



SEC 019 / 2022-23

13<sup>th</sup> May 2022

The General Manager, DCS – CRD  
BSE Limited  
Corporate Relationship Department  
1st Floor, New Trading Ring  
Rotunda Building, P J Towers  
Dalal Street, Fort,  
MUMBAI - 400 001  
Scrip Code: **500114**

The General Manager, DCS – CRD  
National Stock Exchange of India Ltd  
Exchange Plaza,  
Bandra-Kurla Complex,  
Bandra (East),  
MUMBAI - 400 051  
Symbol: **TITAN**

Dear Sirs,

**Sub: Investor Presentation - Annual Investor and Analyst Day, 2022**

Further to our communication dated 20<sup>th</sup> April 2022, attached is a copy of the presentation to be made at Annual Investor and Analyst Day, 2022 which is scheduled today at **9:00 A.M.** in Mumbai.

Kindly take the same on record and acknowledge receipt.

Yours truly,  
For TITAN COMPANY LIMITED

Dinesh Shetty  
General Counsel & Company Secretary

Encl. As stated



# ANNUAL INVESTORS & ANALYSTS FORUM 2022



# The Wholesome Titan

The Whole is Greater than the Sum of its Parts



# The Wholesome Titan

Capability, Culture, Commitment





# CAPABILITY

$\pi$   
TANISHQ  
A TATA PRODUCT



# LIFE BOOTCAMP

# CULTURE



A culture which encourages a free flow of ideas without the hierarchy stifling it.



A culture which enables dissent and debate to generate the most effective solution.



A culture that emphasises individual accountability, even as it builds a large family environment.



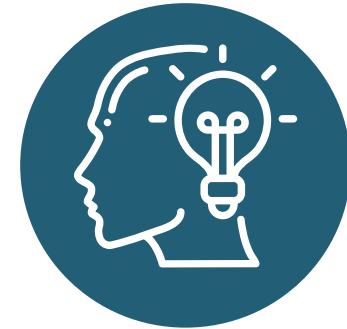
# CULTURE



A culture that encourages a good sense of humour at the workplace and makes us enjoy our work.



A culture that makes us all care for each other and look after each other.



A culture which makes us all not take ourselves seriously, while taking our work very seriously.



# COMMITMENT



# The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships











St. AN...  
JEWEL...

Man in pink shirt and dark trousers

Man in white shirt and grey trousers

Man in white lab coat with 'STAN' on it

Man in white lab coat with 'STAN' on it

Man in white lab coat with 'STAN' on it

Woman in white lab coat and red skirt

Man in white lab coat with 'STAN' on it

Man in white lab coat with 'STAN' on it

Man in white lab coat with 'STAN' on it







# The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy



A woman with dark hair in a bun, wearing a blue sari with a vibrant, multi-colored border (yellow, orange, blue, and white) and gold jewelry, stands on a stone wall overlooking the ocean. The text "Women's Ethnic Wear" is overlaid on the right side of the image.

# Women's Ethnic Wear

**To become India's**  
most loved **women's**  
ethnic wear brand by  
FY27

- 125 stores, Omni-channel
- INR 1,000+ cr sales
- 1.5 million pieces
- Supply chain transformation



Revibe the Saree for  
all consumers including  
young women

- Contemporary, elegant & differentiated designs
- India under 1 Roof - 100+ craft clusters
- Handmade & Authentic
- Immersive retail & true omni experience
- Tata Trust, quality, services, responsibility









Art of Weaving







SOUTH SILK



SOUTH SILK



KANJEEVARAM



**TANEIRA**  
Wedding Wares  
Unique handcrafted sarees from weaving looms  
Special Wedding Offer 20%

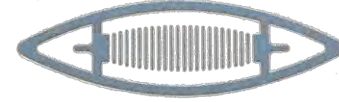








# वीवरशाला



नई कृति, जिसमें बसे संस्कृति

आदर्श सिल्क बुनकर सहकारी समिति लिमिटेड



TANEIRA

BEFORE



NOW



TANEIRA

BEFORE



NOW

वीकरशाला





# Women's Bags



## **Women's Bags, FY27**

- Market Leadership
- Bag as Utility, Bag as Expression
- EBOs, Department Stores, Omni
- 3.5 million pieces
- Rs 1,000+ cr sales





To enhance the styling and mobility needs of girls by creating a unique “wear a bag” brand that helps them express their authentic style





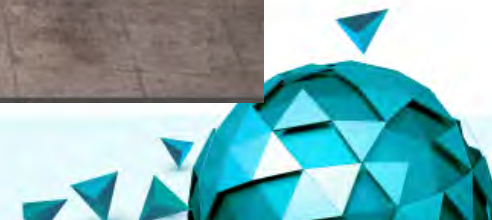
Micro Sling







Backpack







## Messenger Bag



# The Wholesome Titan



# The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy

International Significance







The Brand of Choice for  
the Indian Diaspora



## The diaspora opportunity

- Affinity for Indian Tradition and Culture
- Pride in India
- Under-served category



## Ambition, FY27

- Brand of Choice for the Indian Diaspora in NA and West Asia
- 30 stores, Omni-channel
- 125K volume
- Rs 2,500+ cr sales











T  
TANISHQ  
A TATA PRODUCT

TITAN GLOBAL RETAIL L.L.C. (BRANCH)

تیٹان جلوبال ریٹیل ڈی.اے. (فرع)

TITAN GLOBAL RETAIL L.L.C. (BRANCH)  
TANISHQ  
A TATA PRODUCT



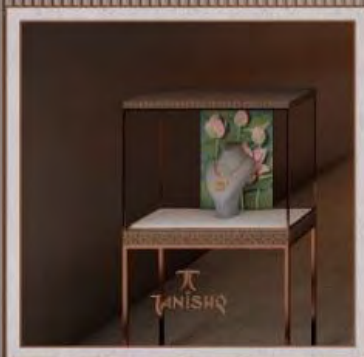








π  
TANISHQ  
A TATA PRODUCT







π  
TANISHIQ





# The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy

International Significance

Digital Expertise





# Digital Priorities

OMNI ALL  
THE WAY

01

LEAD WITH  
DATA

02

DIGITAL  
ACROSS VALUE  
CHAIN

03

ENHANCE  
TRUST WITH  
TECH

04



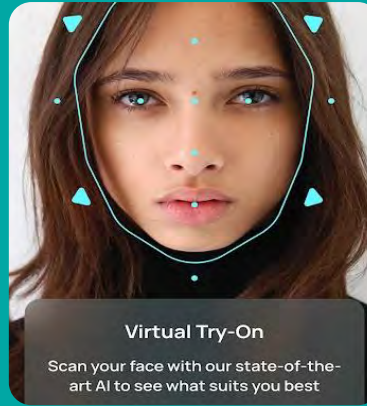
New age channels

## Video commerce



900+ cr

## Virtual try-on



6% conversion

## Assisted commerce



1,100+ cr

## Endless aisle



750+ cr

Traditional channels



## Stores

## Websites



## Apps





## Cross Channel Smart Campaigns

- Propensity models and recommendations
- Segmented & targeted
- Personalised creatives & scripts

900+ cr

20-40%  
higher lift



## Omni service

Self service channels



New age channels



Traditional channels

70%

queries from new age channels

2mn

bot intents



# Digital Priorities

OMNI ALL  
THE WAY

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ACROSS VALUE  
CHAIN

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TRUST WITH  
TECH

04

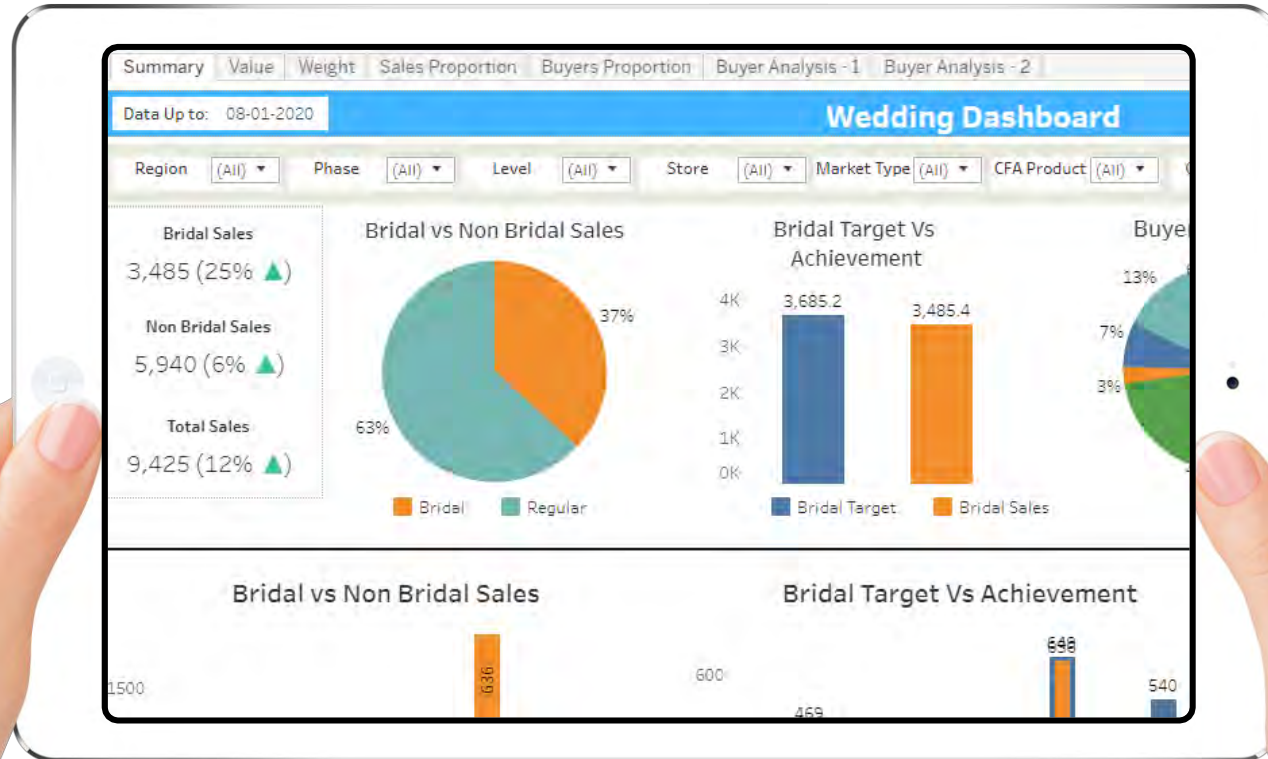




890  
users

320  
dashboards

50+  
models



# Experimenting with AI-made designs



Dataset of  
60,000 images  
images for training AI

Blending  
AI designed  
watches to inspire  
new designs

Generating  
150 designs  
a minute





# Digital Priorities

OMNI ALL  
THE WAY

01

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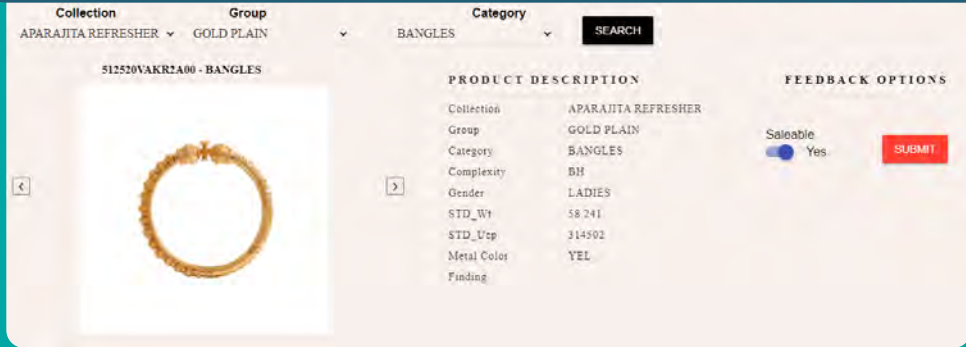
Direct Ordering for Dealers



- Access to a larger selection
- Location specific product catalog
- Best seller insights

20+ cr  
direct orders

Digital Product Introduction for Franchisees



- More frequent access to new products
- Simplified and seamless ordering

2,150 cr  
orders in Tanishq      1 cr  
cost savings





# Digital Priorities

OMNI ALL  
THE WAY

01

LEAD WITH  
DATA

02

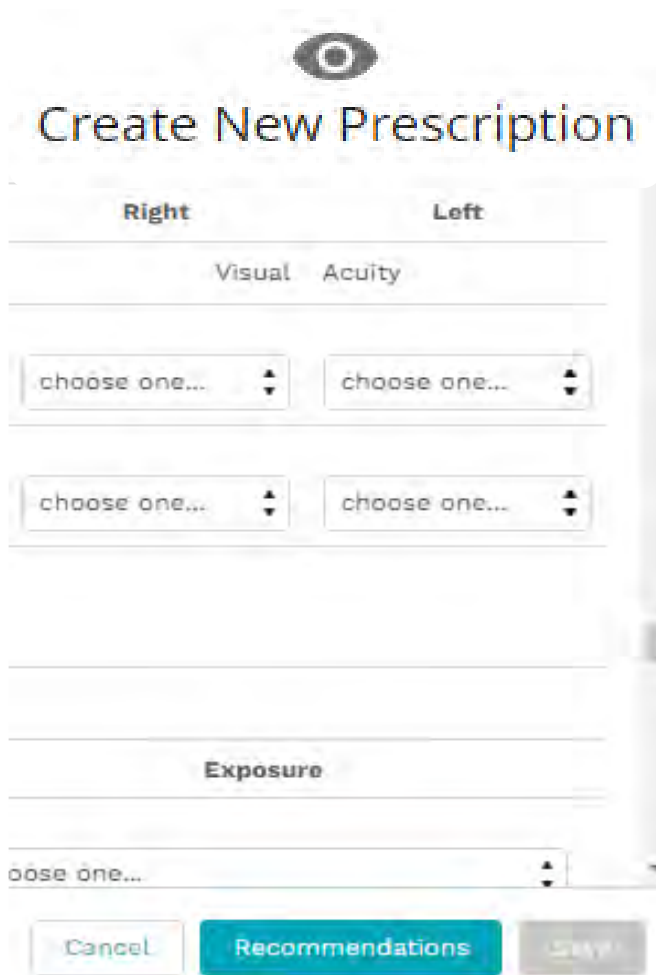
DIGITAL  
ACROSS VALUE  
CHAIN

03

ENHANCE  
TRUST WITH  
TECH

04





**Create New Prescription**

Right	Left
Visual	Acuity
choose one...	choose one...
choose one...	choose one...
Exposure	
choose one...	

Cancel Recommendations Save

RECOMMENDING  
THE RIGHT LENS



WEAVER TO  
WEARER  
TRACEABILITY





# The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy

International Significance

Digital Expertise

Retailer for the Nation





BASTI

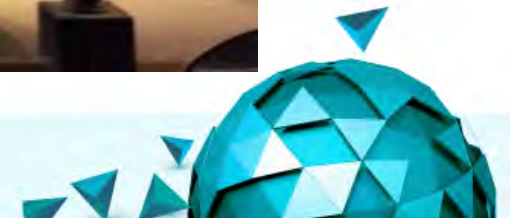


TANISHQ  
JEWELLERY PRODUCT





Mandi





MALDA



JAJPUR



COOCHBEHAR





# Ambikapur





# Eluru





# Pollachi



Bahraich





# Suratgarh







Bankura



Bhadrak



Itanagar







**Bihar Sharif**



**Raxaul**



**Katihar**



# Boisar





# Kalakkuruchi



# Amalapuram





# Ranipet





# Nippani





Hisar



Aligarh





Bilaspur



Guntur





# The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy

International Significance

Digital Expertise

Retailer for the Nation

Company with a Conscience



# ESG

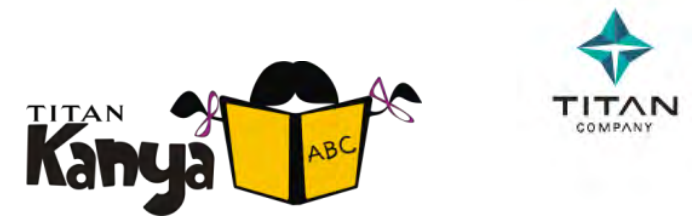




ESG



# Educating Titan Kanya





# Skilling through ITI





# Integrated Village Development, Uttarakhand





# Water for villages, Uttarakhand





# Happy Eyes



## Mobile Rural Vehicle Project (MRVP)







# Volunteering



ESG





# Veerasandra Lake, Bengaluru





# Lake in Hosur, Tamil Nadu

RECENT



BEFORE





# Check Dams/ Farm Pond/ Percolation Pond Tamil Nadu



# Wind Energy, TN





# Rain Water Harvesting – 40 Lakh Litres Cistern

WIP



BEFORE

AFTER





# Green Cover & Miyawaki Forest

PANTNAGAR



HOSUR JEW  
- MIYAWAKI



HOSUR PUBLIC SPACE GREEN COVER MIYAWAKI - BEFORE AND AFTER





ESG



# BEST LARGE CAP BOARD IN INDIA

ET/Amrop Award in 2021





# BENCHMARK ETHICS AND POSH PROCESSES



# MAXIMISING SHAREHOLDER VALUE THROUGH STAKEHOLDER FOCUS





# MAXIMISING SHAREHOLDER VALUE THROUGH STAKEHOLDER FOCUS

Being *Good* is *Good for Business*



Being **Good** is *Good for Business*







# **ANNUAL INVESTORS & ANALYSTS FORUM 2022**



# EyeCare





# Transformational Two Years



# Eyewear to EyeCare





# OUR DNA



Experts Who Care





# Many Innovations :

**DON'T LET YOUR MASK  
FOG YOUR VISION**

Titan Anti-fog Lens\*      Ordinary Lens

**GO FOG-FREE!**

**TITAN eyeplus**

www.titaneyeplus.com | Toll Free Number: 1800 419 9110

**TITAN ClearSight**

At last, a long-lasting lens.  
Introducing ClearSight, a lens coating that gives you crystal-clear vision.

100% UV 400 Protection      Scratch Resistant      Blue light filter

# NEO PROGRESSIVES

---

7 Designs | 9 Technologies

**Socho Mat.  
Sach Hai!**

Quality spectacles @  
**₹ 999**

**INDIA'S FIRST  
ANTI-VIRAL  
FRAMES**

SKU Code: TS1627MFC2V

Kills 99.9% Germs	Certified By Govt. Approved Labs*	Titan & Fastrack Frames Only	Range Starting @ ₹995
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FRAMES, CUSTOMISED FOR  
EVERY INDIAN FACES.

INTRODUCING  
**INDIFIT**  
FROM  
**TITAN eyeplus**

CUSTOM-MADE FOR INDIAN FACES.

