

4th June 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

Enclosed investor presentation on financials of the Company for quarter and year ended 31st March 2021. The same is being uploaded on our website.

This is for your information & records.

Thank you.

For United Spirits Limited

Mital Sanghvi
Company Secretary

Encl: as above





THE NEW
No1

UNITED SPIRITS
LIMITED

INVESTOR MEET
24TH MAY 2021



THE ALL NEW McDOWELL'S No1 YOU ALREADY LOVE

DRINK RESPONSIBLY

WELCOME HINA NAGARAJAN

UNITED SPIRITS
A DIAGEO Group Company



FY21 : AN EVENTFUL YEAR

International Travel ban continues

Vaccine Update : 6.4 Crore Vaccinations administered (YTD MarFY21)

Bars / Pubs / Restaurants closed

Bars / Pubs / Restaurants
closed

Bars / Pubs / Restaurants
open

Bars / Pubs / Restaurants
open

Alco-Bev Manufacturing Operations
start in phases

Alco-Bev Manufacturing
Operations started across India

Alco-Bev Manufacturing
Operations started across India

Alco-Bev Manufacturing
Operations started across India

Off Trade open (~65%)

Off Trade open
(~100%)

Off Trade open
(~100%)
On Trade (~85%)

Off Trade open
(~100%)
On Trade (~85%)

