

7th February 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 – Conference

This is furtherance to our letter dated 7th February 2023. Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed the Investor Presentation proposed to be made at the Nuvama India Conference 2023.

This is for your information and records.

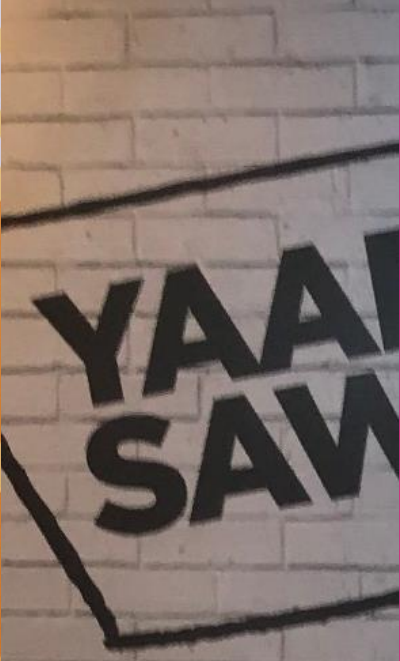
Thank you,

For United Spirits Limited

Mital Sanghvi
Company Secretary

Encl: As above

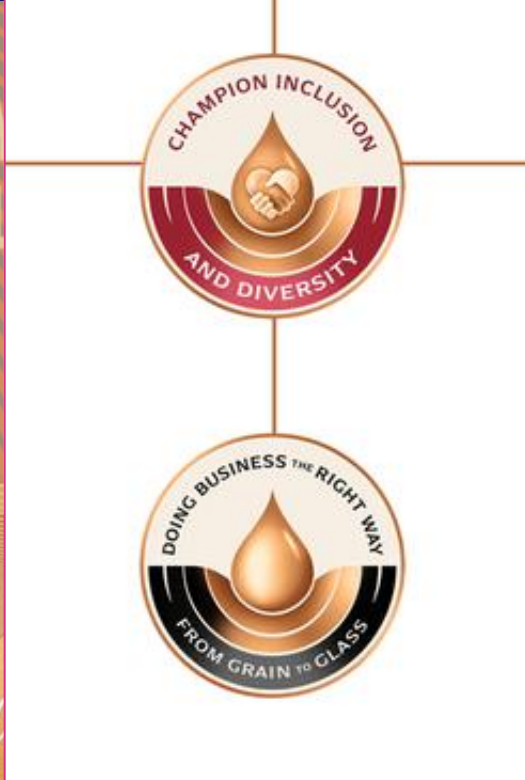




(Diageo)India 2030: The 6th "D"

Nuvama Conference, Feb 2023

Hina Nagarajan
Managing Director & CEO



**The
Economist**

What markets fear

How bosses snoop on workers

Sri Lanka in flames

Rock music's world capital

MAY 14TH–20TH 2022

India's moment

India @ INFLEXION POINT



INDIA

India overtakes U.K. to become fifth largest economy in the world

It's not India's decade, it's India's century, says McKinsey's Bob Sternfels

India set to be world's 3rd largest economy by 2030: Report

India In Global Unicorn Race: India Minting Unicorns Faster Than China

700m+ smartphone & Internet users, 1.3b Aadhaar

Around 40% Indians use digital formats like UPI for money transfer: Nandan Nilekani

Budget 2023: FM Nirmala Sitharaman pushes for green reforms, focuses on India's net zero target

A person wearing white trousers and dark shoes is walking away from the camera on a dry, dusty path. The background shows a hilly, arid landscape under a clear sky. The person's legs and feet are the central focus of the image.

De-globalisation

Debt

De-regulation

Demography

Democracy

The Talk

The Walk

Diageo

A person wearing white trousers and dark shoes is walking away from the camera on a dry, dusty path. The background shows a vast, arid landscape with rolling hills and a prominent, pointed mountain peak in the distance under a clear sky. The ground is covered in sparse, dry vegetation and patches of bare earth.

