



SEC/13/2023-2024

May 15, 2023

1. National Stock Exchange of India Ltd. Exchange Plaza Plot No. C/1, G Block Bandra -Kurla Complex Bandra (E), Mumbai 400 051 Symbol: KALYANKJIL	2. BSE Limited Corporate Relationship Dept. Phiroze Jeejeebhoy Towers, Dalal Street Mumbai 400001 Maharashtra, India Scrip Code: 543278
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Dear Sir/Madam,

Sub: Investors/ Analysts Presentation

Please find enclosed the presentation on the Standalone and Consolidated Financial Results of the Company for the year ended March 31, 2023.

The presentation is also being uploaded on the website of the Company www.kalyanjewellers.net.

Please take the information on record

Thanking You.

Yours faithfully,

Digitally signed by
Retnavilasam
Retnavilasam
Gopinathan Nair Jishnu
Date: 2023.05.15
14:39:48 +05'30'

Jishnu RG

Company Secretary & Compliance Officer

Membership No - ACS 32820

Kalyan Jewellers India Limited

Corporate Office -TC-32/204/2, Sitaram Mill Road, Punkunnam, Thrissur, Kerala – 680 002

CIN - L36911KL2009PLC024641

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WWW.KALYANJEWELLERS.NET



INVESTOR PRESENTATION

May 2023

KALYAN JEWELLERS INDIA LIMITED

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CONTENTS

01

5 - 8

COMPANY OVERVIEW

03

27 - 29

STRATEGIC PRIORITIES

02

10 - 25

INVESTMENT HIGHLIGHTS

04

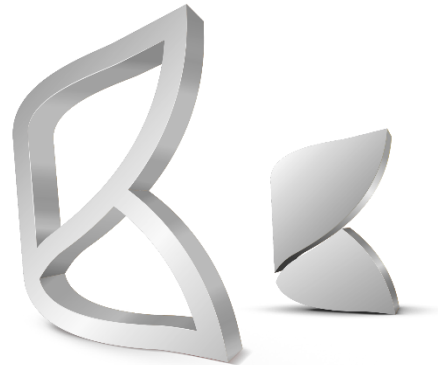
31 - 46

PERFORMANCE REVIEW



01

COMPANY OVERVIEW



Introduction To Kalyan Jewellers

**ESTABLISHED IN 1993 BY MR. T.S. KALYANARAMAN.
BUILT ON A RICH FAMILY LEGACY AND DECADES' OLD INDUSTRY EXPERTISE OF ITS FOUNDER.**

KALYAN JEWELLERS: INDIA'S TRUSTED JEWELLER



History of Trust – Thriving on a 100-Year-Old Legacy



Kalyan's First Generation

1908: Started the entrepreneurial journey with the first textile mill in Kerala

1913: Commenced textile retailing by opening its first showroom in Thrissur, Kerala

T.S. Kalyanarama Iyer



Kalyan's Second Generation

1972: The second generation expanded retail presence to more textile showrooms

T.K. Seetharama Iyer



Kalyan's Third Generation

1993: The third generation of Kalyan family, under the visionary leadership of Mr. T. S. Kalyanaraman, entered jewellery retailing by opening its first showroom under the brand 'Kalyan Jewellers' in Thrissur, Kerala

T.S. Kalyanaraman



Rajesh Kalyanaraman | Ramesh Kalyanaraman

Kalyan's Fourth Generation

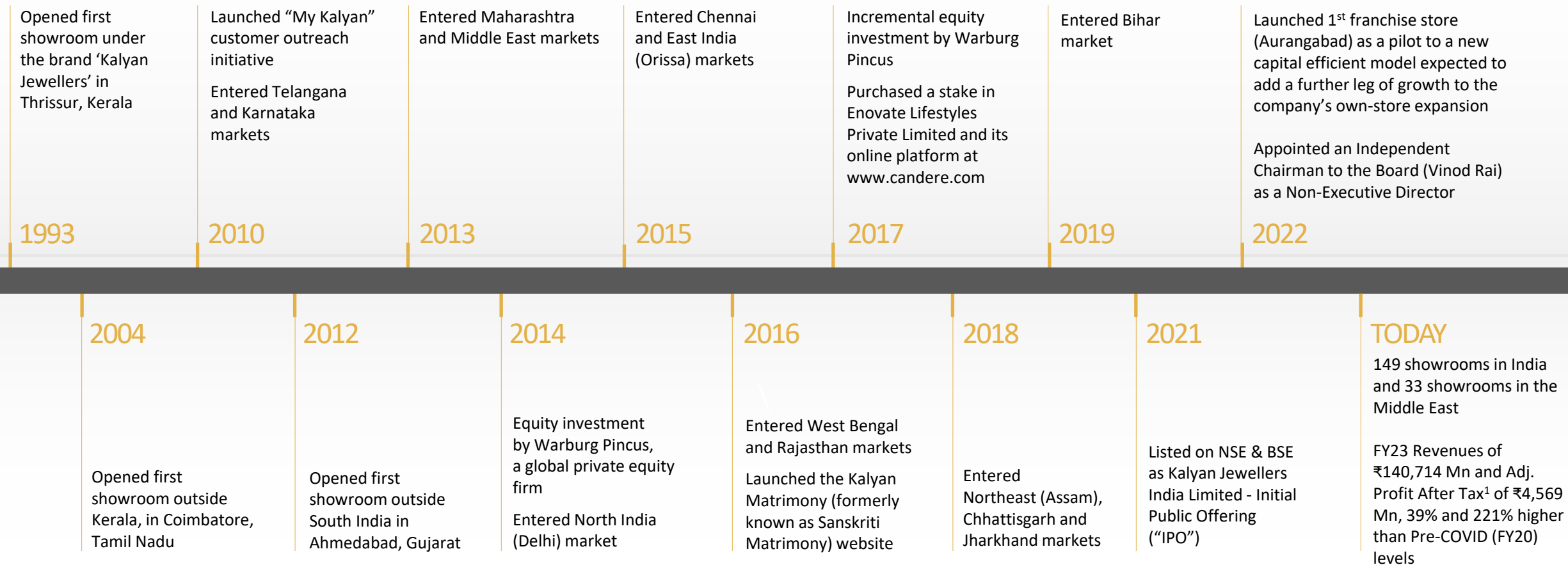
Mr. Rajesh Kalyanaraman and Mr. Ramesh Kalyanaraman joined Mr. T. S Kalyanaraman right from the initial days of Kalyan Jewellers

2014: Raised private equity from Warburg Pincus
2021: Listed Kalyan on NSE & BSE via an IPO
2023: As on 31 March, 182 showrooms across India and Middle East

Amongst Few Business Houses With Over 100 Years Legacy in Corporate India



Evolution Of A Trusted Pan-India Brand



Note: ¹Adjusted PAT calculated as sum of reported PAT and one-time exceptional write off after adjusting for tax using the formula: (Reported PAT + (Exceptional write off amount) *(1-Tax Rate))

Key Highlights



30 Years
Since Formation



149
Showrooms
in India



33
Showrooms in
Middle East



990
"My Kalyan"
Grassroots Stores



₹ 140,714 Mn
FY23 Revenues



5
Countries



22
States & UT's in India



13
Procurement Centres



10,170
Employees

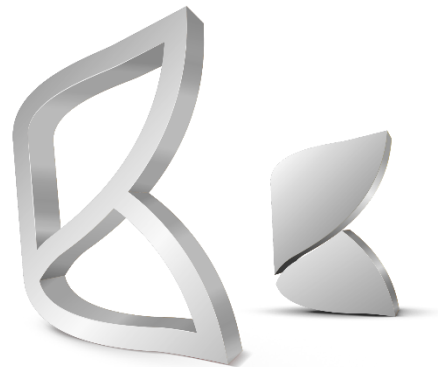


₹ 4,569 Mn
FY23 Adj. Profit After Tax¹

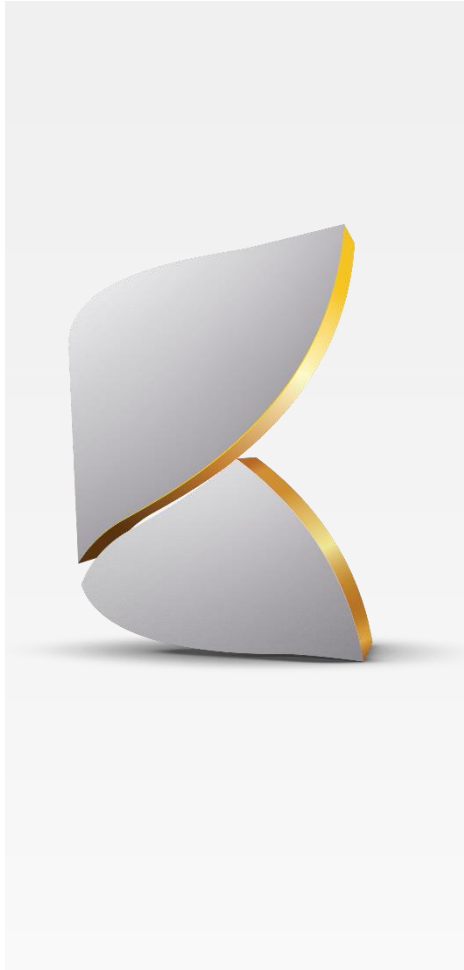
Note: ¹Adj. PAT calculated as sum of reported PAT and one-time exceptional write off after adjusting for tax using the formula: (Reported PAT + (Exceptional write off amount) *(1-Tax Rate))

02

INVESTMENT HIGHLIGHTS



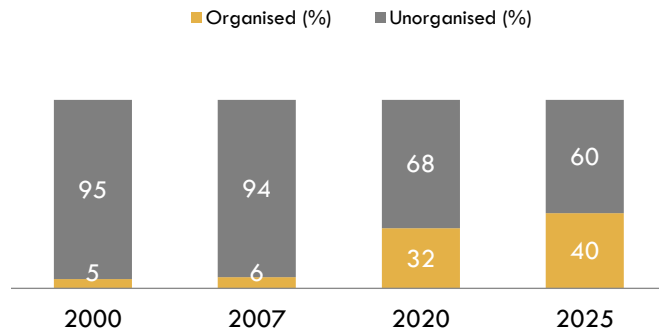
Kalyan Jewellers: Built On Core Competitive Strengths



