SEC 22 / 2026-27

4th June 2026

BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai 400 001
Maharashtra, India
Scrip Code: **500114**

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G
Bandra Kurla Complex
Bandra (E), Mumbai 400 051
Maharashtra
Symbol: **TITAN**

Dear Sir/ Madam,

Sub: Investor Presentation - Institutional Investors & Analyst Meet 2026

In furtherance to our letter no. SEC 19 / 2026-27 dated May 25, 2026, attached is a copy of the presentation being made at Institutional Investors & Analyst Meet 2026 today in Mumbai.

The above presentation is also being hosted on Company's website www.titancompany.in.

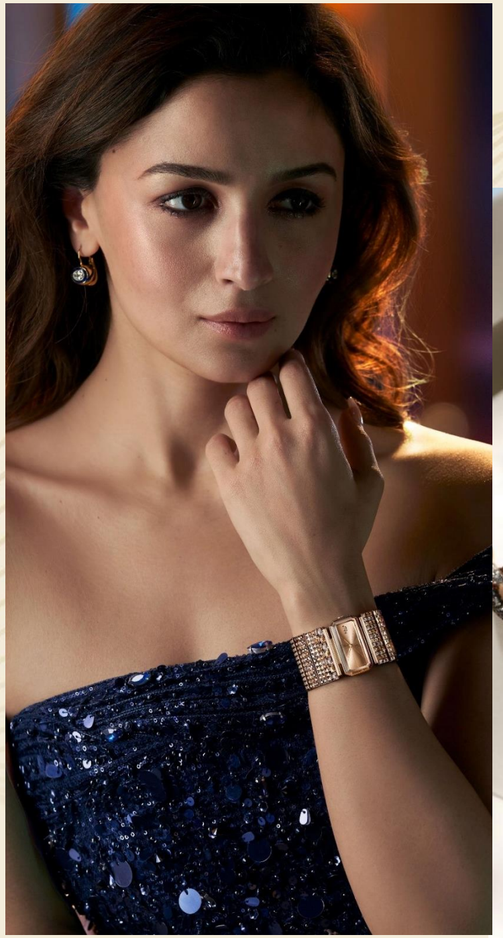
Kindly take the same on record.

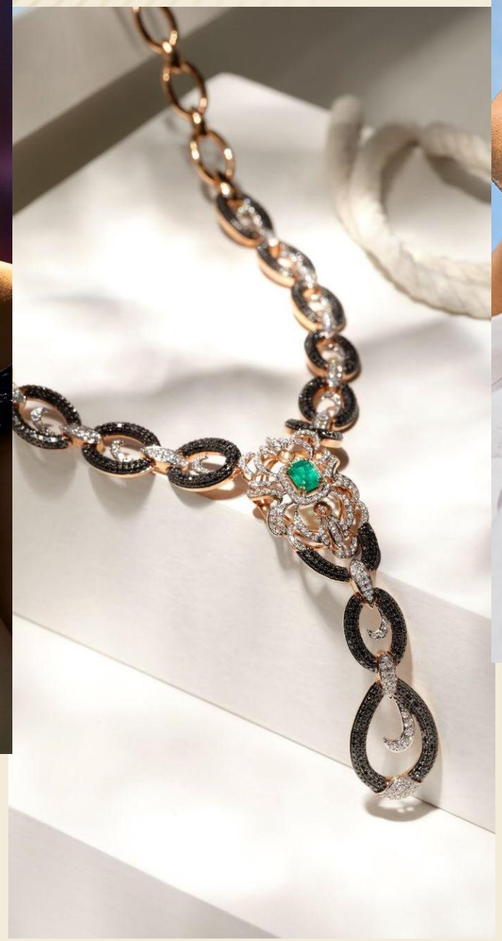
Yours faithfully,
For TITAN COMPANY LIMITED

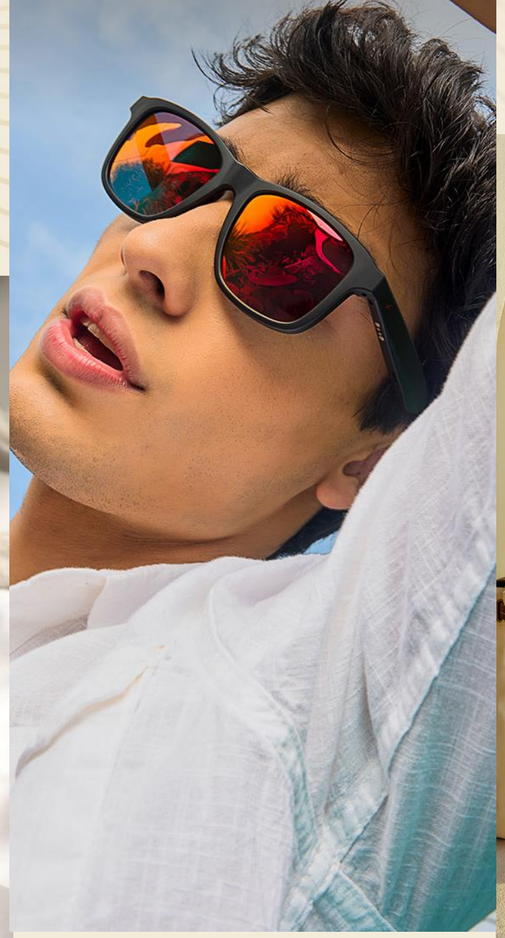
DINESH SHIVANNA SHETTY
Digitally signed by DINESH SHIVANNA SHETTY
Date: 2026.06.04 15:07:01 +05'30'

Dinesh Shetty
General Counsel & Company Secretary

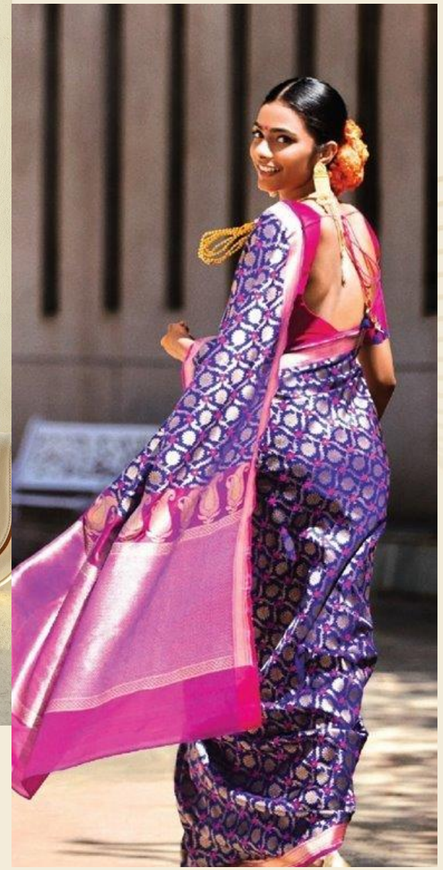
Encl. As stated











TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale

Ajoy Chawla, Managing Director, 4th June 2026


TITAN
COMPANY

A powerhouse of design-driven, lifestyle brands that have shaped narratives

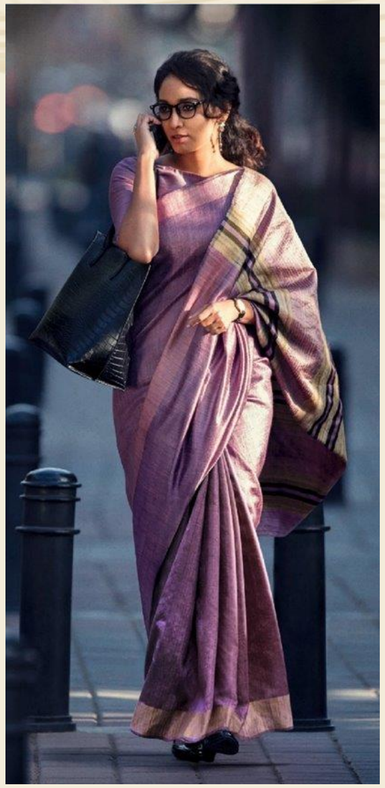










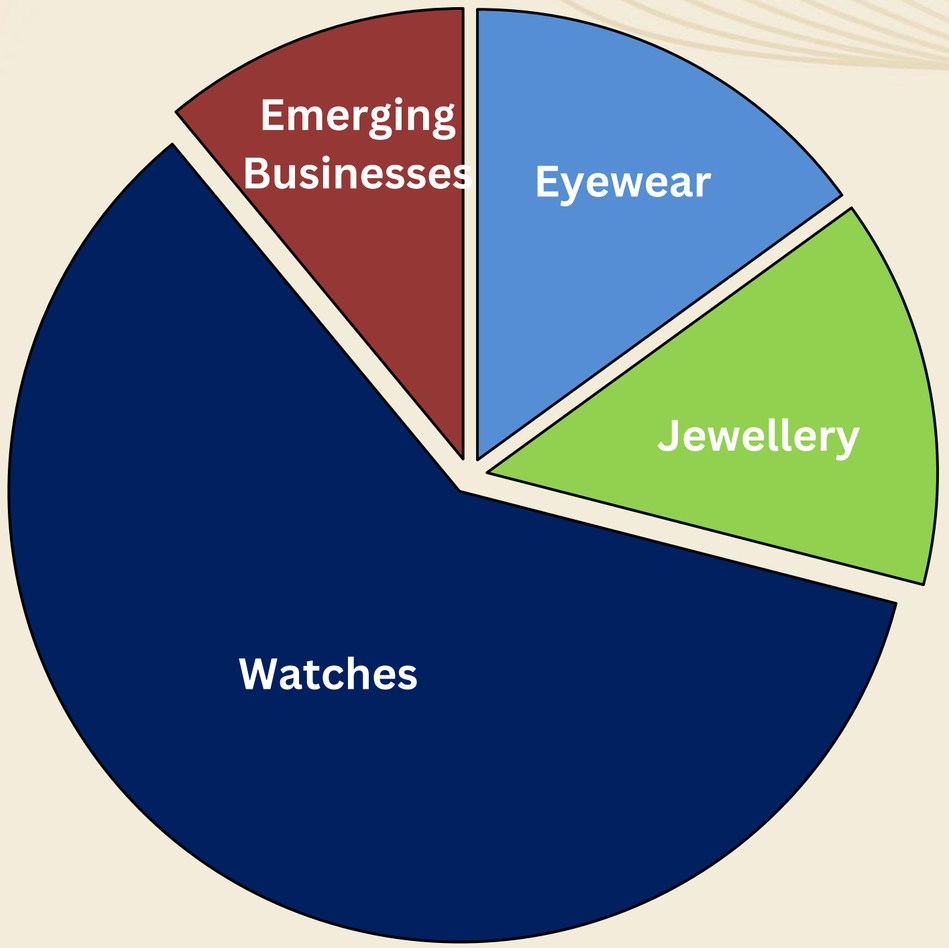


A string of pearls



Many People see us as a Jewellery Company...

But the Buyer share has a different story to tell

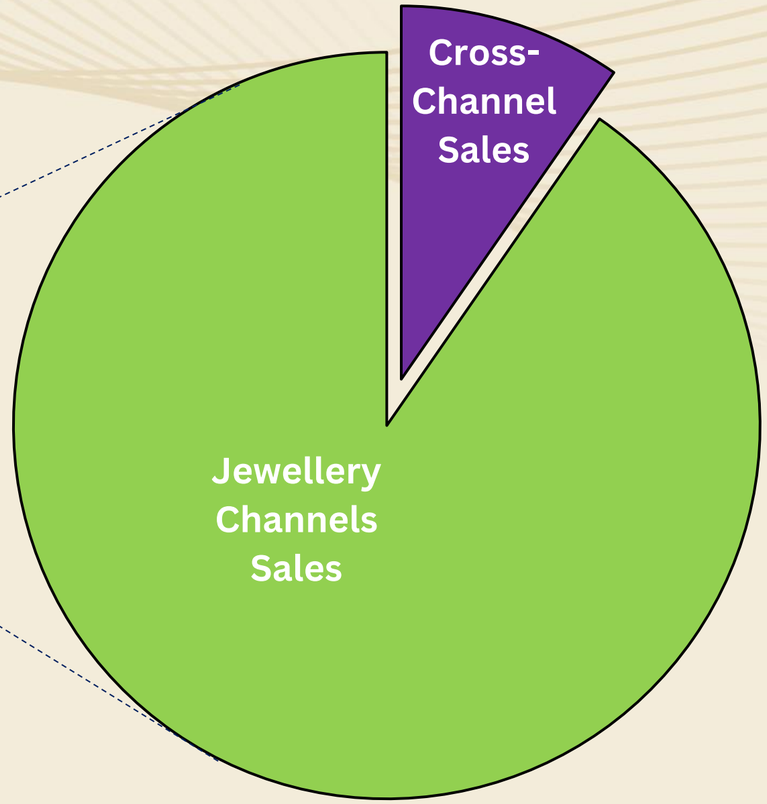


The Encircle Flywheel

Within Jewellery, ~10% sales comes from Encircle!

Jewellery
Watches
Eyecare
Fragrances
Bags
Sarees

TITAN ENCIRCLE
~50Mn Customers

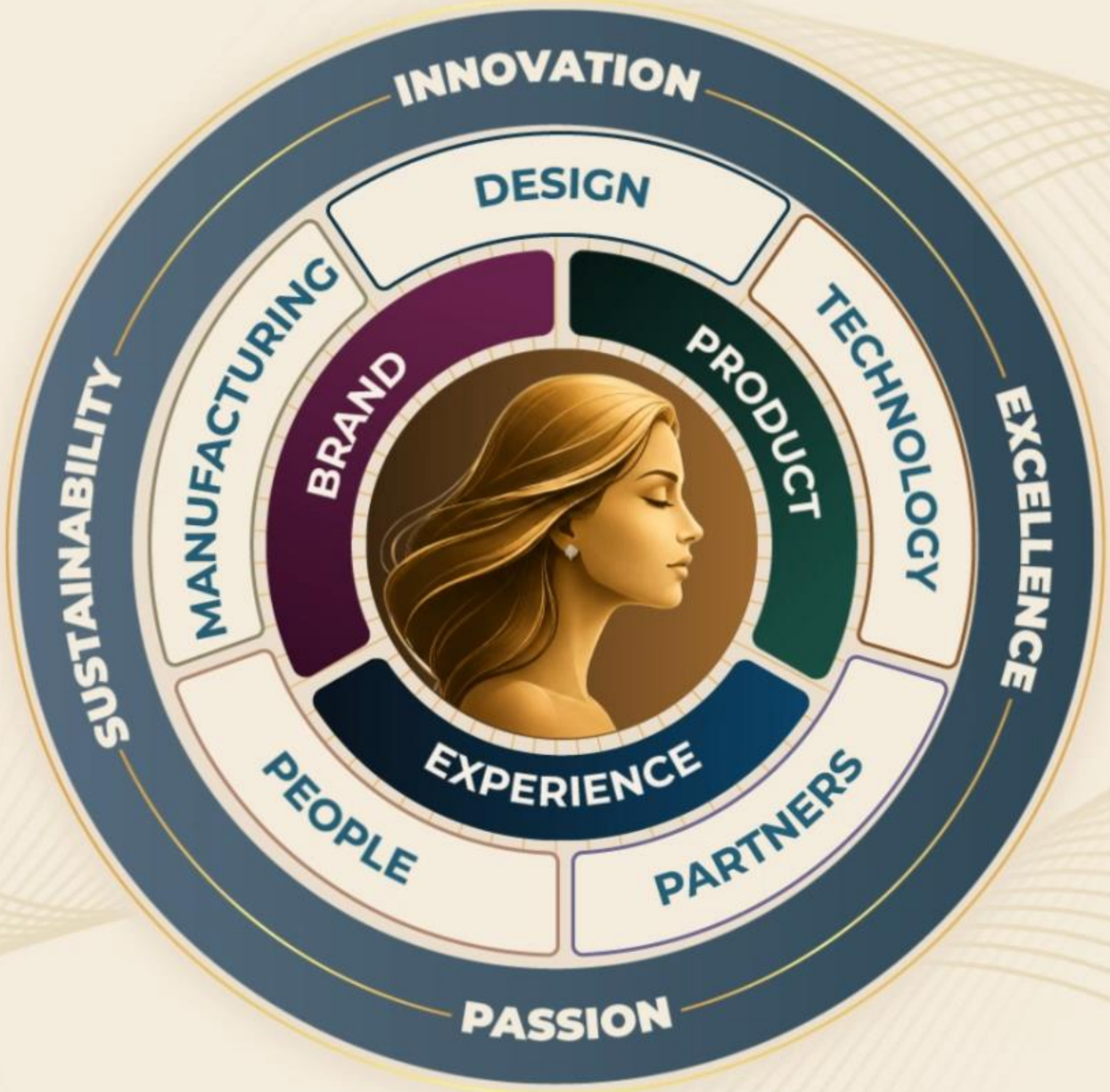


TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale

What Makes Titan Tick?



Our DNA:
Innovation, Inventiveness, Intrapreneurship



Leading the customer...





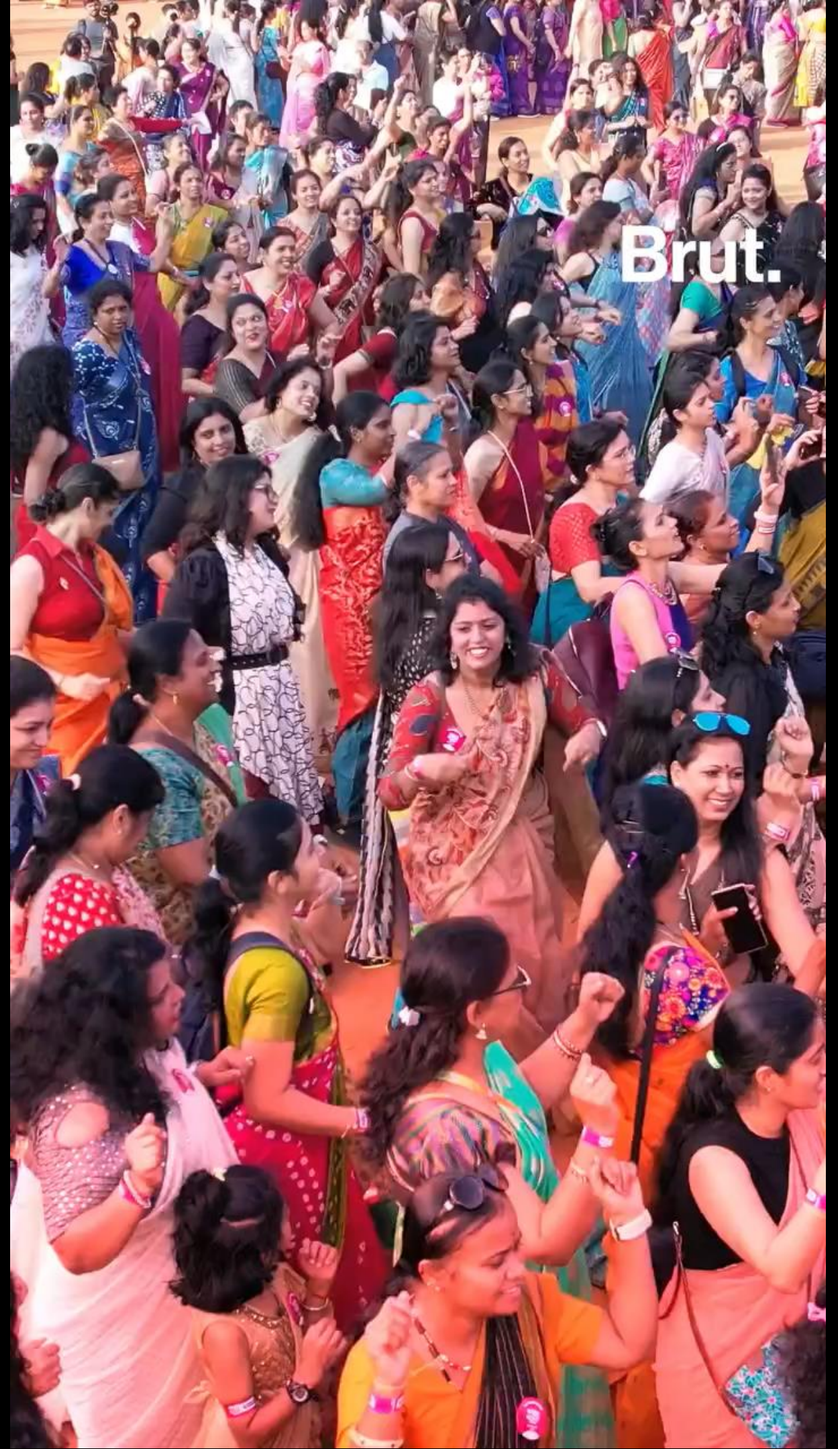


Engaging the customer

and vibing with them!






Brut.

Our Manufacturing DNA has enabled us to develop Category Expertise



Watches Manufacturing

TEAL

Driven by Design










SKINN
AMALFI BLEU
EAU DE TOILETTE



Creating memorable experiences...

One Customer at a time



A retail powerhouse with over 3,400+ stores...

driving innovation

one format at a time



300+ stores added; 300+ transformed in FY26







New luxe formats created- Watches



Helios Luxe CP, Delhi



The Titan World 2.0, Bangalore

Titan Eye+ Premium



IRTH Yellow doors



Present across 400+ Towns... Middle India



Tanishq Barrackpore



Titan Angamaly

All the while, celebrating delightful moments with our customers





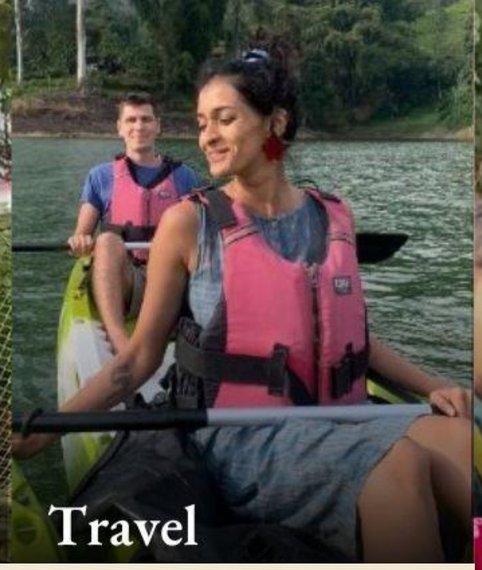














Zoya: Personalized Experiences











> Heyy, Thank You so much for this amazing experience, I can't even express it in words. It was magical and something. I'll always remember. Thank You for having me and making it one of the best concerts I've ever been too!!
>
> - Bhavya Chaudhary

Technology that widens the moat

Tech. & Science that widens the moat

- HD Manufacturing
- Automation
- Metallurgical advances



- Horology: Tourbillon Movement
- Case Materials: Gold, Ceramics

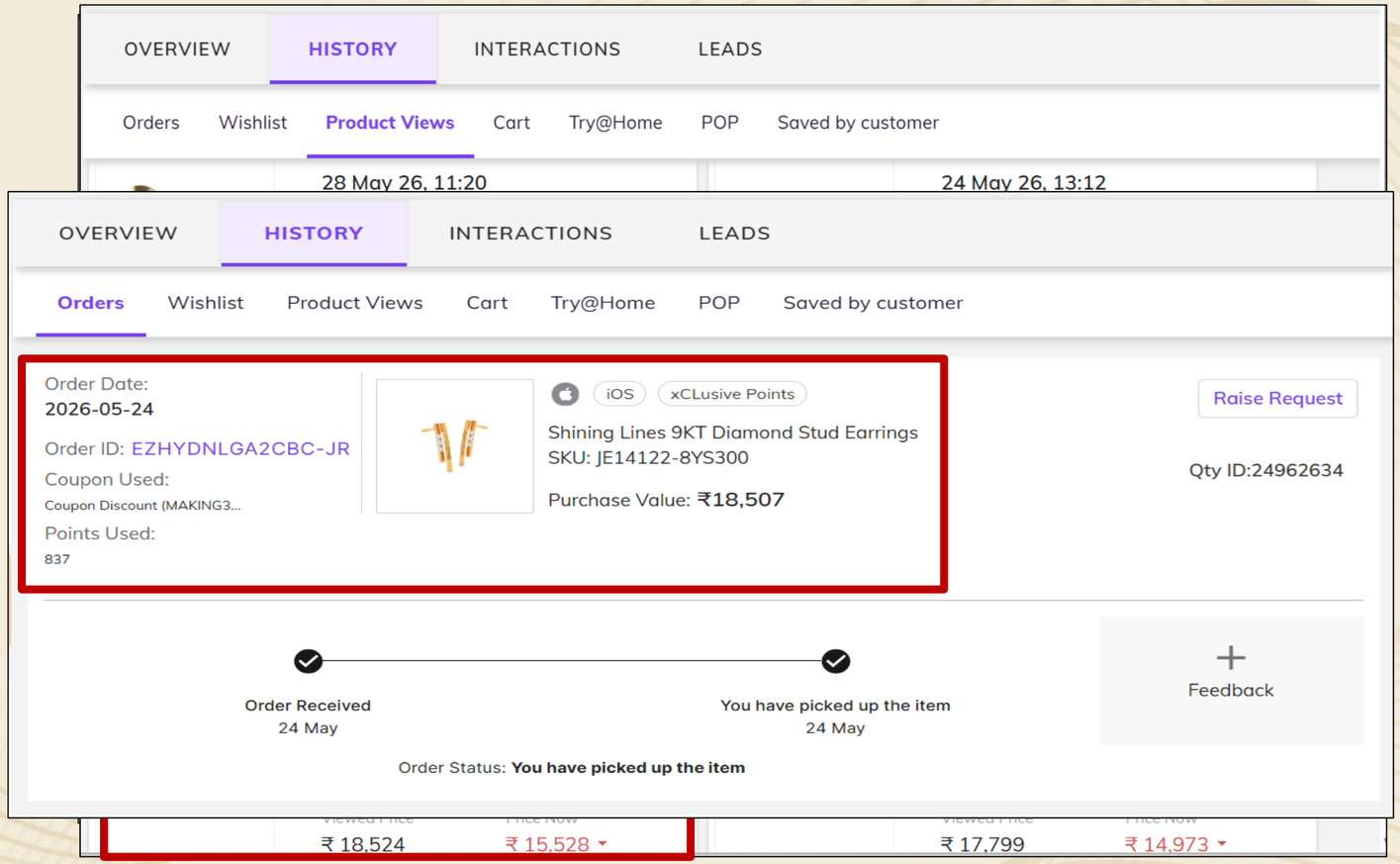


- Digital Phoropter
- Contactless FH & PD Measurement



Hi Tech & Hi Touch – Enabled by Digital

- **Omni** led play across categories ~ ₹15,000 Cr
- **Analytics** led CRM campaigns @ scale 3,000 per yr
- **Image Recognition** applications across value chain
- **Agentic AI** for P2P & Vendor Management
- **One View** of the customer for seamless consumer journeys (Caratlane)



Caratlane's OneView

Brands that shape narratives







All of this is fuelled by our
People & Partners

Passionate Titanians
Hungry to win... Against all odds



Happy Employees create Happy Customers

Great Place To Work® Certified DEC 2025-DEC 2026 INDIA™

Best Workplaces™ for Women Great Place To Work® INDIA 2025™

Best Workplaces™ in Health and Wellness: Companies that Care Great Place To Work® INDIA 2026™

Best Workplaces™ in Retail Great Place To Work® INDIA 2026™



The Wellness Fest



Tell Me- A Harvard Case Study

Our store teams are our brand ambassadors who create happy customers – We owe it to them!







Professionalism & Deep Partnering
1,000+ Partners: Part of the Titan Family






VENDOR

"In a free enterprise, the community is not just another stakeholder in business but is in fact the very purpose of its existence."



PRAGATI



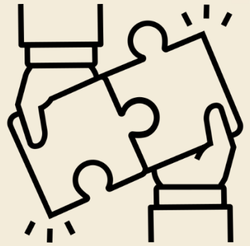
Environmental



Social



Governance



Partners

Energy



↗ 460 kW Solar
Watches
Coimbatore



↗ 150 kW Solar
Eyecare
Chikkaballapur



~ 1 Lakh Saplings: Carbon Sequestration – Krishnagiri

Water



↗ Water Augmentation Beyond the Fence – Checkdam Restoration -



↗Aerial Pond · Renovated Community Tank

~40 Cr litres of freshwater capacity augmented beyond the fence;
~75 Cr litres in the last 2 years

Social Initiatives



- **Empowered 52K+ girls with education – Titan Kanya**
- **Trained 15.8K youth under LeAP**
- **Enabled 3K+ women entrepreneurs to achieve ₹1 lakh+ income**
- **Conducted 766K+ eye screenings and 21K+ eye surgeries through Happy Eyes Programs**
- **Created significant water-saving potential with 20% yield improvement for farmers**

PRAGATI

Pragati Index: BRSR Framework adopted

TITAN COMPANY | Institutional Investors & Analysts Meet 2026
Innovation at the Core, Growth at Scale

Alignment to Key SDGs		Goals (Titan Standalone)	Metrics	FY26 (Plan)	FY26 (Est)	FY27 (Goal)
6, 7, 12, 13	Environment	1 Become Net Zero Carbon by FY30	Scope 1 + 2 (tCO2e)	25598	26000*	18477
		2 Become Water Positive by FY30	Net Water Ratio	1.19	1.65	1.5
		3 Reduce and recycle plastics by 50%	Plastics (MT)	1034	1400#	900
5, 3, 10, 8	Social	4 Become the National Leader in Inclusion by FY28	Index	New Index	83	84
		5 Great Places to Work (GPTW) score of 85 by FY27	GPTW	83	82	85
		6 Become the National Leader in Safety (Top 5) by FY28	Mfg Bradly Curve index^	3	3	3.5
			Non Mfg Bradly Curve index^	2	2	2.5
		7 Reach 2.5 Mn through CSR by FY27	Transformation thru CSR	8%	7%	12%
			No. of people reached	0.9 Mn	0.9 Mn*	0.8 Mn
12, 16	Governance	8 Be the National benchmark in Board Governance	IiAS Ranking	Next Leaders	Results to come	Next Leaders
		9 Reach global benchmarks in Ethics	LBE Score	87 (2023)	89 (2025)	NA
		10 Become the National benchmark in data privacy by FY30	Data privacy Maturity Index	Baselining	Q2 FY27	IBD>2
9, 17	Partners	11 Drive Vendor Sustainability - 4P 2.0 (Process, People, Planet, Place)	% Coverage of vendors with 4P	Baselining (80% value)	99 vendors under assessment	Handhold 50% to Basic
		12 Drive Franchisee Net Promoter Score (NPS) to global benchmarks	Franchisee, CFA, Distributor NPS	Baselining	Work in Progress	Roll out initiatives

#Plastics given for packaging; VM, Products, Ops inventorization underway

CFA - Clearing and Forwarding Agent

^Bradly Curve Index from 1 to 5 (5 being the highest)

* ~ 4000 tCO2e reduction in FY26

IiAS-Institutional Investor Advisory Services

* Unaudited – BRSR audit going on

100%+ alignment vs plan

80-100% alignment vs plan

Benchmark in Ethics, Governance, Transparency

Tata Code of Conduct: Top Ethics rating for 4th year in a row



Titan recognized in India's Best Cos. for Women in Retail and Apparel

Watches awarded the CII EHS Excellence Gold Award





Tanishq honoured at the 'Diamonds Do Good' Awards 2025, Las Vegas

Titan recognized among HR Asia's Best Cos. to Work for



The Future beckons...

The India Growth Story: multiple opportunities!

TITAN COMPANY | Institutional Investors & Analysts Meet 2026
Innovation at the Core, Growth at Scale



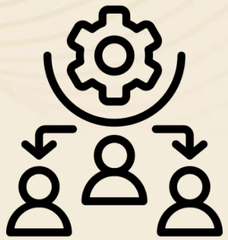
India: ~$2,800



Gen-Y/Z Consumption



Women Power



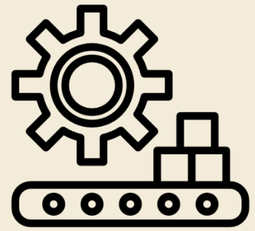
Formalization



Middle India- 450+ towns



International



Make in India (B2B, Mfg.)

Some dark clouds in the near-term...

RISKS

1. Geo-politics
2. Regulatory interventions
3. AI & Tech disruptions
4. Climate Change

CHALLENGES

- Gold Price volatility
- Supply chain disruptions
- Inflation, Uncertainty
- Consumer sentiment

Growth, powered by Innovation, is our Oxygen

Playing to Win is our DNA

Topline Ambition FY30:
Watch this space...

Strategy for Growth

1. Widen the moat: Brand, Retail and Product Innovation

2. Portfolio Play: to dominate/build scale across each category

3. Capturing Aspirations of a Premiumizing India

4. Win with Gen Z /Y: Digital first - CRM, Omni, Q/Ecom

5. Rapid International Growth: GCC, NA- Indian Diaspora

6. Make Damas a success- a future playbook…

7. TEAL: Unlock exponential growth

Strategy for Growth

1. Widen the moat: Brand, Retail and Product Innovation

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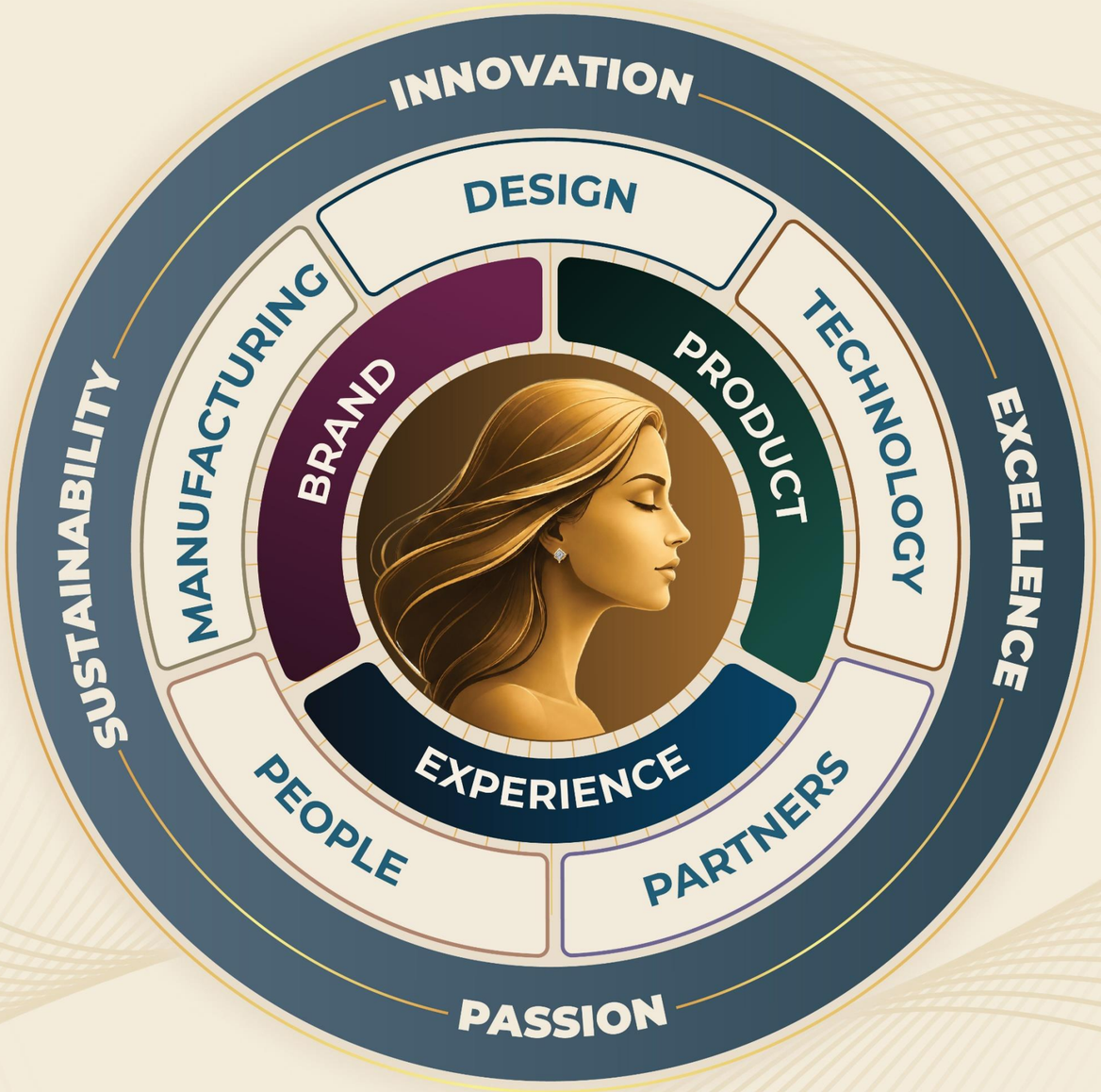
6. Make Damas a success- a future playbook…

7. TEAL: Unlock exponential growth

TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale



DESIGN EXCELLENCE CENTRE



Revathi Kant
Chief Design Officer

Investor Meet
04th June 2026

DESIGN @ Titan

Design is more than aesthetics, it is how we stay relevant, desirable, differentiated and lead in a competitive marketplace. It is a strategic and integral part of business.

Great Design is not just beautiful – Its profitable

4 C’s of Design

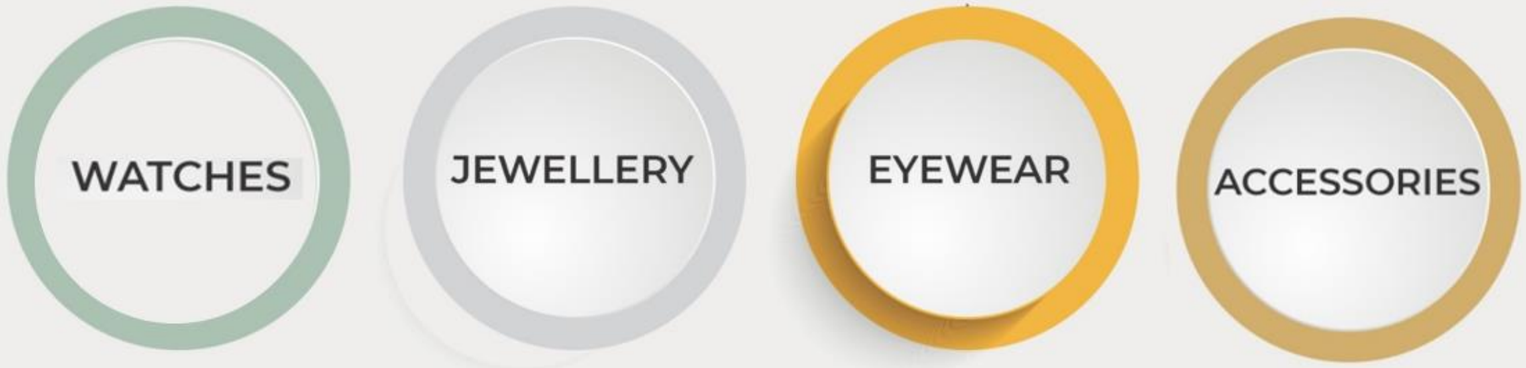
- Culture
- Craft
- Consumer
- Commerce

TITAN COMPANY

DESIGN EXCELLENCE CENTRE

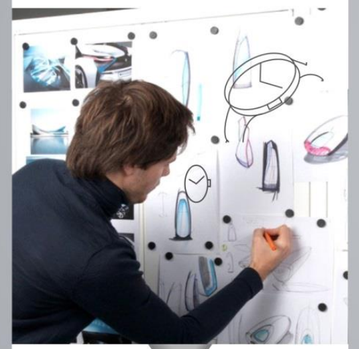
PURPOSE:

1. DESIGN LEADERSHIP ACROSS ALL BRANDS
2. EXCELLENCE IN DESIGN & PRODUCT INNOVATION
3. CONSUMER CENTRICITY THROUGH DESIGN RESEARCH
4. CROSS CATEGORY POLLINATION



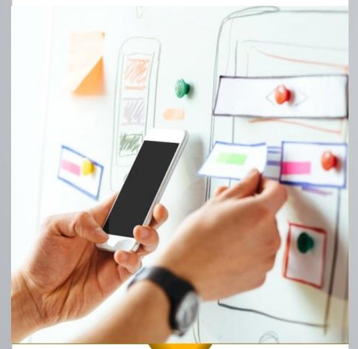
TEAM PROFILE AND FOCUS AREAS

Integrated team of160 designers, engineers and trend researchers



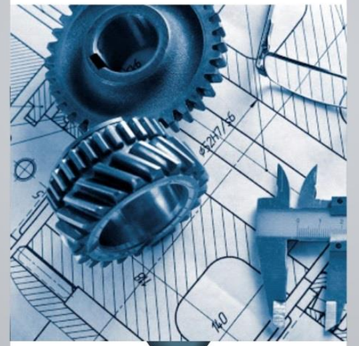
Product Designers

Industrial design
Design research
Product Strategy



Interaction Designers

User Interface
Experience Strategy
User Research
Design Usability Testing



Design Engineers

Eng Design
Watch and Jewellery
Tech Specs
Dials drawings
Rapid Prototypes



Trend Researchers

LifeStyle Trends
C.M.F
Design Research



Development Experts

Rapid Prototypes
Design lab experts

DESIGN PILLARS

01

CONSUMER CENTRICITY

Consumer centricity is crucial in product creation. Consumer insights guide our design thinking to ensure that the final product is a customer's delight.

02

STRATEGIC CONNECT

Our products are seeped in deep design stories, leading to a close connect between Brand and customer.
This approach leads to building authenticity and design differentiation across brands.

03

INNOVATION SPIRIT

The pioneering approach leads to design innovation, identifying techniques and marrying it with suitable concepts resulting in unique products with a leading edge design.

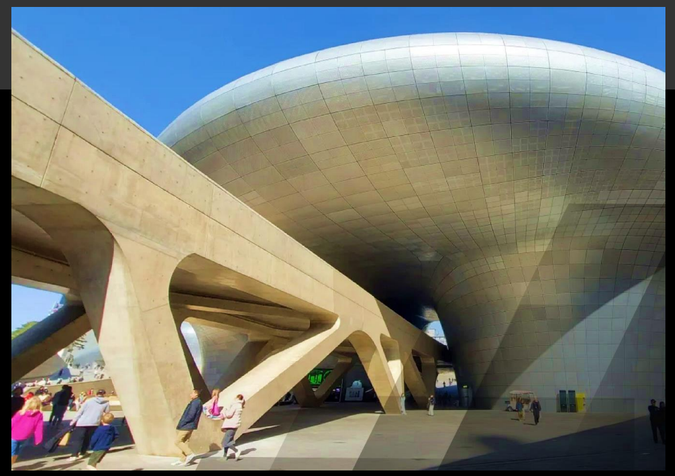
04

DEMOCRATIZING DESIGN

We design to make every product more and more affordable and ensure that the wearer sees value in our creations.