MUSIC  
CONNECT CALLS  
NAVIGATION

**fastrack**  
SMART AUDIO SUNGLASSES

Range starts from ₹2999/-

CALL US: 1800-256-0127 | www.fastrack.in

**TITAN**  
*Signature*  
COLLECTION





# Growing Customer Confidence:



Rating: 4.9/5

Review: 4,65,662





# Productivity Focus:



## Closure of 4 lens labs



## Exit from LFS, CSD





# Recent Development







Introducing  
**fastrack**  
eyeglasses



Specs starting  
**₹ 999**  
LOUD & PROUD

Visit us at:  
27th Main, HSR Layout  
Ph: +91 91106 50145

Shop Online: [eyewear.fastrack.in](http://eyewear.fastrack.in)  
Download the Fastrack Eyewear app:  
 

First Online



Offline







Eco Format

New Signage

180 new stores, count 760+







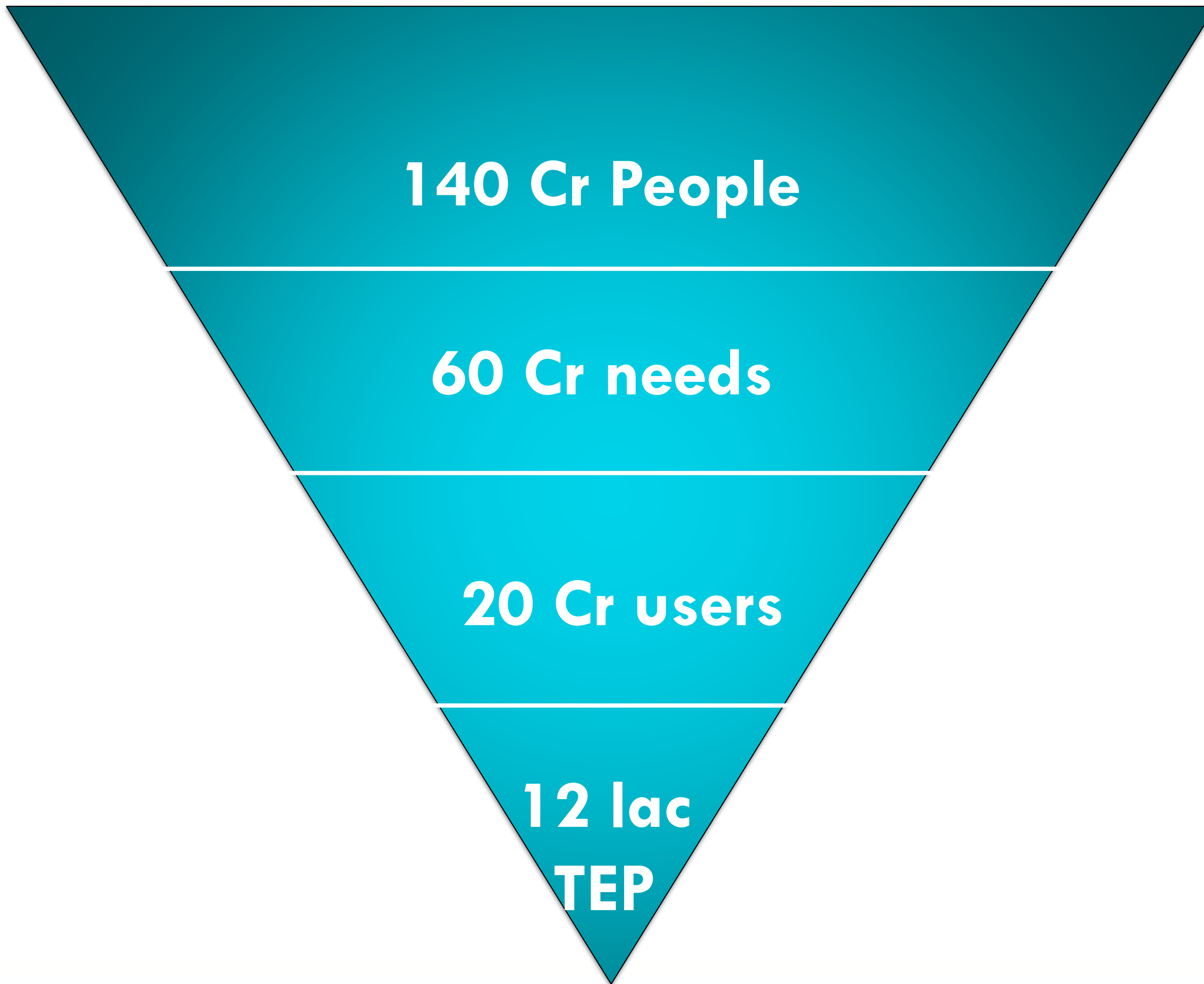
TITAN  
ClearSightZ

TITAN  
OfficePro





# Opportunity to Serve



10 Seconds Eye Test

Scan QR To Take The Test.



TITAN EYE+

The advertisement features a large QR code in the center, which is flanked by a green bar on the left and a red bar on the right. The QR code contains the TITAN COMPANY logo. Below the QR code, the text 'TITAN EYE+' is displayed in a bold, white font on a black background.





# TITAN EYE+



Most online eye screening tests  
completed in 24 hours

**130,616**  
Eye Screenings

21st April 2022





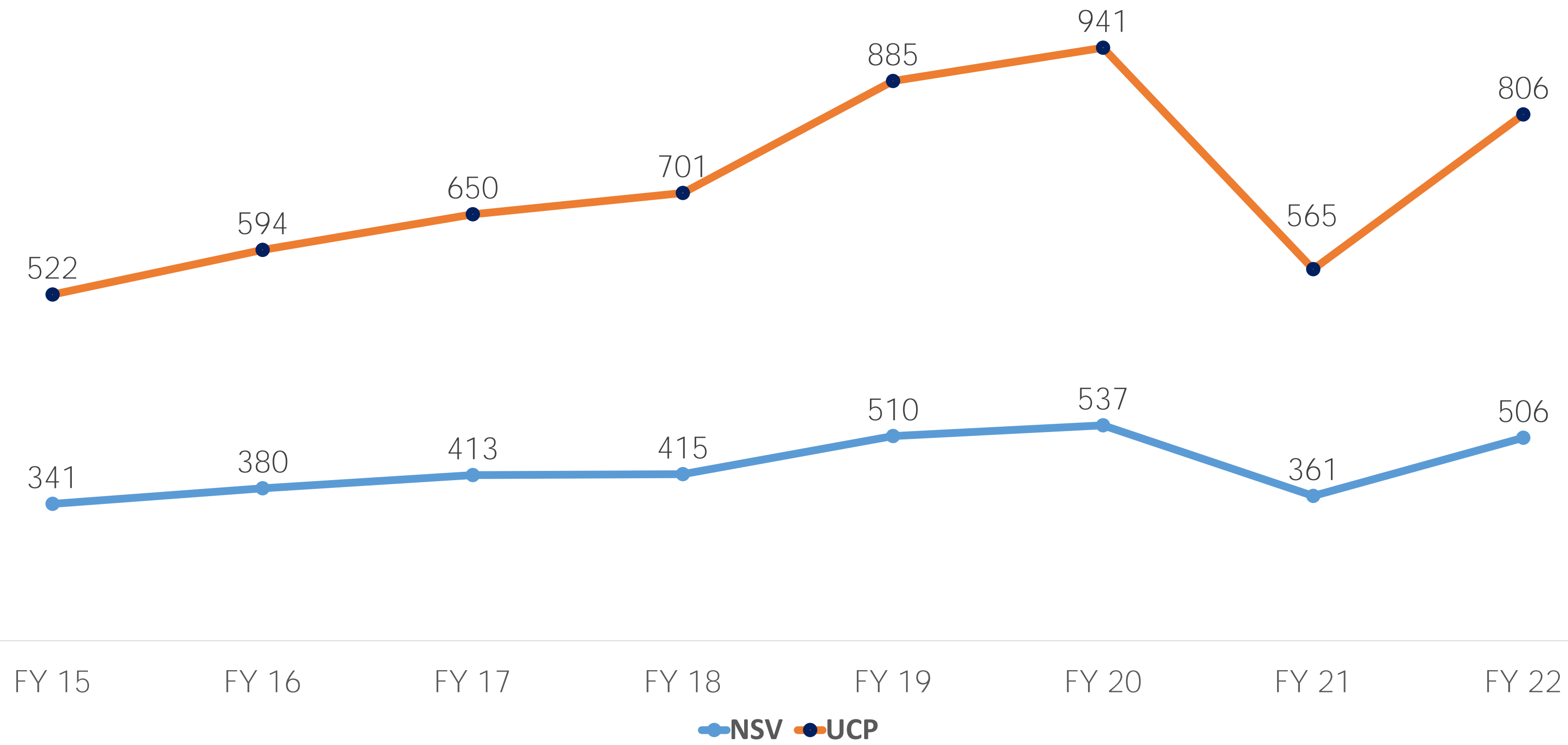
FY22: Best Year Ever



# Topline



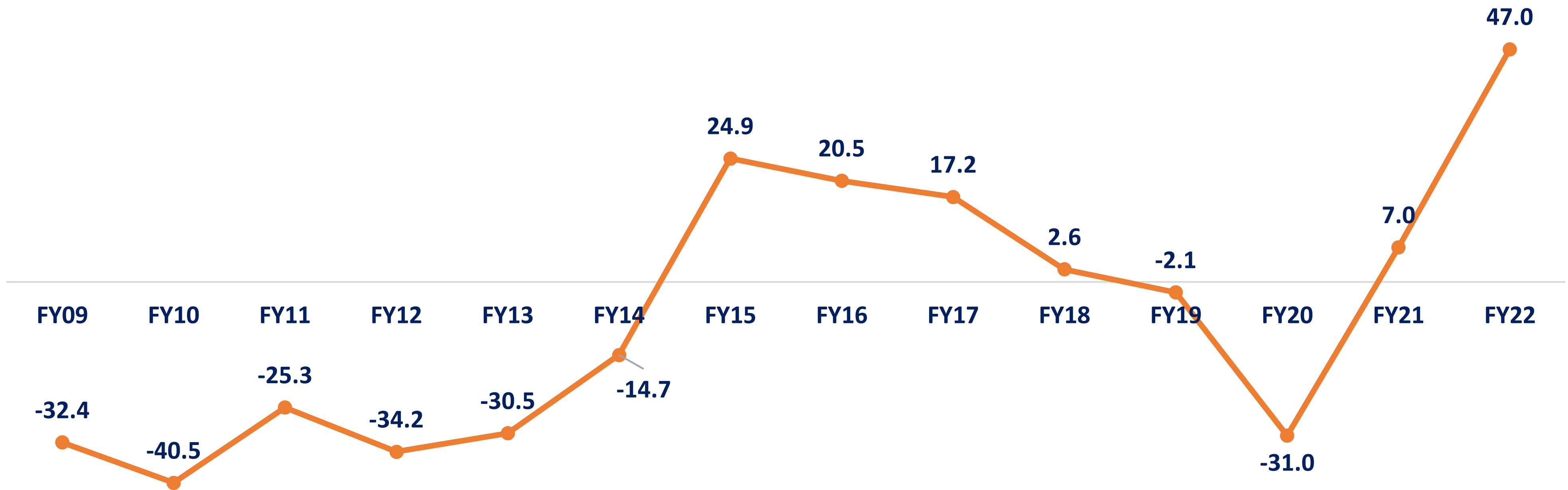
Rs Cr





# EBIT

Rs Cr



# P&L

Particulars	FY 20	FY 21	FY 22
UCP	941	565	806
NSV	537	361	506
EBIT	(31)	7	47
% Margin	(5%)	2%	9%