Home Delivery: WB, CG, OR, MH,
PB, JH
eToken: DL, KL

Home Delivery: +ML

Home Delivery: -JH

Home Delivery: **NO CHANGE**

APR - JUN

JUL - SEP

OCT - DEC

JAN - MAR

THE CHANGING DYNAMICS WITNESSED LAST YEAR

UNITED SPIRITS
A DIAGEO Group Company

1

Alcohol to behave like a **semi essential category**

2

Scotch poised to **grow faster**

3

Whisky to grow at the expense of beer

4

Large SKU & Big equity brands poised to deliver faster growth

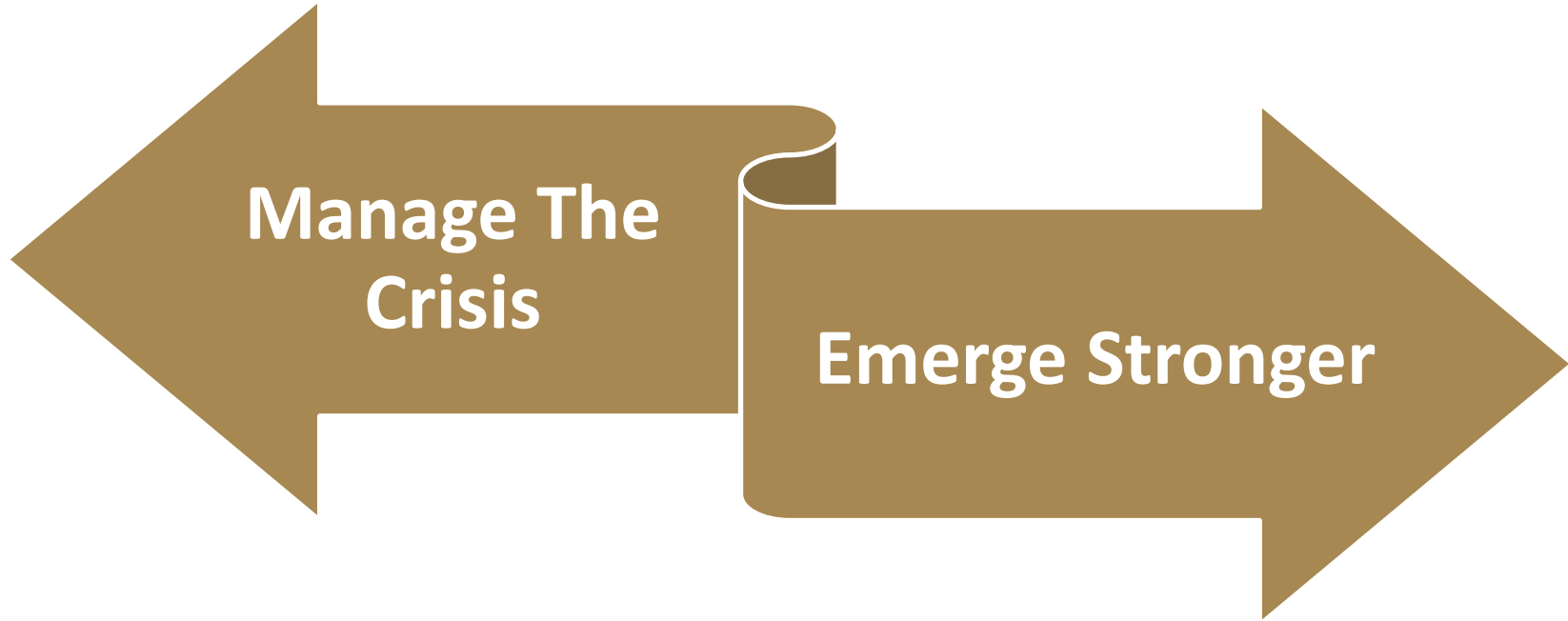
5

Value conscious consumers to **moderate rather than downgrade**

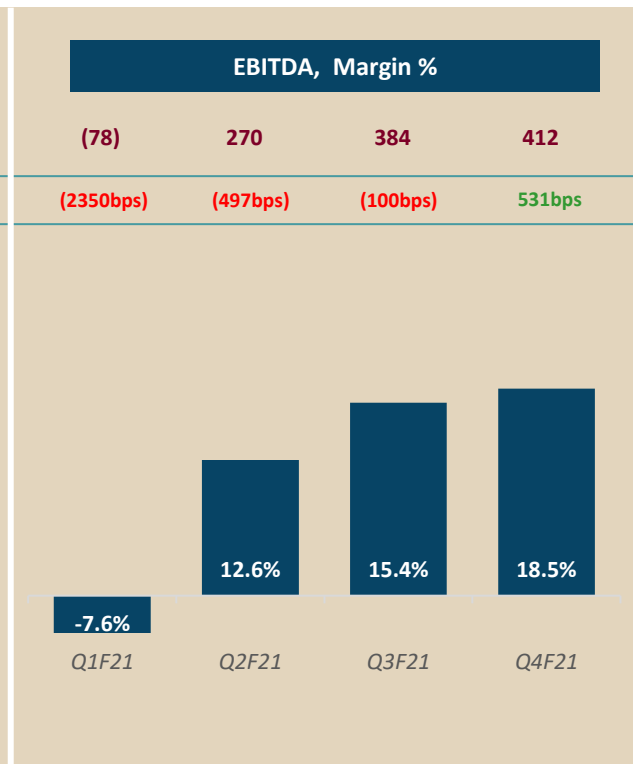
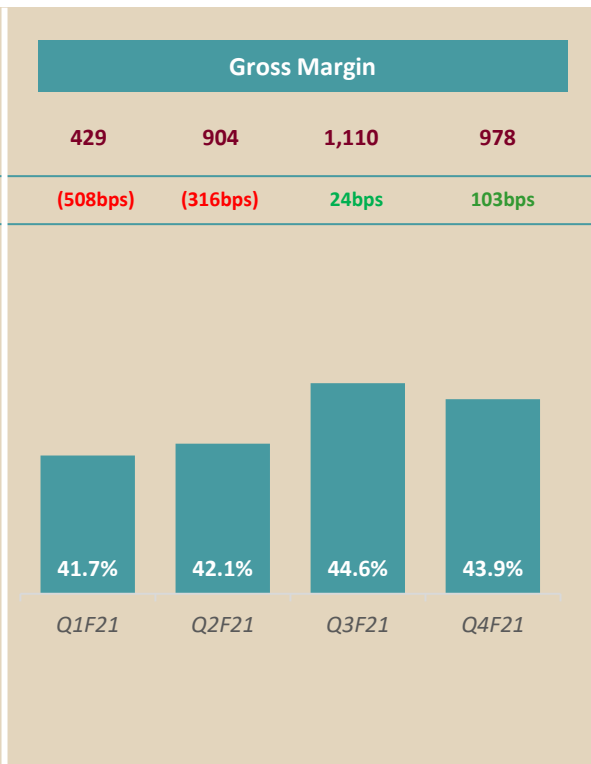
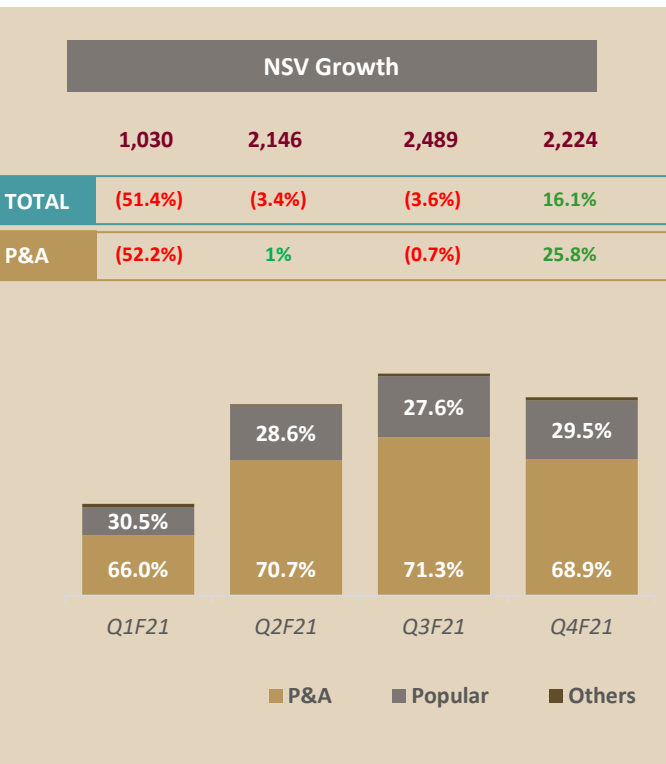
6

Accelerated **in home consumption**

OUR RESPONSE TO COVID IS ANCHORED ON TWO KEY PRINCIPLES



FY2021 UNDERLYING QUARTERLY PERFORMANCE



INR CR

Note: % comparison is on YoY basis

*Please note these are underlying numbers (rather than reported)

TODAY'S AGENDA

01

FY21 Strategic Building Blocks

02

FY21 Financial Highlights

03

Looking Ahead

TODAY'S AGENDA

01

FY21 Strategic Building Blocks

02

FY21 Financial Highlights

03

Looking Ahead

**To be one of the best performing, most trusted
and respected consumer products companies
in India**



5 Strategic Priorities

**Strengthen &
accelerate core
brands**

**Evolve route to
consumer**

**Drive productivity
to invest in
growth**

**Corporate
citizenship**

**Winning
organization**

**To be one of the best performing, most trusted
and respected consumer products companies
in India**



5 Strategic Priorities

**Strengthen &
accelerate core
brands**

Evolve route to
consumer

Drive productivity
to invest in
growth

Corporate
citizenship

Winning
organization

OUR BRAND PORTFOLIO AND KEY PASSION POINTS



PROGRESS



FOOD



UNWIND & RELAX



CRICKET



MUSIC

KEEP WALKING : #WALKINWITHJOHNNIE

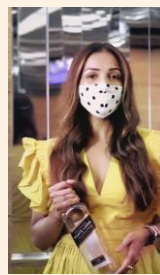
1 LAUNCH FILM - INVITATION

Opening film to promote the message



2 AMPLIFICATION

Engage celebs & influencers to amplify
#WalkInWithJohnnie



3 COMMUNITY

X INCA partnership to engage bar owners



4 FINALE FILM



5 INSTALLATIONS

Striding man installation
created by glass artists
with the bottles collected
@ our key accounts



BLACK & WHITE: MADE FOR SHARING

UNITED SPIRITS
A DIAGEO Group Company

Black & White Rules



IWD Campaign



DRIVING SALIENCE AT HOME



BLACK DOG | SAVOUR THE PAUSE

UNITED SPIRITS
A DIAGEO Group Company



SINCE 1883
BLACK DOG
SCOTCH WHISKY

Topical content with
India's Top Comedian

PAUSE
IT'S THE
EASIEST THING
TO DO



Product Led Content centered
around WFH Theme



HIPSTER RE-INVIGORATING WHISKY

UNITED SPIRITS
A DIAGEO Group Company



RC-RCB INTEGRATED CAMPAIGN

UNITED SPIRITS
A DIAGEO Group Company



Digital Activation with RCB players promoting RCW



Special edition RCB players jersey inspired IPL pack



YouTube 'Creator Award' for surpassing 1M subscribers for RCB YT Channel

MCDOWELL'S NO1 : THE TRUE BONDS OF YAARI

UNITED SPIRITS
A DIAGEO Group Company

"Music"