Design Culture

Excellence in Design



Visit- Top Seoul Companies

- LG Electronics Design Center
- Hyundai Motors Design Center
- Korea Advanced Institute of Science and Technology
- Amorepacific Museum of Art
- Korea Institute of Design Promotion
- Dongdaemun Design Plaza
- Seoul Design Foundation
- Lotte World Tower
- X Plus Design studio



TITAN COMPANY | DEC DESIGN HACKATHON

Titan x CII

Global Design Summit











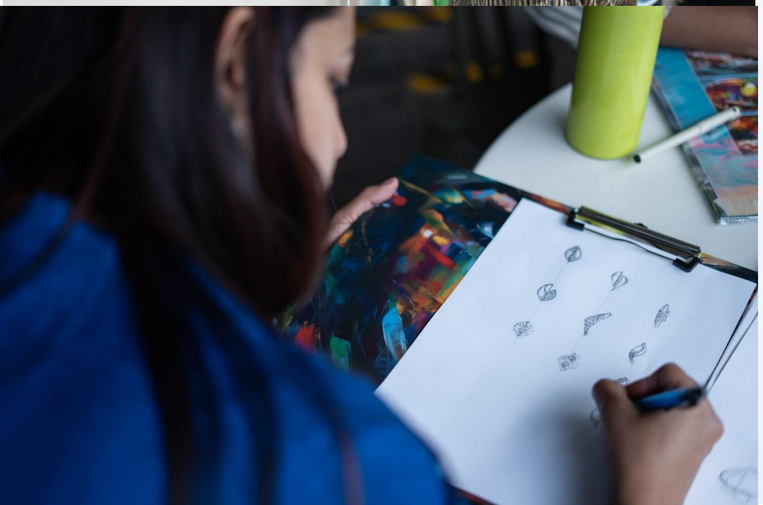
Exposure and Immersion



India Hongkong Thailand Geneva London Paris Dubai Vicenza Istanbul Munich China















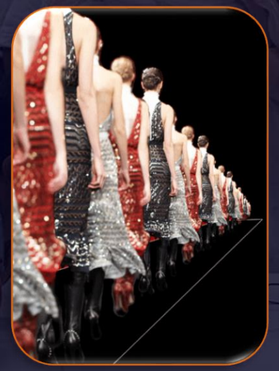

UNLEASH YOUR SPARK!
INNOVATE
CREATE
ELEVATE
DESIGN EXCELLENCE CENTRE'S
DESIGN HACKATHON
TITAN INTEGRITY
24 AUG 2024
09:30 AM TO 7:00 PM
TITAN
COMPANY


TITAN
DEC
DESIGN
HACKATHON
UNLEASH YOUR SPARK
INNOVATE · CREATE · ELEVATE
Titan Integrity Campus
Saturday
24th August '24


Instagram
Design Hackathon
TITAN Integrity


Instagram
Design Hackathon
TITAN Integrity
2,40,824
2,408
Design Excellence Centre
Unleash you spark! #innovate #create #elevate

Trendlab DEC



Catwalk Analysis



Newspaper



Social Media



Innovative Launches



Trend sources



Market visit

Observe

Analyse

Define

Develop

Feedback

Improve

Release

STRATEGY

- Premiumization
- Building Irrational Desire
- Iconicity
- Fashion

Premiumization

TITAN

GPHG

Limited Edition – 10 pieces

Case: First ever watch case insert in red agate
Movement: Features a precision-cut red agate bridge on the tourbillon.
Dial: Crafted from white marble with intricate rajasthani miniature painting by padma shri Shakir Ali.
Price: 40 Lakhs









TITAN
STELLAR 3

In-house **Wandering hour movement.**

Crystallized Titanium case

Price 1.8L

TANISHQ

A GLOBAL MOMENT

PCW collab with **Tanishq High Jewellery** in Cardi B's "**Imaginary Playerz**" music video.

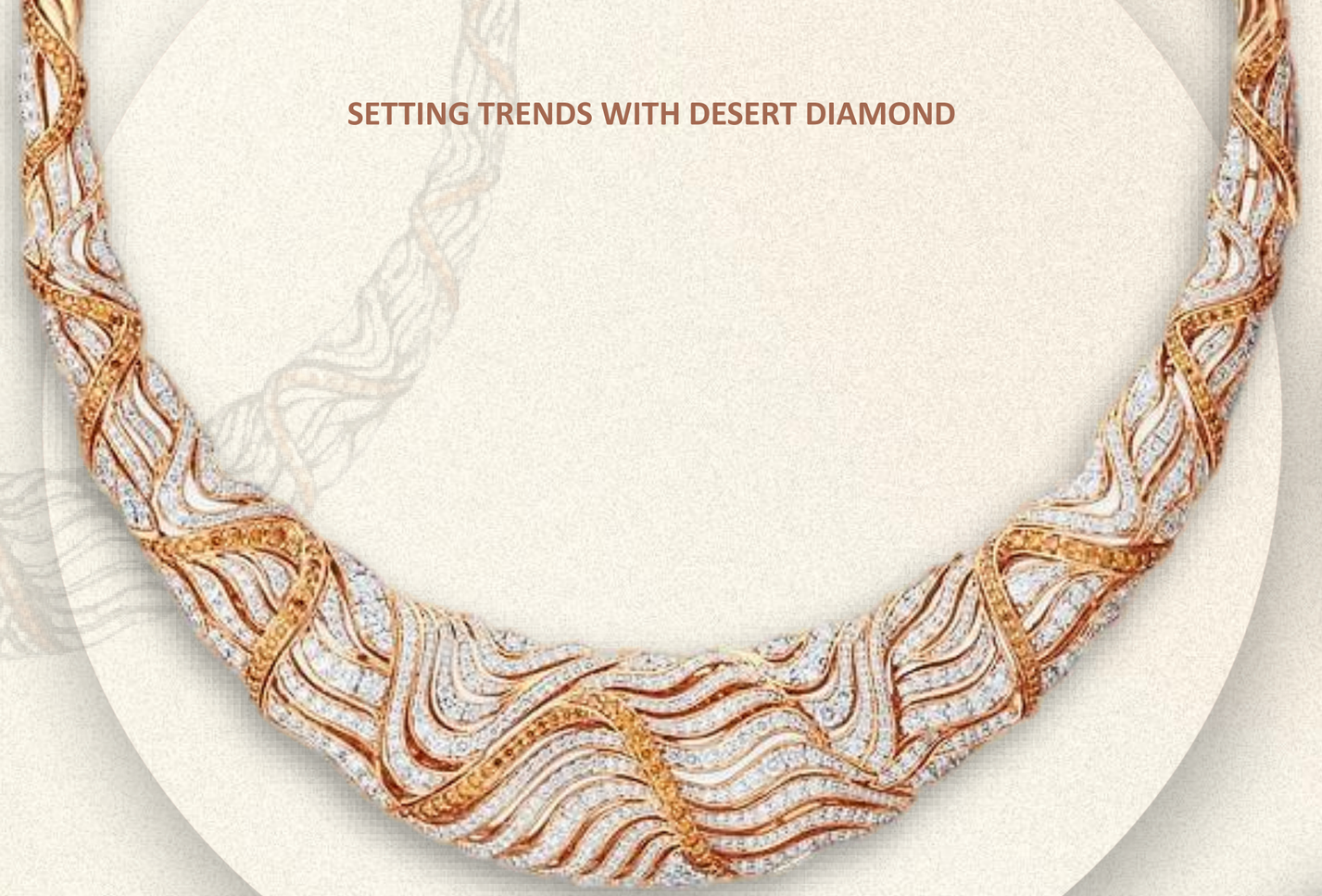


INR 4.6 L/-

INR 1 CR/-

TANISHQ

SETTING TRENDS WITH DESERT DIAMOND



INR 40L



TANISHQ AT PCW

Tanishq Desert Diamonds x Paris Couture Week 2026

INR 86 L



ZOYA

A TATA PRODUCT



Tanzanite, custom cut Swiss Blue topaz and pink tourmalines, diamonds, rose gold

Rs. 2,41,38,751/- approx.

Carefully selected unique gemstones



Custom cut gemstone detailing





Ergonomic and comfortable fit

Unique colour combinations



Mandarin Garnet, pink sapphires, Tanzanites, diamonds, rose gold



Rs. 74,20,393/- approx.



Fine hidden detailing



Premium Construction

Building Irrational Desire

Mriganka
मृगांका

The Haven of Mystical Treasures
Awaiting a New Dawn



Layered Stone Inlay



3d Birds



Badhroom Garuda

Detailed Opulence









Crafting Mriganka's Dream into Reality

with Exquisite Craftsmanship

TITAN
RAGA

Glimmers

Iconic motions

Rotating studded bezels

220 Nos of 1.2 Dia Stones on bezel
Bark finished bracelet , Mop dial
Price : 27 k



Iconicity

NEBULA

GENESIS

ZOYA

A TATA PRODUCT

The unique design of My Embrace brings alive an iconic symbol. Simple yet significant, it translates the gesture of embracing yourself in celebration of you, in your entirety.







IRTH



Fashion



fastrack

WILD

Inspired from the dense and vibrant tropical forests, the wild collection by Fastrack captures the flora and fauna of these jungles in style








Stacked to stand
out. A play of tones,
textures and form.
Trend
Spotting
with Mia


Yellow. White.
Mixing metals has
never been this fun!
Trend
Spotting
with Mia

TITAN EYE+

FASHION EYEWEAR

Sirena

Inspired by whimsy, iridescence,
and the allure of the sea.



IRTH



Poppy Pulse

”The poppy, with it’s vibrant color and delicate form symbolizes love, remembrance and, the beauty of fleeting moments. This capsule celebrates love and embracing joy.
"

PEARLS edit

“Muted pearlescent gold meets rich tan accents in a refined play of modern luxury. Finished with fluted embossed handles, the collection blends elevated texture with everyday sophistication..”

Innovation

TITAN

EDGE

ULTRASLIM MECHANICAL



GPHG ENTRY 2026

Movt thickness 2.2 mm

Watch thickness 5.7 mm

Material : Titanium Grade 2

Price – 3Lac

A New Visual Language

Ethno Contemporary styling



One of a kind
colour combinations



Vibrance of Indian Summer
captured through
Pink Tourmalines & Carnelian

TANISHQ

TANISHQ
A TATA PRODUCT

TANISHQ
Hues

natural gemstones,
vibrant colours



Strategic Use of Pastel green Emeralds and
Pastel Pink Tourmalines

Exquisite Colour Palette



Strategic Use of Pastel green Emeralds and Pastel Pink Tourmalines



Vibrant Pinks & Greens palette



Pastel green Emeralds paired with Pastel Pink Rose Quartz



TANISHQ

ZOYA

A TATA PRODUCT

REIMAGINED SILHOUETTES

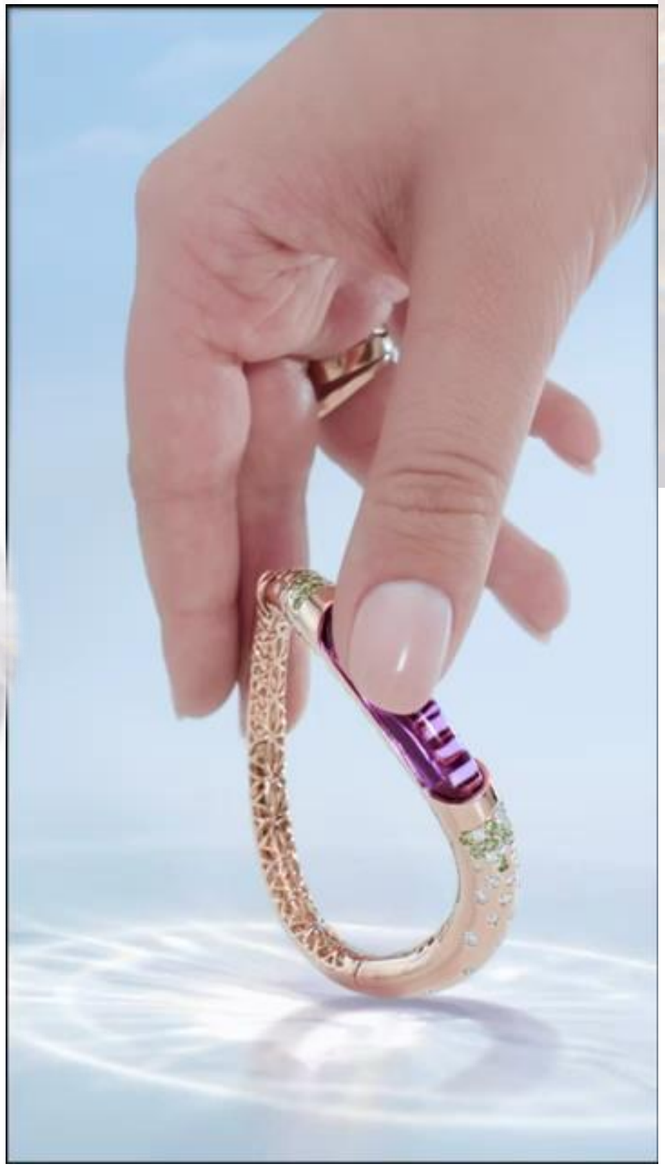


PLAY OF LIGHT
&
REFLECTION





STONE ON
STONE
TECHNIQUE







Complex custom-cut gemstones and encasement

FLUID
FORMS

AI in Design

Transforming Design with **AI**

1

Accelerated Design Cycles Through **AI-Driven Efficiency**

Vizcom

Krea

Adobe Firefly

2

Delivering Previously **Impossible Design Outcomes** Through AI Innovation

Perplexity

3

Achieving **True-to-Intent** Moodboards and Authentic Visualizations

Midjourney

Gemini

Awards

GRADE 5 TITANIUM, ULTRA-SLIM, 3.3 MM CASE.

40.5 mm case dia, encloses a patented 1.1 mm Quartz Mechanism, making ‘EDGE UNO’ one of the Slimmest quartz watch.





GOOD DESIGN

Sonata Gold - A Tribute to Timeless Tradition & Contemporary Elegance.

Wins the globally recognized
Good Design Award (Chicago) 2025
First global design recognition
for the Sonata brand.

Rs 5.7K to Rs 6K



AETERNA-WINNER

DESIGN HONOUR- UNLIKE AWARDS

TITAN COMPANY AWARDS

SAMAVE- WINNER

DREAM TEAM- OTDT AWARDS



ZOYA

A TATA PRODUCT



GERMAN DESIGN AWARD WINNER 2025



WINNER

DIAMOND EARRINGS OF THE YEAR 2024

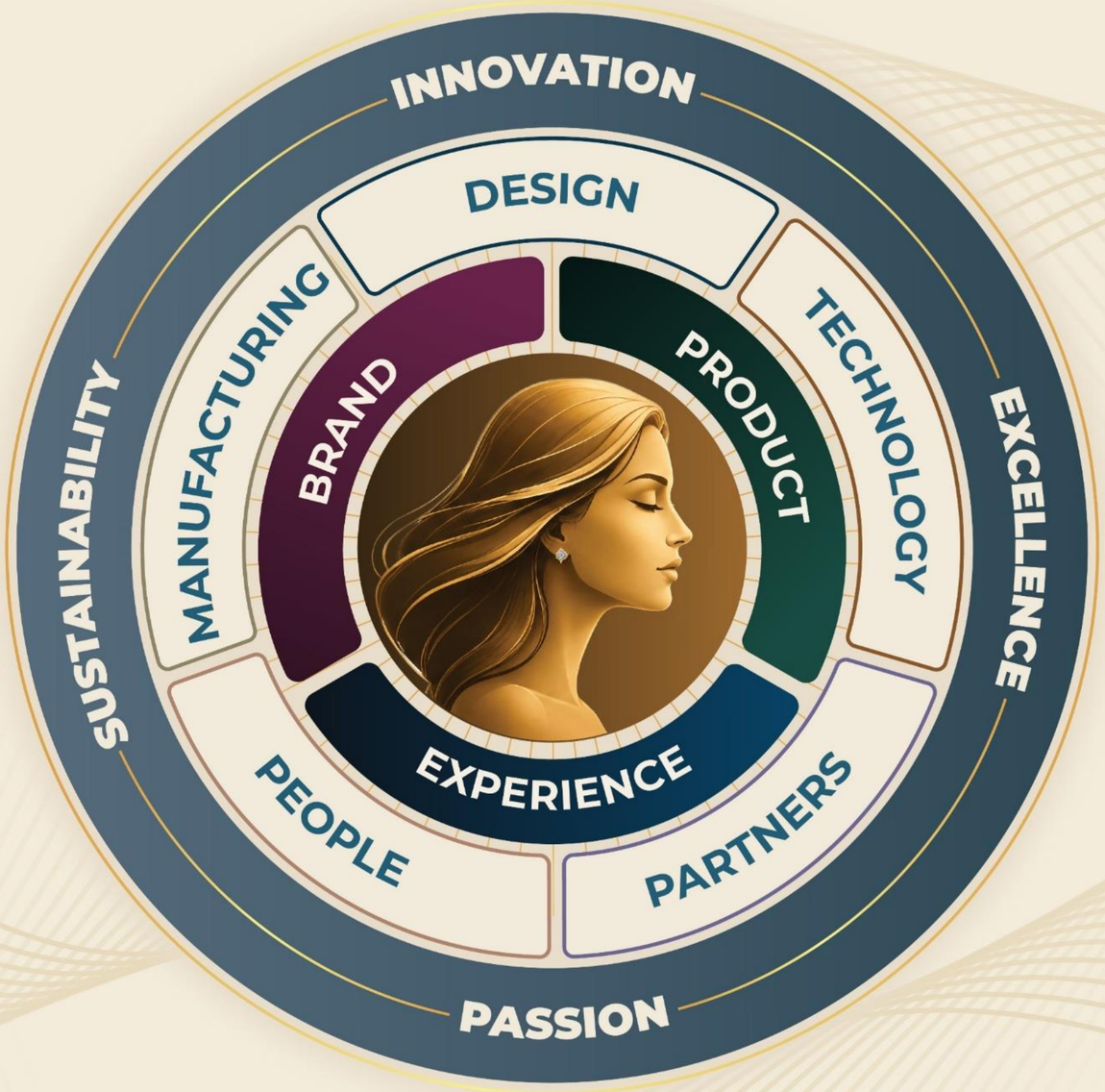
Retail Jeweller India AWARDS 2024 ELITE CIRCLE OF EXCELLENCE

Thank You

TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale



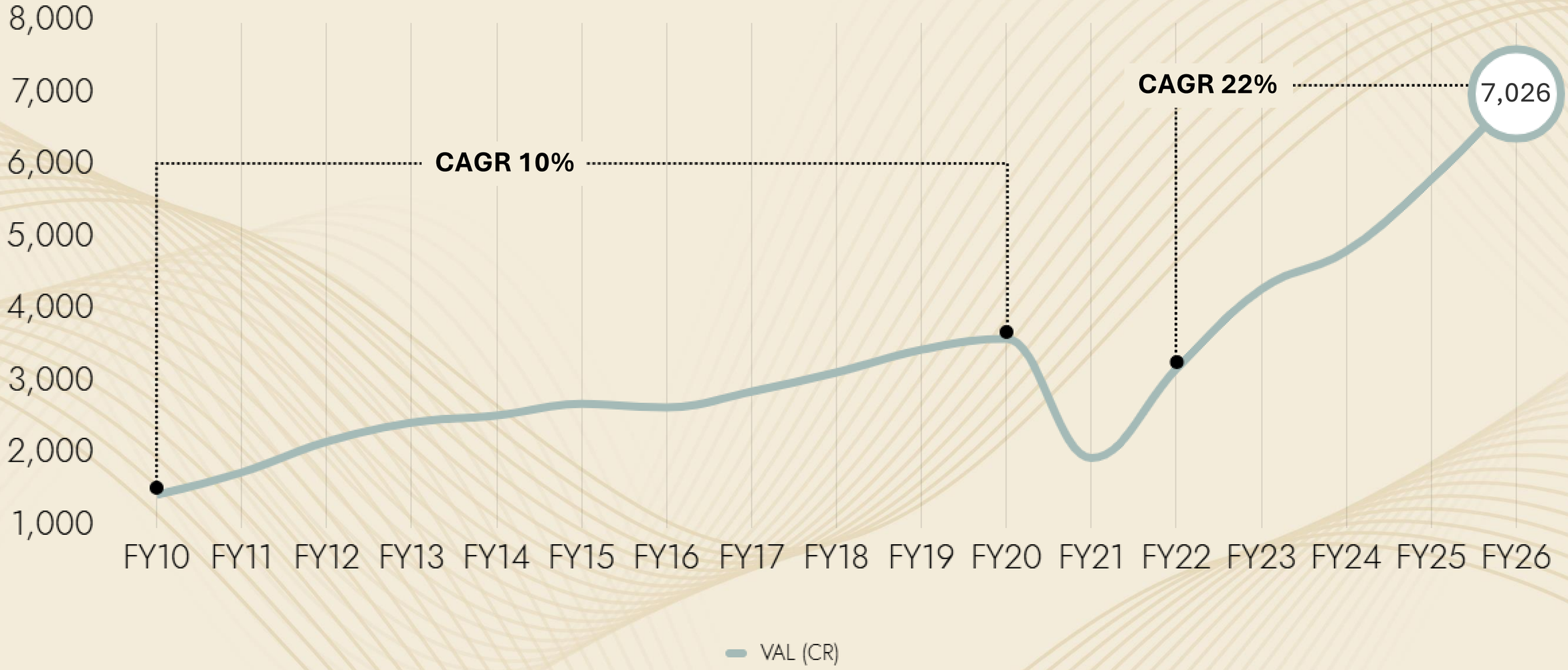
Watches

Kuruvilla Markose
CEO - Watches

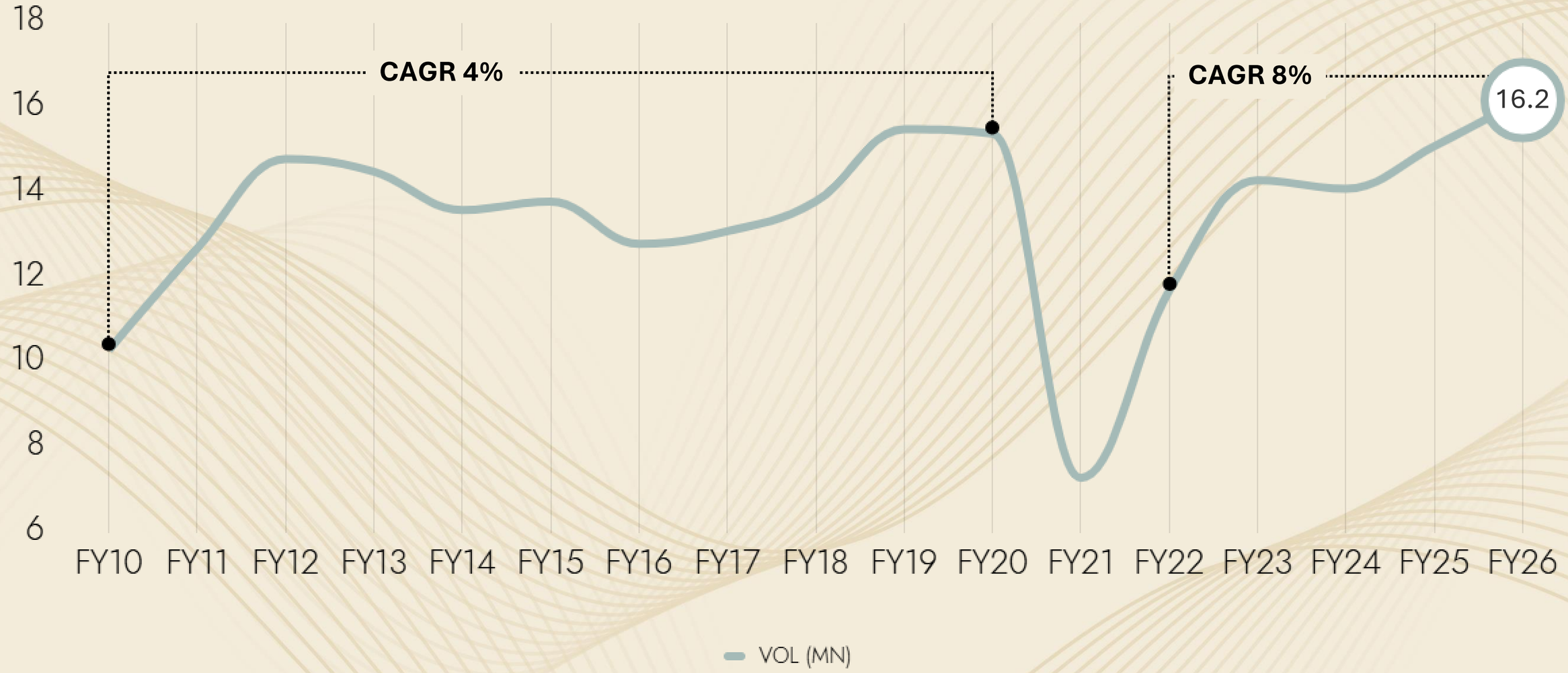
Watches Division

Investor Day @ Mumbai: 4th June, 2026

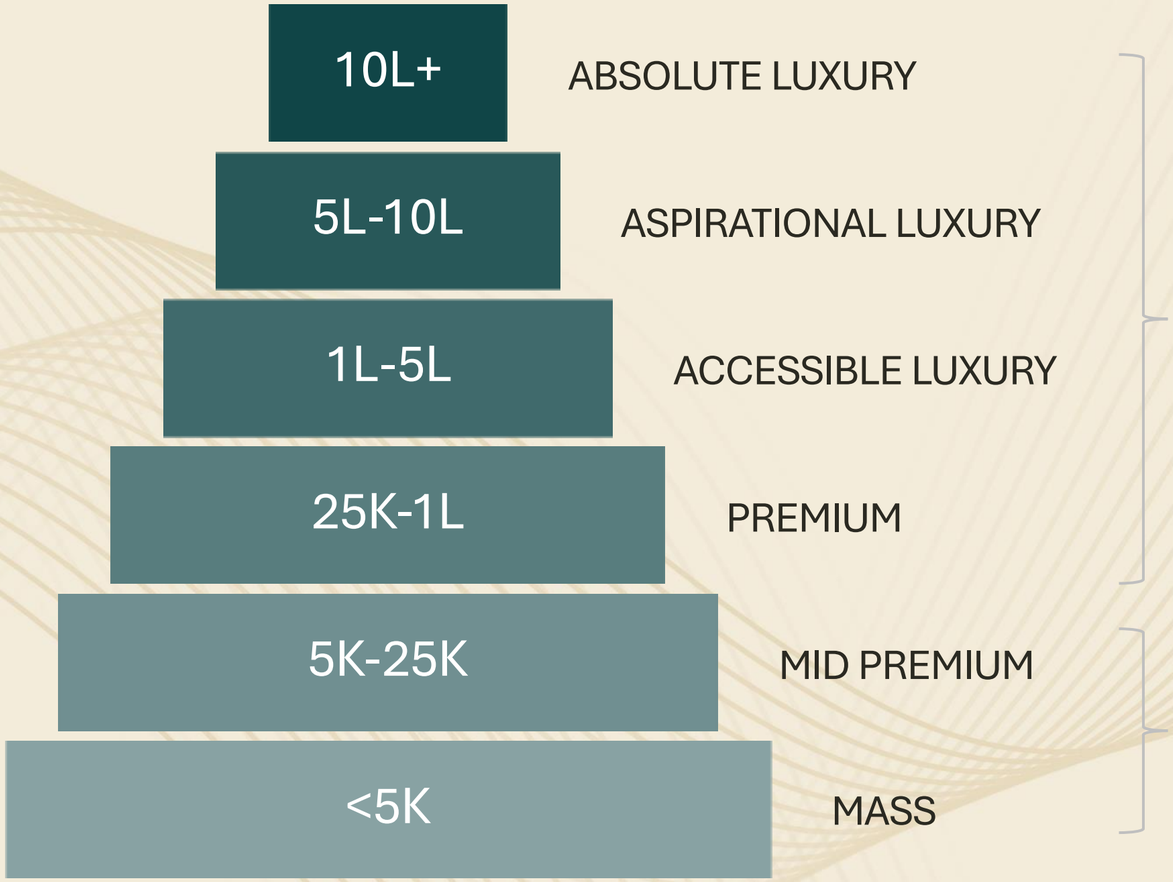
Journey so far: Value



...and Volume


18
16
14
12
10
8
6
CAGR 4%
CAGR 8%
16.2
FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY23 FY24 FY25 FY26
VOL (MN)

Analog Watch Pyramid FY26



TCL at 27% market share

50% of the market is >25K and growing at +27%

50% of the market is <25K and growing at +11%

Source: Internal Estimates

TCL Analog Strategy – 3 pillars



DEFEND AND DOMINATE

1K-25K

Market Size: ~11k Cr

Lead Market with 50%+ share



SCALE AND GROW SHARE

25K-1L

Market Size: ~4k Cr

Healthy double digit Market Share



EARN THE RIGHT TO PLAY

1L-10L

Market Size: ~6.5k Cr

Low single digit at present

Strategic Themes



BUYER GROWTH



PREMIUMIZATION



WOMEN SEGMENT



ELEVATED PLAY

STRONG FOUNDATION OF DISTINCT AND DISCERNING BRANDS

Strategic Themes

BUYER GROWTH

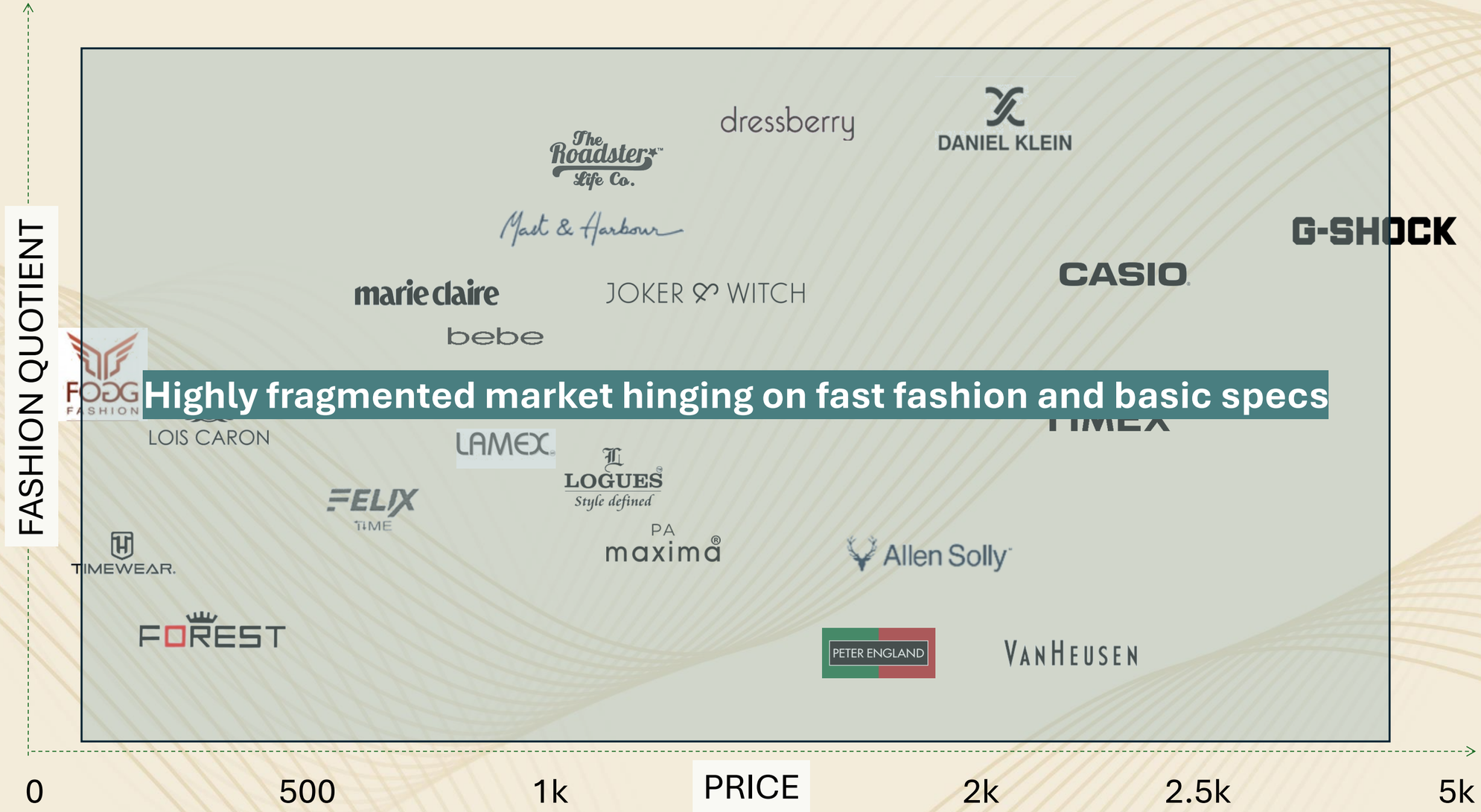
PREMIUMIZATION

WOMEN SEGMENT

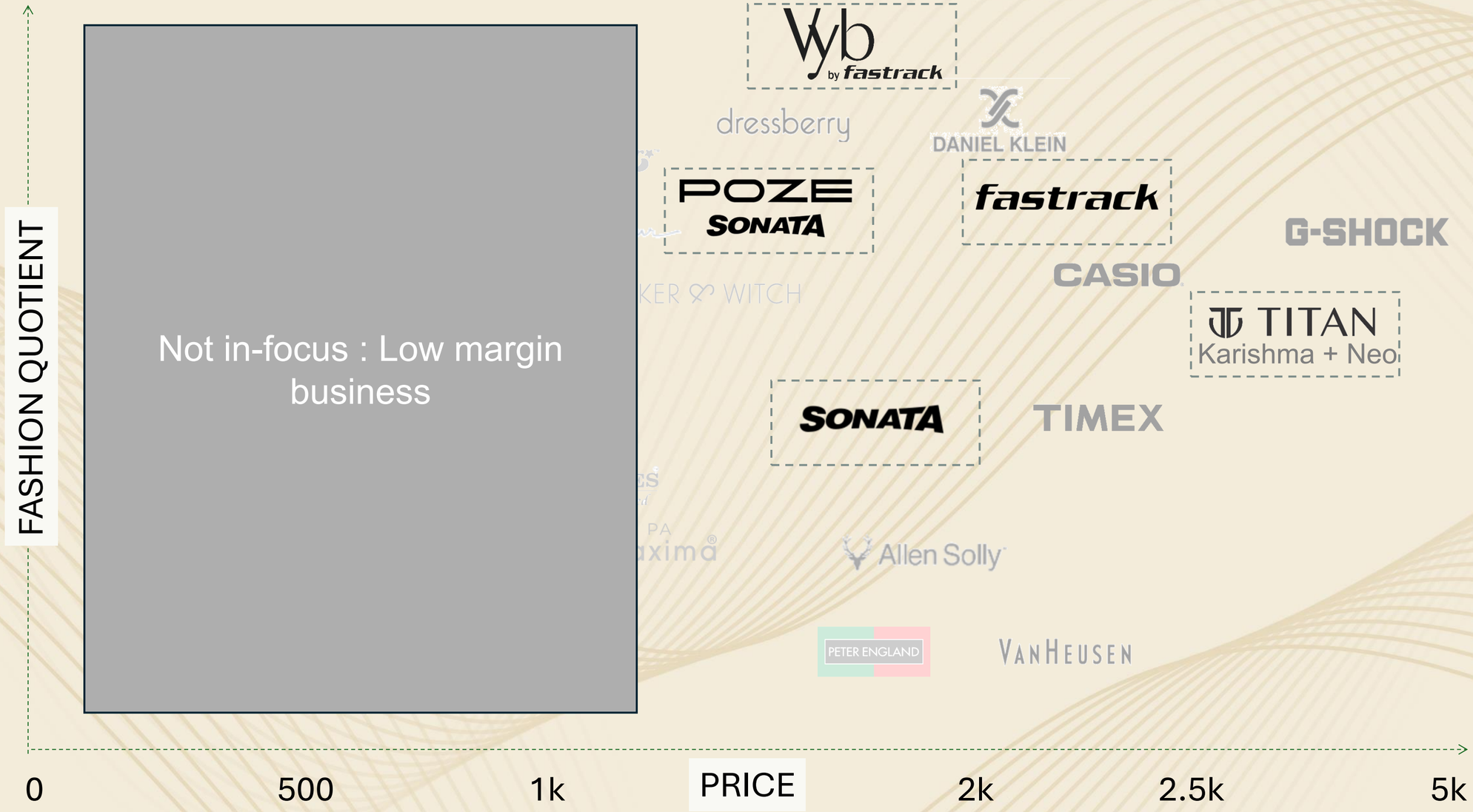
ELEVATED PLAY

STRONG FOUNDATION OF DISTINCT AND DISCERNING BRANDS

<5K Landscape



Our Play


FASHION QUOTIENT
Not in-focus : Low margin business
Vyb by fastrack
dressberry
DANIEL KLEIN
POZE
SONATA
fastrack
G-SHOCK
CASIO
TITAN
Karishma + Neo
SONATA
TIMEX
Allen Solly
PETER ENGLAND
VANHEUSEN
0
500
1k
PRICE
2k
2.5k
5k

Key Brands and Channels

<5K : Key Brands and Channels

SONATA
A TATA PRODUCT

fastrack

Multi-brand Retail

E-commerce

Key Initiatives

1 Fashionization of Product

2 Expanded reach through MBR

3 Omnichannel retail interventions

4 Scaling up MPEC

Key Initiatives

3 Omnichannel retail interventions

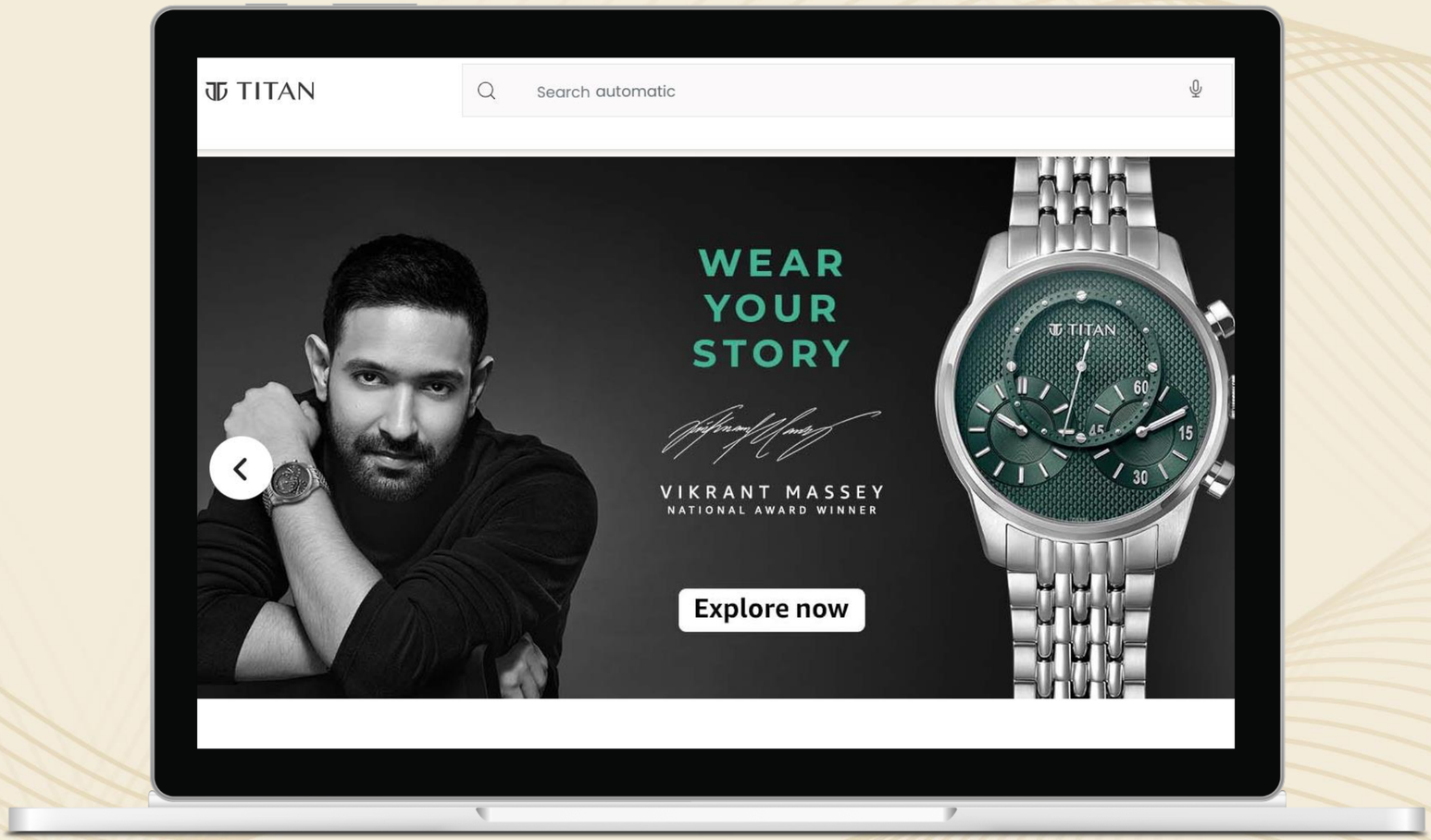
100 Mn

Visits in FY26

Largest window to our brands

65% Online + **35%** On-Ground

5M Leads Generated



Strategic Themes

PREMIUMIZATION

STRONG FOUNDATION OF DISTINCT AND DISCERNING BRANDS

5K-10K Landscape



10K-25K Landscape



Key Brands and Channels

5K-25K : Key Brands and Channels

TITAN

Licensed Brands : E.g.

