WILLIAM GRANT & SONS

INDEPENDENT FAMILY DISTILLERS SINCE 1887

A wee dram of entrepreneurial Lineage & Passion

Kirsten Grant Meikle

The Balvenie® Tullamore D.E.W.® Grant's® Glenfiddich® Sailor Jerry® Drambuie® Hendrick's®

WILLIAM GRANT & SONS

INDEPENDENT FAMILY DISTILLERS SINCE 1887

Agenda

History

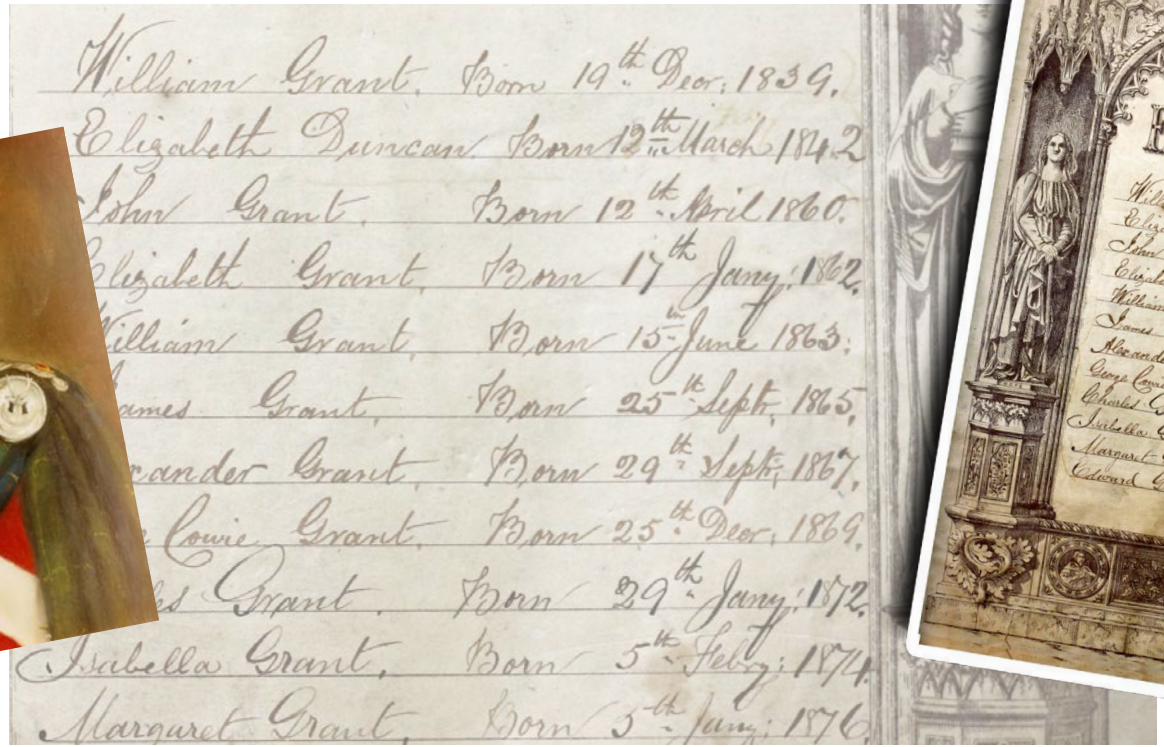
Family Governance

Where are we now?

The Balvenie® Tullamore D.E.W.® Grant's® Glenfiddich® Sailor Jerry® Drambuie® Hendrick's®

PAST to PRESENT

1839 – the birth of William Grant



William Grant. Born 19th Decr. 1839.
Elizabeth Duncan Born 12th March 1842
John Grant. Born 12th April 1860.
Elizabeth Grant. Born 17th Jany. 1862.
William Grant. Born 15th June 1863.
James Grant. Born 25th Sept. 1865.
Alexander Grant. Born 29th Sept. 1867.
George Cowie Grant. Born 25th Decr. 1869.
Charles Grant. Born 29th Jany. 1872.
Isabella Grant. Born 5th Feby. 1874.
Margaret Grant. Born 5th Jany. 1876.

