

DIAGEO INDIA

United Spirits Limited

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3rd September 2025

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: UNITDSPR

Dear Sirs,

Sub: Media interaction

A media interaction is scheduled to be held today i.e., 3rd September 2025. 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

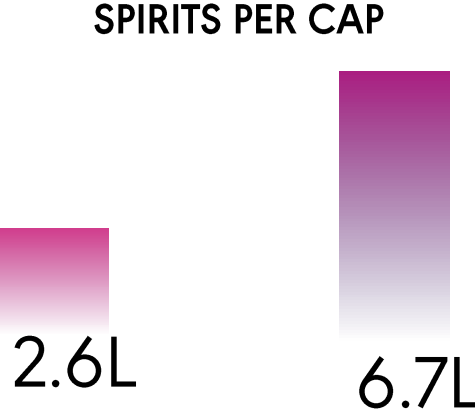
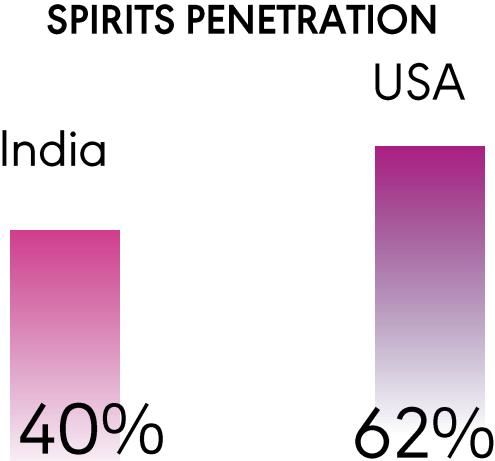
Sudhir Gaonkar
Assistant Company Secretary



We are gearing up for the *consumer market* of the decade

| | |
|--------------------------------------|---|
| +6.2% GDP growth | 28 years median age |
| 100 million LDA in 5 years | 39% of Global TBA value Growth |

LARGEST WHISKY
market (Half of global whisky
consumption)



Our diverse portfolio of powerful brands serves *Three Indias*, with a focus on LDA+, premiumisation, and a growing repertoire

Rising Incomes

3 Indias

Portfolio across 3 Indias

Premiumisation

5Yr CAGR

India's Household Population

Annual HH income

2030

> ₹ 28L High

23m (6%)

₹ 4.8L - 28L Upper Mid

152m (39%)

₹ 2.4L - 4.8L Lower Mid

119m (31%)

< ₹ 2.4L Low

92m (24%)

