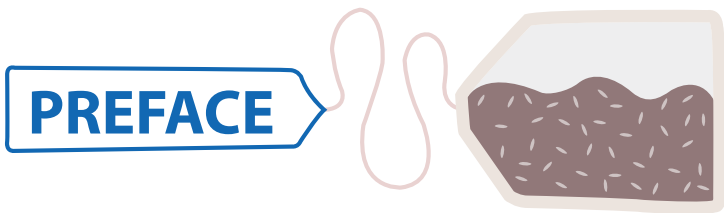


TATA GLOBAL BEVERAGES

Annual business responsibility report 2013-14



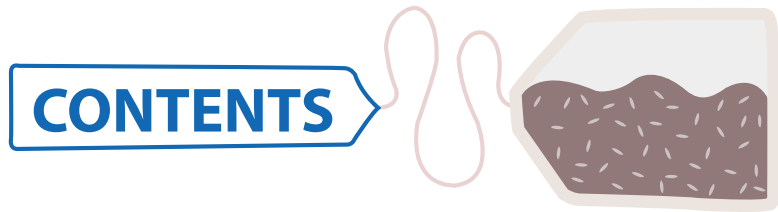


Tata Global Beverages is immensely happy to publish our first Annual Business Responsibility Report.

The Securities and Exchange Board of India (SEBI) has mandated the top 100 listed entities (based on market capitalization on the Bombay Stock Exchange and the National Stock Exchange as on 31st March, 2012) to publish a Business Responsibility Report (BRR) that discloses steps taken by the companies on the Environmental, Social and Governance aspects of the business. Being a responsible corporate and since Tata Global Beverages falls under this bracket, we have fully adhered to the reporting requirement in line with the 'National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVGs)' notified by the Ministry of Corporate Affairs, Government of India, in July 2011. This Business Responsibility Report provides general information about Tata Global Beverages and its business responsibility as required by SEBI. The report further provides an overview of activities carried out by Tata Global Beverages under each of the nine principles as outlined in the NVG.

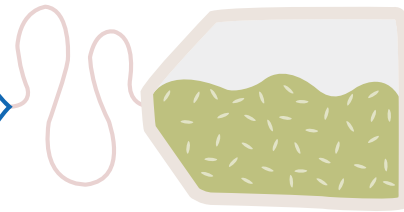
We wish you a great read!

The e-version of Tata Global Beverages Annual Business Responsibility Report 2013-2014 is available on www.tataglobalbeverages.com



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MESSAGE FROM THE CEO & MANAGING DIRECTOR



Dear Stakeholders

Sustainability has always been at the heart of the Tata Group, since its inception. In the words of the Group's founder, Jamsetji Tata – "The community is not just another stakeholder in business, but is, in fact, the very purpose of its existence." At Tata Global Beverages, we are underpinned by a firm

belief that a sustainable business is a better business, which generates better long-term value for all its stakeholders. This is reflected in the theme of our Annual Report – 'Making good business better'.

We believe a business needs to have a positive impact on all its stakeholders, which goes well beyond generating financial returns. Consumers feel positive buying products and services which they know have been produced sustainably. Employees and business partners experience pride and engage better when working with a business that makes ethical choices. Investors recognise that such businesses generate healthier long-term returns. Communities are supportive when businesses co-exist in harmony and also support development.

Tata Global Beverages has identified five core pillars, which are integrated with its strategy – Ethical Sourcing, Climate Change

Management, Water Management, Waste Management and Community Development.

Our Company is building ethical sourcing into the supply chain through partnerships such as the Ethical Tea Partnership (ETP) and trustee and enabling climate change management by reducing our carbon footprint. You will be glad to know that Tata Global Beverages has been ranked first in the Carbon Disclosure Leadership Index (CDLI) in the Consumer Staples sector in India. Our subsidiary Tata Coffee's water management initiatives help meet 95% of their water requirement and our biggest factory in Eaglescliffe, UK, sends zero waste to landfill. On the subject of community development, I would like to highlight 'Gaon Chalo', a community-based distribution model, which enables employment and development of rural youth in India.

On the business front, Tata Global Beverages is focused on creating magical beverage moments for consumers across the globe through its tea, coffee and water brands. During the last year, our Company made good progress in building the business through organic growth, innovation and strategic alliances. We have had an eventful year highlighted by new launches which were supported by impactful marketing campaigns. We re-launched the iconic Eight O'Clock coffee brand in the US, launched an exciting marketing promotion for

Tetley in the UK and launched a new phase of the Tata Tea 'Jaago Re' campaign in India, focused on awakening Indian women to the power of their vote.

Our Company continues to invest in innovation to leverage key trends like health and wellness. Tetley has kept pace with today's lifestyle, understood the palate unique to each region and offers a range of delicious flavours in the green tea portfolio. Tetley 100% Steamed Green Teas were launched in Canada and Australia. Tetley Black & Green tea, launched in the US, offers consumers the taste of black tea with the goodness of green tea. In India, a significant marketing and advertising campaign has begun for Tetley Green Tea.

During the year, Tata Global Beverages continued to develop its joint ventures – Tata Starbucks and NourishCo to further enhance their market presence and growth.

Our Company successfully acquired a 100% stake in the equity capital of Earth Rules Pty Ltd., Australia, which is engaged in the coffee business under the Map brand. The Map brand is present in both Roast & Ground coffee and PODs (single service portions) category in Australia. This acquisition will help Tata Global Beverages further expand its portfolio in the high growth contemporary 'single serve' business.

On the business performance front, Revenue from Operations stood at Rs. 7,738 crores, posting an increase of 5% year-on-year. Group Net Profits were 29% higher than the previous year. The operating results reflect strong performance in some countries and a challenging market environment in a few geographies.

As you will note, despite a tough market environment in many geographies, our Company continued to invest strongly behind our brands, which impacted the profitability of the business. Our Company's vision is to be 'the most admired natural beverages company'. This aspiration, I am sure you will agree, is possible only by investing and protecting the long term future of the business – our brands.

As I sign-off, I would like to reiterate that at Tata Global Beverages, how we achieve business growth and profits is as important as the quantum of growth and profits we achieve. I am sure you will feel great pride as you read through the pages of this Report. At Tata Global Beverages, making good business better, is about sustainability in business practices as well as in business growth.

Ajoy Misra
CEO & Managing Director
Tata Global Beverages



CHAPTER 1

INTRODUCTION: BUSINESS RESPONSIBILITY AND TATA GLOBAL BEVERAGES

A: Setting the context

In the ever-changing dynamics of the 21st century, businesses need to come forward and take responsibility for their impact on the environment and community in which they operate. This calls for businesses to be well aware of their social, environmental and economic responsibilities, and balance it with different interests in an ethical manner. Only once businesses become responsible actors in a society, shall sustainable growth follow.

We, at Tata Global Beverages, take our responsibilities towards the environment and the communities in which we operate very seriously. High standards of responsibilities, in our view,

can impact positively on profitability, returns to shareholders, reputation and growth. By ensuring that our management of social, environmental and economic issues is aligned and integrated with the overall management of the business, we can call ourselves a 'responsible business'.

Our commitment to responsible business starts with Tata Global Beverages's sustainability pillars. These pillars act as a driver for sustainable growth and directly supports our responsible business priorities.



B: Scope of the Report

Tata Global Beverages is an integrated beverage business that has set on a journey to become a global leader in branded natural beverages through organic growth, innovation and strategic alliances. Our ambition is to expand our global footprint by entering new markets and new channels with natural beverages that create many moments of magic for our consumers across the worlds. We've evolved from our strong heritage in tea plantations to a marketing and brand-focused organization, with a portfolio of dynamic brands. Over 90 per cent of our sales today are from branded products and 65 per cent of our Group turnover is generated outside India. For the management of every Tata Global Beverages subsidiary, upholding the principles of

Business Responsibility and considering the impact of our operations on the environment and society is of primary importance. However, in this first Annual Business Responsibility Report (ABRR) of Tata Global Beverages, we shall showcase the aspects of Business Responsibility of the major subsidiaries within India, including Tata Coffee and Mount Everest Mineral Water within the boundary of this report. Ethical Sourcing is an integral part of the sustainability strategy for Tata Global Beverages and hence, the business responsibility initiatives at some of the tea plantations, in which Tata Global Beverages holds a stake, have also been included in the scope of this report.

C: General Information about Tata Global Beverages

With a rich heritage of consistent innovation, strategic acquisition and organic growth, Tata Global Beverages is committed to growing the branded natural beverages business, focusing on tea, coffee and water. Today, Tata Global Beverages has brand presence in 40 countries and 250 million servings of

our beverages are consumed everyday across the world. We are the second largest player in tea and have growing interests in coffee and water. We are proactively working towards our commitment to create magical beverage moments for consumers and sustainable goodness for our communities.

