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Date: February 16, 2016

To
The Manager
The Department of Corporate Services
BSE Limited
Ground Floor, P. J. Towers
Dalal Street, Mumbai – 400 001

To
The Manager
The Listing Department
National Stock Exchange of India Limited
Exchange Plaza, Bandra Kurla Complex
Bandra (East), Mumbai – 400 051

Dear Sir / Madam,

Ref.: Scrip Code: 534756; Symbol: TARAJEWELS

Sub: INVESTOR PRESENTATION

With reference to the captioned subject, please find attached the copy of Investor Presentation.

Kindly take note of the above on your record.

Thanking You,

Yours faithfully,

For TARA JEWELS LIMITED

Nivedita Nayak Company Secretary

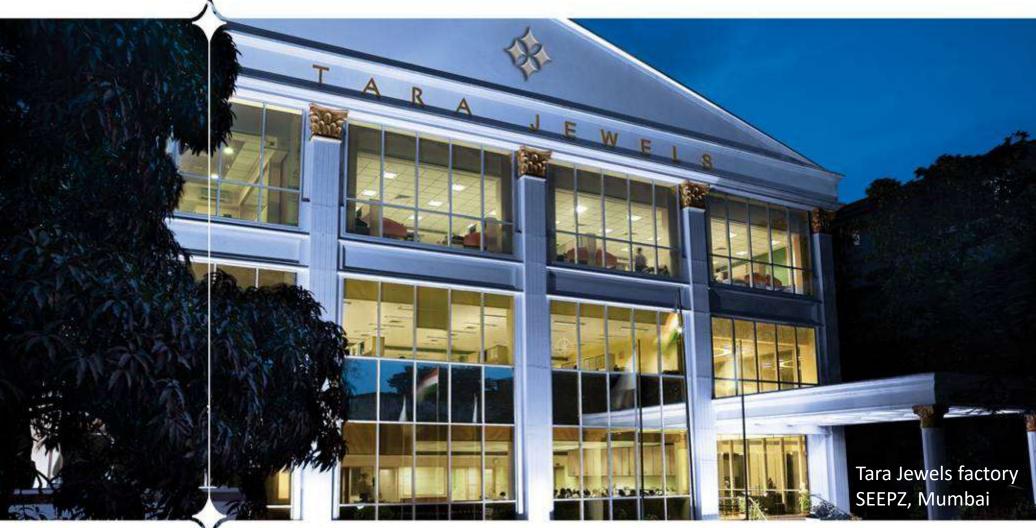
ACS: 24590

Encl: As above



# **Tara Jewels Limited**

**Investor Presentation** 



February 2016



#### Safe Harbour

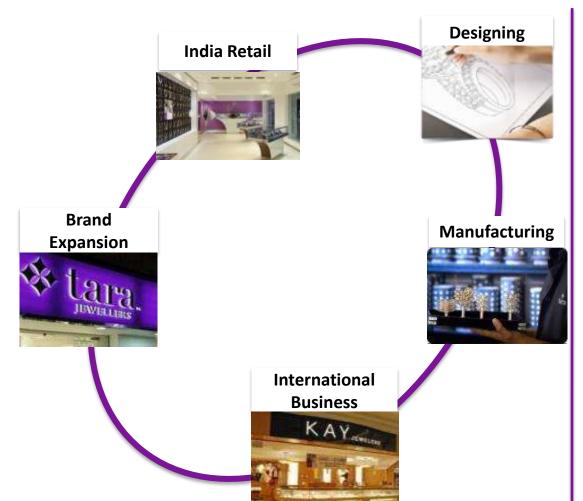
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# **Integrated Player in the Jewellery Industry**



#### Manufacturing

- Manufacturing units
  - → Mumbai: 1 unit MIDC & 2 units SEEPZ
- → Employs 39 designers & 1000 craftsmen
- ◆ SAP implemented across all units

#### **India Retail**

- → Total Network of 30 Stores in 27 cities in 10 States
  - → 11 Shop-in-Shop format outlets in Shoppers Stop
  - → 19 Company Stores
- → Online presence on Amazon.in & Snapdeal.com through distributor

#### **International Business**

- Direct Selling of Studded Jewellery to Global Retailers
- Branded merchandise

...with experience from **Designing** to **Retailing** 



# **Business Strategy going forward...**

#### **Exports Business**

- Good Traction New Customer, Geographies, SKUs & Brands
- Combined Orderbook of Rs. 4,263 mn
  - Confirmed Orderbook : Rs. 3,315 mn
  - Framework Orderbook : Rs. 948 mn

#### **Future Strategy**

- √ Growing Cash Generating Business
- ✓ Strong Branding efforts lead to enhancement in Margins

#### **Retail Business**

- → Total Network of 30 Stores in 27 cities in 10 states
  - 11 Shop-in-Shop format outlets in Shoppers Stop
  - 19 Operating Format Stores
- → Online with Amazon and Snapdeal

- ✓ Limited Capital Allocation
- ✓ Improving Profitability
- √ New Expansion by way of
  - Asset Light Retail Partner Model
  - Collaboration with wedding planners