TOMMY HILFIGER

KENNETH COLE

AIGNER

CERRUTI 1881
SWISS WATCHES

Titan World

Helios

Large Format Stores (LFS)

Key Initiatives

1 Scaling Titan’s mid premium fashion play

2 Leveraging Licensed brands for our flanking strategy

3 Reimagining Titan World

4 Category leadership in LFS

Key Initiatives

3 Reimagining Titan World

TITAN COMPANY



An attempt to create the fullest expression of Titan’s explorer and creative spirit –

where engineering depth, design storytelling and compelling reasons to shop coexist within one unified world : **The new Titan World**


AUTOMATIC
STELLAR
EDGE
xylys
Classique
Classique
WEAR YOU STORY
WEAR YOUR STORY
REGALIA
DISCOVER YOUR STYLE
FIND YOUR JOY
EDGE
by TITAN


RAGA
RAGA
Glimmers
Cocktails
NEBULA
by TITAN
N
N

Strategic Themes

BUYER GROWTH

PREMIUMIZATION



WOMEN SEGMENT

ELEVATED PLAY

STRONG FOUNDATION OF DISTINCT AND DISCERNING BRANDS





PURPLE
by TITAN





RAGA
by TITAN

PURPLE

by TITAN

Strategic Themes

BUYER GROWTH

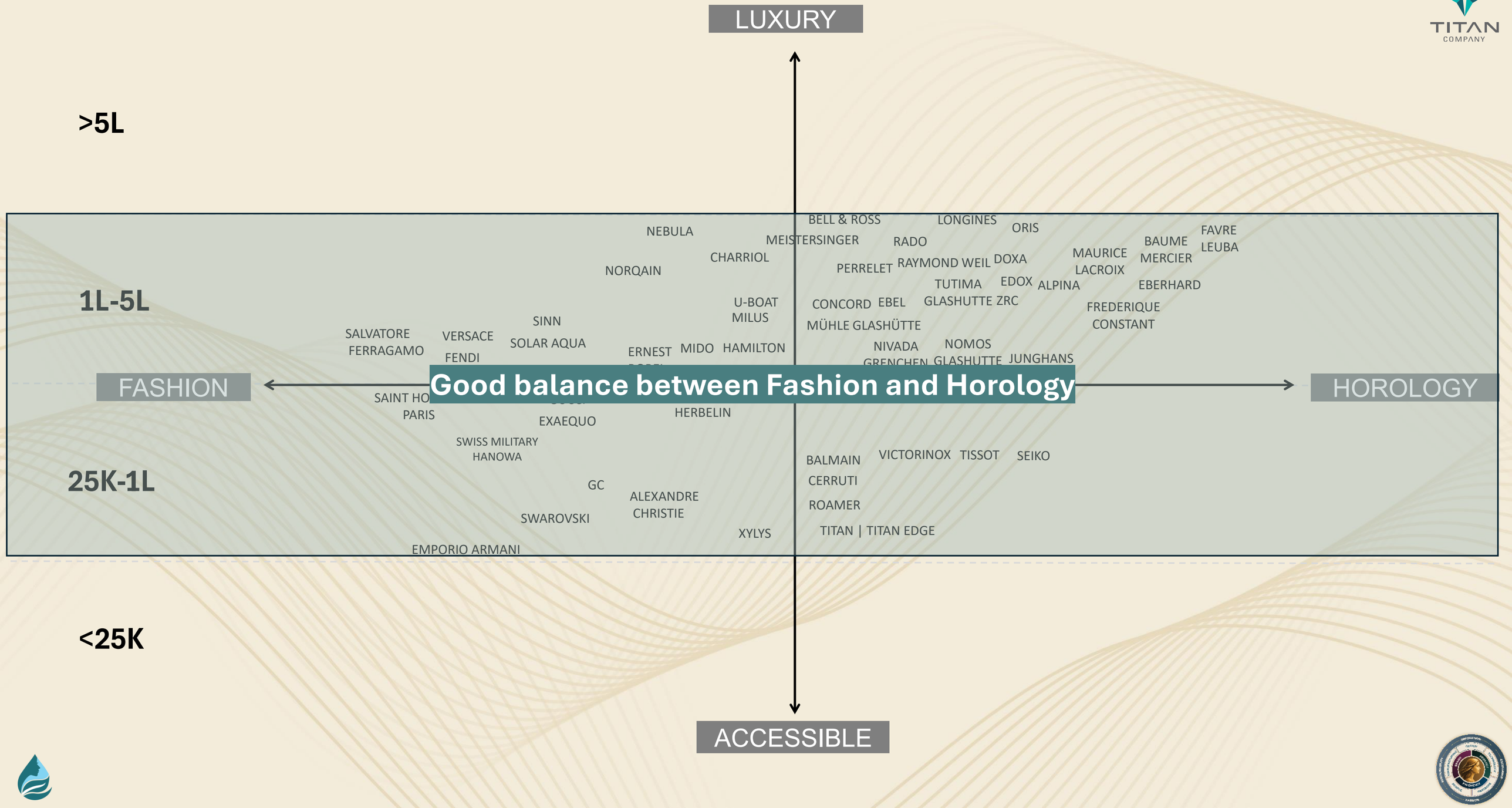
PREMIUMIZATION

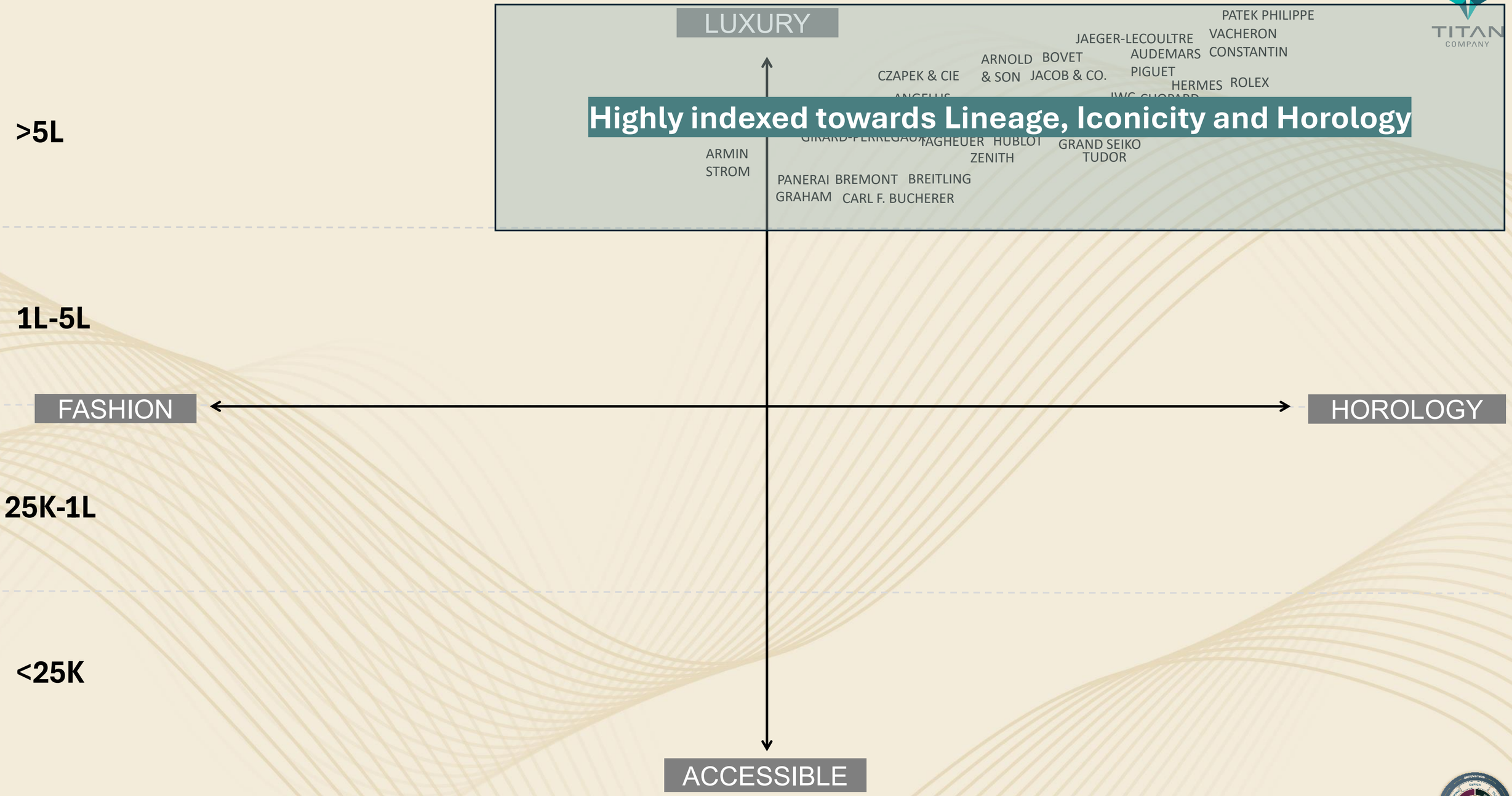
WOMEN SEGMENT

ELEVATED PLAY

ELEVATED PLAY

STRONG FOUNDATION OF DISTINCT AND DISCERNING BRANDS


LUXURY
>5L
1L-5L
25K-1L
<25K
FASHION
HOROLOGY
ACCESSIBLE
Good balance between Fashion and Horology
NEBULA
CHARRIOL
NORQAIN
MEISTERSINGER
BELL & ROSS
LONGINES
ORIS
RADO
FAVRE
LEUBA
BAUME
MERCIER
MAURICE
LACROIX
PERRELET
RAYMOND WEIL
DOXA
TUTIMA
EDOX
ALPINA
EBERHARD
U-BOAT
MILUS
CONCORD
EBEL
GLASHUTTE ZRC
FREDERIQUE
CONSTANT
MÜHLE GLASHÜTTE
SINN
SALVATORE
FERRAGAMO
VERSACE
FENDI
SOLAR AQUA
ERNEST
MIDO
HAMILTON
NIVADA
NOMOS
GLASHUTTE
JUNGHANS
SAINT HO
PARIS
HERBELIN
EXAEQUO
SWISS MILITARY
HANOWA
BALMAIN
VICTORINOX
TISSOT
SEIKO
CERRUTI
GC
ALEXANDRE
CHRISTIE
ROAMER
SWAROVSKI
XYLYS
TITAN | TITAN EDGE
EMPORIO ARMANI


LUXURY
PATEK PHILIPPE
VACHERON
CONSTANTIN
JAEGER-LECOULTRE
AUDEMARS
PIGUET
ARNOLD
& SON
BOVET
JACOB & CO.
CZAPEK & CIE
HERMES
ROLEX
Highly indexed towards Lineage, Iconicity and Horology
TAGHEUER
HUBLOT
ZENITH
GRAND SEIKO
TUDOR
ARMIN
STROM
PANERAI
BREMONT
BREITLING
GRAHAM
CARL F. BUCHERER
>5L
1L-5L
FASHION
HOROLOGY
25K-1L
<25K
ACCESSIBLE

Key Brands and Channels

>25K : Key Brands and Channel

TITAN

NEBULA by TITAN

EDGE by TITAN

xylys™ Swiss made

HELIOS LUXE

Key Initiatives

1 Elevating Titan’s Design and Horology DNA

2 Scaling Premium Retail through Helios Luxe

Key Pillars

1 Elevating Titan’s Design and Horology DNA



TITAN STELLAR

India’s first Wandering Hour Complication encased in a Crystallized Titanium Case, inspired by the infinite expanse of the cosmos and its timeless motion





TITAN COMPANY

EDGE by TITAN

O R I V I A N

Orivian, powered by the Titan T9081 movement, is a masterfully crafted timepiece.

It is sculpted from high performance Bulk Metallic Glass for unmatched strength and a remarkably slim profile.

Inspired by the graceful folds of origami, the design captures light in soft, angular reflections.

Sensitivity: Internal

Sensitivity: Internal



EDGE
by TITAN

MECHANCAL 2.0

Featuring the 2.2 mm thin Edge Cal. 903, the new Edge Mechanical, just 6.1 mm thin, features an exquisite textured dial and is paired with a bespoke bracelet crafted out of Grade 5 Titanium, driving Edge to craft a sport-chic design.

GPHG
GRAND PRIX D'HORLOGERIE DE GENÈVE

EDGE
by TITAN



ULTRA SLIM MECHANCAL

Edge’s thinnest mechanical to date, this watch, just 5.7 mm thin, features the Edge Cal. 903 with a bespoke open-worked design to showcase our mastery over horology.

The dial unfolds in quiet concentric discs, each layer, only 0.3 mm thin, inviting a gentler rhythm - an ode to slowing down and inhabiting time with intention.



NEBULA

GENESIS

STARBURST

Powered by the Nebula Cal. NA1200, the custom Trionique rotor represents the harmony of the past, present and the future in the symphony of time.

Adorning the bezel is an opulent sweep of sixty bespoke-cut diamonds. An indulgent ring of light where every facet glows with the sumptuous radiance of starlight.



NEBULA

MEHRAAB

MECHANICAL HAND WOUND SWEEPING HOURS

Long before clocks ruled our lives, Jaisalmer's kings lived by the rhyme of the desert. Guided by the golden sun by day and the shimmering moon by night, they moved with the sands, steady and timeless.

With a sweeping hours disc ensconced in an 18K gold textured dial, the Mehraab, powered by the hand-wound Nebula Cal. NM5100, embodies the contrast between the day and the night.





xylys

BELVEDERE

SWISS MADE

The Belvedere features a classical design with dressier overtones and a brilliant 7-link beads of rice bracelet

The open-heart dial features a combination of sunray and perlage finish, and offers a glimpse into precision Swiss engineering, with the watch being powered by the ever-popular Sellita Cal. SW200-1.

Key Pillars

2 Scaling Premium Retail through Helios Luxe

International Brands Portfolio

RADO SWITZERLAND

BAUME & MERCIER MAISON D'HORLOGERIE GENEVE 1830

FREDERIQUE CONSTANT GENEVE

VERSACE

U-BOAT ITALO FONTANA

CHARRIOL

MONTRES Auguste Reymond 1898

AIGNER

ALEXANDER SHOROKHOFF

EBEL

KING SEIKO

TISSOT

VICTORINOX

MOVADO

HERBELIN HORLOGER CONTEMPORAIN DEPUIS 1947

BALMAIN PARIS

roberto cavalli BY FRANCK MULLER

SEVENFRIDAY





Helios Luxe store at Khar, Linking Road, Mumbai


VERSACE
VERSACE
CHARRIOL
CHARRIOL
CHARRIOL
SEVENFRIDAY
SEVENFRIDAY
SEVENFRIDAY
NEBULA
by TITAN
CRAFTED IN 18K GOLD
FREDERIQUE CONSTANT
FREDERIQUE CONSTANT
GENEVE
FREDERIQUE CONSTANT
GENEVE
Live your passion
SEIKO
U-BOAT
U-BOAT


SERVICE CENTRE
xv|ys
EDGE
CITIZEN
EMPORIO ARMANI
EMPORIO ARMANI


SEIKO
SINCE 1881
SEIKO
SEIKO
SEIKO
BALMAIN
BALMAIN
TISSOT
TISSOT
TISSOT
TISSOT


RADO
SWITZERLAND
Brand Ambassador
Katrina Kaif
it !
RADO
SWITZERLAND

HELIOS

HELIOS LUXE

Helios and Helios Luxe are positioned to unlock the opportunity created by India’s growing aspirations

Manufacturing and Supply Chain

Strategic Thrust in Manufacturing



Preparing for the volume growth in 1K-25K



Creating the capability to deliver luxury products



Balancing the Inhouse vs. Indigenous vs. International sourcing



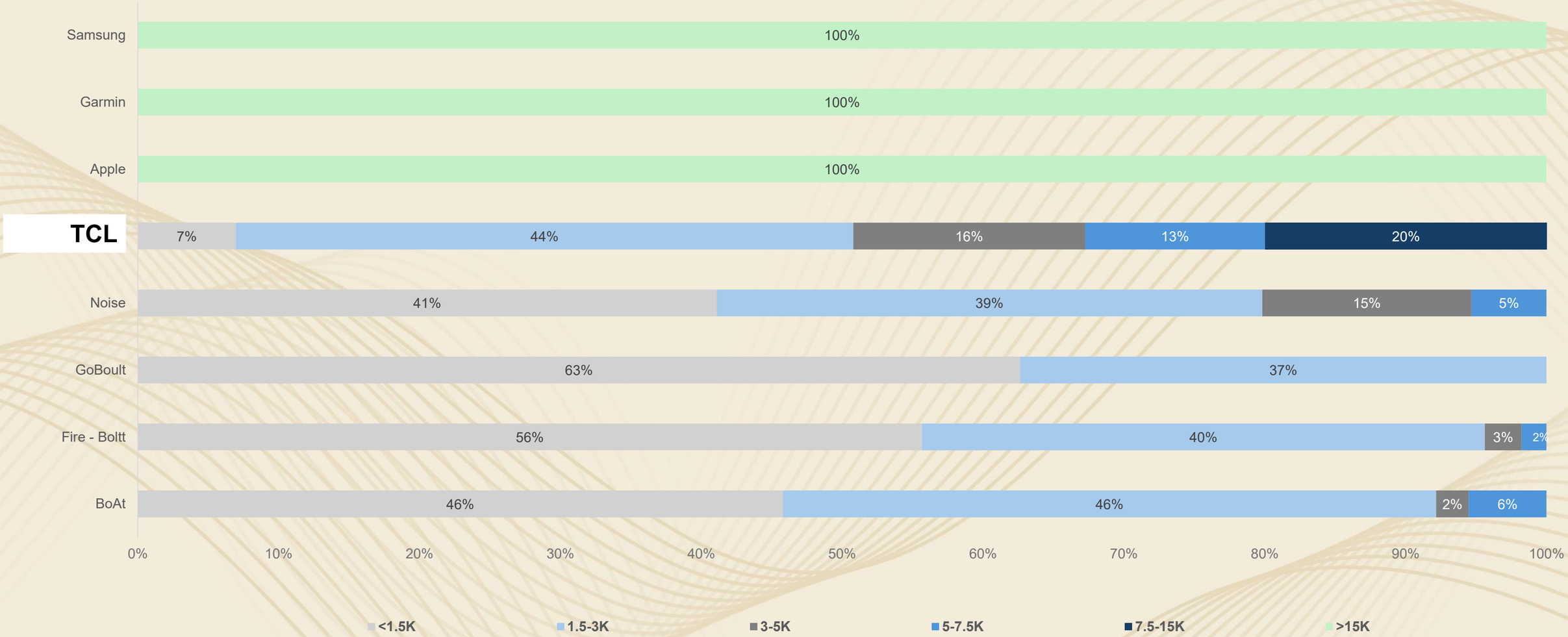
Preparing to add Hosur 2 for both capacity and capability



Automation & Manf Execution System (MES)

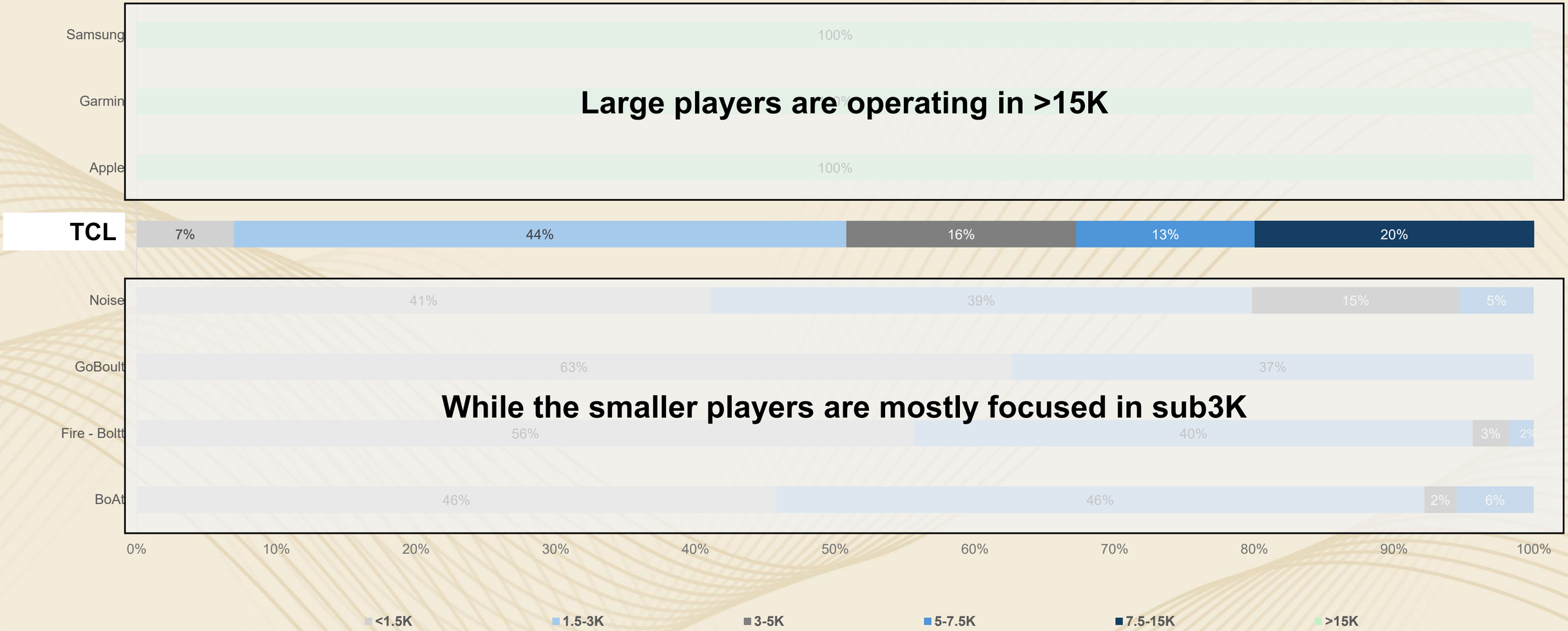
Product & Design ---------- Design Engg ---------- Manufacturing

Smart – 3K to 15K play



Source: IDC Data, YTD Dec'25

Smart – 3K to 15K play



Large players are operating in >15K

While the smaller players are mostly focused in sub3K

Focus is to dominate 3K-15K segment while participating in <3K

Source: IDC Data, YTD Dec'25

Future Growth Platforms – Beyond Hardware

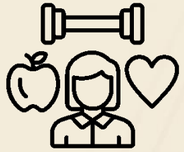
From Device Revenue → Ecosystem Revenue

- App Monetisation
- Health & Wellness
- Data & Intelligence
- Platform Vision
- Indiafirst Tech
- Ecosystem Partners

Fastrack Smart – Velocity with discipline



Style Seekers



Health Seekers



Productivity Seekers

Spec-price sharp hero SKUs

INTRODUCING

MYND 2.0

WHAT'S ON YOUR MYND?

WATCHFACES FOR EVERY MOOD.

Productivity Seekers



TAP & PAY ON-THE-GO

NCMC ENABLED

ACTIVE TOKENIZATION

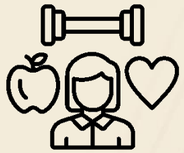
AI BUILT-IN

1.85” AMOLED 368*448 | 5 days battery life | Unified FT Charger – Type C | Functional Crown | Vitality Health Suite (HRM, SpO2, Stress, Sleep) | IP68 | BT Call | Calendar | Games | Calculator | Weather

Titan Smart – Value Engine



Style Seekers



Health Seekers

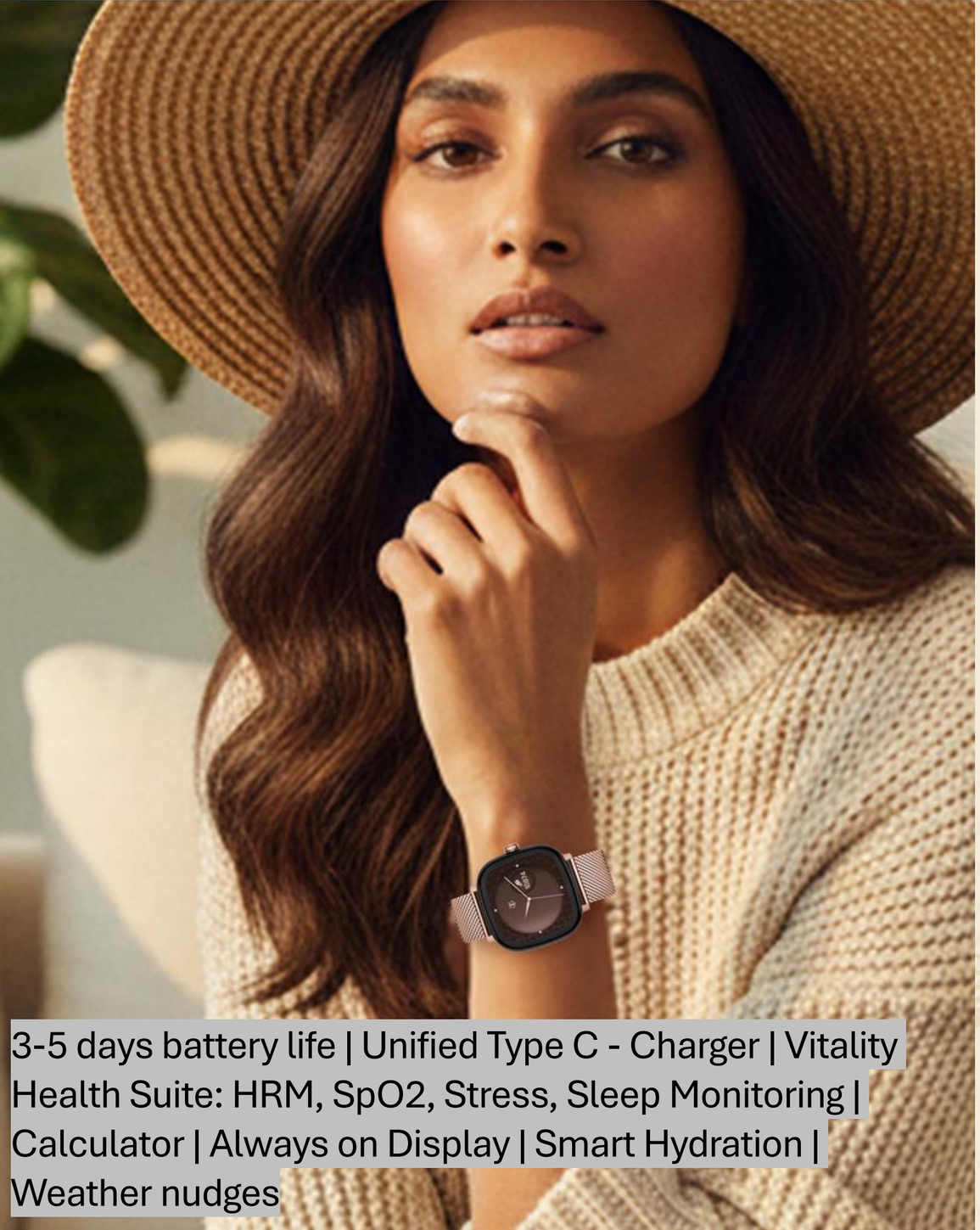


Productivity Seekers

Dominate mid-market with design-led differentiation

Metal builds, wellness credibility, refined aesthetics

Premium capability building



AIRA 2.0

Style Seekers



3-5 days battery life | Unified Type C - Charger | Vitality Health Suite: HRM, SpO2, Stress, Sleep Monitoring | Calculator | Always on Display | Smart Hydration | Weather nudges

Luna Wellness | AI Features | UV/Air Quality Index | Temperature Monitoring

CELESTOR LITE

Health Seekers

Badminton Algorithm | GPS
Advanced Running Metrics



7 days battery life | Unified Type C Charger | Vitality Health Suite: HRM, SpO2, Stress, Sleep Monitoring | Always on Display | Calendar Sync | Smart Hydration | Weather nudges | Compass | Barometer | Altimeter | VO2 MAX

Productivity Seekers

QUAD

Customizable buttons | Voice Notes | Titan Q |
Calendar Sync | AI Day Briefs | Smart Hydration |
Focus Modes | Standing Goal



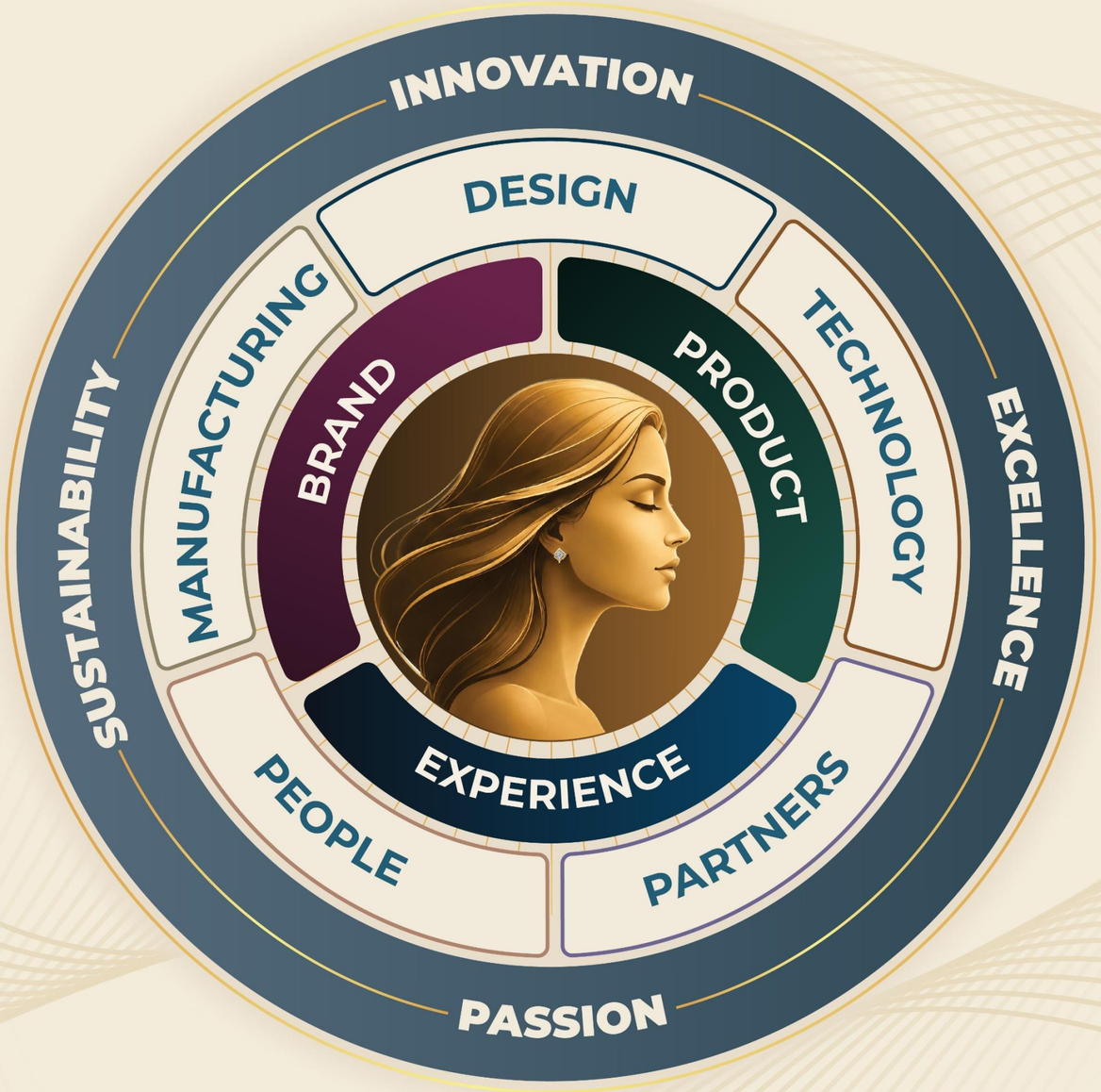
7 days battery life | Unified Type C Charger | Vitality Health Suite:
HRM, SpO2, Stress, Sleep Monitoring | Always on Display |
Calendar Sync | Smart Hydration | GPS

THANK YOU

TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale



TITAN COMPANY

TITAN EYE CARE DIVISION

INVESTOR DAY • JUNE 2026

"Building India's Most Trusted Eyecare Platform"



FY30 Ambition

PRESENTED BY

Raghavan N S

Chief Executive Officer

OUR MISSION

Enhancing lives by enhancing "Vision & Style"



Clinical Authority

Qualified OPTOMETRISTS



Curated Choice

25+ INTERNATIONAL BRANDS



Tata Trust

18 yrs OF CREDIBILITY

Significant Headroom to grow

POPULATION

1,400 M

INCIDENCE

Est 700 M

ADOPTERS

Est 280 M

Est. Buyers 100–120 M p.a.

- *EST. 50% of the Population suffers from uncorrected refractive Error (URE)*
- *40% of the incidence are Adopters*

Source: Internal Estimates

THE ESTIATED BUYER UNIVERSE-URE CUTS ACROSS.....

100-120 Ml Est. Annual Buyer opportunity across generation

From Baby Boomers needing progressives, to Gen Alpha entering myopia age — every cohort is in play



Silent / Boomers

160M

Fully presbyopic. Multi-pair households. Highest CLV per buyer.



Gen X

240M

Fastest-growing 45+ bracket. New progressive wearers.



Millennials

350M

Family decision-makers. Trust-led category entry.



Gen Z

360M

Screen-heavy lifestyles. Fashion-led upgrades.



Gen Alpha

300M

Rising childhood myopia. Earliest entry into category.

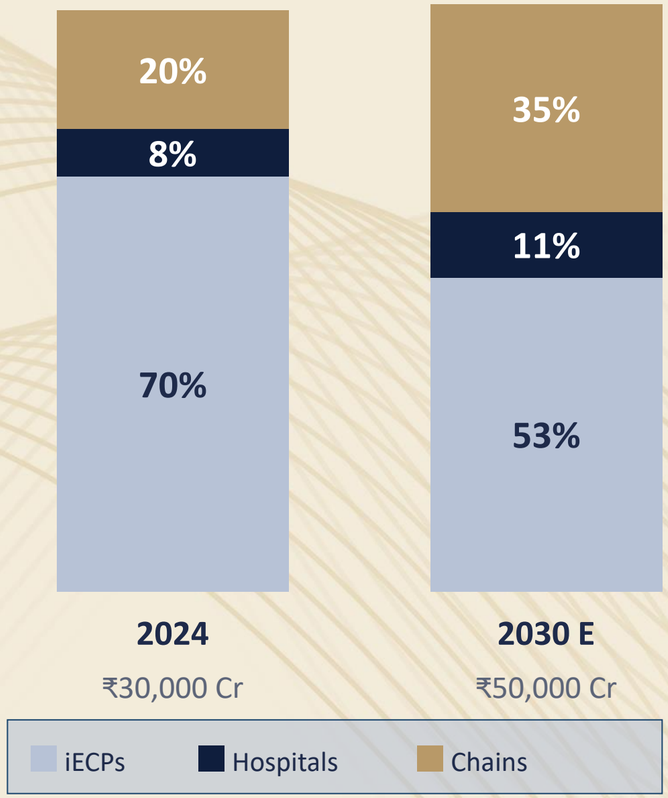
Five generations. One trusted destination. The Titan Eye+ family proposition.

Source: Internal Estimates

INDUSTRY FORMALISATION

Pan-India Chains will mostly lead the next decade

Indian optical retail channel mix — value (₹ Cr)



2025–30 channel growth

	ABS
Chains	
+20%	**+15%**
CAGR / Δ share	
Hospitals	ABS
+15%	**+3%**
CAGR / Δ share	
iECPs	ABS
+4%	**–17%**
CAGR / Δ share	

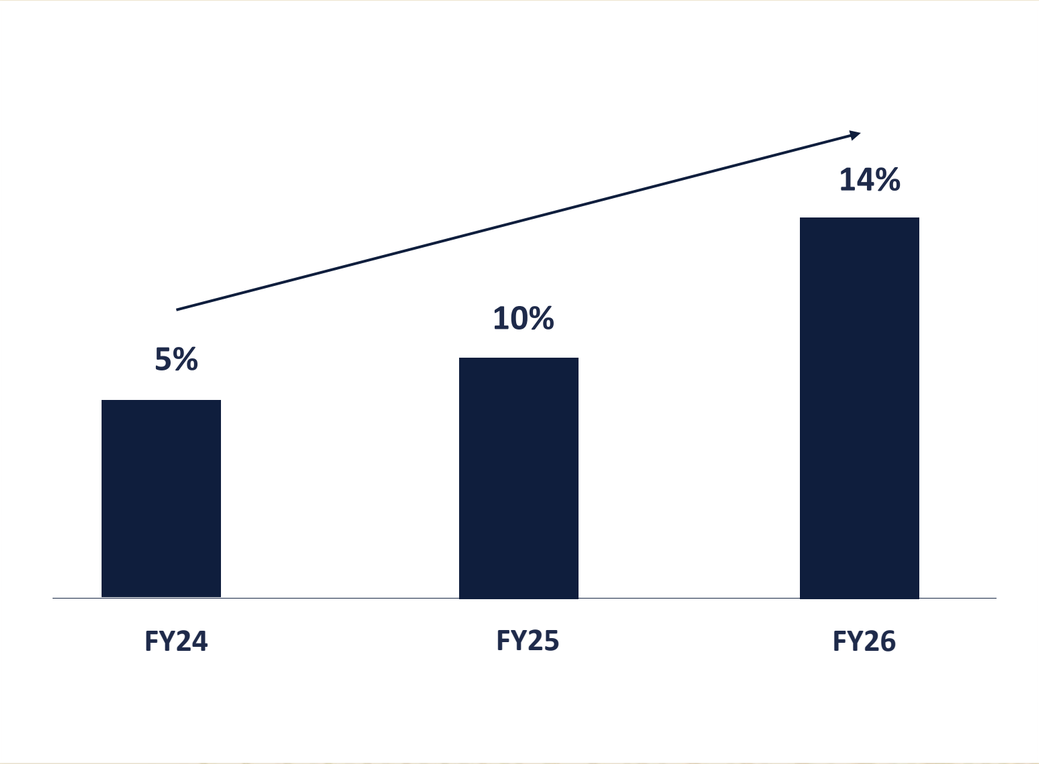
RETAIL OUTLOOK

- **8–9% market CAGR through FY30**
- **Organised retail share rising sharply**
- **Top-50 cities — Largest Growth Opportunity for Chains**
- **Optical chains & hospitals — strongest growth lanes**

Source: Internal Estimates

Division returns to a Mid double-digit growth in FY26

Structurally profitable. Returning to double-digit growth.



UCP - ₹1,452 Cr
NSV - ₹898 Cr

FY26 GROSS REVENUE

Double-digit

GROWTH

840 + 7

STORES / UAE

318

TOWNS COVERED

Network revamp & omni play

81

NPS

FY26 GUCP grew 14% vs an estimated industry growth 7-8%.

Our Play Book - Vision X Fashion

THE TITAN EYE+ TRUST ENGINE

Clinical-led, Trust + Premium

- **Quality-of-vision & Eye-health first**
- **Certified clinical Professional & Dispensers in every store**
- **Multi-Price, Multi-Brand offering/ omni offering**
- **Disciplined, productivity-led network (5S Approach)**
- **Premium Play**



OUR AMBITION

Our FY 30 Ambition .....led by our Omnichannel

Scaling 2.5× over four years — building India's most trusted eyecare platform.

FY26

₹1,452 Cr

UCP

2.5×

FY30

₹3,500 Cr

TARGET UCP AMBITION

OUR AMBITION

Growth Engines to deliver 2.5X growth @ 3500CR

01



Rising Vision Care

02



Creating Access

03



Product Innovation & Partnerships

04



Building Desire

05



Expanding the Playing Field

FY26 • ₹1,452 Cr

FY30 • ₹3,500 Cr

ENGINES 01-03 set demand, access, and product foundation. ENGINES 04-05 build desire and expansion

GROWTH ENGINE- 01

Rising vision care need — the structural demand wave



Increasing myopia prevalence



Increasing Presbyopia- Ageing population



More screen exposure leading to Fatigue & Strain



Building clinical capability

RISING VISION CARE

Expertise is key - we are well equipped

Precision testing turns demand into prescriptions — and prescriptions into premium purchases.

1,800+	20	85
Certified Optometrists	Step Error-Free Testing	Eye Test NPS Score

HOW WE DELIVER EXCELLENCE

- State-of-the-art eye testing equipment
- Digitally led precise measurements
- Remote Eye Testing - Option





Eyecare is evolving from Vision correction to broader health care and awareness....health window (Oculomics)

MYOPIA

Myopia is accelerating…Children are more impacted with "Progressive Myopia"

MYOPIA • A GROWING GLOBAL CHALLENGE

50% of the world's population will be myopic by 2050

30% of urban Indian school-going children currently have myopia

We are well equipped to handle Conventional Myopia and are establishing "Excellence Centres" to "Slow down" Progressive Myopia….

TITAN MYOPIA EXCELLENCE CENTRE



Myopia demands expertise, empathy, and trust.

PRESBYOPIA

45+ are impacted by Presbyopia

India's 45+ bracket is the fastest-growing — and the hardest for first-time progressive wearers.

3.4%

CAGR (2011–23) — growth of India's 45+ population, the preferred progressive destination

Precision Eye Testing

20-step error-free process

Digital, Contactless

AI-led measurement

Affordable Progressives

Accessible pricing

30-Day Adaptation

Comfort warranty



Progressives demand precision and expertise.

GROWTH ENGINE- 02

Creating access

Density and aesthetic upgrade over a door-count race. Digital powers discovery — the clinical store earns the purchase.

01	**Network Expansion** *doors by FY30*	840 → ~1.6x
02	**Store Format** *Premium · Standard · Runway*	3 formats
03	**Store Revamp** *renovated for premium feel*	On Going
04	**Productivity Yield** *avg yield / store / annum*	1.5 x

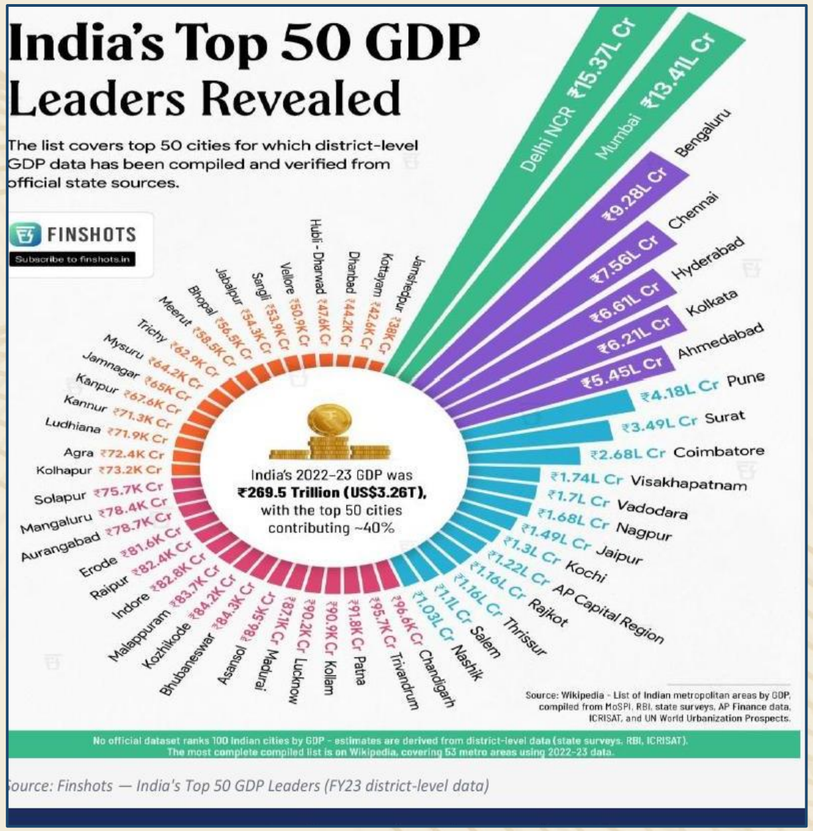


Cluster-led expansion • RUNWAY premium format scaling • Digital discovery → in-store conversion

TOP 50 CITY FOCUS

Targeting 1.6x Expansion

Top 50 cities contribute ~40% of India's GDP — and over-index even higher on premium eyewear demand. Density here compounds productivity.



Source: Finshots — India's Top 50 GDP Leaders (FY23 district-level data)

~40%

of India's GDP from top 50 cities

70M - 80M

Est buyers concentrated here

WHY THESE 50 CITIES

- **Income concentration**
- **Awareness & Access**
- **Talent & supply chain access**
- **Formalisation headway**

3 Format Approach to address varying consumer needs

All Titan Eye+ stores will be aligned to these three formats — a consistent look and feel across the network.



PREMIUM FORMAT



STANDARD FORMAT



RUNWAY FORMAT

Premium Sunglasses Exclusive Chain

Premium and Standard Optical Format | Runway — Sunglasses Exclusive Chain

OMNI PLAY • BLENDED JOURNEY

Digital discovery & conversion is key.....

1. **DISCOVER** — *Brand.com*
2. **Influence** — *AI Recs + Try-On*
3. **RECRUIT/BOOK** — *Sunglass / CL/Eye-Test Slot*
4. **CONVERT** — *Clinical Store mainly RX*

BRAND.COM • RECRUITMENT ENGINE

Digital acquisition — bringing new customers into the funnel

- **AI Frame Recommendations**
- **Virtual Try-On**
- **Largest portfolio of Brands**
- **Personalised CRM Journeys**



DIGITAL recruits. CLINICAL converts. The blended journey

GROWTH ENGINE- 03

Product innovation and partnerships

THE MARKET REALITY..

Average price of Single Vision Specs around ₹1.5K to 2k

Average price of a Progressive Specs around ₹5K to 6K



Titan & Fastrack

Volume game in both Lenses & Frames.

International Brands Eyewear

25+ international labels — to drive Premium

International Brands Lenses

Collabs to offer cutting edge technology

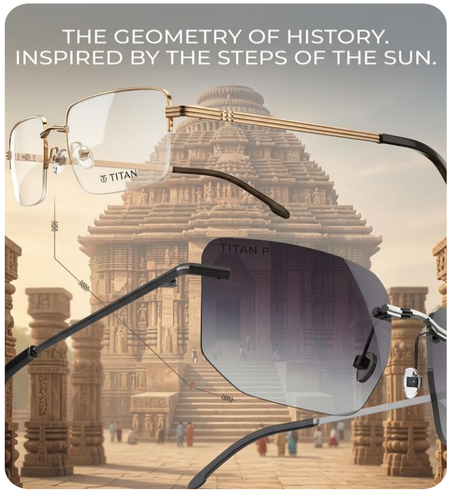
Smart & Innovation

Fastrack Vibes 5 AI (Gemini) and EyeX AI Vision — made-in-India smart eyewear.

OUR OWN BRANDS

Titan & Fastrack — Design-led, Made in India

Our house brands drive volumes led by robust design and the deepest cultural resonance with the Indian consumer.



DESIGN-LED STORYTELLING



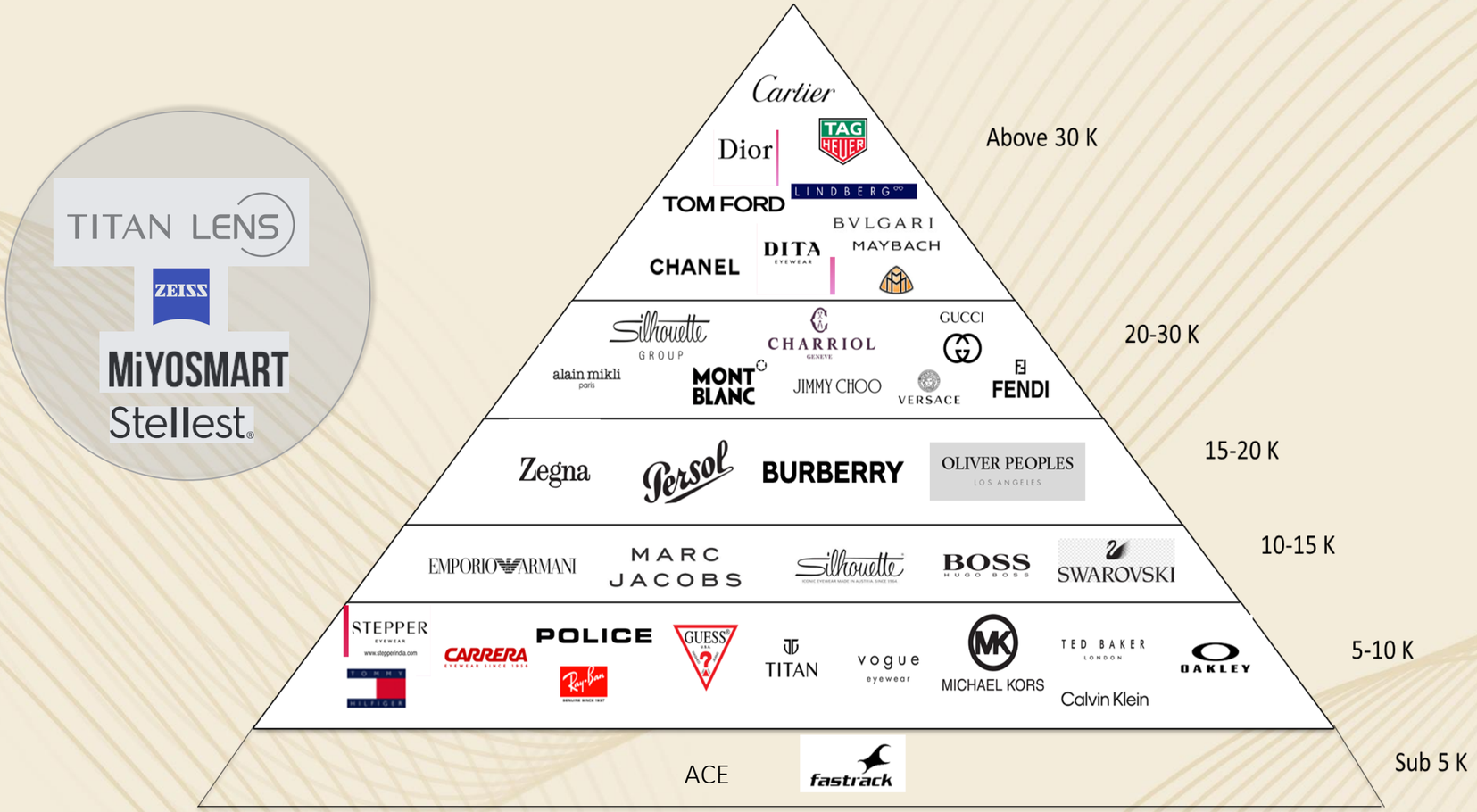
ELEVATED MATERIAL & CRAFT



STRATEGIC COLLABORATIONS

India's deepest curated international eyewear portfolio

25+ international brands across six price tiers — from Cartier and Tom Ford at the apex to Ray-Ban and Oakley at scale.



