

SEC 09 / 2019-20

10th May 2019

The General Manager, DCS – CRD BSE Limited Corporate Relationship Department 1st Floor, New Trading Ring Rotunda Building, P J Towers Dalal Street, Fort, MUMBAI - 400 001 Scrip Code: **500114** The General Manager, DCS – CRD National Stock Exchange of India Ltd Exchange Plaza, Bandra-Kurla Complex, Bandra (East), MUMBAI - 400 051 Symbol: **TITAN**

Dear Sirs,

Sub: Annual Investor Forum, 2019

Further to our communication dated on 16th April 2019, attached is a copy of the presentation of Annual Investor Forum, 2019 which has been scheduled on Friday, 10th 2019 from 9:30 A.M. in Mumbai.

This is for your information and record.

Yours truly, For TITAN COMPANY LIMITED

Mahul. S

Dinesh Shetty General Counsel & Company Secretary

Encl. As stated

Titan Company Limited

'INTEGRITY' No.193, Veerasandra, Electronics City P.O Off Hosur Main Road, Bengaluru - 560 100 India, Tel : 91 80 - 67047000, Fax : 91 80 - 67046262 Registered Office No. 3, SIPCOT Industrial Complex Hosur 635 126 TN India, Tel 91 4344 664 199, Fax 91 4344 276037, CIN: L74999TZ1984PLC001456 www.titan.co.in



INTEGRITY IN EVERY RELATIONSHIP



Beyond compliance... a way of life

Jagdish Bathija Watches Dealer Titan Company Limited



The India Opportunity

- Fastest growing economy
- Highest consumption growth: 14% YoY
- Burgeoning middle class: 50 Mn in 2007 to 580 Mn in 2025
- Democratising aspirations
- Youngest country 47% under 25 yrs in 2020
- Digital penetration over 550 million connected consumers



Metatrends











Indulgence

India Pride

Hyper-Connected

Identity



Premiumisation

- Widespread trend across most categories - FMCG, Automobiles, Accessories, Apparel
- Growing aspiration
- Growing economy
- Access and exposure to global culture





Indulgence

- Rising affluence
- Millennial consumption
- Big ticket wedding purchases
- Experience economy



India Pride

- Make in India
- Pride in Indian history and heritage
- Celebrating brands that are uniquely Indian





Identity

- Revival of local/ regional identity
- Connecting with ones roots
- Beyond personalisation
- Me/My product/My brand /My choice of store



Even the Boring Brits made it!!







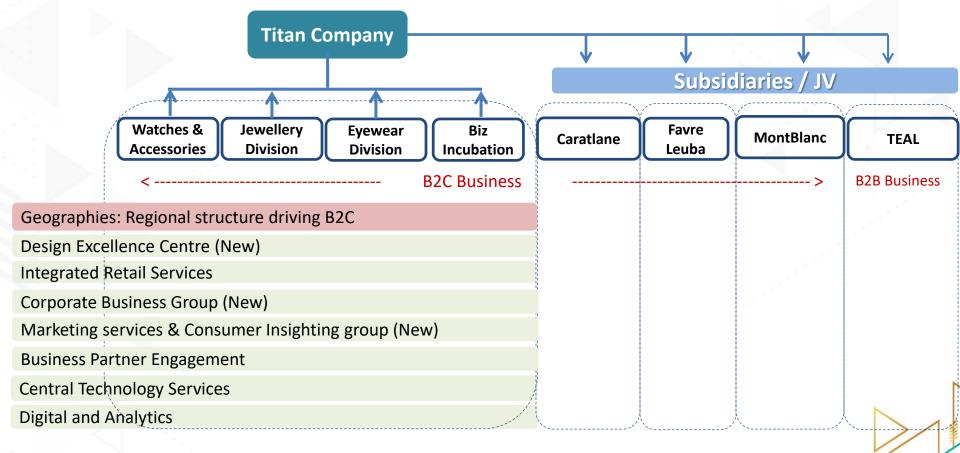
Hyper – connected

- Digital Fundamentally changing society, culture & individuals
- A trillion connected devices
- Convenience paradigm
- Forces reshaping brands and business models



Our business horizontals





HR, Admin, IT (In-house), Finance, Legal & Secretarial, Internal Audit, Sustainability

