

ANNUAL REVIEW 2012

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Committed To Our Gold Standard

Annual Review 2012



Letter From Uganda



Dear Cafédirect Shareholders,

Established in 1995, Kayonza Growers Tea Factory Limited, which employs over 600 people, is owned by 5607 farmers that sell

their tea to the factory. It joined Fairtrade in 1998 at the invitation of Cafédirect. Since then the farmers and the entire community have benefited immensely from the support and guidance of Cafédirect.

Not only does Cafédirect provide a guaranteed market for our tea, but they also guarantee a minimum price which ensures that the factory is able to cover its costs, and it pays a premium which is used by the communities for development purposes. Lastly, it supports the factory through the Cafédirect Producers' Foundation.

The premium has been used to promote and finance many community projects such as:

- Building health centers and a maternity unit for antenatal and delivery services in a remote part of the district, which has saved many lives.
- Constructing over 80 classrooms in primary schools which has enabled many children, especially girls, to attend school
- Paying school fees for 32 orphans from post-primary up to the time they complete a vocational course so as to be able to support themselves and their siblings. Many of these were orphaned by the AIDS scourge.
- Other projects such as a workers' house, road culverts, and water protected springs

Cafédirect also supported the factory to improve the quality of our made tea. They sponsored the factory to train personnel and provide capacity building which has helped the factory to obtain its food safety certificate. Today our teas are sold all over the world.

Finally, in 2012 Cafédirect financed us to participate in the Climate Change Adaptation and Mitigation Project. This enabled us to participate in the **Tackling Climate Change Together** competition where we were the lucky winners of a USD 15,000 prize that, in turn, is enabling the communities to strengthen their efforts in mitigating climate change.

We thank Cafédirect, its shareholders and the entire Fairtrade fraternity who have complemented these efforts and which have made these achievements possible.

Marcel Asiimwe
Group Manager Kayonza

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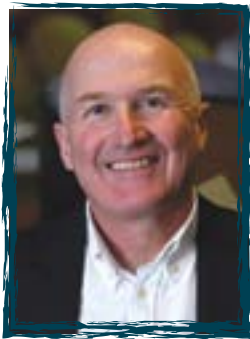


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Letter From The Chairman



Dear Shareholders,

It was a great privilege and honour to be asked to become Chair of Cafédirect in the summer of 2012. I'd like to pay tribute to my predecessor, Geoff

Tudhope, who steered the organisation through challenging times with great wisdom and a passionate personal commitment to the principles for which Cafédirect stands. I'd also like to thank my Board colleagues who have given of their time and experience to help the business, and to support me personally.

I'm pleased to introduce this report which details an organisation that remains true to its Gold Standard principles, that has successfully negotiated a period of significant change, and achieved progress in a difficult trading environment.

Significant thanks must go to former Finance Director Richard Scanlon, who acted as interim Chief Executive for 12 months before leaving to pursue

his finance career elsewhere. Richard brought stability to the management team and the business, and we all wish him every success in the future.

The transfer of leadership to our new CEO, John Steel, went very well and he is already having a positive impact on the business. Under Richard's, and then John's, leadership everyone has worked extremely hard to lay the foundations for a return to growth and to drive our agenda with growers further. Our relationship with key stakeholders including customers, consumers, growers and suppliers has improved and we leave 2012 having stabilised our sales performance and significantly reduced our losses. I would also like to particularly highlight our further progress in **tackling climate change** with growers, especially Kayonza in Uganda & CESMACH in Mexico.

The Cafédirect Producers Foundation

(CPF) ran over 30 projects with growers in 2012, funded through our Producer Partnership Programme. Nearly all were match funded by our growers – reaching 60% of total budget – a clear

demonstration that our empowering model is valued by producers. It was also great to note CPF's success in attracting substantial additional funding from outside organisations such as Comic Relief and the Knight Foundation. Congratulations must go to the CPF team for their success.

I look forward to 2013 with increasing confidence. We have a strong management team, a clear strategy and the building blocks in place to deliver growth, profitability, impact and influence.

Thank you for your support

Jeff Halliwell

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Letter From The CEO



Dear Shareholders,

This year has been incredibly difficult however, we have made significant progress in a number of ways.

