

19th May 2023

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

Ref: Regulation 30 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

Further to our intimation dated 8th May 2023 regarding investors' call, enclosed presentation which will be used in the call. The same is being uploaded on our website www.diageoindia.com

This is for your information and records.

Thank you.

For United Spirits Limited

Mital Sanghvi
Company Secretary

Encl: as above



DIAGEO

Delivering *sustainable* *long-term* growth

FY 2022-23

Ms. Hina Nagarajan, Managing Director & Chief Executive Officer

Mr. Pradeep Jain, Executive Director & Chief Financial Officer

19 May 2023

CAUTIONARY STATEMENTS CONCERNING FORWARD-LOOKING STATEMENTS

The following presentation contains 'forward-looking' statements. These statements can be identified by the fact that they do not relate only to historical or current facts and may generally, but not always, be identified by the use of words such as "will", "anticipates", "should", "could", "would", "targets", "aims", "may", "expects", "intends" or similar expression statements. In this presentation, such statements includes those that express forecasts, expectations, plans, outlook, objectives and projections with respect to future matters, including information related to "United Spirits Limited" outlook, USL medium term guidance, supply agility programme and any other statements related to USL's performance for the year ending 31 March 2023 or thereafter. In addition, some of the numbers presented are based on management assumptions & analysis.

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

Agenda

1. FY23 Business Update

2. FY23 Financial Highlights

3. Looking Ahead

FY23 BUSINESS UPDATE

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

&

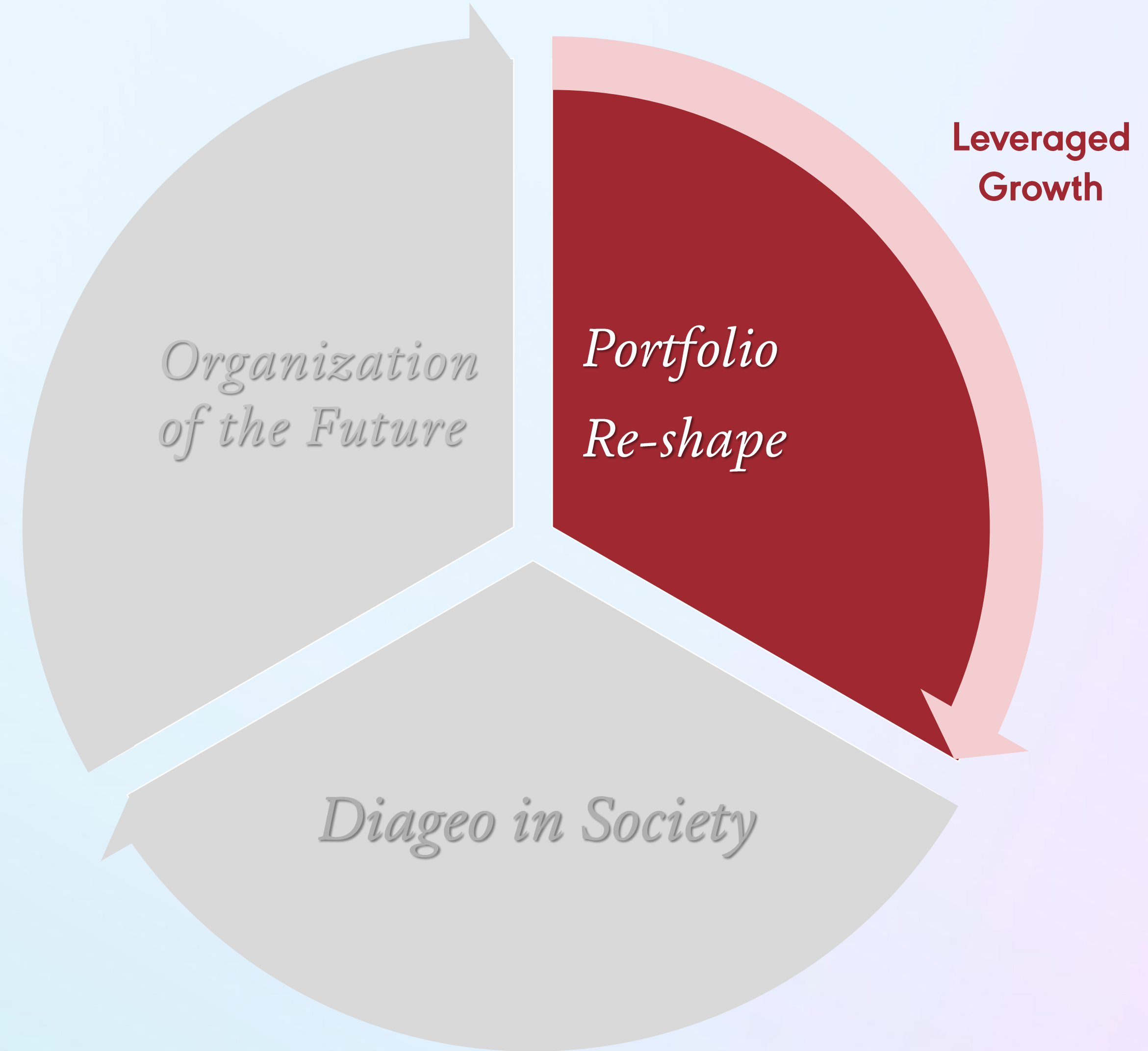
long-term value to all our Stakeholders



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

&

long-term value to all our Stakeholders



Strengthen Play in Upper Prestige: Signature, Antiquity & American Pride

Royal Challenge American Pride (RCAP)



