

DIAGEO

INDIA

United Spirits Limited

Registered Office:

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Road,

Bengaluru – 560 001

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www.diageoindia.com

28th October 2021

BSE Limited
Listing Department
Dalal Street,
Mumbai 400 001
Scrip Code: 532432

National Stock Exchange of India Limited
Exchange Plaza, C-1 Block G,
Bandra Kurla Complex,
Bandra East, Mumbai- 400051
Scrip Code: MCDOWELL-N

Dear Sirs,

Sub: Investor presentation

Further to our intimation dated 26th October 2021 regarding investor meet, enclosed herewith copy of the presentation on strategy refresh to be used in the meeting.

This is for your information & records.

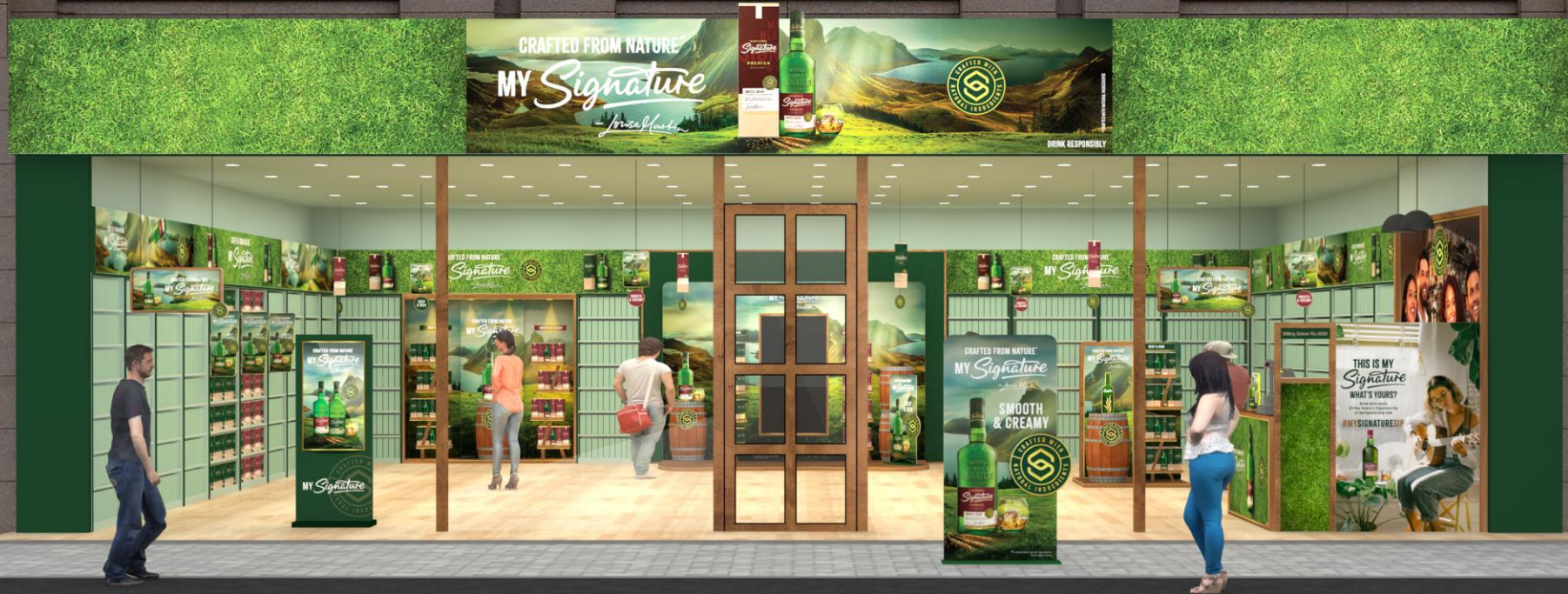
Thank you,

For United Spirits Limited

Mital Sanghvi
Company Secretary

Encl: as Above





USL STRATEGY REFRESH

INVESTOR PRESENTATION, OCTOBER 28TH, 2021

WHERE WE ARE TODAY..

