BACARDI LIMITED

Due to the continual threats of and the actual one-day act of nationalization of Bacardi by then-General Fulgencio Batista in 1943, the Company moved in the 1950s to protect its intellectual property and precious strain of yeast. The Company strategically moved the trademarks, other IP and coveted strain of yeast out of Cuba before the Cuban Revolution and subsequent illegal confiscation of the Cuban assets. Such a bold move saved the Company and BACARDI rum.

On New Year's Day in 1959, the Cuban revolutionary government came to power when Fulgencio Batista fled the island nation and went into exile. On October 13, 1960, it approved Law 890 nationalizing all remaining major industries and putting to an end to private property in Cuba. In addition to foreign-owned property and entities, Cuban-owned companies, including banks and manufacturing facilities, were also confiscated.

In Havana on October 14, the Company's lawyer was awakened by a telephone call from a friend as a list of companies whose assets were to be seized by the government was being read over the radio. There were almost 400 companies in total — including all distilleries and breweries — encompassing Compañía 'Ron Bacardi' S.A., maker of BACARDI and PALMITA rums; Cervecería Modelo S.A. and Cervecería Central S.A., makers of HATUEY beer; Rovira & Compañía S. en C., maker of CASTILLO rum; and Jose Arechabala S.A., maker of HAVANA CLUB rum.



Cuban marines quickly headed to Bacardi's office in Havana with a one-page official document that gave them control. But the Cuban Government cabinet made a critical error, and the repercussions live on in the world of rum today. The marines went not only to the wrong building, but also to the wrong city.

The Bacardi headquarters and production facility were in Santiago, on the other side of the country. The marines responsible for seizing Bacardi had to catch a commercial flight to get to Santiago, and by the time they did, one of Bacardi's most valuable possessions – the BACARDI yeast – had already left Cuba and any cells left behind had been destroyed in the 24 hours of advance notice the error allowed, thereby preventing anyone else from making BACARDI rum.

The following day, October 15, officials of the revolutionary government showed up at the Bacardi headquarters in Santiago and forced Bacardi executives to sign an "Expropriation Document." With the stroke of a pen, the Company's Cuban assets were confiscated by Cuba's new regime, and the Bacardi family lost what had taken 98 years to build.

Of the brewers and distillers expropriated, neither Bacardi, Cuba's first multinational company, nor the Arechabala Company, creator of the HAVANA CLUB rum now owned by Bacardi, has ever received compensation for the confiscation of these assets.

CONFISCATION OF BACARDI ASSETS IN CUBA • OCTOBER 14, 1960



BACARDI LIMITED

The Bacardi family and Company regrouped outside of Cuba and became the largest privately-held spirits company in the world, selling internationally recognized brands and labels in more than 150 countries, with BACARDI rum being the top-selling and most-awarded rum in the world. In fact, Bacardi continues to use the same strain of yeast first created in Cuba in 1862 providing BACARDI rum with its unique flavor.

