

Delivering THROUGH TIME



BECLE

2024 INTEGRATED
ANNUAL REPORT



Over twelve generations, we have been delivering through time by overcoming challenges and capitalizing on opportunities, establishing ourselves as a benchmark of excellence and leadership in the industry.



Today, with operations in three main regions—U.S. & Canada, Mexico and Rest of the World, which comprises EMEA, APAC & LatAm—our vision, ambition, and passion to share spirits with the world—as well as an unwavering commitment to quality and authenticity—continue to resonate with connoisseurs worldwide.



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

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

This report aligns with the GRI (Global Reporting Initiative) Standards, SASB (Sustainability Accounting Standards Board) indicators for the Alcoholic Beverage Industry, as well as TCFD and SDG frameworks. It covers the reporting period from January 1 to December 31, 2024.



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MESSAGE

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CEO *Message*

In a challenging year, we managed to either maintain or strengthen our position in key markets, driven by the execution of our strategic initiatives and the continued strength of our brand portfolio.





GRI 2-22

Dear Shareholders,

I am pleased to present Beclé's 2024 Integrated Annual Report which, for the third consecutive year, highlights our continued progress across our environmental, social, and corporate governance commitments.

Innovation remains at the heart of our success. In 2024, we launched several standout products that reinforce our leadership and expand our consumer reach. These launches reflect not only our ability to anticipate market trends, but also our capacity to offer distinctive experiences across categories and price segments.

Additionally, sustainability remains a core pillar of our long-term strategy. Guided by our ESG framework, A Legacy for the Future, we advanced in key areas through strategic investments in cutting-edge technologies across agriculture, production, and distribution. This year, we conducted a climate scenario analysis to assess the potential impacts of climate change and identified mitigation actions to protect our operations—reinforcing our resilience and long-term value creation.

We reached several important environmental milestones in 2024:

- We successfully recycled 14 tons of glass through event-based collection programs.
- We achieved a 13% reduction in energy intensity ratio versus 2023.
- 89% of our cardboard was made from recycled materials.
- We achieved a global water intensity ratio of 2.72 liters per liter of product sold, highlighting our commitment to efficient water use.

On the social front, we continued to invest in community development through Fundación Jose Cuervo and Fundación Beckmann. We supported education, entrepreneurship, and skill-building programs that empower both youth and adults. Notably, as strategic partners of the Jalisco Ministry of Education, we supported the 2024 STEAM Youth Challenge—an innovative program integrating science, technology, engineering, arts, and mathematics to foster inquiry and problem-solving skills.

2024 was a year of progress across all fronts. As we look ahead, we remain committed to creating long-term value by blending tradition with innovation, and by making every decision with a lens of responsibility, resilience, and stakeholder impact. With the continued support of our employees, consumers, partners, and shareholders, we are confident in our path forward.

We look forward to continue delivering through time—together.

Sincerely,

Juan Domingo Beckmann Legorreta
Chairman and Chief Executive Officer

Innovation remains at the heart of our success.





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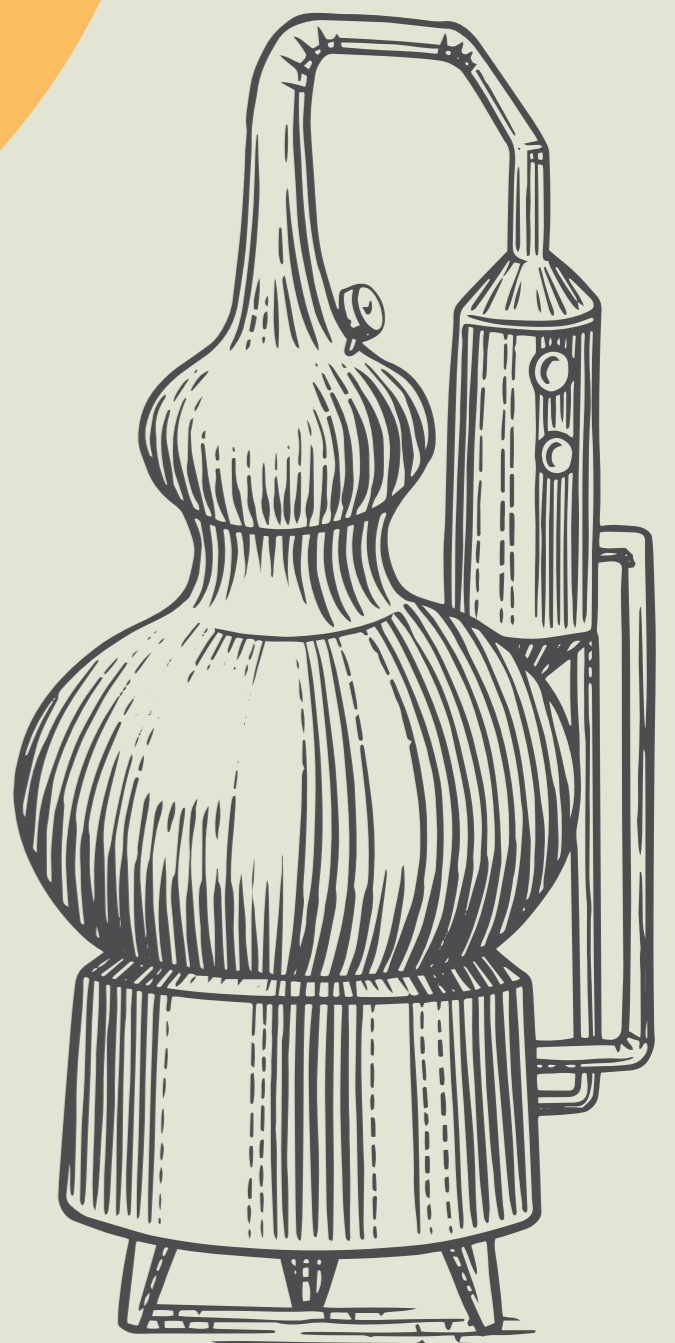
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The legacy **B E H I N D** THE SPIRIT

Born 266 years ago from Don José María Guadalupe de Cuervo y Montañó’s vision, our legacy has been nurtured across 12 generations, with brands sold and distributed in more than 85 countries.





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GRI 2-1

Becle is the world’s largest producer of tequila, operating with a vertically integrated value chain for production—from agave cultivation, distilling, tequila aging, blending and bottling facilities.



The strength of our portfolio, of over 30 spirit brands, is based on the legacy of our iconic internally developed brands such as Jose Cuervo, combined with complementary acquisitions such as Three Olives, Hangar 1, Stranahan’s, Bushmills, Pendleton, Proper No. Twelve and Boodles.

While firmly grounded in tradition, our relentless focus on innovation has helped us create other renowned brands such as 1800, Maestro Dobel, Centenario, Kraken, Jose Cuervo Margaritas and B:oost.

Since February 2017, Becle, S.A.B. de C.V. shares are listed in the Mexican Stock Exchange (BMV), under the ticker symbol CUERVO. This listing has significantly enhanced our transparency, global visibility, and sustainability practices. In particular for sustainability, we are preparing to adopt the new IFRS Sustainability Standards starting in 2025, which will integrate sustainability into our financial reporting.



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Our history

1758



José Antonio de Cuervo y Valdés, a Spaniard with an entrepreneurial spirit, settled in the Tequila region. He obtained a property title from King Ferdinand IV to plant agave on his land. This is the origin of this family business which has been going on for 12 generations and 266 years.

1795

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

1812



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

1852

First exports when a few barrels made it to California from the port of San Blas, in Nayarit.

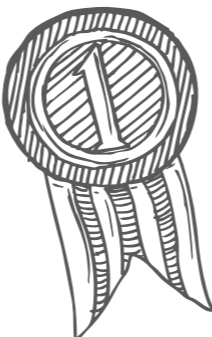


1880

First company to bottle tequila in glass bottles.



1891



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

1903

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

1974

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

1989

Cuervo tequila was sold in 42 countries.

1990

Exports reached 5 million cases a year.

1995

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





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2004

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

2005



Launching of Maestro Dobel, the first Cristalino tequila.

2007

As part of the Reserva de la Familia brand, Jose Cuervo Platino, an ultra-premium, hand-crafted, limited-edition silver tequila was launched.

Acquisition of Three Olives and creation of Proximo Spirits.

2010

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



2011

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



2013

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

2015

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



2017

Becle's Initial Public Offering in the Mexican Stock Exchange under the ticker CUERVO.

2018

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

2021

Pricing of a US\$800 million 10-year bond.

2022

Launching of Gran Coramino tequila, in partnership with American comedian and actor Kevin Hart.

2023

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

2024

Launch of Gran Centenario Ultra in Mexico.





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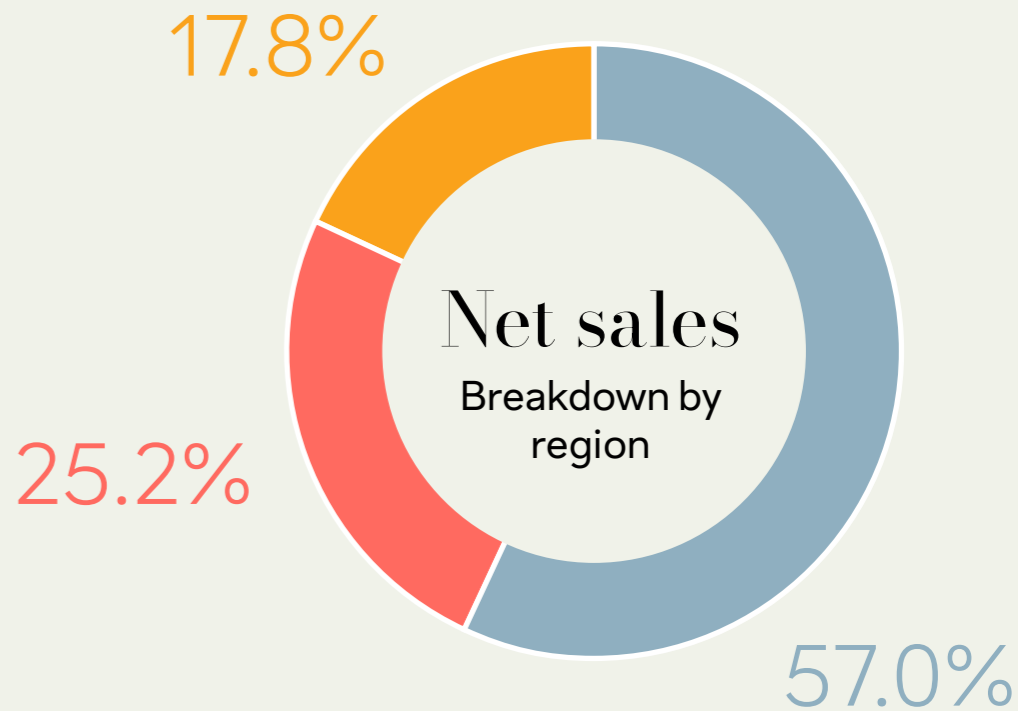
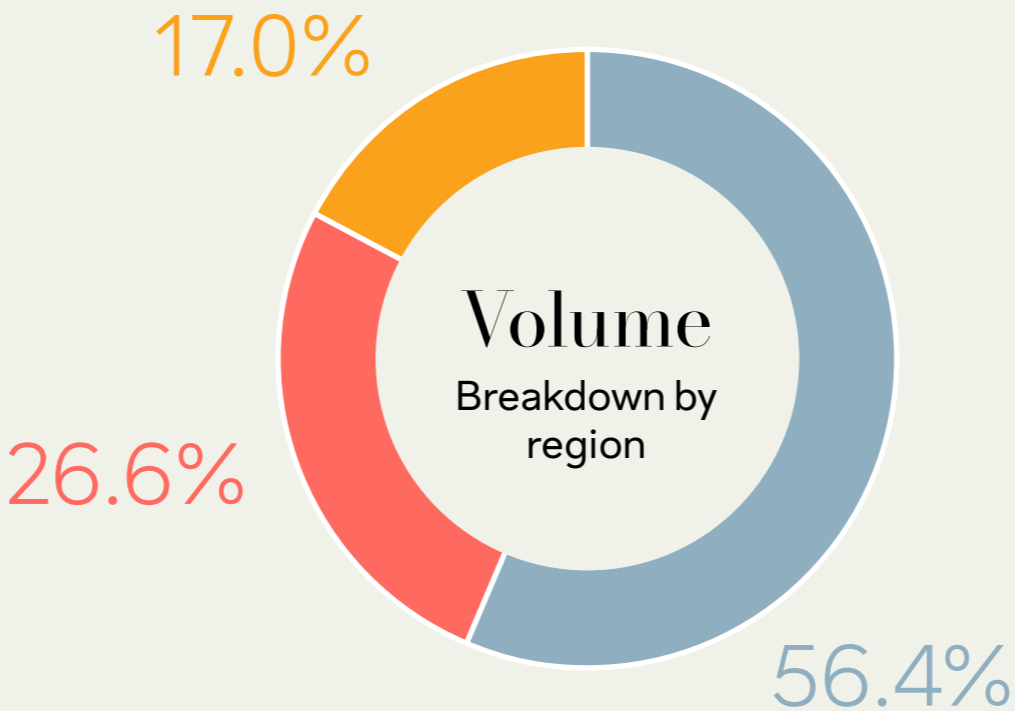
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Becle has presence in more than 85 countries, with distillery and bottling operations in Mexico, the United States, and Ireland.

25.4M
Nine-liter cases

P\$43,962M
Net sales



● US & Canada ● Mexico ● Rest of the World



Geographic presence in U.S. & Canada

“

Overall tequila consumption per capita remains robust. The tequila category continues to perform well, supported by strong demand and long-term growth trends.”

Luis Félix
Managing Director
United States & Canada



The current slowdown in consumption appears to be primarily cyclical, driven by a combination of macroeconomic headwinds, inflationary pressures, and a normalization following post-pandemic highs.

Historically, the spirits industry has seen cycles of expansion and contraction, and we expect demand to recover as consumer confidence improves.

Additionally, our strategic price adjustments and brand positioning efforts aim to navigate short-term volatility while ensuring long-term growth.

We continue to strengthen our relationships with distributors, and the outlook remains highly positive. Today, we are better positioned with a more robust structure alongside our most important distributors.

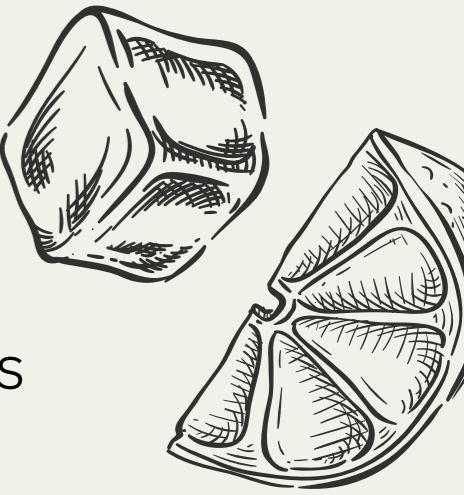


P\$25,061M

Net sales

14.3M

Volume of nine-liter cases





Geographic presence in Mexico

“

We registered a one-point increase in market share, consolidating our position as the absolute market leader in both volume and value.”

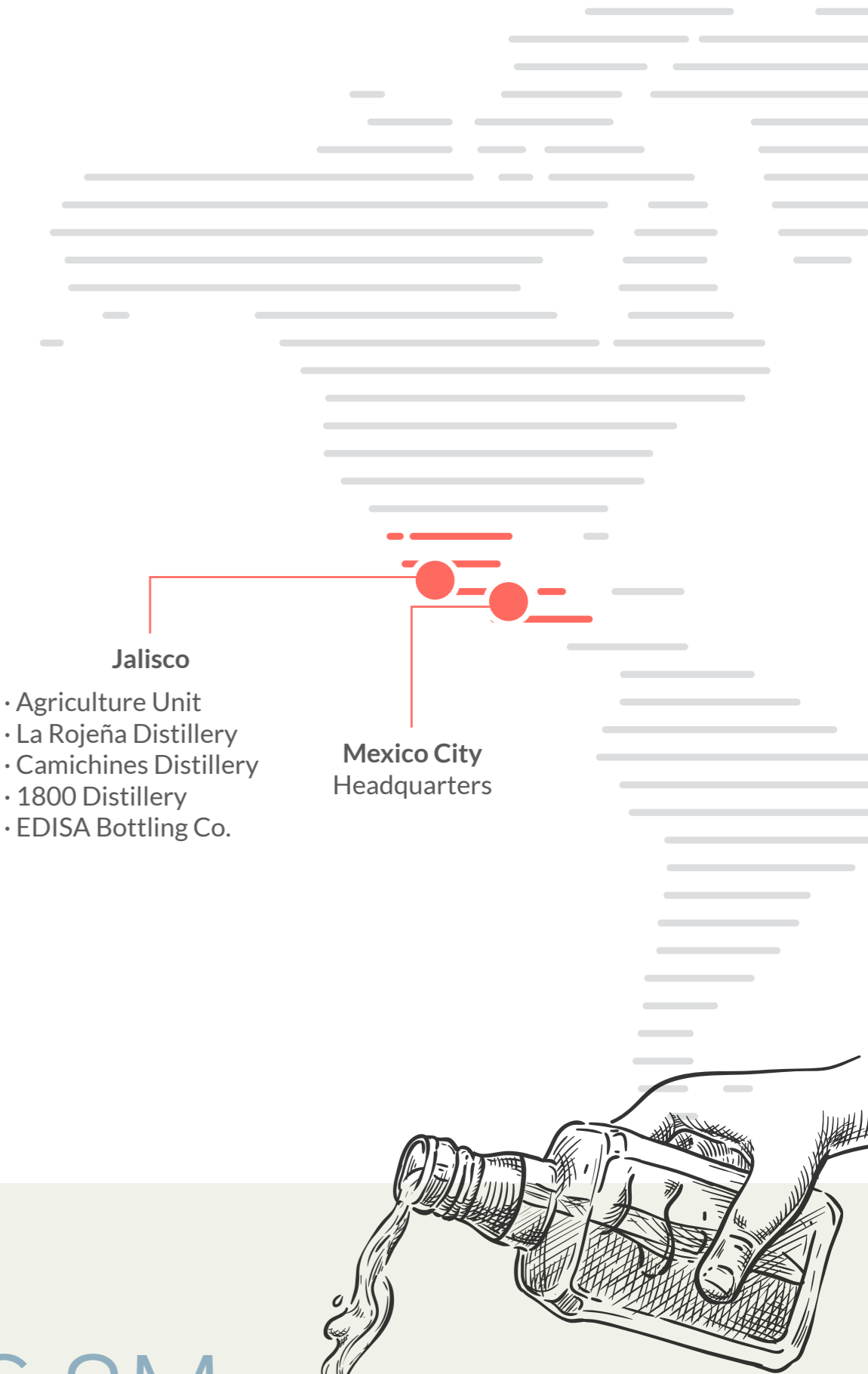
Olga Limón
Managing Director
Mexico & LatAm



**JOSE CUERVO
CRISTALINO**
TRADICIONAL



Although we continue to witness strong volatility in the market, we have successfully outperformed the industry despite this challenging environment, achieving financial growth, cost improvements, and a stronger portfolio mix. Net sales per case surpassed last year’s figures—an impressive achievement considering that last year was already a record-breaking period.

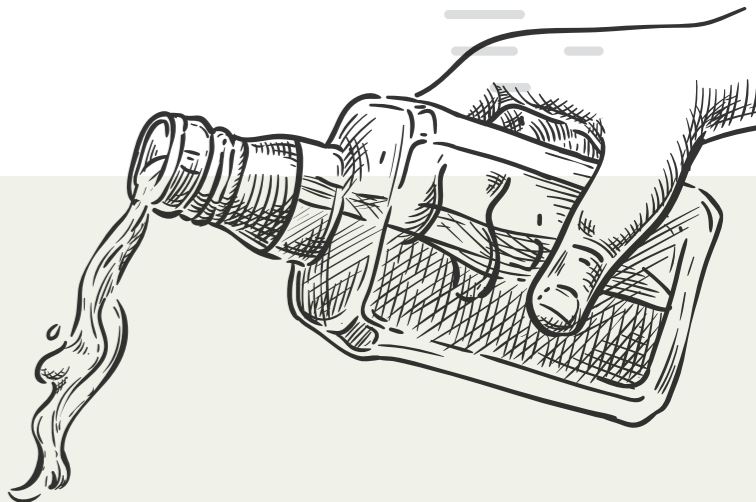


P\$11,070M

Net sales

6.8M

Volume of nine-liter cases





Geographic presence in Rest of the World

“

Tequila continues to be an emerging category with significant growth potential, and we’re well-positioned to capture both volume and value growth.”

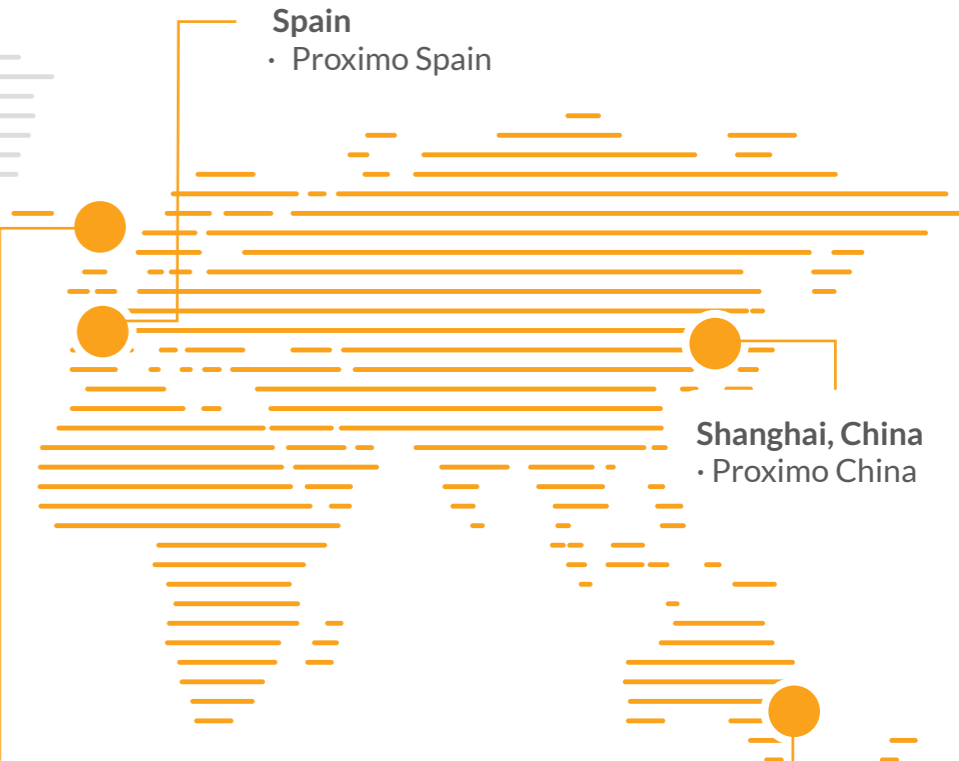
Shayne Hoyne
Managing Director
EMEA & APAC



Ongoing economic slowdown, with subdued consumer spending across EMEA & APAC, was largely driven by uncertainty surrounding conflicts in Eastern Europe and the Middle East, persistent consumer price inflation and decreased market confidence.

Nevertheless, by focusing on specific categories, Tequila depletions in the region grew by low single digits, while our Irish whiskey business saw high single-digit growth. This success reflects our portfolio expansion in Asia and sustained demand for premium tequila and whiskey in Europe. Besides, despite rising competitive pricing pressures, we maintained healthy gross margins by focusing on premiumization and bolstering the Jose Cuervo brand.

Asia remains a bright spot, with stable inflation supporting growth in our key markets. Depletions rose by double-digit year-over-year, driven by premium brands, even as shipments remained flat.



Northern Ireland, UK
• Old Bushmills Distillery

London, UK
• Proximo UK
• Distribution in the United Kingdom

Dublin, Ireland
JC Master Distribution
• Distribution in the Republic of Ireland
• Distribution to the Rest of the World

Sydney, Australia
• Proximo Australia

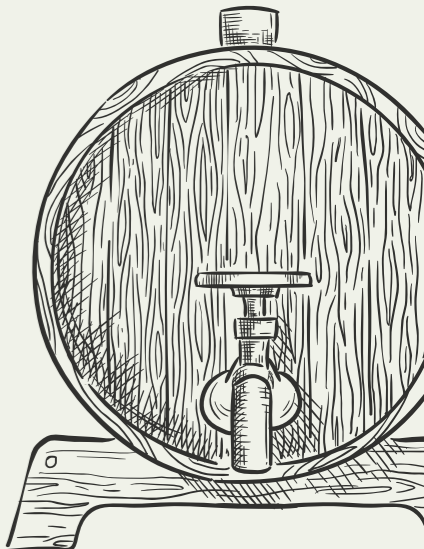
Shanghai, China
• Proximo China

P\$7,830M

Net sales

4.3M

Volume of nine-liter cases





Our diversified BRAND PORTFOLIO

GRI 2-6

NET SALES
BY CATEGORY
AS OF 2024



TEQUILA

Jose Cuervo Family



PREMIUM

SUPER PREMIUM

PRESTIGE

Centenario

1800



SUPER & ULTRA PREMIUM

SUPER & ULTRA PREMIUM

Dobel



ULTRA PREMIUM

IRISH WHISKEY

Proper N° Twelve

The Sexton

Bushmills



PREMIUM

SUPER PREMIUM

PREMIUM & ULTRA PREMIUM

U.S. WHISKEY

Tincup

Pendleton



PREMIUM

PREMIUM & ULTRA PREMIUM

Stranahan's



ULTRA PREMIUM

RUM



PREMIUM

VODKA



PREMIUM

ULTRA PREMIUM

GIN



PREMIUM

MEZCAL



ULTRA PREMIUM

RTD



NON-ALCOHOLIC



This slide only showcases our most relevant brands.



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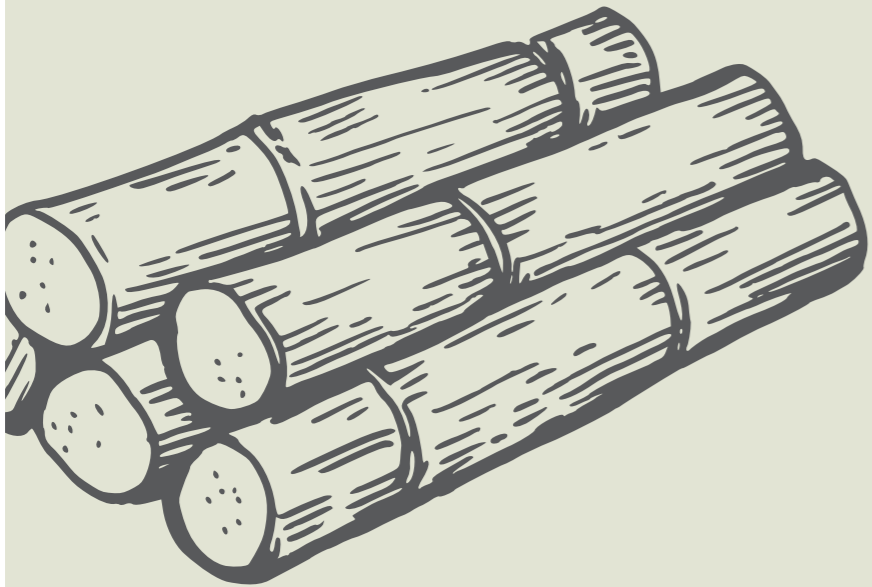
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A YEAR IN *perspective*

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





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2024 *milestones*

Jose Cuervo unleashes **Devil's Reserve**, tequila spirit drinks with a lower ABV, infused with "sweet heat."

[➔ MORE INFO](#)



1800 Tequila officially cosigns six NFL teams.

[➔ MORE INFO](#)

Debut of **Jose Cuervo's Raspberry Colada Margarita**, an addition to its RTD Margarita range.

[➔ MORE INFO](#)



Launching of **Lefebre, Ron Matusalem's limited edition**, which pays homage to its origins; the first of Matusalem Tributes Collection.

[➔ MORE INFO](#)



Pendleton whisky Director's Reserve reflects its rodeo heritage and Western roots with this top-tier whisky expression.

[➔ MORE INFO](#)



Both Fundación Cuervo and Fundación Beckmann inaugurated the new facilities of **Colegio Juan Beckmann**, which offers comprehensive education and high academic quality to 180 boys and girls from vulnerable socioeconomic backgrounds in Tequila.

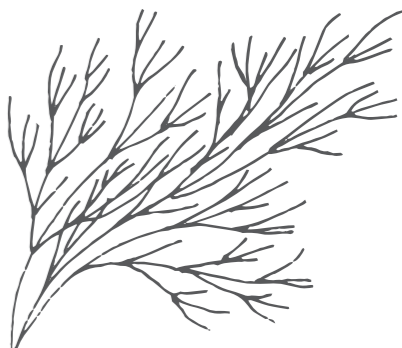
[➔ MORE INFO](#)

FUNDACIÓN | **BECKMANN**

FUNDACIÓN | **Jose Cuervo**



Launch of our **Centenario Ultra** brand in Mexico.





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Aimed at designing and implementing programs that build essential competencies in both young people and adults, **Fundación Cuervo**, in collaboration with the **Instituto Tecnológico de Monterrey**, created the **Coramino Acceleration Fund**, an initiative designed to empower technology-based entrepreneurs in Jalisco.

Each startup progressed toward specific milestones based on its stage and needs. To achieve these goals, they accessed specialized mentorship and strategic services in key areas such as technological development, market validation, legal structuring, and funding.

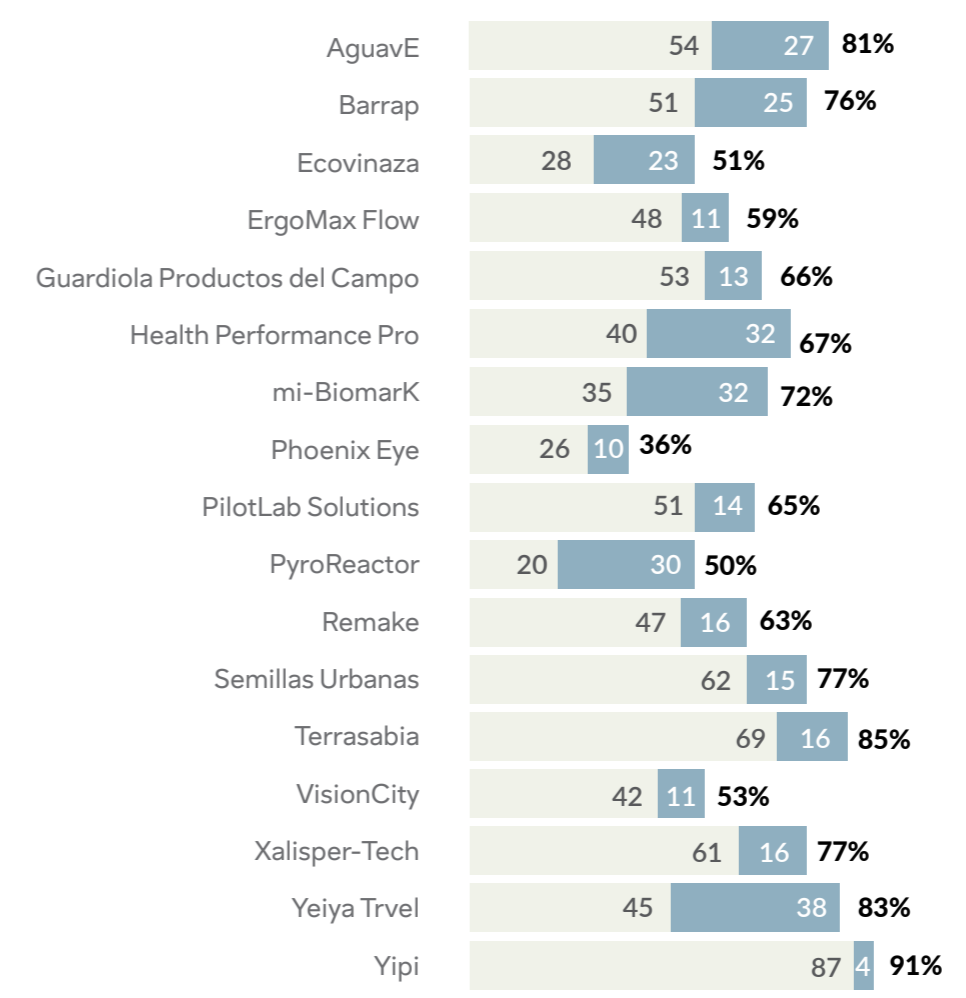
PROGRAM OBJECTIVES

The Coramino Acceleration Fund was designed to help startups achieve

- Advancement in the technological maturity of their products
- Greater market positioning and commercial validation
- A stronger financial strategy
- Social impact within their communities through innovation

RESULTS

The results presented below reflect the advancements made by 17 startups that successfully completed the program. The following chart compares the initial and final assessments, highlighting the progress made by the participating startups.





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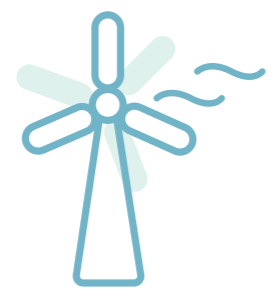
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8,893
employees
with 10.1% of our
workforce unionized



13%
reduction in energy
intensity ratio versus
previous year

201
critical suppliers
assessed, representing
a 55.8% increase
year-over-year



2.72
liters of water/l
of product sold

14 tons
of glass were
successfully recycled
through event-based
collection programs

15%
increase of annual
training hours per
employee versus
last year



89%
of our cardboard
is made from
recycled material



US\$5M
invested in community outreach
programs during 2024 by our
Jose Cuervo and Beckmann
foundations



83%
independent
members in the
Board of Directors



ESG snapshot

This snapshot highlights our most meaningful ESG efforts and achievements over the past year—reflecting our ongoing commitment to environmental responsibility, social impact, and strong governance.



