

# **Titan Company Limited**

Earnings Presentation – Q2 FY '20 and H1 FY'20 (For quarter and half year, ended 30th September 2019)

05th November, 2019

### **Disclaimer**



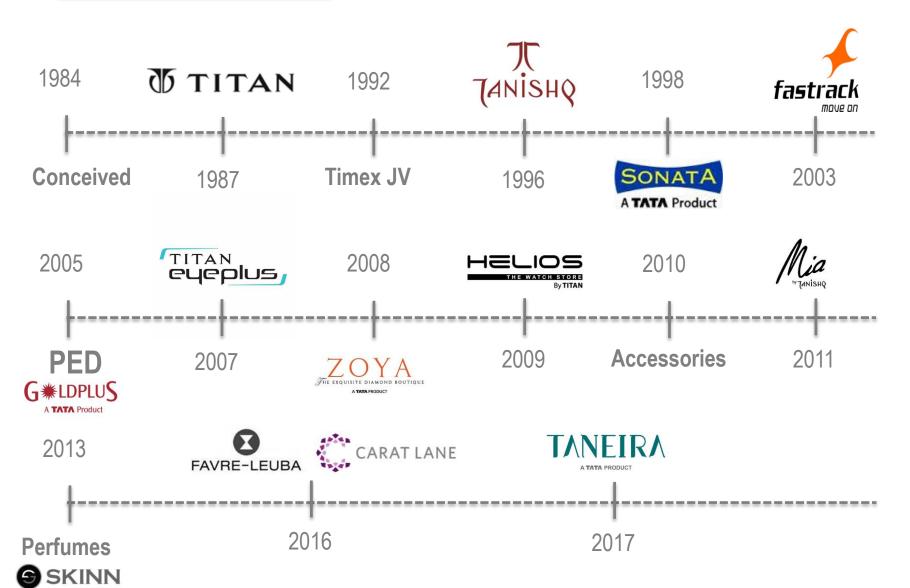
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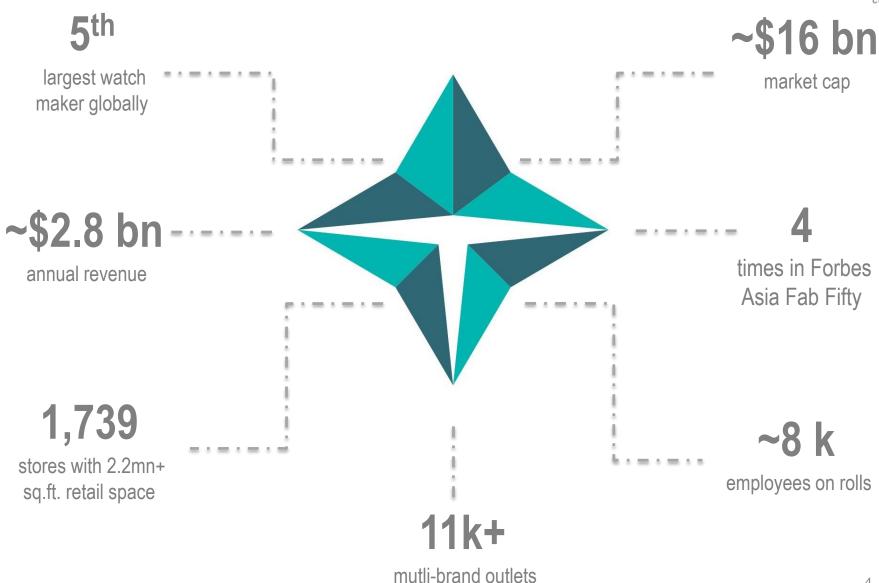
# The Journey





# **Titan Today**





that sells our watches

# **Our Strengths**





#### **Design and Development**

800+ New time products every yearreddot Award to 2 Edge watchesDifferentiated Jewellery CollectionsCustomized 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**



				SKINN I
Luxury	FAVRE-LEUBA	ZOYA		
Premium	XV ys NEBULA	7		TANEIRA
Mid Market	TITAN  Tosa fastrack	74NISHQ  Mia CARATLANE	TITAN eyeplus, GLARES by TITAN fastrack	A TATA PRODUCT  SKINN  TITAN
Mass Market	SONATA A TATA Product			

### **Our Retail Network**



Luxury		ZOYA (3)		
Premium	HELIOS THE WATCH STORE BYTITAN (86)	(308)		TANEIDA
Mid Market	WORLD of TITAN (489)  fastrack (180)	(34) (71)	TITAN eyeplus, (561)	TANEIRA (7)

285 Towns

**Note**: 1. We also have a service network of 653 'Watch Care Centres'

1,739 Exclusive Stores

- 2. Helios is our own Multi Brand Outlet (MBO) and rest others are our Exclusive Business Outlets (EBO)
- 3. Store count comprises of both company owned and franchisee stores.

