

Annual Investor Forum 2018

14th May, 2018



Getting Future Ready



1

Enhancing Capability with Capacity

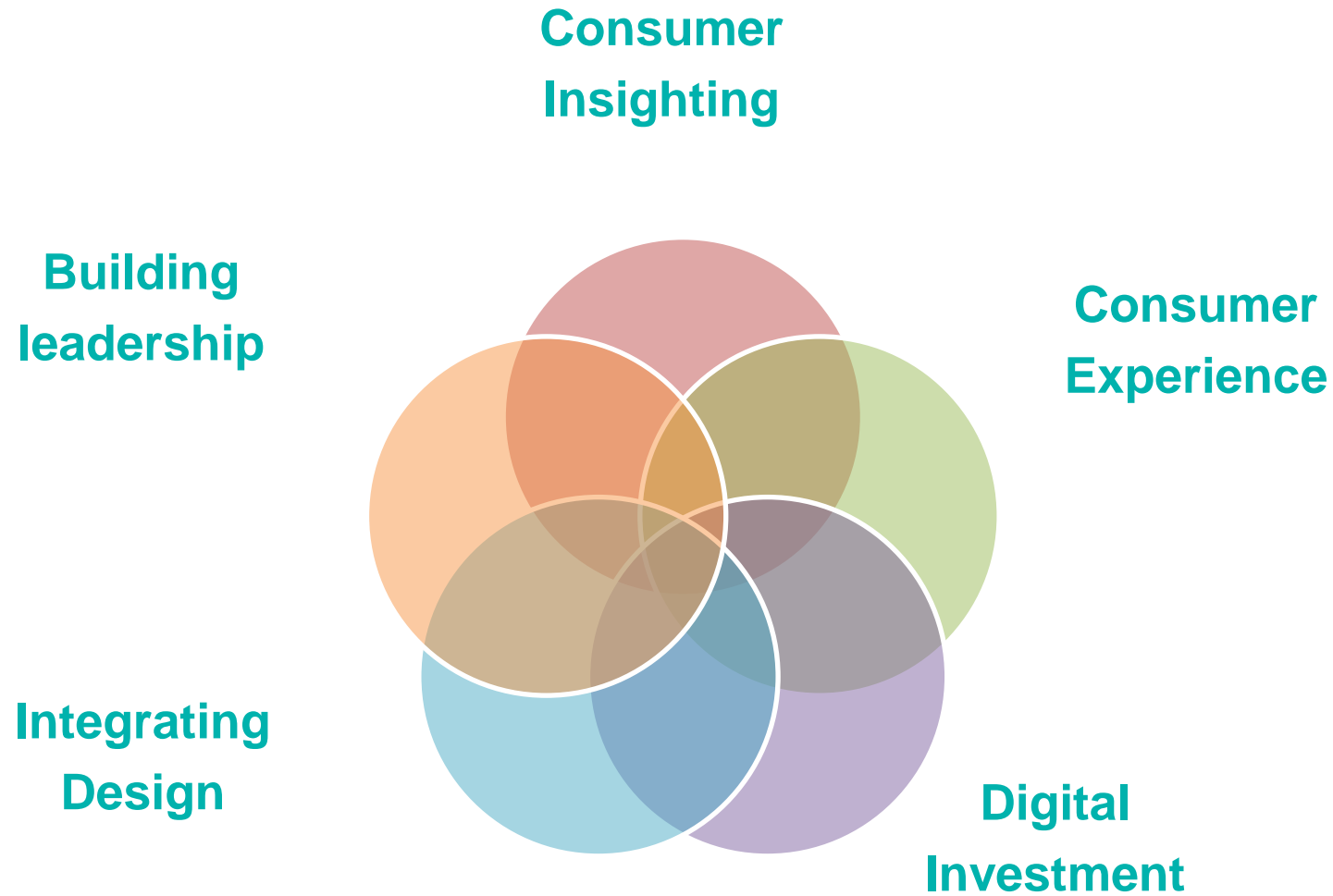
2

Continuing Exploration with Expansion

3

Creating a wholesome institution

Enhancing Capability with Capacity





Consumer Insights

Macro economic trends

Driving consumption story of India



Fast growing economy

- India's economy recently the world's fastest growing major economy, surpassing China.
- GDP growth of India is expected to accelerate to 7.3% - 7.5% in FY'19 to FY'21.
- GST and demonetization is expected to benefit economic activity in medium term by increasing tax base.
- India is the third-largest start-up hub in the world with over 3,100 technology start-ups in 2014–15.
- 97%+ of India's villages electrified today – will increase prosperity and demand.

Increasing Affluence

- India is home to 245K millionaires with a total household wealth of \$5 trillion.
- India's per capita income is expected to more than double in 10 years.

Aspirational Youth

- 65% of Indians are less than 35 years old. 400 million+ millennial population

Increasing Consumerism

- Consumption in India is set to triple to \$4 trillion by 2025
- India's nominal YoY expenditure growth of 12% vs global rate of ~5% and will make India the third-largest consumer market by 2025.

Key consumer themes



Resurgent India Pride

- The new Indian identity positions India as a world power. Extreme consumerism – manifesting as overspending, debt, short term joy has led to the revival of Swadeshi
- Taneira, continued success of Raga, Titan's Kolkata tribute

Morality in Modern World

- People yearning for clean and transparent lives in a world that is increasingly more equal; breaking the hegemony of the elite
- Demonetization and GST – consumers braved these hardships for the cause of a greater good
- Tanishq is seeing increasing new customer acquisitions, gaining market share

Women and Technology

- With the growing power of women as consumers, companies are using technology to address her specific needs
- Brands are creating tech products with a female-centric, empathetic lens and a refreshing design aesthetic to meet this powerful consumer group's needs – Titan WE, smart watch specially designed for women

Key consumer themes



Premiumization – Brands as tangible ethos

- Premiumization – brands as tangible ethos
- Lifestyle brands carefully built by bringing together product, retail and community
- Royal Enfield, Nexa

Gen A

- India's 60+ population is estimated to grow by 64% between 2015 -30
- By 2050, population of India will reach 1.66 billion of which 1/4th will be 55+ and 13% will be between age 45 to 55
- TCL – 43% of revenue, 20-30% higher ticket sizes, self gifting, more demanding

Evolving Omni trends

- Consistent performance expectations across digital and physical channels
- Digital businesses discovering that physical presence magnifies their online story – Urban Ladder, Lenskart Caratlane
- Mobile obsession – 70% of sessions, 50% sales from mobile on titan.co.in
- Great online presence critical in delivering Digitally Influenced Walk-ins (DIWIs) to stores

Key consumer themes



Rising Rural India

- Higher MSPs, increasing aspiration levels.
- Less dependence on Agricultural Income
- 15% of Rural consumes from E-commerce
- Construction speeds of Rural roads up from 70 kms / day to 120 kms / day
- Over 97% of India's villages electrified today

Titan – Positioning for the growth



Strengthening the core

- Embarked on digital journey with both internal investments and investing in Caratlane.
- Encircle program – building long lasting relationship with our customers to serve their needs across our brands as per their convenience through multiple channels
- Well structured succession planning is underway.
- Investing in our people and Karigars (craftsmen).