EXPRESS

No.1 YAARIJAM ORIGINALS



EXPERIENCE

No.1 YAARIJAM FESTS



ENABLE

No.1 YAARIJAM PADS



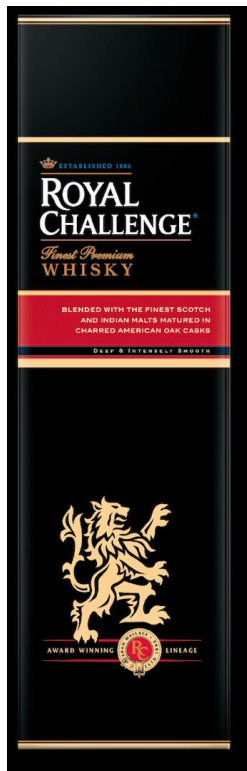
Content/Activation in F21



INNOVATION / RENOVATION BEING AT THE HEART

UNITED SPIRITS

A DIAGEO Group Company



THE ORIGINAL TASTE YOU LOVE
NOW IN A CAN



THE NEW
Nº1

#CHILLITYAAR
DRINK RESPONSIBLY



DRINK RESPONSIBLY
ALCOHOL WILL ONLY BE SERVED TO
GUESTS ABOVE THE LEGAL DRINKING AGE

**To be one of the best performing, most trusted
and respected consumer products companies
in India**



5 Strategic Priorities

Strengthen &
accelerate core
brands

Evolve route to
consumer

Drive productivity
to invest in
growth

Corporate
citizenship

Winning
organization

OPTIMALLY SERVING THE THREE INDIAs

AFFLUENT INDIA



Deliver unique, curated experiences

MIDDLE INDIA



Leverage outlets to build brand equity & aid premiumization

ASPIRING INDIA



Focus on retained states, support franchisees

"Horses for Courses"- led front line sales force optimization

Leveraging technology to monitor market execution

SCOTCH : FOCUSED INTERVENTIONS

WIN @ HOME



Enabled the in-home consumption through DIY drinks on digital & home bar promotions @ Off Trade

WIN @ STORE

Standout visibility



Festive packs



Scaled up Hipster pack

Go after duty free customers @ MoTs



WIN @ ON TRADE



Raise the Bar program to help get the community kick-start business

Took the lead in welcoming consumers back to their favourite bars through a scaled-up campaign

WIN @ STORE IN THE FESTIVE SEASON

UNITED SPIRITS
A DIAGEO Group Company

BUNDLED PORTFOLIO PROMOS & LEP'S



NEW VISUAL IDENTITY UNLEASHED



Continued scale up of clutter breaking visibility



SCALE ON-GROUND RENOVATIONS

**To be one of the best performing, most trusted
and respected consumer products companies
in India**



5 Strategic Priorities

Strengthen &
accelerate core
brands

Evolve route to
consumer

Drive productivity
to invest in
growth

Corporate
citizenship

Winning
organization

'PRODUCTIVITY' ACROSS THE VALUE CHAIN

	Productivity Initiatives
NRM	<ul style="list-style-type: none"> Effective spending Stronger Price Mix
Supply Optimization	<ul style="list-style-type: none"> Supply footprint Transformation Distillation performance improvement & reduction in maturation losses
Marketing	<ul style="list-style-type: none"> Visibility elements rate productivity Volume rebate on media spends
Overheads	<ul style="list-style-type: none"> Office consolidation Leveraging vendor, re-negotiation & reverse auction
Cash	<ul style="list-style-type: none"> Debt reduction of INR 1517 cr. during FY21 Operating cash & finance cost savings of INR 25 cr

**To be one of the best performing, most trusted
and respected consumer products companies
in India**



5 Strategic Priorities

**Strengthen &
accelerate core
brands**

**Evolve route to
consumer**

**Drive productivity
to invest in
growth**

**Corporate
citizenship**

**Winning
organization**

RAISING THE BAR



Standing with the Bar Community

- Starter kit deployed in **1500 outlets**
- **Euronics** sanitization stations deployed in **1300 outlets**
- **Dineout** contactless dining deployed in **1110 outlets**
- **Samsung 50"** screens + TagTalk customized content in **400 outlets**
- **Zomato digital** ads across **1070 outlets** that opted for the support



OUR SUSTAINABILITY JOURNEY

DIAGEO



- “Act Smart India” on Underage Consumption
- Moderation through **DRINKIQ**
- UNITAR (United nations) designed **Anti Drink Drive** training programme



- Global hospitality skills programme “**Learning for Life**”
- **Empowering women** generating sustainable livelihood



- Initiated programme to **replenish 20Bn m3** of water in FY 21
- Reduced **GHG emissions** by 79%