~2.2 mn sq. ft. of retail space

# **Jewellery Division**

## **Jewellery**







Mia





#### 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**





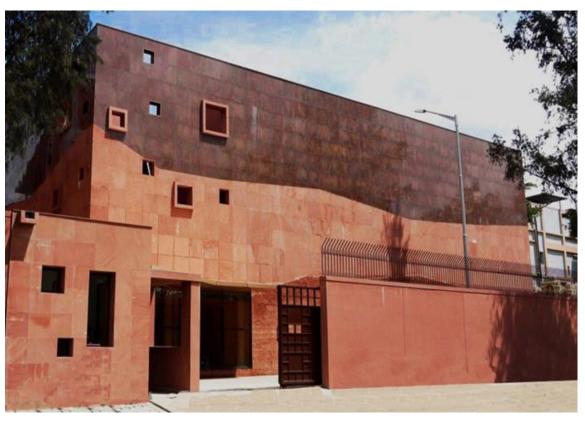




# **Jewellery**



















Mia Store





www.tanishq.co.in A TATA PRODUCT ANISHQ VIRASAT Inspired by Rivaaz and Royalty.







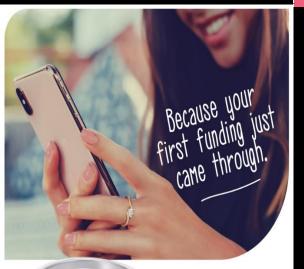


This contemporary collection is designed to reflect the diverse facets that make you the person you are. The Facets Series allows you to express your every mood - happy, goofy, bored, flirty - which facet of yourself will you revel in today?









Celebrate every milestone in your life. #MyFirstSolitaire

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

















#### Brands

6 major in-house brands & 7 licensed brands

#### **Manufacturing**

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



Pantnagar factory









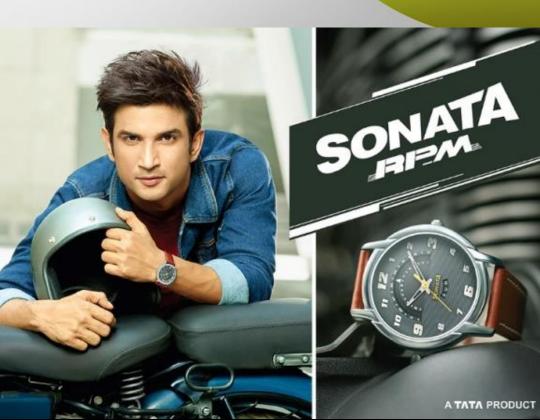














SONATA

MISSION

COLLECTION

KHUD PAR YAKEEN

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

# **Eyewear Division**

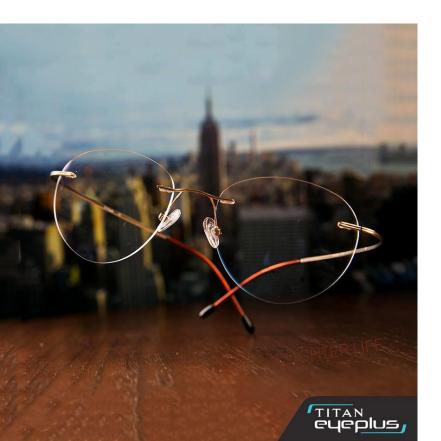
## **Eye Wear**











#### 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

#### **Manufacturing**

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



#### 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

### THE NEW COLOUR OF CLASS. AMALFI BLEU.



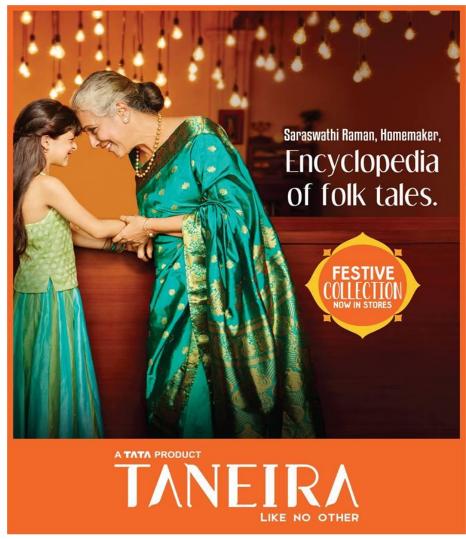


## **Taneira**





- 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).
- 7 Stores as of 30<sup>th</sup> September'19.