Building Agility

- Consumer needs and behaviors are changing – Titan has built agility to adapt to the fast changing environment.
- Frequently introducing refreshing collections.
- Recrafted Watch journey and started seeing the results
- Embarked on premiumization and smart journey in Watches.
- Taking consumer friendly initiatives like GHS, Gold Exchange Program, Wedding collection.

Focus on productivity

- Multiple initiatives taken across the organization to cut costs.
- Improved cost measures led to recent margin improvements along with the gain from gross margin improvement.
- Well positioned to benefit from the tailwinds provided by GST and demonetization when other jewellers are floundering.



DIGITAL

Taking Advantage of Digital Disruption

Two Aspects We Want You to Note



BRICK & MORTAR BUSINESSES ACROSS THE WORLD ARE RESPONDING. WE ARE ONE OF THEM:

- A late 2017 McKinsey Study has shown that Traditional Businesses who have embraced digital are growing faster than incumbents who've not.
- While the growth percentages are still higher for the born-digital, absolute growth is much larger for the digital-incumbents.
- The Tanishq - CaratLane example is a case in point.

THE SWEET SPOT IS IN THE MIDDLE

- Digital companies are scrambling to set up stores while B&M companies are building online capability. The reality is that customers Discover and Buy both online and instore.
- All 4 quadrants in this 2X2 are used by consumers and what we are discovering is that the choice is not digital versus physical but how the two are integrated in a seamless manner.

Seamless Omni-channel

- Allow our customers to Discover & Buy both Online and In-store as they wish.
- Any channel ... any device!

Analytics leading to Insights & Personalization

- Build capability to systematically & quickly travel the path of Data > Patterns > Useful Insights > Action.
- Calculate 'Propensity' and 'Context' and use it for personalization and 'Best Next Action' Marketing.
- Leverage our "encircle" membership for up-selling and cross-selling.

Dematerialization

- Convert artefacts into easily transmittable electronic formats.
- For example: Card-less encircle; Social Sentiment; Digital inventory + Endless Aisle; Virtual warranty cards; Continuous & Real-time NPS

Project started in Dec 2016 – Phase 1 expected to be completed by Sept 2018

OUR PEOPLE

What will make us get there

Board Participation is Succession Planning

Formation of Leadership Development Council



Board has nominated a subgroup for successor planning - Leadership Development Council (LDC)



Role of the LDC:

Advisory role in creating the Leadership Development Strategy and the Leadership Succession & Development plan for CXOs and KMP

Participate in progress review discussions

Play the role of coach or mentor for specific individuals

Engage in the review discussion on succession planning for CXOs and KMP

Culture Project

The Four Fold Path

A circular icon divided into four quadrants: top-left is green, top-right is grey, bottom-left is black, and bottom-right is black.

FORESEE
ANTICIPATE, ADAPT,
IMPROVISE AND OVERCOME

A circular icon divided into four quadrants: top-left is black, top-right is light blue, bottom-left is black, and bottom-right is black.

OWN
TAKE CHARGE,
ACCEPT RESPONSIBILITY

A circular icon divided into four quadrants: top-left is black, top-right is grey, bottom-left is yellow, and bottom-right is black.

DREAM
INNOVATE TO
CREATE THE FUTURE

A circular icon divided into four quadrants: top-left is black, top-right is grey, bottom-left is black, and bottom-right is red.

ACT
FASTER DECISIONS,
EXECUTION AND
PROBLEM RESOLUTION

Titan's
Cultural
Core



People



Customers



Society

Leadership Development

Tiered Approach



Emerging Leaders Program

Development Journey for Top Talent identified through Talent Management process for middle management



Young Leaders Program

Leadership Potential identification at an early career stage followed by accelerated development