Signature



Antiquity



Reshape Value Proposition in Mid Prestige: Royal Challenge



McDowell's enabling & celebrating the collective *power of 'Yaari'*

Yaari Jam & Association with FC Goa

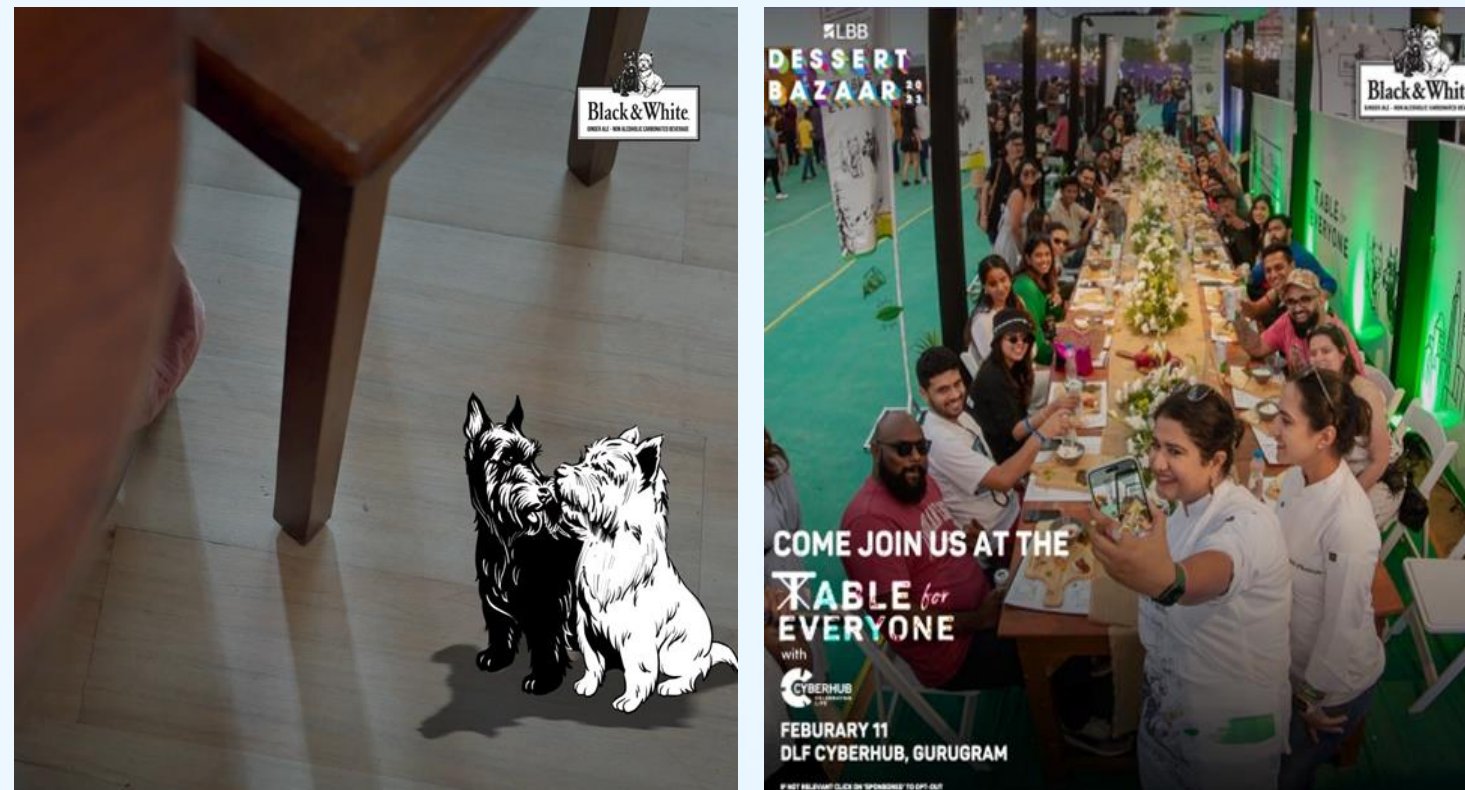


Accelerate Luxury & Premium Portfolio

Johnnie Walker



Black & White



Black Dog





**WALKERS
& CO**

WHAT MAKES OUR WALKERS

KEEP WALKING



I KEEP WALKING
BECAUSE I SEE THE
LIGHT AHEAD
- **JOHN LEGEND**

IF YOU HAVE A VOICE
& A MEDIUM,
CREATE IMPACT
- **KABIR KHAN**

I ONLY MOVE FORWARDS,
NEVER BACKWARDS DARLING
- **GRACE JONES**

AS CREATIVE BEINGS,
WE HAVE TO
KEEP WALKING TO
MOVE AHEAD AND
PROGRESS
- **ANANYA BIRLA**

YOU ONLY LIVE ONCE,
BUT IF YOU DO IT RIGHT,
ONCE IS ENOUGH
- **MAE WEST**

GO WHERE THERE IS
NO PATH AND
MAKE A TRAIL
- **RAJA KUMARI**

PATHS ARE
MADE BY
WALKING
- **ANTONIO
MACHADO**



BUSINESS UPDATE: PORTFOLIO RE-SHAPE

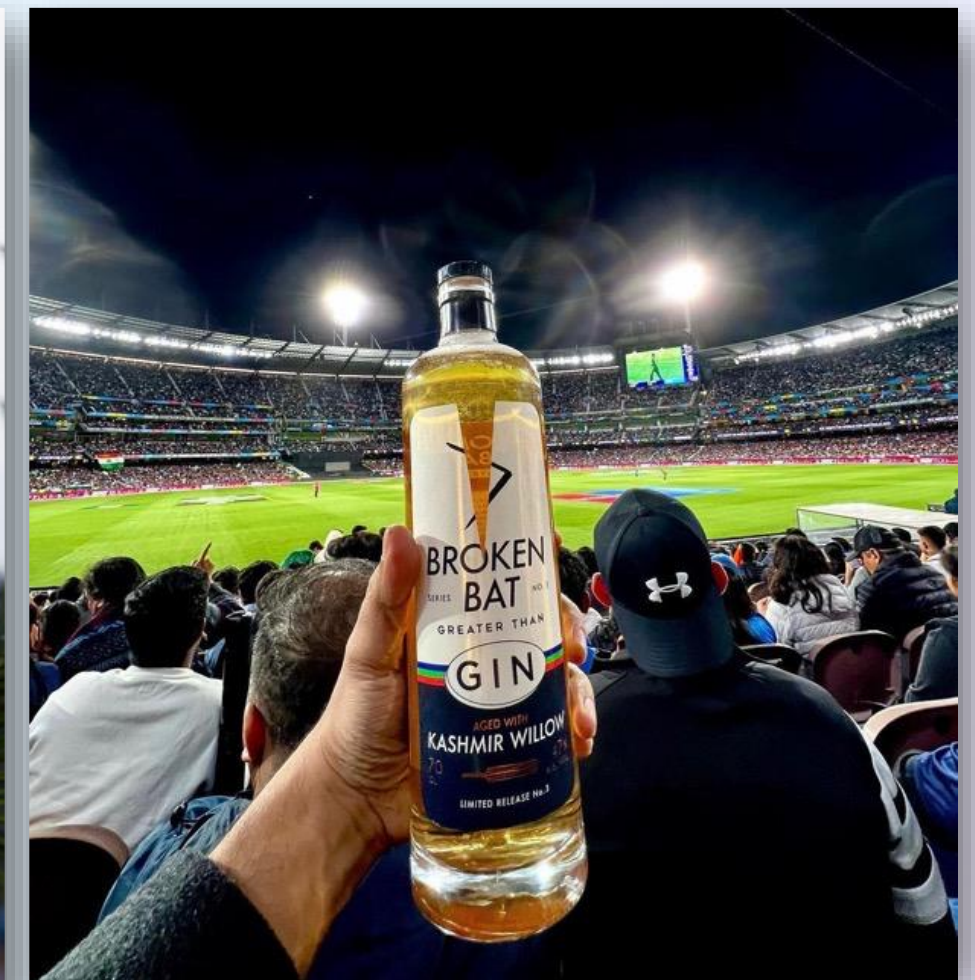
Godawan continues to *win Consumer & Connoisseurs*,
leading to adoption of *Mindful Indian luxury craft* globally



SOURCE










NÄO
SPIRITS





New Crown Jewel
WPL



 SMRITI MANDHANA	 SOPHIE DEVINE ✈	 ELLYSE PERRY ✈	 RENUKA SINGH
 RICHHA GHOSH	 ERIN BURNS ✈	 DISHA KASAT	 SHREYANKA PATIL
 INDRANI ROY	 KANIKA AHUJA	 ASHA SOBHANA	 HEATHER KNIGHT ✈
 KOMAL ZANZAD	 DANÉ VAN NIEKERK ✈	 PREETI BOSE	 POONAM KHEMNAR
 MEGAN SCHUTT ✈	 SAHANA PAWAR		



#PLAYBOLD



Multiple awards at Exchange4media (E4M), The Mobile Marketing Awards (MADDIES) & India Marketing Awards

Gold:

- Best Innovation: *Johnnie Walker Drone Show*
- Best Use of Rich Media / Video / Interactive Content: *Signature AR Campaign*
- We won e4m India Design Excellence Award for *Black DOG Renovation under the rebranding category*
- Best Use of Social Media: *Johnnie Walker ReVibe*
- Best Use of PR: *Johnnie Walker ReVibe Campaign*



Won 5 awards for premium whisky & scotch brands at INDSPIRIT Awards by Ambrosia

- Best IMFL Premium Whisky – *Signature premium grain whisky.*
- Best Blended Scotch Whisky (12 Years & above BII) – *Black Dog 14 YO blended scotch whisky*
- Best Blended Premium Scotch Whisky (BIO) – *Johnnie Walker Blonde blended scotch whisky*
- Best Packaging award (Overall aesthetic) – *Johnnie Walker Blonde blended scotch whisky*
- Best Packaging award (Unit Pack) – *Black Dog 14 YO Blended scotch whisky*

The Virtuous cycle of *Profitable Growth*



01

Driving Top Line Growth

Rebased NSV Growth: +19.5%

02

Improving Price/Mix

Price/Mix contribution of 10.8 ppts to top line growth

03

Sustained A&P investments

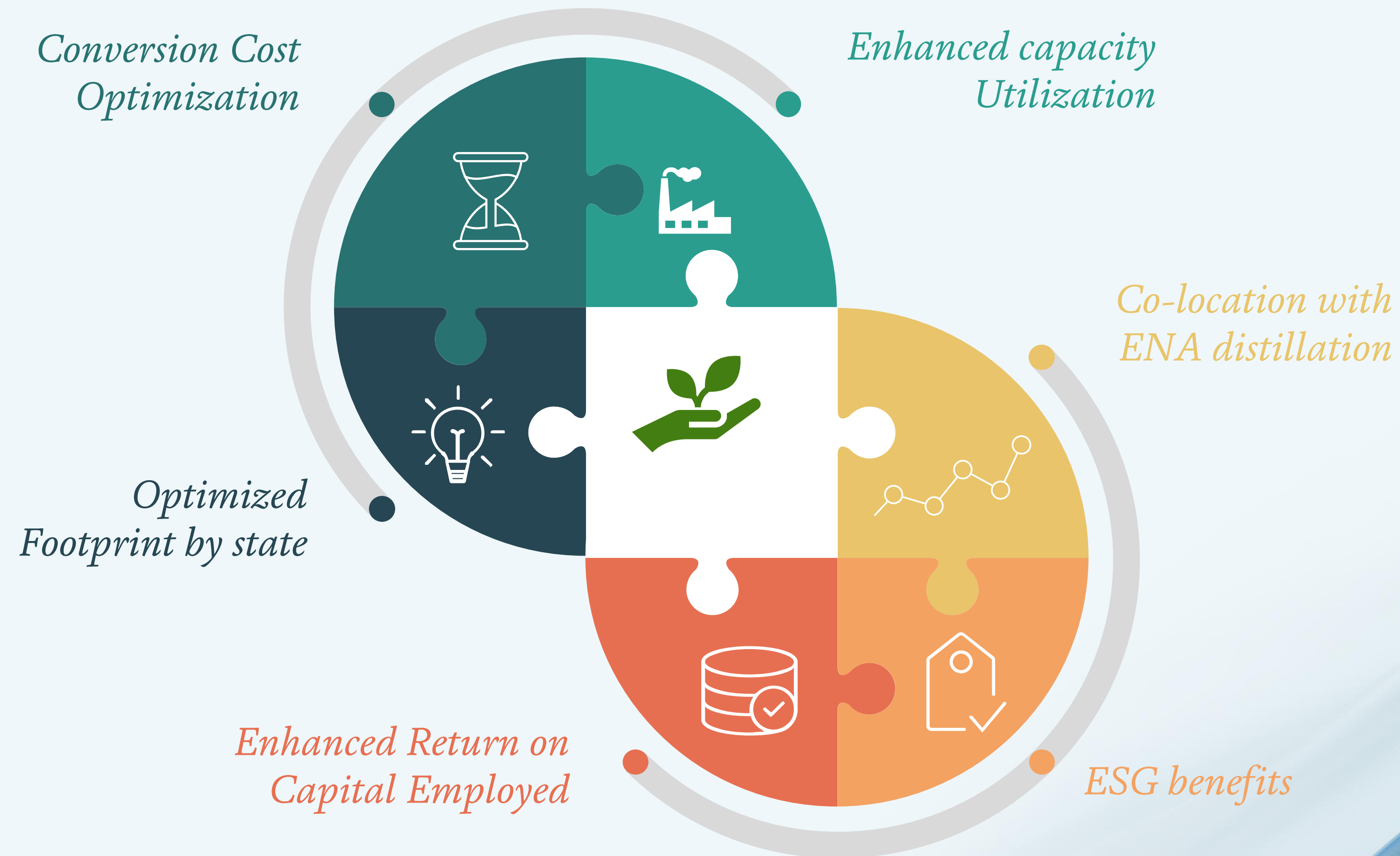
Rebased A&P of ₹ 919Cr with RiR* of 9.5%

