

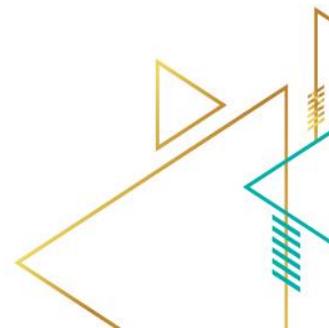


# ANNUAL INVESTORS FORUM 2019

INTEGRITY IN EVERY RELATIONSHIP



**Beyond compliance... a way of life**



A portrait of Jagdish Bathija, a middle-aged man with short, dark hair, wearing a dark purple polo shirt. He is looking slightly to the left of the camera with a neutral expression. The background is a plain, light-colored wall.

**Jagdish Bathija**

Watches Dealer

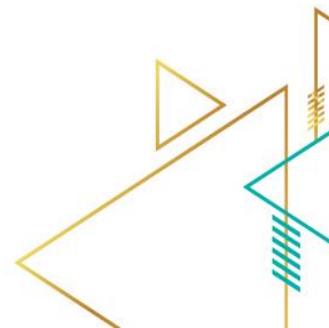
Titan Company Limited



**Sherly D'Souza**  
Retail Sales Officer, Tanishq

# 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



Premiumisation



Indulgence



India Pride



Hyper-Connected



Identity

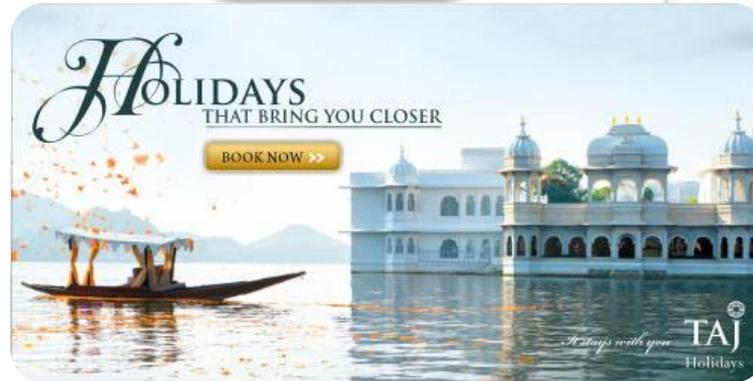
# Premiumisation

- 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!!