Top Management Development

Development Journey for Titan Management Council



Senior Management Development

Development Initiative for Senior Management

Continuing Exploration with Expansion



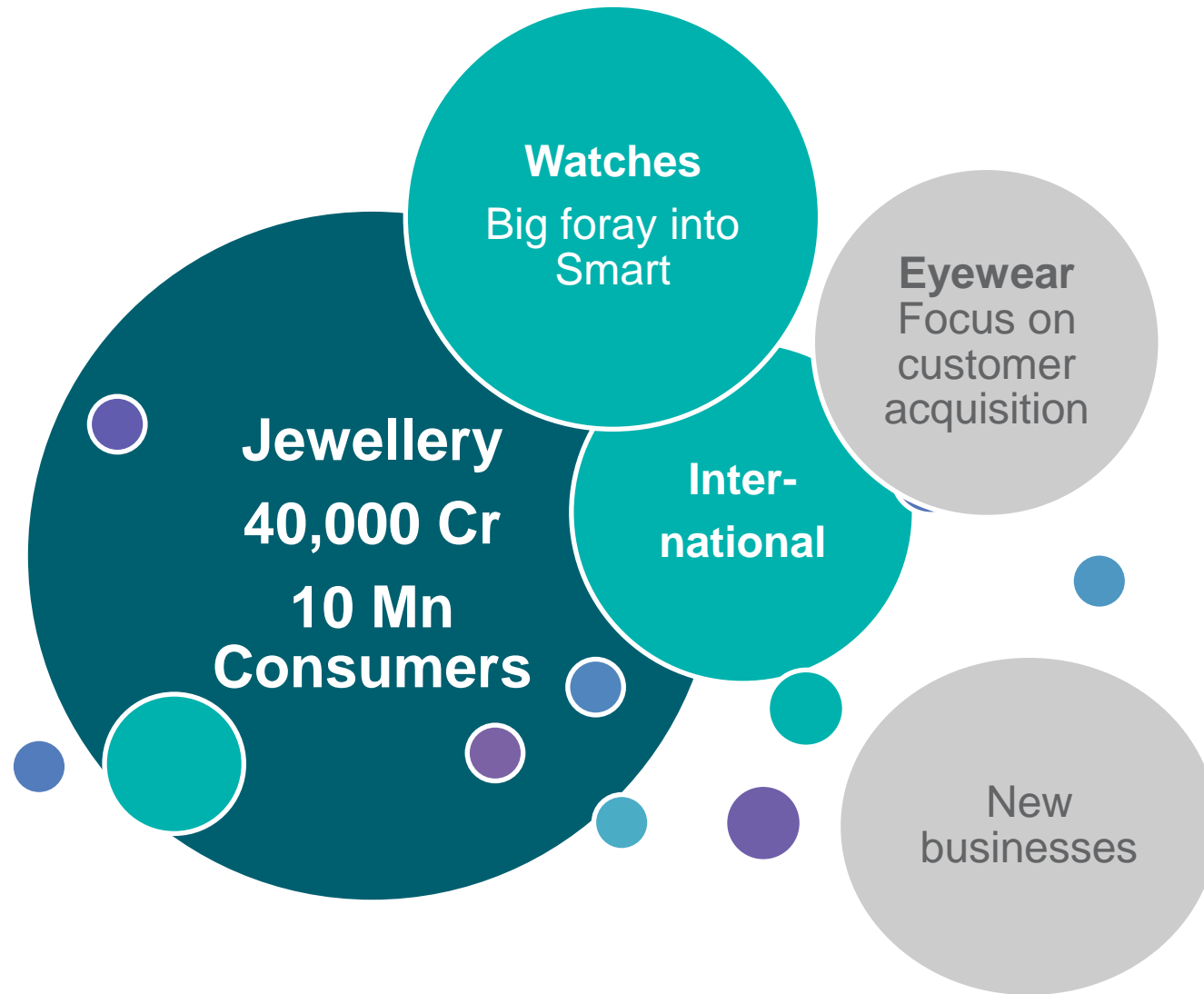
ASPIRATION FOR FINANCIAL YEAR 2023

Our Aspiration in 5 years..



*Consumer Price

The Pillars of growth...





TITAN
COMPANY

**Titan Engineering &
Automation Limited**



Automation Strategic direction - 2018



Penetrate top 10 strategic customers in Europe , USA & Mexico



Opportunities due to BS 6 (Emission norms) by 2020
Penetrate Electric Vehicle market



Maximize the Palletizing Automation Solution



Make inroads into IOT / I4.0 technology



New business segment- Food Processing Equipment

TEAL Business

FY 2018



Revenue- Total	INR 253 crores
Automation	INR 147 crores
Aerospace	INR 106 crores

Order Wins -Total	INR 270 crores
Automation	INR 142 crores
Aerospace	INR 128 crores

Exports -Total	INR 175 crores
Automation	INR 80 crores
Aerospace	INR 95 crores

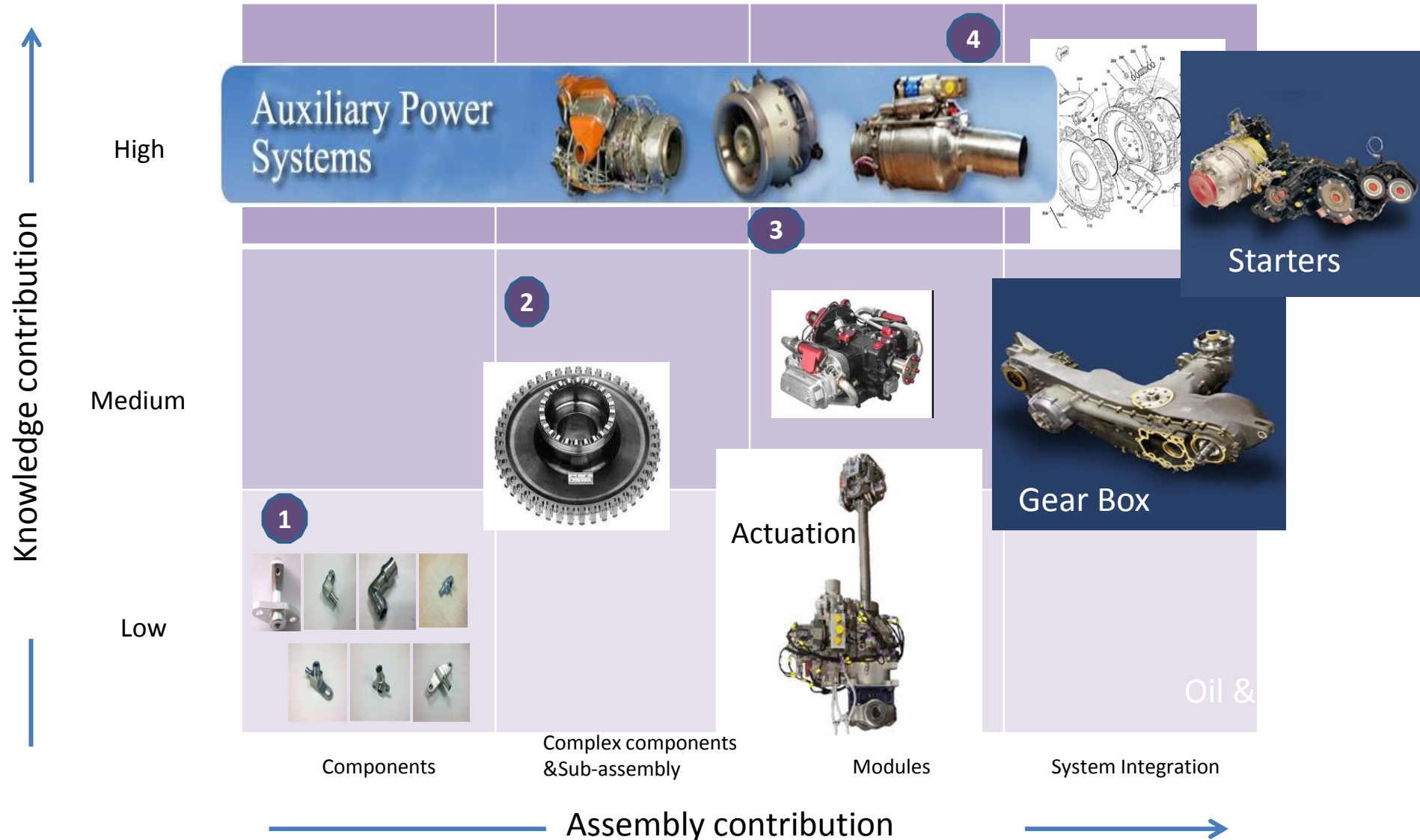
New Customers

Aerospace
SAFRAN THALES

Automation
 
 

Aerospace Strategic direction

continued focus on growing capability in engines





Caratlane

Born digital. A fast growing jewellery brand.

Caratlane - A Jewellery Brand ...

