

Titan Company Limited

Earnings Presentation – Q3 FY '20 and 9M FY'20 (For quarter and nine months, ended 31st December 2019)

04th February, 2020

Disclaimer



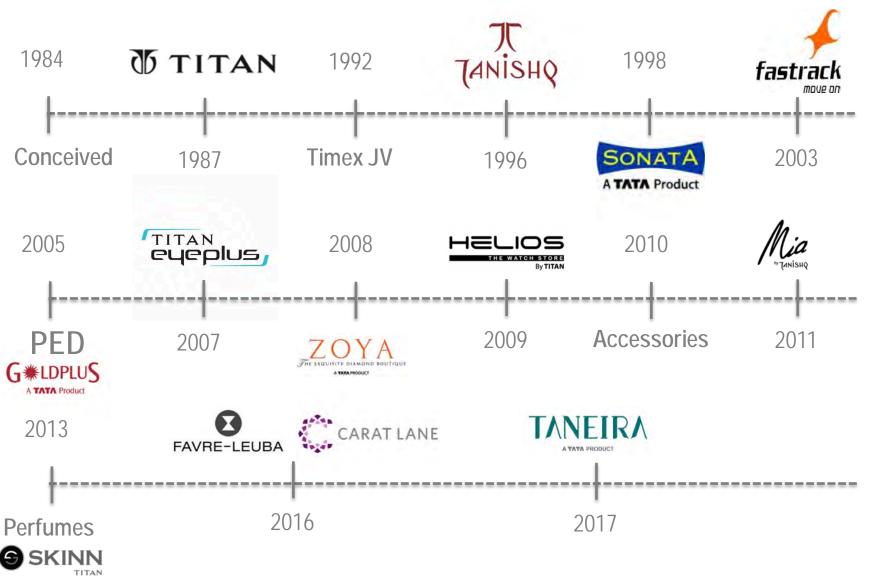
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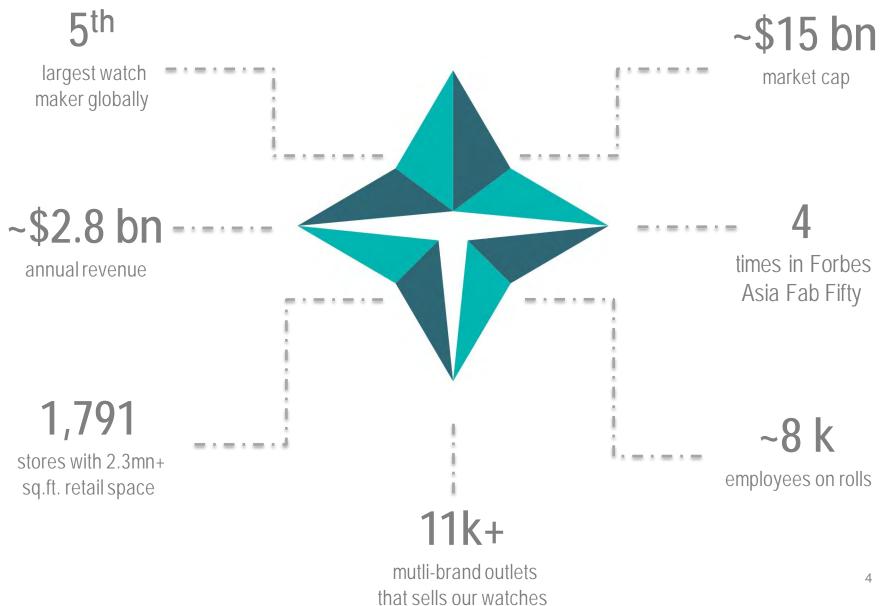
The Journey





Titan Today





Our Strengths





Design and Development

800+ New time products every year reddot Award to 2 Edge watches Differentiated Jewellery Collections Customized lenses with 3D visual mapping

Manufacturing

12 Manufacturing and assembly facilities State of the art Karigar Centres for Jewellery Components exported to Swiss watch makers 3600+ employees engaged in factories

Brand Building

Tanishq: India's leading Jewellery brand Titan: Our flagship watch brand Raga: Exclusive women's watch brand Fastrack: India's largest youth brand Sonata: India's largest selling watch brand Retail and Customer Service

Exceptional Customer Experience Merchandising Effectiveness Impactful Retail Identities Engagement of store staff Extensive After Sales Service network

Our Brands



			Cool	
Luxury	FAVRE-LEUBA	ΖΟΥΑ		
Premium	XVIVS NEBULA	T		
Mid Market	U TITAN	ZANISHQ Mia Carat Lane		TANEIRA A TATA PRODUCT
Mass Market	SONATA ATATA Product			

Jewellery Division

Jewellery







Brands

TANISHQ: flagship brand ZOYA: luxury segment play MIA: Tanishq sub-brand for faishonable fine jewellery CARATLANE: a Tanishq partnership, omni-channel

Manufacturing

Studded jewellery manufactures mostly in-house Plain gold jewellery mostly outsourced 3 manufacturing facilities 4 state of the art karigar centers: Industry best practice

Points of Sale

Largest jewellery retailer in the country Jewellery sales through EBO and ecommerce EBO: Tanishq, Mia, Caratlane Ecommerce: www.titan.co.in and www.caratlane.com

Design Excellence

Key product differentiator Capability for in-house design of many collections

Jewellery







Jewellery

Karigar Center, Hosur













Tanishq Boutique



Zoya Boutique





CaratLane Store







www.miabytanishq.com



Me In Action





Because your first funding just came through.