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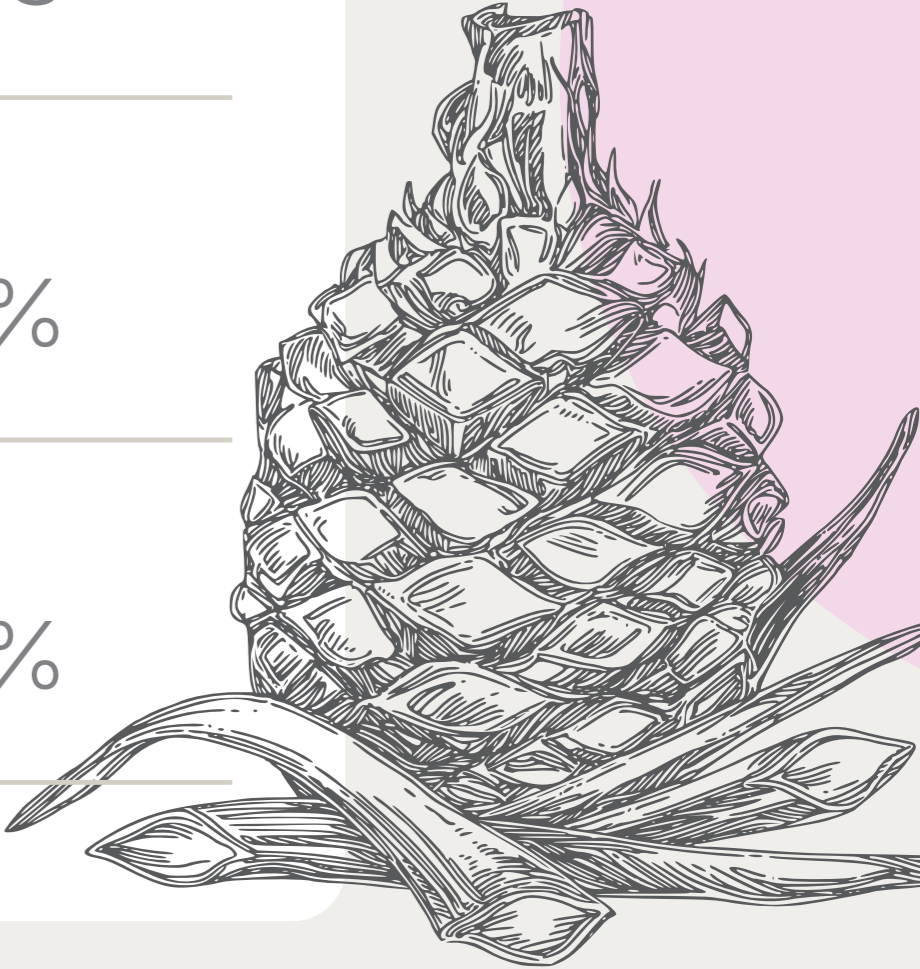
FINANCIAL *snapshot*

(figures in millions)



2024

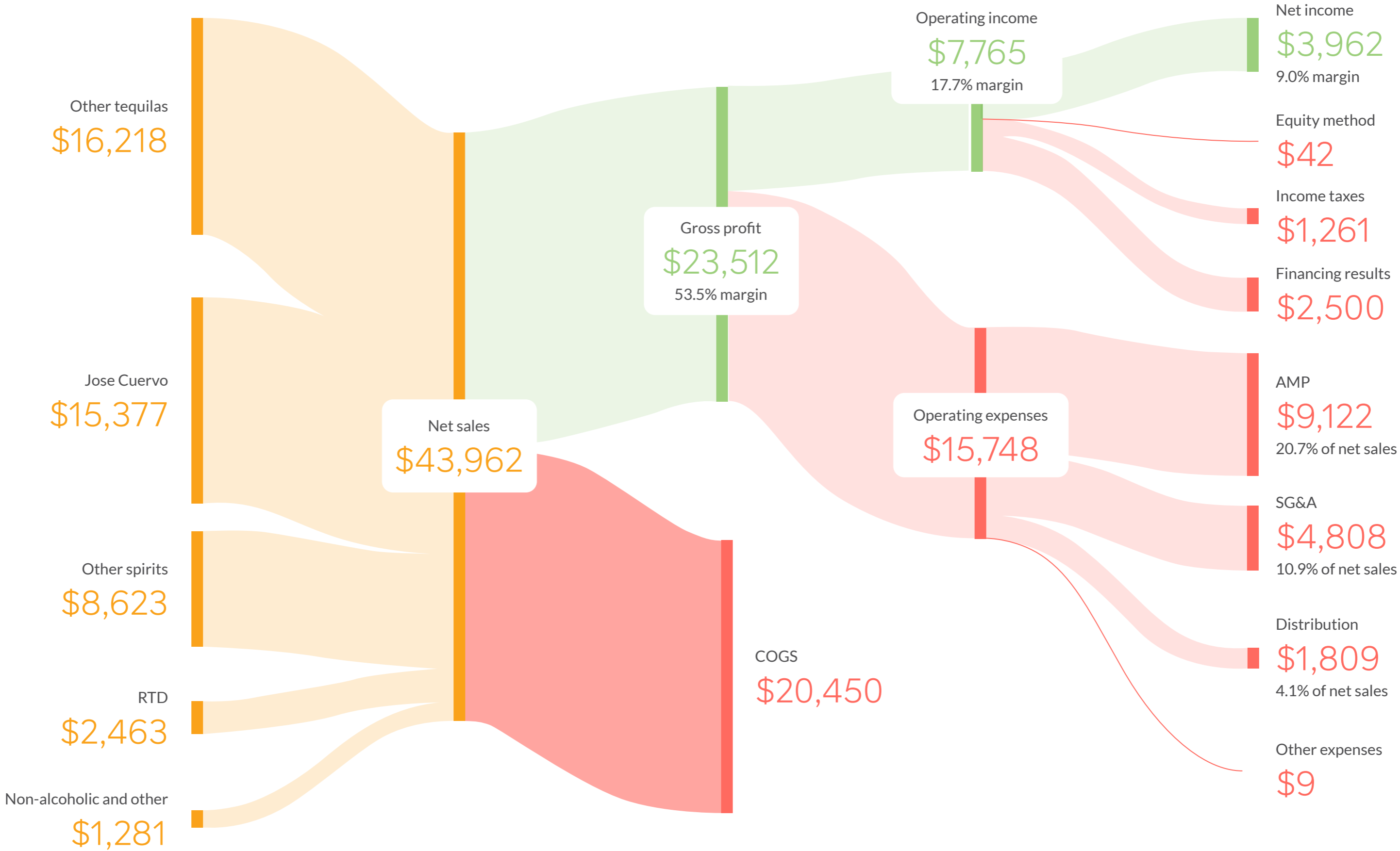
Volume of nine-liter cases	YoY change	EBITDA	YoY change
P\$25,394	-6.2%	P\$8,902	21.7%
Net sales		EBITDA margin	
P\$43,962	-0.9%	20.2%	+370 BPS
Gross profit		CAPEX	
P\$23,512	4.6%	P\$2,041	-34.5%
Operating income		Dividends paid	
P\$7,765	24.5%	P\$1,420	-19.5%





FINANCIAL *review*

(figures in millions of Mexican pesos)





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DELIVERING T I M E L E S S *value*

Our diversified portfolio of spirits
comprises several categories,
offering a wide array of tastes and
prices for every occasion.





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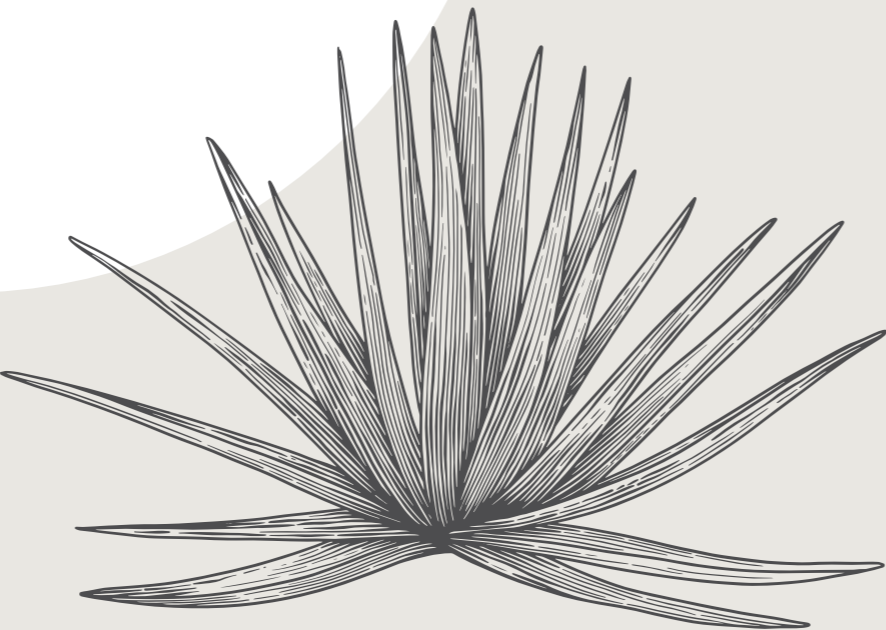
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Portfolio TEQUILA

GRI 2-6



71.9%
TEQUILA CATEGORY
percentage of
net sales





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JOSE CUERVO

Family



Legendary tequila brands that have delighted customers for centuries with their exceptional range of flavors.

8.9M
nine-liter cases -6.5%

P\$15,377M
net sales -2.9%

Other TEQUILAS



Premium, super and ultra-premium brands offering the best flavors and ingredients.

5.7M
nine-liter cases -3.0%

P\$16,218M
net sales +2.2%



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Portfolio OTHER SPIRITS

19.6%
OTHER SPIRITS
CATEGORY
percentage of
net sales

4.7M
nine-liter cases
-5.7%

8,623M
net sales -0.1%





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IRISH *whiskey*



A refined spirit crafted in both single malt and blended varieties, renowned for its remarkable smoothness and flavor. Single malts are exclusively distilled from malted barley at a single distillery, while our blends combine malted barley and grain. The traditional process includes triple distillation and maturation in oak casks for a minimum of three years.

American WHISKEY



A distinctive all-grain spirit created from a mash bill featuring corn, rye, wheat, barley, and other grains. Expertly aged in wooden barrels, this whiskey develops a rich and complex character over time.



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GREAT JONES

whiskey



A perfectly balanced and smooth bourbon with delicate hints of vanilla and white pepper. Crafted from the finest ingredients and aged for four years in American oak barrels, it delivers an authentic and refined bourbon experience.

BOODLES

gin



Inspired by the prestigious 18th-century Boodle’s Gentlemen’s Club in London, this gin is distilled from English wheat and infused with a sophisticated blend of botanical herbs and spices.



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THREE OLIVES *vodka*



A premium vodka crafted from quadruple-distilled winter wheat, meticulously produced and distilled in England. Available as a crisp, unflavored classic or infused with a variety of vibrant flavors to suit every taste.

HANGAR 1 *vodka*



Experience the essence of California with Hangar 1—enjoy it straight or in one of its bold and unique flavors!



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KRAKEN

rum



Dive into the depths of the ocean with Kraken,
a bold, rich, and smooth rum inspired by the
Norse Sea monster.

MATUSALEM

rum



A legendary rum from Cuba's Golden Age,
beloved for its role in crafting exquisite mojitos.



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CREYENTE

mezcal



Born from a perfect union of agaves, a unique connection with nature, and a sacred bond. An artisanal mezcal made in Oaxaca that transports us to the legendary world of this spirit, blending the extraordinary agaves from the Central Valleys and Sierra Sur—lands of rich soils, wild and mountainous terrains—ideal for harvesting mystical agaves, worthy of a ritual.

400 CONEJOS

mezcal



The #1 mezcal in Mexico, inspired by a Mesoamerican legend and produced in Tlacolula, Oaxaca. It is a 100% agave mezcal that achieves a perfect balance of smoky, fruity, and smooth flavors, thanks to the careful selection of the finest agaves and its full artisanal process.



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Ready-to-drink COCKTAILS

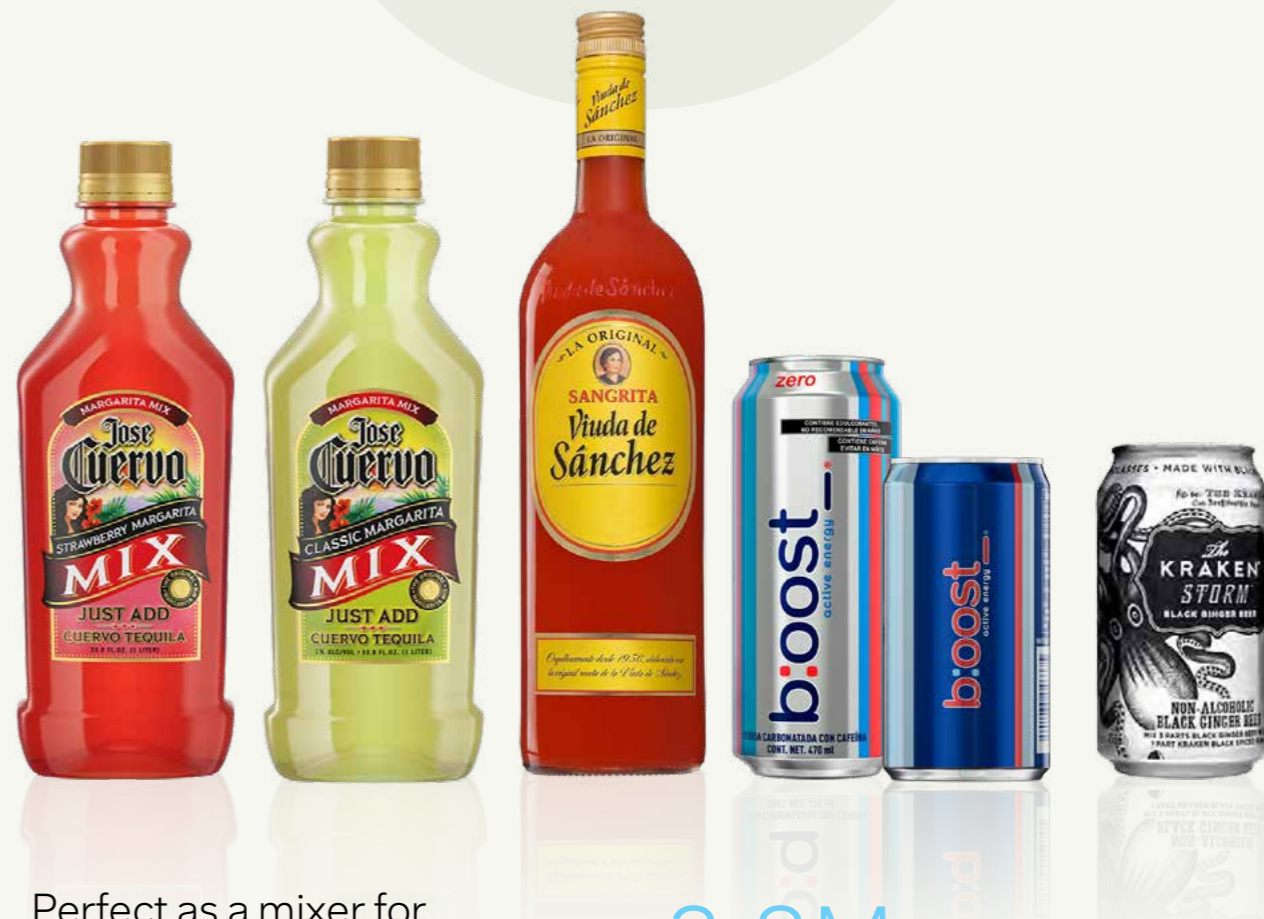


Simply add ice and enjoy your favorite cocktail—Margarita, Paloma, or spiced rum—available in both bottles and convenient single-serve options.

3.4M
nine-liter cases -13.3%

P\$2,463M
net sales -12.2%

NON- ALCOHOLIC beverages



Perfect as a mixer for cocktails or a refreshing drink on their own.

2.8M
nine-liter cases -2.7%

P\$1,281M
net sales 4.9%



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National & international AWARDS



PARTICIPATING BRANDS



GENERAL RESULTS

● Gold	223
● Silver	229
● Bronze	68
● ● Double Gold	46
● Platinum	16
● ● Double Platinum	4

TOTAL 586

PARTICIPATING CONTESTS



International Wine & Spirits
Competition (IWSC)



Beverage Testing Institute (BTI)
Tequila, Mezcal and
Whiskey Categories



John Barleycorn Awards



Global Spirits Masters
Tequila & Mezcal Category



International Spirits Challenge (ISC)



ASCOT Awards



USA Spirits Ratings



International Whiskey Competition
(IWC)

Our brands received
over 500 international
recognitions and tequilas
accounted for more than
300 recognitions in 2024.



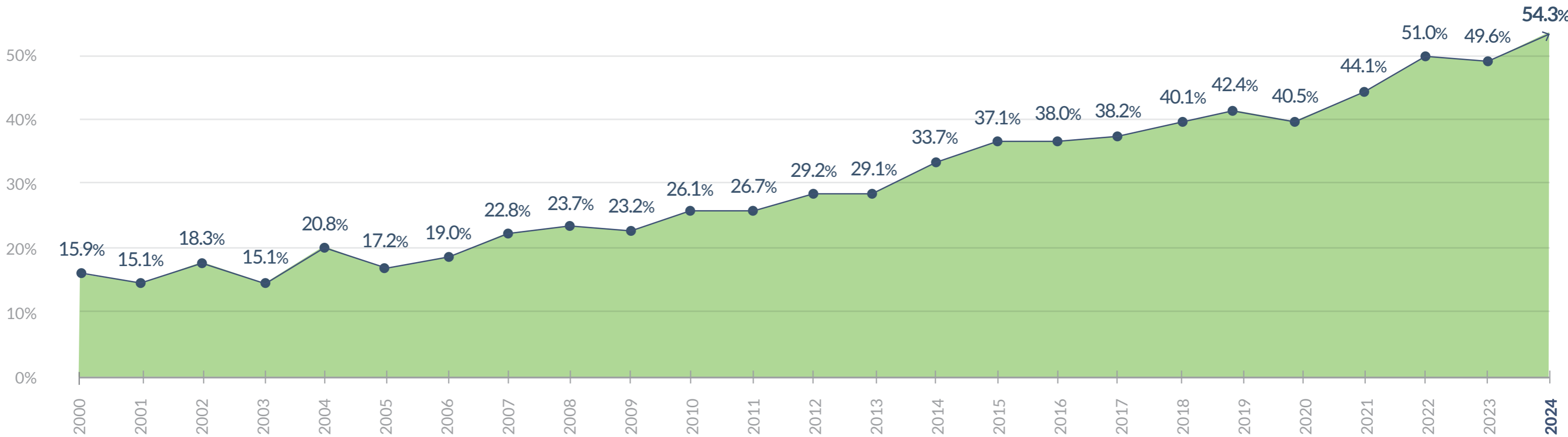
Marketing

Having a market share divided into four brand families and price segments is a great advantage over our competitors. Combined with a superior business configuration, which has allowed us to surpass our core business objectives, we gained 4.7 points in tequila value market share in Mexico year-over-year.



54.3%
of market share
in 2024

Value market share of tequila in Mexico



Note: Per 2024 IWSR Data



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Jose Cuervo Especial

Jose Cuervo tequila has been to hell and back—emerging with a devilishly sweet heat—through the U.S. exclusive launch of Devil’s Reserve.

In Madrid, we partnered with Schweppes on an AI-powered augmented reality billboard for Jose Cuervo Especial along Gran Vía.

We launched the new Fresa Picoa flavor in Spain, which culminated in an 800-person party in Málaga.





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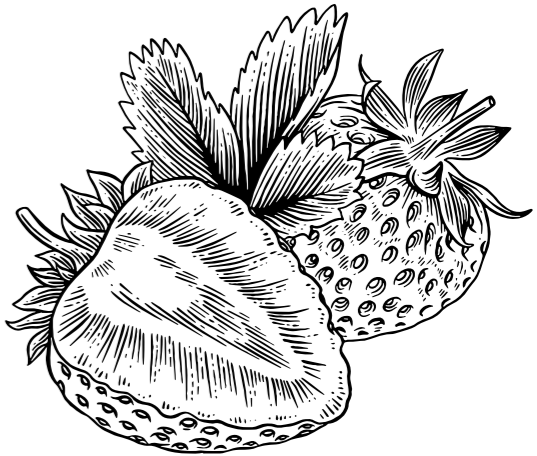
Strengthened Jose Cuervo's cultural authenticity with immersive Día de Muertos activations across Mexico, the U.S. and Spain, featuring branded altars, art installations, and engaging on-premise experiences.



Activated the Jose Cuervo brand across 38 music festivals in Spain with immersive experiences including bus activations, crew activations, and branded scenarios featuring the Fresa Picoa ball pit and product sampling.



Expanded brand reach by teaming up with leading local and global partners like Fini Gummies and 7up, driving impactful co-branded campaigns and engaging activations at festivals in Spain.





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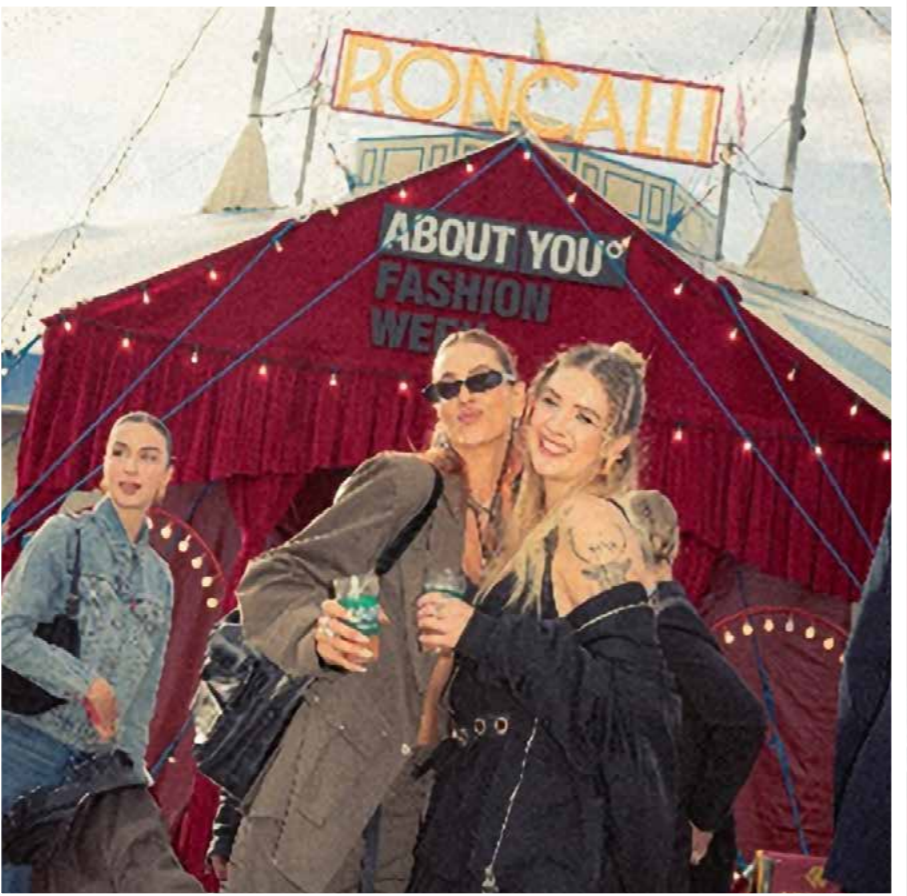
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1800 Tequila

Deployed 1800 Guachimontón across Rest of the World markets, expanding the reach of this limited-edition luxury añejo inspired by Jalisco's ancient heritage.



Partnered with ABOUT YOU Fashion Week Berlin, positioning 1800 Tequila at the intersection of fashion and culture through curated cocktail experiences and a high-energy aftershow celebration, reinforcing the brand's appeal among trendsetting, style-conscious audiences.





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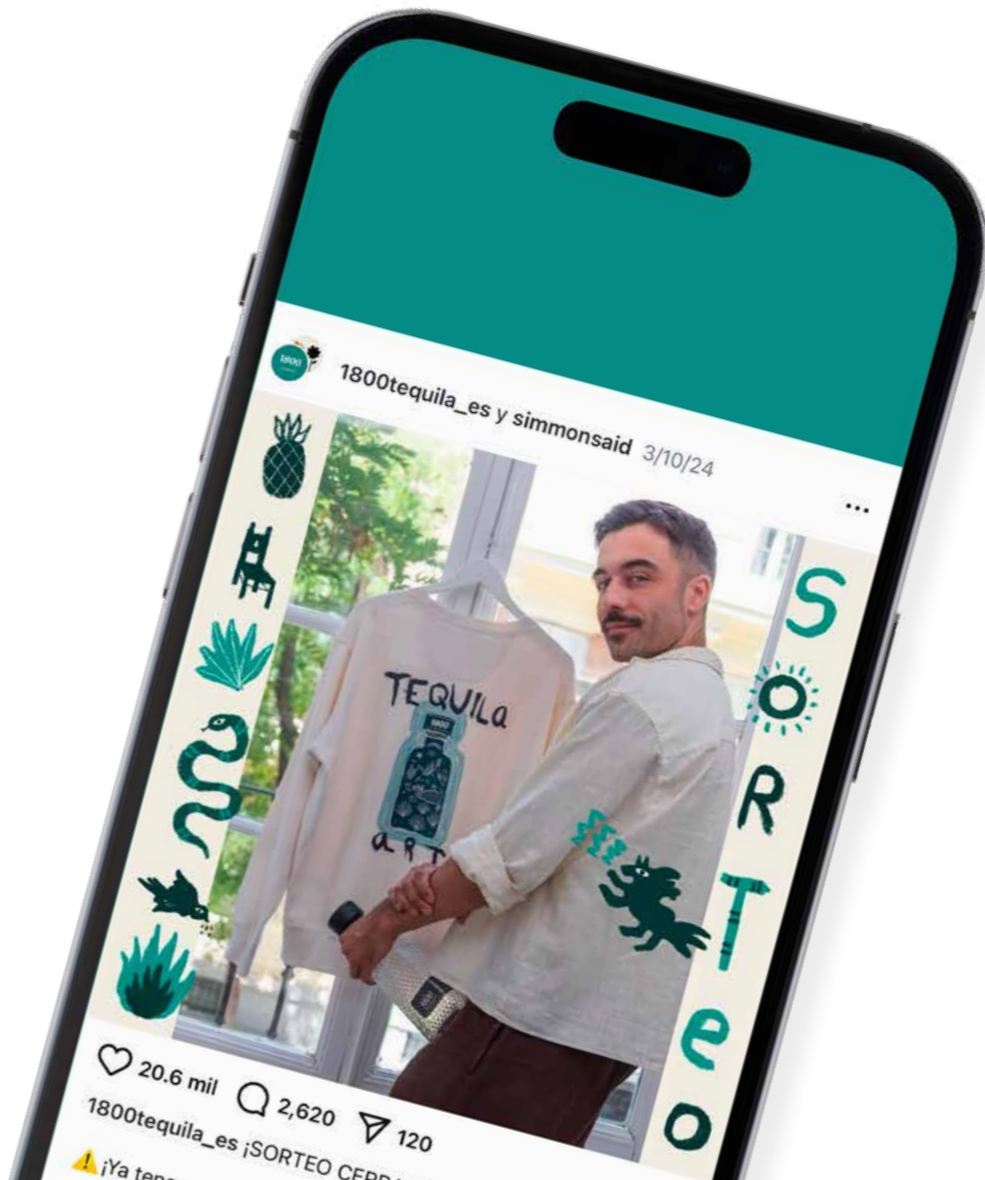


Hosted the La Verdad experience by 1800 Tequila, a high-energy event designed to elevate brand presence at key cultural moments—featuring top-tier influencer engagement, a photogenic branded environment, and a curated drink strategy highlighting the portfolio’s versatility through signature serves like the Paloma, Margarita, and Mex Mule.

Sponsored Forbes Women to champion leadership and progress, positioning 1800 Tequila as a refined, modern brand aligned with empowerment and sophistication; the event held in Spain brought together 200+ influential women, expanded the brand’s reach among professional audiences, and enhanced visibility through high-impact branding and media coverage.



Activated the House of Paloma at the ABOUT YOU Pangea Festival in Germany, immersing 15,000 attendees in a vibrant fusion of music, fashion, and tequila culture through exclusive cocktails, creative workshops, and influencer-led experiences—positioning 1800 Tequila as a trend-forward lifestyle brand.



Launched 1800 Tequila Collabs in Spain, an art-driven activation that amplified brand awareness and consideration by fusing creativity with the brand’s refreshed visual identity; highlighted through impactful installations and an exclusive hoodie raffle, the campaign deepened digital engagement and reinforced 1800’s positioning as a sophisticated, culturally relevant tequila.



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The Kraken

Executed the Kraken Summer On-Trade Tour across Italy and Montenegro, featuring 30 activations that engaged 2,300 consumers and resulted in the sale of 650 cocktails, effectively driving product trial and enhancing brand visibility in key markets.





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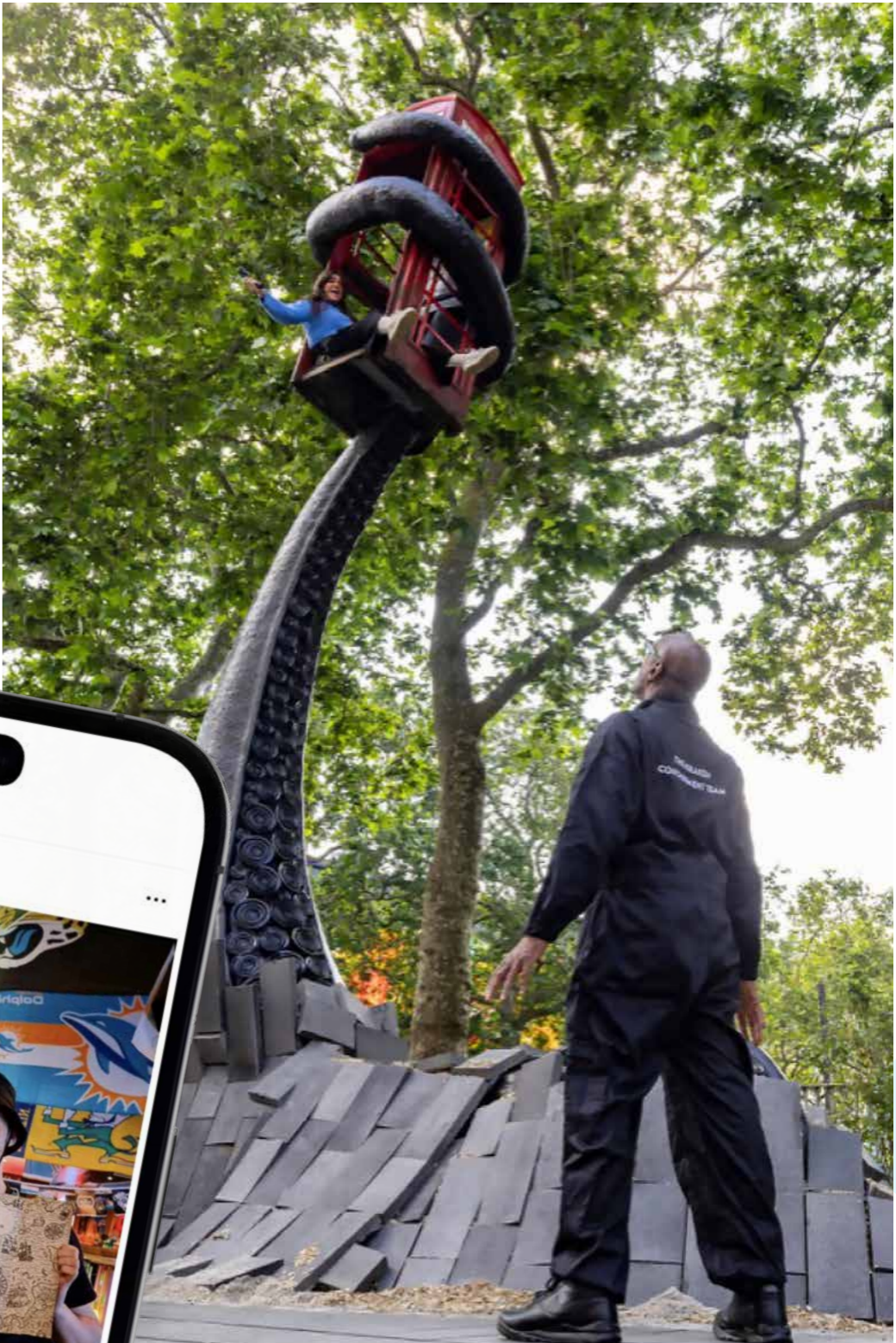


Executed the high-impact Kraken Attacks the UK summer stunt in June 2024, featuring dramatic digital videos and a 25-foot tentacle installation in London's Leicester Square, supported by a nationwide sampling program; the campaign garnered national media coverage, drove strong consumer engagement, and surpassed all awareness targets.

Hosted Krakententacle Days at Fiera Milano Live, featuring 11 concerts, Kraken bars, and a dedicated engagement zone, attracting 232,000 attendees.



Elevated Kraken's visibility and consumer engagement at Mystic Festival (United Beverages Poland) through a dedicated Kraken area featuring 4 bars, 10 bartenders, sampling activations, exclusive cocktail menus, and branded merchandise, driving brand awareness and trial among festival attendees.





Bushmills Irish Whiskey

Launched the Bushmills Museum in Taiwan featuring a guided experience with Master Distiller Colum Egan, showcasing the brand’s rich heritage as the world’s oldest whiskey distillery, and engaging whiskey enthusiasts through tastings, exclusive memorabilia, and personalized signed bottles.

Sponsorship of the St. Patrick’s Day Parade, delivering high brand visibility and cultural connection through Bushmills branded activations, tastings of the full malt range, and VIP experiences.





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Sponsored Ed Sheeran’s concert in Bulgaria, connecting Bushmills with 60,000 music fans and amplifying brand awareness through a vibrant, high-energy live experience.



Amplified Bushmills’ brand awareness and engagement during the key Father’s Day gifting season through a targeted influencer campaign that combined authentic storytelling with direct purchase calls-to-action.



Boosted Bushmills’ digital presence and product education through a series of engaging Instagram tutorials by Munich brand ambassador Michael Manghofer.





