



SEC/15/2024-2025

May 10, 2024

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 and Year ended March 31, 2024.

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

Kindly take the same into your records.

Thanking You.
Yours faithfully,

For Kalyan Jewellers India Limited

Jishnu RG
Company Secretary & Compliance Officer
Membership No - ACS 32820

Kalyan Jewellers India Limited
Corporate Office -TC-32/204/2, Sitaram Mill Road, Punnamm, Thrissur, Kerala – 680 002
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INVESTOR PRESENTATION

May 2024

KALYAN JEWELLERS INDIA LIMITED

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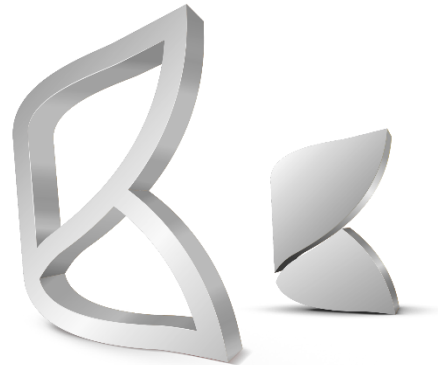
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PERFORMANCE REVIEW



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

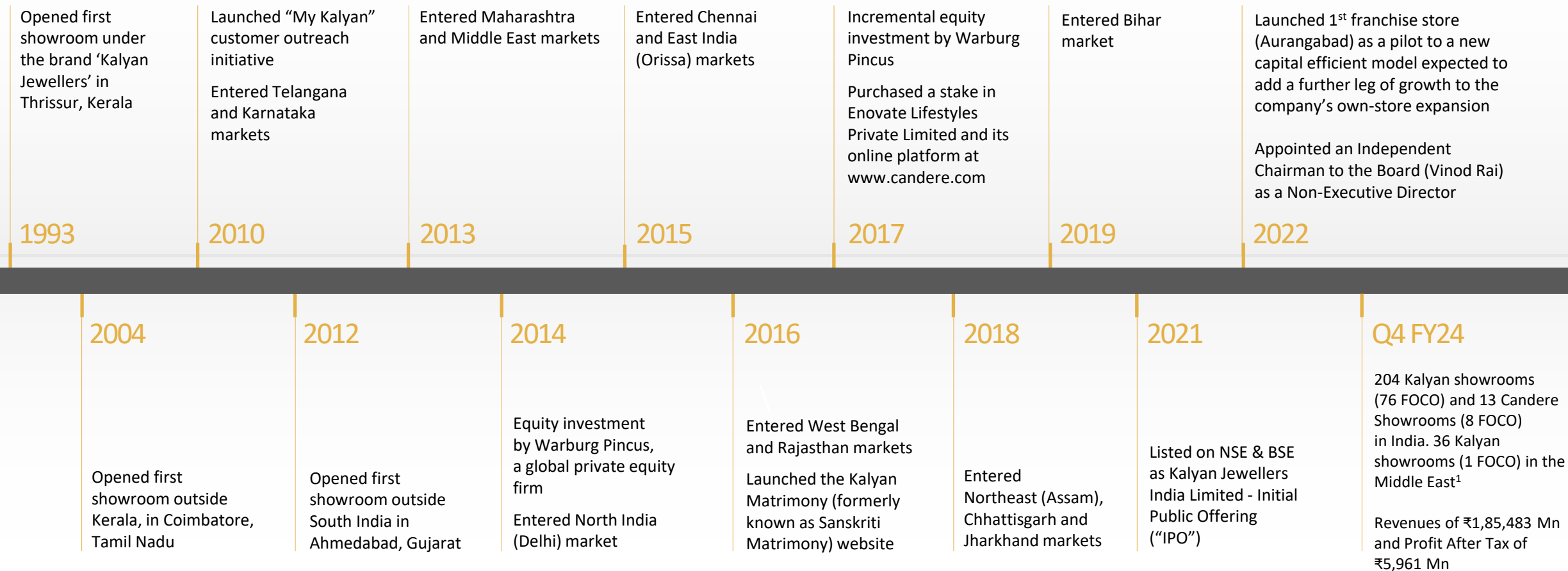
Mr. Rajesh Kalyanaraman and Mr. Ramesh Kalyanaraman joined Mr. T. S Kalyanaraman right from the initial days of Kalyan Jewellers

2014: Raised private equity from Warburg Pincus
2021: Listed Kalyan on NSE & BSE via an IPO
2024: As on 31 March, 253 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: ¹ FOCO - Franchisee Owned Company Operated



Key Highlights



30 Years
Since Formation



217
Showrooms
in India



36
Showrooms in
Middle East



1,006
"My Kalyan"
Grassroots Stores



₹ 1,85,483 Mn
Current Revenues
(FY24)



5
Countries



23
States & UT's in India



13
Procurement Centres



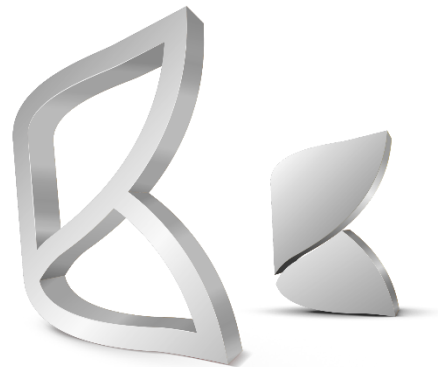
11,799
Employees



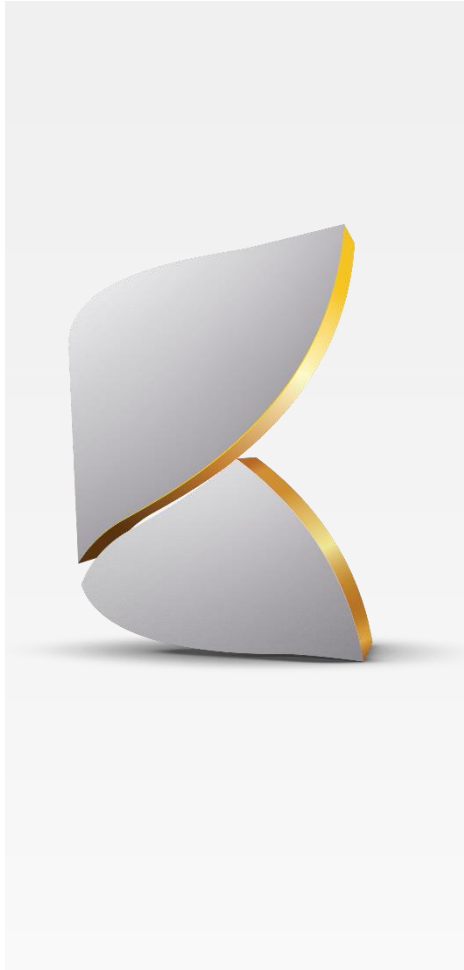
₹ 5,961 Mn
FY24 Profit After Tax

02

INVESTMENT HIGHLIGHTS



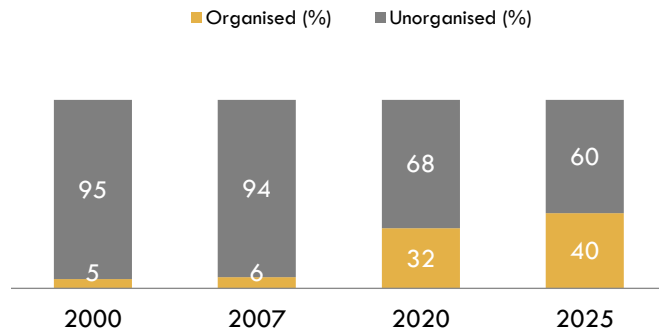
Kalyan Jewellers: Built On Core Competitive Strengths



