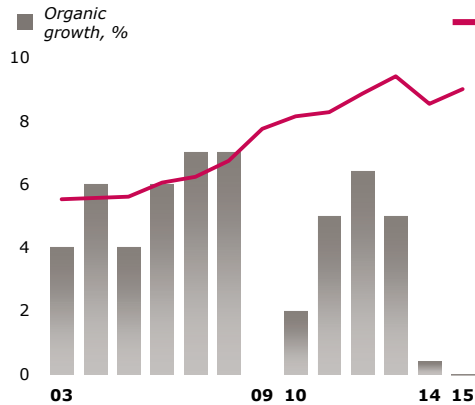


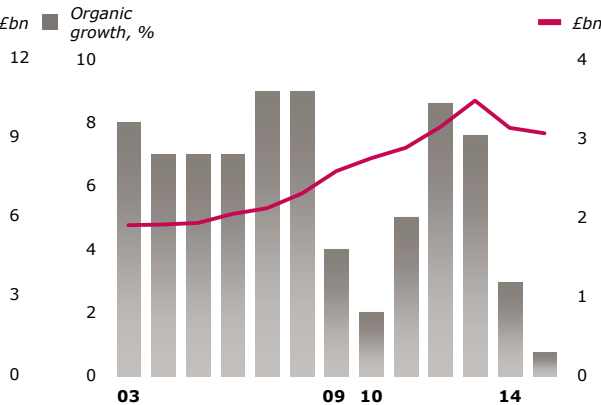
“I WANT TO CREATE ONE OF THE BEST PERFORMING, MOST TRUSTED AND RESPECTED CONSUMER PRODUCTS COMPANIES IN THE WORLD”
IVAN MENEZES, CEO

Sustained performance

Net sales* increased from £6,636m in F03 to £10,813m in F15



Operating profit increased from £1,902m in F03 to £3,066m in F15



Financial strength

F15 Full year reported figures	Organic movement	
Volume 246mEU	(1)%	Free cash flow £2bn
Net sales £10.8bn	(0)%	
Marketing spend £1.6bn	(1)%	Reported operating margin* 28.4%
Operating profit* £3.1bn	1%	
Dividend per share 56.4 pence	9%	Net debt / EBITDA* ratio 2.7x
Eps* 88.8 pence	(7)%	

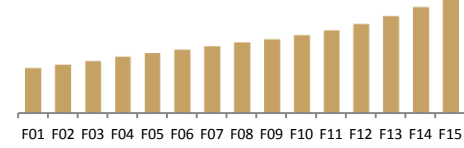
Diageo and Responsible drinking

We focus on three areas where we believe our contribution has the most impact:

- #1 Set high company and industry standards in responsible marketing and provide consumer information about our brands.
- #2 Implement initiatives designed to raise awareness and work with others to seek to change attitudes and behaviour to minimise alcohol misuse.
- #3 Promote effective and targeted alcohol policies and foster balanced debate and stakeholder dialogue at the global, regional and country levels.

Growing dividend per share

F15 dividend: 56.4 pence per share



World leading brands

Global giants

- Johnnie Walker** is the **No.1** Scotch whisky in the world¹
- Tanqueray** is the **No.1** Imported gin in the United States⁴
- Smirnoff** is the **No.1** Premium vodka in the world²
- Baileys** is the **No.1** Liqueur in the world²
- Captain Morgan** is the **No.2** Brand in the rum category in the world²
- Guinness** is the **No.1** Stout in the world⁵