FY23



Topline : 40%

EBIT : 50%





# 5 prong

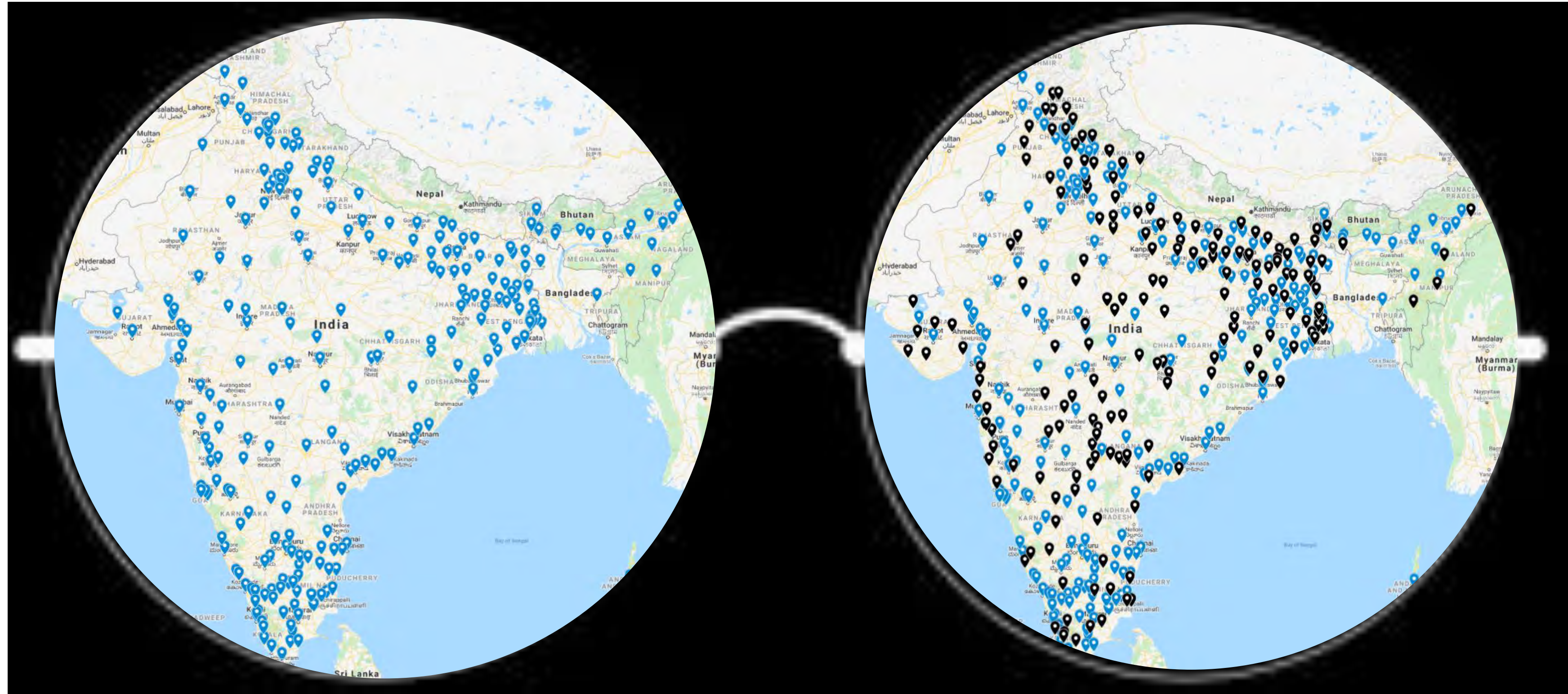


# Expansion





# Titan Eye+ : 1,000 stores



Mar21 - 608

Mar23 - 1000





# FT Chain



25 stores by Mar23





# 500 Model Stores



Jagdalpur



Pondicherry



Lakhimpur



Agartala





# Product Innovation





LENS



UV400 Portfolio



Myopia Control Lens



Premium Progressive Lens

FRAMES



Budget Spectacles



New Range of Frames

SMART



New Unisex Front



New Colour Options



Enhanced Hardware



reddot winner 2022  
Product & Smart Category





# Communication



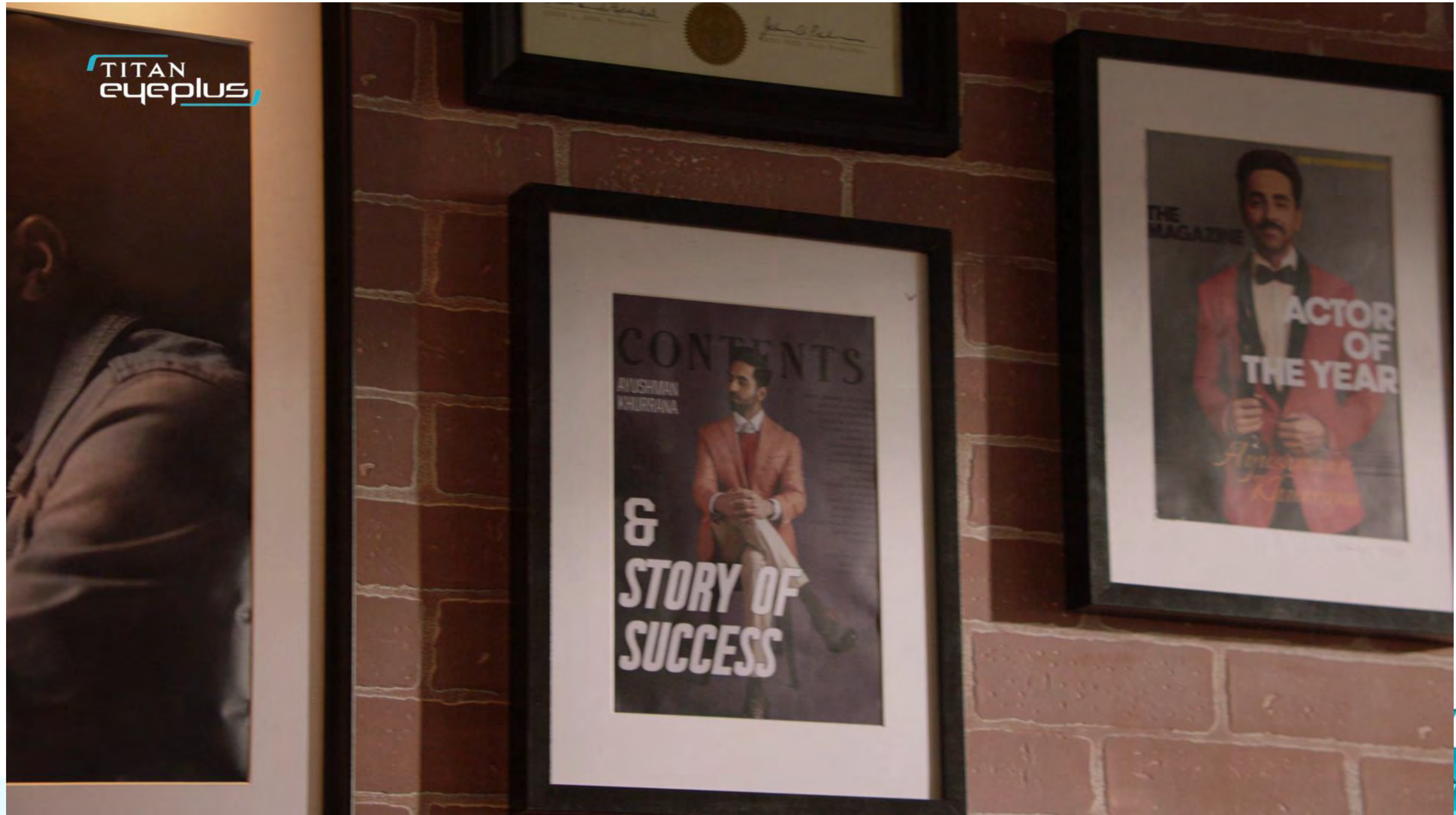


# Three Buckets

- Awareness Creation
- CX – our strength
- Showcase product/innovation



# Awareness







TITAN EYE PLUS  
REEL\_02  
15 SEC  
05.10.21





TITAN EYE PLUS  
REEL\_03  
15 SEC  
05.10.21



# Customer Experience



GOOGLE REVIEWS - 4.9





# Innovation





Others



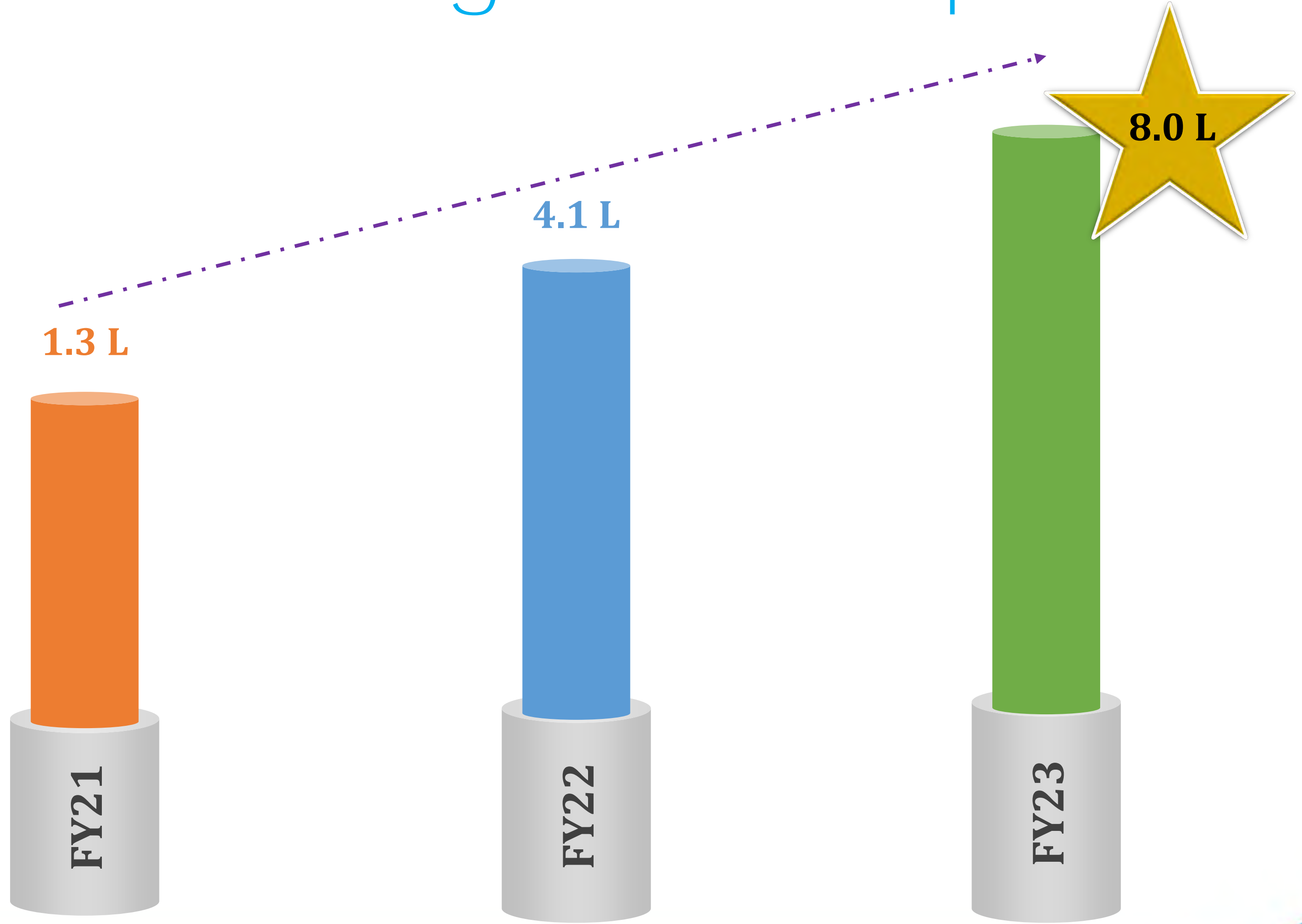


# Capacity augmentation: Rs 30 cr



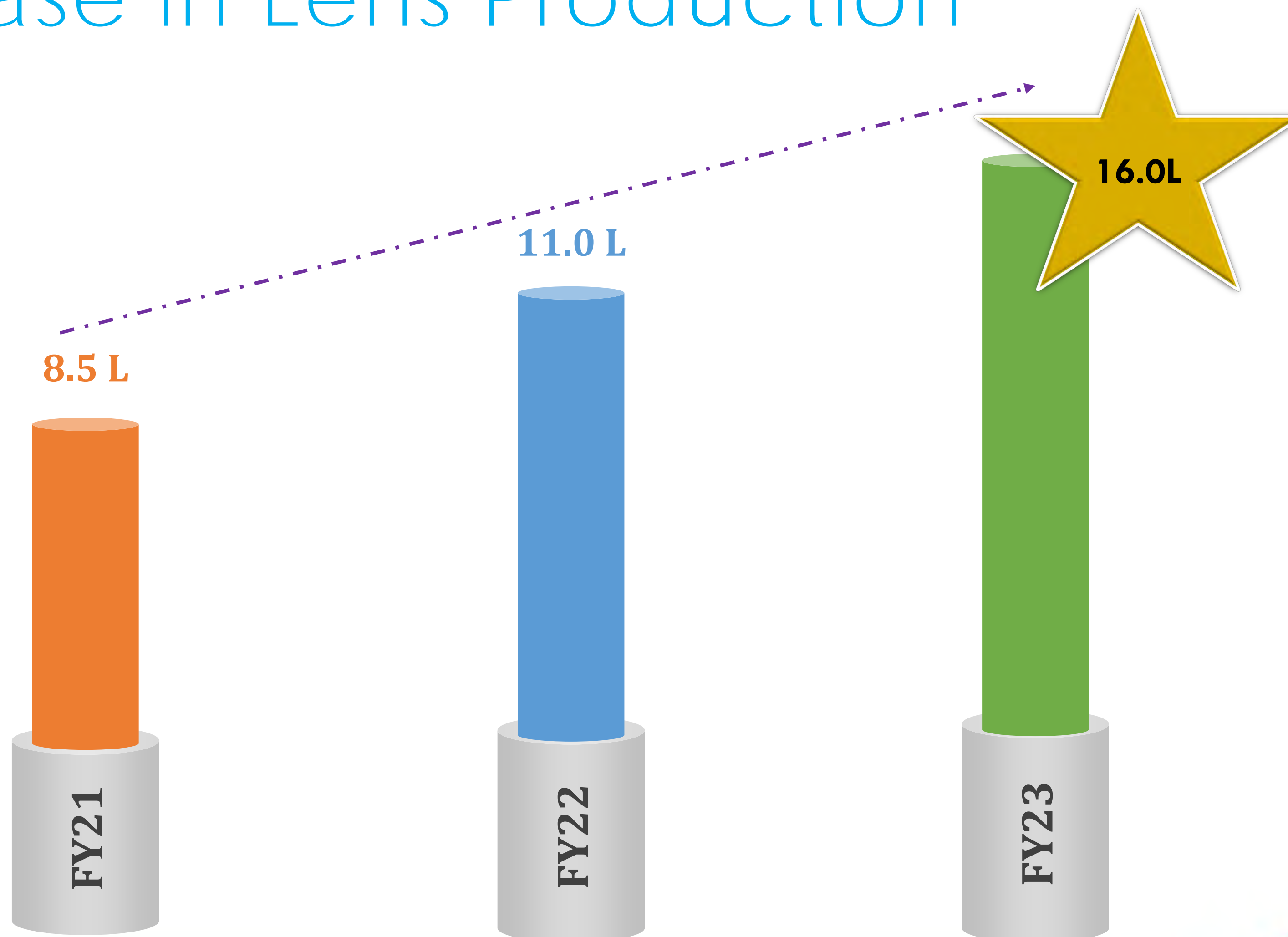


# Ramp-up Frames Mfg to 8 lacs pcs





# 45% Increase in Lens Production



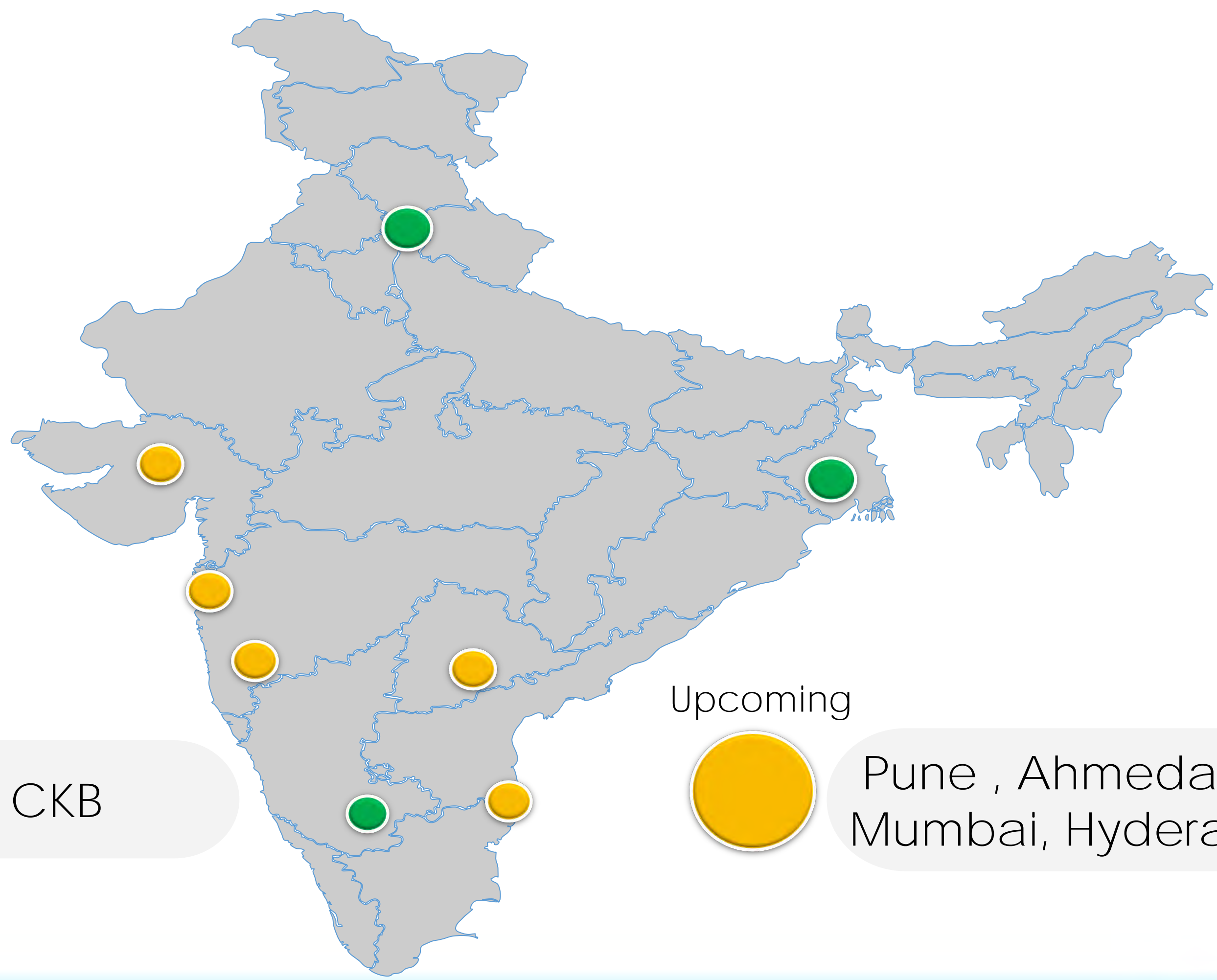
# Ramp-up India Sourcing

30% Increase in  
Frames India Sourcing





# CFL in Top8 Cities



LIVE



Noida , Kolkatta , CKB

Upcoming



Pune , Ahmedabad, Chennai ,  
Mumbai, Hyderabad



# Exploration





# TEP in Dubai





Thank You





# WATCHES BUSINESS STRATEGY 22-23



# WATCHES

## 22-23



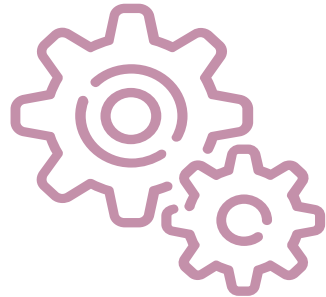
# Pillars of Strength



Strong Portfolio  
of Brands



Unmatched Access,  
On-ground & Online Channels



Robust Manufacturing  
& Supply Chain Systems

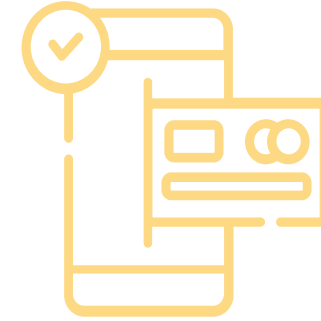


Culture of  
Innovation

# Beyond the Pandemic



Premium Recovery  
before the mid-market



Boom in  
Online Sales



Recovery of smaller towns  
before the metros



Agility and  
Value Creation



# Consumer Context

## STRONG INTENT TO BUY



- Across customer groups
- 18% and 15% Retail growth during Festive and Feb/ Mar respectively

## GROWTH INDICATORS



- In LFS, category contribution up from 8.5% to 10%
- Search volume growth 35% to 46% on Amazon and Google

## HEIGHTENED DESIRE TO DRESS UP



- Gifting/ Special occasions
- Need to socialize
- Back to work/college
- Style statement

## GROWTH AT BOTH ENDS



- Premium & Luxury
- Mass : Sub Rs.1000

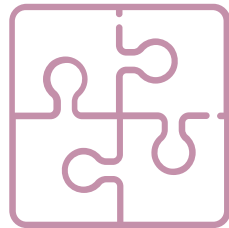
# Growth Strategy 22-23



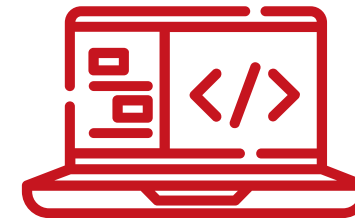
Premiumization



Volume Focus



Transformation of  
Existing Channels



Digital & Data



# Premiumization



## CHANNELS

- Helios
- Titan World
- Premium MBRs
- LFS

X

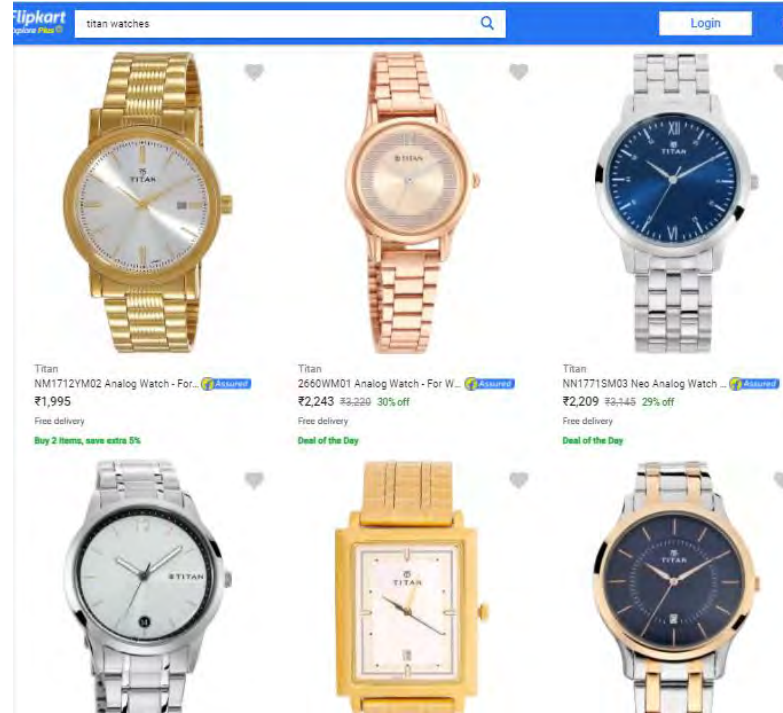
## BRANDS

- Titan
- Nebula
- Xyllys
- International Brands

Differentiated products through innovation and design excellence

Differentiated Customer Experience

# Volume Focus



Market Share Gain –  
MBR and MPEC

Low cost product  
innovation

Sonata, Fastrack,  
Titan Low end

Expansion –  
Mass LFS, Neolite



# Digital: way of life



Online sales is 19% of total in 21-22



Omni Channel: Lead gen, endless aisle



Digital/ Social marketing is 16% of our total spends

# MARKETING STRATEGY



# Brands

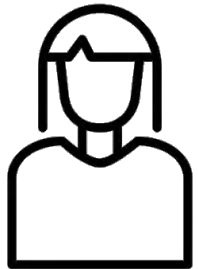


## BRAND TRUST

8<sup>th</sup> Most Trusted Brand in India



## DESIGN DIFFERENTIATION



## CONSUMER INSIGHT AND SEGMENTATION

Fastrack, Raga, Xylys



## MODERNIZATION

 TITAN

  
***fastrack***

***SONATA***

INTERNATIONAL  
BRANDS



# Key Levers of Titan



**BRAND LOVE**



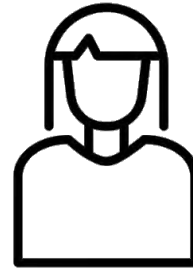
**PREMIUMIZATION**

>15K FOCUS | EDGE, MECHANICAL,  
NEBULA



**MILLENIAL AFFINITY**

FASHION CLUSTERS



**RAGA REFRESH**

THE NEXT CHAPTER



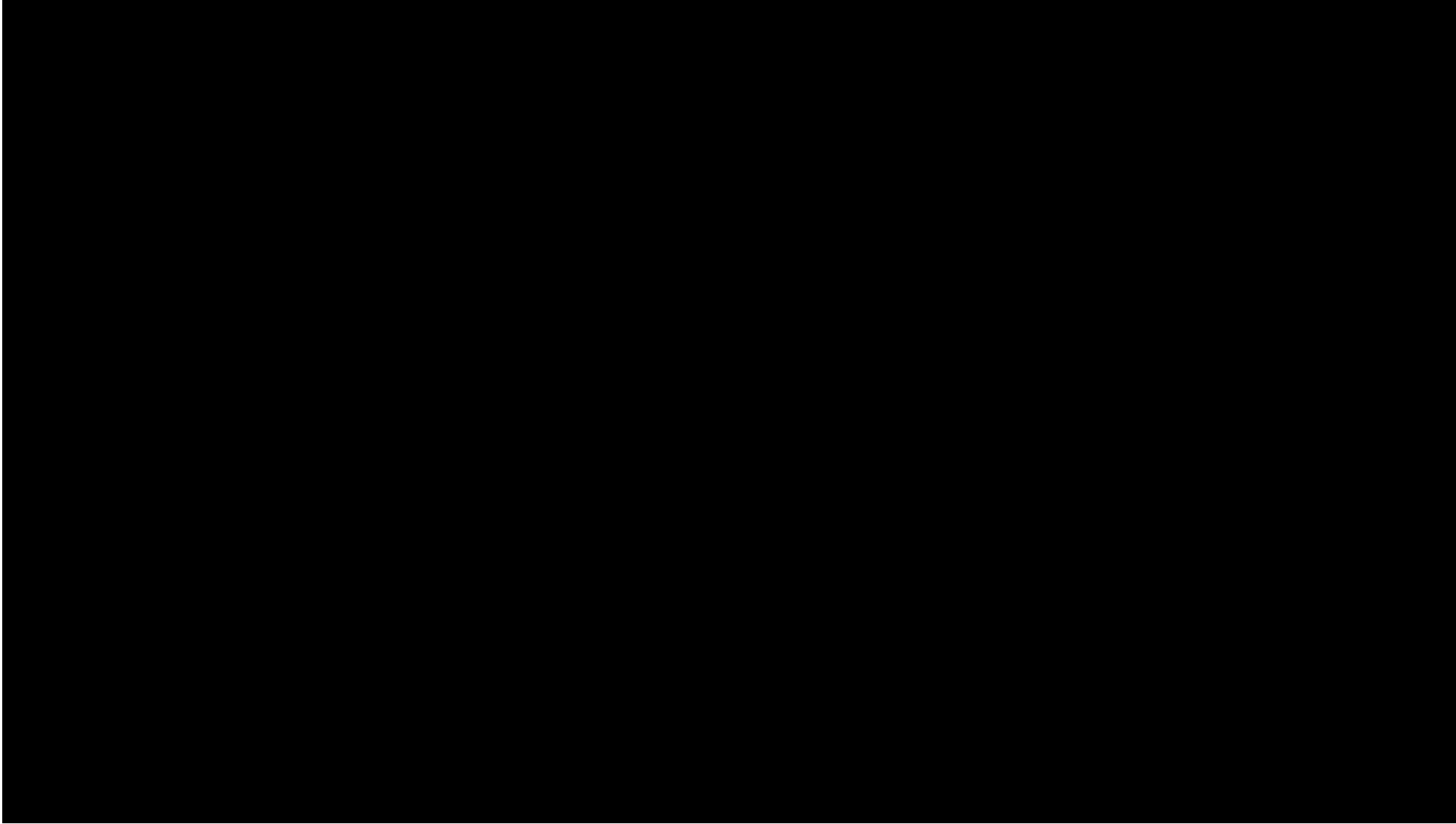
**VOLUME DRIVE**

SUB 6K | GROWTH IN CONSUMERS





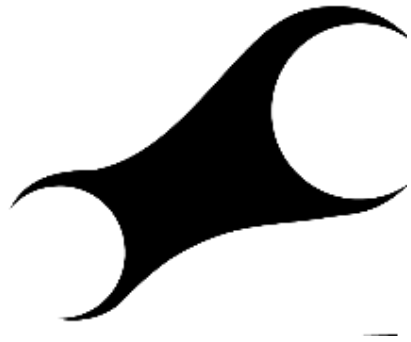




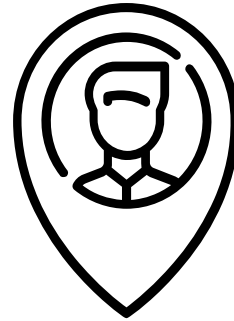




# Key Levers of Fastrack



BRAND  
MAGIC



AFFORDABLE  
FASHION



CHANNEL  
STRATEGY

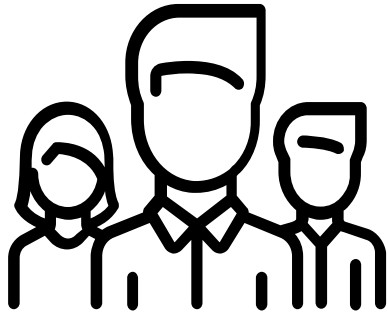




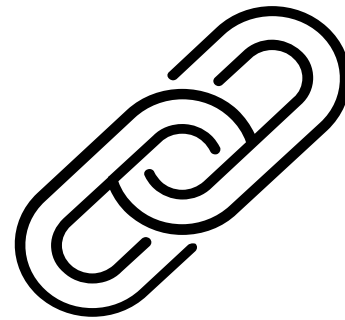
# ***SONATA***



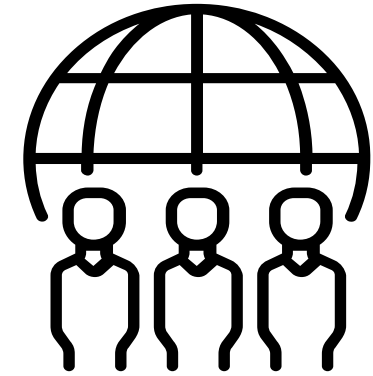
# Key Levers of Sonata



ASPIRATIONAL  
AND STYLISH CONSUMER



DEEP CONNECT AND  
PRIDE IN GEOGRAPHY



ONLINE ACCESS  
OPENED UP DEMAND

**SONATA**  
A TATA PRODUCT





# International Brands

TOMMY  HILFIGER

**ANNE KLEIN**

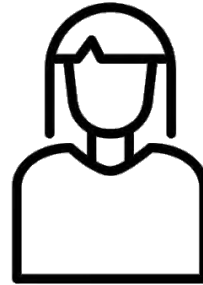


**KENNETH COLE**  
NEW YORK

**POLICE**



STRONG PRODUCT PORTFOLIO



BRAND SALIENCE



IMPACTFUL RETAIL PRESENCE





# SALES STRATEGY

# Customer Opportunity



	Brand Decided	Category decided Brand agnostic	Category & Brand Agnostic
On Ground	World of Titan & Fastrack Stores	MBR & Helios	LFS
Online	Titan.co.in, Fastrack.in	Helioswatchstore.com Zimson, Ethos	Amazon, Flipkart, Myntra, Tata Neu



