

DIAGEO

INDIA

United Spirits Limited

Registered Office:

'UB Tower'

#24, Vittal Mallya Road,

Bengaluru – 560 001

Tel: +91 80 2221 0705

Fax: +91 80 3985 6862

www.diageoindia.com

7th June 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: Media interaction

A media interaction is scheduled to be held today i.e., 7th June 2023. Please find enclosed the presentation proposed to be made for the same.

This is for your information and records.

Thank you,

For United Spirits Limited

Mital Sanghvi
Company Secretary

Encl: As above





Diageo India 2030

Transforming towards the future

7 June 2023



Spirited Journey That Started In 2014

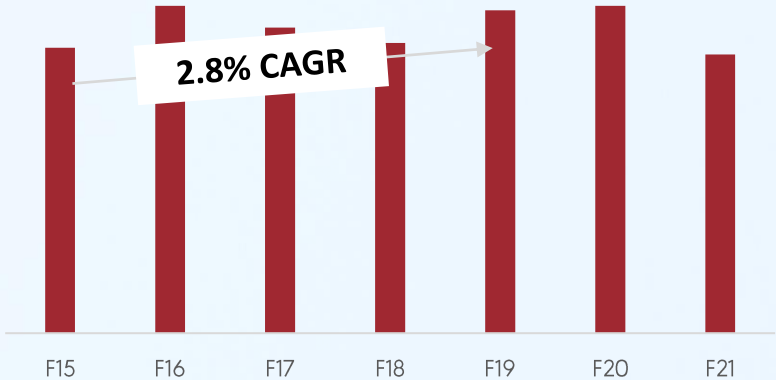
Transformation & setting runway for the future

