



SEC/78/2022-2023

November 10, 2022

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 quarter ended September 30, 2022.

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

Kindly take the same into your records.

Thanking You

Jishnu RG
Company Secretary & Compliance Officer

Kalyan Jewellers India Limited

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WWW.KALYANJEWELLERS.NET



INVESTOR PRESENTATION

November 2022

KALYAN JEWELLERS INDIA LIMITED

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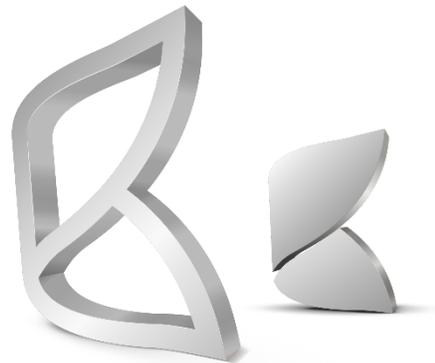
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E-COMMERCE PLATFORM



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

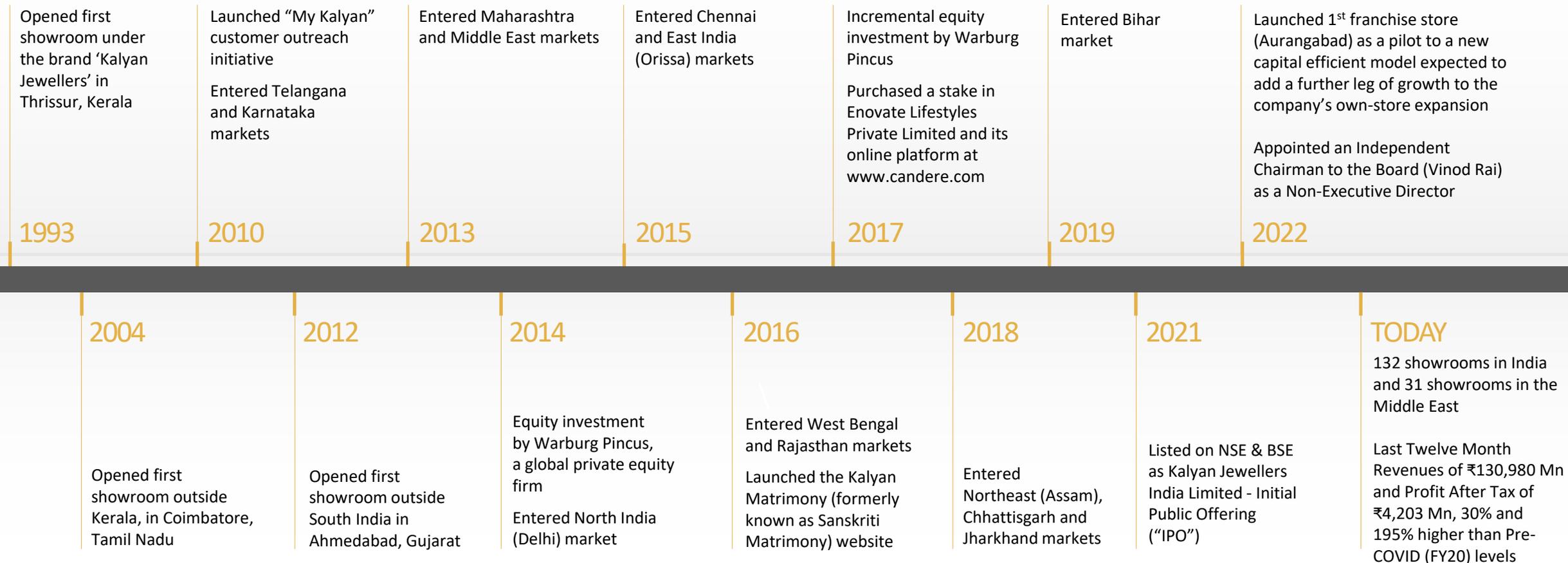
2021: Listed on NSE and BSE as Kalyan Jewellers India Limited

2022: Reached the count of 163 showrooms across India and in Middle East

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



Evolution Of A Trusted Pan-India Brand



Key Highlights



29 Years
Since Formation



132
Showrooms
in India



31
Showrooms in
Middle East



881
"My Kalyan"
Grassroots Stores



₹ 130,980 Mn
Current Revenues
(Last 12 months)



5
Countries



21
States & Union Territories
in India



13
Procurement Centres



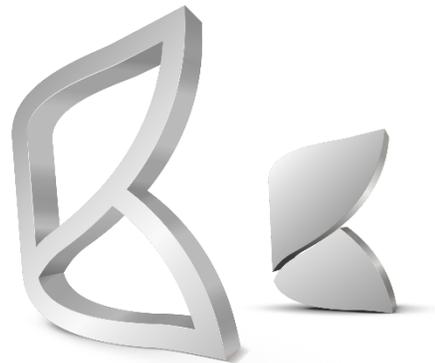
8,758
Employees



₹ 4,203 Mn
Current Profit After Tax
(Last 12 months)

02

INVESTMENT HIGHLIGHTS



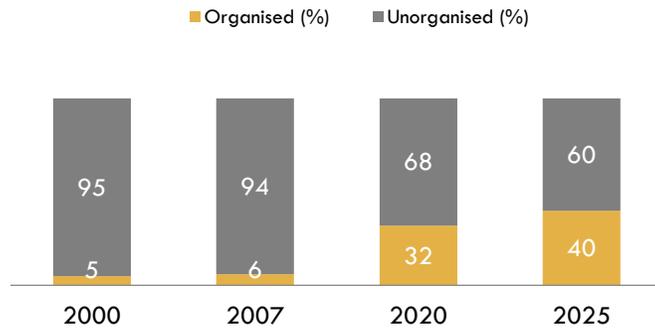
Kalyan Jewellers: Built On Core Competitive Strengths



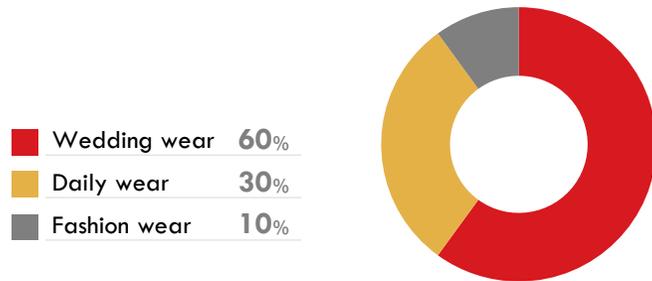
- 1** **Leading brand** in a large market with rapidly **increasing organised share** driven by significant growth tailwinds
- 2** **Established Brand Built on Core Values of Trust & Transparency**
Trusted brand synonymous with solving key pain points of the industry
- 3** **Pan India Presence**
One 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)