Affluent

Luxury

Middle/ Mainstream

Premium

Prestige

Aspiring

Popular



~24%

Three 1000cr brands
Three 500 cr brands
Four 100 cr brands

~11%

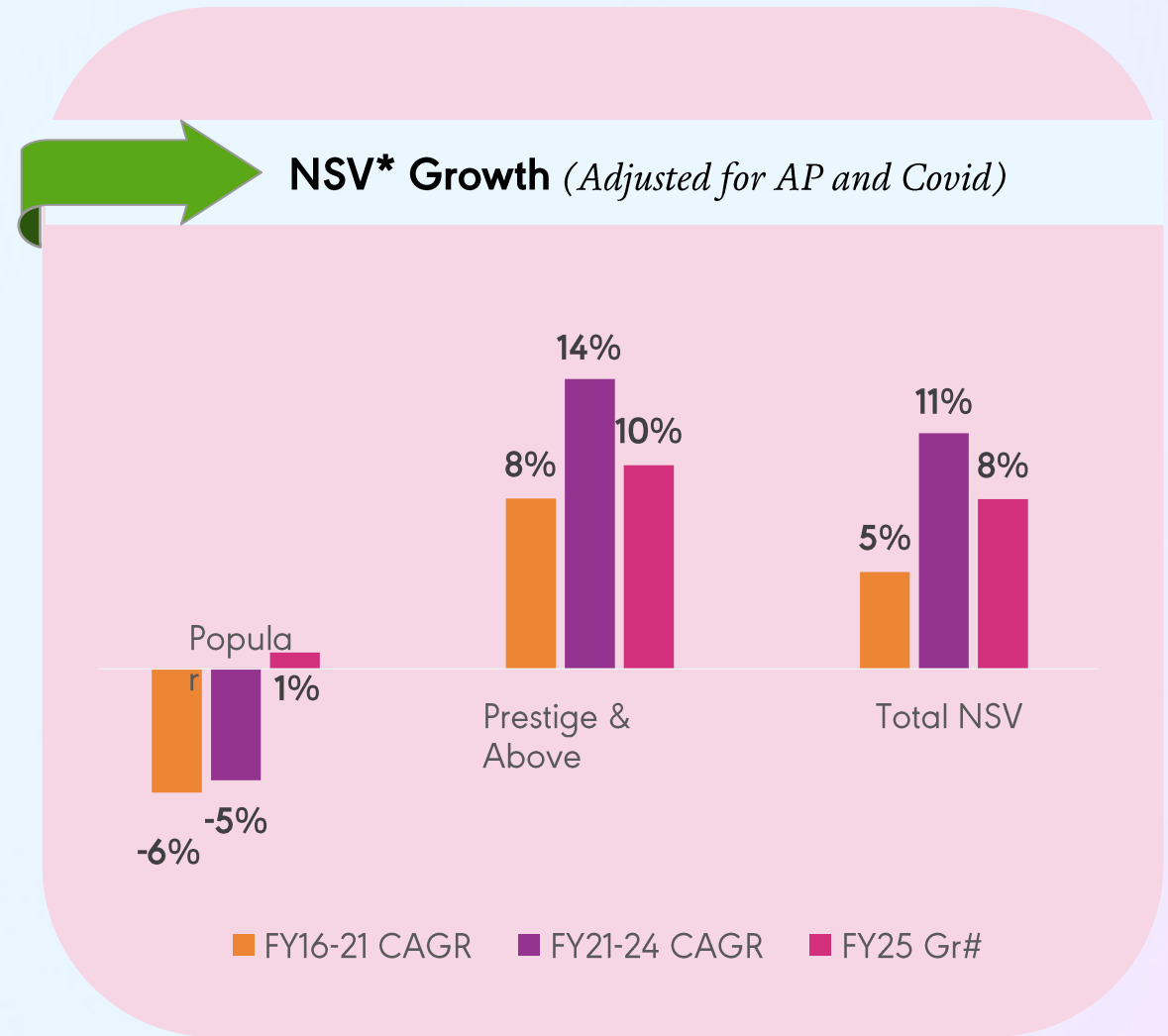
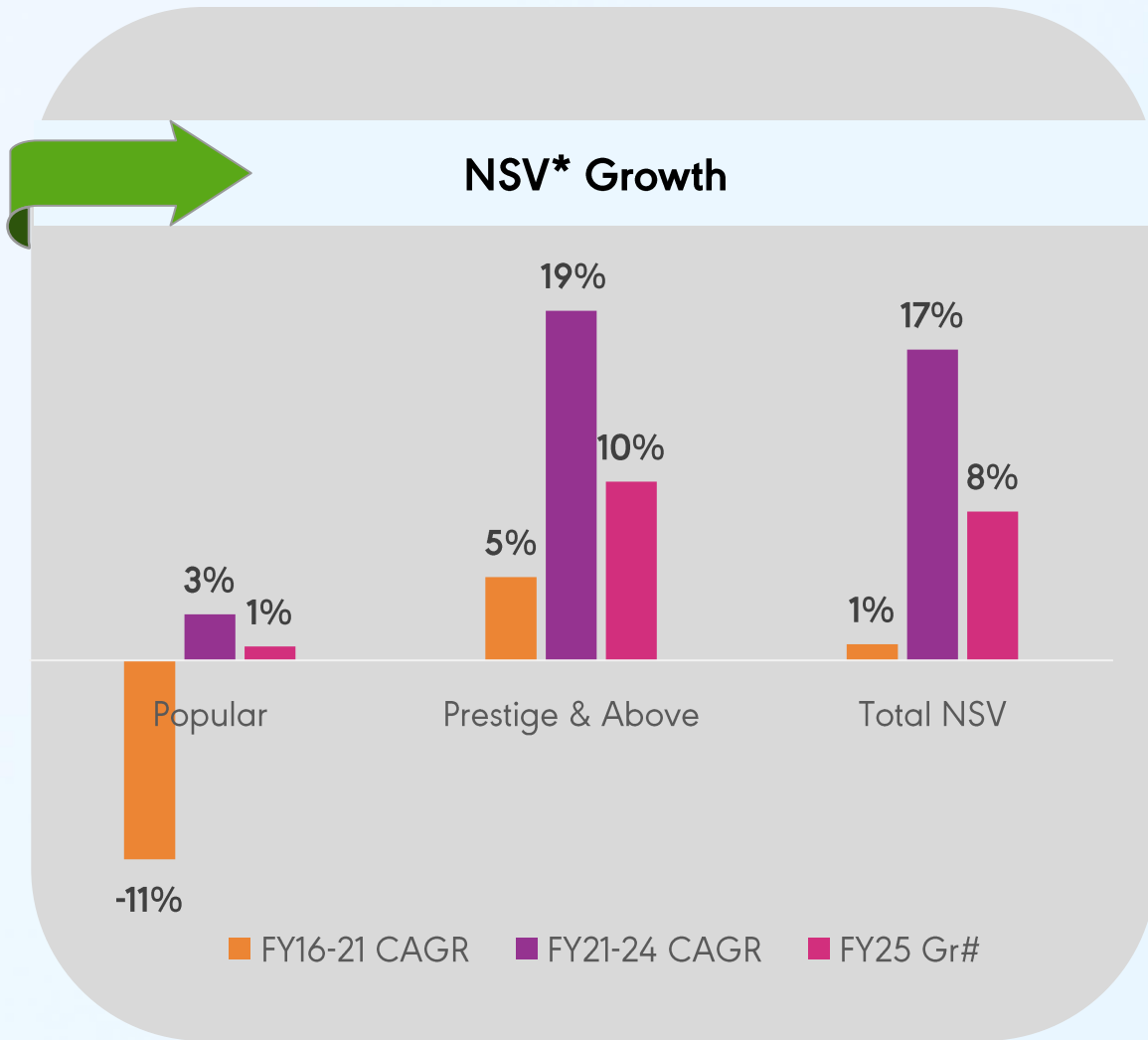
7 one-million case brands

