

# GHOST

TEQUILA



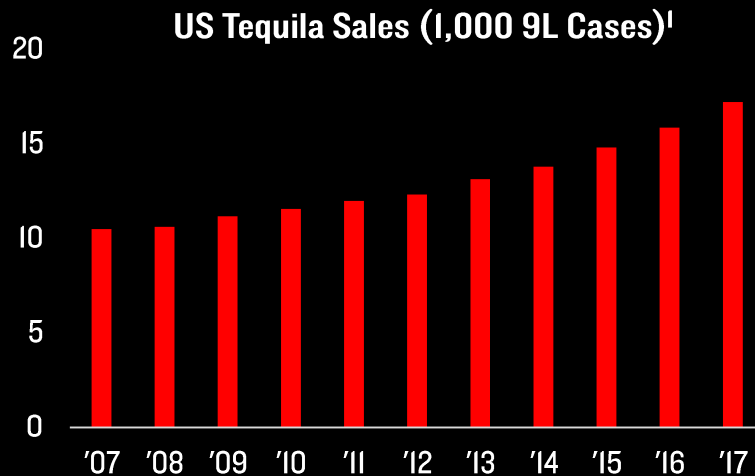
**BRAND INTRODUCTION**  
**2019**

# THE OPPORTUNITY



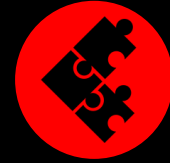
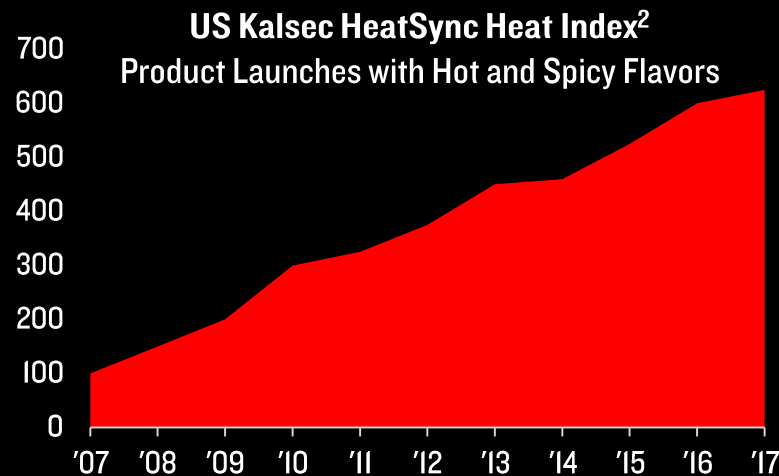
## HIGH GROWTH CATEGORY

- Tequila is the fastest growing spirit category globally (Shanken).
- The margarita is the #1 cocktail in the US; 60% of on-premise cocktail drinkers have 1 weekly. 4M made everyday (Nielsen).
- The spicy margarita was the top trending drink in 2018 (CNBC).



## CATER TO EVOLVING TASTES

- US demand for spicy food and drink have grown exponentially since 2007 (Kalsec).
- 90% of US consumers enjoy spicy food or beverages; one in four US consumers eats more spicy food than they did last year (Kalsec).



## SATSIFY UNMET NEEDS

- One in every eight margaritas consumed on premise is made spicy (IWSR).
- Spicy margaritas are almost always made from scratch; infusions can be inconsistent and costly in terms of labor and sourcing.

One in every eight margaritas ordered on-premise is made spicy<sup>3</sup>



# INTRODUCING GHOST TEQUILA



A perfected balance of all-natural, quality ingredients: 100% Agave Tequila and a splash of spice.



Designed for delicious and consistent spicy cocktails (especially margaritas, Palomas and Bloody Marias), GHOST also makes for an incredibly smooth shot by removing the traditional tequila burn.



Exhilarating, yet manageable heat coupled with premium smoothness, all at an affordable price point attractive to both tequila aficionados and novices alike.



Capitalizes on the growing demand for spicy cocktails on-premise while streamlining labor and sourcing costs for bars stuck doing their own infusions.



New flavor sensation and lifestyle focus speaks to millennial audience and delivers on evolving American taste for spicier food and beverage.



The only spirit in the alcohol category with an exclusive trademark on the "GHOST" name

## PRODUCT SPECIFICATIONS

100% Agave

Hecho en  
Mexico

Spicy

80 Proof

\$26.99-\$29.99  
SRP

Blanco



# UNPRECEDENTED GROWTH FOR A TWO YEAR OLD BRAND

Ghost Tequila has joined an exclusive group of US Tequila brands in two short years – faster than nearly all brands to reach this milestone.

Only 53 tequila brands sold over 5,000 cases last year.

5,000 cases of Ghost were sold in just our second year of operation.

Ghost has achieved a re-order rate of over 50% versus 10-20% for new brands.

(A re-order rate is the percentage of accounts in the last twelve months that ordered more than once, or beyond initial placement)



# WHY TOP INDUSTRY TALENT IS GETTING INVOLVED WITH GHOST TEQUILA



“The spirits world/ business model is simple to understand intellectually, but very difficult to synchronize distributor, customer, gatekeeper and consumer engagement simultaneously...it is why so many brands fail.

Chris and David are very adept at doing this and have assembled a great advisory staff to help augment their expertise.”

-Tim Hassett,  
Former President Americas,  
Beam Suntory



“I liked the name Ghost and the concept of spiced Tequila to appeal to millennials who are seeking to create their own style in cocktails or straight drinks.

Great brands are created by people who can make it happen, which is why I decided to back Chris Moran, John McDonnell and the team.”

-Dr. James Espey OBE,  
Launched Malibu, Johnnie Walker  
Blue, Chivas Regal



“I’ve spent my entire career in the alcoholic beverage space, and the brands that are always most successful are those that have created something truly unique and innovative.

That’s exactly what Ghost Tequila has done, in one of the most exciting categories in the industry.”

-Greg Cohen,  
Former VP Corporate  
Communications, Patron



“On meeting [Ghost co-founder] Chris Moran I was immediately impressed with him, why he started Ghost, and the quality of the product.

Ghost plays straight into a growing consumer opportunity for premium, unique and spicy cocktails.”

-Jon Potter,  
Former CMO,  
Boston Beer Co. and  
Diageo NA



“Ghost Tequila is a perfect brand and spirit to capitalize on today’s drink trends. I’m excited to be part of the spicy side of life!”

-Steve Fechheimer  
CEO, New Belgium Brewing

# MEET THE TEAM

The team behind Ghost came together to achieve a common goal: to create the next great tequila brand. Respectively, they are a skilled mixologist, a successful entrepreneur in the wine and spirits industry, an ex-global marketer for the world's largest alcohol company and a financial industry veteran with over 40 years experience. Collectively, they are the A-Team of the liquor industry.

## CHRIS MORAN

Moran is a talented mixologist with 10+ years of bartending experience in Alaska, Boston, and the Virgin Islands. Not your typical service industry veteran, he holds a bachelors degree from the University of Massachusetts in finance and economics. Before dreaming up the recipe for Ghost, Moran worked as a financial consultant. An entrepreneur himself, he also co-founded his own tech startup.

## DAVID GORDON

Hailing from Massachusetts, Gordon comes from a family of entrepreneurs. Most notably, he owns and operates Gordon's Fine Wines and Liquors, a successful, 84 year old, retail chain in the Boston area. David has lead the company to double revenue in the last 9 years as the company develops into complementary businesses. David and his family are also investors and advisors to several companies including Drizly and Kuvee. David has very deep roots both nationally and internationally in the alcohol beverage space.

## NICK HASSELBERG

Nick is a brand, marketing and data analytics specialist with extensive experience in the alcohol vertical and a passion for consumer strategy. Nick started his career as a Mergers and Acquisitions analyst for UBS Investment Bank. Following a pivot to marketing, he led the development of AB-InBev's global consumer segmentation and millennial recruitment strategy, having worked closely with the organization's CMO and Global Head of Insights. Nick earned dual bachelors in Psychology and Economics at Harvard and achieved All Ivy Honors as a linebacker for The Crimson.

## DAVID MORAN

During a career that spans over 40 years in both commercial and federal government environments, Moran has developed a respected reputation as an accountant, financial executive, and management consultant. His experience has focused on providing value added services that help clients and his previous employers solve difficult problems, improve performance and achieve desired results. Moran has provided financial management consulting services to clients in a variety of industries, including federal government contracting, advertising and entertainment – among others. Under a consulting agreement beginning in January 2009, Moran provided CFO consulting services to Cape Fox Corporation (CFC), a multi-subsidiary Alaska Native Corporation with extensive 8(a) government contract operations and annual revenue in excess of \$200 million. Prior to launching his consulting career, Moran held a variety of senior financial management positions. His early experience included nearly 15 years as a financial executive for high-technology manufacturing firms in California's Silicon Valley.



