



# TATA GLOBAL BEVERAGES

Annual report and financial statements 2011 /12



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#### About the Tata Global Beverages Group

In view of (i) the changed business activities of the Tata Global Beverages Group globally (i.e. the shift from tea plantation activities to branded beverages), (ii) the various global acquisitions made by Tata Global Beverages Limited in the recent years, and (iii) the present business focus on growing the branded business across the globe, Tata Global Beverages Limited has also decided to introduce a section in the Annual report on the entire Tata Global Beverages Group for the information of its shareholders, in order to provide the shareholders with an overview of the performance of the Group. The Group business review is (i) not intended for the purposes of providing information towards compliance with any legal requirements, (ii) being introduced only for shareholder information, as Tata Global Beverages Limited has direct and indirect interests in the various entities across the globe which constitute part of the Tata Global Beverages Group, and (iii) not intended to be a summary or replacement of the consolidated financial statements or any other information or documents. Details being provided in the consolidated performance review relating to the Tata Global Beverages Group business review are general in nature. Each corporate entity forming part of the Tata Global Beverages Group owns its respective brand and has consented to featuring of its logo, trademark and information in this Annual report.



## Thirsty?

Tata Global Beverages strengthened its business to service consumers the world over.

The company reinforced its multi-genre, multi-brand, multi-country and multi-alliance strategy to delight consumers the world over.



Our business

## Corporate snapshot



Tata Global Beverages is an integrated beverage business that has set out to become a global leader in branded, good-for-you beverages through innovation, strategic acquisition and organic growth. With a fantastic portfolio of brands and products that we are intensely passionate about, we delight millions of consumers across the world with great tasting beverages every single day.

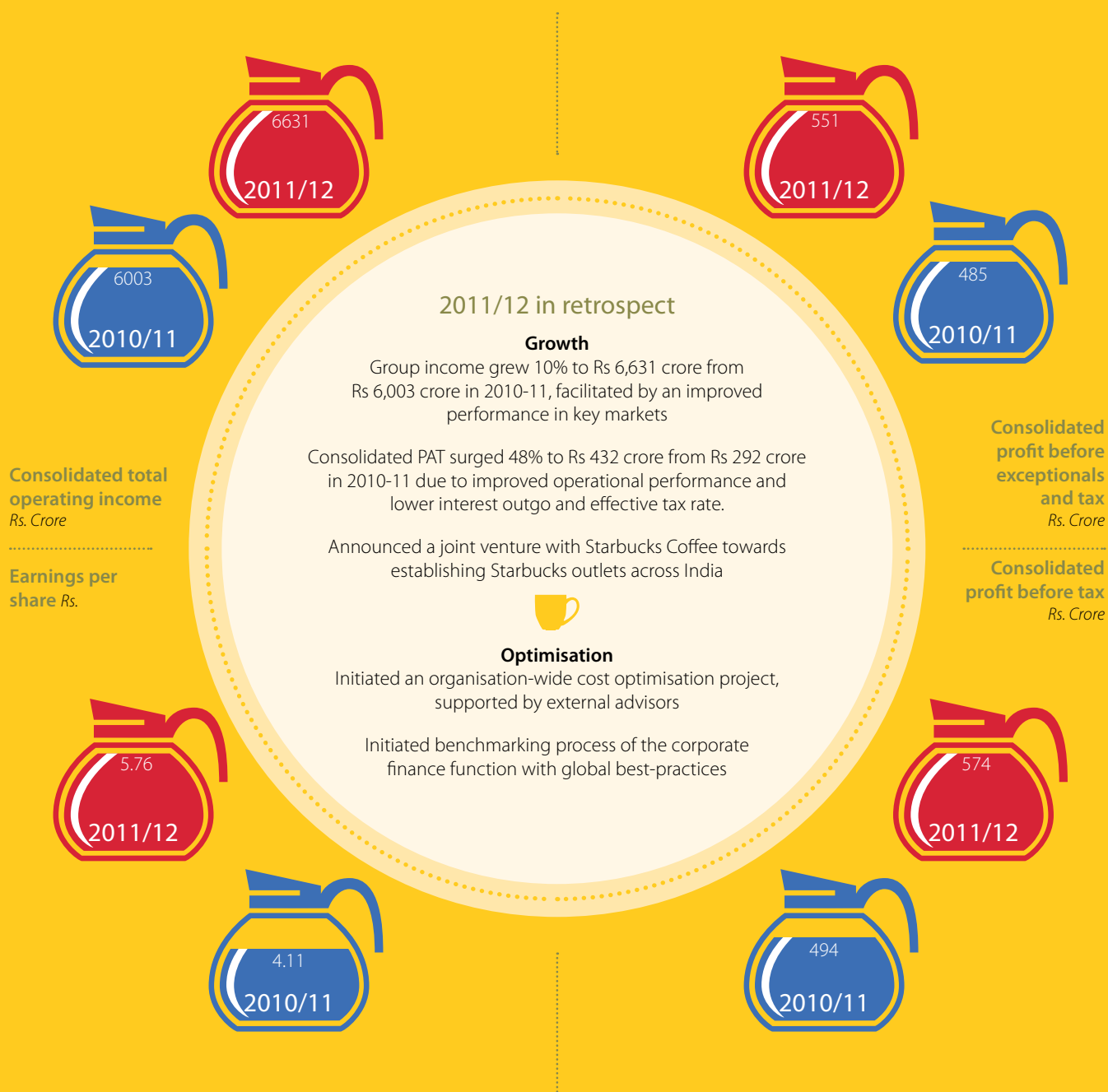
Everything we do is underpinned by the Tata Group's philosophy of 'Leadership with Trust.' Our ambition is to expand our global footprint by entering new markets and new channels with beverages that taste good, are good-for-you, good for others and good for the planet.



