

# Interim Results

31 January 2013



DIAGEO

# A strong business, getting stronger

- Reiterating our medium term guidance
- Increased presence in the faster growing markets, pricing globally, growth in US spirits, and premiumisation are driving net sales growth and margin improvement
- Continued investment behind our strategy
- Achieved:
  - 9% organic operating profit growth\*
  - 9% eps growth\*\*
  - >£125 million increase in free cash flow
- And we have increased the interim dividend by 9%



# A strong business, getting stronger

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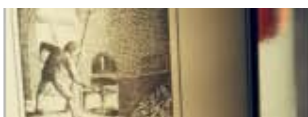
Delivering net  
sales growth



Delivering  
margin  
expansion



Investing to  
access new  
growth



# Delivering net sales growth

DIAGEO

- Building on our strength in the US
- Enhancing our presence in the faster growing markets
- Leading in Scotch whisky
- Managing the challenges of Western Europe and Korea

Delivering net sales growth



Delivering margin expansion



Investing to access new growth



# Building on our strength in North America

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Delivering net sales growth



Delivering margin expansion



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# Enhancing our presence in the faster growing markets

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Reaching the emerging middle class consumer



Delighting the consumer of luxury goods



Delivering net sales growth



Delivering margin expansion

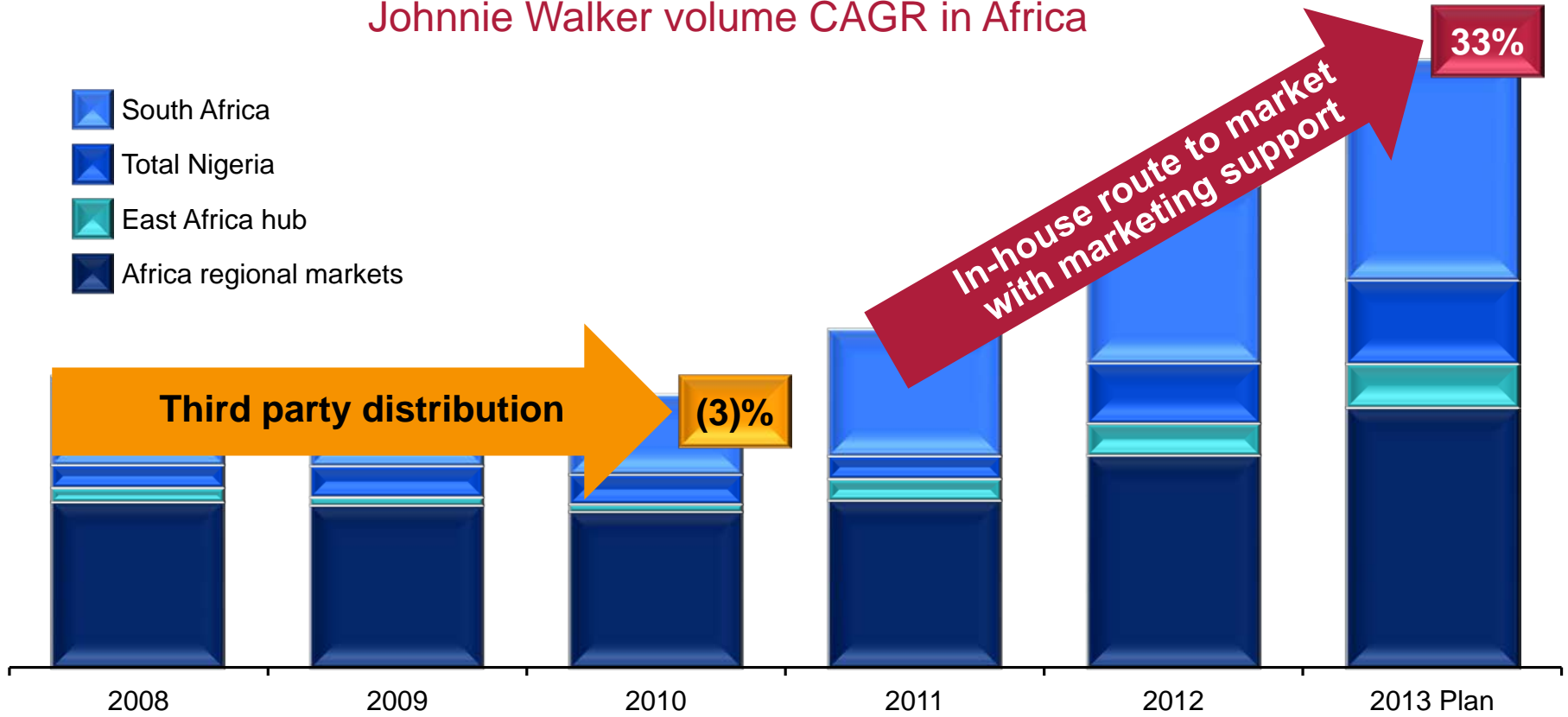


Investing to access new growth



# Reaching the increasing number of middle class consumers

Johnnie Walker volume CAGR in Africa



6 months ended 31 December 2012.

Delivering net sales growth



Delivering margin expansion



Investing to access new growth



# Delighting consumer of luxury goods

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Delivering net sales growth



Delivering margin expansion



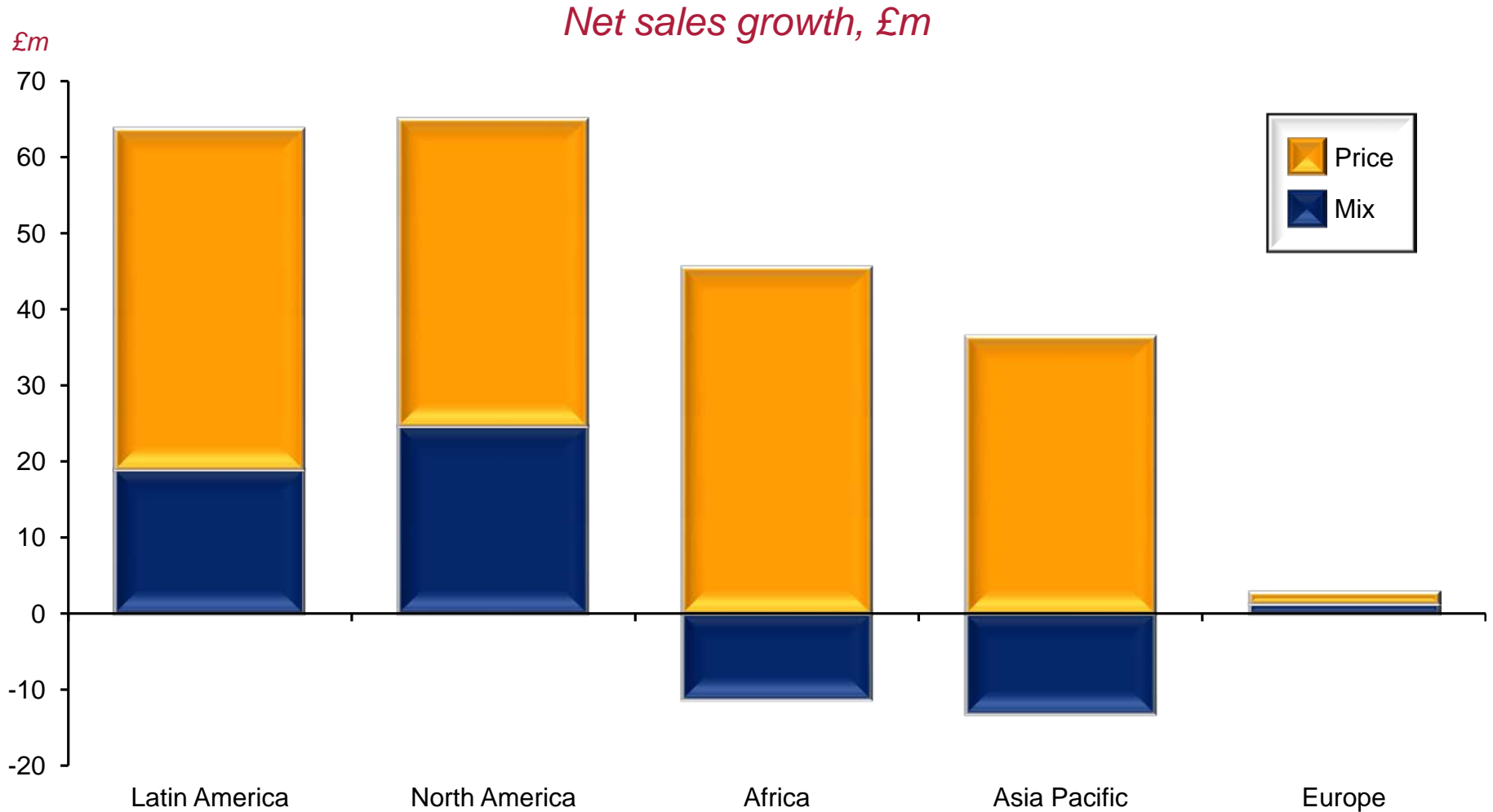
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# Pricing drives margin expansion