**To be one of the best performing, most trusted
and respected consumer products companies
in India**



5 Strategic Priorities

Strengthen &
accelerate core
brands

Evolve route to
consumer

Drive productivity
to invest in
growth

Corporate
citizenship

**Winning
organization**

TALENT

CULTURE

SIMPLIFICATION

ENGAGE & ENERGIZE

01

FY21 Strategic Building Blocks

02

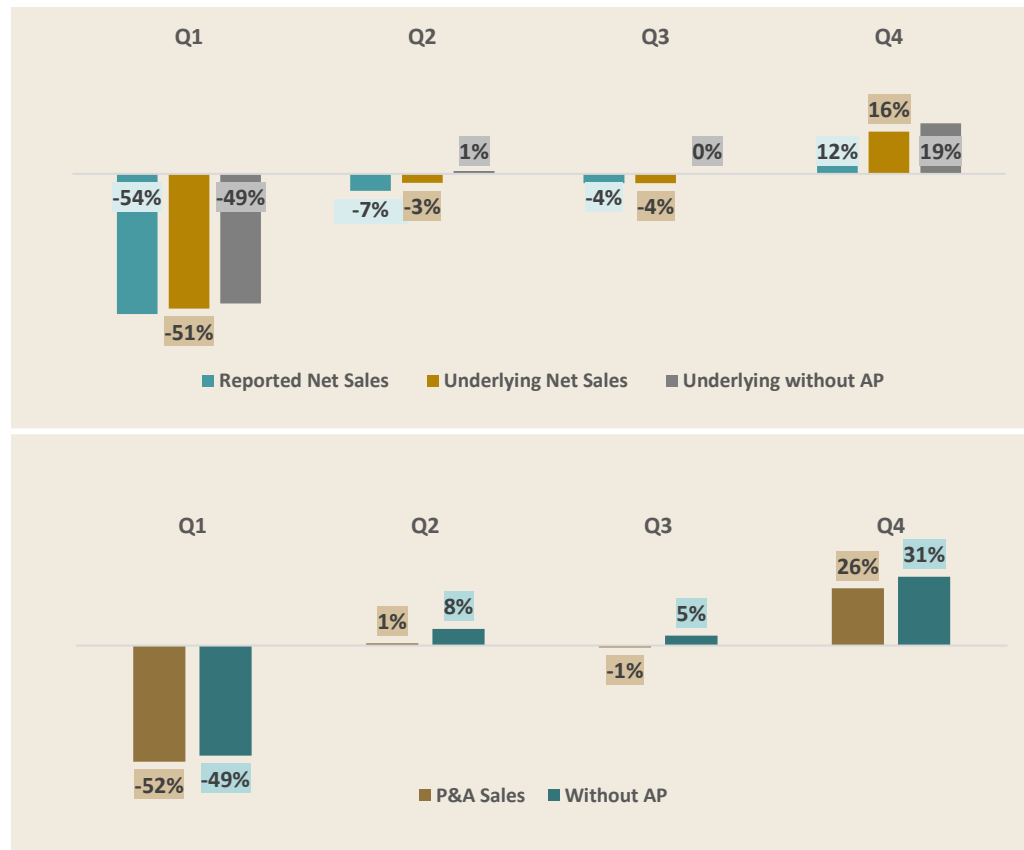
FY21 Financial Highlights

03

Looking Ahead

F21 FINANCIALS : BUSINESS SHOWED SEQUENTIAL QOQ RECOVERY

	FY21
Net Sales	-13.2% ¹
P&A net sales	-7.2%
Popular net sales	-17.7%
Gross Margin	-15.9% (140 bps)
EBITDA Margin	-34.4% ² (405 bps)
Profit after tax	-56.0% (382 bps)

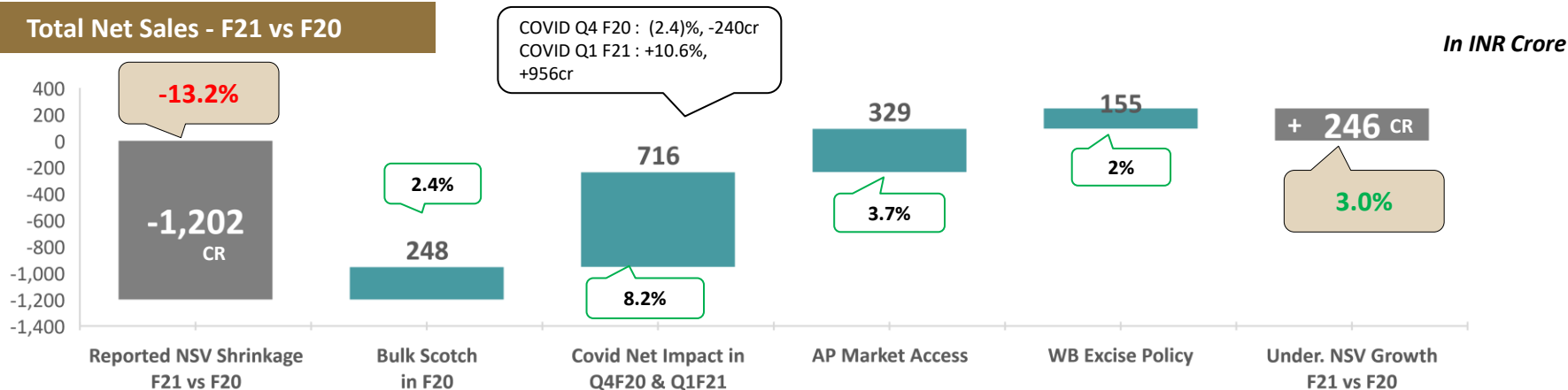


¹ Underlying net sales declined (10.8)%, excluding one-off bulk Scotch sale.

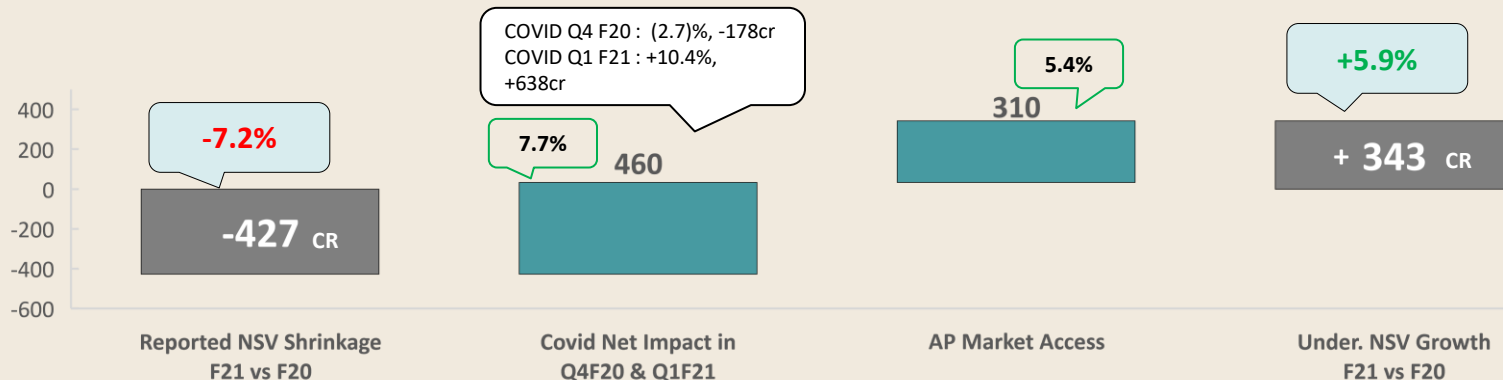
² Underlying EBITDA margin excluding one-off bulk Scotch sale declined 337bps