04

Driving Productivity

~ ₹ 268 Cr. cost savings offsetting ~39% inflation

Unlocking numerous benefits via *multiyear supply agility initiative*



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*

*Portfolio
Re-shape*

Diageo in Society

Building a *future ready* organization

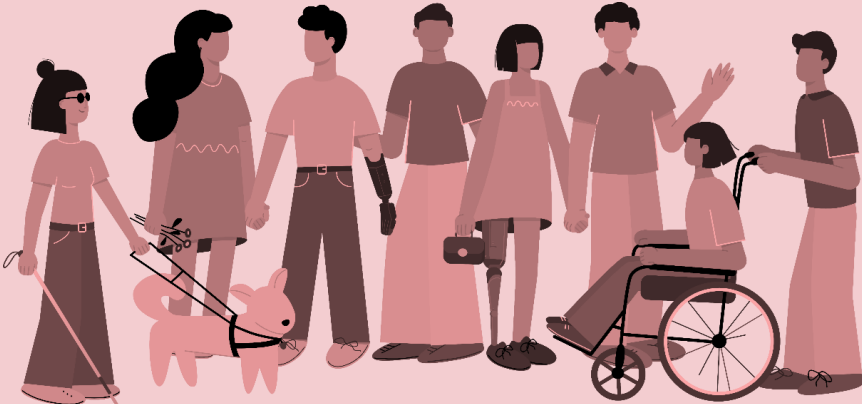
TALENT



ENGAGE & ENERGIZE



CULTURE



Simplification & Compliance

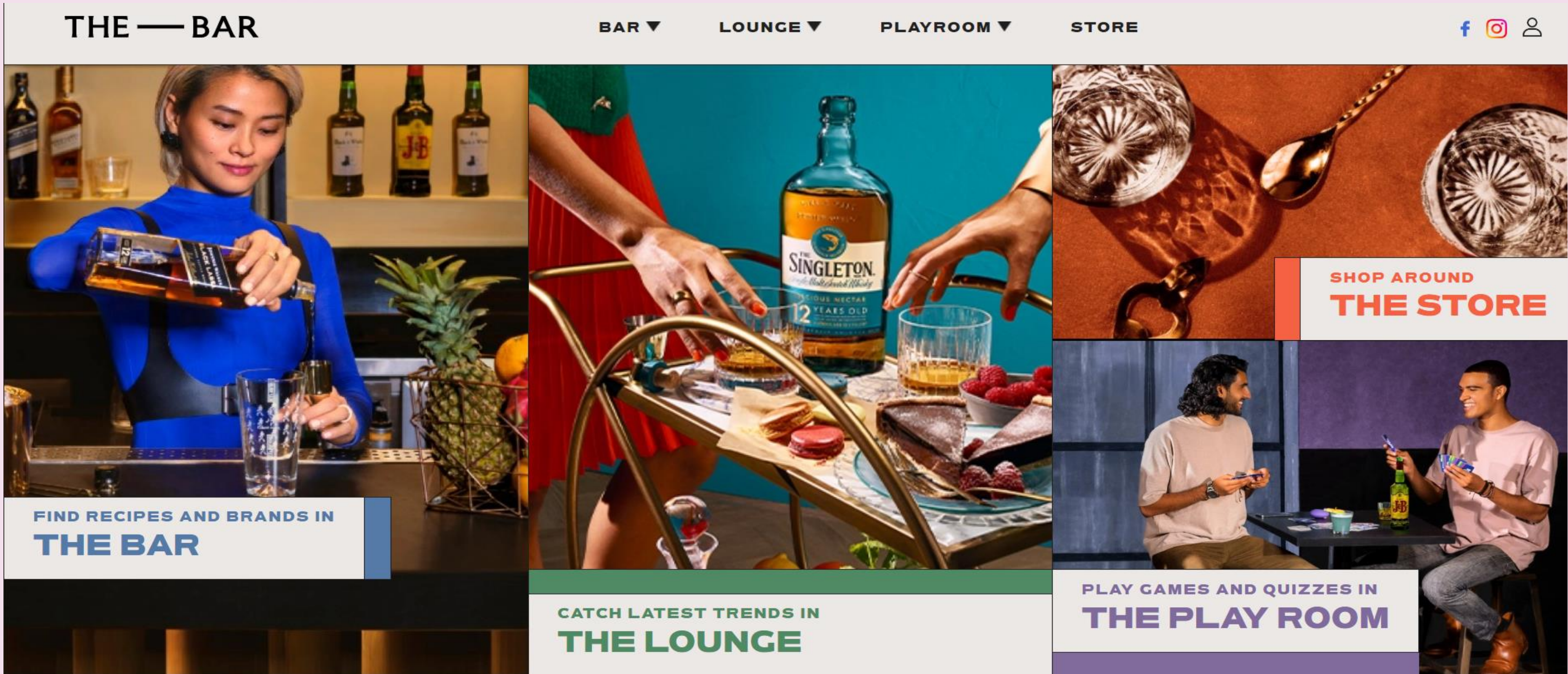
#RadLib



Building *Digital as a Mindset* as well as Capability & Enabler Across Org

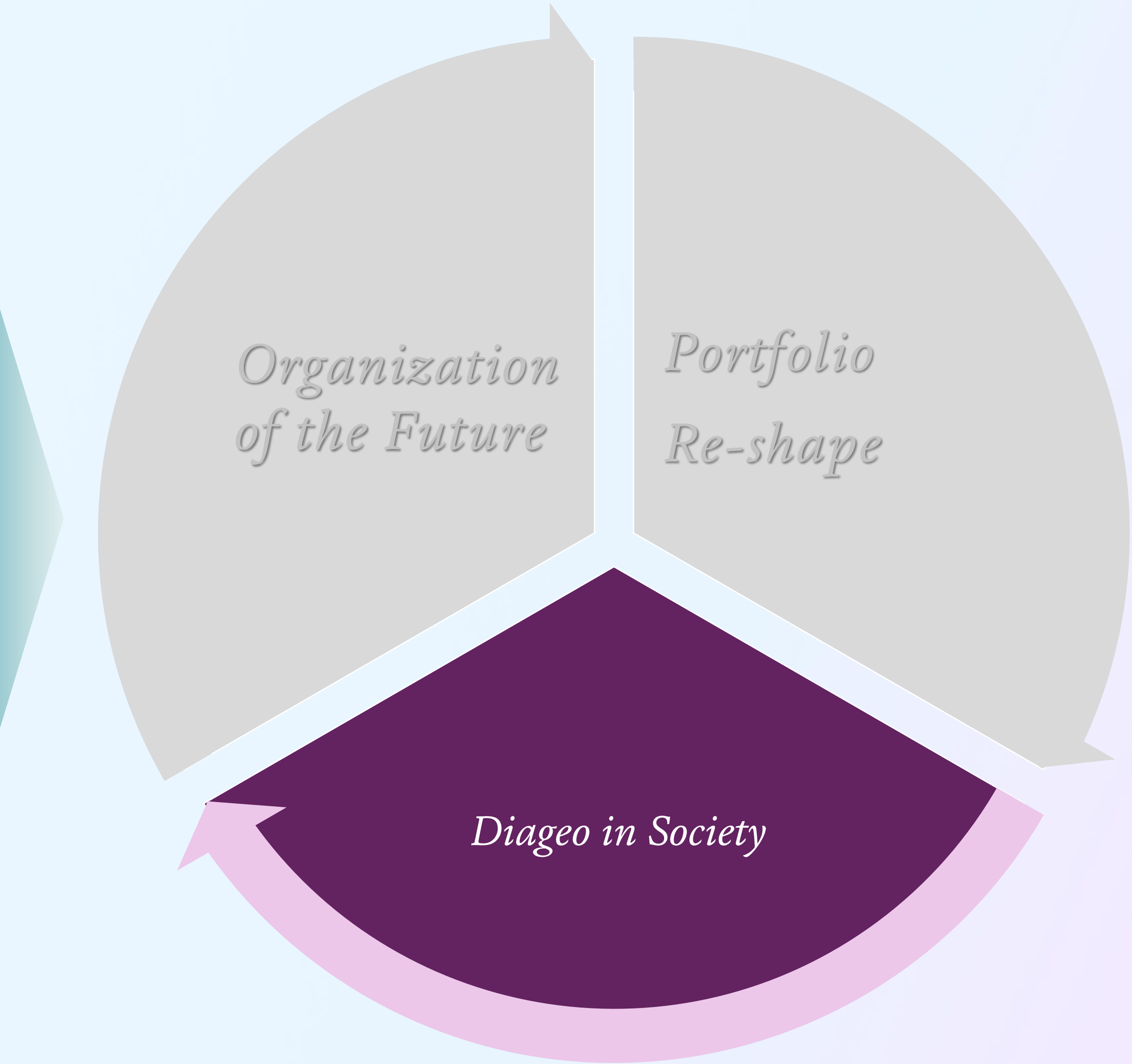
All things Social Celebration

*Content – Community –
Commerce*



BUSINESS UPDATE

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