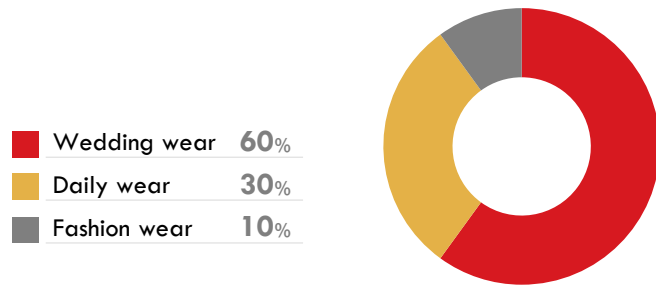
- 1 Leading brand** in a large market with rapidly **increasing organised share** driven by significant growth tailwinds
- 2 Established Brand Built on Core Values of Trust & Transparency**
Trusted brand synonymous with solving key pain points of the industry
- 3 Pan India Presence**
One of India's largest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

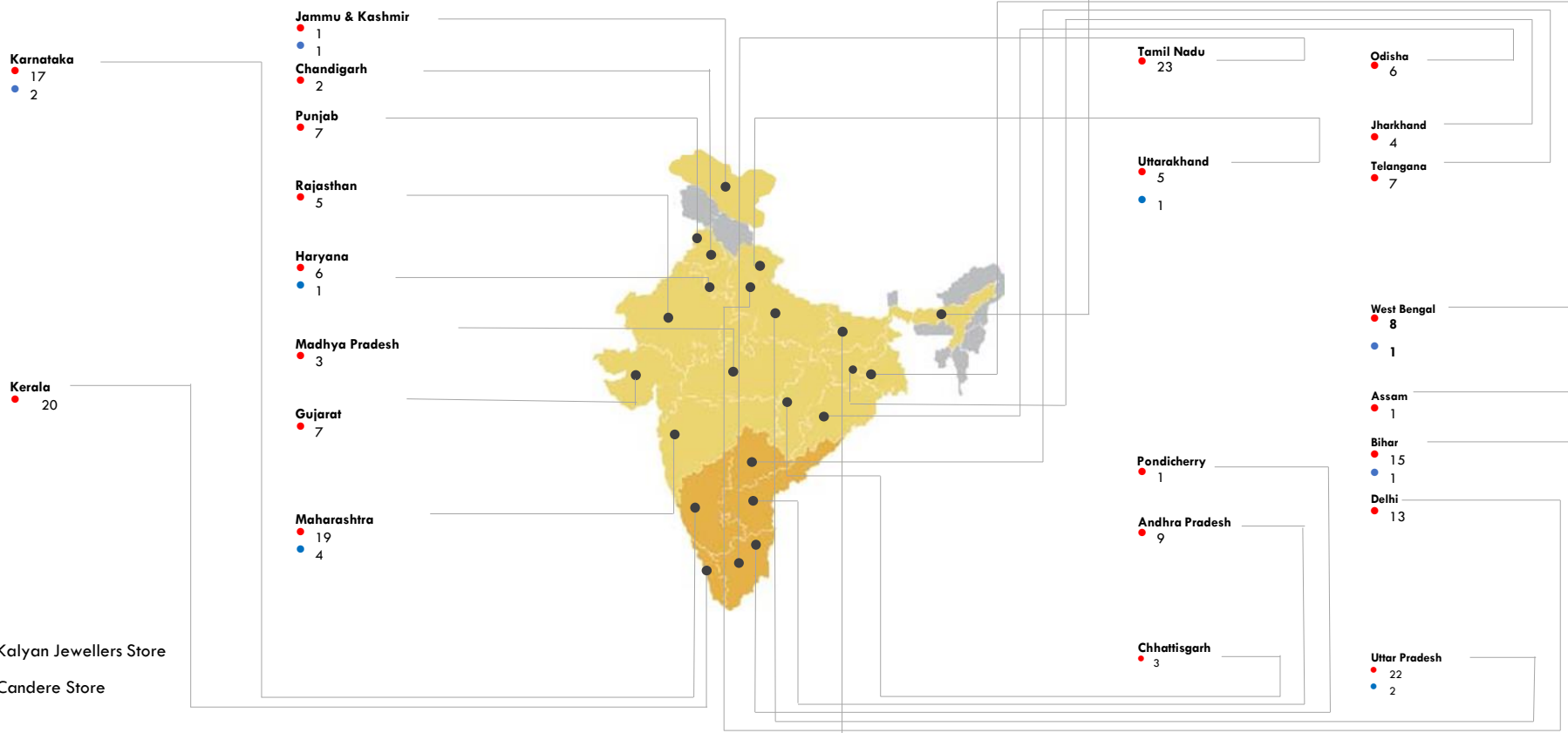


After-sales Service & Staff Training

Staff training to drive customer satisfaction and win repeat business

A True Pan-India Player With Expansive Geographical Presence

Pan-India Presence



86%
Showrooms in India (Including Candere)

14%
Showrooms in Middle East

Balanced Pan-India presence

38%
South India

62%
Non-South India

30%
Metro Presence

70%
Non-Metro Presence

6%
Organised Jewellery Market Share ¹

Note: Map not to scale

7,00,000+ sq ft Pan-India Showroom aggregate retail space	44,000+ sq ft Middle East	11,000+ sq ft Candere area	5 Countries	23 States & Union Territories in India	204 Showrooms in India (Standalone)	13 Showrooms in India (Candere)	36 Showrooms in Middle East	1,006 "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

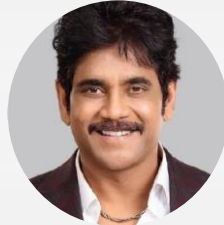


Rashmika Mandanna

REGIONAL BRAND AMBASSADORS



Prabhu Ganesan
Tamil Nadu (Tamil)



Nagarjuna Akkineni
Andhra Pradesh, Telangana
(Telugu)



Shiv Rajkumar
Karnataka (Kannada)



Kalyani Priyadarshan
South India

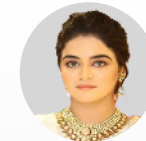
~₹10,000+ mn

Marketing and Advertising
Investments In Last 4 Years

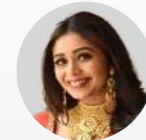
REGIONAL INFLUENCERS



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 4,003 "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