LENS & CONTACT LENS

World-class lens innovation — Best-in-class partnerships

Lenses are where clinical authority and superiority is established. The deepest lens partnerships in Indian retail.

PROPRIETARY



TITAN LENS • Global Partnership

Next-gen progressives

EXCLUSIVE PARTNER



CARL ZEISS

Exclusive Photofusion technology

State of the art In Clinic Equipment's-

EXCLUSIVE COLLAB



COOPERVISION

3rd-gen Silicone-Hydrogel contacts

SMART JOURNEY

Smart eyewear will continue to be a Priority

SMART • ENTRY

Fastrack Vibes 5 AI



Made in India • Google Gemini

Audio-first smart frames powered by Google Gemini priced at ₹5,000. Open-ear sound, on-device voice AI, all-day battery.

SMART • PREMIUM

EyeX AI Vision



Camera • Voice • Connect • Premium

AI-powered smart vision glasses integrating camera intelligence and real-time assistance. Powered by Qualcomm

BUILDING DESIRE • 4 STRATEGIC PILLARS

4 pillars to drive Desire — 3× Marketing investment

From product storytelling to hyperlocal catchment activation — converting equity gains into purchase.

01



Product-Led Storytelling

02



Always-On Multi-Channel Mix

03



International Brand Collabs

04



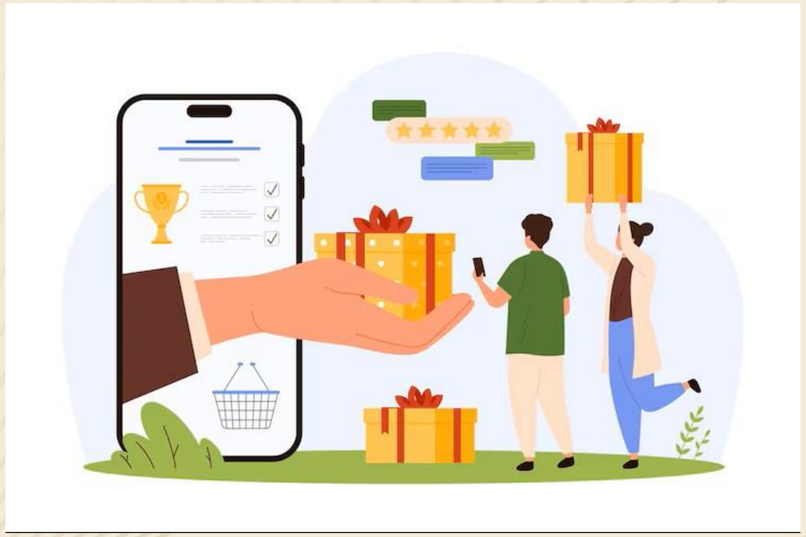
Hyperlocal Catchment Wins

Leveraging Our high-quality database....

LEVERAGE

Encircle

50 mn



GROWTH ENGINE 05

Expanding the playing field



Retail beyond High Street and Malls



RUNWAY • Scale Up



Explore Adjacent businesses

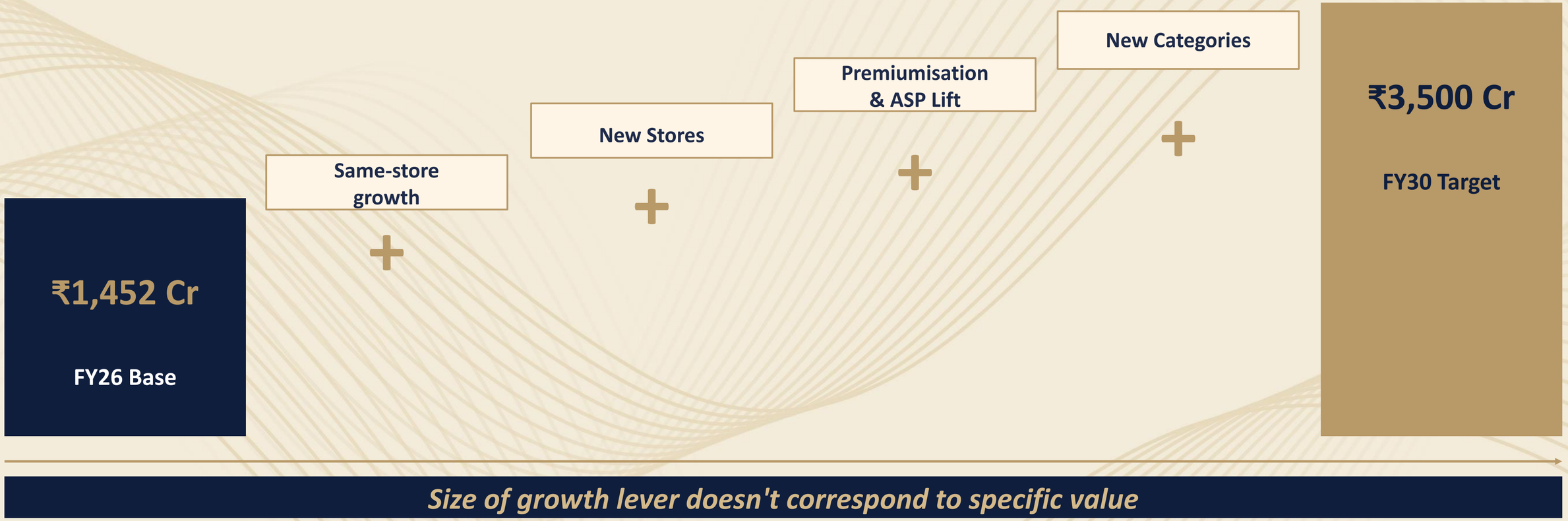


Building E-Comm

THE SYNTHESIS

Path- ₹3,500 Cr by FY30

Four additive drivers — same-store growth, productive new doors, premiumisation, and adjacent categories.



MANUFACTURING ADVANTAGE

Fully Integrated — Frame, Lens & Fitting facilities

End-to-end in-house capability — from raw material to ready-to-wear, made in India.



FRAME MANUFACTURING

In-house frames

- Metal, Acetate, Plastic & Sunglass lines
- Injection molding



LENS MANUFACTURING

100% in-house Rx lenses

- Best in Class Manufacturing Process across Coatings and Progressive Designs
- ISO 9001, 45001, 13485 certified



CENTRAL FITTING LAB

Edging, mounting & fitting

- Integrated ISCM — all functions local
- Industry Best Equipments

Frame + Lens + Fitting — one integrated supply chain, made in India

EXPERTISE & TECH IS KEY SO IS EMPATHY....

What Really Matters to Us..



Trust for Retailer & Retail Associates of India



Eye Test Menu

FY 30 AMBITION

To conclude.....

₹3,500 Cr

FY30 UCP

2x

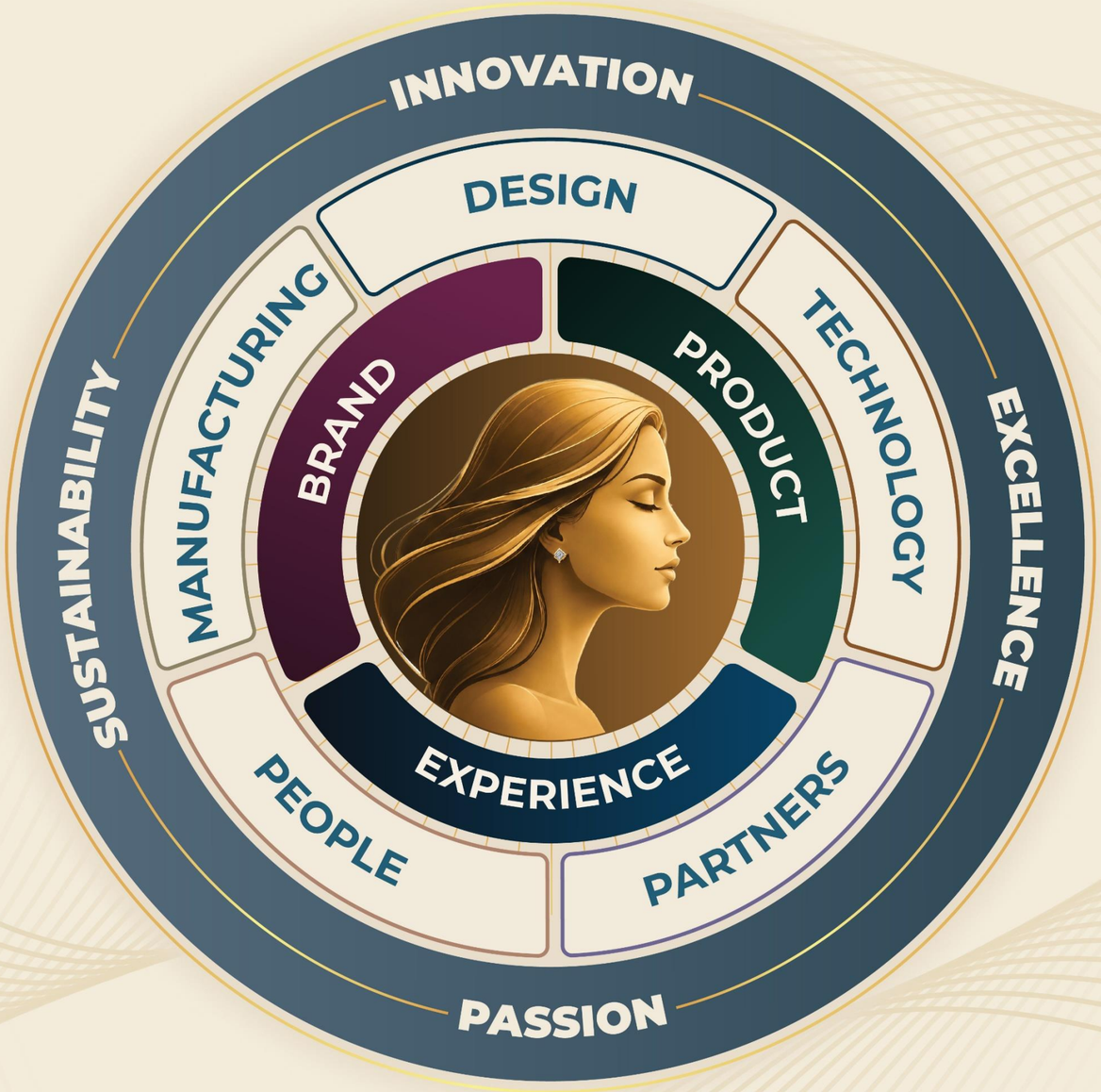
MARKET SHARE

THANK YOU

TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale



CARATLANE

A TATA PRODUCT

Investor Meet’26

Saumen Bhaumik

MD - CaratLane



18 years…



Tech First



One Digital Team



Technology

Engineering the backbone of CaratLane experiences for internal & external customers.

200+ engineers



Product

Translating customer insights and business goals into Strategy, prioritisation and delivery

12 PMs



UX & Design

Every pixel is intentional. From research to prototypes to final design & journey

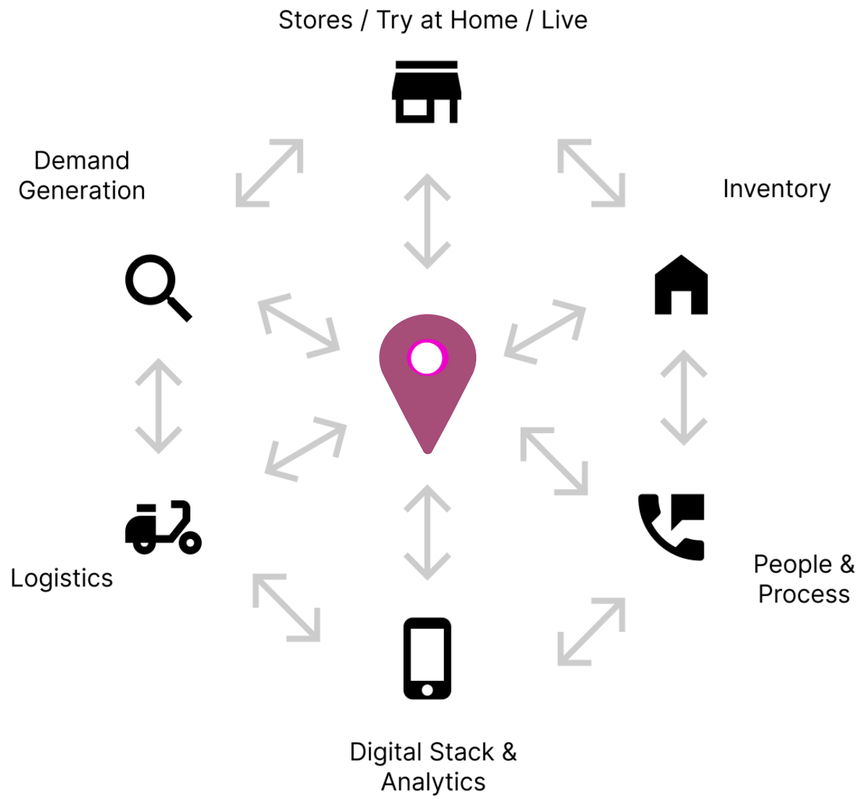
11 designers

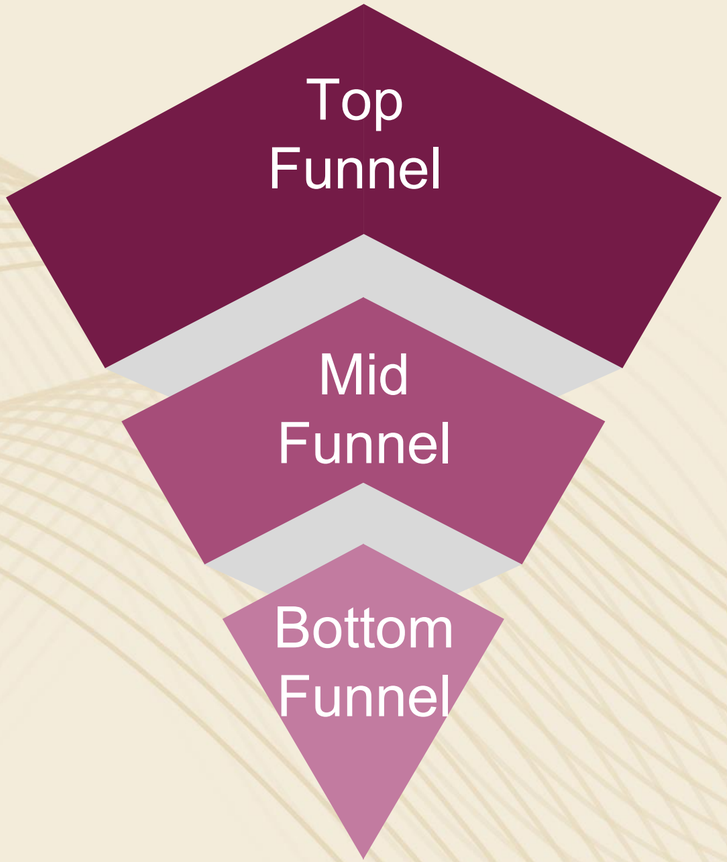
Homegrown Applications

- Responsive Website
- Android (1.3M Active) & iOS (0.47M Active) native retail apps
- Retail POS react native app
- Oneview CRM
- ISCM Bridge application for ERP
- DigiGold Services for CaratLane & Other distributors
- Multiple AI/ML solutions

Omni @ CaratLane

Omni at CaratLane is a full stack ecosystem to enable better conversion & experience





TOP — **Traffic**

Build traffic through performance marketing

MID — **Nurturing**

Prospect Modelling

Personalisation through Nudges

Retargeting & Reactivation through CRM

BOTTOM — **Last Mile**

Prospect Leads & Intervention Leads

- Retail Leads - JC Calling
- Online Leads - TAH, CLive

Other leads incl TC, Occasion etc

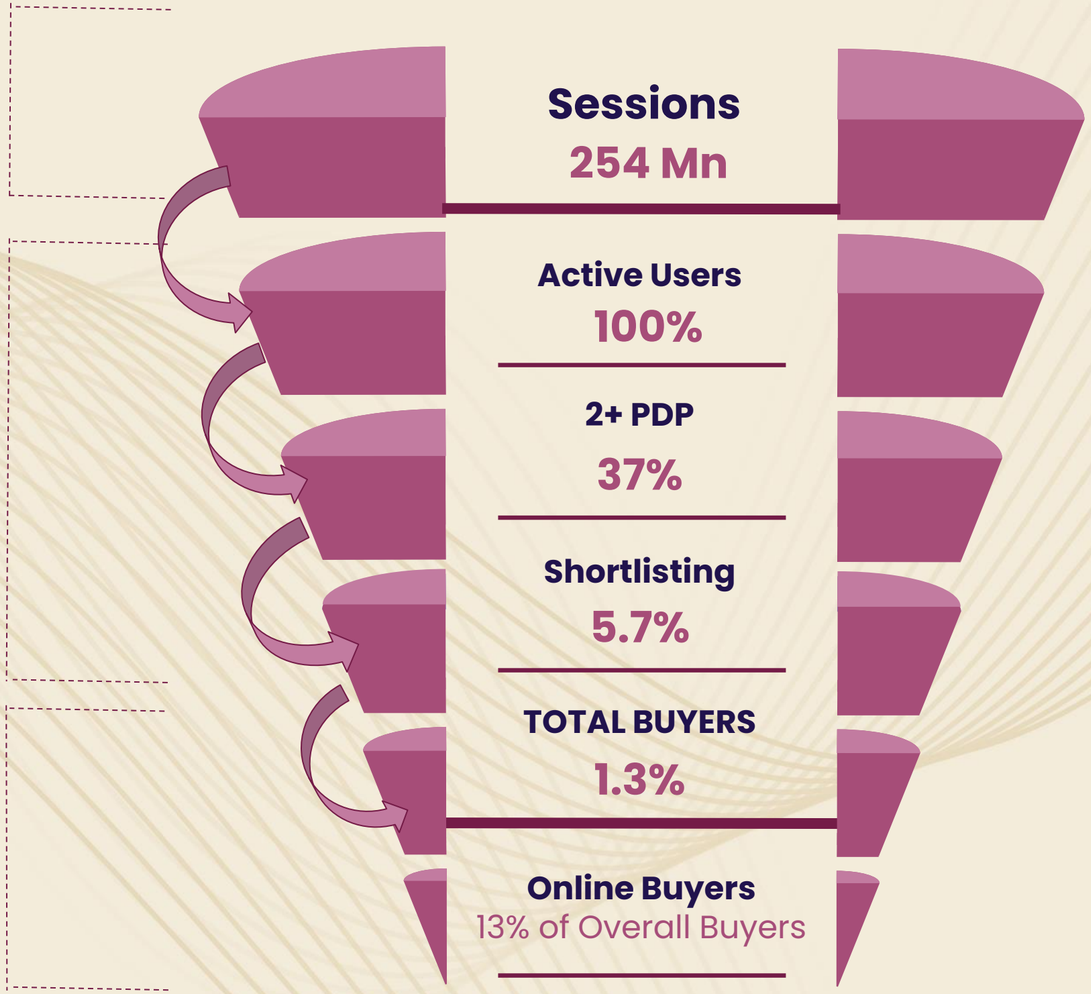
Funnel FY’26

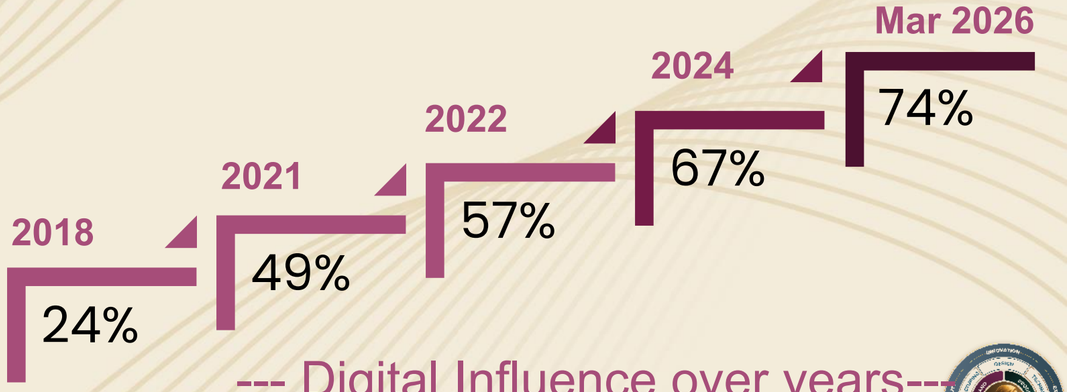
Top Funnel

Mid Funnel

Shortlist to Conversion: 22%

Bottom





--- Digital Influence over years---

Customer Journey





Neha

Female, 29 Yrs

Customer Since: 2020

Personal Occasions:
Birthday: 28th April
Anniversary: 14th Feb
Spouse Bday: 14th Oct

Predominant Purchase Platform:
Store

Treasure Chest: 10k/m
Redeemed

Purchase History

Vijayawada store

Purchase 1

24 Aug 2020



Thirupathi store

Purchase 2

10 Apr 2025, Enrolled in TC



Purchase 3

10 Apr 2025, Enrolled in TC



Browsing Journey

Online browsing

20 Jan 2026 | 2 SESSIONS, 66 MIN

Clicked **Offer Banner: '30% Diamond Price Off'**. Does LP

↓

PD of Diamond Earrings



↓

Menu: 'Mangalsutra LP'.
Applied Filter: 'Dailywear'. Did 8



22 Jan 2026 | 2 SESSIONS, 22 MIN



Lands on Wishlist –> PDP loop:
Celia / Izna / Eira / Adia / Aziza / Ovate

↓

Zoom + Screenshots 7 Mangalsutras) + Sees **Reviews**

↓

Search detours: "Butterfly" rings > **Kids earring PDP** (Jessy Bow) > Gemstone Drop Earring



CARATLANE
A TATA PRODUCT



Neha

Female, 29 Yrs

Customer Since: 2020

Personal Occasions:
Birthday: 28th April
Anniversary: 14th Feb
Spouse Bday: 14th Oct

Predominant Purchase Platform:
Store

Treasure Chest: 10k/m
Redeemed

Browsing Journey

Online browsing

24 Jan 2026 | 6 Sessions, 36 Min

Search 'Mangalsutra Diamond'. Puts **Price band filter** 75K–1L



Screenshots 7 Mangasultras

28 Jan 2026 | 61 Min

Visits the store at 6:25 PM



Browses online at **8:05 PM**
Search: Mangalsutra Diamond'. Puts **Price band filter** 75K-1L

↓

Zoom/screenshot/product details/ Best Price. Removes some from Wishlist

29-31 Jan 2026| 4 Sessions, 24 Min



Evaluates: 4 Mangalsutra (zoom + customer images)
Filter: 14kt Yellow + 14kt Rose