THE FAMILY REGISTER

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Margaret Grant. Born 5th Jan. 1876.
Edward Grant. Born 18th Nov. 1878.

1860 – the marriage of William Grant to Elizabeth Duncan

The Family

William Grant

Elizabeth Duncan

John Grant

Bill Grant

Major James Grant

Captain Charles Grant

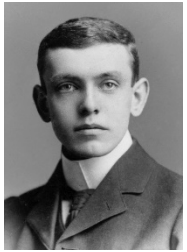
George Cowie Grant

Doctor Alec Grant

Isabella Grant

Charles Gordon

Margaret Grant



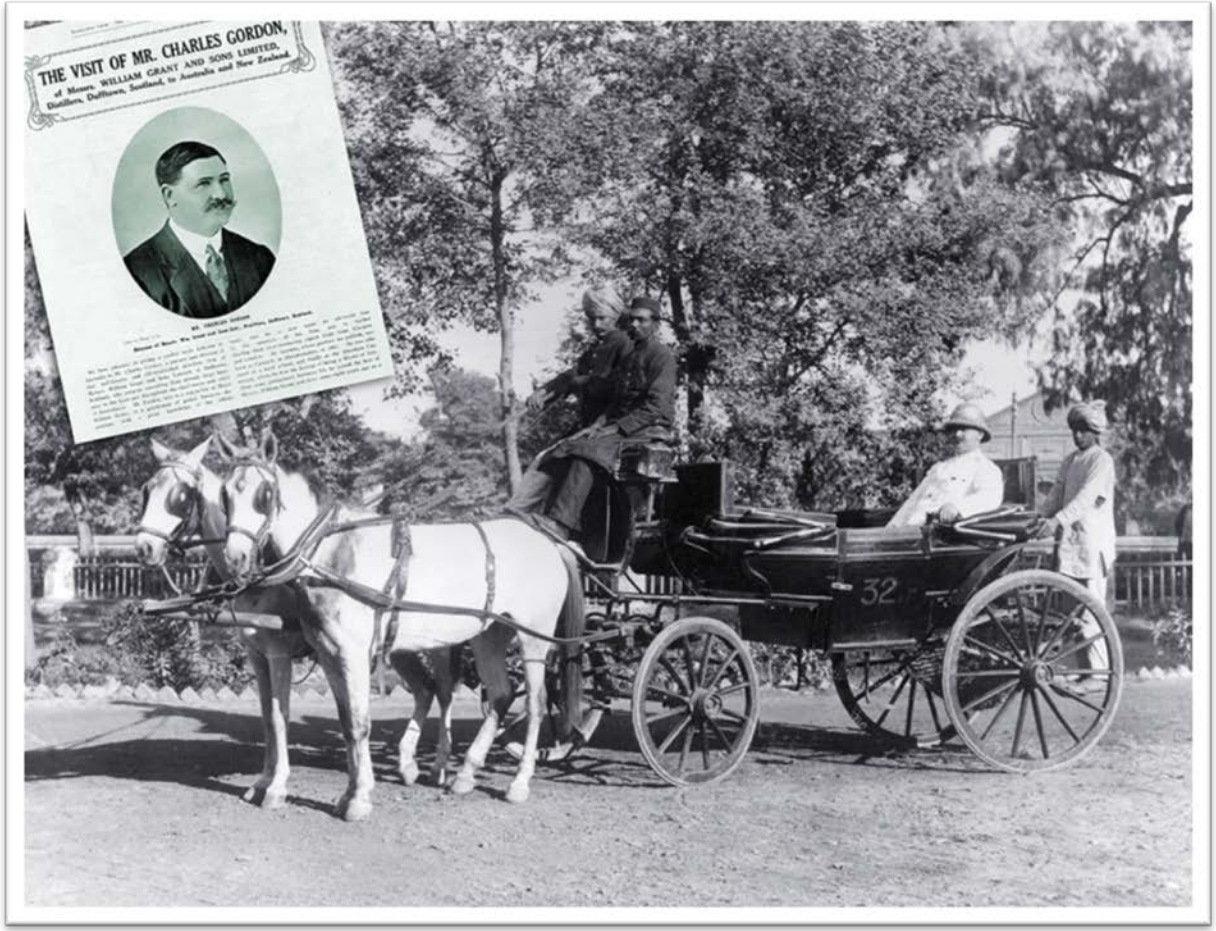
Edward Grant

1886 – The birth of Glenfiddich Distillery

1892 – The building of Balvenie

1898 – The Pattison's Crash – Grant's is born !