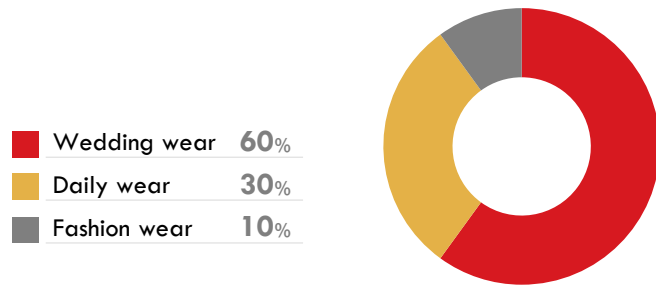
- 1 Leading brand** in a large market with rapidly **increasing organised share** driven by significant growth tailwinds
- 2 Established Brand Built on Core Values of Trust & Transparency**
Trusted brand synonymous with solving key pain points of the industry
- 3 Pan India Presence**
One of India's largest jewellery companies with a Pan India network of showrooms
- 4 Hyperlocal Strategy Creating Wide Market Addressability**
Hyperlocal strategy to cater to a wide range of geographies and customer segments
- 5 Wide Range of Product Offerings**
Diversified range of product offerings and sub brands targeted at a diverse set of customers
- 6 Robust and Effective Internal Control Processes**
Information technology and operations management systems to support a growing organization and showroom network with a pan India presence
- 7 Effective Marketing and Promotion Strategy**
Designed to reinforce local touch of a Pan India brand while maintaining consistent brand messaging
- 8 Extensive Grassroot MyKalyan Network Enabling Deep Distribution**
Grassroots customer outreach network which is a key facilitator of being considered as the neighborhood jeweller in each market
- 9 Strong Promoters and Management Leadership**
Visionary promoters and strong management team with demonstrated track record
- 10 Strong Governance Framework**
Eminent Board of Directors from diverse backgrounds

Indian Jewellery Market: Favorable Trends And Characteristics

Rising Share Of Organised Retail In Jewellery To Continue



Wedding Jewellery Dominates The Industry



2nd

Largest gold market in the world

3rd

Highest component of retail consumption

Indian Jewellery Market Characteristics

Characterised by localised consumer preferences ('hyperlocal' nature)

70%

Share of gold jewellery out of the total gold demand

No

Inventory obsolescence risk given recyclability of jewellery

Gold Jewellery Demand And Ownership Is Higher In Rural India And Rises With Income Levels



South Constitutes Largest Pie In The Indian Jewellery Market



Organised Jewellery Market: Structural Growth Drivers

JEWELLERY IN INDIA IS A LARGE AND ATTRACTIVE MARKET WITH SIGNIFICANT TAILWINDS



Shifting Customer Behaviour

Customers' expectation:

Transparent pricing, product purity and quality standards

Increasing brand consciousness:

Increasing on the back of organised retailers' marketing strategies

After sales service:

More emphasis as jewellery is either owned for a lifetime or regarded as long-time investment



Superior Organisational Capabilities

Retail experience:

Ready made ornaments, wide product range and superior showroom experience

Safety and security:

Shopping experience in spacious, hygienic surrounding; service by well-trained store personnel; robust systems



Supportive Regulatory And Legislative Changes

Demonetization:

Cashless transaction brings further transparency

GST:

Enforcing tax compliance

Mandatory PAN:

For transactions > ₹2,00,000 establishes buyer identity

Rural policy push:

Given rural India's higher cultural association with gold

Hallmarking of gold jewellery:

Compulsory from 2021

A Brand Built On Decades Of Trust And Transparency

PIONEERS IN THE INDIAN JEWELLERY RETAILING SPACE IN:

Institutionalising Highest Quality Standards



BIS Hallmarking Of Gold Jewellery

Even before regulatory mandate



Product Quality

Karatmeters to verify purity of gold jewellery

Introducing Highest Degree Of Pricing Transparency For Customers



Price Transparency

Price tags detailing components aid price transparency before customers



Transparency In Gold Exchange

Transparent exchange process; valuation and verification of purity in front of the customer

Customer Education And Awareness



Product Certification

Guarantee of purity, lifetime maintenance, exchange and buy back

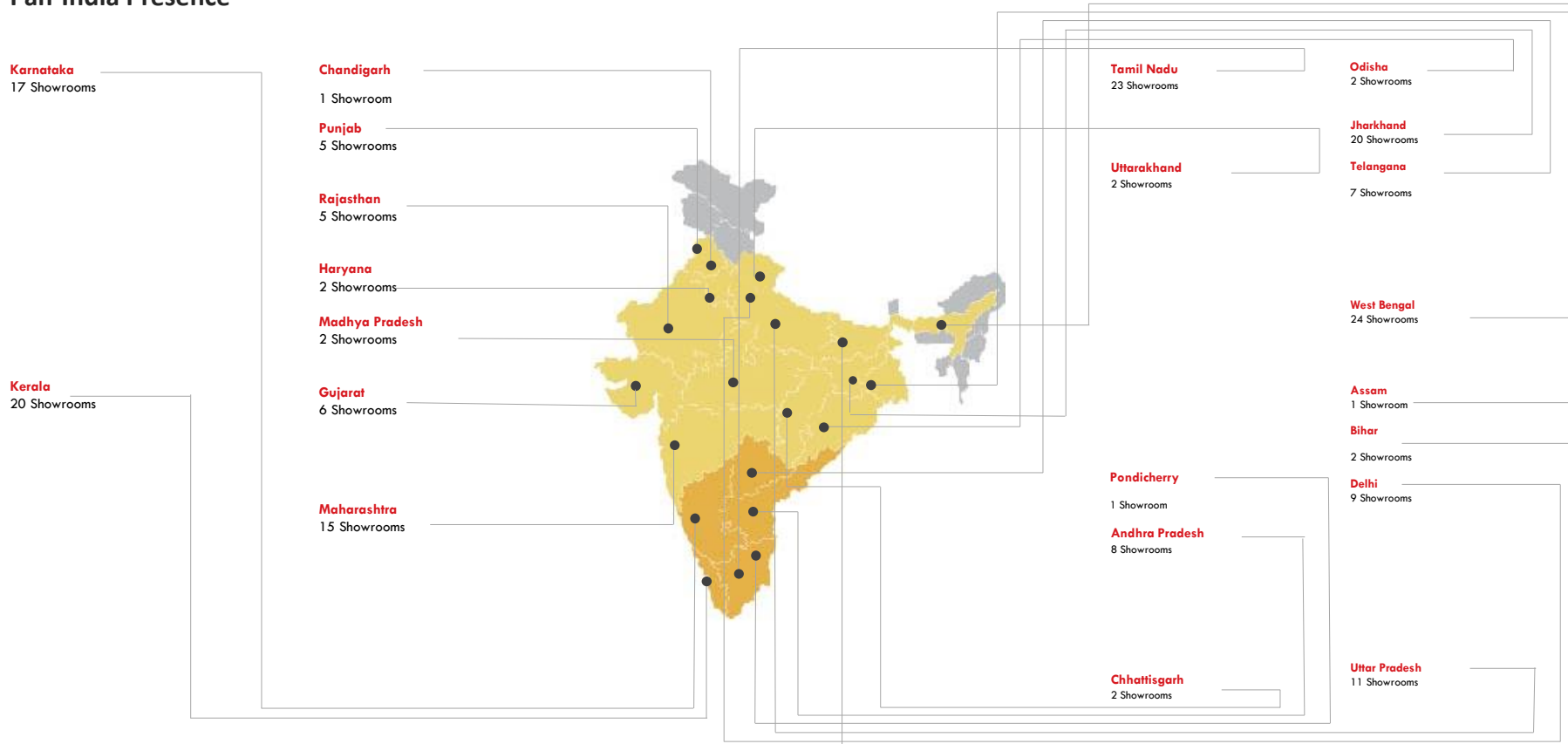


After-sales Service & Staff Training

Staff training to drive customer satisfaction and win repeat business

A True Pan-India Player With Expansive Geographical Presence

Pan-India Presence



82%
Showrooms in India (Including Candere)

18%
Showrooms in Middle East

Balanced Pan-India presence

52%
South India

48%
Non-South India

34%
Metro Presence

66%
Non-Metro Presence

6%
Organised Jewellery Market Share ¹

Note: Map not to scale

567,000+ sq ft Pan-India Showroom aggregate retail space	42,000+ sq ft Middle East	1,360 sq ft Candere area	5 Countries	22 States & Union Territories in India	147 Showrooms in India (Standalone)	2 Showrooms in India (Candere)	33 Showrooms in Middle East	990 "My Kalyan" Grassroots Stores
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¹ Source: Technopak

Effective Marketing Strategy

REINFORCING THE LOCAL TOUCH, PLAYING AS A PAN-INDIA BRAND

NATIONAL BRAND AMBASSADORS



Amitabh Bachchan



Katrina Kaif



Jaya Bachchan



Shweta Nanda Bachchan

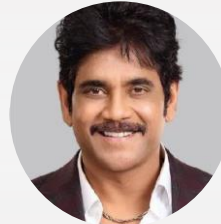


Rashmika Mandanna

REGIONAL BRAND AMBASSADORS



Prabhu Ganesan
Tamil Nadu (Tamil)



Nagarjuna Akkineni
Andhra Pradesh, Telangana
(Telugu)



Shiv Rajkumar
Karnataka (Kannada)



Kalyani Priyadarshan
South India

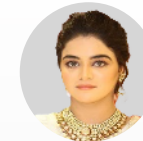
~₹10,000 mn

Marketing and Advertising Investments In Last 4 Years

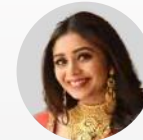
REGIONAL INFLUENCERS



Pooja Sawant
Maharashtra (Marathi)



Wamiqa Gabbi
Punjab (Punjabi)



Ritabhari Chakraborty
West Bengal (Bengali)



Kinjal Rajpriya
(Gujarati)

Hyperlocal Jeweller Catering To Varied Geographies And Customer Segments



Localisation In Brand Communication And Marketing

State and city specific brand campaigns
Brand ambassadors with national, regional and local appeal
Communication in local language



Localisation Of Our Product Portfolio

Product portfolio as per local market preferences
Local artisans as contract manufacturers
13 procurement centres across key jewellery manufacturing regions



Localisation Of Our Showroom Experience For Customers

Staff who speak local language and know local culture
Showrooms reflect local tastes and sensibilities



Localisation Through Our "My Kalyan" Network

Focused grassroots outreach across urban, semi-urban and rural areas
Dedicated 3,771 "My Kalyan" personnel for door-to-door and direct marketing among local communities

Hyperlocal Jeweller... helps build a large customer base



Extensive understanding of local requirements and its design preferences



Personalized shopping experience with locally recruited sales staff and sensitivities to micro market populace