1 Portfolio Re-shape

2 Organization of the Future

3 Diageo in Society



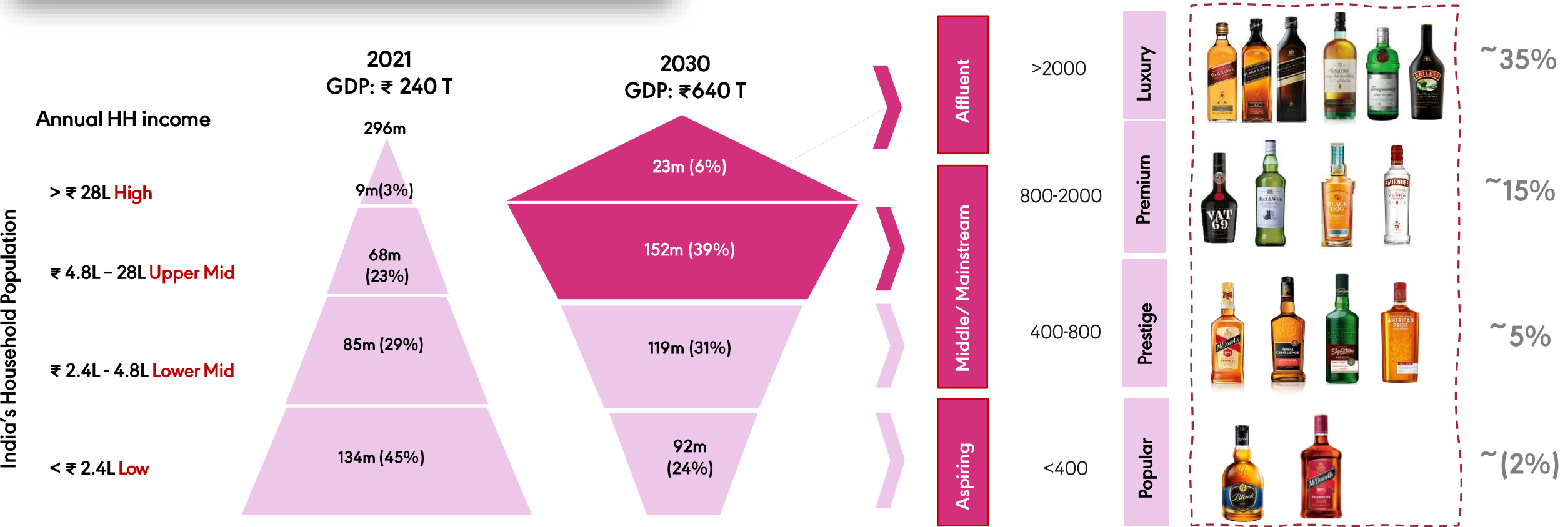
1 Portfolio Re-shape

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A *younger, richer and optimistic* India 2030 leading to significant premiumisation

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: The 6th “D”

*National average price
Year considered is Jul to Jun

Diageo has the most loved brands *with meaning and purpose*

A strong portfolio of large brands that people are loyal to, in one of most *resilient categories*



Logoflaglines.com

*World's Largest
Whisky
India's Most
Valuable Whisky
Brand*



*Top 3 India
Whisky brands*



*#1 brand equity
(1.4X of next
competitor)*



*#1 brand equity
in Scotch (1.4X
of next brand,
5X of third
brand)*



*#1 India Scotch
brand equity
(1.4X of next
brand, 2X of
third brand)*



*Strong young
Scotch Brand
(4X of
nearest
brand, 6X of
next brand)*

While we continue to invest in consciously building a *future-back portfolio*



“Brands and products for a Better World”



“Brands and products for a Balanced Life”



“Brands and products for my digital ME”



‘Brands for expanding experiences of indulgence & pleasure’



“Brands and products to connect my tribe”

Made *in* India, built *for* the world: *Indian Exceptionalism*



“Brands and products for a Better World”

- Net Zero & Sustainability
- Social Change & ethics
- Local Wealth

DIAGEO India: The 6th “D”



