

INVESTOR PRESENTATION
Q3 & 9M FY20 RESULTS
FEBRUARY 2020



TRIBHOVANDAS BHIMJI ZAVERI
SHRIKANT ZAVERI GROUP

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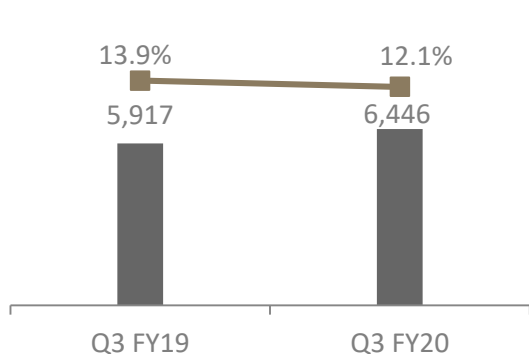
DISCUSSION SUMMARY

- [Q3 & 9M FY20 Results Update](#)
- [About Us](#)
- [Operational Summary](#)
- [Business Model](#)

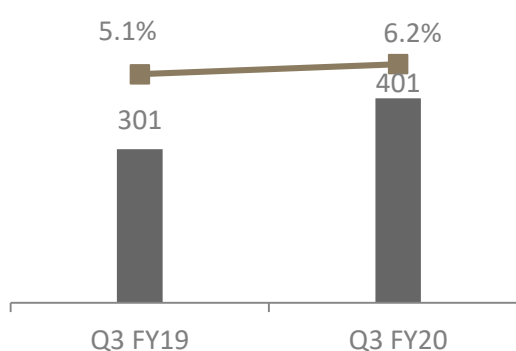
Q3 FY20 RESULT HIGHLIGHTS

In Rs Mn

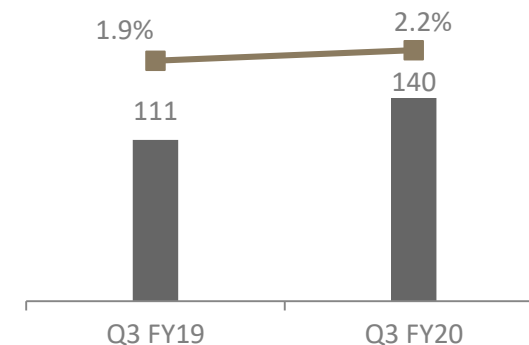
REVENUES & GROSS MARGIN



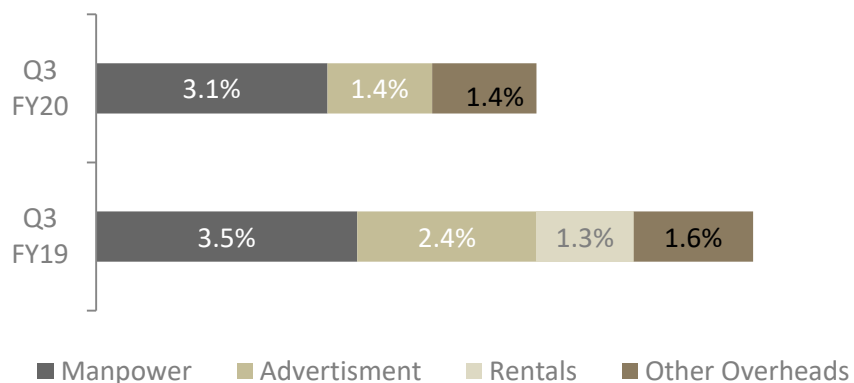
*EBITDA & EBITDA MARGIN



PAT & PAT MARGIN



OPERATING COSTS (% of Total Revenue)



REVENUE ANALYSIS

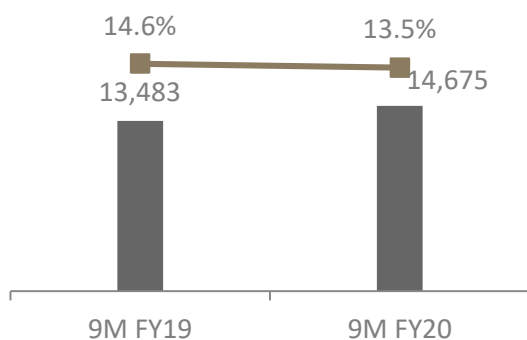
Total Revenue Growth % - Q3 FY20	9%
Same Store Sales Growth % - Q3 FY20	9%
Share of Diamond Jewellery - Q3 FY20 (Q3 FY19)	21.3% (23.4%)

*On comparable basis (before taking into account IND AS 116) Q3 FY 20 EBITDA Margins are 5.1%, Rentals are 1.1% of total revenue