## Our Stores











# **Q2 Performance**



### **Q2 Performance – Standalone**

### Company

- Revenue for the company grew by only 0.6% in the quarter impacted substantially by the decline in the revenues of the jewellery division due to the sudden spike in gold prices in June 2019
- Flat top line and higher costs affect PBT growth and margin which, at 9.7%, was lower by 40bps YoY. Employee costs were much higher due to effect of wage settlement and higher provisions for leave pay arising out of lower interest rates.
- The Company added 73 stores with a retail space of 103k square feet in YTD'20, on net basis.
- Mr. Bhaskar Bhat retired after serving the company since inception with the 17 years as its Managing Director. Mr. C K Venkatraman, who has been in the role of CEO of Jewellery business since 2005, succeeds him from 1st Oct. Mr. Bhaskar Bhat has been re-appointed as a Non-Executive Non-Independent Director on Board effective 1st Oct, 2019.
- The company increased its stake from 69.5% to 72.3%.in CaratLane by purchasing 9,45,000 equity shares from one of the shareholders of CaratLane.



### **Q2 Performance – Standalone**

### **Jewellery**

- Jewellery revenue declined by 1.5% in Q2. After a sudden surge in gold prices in mid-June, there was a considerable decline in sales in July. Higher level of promotion and schemes, led to strong growth in the months of August and September.
- Retail growth of 7% in the quarter (based on customer billing) declined to 1.5% for reported revenues largely due to gold hedge maturing during the quarter. Gold purchased before the price hike were hedged and therefore even though customers were billed at the daily gold rates which were higher, the company recognised revenue on the hedged value of the gold. This alone contributed close to 4.8% of the decline.
- EBIT margin of Q2'20 was at 10.9%, same as in Q2'19.
- Studded ratio was at 38%, higher than the previous year at 35%.
- Tanishq launched Ahalya, a high-value diamond necklaces collection, inspired by the inner fire and radiance of a woman. 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 Diwali season.
- 'Mia Classics', a diamond intensive collection, 'Smolitaires' collection with designs of single stone finger rings, and 'Sassy Silver' collection with mother-of-pearl & colour stones were launched during the quarter by Mia brand.

### **Q2 Performance – Standalone**



#### **Watches**

- The division witnessed moderation in growth due to weak consumer sentiments leading to revenue growth of 6.4% for the quarter and 12.9% for first half.
- The trend of Multi brand outlets (MBO) growing at much faster clip compared to exclusive brand outlets continued. E-commerce sales also witnessed exceptionally strong growth during the quarter.
- EBIT margin was very healthy at 15.8% despite the moderation in growth.
- 'Titan Maritime' collection was launched inspired by sea voyages during medieval era, better known as Age of Discovery. It is an amalgation of intricate craftsmanship and the best in movement technology.

### **Eye Wear**

- Division had strong revenue growth of 29%. However margins were affected due to adverse mix and higher level of customer promotions.
- Ayushmann Khurrana, a popular Bollywood actor, has been roped in as the brand ambassador for the division.

#### Fragrances & Taneira

- Skinn continues to increase its distribution reach and witnessed good growth during the quarter. The brand opened a large new segment by launching premium deodorants which have been well received in the markets.
- 'Taneira' opened its third store in Bengaluru and its first store in Pune, taking the total store count for the business to seven in four metros.



### **Q2 Performance – Subsidiaries and JV**

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

• TEAL had an overall growth of 9% for Q2 and the growth has been at 33% for the six months. Business outlook for Second half of FY'20 looks positive with large orders that are expected to be executed and the Company expects to meet its plan for the year. The company received "Excellent cooperation" award from Collins, Aerospace – among 100 suppliers in Asia.

### CaratLane (72.3% owned Subsidiary)

- Caratlane recorded revenue growth of 76% in Q2'20, driven by strong growth in both offline and online channels. Gross Margins continue to be good despite the excellent top line growth.
- Caratlane added 16 stores to its network, in YTD'20, taking the total store count to 71.

### **Retail Network**



	Net Additions (in H1'20)		As on 30 <sup>th</sup> Sep'19		9
	Stores	Square Feet	Stores	Towns	Sq. Ft.
Tanishq	21	67K	308	199	1.16mn
Zoya	0	0	3	2	15K
CaratLane	16	16K	71	27	55K
Mia	4	2K	34	19	11K
WOT	3	-1K	489	221	402K
Fastrack	8	2K	180	90	93K
Helios	10	5K	86	41	74K
Titan Eye+	24	16K	561	228	371K

#### Note:

<sup>1.</sup> Above Mia store count is excluding 17 Shop-in-shops

### Retail Growth – Q2'20 and H1'20



	Q2'20		H1'20
	Sales value growth	Like-to-Like growth	Sales value Like-to-Like growth growth
Tanishq	7%	2%	12% 6%
CaratLane	87%	25%	86% 31%
World of Titan	-1%	-3%	3% 3%
Fastrack	-7%	-12%	-1% -5%
Helios	9%	1%	9% 3%
LFS (for Watches)	6%	1%	11% 7%
Titan Eye+	35%	28%	27% 21%

**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 ~75% of Jewellery, Watches and Eyewear businesses respectively on consumer price basis. The remaining sales is to the distribution channels and institutional clients.

