“UB Group update”

Jan 2010

Presentation By Vijay Mallya,
Chairman, UB Group
Jan 22nd 2010

AGENDA

UB Group Introduction
(slide 3)

Kingfisher Airlines Ltd
(slide 8)

United Breweries Ltd
(slide 19)

United Spirits Ltd
(slide 28)

U.B.H.L
(slide 46)

Other Group Investments
(slide 51)

We are India's leading branded consumer group

'We follow the highest standards of corporate governance'

THE UB GROUP

- INR 16,531 crores turnover in FY09
- INR 26,802 crores Market Capital

United Spirits Ltd

- No. 1 Spirits Company in India

- 3rd largest spirits company in the world
- Dominant market share

United Breweries Ltd

- No. 1 Beer Company in India

- Market share exceeds 50% in India

Kingfisher Airlines Ltd

- No. 1 standalone Airline in India

- Largest networked carrier and single largest airline company in India with a market share of over 20%

Organic & Acquisition-led Growth

Bagpiper: Largest Non Scotch Whiskey in the world

McDowell No.1: Largest Umbrella alco-bev brand in the world

- McDowell's: No.1 brandy in the world

- Celebration Rum: 3rd largest Rum in the world

- McDowell's No.1: 2nd Largest non-Scotch whiskey in the world

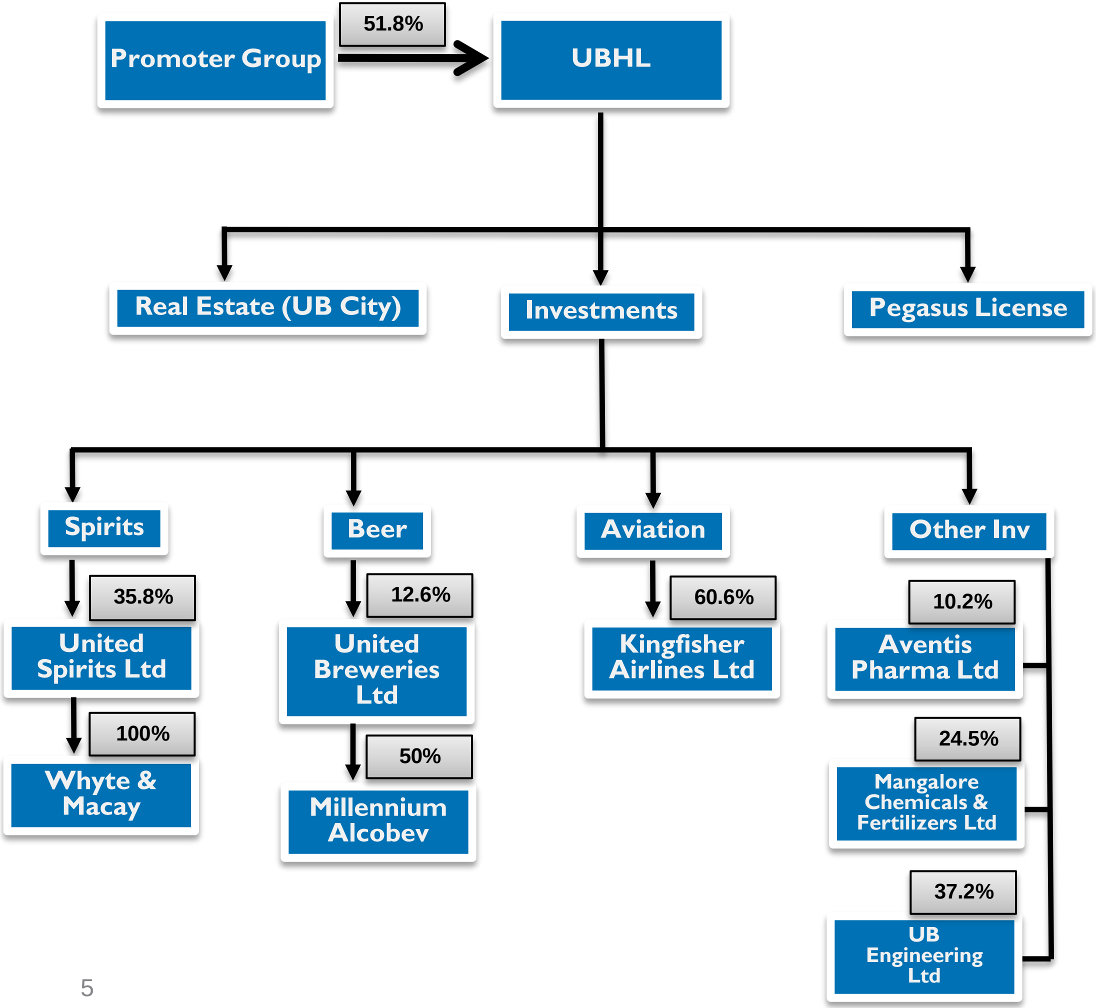
- W&M: 4th largest scotch company in the world

- Kingfisher: No 1 Beer in India

- Black Dog: No 1 Premium Scotch in India

- KFA: Rated Asia Pacific most admired brand – TNS awards
- UB City – Best developer mixed use – Cityscape awards

Widely recognized brands



	Held by UBHL	Held by Promoters and Other Group Cos.	Total Group Holding
USL	29.11%	6.65%	35.76%
UBL	12.62%	24.87%	37.49%
KFA	60.58%	5.69%	66.27%
UB Engg	37.18%	3.56%	40.74%
MCF	24.51%	5.94%	30.45%
Aventis	10.22%	-	10.22%

UB Group's timeline of aggressive growth

No. 1 Beer in India

No. 1 Spirits in India

No. 1 Airline in India

•1950-82

Started and expanded into beer and spirits business mainly through acquisitions

•1983-2002

Dr. Vijay Mallya took over the reins of the Group at a tender age of 28

•2003

Kept acquiring smaller players in beer and liquor industry. BUILT BRANDS LIKE KINGFISHER, BAGPIPER, BLACK DOG

•2005

Organised Spirits business under USL and Beer business under UBL

•Launched Kingfisher Airlines

Acquired Shaw Wallace,

Brought in Scottish & New Castle into UBL

•2007

Acquired 100% stake in Whyte and Mackay, worlds 4th largest scotch company

•2008

Completed merger of Deccan and Kingfisher to form the largest pvt. airline

•2009

Legal Merger of Shaw Wallace completed;

UBL and Heineken strike a deal: brings APB / Heineken brands

UB Group's Management Team

NAME	DESIGNATION
Dr. Vijay Mallya	Chairman
Subhash R Gupte	Executive Vice-Chairman
Ravi Nedungadi	President & CFO, UB Group
V K Rekhi	President & MD - Spirits
S D Lalla	Joint President - Spirits
Kalyan Ganguly	President & MD - Breweries
Deepak Anand	MD - Mangalore Chemicals & Fertilizers
P A Murali	Secretary to the Executive Committee

“Kingfisher Airlines”