# CHANNELS

**TITAN WORLD**

**HELIOS**

**MULTI-BRAND  
RETAIL**

**LARGE FORMAT  
STORES**

**MARKET PLACE  
E-COMMERCE**



**TITAN WORLD**

HELIOS

MULTI-BRAND  
RETAIL

LARGE FORMAT  
STORES

MARKET PLACE  
E-COMMERCE

# Reimagining Titan World



PREMIUM



INTERNATIONAL



MODERN



SMART





# Reimagining Titan World



Renovated



New Stores



No of Stores

21-22

130

60

544

22-23

140

100

644

## Expansion

Pre Covid : 20/ year | 22-23 : 100 stores





TITAN WORLD

HELIOS





MULTI-BRAND  
RETAIL

LARGE FORMAT  
STORES

MARKET PLACE  
E-COMMERCE

# Helios – The Premium Destination Store



	Number of stores	Number of Towns	AVPT (in Rs.)	Combo/Standalone
				
March 22	136	62	17007	87/49
March 23	186	75	17500	129/57





TITAN WORLD

HELIOS

**MULTI-BRAND  
RETAIL**

**LARGE FORMAT  
STORES**

**MARKET PLACE  
E-COMMERCE**



# Transforming Multi Brand Retail (MBR)



# Consolidating & Expanding LFS



**A**

Gain share

**D**

Metro and Tier 1 :  
Premiumization journey

**B**

Acquire customers from  
other categories : impulse  
purchase

**E**

Entry into electronic  
outlets for  
smart: Croma & Reliance  
Digital





**C**

Middle India opportunity : Tier  
2,3,4 expansion with Trends



# Acquiring new customers through Ecom

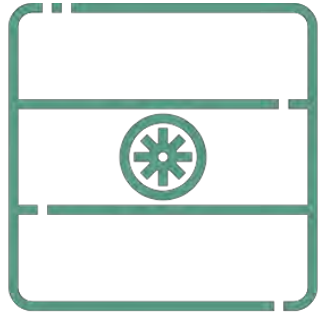


Portal Name	Brands in Top 5 Rank
 Flipkart	Fastrack, Titan, Sonata
 amazon	Fastrack, Titan , Sonata
 MYNTRA	Titan, Tommy Hilfiger
 NYKAA	Titan, Fastrack, Tommy Hilfiger

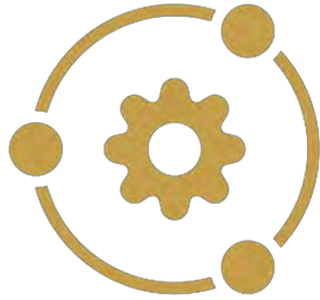
- Customer acquisition : Volume focus new age, younger, modern, Tier 2, 3, 4 towns
- Dominate market share
- Avoid channel conflict

# MANUFACTURING





MAKE IN  
INDIA



AGILE SUPPLY  
CHAIN



INNOVATION



VALUE  
ADDITION

## IMPACT

### IMPORT CONTENT BY VALUE

Mar'20	49%
Mar'23	30%
Mar'24	20%



**PLASTIC ECOSYSTEM CREATION**

**INTERNALISATION OF MOVEMENTS**

**100% INDIAN CASE COMPONENTS**

**PLATING COLOURS**

**SS, LEATHER STRAPS, DIALS**

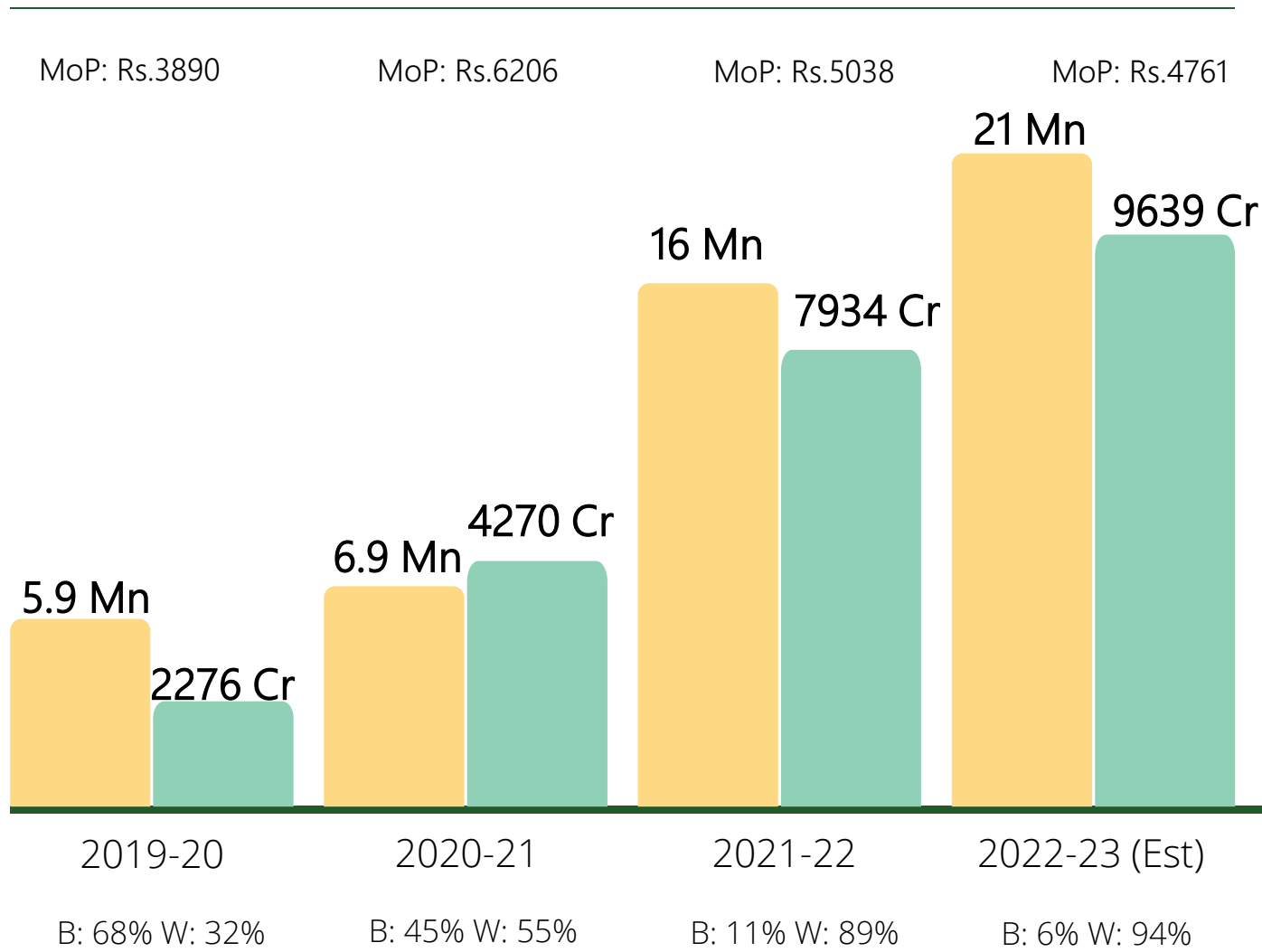


# WEARABLES BUSINESS

# Wearables Market



Vol Val

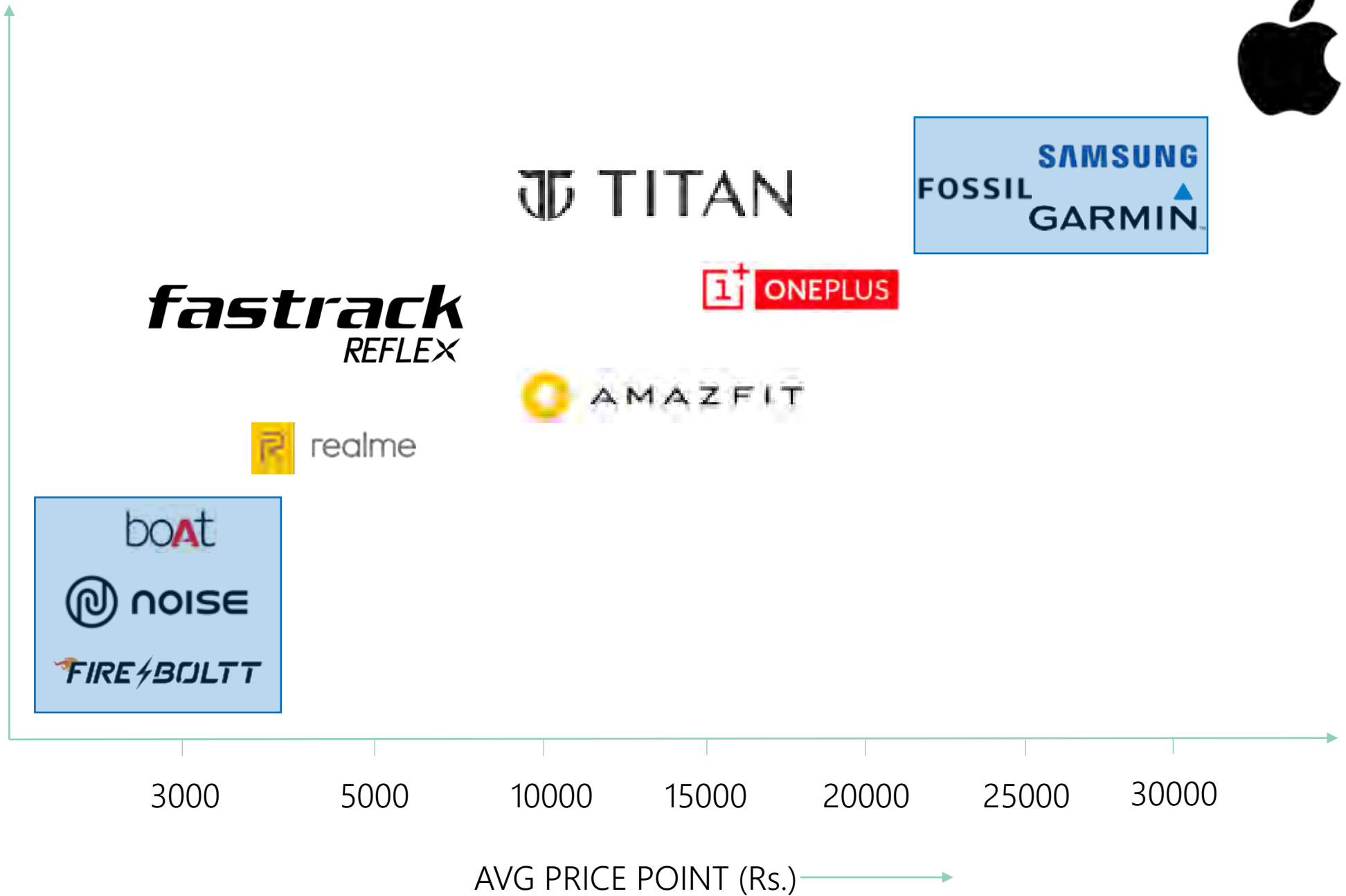


Last 3 years CAGR  
Vol- 57% Val-70%

Source: IDC Jan '22  
& internal sources



BRAND







# fastrack REFLEX VOX



 TITAN  
SMART



# SMART PRO

*Tuned in to you*

AMOLED Display | GPS | 14 Days\* Battery Life  
Body Temperature Monitor | Health Suite

\*Under Standard Conditions



TITAN

INTRODUCING TWO NEW SMARTWATCHES

**SMART PRO**

The brilliance of AMOLED on your wrist

- Built-in GPS
- Body Temperature Monitor
- 100+ Watch Faces
- 14 Sports Modes



- 14-Day Battery Life\*
- Altimeter & Barometer
- Stress Monitor
- Sleep Monitor

LAUNCH OFFER  
 ₹13,995/-  
 ₹11,995/-

\*Under standard conditions

Creative Visualization

TITAN SMART with alexa built-in

- 14-Day Battery Life
- 100+ Watch Faces
- Sleep Monitor



- 14 Sports Modes
- Immersive Crystal Display
- Stress Monitor

LAUNCH OFFER  
 ₹10,995/-  
 ₹8,995/-

T&C Apply



TITAN.CO.IN



Up to 40% Off\* on all TITAN watches

Available at: WORLD OF TITAN | Authorised dealers: HELIOS | SHOPPERS STOP | Shop online: amazon.in | 1800-266-0123

**fastrack REFLEX VOX SMARTWATCH**

alex built-in

100+ WATCH FACES



GET IT NOW @ 4995/-

T&C Apply

www.fastrack.in | fastrack STORE | WORLD OF TITAN

All Authorized Dealers | lifestyle | CENTRAL | SHOPPERS STOP | TRENDZ | partikars | amazon.in | CLQ

**fastrack REFLEX VOX SMARTWATCH**

alex built-in

100+ WATCH FACES



T&C Apply

GET IT NOW @ 4995/-

www.fastrack.in | fastrack STORE | WORLD OF TITAN

All Authorized Dealers | lifestyle | CENTRAL | SHOPPERS STOP | TRENDZ | partikars | amazon.in | CLQ



# New Products 22-23

# 14

## New Products

Design features:

- Large Screen
- AMOLED Screens with Curved Edges



Functional features:



BT  
Calling



AI Voice



ECG



Music  
Playback

Differentiated Products, In house Developments  
Edge Smart (Slimmest Smart Watch in the World)



# fastrack

## REFLEX CURV



## FASTRACK REFLEX CURV

3 SKUs | 4495/-

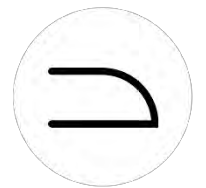
2.5 D CURVED GLASS



**24 SPORTS  
MODE**



**BODY  
TEMPERATURE**



**2.5D CURVED  
GLASS**

 **TITAN**  
SMART

# TITAN SMART 2

4 SKUs | 7995/-

1.78" Large AMOLED Display



Up to 7 Days  
Battery



24\*7  
HRM



15 Multisport  
Modes



Stress  
Monitor



1.78" Large  
AMOLED Display



#International  
WomensWeek

*fastrack*  
**REFLEX VOX**

## DAY 1 CHALLENGE

Walk 6000 steps  
before midnight  
& sync your app.

The lucky winner gets  
a brand new  
**Fastrack VOX.**



## Igniting our Platform

- Customer Engagement
- Gamification
- Rewards
- Target 1Mn+ App downloads
- 150K + Monthly Active Users

# Sales - Channel Initiatives



## Retail

- Leveraging CRM to generate new leads
- Smart champs program



## LFS

- Expansion in Croma and Reliance Digital
- Enter New Chains



## MBR

- Aggressive expansion, Mobile outlets
- Creating Smart Zones



## MPEC

- Expand business with Flipkart
- Strengthen business with Amazon



**THE FUTURE  
IS OURS TO MAKE**

# THE DREAM

10,000 Cr

Watches 7,000 Cr  
Wearables 3,000 Cr

EBIT

18%

YEAR

25-26



π  
TANISHQ

Mia  
by TANISHQ

Z

CARATLANE  
A TANISHQ Partnership



TITAN  
COMPANY

Jewellery



# Outline

- Industry, Customer
- Opportunity
- Ambition
- Growth engines
- Sources of competitive advantage
- Portfolio
- Margin outlook



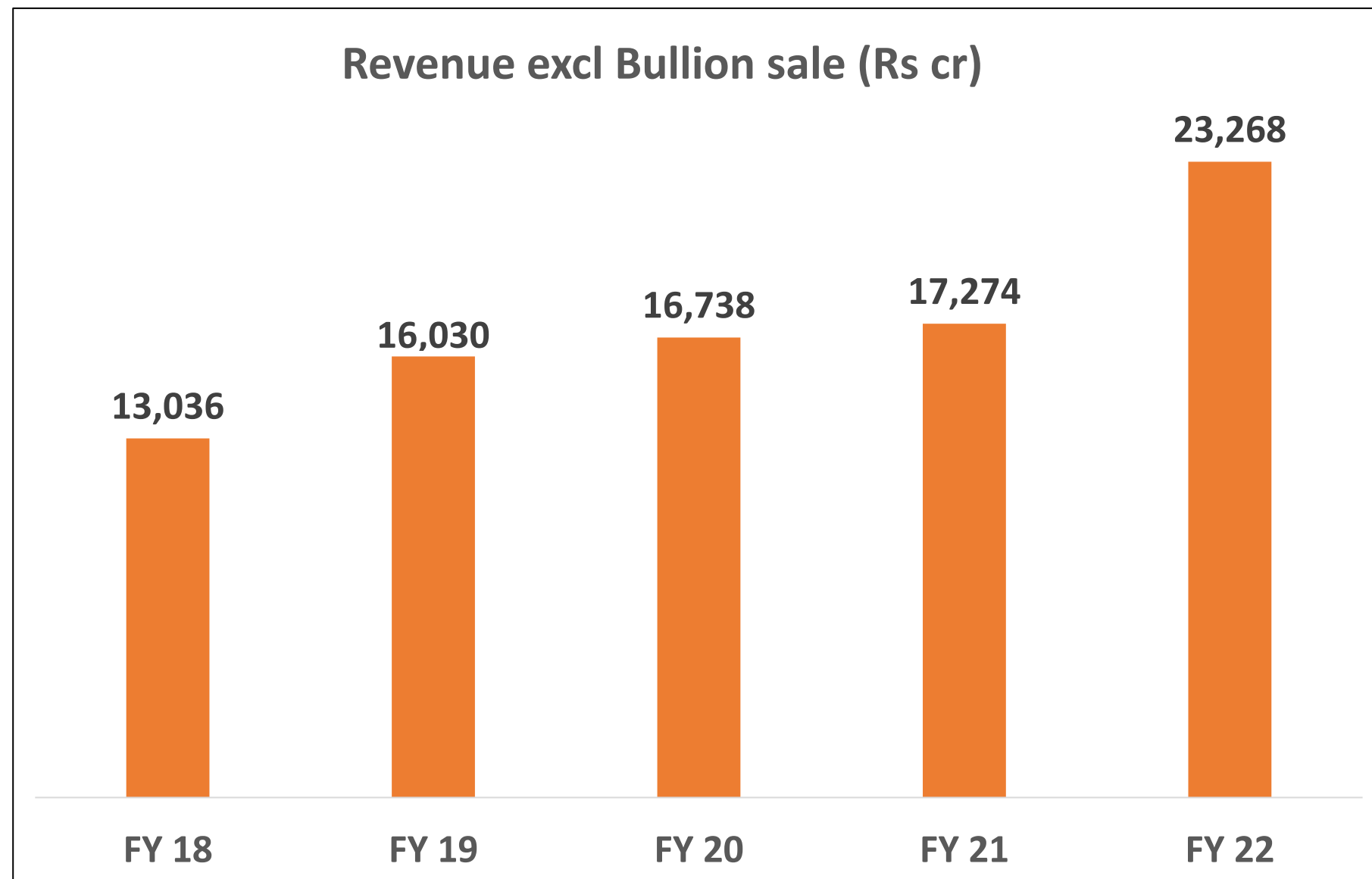
**dōr**

A symbol of tradition. A statement in style.