# WORLD CLASS BOARD MEMBERS, ADVISORS AND HIRES

## OUR SECRET WEAPONS

SINCE 2017

STARTING 2019

MARKETING  
STRATEGY

PUBLIC  
RELATIONS

NATIONAL  
SALES

TIM HASSETT



Former President  
Americas at



STEPHEN O' NEILL



Former Americas SVP  
Strategy &  
Transformation



STEVE FECHHEIMER



Chief Executive  
Officer at



JAMES ESPEY



Responsible for  
Launching



JON POTTER



Former Chief  
Marketing Officer at



GREG COHEN



Former VP Corporate  
Communications at



ANDREW TEUBNER



Former VP National  
US Sales at



## THE A-TEAM IN LIQUOR

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- Composed of a skilled mixologist, a successful entrepreneur in wine/spirits, and former global marketing consultant for AB InBev.
- Advised by top names in the industry, including the MD international for Tito's Vodka, former President Americas at Beam Suntory, CEO of New Belgium Brewing and former CMO of The Boston Beer Co. and Diageo NA.

## SATISFIES UNMET NEEDS

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- One in every eight margaritas consumed on premise is made spicy.
- Spicy margaritas are almost always made from scratch; infusions can be inconsistent and costly.
- Ghost provides a consistent, ready-to-go solution for countless bars and Do-It-Yourself at home

## GUERRILLA MARKETING STRATEGY

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- We recruit, train and deploy teams of brand ambassadors to highly influential on-premise accounts.
- We invest heavily in all social media platforms to drive account traffic, brand engagement and online sales.

## HIGH GROWTH CATEGORY

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- Tequila is the fastest growing spirit category in the US.
- The margarita is the #1 cocktail in the US; 60% of on-premise cocktail drinkers had one in the last week (Nielsen).
- The spicy margarita was the top trending drink in 2018 according to Adweek, Vinepair, CNBC and Eater.

# GHØST

## TEQUILA

### “THE PERFECT STORM”

## THE PRICE (POINT) IS RIGHT

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- \$26.99-\$29.99 retail price point appeals to influential mass consumer targets including millennials and Hispanics.
- Significant price advantage over other premium tequilas and spirits in general.

## DELIVERS ON EVOLVING TASTES

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- Heat is the new sweet; US demand for spicy food and drink have grown exponentially since 2007 (Kalsec).
- 90% of US consumers enjoy spicy food or beverages (Kalsec).
- One in four US consumers eats more spicy food than they did last year (Kalsec).

## INDUSTRY ALIGNMENT

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- A significant portion of merchandising, promotional and advertising budget is directed towards celebrating industry influencers.
- Brand alignment with industry has created loyal advocates that create conversion on-premise and raises our credentials with consumers.

## PRODUCT VERSATILITY

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- Smooth, sweet and spicy taste profile allows Ghost to elevate any cocktail.
- Shines as a base in atypical tequila cocktails (Negroni, Moscow Mule, etc.).
- Competes with both tequilas and traditional shooter brands.



# OUR UNIQUE PROPOSITION HAS GARNERED COVERAGE FROM TOP PUBLICATIONS

## Forbes

### Top Tequilas To Drink This Autumn

#### Ghost Tequila

While I'm generally not a fan of flavored spirits in general, this unabashedly spicy example—the name is a reference to the notorious ghost pepper—has become a mainstay in my weekend Bloody Maria arsenal. I've had to dial down the amount of horseradish I use in my home-made bloody mix in order to account for the heat of this tequila, but the results are...well, haunting.

## Bloomberg

Business

### *Material World: The Rise of* **Ghost Tequila**

Hot shots.

## *the* **Improper** *Bostonian*

8. Summer is coming at **Lincoln Tavern & Restaurant**. *The Game of Thrones*-inspired Dracarys (\$11) taps neighbor Juice Box's blend of dragon fruit, bananas, blueberries and strawberries and the fiery heat of **Southie-bred Ghost Tequila**.

## SHANKEN NEWS *Daily*

### **Ghost Tequila** fills advisory panel with high-profile spirits industry names

The trio will advise Ghost Tequila as it "positions itself for rapid increases in volume, and continued expansion into new markets", the Boston-based company said.

## The Boston Globe

### Cool off with these essential summer cocktails

This Fourth of July, skip the beer and shake things up instead

*Spicy basil summer mule*



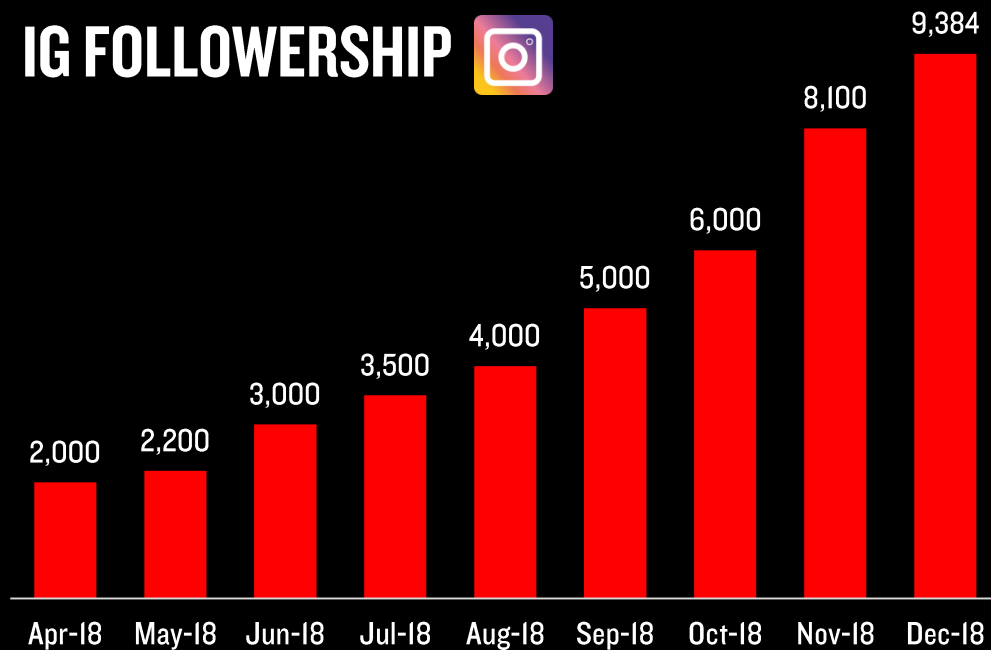
# WE LEAN ON THE COST EFFICIENCIES OF DIGITAL MARKETING TO DRIVE MAXIMUM AWARENESS, AND HAVE BEEN MENTIONED BY TOP CELEBRITIES