....Limited Capital allocation to Retail and Improving Margins in Exports

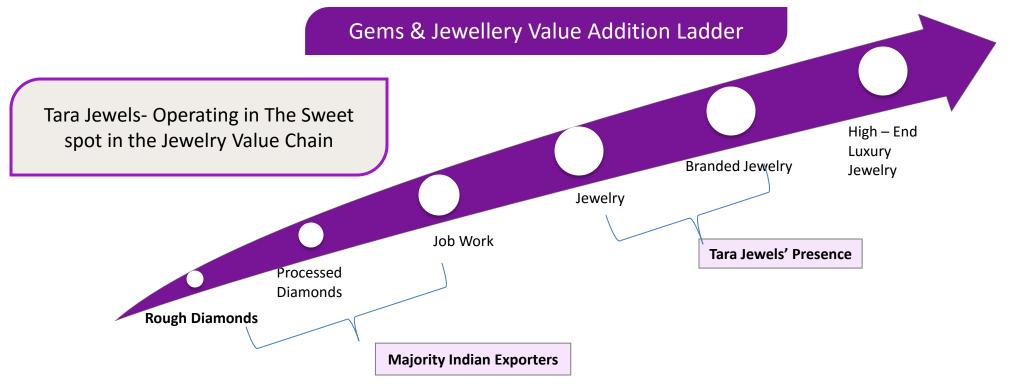


# **International Business**





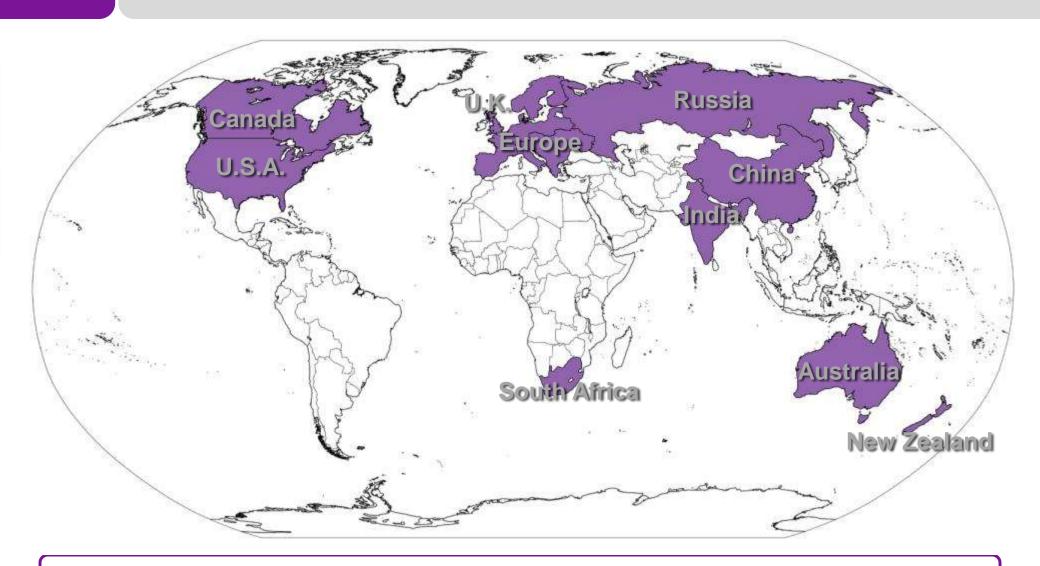
# **Presence in High End of Value Chain**



Parameters	Indian Export Industry	Where we are positioned
Products	Dominated by Diamond processing & polishing, followed by Gold Jewelry	Diamond studded jewellery, studded jewellery
Customers	Wholesalers	Large Retailers – Wal-Mart Inc, JC Penny, Zale, Ernest Jones, H.Samuel, Helzberg etc
Branding	NA	Co-brand merchandise to increase brand recognition & repeat orders



# **Global Presence**



Promoted over 8 brands globally across 7,000 doors Worldwide



# **Across various Segments and Geographies**

#### **Walmart**



Largest Departmental Store in US

#### Kay



No. 1 Specialty Jeweller in US

#### Zales



No. 2 in Specialty Retail jewellery chain in US

#### Jared



No. 1 Off-mall Destination Jeweller in US

#### **Ernest Jones**



No. 1 Upper Middle Market Jeweller in UK

#### **H Samuels**



No. 1 Specialty Jeweller in UK

#### Helzberg



Speciality Retailer of Fine Diamond Jewellery

#### JC Penney



One of biggest Mid-range Department Store in US

#### **Blue Nile**



No. 1 Online Specialty Retailer of Jewellery

#### QVC



Leading Broadcast Television Network in US

#### **Sterns**



Leading Regional Dept Store in South Africa

#### **American Swiss**

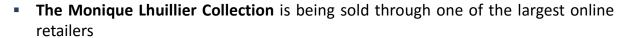


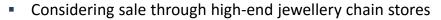
Leading Jeweller in South Africa



# **International Brands**









• Facets by Michael Beaudry is being sold through Broadcast Television Network and high-end jewellery chain stores