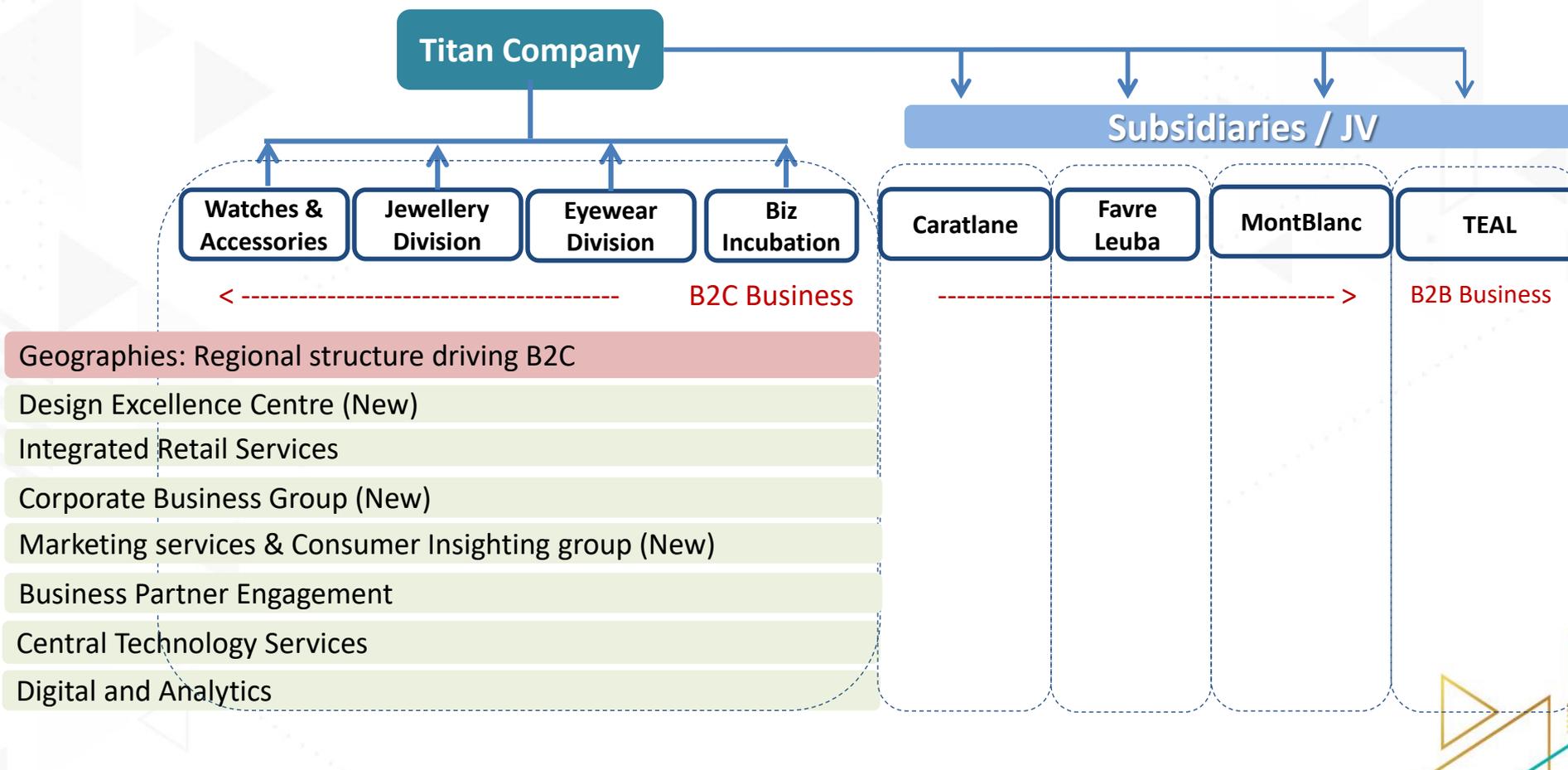
# Hyper – connected

- 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

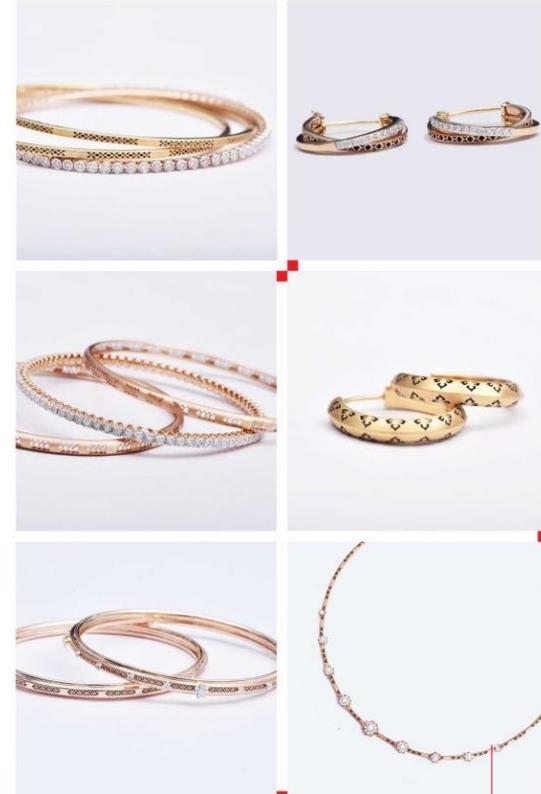
*Corporate function catering to the Design needs of the entire organisation*

- Product Design
- Design strategy
- Technical Design
- UI / UX Design
- Design Research
- Predicting Trends
- Product innovation



reddot 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



## THE HIGH OF HIGHS

No mountain is too high! The spirits of the students who lead a successful expedition to scale Mount Everest were lauded by Hon'ble Prime Minister of India, **Shri Narendra Modi**, the expedition team was felicitated with a special edition Titan watch. The customised memento is imprinted with Mount Everest on its dial... This is one customisation that surely gives us a high.

Presented by  
THE TIMES OF INDIA

### Students who scaled Mount Everest meet PM

PTI | 14 JULY 2018, 11:09 AM IST



NEW DELHI: Prime Minister Narendra Modi on Friday met a group of 10 tribal students from Maharashtra, five of whom had successfully scaled the Mount Everest in May.

The students shared their experiences during the training and ascent of the world's highest peak. Modi exhorted them to take up a sport and pursue it regularly. He felicitated all the members of the group.

Maharashtra Chief Minister Devendra Fadnis and Minister of State for Home Hansraj Ahr were present on the occasion.

The students were part of a team of the "Mission Shaurya" initiative of the Adivasi Vikas Vibhag of the Maharashtra government.

*Watch for mountaineers  
presented by the PM*

# Digital and analytics

## Omni



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

## CRM



- CRM solution integrated with 'Encircle' & POS - helps personalize customer engagement
- '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

2500+  
CAMPAIGNS

536Cr  
REVENUE

1.52L  
CUSTOMERS



SINGLE VIEW  
OF CUSTOMER



PREDICTIVE MODELLING  
AI/ML ALGORITHMS



CUSTOMER  
PROPENSITIES



SEGMENTED &  
TARGETTED  
CAMPAIGNS

**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

# Titan at a Glance – Our people

## Titan's Diversity Split

Total Manpower	Titan
Female	18%
Male	82%

~2% of our workforce is 'differently abled'

Division	Employees
Business Incubation Division	116
Corporate Functions	575
Eyewear Division	804
Jewellery Division	2936
Watches & Accessories	2817
TEAL	795
Grand Total	8043