TATA GLOBAL BEVERAGES
company fact file

- * US\$ 1.4 bn turnover
- * **TATA** GLOBAL BEVERAGES is the second largest Tea company in the world
- * 250 million servings of our brands are consumed every day around the world
- * Over 3,000 employees worldwide
- * Three sales and marketing regions across the globe
- * Significant brand presence in over 40 countries

Reporting Company	Tata Global Beverages Ltd.	
Corporate Identity Number	L15491WB1962PLC031425	
Registered address	1 Bishop Lefroy Road, Kolkata - 700 020	
Website	www.tataglobalbeverages.com	
General Contact of the company	investor.relations@tataglobalbeverages.com	
Sectors that Tata Global Beverages is engaged in	Item Code No. (ITC Code)	Product Description
	0902	Tea whether or not flavoured
	21012010	Instant Tea
	0901	Coffee whether or not flavoured
	21011110	Instant coffee
	22011010	Mineral water
Total number of locations where business activity is undertaken by Tata Global Beverages	45 locations within India and across the globe	
Number of International Locations	21 offices across the world including UK, USA, Canada, Russia, Middle East and South Africa	
Number of National Locations	24 offices across India	
Markets served by Tata Global Beverages – Local/State/National/International	Over 45 countries across Asia, Europe, North America, Africa and Australia	
Key products manufactured by Tata Global Beverages	Tata Tea, Tetley, Himalayan-natural mineral water, Eight O'clock Coffee	
Financial Year Reported	2013-14	

D: Financial Details of Tata Global Beverages

As we look ahead, we are focused on positioning Tata Global Beverages for long-term advantage and growth while continuing to deliver strong and consistent financial results. We are delighted to report that the Fiscal Year 2013-2014 has been yet another successful one for Tata Global Beverages in this regard. Some highlights of our financial performance are given below:

- Paid up Capital: INR 6,184 lakhs
- Total Turnover: INR 7,73,761 lakhs
- Total profit after taxes: INR 52,237 lakhs

In the Fiscal Year 2013-14, our global CSR/Sustainability budget was a whopping \$4.4 million (INR 24.21 crores) which accounts for approximately 4.6 % of profit after tax. This amount has been spent on the following activities:

- Rainforest Alliance Certified Farm™
- Ethical Tea Partnership
- Central Sustainability (water footprinting and other activities)
- Carbon Disclosure Project
- Welfare Unit, Munnar
- Chubwa Hospital, Assam
- Donations

One of our prime subsidiaries within the scope of this report, Tata Tea has also been employing GRI guidelines for its Sustainability Report. Tata Tea has published four Sustainability Reports since 2003; two of them based on 2006 GRI G3 Guidelines. We are yet to publish Sustainability Report which cover sustainability initiatives of all Tata Global Beverages subsidiaries, but we plan on publishing these in the near future.

From a global perspective and moving beyond the boundary of the report, Tata Global Beverages celebrated World Environment Day on the 05 June 2013 in the organization across over 70 units of Tata Tea, Tetley, Tata Coffee, Eight O Clock Coffee, Watawala Plantations, Jemca, Grand Russia, Poland, and joint ventures in Pakistan & Bangladesh. The objective of the celebration was to create synergy on environmental issues, set the sustainability agenda and recognize environmental and CSR achievements in the organization. All the group units and companies, factories and offices, including subsidiaries/ joint ventures and alliances celebrated the day. There was a team environmental activity in each office/ factory on this day. In his message to celebrate the occasion, former CEO Harish Bhatt said:

E: Commitment to Business Responsibility

“Tata Global Beverages recognizes several advantages from integrating climate change into company strategy, from greater operational efficiencies and cost savings, a more robust risk management process and register enhanced sustainability credentials and customer relations through to building resilience into core supply chains and enhancing corporate reputation amongst stakeholders and potential employees.”

– CDP India Climate Change Report 2013

“All across the world, thousands of our colleagues from Tata Global Beverages are meeting briefly today, to celebrate a day which is so important to our Company and our Planet. This is our earth, and its future will determine the future of several generations of humans. Our Company is determined to take steps, however small, to protect its sustainability.”

Tata Global Beverages is committed to carry forward the Tata group’s philosophy within our sphere of influence. This includes voluntary disclosure of non-financial performance as per guidelines of the Global Reporting Initiative (GRI), compliance with Securities and Exchange Board of India (SEBI) mandate as per National Voluntary Guidelines (NVGs) and channelizing our activities to facilitate achievement of United Nation’s Millennium Development Goals.



CHAPTER 2

GOVERNANCE AND ACCOUNTABILITY



Tata Global Beverages aims to deliver long-term value for all our stakeholders without ever compromising on integrity, environmental and social obligations or regulatory compliance. We consider stakeholder prioritization as one of the fundamental building blocks to a successful sustainability strategy. As a global business with deep-rooted societal involvement, we engage closely with our valued stakeholder community, which encompasses our consumers, employees, shareholders, local populations, plantation workers, and the environment we work in.

To ensure continual accountability, Tata Global Beverages has clear governance structures, management processes and policies in place. We also guarantee transparency and openness at every level of the company thereby assigning responsibility and accountability to individuals, Board committees and management teams.

We are proud to announce that according to Transparency International 2013, **Tata Global Beverages is ranked 2nd in terms of transparency in corporate reporting in emerging markets.**

A: Code of Conduct and Guidelines

Tata Global Beverages operates in line with the comprehensive Tata Code of Conduct, which applies to all our employees – including managing and executive directors. Tata non-executive directors are also covered by a condensed Code of Conduct. The Code of Conduct dictates the values, ethics and business policies that all Tata Companies and employees are expected to adhere to in professional and personal conduct. Our policies

not only operate in conjunction with local statutory requirements, but are also relevant worldwide as the same principles are to be adopted by every employee wherever they are based within Tata Global Beverages. We are also pleased to announce that the Tata Code of Conduct applies to our joint ventures, suppliers, contractors, NGOs and other entities we work with and who are involved in our way of business.

B: Internal Governance Structure

The Board of Tata Global Beverages holds overall responsibility for all aspects of corporate governance and ensures that every subsidiary company operates in line with all relevant processes and policies. Members of the Board include industry experts and highly qualified professionals who bring a great deal of experience and strategic direction to the governance of Tata Global Beverages. As on 31st March 2014, the Board comprises 11 directors – including the chairman (currently a non-executive), 1 managing and 2 executive directors and 8 non-executive directors out of which 6 are independent. The present Board

also comprises 3 highly accomplished women who are experts in their respective fields. To ensure effective governance, the Board members meet regularly – usually once a quarter, or positively once every year.

Within the Tata Global Beverages board, we have set up several committees to manage the several governance functions that include Ethics and Compliance, Remuneration, Audit, Shareholders and Investors Grievances, Corporate Sustainability Reporting, as well as the Executive and Nomination Committee.

Committee	Members (as on 31st March 2014)	Function	Review Meetings (2013-14)
Ethics and Compliance	Mr. V Leeladhar (ID & NED) Mr. Harish Bhat (MD) Mr. Ajoy Misra (ED)	To ensure that Tata Global Beverages operates at all times in line with the Tata Business Excellence Model, Code for Prevention of Insider Trading and the Tata Code of Conduct and ensures that conflicts of interest are avoided	One
Remuneration	Chairman: Mrs. Ranjana Kumar (ID, NED) Mr. R K Krishna Kumar (NID, NED) (upto 18.7.2013) Mr. U M Rao (ID, NED) (upto 2.7.2013) Mr. J S Bilimoria (ID, NED) (upto 3.5.2013) Mr. Cyrus Mistry (NID, NED) (w.e.f. 1.8.2013) Mr. V Leeladhar (ID, NED)	Responsible for recommending to the Board, the remuneration package of Managing and Whole-time Directors, after a review of their performance	Three
Audit	Mr. J S Bilimoria (ID, NED) (upto 3.5.2013) Mr. R K Krishna Kumar (NID, NED) (upto 18.7.2013) Mr. U M Rao (ID, NED) (upto 2.7.2013) Mr. V Leeladhar (ID, NED) Mrs. Ranjana Kumar (ID, NED) Mr. Darius Pandole (ID, NED) (w.e.f. 1.8.2013) Mr. S. Santhanakrishnan (NID, NED) (w.e.f. 18.7.2013) Mrs. Ireena Vittal (W.e.f 12.11.2013) (ID, NED)	To review financial results, board performance, ensure adequacy of internal audit functions, financial and risk management policies and facilitate review of financial reporting process	Nine
Shareholders and Investors Grievances	Mr. F K Kavarana (NID & NED) (upto 26.3.2014) Mr. U M Rao (ID, NED) (upto 2.7.2013) Mr. V Leeladhar (ID, NED) Mr. S. Santhanakrishnan (NID, NED) (w.e.f. 1.8.2013)	To oversee the performance of the Registrar and Share Transfer Agent and recommend measures for overall improvement of the quality of investor services as and when need arises	Three
Corporate Sustainability Reporting	Chairman: Mrs. Ranjana Kumar (ID, NED) Mr. Harish Bhat (MD) Mr. Ajoy Misra (ED) Dr. S Parasuraman - Expert member (Not a Board member)	To monitor and provide guidance on Tata Global Beverages's policies in the sustainability and CSR space	One
Executive	Chairman: Mr. Cyrus Mistry (NID, NED) Mrs. Ireena Vittal (ID, NED) Mr. Harish Bhat (MD) Mr. Ajoy Misra (ED) Mr. L Krishnakumar	Review business and review, long-term financial projections, budgeting and business restructuring proposals, senior management succession planning and any other item that the Board may decide to delegate	None
Nomination	Chairman: Mr. Cyrus Mistry (NID, NED) Mr. V Leeladhar (ID, NED)	To identify independent Directors to be inducted into the Board from time to time and take steps to refresh the composition of the Board from time to time.	Three

NID: Non-Independent Director; ID: Independent Director; NED: Non-Executive Director; ED: Executive Director; MD: Managing Director

The Board and its committees play a pivotal role in ensuring that Tata Global Beverages maintains high standards of corporate governance in every aspect of our operations.

C: Business Responsibility Organogram

At Tata Global Beverages, we recognize that sustainability is the key to long term growth. Therefore, we have a robust sustainability governance architecture in place to ensure that business responsibility is given due priority in decision making .

We have identified five strong pillars of sustainability for the future - climate change, water management, zero waste to landfill, ethical supply chain and community work. In some of these areas, work has already begun. In others, work is

yet to begin, and is likely to require significant and concerted effort. But we are determined to succeed, working jointly across the globe. To ensure such success, we have put in place a sustainability organisation, which reports in directly to our CEO, Ajoy Misra. A Global Sustainability Manager has been appointed, with specific mandates for performance and results. We will roll out training programs across the world, so that all of us are on the same page, on what sustainability means to the Company and to each of us .