Design Excellence Centre

Corporate function catering to the Design needs of the entire organisation

- Product Design
- Technical Design
- Design Research
- Product innovation

- Design strategy
- UI / UX Design
- Predicting Trends



red<mark>dot</mark> award best of the best

Laser Cut Tube Jewellery



Corporate business group

- Grew from Rs 308 Cr to Rs 676 Cr
- 4.6 L GVs worth Rs 330 Cr enabling retail of Rs 400+ Cr
- Over 1200 organizations served
- Biggest ever watch order of 4.2L watches from TCS
- A special mountaineers watch presented by the PM



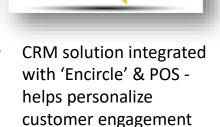


Watch for mountaineers presented by the PM

Digital and analytics



- Re-launched brand websites seeing significant growth
- Launch of Omni capability in Q1 will deliver seamless instore & digital experiences



CRM

CRM

SUPPORT

•

SALES

'Voice of Customer' & social media engagement enabling real time response

Automation



- Leveraging Robotic Process Automation for significant productivity enhancements with control & agility
- Digitizing processes &
 documents invoicing,
 warranty cards, loyalty

Analytics



- Combining store info with business intelligence & AI / ML solutions to deliver Actionable Insights to businesses.
- Scaling up outbound direct marketing program

Leveraging Digital Campaigns @ TCL



MARKETING: PRODUCT & COLLECTION LAUNCH | THEMATIC | FESTIVALS | ADVERTISEMENT CAMPAIGNS

CHANNEL: DORMANCY | REPEAT | PERSONAL MILESTONES | ENGAGEMENT | SUPER CONSUMER | CROSS CHANNEL ACQUISITION

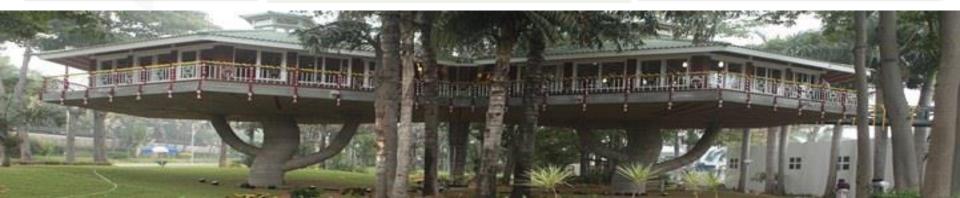
*using Test & Control methodology validated by EY

tastrac

OLEO

Titan at a Glance – Our people

Titan's Diversity Split		Division	Employees		<35 : 55%
Total Manpower	Titan	Business Incubation Division	116		Bw 35 & 50: 41%
Fomalo	1 00/	Corporate Functions	575	- L	>50 :4%
Female	18%	Eyewear Division	804	_	
Male	82%	Jewellery Division	2936	20% of the workforce is blue-collared	
~2% of our workforce is 'differently abled'		Watches & Accessories	2817		
		TEAL	795	Our retail workforce makes up 35% of total workforce	
		Grand Total	8043		



Succession Planning: Leadership Transition



Succession Planning: Talent & Transition Management

Talent Reviews introduced for all Senior Manager & above employees and Leadership Development Program participants

Identification of critical roles followed by succession planning for each role

Talent movements based on Titan's career philosophy

- 79% of the Top talent identified as successors for critical roles
- 1.5 times faster career progression
- 52% of the top talent have experienced either 2 Functions/ Geographies/ Business or all during their tenure in Titan
- 20% of new positions filled by Top Talent
- Identified Successors for 75% critical positions

Employee Experience: Creating a Positive Work Environment

Connect:

- Employee Connect Framework: Interface
- Wellness & Wellbeing: Enhancing Occupational Fitness, Total Wellness initiative

Diversity & Inclusion:

- I-Sorts to understand the org sentiment on D&I
- Creche & Day-care Policy
- Internship for People with Disabilities



- Engagement:
- Engagement Action Planning based on Great Place to Work survey
- Large scale engagement events for company & business associates' employees

Safety and Occupational Health

- All locations , including company stores are OHSAS certified
- A multi stakeholder approach to safety Employees, Associates, vendors and contractors
- Project Suraksha Ver2.0 : Safe Secure Retail audits
- Occupational Health : Focus on ergonomic work place, emergency preparedness