<35 : 55%  
Bw 35 & 50: 41%  
>50 : 4%

20% of the workforce is blue-collared

Our retail workforce makes up 35% of total workforce



# Succession Planning: Leadership Transition

2016 - 17

2017 - 19

2019 - 20

## Diagnostics & Development



- Identify strengths & development areas
- Strengthen leadership capabilities

## Review



Development Progress

## Succession Planning

From Successor Pool to Named Successors

## Focused Development



Intentional development linked to succession

## Enabling Transition



Transition support implementation

Prepare the Titan Management Council and potential successors for 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

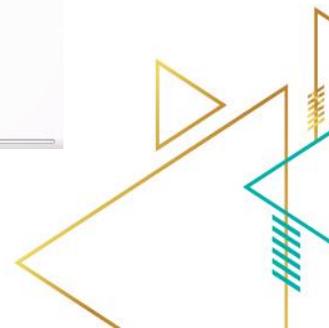
- Our Partner Rana Uppalapati skated the golden quadrilateral to raise support for girl child education **#ECHO #FORHER**
- Covered 6000 km in 90 days
- Created awareness of ‘Good Touch Bad Touch’ among 6 lakh+ people along the way
- Raised funds for the education of 20,500 girl children





We'd have to work on the ground

**Lalmohan Diyashi**  
Karigar, Titan Karigar Centre



# SUBSIDIARIES



TEAL

Titan Engineering & Automation Ltd.



# TEAL – Business Segments

TITAN ENGINEERING & AUTOMATION LTD

Automation Solution



Aerospace & Defence



**TEAL provides TURNKEY ASSEMBLY & TESTING SOLUTIONS**

Transportation



Energy



Life science



Engineering



CPG



# Global Exposure - EXPORTS

## North America

- USA
- Mexico

## South America

- Argentina

## Asia :

- China
- Indonesia
- Vietnam
- Sri Lanka

## Europe

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

Exported 30 projects to 17 countries



# Automotive Customers – 50+



# Aerospace Customers

- Collins Aerospace
- Thalys
- Safran
- HAL
- Liebherr



FAVRE LEUBA



# Favre Leuba - Overview, Milestones



- Favre Leuba is the 2<sup>nd</sup> 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 Bivouac 9000**, summited Mt. Everest – only wristwatch capable of measuring altitude, pressure at an altitude of 8848m



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

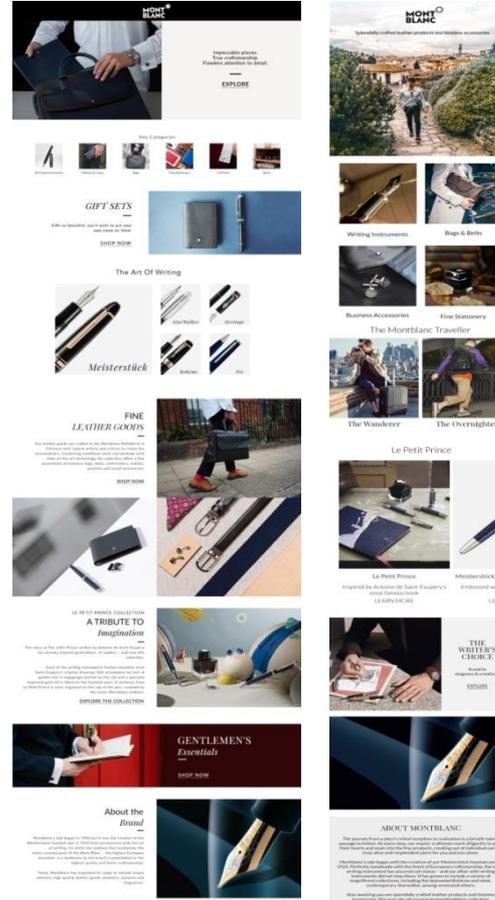
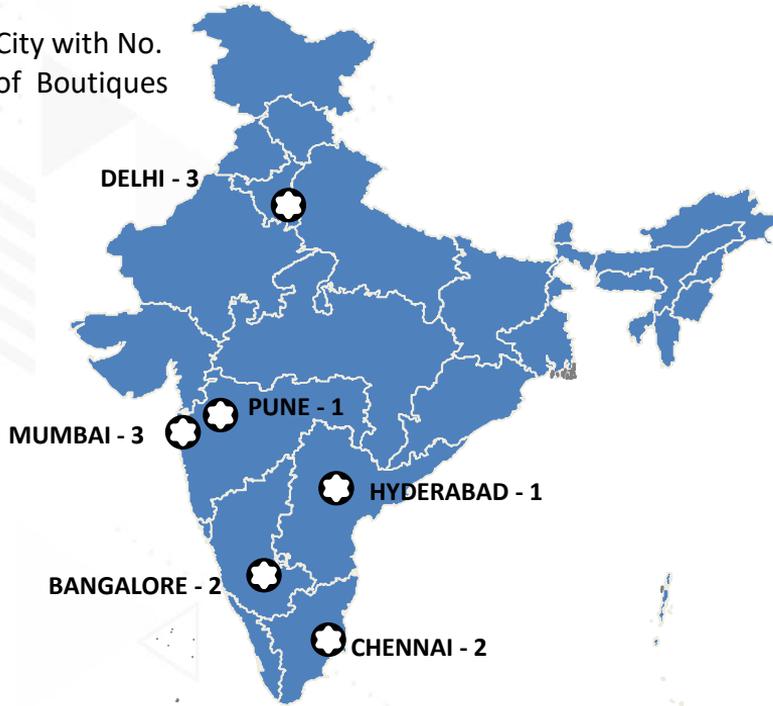