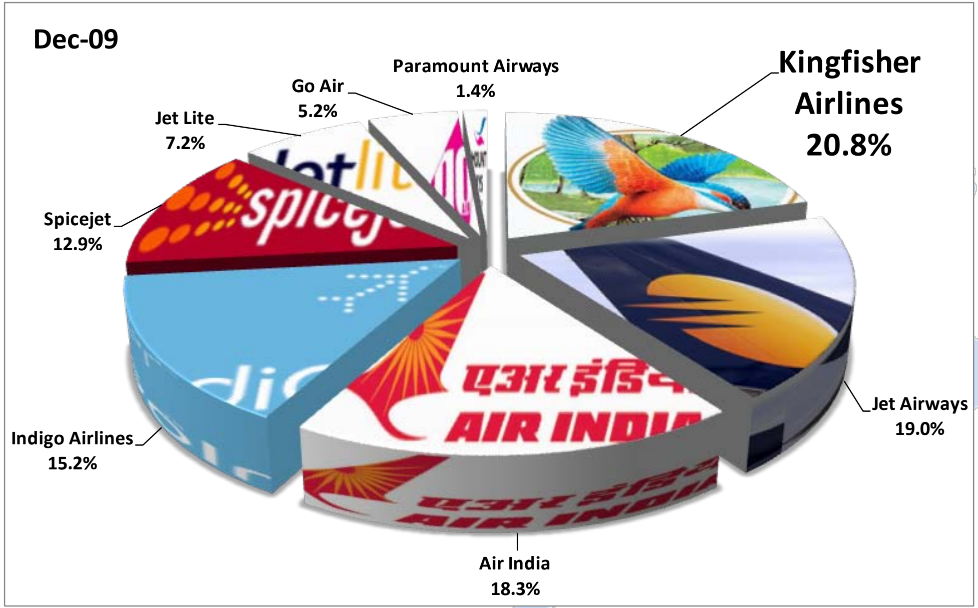
KFA

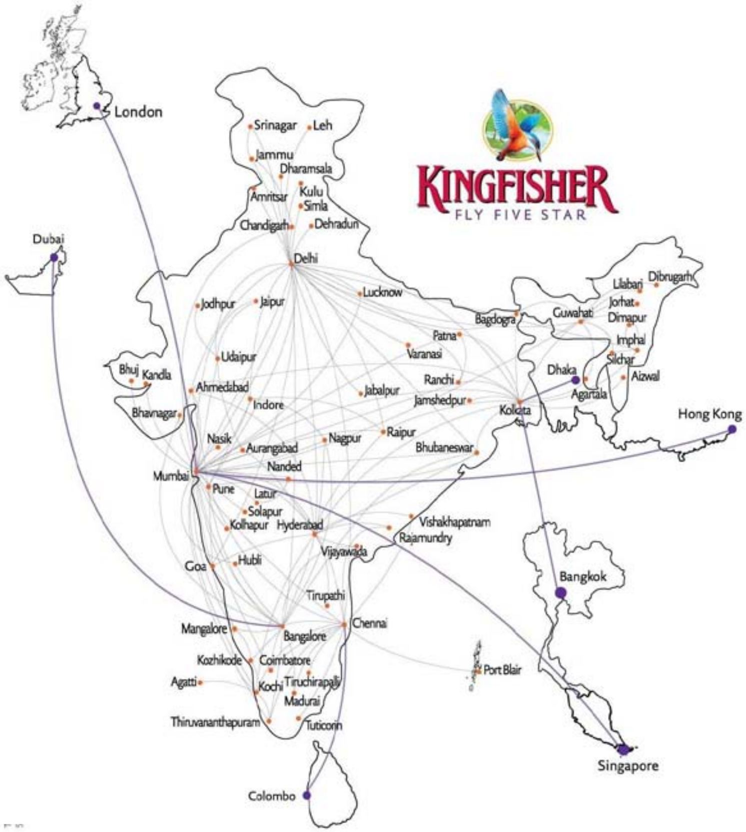
- INR 5,577.4 crores turnover in FY09
- INR 1,748 crores Market Capital

KFA at a glance

- Total connections to 70 cities including 7 international destinations flying over 350 flights a day.
- Over 45 million guests flown since inception
- Current Fleet size of 67 aircraft (39 Airbus and 28 ATRs’). Market Share of 20.8%
- Rated Asia Pacific’s most admired airline brand : Brand valued by Grant Thornton at Rs 3500+ Cr
- Recognized as one of India’s Most Respected Companies in 2006 and 2007 – Business World
- India’s only 5 star airline – by independent agency Skytrax
- India’s No. 1 airline in customer satisfaction and customer responsiveness

KFA: Single largest airline with unrivalled network coverage





KFA connects to 70 cities including 7 international destinations flying over 350 flights a day.

After two difficult years the Domestic aviation industry is on a path of recovery

- Passenger traffic for the Aviation Industry increased in Q3 FY 10 (+30.5% over Q3 last year). This buoyancy in passenger volumes is expected to continue as the Indian economy rebounds from the slowdown of early 2009.
- As capacity deployed remained stable, industry load factors showed a steep increase in the current quarter (~13% points increase from Q3 last year)
- Industry saw an improvement in YTD yields in both premium & economy segments.
- Premium traffic has seen a comeback with a sharp increase In loads on key sectors
- However, the fuel prices remain an unknown factor. Average fuel prices have risen by 20% from the beginning of the year compounded with high state sales taxes on ATF

Source-
Passenger volumes: DGCA reports

Kingfisher Airlines has achieved a turnaround for domestic operations in the current year

- Domestic operations have achieved an EBITDA profit of Rs 15 Cr in the 9 months ended Dec 09 vs a loss of Rs 1058 cr in the same period last year
  - Domestic revenue up 17% from Q2'10 driven by sharp improvement in ATV coupled with higher loads
  - Guests flown increased by 5% from Q2 '10 despite 3% reduction in capacity
  - Capacity deployed decreased by 1.06 lac seats from Q2 10 ; Guests flown increased by 1.14 lacs
  - RASK of domestic operations improved by over 7% from Q3 FY 09
  - CASK of Domestic operations reduced by 6% over Q3 FY09 on the back of several cost saving initiatives
  - Highest ever seat factor of 80.2% achieved during December 2009

Financial Highlights: YTD FY 2010

- Total Operating Revenues of Rs 3776 Cr (-9% over YTD FY 09)

  (Domestic Revenues of Rs. 3412 Cr vs. Rs. 4132 Cr in YTD FY 09)

- EBITDAR profit of Rs 485 Cr vs. loss of Rs 442 Cr for YTD FY 09

  (Domestic EBITDAR of Rs. 679 Cr vs. loss of Rs. 246 Cr in Q3 FY 09) - improvement of Rs 925 Cr

- EBITDA loss of Rs. 355 Cr vs. loss of Rs. 1342 Cr in YTD FY09

  (Domestic EBITDA profit of Rs.15 Cr vs. loss of Rs 1058 Cr in Q3 FY 09) - improvement of Rs 1073 Cr

- Revenue passengers carried 8.22 Mn vs. 8.11 Mn (up 1.4% over YTD FY09)

Capacity reduction of 22% on domestic operations

Financial Highlights: Q3 FY 10

- Total Operating Revenues of Rs 1353 Cr (-7% over Q3 FY 09)

