

A close-up photograph of a white ceramic teacup and saucer filled with light green tea. In the background, a glass teapot with a slice of orange and a dark red liquid is visible. The scene is brightly lit, creating soft shadows.

B L E N D I N G
M A K E S O U R
B U S I N E S S
B E T T E R

A N N U A L R E P O R T
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TATA GLOBAL BEVERAGES

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Attendance Slip & Proxy Form





Creating the perfect blend is a fine art. At Tata Global Beverages (TGB), our success is a direct outcome of our expertise in blending, a quality that permeates every aspect of our business. Insights, experience and ingenuity blend to bring the most delightful beverage experience to our consumers, across all product categories.

In our tea business, the role of blending cannot be overemphasised. It is a core skill that defines aroma, taste and quality. We are proud to have on our team globally celebrated blenders who take our legacy and heritage forward. Beyond the expertise in traditional blending, we are investing energy and resources in aligning our product offerings to emerging consumer tastes as well as regional preferences. This has helped us create a differentiated range of green and specialty teas. The green and fruit & herbal segment is not just about refreshment and rejuvenation, but also about health and wellness and our blends are crafted with this in mind.

Central to our efforts is the pursuit of creating magical moments of fun, friendship and camaraderie over our beverages. The ability to balance the expectations of diverse stakeholders, and deliver on our objectives is also a function of blending. In addition, we have encouraged a people-centric culture based on diversity, innovation and equal opportunity that comes together to create a high-performing and unique team.

Across all we do, blending helps make our business better.

TGB AT A GLANCE

Tata Global Beverages (TGB) is an integrated beverage business that has set out on a journey to become a global leader in branded natural beverages through innovation, strategic alliances and organic growth.

We have evolved from our strong heritage in tea plantations to a marketing and brand-focused organisation, with a portfolio of dynamic brands.

Around 90 percent of our sales today are from branded products and over 62 percent of our Group turnover is generated outside India.

FY 2014-15 Highlights

REVENUES

Rs. **7,993** crores ↑ **3%**

OPERATING PROFIT

Rs. **642** crores ↑ **3%**



250 mn
servings

OF OUR BRANDS
ARE CONSUMED
EVERY DAY
AROUND THE
WORLD

2nd
largest

TEA COMPANY IN
THE WORLD

40

COUNTRIES WITH
SIGNIFICANT BRAND
PRESENCE

37

GREEN TEA
BLENDS IN
PORTFOLIO

3,000+

EMPLOYEES
WORLDWIDE

North America & Canada

- TETLEY
 - TEAPIGS
 - TATA TEA
 - GOOD EARTH
- EIGHT O'CLOCK

Europe, Russia & Middle East

- TETLEY
 - JEMCA
 - VITAX
 - TATA TEA
 - TEAPIGS
- GRAND

Africa

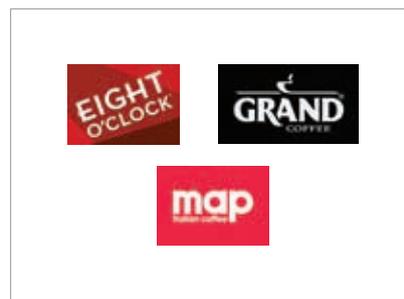
- TETLEY
- LAAGER

Australia

- TETLEY
 - TEAPIGS
- MAP

South Asia

- TETLEY
 - TATA TEA
- TATA GLUCO+
 - TATA WATER PLUS
 - HIMALAYAN



CEO & MANAGING DIRECTOR'S MESSAGE



Dear Shareholders,

The year saw Tata Global Beverages post a steady growth in revenue and operating profit despite a challenging market environment. We are meeting these challenges through process improvements and a continued focus on brand building and innovation. Our revenues and EBITDA saw steady growth though the net profit saw a decline after the impact of exceptional items. Our brands continue to delight consumers across many countries, and we remain invested in the promise of sustainable, long-term growth based on strong fundamentals.

This ability to perform in the short-term, meet challenges with courage and yet focus on the long-term value creation process is not a chance phenomenon. It comes from an attribute that is core to our business – Blending.

BLENDING MAKES OUR BUSINESS BETTER

Our theme for this year's annual report is a tribute to the art and craft of blending that defines our business and its success. Throughout our history, we have persevered to find the right blend for each segment of consumers that we cater to. We have aligned our offerings closely to their tastes, preferences and

10%

GROWTH RATE
FOR GREEN TEA

Green tea is growing very rapidly in popularity around the world. Consumers across markets are either completely switching to green tea, or consuming more of it.

expectations from the beverages they drink. An ability to deliver the best varieties of tea, to create the perfect roast for our coffees, and add the right nutrients to our water is what makes our business better.

The relevance of blending is most pronounced in the Tea business. We bring to bear our traditions, insights, continuous R&D and innovation culture together with our knowledge of products and consumers to create the perfect blends.

The underlying principles of blending therefore revolve around these pillars and a zeal to push the boundaries of excellence. This has enabled us to create a large repertoire of offerings for our global audiences.

THE SOURCE OF OUR EXPERTISE

The secret to a perfect blend often lies in its source. Our teas are sourced with care from plantations across the world. The leaves are grown and cultivated in different climatic conditions, altitudes, and soil and water conditions. It is this diversity that enables us to create a large number of blends, for our teas.