Created *by* India, but fuelled for growth by *investments & resources*

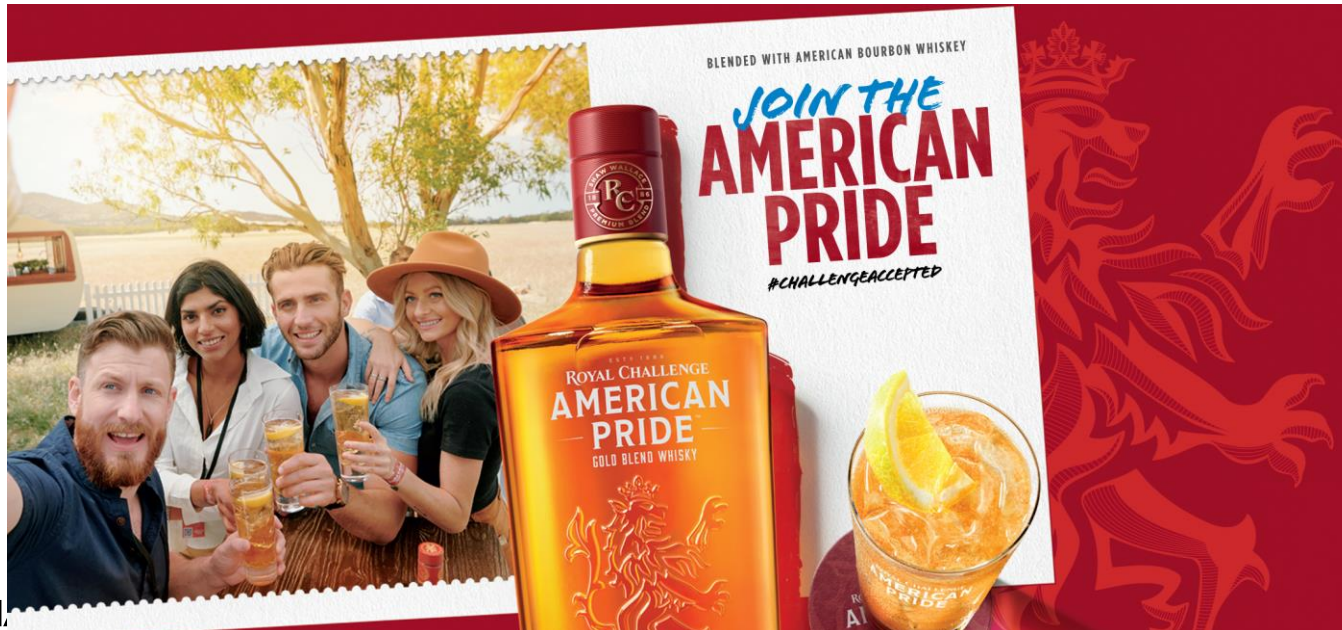


*“Brands and products
for a Balanced Life”*

- Home Sanctuaries
- Substitute products
- Decelerated occasions
- Self-love



New to world innovations to make *aspiration accessible* for everyone



'Brands for expanding experiences of indulgence & pleasure'

- Unique products & experiences
- Alternate social spaces
- On-the-go products
- Indulgence for All

Playing in Culture with a *truly experiential brand*



'So thrilled that my team has won the bid': Virat Kohli responds to RCB winning the bid for Women's IPL team

"Breaking barriers, making history, and playing bold! Royal Challengers Bangalore are the proud owners of the Bengaluru Women's Premier League Team," RCB wrote on announcing the acquiring of one of the five Women's IPL franchises.

By: [Sports Desk](#)

Updated: January 25, 2023 19:46 IST

NewsGuard



The RCB group had the third highest bid for one the five Women's Premier League franchises, a total of 901 Cr. INR. (RCB and BCCI on Twitter)

RCB only India team in the top five sports Insta accounts among Real Madrid and ManU

COLLECTIVE BELONGING.



"Brands and products to connect my tribe"

- Inclusive cultures
- Passionate Fandoms
- Brand build communities

DIAGEO India: The 6th "D"

India 2030 will be built on a society driven by *love & respect for women*, partnered by a *new masculinity*, that is open & collaborative



In an old-world masculine category, we are *shaping a new narrative*



DIAGEO India: The 6th "D"

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i...



ROYAL
CHALLENGE
PACKAGES BY CHOICE BOLD

Listen/Watch on



Follow us on



@royalchallengechoosebold

And transforming '*moments of truth*' in the category for the future

Transforming Off-trade/On Trade and Third Spaces

TO

FROM



DIAGEO India: The 6th "D"

And deliver best in class and *immersive experiences*





1 Portfolio Re-shape

2 Organization of the Future

3 Diageo in Society

Building *Purpose and Culture* as our Competitive Advantage

*Company Purpose of Celebrating
Lives Everyday Everywhere*

*Aligning personal purpose with
company purpose*

Culture of compliance

*Market leading policies to drive
an inclusive work environment*

*Passion for our brands &
performance ambition*

01

86%

*Overall Employee
Engagement*

02

85

*NPS: likelihood of
recommending our
products to family/
relatives*

04

96%

*Where I work, people
act with integrity & in
line with our code of
business conduct*