## LEVERAGING DIGITAL SCALE

+8,000,000 YTD Impressions on



## IG FOLLOWERSHIP



## ORGANIC INFLUENCER MENTIONS



ACTOR: GEORGE LOPEZ  
IG FOLLOWERS: 1M  
COST TO GHOST: \$0



ARTIST: CHEAT CODES  
IG FOLLOWERS: 235K  
COST TO GHOST: \$0



ARTIST: POST MALONE  
IG FOLLOWERS: 10.4M  
COST TO GHOST: \$0

# CURRENT/PLANNED DISTRIBUTION AND COMMERCIAL PROGRESS

## ON PREMISE CHAIN CURRENT PROGRAMMING



## OFF PREMISE CHAIN CURRENT PROGRAMMING



### CORE MARKETS

- NEW ENGLAND
- TEXAS
- CALIFORNIA

### MARKET EXPANSION

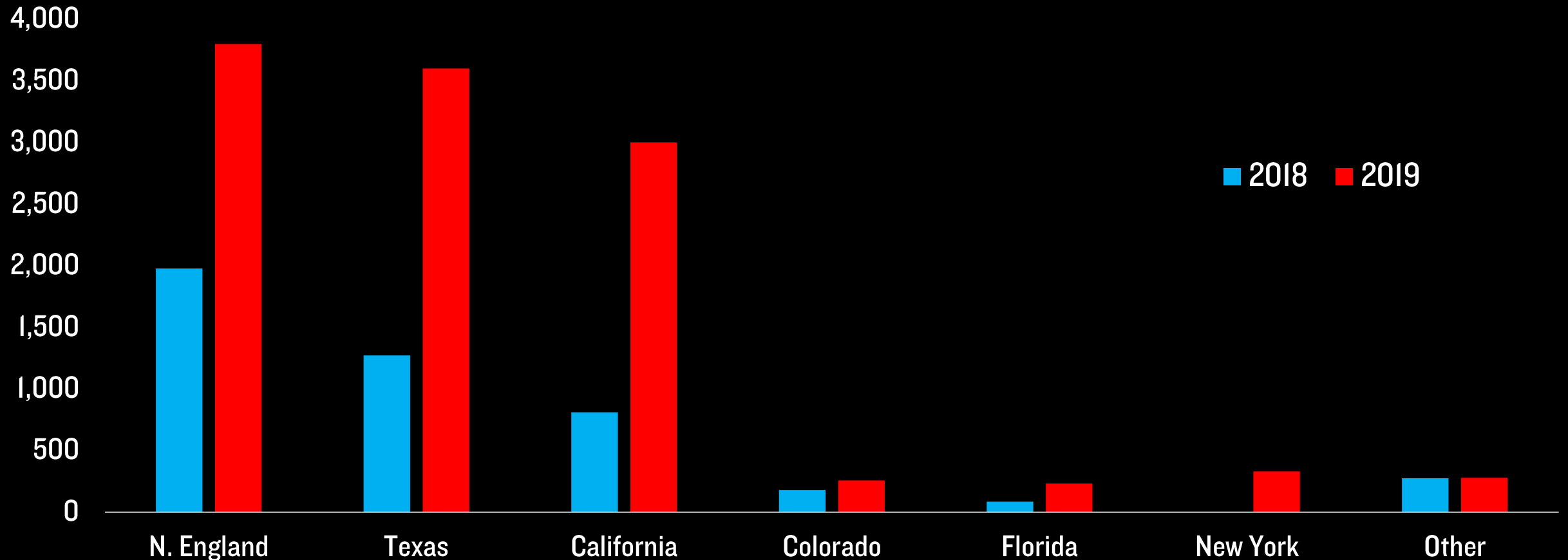
- FLORIDA
- NEW YORK

### TERTIARY MARKETS

- LOUISIANA
- COLORADO

# OUR 2019 GROWTH STRATEGY RELIES ON DRIVING DENSITY IN CORE MARKETS

MARKET CONTRIBUTION TO TOTAL CASE DEPLETIONS  
2018 ACTUAL VERSUS 2019 PLAN

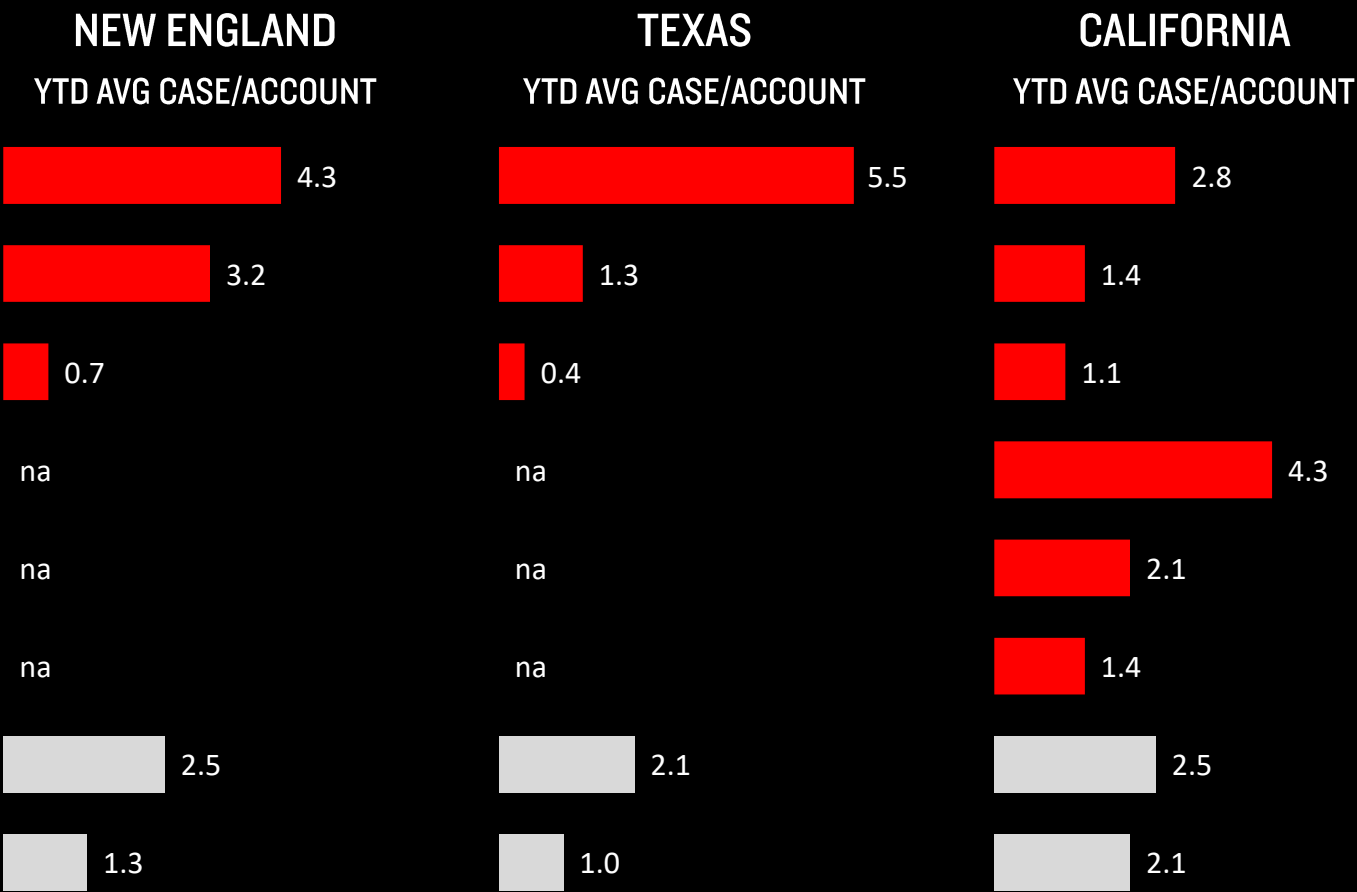


# THESE VOLUME EXPECTATIONS ARE GROUNDED BY HISTORICAL ANALYSIS

Over two years of account level data has equipped us with the insight of knowing how programming investment (e.g., permanent menus, menu features, events, staff training, etc.) converts to case depletions, leading to precise goal setting and spending efficiencies.

The graph below highlights how many cases we can expect from accounts in each market based on the level of programming committed.

PREMISE TYPE	PROGRAMMING TYPE
On Premise	Programmed (Menu)
On Premise	Programmed (Feature, Seasonal, Other)
On Premise	Not Programmed
On Premise National Account	Programmed (Menu)
On Premise National Account	Not Programmed
Off Premise Chain Account	Not Programmed
Off Premise	Programmed (Tasting, Event, Other)
Off Premise	Not Programmed



# WE ARE ENTERING OUR SECOND PHASE OF GROWTH WITH A NEW SET OF OBJECTIVES



SALES



MARKETING



WHOLESALE  
MANAGEMENT

## PHASE 1

0-5,000 cases  
Proof of Concept

- ✓ Maximize new account visits
  - ✓ Leverage existing relationships
  - ✓ Build brand on-premise
  - ✓ Gain local industry buy-in
- 
- ✓ Drive local awareness
  - ✓ Maximize liquid to lips opportunities
  - ✓ Establish social following
  - ✓ Reinforce brand differentiation
- 
- ✓ Introduce brand across teams
  - ✓ Develop key relationships
  - ✓ Install deals and incentives
  - ✓ Prove brand viability

## PHASE 2

5,000-15,000 cases  
Establish dominance in core  
markets

- Increase influential account presence
  - More efficient support per account
  - Data-backed account selection and performance goal setting
  - Expand chain presence
- 
- Drive regional familiarity
  - Stronger marketing-sales linkage
  - Data-backed marketing spend
  - Consistent brand ID and message
- 
- Leverage brand performance and relationships for stronger support
  - Increase incentives and quotas
  - Constant contact and communication of successes/strategy