Profitable Growth

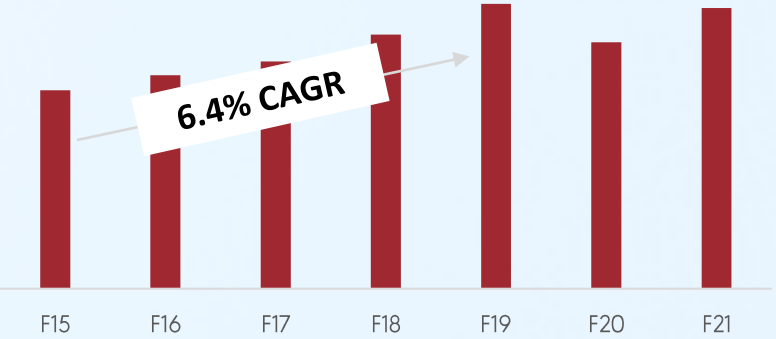
Transformed reputation

Big shifts in talent & culture

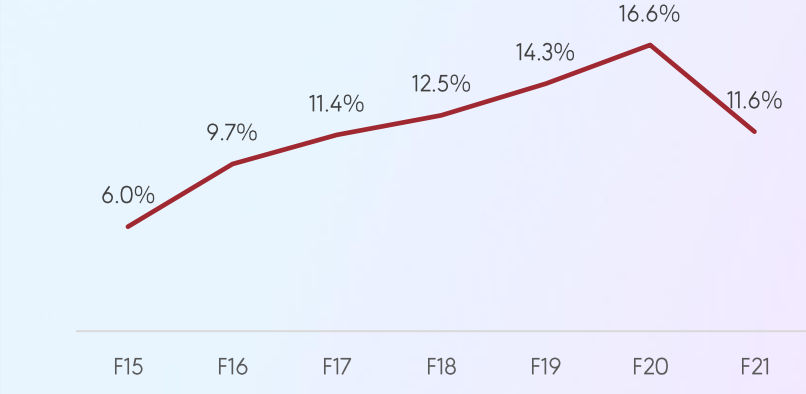
Total NSV



P&A NSV



EBITDA %



Debt DIAGEO

₹ 5320 Cr FY 2015

>90% Reduction

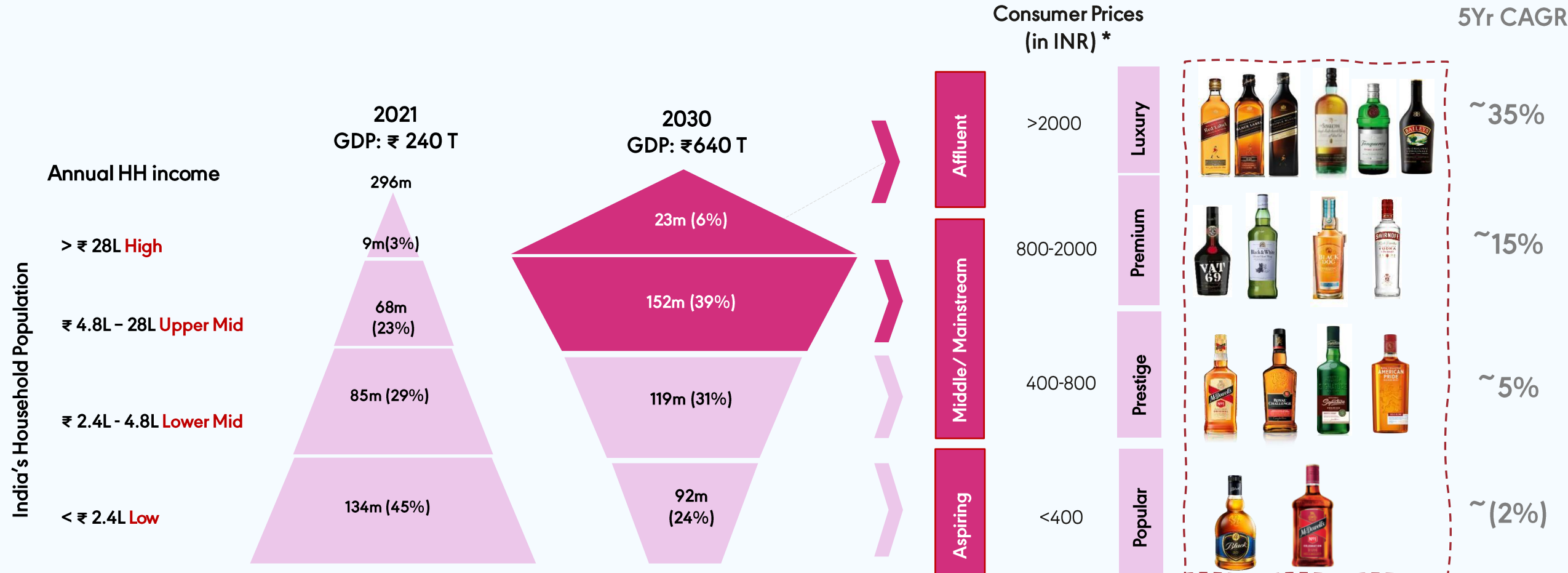
₹443 Cr Q2 FY22

Well placed to shift gear...

We went back to reading the *changing India macros and consumer environment* especially as we were emerging from COVID



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



Leveraging our strongest consumer assets: A rich and diverse portfolio of *loved and aspirational brands* with meaning and purpose, for the many India's



Logotaglines.com

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



Top 3 India Whisky brands



#1 brand equity



JOHNNIE WALKER.