~4%

~1%

5 out of Top 10 Equity brands in the category are Diageo brands

Our results tell us we are *on the right track*



**NSV excludes Slump Sale & Franchising portfolio for prior years as well
#Includes AP post commencement of business in Sep-24 after a gap of five years*

We have sustained growth *momentum in F25* as well

*Healthy performance
across financial metrics*

Core NSV Growth

8.2%

P&A Growth

9.9%

Pre-exceptional EPS

INR22.3

GP growth

11.5%

Gross Margin

44.7%

Dividend per share*

INR12.0*

EBITDA growth

20.5%

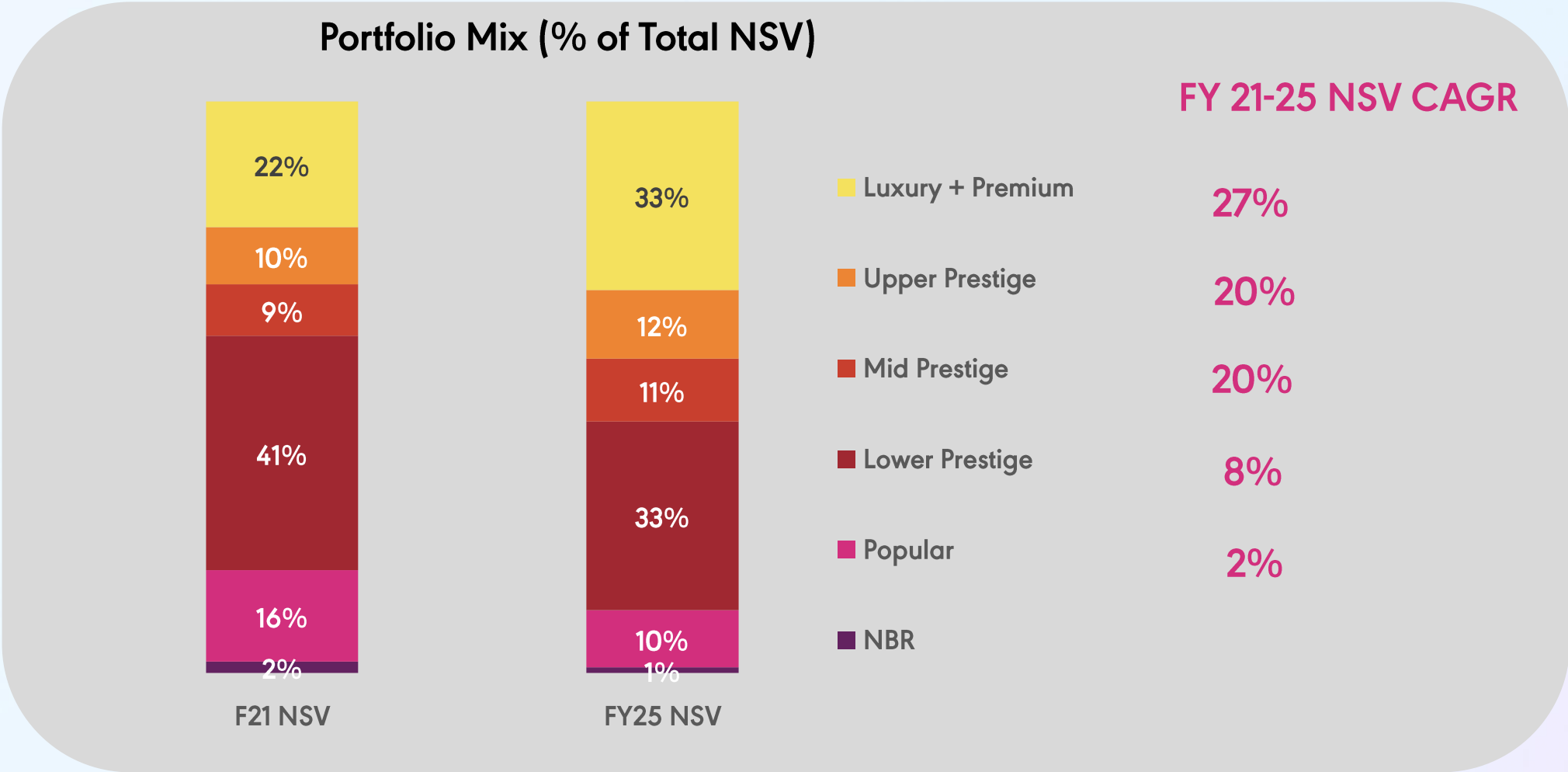
EBITDA Margin

17.8%

Return on Capital
Employed

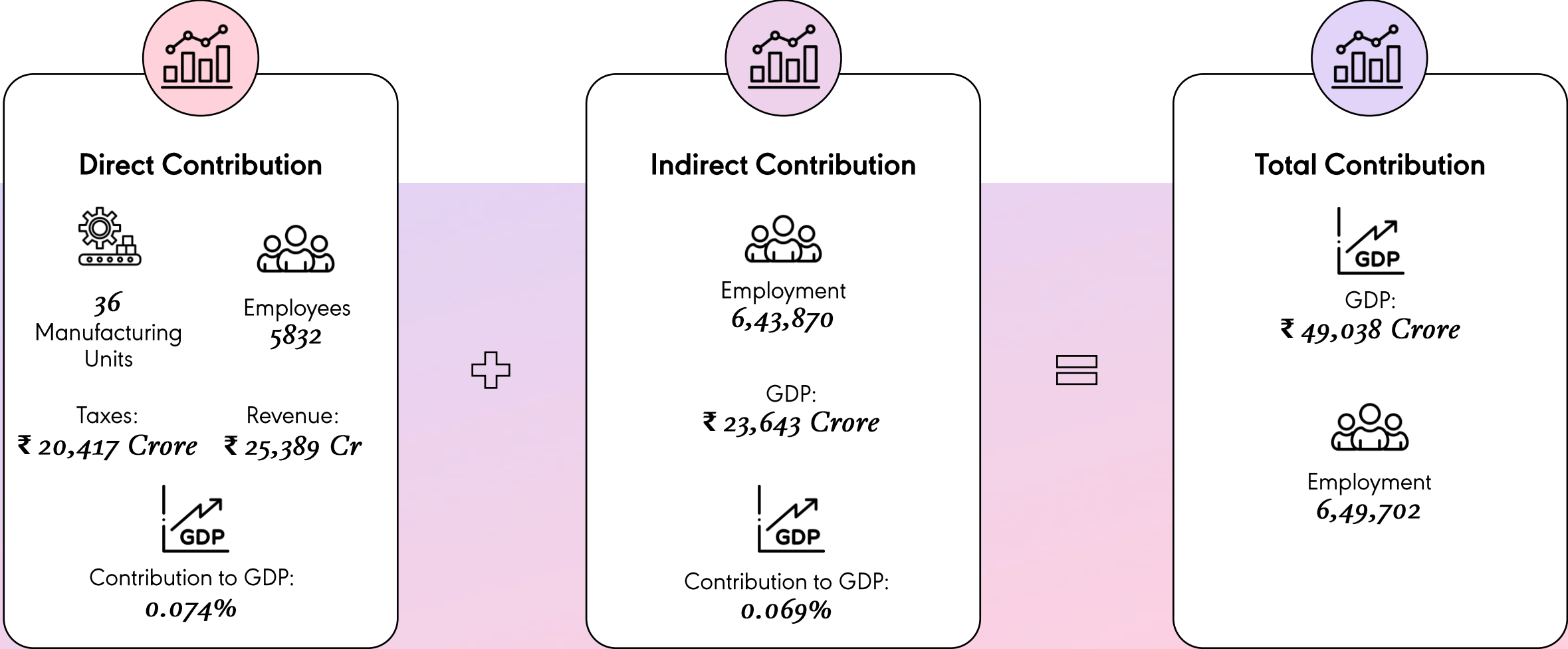
26.4%

Our strategy of *premiumisation* is working well



**NSV excludes impact of Slump Sale & Franchising portfolio for prior years as well*

Diageo India drives ₹49,000 Crore of Value and 6.5 Lakh Jobs for India's Economy



*All numbers for FY24
**Findings from independent study conducted by the Pahle India Foundation

We're Creating Value by *Driving Growth Across Backward & Forward* Linked Industries