### Total Income – Q2'20 and H1'20



Total Income <sup>(1)</sup> (in INR Crores)	Q2'19	Q2'20	Growth %
Jewellery	3,582	3,528	-2%
Watches	676	719	6%
Eyewear	120	154	29%
Others / Corporate (2)	56	65	16%
Standalone	4,434	4,466	1%
Caratlane	77	136	76%
TEAL	96	104	9%
Others/ Consol. Adj. (3)	(11)	(13)	
Consolidated	4,595	4,693	2%

H1'19	H1'20	Growth %
7,154	7,575	6%
1,269	1,433	13%
252	303	20%
114	150	32%
8,788	9,461	8%
161	268	67%
150	199	33%
(16)	(27)	
9,082	9,902	9%

Mix - H	12'20
	80%
	15%
	3%
	2%
	100%

#### 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 - Q1'20 and H1'20



EBIT (in INR Crores)	Q2'19	Q2'20	Growth %
Jewellery	392	384	-2%
Watches	122	113	-7%
Eyewear	(1)	2	
Others/ Corporate (1) (3)	(56)	(29)	
Standalone	456	470	3%
Caratlane	(13)	(4)	
TEAL	21	16	
Others/ Consol. Adj. (2)	(13)	(13)	
Consolidated	452	469	4%

H1'19	H1'20	Growth %
785	826	5%
233	241	3%
1	(9)	
(67)	(34)	
952	1,023	7%
(21)	(10)	
23	31	
(24)	(21)	
930	1,023	10%

H1'20

10.9%

16.8%

-3.1%

EBIT Margin	Q2'19	Q2'20
Jewellery	10.9%	10.9%
Watches	18.0%	15.8%
Eyewear	-0.8%	1.3%
Standalone	10.3%	10.5%

	20.075	20.075
Standalone	10.3%	10.5%
Eyewear	-0.8%	1.3%
watches	18.0%	15.8%

10.8%	10.8
10.2%	10.3

H1'19

11.0%

18.4%

0.3%

Consolidated	9.8%	10.0%
Consonatea	<b>5.</b>	10.

- **Note:** 1. Others include Accessories, Fragrances and Taneira business
  - 2. Others include TTPL (divested in June'18) and Favre Leuba.
  - 3. Provisions for investments in IL&FS group (Q2'19 & H1'19: INR 29 cr.) is part of Corporate expense.



in INR Crores	Q2'19	Q2'20	YoY
Revenue from Operations	4,407	4,435	0.6%
Other Income	27	31	
Total Income	4,434	4,466	0.7%
COGS	3,180	3,138	
Gross Contribution	1,253	1,328	6.0%
Employee benefits expense	206	266	29.1%
Advertising	136	125	-7.7%
Other expenses	418	393	-5.9%
Total Overheads	759	784	3.3%
EBITDA	494	544	10.1%
Depreciation & Amortization	37	74	
EBIT	456	470	3.0%
Less: Finance expense	11	41	
PBT	446	429	-3.7%
Less: Tax	132	109	
PAT	314	320	1.8%

H1'19	H1'20	YoY
8,726	9,375	7.4%
62	87	
8,788	9,461	7.7%
6,339	6,751	
2,449	2,710	10.7%
412	511	24.0%
272	259	-4.7%
740	774	4.7%
1,424	1,545	8.5%
1,025	1,165	13.7%
73	142	
952	1,023	7.5%
19	71	
933	952	2.1%
269	261	
664	691	4.1%

## **Capital Employed - Standalone**



in INR Crores	Segment Assets	
	31-Mar-19	30-Sep-19
Watches	1,502	2,130
Jewellery	6,742	9,236
Eyewear	394	490
Others	107	190
Corporate	2,725	2,058
Total	11,470	14,104

Segment Liabilities	
31-Mar-19	30-Sep-19
453	794
4,570	5,541
127	236
25	83
112	1,227
5,288	7,881

Capital Employed	
31-Mar-19	30-Sep-19
1,049	1,336
2,172	3,695
267	254
81	107
2,613	830
6,182	6,222