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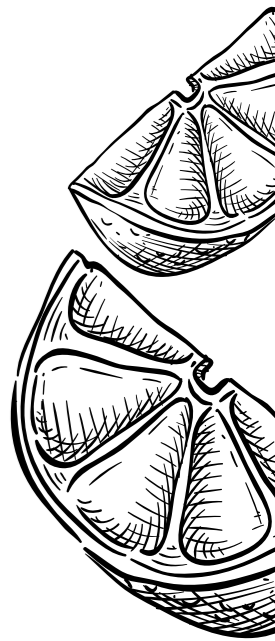
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Maestro Dobel Tequila

U.S. Open Tennis Partnership — Elevated Dobel’s luxury positioning with signature cocktails and exclusive hospitality activations at one of the world’s most prestigious tennis events.



Activated Maestro Dobel at Formula 1 in Mexico with a luxurious after party, delivering an elevated brand experience through premium cocktails, exclusive access, and curated hospitality.





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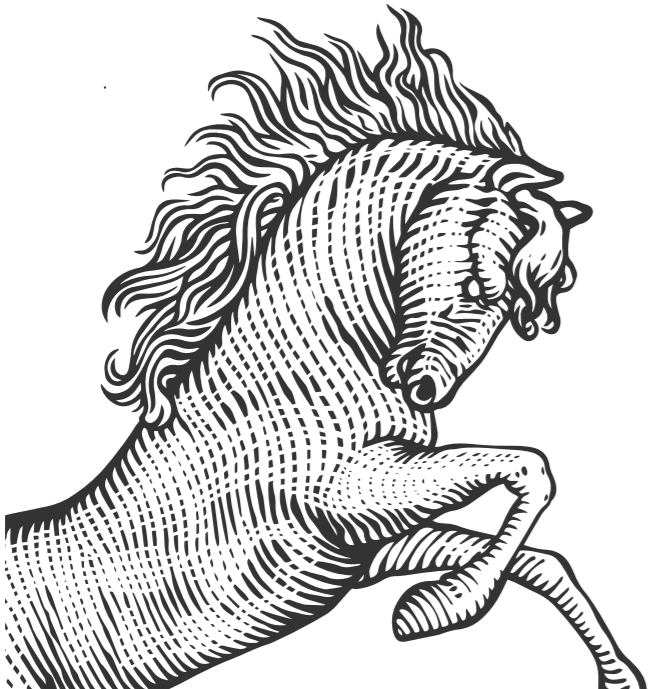
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Brought Maestro Dobel to life at Brand Village Ibiza, delivering a high-impact luxury experience for top influencers at the height of the summer season.



Maestro Dobel sponsored the Maestro Dobel Trophy, a premier show jumping competition within the Longines Global Champions Tour Mexico 2025.



Activated Maestro Dobel at LIV Golf with Legion XII and Jon Rahm, enhancing brand visibility and prestige among Social Maestros.





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Innovation

Innovation has been central to Becle’s success for centuries. Always ahead in brand creation, category development, and the adoption of new processes, we continue leading the market by anticipating trends and evolving consumer preferences.

A deep understanding of our consumers drives our strategic investments in cutting-edge technologies across agriculture, production, and distribution. We recognize that consumers today are more discerning, seeking unique experiences, balancing price considerations, prioritizing health and safety, and valuing sustainability. These shifting preferences have modified buying habits and consumption occasions, prompting us to refine our product offerings and market strategies.

To meet diverse demands, our portfolio includes four brand families spanning different categories and price segments—catering to price-conscious buyers as well as to those looking for distinctive experiences and who value premiumization. Additionally, we are committed to sustainability, continuously enhancing our processes to reduce our environmental footprint.

Business innovation presents both opportunities and risks. To capitalize on opportunities, we focus on cost reduction and



operational simplification while integrating environmental and social factors into our investments. To mitigate risks, we have established robust risk analysis and management strategies that identify, assess, and address potential challenges.

By staying at the forefront of industry trends and leveraging innovation, Becle remains a market leader, offering unparalleled products and experiences to an ever-evolving consumer base.

Product innovation 2024



TEQUILA

Jose Cuervo Devil's Reserve

Devil's Reserve infuses smooth Jose Cuervo Silver Tequila with a devilishly delicious sweet heat. The perfect drink for when mischief is on the menu.



TEQUILA

Gran Centenario Ultra

A sophisticated cristalino tequila that blends the elegance of aged spirits with the purity of filtration, delivering a silky mouthfeel, hints of vanilla, and a crisp, clean finish.



TEQUILA

Jose Cuervo Reserva de la Familia Ana Segovia Edition

A striking fusion of fine tequila and artistic expression, this limited edition highlights deep agave complexity with a finish as bold as the artwork it celebrates.



TEQUILA

Gran Coramino Reposado

A refined reposado tequila aged in American and French oak, delivering a harmonious balance of vanilla, baking spices, and caramel, co-created by Kevin Hart.



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Product innovation 2024



TEQUILA
1800 Milenio Gabriel de la Mora

An extra añejo tequila aged in French oak cognac barrels, presenting an opulent profile of dried fruit, toasted oak, and delicate spice, adorned with the art of Gabriel de la Mora.



TEQUILA
Jose Cuervo Tradicional Charro

A celebration of Mexico's charro heritage, this tequila showcases bold roasted agave, subtle pepper, and a long, smooth finish that pays homage to tradition.



TEQUILA
**Maestro Dobel Ateliers
Animales Endémicos Edition**

An artisanal expression where exquisite tequila meets handcrafted design, inspired by Mexico's vibrant wildlife, offering a complex yet smooth tasting journey.



MEZCAL
Creyente Cristalino

A unique cristalino mezcal that masterfully balances smoky intensity with a silky, refined texture, revealing layers of sweet agave, citrus, and light oak.



RUM
Matusalem Lefebre

A distinguished, slow-aged rum with velvety smoothness, crafted with a meticulous solera process that enhances its deep caramel, toasted almond, and vanilla essence.



RUM
**Kraken Black Spiced Rum Dark Caramel
& Cornish Sea Salt**

A bold, rich rum infused with luscious caramel and a touch of Cornish sea salt, creating an indulgent contrast of sweetness and briny depth.



BOURBON
Tincup Fourteener Release No.3

A rugged yet refined American whiskey crafted to honor the spirit of Colorado's highest peaks, aged in charred barrels for a bold, warming finish.



CANADIAN WHISKEY
Pendleton 1910

A smooth, 10-year-old Canadian whiskey with a delicate balance of dried fruit, vanilla, and toasted oak, inspired by the American cowboy tradition.



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AMERICAN WHISKEY

Pendleton Military Edition

A tribute to service members, this limited-edition bottle delivers Pendleton's signature smoothness, with deep caramel and spice notes.



AMERICAN WHISKEY

Stranahan's Snowflake

A coveted annual release of Stranahan's single malt, each batch finished in unique cask selections to create an unrepeatabe and complex flavor journey.



AMERICAN WHISKEY

Stranahan's Diamond Peak Caribbean Rum Cask

A bold American single malt whiskey finished in Caribbean rum casks, enhancing its natural malt sweetness with tropical fruit and spice.



READY TO SERVE

Jose Cuervo Margarita Raspberry Colada

A tropical-inspired ready-to-drink cocktail that blends vibrant raspberry with creamy coconut and smooth Cuervo tequila for a refreshing indulgence.

Innovations in production processes and logistics

Striving for world-class operational excellence, we introduced innovations in operations, processes, and logistics throughout the year, leading to sustainable efficiencies.

An outstanding innovation during the year was adapting the biogas burners in our Camichines distillery to maximize the use of the biogas we generate, therefore creating a circular economy. Instead of burning off the biogas from the treatment plant, we now recover it and redirect it to the boilers.

For the second year, we implemented the Total Productive Maintenance system. This work philosophy is applied across all operations, optimizing processes in the long run and enabling total operational manufacturing efficiency.

We started with bottling plants, where we now have more detailed information on infrastructure, maintenance, and particularly in the engineering area. This data provides predictability regarding costs, timelines, efficiency rates, and overall factory productivity.





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Sustainable value chain

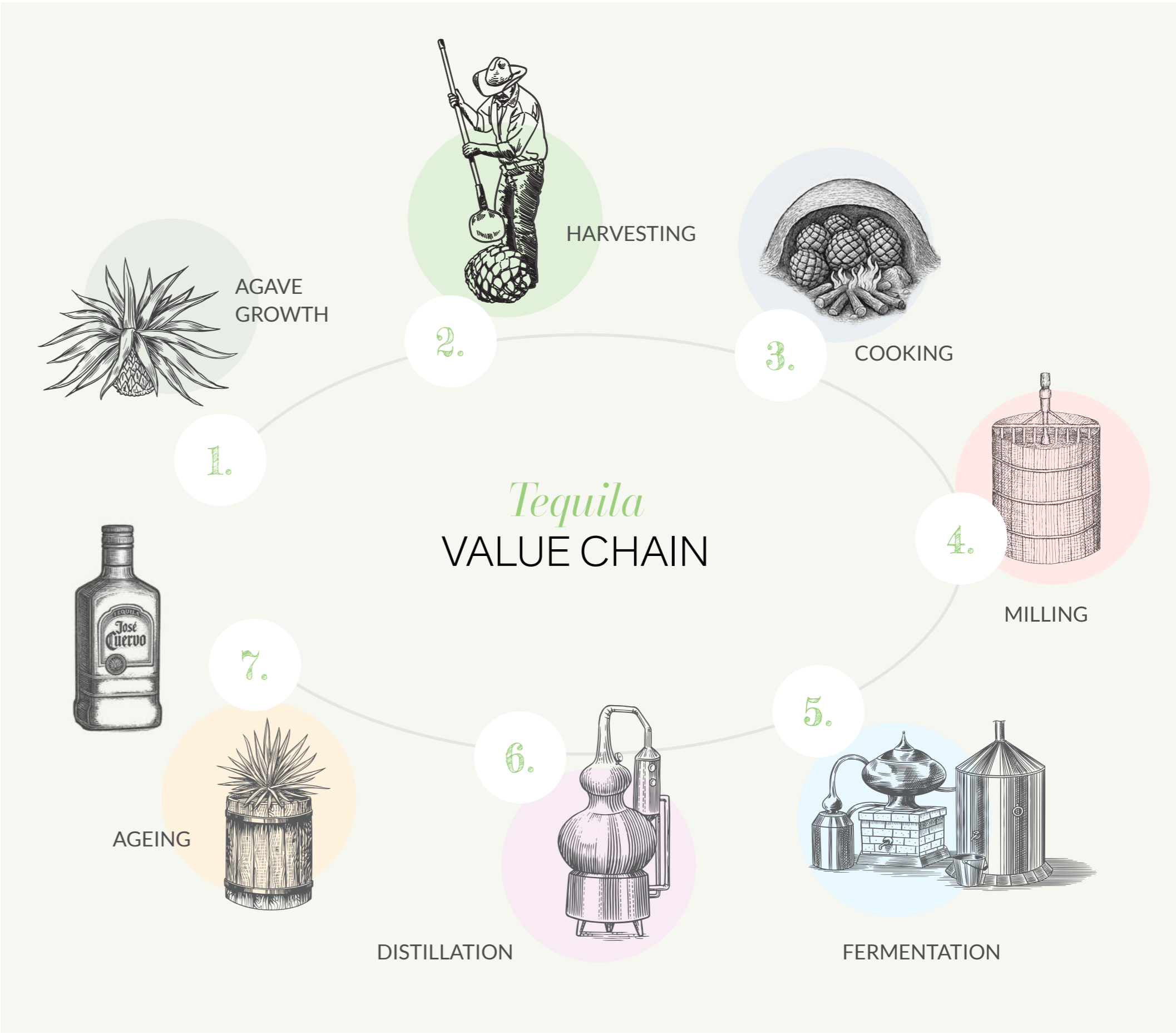
GRI 2-6

Every step in our production process adds value to our final products, therefore, we approach each stage with the highest level of care and dedication. From selecting the finest raw ingredients to overseeing the meticulous aging process, our craftsmanship is guided by a deep respect for tradition. Every detail plays a crucial role in shaping the character and complexity of our spirits. By upholding time-honored techniques and continuously refining our methods, we ensure that each bottle reflects our passion and expertise.

Also, understanding that our supply chain is a crucial aspect of responsible and sustainable business practices, we have established precautionary measures that ensure its integrity. This is exemplified by our **Reserva de la Familia Organic** tequila, which reflects our commitment to sustainable sourcing. The tequila is crafted from carefully selected agaves, with the process designed to uphold the highest standards of environmental responsibility, aligning perfectly with our ongoing sustainability efforts.

TEQUILA

In this category, up to 49% of the fermentable sugars come from cane or corn sugar, while the rest must be derived from blue agave. This results in a different flavor profile compared to 100% agave tequila.





Whiskey VALUE CHAIN



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



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Heritage TO THE FUTURE

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





Heritage to THE FUTURE

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

Aware that a sustainability strategy is no longer just a corporate responsibility but a strategic necessity, in 2022 we undertook a comprehensive analysis to develop an ESG framework for our business.

The outcome was a robust framework that guides our sustainable and responsible practices, strengthening our resilience and positioning us for future challenges. With this framework, we aim to drive meaningful change by mitigating risks related to our business while fostering innovation, efficiency, and long-term value for our company and all our stakeholders.

Materiality

Being a company where efficiency and innovation are both deeply rooted in our family heritage, our culture, our products and our people, we carried on this extensive analysis with the goal of preserving our traditions, conducting our business in a conscious way and going further in our journey to sustainability.



The core of this strategy was our materiality assessment, through which we gathered valuable insights from both internal and external stakeholders to ensure that our approach aligns with our commitment to the environment, the community, and people.

The four main objectives of our materiality assessment were to:

1

Identify and understand the impact of our operations on society and the environment.

2

Leverage the risks and opportunities presented by ESG factors.

3

Recognize key stakeholders and encourage proactive, constructive dialogue to address ESG challenges.

4

Align our efforts with issues where our business can contribute to global challenges while creating positive incomes for stakeholders and the planet.





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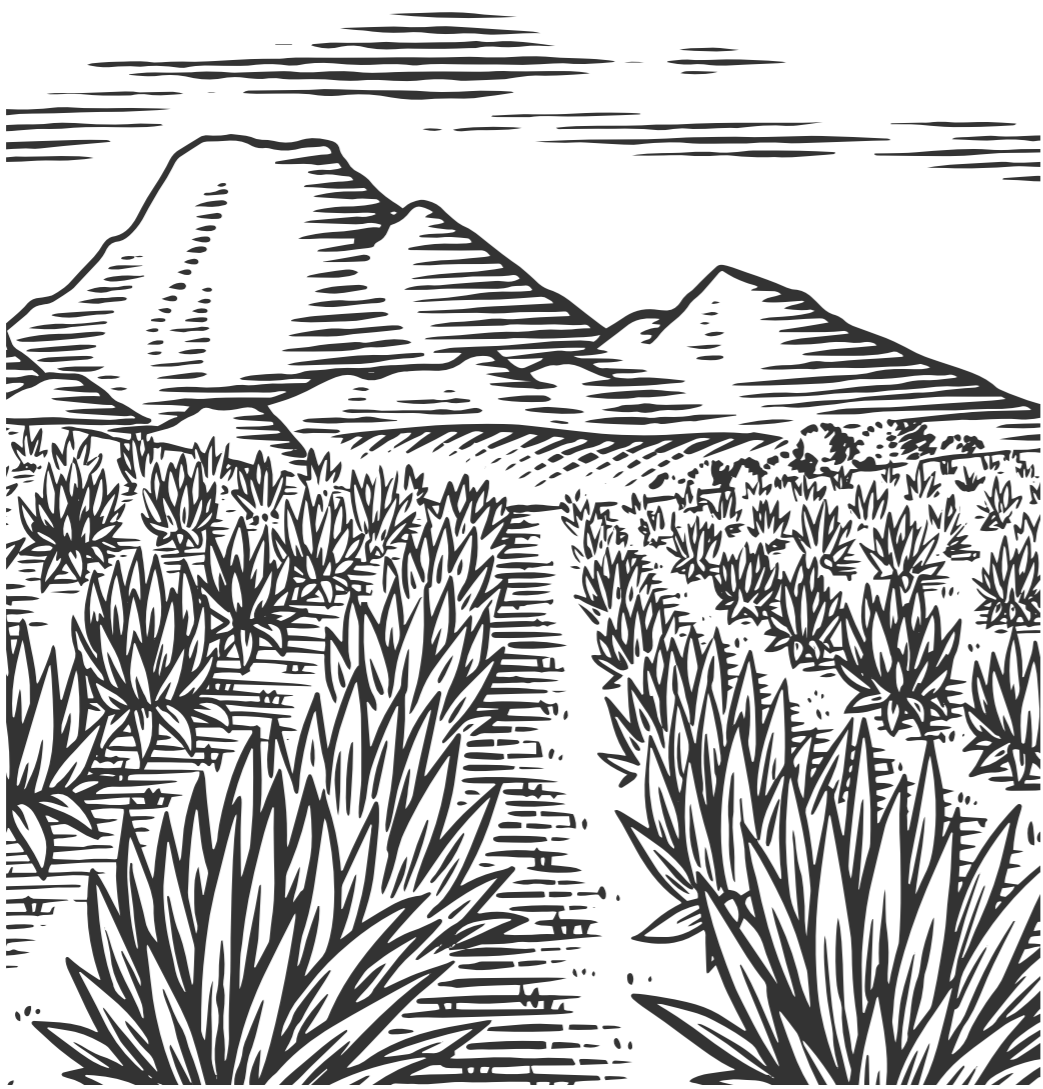
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This initial materiality assessment allowed us to more effectively identify, recognize, and understand the risks and opportunities that ESG aspects pose for our business. It also provided valuable insights into the concerns and expectations of our stakeholders, their perspective on value when implementing ESG initiatives, and how our sustainability strategy contributes to social and environmental progress.

The analysis identified 28 material ESG issues—10 environmental, 11 social, and 7 governance—which served as the foundation for designing our sustainability strategy, Heritage to the Future. This strategy, structured around three key pillars: Looking after our People, Sustainable Governance and From Source to Market, will guide our efforts as we advance on our sustainability journey.






- Brand perception
- Community development
- Diversity & inclusion
- Human rights
- Labor management and working conditions
- Occupational health & safety
- Product safety and quality
- Responsible drinking
- Sustainable & responsible marketing
- Talent attraction & retention
- Training & development
- Biodiversity
- Carbon footprint
- Climate change
- Emissions
- Energy efficiency
- Packaging
- Sustainable agriculture
- Sustainable & responsible sourcing
- Waste management
- Water stewardship
- Corporate governance
- Enterprise risk management
- Business ethics and compliance
- Policy influence
- Tax transparency
- Supply chain management
- Business innovation






Our stakeholders

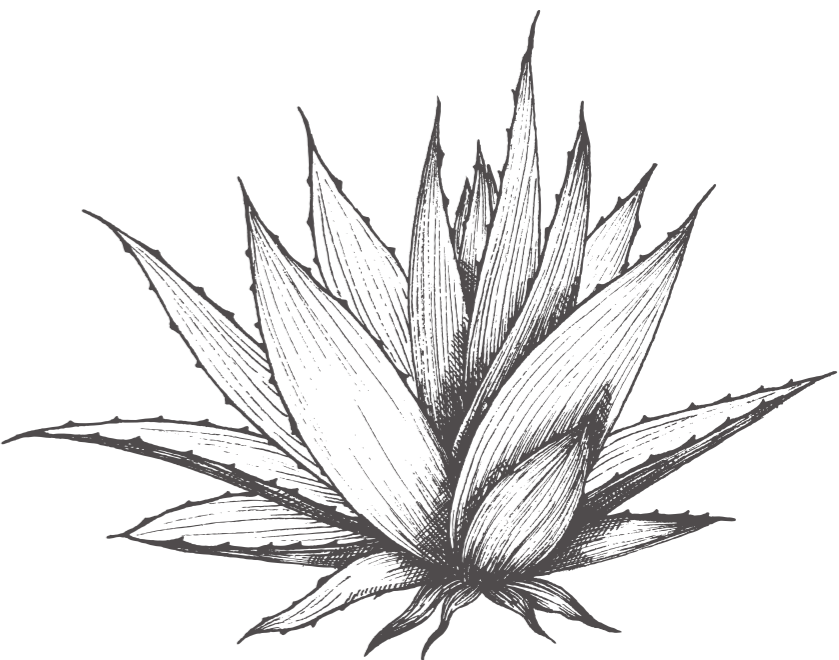
GRI 2-29

As part of the research, we also mapped the most relevant external stakeholder groups. This mapping was obtained through a thorough analysis of our value chain: from raw materials to distribution, identifying the people, organizations, and companies involved in every step of our process.

 Stakeholder category	 Inputs from stakeholders	 Relevant ESG topics
Auditors & consultants	Primary focus on the availability of information and management systems to perform their work.	<ul style="list-style-type: none">• Environmental reporting and compliance• Social reporting and compliance• Financial and tax transparency
Civil society	Highly interested on the negative impacts of our products on the environment and young people.	<ul style="list-style-type: none">• Carbon footprint• Responsible drinking• Sustainable and responsible marketing
Institutional clients	Mostly interested in building up a more sustainable supply chain, with transparent disclosure of suppliers over social and resource exploitation, and ethical misconduct.	<ul style="list-style-type: none">• Environmental reporting and compliance• Becle, as part of their ecosystem, must adapt too• Human rights• Diversity and inclusion• Business ethics and compliance
Neighboring communities	Highly interested in direct positive and negative environmental and social impacts provoked by Becle’s operations.	<ul style="list-style-type: none">• Water stewardship• Community development• Talent attraction and retention
Competitors	Primary focus on the latest efforts and innovations made by the company to establish industry benchmarks.	<ul style="list-style-type: none">• Environmental reporting and compliance• Social reporting and compliance• Business innovation



 Stakeholder category	 Inputs from stakeholders	 Relevant ESG topics
Consumers	Demand for products that align with their own values, as consuming sustainable products has become part of their everyday decisions.	<ul style="list-style-type: none">Water stewardshipWaste managementBiodiversityPackagingHuman rights
Distributors	Often operating in mature ESG markets, they are demanding higher transparency in our ESG performance.	<ul style="list-style-type: none">Environmental reporting and complianceSocial reporting and complianceSupply chain management
Government & authorities	Highly interested in compliance of regulations and laws for business continuity.	<ul style="list-style-type: none">Water stewardshipLabor management and working conditionsSocial reporting and complianceEnvironmental reporting and complianceHuman rightsBiodiversity
Investors	Primarily concerned on Beclé's ESG performance and information disclosures.	<ul style="list-style-type: none">Corporate governanceSocial reporting and complianceEnvironmental reporting and compliance
Tourists	Mainly interested in the value proposition and customer experience offered by the company.	<ul style="list-style-type: none">Energy efficiencyWater stewardshipProduct safety and qualityBusiness innovation



Furthermore, as we strive to make a meaningful contribution to global objectives through our operations, our sustainability strategy is aligned with the United Nations Sustainable Development Goals.





Looking after our People

GRI 2-7, 2-30

Aware that our people are one of our most important assets, we have an unwavering commitment to their comprehensive wellbeing, health and safety. We therefore strive to attract, develop and retain the best talent, with competitive salaries and benefits, as well as training and development programs. We also respect their freedom of association and prohibit any form of discrimination and/or harassment.

Becle is a company with operations divided in three regions, Mexico, United States & Canada, and Rest of the World.

Our largest operation is in Mexico, where we have our headquarters, four distilling facilities and an Agriculture Unit that oversees our agave plantations.

As of 2024, the company employed a total of 8,893 people, of which 89.6% were based in Mexico. This compares to 10,283 employees in 2023, representing a 13.5% year-over-year decrease. The distribution of employees is detailed in the following tables:

TOTAL EMPLOYEES BY GENDER AND REGION												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Men	372	368	(1.1)	7,381	6,274	(15.0)	192	210	9.4	7,945	6,852	(13.8)
Women	212	237	11.8	2,040	1,694	(17.0)	86	110	27.9	2,338	2,041	(12.7)
Total	584	605	3.6	9,421	7,968	(15.4)	278	320	15.1	10,283	8,893	(13.5)

TOTAL EMPLOYEES BY GENDER Excluding field workers						
	Mexico			Total		
	2023	2024	Δ %	2023	2024	Δ %
Men	1,537	1,524	(0.9)	2,101	2,102	0.0
Women	817	857	4.9	1,115	1,204	8.0
Total	2,354	2,381	1.1	3,216	3,306	2.8

The 15.1% increase in headcount for the Rest of the World region was derived from the full inclusion of our IMC (In-market-company) in Proximo Spain.

The total workforce declined by 13.5% year-over-year, primarily due to a reduction in field workers. This decrease is largely attributed to the seasonal nature of agricultural labor, as field workers are typically employed on a temporary basis depending on the agave harvesting cycle. Excluding this impact, the workforce grew by 2.8% year-over-year. Notably, the strongest increase was among women in the U.S. & Canada, and Rest of the World regions, outpacing male hires, reflecting the company's commitment to fostering a more diverse workforce.





GRI 406-1

TOTAL EMPLOYEES BY CATEGORY												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Strategic leaders	1	1	0.0	11	11	0.0	1	1	0.0	13	13	0.0
Tactical leaders	111	121	9.0	25	27	8.0	29	28	(3.4)	165	176	6.7
People leaders	225	228	1.3	522	495	(5.2)	87	93	6.9	834	816	(2.2)
Individual	106	112	5.7	934	918	(1.7)	65	111	70.8	1,105	1,141	3.3
Operational	141	143	1.4	7,929	6,517	(17.8)	96	87	(9.4)	8,166	6,747	(17.4)
Total	584	605	3.6	9,421	7,968	(15.4)	278	320	15.1	10,283	8,893	(13.5)

In the Rest of the World region, the 70.8% increase in the number of individual employees was due to the hiring of younger age groups. This is also particularly evident in the following table:

TOTAL EMPLOYEES BY AGE GROUP												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Under 30	50	52	4.0	2,832	2,084	(26.4)	69	91	31.9	2,951	2,227	(24.5)
30-50	361	392	8.6	5,085	4,606	(9.4)	135	159	17.8	5,581	5,157	(7.6)
Over 50	173	161	(6.9)	1,504	1,278	(15.0)	74	70	(5.4)	1,751	1,509	(13.8)
Total	584	605	3.6	9,421	7,968	(15.4)	278	320	15.1	10,283	8,893	(13.5)

TOTAL EMPLOYEES BY TYPE OF CONTRACT												
	U.S. & CAN			Mexico			RoW			TOTAL		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Unionized	117	123	5.1	637	688	8.0	96	87	(9.4)	850	898	5.6
Non-unionized	467	482	3.2	8,784	7,220	(17.1)	182	233	28.0	9,433	7,995	(15.2)
Total	584	605	3.6	9,421	7,968	(15.4)	278	320	15.1	10,283	8,893	(13.5)

The percentage of unionized employees increased from 8.3% to 10.1%; most of this change was in operational employees in Mexico, which includes field workers.

Note: Strategic leaders comprise the executive-level employees who hold positions within the C-suite. Tactical leaders refer to directors who oversee specific areas or functions. People leaders encompass managers or employees who supervise teams within the organization. Individual employees are those who do not have subordinates. Operational personnel refers to employees working in field operations or factories.





Diversity & inclusion

GRI 405-1

Knowing that a diverse workforce drives innovation and creativity, during the year we continued to implement initiatives to support equal opportunities, promoting inclusive and violence-free work spaces, where the personal and professional growth of all people is guaranteed. We have a strict non-discrimination policy, oriented mainly to the process of attracting talent, where no candidate should be discarded because of religion, race, age, gender, sexual orientation, physical abilities or any other subjective factor. This, in turn, fosters strong bonds among employees and encourages their retention and satisfaction.

Our policy is to attract the best talent to the organization so, in similar circumstances, and as participants in the Diversity Group derived from the United Nations Global Compact, we prioritize diversity. In fact, our strategy for an inclusive and diverse culture in a global environment is to ensure that all employees feel satisfied with who they are and what they do. And, in terms of equity, that everyone has the tools that are relevant to their success in the company.

This year, 43 women were promoted globally.

Our team is made up of people from different backgrounds, experiences and cultures, which bring unique perspectives and insights. However, as a company primarily focused on agribusiness, the majority of our workforce is made up of field workers, which explains why the overall workforce in Mexico shows a higher number of men.

TOTAL EMPLOYEES BY GENDER IN MEXICO									
	Men			Women			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Agriculture	6,093	4,974	(18.4)	1,302	915	(29.7)	7,395	5,889	(20.4)
Operations	854	880	3.0	328	356	8.5	1,182	1,236	4.6
Corporate	121	122	0.8	63	66	4.8	184	188	2.2
Commercial	314	298	(5.1)	346	357	3.2	660	655	(0.8)
Total	7,382	6,274	(15.0)	2,039	1,694	(16.9)	9,421	7,968	(15.4)

TOTAL TEMPORARY EMPLOYEES BY GENDER IN MEXICO									
	Men			Women			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Agriculture	1,205	797	(33.9)	330	138	(58.2)	1,516	935	(38.3)
Operations	96	133	38.5	47	57	21.3	143	190	32.9
Corporate	5	11	120.0	3	9	200.0	8	20	150.0
Commercial	21	22	4.8	36	42	16.7	57	64	12.3
Total	1,327	963	(27.4)	416	246	(40.9)	1,743	1,209	(30.6)

In Mexico, temporary employees are individuals hired under a fixed-term contract that ends either when a specified period expires or upon completing a particular task or event with an estimated timeframe, such as the conclusion of a project or the return of a replaced employee. As shown in the table, the majority of temporary employees are field workers, hired during the harvesting season. Only about 60%—both men and women—are permanent and accumulate seniority. The rest, like the sales representatives—brought on for marketing campaigns, activations, and related activities—are hired for a project or for a specific term. There are no temporary employees in U.S. & Canada nor in Rest of the World.





Financial inclusion at Becle:
Empowering our Agriculture Unit

In Mexico, agricultural workers, especially those working in rural areas, often face exclusion from the formal financial system. Many do not have access to banking services, credit, or basic social benefits such as paid vacations, health systems, or pension funds. This exclusion significantly limits their opportunities for personal and economic growth.

At Becle, however, the situation is different. Over 5,000 agricultural workers are employed with full legal benefits, including salaries paid through bank accounts. This practice not only ensures compliance with labor laws but also provides these workers with access to the formal financial system, a step that most rural workers in Mexico do not experience.



Over 5,000 agricultural
workers are employed
with full legal benefits,
including salaries paid
through bank accounts.

By being employed by Becle, these workers gain access to essential financial services. They begin building a credit history, which opens doors to loans, credit cards, and even home mortgages through programs like Infonavit. Additionally, they are entitled to benefits that are rare in the agricultural sector, such as paid vacations, access to healthcare, and savings or pension plans.

This financial inclusion has a profound impact on their lives. It provides them with financial stability, enhances their opportunities for upward mobility, and fosters long-term economic growth. For Becle, this is not only a commitment to fair labor practices but also a fundamental contribution to the well-being and empowerment of its workforce.





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Human rights

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

At Becele, our policy underscores the importance of treating our employees with dignity and respect, of open and honest communication, and of ensuring that our governance processes, controls and procedures support our ethical labor practices.

Likewise, aware of the growing expectations of our stakeholders regarding human rights, we conduct our activities in strict compliance with all applicable national and international laws. And, as signatories to the United Nations Global Compact, our corporate strategy not only adheres to its labor and human rights principles—support and respect for the protection of human rights, non-discrimination in employment and occupation, defense of freedom of association and recognition of the right to collective bargaining—but we also ensure that none of our business partners are complicit in human rights abuses or practice any form of forced or compulsory labor, including child labor.

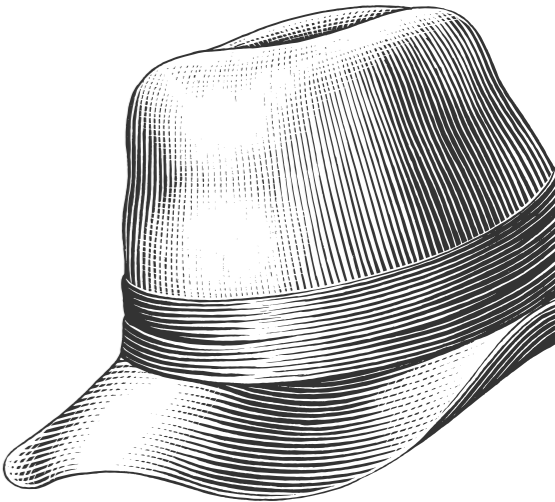
Accordingly, we not only urge our business partners to follow similar standards but also ensure that we do business only with those who comply with the law and operate fairly and ethically at all times. To this end, we have a human rights assessment platform in place, as well as a due diligence process to address any incidents of non-compliance, which provides for corrective plans and continuous improvement efforts. It is worth mentioning that both the Code of Conduct and the Supplier Code of Ethics express our commitment to human rights.

Rights of indigenous people

We respect the human rights, culture and traditions of indigenous people, one of the most important issues for the company, as 63% of our workforce is comprised by field workers, most of whom belong to indigenous communities. We are especially aware of the need to protect the cultural heritage of agave, which is deeply rooted in these communities.



Respecting the rights, culture and traditions of indigenous communities is a core value for us, especially as 63% of our workforce are field workers, most of them from indigenous communities.





Talent management

GRI 2-7

As a company with such diverse operations and locations, hiring conditions differ, depending on the type and region of the operation. However, all hiring conditions are subject to the contracts stipulated by the law of each country.

PERMANENT EMPLOYEES BY GENDER AND REGION												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Men	372	368	(1.1)	6,054	5,311	(12.3)	192	210	9.4	6,618	5,889	(11.0)
Women	212	237	11.8	1,624	1,448	(10.8)	86	110	27.9	1,992	1,795	(9.9)
Total	584	605	3.6	7,678	6,759	(12.0)	278	320	15.1	8,540	7,684	(10.0)

Managing this diversity globally presents some challenges, as it is necessary to have standardized technological systems and processes, but also human resources policies that are perceived in the same way in each country. We have a global vision and methodology for compensation, planning systems and processes, engagement surveys and talent management. At the same time, the local approach allows us to remain agile in the face of the dynamics of each of the markets in which we participate.

An important strategy for the year focused on talent management, which aimed to strengthen and improve our pipeline and succession planning. Based on the results of the engagement survey, we updated our talent models and career succession plans.

Talent attraction & retention

GRI 401-1

One of the most important strategic actions, due to its impact on the company, is to identify the critical positions on which the operational continuity of the business depends.

Based on the talent evaluation system that was updated in 2023, today we have a mapping of positions that report to the general management for each of the regions. This is undoubtedly relevant in determining our succession plan from now until the next three years.