## PHASE 3

15,000 – 30,000 cases  
Become national mainstream  
brand

Refine Strategy

Replicate Successes

Rollout Nationally



# PHASE 2 SALES STRATEGY



## ADVANTAGE VERSUS PHASE I

- Proven account strategy based on two years of sales data and experience
- Ability to precisely measure quantity of placements and level of programming needed to hit volume goals
- Widespread familiarity and product knowledge amongst core market industry players (i.e., bar staff and owners)
- Codified sales, programming and hiring practices leading to more effective sales force

## STRATEGY 2.0

Salespeople	Core Markets	Account Strategy & Support	Chain Accounts
<ul style="list-style-type: none"><li>• Sales hires have wholesaler experience and a proven track record of leveraging relationships to tap into more exclusive networks, affecting cost efficiencies and maximizing impact of support dollars.</li></ul>	<ul style="list-style-type: none"><li>• Majority of resources dedicated to building dense penetration, brand awareness and momentum in core markets (New England, California, Texas).</li></ul>	<ul style="list-style-type: none"><li>• We have identified the best accounts that drive awareness and volume for the brand. This data will be used to focus wholesalers and sales support to the right accounts to build volume.</li></ul>	<ul style="list-style-type: none"><li>• We now have the attention of big time chain accounts. Deepen relationships with key on- and off-premise chains (e.g., Total Wine, BevMo, Applebees) and leverage successes and brand awareness to enter relationships with new accounts.</li></ul>

# PHASE 2 MARKETING STRATEGY



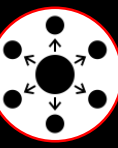
## ADVANTAGE VERSUS PHASE I

- Clarity from consumers regarding optimal messaging and desired content
- Expert advisors from top industry players to consulting on strategy
- Optimized targeting strategy focusing on margarita drinkers and bar staff
- New systems to ensure marketing works lockstep with sales to maximize brand impact

## STRATEGY 2.0

Packaging	Positioning	Execution	Strategic Support
<ul style="list-style-type: none"><li>• New bottle provides sleeker, simpler and more upscale look at a fraction of decorated bottle price</li><li>• Attractive to both bartenders and co-ed consumers alike</li></ul>	<ul style="list-style-type: none"><li>• Shift away from “spicy people” to celebrating the balance of “working hard and playing hard” provides stronger appeal to 25-34 target</li><li>• Polished, more upscale positioning insulates against future price pressure</li></ul>	<ul style="list-style-type: none"><li>• Shift from experimental messaging to reinforcing consistent brand messaging through planned campaigns</li><li>• Media spend based on awareness goals derived from actual consumers needed to hit case targets.</li></ul>	<ul style="list-style-type: none"><li>• Brought on Jon Potter, EX-CMO of Boston Beer Co. and Diageo NA, to provide strategic marketing support</li><li>• Brought on Greg Cohen, ex-Head of PR at Patron, to lead earned media efforts.</li></ul>

# PHASE 2 WHOLESALER MANAGEMENT



## ADVANTAGE VERSUS PHASE I

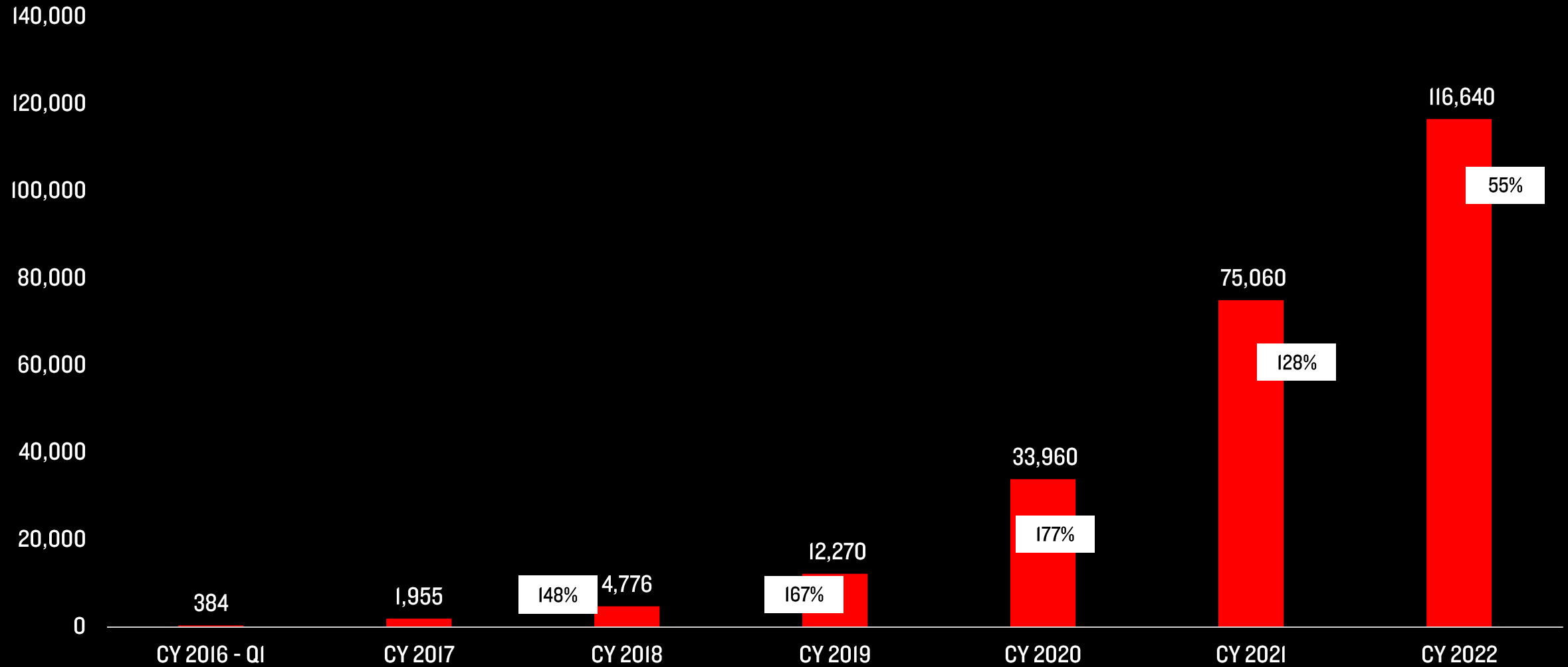
- Proved brand viability, gaining brand and performance recognition from all representatives in network
- Gained invaluable experience of wholesaler operations and ways of working
- Hiring sales employees with direct wholesaler experience able to affect wholesaler participation and enthusiasm for brand

## STRATEGY 2.0

Chief Sales Officer	Focused Incentives	Leverage Progress in Planning	Constant Wholesaler Communication
<ul style="list-style-type: none"><li>• Hired to ramp up wholesaler support by leveraging relationships and expertise to tap into traditionally reserved or dedicated wholesaler attention</li><li>• Oversees and streamlines sales processes, protocols, goals and communication</li></ul>	<ul style="list-style-type: none"><li>• Executing more focused incentives based on driving geographic density, volume account presence, chain placement and cost effective programming.</li></ul>	<ul style="list-style-type: none"><li>• leverage progress to date in goal planning, events, seasonal support and programming</li><li>• Coordinate wholesaler support with brand planning and campaigns</li></ul>	<ul style="list-style-type: none"><li>• New sales hires required to have proven track record of wholesaler driven results</li><li>• Drastically increase time spent at wholesaler versus account visits</li><li>• Communication of successes and brand plans</li></ul>


# PROJECTED GROWTH


WE ANTICIPATE CASE SALES EXCEEDING 100K 9L CASES IN 2022




# FUTURE VALUE AND EXIT


The shortage of robust, independent Tequila brands with a proven track record of sustainable cases is the major reason Tequila is one of the most sought after spirits.







**2012/4**  
**\$5,700/Case**







**2014**  
**\$3,300/Case**





**2017**  
**\$11,000/Case**





**2018**  
**\$4,500/Case**

In the next 4-5 years, we anticipate Ghost to sell at a significant multiple of current value and to reach over \$250M in valuation.