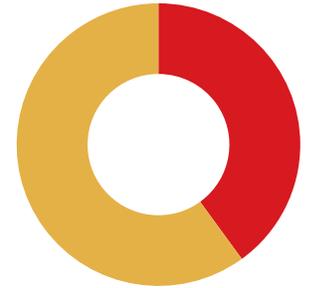
70%

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

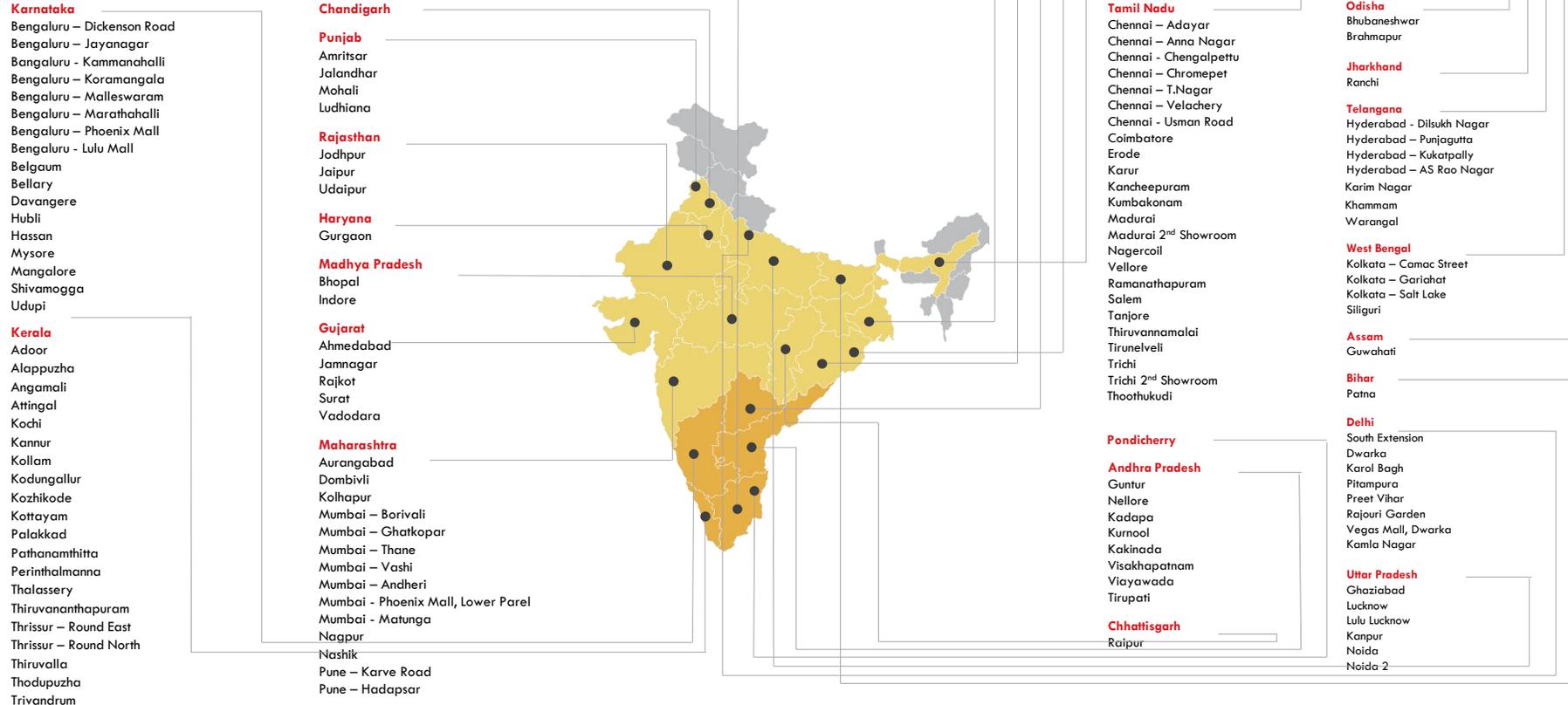


After-sales Service & Staff Training

Staff training to drive customer satisfaction and win repeat business

A True Pan-India Player With Expansive Geographical Presence

Pan-India Presence



81%
 Showrooms in India (Including Candere)

19%
 Showrooms in Middle East

Balanced Pan-India presence

59%
 South India

41%
 Non-South India

37%
 Metro Presence

63%
 Non-Metro Presence

6%
 Organised Jewellery Market Share ¹

527,000+ sq ft
 Pan-India
 Showroom aggregate retail space

40,000+ sq ft
 Middle East

560 sq ft
 Candere area

5
 Countries

21
 States & Union Territories in India

131
 Showrooms in India (Standalone)

1
 Showrooms in India (Candere)

31
 Showrooms in Middle East

881
 "My Kalyan" Grassroots Stores

¹ Source: Technopak



Effective Marketing Strategy

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

₹10,000+ mn

Marketing and Advertising Investments In Last 4 Years

NATIONAL BRAND AMBASSADORS



Amitabh Bachchan



Katrina Kaif



Jaya Bachchan



Shweta Nanda Bachchan

REGIONAL INFLUENCERS



Pooja Sawant
Maharashtra (Marathi)



Wamiqa Gabbi
Punjab (Punjabi)



Ritabhari Chakraborty
West Bengal (Bengali)

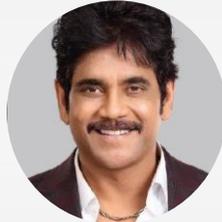


Kinjal Rajpriya
(Gujarati)

REGIONAL BRAND AMBASSADORS



Prabhu Ganesan
Tamil Nadu (Tamil)



Nagarjuna Akkineni
Andhra Pradesh, Telangana
(Telugu)



Shiv Rajkumar
Karnataka (Kannada)



Manju Warriar
Kerala (Malayalam)



Kalyani Priyadarshan
South India

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 3,259 "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