• **Heat Essence** is currently being sold in speciality jewellery stores in US



- The Zac Posen Collection is being sold by one of the largest online retailers and high-end jewellery chain stores
- With brands ZAC Zac Posen in fashion, Truly Zac Posen in bridal wear



 The Angel Sanchez Collection is being sold by the one of the largest specialty fine jewelry companies in US and UK



**Cherished Hearts** is being sold by one of the biggest mid-range department store in US



'Heart2Heart' is being sold by one of the largest departmental store in US

...Strategically aligns our offerings with Clients Business Model





# **International Brands**

# TRULY ZACPOSEN







about Zao Posen | shop all

watch Zac Posen Serind the Scenes 🖨



Available Sixchestively at Blue Nile



ROMANTIC COLLECTION

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MODERN COLLECTION

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#### Our Brand tie-ups available on:

www.bluenile.com www.helzberg.com www.kay.com www.amazon.in www.snapdeal.com



Michael Beaudry new jewelry as the ultimate artisis; medium. His passion for landerafied authentisty and his flate for the mespected have made him one of America's permiser jewelry designers. This exquisite collection symbolizes has dedication to creating herdelman that will be passed from generation to graveration.



# **Huge Growth Potential**

Sales in USD mn

Key Retail Customers	Stores	Retail Jewellery Sales	Tara Jewels End Sales FY2015 *	
Walmart **	4540	\$1,000	\$56.10m	
ZALES THE DIAMOND STORE	1600	\$1,900	\$20.86m	
K A Y	1094	\$2,300	\$60.24m	
JARED The Collection of Jewelry	253	\$1,200		
ERNEST JONES THE DIAMOND AND WATCH SPECIALIST	196	\$218	\$13.93m	
H.SAMUEL THE JEWELLER	302	\$241		

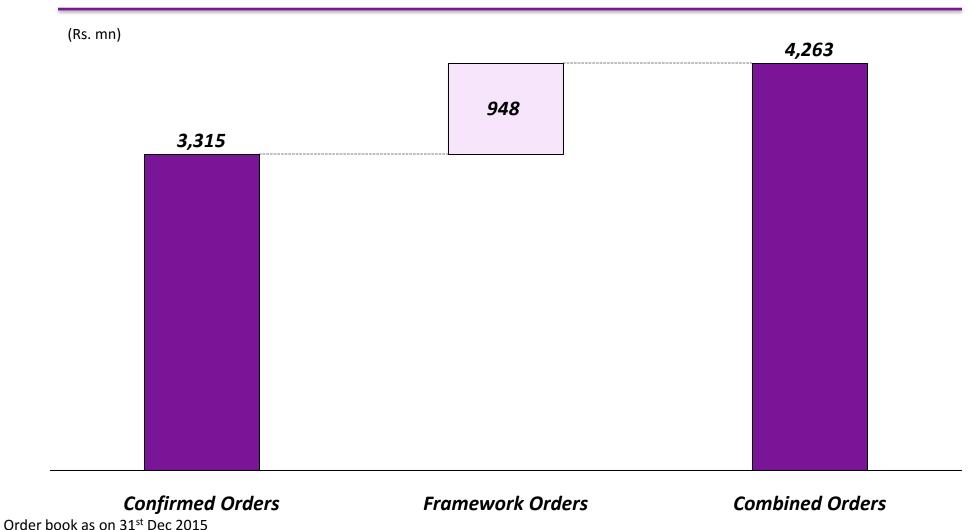
Key Retail Customers	Stores	Retail Jewellery Sales	Tara Jewels End Sales FY2015 *	
HELZBERG DIAMONDS mamants that sparked	234	\$700	\$14.74m	
JCPenney	1,020	\$500	\$11.31m	
B blue nile	NA	\$474	\$8.86m	
STERNS - THE JEWELLER -	175	\$430	\$2.88m	
AMERICAN SWISS	240	\$740		

### ...with Key Existing Customers



# **Current Order Book**



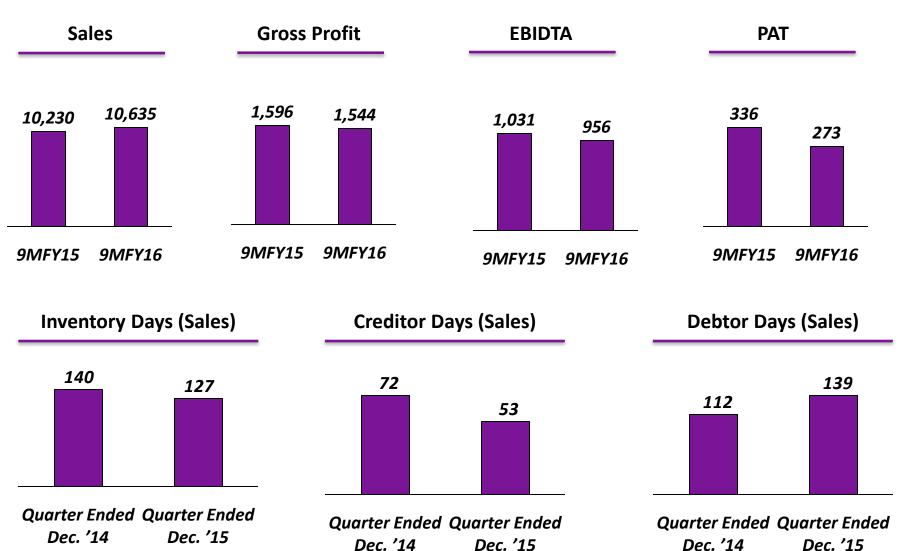


<sup>\*</sup> Framework Orders - Contracts where Metal Prices are yet to be finalized