ESG for Stakeholder Value

Society 2030: Our 10-year action plan to help *create a more inclusive and sustainable world*

Driving ESG from *‘Grain to Glass’*



Learning For Life

Plastic Waster EPR

Net ZERO Carbon

Water Stewardship

Progressing towards *“Drink Better, Not More”*



Curbing Underage Consumption

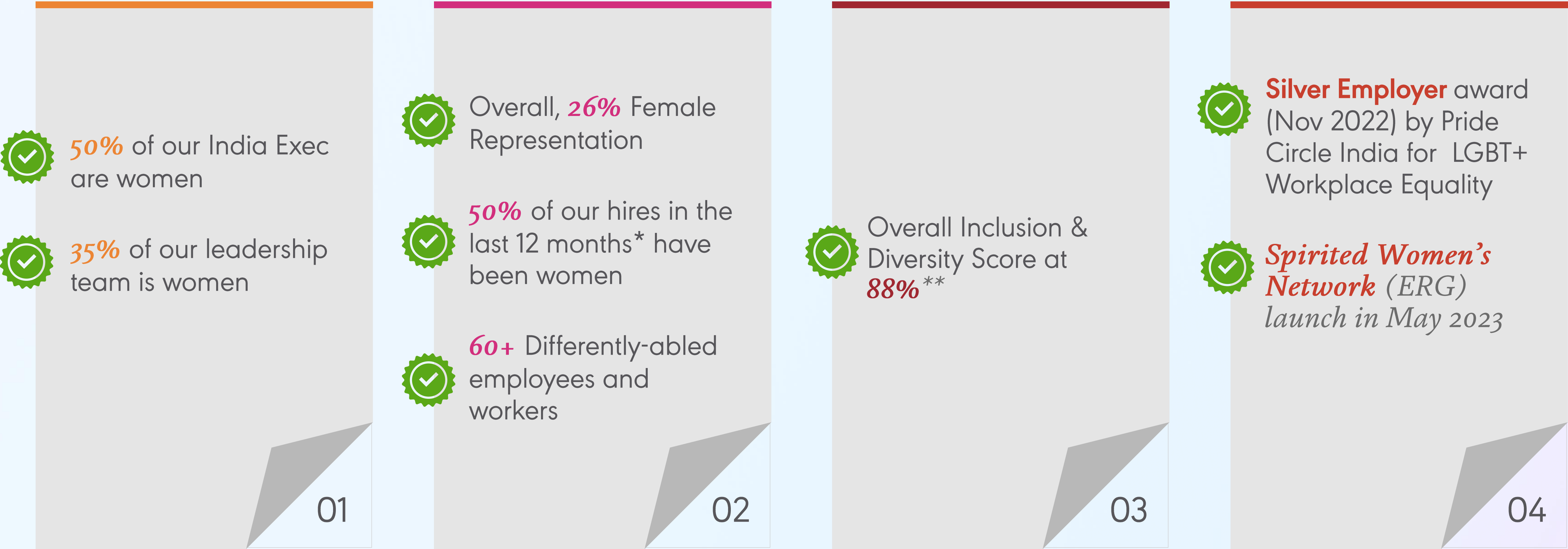
Anti Drink Drive

Promoting Moderation

Inclusion & Diversity



Talent representation & Inclusive leadership

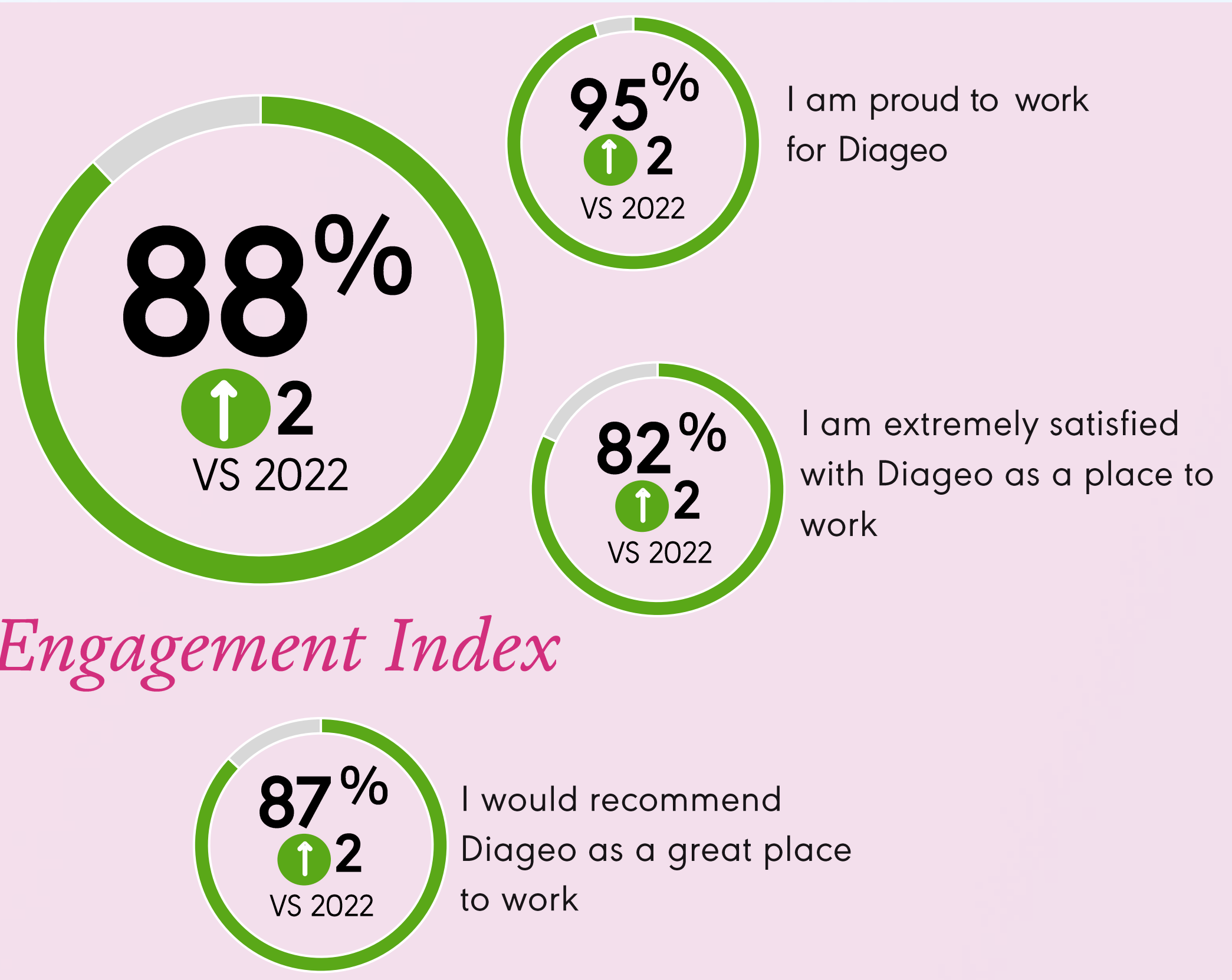


← Launch of Guidelines and Support for →

Pregnancy Loss

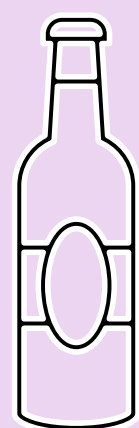
Gender Identity, Sexual Orientation, Gender Expressions