03

92%

*I can see a clear link b/w
my work & Diageo's
immediate business
priorities & performance
ambition-*

Driving *#RadLib* for Collaborative & Effective Working

Fluid Organization

Cross functional teams

Agile Methodology



95 Days



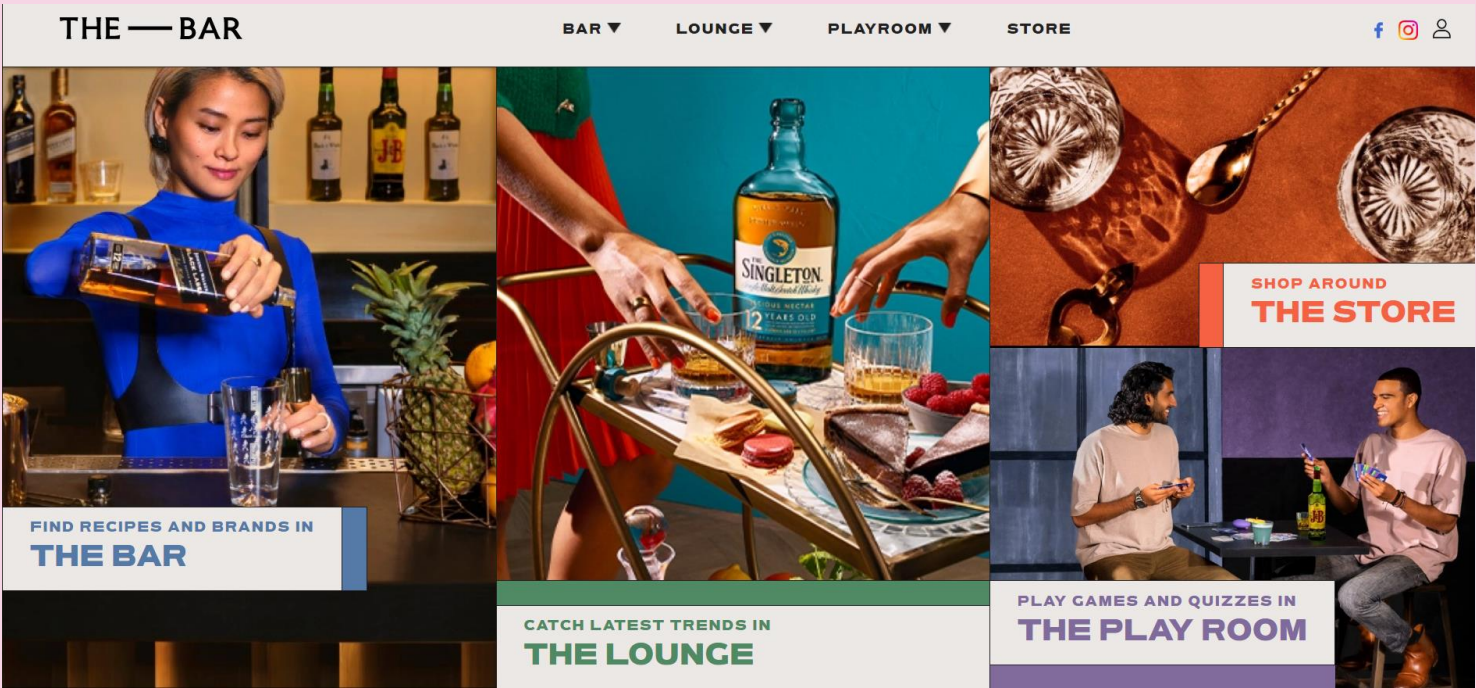
98 Days

1.5L Work hours liberated

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

All things Social
Celebration

*Content – Community
– Commerce*



AI for image recognition



DIAGEO India: The 6th “D”

A person wearing white trousers and dark shoes is walking away from the camera on a dry, dusty path. The landscape is arid with sparse, low-lying vegetation and rolling hills in the background under a clear sky. The person's legs are the central focus, with dust kicked up by their steps.