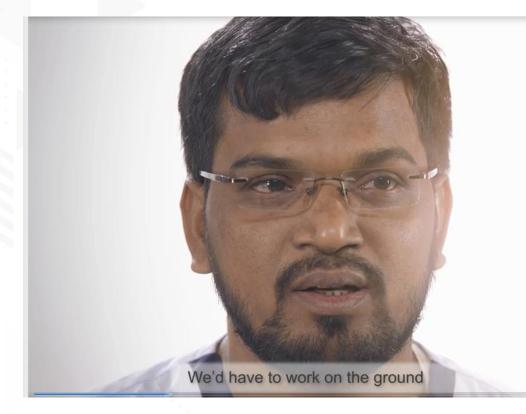




Sustainability – The #ECHO initiative

- Our Partner Rana Uppalapati skated the golden quadrilateral to raise support for girl child education #ECHO #FORHER
- Covered 6000 km in 90 days
- Created awareness of 'Good Touch Bad Touch' among 6 lakh+ people along the way
- Raised funds for the education of 20,500 girl children





Lalmohan Diyashi Karigar, Titan Karigar Centre

S U B S I D I A R I E S



TEAL

Titan Engineering & Automation Ltd.



TEAL – Business Segments

TITAN ENGINEERING & AUTOMATION LTD

Aerospace & Defence

Automation Solution

TEAL provides TURNKEY ASSEMBLY & TESTING SOLUTIONS



Global Exposure - EXPORTS

Asia :

- China - Indonesia - Vietnam
- Sri Lanka

Europe

- Germany UK France
- Hungary
- Czech Republic
- Bulgaria
- Romania
- Russia
- Turkey
 - Spain

North America

- USA
- Mexico

South America

- Argentina

Exported 30 projects to 17 countries



Aerospace Customers

- Collins Aerospace
- Thalys
- Safran
- HAL
- Liebherr



FAVRE LEUBA



Favre Leuba - Overview, Milestones



- Favre Leuba is the 2nd Oldest Swiss brand with a fascinating, genuine history and legacy.
- Acquired by Titan in 2012, this brand is on a comeback journey, with commercial launch in 2016
- This is Titan's first foray into Premium/Luxury Watch segment, where new capabilities can be tested
- It is a segment which is expected to grow significantly in the long term
- Long gestation segment with high competitive intensity

Products



Two primary design families -Raiders & Chiefs – over 25 SKUs



In house calibres - Automatic movements; functionalities of altimeter, barometer, depth gauge, chrono





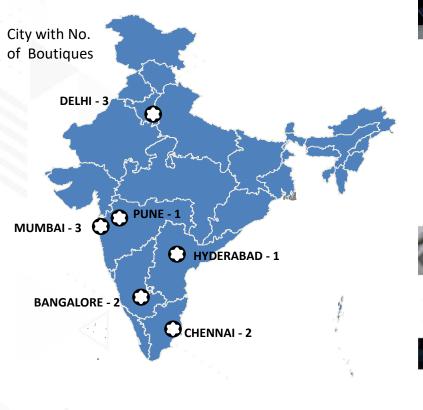
Raider Bathy 120 MemoDepth, the only watch capable of measuring and recording depth as deep as 120m

Raider Bivouac 9000, summited Mt. Everest – only wristwatch capable of measuring altitude, pressure at an altitude of 8848m

MONT BLANC



Opening doors and reaching out to clients : 12 Boutiques and ECommerce

















MONT





OF cities including 6 cities

E-Commerce: TataCliq

95 cities, including 6 cities with boutique













Strengthening and developing categories with newness



Writing Instruments - New launch Aviator from Le Petit Prince collection



Leather category receiving good response with the new business bags





Strengthening watch category with new a launch – Geosphere

Leather further enhanced with the launch of MY4810 rolling luggage

SKINN



Democratizing fine fragrances, driving penetration

- Skinn, a Rs 120 Cr brand; Market Share 9%; topped 1 million units
- Rank 1 brand in dept. stores every month for the past 18 months
- Brand desire grew dramatically post launch of Amalfi Bleu
- Largest distributed perfume with 3,000 points of sale, including 32 exclusive kiosks



By 2023: Target Rs 500 Cr, 4 Mn+ consumers, 20% MS

- Largely unpenetrated market expected to grow from Rs 1350 Cr to Rs 2500+ Cr by FY23
- Build a portfolio of products, gift packs and brands to appeal to different segments
- Strengthen supply chain in India for scale, agility & higher gross margins
- Continue to rapidly expand distribution both offline and online



Titan - more than a corporate entity





INTEGRITY IN EVERY RELATIONSHIP

TANEIRA





A TATA PRODUCT

SAREES. HANDMADE WITH LOVE.