1909 – Grant's travels the world

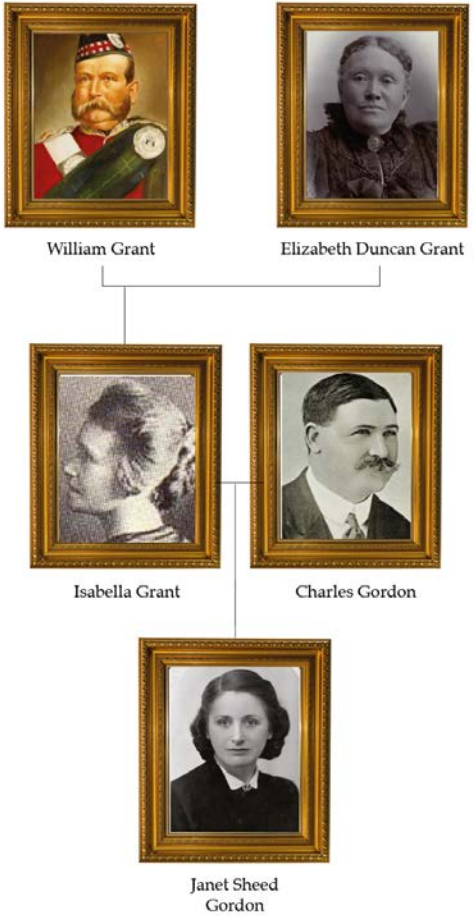


1920 - Prohibition begins in the U.S.

1923 –

The end of an era – William dies and son John becomes the new chairman

Janet Sheed Gordon – (Granddaughter of William Grant)



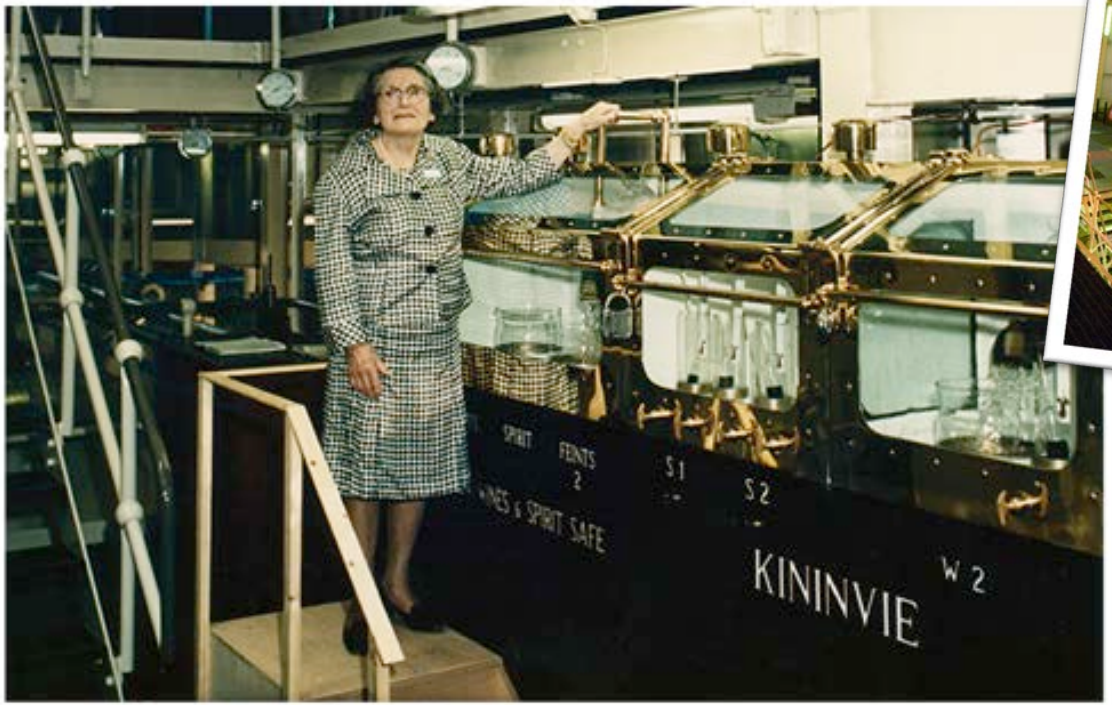
1961 –
The birth of the single malt category