We continued to evaluate the 800 employees assessed in 2023—from middle management to directors at a global level—but now with more defined standards, cataloguing those with high potential to determine who can be integrated into the succession plan.





EMPLOYEE HIRES BY AGE GROUP												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Under 30	27	13	(51.9)	3,254	1,558	(52.1)	32	44	37.5	3,313	1,615	(51.3)
30-50	71	36	(49.3)	2,801	1,365	(51.3)	11	37	236.4	2,883	1,438	(50.1)
Over 50	13	7	(46.2)	376	154	(59.0)	1	3	200.0	390	164	(57.9)
Total	111	56	(49.5)	6,431	3,077	(52.2)	44	84	90.9	6,586	3,217	(51.2)

EXCLUDING FIELD WORKERS					
Mexico			Total		
2023	2024	Δ %	2023	2024	Δ %
333	311	(6.6)	392	368	(6.1)
220	222	0.9	302	295	(2.3)
12	15	25.0	26	25	(3.8)
565	548	(3.0)	720	688	(4.4)

EMPLOYEE TURNOVER BY AGE GROUP												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Under 30	16	6	(62.5)	2,394	1,712	(28.5)	4	9	125.0	2,414	1,727	(28.5)
30-50	50	31	(38.0)	2,183	1,721	(21.2)	8	17	112.5	2,241	1,769	(21.1)
Over 50	25	15	(40.0)	310	323	4.2	6	4	(33.3)	241	342	41.9
Total	91	52	(42.9)	4,887	3,756	(23.1)	18	30	66.7	4,996	3,838	(23.2)

EXCLUDING FIELD WORKERS					
Mexico			Total		
2023	2024	Δ %	2023	2024	Δ %
214	202	(5.6)	234	217	(7.3)
237	231	(2.5)	295	279	(5.4)
27	40	48.1	58	59	1.7
478	473	(1.0)	587	555	(5.5)

Managing talent throughout its lifecycle within the company remains one of our greatest challenges—particularly in a highly competitive market, where talent has greater visibility and more opportunities than ever before. As an example, the number of followers on Jose Cuervo’s LinkedIn page grew from 60,000 in December 2023 to over 180,000 today, reflecting the increasing interest in our brand and company as an employer.





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EMPLOYEE HIRES, TURNOVER AND PROMOTIONS BY GENDER AND UNIT

AGRICULTURE							
	2023			2024			Δ %
	Men	Women	Total	Men	Women	Total	
Employees	6,093	1,302	7,395	4,974	915	5,889	(20.4)
Hires	4,738	1,187	5,925	2,233	334	2,567	(56.7)
Turnover	3,629	825	4,454	2,784	542	3,326	(25.3)
Involuntary turnover	125	44	169	419	119	538	218.3
Voluntary turnover	3,504	781	4,285	2,365	423	2,788	(34.9)
Turnover rate	59.6%	63.4%	60.2%	56.0%	59.2%	56.5%	(6.2)
Promotions	12	10	22	85	20	105	377.3

COMMERCIAL & BUSINESS UNITS							
	2023			2024			Δ %
	Men	Women	Total	Men	Women	Total	
Employees	623	535	1,158	626	592	1,218	5.2
Hires	114	109	223	98	119	217	(2.7)
Turnover	79	79	158	81	65	146	(7.6)
Involuntary turnover	42	30	72	35	26	61	(15.3)
Voluntary turnover	37	49	86	46	39	85	(1.2)
Turnover rate	12.7%	14.8%	13.6%	12.9%	11.0%	12.0%	(12.1)
Promotions	25	21	46	13	12	25	(45.7)

DISTILLERIES & BOTTLING							
	2023			2024			Δ %
	Men	Women	Total	Men	Women	Total	
Employees	1,108	438	1,546	1,130	468	1,598	3.4
Hires	275	132	407	260	132	392	(3.7)
Turnover	237	112	349	230	101	331	(5.2)
Involuntary turnover	57	24	81	83	19	102	25.9
Voluntary turnover	180	88	268	147	82	229	(14.6)
Turnover rate	21.4%	25.6%	22.6%	20.4%	21.6%	20.7%	(8.2)
Promotions	30	14	44	23	9	32	(27.3)

CORPORATE							
	2023			2024			Δ %
	Men	Women	Total	Men	Women	Total	
Employees	121	63	184	122	66	188	2.2
Hires	18	13	31	23	18	41	32.3
Turnover	22	13	35	21	14	35	0.0
Involuntary turnover	11	4	15	11	7	18	20.0
Voluntary turnover	11	9	20	10	7	17	(15.0)
Turnover rate	18.2%	20.6%	19.0%	17.2%	21.2%	18.6%	(2.1)
Promotions	6	5	11	8	2	10	(9.1)



TOTAL EMPLOYEE HIRES, TURNOVER AND PROMOTIONS BY GENDER AND UNIT							
	2023			2024			Δ %
	Men	Women	Total	Men	Women	Total	
Employees	7,945	2,338	10,283	6,852	2,041	8,893	(13.5)
Hires	5,145	1,441	6,586	2,614	603	3,217	(51.2)
Turnover	3,967	1,029	4,996	3,116	722	3,838	(23.2)
Involuntary turnover	235	102	337	548	171	719	113.4
Voluntary turnover	3,732	927	4,659	2,568	551	3,119	(33.1)
Turnover rate	49.9%	44.0%	48.6%	45.5%	35.4%	43.2%	(11.2)
Promotions	73	50	123	129	43	172	39.8

While overall turnover remains elevated, it is primarily concentrated within the agricultural sector. Excluding this segment, the turnover rate was 16.8%. Importantly, total turnover declined by 11.2% compared to the previous year, with significant improvements across the commercial, agricultural, distillery, and corporate areas. Additionally, promotions increased by 39.8%, reflecting our ongoing commitment to internal career growth and talent development.

GRI-401-3

As for parental leave, 100% of our employees in Mexico are entitled to it. In 2024, 225 men and 63 women enjoyed this benefit: 3.4% of all employees, in the case of men, and 0.8% in the case of women. All of them returned to work after the leave period and continued working 12 months after returning to work.

We have also improved our internal career site, so that all employees have access to different job opportunities. Our hiring policy prioritizes the development and promotion of internal talent. During the year, 172 people were promoted or moved to other areas of the company, compared to 123 during 2023. This marks a 40% year-to-year increase.

Improvements in promotion policies resulted in a 40% year-to-year increase in promotions and internal movements among areas.

We hire external personnel only for specializations not available within the company, as well as people from lower organizational levels, whom we encourage to develop and grow within the company.

This also applies to unionized distillery workers—27.2% in 2024 vs. 26.4% in 2023—who can also be promoted to higher levels or even move to non-union positions based on their performance. In 2024 there were 265 hires of unionized personnel, and three people were promoted to non-union positions.



Training

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

At Becle, we know that people’s development is closely related to company growth, so we provide them with the skills, knowledge, and tools necessary to perform their jobs efficiently, which in turn drives their growth. The Human Resources team is responsible for ensuring that our training and development initiatives are aligned with our overall corporate strategy and that all our employees receive the support they need to succeed.

During 2024, the training approach was changed to an organization-wide concept. In Mexico, we engaged a new provider, UBITS, a learning platform that provides the tools necessary to drive employee growth through innovative and creative content formats. More than 1,700 employees were trained through this platform.

TRAINING HOURS BY BUSINESS UNIT												
	Agriculture			Proximo U.S. ¹			Global Supply Chain & Operations ²			Mexico Commercial & Corporate		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Reported training hours	310,039	295,679	(4.6)	159,997	167,997	5.0	32,514	26,134	(19.6)	947	8,117	757.1
Headcount	7,395	5,889	(20.4)	584	603	3.3	1,182	1,236	4.6	844	843	(0.1)
Annual training hours per employee	42	50	19.8	274	279	1.7	28	21	(23.1)	1	10	758.1
Monthly training hours per employee	3.5	4.2	19.8	22.8	23.2	1.7	2.3	1.8	(23.1)	0.1	0.8	758.1

TOTAL TRAINING HOURS ³				
	2022	2023	2024	Δ %
Reported training hours	315,107	503,496	497,927	(1.1)
Headcount	9,194	10,005	8,571	(14.3)
Annual training hours per employee	34	50	58	15.4
Monthly training hours per employee	2.9	4.2	4.8	15.4

1. Including Proximo Distillers Indiana.
2. Excluding Bushmills & PDI.
3. Excluding EMEA & APAC.

More than 1,700 employees were trained through UBITS platform.

The 14.3% reduction in the headcount was mainly related to the Agriculture business Unit, which primarily consists of field workers. This reduction was expected, as they work during specific seasons of the year.





Despite a 20% reduction in the agricultural field workforce, total training hours decreased by only 4.7%, as the Agriculture Unit shifted its focus to longer, more content-rich training programs for both field and administrative personnel. This strategic approach led to an increase in average annual training hours per employee, reflecting a commitment to deeper, more impactful learning despite the smaller team.

TRAINING HOURS BY SITE					
Site	Headcount by site		Training by site		Δ %
	2023	2024	2023	2024	
Las Fuentes	328	302	1,910	4,320	126.2
Agriculture	7,067	5,587	308,224	291,359	(5.5)
Total	7,395	5,889	310,134	295,679	(4.7)

Mexico saw the largest increase in hours trained in Commercial & Corporate compared to last year because of our recently implemented LMS (Learning Management System) UBITS. The platform was mainly used by our sales team, helping them further develop their skills to achieve their business goals.

Administrative personnel gained access to UBITS, which led to more than 10x the number of training hours versus 2023.

TRAINING HOURS BY SITE					
Site	Headcount by site		Training by site		Δ %
	2023	2024	2023	2024	
Mexico & LatAm Commercial	660	655	574	7,850	1,268.7
Corporate	184	188	374	267	(28.5)
Total	844	843	947	8,117	757.1

We strengthened our health and safety training efforts at La Rojeña, achieving an overall increase in training hours compared to the previous year. In contrast, our new 1800 distillery, which became fully operational in August of 2024, transitioned its focus from training to production activities, leading to a reduction in training hours at that site.

TRAINING HOURS BY SITE					
Site	Headcount by site		Training by site		Δ %
	2023	2024	2023	2024	
La Rojeña	201	210	4,104	4,703	14.6
Camichines	162	164	3,647	3,242	(11.1)
1800	81	137	15,323	5,794	(62.2)
EDISA	629	622	8,687	10,889	25.3
Distribution	109	103	754	1,507	99.8
Total	1,182	1,236	32,514	26,134	(19.6)



TRAINING BY BUSINESS UNIT & CONTRIBUTION LEVEL

Global Supply Chain & Operations ⁴					
Organizational level	Headcount by level		Total training hours		Δ %
	2023	2024	2023	2024	
Strategic leaders	2	2	0	1	N/A
Tactical leaders	7	5	44	116	165.7
People leaders	54	57	1,894	2,205	16.4
Individual	432	434	22,881	12,537	(45.2)
Operational	687	738	7,695	11,276	46.5
Total	1,182	1,236	32,514	26,134	(19.6)

Mexico Commercial & Corporate					
Organizational level	Headcount by level		Total training hours		Δ %
	2023	2024	2023	2024	
Strategic leaders	8	8	0	16	N/A
Tactical leaders	17	18	33	82	148.9
People leaders	122	126	196	160	(18.4)
Individual	285	280	673	809	20.3
Operational	412	411	45	7,050	15566.5
Total	844	843	947	8,117	757.1

Agriculture					
Organizational level	Headcount by level		Total training hours		Δ %
	2023	2024	2023	2024	
Strategic leaders	1	1	0	0	N/A
Tactical leaders	2	4	6	50	730.8
People leaders	348	312	179	1,167	551.9
Individual	214	204	1,541	2,427	57.5
Operational	6,830	5,368	308,408	292,036	(5.3)
Total	7,395	5,889	310,134	295,679	(4.7)

Proximo U.S. & CAN ⁵					
Organizational level	Headcount by level		Total training hours		Δ %
	2023	2024	2023	2024	
Strategic leaders	1	1	0	0	N/A
Tactical leaders	111	121	31,913	33,599	5.3
People leaders	225	228	64,688	62,159	(3.9)
Individual	106	112	30,475	30,239	(0.8)
Operational	141	143	40,538	41,999	3.6
Total	584	605	167,613	167,997	0.2

4. Excluding Bushmills & PDI.
5. With PDI, Hebron, Black Dirt & Colorado.





TOTAL TRAINING BY CONTRIBUTION LEVEL					
Organizational level	Headcount by level		Total training hours		Δ %
	2023	2024	2023	2024	
Strategic leaders	12	12	0	17	N/A
Tactical leaders	137	148	31,995	33,847	5.8
People leaders	749	723	66,957	65,691	(1.9)
Individual	1,037	1,030	55,570	46,012	(17.2)
Operational	8,070	6,660	356,686	352,361	(1.2)
Total	10,005	8,573	511,207	497,927	(2.6)

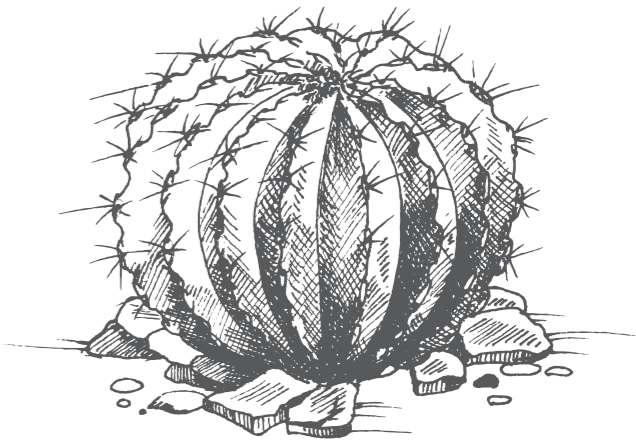


To support training initiatives, we offer periodic performance and professional development reviews. This mid-term review reveals employees’ strengths and opportunities in relation to their behavior and allows us to assess their learning needs in order to achieve their objectives.

The results are concentrated in a system, from which a learning path is prepared for each employee, with specific pre-assembled content, focused on their development, with the type of content that most appeals to them and the type of learning they need.

In this way, we connect talent reports and training with a tool that also allows us to monitor the percentage of hours.

Although it is still necessary to reinforce the culture of self-learning, people’s participation has been very positive, and growth has been registered in both the average number of training hours per person and the number of participants.





TRAINING HOURS BY CATEGORY

Category	Development	Health & safety	Normative	Onboarding	Technical skills
Agriculture (Administrative personnel)	281	368	47	376	2,092
Agriculture (Field workers)	4,111	178,453	10,433	89,012	9,350
Global Supply Chain & Operations ⁶	5,575	3,481	4,075	4,479	5,067
Proximo U.S. & CAN	43,697	14,000	25,962	8,000	52,818
Total	53,664	196,302	40,517	101,867	69,327



Development:

Courses focused on enhancing or acquiring new soft skills, such as leadership, time management, and effective presentation techniques.



Health & safety:

Courses and programs designed to promote risk prevention, health preservation, and the protection of both the workplace and workforce. This includes initiatives like mental health programs, fire brigade training, and evacuation drills.



Normative:

Training, courses, and programs mandated by local governments or international institutions to ensure compliance with operational standards. Examples include NOM (Official Mexican Standards) courses, ISO certification training, and similar requirements.



Onboarding:

Programs dedicated to integrating new employees into the company, tailored to the specific needs of each region.



Technical skills:

Courses and programs aimed at developing or acquiring specialized skills necessary to perform specific job functions. Examples include training on the maintenance of bottling equipment or the use of specialized software required for certain roles.

6. Excluding Bushmills & PDI.



GRI 404-2, 404-3

Our top 20 courses with the highest number of attendance and most hours dedicated were:

COURSE		SCOPE
1	Agave crop management	AGRICULTURE
2	Plant nutrition and agave fertilization	
3	Good laboratory practices	
4	Emergency response teams	
5	Literacy project	
6	Discrimination, violence and harassment (Orienta PAE)	
7	Safe pesticide handling	
8	Occupational health and safety	
9	Centenario leader	GLOBAL SUPPLY CHAIN & OPERATIONS
10	Leadership skills	
11	High performance teams	
12	Organic tequila	
13	Nom-035	
14	Forklift operation certification	
15	First aid	
16	Financial risk management	MEXICO COMMERCIAL & CORORATE
17	Competency-based interviews	
18	Experts plan	
19	Café Cuervo regulatory compliance line	
20	Promobeb talent workshop	

We continued to foster a culture of continuous dialogue between executives and their teams, centered on performance and professional growth. As a result, we successfully completed performance evaluations for 100% of our eligible workforce in 2024.

In total, 2,276 employees received a performance review this year, compared to 1,780 in 2023—a 27.9% year-over-year increase.

This process covers all eligible administrative personnel across every region, excluding unionized staff and new hires who had not yet completed a 120-day cycle by December 31st, 2024.





Notably, for the first time, we expanded the program to include our Merchandisers team, incorporating an additional 400 employees into the performance review cycle.

EMPLOYEES THAT RECEIVED A PERFORMANCE REVIEW							
	2023			2024			Δ %
	Men	Women	Total	Men	Women	Total	
Strategic leaders	11	1	12	12	1	13	8.3
Tactical leaders	118	34	152	126	46	172	13.2
People leaders	359	172	531	352	193	545	2.6
Individual	639	348	987	662	404	1,066	8.0
Operational	78	20	98	235	245	480	389.8
Total	1,205	575	1,780	1,387	889	2,276	27.9

For the second consecutive year, we carried out our Talent Review process, assessing over 800 employees worldwide. This initiative enables us to identify key positions, recognize top talent within the organization, and develop effective succession plans.

As a result of last year’s process, we achieved a 40% increase in lateral moves and promotions, strengthening internal mobility and career development opportunities across the company.

EMPLOYEES IN TALENT REVIEW SCOPE BY CONTRIBUTION LEVEL		
Organizational level	Men	Women
Strategic leaders	3	0
Tactical leaders	109	30
People leaders	238	92
Individual	149	171
Operational	8	1
Total	507	294



EMPLOYEES IN TALENT REVIEW SCOPE BY REGION		
Business unit	Men	Women
Global Supply Chain & Operations	102	61
Agriculture	74	16
Mexico Commercial & Corporate	188	147
Proximo U.S. & CAN	87	48
EMEA & APAC	56	22
Total	507	294



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For the second consecutive time, we conducted our global engagement survey, reaching employees across every country where we operate—including Mexico, the United States, Canada, Ireland, the United Kingdom, China, Australia, Germany, and our new region, Spain.

We achieved a historic participation record, with a 93% response rate (2,906 employees), representing a 14-percentage point increase compared to our previous survey (79%).

Additionally, in 2024, we carried out our first-ever employee engagement survey for our agricultural field workers. Using a tailored methodology designed to assess their job satisfaction and sense of security, this fully online survey reached an 88% response rate (4,804 participants), setting a new participation record for our Agriculture Unit.



GLOBAL ENGAGEMENT SURVEY	
Business Unit/Region	Total responses
Global Supply Chain & Operations	1,096
Agriculture	212
Mexico Commercial & Corporate	933
Proximo U.S. & CAN	486
EMEA & APAC	179
Total	2,906

AGRICULTURE FIELD WORKERS ENGAGEMENT SURVEY	
Business Unit	Total responses
Agriculture	4,804

The survey results were shared with the C-level group, and focus groups were conducted with the teams to define global action plans.



Compensation

GRI 2-18, 405-1

Our compensation and benefits programs are designed to recognize not only the effort and commitment of our employees, but also their contribution to the creation of value within the company. We have established compensation policies and plans that are locally relevant, globally applicable, and based on the responsibilities, duties, and performance of each role.

With the support of our human resources management software, we successfully centralized payroll operations in Mexico City, providing a unified data source for the entire organization. We are in the process of activating and implementing data analytics modules, which will further enhance our decision-making capabilities at the company level.

Our base salary ratio stands at 1:1, with adjustments and increases linked to individual performance. In certain factories, for the first time, the statutory minimum wage exceeded some of our entry-level salaries, prompting salary adjustments while maintaining our wage and union negotiation strategy within market benchmarks.

We regularly conduct market compensation surveys to ensure our salary structures remain competitive with companies of similar size, scope, and complexity. Additionally, we work with external experts to align our compensation practices with current industry standards.

RATIO OF BASIC SALARY OF WOMEN TO MEN BY REGION, GENDER AND CONTRIBUTION LEVEL						
2024	U.S. & CAN		Mexico		RoW	
	Men %	Women %	Men %	Women %	Men %	Women %
Strategic leaders	100	-	93	100	100	-
Tactical leaders	100	95	100	98	100	100
People leaders	96	100	100	100	93	100
Individual	96	100	97	100	100	91
Operational	100	100	100	100	100	81

As can be seen in the table above, the average salaries between men and women at all contribution levels are very similar. Our strict non-discrimination compensation policies and procedures are based on the relative value of the contribution level within the organization.

COMPENSATION MIX BY REGION AND CONTRIBUTION LEVEL								
2024	Mexico		U.S. & CAN		RoW		Average	
	Fixed	Variable	Fixed	Variable	Fixed	Variable	Fixed	Variable
Strategic leaders	62%	38%	39%	61%	50%	50%	50%	50%
Tactical leaders	77%	23%	77%	23%	80%	20%	78%	22%
People leaders	89%	11%	82%	18%	88%	12%	86%	14%
Individual	93%	7%	97%	3%	92%	8%	94%	6%
Operational	88%	12%	100%	0%	94%	6%	94%	6%

For people leaders, individual contributors, and operational employees, short-term KPIs tied to variable compensation may include sales, productivity, or specific performance metrics defined for each area.

Strategic and tactical leaders receive a significant portion of their compensation based on the achievement of key performance indicators, including EBITDA margin expansion, ROIC improvement, cash flow generation, and working capital efficiency. In addition, we offer long-term incentive programs across all functional levels, designed to promote sustained value creation—though these programs are not equity-based.





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



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Occupational health & safety

GRI 403-1, 403-7

The health, integrity and well-being of employees, contractors, visitors and communities is of the utmost importance for Becle. For this reason, technical training at our facilities and at the Agriculture Unit is of vital importance.

We regularly review and update our policies to ensure that they remain effective and relevant to changing risks and opportunities. Our Operations and Human Resources teams are responsible for establishing policies, ensuring compliance with relevant laws and regulations, and leading by example. They regularly monitor occupational health & safety (OHS) performance, in order to identify and manage any hazards or risks that may arise. Through these measures, the company demonstrates its commitment to responsible and sustainable corporate practices and effectively manages risks and opportunities related to labor management and working conditions.

We also implemented an improvement plan that included informative sessions, communication campaigns and the activation of a free and confidential telephone and online assistance program for employees, covering emotional, medical, nutritional, financial and legal support.

Aware of the importance of maintaining good relations with our employees and complying with international labor and human rights standards, we maintain an ongoing dialogue with union representatives.

Integral Management Policy & OHS programs

We have an Integrated Management Policy and a Health and Safety Committee which oversee all OHS issues. Among its functions, the committee reviews the company's injury and illness data, analyzing trends and causes of occupational accidents and incidents that result in occupational injuries or illnesses. It also provides a point of contact for employees to communicate safety questions and concerns, promotes safety and health awareness in the workplace, and identifies corrective actions needed to eliminate or control safety and health hazards.

In the area of safety, we are certified by the Mexican Ministry of Labor and Social Welfare's OHS Self-Management Program (PASST-2), which endorses all of our facilities' procedures throughout the country. In addition, we comply with applicable regulations, including NOM-035-STPS2018 Psychosocial Risk Factors in the Workplace.

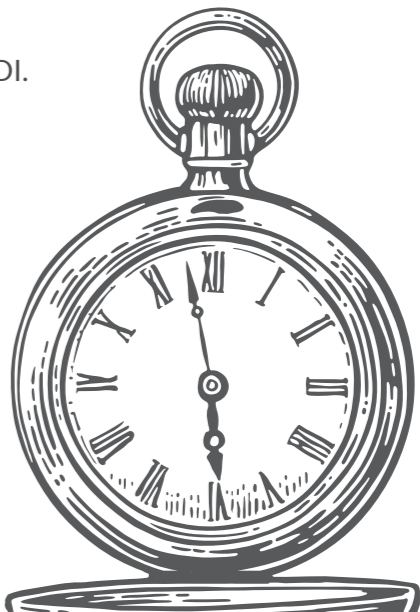
All of our internal safety protocols are documented, and all employees receive routine reinforcement training and performance measurements. Courses cover a wide range of topics including workplace conditions and safety, first aid, health and hygiene, and responsible alcohol consumption, among others.

Our comprehensive strategy also includes regular workplace risk assessments, ongoing training and education for our employees and contractors, the use of appropriate equipment and facilities, and sound health and safety policies.

As shown in the following Training Hours by Region table, health & safety training during the year was distributed as follows: the Agriculture Unit accounted for 91.1% of the total, Global Supply Chain & Operations (excluding Bushmills and PDI) represented 1.8%, and Proximo U.S. & Canada contributed 7.1%, for a combined total of 196,302 training hours.

TRAINING HOURS BY REGION	
Region	Health & safety
Agriculture (Administrative personnel)	368
Agriculture (Field workers)	178,453
Global Supply Chain & Operations ⁷	3,481
Proximo U.S. & CAN	14,000
Total	196,302

7. Excluding Bushmills & PDI.



To address significant issues, risks and opportunities related to labor management and working conditions, we have implemented a comprehensive risk management strategy.



We strive to continuously and systematically reduce incidents. Risk awareness and mitigation, as well as training, engagement and empowerment are key aspects of the Integral Management Policy, which aims to maintain a low Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Frequency Rate (TRIFR). We believe that a strong commitment to occupational health and safety by all employees is also essential to achieve this goal.



	LTIFR AND TRIFR ⁸								
	Agriculture Unit			Operations Unit			Corporate		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Rate of fatalities as a result of work-related injury	0.04	0.00	N/A	0.00	0.05	N/A	0.00	0.00	N/A
Rate of high-consequence work-related injuries (excluding fatalities)	1.23	0.65	(47)	0.72	0.23	(68)	1.05	0.75	(28)
Rate of recordable work-related injuries (incidence rate)	2.61	0.65	(75)	0.72	0.23	(68)	1.05	0.75	(28)
Number of hours worked	21,950,748	26,665,296	21	3,311,280	4,289,520	30	2,464,480	3,446,256	40

In July 2024, an accident occurred at the La Rojeña facility during maintenance work carried out by external contractors, resulting in a fire that was swiftly contained in accordance with our established safety protocols. The incident was limited to a single processing area and did not affect distillation zones or ageing inventory stored in warehouses.

We immediately collaborated with the relevant authorities to investigate the root causes of the incident and assess the extent of the damage. In parallel, and as part of our commitment to continuous improvement, we engaged a globally recognized consulting firm to review and enhance our health and safety protocols. This effort is focused on reinforcing our internal standards, aligning with world-class best practices, and preventing future incidents.

Throughout this process, Becle’s top priority has remained the safety and well-being of our employees, their families, and the surrounding community. In addition, we implemented a comprehensive support plan for our workforce, including group sessions, telephone counseling, and well-being surveys in alignment with NOM guidelines. We remain firmly committed to our goal of zero accidents.

8. Rates have been calculated based on 200,000 hours worked.



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Community development

GRI 413-1

Fundación Beckmann

Through Fundación Beckmann's programs, we reaffirm our commitment to promoting sustainability and the development of our communities. We achieve this through four strategic axes: Quality Education, Health and Well-being, Culture and Social Innovation.

Quality Education

Aware that education is one of the most effective tools to reduce poverty, improve health, and achieve gender equality, peace, and stability, at Fundación Beckmann we prioritize educational programs to help close the educational gap in our communities through high-quality academic initiatives.

In 2024, we inaugurated the new facilities of Colegio Juan Beckmann, which will enable us to host 360 students from the most vulnerable socioeconomic backgrounds in Tequila under state-of-the-art educational conditions. Today, we provide high-quality education—both academically and emotionally—with extended hours and two full meals for 180 children in the early years of primary school.

We also launched the operation of Colegio Doris Beckmann which, following the same educational philosophy, benefited 50 first-grade children in Zapotlanejo during this academic cycle. It is worth mentioning that the Foundation funds the operation of both schools.

Additionally, our specialized programs in neurosciences aim to advance neuroscience and neurosurgery in Mexico by facilitating education, training, and research for neurosurgery residents and distinguished Mexican neurosurgeons.

In 2024, three scholarships were awarded to outstanding Mexican neuroscientists/neurosurgeons, enabling them to complete their residencies in excellence programs. These doctors are committed to sharing their knowledge with fellow Mexican colleagues and providing free medical interventions to the country's most vulnerable populations.

Health and Well-being

Through personal and family growth talks, financing medical interventions for vulnerable community members, engaging and supporting the elderly, and organizing health fairs, at Fundación Beckmann we fulfill our commitment to our communities.

Culture

As has long been tradition, Fundación Beckmann is an active sponsor of local art and culture. Throughout the year, we finance and operate the School of Music, which offers choral music workshops for children, teenagers, and adults.

Social Innovation

In partnership with Fundación Jose Cuervo, we design and implement programs that foster community development and drive economic growth in local communities. Two main annual activities are the Fiesta de la Ciruela y el Mango—which showcases and highlights the agricultural richness of the region—and Fogones y Metates, which, in this edition, focused on the culinary diversity of the Valles region.

For more information visit: www.fundacionbeckmann.org

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Fundación Jose Cuervo

As a nonprofit organization dedicated to supporting BeCLE in its corporate social responsibility initiatives, Fundación Jose Cuervo delivers sustainable, strategic solutions designed to generate economic, social, educational, cultural, and environmental value for the communities we serve: our employees and their families, the communities where we operate production centers, our agricultural and manufacturing operations, and the communities that receive our products.

Throughout 2024, the Foundation reaffirmed its commitment to making a positive impact on these communities and our surroundings. Every initiative undertaken, every project implemented, and every collaborative effort has brought us closer to our mission of advancing social, cultural, and environmental development in Mexico.

To achieve our goals, the Foundation has established five strategic pillars: active community participation, fostering education and culture, empowering community development and promoting social investment, and volunteering.

Active Community Participation

We engage with chambers of commerce and associations in the sectors where we operate with the aim of improving the economic, social, and environmental conditions of our communities.

- We support the activities of FISAC, a Mexican foundation dedicated to raising awareness of the harmful consequences of excessive alcohol consumption.
- As members of the Communications Council and the Mexican Business Council, we develop high-impact communication campaigns that deliver social benefits.

Education and Culture

This pillar focuses on promoting the customs and traditions of our communities through cultural and gastronomic festivals, encouraging the participation of both traditional and contemporary female cooks in marketing their products.

We also celebrate the region's agricultural richness by providing opportunities for 14 micro-producers of fruits cultivated in the Tequila region.

Furthermore, as part of this pillar and with the aim of narrowing the digital and technological gap, we serve as strategic partners of the Jalisco Ministry of Education, supporting the 2024 STEAM Youth Challenge, an innovative approach to teaching and learning that combines science, technology, engineering, the arts, and math to guide student inquiry, discussion, and problem-solving.

The event attracted over 80,000 attendees and garnered 2.2 million views and, thanks to our contribution, 20 teachers received memberships to Tecmilenio's on-demand education platform, enabling them to develop their competencies and skills through 31 learning paths and 9,000 hours of training.

We are also proud sponsors of the National Museum of Art (MUNAL) in its efforts to promote art and culture in Mexico and around the world.

FUNDACIÓN | **Jose Cuervo**





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Community Development

We design and implement programs that build essential competencies in both young people and adults, facilitating their access to employment, decent work, and entrepreneurship.

- In collaboration with Instituto Tecnológico de Monterrey, we coordinate the social impact initiatives of the company’s brands. This includes the regional entrepreneurship support program from Coramino, the Coramino Acceleration Fund, an initiative designed to empower technology-based entrepreneurs in Jalisco.

During 2024, we supported 19 selected projects and startups, mostly oriented to Health tech, Agriculture & Agricultural tech, and Biotechnology. Through a four-month acceleration program, we provided the young entrepreneurs with the resources, personalized mentorship and expertise needed to accelerate their growth.

- Among other important projects we supported, we can mention a cancer detection kit using gold nanoparticles; a microalgae-based tequila wastewater treatment; and an IT-based agriculture monitoring service.





Social Investment

We focus our support on activities and programs that bolster the development of the communities where we operate, whether through programs directly managed by the Foundation or through donations to other institutions dedicated to these causes.

- To FundHepa, which promotes liver health, this year we donated the equivalent of 550 packages of immunosuppressant medication for transplant patients.
- Operation Smile Mexico, which this year performed 62 operations on children with harelip and/or cleft palate.
- Our donation to AMA helped support 1,000 families affected by Hurricane John in Guerrero.
- With our support, 5,000 cookbooks were printed for the operation of the Santa María community kitchen in the Mazahua region of the State of Mexico.
- Through Fundemex, we financed research aimed at enhancing the well-being of workers engaged in primary tequila production activities.
- We supported the Archdiocese of Guadalajara in repairing the parish tower of La Laja in the community where our Los Camichines distillery is located.
- We financed the comprehensive treatment of 122 cancer patients, primarily children and young people.

Volunteering

We organize volunteer days that engage our employees in embracing their responsibility toward our communities.

This year, we held a reforestation event during which we planted over 500 flowering plants and various types of ferns, spreading more than 23 cubic meters of mulch and compost in the first section of Chapultepec, with the participation of over 100 volunteers and their families.

For more information visit: <https://fundacioncuervo.mx>





Sustainable Governance

Recognizing that sustainable governance is essential for long-term prosperity and resilience, we reflect our commitment to this principle in our transparent and accountable decision-making processes, ethical business practices, and diligent oversight of our supply chain.

Guided by our Sustainable Governance pillar, we integrate sustainability into every aspect of our value chain, ensuring the responsible management of key resources while driving continuous growth.

By embedding these practices into our operations, we strengthen trust in the integrity of our ESG management systems among both internal and external stakeholders.

To stay at the forefront of sustainability and enhance our ESG management systems, we continuously evaluate and expand our efforts. Through ongoing improvements, we strive to make a meaningful impact, reinforcing our commitment to responsible and sustainable business practices.

Corporate governance

At Becle, we uphold a strong and reliable corporate governance framework, reinforced by an experienced management team. However, we view corporate governance as a shared responsibility, empowering all employees to uphold ethical and responsible practices. By fostering a culture of integrity and accountability, we safeguard the interests of our shareholders while ensuring that Becle remains a thriving, highly reputable, and respected organization.