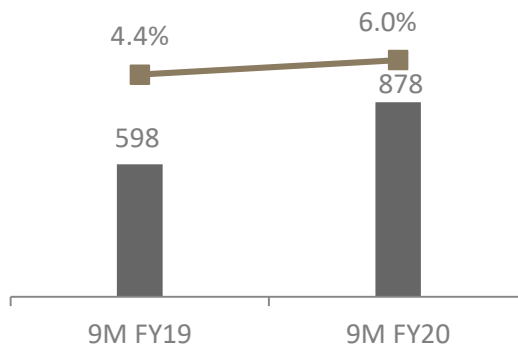
9M FY20 RESULT HIGHLIGHTS

In Rs Mn

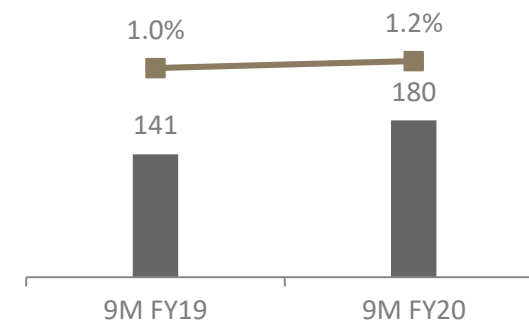
REVENUES & GROSS MARGIN



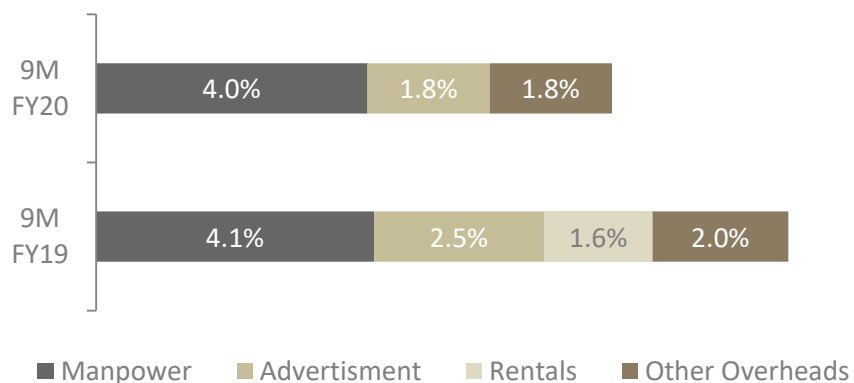
*EBITDA & EBITDA MARGIN



PAT & PAT MARGIN



OPERATING COSTS (% of Total Revenue)



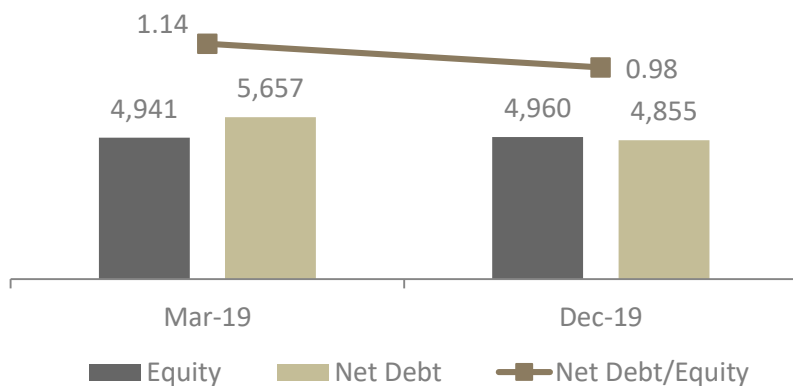
REVENUE ANALYSIS

Total Revenue Growth % - 9M FY20	9%
Same Store Sales Growth % - 9M FY20	6%
Share of Diamond Jewellery - 9M FY20 (9M FY19)	22.8%(22.8%)

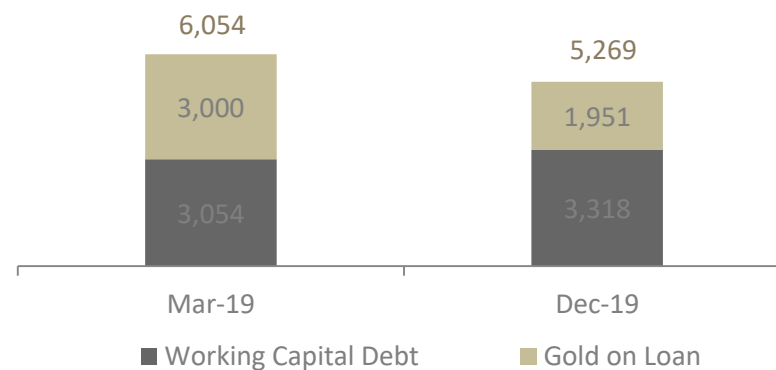
Q3 FY20 BALANCE SHEET UPDATE

In Rs Mn

LEVERAGE ANALYSIS



TOTAL DEBT BREAKUP



Notes:

- 1) Gold on Loan is shown as part of short term borrowings, while some of the listed peers show it under current liabilities / trade payables.
- 2) Out Of Total Gold inventory as on 31th Dec 2019 Gold on Loan is 33.7% as compared to 57.2% as on 31st March 2019

Q3 FY20 - KEY RESULT TAKEAWAYS

REVENUE & MARGIN:

- Revenue for Q3 FY20 Increased by 9% YoY on the back of festive and wedding seasons coupled with various promotional /marketing initiatives taken by the company.
- Gross Margin for Q3 FY 20 were lower on account of relatively higher sales mix in favour of gold as compared to the normal trend
- EBITDA Margin during the quarter has improved due to effectiveness of marketing spends, manpower rationalisation , automation & constant review of other operating costs
- Finance cost shows decrease of 7.9% YoY (not considering impact of INDAS 116)

BALANCE SHEET & CASH FLOW:

- Reduction in Net Debt by Rs802 Mn compared to Mar19 (Rs5657 Mn)
- Net Debt to Equity Ratio has improved from 1.14x in Q3 FY19 to 0.98x in Q3 FY20
- Inventory volumes have been rationalised over the past nine months.



Impact of IND AS 116

IND AS 116 (Accounting for leases) was mandated from 1st April 2019

This Ind-AS has the following impact:

- 1) On Profit & Loss: Lease Rental expenses is replaced by Depreciation and Interest Expenses.
- 2) On Balance sheet: The Accounting Standard essentially brings all the leases into the balance sheet as a “Right to use” on asset side with a corresponding “Lease obligation” on Liability Side.