#1 brand equity in Scotch



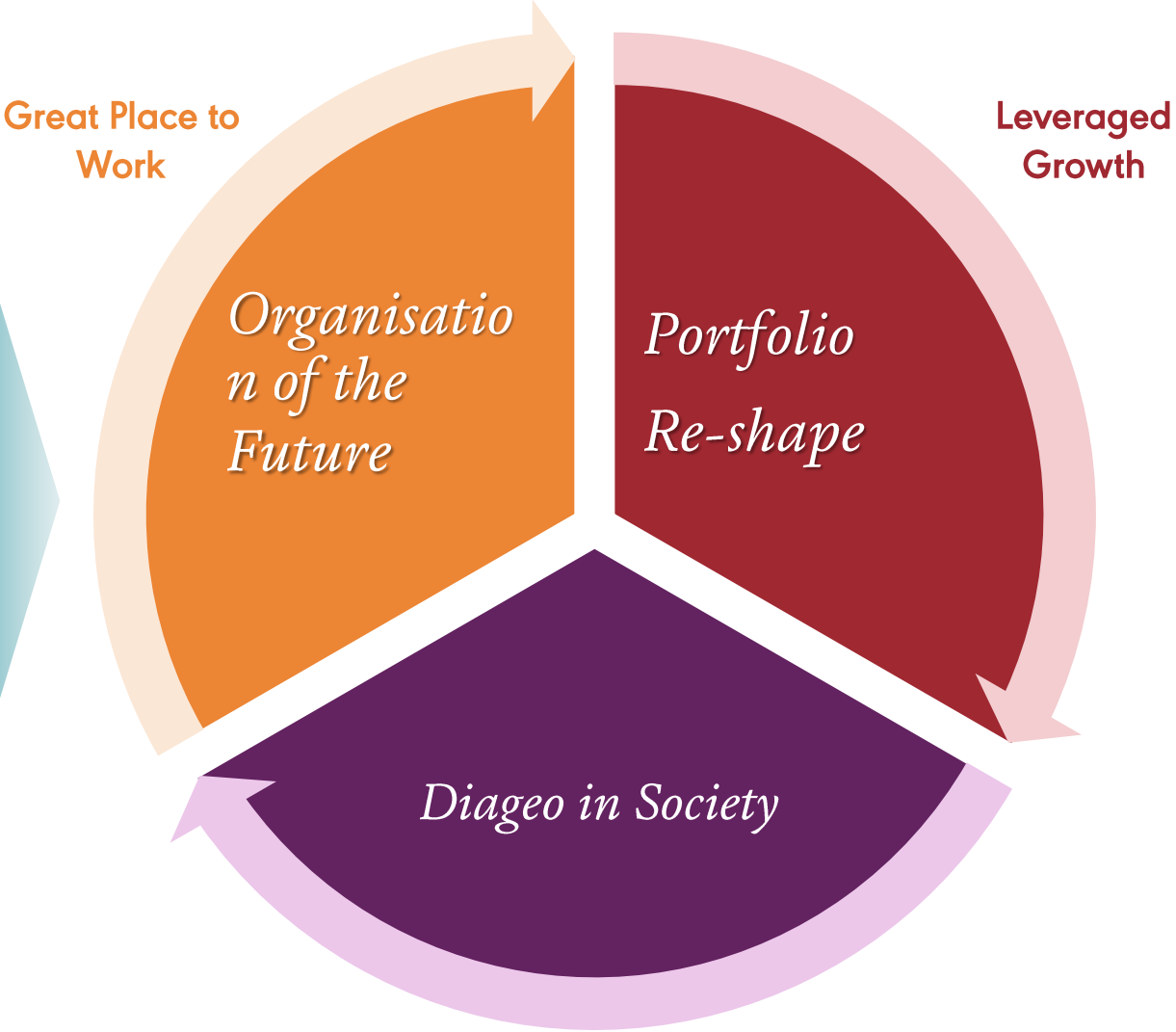
#1 India Scotch brand equity



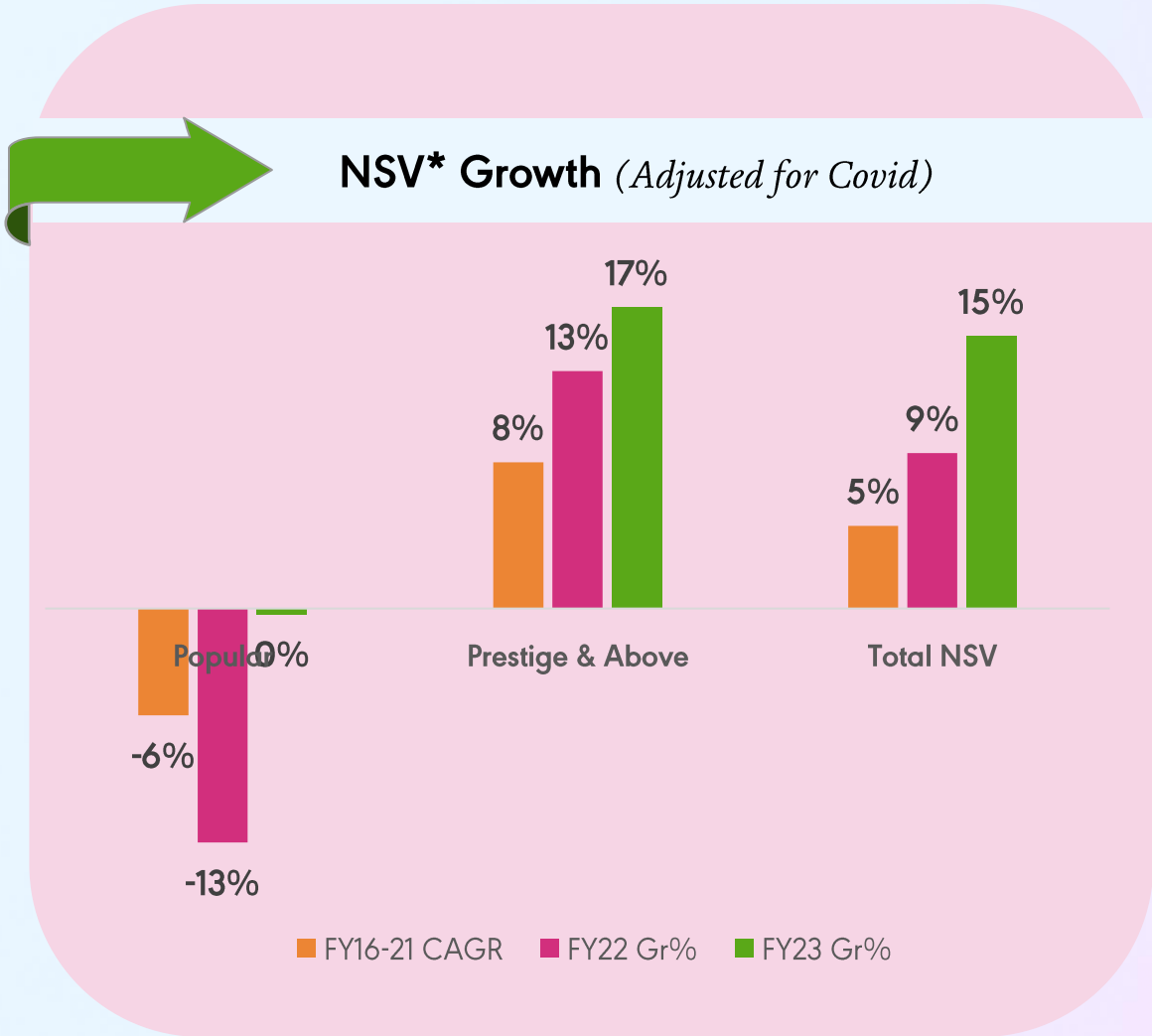
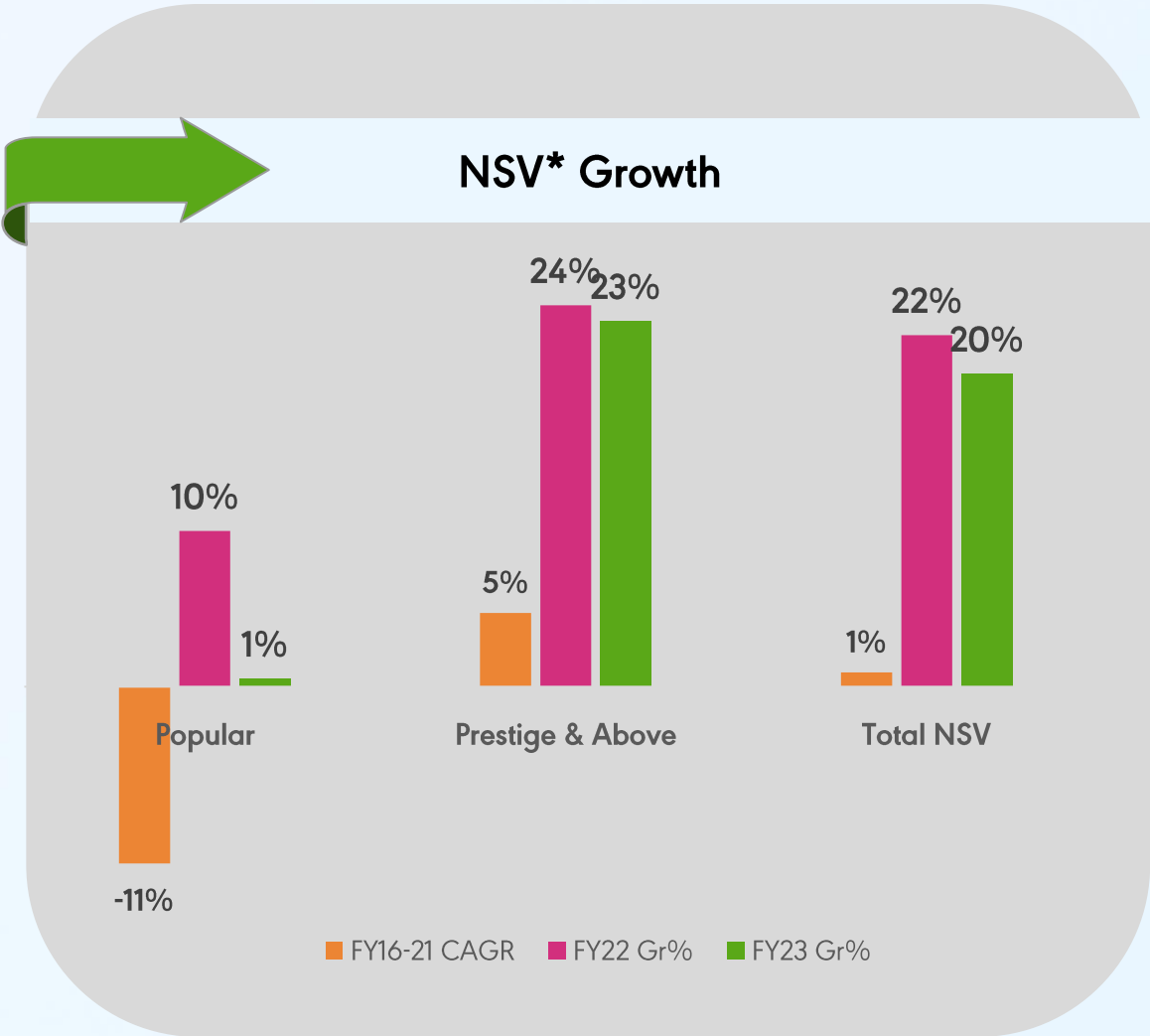
Fastest growing recruitment Scotch Brand