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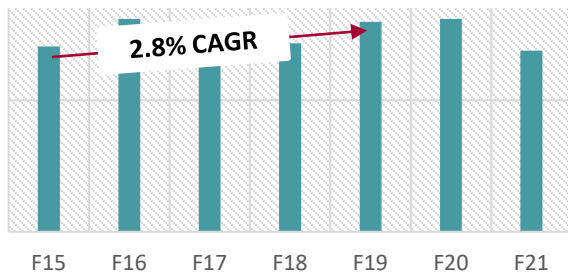
Transformation & setting
runway for the future

Profitable Growth

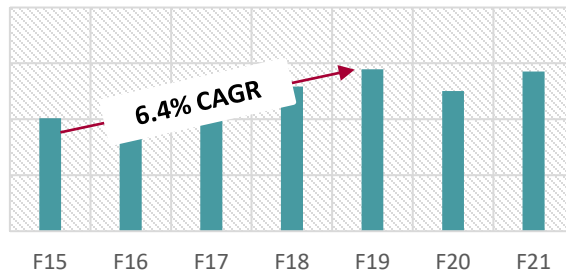
Transformed
reputation

Big shifts in
talent & culture

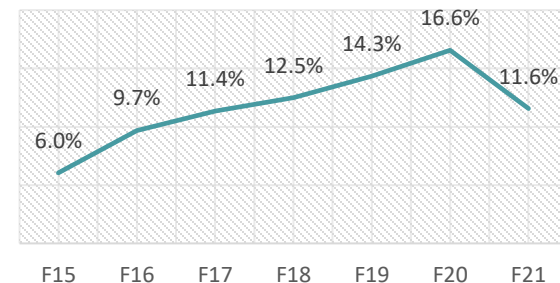
Total NSV



P&A NSV



EBITDA %



Debt

₹ 5320 Cr

FY 2015

>90%
Reduction

₹443 Cr

Q2 FY22

WELL PLACED TO SHIFT GEAR...

Top performing CPG company in India delivering sustained double-digit, profitable topline growth
&
long-term value to *all* our Stakeholders

**TAPPING INTO TRANSFORMATIONAL
CONSUMER & CATEGORY ENERGIES TO FUEL
OUR MISSION**

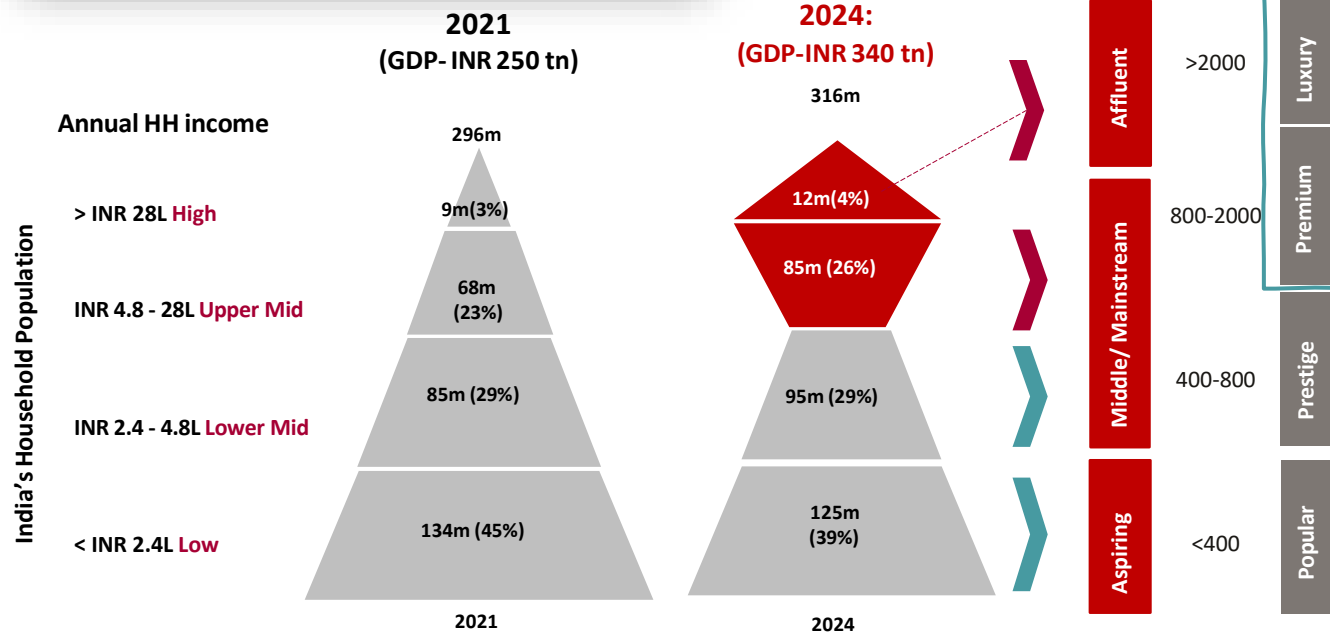
RISING AFFLUENCE providing breakout opportunity at the top