And Not Another E-commerce Company

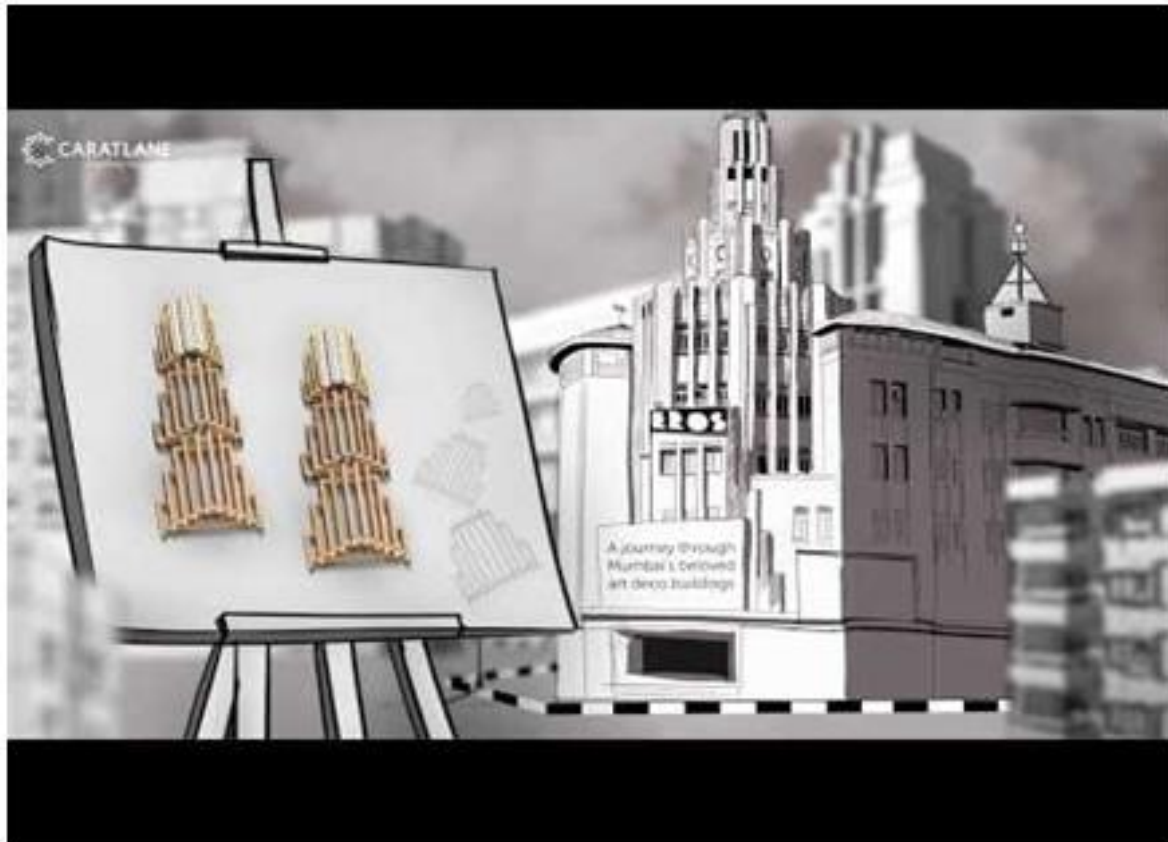


- Innovation in Design is At The Core of What We Do. Technology is what takes us closer to our customers.
- A jewellery brand with a digital soul, in a market with increasing role of online and an untapped large opportunity.
- A tightly integrated Omni-channel experience with 36 stores across 13 cities in India. Enable purchase across channels. Aid discovery online. Personalized intervention for high intent users. Drive traffic to stores. Sales is jointly closed online and offline. Minimal marketing spends with innovative online marketing.
- Leveraging technology for seamless buying journey like virtual try-on of the products and suggesting nearby store.
- Dynamic inventory rolled out across all Metro stores. Inventory turn is 4X of the Industry Average.
- Integrated into the Encircle programme of Titan for the integrated experience of Titan.
- 5X growth in Transactions in last 5 years, to 100,000+ transactions per annum.
- 60%+ revenue growth in FY'18, with improving NPS, declining customer acquisition costs and improving margins.
- Recipient of the **Real Innovation Awards** 2017 instituted by the London Business School.
- Future growth opportunity in expanding to US market, Silver Business and Gifting.

High focus on innovation in our designs



We Do A Lot Of Our Marketing Work In-House





Favre Leuba

Premiumization Journey

Favre-Leuba

Exceptionally reliable, extremely precise and highly functional instruments



Dreaming big and out of the box is a world only a few plunge into. –

#CONQUERING FRONTIERS



- Favre-Leuba with a legacy of 280 years is the second-oldest Swiss brand with exceptional engineering and precise, perfectly functioning timepieces resulting in a strong and unmistakable image.
- Distinctly different watches in bivouac, harpoon, bathy. Very popular in India and Sub-continent, with strong brand recall.
- With 6 member team in Switzerland, involved in design, development, marketing, brand strategy, to ensure heritage is protected. Very low budget operations on back of inheriting strong technological capability, expenses are primarily in brand building to rebuild the desirability and restoring the confidence in brand.
- Brand will be positioned as bridge to luxury with price points ranging from INR 1 lakh to 5 lakhs at top end.
- Strategy is to sell it in few select markets – Switzerland, India, Middle east, Far east including Japan, where brand recall is good.

Bivouac 9000

Favre-Leuba launched the Bivouac in 1962. It was the first mechanical wristwatch with an aneroid barometer for altimetry and air pressure measurement. It is lightweight and at 40 mm in diameter, no larger than a conventional chronograph.

Winner of the highly acclaimed **Watchstars award** in the category “New Stars”, best new watch in 2018



Bathy 120 Memodepth

The Bathy was one of the first dive watches equipped with a depth gauge. The name Bathy comes from the Greek bathus, meaning deep.

Bathy MemoDepth indicates depth on two scales: the center hand, coaxial to the hours and minutes, shows the current depth. The 3 o'clock sub-dial records the critical maximum depth reached (up to 120m) secured with a reset pusher at 4 o'clock.



RAIDER HARPOON

“My engineers have omitted anything unnecessary. What remains has been completely rethought and redesigned. I’m the result – the ultimate diving watch. With only one hand. It lets me offer you everything you need to discover new worlds under water – and on land. I am brilliantly functional.”

There is only a single hand, which simultaneously indicates the minutes and hours, the latter of which are displayed on a rotating disc framing the dial.





Montblanc

Luxury Retailing

Montblanc

Moving up into luxury play, through retailing



WRITING
INTRUMENTS



WATCHES



LEATHER



ACCESSORIES

- Montblanc had been present in India for 25 years through distributorship model and formed 51:49 JV with Titan in June-2014.
- Opened 5 stores in FY'18 to take the total to 10 boutiques in 6 cities and plan to open 5 stores every year.
- Introducing latest innovative products to create consumer interest.
- Selling through new channels like Tata CLiQ. Early signs encouraging, 80% orders are from Non-Metro.
- B2B sales for Gifting

Montblanc

Introducing digital products to Indian market



Augmented Paper – Write on paper, move to digital device with press of a button

Montblanc

Bringing the global luxury retail experience to India



Retail store in Delhi at Chanakyapuri



TANEIRA

SAREES. HANDMADE WITH LOVE.