Commercially we have seen sales stabilise with very strong growth in coffee offset by declines in tea and cocoa. In coffee, our improved focus on quality across the entire range, best demonstrated via our single origins such as Machu Picchu, has driven growth well.

During the year we successfully made a number of significant changes. The Cafédirect brand is now available in new design packaging and is supported by a strong communications campaign based on our philosophy 'Made the Small Way', which encapsulates how we put the passion and commitment of smallholder growers at the heart of everything we do. This transition has been managed very smoothly and has

been very positively received. In addition, we have made significant changes to our operations to drive quality and simplify the way we supply products.

In a year where coffee price volatility had a significant negative impact, we have managed to reduce our losses and to continue our investments with growers via Fairtrade premiums and **The Cafédirect Producers' Foundation** with over £692,000 of monies. Overall we have stabilized turnover at £13.7m, which is a 0.7% decrease versus 2011. Strong cost control has allowed us to reduce our losses from £695,000 in 2011 to £256,000 in 2012. Full financial details are available in our financial statements, which can be found on our website.

Although we have reduced our operating losses significantly, our focus is on growth and sustainable profit managed in line with our Gold Standard principles.

I'm pleased to say that our annual employee survey, conducted in January 2013, shows that we continue to improve

as a good employer, offering our staff a great place to work. Over the last three years, staff have felt increasingly satisfied with us as an employer, with 100% in agreement for 2012.

Importantly, we enter 2013 with a clear strategy to deliver growth across a number of channels and across our product range, including a return to growth in tea, new innovations and a drive to expand internationally.

We look forward to achieving profitable growth in the right way during 2013.

Thank you for your continued support,

John Steel

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Introduction & Welcome

Welcome to our 2012 performance report on our Gold Standard.

This is our fourth consecutive year of reporting our progress against our Gold Standard commitments. During a year of challenge and change, we improved our commercial and financial performance and, although there is still much to do, we are proud to have maintained our key social and environmental commitments.

Our goal is to provide a transparent update on our progress and an inspiring glimpse of the work that your investment helps bring to life. The sections of the report mirror the three divisions of our Gold Standard, listing our commitments and sharing a selection of key performance indicators (KPIs) that give a clear glimpse of our performance, both in areas where we have succeeded and in areas where we have further work to do.

During 2012, the KPIs we are tracking changed for two reasons. First, we streamlined our total number of indicators to focus on a smaller, more relevant and more manageable total. In turn, we made the company's performance against these indicators a criterion for the bonuses that can be earned by our Executive Team. Second, with the support of independent packaging consultancy eco3, we developed a three year sustainable packaging strategy which updated and extended our existing packaging KPI's.

To see the complete list of 19 KPIs, please log on to the shareholder HUB website at www.cafedirectfamily.co.uk

In addition, we have included a commercial update and a spotlight

story about our [2012 Climate Change Competition](#). We believe it encapsulates all aspects of the Gold Standard and is an outstanding example of the work we do.

We have once again created this report as a digital PDF to save paper and cost. In addition, we have translated the report into Spanish to enable all members of the Cafédirect family, including our smallholder grower partners, many of them shareholders themselves, to read it.

We hope this report gives you the right amount of information you need to be both informed about and proud of your investment in Cafédirect. We welcome any feedback at info@cafedirect.co.uk

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Commercial Update

Whilst it is disappointing to miss out on growth in 2012, we significantly pulled back from the 12.1% decline of 2011 to 0.7% in 2012. Most importantly, several fundamental changes that we made are driving this turnaround and putting us in strong position for 2013.

The biggest change has been to the brand positioning and packaging. It was clear that the 2009 packaging change did not work; existing shoppers could not find us on shelf, and potential shoppers didn't understand the packaging and therefore didn't buy the product. In response, we made the crucial decision to change the packaging again.

We started by looking back at the original brand promise: 'delicious tea, coffee and cocoa direct from passionate smallholder growers'. We decided that this promise was as relevant today as ever and should be at the heart of the

change. We also made sure we thoroughly understood the needs and motivations of our existing and potential consumers. All had a desire to buy more ethically produced food and drink and all were 'foodie' in nature, preferring to cook from scratch, shop at farmers markets, understand provenance, and explore new tastes and flavours. In short, they believe that 'things that are made better, taste better'.