  (Domestic Revenues of Rs. 1194 Cr vs. Rs. 1420 Cr in Q3 FY 09)

- EBITDAR profit of Rs 185 Cr vs. Rs 65 Cr profit for Q3 FY 09

  (Domestic EBITDAR of Rs. 216 Cr vs. Rs. 182 Cr in Q3 FY 09)

- EBITDA loss of Rs. 77 Cr vs. loss of Rs. 297 Cr in Q3 FY09

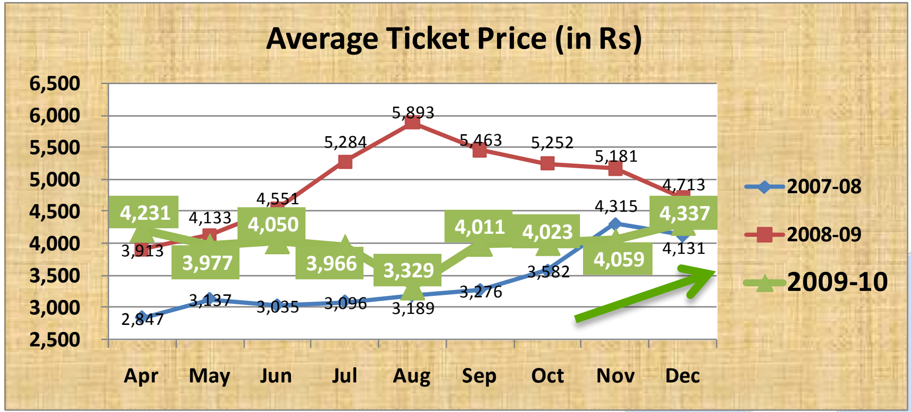
  (Domestic EBITDA profit of Rs.11 Cr vs. loss of Rs 122 Cr in Q3 FY 09)

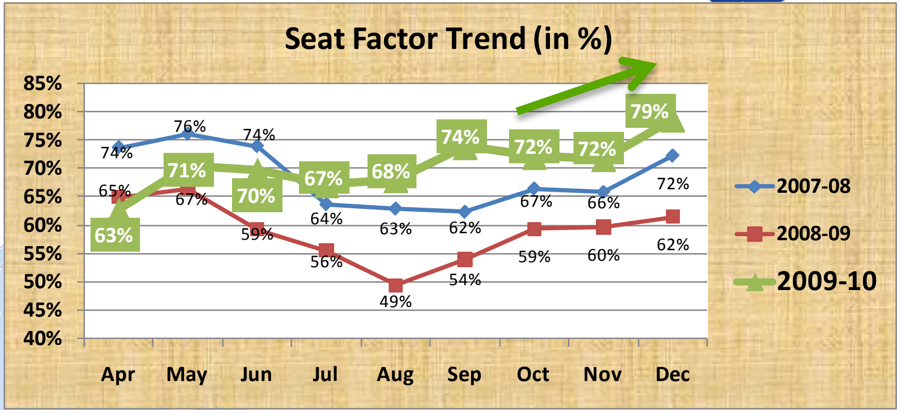
- Revenue passengers carried 2.74 Mn vs. 2.63 Mn (up 4% over Q3 FY09)

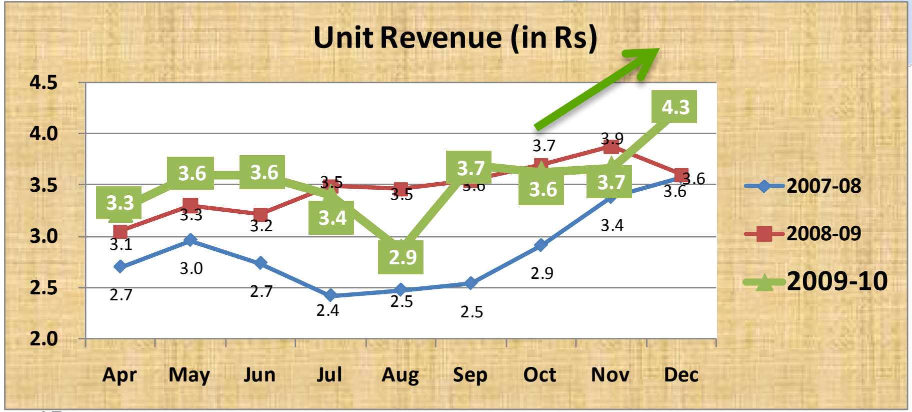
Despite capacity reduction of 21% on domestic operations

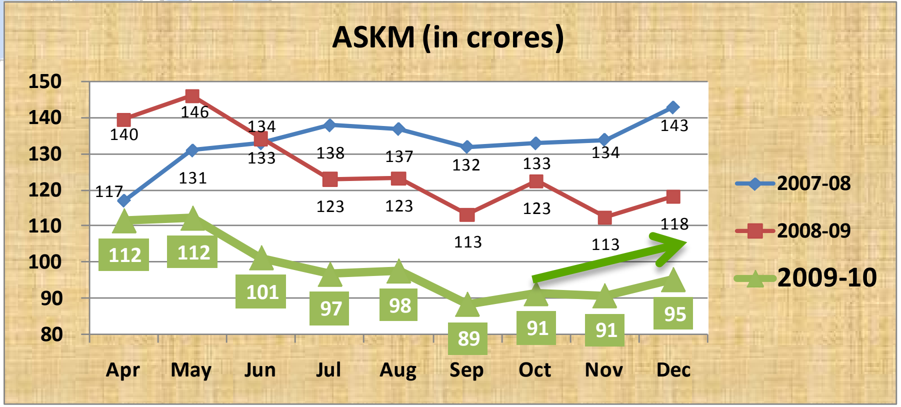
Includes cost of Rs 80 Cr borne due to grounded aircraft

KFA performance in the Domestic Operating Environment









Company P&L – YTD FY2010

	Apr 09 - Dec 09 (Rs. Cr)	Apr 08 - Dec 08 (Rs. Cr)	Variance %
INCOME			
Operating Revenue	3,776	4,168	-9%
Non Operating Revenues	43	16	+169%
Total Revenues	**3,819**	**4,184**	-9%
EXPENDITURE			
Employee Remuneration & Benefits	531	620	-14%
Aircraft Fuel Expenses	1,319	2,267	-42%
Other Operating Expenses	1,484	1,739	-15%
EBITDAR	**485**	**(442)**	
Aircraft Lease Rentals	840	900	-7%
Total Operating Expenditure	**4,175**	**5,526**	**-25%**
EBITDA	**(355)**	**(1,342)**	
Depreciation	156	125	+25%
Interest	818	529	+55%
Total Expenditure	**5,149**	**6,180**	-17%
Loss before exceptional items and Tax	1329	1996	-33%
Exceptional Item	300	(459)	
Provision for taxation	(554)	(482)	
PROFIT / (LOSS) AFTER TAXATION	**(1,075)**	**(1,055)**	+2%

KFA: Debt Profile

Debt Profile INR Crores	*As of* *Dec 09*
Working Capital	907
Short Term Loans	2,099
Long Term Loans	2,720
PDP Loans	363
Aircraft lease finance	802
Other Debt including Group	523
Total Debt	**7,415**

Key Initiatives planned to further enhance performance

- Further Initiatives to generate higher revenues & improve consumer connect
  - New frequent flyer program launched with unique features like non-air rewards, family club etc.
  - New Internet booking engine driving greater consumer traffic towards online bookings
  - Incremental passenger connections generated through launch of 'One Stop Connect' campaign

- Stringent actions planned and undertaken to keep costs under control
  - Reduced lease costs by >25% (over Q3 FY09) through redelivery of non-operational aircrafts
  - Reduced personnel costs by >20% (over Q3 FY09) through replacing high cost expats
  - Planned to reduce Engineering costs by 10-15% by induction of new key vendor
  - Successfully implemented 'Fuel Monitoring System' for targeted reduction in fuel consumption
  - Exercised stringent controls across over heads to reduce costs e.g. Optimized office & warehouse spaces across all locations, planned reduction of communication costs etc.