Taneira

Who we are



- This youngest brand of Titan Company Ltd was launched in Feb 2017 with 2 stores in Bangalore.
- Anchored in special occasion wear Sarees from across India.
- Evolved as a natural extension of Titan's proposition – self expression and design.
- Large, unorganized, deeply Indian 5,000 year old category (like Jewelry).



What We Do and our Customers



- Rooted yet progressive Indian women, 25+ year old, confident, self expressive, pride in India.
- Buying for weddings, bridal, festive, workwear, gifting

Our Stores



Our Trunk Shows

Exploring potential in new cities





SKINN

Fragrances and Body Mist

Fragrances

No 1 by Value in Large Retail Chains

- Crafted by best perfumers in the world specifically for Indian consumers
- Partnered with leading fragrance houses in the world i.e. Firmenich and Givaudan
- High customer repeat and advocacy
- Largely bottled in France, with new contract bottling locations in India
- Huge opportunity to grow awareness
- Single largely distributed perfume brand with over 2,000 points of sale



The Future for Fragrances

Rs 500 crores in 5 years

- Continue to invest in Brand Awareness and Imagery
- Expand bottling in India to improve margins
- Leverage loyal Titan customer base – and also add to it
- Bring in new users through sampling and small packs
- Focus on key channels i.e. Modern Trade and on-line



Building a wholesome and responsible Institution



SUSTAINABILITY

Journey through Sustainability



Transforming businesses in the un organized sectors

- Watches , Jewellery , Eyewear, Sarees

Local Employment opportunities from the under privileged sections of society across manufacturing locations

Creating sustainable livelihoods

- Women Self Help Groups at Hosur – over past two decades
 - Involved in Watch , Jewellery and PED related contract operations
 - About 450 women are employed

Transforming lives

- Karigar park / karigar center for artisans

Karigar Center



Journey through Sustainability



Defined Policies

- Titan Sustainability Policy
- CSR policy

Focus on Planet

- Renewables – Large focus on Wind and solar at our plants
- Recycling production waste
- Zero discharge plants , recycling water
- Green corporate office
- Rejuvenation and restoration of Water bodies – Veerasandra lake, next to corporate office in Bangalore and desilting of 4 lakes in Hosur
- Creation of a small green belt in Hosur
- Watershed programs with NABARD , at Cuddalore as part of CSR
- Computing and monitoring carbon footprint

Focus on People and Community

CSR



CSR Policy

The CSR focus at Titan will be driven by broad themes such as upliftment of the underprivileged girl child, Skill development for the under privileged and support for Indian Arts, Crafts and Heritage

Girl Child / education

- Educating the underprivileged girl child – Reached out to 13,500 girls through remedial education across Krishnagiri, Uttarakhand and other regions
- Holistic engagement towards girl child empowerment – Long term initiative at two locations Cuddalore in TN and Yadgir in Karnataka. Will reach out to 100,000 girls over a five to six year period through multiple interventions.

Skill Development

- Skilled over 11,500 underprivileged children through a combination of finishing schools in government ITI's., market led skills, and enhancing employability skills for engineering college going students in tier 3 and 4 Engg colleges, and skilling / placement of differently abled

Supporting Arts Crafts . Heritage / Celebrating Indian Heritage

- Working with two craft communities one in Benares, & one with the youth of Kashmir for revival & enable market linkages
- Engaging in supporting Art and culture through India Foundation for Arts , Ranga Shankara

Support towards local and National Causes -Responsible citizenship

- Completed and handed over 11 Water and sanitation projects as part of rehabilitation efforts in Uttarakhand
- Happy Eyes – Eye screening and supporting cataract operations for underprivileged children and adults