Per Case Multiple (USD)	Current	Year 1	Year 2	Year 2	Year 4
\$2,000 Per Case	\$9,552,000	\$24,540,000	\$67,920,000	\$150,120,000	\$233,280,000
\$3,000 Per Case	\$14,328,000	\$36,810,000	\$101,880,000	\$225,180,000	\$349,920,000
\$5,000 Per Case	\$23,880,000	\$61,350,000	\$169,800,000	\$375,300,000	\$583,200,000
Average Value (USD)	\$15,920,000	\$40,900,000	\$113,200,000	\$250,200,000	\$388,800,000

*Information provided in our financial projections are considered forward-looking statements, which reflect management's current view with respect to future events and the Company's performance. Such forward-looking statements include assumptions with respect to market size and acceptance, revenues and earnings, marketing and sales strategies, and business operations. The Company operates in a highly competitive business environment. The Company's business is and will continue to be affected by government regulation, economic, political and social conditions, consumer response to new and existing products and services, technological developments and the ability to protect intellectual property rights. The Company's actual results could differ materially from management's expectations because of changes in such factors. Other factors and risks could also cause actual results to differ from those contained in forward-looking statements. Due to such uncertainties and the risk factors set forth herein, prospective investors are cautioned not to place undue reliance upon such forward-looking statements.*



# KEY METRICS

	Actual		Actual		Forecast		Forecast		Forecast		Forecast		Forecast	
	CY 2016		CY 2017		CY 2018		CY 2019		CY 2020		CY 2021		CY 2022	
Cases Sold (9L)		384		1,955		4,776		12,270		33,960		75,060		116,640
Gross Revenue	\$	63,643	\$	345,182	\$	855,062	\$	2,282,220	\$	6,316,560	\$	14,411,520	\$	22,394,880
Year over Year Revenue Growth				442%		148%		167%		177%		128%		55%
Gross Profit	\$	23,338	\$	141,552	\$	290,442	\$	879,957	\$	3,393,344	\$	8,603,512	\$	13,439,471
Gross Profit %		36.7%		41.0%		34.0%		38.6%		53.7%		59.7%		60.0%
EBITDA	\$	(357,718)	\$	(1,290,313)	\$	(2,129,802)	\$	(1,293,534)	\$	(1,171,902)	\$	2,909,731	\$	6,658,895
EBITDA as % of Gross Revenue		-562%		-374%		-249%		-57%		-19%		20%		30%
Net cash provided by operations	\$	(400,128)	\$	(1,279,308)	\$	(1,774,218)	\$	(2,257,745)	\$	(1,175,984)	\$	2,035,078	\$	5,797,173
Net cash provided by financing activities	\$	445,802	\$	1,788,718	\$	1,255,119	\$	3,149,315	\$	4,000,000	\$	-	\$	-
Ending cash balance	\$	45,902	\$	555,311	\$	36,213	\$	843,468	\$	3,667,484	\$	5,702,562	\$	11,499,735

# P&L FORECAST (USD)

	Actual			Actual			Forecast			Forecast			Forecast			Forecast					
	CY 2016			CY 2017			CY 2018			CY 2019			CY 2020			CY 2021			CY 2022		
Case Sales (9L)	384			1,955			4,776			12,270			33,960			75,060			116,640		
Average selling price (ASP)	\$	165.74		\$	176.56		\$	178.56		\$	186.00		\$	186.00		\$	192.00		\$	192.00	
GROSS REVENUE	\$	63,643	100.0%	\$	345,182	100.0%	\$	855,062	100.0%	\$	2,282,220	100.0%	\$	6,316,560	100.0%	\$	14,411,520	100.0%	\$	22,394,880	100.0%
Less: Excise Taxes		(9,861)	-15.5%		(49,686)	-14.4%		(122,637)	-14.3%		(315,094)	-13.8%		(872,093)	-13.8%		(1,927,541)	-13.4%		(2,995,315)	-13.4%
NET REVENUE		53,782	84.5%		295,496	85.6%		732,425	85.7%		1,967,126	86.2%		5,444,467	86.2%		12,483,979	86.6%		19,399,565	86.6%
Cost of Good Sold		30,445	47.8%		153,944	44.6%		441,983	51.7%		1,087,169	47.6%		2,051,123	32.5%		3,880,467	26.9%		5,960,094	26.6%
Gross Profit		23,338	36.7%		141,552	41.0%		290,442	34.0%		879,957	38.6%		3,393,344	53.7%		8,603,512	59.7%		13,439,471	60.0%
Operating Expense																					
Sales & Marketing Expense		131,158	206.1%		895,971	259.6%		1,903,721	222.6%		1,901,580	83.3%		3,959,018	62.7%		5,000,000	34.7%		6,000,000	26.8%
General & Administrative Expense		249,898	392.7%		535,938	155.3%		516,567	60.4%		382,960	16.8%		650,000	10.3%		800,000	5.6%		1,000,000	4.5%
Total Operating Expenses		381,056	598.7%		1,431,909	414.8%		2,420,288	283.1%		2,284,540	100.1%		4,609,018	73.0%		5,800,000	40.2%		7,000,000	31.3%
Operating Income (loss)		(357,718)			(1,290,357)			(2,129,846)			(1,404,583)			(1,215,674)			2,803,512			6,439,471	
Other Income/Expense																					
Interest (Expense)		(9,715)	-15.3%		(52,786)	-15.3%		(17,057)	-2.0%		-	0.0%		-	0.0%		-	0.0%		-	0.0%
Interest Income		-	0.0%		-	0.0%		-	0.0%		105,852	4.6%		38,108	0.6%		100,555	0.7%		213,760	1.0%
Total Other Income/Expense		(9,715)			(52,786)			(17,057)			105,852			38,108			100,555			213,760	
Pretax Income (loss)	\$	(367,434)	-577.3%	\$	(1,343,142)	-389.1%	\$	(2,146,903)	-251.1%	\$	(1,298,730)	-56.9%	\$	(1,177,566)	-18.6%	\$	2,904,067	20.2%	\$	6,653,231	29.7%
Income tax (benefit) - TBD		-			-			-			-			-			-			-	
NET INCOME	\$	(367,434)	-577.3%	\$	(1,343,142)	-389.1%	\$	(2,146,903)	-251.1%	\$	(1,298,730)	-56.9%	\$	(1,177,566)	-18.6%	\$	2,904,067	20.2%	\$	6,653,231	29.7%
EBITDA	\$	(357,718)		\$	(1,290,313)		\$	(2,129,802)		\$	(1,293,534)		\$	(1,171,902)		\$	2,909,731		\$	6,658,895	

# CASH FLOW FORECAST (USD)

	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast
	CY 2016	CY 2017	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
<b>Cash Flows from Operating Activities</b>							
Net income	(367,434)	(1,343,142)	(2,146,903)	(1,298,730)	(1,177,566)	2,904,067	6,653,231
Adjustments for differences between income and cash flows:							
Depreciation & amortization	44	44	44	5,196	5,665	5,665	5,665
Change in accounts receivable	(21,063)	(60,292)	(26,645)	(360,720)	(310,034)	(998,009)	(984,250)
Change in loans	(43)	-	43	-	-	-	-
Change in employee advance	300	(4,270)	(3,043)	7,013	-	-	-
Change in inventory	(108,015)	(41,626)	(17,509)	(52,217)	(323,392)	(404,243)	(448,134)
Change in prepaid expenses	(1,000)	(15,547)	(5,075)	4,368	5,061	7,192	-
		-	-	-	-	-	-
Change in accounts payable	75,457	99,300	492,722	(552,654)	624,282	520,407	570,662
Change in accrued liabilities	21,626	86,225	(67,851)	(10,000)	-	-	-
Change in income tax liability	-	-	-	-	-	-	-
<b>Net cash provided by operating activities</b>	<b>(400,128)</b>	<b>(1,279,308)</b>	<b>(1,774,218)</b>	<b>(2,257,745)</b>	<b>(1,175,984)</b>	<b>2,035,078</b>	<b>5,797,173</b>
<b>Cash Flows from Investing Activities</b>							
Purchase of fixed assets	-	-	-	-	-	-	-
Intellectual property	(653)	-	-	(84,315)	-	-	-
<b>Net cash provided by investing activities</b>	<b>(653)</b>	<b>-</b>	<b>-</b>	<b>(84,315)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Flows from Financing Activities</b>							
Beginning balance	100						
Issuance of preferred stock		1,439,524	1,255,119	3,315,000	4,000,000	-	-
Issuance of common stock	247,077	794,911	-	-	-	-	-
Buy back of treasury stock	-	-	-	(165,685)	-	-	-
Issuance of Convertible Notes Payable	436,000	(436,000)	-	-	-	-	-
Accrued interest - convertible notes	-	(9,717)	-	-	-	-	-
Line of Credit	-					-	-
Payments on long-term debt	-	-					-
<b>Net cash used in financing activities</b>	<b>683,177</b>	<b>1,788,718</b>	<b>1,255,119</b>	<b>3,149,315</b>	<b>4,000,000</b>	<b>-</b>	<b>-</b>
<b>Net Change in Cash</b>	<b>45,902</b>	<b>509,409</b>	<b>(519,099)</b>	<b>807,255</b>	<b>2,824,016</b>	<b>2,035,078</b>	<b>5,797,173</b>
<b>Cash at beginning of period</b>	<b>-</b>	<b>45,902</b>	<b>555,311</b>	<b>36,213</b>	<b>843,468</b>	<b>3,667,484</b>	<b>5,702,562</b>
<b>Cash at end of period</b>	<b>45,902</b>	<b>555,311</b>	<b>36,213</b>	<b>843,468</b>	<b>3,667,484</b>	<b>5,702,562</b>	<b>11,499,735</b>