These insights laid the foundation of our new approach. We needed to connect our unique way of doing business to a taste benefit for the consumer as well as the social and environmental benefits we are famous for.

From here we developed our new philosophy - 'Made the Small Way' - creating a distinctive brand personality that goes much further than simply Fairtrade. It expresses our approach to business of building direct personal

relationships with passionate smallholder growers and connects that passion to a taste benefit for the consumer.

The final challenge was to translate this philosophy to packaging and communications. After a long process of design and research, our new design hit the shelves in October 2012.

From Waitrose to Oxfam, the response from buyers has been great. To them our philosophy communicates authenticity, provenance and quality. Most importantly, they also now understand the crucial difference between Cafédirect and Fairtrade. We are already benefiting from this, with Tesco re-stocking our tea and hot chocolate from February 2013, and greater distribution of our tea in Sainsburys.

In order to share our 'Made the Small Way' philosophy, we created a **two minute film**, and a shorter **30 second advert**. From



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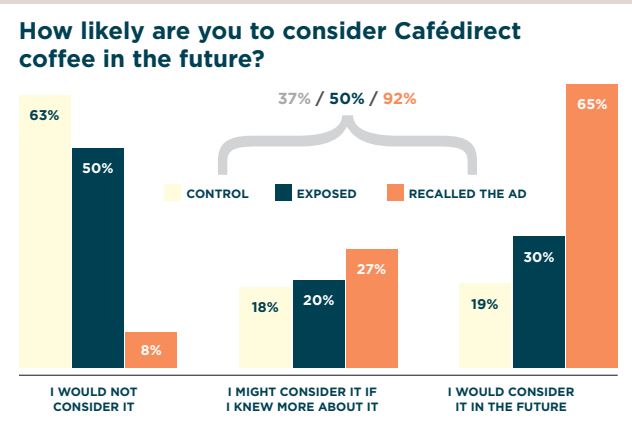


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Commercial Update

October through December 2012, the advert reached over 2 million people. Alongside this, we distributed 50,000 samples of our new Full Roast coffee and engaged with millions more on our social media channels. As a result, our Friends of Cafédirect numbers grew by 29,361, an increase of 26%.

Most exciting is how the film has positively affected people's desire to buy Cafédirect products. The graph below shows how intent to purchase goes up from 37% if you haven't seen the ad (the control group) to a massive 92% amongst those that have seen and recalled the ad. Needless to say, our 2013 plan is to engage yet more people with this fantastic film.



Our 2012 sales story has been a tale of two halves. On one hand we have some really strong results: 6% growth in coffee, and growth in a number of key customers such as Tesco, Waitrose, Ethical Superstore, Brakes, 3663 and international sales. However, this success has been offset with some major setbacks. Tesco and Asda both delisted our tea range in early 2012, and our cocoa products were delisted in Sainsbury at mid-year. The difficult economic climate has been particularly hard in foodservice. In spring our fifth biggest customer, DBC, went into administration and the increasingly competitive environment has led to big declines with our largest foodservice partner, Peros.

Looking ahead, we have bold plans to drive growth and address our challenges in 2013. We have a new branded support package, a new sales brochure and extra resource to drive new business in the out of home sector. Tea and cocoa are back in Tesco from February 2013, and we are expecting increased support for tea in Waitrose. Tea is a key priority in 2013 with a

bespoke investment plan aimed at driving up the number of stores that sell our tea, as well as longer term plans for innovation.

In conclusion, we go into 2013 with a stronger brand identity, a compelling brand film, new listings, and an energised commercial team.



IMAGES FROM 'MADE THE SMALL WAY' FILM.