MONT BLANC



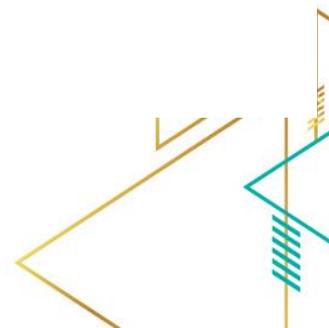
# Opening doors and reaching out to clients : 12 Boutiques and ECommerce

City with No. of Boutiques



E-Commerce: TataCliqu

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



Leather further enhanced with the launch of MY4810 rolling luggage



Strengthening watch category with new a launch – Geosphere

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





# ANNUAL INVESTORS FORUM 2019

INTEGRITY IN EVERY RELATIONSHIP

# TANEIRA



# 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](http://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



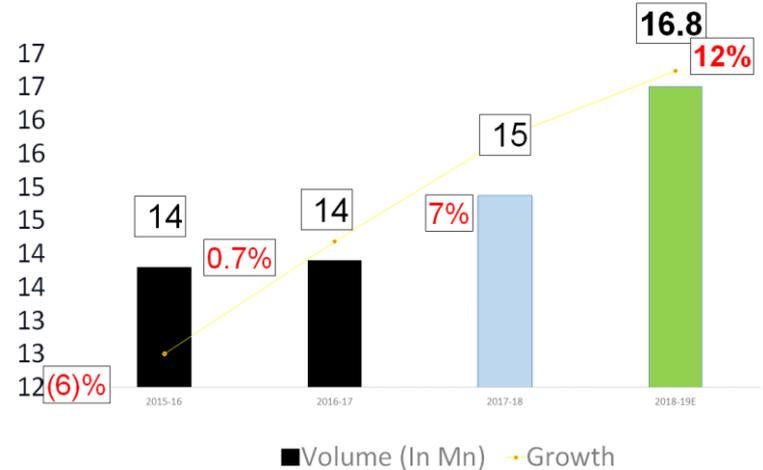
**Topline growth**  
Back to back **double digit** growth



**Double digit volume growth**  
1<sup>st</sup> in 7 years



**Volume 16.8 Mn**  
Highest ever.



# 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.

The



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%



- 1 Connected world
- 2 Premiumization
- 3 Value opportunity
- 4 Trending Fashion

