

Diversity, Equity and Inclusion

With a commitment to cultivate a culture of diversity, inclusion and equity, the Company has introduced several policies. These policies create an inclusive and safe place to work for all our employees and stakeholders and are designed to provide a favourable and positive environment at workplace.



- Employees who become New Parents will continue to receive their full remuneration and benefits, with the right to return to work in the same or equivalent position, after returning from paid or unpaid parental leave. If outstation travel for work is absolutely necessary, the primary parent is allowed to travel with the child and one other person while on business travel.
- Option of extended hotel stay for women employees on deputation when facing difficulty in finding suitable domicile. Company Car at disposal for daily work commute in difficult conditions/places. Support for women employees for scouting, negotiation with broker and registration of place of stay.
- Enhanced support for woman employees in terms of availing fastest mode of transport and lodging with an option to choose to stay overnight at hotel near to the airport, bus stand or train station to avoid late night road travel.



The focus will be to make Titan the employer of choice for individuals from all walks of life and will remain committed in all its endeavours to create tangible and lasting change.

Growth with Responsibility

Sustainability at Titan

Business sustainability comes with responsible behaviour towards all its stakeholders and more specifically towards the environment and community and Titan has a rich legacy of the same.



○ Harnessing renewable energy – Wind power

Titan has taken several important steps to embed sustainability in its operations, with specific focus on energy and water to positively impact environment and the community. This also includes various efforts towards waste minimisation and optimising resource utilisation across divisions.

A significant area has been the continued focus by the Company to engage and invest in initiatives towards carbon footprint reduction through use of renewable energy. Across all Divisions, especially in the ISCMs, a significant thrust has been to bring more renewable energy as part of in-house installation or even creating offset projects. Many other initiatives are being driven by

other divisions and also by the Retail Services Group (in Retail operations) locally to reduce the carbon footprint.

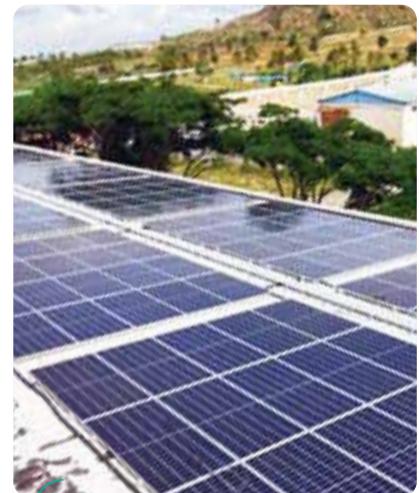
A few salient features include raising awareness on climate change and encouraging the adoption of processes and practices that promote sustainability. The Company is



○ Piloting CNG in Retail

Renewables constitute **62%** of the total energy consumed at Manufacturing plants

constantly engineering innovative solutions and mitigation mechanisms to conserve the environment. The Company, during the year put in place environmentally sustainable processes for raw material acquisition, vendor management, manufacturing and recycling. Environmental management systems are being setup at factories with facilities acquiring ISO 14001 certification.



○ Expanding roof top solar application in EyeCare plant



88% of water used in at manufacturing is recycled water

Responsible neighbour

The Company has over a period of time taken up many lakes or water bodies in the vicinity of its manufacturing locations at Hosur/Pantnagar and rejuvenating them making sure a few water bodies such as ponds are restored to enable water conservation. The biggest initiative has been rainwater harvesting across all plant locations.



Rain water harvesting: 40 lakh litre cistern

Besides the rejuvenation of the Veerasandra lake adjoining the corporate office at Bangalore, the Company has also taken another lake adjoining the factory at Hosur for full rejuvenation.

The Company has also sought to offset carbon footprint by taking up large-scale tree plantation through creation of Miyawaki forests in Hosur and also plantation of trees in public areas in Pantnagar.



Hosur water body under restoration



Miyawaki forest – Hosur Jewellery Factory



Miyawaki Forest - for the public in Hosur

Growing Responsibly – taking the community along

Titan continues to work in sectors that are either unorganised or characterised by sub-standard business practices and ethics. Whether it is in Watches, Jewellery, and EyeCare or in the new businesses such as Indian Dress Wear, the Company strives to work in these sectors to create sustainable business models that transform business practices into those of organised sectors. These are characterised by value-based practices across the entire value chain reflecting in the manner in which the products are procured, produced and sold.



Corporate Social Responsibility

The CSR philosophy of the Company is derived from the Company's vision.



The CSR policy of the Company focuses on Education, especially the education of the underprivileged Girl Child, Skill Development for the Underprivileged and support for Arts, Crafts and Indian Heritage. While most education programmes have a large focus on the Girl Child, the Company also makes all efforts to make it truly

inclusive by building in requirements of Affirmative Action and also including People with Disabilities.

Being a Pan India organisation, the Company continues to support local causes that are important to the communities with which it operates, (including the retail presence) besides

supporting issues that are of national importance, notable among this was the response towards COVID-19 over the past two years.

The Company has created Design Impact Award programme, which seeks to engage the youth towards applying design thinking for social impact.



Education/Girl Child programme

This programme focuses on remedial education both within the Government school system and in learning centres. We have been able to put this programme back on track through effective use of technology and creating an alternate learning arrangement with appropriate safety protocols. The programme currently has reached over 16,600 children across Tamil Nadu, Uttarakhand and West Bengal.

Kanya Programme has been initiated at Tiruvannamalai, Tamil Nadu after completing one full stint at Krishnagiri of over 7 years. We have also completed teacher training programme and certified about 1,108 teachers during the financial year.

The science education programme has also been effectively implemented through technology and has reached most of the locations where our girl child programme is in place in Tamil Nadu.



Titan Kanya girl child education



Science Education in Kanya schools

Many elements of the Kanya Sampurna programme in Yadgir and Kattumannarkoil have been implemented. Be it the school readiness program, creation of model anganwadis, Early Grade Reading for teachers, adolescent education, creation of community libraries and



also livelihood-based engagement, all of them have shown signs of programme during the difficult times. This programme has come to a conclusion in both the locations and we have seen a reach of over 1 lakh underprivileged individuals, most of them girls, over the five-year engagement period.

Our focus on Affirmative Action through tribal school education

continues. This year in Karnataka, our high school children pass percentage has been 100%, a first ever achievement for this school.



Education of tribal youth

We have been supporting five tribal ITIs which we have adopted in Tamil Nadu towards many areas of importance. These include right from help during recruitment, employability skills, skilling, online sessions, job connects etc. apart from small infrastructural support.

The longest programme in terms of tenure has been the Titan Scholarship Program which has been taken into its 34th year of implementation and we have given 119 new scholarships this year.



Titan Scholarship



Skill development for the underprivileged

The Titan Skill Development intervention (Titan LeAP - Learn Apply and Progress) focuses on: a) Skilling for employment - in its skill centres and spokes at Chennai and other locations; b) Skilling for employability across Government ITIs in Tamil Nadu and Tier 3/Tier 4 Engineering colleges in

Tamil Nadu; and c) Entrepreneurship development. During the year, we successfully leveraged technology for reaching out to the candidates, both at our LeAP centre, spokes and also the engineering colleges. In addition to this, we have also covered Government ITI students. Across all formats of employment, employability and entrepreneurship development, we have been able to see substantial progress during the year. We have also been able to see encouraging progress in our skilling and placement of persons with disabilities. Around 450 persons with disabilities were skilled and placed during the year.



Titan LeAP

Support to Arts, Crafts and Indian Heritage

Our programs in Varanasi (UP) and Karnataka pertaining to Arts and Crafts are progressing, though slowly. We have initiated two new programs, one with disabled working the space of banana fibre and another a community to restore the knitting ecosystem in parts of Uttarakhand. The communities have been engaged through design inputs, market linkages in some cases and also through skilling. A highlight during the year has been the launch of a platform

for bringing the artisan community and buyer community together directly (Project Tarasha) and about 40 artisans have been onboarded on this platform.



Project Tarasha

Design Impact Programme

The Company's support to the grantees of the Design Impact Programme has now reached its final stages and will be closed by Financial Year 2022-23. Progress has been encouraging in most of the grantee engagements.

The year also saw the launch of the Design Impact Movement platform that has been created to engage the youth towards designing for social needs. We have had close to twenty thousand registrations.



Design Impact Programme

Responsible Citizenship

Our Integrated Village Development and Water and Sanitation programmes in Uttarakhand has progressed well. We have completed and handed over 8 water schemes to the community. Overall, 25 schemes have been completed. The Integrated Village Development Program was augmented with COVID-19 support during the year. The watershed programme with NABARD covering 5,000 hectares has met most of its objectives and will be completing its first phase during Q1 of FY 2022-23.



Integrated Village Development and Watershed programme



The Happy Eyes program was put back on track. The comprehensive support included opening of total of 5 vision centres over the past two years, including effective use of the Mobile Rural Vision Screening program. We had also supported for procurement of a new vehicle to Akhand Jyoti

Hospital in Bihar to support Mobile eye screening. Despite the pandemic, employee engagements continue to be encouraging through our volunteering programme, largely through online volunteering, for both, our projects as well as programmes across the Tata Group companies.

COVID-19 Relief

Undoubtedly this was one of the big focus areas during the early part of the year. The Company reached out to many types of requests, mostly focusing on supporting in setting up of ICU beds, oxygen facilities and related infrastructural support.

Three notable features include contribution towards TN Disaster Relief Fund (for COVID-19), setting up of an Oxygen plant in Uttarakhand to augment a Government Hospital towards COVID-19 treatment and supporting over fifteen thousand vaccinations including vaccination for the differently abled.