- Planned expansion of International footprint
  - Plan to further utilize narrow body fleet on lucrative short haul markets

“United Breweries Limited”

- INR 1,748 crores turnover in FY09
- INR 4,033 crores million Market Capital

BEER at a glance

- With over 50% market share, UBL is the undisputed leader of the Indian beer industry, with over 5 decades of market leadership.
- Kingfisher is the ubiquitous Indian beer, available as Kingfisher Premium, Strong, Blue and Ultra
  - Every 3rd beer sold in India is a Kingfisher
  - Kingfisher is the largest selling lifestyle beer brand
  - Kingfisher is synonymous with lifestyle and is an icon of young India
- UBL brand portfolio caters to all segments, with brands as Kalyani, London Pilsner, Marco Polo and UB Export having regional strongholds
- UBL is uniquely positioned with manufacturing facilities in all key markets
  - Ensuring freshness of beer
  - Leveraging India’s interstate tariff difference to economic advantage
- Combined distribution leverage of UBL and USL secures best Route to Market

India is one of the World’s most exciting beer markets

- Beer consumption is only 1.3 liter per capita
- Excellent demographics, an expanding middle class, and increasing income levels have huge potential to propel domestic demand
  - 70% of population below 30 years of age
  - Middle class growing from 5% in ‘05 to 43% in 2025
  - Disposable income set to increase significantly on back of sustained GDP growth
- Positioning of Beer is developing very positively
  - Rise in income makes beer affordable to more consumers
  - Young urban consumers have a modern mindset towards beer
  - Super premium segment is quickly emerging in large metros

The Heineken deal

About Heineken

- #2 Global Beer company in revenues
- Heineken® is the largest global beer brand. Every day, about 25 million glasses of Heineken are consumed across the globe.
- Recently announced FEMSA acquisition strengthens global portfolio of global brands with Dos Equis, Tecate and Sol
- Active in more than 65 countries with over 120 breweries
- Recognized excellence in brewing and brand building, with a long experience in working with joint ventures in Asia

The Heineken deal

Key highlights to the transaction

- Entered into a new Shareholders Agreement.
- Heineken will be active in India solely through UBL. We are working towards creating a unified structure, and realize synergies.
- The alliance will offer consumers the best portfolio of national and international brands in India, including Kingfisher®, the number one Indian brand, and Heineken®, the largest global beer brand.
- Heineken® will be produced in India by UBL. This will reinforce the development of the 'Heineken' brand and accelerate the growth of the premium beer segment throughout India.
- UBL will now have an access to Heineken's distribution and manufacturing facilities in the international markets, which UBL is currently catering through exports.
- UBL's outstanding skills as India's leading brewer and Heineken's global best practices will provide further strength to the business.

FY 2010 Update

Continues to outpace the market

UB growth is double of industry

Volume growth YTD:

UB	17%
Industry	7-9%

Highest market share ever

- *Market share in Q3 has reached all-time high of 53%*

Investing for the future

In Breweries…

- *Hyderabad brewery finalised*
- *Significant investment in capacity and upgradations*
- *Land acquisition done for new brewery in Karnataka*

…and in Brands

- *Ultra is showing excellent performance*
- *Kingfisher Strong continues to gain share*
- *Leading in brand activations such as Kingfisher Octoberfest*

Excellent financial performance

Returns have increased significantly

- *Revenue is up 17%*
- *EBITDA increase of 28%*
- *Net profit jumps 134%*

Balance sheet is strengthened

- *Net debt/EBITDA to 2.8x*

UBL: New Initiatives

The Finest Beer in India

- *Distinctive Brew*
- *Unique Label Shape*
- *Embossed Bottle*

UBL's Leadership statement to the World

- *Widely acclaimed, well received*
- *Within 2 months of launch, already sells close to leading international super premium brands in the markets of Mumbai and Bangalore*

UBL Financials: YTD FY 2010

in Rs Cr	First Nine Months FY2010	First Nine Months FY2009	Growth
Net Revenue	**1,245**	**1,061**	**17%**
Cost of goods	554	481	15%
Gross profit	**691**	**580**	**19%**
Staff costs	70	68	4%
Advertisement & Sales promotion	272	217	25%
Distribution & Selling costs	131	105	25%
Other costs	63	58	9%
Other Income	55	32	74%
EBITDA	**209**	**164**	**28%**
EBITDA Margin	*16.8%*	*15.4%*	*9%*
Interest	43	61	-29%
Depreciation	63	55	14%
PBT	**103**	**48**	**115%**
Tax	35	19	86%
PAT	**68**	**29**	**134%**

Debt Profile In Rs cr	Dec '09
Term Loans	428
Working capital	167
Total Debt	**595**

UBL: Outlook

- The industry is projected to grow 10-15% volumes in the near term, and UBL will take its share
- Economies of scale will enhance UBL’s relative position and drive financial performance
- Emerging premium segment will be shaped with offerings as Kingfisher Ultra and Heineken
- UBL has ongoing investments in capacity and capability to meet growing consumer demand

“United Spirits Limited”

USL

- INR 5,572 crores turnover in FY09
- INR 16,657 crores Market Capital

SPIRITS at a glance

- USL is the 3rd largest spirits marketer in the world growing at robust double digit rates.
- Largest spirits company in India - 19 'Millionaire' brands (those that sell more than one million cases per annum) with a market share in excess of 55% in first line brands.
- McDowell No1 brand is the largest Indian FMCG brand by retail sales value since 2008 (Economic Times – Apr 08).
- Several of USL's brands occupy leading market positions in India and globally:
  - McDowell No. 1 family is the largest spirits brand in the world with sales of 31.5mn cases in FY09 across 3 flavors (Whisky, Brandy and Rum)
  - McDowell's No.1 Brandy continues to be the largest selling brandy in the world
  - McDowell's No.1 Celebration Rum is the 3rd largest rum with sales over 10mn cases in FY09
- Bagpiper Whisky is India's largest selling spirits brand with sales of over 16mn cases FY09 and the world's 2nd largest Whisky
- Export unit targets Indian communities across 18 foreign countries