Tata Global Beverages Corporate Responsibility Leadership Team

Ajoy Misra will act as the principal senior sponsor for sustainability. He will be assisted by the new Global Sustainability Manager, Anurag Priyadarshi, who has joined the business w.e.f. 04 March 2013.

■ A senior sponsor will be assigned to “own” each of the 5 focus areas and manage a cross functional and cross regional working group to progress activity in each area.

■ A sustainability committee comprising the CEO, Sustainability Manager, 5 sustainability sponsors & appropriate external expert input has been

established to review sustainability activity on a quarterly basis.

■ In addition to the 5 sustainability focus areas, global KPIs and key global sustainability initiatives are being initiated at the corporate level where relevant.

■ Beyond the necessary regional input to the above, regional programmes relevant to the regional context and commercial objectives are being developed aligned to the overarching corporate agenda.

Corporate Sustainability Reporting Committee

Our Corporate Sustainability Reporting Committee is a team of individuals who monitor and provide guidance on Tata Global Beverages’ policies regarding compliance with sustainability and CSR guidelines, environment management, social responsibility, health and safety, product stewardship, community development, principles of managing

branded operations, etc. The committee meets at least once a year to assess the Business Responsibility performance of Tata Global Beverages, and publishes quarterly internal reports on updated activity in the CSR and sustainability space.

D: Extended Business Responsibility

“In a free enterprise, the community is not just another stakeholder, but is, in fact, the very purpose of its existence.”

Our Founder – Jamsetji Tata

Tata Global Beverages operates within accepted standards of propriety, fair play and justice and aims at creating a culture of openness in relationships between us and our stakeholders, namely our consumers, employees, shareholders, local

populations, plantation workers, and the environment we work in. Our priority has always been to create magical beverage moments for consumers and an eternity of sustainable goodness for our communities.

In the table below, we have indicated an overview of all our valued stakeholders and our engagement with them.

Stakeholder	Forum	Frequency	Participant	Feedback received on	Issues Addressed
Consumer	Market visits, Unstructured face to face interactions	Regular, as and when required	Brand and Sales Manager, Market Research Team	Requirements, needs and expectations	Products, Distribution channels
Shareholder	AGM	Annual	Tata Global Beverages Board Members, Tata Global Beverages Senior Leadership	Company performance, financial performance, future plans, stakeholder concerns	Performance expectation, Stakeholder concerns
Employees	Gallup Satisfaction Survey	Survey has been conducted for the first time in 2014	Senior Leadership, Human Resource officials	Fair treatment and adequate remuneration	Career growth, and job satisfaction
Packeting Centers	Own representation in packing units	Ongoing	Tata Global Beverages Operation Heads	Facilities, standards expected, Processes to be followed	Bottlenecks faced, improved processes
Suppliers-Tea and Coffee	Vendor meetings	Ongoing	Buying and Blending Team, Brand Managers	Strategic sourcing, product quality	Innovation, Competitor activity
Suppliers-Packaging	Vendor meetings	Ongoing	Operation Heads, Purchasing Teams	Strategic sourcing, product quality and specifications, New Product Development rate fixation	Innovation, Packaging Rationalization

Stakeholder	Forum	Frequency	Participant	Feedback received on	Issues Addressed
Community	Community Meetings	Regular	Head of Sustainability & CSR, medical staff, estate managers	Welfare programs, health & hygiene, relief & rehabilitation efforts	Community welfare
Government	Meetings with Government Bodies	As and when required	Managing Director and senior leadership	Infrastructure issues, security Compliance Plantation Labour Act (PLA) issues, subsidies	Compliance with several government body regulations

Tata Global Beverages has identified our key stakeholders to be our consumers, our shareholders and our employees. Each of the three has been detailed in the section that follows.

Consumer

Consumer wellbeing is the focal point of Tata Global Beverages' business strategy. We ensure this by providing a vast selection of 'good for you' beverages. Tata Tea Gold underwent a restage supported by a new campaign 'Power of 49', in association with the International Indian Film Academy (IIFA) Awards 2013 as cause partner. This campaign was supported by pack change, trade and visibility activation on ground and digital activation. Tetley Green Tea was re-launched, aided by a new campaign and ground-level activation. Green tea, is a product loaded with antioxidants, and possesses several powerful health benefits for consumers. Tata Water Plus (TWP), India's first nutrient water, was re-launched in new packaging in April 2013, for Tamil Nadu and Andhra Pradesh. TWP is now also available in 200 ml pouch format. Tata Gluco Plus launched the Apple, Cinnamon and Grape flavours, during the year. It is also available in Lemon, Orange and Mango flavours. Additionally, Tata Global Beverages has been offering products on the health and wellness platform under our joint venture with PepsiCo, called NourishCo, which is the first such packaged drinking water with nutrients such as copper and zinc known to help body functions and strengthen immune system. By providing conveniently packaged safe drinking water in rural areas, we continue to play our role in improving the health of our consumers. TGB's brand Tetley has also

innovated the first unique, non-drip drawstring tea bags that saves extra drops of tea and reduces beverage wastage. This unique product has been patented by Tetley. We have always valued consumer feedback and considered their opinion towards improving the quality of our products and business as a whole. By gaining in-depth knowledge of consumer requirements, obtained from various structured outreach mechanisms, Tata Global Beverages fulfills their needs and builds a long term relationship with them. In this regard, our Customer Service Department acts as an interface in dealing with customer relations by conducting satisfaction surveys and collecting customer feedback on various aspects like product quality, nature of the product, product variants, labeling, packaging issues, disposal etc. On all our packaging, we include a toll-free consumer helpline number to convenient grievance redressal for all our consumers across the globe. As on 31st March 2014, Tata Global Beverages has neither faced any copyright issues, nor have we extended any false claims in our labeling or marketing. We are also proud of the fact that till date we have rarely received poor feedback from our customers and our 'good for you' beverages are perceived to have long-lasting and positive health and safety impacts.

Shareholder

As in the case of our engagement with our consumers, we ensure that our shareholder

interests are respected and given due importance in a similar manner. The Shareholders'/Investors'

Grievance Committee within the Tata Global Beverages Board recommends measures for overall improvement of the quality of shareholder

grievance redressal. Mr. V. Madan, Vice President and Secretary of Tata Global Beverages serves as the Compliance Officer.

During the past year, 2837 queries/complaints were filled by equity shareholders of Tata Global Beverages for reasons such as the non-receipt of dividend/interest, shares lodged for transfer, deposit receipt, and others. All of these were redressed during the year 2013-14 except 15 queries which were responded to in the month of April 2014. There were no grievances filed by Fixed Deposit Holders.

Employee

Performance Management: "The Conversation" is our global performance management system. We want to emphasise that the most important part of this process is The Conversation. It is the opportunity for both the employee and their manager to review and receive feedback on performance and plan for the future. There are guides and documents available to support employees in this process. The manager and the HR team also supports the employee in this. The Performance Toolkit is designed to support individuals who need additional guidance to reach an acceptable level of performance in their role, by helping them identify the specific activities that they need to focus on over a shorter time frame. In 2013-14, 90% of our staff in Indian locations were provided safety and skill up-gradation training.

Rewards: Our approach to reward within Tata Global Beverages worldwide is a significant step in our integration and transformation story. Our reward strategy has been designed to help us retain, motivate great people who will bring us closer to our goal of becoming a global leader in branded good for you beverages. It focuses on rewarding for performance which drives growth and matches our ambitions. We've also made sure that reward is closely linked in to the market, ensuring that we stay competitive and attractive to all employees.

Complaint Handling: Tata Global Beverages has also set up systems and processes to enable all our employees to voice their concerns and grievances openly and without any fear or inhibition. This has been facilitated through Employee Complaint Boxes placed at all our offices and factories. We have procedures and undertake strict measures to investigate and rectify any employee complaints.

Equal Opportunities: At Tata Global Beverages, we are committed to valuing and promoting equal

opportunities in all areas of employment including recruitment and selection, learning and development, reward/terms and conditions and the working environment. Our 'Equality and Diversity at Work Policy' aims to support an inclusive environment, free from discrimination, victimisation, harassment and bullying, where all our employees can develop to their full potential irrespective of race, gender or gender change, marital status, whether they are pregnant, age, disability, religious belief, or sexual orientation. We believe that differences in our people make a positive difference in our business. Working with people from different backgrounds drives creativity, innovation and diversity of thought and gives Tata Global Beverages a competitive edge and we take pride in the same.

Volunteering : As a responsible corporate citizen, Tata Global Beverages has established systems to encourage and recognise employee participation and volunteering in environmental and social initiatives that contribute to organizational sustainability, systematic training, learning and personal growth, conservation of energy and other scarce resources, promoting safety and health of our employees, neighbouring communities and the environment we operate in.



CHAPTER 3

OUR RESPONSIBILITY TOWARDS SUSTAINABILITY



At Tata Global Beverages, we believe that doing business sustainably is key to building long-term growth and stakeholder value. We believe that a company which embraces sustainability taps deeper into its own potential; it challenges itself to think of new ways of doing business and enriching the community around it.

Being a company focused on natural beverages, we are committed to sustainable beverage production and consumption across the value chain – from ethical sourcing to the time the beverage reaches the consumer. Sustainability at TGB revolves around five pillars – Ethical Sourcing, Water Management, Climate Change Management, Waste Management and Community Development. We have highlighted a few examples of our efforts under each of these pillars. These are success stories about caring for the environment, supporting sustainable livelihoods, reducing energy usage, ensuring that a factory does not dispose any waste to landfill, using new distribution models that provide employment, and launching a marketing campaign that drives social change.

Integrating sustainability into our core business and our DNA is a challenging but ultimately rewarding experience. We are continually inspired by the people we have had the opportunity to positively impact. Their growth and success fuels our continued commitment to making our good business better.