Highly curated designs from across India



Intimate, relaxed retail experience



Pure, natural fibres



Authentic Handcrafted sarees



India Under A Roof (60 clusters)

TANEIRA UNLOCKING A LARGE OPPORTUNITY

Indian Special occasion wear market: large, fragmented, growing rapidly (~20% CAGR) driven by

***** Pride in India, Fat Indian weddings, Growing desire for brands

- Addressable market expected to grow from ~₹35-40k cr to ~70k cr by 2023
- Taneira's value proposition has been loved by consumers across 4 stores and through exhibitions over 14 cities
- Target customer: Rooted, evolving, self expressive Indian woman.
- Current presence : 5 stores across Delhi, Bangalore, Hyderabad; Online through www.Taneira.com, Tata cliq (Indilux)
- Built a strong backbone in FY19 Category expertise, Design studio, Strong vendor base, Sourcing hubs in key clusters, Tie ups

with Ministry of Textile, KVIC

OUR STORES





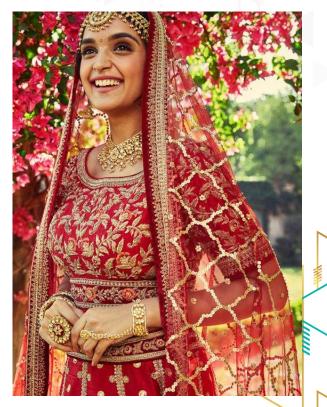
Enable discovery through an immersive retail experience

FUTURE PLANS

Potential for Rs 800-1000 cr business in the next 7-8 yrs

Focus to rapidly build scale and deepen category expertise

- Establish a strong Retail network in top 20 towns over next 5 years. (Targeting 15 stores in FY20)
- Deepen product differentiation through in-house design capability
- Be the preferred Bridal Destination Sarees, Lehengas, etc.
- Build Taneira into an authentic, aspirational yet approachable brand
- Engage deeply with the supply ecosystem for reliability, quality, design
- Enhance quality of life for weaving community, keeping the craft alive



Watches & Wearables Business

Titan Investors' Conference 2019

"The glue that holds business relationships together, is trust, and this trust is purely based on integrity."

- a quote

"Wide diversification is only required when investors do not understand what they are doing."

– Warren Buffett

A great year



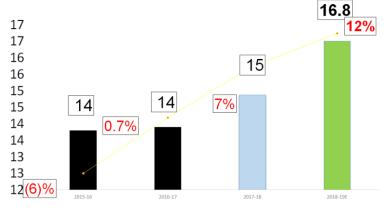
Topline growth

Back to back double digit growt

Double digit **volume growth** 1st in 7 years



Volume 16.8 Mn Highest ever.



■Volume (In Mn) → Growth

18-19 : A year of milestones

- Topline. Highest Profit and EBIT margin. All verticals profitable.
- All Brands and Channels fired.
- Launch of : Reflex Wav : SF Rush @999 : Radar Smart Wallet.
- LFS : Growth 23%. Brand Titan No.1 in all chains.
- Helios : 24% growth . Enriched mix
- Ecom : 52% growth. FT No.1
- Case Manufacturing and Assembly Units : 100% utilization.



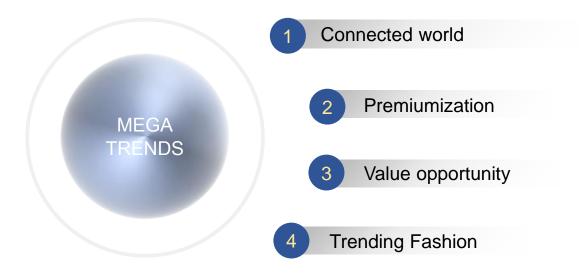
Market & Mega Trends



Category & Players



Key Brands	Revenue 2017 (US Bn)	3 Yr CAGR
Apple	7.1	32%
Rolex	4.5	-1%
Omega	2.7	-4%
Cartier	2.2	0%
Casio	2.2	-2%
Seiko	1.7	-4%
Swatch	1.7	-2%
Fossil	1.5	-5%



Connected

TREND

A trillion connected devices



Wearables

Portfolio

Smart Bands, Hybrids & Smart Watches

Health & Wellness, Payments



Premiumisation

TREND

Across categories - Automobiles, Apparel Pride in Indian history and heritage Brand play through Titan, Xylys and Nebula