# 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

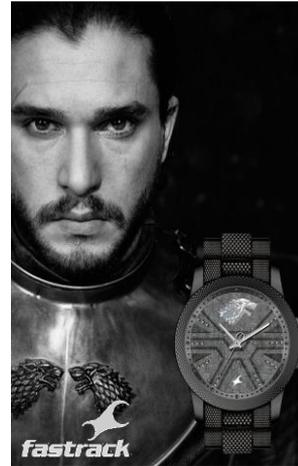


# Trending Fashion

## TREND

Global travel - Exposure

FashTech: Blurring lines between Fashion & Tech



Fastrack: Leading FashTech brand  
Licensed Brands play



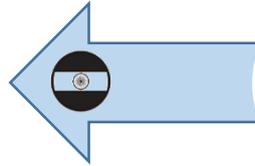
# Unique

Premiumisation  
Rs.10K to 100K



Value Revolution  
<2K

**India Pride**  
Regional Story  
Indigenisation



**New Age Fashion**  
Fashtech, LB, Helios

# Our Brands

# TITAN

## PREMIUMISATION

Populate >10K price bracket  
Titan Edge, Raga



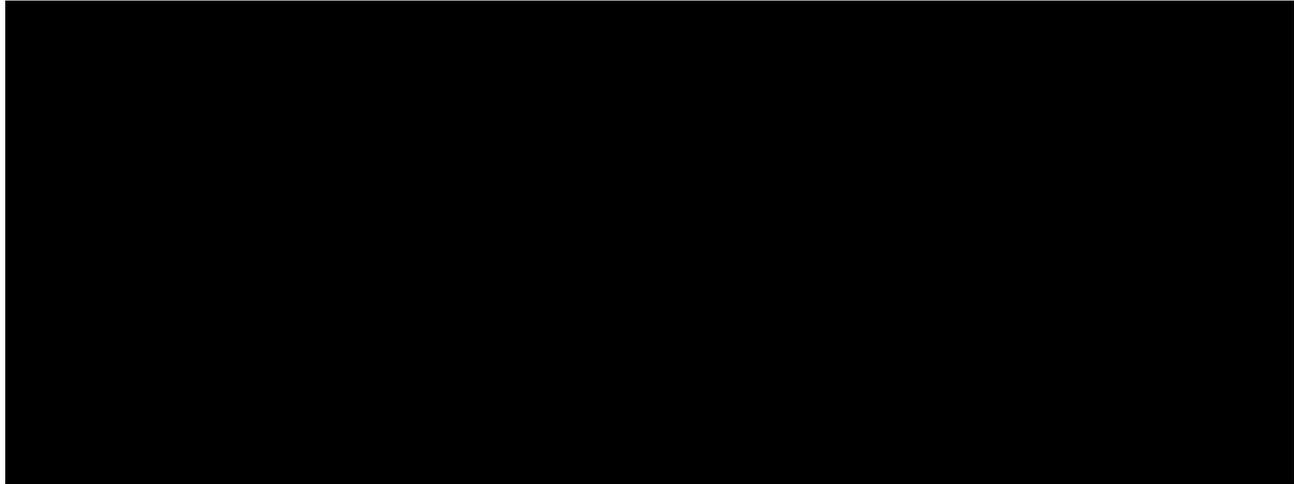
## GROW SMART

New Product Introductions  
Hybrid | Full Touch | Analog LED



Entry into mechanical





**SONATA**



**Unlock Volume**

6.3 Million+ Volume – Highest Ever



**1 Mn Ecom**

**Contemporary Designs**

Trendy | Smart | Relevant



Fashion



Workwear

**SONATA**



## Democratise Smart

Smart watch for every Indian



**SF**  
RUSH 2.0



**SONATA**  
STRIDE

## Associations



CSK Special  
Edition Watches



# *fastrack*

## Wearables

Build Reflex



Reflex Beat

## Differentiated Products

Launch design differentiated products





## Focus on Girls Watches

New Sub-brand for girls



Summer  
Fashion



Ecstasy

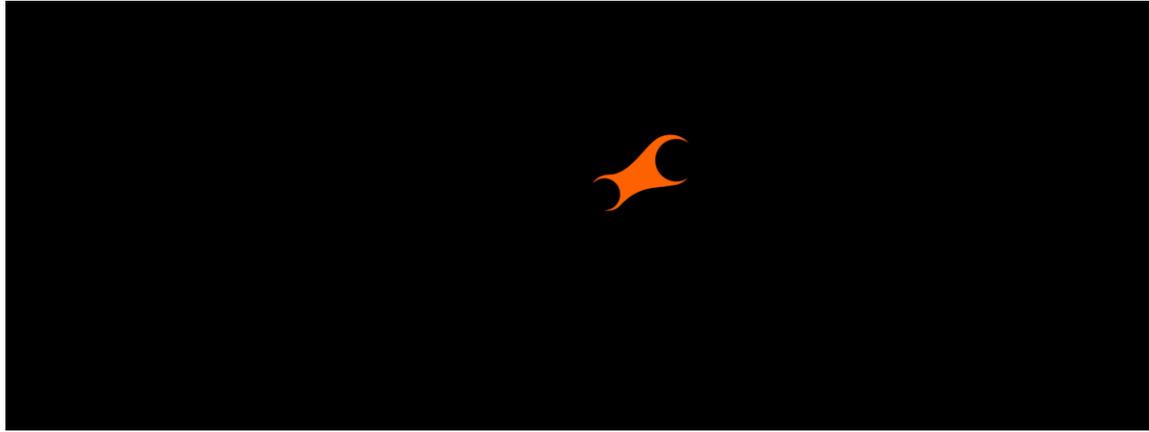


Go Skate

## Youth Connect

Creating multiple platforms for these experiences





# A New Brand

An Adventure Gear Brand

A New Consumer Segment

Advanced performance gear



Recording key metrics - to measure & improve

# Clocks



**Contempore**



**Classic**



**Decorative**



**Minimal**

**Titan Proposition**

Aesthetic Design

Superior Quality



# Manufacturing

Our backbone

Capacity, Capability, New stream



## 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

---

3.9

MILLION UNITS  
SHIPPED IN THE YR



MKT GREW BY 44% OVER 2017  
TITAN GREW BY 81% OVER 2017

**2<sup>nd</sup> largest  
wearables  
company  
in India**

**Where do  
we want  
to go**



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

# KEY INITIATIVES FOR 2019-20

## 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



# KEY INITIATIVES FOR 2019-20

## 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



# KEY INITIATIVES FOR 2019-20

## 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



# KEY INITIATIVES FOR 2019-20

## 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**





TITAN

TF1007WFP1 53/17/140

TITAN  
EYEPLUS

AGE OF  
TANISHQ  
LEADER TO LEGEND.