Launch of Design Impact award for social Change

Reached out to 3.55 Lakhs beneficiaries during FY'18 through our CSR programs



Titan's new Corporate Office

INTEGRITY



“Integrity” – Titan’s new Corporate Office



“Integrity” – Titan’s new Corporate Office



ARCHANA VIKRAM
Photography

“Integrity” – Design is core for us



“Integrity” – Open spaces to collaborate and ideate

Watches and Accessories



Category

Channel Dynamics

Portfolio

Higher **GROWTH** and **PROFITS**
Seeding the **FUTURE**

Mission
million

Reignite Fastrack
14%

Titan Premiumisation
>4k



GROWTH



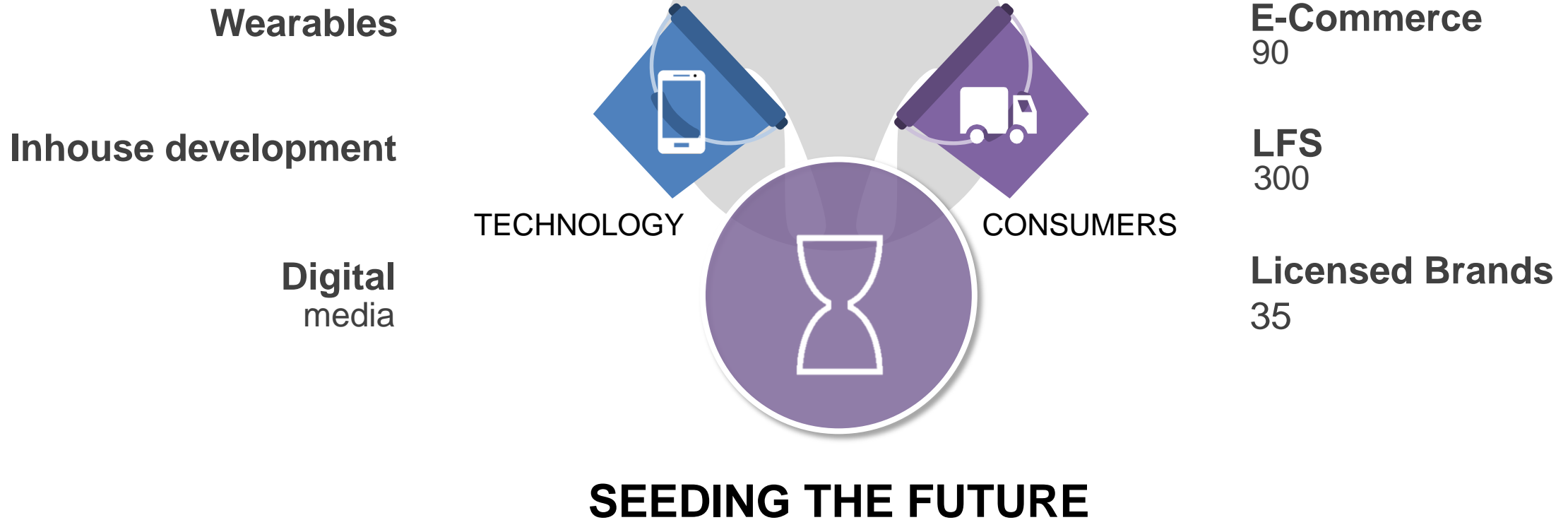
PROFIT

A Record
273 cr

Improve Margins
13%

Channels
LFS & Service
Helios & Accessories

ISCM capacity
Case Plant



17-18: An overview

THE MOVES

- Trade Management- Ecom
- Service Re-organisation
- LFS: consolidation

COST

- VRS
- Procurement
- Media

BUSINESS GROWTH



- Net Value: **10%**
- Volume: **8%**
- PBT: **34%**

17-18 : Brand Titan

Ceramic Edge



- Significant **increase in brand preference score**

Titan We



- Major impact among **modern consumers**

Raga x Masaba



- **230 Mn+** impressions
- Digital first

Achievements



- 11% Val growth in FY 16-17
- Exciting FY 17-18
- Launch of 1st wearable – sold 300,000 pieces
- Successful collections launches: EDM, Loopholes

Brand



- Shut the Fake up
- The Music Run – by Fastrack
- VH1 Supersonic- Styled by Fastrack

17-18 : Brand Sonata

Recognition



- 1 Silver at **Effies**
- 3 Gold & 2 Bronze at **Abby's**
- 1 Silver & 1 Bronze at **EMVIES**
- 2 Metals at **Kyoorious**
- 1 Gold & 1 Bronze at the **Big Bang Awards**

Brand Metrics



- TOM: Highest ever
- Consideration: Highest since FY13
- Most Preferred Brand: Highest since FY13

Looking ahead

1. Sustain interest in category
2. Sustain business growth

1. Differentiated products
2. Embed technology
3. Volume drive
4. Premiumization

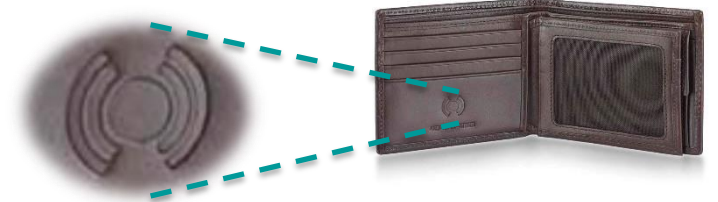
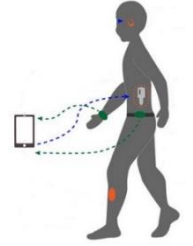
1. Design Leadership
 - In-house design
 - External partnerships
2. The roadmap
3. Sonata: a new journey & FT- youth connect
4. Edge, Raga, Xyllys, LB

Roadmap



FASTRACK REFLEX
The number 1 wearable in
India in Q2
300,000 units for the year

Smart Belts & Wallets



New Platforms, Micromotor,
NFC, Payments

An exciting brand journey ahead...

#OnTrend



 TITAN

BRAND IDENTITY

SEGMENT FOCUS

SMART CATEGORY

RAGA MOMENTUM



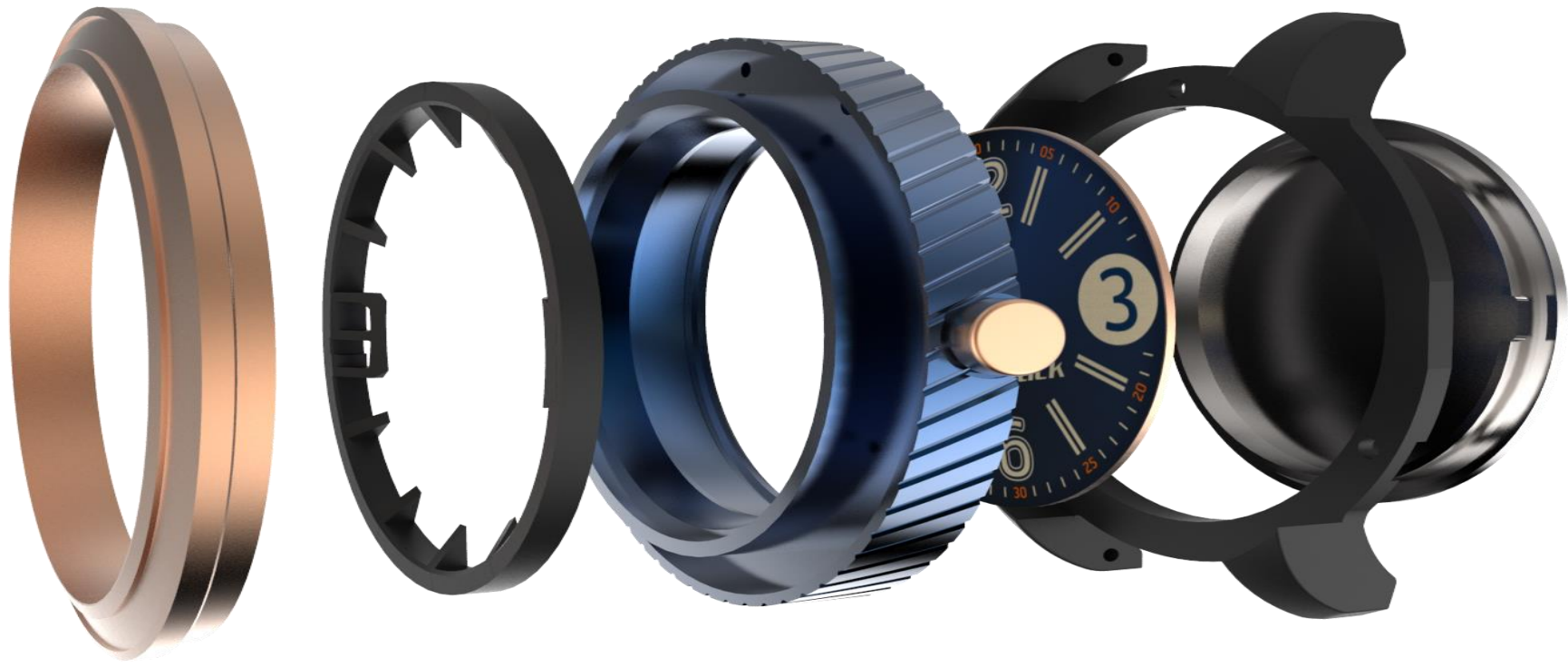


REFRESH LOOK

SMART & ECONOMY

YOUTH CONNECT





BEZEL

MINUTE RING

CORE

DIAL

LUGS

BACK COVER



SONATA

SEGMENT FOCUS

SMART CATEGORY

E-commerce





ROLE

CONSUMER



NETWORK EXPANSION

CUSTOMER EXPERIENCE

PEOPLE

TECH INTERVENTION

- **30 +10** new
- **100+** renovations
- Service center at select
FTS, Helios

LICENSED BRANDS



New brands



ANNE KLEIN



International



KINGS WATCH- THAI



MALAYSIA-CELEBRITY



ME- RAMADAN



AMAZON US



Indigenization



Sikkim



Skilling

- Capability building
- Innovation and new technology



ACCESSORIES



Fastrack wins the 'India's Buzziest Brands' award



WION
Presents

INDIA'S BUZZIEST BRANDS

13th Edition, 2018

Powered by: **FOXlife**

never stop



Fastrack recently won the buzziest brand award under the Apparel, Fashion, Accessory category at the 13th edition of 'India's Buzziest Brands 2018'.