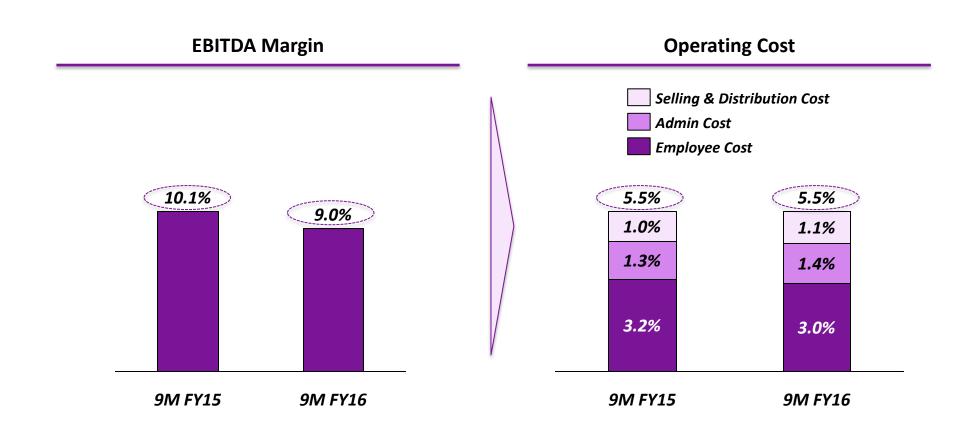
# **International Business: 9M FY16 Performance**

Rs mn





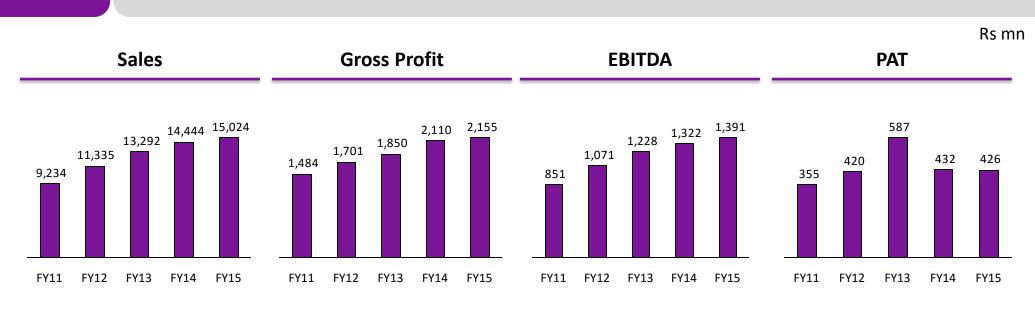
# **International Business: Margin Analysis**

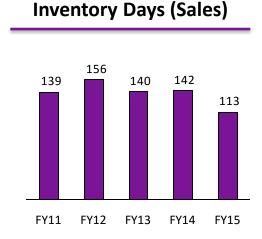


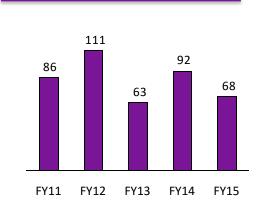
100% of revenue generated from International Business is from Diamond
Studded Jewellery



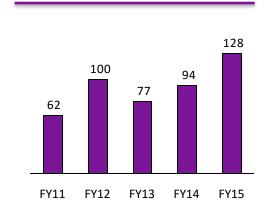
# **International Business: Annual Performance**







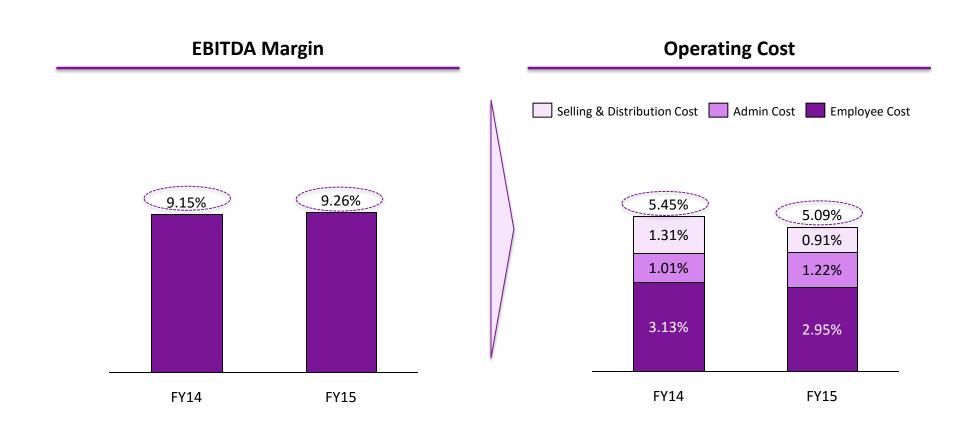
**Creditor Days (Sales)** 



**Debtor Days (Sales)** 



# **International Business: Annual Margin Analysis**



100% of revenue generated from International Business is from Diamond
Studded Jewellery