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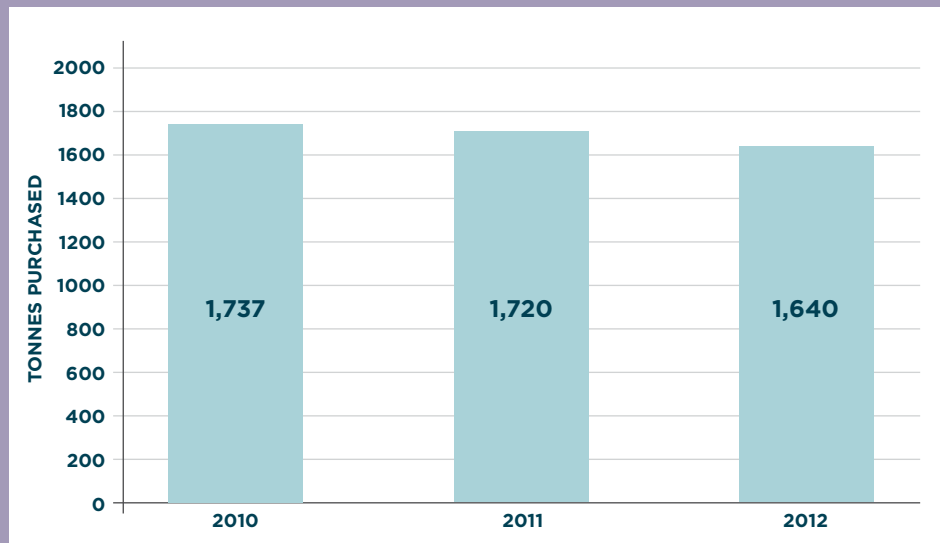
We work directly with smallholder growers through long-term partnerships, which seek to reduce the disproportionately high risks they face in the global market, increase value at origin and strengthen their voice in the company's operations.

We pay a price that recognises the cost and sustainability of production.

We invest at least one third of our profits into a grower-led programme which supports the growers' businesses so that they can become stronger and more sustainable in their own right.

Grower Focused In All We Do

Total Volumes Purchased



Another difficult sales year meant that we were unable to meet our target of raising overall purchases. Falling tea sales continues to be our biggest challenge and we are making it a key focus during 2013. We are proud to say that we have achieved our goal of making 100% of purchases from organisations that are certified to Fairtrade's smallholder standard (vs. their hired labour standard for larger organisations).

Number of Contract Defaults

ZERO

When the global coffee price is volatile, as it was during 2012, many producer organisations struggle to purchase green coffee from their farmer members. This means they sometimes default on their contracts to buyers. We are happy to report that, despite the challenging coffee prices of 2012, none of our producer partners defaulted on a contract with us. We believe this reflects the strong and personal relationship we have with our partners.