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Printed from
THE TIMES OF INDIA

India set to have third-largest number of high-income households globally by 2030: McKinsey

TNN | Sep 9, 2021, 09:13 PM IST

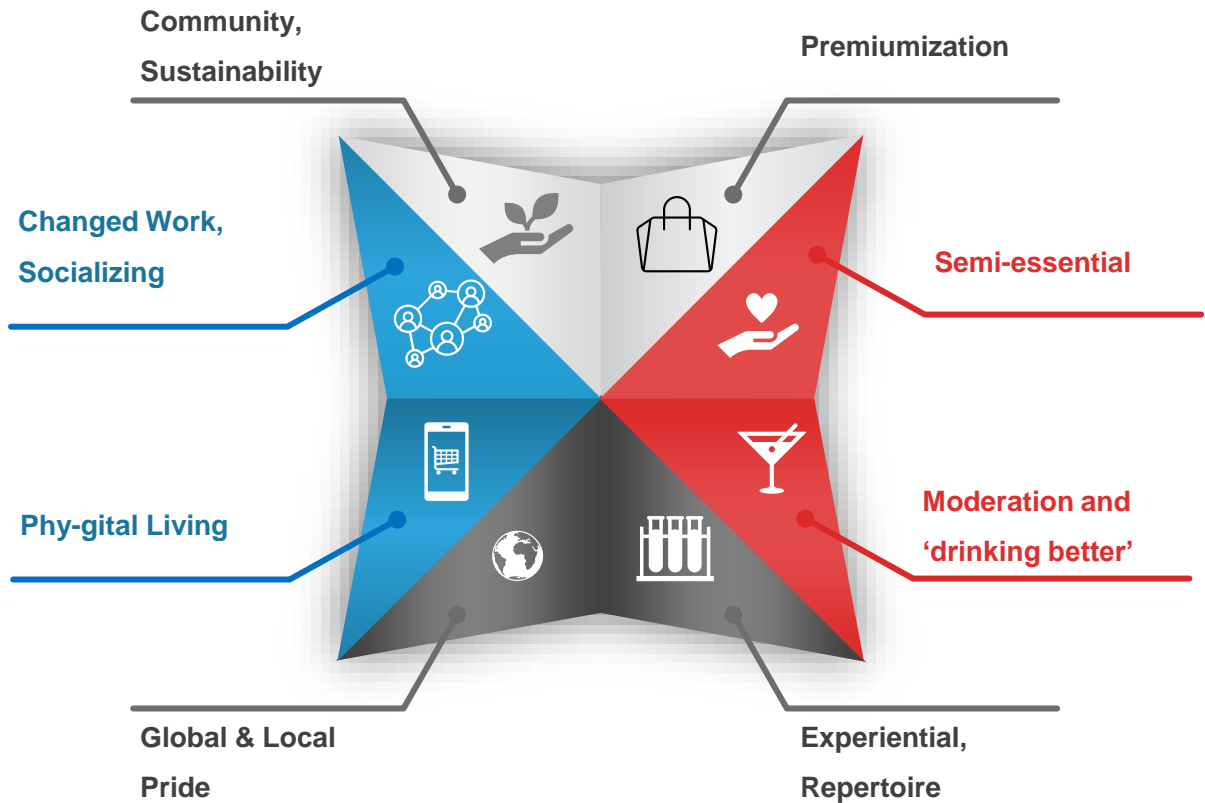


Diageo India portfolio



Big consumer shifts post-Covid

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Emerging Consumer Cohorts

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Dominant & emerging cohorts

Emerging, fast growing

Affluent / HNI

LDA-30 youth

Women

Boom Towns

Dominant

30yrs +
Adult Male

SEC BC
Middle India

Our new Mission

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Top performing CPG company in India delivering sustained double-digit, profitable topline growth
&
long-term value to *all* our Stakeholders