# **India Retail**





# **Changing Jewellery Retail Experience**

Redefine ...

#### ... the Jewellery Purchase Experience

- Purchases more Transparent & Credible
- ★ Allows the customer to browse through collections
- ★ Made to Order Design personalized Jewellery based on Unique Personalities

Re-Engineer...

#### ... the Store Format

- Best practices from International Retail
- → Introduced smaller, full-service format stores for stocks to reflect customer preferences
- ❖ In-store workshops for jewellery servicing

Build...



#### ... the Customer Confidence

- Give adequate knowledge about Diamond Jewellery
- Customers upgrade from Gold to Diamond Jewellery
- → Special Confidence Building Programs

...a blend of **Cultural Influences** with **Global Trends** 



#### **Drivers of Success**

#### ◆ Strong Promoter / Management background in Retail & Branding

- ★ Rose International was conceptualised in 1981
- → Jewellery Retail Chain Orra was launched in 1998
- Strong Consumer Connect demonstrated across advertising, Media, Fashion and Luxury
- → Benchmark Marketing & Branding case studies created across market segments
- ★ Learnings from Multi-Industry Exposure being transcreated to Jewellery Retail

#### Experienced Supplier to the Large Global Retailers

- → Implementing the learning from the more matured Global Retail Leaders
- ◆ Creating Global Fashion & Trends
- → Varied Market Insights
- ◆ Store Concept & Marketing Skills

#### High precision jewellery manufacturing technology

- → Fully automated jewellery casting plant
- → State of the art technology: Laser Lithography, Microscopic Precision Setting, Machine made bands, Invisible Settings (patented), Machined Engraving
- ◆ CAD / CAM



## **Our Retail Business Model**

#### Pan India Presence

- Network of 30 Stores including 11 Shop-in-Shop format outlets in Shoppers Stop spread over 27 Cities in 10 States
- Span across suburban areas of metro cities, mini metros and Tier I
   III cities

#### Scalable Format of Small Full Service Stores

- Jewellery displayed on Browse Walls, Collection Walls and Consultation Tables
- Targeting the untapped "Aspiring Indians" at base of the Pyramid
  - Affordable luxury with Great Value
  - Average ticket size of Rs 50,000
- In tune with changing consumer behavior
  - → Presence on Amazon.in and Snapdeal.com through distributor
  - Collaboration with wedding planners participating in bridal events and wedding magazines





Smart, Scalable & Sustainable



# Re-strategizing the Retail Business

# Store Profitability

#### **Product Mix**

# Operational

- → Widen Presence in Tier II –V Cities
- Small Format Stores Limited Inventory and Operating Costs
- ◆ Focus on High Margin Products
  - Diamond Jewellery, Kundan Jewellery and Make to Order Jewellery
- Reduce the sale of plain Gold Jewellery

# Strategic

- → Achieve Faster Expansion & Better Returns
- Expand the Brand more rapidly
- Streamline the Store Operations and Manage the Unit Economics

- ◆ Lower Inventory Requirement
- Captures footfalls of Malls/Large Stores
- Limited Operating Costs Benefits from store advertising & promotions, Low Staffing Cost etc

#### Asset Light – Model

#### Shop-in-Shop

....to maintain Profitable Growth



# Retail Business expansion – Shop in Shop Format ...

#### **Asset Light expansion Strategy**

→ Total of 11 Outlets in Shop-in-Shop Format Outlets at Shoppers Stop



#### Location:

- S V Road, Andheri Mumbai
- Elante Mall-Chandigarh
- BPK Star Building Indore
- ♦ World Trade Park Jaipur
- → MBD Neopolis Mall Jalandhar

- ♦ Ambuja City Center –Raipur
- Alpha One Mall Amritsar
- Prozone Mall Aurangabad
- Eros Mall Delhi
- The Great Indian Place Noida
- ♦ Inorbit Mall Vashi, Mumbai



- ✓ Lower Inventory Requirement
- ✓ Captures footfalls of Malls/Large Stores
- ✓ Limited Operating Costs Benefits from store advertising & promotions, Low Staffing Cost

....in line with out strategy to expand retail footprint through Asset Light Model



#### **E-Retail**















**BRAND STORY** 



#### TARA JEWELLERS

Tara Jewellers believes that every woman is special and truly deserves diamonds. With 18 years of international retail experience Tara Jewellers offers a wide and expusite range of certified diamond jewellery, made intrivately, delicately, livrality & thoughtfully, so that there is something for every woman. Tara's three jewellery factories maintain stringent standards of quality, using cutting-edge technology and painstaking craftsmarship to create breath taking jewellery proces. Raving wom many retail awards and being one of the leading studded diamond jewellery exporters in India, Tara is a brand you can trust.

