

# THE DIAGEO ECOSYSTEM

## FRONT PAGE OVERVIEW

# DIAGEO

Brands. Markets. Partnerships. Supply Chains. Insights. Investment.



**\$20.245bn**  
Reported net sales  
(Fiscal 25)



**13**  
billion-dollar  
brands



**~180**  
countries &  
territories



**200+**  
brands



**29,000+**  
employees



**110+**  
manufacturing  
sites



**1.7%**  
organic net  
sales growth



### 1. CORE BEVERAGE COMPANIES

- Diageo plc United Kingdom
- United Spirits India
- Guinness Ghana Breweries Ghana
- East African Breweries Kenya / East Africa
- Kenya Breweries Kenya
- Serengeti Breweries Tanzania
- Seychelles Breweries Seychelles



### 2. SPIRITS & DISTILLING

- Don Julio Agavera Mexico
- Casamigos United States
- Aviation Gin United States
- Chase Distillery United Kingdom
- Seedlip United Kingdom



### 5. DISTRIBUTION & SUPPLY CHAIN

- Diageo Americas Supply United States
- Diageo Supply Chain Shenzhen China
- Diageo Supply Marracuene Mozambique



### 6. AGRICULTURE & RAW MATERIALS

- Global Farming Initiative Netherlands
- Ypoca Agricola Brazil
- East African Maltings Kenya / East Africa
- Don Julio Agavera Mexico
- Diageo Mexico Agavera Mexico



### 7. SPORT, MEDIA & DATA

- FIFA World Cup Global
- English Premier League United Kingdom
- Six Nations United Kingdom / Europe
- National Football League United States



### 8. FINANCE, HOLDING & INVESTMENT

- Main Street Advisors United States
- Distill Ventures United Kingdom
- GALE United States
- IWSR United Kingdom
- Kantar United Kingdom
- Nielsen United States
- Diageo Capital Netherlands
- Diageo Finance United Kingdom
- Diageo Treasury United Kingdom



### 3. BEER & BREWING

- Guinness Ireland
- Guinness Ghana Breweries Ghana
- Kenya Breweries Kenya
- Serengeti Breweries Tanzania
- East African Breweries Kenya / East Africa
- Seychelles Breweries Seychelles



### 4. NON-ALCOHOLIC

- Seedlip United Kingdom
- Ritual Beverage Company United States
- Beyond Alcohol United Kingdom
- Caleno Drinks United Kingdom
- Guinness 0.0 Ireland
- Tanqueray 0.0 United Kingdom
- Gordon's 0.0 United Kingdom



### REGIONAL REVENUE SNAPSHOT (FISCAL 25)

North America	Europe	Asia Pacific	Africa	Latin America & Caribbean
\$8.0bn	\$4.8bn	\$3.6bn	\$1.8bn	\$1.8bn



## BIG INSIGHT

Diageo is more than a beverage company. Its ecosystem extends into agriculture, manufacturing, logistics, retail, hospitality, sport, media, data, non-alcoholic innovation, luxury, sustainability, finance and global distribution.



# DIAGEO PART-OWNED SUBSIDIARIES, ASSOCIATES & JOINT VENTURES

DIAGEO

Key partnerships, minority stakes and shared-control relationships that strengthen Diageo's global ecosystem.