DECODING FY NSV PERFORMANCE

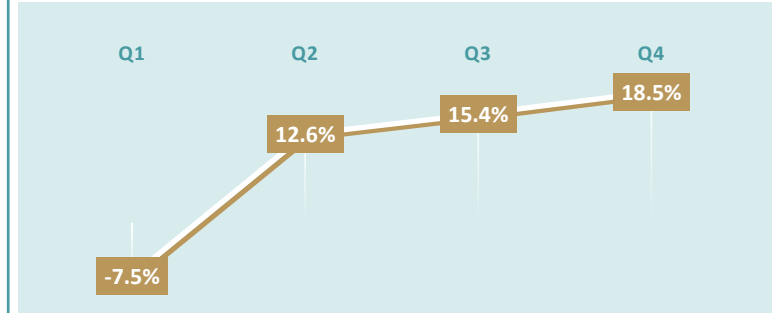
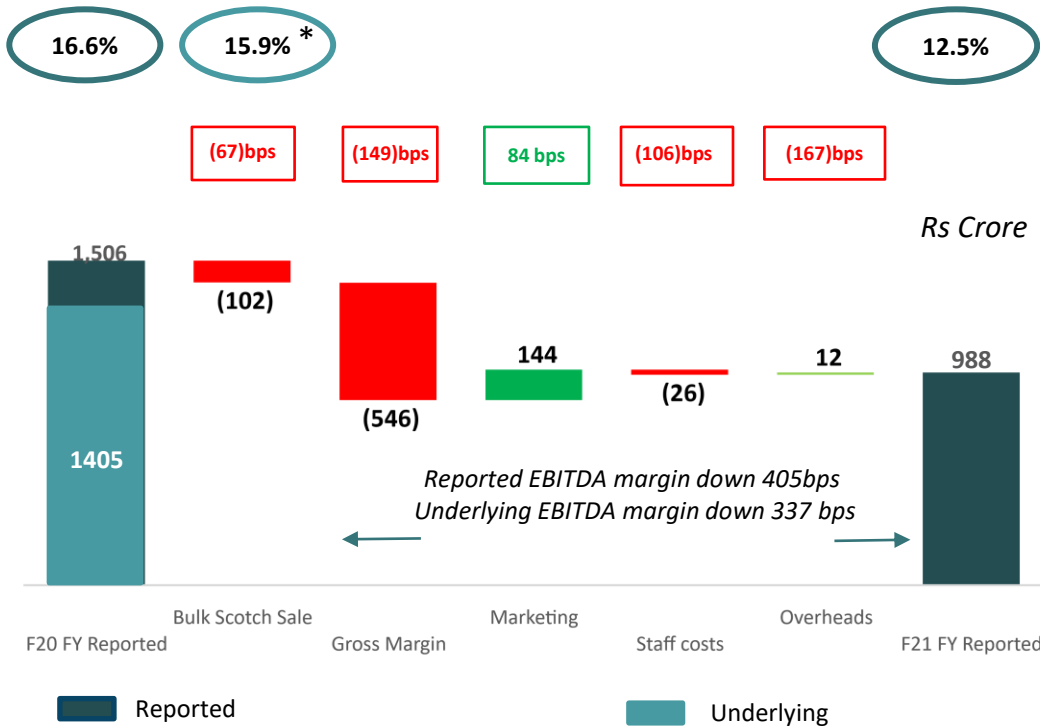
Total Net Sales - F21 vs F20



P&A Net Sales - F21 vs F20



EBITDA MARGIN SHADOWING NSV RECOVERY QOQ

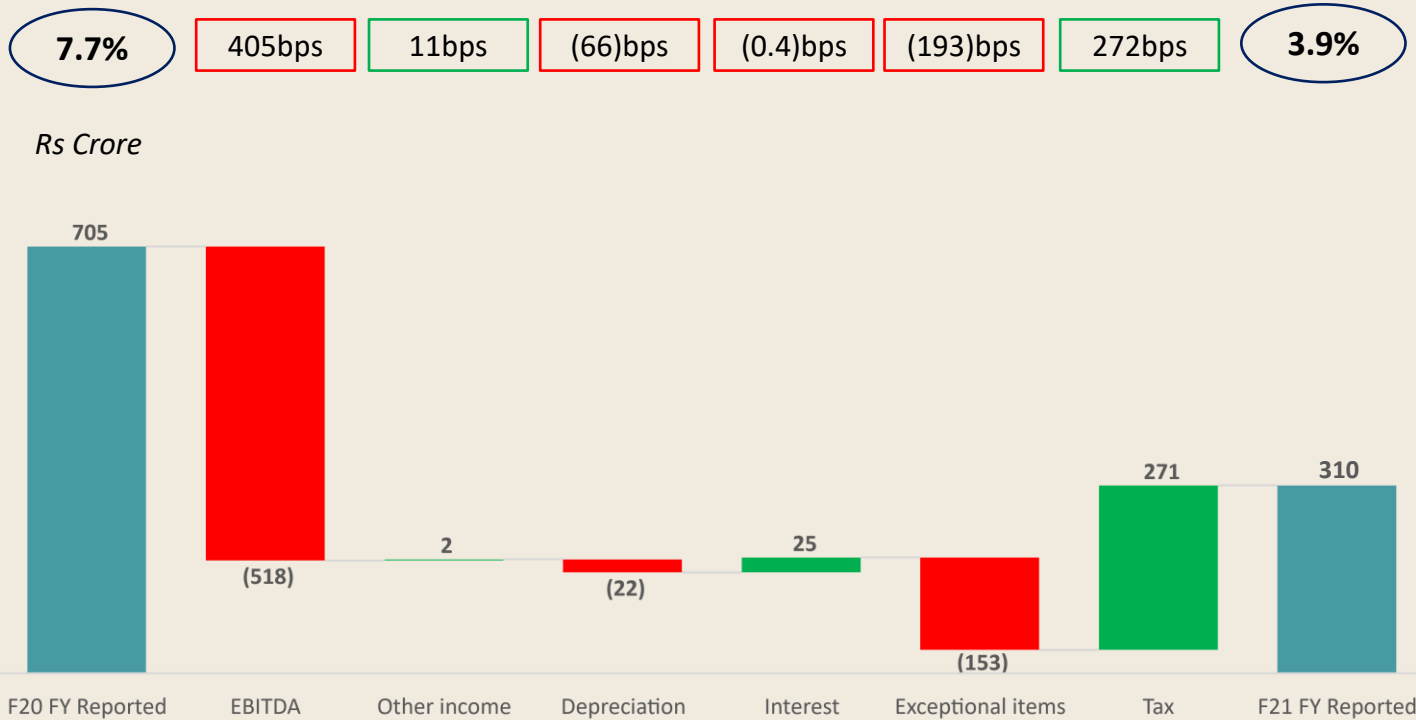


Underlying EBITDA decline is attributable to;