# FY23 Dream

#Age of Tanishq

**2.5 X in revenue**

**10% share of market**

**Leader to Legend**



## 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



# 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



**Wedding**



**Studded**



**Network  
Expansion**



**Low Share  
Markets**



**Golden  
Harvest**



**Gold  
Exchange**



**In-Store  
Operations**



π  
TANISHQ  
PRESENTS

RIVAĀH

WEDDING JEWELLERY

---

FOR EVERY INDIAN BRIDE

# ACTION PLAN FY20

Doubling share with  
Base Categories

Penetrating Elite  
Segment

Relationship  
Shopping

Driving Profitable  
Growth



# Hyper Regionalization: Sampoorna Rivaah



Aadh



Tewta/  
Timaniya



Tussi



Rani Haar

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



# Regional Wedding – Andhra Pradesh / Telengana





**STUDDED**



Hit the ground running with SWAYAHM 1<sup>st</sup> week April



W4:H1

MSR

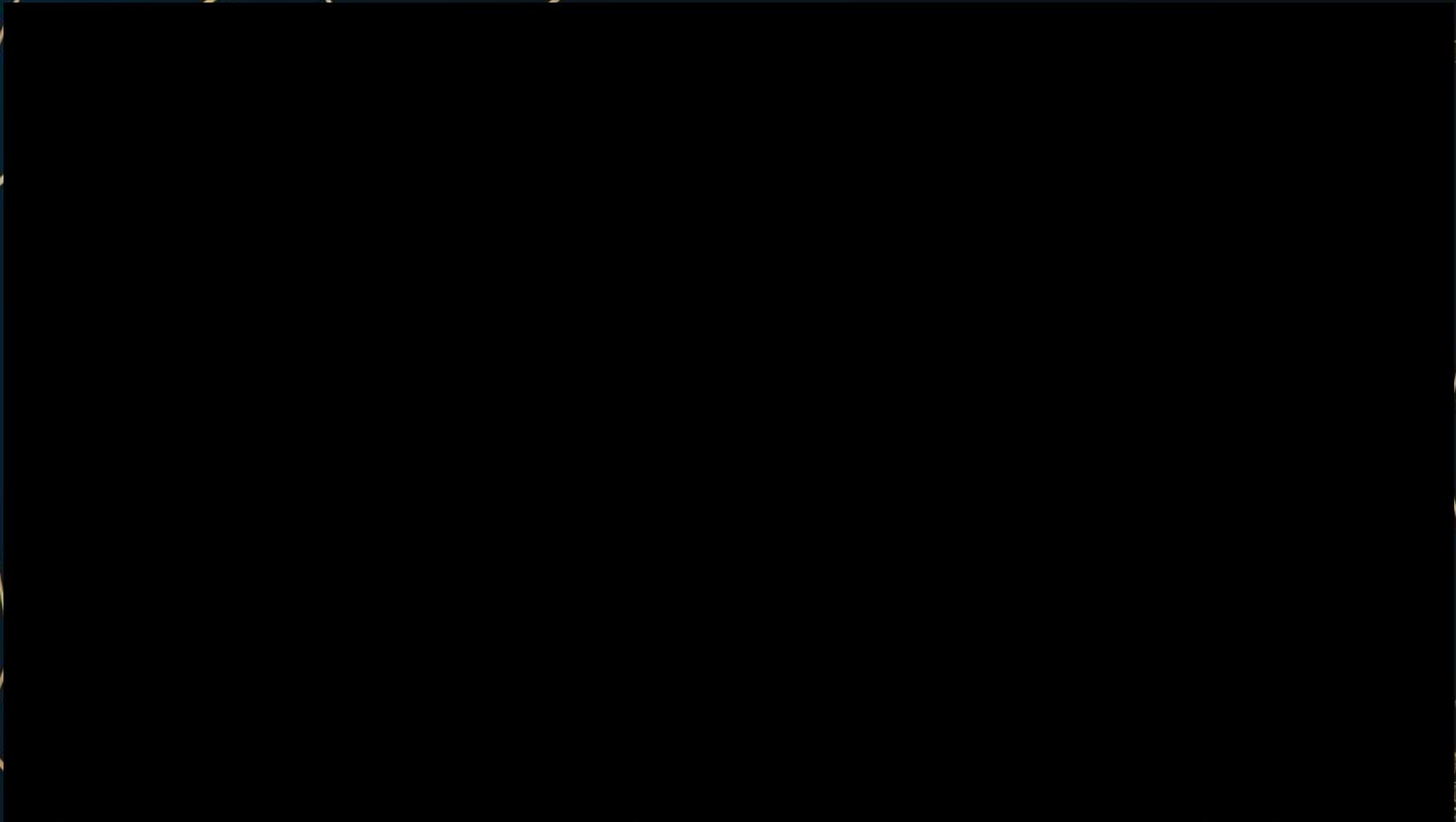
A TATA PRODUCT

TANISHQ  
PRESENTS  
|| Swayahm ||



[www.tanishq.co.in](http://www.tanishq.co.in)

Follow us on:    



## 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



INDIA'S MOST TRUSTED JEWELLER  
NOW OPEN AT SOLAN.