Celebrate every milestone in your life. #MyFirstSolitaire

Me In Action FACEÚS

This contemporary collection is designed to reflect the diverse facets that make you the person you are.

The Facets Series allows you to express your every mood - happy, goofy, bored,

flirty - which facet of yourself will you revel in today?

A TATA PRODUCT

Celebrate. Dance. Shimmy all night. And make the festival even more memorable in your vibrant, unique way. Amp up the revelry with Electrify from Mia; designed for the season with facets, stones and cuts that catch the light, and help you razzle your dazzle. While you transform every party into a sparkling affair.

Watches Division

Watches - Overview





6 major in-house brands & 7 licensed brands

<u>Manufacturing</u>

6, state of the art, watch and component manufacturing/assembly plants

Points of Sale

EBO: World of Titan, Fastrack Stores **OWN MBO:** Helios MBO: present across 11k+ dealers/ MBOs LFS: Large format departmental stores ECOM: www.titan.co.in , www.fastrack.in, www.sonatawatches.in, www.helioswatchstore.com and market places EXPORTS: 1,800 POS in 31 countries

Customer Service

Largest network of exclusive service centers 653 watch care centers in 275 towns

Sophisticated Design & Development

Core strength: Industrial, Retail and Graphic design Numerous international award-winning designs

Watches - Manufacturing





Watch factory, Hosur



Watch Assembly, Hosur







'World of Titan' Store





Helios Store









SONATA









FREE MISSION MANGAL BOOK MY SHOW VOUCHERS (₹250) ON ALL ORDERS ON THE WEBSITE

A TATA PRODUCT

NATA

Eyewear Division

Eye Wear



Brands

TITAN EYE PLUS: Retail brand TITAN: main in-house frames and lenses brand FASTRACK and GLARES: in-house sunglasses brand LICENSED BRANDS: for frames and lenses

<u>Manufacturing</u>

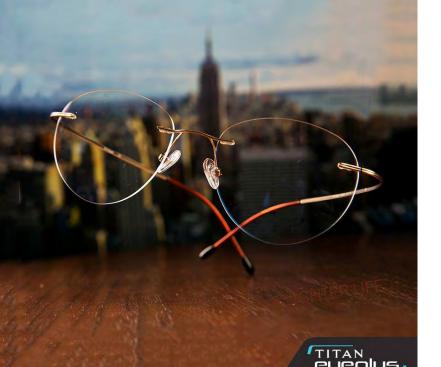
State of the art lens lab in Chikkaballapur Satellite lens labs in major cities to improve turn around time Frame and lens manufacturing facility

Points of Sale

TITAN EYE PLUS: India's largest optical retail chain Sunglasses are sold through departmental store kiosks and MBO format also

Differentiators

Zero-error testing Vision check online Remote eye testing at stores Tie-up with Sankar Nethralaya for training of store staff and optometrists



TITAN eyeplus

fastrack

GLARES

by TITAN



In-house brands





Manufacturing

Integrated Eyewear facility - Chikkaballapur

Lens Labs







Fragrances & Taneira

Fragrances





Brands

SKINN by Titan

Fine French perfumes at very attractive price points Entry into body mist category in FY 18- Skinn Kissed

Manufacturing

Manufactured in France by celebrated perfumers, and distilled from the finest ingredients Bottled in France and India

Points of Sale

Sold through World of Titan Channel, key departmental store chains and Ecommerce One of the highest selling perfumes in all departmental stores Plans to strengthen the distribution further in the coming year Packaging innovations for trial and gifting

Differentiators

Exceptional fragrances at a very attractive price point Similar products from international competition at very high price points

Domestic branded competition almost non existent $\frac{3}{30}$





THE NEW COLOUR OF CLASS. AMALFI BLEU.

SKINN AMALFI BLEU

EAU DE TOILETTE

THE FRESH NEW FRAGRANCE FOR MEN AND WOMEN. SKINN

Fine French Perfumes

by TITAN

Taneira





- This youngest brand of Titan Company Ltd was launched as pilot in Feb 2017 with 2 stores in Bangalore.
- Anchored in special occasion wear Sarees from across India.
- Evolved as a natural extension of Titan's proposition self expression and design.
- Large, unorganized, deeply Indian 5,000 year old category (like Jewellery).
- 10 Stores as of 31st December'19.