High end destination WoT stores











Value Revolution

TREND

Urbanisation / Middle India Access through E-Commerce



Unlocking the Mass SONATA, SF Ecommerce



AVAILABLE AT 🚳 WORLD of TITAN & OTHER AUTHORISED RETAILERS

Trending Fashion

TREND

Global travel - Exposure

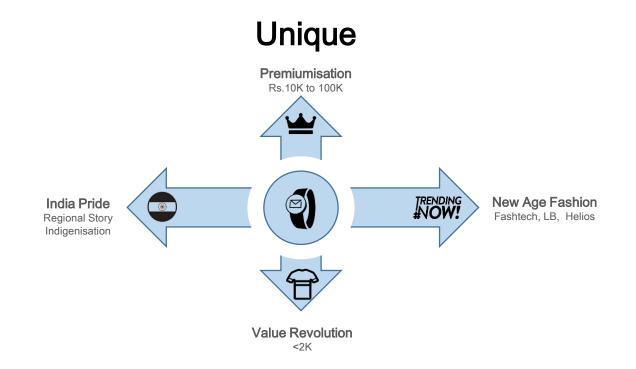
FashTech: Blurring lines between Fashion & Tech





Fastrack: Leading FashTech brand Licensed Brands play





Our Brands

J TITAN

PREMIUMISATION

Populate >10K price bracket Titan Edge, Raga





GROW SMART

New Product Introductions Hybrid | Full Touch | Analog LED





Entry into mechanical







Unlock Volume

6.3 Million+ Volume – Highest Ever



Contemporary Designs

Trendy | Smart | Relevant





Fashion

Workwear



Democratise Smart

Smart watch for every Indian





2.0





CSK Special Edition Watches





Wearables

Build Reflex



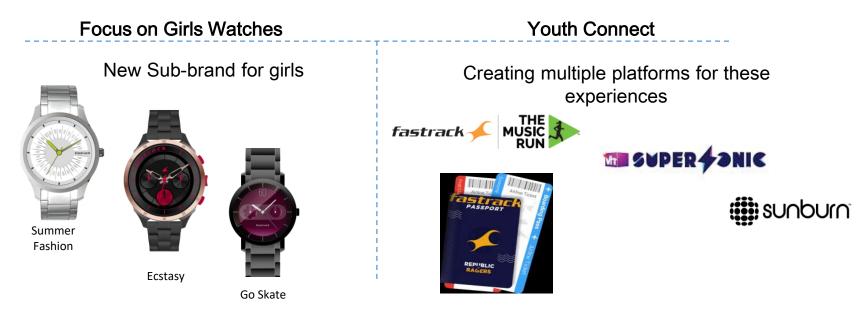
Reflex Beat

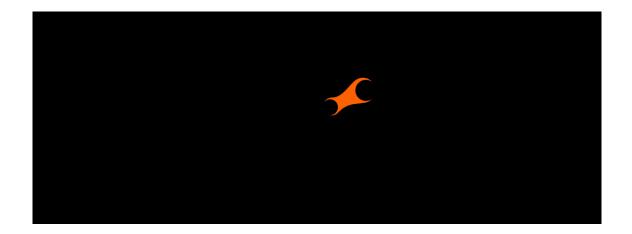
Differentiated Products

Launch design differentiated products









A New Brand

An Adventure Gear Brand

A New Consumer Segment

Advanced performance gear





Recording key metrics - to measure & improve

Clocks



Contempore



Decorative



Minimal

Titan Proposition

Aesthetic Design Superior Quality





SIKKIM PLANT









ASSEMBLY











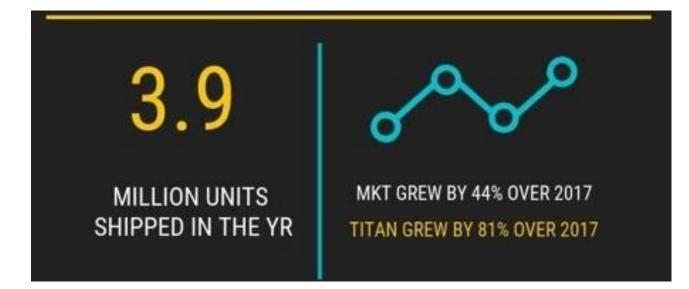
Titan to help US company FTS make quartz watches

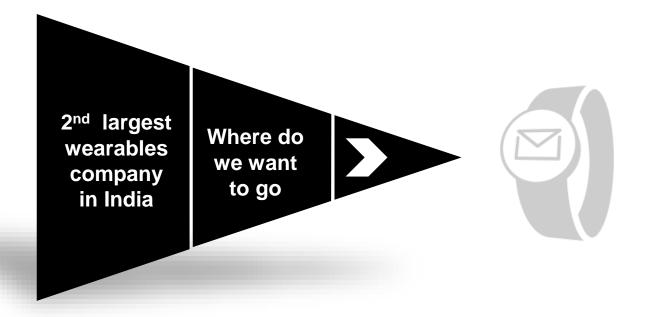


Can This Quartz Movement Save the American Watch Industry?