Indian Alcoholic Beverage Industry

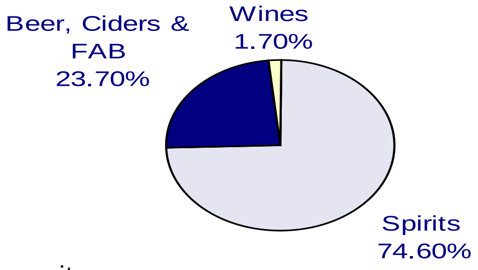
Regulatory Scenario	Underpenetrated Market

Regulatory Scenario

- Regulatory hurdles spanning production and distribution are an entry barrier to the industry. There is also ban on advertising
- Each state has its own excise & tax structures, levies & regulations regarding licensing fees and labeling requirements restricting free inter state trade
- More than 60% of the price is captured by government taxes; major source of state government revenue
- Alcohol distribution in majority of the states, accounting for nearly 70% of sales is in government monopoly control
- Share of Country Liquor has fallen from approximately 70% some years back to about 60% today
- Health hazards posed by Country Liquor, combined with greater aspiration and higher spending power is reducing the share of Country liquor
- Retail universe very limited. Has grown from 40,000 about 6 years ago to 67,000 now, while industry volumes have increased by about 117 %.

Underpenetrated Market

- About 600mn Indian’s are currently below legal drinking age and 100mn will come of that age over next 3-4 years
- India accounts for nearly 9% of the global spirits market in by volume and for 8.9% of the Asia-Pacific alcoholic drinks market's revenue$
- Fastest growing segments include: Premium Vodka 50%, Super Premium Whisky 50% and Premium Scotch 75%. 3 yrs back these segments were sluggish$
- 70% prestige & 50% premium customers are b/w 21-24 yrs$

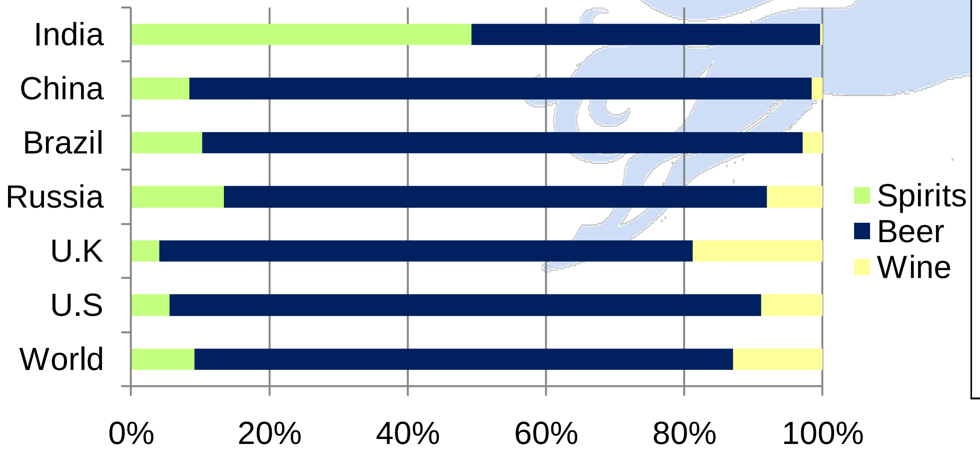


$Source: Datamonitor

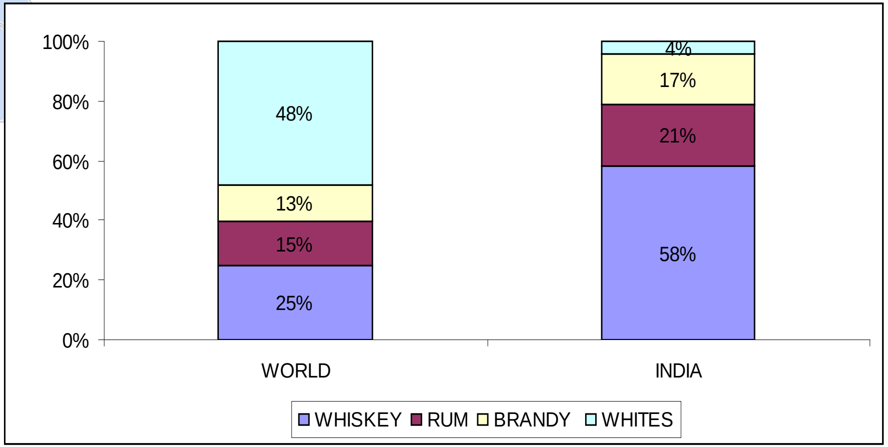
Indian Spirits Industry has an estimated retail value of approximately Rs 30-35k crore and is growing at ~15% p.a.

- Industry is large and growing rapidly – Largest sub-segment within Foods business at retail level; 9% of the global Spirits Industry; CAGR of ~15% over the last 4 years
- Addressable market for Spirit companies is estimated at around Rs 11-12 k cr
- Significantly high Spirits salience with IMFL Whisky being the most dominant category

Alco-Bev Industry Composition



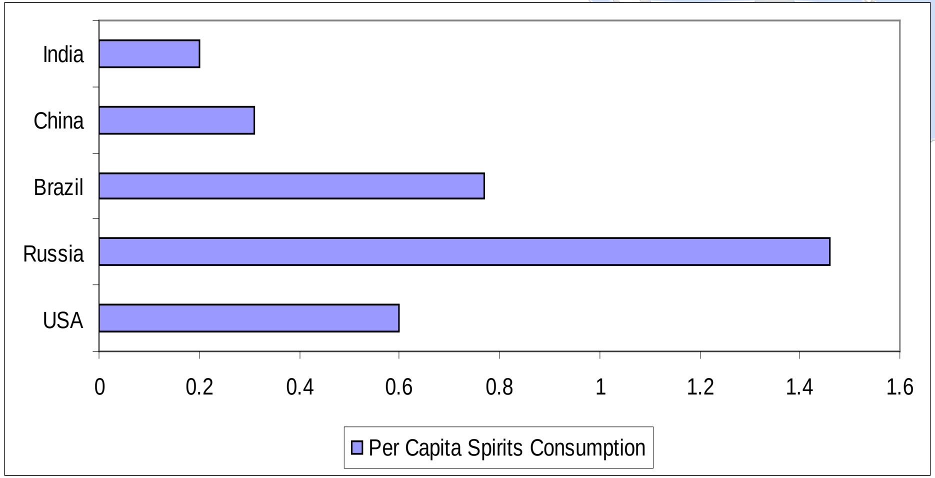
Spirits Industry Composition (excl Country Liquor)