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

## **Balance Sheet – Standalone Company**



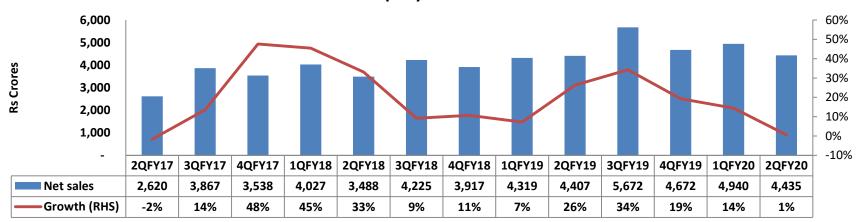
in INR Crores	31-Mar-19	30-Sep-19
Fixed Assets	1,056	1,106
Right of use asset	-	797
Intangible Assets	39	50
Investments	807	870
Other non-current assets	483	708
Inventories	6,719	8,704
Trade Receivables	358	478
Cash and Cash Equivalents	364	108
Other Bank Balances	637	298
Other Current Assets	1,007	985
Total Assets	11,470	14,104

Shareholders' Fund	6,182	6,222
Lease liability	-	918
Other non-current liabilities	119	144
Short-term borrowings	-	1,102
Gold on Loan	2,288	2,427
Trade Payables	772	889
Lease liability	-	149
Golden harvest scheme (deposit)	1,273	1,397
Other Current Liabilities	836	854
Total Equity & Liabilities	11,470	14,104

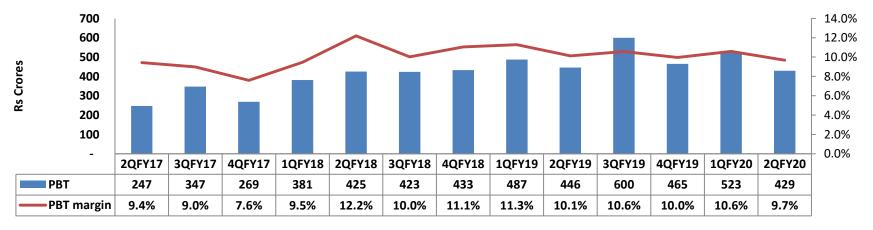
## **Performance Trends**







#### **Company: PBT & Margin**

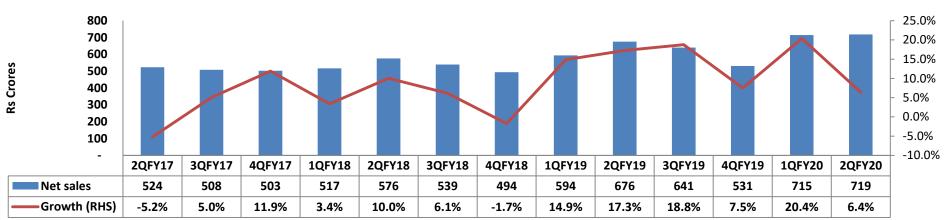


Note: 1. Financials of the Company do not include PED from Q1, FY '18 onwards due to its demerger into TEAL.

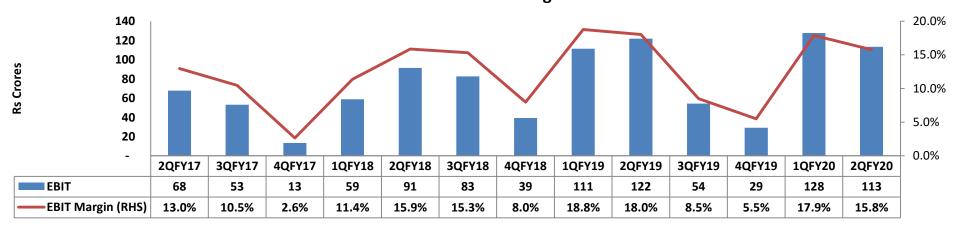
2. PBT is before exceptional items.