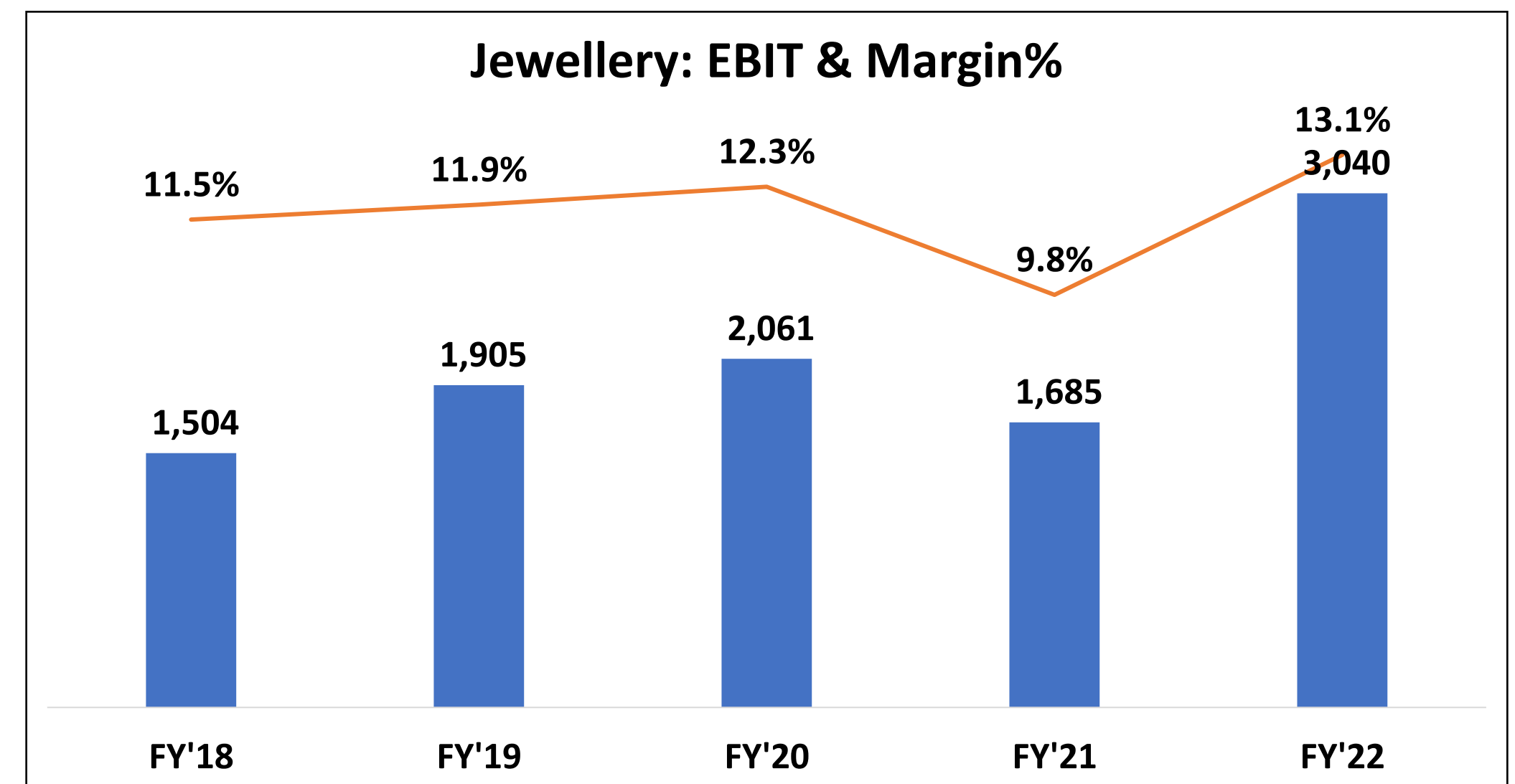


# A Resilient business despite last 2 yrs of disruption



Revenue - 5 yr CAGR 18%

EBIT – 5 yr CAGR 24%,  
Stable margins



# Indian Jewellery market seeing a shift

1. India story still strong
2. Growth amidst Volatility
  - Disruptions, Inflation,
  - Gold, diamond prices
3. Formalization favouring organized players
4. Heightened Competitive intensity
  - Aggressive expansion
  - Price wars

- Maximize growth while being agile

- Invest in differentiation





# She wants to engage with brands that resonate

Digital behaviour

Living for today

Seeks authenticity

Progressive & Pride in culture

*My journey*

- Imaginative,  
progressive brand  
narrative

- Engage her directly



Mothers Day Campaign 2022 -  
The Interview





# Huge Headroom in a geographically fragmented market

6% share of an Rs 400k cr mkt

Much lower share in weddings/ solitaires/ HVS

Large regional mkts with low share – wide dispersion

Middle India ~ 300+ towns, emerging catchments

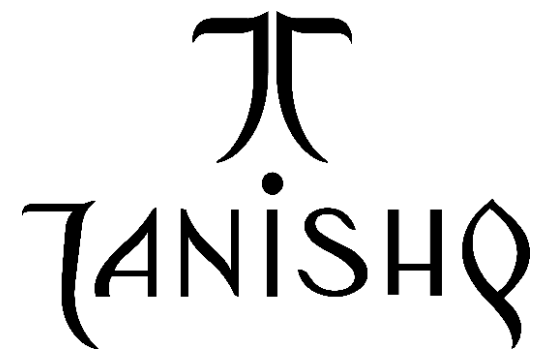
Young / modern segments

## Implications

1. Target large ambition
2. Chase multiple segments







Jewellery

Ambition FY27:

2.5X of FY22



Next 3 yrs:

- 600+ stores, ~300 Towns



Raipur





# Most Growth Engines expected to fire well

No	Growth Engine	FY20	FY21	FY22	FY23 & Beyond
1	Retail expansion (stores)	41	27	~ 36	40+
2	Wedding				Regionalization
3	High value studded				Formalization
4	Golden Harvest				
5	Gold Exchange				
6	<b>Many India's</b>		Redefined		Multiple markets
7	<b>Grow the Core</b>	New →	New →		Volume thrust
8	Leap ahead: Omni, Remote	New →	4X	3X	2X

 Leading growth

 Avg. growth

 Below par





Many Indias opportunity: Bringing it alive





Pudhumai Penn Of Tamil Nadu

Strength, Compassion, Beauty, Intellect. We, are all of these.



TATA की पेशकश



तनिष्क प्रस्तुत करते हैं  
बिहार प्रान्त की 6 दुल्हनों  
जो बनी ब्रांड का चेहरा ।

TANISHQ  
PRESENTS  
RIVAĀH  
WEDDING JEWELLERY

A JEWEL FOR EVERY TRADITION



#RivaahBridesOfBihar



Journey of Rivaah Brides of Bihar



TANISHQ  
PRESENTS  
...Uttama...



Bangali naari'r porichoy, tumi hole ononno.

TANISHQ  
PRESENTS  
...উত্তমা...

**For the first time ever,**  
we invited women across West Bengal to  
be a part and **vote for Tanishq's Poila**  
**collection.**







# Pursuing multiple segments

Portfolio approach:

Rivaah

Mia, Zoya, Caratlane







Marathi



Bihari



Gujarati

Rivaah:  
Many Indias





Metro - polki



Metro -Diamonds





Young & restless. Fastest growing brand (3X in FY22)

- Ambition: Rs 290 crs (FY22) → Rs 2,000+ crs (FY25)
- Points of sale: 275 (FY22) → 550 (FY25)



- Fashion, style and self expression
- Going Green
  - 100% recycled gold. Exploring this for diamonds too



Linking Road,  
Mumbai



Mia by Tanishq - Wave Makers





# Leveraging Influencers –Digital connect



Mithila  
Palkar



Samantha  
Akkineni



Ananya  
Panday



Rashmika  
Mandanna





Most exciting Indian Luxury brand

Brand pillars:

- Exquisite craftsmanship,
- Rare stones, patented cuts
- Personalized experiences

Luxury expected to explode in India:

Ambition: FY25

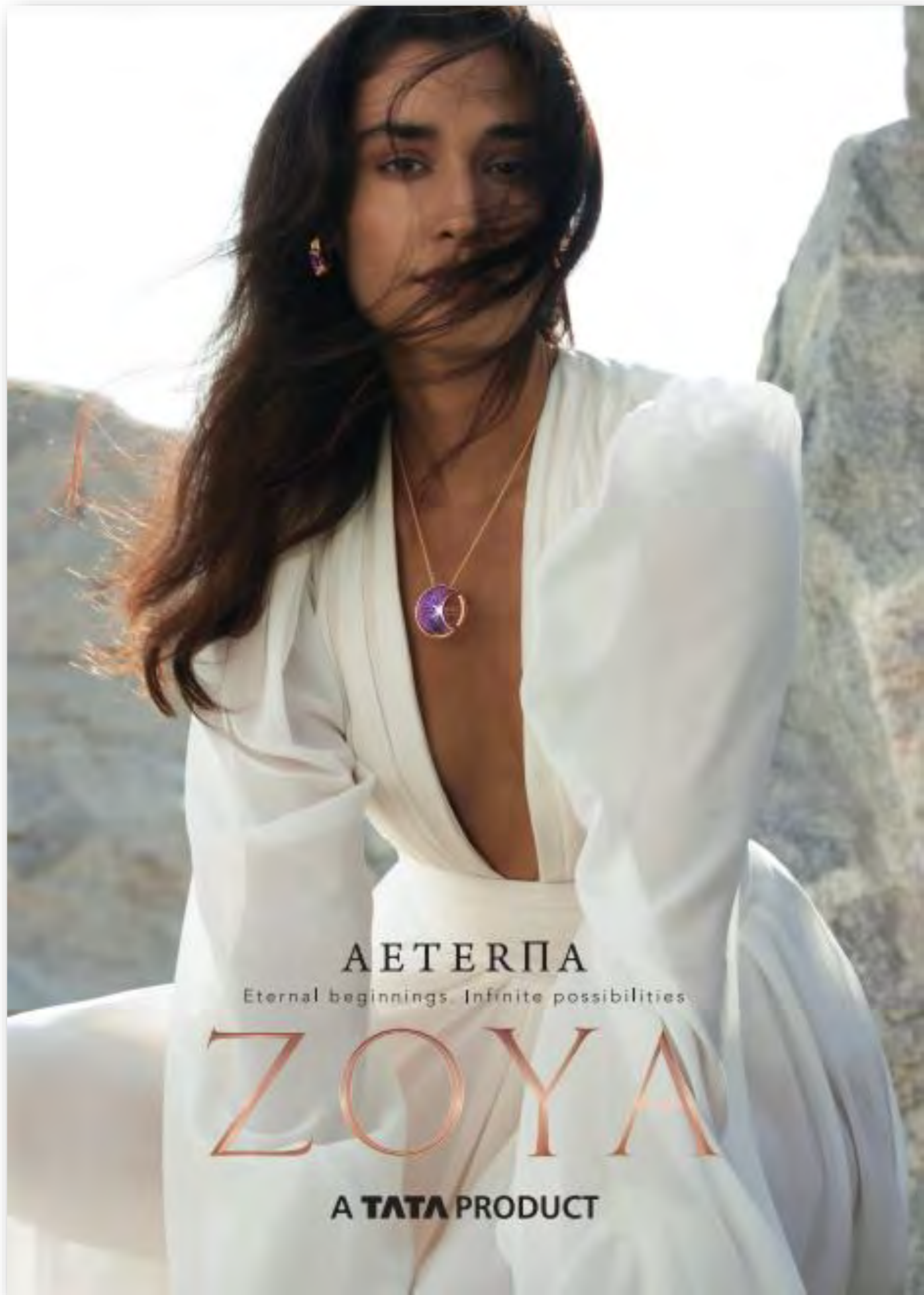
- Customer base: 4x in 3 yrs
- Zoya Boutiques: 5 → 12 - 15
- Zoya Galleries: 6 → 15 - 20



Gurgaon



# Z





# Z Personalized Zoya Experiences



Staycation at Rellais & Chateaux –  
Mihir Garh



1st Sit Down Dinner at Khar - Tata  
Capital MD - Anil Kaul & Friends



The World of Spirits with  
Yangdup Lama





# Sources of Competitive Advantage

1. Brand narrative
2. Category leadership
3. Customer Intimacy
4. Mfg: Transforming the value chain





*EVERY woman  
is a DIAMOND*





REAL WOMEN | REAL STORIES | A DIAMOND TO ADORN EVERY STORY

www.tanishq.co.in A TATA PRODUCT



**TANISHQ**  
*EVERY woman  
a DIAMOND*

Jacyln  
Pilot, Real  
Madrid fan

Rehana  
Self-care  
therapist

Ishani  
Athlete,  
Mountaineer

Alesha  
Fashion designer,  
Entrepreneur





π  
TANISHQ







## 2. Building Category leadership

- Polki | Dor | Bangles









# Capsule Collection :

A quarterly Collection Targeted at the Youth, Contemporary, Stylized with Deep design Stories

# dōr

A symbol of tradition. A statement in style.





# Capsule Collection Dor : Now A Platform for Mangalsutras



**dōr**

*A symbol of tradition. A statement in style.*



**dōr**

*A symbol of tradition. A statement in style.*



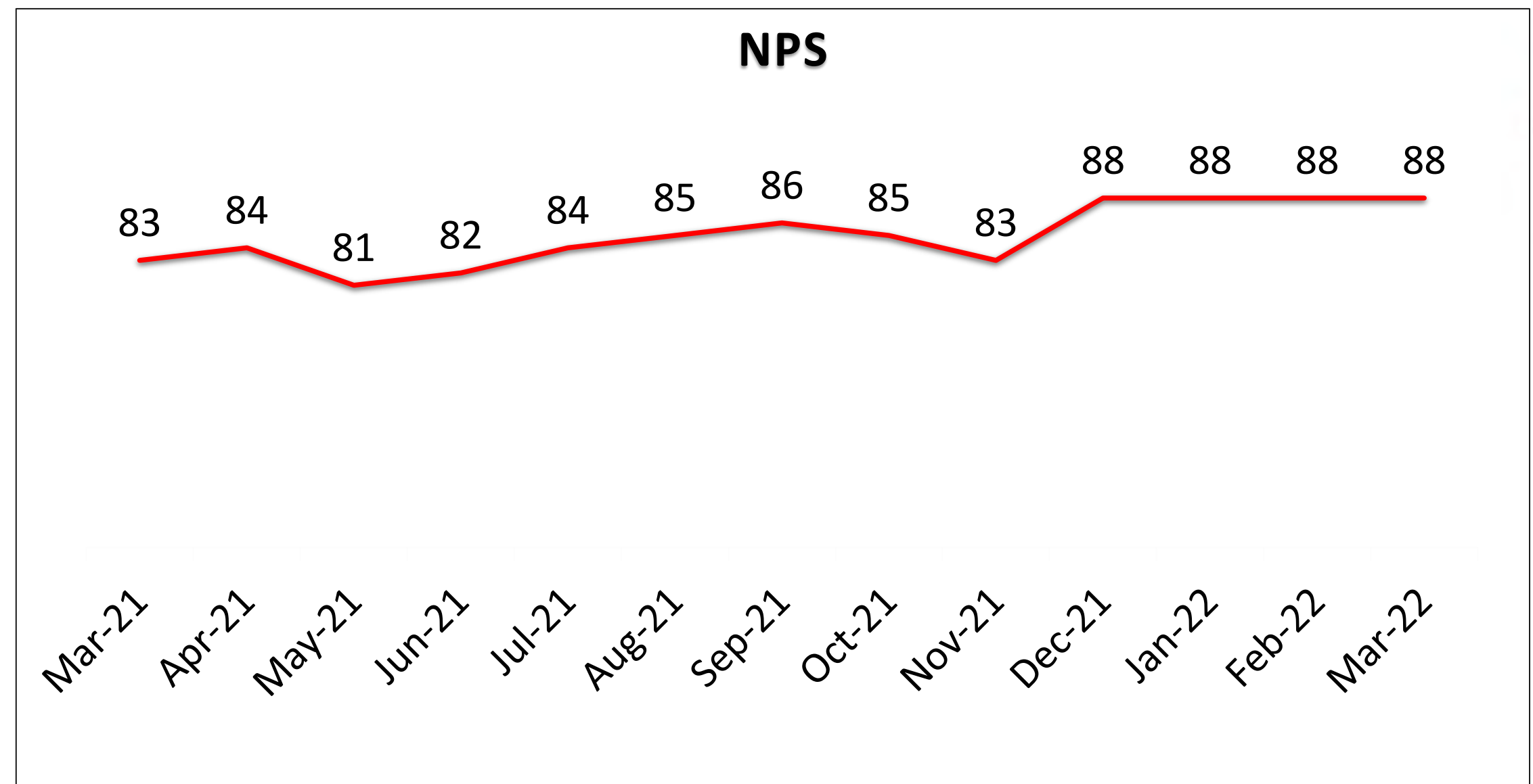
**dōr**

*A symbol of tradition. A statement in style.*









## 3. Customer Intimacy

- Process & Culture





# Women's Day Celebrations





Events that  
connect us with  
many real brides  
across the many  
Indias





# CELEBRATING THE REAL BRIDES OF INDIA

Be it in the Oonjal ceremony, the lovely Kaleera moment, or the holy Saptapadi, the bride shines bright, in every moment, in every kind of wedding.

With many such beautiful brides adorning our jewellery during their special moments, we are honoured to have added a touch of our sparkle, to these real brides from across the country.

Celebrating every kind of wedding.  
Every kind of bride.

  
**TANISHQ**  
PRESENTS  
**RIVAĀH**  
WEDDING JEWELLERY

A TATA PRODUCT



**Maharashtra**



**Manipur**



**Bengal**



**Bihar**



**Gujarat**



**Awadh**



**Delhi**



**Karnataka**



## 4. Transforming the value chain, responsibly

- In-house Manufacturing, Integrated eco-system of partners
- World class Quality, Responsible sourcing



Hosur



Pantnagar





# Refining, Alloying & Machine made Facility





## Exquisite Wedding bands using CNC



## Platinum Capability



 PLATINUM GUILD  
INTERNATIONAL





# Responsible Sourcing of Gold



Fresh Bullion

45%



**LBMA**

GOOD DELIVERY  
REFINER



41

Outright Sourcing

15%



Customer exchanged  
gold

40%

100% LBMA Certified Gold

- Periodic audits by Titan at Vendor places
- Self-Declaration on invoices by Vendors

Recycled Gold





## Ensuring Responsible manufacturing and sourcing of diamonds



The image shows the cover of the Titan Supplier Engagement Protocol (TSEP) document. At the top left is the Titan Company logo. The word "CONFIDENTIAL" is centered at the top. The title "Titan Supplier Engagement Protocol for Diamond Suppliers (TSEP)" is prominently displayed in the center. Below the title, the version "2019 V1.0" and the date "November 2020" are listed, followed by "V2.0" at the bottom. The document is framed by a black border.

### Traceability

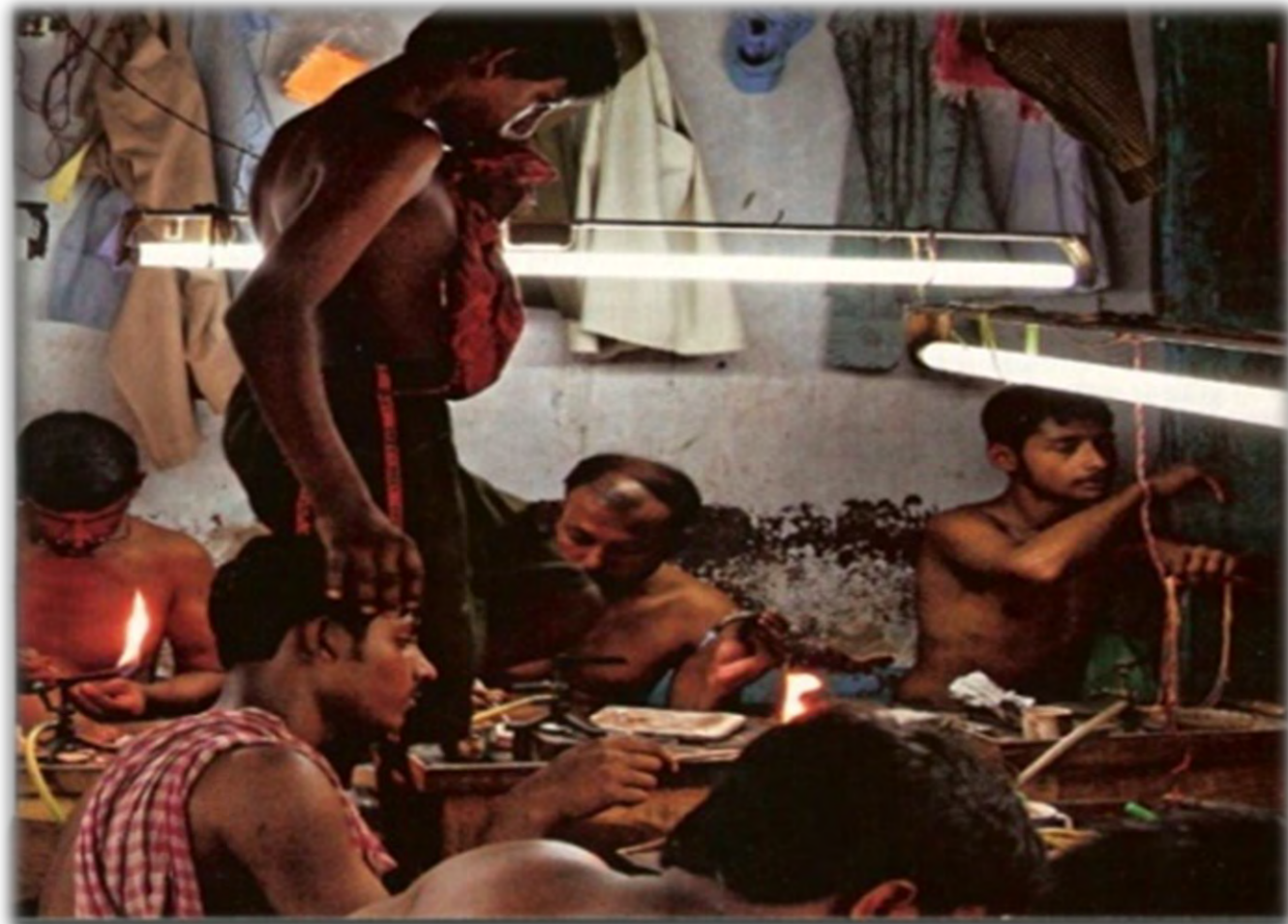
- End-to-end traceability
- Ethically sourced rough
- Polishing in TSEP compliant unit

