United Spirits Limited

Presentation – Q3 results

Feb 9th 2011

USL normalised results with Balaji Merger
Q3 (Oct – Dec)

	2009-10	2010-11 Normalised W/o Balaji	TMU Accounting Adjustments	Brand Launch Expenses	BALAJI Apr-Dec'10	2010-11 Reported
Volume	26.59	30.38			0	
Growth %		*14%*			0	
NSR	1,347	1,578	14	-	367	1,960
Growth %		*17%*				*46%*
COGS	763	908	-	-	249	1,157
Gross Margin	584	671	14	-	118	803
% NSR	*43%*	*43%*			*32%*	*41%*
Growth %		*15%*				*37%*
A&SP	120	136	14	20	24	194
% NSR	*9%*	*9%*			*7%*	*10%*
Other Expenses	232	241		-	82	323
EBIDTA	232	294	-	(20)	12	286
% NSR	*17%*	*19%*			*3%*	*15%*
Growth %		*27%*				*23%*
Non-recurring Income/Exchange Gain/(Loss)	(3)	(11)	-	-	0	(11)
Interest	75	96	-	-	8	104
Depreciation	9	12	-	-	1	13
Op.PBT	146	176	-	(20)	2	158
% NSR	*11%*	*11%*			*1%*	*8%*
Growth %		*21%*				*9%*
Exceptional	-	37	-	-	0	37
PBT	146	213	-	(20)	2	195
Tax	49	65	-	-	0	65
PAT	97	148	-	(20)	2	130
Growth %		*53%*				*35%*

USL normalised results with Balaji Merger – 9 months ended Dec'10

	2009-10	2010-11 Normalised W/o Balaji	TMU Accounting Adjustments	Brand Launch Expenses	BALAJI Apr-Dec'10	2010-11 Reported With Balaji
Volume	74.59	83.57				
Growth %		*12%*				
NSR	3,653	4,300	122	-	367	4,789
Growth %		*18%*				*31%*
COGS	2,070	2,395	33	-	249	2,677
Gross Margin	1,583	1,905	89	-	118	2,112
% NSR	*43%*	*44%*			*32%*	*44%*
Growth %		*20%*				*33%*
A&SP	292	356	64	45	24	489
% NSR	*8%*	*8%*			*7%*	*10%*
Other Expenses	641	712	25	-	82	819
EBIDTA	651	838	-	(45)	12	805
% NSR	*18%*	*19%*			*3%*	*17%*
Growth %		*29%*				*24%*
Non-recurring Income/Exchange Gain/(Loss)	3	(20)	-	-	-	(20)
Interest	209	291	-	-	8	299
Depreciation	26	31	-	-	1	32
Op.PBT	418	496	-	(45)	2	454
% NSR	*11%*	*12%*			*1%*	*9%*
Growth %		*19%*				*8%*
Exceptional	70	37	-	-	-	37
PBT	488	533	-	(45)	2	491
Tax	144	165	-	-	-	165
PAT	344	368	-	(45)	2	326
Growth %		*7%*				

USL Sales Performance - Q3

Volume in Million Cases	Q3 (Oct - Dec)		% Growth	
	Act 09-10	Act 10-11	>Yr. 09	>Yr. 10
Prestige & Above	5.70	6.51	7%	14%
Regular	18.89	21.36	11%	13%
I Line	24.59	27.87	10%	13%
II Line/Franchise	1.92	2.43	23%	26%
USL	26.51	30.30	*11%*	*14%*