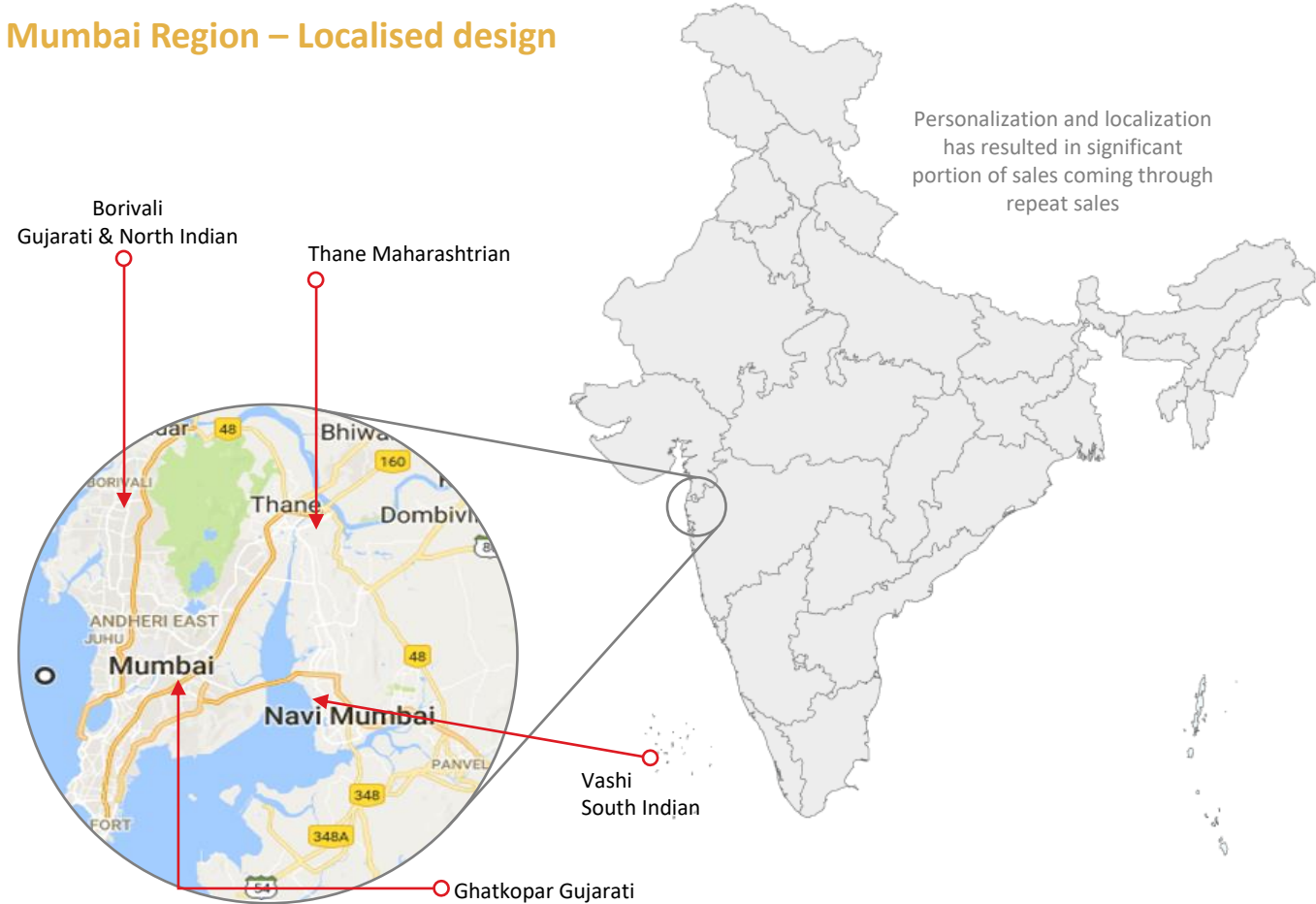


Unique marketing approach of localizing the brand with local superstars



Wide assortment of product SKUs with designs appealing to each target micro market

Mumbai Region – Localised design



Kalyan with its deep insight on local preferences has created significant barriers to entry

Product Design

"My Kalyan" Centres: Unique Grassroots Customer Outreach Network

Grassroots Network:

Facilitator of the neighborhood jeweller proposition in India

- Grassroots outreach **focused on marketing and customer engagement** across urban, semi-urban and rural areas
- Significant proportion of gold jewellery **demand originates from rural, semi-urban markets** where **penetration of organised jewellery retail is low**
- "My Kalyan" centres provide **marketing tool to address latent demand** in some of these markets

ACTIVITIES AND STRATEGIES IMPLEMENTED TO PROMOTE KALYAN BRAND



990

'My Kalyan' centres (~7 centres per showroom)

10 mn

Endeavored customer connect each year

16%+

Contribution to revenue from operations in India

3,771

Employees

39%+

Of enrolment to purchase advance schemes in India



Wide Range Of Product Offerings Targeted At A Diverse Set Of Customers

WEDDING JEWELLERY

— SOLD VIA BRANDS —

MUHURAT



TARGET AUDIENCE

WEDDING CUSTOMERS

ASPIRATIONAL JEWELLERY

— SOLD VIA BRANDS —

MUDHRA, RANG



TARGET AUDIENCE

MID TO HIGH-END CUSTOMERS

STAPLE REGIONAL JEWELLERY

— SOLD VIA BRANDS —

AISHWARYAM



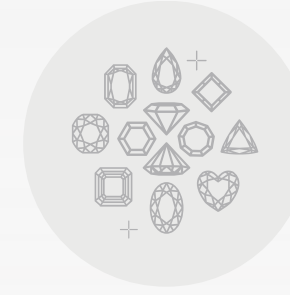
TARGET AUDIENCE

VALUE CONSCIOUS CUSTOMERS

STUDED JEWELLERY - DIAMOND, POLKI, UNCUT DIAMOND, PRECIOUS STONES

— SOLD VIA BRANDS —

NIMAH, TEJASVI, ZIAH, HERA



TARGET AUDIENCE

WEDDING, MID TO HIGH-END CUSTOMERS



Jewellery Sub-brands Catering To Various Product Themes And Price Points

LAUNCHED A NUMBER OF SUB-BRANDS TARGETING DIFFERENT CUSTOMER SEGMENTS AND OCCASIONS



GOLD, UNCUT DIAMONDS,
PRECIOUS STONES AND
DIAMONDS

BRIDAL WEAR

MUDHRA
HANDCRAFTED
ANTIQUÉ JEWELLERY

ANTIQUÉ (NON YELLOW
GOLD FINISH)

**OCCASION
WEAR**

nimāh
HERITAGE GOLD JEWELLERY

GOLD STUDDED WITH SEMI
PRECIOUS STONES

**SOUTH INDIAN
HERITAGE JEWELLERY**

antara
Bridal Diamond Collection

DIAMOND JEWELLERY

**LIGHT WEIGHT,
PRONG SETTING**

apoorva
DIAMONDS FOR SPECIAL OCCASIONS

DIAMOND JEWELLERY

**ILLUSION SETTING
COLLECTION**

ziah
INFINITE SPARKLES

DIAMOND JEWELLERY

**LIGHT WEAR
CLUSTER SETTING
COLLECTION**

Anokhi
uncut diamond

UNCUT DIAMOND
STUDDED

**OCCASION
WEAR**

rang
precious stones

PRECIOUS STUDDED
JEWELLERY

**OCCASION
WEAR**

Glo
DANCING DIAMOND

DIAMOND JEWELLERY

**CASUAL/SEMI
FORMAL/OCCASION**

Laya
Diamonds for all expressions

DIAMOND JEWELLERY

**FANCY
SHAPE/ROSE GOLD**

hepa
everyday diamond

DIAMOND JEWELLERY

**GENERIC/AFFORDABLE
/DAILY WEAR**

TEJASVI
POLKI DIAMONDS

POLKI COLLECTION

**OCCASION
WEAR**

Leveraging Technology To Drive Footfalls, Customer Engagement And Conversion

Targeted Digital Marketing Through Rich Data Mining And Customer Insight

- Capturing customer information at store level, running analytics and targeted campaigns
- Upselling related products at point-of-sale through instant dynamic voucher codes
- Social media mapping to enrich customer database

Analytics Driven Customer Outreach

- Use of Content Marketing Platform ('near me search') to drive search traffic to local store micro-sites
- Enhancing customer conversion by following up on the digital footprint

Digitally Enabled MyKalyan centres

MyKalyan staff equipped with mobile app that:

- Stores customer data
- Manages lead generation

MyKalyan outlets also use 'near me search'

E-commerce

Candere - Kalyan's e-commerce site providing access to India, US and UK markets (currently a separate inventory)


Online Gold Ownership Certificate – customer can buy online and redeem at the store

Improving Employee Productivity And Efficiency Through Technology Advancements

- Employee training during the lockdown digitally
- Customer outreach initiated during lockdown, via employee mobile app
- Employee targets and goal achievements mapped through app, ensuring transparency efficiency



Candere - A Kalyan Jewellers Company

2013	2014	2016	2017
<p>Candere website launched</p> <p>Identified need for versatility of precious jewellery on online platforms</p>	<p>Achieved revenue of ₹1.1 Crores</p> <p>Established a fully commercial e-commerce website</p>	<p>Increased catalogue to 100 product categories & a variety of 4,000+ designs</p> <p>Increased average ticket size and conversion ratio substantially</p>	<p>Kalyan Jewellers make Candere.com their online platform through an acquisition</p> <p><i>Extraordinary together!</i></p> 

Today



Reported a revenue of **₹1,567 mn for FY23; CAGR growth of 68%** since acquisition by Kalyan Jewellers



Strong presence and **user loyalty** on leading marketplaces – **Amazon and Flipkart**



Customer trust and robust IT infrastructure has resulted in web traffic to increase



Robust And Effective Internal Processes And Controls



Enterprise Resource Planning System Allowing Real-time Visibility Into Inventory

Helpful during peak seasons, allowing management to respond quickly to replenish or reallocate inventory based on shifting customer demand patterns



Strict Inventory Management & Monitoring Practices - Accounting For Each Piece Of Inventory

Jewellery identification with a unique barcode, which aids tracking and monitoring of each piece of inventory further linked to the central ERP system. Daily inventory checks at the close of business at each showroom, monthly inventory weight verifications by regional managers / business heads



Strong Board With Independent Chair

Well diversified board with eminent personalities representing varied areas - retail, marketing, banking, finance, audit, regulatory

Board chaired by Independent Director



Big 4 Auditor

Deloitte Haskins & Sells LLP as the current Statutory Auditor since 2015



Integrated Operations To Allow Inventory Movement Between Showrooms

Inventory movement to align jewellery offerings with customer preferences and accommodate variations in seasonal buying patterns