AFRICA & MIDDLE EAST	ASIA PACIFIC	EUROPE	SOUTH ASIA	GLOBAL LUXURY & DISTRIBUTION PARTNERS
<ul style="list-style-type: none"> <li>DIREF Industria de Bebidas, Lda-Angola JV </li> <li>Guinness Ghana Breweries PLC </li> <li>Kenya Breweries Limited </li> <li>East African Breweries PLC </li> <li>East African Maltings Limited </li> <li>UDV Kenya Limited </li> <li>Diageo Lebanon Holding SAL </li> <li>East African Breweries Rwanda Limited </li> <li>Seychelles Breweries Limited </li> <li>East African Beverages (Southern Sudan) Limited </li> <li>Serengeti Breweries Limited </li> <li>Uganda Breweries Limited </li> <li>International Distillers Uganda Limited </li> </ul>	<ul style="list-style-type: none"> <li>Sichuan Swellfun Co. Ltd </li> <li>Moët Hennessy Diageo (China) Co. Ltd </li> <li>Komasa Kanosuke Distillery Company Ltd </li> <li>Moët Hennessy Diageo K.K. </li> <li>Moët Hennessy Diageo Macau Limited </li> <li>PT Langgeng Kreasi Jayaprima </li> <li>Moët Hennessy Diageo Malaysia Sdn Bhd. </li> <li>Moët Hennessy Diageo Hong Kong Limited </li> <li>United Distillers &amp; Vintners Philippines Inc. </li> <li>Moët Hennessy Diageo Singapore Pte. Ltd </li> <li>Diageo Moët Hennessy (Thailand) Limited </li> <li>Vietnam Spirits and Wine Ltd </li> <li>Hanoi Liquor and Beverage Joint Stock Company / Halico </li> </ul>	<ul style="list-style-type: none"> <li>Ketel One Worldwide B.V. </li> <li>Canbrew B.V. </li> <li>Diageo-Moët Hennessy B.V. </li> <li>Stauning Whisky Holding ApS </li> <li>Moët Hennessy International </li> <li>Moët Hennessy, SAS </li> <li>Zwack Unicum plc </li> <li>Niococktails S.R.L. </li> <li>El Bandarra, S.L. </li> <li>Compania Cervecera De Canarias, S.A. </li> <li>Seedlip Ltd </li> <li>McDowell &amp; Co. (Scotland) Ltd </li> <li>United Spirits (UK) Limited </li> <li>The Scotch Whisky Heritage Centre Limited </li> <li>Pulpex Limited </li> <li>Beyond Alcohol Ltd </li> <li>Ballindalloch Distillery LLP </li> <li>The Southwest Fermentorium Limited </li> <li>Caleno Drinks Ltd </li> <li>Lothian Distillers Limited </li> <li>The North British Distillery Company Limited </li> </ul>	<ul style="list-style-type: none"> <li>Nao Spirits &amp; Beverages Private Limited </li> <li>Royal Challengers Sports Private Limited </li> <li>United Spirits Limited </li> <li>V9 Beverages Private Limited </li> <li>Inspired Hospitality Private Limited </li> <li>Indie Brews and Spirits Private Limited </li> </ul>	<ul style="list-style-type: none"> <li>Moët Hennessy Diageo (China) Co. Ltd </li> <li>Moët Hennessy Diageo Hong Kong Limited </li> <li>Moët Hennessy Diageo K.K. </li> <li>Moët Hennessy Diageo Macau Limited </li> <li>Moët Hennessy Diageo Malaysia Sdn Bhd. </li> <li>Diageo-Moët Hennessy B.V. </li> <li>Moët Hennessy Diageo Singapore Pte. Ltd </li> <li>Diageo Moët Hennessy (Thailand) Limited </li> </ul>
THE AMERICAS	AUSTRALIA & NEW ZEALAND	OTHER EUROPE	GLOBAL (MULTI-REGION / OTHER)	OTHER INVESTMENTS & PARTNERSHIPS
<ul style="list-style-type: none"> <li>Rum Creation &amp; Products Inc. </li> <li>Ron Santiago S.A. </li> <li>Anejos De Altura, S.A. </li> <li>Industrias Pampero C.A. </li> <li>HA&amp;COM Bebidas del Mundo, S.A. </li> <li>Industria de Licores Internacionales S.A. </li> </ul>	<ul style="list-style-type: none"> <li>New World Whisky Distillery PTY Limited </li> </ul>	<ul style="list-style-type: none"> <li>Turk Alkollu Icki ve Sarap Endustri Ltd </li> </ul>	<ul style="list-style-type: none"> <li>Ciroc LLC </li> <li>Seedlip Inc. </li> <li>Far West Spirits LLC </li> <li>Nevada Spirits DE, LLC </li> <li>Gourmet Grade LLC </li> <li>Browned Butter Bottling LLC </li> <li>Lobos 1707 Spirits LLC </li> <li>Ironroot Republic Holdings LLC </li> <li>VineLab Inc. </li> <li>Pronghorn Initiative Holdings, LLC </li> <li>House Spirits Distillery LLC </li> <li>Analog Liquid LLC </li> <li>First Round LLC </li> <li>Seagram Ukraine Limited </li> </ul>	<ul style="list-style-type: none"> <li>Trafalgar Metropolitan Homes Limited </li> </ul>

**KEY**

- Beer / Brewing
- Spirits / Distilling
- Wine / Luxury Spirits
- Non-Alcoholic Beverages
- Sports / Entertainment
- Distribution / JV / Other

Part-owned, associate or joint venture

Indicates partnerships, minority stakes and shared-control relationships within Diageo's global ecosystem.

These partnerships expand Diageo's reach, capabilities and innovation across categories, markets and consumer occasions.

Source: Diageo Annual Report 2025

# THE DIAGEO ECOSYSTEM

## SIMPLE ECOSYSTEM MAP

# DIAGEO

Diageo is more than an alcohol brand portfolio. It operates through a connected network of companies, partnerships, supply chains, data platforms and commercial ecosystems.



