



SEC 019 / 2022-23

13th May 2022

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: Investor Presentation - Annual Investor and Analyst Day, 2022

Further to our communication dated 20th April 2022, attached is a copy of the presentation to be made at Annual Investor and Analyst Day, 2022 which is scheduled today at **9:00 A.M.** in Mumbai.

Kindly take the same on record and acknowledge receipt.

Yours truly,
For TITAN COMPANY LIMITED

A handwritten signature in blue ink, appearing to read "Dinesh Shetty", with a long horizontal line extending to the right.

Dinesh Shetty
General Counsel & Company Secretary

Encl. As stated



ANNUAL INVESTORS & ANALYSTS FORUM 2022



The Wholesome Titan

The Whole is Greater than the Sum of its Parts



The Wholesome Titan

Capability, Culture, Commitment



CAPABILITY

π
TANISHQ
A TATA PRODUCT



LIFE BOOTCAMP

CULTURE



A culture which encourages a free flow of ideas without the hierarchy stifling it.



A culture which enables dissent and debate to generate the most effective solution.



A culture that emphasises individual accountability, even as it builds a large family environment.



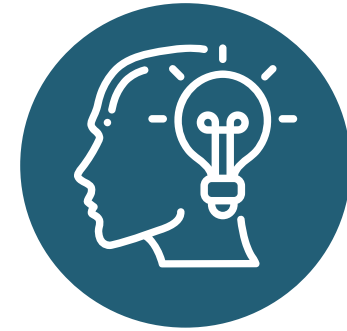
CULTURE



A culture that encourages a good sense of humour at the workplace and makes us enjoy our work.



A culture that makes us all care for each other and look after each other.



A culture which makes us all not take ourselves seriously, while taking our work very seriously.



COMMITMENT



The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships









The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy



A woman with dark hair in a bun, wearing a blue sari with a vibrant, abstract pattern in yellow, orange, and light blue, stands on a stone wall. She is looking out over a calm blue ocean under a clear sky. The sari has a unique, painterly design with irregular shapes and colors. The woman is wearing a blue halter-neck top and gold earrings.

Women's Ethnic Wear

To become India's
most loved **women's**
ethnic wear brand by
FY27

- 125 stores, Omni-channel
- INR 1,000+ cr sales
- 1.5 million pieces
- Supply chain transformation



Revibe the Saree for
all consumers including
young women

- Contemporary, elegant & differentiated designs
- India under 1 Roof - 100+ craft clusters
- Handmade & Authentic
- Immersive retail & true omni experience
- Tata Trust, quality, services, responsibility





Art of Weaving





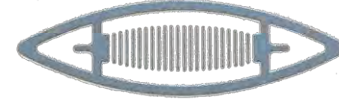
SOUTH SILK



TANIRA
Handing Sarees
Handmade Sarees
2019



वीवरशाला



नई कृति, जिसमें बसे संस्कृति

आदर्श सिल्क बुनकर सहकारी समिति लिमिटेड

TANEIRA

BEFORE



NOW



TANEIRA

BEFORE



NOW

वीकरशाला



Women's Bags



Women's Bags, FY27

- Market Leadership
- Bag as Utility, Bag as Expression
- EBOs, Department Stores, Omni
- 3.5 million pieces
- Rs 1,000+ cr sales





To enhance the styling and mobility needs of girls by creating a unique “wear a bag” brand that helps them express their authentic style





Micro Sling





Backpack





Messenger Bag



The Wholesome Titan



The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy

International Significance





The Brand of Choice for
the Indian Diaspora



The diaspora opportunity

- Affinity for Indian Tradition and Culture
- Pride in India
- Under-served category



Ambition, FY27

- Brand of Choice for the Indian Diaspora in NA and West Asia
- 30 stores, Omni-channel
- 125K volume
- Rs 2,500+ cr sales








TANISHQ
A TATA PRODUCT

एक ही दुनिया में

TANISHQ






TANISHQ
A TATA PRODUCT







The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy

International Significance

Digital Expertise



Digital Priorities

OMNI ALL
THE WAY

01

LEAD WITH
DATA

02

DIGITAL
ACROSS VALUE
CHAIN

03

ENHANCE
TRUST WITH
TECH

04



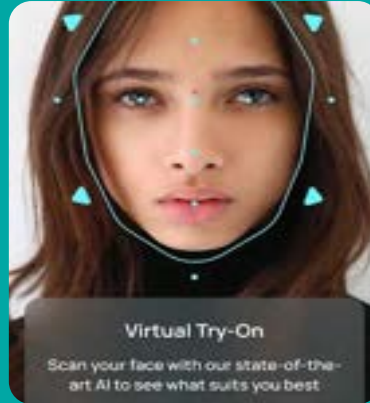
New age channels

Video commerce



900+ cr

Virtual try-on



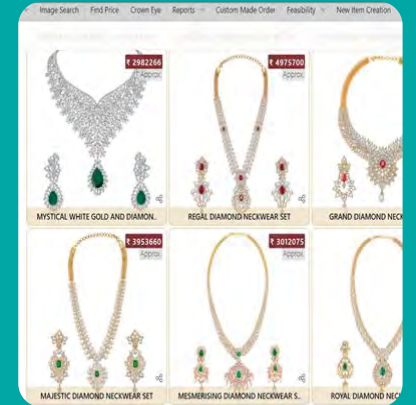
6% conversion

Assisted commerce



1,100+ cr

Endless aisle



750+ cr

Traditional channels



Stores

Websites



Apps



Cross Channel Smart Campaigns

- Propensity models and recommendations
- Segmented & targeted
- Personalised creatives & scripts

900+ cr

20-40%
higher lift



Omni service

Self service channels



New age channels



Traditional channels

70%

queries from new age channels

2mn

bot intents



Digital Priorities

OMNI ALL
THE WAY

01

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DATA

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ACROSS VALUE
CHAIN

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TRUST WITH
TECH

04



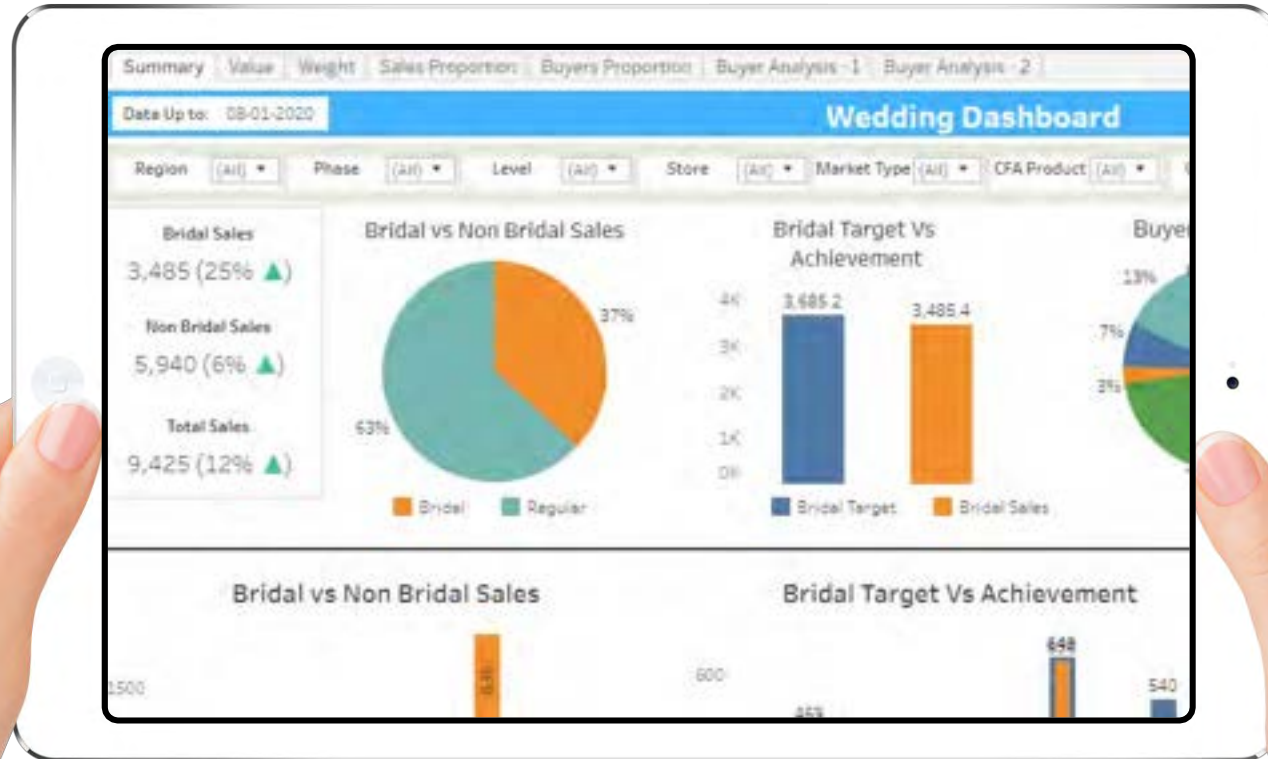
LEAD WITH DATA

Democratising data access

890 users

320 dashboards

50+ models





Dataset of
60,000 images
images for training AI

Blending
AI designed
watches to inspire
new designs

Generating
150 designs
a minute



Digital Priorities

OMNI ALL
THE WAY

01

LEAD WITH
DATA

02

DIGITAL
ACROSS VALUE
CHAIN

03

ENHANCE
TRUST WITH
TECH

04



Direct Ordering for Dealers



- Access to a larger selection
- Location specific product catalog
- Best seller insights

20+ cr
direct orders

Digital Product Introduction for Franchisees



- More frequent access to new products
- Simplified and seamless ordering

2,150 cr
orders in Tanishq

1 cr
cost savings



Digital Priorities

OMNI ALL
THE WAY

01

LEAD WITH
DATA

02

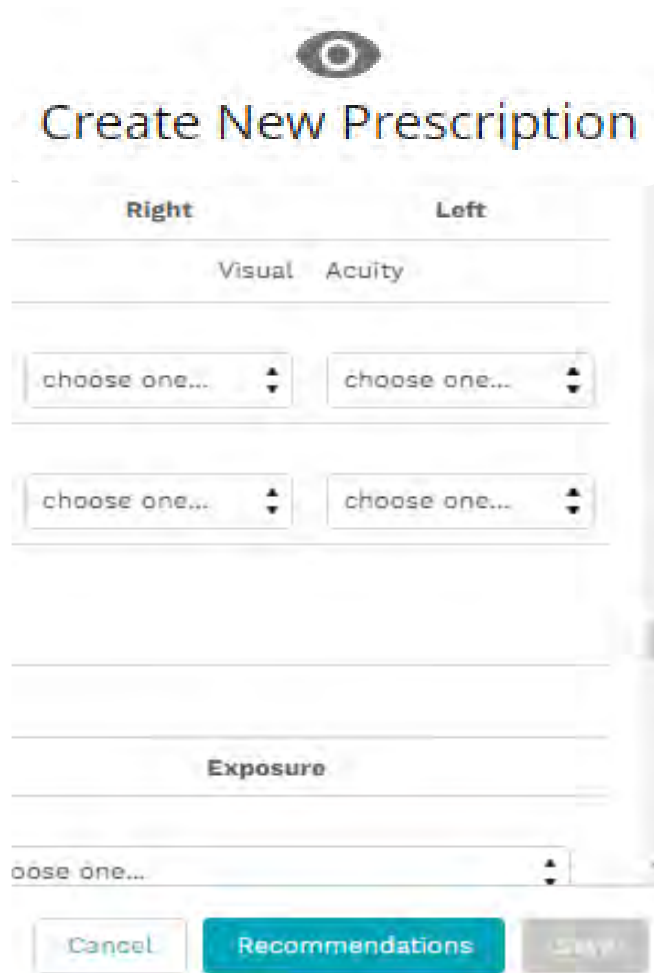
DIGITAL
ACROSS VALUE
CHAIN

03

ENHANCE
TRUST WITH
TECH

04





Create New Prescription

Right	Left
Visual	Acuity
choose one...	choose one...
choose one...	choose one...
Exposure	
choose one...	

Cancel Recommendations Save

RECOMMENDING
THE RIGHT LENS



WEAVER TO
WEARER
TRACEABILITY



The Wholesome Titan

Capability, Culture, Commitment

Lifelong Partnerships

Portfolio Vibrancy

International Significance

Digital Expertise

Retailer for the Nation



BASTI



TANISHQ
JEWELLERY PRODUCT



Mandi





MALDA



JAJPUR



COOCHBEHAR



Ambikapur



Eluru



Pollachi



Bahraich



Suratgarh





Bankura



Bhadrak



Itanagar





Bihar Sharif



Raxaul



Katihar



Boisar



Kalakkuruchi



Amalapuram



Ranipet



Nippani



Hisar



Aligarh



Bilaspur



Guntur



The Wholesome Titan

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International Significance

Digital Expertise

Retailer for the Nation

Company with a Conscience



ESG



ESG



Educating Titan Kanya



Skilling through ITI



Integrated Village Development, Uttarakhand



Water for villages, Uttrakhand





Happy Eyes



Mobile Rural Vehicle Project (MRVP)





Volunteering



ESG



Veerasandra Lake, Bengaluru



Lake in Hosur, Tamil Nadu

RECENT



BEFORE



Check Dams/ Farm Pond/ Percolation Pond Tamil Nadu



Wind Energy, TN



Rain Water Harvesting – 40 Lakh Litres Cistern

WIP



BEFORE

AFTER



Green Cover & Miyawaki Forest

PANTNAGAR



HOSUR JEW
- MIYAWAKI



HOSUR PUBLIC SPACE GREEN COVER MIYAWAKI - BEFORE AND AFTER



ESG



BEST LARGE CAP BOARD IN INDIA

ET/Amrop Award in 2021



BENCHMARK ETHICS AND POSH PROCESSES



MAXIMISING SHAREHOLDER VALUE THROUGH STAKEHOLDER FOCUS



MAXIMISING SHAREHOLDER VALUE THROUGH STAKEHOLDER FOCUS

Being *Good* is *Good for Business*



Being **Good** is *Good for Business*





ANNUAL INVESTORS & ANALYSTS FORUM 2022



EyeCare



Transformational Two Years



Eyewear to EyeCare



OUR DNA



Experts Who Care



Many Innovations :

**DON'T LET YOUR MASK
FOG YOUR VISION**

Titan Anti-fog Lens* Ordinary Lens

GO FOG-FREE!

TITAN eyeplus

www.titaneyeplus.com | Toll Free Number: 1800 419 9100

TITAN ClearSight

At last, a long-lasting lens.
Introducing ClearSight, a lens coating that gives you crystal-clear vision.

100% UV 400 Protection Scratch Resistant Blue light filter

NEO PROGRESSIVES

7 Designs | 9 Technologies

**Socho Mat.
Sach Hai!**

Quality spectacles @
₹ 999

**INDIA'S FIRST
ANTI-VIRAL
FRAMES**

ISO 9001:2015

Kills 99.9% Germs	Certified By Govt. Approved Labs*	Titan & Fastrack Frames Only	Range Starting @ ₹995
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FRAMES, CUSTOMISED FOR EVERY INDIAN FACES.

INTRODUCING
INDIFIT
FROM
TITAN eyeplus
CUSTOM-MADE FOR INDIAN FACES.

MUSIC
CONNECT CALLS
NAVIGATION

fastrack
SMART AUDIO SUNGLASSES

Range starts from ₹2999/-

TITAN
Signature
COLLECTION



Growing Customer Confidence:



Rating: 4.9/5

Review: 4,65,662



Productivity Focus:



Closure of 4 lens labs



Exit from LFS, CSD



Recent Development





Introducing
fastrack
eyeglasses



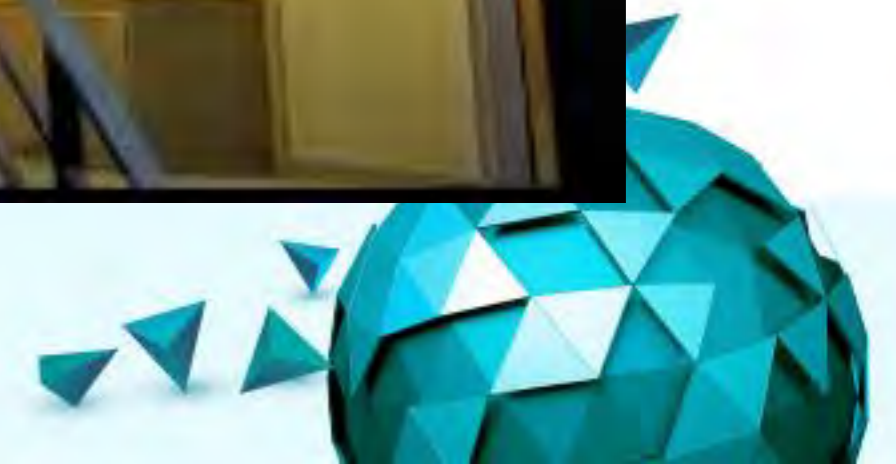
Specs starting
₹ 999
LOUD & PROUD

Visit us at:
27th Main, HSR Layout
Ph: +91 91106 50145

Shop Online: eyewear.fastrack.in
Download the Fastrack Eyewear app:
 

First Online

Offline





Eco Format

New Signage

180 new stores, count 760+





reddot winner



TITAN
ClearSightZ

TITAN
OfficePro



Opportunity to Serve

140 Cr People

60 Cr needs

20 Cr users

12 lac
TEP

10 Seconds
Eye Test

Scan QR To Take The Test.