Portfolio Re-shape

Organization of the Future

Diageo in Society



Portfolio Re-shape

Breakout growth on P&A

New growth engines

Value Chain efficiency extraction

Pillar 1 : Portfolio Re-shape

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Breakout growth on P&A

1

Accelerate in Luxury / Premium

Scotch

Embed our Scotch leadership

Global Portfolio

Step up focus on global portfolio
for consumer repertoire



2

Strengthen Play in
Upper Prestige

Signature

New positioning of Nature & Craft

RC American
Pride

Unique offering with Bourbon, Scotch
and select Indian malts & grain spirits



3

Reshape Value
Proposition in Lower
& Mid Prestige

Invest & Premiumize No 1

Restage RCW to drive recruitment

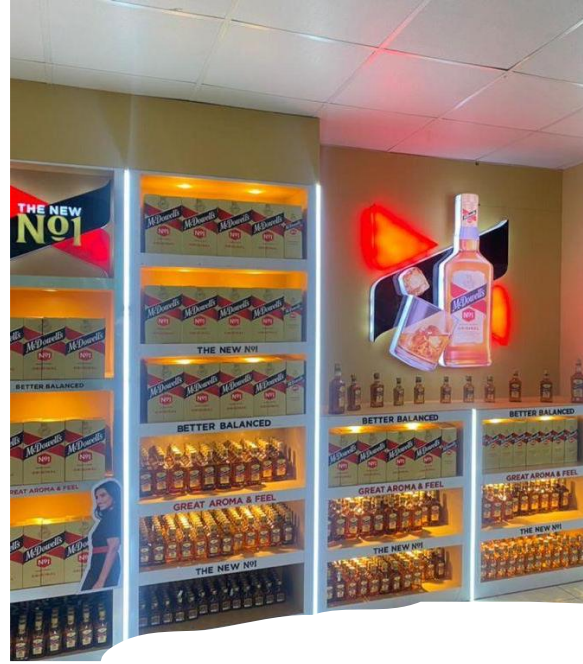




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SIGNATURE
AYUSHMAN
40 SEC
26 08 21





Supported by
Retail Transformation

New growth engines

1

Transformational
Innovation

Sharp focus on the
most profitable &
fast growing
consumer cohorts

Winning Liquids
made in India

Innovation as
material
contributor of
growth

2

Emerging Opportunity Spaces & Fast growing segments

Indian Craft – Epitome Reserve : India's first 100% Rice Grain whisky

Premium Beer – seed Guinness



Watch this space!!

Value Chain efficiency extraction

1

Net Revenue Management

Pricing, Mix and Trade spends

2

Productivity

Continue to build robust productivity pipeline for year-on-year delivery

3

Invest smartly

For Growth & Efficiency



Organization of the Future

Digital Acceleration

Talent & Culture as growth drivers

Speed & Simplicity

Digital Acceleration

1

Consumer & Customer



2

Supply Chain Transformation

Supply 2.0



3

Technology for Impact

Cutting edge technology in areas of maximum impact

Amber
Chief Engagement Officer



Pillar 2 : Organization of the Future

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Talent & Culture as growth drivers

1

Strong leadership bench

2

Purpose driving Performance

3

Building capabilities for the Future

Speed & Simplicity

1

Op Model & Ways of Working
reset for Speed

Embed “Sprints”

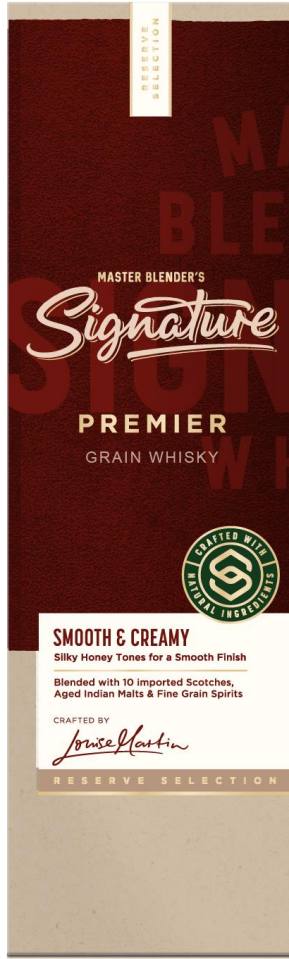
2

Simplification

#RadicalLiberation

Pillar 3 : Diageo in Society

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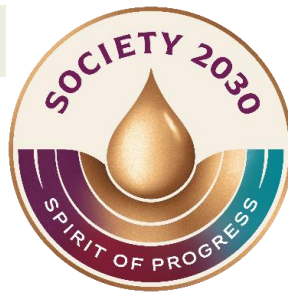
Diageo in Society

Driving ESG from 'Grain to Glass'

Moving India towards 'Drink Better, not More'

Leading Inclusion & Diversity

Driving ESG from 'Grain to Glass'



**Pioneer
'Grain to Glass'
sustainability**



**Market leading
practices towards
Employees, Supply
chain & Local
communities**

**Exemplary
Governance &
Disclosures**

Pioneer 'Grain to Glass' sustainability



55% water usage reduction since 2007

40% further reduction by 2030

Water Positive by 2026



95% reduction in carbon emission*, 100% renewable Energy in Own Operations

Net ZERO carbon operations by 2025*



Elimination of 2k MT from Packaging &

Collection of 20k MT of plastic waste

Plastic Waste Positive by end of F22

Market leading practices

Citizenship during Covid

Sanitizers, medical equipment, public health infrastructure, Raise The Bar

Human Rights Impact Assessment

Brand Promoter Standards

Employee Wellness Policy

Covering 8 dimensions of Wellness



Your wellbeing matters!