The Company has opted to adopt “Modified Retrospective approach”, by which we go back to the start of the leases and arrive at the “Right to use” assets and the “Lease obligation” on 1st April 2019 and the difference between the liabilities and assets is reduced from the opening net worth as on 1st April 2019.

The actual impact of adoption of Ind-AS is as follows: -

For quarter ending 31st Dec 2019, Rent expenses has decreased by Rs.73Mn offset by increase in depreciation by Rs.55Mn and interest expense by Rs.24Mn resulting into higher EBITDA by Rs.73Mn lower PBT by Rs.5.8Mn.

As at 1 April 2019 we recognised Right to use assets of Rs.794Mn and Lease liability of Rs.956Mn and the difference of Rs.106Mn (net of deferred tax of Rs.56Mn.) has been adjusted in retained earnings.

BRAND BUILDING & MARKETING INITIATIVES

- TBZ has been making consistent investments in its marketing activities to widen its customer base and promote the brand in India
- TBZ has recently launched Bridal collection Riwayat
- Recently TBZ appointed Bollywood actress Sara Ali Khan as new brand ambassador
- Sara Ali Khan will feature in several brand campaigns endorsing the 'TBZ-The Original' brand across India
- Launched Sitara – Affordable diamond jewellery collection range with Sara Ali Khan
- Launched Tatva- Affordable gold, jewellery collection with Sarah Ali Khan



SITARA
by
tbz[®]
The original since 1864

LATEST LAUNCHES & COLLECTION



DIVYA by **tbz**[®]
The original since 1864

Channel your inner goddess

MOHA by **tbz**[®]
The original since 1864

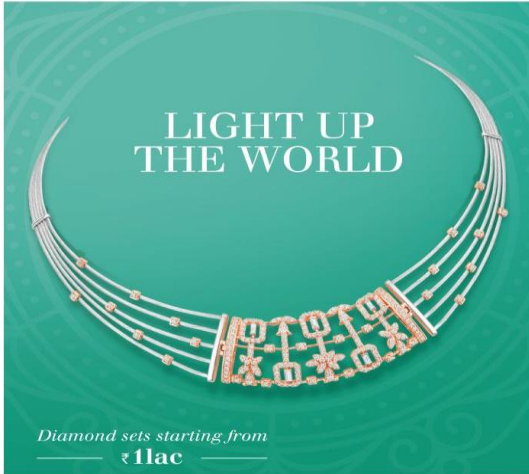
Impress like you
breathe,
effortlessly.

Two gold jewelry pieces, possibly earrings or pendants, with intricate designs and a central figure. The pieces are shown against a red background with a feather.

Sunshine
YELLOW DIAMOND JEWELLERY

by
tbz[®]
The original since 1864

LATEST JEWELLERY DESIGNS & COLLECTIONS



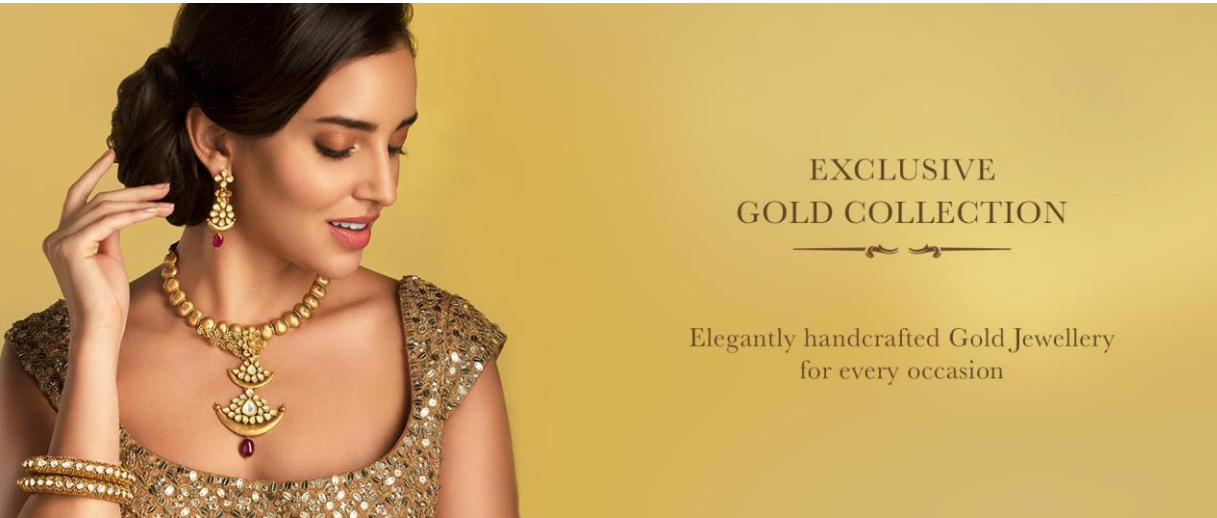
NOOR by **tbz**[®]
COLLECTION
The original since 1864