1963 - A new chairman & the building of Girvan Distillery

1969 - Janet Roberts opens the Glenfiddich Visitor Centre

1977 –
A new chairman -
Sandy Grant Gordon

1990 - Janet Roberts opens Kininvie Distillery

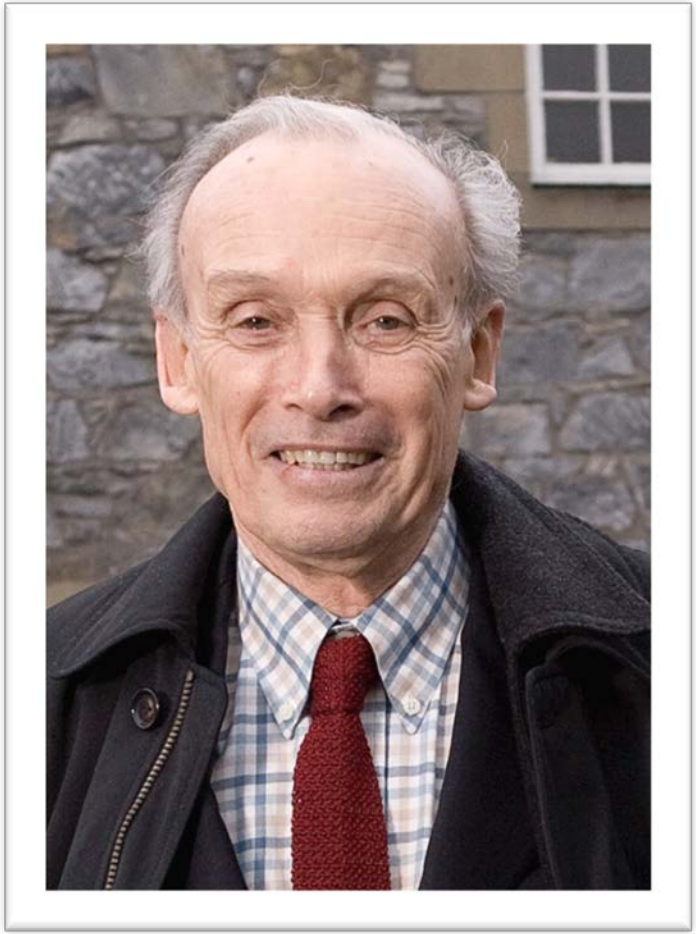


1998 - 2002

The Company launches Hendrick's Gin & Sailor Jerry Spiced rum

2003

New chairman –
Charles Grant Gordon

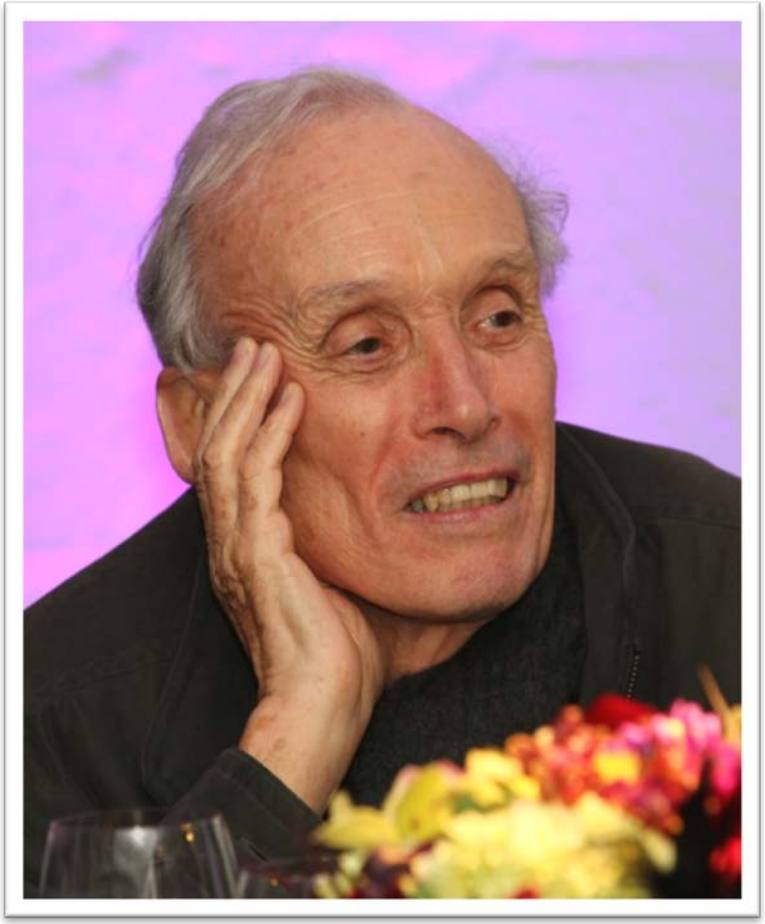


2008 –
Peter Grant Gordon becomes chairman

2010 –
The acquisition of Tullamore D.E.W.

2012 –
Glenn Grant Gordon becomes chairman

2013 –
The death of Charles Grant Gordon



2014 –
Whisky production returns to Tullamore

2014 - Another exciting acquisition Drambuie whisky liqueur

The Family

The Family

Next Generation (NXG) programme

- Family business governance and models of ownership
- Working in the business
- Family, company and local history
- Spirits industry and WSET level 2
- Strategic philanthropy
- Our brands
- Market briefing

Next Generation (NXG) programme