1

Portfolio Re-shape

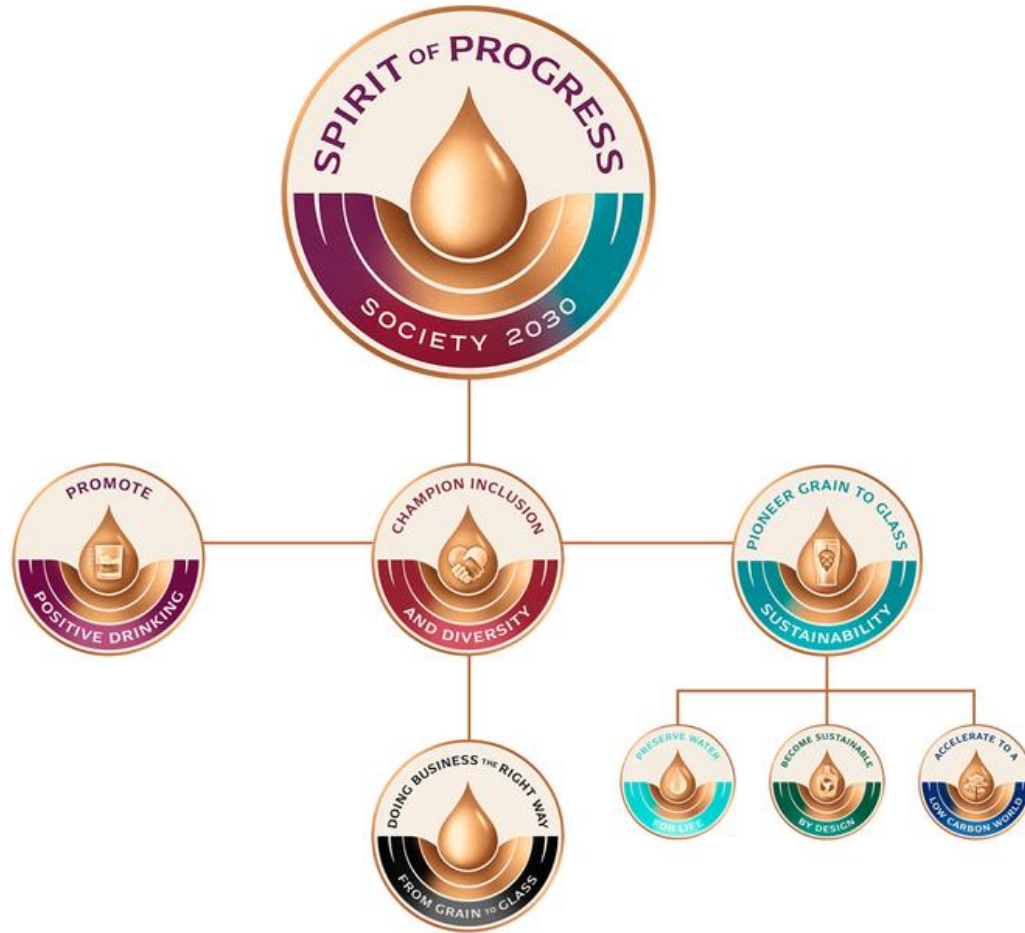
2

Organization of the Future


3

Diageo in Society

Industry-leading *Sustainability Strategy* with clear action plan and transparent measurement and reporting






Walking the Talk: “Positive Drinking”

		Unit	F25 Goal	F21-23 Progress
	Act Smart India (SMASHED)	No. of young people	500K	193K
	Wrong Side of The Road (WSOTR)	No. of people	400K	340K
	DrinkIQ Website visit	No of website visits	300K	150K



Walking the Talk: “Grain to Glass Sustainability”

		Unit	F25 Goal	F21-23 Progress
	Water Replenishment	Water in Cu.M.	800K Cu.M.	650K Cu.M. replenished & 250K Cu.M. to be replenished in F23 (Target for F25 will be achieved in F23)
		L/L	40% improvement in water use efficiency by 2030	12.4 currently vs 25.3 in F20 (Water use efficiency of Distillation has been improved by 51% against F20 the baseline)
	Carbon Accelerate to a Low Carbon World	kT	Achieve Net Zero Carbon Emissions in direct operations (Scope 1 and 2) by 2025	4.6 in F22 vs 27 in F20 (Absolute GHJG Emission has been reduced by ~80%)
		%	100% Renewable Energy in Own Operations by 2025	98.5% currently vs 75% in F20
	Plastic Become Sustainable by Design	kT	Plastic EPR - Collect and Recycle plastic Introduced in the Market	100% (~50 kT) of Plastic introduced last year has been collected & recycled