That's what gave birth to our New Mission and Strategy

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



A year and a half into the Mission gives us confidence that *we are on the right track*



*NSV excludes AP, Slump Sale & Franchise

And We Are Continuing Our Journey To *Build For The Future* On 3 Pillars Of Our Strategy

1 Portfolio Re-shape

2 Organisation of the Future

3 Diageo in Society

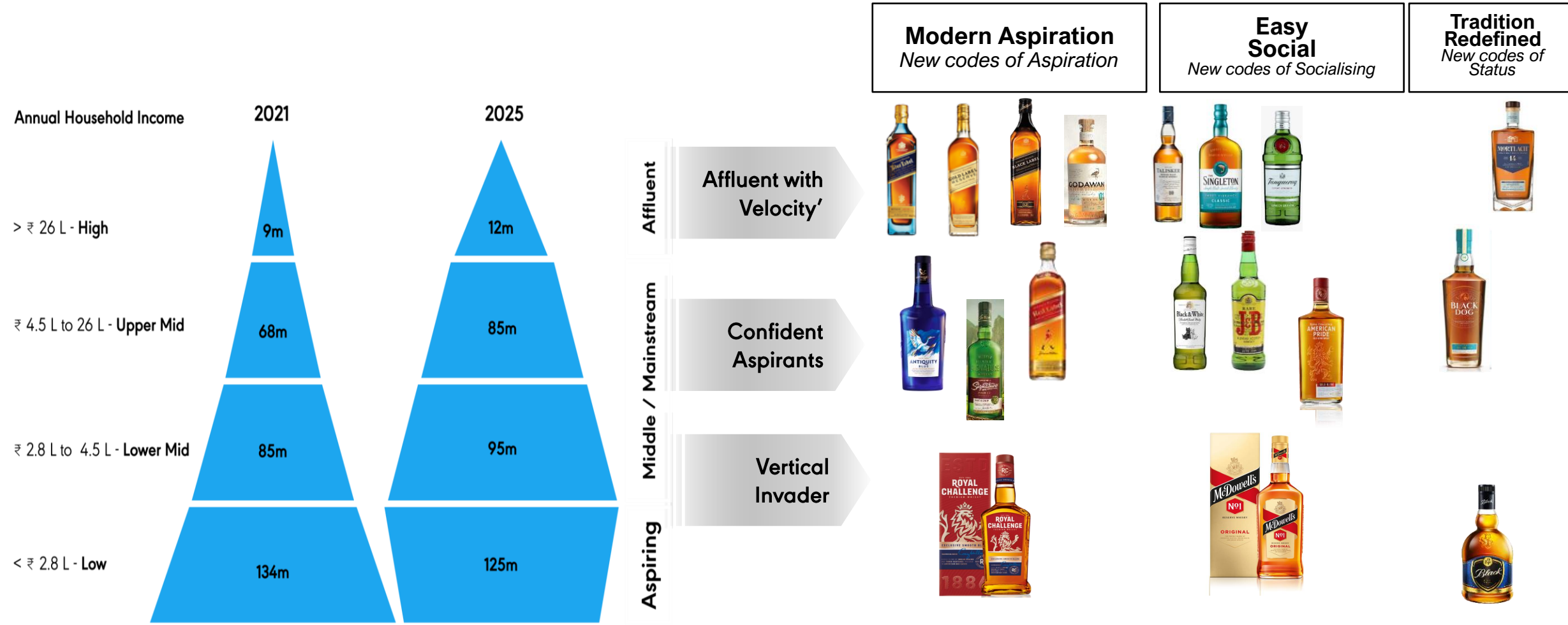
A person wearing white trousers and dark shoes is walking away from the camera on a dirt path in a dry, hilly landscape. The ground is uneven and dusty, and the background shows rolling hills under a clear sky.

1 Portfolio Re-shape

2 Organisation of the Future

3 Diageo In Society

We Have A Vibrant, Dynamic & 'in Culture' *Core Brand Portfolio*, speaking to the 'Three Indias', That We Are '*Transforming*' towards the future



And we are Creating a *New Portfolio* Anchored on the Future based on: A robust, agile, *foresight* understanding system

BETTERMENT BRANDS.



“Brands and products for a Better World”

CONSCIOUS WELLBEING.