Reviving a dying American trade: Watchmaking company starts production in Fountain Hills

A great year





Reimagine Smart

THE FUTURE GPS

Innovation

Lead change

eyewear division





VISION

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

HIGHLIGHTS FY 2018-19

WHAT WORKED

- Price value equation
 - Division Buyers growth at 46% (spike from 2.4 mn to 3.5 mn)
- Customer experience
 - Driven by NPS spike from 40 to 62 (2 days), 39 to 57 (15 days)
 - Internal NPS spike from 40 to 80 (on delivery timelines and CROWN support)
 - Awards from KPMG, NASSCOM and International Customer experience Forum, Amsterdam
 - Direct correlation between improvement in NPS and store sales (increase in repeat customers)
- Omni channel
 - Leap frogged into Omni in partnership with Caratlane
 - Sales growth by 300% (2.8 cr to 9cr) from online sales
 - Directed sale to stores: 20 cr



HIGHLIGHTS FY 2018-19

WHAT WORKED

- Frame distribution takes off
 - UCP turnover over 50cr
- Frame manufacturing
 - Commercial production commenced 1.6 lakh
- Revival of sunglass business 20% Growth
 - Accelerated growth in e-com through exclusives
- Brand metrics at all time high
 - Most Preferred Brand score moved from 21 to 31, SPONT at 75, Consideration at 63
- Optometry training
 - Maintaining leadership in optical expertise



OUR JOURNEY

TIME

11 Years

REACH

550 Retail 3700 Sunglass dealers 1550 frame dealers 5 online platforms **RETAIL AREA**

3.8 LAC Sq. Ft

CUSTOMERS

3.5 million 43% growth over LY **VALUE CHAIN**

1 integrated plant (frame+ lens lab+ warehouse) 6 satellite lens labs

OPPORTUNITIES

Exports	Lens distribution	Catchment level domination
Premium brand	Aggregator model	Licensing international brands



INTEGRITY IN EYEWEAR

- 1. Pioneering the browse and feel store format
- 2. Standard and transparent pricing for Frames & Lenses
- 3. Correct Selling
- 4. Replacing value targets with volume targets
- 5. Selling App selling aid for lenses



1. Catchment level domination

- Identify 50 catchments for domination
- Open 1 or 2 large stores or multiple small stores to dominate each catchment

2. Driving same store growth

- Enhancing the price value equation for standard stores.
- Bring back focus on premium stores



- 3. Balancing Price Value Equation between premium & non-premium stores
 - Focus on international brands
 - Introduction of more International premium brands

4. Ramp up frame distribution

- Extensive promotion of Titan Eyewear & Fastrack Eyewear (Frames & Sunglasses)
- Extend Distribution from 1550 outlets to 2500 outlets
- Extensive visibility of Titan & Fastrack Eyewear



5. Merchandising

- Bringing back focus on premium stores richer mix of international brands
- Extending Symphony software to all categories & stores

6. Building awareness for 3 brands – Titan Eyeplus, Titan Eyewear, Fastrack Eyewear

- Titan Eyeplus (retail chain) building awareness on the platform of expertise & value for money
- Titan Eyewear (Frames & Sunglasses) Launched as brand for distribution , taking the platform of style & fashion
- Fastrack Eyewear (Frames & Sunglasses) Platform of youth fast fashion



7. Ramp up frame manufacturing

- Integrated manufacturing plant of frames, lens & warehouse
- Increase frames production from 1,60,000 to 4,80,000 units
- Next phase of product mix to be taken up for production

- 8. Driving customer experience as a key differentiator
 - Target steep increase in real time NPS scores
 - Highest google rating for all stores

Target for 2019-20

- Value growth 20 % 1,000 Cr (UCP turnover)
- Volume growth 26 % targeting 4.4 mln customers







#Age of Tanishq

FY23 Dream 2.5 X in revenue 10% share of market Leader to Legend

#Age of Tanishq

BRAND METRICS ARE STRONGER THAN EVER

	2015	2016	2017	2018	2019
Spontaneous Recall	60%	64%	67%	75%	77%
Consideration	44%	50%	57%	65%	67%
Share of Preference	17%	22%	22%	25%	29%
Most Preferred Brand	17%	23%	26%	35%	37%



FY20 Circumstances



Positive Sentiment



Big anticipation of improvement in economic scenario, disposable income and intent to buy jewellery





#Age of Tanishq



OPPORTUNITY: CONSOLIDATION OF THE INDUSTRY

Many players under demand and cash flow pressure

Local jewellers/independents struggling



Winds of change blowing in our favour



Press the pedal to the floor



Target for FY20 22% Growth 14% SSG



Foundation

Tanishq purity and Tata Trust
Design and Collections
Brand pull
Store experience



KEY GROWTH DRIVERS





L.