Walking the Talk: “Inclusion & Diversity”



Diversity:

- 50% of our India Exec are women
- 33% of our leadership team is women
- 60+ People with Disabilities hired

Progressive Policies

- Equal Parental Leave
- Thriving Thru Menopause
- Pregnancy Loss
- LGBTQ+ Guidelines

In Diageo, people from different backgrounds and opinions can be themselves & thrive

90%

89%

Overall Inclusion & Diversity Index

+10% vs. Benchmark

Where I work, people understand our Society 2030: Spirit of Progress commitments & how they can help deliver them

84%

Diageo India recognised as



Unit		F25 Goal	F21-23 Progress
Learning for Life	No. of People	6000 with 50% Women beneficiaries	3,325



Black & White.

GINGER ALE - NON ALCOHOLIC CARBONATED BEVERAGE



Sustainalytics' Top-Rated Companies

McWANE STAR | 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!

2023 Top-Rated ESG Companies List

Company	Industry Group	Region	Global Top 50	Region Top Ra...	Industry Top R...
Asahi Group Holdings, Ltd.	Food Products	Asia / Pacific			✓
Budweiser Brewing Co. APAC Ltd.	Food Products	Asia / Pacific			✓
Kirin Holdings Co., Ltd.	Food Products	Asia / Pacific			✓
Nestlé (Malaysia) Bhd.	Food Products	Asia / Pacific			✓
PT Austindo Nusantara Jaya Tbk	Food Products	Asia / Pacific			✓
Thai Beverage Public Co., Ltd.	Food Products	Asia / Pacific			✓
Treasury Wine Estates Ltd	Food Products	Asia / Pacific			✓
United Spirits Ltd.	Food Products	Asia / Pacific			✓

Our *Purpose* drives our achievements..