Disability Inclusion



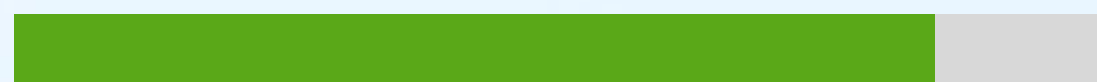
Product NPS

I would recommend our products



+85
↑ 0
VS 2022

85% ↑ 4
VS 2022



Where I work, people are able to raise concerns, ideas and opinions without being afraid of consequences

88% ↑ 1
VS 2022



I feel valued for my contribution to my team's and Diageo's success

92% ↑ 1
VS 2022



Where I work, people put customers and consumers first when making business decisions

79 ↓ 4
VS 2022

People around me are quick to adapt to changing ways of working and doing business



2023 Top rated ESG Companies List

Sustainalytics'
Top-Rated
Companies

McGRATHSTAR | SUSTAINALYTICS

Hi there,

We are delighted to inform you that United Spirits Ltd. has been included in Sustainalytics' newly released **2023 Top-Rated ESG Companies List!** Congratulations on this accomplishment!

This achievement means that your company is recognized as one of the best performing ESG companies rated by Sustainalytics. As a result of your outstanding work in 2022, we'd like to offer you the opportunity to proudly showcase this achievement with our **2023 Top-Rated Badges**.

With an ESG Risk Rating License from Sustainalytics, you would be granted full access to your badges, which can be used to communicate your company's leading ESG status with all relevant stakeholders.

Connect with us to learn more about our 2023 Top-Rated Badges and the benefits of obtaining an ESG Risk Rating License from Sustainalytics:

[Contact us](#)

ESG
GLOBAL 50
TOP RATED

ESG
INDUSTRY
TOP RATED

ESG
REGIONAL
TOP RATED

USL-Alwar: *Asia's first spirits distillery to be certified to AWS international water stewardship standard*

WSAS

WATER
STEWARDSHIP
ASSURANCE
SERVICES

ALLIANCE FOR
WATER STEWARDSHIP

CERTIFICATE CERT-000027

Issue Date: 2023-01-26
Effective Date: 2023-01-26
Valid Until: 2026-01-26
First Certification: 2023-01-26

CERTIFICATION
Certification Date: 2023-01-26
Valid Until: 2026-01-26

CERTIFICATE

AWS International Water Stewardship Standard v2.0

United Spirits Limited - Alwar

24, UB Tower, Vittal Mallya Road
Bengaluru, 560001
INDIA

AWS Reference Number: AWS-000371

WSAS herewith certifies that the above mentioned site or group is in compliance with the AWS International Stewardship Standard v2.0. This certificate is valid for a period of three (3) years, contingent upon annual surveillance audits and provided that the site or group continues to meet the conditions as laid out in the AWS Standard, AWS Certification Requirements and the Certification Agreement with WSAS.

Catchment: Ruparel Basin
Industry Sector: Food & Beverage Production
Scope: Single Site

Certification level

Certified Core

Authorised by Lisa Seufert, Head of Certification

WSAS

2 Quality Street, North Berwick, EH39 4HW, UNITED KINGDOM
Email: certification@watersas.org
Website: www.watersas.org

Within Diageo – India is the 2nd market to be certified

- *USL, Alwar – Spirits Distillery (Core) is Asia's 1st Spirits Distillery*
- *USL is 3rd Site in India after ITC which has 2 sites (Platinum)*

FY23 FINANCIAL HIGHLIGHTS

Ramped up Growth Momentum; Resilient Margins

*Healthy performance delivered
across all key financial metrics*

Core NSV Growth

19.5%

P&A Growth

22.8%

Reported EPS

INR14.5

Gross Margin

42.1%

EBITDA Margin

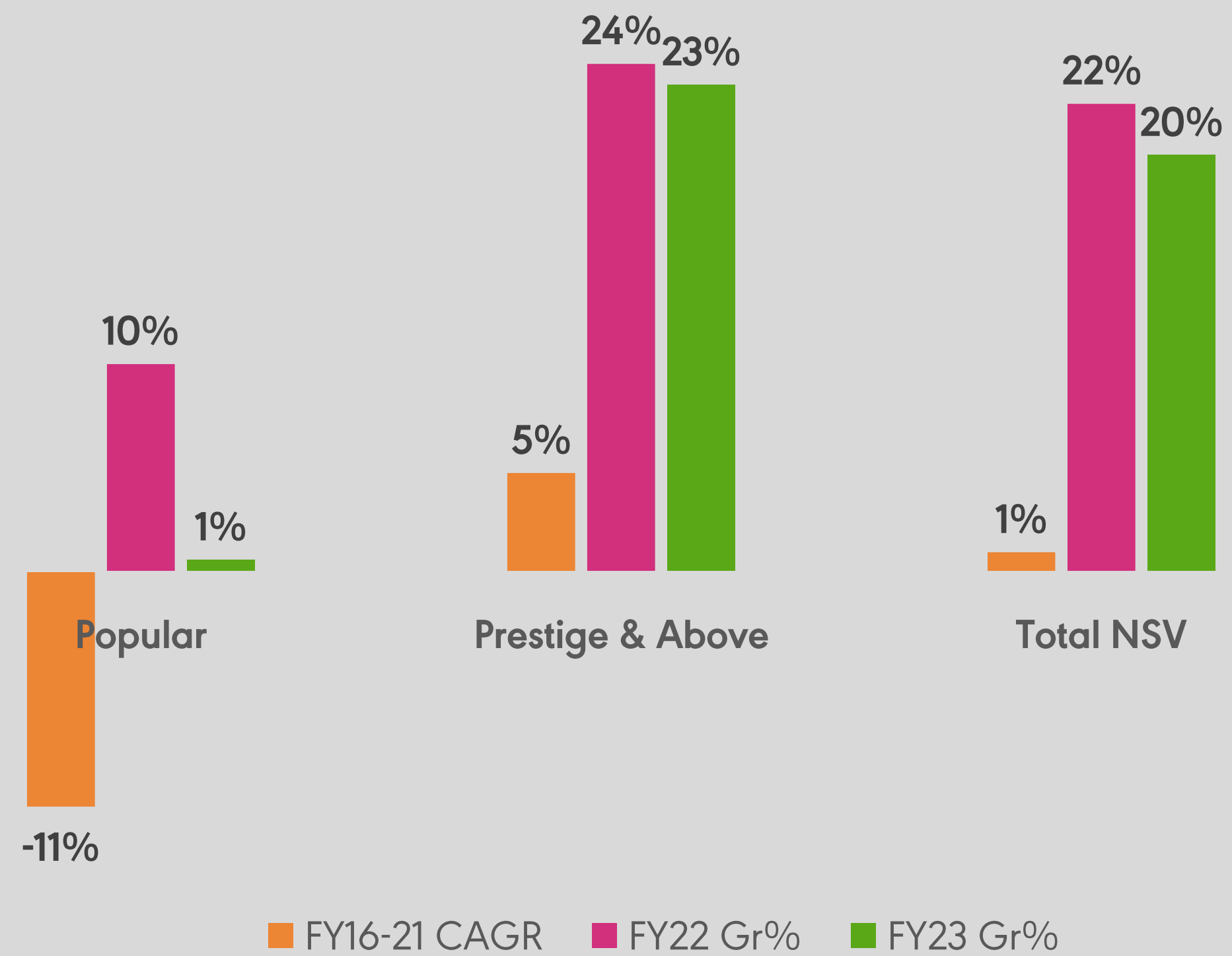
13.5%

Return on Capital
Employed (Reported)