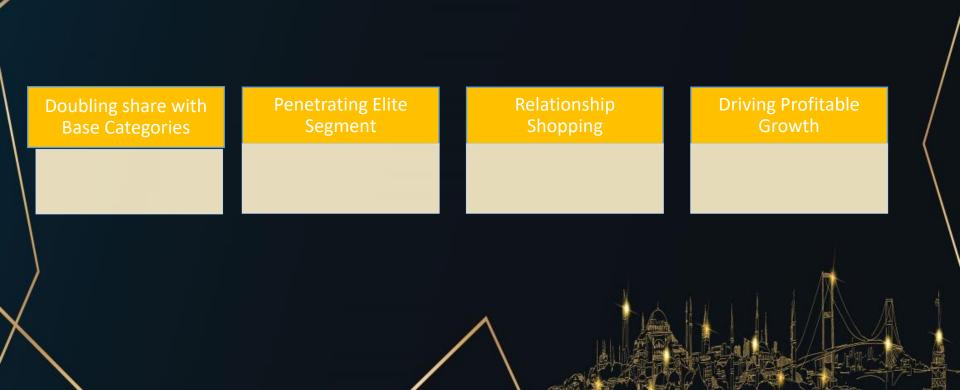
RIVAĀH

WEDDING JEWELLERY

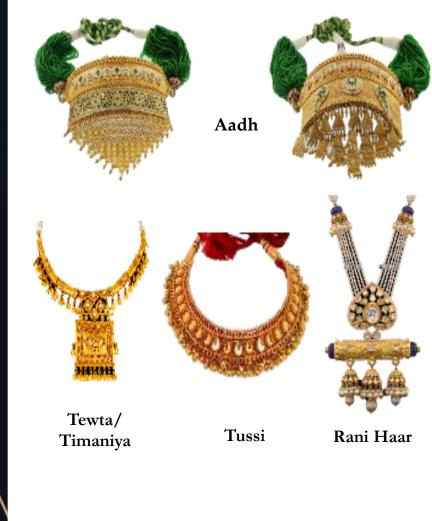
FOR EVERY INDIAN BRIDE

ACTION PLAN FY20

#Age of Tanishq



Hyper Regionalization: Sampoorna Rivaah





Expansion of Regional Wedding - UP, Bihar, Jharkhand, Odisha, WB





Regional Wedding – Andhra Pradesh / Telengana





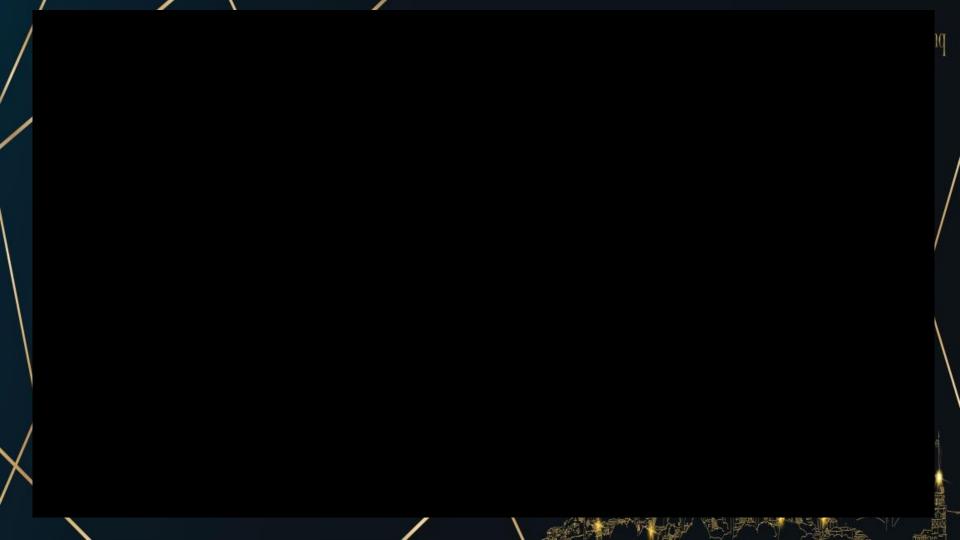
STUDDED



Hit the ground running with SWAYAHM 1st week April









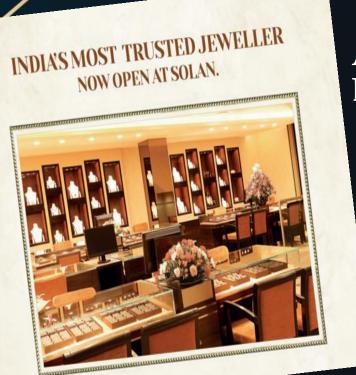
STUDDED - INITIATIVES

Expansion of High Value range: more products, more stores

Big thrust behind Diamond Treats: Affordable Diamonds Leveraging the occasion of "engagement" ~ 4X growth planned

Substantial work in filling gaps and introducing refreshers





ACCELERATE NETWORK EXPANSION

YEAR	FY 18	FY 19	FY 20
# New Stores	24	34	71

GAIN SHARE 8% by FY21

Expand Footprint

Product Relevance

Consideration & Regional Connect

HERO MARKET



Build Brand Consideration through the Tanishq Promises Campaign



BUILDING REGIONAL CONNECT

Own all regional festivals like Gudi Padwa, Teej, Varamahalakshmi, Pujo etc.