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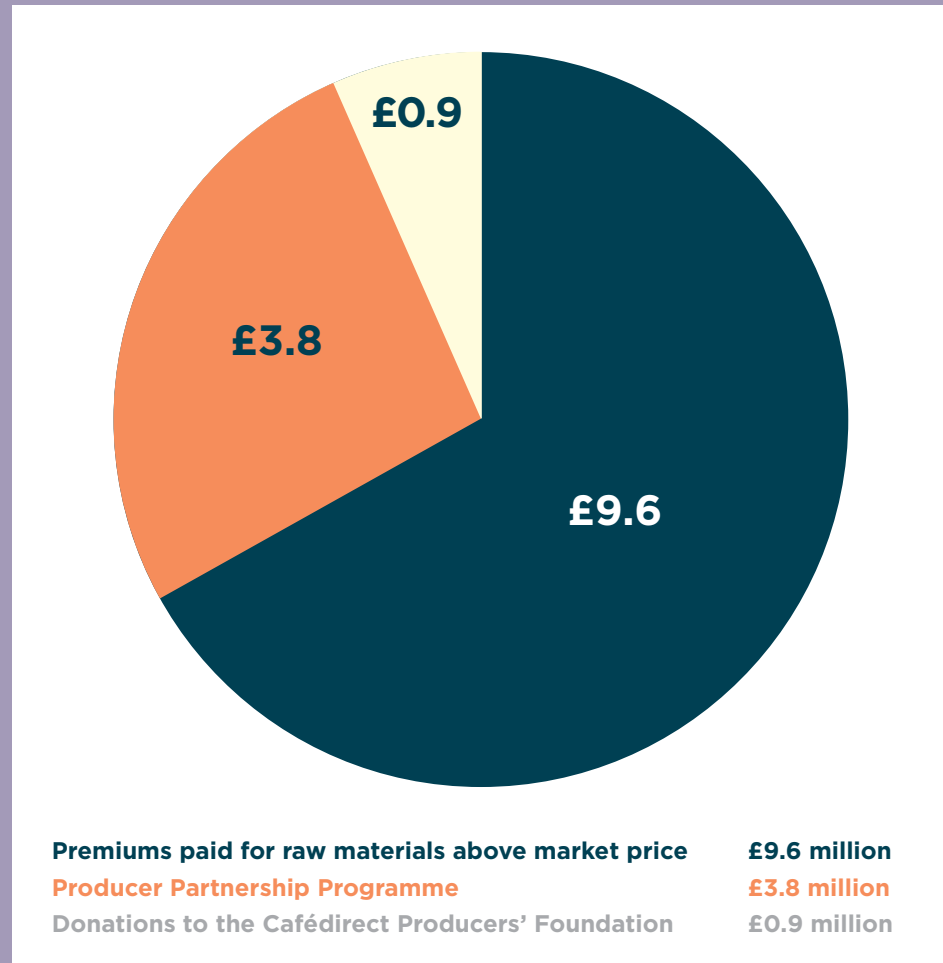
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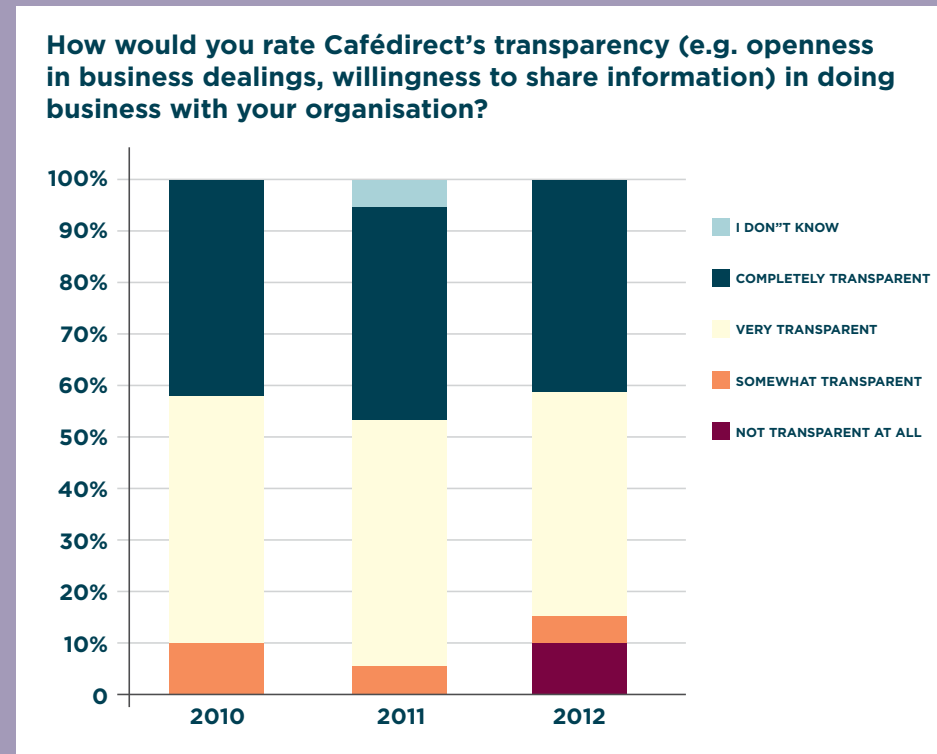
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Investment in Grower Businesses & Communities



Since becoming a plc in 2004, Cafédirect has supported growers' businesses and communities with over £14.3m million.

Annual Producer Survey (selected question)



Our third annual producer survey confirmed for us that producer groups still recognise the direct, transparent and mutually beneficial relationship we have with them as trading partners. At the same time, it provided an opportunity for them to voice disappointment with our decreased purchase volumes. We will continue to work to increase our purchases by growing sales, and to increase the response rate, which rose marginally from 45% to 50% in 2012.

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We seek to understand the positive and negative environmental impacts of all aspects across our supply chain, from grower to consumer.

In our work with smallholder growers, we encourage environmentally sustainable production, support the positive impact they have on the environment, and strengthen their ability to adapt to climate change. We collaborate with our processing partners across our supply chain and use our influence to incentivise the highest environmental performance and to spur innovation.

We use our business model to encourage responsible consumption. We take full responsibility to measure and reduce the negative impacts under our control.