'Nazakat by Nebula' was awarded as the **Winner** in the category of **Design Honour** at Tata InnoVista

Brand Equity Celebrates Best in Marketing

Who's who of marketing and advertising industry attend the first BE Marketing Awards

Our Bureau

Mumbai: The first Brand Equity Marketing Awards have been announced and the winners are: Asian Paints (Marketing Excellence), Bajaj V (Social Media Marketing), Carvaan from Saregama (Innovation), Durex (Digital Marketing), MakeMyTrip (Integrated Marketing), Rajasthan Tourism (Print Marketing) and Sonata ACT (Brand Launch).

The scope of winners was wide and varied. Bajaj V was a motorcycle crafted from the metal of India's first aircraft carrier INS Vikrant, which put being social — both in terms of social good and leveraging the power of social media — at the heart of its communication. Carvaan brought an older audience closer to the songs they grew up on via an easy-to-use device. Durex effectively harnessed the power of the digital and MakeMyTrip maximised the appeal of its celebrity brand ambassadors across all conceivable media vehicles. The Rajasthan

AND THE WINNERS ARE...



BRAND EQUITY
MARKETING
AWARDS | 2018

Powered by
Google

In association with
Mathrubhumi
INTEGRATED MEDIA
SOLUTIONS

Tourism print campaign helped revitalise the appeal of an entire state among tourists. Sonata ACT was a watch targeted specifically at women and consisted of in-built safety features. And finally, Asian Paints won for gaining phenomenal success in the market even as it reinvented the wheel on communicating what could have otherwise been a low-involvement b2b product.

Marketing & Ad Folks Meet >> 14



THE NEXT 3 YEARS...

The Watches Pentagon





TITAN EYEPLUS

BUSINESS PLAN 18-19

Investor Meet 14th May 2018

A pair of glasses with a dark frame and clear lenses is resting on a light-colored wooden surface. The glasses are slightly out of focus, with the background showing a blurred view of a window or a bright outdoor area. The overall tone is soft and professional.

VISION

10 million Customers a year; Market leadership; Best solution provider for vision care

OUR JOURNEY



TIME

10 Years

STORES

500 Retail
4500 Sunglasses

RETAIL AREA

3.2 LAC Sq. Ft

CUSTOMERS

1.4 mn Retail
1 mn Sunglasses

LENS LABS

1 central lab
4 sat lab

PRESCRIPTION EYEWEAR CATEGORY CONSTRUCT

Total Population - 1,200 mn. (100%)

Need Vision Correction

Total Population - 530 mn. (44%)

Spectacle Users

Total Population - 170 mn. (32%)

Annual Buyers

Total Population - 60 mn. (35%)

Category Barriers

- Entry into the category out of force and not choice
- Loss of control on the way one looks
- Loss of youth
- Social stigma in smaller towns
- Women have a higher barrier



MARKET OVERVIEW

- Eyewear market is fragmented, underpenetrated and largely unorganized
- Disruptive offers becoming a norm in the category led by Lenskart and some regional players
- Increasing advertising spends in the category led by on-line and regional players
- Category is quasi medical but with high fashion quotient
- Category conversations still around frames - 80% of purchase time
- Consumers experiment more on the back of deals – price is deciding factor followed by brand
- Customers still need help for choosing the right frame and lens



TITAN EYEPLUS



THE YEAR THAT WAS 17-18

- YTD Overall And Same Store Growth On Track And Above Category Growth - 13% and 6%
- Calibrated Expansion. Store Success rate - 44% to 76%
- Shift in brand platform from Lifestyle to Expertise
- Simplified staff incentive structure
- Satellite Labs. Reduction in TAT –Same day/30 minute delivery
- Seamless Omni experience. 28k consumers and 9.2 cr (store + online)
- NPS score went from 27 to 43
- Crown team improved internal NPS from -22 to 71
- ONA – Dual optometrist reduced reason for walk out by 20%
- Winning TRRAIN Gold Award & Qimpro Award and now 1 DT and 1 Jury Award!
- GST impacts Sunglass distribution business

CHALLENGES

Walk Ins

Deals And Discounts

High Price Perception

Low Investments In
Marketing

Investments In
Manufacturing
(Building For The Future)

Investment In
Renovations

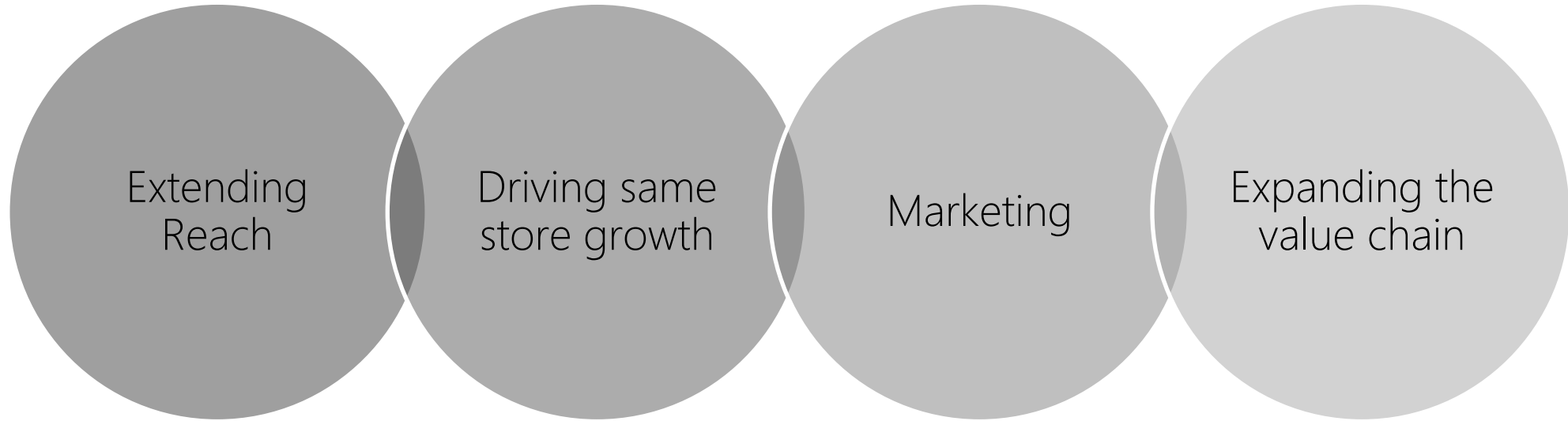
Franchisee
Profitability

Creating
Differentiation

FOCUS AREAS FOR 2018-19

- Break the negative price perception
- Bring alive TEP proposition – *'Expertise and Style at great value'*
- Adequate investment in marketing
- Additional lens labs
- Commercial production of frames
- Commence frame distribution to trade