Local stars

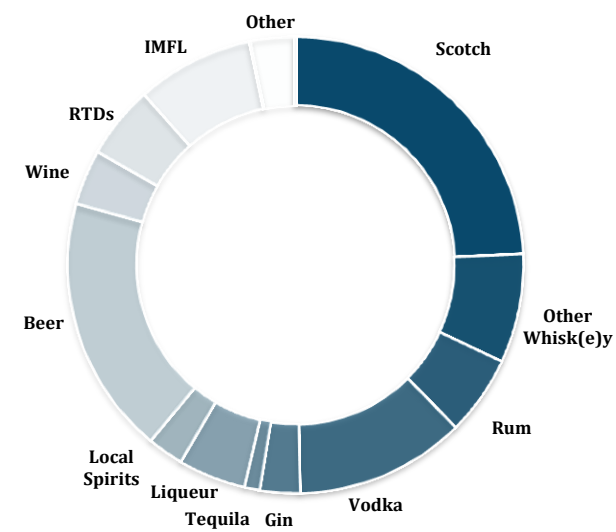
- Crown Royal** is the **No.1** Canadian whisky in the world²
- Windsor** is the **No.2** Super premium Scotch whisky in Asia Pacific¹
- Buchanan's** is the **No.3** Premium Scotch whisky in Latin America and Caribbean¹
- JeB** is the **No.5** Scotch whisky in the world¹
- Ypióca** is the **No.1** premium cachaça brand in Brazil⁷
- Yeni Raki** is the **No.1** aniseed based spirit in the world²
- Old Parr** is the **No.1** premium whisky in Colombia⁷
- Bells** is the **No.2** blended scotch in the United Kingdom⁷
- Cacique** is the **No.1** rum in Venezuela¹
- Bundaberg** is the **No.1** rum in Australia⁸
- White Horse** is the **No.1** scotch whisky in Russia by volume¹
- Shui Jing Fang** has 600 years heritage and distributed in 26 countries

Reserve

- Ciroc** is the **No.2** Ultra premium vodka in the United States³
- Don Julio** is the **No.1** Super premium Tequila in the world¹
- Johnnie Walker** is the **No.1** super and ultra premium Scotch whisky in the world¹
- Ketel One** is the **No.2** Super premium vodka in the United States³
- Bulleit** is the **No.1** Rye whiskey in the world⁶

Category depth

Net sales by categories*



¹IWSR; ²Impact Databank; ³IRI; ⁴Beverage Information Group; ⁵Plato Logic; ⁶Internal estimation; ⁷Nielsen; ⁸Aztec

*Year ended 30 June 2015



GEOGRAPHIC BREADTH – F15 FULL YEAR AT A GLANCE

	North America	Europe	Africa	Latin America and Caribbean	Asia Pacific
% of net sales	32%	24%	13%	10%	20%
markets					
categories					
price segments					
Net sales movement*	(1)%	0%	6%	(1)%	(2)%
Operating profit movement*	(3)%	3%	10%	(3)%	7%
Highlights	<p>Diageo's biggest and most profitable region with positive demographic trends</p> <hr/> <p>Market leader in spirits</p> <hr/> <p>Delivered improved depletion performance through F15</p> <hr/> <p>Industry leading innovation continued to drive net sales</p>	<p>Performance in Western Europe improved with more than half of our markets in growth</p> <hr/> <p>Good performance in Turkey with share gains in international spirits</p> <hr/> <p>Russia and Eastern Europe continued to be impacted by events in Ukraine and economic volatility in Russia</p> <hr/> <p>Reserve brands continued to grow strongly with net sales up 19%</p>	<p>Unique platform in Africa delivers good growth of beer and spirits</p> <hr/> <p>Innovation driving growth in Nigeria</p> <hr/> <p>East Africa benefitted from breadth in beer and spirits</p> <hr/> <p>Route to consumer gains driving double digit growth in Africa Regional Markets</p> <hr/> <p>Strong spirits growth in South Africa offset by RTD decline</p>	<p>Strengthened leadership position through route to consumer investments and focus on sell out</p> <hr/> <p>Top line impacted by currency weakness and stock reduction in export channels</p> <hr/> <p>Good performance of domestic businesses, up 5%</p> <hr/> <p>Built upon strong scotch platform and broadened participation in other categories</p>	<p>Scotch is the largest international spirits category in the region and Diageo is leading it</p> <hr/> <p>Topline impacted by destocking in South East Asia and new regulation in Indonesia</p> <hr/> <p>Asia Q4 up 7% led by Shuijingfang and Australia</p> <hr/> <p>USL fully consolidated for the first time; India 45% of region's net sales</p>

* Organic growth year ended 30 June 2015