### Pipeline Integrity

- 'Zero Tolerance' for undisclosed Lab grown diamonds
- Screening: best in class equipment



# Reality check: Indian Jewellery Mfg. Practices



- ❖ Poor working condition & infrastructure
- ❖ Child Labour & Exploitation
- ❖ Obsolete<sup>43</sup> processes, systems & technology





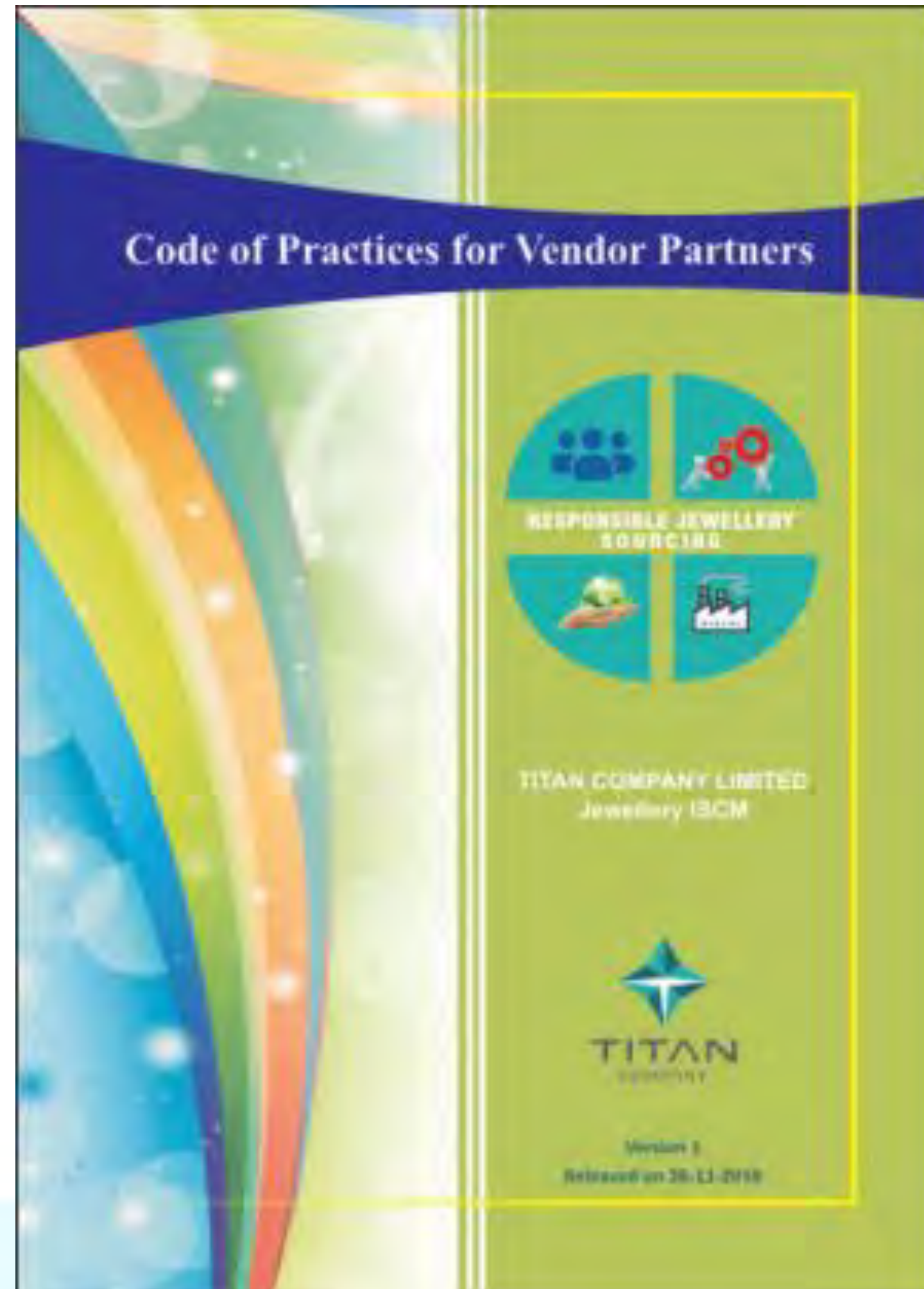
# Structured 4P Framework – Levels of Maturity

Pillar	Level 0	Level 1	Level 2	Level 3
People	Cottage	Basic	Standard	World Class
Process				
Place				
Planet				

Target to bring all vendors to Standard level across all 4 Pillars by Dec 22



# Tanishq: Only player to have stringent vendor guidelines



71 point checklist



3rd Party Assessment



Milestones to bridge the gap





# Illustrations of transformed Jew. Mfg. after our interventions



Vendor partner: Aabushan @ Ankurhati, Kolkatta,  
5500 sft



Vendor Partner: St Anthony @ Thrissur, 10,000 sft





# Strategic Thrust: Maximize the growth opportunity!

## Margin Enhancers

- Studded, Wedding
- Design & Quality leadership
- Operating leverage

## Downward pressure

- Competitive intensity
- **Many India's: Regional thrust**
- Investing for growth

EBIT margins expected to be stable in the next 1-2 yrs





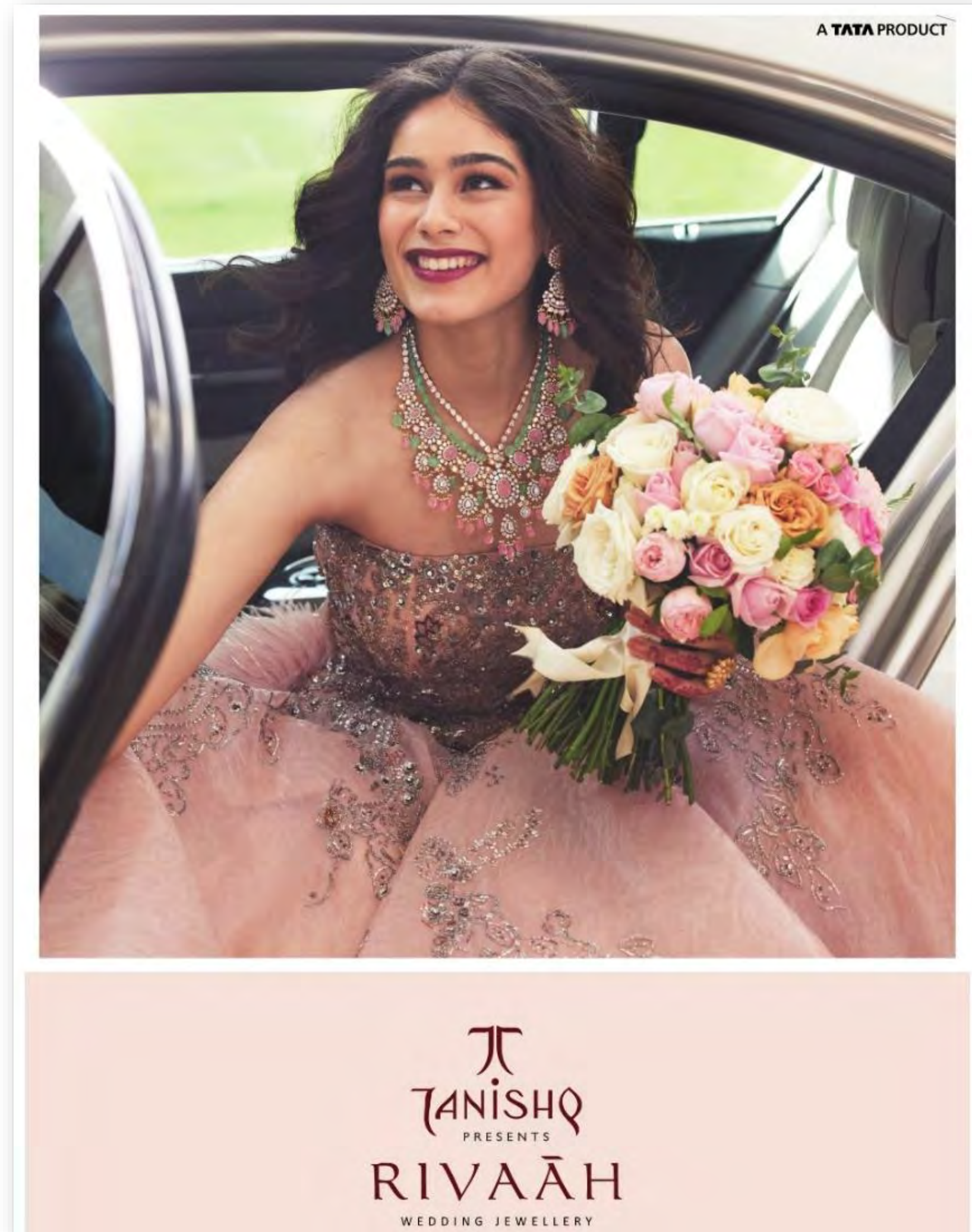
π  
TANISHQ

Mia  
by TANISHQ

Z

 CARATLANE  
A TANISHQ Partnership

Thank you





CARATLANE

A Tanishq Partnership

# The CaratLane Story

Shining Since 2008







**“We are in the business of helping people express their emotions through jewellery”**



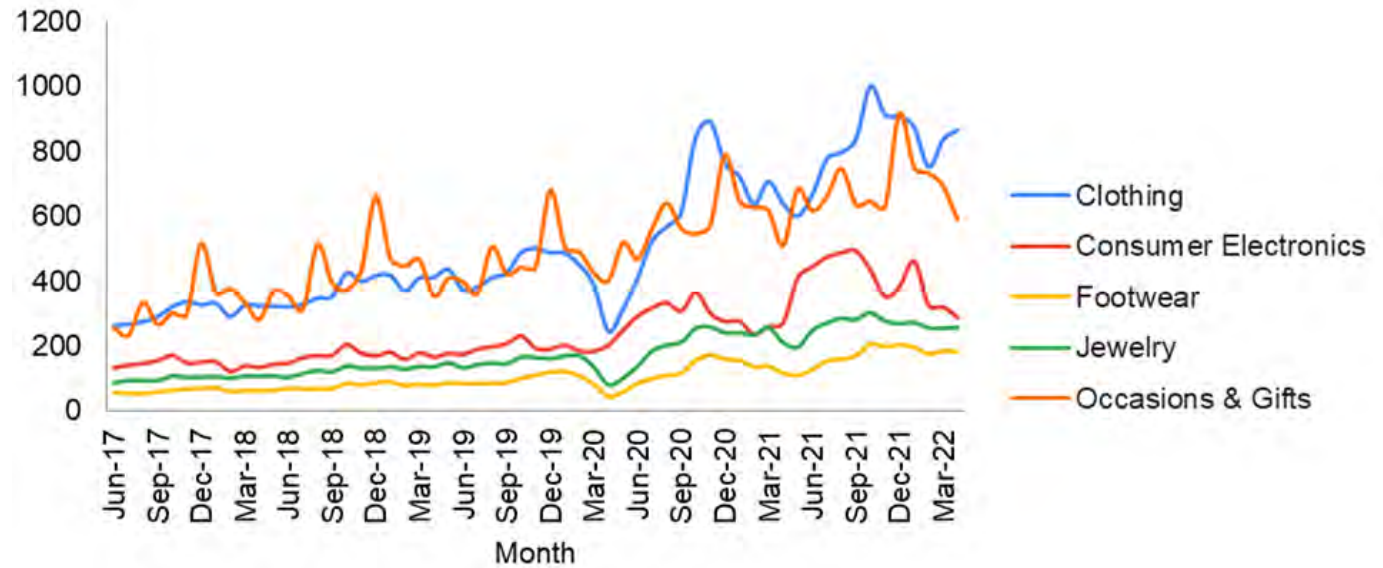


# Addressable market -

OPPORTUNITY

5 year CAGR of jewellery searches @ 17% , while CaratLane is at 47%

Participating in the Occasions & gifts segment - 362 M per month category (Target 10%)







# The CaratLane Story – Growth & Efficiency

		FY17	FY18	FY19	FY20	FY21	FY 22	FY23*
	<b>No of Stores</b>	16	34	54	92	118	137	227
	NSV ( <i>in Cr.</i> )	179	290	416	621	716	1256	2146
	<b>Sales Growth</b>	18%	62%	44%	49%	15%	75%	71%
	Gross Contribution	17%	19%	29%	29%	29%	32%	34%
	<b>Marketing Expenses</b>	18%	14%	12%	8%	5%	8%	8%
	<b>EBIT (%)</b>	-44%	-28%	-9%	-3%	2%	4%	7%

**5 years CAGR @ 47%**

\*Projected



OPPORTUNITY

# Addressable market – Global Indians

100

Crore high margin, low investment business

## Countries

Source : Ministry of External Affairs

United States	4,460,000
United Arab Emirates	3,425,145
Malaysia	2,040,000
Saudi Arabia	2,594,950
Myanmar	2,009,207
Sri Lanka	1,504,000
United Kingdom	1,451,862
South Africa	1,490,000
Canada	1,374,710
Kuwait	1,029,861
Mauritius	894,500





# The CaratLane

## Playbook

- Digital Demand Generation
- Differentiated Designs
- Engaging Visual Imagery
- Super Fast Delivery
- Omni Channel Conversion Model
- Experience Focus
- High Margin Category & Customer Segments



# How We Win - Design

AS ENABLER

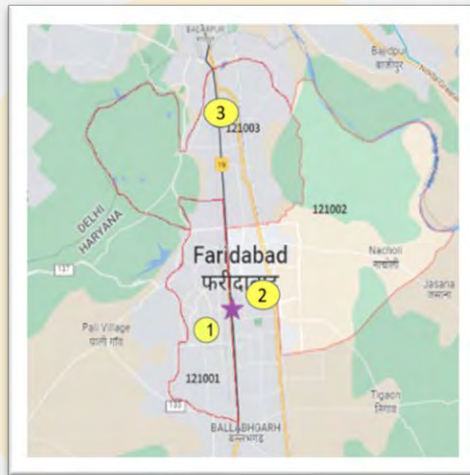
- Reinvented traditional art of Meenakari
- Adapted in contemporary styles
- Affordable / Accessible
- 65% Bestsellers







# How We Win – The Real Omni



Opportunities Identified

**112**

Growth in Business Conversion at catchment

**3x**

Faridabad	(Nov 20 to Feb 21) Before Store Opening	(Nov 21 to Feb 22) After Store Opening
SESSIONS	249	215
BIZ CONVERSION	<b>0.5%</b>	<b>1.53%</b>
APP SHARE	59,516	35,509
BIZ ORDERS	1234	3281
ONLINE ORDERS	653	870
REPEAT ORDER %	47%	37%
C/R	3.32%	1.22%
BIZ Rev (L)	351	803



# How We Win - What Digital can do

Enhance  
Customer Experience



85% Online  
influenced Orders



Personalised  
Browsing



Matching  
Customer X Store X  
inventory



Single view of  
Customer  
resulting in seamless  
experience





# How we win – What Digital can do

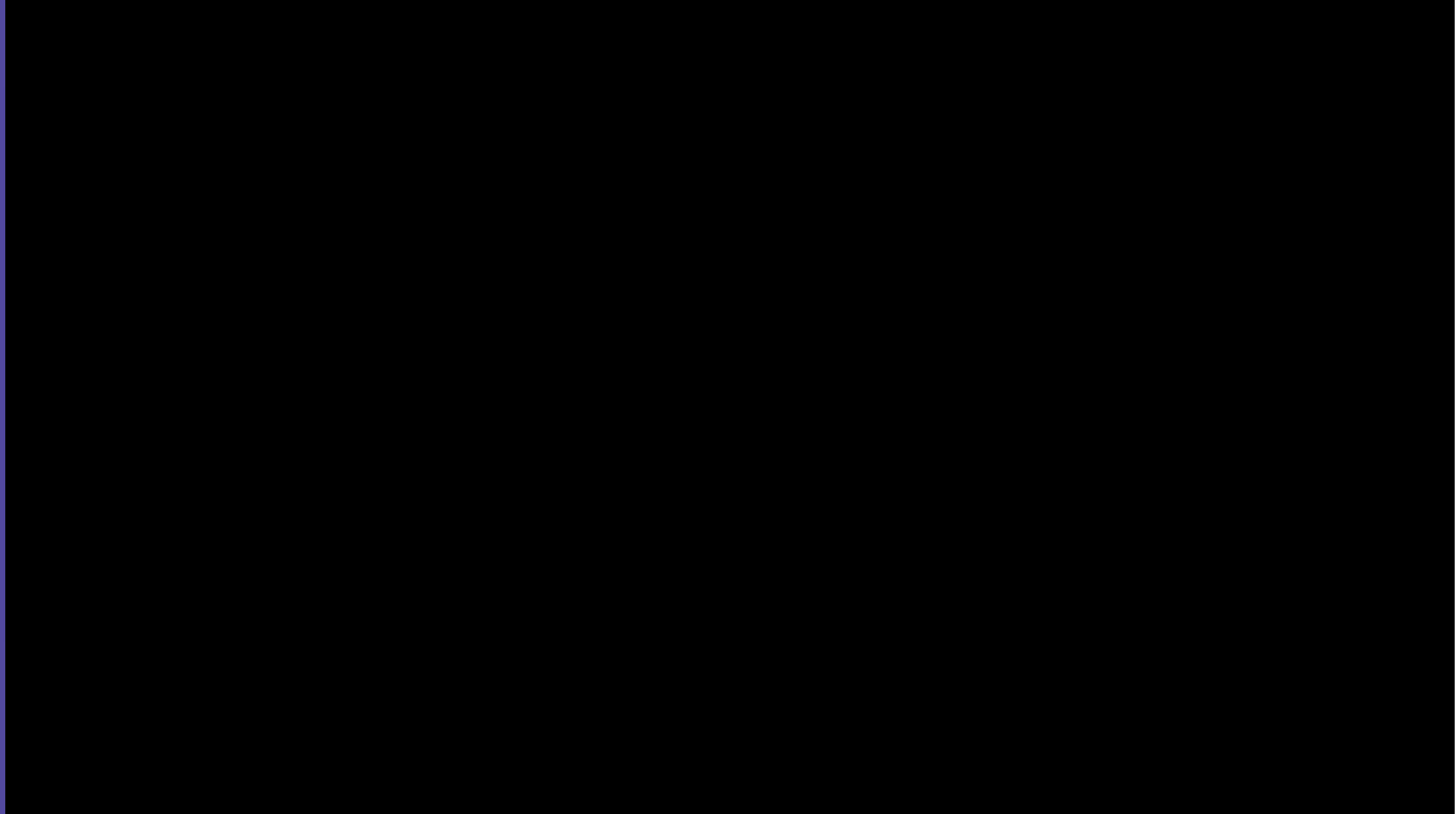
## Efficient Catalogue Management

Year	catalogue
2019	5800
2020	4029

- Sharper Catalogues
- Twice in a year review,  
& removal of low performers
- Online trials to measure  
design intent
- Trial enables calculated  
risk on the inventory