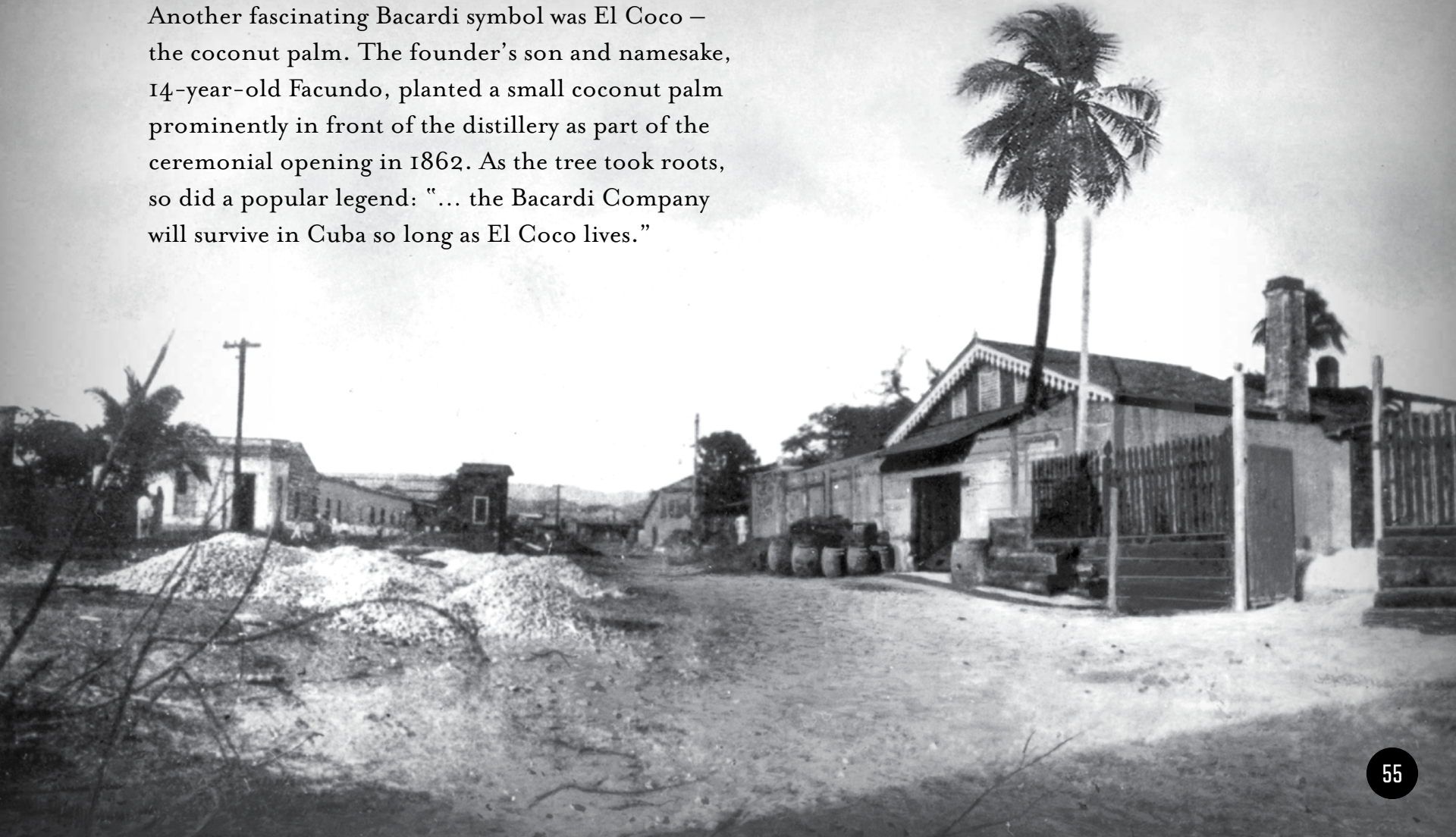
For 150 years, through seven generations of Don Facundo's descendants, Bacardi has focused on quality, taste and excellence, and the Company remains in the hands of his descendants to this day.

We remain proud of our Cuban heritage and continue to support the Cuban people in times of need. In September 2008, Bacardi responded to the series of devastating hurricanes and tropical storms in the Caribbean by contributing US \$100,000 to the Pan American Development Foundation (PADF) for disaster relief in Cuba.

We look forward to a time when we can return and reinvest in our homeland.



Another fascinating Bacardi symbol was El Coco – the coconut palm. The founder’s son and namesake, 14-year-old Facundo, planted a small coconut palm prominently in front of the distillery as part of the ceremonial opening in 1862. As the tree took roots, so did a popular legend: “... the Bacardi Company will survive in Cuba so long as El Coco lives.”



As the years passed, demand for BACARDI rum increased to the point that the Company outgrew its original facility. By 1915, a new distillery on the site of the old building had been carefully constructed around the then 53-year-old coconut palm tree.

El Coco survived hurricanes, fires and two wars, becoming a symbol of the Company's strength and vitality.

On New Year's Day 1959, revolutionary forces came down from the mountainside to the center of Santiago de Cuba promising democratic elections. At first, people were in a state of euphoria and believed Cuba had finally achieved freedom, liberty and justice for all.

However, that was not to be, as the leader of the Cuban Revolution changed ideology, illegally confiscating without compensation all major industries and ending private property and ownership in Cuba by the fall of 1960.

In 1960, the same year the Bacardi family and business were exiled from their homeland, El Coco, the 98-year-old coconut palm – withered and died.

The tradition of planting or displaying a coconut palm at Company offices, distilleries and bottling plants lives on, as the El Coco symbol reminds us of our Cuban roots and our ability to overcome any obstacle as it continues to inspire the Bacardi values.

In 2012, in honor of our 150th Anniversary, a new coconut palm tree will be planted at the BACARDI distillery in Puerto Rico.

HERITAGE SERVED.



WHERE IS THE WORLDWIDE HEADQUARTERS OF BACARDI?

SINCE 1972, BACARDI HAS BEEN HEADQUARTERED IN AN ICONIC LUDWIG MIES VAN DER ROHE-INSPIRED BUILDING IN HAMILTON, BERMUDA.