“Brands and products for a Balanced Life”

EXPANDED METAVERSE.



“Brands and products for my digital ME”

NEO-HEDONISM.



‘Brands for expanding experiences of indulgence & pleasure’

COLLECTIVE BELONGING.



“Brands and products to connect my tribe”



1 Portfolio Re-shape

Transforming the Core

Creating Portfolio of the Future

Enablers

2 Organisation of the Future

3 Diageo In Society



1 Portfolio Re-shape

Transforming the Core

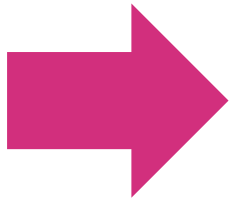
Creating Portfolio of the Future

Enablers

2 Organisation of the Future

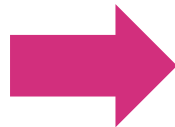
3 Diageo In Society

Transforming the **Core**: Through *Renovation* and Product Upgrade and Development and Modern Aspiration & Luxury Codes

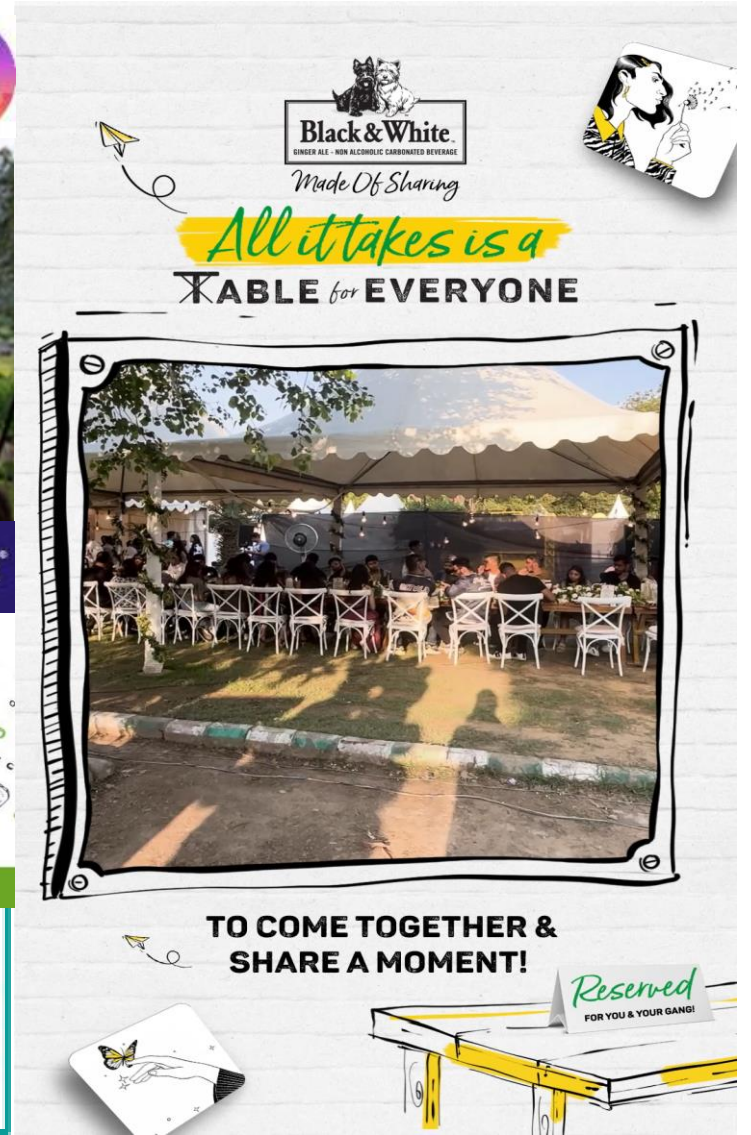


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Transforming the **Core**: Evolving Status and Luxury in Scotch to *Contemporary Progressive Codes*



Transforming the **Core**: Expanding consumers Scotch repertoire while they explore the magic of *sharing ~ food, memories, experiences*



Transforming the **Core**: New to world innovations to make *aspiration accessible* for everyone

MOM
HAD OVER MARKETING

Home Chitthi Podcast Advertise Contact Us The Mommys Winners

How Diageo is Reinventing The Drinking Experience With its Brand New Pocket Sized Product Line



WHAT'S YOURS?

Scotch just got hip.





1 Portfolio Re-shape

Transforming the Core

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And we are Creating a *New Portfolio* Which We Are Creating Anchored on the Future based on: A robust, agile, *foresight* understanding system



“Brands and products for a Better World”



“Brands and products to connect my tribe”



‘Brands for expanding experiences of indulgence & pleasure’



“Brands and products for a Balanced Life”



“Brands and products for my digital ME”

And we are Creating a *New Portfolio* Which We Are Creating Anchored on the Future based on: A robust, agile, *foresight* understanding system



“Brands and products for a Better World”



“Brands and products to connect my tribe”



“Brands for expanding experiences of indulgence & pleasure”



“Brands and products for a Balanced Life”



“Brands and products for my digital ME”

Creating Portfolio for **Future**: The First Alco-Bev brand championing the cause of **Sustainability**



“Brands and products for a Better World”

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

Creating Portfolio for **Future**: Crafted in India, but fuelled for growth by *investments & resources*



“Brands and products for a Better World”

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



The New York Times

INDIA DISPATCH

The Gin Boom Trying to Change India, One Distillery at a Time

Local concoctions are challenging the country's conservative attitude toward alcohol, along with the country's often stultifying bureaucracy.