TRINITY by **tbz**[®]
The original since 1864

PRICES STARTING FROM ₹90,000/-

CONTEMPORARY JEWELLERY DESIGNS & COLLECTIONS

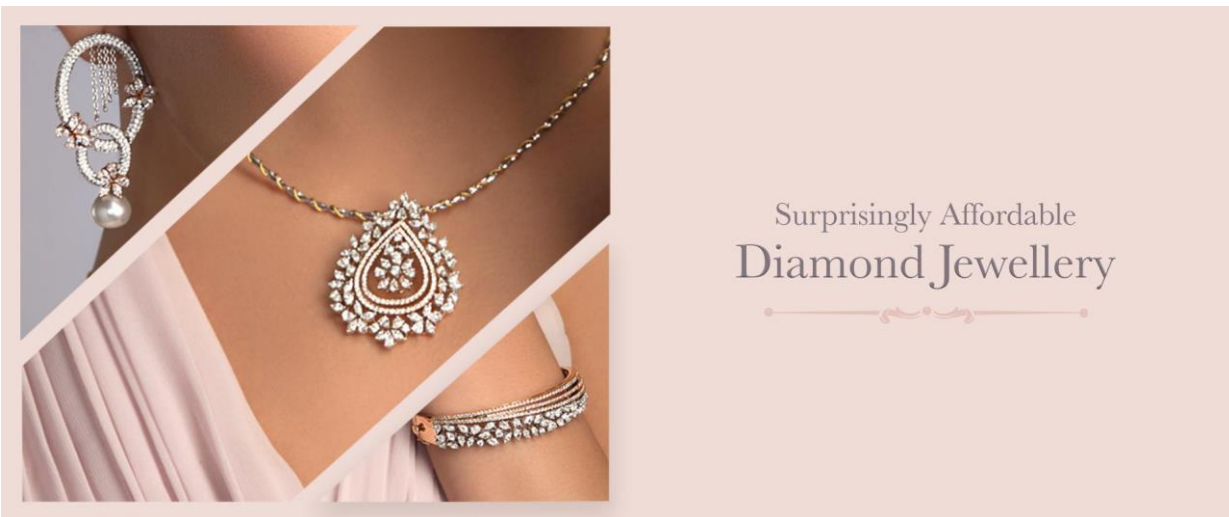


CONTEMPORARY JEWELLERY DESIGNS & COLLECTIONS



PRETTY *lil* THINGS

Contemporary, innovative jewellery
specially created for millennials



Surprisingly Affordable
Diamond Jewellery

CONTEMPORARY JEWELLERY DESIGNS & COLLECTIONS



Riwayat

BRIDAL JEWELLERY

range starts from
₹3 lakhs



COLLECTION

EXCLUSIVE JEWELLERY PARTNER

GOLD COLLECTION IN STORES

CONTEMPORARY JEWELLERY DESIGNS & COLLECTIONS



JIVA *by* **tbz**[®]
The original since 1864

PLATINUM VOWS

Platinum couple bands to give your special day
that extra sparkle



Q3 FY20 - PROFIT & LOSS STATEMENT

Particulars (In Rs Mn) – Standalone	Q3 FY20	Q3 FY19	YoY %	9M FY20	9M FY19	YOY %	FY19
Net Revenues	6,446	5,917	8.9%	14,675	13,483	8.8%	17,638
COGS	5,663	5,098	11.1%	12,688	11,520	10.1%	15,149
Gross Profit	783	819	-4.5%	1,987	1,963	1.2%	2,489
Gross Margin (%)	12.1%	13.9%	-171 bps	13.5%	14.6%	-102 bps	14.1%
Personnel Expenses	200	204	-2.2%	580	547	6.1%	732
Other Expenses (refer slide 8)	182	314	-41.9%	529	818	-35.4%	1,019
EBITDA	401	301	32.9%	878	598	46.8%	738
EBITDA Margin (%)	6.2%	5.1%	112 bps	6.0%	4.4%	155 bps	4.2%
Depreciation (refer slide 8)	79	27	194.5%	234	72	229.9%	99
Other Income	13	14	-0.44%	39	32	24.3%	56
Interest Expenses (refer slide 8)	133	118	13.0%	419	342	22.4%	464
Profit Before Tax	202	170	18.5%	264	216	22.1%	231
Tax	61	59	3.9%	84	75	12.47%	78
PAT	140	111	26.3%	180	141	27.2%	153
PAT Margin (%)	2.2%	1.9%	30 bps	1.2%	1.0%	18 bps	0.9%

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WHY IS TBZ DIFFERENT ?

Pedigree

- 150+ years in jewellery business
- First jeweller to offer buyback guarantee in 1938
- Professional organisation spearheaded by 5th generation of the family

Strong Brand Value

- Healthy sales productivity
- High footfalls conversion - 80%
- High ticket size - Gold – Rs 89 k, Diamond – Rs 103 k

Scalability & Reach

- 39 stores (116,561sq. ft.)
- Presence – 27 cities, 13 states

Expansion Plan -

- ~150,000 sq. ft.