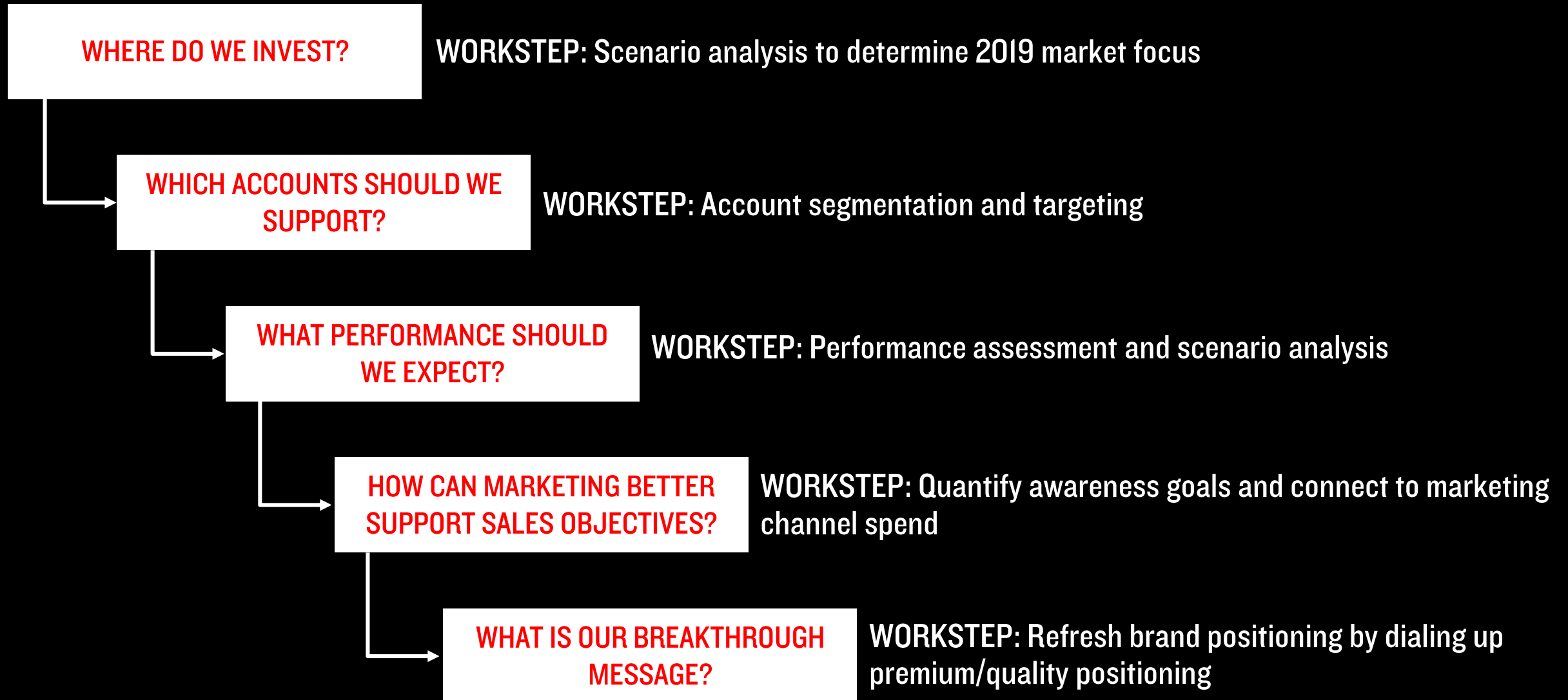
# THANK YOU



# APPENDIX



# 2019 AREAS OF STRATEGIC FOCUS AND ASSOCIATED WORKSTEPS





WHERE DO WE INVEST?

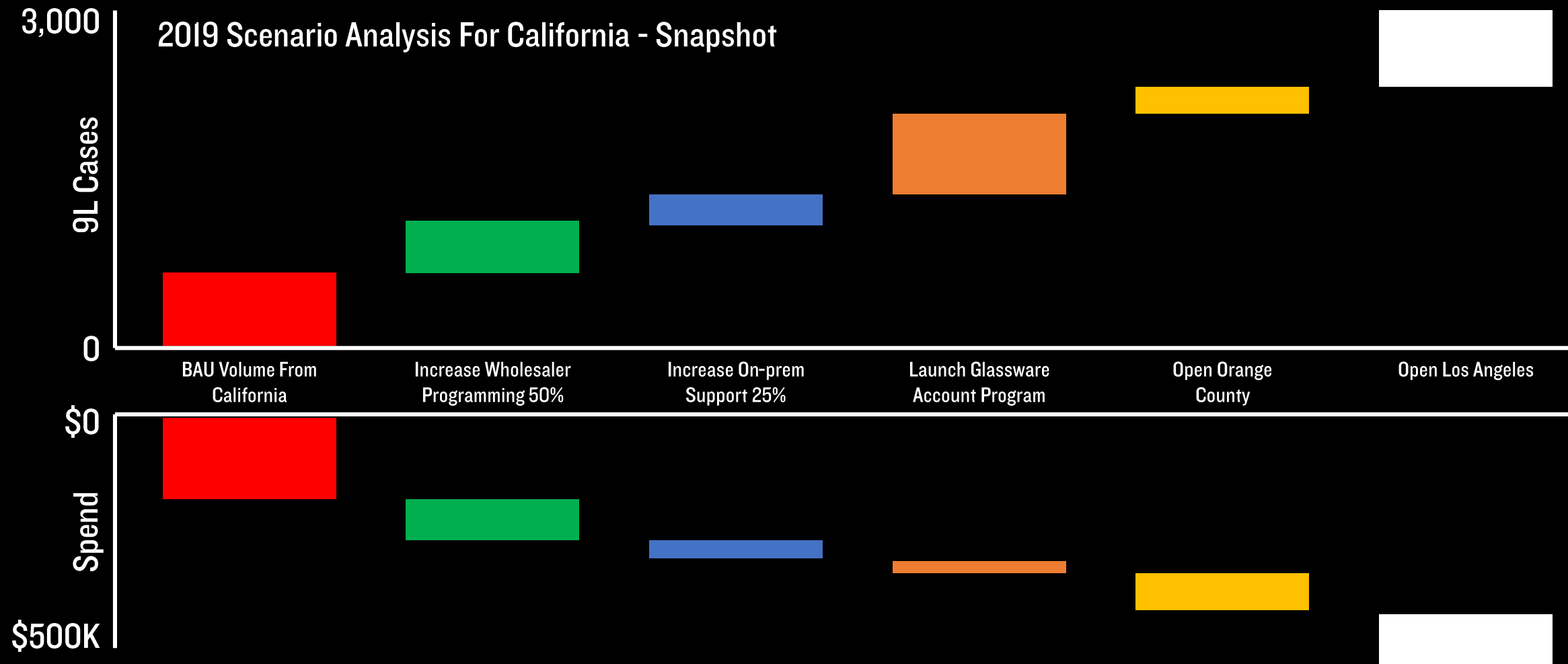
WHICH ACCOUNTS SHOULD WE  
SUPPORT?

WHAT PERFORMANCE SHOULD  
WE EXPECT?

HOW CAN MARKETING SUPPORT  
SALES OBJECTIVES?

WHAT IS OUR BREAKTHROUGH  
MESSAGE?

WE ARE LEVERAGING OUR HISTORICAL DATA TO BETTER INFORM INVESTMENT ACROSS MARKETS AND PREMISE TYPES  
THROUGH SCENARIO ANALYSIS



WHERE DO WE INVEST?

WHICH ACCOUNTS SHOULD WE  
SUPPORT?

WHAT PERFORMANCE SHOULD  
WE EXPECT?

HOW CAN MARKETING SUPPORT  
SALES OBJECTIVES?