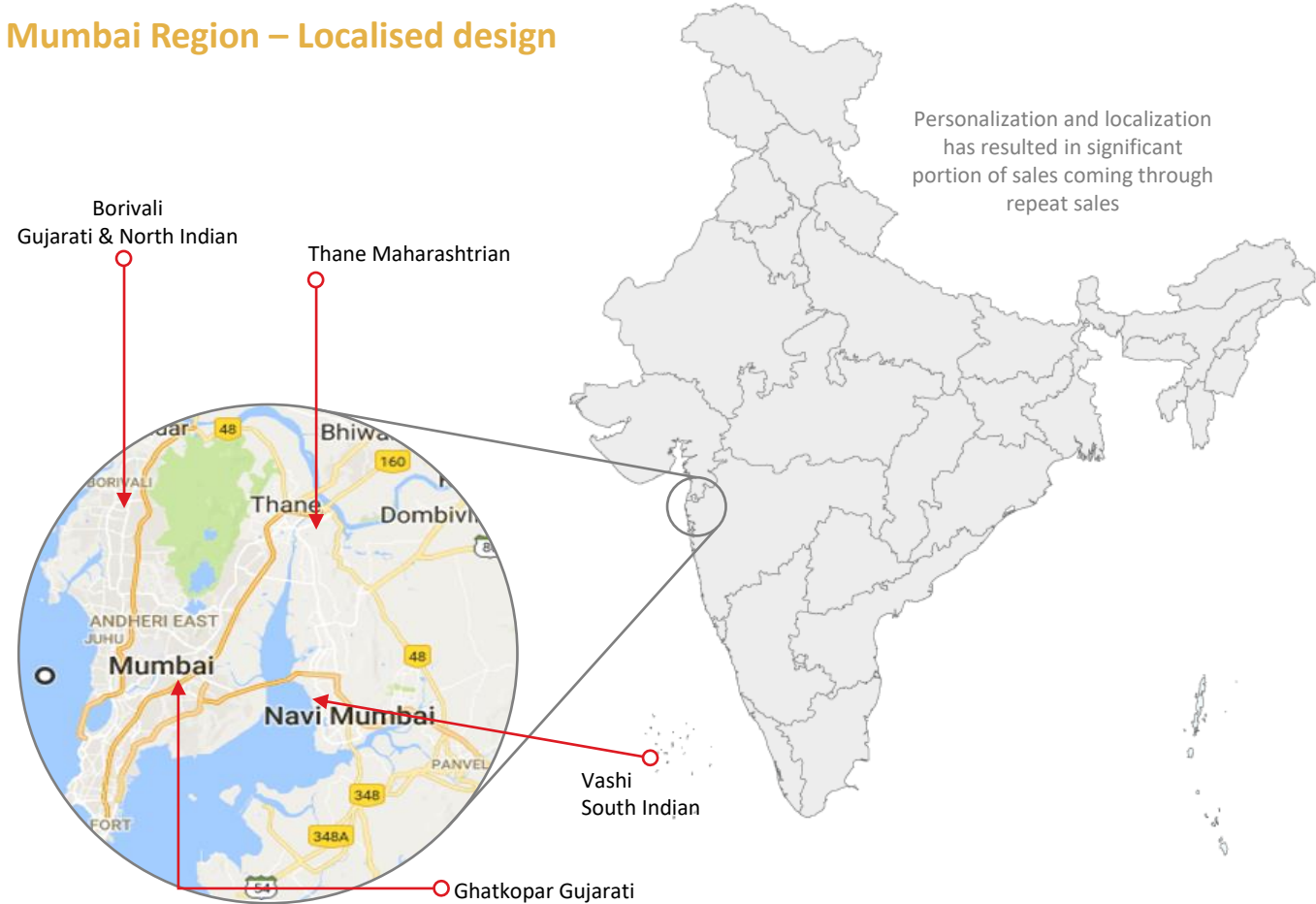


Unique marketing approach of localizing the brand with local superstars



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



1,006
"My Kalyan" centres

10 mn
Endeavored customer connect each year

~14%
Contribution to revenue from operations in India

4,003
Employees

36%+
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 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
- 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



Launched first FOCO Candere showroom in FY24; 8 FOCO showrooms till 31st March 2024; robust pipeline of potential franchise partners with 50 signed LOIs for FY25

Reported a revenue of ₹1,303 mn for FY24



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



Top-tier 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

- 48 years retail experience with 30+ in the jewellery industry
- With Kalyan since inception



Mr. T.K. Seetharam
Whole-time Director

- ~25 years with Kalyan



Mr. T.K. Ramesh
Whole-time Director

- ~23 years with Kalyan

Non-Executive Directors: Retail Experience & Financial Sponsor Representation



Mr. Salil Nair
Non-Executive Director

- Ex-CEO of Shoppers Stop
- ~26 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
- ~32 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
- ~21 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
- 12+ years with Kalyan, ~17 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
- 7+ years with Kalyan
- 30 years experience in finance, corporate planning & control



Mr. SANJAY MEHROTTRA
Head of Strategy and Corporate Affairs

- Masters in Management Studies
- 6+ years with Kalyan
- ~29 years experience in Indian capital markets



Mr. ABRAHAM GEORGE
Head of Treasury and Investor Relations

- MBA from ICFAI University and Bachelors in Commerce
- 7+ years with Kalyan
- ~20 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
- 10+ years with Kalyan
- ~16 years experience in the technology sector



Mr. RAJESH R
Head of Legal and Compliance

- Bachelor of law and enrolled with Bar Council of Kerala
- 4+ year with Kalyan
- ~15 years experience in legal industry



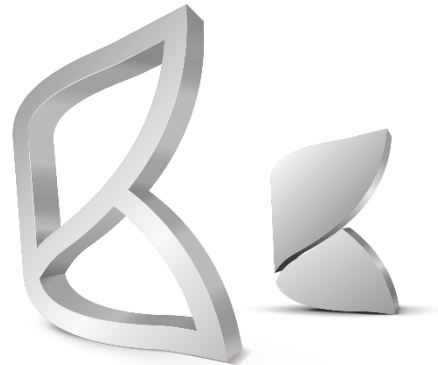
Mr. JISHNU R. G .
Company Secretary & Compliance Officer

- Bachelor of Commerce and Company Secretary
- 5+ years with Kalyan
- ~11 years experience in corporate compliance



03

STRATEGIC PRIORITIES







A Purpose-led Growth Across Different Phases

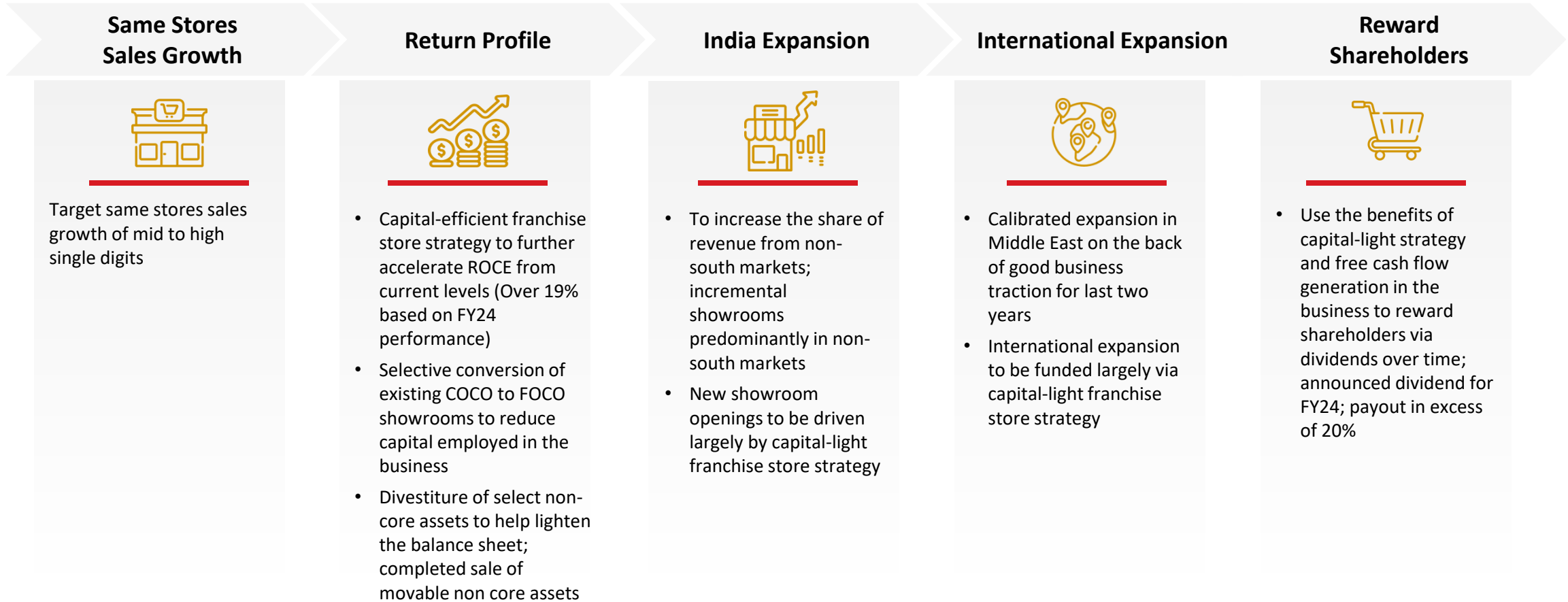
PHASE I 1993-2003	PHASE II 2004-2011	PHASE III 2012- 2021	PHASE IV Since IPO and Road Ahead
<p>Strengthening Our Roots</p> <ul style="list-style-type: none"> • Focus on brand building • Focused on building local supplier network and ecosystem 	<p>Growing In Southern India</p> <ul style="list-style-type: 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 implemented a new capital light expansion strategy (via franchised stores) to focus on Free Cash generation, deleveraging and rewarding shareholders via dividends • 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