Ludwig Mies van der Rohe designed two buildings for Bacardi in Mexico and Cuba. But his plans for the Company's global headquarters in Santiago de Cuba were never realized due to the Cuban Revolution, the confiscation of Bacardi assets in Cuba and the subsequent exile of the Bacardi family by the Cuban government. Two similar buildings did emanate from Mies' original design for Bacardi — Neue Nationalgalerie in Berlin, Germany in 1968, and the Bacardi International Limited building in Bermuda in 1972, now the Company's global headquarters.

Soon after the Cuban government illegally confiscated the Company's assets in 1960, Bacardi set up shop in Bermuda. It was one of the first international companies to establish a business there.

Driven by a keenly-focused corporate strategy, Bacardi saw Bermuda as its "in" to build business relationships with the British Commonwealth and Europe. The new island home made travel convenient to the United States and beyond.

Bacardi opened offices in Bermuda in 1965, then made Bermuda its worldwide headquarters in 1972. The spectacular all-glass office space is surrounded by lush gardens and a majestic fountain with a reflecting pool.

Today, the Company maintains a major presence on the island. More than 60 employees – including more than two-thirds of all corporate officers – live and work full-time in Bermuda.

Bacardi makes significant, ongoing contributions to hospitals, cultural and athletic events in Bermuda – part of the Company's long tradition of serving as a generous corporate citizen in all the places it operates.

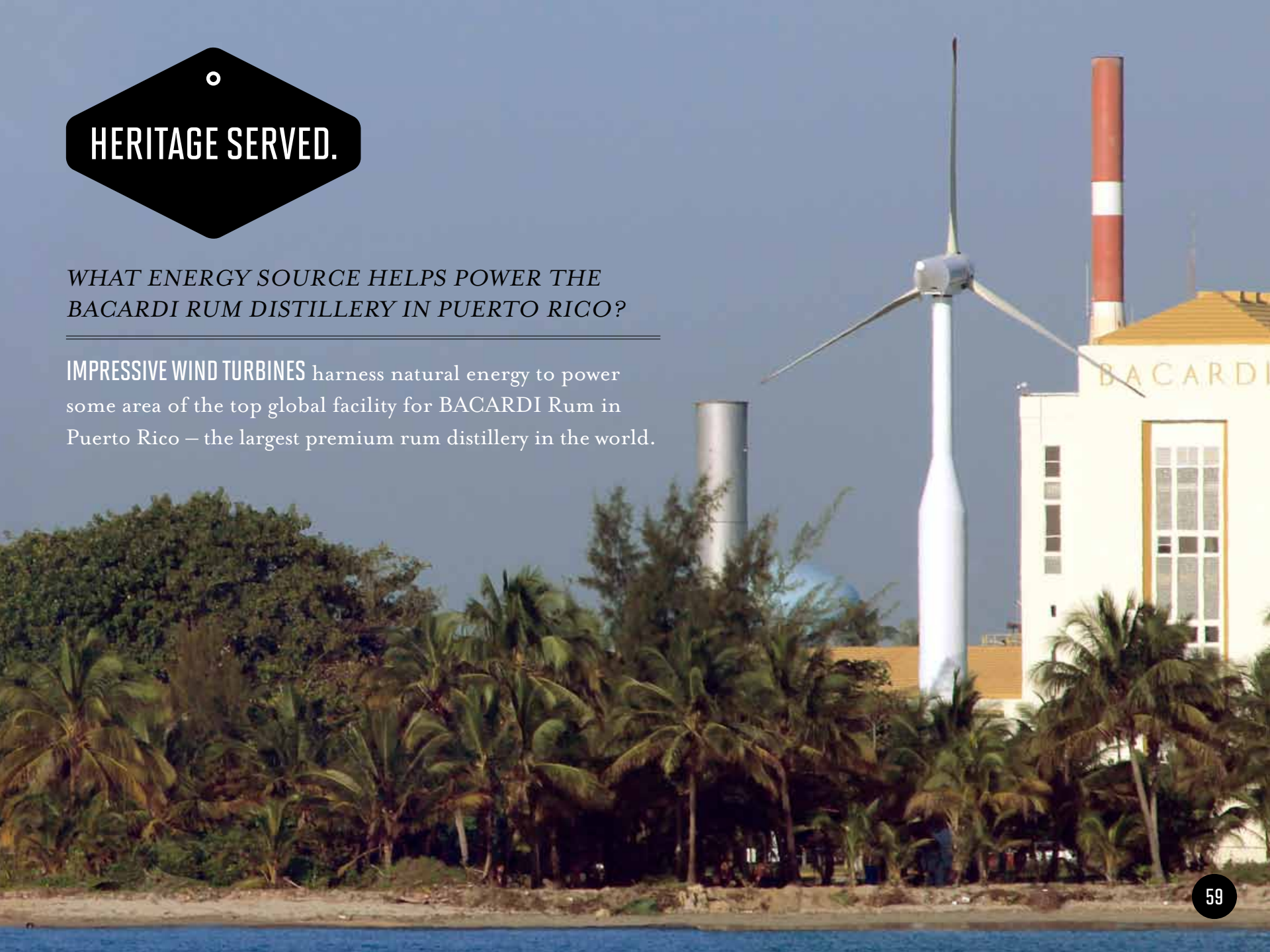
Though renowned German-American architect Ludwig Mies van der Rohe did not see his Bacardi creation in Bermuda, the building, based on the Bacardi philosophy of open spaces, is visited by thousands of people each year. Bacardi believes our office architecture, art collections and creation of the finest spirits in the world all reflect on our commitment to quality.