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Reduced average weight of packaging

3%

The percentage decrease in the average weight of packaging per product since 2009. This is progress towards meeting our target of at least a 15% reduction in the overall material used to package our products by 2015.

Our sustainable packaging project during 2012 identified some errors in our former calculations for this target, so we have made less progress in this area than previously thought. That said, we are still on track for meeting the overall target for 2015 and now have more concrete plans for how to get there.

Addressing the impacts of consumption

103

The total number of venues that used our Foodservice EcoToolkit during 2012.

Our carbon footprint analysis showed us that the largest impact per cup of tea or coffee comes from consumption, especially from the energy intensive machinery in cafes, restaurants, etc. In 2012, we launched a free, online [EcoToolkit](#) to help these venues to reduce their impacts from energy use, waste, water use and procurement. 103 venues used the tool in its first year and we hope that number will rise as we spread the word about the tool in 2013.

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Manufacturing contracts requiring environmental reporting

100%

of new/renewed processing and distribution contracts required environmental impact information.

During 2012, we began working with three new manufacturing partners and renewed our contracts with two others. In all these cases we have ensured that the Memorandums of Understanding or the contract have a clause requiring the partner to provide us with annual updates on their environmental impact. This is one way we can use our influence to improve performance across the supply chain.

Carbon Emissions from processing our tea & coffee

Tea: Average **3% decrease** in emissions per product

Roast & Ground: Average **12% decrease** in emissions per product

Freeze Dried: Average **39% increase** in emissions per product

Each year we complete a carbon footprint of our entire supply chain from crop to cup. Although consumption makes up the bulk of the carbon footprint of our products, we monitor other areas such as the energy used to manufacture our products. During 2012, the energy used to make our tea and Roast & Ground coffee both decreased due to the actions of our manufacturing partners to increase efficiency. It increased for our Freeze Dried coffee due to a change to a new manufacturer.

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Spotlight On Climate Change

Rewarding producer innovation at origin – Tackling Climate Change Together Competition

According to the recent report by the World Economic Forum, climate change is one of the three biggest threats to financial stability as the two are so interdependent and interlinked. Neglecting the challenges that we face through climate change risks a 'perfect storm' of financial and ecological collapse.

If you have followed Cafédirect's journey, you will know that climate change has been high on our agenda for the last nine years. It is frequently the topic of our conversations with grower organisations when we meet at our producer conferences, and we've been investing in projects such as AdapCC and Reforestation Sierra Piura in Peru to enable smallholder growers to address this issue.

In 2012, we wanted to build on that investment and encourage producers to develop their own solutions. We launched competition entitled 'Tackling Climate Change Together' offering funding of £10,000 to the grower organisation

who came up with the most innovative and sustainable way to tackle climate change. One of the key criteria was the ability to replicate the ideas in producer communities the world over.

An esteemed panel of independent experts were gathered to judge the ideas, including Catherine Cameron (Director at **Agulhas**), Matilda Lee (from **The Ecologist**) and Alan Boulder (from **Oxfam UK**.) The panel was chaired by Sally Uren, Deputy Director of sustainable think tank, **Forum for the Future**.

After assessing all entries and coming up with a short-list of best projects, the panel announced that there were, in fact, two winners, each of whom won funding of £10,000 for their idea. The two winners were:

CESMACH (Campesinos Ecológicos de la Sierra Madre de Chiapas), Mexico

Their proposal was to install 20 dome-type solar dryers for the drying of 'parchment coffee'. Traditionally, drying takes place outside in the sunlight, but



THE CENTRAL WAREHOUSE AT CESMACH



INSIDE A SOLAR DRYER AT CESMACH

increasing and out-of-season rainfall due to climate change means that the whole crop can be ruined. These new solar-powered dryers will enable growers to increase efficiency and protect the crop from rainfall, as well as allowing them to

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Spotlight On Climate Change

have more control over drying, which in turn increases the quality of the beans they produce. This money will initially go towards providing 20 communities with dryers, with more to follow in future.