TANFIRA

LIKE NO OTHER

Our Stores











Q3 Performance



Company

- Revenue for the company grew by 9.4% in the quarter led by the growth in Jewellery division. PBT grew by only 6% and PBT margin fell to 10.3% due to one off employee costs and lower interest income. Base year also had INR 70 cr provision for ICD with IL&FS.
- Q3'20 had one-off provision impact of INR 25 cr., arrived on basis of actuarial valuation, in employee expense for special retiral benefits payable to the Managing Director who retired in September 2019. Additionally, impact of once in 3 years wage settlement of factory employees continues in the quarter.
- Capital employed was high despite inventory levels being under control, particularly in the jewellery business, basically due to significantly lower purchase of gold under gold on lease scheme. Even as the division was reducing its inventory level by not purchasing gold from banks, gold purchases under exchange program continued unabated. This impacted cash generation and consequently interest income fell substantially.
- The Company added 114 stores with a retail space of 173k square feet in YTD'20, on net basis.
- CRISIL has upgraded its rating on the long-term bank facility of the Company to 'CRISIL AAA/Stable' from 'CRISIL AA+/Positive.'
- BSE (Bombay Stock Exchange) has included Titan Company in its benchmark stock index, SENSEX, with effect from Dec 23, 2019.



Jewellery

- Retail growth of 15% in the quarter. The industry itself witnessed reasonable growth in the festive season and the company itself did better and market share gains were evident.
- The base quarter, Q3'19, had a large institutional order for gold coins of ~INR 200 cr. Hence, the increase in reported revenue is 10.6% in Q3'20.
- Studded ratio was at 27%, higher than the previous year at 25%.
- EBIT margin of Q3'20 was at 13.0%, lower by 30bps YoY largely due to increase in advertising and higher management agents commission due to change in channel mix.
- In early October, 'Virasat' collection, inspired by the rich heritage and artistry of the royal city of Udaipur, was launched in the plain gold category for the festival season of Diwali.



Watches & Wearables

- Revenue declined by 2.4% due to poor customer sentiment specifically in December and this led to sharp
 decline in primary sales to trade and e-commerce channels. Our own retail stores (WOT, Fastrack and Helios)
 grew quite well despite the weakness in the market.
- EBIT margin at 8.3% for Q3'20 due to higher costs and 14.2% for YTD'20.
- The Division has been focusing on the wearables category over the last few years and in this connection acquired patented technology in the field of Advance Gesture Recognition technology from HUG Innovations Inc. and has also hired the entire team in India effective 1st January 2020. Hug Innovations had earlier launched 4 products Hug Smartwatch, Hug Elan, Hug Fit and MyBuddy. It was recognized amongst the Top 10 innovative start-ups in the world at Mobile World Congress, Barcelona.

Eye Wear

- After witnessing two strong quarters, the division's revenue growth moderated to 2.9%, primarily led by heavy competitive activity, lower primary sales to trade channels and the disruption in the second half of December due to the nation-wide protests. Growth for the year as a whole was good at 14%.
- EBIT loss was slightly higher at INR 7 cr. compared to last year due to negative operating leverage.



Fragrances & Taneira

- Fragrances & Taneira grew strongly at 33%.
- Fragrances continue to increase its distribution reach and witnessed good growth in excess of 20% during the quarter over the same period last year.
- Perfumes were launched also under the Fastrack brand during the quarter with Ananya Panday, as the brand ambassador for Fastrack Perfumes. The collection comprises of 7 different perfumes, the names of which are all inspired from types of music.
- 'Taneira' opened three stores during the quarter, one each in Mumbai, Bangalore and NCR, taking the total store count for the business to ten covering five cities. The brand launched in-house designed collections called 'Courtyard Tales' and 'Chokola' during the period.



Q3 Performance – Subsidiaries and JV

Titan Engineering and Automation Ltd (TEAL) - 100% owned Subsidiary

- TEAL continued to grow at very strong pace of 34% in Q3 on back of strong order book and winning new orders with global clients. The 2 divisions, Aerospace & Defence and Automation continue to be recognized globally for quality and capability.
- The company has been profitable with a good margin and ROCE

CaratLane (72.3% owned Subsidiary)

- CaratLane continues to record a strong growth at 68% in Q3 despite the softness in the market. During the quarter, CaratLane launched the Ombre collection which was very well received by consumers.
- CaratLane turned profitable for the first time this quarter at the EBIT level

Retail Network



	Net Additions (in 9M'20)		A	s on 31 st Dec'1	9
	Stores	Square Feet	Stores	Towns	Sq. Ft.
Tanishq	34	114K	321	200	1.2mn
Zoya	0	0	3	2	15K
CaratLane	27	27K	82	32	66K
Mia	8	2K	38	19	13K
WOT	6	0K	492	220	403K
Fastrack	7	1K	179	84	91K
Helios	12	7K	88	41	75K
Titan Eye+	41	27K	578	228	381K



	Q	3′20	91	1′20
	Sales value growth	Like-to-Like growth	Sales value growth	Like-to-Like growth
Tanishq	15%	9%	13%	7%
CaratLane	74%	14%	83%	23%
World of Titan	11%	11%	6%	6%
Fastrack	1%	-4%	-1%	-4%
Helios	23%	12%	14%	7%
LFS (for Watches)	8%	3%	10%	6%
Titan Eye+	11%	3%	13%	6%

Note: 1. Above retail growth is based on secondary sales (at consumer prices) in Titan branded retail stores (including franchisee stores) and LFS only. Reported revenue is based on secondary sales to consumers in L1 and L2 stores and primary sales to L3 stores, distribution partners and institutional clients. Consumer discounts, franchisee pay-outs and GST is netted off from consumer prices for reported revenue.