#### **Asset Light expansion Strategy**

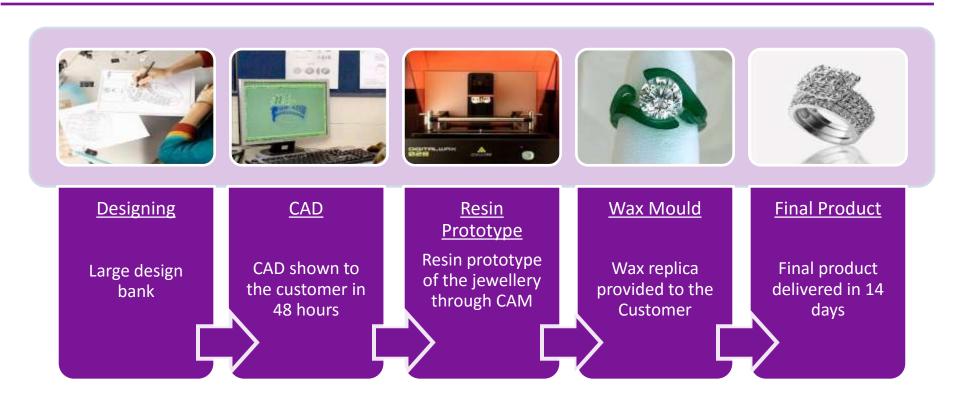
- → The distributor of Tara Jewels has tied up with Amazon and Snapdeal to launch the brands collection online
- Collection ranging from daily wear, signature collections such as Heart Embrace & Fleur to International Bestsellers
- Launched Unique jewellery collection 'Anisa', a range of rings and earrings
- No Establishment and Limited Operating Cost
- Easily adapt to the changing buying behaviour
- Wide spread penetration & Amazon's strong logistic capabilities

....in line with out strategy to expand retail presence through Asset Light Model