ETPrime

Gin Genius: How Anand Virmani crafted a homegrown success story in gin



"I don't think we grasped the enormity of what we were doing," says Virmani

Creating Portfolio for **Future**: Building strong communities in the eco-system, nurturing and growing together: *Fandom of the Future*



“Brands and products for a Better World”

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

THE GOOD CRAFT CO IS OUR CRAFT & INNOVATION HUB ...
NURTURING THE ECOSYSTEM & DELIVERING BESPOKE EXPERIENCES



Creating Portfolio for **Future**: Building strong communities in Culture with a *truly experiential brand*



“Brands and products to connect my tribe”

- Inclusive cultures
- Passionate Fandoms
- Brand build communities



‘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](#)

[WhatsApp](#) [Facebook](#) [Twitter](#)

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

And we are Creating a *New Portfolio* Which We Are Creating Anchored on the Future based on: A robust, agile, *foresight* understanding system



“Brands and products for a Better World”



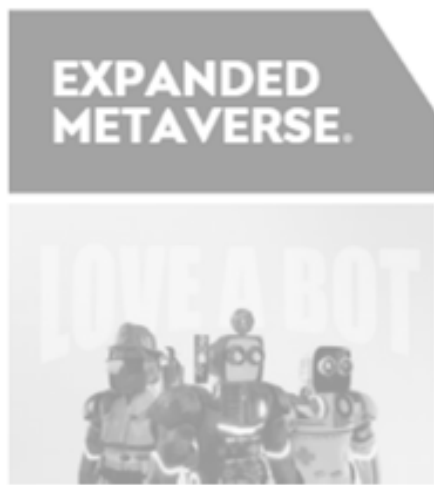
“Brands and products to connect my tribe”



‘Brands for expanding experiences of indulgence & pleasure’



“Brands and products for a Balanced Life”



“Brands and products for my digital ME”

Creating Portfolio for **Future**: New to world innovations to deliver *new tastes and experiences* for the next 100 million consumers



'Brands for expanding experiences of indulgence & pleasure'

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



Creating Portfolio for **Future**: Bringing the *best of the world* to India from the epicurean to the adventurous



'Brands for expanding experiences of indulgence & pleasure'

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



Creating Portfolio for **Future**: Fuelling *repertoire expansion* for young affluents through Experimentation & Exploration across occasions



'Brands for expanding experiences of indulgence & pleasure'

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



Creating Portfolio for **Future**: Building the ultimate *adult treating* segment via occasion expansion

NEO-
HEDONISM.



'Brands for expanding experiences of indulgence & pleasure'

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





1 Portfolio Re-shape

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Enablers

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3 Diageo In Society

Enablers: Collaborating and Co-creating with passionate and best-in-class communities in the industry



LIVE WELL

How Diageo's Our Hive initiative is building an inclusive community within the bartending industry in India

With an aim to carve out a more inclusive environment, Diageo's Our Hive Initiative normalizes the presence of women working in the food and beverage industry via skill oriented mentoring sessions, support and networking proving that bartending can be a successful career for all genders.



Published by World Class | PUBLISHED: JUN 29, 2021 | 17:07:18 IST

3/5 < > [grid icon]



Hemali Bendre was one of the two female bartenders in World Class India's Top 12

bVzKABxgeJLTsEJckJwkhmdKv...



DIAGEO IS RAISING THE BAR

Your favourite bar is now open and ready to serve you with the best hygiene, sanitation and safe serve protocols. Show your support for your local bars, they are waiting to serve you again.

..... DIAGEO

BAR ACADEMY

RAISING THE BAR

SPONSORED BY

BLACK DOG

OPEN NOW

- ☑️ SANITATION
- ☑️ SOCIAL DISTANCING
- ☑️ TRAINED STAFF
- ☑️ LIMITED CAPACITY
- ☑️ YOUR MEMORIES

SAVOUR IT ALL AGAIN

#STANDTOGETHER
#SUPPORTLOCALBARS

BAR ACADEMY
RAISING THE BAR

Celebrate Responsibly • Communication Intended for people above the age of 25

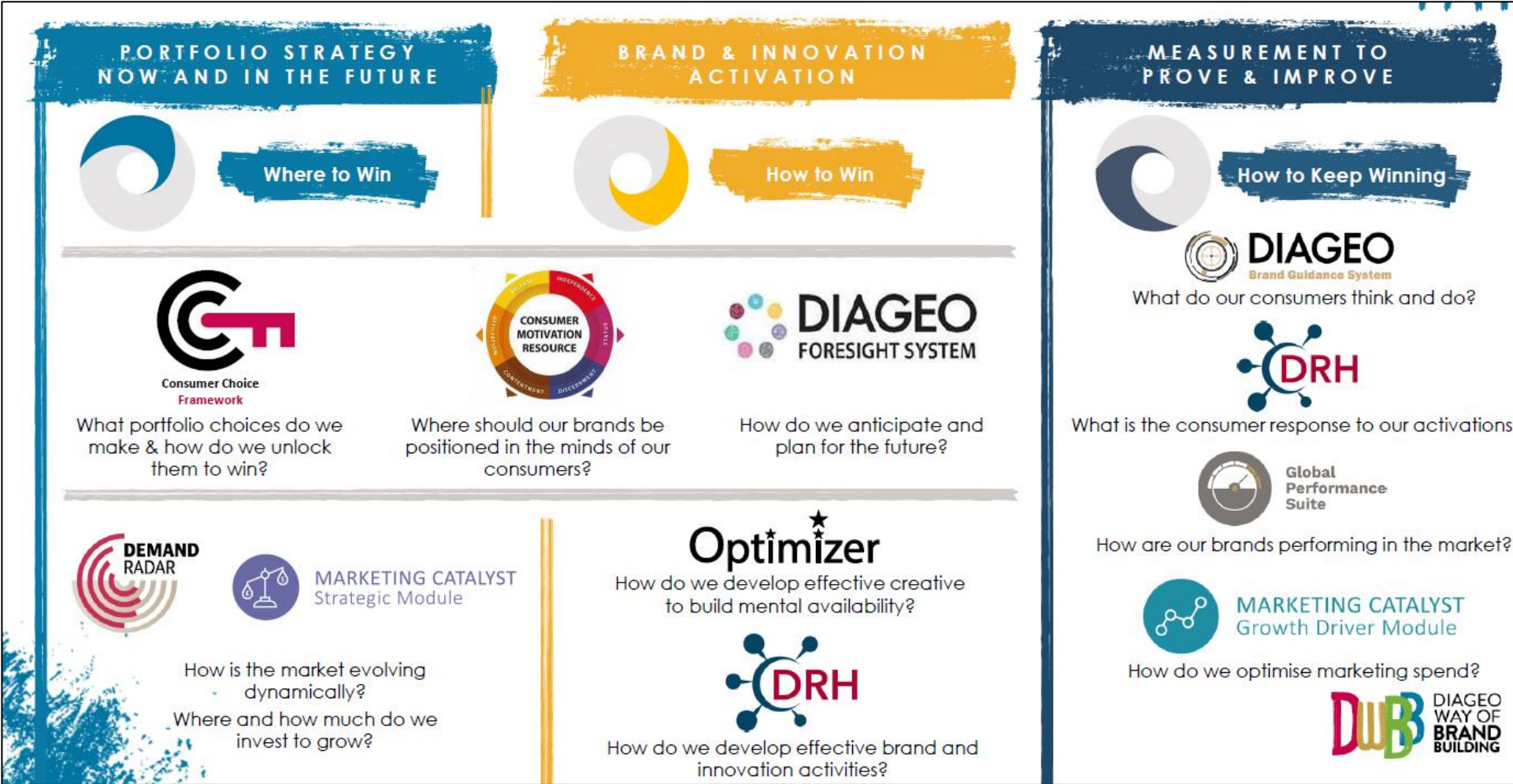
Enablers: Partnering Trade to lead *Retail Transformation* and ecosystems to deliver the best experiences across all segments