2. Retail network shown above represent sales of almost 100%, ~45% and ~80% of Jewellery, Watches and Eyewear businesses respectively on consumer price basis. The remaining sales is to the distribution channels and institutional clients.



in INR Crores	Q3'19	Q3'20	YoY
Revenue from operations	5,672	6,206	9%
Other Income	61	20	
Total Income	5,733	6,226	9%
COGS	4,248	4,663	
Gross Contribution	1,486	1,563	5%
Employee benefits expense	214	285	33%
Advertising	138	141	2%
Other expenses	488	382	-22%
Total Overheads	840	808	-4%
EBITDA	645	755	17%
Depreciation & Amortization	33	78	
EBIT	612	678	11%
Less: Finance expense	13	40	
РВТ	600	637	6%
Less: Tax	183	167	
РАТ	416	470	13%

9M FY'19	9M FY'20	YoY
14,398	15,581	8%
123	106	
14,521	15,687	8%
10,587	11,414	
3,935	4,273	9%
627	796	27%
410	401	-2%
1,228	1,156	-6%
2,265	2,353	4%
1,670	1,920	15%
105	220	
1,565	1,701	9%
32	112	
1,532	1,589	4%
453	429	
1,080	1,161	8%

IND AS 116 Impact (in INR Crores)	Q3 '20	YTD '20
Other expenses	(55)	(157)
Depreciation	38	107
Finance costs	22	61
РВТ	(5)	(12)

Note: 1. Provisions made in previous year for investments in IL&FS group (Q3'19: INR 70 cr. and YTD'19: INR 99 cr.) is part of other expenses.



Total Income ⁽¹⁾ (in INR Crores)	Q3'19	Q3'20	Growth %	9	M FY'19	
Jewellery	4,890	5,409	11%		12,044	
Watches	641	625	-2%		1,910	
Eyewear	129	133	3%		381	
Others / Corporate ⁽²⁾	73	59	-19%		186	
Standalone	5,733	6,226	9%		14,521	
Caratlane	122	206	69%		283	
TEAL	94	126	34%		244	
Others/ Consol. Adj. ⁽³⁾	(15)	(7)			(31)	
Consolidated	5,934	6,550	10%		15,016	

9M FY'19	9M FY'20	Growth %
12,044	12,984	8%
1,910	2,059	8%
381	436	14%
186	208	12%
14,521	15,687	8%
283	474	68%
244	325	33%
(31)	(34)	
15,016	16,452	10%

Note:

- **1.** Total Income also includes other income.
- 2. Others include Accessories, Fragrances and Taneira business
- **3.** Others include TTPL (divested in June'18) and Favre Leuba.

EBIT – Q3'20 and 9M'20

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COMPANY

EBIT (in INR Crores) ⁽¹⁾	Q3'19	Q3'20	Growth %
Jewellery	651	701	8%
Watches	54	52	-4%
Eyewear	(1)	(7)	
Others/ Corporate ⁽²⁾	(91)	(69)	
Standalone	612	678	11%
Caratlane	(5)	3	
TEAL	17	28	
Others/ Consol. Adj. ⁽³⁾	(9)	(15)	
Consolidated	615	693	13%

9M FY'19	9M FY'20	Growth %
1,436	1,527	6%
287	293	2%
(1)	(16)	
(158)	(104)	
1,565	1,701	9%
(26)	(7)	
40	57	
(33)	(35)	
1,545	1,716	11%

EBIT Margin	Q3'19	Q3'20
Jewellery	13.3%	13.0%
Watches	8.5%	8.3%
Eyewear	-1.1%	-5.0%
Standalone	10.7%	10.9%
Consolidated	10.4%	10.6%

9M FY'19	9M FY'20
11.9%	11.8%
15.0%	14.2%
-0.2%	-3.7%
10.8%	10.8%
10.3%	10.4%

Note: 1. Others include Accessories, Fragrances and Taneira business

2. Provisions for investments in IL&FS group (Q3'19: INR 70 cr. and YTD'19: INR 99 cr.) is part of Corporate expense.

3. Others include TTPL (divested in June'18) and Favre Leuba.



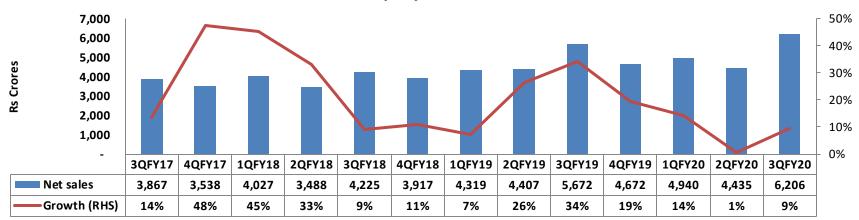
in INR Crores	Segment Assets		Segment Liabilities		Capital Employed	
	31-Mar-19	31-Dec-19	31-Mar-19	31-Dec-19	31-Mar-19	31-Dec-19
Watches	1,502	2,049	453	801	1,049	1,248
Jewellery	6,742	7,469	4,570	4,447	2,172	3,021
Eyewear	394	505	127	256	267	249
Others	107	221	25	71	81	149
Corporate	2,725	2,087	112	175	2,613	1,912
Total	11,470	12,330	5,288	5,751	6,182	6,580