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Delivering net sales growth



Delivering margin expansion



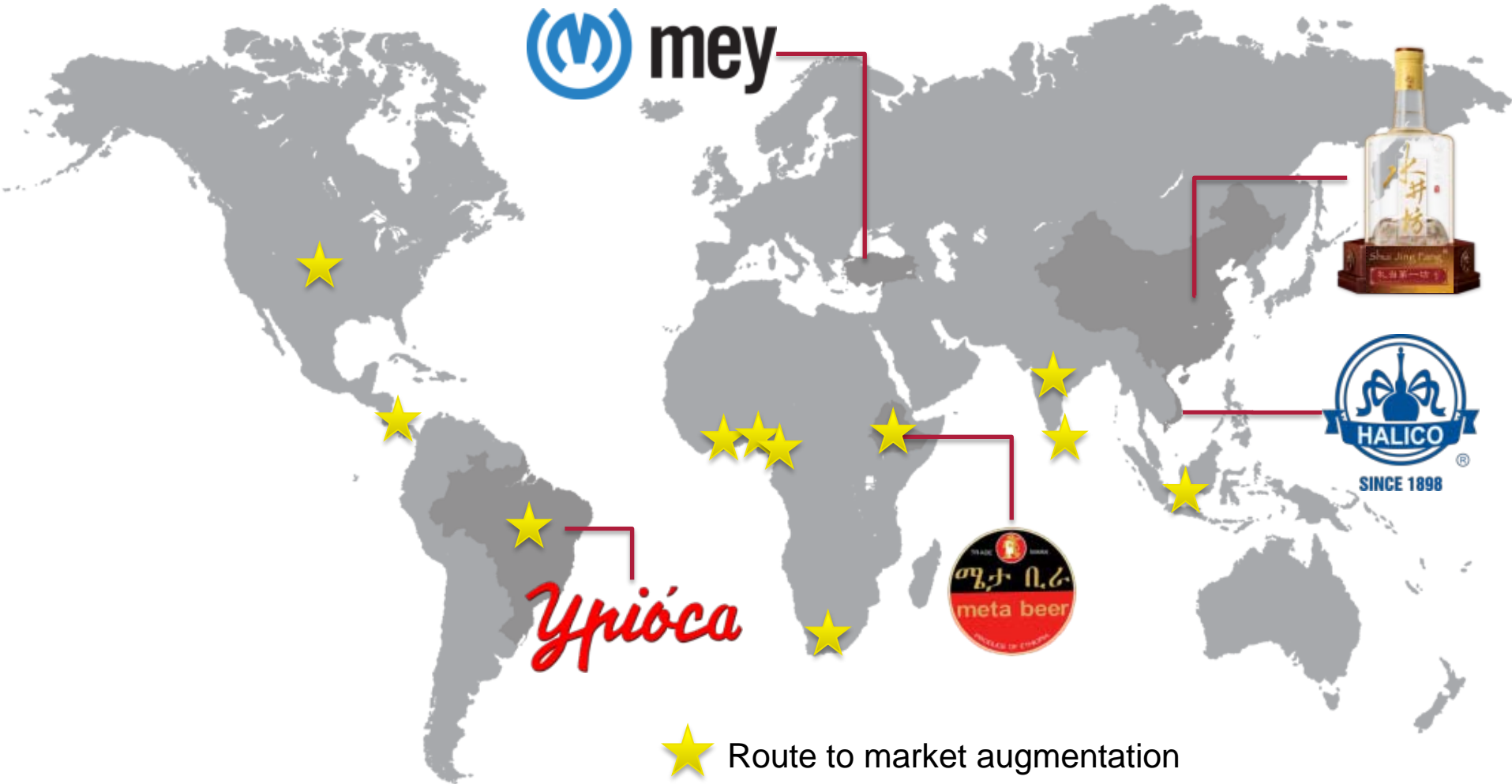
Investing to access new growth

Six months ended 31 December 2012.



# Investing to access new growth

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Delivering net sales growth



Delivering margin expansion



Investing to access new growth



# A strong business, getting stronger

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Delivering net  
sales growth



Delivering  
margin  
expansion



Investing to  
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growth



# Interim Results

31 January 2013

Questions



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This presentation contains 'forward-looking' statements. These forward-looking statements can be identified by the fact that they do not relate only to historical or current facts. In particular, forward-looking statements include all statements that express forecasts, expectations, plans, outlook and projections with respect to future matters, including trends in results of operations, margins, growth rates, overall market trends, the impact of interest or exchange rates, the availability or cost of financing to Diageo, anticipated cost savings or synergies, expected investments, the completion of Diageo's strategic transactions and restructuring programmes, anticipated tax rates, expected cash payments, outcomes of litigation, anticipated deficit reductions in relation to pension schemes, general economic conditions and all statements on the slide "outlook statements". By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, including factors that are outside Diageo's control.

These factors include, but are not limited to:

- global and regional economic downturns;
- increased competitive product and pricing pressures and unanticipated actions by competitors that could impact Diageo's market share, increase expenses and hinder growth potential;
- the effects of Diageo's strategic focus on premium drinks, the effects of business combinations, partnerships, acquisitions or disposals, existing or future, and the ability to realise expected synergies and/or costs savings;
- Diageo's ability to complete existing or future business combinations, restructuring programmes, acquisitions and disposals;