Board of Directors

GRI 2-9, 405-1

Our Board of Directors is the governance body responsible for defining the company’s vision and strategy, for overseeing the management of our business, and ensuring that the company operates in an ethical and transparent manner. Senior executives and auditors also play a role in ensuring excellent corporate governance.

The Board of Directors adheres to the highest international standards and complies with the regulations set by the Mexican Stock Exchange and the Securities Market Law. Board members are appointed during annual ordinary shareholders’ meetings.

The Board comprises 12 regular members, 10 of whom are independent—representing 83.3% of the Board, well above the 25% minimum required by the Securities Market Law. Additionally, the Board includes five alternate members, which ensures strong governance and oversight. The Board’s responsibilities include:

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





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Name		Gender	Age	Nationality	Tenure	Other boards ⁹	Independence
Board Members							
1	Juan Francisco Beckmann Vidal ^(HLC) ^(\$) ^(I)	M	84	Mexican	8	1	No
2	Juan Domingo Beckmann Legorreta ^(CBO) ^(CEO) ^(I)	M	57	Mexican	8	-	No
3	Antonio Silva Jáuregui ^(\$)	M	69	Mexican	2	-	No
Independent Board Members							
4	Ronald Anderson ^(I)	M	68	British	5	-	Yes
5	John Randolph Millian ^(I)	M	71	American	8	4	Yes
6	Ricardo Cervera Lomelí ^(\$)	M	50	Mexican	8	1	Yes
7	Alexander Gijs Van Tienhoven ^(\$)	M	60	American	8	-	Yes
8	Sergio Visintini Freschi ^(\$)	M	70	Argentinian	6	1	Yes
9	Luis A. Nicolau Gutiérrez	M	63	Mexican	4	3	Yes
10	Hernando Carlos Luis Sabau García	M	71	Mexican	4	5	Yes
11	Alberto Torrado Martínez ^(\$) ^(I)	M	61	Mexican	4	3	Yes
12	James Clerkin ^(I)	M	70	Irish	2	4	Yes
Alternate Board Members							
Karen Virginia Beckmann Legorreta ¹⁰		F	58	Mexican	3	-	No
Luis Fernando Félix Fernández ^(I)		M	61	Mexican	3	-	No
Independent Alternate Board Members							
Carlos Javier Vara Alonso ^(\$)		M	57	Mexican	7	-	Yes
Arsenio Farell Campa		M	72	Mexican	3	1	Yes
Secretary							
Sergio Rodríguez Molleda		M	58	Mexican	4	-	No
Alternate Secretary							
Cynthia Corro Origel		F	46	Mexican	7	-	No
Average			66.2		5.6	2.8	

(\$) Financial Expert (I) Industry Expert (CEO) Chief Executive Officer (CBO) Chair of the Board (HLC) Honorary Life Chairman

9. These figures include public and private companies.

10. Alternate of Mr. Antonio Silva Jáuregui.

The Board of Directors meets in ordinary sessions at least four times a year but can be called to extraordinary meetings at the request of the Chairman of the Board. In 2024, the Board met five times, and attendance was 95%.

Nomination procedure

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

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



Extensive experience in consumer markets is a key criterion when selecting Board members. To assess the Board’s effectiveness, we apply a combination of legal requirements and best practices, evaluating its ability to fulfill responsibilities, its composition and processes, and its relationship with stakeholders. The following factors are a priority:

- That the Board can provide strategic direction, oversee management, and monitor the company’s performance effectively and efficiently.
- The diversity of Board members, their expertise and qualifications, and their independence from management.
- The effectiveness and frequency of Board meetings, the use of committees, and the Board’s ability to access and use relevant information.
- The Board’s communication and relationship with stakeholders, including shareholders, employees, and regulators.

We also follow the Corporate Governance Code established by the Mexican Stock Exchange, which sets out best practices for publicly traded company Boards, including requirements for Board composition, independence, and evaluation.

Audit & Corporate Practices Committee

The Board of Directors is supported by the Audit and Corporate Practices Committee, which consists of at least three independent members appointed by the Board. However, in companies where a single person or group controls 50% or more of the outstanding capital stock, the majority of the Audit Committee members must be independent. This committee, along with the Board of Directors, which holds additional responsibilities, has replaced the auditor previously required by the Mexican General Business Act.

The Audit & Corporate Practices Committee supports the Board in overseeing the company’s management and direction. Some of its responsibilities are the following:

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

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

Name	Position
Sergio Visintini Freschi	President
John Randolph Millian	Member of the Board
Ricardo Cervera Lomelí	Member of the Board
Hernando Carlos Luis Sabau García	Member of the Board
Cynthia Corro Origel	Secretary
Sergio Rodríguez Molleda	Alternate Secretary

The committee is also responsible for issuing recommendations to the Board of Directors in relation to the performance of our key executives, the operations with related parties, the requests for opinions of independent experts, calling the shareholders’ meeting and supporting the Board of Directors in the preparation of reports for the Annual Shareholders’ Meeting.

Management team

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

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

Name	Position
Juan Domingo Beckmann Legorreta	Chief Executive Officer
Rodrigo de la Maza Serrato	Chief Financial Officer
Peter Vogtlander	Chief Operations and Supply Chain Officer
Luis Fernando Félix Fernández	Managing Director U.S. & Canada (Proximo)
Shane Hoyne	Managing Director EMEA & APAC
Olga Limón Montaña	Managing Director Mexico & LatAm
Sergio Rodríguez Molleda	General Counsel
Gabriel Sander Muniz	Human Resources Director
Iván Ramos Abreu	Audit Director



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Juan Domingo Beckmann is CEO and Chairman of the Board. Among the functions entrusted to him are the following:

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



Compensation

GRI-2-19

There is no specific committee for determining compensation of the highest governance body. Instead, the top executives conduct a market study on the remuneration of the Board members. They also assess the performance of each member and propose a remuneration package which is approved by the shareholders’ meeting.

The shareholders analyze the proposals, and during the General Ordinary Shareholders’ Meeting, they make decisions regarding the remuneration topic.

In 2024, Board members received a fixed pay of US\$4,000 per session of the Board of Directors and US\$3,500 per session of the Audit and Corporate Practices Committee.

ESG governance

Businesses face increasing pressure from stakeholders to fulfill their responsibility in making a positive contribution to the environmental, health and social systems they impact and depend on. We have therefore established an ESG Practices Supervisory Working Group at the middle and senior management levels to guide the implementation of ESG recommendations and report progress to the Board of Directors. This group is responsible for monitoring governance, strategy, risk management, process transformation, and performance metrics.





Corporate ethics and compliance

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

Sustainable growth and a strong reputation require a robust corporate governance structure and a culture that upholds the highest standards of integrity and ethical behavior among all Becle employees.

The oversight and enforcement of business ethics and compliance are fundamental to our company's success. While the Ethics Committee supports the Audit Committee in promoting a culture of integrity and ensuring compliance with laws and regulations, the compliance function is responsible for defining strategy and developing the materials and tools necessary to implement Becle's Integrity Program across all business units.

It is important to underline that maintaining ethical conduct and upholding our company's values is a collective responsibility.

Operating with integrity and making the right choices requires the active engagement of every member of our organization.

Integrity Program

Our Integrity Program reinforces our commitment to ethical conduct and compliance with applicable laws and regulations. This program comprises a comprehensive set of codes, policies, procedures, and tools, structured around three core pillars: Prevent, Detect, and Respond. These pillars help us identify and manage compliance risks, avoiding actions that could risk or damage our corporate reputation.

Code of Conduct

The Integrity Program, based on our Code of Conduct, establishes clear expectations for ethical behavior and integrity among all individuals who work with or have a business relationship with Becle. It serves as an important tool in bringing Becle's values to life in our daily operations. The Code outlines specific behaviors in key areas of the business where ethical or legal risks may arise, helping to guide better decision-making and prevent potential issues.

Our recently updated Code of Conduct addresses a broad range of topics, including human rights, respect and non-harassment, anti-corruption, gifts and entertainment, conflicts of interest, data protection, information security, and social media. These areas are organized under five pillars:

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

Compliance framework

Like most companies, Becle operates within a structured framework of policies and procedures, including a dedicated section for compliance matters. Our Compliance framework includes key policies on anti-corruption, data protection, third-party risk management, and information security, among others.

Whistleblower system

To reinforce our culture of integrity, the company has implemented a confidential communication system, Ethics Line / LÍNEA CUERVOZ, available to employees and third parties to safely and securely report potential breaches of the Code of Conduct without fear of retaliation. This system is managed by Deloitte, an independent third party, ensuring that all reports are processed securely and anonymously.

In 2024, in collaboration with Deloitte, we conducted face-to-face awareness sessions across all our facilities in Mexico to explain and promote the use of LÍNEA CUERVOZ. These sessions reached more than 650 employees in the Agriculture and Operations Units.





Breach management process

The Ethics Committee is the governing body responsible for overseeing the reliability and effectiveness of the Ethics Line / LÍNEA CUERVOZ. It investigates reported allegations of breaches and determines appropriate corrective actions for substantiated cases of non-compliance. In 2024, a total of 145 allegations were reported, including 106 related to workplace behaviors and 39 concerning other Code of Conduct matters. All cases were thoroughly investigated, and 16 were considered substantiated.

Critical non-compliance concerns are communicated to the highest governance body and presented at Board Meetings, which may be convened every three months.

Ethics and compliance training

To increase employee awareness of the Code of Conduct and compliance policies, we implement a global mandatory training and communication plan annually. This strategy is tailored to employees’ specific roles and skills, with diverse training methods to improve effectiveness.

Throughout the year, we continued training our managers across all business units on anti-corruption, information security, and forced labor & human trafficking through compliance e-learning. Additionally, we provided compliance training for new employees and launched communication campaigns to reinforce key aspects of our Integrity Program, including conflicts of interest, gifts and entertainment, and the use of ethics line.

Since 2021, we have partnered with Trace International, a globally recognized association dedicated to anti-bribery, compliance, and good governance. This partnership grants us access to an extensive library of compliance resources, including specialized training courses on combating corruption, forced labor, and human trafficking.

Annual Certification of Integrity

The Annual Certification of Integrity (ACI) is a global process conducted each year, requiring employees to confirm that they have complied with their individual responsibilities by understanding and adhering to the provisions of the Code of Conduct and company policies.

In 2024, strong support from top management allowed us to achieve the highest level of compliance—over 90%—since ACI was implemented.

EMPLOYEE COMPLIANCE RATE PARTICIPATION IN THE ACI			
	2023	2024	Δ %
Mexico	1,448	1,571	8.5
U.S. & RoW	641	680	6.1
Total	2,058	2,251	9.4
Enrolled	2,361	2,451	3.8
Completed	2,058	2,251	9.4
Participation (%)	87.2	91.8	5.3



Conflicts of interest

GRI-2-15

Our behavior, both in and outside the workplace, must always align with Becle’s best interests and Code of Conduct. Every day, we face situations where our judgment and ability to act with integrity may be compromised.

Becle encourages employees to disclose any potential conflicts of interest as soon as they are identified. This allows for proper evaluation and the implementation of appropriate actions to address them.

To help employees identify any potential conflict of interest, we make the following resources available:

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



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Modern slavery

In compliance with modern slavery regulations in some of the jurisdictions where we operate, we issue annual statements outlining the measures to prevent slavery and human trafficking within our operations and supply chain. These statements, signed by a senior member of the organization, are published on the company’s website.

Policy influence

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

Becle continuously collaborates with internal stakeholders, external partners, and advocacy groups to identify key policy issues and propose advancements that meet high stakeholder

expectations while fostering a more sustainable and responsible business environment.

Our ongoing endeavors in materiality consultations and town hall meetings with local communities have strengthened communication channels, improving risk and opportunity monitoring, reinforcing our commitment to responsible corporate governance and accountability, and aligning our company’s interests and values with those of our stakeholders.

Becle’s policy influence and public affairs capabilities play a critical role in risk mitigation by integrating with our overall risk management framework and closely monitoring market trends, consumer expectations, regulatory developments, and

stakeholder demands. These responsibilities are led by the public affairs team, which works in close collaboration with senior management and staff across our operations, supply chain, compliance, and commercial teams.

As part of our commitment to leveraging policy influence for sustainability, Becle has become a member of the United Nations Global Compact (UNGC) and the Alianza Empresarial por el Clima, a joint effort between the government of Jalisco and the business sector to promote decarbonization of the economy by 2050 and to improve the competitiveness of the business sector on a national and international level.

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





Tax transparency

Another way to show our commitment to responsible corporate governance is having clear and robust internal control processes to ensure compliance with tax laws. By regularly monitoring our tax activities, we ensure a comprehensive and well-documented tax strategy, approved by the Chief Financial Officer, the Chief Executive Officer and the Board of Directors.

This ensures our stakeholders that Becle meets all tax obligations while operating ethically and transparently.

Tax compliance	2023	2024
Number of employees	10,281	8,893
Revenue	44,355	43,962
Profit before income taxes	6,188	5,223
Current tax expense	2,354	1,719
Deferred tax expense	(900)	(459)
Income taxes	1,454	1,261

Note: The above figures are in millions of Mexican pesos, except the number of employees.

Supply chain management

As the largest tequila producer and a leading global spirit’s company, we welcome the responsibility of managing a complex supply chain. We invest in oversight and governance capabilities that integrate technological, environmental, and social considerations.

Responsibility for human rights compliance across our supply chain is shared between our Operations team and a dedicated supply chain management team, led by the COO. This team reports directly to the CEO and the Board of Directors, ensuring effective oversight and optimal operations.

To uphold human rights throughout our supply chain—including sourcing, operations, logistics, and distribution—we have implemented a human rights due diligence process. This ensures our business practices do not contribute to human rights violations and that our suppliers and distributors adhere to ethical standards at every stage of the process.

Our approach includes supplier assessments and audits to evaluate compliance; human rights clauses in contracts addressing working conditions, wages, and hours; and corrective measures to address any identified violations.

Sourcing

As leaders in the agave industry, we are committed to maintaining high standards that safeguard human health and the environment across our operations and products.

Part of our tequila is organically sourced, and we maintain a no-deforestation policy, advocating for sustainable practices and the preservation of biodiversity. These efforts are essential to maintaining the integrity of our products while minimizing our environmental impact.

Operations

Our commitment to reducing greenhouse gas emissions, improving energy efficiency, minimizing waste, and conserving water resources is part of our broader strategy for addressing climate change. By taking a comprehensive approach, we ensure that climate change mitigation and adaptation are fully integrated into our business operations and strategy.

- With the commissioning of our new 1800 distillery, we have achieved 20% higher energy efficiency compared to our other plants.
- By installing gas burners in our distillery of Camichines to maximize the use of the biogas we generate, we are creating a circular economy. Instead of burning off the biogas from the treatment plant, we now recover it and redirect it to the boilers.

- By swelling barrels with the steam process which we implemented last year, during 2024 we recorded an eight percent reduction in discharged water and a six percent reduction in volume.
- Being waste management a key priority for us, we address it by converting 100% of our bagasse into compost. We are also reducing the amount of waste sent to landfill.
- We reduced the amount of glass in bottles for two products.
- We continued implementing innovative packaging solutions and eliminating gift boxes in our premium tequila portfolio.

Logistics & distribution

Aware that logistics and transportation are a major source of greenhouse emissions, we are constantly looking for the most efficient and sustainable transportation modes, optimizing transportation routes and incorporated fuel efficiency factors in our transportation routing software.

One example is the precise application of fertilizers and agrochemicals in agricultural processes, depending on the needs of each plant, which is now done manually instead of with tractors, which reduces CO₂ emissions.





Supplier management

GRI 204-1


Companies are increasingly expected to contribute to society by preventing corruption, respecting human rights, using water responsibly, and mitigating climate change impacts throughout their value chains. Beclé has taken steps to improve transparency, minimize risks, and identify opportunities within its value chain, reinforcing our commitment to ethical and sustainable business practices.

Sustainable sourcing

Aware that managing risks in the supply chain is crucial for responsible and sustainable business practices, we have implemented several precautionary measures to anticipate risks and ensure the integrity of our supply chain.

We constantly evaluate specific parameters for current and potential suppliers to guarantee competitive market conditions and ensure our suppliers comply with regulations.

We assess suppliers based on three pillars: environment, economy, and society.

Our  [Code of Ethics for Suppliers](#) is a key step in defining performance expectations across our value chain. It outlines standards related to business integrity, human rights and labor conditions, occupational health and safety, environmental impact, supply chain sustainability and communication and reporting of inappropriate conduct.

The 48.6% reduction in total suppliers was driven by a comprehensive data cleansing initiative led by the master data office. This process involved updating and eliminating duplicate suppliers across different business units, consolidating others under a shared code, and deactivating those without transactions in the past 18 months. Previously, these data management practices were not consistently applied across regions. However, in 2024, standardization efforts were implemented, leading to the removal of many suppliers that had remained active in 2023 despite years of inactivity.

TOTAL SUPPLIERS												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Local suppliers	1,967	1,650	(16.1)	12,825	6,768	(47.2)	3,766	1,272	(66.2)	18,558	9,690	(47.8)
Non-local suppliers	168	62	(63.1)	237	184	(22.4)	969	312	(67.8)	1,374	558	(59.4)
Total	2,135	1,712	(19.8)	13,062	6,952	(46.8)	4,735	1,584	(66.5)	19,932	10,248	(48.6)

As shown in the table above, most suppliers were local. Our decision to prioritize them is driven by several key factors:

- Social responsibility: Supporting local businesses strengthens communities, fostering their economic growth.
- Quality & efficiency: A shorter supply chain improves product quality and enables more direct communication with suppliers.
- Sustainability: Sourcing locally reduces our carbon footprint related to transportation and logistics.
- Risk mitigation: A reliable local supply chain mitigates potential delays and disruptions associated with distant sourcing.

The percentage of procurement budget spent on local suppliers during the year was 94.6%, versus 92.9% in 2023.





Supplier evaluation

GRI 414-1

Based on three pillars: environment, economy, and society, we constantly evaluate specific parameters for current and potential suppliers to guarantee competitive market conditions and ensure that our suppliers comply with regulations. Subsequently, we categorize their sustainability maturity in three groups according to their compliance Red (0-39%); Yellow (40-69%) and Green (70-100%).

A total of 201 suppliers worldwide were assessed using our sustainability questionnaire, covering operations in Mexico, the U.S., and the Old Bushmills Distillery. Of these, 72 were newly evaluated compared to the previous assessment, representing significant progress with a 55.8% increase in the number of suppliers screened.



SUPPLIER RISK EVALUATION				
Year	Total suppliers evaluated	Sustainability maturity		
		Red	Yellow	Green
2021	38	5	11	22
2022	71	8	41	22
2023	129	11	33	85
2024	201	24	52	125

2024	SOCIAL IMPACTS	ENVIRONMENTAL IMPACTS
Suppliers assessed for impacts	201	201
Suppliers identified as having significant actual and potential negative impacts	9	4
Suppliers identified as having significant actual and potential negative impacts with which improvements were agreed upon (%)	4.5%	2.0%





Supplier segmentation

Critical suppliers are those whose goods and services significantly impact our operating costs and process quality. To mitigate risks, we enforce a policy requiring at least two suppliers for each major ingredient or raw material, where feasible. Additionally, we maintain a

continuous dual sourcing development program for our primary dry goods and ingredients, providing alternative sources for packaging and raw materials. This strategy not only reduces dependence on any single supplier but also fosters competition, leading to enhanced quality, service, and value.

CRITICAL SUPPLIERS												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Local suppliers	12	16	33.3	61	89	45.9	0	12	N/A	73	117	60.3
Non-local suppliers	0	7	N/A	4	5	25.0	0	5	N/A	4	17	325.0
Total	12	23	91.7	65	94	44.6	0	17	N/A	77	134	74.0

NON-CRITICAL SUPPLIERS												
	U.S. & CAN			Mexico			RoW			Total		
	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %	2023	2024	Δ %
Local suppliers	-	-	N/A	52	67	28.8	-	-	N/A	52	67	28.8
Non-local suppliers	-	-	N/A	-	-	N/A	-	-	N/A	-	-	N/A
Total	-	-	N/A	52	67	28.8	-	-	N/A	52	67	28.8

TOTAL CRITICAL AND NON-CRITICAL SUPPLIERS			
	2023	2024	Δ %
Local suppliers	125	184	47.2
Non-local suppliers	4	17	325.0
Total	129	201	55.8

In Mexico and the U.S., all critical suppliers were assessed, and for the first time, we included co-packers in both countries. In the Rest of the World, we evaluated a co-packer and the main dry goods suppliers for the Old Bushmills Distillery.



Risk management

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



Both qualitative and quantitative approaches are integrated into our methodology to assess the probability and impact of each risk. We establish predefined risk criteria based on region and materiality levels and, based on the assessment results, we determine whether to implement new mitigation controls or enhance existing ones for each process.

Our risk management governance structure ensures active participation from senior management and the CEO in risk-related decision-making. It also facilitates effective communication between the three lines of defense, aligns and monitors the framework's key objectives, and fosters a robust risk management and control environment for all types of risks.

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





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

TOP BUSINESS RISKS AND MITIGATION ACTIONS		
Risk	Description	Key mitigation actions
Supply chain constraints	Global supply chain constraints may adversely affect product availability.	<ul style="list-style-type: none">• Optimization and automation of our supply chain processes.• Working with vendors to increase inventory availabilities in key brands.• Prioritization of packages and flavors to maximize the benefit of our production capabilities.
Consumer preferences and demand	Changes in consumer preferences, demographics, consumption patterns, social trends, public health regulations and/or a downturn in economic conditions might generate variations in the demand for some of our products.	<ul style="list-style-type: none">• Market research and consumer insights.• Product diversification and innovation.• Marketing and branding strategies.• Customer engagement and relationship management through various channels such as social media platforms.• Collaboration and partnerships.
Competition	Continued competition from international and regional and local companies in the countries in which we operate for share of throat across a wide range of consumer drinking occasions.	<ul style="list-style-type: none">• Brand building and marketing.• Enhanced consumer service.• Product differentiation: Unique flavors, innovative packaging, emphasis on heritage and craftsmanship.• Pricing strategies: Development of competitive pricing strategies that balance profitability with market positioning.• Distribution channels: Evaluation and optimization of distribution channels to ensure broad market reach.
Brand reputation	Inability to meet customers’ needs or expectations, unethical conducts, potential piracy or counterfeit products, among others, could adversely affect brand reputation.	<ul style="list-style-type: none">• Product quality and safety assurance: Implementation of rigorous testing procedures and quality control measures.• Ethical business practices: Integrity in sourcing ingredients, responsible production practices and adherence to regulations and industry standards.• Brand advocacy and positive PR.
Climate change	Potential negative impact on agricultural productivity or availability of raw materials, energy or water.	<ul style="list-style-type: none">• Commitment to efficient use of water, energy, and materials.• Carry insurance to cover our assets against natural disasters and other risks.



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TOP BUSINESS RISKS AND MITIGATION ACTIONS		
Risk	Description	Key mitigation actions
Cyber-attacks	Service interruption, misappropriation of data or breaches of security could adversely impact our business. Systems failures could lead to business disruption.	<ul style="list-style-type: none">• Implementation of a robust cybersecurity infrastructure to protect the company’s digital assets and data.• Development of an incident response plan that outlines the steps to be taken in the event of a cyber-attack.• Implementation of a robust data backup and recovery system to protect critical business information.
Risks related to macro- environment	Global economic and political conditions, such as economic slowdown, inflation, volatility and tightening of credit and capital markets in which we do business may substantially affect our sales and profitability.	<ul style="list-style-type: none">• Deployment of action plans based on changes or updates in the macroeconomic and political environment, which are continuously monitored through various management committees.• Natural hedging because of hard currency.• Monitoring regulatory risks and devising action plans for changes in regulations that could affect our sales and profit margin.• Processes, guidelines, and tools are regularly updated to incorporate any changes in regulations.• Tax strategies and planning.
Regulations	Beverage alcohol products are subject to national excise, import duty and other types of direct and indirect taxes in most countries around the world, and further increases in these could result in higher sales prices and adversely affect our sales and profit margin.	
Acquisitions and joint ventures	Our acquisitions and JV strategy and integration of acquired brands may not be successful, in which case our results of operations could be negatively impacted.	<ul style="list-style-type: none">• Thorough due diligence: Careful evaluation and analysis of financial health, market position, operational capabilities, and cultural fit.• Integration planning: Development of a structured integration process, including clear communication channels and setting measurable objectives.
Foreign exchange	Fluctuations in the value of the Mexican peso against the US dollar and other currencies may have an adverse effect on our financial condition and results of operations.	<ul style="list-style-type: none">• Financial forecasting and scenario analysis: Development of sensitivity analysis models to assess the potential impact of exchange rate movements.• Having monetary assets and liabilities denominated in foreign currencies to minimize our net exposure by buying and selling at “spot” exchange rates.
Raw materials	Fluctuations in prices of raw materials are largely determined by global supply and demand. Commodity price changes may result in unexpected increases in the cost of raw materials, glass bottles and other packaging materials.	<ul style="list-style-type: none">• Regularly engaging with suppliers to build strong relationships and foster open communication.• Diversification of suppliers.• Diversification of our portfolio to minimize the exposure to certain raw materials and operating disruptions.• Inventory management practices to balance raw material procurement with demand fluctuations.



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TOP BUSINESS RISKS AND MITIGATION ACTIONS

Risk	Description	Key mitigation actions
Shareholder relationships	Most of our outstanding shares belong to the Beckmann family. Accordingly, the Beckmann family has the power to appoint the majority of the members of the Board of Directors of the company and to approve matters subject to vote by the shareholders. The interests of the major shareholders of the company may be different from the interests of the rest of the investors.	<ul style="list-style-type: none">• Collaborate and encourage productive communication among our key shareholders to maximize value.
Legal proceedings	Unfavorable outcomes of legal proceedings could adversely impact our business.	<ul style="list-style-type: none">• Adhere to applicable laws and regulations and abide with workplace rights policy.
Artificial intelligence	Automation driven by AI may lead to job displacement and impact our workforce. Overreliance on AI without appropriate human oversight may lead to critical decision-making being outsourced to machines.	<ul style="list-style-type: none">• Develop strategies for reskilling and upskilling employees to adapt to changing roles.• Maintain a balance between AI and human decision-making. Establish clear guidelines to determine when human intervention is necessary, and ensure ongoing human monitoring and supervision.• Consider the ethical implications of AI deployment and communicate transparently with employees about the organization’s plans.
Tariffs	Tariffs on spirits can increase costs and reduce competitiveness in key export markets, potentially impacting sales and profitability.	<ul style="list-style-type: none">• Increase intercompany shipments pre-tariff implementation.• Strategic pricing & product mix.• Cost-efficiency & productivity.





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From Source to Market

Aware that environmental sustainability is essential to safeguarding the land that nurtures our tequila, year after year we reaffirm our commitment to protecting natural resources by prioritizing responsible practices at every stage of our value chain.

In the face of climate change, we continue to strengthen our strategies focused on energy efficiency, responsible water management, waste reduction, and biodiversity conservation.

The following operational highlights are a clear example that it is possible to achieve excellence in production while generating a positive environmental impact and remaining aligned with the interests of our shareholders and investors.



Water treatment
We operate four water treatment plants that process both organic and inorganic matter, ensuring the efficient and responsible treatment of local water resources.



Greenhouse gas monitoring
All of our distilleries and bottling facilities calculate Scopes 1 and 2 greenhouse gas emissions, in accordance with the Greenhouse Gas Protocol standards.



Renewable energy in the United Kingdom
As part of our commitment to renewable energy, 100% of our operations in the United Kingdom are powered by electricity from renewable sources.



ISO 14001 certification and best practices
Our Camichines and Bushmills distilleries are ISO 14001 certified, which demonstrates our strict environmental management systems. At the new 1800 distillery, we have set annual targets for managing resources in the distillation process—including water, fuels, and electricity—by monitoring CO₂ emissions and electricity consumption.



Waste recycling and monetization
89% of our cardboard and 24% of our glass is made from recycled material, respectively.



GHG emissions intensity
Our GHG emissions intensity for Scopes 1 and 2 stands at 0.63 kgCO₂ per liter of product sold.



Water optimization
Water use ratio reached 2.72 liters per liter sold, slightly up due to the launch of the New Distillery, which is designed to drive long-term improvements in water efficiency.



Sustainable use of co-products
100% of the bagasse generated from tequila production is reused as compost in our agave fields, contributing to the transition toward a circular waste economy. In whiskey production, wet grain and pot ale syrup—byproducts of malt whiskey distillation—are repurposed.



GRI 2-22

Climate strategy

Aligned with our ESG strategy A Legacy for the Future, we acknowledge the importance of building a sustainable strategy that enables us to fully understand and address the risks associated with climate change and its potential impact on our business. This strategy establishes a holistic and cross-cutting vision that involves all business areas of the group and is structured through a general organizational risk framework that integrates climate analysis into strategic decision-making.

Climate scenarios and time horizons

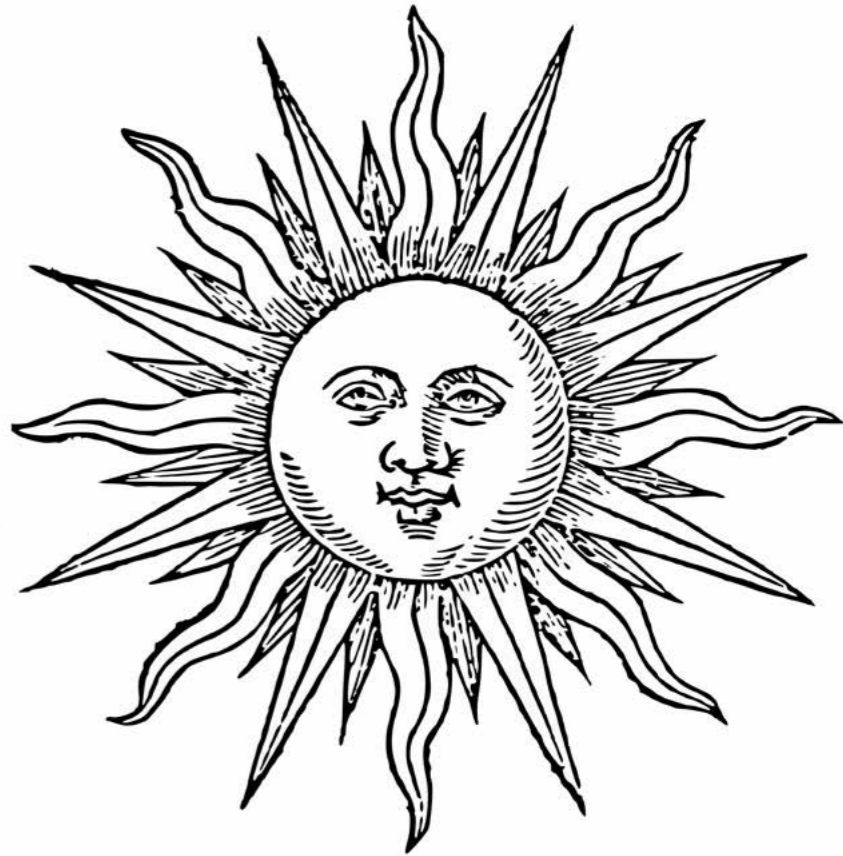
As a first step, and in alignment with international best practices, a climate scenario analysis was conducted to assess the potential impacts of climate change. This prioritization included both physical and transition risks and focused on the regions where the group has strategic operations: Mexico, the United States, and Ireland.



PRIORITIZED PHYSICAL AND TRANSITION RISKS WITH IMPACT ON THE ORGANIZATION			
Risk	Type of risk	Description	Main impacts
Increase in severity and frequency of floods	Physical risk - Acute	Flooding caused by intense rainfall can lead to river overflows or rising sea levels.	Infrastructure damage. Operational continuity disruptions and increased insurance costs.
Increase in severity and frequency of heatwaves	Physical risk - Acute	Heatwaves of more than three consecutive days with extreme temperatures (~30 to 50 °C).	Operational staff vulnerable to heat stress and reduced productivity. Agave crops sensitive to extreme temperatures. Disruptions in agricultural production and supply chain.
Water stress and changing precipitation patterns	Physical risk - Chronic	A higher stress level indicates increased competition among users for limited water resources.	Plantations and industrial processes in Mexico with high water demand.
Shifts in consumer preferences	Transition risk – Reputational	Reduction in GHG emissions intensity, as consumers are increasingly aware of environmental impact and tend to favor companies that follow sustainable practices and maintain low greenhouse gas emissions.	Brand positioning relative to consumers and competitors. Impacts on reputation, market share, and revenue.
Rising costs of raw materials	Transition risk – Market	Changes in the supply and demand of certain services and products. Rising prices for essential inputs—such as agave—driven by resource scarcity, changes in agriculture due to sustainability policies, or competition for renewables.	Agricultural production affected by drought and lower agave yields. Impacts on sourcing, production costs, and operational continuity.



HEAT MAP UNDER A LOW-CARBON EMISSIONS SCENARIO									
Risks	Indicative risk classification								
	2030			2040			2050		
	Mexico	United States	Ireland	Mexico	United States	Ireland	Mexico	United States	Ireland
Increase in severity and frequency of floods	Low	Low	Low	Medium	Medium	Medium	Medium	High	High
Increase in severity and frequency of heatwaves	Low	Low	Low	Medium	Low	Low	Medium	Low	Low
Water stress and changing precipitation patterns	Low	Low	Low	Medium	Low	Low	High	Low	Low
Shifts in consumer preferences	Medium	Medium	Medium	Low	High	Medium	Low	High	Medium
Rising costs of raw materials	High	Medium	Low	High	Medium	Low	High	Medium	Low



Impacts of climate risks on the business model

To facilitate the interpretation of the scenario analysis results, heat maps were developed to summarize the level of exposure of key assets to various climate risks. These maps allow for comparison of the likelihood and relative impact of each risk, taking into account both the climate scenario and the time horizon.

Heat maps provide an indicative risk classification—low, medium, or high—for each of the prioritized risks, applied to the regions where we have significant operations: Mexico, the United States, and Ireland. This classification is presented across the defined time horizons and for two contrasting scenarios: a low-emissions scenario and a high-emissions scenario.