Provided hospital beds in fight against the pandemic



Assistance in fighting COVID-19 pandemic

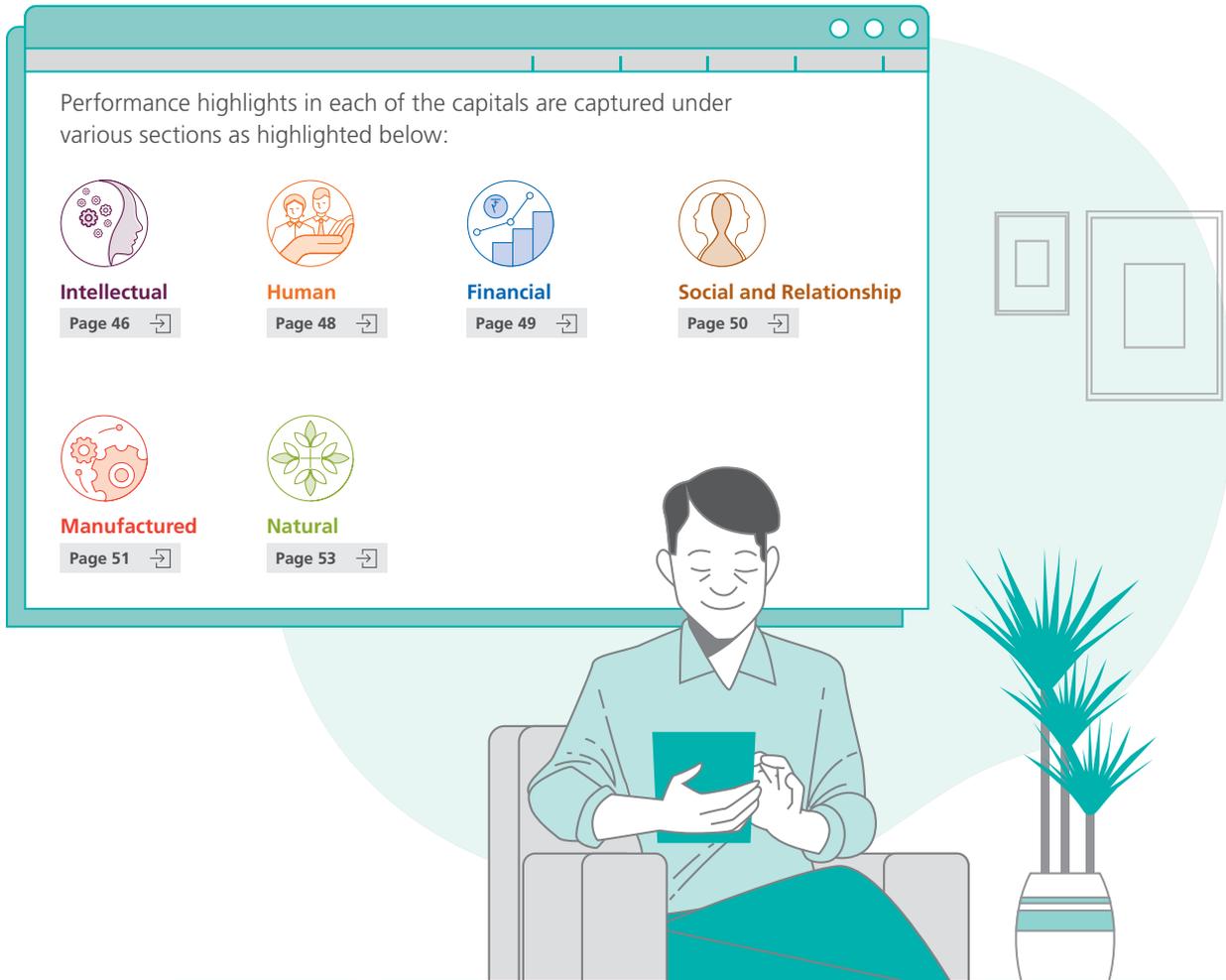


The Company draws inspiration from the fact that it reached out to more than **4.52 lakh** individuals through its CSR programmes during the year.



COVID-19 Vaccination Drive

Approach to Reporting



The Company started publishing its Integrated Report four years back thereby displaying its commitment to uphold highest standards of transparency in communication and ethos of Corporate Governance.

This is our 5th year of Integrated Reporting to voluntarily disclose additional information to our stakeholders on non-financial objectives that have been achieved over the past years.

The Integrated Report highlights the organisation's perspectives and performance on material topics such as Manufacturing, Financial, Human, Intellectual, Social & Relationship and Natural Capitals thereby providing a glimpse into the longer term value creation and sustainability of the Company. These include the key initiatives that were

taken during the course of the year that have significantly impacted the outcomes of these capitals. This Report has been prepared in accordance with IIRC's Integrated Reporting framework <IR>. Other <IR> content elements like our engagement with key stakeholders, risks, governance, CSR and environmental initiatives are further explained in the statutory section of the Annual Report under topics like Management Discussion and Analysis (MDA) and Board's Report as well as Business Responsibility Report.

The scope of this Integrated Reporting is limited to Titan Company Limited as a standalone entity.

Listed below are some of the stakeholder engagement mechanisms that the Company has consistently undertaken and improved over the years.



Employees

Employee Connect, Engagement & Development

The Company continues to use various engagement and connect forums like Tell Me, Heartbeat survey, Great Place to Work survey, cascades and other innovative ways to connect and engage with employees. Tell Me is an online survey rolled out to all employees of Titan, to hear from them on pre-set themes that pertain to the

health of the organisation, such as Inclusive Work Culture, Structure, Processes & Empowerment, Ethics and Integrity and seek their suggestions on specific topics such as top line growth, cost reductions, process improvements, etc.

During the year under the “Speak-to-the-MD” programme, different segments of employee groups were identified and were invited to volunteer for a session with the MD and the Chief People Officer, covering 500+ employees over 70+ hours, across the length and breadth of Titan.

Even though the pandemic seems to have receded, emphasis still remains on safety norms and measures.

Employee development has been through internal facilitators from businesses with the deployment of online platforms like Titan U, LinkedIn Learning and Coursera promoting self-paced learning. The work from-home situation brought in opportunities to rethink and redefine the ways of connecting with employees spread across the country. Examples of innovative programmes covering physical, financial and emotional wellness include: Virtual Talent showcases, one-to-one connect sessions with leadership teams, employee health and wellness sessions, online yoga by certified instructors, one-to-one financial planning services and counselling services through Calmness experts for all our employees.



Customers

Engagement/Satisfaction

Engagement of customers across geographies, demographics and segments is through deployment of wide variety of mechanisms such as surveys and research, as well as digital media, which are extensively used to understand the customer needs and expectations. These in turn are used for developing and deploying specific initiatives to elevate their experiences. The Net Promoter Score (NPS) is an important metric used to understand customer satisfaction.

Connecting with customers through Smile App, a dedicated portal to connect with Multi brand outlet customers, leveraging live chat and creation of WhatsApp teams are some of the interventions.

The Digital team rolled out multiple technology innovations, enhancements and continuous improvements, including numerous information security measures and processes to enhance customer data privacy. The Encircle loyalty program, which has grown into one of the largest in the retail sector has been leveraged to further enhance relationships with customers as well as engage with them on the Company’s product and service offerings to drive cross categories sales as well as repeat sales.

Further, the Unified Customer Service program has helped the Company

to connect with customers through various channels, including the digital medium and serve their needs and expectations in a dynamic manner.

The Indian Dress Wear business has also launched several customer engagement initiatives such as Self-browse retail format, video calling, WhatsApp/Live chats, Trunk & PoP Ups (Exhibitions), etc.

The customer service team at the watches Division has addressed the needs of the customers through SMILE program in retail stores, an exchange offer called WDC (Watch Depreciation Coupon) for more than 4 years old watches, free enrolment to the Retail Loyalty Program at service centres, in case customers are not part of the loyalty program, etc.



Vendors, Contractors and Suppliers

Partnering for Progress

The Company works closely with its vendors, suppliers and other service providers who have been playing an important role ranging from procurement to manufacturing and from branding to logistics. Regular vendor meets, workshops and conferences enable the Company to build and enhance the engagement towards collective realisation of ambition as well as resolve key issues towards ease of doing business, maintaining quality, enhancing capabilities, etc.

Examples include development of women Self-Help Groups at Hosur

for over 25 years now, in providing livelihood opportunities by providing them with outsourced activities.

The EyeCare business focused on sourcing within India by keeping long-term objective of developing eyewear hub through regular skill building programs for vendors and sub-contractors to enhance productivity and first pass yield, also handholding small existing/new eyewear manufacturers by supporting to implement in latent manufacturing capabilities to enhance more reliable and consistent supplies with quality benchmarking to International standards.

A healthy partnership continues to throttle the way forward in the Jewellery Division. Apart from maintaining an agile while predictable supply chain and working closely with the best-in-segment vendors, suppliers and other service providers who are playing a crucial role ranging from procurement to manufacturing

and from branding to logistics.

Periodic vendor engagements, training programs, conferences ensure to build a collective ecosystem belonging to a single fraternity.

Support to vendor partners and suppliers during COVID-19 in the form of awareness sessions, maintenance of gold standard safety protocols across the ecosystem, quarantine facilities, to and fro transportation arrangements and insurance for karigars are other instances of engagement. The implementation of Responsible Sourcing guidelines in contrast to the common jewellery industry practices are paying rich dividends. Consistent efforts towards Responsible Sourcing of Gold, Diamond and Jewellery Products have been made by collaborating with competent suppliers and partners.



Business Associates Enabling Customer Reach

The Company works with a wide network of business associates including franchisees, management agents who play an important role in connecting the Company to end consumers apart from delivering products and services. Due to the pandemic, the Company engaged with its business associates virtually during the most part of the year apart from possible face-to-face

meetings to understand ground realities and address their issues. They are also part of our new Digital Journey (Omni, Lead Generation and Endless Aisle). Their feedback is taken into consideration and their needs and expectations are incorporated by various teams to further increase product and value propositions to customers as well as business associates.



CSR Partners and NGOs

The Company continues to play the role of a responsible corporate citizen with a firm belief in making a difference to the lives of people

in the communities it engages with. The Company engages with communities through direct CSR interventions as well as through various NGOs and governmental agencies to deploy several programmes aimed at different community segments, with a view to create a significant positive impact, Through constant engagement with the partners it works with, to co-create programmes that add immense value to the community.