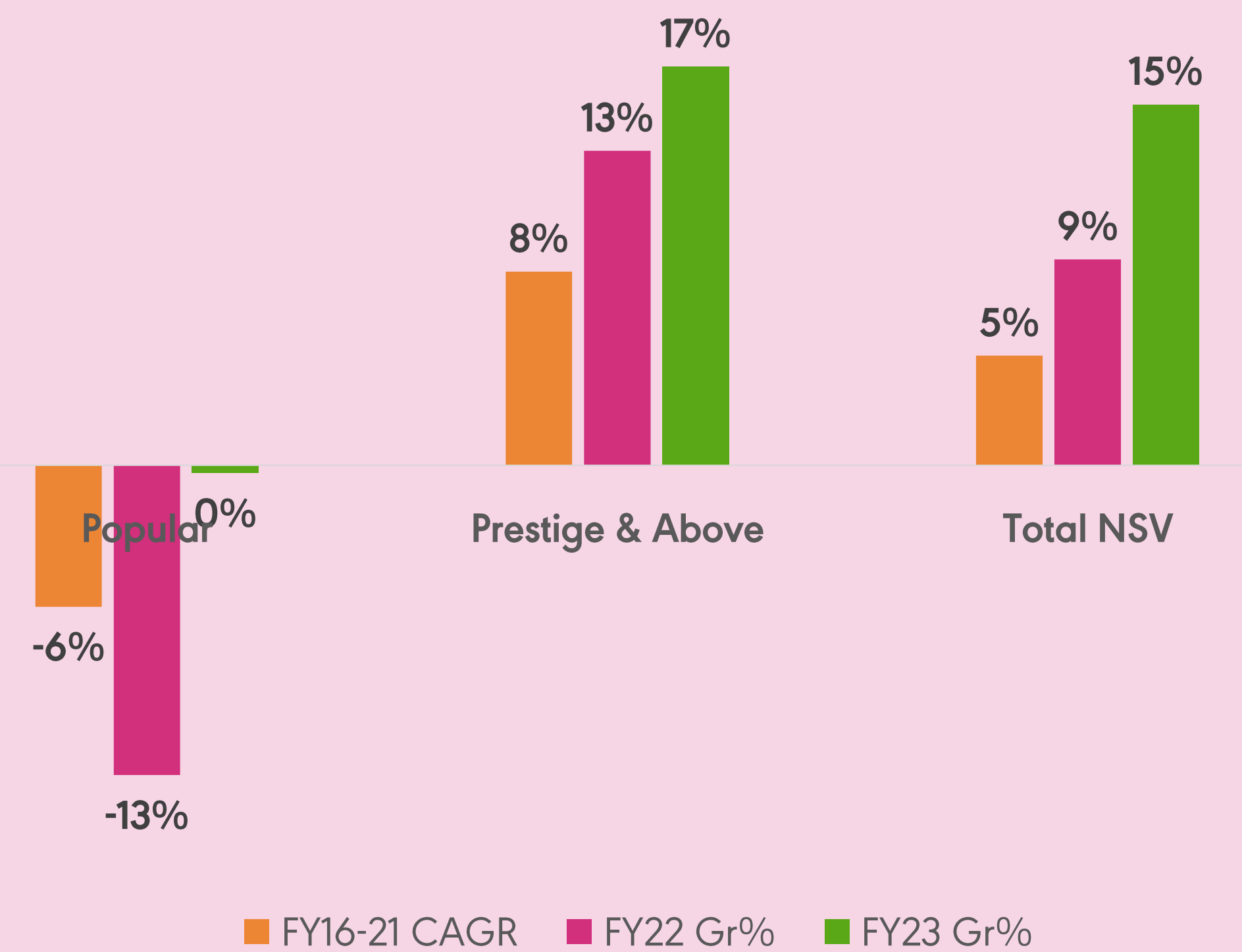
19.9%

Accelerating growth

NSV* Growth



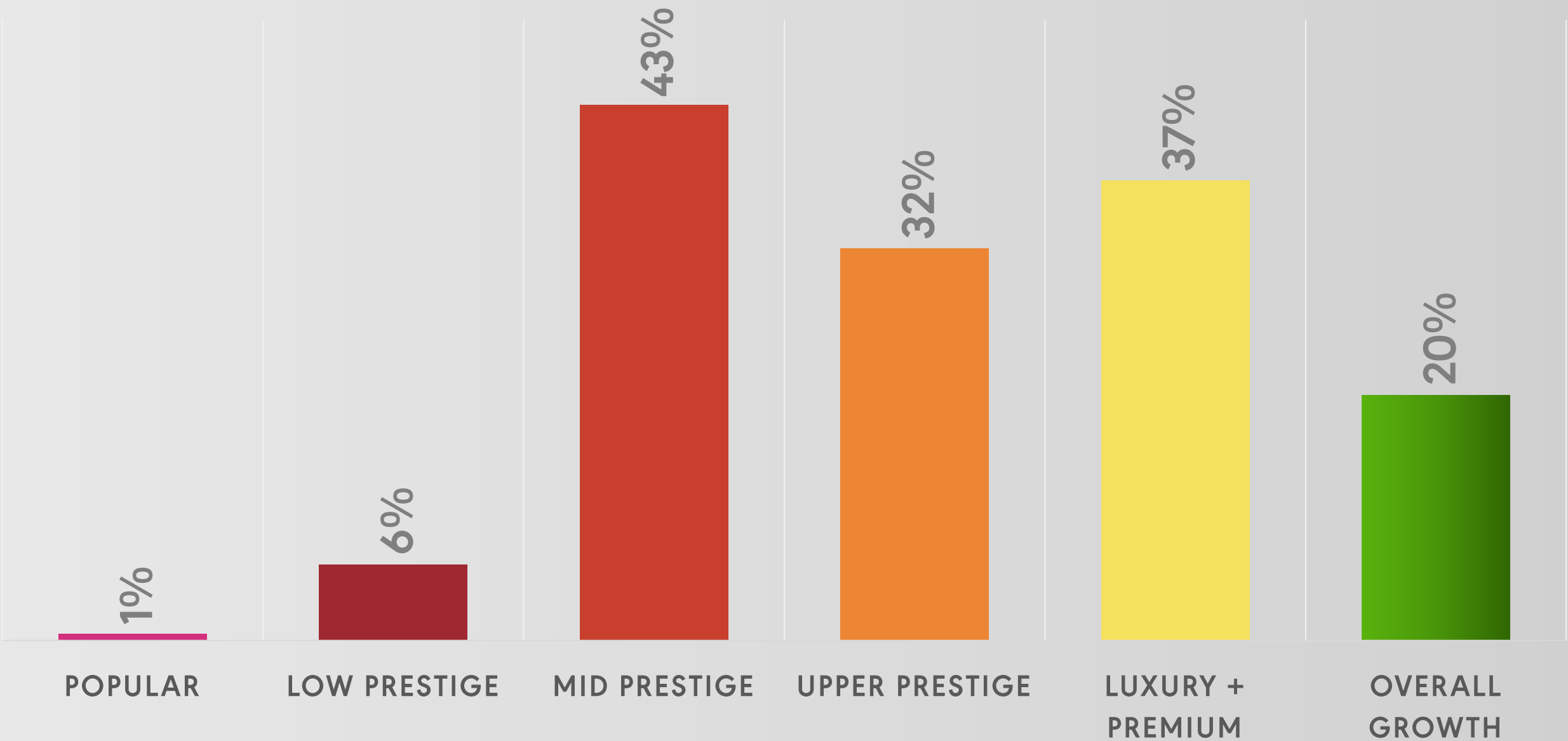
NSV* Growth *(Adjusted for Covid)*



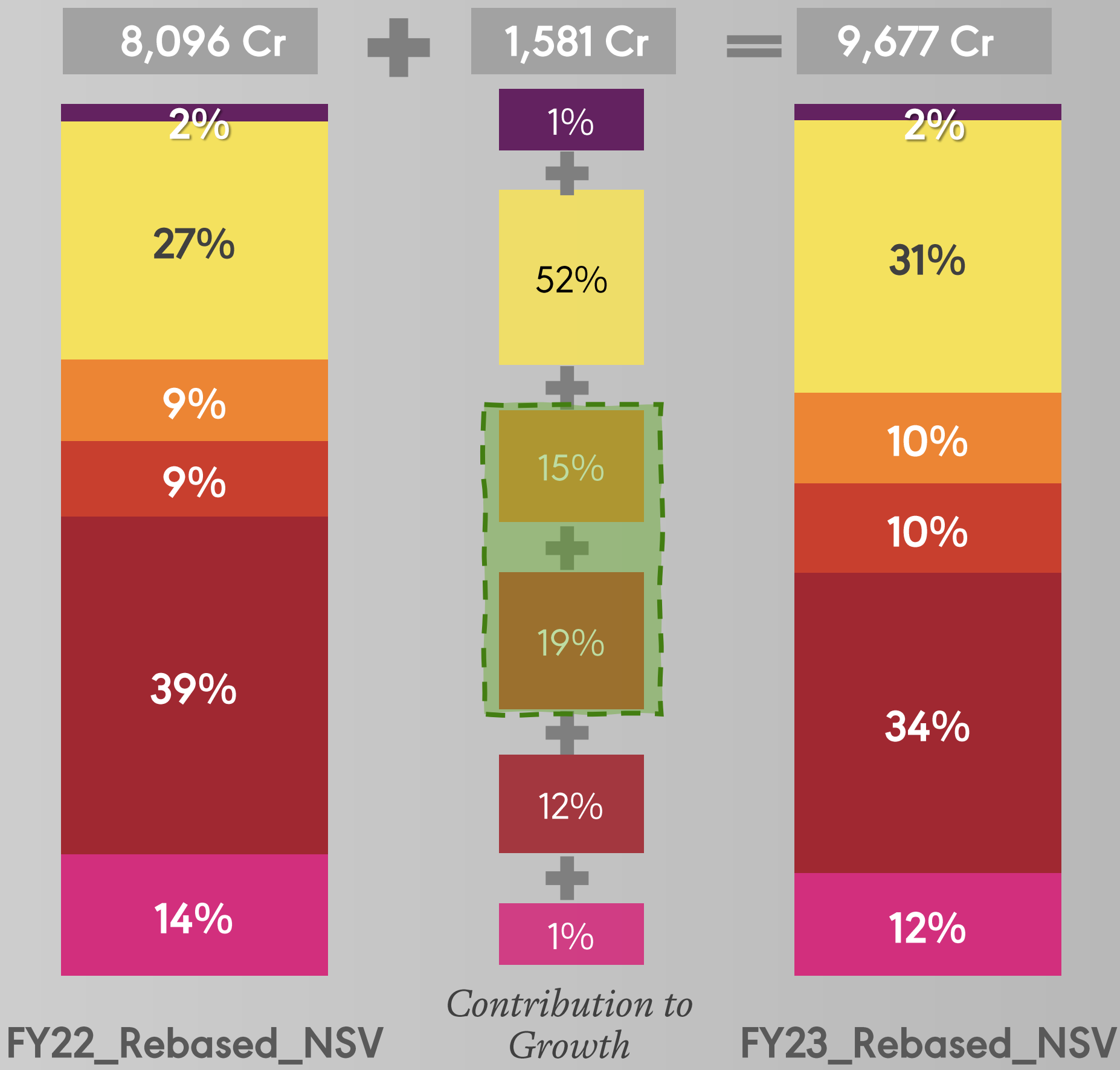
Growth mirroring category premiumization trend