### Our Good-For-You Brands



# Track record



Overview

# An insight into our business



**Vision:** To become a global leader in good-for-you beverages through innovation, strategic acquisition and organic growth



## Direction

We encourage our employees to share our vision and join us on our mission. Our cultural themes encourage a sense of common purpose and pride in our Company. Together, they provide a sense of responsible irreverence to everything we do

## Directional themes

### Consumer is our heartbeat



*We use our mind (and our hearts) to come up with great ideas, making brands that people want and love. Our brands aren't just products; they are promises we keep and experiences we deliver*

### Disruptively challenging



*We think differently, we are open to new sources of inspiration and we are fresh and unexpected. We punch above our weight because we are hungrier to succeed and quicker to anticipate and respond*

### Playfully professional



*We are ambitious, confident and energetic. We know we can be commercially successful and have fun at the same time. Maybe that's why we come to work with a smile on our face!*

### Individually excellent Collectively brilliant



*We possess smart individuals but we know it takes a team to be successful. We are doers and achievers. We take charge, are resourceful and we make it happen*

### Doing good



*We are fair and honest with everyone. We do the right things for the environment and inspire others to do the same. It is also important for us to provide a working and learning environment where everyone is treated equally and with dignity*



## Strategy

Tata Global Beverages is today an integrated beverage business that has set out on a journey to become a global leader in branded good-for-you beverages through innovation, strategic acquisition and organic growth.

We have a bold ambition to build a global footprint by entering new markets and new channels with beverages that taste good, are good-for-you, good for others and good for the planet.

Tata Global Beverages unite the beverage interests of the Tata Group, bringing a variety of great brands under one umbrella.

We've grown from a domestic Indian tea grower to a global business in less than 10 years and it's today the group's ambition to become a marketing and brand focused organisation with a portfolio of strong consumer brands. Over 90% of our sales today are from branded products.

### Brands

We are building key global brands including Tetley and Tata Tea, plus exciting new regional brands such as Tetley Infusions , Eight O'Clock, etc

### Products and 'disruptive' innovation

We are challenging and changing the way customers think about beverages and enjoy them

### Sustainability

We are aiming for long-term success through enterprise sustainability.

