



BACARDI LIMITED

BACARDI FINALIZES LAND PURCHASE DEAL IN CENTRAL SCOTLAND

Hamilton, Bermuda, December 8, 2007—Bacardi Limited, the largest privately held spirits company in the world, today announced it finalized the agreement to purchase a 106-acre tract of land in central Scotland to be developed as a second maturation, blending and storage facility for its premium portfolio of Dewar's Scotch whiskies, among the top selling and favorite Scotches in the world.

The new facility, which will be Bacardi's eighth facility in Scotland, is part of Bacardi's recently announced investment of more than \$250 million dollars in Scotch whisky production over the next ten years. This investment is in direct response to the growing demand for the Dewar's premium portfolio especially in Asia and other emerging markets.

The land, located in South Lanarkshire (25 miles outside of Glasgow) and adjacent to the M74, between Douglas and Lesmahagow, is to be acquired from Scottish Coal, part of Scottish Resources Group. This land is zoned as an industrial greenfield site where no urban development has previously taken place. The development was given approval by the South Lanarkshire Council's Planning Committee on November 6.

John Dewar & Sons Limited plans to develop the site to accommodate bonded warehouses and a bulk and blend center capable of housing more than a million casks with the first phase operational by January 2009. Construction is planned to be undertaken in consecutive phases, starting in 2008 with an estimated completion in 2018.

At full capacity, the complex could create more than 50 new full-time jobs, as well as sustaining employment for a number of sub-contractors-including sourcing, packaging and purchasing materials from local suppliers-and additional benefits to the local economy.

"Buying this piece of land in Scotland-known worldwide for its premium whisky-is the cornerstone of one of the most significant investments ever in the Scotch industry," said Jon Grey, vice president, global operations of Bacardi Limited. "Bacardi has always invested heavily behind our brands and their heritage."

As part of the \$250 million investment, Bacardi also plans comprehensive redevelopment of an existing site in Parkhead, Glasgow, to construct new maturation warehouses and a new blend center, as well as to install new bottling lines and packing equipment.

Chair of the South Lanarkshire Council Planning Committee, Councillor Graham Scott, welcomed Bacardi and John Dewar & Sons as a huge boost to the area and to South Lanarkshire as a whole.



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"We are delighted that Bacardi has found the perfect location for its new facility here in South Lanarkshire," added Councillor Graham Scott. "This is a very significant development on behalf of an internationally renowned company which will bring economic benefits to our rural economy and recognition of the appeal of South Lanarkshire as a quality business location."

About John Dewar & Sons Limited

Bacardi Limited acquired John Dewar & Sons Limited and the Dewar's brand in 1998. Since then the portfolio has expanded to include-DEWAR'S 12 Years Old, DEWAR'S 15 Years Old, DEWAR'S 18 Years Old, DEWAR'S SIGNATURE, and ABERFELDY single malt. In addition, Bacardi created the Dewar's World of Whisky Visitor Center in 2000, one of the premier Scotch visitor sites.

John Dewar & Sons Limited currently employs 300 people at seven locations throughout Scotland. The company currently operates whisky distilleries in Aberfeldy, Macduff, Aultmore, Craigellachie and Royal Brackla with blending, bottling and packaging facilities in Glasgow and Coatbridge.

About Bacardi Limited

Bacardi Limited is the largest privately held spirits company in the world and produces and markets a variety of internationally recognized spirits. Bacardi Limited's brand portfolio consists of more than 200 brands and labels, including: BACARDI rum, the world's number-one selling rum; GREY GOOSE vodka, the world-leader in super-premium vodka; DEWAR'S Scotch whisky, the number-one selling blended Scotch whisky in the United States; BOMBAY SAPPHIRE gin, the fastest-growing gin in the spirits industry; CAZADORES blue agave tequila, one of the top-selling 100 percent blue agave tequilas worldwide; MARTINI vermouth, the world-leader in vermouth; and other leading brands. For more information, please visit www.BacardiLimited.com.

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