Transforming Off-trade: MOT, Experience-led selling, fast emerging domestic travel retail



DIAGEO

Enablers: strong marketing *effectiveness and efficiency* on proprietary tools and processes and ways of working



A person wearing white trousers and dark shoes is walking away from the camera on a dirt path in a dry, hilly landscape. The terrain is brown and rocky, with sparse, dry vegetation. In the background, there are more hills under a clear sky.

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Building *Purpose and Culture* as our Competitive Advantage

Company Purpose of Celebrating Lives Everyday Everywhere

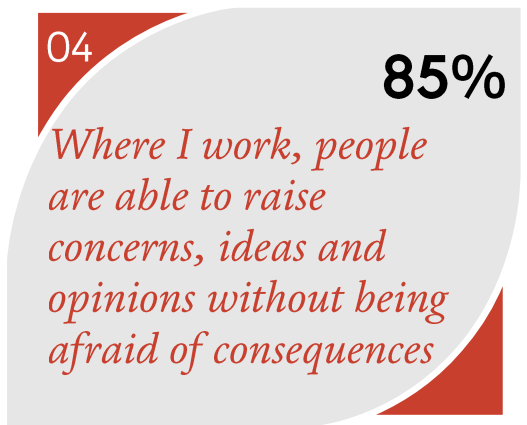
Aligning personal purpose with company purpose

Investing in talent and wellbeing

Culture of compliance

Market leading policies to drive an inclusive work environment

Passion for our brands & performance ambition



Walking the Talk: *"Inclusion & Diversity"*



Diversity:

- 50% of our India Exec are women
- 35% of our leadership team is women
- 60+ People with Disabilities hired

Progressive Policies & Guidelines

- Equal Parental Leave
- Thriving Thru Menopause
- Pregnancy Loss
- Gender Identity, Sexual Orientation, Gender Expressions
- Disability inclusion

88%

Overall Inclusion & Diversity Index

Diageo Internal your Voice engagement survey

Diageo India recognised as



	Unit	F25 Goal	F23 Progress
Learning for Life	No. of People	6000 with 50% Women beneficiaries	1784 vs target of 1100

New: "Crown Jewel"



Driving #RadLib for Collaborative & Effective Working

Fluid Organization

Cross functional teams

Agile Methodology



95 Days



98 Days

Digital as a critical *'red-thread' enabler* across marketing, commercial, supply, and culture



Scan QR code

A person wearing white trousers and dark shoes is walking away from the camera on a dirt path in a dry, hilly landscape. The terrain is brown and rocky, with sparse, dry vegetation. In the background, there are more hills under a clear sky.

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Society 2030: Spirit of Progress

UNDERPINS OUR GROWTH

Create a positive impact on our company, within our communities and for society. It is how we celebrate live every day, everywhere.

DIAGEO



We want to change the way the world drinks for the better, by celebrating moderation and changing attitudes to tackle underage drinking, drink driving and binge drinking




We will champion inclusion and diversity across our business and together with our partners and communities we aim to help shape a more tolerant and equal society

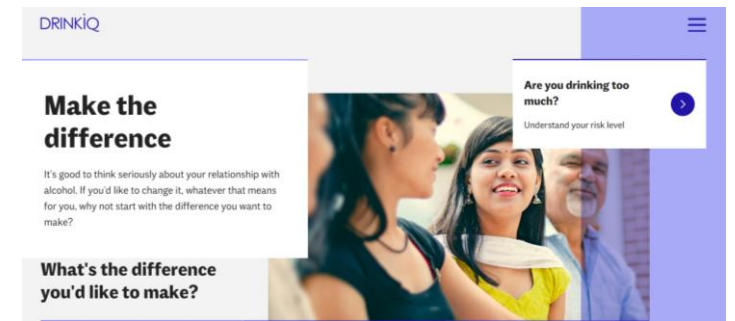


We have long been committed to preserving the natural resources on which we all depend. We will continue to partner to preserve water for life, accelerate to a low-carbon world and become sustainable by design.