HEAT MAP UNDER A HIGH-CARBON EMISSIONS SCENARIO									
Risks	Indicative risk classification								
	2030			2040			2050		
	Mexico	United States	Ireland	Mexico	United States	Ireland	Mexico	United States	Ireland
Increase in severity and frequency of floods	Low	Medium	Low	Medium	Medium	High	High	High	High
Increase in severity and frequency of heatwaves	Medium	Low	Low	Medium	Medium	Low	High	Medium	Low
Water stress and changing precipitation patterns	Medium	Low	Low	High	Medium	Low	High	Medium	Low
Shifts in consumer preferences	Low	Low	Low	Low	Medium	Low	Low	Medium	Low
Rising costs of raw materials	High	Medium	Low	High	Low	Low	High	Low	Low



Risk management

The identification and prioritization of climate risks, carried out within the framework of our Enterprise Risk Management (ERM) Model, provides a structured approach to risk assessment across all business units.

The risk management process begins with risk identification by those responsible for management—executives, managers, directors, and process owners—and continues with risk evaluation using scoring criteria defined for each region and business area.

This risk management process will contribute to strengthening operational resilience, anticipating disruptions in the value chain, and aligning corporate strategy with international standards on sustainability and emerging risk management.

As part of the climate analysis carried out—and in line with international best practices—we are in the process of identifying key actions to mitigate the most relevant risks to our operations. These include the ongoing assessment of water availability at our production sites located in water-stressed areas, as well as the integration of these risks into our corporate risk management framework. Looking ahead, we are also exploring options to strengthen infrastructure in locations vulnerable to flooding.

We are advancing in the identification of site- and region-specific adaptation measures, as well as in designing decarbonization strategies that will allow us to mitigate transition risks, such as rising carbon prices, increasing regulatory pressure, and shifting consumer preferences. These measures will support the strengthening of our organizational resilience to climate change and help safeguard the continuity of our operations.





Agriculture and soil health

GRI 13-5, 13-6

Our “source to market” approach highlights that producing exceptional tequila requires exceptional care of the land. Within our agricultural practices, we have identified two priorities: soil erosion and contamination from agrochemicals.

Soil erosion refers to the loss of the top five centimeters of soil, which are the most fertile due to their high organic content. Over time, cumulative erosion leads to a gradual loss of land productivity. In agave cultivation, the main cause of erosion is water runoff, where rainwater drags away soil particles. To prevent this, we only cultivate land with slopes of less than 15%, as steeper slopes result in significantly higher erosion levels. Additionally, we make furrows perpendicular to the slope to slow the flow of water, allowing displaced soil to settle in the furrows before being washed away completely.

Regarding agrochemicals, while such products can enhance and simplify production, excessive use may disrupt the soil microbiota, reducing productivity in the long term and negatively impacting biodiversity. To reduce our use of agrochemicals—and their potential environmental impact—our Research & Development (R&D) team focused this year on two main areas: biological effectiveness of pesticides and smart fertilizer dosing.

Biological effectiveness of pesticides

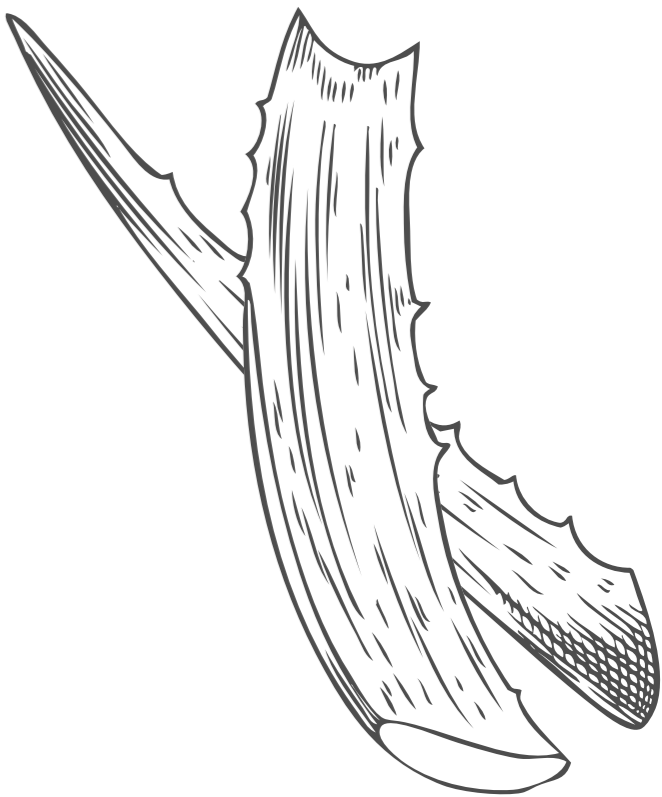
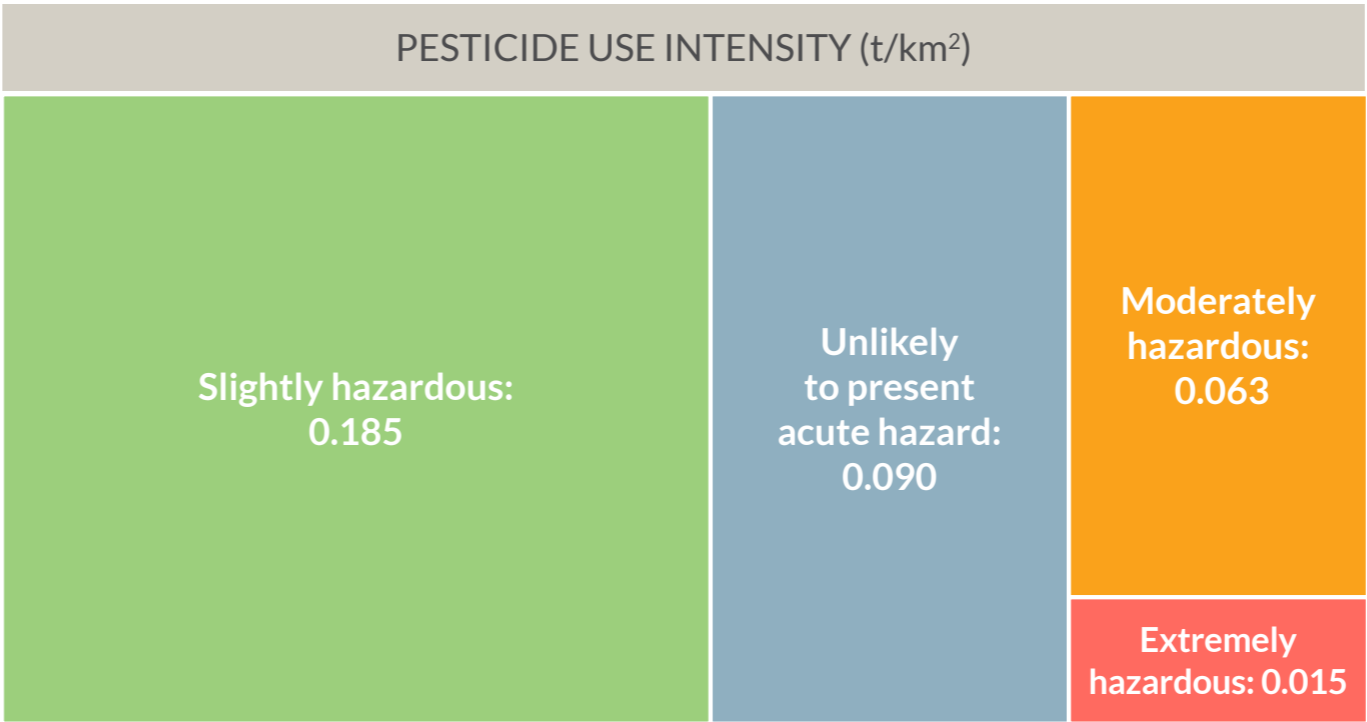
This research has two goals: a) Replacing highly hazardous pesticides with less harmful alternatives and b) Identifying the minimum effective doses. These two efforts help reduce the potential risks of our agricultural practices to both ecosystems and farm workers. Thanks to the work of our Agriculture Unit, we discontinued the use of two pesticides classified as “highly hazardous” during this reporting year.

Smart fertilizer dosing

To reduce the amount of fertilizer used—and thus the risk of groundwater contamination—we developed an internal protocol for smart dosing. This method involves calculating the expected growth of each plant and the precise amount of fertilizer needed to achieve that growth, which is then applied directly to the plant throughout its lifecycle. This approach represents a more responsible use of fertilizers compared to traditional methods—which apply a standardized amount of fertilizer directly to the soil regardless of growth goals—which increase the risk of leaching into aquifers.

VOLUME AND INTENSITY OF PESTICIDE
USE BY HAZARD LEVEL

Toxicity hazard levels ¹¹	Amount 2024 (t)	Area (km ²)	Intensity (t/km ²)
Extremely hazardous	0.00	0.00	0.000
Highly hazardous	4.41	286.72	0.015
Moderately hazardous	25.49	406.63	0.063
Slightly hazardous	530.95	2,866.41	0.185
Unlikely to present acute hazard	134.97	1,495.36	0.090
Total	695.82	5,055.12	0.353



11. The risk level of pesticides is categorized according to the classification recommended by the World Health Organization (WHO) for pesticide hazards and the 2019 classification guidelines.



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Biodiversity

GRI 304-2

Our approach to biodiversity conservation begins with the responsible selection of cultivation sites, with the aim of minimizing the impact of agricultural activities on areas of high biodiversity value.

All cultivation plots are subject to a forest review process prior to contracting. In accordance with our internal policies, a site is deemed viable for cultivation only after completing the following steps: i) Verification with the National Commission of Natural Protected Areas (CONANP) to ensure that the site is not within a protected natural area—federal, state, local, private, or voluntary—and confirming that it is not communal or ejido land; ii) Confirmation through INEGI’s Land Use and Vegetation Classification Layer System, version 7 (USV S VII), and the National Forest Information System (SNIF) of Conafor that the land use and vegetation classification are suitable for cultivation; iii) Verification that the site is within the designated Environmentally Responsible Agave zone. If any of the above filters indicate a potential concern, a certified forestry expert authorized by Semarnat is commissioned to determine the viability of the plantation.

As of today, we cultivate 461.04 hectares located within areas of high biodiversity value across 10 sites, including seven protected natural areas and three RAMSAR sites. These areas correspond to agave cultivation cycles from 2019 to 2021, which were carried out in full compliance with the applicable regulations at the time. Subsequent updates to environmental regulations and conservation criteria were introduced after these cultivation activities had taken place. Since then, we have continued to adapt our agricultural practices to align with evolving legal frameworks and ensure ongoing compliance. For more details, see the [Biodiversity tables annex](#).

Since 2021, our agricultural activities have not resulted in any changes to ecosystem types or land use across our cultivation areas. As part of our ongoing monitoring efforts, we have identified certain ecosystem interactions to be addressed, including effects on water provisioning services, local climate regulation, water regulation, pollination, wildlife populations, soil compaction, and, from a cultural perspective, potential disruptions to traditional crop management practices. For more information, please refer to the [Biodiversity tables annex](#).

Carbon footprint

GRI 305-1, 305-2

We recognize climate change as one of the greatest challenges of our time and the future, with far-reaching impacts on our operations, the environment, and society. This understanding drives us to take action to reduce our carbon footprint by implementing strategies and initiatives aimed at minimizing the climate impact of our operations, without compromising the quality of our products.

Our carbon footprint measurement encompasses operational activities, agave cultivation, beverage production, and bottling. For this reason, we encourage consideration of carbon emissions at all organizational levels to reduce our footprint. This includes process optimization, machinery maintenance and upgrades, substitution of raw materials, and adoption of new technologies, among others.

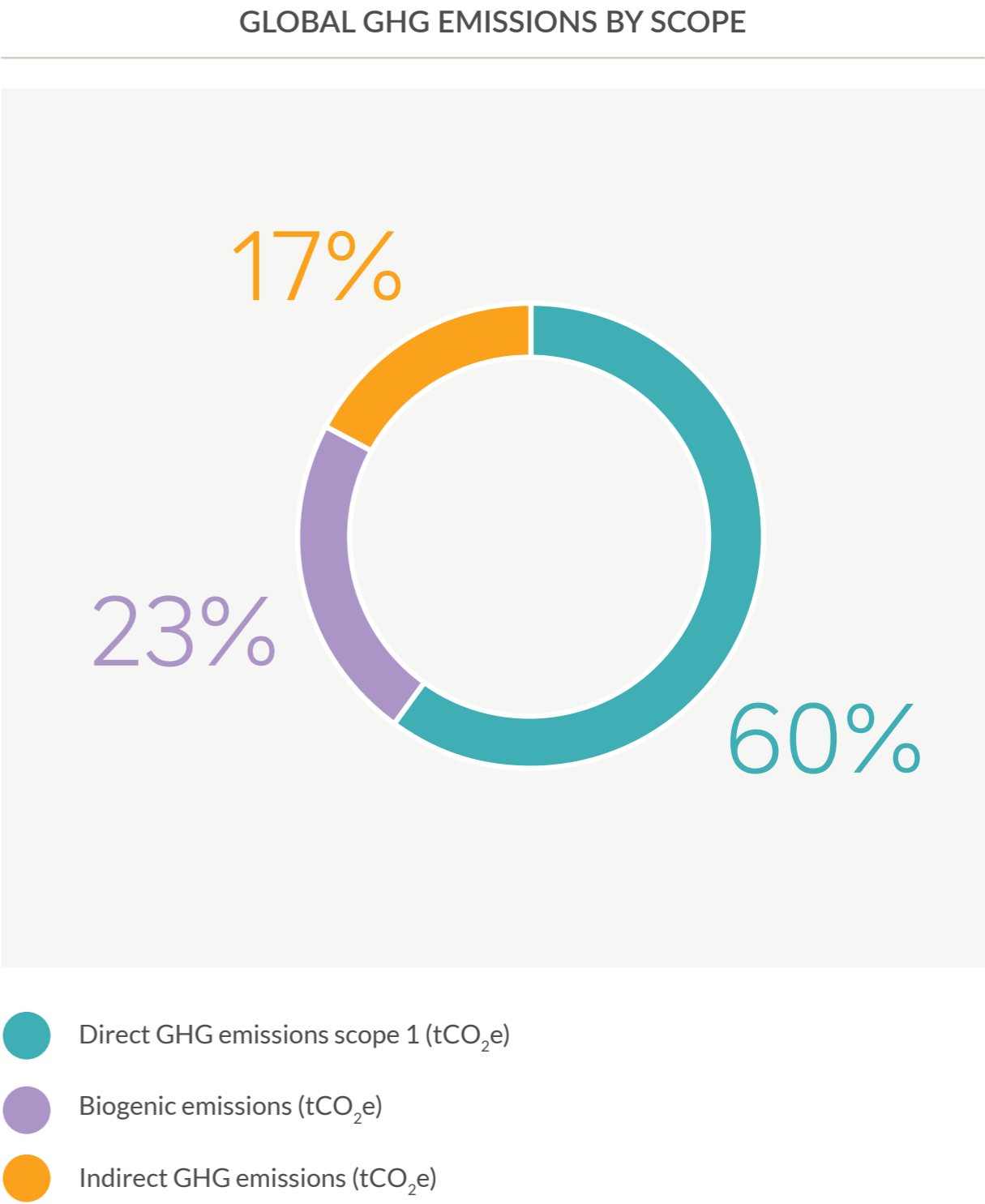
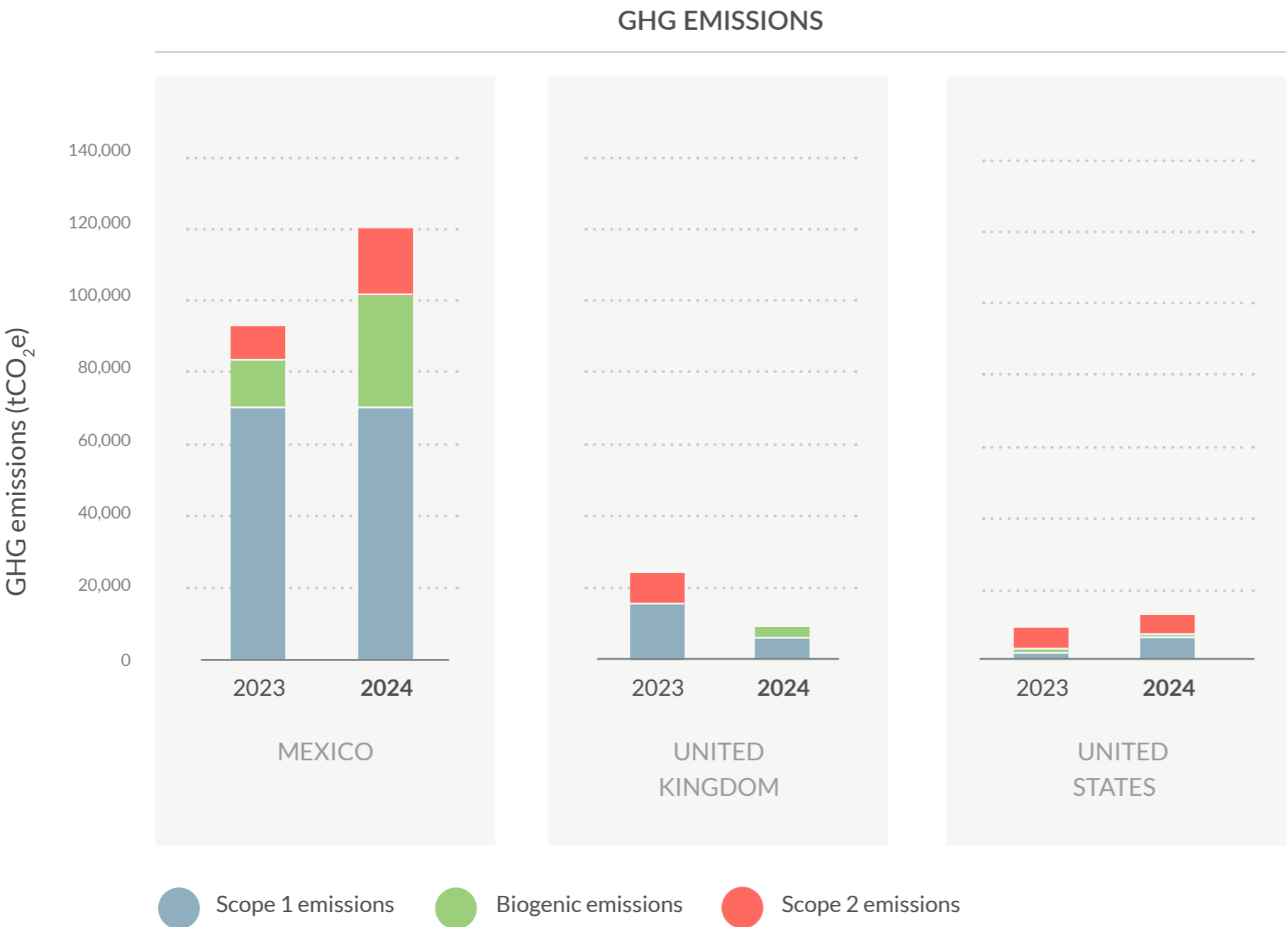


GHG EMISSIONS (SCOPES 1 & 2)			
Indicator	Country	2023 (tCO ₂ e)	2024 (tCO ₂ e)
Direct GHG emissions (Scope 1)	Mexico	71,139.56	71,711.89
	United Kingdom	16,490.60	6,648.00
	United States	2,713.00	7,116.51
	Total	90,343.16	85,476.41
Biogenic emissions	Mexico	12,497.39	30,117.84
	United Kingdom	8,166.00	2,983.36
	United States	856.80	463.10
	Total	21,520.19	33,564.30
Indirect GHG emissions – market-based (Scope 2)	Mexico	9,373.45	18,866.64
	United Kingdom	0.00	0.00
	United States	5,751.18	5,276.34
	Total	15,124.63	24,142.98

* Scope 2 location-based emissions can be found in the [Methodological annex](#).



In 2024, emissions from the new 1800 distillery were included in our accounting for the first time, following the start of its operations during this reporting period. This resulted in an overall increase in Scope 1 emissions, as activities that were previously carried out externally are now part of our own operations. While this shift brought additional emissions into our inventory, the new distillery operates with high energy efficiency standards, helping to mitigate the overall impact. Additionally, Scope 2 emissions also increased, primarily due to a reduction in the share of renewable electricity in Mexico, following a methodological adjustment. Indirect GHG emissions (Scope 2) are reported using market-based data; for location-based emissions, please refer to the [Methodological annex](#).





Emissions intensity

GRI 305-4

The global GHG emissions intensity rate for 2024 was 0.63 kg CO₂ per liter sold, representing a 21.2% increase compared to the previous year, which recorded an intensity rate of 0.52 kg CO₂ per liter sold. As with the increase in energy consumption described earlier, this variation is mainly due to the inclusion of emissions from the new 1800 distillery—now part of our direct operations—as well as a lower share of renewable electricity in Mexico following a methodological adjustment. Despite this temporary increase, the high efficiency of the new distillery is expected to contribute to emissions intensity reductions over time. For more information, please refer to the [Methodological annex](#).

Emissions reduction

GRI 305-5

Our environmental commitment is demonstrated by the implementation of emissions reduction initiatives across our operations. Over the past year, we carried out process optimization strategies and equipment replacement efforts. Additionally, the new 1800 distillery—one of the most energy-efficient in the industry—is expected to drive significant reductions in energy consumption moving forward, reinforcing our long-term decarbonization efforts.

In our Camichines and EDISA distilleries in Mexico, low-efficiency equipment was replaced with higher-efficiency alternatives, including the replacement of blowers with surface aerators and low-efficiency compressors with high-efficiency models. Additionally, EDISA underwent general maintenance on its compressed air lines to eliminate potential leaks that could compromise process efficiency. At our Bushmills distillery in the United Kingdom, we carried out an optimization of the distillation process. These combined efforts resulted in a total global reduction of 796.51 metric tons of CO₂e.

Energy

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

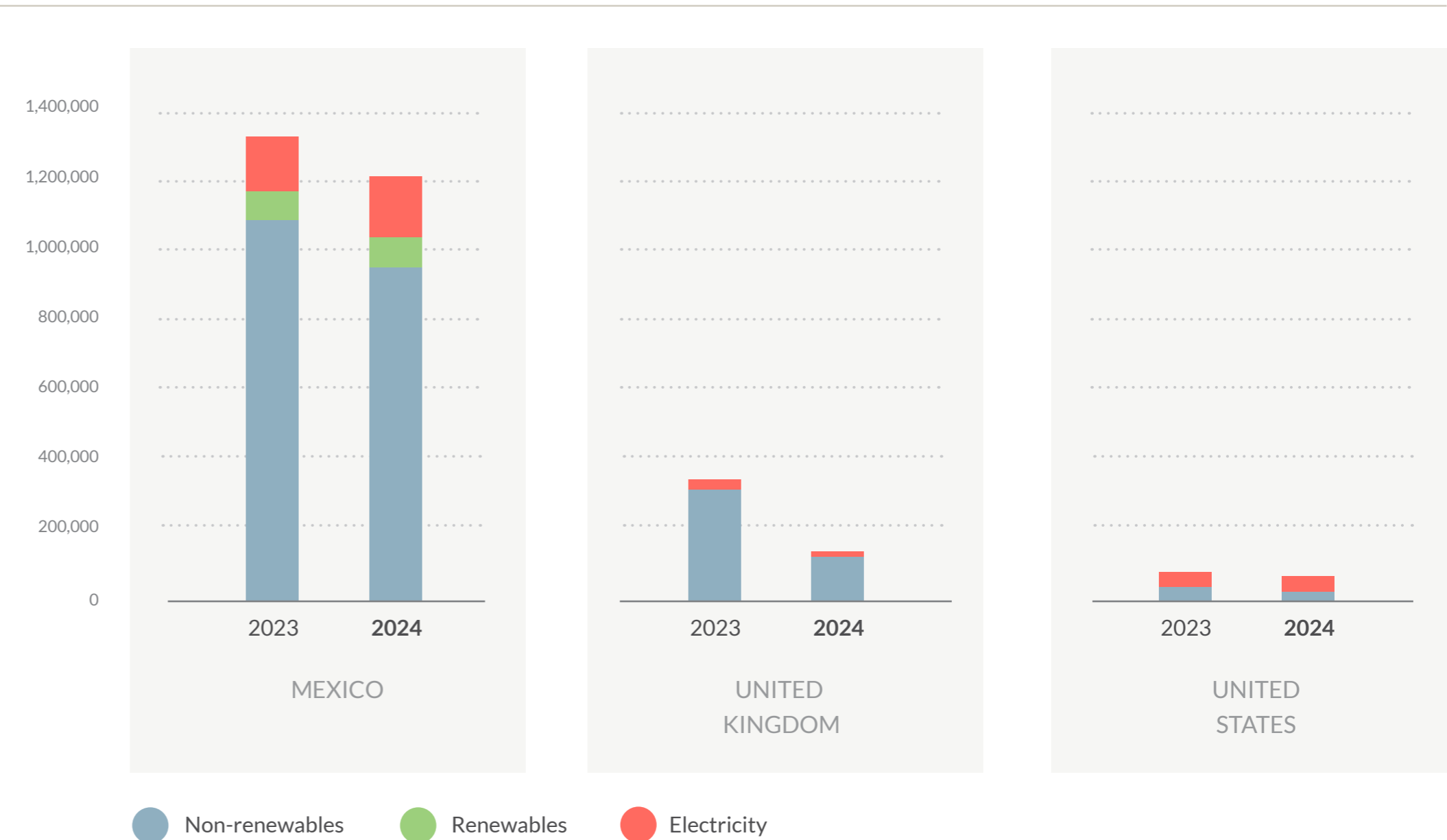
Proper energy management—from the efficient use of electricity to fuel optimization and the transition to renewable energy sources—is one of our primary tools for reducing our environmental footprint.

At the Camichines plant, oversized chillers were replaced with units of more appropriate capacity. This change reduced energy consumption by eliminating excessive cooling, which had previously been wasted in overcooling.

At our plant in the United Kingdom, a more extensive restructuring was carried out, which included the implementation of an energy-efficient evaporator and a steam thermal recompressor. The former allows us to generate steam using less fuel, while the latter maximizes its utilization.

In addition to fuel consumption optimization, we implemented a smart lighting system designed to reduce electricity use. These optimizations enabled us to achieve a reduction of 21,730.93 GJ in total energy consumption.

TOTAL ENERGY CONSUMPTION (GJ)



● Non-renewables ● Renewables ● Electricity



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TOTAL ENERGY CONSUMPTION			
Indicator	Country	2023 (GJ)	2024 (GJ)
Total consumption of fuels from non-renewable sources	Mexico	1,101,845.04	963,763.37
	United Kingdom	325,375.09	130,499.00
	United States	44,939.14	33,875.08
	Total	1,472,159.27	1,128,137.45
Total consumption of fuels from renewable sources within the organization	Mexico	75,126.90	91432.40
	United Kingdom	0.00	0.00
	United States	0.00	0.00
	Total	75,126.90	91,432.40
Electricity consumption	Mexico	158,934.55	164,834.66
	United Kingdom	24,616.26	15,458.00
	United States	37,298.25	39,269.60
	Total	220,849.06	219,562.26
Total energy consumption	Mexico	1,335,906.49	1,220,030.42
	United Kingdom	349,991.35	145,957.00
	United States	82,237.39	73,144.68
	Total	1,768,135.23	1,439,132.10
Energy intensity ratio (GJ/l)	Global	0.007	0.006
Reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	Mexico	5,068.42	4,793.93
	United Kingdom	17,866.13	16,937.00
	United States	0.00	0.00
	Total	22,934.55	21,730.93
Percentage of renewable energy (%)	Total	10%	7%
Percentage of renewable electricity (%)	Total	46%	7%



Water management

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

At Bece, effective water management is a top priority. We align our efforts with the Alliance for Water Stewardship (AWS) framework, which provides a globally recognized approach that helps us understand local water contexts, engage with stakeholders, manage water responsibly, protect water quality, and support water governance.

We have developed a comprehensive strategy that enables us to adopt a consistent and effective approach to water management, generating meaningful, positive impacts for local communities while safeguarding this finite resource. Our strategy includes:



1 Stakeholder engagement

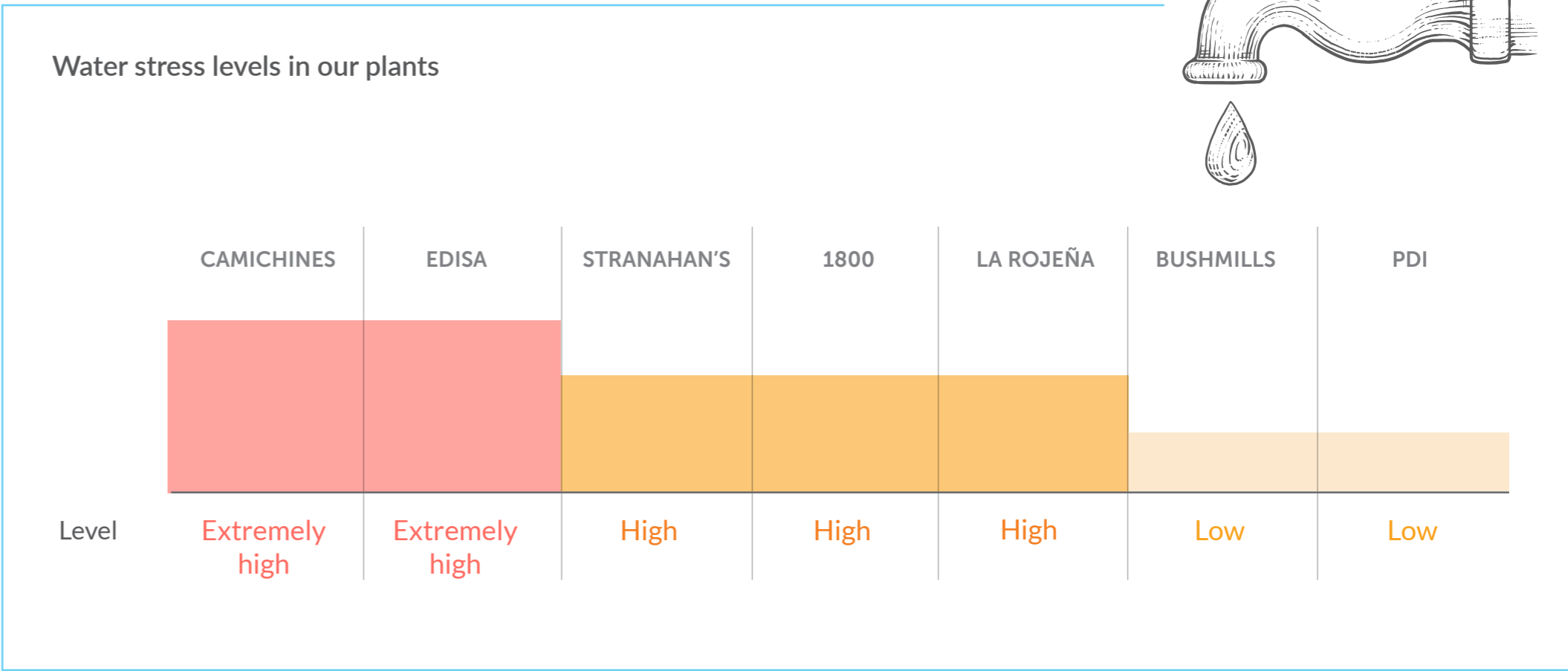
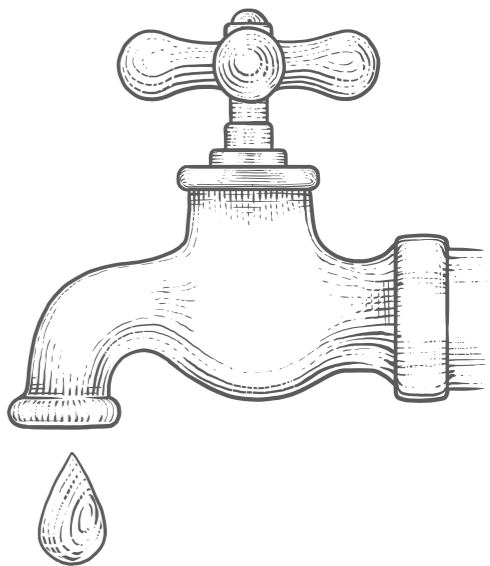
We recognize that water is a shared resource. Therefore, we prioritize close collaboration with local communities, governments, and other stakeholders to achieve effective water management that also reflects the perspectives of those around us. Our plants aim to build strategies and promote engagement with relevant stakeholders.

In the United States, quarterly meetings are held with key organizational and community stakeholders to maintain open communication regarding water quality management. Additionally, annual meetings are conducted with the Indiana Department of Environmental Management (IDEM) to stay current on applicable regulations.

We engage with our stakeholders to implement action plans when required and provide regular updates on our progress.

2 Understanding water-related risks and opportunities

Understanding the risks we face as an organization—and the opportunities we have to improve our water management—is increasingly essential. We evaluate risks related to water availability from the perspective of climate change, as well as social, regulatory, and technological challenges, in order to maintain water balance.¹² To achieve this, we assess water stress levels in the regions where we operate using the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI).



12. Baseline water stress measures the ratio between total water demand (including domestic, industrial, irrigation, and livestock uses) and the available renewable water supply from surface and groundwater sources. It accounts for the impact of upstream users and large dams on downstream water availability.



3 Measures to improve water management practices

We continuously strengthen our water management plans to ensure ongoing legal and regulatory compliance, uphold water rights, manage our water-related risks and opportunities, and maintain hydrological balance.

In our distilleries in Mexico, most of the water is sourced from wells and is used for both production processes and ancillary services. The majority of water withdrawals and discharges are measured using flow meters to track both extraction and disposal.

In 2023, we implemented a water-saving initiative at the Camichines distillery, which involved using the rejected water from our reverse osmosis treatment to feed our vinasse treatment plant, irrigate our gardens, and refill the plants cistern. Additional initiatives to reduce water waste were also introduced, resulting in a 6% reduction in water discharge between 2023 and 2024.

At La Rojeña, in 2023, we introduced a new method for barrel hydration using steam, replacing the previous use of demineralized water in our aging facilities. This has resulted in savings of more than 2.9 million liters of water since implementation. While demineralized water may be more effective for repairing barrels, steam hydration has proven to be a more sustainable alternative.