TITAN EYE+



TITAN EYE+



Most online eye screening tests
completed in 24 hours

130,616
Eye Screenings

21st April 2022



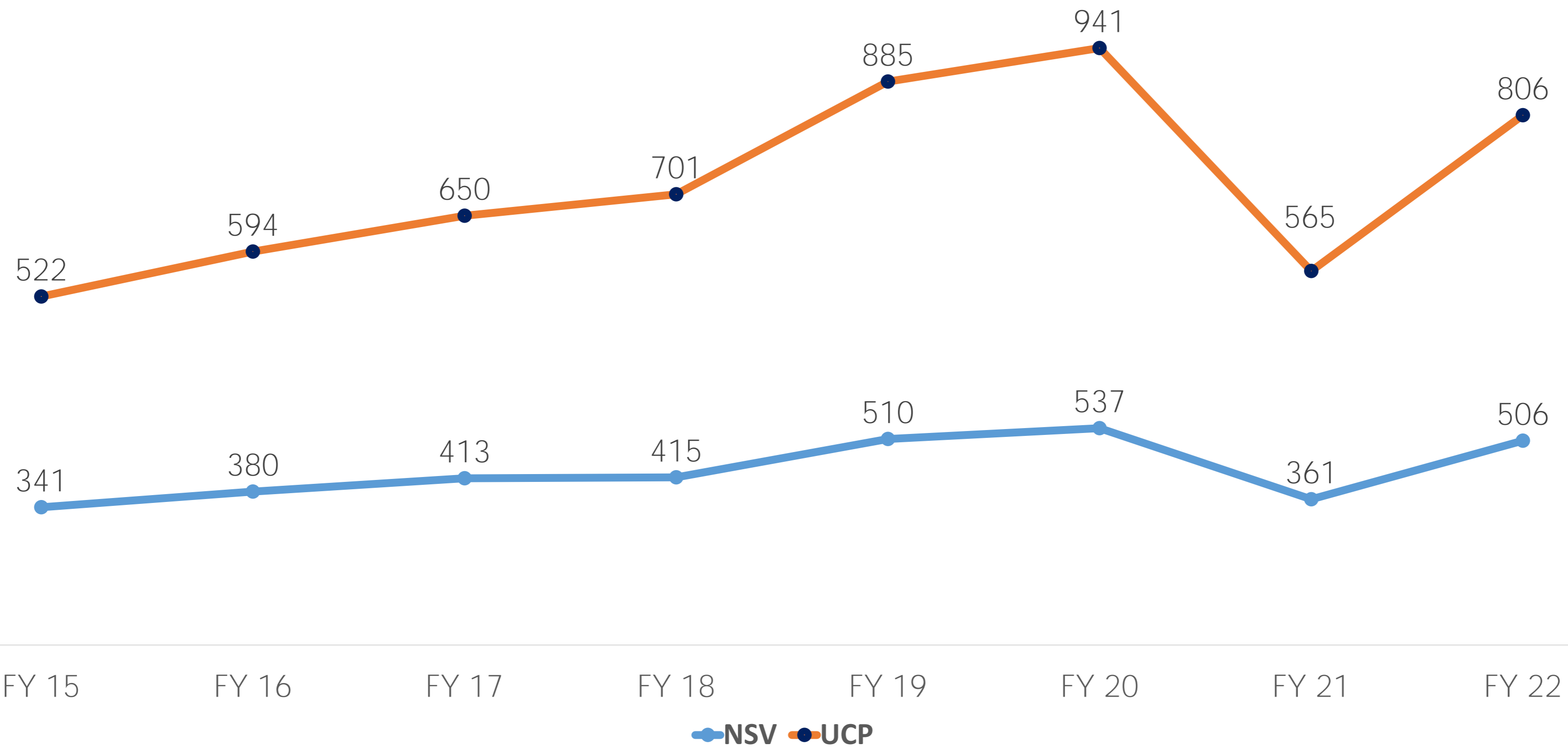
FY22: Best Year Ever



Topline

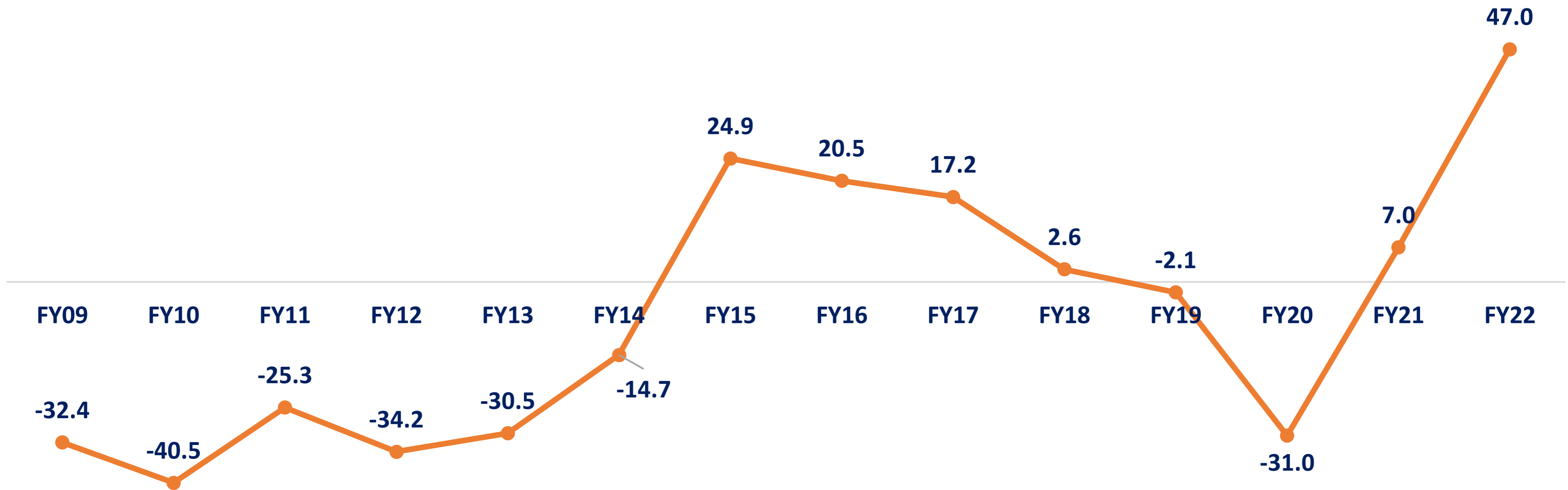


Rs Cr



EBIT

Rs Cr



P&L

Particulars	FY 20	FY 21	FY 22
UCP	941	565	806
NSV	537	361	506
EBIT	(31)	7	47
% Margin	(5%)	2%	9%