Our blenders play a crucial role in helping us innovate with our offerings. They are highly skilled and experienced. Many of them possess several decades of understanding and know-how of the tea industry. They hail from all around the world and together make for a wide base of expertise that helps us create the most cutting-edge flavours and blends for our demographically diverse audiences spread over 40 countries across the world.

THE GREEN TEA REVOLUTION

Green tea is growing very rapidly in popularity around the world. Consumers across markets are either completely switching to green tea, or consuming

more of it. This is due to increasing focus on health and wellness, rising disposable incomes and an increasing demand for a differentiated premium product. The annual rate of growth of green tea globally, is 10% and for fruit & herbal teas is 4%.

In India, Tata Global Beverages pioneered the green tea segment with Tetley and has a portfolio of delicious flavours available. Tata Tea has also launched a new variant of green tea called Acti Green that aims to popularise green tea and make it more accessible to all demographic segments.

Across other geographies, we have product offerings from Tetley such as Super Green in the UK, Green Tea Plus in Canada, Steamed Green Tea in Australia and Black & Green in the USA. These products adapt consumer insights in different countries to create a delightful beverage experience for consumers.

STRENGTHENING OUR COFFEE & WATER BUSINESSES

In the Coffee segment, the acquisition of the MAP brand gave Tata Global Beverages entry into the coffee segment in Australia in roast & ground coffee as well as in the fast growing single serve segment. Eight O'Clock Coffee continues to strengthen its presence in the growing single serve segment in the USA, which is growing at a rate of around 20% annually. Tata Starbucks has expanded steadily and now has over 70 stores across India, covering seven cities.

In the Water segment, Tata Gluco Plus underwent a brand refresh including a packaging change and a TVC highlighting its glucose energy benefit. Himalayan natural mineral water launched its sparkling variant – an effervescent, natural, mineral enriched water.

We will continue to focus on further expanding and strengthening our coffee and water portfolio.

BLENDING SUSTAINABILITY INTO STRATEGY

Last year, we had spoken about how sustainability is being made integral to all our business operations. We continue to strengthen our sustainability efforts across the organisation. Our sustainability programmes are largely based on five pillars: Sustainable Sourcing, Climate Change, Water Management, Waste Management and Community Development. We believe that blending sustainability with our business is key to long term stakeholder value creation.

As I conclude, I would like to express my gratitude for the immense support and encouragement we receive from our entire stakeholder ecosystem. As you read through this annual report, you will find many insights that we have captured to make you aware of our portfolio, our practices, and our expertise at blending not just as an operational activity, but also as a philosophical one.

With warm wishes,
Ajoy K. Misra
CEO & Managing Director

VISION AND PURPOSE



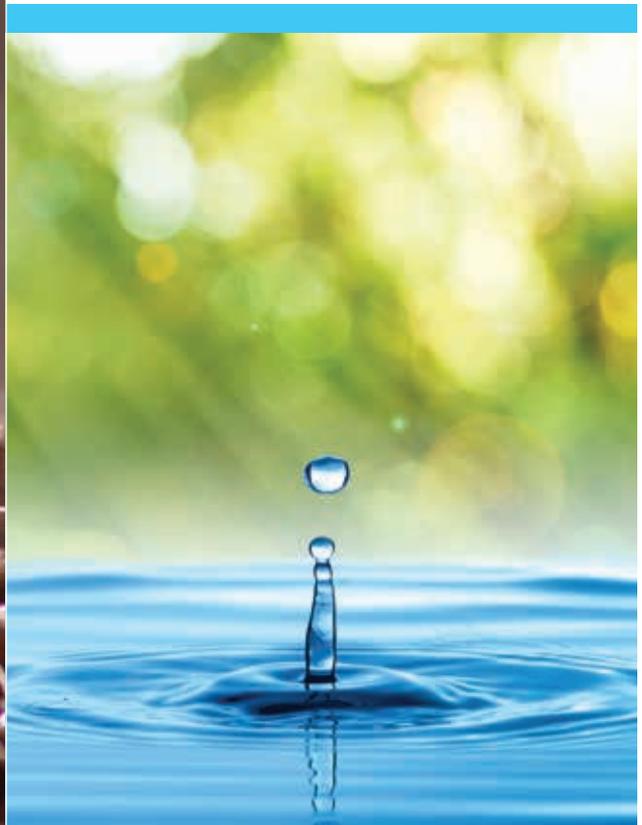
VISION

To be the most admired natural beverages company in the world by making a big and lasting difference in Tea, Coffee and Water.



PURPOSE

We will focus on creating magical beverage moments for consumers and an eternity of sustainable goodness for our communities.



PERFORMANCE HIGHLIGHTS (CONSOLIDATED)



REVENUE

Rs. Crores

FY 2010-11	6,003
FY 2011-12	6,640
FY 2012-13	7,351
FY 2013-14	7,738
FY 2014-15	7,993

EBITDA

Rs. Crores

FY 2010-11	608
FY 2011-12	623
FY 2012-13	768
FY 2013-14	752
FY 2014-15	775

PROFIT BEFORE TAX

Rs. Crores

FY 2010-11	494
FY 2011-12	574
FY 2012-13	637
FY 2013-14	707
FY 2014-15	500*

* Decline due to exceptional items