- Q1 lock-down
- Andhra Pradesh market access; Franchise and unwinding costs

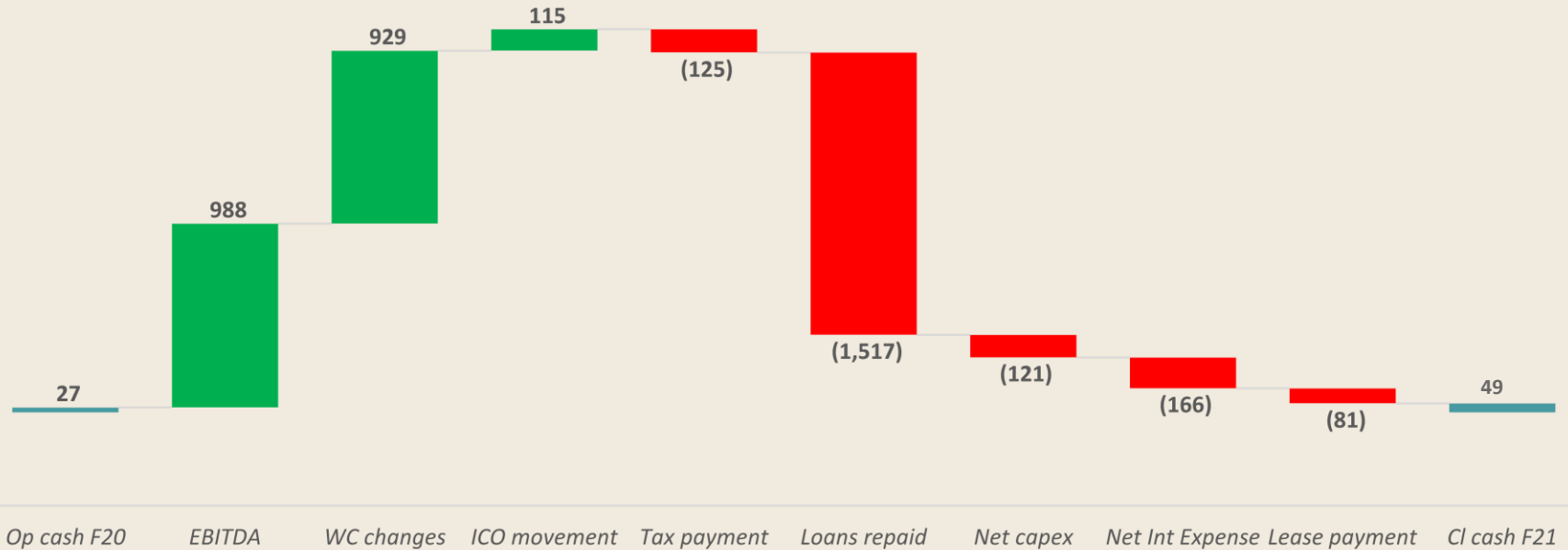
*Underlying EBITDA margin excludes the impact of Bulk Scotch sale and one-off restructuring costs
Underlying EBITDA margin for F20, net of bulk Scotch sale is 15.9%.

FY 21 PAT MARGIN MIRRORING THE EBITDA PERFORMANCE



STRONG CASH GENERATION MOMENTUM CONTINUES

Rs. Crore



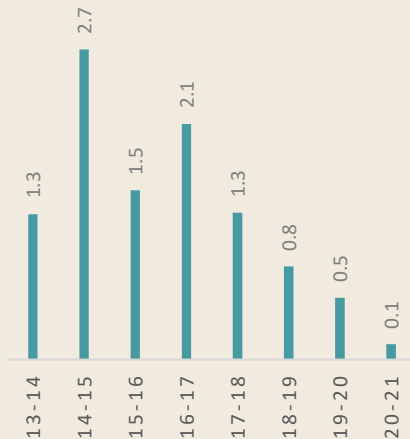
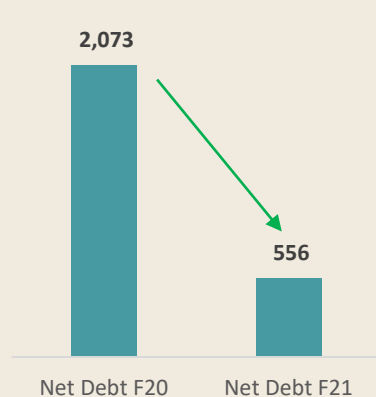
PROGRESSING TOWARDS ZERO DEBT

Debt reduction of Rs. 1517 Cr.

Net debt

Debt-Equity ratio

Rs Crore

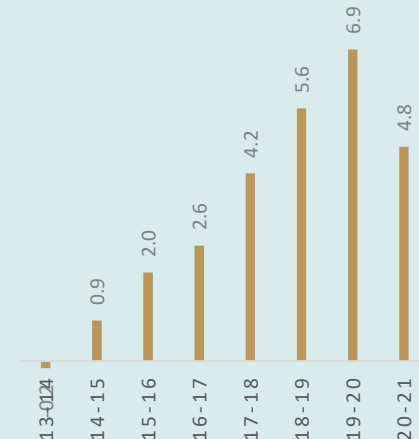
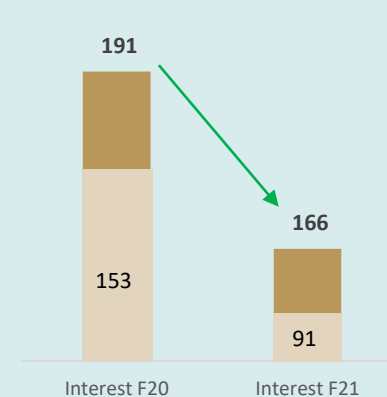


CRISIL has reaffirmed its 'CRISIL AA+/Positive/CRISIL A1+' ratings on the bank facilities and debt programme

Interest saving of Rs. 25Cr.