FY23

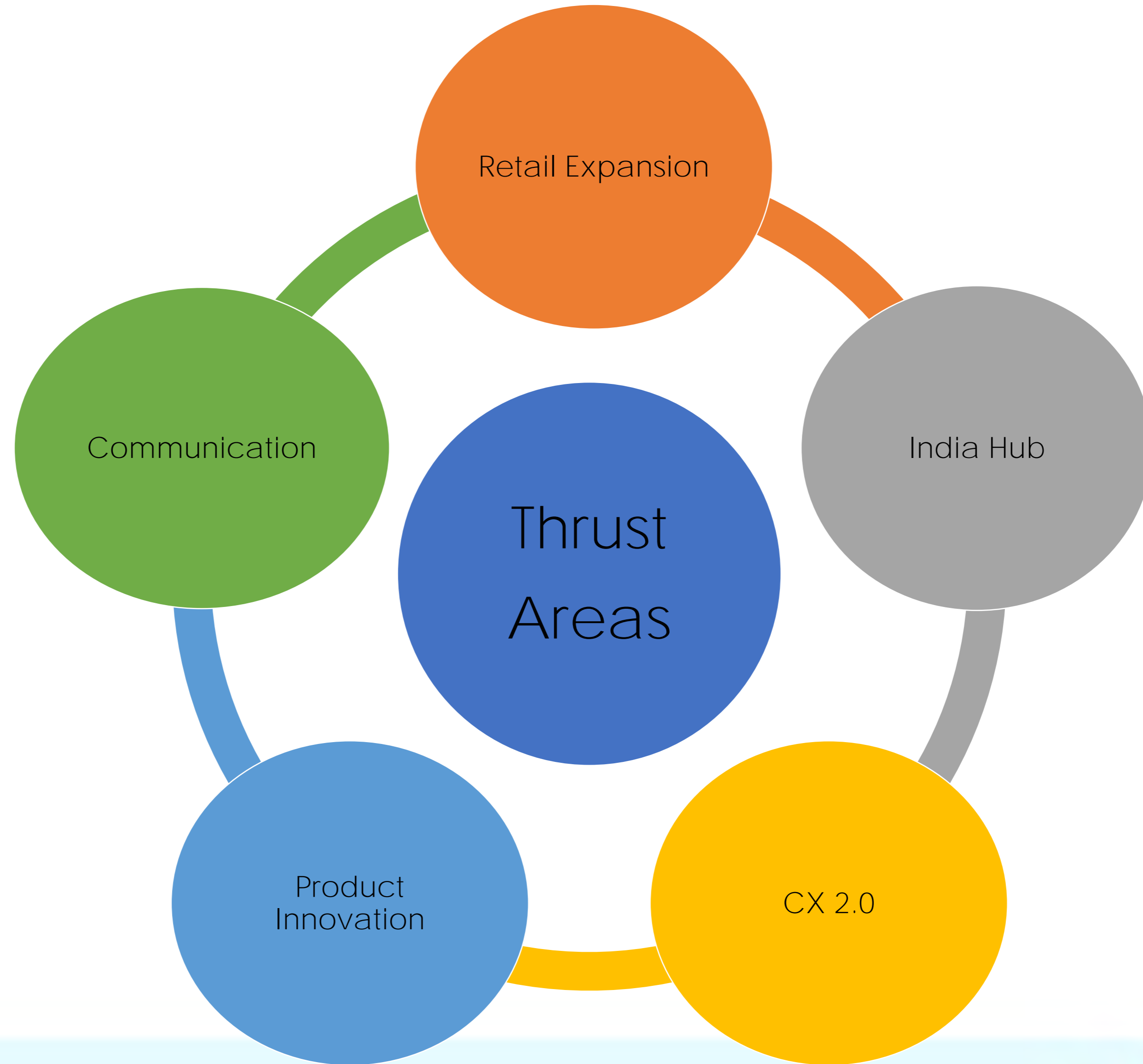


Topline : 40%

EBIT : 50%



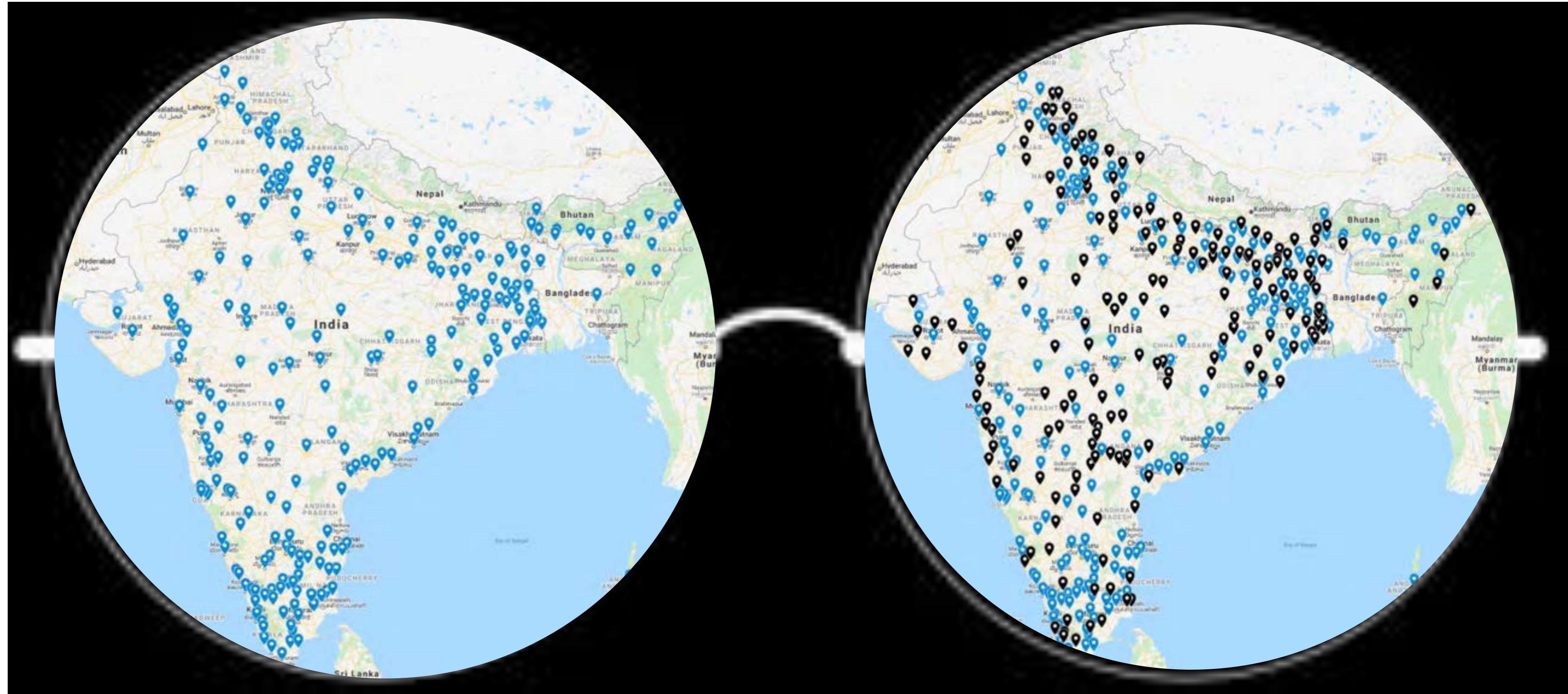
5 prong



Expansion



Titan Eye+ : 1,000 stores



Mar21 - 608

Mar23 - 1000



FT Chain



25 stores by Mar23



500 Model Stores



Jagdalpur



Pondicherry



Lakhimpur



Agartala



Product Innovation



LENS



UV400 Portfolio



Myopia Control Lens



Premium Progressive Lens

FRAMES



Budget Spectacles



New Range of Frames

SMART



New Unisex Front



New Colour Options



Enhanced Hardware



Communication

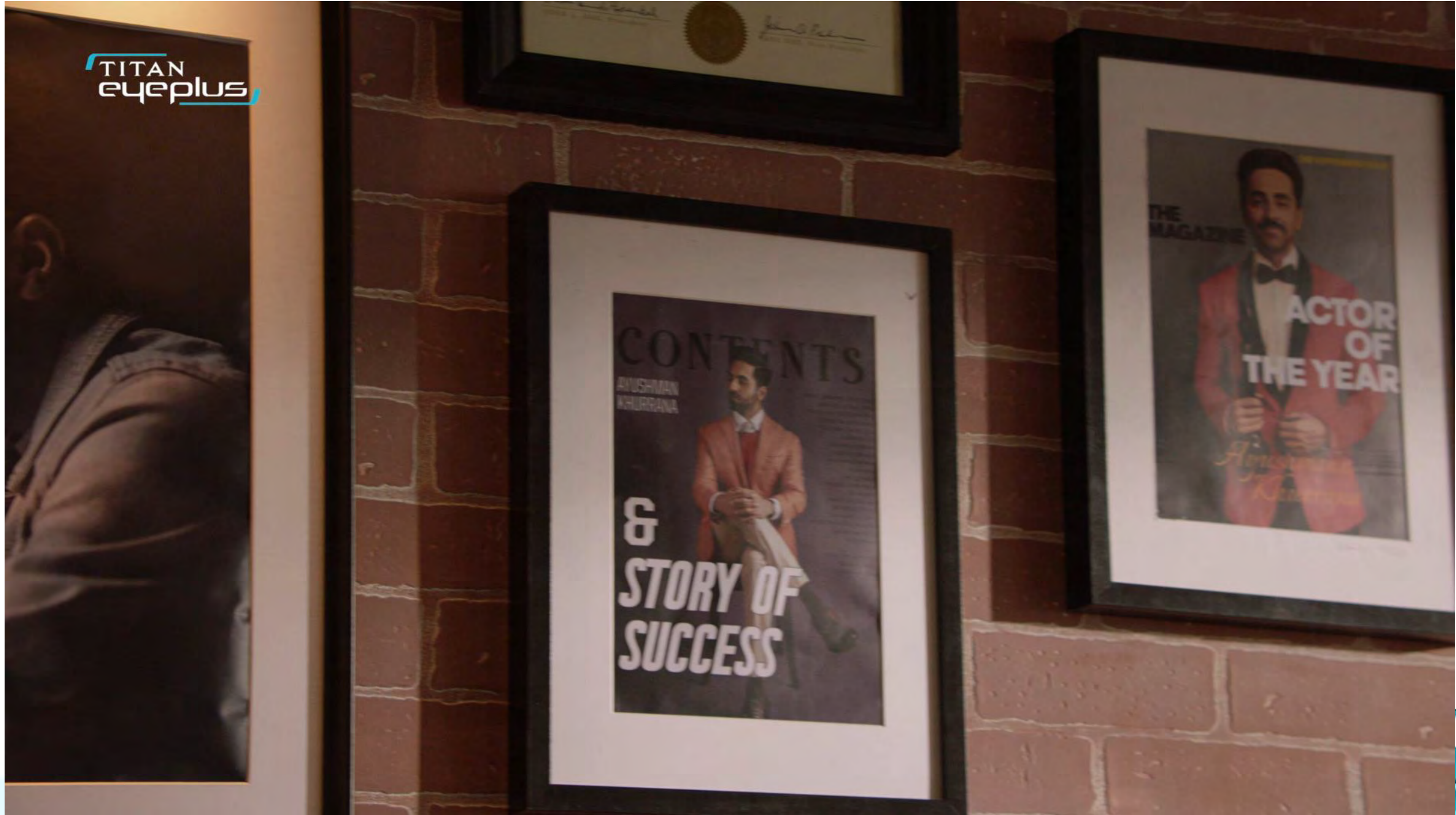


Three Buckets

- Awareness Creation
- CX – our strength
- Showcase product/innovation



Awareness





TITAN EYE PLUS
REEL_02
15 SEC
05.10.21



TITAN EYE PLUS
REEL_03
15 SEC
05.10.21



Customer Experience



GOOGLE REVIEWS - 4.9



Innovation



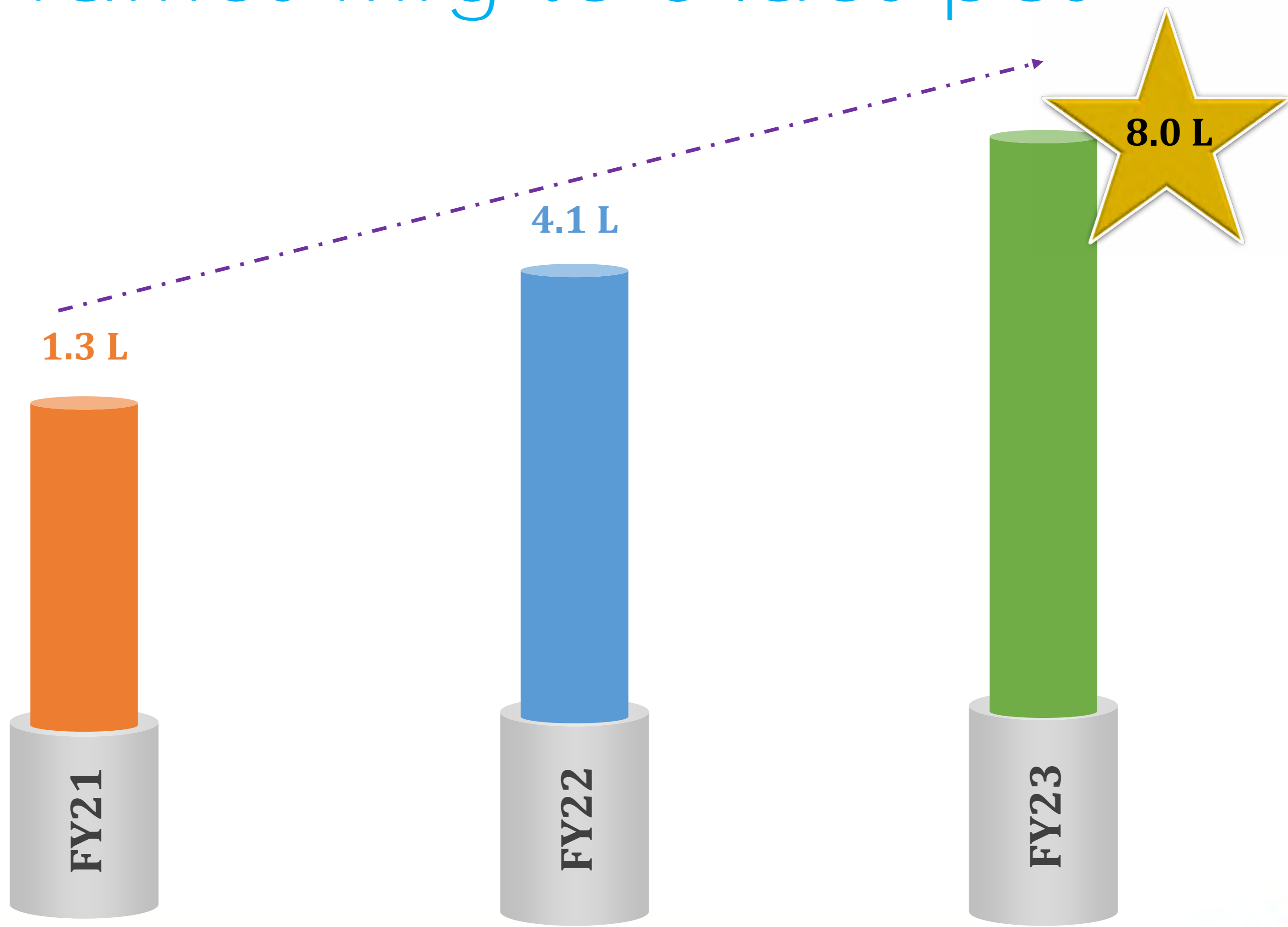
Others



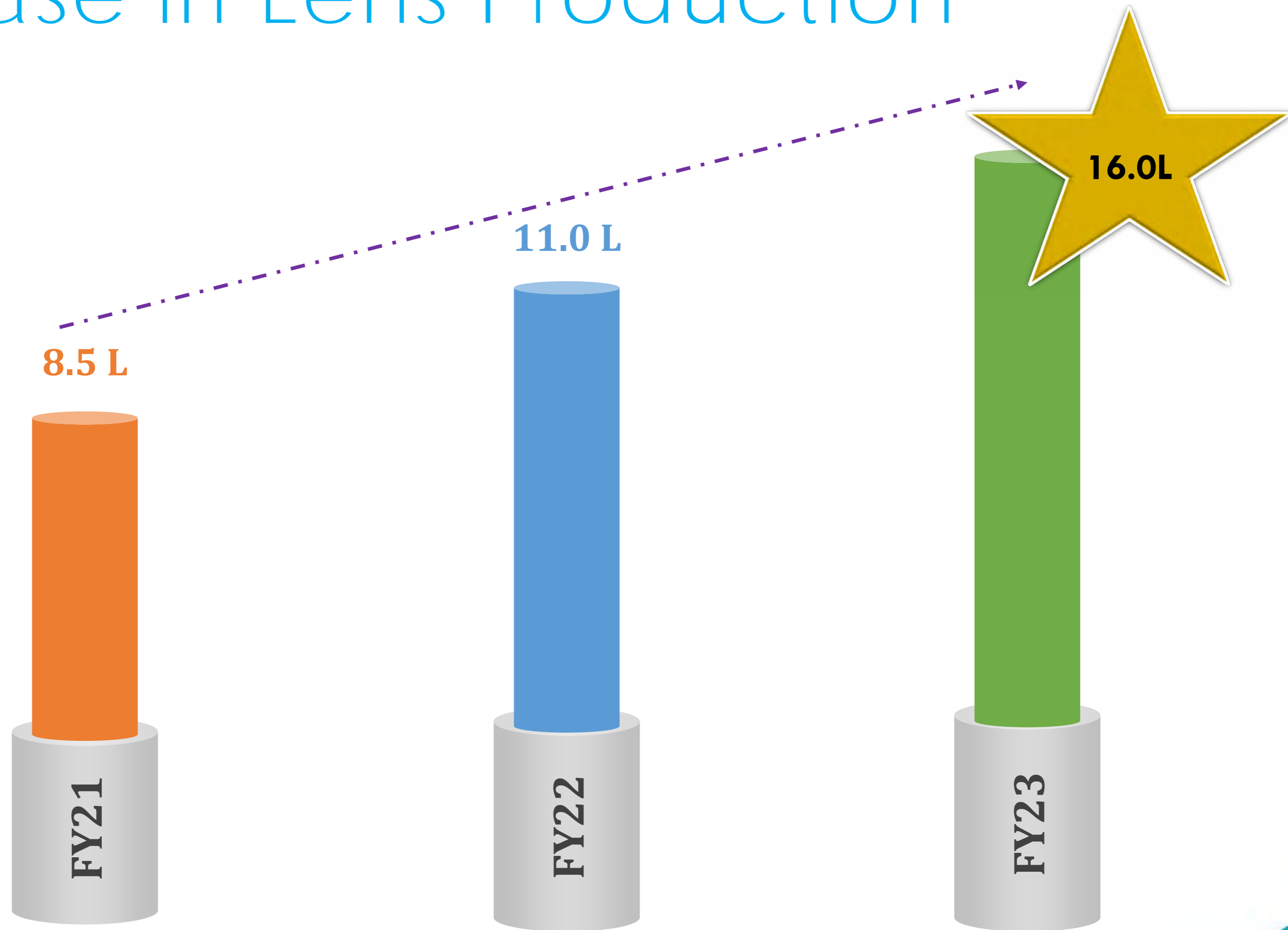
Capacity augmentation: Rs 30 cr



Ramp-up Frames Mfg to 8 lacs pcs



45% Increase in Lens Production

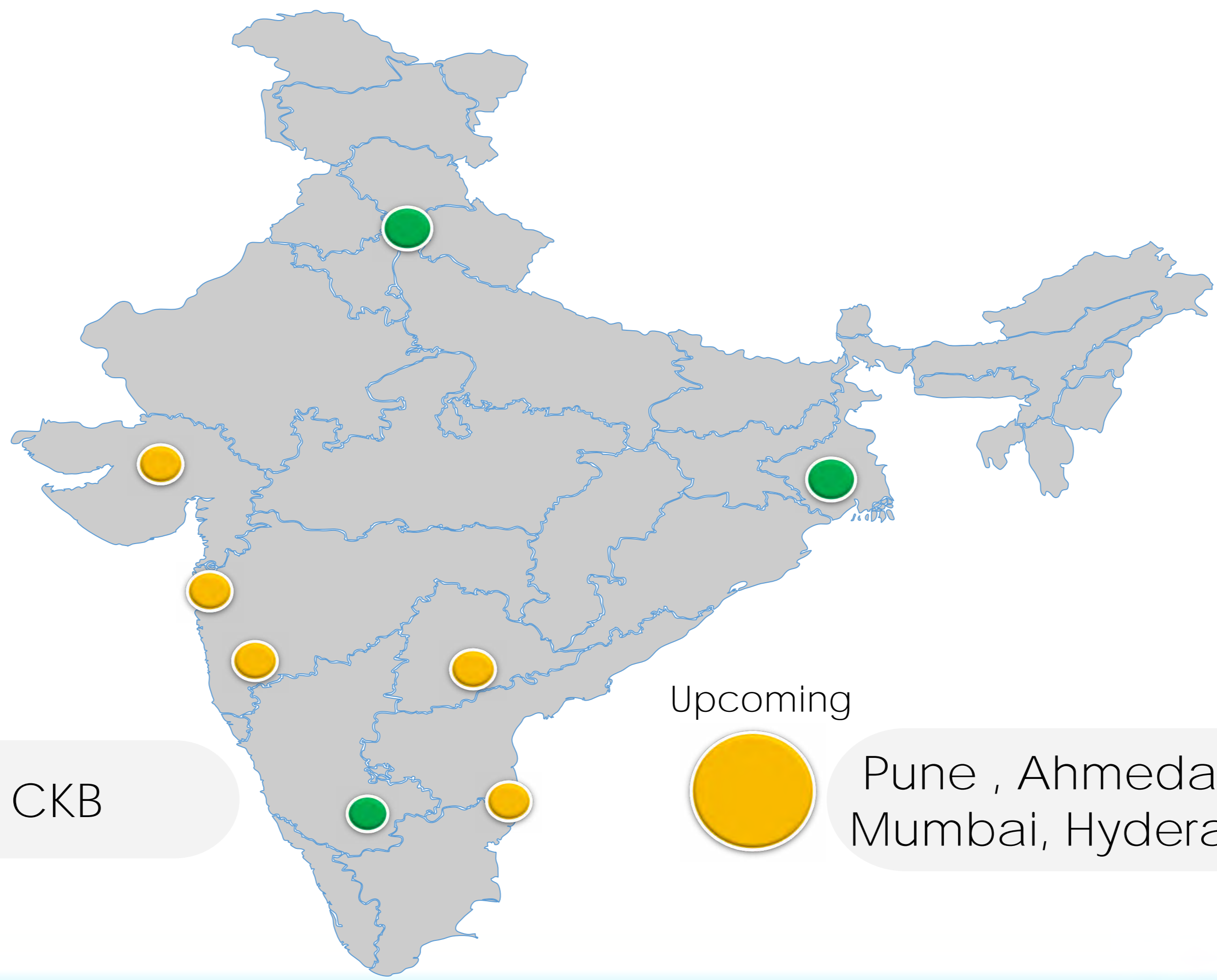


Ramp-up India Sourcing

30% Increase in
Frames India Sourcing



CFL in Top8 Cities



LIVE



Noida , Kolkatta , CKB

Upcoming



Pune , Ahmedabad, Chennai ,
Mumbai, Hyderabad



Exploration



TEP in Dubai



Thank You



WATCHES BUSINESS STRATEGY 22-23



WATCHES

22-23

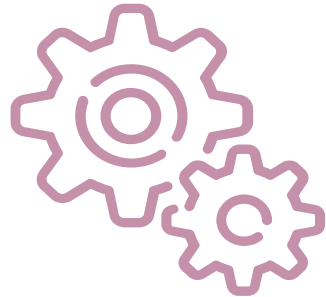
Pillars of Strength



Strong Portfolio
of Brands



Unmatched Access,
On-ground & Online Channels



Robust Manufacturing
& Supply Chain Systems

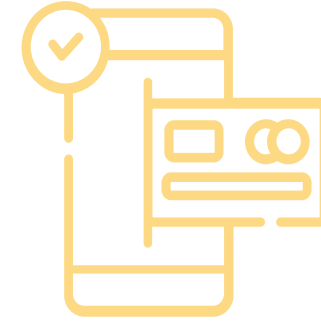


Culture of
Innovation

Beyond the Pandemic



Premium Recovery
before the mid-market



Boom in
Online Sales



Recovery of smaller towns
before the metros



Agility and
Value Creation

Consumer Context

STRONG INTENT TO BUY



- Across customer groups
- 18% and 15% Retail growth during Festive and Feb/ Mar respectively

GROWTH INDICATORS



- In LFS, category contribution up from 8.5% to 10%
- Search volume growth 35% to 46% on Amazon and Google

HEIGHTENED DESIRE TO DRESS UP



- Gifting/ Special occasions
- Need to socialize
- Back to work/college
- Style statement

GROWTH AT BOTH ENDS



- Premium & Luxury
- Mass : Sub Rs.1000

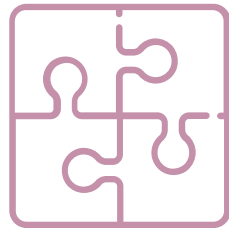
Growth Strategy 22-23



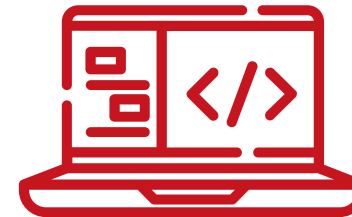
Premiumization



Volume Focus



Transformation of
Existing Channels



Digital & Data

Premiumization



CHANNELS

X

BRANDS

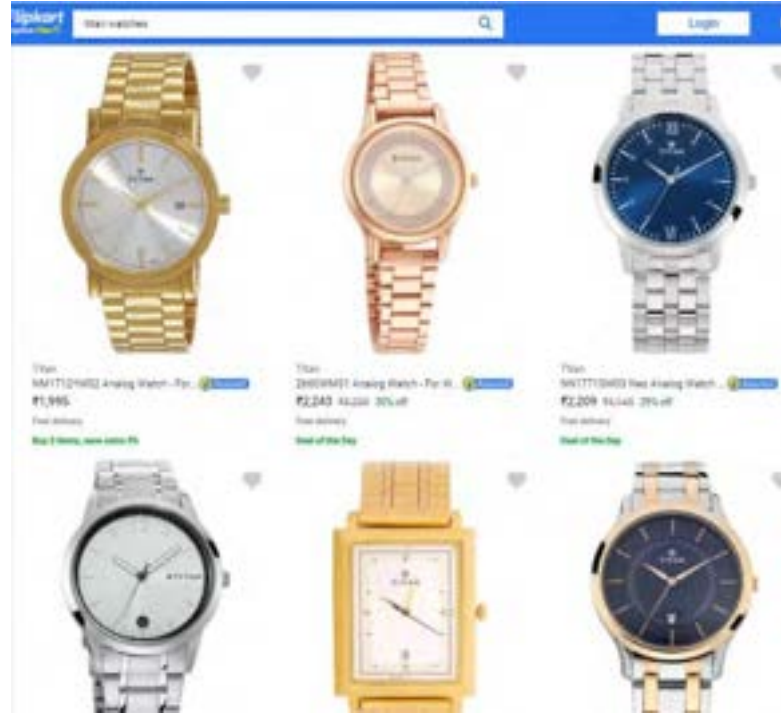
- Helios
- Titan World
- Premium MBRs
- LFS

- Titan
- Nebula
- Xyllys
- International Brands

Differentiated products through innovation and design excellence

Differentiated Customer Experience

Volume Focus



Market Share Gain –
MBR and MPEC

Low cost product
innovation

Sonata, Fastrack,
Titan Low end

Expansion –
Mass LFS, Neolite

Digital: way of life



Online sales is 19% of total in 21-22



Omni Channel: Lead gen, endless aisle



Digital/ Social marketing is 16% of our total spends

MARKETING STRATEGY

Brands

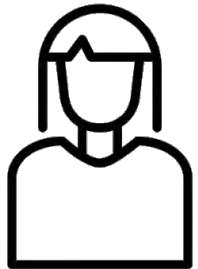


BRAND TRUST

8th Most Trusted Brand in India



DESIGN DIFFERENTIATION



CONSUMER INSIGHT AND SEGMENTATION

Fastrack, Raga, Xylys



MODERNIZATION

 TITAN


fastrack

SONATA

INTERNATIONAL
BRANDS

Key Levers of Titan



BRAND LOVE



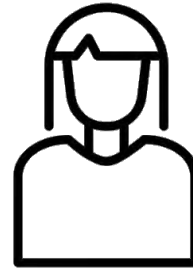
PREMIUMIZATION

>15K FOCUS | EDGE, MECHANICAL,
NEBULA



MILLENIAL AFFINITY

FASHION CLUSTERS



RAGA REFRESH

THE NEXT CHAPTER

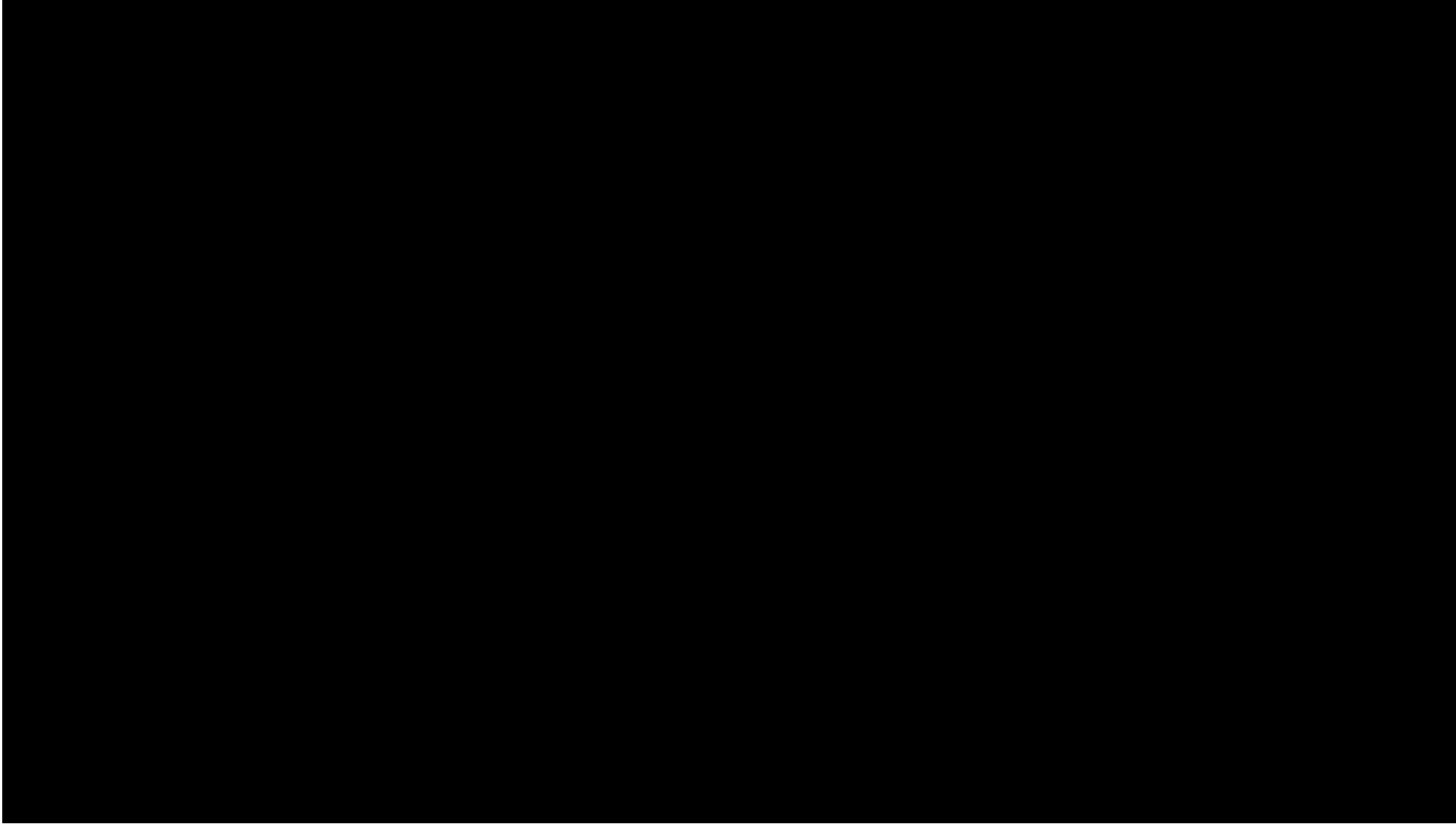


VOLUME DRIVE

SUB 6K | GROWTH IN CONSUMERS

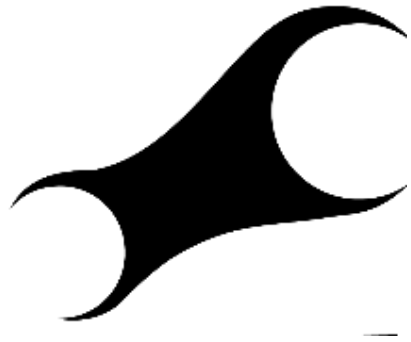




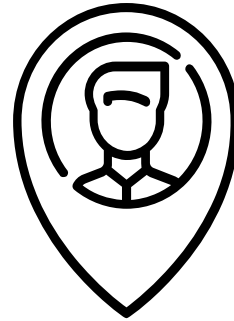




Key Levers of Fastrack



BRAND
MAGIC



AFFORDABLE
FASHION

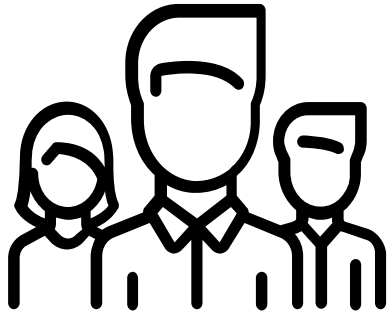


CHANNEL
STRATEGY

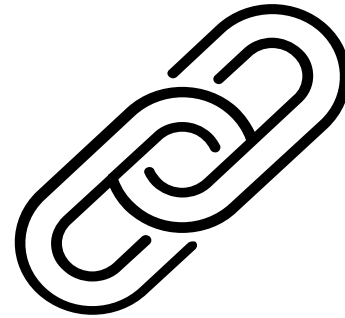


SONATA

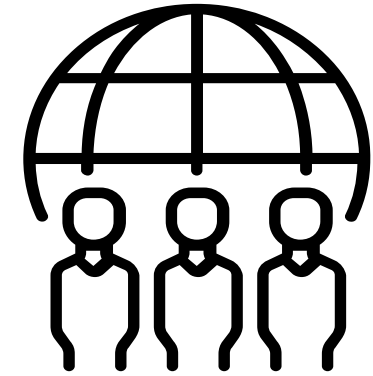
Key Levers of Sonata



ASPIRATIONAL
AND STYLISH CONSUMER



DEEP CONNECT AND
PRIDE IN GEOGRAPHY



ONLINE ACCESS
OPENED UP DEMAND

SONATA
A TITAN PRODUCT



International Brands

TOMMY  HILFIGER

ANNE KLEIN

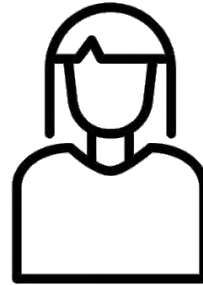


KENNETH COLE
NEW YORK

POLICE



STRONG PRODUCT PORTFOLIO



BRAND SALIENCE



IMPACTFUL RETAIL PRESENCE



SALES STRATEGY

Customer Opportunity



	Brand Decided	Category decided Brand agnostic	Category & Brand Agnostic
On Ground	World of Titan & Fastrack Stores	MBR & Helios	LFS
Online	Titan.co.in, Fastrack.in	Helioswatchstore.com Zimson, Ethos	Amazon, Flipkart, Myntra, Tata Neu