# **Jewellery Customization**

#### **High Value and Higher Margin Business**

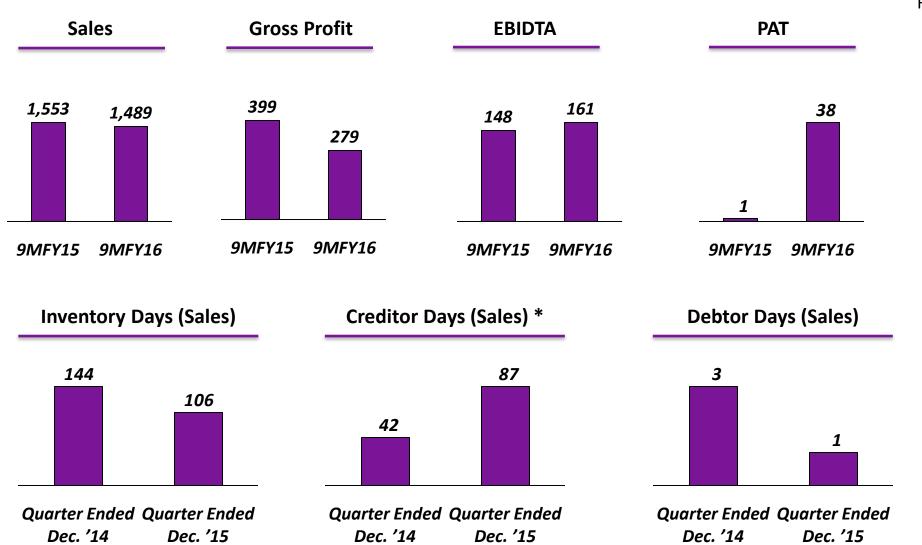


Made to Order constitutes ~30 % of India Retail Business



# India Retail: 9M FY16 Performance

Rs mn

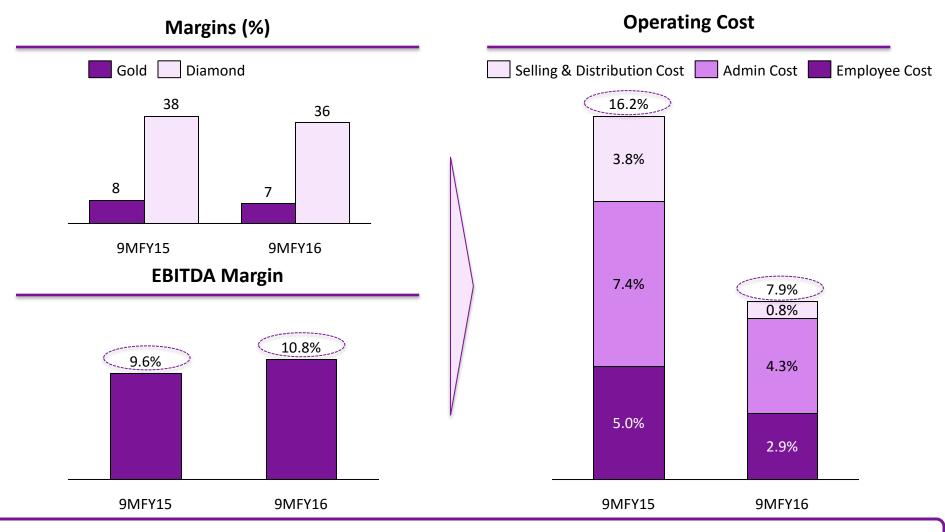


<sup>\*</sup> Gold now acquired under gold on loan scheme

Above data excluding sales form Bullion



# India Retail: 9M FY16 Margin Analysis

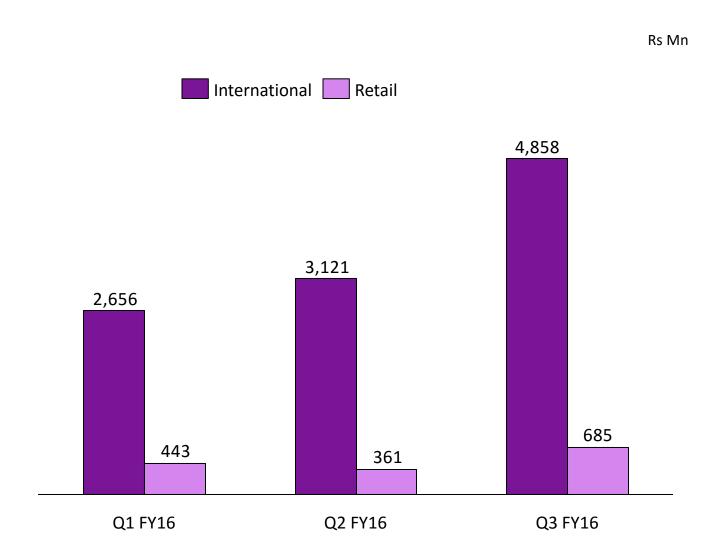


Asset Light Model drives better margin





# **Revenue Breakup**



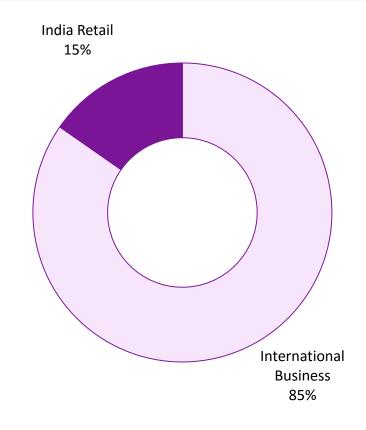


# **Segmental Breakup\***

9M FY16 Sales: Rs. 12,123 mn

# India Retail 12% International Business 88%

#### 9M FY16 Gross Profit^: Rs. 1,823 mn



<sup>\* -</sup> Excluding Bullion & Others

<sup>^ -</sup> Gross Profit = Sales - (Consumption + Direct Expenses)



# **Consolidated Quarterly P&L**

Rs. mn	Q3FY16	Q3FY15	Y-o-Y	9M FY16	9M FY15	Y-o-Y
Sales	5,543	4,802	15%	12,123	11,783	3%
Sales from Bullion & Others	151	218		151	290	
Total Income	5,694	5,020		12,275	12,073	
Raw Material	4,672	3,863		9,966	9,385	
Purchase of Bullion & Others	148	217		148	289	
Employee Expenses	138	146		367	402	
Other Expenses	265	290		673	815	
EBITDA	470	504	-7%	1,120	1,181	-5%
- EBITDA excl. Bullion & Others	467	503		1,117	1,180	
- EBITDA Margin excl. Bullion & Others	8.4%	10.5%		9.2%	10.0%	
Other Income	12	12		38	34	
Interest	189	198		541	518	
Depreciation	51	87	-41%	164	219	-25%
РВТ	243	230	6%	452	477	-5%
Тах	76	68		139	139	
PAT	167	162	3%	313	338	-7%
PAT Margin	2.9%	3.2%		2.6%	2.8%	
Cash Profit	218	249	-13%	478	557	-14%



# **Consolidated Annual P&L**

Rs. mn	FY15	FY14	Y-o-Y 1.8%
Sales	17,063	16,767	
Sales from Bullion & Others	2,90	187	
Total Income	17353	16,954	
Raw Material	13,962	13,424	
Purchase of Bullion & Others	289	181	
Employee Expenses	530	563	
Other Expenses	986	1,210	
EBITDA	1,586	1,576	0.6%
- EBITDA excl. Bullion & Others	1,585	1,570	0.9%
- EBITDA Margin excl. Bullion & Others	9.3%	9.4%	
Other Income	53	54	
Interest	716	651	
Depreciation	281	215	
PBT	643	764	
Tax	206	260	
PAT	437	504	-13.3%
PAT Margin	2.5%	3.0%	
Cash Profit	717	719	0%