Interest Cost

Interest Coverage ratio

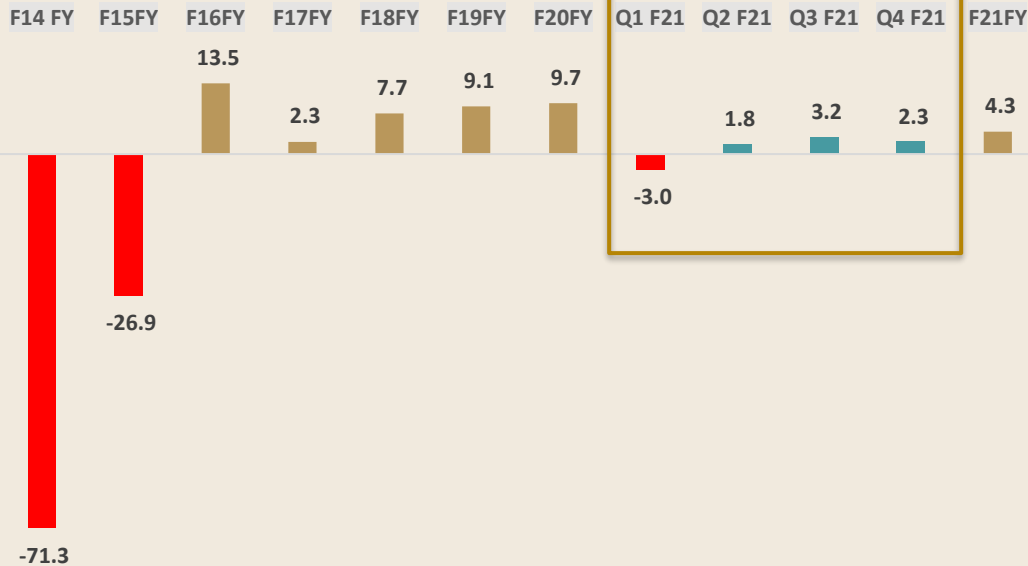


Borrowing cost

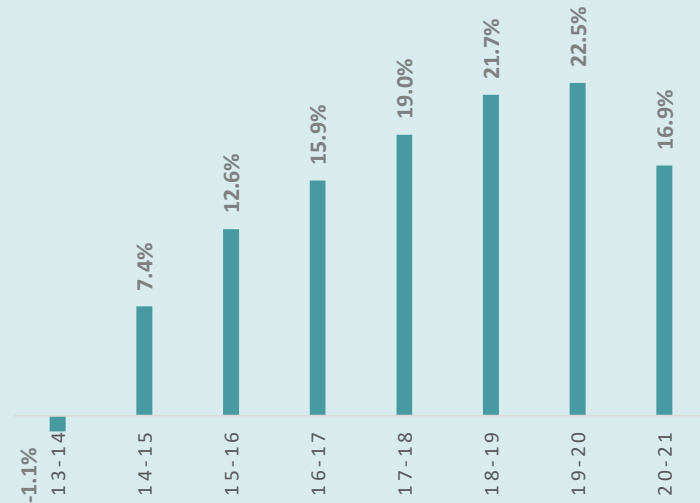
Other finance cost

EXITING F21 WITH PRIOR YEAR EPS METRICS

EPS Rs/share



Return on Capital Employed



Note: EPS has been retrospectively adjusted for the 1:5 stock split that became effective in F19

01

FY21 Strategic Building Blocks

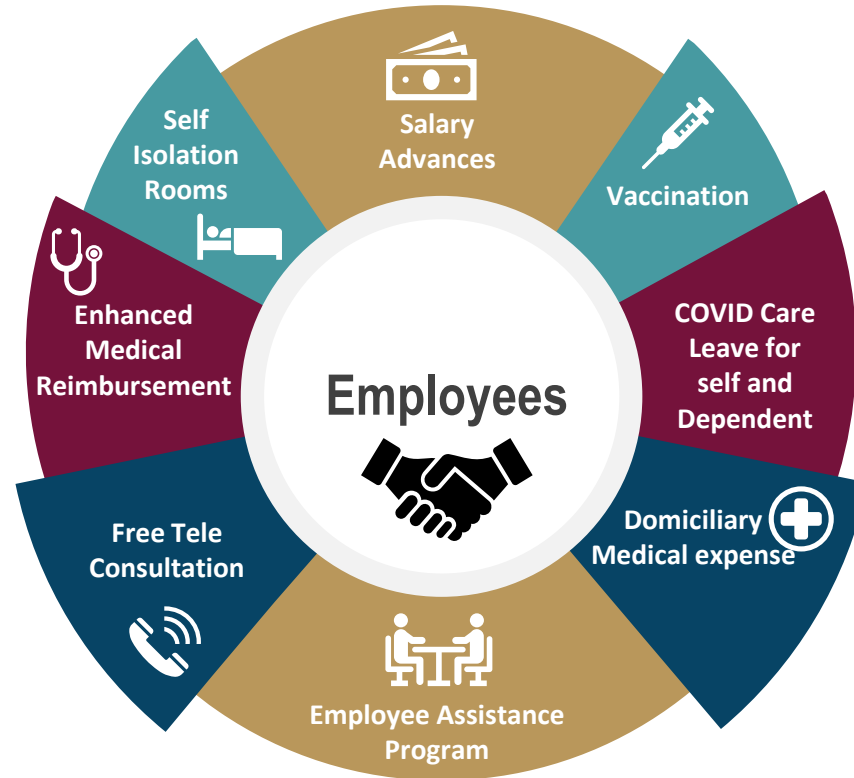
02

FY21 Financial Highlights

03

Looking Ahead

IN SHORT TERM, WE ARE COMMITTED TO...