HERITAGE SERVED.

*WHAT ENERGY SOURCE HELPS POWER THE
BACARDI RUM DISTILLERY IN PUERTO RICO?*

IMPRESSIVE WIND TURBINES harness natural energy to power some area of the top global facility for BACARDI Rum in Puerto Rico – the largest premium rum distillery in the world.





BACARDÍ
GO TOGETHER™



1862 150 YEARS 2012

BACARDI BELIEVES THE IMPORTANCE OF SPENDING TIME WITH FRIENDS AND FAMILY IS KEY TO OVERALL FEELINGS OF HAPPINESS AND WELL-BEING.

HERITAGE SERVED.

*WHAT SLOGAN OF A BACARDI
RUM AD SUMS UP THIS PHILOSOPHY?*

“BACARDI TOGETHER”

FOLLOW THE BACARDI GO TOGETHER PROJECT AND 1/150 BACARDI PARTIES ON FACEBOOK AT
WWW.FACEBOOK.COM/BACARDI

For many years the advertising strategy for BACARDI rum remained unchanged. Many successful campaigns focused on best-selling cocktails: the Original BACARDI Cuba Libre, the BACARDI Daiquirí, the BACARDI Collins and the famous BACARDI Cocktail. Print ads featured slogans such as “The World’s Largest Selling Rum” and “All Nations Agree.”

Then in 1956 the Company broke new ground. In an unprecedented effort to appeal to female consumers, Bacardi launched an advertisement featuring a woman’s photograph titled: “How to change what’s for dinner into ‘WOW!’” Using a woman to market to women was something never before done in the spirits industry. The ad also announced a recipe book available by mail order. *New and Easy Ways to Cook with Rum* was a runaway best-seller.

TIME Magazine called the book’s author, Clementine Paddelford, “the best-known food editor in the United States.” When the cookbook ad appeared in LIFE magazine, millions of orders flooded into the offices of Bacardi Imports, Inc. from as far as Venezuela, Peru, Mexico, Trinidad, Panama, the Persian Gulf, Vietnam, Austria,



Finland and Denmark. The successful BACARDI campaign also garnered the coveted Edgar Award for best advertisement in the liquor industry in 1956.

Bacardi was also the first spirits company to showcase diversity when it featured African-Americans in an advertisement. The ad, which ran from 1964-1965, was deemed forward-looking by the advertising industry as it was created during the Civil Rights movement era in the United States. The “Pleasure discovery!” ad showcased an African-American couple enjoying various BACARDI rum cocktails, not just the Daiquirí for which BACARDI was hugely popular at that time.

BACARDI began its rise to number-one spirits brand in the world after a joint advertising venture with The Coca-Cola Company. On May 20, 1966, Cuba’s Independence Day, the first ad appeared in LIFE Magazine outlining the origins of BACARDI & COKE®. Soon “mixability” became the cornerstone of the brand’s success. The association with COKE® evolved to the “BACARDI Party” campaign with “The Mixable One” as its tagline. Another focus: the brand’s versatility. Two other cocktails – the Strawberry Daiquirí and Piña Colada – helped fuel the brand’s phenomenal growth.



The Company developed the BACARDI BREEZER in 1988 to compete in the wine cooler category in the United States. The focused advertising blitz, “BACARDI rum makes the difference,” was golden. Within two years, the BACARDI BREEZER ranked third among ready-to-drink spirits brands.