Note: 1. Others include Accessories, Fragrances and Taneira.

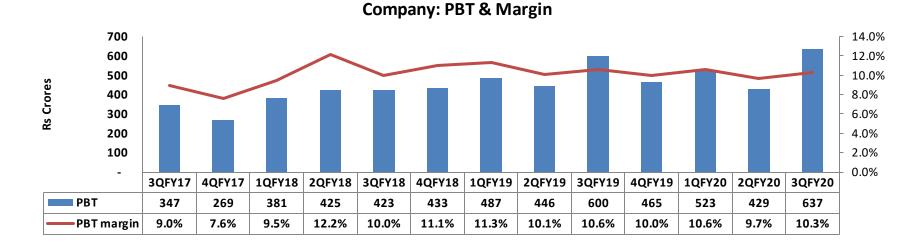
- Capital employed of Jewellery division is higher despite tight control on inventory due to lower Gold-onlease liability. Gold procurement in the quarter was rationalized to optimize inventory levels but inflows of gold under exchange programs continued unabated.
- Capital employed of Corporate is lower due to lower cash balance.

Performance Trends



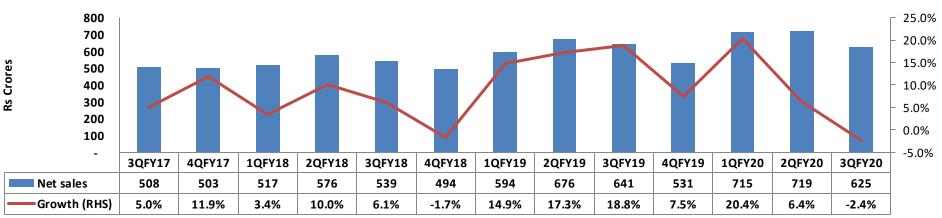


Company: Revenue

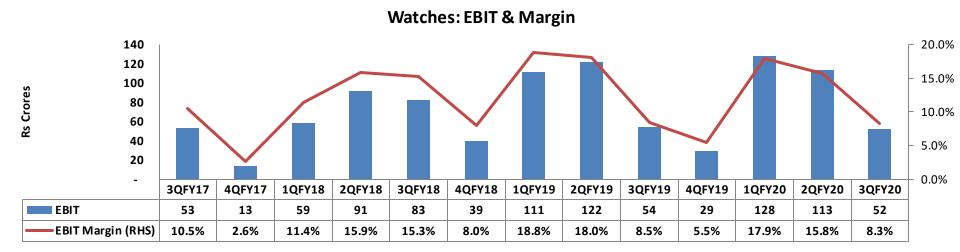


Note: 1. Financials of the Company do not include PED from Q1, FY '18 onwards due to its demerger into TEAL. 2. PBT is before exceptional items.



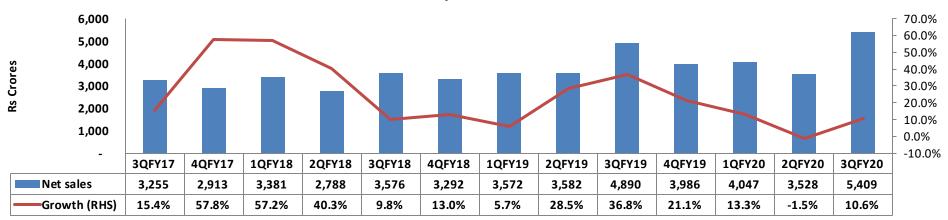




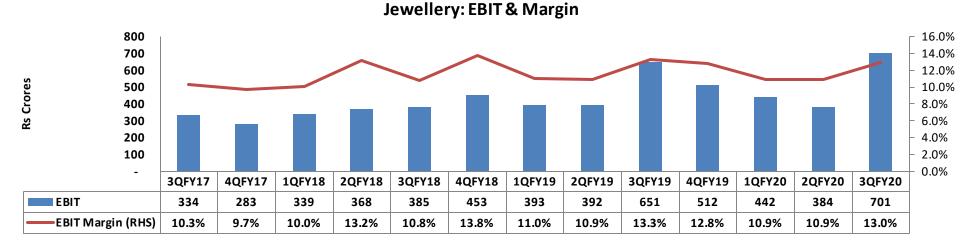


Note: 1. EBIT is before exceptional items.