WHAT IS OUR BREAKTHROUGH  
MESSAGE?

## TWO YEARS OF SELLING EXPERIENCE AND DATA HAS DEMONSTRATED WHERE PROGRAMMING IS MOST SUCCESSFUL

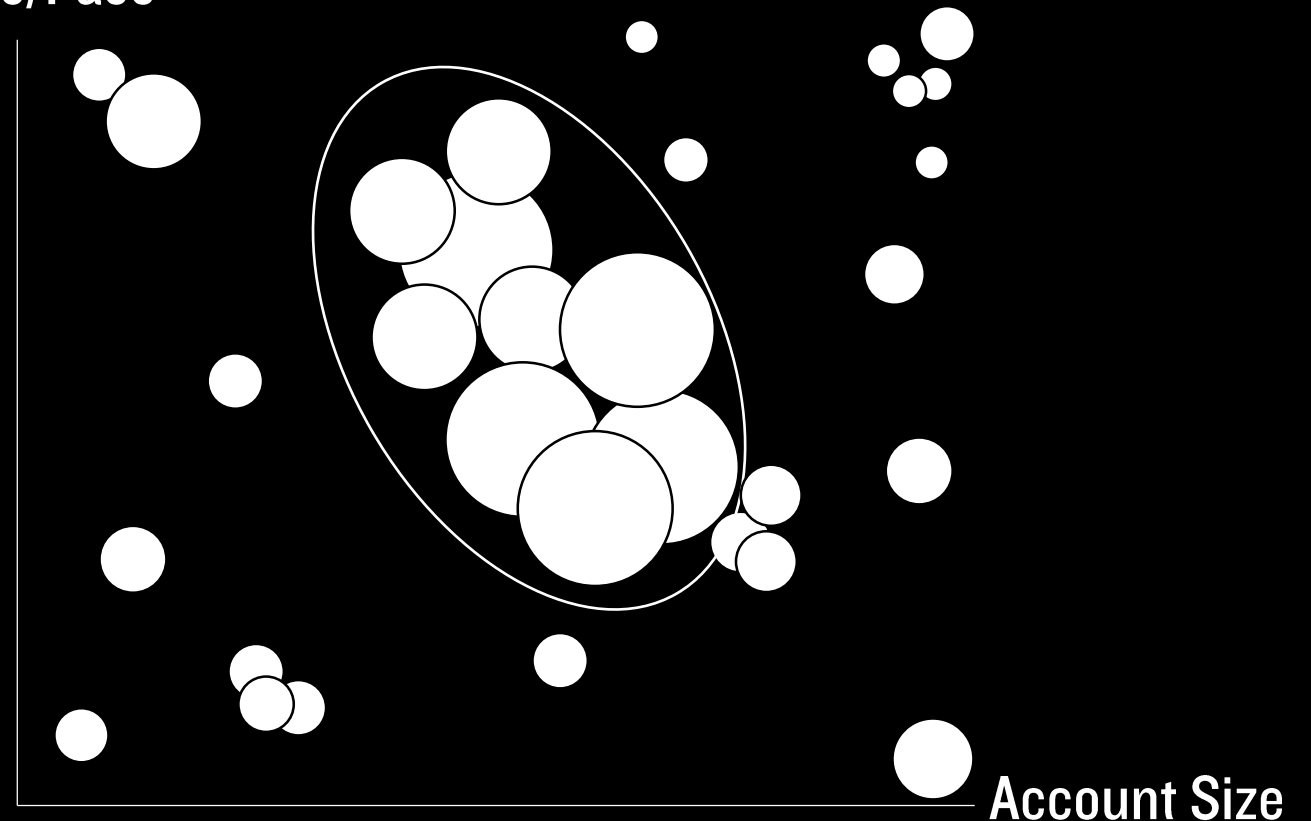
### MOST EFFICIENT INVESTMENT WITH

Neighborhood bar  
Casual Restaurant/Bar  
Mexican Restaurant/Bar, Cantina

### MODERATELY EFFICIENT INVESTMENT WITH

Nightclub/Lounge  
Formal  
Hot Spot

Traffic/Pace



● Bubble Size = Volume

WHERE DO WE INVEST?

WHICH ACCOUNTS SHOULD WE SUPPORT?

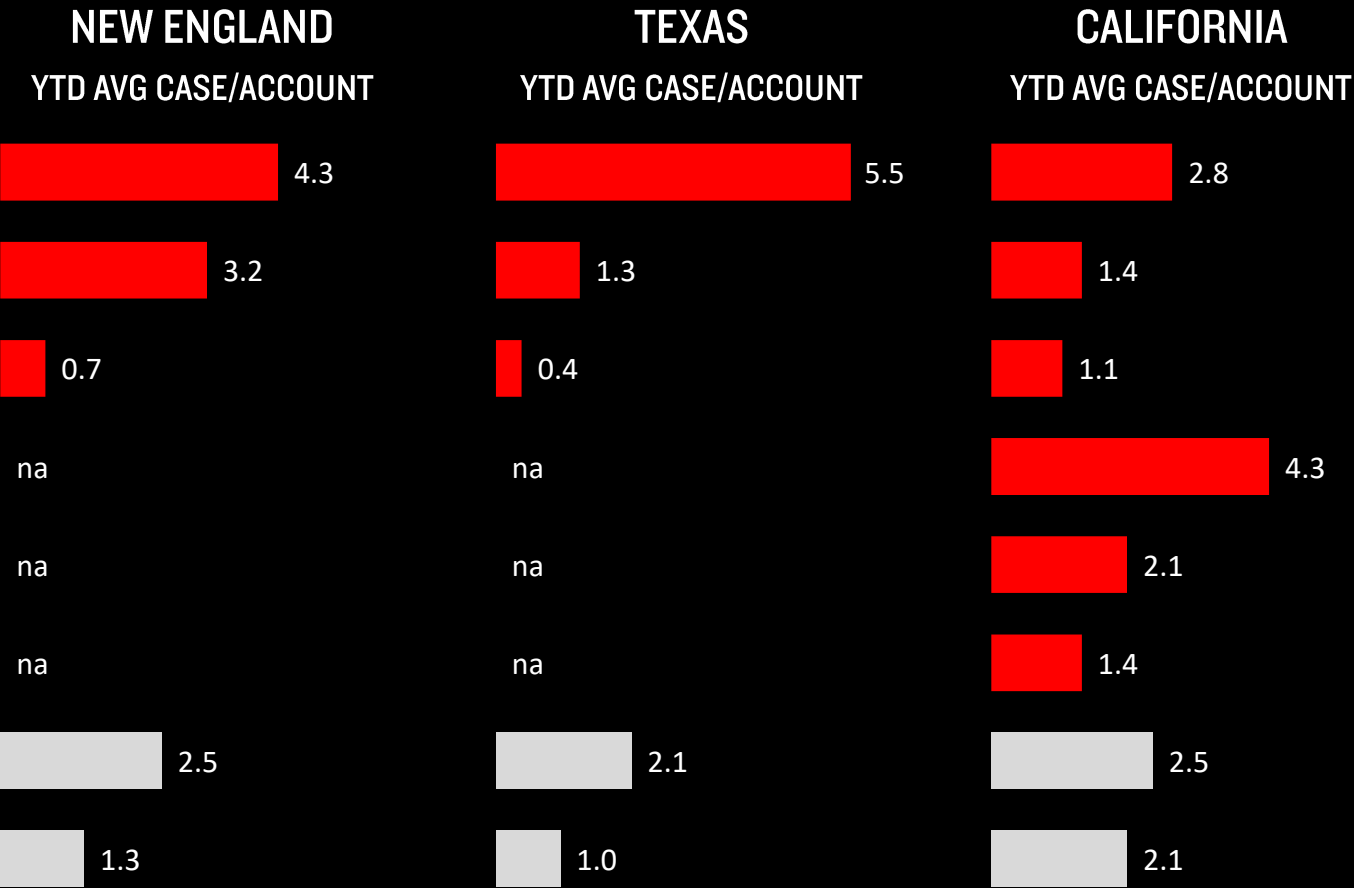
WHAT PERFORMANCE SHOULD WE EXPECT?

HOW CAN MARKETING SUPPORT SALES OBJECTIVES?

WHAT IS OUR BREAKTHROUGH MESSAGE?

TRACKING OF ALL PROGRAMMING ALLOWS US TO QUANTIFY UPLIFT BY ACCOUNT AND PROGRAM TYPE...