- legal and regulatory developments, including changes in regulations regarding production, product liability, distribution, importation, labeling, packaging, consumption or advertising; changes in tax law, rates or requirements (including with respect to the impact of excise tax increases) or accounting standards; and changes in environmental laws, health regulations and the laws governing labour and pensions;
- the costs associated with monitoring and maintaining compliance with anti-corruption and other laws and regulations and the costs associated with investigating alleged breaches of internal policies or laws, whether initiated internally by external regulators, and any penalties or fines imposed as a result of any breaches;
- developments in any litigation or other similar proceedings (including with tax, customs and other regulatory authorities) directed at the drinks and spirits industry generally or at Diageo in particular, or the impact of a product recall or product liability claim on Diageo's profitability or reputation;
- developments in the Colombian litigation, Korean customs dispute, thalidomide litigation or any similar proceedings;
- changes in consumer preferences and tastes, demographic trends or perception about health related issues, or contamination, counterfeiting or other circumstances which could harm the integrity or sales of Diageo's brands;
- changes in the cost or supply of raw materials, labour, energy and/or water;
- changes in political or economic conditions in countries and markets in which Diageo operates, including changes in levels of consumer spending, failure of customer, supplier and financial counterparties or imposition of import, investment or currency restrictions;
- levels of marketing, promotional and innovation expenditure by Diageo and its competitors;
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- termination of existing distribution or licence manufacturing rights on agency brands;
- disruption to production facilities or business service centres, and systems change programmes, existing or future, and the ability to derive expected benefits from such programmes;
- technological developments that may affect the distribution of products or impede Diageo's ability to protect its intellectual property rights; and
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