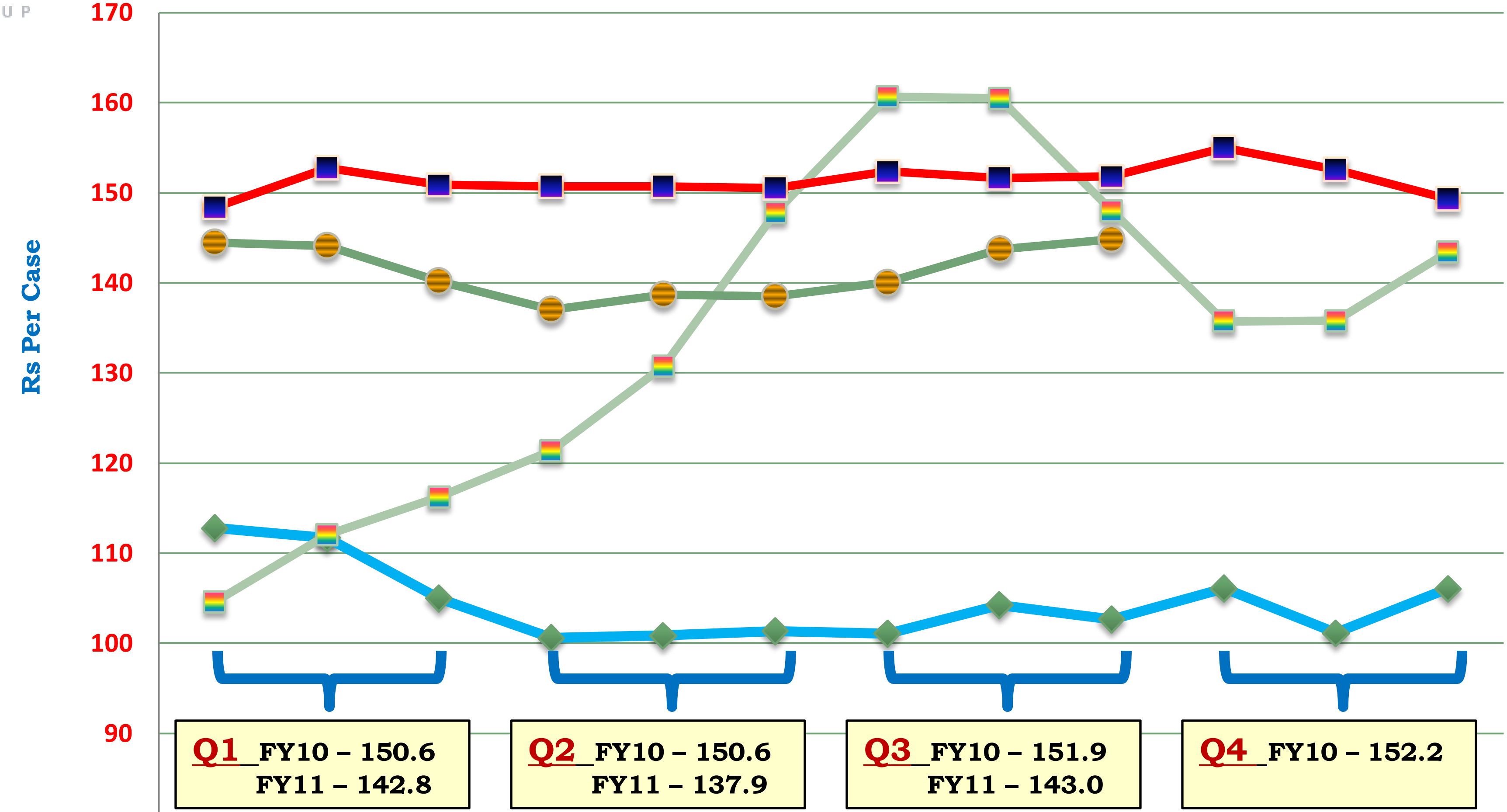
USL Sales Performance - YTD Dec'10

	Volume in Million Cases		% Growth	
	Act 09-10	Act 10-11	Yr 09-10	Yr 10-11
Prestige & Above	15.5	17.6	3%	14%
Regular	52.5	58.5	14%	12%
I Line	68.0	76.2	12%	12%
II Line	4.5	5.9	32%	31%
Franchise	2.1	1.4	11%	(32%)
USL	74.6	83.5	13%	12%

Key Brands Performance – All India

	Q3 Gth %	YTD Gth %
Black Dog Scotch	55%	35%
Antiquity Whisky	20%	23%
Signature Rare Whisky	22%	19%
McDowell's No. 1	14%	16%
DSP Black	40%	45%
McDowell's Green Label Whisky	22%	26%
Old Tavern Whisky	33%	36%

RM Cost Movement *YTD Dec'10*



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
FY 08.	113	112	105	101	101	101	101	104	103	106	101	106
FY 09.	105	112	116	121	131	148	161	160	148	136	136	143
FY 10.	148	153	151	151	151	151	152	152	152	155	153	149
FY 11.	144	144	140	137	139	138	140	144	145			

USL – Balance Sheet as at 31st December 2010
(Provisional)

Rs.Crs

	Dec 2010	Mar 2010
Sources of Funds		
Share Capital	130.8	125.6
Reserves and Surplus	4,945.0	4,660.2
Secured Loans	2,734.0	2,589.3
Unsecured Loans	970.0	926.8
Total	8,779.7	8,301.9
Application of Funds		
Fixed Assets - Net	870.2	746.2
Investments	1,269.1	1,254.0
Cash & Bank balances	153.1	246.5
Net Current Assets	6,487.4	6,055.2
Total	8,779.7	8,301.9

USL – Consolidated Profit Statement *for 9 months ended Dec'10*

(Provisional)