Our bottling plant holds Level 1 Clean Industry Certification from Profepa and the Environmental Compliance Voluntary Program Certification from the State of Jalisco, in recognition of efforts to reduce water consumption intensity. We also contribute to aquifer recovery by injecting treated wastewater into the subsoil. The treatment plant has seven discharge points—six use infiltration wells, and one is used for irrigation within the facility.

13. 2023 data for PDI has been updated.

The 1800 distillery, which began operations in 2024, is the most water-efficient facility in our company. It has set annual water-related targets for tequila production, prioritizing the reduction of water consumption, ensuring process water availability, and implementing tertiary treatment of vinasse discharges, which is then reused for landscape irrigation and refilling the plant’s cistern.

In the United Kingdom, most of the water used in production comes from surface sources. City-supplied water is used in cooling processes, heat exchangers to produce reverse osmosis water, for adjusting liquor concentration, and for dilution during bottling.

At Bushmills, water consumption is measured and tracked at the distilleries as part of the development of a water environmental management plan, which includes water use targets based on consumption and wastewater discharge indicators.

All effluents generated during the distillation and aging processes undergo primary treatment to comply with discharge regulations before being properly released. 91% of the water used at the distillery is treated, and all remaining wastewater is discharged into the municipal sewage system.

The plant is certified under an environmental management system, which ensures that all environmental aspects and associated impacts of its activities are recorded. Together with the site’s environmental policy, this system underlines the company’s commitment to environmental protection and continuous improvement in environmental performance.

6% reduction in water discharge between 2023 and 2024 in our Camichines distillery.

Water withdrawal

GRI 303-3 / SASB FB-AB-140.1

INDICATOR	COUNTRY	2023 (MI)	2024 (MI)
Total water withdrawal from all areas and breakdown by the following sources:	Mexico	1,000.70	1115.84
	United Kingdom	278.89	115.94
	United States	149.70 ¹³	115.08
	Total	1,429.29	1,346.86
Surface water	Mexico	0.00	55.78
	United Kingdom	209.50	74.45
	United States	0.00	0.00
	Total	209.5	130.23
Groundwater	Mexico	998.25	1,060.06
	United Kingdom	0.00	0.00
	United States	60.74 ¹⁴	65.80
	Total	1,058.99	1,125.86
Third-party water sources	Mexico	2.46	0.00
	United Kingdom	69.39	41.49
	United States	88.96 ¹⁴	49.28
	Total	160.71	90.77

Notes: None of the sites withdraw marine or produced water.

There is no available breakdown by water quality category (i.e., freshwater with total dissolved solids ≤ 1,000 mg/L and other water with total dissolved solids > 1,000 mg/L).

Of the total water withdrawn, 80% comes from areas with water stress.



Water discharge

GRI 303-4

Each facility is equipped with robust measures and controls to ensure water discharge quality parameters are defined in full compliance with federal, state, and local permits, as well as corporate policies and mandatory regulations.

Becle currently operates four advanced water treatment plants, all located in the state of Jalisco, Mexico, specifically designed to biologically process effluents with high concentrations of organic and inorganic matter, such as vinasse. Each plant employs a customized combination of physical, chemical, and biological treatment methods, ensuring efficient and responsible wastewater management.

One of the key benefits of these plants is their ability to recycle and reuse a portion of the treated water. This practice not only optimizes water use and reduces dependence on local water sources, but also significantly decreases the volume of effluents discharged into the environment.



14. 2023 data for PDI has been updated.

15. 2023 data for Stranahan's has been updated.

WATER DISCHARGE			
Indicator	Country	2023 (MI)	2024 (MI)
Total water discharge from all areas and breakdown by the following sources:	Mexico	561.86	569.82
	United Kingdom	210.29	98.55
	United States	86.90 ¹⁴	56.30
	Total	859.05	724.67
Surface water	Mexico	533.31	541.03
	United Kingdom	0.00	0.00
	United States	12.00	7.80
	Total	545.31	548.83
Groundwater	Mexico	28.55	28.78
	United Kingdom	0.00	0.00
	United States	0.00	0.00
	Total	28.55	28.78
Seawater	Mexico	0.00	0.00
	United Kingdom	190.36	89.74
	United States	0.00	0.00
	Total	190.36	89.74
Third-party water sources	Mexico	0.00	0.00
	United Kingdom	19.93	8.81
	United States	74.90 ¹⁵	48.50
	Total	68.93	57.31
Total water discharge in all water-stressed areas	Mexico	561.86	569.81
	United Kingdom	0.00	0.00
	United States	12.00 ¹⁵	7.80
	Total	573.86	577.61

Of the total water extraction, 80% comes from areas experiencing water stress.



Water consumption

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

INDICATOR	COUNTRY	2023 (MI)	2024 (MI)
Total water consumption	Mexico	438.85	546.02
	United Kingdom	68.60	17.39
	United States	62.80 ¹⁶	58.78
	Total	570.25	622.20
Total water consumption in water-stressed areas	Mexico	436.39	490.25
	United Kingdom	0.00	0.00
	United States	2.06 ¹⁷	1.34
	Total	438.45	491.59

In 2024, water consumption intensity ratio was 2.72 liters per liter sold, and wastewater intensity ratio was 3.17 liters per liter sold. This represents a 5% increase in water consumption intensity compared to 2023. This variation reflects the integration of water use from the newly launched 1800 distillery, which had not been previously accounted for within our direct operations. As the most water-efficient facility in our portfolio, its long-term contribution is expected to drive overall reductions in water consumption per unit produced.

Waste management

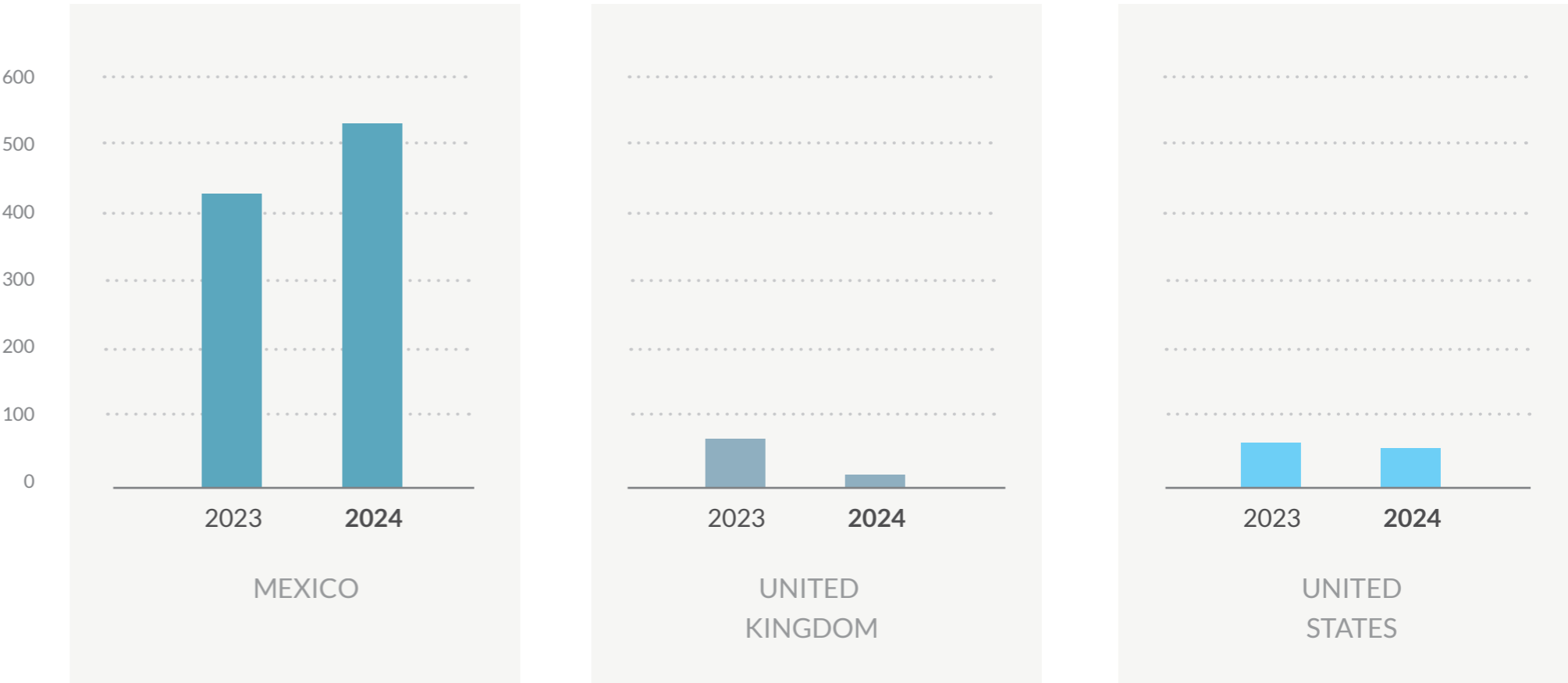
GRI 306-1, 306-2, 306-3, 306-4, 306-5

We have a clearly defined strategy for waste handling and disposal, aimed at minimizing our environmental impact. Our goal is to move toward a circular economy, where waste generation is kept to a minimum and resources are used efficiently.

16. 2023 data for PDI has been updated.

17. 2023 data for Stranahan's has been updated.

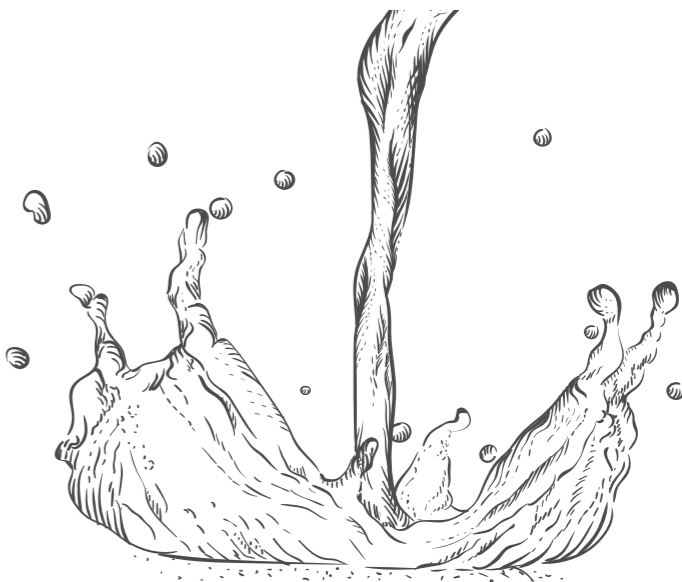
WATER CONSUMPTION (ML)



One of our most notable practices is the composting of bagasse, the byproduct we generate in the largest volume. Due to the nature of our operations, we produce a significant amount of agave bagasse waste—100% of which is transformed into compost. This contributes to improved soil health and promotes sustainable agricultural practices.

In Mexico, we adhere to best practices in waste management in accordance with SEMADET’s state regulations for special handling waste. We maintain an annual waste management plan, through which we provide relevant data to an authorized third party, ensuring the provider has the necessary permits for proper disposal. Our hazardous waste is managed in full compliance with federal regulations.

In the United Kingdom, Bushmills sells 100% of its grain and syrup co-products. All remaining waste generated is recycled by a third-party service provider.



Becle is recognized as a leader in environmental compliance in the tequila industry.



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

WASTE GENERATED BY THE ORGANIZATION*			
Indicator	Country	2023 (t)	2024 (t)
Total weight of waste generated	Mexico	97,403.18	79,005.95
	United Kingdom	34,549.10	11,696.80
	United States	464.89	2,892.94
	Total	132,417.17	93,595.69
Total weight of waste not directed to disposal	Mexico	96,733.56	78,778.94
	United Kingdom	34,481.50	11,580.35
	United States	123.64	2,588.86
	Total	131,338.70	92,948.15
Total weight of hazardous waste not directed to disposal	Mexico	0.16	0.00
	United Kingdom	0.00	0.00
	United States	0.00	0.00
	Total	0.16	0.00
Total weight of non-hazardous waste not directed to disposal	Mexico	96,733.40	78,778.94
	United Kingdom	34,481.50	11,580.40
	United States	123.64	2,588.86
	Total	131,338.54	92,948.20
Recycling (internal or external)	Mexico	96,733.40	72,467.94
	United Kingdom	83.50	86.10
	United States	123.64	494.66
	Total	96,940.54	73,048.70
Other recovery operations / processes / co-processing (internal or external)	Mexico	0.00	0.00
	United Kingdom	34,398.00	11,494.30
	United States	0.00	0.00
	Total	34,398.00	11,494.30

Note: * Variations between 2023 and 2024 reflect the correction of underreported waste in 2023 and the reclassification of some waste categories in 2024.



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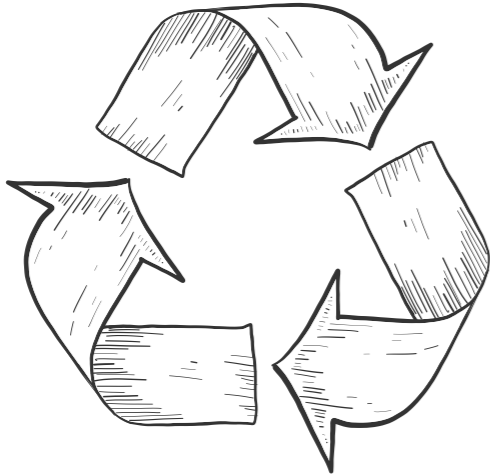
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WASTE GENERATED BY THE ORGANIZATION*			
Indicator	Country	2023 (t)	2024 (t)
Total weight of waste directed to disposal	Mexico	669.63	227.49
	United Kingdom	68.14	116.40
	United States	341.25	304.09
	Total	1,079.02	647.98
Total weight of waste incinerated with energy recovery	Mexico	0.00	4.09
	United Kingdom	60.57	106.80
	United States	0.00	0.08
	Total	60.57	110.97
Total weight of waste incinerated without energy recovery	Mexico	0.43	3.57
	United Kingdom	0.00	0.00
	United States	0.00	0.00
	Total	0.43	3.57
Total weight of waste sent to landfill	Mexico	627.09	219.83
	United Kingdom	0.00	0.00
	United States	341.25	303.70
	Total	968.34	523.53
Total weight of waste directed to other disposal operations	Mexico	42.11	0.00
	United Kingdom	7.57	9.60
	United States	0.00	0.31
	Total	49.68	9.91



Note: * Variations between 2023 and 2024 reflect the correction of underreported waste in 2023 and the reclassification of some waste categories in 2024.



Waste composition

GRI 306-4

WASTE NOT DIRECTED TO DISPOSAL*			
Type of waste	Country	2023 (t)	2024 (t)
Hazardous	Mexico	0.16	0.00
	United Kingdom	0.00	0.00
	United States	0.00	0.00
	Total	0.16	0.00
Plastic, paper, cardboard	Mexico	1,216.22	1,151.34
	United Kingdom	6.70	0.96
	United States	18.54	338.28
	Total	1,241.46	1,490.58
Glass	Mexico	523.64	435.81
	United Kingdom	76.80	85.10
	United States	105.10	156.38
	Total	705.54	667.29
Bagasse and other organic waste	Mexico	68,753.79	49,600.89
	United Kingdom	34,398.00	11,494.29
	United States	0.00	0.00
	Total	103,151.79	61,095.18
Sludge	Mexico	26,189.71	27,459.41
	United Kingdom	0.00	0.00
	United States	0.00	0.00
	Total	26,189.71	27,459.41
Other non-hazardous waste	Mexico	50.04	131.49
	United Kingdom	0.00	0.00
	United States	0.00	2,094.20
	Total	50.04	2,225.69

GRI 394-5

WASTE DIRECTED TO DISPOSAL*			
Type of waste ¹⁸	Country	2023 (t)	2024 (t)
Hazardous	Mexico	4.88	7.66
	United Kingdom	2.18	4.70
	United States	0.00	0.38
	Total	7.06	12.74
Other non-hazardous	Mexico	654.04	219.83
	United Kingdom	66.00	111.70
	United States	341.25	303.63
	Total	1,061.29	635.23



18. No waste was directed to disposal for the following types: plastic, paper and cardboard, glass, bagasse and other organic waste, and sludge.

Note: * Variations between 2023 and 2024 reflect the correction of underreported waste in 2023 and the reclassification of some waste categories in 2024.



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Materials management

GRI 301-1, 301.2

MATERIALS USED IN THE ORGANIZATION*			
Indicator	Country	2023 (t)	2024 (t)
Weight of materials used to produce and package the main products	Mexico	73,618.92	91,017.77
	United Kingdom	10,454.89	9,878.00
	United States	720.00	44,903.99
	Total	84,793.81	145,799.76
Weight of renewable materials	Mexico	8,929.36	9,927.30
	United Kingdom	931.95	993.44
	United States	48.00	2,498.49
	Total	9,909.31	13,419.23
Weight of non-renewable materials	Mexico	64,689.56	81,090.47
	United Kingdom	9,522.94	8,884.78
	United States	672.00	42,405.10
	Total	74,884.49	132,380.35
Percentage of recycled inputs used to manufacture the main products	Mexico	34%	19%
	United Kingdom	32%	31%
	United States	38%	30%
	Total	35%	26%



Note: * Variations between 2023 and 2024 reflect the correction of underreported waste in 2023 and the reclassification of some materials categories in 2024.

GRI 416-1, 417-1, 417-2, FB-AB-270 a.4

Sustainability achievements at Bushmills

With over 400 years of heritage, the Old Bushmills Distillery exemplifies excellence—not just in whiskey-making, but also in environmental stewardship. Key practices include:

- A certified environmental management system with regular audits and evaluations of environmental impacts.
- Bushmills uses a data management platform to monitor water, energy, and gas consumption, enabling the evaluation of progress toward annual reduction targets.
- 100% of the electricity used at the distillery comes from certified renewable sources.
- 100% of distillation co-products are repurposed and sold.
- The distillery has implemented an initiative to enhance material selection and product design, considering factors such as product lifespan, durability, modularity, disassembly, and recyclability.

Sustainable and responsible marketing

Consumers are increasingly mindful of the impact and origins of the products they buy. We remain committed to meeting their expectations by sourcing responsibly and upholding strict ethical marketing standards across all markets. We promote moderation, avoid associating with risky behaviors, and do not advertise in venues frequented by minors.

To foster long-term consumer trust, our communications comply with local regulations and follow clear protocols for product labeling, including sourcing, ingredients, usage, and disposal.

We fully comply with tequila labeling regulations under NOM-006-SCFI-2012 and relevant export laws, with no instances of non-compliance reported.

In Mexico, we align with The Standard Drink initiative for responsible consumption and, since 2016, have operated a Consumer Assistance platform for reporting concerns. Our brands also offer social media and toll-free channels to maintain open dialogue with consumers.



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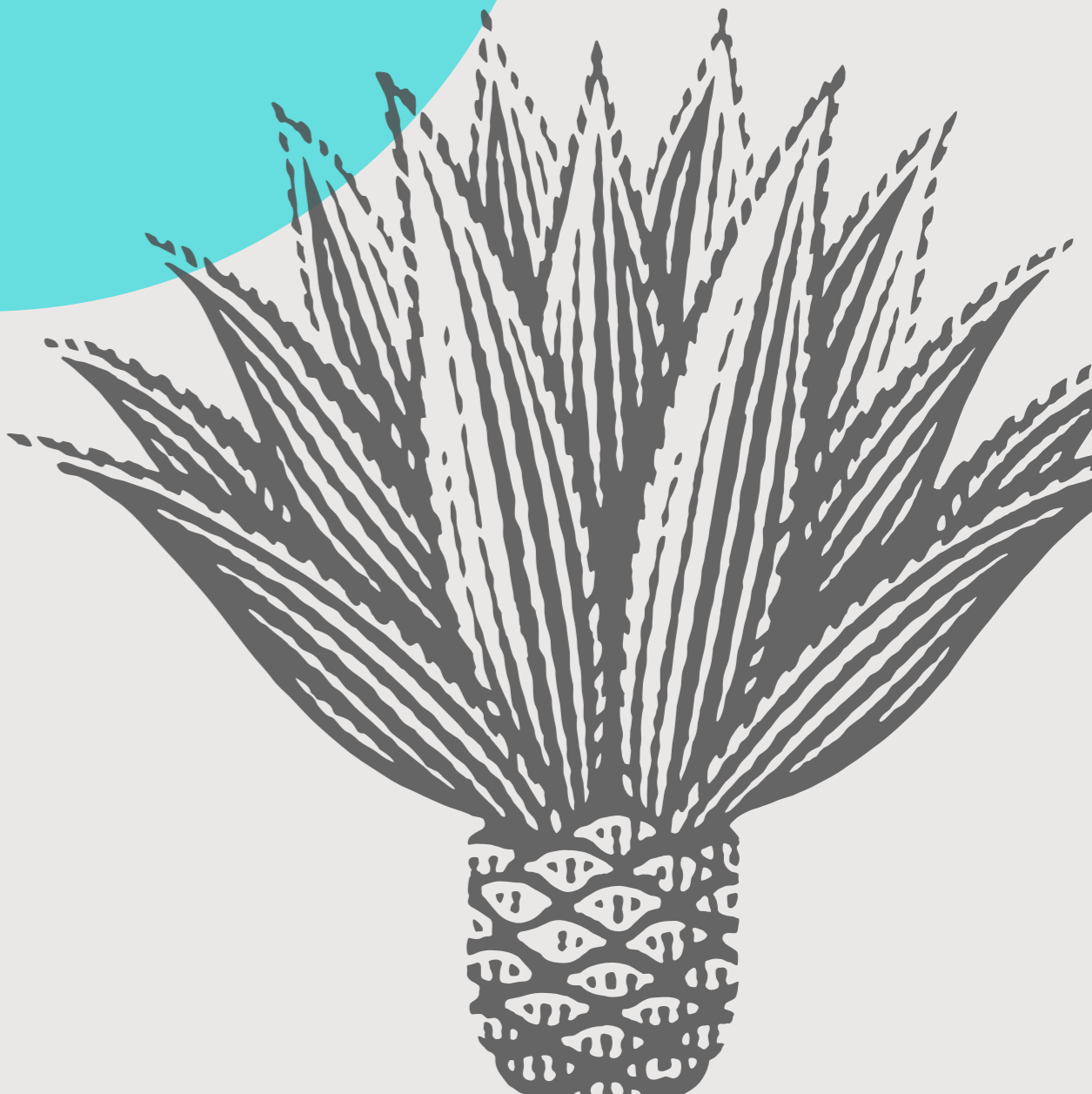
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Financial INFO

An overview of the financial
landscape that frames
our growth, resilience, and
long-term vision.





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In 2024, total volume declined by 6.2% to 25,394 million nine-liter cases, driven by contractions of 4.1% in the U.S. and Canada, 9.3% in Mexico, and 7.8% in the Rest of the World (RoW). The contraction was primarily due to a double-digit drop in the RTD category, particularly in the U.S. and Canada, where market saturation and competition from smaller-format presentations posed challenges. Additionally, the Jose Cuervo category was impacted by distributor-level destocking efforts and increased promotional activity from lower-end brands.

Volume of Jose Cuervo decreased 6.5% year-on-year, accounting for 34.9% of total volume for the fourth quarter of 2024. Other Tequilas brands represented 22.3% of total volume, with volume decreasing 3.0% compared to the prior year period. Other Spirits brands represented 18.3% of total volume in the period and decreased 5.7% in volume compared to the fourth quarter of 2023. Volume of Non-alcoholic and Other represented 11.0% of total volume, decreasing 2.7% compared to the prior year period. Volume of RTD contributed 13.5% of total volume and decreased 13.3% compared to the same period in the previous year.

For the full year of 2024, net sales declined 0.9% to P\$43,962 million compared to the same period in 2023. In the U.S. and Canada, net sales grew 0.7%, driven by strong performance in the Tequila portfolio and favorable foreign currency effects from the depreciation of the Mexican peso against the U.S. dollar. Net sales in the RoW region increased 2.2% year-over-year, reflecting an improved product mix from premiumization efforts in Tequila and Other Spirits categories. This was partially offset by a 6.3% decline in Mexico, primarily due to steeper volume contractions. However, the average price per case in the region rose by 3.0% for the year, as a stronger product mix more than offset the tactical pricing adjustments made in the latter part of the year.

Net sales of Jose Cuervo decreased 2.9% compared to the same period of 2023 and represented 35.0% of total net sales for the full year 2024. Net sales of Other Tequilas brands increased 2.2% compared to the prior year period and accounted for 36.9% of total net sales. Other Spirits brands represented 19.6% of total net sales in the period and decreased 0.1% compared to the full year of last year. Net sales of Non-alcoholic and Other contributed 2.9% of total net sales, increasing 4.9% year-on-year. Net sales of RTD represented 5.6% of total net sales and decreased 12.2% compared to the same period of 2023.

Gross profit for the full year of 2024 increased 4.6% in comparison to the same period of 2023 to P\$23,512 million pesos. Gross margin was 53.5% for the full year of 2024 compared to 50.7% for the full year of 2023. The gross margin expansion was primarily driven by lower input costs, reflecting the gradual transition through older inventory produced with higher-cost materials, as well as favorable foreign currency effects from the depreciation of the Mexican peso against the U.S. dollar. This was partially offset by tactical price adjustments across regions.

As a percentage of net sales, AMP decreased to 20.7% from 22.5% in 2023, slightly below the Company's full-year guidance of 22% plus/minus 1%, primarily due to a one-time contractual benefit related to a former brand ambassador agreement.

Distribution expenses decreased 6.1% to P\$1,809 million pesos when compared to 2023. As a percentage of net sales, distribution expenses decreased to 4.1% from 4.3% in 2023. The decrease in distribution expenses was driven by lower logistics and carrier costs.

Selling and administrative (SG&A) expenses increased 13.1% primarily due to increased investment in infrastructure and organizational capabilities. Adjusting for FX, SG&A would have increased 11.0% compared to the full year 2023.

During the full year of 2024, operating profit increased 24.5% to P\$7,765 million pesos compared to the prior year. The operating margin increased 360-basis points to 17.7% versus 14.1% in the same period of 2023. This increase was mainly driven by lower input costs, favorable foreign currency effects from the depreciation of the Mexican peso against the U.S. dollar, and reduced AMP and distribution expenses, partially offset by higher SG&A.

EBITDA for the full year of 2024 increased by 21.7% to P\$8,902 million pesos compared to P\$7,312 million pesos for the full year of 2023. The EBITDA margin increased 370-basis points to 20.2% versus 16.5% in the same period of 2023.

The net financial result recorded an expense of P\$2,500 million pesos for the full year 2024, compared to negative P\$7 million pesos in the same period of 2023. This increase was mainly driven by a P\$1,597-million-peso year-over-year foreign exchange loss, as the depreciation of the Mexican peso negatively impacted our net cash exposure in U.S. dollars. In addition, the Company recorded a higher interest expense, driven by additional financing incurred during the year. These effects were partially offset by higher interest income, mainly due to a larger cash position.

Income tax as a percentage of income before taxes remained at 24%, unchanged from 2023.

Consolidated net income for the full year of 2024 declined 16.3% versus the prior year period, mainly due to the non-cash foreign exchange loss in our net financial result, as the depreciation of the Mexican peso negatively impacted our net cash exposure in U.S. dollars. EPS amounted to P\$1.10, compared to P\$1.32 in 2023. Adjusting for FX, net income increased 42.0% when compared to the full year of 2023.



Consolidated Statements of Comprehensive Income

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

For the years ended on December 31, 2024 and 2023. Thousands of Mexican pesos (Ps) and U.S. dollars (US), except earnings per share

	2024 (US\$) ¹	2024 (Ps)	2023 (Ps)
Net sales	2,168,979	43,961,508	44,354,594
Cost of goods sold	1,008,965	20,449,998	21,874,480
Gross profit	1,160,014	23,511,510	22,480,114
Expenses:			
Advertising, marketing and promotion	450,056	9,121,873	9,986,132
Distribution	89,241	1,808,768	1,925,666
Selling	106,084	2,150,135	1,825,556
Administrative	131,111	2,657,406	2,426,400
Other expenses - Net	427	8,657	78,035
Total expenses	776,920	15,746,839	16,241,789
Operating income	383,094	7,764,671	6,238,325
Interest income	(22,272)	(451,412)	(239,629)
Interest expense	66,680	1,351,498	1,096,402
Changes in the fair value of financial instruments	120	2,429	(31,293)
Foreign exchange loss (gain) - Net	78,792	1,596,986	(818,077)
Financing result	123,321	2,499,501	7,403
Equity method on associates	2,072	41,988	43,051
Income before income taxes	257,702	5,223,182	6,187,871
Income taxes	62,204	1,260,769	1,454,150
Consolidated net income	195,498	3,962,413	4,733,721

	2024 (US\$) ¹	2024 (Ps)	2023 (Ps)
Other comprehensive income:			
Components to be subsequently reclassified to income			
Foreign operations - Foreign currency translation reserve - net of income taxes	327,014	6,628,023	(3,790,895)
Components not to be subsequently reclassified to income			
Employee benefits - net of income taxes	3,029	61,398	41,337
Other comprehensive income	330,044	6,689,421	(3,749,558)
Consolidated comprehensive income	525,542	10,651,834	984,163
Net income attributable to:			
Controlling interest	194,872	3,949,723	4,715,737
Non-controlling interest	626	12,690	17,984
	195,498	3,962,413	4,733,721
Comprehensive income attributable to:			
Controlling interest	524,915	10,639,144	966,179
Non-controlling interest	626	12,690	17,984
	525,542	10,651,834	984,163
Basic and diluted earnings per share (pesos)	0.05	1.10	1.31

1. U.S. dollars translated at 20.2683 Mexican pesos solely for the convenience of the reader.



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Consolidated Statements of Financial Position

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

For the years ended on December 31, 2024 and 2023. Thousands of Mexican pesos (Ps) and U.S. dollars (US)

	2024 (U.S. \$) ¹	2024 (Ps)	2023 (Ps)
ASSETS			
Cash and cash equivalents	527,154	10,684,509	6,366,670
Trade receivables	593,916	12,037,674	11,229,045
Related parties	1,205	24,418	19,605
Recoverable income tax	67,668	1,371,515	1,053,671
Other recoverable taxes and other receivables	31,941	647,392	1,515,820
Inventories	658,202	13,340,631	16,236,626
Financial instruments at fair value through profit or loss	1,630	33,037	29,564
Biological assets	126,398	2,561,882	698,512
Prepayments	54,591	1,106,472	944,447
Total current assets	2,062,705	41,807,530	38,093,960
Inventories	401,318	8,134,039	6,268,616
Biological assets	470,254	9,531,251	9,838,752
Investments in associates and joint ventures	72,503	1,469,512	972,587
Property, plant and equipment	879,882	17,833,712	15,743,262
Intangible assets	986,978	20,004,367	16,919,060
Goodwill	326,974	6,627,217	5,535,575
Right-of-use assets	111,778	2,265,558	2,813,120
Deferred income tax	196,696	3,986,698	2,432,252
Employee benefits	31,583	640,138	541,661
Other assets	3,482	70,568	66,098
Total non-current assets	3,481,448	70,563,060	61,130,983
Total assets	5,544,153	112,370,590	99,224,943

	2024 (U.S. \$) ¹	2024 (Ps)	2023 (Ps)
LIABILITIES			
Senior notes	158,236	3,207,184	84,012
Syndicated loan	2,121	42,996	47,193
Trade payables	270,509	5,482,752	4,485,604
Related parties	135	2,744	13,530
Lease liabilities	25,292	512,617	664,257
Other accounts payable	325,140	6,590,031	6,510,992
Total current liabilities	781,433	15,838,324	11,805,588
Senior notes	762,467	15,453,907	15,373,142
Syndicated loan	382,453	7,751,678	8,392,743
Lease liabilities	101,102	2,049,175	2,485,984
Environmental reserve	7,736	156,804	127,419
Other liabilities	12,719	257,800	230,891
Deferred income taxes	200,704	4,067,934	3,169,863
Total non-current liabilities	1,467,181	29,737,299	29,780,042
Total liabilities	2,248,614	45,575,623	41,585,630
STOCKHOLDERS' EQUITY			
Capital stock	556,714	11,283,642	11,283,642
Share premium	714,740	14,486,570	14,486,570
Capital reserves	212,297	4,302,893	4,302,893
Retained earnings	1,580,293	32,029,856	29,500,228
Other comprehensive income	227,941	4,619,975	(2,069,446)
Stockholders' equity attributable to controlling interest	3,291,985	66,722,936	57,503,887
Non-controlling interest	3,554	72,031	135,426
Total stockholders' equity	3,295,539	66,794,967	57,639,313
Total liabilities and stockholders' equity	5,544,153	112,370,590	99,224,943

1. U.S. dollars translated at 20.2683 Mexican pesos solely for the convenience of the reader.



Consolidated Statements of Cash Flows

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

For the years ended on December 31, 2024 and 2023. Thousands of Mexican pesos (Ps) and U.S. dollars (US)

	2024 (U.S. \$) ¹	2024 (Ps)	2023 (Ps)
Operating activities:			
Income before income taxes	257,702	5,223,182	6,187,871
Adjustment from items not implying cash flows:			
Depreciation and amortization	56,103	1,137,111	1,073,793
Loss on sale of property, plant and equipment	9,081	184,062	65,605
Allowance for trade receivables	1,987	40,270	95,397
Allowance for obsolete inventories	11,831	239,795	45,133
Non-cash items	968	19,612	(90,670)
Interest income	(22,272)	(451,412)	(239,629)
Recognition credit from marketing expenses	(8,041)	(162,984)	-
Upfront gain	833	16,889	16,413
Long-term debt cost amortization	4,917	99,657	30,378
Unrealized foreign exchange	118,886	2,409,609	(1,155,722)
Interest expense	50,305	1,019,595	786,491
Equity method on associates	2,305	46,726	43,052
Net cost for the period of employee benefits	958	19,414	28,640
Subtotal	485,563	9,841,526	6,886,752
(Increase) decrease in:			
Trade receivables	325	6,596	(12,435)
Related parties	(770)	(15,599)	(33,529)
Other recoverable taxes and other receivables	45,916	930,632	1,263,816
Inventories	183,096	3,711,041	220,295
Biological assets	(93,957)	(1,904,341)	(1,684,853)
Prepayments	(930)	(18,853)	167,613
Other assets	(122)	(2,470)	2,623

	2024 (U.S. \$) ¹	2024 (Ps)	2023 (Ps)
Increase (decrease) in:			
Trade payables	44,264	897,147	(3,771,241)
Other accounts payables	7,531	152,649	972,961
Employee benefits	(2,328)	(47,194)	(117,801)
Income taxes paid	(124,925)	(2,532,009)	(3,116,267)
Net cash from operating activities	543,663	11,019,125	777,934
Investment activities			
Property, plant and equipment	(100,701)	(2,041,038)	(3,115,160)
Intangible assets	(8,142)	(165,017)	(96,607)
Investment in associates and joint ventures	(7,648)	(155,011)	(556,704)
Acquisition of subsidiary	-	-	(27,332)
Interest income	22,272	451,412	239,629
Net cash flows used in investing activities	(94,219)	(1,909,654)	(3,556,174)
Financing activities			
Dividends paid	(70,065)	(1,420,095)	(1,764,273)
Dividend and capital reduction paid to non-controlling interest	(3,753)	(76,089)	-
Principal lease payment	(47,564)	(964,038)	(962,015)
Interest lease payments	(5,614)	(113,784)	(120,300)
Interest paid	(51,375)	(1,041,283)	(743,199)
Bank loans	-	-	8,813,405
Bank loan paid	-	-	(8,614,525)
Syndicated loan	-	-	8,567,850
Syndicated loan paid	(113,278)	(2,295,950)	-
Net cash flows used in financing activities	(291,649)	(5,911,239)	5,176,943
Net increase of cash and cash equivalents	157,795	3,198,232	2,398,703
Cash and cash equivalents at beginning of year:			
At beginning of the year	314,120	6,366,670	4,520,839
Effects of exchange rate changes on cash and cash equivalents	55,239	1,119,607	(552,872)
Cash and cash equivalents at end of year	527,154	10,684,509	6,366,670

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Consolidated Statements of Changes in Stockholders' Equity

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

For the years ended on December 31, 2024 and 2023. Thousands of Mexican pesos (Ps)

	Capital stock	Share premium	Capital reserves	Retained earning	Other comprehensive income	Total controlling interest	Non-controlling interest	Total stockholders' equity
Balances as of January 1, 2023	11,283,642	14,486,570	4,302,893	26,552,551	1,680,112	58,305,768	117,442	58,423,210
Comprehensive income:								
Net income				4,715,737		4,715,737	17,984	4,733,721
Remeasurement of employee benefits - Net					41,337	41,337		41,337
Foreign currency translation reserve - Net					(3,790,895)	(3,790,895)		(3,790,895)
Total comprehensive income				4,715,737	(3,749,558)	966,179	17,984	984,163
Transactions with stockholders:								
Dividends				(1,764,273)		(1,764,273)		(1,764,273)
Other shareholders' movements - Net				(3,787)		(3,787)		(3,787)
Total transactions with stockholders	-	-	-	(1,768,060)	-	(1,768,060)	-	(1,768,060)
Balances as of December 31, 2023	11,283,642	14,486,570	4,302,893	29,500,228	(2,069,446)	57,503,887	135,426	57,639,313
Comprehensive income:								
Net income				3,949,723		3,949,723	12,693	3,962,416
Remeasurement of employee benefits - Net					61,398	61,398		61,398
Foreign currency translation reserve - Net					6,628,023	6,628,023		6,628,023
Total comprehensive income	-	-	-	3,949,723	6,689,421	10,639,144	12,693	10,651,837
Transactions with stockholders:								
Dividends				(1,420,095)		(1,420,095)		(1,420,095)
Other stockholders' movements - Net							(76,088)	(76,088)
Total transactions with stockholders	-	-	-	(1,420,095)	-	(1,420,095)	(76,088)	(1,496,183)
Balances as of December 31, 2024	11,283,642	14,486,570	4,302,893	32,029,856	4,619,975	66,722,936	72,031	66,794,967



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INVESTOR *Information*

Key financial data for our
investment community.