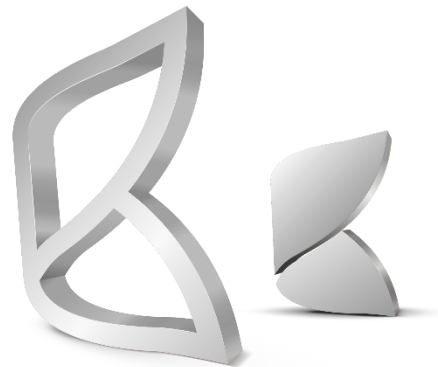


Note:

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	FY24
Scale & Growth	Revenues – Consol	₹ 1,01,009 Mn	₹ 1,85,483 Mn
	Revenues – India	₹ 78,458 Mn	₹ 1,57,826 Mn
Profitability	EBITDA Margin	7.5%	7.1%
	Profit After Tax (PAT)	₹ 1,423 Mn	₹ 5,963 Mn
Returns	ROCE ¹	11.7%	19.7%
	ROE	6.7%	15.2%
Leverage	Net Debt ³ / EBITDA	3.8 x	1.8 x
	Net Debt ³ / Equity	1.3 x	0.6 x
Leverage (without GML)	Net Debt ⁴ / EBITDA	2.3 x	0.07 x
	Net Debt ⁴ / Equity	0.8 x	0.02 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.
2. Return on Equity (ROE) calculated as Profit After Tax (PAT) divided by Average Equity
3. Net Debt calculated as (non-current borrowings + current borrowings + metal gold loan) less (Cash and cash equivalents + Bank balances other than cash and cash equivalents)
4. Net Debt calculated as (non-current borrowings + current borrowings) less (Cash and cash equivalents + Bank balances other than cash and cash equivalents)

... 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

- 76 FOCO Kalyan showrooms till 31st March 2024 in India; 80 new showroom openings planned in FY25; LOIs signed for all showrooms planned for FY25
- Launched first FOCO Candere showroom in FY24; 8 FOCO showrooms till 31st March 2024; robust pipeline of potential franchise partners with 50 signed LOIs
- Launched first FOCO showroom in ME during in FY24; 5 more FOCO showrooms planned in FY25
- Completed conversion of two owned showrooms in south India to FOCO during FY24; few more conversions planned in FY25

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
- In FY24 repaid INR 4,349 Mn non-GML loans in India; overall working capital loans in India reduced by INR 2640 Mn
- Declared dividend for FY24; payout in excess of 20%

Strong Execution Over Past Several Years

- FY24 PAT of ₹ 5,963 Mn vs ₹ 1,423 Mn in FY20 (43% CAGR)
- Meaningful improvement across ROCE and leverage metrics



Ushering Into New Era of Growth With Franchise Model

First showroom launch

Q1FY23

200+ showrooms

FY25 End

Now

85 Kalyan showrooms in India,
12 Candere showrooms in India,
1 Kalyan showroom in Middle East

1st Franchise store at
Aurangabad, Maharashtra



Objectives:

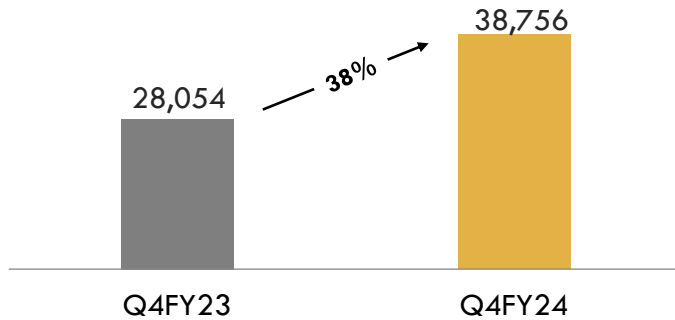
- Focus company's expansion plans through this significantly more capital efficient and return accretive path
- Leverage Kalyan brand and utilize the infrastructure / resources of the franchise owner
- Franchise owned company operated stores (FOCO) ensuring robust compliance, monitoring systems and adherence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

Recent Update:

- FY25 to see launch of 80 FOCO Kalyan showrooms in India
- Launched first FOCO showroom in the Middle East during FY24; 5 more LOIs signed for FY25
- Launched first FOCO Candere showroom in FY24; 8 FOCO showrooms till 31st March 2024; robust pipeline of potential franchise partners with 50 signed LOIs for FY25
- Completed conversions of two owned showroom in south India to FOCO during FY24; few more planned during FY25

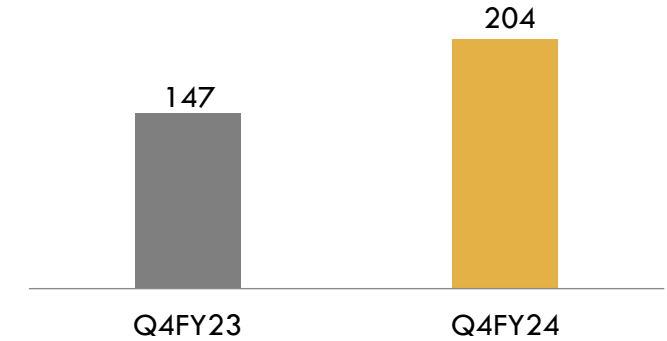
India: Q4FY24 Performance Summary

Revenue (₹mn)

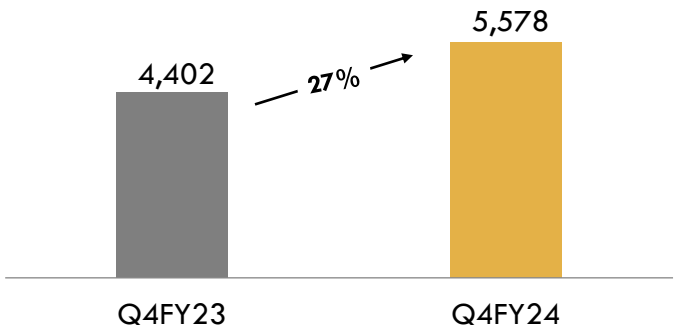


- Revenue growth of ~38% when compared to Q4FY23; SSSG of 17%
- New customer additions continue to stay healthy; share of new customers at over 38%
- Showroom gross margin stable over the last 18 months
- Higher share of revenue from franchised showrooms leading to lower overall gross margin, EBITDA margin as expected
- Improvement in PBT margins driven by higher margin contribution from FOCO showrooms
- Added 10 net showrooms during Q4FY24 in India

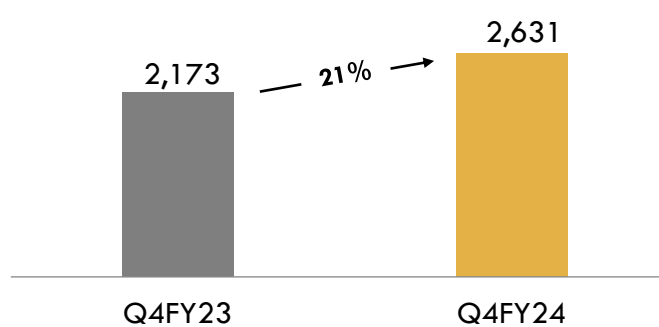
No. of Showrooms



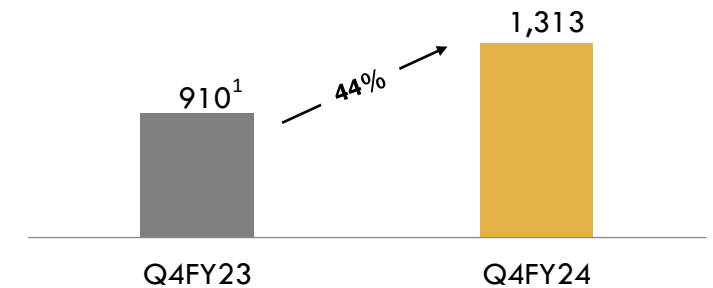
Gross Profit (₹mn)