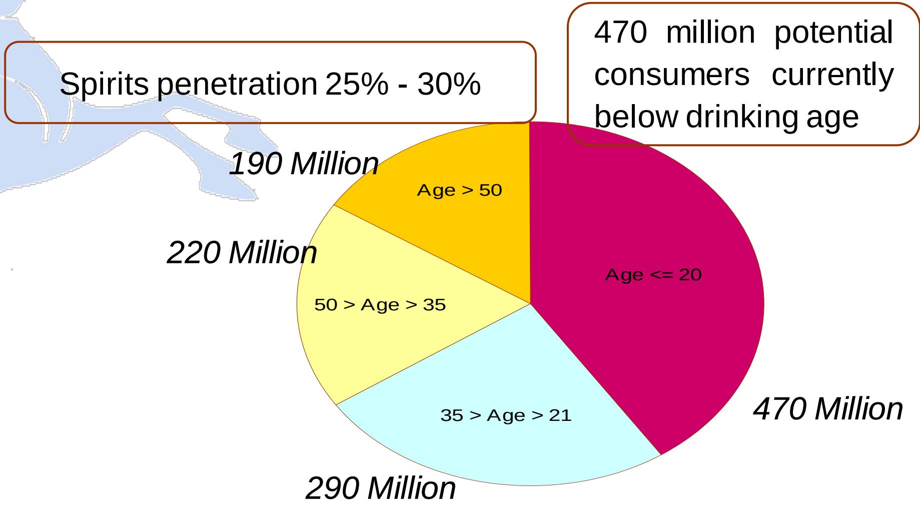
The Industry is well positioned for a secular growth trend over the next several years

- Per Capita consumption is extremely low
- India is projected to enjoy a significant Demographic Dividend with close to half the population less than 21 years of age – potential 100 million new consumers over 5 years

<u>Per Capita Consumption</u>



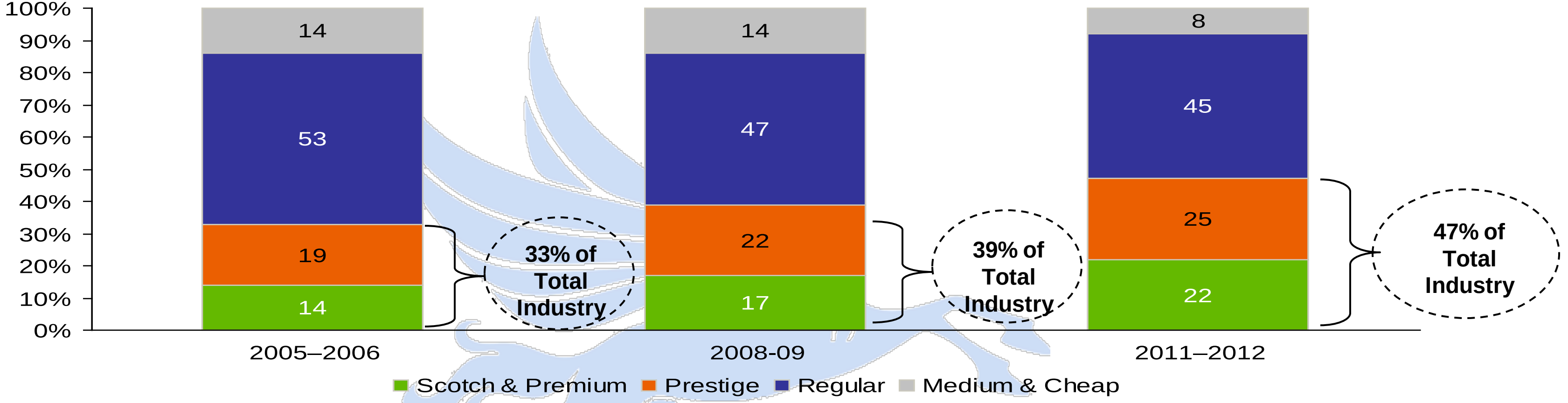
<u>Demographic Dividend</u>



Favorable Industry Dynamics

Premiumization Story Continues

Indian Alcobev Market Profile by Value



Source: India Industry data, USL estimates.

- The alcohol industry has been relatively recession-proof as demonstrated by USL's strong top-line growth
- No evidence of "trading down" – in fact, consumers are "trading up" to premium products due to increased spending power and growth in young drinkers
- During the same period, contribution of Scotch, Premium & Prestige categories for USL as a % of total sales is expected to move from 26.1% (FY06) to 41.6% (FY12)
  - For FY09E the contribution from these segments stood at 35.7%

Advantage USL

- **USL's dominance of Whisky (59%) / Rum (56%) gives it a significant advantage to secure a disproportionate share of Industry Growth:**
  - **Sources of growth : First timers .. Large youth population comes of drinking age**
  - **90% of first timers choosing spirits choose a brown spirit (Whisky / Rum)**

- **USL's Scale, Existing Distribution and Trade relationship puts it in the best position to execute actions to drive growth**
  - **Brand awareness is at best a retention tool / Word of Mouth plays a significant part in advertising**
  - **Continued outlet dependence on mass products (regular / prestige price points) on account governmental control on number of distribution points gives USL an execution advantage**

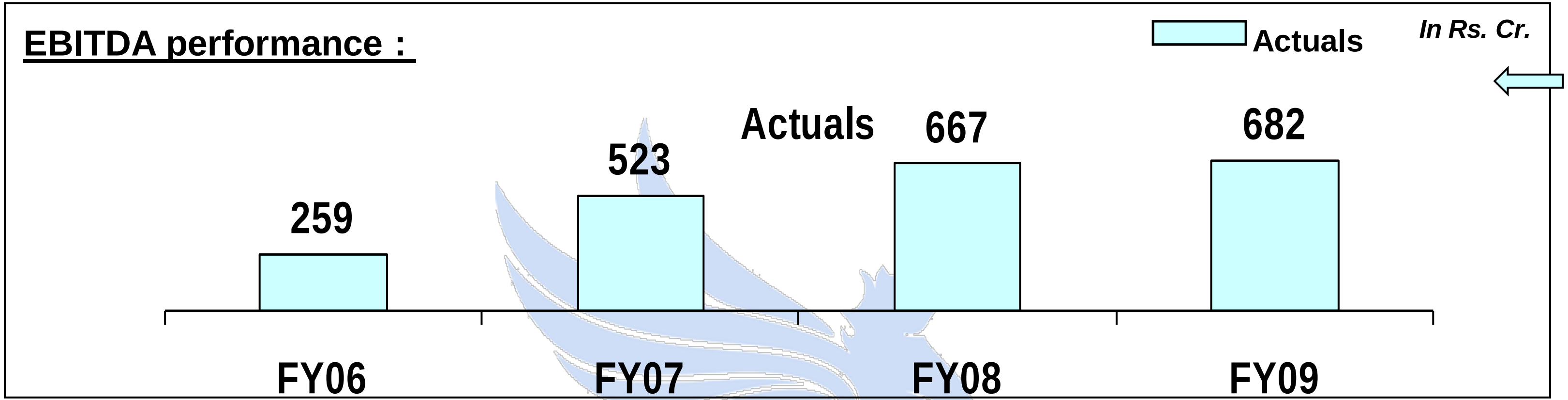
- **Only Indian Company with a full line portfolio that covers all flavors and price points**
  - **Best position to gain from upgrades as cheap whisky / rum vanish from the market on account of cost push**
  - **Best position to mitigate any adverse impact as a result of down-trading in a recessionary environment**

- **USL in the best position to continue to invest behind its brands in a recessionary environment**
  - **FMCG companies that continue to maintain marketing investment in a recessionary environment tend to gain share and are best positioned to exploit opportunities post the recession**
  - **Strong Innovation Calendar lined on current brands in the Next 2 years**

The last 3 year plan focused on extracting synergies from the Shaw Wallace acquisition and premiumization of USL's portfolio

Business Plan Goals 2006-09	**Achievements 2006-09**
Increase profitability to bring USL in line with other FMCG companies in India	Significant improvement in profitability achieved: • EBITDA margin improved from 13% to 17%
Extract operational efficiencies through successful integration of Shaw Wallace acquisition.	Shaw Wallace integration highly successful – USL is the dominant player in the Indian Spirits Industry
Drive focus on key priority brands	Rationalized 38 tail brands ; Focused 95% of ATL spends on 12 Cat 1 brands
Drive Premiumization strategy to increase market share and salience of Premium segments.	Prestige plus volume salience increased from 15% in 2005-06 to 21% in 2008-09.