CHANNELS

TITAN WORLD

HELIOS

**MULTI-BRAND
RETAIL**

**LARGE FORMAT
STORES**

**MARKET PLACE
E-COMMERCE**

TITAN WORLD

HELIOS

MULTI-BRAND
RETAIL

LARGE FORMAT
STORES

MARKET PLACE
E-COMMERCE

Reimagining Titan World



PREMIUM



INTERNATIONAL



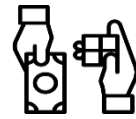
MODERN



SMART



Reimagining Titan World



Renovated



New Stores



No of Stores

21-22

130

60

544

22-23

140

100

644

Expansion

Pre Covid : 20/ year | 22-23 : 100 stores



TITAN WORLD

HELIOS





MULTI-BRAND
RETAIL

LARGE FORMAT
STORES

MARKET PLACE
E-COMMERCE

Helios – The Premium Destination Store



	Number of stores	Number of Towns	AVPT (in Rs.)	Combo/Standalone
				
March 22	136	62	17007	87/49
March 23	186	75	17500	129/57



TITAN WORLD

HELIOS

**MULTI-BRAND
RETAIL**

**LARGE FORMAT
STORES**

**MARKET PLACE
E-COMMERCE**

Transforming Multi Brand Retail (MBR)



Consolidating & Expanding LFS



A

Gain share

D

Metro and Tier 1 :
Premiumization journey

B

Acquire customers from
other categories : impulse
purchase

E





Entry into electronic
outlets for
smart: Croma & Reliance
Digital

C

Middle India opportunity : Tier
2,3,4 expansion with Trends

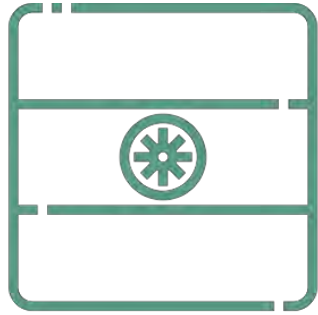
Acquiring new customers through Ecom



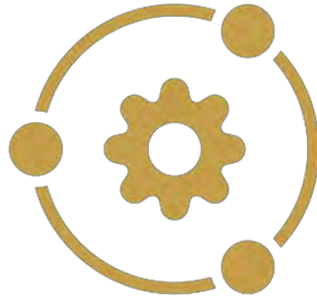
Portal Name	Brands in Top 5 Rank
 Flipkart	Fastrack, Titan, Sonata
 amazon	Fastrack, Titan , Sonata
 MYNTRA	Titan, Tommy Hilfiger
 NYKAA	Titan, Fastrack, Tommy Hilfiger

- Customer acquisition : Volume focus new age, younger, modern, Tier 2, 3, 4 towns
- Dominate market share
- Avoid channel conflict

MANUFACTURING



MAKE IN
INDIA



AGILE SUPPLY
CHAIN



INNOVATION



VALUE
ADDITION

IMPACT

IMPORT CONTENT BY VALUE

Mar'20	49%
Mar'23	30%
Mar'24	20%



PLASTIC ECOSYSTEM CREATION

INTERNALISATION OF MOVEMENTS

100% INDIAN CASE COMPONENTS

PLATING COLOURS

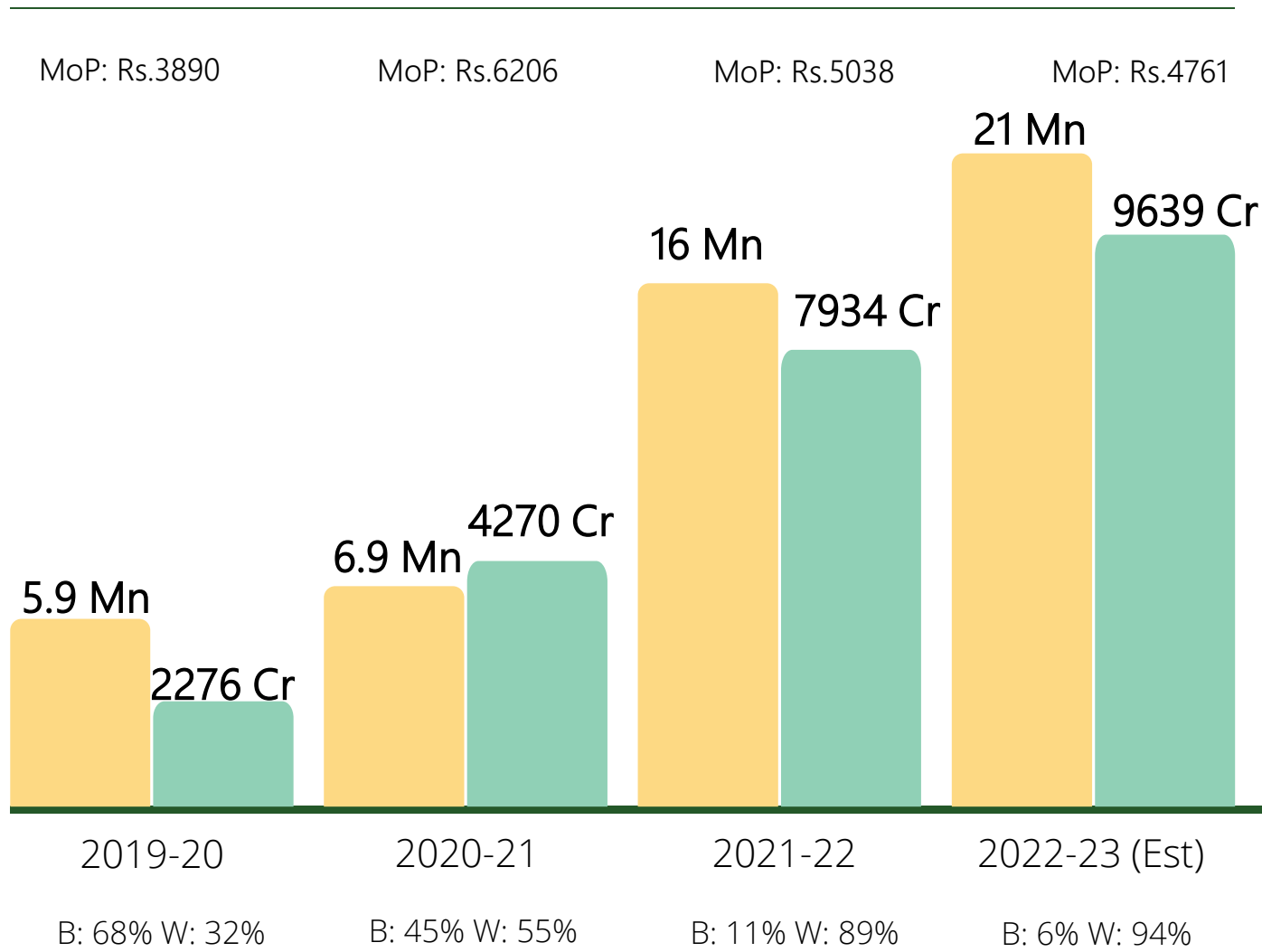
SS, LEATHER STRAPS, DIALS

WEARABLES BUSINESS

Wearables Market



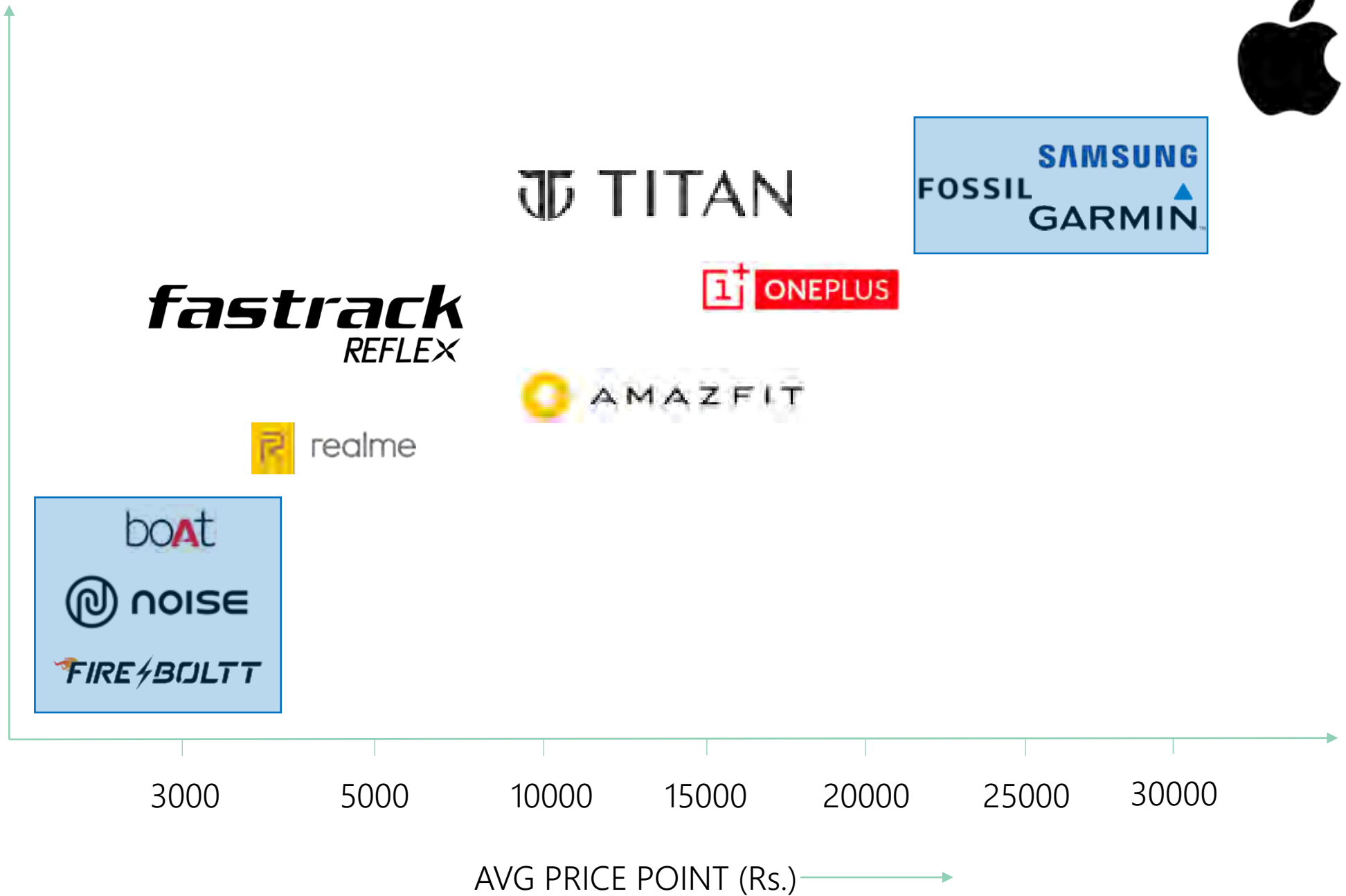
Vol Val



Last 3 years CAGR
Vol- 57% Val-70%

Source: IDC Jan '22
& internal sources

BRAND





fastrack REFLEX VOX



 TITAN
SMART



SMART PRO

Tuned in to you

AMOLED Display | GPS | 14 Days* Battery Life
Body Temperature Monitor | Health Suite

*Under Standard Conditions

TITAN

INTRODUCING TWO NEW SMARTWATCHES

SMART PRO

The brilliance of AMOLED on your wrist

Built-in GPS
Body Temperature Monitor
300+ Watch Faces
14 Sports Modes



14 Day Battery Life*
Altitude & Barometer
Stress Monitor
Sleep Monitor

10:10

24/01/2023 28°C

LAUNCH OFFER
₹13,995/-
₹11,995/-

TITAN SMART with alexa built-in

14 Day Battery Life
300+ Watch Faces
Sleep Monitor



14 Sports Modes
Immersive Crystal Display
Stress Monitor

LAUNCH OFFER
₹13,995/-
₹11,995/-



TITAN.COM

Up to 40% OFF* on all TITAN watches

Available at: @ WORLD OF TITAN | Authorized Dealers: | | | | | | | | | |

fastrack REFLEX VOX SMARTWATCH

alex built-in

100+ WATCH FACES



GET IT NOW @ 4995/-

www.fastrack.in | fastrack | WORLD OF TITAN
All Authorized Dealers | | | | | | | | | |

fastrack REFLEX VOX SMARTWATCH

alex built-in

100+ WATCH FACES



GET IT NOW @ 4995/-

www.fastrack.in | fastrack | WORLD OF TITAN
All Authorized Dealers | | | | | | | | | |



New Products 22-23

14

New Products

Design features:

- Large Screen
- AMOLED Screens with Curved Edges



Functional features:



BT
Calling



AI Voice



ECG



Music
Playback

Differentiated Products, In house Developments
Edge Smart (Slimmest Smart Watch in the World)

fastrack

REFLEX CURV



FASTRACK REFLEX CURV

3 SKUs | 4495/-

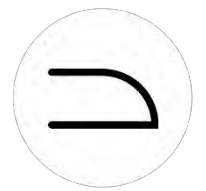
2.5 D CURVED GLASS



**24 SPORTS
MODE**



**BODY
TEMPERATURE**



**2.5D CURVED
GLASS**

TITAN SMART 2

4 SKUs | 7995/-

1.78" Large AMOLED Display



Up to 7 Days
Battery



24*7
HRM



15 Multisport
Modes



Stress
Monitor

 **TITAN**
SMART



1.78" Large
AMOLED Display


#International WomensWeek

fastrack
REFLEX VOX

DAY 1 CHALLENGE

Walk 6000 steps
before midnight
& sync your app.

The lucky winner gets
a brand new
Fastrack VOX.



Igniting our Platform

- Customer Engagement
- Gamification
- Rewards
- Target 1Mn+ App downloads
- 150K + Monthly Active Users

Sales - Channel Initiatives



Retail

- Leveraging CRM to generate new leads
- Smart champs program



LFS

- Expansion in Croma and Reliance Digital
- Enter New Chains



MBR

- Aggressive expansion, Mobile outlets
- Creating Smart Zones



MPEC

- Expand business with Flipkart
- Strengthen business with Amazon

**THE FUTURE
IS OURS TO MAKE**

THE DREAM

10,000 Cr

Watches 7,000 Cr
Wearables 3,000 Cr

EBIT

18%

YEAR

25-26

π
TANISHQ

Mia
by TANISHQ

Z

CARATLANE
A TANISHQ Partnership



TITAN
COMPANY

Jewellery



Outline

- Industry, Customer
- Opportunity
- Ambition
- Growth engines
- Sources of competitive advantage
- Portfolio
- Margin outlook

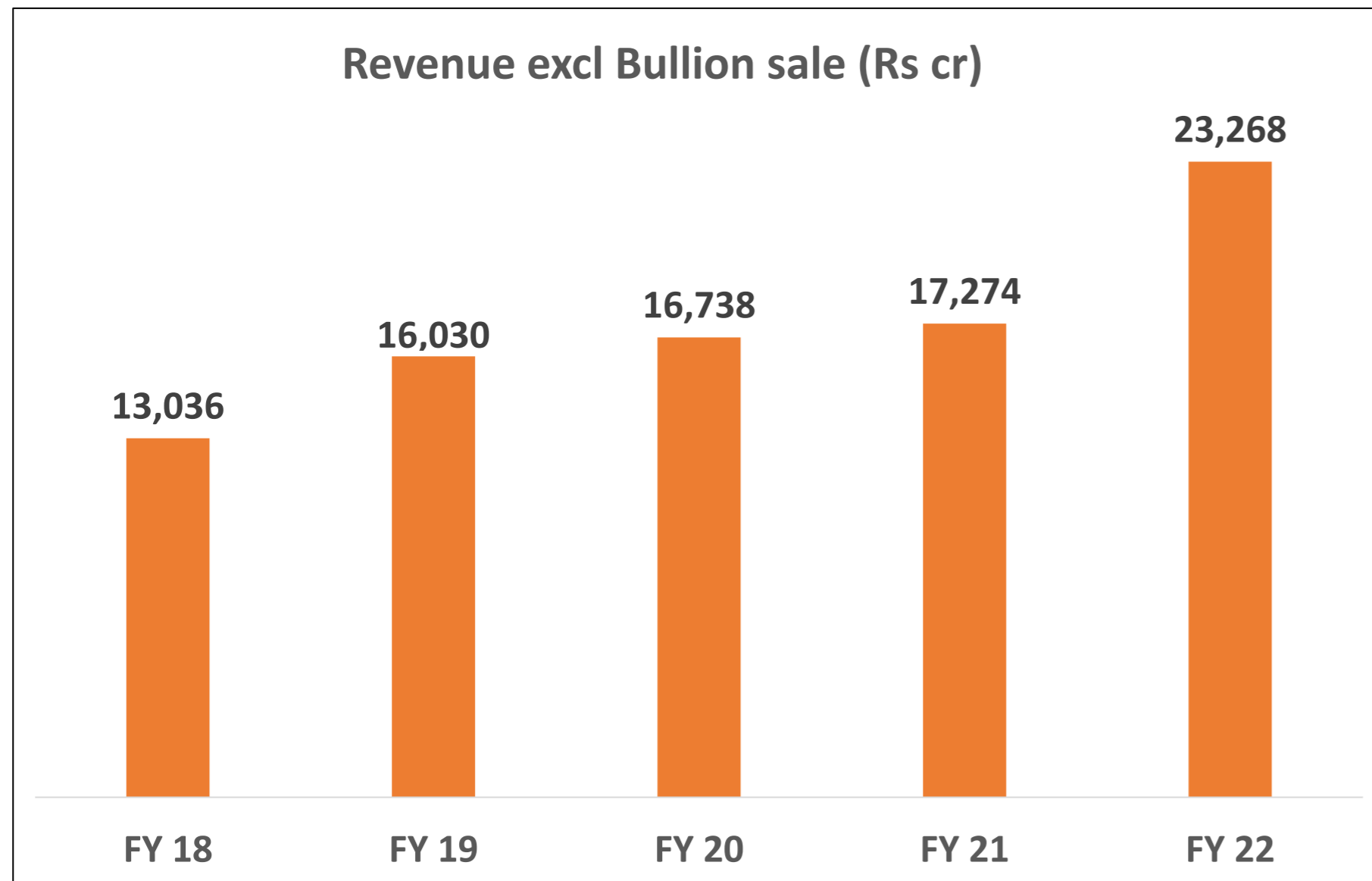


dōr

A symbol of tradition. A statement in style.