# What's the secret sauce?





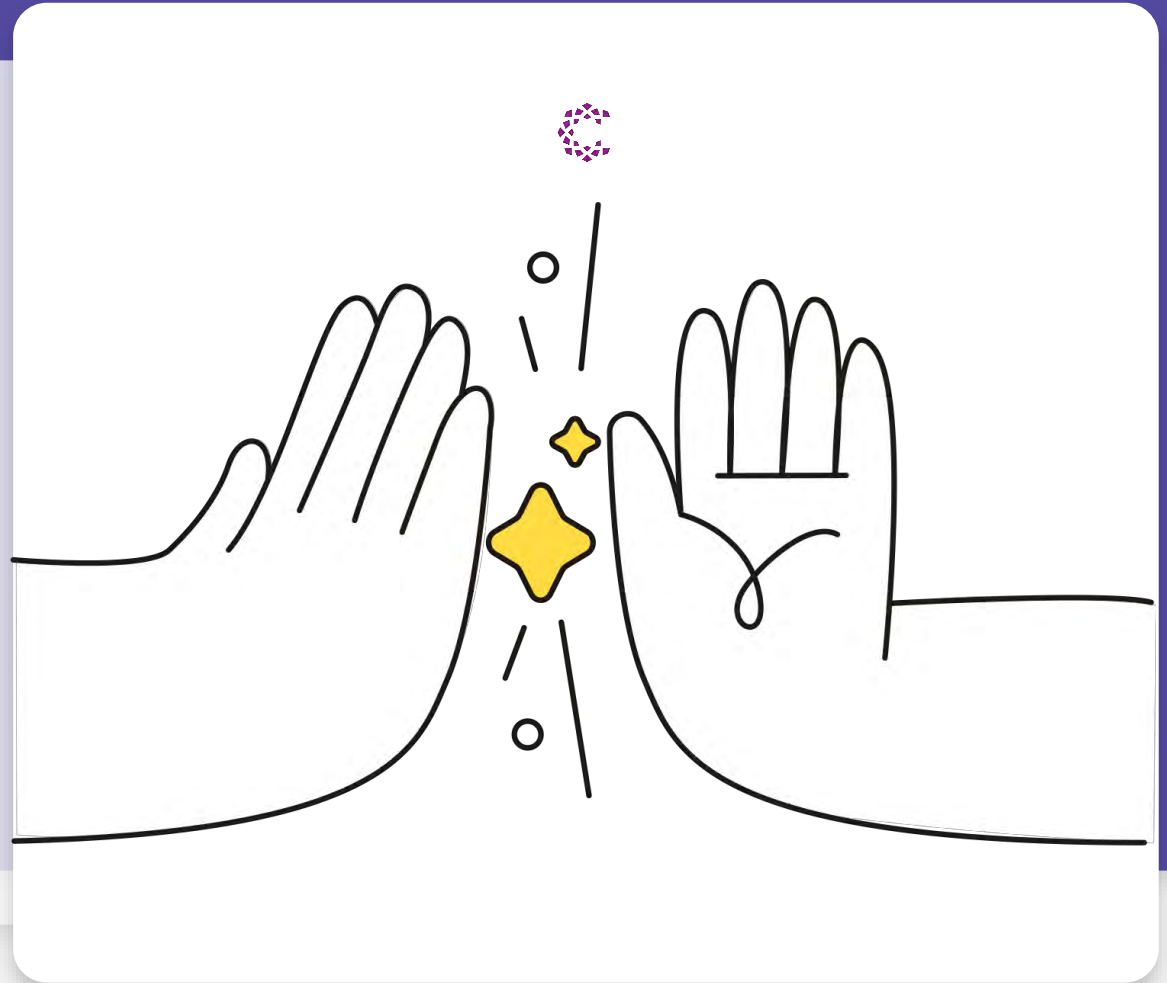
That's a Wrap

# Thanks!



CARATLANE

A Tanishq Partnership



# The Wholesome Titan

Capability, Culture, Commitment





# The Wholesome Titan



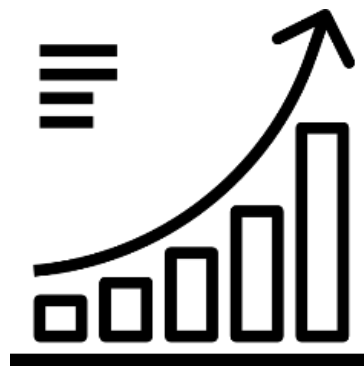
Capability



Culture



Commitment



CAGR



Contribution



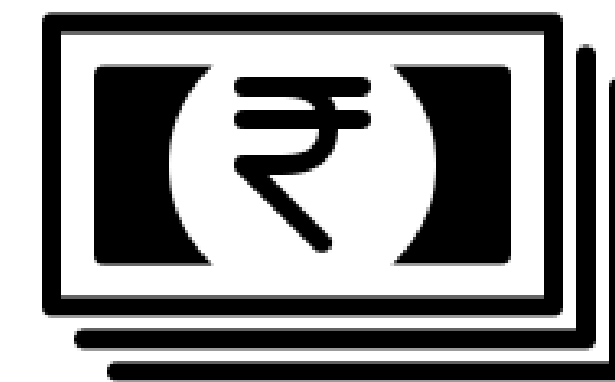
Capital



Growth



Margin



Cash

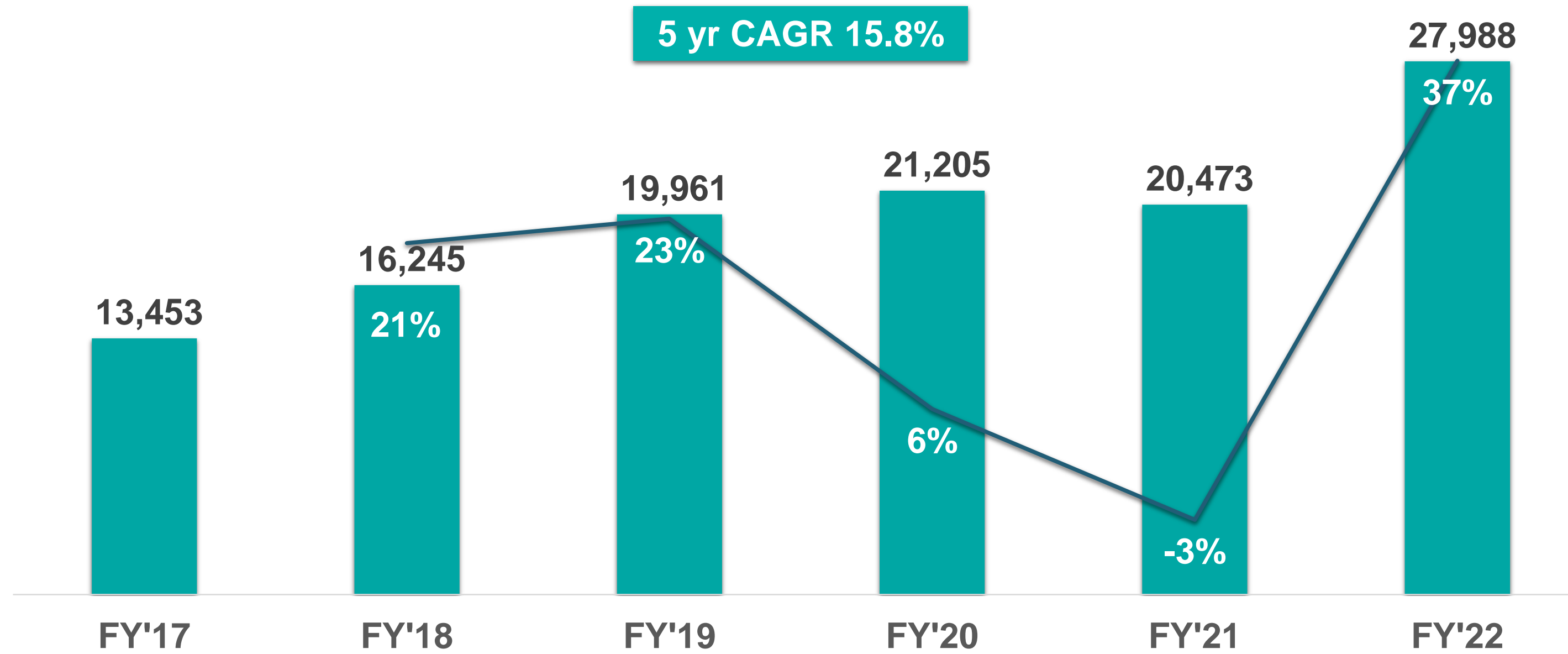




# Growth: Revenue (Consolidated)



Rs Crores



Business	FY'22 over FY'20	FY'22 over FY'21	5 Yrs CAGR
Jewellery	41.3%	36.3%	18.2%
Watches & Wearables	-11.6%	46.0%	2.4%
EyeCare	-5.0%	37.9%	4.5%
Other Businesses	-14.1%	19.3%	10.2%

Note: Revenue includes Other Income and excludes bullion sale





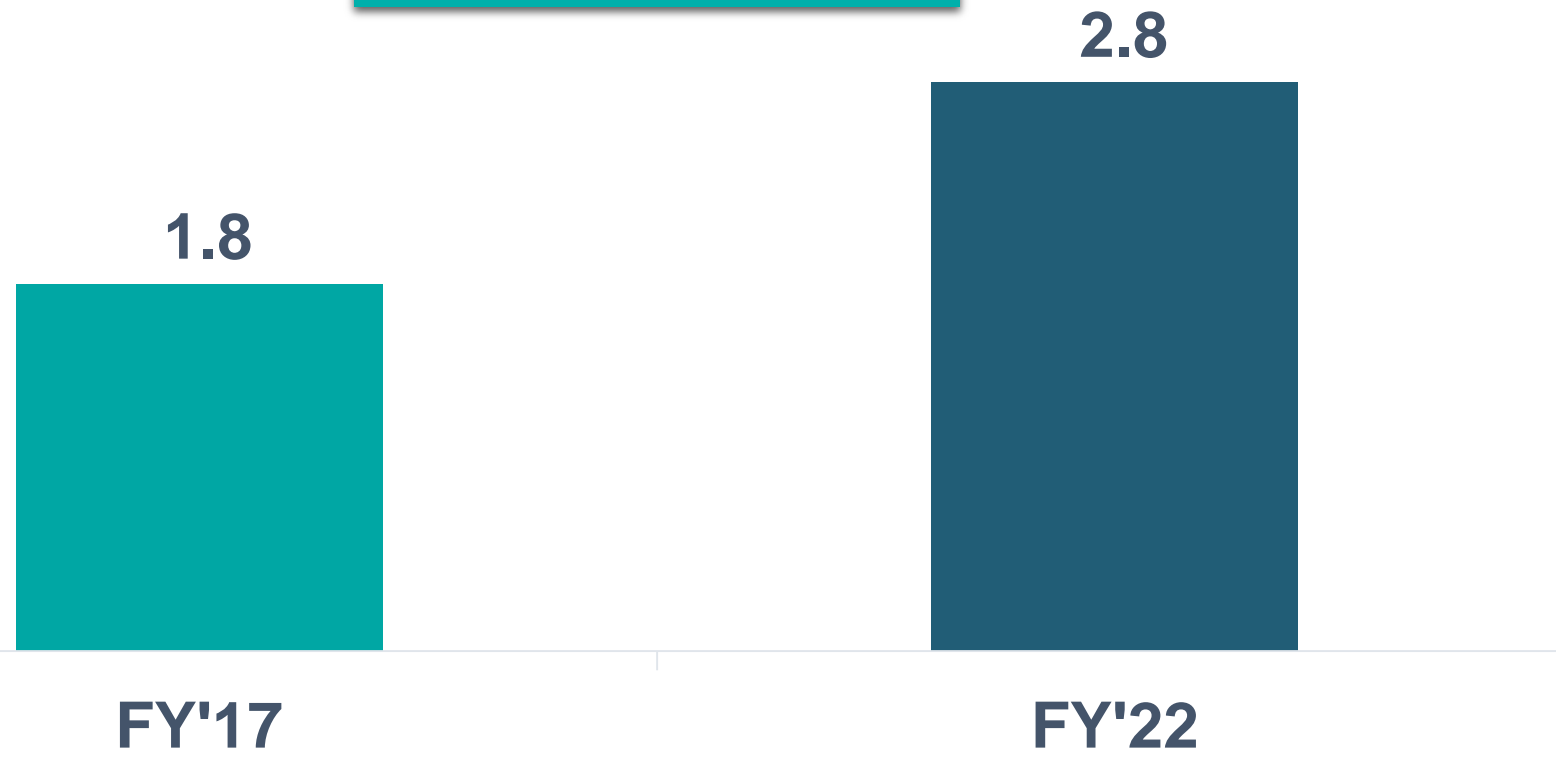


# Growth: Retail Footprint



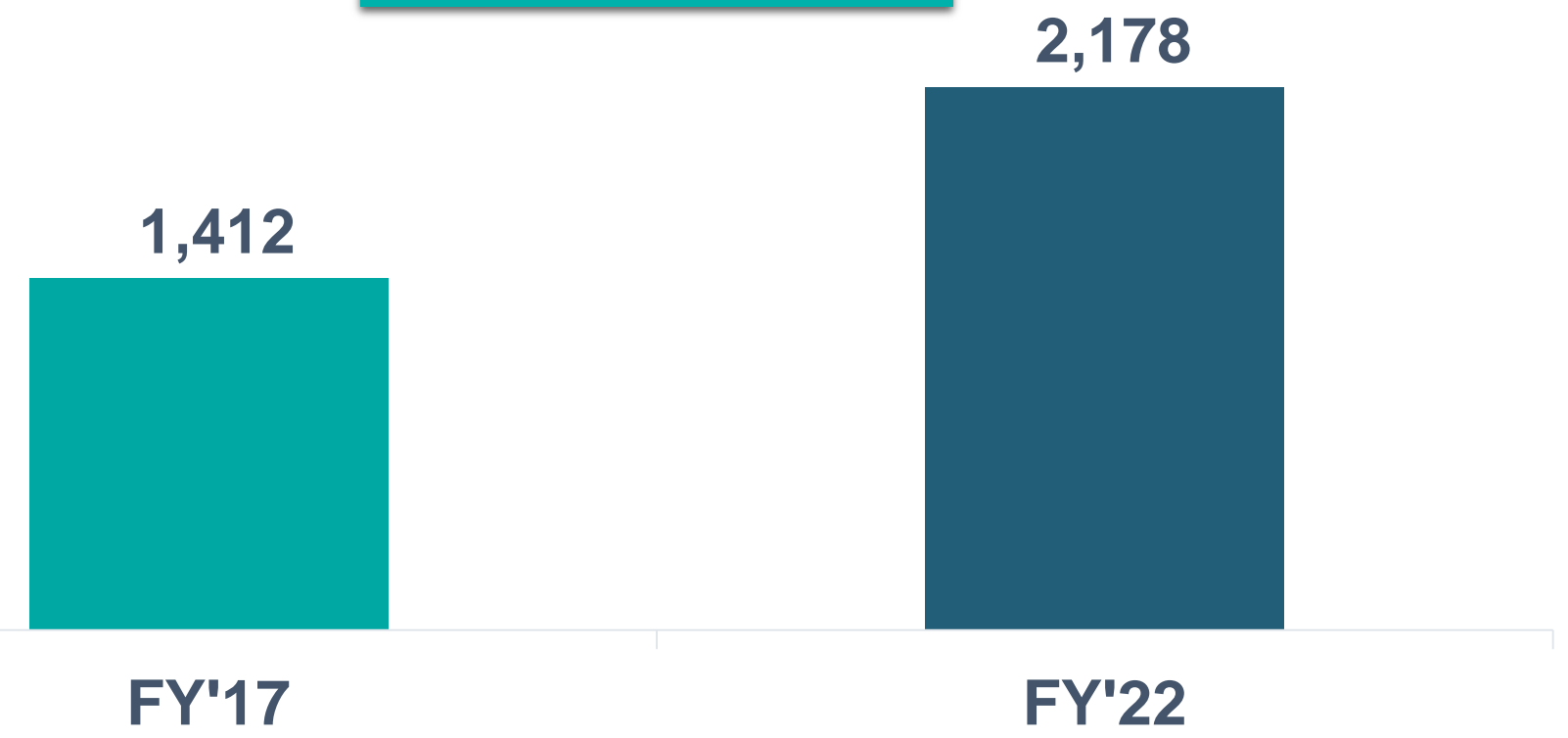
Area Million Sq. Ft.

5 yr CAGR 9.2%



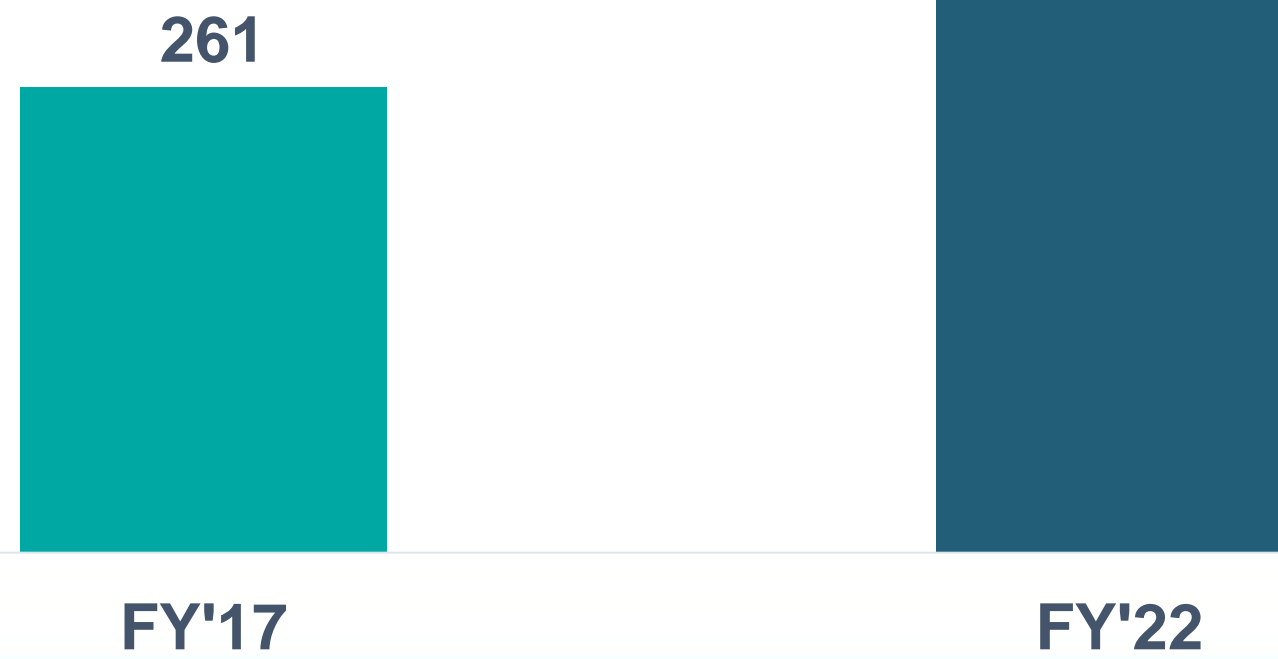
Store Count

5 yr CAGR 9.1%



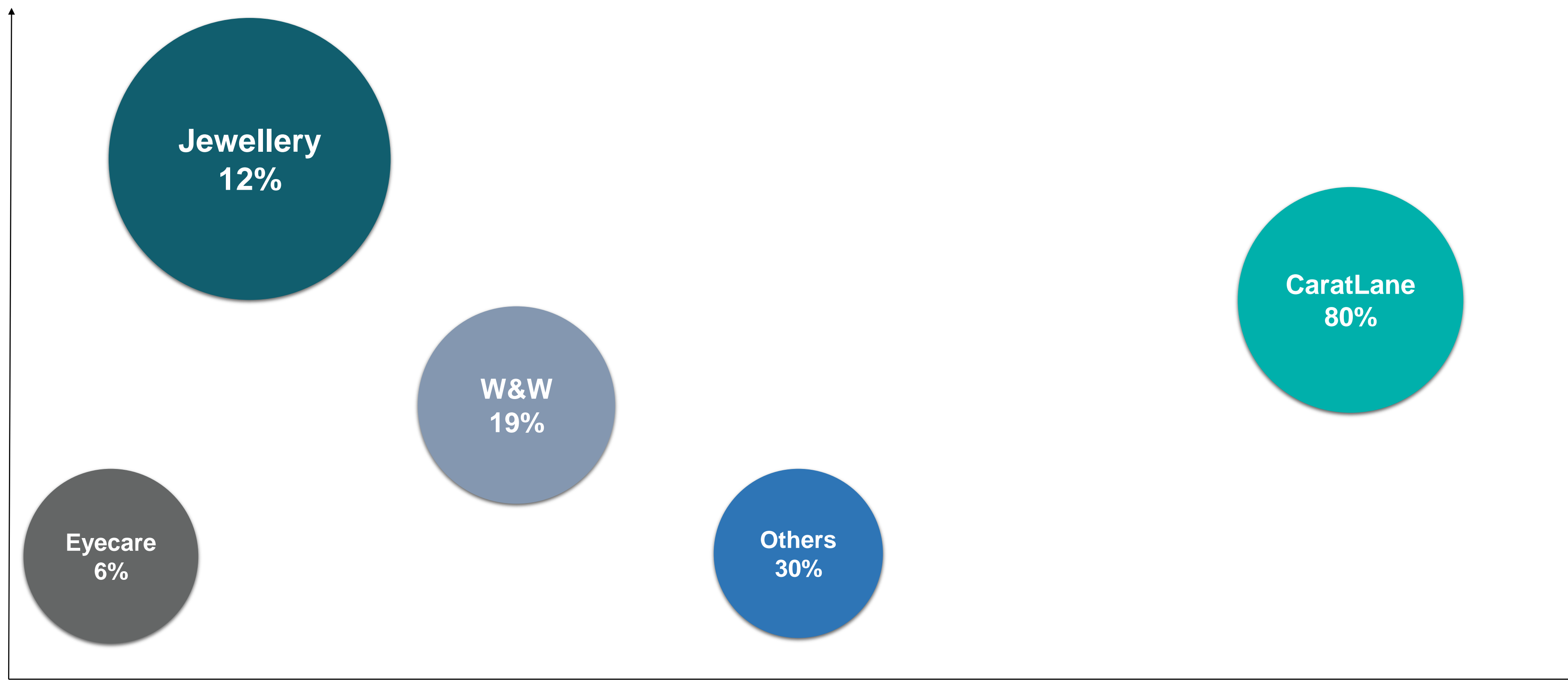
Town Presence

5 yr CAGR 5.2%





# Growth: Digital Channel & Influence ~15% of Sales



Notes: Digital sales for EyeCare, W&W and other businesses are through E-Commerce only