EBITDA (₹mn)



PAT (₹mn)

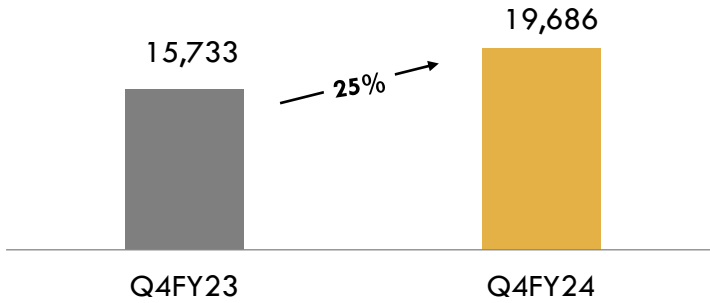


Notes:

1. 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))

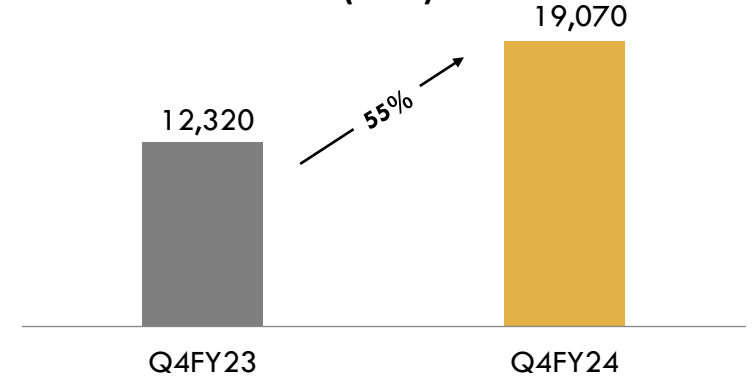
India: Q4FY24 Performance Summary

South Revenue (₹mn)

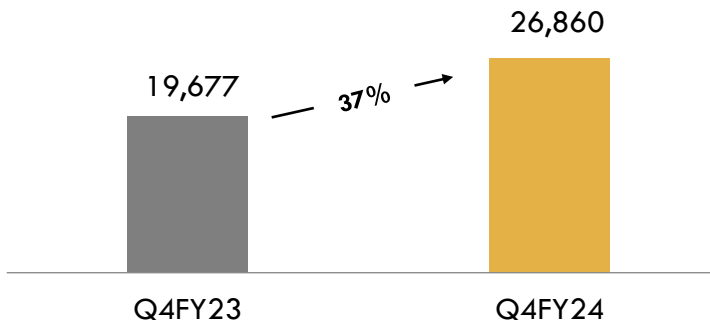


- South revenue growth driven mostly by same-store-sales growth (SSSG)
- SSSG South 18%, Non-South 16%
- Non-south share at 49% compared to 44% YoY
- Studded growth higher than gold - 29% studded share compared to 28% YoY

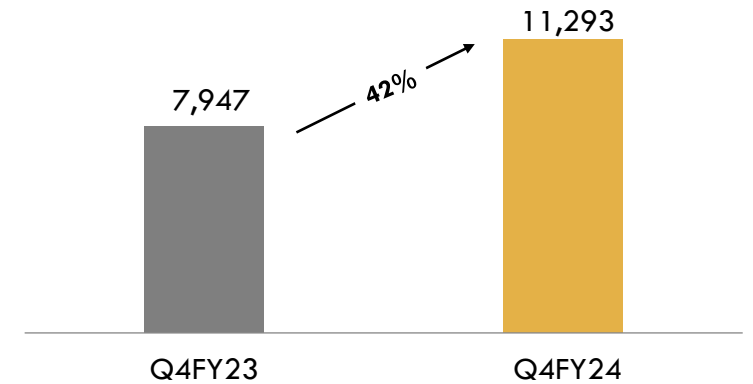
Non-South Revenue (₹mn)



Gold Revenue (₹mn)

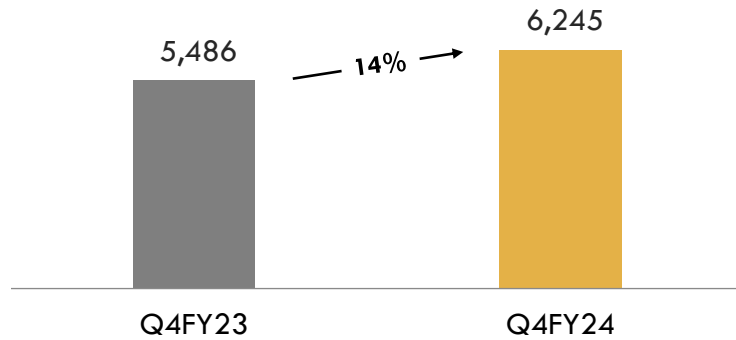


Studded Revenue (₹mn)



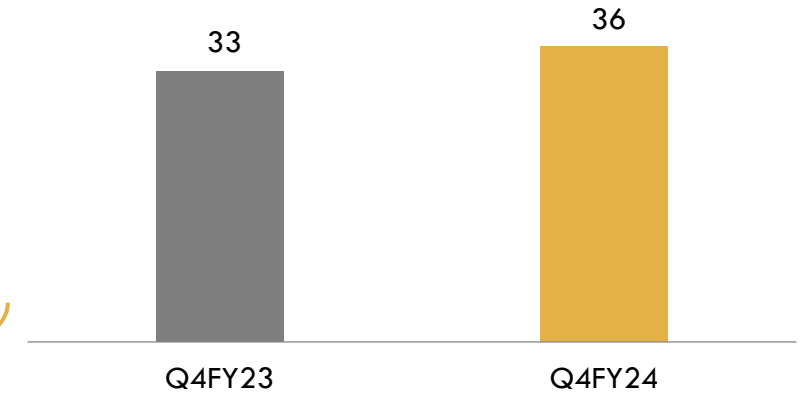
ME: Q4FY24 Performance Summary

Revenue (₹mn)

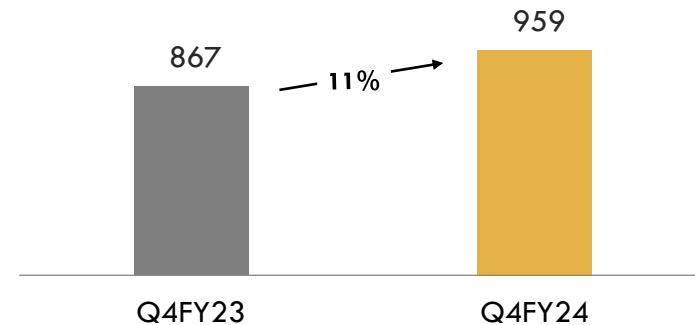


- Consumer sentiment continues to remain positive
- Showroom level gross margin stable YoY
- Share of revenue from FOCO showroom impacted overall gross margin and EBITDA margin as expected
- Launched two showrooms in the region during Q4FY24
- Finance cost higher due to rise in overall interest rates in the region

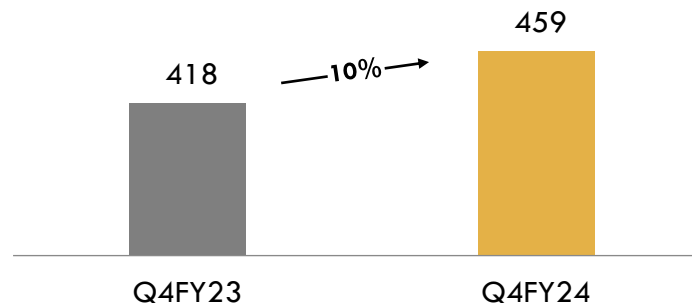
No. of Showrooms



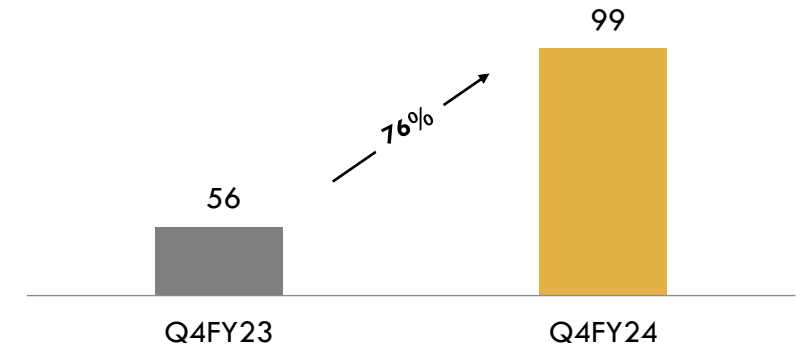
Gross Profit (₹mn)