The Bacardi commitment to promote responsible drinking is central to ad campaigns. In the early 1930s in Mexico, the Company pioneered programs leading awareness against excess consumption and drunk driving with the wording “Desea vender, pero no quiere el dinero que debe comprar pan” (“Bacardi wants to sell, but it does not want the money you should use to buy bread”). During the 1970s, creation of the “BACARDI mixes with everything EXCEPT driving.” advertisement was widely acclaimed for its social responsibility. Successful versions of this campaign continue today under the “Drink responsibly” slogan.



BACARDI

Desea vender, pero **NO QUIERE EL DINERO QUE DEBE COMPRAR PAN**. Si dejando satisfechas todas las necesidades de su hogar, desea Ud. obsequiarse una merecida y saludable copa, que sea siempre de una bebida buena y recuerde entonces que **NO HAY BEBIDA MEJOR** que

BACARDI

Carta de Oro
para tomar
Solo o en Highball.

Carta Blanca
para tomar
Solo o en Cocktail.

Also raising the bar in social responsibility messaging and engagement were the Company's successful "Driver's Corner" in Germany and Austria and "Whatever Your Reason" television campaign in the United States, which personalized the responsibility message to teach adult consumers about the different reasons for drinking responsibly.

The "Champions Drink Responsibly" campaign was introduced by Bacardi Limited in April 2008, featuring seven-time Formula 1™ World Champion Michael Schumacher with the message "Drinking and Driving Don't Mix." The campaign expanded in 2011 with tennis champion Rafael Nadal as its new Global Social Responsibility Ambassador. The campaign is rooted in the strong heritage and commitment of Bacardi Limited to promote responsible drinking.

The BACARDI rum advertisements to this day remain iconic in their imagery and spirit bringing to life the brand point of view by demonstrating for years many things have been invented to help people get together, including BACARDI rum.

Since 1862, BACARDI has facilitated human connections and has become recognized as the world's most mixable and sociable spirit. The recent brand advertisements reflect life is better shared with others. Ads feature BACARDI Superior Rum, the lead product in the portfolio, to reinforce the idea the world's original, light-bodied clear rum has been at the heart of great get-togethers for more than a century.



Spirit for Life



Corporate Responsibility Report

Fiscal Year 2009/10



BACARDI DELIVERS UPON COMMITMENT TO CORPORATE RESPONSIBILITY

Bacardi has a heritage of caring and a long history of operating as an industry leader in social and corporate responsibility. Corporate responsibility has always been a foundation of Bacardi. Company founder and BACARDI rum creator Don Facundo Bacardí Massó began this commitment when he volunteered to be the chief organizer of disaster relief in his hometown of Santiago de Cuba after a devastating earthquake. For 150 years, the Bacardi family and Company has built on his commitment by giving back to communities around the world through volunteerism and financial donations.

By embedding corporate responsibility into every aspect of our business, we always work to exceed the expectations of our consumers, employees and business partners.

People and brands are both at the core of our business, and each area brings specific responsibilities that we must uphold. Across our business, we are always driven by doing the right thing.

We are committed to managing our operations responsibly to benefit our people, consumers, customers, suppliers, local communities and to protect the environment.

Our annual Corporate Responsibility Report is a comprehensive look at how Bacardi strives to act responsibly to benefit consumers, employees, customers, suppliers and the communities where it operates and sells product.

BACARDI LIMITED HAS ESTABLISHED GOALS FOR EACH OF ITS FIVE STRATEGIC CORPORATE RESPONSIBILITY (CR) FOCUS AREAS:

1

Marketplace: Bacardi is committed to marketing its products only to people of legal drinking age and encouraging consumers to drink responsibly.

2

Environment, Health & Safety: In operating its distilleries and bottling plants, Bacardi ensures the safety of its employees and the efficient use of resources to maximize the reduction of carbon footprint and waste.

3

Responsible Sourcing: Bacardi works to ensure that its suppliers provide safe and fair working conditions and address environmental issues within their operations.

4

People: As it has done for the past 150 years, Bacardi constantly strives to give its employees the opportunity to grow and develop within the global family of brands and corporate entities.

5

Philanthropy & Community Involvement: Local companies, brands and employees are encouraged to support community projects in education, environment, health and social services, arts and culture, and disaster relief assistance.

By caring about our business and the world around us, we excel in creating brands consumers can trust. We aim to strengthen these bonds of trust by acting responsibly in everything we do.

Bacardi is known around the world for its first-class spirit and distinctive style reflected, in part, by the architecture of Company offices and facilities around the world.

Edificio Bacardi de la Habana is the most famous example of Art Deco in Cuba. Completed in 1930, it features terra cotta ornamentation on the façade and a unique tower with a finial in the shape of the BACARDI bat. The building's mezzanine bar was a favorite for international celebrities and members of the Spanish royal family.