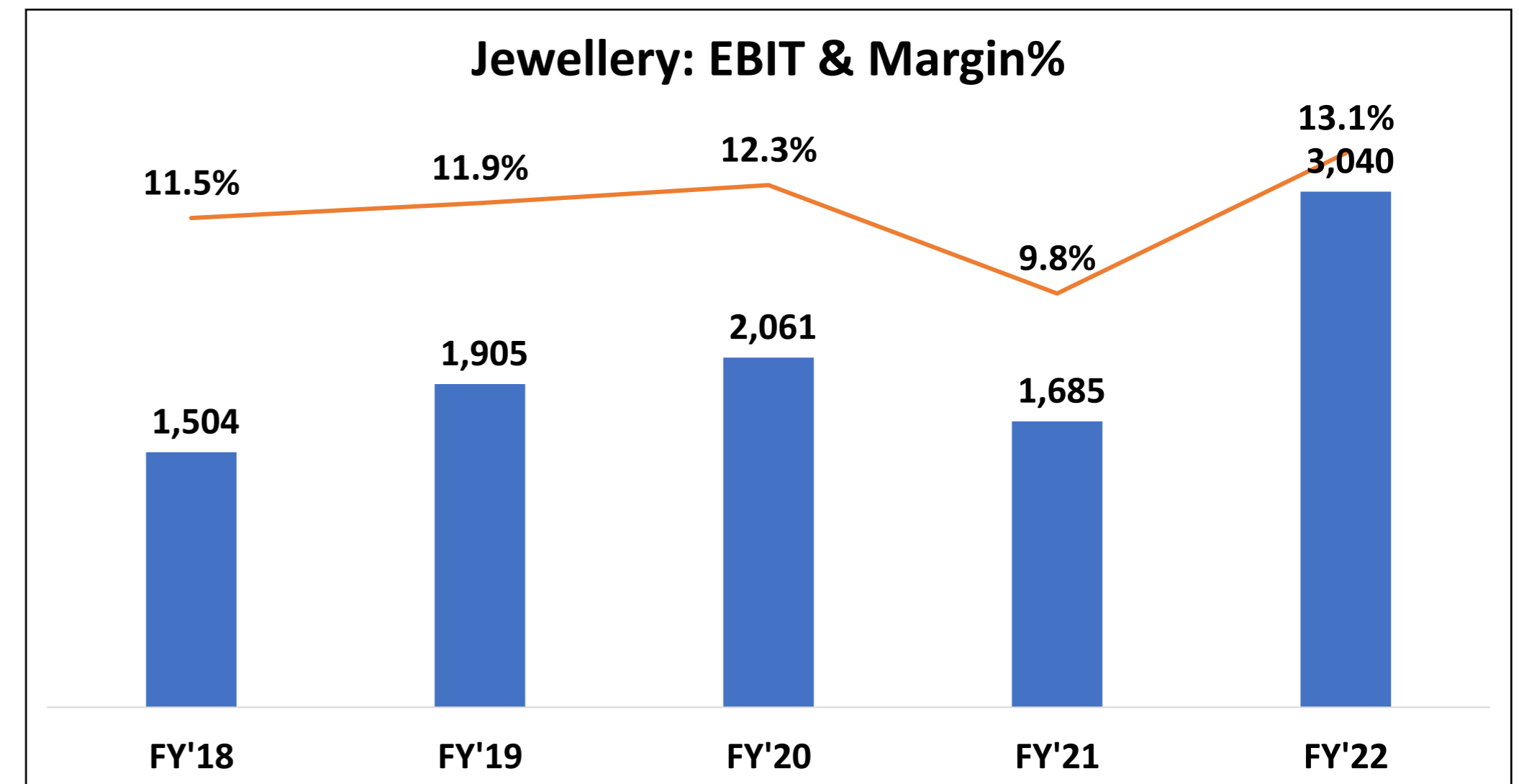


A Resilient business despite last 2 yrs of disruption



Revenue - 5 yr CAGR 18%

EBIT – 5 yr CAGR 24%,
Stable margins



Indian Jewellery market seeing a shift

1. India story still strong
2. Growth amidst Volatility
 - Disruptions, Inflation,
 - Gold, diamond prices
3. Formalization favouring organized players
4. Heightened Competitive intensity
 - Aggressive expansion
 - Price wars

- Maximize growth while being agile

- Invest in differentiation



She wants to engage with brands that resonate

Digital behaviour

Living for today

Seeks authenticity

Progressive & Pride in culture

My journey

- Imaginative,
progressive brand
narrative

- Engage her directly



Mothers Day Campaign 2022 -
The Interview



Huge Headroom in a geographically fragmented market

6% share of an Rs 400k cr mkt

Much lower share in weddings/ solitaires/ HVS

Large regional mkts with low share – wide dispersion

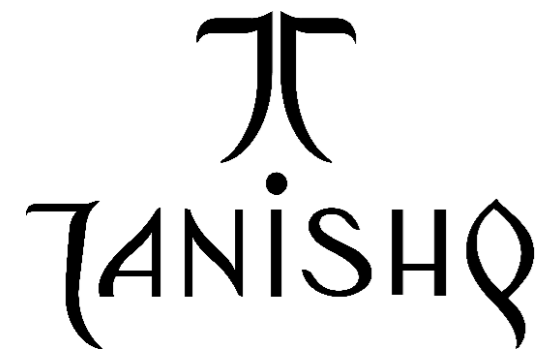
Middle India ~ 300+ towns, emerging catchments

Young / modern segments

Implications

1. Target large ambition
2. Chase multiple segments





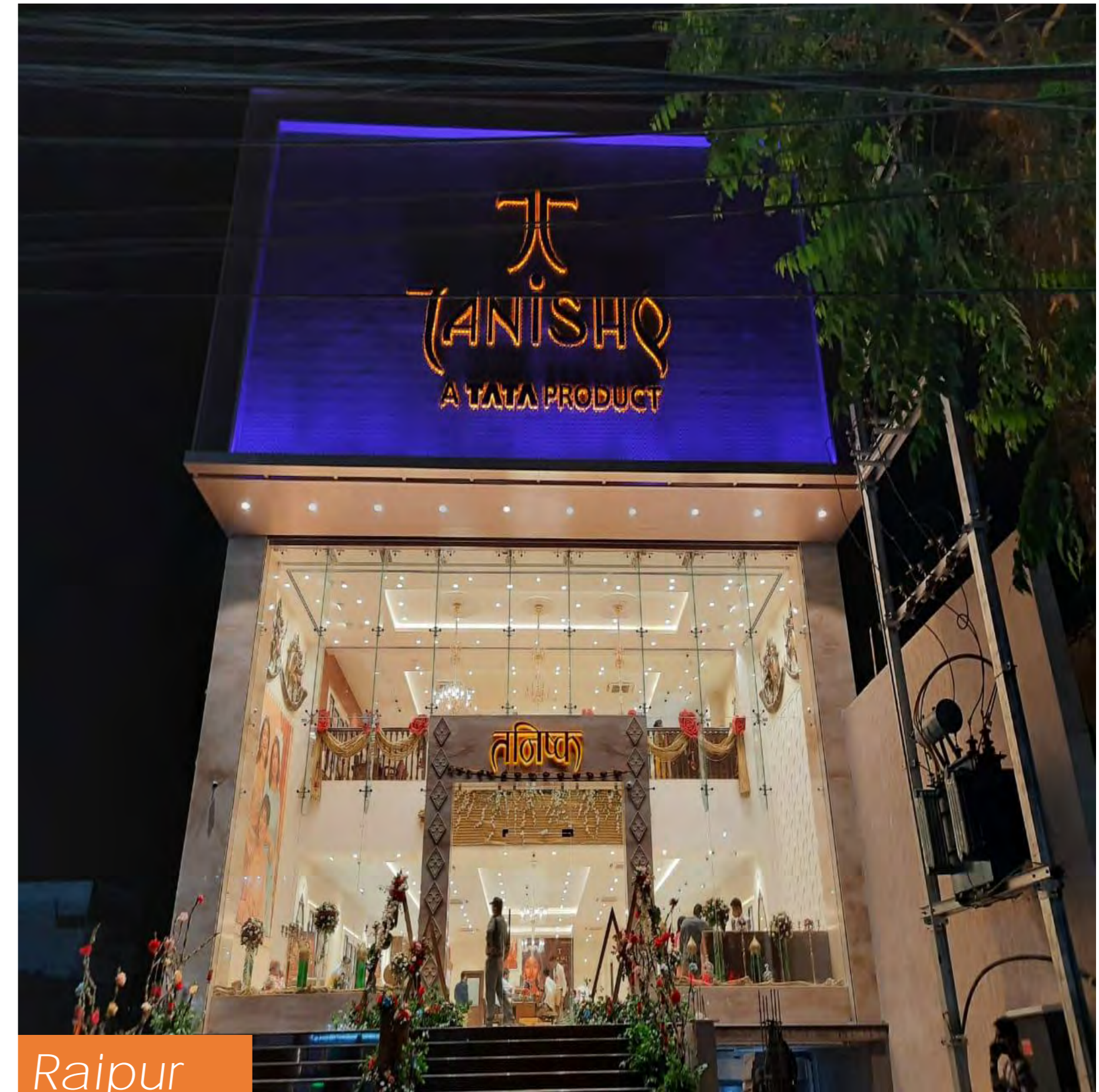
Jewellery

Ambition FY27:

2.5X of FY22

Next 3 yrs:

- 600+ stores, ~300 Towns



Raipur



Most Growth Engines expected to fire well

No	Growth Engine	FY20	FY21	FY22	FY23 & Beyond
1	Retail expansion (stores)	41	27	~ 36	40+
2	Wedding				Regionalization
3	High value studded				Formalization
4	Golden Harvest				
5	Gold Exchange				
6	Many India's		Redefined		Multiple markets
7	Grow the Core	New →	New →		Volume thrust
8	Leap ahead: Omni, Remote	New →	4X	3X	2X

 Leading growth

 Avg. growth

 Below par





Many Indias opportunity: Bringing it alive



Pudhumai Penn Of Tamil Nadu

Strength, Compassion, Beauty, Intellect. We, are all of these.

TATA की पेशकश



तनिष्क प्रस्तुत करते हैं
बिहार प्रान्त की 6 दुल्हनों
जो बनी ब्रांड का चेहरा ।

TANISHQ
PRESENTS
RIVAĀH
WEDDING JEWELLERY

A JEWEL FOR EVERY TRADITION



#RivaahBridesOfBihar



Journey of Rivaah Brides of Bihar

TANISHQ
PRESENTS
...Uttama...



Bangali naari'r porichoy, tumi hole ononno.

TANISHQ
PRESENTS
...উত্তম...

For the first time ever,
we invited women across West Bengal to
be a part and **vote for Tanishq's Poila**
collection.



Pursuing multiple segments

Portfolio approach:

Rivaah

Mia, Zoya, Caratlane





Marathi



Bihari



Gujarati

Rivaah:
Many Indias



Metro - polki



Metro -Diamonds



Young & restless. Fastest growing brand (3X in FY22)

- Ambition: Rs 290 crs (FY22) → Rs 2,000+ crs (FY25)
- Points of sale: 275 (FY22) → 550 (FY25)



- Fashion, style and self expression
- Going Green
 - 100% recycled gold. Exploring this for diamonds too



Mia by Tanishq - Wave Makers



Leveraging Influencers –Digital connect



Mithila
Palkar



Samantha
Akkineni



Ananya
Panday



Rashmika
Mandanna



Most exciting Indian Luxury brand

Brand pillars:

- Exquisite craftsmanship,
- Rare stones, patented cuts
- Personalized experiences

Luxury expected to explode in India:

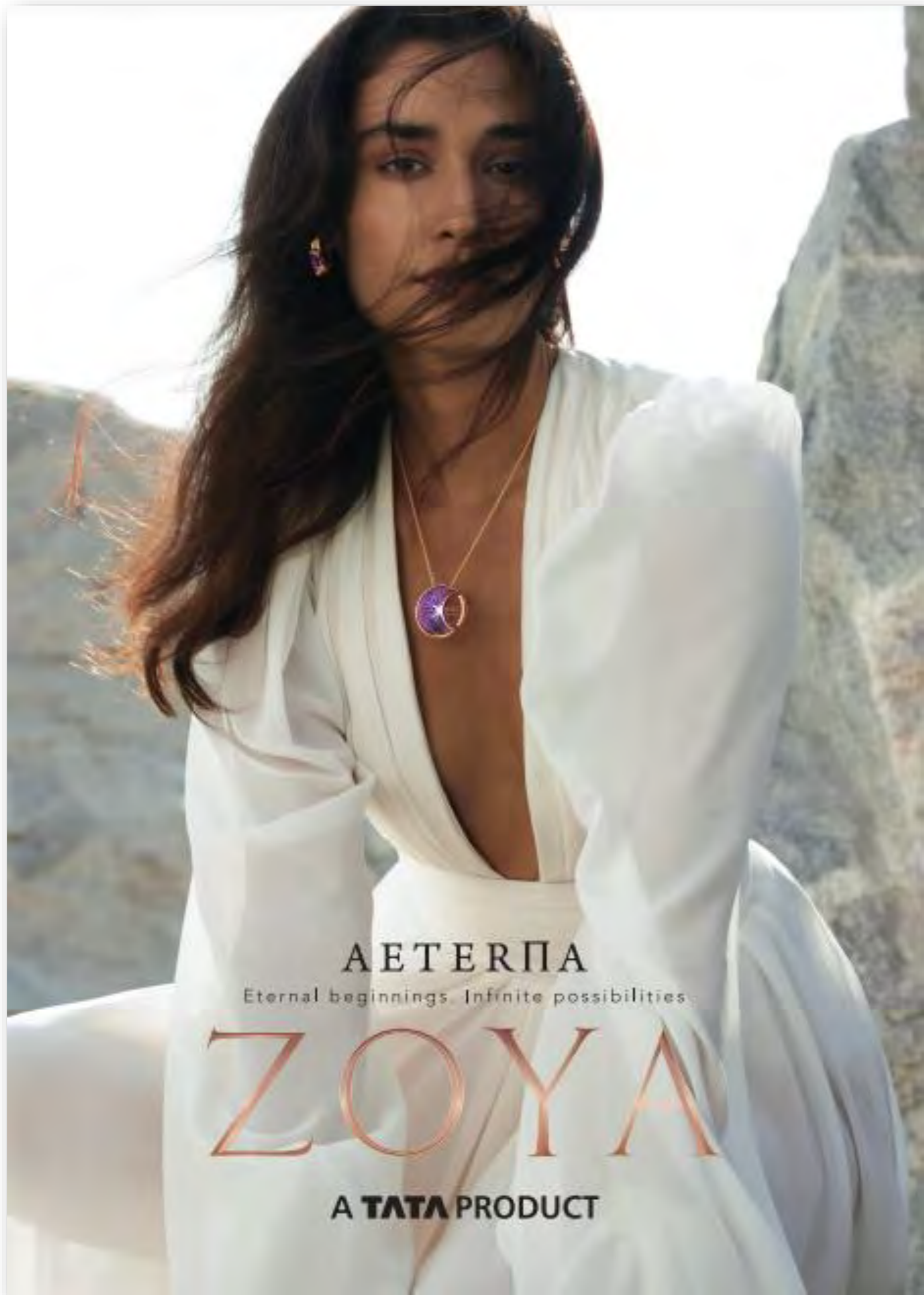
Ambition: FY25

- Customer base: 4x in 3 yrs
- Zoya Boutiques: 5 → 12 - 15
- Zoya Galleries: 6 → 15 - 20



Gurgaon

Z



ΑΕΤΕΡΡΑ
Eternal beginnings. Infinite possibilities.

ZOYA

A TATA PRODUCT

Z Personalized Zoya Experiences



Staycation at Rellais & Chateaux –
Mihir Garh



1st Sit Down Dinner at Khar - Tata
Capital MD - Anil Kaul & Friends



The World of Spirits with
Yangdup Lama



Sources of Competitive Advantage

1. Brand narrative
2. Category leadership
3. Customer Intimacy
4. Mfg: Transforming the value chain



*EVERY woman
is a DIAMOND*



REAL WOMEN | REAL STORIES | A DIAMOND TO ADORN EVERY STORY



Jacyln
Pilot, Real
Madrid fan

Rehana
Self-care
therapist

Ishani
Athlete,
Mountaineer

Alesha
Fashion designer,
Entrepreneur



π
TANISHQ





2. Building Category leadership

- Polki | Dor | Bangles





Capsule Collection :

A quarterly Collection Targeted at the Youth, Contemporary, Stylized with Deep design Stories

dōr

A symbol of tradition. A statement in style.