Being a Pan India company, it reaches out to the communities not only in the location of its operations but across the country, and co-creates programmes and solutions that are in the larger interest of the community and society. It also works closely with the Government in reinforcing or strengthening ongoing programmes, even as it takes up causes of national interest such as Swachh Bharat, Disaster response to natural calamities, Response to COVID-19, etc.



Government Bodies and Industry Associations

The Company engages with various Government departments and regulatory bodies from time to time to respond to compliance aspects, address issues and concerns on behalf of the industry such as ease of doing business, industry regulations through forums like Indian Horological Federation, World Gold Council, CII,

etc. thereby playing a proactive role in ensuring that the views of the industry are heard by the Government and also to align with Government's views.



Materiality Approach

Materiality assessment is an exercise to ascertain material issues; an issue is material if it substantively impacts the organisation's ability to create value in the short, medium or long term. A clear understanding of materiality aspects promotes better alignment between business strategy, performance management and reporting.

Material Determination

The process of determining materiality is entity-specific and based on industry and other factors, as well as multi-stakeholder Perspectives. Material matters improve internal and external decision-making by limiting extraneous information and focusing disclosures on the core issues managed by the organisation.

The Company conducted materiality analysis across stakeholder groups through a third-party study as per integrated reporting framework materiality assessment process. The purpose of the analysis was to identify topics that have a direct or indirect impact on the Company's ability to create, preserve or erode economic, environmental and social value, not only for the Company, but also for its stakeholders and the society at large.

The analysis revealed what the internal and external stakeholders consider to be the most material and relevant aspects.

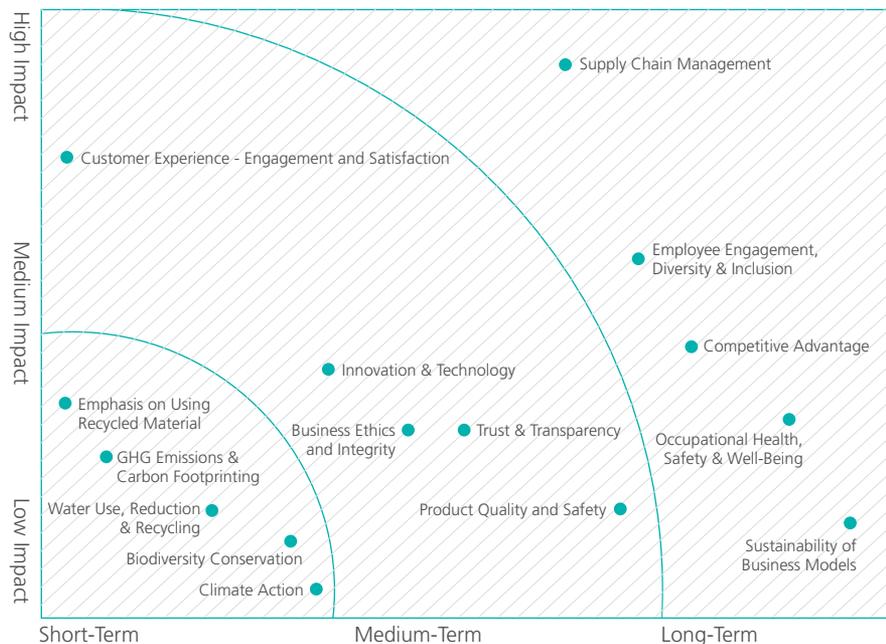
The analysis resulted in seven material topics which were formalised and implemented in the management's approach.

Material Aspects

The prioritised material aspects are:

- ① Customer Experience;
- ② Product Manufacturing, Quality and Safety;
- ③ Competitive Advantage;
- ④ Product Innovation and Technology;
- ⑤ Supply Chain Management;
- ⑥ Employee Connect, Engagement & Development; and
- ⑦ Occupational Health, Safety and Well-Being.

Materiality Matrix





Customer Experience

The Company's continued focus on customer satisfaction obsession has led to new routes to reach out to the customer. Whether it be comfort calling or reaching out to our detractors for service recovery, or calling our customers just before warranty expiration, we have left no stone unturned to ensure that customer satisfaction is arrived at. Net Promoter Score (NPS) continues to be our North Star, guiding us in process and product improvement. Many aspects such as product offerings and price points, focus on "Correct Selling" and simplification of the sales process, have all been re-imagined due to feedback from our Customers. We also were able to get insights from a larger set of customers after we introduced WhatsApp in the EyeCare Division as a channel for NPS surveys. Gradual recovery from the pandemic also brought about a shift in the expectations of our customers with regards to the omnichannel experience. This created

focus on a seamless experience for offline and online customers. We began this journey by remodelling the team to reflect this need. During the lockdown, this category being one that requires assistance in buying, all our store teams reached out to the customers, helping them buy remotely – a concept called Phygital (Physical and Digital) emerged as a strong customer choice. The launch of CX 2.0 brought in renewed focus on personalising the experience for our customers, especially customers who were new spectacle wearers. We recognised that the journey could be significantly improved by simplifying the whole dispense process for these customers. Thus, "Pehla Chashma" and "Pehla Progressive" processes were born.

In the Watches business, various initiatives were undertaken including social media Launch for Titan World channel and scaling up of Helios on all social media platforms, personalised reach out to Encircle Customers, Nebula Trunk Shows, Milestone Birthday and Anniversary reach out - Customised & Personalised, customer surveys & Feedback sessions, LITMUS, etc. Introduction of NPS response, 7 Day feedback from SMART

buyers through NPS and Customer engagement activities at stores were also undertaken.

In Jewellery Division, many initiatives have been deployed such as strengthening the TWOL program by enhancing the service standards, embedding at the heart of Tanishq training and service orientation of our stores, defined training modules for Customer Relations Officer as well as periodic mystery audits ensure that stores keep the focus. The NPS training has been strengthened by addressing the gap between store's targeted NPS and prevailing one. Similarly on Customer Complaints that are raised from any source, we ensure that a customer-friendly resolution is given to the customer within 48 hours. The engagement programs have also been enhanced to deliver higher customer satisfaction and remain connected with the customer. In Taneira, dedicated/ Captive looms across India are established to weave exclusive products designed by the design team. Further, activities to transform the weavers' ecosystem by supporting them with technical expertise and improving their working conditions are also being undertaken.



Supply Chain Management and Responsible Sourcing

With integrated supply chain as a strategic advantage to balance between making in-house and outsourcing, the Company is able to ensure the reach of its products across markets efficiently and in a timely manner at optimum cost. The primary focus has always been to build a sustainable and agile integrated

supply chain ecosystem in India. The Company treats vendors, sub-contractors, etc. as strategic partners in its supply chain. The Company ensures responsible business, replenishment/analytics-based planning, stock supply visibility with all its key vendors.

All divisions of the Company have robust vendor assessment, selection, vendor management and periodic vendor evaluation processes in place. Good governance is ensured by making sure each vendor and supplier is made aware of and adheres to the requirements of the Tata Code of Conduct. Vendors and suppliers are both recognised for good performance and also in the odd occasions pulled up for non-performance to encourage constant improvement and excellence. Key parameters that are reinforced constantly include requirements of environment compliances, safety, governance and ethics of the highest order and any other compliances pertaining to legal and regulatory requirements.

Below paragraphs highlight two significant efforts in the supply chain journey of the Company that has not only gone on to create sustainable social business entities, but have also created a benchmark of sorts in the Indian Industry:

a) Women Self-Help Groups

for outsourcing/subcontracting Operations (Project MEADOW), b) Karigar transformation story, responsible sourcing journey of the jewellery division.

Project MEADOW - creation of sustainable social business model

MEADOW (Management of Enterprise and Development of Women) an initiative of the NGO, MYRADA in collaboration with Titan, is an inclusive growth programme started with about 24 women and today employs over 400+ rural women in and around Hosur. MEADOW Rural Enterprises was incorporated in the year 1998.

Uneducated young women, widows and single mothers are primarily given employment in MEADOW. MEADOW operates as a vendor for three manufacturing Divisions (Watches, Jewellery and TEAL). MEADOW started its association with Titan in a small way when Titan had decided to outsource assembling of watch straps. Titan not only trained them in the assembly of links, but also in the managerial functions like Planning, Production, Accounting, Lean, Business Awareness, Technical Skilling, Costing, etc. MEADOW employs around 40% of its employees from Affirmative Action community.

MEADOW Business Model:

MEADOW runs the business in the SHG (Self-Help Group) model - "Owner - Manager - Worker". MEADOW has a Board of Directors

and CEO appointed by the Board. Each Production unit has a Director who will represent their unit in the Board. The key decisions are taken/approved by Board of Directors. All statutory requirements are complied with, including Minimum Wages Act, PF, ESI, PCB norms etc.

b) The Karigar story and responsible sourcing journey of the Jewellery division

In the context of a highly unorganised and fragmented industry in India with several practices that could be illegal or with poor human conditions in manufacturing, the Company has taken upon itself to lead and be the pioneer in best supply chain and karigar practices, that has transformed the nature of the Indian jewellery industry. These pioneering efforts



Titan Karigar Centre



in the area of human rights and dignity of work for karigars is a well acknowledged practice in the Indian Jewellery industry.

The below example attempts to substantiate the Company's game changing efforts in this direction.