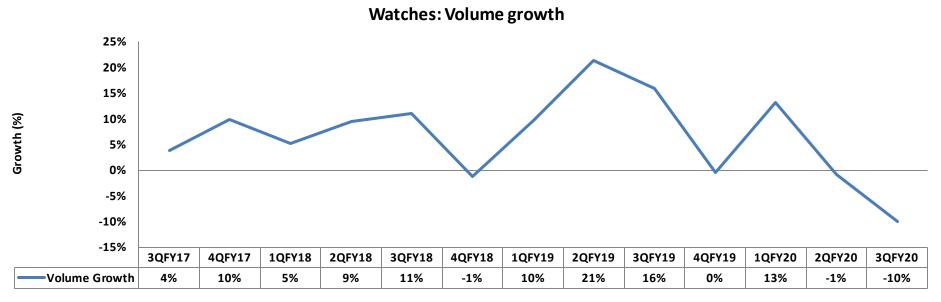




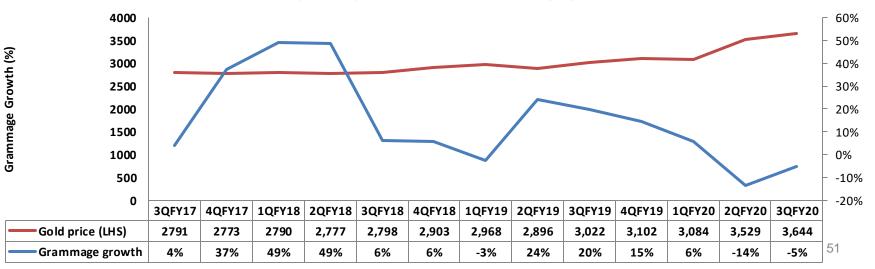
Jewellery: Total Income

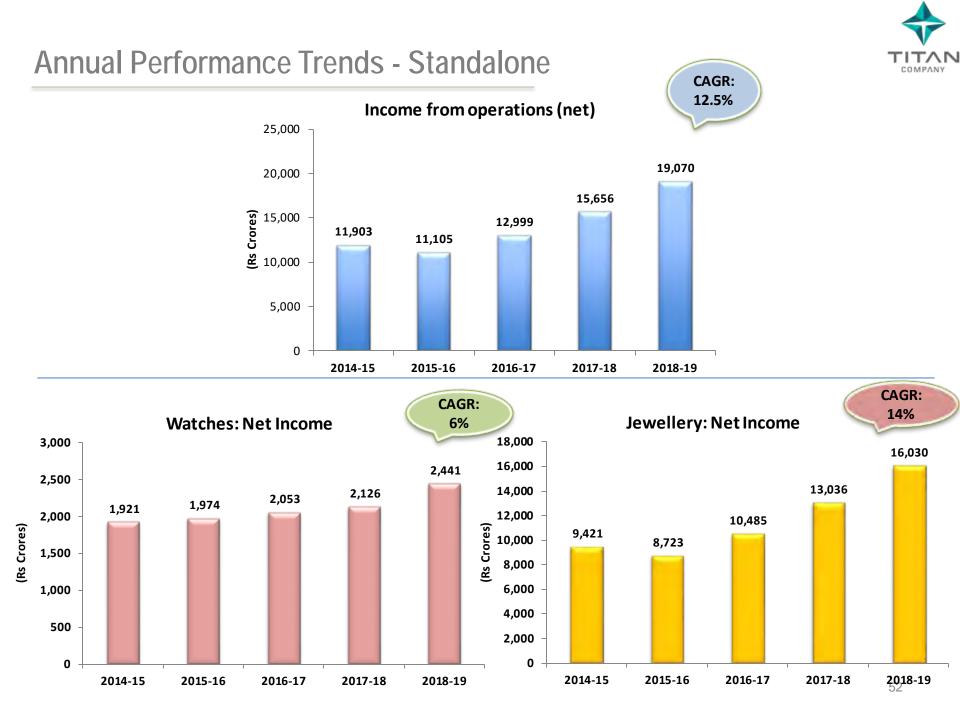




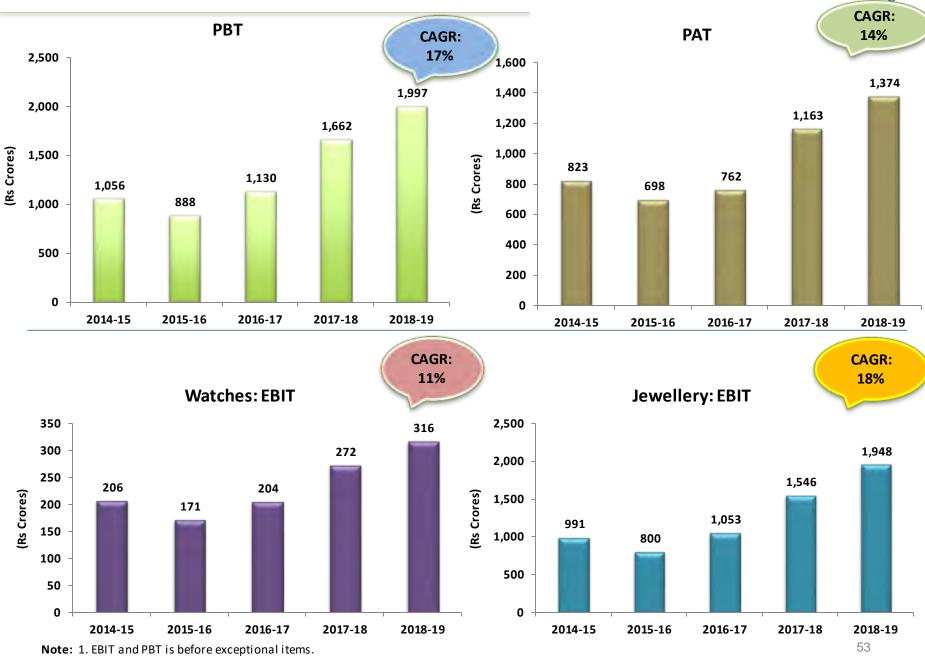


Jewellery: Gold price (22kt) and Grammage growth





Annual Performance Trends - Standalone