Capsule Collection Dor : Now A Platform for Mangalsutras



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A symbol of tradition. A statement in style.



dōr

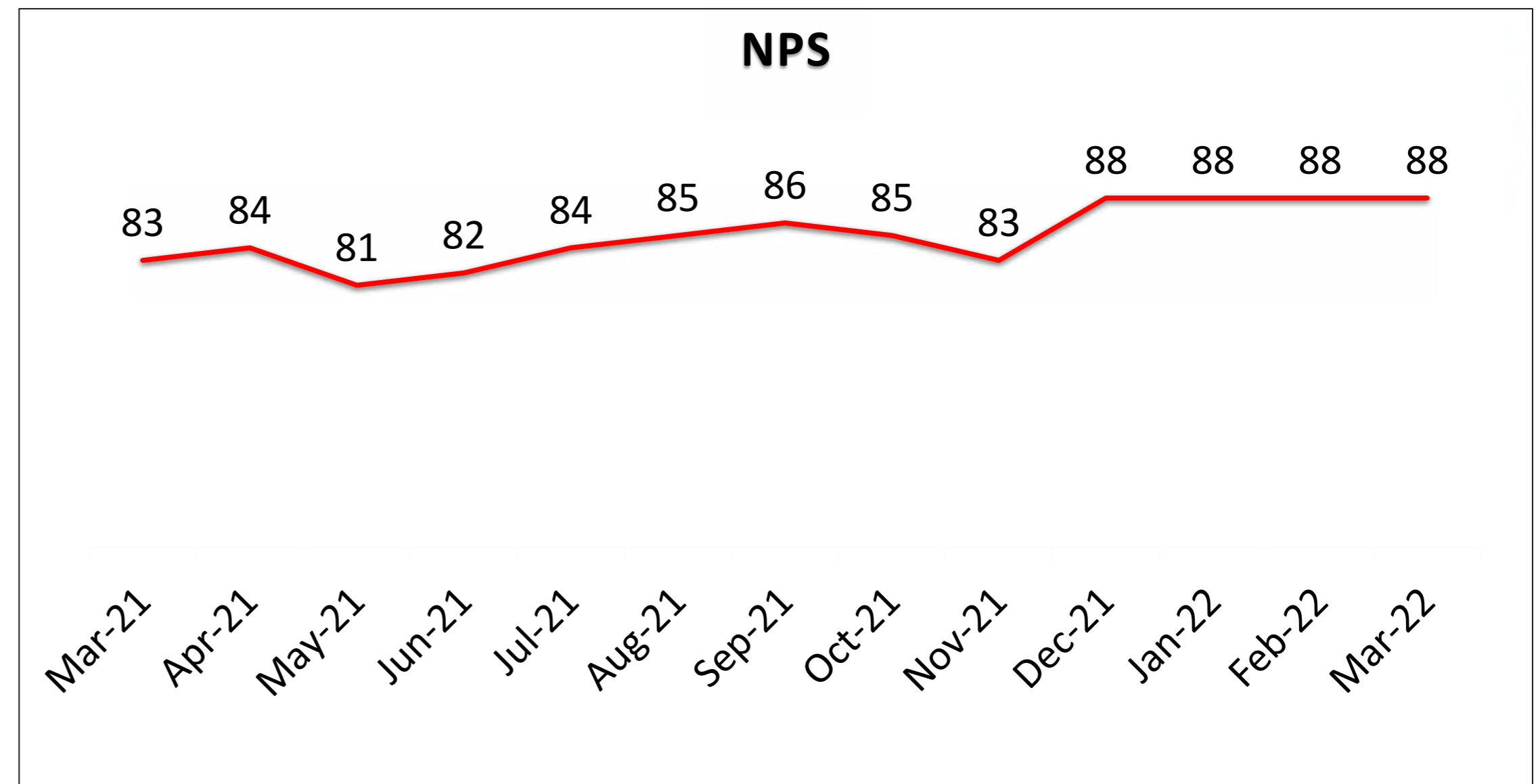
A symbol of tradition. A statement in style.



dōr

A symbol of tradition. A statement in style.





3. Customer Intimacy

- Process & Culture



Women's Day Celebrations



Events that
connect us with
many real brides
across the many
Indias



CELEBRATING THE REAL BRIDES OF INDIA

Be it in the Oonjal ceremony, the lovely Kaleera moment, or the holy Saptapadi, the bride shines bright, in every moment, in every kind of wedding.

With many such beautiful brides adorning our jewellery during their special moments, we are honoured to have added a touch of our sparkle, to these real brides from across the country.

Celebrating every kind of wedding.
Every kind of bride.

TANISHQ
PRESENTS

RIVAĀH
WEDDING JEWELLERY

A TATA PRODUCT



Maharashtra



Manipur



Bengal



Bihar



Gujarat



Awadh



Delhi



Karnataka

4. Transforming the value chain, responsibly

- In-house Manufacturing, Integrated eco-system of partners
- World class Quality, Responsible sourcing



Hosur



Pantnagar



Refining, Alloying & Machine made Facility



Exquisite Wedding bands using CNC



Platinum Capability



 PLATINUM GUILD
INTERNATIONAL



Responsible Sourcing of Gold



Fresh Bullion

45%



LBMA

GOOD DELIVERY
REFINER



41

Outright Sourcing

15%



Customer exchanged
gold

40%

100% LBMA Certified Gold

- Periodic audits by Titan at Vendor places
- Self-Declaration on invoices by Vendors

Recycled Gold



Ensuring Responsible manufacturing and sourcing of diamonds



The image shows the cover of the Titan Supplier Engagement Protocol (TSEP) document. At the top left is the Titan Company logo. The word "CONFIDENTIAL" is centered at the top. The title "Titan Supplier Engagement Protocol (TSEP)" is prominently displayed in the center. Below the title, the version "2019 V1.0" is listed on the left, and the date "November 2020" and version "V2.0" are listed on the right. The document cover is white with black text and a thin black border.

Traceability

- End-to-end traceability
- Ethically sourced rough
- Polishing in TSEP compliant unit

Pipeline Integrity

- 'Zero Tolerance' for undisclosed Lab grown diamonds
- Screening: best in class equipment

Reality check: Indian Jewellery Mfg. Practices



- ❖ Poor working condition & infrastructure
- ❖ Child Labour & Exploitation
- ❖ Obsolete⁴³ processes, systems & technology



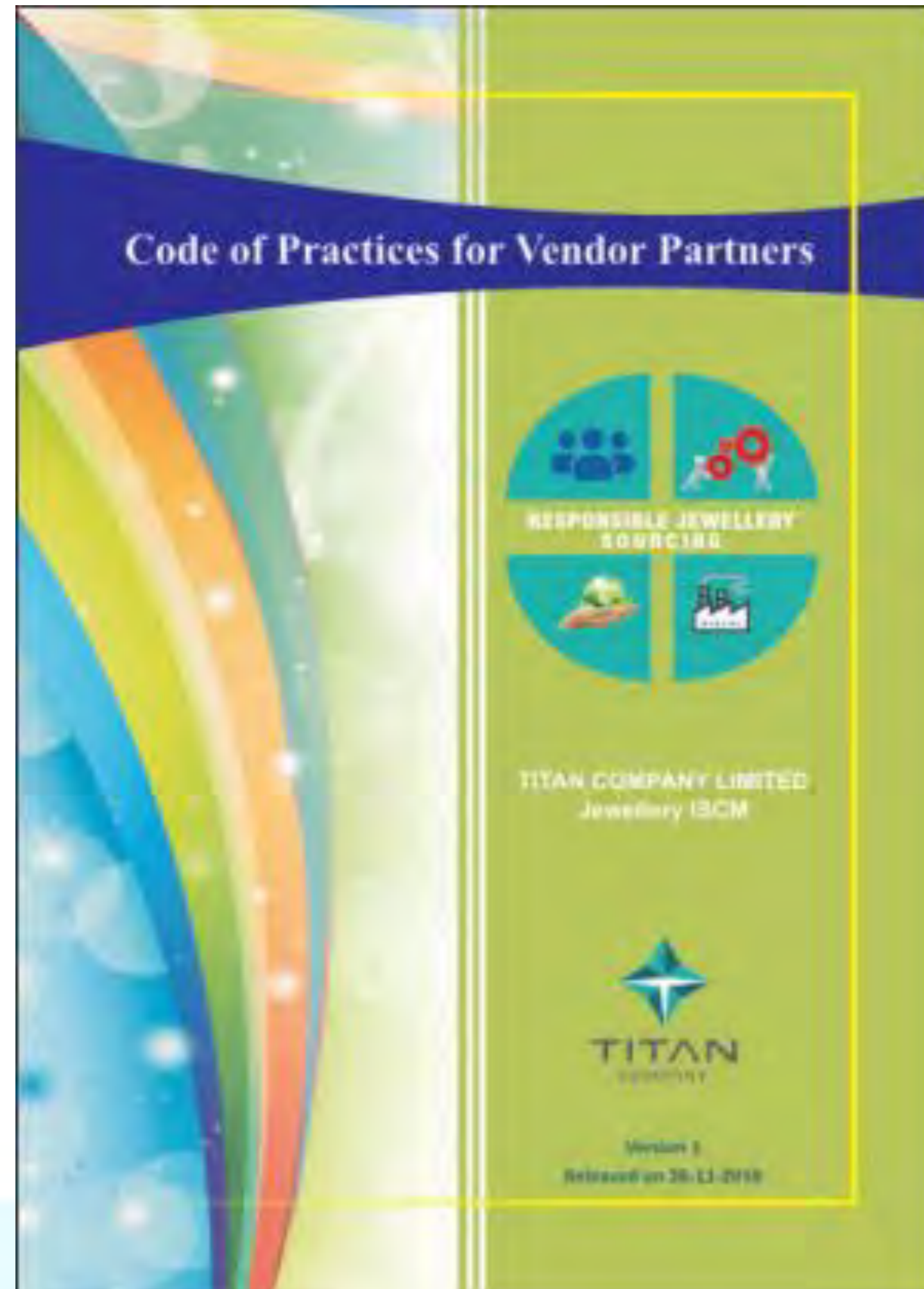
Structured 4P Framework – Levels of Maturity

Pillar	Level 0	Level 1	Level 2	Level 3
People	Cottage	Basic	Standard	World Class
Process				
Place				
Planet				

Target to bring all vendors to Standard level across all 4 Pillars by Dec 22



Tanishq: Only player to have stringent vendor guidelines



71 point checklist



3rd Party Assessment



Milestones to bridge the gap



Illustrations of transformed Jew. Mfg. after our interventions



Vendor partner: Aabushan @ Ankurhati, Kolkatta, 5500 sft



Vendor Partner: St Anthony @ Thrissur, 10,000 sft



Strategic Thrust: Maximize the growth opportunity!

Margin Enhancers

- Studded, Wedding
- Design & Quality leadership
- Operating leverage

Downward pressure

- Competitive intensity
- **Many India's: Regional thrust**
- Investing for growth

EBIT margins expected to be stable in the next 1-2 yrs



π
TANISHQ

Mia
by TANISHQ

Z

CARATLANE
A TANISHQ Partnership

Thank you

A TATA PRODUCT



π
TANISHQ
PRESENTS
RIVAĀH
WEDDING JEWELLERY



CARATLANE

A Tanishq Partnership

The CaratLane Story

Shining Since 2008





“We are in the business of helping people express their emotions through jewellery”



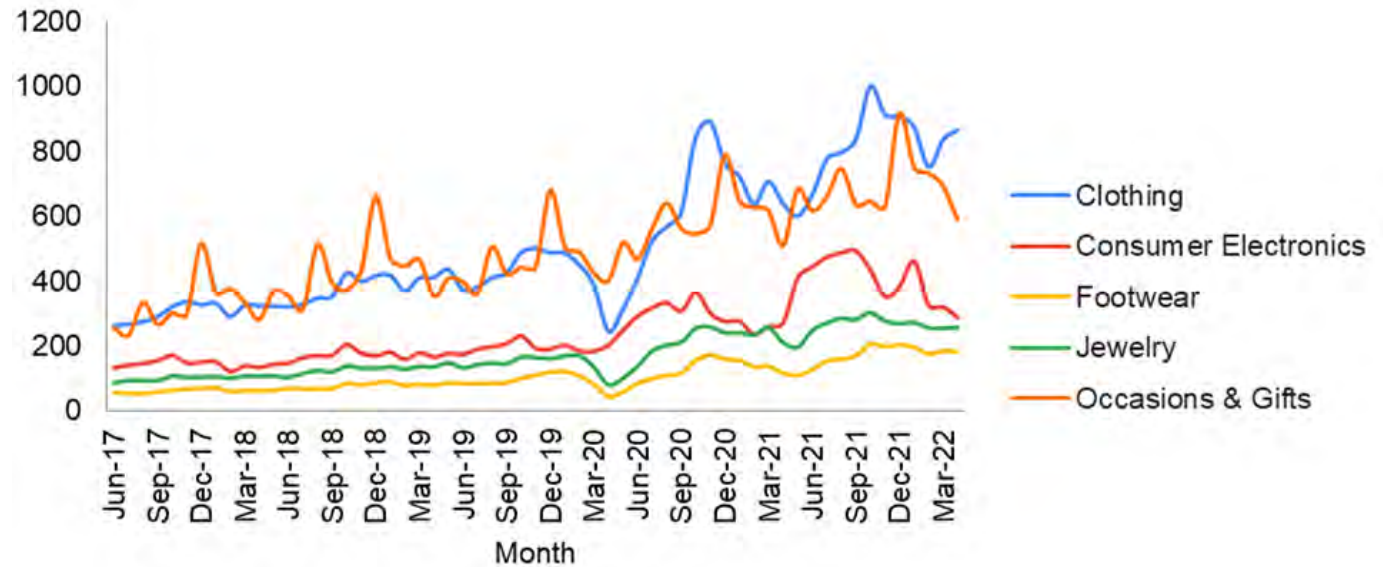


Addressable market -

OPPORTUNITY

5 year CAGR of jewellery searches @ 17% , while CaratLane is at 47%

Participating in the Occasions & gifts segment - 362 M per month category (Target 10%)





The CaratLane Story – Growth & Efficiency

		FY17	FY18	FY19	FY20	FY21	FY 22	FY23*
	No of Stores	16	34	54	92	118	137	227
	NSV (<i>in Cr.</i>)	179	290	416	621	716	1256	2146
	Sales Growth	18%	62%	44%	49%	15%	75%	71%
	Gross Contribution	17%	19%	29%	29%	29%	32%	34%
	Marketing Expenses	18%	14%	12%	8%	5%	8%	8%
	EBIT (%)	-44%	-28%	-9%	-3%	2%	4%	7%

5 years CAGR @ 47%

*Projected



OPPORTUNITY

Addressable market – Global Indians

100

Crore high margin, low investment business

Countries

Source : Ministry of External Affairs

United States	4,460,000
United Arab Emirates	3,425,145
Malaysia	2,040,000
Saudi Arabia	2,594,950
Myanmar	2,009,207
Sri Lanka	1,504,000
United Kingdom	1,451,862
South Africa	1,490,000
Canada	1,374,710
Kuwait	1,029,861
Mauritius	894,500



The CaratLane

Playbook

- **Engaging Visual Imagery**
- **Experience Focus**
- **Digital Demand Generation**
- **Super Fast Delivery**
- **High Margin Category & Customer Segments**
- **Differentiated Designs**
- **Omni Channel Conversion Model**



How We Win – Design

AS ENABLER

- Reinvented traditional art of Meenakari
- Adapted in contemporary styles
- Affordable / Accessible
- 65% Bestsellers





How We Win - The Real Omni



Opportunities Identified

112

Growth in Business Conversion at catchment

3x

Faridabad	(Nov 20 to Feb 21) Before Store Opening	(Nov 21 to Feb 22) After Store Opening
SESSIONS	249	215
BIZ CONVERSION	0.5%	1.53%
APP SHARE	59,516	35,509
BIZ ORDERS	1234	3281
ONLINE ORDERS	653	870
REPEAT ORDER %	47%	37%
C/R	3.32%	1.22%
BIZ Rev (L)	351	803



How We Win - What Digital can do

Enhance
Customer Experience



85% Online
influenced Orders



Personalised
Browsing



Matching
Customer X Store X
inventory



Single view of
Customer
resulting in seamless
experience



How we win – What Digital can do

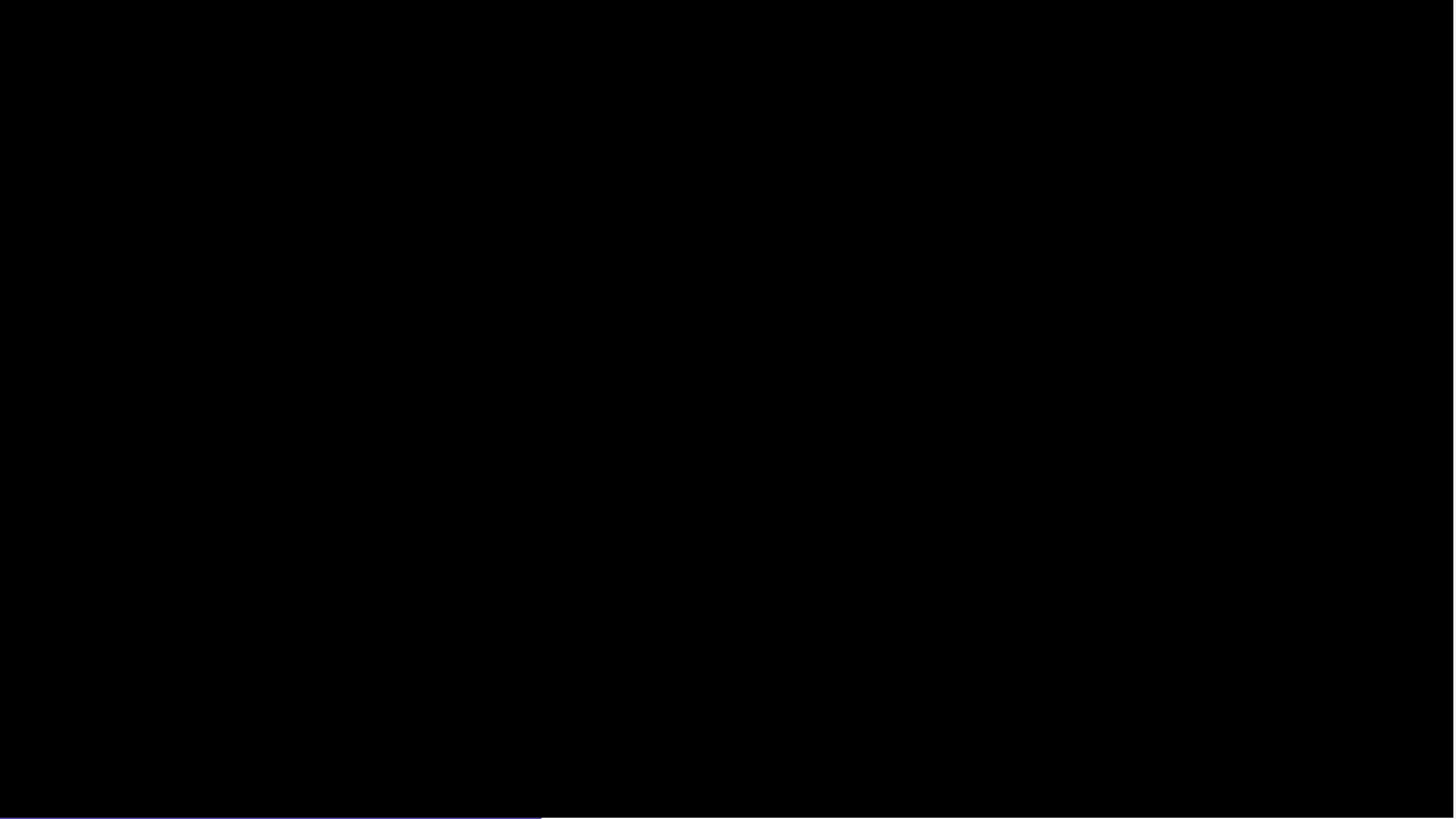
Efficient Catalogue Management

Year	catalogue
2019	5800
2020	4029

- Sharper Catalogues
- Twice in a year review,
& removal of low performers
- Online trials to measure
design intent
- Trial enables calculated
risk on the inventory



What's the secret sauce?