Transforming lives. The Karigar

Story: The Gem and Jewellery sector contributes to about 6-7% of India's GDP. The Indian fascination to Jewellery dates back to 5,000 years. This sector is highly fragmented and unorganised with over 90% jewellers being family-owned businesses. Titan is one of the key players in the organised sector with a market share of 5 to 6%. The Jewellery industry in India has a highly unorganised artisan (karigar) driven, traditional skill-based (handcrafted) manufacturing value chain, employing lakhs of people in rather inhumane working conditions with labour exploitation and poor labour and workplace practices, which is very different from other countries. This highly labour-intensive sector has been traditionally characterised by outdated practices, negligible inputs from modern processes and technologies, craftsmen working for 14-16 hours in poorly lit, cramped and unsafe environment with the use of toxic chemicals, leading to early health-related forced retirement by the age of 40. Titan's interventions from over a decade have transformed some parts of this sector and influenced many more players too. The objective is to bring transformation in the way jewellery manufacturing is being done in India and focus on inclusive growth of the stakeholders in the value chain. It has highlighted the need to urgently uplift the exploited

vital link in the chain - "The Karigar". This transformation journey was brought about in three stages over the years starting from Project Unnati, moving to Mr. Perfect and later has taken the shape of Karigar Centre. Karigar Centre is a sustainable model focusing on inclusive growth for all stakeholders in the value chain especially the craftsmen who are completely neglected by the trade.

The Karigar Centre initiative also enables overcoming a critical challenge associated with attracting and retaining good talent in Jewellery manufacturing for the Company and is one of its kind in the entire Jewellery industry Pan India.

In addition to providing good infrastructure, we have worked closely with partners and Karigars to enhance the business value by deploying many management, production and quality systems, including Theory of Constraints, Lean manufacturing, Quality and Environment management systems amongst many others.

During the year, in collaboration with an external partner, we have established a manufacturing facility at Midnapore (hub of Karigar fraternity) to be nearer to the Karigars' hometown. This way, we will be able to provide elevating experience to our Karigars by enabling better quality of life for them as they will not be separated from their families for work.

We have also established a facility in the jewellery park at Ankurhatti and brought some of our vendors under the same facility for bringing them together under one roof to have better visibility and cross-learning opportunities.

Along with transforming the lives of Karigars, the business benefits for Karigar Centre include: 2X productivity increase for Karigars; Year-on-year business growth for vendor partners; Enhanced quality; Reduced lead-time and inventory levels; Enhanced delivery performance to customer; and New capability development.

It may also not be out of place to mention that the Jewellery Division was the first in the industry to enable gold purity testing in a transparent manner (through the karatmeter) which today has been the trendsetter and the industry has followed suit subsequently.

Digital Transformation of Supply chain is one of the major focus areas for Titan through which we are aiming to enhance visibility and automate the manual repetitive processes.

We have a robust network of "True Titan Partners" in our supply chain. We have created a dedicated Risk Management and Compliance function for ensuring 100% compliance through initiatives like periodic audits at different vendor places for identifying the gaps, proper handholding to our partners to bridge the identified lacunae, etc.

Responsible Sourcing:

The Company has embarked on the next phase of the responsible sourcing journey. As part of a formal practice and policy, the following initiatives have been put in place by the Jewellery Division in this journey:

Procurement of gold and outsourced Jewellery:

A significant 40-45% of the gold consumed is from recycled gold received from the customers under our friendly and transparent gold exchange programme. The balance 55-60% fresh gold bars consumed is procured from RBI-designated banks which import London Bullion Market Association (LBMA) certified gold ensuring highest purity, quality and mined from ethical sources.

This approach is also applicable for all outsourced jewellery and vendors who supply finished or semi-finished products to us. An internal bullion management policy ensures robust compliance and optimises the use of this precious commodity to ensure procurement of mined gold is minimised.

Procurement of diamonds

Diamonds are being procured from reputed and authorised "Sight holders" who buy from global diamond manufacturers like who follow the Kimberly Process for ethical mining. Further, these Sight Holders who are our vendors in India, are governed by a comprehensive Titan Supplier Engagement Protocol (TSEP) specifically deployed for diamond sourcing.

Procurement of Jewellery from other Outright/Jobwork/Outwork vendors:

In addition to gold and diamond procurement, we have ensured a vendor code of practice

for all jewellery manufacturers who work with us based on a well-structured "4P - People, Place, Process, Planet" framework for ensuring a comprehensive and holistic approach to transforming the traditional and unorganised jewellery manufacturing sector. Further, there are requirements pertaining to traceability categorisation and certifications. This above protocol is formally signed by the concerned supplier/vendor. The overall aim of this protocol is to ensure three basic objectives:

- a) Ensure responsible and ethical practices are followed throughout the value chain;
- b) Establish traceability to ensure that all diamonds originate from an ethical mining organisation;
- c) Ensure zero mixing of synthetics with natural diamonds.

Some of the key elements of this protocol that are included under the 4P approach is as follows:

People: Guidelines pertaining to human rights, fair wages including PF, ESIC etc., child labour, freedom of association and discrimination.

Process: Guidelines pertaining to Legal compliance, Kimberly Process certification and World Diamond Council SOW, corruption, contractor management and money laundering, besides quality systems for consistency and high functional and aesthetic quality

Place: Guidelines on health and safety, security, pollution levels, ergonomic working, etc.

Planet: Guidelines on waste and emissions, preservation of environment, etc.

Vendor Audits, grading and on-boarding: To ensure a measurable progress along this responsible sourcing journey, using the 4 P framework all vendor partners of the jewellery division have been classified into 4 categories of Cottage, Basic, Standard and World-class based on ground audits of all parameters. There is a systematic programme to continuously plan, audit, review and develop all vendor units to become Standard by FY 2022-23. This is being constantly reviewed and driven systematically by the Jewellery manufacturing team. Further, there is also a formal audit and vendor assessment system in place to ensure new vendors who get on-boarded adhere to this protocol. Across all divisions, the Company was able to put in mechanisms to support supply chain partners during the pandemic, both financially and also logistically.

Working on joint collaborative projects both for business benefits and engagement is a key hallmark of our Vendor relations. A case in example is engagement of sub-contracting vendors is setting up of the Fundamental Skill Building

Centre (FSBC) for skilled case polishing operations in ISCM Watches.

The FSBC includes classroom-enabled e-learning, dexterity and cognitive improvement exercises, on-the-job and hands-on training, mass finishing lab and visual inspection room, complete with visual training aids. The objective of FSBC is to bring a structured training for the polishing industry (550+ in the industry), instil

pride of being a polisher, standardise skills across vendors and finesse (look and finish/touch and feel). The module trained 300+ polishers.

In the Watches & Wearables Division, aggressive focus on Make in India by reducing the dependency on China was taken up intensively in FY 2020-21 which resulted in reduction of China dependency to 20% from the current levels.

Suppliers and vendors are also made an inclusive part of safety, quality and environment programs as part of Vendor engagement initiatives through TVQMS (Titan Vendor Quality Management System), TVSMS (Titan Vendor Safety Management System), TVWMS (Titan Vendor Workplace Management System).



Employee Engagement, Diversity and Inclusion

The Company provides a safe, productive and conducive environment where employees can learn and develop their skills and talent. Apart from serving customers, employees innovate and develop products and services in an increasingly competitive world. We, at Titan, aim to become more diverse not just because we want to maximise the organisational effectiveness through diversity, but also because we believe that this is the Right Thing To Do. To give all segments the representation they deserve. Building on the solid foundations of the last three decades, we are now looking

at the next decade with considerable ambition. We are now committed to embed Diversity, Equity and Inclusion across everything we do, focusing on three core areas - increasing our gender representation across managerial levels, strengthening diversity enabling processes and building a culture of inclusivity. One immediate goal for us is increasing the number of 'Women in Retail and Sales'. We believe that Retail and Sales represent the more challenging functions for women representation and an achievement here will create the necessary overall momentum. Towards this, we have taken the target of 25% of RBMs, ABMs and SMs to be women by FY24. Titan is currently at par with some of the best companies to work for women with 15% gender diversity in our Top Management and 34% gender diversity at the entry levels.

The Company also looks at modifications based on needs and expectations of employees and in this regard, policies on travel, non-metro posting as well as parental support and benefits have been enhanced.

During the year, Titan launched its very first women's network – NoW (Network of Women). The network is aimed towards providing a platform for women across cities, businesses, functions, to share ideas, aspirations, experiences, dilemmas and also to help Titan Company create more inclusive, more equitable and more diversified teams all around.

As on 31st March 2022, the Company had 7,263 employees on rolls, out of which 1,961 were women. Of the total base, 136 employees were differently abled.



Competitive Advantage

The Company strives to retain its competitive advantage in the domestic and international markets. Being a dominant player across categories and coupled with state-of-the-art manufacturing facilities as well as Pan India presence provides the Company

sustainable competitive advantage. The Company has been able to attract and retain high calibre talent, who demonstrate the desired behavioural traits that fit into the entrepreneurial and dynamic culture. The Company believes that its capability to respond to its customers' demands with agility will enable it to deliver high quality products and exceptional customer service, thereby strengthening its competitive advantage.

The key differentiators that the Company offers are - exceptionally

designed and crafted collections, products that continue to be industry-leading, brand-building efforts that are cutting-edge, exceptional customer experience at the stores characterised by warmth displayed by store personnel as well as store ambience, strong digital presence through websites and various social media, IT-led Analytics and leveraging the CRM platform to enable a seamless physical-cum-digital consumer engagement and continued focus on Encircle, the loyalty program that is growing well.



Product Innovation and Technology

The Company continues to leverage existing as well as new technologies to create innovative products for customers' latent needs and caters to a wide segment of customers to enhance the value proposition and their experience across various touch points including the omnichannel.

Development of resistance coating "ClearSightZ" lens for high usage, focus on prescription ophthalmic lenses to enhance business revenue through mass customisation. This also resulted in higher customer satisfaction measured through NPS score. The year saw the EyeCare division taking a lead in computerised operations in supply

chain by implementing Warehouse Management System (WMS), initiated Interactive Voice Response (IVR) for engaging retail stores and associates on supply and delivery part, thus enhanced speedy logistic operations.

In the Jewellery business, focus was on producing Light Weight Jewellery to make it budget-friendly for our customers through development of new hard alloy, and design re-engineering and product engineering as there was an unusual spike in prices of the precious metal and the growing customer's expectations for value for money jewellery products. Continued focus on innovation in watches has led to experimentation on new concepts and ideas leading to co-creation of products and solutions along with internal stakeholders, vendors, institutions, experts and through open innovation forums. In the Indian Dress wear business, the Taniera brand was expanded to more than 100+ clusters and there was a foray into sustainable fabric.