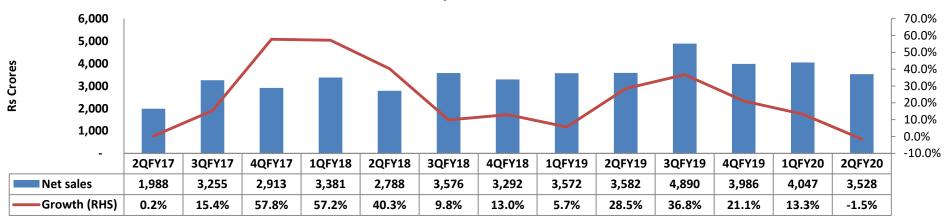


#### Watches: EBIT & Margin

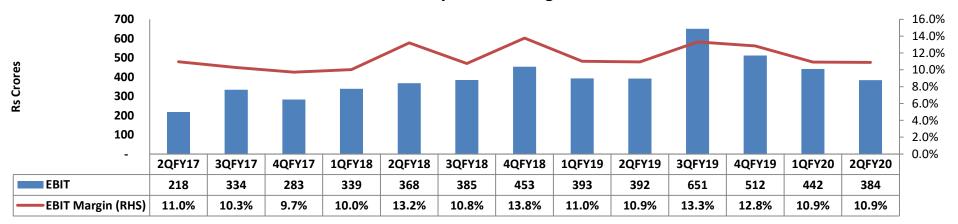






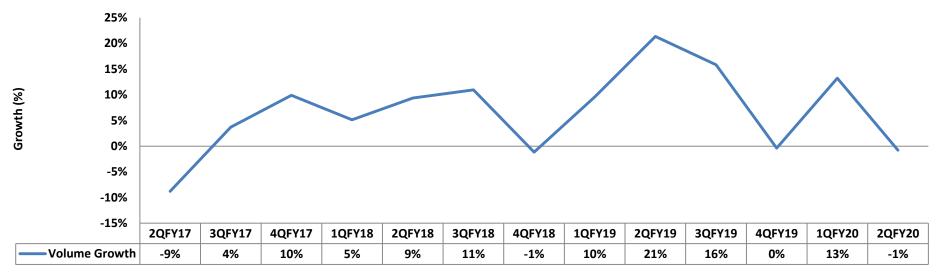


#### **Jewellery: EBIT & Margin**

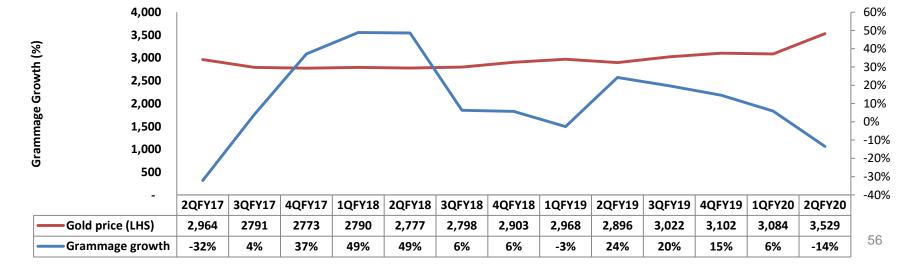






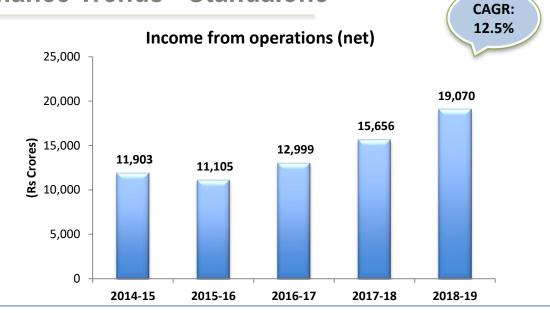


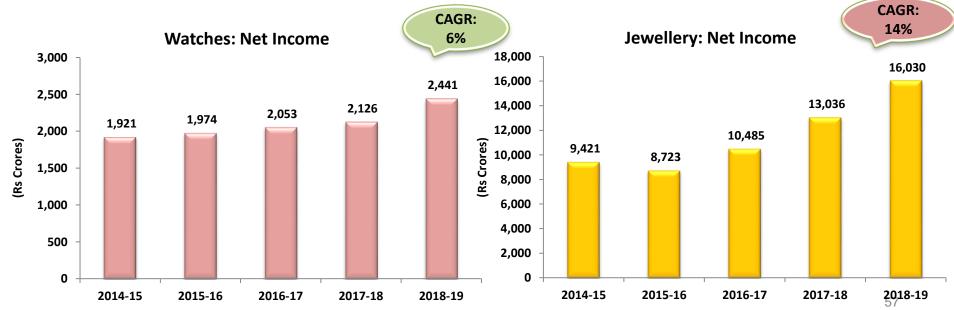
#### Jewellery: Gold price (22kt) and Grammage growth