FINAL PURCHASE

Thirupathi store

Purchase 4 **31 Jan 2026**

Walks into the store. Opens her **Wishlist**. **Buys** at store

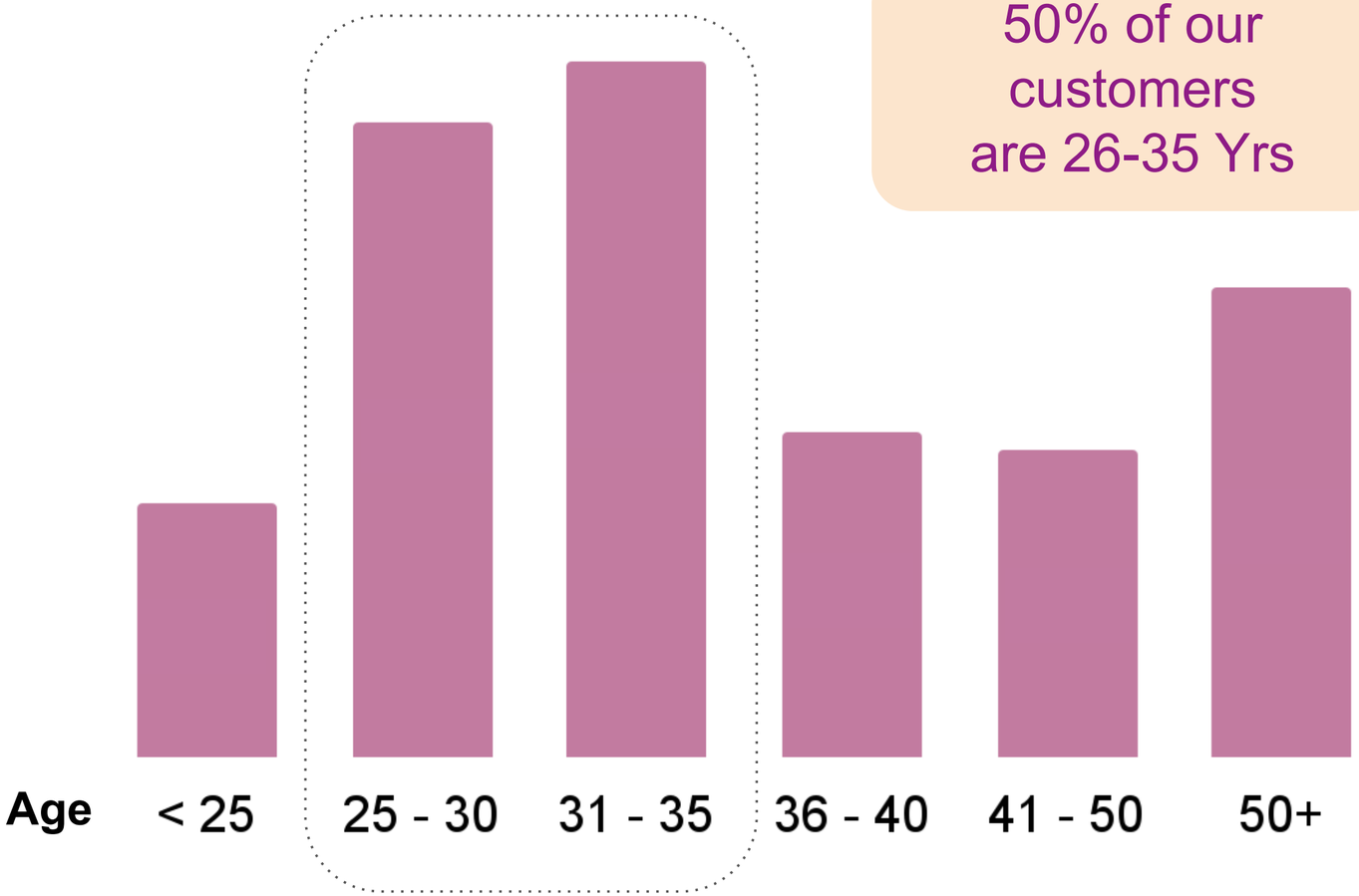


Anniversary Purchase

Served > 2.4 Mn customers



Demographics



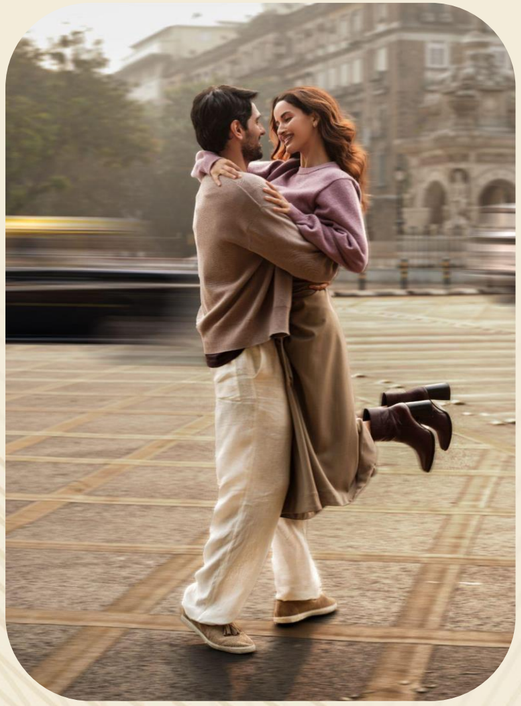
50% of our customers are 26-35 Yrs

Price Band	Buyer Share
<30K	50%-60%
30-60K	25%-35%
>60K+	15%-25%

Buying Occasions



Personal Rewards



Engagement



Gifting
Family | Friends | Men’s



Celebrations
Office | Social | Family

Decoding CaratLane

Beautiful Jewellery @ affordable price

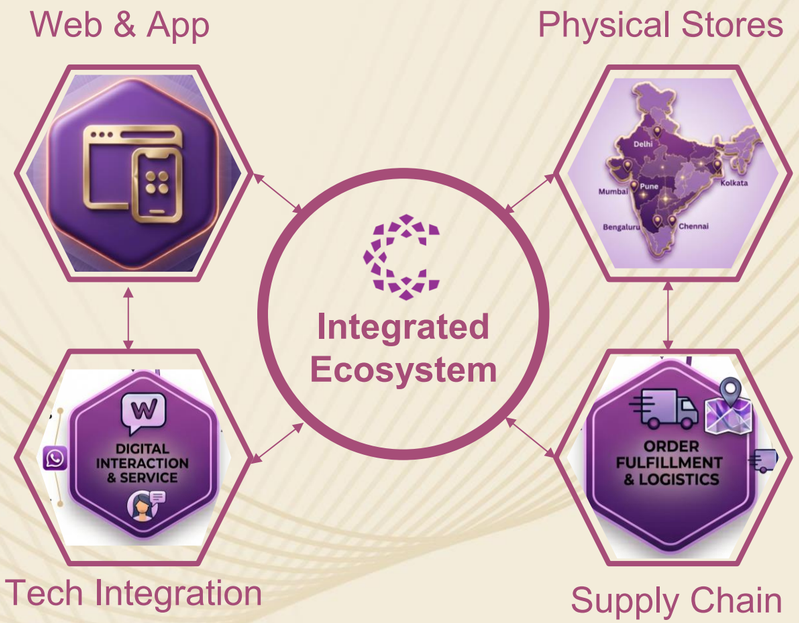
+

Omni Experience

+

Titan / Tata Trust





CARATLANE
A TATA PRODUCT

Recent Action



Design Edge



Design Philosophy

Beautiful Design

- Collection/Theme Led
- Differentiated Design

Affordable Price

- Value Proposition
- Category Induction

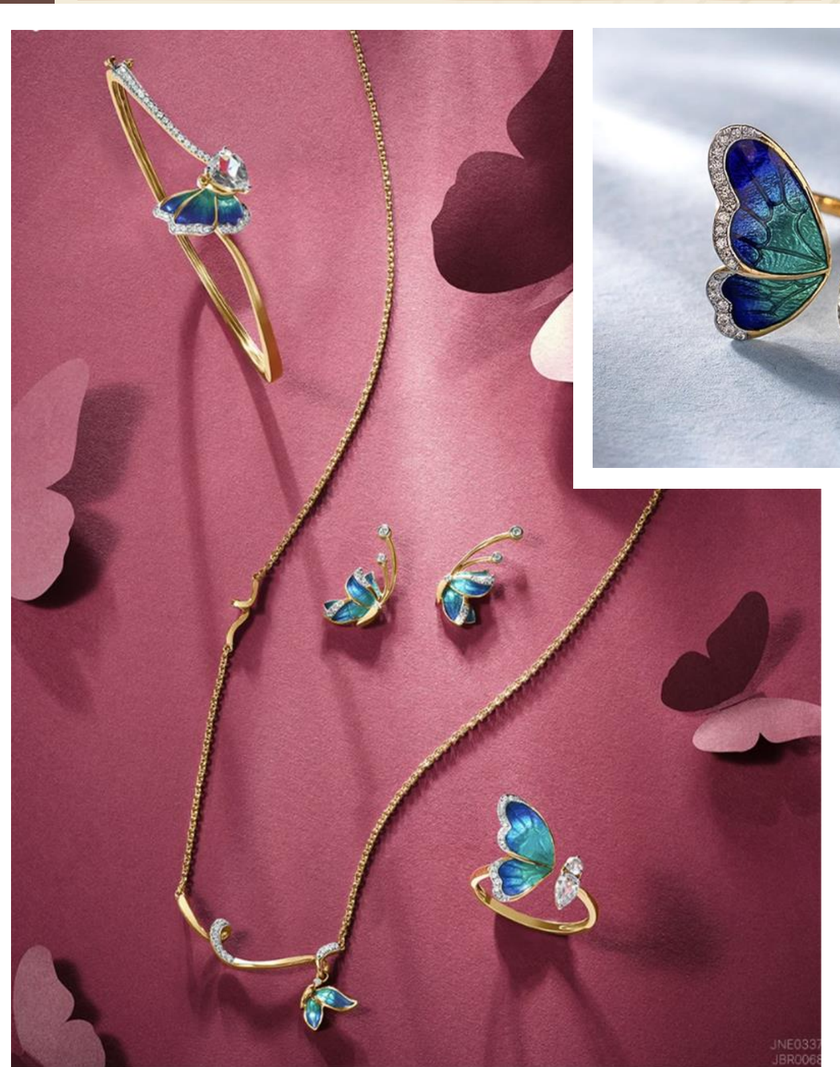


BUTTERFLY

COLLECTION

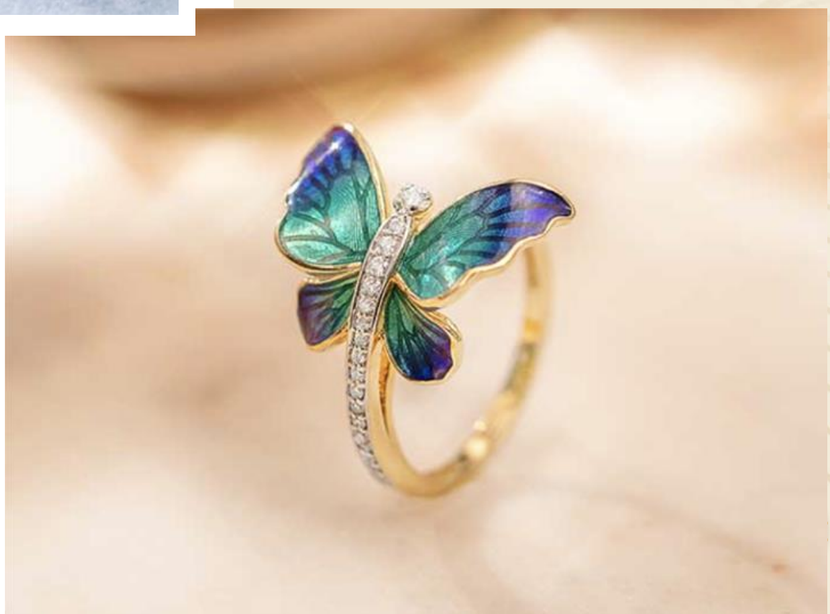
The Spirit of You

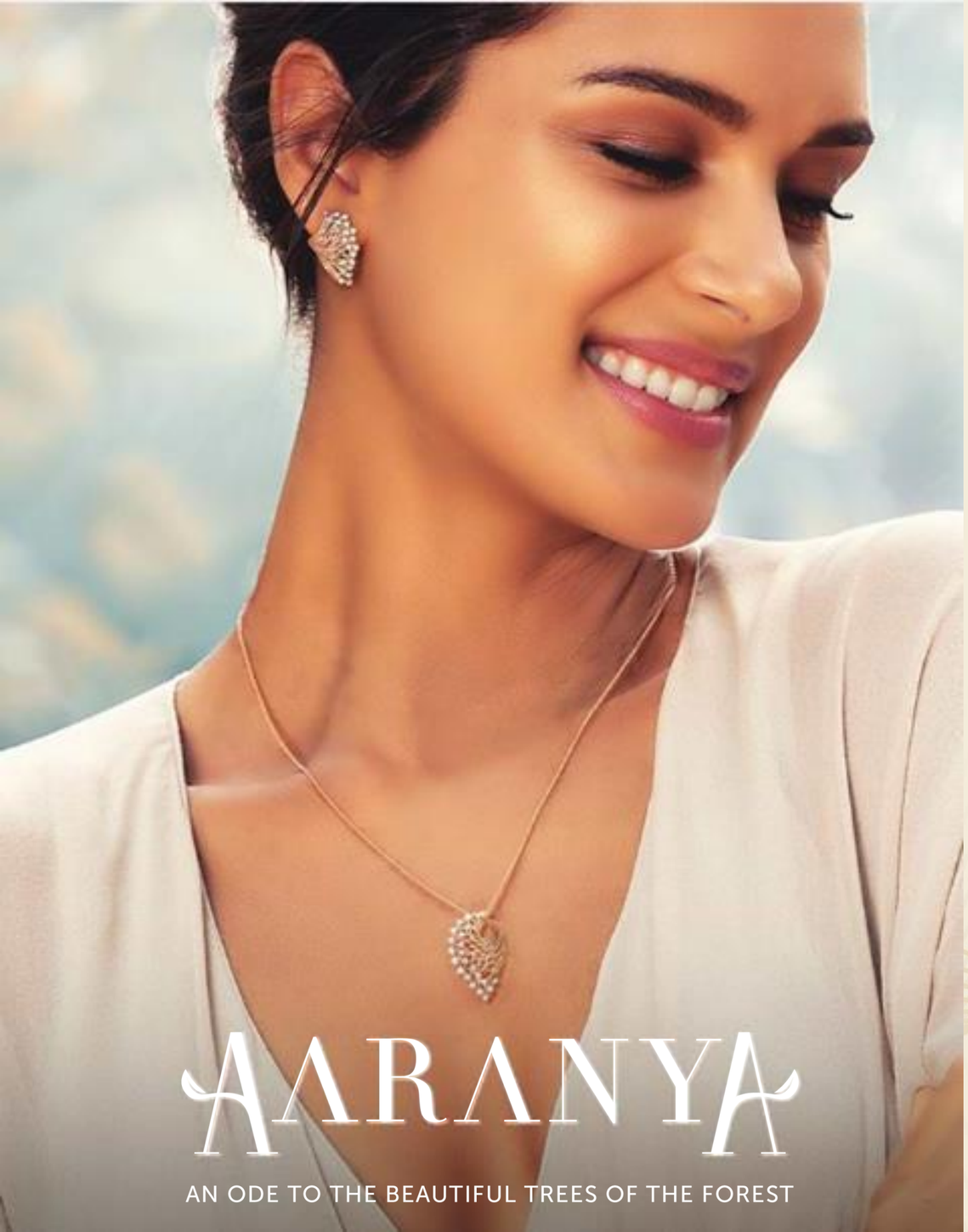











AARANYA
AN ODE TO THE BEAUTIFUL TREES OF THE FOREST

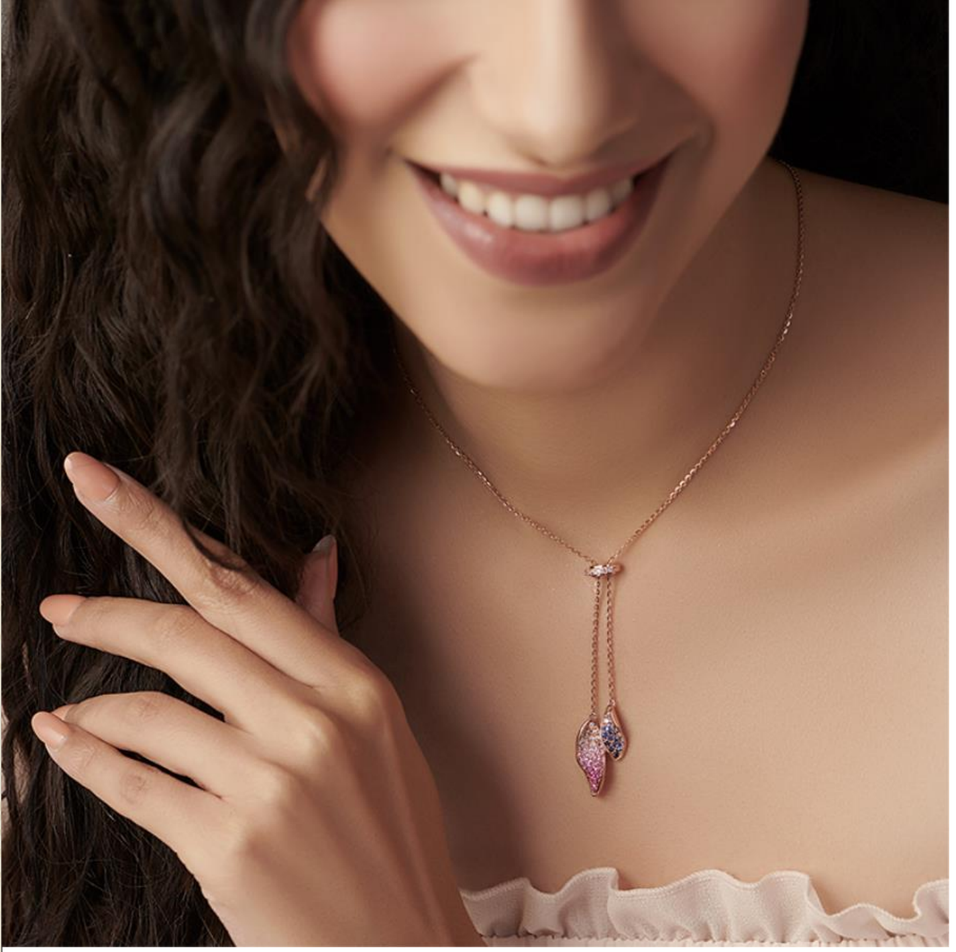














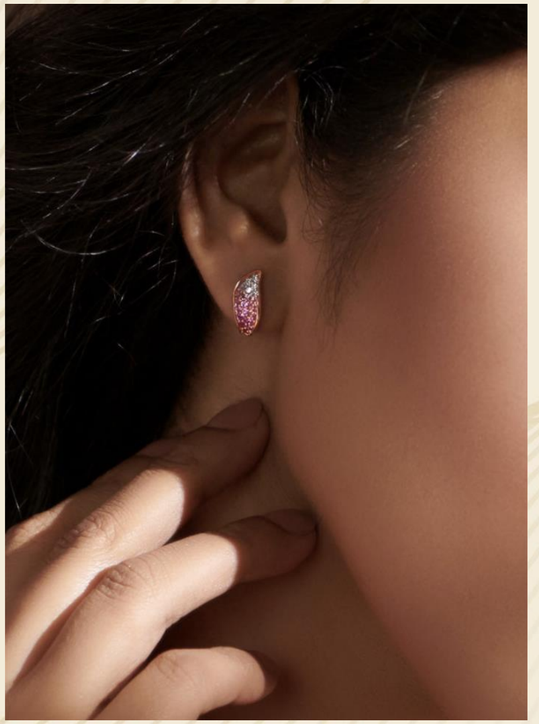






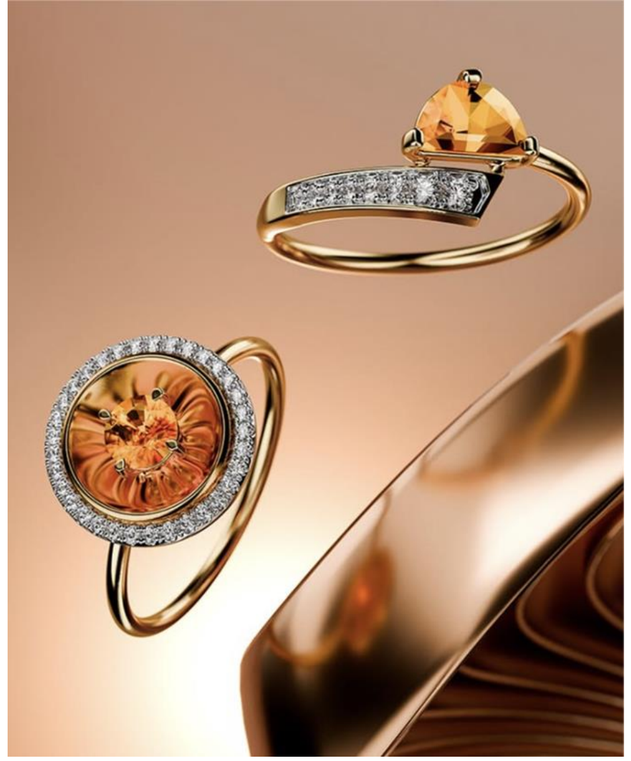
Ombre

Shades that make waves

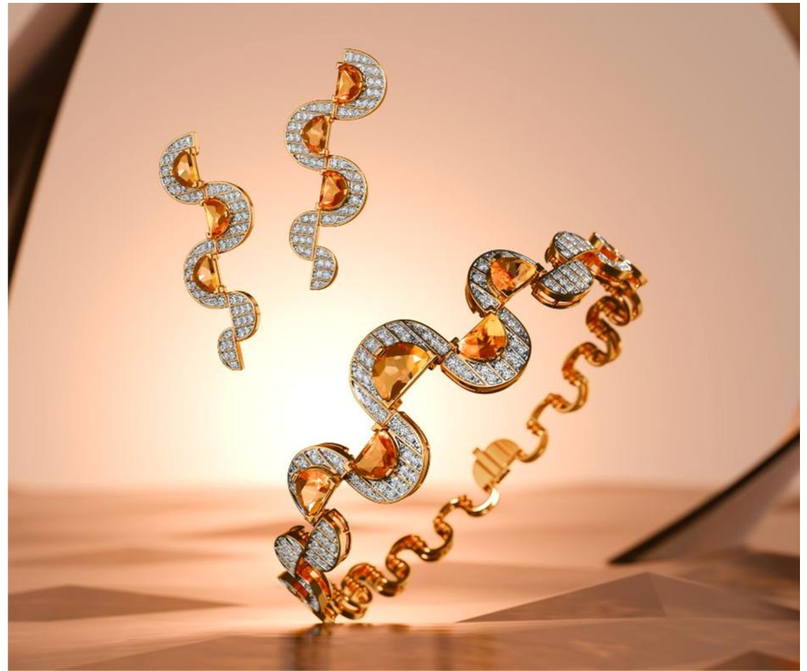








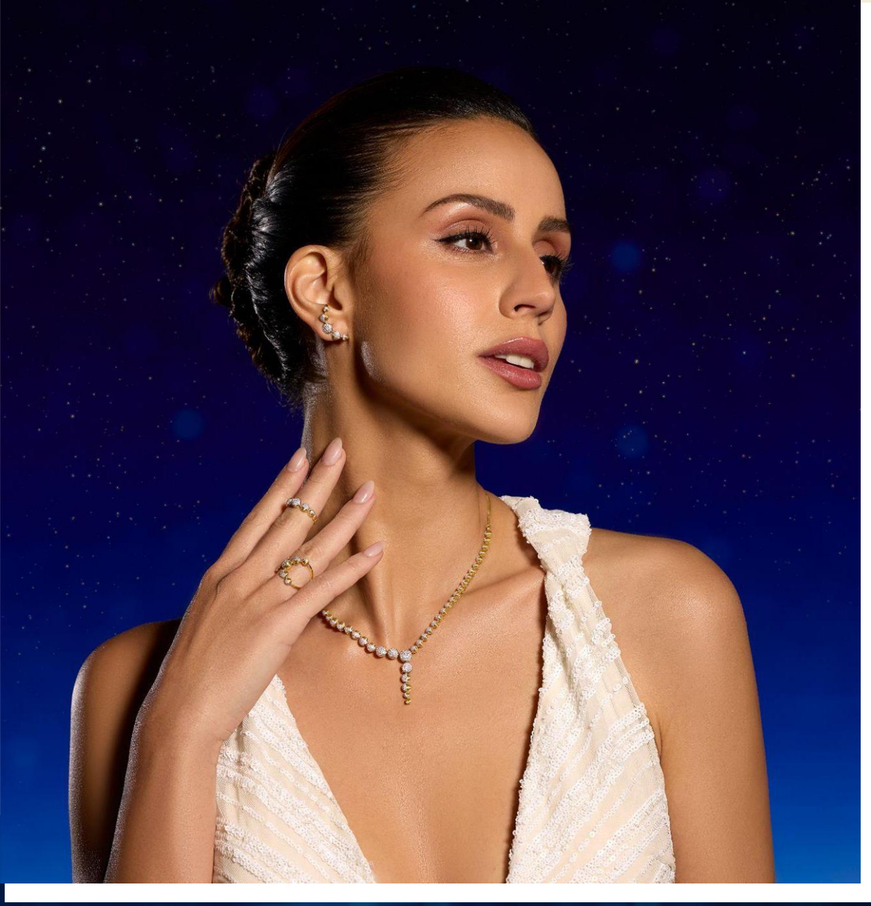






SOL

Inspired by the Rising Sun







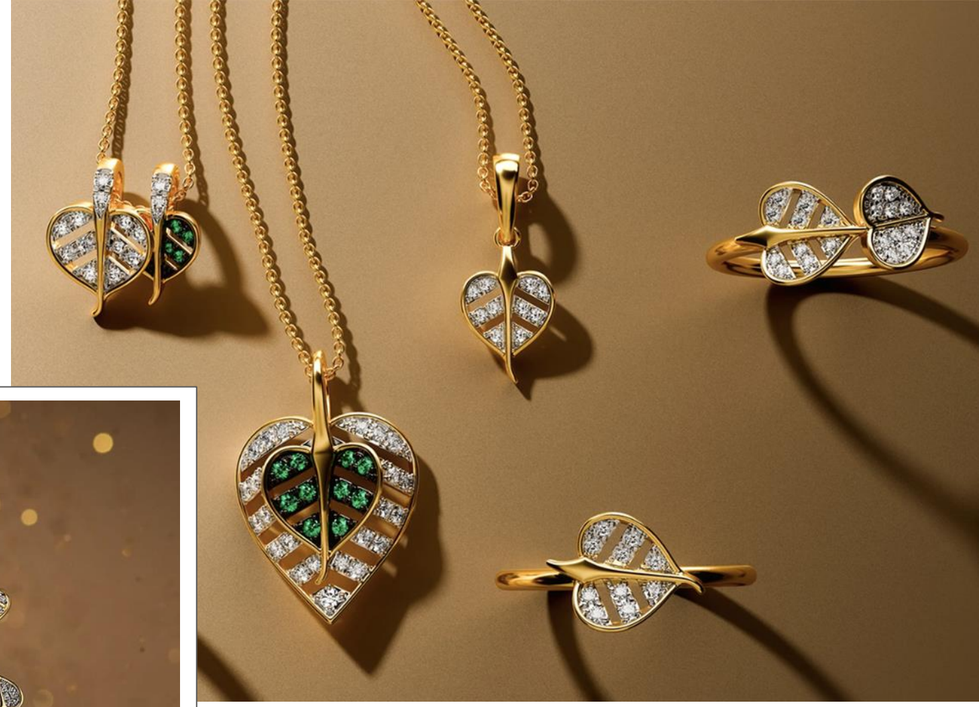


LUNA

For every phase of you


Peepal
Rooted. Radiant. You.





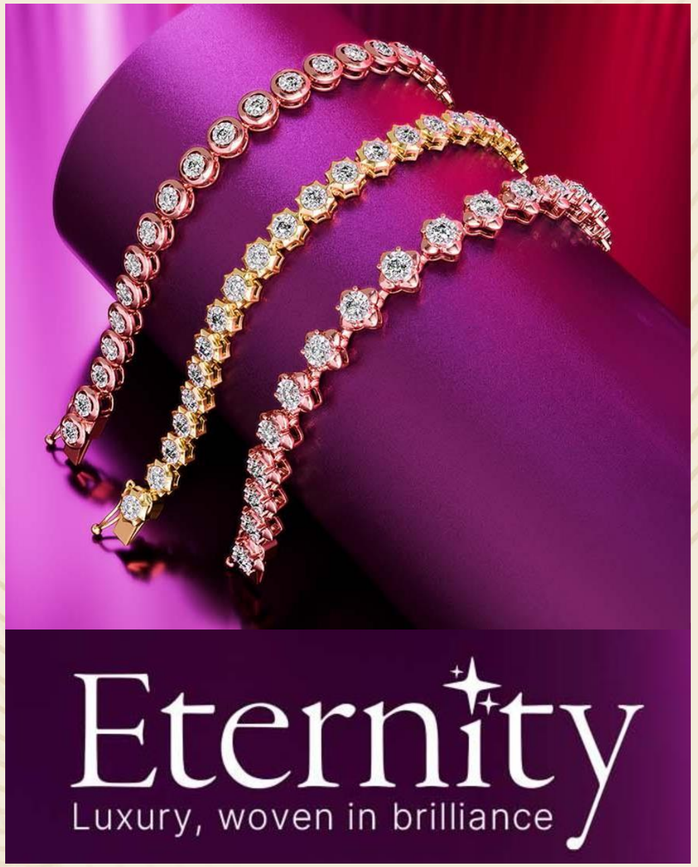






… and Classics







Innovation





Swirl





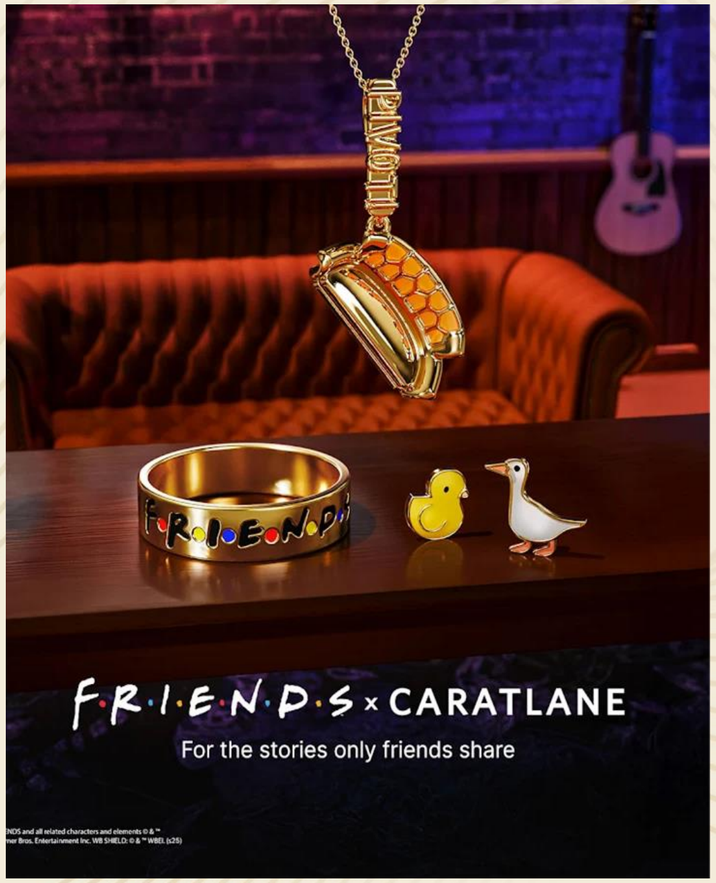
anekā

Brand Collaborations









Special Days….

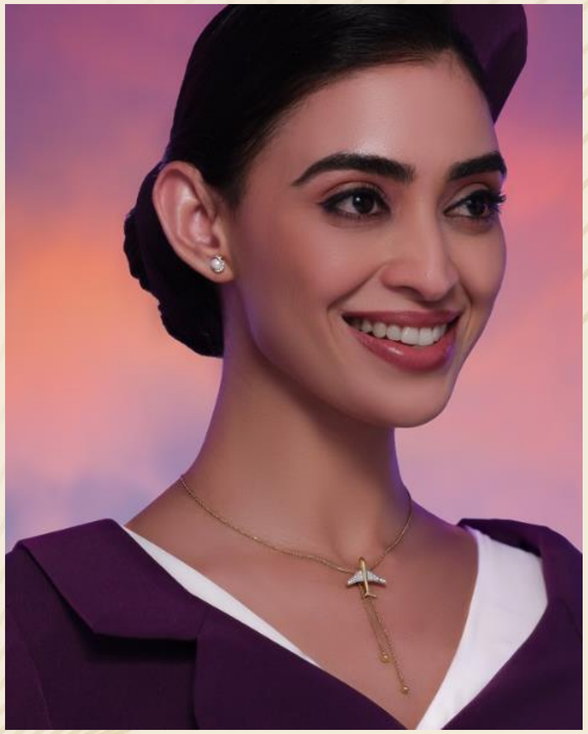




Daughter’s Day



Independence Day



Aircrew Day



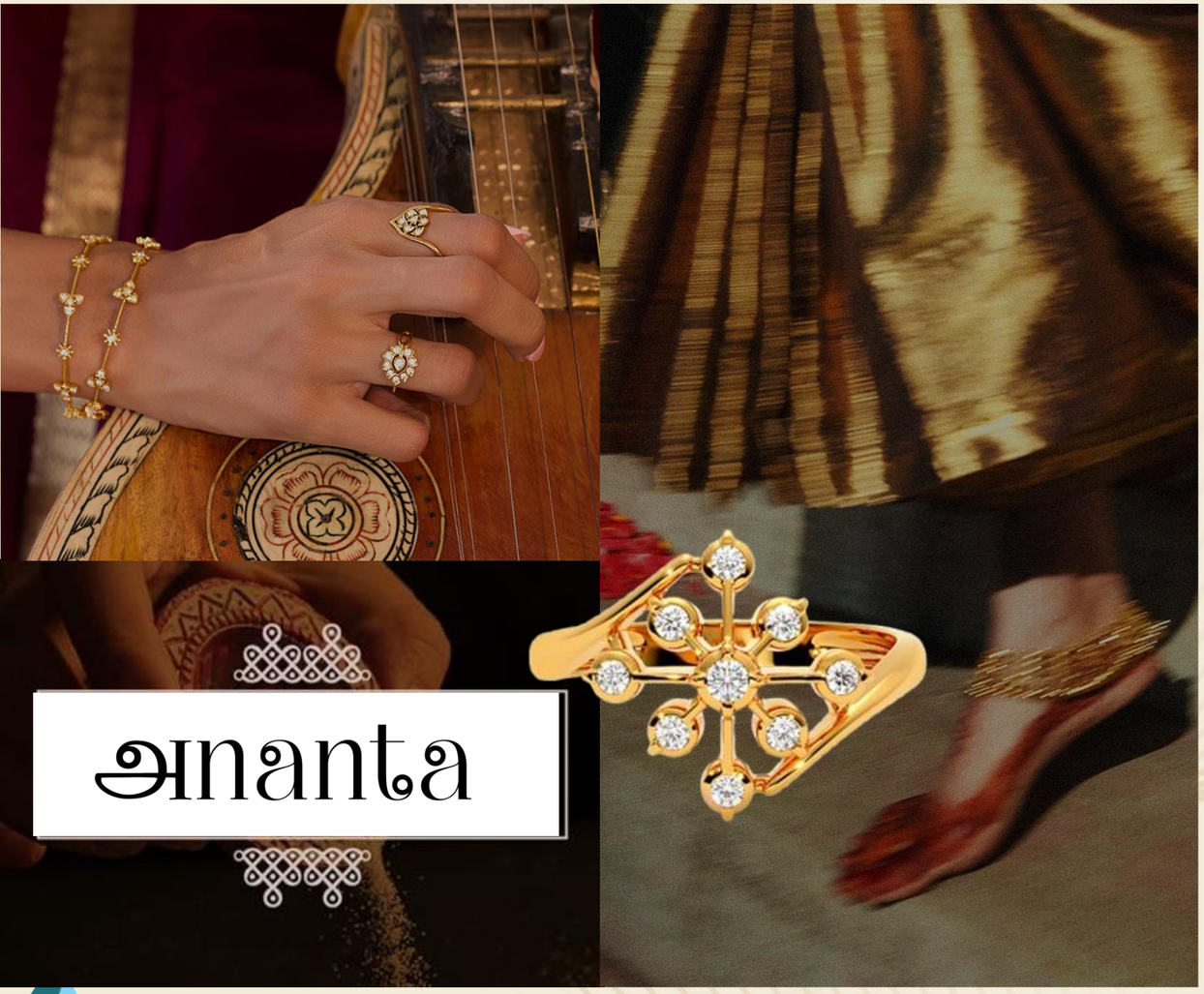


Mother’s Day

CARATLANE
A TATA PRODUCT

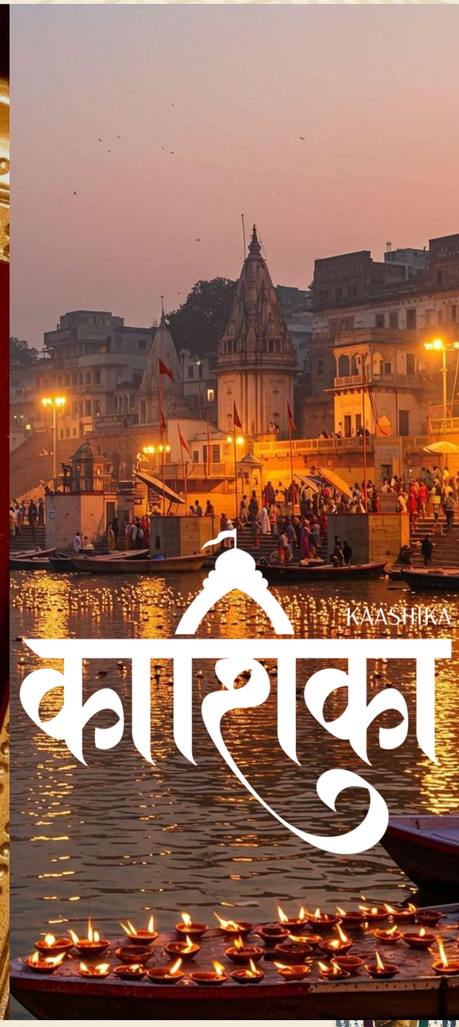
TITAN
COMPANY

தமிழ்நாடு
Tamil Nadu



उत्तर प्रदेश
Uttar Pradesh





Shaya: Our Silver Line



Ethnic Jewellery



Everyday Jewellery



Homes

Bold Moves



Introduced 9 kt Jewellery to India





1000+ Designs

~100K pcs sold









Shaya Diamond: Another Category-Firs

Natural Diamond in
Silver Starting @5000











CARATLANE
A TATA PRODUCT

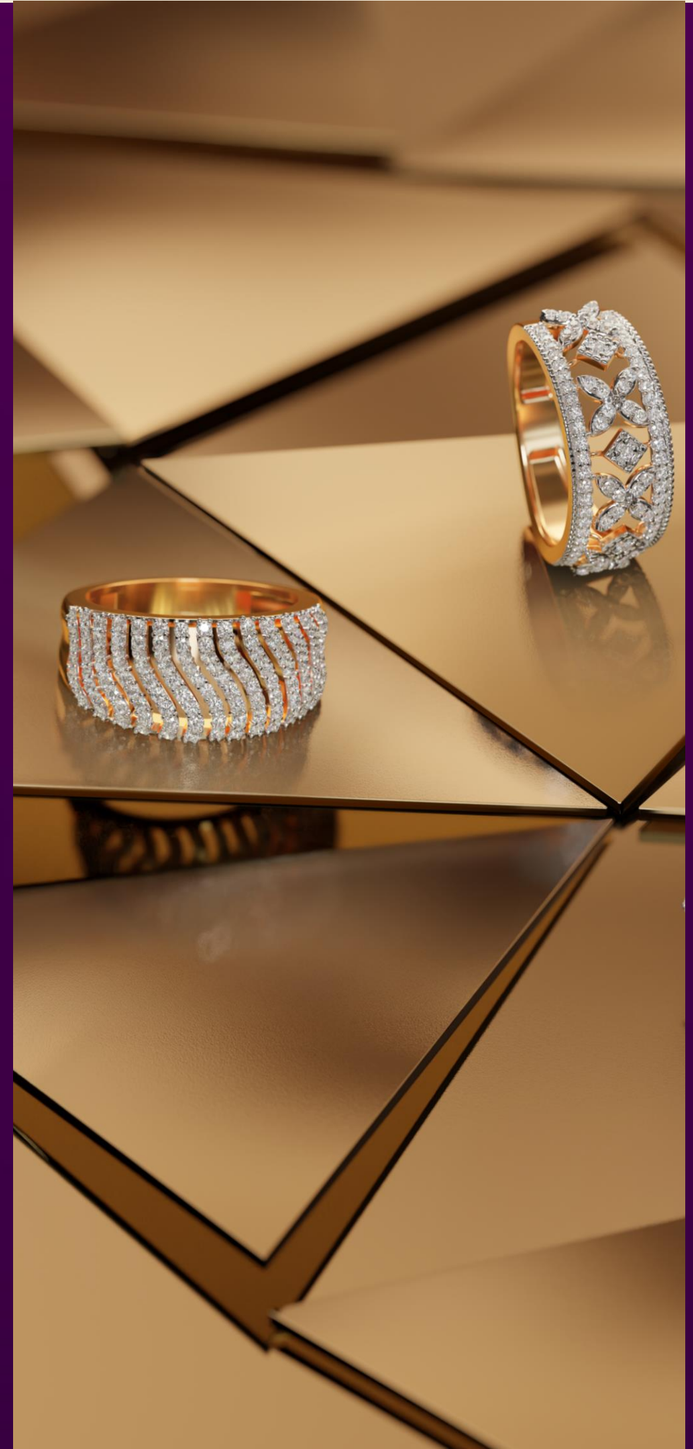
TITAN
COMPANY

Upgraded to **Superior F,G** colour in diamond



Unmistakable lift in **brilliance** for distinctly enhanced appeal

MarCom



GOAL: To Increase Brand Awareness



Make CaratLane ‘A destination for Engagement’

FY’26, A year of **Forever**







Commitment is a beautiful thing, give it a CaratLane ring


CARATLANE
A TATA PRODUCT



बाप्पांचा आशीर्वाद

Bappancha Aashirvad


CARATLANE
A TATA PRODUCT


মেয়র আশিরবাদ
Mayer
Aashirbad


CARATLANE
A TATA PRODUCT


Written
in the stars


Dancing
Hearts



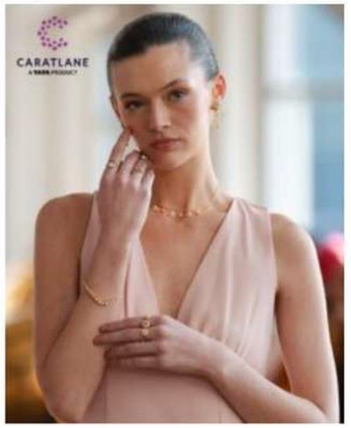
Debut at New York Fashion Week

NEW YORK FASHION WEEK THE SHOWS



CaratLane Makes Its New York Fashion Week Debut

Feb 18, 2026



CaratLane – A TATA Product, India's leading omnichannel jewellery brand, marked a significant global milestone with its first-ever international runway showcase at **New York Fashion Week** (NYFW) held at **Chelsea Piers**. The showcase positioned CaratLane on one of the world's most influential fine jewellery platforms, signaling the brand's growing global ambition and its ability to seamlessly blend Indian craftsmanship with contemporary design sensibilities. Backed by the trust of **TATA**, this debut also highlighted the brand's expanding footprint, supported by CaratLane's retail presence in **New Jersey**.

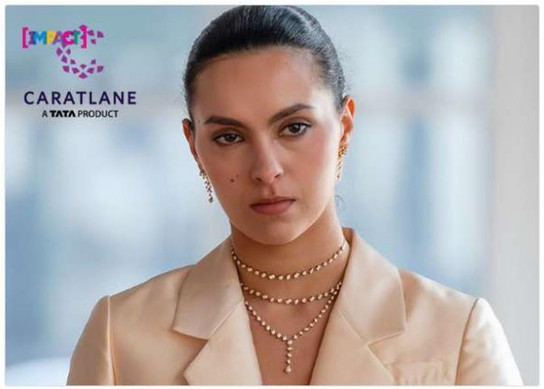
The runway presentation featured eight standout looks from CaratLane's celebrated collections—**Polki, Sol, Sandook, Eternity, Butterfly, and Peepal**—all exclusively featuring **natural diamonds**. The Polki collection showcased uncut diamond heritage pieces reimagined for contemporary wear, while Sol celebrated the brilliance of sunrise with Citrines symbolizing new beginnings. Sandook translated nostalgia into design through motifs inspired by marigolds and jharokhas, and Eternity highlighted timeless silhouettes in brilliant-cut diamonds. The showcase also featured Butterfly, an iconic CaratLane collection distinguished by its signature blue enamel, and Peepal, which blended diamonds and green alpanites in yellow gold to mirror the sacred leaf.

Of the looks, six were presented by international models, while two were walked by Indian fashion influencers – Pooja Mundhra and Anahita Bhooshan, adding cross-cultural resonance to the event.

CARATLANE MAKES NEW YORK FASHION WEEK DEBUT WITH INTERNATIONAL RUNWAY SHOWCASE

Six looks were worn by international models, while Indian fashion influencers Pooja Mundhra and Anahita Bhooshan added a cross-cultural dimension

BY TEAM IMPACT
Published: Feb 18, 2026 11:58 AM



CaratLane, a TATA product and one of India's leading omnichannel jewellery brands, marked its first international runway appearance at New York Fashion Week, held at Chelsea Piers on 16 February 2026. The debut signals the brand's growing global

CaratLane makes New York Fashion Week debut, signals growing global ambition

By **MBDesk1** – February 18, 2026

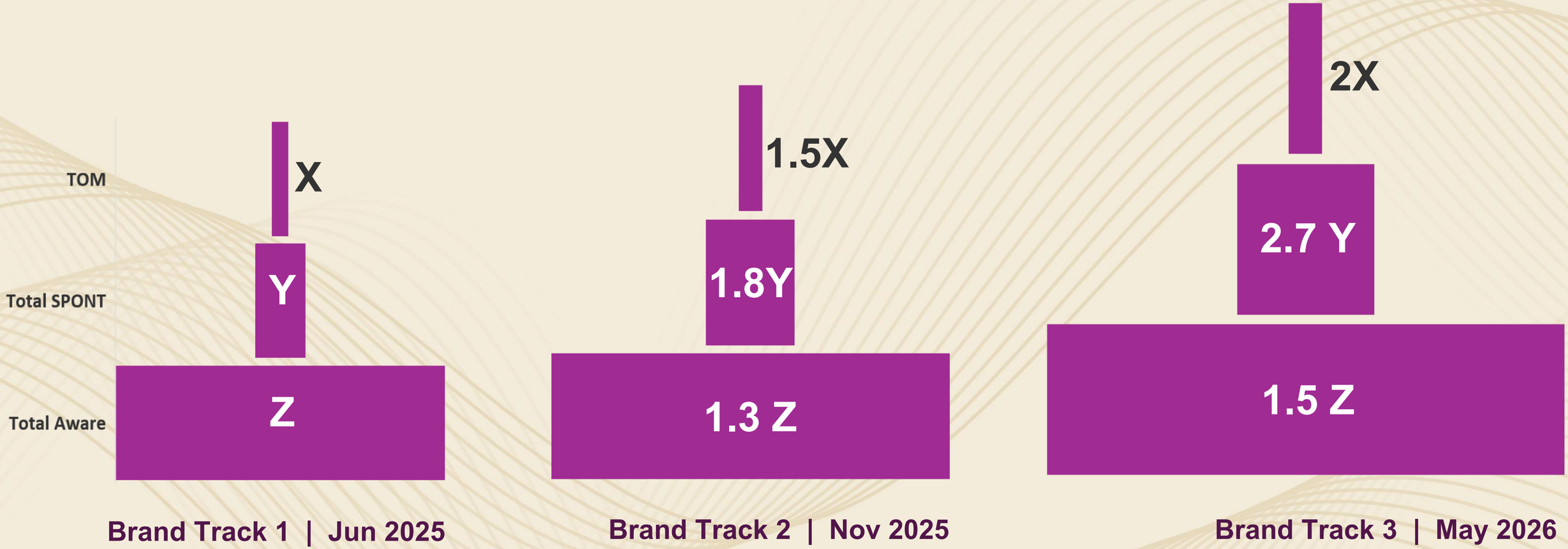
MEDIABRIEF



Omnichannel jewellery brand, **CaratLane – A TATA Product** marked a significant global milestone with its first-ever international runway showcase at **New York Fashion Week (NYFW)** held at Chelsea Piers.



CaratLane Brand Track



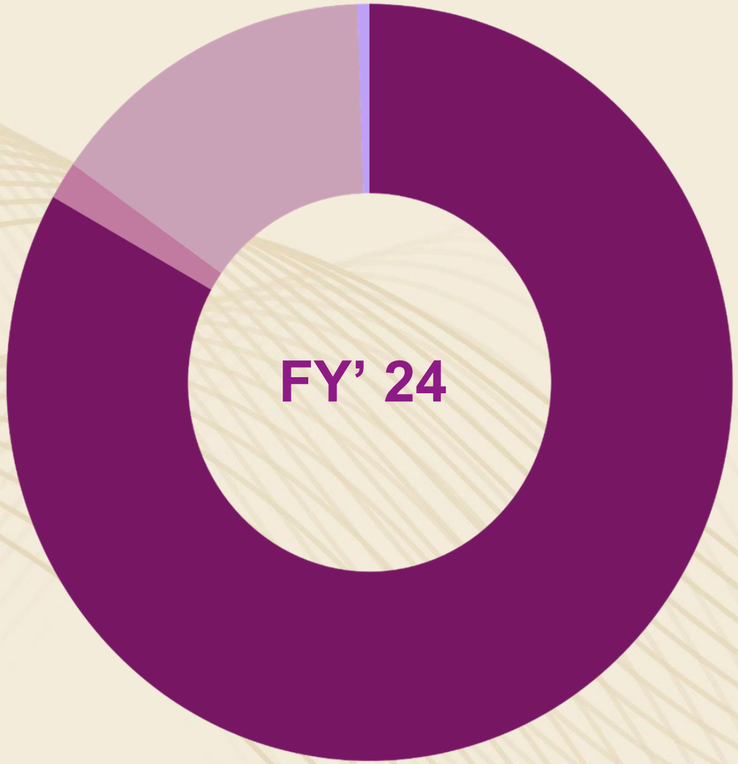
Brand Track 1 | Jun 2025

Brand Track 2 | Nov 2025

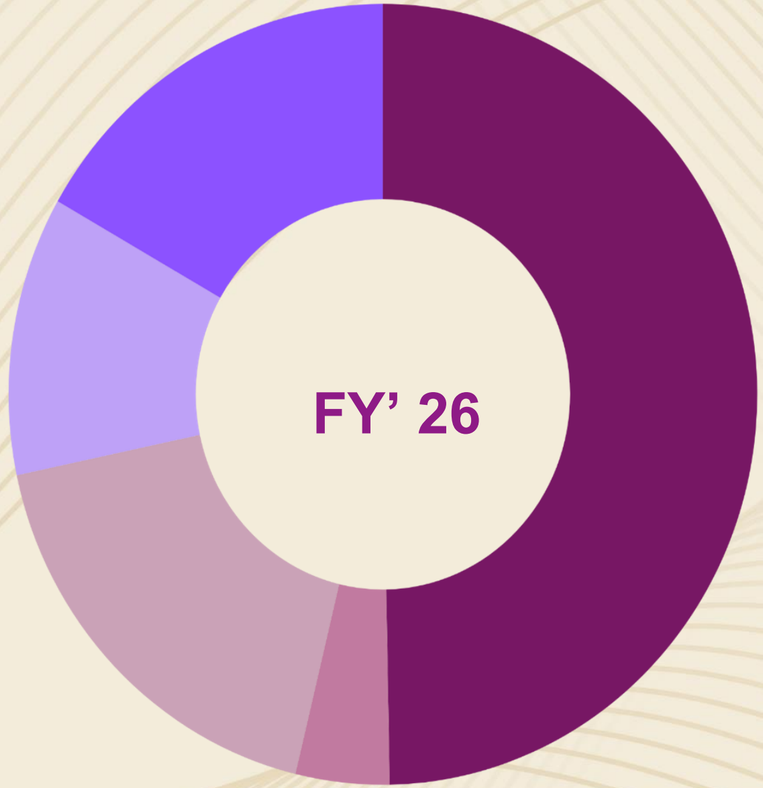
Brand Track 3 | May 2026

Wave 1 : 1709
Wave 2 : 1480
Wave 3 : 2206

From Performance Marketing to Brand Building



Shift in Media Mix



Digital
OOH /Cinema/ Radio
Others
Print
TV

Network



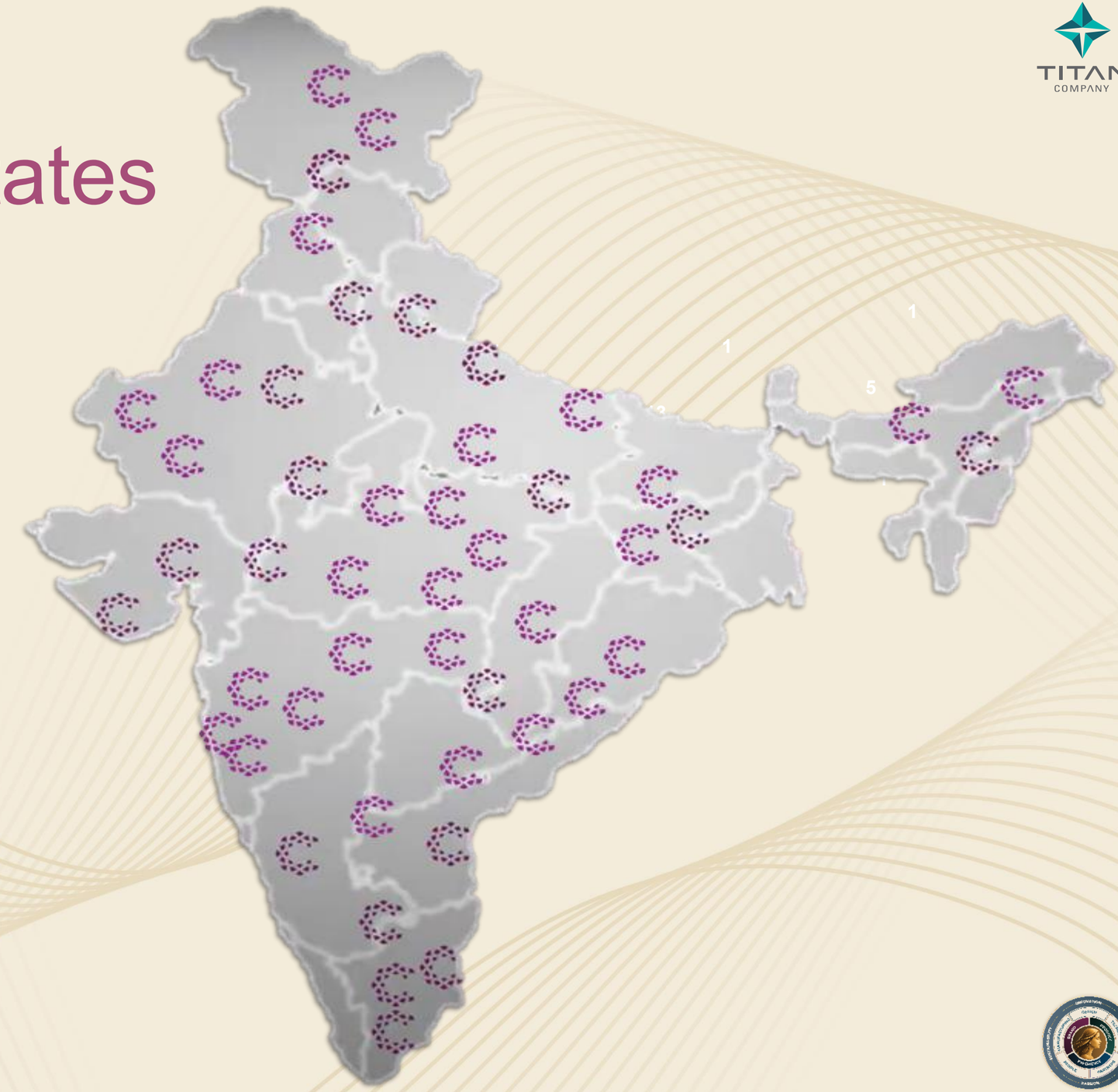
Presence in All 28 States

CaratLane ⇒ 378

SHAYA ⇒ 12

Cities ⇒ 157

**Network as of May 2026*



Street Presence



Noida Sec 18 Wave One



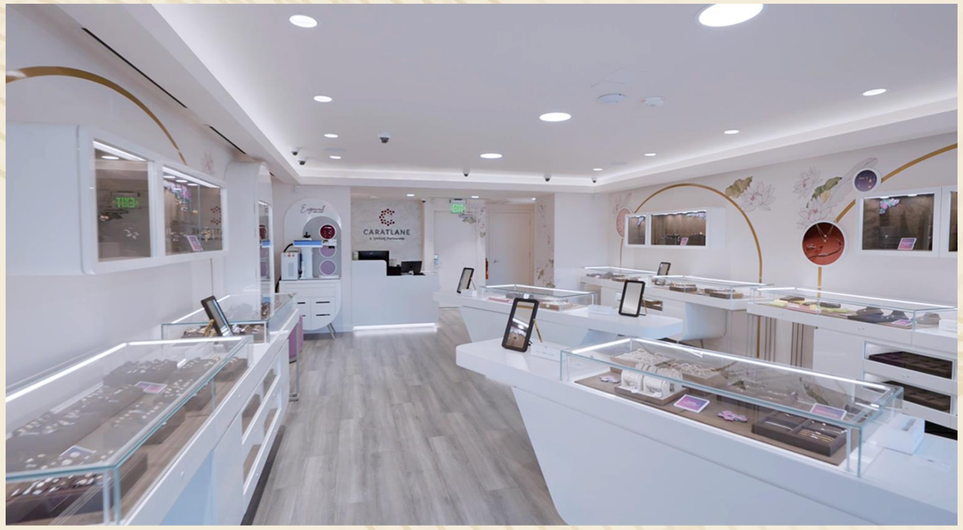
Bengaluru MG Road


Shipping to 30 Countries

2 Stores in US

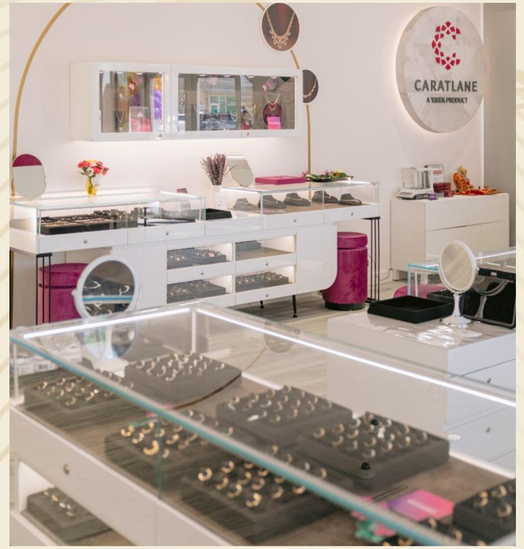






New Jersey







Dallas

Impact



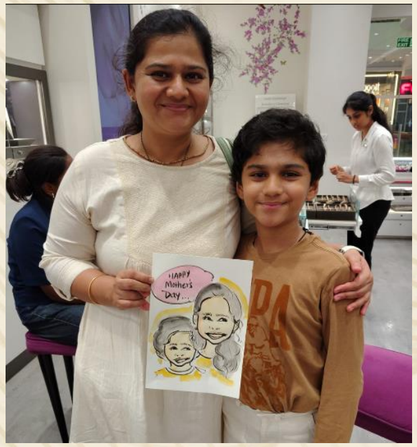
Happy Customers











NPS 91

Responses - 1.13 L

Response Rate - 16%

Google Rating

FY 25 ⇒ 4.6

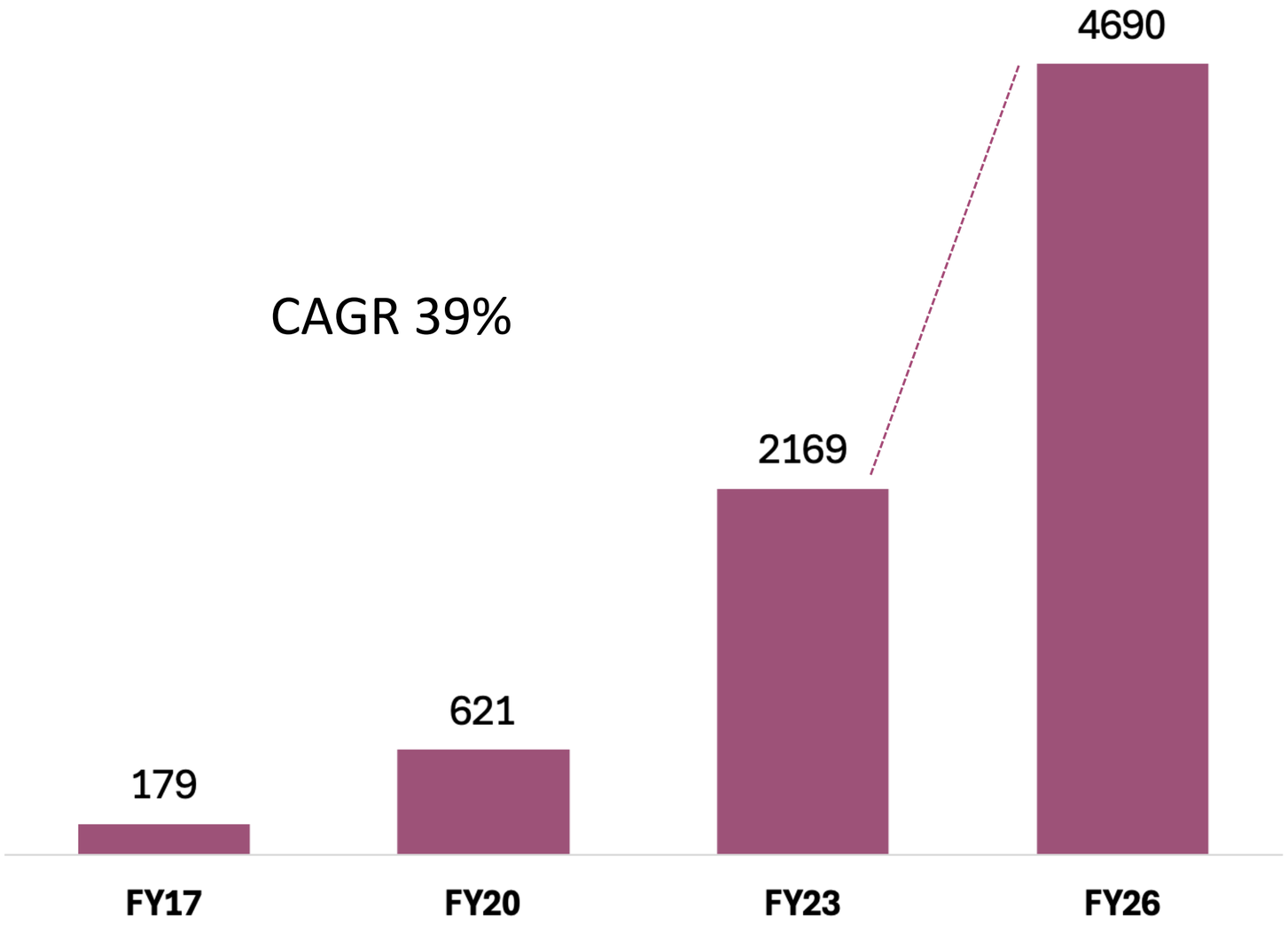
FY 26 ⇒ 4.9

Online Sales



Growth	-5%	-2%	2%	23%

Revenue

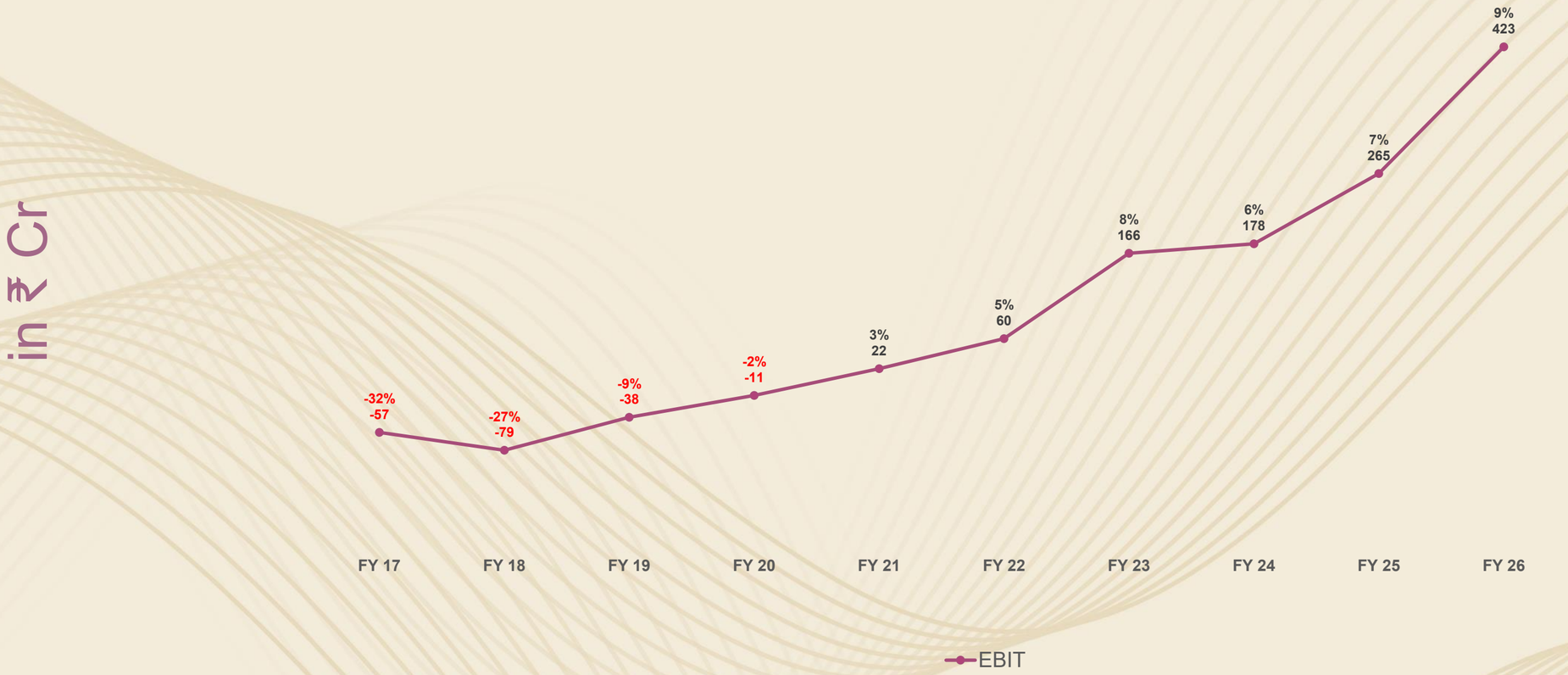


2x
in last 3 years

Bottom Line

1.6X of FY 25

1.8X of FY 25



2.5x
in last 3 years

Cumulative losses recovered in FY 26

Way Ahead

FY30 Ambition



FY30 Ambition

2.3x

UCP of FY26

CARATLANE
A TATA PRODUCT

TITAN
COMPANY

Thank you!