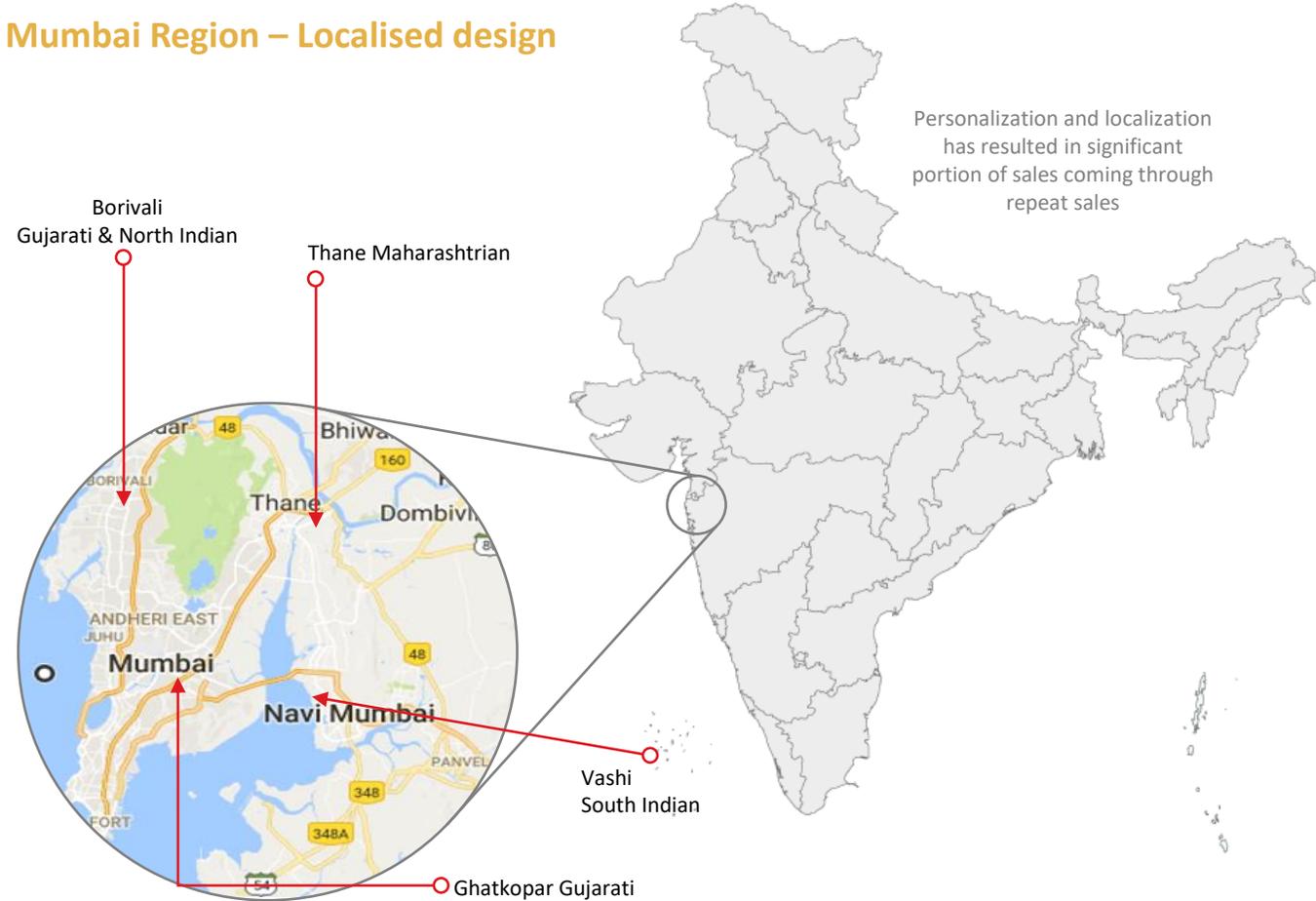


Unique marketing approach of localizing the brand with local superstars



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



881

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

10 mn

Endeavored customer connect each year

19%+

Contribution to revenue from operations in India

3,259

Employees

38%+

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



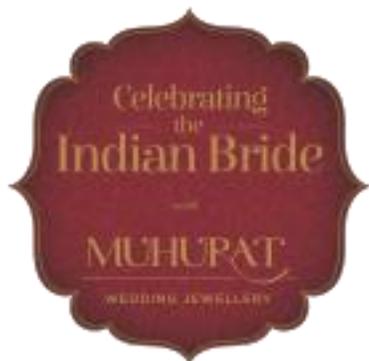
TARGET AUDIENCE

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, UN CUT DIAMONDS,
PRECIOUS STONES AND
DIAMONDS

BRIDAL WEAR

MUDHRA
HANDCRAFTED
ANTIQUÉ JEWELLERY

ANTIQUÉ (NON YELLOW
GOLD FINISH)

**OCCASION
WEAR**

nimāh
HERITAGE JEWELLERY

GOLD STUDED 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
STUDED

**OCCASION
WEAR**

rang
precious stones

PRECIOUS STUDED
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**

Gold
Diamond
| Uncut Diamond



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



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

Visionary Promoters: Laying Out Business Strategy



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

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



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 Industry Experience And 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



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. Anil Sadasivan Nair
Independent Director

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



Mr. Mahalingam Ramaswamy
Independent Director

- Former Managing Director of State Bank of Travancore
- ~36 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

*Note: Appointment as Chairman & Independent Non-Executive Director is subject to shareholder approval.



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
- 4+ 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

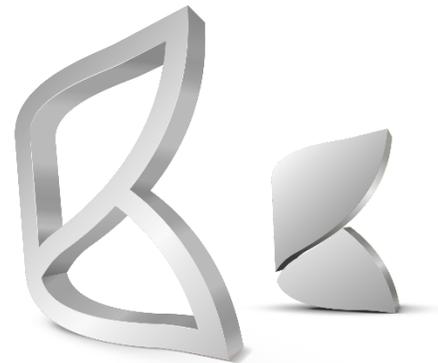


Mr. JISHNU R. G .
Company Secretary & Compliance Officer

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

03

E-COMMERCE PLATFORM



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 **₹1,412 mn for FY22; CAGR growth of 83%** since acquisition by Kalyan Jewellers

H1FY23 revenue of ₹810 mn, YoY growth of 45%

Annualised monthly revenue run rate of **₹1,600 mn**



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

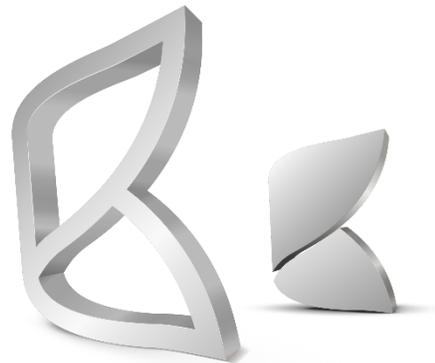


Customer trust and robust IT infrastructure has resulted in web traffic to increase **from 3.7 mn in 2017 to 25 Mn in 2022**



04

STRATEGIC PRIORITIES



A Purpose-led Growth Across Different Phases

PHASE I 1993-2003	PHASE II 2004-2011	PHASE III 2012- 2021	PHASE IV 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 And Investment</p> <ul style="list-style-type: none"> • Pan-India, hyperlocal jeweller and concurrent expansion of product mix and diversification of distribution channels • Equity investment from Warburg Pincus • Built a professionally managed team 	<p>Capitalising On The Foundation</p> <ul style="list-style-type: none"> • Expand presence across several markets in India leveraging substantial past efforts and experience • Calibrated showroom expansion, widen product offerings, leverage “My Kalyan” network and analytics-driven customer outreach • Well poised to capitalise on attractive industry dynamics given investments made in brand, store infrastructure, team and systems/processes

Our Strategic Priorities: Balancing Growth And Expansion

LONG-TERM OBJECTIVES	 <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>
PRIORITIES	<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

Same Stores Sales Growth



Targeted same stores sales growth of mid to high single digits

Margins – FY25



- To improve gross margins organically through upselling and rise in the share of revenues from non-south region
- The Company aims to improve gross margins by 2%+ and maintain a steady state EBITDA margin of 10%+
- The EBITDA margins will be driven by increase in gross margins coupled with operating leverage

India Expansion



- To increase the share of revenue from non-south markets; incremental showrooms predominantly in non-south markets
- New showroom openings to be driven largely by capital-light franchise store strategy

Middle East Expansion



- Calibrated expansion in Middle East on the back of good business traction for last four quarters
- International expansion to be funded largely via capital-light franchise store strategy

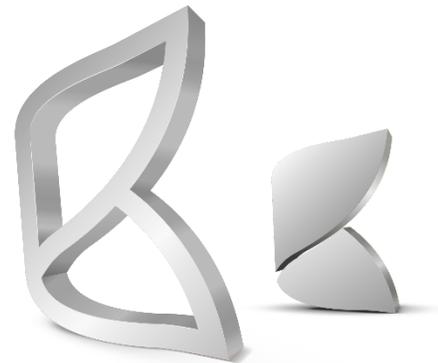
Online Platform: Candere



- Aggressive plan drawn up for the next phase of growth
- First offline showroom opened during Q2FY23

05

PERFORMANCE REVIEW



Key Recent Highlights

Significant Acceleration in Kalyan's Growth, Profitability & Return Profile vs. Pre-COVID Continues

- Industry dynamic of rapidly accelerating demand shift towards organised players, significantly benefitting well capitalized players with strong brands and store networks such as Kalyan
- Government's impetus towards formalising sector with mandatory hallmarking norms is a further tailwind for the industry and Kalyan's performance
- Aided by industry tailwinds and strong execution, Kalyan's business has seen a significant acceleration in scale, growth, profitability and return profile
 - **Last Twelve Month Revenues of ₹130,980 Mn in core India business 30% higher than pre-COVID (FY20) levels of ₹78,458 Mn**
 - **Last Twelve Month Profit After Tax of ₹4,203 Mn in consolidated business (record PAT for the company) ~195% higher than pre-COVID (FY20) levels of ₹1,423 Mn**
 - **Current RoCE of 17.2% based on last 12 months performance**
- Continued expansion of network infrastructure to capitalize on demand opportunity (opened 18 stores in FY22 and 9 stores in H1FY23)

Launch of New Franchised Store Strategy Providing an Avenue for Capital Efficient Growth Which Will be Accretive to our Returns

- Developed a strategy & execution roadmap for franchise store operations – assessing the market opportunity, developing a robust economic model and evaluating potential partners
- Already launched 5 franchise showrooms (in non-south India markets) – encouraging early signs of success in terms of consumer acceptance, revenue trends & franchise operations
- Pipeline of approximately 50 potential franchise partners currently; already executed the next set of 6 LOIs in India and a first in the Middle East

Adhering to Highest Standards of Corporate Governance – Appointment of an Independent Non-Executive Chairman