- To develop the next cohort of active owners who are educated and knowledgeable about the business, feel a sense of attachment to it, work effectively together and whose potential to contribute to our family enterprise is fully developed.
- Spans G5 and G6
- Now led by NXG family members
- Bi-annual sessions

What else does the Next Generation do?

- Family Council
- William Grant Foundation
- Internships, work placements, guiding at the distillery
- Annual general meeting and shareholder updates
- Education, training, conferences
- 12 months to complete

Collaborative process

- Family Council / Supervisory Board
- Executive Board
- Strong Foundation for long term success

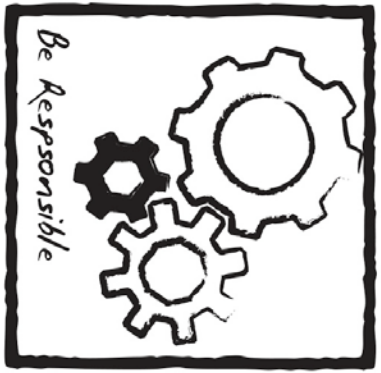
Cousin collaboration

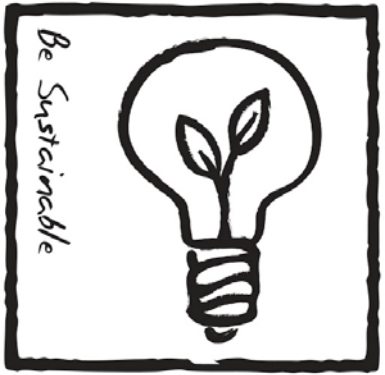
- Business first
- Few family active in the business
- Most active in governance and philanthropy
- Proactive, not passive owners

Family Ownership & Leadership

- Vision
- Stay 100% privately owned
- Foster all round performance culture
- Be proud of our legacy to NXG
- Support with shared values

Family Business/Values





Think Long Term

- 5 Year Business Planning but....