In case of demise of an employee, committing additional amount of one year salary



1

16-bed mini-hospital units in **15 'most needy' districts**

2

PSA Oxygen Plants to nodal Government Hospitals in **21 districts**

3

Medical equipment and consumables

4

Oxygen Concentrator, Ventilators & ICU Beds

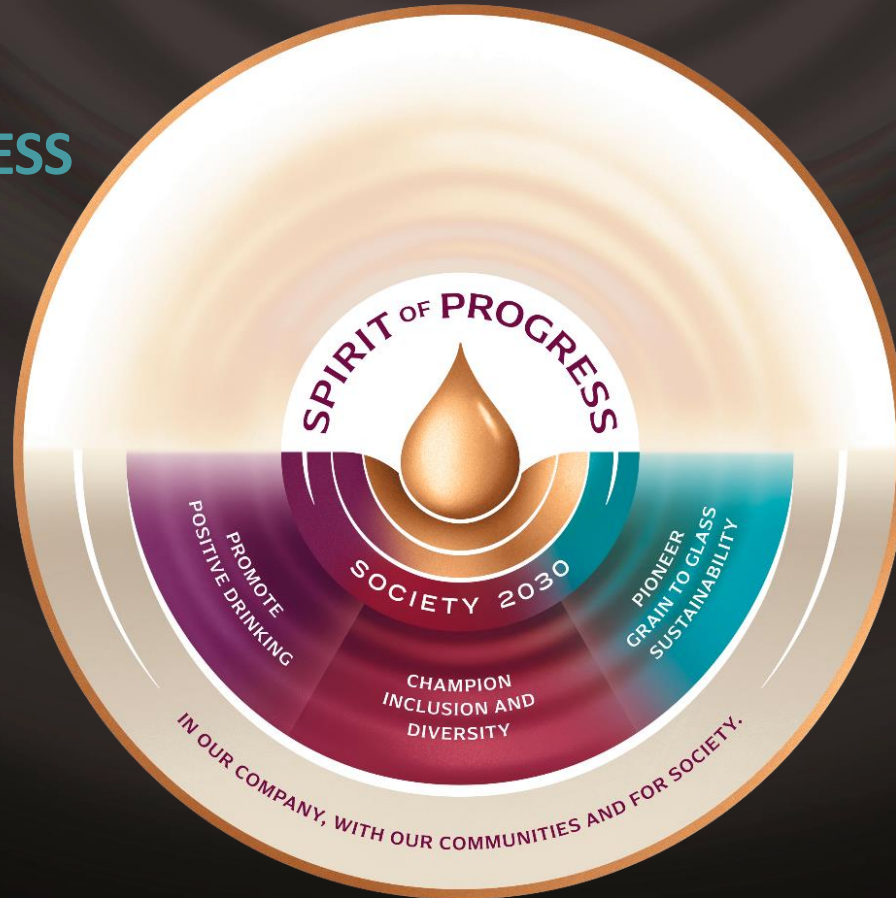
**While the short to medium
term outlook remains
uncertain...**

WE ARE COMMITTED TO OUR LONG TERM INITIATIVES

DIAGEO

SOCIETY 2030 SPIRIT OF PROGRESS

By 2030 Diageo will deliver a positive impact on society everywhere we live, work, source and sell



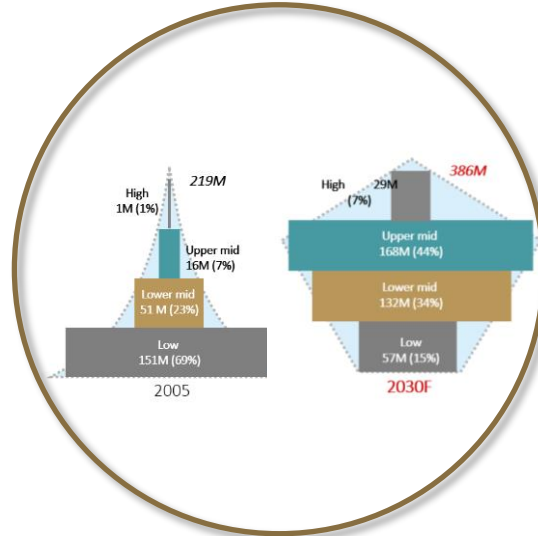
AND WE HAVE REASON TO BE OPTIMISTIC

Consumer Opportunity



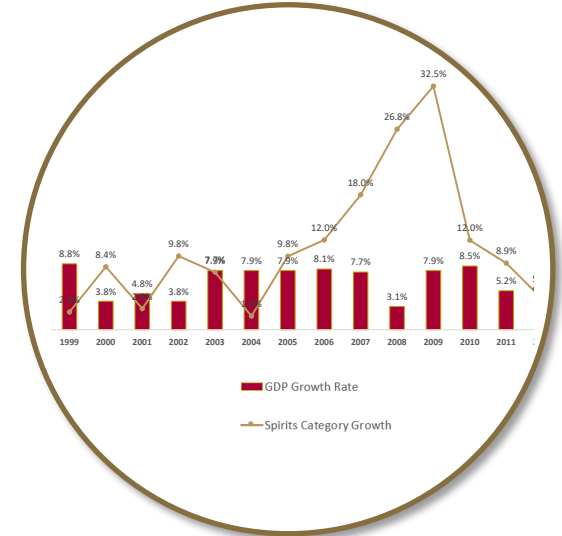
**17 million added to
LDA* population
per annum for the
next 3-5 years**

Long-Term Premiumization



**Improving
household income
in the long term**

Category Resilience



**Robust Spirits demand during
slowdowns of the recent past**

**Legal Drinking Age assumed as >21 years for
Spirits; period 2016-21*

*Source: World Economic Forum-Bain report, Census of
India (for 2016), Internal analysis*

Source: IWSR, MoSPI



A SPIRITED JOURNEY OF HOLISTIC & BREAKTHROUGH TRANSFORMATION THAT HAS CREATED A SOLID RUNWAY FOR THE FUTURE

UNITED SPIRITS
A DIAGEO Group Company

PROFITABLE GROWTH

**TRANSFORMED
REPUTATION**

**BIG SHIFTS IN TALENT &
CULTURE**

THANK YOU

If you wish to ask a question, please dial-in to the following numbers. Please log out of the webcast if you ask a question to avoid echo/voice quality issues.

Universal Dial-In	+91 22 6280 1250` +91 22 7115 8151
International Toll Free	
Hong Kong	800964448
Singapore	8001012045
UK	08081011573
USA	18667462133
International Toll	
HongKong	85230186877
Singapore	6531575746
UK	442034785524
USA	13233868721