On Wearables, the Division laid emphasis on leveraging the consumer demand and hence 3 key smart watches were launched. Apart from revenue growth they enabled in product ratings going up which is an indication of positive consumer acceptance. We also engaged with our consumers through our mobile applications, which has helped in deeper consumer interaction. The engagement has risen from 6% to 22% this year with an average 3 minutes time spent on the app. Also, the Wearables business launched 5 new audio accessories under the Fastrack Reflex Tunes brand with key features like ANC (Active Noise Cancellation), ENC (Environment Noise Cancellation) and enhanced battery life for a much better user experience. With the help of these new launches in both watches and audio accessories, the Division registered a growth of 68%.



Product Manufacturing, Quality and Safety

The Company has been able to further augment its product quality, production efficiency and cost competitiveness to ensure responsive management across the value chain. All manufacturing locations obtained ISO 45001 certification on Occupational Health and Safety.

The EyeCare plant has started its journey towards lean manufacturing with implementation of tools like 5S, Layout optimisation, Quality circle, Single piece flow, etc. to bring world-class manufacturing system. The Kolkata plant has won "National award for manufacturing competitiveness". Also the Lens manufacturing factory located at Noida has been awarded "Green Manufacturing Challenges" assessed by International Institute for Manufacturing.

The Jewellery plant is now focused on producing Light Weight Jewellery to make it budget-friendly for its customers through development of new hard alloy, design re-engineering and product engineering as there is an unusual spike in prices of the precious metal and the growing customers' expectations for value for money jewellery products. Through customised jewellery designing and manufacturing, the Division goes deep into the imagination of its customers and to come out with designs matching their aspirations, and making the brand more customer-centric. Unlike the conventional handcrafting of



jewellery prevalent in the industry, the Division focuses on engineering the craft with development and adoption of relevant technology by keeping art at the core.

The manufacturing plants at Hosur and Pantnagar are testimony of our superior quality products. Keeping product and process innovation at its core, we focus on producing unique products which will bring a smile on the face of our customers. It is supported by benchmark Refining facility, advanced CNC machines, 3D Wax printing machines, benchmark machine-made jewellery infrastructure, etc. Our Pantnagar plant has also embarked in the journey of producing platinum products as an added capability. Our established material purity authenticity infrastructure is now externally supported by Hallmarking centers to ensure the purity of Gold. We have also invested in commissioning of a 2 MW solar plant in Coimbatore. It has ensured and supported Hosur plant operations with 90%+ renewable energy.

The New Product Development process at Watches & Wearables



Division is agile to cater various Consumer segments and launched with differentiated new products across brands and price points. Some of them include new collections with materials - Aventurine, Meteorite, Acetate, Paralumin, Sustainable Leathers, Preciosa, Natural Stones and New plating colours introduced like Titan - IP Carnation, IPCG, ICE Blue, Sea Blue, and FT-IP Navy Blue. Some of the new design/construction include Unveil – Skeleton quartz watches and Gold mesh straps for Nebula. Robust New product calendaring process is in place to ensure on-time product delivery. Development of new category products like Smart Wearables, Hearables & Clocks were launched during the year.

Quality

Titan is renowned for its Product Quality and Customer Service. New products are developed based on stringent Design Standards and undergo DFMEA process & Reliability tests to conform Design Quality.

Several micro precision parts are manufactured in Special Purpose Machines (SPM) and inspected in high precision Instruments. Vision measuring systems are deployed for precise accuracy and efficient inspection. State-of-the-art Coating technology under Titan Ecosystem being reviewed and upgraded periodically to ensure plating durability and aesthetic appeal.

All the plated sources are covered under Process and Product audits to ensure consistent plating quality. Every individual watch assembled undergoes 100% water resistance test, Running Test and Final Inspection by skilled Manpower. Titan Watches carry Unique Identification (UID) to ensure product authenticity and to combat counterfeiting.

Market returns are monitored through analytics and Six Sigma trained SMEs are engaged in defect group Cross Functional Teams for analysis and corrective action. Over 50 product quality improvements were implemented in the year FY 2021-22. Market returns reduced by over 44% in the last three years through such quality improvement initiatives.

Safety

The Company's Occupational Health and Safety (OHS) Strategy is built on four cornerstones which are leadership, systematic approach, continually building an active OHS culture and inculcating safe work practices. At Titan, we are working to ensure "Every person going home safe and healthy every day" that reflects our OHS vision "Be the safest organisation in the eyes of all our stakeholders".





OHS Strategies

- ① Build leadership capability from senior leaders to front-line supervisors
- ② Proactively identify hazards, assess and manage risks
- ③ Continuous improvement and alignment with business
- ④ Promote understanding, acceptance and compliance with Titan safety management systems at Contractor/Vendor/franchisee end
- ⑤ Communication & participation at all levels.

Prevention-based approach

The two sides of our preventive approach coin are building awareness and proactive initiatives.

The Company's core belief lies in preventive approach through consistent awareness, training, retraining and capability building of its people including all categories of employees and employees of vendors and contractors. This includes a significant focus on Behaviour-based safety.

Being proactive allows us to be more prepared to eliminate issues before they occur and promotes a long-term focus. A few illustrations:

- We have chosen the concept of "Inherently Safer Design" while we buy or modify any equipment so that we can eliminate/minimise

the hazard. Hazards identified during the design stage of the machines to eliminate or control through judicious design decisions and engineering.

- Safety and health requirements are part of our retail store design. Safety professionals are part of the design development. Our design engineers are trained on hazard identification, elimination, and control.
- Safety and Supply Chain Management go hand-in-hand. Prime vendors are evaluated on Occupational Health and Safety front and necessary support is extended to make sure that they meet our requirements.

Employee engagement

Engaged employees are central to instilling change, encouraging innovation, and ensuring a safe workplace. Titan encourages employee to speak about workplace safety through safety alert card system.

Project Suraksha

This project is aimed to validate and improve our safety management systems to ensure safety of our employees as well as customers visiting our Company stores and offices.



○ Safety Training for Retail Staff



ISO 45001 certification

All our manufacturing units, offices, Company owned retail stores and CFAs have been certified with Occupational Health and Safety ISO 45001 International Standards. **Titan is the first organisation in India accredited with ISO 45001 standard certification both for its manufacturing as well as its retail stores, offices and CFAs.**

We continued our efforts in setting Gold standards for safety across all our locations, including retail operations to ensure every customer who walks in feels safe!

Our Business Model

INPUT

Human Capital	UoM	2021-22
On Roll Employees		
Top Management and Leadership	Nos.	80
Manufacturing	Nos.	3,019
Sales, Marketing & Retail	Nos.	2,693
Corporate & Support Functions	Nos.	740
Off Roll Employees		
At Manufacturing and Offices	Nos.	4,500
At Retail Stores	Nos.	11,434
Diversity Aspect		
Male	Nos.	5,302
Female	Nos.	1,961
Differently Abled (Within the Above)	Nos.	136
Training, Learning & Development - Staff		
Investments Per Person	₹	17,934
Training	Man-days	5.6
Unionised Employees		
Investments Per Person	₹	500
Training	Man-days	1
Training for Senior/Top Management/ Professional Courses		
Investments Per Person	₹	14,810
Training	Man-days	1.2
Social and Relationship Capital		
UoM 2021-22		
Number of showrooms across all formats	Nos.	2,040
Retail footprint	Sq.Ft	26,59,598
Number of Touchpoints (apart from showrooms)	Nos.	11,000
Natural Capital		
UoM 2021-22		
Jewellery Division		
Gold Recycled	Gold-24.12 Tonnes	
Silver Recycled	Silver-1.34 Tonnes	
Energy Consumption (Fuel+Grid+RE)	Lakh Units	59.13
Water Consumption	KL	29,669
Investments in Environmental Conservation/ Biodiversity	₹ Cr.	12.197
Watches Division		
Precious Gold Consumed	Tonnes	0.053
Total Recycled Gold	Tonnes	0.032
Energy Consumption (Fuel+Grid+RE)	Lakh Units	110.53
Water Consumption	KL	61,940
Investments in Environmental Conservation/ Biodiversity	₹ Cr.	3.19

VALUE CREATION USING THREE CAPITALS



Our Vision

We create elevating experiences for the people we touch and significantly impact the world we work in.



Our Mission

We will do this through a pioneering spirit and a caring, value-driven culture that fosters innovation, drives performance and ensures the highest global standards in everything we do.