- Mr. Vinod Rai appointed as Independent Chairman – was Former Comptroller & Auditor General of India, the former Chair of the United Nations Panel of External Auditors and has held various positions within the govt., where he has been instrumental in a wide variety of reforms in India; also awarded Padma Bhushan, one of India's highest civilian awards

Developing Strategy/Roadmap to Optimize RoCE Profile and Use Profits/FCF to Repay Debt & Reward Shareholders – Key Initiatives:

- Capital-efficient franchise store strategy to drive expansion agenda (discussed above)
- In India, opportunistically exploring converting some owned showrooms in the South to franchise; redeploy capital to accelerate expansion in higher-margin non-south markets
- In Middle East, exploring conversion of some owned showrooms to franchise model to reduce invested capital and improve ROCEs (Int'l Ops being targeted as largely capital light)
- Exploring the divestiture of certain non-core assets to lighten the balance sheet (e.g. recently given a mandate to a consultant to explore the sale of corporate aircraft)

Note: 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

Ushering Into New Era of Growth With Franchise Model



Example: 1st Franchise store at Aurangabad, Maharashtra

Target Locations for Franchise – Metro, Tier 1, 2, 3 cities across non-south India

Objectives:

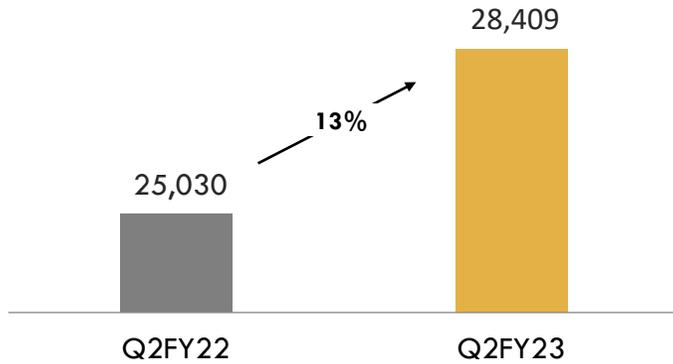
- Focus company's expansion plans through this significantly more capital efficient and return accretive path
- Leverage Kalyan brand and utilize the infrastructure / resources of the franchise owner
- Franchise owned company operated stores (FOCO) ensuring robust compliance, monitoring systems and adherence to Kalyan Jewellers' brand standards
- Robust franchise selection process includes evaluating market goodwill, financial strength and other business interests
- Capex and inventory investment incurred by the franchisee; additionally, all showroom related expenses except salary borne by the franchisee

Recent Updates:

- Developed a strategy & execution roadmap for franchise store operations – assessing the market opportunity, developing a robust economic model and evaluating potential partners
- Already launched 5 franchise showrooms (in non-south India markets) – encouraging early signs of success in terms of consumer acceptance, revenue trends & franchise operations
- Pipeline of approximately 50 potential franchise partners currently; already executed the next set of 6 LOIs in India and a first in the Middle East

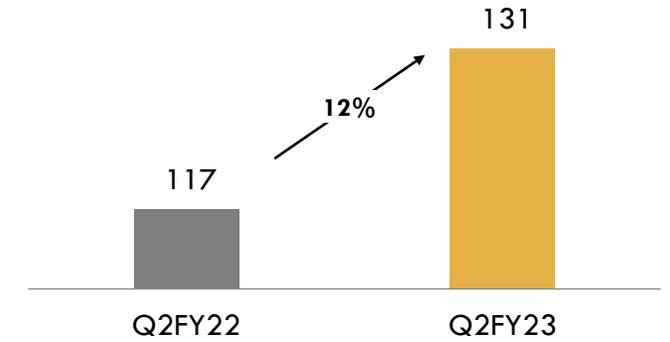
India: Q2FY23 Performance Summary

Revenue (₹mn)

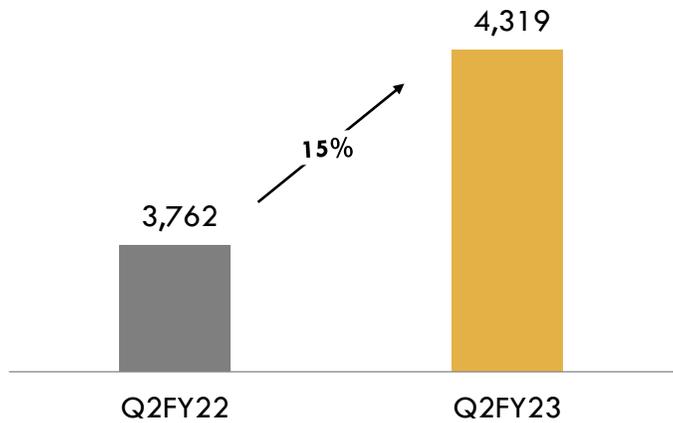


- Strong revenue momentum across geographies; base year revenue high due to pent-up demand post COVID wave-2 lockdown
- Revenue CAGR of ~20% over the last 3 years (Q2FY20-Q2FY23)
- New customer additions continue to stay healthy
- Improvement in gross margin YoY driven largely by higher share of revenue from non-south markets and higher share of studded revenue
- EBITDA margin down YoY as A&P spends during the base year was muted due to extended impact of COVID wave-2 in most parts of the country; current quarter A&P spends marginally higher due to early launch of Diwali campaigns
- PAT margins improved YoY largely driven by the savings in interest expense (higher share of GML and interest rate reduction for the cash credit facilities)

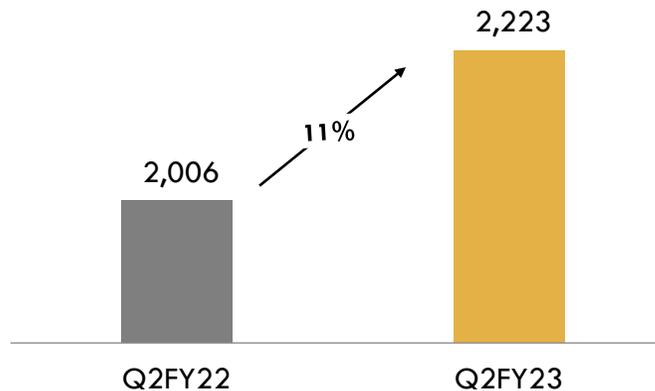
No. of Showrooms



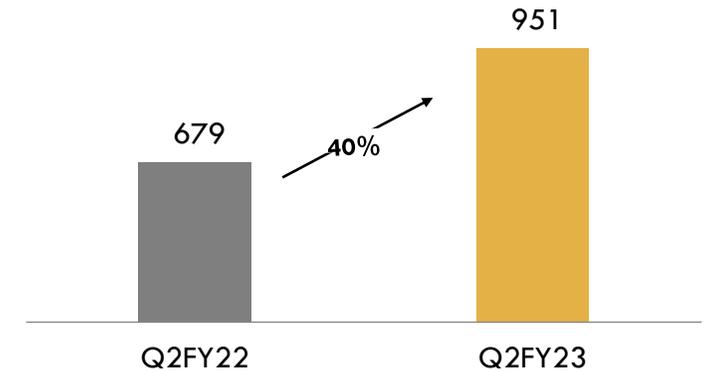
Gross Profit (₹mn)



EBITDA (₹mn)

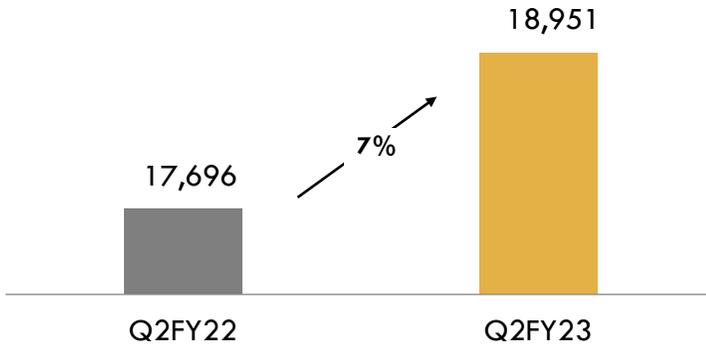


PAT (₹mn)