A: Ethical Sourcing

A testimony to its focus on sustainable agricultural practices, Tata Global Beverages has developed a comprehensive ethical sourcing strategy which describes the principles and code of conduct the company abides by in purchasing tea and coffee for packaging & processing units. It describes minimum requirements on social and working conditions, safety and environmental demands, and agricultural practices at suppliers of tea and coffee. It has been established in order to make TGBL's position clear to suppliers and their colleagues, as well as any other parties. It is based on the eight core conventions defined in the Fundamental Principles and Rights at Work, ILO declaration June 1998 and the Rio Declaration on Environment and Development 1992. Further, TGBL recognises the fundamental principles of human rights as described in the Universal Declaration of Human Rights (United Nations 1948) and the Tata Code of Conduct.

Tata Global Beverages works with several partners to align with the five pillars of our Sustainability Strategy including Carbon Disclosure Project (CDP), Solidaridad, Ethical Tea Partnership (ETP) and UTZ Certification, amongst others. We are also associated closely with the Tea Board of India, which is the apex body for policy related involvement and discussions. Tata Global Beverages also ensures participation in advocacy through the Tea Industry Forum. For instance; trustea (Sustainable Tea Code for Indian Tea) Certification Code is funded by Tata Global Beverages and Hindustan Unilever Limited (HUL) together; towards the future of sustainable tea in India. Additionally, as part of our purchasing strategy, we imbibe environmental sustainability, sustainable packaging, environment protection and climate change policies into the same.

Rainforest Alliance Certified™

Tata Global Beverages's global brand, Tetley, is collaborating with the Rainforest Alliance Certified™, an international non-profit organisation that works to conserve biodiversity and ensure sustainable livelihoods. We are committed to being 100%

Rainforest Alliance Certified™ on all our Tetley branded tea teas in the EMEA (Europe, Middle East and Africa) and CAA (Canada, Australia and America) regions by 2016. More than 50% of Tetley tea worldwide is now Rainforest Alliance Certified™

Ethical Tea Partnership (ETP)

ETP is a non-commercial partnership of tea companies committed to improving the lives of tea workers and their environment, to create a thriving tea industry that is socially just and environmentally sustainable. Tata Global Beverages, then Tetley Group, is one of the founder members of ETP, setting up this partnership in 1997. We continue to be actively involved in ETP and its initiatives.

At the beginning of 2013, Tata Global Beverages signed a partnership agreement with IDH, an organisation funded by the Dutch government that supports the sustainable development of smallholder farmers by building impact-oriented coalitions. Under this partnership, we work with the ETP to implement certification activities across Kenya, Malawi and Uganda.

trustea: India Sustainable Tea Code

We are one of the founding members of the trustea initiative in India, a multi-stakeholder initiative led by the Tea Board of India, to sustainably transform the Indian tea industry. The 5-year programme targets 500 million kg of tea from over 600 factories and hopes to have a positive impact on the livelihoods of 500,000 tea plantation workers and 40,000 smallholder farmers by 2017.

The India Sustainable Tea Code has largely been modelled on current internationally recognised standards while taking into consideration Indian realities on the farm and in markets. At Tata Global Beverages, we actively contribute in the development and implementation of the programme and keenly participate in the steering and management committees.

Tetley's Farmers First Hand

Farmers First Hand (FFH), launched in February 2011, is an innovative social media initiative using Facebook, where consumers can talk directly with the people who grow, harvest and produce their favourite cuppa. Today FFH covers plantations in Africa and very soon will cover Indian plantations too. The idea was to break down walls through conversation and it does just that. By using Facebook and mobile phone technology, FFH has enabled Tetley to differentiate itself from other products in a way that is both relevant and

value-adding for the brand and its consumers. It also provides valuable insights into tea production and certification, to consumers who are increasingly mindful and seeking ethically sourced products. Currently, the weekly reach of the page is around 80,000 fans and friends of fans. FFH has crossed over 20 million impressions. By facilitating conversation and connection between farmers and consumers, FFH's social networking site is touching lives by removing social and geographical barriers.

Annexure 3 provides information about the other associations that Tata Global Beverages participates in.

B: Water Management

Rapid economic growth and urbanisation have enhanced demand and have led to water shortages in many geographical pockets. The use of water in a rational and sustainable manner is one of the critical challenges for the world today. At Tata Global Beverages, we are increasingly focusing on conservation and sustainable use of water.

Tata Global Beverages organized a Water Champions Workshop with TQMS and Water Footprint Network Netherlands from 19-21 March 2014 at Bangalore for performing Water Footprint Assessment (WFA) with the objective to understand water use and pollution, and the sustainability of the water resources that our business depends upon. The project also includes Water Footprint Assessment (direct & indirect), Watershed Sustainability Assessment, Response Strategy Formulation, Water data management, and Water Footprinting Reporting. In the 1st phase, the project will cover all the factories and a few plantations in India. Water champions from Tata Global Beverages; Tata Coffee will collect and collate blue, green and gray water

footprint of their respective businesses to define water strategy and response for Tata Global Beverages. Good information about water footprints of businesses will help to understand sustainable and equitable use of fresh water. After the completion of Water Footprint Assessment program the participants are expected to:

- Understand methods of water footprint accounting
- Appreciate the importance of integrated approach required for water use in operations and supply chain
- Acquire technical skills required to estimate water footprint of a product and a business
- Put theory into practice by doing a case study for a product / company
- Estimating corporate level water footprint
- Exploring the risks for the business associated with watershed sustainability assessment
- To identify the environmental, social and economic impacts of our water footprint
- Identify water reduction levers within operations, supply chain and watershed and their prioritization based on economics

Water harvesting improving coffee harvest– Tata Coffee Limited, Plantation Division, Pollibetta

Intervention: Water harvesting measures were undertaken to sustain the water-intensive coffee plantations

- Channels rainwater through gravity drains to 227 tanks
- Through a Global Positioning System survey, we have identified reservoirs in the estate and excess rainwater is diverted to and stored in these reservoirs

Impact: This initiative has significantly improved the sustainability quotient of the estate

- Reservoirs have enhanced the water table of the estate
- Harvested a total of 583 million gallons of rainwater
- Preservation of flora and fauna by providing a drinking water source for wild animals

C: Climate Change

Tata Global Beverages recognises several advantages from integrating climate change into Company strategy, from greater operational efficiencies and cost savings to more resilient supply chains and enhanced corporate reputation among stakeholders. Our continuous efforts to reduce carbon emission have made progress. In 2013, for the second year in a row, Tata Global Beverages featured on the Climate Disclosure Leadership Index (CDLI). We were ranked first in the Consumer Staples sector in India. Tata Global Beverages's carbon intensity has decreased by 22% over the past two financial years.

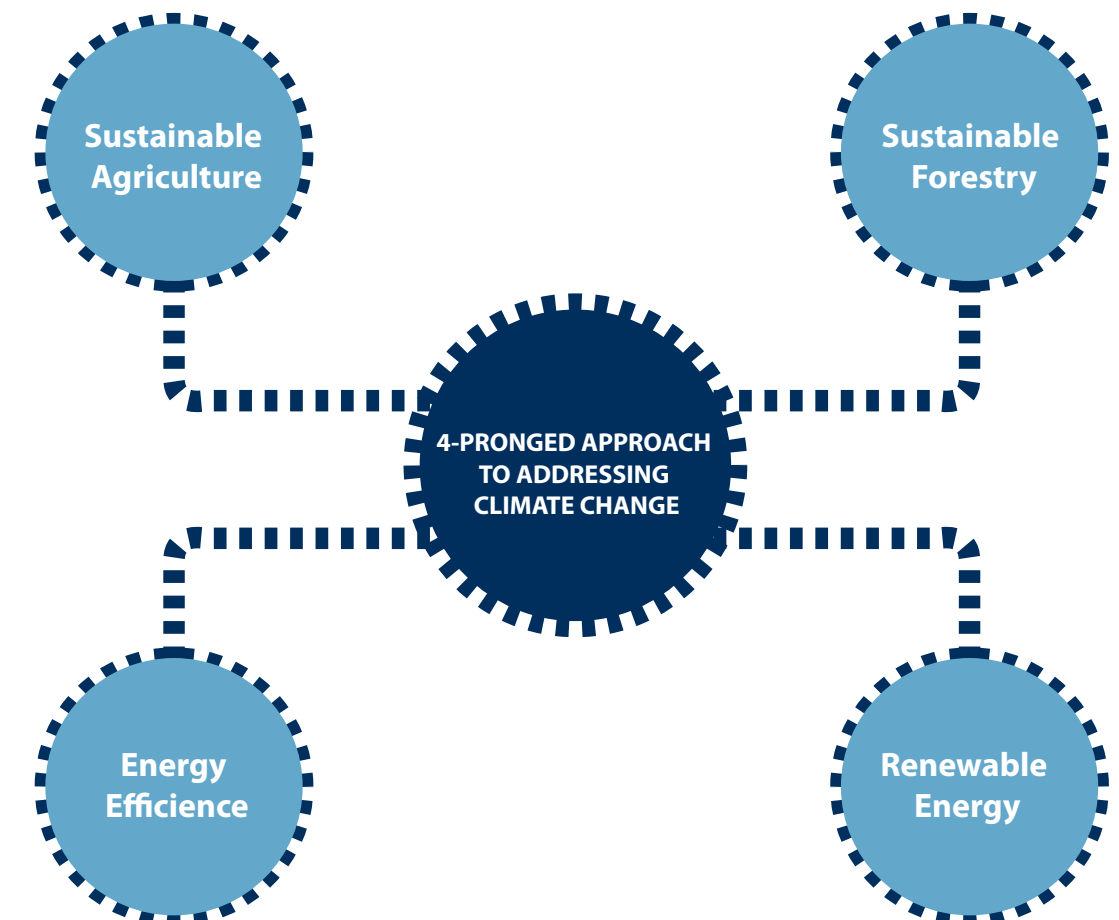
Today, we monitor our carbon footprint in over 70 different sites in Asia, Africa, Europe, North America and Australia.