EBITDA (₹mn)

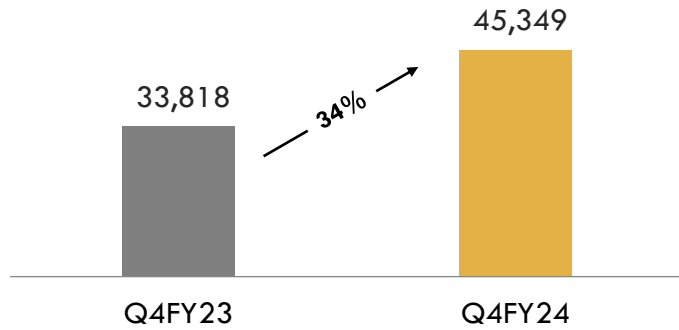


PAT (₹mn)

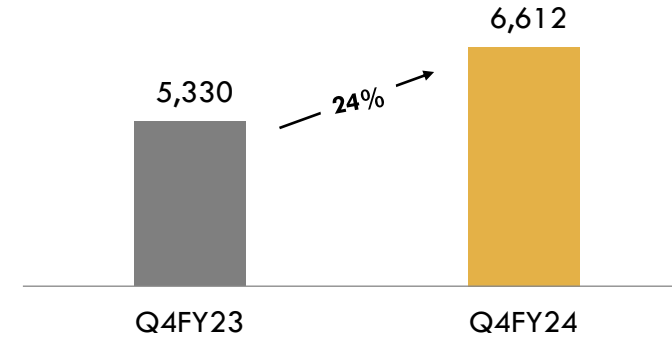


Consolidated: Q4FY24 Performance Summary

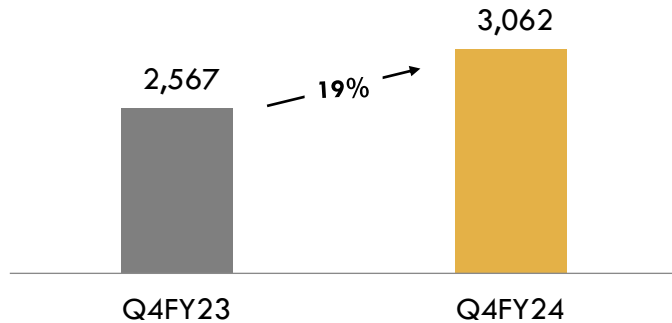
Revenue (₹mn)



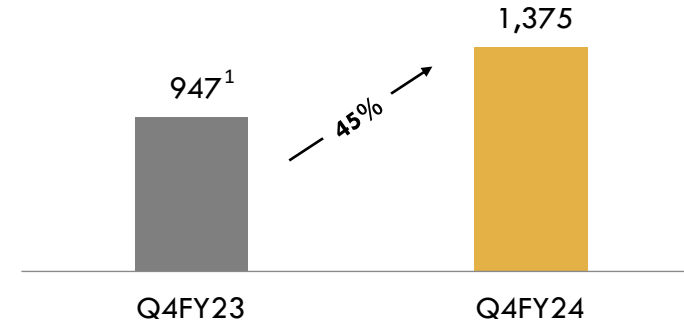
Gross Profit (₹mn)



EBITDA (₹mn)



PAT (₹mn)

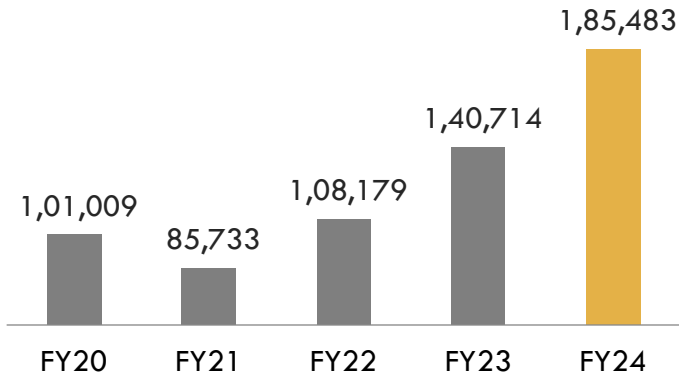


Notes:

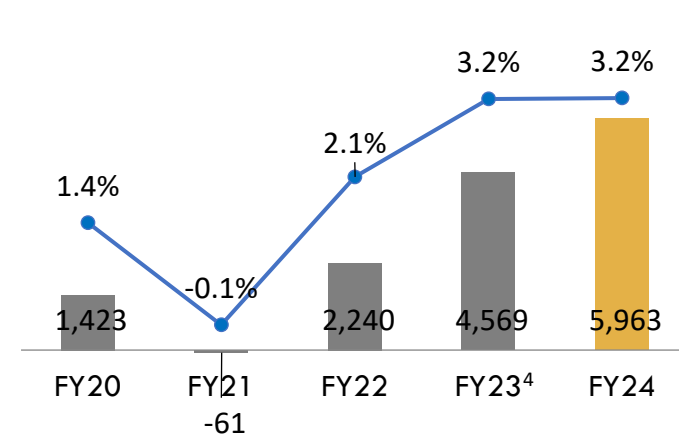
1. Adj. Profit After Tax considered here. Adjusted PAT calculated as sum of reported PAT and one-time exceptional write off after adjusting for tax using the formula: (Reported PAT + (Exceptional write off amount) *(1-Tax Rate))

Historical Financial Performance Summary

Revenue (₹mn)

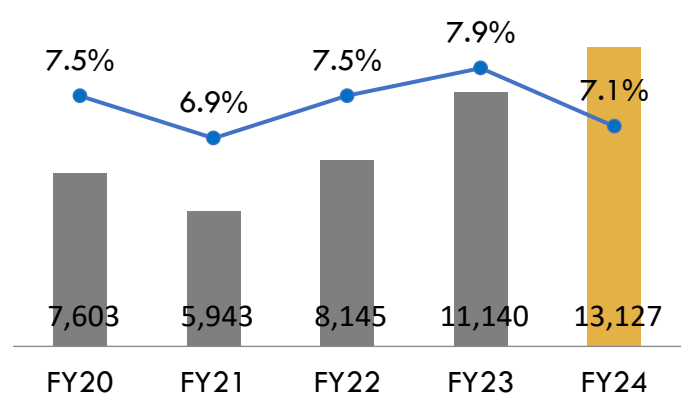


PAT¹ (₹mn) & PAT Margins (%)

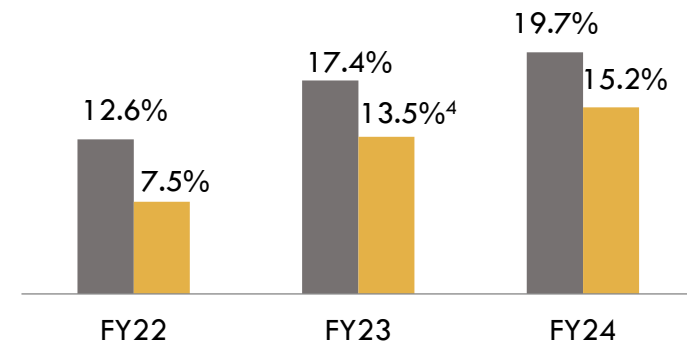


- FY24 Profit After Tax of ₹ 5,963 mn in consolidated business - PAT CAGR of 43% over the last 4 years (FY20)
- Significant improvement in the return profile of the business on the back of robust revenue and profitability growth; key levers for further improvement in the return profile:
 - All new company owned showrooms delivering RoCE in excess of 25%
 - FOCO (Franchisee Owned Company Operated) model of franchised showrooms playing major role in increasing 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 movable non-core assets - concluded sale and received INR 1,093 Mn during FY 2024