2. PAT is after exceptional item of INR 70 cr., INR 92 cr and INR 96 cr. for FY'19, FY'18 and FY'17 respectively.

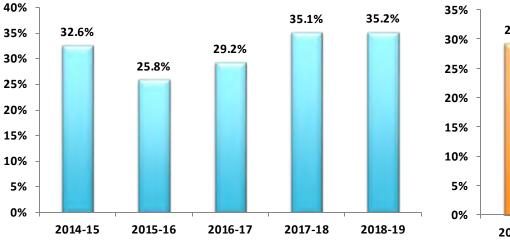


Annual Performance Trends – Standalone

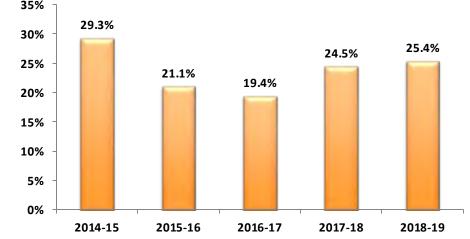


Capital Employed



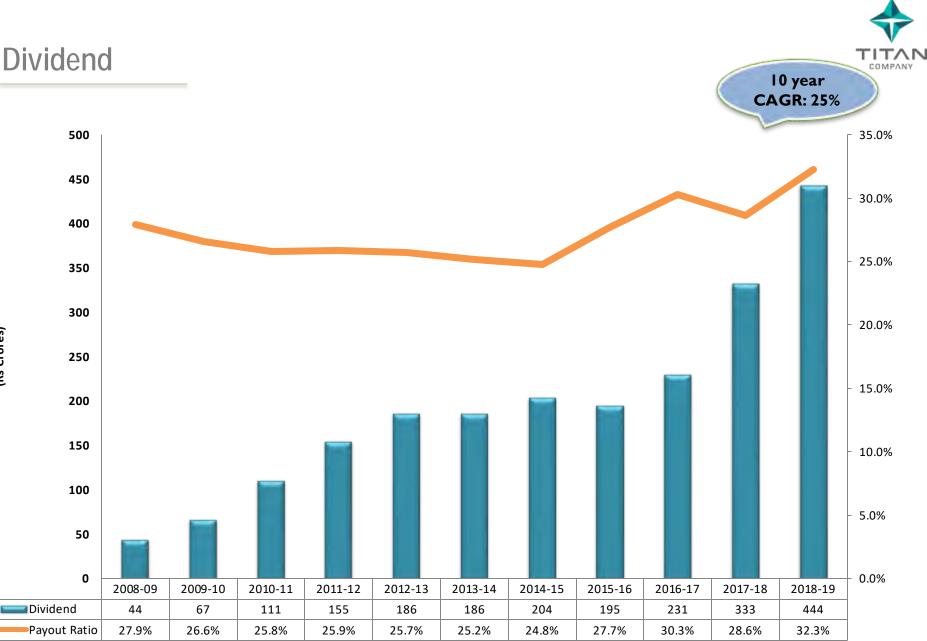


ROE



Note: 1. In above ROCE calculation, EBIT is before exceptional items.