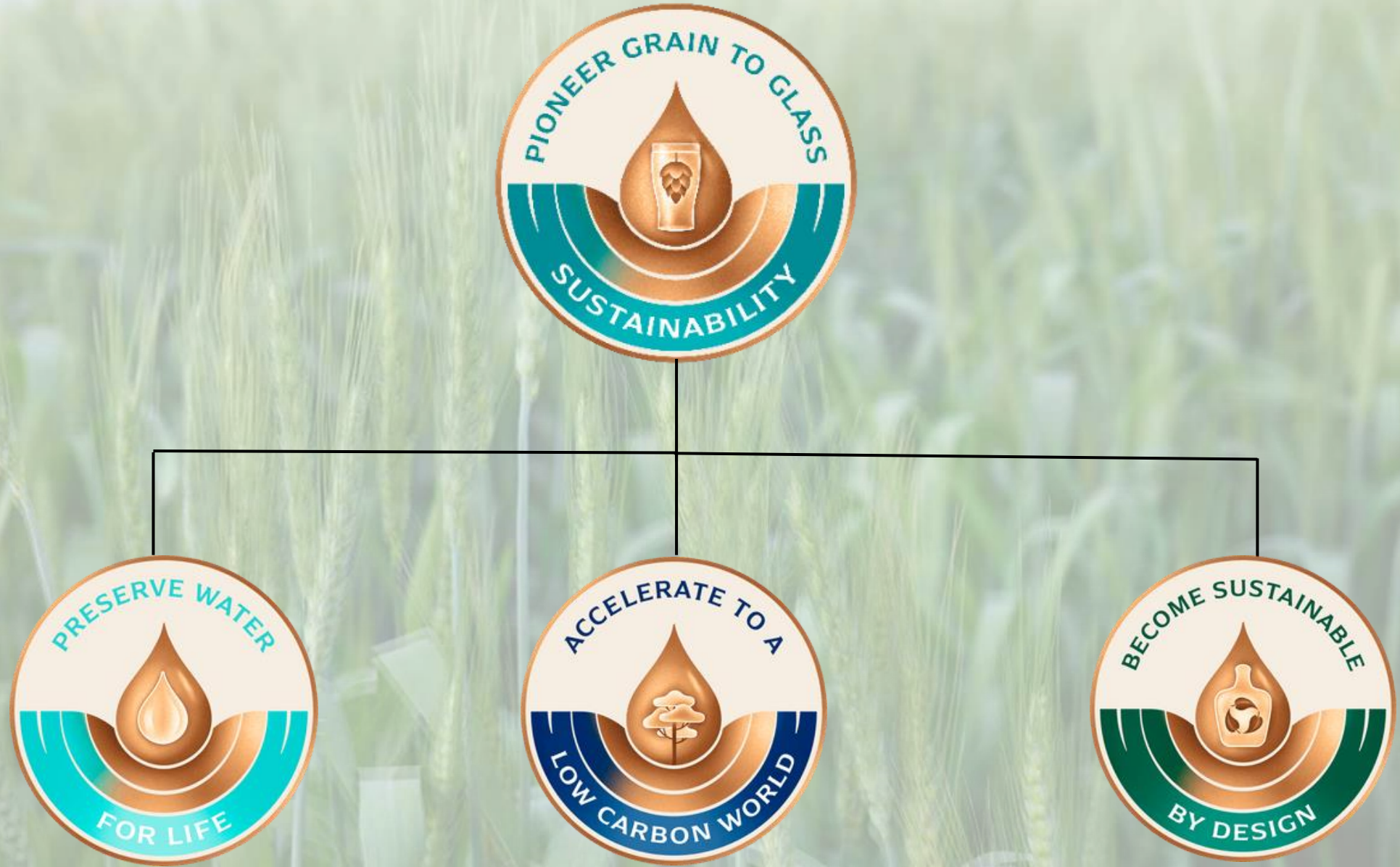


Walking the Talk: *“Positive Drinking”*”

	Unit	F25 Goal	F23 Progress	
	Act Smart India (SMASHED)	No. of young people	327K	207K
	Wrong Side of The Road (WSOTR)	No. of people	475K	370K
	DrinkIQ Website visit	No of website visits	115K	145K



Walking the Talk: *"Grain-to-Glass Sustainability"*



Walking the Talk: "Grain to Glass Sustainability"

Preserve water for life



Goal:

Replenish more water than we use in all our water-stressed areas by 2026

FY 23 Progress:

4,79,047 Cu.M
water replenishment capacity created

250,000 Cu.M
additional capacity being created through new projects

Goal:

40% improvement in water use efficiency by 2030

FY 23 Progress:

44%
water use efficiency in distilleries

30%
water use efficiency in packaging

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



Walking the Talk: *“Grain to Glass Sustainability”*

Accelerate to low carbon world



Goal:

Achieve **Net Zero** Carbon Emissions in direct operations (Scope 1 and 2) by 2030

FY 23 Progress:

Reduced greenhouse gas emissions from our operations by **89%**

Goal:

Leverage **100% Renewable Energy** in Own Operations

FY 23 Progress:

Achieved **98.5%** renewable energy use status in operations

Increased our in-house solar energy generation capacity to **2.7 MW**



Walking the Talk: “Grain to Glass Sustainability”

Sustainable by design



Goal:

Make **100%** of our packaging widely recyclable by 2030

FY 23 Progress:

Over **99%** of the packaging material used was widely recyclable

Goal:

Increase recycled content in all Packaging to **60%** by 2030.

FY 23 Progress:

More than **55%** of the packaging material purchased was made of recycled content



Regenerative agriculture programme





Diageo India 2030

Transforming towards the future

7 June 2023

Q&A