TBZ

SUSTAINABLE COMPETITIVE ADVANTAGES

Specialty Wedding Jeweller

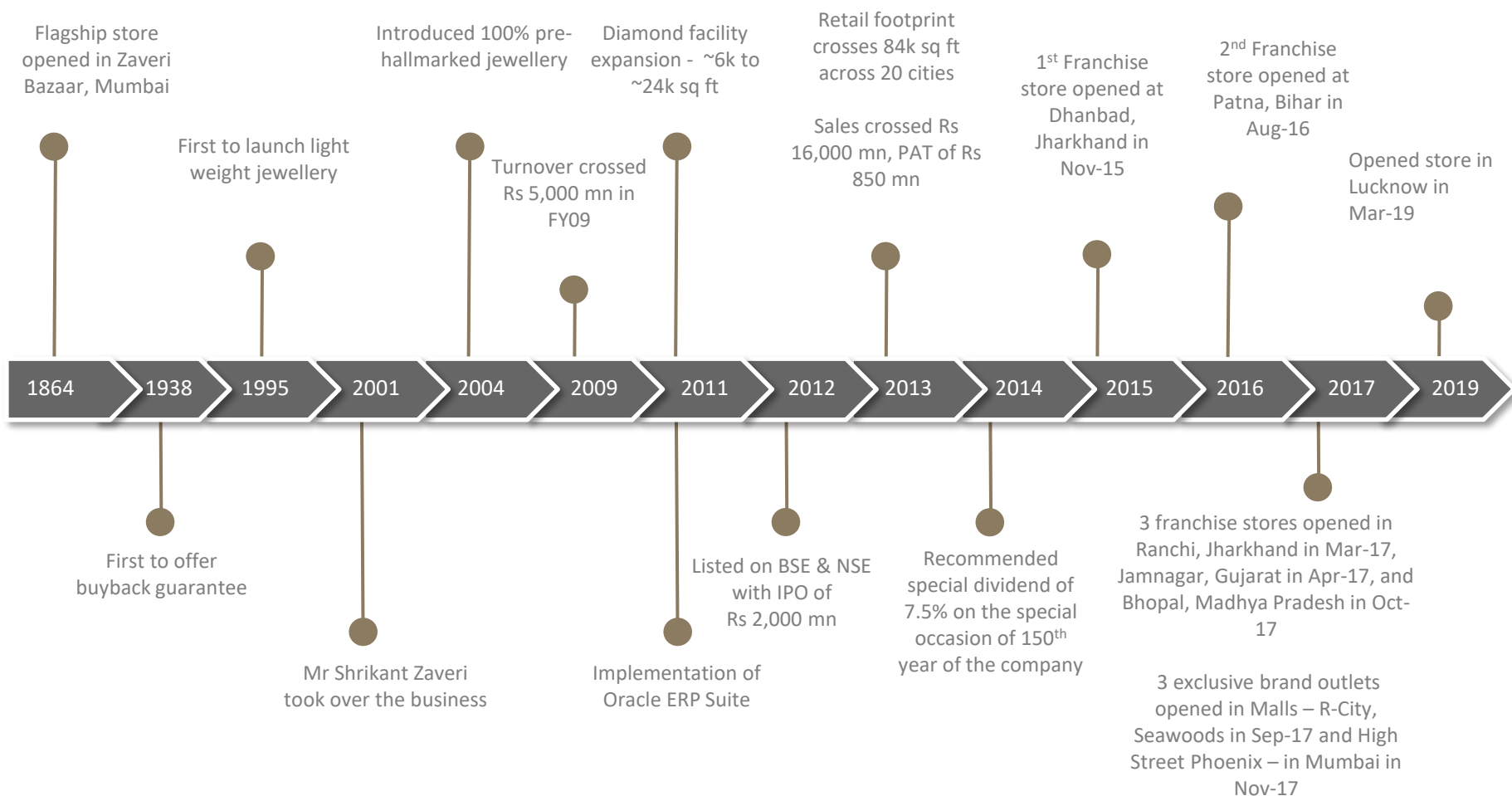
- ~ 65% of sales are wedding & wedding related purchases
- Compulsion buying
- Stable fixed budget purchases by customers

Design Exclusivity

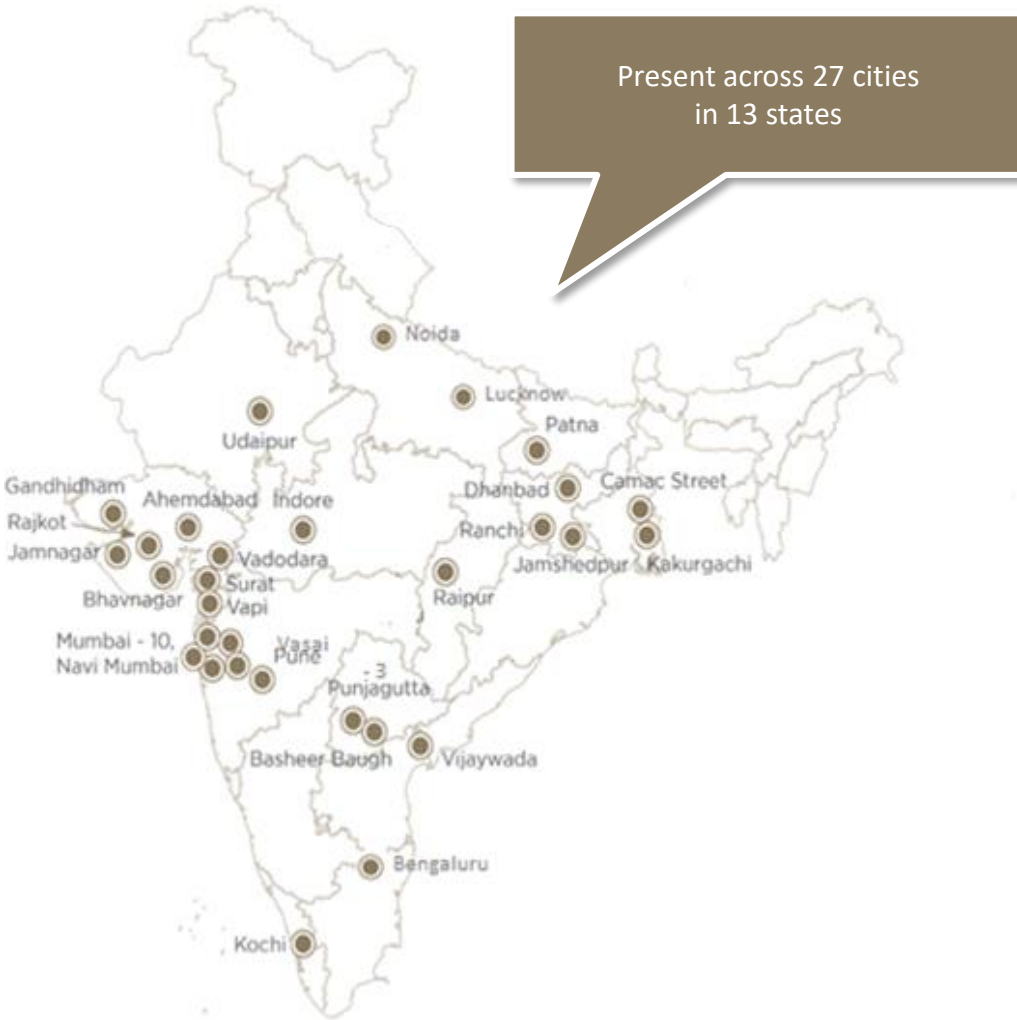
- 29 designers (incl. 14 CAD)
- 8 - 10 new jewellery lines/year
- In-house diamond jewellery production
- Customer loyalty
- Premium pricing