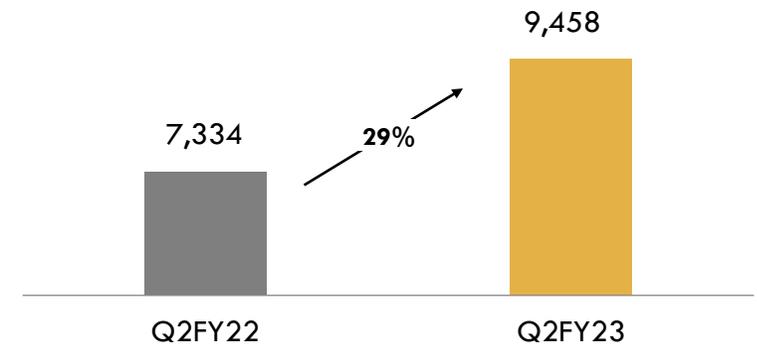
India: Q2FY23 Performance Summary

South Revenue (₹mn)

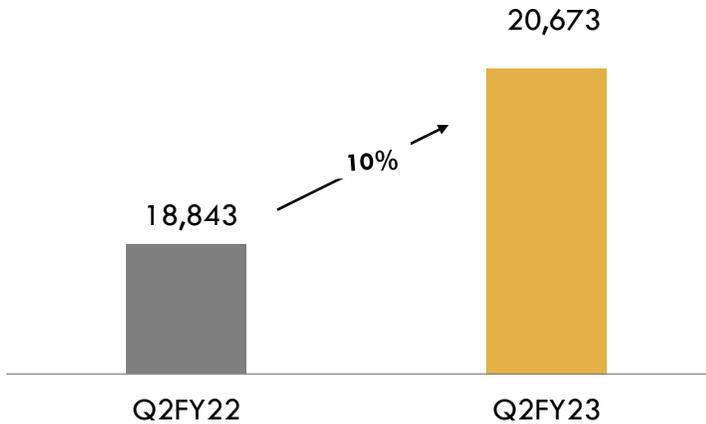


- Robust momentum continues across geographies driven by rise in footfalls and market share
- Revenue growth in non-south markets higher as the showroom addition over the last 12 months have been predominantly in non-south of India - in line with Vision 2025
- Non-south share at 33% compared to 29% YoY

Non-South Revenue (₹mn)

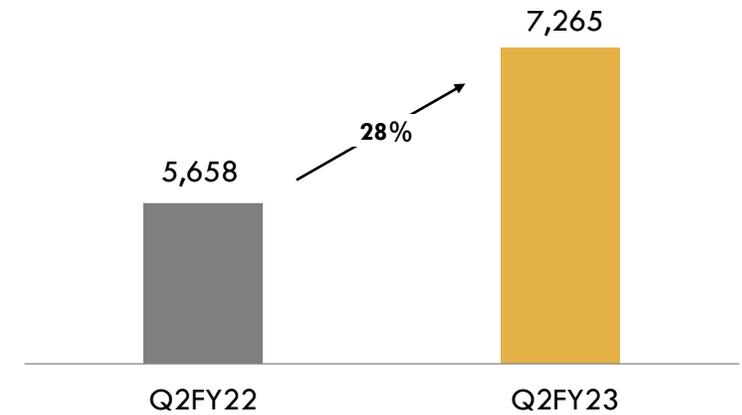


Gold Revenue (₹mn)



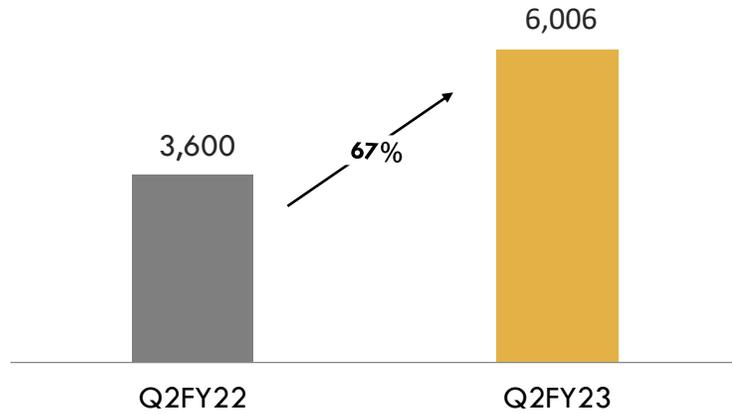
- Studded growth outpaced gold driven primarily by higher share of revenue from the non-south markets
- 26% studded share compared to 23% YoY

Studded Revenue (₹mn)



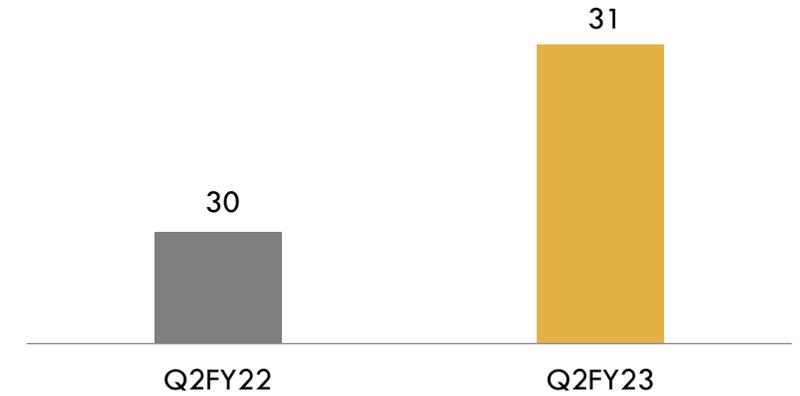
ME: Q2FY23 Performance Summary

Revenue (₹mn)

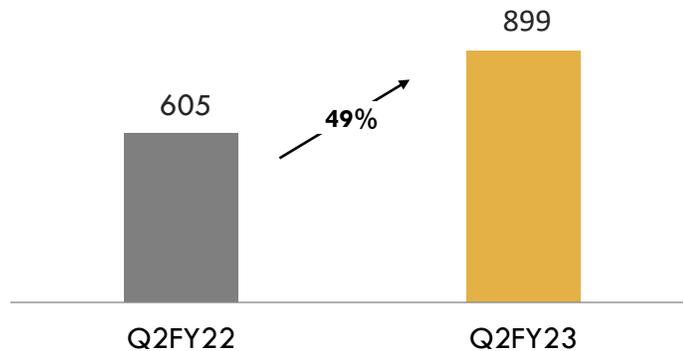


- Strong revenue momentum driven by overall recovery in economic activity in the region and return of tourist traffic
- 67% revenue growth YoY
- Growth largely SSSG driven as only 1 showroom was opened in the last 12 months
- GP margin settling at ~15% due to higher share of revenue from tourists (lower margin products)