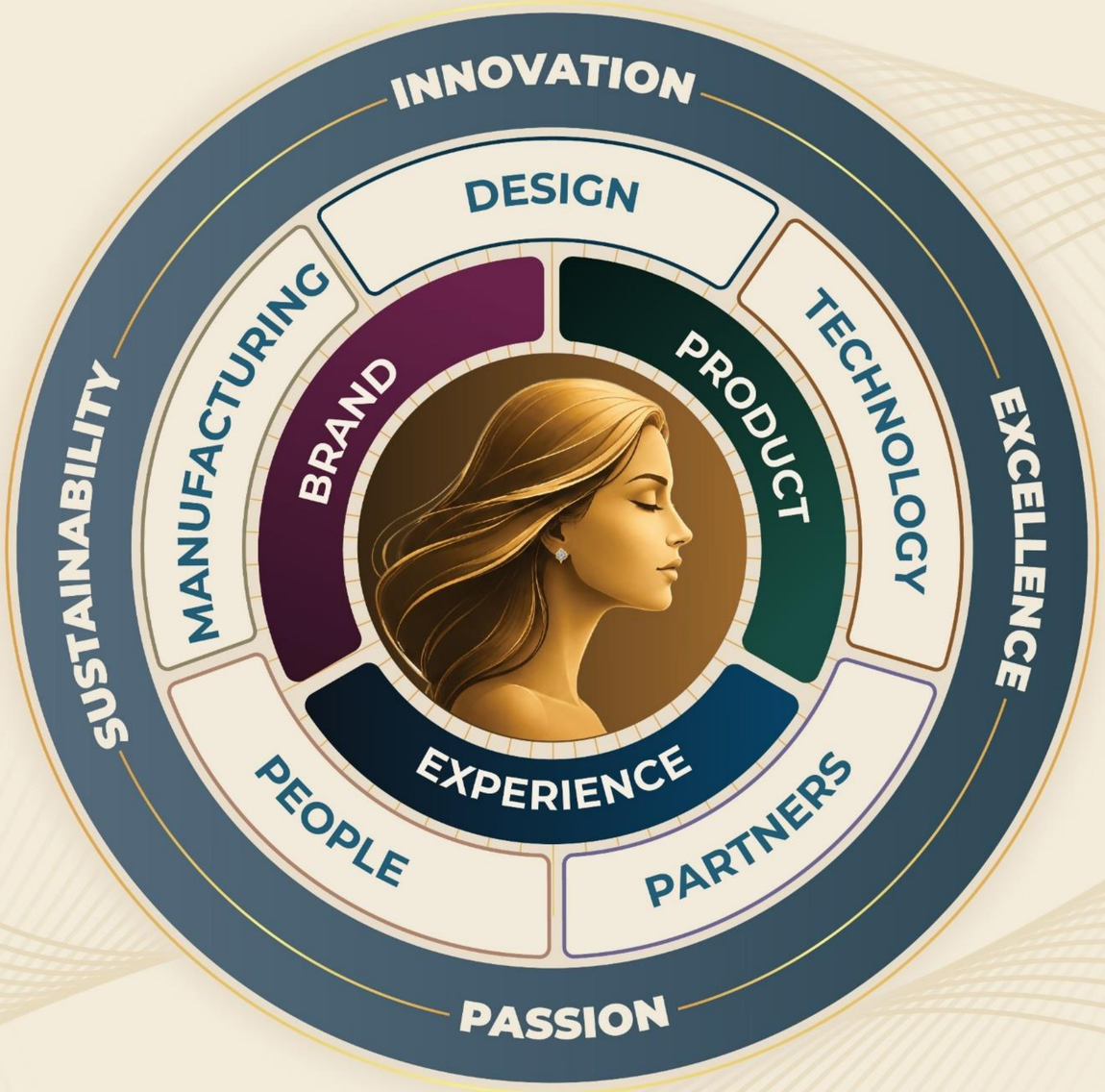
CARATLANE
A TATA PRODUCT



TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale



damas

Building Titan's first true global jewellery franchise —
A brand by the Arabs for the Arabs



Ananthanaryanan Hariharan, CEO - Damas

Setting the Context

01 The Damas Story

02 The Market Opportunity

03 Where Damas Stands Today

04 Growth & Value Creation

05 CY29 Ambition





The Damas Story

A Legacy That Endures

118 Years Through Three Eras

Era I : The Founding & Golden Years *(1907 – 2008)*

1907 — Founded offering Goldsmith Services in Middle East

1959 — Launched First Store in Gold Souk, Dubai

1988 — Launch of Own Brands

2000 — Business Expansion in GCC

Era II: The Difficult Decade *(2009 – 2019)*

2008 — Damas listed on the NASDAQ

2020-21 — Mannai Corporation acquires full ownership

Era III: The Turnaround – Damas 2.0 *(2020 – 2026)*

2020-21 — Launch of Damas 2.0 Transformation

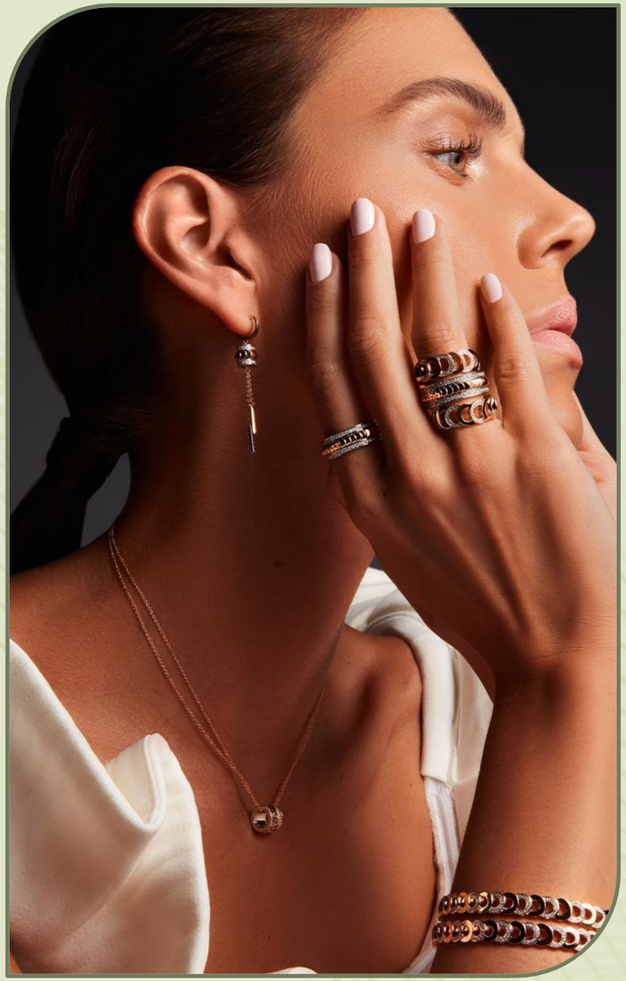
damas

2026 — Titan Acquired Majority Stake in Damas

TITAN COMPANY

A Leading, Design-Led Regional Jewellery House

By the Arabs, For the Arabs



Scale & Reach

146 Stores across **6 GCC countries**

Pre-acquisition

Brand Equity

- **#1** in **Unaided brand recall** in UAE – premium peer set

Most Elegant Jewellery Company GCC 2023

Product & Design

Iconic In-house collections:

Alif | Lace | Dome | Farfasha | GAIA (LGD)





The Market Opportunity

GCC Jewellery : A ~ USD 9 Bn Market With Strong Tailwinds

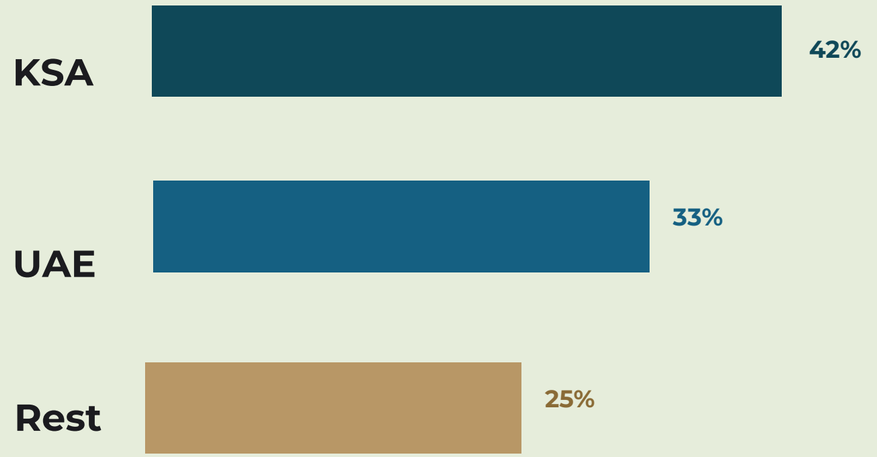
Total GCC market · 2023

AED 34 bn

~USD 9 bn jewellery opportunity, growing at **6.9% CAGR** (2021–2023E).

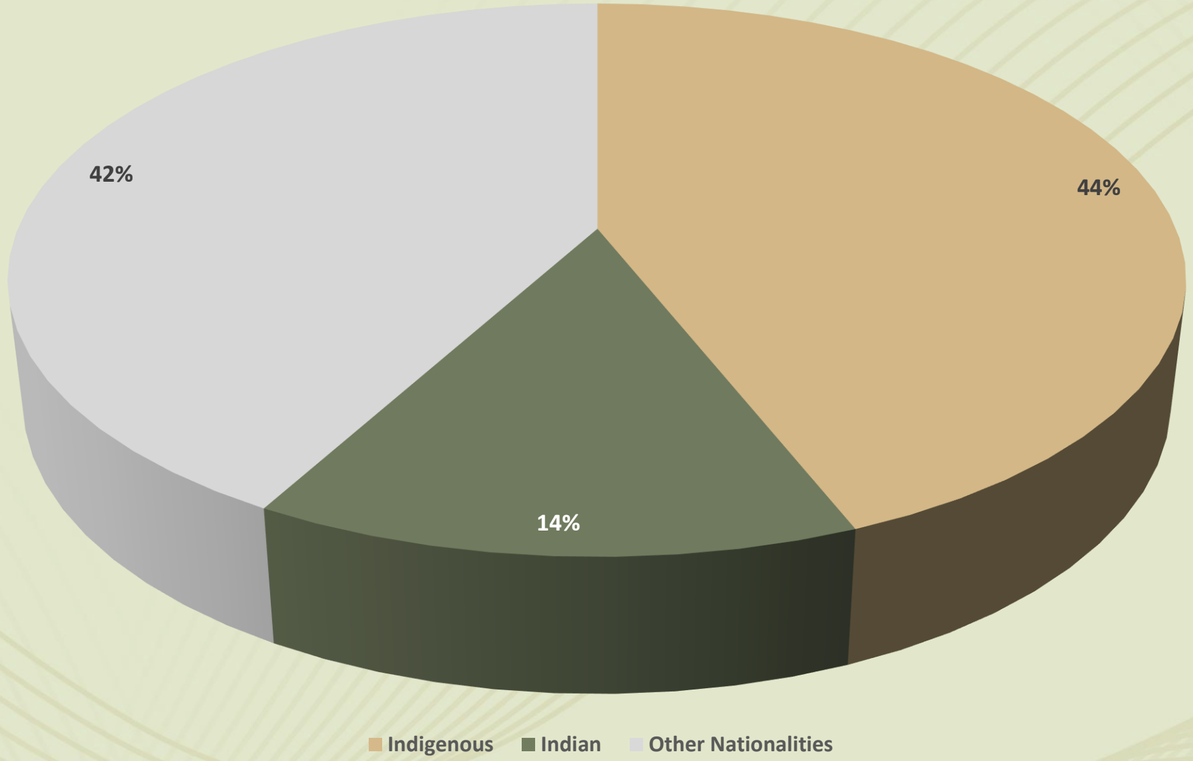
Source: Kearney CIM, 2023E base.

Country split · 2023E



The Melting Pot of Consumers & Regional Cohorts





Total Population : 63.7 Mn

UAE : Asian & Expat Dominant

KSA: Arab Dominant

Other Countries: Balanced Presence



Where Damas Stands Today

A Uniquely Positioned Regional Brand

The Only GCC Brand focusing on the Arab Consumer

Positioning matrix

A whitespace no one else owns.



A Curated & Crafted 3 Layer Product Offering

Damas Product Portfolio

Curated Three- Tier offering

Heritage Collections

In-house Arab Inspired

Alif
Arabesque-inspired fine jewellery

Lace
Delicate openwork designs

Dome
Architectural heritage motifs

Category Creations

Growth Engine Collections

Farfasha
Playful everyday luxury

GAIA
Lab-grown diamond collection

Global Luxury

International Partnerships

Roberto Coin

Fope

Mikimoto

From Arab Heritage in-house collections, through the Signature Growth Engine, to Global Luxury Partnerships

Heritage Collections : Alif & Lace





Alif



Lace



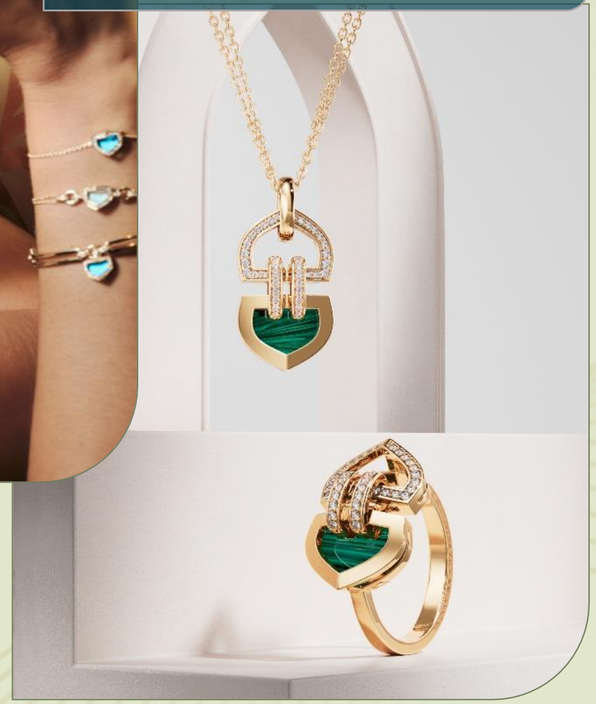
Heritage Collections : Dome



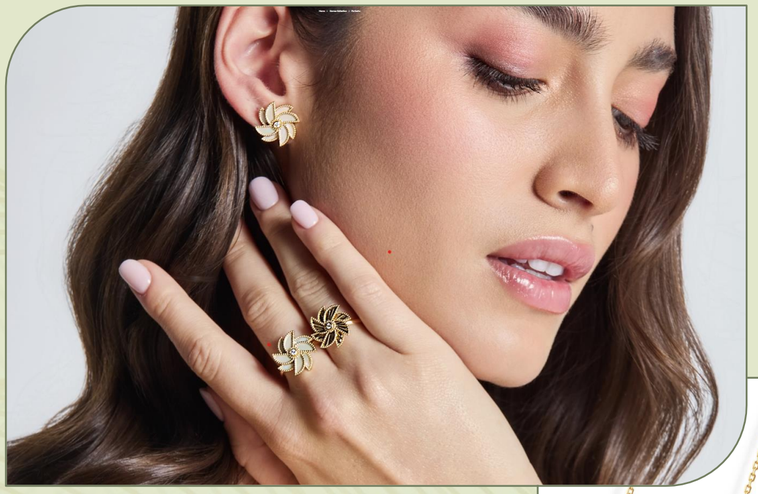




Dome



Category Creations: Farfasha & Gaia





Farfasha
(Fashion)

Gaia
(Lab Grown Diamonds)





International Brand Partnerships : Roberto Coin



International Brand Partnerships : Fope



Fope



International Brand Partnerships : Mikimoto



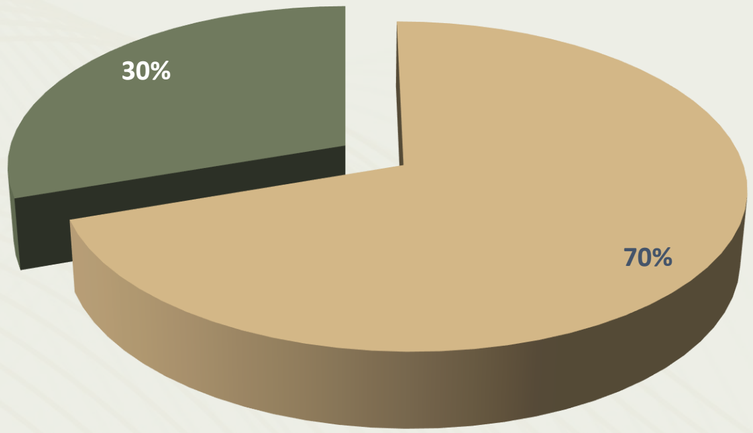


Growth & Value Creation



- Target the Arab Consumer
- Craft Damas to become the most loved indigenous brand
- Design and Craftsmanship become Central to the brand
- Experience as a key cornerstone of the brand

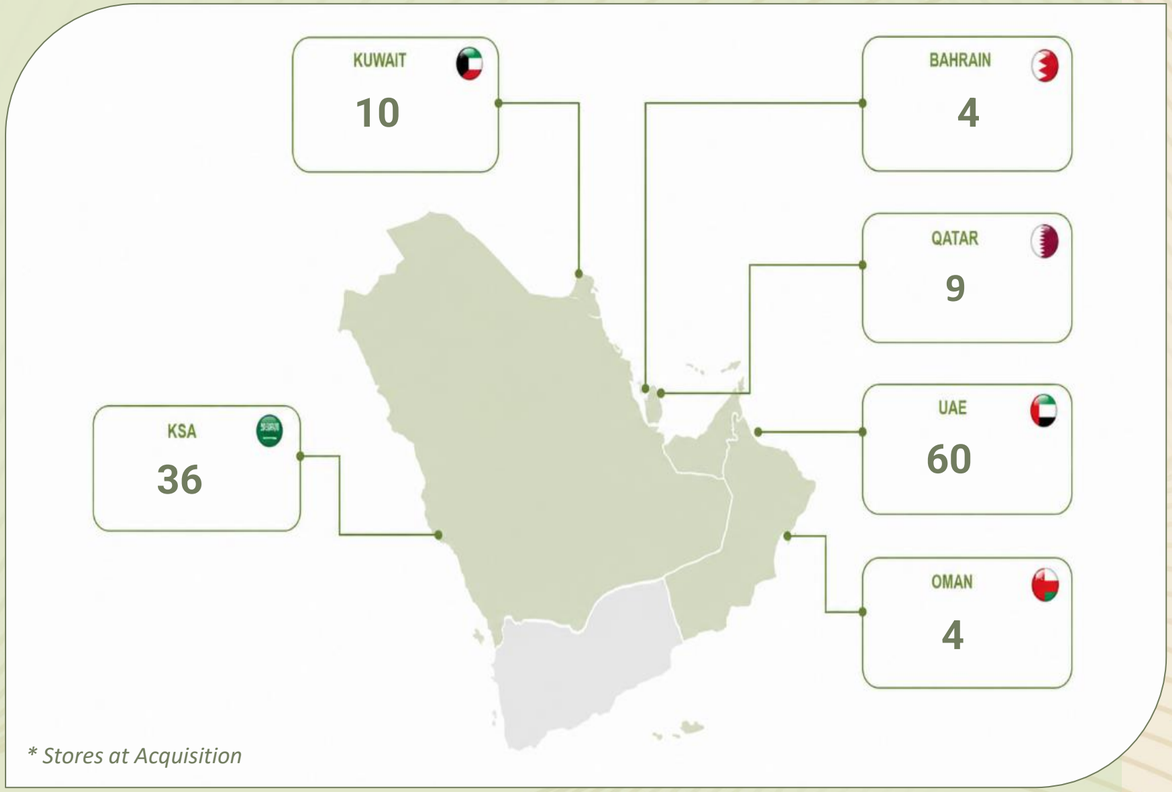
CY25 Business Revenue



Damas Core Operations AED 740 Mn

Operation being restructured

Damas Core Operations



** Stores at Acquisition*

Base for Growth – 123 Stores | AED 740 Million Exit CY25

Levers for Compounding Growth

01

Retail

Productivity Uplift

02

KSA | Highest CAGR

KSA Network Expansion

03

Brand Campaigns

New tone of the Brand

04

Product & Merchandising

Revamped Product Approach

05

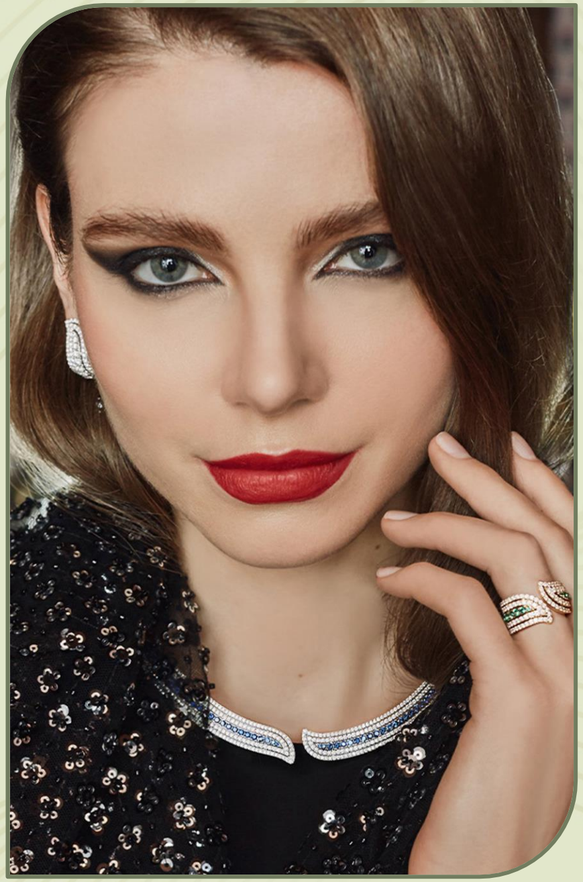
Supply Chain

Synergistic Value Creation

06

Digital & Analytics

E-Commerce + Data Led Operations



01 Retail Productivity Focus

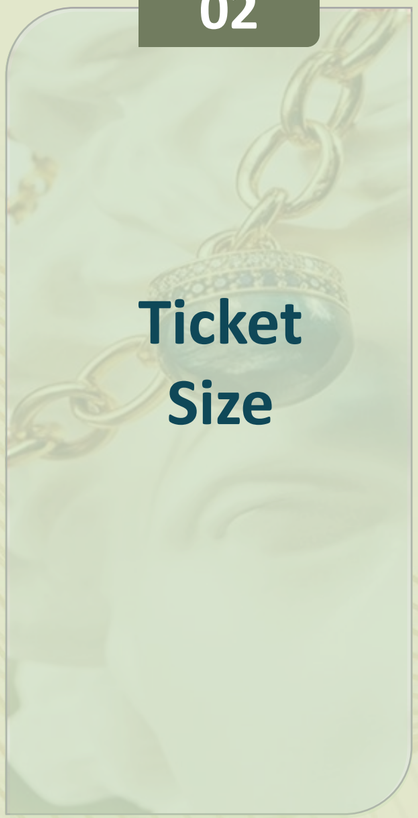
01

Conversion



02

Ticket Size



03

Space Productivity



04

People Productivity



05

Talent Management



02 Different Playbooks for UAE & KSA

UAE is about sweating the asset. KSA is about building the asset

United Arab Emirates

The mature, organised market

Market size
AED 14 → 19 bn
2023E → 2028E

Already organised
50–60%
Share of trade

Sweat the asset.

Drive walk-in conversion, basket size, ticket value **within the existing 79-store footprint**. Selective new stores; share gain from independents.

Tap newer catchments – Dubai South . Expo

Kingdom of Saudi Arabia

The under-penetrated, formalizing market

Market size
AED 10 → 14 bn
2023E → 2028E

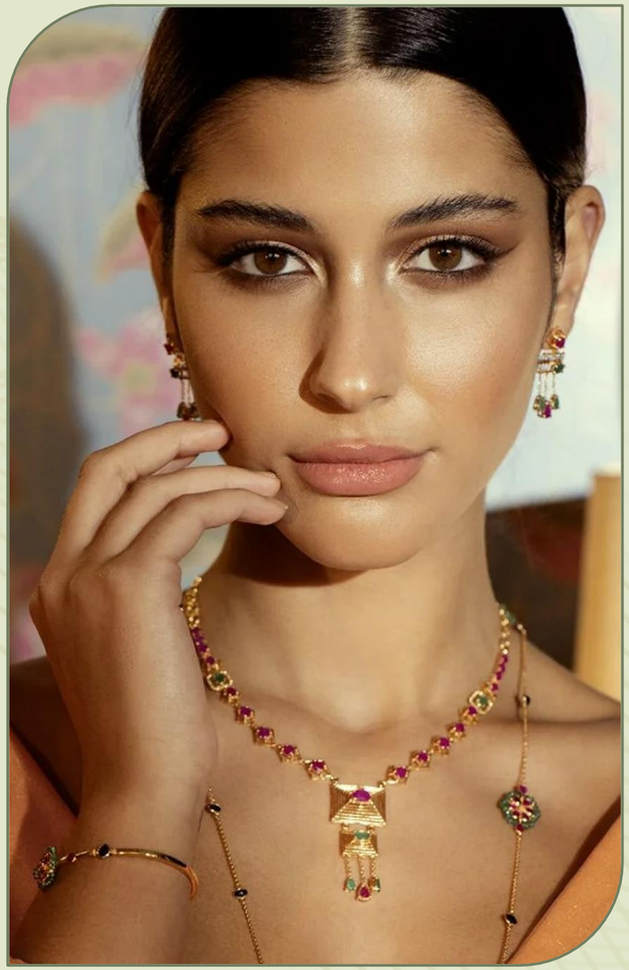
Already organised
30–40%
Massive whitespace

Build the asset.

Aggressive network expansion — **~29 net new Signature/Diamonds stores planned by CY28.** Ride the formalisation wave; capture young female cohort.

Expo / World Cup Infrastructure spend based opportunity

03 New Brand & Marketing Approach



01 Cultural Context
Rooted in Arab Culture & Heritage

02 Aspirational
Remain in the aspirational layer of imagery & Communication

03 360 Degree Campaigns
Align all touchpoints & channels

04 Emotional Storytelling
Bringing in a story telling layer

05 Product Focused
Product centric approaches









Damas Diamonds



The Memory Palace



04 Design, Product and Merchandising



Deep Design Led Approach

Active Inventory Management

Assortment and Replenishment

Invest in Newness

Product Lifecycle Management

Diamond Collections

Pyramid



Youth



One Six Eight



Diamond Collections



Treasure





Love by Damas











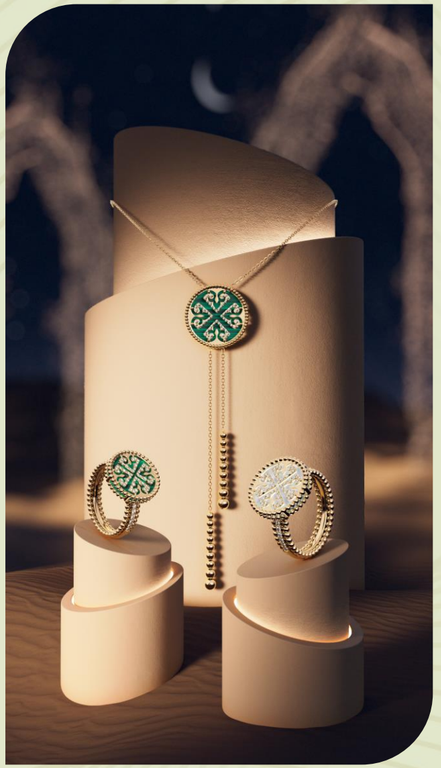
Festive Collections



Kiku Arabia

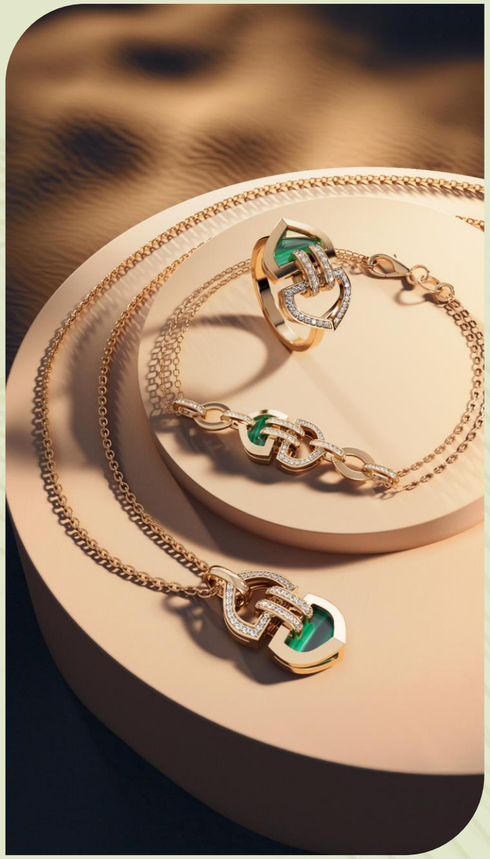






Lace

Festive Collections



Dome







Aseela

05 Synergistic Supply Chain Value Creation

Sourcing Synergies

Obsolescence Management



Supply Chain Process Revamp

Vendor Consolidation

Quality Management

Distributed Logistics

06 Digital + Analytics

E-Commerce Transformation

01 Akinon Implementation

02 Omni Channel Journey

03 Endless Aisle

04 Digital Discovery

Now

Data Foundation & Governance

Next

Analytics & Personalization

Future

AI based Digital Enterprise

Titan Digital Ecosystem



Headwinds



Our CY29 Ambition

Damas CY29 : Our Ambition

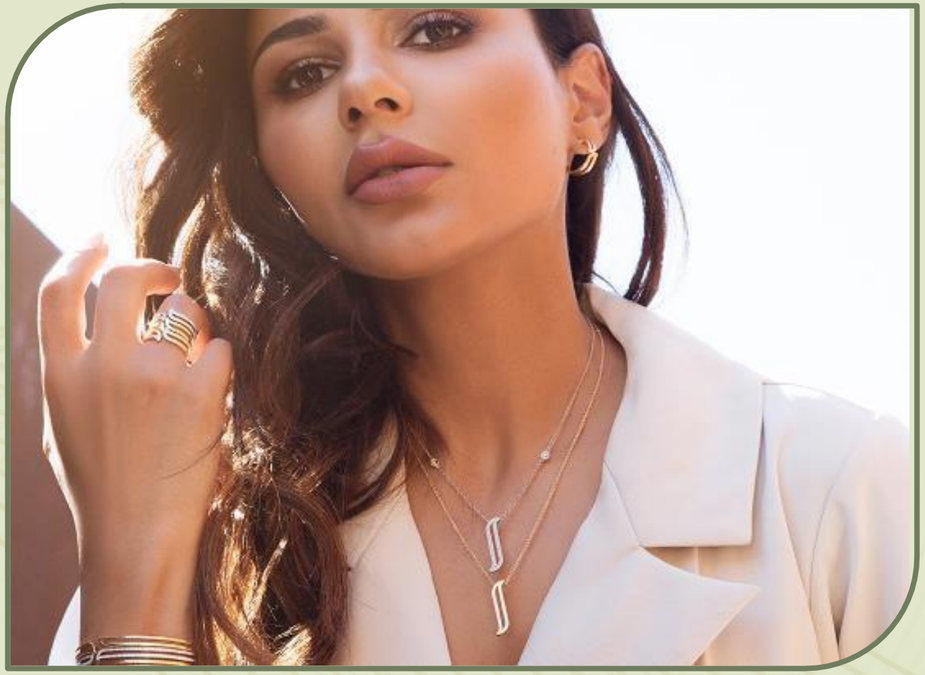
2x + Growth

01 Brand with pan-GCC appeal

02 Value Creation through focused execution

03 Market with headroom for Sustainable Growth



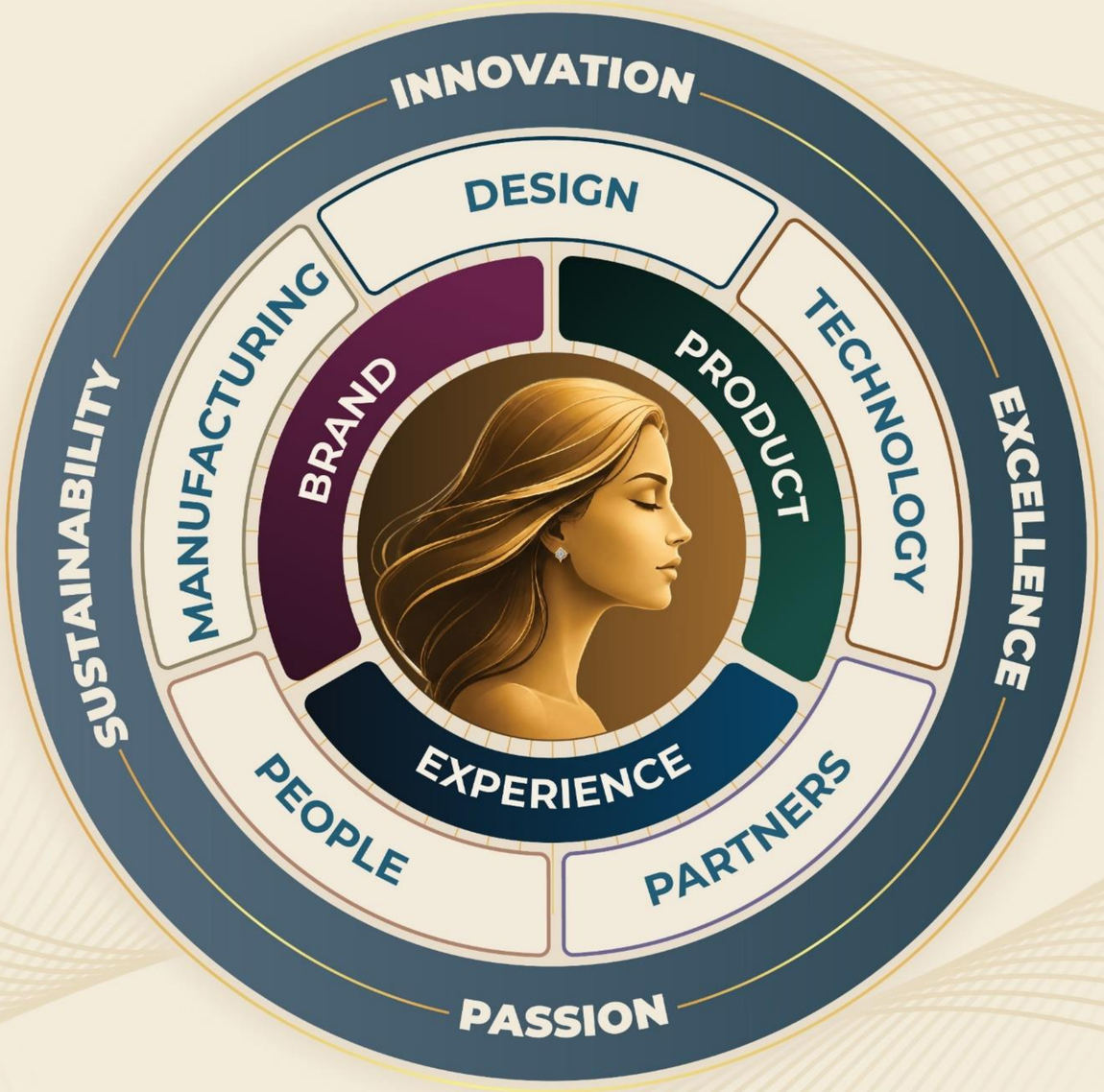


Thank You

TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale



Jewellery Division

Investor Day : 4 June 2026



TANISHQ

Mia by TANISHQ

ZOYA
A TATA PRODUCT

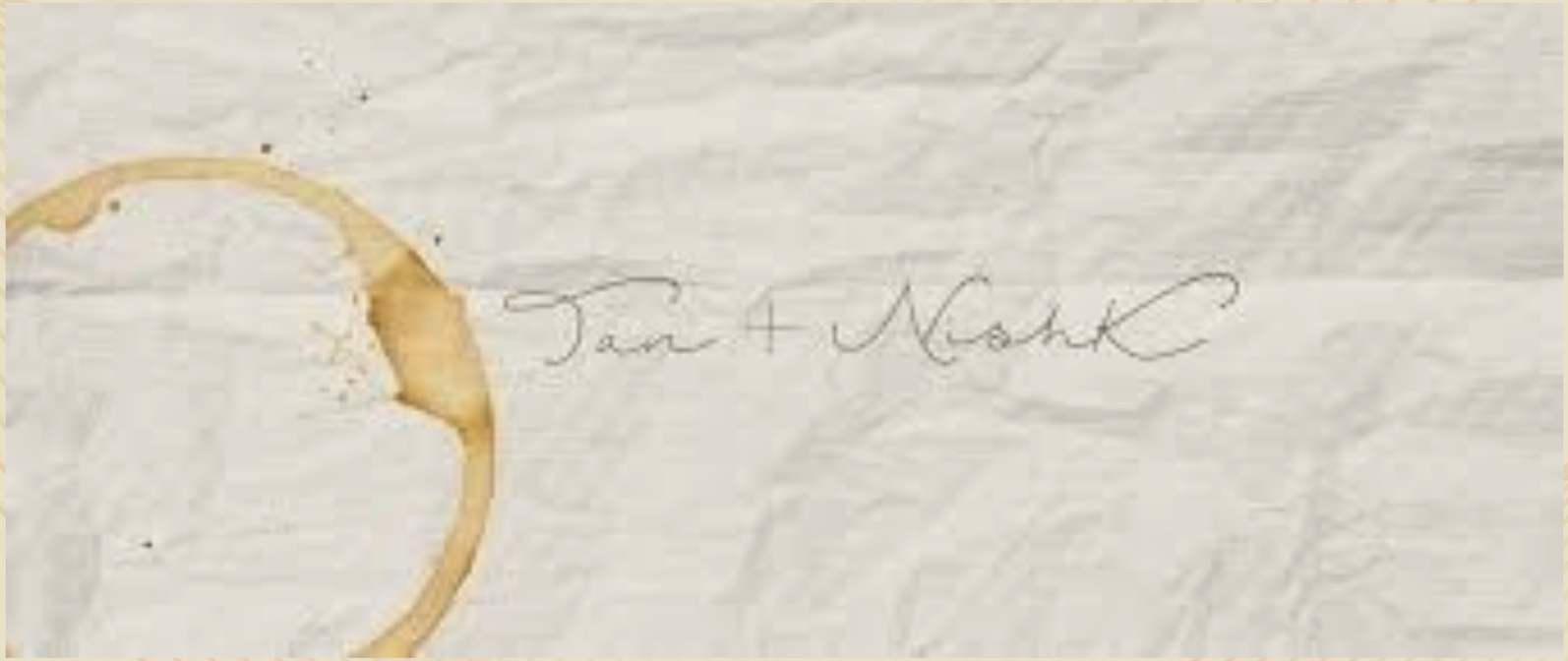
beYon
HOUSE OF TITAN

Arun Narayan, CEO - Jewellery

TITAN COMPANY

TANISHQ

The journey of a storytelling brand



TANISHQ
The journey of a storytelling brand

TITAN COMPANY

Born as a brand of 18kt Diamond Jewellery

…to stand out as Tiffany of the East

….in a world that only valued

22kt traditional gold jewellery!



Tanishq
The journey of a storytelling brand

TITAN COMPANY

Only to embrace this category code &

ask some questions some years later!



BEWARE, THERE'S A THIEF IN THE FAMILY.

In Mrs Meena Agarwal's eyes, her jeweller was not an outsider. She trusted him no less than she trusted her family members. All this changed on 30th July, 1998. The day we invited Mrs Agarwal to our showroom and offered to test the 22 karat necklace that she had bought from her jeweller.

It was a simple procedure. The necklace was placed on a computerised karatmeter (the same machine that is used to test the purity of gold, the world over) and, in 180 seconds, we had the result - Mrs Agarwal's necklace was actually made of 18.3 karat gold. She was embarassed and her trust in the jeweller was shattered.

This is a true story of a woman who bought gold jewellery without knowing its exact karatage.

But when you buy jewellery from Tanishq, you can be sure. The gold used is painstakingly refined, alloyed and verified for its exact karatage. This stringent quality control process is carried out at our jewellery manufacturing facilities. So, when you buy 22 karat jewellery, you get jewellery that is precisely 22 karat.

That's not all, every piece of Tanishq jewellery comes with a guarantee. A guarantee that gives women like Mrs Agarwal a reason to place their trust in Tanishq.

If you too want to get your jewellery tested*, we will do it for you, free of cost, at the Tanishq showroom.

Tanishq
PRECIOUS JEWELLERY
GUARANTEED BY TITAN

* Testing facilities available at the showroom only for a limited period. The Tanishq Showroom: City Centre, M.G. Road, Indore. (0731) 540379.

Lintas Ing 214

TANISHQ
The journey of a storytelling brand

TITAN COMPANY

Telling Stories

that

Celebrate Her!