Backward-Linked Industries



Agriculture

Employment: 2,90,888
Value Created: ₹ 3956 Crore



Machinery

Employment: 2861
Value Created: ₹ 214 Crore



Logistics & Transport

Employment: 1,55,236
Value Created: ₹ 12,738 Crore

Forward-Linked Industries



Tourism & Hospitality

Employment: 10,916
Value Created: ₹ 141 Crore

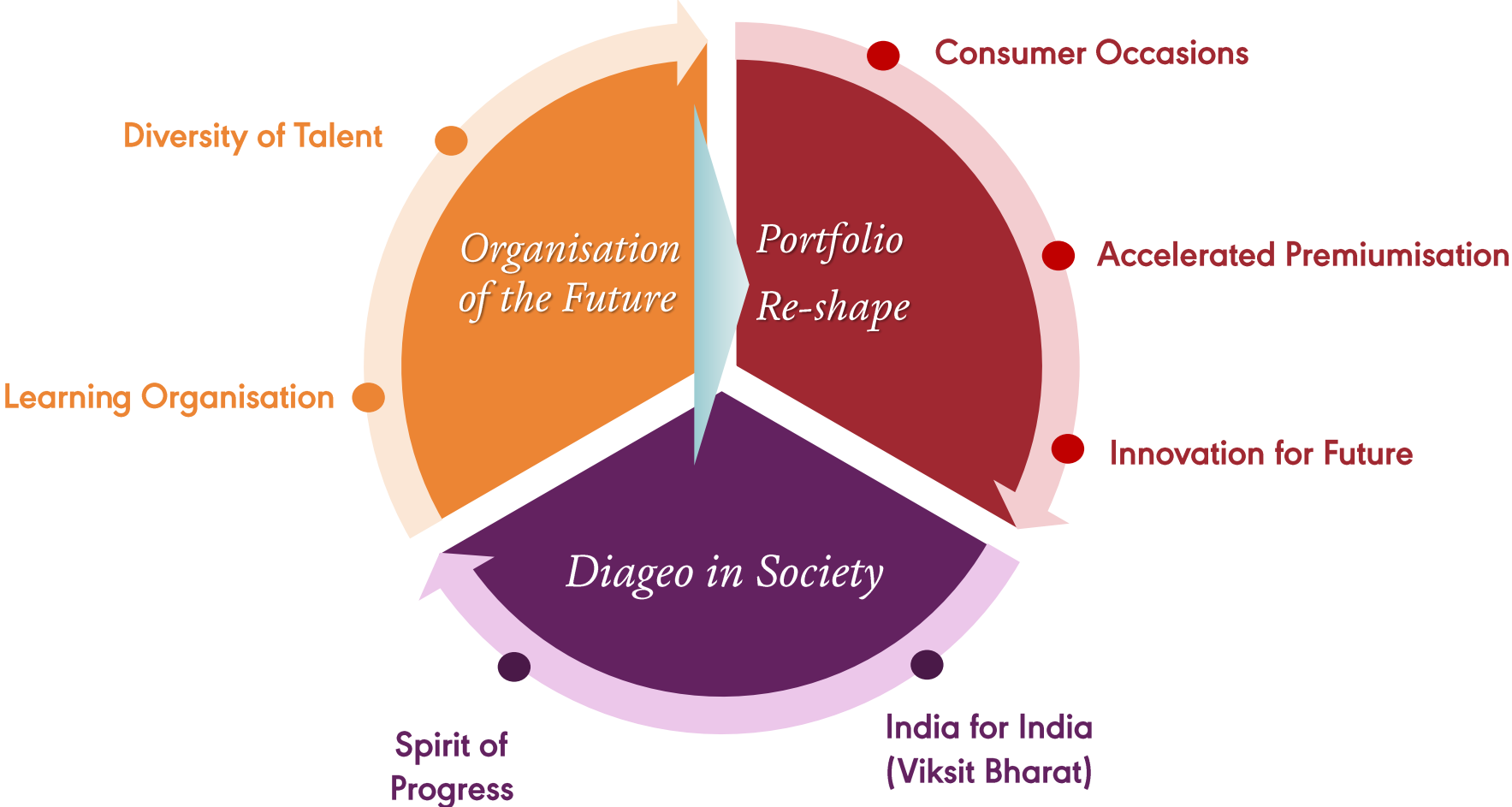


Business Services

Employment: 1,28,538
Value Created: ₹ 5050 Crore

Our Future-focused Strategy is anchored on *Three Key Pillars*

Sustained double digit profitable growth and long-term value for all our stakeholders



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

1 Portfolio Re-shape

2 Organisation of the Future

3 Diageo in Society

A person wearing white pants and dark shoes is walking away from the camera on a dirt path in a desert. The background shows rolling hills and a clear sky. The person's feet are kicking up a small amount of dust.

1

Portfolio Re-shape

2

Organisation of the Future

3

Diageo in Society

Three key anchors of re-shaping our portfolio:
Occasions, Premiumisation and Innovation for the Future



Consumer **Occasions** X 3 India



Accelerated **Premiumisation**



Innovation for the Future

Building *McDowell's* as a Powerhouse Brand via Innovation & Experiences

DOUBLE OAK BARREL



SINGLE MALT



X SERIES



YAARI JAM @36K Ft



Growing *Royal Challenge* and premiumising with RC *American Pride*

DISTINCTIVE POSITIONING IN CULTURE WITH 'CHOOSE BOLD'



RELEVANT PREMIUM PROPOSITION FOR THE ASPIRING CONSUMER



Playing into new age Conscious Consumption codes with *Signature*



Signature
PACKAGED DRINKING WATER

THE MANGROVE
REGENERATION
PLEDGE

DO - GOOD

COME JOIN THE
MANGROVE
REGENERATION PLEDGE.