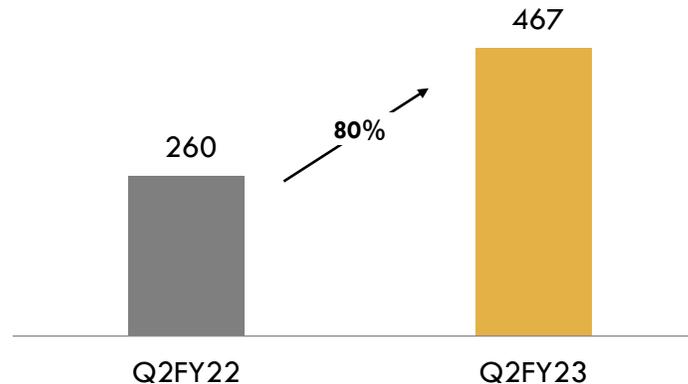
No. of Showrooms



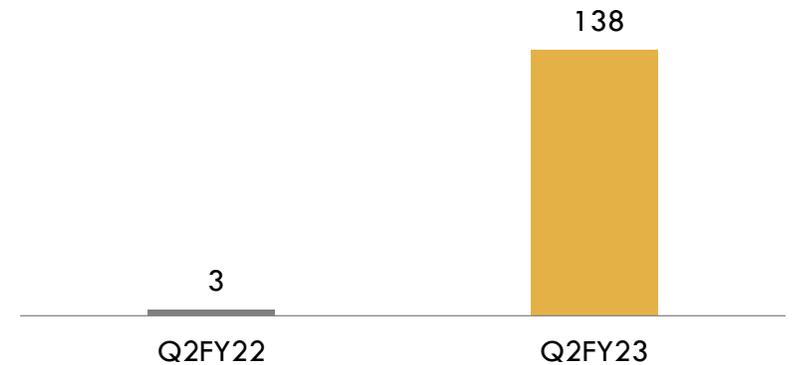
Gross Profit (₹mn)



EBITDA (₹mn)

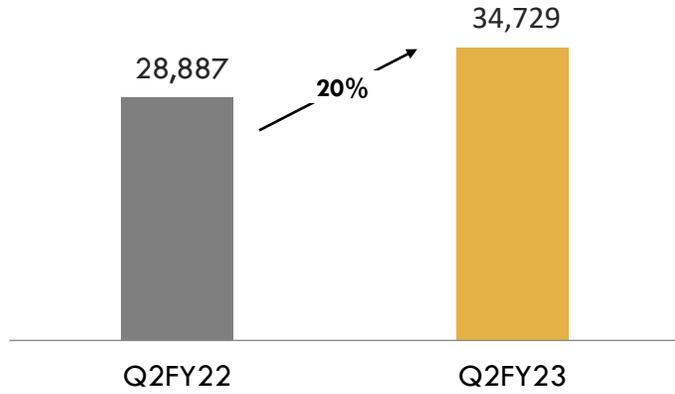


PAT (₹mn)

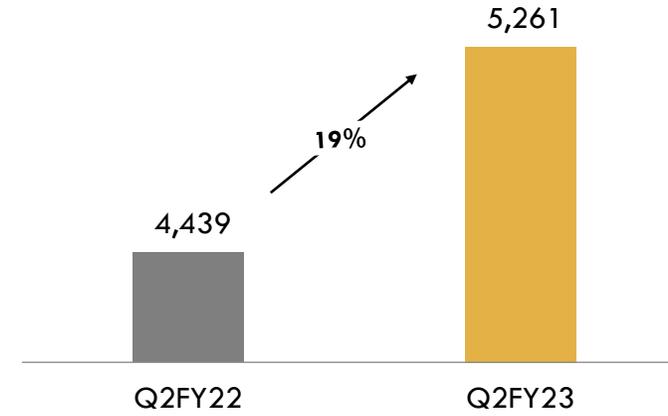


Performance Summary

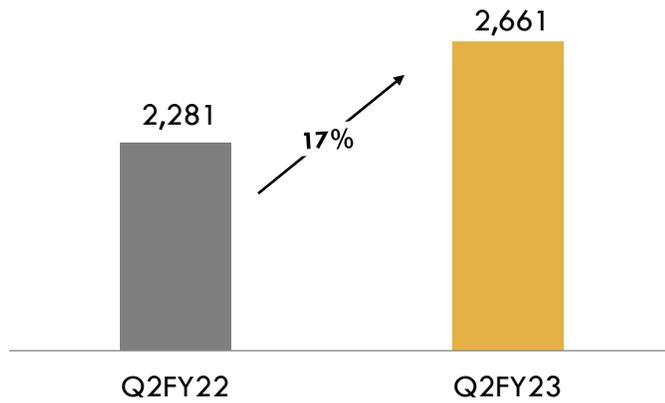
Revenue (₹mn)



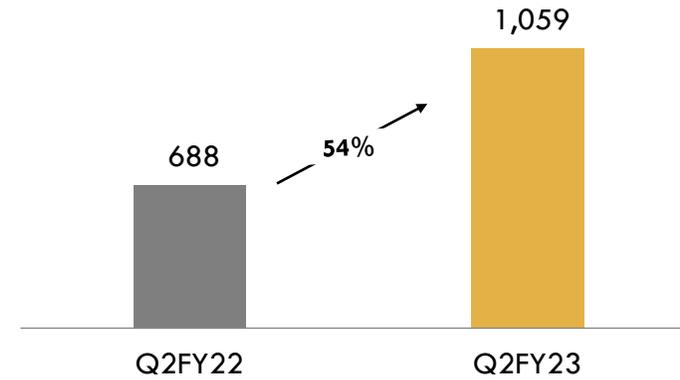
Gross Profit (₹mn)



EBITDA (₹mn)

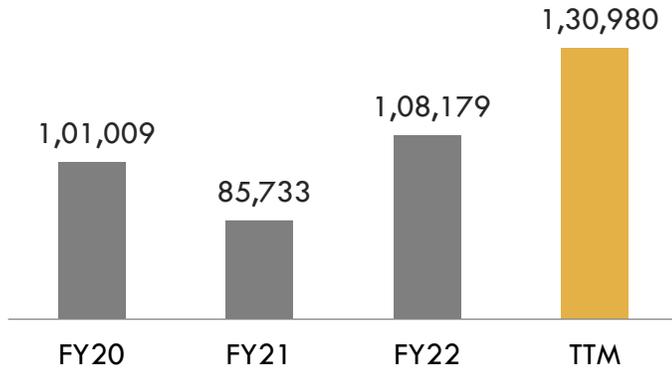


PAT (₹mn)

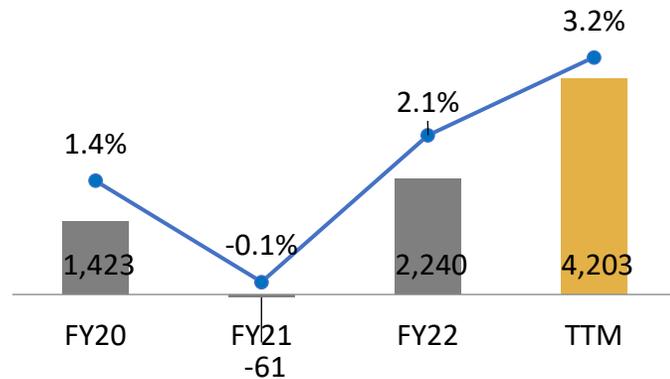


Performance Summary

Revenue (₹mn)

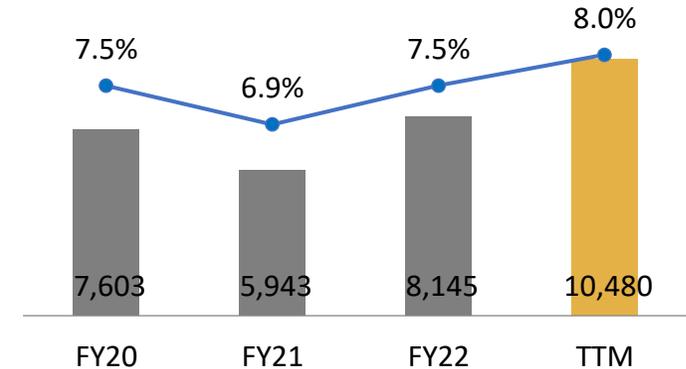


PAT¹ (₹mn) & PAT Margins (%)

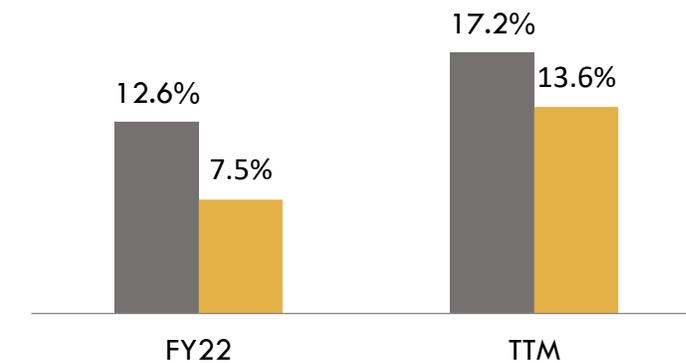


- Trailing Twelve Month Revenues of ₹130,980 mn for core India business over 30% higher than pre-COVID (FY20) levels
- Trailing Twelve Months Profit After Tax of ₹4,203 mn in consolidated business - record PAT for the company, and over 195% higher than pre-COVID (FY20) levels
- Significant improvement 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

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.