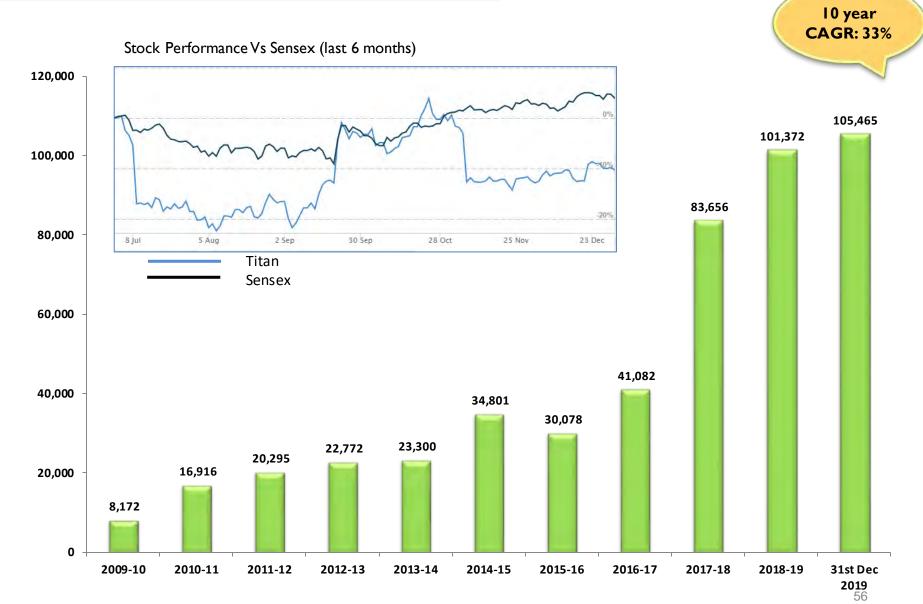
2. In above ROE calculation, PAT is after exceptional item of INR 70 cr., INR 92 cr and INR 96 cr. for FY'19, FY'18 and FY'17 respectively.



(Rs Crores)

Market Capitalisation

(Rs Crores)



COMPANY

Note: Based on NSE closing prices at the end of the period

Awards and Recognitions



- Titan's 'encircle' program was winner in loyalty program category in Future of Retail Awards 2019.
- Titan Company wins the RK Swamy High Performance Brand Award by AIMA
- Tanishq wins at Global Marketing Excellence Awards 2019 in the outdoor category for Outdoor and Location Based Marketing.
- Tanishq received the "RedDot: Best of the Best" award for innovative laser cut tube jewellery. RedDot is the most prestigious and coveted award in the world in the field of Product Design and the "RedDot: Best of the Best" is the highest award in the competition and is awarded for groundbreaking Design Innovation.
- Tanishq wins at the Great Lifestyle Brands Awards; Smarties 2019 INDIA; Maddies mobile awards 2019; Sammies2019
- Tanishq received the 'World Branding Award' in London at Kensington Palace. Tanishq was the only brand selected from India.
- WOT won in 'Customer Service Excellence ' and 'Retail Store of Year Merchandising' in Future of Retail Awards 2019.
- Watches Ecommerce bags 3 awards at Digies 2019.
- Watches Ecommerce bags DMAASIAECHO Awards 2019 in the Best Customer Acquisition Campaign Category.
- Titan Eyeplus felicitated by NASSCOM in the Special Category 'Best use of technology by an enterprise for Excellent Customer Service'.
- Titan Eyeplus wins Bronze in the prestigious ACEF Asian Leadership Awards.
- Titan Eyeplus won at the 'International Customer Experience Awards' in 'Best Customer Experience Strategy' category, hosted by CXInternational in Amsterdam and judged by 84 CEOs and global customer experience specialists. Jury was impressed with the brand's transforming NPS.



CSR focus at Titan will continue be driven by broad themes such as upliftment of the underprivileged girl child, Skill development for the under privileged and support for Indian Arts, Crafts and Heritage. We will also support local causes that are supportive of our neighborhood wherever we are present as part of our responsible citizenship initiative.

Area	Key Initiatives
Girl Child / Education	Remedial Education and holistic engagement with Girl child in two most backward locations of TN and Karnataka. Our reach in both Krishnagiri and Thiruvannamalai besides engagement in Uttarakhand and WB has covered 6087 people . The multithematic engagement at Kattumannar Koil and Yadgir is creating a large impact and is also bringing about systemic changes
	Capacity building for teachers : Covered close to 300 teachers so far and will be covering 1800 teachers over a three year period.
	Enabling school education for the tribal child and capacity building through D.Ed program as part of Affirmative Action initiative. Adopted two ITI's in the tribal region. Support to infrastructure development and also capacity building is on
Skill development for underprivileged	Titan LeAP skill for employment and employability continues at multiple centers. We have launched skilling for the differently abled girls at Chennai as a pilot.
Support to Indian Arts Crafts and heritage	The programs with the craft communities at Benares and Kashmir will be coming to a close this year. We have seen good traction in both these programs . The third engagement with Charaka has shown a promising beginning.
Design Impact Awards for Social Change	Capacity building, mentorship and engagement of Titan SME's are on with the grantees of DIA program.
Responsible citizenship	Titan-NABARD partnership for watershed program, at Cuddalore and Integrated village development program at Uttarakhand continues.
	Happy eyes – comprehensive eye care program going on.: We have also recently launched a Mobile Eye care van , in partnership with Shankara
Others	Besides the lakes in Hosur and one near our Corporate office, we have restored two more water bodies in Chennai
	Volunteering efforts at Titan continue. Besides the many programs in Hosur a significant development has been the participation of our volunteers in mass Eye screening in Gulbarga.
	Across all our CSR programs we have reached out to a total of 310114 Individuals YTM Jan 2020

Thank You