A magnificent Bacardi distillery opened at Puerto Rico's Cataño harbor in 1958. "La Catedral del Ron" ("The Cathedral of Rum"), so named for its grand style, is an historic landmark christened by Luis Muñoz Marín, the first democratically-elected Governor of Puerto Rico.

In celebration of the 100th anniversary of Bacardi on February 4, 1962, architect Felix Candela designed the BACARDI Pavilion in Puerto Rico. Representing a bat in flight, the ceiling extends outward, allowing the entire structure to touch the ground only at four points.





Felix Candela also designed the award-winning Tultitlán Bottling Hall in Mexico. The roof is shell-vaulted with its walls carrying no weight, as they are mostly made of glass.

In 1972, Bacardi moved its headquarters to Bermuda into a splendid new space, inspired by architect Ludwig Mies van der Rohe. With 20-foot sidewalls of clear, tempered glass, each individual office has a different theme representing various worldwide Bacardi installations. The central ceiling features dramatic lighting recreating constellations in the skies over Santiago de Cuba the night of February 4, 1862.



For the U.S. headquarters in Miami, Florida, Cuban-exiled architect Enrique Gutierrez created a hurricane-proof building using a system of steel cables and pulleys to allow the building to move slightly in the event of a strong shock. Adorning the exterior of the Azulejos Building are more than 28,000 cobalt blue and white tiles depicting abstract flowers. Brazilian artist Francisco Brennard cut, fired, numbered, and glazed each tile by hand.

The current Bacardi Americas headquarters is another standout. Located in Coral Gables, Florida, it won the prestigious Gold Certification in Commercial Interiors from the U.S. Green Building Council's "Leadership in Energy and Environmental Design" (LEED). The award is based on green design and such features as high energy performance, indoor air quality controls and availability of alternative transportation that benefit employees and the broader community. The Mediterranean-style building became home to more than 300 employees of the Bacardi Americas region when it opened its doors in 2010.



Bacardi takes pride in maintaining and showcasing its unique heritage and brands' origins through various visitor centers including DEWAR'S World of Whisky in the Aberfeldy Distillery in Scotland, the only distillery to have been built by the Dewar family itself; the BARON OTARD Chateau de Cognac in France, the most visited historical monument of the region; BENEDICTINE Palace in France, housing an exceptional collection of art masterpieces and where the liqueur has been hand-crafted for more than a century; the MARTINI Museum of Enology, housed in 18th-century cellars in Italy; and the Casa BACARDI Visitor Center in Puerto Rico.

We hope you will make these centers a destination during your travels.

Our tour begins in Puerto Rico...

CASA BACARDI VISITOR CENTER CATAÑO, PUERTO RICO

The Casa BACARDI Visitor Center seamlessly blends modern architecture and technology with a heritage and tradition that dates back to 1862, when Don Facundo Bacardí Massó revolutionized the rum-making process. At Casa BACARDI, visitors are invited to participate in an interactive tour through history, observe the rum-making process and experience the Spirit for Life of BACARDI.

Free tours, departing every 30 minutes, are offered Monday to Saturday from 9:00am to 6:00pm. The last tour starts at 4:30pm. The Visitor Center opens from 10:00am to 5:00pm on Sunday, with the last tour starting at 3:45pm.

For further information visit www.casabacardi.org or call 787.788.1500.





DEWAR'S WORLD OF WHISKY

ABERFELDY DISTILLERY PERTHSHIRE, SCOTLAND

When DEWAR'S World of Whisky opened in April 2000, it was hailed as "the ultimate Scotch whisky visitor center." It continues to introduce visitors from all parts of the globe to one of the world's foremost premium whisky brands and to the art of making and blending Scotch whisky.

Through films and interactive displays, the DEWAR'S World of Whisky exhibition tells the fascinating story of how a local family created a global brand. The wit and wisdom of Tommy

Dewar (1864-1930) continue to inspire the company, through his famous sayings, or “Dewarisms.” Today, DEWAR’S World of Whisky continues to celebrate his unique take on life, aiming to ensure visitors leave our spiritual home as committed Dewarists!

DEWAR’S World of Whisky has its home at Aberfeldy Distillery, the only distillery to have been built by the Dewar family themselves. Completed in 1898, the beautiful building stands amid glorious Highland scenery, producing a perfectly-balanced single-malt whisky with heather honey notes. This renowned single-malt whisky lies at the heart of DEWAR’S portfolio of premium blends, and our visitors are able to see for themselves how it is made.

A full array of sensory experiences is rounded off by tastings from our range of gold medal-winning Scotches — a fitting finale to a visit to DEWAR’S World of Whisky.