The CDLI was developed by the Carbon Disclosure Project (CDP), a global sustainability organisation that reports on behalf of 722 investors representing \$ 87

trillion in assets. CDP scores are accessible on Bloomberg terminals and Google Finance sites, and impact how investors view us. Tata Global Beverages is also listed on the S&P BSE Carbonex in India. It is the first of its kind index that takes a strategic view of organisational commitment to climate change mitigation, according to Asia Index Private Limited, a joint venture between BSE Ltd. and S&P Dow Jones Indices. The index

incorporates strategies, disclosures, performance and action in areas of carbon emission to create a comprehensive benchmark that identifies a company's commitment to mitigate risks arising from climate change. Tata Global Beverages has a four-pronged strategy towards climate change – sustainable agriculture, sustainable forestry, energy efficiency and renewable energy.



Sustainable Agriculture

Climate change as a result of greenhouse gas (GHG) emissions from human activity is one of the biggest threats to sustainable agriculture. Unless early efforts are made to help farmers adapt, the consequences for tea and coffee production are likely to be severe and impact price and quality. These include unpredictable rainfall patterns, delayed rains and drought, flooding and soil erosion, warmer temperatures, wilting of crops, increased pests and disease incidences.

Tata Global Beverages is collaborating with various partners such as the Ethical Tea Partnership and Solidaridad to help tea farmers and producers increase their resilience to the effects of climate change. Farmers are trained on a range of sustainable agricultural practices that are most important to their specific situation such as soil management, drip irrigation, rainwater harvesting and fuel wood conservation. Similar training is being implemented through the Trustea programme by Solidaridad with Indian farmers.

Sustainable Forestry

Sustainable plantation management is the key to how the 19 plantations at Tata Coffee are run, by upholding environmental services, optimising natural resources and contributing to watersheds of river Cauvery, the lifeline of South India. At Tata Coffee, 180 hectares of land has been set aside as conservation area within the plantations to maintain ecological balance. In the past year itself, over 2.20 lakh tree saplings were planted to enhance green cover.

The conservation efforts at Tata Coffee date decades back. The trees are numbered and their growth tracked. Currently the plantation has in excess of 1 million plants. This provides a valuable ecosystem for various forms of rare wildlife. A recent carbon footprint self-assessment showed that the forests of Tata Coffee could be an enormous carbon sink estimated at negative 1.71 lakh tonnes of CO2 equivalent per annum.

**Renewable Energy
Harnessing the Power of Wind and fuelling conservation -
Tata Coffee Limited**

Intervention: The Instant Coffee division of Tata Coffee Limited shifted out of conventional carbon sources of energy and opted for renewable energy by sourcing wind energy for two years from an Independent Power Producer (IPP)
Impact: Carbon emissions were brought down from 12.45 to 9.52 kg CO (25% reduction) per one kg of produce and occurrences of power shortages were no longer faced by the unit

Intervention: Conducted a detailed root-cause analysis to identify key causes contributing to high power and fuel cost and undertook a three-pronged corrective action for power, diesel and boiler fuel
Impact: Estimated cost reduction of INR 25.05/kg to INR 22.14/kg over the two years

**Energy Efficiency
Divide and Replace to Save –
Tata Global Beverages Ltd., Aurangabad Packaging Centre**

Intervention: Identified energy efficiency interventions in common electrical connections and inefficient Equipment and replaced the power-hungry processes

and equipment with energy efficient substitutes.
Impact: A saving of INR 5,15,619 for the organisation

**Quality Circles that Save Energy –
Tata Global Beverages Ltd., Pullivasal Packaging Centre, Munnar**

Intervention: Identified and implemented multiple initiatives towards reduction of energy consumption through its effective Quality Circles (QC) and Kaizen, including:
■ Close monitoring of power consumption on a day-to-day basis at managerial level
■ Re-calibration of multiplication factor of High Tension metre
■ Replacement of all sodium vapour lights, mercury lights and twin head fluorescent lights in the plant with CFL, LED and T5 lights

Impact: Significant reduction in power consumption resulting in savings in electricity bills as a result of each intervention

Tata Global Beverages's efforts at the Munnar Packaging Centre have not gone unnoticed. The replacement of the power hungry 1HP vacuum pump motor with pneumatic control system in the pet jar packing machine and the implementation of Quality Control project on effective utilisation of Vacuum Conveyors (VC) have bagged a **Silver Medal** and **Gold Medal** from the Madurai Chapter of QCPI respectively.

**Making the Load Lighter with CFL -
Tata Coffee Ltd., Balmany Devaracadoo Estate**

Intervention: Conducted awareness campaigns among neighbouring communities regarding the importance of saving energy and water and supported the replacement of incandescent bulbs with CFL bulbs among 275 households

Impact: Noticeable change in the mindset of households regarding energy consumption and conservation

**More Power to Power Factor –
Tata Global Beverages Ltd., Packaging Centres**

Intervention: Installed and implemented Automatic Power Factor Control (AFPC) panels at Kellyden and Nonoi Packaging Centres
Impact: Improved Power Factor and increased energy efficiency.

Impact: Resulted in daily savings of 21 kWh
Intervention: Installed Variable Frequency Drives (VFDs), at Kellyden and Kolkata Packaging Centres, to help maintain the requisite pressure and regulate the frequency of the compressor.
Impact: Energy savings of up to 80%, reduced mechanical wear and tear, improved systems, reduced downtime, and reduced equipment noise in the building

Intervention: The Damdim Packaging Centre replaced two old Twin Head FFS machines, with a new 4 Head FFS machine

**Breath of Fresh Air –
Tata Global Beverages Ltd., Packaging Centres**

Intervention: Air turbine ventilators have replaced exhaust fans in several Tata Global Beverages Packaging Centres (Kellyden, Indore, Nonoi, Kolkata, Damdim and Hyderabad)
Impact: Effectively control shop floor temperature with zero operating cost and minimal maintenance cost

Intervention: The Nonoi Packaging Centre took measures to optimize power consumption of air compressors
Impact: Resulted in reduced unit/kg consumption of 0.022 kWh/kg

**Ensuring Efficiency Automatically –
Mount Everest Mineral Water Ltd. Himachal Pradesh**

Intervention: Implemented energy efficiency techniques such as installation of cooling tower fans and efficient light fittings

Impact: Energy saving of 40% from the installed automatic on-off switching of cooling tower fans which translated into annual savings of INR 129,276

D: Waste Management

Waste is an inalienable truth of any production process. But it can be efficiently managed, effectively reduced and productively utilised using simple and ingenious methods. Across geographies, our units reduce, reuse and recycle waste. We are working on calculating specifics on the figures and will publish it in the coming years. These initiatives range from converting biodegradable waste into compost, to using spent tea as a source of burning fuel and recycling plastic as a packaging material. We are also proud to announce that the emissions/waste generated by Tata Global Beverages are within the permissible limits given by CPCB/SPCB for 2013-2014 and no legal notices

Journey to Zero Landfill-
Eaglescliffe Factory, UK

Intervention: As part of the vision towards making the Eaglescliffe factory, TGB's biggest factory, the 'Best FMCG factory in the UK by 2013' as measured by the Cranfield Best Factory Awards, we undertook a number of measures to make it a 'zero-waste to landfill factory by 2013. The project team tied up with an expert in the field – Total

The Art of Composting-
Tata Coffee Limited, Pollibetta, Karnataka

Intervention: Anaerobic composting, a low maintenance technique to breaking down food scrap and other natural waste, was introduced

Biomass Briquettes-
Tata Coffee Limited, Tamil Nadu

Intervention: Instead of wasting or burning tons of agricultural waste and forest residue, it was converted into high density fuel briquettes and used as a sustainable source of energy

have been received in this regard, so far.

Packaging Sustainability has been reconfirmed as a key sustainability work stream for Tata Global Beverages. The Global R&D team has been focused on role consolidation and taking the steps to rebuild the team in the near term. We are in the process of mapping all our current packaging formats/materials globally and we can outline both the opportunities and the potential risks from changing regulations in certain parts of the globe. This exercise will also help us benchmark competitively and leverage best practices of industry-wide packaging sustainability efforts.

Recycling Services (TRS), who provided a range of fully-compliant recycling and waste disposal services.
Impact: These interventions resulted in a reduction in the factory's energy consumption from 260 kwh/tonne to 240 kwh/tonne.

Impact: As a result, this unit is effectively recycling agro-waste into 6000 MT of compost annually, which is then used to revitalize the quality of soil, thereby maintaining 'Soil Nutrient Index' in the range of optimum to high levels

Impact: In just one season 3000 trees were saved because 64% of the fuel requirement of the factory was sourced from these biomass briquettes

Managing hospital waste-
Tata Global Beverages, General Hospital, Munnar

Intervention: Beyond catering to the medical needs of the local tribal community, the hospital has also undertaken multiple initiatives aimed at protecting the health of the Munnar ecosystem like

- Chemical Waste Disposal: Instead of disposing drugs that are nearing their expiry date, they are sent back to the distributor
- Medical Waste Disposal: The organic and inorganic medical waste is segregated in colour coded bags and are regularly disposed through a

Recycle 360°-
Tata Tea, Karnataka

Intervention: All the tea waste is sent to the company's instant tea operations for extraction of soluble solids. The used tea waste from the instant tea operations of the company is either converted to vermicompost on the estates or made into briquettes to be used as fuel for the boilers.

'One unit's waste can be another unit's treasure'-
Tata Global Beverages Ltd., Tata Tetley Division, Cochin

Intervention: The division has identified and found uses for its different paper waste

- For processing of packaging waste, a shredding machine was installed at the factory to recycle the waste to make paper Boards
- Cutting waste (a different type of paper waste which is not easily recycled) was sold to the Tata Ceramics unit at Cochin as they require it to pack their ceramic products.

certified contractor

- General Waste: General waste collected from all the wards is handed over to the Munnar Gram Panchayat for upcycling
- Liquid Waste: Wastewater from the wards, canteen and kitchen is filtered and collected and treated by passing it through a sand filter, carbon filter and soak pit

Impact: Improved status of the local ecosystem surrounding the hospital

Impact: The process of vermicomposting that we undertake ensures a plant-to-soil cycle thereby helping to build essential soil fauna and flora as well as adding to the organic matter content of the soil for improved nutritional efficiency and uptake.