Board Of Directors: Enriching Kalyan With Their Expertise And Insight



Mr. Vinod Rai
*Chairman & Independent Non-Executive Director**

- Former Comptroller and Auditor General of India
- Awarded Padma Bhushan, India's 3rd highest civilian award

Visionary Promoters: Laying Out Business Strategy



Mr. T.S. Kalyanaraman
Managing Director

- 46 years retail experience with 26 in the jewellery industry
- With Kalyan since inception



Mr. T.K. Seetharam
Whole-time Director

- ~23 years with Kalyan



Mr. T.K. Ramesh
Whole-time Director

- ~21 years with Kalyan

Non-Executive Directors: Retail Experience & Financial Sponsor Representation



Mr. Salil Nair
Non-Executive Director

- Ex-CEO of Shoppers Stop
- ~24 years of experience in the retail industry



Mr. Anish Kumar Saraf
Non-Executive Director

- MD Warburg Pincus India
- Highdell Nominee Director

Independent Directors: Industry Experience & Expertise In Key Domains



Ms. Kishori Jayendra Udeshi
Independent Director

- First woman Deputy Governor of RBI
- First Director of RBI to be nominated on Board of State Bank of India



Mr. Agnihotra Dakshina Murty Chavali
Independent Director

- Former Executive Director of Indian Overseas Bank and former Nominee Director of Bank of Baroda amongst others
- ~31 years of experience in the banking sector



Mr. T.S. Anantharaman
Independent Director

- Former Chairman of The Catholic Syrian Bank
- Several years of experience in banking, teaching management and accounting



Mr. Anil Sadasivan Nair
Independent Director

- Former CEO & Managing Partner of Law & Kenneth Saatchi & Saatchi
- ~20 years of experience in the field of advertising

Professional Management Team Driving Business Growth & Expansion



Mr. SANJAY RAGHURAMAN
Chief Executive Officer

- Qualified CA and CWA
- 10+ years with Kalyan, 15 years prior experience in retail, financial services & operations
- Previously worked with HDB Financial Services, Wipro and Clix Capital

CEO instrumental in driving geographical expansion and evolution into a pan India business, supported by a strong and experienced team of cross functional professionals



Mr. V. SWAMINATHAN
Chief Financial Officer

- Bachelor in Science from University of Madras, CA
- 6+ years with Kalyan
- 28 years experience in finance, corporate planning & control



Mr. SANJAY MEHROTTRA
Head of Strategy and Corporate Affairs

- Masters in Management Studies
- 5+ years with Kalyan
- ~28 years experience in Indian capital markets



Mr. ABRAHAM GEORGE
Head of Treasury and Investor Relations

- MBA from ICFAI University and Bachelors in Commerce
- 5+ years with Kalyan
- ~18 years of experience in finance and capital markets



Mr. ARUN SANKAR
Head of Technology

- Master of Technology (Computer Science) and engineering and a Master of Science (integrated) in Software Engineering
- 8+ years with Kalyan
- ~14 years experience in the technology sector



Mr. RAJESH R
Head of Legal and Compliance

- Bachelor of law and enrolled with Bar Council of Kerala
- 3+ year with Kalyan
- ~14 years experience in legal industry

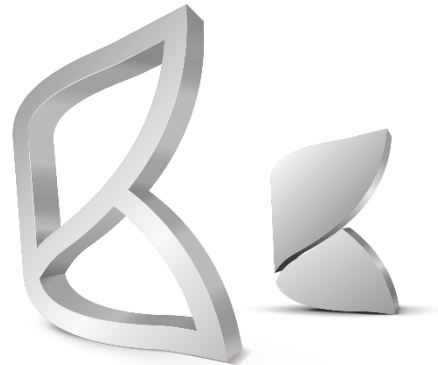


Mr. JISHNU R. G .
Company Secretary & Compliance Officer

- Bachelor of Commerce and Company Secretary
- 4+ years with Kalyan
- ~8 years experience in corporate compliance

03

STRATEGIC PRIORITIES







A Purpose-led Growth Across Different Phases

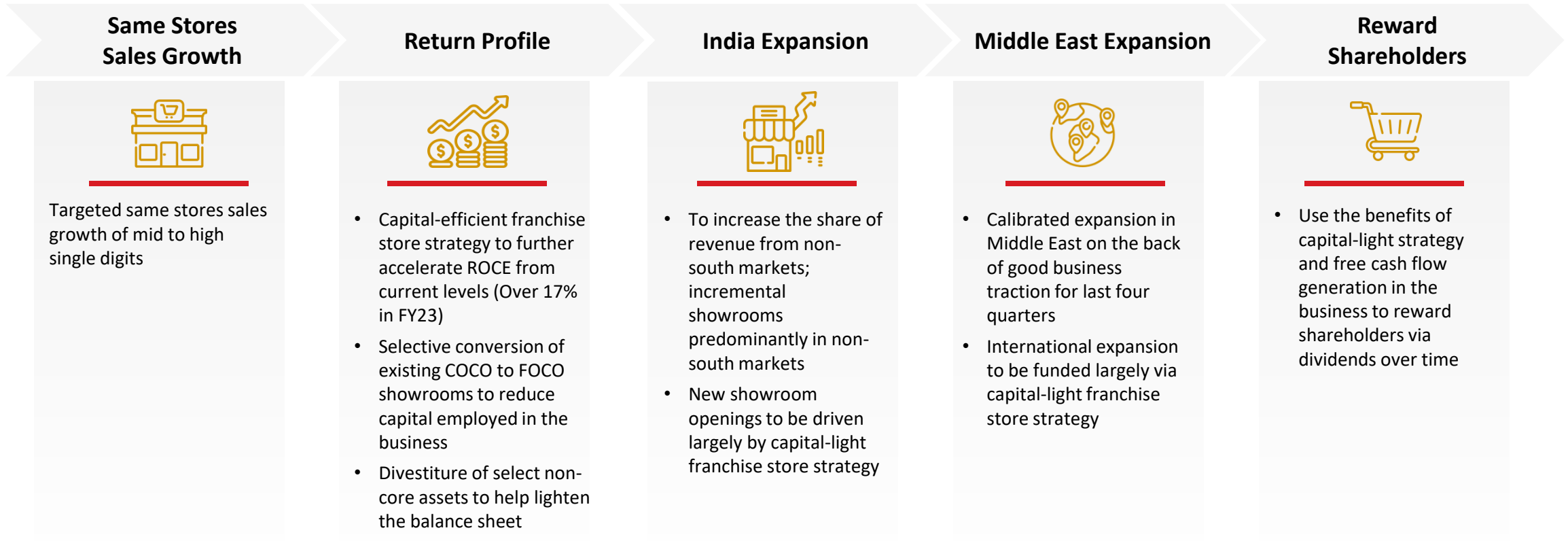
PHASE I 1993-2003	PHASE II 2004-2011	PHASE III 2012- 2021	PHASE IV Since IPO and Road Ahead
<p>Strengthening Our Roots</p> <ul style="list-style-type: none"> • Focus on brand building • Focused on building local supplier network and ecosystem 	<p>Growing In Southern India</p> <ul style="list-style-type: none"> • Expansion of showroom network across southern states of India • Largely focused on selling plain gold jewellery in South India • Launched “My Kalyan” customer outreach initiative 	<p>Pan-India Expansion, Professionalisation & Investment</p> <ul style="list-style-type: none"> • Pan-India, hyperlocal jeweller and concurrent expansion of product mix and diversification of distribution channels • Raised private equity investment from Warburg Pincus • Built a professionally managed team and a diverse board of directors 	<p>Capitalising On The Foundation – Public Listing & Accelerated Expansion</p> <ul style="list-style-type: none"> • Completed IPO in 2021 to capitalize the company for the next leg of growth and have significantly expanded Revenue & Profits through COVID period and brought on board an Independent Chairman • Announced and begun implementing a new capital light expansion strategy (via franchised stores) to focus on Free Cash generation, deleveraging and rewarding shareholders • Continue to focus on expanding presence, leveraging investments already made in the business – well-poised to capitalise on attractive industry dynamics



Our Strategic Priorities: Balancing Growth And Expansion

<p>LONG-TERM OBJECTIVES</p>	 <p>Leverage Scalable Business Model To Expand Showroom Network And Diversify Distribution Channels</p>	 <p>Widen Product Offerings To Further Increase Consumer Reach</p>	 <p>Leverage “My Kalyan” Network To Deepen Customer Outreach And Strengthen The Distribution Network In Core Markets</p>	 <p>Invest In CRM, Marketing And Analytics To More Effectively Target Consumers And Drive Sales</p>
<p>PRIORITIES</p>	<p>Strong brand, scalable business model, effective operational processes and proven track record of profitable expansion, positions Kalyan well to capitalise on the market opportunity arising from continued shift in demand in favour of organised jewellery companies. Expansion largely via capital-light franchise store strategy</p>	<p>Continue to increase focus on higher margin studded jewellery and explore opportunities to expand range of sub brands to introduce new branded jewellery lines targeted at both specific customer niches as well as the luxury market</p>	<p>Expand “My Kalyan” network in areas where Kalyan is currently underpenetrated relative to the scale of the latent demand opportunity in those particular markets</p>	<p>Invest in CRM, campaigns and technologies to analyse and manage customer interactions and related data throughout the customer lifecycle, with goal of creating a long-term relationship with customers, building customer retention and driving sales</p>

Way Forward – FY25

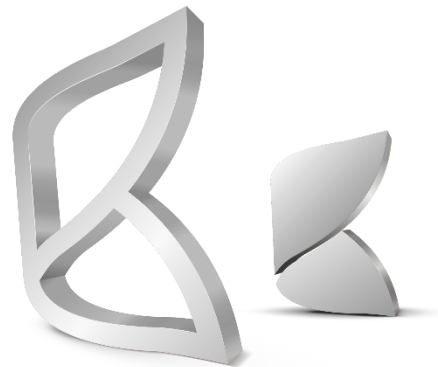


Note:

1. COCO (Company Owned Company Operated) showrooms to FOCO (Franchisee Owned Company Operated)
2. Return on Capital Employed (ROCE) calculated as Earnings Before Interest and Tax (EBIT) divided by sum of Average Equity, Average Net Debt (excluding Gold Metal Loan), Average Lease Liabilities

04

PERFORMANCE REVIEW



Kalyan Jewellers Has Made Significant Progress Over the Past Few Years

Meaningful Progress Across Key Business Metrics ...

