



Edrington Business Model and Principal Activities

Edrington owns some of the leading Scotch whisky and rum brands in the world, which the Company produces, markets and distributes.

Its premium brands include The Macallan, The Famous Grouse, Brugal, Highland Park, Cutty Sark, The Glenrothes and Snow Leopard vodka.

The Company's distilling, blending and bottling operations are located in Scotland and The Dominican Republic.

Edrington's brands are distributed by a network of wholly owned subsidiaries, joint venture companies and third party distributors.

The Company's business model revolves around great people, leading brands and an ethos of giving more, underpinned by Edrington's principal shareholder, The Robertson Trust.

Edrington's 2020 strategy centres on:

PERFECTING THE MACALLAN
ACCELERATING HIGHLAND PARK
ENERGISE REGIONAL POWER BRANDS
TRANSFORM SUPER PREMIUM
RECRUITING MORE CONSUMERS

Edrington's underlying objective is to drive shareholder value and the Company will achieve this by continuing to build brand equity across the portfolio, thus strengthening the underlying value of the business.

Edrington will continue to invest ahead of performance to recruit more consumers, implementing increased brand activation based on a keen sense of what is relevant to the consumer's life style.



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