EBITDA¹ (₹mn) & EBITDA Margins (%)



■ RoCE² (%) ■ RoE³ (%)

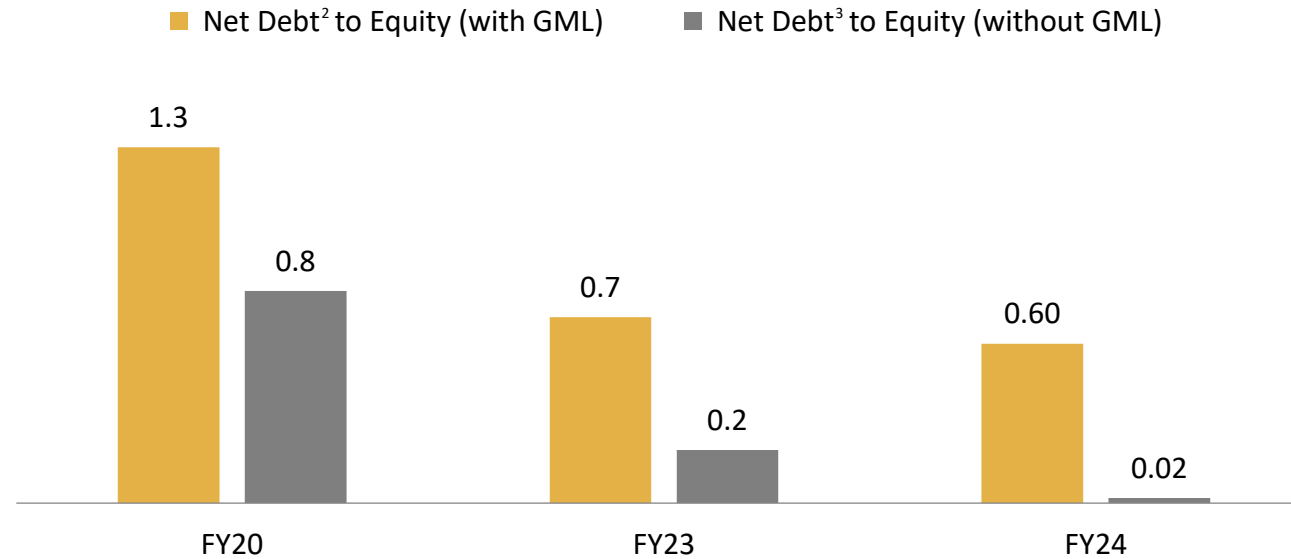


Notes:

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
2. Net Debt calculated as (non-current borrowings + current borrowings + metal gold loan) less (Cash and cash equivalents + Bank balances other than cash and cash equivalents)
3. Net Debt calculated as (non-current borrowings + current borrowings) less (Cash and cash equivalents + Bank balances other than cash and cash equivalents)



Q4FY24 India: Income Statement

Particulars (₹mn)	Q4FY24	Q4FY23	YoY	Q3FY24	QoQ
Revenue	38,756	28,054	38%	45,117	(14)%
Gross Profit	5,578	4,402	27%	6,522	(14)%
<i>Gross Profit Margins %</i>	14.4%	15.7%	-	14.5%	-
Total Opex	2,946	2,229	32%	3,360	(12)%
Advertisement & Promotion	726	564	29%	1,055	(31)%
Other Opex	2,220	1,665	33%	2,305	(4)%
EBITDA	2,631	2,173	21%	3,163	(17)%
<i>EBITDA Margins %</i>	6.8%	7.7%	-	7.0%	-
Depreciation	547	470	16%	530	3%
EBIT	2,084	1,703	22%	2,632	(21)%
<i>EBIT Margins %</i>	5.4%	6.1%	-	5.8%	-
Finance Cost	579	616	(6)%	599	(3)%
Other Income	258	133	94%	226	14%
Profit before exceptional items and tax	1,763	1,221	44%	2,259	(22)%
<i>Profit before exceptional items and tax %</i>	4.5%	4.4%	-	5.0%	-
Exceptional items	-	333	(100)%	-	0%
PBT	1,763	888	98%	2,259	(22)%
<i>PBT Margins %</i>	4.5%	3.2%	-	5.0%	-
PAT	1,313	661	99%	1,683	(22)%
<i>PAT Margins %</i>	3.4%	2.4%	-	3.7%	-

Q4FY24 ME: Income Statement

Particulars (₹mn)	Q4FY24	Q4FY23	YoY	Q3FY24	QoQ
Revenue	6,245	5,486	14%	6,826	(9)%
Gross Profit	959	867	11%	1,027	(7)%
<i>Gross Profit Margins %</i>	<i>15.4%</i>	<i>15.8%</i>	-	<i>15.0%</i>	-
Total Opex	501	449	12%	497	1%
Advertisement & Promotion	85	100	(15)%	116	(26)%
Other Opex	416	349	19%	382	9%
EBITDA	459	418	10%	530	(13)%
<i>EBITDA Margins %</i>	<i>7.3%</i>	<i>7.6%</i>	-	<i>7.8%</i>	-
Depreciation	167	154	9%	157	6%
EBIT	291	264	10%	373	(22)%
<i>EBIT Margins %</i>	<i>4.7%</i>	<i>4.8%</i>	-	<i>5.5%</i>	-
Finance Cost	239	212	13%	242	(1)%
Other Income	60	43	39%	17	252%
Profit before exceptional items and tax	112	95	18%	148	(24)%
<i>Profit before exceptional items and tax %</i>	<i>1.8%</i>	<i>1.7%</i>	-	<i>2.2%</i>	-
Exceptional items	-	-	0%	-	0%
PBT	112	95	18%	148	(24)%
<i>PBT Margins %</i>	<i>1.8%</i>	<i>1.7%</i>	-	<i>2.2%</i>	-
PAT	99	56	76%	138	(28)%
<i>PAT Margins %</i>	<i>1.6%</i>	<i>1.0%</i>	-	<i>2.0%</i>	-



Q4FY24 Consolidated Income Statement

Particulars (₹mn)	Q4FY24	Q4FY23	YoY	Q3FY24	QoQ
Revenue	45,349	33,818	34%	52,231	(13)%
Gross Profit	6,612	5,330	24%	7,615	(13)%
<i>Gross Profit Margins %</i>	14.6%	15.8%	-	14.6%	-
Total Opex	3,550	2,763	28%	3,916	(9)%
Advertisement & Promotion	822	689	19%	1,177	(30)%
Other Opex	2,728	2,074	32%	2,740	0%
EBITDA	3,062	2,567	19%	3,698	(17)%
<i>EBITDA Margins %</i>	6.8%	7.6%	-	7.1%	-
Depreciation	736	632	16%	697	5%
EBIT	2,327	1,935	20%	3,001	(22)%
<i>EBIT Margins %</i>	5.1%	5.7%	-	5.7%	-
Finance Cost	778	802	(3)%	817	(5)%
Other Income	288	146	97%	201	43%
Profit before exceptional items and tax	1,837	1,280	44%	2,386	(23)%
<i>Profit before exceptional items and tax %</i>	4.1%	3.8%	-	4.6%	-
Exceptional items	-	333	(100)%	-	0%
PBT	1,837	947	94%	2,386	(23)%
<i>PBT Margins %</i>	4.1%	2.8%	-	4.6%	-
PAT	1,375	698	97%	1,804	(24)%
<i>PAT Margins %</i>	3.0%	2.1%	-	3.5%	-