		FY20	FY23
Scale & Growth	Revenues – Consol	₹ 1,01,009 Mn	₹ 1,40,714 Mn
	Revenues – India	₹ 78,458 Mn	₹ 1,15,840 Mn
Profitability	EBITDA Margin	7.5%	7.9%
	Profit After Tax (PAT)	₹ 1,423 Mn	₹ 4,569 Mn ²
Returns	ROCE	11.7%	17.4%
	ROE	6.8%	13.5% ²
Leverage (with GML)	Net Debt / EBITDA	3.8 x	2.3 x
	Net Debt / Equity	1.3 x	0.7 x

Note:

1. Return on Capital Employed (ROCE) calculated as Earnings Before Interest and Tax (EBIT) divided by sum of Average Equity, Average Net Debt (excluding Gold Metal Loan), Average Lease Liabilities Leverage computed excluding Gold Metal Loan.
2. Adjusted Profit After Tax considered here. Adjusted PAT calculated as sum of reported PAT and one-time exceptional write off after adjusting for tax using the formula: (Reported PAT + (Exceptional write off amount) *(1-Tax Rate))
3. Return on Equity (ROE) calculated as Profit After Tax (PAT) divided by Average Equity

... Supported by Clear Strategic Steps/Direction & Execution

Clear Strategic Direction Towards Capital-Efficient Growth, ROCE Accretive Expansion and Shareholder-Friendly Measures

Launch of Franchised Store Strategy in 2022

- 22 showrooms opened till date, LOIs signed for all showrooms planned for FY24
- 50+ showroom openings planned in FY24

Using FCF generation to pay down debt and reward shareholders

- 40% to 50% of the profits generated to be used for paying down debt and rewarding shareholders
- Recently announced maiden dividend

Continued steps toward best-in-class public company standards

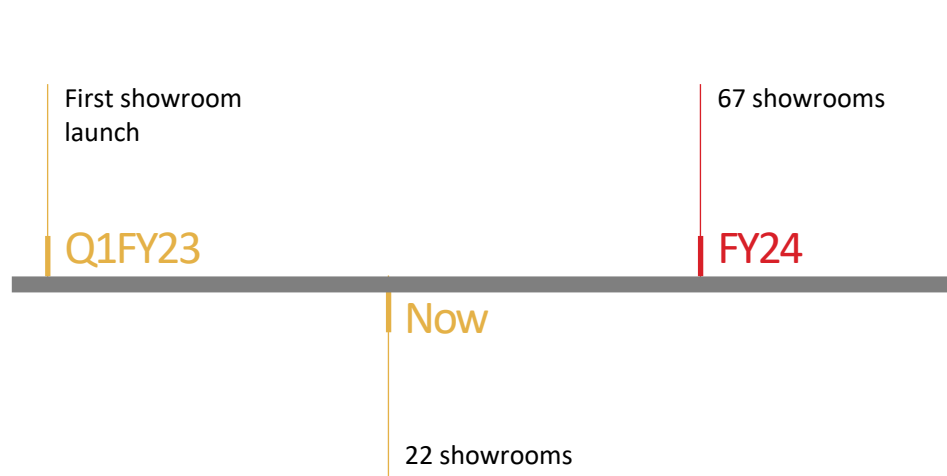
- Brought in an Independent Chairman of the Board in 2022

Strong Execution Over Past Several Years

- Adj. PAT² of Rs. 4,569 Mn vs Rs. 1,423 Mn in FY20 (221% growth)
- Meaningful improvement across ROCE and leverage metrics



Ushering Into New Era of Growth With Franchise Model



Objectives:

- Focus company’s expansion plans through this significantly more capital efficient and return accretive path
- Leverage Kalyan brand and utilize the infrastructure / resources of the franchise owner
- Franchise owned company operated stores (FOCO) ensuring robust compliance, monitoring systems and adherence to Kalyan Jewellers’ brand standards
- Inventory investment incurred by the franchisee; additionally, all showroom related expenses except salary borne by the franchisee

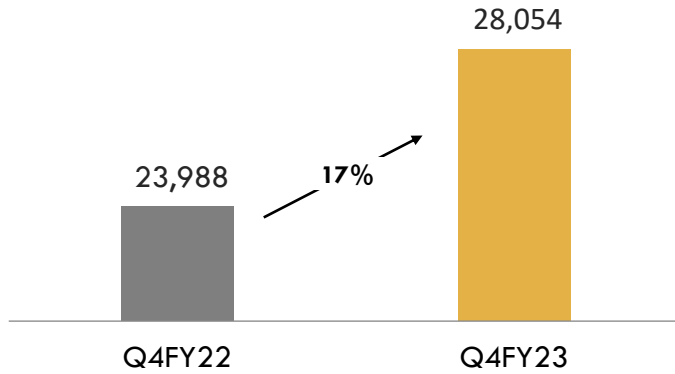
Recent Update:

Letters of Intent (LOI) signed for all the showrooms proposed to be launched in FY24; in active discussions with potential partners for the next set of franchised showrooms in south as well as non-south markets in India in addition to Middle East.



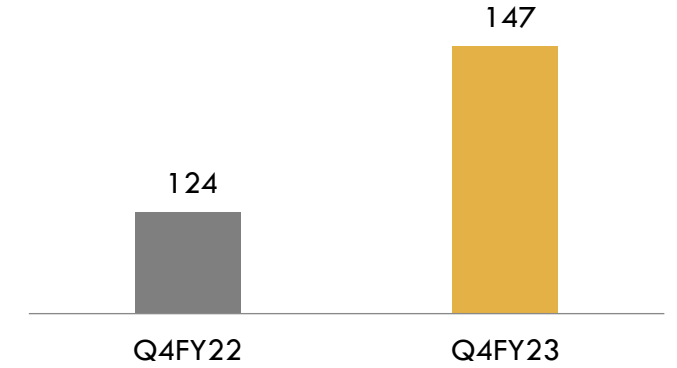
India: Q4FY23 Performance Summary

Revenue (₹mn)

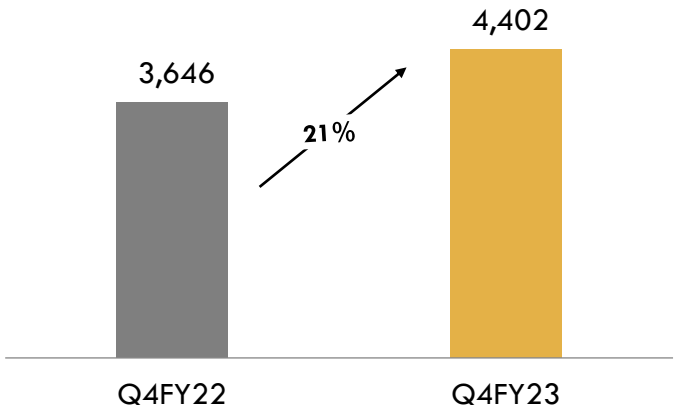


- Revenue growth of over 17% when compared to Q4FY22 driven by robust underlying momentum
- New customer additions continue to stay healthy; share of new customers at over 38%
- Added 11 showrooms during the quarter in India; addition of 23 showrooms during FY23
- Improvement in gross margin YoY; Marginal drop in EBITDA margin YoY largely due to preoperative expenses with respect to launch of next set of franchise showrooms

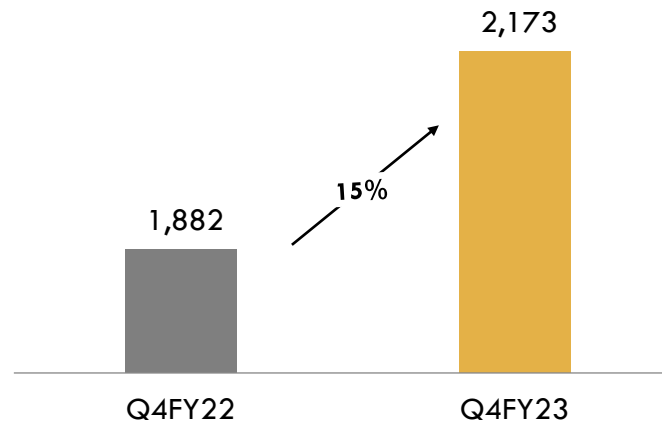
No. of Showrooms



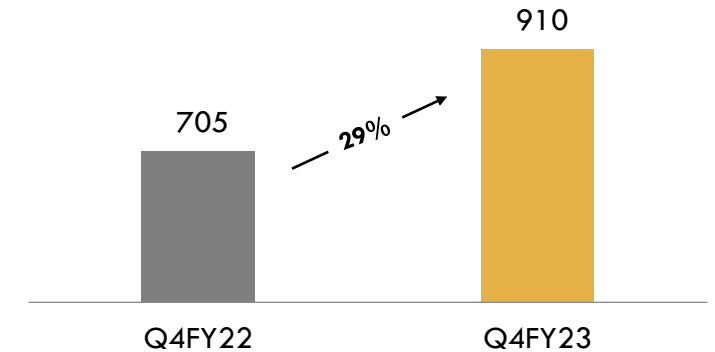
Gross Profit (₹mn)



EBITDA (₹mn)



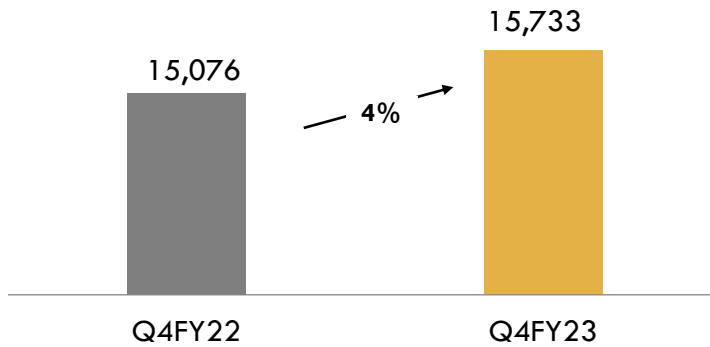
Adj. PAT (₹mn)¹



Note: ¹Adjusted PAT calculated as sum of reported PAT and one-time exceptional write off after adjusting for tax using the formula: (Reported PAT + (Exceptional write off amount) * (1-Tax Rate))

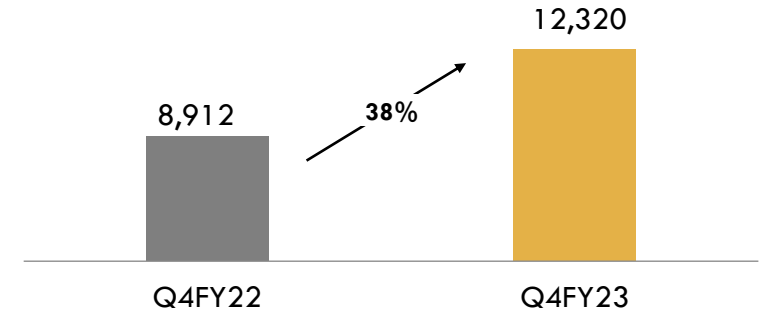
India: Q4FY23 Performance Summary

South Revenue (₹mn)