## ACCELERATE NETWORK EXPANSION

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



**GAIN SHARE**  
**8% by FY21**



# **HERO MARKET**



# Build Brand Consideration through the Tanishq Promises Campaign

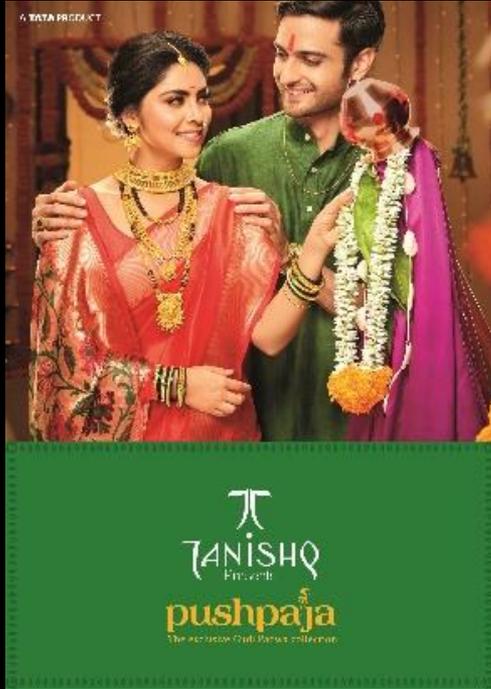


## **BUILDING REGIONAL CONNECT**

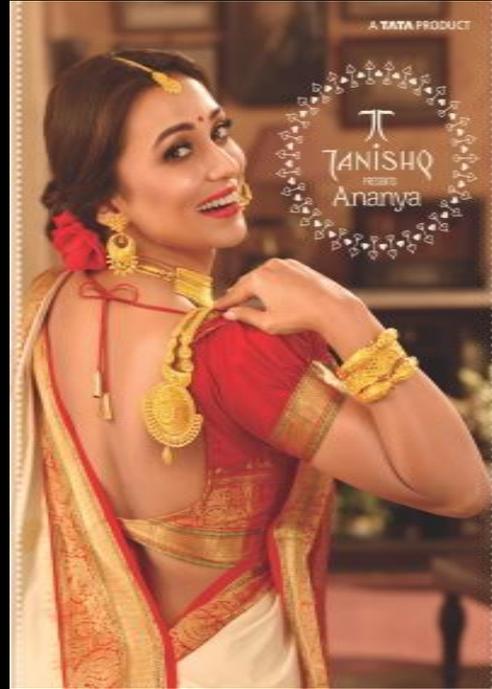
**Own all regional festivals like Gudi Padwa, Teej, Varamahalakshmi, Pujo etc.**