LIVE - GOOD

IF NOT RELEVANT, PLEASE USE 'SPONSORED' TO OPT-OUT



SIGNATURE X THAELY

Signature x Thaely
PACKAGED DRINKING WATER
MADE BY
SANTANU HAZARIKA



SIGNATURE X ZIRO

ONE WITH NATURE, BY
Signature

Pivoting to a wider range of *premium White spirits* and *innovations*

International Experience



Tanqueray x Global Affluent consumers

Global Brand x Local Flavours



Smirnoff's x Made in India innovation

Best of Indian Craft



India **Craft** (Nao Spirits) x Growth Categories

Driving top end luxury spirits with an exciting new category, *Don Julio* Tequila



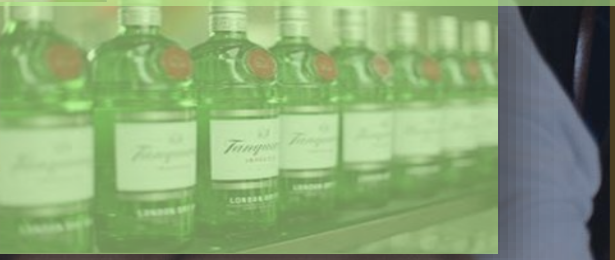
Don Julio x Distinctive Experiences

Experientials x Trending Cocktail Culture

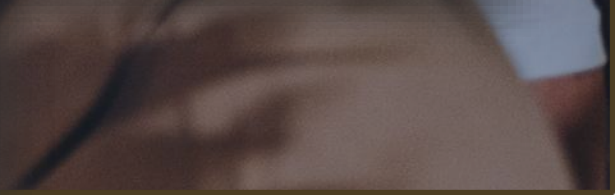
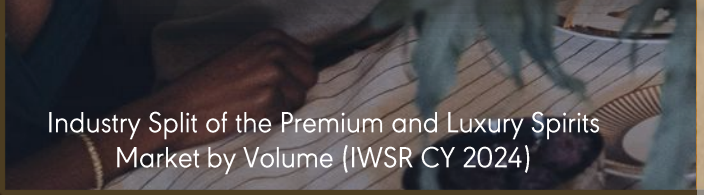
Let's remember, India is a *Scotch market*. We know and lead in Scotch



Scotches : 70%



Whites : 20%



Others (incl. Indian Malts): 10%

Firing up Iconicity on *Johnnie Walker*, with innovation & a play in culture

Building Meaning in Culture



Brand Desire in Trade



Curated luxury experiences



Relevant Innovation for LDA



Recruiting scotch consumers, *with Black Dog and Black and White*

Building Aspiration with Black Dog among Scotch loyalists

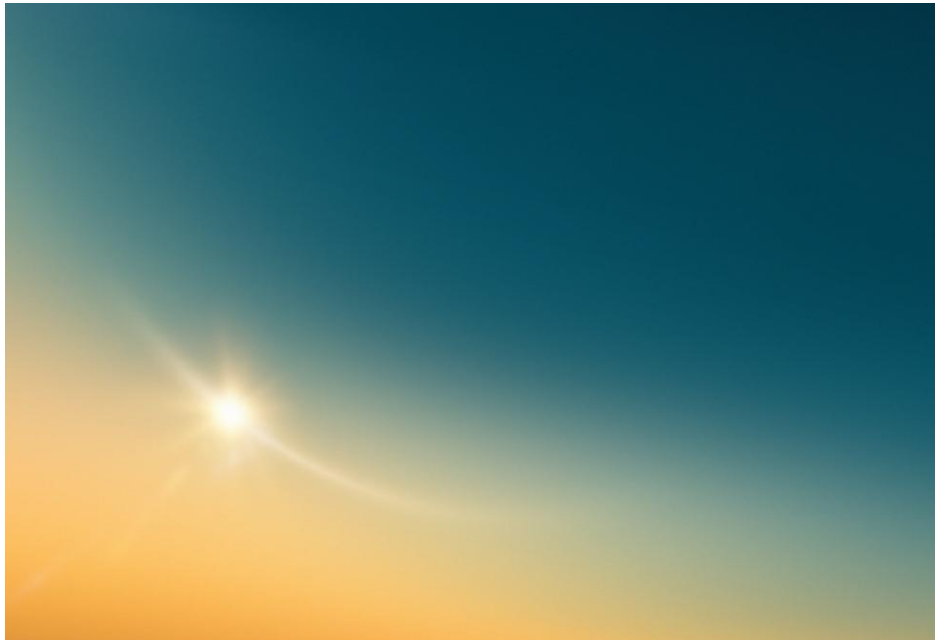


Bringing alive Black & White with Young Affluents



Catering to the Malt Lover with a *repertoire* of iconic global brands

Singleton, for the younger malt drinkers



Global Malts for the Discerning Malt enthusiasts



India For India – and India for the World: *Godawan*

MOST AWARDED | 100+ AWARDS



A poster celebrating Godawan's success. At the top, the Godawan logo features a stork and the text "GODAWAN SINCE 1978 artisan whiskey". Below this, a large green number "2" is displayed. The bottom half of the poster shows a collection of Godawan bottles, including a large bottle in a gold-colored presentation stand and several smaller bottles, set against a background of a desert landscape with sand dunes under a sunset sky.