KEY MILESTONES

STRONG LEGACY OF MORE THAN 150 YEARS BUILT ON TRUST



RETAIL PRESENCE

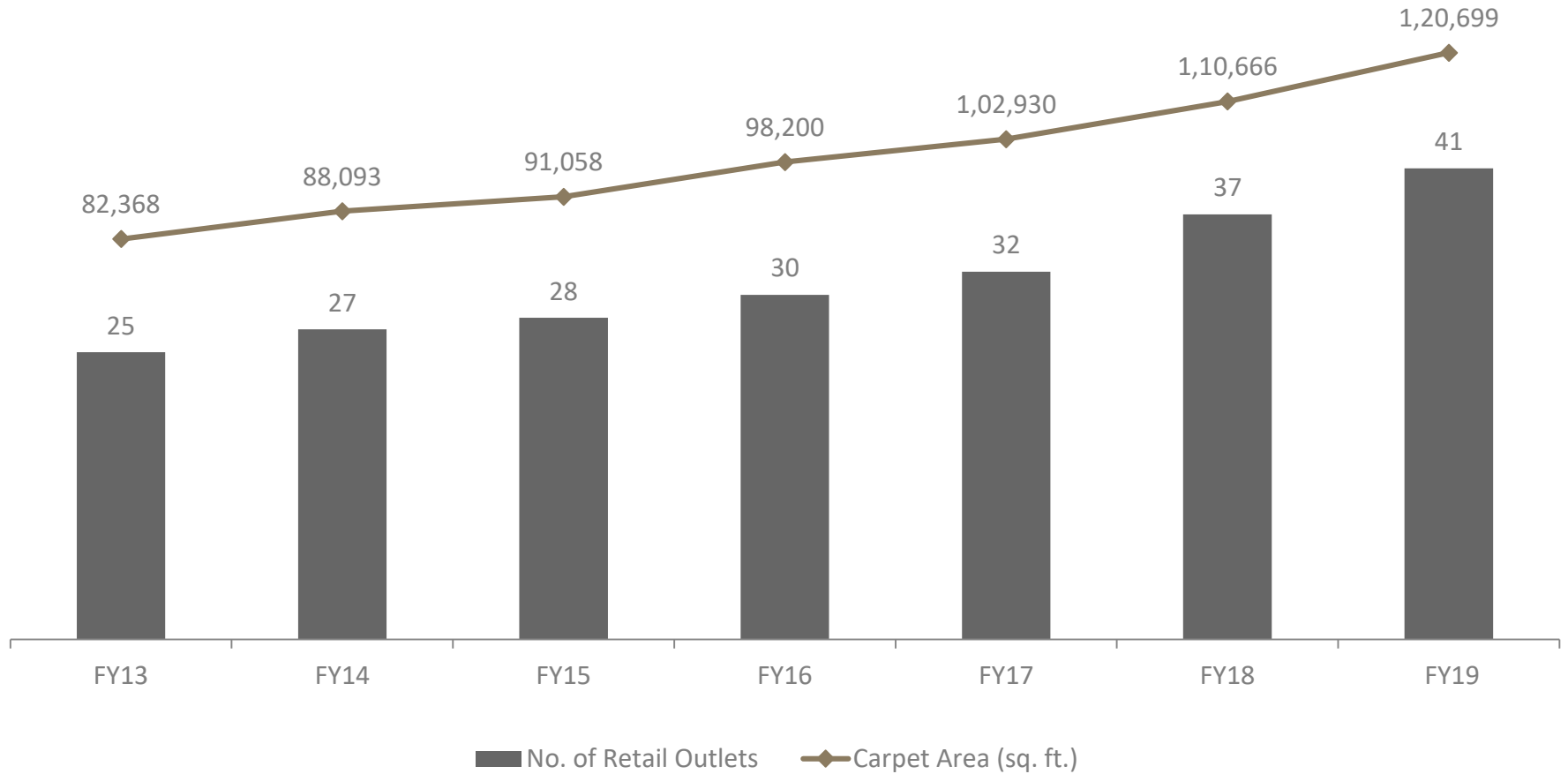


PAN-INDIA PRESENCE WITH 39 STORES
WITH A RETAIL SPACE OF ~116,561
SQ. FT. SPREAD ACROSS
27 CITIES IN 13 STATES

NUMBER OF STORES	TILL DATE
Large Format (> 2,000 sq. ft.)	31
Small Format (<= 2,000 sq. ft.)	8
Total Stores	39
Total Area	~1,16,561