Rs. Crs

	9 Months ended				Audited	
	Dec-10	%NSR	Dec-09	%NSR	March 2010	%NSR
Sales	5,537.6		4,863.0		6,362.3	
COGS	3,025.0	55%	2,511.9	52%	3,319.5	52%
Gross Margin	2,512.6	45%	2,351.1	48%	3,042.9	48%
Staff Cost	399.5	7%	400.2	10%	531.0	8%
Advertisement & Sales Promotion	645.6	12%	453.0	9%	680.3	11%
Other Overheads	645.3	12%	575.9	10%	719.2	11%
EBITDA	**822.2**	**15%**	**922.0**	**19%**	**1,112.3**	**17%**
Exch. Diff Gain / (Loss)	5.7	0%	(168.3)	-3%	(314.5)	-5%
Other Income	51.9	1%	60.0	1%	84.9	1%
Interest	362.5	7%	431.2	9%	606.9	10%
Pension Cost	(17.9)	0%	80.0	1%	57.7	1%
Onerous Lease / Leases	(2.0)	0%	19.2	0%	23.1	0%
Depreciation	69.9	1%	67.9	1%	95.0	1%
PBT before exceptional item	**467.2**	**8%**	**215.3**	**4%**	**100.0**	**2%**
Exceptional items	36.8	1%	70.0	1%	70.0	1%
PBT	**504.1**	**9%**	**285.3**	**6%**	**170.0**	**3%**
Tax	186.6	3%	150.4	3%	193.2	3%
PAT	**317.5**	**6%**	**134.9**	**3%**	**(23.2)**	**0%**

USL – Consolidated Balance Sheet as at 31st Dec 2010

(Provisional)

Rs. Crs

	Dec 10	Mar 10
SOURCE		
Share Capital	126	121
Reserves and Surplus	3,897	3,653
Minority Interest	8	9
Secured Loans	5,435	4,870
Unsecured Loans	797	636
Term Liability towards Franchisee Rights	323	344
Total	10,586	9,633
APPLICATION		
Fixed Assets - Net	1,951	1,819
Goodwill on Consolidation	4,325	4,244
Investments	142	127
Cash and Bank Balances	569	769
Net Current Assets	3,560	2,629
Misc. Exp to the extent not written off	39	45
Total	10,586	9,633

USL – Debt Position (Consolidated)

Rs. Crs

	Dec-10	Mar-10
Secured Loans		
Capex Loans	531.9	106.6
Term Loans : Acquisition of SWCL & HL	108.1	340.6
Term Loans : Acquisition of W & M	1,268.0	1,284.5
Term Loans : FMS Stock Maturation	213.1	164.6
Working Capital	1,071.6	784.9
	3,192.6	2,681.2
Unsecured Loans		
Unsecured Loans	302.9	402.0
Fixed Deposits	480.2	220.2
From Others	14.0	14.0
Sub -Total	**3,989.7**	**3,317.4**
W & M Acquisition Loan - W/o recourse	2,242.7	2,188.9
Total Debt	**6,232.4**	**5,506.2**
USL - Consolidated : (Including W & M)		
Total Gross debt (consolidated)	6,232.4	5,506.2
Cash & Bank Balance	569.3	768.6
Total Net Debt	**5,663.1**	**4,737.6**

Note : Market Value of 8.384 mio treasury Stock as on 7.02.2011 is Rs.948.3 Crs.

W & M – Profit Statement

In Million Pounds

	Dec-10	Dec-09	Dec-09 W/o Bulk Sale
Net Sales	97.8	146.3	100.7
Gross Profit	48.6	78.7	48.2
Marketing expenses	19.0	17.3	17.3
Contribution	29.7	61.4	30.9
Overheads	7.1	8.5	8.5
EBITDA	22.5	52.9	22.4
Depreciation	3.2	3.2	3.2
Restructuring costs & Goodwill	0.6	5.5	5.5
Interest and Fin Costs ★	7.2	8.5	8.5
P B T	11.5	35.7	5.3
Contribution Margin	30.3%	42.0%	30.7%
EBITDA Margin	23.0%	36.1%	22.3%

★- Interest on loan domiciled in USGB not considered

W & M – Balance Sheet

In Million Pounds

	As at Dec 2010	As at Mar 2010
SOURCES		
Share Capital	62.31	62.31
Reserves & Surplus	28.32	16.81
Net Debt	116.65	114.45
Total Sources	**207.28**	**193.58**
APPLICATION		
Fixed Assets	59.50	59.70
Goodwill	29.08	29.08
Bulk Stock	117.88	115.01
Other Net Current Assets	11.58	3.08
Net Pension (Deficit)/Gain	(10.76)	(13.29)
Total Application	**207.28**	**193.58**

Bouvet Ladubay - Profit Statement

' 000 Euros

Profit Statement	9 Months Apr-Dec 2010	% of NSR	9 Months Apr-Dec 2009	% of NSR
Net Sales	15,732		12,698	
Cost Of Goods	8,280		6,127	
Overheads	5,176		4,747	
EBIDTA	2,276	14%	1,824	14%
Growth %	24.8%			
Depreciation	560		603	
Leases	559		612	
Interest and Fin Costs	233		210	
P B T	924	6%	399	3%
Growth %	132%			

Bouvet Ladubay - Balance Sheet

' 000 Euros

	As at December 2010	As at March 2010
SOURCES		
Share Capital	10,800	10,800
Reserves & Surplus	4,093	3,305
Net Debt	9,656	9,919
Total Sources	24,549	24,024
APPLICATION		
Fixed Assets	10,762	11,264
Net Current Assets	13,787	12,760
Total Application	24,549	24,024