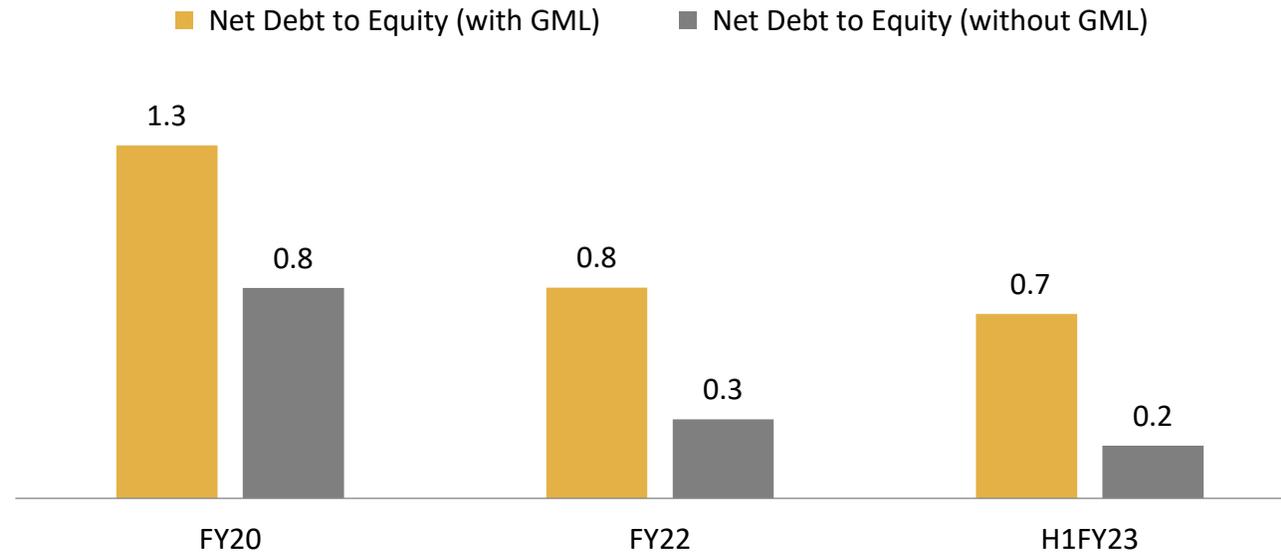
2: Return on Capital Employed (ROCE) calculated as Earnings Before Interest and Tax (EBIT) divided by sum of Average Equity, Average Net Debt (excluding Gold Metal Loan), Average Lease Liabilities

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



Continued Focus On Strengthening Balance Sheet

Net Debt to Equity (x)



Note:

1. **GML:** Gold Metal Loan



Q2FY23 India: Income Statement

Particulars (₹mn)	Q2FY23	Q2FY22	YoY	Q1FY23	QoQ
Revenue	28,409	25,030	13%	27,190	4%
Gross Profit	4,319	3,762	15%	4,205	3%
Gross Profit Margins %	15.2%	15.0%		15.5%	
Total Opex	2,096	1,756	19%	2,026	3%
Advertisement & Promotion	571	437	31%	590	(3)%
Other Opex	1,524	1,319	16%	1,436	6%
EBITDA	2,223	2,006	11%	2,179	2%
EBITDA Margins %	7.8%	8.0%		8.0%	
Depreciation	462	456	1%	437	6%
EBIT	1,762	1,550	14%	1,742	1%
EBIT Margin %	6.2%	6.2%		6.4%	
Finance Cost	576	699	(18)%	558	3%
Other Income	103	57	80%	93	11%
PBT	1,289	909	42%	1,277	1%
PBT Margins %	4.5%	3.6%		4.7%	
PAT	951	679	40%	954	0%
PAT Margins %	3.3%	2.7%		3.5%	



H1FY23 India: Income Statement

Particulars (₹mn)	H1FY23	H1FY22	YoY
Revenue	55,599	37,772	47%
Gross Profit	8,524	5,592	52%
Gross Profit Margins %	15.3%	14.8%	
Total Opex	4,121	3,084	34%
Advertisement & Promotion	1,161	790	47%
Other Opex	2,960	2,295	29%
EBITDA	4,402	2,507	76%
EBITDA Margins %	7.9%	6.6%	
Depreciation	899	909	(1)%
EBIT	3,503	1,599	119%
EBIT Margins %	6.3%	4.2%	
Finance Cost	1,134	1,363	(17)%
Other Income	197	109	81%
PBT	2,566	344	645%
PBT Margins %	4.6%	0.9%	
PAT	1,905	253	652%
PAT Margins %	3.4%	0.7%	

Q2FY23 ME: Income Statement

Particulars (₹mn)	Q2FY23	Q2FY22	YoY	Q1FY23	QoQ
Revenue	6,006	3,600	67%	5,737	5%
Gross Profit	899	605	49%	891	1%
Gross Profit Margins %	15.0%	16.8%		15.5%	
Total Opex	432	345	25%	421	3%
Advertisement & Promotion	73	54	36%	104	(29)%
Other Opex	359	291	23%	317	13%
EBITDA	467	260	80%	470	(1)%
EBITDA Margins %	7.8%	7.2%		8.2%	
Depreciation	135	111	21%	147	(8)%
EBIT	332	149	123%	323	3%
EBIT Margins %	5.5%	4.1%		5.6%	
Finance Cost	189	149	26%	178	6%
Other Income	7	5	50%	6	29%
PBT	151	4		151	0%
PBT Margins %	2.5%	0.1%		2.6%	
PAT	138	3		136	2%
PAT Margins %	2.3%	0.1%		2.4%	

H1FY23 ME: Income Statement

Particulars (₹mn)	H1FY23	H1FY22	YoY
Revenue	11,742	7,001	68%
Gross Profit	1,790	1,220	47%
Gross Profit Margins %	15.2%	17.4%	
Total Opex	853	783	9%
Advertisement & Promotion	177	117	51%
Other Opex	676	666	1%
EBITDA	937	437	114%
EBITDA Margins %	8.0%	6.2%	
Depreciation	282	231	22%
EBIT	655	206	218%
EBIT Margins %	5.6%	2.9%	
Finance Cost	366	302	21%
Other Income	13	10	23%
PBT	301	(85)	
PBT Margins %	2.6%	(1.2)%	
PAT	274	(87)	
PAT Margins %	2.3%	(1.2)%	