OUTCOME

Product & Retail Brands

Watch Brands

TITAN
SONATA
FASTRACK
FAVRE LEUBA
XYLYS
NEBULA
RAGA
SF
TITAN WORLD
HELIOS

Jewellery Brands

TANISHQ
MIA BY TANISHQ
ZOYA
CARATLANE

EyeCare Brands

TITAN EYE+
FASTRACK
GLARES

New Business

SKINN
TANEIRA

OUTPUT

Human Capital	UoM	2021-22
On Roll Employees		
No. of candidates identified as Emerging Leaders (Cumulative)	Nos.	220
No. of candidates identified as Young Leaders (Cumulative)	Nos.	15
No. of candidates identified for Sales Excellence program		69
Total Spends on Training, Learning and Development	₹ Cr.	10.5
Investment per person on training/development	₹ Cr.	0.014
Attrition-Overall	%	10
Social and Relationship Capital		
UoM 2021-22		
CSR Spend	₹ Cr.	35.42
Number of Beneficiaries Impacted	Lakh	4.52
Jewellery Division		
No. of warranty complaints on sales	%	0.36
Net Promoter Score	Score	88
Watches Division		
% of warranty complaints on sales	%	1.84
Net Promoter Score-World of Titan	Score	77
Net Promoter Score-Fastrack	Score	73
EyeCare Division		
% of warranty complaints on sales	%	0.65
Net Promoter Score	Score	77
Natural Capital		
UoM 2021-22		
Jewellery Division		
Specific Consumption of Energy Per Product	KW per unit	11
Specific Consumption of Water Per Product	KL per unit	0.055
Water Recycled	%	130
Watches Division		
Specific Consumption of Energy Per Product	KW per unit	3.09
Specific Consumption of Water Per Product	KL per unit	0.01732
Wind Energy Contribution	%	81
Solar Energy Contribution	%	2.18
Water Recycled	%	89
EyeCare Division		
Specific Consumption of Energy Per Product	KW per unit	1.8
Specific Consumption of Water Per Product	KL per unit	0.009
Water Recycled	%	91

Distributors

Unemployment



Inflation



Foreign Currency Fluctuation



Domestic Regulatory Policies



Gold Price Fluctuation



Economic Outlook

Business Partners



Creativity and Innovation



Information Technology



Corporate Citizenship

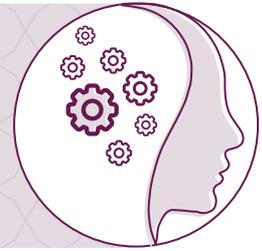


Product Development

Shareholders

Intellectual Capital

Passion for service, excellence and delivering value through innovation and technology



The Company's intellectual capital is leveraged to provide high quality yet affordable products. Driven by innovation and creativity, the Company continues to invest in concurrent technologies. Since the Company is predominantly in the area of manufacturing and marketing of branded lifestyle products, design, innovation, and its Brands constitute the core of the Company's intellectual capital.

DEC (Design Excellence Centre) is the design arm of the Company, which caters to the design needs of the entire organisation across categories – Watches, Jewellery, EyeCare, Fragrance & Fashion Accessories. At DEC, the focus is on continuously building Design as a unique and compelling differentiator in the sustainable growth of the various businesses. User-centred design is one of the key strengths

of the DEC which is supported by deriving insights through continuous design research and, understanding fashion trends across categories.

By the amalgamation of creative ideas with in-depth emotional detailing of the product, the Company has been able to produce a unique experience for the consumers. Winning the Global Red Dot award for Eyewear design has been one of the key highlights of the year. Some of the very successful collections launched this year across businesses pushed the boundary of design, brought in differentiated look, techniques and innovation.

The Company's portfolio of brands continue to symbolise quality, trust, value as well as style and fashion. The digital strategy is to innovate and provide a stream of business solutions, understanding consumers,

develop technology platforms, etc. The focus is on analytics too that gives insights from various aspects for customising products and services and retailing which in turn strengthen the CRM (Customer Relationship Management) approaches.

The Company's value proposition comes through leveraging the strengths and competencies to provide variety of products and services in several customer segments. The Company has focused on developing technologies through in-house efforts as well as through collaborative research.

Knowledge Management continues to play a key role in enabling the knowledge-sharing sessions through virtual media, aligning to the business goals by leveraging video streaming technologies for product briefing, etc.



Intellectual Capital – Design and Innovation

Business	Design and Innovation Centres/Hubs	Products	Areas worked upon (material, functionality, design, technology-smart/connected)
	Hosur/Hyderabad	Watches & Wearables	Laser cutting, wire cutting, torch brazing, texturing finish, new colour laser, investment casting, fine numerals by forming, aluminium case by cold forming, stone set drilling on 5 axis, etc.
	Hosur	Jewellery	Automatic diamond bagging, hollow ball making, 22kt hard alloy, low temperature melting gold alloy, stone detection, investment mixing operation, investment powder removal, chain making etc.
	Chikkaballapur	Lenses and Frames	Designing of lenses and various types of coatings on lenses and manufacturing types of materials for frames
	Bengaluru	Fragrances	Fragrance development and directing the creativity of our international perfumers, bottling and packaging development
	Design Excellence Centre, Bengaluru	Watches, Jewellery, EyeCare	Designing of watches, jewellery, eyewear and other products catering to various divisions

 Watches
  Jewellery
  EyeCare
  Fragrances
  Common for Businesses

Taneira represents a celebration of diverse textiles and workmanship in India. With sarees made out of pure and natural fabrics, the brand offers a wide variety of sarees in different price points. Apart from sarees, Taneira also offers bridal wear, lehengas, stoles and dupattas. Since designs are painstakingly handpicked, the curation at Taneira promises exclusivity and a

refined sense of style. Leaning on the Company's strengths in the arena of design and self-expression, Taneira is targeted at the rooted yet progressive Indian woman with its heart-warming proposition – 'Sarees, Handmade with Love'. The stores are also specifically designed to reflect and celebrate the rich tradition of handicrafts and textiles of India.

The Company also offers SKINN, a range of fragrances for both men and women. These are designed with support from strategic associates and, specific focus on bottling and packaging has added to the competitive advantage among other aspects.

Interlinkage of Intellectual Capital with other capitals

The Company continues to strengthen the Intellectual Capital through investments in technologies, interventions and collaborative approaches for bringing in cutting-edge technologies as well as give fillip to design and innovation to drive growth for the Company. This has also led to many patents being filed. Consequentially, financial capital, as well as manufactured capital, natural capital, human and social and relationship capitals are likely to be positively impacted.



Human Capital

Building talent to drive performance excellence



The Company strives to provide a safe, challenging and rewarding environment for each of its employees. The motivated and committed employees are the catalysts who drive the business and create value for all the stakeholders. The Company is committed to empower its people and build an organisation on strong business and cultural values. The skills, experience, diversity and competencies of the employees enable the Company to operate safely, reliably and sustainably, and deliver on its growth objectives.

The Company has an ideal mix of youthful energy guided by mature leadership. As a learning organisation, the Company invests in upgrading and upskilling its people.



Leadership development

We continue to invest in our leadership development programs across the 4 tiers namely Top Management Development (TMD), Senior Management Development (SMD), Emerging Leaders Program (ELP) and Young Leaders Program (YLP). In addition, we introduced a new program called Sales Excellence Program (SEP) which focussed on building a talent pipeline for Sales management roles.

Several of our executives and managers have gone through these programmes.

Capability Building

We further strengthened our capability-building platform TitanU with 500+ modules on core engineering topics by leveraging both virtual and classroom Instructor led learning. To further sharpen our

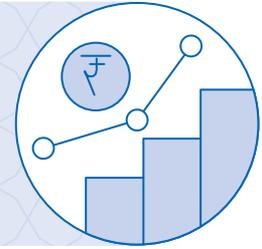
development efforts in our Integrated Supply Chain & Manufacturing functions, we have deployed a technical competency framework in the EyeCare business and initiated similar work in the Jewellery and Watches & Wearables divisions as well.

Interlinkage of Human Capital with other capitals

The Company's Human Capital stock is positively impacted when it invests in skill development initiatives to improve the technical know-how for R&D purposes. This also benefits the individuals for career enhancements, and increasing growth prospects, thereby increasing social and relationship capital stock and intellectual capital stock.



Financial Capital



The Company aims to create value for all its stakeholders by managing the Financial Capital in a commercially astute and diligent manner harnessing opportunities for long-term sustainable economic growth. While the provision of high quality and affordable products and services directly benefits the Company's consumers, focus on building a profitable and sustainable business model generates economic value for varied stakeholder groups. The Company's effective management of cash flows by use of advanced technologies, well-defined processes, competent people and resource management enables in sustaining and growing its businesses and thereby deliver a significant positive contribution to the Financial Capital.



The Company's investment decisions are always evaluated against targeted return on capital, which have to be higher than the cost of capital. Apart from creating value through its business activities, the resulting Financial Capital is also reinvested in each of the other capitals in a carefully balanced and calibrated manner to further achieve financial goals and objectives. Funding mechanism such as equity, short-term debt and operating cash are the main sources of the Company's Financial Capital.

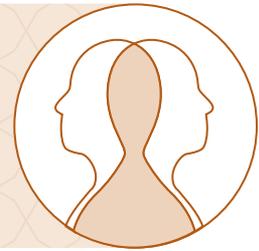
Interlinkage of Financial Capital with other capitals

The Company boosts investments across value chain be it technologies, infrastructure, manufacturing set-ups, marketing, working capital, induction, development and retention of talent. A combination of these would play a key role in providing quality products and service to customers across markets. This will drive growth of the Company. Consequentially, Financial Capital would be impacted positively as also other capitals.



Social and Relationship Capital

Partnering for creating, sustaining and delivering value



As a lifestyle products company, the success of the Company's endeavour is largely attributed to maintaining excellent relationships with key stakeholders in the value chain.

The Company has created long-lasting pleasant experiences for everyone, including karigaras, vendors, business associates, customers and beneficiaries of social interventions. It is these networks of association and social capital that are cornerstone to the brand value of the Company.

Core to the business is the customer connect, which happens through country-wide retail network. Focused channel strategies as well as modernising retail stores and sales channels have driven customers to stores leading to volume and value growth.

Further, brands engaging with customers through campaigns, commercials, social issues, festivals, runs and walkathons on causes and various other occasions have helped

in reinforcing the values and the philosophy that the brands stand for.

The omnichannel experience given to customers has been very effective in driving many customers to buy the Company's products. In order to improve the overall customer experience, the Company has set up an interface to ensure that supply chain related issues are immediately resolved. This has led to customer satisfaction scores on quality and delivery improving significantly. To enhance the customer experience at the stores, the Company has implemented measures such as enhanced staff training, creating new identity, correct selling, etc.

Social

From the very inception, the Company believed that the only way it can succeed is to co-exist with the community and society where it operates. Be it the way it had engaged people from the remotest villages in Tamil Nadu/Uttarakhand or even the manner in which it went about creating sustainable business group

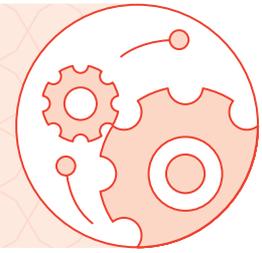
such as the women self-help groups or the Karigar Centre, it believes social capital needs to be generated in all aspects of the business and value chain. Apart from this, the Company has engaged with different sections of the society through various programmes and initiatives. The CSR policy focusses on working with the underprivileged girl child through education, skill development for the underprivileged youth and working with arts and crafts and Indian heritage. The Company has a multitude of programmes that are being run with the help of NGOs across the four priority states - Tamil Nadu, Uttarakhand, Karnataka and Sikkim.