DEWAR’S World of Whisky hours of operation:

- April 1 – October 31: 10am-6pm
Monday – Saturday / 12 noon-4pm
- Sunday November 1 – March 31: 10am-4pm
Monday-Saturday
- Closed Christmas and New Year’s Day

**DEWAR’S World of Whisky, Aberfeldy
Distillery, Aberfeldy, Perthshire, Scotland
PH15 2EB.**

Tel. + 44 (0) 1887 822010

enquiries@dewars.com / www.dewars.com /
www.dewarsworldofwhisky.com



BOMBAY SAPPHIRE EXPERIENCE AT VINOPOLIS LONDON, ENGLAND

At the BOMBAY SAPPHIRE Experience, visitors from around the world discover how the distinctive taste of BOMBAY SAPPHIRE gin is created. The spiritual home of BOMBAY SAPPHIRE is located at Bankside, an exciting gastronomic center in London.

The Experience begins with the 10 carefully-selected botanicals which together create the distinctive taste of BOMBAY SAPPHIRE. Visitors are able to run their hands through samples of the herbs, spices and fruits and smell them in their raw form before learning more about the vapor infusion process, which delicately infuses the spirit with the aromas of the botanicals.

In the BOMBAY SAPPHIRE bar, a stylish electric blue design set against vaulted ceilings and rustic brickwork, visitors can sample a perfectly-served cocktail prepared by expert mixologists using fresh, seasonal ingredients sourced daily from the neighboring Borough Market.

Against the walls of a dramatic Victorian arch is a display of stunning glassware. BOMBAY SAPPHIRE-inspired martini cocktail glasses form part of a collection of one-of-a-kind glasses created by the winners and finalists of the BOMBAY SAPPHIRE Designer Glass Competition, which celebrates the work of emerging designers from around the world. Also on show in the lounge area are the BOMBAY SAPPHIRE-inspired design pieces showcased in our global advertising campaign.

Each year, the BOMBAY SAPPHIRE Experience is visited by more than 100,000 people from around the world. BOMBAY SAPPHIRE has nearly tripled in size in the 13 years since it was acquired by Bacardi Limited, prompting the Company to explore locations beyond its current distillery site. The Company is currently looking at the historic Laverstoke Mill in Hampshire, England, for a new distillery and innovative visitor center to tell the story of BOMBAY SAPPHIRE.

**Bombay Sapphire Blue Room – 1 Bank End,
London, SE1 9AD.**

Open Thursday – Sunday NOON – 9PM. Check
www.vinopolis.co.uk for more details and entry.

For more information

787-788-1500

www.bombaysapphire.com



MARTINI – MUSEUM OF OENOLOGY AND “MONDO MARTINI” PERMANENT EXHIBITION CHIERI-PESSIONE, ITALY

The MARTINI Visitor Center is part of the Martini & Rossi facilities in the village of Pessione, where MARTINI has been produced since 1863.

The MARTINI Visitor Center’s historic location means visitors can enjoy a unique learning experience that goes to the very heart of this famous brand. The cellars of Casa Martini, an early 19th-century country mansion, house the treasures of its famous History of Winemaking Museum (one of the most interesting in the world in terms of the wealth of its collection). The museum opened in 1961 and consists of 16 rooms with more than 600 artifacts on display dating from the 7th century BC to the present day.

The Museum can now boast a new sensory display area, the MARTINI Experience Room. This room provides a fascinating sensorial experience of the living matter that actually goes into the company’s best known products, namely the Martini range and its Spumante. Here, visitors can run their hands through samples of the herbs, spices, flowers, fruits and roots which form part of the closely-guarded secret of the MARTINI recipe. Staff members are present for guided groups in this section which is further illustrated with a series of films.

Since 2005 the culmination of any visit has been to the “Mondo Martini” exhibition, a captivating tour through more than 150 years of company history and the MARTINI brand. Hundreds of objects and archive documents are available for public viewing and, combined with multimedia technology, create an absorbing interactive experience. An especially fascinating part of the exhibition is given over to MARTINI’S renowned publicity initiatives: artist-commissioned posters from the late 19th and mid-20th centuries, TV commercials, the “Terrazze Martini,” music, art exhibitions, literature and sports sponsorship, and their enormous contribution to building the brand’s greatness. The exhibition traces the history of the MARTINI brand from the resourcefulness of the company’s two founders, Alessandro Martini and Luigi Rossi, to the present day.

MARTINI is justifiably considered one of the ambassadors of Italian-made products as well as one of the most recognizable trademarks worldwide. The MARTINI Store & Bookshop has a wide assortment of branded souvenirs and the entire range of MARTINI products to provide the perfect reminder of an unforgettable visit.