Kayonza Growers Tea Factory, Uganda



This tea partner has a history of working on innovative ways of reducing the impact of climate change and has won this prize for its overall climate change adaptation strategy. The proposal outlined methods of supporting farmers to increase food security by enabling them to diversify their income through training to grow new crops and conserve natural resources. The programme will initially target 200 farmers and eventually scale up to 6,000. The judges felt that Kayonza's proposal rose to the challenge



of increasing crop losses from unpredictable weather with a holistic and innovative programme of adaptation methods to ensure future generations of successful tea growers in Uganda and beyond.

The prize money will enable Kayonza to double the amount of farmers to benefit from the good work that was already initiated by the factory.

Both projects are already underway with 50% of the funding having been provided in 2012 and 50% being released in 2013. The projects are managed in conjunction with the growers' own, independent charity The Cafédirect Producers' Foundation.

This initiative has since been recognised by UNFCCC (United Nations Framework Convention on Climate Change) and won the Small Medium Enterprise category in the This is Africa's Beyond Business Award 2012, celebrating best practice in Africa. We're thrilled by this recognition and proud to live up to our Gold Standard of inspiring others through our work.

Head judge, Sally Uren explains why this project was so important



"At Forum for the Future we have a sneaking suspicion that one way of putting our currently unsustainable food production system on

to a more sustainable footing is to reconnect people with where their food comes from. Cafédirect has always been a trailblazer and is taking its role as a sustainable brand seriously by encouraging this kind of innovation in its supply chain. In the same way that Cafédirect helped Fairtrade to become mainstream, let's hope these kinds of competitions designed to help small-scale producers adapt to our changing climate also hit the mainstream - soon."

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We strive to be the most influential ethical business in the UK, leading by example, and inspiring positive change.

As a public company and social enterprise, we conduct business professionally and aim to deliver a strong social return to our shareholders through additional support to growers.

We engage all employees in Cafédirect's mission and in connections with our grower partners, and ensure they achieve their full potential through continuous learning and regular, transparent performance management.

With our roots in the fair trade movement, we seek out partnerships with like-minded organisations, suppliers, customers, individuals and investors who believe in the power of trading fairly to create sustainable livelihoods, and also with those for whom we can be a catalyst for change toward these beliefs.

We enable consumers to use their purchases to break down anonymous trading relationships, increase awareness of our global interdependence and to help balance inequities in knowledge and power.

We communicate with stakeholders in an open, transparent way, making contact easy, taking all input seriously and responding honestly and promptly.

We publish our commitments, measure progress towards them and report that progress simply and transparently, including independent verification where appropriate.

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Improved dialogue with consumers



www.cafedirect.co.uk/smallstory

This year our major advertising campaign was online, communicating our unique business model to a highly-targeted audience. This was done via the 'Made the Small Way' video, which demonstrated how working with smallholder growers via direct trade makes for a better tasting hot drink for the consumer. Results show that people who saw the advert were more likely to think of Cafédirect as 'Good tasting' and a 'Brand that cares', and were more likely to consider buying it in the future.

In 2013, we partnered with



Each year we select a handful of like-minded brand partners to work with. This allows us to extend our reach to new consumers and to punch above our weight as a small business. These partnerships bring our products to new audiences likely to share our values, and our association with these other brands boosts our credentials with these potential new consumers.

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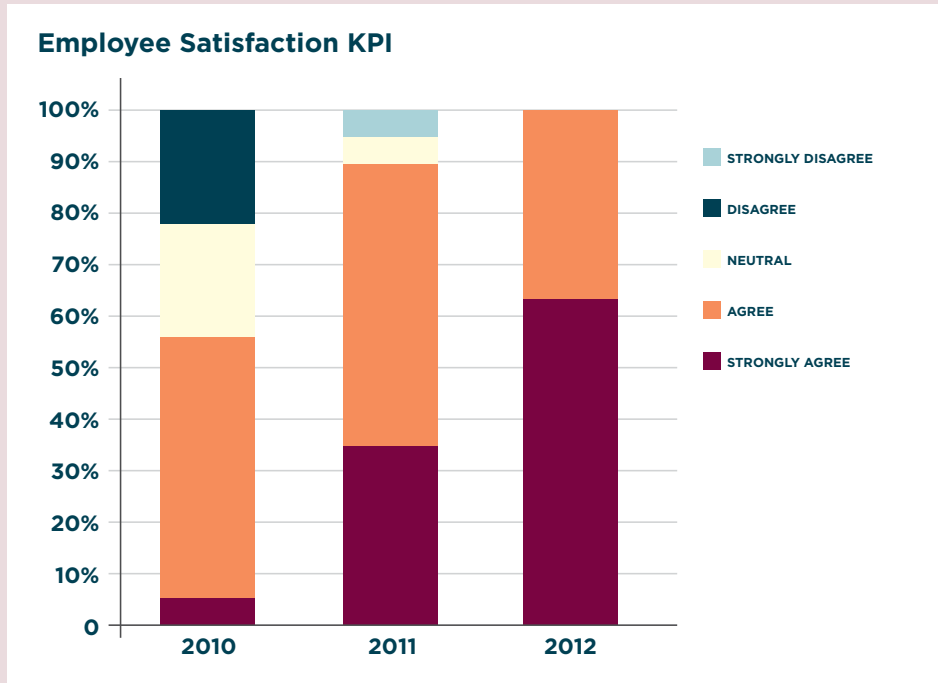
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Employee satisfaction