WSAS | WATER
STEWARDSHIP
ASSURANCE
SERVICES



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

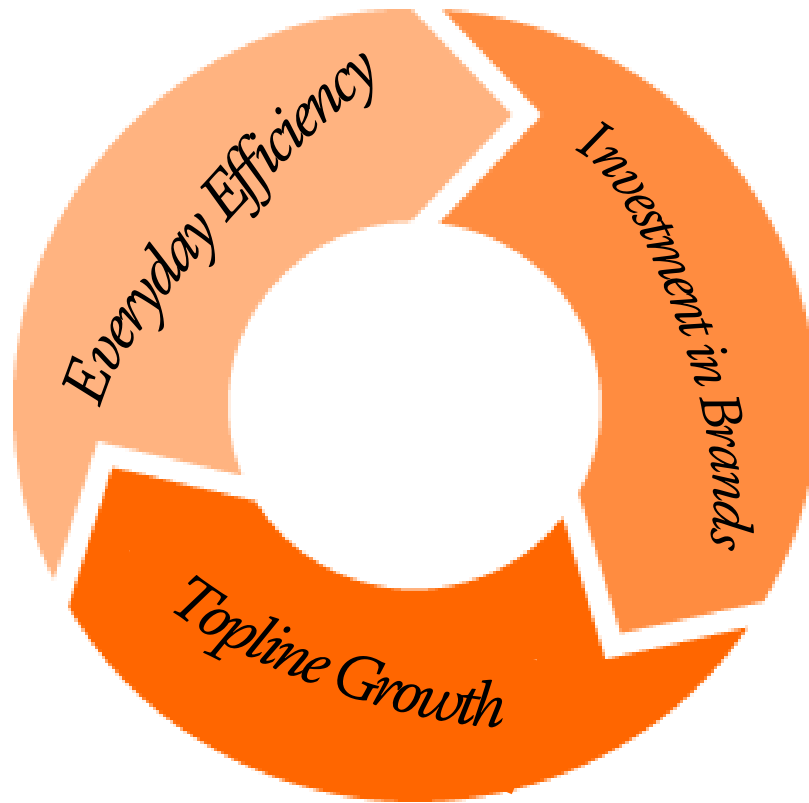
Certification level

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

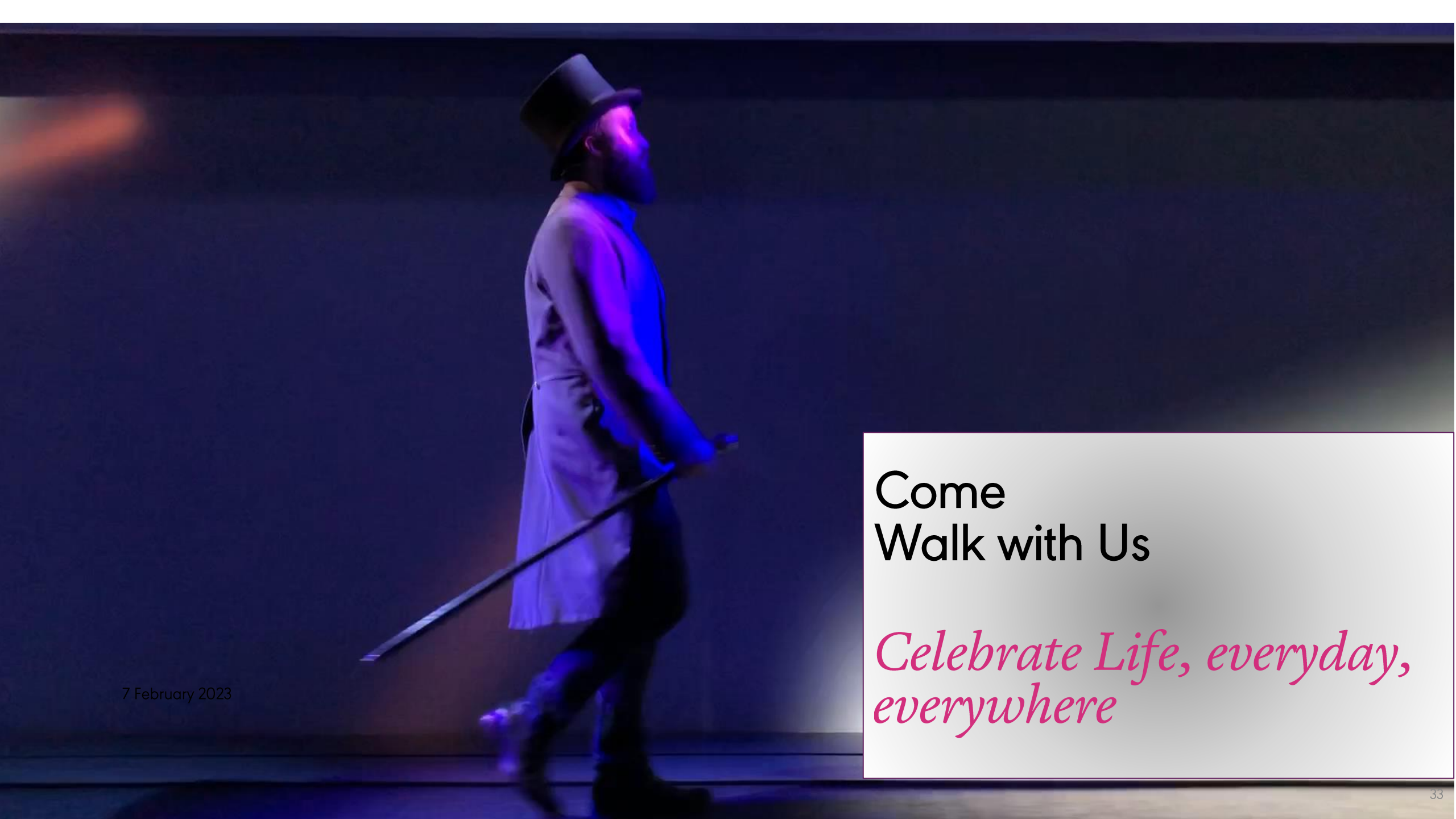
Even as the *short-term environment* remains challenging, we remain confident & committed to India 2030



Key Shifts:

- *Turbocharge Growth*
- *Strategic Portfolio Choices*
 - *New Growth Engines: Craft / External Investment*
 - *Popular Review*
- *Hyper-inflationary environment handled well*
- *ZERO Debt*





7 February 2023

Come
Walk with Us

*Celebrate Life, everyday,
everywhere*