EXCLUSIVE EXPRESSIONS



A promotional poster for the Godawan Triple Cask Travel Exclusive Edition. The top features the Godawan logo and the text "GODAWAN Triple Cask TRAVEL EXCLUSIVE EDITION NOW AT KEMPEGOWDA INTERNATIONAL AIRPORT". Below this, a paragraph reads: "A collector's pour that embodies the soul of the Indian single malt, each bottle of Godawan Triple Cask is a tribute to craft, culture, and conscious luxury." Another paragraph states: "Meticulously created for global travellers, this travel-exclusive expression is now available at Bengaluru, and Dubai Duty Free." A final line says: "Look out for more launches at more airport stores around the world in 2025." The bottom of the poster shows a bottle of Godawan Triple Cask next to its purple presentation box, set against a desert background. A small "DRINK RESPONSIBLY" notice is at the bottom right.

ELEVATED DURBAR EXPERIENCES



UNPARALLED CANVAS OF SPIRITS



A collection of images showcasing Godawan's "India Rare" spirits. The top image is a large bottle of "INDIA RARE SPIRITS" with a label that reads "INDIAN PEATED SINGLE MALT WHISKY" and "100% OROSOLO WINE CASK". Below this are four smaller images: a person using a tool on wooden barrels, a close-up of a light blue shirt cuff with a white button, a glass of whisky with a large, intricate floral etching on the bowl, and a close-up of a light blue pocket square tucked into a white shirt pocket. The text "Unparalleled canvas of liquids" is positioned below the barrel image, and "Bespoke Personalization" is below the shirt cuff image.

& INDIAN CRAFT HAS A NEW HOME @ THEGOODCRAFTCO.



1. Tell Stories Of Indian Craft

NATIVE INGREDIENTS, PROCESSES, LOCAL CRAFT KNOWLEDGE

2. Enable Communities & Future Innovations

LOCAL CRAFT START-UPS, FNB, MIXOLOGISTS & MORE..

3. Immersive Consumer Experience

WHITEFIELD FLAVOR LAB, BLR
TGCC FLAVOUR LAB, PONDAGOA

In passionate pursuit of the good



1 Portfolio Re-shape

2 Organisation of the Future


3 Diageo in Society

Our *Employee Value Proposition*

Our positioning embodies our approach:

 Connected to our purpose

 Employee focused

 Creating brand advocates

This is the *best place* to grow



You can *shape the future* with us



We will *support & reward* you



Celebrating Life, Everyday Everywhere



Celebrating You



This is the *Best Place to Grow*

TALENT ASSURANCE

Fueling Growth From Within

52%

Positions filled through *Internal Mobility.*

47%

Of internal movements *were Promotions.*

86%

Executive Employees *Retention Rate*

Empowered through tailored L&D offerings at every level

Pillars of Our L&D Strategy

-  *Leadership & Management Excellence*
-  *Professional Competence*
-  *Skills of the Future*
-  *Functional Mastery*
-  *Dial-up Behaviours & Leadership Standards*



DIAGEO **impact Accelerate** Signature SALES EXCELLENCE PROGRAM 2022

My Learning **HUB** Walker's PROGRAM *Crafting tomorrow's leaders in every sip*

MUNCH & LEARN **SPIRITS IQ** DIAGEO INDIA SPIRITS EDUCATION



You can Shape The Future with us

Shaping society through *sustainability & inclusion*



Promote Positive Drinking



Champion Inclusion & Diversity



Pioneer Grain to Glass Sustainability



Redefining alco-bev *culture & brands*

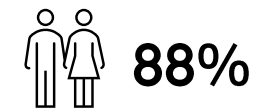
- *Global Giants: Iconic Brands*
- *Home-Grown Leaders: The Indian Stars*
- *Reserve: A Multi-Award Winning Portfolio*



A trusted & respected CPG leader

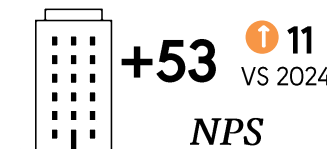


Engagement Index



+7 vs External Benchmark

I&D Index

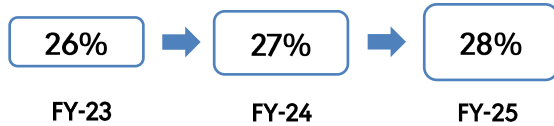


External Recognitions





We will Support & Reward you



Walking The Talk With Our Inclusive Policies, Guidelines & Support Initiatives

- Pregnancy Loss
- Domestic Abuse
- Gender Expression and Gender Identity
- Parent Care Program
- Gender Inclusive policies – Parental Leave, Creche Policy, Same-sex partner insurance coverage
- Inclusive Culture Hub and Psychological Safety toolkit
- Carer's Leave: 5 days of paid leave each year to support and care for dependents
- Thriving through Menopause
- Disability Inclusion
- Flex Philosophy
- Fertility Support guidelines



- Nomination based Recognition
- Instant Peer - to - peer Recognition
- Milestone Recognition



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From Recognition to Action – Our 'Spirit of Progress' Agenda



Spirit of Progress ESG Action Plan is an enabler of our Growth Ambition and a commercial imperative for our business, underpinned by our commitment of doing business the right way.