### Processes

Our new global information systems will improve efficiency and knowledge-sharing

### Distribution

We are entering new markets and new channels to become truly global

### People

We are making Tata Global Beverages 'The place to be', thanks to our global management system, strong culture and talent management strategy

Overview

# Our global presence

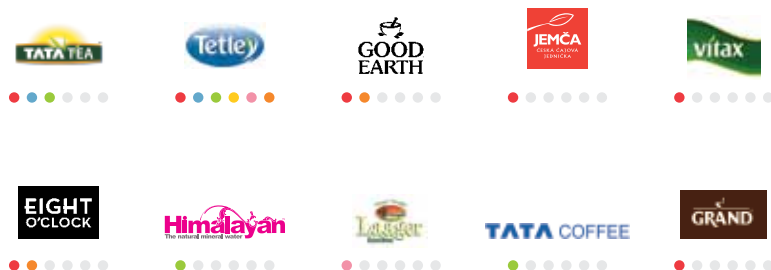


## Physical presence

- Europe    ● Middle East    ● Asia    ● Australasia    ● Africa    ● North America
- Administrative Head office    ● Offices    ● Operations



## Brand presence



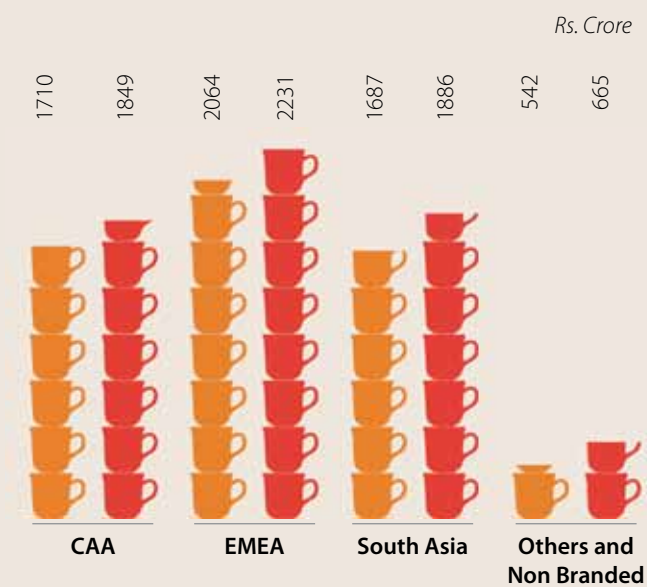


Mr R K Krishna Kumar, Vice Chairman, and Mr John Culver, President, Starbucks China and Asia Pacific, on the signing of joint venture agreement.

## Highlights, 2011-12

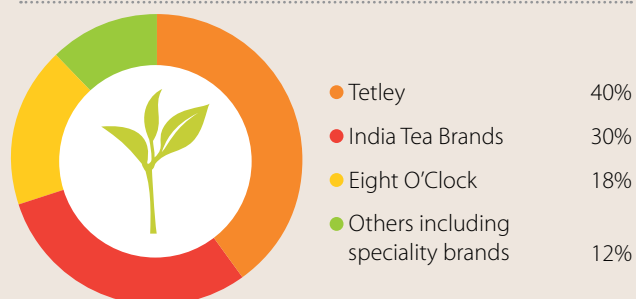
- Maintained market volume and value leadership in India with 19.6% and 21.3% share, respectively
- Launched the 'Soch Badlo' campaign to celebrate 25 years of the Tata Tea brand in India and received three awards at the Goa Fest 2012, for the campaign
- Maintained market leadership in the UK in Redbush and Decaff teas; achieved the No. 2 position in green teas in that geography
- Enjoyed volume and value leadership in Canada; new product launches (fruit and herbal and decaff green) received strong consumer response
- The new Eight O'Clock mid-size bag rollout received an encouraging consumer response in the US
- Increased sales of premium Teapigs products in the UK by 49%; 13 Teapigs SKUs won the Great Taste Award, while Lemongrass received three gold star awards
- Gained distribution access in Oman, Bahrain and Lebanon

## Our global performance (income from operations)



● 2010-11 ● 2011-12

## Brand-wise sales



## Product category-wise sales





## Responding to a consumer shift towards beverages