RETAIL FOOTPRINT EXPANSION

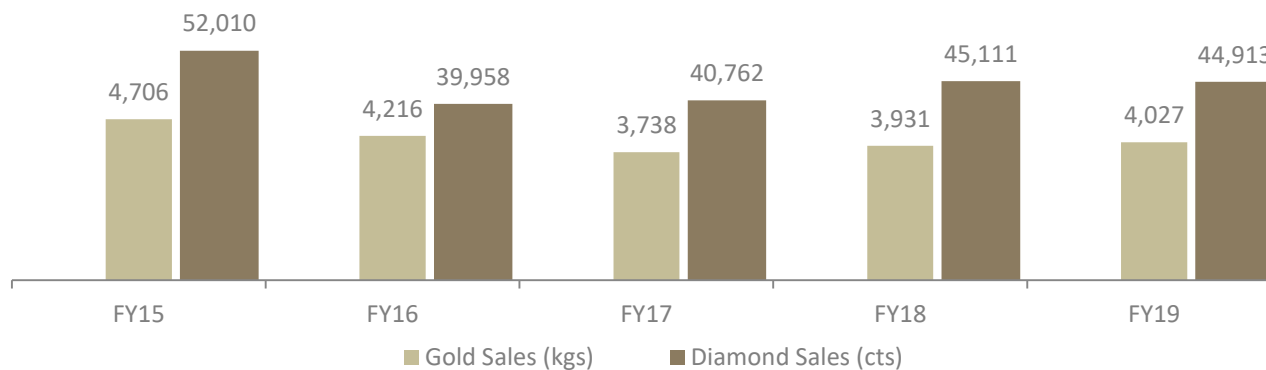


DISCUSSION SUMMARY

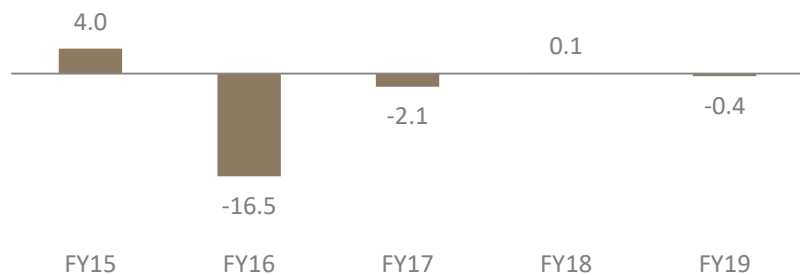
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OPERATIONAL SUMMARY

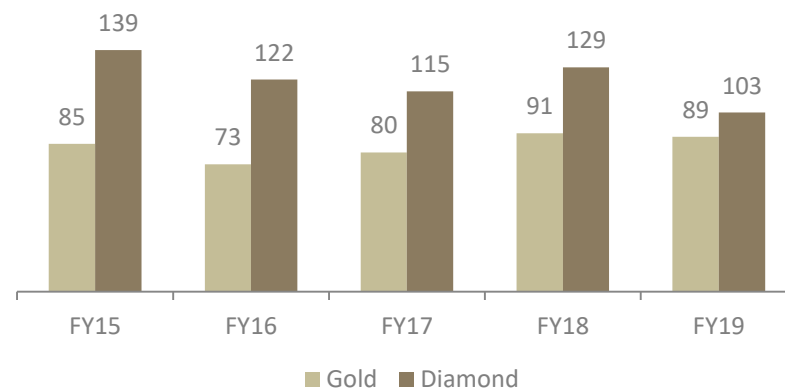
GOLD & DIAMOND VOLUMES



SSSG - TOTAL (%)



AVERAGE TICKET SIZE (RS '000)



SSSG: Same store sales value growth

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BUSINESS MODEL: MANUFACTURING

PROCUREMENT

Gold

- Raw Material - Bullion

Sources:

- Exchange & purchase of old jewellery
- Bullion dealers
- Banks - imported gold
- Banks - domestic gold (gold deposits) on loan

MANUFACTURING

- Gold jewellery manufacturing is outsourced.
- Vast nation-wide network of 150 vendors
- Each vendor has an annual gold processing capacity of more than 100 kg.
- These vendors are associated with TBZ since generations and are experts in handmade regional jewellery designs.



BUSINESS MODEL: MANUFACTURING

PROCUREMENT

Diamond

- Raw Material - Cut & polished diamonds

Sources:

- DTC site holders

MANUFACTURING

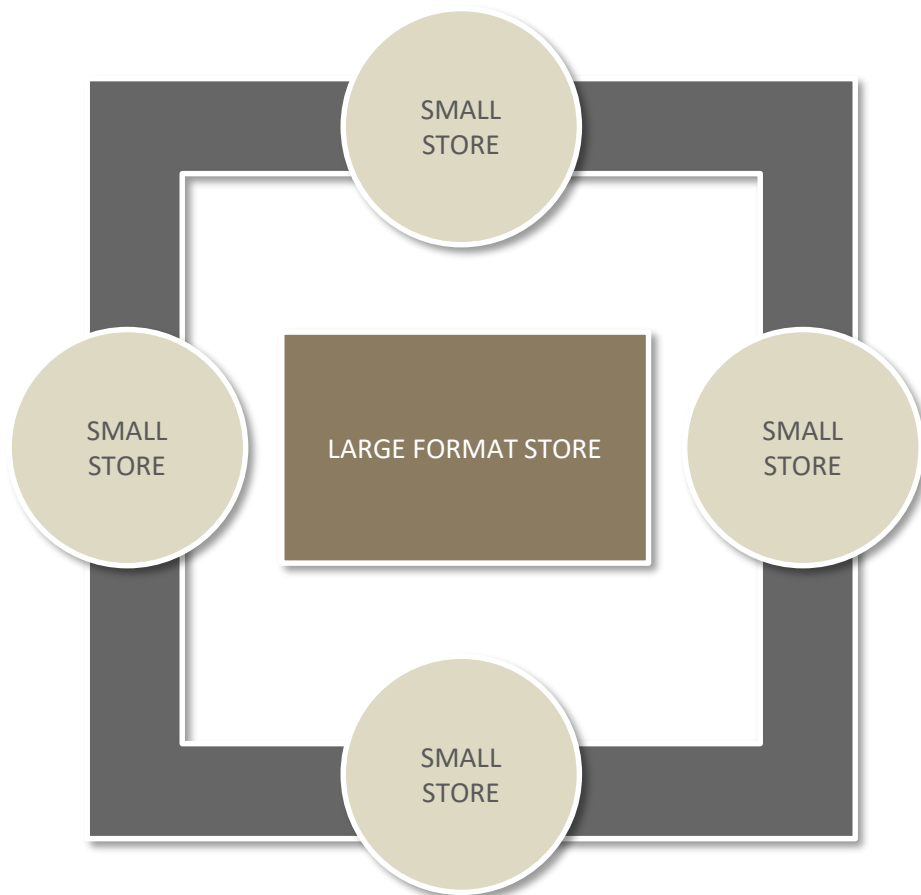
- In-house diamond jewellery manufacturing leading to exclusive designs, lower costs, and higher margins
- Manufacturing facility at Kandivali, Mumbai spread over ~24,000 sq ft with capacity of ~200,000 cts (on dual shift basis).
- The facility also has capacity for 4,000 kg of gold refining and 4,500 kg of gold jewellery components manufacturing.



BUSINESS MODEL: RETAIL

EFFICIENT INVENTORY MANAGEMENT

HUB & SPOKE MODEL - ROI OPTIMISATION



SMALL STORES

- $\leq 2,000$ sq ft
- Across the city
- Smaller range
- Lower price points (up to Rs 500k)

LARGE STORES

- $> 2,000$ sq ft
- Standalone high street - heart of city
- Wider range
- Higher price points (up to Rs 2,000k)

BUSINESS MODEL: SCALABILITY

- TBZ has an expansion plan to increase its retail space to around 1,50,000 sq. ft. over near term.
- TBZ plans to carry out the expansion through mix of franchisee route and addition of its own stores.
- All the prospective expansion locations have already been identified backed by 2 years of extensive market research.

	FY12	Till Date	Target
Number of Stores	14	39	
Retail Sq ft	~48,000	~116,561	~1,50,000
Number of Cities	10	27	



GOLD METAL LOAN: EFFICIENT SOURCING CHANNEL

GOLD METAL LOAN ORIGINATION

- TBZ takes 10 kg gold from a bank on lease on day 0.
- The contract for gold lease is 180 days.
- TBZ provides a bank guarantee worth 110% of gold leased.
- Total Financing cost (interest on gold lease plus bank guarantee commission) to TBZ is ~3.5% p.a.

GOLD METAL LOAN REPAYMENT

- TBZ repays the gold daily based on actual sales of gold jewellery.
- The bank converts 1 kg of gold on lease as a sale to TBZ at a reference rate set by them as on day 1.
- TBZ books a purchase of 1 kg of gold.
- The balance 9 kg worth of gold continues to remain on lease.
- TBZ again replenishes the inventory by taking 1 kg of gold on lease from bank on day 1.
- Since TBZ's gold jewellery inventory turns 2-3 times, it repays the gold lease before 180 days.

GOLD METAL LOAN ADVANTAGES

- **Interest Cost Savings:** Borrowing cost on gold lease is significantly lower compared to working capital borrowing cost.
- **No Commodity Risk:** Since gold is taken on lease, there is no gain if gold prices increase or loss if gold prices decrease.

GOLD METAL LOAN LIMITATIONS

- **Sharp increase in gold prices:** Gold lease is marked to market on a daily basis. So any increase in gold price will cause TBZ to top up its bank guarantee.
- **Bank Guarantee limitations:** Bank guarantee issued by the bank to TBZ is based on the drawing power enjoyed by TBZ.
- **Contract Period:** If TBZ is unable to sell the gold on lease within 180 days, then they will have to convert the balance unutilized gold to purchase.

AWARDS & RECOGNITION

- BEST BRACELET DESIGN AWARD AT THE 9TH EDITION OF JJS-IJ JEWELLERS CHOICE DESIGN AWARDS 2019
- “CONTEMPORARY DIAMOND JEWELLERY AWARD” & “TREASURE OF THE OCEAN “
GJC’S NATIONAL JEWELLERY AWARD 2018
- “DIAMOND VIVAH JEWELLERY OF THE YEAR”
Retail Jeweller India Awards - 2018
- “INDIA’S MOST PREFERRED JEWELLERY BRAND”
UBM India - 2017
- “BEST RING DESIGN OVER Rs. 2,50,000”
JJS-IJ Jewellers Choice Design Awards - 2016
- “TV CAMPAIGN OF THE YEAR”
12th Gemfields Retail Jeweller India Awards - 2016
- “DIAMOND JEWELLERY OF THE YEAR”
12th Gemfields Retail Jeweller India Awards - 2016
- “BEST NECKLACE DESIGN AWARD– 2016 ”
JJS-IJ Jewellers’ Choice Design Award - 2016
- “ASIA’S MOST POPULAR BRANDS – 2014 ”
World Consulting & Research Corporation (WCRC) - 2014





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