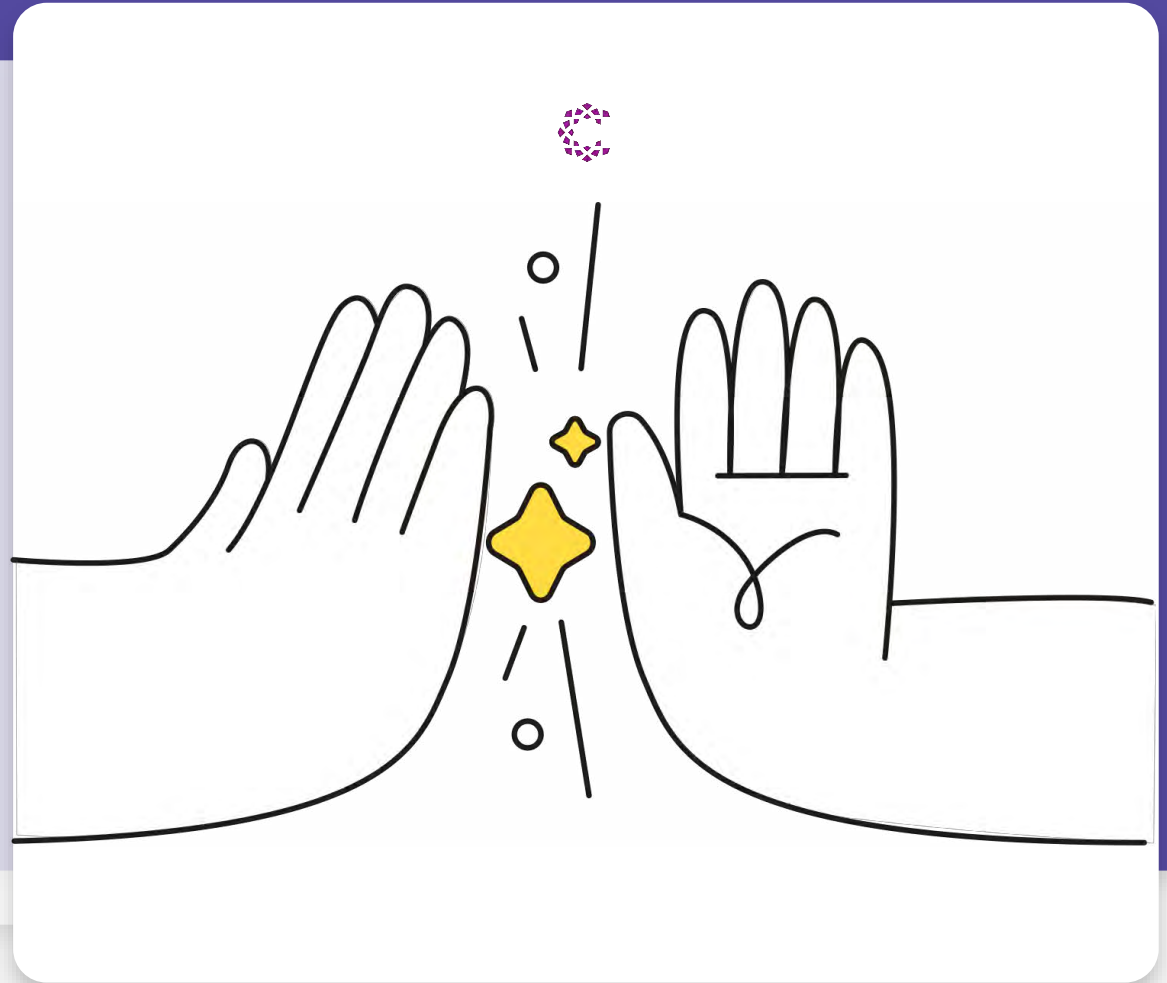
That's a Wrap

Thanks!



CARATLANE

A Tanishq Partnership



The Wholesome Titan

Capability, Culture, Commitment



The Wholesome Titan



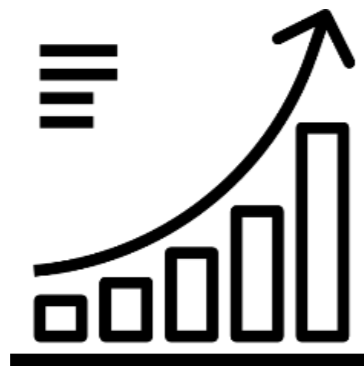
Capability



Culture



Commitment



CAGR



Contribution



Capital



Growth



Margin



Cash

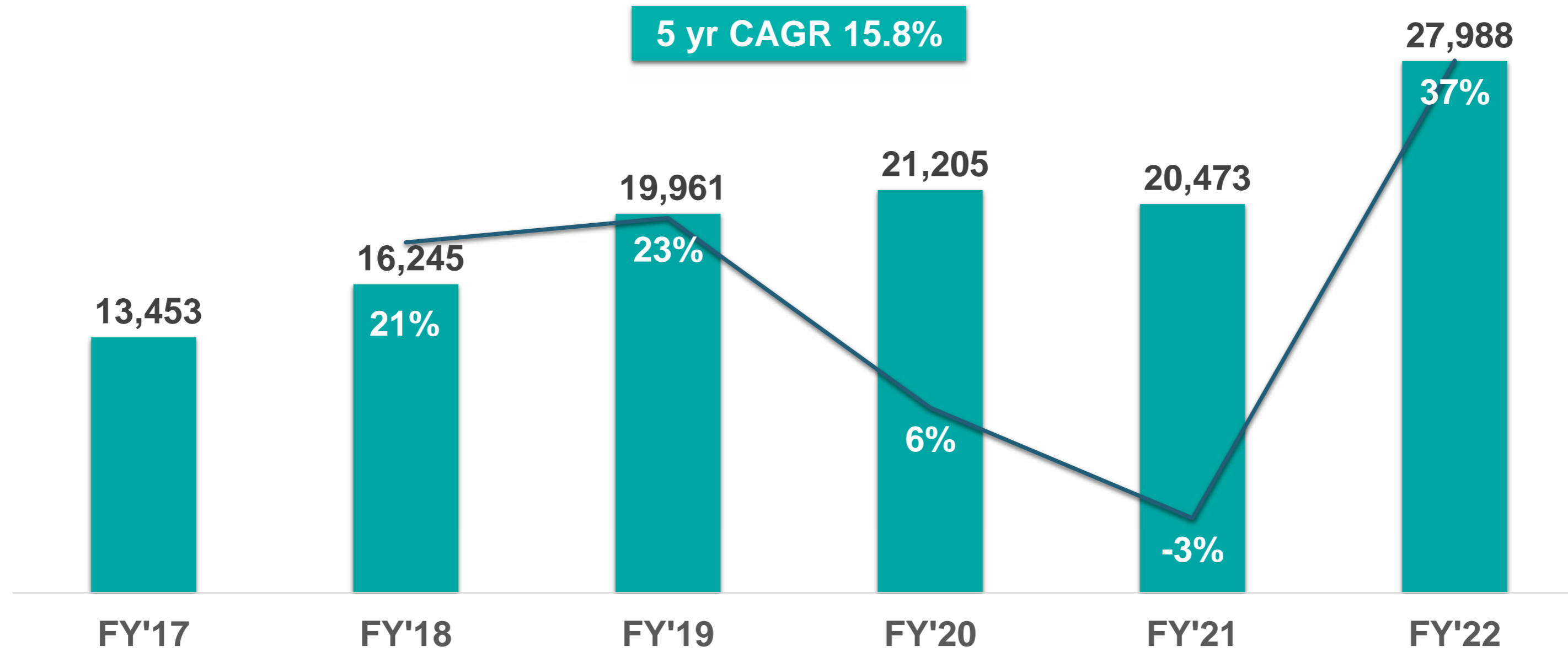




Growth: Revenue (Consolidated)



Rs Crores



Business	FY'22 over FY'20	FY'22 over FY'21	5 Yrs CAGR
Jewellery	41.3%	36.3%	18.2%
Watches & Wearables	-11.6%	46.0%	2.4%
EyeCare	-5.0%	37.9%	4.5%
Other Businesses	-14.1%	19.3%	10.2%

Note: Revenue includes Other Income and excludes bullion sale



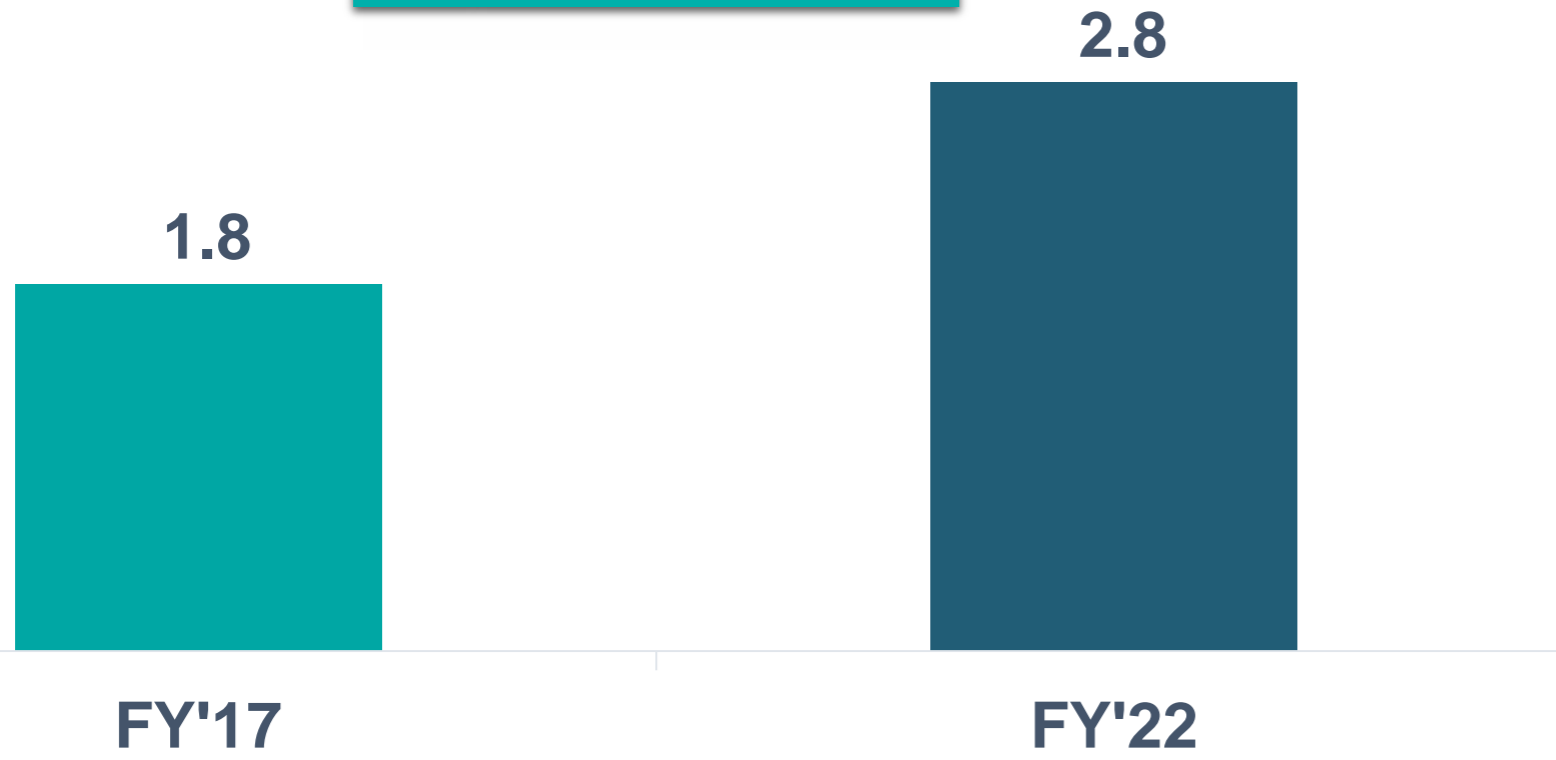


Growth: Retail Footprint



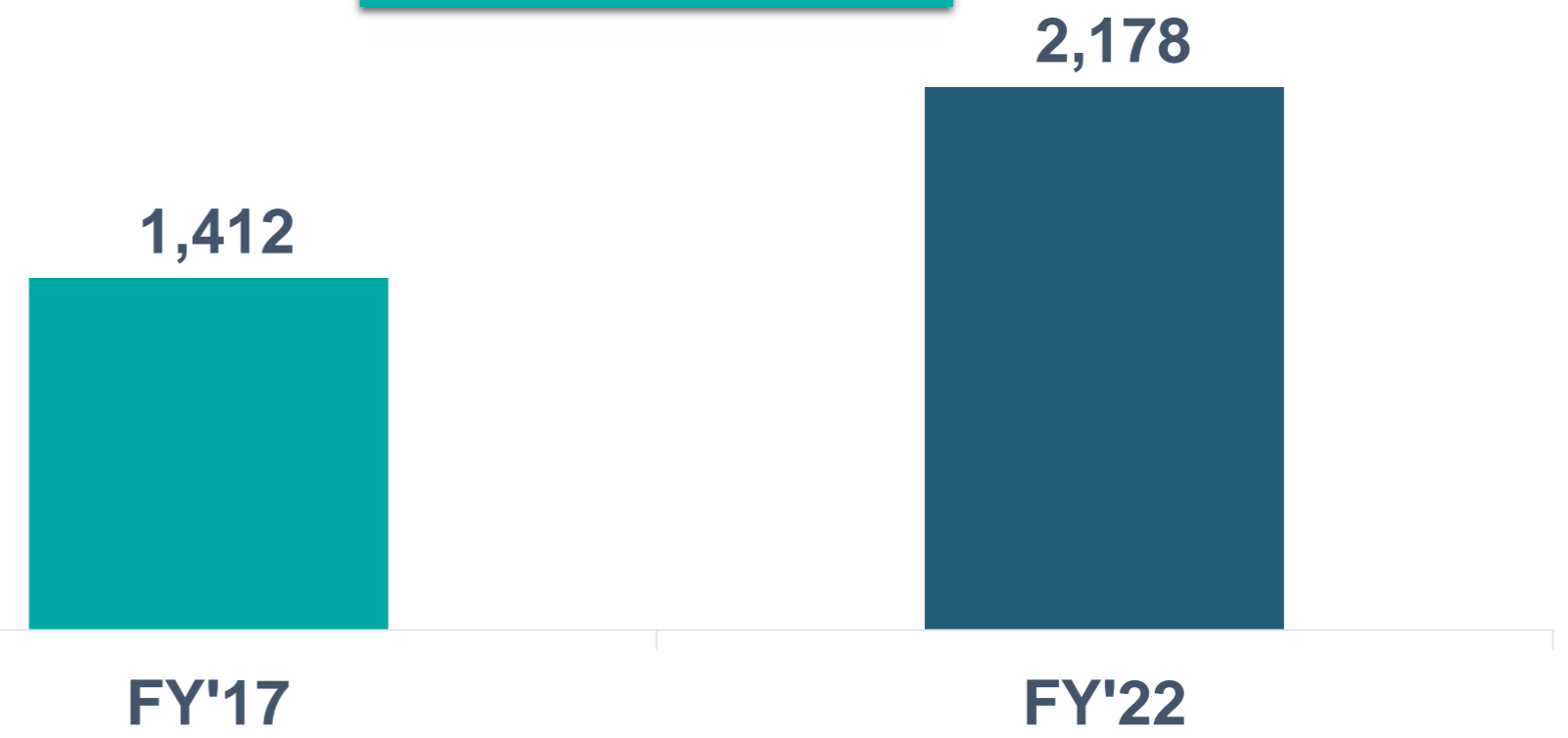
Area Million Sq. Ft.

5 yr CAGR 9.2%



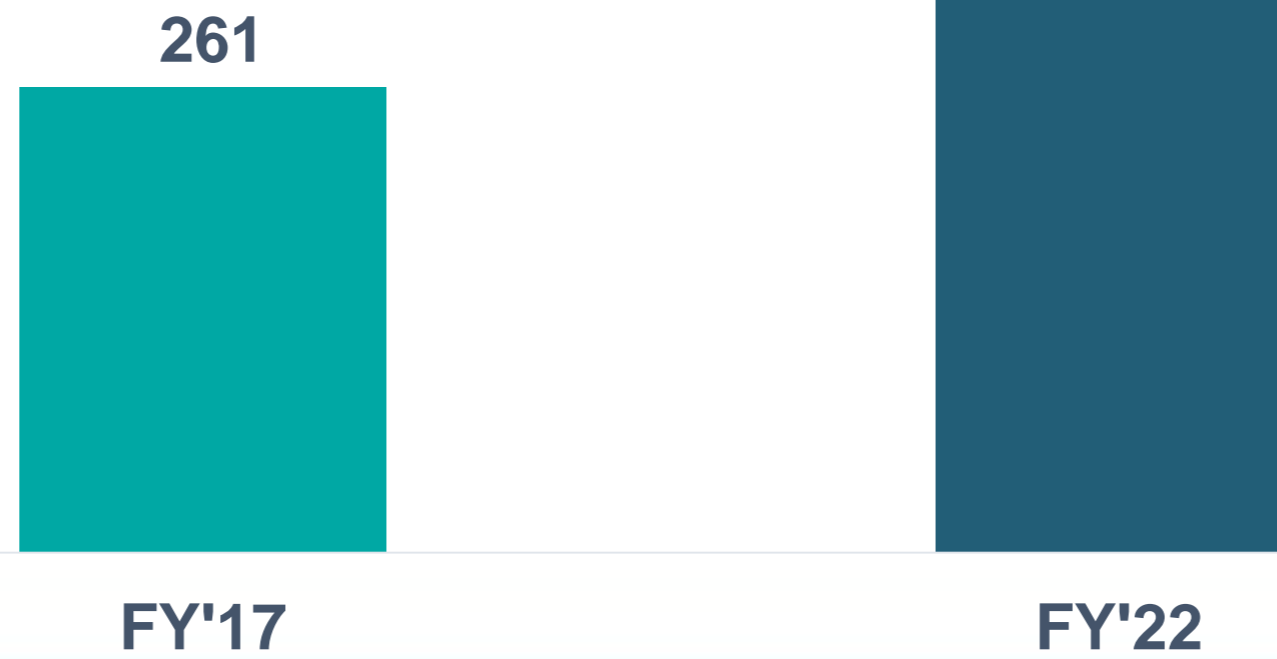
Store Count

5 yr CAGR 9.1%



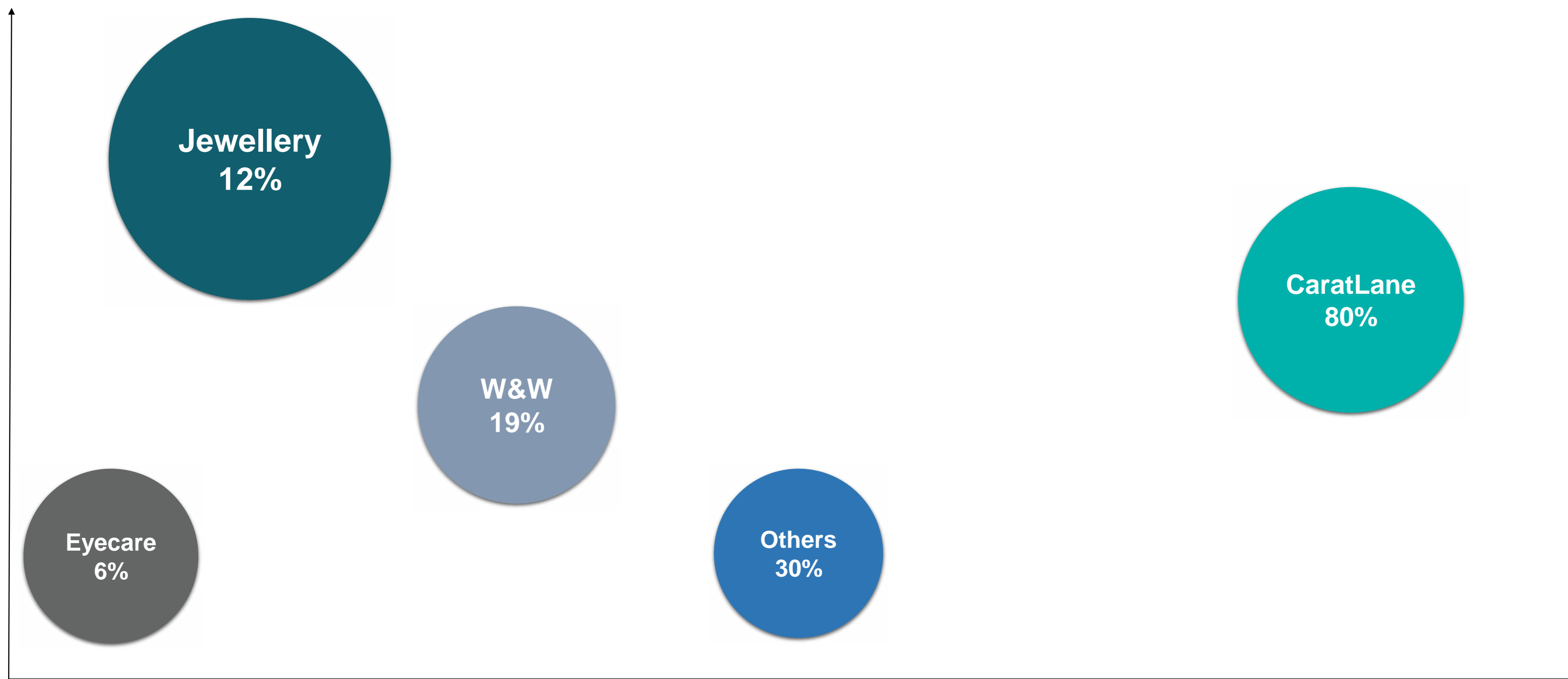
Town Presence

5 yr CAGR 5.2%





Growth: Digital Channel & Influence ~15% of Sales



Notes: Digital sales for EyeCare, W&W and other businesses are through E-Commerce only