**Build familiarity using known faces in the region**





Sonalee Kulkarni

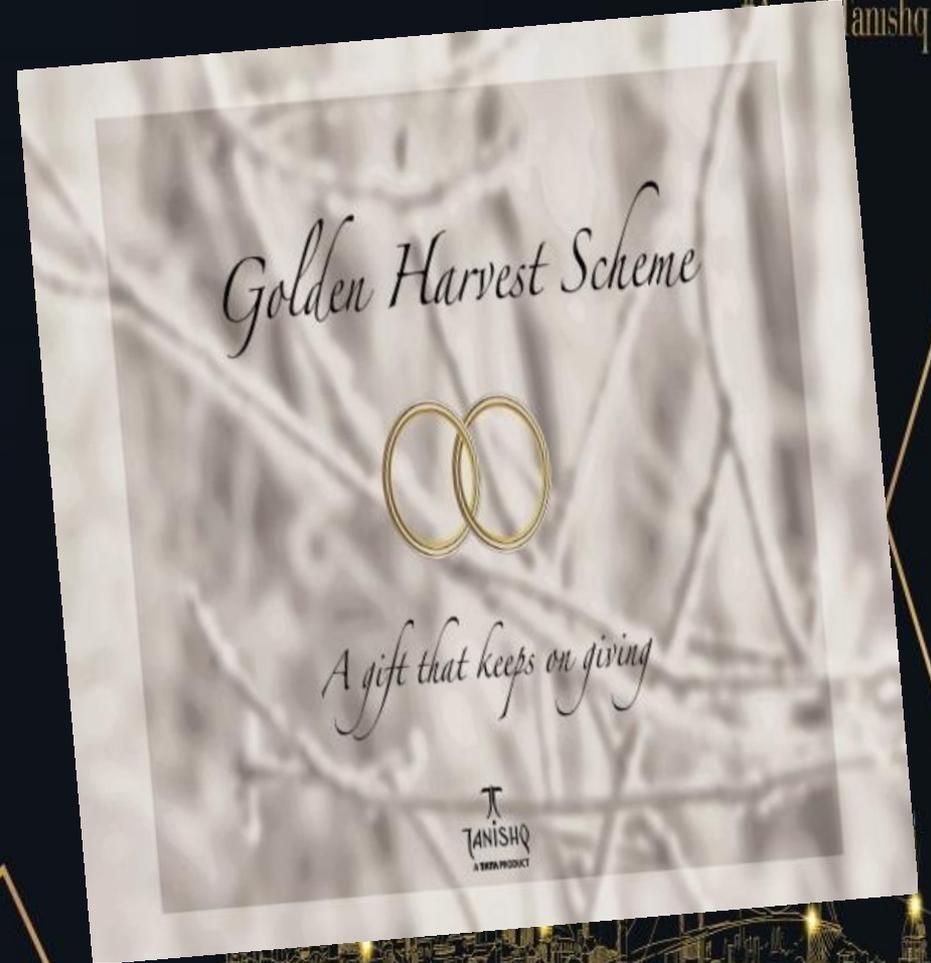


Mimi  
Chakraborty



Nayanthara

# GHS: Lower role



# EXCHANGE

35% growth targeted



#Age of Tanishq

# RETAIL OPERATIONS



#Age of Tanishq

Mia  
by  $\pi$   
TANISHQ

Me In Action



- Target – 250 Crores
- Brand Growth – 54%
- Mia stores – **21 new**



#Age of Tanishq

# ZOYA

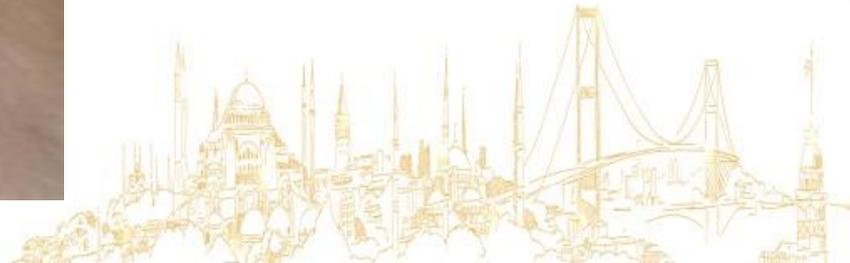
A **TATA** PRODUCT



#Age of Tanishq



# Launched Flagship Boutique at South Extension

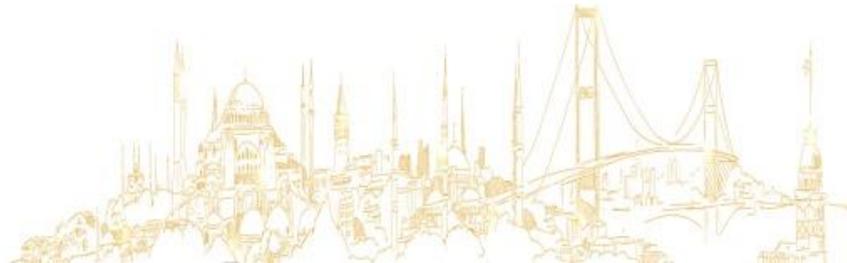




Mercedes-Benz



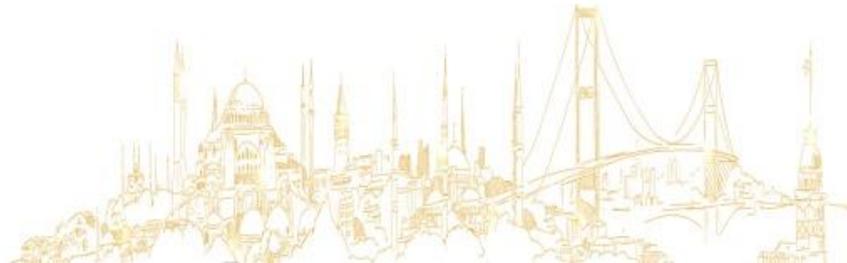
**Strategic Alliances with  
Mercedes , BMW and American  
Express**



## **The Year Ahead**

**Retail Expansion : 5 new  
boutiques**

**Target : 115 Crores**





**CARATLANE**  
A ZANISHQ Partnership



**Aaranya**  
*An Ode To The Beauty Of  
Trees*



**Butterfly**  
*The Spirit Of You*



**Pero**  
*A Medley Of Flying Colours*



**BUTTERFLY**  
*The Spirit of You*



**Pero**  
A medley of flying colours



**AARANYA**  
AN ODE TO THE BEAUTY OF TREES

[SHOP NOW](#)

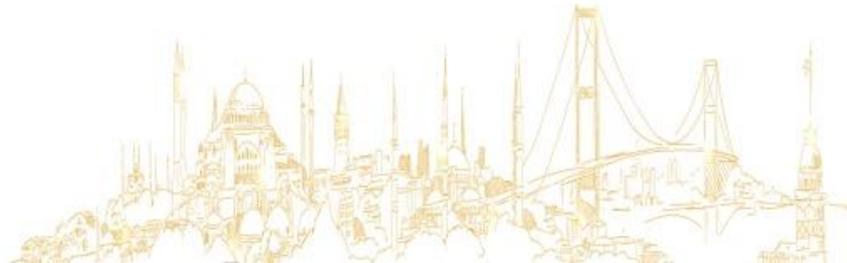
# Targets and Initiatives

- 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**





# ANNUAL INVESTORS FORUM 2019

INTEGRITY IN EVERY RELATIONSHIP