Trade and Dealer Development

The Company constantly engages with business associates and dealers through several forums to spearhead growth and to reach out to customers.

The relationships with business associates and different categories of dealers have been strengthened over a period of time with processes and mechanisms leading to mutual benefits and growth. Visual merchandising, enhanced presence, systematic launch of new products, training, introduction of wearables, induction of technology enablers as well as continuous meets at various levels have been key drivers of growth. Expansion of the footprint into new non-traditional high traffic outlets has also helped in acquiring new customers.

Manufactured Capital



The Company's manufacturing competence provides the Company with a significant competitive edge. Along with vendors, the Company swiftly responds to dynamic market requirements. Agility to align to the required product mix has helped in addressing the opportunities in the market, enabling growth. The focus remains to build a sustainable and agile integrated supply chain ecosystem in India. During the year, significant efforts were made to indigenise several parts and thereby reduce dependence on imports. This has also led to significant cost savings.

The Company's state-of-the-art manufacturing facilities as well as the collaborative approach with suppliers and associates have been crucial in creating sustainable value. The Company continuously invests in upgrading technology and processes to improve the efficiency and effectiveness of its manufacturing capabilities. With an aim to leverage opportunities and provide employment, apart from setting up manufacturing plants, assembly units, lens labs and Karigar Centres, the Company has also built relationships with a large number of suppliers and associates. This effective synchronisation enables the Company to deliver high quality products to customers across markets.



Optimisation of lens manufacturing technology to get standardised quality on prescription lens, value added coatings, functioning of Centralised Fitting Labs (CFL) within the lens manufacturing facilities, etc., are some of the examples in EyeCare Division. The EyeCare plant has added in-house capability of manufacturing of Sunglasses, which also added an opportunity for skill building of local people.

The Jewellery manufacturing has been effectively utilising concepts such as Total Productive Maintenance and Daily Work Management tools for driving productivity and improvement

along with Total Employee Involvement (TEI) programs.

The Watches & Wearables Division has successfully implemented various energy and fuel conservation projects with internal expertise as well as with the association of external agencies in the areas of air conditioning, lighting, manufacturing process, cooling system, and effluent evaporation systems at its manufacturing facility. During the year, these conservation initiatives have resulted in significant savings in power and fuel cost.

Business	Plant/Location	Products	Key Equipment and Processes
	Hosur and Coimbatore	Production of Watches	Design and manufacturing of cases-Brass and Gold at Hosur, Stainless Steel (SS) case plant at Coimbatore, surface finishing & allied activities, Pro-E, CAD/CAM for design, laser marking, electroplating, polishing, and forging machines. Assembly line with multipoint monitoring systems and Retail Stores-laser engraving.
	Roorkee and Sikkim	Assembly (casing and strapping) of Watches	
	Hosur, Pantnagar and Sikkim	Manufacturing and assembly of Jewellery Sorting office	Manufacturing Technology and Equipment - Waxing, casting, melting, rolling, refining, alloying, assaying, automated component bagging, robotic kit material, butterfly manufacturing and investment powder loading, 5 Axis, CNC Machine, Rapid Prototyping, etc.
	Chikkaballapur, Noida and Kolkata	Production of frames and lenses	Lens Labs – Lens manufacturing, glass cutting, testing and special coating systems and Frame Manufacturing – Metal Line.

 Watches

 Jewellery

 EyeCare

Interlinkage of Manufactured Capital with other capitals

The Company's focused investments towards technological upgradation and opening new manufacturing setups and stores, robotisation and digitalisation efforts have helped in improving efficiencies and speed to marketing of product and services. Consequentially, financial capital, as well as, human, social and relationship capitals are likely to be enhanced and environment will be positively impacted.



Natural Capital



As a responsible manufacturer, the Company recognises the importance and use of natural resources while creating valued products. The Company is committed to minimising the negative environmental impact of its operations including from the manufacturing units, Karigar Centres and office spaces. Established mechanisms coupled with internal controls help in mitigating the risks associated with increasingly stringent requirements regarding air quality and effluent management. The Company has defined and communicated a well-articulated policy on sustainability.

The Company continues to implement several initiatives to reduce specific energy and water consumption

across its manufacturing locations and has also set targets for improvement on environmental aspects. All manufacturing units have implemented various energy and fuel conservation projects which have resulted in significant reduction in energy consumption thereby improving efficiency and cost savings. These have led to recognitions from several industry bodies.

Sourcing

Further, in manufacturing and supply chain, the Company has been recycling gold and brass that are used for making various products. The Jewellery exchange programme acts as a channel for the Company to source customers' gold for processing.

The Company has established several processes to ensure it buys products and services from responsible vendors. Responsible sourcing strategy in the Jewellery division coupled with the initiatives has resulted in the creation of Karigar Park. The Company's Karigar Centre transforming the way in which jewellery is made in the country, are benchmark practices in the industry.

Looking Ahead

The Company will continue to focus on providing a wide range of high quality products in the sectors in which it operates, with emphasis on enhancing the economic and social well-being of all its stakeholders.

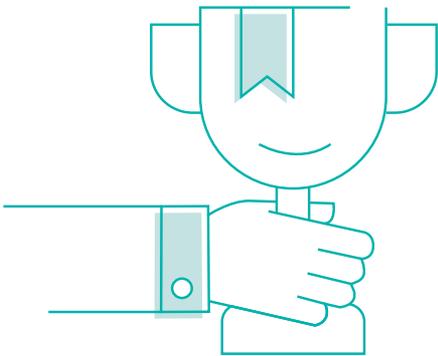
Further, the Company is at the forefront of leveraging opportunities to drive growth that will create greater value to stakeholders in an innovative and agile manner in the fast-changing digital world. The Company is confident that the strategies laid out by it, led by consumer understanding and insights will be of huge advantage. The solid pipeline of new and differentiated products backed by calibrated investments in product development, retail and advertising and demand generation will enable the Company to achieve its growth targets. The Company will continue to cherish its people driving and accomplishing extraordinary outcomes.

Awards

The Company has won the prestigious Red Dot Award 2022 for design quality and degree of innovation in two categories - Product Design as well as Smart Product for the Titan EYEX glasses which was designed by the Company's Design Excellence Centre.

The **"Red Dot"** is the award for high design quality. The international jury only awards this sought-after seal of quality to products that feature an outstanding design.

With minimalism being the highlight of the product, TITAN EYEX glasses blend in smart technology and comfort, creating a product of high utility. The ergonomic, lightweight form weighs a mere 28 grams. The glasses are equipped with voice assistants, an in-built pedometer, and miniature speakers for a captivating sound experience with ambient awareness for safety. Gently-contoured temples for added comfort fit securely and are sweat and water-resistant. True Wireless Qualcomm Bluetooth 5.0 provides a consistent connection with mobile devices and offers advanced operability. One can take a remote selfie, stream music, and receive calls with intuitive swipe and tap gestures.



reddot winner 2022
smart product

'Find My Glasses' feature makes it easy to locate the pair of glasses. Built for both work and play, with additional features like audio navigation, text-to-speech notifications, noise, and echo cancellation, the design is a balance of comfort and details.

The versatile frames can be customised as prescription or sunglasses since the discreet design emulates the look of regular glasses.



India's Best Boards Award

The Company won the Amrop-ET India's Best Boards Awards, in the 'Large Cap' category and was chosen as the 'Champion of Champions' amongst the winners.

The Award followed a three-stage assessment framework of 400 companies listed on the National Stock Exchange (NSE) that benchmarked them for their financial performance (Economic Value Creation), Board effectiveness (Board Governance Assessment Survey) and Investor Perception.



Sudha Natrajan -
Economic Times

Talks about India's
Best Boards Award



Preety Kumar - Managing
Partner - AMROP India

Talks about India's
Best Boards Award



Mr. C K Venkataraman
accepting the India's
Best Boards Award



Board of Directors

(as of 3rd May 2022)



Mr. S Krishnan

Chairman

Mr. S Krishnan is a 1989 Batch IAS Officer who has held many key positions in various departments in the Government of Tamil Nadu and Government of India.

Presently, Mr. S Krishnan is the Additional Chief Secretary, Industries Department. During his career spanning more than 32 years, he has held key positions of Sub collector, Cuddalore, Collector Viruthunagar, Managing Director Tamilnadu Text Book Corporation, Member Secretary, Sports Development Authority and Chairman, Fifth State Finance Commission and CEO, Tamilnadu Infrastructure Board. He worked in Government of India as Secretary to Finance Minister and Senior Advisor, Office of the Executive Director for India, Sri Lanka, Bangladesh and Bhutan, International Monetary Fund, Washington DC.



Mr. N N Tata

Vice Chairman

Mr. N N Tata joined the Board of Directors of the Company on 7th August, 2003. He has been associated with the Tata group for over 40 years and currently serves on the Board of various Tata Group Companies, including as the Chairman of Trent Limited, Tata International Limited, Voltas & Tata Investment Corporation and as the Vice Chairman of Tata Steel and Titan Company Limited.

He also serves as a Trustee on the Board of Sir Ratan Tata Trust and Sir Dorabji Tata Trust.

His last assignment was as the Managing Director of Tata International Limited, the trading and distribution arm of the Tata Group, between August 2010 and November 2021, where he grew the company from a turnover of USD 500 million to over USD 3 billion. Prior to Tata International, Mr. Tata served as the Managing Director of Trent Limited for more than 11 years, where he has overseen the growth of Trent across formats – from a one store operation in 1998 to over 400 stores across formats in 2022.

Mr. Tata graduated from Sussex University (UK) and has completed the International Executive Programme (IEP) from INSEAD.