USL's Performance has been better than Plan for the last 3 years



2.7 times base EBITDA

ENA Rs per Case			*106*	*135*
Glass Rs per Ton	*10,900*	*11,000*	*13,800*	*15,300*
	Base year	Business Plan period		

- NSR doubled from Rs.2,050 Cr. to Rs.4,080 Cr.
- Prestige plus salience has improved from 15% to 21%
- Operational efficiencies in Manufacturing & Procurement yielded ~ Rs 90 Cr p.a.

Over the last 3 years USL has also out-performed the FMCG peer set on Profit growth

Company	3 Year NSR CAGR %	3 Year EBITDA CAGR %
USL	26%	39%
Peer Set Average	16%	11%
Radico Khaitan	14%	-1%
HUL	13%	17%
ITC	15%	11%
Nestle	20%	18%
Dabur	14%	18%
Britannia	20%	5%
Tata Tea	14%	8%

USL: FY10 update

- Strong double digit volume and Value growth - Q3 - 12% & 30% respectively & YTD FY 2010 13% & 24% respectively
- 19 millionaire brands have all contributed significantly to the sales volume growth
- EBITDA margin 17.3% during Q3 FY10 up from 11.4% for Q3 FY 2009
- EBITDA at Rs. 232.42 Crs, up 98% from Rs. 117.3 crs during Q3 FY 2009
- Unabated premuimisation of portfolio – First line brands added about 25.6 million cases during Q3 FY 2010
- Overall costs contained at planned levels by a slew of planned initiatives viz long term contracting, switching between alternative feedstock molasses and grain, reduction of below the line marketing spends etc

Strategic Outlook – next 3 years

Continued Focus from Previous Business Plan

- Value Growth to lead Volume Growth.
  - Focus on Premiumization by enhancing salience of prestige+ segments.
- Focus on improving ROCE to 'Best in Class' FMCG companies in India.
- ATL investments to be enhanced to support core brands.
- Take appropriate price increases to offset any cost push.
- BTL as a % of NSR to be controlled.

Additional Focus in Current Business Plan

- Invest in supply side security.
- Build a comprehensive product portfolio by transcending all distinct price points across premium segments.
- Leverage Whyte & Mackay expertise
  - Extend Whyte & Mackay brands in India
  - Leverage blend & packaging expertise for new product development in India.

USL Financials: Q3 FY 2010

P&L in INR crore	*Growth %*	*Q3FY10*	*Q3FY09*
Net Income	30.54%	1,357.97	1,040.24
Other Income		0.07	3.01
Cost of Goods Sold		762.50	629.08
Staff Cost		73.72	61.93
Advertising & Sales Promo		119.91	102.59
Other Overheads		169.49	129.34
EBITDA	98.14%	232.42	117.30
EBITDA margin		17.25%	11.40%
Interest / Finance cost		74.65	52.91
Depreciation		9.33	8.74
Exchange gain /(loss)		(2.79)	(7.97)
Profit before Tax	189.39%	145.65	50.69
Tax		48.80	20.10
Profit after Tax	216.74%	96.85	30.59

USL Financials: YTD FY 2010

P&L in INR crore	*Growth %*	*YTDFY10*	*YTDFY09*
Net Income	24.27%	3,693.57	2,967.42
Other Income		0.08	4.39
Cost of Goods Sold		2,069.56	1,646.91
Staff Cost		221.04	174.20
Advertising & Sales Promo		291.65	255.83
Other Overheads		461.15	382.48
EBITDA	28.00%	650.25	507.99
EBITDA margin		17.72%	17.28%
Interest / Finance cost		208.93	126.51
Depreciation		25.60	25.67
Add: Exchange gain/(loss)		2.49	13.88
Add: Exceptional item		70.00	-
Profit before Tax	30.51%	488.21	374.08
Tax		144.17	132.48
Profit after Tax	42.41%	344.05	241.59

USL: Debt profile

Particulars as on: In INR Cr	Dec 2009	Mar 2009
Term loans / Capex loans	656.90	613.30
Working Capital/ Unsecured loan	1,743.50	1,168.50
W&M acquisition debt		
with recourse to USL	433.00	3,143.00
Sub total	2,833.40	4,924.80
without recourse to USL	2,676.00	2,436.00
Total Debt	5,509.40	7,360.80
Less: Cash & Cash equivalents	532.60	448.30
Total Debt	4,976.80	6,912.50
Effective gearing (Consolidated)	1.21	2.90

Since repaid

 # W&M acquisition debt in USL amounting to US$530 mn has been repaid by sale of treasury shares + QIP. Will bring down interest costs substantially going forward

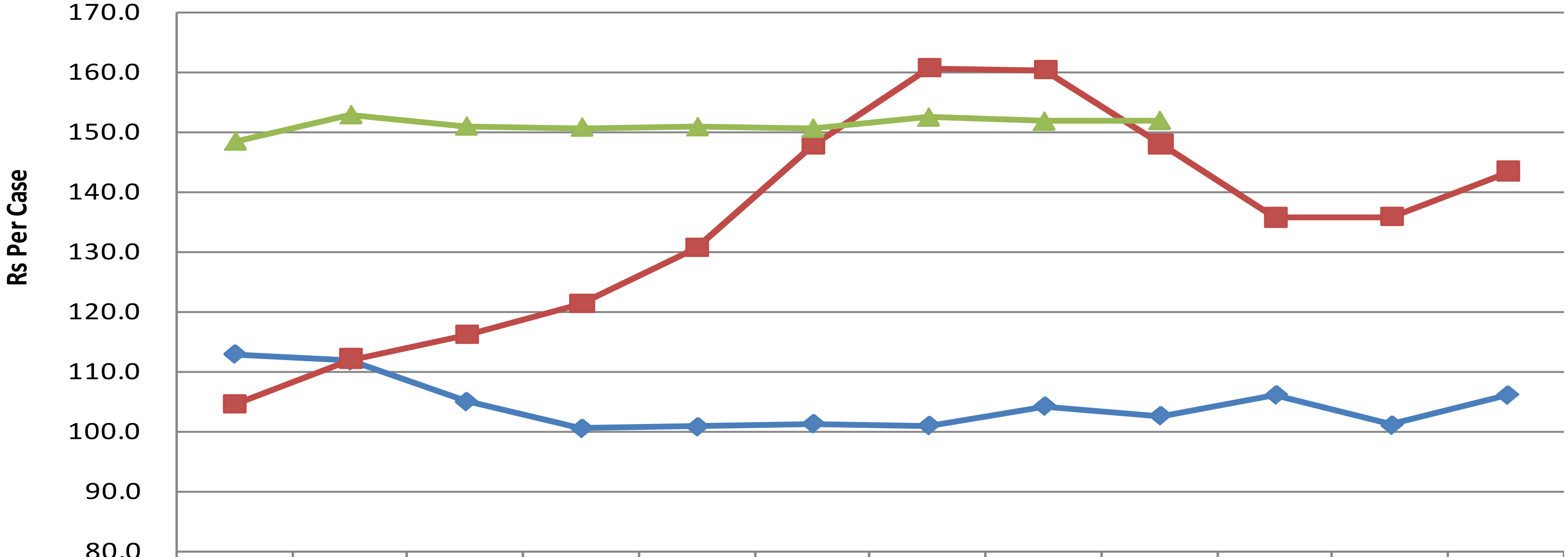
$ Value of 8.4 mio treasury stock amounts to about Rs. 1,050 cr