Build familiarity using known faces in the region





Sonalee Kulkarni

Mimi Chakraborty

Nayanthara

GHS: Lower role

anishe

Golden Harvest Scheme

A gift that keeps on giving

TANISHO



35% growth targeted





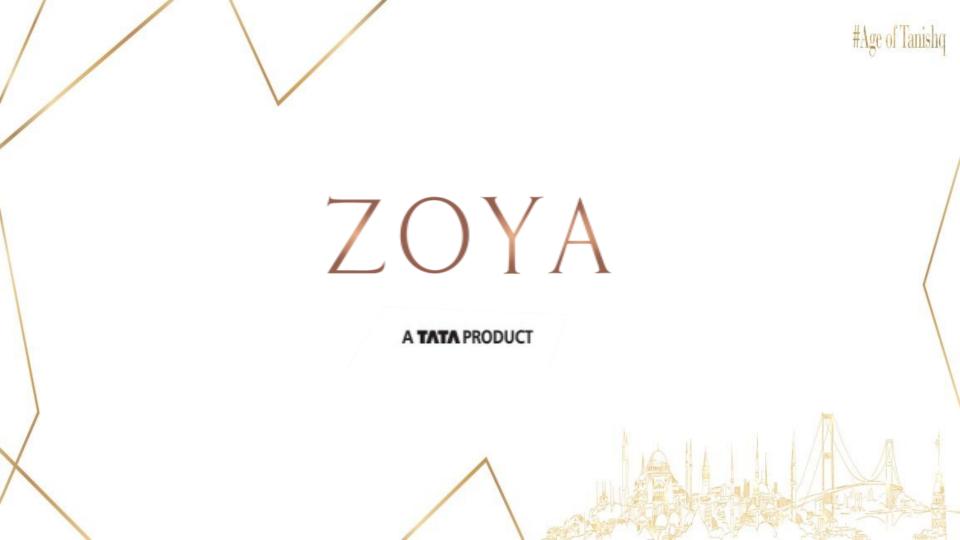


#Age of Tanishq



Target – 250 Crores
Brand Growth – 54%

•Mia stores – 21 new







Launched Flagship Boutique at South Extension

#Age of Tan



Strategic Alliances with Mercedes , BMW and American Express

#Age of Tanishq



Retail Expansion : 5 new boutiques

The Year Ahead

Target : 115 Crores













Butterfly The Spirit Of You



Pero A Medley Of Flying Colours













#Age of Tanishq

Targets and Initiatives

- •45% growth in sales, crossing 600 cr MRP
- •35+ new stores, crossing 90
- •EBITDA break-even
- •Brand-building investments
- •Sharpening of Digital Marketing
- •Catalogue expansion and RTS inventory investment
- •Retail Ops focus
- •Senior Titan executives seconded



Substantial thrust on responsible sourcing

- •Jewellery
- •Gold
- •Diamonds

Thank You





INTEGRITY IN EVERY RELATIONSHIP