TANISHQ
The journey of a storytelling brand

TITAN COMPANY

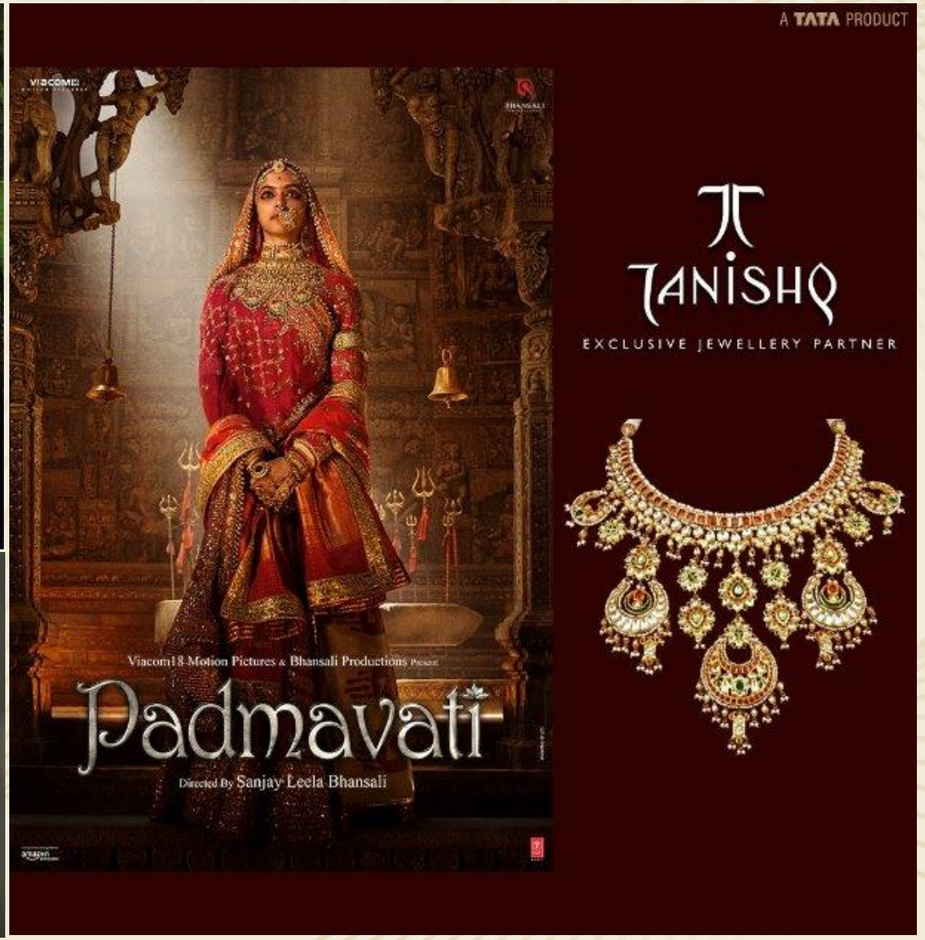
…whilst

adorning other

stories, retold

over the years!

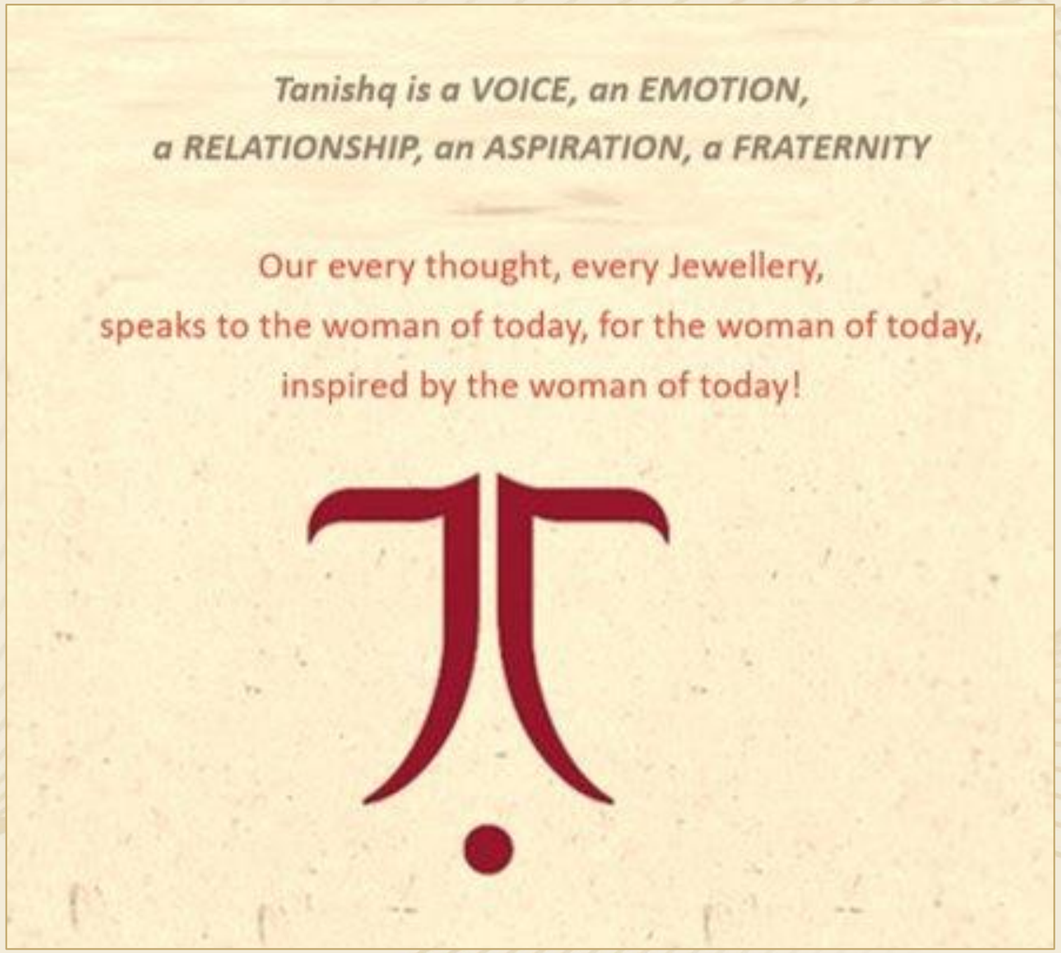




TANISHQ
The journey of a storytelling brand

TITAN COMPANY

…& evolve into a brand that is rooted in the *Spirit of Today's Indian Woman*!

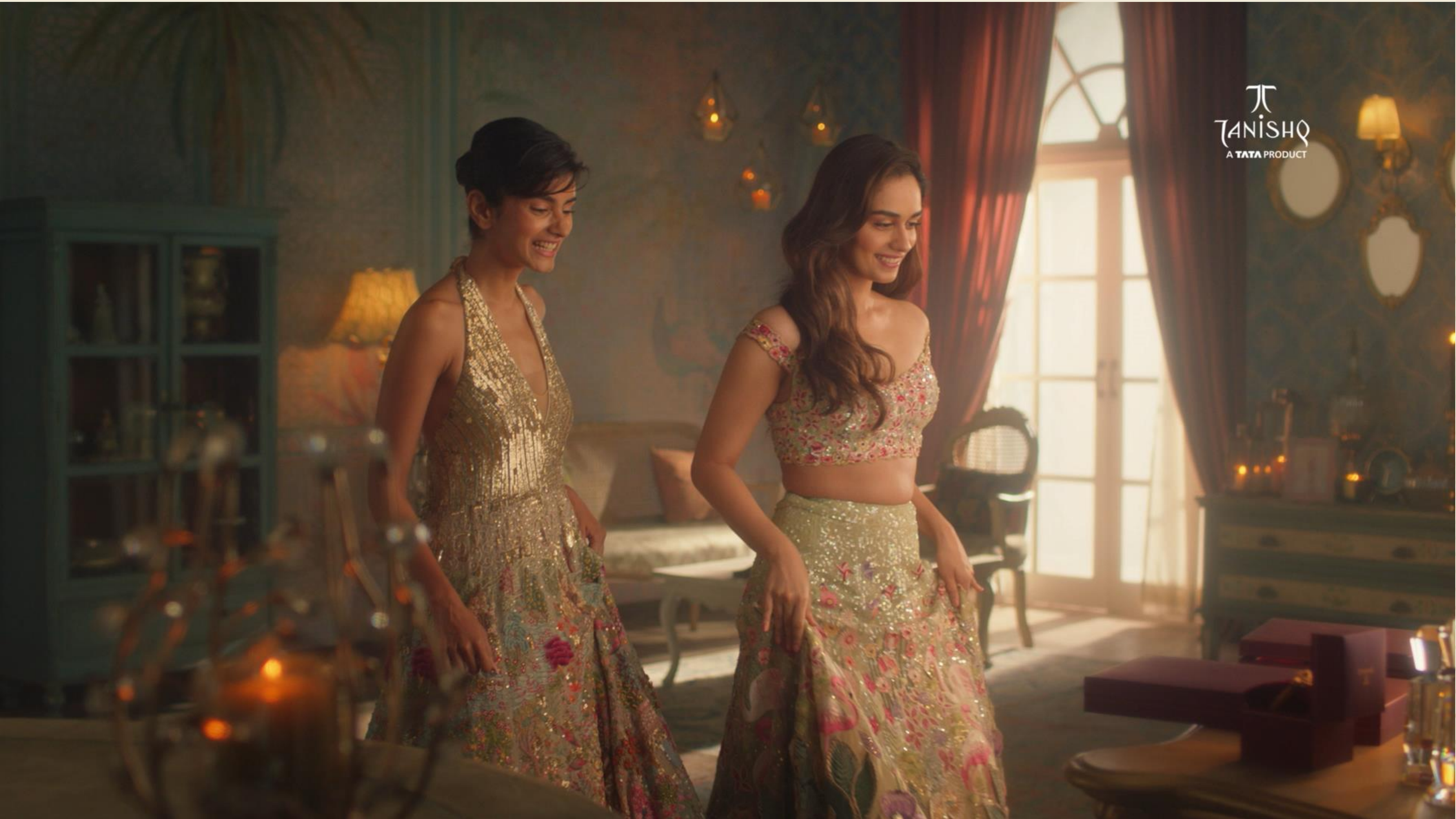


TANISHQ
The journey of a storytelling brand

TITAN COMPANY

Always reflecting who she is…. warm, elegant, authentic & *imaginative!*



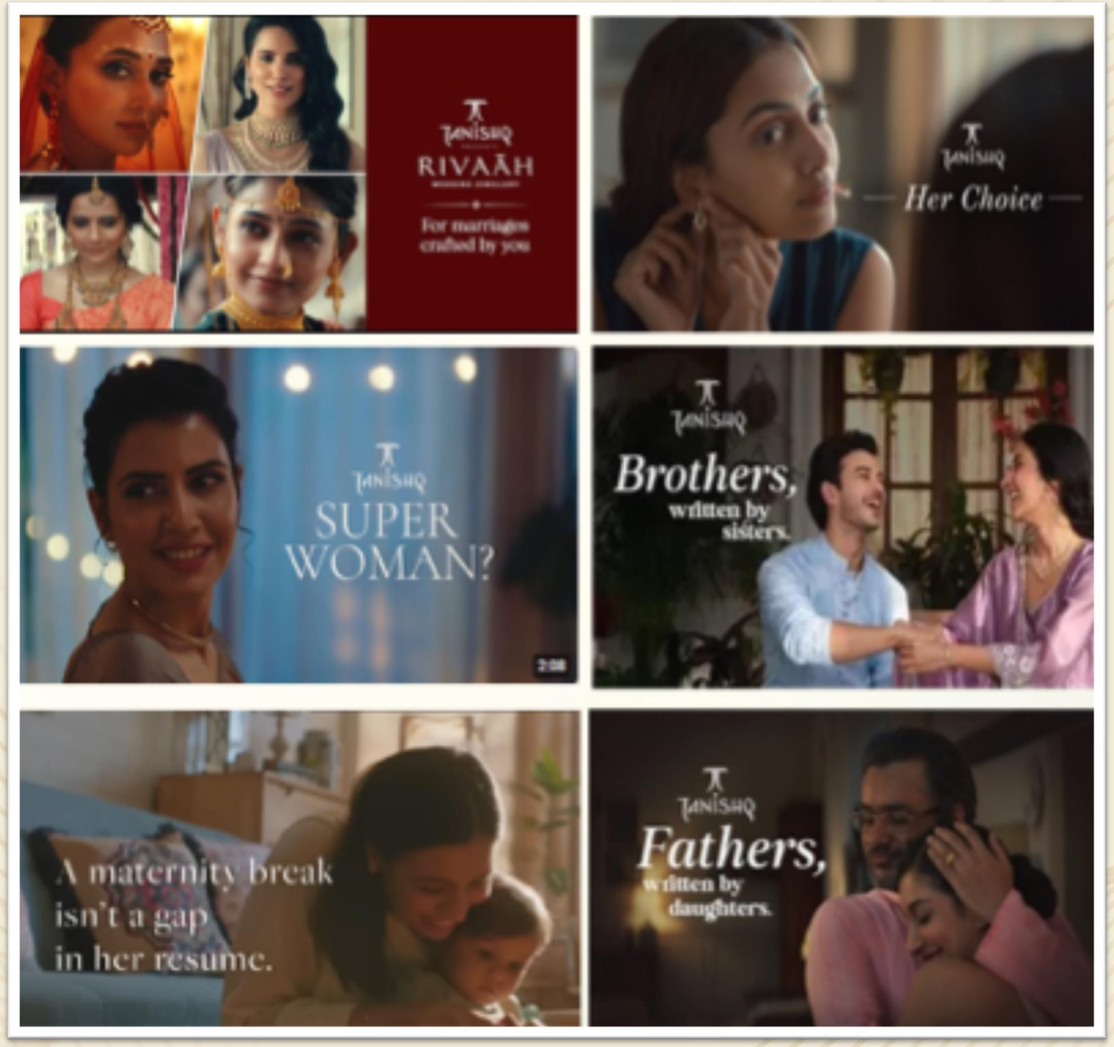

TANISHQ
A TATA PRODUCT

TANISHQ
The journey of a storytelling brand

TITAN COMPANY

& Winning Hearts by always being on her side…

in her corner




TANISHQ
A TATA PRODUCT

TANISHQ
The journey of a storytelling brand

TITAN COMPANY

20th July 1996 | Cathedral Road, Chennai

& it all started

30 years ago!



Our Consumer

Voice & Agency, Meaning & Self Expression



From Participation
To *Owning her Narrative*

Beyond “Value”
To *Meaning, Aspiration, Self Expression*

From Big Occasions
To *Everyday Little Indulgences*

Our Brands


Special Occasions
Mass
Luxury
Every Day
CARATLANE
A TANISHQ Partnership
Mia by TANISHQ
beYon
TANISHQ
damas
TANISHQ RIVAAH WEDDING JEWELLERY
ZOYA
A TATA PRODUCT

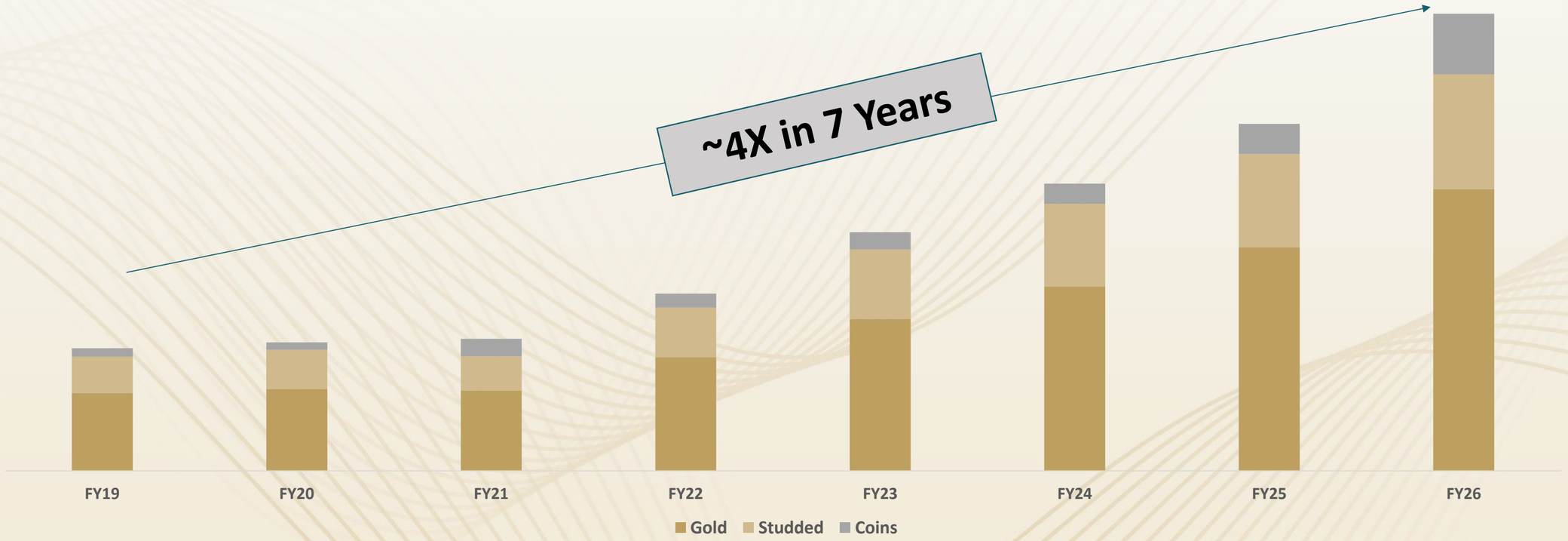
TMZ : *Consistent & Sustained Growth…*

Jewellery Total Income *(₹ crores)*

Revenue CAGR
3Y: 24%

Studded Revenue CAGR:
3Y: 18%

Buyers CAGR:
3Y: 7%



& Gaining Share *amidst growing competitive intensity*

Year	Market Size	Mkt Share %
FY19	~₹350k cr.	~4.5%
FY22	~₹400k cr.	~6%
FY24	~₹525 k cr.	~8%
FY26	~₹800 k cr.	~8.5%

Source: Internal Estimates



An Integrated Manufacturing & Sourcing Ecosystem


FTIR Microscope


Advanced Raman Spectroscopy

Jaipur

Colour stone buying
Advanced Gem Lab

Pant Nagar

Studded Mfg Unit
Dedicated Jobwork facility



Mumbai

Sourcing Office
High Value NPD Centre



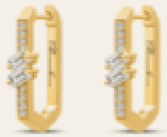
Kolkata & Midnapore

Sourcing Office
New Manufacturing Centre



Hosur

Parent Factory (1985)
KP / KC Ecosystem
Integrated Jobwork facility



Global Partners in Dubai



2 Manufacturing Plants

10 Sourcing Hubs

3 Fulfilment Centres

2000+ Employees

160+ Partners

22K+ Karigar ecosystem

An Integrated Manufacturing & Sourcing Ecosystem

Ensuring diamond authenticity across the value chain

TSEP based
Responsible sourcing



Titan Supplier Engagement Protocol
Pipeline Integrity & End to End Traceability

LGD Screening



Multi-Stage Diamond Assurance
as Loose Stones & in Set products

Advanced Gem labs
@ Jaipur & Mumbai



FTIR Microscope



Advanced Raman Spectroscopy

Advanced Stone Quality Analysis
Check resin filling/heat treatment
of gems & Identify Synthetic gems

Design COE

Tanishq wins it's 1st reddot design award

reddot award
best of the best

Product - Innovative Laser-Cut Tube Jewellery

Designer's visualization of contemporary forms using the unique technique combination of laser cutting with tubing resulted in extremely differentiated and never seen before 18k Fine Jewellery. Intricate patterns were designed with superior quality, finish and precision on thin tubes using laser cut machine, giving this range an edge over regular tube jewellery available in the market. These complex machined products will also remain novel to Titan as they would be very difficult for the competition to replicate.

Designer - Saloni Kaushik

Mentor - Pooja Kabra

Manufacturing - InHouse



A Store Network that Truly Never Sleeps….



… & Above all

Customer Relationships



Forces at Play

Macro Industry Forces

- Formalization
- Premiumization
- Women & self-expression

Implications

Large headroom for authentic & trusted brands to grow

- Rising Gold prices
- Competitive intensity (Org. & New)

- Demand Volatility
- Innovation – Value & Design

Growth engines that power us …

- Regionalization, Wedding & Gold
- High Value Studded
- Everyday Gold & Diamonds
- Retail Transformation
- Gold Exchange
- Reinforce Trust
- Omni Customer Journey
- Jewellery Purchase Plans

Brand & Market Strength

Buyer & Sales Growth Runway

Very High | *High*

As per Brand Avg | *Softness* | *Below Plan*

Buyer Acquisition | Premiumisation | Sales Growth

Regionalisation

Build Strong Brand Platforms



Pudumai Penn
(Tamil Nadu)

Custodian & Changemaker



Srijoni
(West Bengal)

Creator of New Culture

Strengthen cultural connect

Lekhini
(Andhra Pradesh & Telangana)

Writer - Crafter of Her own path



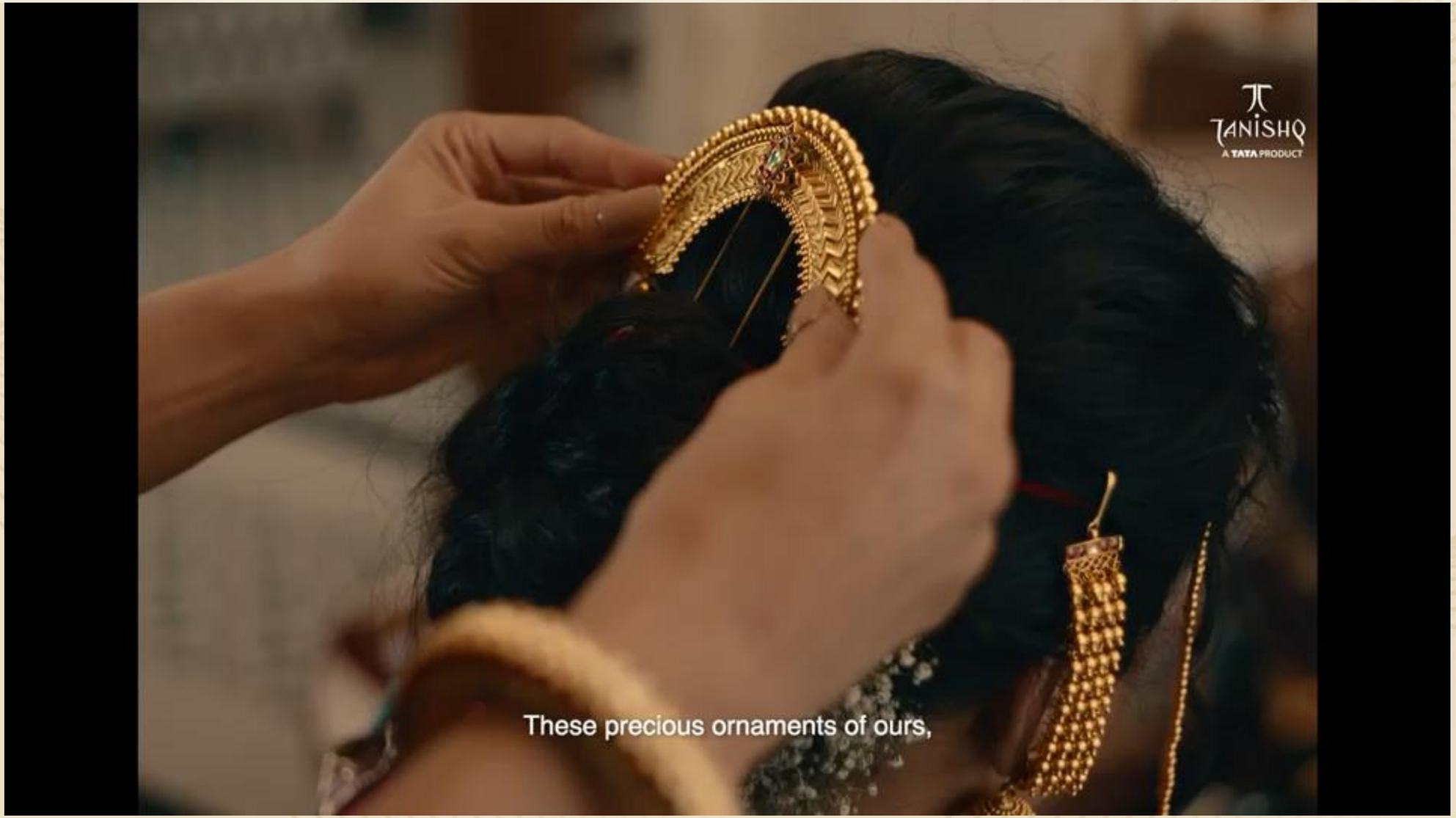
Manasvini
(Maharashtra)

Treasurer & Propagator of culture



Regionalisation

Build Strong Brand Platforms



Regionalisation

Strengthen Cultural Connect



Aabahon

For the Srijonis of New Bangaliyana

An invocation of the past. An invitation for tomorrow.

Rooted in the sacred craft of Shola and the delicate beauty of Daaker Shaaj adorning the goddess herself, each piece pays homage to Bengal's beautiful traditions while thoughtfully reimagined for the contemporary, creative Bengali woman.

Regionalisation

Gaining Market Share



Tamil Nadu

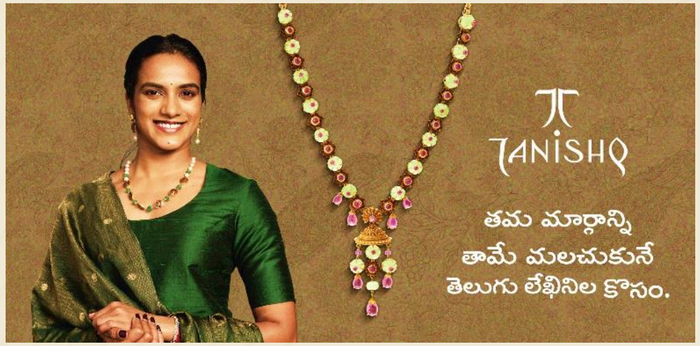
Mkt Share

FY26 @
2X of FY21

Andhra &
Telangana

Mkt Share

FY26 @
1.5X of FY21





West Bengal

Mkt Share

FY26 @
2X of FY21

Maharashtra

Mkt Share

FY30@
2X of FY26



Wedding

Strengthening Cultural x Regional Connect



Wedding

Designer Collabs & Signature Collections



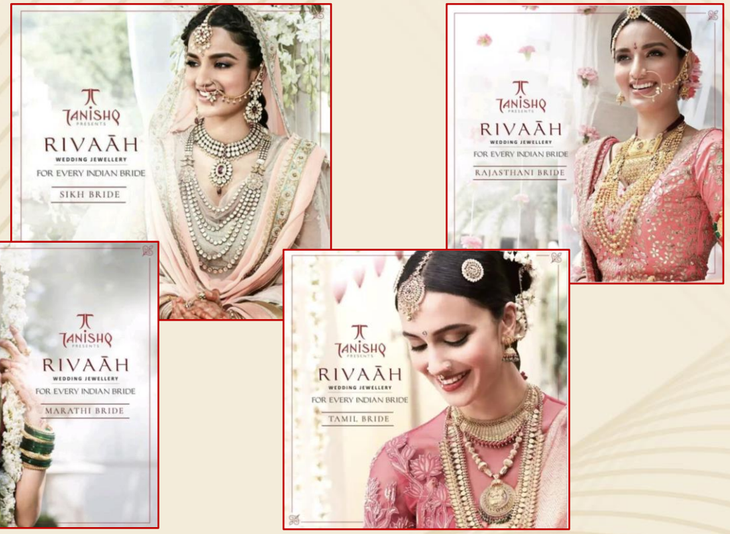
Wedding

Brand Journey

- **2010** Tanishq Weddings — "Jewellery that makes you want to get married"
- **2013** Tanishq Weddings — "Celebrating Love Beyond Boundaries"
- **2014** Tanishq Weddings — "Hum har shaadi ke liye tayaar hain"
- **2017** RIVAAH WEDDING JEWELLERY — "For Every Indian Bride"
- **2021** RIVAAH WEDDING JEWELLERY — "A Jewel for Every Tradition"
- **2024** RIVAAH WEDDING JEWELLERY — "For Marriages crafted by You"
- **2025** TANISHQ RIVAAH Your Wedding Lounge









Not just another jewellery boutique,
but a destination dedicated to brides of Delhi.



Gold Jewellery

Buyer Acquisition | *Premiumisation* | *Sales Growth*

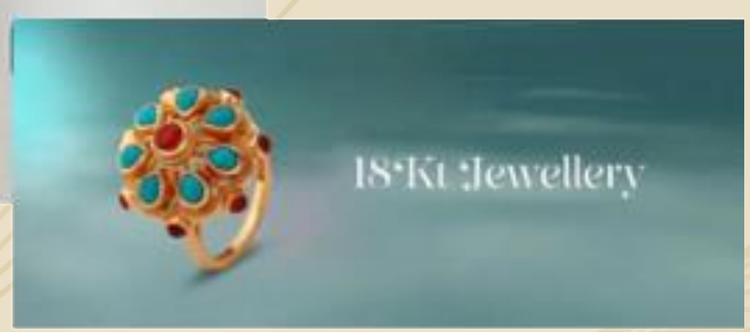
Strengthen (Core) & Reimagine











Gold Jewellery

Strengthen (Core) & Reimagine

Buyer Acquisition | *Premiumisation* | *Sales Growth*

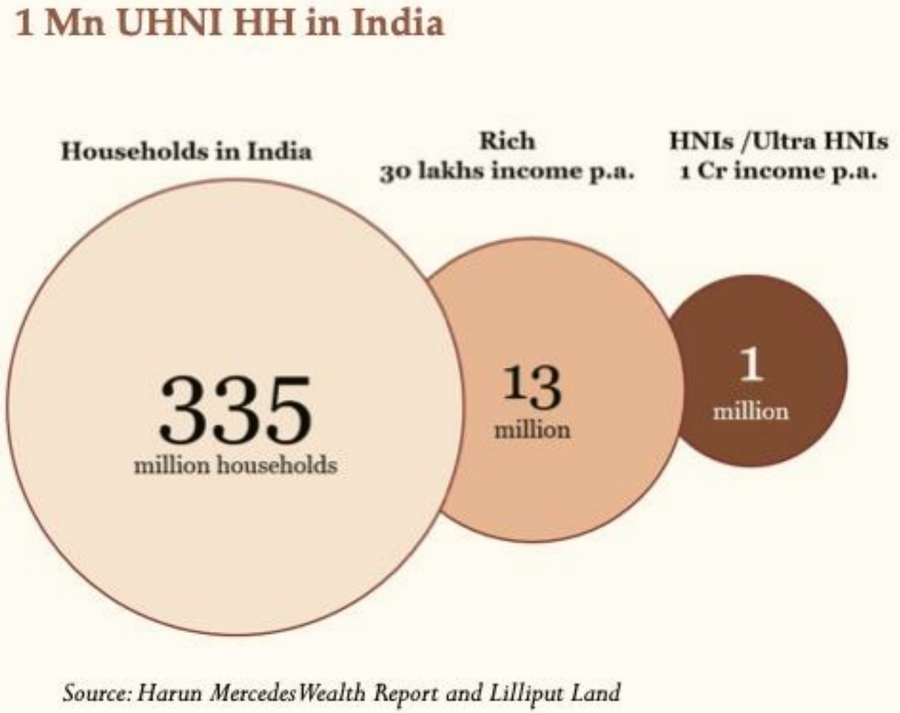


Gold Jewellery

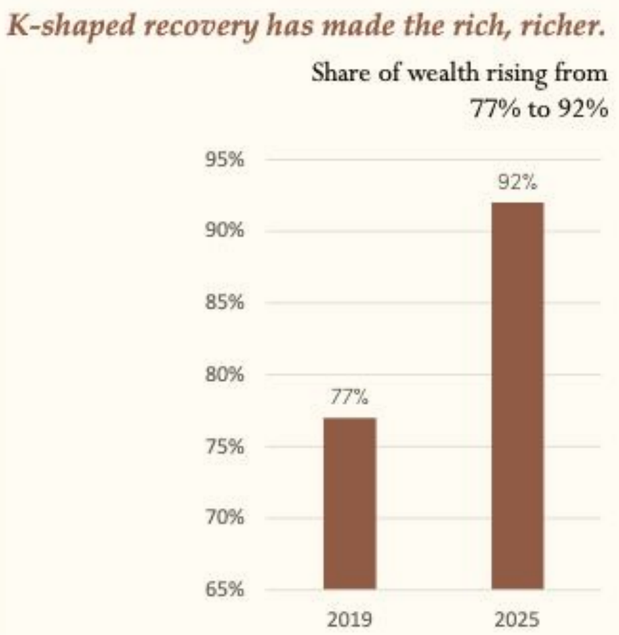
Strengthen (Core) & Reimagine



High Value Studded *(HVS)*



Source: Harun Mercedes Wealth Report and Lilliput Land



Buyer Acquisition | Premiumisation | Sales Growth

HVS : Tanishq

Heighten Desire & Aspiration

Enduring Collections





Exclusive Exhibitions & Events



Designer Collabs
&
Global Launches





HVS : Zoya

Sub ₹ 100 Cr Pre – Covid *towards ₹ 500 cr.*

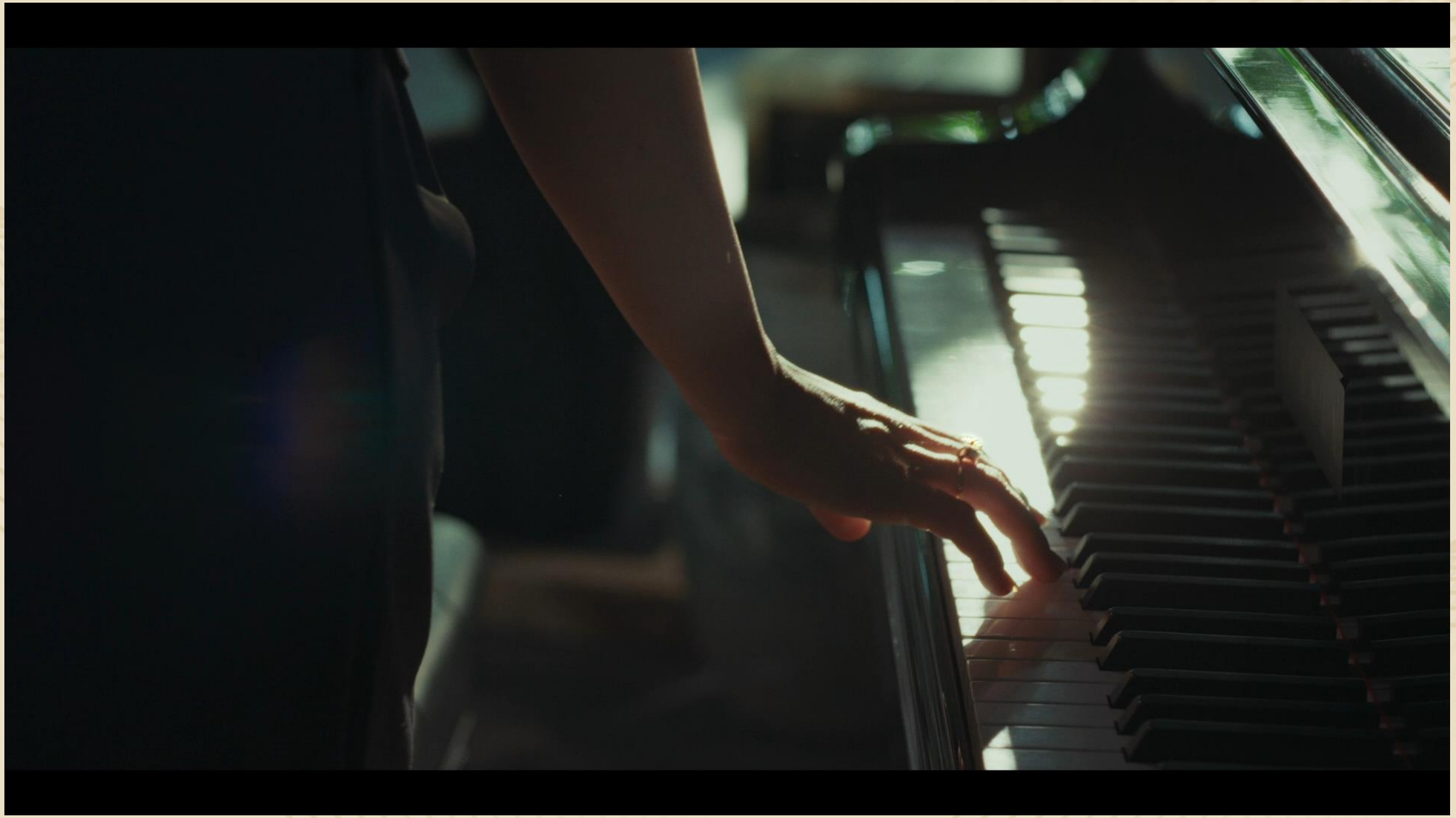
13 Stores, 16 Galleries

Warm Luxury : Exquisite, Authentic, Meaningful



Brand Zoya

Iconicity is built through consistency & meaning, not merely novelty



Build Iconicity

Iconicity is built through consistency, meaning & IP, not merely novelty.



My Embrace
unmistakably Zoya

1. Iconic Design Language





2. Gemstone Mastery







Build Iconicity

Iconicity is built through consistency, meaning & IP, not merely novelty.

3. The Zoya Experience







Zoya Supper Club



Co-Branded Partnerships : Ananda etc.



Zoya Milestone Gifting



Zoya Alive Expeditions

Buyer Acquisition | Premiumisation | Sales Growth

Everyday Diamonds

Tanishq year-round Collections, *Innovations*





Brand Mia : *Precious & Endearing, Everyday*

SUMMER ‘26

ANTHEM



MIA

*Live and Breathe **Precious Everyday***

Gen Z Brand Energy



800+ Touch Points
~300 Brand Stores



Sub ₹ 100cr. Pre – Covid to ₹ 2,000cr. + in FY26

Exciting Products

Mia Collection Mania

Where Modern Style Meets Self Expression









Mia Experiences & Tribe




THE ONES WHO SEE
beYon the obvious

Consumer Context

There is openness & strong curiosity

She is comfortable embracing both

Natural diamonds valued for aura, rarity, milestone occasions

LGDs expand the diamond universe: accessible, frequent, experimentation



BeYon

Accelerate Diamond Adoption

- No Exchange*
- Best in Class Pricing
- Exciting Products
- House of Titan backing
- *Scale up to ~100 stores*







Growth Engines to power us ahead…

Regionalization, Wedding & Gold

High Value Studded

Everyday Gold & Diamonds

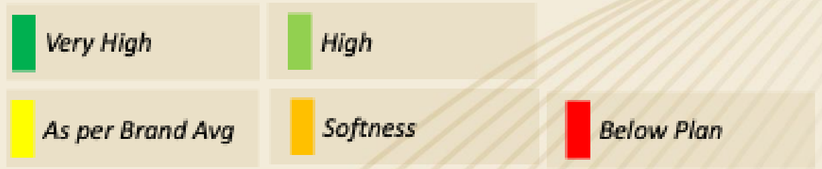
Retail Transformation

Gold Exchange

Reinforce Trust

Omni Customer Journey

Jewellery Purchase Plans



Retail Transformation

Buyer Acquisition | *Premiumisation* | *Sales Growth*



Retail Transformation



Retail Transformation

Lucknow Hazratganj

BEFORE



AFTER









~40 TQ + ~60 Mia

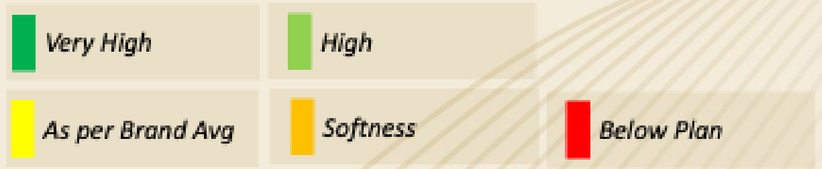
New Stores / year

~60 TQ

Renovations / year

Growth Engines to power us ahead…





Gold Exchange

Buyer Acquisition | *Premiumisation* | *Sales Growth*



Gold Exchange



50%+ share

+750 bps in FY26

Diamond Expertise Centres

Strengthen Confidence in Tanishq Diamonds



Caratmeter for natural diamond authentication / detection of LGDs, Simulants

Diamond Clarity Viewer for diamond Clarity authentication

Table Marking Viewer to validate Solitaire authenticity (UIN & Tanishq Logo)

Light-Scope for Solitaire Light Performance





TANISHQ
natural Diamonds

Growth Engines to power us ahead…



Very High | High | As per Brand Avg | Softness | Below Plan

International

TANISHQ

INTERNATIONAL

International

North America

++ 5Mn+ Indian Diaspora in the US
- Well educated & settled
- More “design seekers”

+ Low - Mid Competitive Intensity

++ Brand Tanishq

+ 10 Tanishq Stores : well placed & set

GCC + SG

International

North America

++ 5Mn+ Indian Diaspora in the US

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++ Brand Tanishq

+ 10 Tanishq Stores : Well placed & set

GCC + SG

+ 4Mn+ Indian Diaspora [UAE heavy]

+ Large base of “Value Seekers”, “investment buyers”
+ Growing numbers of professionals, white-collar PIOs
+ 2Mn+ Tourists

- - Very High Competitive Intensity

+ Brand Tanishq

+ 20 Stores - UAE, Oman, Qatar, Sing, Kuwait

+ Good presence in UAE, Stronger now with Damas

International

₹3,000+cr (UCP) &
PBT Positive in FY26

North America

++ 5Mn+ Indian Diaspora in the US
- + Well educated & settled
- + More “design seekers”

+ Low - Mid Competitive Intensity

++ Brand Tanishq

+ 10 Tanishq Stores : Well placed & set

GCC + SG

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- + 2Mn+ Tourists

- - Very High Competitive Intensity

+ Brand Tanishq

+ 20 Stores - UAE, Oman, Qatar, Sing, Kuwait
- + Good presence in UAE, Stronger now with Damas

International

Way Forward…



You can take us out of India, but…



FY30 Ambition…

Jewellery Division *FY30 Ambition*



2X (of FY26)
Revenue

~11%
India Market Share

~20%
Revenue CAGR (FY26 - FY30)

~1,400
Stores by FY30

TANISHQ Mia by TANISHQ ZOYA A TATA PRODUCT beYon HOUSE OF TITAN

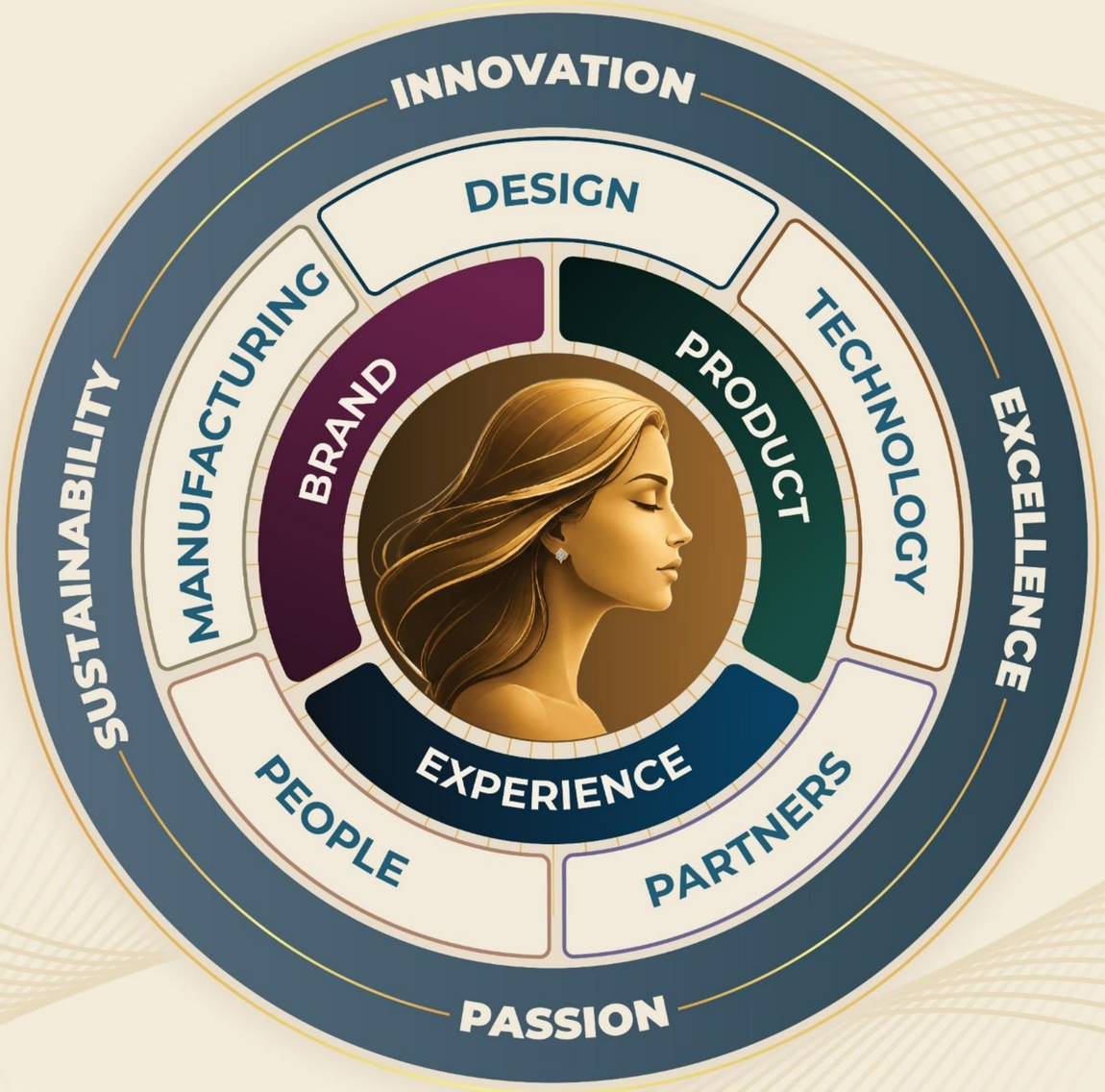
Thank You ☺


TANISHQ
Mia
by TANISHQ
ZOYA
A TATA PRODUCT
beYon
HOUSE OF TITAN

TITAN COMPANY

Institutional Investors & Analysts Meet 2026

Innovation at the Core, Growth at Scale



Ashok Sonthalia, Chief Financial Officer, 4th June 2026

The Journey....