Strong Premiumization continues in FY23

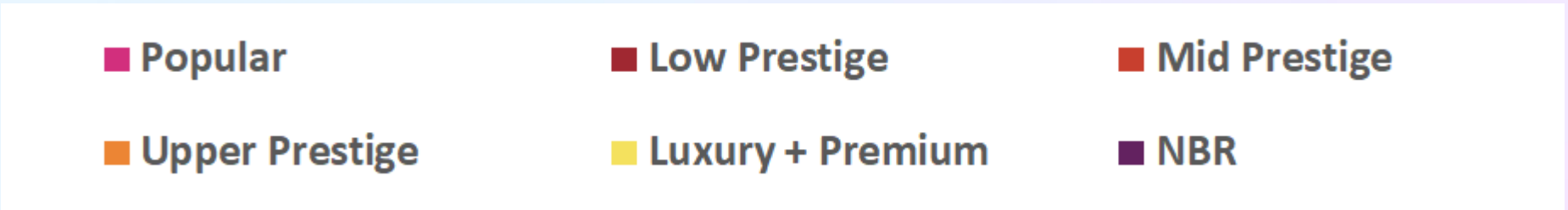


Rebased Net Sales by Segment

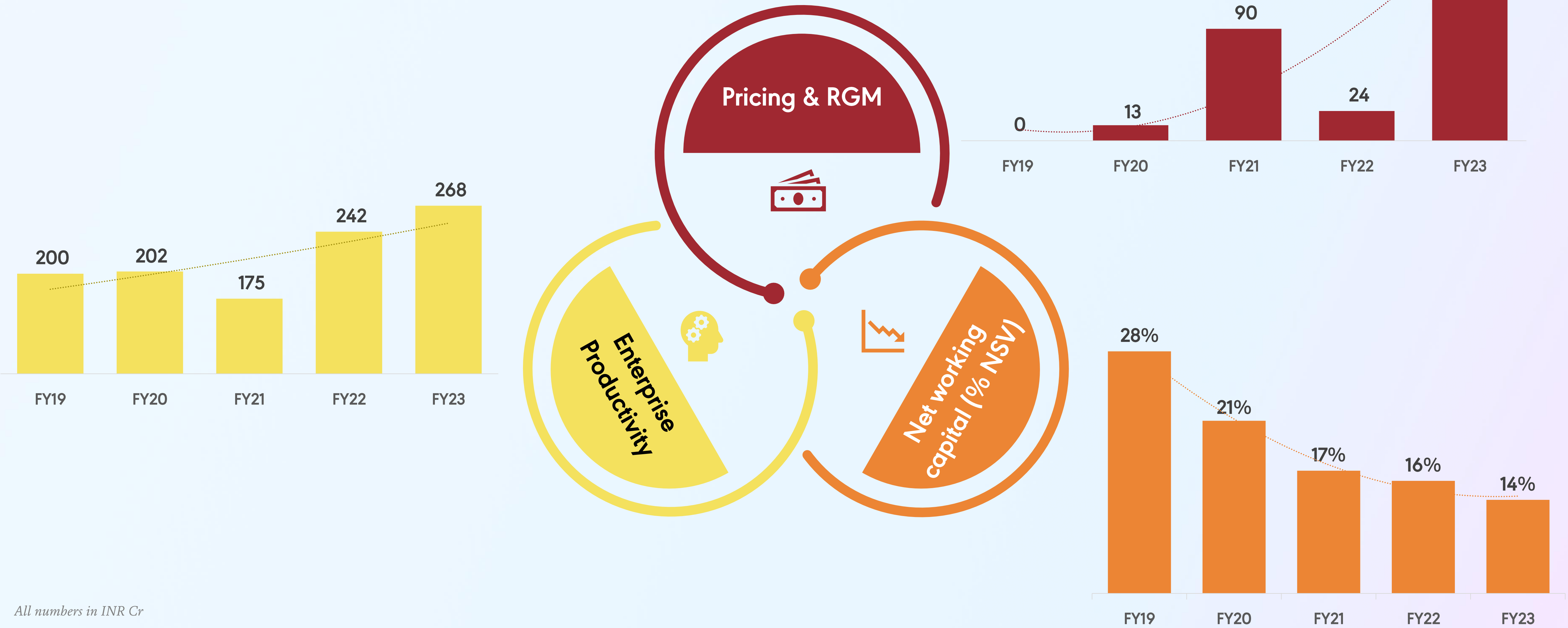


FY22

FY23



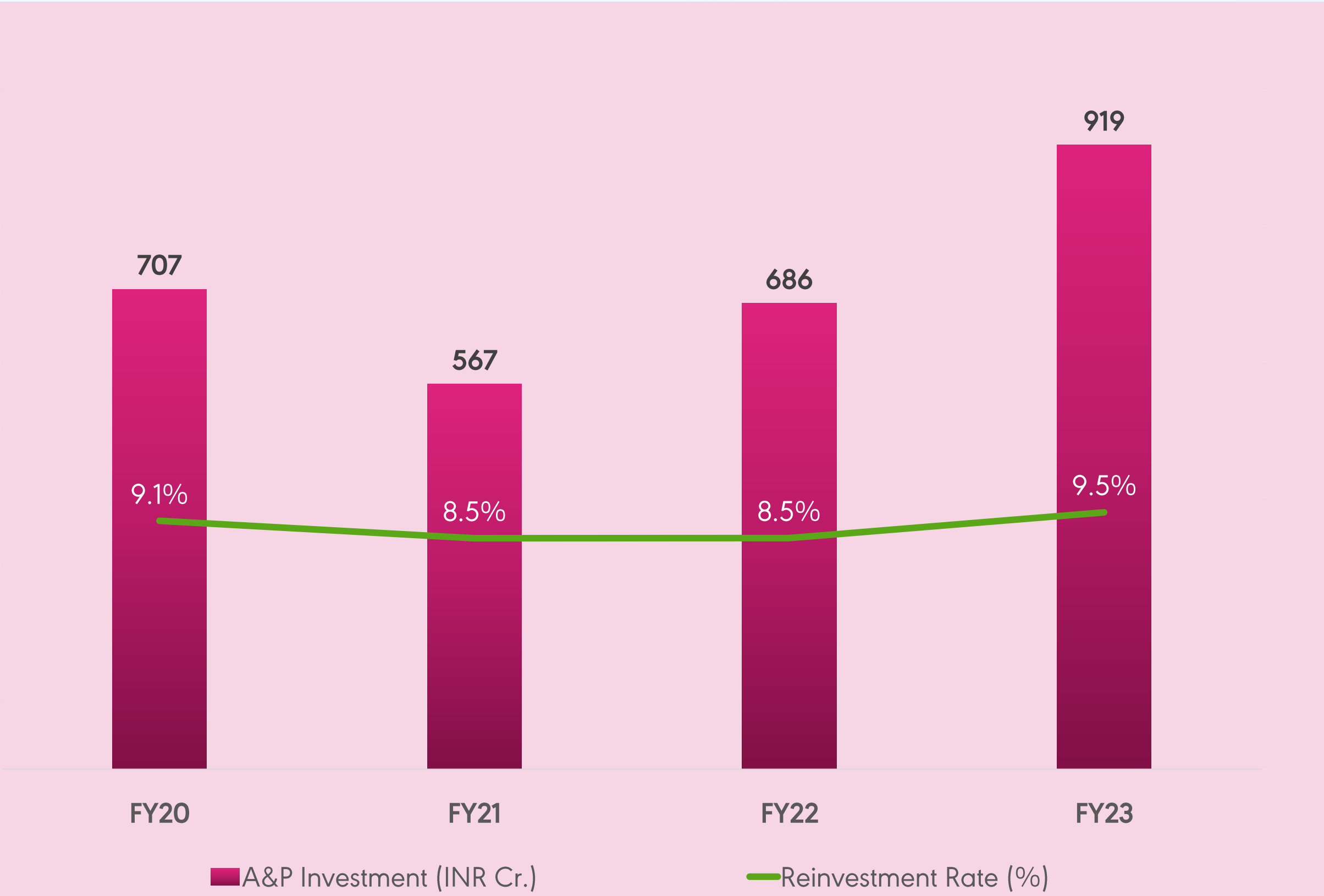
Ramping up *efficiencies* across the value chain