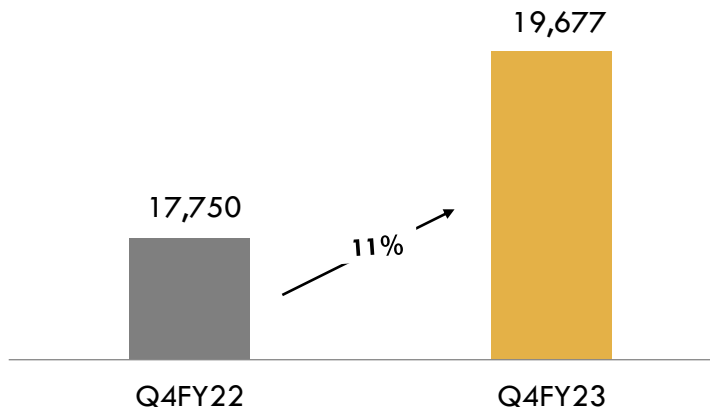


- Non-south share at 44% compared to 37% YoY
- Non-south revenue growth higher than south as mostly all the showroom launches have been in the non-south markets in the last 12 months

Non-South Revenue (₹mn)

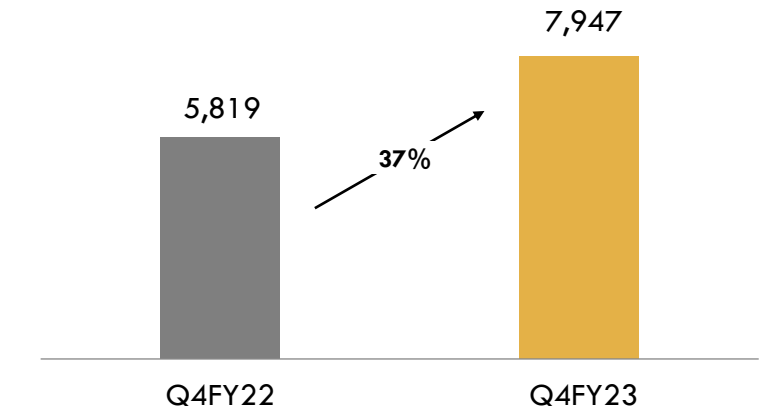


Gold Revenue (₹mn)



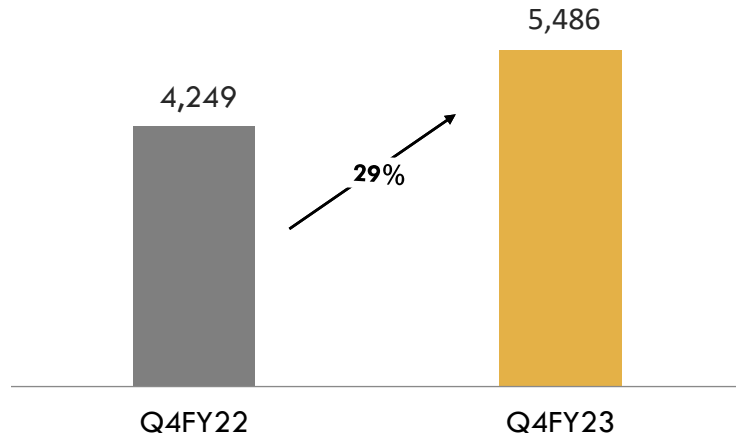
- Studded growth outpaced gold driven primarily by higher share of revenue from the non-south markets
- 28.3% studded share compared to 24.3% YoY and 26.7% QoQ

Studded Revenue (₹mn)



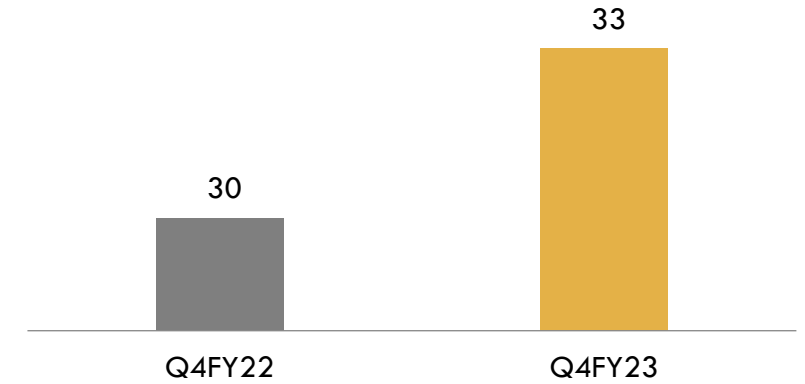
ME: Q4FY23 Performance Summary

Revenue (₹mn)

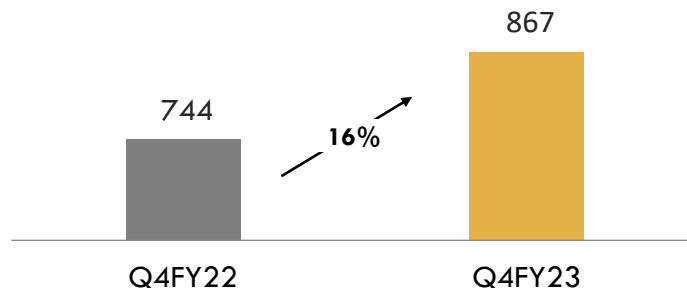


- Consumer sentiments continues to remain robust
- 29% revenue growth YoY largely driven by SSSG
- Two showrooms launched in the region during Q4FY23 taking the total number of showrooms opened during the financial year to three
- Margins have stabilised over the last 12 months with both resident as well as tourist customers becoming active

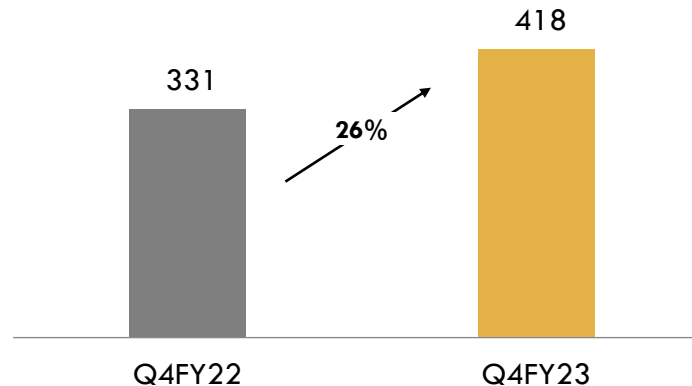
No. of Showrooms



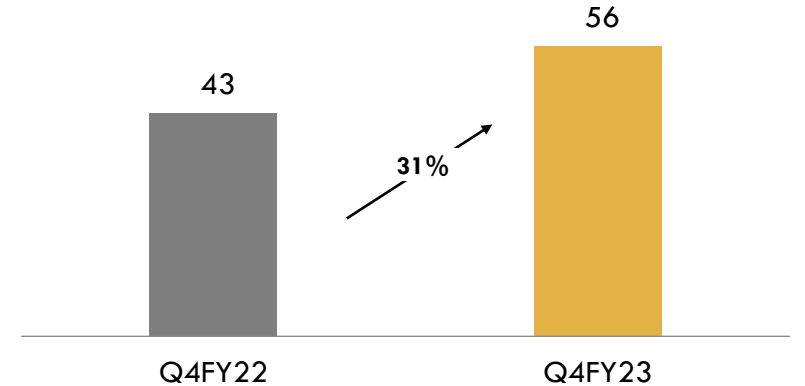
Gross Profit (₹mn)



EBITDA (₹mn)

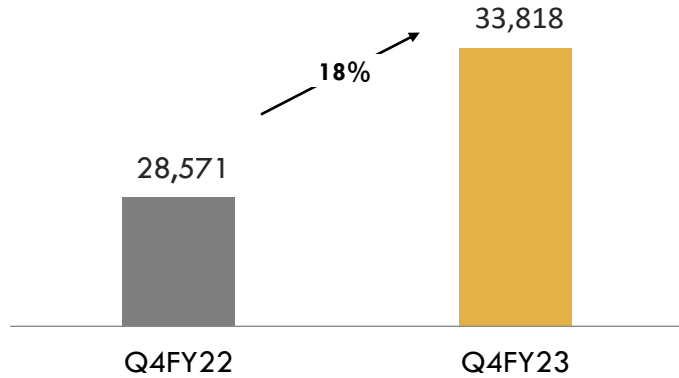


PAT (₹mn)

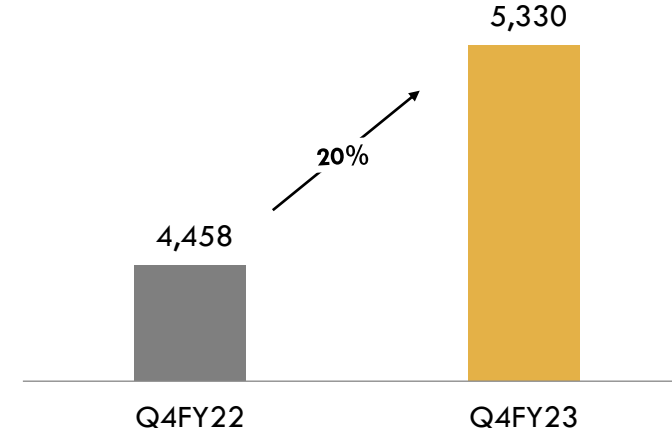


Consolidated: Q4FY23 Performance Summary

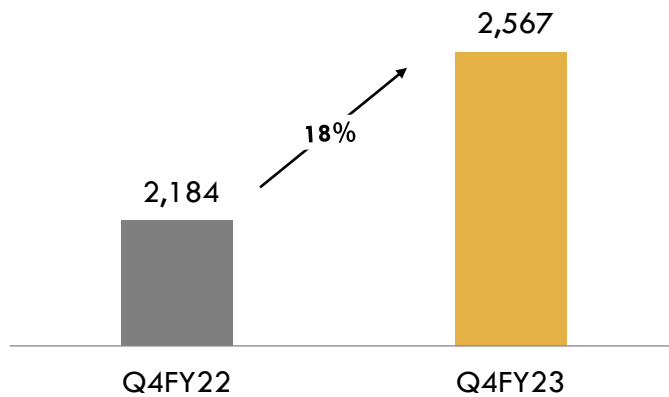
Revenue (₹mn)