KEY FOCUS AREAS



Accelerate Growth

Build Expertise



EXTENDING REACH

Expansion of Retail Chain

Distribution to trade

Omni/Sales to E-Comm partners

Pilot aggregator model

TITAN eyepius

A TATA GROUP COMPANY

DRIVING SAME STORE GROWTH

Price-Value Equation

CRM

Customer Experience

Field Initiatives

Top 100 Store Program

CUSTOMER EXPERIENCE

Objective: Drive Customer centric culture



Zero Defect Through Six Sigma



Comfort Calling & Correct Selling to 90%

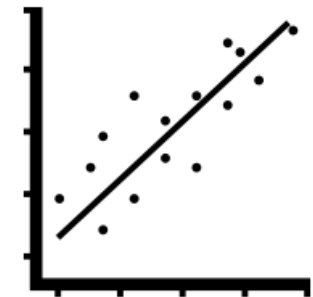


Nps 60

Aligning all functions to NPS



Digitization Of Customer Journey



Correlation of NPS and LTL growth is 0.8

EXPERTISE AT STORE

- Demonstrate World Class Optometry
 - Bring alive 20 STEP ZERO ERROR EYE TEST in clinic
 - Use Lens Analyser to demonstrate quality
 - 100% - Zero Error Dispensing
- Frames in different sizes to fit all faces
- Innovation in products – Scratch resistant lens, 2 new progressive lens
- Signature line in Titan Frames – Size and comfort
- Training store staff on communicating expertise

MARKETING

Break the negative price perception

Build brand salience – Expertise & style at great value

Connect with consumers on an emotional level

Target different consumer segments via multiple product brands





EXPANDING THE VALUE CHAIN

Merchandising

Frame Manufacturing

Multiple Satellite Lens Labs to extend reach

Independent Design Studio

Logistics and warehousing

SUNGLASSES

CATEGORY OVERVIEW

- Estimated business size of 1500-2000 Cr
- Major competitors estimated to be de-growing
 - New players driving category growth
- Low category penetration
- 80% single ownership within users
- Highly Cluttered Market- Local and International Brands
- High dealer push due to high margins and credit
- Unbranded and Fake products at entry level price point



KEY INITIATIVES

Key Markets and Key Dealer Focus

Driving desirability for Fastrack

Building Titan at Point of Sale

E-Commerce Acceleration



Thank You.

Jewellery Division

Ambition for FY '23

2.5X
of
FY18 Sales / **10%** share
of market

Outlook

Demand

10-50 lakh income group
@ 23% CAGR

Conversations = Adornment

“Safe haven”

Outstripping GDP growth

Competition

Brand metrics strongest

Demon, Modi, Choksi effect

GST impact

Government Intervention

PMLA

Deposits Regulation

Hallmarking

Opportunities for Growth

Wedding

High Value Diamonds

Golden Harvest

Low Market Share Cities

Middle India

Gold Exchange

Overall Brand Purpose: Adornment

Share of New

31%
in FY18 / 45%
in FY23



Year	Share of New
FY18	31%
FY23	45%

KEMPU SETTING



KEMPU SETTING



NAKASHI WITH CUT WORK



DIE STAMPS & FLIGREE WORK



CUT WORK & ENGRAVING





DIE STAMP AND CUTWORK



JAALI AND TUBE

ENAMEL AND GOLD

CNC BANGLES





A collection of
exquisitely designed and
painstakingly hand-crafted
neckwear

10-20L

Mia

BIRTHSTONE

APRIL 18



AQUARIUS – Amethyst



TAURUS – Peridot

Modern Contemporary



Smart Use of Wires

Interesting Stone Setting

Mia
by π
TANISHQ

Silver



Enamel and Textures

Minimal Contemporary

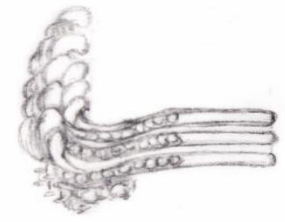
Interesting Forms



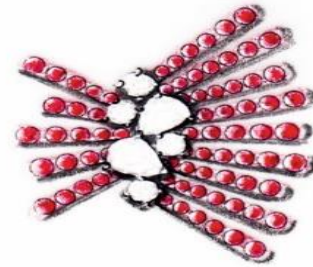
3D Textures and Finishes

Material Mix

ZOYA
*T*HE EXQUISITE DIAMOND BOUTIQUE



Firebird feather Carved gold ring



Heart shaped yellow sapphire



Arrow earrings float in front, connect behind the ear



Huggies that go behind the earlobe



Oval Solitaire



35% in FY18 to 50% in FY23

Stock width and depth

Branding and marketing

Wedding

Store presentation

Pricing

Staff training



30% in FY18 to 50% in FY23

Stock width and depth

Bespoke business

High Value Diamond Jewellery

Exhibitions

Marketing

Solitaire business



Middle India

250 stores in
150 towns in FY18

to

400 stores in
250 towns in FY23

Increasing franchisee interest
Improving execution excellence



Gold Exchange

40%
in FY18 / 50%
in FY23



Best exchange value
Systematic push in the stores

4% share in FY18 to 8% in FY20

Stocking up KVIs

Accelerated expansion

**Low Market Share
Cities: 15+**

Local connect in marketing

High level of marketing investments

Other Growth Drivers

Mia @
750 Cr

Aveer @
500 Cr

Zoya @
500 Cr

100 stores

1750 Cr of retail/online sales

Carat Lane FY23

5% EBIT and 20% ROCE

EBITDA break-even in FY19

Factors in Favour

Very strong brands

Favourable Environment

Increasing Competitive Advantage

Delighted, committed franchisees and vendor partners

Collaborating teams executing to strategy

Best-in-class talent in the consumer goods industry

Leadership obsessed with results

Thank You