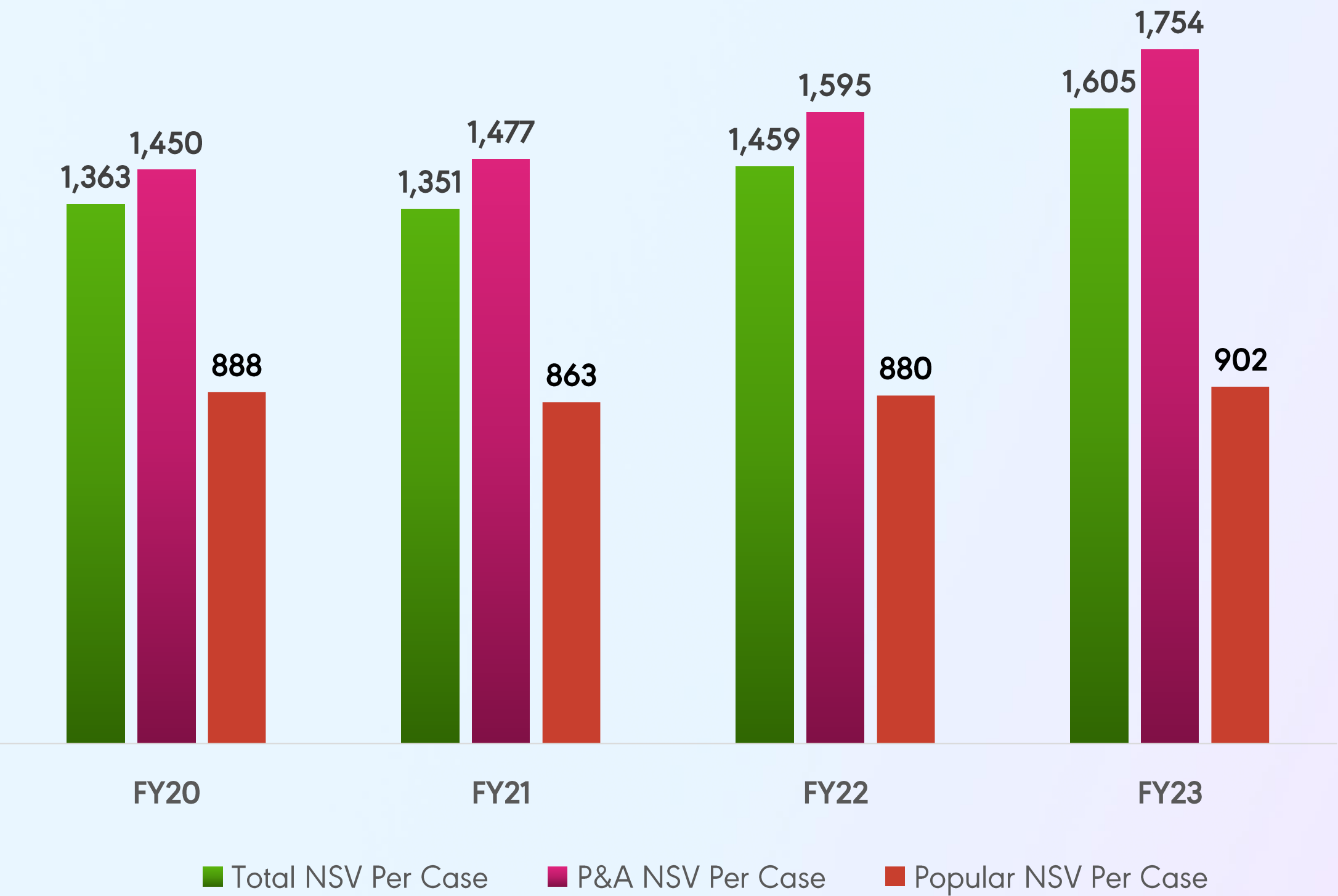
All numbers in INR Cr

Net working capital excludes the Malt Matured Spirit Inventory

Sustained A&P investments enable better NSV per case realisation



- *A&P (rebased)*
- *RIR: Re-investment Rate is on rebased NSV*

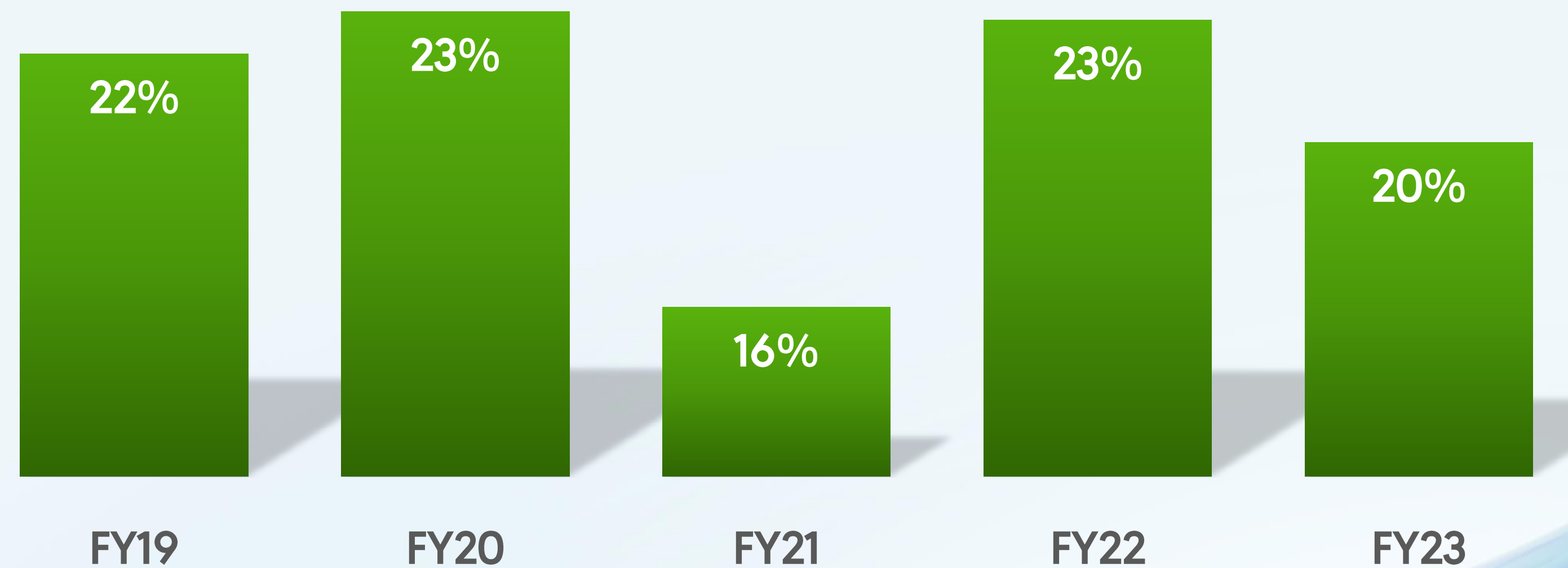


Creating a win-win Portfolio with *complimentary financial metrics*



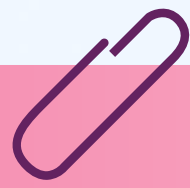
Thereby creating *value for our shareholders*

Return on capital
employed (ROCE)



LOOKING AHEAD

We are confident in our growth strategy & it is working!



- **Continued Inflation headwinds**
 - *Lower SEC Consumers*
 - *COGS commodity*
- **Pace & Quantum of Route to Market Changes**
- **Headline Pricing trailing inflation**

- *Future-backed strategy focused on changing Demographics & Lifestyle*
- *Resilient & Complementary Portfolio with offerings across Price Ladder*
- *Proven Productivity Muscle*
- *Diageo in Society*

Our People & Culture

DIAGEO