Impact: Because of this responsible and resourceful waste management approach

- Almost 1.5 MT of wood was saved by recycling 1 MT of printed paper,
- Provided a steady source of income from sale of cutting waste to be further reinvested into other green initiatives.

E: Community Development

Transforming communities through proactive interventions has been an integral part of Tata Group long before Corporate Responsibility became a buzz phrase. Across Tata Global Beverages, we have nurtured and encouraged our businesses to proactively engage with the community and champion causes which are real and relevant. Tata Global Beverages undertakes an extremely strategic and well-thought-out exercise to understand the issues faced and the requirements of disadvantaged communities near our operations and take on projects to improve their socio-economic status. Employee volunteering forms an integral part of our community

intervention programmes. We undertake our programmes and projects through external NGOs and implementation agencies in the concerned space. We also work very closely with Dalit Indian Chamber of Commerce & Industry (DICC). Tata Global Beverages is yet to begin assessing the impact of our activities on a large scale note; but intend to take it up seriously henceforth. Our community programmes focus on areas such as food, clothing, education and healthcare. It provides employees a platform to play a vital role in driving positive change in the communities.

Affirmative Action

The Tata Affirmative Action (AA) Programme is an effort that fuels community development. This program commits Tata companies to exercising positive discrimination in employing personnel from historically disadvantaged communities and in engaging them as business partners, without sacrificing merit or quality. About 7 years ago, the Indian Industry, led by Confederation of Indian Industries (CII) and the Tata Group, embarked on an agenda of AA for members of the Scheduled Caste and Scheduled Tribe (SC & ST) communities to make them self-sustainable. The Group's AA efforts are directed at addressing the national cause of ensuring Equal Opportunities to the historically disadvantaged

sections of the Society. The AA framework is measured on 4E's (Employment, Employability, Entrepreneurship & Education), its outcomes as well as its societal impact. In the last couple of years, a focused Tata Global Beverages team has been working ceaselessly to progress our efforts on Affirmative Action. AA initiatives in India are driven primarily from Munnar and Bangalore. It is encouraging to note that many colleagues and teams have taken up AA initiatives in their KRAs. Our continuous efforts have borne fruit, and the education style at our High Range School is now recognized as a benchmark in holistic education, at the Group level.

Employment

- Total no. of AA employees at 2263. Total employee pool at 5813 employees (38.93%)
- Munnar (mainly tea estates - Direct) - 199 AA employees out of a total of 243 employees (81.89%)
- Sampla (indirect) - 37 AA employees out of a total of 83 employees (44.50%)

Employability

- Unnati (Bangalore-based NGO on Skill Development)
- 102 trained and employed in 2012-2013
- 75 trained and employed this year till end November, 2013
- Target for 2013-14 is to train and employ 150 from SC/ST

Education

- High Range School has a strength - 207 AA out of 583 (35.50%)
- 23 AA students provided with scholarships for higher education since 2007-2008 (based on request)
- 27% of school toppers (first 5) in class X for 2007-2008 from AA Communities
- 20% in class XII (same period)
- Special Education - DARE
- 38 AA students out of a total of 55 students (69.09%)

Entrepreneurship

- Vendor Development
- 8 AA vendors identified through DICC and being evaluated, out of which 1 Vendor has been engaged by Tata Coffee for supply of Coal
- 8 AA local vendors identified at the factory level, out of which 5 have been offered business - Eg. Masonary work, Stainless Steel work, etc.
- Women Empowerment - at Haveri belt (through Concern India Foundation)
- Formation and strengthening of 40 women Self Help Groups
- Providing awareness on legal, health, and gender issues for 500 families
- Migration of families to be reduced by 30%
- Creating linkages to government schemes and improving livelihood opportunities of 200 families
- 6 Federations to be formed. These federations represent the views of all the SHGs (Self Help Groups) and the communication to authorities are done through them

Tata Global Beveragesensures prime focus on enhancing health and education across the nation; especially across our geographies. A commendable budget of ten to twelve crores is dedicated towards our hospitals and schools, annually.Some of the initiatives Tata Global Beverages has taken up in the Health and Education dimension are as below.

General Hospital

The General Hospital has been functioning smoothly during the last financial year. Under review, a total of 60,000 outpatients were treated. In addition, 928 patients were treated at the Physiotherapy department and 12,484 patients were treated at the casualty wing. A total of 2,596 surgeries and 504 deliveries were undertaken. The

above includes 813 Muthuvan Tribal patients treated free as a part of the Companies Policy. Free treatment is continued to be given to the employees of Tata Global Beverages employees and their dependants. Out of the total employees profile at General Hospital, 56% are from the Affirmative Action (AA) Category.

Srishti Welfare Centre

Tata Tea’s umbrella welfare centre in Munnar focuses on enhancing the hidden talents of differently abled children most of whom are the families of local tea pickers of Munnar. Srishti runs 3 programs that aims to equip disabled children to secure a better future: Development Activities in Rehabilitation (DARE), Aranya and Athulya which manufactures hand-made paper products.

We are proud to highlight that Tata Tea’s most successful CSR efforts has been in its project Aranya that trains and employs disabled youngsters to extract dyes from natural sources. The tea waste produces dyes in a unique shade of green that is used for various dying processes. This initiative provided meaningful employment to disabled youth among the communities around Tata Tea’s geographies of operations.

Unit	Total	AA Category
DARE School	73	43
Strawberry Preserve Unit	09	06
Athulya	41	28
Aranya	40	29
SRISHTI – The Deli	10	04
Garden	31	17
Canteen/Creche	31	04
Others	31	04
TOTAL	205	135

Out of the total Employees/Beneficiary profile, 66% are from the AA Category.

Project Swastha

Swastha is a rehabilitation center for differently abled children promoted by the Coorg Foundation, an initiative that Tata Coffee began in 2003. It works towards empowering these children and helps them realize their potential. We are happy to announce that 3 students of Swastha were winners at the Special Olympics Asia Pacific

Games in Australia last year. Tata Coffee Limited has also felicitated them for the same. Through Tata Coffee’s Coorg Foundation, Tata Global Beverages is working towards improving the lives of the coffee growing communities in the state of Karnataka.

High Range School

The High Range School has been actively pursuing enhancement of academics in the communities around our geographies of operation. We are happy to announce that in Class XII, out of 41 students who appeared for the examination, 20 secured Distinctions, 15 secured First Class and 2 secured Second Class. Also, in Class-X, out of 40

students who appeared for examination, 29 secured Distinctions, 9 First Class and 2 Second Class. 23 students from Class-XI and 28 students from Class-XII (out of which 18% students are from AA community) are participating in the special Entrance Coaching classes provided at the High Range School.

Tata Volunteering Week (3-9 March 2014)

The Tata Global Beverages Corporate office at Bangalore has been continually partnering with Unnati, an initiative founded in 1978 and having amongst other objectives, one of transforming socially underprivileged youth to be ‘job-ready’ by imparting rigorous skills 70-day training in their chosen vocation. To actively engage in the Tata Volunteering Week, Tata Global Beverages Bangalore organised volunteering activity with Unnati. Under our pillar of ‘Doing Good’, we encouraged employees (spouses welcome as well)

to participate in this volunteering initiative to spend some time with these youth. There was a tremendous response and employees shared their knowledge on 4 broad subjects viz. Retail sales / Field sales, Basic Computer Skills, Life Skills and Mentoring. Since 2012, we have sponsored and employed 152 youths and another 25 individuals are undergoing training and invest approximately INR 9 lakhs towards the future of these youngsters every year.

National-level Empowerment Campaigns

Some of the powerful drives conducted by Tata Global Beverages on the social front include the “Jaago Re!” and “GaonChalo” campaign.

Yet, our democracy remains largely indifferent to women issues. Understanding the Power of 49 means empowering the women of India to make a well-informed vote.

■ **Power of 49:** Jaago Re! Campaign: With focus on women empowerment, Tata Global Beverages has reinvented the way beverages are marketed by positioning tea as a catalyst for social awakening with its landmark ‘Jaago Re’ campaign. This year, in line with the spirit of elections across the country, we have launched a new campaign under the Jaago Re banner called ‘The Power of 49’. This is targeted towards restating that 49% of the total registered voter base are women.

■ **GaonChalo – route to market:** The Gaon-Chalo initiative aims at promoting distribution in the rural areas. The core of the solution to enhance rural penetration was to create synergies among the local communities, partnering with local NGOs. The GaonChalo initiative has been in existence for 5 years and currently covers several states across the country.

CHAPTER 4

THE ROAD AHEAD

In the coming decade, the nations of the world face unprecedented environmental catastrophe due to the complex interactions between populations and natural resources. The world is confronted with marginal lands and marginalized people, endangered species and endangered spaces, rising economic aspiration and shrinking resources, and wasted resources combined with mounting waste disposal problems. Forests are shrinking, water tables are falling, soils are eroding, wetlands are vanishing, fish stocks are plunging, rangelands are degenerating, rivers are running dry, and plant and animal species are becoming extinct.

In this global context, Tata Global Beverages realizes its responsibility as a corporate citizen. We are committed to be the most admired natural beverages company in the world by making a big and lasting difference in Sustainability and for the communities we serve. The purpose statement of Tata Global Beverages states “to create magical beverage moments for consumers and sustainable goodness for our communities.” It is worth noting here that the focus on community and sustainability is built into our purpose statement, and is one of the 10 strategic commandments for Tata Global Beverages. Our sustainability & CSR strategy focus on ethical sourcing, climate change, water management, waste management and community development. We also participate in the programs of Tata Group focus areas for skills, education and governance. All these factors guide us in our quest for sustainability.