When asked how much they agreed with being 'satisfied overall with Cafédirect as an employer', the vast majority of employees responded positively. This was our third annual survey and we are incredibly proud that this year, 100% of respondents either strongly agreed or agreed with that statement. This reflects the commitment of the company in recent years to making Cafédirect a great place to work.

Social media statistics:

Facebook 23,000, a **234% increase**

twitter 4,410, a **40% increase**

[FOCD] 137,000, a **20% increase**

Our Friends of Cafédirect (FOCD) database had a spring clean in 2012, so the number above represents all those Friends for whom we are in active email contact. They receive our monthly e-newsletter, special offers, competitions and early bird updates on new products. Our presence on Facebook and Twitter also continued to grow this year, and we recently added a *Pinterest* page as well.

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A Look To 2013

Although market conditions continue to be challenging, we enter this year with exciting plans and a high degree of confidence. Here are the highlights of what you can expect to see from us:

- **We will refocus on tea.** Our tea business has struggled in recent years. In 2013 we will make growing our tea business a key component of our plans and invest in it accordingly. So watch out for tea being available more widely and being supported strongly.
- We will invest in our **highly successful 'Made The Small Way' consumer campaign** to drive reappraisal of our brand. Keep an eye on our website and social media channels for details.
- We're continuing to invest in **improved product quality** with the adoption of new coffee quality standards and total quality processes and procedures across coffee, tea and cocoa.
- We're investing in **price risk management** to offset any volatility in commodity pricing as we drive towards a positive profit position.
- We will drive towards **a new vision** for the business to continue our catalytic position to inspire others and truly lead the way businesses operate.
- **Innovation will be central** to our plans with new products for launch in 2013 and beyond. In addition we shall view innovation broadly as we look to drive competitive advantage in the products we offer and the unique way we do business.
- We will build on the successful **increased focus on making Cafédirect a great place to work.** Our in-house product

expertise will be extended beyond coffee to tea and cocoa. We will engage our employees in decision making across the business and increase their exposure to the lives of the growers we work with.

- Our impact and sustainability work will continue to deliver our **Gold Standard** and look to set new standards in financial, social & environmental measurement and delivery.

In summary we look to 2013 as a year of growth, profitability, increased impact & sustainability and innovation leading to a re-balanced, sustainable and inspirational business.

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How You Can Help

Here's what you can do to help us grow and prosper:

- Ask for Cafédirect products at your local supermarket or independent convenience store
- Ask your workplace to serve Cafédirect if it doesn't already
- Introduce friends and family to our award-winning products
- Try another product from our fabulous range - especially our tea and hot chocolate drinks, which are less well known but equally as delicious www.cafedirect.co.uk/explore-our-range/

To find out more about our business and to get involved in our events, you can:

- Sign up for our e-newsletter at www.cafedirect.co.uk/sign-up/
- Read our blog at www.cafedirect.co.uk/blog
- Follow us on Twitter at twitter.com/cafedirect_hq
- Become a fan of Cafédirect on Facebook at www.facebook.com/cafedirect

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Thank you...

Cafédirect would like to thank its grower partners, employees, shareholders, customers and consumers for their steadfast support. Thanks also go to the Cafédirect Producers Foundation for managing and implementing the Producer Partnership Programme.

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