Mr. Bhaskar Bhat

Director

Mr. Bhaskar Bhat is a B.Tech (Mechanical Engineering) degree holder of IIT - Madras, and a Post Graduate Diploma Holder in Management from IIM – Ahmedabad. He was awarded the Distinguished Alumnus Award of IIT Madras in 2008. Bhaskar started his journey in the Tata Group with the Tata Watch Project in 1983, later to become Titan Watches Limited, and now Titan Company Limited. At Titan, Bhaskar dealt with Sales & Marketing, HR, International Business and various general managerial assignments. He then took over as Managing Director of the Company on April 1, 2002, and held the position till his superannuation on September 30, 2019. Subsequently, he was appointed as a Non-Executive Non-Independent Director of the Company with effect from October 1, 2019.



Mr. C K Venkataraman

Managing Director

Mr. C K Venkataraman became a Director designated as Managing Director of Titan with effect from October 1, 2019. He is a Post Graduate Diploma holder in Management from IIM-Ahmedabad and had joined Titan in 1990 and worked in the Advertising and Marketing functions before becoming the Head of Sales & Marketing for the Titan brand in 2003. Thereafter, he took charge of the Jewellery Division in 2005 and subsequently became the Chief Executive Officer of the Jewellery Division before being elevated to Managing Director.



Ms. Jayashree Muralidharan

Director

Ms. Jayashree Muralidharan is a 2002 batch IAS Officer, who has held many key positions in various departments in the Government of Tamil Nadu. Ms. Jayashree Muralidharan has two decades of wide experience in Public Administration. She is currently the Special Secretary, to the Government of Industries Department, Tamil Nadu.



Mr. Pankaj Kumar Bansal

Director

Mr. Pankaj Kumar Bansal has a Mechanical Engineering degree from the Indian Institute of Technology (IIT) (Banaras Hindu University), Varanasi. He also has a master's in Thermal Engineering from IIT Delhi. A 1997 batch IAS officer of the Tamil Nadu cadre, Mr. Bansal has worked in various capacities at the district and grassroots levels. He is currently the Chairman and Managing Director of TIDCO. Prior to being the Chairman of TIDCO, he was Chairman of Tamilnadu Generation and Distribution Corporation Limited (TANGEDCO). Prior to the same, he was Managing Director of Chennai Metro Rail Limited.





Mr. Ashwani Puri

Independent Director

Mr. Ashwani Puri joined the Board of Directors of the Company on 6th May, 2016. He has extensive experience in investment/acquisition advisory services, valuations and decision analysis, business and financial restructuring, dispute analysis and forensics. Mr. Puri has served on various committees of the Banking Division/Ministry of Finance, Ministry of Corporate Affairs and INSOL International and also served as a member of PWC's Global Advisory Leadership Team. Mr. Puri is currently the Managing Partner of Veritas Advisors LLP, which provides strategy, governance and financial advisory services.



Mr. B Santhanam

Independent Director

Mr. B Santhanam joined the Board of Directors of the Company on 10th May 2018. Mr. Santhanam is the founder Managing Director of Saint-Gobain Glass India and has handled critical functions of Information Technology, Operations, Product Development, Sales and Marketing at Grindwell Norton (Saint-Gobain Group Company). Since July 2021, Mr. Santhanam is CEO of Saint-Gobain APAC and India Region and Member of Global Executive Committee of Saint-Gobain, France.



Mr. Pradyumna Vyas

Independent Director

Mr. Pradyumna Vyas joined the Board of Directors of the Company on 25th March 2019. He acquired a Masters in Industrial Design from the Indian Institute of Technology, Bombay. In June 2010, Vyas was conferred with an Honorary Master of Arts Degree from the University for the Creative Arts in Farnham, United Kingdom in recognition of his contributions to design education and design promotion. Vyas has more than 33 years of professional and teaching experience in different spheres of design. Mr. Vyas had been associated with the National Institute of Design (NID) as a faculty in the Industrial Design discipline.



Mr. Sandeep Singhal

Independent Director

Mr. Sandeep Singhal co-founded Nexus Venture Partners in 2006. Nexus manages over \$1.5 billion and has an active portfolio of over 75 companies across the technology, enterprise, consumer services, internet and mobile, alternate energy and agribusiness sectors.

Prior to Nexus, Sandeep was co-founder & CEO of Medusind Solutions, a leading healthcare BPO acquired by a US private equity firm, and previously a co-founder & MD of eVentures India, where he invested in CustomerAsset and MakeMyTrip. He has held senior roles at McKinsey & Company in their US offices.

Sandeep has an MBA (with Distinction) from The Wharton School with a dual Major in Finance and Marketing, and a BS in Electrical Engineering from Stanford University.



Dr. Mohanasankar Sivaprakasam

Independent Director

Dr. Mohanasankar Sivaprakasam joined the Board of Directors of the Company on 3rd July 2019. He has acquired a Ph.D. in Electrical Engineering from the University of California, M.S. in Electrical Engineering from North California State University and B. Tech in Instrumentation Engineering from Anna University, India. He has won the Indian National Academy of Engineering (INAE) Young Engineer Award and IITM's Institute R&D Early Career Award in the year 2015. His research interest lies in medical devices and diagnostics, biomedical instrumentation, affordable healthcare technologies, healthcare delivery models for resource-constrained settings. He has published over 180 peer-reviewed papers in leading journals and conferences. He is currently Associate Professor in the Department of Electrical Engineering and heads the Healthcare Technology Innovation Centre at IIT Madras.



Ms. Sindhu Gangadharan

Independent Director

Ms. Sindhu Gangadharan is SVP and Managing Director of SAP Labs in India, responsible for SAP's development facilities in Bangalore, Pune, Mumbai and Gurgaon. SAP Labs India is the largest R&D center outside SAP's headquarters in Germany and a leading hub for innovation and a hot spot for talent and diversity.

Sindhu has played a pivotal role in shaping SAP's Integration strategy by growing SAP's Integration product portfolio as Head of Product Management for SAP Cloud Platform Integration, IoT and SAP Process Orchestration. Her deep technical expertise and business knowledge led her to head the critical integration function in SAP's Technology and Innovation organisation in the Office of the CTO.

Sindhu is recognised as a thought leader in integration and innovation technologies, both within and outside of SAP and is a frequent speaker at SAP's prominent global technology events.

Corporate Information

(as of 3rd May 2022)

BOARD COMMITTEES

Audit Committee

- 1) Mr. Ashwani Puri (Chairman)
- 2) Mr. Pankaj Kumar Bansal
- 3) Mr. B Santhanam
- 4) Mr. Bhaskar Bhat
- 5) Dr. Mohanasankar Sivaprakasam
- 6) Ms. Sindhu Gangadharan
- 7) Mr. Sandeep Singhal

Nomination & Remuneration Committee

- 1) Mr. B Santhanam (Chairman)
- 2) Mr. N N Tata
- 3) Mr. Pankaj Kumar Bansal
- 4) Ms. Sindhu Gangadharan
- 5) Mr. Pradyumna Vyas
- 6) Mr. Sandeep Singhal

Corporate Social Responsibility Committee

- 1) Mr. Pradyumna Vyas (Chairman)
- 2) Dr. Mohanasankar Sivaprakasam
- 3) Ms. Jayashree Muralidharan
- 4) Mr. C K Venkataraman (Managing Director)

Risk Management Committee

- 1) Mr. Sandeep Singhal (Chairman)
- 2) Mr. Ashwani Puri
- 3) Ms. Jayashree Muralidharan
- 4) Dr. Mohanasankar Sivaprakasam
- 5) Mr. C K Venkataraman (Managing Director)

Stakeholders Relationship Committee

- 1) Mr. B Santhanam (Chairman)
- 2) Ms. Jayashree Muralidharan
- 3) Mr. Bhaskar Bhat
- 4) Mr. C K Venkataraman (Managing Director)

Ethics Committee

- 1) Mr. Pradyumna Vyas (Chairman)
- 2) Mr. Ashwani Puri
- 3) Ms. Jayashree Muralidharan
- 4) Mr. C K Venkataraman (Managing Director)

Executive Committee

- 1) Mr. Bhaskar Bhat
- 2) Mr. B Santhanam
- 3) Ms. Jayashree Muralidharan

Investment Committee

- 1) Mr. Ashwani Puri
- 2) Mr. Sandeep Singhal
- 3) Mr. Bhaskar Bhat

CHIEF FINANCIAL OFFICER

Mr. Ashok Sonthalia

GENERAL COUNSEL & COMPANY SECRETARY

Mr. Dinesh Shetty

AUDITORS

B S R & Co. LLP
Chartered Accountants

BANKERS

Canara Bank
State Bank of India
Axis Bank
The Hongkong and Shanghai Banking Corporation
Standard Chartered Bank
HDFC Bank
Union Bank of India
ICICI Bank
Citi Bank
Kotak Mahindra Bank
IDFC Bank
IndusInd Bank
YES Bank
RBL Bank
Karur Vysya Bank
Bank of Baroda
IDBI Bank

REGISTERED OFFICE

3, SIPCOT Industrial Complex
Hosur - 635 126, Tamil Nadu

CORPORATE OFFICE

"INTEGRITY", No. 193, Veerasandra,
Electronics City P.O.,
Off Hosur Main Road
Bengaluru - 560 100
Website: www.titancompany.in

REGISTRAR AND TRANSFER AGENT

TSR Consultants Private Limited
Unit - Titan Company Limited
C 101, 1st Floor, 247 Park,
L.B.S. Marg, Vikhroli (West),
Mumbai - 400 083
Email: csg-unit@tcplindia.co.in
Website: www.tcplindia.co.in

38TH ANNUAL GENERAL MEETING

Tuesday, 26th July 2022 at 10.30 A.M.
through Video Conference/Other
Audio Visual Means

BOOK CLOSURE DATES

12th July 2022 to 26th July 2022

CORPORATE IDENTIFICATION NUMBER

L74999TZ1984PLC001456