PREMISE TYPE	PROGRAMMING TYPE
On Premise	Programmed (Menu)
On Premise	Programmed (Feature, Seasonal, Other)
On Premise	Not Programmed
On Premise National Account	Programmed (Menu)
On Premise National Account	Not Programmed
Off Premise Chain Account	Not Programmed
Off Premise	Programmed (Tasting, Event, Other)
Off Premise	Not Programmed



WHERE DO WE INVEST?

WHICH ACCOUNTS SHOULD WE SUPPORT?

WHAT PERFORMANCE SHOULD WE EXPECT?

HOW CAN MARKETING SUPPORT SALES OBJECTIVES?

WHAT IS OUR BREAKTHROUGH MESSAGE?

**BY UNDERSTANDING HOW PROGRAMMING (E.G., MENUS) TRANSLATES TO VOLUME, WE'VE DETERMINED HOW MANY ACCOUNTS NEED TO BE PROGRAMMED. THIS LEADS TO PRECISE GOAL SETTING AND SPEND EFFICIENCIES.**

*Historical analysis tells us how much volume we can expect from an account in any market depending on the level of programming.*

Premise Type	Programming Type	CA	TX	New England
		YTD AVG Case/Account	YTD AVG Case/Account	YTD AVG Case/Account
On Premise	Permanent Menu	2.8	5.5	4.3
On Premise	Feature/Seasonal/Tasting	1.4	1.3	3.2
On Premise	None	1.1	0.4	0.7
Off Premise	Tasting/Event/Other	2.5	2.1	2.5
Off Premise	None	2.1	1.0	1.3
2019 Case Goal Attribution (%)		26%	31%	33%
2019 Case Goal (9L cs)		3,000	3,600	3,800
Off Premise Volume (%)		45%	45%	45%
Off Premise Volume (9L cs)		1,350	1,620	1,710
On Premise Volume (%)		55%	55%	55%
On Premise Volume (9L cs)		1,650	1,980	2,090

*For example, we know 147 permanent menu placements in CA would contribute approximately 25% of that market's target volume.*

Volume Contribution (%)	CA	TX	New England
On Premise, Permanent Menus - Accounts Needed			
20%	118	72	97
23%	133	81	109
25%	147	90	122
On-Premise, Feature/Seasonal/Tasting - Accounts Needed			
10%	118	152	65
13%	147	190	82
15%	177	228	98
On-Premise, No Programming - Accounts Needed			
25%	375	1,238	746
20%	300	990	597
15%	225	743	448
Off-Premise, Tasting/Event/Other - Accounts Needed			
20%	108	154	137
25%	135	193	171
30%	162	231	205
Off-Premise No Programming - Accounts Needed			
25%	161	405	329
20%	129	324	263
15%	96	243	197

WHERE DO WE INVEST?

WHICH ACCOUNTS SHOULD WE  
SUPPORT?

WHAT PERFORMANCE SHOULD  
WE EXPECT?

HOW CAN MARKETING SUPPORT  
SALES OBJECTIVES?

WHAT IS OUR BREAKTHROUGH  
MESSAGE?

**IN ORDER TO REACH OUR 2019 DEPLETIONS GOAL, WE KNOW WE NEED APPROXIMATELY 290,000 CUSTOMERS TO BUY GHOST**



Note: Assuming instances of off premise consumers buying in on as well, total customer amount could be approx. 20-50K lower

WHERE DO WE INVEST?

WHICH ACCOUNTS SHOULD WE  
SUPPORT?

WHAT PERFORMANCE SHOULD  
WE EXPECT?

HOW CAN MARKETING SUPPORT  
SALES OBJECTIVES?

WHAT IS OUR BREAKTHROUGH  
MESSAGE?

**TO ACHIEVE THIS AMOUNT OF CUSTOMERS, WE NEED TO CREATE FAMILIARITY AMONGST AT LEAST 5M PEOPLE AND AWARENESS AMONGST AT LEAST 20M**

MARKETING FUNNEL	PEOPLE	CONVERSION %
Advocate Goal	7,790	3%
Purchase Goal	290,829	5%
Familiar Goal	5,000,000	25%
Awareness Goal	20,000,000	



WHERE DO WE INVEST?

WHICH ACCOUNTS SHOULD WE  
SUPPORT?WHAT PERFORMANCE SHOULD  
WE EXPECT?HOW CAN MARKETING SUPPORT  
SALES OBJECTIVES?WHAT IS OUR BREAKTHROUGH  
MESSAGE?

## THE 2019 MARKETING MIX IS DEVELOPED TO HIT THIS GOAL THROUGH DIFFERENT CHANNELS, AND WILL BE OPTIMIZED EACH QUARTER DEPENDING ON PERFORMANCE

*The below represents the majority of marketing channels we have and will continue to leverage to promote the brand. Knowing the general cost of each (per 1000 people, or CPM) we can calculate how much investment is needed to hit our goal of making at least 20M people aware of the brand.*

Type	Platform	Average CPM	2019 Awareness Target (K)				2019 Cost (\$)
			CA	TX	MA	Total	
Traditional Media	Radio	\$10.00	200	175	125	500	\$5,000.00
Traditional Media	Out-Of-Home (Other)	\$4.72	400	350	250	1,000	\$4,720.00
Social Media	Facebook News Feed	\$11.20	200	175	125	500	\$5,600.00
Social Media	Facebook Audience Network	\$2.41	400	350	250	1,000	\$2,410.00
Social Media	Facebook Messenger	\$5.91	200	175	125	500	\$2,955.00
Social Media	Instagram	\$4.75	800	700	500	2,000	\$9,500.00
Social Media	YouTube	\$2.00	800	700	500	2,000	\$4,000.00
Social Media	Spotify	\$5.00	800	700	500	2,000	\$10,000.00
Search	Google Search	\$2.80	600	525	375	1,500	\$4,200.00
Digital Display	Google Display	\$0.80	200	175	125	500	\$400.00
Podcast	Panoply	\$20.00	80	70	50	200	\$4,000.00
Native	Adblade, Taboola, Revcontent	\$0.44	4,000	3,500	2,500	10,000	\$4,400.00
Premium Display	Vibrant Media	\$6.25	100	88	63	250	\$1,562.50
Contextual Display	Clicksor	\$2.00	200	175	125	500	\$1,000.00
Affiliate	Local Influencer	\$7.00	400	350	250	1,000	\$7,000.00
In-Person	Special Events	\$450.00	60	53	38	150	\$67,500.00
<b>Total</b>	<b>Total</b>		<b>9,440</b>	<b>8,260</b>	<b>5,900</b>	<b>23,600</b>	<b>\$134,247.50</b>

WHERE DO WE INVEST?

WHICH ACCOUNTS SHOULD WE  
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WHAT PERFORMANCE SHOULD  
WE EXPECT?

HOW CAN MARKETING SUPPORT  
SALES OBJECTIVES?

WHAT IS OUR BREAKTHROUGH  
MESSAGE?

**FEEDBACK AND ANALYSIS FROM 2018 HAS INFLUENCED A NEW BRAND POSITIONING THAT WILL BE MORE ACCESSIBLE,  
IMPROVE QUALITY PERCEPTIONS AND ALLEVIATE PRICE PRESSURE**

**CHALLENGE → CULTURAL INSIGHT → SOLUTION → EXPRESSION**

### 2018 POSITIONING TERRITORY

**“A TEQUILA FOR  
SPICY PEOPLE”**

### CHALLENGES/ISSUES

- Though everyone has a “spicy side” in some measure, not everyone considers themselves “spicy” all the time
- Too much focus on fun and spice could undermine perceptions of quality, leading to price pressure in the future

**THE RIGHT BALANCE OF “WORK HARD, PLAY  
HARD” IS THE ULTIMATE CURRENCY.**

We are living in the age of the hustle; we are more focused on what we do now more than ever before.

But, in an age where everyone is hustling, it can seem like the element of fun has been outshined.

The pop culture icons we love the most (Jennifer Lawrence, Bradley Cooper, Drake) embody the balance of both. We respect both their craft and fiery personalities. They OWN it.

Go-getters need the encouragement to own their fun, offbeat and spicy side, because usually, it makes for the best nights and most memorable stories.

### REFRESHED POSITIONING TERRITORY

**OWNING YOUR  
SPICY SIDE**

### REFRESHED POSITIONING STATEMENT

**For go-getters in need of a drink  
that helps them celebrate their  
spicy side, Ghost is a high quality  
tequila that will kickstart your  
night and your taste buds with its  
perfected balance of smooth, clean  
heat and 100% Agave Azul.**