The World Environment Day 2014 message from CEO and Managing Director of Tata Global Beverages, Mr. Ajoy Misra sets the overall vision by stating that, “To be the sustainability leader in the natural beverages business, we should aim to be water and carbon neutral, zero waste to landfill, 100% ethical supply chain, and we shall also invest some of our profits in community development.” He further elaborates the challenges by stating, “In all humility we must confess that TGB is at the beginning of its journey to being a truly sustainable company. We have pockets of excellence in different parts of the world – the Eagelscliffe factory in the UK is zero waste to landfill but we have many other factories that aren’t. We use very little renewable energy, and this could be a focus area in the coming years - not only to reduce our carbon footprint, but also to ensure our energy security.”

Tata Global Beverages recognizes the human right to water, and believes in ‘water for life and water for livelihood’. We recognize that the real value of water is not adequately reflected in its cost, but resides in securing licenses to operate, business continuity, and protecting brand value. We are in the process of defining our water strategy and management plans in the coming year.

Tata Global Beverages is present in almost 40 markets globally, and 250 million servings of our brands are consumed every day. However, our Community initiatives has largely been confined to India. We would focus on expanding our community work in other geographies where we are located. Integrating sustainability into the DNA of the organization, creating processes and culture, Key Performance Indicators and deploying them across the organization are vital elements for us to address.

Through the First Annual Business Responsibility Report, we at Tata Global Beverages are communicating our resolve to be the consumer’s first choice in sustainable beverage production & consumption.



Mr. Ajoy Misra
Director responsible for implementation of Business Responsibility Policies
DIN Number: 00050557
Designation: CEO and Managing Director, Tata Global Beverages Ltd.



Mr. K.S. Srinivasan
Executive management responsible for the implementation of Business Responsibility Policies
DIN Number: NA
Designation: Global Chief HR officer, Tata Global Beverages Ltd.



Dr. Anurag Priyadarshi
Global Sustainability Manager
DIN Number: NA
Designation: Global Head, Sustainability, Tata Global Beverages Ltd.
Email: anurag.priyadarshi@tataglobalbeverages.com
Contact Number: +91-80-67171200

CHAPTER 5

A. Annexure 1: Mapping of Policies

S.No.	Questions	Principles of the National Voluntary Guidelines								
		P1	P2	P3	P4	P5	P6	P7	P8	P9
1	Do you have policies for -	Y	Y	Y	Y	Y	Y	N	Y	Y
2	Has the policy being formulated in consultation with the relevant stakeholders?	Y	Y	Y	Y	Y	Y	-	Y	Y
3	Does the policy conform to any national /international standards? If yes, specify? (50 words)	Y#	Y#	Y#	Y#	Y#	Y#	-	Y#	Y#
4	Has the policy being approved by the Board? If yes, has it been signed by MD/owner/ CEO/appropriate Board Director?	Y	Y	Y	Y	Y	Y	-	Y	Y
5	Does the company have a specified committee of the Board/ Director/Official to oversee the implementation of the policy?	Y	Y	Y	Y	Y	Y	-	Y	Y
6	Indicate the link for the policy to be viewed online.	Note 1 Note 2	Note 1	Note 1	Note 1 Note 3	Note 1	Note 1	-	Note 1 Note 3	Note 1
7	Has the policy been formally communicated to all relevant internal and external stakeholders?	Y	Y	Y	Y	Y	Y	-	Y	Y
8	Does the company have in-house structure to implement the policy/policies?	Y	Y	Y	Y	Y	Y	-	Y	Y
9	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/policies?	Y	Y	Y	Y	Y	Y	-	Y	Y
10	Has the company carried out independent audit/evaluation of the working of this policy by an internal or external agency?	Y*	Y*	Y*	Y*	Y*	Y*	-	Y*	Y*

#- All policies have been developed as a result of detailed consultations and research on the best practices adopted by banks and organisations across the globe, and these apply to all the Tata Group companies. Tata Global Beverages has also developed some specific policies which are based on the Tata Code of Conduct.

Note 1- <http://www.tata.co.in/aboutus/articlesinside/Tata-Code-of-Conduct>

Note 2- <http://www.tataglobalbeverages.com/docs/documents/bribery-policy-nov-2011.pdf?sfvrsn=2>

Note 3- <http://www.tata.co.in/ourcommitment/articlesinside/Tata-Affirmative-Action-Programme>

Y*- All policies of Tata Global Beverages are evaluated internally.

P1- Principle 1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability

We have the Tata Whistle Blower Policy and the Tata Global Beverages Bribery Policy with guidelines on anti-bribery and anti-corruption, transparency and ethical behaviour. Additionally, some clauses of the Tata Code of Conduct also encompass aspects of this Principle; like Clause 1 (National Interest); Clause 2 (Financial recording & Reporting); Clause 3 (Competition); Clause 5 (Gifts & Donations); Clause 17 (Ethical Conduct); Clause 25 (Reporting Concerns).

P2- Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle

Clause 9 (Quality of Products & Services) under the Tata Code of Conduct covers this Principle. Additionally, we have internal guidelines on procurement of raw tea, coffee, packaging materials and consumables.

P3- Principle 3: Businesses should promote the wellbeing of all employees

We have Clause 4 (Equal Opportunities Employer) of the Tata Code of Conduct, and the Equality and Diversity at Work Policy that detail policies for Equal Opportunity and Prohibition of Sexual Harassment in the workplace.

P4- Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.

Clause 8 (Health, Safety & Environment) and Clause 10 (Corporate Citizenship) of Tata Code of Conduct covers this Principle. The Affirmative Action Policy also cover this principle.

P5- Principle 5: Businesses should respect and promote human rights

Clause 10 (Corporate Citizenship) of Tata Code of Conduct details on Respect for Human Rights and covers this principle

P6- Principle 6: Business should respect, protect, and make efforts to restore the environment

Clause 8 (Health, Safety & Environment) of the Tata Code of Conduct covers this Principle. Tata Global Beverages are also in the process of drafting our CSR Policy in compliance with Section 135, Companies Act 2013. The Climate Change Policy also covers this Principle in specific detail.

P7- Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner

Tata Global Beverages engages in multiple advocacy initiatives, but does not sense the requirement for a formal policy for the same.

P8- Principle 8: Businesses should support inclusive growth and equitable development

"Clause 8 (Health, Safety & Environment) and Clause 10 (Corporate Citizenship) of the Tata Code of Conduct includes scope that we undertake for marginalised and vulnerable stakeholders, together with equitable growth. The Affirmative Action Policy also details on this Principle.

P9- Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner

"The Tata Code of Conduct details policies to ensure privacy and confidentiality of customers' data, to provide products and services which offer value in terms of price and quality and meet the applicable standards / guidelines as decided by the authorities, to provide reliable and meaningful information and not make exaggerated claims about our products and services. The Mission and Purpose Statement of Tata Global Beverages that reads - "Creating magical beverage moments for consumers and an eternity of sustainable goodness for our communities" also emphasizes greatly on this Principle.

B. Annexure 2: Mapping to the SEBI Framework

Question	Reference Section	Page No.
Section A: General Information About the Company		
1. Corporate Identity Number (CIN) of the Company	Chapter 1. C) General Information	Page 6
2. Name of the Company	Chapter 1. C) General Information	Page 6
3. Registered Address	Chapter 1. C) General Information	Page 6
4. Website	Chapter 1. C) General Information	Page 6
5. E-mail id	Chapter 1. C) General Information	Page 6
6. Financial Year Reported	Chapter 1. C) General Information	Page 6
7. Sector(s) that the Company is engaged in (industrial activity code-wise)	Chapter 1. C) General Information	Page 6
8. List three key products/services that the Company manufactures/provides (as in balance sheet)	Chapter 1. C) General Information	Page 6
9. Total number of locations where business activity is undertaken by the Company	Chapter 1. C) General Information	Page 6
i. Number of International Locations (Provide details of major 5)		
ii. Number of National Locations		
10. Markets served by the Company – Local/State/National/International	Chapter 1. C) General Information	Page 6

Question	Reference Section	Page No.
Section B: Financial Details of the Company		
1. Paid up Capital (in lakhs INR)	Chapter 1.D) Financial Details of TGB	Page 7
2. Total Turnover (in lakhs INR)	Chapter 1.D) Financial Details of TGB	Page 7
3. Total profit after taxes (in lakhs INR)	Chapter 1.D) Financial Details of TGB	Page 7
4. Total Spending on Corporate Social Responsibility (CSR) as percentage of profit after tax (%)	Chapter 1.D) Financial Details of TGB	Page 7
5. List of activities in which expenditure in 4 above has been incurred:-	Chapter 1.D) Financial Details of TGB	Page 7
Section C: Other Details		
1. Does the Company have any Subsidiary Company/ Companies?	Chapter 1. B) Scope of the Report	Page 5
2. Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s)	Chapter 1. B) Scope of the Report	Page 5
3. Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/entities? [Less than 30%, 30-60%, More than 60%]	Chapter 1. B) Scope of the Report	Page 5
Section D: BR Information		
1. Details of Director/Directors responsible for BR a) Details of the Director/Director responsible for implementation of the BR policy/policies ■ DIN Number ■ Name ■ Designation	Chapter 4. The Road Ahead	Page 27
b) Details of the BR head ■ DIN Number (if applicable) ■ Name ■ Designation ■ Telephone number ■ e-mail ID	Chapter 4. The Road Ahead	Page 27
3. Governance Related to BR ■ Indicate the frequency with which the Board of Directors, Committee of the Board or CEO to assess the BR performance of the Company. Within 3 months, 3-6 months, Annually, More than 1 year ■ Does the Company publish a BR or a Sustainability Report? What is the hyperlink for viewing this report? How frequently it is published?	Chapter 2. C) Business Responsibility Organogram	Page 10