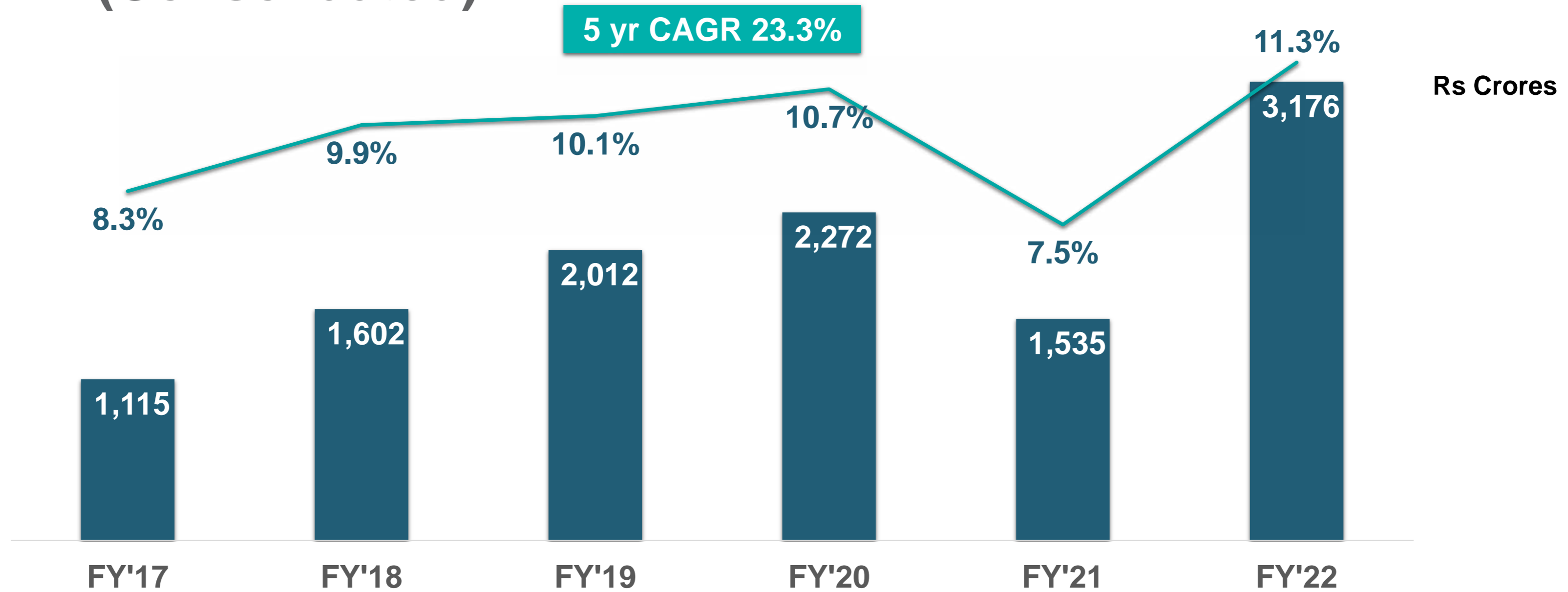
Growth: Portfolio Transformation



Brands	5 Yrs back	Today
Tanishq	Cruising	Cruising
Zoya	Plans in place	Cruising
Mia	Plans in place	Cruising
CaratLane	Plans in place	Cruising
Titan Watches	Cruising	Cruising
Fastrack	Cruising	Cruising
Sonata	Cruising	Cruising
Helios	Cruising	Cruising
Titan Eye+	Striving	Cruising
Skinn	Striving	Cruising
Taneira	Striving	Plans in place
Favre Leuba	Striving	Non Existing
Mont Blanc	Striving	Non Existing
TEAL	Plans in place	Cruising
Titan Smart	Non Existing	Plans in place



Margin: EBIT (Consolidated)

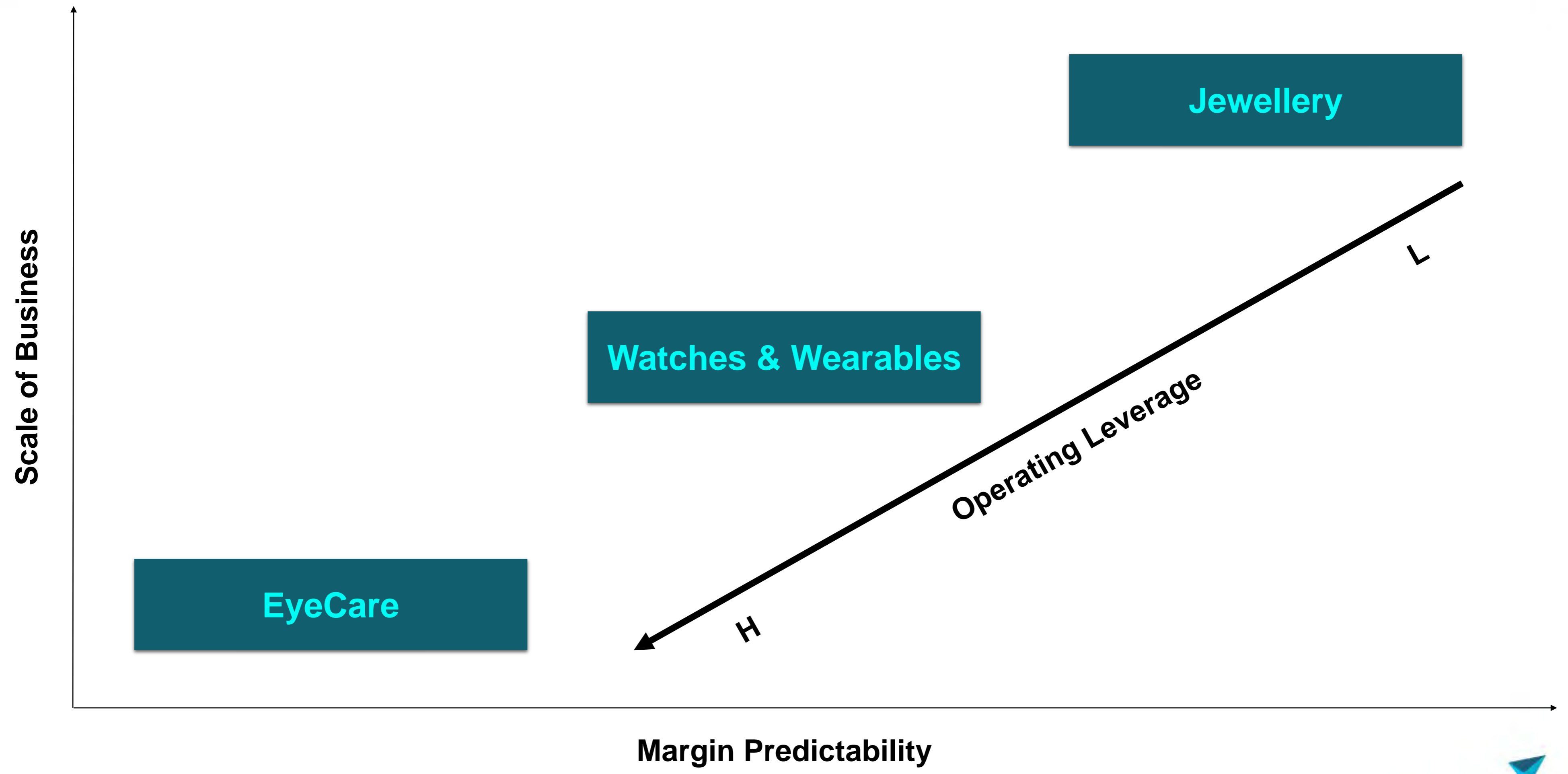


Business	FY'17		FY'20		FY'22	
	EBIT	%	EBIT	%	EBIT	%
Jewellery	1,012	9.6%	2,051	11.8%	3,068	12.0%
Watches & Wearables	176	8.6%	316	12.1%	100	4.3%
EyeCare	17	4.1%	(14)	-2.6%	56	10.8%

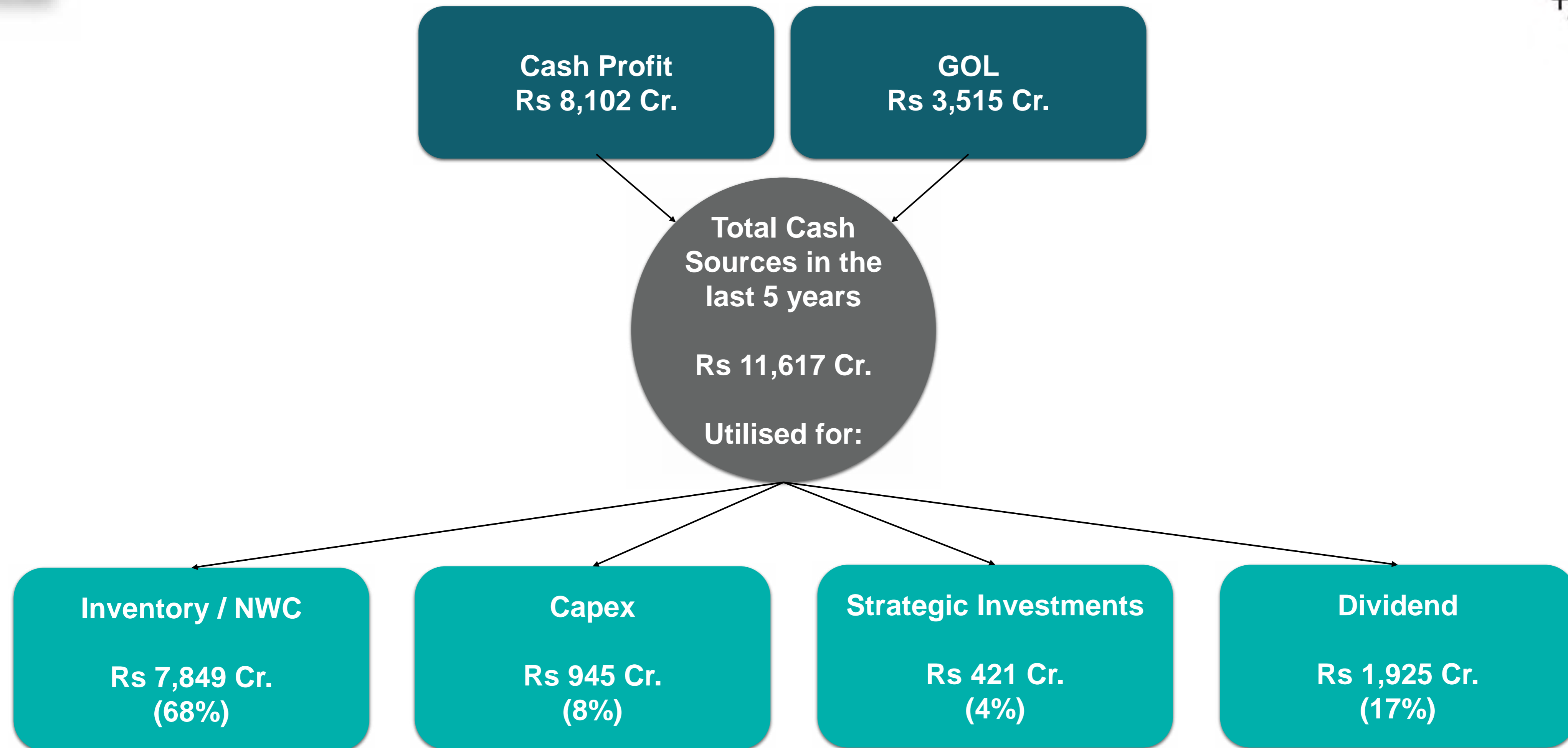
Note: EBIT figure before Exceptional Items



% Margin



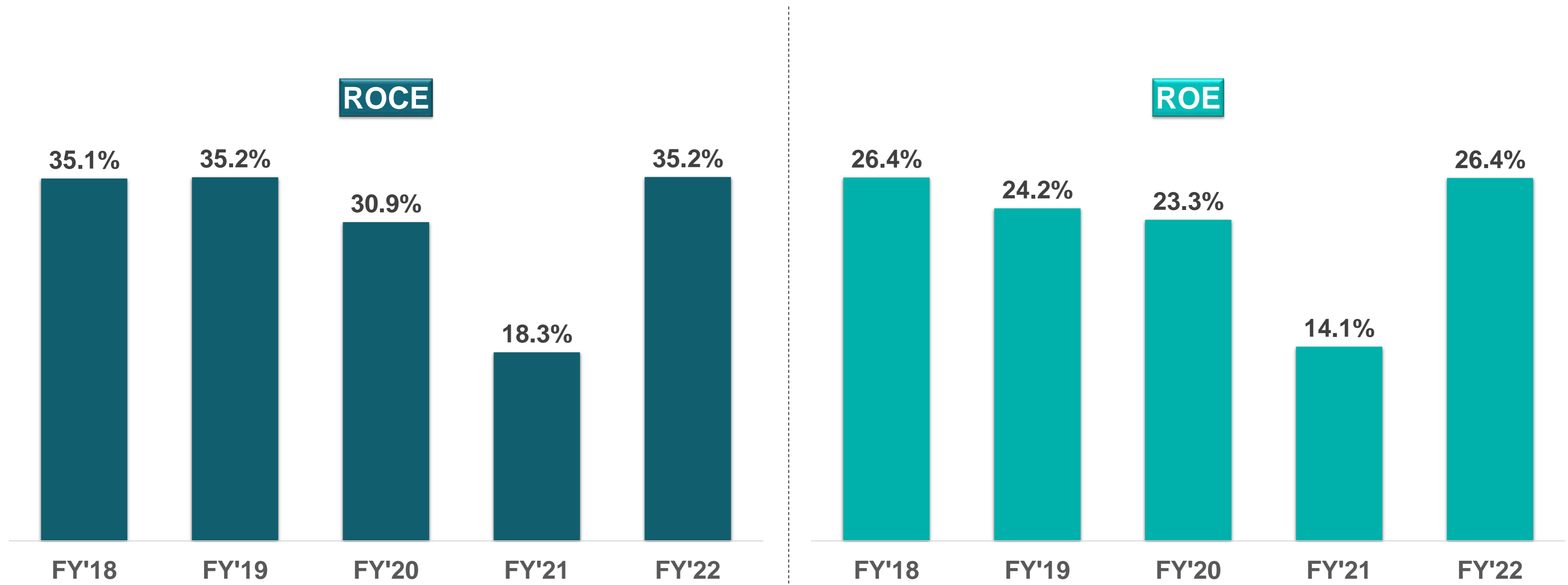
₹ Cash: The Last 5 Years



Internal accrual sufficient for 15-20% Organic Growth



ROCE & ROE (%)



Note: Exceptional items in the respective years excluded for ROCE & ROE calculations



Report Card: The Last 5 Years



Growth	Top-line	15.8% CAGR
	Bottom-line (PAT)	22.9% CAGR
Margin	EBIT Margin	Δ 3.0% (8.3% → 11.3%)
Cash		Self Sufficient
ROCE/ ROE		Capital efficiency maintained



The Next 5 Years

Jewellery

Watches & Wearables

EyeCare

Invest in:



Talent



Digital



International



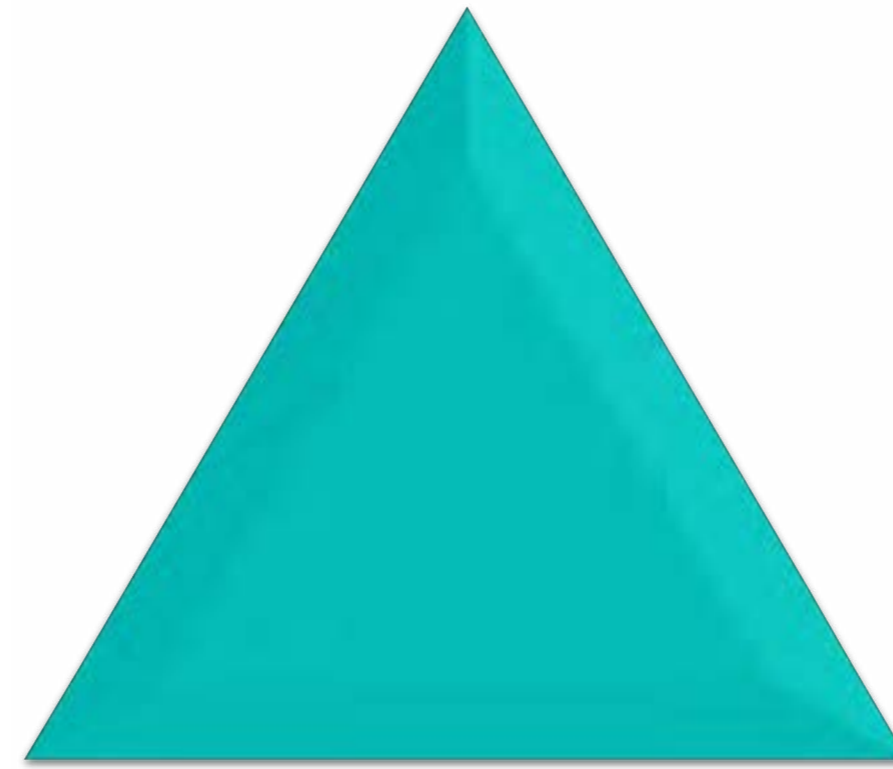
Emerging
Businesses



Titan's Value Trinity



Growth



Cash



Margin

Responsible Growth, Sustainable Growth, Profitable Growth



Thank You