Q2FY23 Consolidated Income Statement

Particulars (₹mn)	Q2FY23	Q2FY22	YoY	Q1FY23	QoQ
Revenue	34,729	28,887	20%	33,326	4%
Gross Profit	5,261	4,439	19%	5,174	2%
<i>Gross Profit Margins %</i>	<i>15.2%</i>	<i>15.4%</i>		<i>15.5%</i>	
Total Opex	2,600	2,158	21%	2,532	3%
Advertisement & Promotion	665	506	31%	723	(8)%
Other Opex	1,935	1,651	17%	1,809	7%
EBITDA	2,661	2,281	17%	2,642	1%
<i>EBITDA Margins %</i>	<i>7.7%</i>	<i>7.9%</i>		<i>7.9%</i>	
Depreciation	603	572	6%	590	2%
EBIT	2,058	1,710	20%	2,052	0%
<i>EBIT Margins %</i>	<i>5.9%</i>	<i>5.9%</i>		<i>6.2%</i>	
Finance Cost	739	837	(12)%	713	4%
Other Income	85	50	72%	79	8%
PBT	1,404	922	52%	1,418	(1)%
<i>PBT Margins %</i>	<i>4.0%</i>	<i>3.2%</i>		<i>4.3%</i>	
PAT	1,059	688	54%	1,078	(2)%
<i>PAT Margins %</i>	<i>3.1%</i>	<i>2.4%</i>		<i>3.2%</i>	

H1FY23 Consolidated Income Statement

Particulars (₹mn)	H1FY23	H1FY22	YoY
Revenue	68,055	45,255	50%
Gross Profit	10,435	6,942	50%
Gross Profit Margins %	15.3%	15.3%	
Total Opex	5,132	3,974	29%
Advertisement & Promotion	1,388	937	48%
Other Opex	3,744	3,037	23%
EBITDA	5,303	2,968	79%
EBITDA Margins %	7.8%	6.6%	
Depreciation	1,193	1,147	4%
EBIT	4,110	1,821	126%
EBIT Margins %	6.0%	4.0%	
Finance Cost	1,451	1,645	(12)%
Other Income	164	97	69%
PBT	2,822	273	934%
PBT Margins %	4.1%	0.6%	
PAT	2,137	175	1,123%
PAT Margins %	3.1%	0.4%	



Standalone Income Statement

Profit and Loss (₹ mn)	TTM	FY22	FY21
Revenue	1,08,388	90,561	73,255
Gross Profit	16,800	13,868	12,414
Gross Profit Margin %	15.5%	15.3%	16.9%
Total Opex	7,990	6,953	6,167
Advertisement & Promotion	2,303	1,931	1,175
Other Opex	5,687	5,022	4,992
EBITDA	8,810	6,915	6,247
EBITDA Margin %	8.1%	7.6%	8.5%
Depreciation	1,796	1,805	1,740
EBIT	7,015	5,110	4,507
EBIT Margins %	6.5%	5.6%	6.2%
Finance Cost	2,407	2,636	3,161
Other Income	512	424	529
PBT	5,120	2,899	1,875
PBT Margins %	4.7%	3.2%	2.6%
PAT	3,794	2,142	1,382
PAT Margins %	3.5%	2.4%	1.9%

Consolidated Income Statement

Profit and Loss (₹ mn)	TTM	FY22	FY21
Revenue	1,30,980	1,08,179	85,733
Gross Profit	20,410	16,916	14,592
Gross Profit Margins %	15.6%	15.6%	17.0%
Total Opex	9,930	8,771	8,649
Advertisement & Promotion	2,775	2,324	1,460
Other Opex	7,155	6,448	7,189
EBITDA	10,480	8,145	5,943
EBITDA Margins %	8.0%	7.5%	6.9%
Depreciation	2,362	2,316	2,249
EBIT	8,118	5,829	3,694
EBIT Margins %	6.2%	5.4%	4.3%
Finance Cost	3,030	3,224	3,754
Other Income	450	383	454
PBT	5,538	2,989	394
PBT Margins %	4.2%	2.8%	0.5%
PAT	4,203	2,240	(61)
PAT Margins %	3.2%	2.1%	(0.1)%

Note 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.



Standalone Balance Sheet

Particulars (₹mn)	FY22	H1FY23	Particulars (₹mn)	FY22	H1FY23
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	8,557
(b) Other Equity	22,335	24,012	(b) Capital Work in progress	15	22
Total Equity	32,636	34,312	(c) Right of use Assets	4,835	5,031
II Liabilities			(d) Investment Property	611	611
1 Non-current Liabilities			(e) Intangible Assets	45	40
(a) Financial Liabilities			(f) Intangible Assets Under Development	4	4
(i) Borrowings	-	-	(g) Financial Assets		
(ii) Lease Liabilities	5,482	5,722	(i) Investments	7,676	7,696
(b) Provisions	270	278	(ii) Loans	1,127	1,529
Total Non-current Liabilities	5,752	6,000	(iii) Other Financial Assets	666	694
2 Current Liabilities			(h) Deferred Tax Assets (Net)	395	518
(a) Financial Liabilities			(i) Other Non-current Assets	560	560
(i) Borrowings	13,809	11,593	(j) Non-current tax assets (net)	48	-
(ii) Metal Gold Loan	10,042	11,672	Total Non-current Assets	24,503	25,262
(iii) Lease Liabilities	764	778	II Current Assets		
(iv) Trade Payables			(a) Inventories	47,457	52,116
Total Outstanding Dues of Micro and Small Enterprises	-	-	(b) Financial Assets		
Total Outstanding Dues of Creditors Other than Micro and Small Enterprises	4,953	7,240	(i) Trade Receivables	45	445
(v) Other Financial Liabilities	188	396	(ii) Cash and Cash Equivalents	870	869
(b) Provisions	142	160	(iii) Bank Balances Other than (ii) above	3,748	3,945
(c) Other Current Liabilities	9,273	11,541	(iv) Loans	-	-
(d) Current Tax Liabilities (net)	-	153	(v) Other Financial Assets	344	305
Total Current Liabilities	39,172	43,533	(c) Other Current Assets	593	903
Total liabilities	44,924	49,533	Total Current Assets	53,057	58,583
Total Equity and Liabilities (I+II)	77,559	83,845	Total Assets (I+II)	77,559	83,845



Consolidated Balance Sheet

Particulars (₹mn)	FY22	H1FY23	Particulars (₹mn)	FY22	H1FY23
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	9,955
(b) Other Equity	21,070	22,822	(b) Capital Work in progress	17	22
(c) Non controlling Interest	9	3	(c) Right of use Assets	8,667	9,090
Total Equity	31,380	33,126	(d) Investment Property	611	611
II Liabilities			(e) Goodwill on Consolidation	51	51
1 Non-current Liabilities			(f) Intangible Assets	70	68
(a) Financial Liabilities			(g) Intangible Assets Under Development	4	4
(i) Borrowings	243	170	(h) Financial Assets		
(ii) Lease Liabilities	5,667	5,905	(i) Investments	6	26
(b) Provisions	343	361	(ii) Other Financial Assets	734	773
Total Non-current Liabilities	6,253	6,436	(i) Deferred Tax Assets (Net)	450	574
2 Current Liabilities			(j) Other Non-current Assets	560	560
(a) Financial Liabilities			(k) Non-current tax assets (Net)	53	-
(i) Borrowings	18,421	14,790	Total Non-current Assets	21,038	21,734
(ii) Metal Gold Loan	14,968	18,188	II Current Assets		
(iii) Lease Liabilities	994	993	(a) Inventories	57,943	63,063
(iv) Trade Payables			(b) Financial Assets		
Total Outstanding Dues of Micro and Small Enterprises	2	-	(i) Trade Receivables	1,195	1,718
Total Outstanding Dues of Creditors Other than Micro and Small Enterprises	6,564	9,163	(ii) Cash and Cash Equivalents	1,490	1,868
(v) Other Financial Liabilities	328	1,158	(iii) Bank Balances Other than (ii) above	6,282	6,763
(b) Provisions	149	167	(iv) Other Financial Assets	305	284
(c) Other Current Liabilities	10,392	12,822	(c) Other Current Assets	1,199	1,568
(d) Current Tax Liabilities (net)	-	153	Total Current Assets	68,414	75,263
Total Current Liabilities	51,818	57,435	Total Assets (I+II)	89,451	96,997
Total Equity and Liabilities (I+II)	89,451	96,997			



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