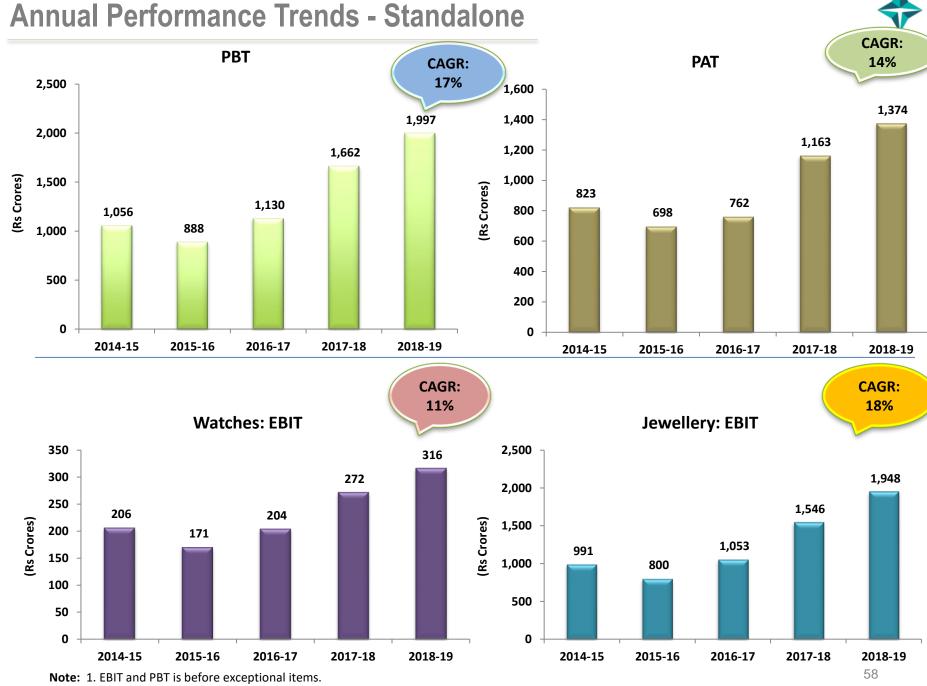








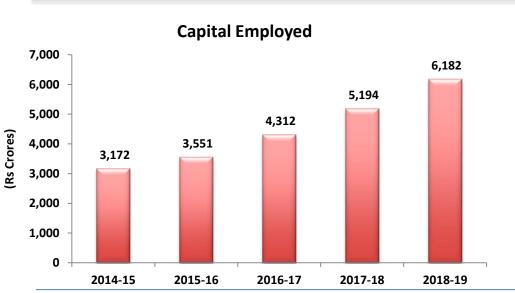


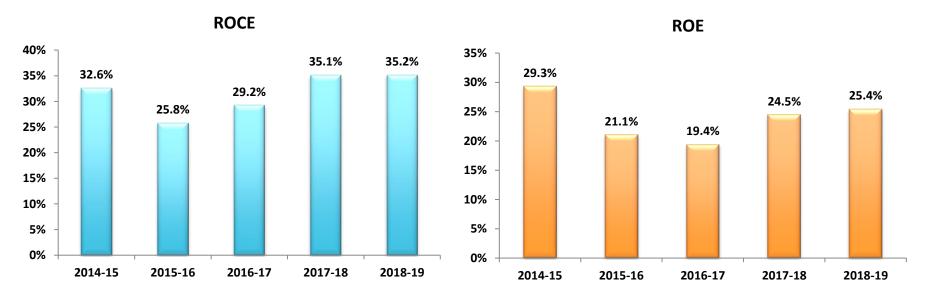


2. PAT is after exceptional item of INR 70 cr., INR 92 cr and INR 96 cr. for FY'19, FY'18 and FY'17 respectively.



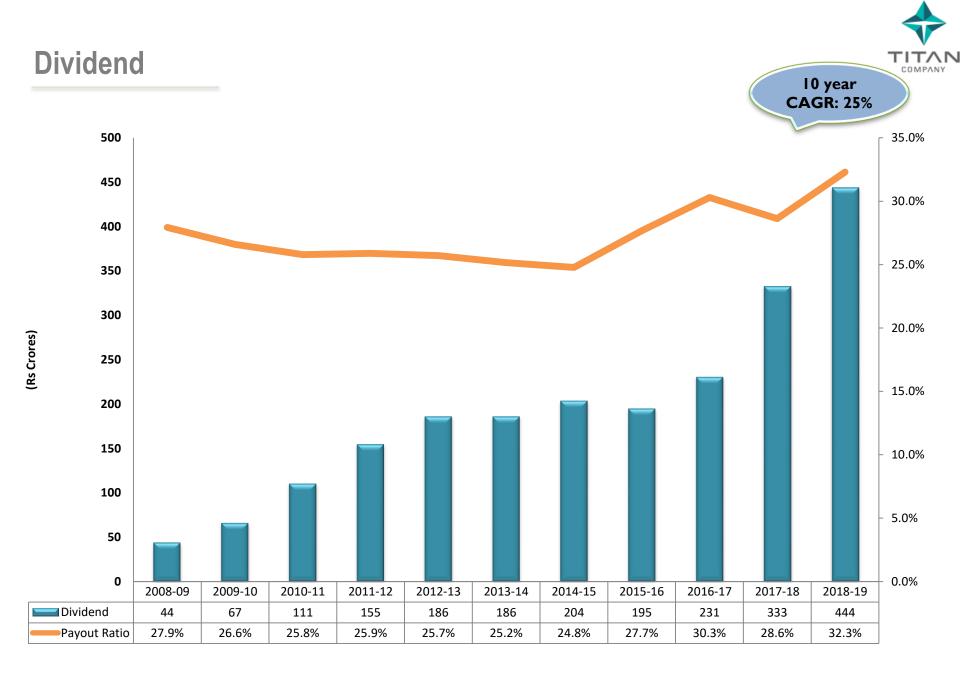






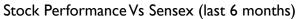
**Note:** 1. In above ROCE calculation, EBIT is before exceptional items.

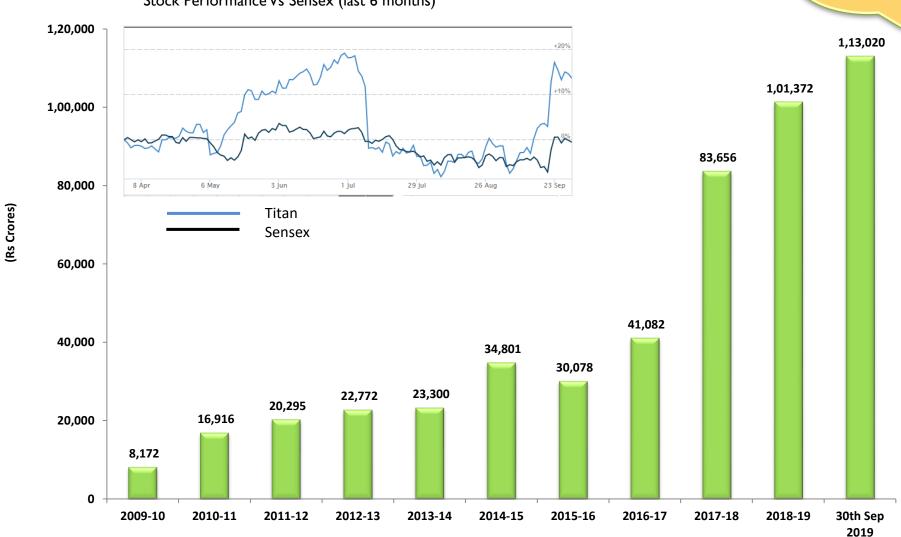
2. In above ROE calculation, PAT is after exceptional item of INR 70 cr., INR 92 cr and INR 96 cr. for FY'19, FY'18 and FY'17 respectively.



### **Market Capitalisation**







### **Awards and Recognitions**



- Titan Company wins the R K Swamy High Performance Brand Award by AIMA
- Titan Company accredited 'Best Employer Award' by Tamil Nadu Government under the category of 'Employing most number of differently abled personnel.'
- 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 Rivaah wins Gold in Effie Awards 2019
- Tanishq received the 'World Branding Award' in London at Kensington Palace. Tanishq was the only brand selected from India.
- Tanishq won 'Excellence in customer service and sales process initiative' at the 'Retail Jewellers Guild Awards'.
- Watches Ecommerce bags 3 awards at Digies 2019.
- Watches Ecommerce bags DMA ASIA ECHO Awards 2019 in the Best Customer Acquisition Campaign Category.
- 'Titan' Watches wins the Brand Equity Shark Awards
- 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.

### Sustainability @ Titan



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. 300002 childrn supported through remedial education and close to 1.0 Lakh for multithematic engagement in kattumannar koil and Yadgir. 92% of girls pass class 10 last year.
	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.
Skill development for underprivileged	Titan LeAP skill for employment and employability continues at multiple centers. we have completed skilling of 3775.youth across employment and employability programs, including 233 differently abled.
Support to Indian Arts Crafts and heritage	Working with two craft communities one in Benares, & one with the youth of Kashmir for revival & enable market linkages. A third tie up has been made this year with Charka for revival of crafts in the weaving space.
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. Second phase of Water & Santation intervention in Uttarakhand for 15 villages started.
	Happy eyes – comprehensive eye care program going on.: Reached out to 115630 individuals (children and Adults) so far
Others	Both lakes in Bangalore and Hosur have competed first phase of execution. Its heartening to see water being filled in during the recent rains. Two more lakes for development have been taken up in Chennai.
	The Company led the one Tata efforts for relief work in North Karnataka that was repeatedly hit by floods this year, reached out to close to 1000 families
	There has been a significant focus on volunteering. In so far we have engaged a total of 759 volunteers across the company, and logged in 8144 volunteering hours.

# **Thank You**