Question	Reference Section	Page No.
Section E: Principle-wise Performance		
Principle 1: Ethics, Transparency and Accountability		
Does the policy relating to ethics, bribery and corruption cover only the company?	Chapter 2. A) Code of Conduct & Guidelines	Page 8
Does it extend to the Group/Joint Ventures/ Suppliers/Contractors/NGOs /Others?	Chapter 2. A) Code of Conduct & Guidelines	Page 8
How many stakeholder complaints have been received in the past financial year and what percentage was satisfactorily resolved by the management?	Chapter 2. D) Extended Business Responsibility	Page 12, 13
Principle 2: Sustainable Products and Services		
List up to 3 of your products or services whose design has incorporated social or environmental concerns, risks and/or opportunities.	Chapter 2. D) Extended Business Responsibility Chapter 3: Our responsibility towards Sustainability	Page 12, 14, 15
For each such product, provide the following details in respect of resource use (energy, water, raw material etc.) per unit of product (optional):	-	
Does the company have procedures in place for sustainable sourcing (including transportation)?	Chapter 3. A) Ethical Sourcing	Page 14,15
Has the company taken any steps to procure goods and services from local & small producers, including communities surrounding their place of work? If yes, what steps have been taken to improve their capacity and capability of local and small vendors?	Chapter 3. A) Ethical Sourcing Chapter 3. E) Community Development	Page 14, 15, 25
Does the company have a mechanism to recycle products and waste? If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.	Chapter 3.D) Waste Management	Page 20, 21
Principle 3: Employee Well Being		
Total number of employees.	Annexure 4. Employee Data for India	Page 34
Total number of employees hired on temporary/contractual/casual basis.	Annexure 4. Employee Data for India	Page 34
Number of permanent women employees.	Annexure 4. Employee Data for India	Page 34
Number of permanent employees with disabilities	Annexure 4. Employee Data for India	Page 34
Do you have an employee association that is recognized by management	Annexure 4. Employee Data for India	Page 34
What percentage of your permanent employees is members of this recognized employee association?	Annexure 4. Employee Data for India	Page 34
Please indicate the Number of complaints relating to child labour, forced labour, involuntary labour, sexual harassment	Chapter 2. D) Extended Business Responsibility	Page 13

Question	Reference Section	Page No.
<i>in the last financial year and pending, as on the end of the financial year.</i>		
<i>What percentage of your under mentioned employees were given safety and skill up-gradation training in the last year?</i>	Chapter 2. D) Extended Business Responsibility	Page 13
Principle 4: Stakeholder Engagement		
<i>Has the company mapped its internal and external stakeholders?</i>	Chapter 2. D) Extended Business Responsibility	Page 11, 12
<i>Out of the above, has the company identified the disadvantaged, vulnerable & marginalized stakeholders?</i>	Chapter 2. D) Extended Business Responsibility Chapter 4. E) Community Development	Page 11, 12, 22-25
<i>Are there any special initiatives taken by the company to engage with the disadvantaged, vulnerable and marginalized stakeholders.</i>	Chapter 2. D) Extended Business Responsibility Chapter 4. E) Community Development	Page 11, 12, 22-25
Principle 5: Human Rights		
<i>Does the policy of the company on human rights cover only the company or extend to the Group/Joint Ventures/Suppliers/Contractors/NGOs/Others?</i>	Chapter 2. D) Extended Business Responsibility	Page 11, 12, 13
<i>How many stakeholder complaints have been received in the past financial year and what percent was satisfactorily resolved by the management?</i>	Chapter 2. D) Extended Business Responsibility	Page 11, 12, 13
Principle 6: Environment		
<i>Does the policy related to Principle 6 cover only the company or extends to the Group/Joint Ventures/Suppliers/Contractors/NGOs/others.</i>	Chapter 3. Our Responsibility towards Sustainability	Page 14
<i>Does the company have strategies/ initiatives to address global environmental issues such as climate change, global warming, etc?</i>	Chapter 3.B) Water Management Chapter 3.C) Climate Change Chapter 3.D) Waste Management	Page 16-21
<i>Does the company identify and assess potential environmental risks?</i>	Chapter 3.B) Water Management Chapter 3.C) Climate Change Chapter 3.D) Waste Management	Page 16-21
<i>Does the company have any project related to Clean Development Mechanism</i>	-	
<i>Has the company undertaken any other initiatives on – clean technology, energy efficiency, renewable energy, etc. Y/N.</i>	Chapter 3.B) Water Management Chapter 3.C) Climate Change Chapter 3.D) Waste Management	Page 16-21
<i>Are the Emissions/Waste generated by the company within the permissible limits given by CPCB/SPCB for the financial year being reported?</i>	Chapter 3.D) Waste Management	Page 20
<i>Number of show cause/ legal notices received from CPCB/SPCB which are pending (i.e. not resolved to satisfaction) as on end of Financial Year.</i>	Chapter 3.D) Waste Management	Page 20

Question	Reference Section	Page No.
Principle 7: Policy Advocacy		
<i>Is your company a member of any trade and chamber or association? If Yes, Name only those major ones that your business deals with:</i>	Chapter 3.A) Ethical Sourcing Annexure 3	Page 14,15, 34
<i>Have you advocated/lobbied through above associations for the advancement or improvement of public good?</i>	Chapter 3.A) Ethical Sourcing Annexure 3	Page 14,15, 34
Principle 8: Inclusive Growth		
<i>Does the company have specified programmes/initiatives/projects in pursuit of the policy related to Principle 8?</i>	Chapter 3.E) Community Development	Page 22-25
<i>Are the programmes/projects undertaken through in-house team/own foundation/external NGO/government structures/any other organization?</i>	Chapter 3.E) Community Development	Page 22
<i>Have you done any impact assessment of your initiative?</i>	Chapter 3.E) Community Development	Page 22
<i>What is your company's direct contribution to community development projects- Amount in INR and the details of the projects undertaken.</i>	Chapter 1. D) Financial Details of TGB	Page 7
<i>Have you taken steps to ensure that this community development initiative is successfully adopted by the community?</i>	Chapter 3.E) Community Development	Page 22-25
Principle 9: Customer Value		
<i>What percentage of customer complaints/consumer cases are pending as on the end of financial year .</i>	Chapter 2. D) Extended Business Responsibility	Page 12
<i>Does the company display product information on the product label, over and above what is mandated as per local laws?</i>	Chapter 2. D) Extended Business Responsibility	Page 12
<i>Is there any case filed by any stakeholder against the company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behaviour during the last five years and pending as on end of financial year</i>	Chapter 2. D) Extended Business Responsibility	Page 12
<i>Did your company carry out any consumer survey/ consumer satisfaction trends?</i>	Chapter 2. D) Extended Business Responsibility	Page 12

C. Annexure 3: Employee Data for India

Employee data for India	As on 31st March 2014
Number of permanent employees	2461
Number of women employees	915
Number of employees hired on temporary/contractual/casual basis	3955
Number of permanent employees with disabilities	105
Employee Compensation - least monthly wage paid to skilled and unskilled employees	Skilled: INR 8105 Unskilled: INR 7320
Employee Association Participation	1 recognized employee association of which 65.54% of permanent employees are members

D. Annexure 4: Tata Global Beverages Participation in Trade Association/Chamber of Commerce

List of Company membership
The Bengal Chamber of commerce & Industry
Tea Board - Kolkata
Calcutta Tea Traders association
The Tea Trade Association of Cochin
The Coimbatore Tea Trade Association
The Coonoor Tea Trade Association
Cochin Chamber of Commerce and Industry
Indian Chamber of Commerce and Industry
The Cochin Port Lease Holders Association
Guwahati Tea Auction Centre
Siliguri Tea Auction centre
Guwahati Tea Buyers association
Kerala Management Association
Kerala High tension Subscriber association
Export Promotion Council
National Institute of Personnel Management
National Safety Council
Kerala State Productivity Council
Bombay Chamber of Commerce
Bangalore Chamber Of Industry and Commerce
Indian Tea Association - Kolkata



CARBON FOOTPRINT VERIFICATION
VERIFICATION OPINION STATEMENT

This is to verify that: **Tata Global Beverages Limited**
Kirkoskar Business Park
Block C, 3rd and 4th Floor, Hebbal
Bangalore 560 024
Karnataka, India

Holds Statement No: **CFV 602356**

Verification opinion statement

As a result of verification procedures, it is the opinion of BSI with reasonable assurance that:

- The Greenhouse Gas Emissions (Direct and Energy Indirect) for Tata Global Beverages Limited for the period from 01/04/2012 to 31/03/2013 is about 56314 tonnes of CO2 equivalent.
- The base year Greenhouse Gas emission is recalculated to 61558 tonnes of CO2 equivalent, which is the annual direct and energy indirect emission for the period 01/04/2010 to 31/03/2011.
- Main operational activities carried out in the defined organizational boundary include Plantation, Manufacture and Packaging of Tea & Coffee, and Packaging of Himalayan Natural Mineral Water.
- No material misstatements in the selected year Greenhouse Gas Emissions calculation for Tata Global Beverages Limited were revealed.

Data quality was considered acceptable in meeting the principles as set out in ISO 14064-1:2006.

For and on behalf of BSI:

Venkataram Arabolu, Managing Director India

Originally registered: 29/07/2013

Latest Issue: 29/07/2013



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BSI India Headquarters: The MIRA Corporate Suites (A-2), Plot 1&2 Ishwar Nagar, Mathura Road, New Delhi, India. 110065
BSI India is a subsidiary of British Standards Institution +91 11 26929000



Registered Office :

1 Bishop Lefroy Road, Kolkata - 700 020

Telephone : 033-22811807/3709/3779/3891/4422

Fax : 033-22811199

www.tataglobalbeverages.com