26 weeks Paternity Leave Policy

Moving India towards 'Drink Better, not More'

Moderation

Shaping drinking attitudes by championing Moderation

Tackling Harmful Drinking

Multi-year scale programs on **Drink Driving & Underage Drinking**

Responsible Marketing

Diageo Marketing Code & Digital Code as minimum mandatory standards

Moving India towards 'Drink Better, not More'

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Moderation



1.6 Lakh+ people reached

40L by 2024

Anti-Drink Driving

**WRONG SIDE
OF THE ROAD**

Capacity building for 1.2L enforcement officials, in
65 cities across 22 states

8L by 2024

Underage Drinking



2.3L trained in 300 schools in 15 States
15L by 2024

*"Where I work, people feel confident and able to play a role in promoting positive drinking" - 95%**

Leading in Inclusion & Diversity

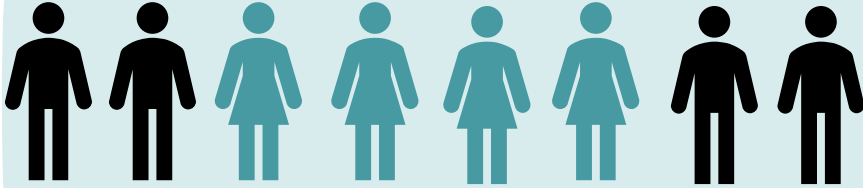
**Inclusive Workplace
Women, People with
Disabilities & LGBTQ**

Progressive Portrayal

**Empowering Women in
Communities**

Leading Inclusion & Diversity

Leading Inclusion & Diversity



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*"In Diageo, people from different backgrounds and opinions can be themselves and thrive": 87%**

Progressive Portrayal



Bringing it all Together

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Top performing CPG company in India delivering
sustained double-digit, profitable topline growth

&

long-term value to *all* our Stakeholders

Great Place to
Work

Organization
of the Future

Leveraged
Growth

Portfolio
Re-shape

Diageo in Society

ESG for Stakeholder Value

Key Shifts

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FROM

Distributed focus on Transformation, Margin and Moderate Growth

Core i.e. Lower & Mid Prestige

Present Forward - i.e. today's Core

Transformed Culture

Corporate Citizenship

Enterprise Focus

Portfolio Focus

Consumer Focus

Culture Shift

Role in Society

TO

Focus on sustained double digit, profitable topline **Growth**

Broader Based Break-out growth on P&A

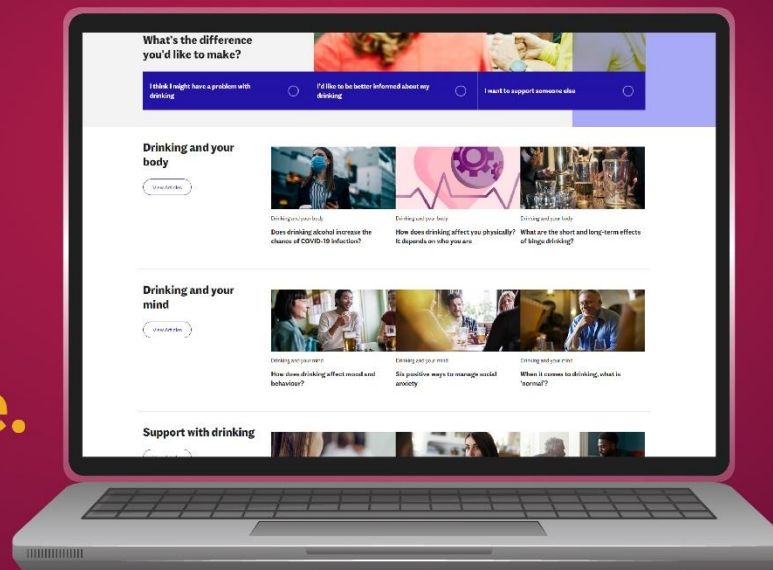
Present Forward AND Future Back

'Best in Class' Culture, Speed & Simplicity

ESG* for Stakeholder Value

*Environmental, Social & Governance

**Bust Myths
Learn Facts.
Explore the new
DRINKiQ India Website.**



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Q&A