- 30 years stocks planning!

- If Glenfiddich & Balvenie stops producing today we would still be selling whisky in 2027

- Family involvement is critical at this stage as we are the only ones guaranteed to be here

The Family Jewels

- We hold circa 400 million litres of stock

- Book Value of over £450 million.

- At market prices, this stock could be worth £1.5 billion, and the outstanding duty is a further £8.4 billion.

- This stock is held in 1.3 million casks in warehouses at Girvan, 0.9 million casks in Dufftown and over 250,000 casks in Canada

Planning for the Future

- Wood capital spend for 2015 is £26 million, reflecting both our high fillings (for future sales) and the very high price of Wood

- WG&S produces 27% of all Grain Whisky and 10% of all Malt Whisky in Scotland

- Girvan capacity to be increased in 2016 – largest Grain distillery in Scotland

- CAGR is planned to grow to around 9% (five year plan) which is an uplift fro around 11Mcases to around 16M cases

What are we doing now?

- Core brands

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- Innovation

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- Core brands
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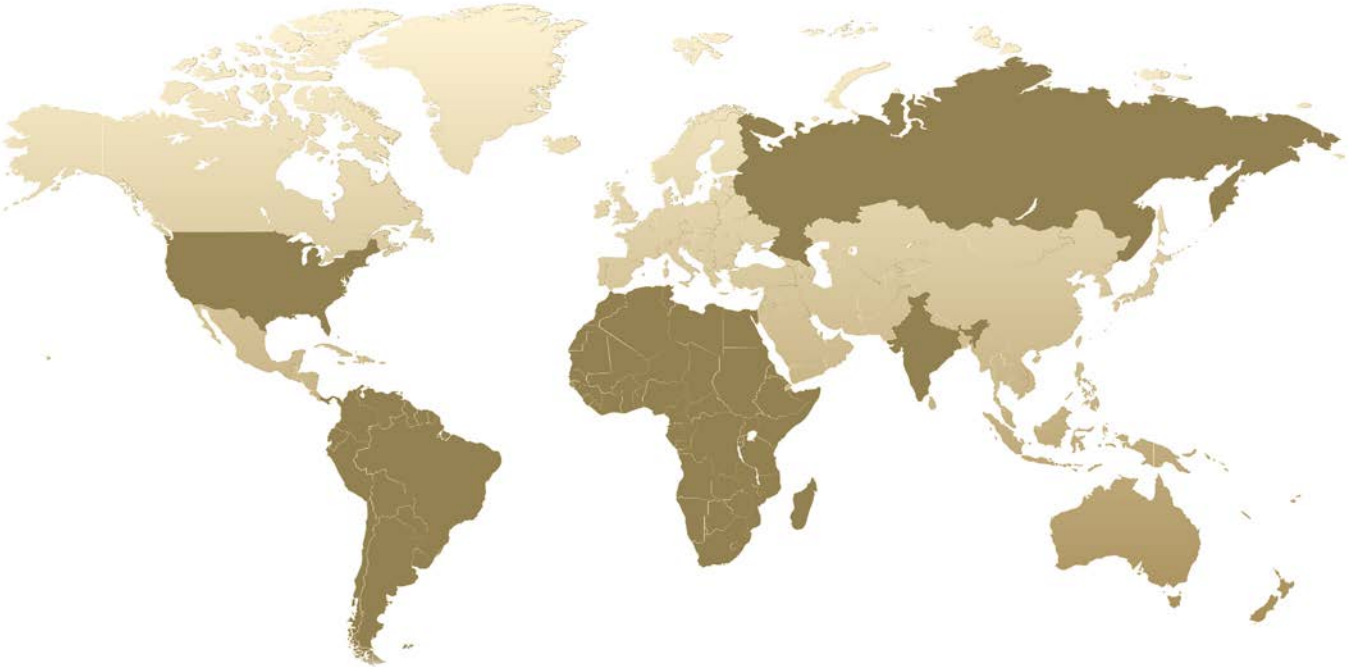
- Key markets



What are we doing now?

- Core brands
- Innovation
- Key markets
- Office locations