For inquiries

+39-01-19-41-92-17

mondomartini@bacardi.com

www.martini.com

DOM BENEDICTINE PALACE FÉCAMP, FRANCE

Unusual and magical, with its mix of Gothic and Renaissance architecture, the DOM BENEDICTINE Palace is an open invitation to discovering an amazing and historical product: Benedictine liqueur.

Nearly 120,000 people visit the DOM BENEDICTINE Palace every year to explore its unique architecture and exceptional collection and exhibitions of art masterpieces. At the heart of the Palace is the DOM BENEDICTINE distillery where visitors can browse the botanicals and spices and walk through the cellars that tell the unique story of DOM BENEDICTINE Liqueur.

It is in this remarkable setting that the famous and unique DOM BENEDICTINE liqueur has been crafted for over a century



and is still exclusively produced. The distillery, with its hand-hammered copper stills, and the quiet cellars lined with century-old casks, are both open to visitors.

DOM BENEDICTINE liqueur, the oldest brand in the Bacardi portfolio, celebrated its 500th anniversary in 2010. The incredible story of DOM BENEDICTINE began in 1510 in the Abbey of Fécamp in Normandy, France, when Benedictine monk and alchemist Dom Bernardo Vincelli created the unique elixir blending 27 spices and plants that would become famous.

Production was interrupted by the French Revolution and in 1863, Alexandre Le Grand, a merchant and collector of religious art, discovered the lost recipe in his collection and recreated the mysterious liqueur he named DOM BENEDICTINE.

Le Grand later built the Palais Benedictine in Fécamp, a palace-style factory that today houses the distillery where DOM BENEDICTINE is made, a museum showcasing the Le Grand family collections and a contemporary art gallery boasting regular exhibitions from artists such as Warhol, Dalí and Zao Wou-Ki.

Palais Benedictine – 110 rue Alexandre Le Grand, 76400 Fécamp, France.

Tel: +33-02-35-10-26-10 –
infos@benedictine.fr

Closed January, May 1 and December 25 please
e-mail/call for opening hours (subject to change).

For more information:

infos@benedictine.fr

or www.benedictinedom.com



NOILLY PRAT VISITOR CENTER MARSEILLAN, FRANCE

The NOILLY PRAT Visitor Center is located in a small and charming village on France's Mediterranean coast.

Visitors are guided through the unique NOILLY PRAT production process dating back to 1813. They are then taken to the maturation courtyard where the wind and sun of Marseillan forge the drink during the four temperate seasons of southern France. In the "room of secrets" visitors are invited to view the "dodinage" where 20 selected herbs and spices are mixed by hand.

Nearly 80,000 people visit the home of NOILLY PRAT every year to discover the unique production process and experience the NOILLY PRAT story.

A PIECE OF ART- ACADEMY NOILLY PRAT:

Academy NOILLY PRAT recognizes, encourages and rewards (through the Le Prix de la Sculpture) worldwide emerging artists using natural materials. In autumn 2007 the NOILLY PRAT Visitor Center displayed the winning sculpture in its courtyard.

La Maison NOILLY PRAT – 1 rue Noilly, 34340 Marseillan, France.

Tel: +33-04-67-77-20-15 – info@noillyprat.fr

Open every day.

Closed January, February, May 1 and December 25.

For further information, please visit www.noillyprat.com

BARON OTARD – CHÂTEAU DE COGNAC COGNAC, FRANCE

Located in the center of the city of Cognac in the southwest France, the Château de Cognac is the most visited historical monument of the region.

Francois Premier, one of France's most famous kings and friend of Leonardo da Vinci, was born in the castle in 1494.

In 1796, a year after he created his company, Baron Jean Baptiste Otard purchased the castle to make it the birthplace of his cognacs, having grasped the exceptional characteristics of the site for the purpose of cognac aging.

The smooth taste and character of BARON OTARD cognacs are the result of maturation in humid cellars whose temperature is kept constant by the thick stone walls of the Castle and the close proximity to the Charente River.



Each year, the Château leads more than 25,000 visitors on a guided tour available in a variety of different languages. During the tour, visitors enter the rooms where the king entertained his guests and explore the unique cellars containing the secrets of BARON OTARD cognacs.

A truly noble Cognac experience.

**CHATEAU DE COGNAC – 127 Boulevard Denfert Rochereau, 16100
Cognac, France.**

Tel: +33-05-45-36-88-86

Closed from January to March – please call/email for opening hours
(subject to change).

For more information please contact infovisite@baronotard.com
or visit www.baronotard.com

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