Change the way people drink for the better.



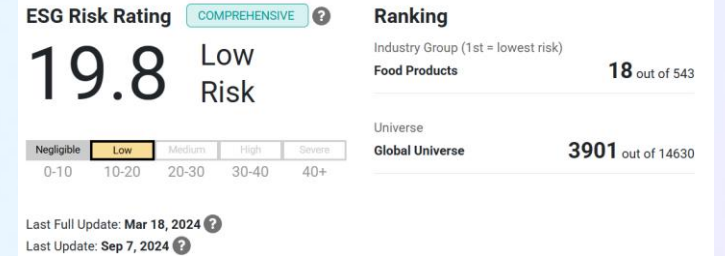
Create the most inclusive and diverse environment.



Build a resilient supply chain.

External Ratings & Certifications

Advanced to 'LOW RISK' on Sustainalytics



Sustained 'A' rating on MSCI

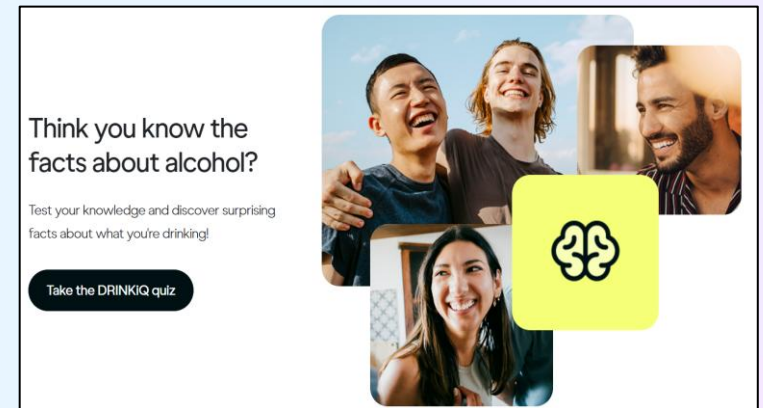
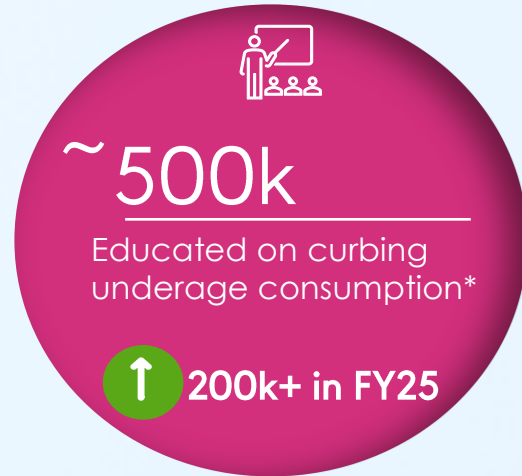
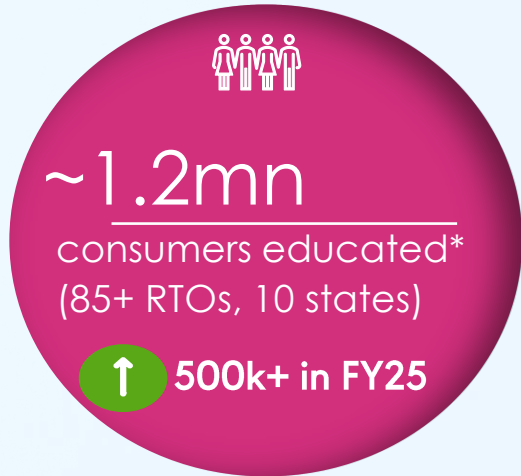


Alwar – 1st AWS Certified site in Asia



Promote Positive Drinking

Change the way people drink for the better



*Cumulative since July 2020 till March 2025

Pioneering Grain to Glass Sustainability

Build a resilient supply chain



Water Stewardship

1.1 Mn. Cu. m

Water replenished

54%

Efficiency improvement

100%

ZLD operations

8,563 Cu. m

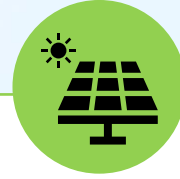
Rainwater harvested



Rainwater harvest pond



The Godavari Initiative (TGI)



Net-zero Carbon

99%

RE Share

93%

Carbon reduction (S1+S2)

1,860 tons

Direct emissions avoided

123,000 tons

Value chain emissions avoided



Solar power system



Regenerative agriculture



Circularity in Packaging

100%

Waste diverted from landfill

99%

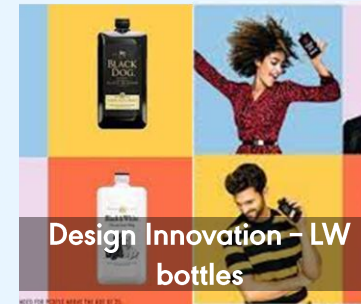
Recyclable packaging used

59%

Recycled content in packaging

33%

Use of food grade r-PET



Design Innovation – LW bottles



Circularity – r-PET bottles