Standalone Income Statement

Particulars (₹mn)	FY24	FY23	FY22
Revenue	1,57,826	1,15,840	90,561
Gross Profit	22,911	18,100	13,868
Gross Profit Margins %	14.5%	15.6%	15.3%
Total Opex	11,754	8,769	6,953
Advertisement & Promotion	3,112	2,412	1,931
Other Opex	8,642	6,357	5,022
EBITDA	11,157	9,331	6,915
EBITDA Margins %	7.1%	8.1%	7.6%
Depreciation	2,064	1,831	1,805
EBIT	9,093	7,500	5,110
EBIT Margins %	5.8%	6.5%	5.6%
Finance Cost	2,417	2,343	2,636
Other Income	765	426	424
Profit before exceptional items and tax	7,441	5,583	2,899
Profit before exceptional items and tax %	4.7%	4.8%	3.2%
Exceptional items	-	333	-
PBT	7,441	5,251	2,899
PBT Margins %	4.7%	4.5%	3.2%
PAT	5,541	3,898	2,142
PAT Margins %	3.5%	3.4%	2.4%
Adjusted PAT¹	5,541	4,147	2,142
Adjusted PAT Margins %	3.5%	3.6%	2.4%

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))

Consolidated Income Statement

Particulars (₹mn)	FY24	FY23	FY22
Revenue	1,85,483	1,40,714	1,08,179
Gross Profit	27,137	21,992	16,916
Gross Profit Margins %	14.6%	15.6%	15.6%
Total Opex	14,010	10,852	8,771
Advertisement & Promotion	3,553	2,881	2,324
Other Opex	10,458	7,971	6,448
EBITDA	13,127	11,140	8,145
EBITDA Margins %	7.1%	7.9%	7.5%
Depreciation	2,743	2,446	2,316
EBIT	10,384	8,694	5,829
EBIT Margins %	5.6%	6.2%	5.4%
Finance Cost	3,232	3,026	3,224
Other Income	737	379	383
Profit before exceptional items and tax	7,888	6,048	2,989
Profit before exceptional items and tax %	4.3%	4.3%	2.8%
Exceptional items	-	333	-
PBT	7,888	5,715	2,989
PBT Margins %	4.3%	4.1%	2.8%
PAT	5,963	4,319	2,240
PAT Margins %	3.2%	3.1%	2.1%
Adjusted PAT¹	5,963	4,569	2,240
Adjusted PAT Margins %	3.2%	3.2%	2.1%

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))

Standalone Balance Sheet

Particulars (₹mn)	FY23	FY24	Particulars (₹mn)	FY23	FY24
Equity and Liabilities			Assets		
I. Equity			I. Non-current Assets		
(a) Equity Share Capital	10,300.53	10,300.53	(a) Property, Plant and Equipment	7,370.84	9,455.45
(b) Other Equity	26,365.69	31,368.97	(b) Capital Work in progress	193.97	483.48
Total Equity	36,666.22	41,669.50	(c) Right of use Assets	4,904.35	6,071.33
II. Liabilities			(d) Investment Property	611.36	611.36
1 Non-current Liabilities			(e) Intangible Assets	28.34	15.77
(a) Financial Liabilities			(f) Intangible Assets Under Development	4.37	3.70
(i) Lease Liabilities	6,315.94	9,370.45	(g) Financial Assets	-	-
(b) Provisions	285.65	338.94	(i) Investments	7,675.96	7,734.08
Total Non-current Liabilities	6,601.59	9,709.39	(ii) Loans	1,668.86	1,306.14
2 Current Liabilities			(iii) Other Financial Assets	1,512.61	3,717.61
(a) Financial Liabilities			(h) Deferred Tax Assets (Net)	524.51	604.41
(i) Borrowings	13,240.61	8,891.75	(i) Non-current tax assets (net)	-	99.49
(ii) Metal Gold Loan	10,911.25	12,619.95	(j) Other Non-current Assets	539.32	590.08
(iii) Lease Liabilities	933.65	1,346.32	Total Non-current Assets	25,034.49	30,692.90
(iv) Trade Payables			II. Current Assets		
Total Outstanding Dues of Micro and Small Enterprises	-	-	(a) Inventories	57,138.65	67,404.21
Total Outstanding Dues of Creditors Other than Micro and Small Enterprises	9,684.98	15,340.29	(b) Financial Assets		
(v) Other Financial Liabilities	114.81	324.49	(i) Trade Receivables	1,075.66	1,697.32
(b) Other Current Liabilities	13,495.96	19,202.58	(ii) Cash and Cash Equivalents	640.33	1,004.85
(c) Provisions	122.21	178.59	(iii) Bank Balances Other than (ii) above	5,554.64	5,518.12
(d) Current Tax Liabilities (net)	205.45	-	(iv) Other Financial Assets	645.37	822.06
			(c) Other Current Assets	548.49	804.30
Total Current Liabilities	48,708.92	57,903.97	Total Current Assets	65,603.14	77,250.86
Total liabilities	55,310.51	67,613.36	Assets held-for-sale	1,339.10	1,339.10
Total Equity and Liabilities (I+II)	91,976.73	1,09,282.86	Total Assets (I+II)	91,976.73	1,09,282.86



Consolidated Balance Sheet

Particulars (₹mn)	FY23	FY24	Particulars (₹mn)	FY23	FY24
Equity and Liabilities			Assets		
I. Equity			I Non-current Assets		
(a) Equity Share Capital	10,300.53	10,300.53	(a) Property, Plant and Equipment	8,738.18	10,904.15
(b) Other Equity	26,046.58	31,590.04	(b) Capital Work in progress	200.49	484.66
(c) Non-controlling interests	(2.29)	(12.90)	(c) Right of use Assets	9,579.84	11,389.91
Total Equity	36,344.82	41,877.67	(d) Investment Property	611.36	611.36
II. Liabilities			(e) Goodwill on consolidation	50.56	50.56
1 Non-current Liabilities			(f) Intangible Assets	48.96	34.58
(a) Financial Liabilities			(g) Intangible assets under development	4.37	3.70
(i) Borrowings	77.73	-	(h) Financial Assets	-	-
(ii) Lease Liabilities	6,643.13	10,016.15	(i) Investments	43.50	44.00
(b) Provisions	376.54	455.64	(ii) Other Financial Assets	1,592.49	3,812.40
Total Non-current Liabilities	7,097.40	10,471.79	(i) Deferred Tax Assets (Net)	561.93	662.30
2 Current Liabilities			(j) Non-current tax assets (net)	-	99.49
(a) Financial Liabilities			(k) Other Non-current Assets	539.32	590.08
(i) Borrowings	16,472.12	10,643.45	Total Non-current Assets	21,971.00	28,687.19
(ii) Metal Gold Loan	18,535.61	22,529.60	II Current Assets		
(iii) Lease Liabilities	1,226.30	1,674.38	(a) Inventories	70,138.75	82,975.73
(iv) Trade Payables			(b) Financial Assets		
Total Outstanding Dues of Micro and Small Enterprises	10.01	8.93	(i) Trade Receivables	2,442.31	3,283.19
Total Outstanding Dues of Creditors Other than Micro and Small Enterprises	11,916.88	19,432.56	(ii) Cash and Cash Equivalents	1,409.07	1,777.08
(v) Other Financial Liabilities	222.22	359.52	(iii) Bank Balances Other than (ii) above	8,409.68	7,973.90
(b) Other Current Liabilities	14,966.17	20,966.82	(iv) Other Financial Assets	629.26	827.06
(c) Provisions	130.58	187.09	(c) Other Current Assets	790.20	1,314.10
(d) Current Tax Liabilities (net)	207.26	25.54			
Total Current Liabilities	63,687.15	75,827.89	Total Current Assets	83,819.27	98,151.06
Total liabilities	70,784.55	86,299.68	Assets held-for-sale	1,339.10	1,339.10
Total Equity and Liabilities (I+II)	1,07,129.37	1,28,177.35	Total Assets (I+II)	1,07,129.37	1,28,177.35



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