## BIG INSIGHT

Diageo's real ecosystem stretches into agriculture, manufacturing, logistics, retail, hospitality, sport, media, data, non-alcoholic innovation, luxury, sustainability, finance and global distribution.



# WHY DISCOVERABILITY MATTERS ACROSS THE BUSINESS

How being discoverable through proof, relationships, @handles, and ecosystem visibility creates value for every department.



## 1 MARKETING

From attention-led marketing to evidence-led visibility.

- Found through proof of work, not only brand messaging
- Projects, clients, partners, sponsors, and suppliers increase visibility
- Stronger stories built on real work and real relationships
- More discovery through mentions, proof pages, and ecosystem maps



## 2 OPERATIONS

Show how the company actually delivers.

- Makes delivery capability visible
- Shows suppliers, partners, service providers, and project roles
- Helps buyers understand how the company operates before the first meeting
- Links completed work to people, locations, systems, and relationships



## 3 SALES

Creates warmer, more informed buyer conversations.

- Buyers can find the company even without knowing its name first
- Discovery can start from a known brand, project, industry, or problem
- Proof-of-work pages act as credibility assets
- Relationships, mentions, and @handles create more paths back to the company



## 4 FINANCE

Turns visibility into commercial value.

- More qualified inbound opportunities
- Better justification for marketing and sales spend
- Completed work becomes a reusable discovery asset
- Proof and verification reduce trust friction



## 5 CEO

A strategic advantage for market position.

- Makes the company easier to understand in the market
- Positions the company inside a wider ecosystem, not in isolation
- Shows buyers, partners, and investors how the company creates value
- Makes hidden business relationships visible and strengthens trust



### WHAT THIS HELPS A COMPANY DO



Be found beyond its company name



Build trust through proof and context



Show how it fits in a bigger business ecosystem



Turn relationships into discovery pathways



Make the business easier to understand and evaluate



171+

Company Profiles and Growing



342+

Business Relationships and Growing



342+

Proof-of-Work Pages and Growing



68+

Items in Review

ONE PLATFORM. MANY BUSINESS CONNECTIONS.

DISCOVER. CONNECT. OPERATE.

# BUSINESS ECOSYSTEM DISCOVERY PLATFORM

## DISCOVER COMPANIES THROUGH PROOF, RELATIONSHIPS & ECOSYSTEMS

A relationship-led business discovery platform that helps buyers uncover companies through visible evidence, connected businesses, and clickable @handles.



### GET AGENT FIRST

— DISCOVER. CONNECT. OPERATE. —

#### HOW USERS USE IT

-  1. Start with one company
-  2. Follow the @handles
-  3. Review proof of work
-  4. Open the ecosystem map
-  5. Discover more companies

**Example:** A buyer starts with @ApexSolar, sees work linked to @NedbankBusinessHub, opens the proof page, and discovers @GreenBuildAfrica, @MzansiLogistics, and @UbuntuTechSystems.



#### 1. COMPANY PROFILES

Detailed pages for each business.



#### 2. @HANDLE LINKS

Every company has a unique clickable identity.



#### 3. RELATIONSHIPS

See client, supplier, partner, sponsor, and technology links.

## BUSINESS ECOSYSTEM DISCOVERY

Proof. Relationships.  
@Handles. Ecosystem Maps.



#### 4. PROOF OF WORK

Validate claims through visible project evidence.



#### 5. ECOSYSTEM MAPS

Explore the wider network around a company.



#### 6. SEARCH & DISCOVERY

Search by company, @handle, service, location, problem, or proof.

#### WHAT THIS PLATFORM HELPS YOU DO



Find companies through real business evidence



Discover hidden suppliers, partners, and service providers



Move beyond a simple directory model



Understand how companies are connected



Build trust through proof, verification, and context



**Over 171**  
Company Profiles  
*and growing*



**Over 342**  
Business Relationships  
*and growing*



**Over 342**  
Proof-of-Work Pages  
*and growing*



**68**  
Items in Review  
*currently in review*

#### WHY IT MATTERS



#### 1. BETTER DISCOVERABILITY

Companies can be found through work, relationships, and context — not just by name.



#### 2. TRUST THROUGH EVIDENCE

Proof pages and verification help buyers assess credibility.



#### 3. HIDDEN NETWORK VISIBILITY

Start with a visible brand and uncover connected businesses behind it.



#### 4. FASTER BUSINESS UNDERSTANDING

Profiles, mentions, proof, and ecosystem maps help users see the bigger picture quickly.

#### PAGE TYPES



Home



Company Profile



Proof Page



Relationship Detail



Ecosystem Map



Mentions



Submit Relationship



Verification



Dashboard



Admin

## ONE PLATFORM. MANY BUSINESS CONNECTIONS.

DISCOVER. CONNECT. OPERATE.