USL: Whyte & Mackay update

- W&M, the 4th largest scotch whisky company in the world, was acquired in May ’07 for £565mn; mainly to exploit the rapidly growing India opportunity for Scotch, especially at the premium end and to secure long term supply of critical raw materials required for premium brands
- Post take-over, Scotch prices have further hardened by about 50%. Value per OLA has appreciated from £3.12 to £4.65
- 1.29 mn cases of branded products sold in FY09 as against 1.16 mn last year registering growth of 12%
- W & M brands – W&M, Dalmore and Isle of Jura launched in India in select cities
- Brand contribution trajectory improving month on month.
- Create empowered “live in leadership in” Americas, UK, Europe, India, Asia , Middle East & Africa
- EBITDA for FY09 was £56 mn; EBITDA YTD FY10 is £53mn. Results are in line with plans/budgets

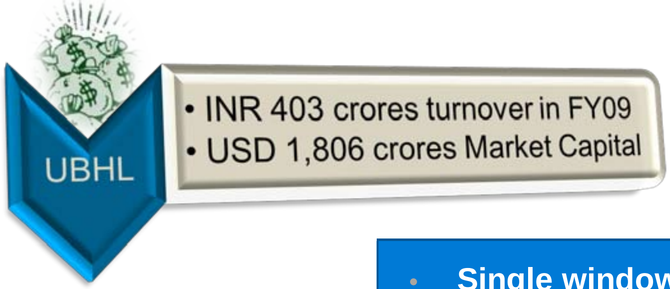
Raw Material Cost

YTD Dec'09



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
FY 08.	112.7	111.6	104.9	100.5	100.8	101.3	101.0	104.2	102.6	106.0	101.1	106.0
FY 09.	104.5	112.0	116.2	121.3	130.7	147.8	160.7	160.5	148.0	135.7	135.8	143.4
FY 10.	148.4	152.7	150.9	150.7	150.7	150.5	152.3	151.7	151.8			

“United Breweries Holdings Limited”



UBHL at a glance

- Single window to invest in the growing Indian consumer story
- Owns controlling stakes in UB Groups' market leading companies: USL, UBL, KFA
- Each of the principal investments is dominant leader in its space
- Each investee company is in a fast growing segment catering to current and emerging consumer trends
- Apart from the above key investments, other group investments into engineering, pharmaceuticals, fertilizers are also through UBHL
- Transparent shareholding structure and ultimate economic benefit of holding in each of the investments flows to UBHL

UBHL: Overview

UB City

- Is in the heart of Bangalore's central business district
- UB City complex comprises serviced apartments, restaurants, food courts, pubs, health clubs, cafes and multi-level parking facility
- UBCity is the best mixed use development – City scape awards
- Annual rental revenue – from commercial space Rs. 23 Crs and from retail space Rs 8 Crs
- Planning permit obtained for construction of additional 500,000 square feet by way of super premium residential space in UB City. 55% accrues to UBHL

UB Global

- Engaged in the export of spirits, beer, leather footwear, apparel and processed foods
- UB Global's turnover for YTD FY 2010 was about Rs 181 Crs
- Prestigious clients such as GEOX, Esprit, Bugatti, Pavers England, Asda, Colins, Gaastra and Next
- Awards received include:
- APEDA Silver Trophy for 9th consecutive year for best export performance
- Gold Best Merchant Exporter Award for 2008 at Award's Ceremony organized by Federation of Karnataka & Chambers of Commerce & Industry

UBHL: Sum of Parts

Assets	Equity Stake of UBHL	CMP (Rs.)	Market Cap * (INR Crores)	Value of UBHL investments (INR Crores)
USL	29.11%	1,326	16,656	4,848
UBL	12.62%	168	4,032	508
Aventis	10.20%	1,607	3,702	377
KFA	60.60%	65	1,748	1,059
MCF	24.50%	24	287	70
UB Engineering	37.20%	152	260	96
McDowell Holdings	36.20%	93	113	41
Real Estate				50
Total			26,802	7,053
Less Net Debt				1,479
Net Asset Value				5,574

**Closing prices of Jan 14 2010*

UBHL: Financials

Parameter (INR crores)	Q3 FY10	Q3 FY09
Revenue	116.16	91.75
EBITDA	46.24	42.61
Shareholders' Funds	1,624.01	1,493.34
Net Debt	1,606.71	1,529.24

“Other Group Investments”

ROYAL CHALLENGERS BANGALORE

UB ENGINEERING

Aventis

MCF Mangalore Chemicals & Fertilizers Limited
An ISO 14001 and OHSAS 18001 company

Diversified Business Interests

Mangalore Chemicals & Fertilizers Ltd

MCF

- Only manufacturer of chemical fertilizers in Karnataka
- Produces a wide range of products that include urea, di-ammonium phosphate, granulated fertilizers, micronutrients and soil conditioners
- YTD FY10
  - Total Income Rs.1,809.54 cr ⟷
  - PAT Rs. Rs.46.60 ⬇ (Rs.2.1cr)

UB Engineering Ltd

UB ENGINEERING

- Into EPC, O&M and Erection services for large industrial projects such as power, refineries, steel, cement, etc
- YTD FY 10
  - Total Income Rs. 317.53 cr
  - EBIDTA Rs.31.27 cr (+25%)
  - PAT Rs.20.65 cr (+19%)

Diversified Business Interests

Aventis Pharma Ltd

- Subsidiary of Sanofi-Aventis
- One of the world's leading pharma companies
- In India provides medicines for treatment in several therapeutic areas such as cardiovascular disease, thrombotic diseases, metabolic disorders, vaccines etc.

Royal Challengers

- The Bangalore-based franchisee – one of eight – in the Indian Premier League T20 cricket tournament – possibly the world's largest commercially run sports event

Diversified Business Interests

Vittal Mallya Scientific Research Foundation

- **Is a non-profit organization named after Dr.Vijay Mallya's father, Mr. Vittal Mallya.**
- **Is into research in areas of biotechnology and organic chemistry**

Thank you