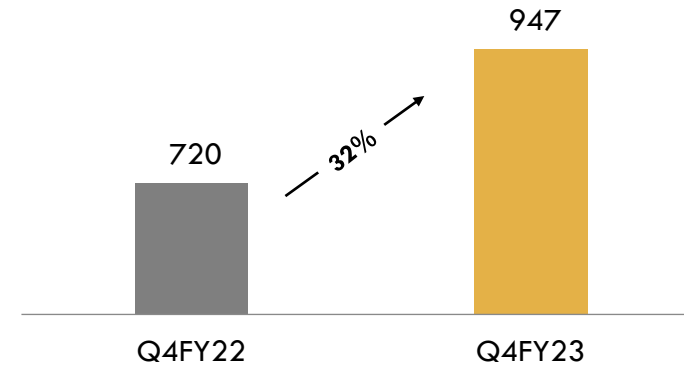
Gross Profit (₹mn)



EBITDA (₹mn)



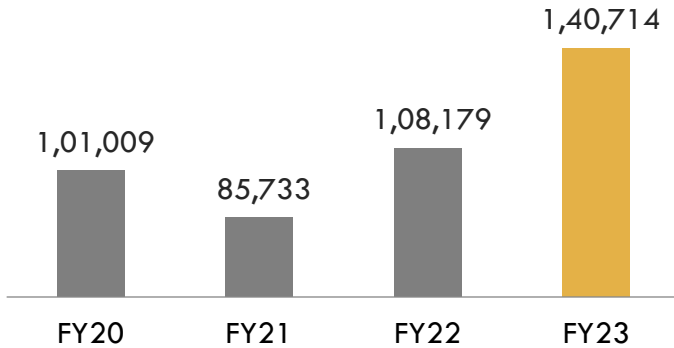
Adj. PAT (₹mn)¹



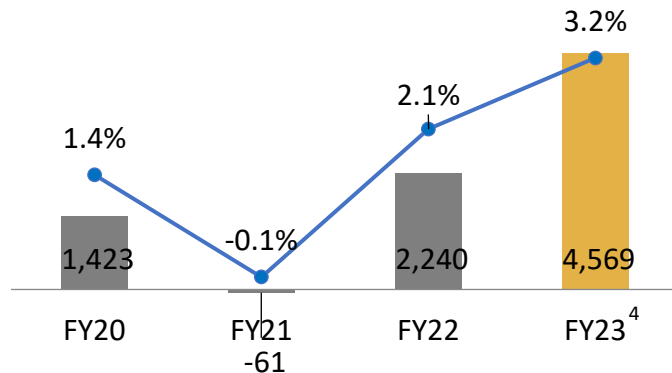
Note: ¹Adj. PAT calculated as sum of reported PAT and one-time exceptional write off after adjusting for tax using the formula: (Reported PAT + (Exceptional write off amount) *(1-Tax Rate))

FY23 Performance Summary

Revenue (₹mn)



PAT¹ (₹mn) & PAT Margins (%)



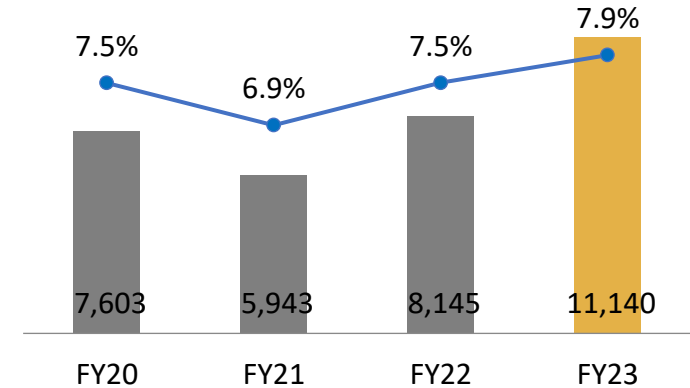
Significant acceleration in revenue momentum and profits over the last 3 years:

- FY23 Consolidated revenue of ₹140,714 mn over 39% higher than pre-COVID (FY20) levels
- FY23 India standalone revenue of ₹115,840 mn ~48% higher than pre-COVID (FY20) levels
- FY23 adjusted Profit After Tax⁴ of ₹4,569 mn in consolidated business - record PAT for the company, and over 221% higher than pre-COVID (FY20) levels

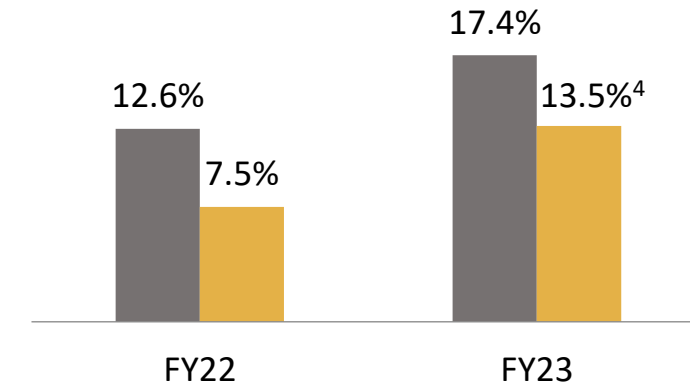
Notable improvement in the return profile of the business on the back of robust revenue and profitability growth; key levers for further improvement in the return profile:

- All new company owned showrooms delivering RoCE in excess of 25%
- Recently launched FOCO (Franchisee Owned Company Operated) model of franchised showrooms to help increase the pace of expansion both in India and Middle East in a more capital efficient return accretive path and provide further fillip to the overall return profile of the business
- Divestiture of non-core assets - signed LOIs for two of the identified assets

EBITDA¹ (₹mn) & EBITDA Margins (%)



■ RoCE² (%) ■ RoE³ (%)



Notes:

1: FY21 Opex includes ₹900 mn of one-time write-offs, losses relating to lease terminations and provisions for impairment largely relating to the impact of COVID in the Middle East business.

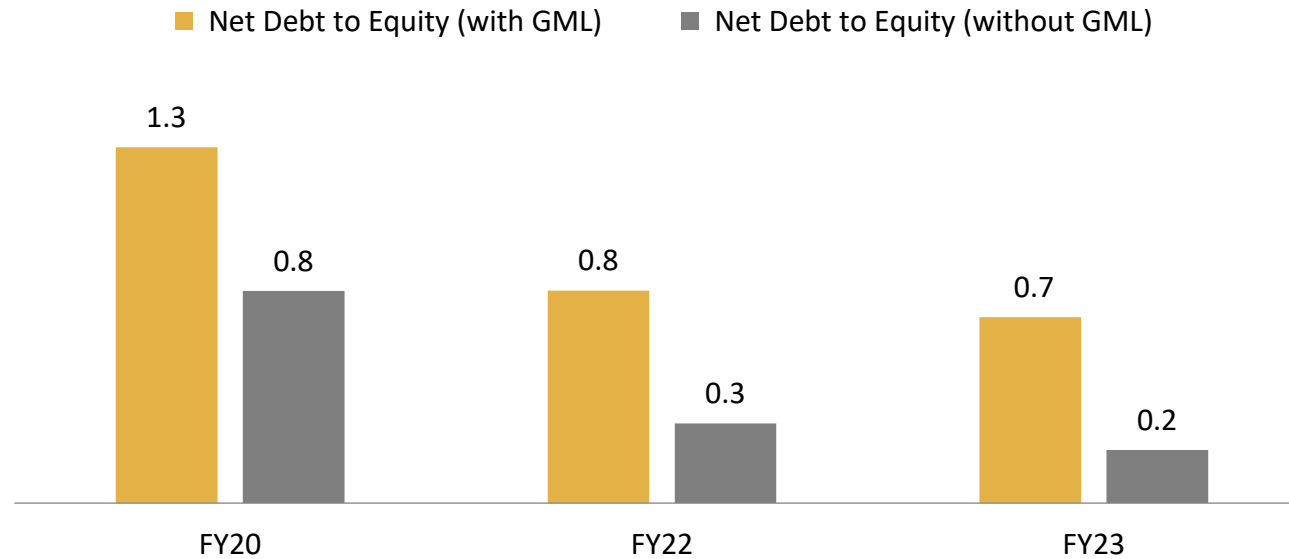
2: Return on Capital Employed (ROCE) calculated as Earnings Before Interest and Tax (EBIT) divided by sum of Average Equity, Average Net Debt (excluding Gold Metal Loan), Average Lease Liabilities

3: Return on Equity (ROE) calculated as Profit After Tax (PAT) divided by Average Equity

4: Adj. Profit After Tax considered here. Adjusted PAT calculated as sum of reported PAT and one-time exceptional write off after adjusting for tax using the formula: (Reported PAT + (Exceptional write off amount) *(1-Tax Rate))

Continued Focus On Strengthening Balance Sheet

Net Debt to Equity (x)



Note:

1. **GML:** Gold Metal Loan



Q4FY23 India: Income Statement

Particulars (₹mn)	Q4FY23	Q4FY22	YoY	Q3FY23	QoQ
Revenue	28,054	23,988	17%	32,187	(13)%
Gross Profit	4,402	3,646	21%	5,174	(15)%
<i>Gross Profit Margins %</i>	<i>15.7%</i>	<i>15.2%</i>		<i>16.1%</i>	
Total Opex	2,229	1,764	26%	2,419	(8)%
Advertisement & Promotion	564	452	25%	687	(18)%
Other Opex	1,665	1,313	27%	1,731	(4)%
EBITDA	2,173	1,882	15%	2,755	(21)%
<i>EBITDA Margins %</i>	<i>7.7%</i>	<i>7.8%</i>		<i>8.6%</i>	
Depreciation	470	445	6%	462	2%
EBIT	1,703	1,437	19%	2,293	(26)%
<i>EBIT Margin %</i>	<i>6.1%</i>	<i>6.0%</i>		<i>7.1%</i>	
Finance Cost	616	612	1%	594	4%
Other Income	133	137	(3)%	97	38%
Profit before exceptional items and tax	1,221	961	27%	1,796	(32)%
<i>Profit before exceptional items and tax margin %</i>	<i>4.4%</i>	<i>4.0%</i>		<i>5.6%</i>	
Exceptional items	333	-		-	
PBT	888	961	(8)%	1,796	(51)%
<i>PBT Margins %</i>	<i>3.2%</i>	<i>4.0%</i>		<i>5.6%</i>	
PAT	661	705	(6)%	1,332	(50)%
<i>PAT Margins %</i>	<i>2.4%</i>	<i>2.9%</i>		<i>4.1%</i>	