Revenue (₹ Cr), excluding bullion sales

We are in a Changing World Order....

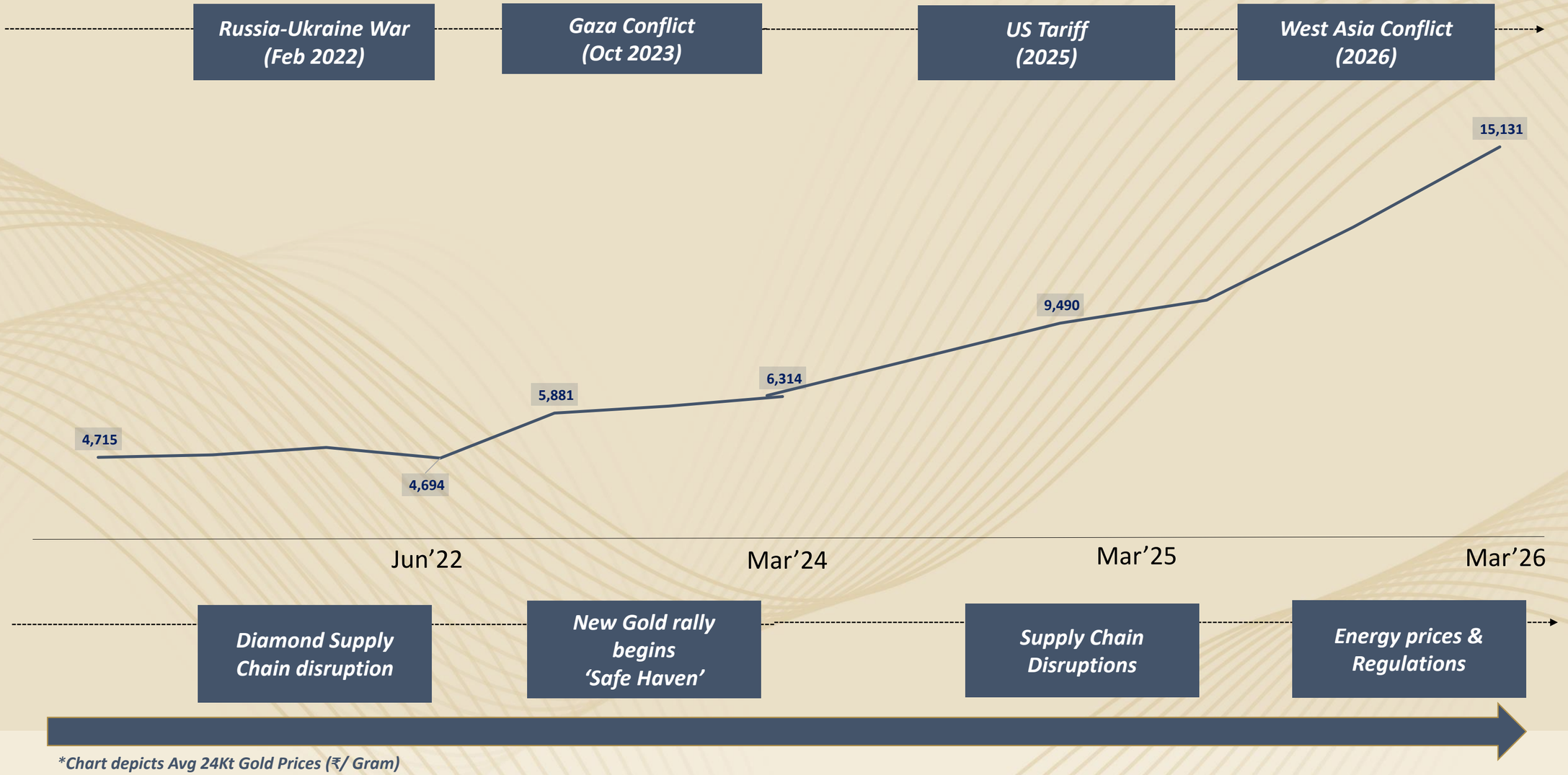
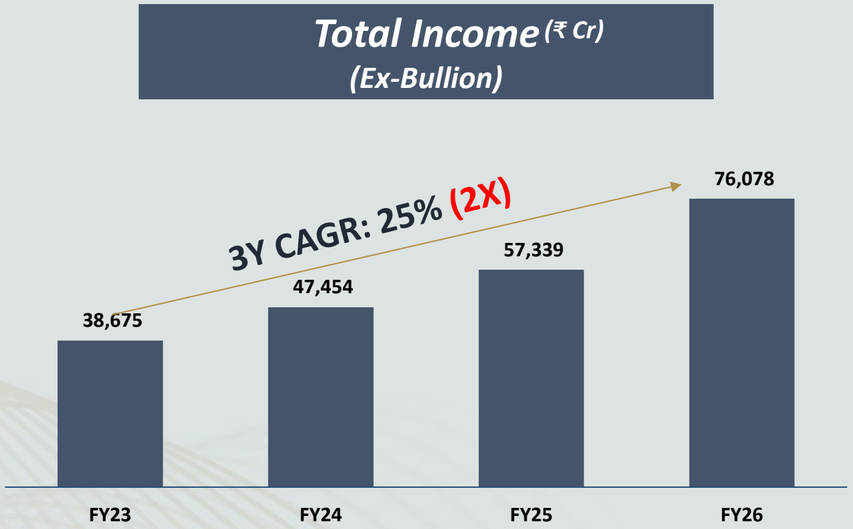
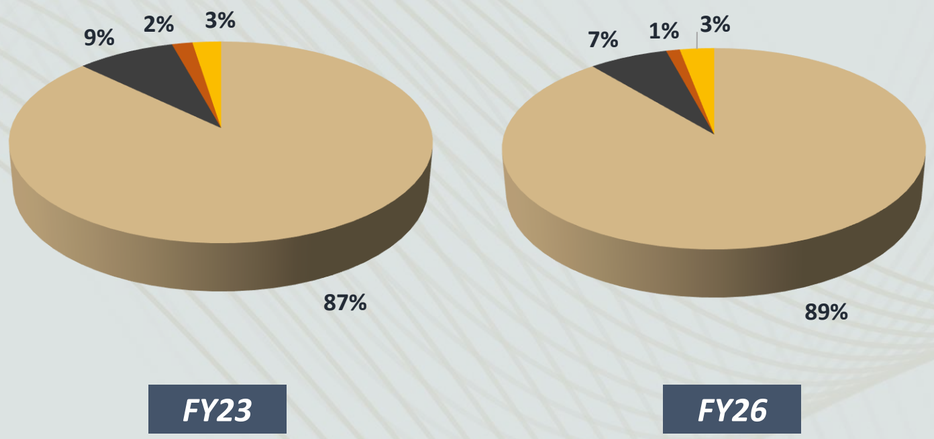


*Chart depicts Avg 24Kt Gold Prices (₹/ Gram)

Multiple Engines of Growth





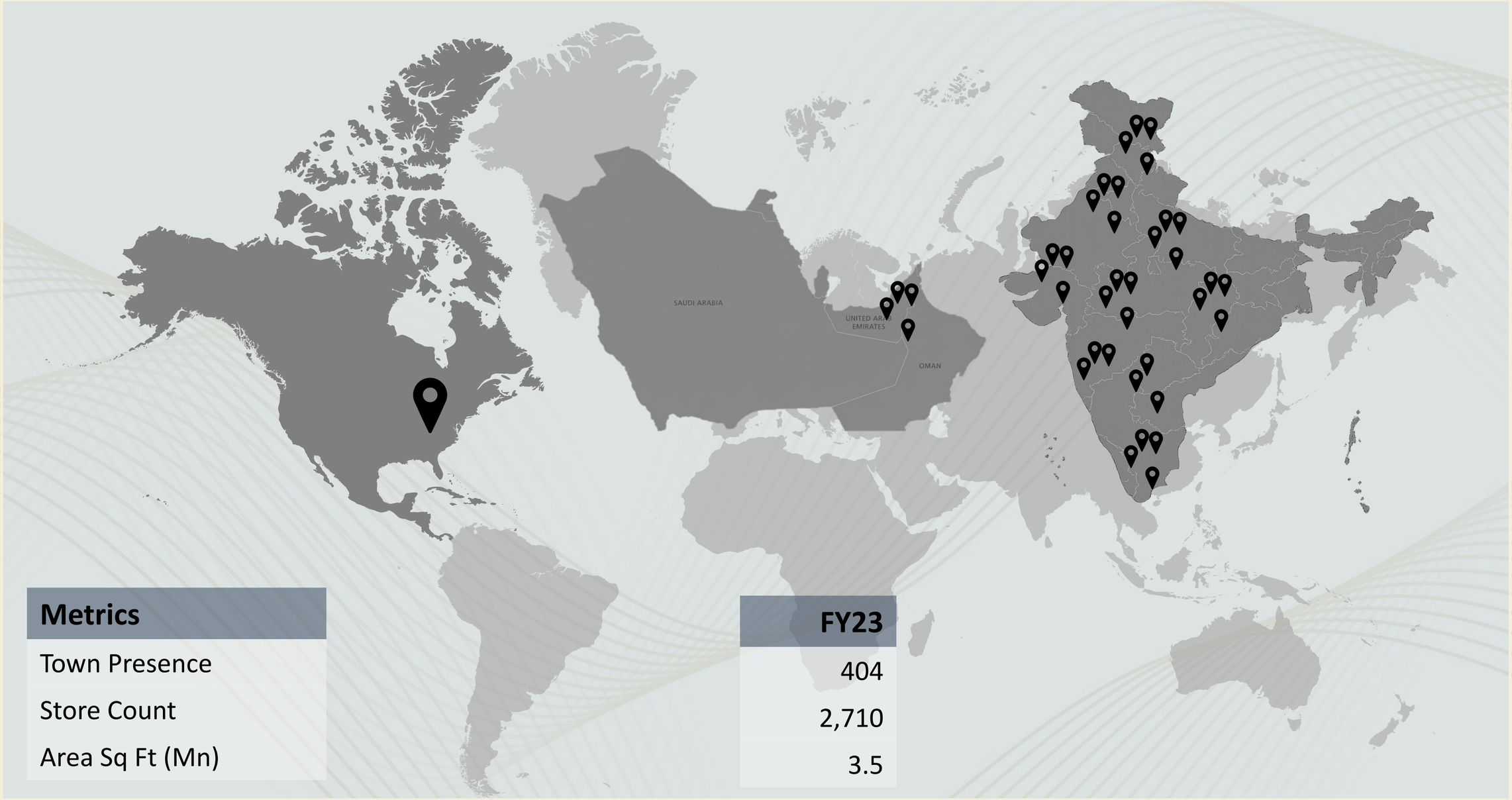
Segment	FY26 YOY	3Y CAGR
Intl. Biz. (*Exc. Damas*)	63%	82%
CaratLane	34%	29%
TEAL	72%	44%

TMZ	32%	24%
Analog W. | W&W	20% |14%	18% |17%
EyeCare	14%	9%
Emerg. Business	25%	19%

Ever Expanding Retail Network...

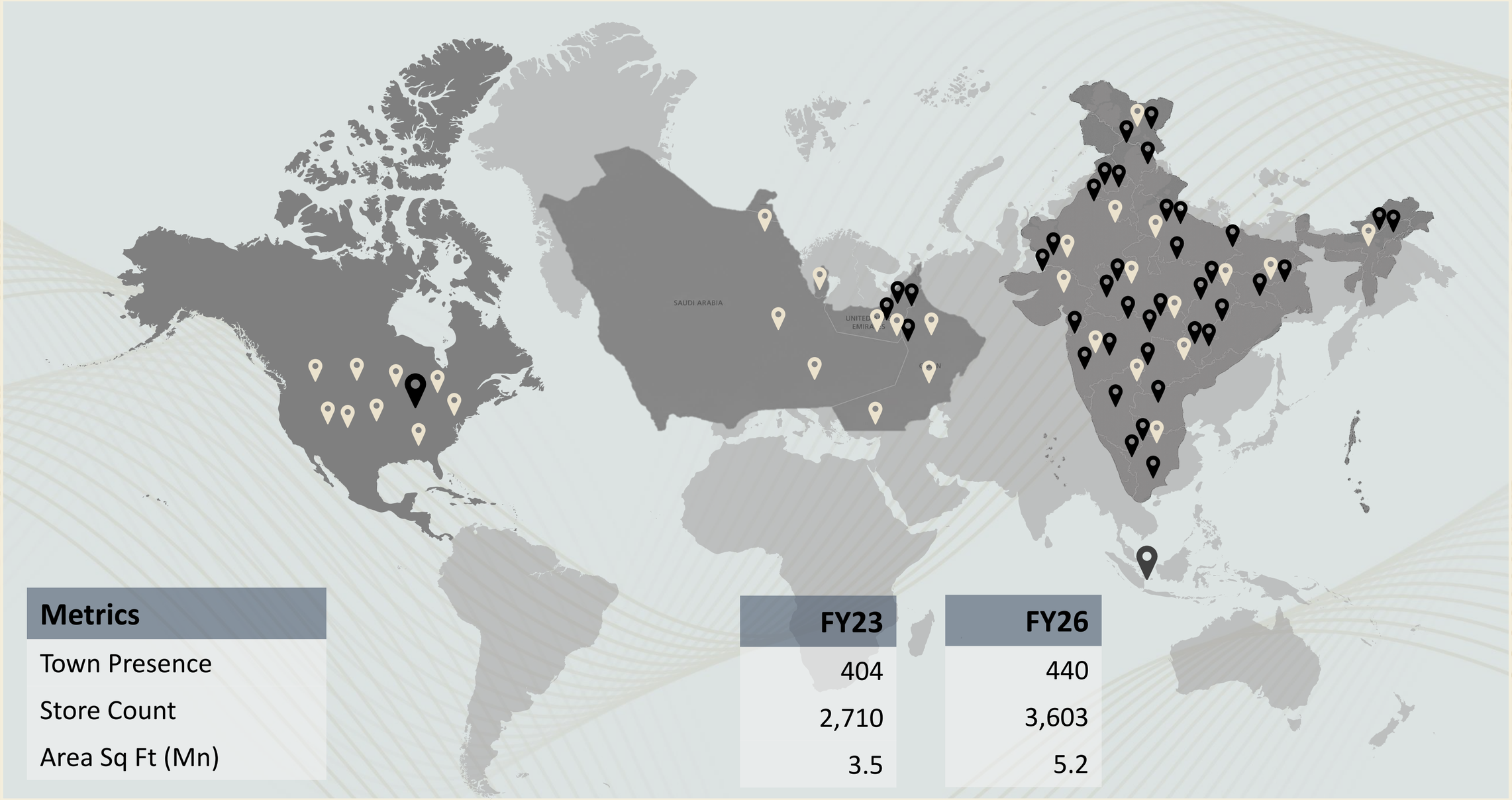


Retail Presence : March 2023



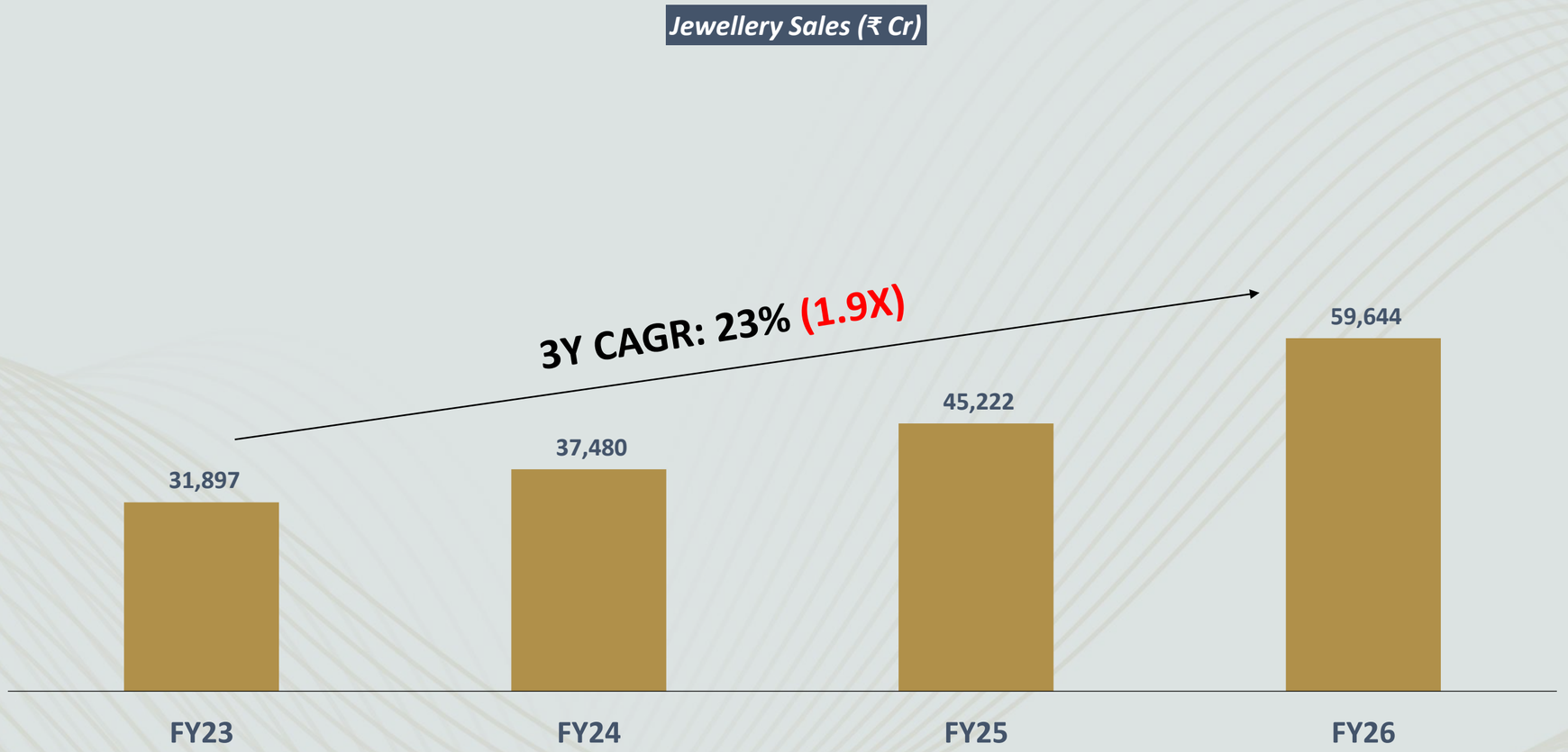
Metrics	FY23
Town Presence	404
Store Count	2,710
Area Sq Ft (Mn)	3.5

Retail Presence : March 2026

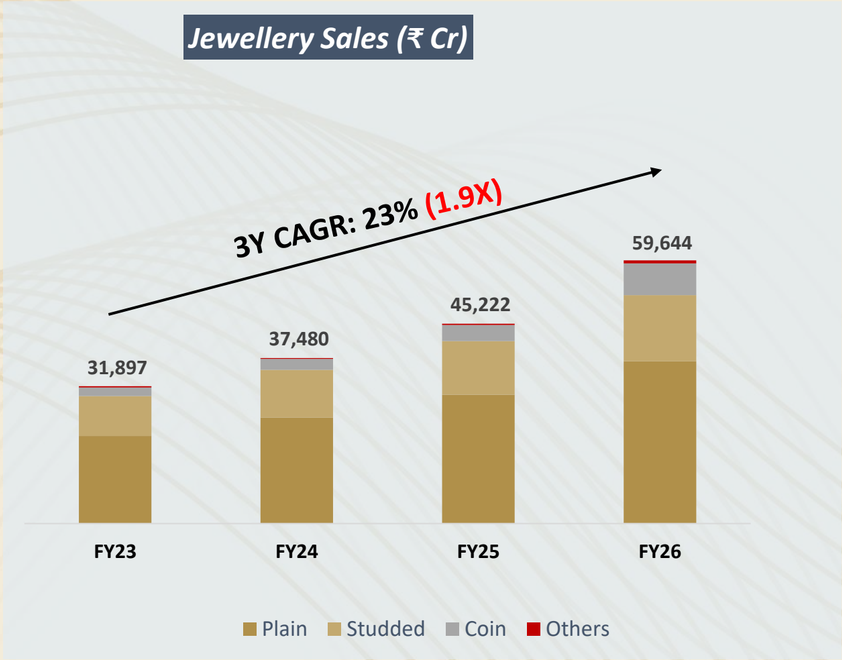


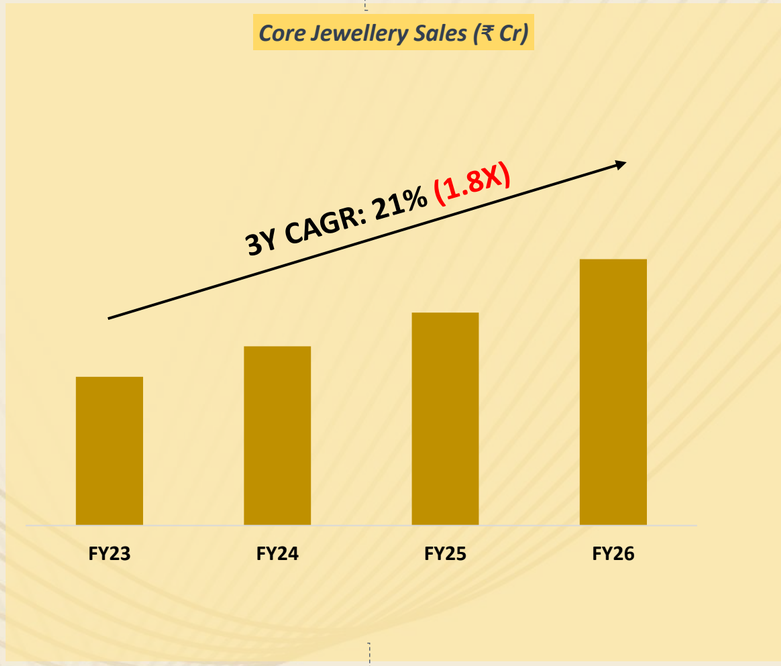
Metrics	FY23	FY26
Town Presence	404	440
Store Count	2,710	3,603
Area Sq Ft (Mn)	3.5	5.2

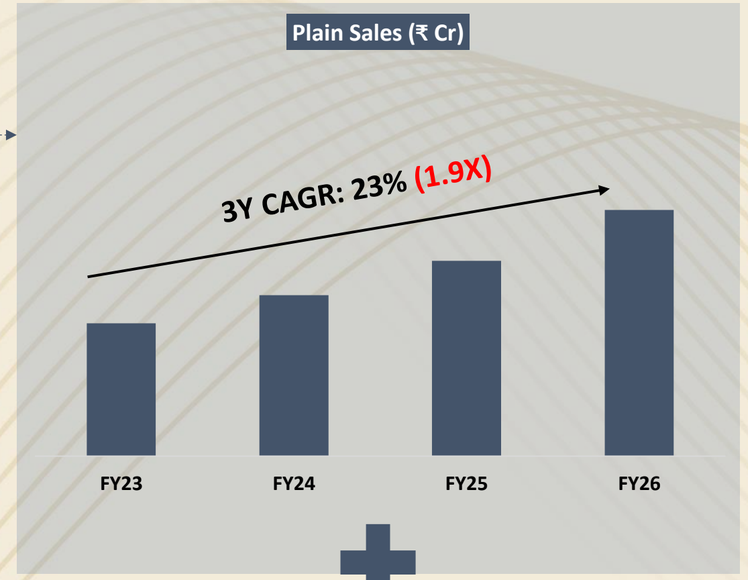
Healthy Growth in Jewellery business (TMZ)

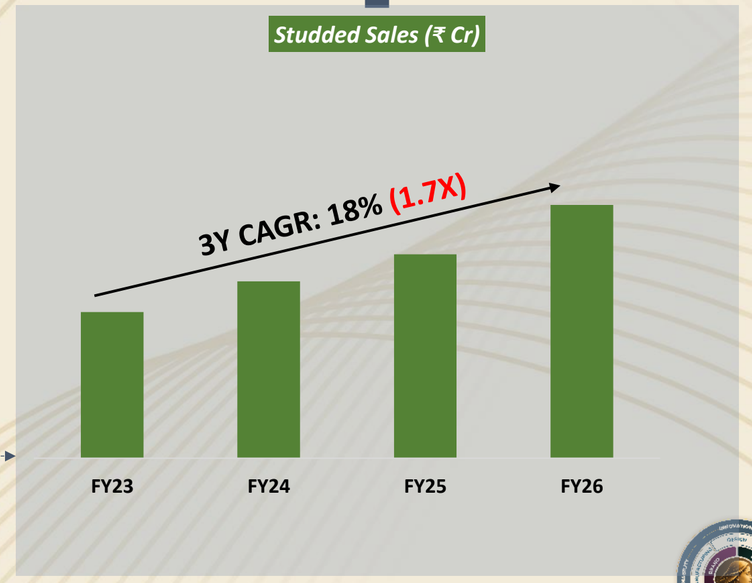


Core Jewellery Growth is Healthy – Both Plain & Studded Firing well…



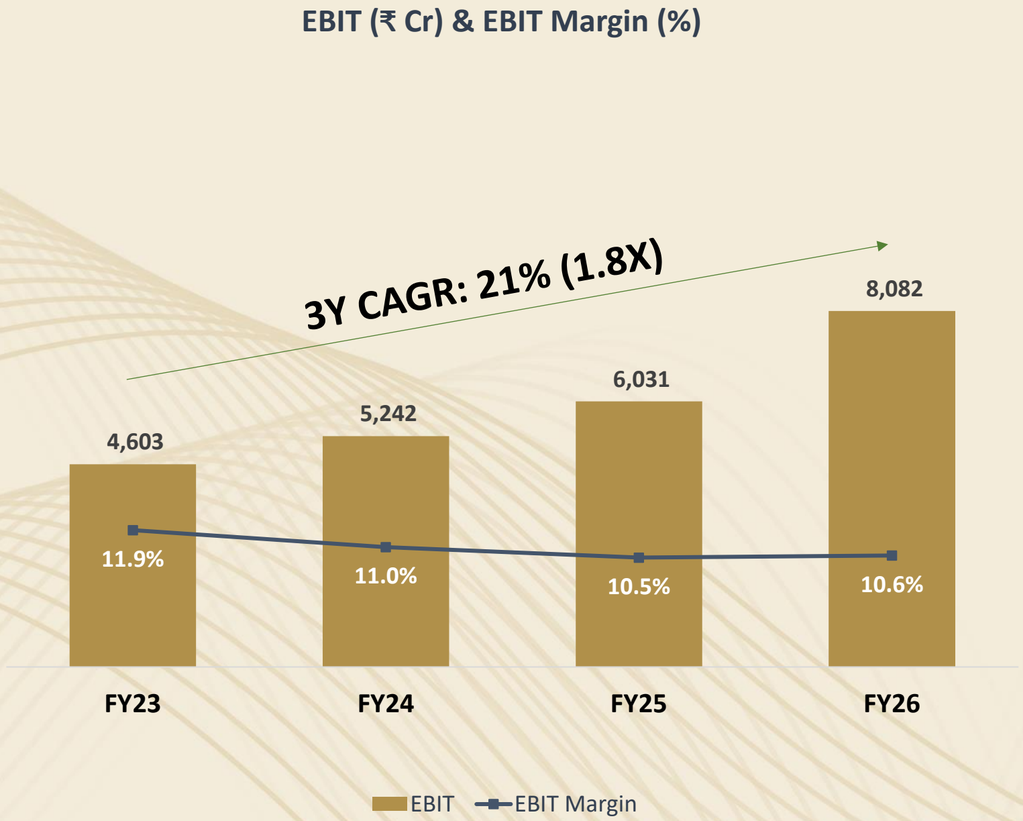


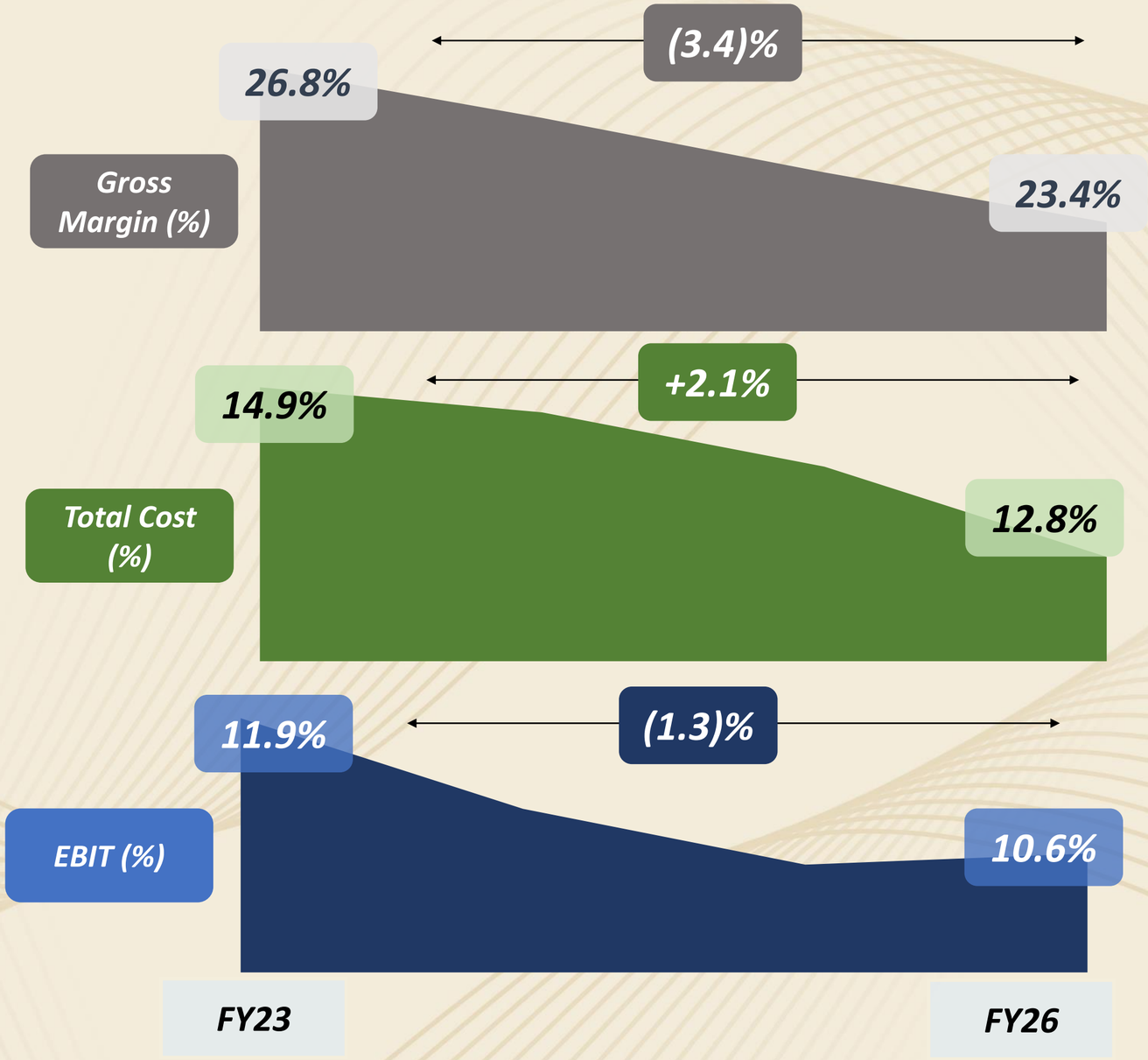




Core Jewellery Includes Plain Jwl & Studded

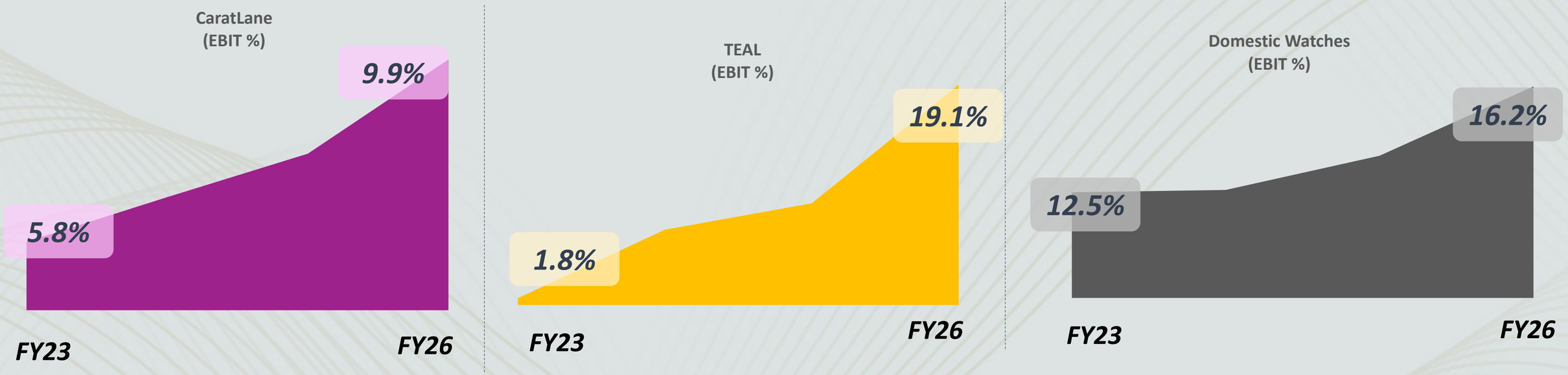
Business & Product Mix have a role to play in Gross Margin





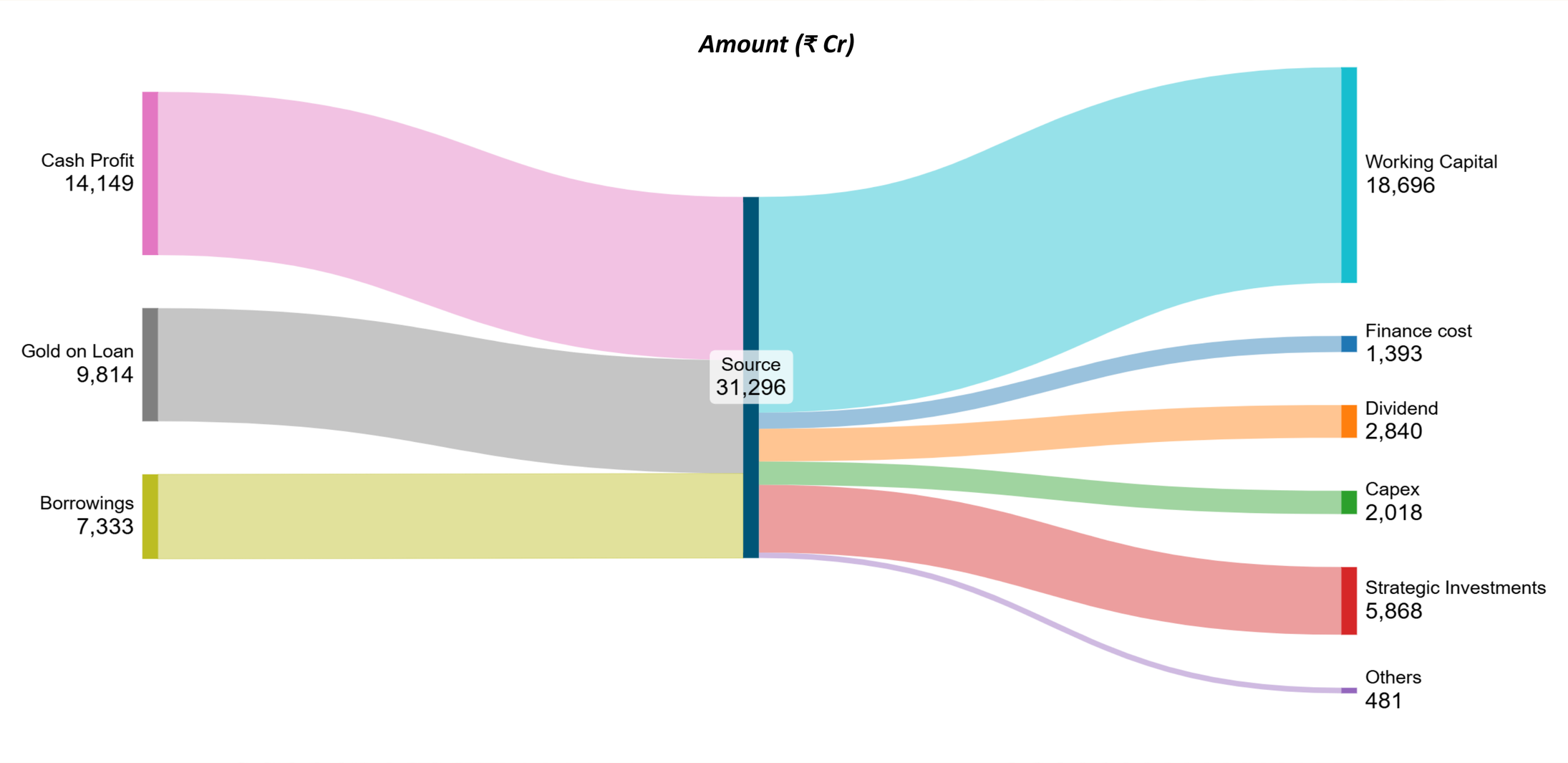
FY23 and FY25 EBIT Margins are norm. for a one-time gain / loss

Margin health of many businesses have been improving

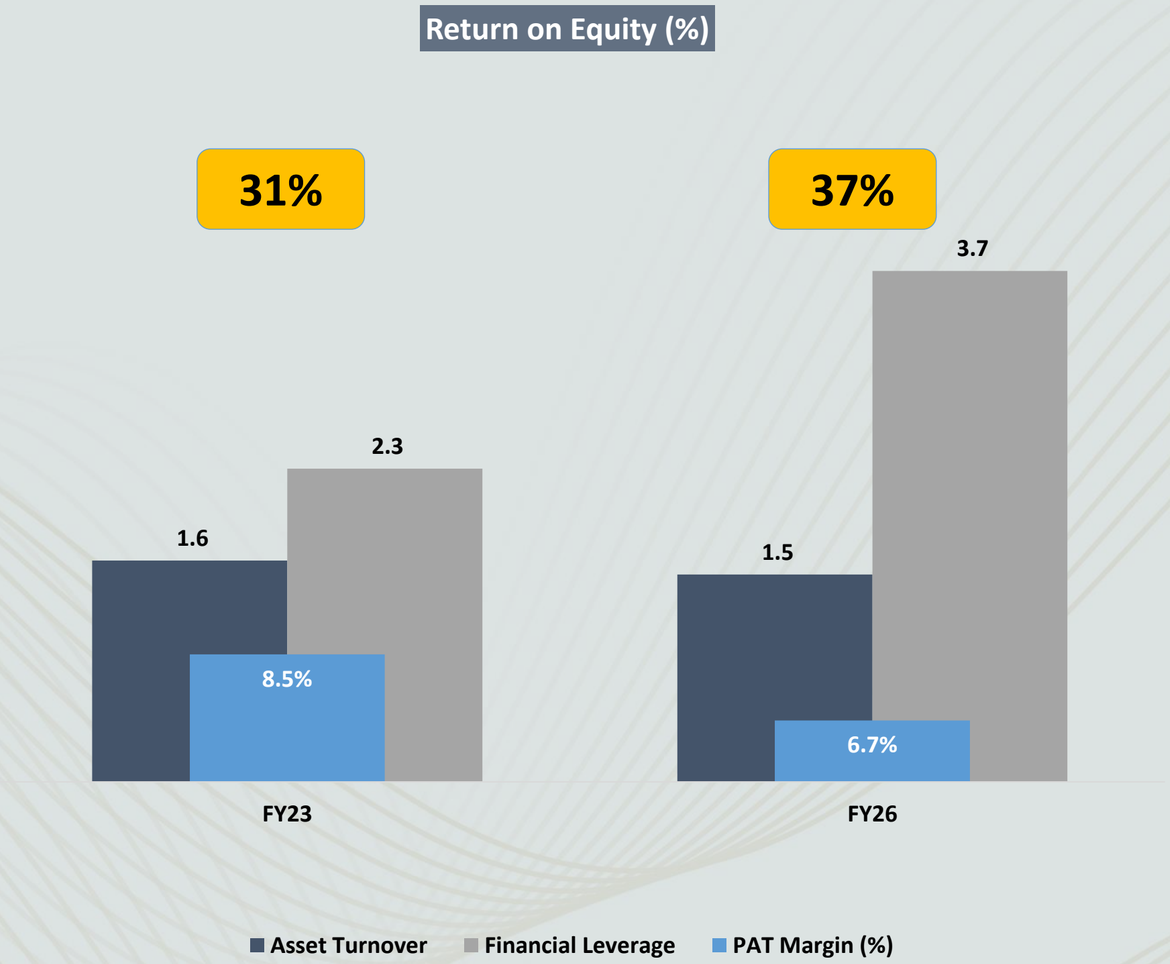


✓ International Business Turned EBIT Positive in FY26

Cumulative Cash Flows (FY24 to FY26)



Continue to Invest in Growth & Generate High Returns



***PAT Margin** = PAT/Total Income; **Asset Turnover** = Total Income/ Average Assets; **Financial Leverage** = Average Assets/Average Equity*

The Last 3 Years

Growth	
Revenue	*25% CAGR*
EBIT	*21% CAGR*
EBIT Margin (%)	*1.3% (11.9%→10.6%)*
Cash Generation	*Supporting Organic Growth*
RoE	*6% (31%→37%)*

Looking Ahead

Opportunities & Challenges

OPPORTUNITIES	CHALLENGES
Rising Disposable Income	Geo-Politics
Premiumization	Regulatory Environment
Formalization	Rising & Volatile Gold Price
International Expansion	Consumer Sentiment

Titan's Strategic Response: Supply Resilience Playbook

Recent Regulatory Changes

Sharp Increase in Custom Duty

6% → *15%*

Import Tightening (Gold)

- AA Capped at **100 Kg/ License**
- Fresh Imports only after meeting Export Obligations (c. 50%)

Silver Imports Restricted

Free → *Restrict*

Strategic Initiatives

- Gold Exchange Program (TEP/ GEP)
- Gold Monetisation Scheme (GMS)
- Cash for Gold
- Domestic & Other Sources

✓ **Long Term structural playbook in place for sustained resilience**

FY30 Ambition

FY26 (₹ Cr)		Division	FY30 Ambition^ (X)	
Revenue	EBIT		Revenue	EBIT
		Domestic Business		
64,345	7,146	Jewellery	2.0x	1.9x
59,463	6,681	Tanishq, Mia, Zoya	2.0x	1.8x
4,702	466	CaratLane	2.3x	2.5x
5,105	827	Watches	2.1x	2.2x
898	81	EyeCare	2.2x	2.5x
508	(114)	Emerging Business	3.4x	MSD#
		International Business		
2,734	67	Tanishq, Mia	2.5x	5.5x
-	-	Damas	2.0x*	HSD#
1,499	287	TEAL	3.0x	2.1x
76,078	**8,082**	**TCL Consolidated**	**2.0X**	**2.0X**

^ - All multipliers approximated to the closest numbers & are with respect to their FY26 / CY25 achievements, as applicable

** - Damas ambition is stated for CY29 for its 'Core' Business; FY30 Ambition for Tanishq business operating under Damas franchise subsumed in Tanishq's Int'l Business ambitions*

 # - MSD – Mid-Single Digits margin %; HSD – high-Single Digit Margin %

Thank You