# **Consolidated Balance Sheet**

Rs. mn	September 2015	March 2015
Shareholder's Fund	5,992	5,846
Share capital	246	246
Reserves & Surplus	5,734	5,587
Money received against share warrants	12	12
Non-Current Liabilities	73	51
Long term borrowings	14	3
Other Non Current Liabilities	59	48
Current Liabilities	7,437	7,549
Short term borrowings	4,509	4,097
Trade Payables	2,415	3,017
Other current liabilities	514	435
Total Liabilities	13,503	13,446

Rs. mn	September 2015	March 2015
Non-Current Assets	1,214	1,247
Fixed assets	1,088	1,129
Non-current investments	40	37
Deferred tax assets (Net)	46	39
Long-term loans & advances	40	42
Current Assets	12,289	12,199
Inventories	6,428	5,764
Trade receivables	4,798	5,337
Cash and Bank Balances	821	835
Other current assets	242	262
Total Assets	13,503	13,446



**RAJEEV SHETH** 



**FERN MALLIS** 



**RAJIV JAIN** 



**SHANTI KHINDRIA** 

# **Board of Directors**



**NIKKHIL VAIDYA** 



**RAKESH KALRA** 



**MARIANO DE LA TORRE** 



**RAVINDRAN M.P.** 



# **Promoter Background: Rajeev Sheth**

- → Rajeev Sheth, a first generation entrepreneur, with over 32 years of jewellery manufacturing & retail experience
- ◆ Certified gemologist from Gemological Institute of America, USA and bench jeweller trained in USA and Japan, practiced this art for 9 years
- ◆ Started his career by promoting Rose International, high-end luxury jewellery boutique in 1981
- → Promoter and managing director of Intergold India Limited from 1989 to 1999
- ♦ Set up one of India's first diamond jewellery retail chains currently called Orra
- → Introduced concepts like flexible manufacturing units and turntable technology
- Only Indian Director of jewellers Board of Trade, USA
- ★ Received award for the largest exporter for 12 years running



#### **Key Milestones**

Rose International









1981

1989

1996

1999

2001



# **Management Team**



**Bimal Desai** 

Chief Financial Officer

- Responsible for planning and Control of Finance & Accounts function
- → Chartered Accountant by profession and graduate in commerce from Mumbai University
- → Experience of more than 30 years with various leading Indian and MNC organisations

Ravindran M. P.

Chief Operating Officer

Aarti Sheth Cooper

VP - Business Development (Exports)

Vishal Adhyapak

GM – Information Technology

**Retail Business** 

**International Business** 

Fabrikant Tara International LLC

**Tateos Tateossian** 

Senior Vice President - Operations

**Chander Gurnani** 

GM - Finance

**Nivedita Nayak** 

**CS & Compliance Officer** 

Sunayana Vora

Vice President – Sales

**Jeffrey Shlakman** 

President – Merchandising & Product

Development

Nilesh Agashiwala

**Chief Financial Officer** 

Sajid Salim Sakarwalla

Vice President - Diamond Procurement

**Jayendra Rane** 

GM - Accounts

**Pravin Patil** 

**GM - Human Resources** 

**Yogesh Sharma** 

GM - Materials

**Leonard Meyer** 

President – Sales (South Africa, Australia, UK)

**Ambica Singh** 

**Chief Operating Officer** 

**Stuart Marcus** 

Vice President - Sales



# **Awards & Achievements**





# **International Business**

- → Global Supplier of the Year : Twice Awarded by Wal Mart
- ◆ Overall Excellence award : Second-highest exporter in the category of studded precious metal jewellery exports in EPZ, by The Gem and Jewellery Export Promotion Council in year 2007, 2008, 2009
- ◆ Conferred with the status of a "Star Trading House" by the Ministry of Commerce & Industry and have been the highest exporter in gems and jewellery sector for the years FY2009 and FY2010.



Highest Export Performance award for 2009 - 2010



"Highest Net Foreign Exchange Earner" Award



The second highest exporter of studded jewellery for the year 2008 - 2009



Highest Export Performance award for 2008 - 2009



Highest Export Performance Award for 2007 - 2008



"Second Highest Net Foreign Exchange Earner" Award for



The second highest exporter of studded jewellery for the year 2007 - 2008



"Second Highest Net Foreign Exchange Earner" Award for 2007-2008



The "Global Supplier of the Year" Award for 2007 from Wal-Mart.



## **India Business**



Awarded "LUXURY RETAILER OF THE YEAR" at the Star Retailer Awards 2013



The Best Store Design of the year – Single Brand category at the ET Retail Awards 2013



Nominated for the Best 360 Marketing of the year 2012



"Print campaign of the year 2012"





**ET Retail Award** 



# For further information, please contact:

Company:	Investor Relations Advisors :
Tara Jewels Limited CIN: L52393MH2001PLC131252	Strategic Growth Advisors Pvt. Ltd. CIN: U74140MH2010PTC204285
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www.tarajewels.in	www.sgapl.net