FY23 India: Income Statement

Particulars (₹mn)	FY23	FY22	YoY
Revenue	1,15,840	90,561	28%
Gross Profit	18,100	13,868	31%
<i>Gross Profit Margins %</i>	15.6%	15.3%	
Total Opex	8,769	6,953	26%
Advertisement & Promotion	2,412	1,931	25%
Other Opex	6,357	5,022	27%
EBITDA	9,331	6,915	35%
<i>EBITDA Margins %</i>	8.1%	7.6%	
Depreciation	1,831	1,805	1%
EBIT	7,500	5,110	47%
<i>EBIT Margin %</i>	6.5%	5.6%	
Finance Cost	2,343	2,636	(11)%
Other Income	426	424	0%
Profit before exceptional items and tax	5,583	2,899	93%
<i>Profit before exceptional items and tax margin %</i>	4.8%	3.2%	
Exceptional items	333	-	-
PBT	5,251	2,899	81%
<i>PBT Margins %</i>	4.5%	3.2%	
PAT	3,898	2,142	82%
<i>PAT Margins %</i>	3.4%	2.4%	

Q4FY23 ME: Income Statement

Particulars (₹mn)	Q4FY23	Q4FY22	YoY	Q3FY23	QoQ
Revenue	5,486	4,249	29%	6,412	(14)%
Gross Profit	867	744	16%	973	(11)%
Gross Profit Margins %	15.8%	17.5%		15.2%	
Total Opex	449	413	9%	448	0%
Advertisement & Promotion	100	95	5%	90	11%
Other Opex	349	318	10%	358	(3)%
EBITDA	418	331	26%	525	(20)%
EBITDA Margins %	7.6%	7.8%		8.2%	
Depreciation	154	130	18%	151	2%
EBIT	264	201	31%	374	(29)%
EBIT Margins %	4.8%	4.7%		5.8%	
Finance Cost	212	185	15%	207	3%
Other Income	43	17	159%	6	624%
Profit before exceptional items and tax	95	33	191%	173	(45)%
Profit before exceptional items and tax margin %	1.7%	0.8%		2.7%	
Exceptional items	-	-		-	
PBT	95	33	191%	173	(45)%
PBT Margins %	1.7%	0.8%		2.7%	
PAT	56	43	31%	170	(67)%
PAT Margins %	1.0%	1.0%		2.6%	

FY23 ME: Income Statement

Particulars (₹mn)	FY23	FY22	YoY
Revenue	23,640	16,404	44%
Gross Profit	3,629	2,764	31%
<i>Gross Profit Margins %</i>	<i>15.4%</i>	<i>16.9%</i>	
Total Opex	1,749	1,537	14%
Advertisement & Promotion	367	314	17%
Other Opex	1,383	1,223	13%
EBITDA	1,880	1,228	53%
<i>EBITDA Margins %</i>	<i>8.0%</i>	<i>7.5%</i>	
Depreciation	587	493	19%
EBIT	1,293	734	76%
<i>EBIT Margins %</i>	<i>5.5%</i>	<i>4.5%</i>	
Finance Cost	786	660	19%
Other Income	62	34	80%
Profit before exceptional items and tax	569	109	424%
<i>Profit before exceptional items and tax margin %</i>	<i>2.4%</i>	<i>0.7%</i>	
Exceptional items	-	-	
PBT	569	109	424%
<i>PBT Margins %</i>	<i>2.4%</i>	<i>0.7%</i>	
PAT	499	115	335%
<i>PAT Margins %</i>	<i>2.1%</i>	<i>0.7%</i>	

Q4FY23 Consolidated Income Statement

Particulars (₹mn)	Q4FY23	Q4FY22	YoY	Q3FY23	QoQ
Revenue	33,818	28,571	18%	38,841	(13)%
Gross Profit	5,330	4,458	20%	6,227	(14)%
<i>Gross Profit Margins %</i>	<i>15.8%</i>	<i>15.6%</i>		<i>16.0%</i>	
Total Opex	2,763	2,274	22%	2,957	(7)%
Advertisement & Promotion	689	573	20%	804	(14)%
Other Opex	2,074	1,701	22%	2,152	(4)%
EBITDA	2,567	2,184	18%	3,270	(21)%
<i>EBITDA Margins %</i>	<i>7.6%</i>	<i>7.6%</i>		<i>8.4%</i>	
Depreciation	632	580	9%	621	2%
EBIT	1,935	1,604	21%	2,649	(27)%
<i>EBIT Margins %</i>	<i>5.7%</i>	<i>5.6%</i>		<i>6.8%</i>	
Finance Cost	802	760	6%	772	4%
Other Income	146	115	28%	69	112%
Profit before exceptional items and tax	1,280	959	33%	1,946	(34)%
<i>Profit before exceptional items and tax margin %</i>	<i>3.8%</i>	<i>3.4%</i>		<i>5.0%</i>	
Exceptional items	333	-		-	
PBT	947	959	(1)%	1,946	(51)%
<i>PBT Margins %</i>	<i>2.8%</i>	<i>3.4%</i>		<i>5.0%</i>	
PAT	698	720	(3)%	1,484	(53)%
<i>PAT Margins %</i>	<i>2.1%</i>	<i>2.5%</i>		<i>3.8%</i>	

FY23 Consolidated Income Statement

Particulars (₹mn)	FY23	FY22	YoY
Revenue	1,40,714	1,08,179	30%
Gross Profit	21,992	16,916	30%
<i>Gross Profit Margins %</i>	<i>15.6%</i>	<i>15.6%</i>	
Total Opex	10,852	8,771	24%
Advertisement & Promotion	2,881	2,324	24%
Other Opex	7,971	6,448	24%
EBITDA	11,140	8,145	37%
<i>EBITDA Margins %</i>	<i>7.9%</i>	<i>7.5%</i>	
Depreciation	2,446	2,316	6%
EBIT	8,694	5,829	49%
<i>EBIT Margins %</i>	<i>6.2%</i>	<i>5.4%</i>	
Finance Cost	3,026	3,224	(6)%
Other Income	379	383	(1)%
Profit before exceptional items and tax	6,048	2,989	102%
<i>Profit before exceptional items and tax margin %</i>	<i>4.3%</i>	<i>2.8%</i>	
Exceptional items	333	-	
PBT	5,715	2,989	91%
<i>PBT Margins %</i>	<i>4.1%</i>	<i>2.8%</i>	
PAT	4,319	2,240	93%
<i>PAT Margins %</i>	<i>3.1%</i>	<i>2.1%</i>	

Standalone Balance Sheet

Particulars (₹mn)	FY22	FY23	Particulars (₹mn)	FY22	FY23
Equity and Liabilities			Assets		
I Equity			I Non-current Assets		
(a) Equity Share Capital	10,301	10,301	(a) Property, Plant and Equipment	8,520	7,371
(b) Other Equity	22,335	26,366	(b) Capital Work in progress	15	194
Total Equity	32,636	36,666	(c) Right of use Assets	4,835	4,904
II Liabilities			(d) Investment Property	611	611
1 Non-current Liabilities			(e) Intangible Assets	45	28
(a) Financial Liabilities			(f) Intangible Assets Under Development	4	4
(i) Lease Liabilities	5,482	6,316	(g) Financial Assets		
(b) Provisions	270	286	(i) Investments	7,676	7,676
Total Non-current Liabilities	5,752	6,602	(ii) Loans	1,127	1,669
2 Current Liabilities			(iii) Other Financial Assets	666	1,513
(a) Financial Liabilities			(h) Deferred Tax Assets (Net)	395	525
(i) Borrowings	13,809	13,241	(i) Non-current tax assets (net)	48	-
(ii) Metal Gold Loan	10,042	10,911	(j) Other Non-current Assets	560	539
(iii) Lease Liabilities	764	934	Total Non-current Assets	24,503	25,034
(iv) Trade Payables			II Current Assets		
Total Outstanding Dues of Micro and Small Enterprises	-	-	(a) Inventories	47,457	57,139
Total Outstanding Dues of Creditors Other than Micro and Small Enterprises	4,953	9,685	(b) Financial Assets		
(v) Other Financial Liabilities	188	115	(i) Trade Receivables	45	1,076
(b) Provisions	142	122	(ii) Cash and Cash Equivalents	870	640
(c) Other Current Liabilities	9,273	13,496	(iii) Bank Balances Other than (ii) above	3,748	5,555
(d) Current Tax Liabilities (net)	-	205	(iv) Other Financial Assets	344	645
Total Current Liabilities	39,172	48,709	(c) Other Current Assets	593	548
Total liabilities	44,924	55,311	Total Current Assets	53,057	65,603
Total Equity and Liabilities (I+II)	77,559	91,977	Assets held for sale	-	1,339
			Total Assets (I+II)	77,559	91,977

Consolidated Balance Sheet

Particulars (₹mn)	FY22	FY23	Particulars (₹mn)	FY22	FY23
Equity and Liabilities			Assets		
I Equity			I Non-current Assets		
(a) Equity Share Capital	10,301	10,301	(a) Property, Plant and Equipment	9,816	8,738
(b) Other Equity	21,070	26,047	(b) Capital Work in progress	17	200
(c) Non – Controlling Interests	9	(2)	(c) Right of use Assets	8,667	9,580
Total Equity	31,380	36,345	(d) Investment Property	611	611
II Liabilities			(e) Goodwill on consolidation	51	51
1 Non-current Liabilities			(f) Intangible assets	70	49
(a) Financial Liabilities			(g) Intangible assets under development	4	4
(i) Borrowings	243	78	(h) Financial assets		
(ii) Lease Liabilities	5,667	6,643	(i) Investments	6	44
(b) Provisions	343	377	(ii) Other financial assets	734	1,592
Total Non-current Liabilities	6,253	7,097	(i) Deferred tax assets (net)	450	562
2 Current Liabilities			(j) Non-current tax assets (net)	53	-
(a) Financial Liabilities			(k) Other non-current assets	560	539
(i) Borrowings	18,421	16,472	Total Non-current Assets	21,038	21,971
(ii) Metal Gold Loan	14,968	18,536	II Current Assets		
(iii) Lease Liabilities	994	1,226	(a) Inventories	57,943	70,139
(iv) Trade Payables			(b) Financial Assets		
Total Outstanding Dues of Micro and Small Enterprises	2	10	(i) Trade Receivables	1,195	2,442
Total Outstanding Dues of Creditors Other than Micro and Small Enterprises	6,564	11,917	(ii) Cash and Cash Equivalents	1,490	1,409
(v) Other Financial Liabilities	328	222	(iii) Bank Balances Other than (ii) above	6,282	8,410
(b) Provisions	149	131	(iv) Other Financial Assets	305	629
(c) Other Current Liabilities	10,392	14,966	(c) Other Current Assets	1,199	790
(d) Current Tax Liabilities (net)	-	207	Total Current Assets	68,414	83,819
Total Current Liabilities	51,818	63,687	Assets held for sale	-	1,339
Total liabilities	58,072	70,785	Total Assets	89,451	1,07,129
Total Equity and Liabilities (I+II)	89,451	1,07,129			



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