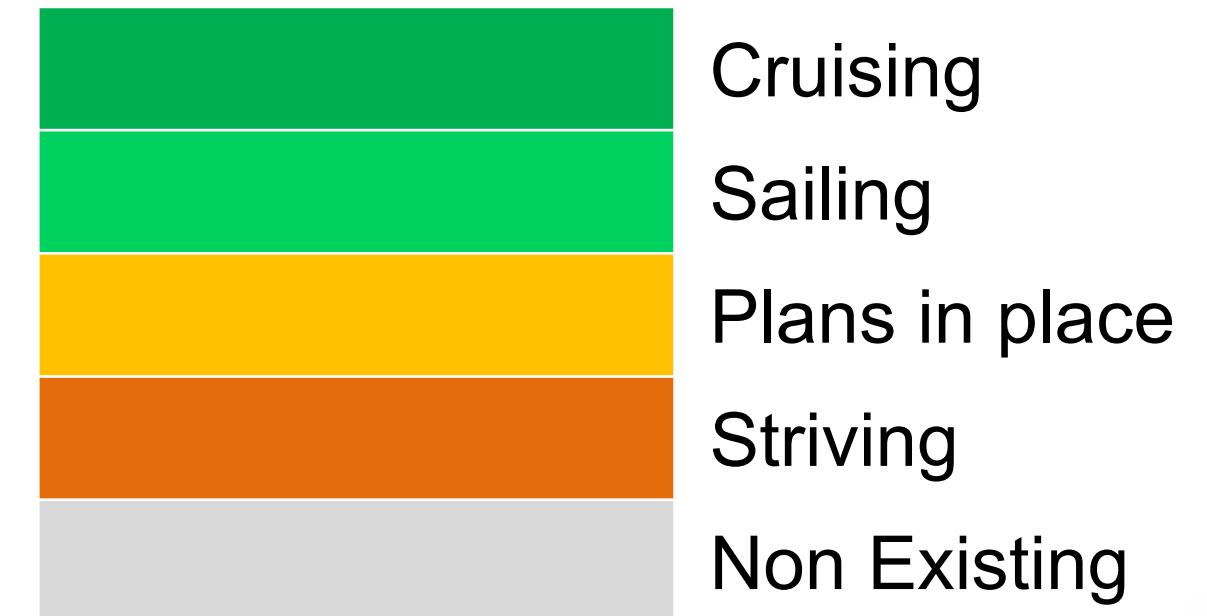




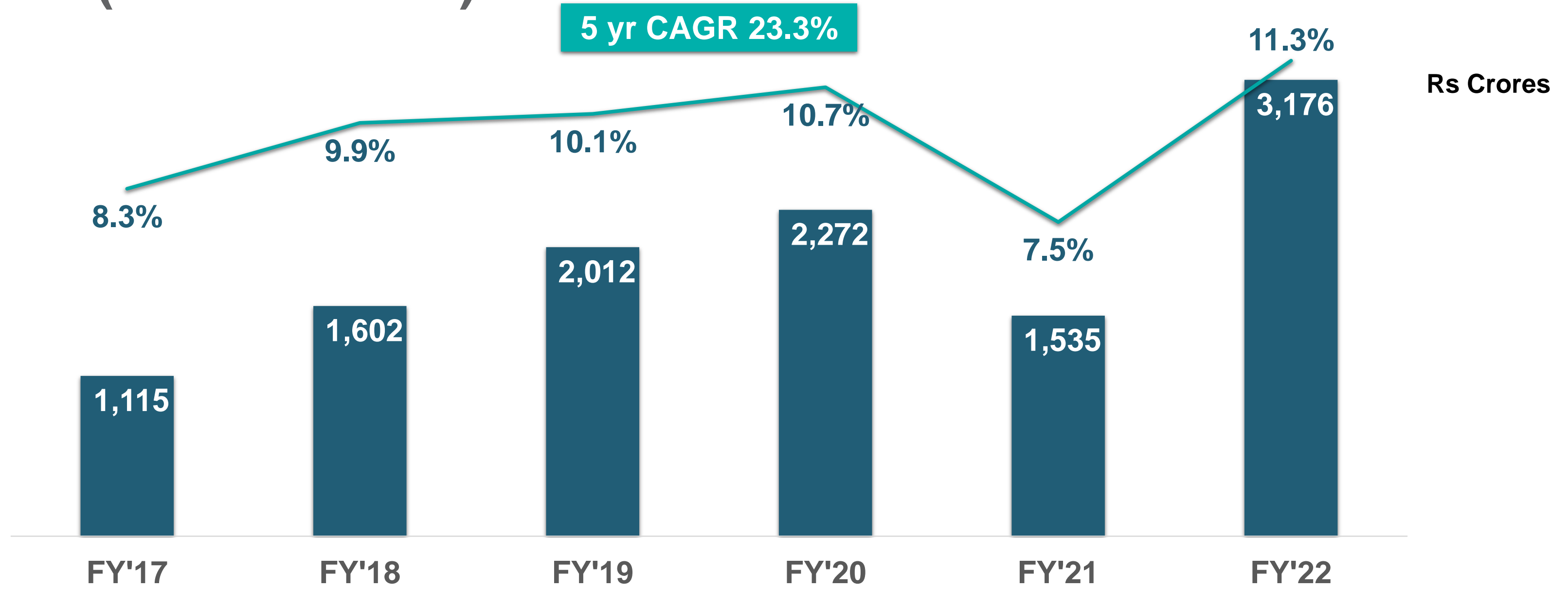
# Growth: Portfolio Transformation



Brands	5 Yrs back	Today
Tanishq	Cruising	Cruising
Zoya	Plans in place	Cruising
Mia	Plans in place	Cruising
CaratLane	Plans in place	Cruising
Titan Watches	Cruising	Cruising
Fastrack	Cruising	Cruising
Sonata	Cruising	Cruising
Helios	Cruising	Cruising
Titan Eye+	Striving	Cruising
Skinn	Striving	Cruising
Taneira	Striving	Plans in place
Favre Leuba	Striving	Non Existing
Mont Blanc	Striving	Non Existing
TEAL	Plans in place	Cruising
Titan Smart	Non Existing	Plans in place



# Margin: EBIT (Consolidated)



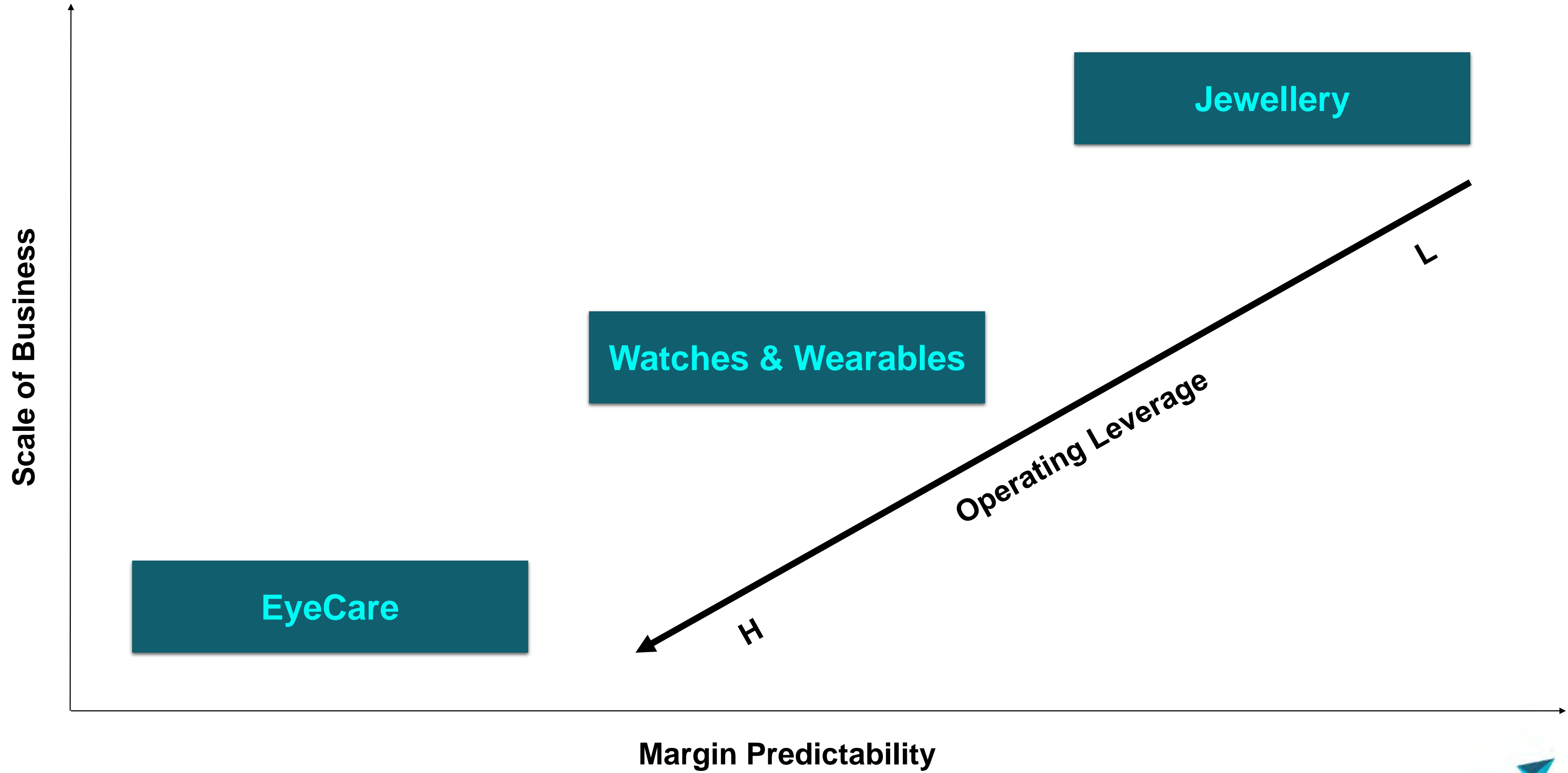
Business	FY'17		FY'20		FY'22	
	EBIT	%	EBIT	%	EBIT	%
Jewellery	1,012	9.6%	2,051	11.8%	3,068	12.0%
Watches & Wearables	176	8.6%	316	12.1%	100	4.3%
EyeCare	17	4.1%	(14)	-2.6%	56	10.8%

Note: EBIT figure before Exceptional Items

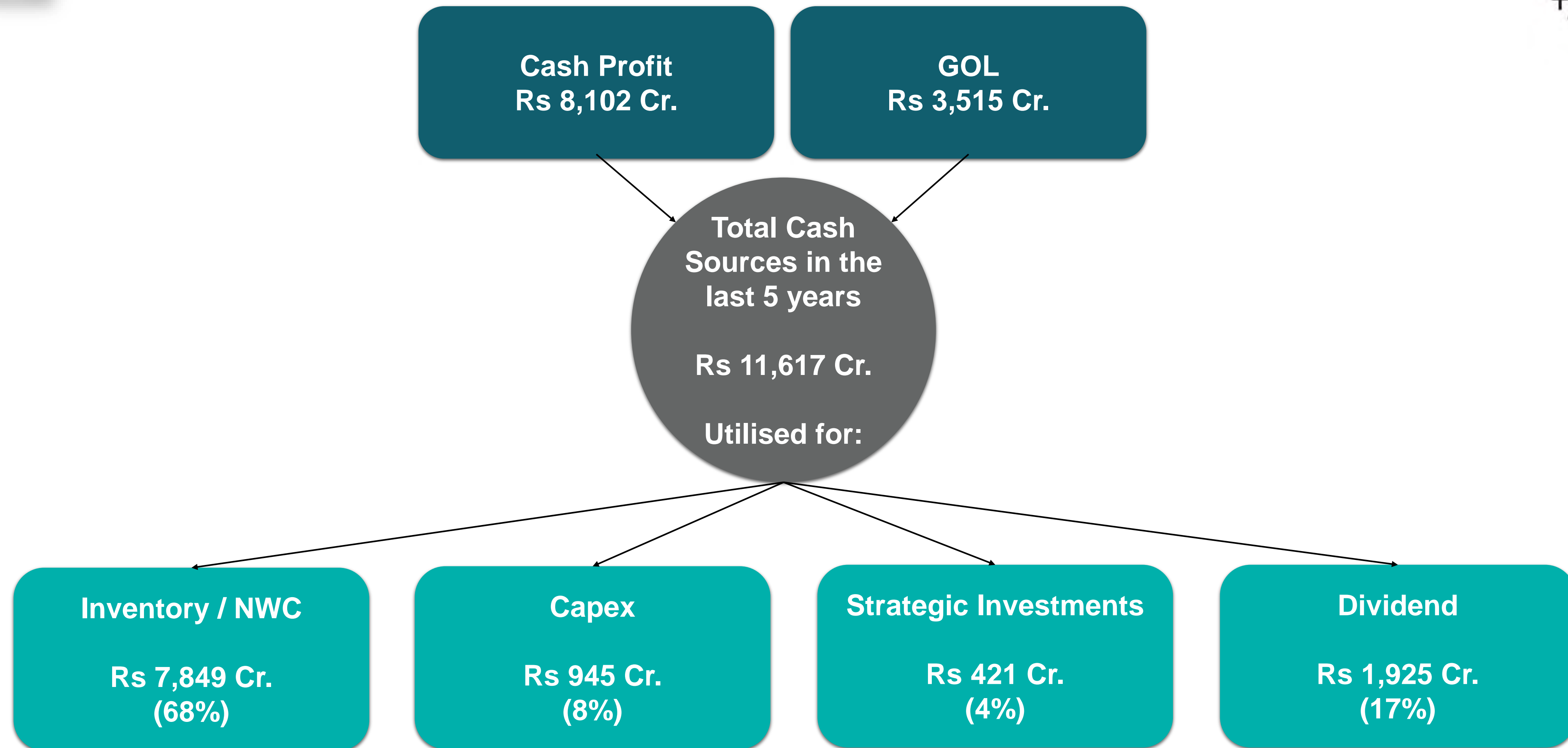




**% Margin**



# ₹ Cash: The Last 5 Years

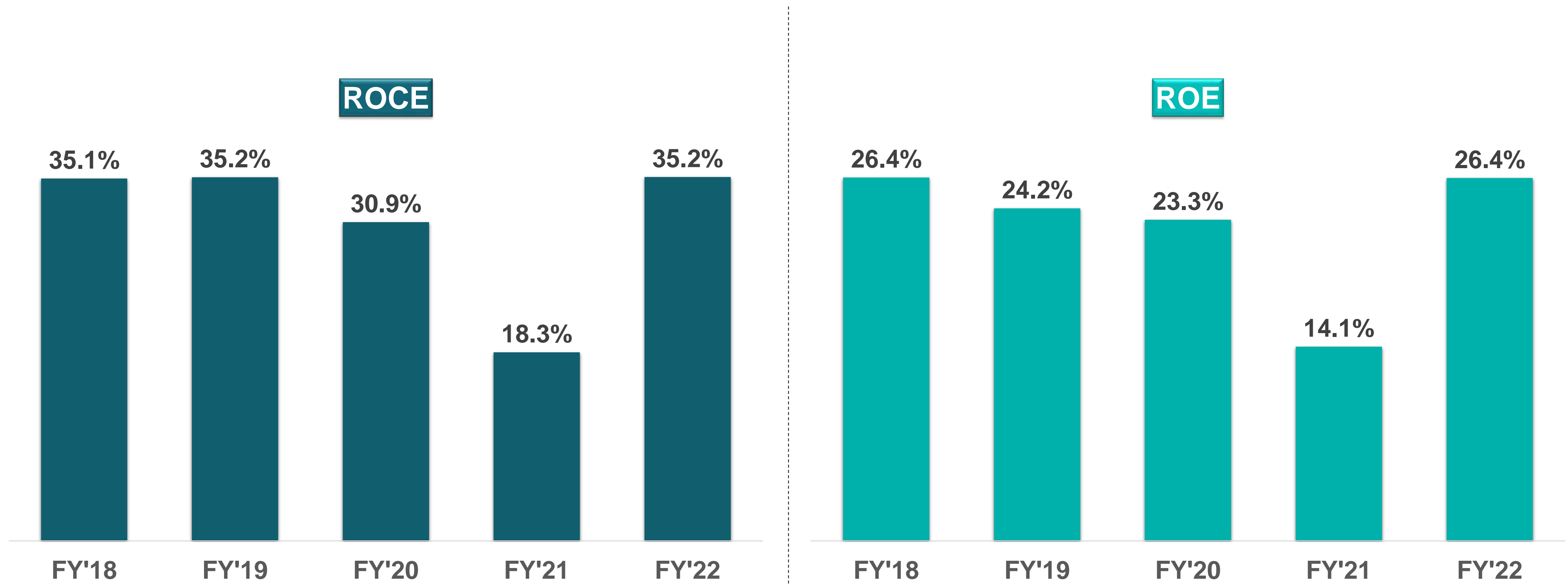


**Internal accrual sufficient for 15-20% Organic Growth**





# ROCE & ROE (%)



**Note:** Exceptional items in the respective years excluded for ROCE & ROE calculations



# Report Card: The Last 5 Years



<b>Growth</b>	<b>Top-line</b>	<b>15.8% CAGR</b>
	<b>Bottom-line (PAT)</b>	<b>22.9% CAGR</b>
<b>Margin</b>	<b>EBIT Margin</b>	<b>Δ 3.0% (8.3% → 11.3%)</b>
<b>Cash</b>		<b>Self Sufficient</b>
<b>ROCE/ ROE</b>		<b>Capital efficiency maintained</b>





# The Next 5 Years

Jewellery

Watches & Wearables

EyeCare

Invest in:



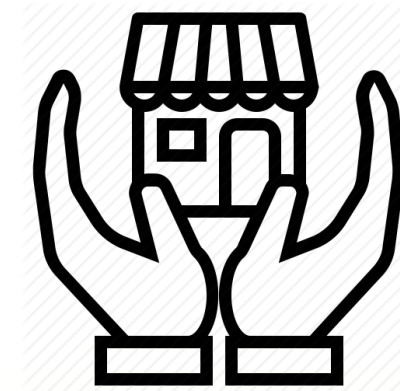
Talent



Digital



International



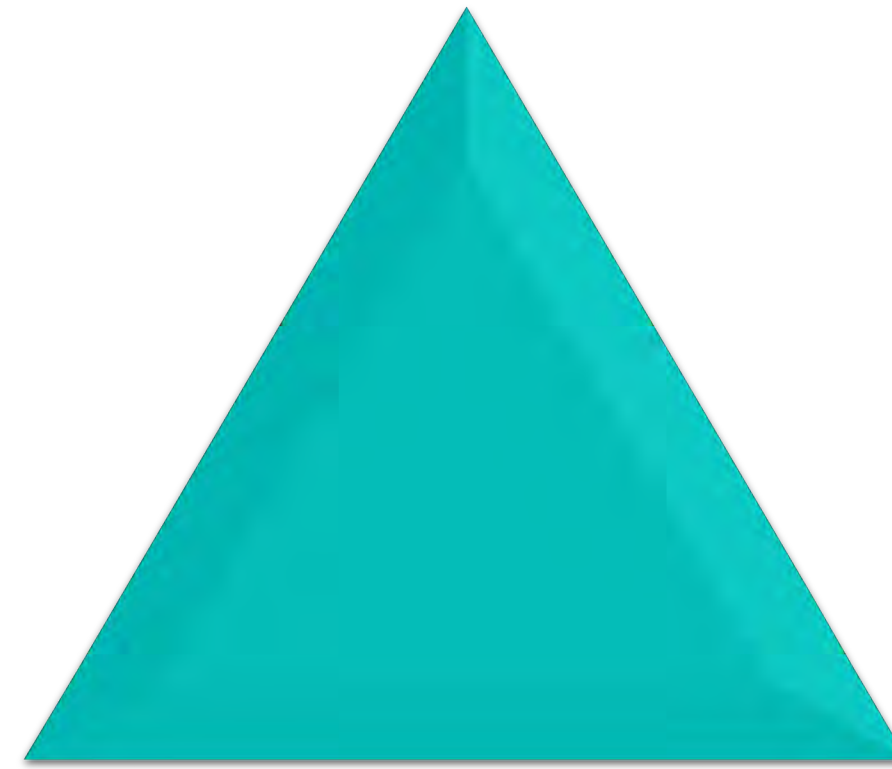
Emerging  
Businesses



# Titan's Value Trinity



Growth



Cash



Margin

Responsible Growth, Sustainable Growth, Profitable Growth





Thank You