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OWNERSHIP STRUCTURE

Shareholder	Shares	Outstanding capital (%)
JDBL y Compañía, S.A. de C.V. ¹⁹	1,833,803,430	51.06%
Karen Virginia Beckmann Legorreta	1,278,910,251	35.61%
Other members of the Beckmann Legorreta Family	2	0.01%
Public Investors	478,462,618	13.32%
Total Subscribed and paid-in shares	3,591,176,301	100%

MARKET CAPITALIZATION AS OF DECEMBER 31ST, 2024

Year-end price (MXN)	\$23.43
Total subscribed and paid-in shares	3,591,176,301
Market capitalization in MXN	\$84,141,260,732.43
Market capitalization in USD (Foreign exchange rate of 20.27)	\$4,151,024,209.79

QUARTERLY STOCK PRICE TABLE

Quarter ended	\$ High	\$ Low	\$ Close	Average
4Q24	31.83	22.92	23.43	26.80
3Q24	32.84	29.56	31.00	31.46
2Q24	40.13	31.32	33.07	34.17
1Q24	41.20	30.55	39.2	35.30

Disclaimer and reference information

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

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

19. Juan Domingo Beckmann Legorreta exercises control of said company.



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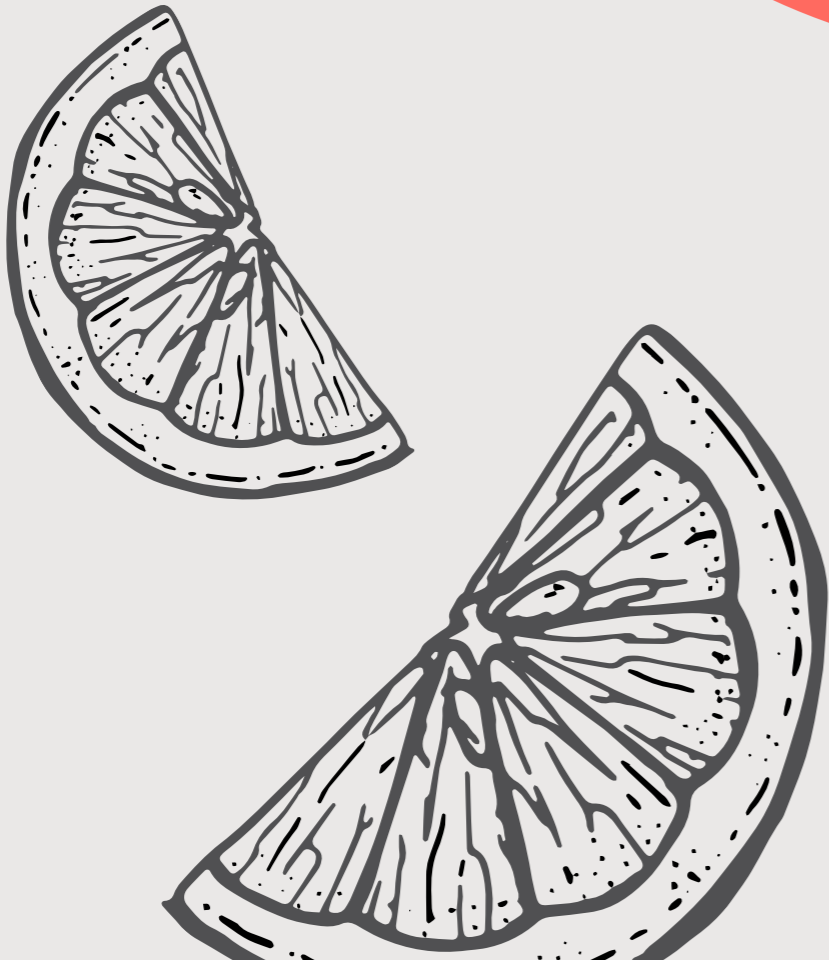
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Supporting data and
additional material.





Methodological annex

Carbon footprint

Scope 1 – GRI 305-1

- Emissions from the new 1800 distillery are included for the first time.
- Scope 1 emissions include those generated from stationary sources, mobile sources, process emissions, fugitive emissions, and biogenic emissions.
- GRI 305-1-b: Gases included in the calculation: CO₂, CH₄, N₂O.
- GRI 305-1-d: Base year for calculation: 2023, with 111,863.35 t CO₂e. This was the first year in which greenhouse gas emissions were accounted for.
- GRI 305-1-e: Emission factors and global warming potential (GWP) rates applied:
 - For operations in Mexico, those published by CONUEE (National Commission for the Efficient Use of Energy) in its List of Fuels and Calorific Values.
 - For operations in the United Kingdom, those published by the Department for Energy Security and Net Zero in its Greenhouse Gas Reporting: Conversion Factors 2024.
 - For operations in the United States, those published by the Environmental Protection Agency (EPA) in its AP-42: Compilation of Air Emissions Factors from Stationary Sources.
- GRI 305-1-f: Consolidation approach for emissions: Operational control. Emissions were calculated based on fuel consumption data, emissions generated during production processes, bottling activities, and the decomposition occurring in wastewater treatment plants.
- GRI 305-1-g: Standards, methodologies, assumptions, and calculation tools used: The methodology applied is the Greenhouse Gas (GHG) Protocol. For Mexico, it is aligned with the regulations of the General Law on Climate Change regarding the National Emissions Registry.

Scope 2 – GRI 305-2

- Emissions from the new 1800 distillery are included for the first time.
- Calculation of Scope 2 emissions considered those generated by electricity consumption.
- GRI 305-2-c: Gases included in the calculation: CO₂, CH₄, N₂O.
- GRI 305-2-d: Base year for calculation: 2023, with 15,124.63tCO₂. This was the first year in which greenhouse gas emissions were accounted for.
- GRI 305-2-e: Emission factors and global warming potential (GWP) rates applied:
 - For operations in Mexico, those published by CONUEE (National Commission for the Efficient Use of Energy) in its List of Fuels and Calorific Values.
 - For electricity consumption at the Camichines and 1800 sites, and Agriculture Unit, the emission factor of the 2024 national electricity system was used, published by the Ministry of the Environment, with a value of 0.444 tCO₂/MWh.
 - For electricity consumption at the La Rojeña and EDISA sites, the emission factor of the supplier Iberdrola was used, with a value of 0.3589 tCO₂/MWh.
 - For operations in the United Kingdom, the factors published by the Department for Energy Security and Net Zero in its Greenhouse Gas Reporting: Conversion Factors 2024 were applied.
- For operations in the United States, the emission factors published by the Environmental Protection Agency (EPA) in its AP-42: Compilation of Air Emissions Factors from Stationary Source were used.

- GRI 305-2-f: Consolidation approach for emissions: Operational control. Emissions were calculated based on fuel consumption data, emissions generated during production processes, bottling activities, and the decomposition occurring in wastewater treatment plants.
- GRI 305-2-g: Standards, methodologies, assumptions, and calculation tools used: The methodology applied is the Greenhouse Gas (GHG) Protocol. For Mexico, it is aligned with the regulations of the General Law on Climate Change regarding the National Emissions Registry.
- Location-based scope 2 indirect emissions are the following;

INDICATOR	COUNTRY	2024
Location-based scope 2 indirect GHG emissions) (tCO ₂ e)	Mexico	20,329.61
	United Kingdom	889.05
	United States	4,990.34
	Total	26,209.00



Emission intensity – GRI 305-4

- Emissions from the new 1800 distillery are included for the first time.
- Due to the diversity of our operations (agave cultivation, beverage production, and bottling), emissions intensity is calculated as the total scope 1 and scope 2 emissions globally, divided by the number of liters of beverage sold during the reporting period.
- GRI 305-4-b: The selected unit is kilograms of CO₂ per liter (kgCO₂/l).
- GRI 305-4-c: The calculation includes both scope 1 and scope 2 emissions, based on the methodology described previously for each scope.
- GRI 305-4-d: Greenhouse gases included in the calculation are CO₂, CH₄, and N₂O.

Emission reductions – GRI 305-5

- Only emission reductions resulting from quantifiable initiatives implemented during the reporting period were considered.
- GRI 305-5-b: CO₂ was the only greenhouse gas included in the calculation.
- GRI 305-5-e: Emission reductions associated with process optimizations were calculated by comparing emissions before and after the optimization.
- GRI 305-5-e: Emission reductions from the replacement of low-efficiency equipment with more efficient alternatives were calculated by assessing the difference in emissions between operating the less efficient equipment and the upgraded version.

Energy

Energy consumption within the organization – GRI 302-1

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

Energy intensity – GRI 302-3

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

Reduction of energy consumption – GRI 302-4

- Only energy consumption reductions resulting from quantifiable initiatives implemented during the reporting period were considered.
- GRI 302-4-b: The types of energy included in the calculation are renewable fuels, non-renewable fuels, and electricity.
- In sites where heating is required, it is generated internally; therefore, the energy used for heating is accounted for under fuel consumption.
- No energy was consumed for cooling or steam generation.
- GRI 305-5-d: Reductions in emissions associated with process optimizations were calculated by comparing emissions from the process before and after the optimization.
- GRI 305-5-d: Emission reductions from replacing low-efficiency equipment with higher-efficiency alternatives were calculated by comparing emissions from operating the less efficient equipment and the upgraded version.



GRI 304-2

Annex I. Biodiversity tables

Agave production sites located in areas of importance for biodiversity:

SITE	LOCATION	REFERENCE DATE	EXTENSION (HA)	TYPE OF AREA	DESCRIPTION
Santiago river canyon	Zapopan, Jalisco	01/07/2021	59.95	Natural protected area	This area was planted before the plot selection methodology was established.
Canyons of the Santiago and Verde rivers	Acatic, Jalisco, Zapotlanejo, Jalisco	01/07/2021	8.48		
C.A.D.N.R. 043 State of Nayarit	Ahuacatlán, Nayarit Amatlán de Cañas, Nayarit Guachinango, Jalisco Ixtlán del Río, Nayarit San Sebastián del Oeste, Jalisco Santa María del Oro, Nayarit	01/07/2019	241.97		
Cerro Viejo - Chupinaya - Los Sabinos	Chapala, Jalisco Ixtlahuacán de los Membrillos, Jalisco Jocotepec, Jalisco	01/07/2020	15.53		
Sierra Cóndiro - Canales and Cerro San Miguel - Chiquihuitillo	Poncitlán, Jalisco	01/07/2019	16.05		
Manantlán mountain range	Tolimán, Jalisco Tuxcacuesco, Jalisco	01/07/2019	51.89		
Pénjamo mountain range	Pénjamo, Guanajuato	01/07/2019	61.19		
Lake Chapala	Tuxcueca, Jalisco	01/07/2021	4	RAMSAR site	At the time of planting, the RAMSAR area was not properly considered in the delimitation of cultivation zones.
Sayula lagoon	Atoyac, Jalisco	01/07/2020	0.6		
La Vega dam	Teuchitlán, Jalisco	01/07/2020	1.38		
Total extension			461.04		



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Ecosystem services affected in areas of high biodiversity importance:

SITE	ECOSYSTEM SERVICES AFFECTED	BENEFICIARIES AFFECTED BY CHANGES IN ECOSYSTEM SERVICES CAUSED BY THE ORGANIZATION'S ACTIVITIES
Santiago river canyon	1. Provisioning services: Water 2. Regulation services: Local climate, water regulation and pollination 3. Cultural services: Traditional crop management 4. Supporting services: Fauna reduction and soil compaction	1. Provisioning services: Producers and traders of agricultural product 2. Regulation services: Carbon capture projects 3. Cultural services: Communities whose cultural identity is tied to the sites; companies and workers in the tourism and recreation industry 4. Supporting services: Agricultural producers
Canyons of the Santiago and Verde rivers		
C.A.D.N.R. 043 State of Nayarit		
Cerro Viejo - Chupinaya - Los Sabinos		
Sierra Cóndiro - Canales and Cerro San Miguel - Chiquihuitillo		
Manantlán mountain range		
Pénjamo mountain range		
Lake Chapala		
Sayula lagoon		
La Vega dam		



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Environment	Units	2023	2024	YoY	GRI	SASB	SDG
Sustainable agriculture							
Extremely hazardous	t	N/A	0.00	N/A	13-6-e		
Highly hazardous	t	N/A	4.41	N/A	13-6-e		
Moderately hazardous	t	N/A	25.49	N/A	13-6-e		
Slightly hazardous	t	N/A	530.95	N/A	13-6-e		
Unlikely to present an acute hazard	t	N/A	134.97	N/A	13-6-e		
Carbon footprint							
Gross direct (Scope 1) GHG emissions	tCO ₂ e	90,343.16	85,476.41	-5.4%	305-1-a		13
Biogenic CO2 emissions	tCO ₂ e	21,520.19	33,564.30	56.0%	305-1-c		13
Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent	tCO ₂ e	25,088.22	26,266.53	4.7%	305-2-a		
Gross market-based energy indirect (Scope 2) GHG emissions	tCO ₂ e	15,124.63	24,142.98	59.6%	305-2-b		13
GHG emissions intensity ratio for the organization	KgCO ₂ e / l sold	0.52	0.63	20.2%	305-4-a		
GHG emission reduction as a direct consequence of reduction initiatives	tCO ₂ e	1,389.86	796.51	-42.7%	305-5 -a		
Energy							
Total fuel consumption from non-renewable sources	GJ	1,472,159.27	1,128,137.45	-23.4%	302-1-a		7,12,13
Total fuel consumption from renewable sources	GJ	75,126.90	91,432.40	21.7%	302-1-b		7,12,13
Fuel intensity ratio for the organization	GJ / l sold	0.006	0.005	-21.2%			
Total electricity consumption	GJ	220,849.06	219,562.26	-0.6%	302-1-c	SASB FB-AB-130a.1.	13
Total energy consumption	GJ	1,768,135.23	1,439,132.10	-18.6%	302-1-e		13
Energy intensity ratio	GJ / l sold	0.007	0.006	-13.2%	302-3-b		7,13
Reductions in energy consumption as a direct result of conservation and efficiency initiatives	GJ	22,934.55	21,730.93	-5.2%	302-4-a		13
Percentage of renewable energy	%	10%	7%	-25.3%			13
Percentage of renewable electricity	%	46%	7%	-84.8%			13



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Environment	Units	2023	2024	YoY	GRI	SASB	SDG
Water stewardship							
Total water withdrawal	MI	1,429.29	1,346.86	-5.8%	303-3-a	SASB FB-AB-140a.1.	6,12
Total water discharged	MI	859.05	724.67	-15.6%	303-4-a		6,12
Total water consumption	MI	570.25	622.20	9.1%	303-5-a	SASB FB-AB-140a.1.	6,12
Water consumption intensity ratio	l / l sold	2.34	2.72	8.8%			6,12
Wastewater intensity ratio	l / l sold	3.42	3.17	-7.3%			
Waste management							
Total weight of waste generated	t	132,417.17	93,595.69	-29.3%	306-3-a		
Total weight of waste not directed to disposal	t	131,338.70	92,948.20	-29.2%	306-4-a		
Total weight of non-hazardous waste not directed to disposal	t	131,338.54	92,948.20	-29.2%	306-4-c		
Total weight of hazardous waste not directed to disposal	t	0.16	N/A	N/A	306-4-b		
Recycling (internal and external)	t	96,940.70	73,048.70	-24.6%	306-4-c		
Other recovery operations /processes/co-processes (internal or external)	t	34,398.00	11,494.30	-66.6%	306-4-c		
Total weight of waste directed to disposal	t	1,079.02	647.98	-39.9%	306-5-a		
Total weight of waste directed to incineration with energy recovery	t	60.57	110.97	83.2%	306-5-b		
Total weight of waste directed to incineration without energy recovery	t	0.43	3.57	730.2%	306-5-b		
Total weight of waste directed to landfill	t	968.34	523.53	-45.9%	306-5-b		
Total weight of waste directed to other disposal operations	t	49.68	9.91	-80.0%	306-5-b		
Materials							
Total weight or volume of materials that are used to produce and package the organization's primary products	t	86,229.16	145,799.76	69.1%	301-1-a		
Weight of renewable materiales used	t	11,370.11	13,419.23	18.0%	301-1-a		
Weight of non-renewable materials used	t	74,859.05	132,380.35	76.8%	301-1-a		
Percentage of recycled input materials used to manufacture the organization's primary products	%	33%	26%	-21.2%	301-2-a		



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Social	Units	2023	2024	YoY	GRI	SASB	SDG
Employees							
Total employees	Number	10,283	8,893	-13.5%	405-1		5,8
Men	Number (%)	7,945 (77%)	6,852 (77%)	-13.8%	405-1-b-i		8
Women	Number (%)	2,338 (23%)	2,041 (23%)	-12.7%	405-1-b-i		8
Unionized	Number (%)	850 (8.3%)	898 (10.1%)	5.6%	102-40		
Permanent	Number (%)	8,540 (83%)	7684 (86%)	-10.0%	2-7		
Temporary	Number (%)	1,743 (17%)	1209 (14%)	-30.6%	2-7		
Training and development							
Employee training	Hours	503,496	497,927	-1.1%	404-1		5,8
Average training hours	Hours/Year/ Employee	50	58	15.4%	404-1		8
Occupational health and safety*							
OHS Training	Hours	224,639	196,302	-12.6%	403-5		3,8
Agriculture Unit - Rate of fatalities as a result of work-related injury	Rate	0.036	0.000	-100.0%	403-9		3
Agriculture Unit - Rate of high-consequence work-related injuries (excluding fatalities)	Rate	1.230	0.653	-46.9%	403-9		
Agriculture Unit - Rate of recordable work-related injuries (incidence rate)	Rate	2.606	0.653	-74.9%	403-9		
Operations Unit - Rate of fatalities as a result of work-related injury	Rate	0.000	0.047	N/A	403-9		3
Operations Unit - Rate of high-consequence work-related injuries (excluding fatalities)	Rate	0.725	0.233	-67.9%	403-9		
Operations Unit - Rate of recordable work-related injuries (incidence rate)	Rate	0.725	0.233	-67.9%	403-9		
Corporate - Rate of fatalities as a result of work-related injury	Rate	0.000	0.000	N/A	403-9		3
Corporate - Rate of high-consequence work-related injuries (excluding fatalities)	Rate	1.055	0.754	-28.5%	403-9		
Corporate - Rate of recordable work-related injuries (incidence rate)	Rate	1.055	0.754	-28.5%	403-9		

Note: * Safety rates are calculated on the basis of 200,000 hours.



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Social	Units	2023	2024	YoY	GRI	SASB	SDG
Talent attraction and retention							
Employee hires	Number	6,586	3,217	-51.2%	401-1-a		5,8,10
Employee turnover	Number	4,996	3,838	-23.2%	401-1-b		5
Involuntary turnover	Number (%)	337 (7%)	719 (19%)	113.4%	401-1-b		5
Voluntary turnover	Number (%)	4,659 (93%)	3,119 (81%)	-33.1%	401-1-b		5
Turnover rate	%	49%	43%	-11.2%	401-1-b		5
Employees that received a promotion	Number	123	172	39.8%			
Employees entitled to parental leave	%	100%	100%	0.0%	401-3-a		
Employees that received a performance review	Number	1,780	2,276	27.9%			
Community investment							
Total giving (Fundación Jose Cuervo)	US\$	6,600,000	5,000,000	-16.7%	413-1		2,4,6
Total giving (Tincup donation to CFI's)	US\$	14,000	14,000	0.0%	413-1		2,4,6



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Governance	Units	2023	2024	YoY	GRI	SASB	SDG
Corporate governance							
Women directors	Number (%)	0 (0%)	0 (0%)	0	405-1-a-i		
Independent directors	%	75%	83%	10.7%	102-22-ii		
Financial experts in the Board	Number	8	7	-12.5%	102-22-vii		
Industry experts in the Board	Number	7	7	0.0%	102-22-vii		
Average tenure	Years	4.6	5.6	21.7%	102-22-iii		
Average age	Years	65.4	66.2	1.2%			
Board attendance rate	%	93%	95%	1.8%			
Business ethics & compliance							
Allegations received	Number	79	145	83.5%			
Substantiated	Number	10	16	60.0%	205-3		
Supply chain management							
Total suppliers	Number	19,932	10,248	-48.6%			8
Local suppliers	Number	18,558	9,690	-47.8%			8
Non-local suppliers	Number	1,374	558	-59.4%			8
Total suppliers evaluated	Number	129	201	55.8%			8
Critical suppliers	Number	77	134	74.0%			
Non-critical suppliers	Number	52	67	28.8%			

Note: Only proprietary members are considered for the calculation of women directors within our Board.



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GRI Content Index

			Omission		
GRI STANDARD	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General disclosures 2021					
1. The organization and its reporting practices					
2-1	Organizational details	a & b, p. 1 c, p. 118 d, p. 9			
2-2	Entities included in the organization's sustainability reporting	a, b & c, i, ii, iii pp. 6, 9-12			<p>b. It includes data from the countries where Becle, S.A.B. de C.V. has operations or a majority share. All the entities in the organization's financial reporting are also included in its sustainability reporting Here</p> <p>c. The approach and adjustments to entities included in our sustainability reporting are the same as our audited consolidated financial statements or financial information filed on public record Here</p>
2-3	Reporting period, frequency and contact point	a, b, c, p. 2 d, p. 118			
2-4	Restatements of information	a, p. 2			



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GRI STANDARD	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
2. Activities and workers					
2-6	Activities, value chain and other business relationships	a, pp. 9-12, 13, 21-29 b i, ii, pp. 45-46	b iii	Entity names are not included due to confidentiality issues. The company has a solid global distribution network which allows it to efficiently distribute its products in the main markets for distilled alcoholic beverages worldwide. The products are distributed through wholesalers and independent establishments located around the world, including the main supermarket chains, groceries, hotels, restaurants and duty-free stores.	c. The company owns the registration rights for a large number of trademarks, trade names, designations and designs, copyrights, technical knowledge, and domain names. The company believes that its trademarks are properly registered or protected by other means in all necessary aspects in the markets in which it operates. d. There were no significant changes during the reporting period.
2-7	Employees	a, p. 52 b, i, ii, iii, iv & v. pp. 52-53, 57-60 e, p. 52	c & d	Not available	
3. Governance					
2-9	Governance structure and composition	a, p. 66 b, pp. 67-68 c ii,iii,iv,v.vii, pp.77-78	c vi. c viii	Not applicable Confidentiality constraints	
2-10	Nomination and selection of the highest governance body	a, p. 78 b i, ii, iii, iv, pp. 78-80			



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GRI STANDARD	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
2-11	Chair of the highest governance body	a, p. 80	b	Information unavailable	
2-12	Role of the highest governance body in overseeing the management of impacts	a, p. 80	b i, ii c	Information unavailable	Information for this indicator will be consolidated for future reports.
2-13	Delegation of responsibility for managing impacts	a i ii, pp. 78-79	b	As the ESG working group is responsible for managing the organization’s impact on the economy, the environment and people, this responsibility has not been delegated to other employees.	
2-14	Role of the highest governance body in sustainability reporting	a, p. 79	b	Not applicable	
2-15	Conflicts of interest	a, p. 82	b i, ii, iii, iv	Not applicable	
2-16	Communication of critical concerns	a, p. 81	b	b. No critical concerns were communicated to the highest governance body during the reporting period.	
2-18	Evaluation of the performance of the highest governance body	a, p. 80	b, c	Information unavailable	
2-19	Remuneration policies	a, b, p. 80			
2-20	Process to determine remuneration	a i. pp. 80	a ii, iii b	Not applicable	



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4. Strategy, policies and practices					
2-22	Statement on sustainable development strategy	a, pp. 3, 93-95			
2-23	Policy commitments	a iv, p. 56 b i, p. 56 c, p. 56 d, e, f, p. 83	a i, ii, iii b ii,	Information unavailable	Information for this indicator will be consolidated for future reports.
2-24	Embedding policy commitments	a i, ii, iii, p. 83	a iv	Information unavailable	
2-26	Mechanisms for seeking advice and raising concerns	a i, ii, pp. 81-82			Ethics line: Linea Cuervoz
2-27	Compliance with laws and regulations	a, b, c, d, p. 81			During the reporting period, there were no significant non-compliances.
2-28	Membership associations	a, p. 83			
5. Stakeholders engagement					
2-29	Approach to stakeholder engagement	a i, ii, iii, p. 50			
2-30	Collective bargaining agreements	a, p. 53	b	Not applicable	
GRI 3: Material topics 2021					
2. Disclosures on material topics					
3-1	Process to determine material topics	a i, ii, pp. 48-49			
3-2	List of material topics	a, b, p. 49			
3-3	Management of material topics	pp. 48-49			



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GRI STANDARD	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 13 Agriculture, aquaculture and fishing sectors 2022					
13-15	Soil health	pp. 96, 104			
13-16	Pesticide use	p. 96			
GRI 204: Procurement practices 2016					
204-1	Proportion of spending on local suppliers	a & b, p. 85	c	Information unavailable	
GRI 205: Anti-corruption 2016					
2. Topic disclosures					
205-2	Communication and training about anti-corruption policies	a, p. 82	b, c, d, e	Information unavailable	
205-3	Total number and nature of confirmed incidents of corruption	pp. 81, 82, 85		There were no incidents of corruption	
GRI 207: Tax 2019					
1. Topic management disclosures					
207-1	Approach to tax	a i, ii, iii, p. 84	a iv	Information unavailable	
GRI 301: Materials 2016					
2. Topic disclosures					
301-1	Materials used by weight and volume	a i, ii p. 108			
301-2	Recycled input materials used	p. 108			
GRI 302: Energy 2016					
2. Topic disclosures					
302-1	Energy consumption within the organization	a, b, c, e, pp. 99-100, 119	d	d. Not applicable	d. The sale of energy to third parties is not applicable.
302-3	Energy intensity	a, b, c, d, p. 119			



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GRI 303: Water and effluents 2018					
2. Topic disclosures					
303-3	Water withdrawal	a, b, c, d, pp. 102, 123			
303-4	Water discharge	a, b, c, d, pp. 102, 103, 123			
303-5	Water consumption	a, b, c, d, pp. 102, 104, 123			
GRI 304: Biodiversity 2016					
2. Topic disclosures					
304-2	Significant impacts of activities, products and services on biodiversity	pp. 97, 120-121			
GRI 305: Emissions 2016					
2. Topic disclosures					
305-1	Direct (Scope 1) GHG emissions	a, b, c, d, e, f, g, pp. 92, 97-99, 118, 119, 122			
305-2	Indirect (Scope 2) GHG emissions	a, b, c, d, e, f, g, pp. 92, 97-99, 118, 119, 122			
305-4	Emissions intensity	a, b, c, d, pp. 99, 119			
305-5	GHG emissions reduced as a direct result of reduction initiatives	a, b, c, d, e, pp. 99-100			
GRI 306: Waste 2020					
2. Topic disclosures					
306-3	Waste generated	a, b, pp. 105-107			
306-4	Waste diverted from disposal	a, b, c, p. 107	d	Information unavailable	
306-5	Waste directed to disposal	a, b, c, pp. 106-107	d, e	Information unavailable	



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GRI STANDARD	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 401: Employment 2016					
2. Topic disclosures					
401-1	Employee hires and turnover	a & b, pp. 58-59, 125			
401-3	Parental leave	a, b, c, d, p. 60			
GRI 403: Occupational, health and safety 2018					
2. Topic disclosures					
403-1	Occupational health and safety management system	a ii, p. 71	a i, b	Not applicable	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	a, pp. 71-72			
GRI 404: Training and education 2016					
2. Topic disclosures					
404-1	Average hours of training per year per employee	a i, ii, pp. 61-64	i		
404-2	Programs for upgrading employee skills and transition assistance programs	a, pp. 66, 82	b	Not applicable	
404-3	Percentage of employees receiving regular performance and career development reviews	a, p. 67			
GRI 405: Diversity and equal opportunity 2016					
2. Topic disclosures					
405-1	Diversity of governance bodies and employees	a & b, pp. 54, 78			



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GRI STANDARD	DISCLOSURE	LOCATION	REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 406: Non-discrimination 2016						
2. Topic disclosures						
406-1	Incidents of discrimination and corrective actions taken	pp. 54, 56, 81			There were no incidents of discrimination.	
GRI 409: Forced or compulsory labor 2016						
2. Topic disclosures						
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	pp. 56, 82			There were no incidents of forced or compulsory labor by suppliers.	
GRI 411: Rights of indigenous peoples 2016						
2. Topic disclosures						
411-1	Incidents of violations involving rights of indigenous peoples	p. 56			There were no incidents involving rights of indigenous peoples.	
GRI 413: Local communities 2016						
2. Topic disclosures						
413-1	Operations with local community engagement, impact assessments, and development programs	pp. 73-76				
GRI 414: Supplier social assessment 2016						
2. Topic disclosures						
414-1	New suppliers that were screened using social criteria	a, pp. 85-87				



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GRI 416: Customer health and safety 2016					
2. Topic disclosures					
416-1	Assessment of the health and safety impacts of product and service categories	a, p. 108			
GRI 417: Marketing and labeling 2016					
2. Topic disclosures					
417-1	Requirements for product and service information and labeling	a i, ii,iii, p. 108	a iv	Information unavailable	
417-2	Incidents of non-compliance concerning product and service information and labeling	p. 108			There were no incidents of non-compliance concerning information.



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SASB Content Index

SASB STANDARD	DISCLOSURE	LOCATION
FB-AB-130a.1	Percentage of renewable electricity	pp. 99-100, 122
FB-AB-270: Responsible Drinking & Marketing		
FB-AB-140a.1	Total water withdrawn	pp. 102, 123
FB-AB-140a.2	Total water consumed	pp. 104, 123
FB-AB-270a.4	Responsible drinking & marketing	p. 108 1.1 The scope of our efforts and strategies related to responsible consumption positively contribute our reputation, business areas and organization. 1.3 In 2024, Becle invested P\$1,574,000 to encourage responsible consumption. During the reporting period, there was no risk that could affect the achievement of our campaigns. 2.1 The commitment plans included in the report only cover the markets of the Mexican territory. 2.4 The engagement period began in 2016 with the consumer assistance platform; this engagement has been active ever since. 4. 100% of the disclosed activities were ongoing during the entire reporting period.



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Contact information

Becle, S.A.B de C.V.
Ticker symbol: CUERVO / Variable Capital Stock company

Corporate Headquarters

Guillermo González Camarena 800-4
Álvaro Obregón, Santa Fe,
Zip Code 01210 Mexico City, Mexico
+(52) 55 5258 7000
www.cuervo.com.mx/investors/

Investor Relations

Bryan Carlson
bcarlson@cuervo.com.mx
Christophe Escartin
cescartin@cuervo.com.mx
ir@cuervo.com.mx

Media, Institutional Relations & ESG

Alfredo López
alopez@cuervo.com.mx
Alberto Moreno
amoreno@cuervo.com.mx