TIFFANY & CO.

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April 8, 2016

Dear Shareholder:

You are cordially invited to attend the Annual Meeting of Shareholders of Tiffany & Co. on Thursday, May 26, 2016 at 9:30 a.m. in the Great Ballroom of the W New York – Union Square hotel, 201 Park Avenue South (at 17th Street), New York, New York.

To attend the meeting, you will need to register online. To do so, please follow the instructions in the Proxy Statement on page PS-10. When you arrive at the meeting, you will be asked to provide your registration confirmation and photo identification. We appreciate your cooperation.

Your participation in the affairs of Tiffany & Co. is important. Therefore, please vote your shares regardless of whether or not you plan to attend the meeting. You can vote by accessing the Internet site to vote electronically, by completing and returning the enclosed proxy card by mail or by calling the number listed on the card and following the prompts.

Our management team in 2015 focused on Tiffany's objective to enhance our position as one of the world's most important luxury brands. We believe that achieving such positioning is key to effectively attracting and delighting our customers, as well as driving strong long-term financial performance.

During the past year we added excitement to our product assortment across a range of materials and price points. We introduced new interpretations to our TIFFANY VICTORIA®, TIFFANY BOW, TIFFANY INFINITY and RETURN TO TIFFANY™ collections, we debuted a statement jewelry collection focused on THE ART OF THE SEA, and we launched new collections of watches highlighted by our TIFFANY CT60® and TIFFANY EAST WEST® collections. These designs were well-received by our customers, and we are committed to further innovation.

Our marketing communications were expanded across various media—print, digital and social—in select placements to reach a greater number of customers within our targeted global audience.

We expanded Tiffany's worldwide presence in 2015 with the net addition of 12 stores, the relocation of nine existing stores and renovations of a number of locations. Our store real estate strategy continues to be focused on optimizing our distribution base.

Highlighting Tiffany's relevance to our customers and providing them with extraordinary experiences—both in-store and online—are important elements of our key objective.

We continued to make substantial investments in information systems, with a focus on developing a global customer relationship management system and a new inventory management system.

We further strengthened our management ranks with key additions of experienced executives.

And we managed our resources efficiently to maintain a strong financial position.

While making progress in these areas, we faced numerous macro challenges that affected our financial results. The strength of the U.S. dollar against almost all key foreign currencies affected us in several ways: negatively affecting the translation of our non-U.S. sales into U.S. dollars, pressuring spending by foreign tourists primarily in the U.S., and having some negative effect on gross margin. The world also faced uncertain and/or challenging economic, political and market conditions that we believe restrained consumer spending.

All things considered, Tiffany's financial results for the fiscal year ended January 31, 2016 did not meet the expectations management held at the start of the year. On a constant-exchange-rate basis that excludes the translation effect of the strong U.S. dollar, worldwide net sales rose 2%, and comparable store sales were equal to the prior year, with varying performance by region. Reported in U.S. dollars, worldwide net sales declined 3% to $4.1 billion in the year.

Gross margin rose in the year, but the increase was more than offset by sales deleveraging of selling, general and administrative expenses.

Net earnings, as reported, of $3.59 per diluted share in 2015 were 4% below prior year. Excluding charges in both years, net earnings of $3.83 per diluted share in 2015 were 9% lower than $4.20 per diluted share in the prior year.

Despite the lack of earnings growth, we were successful in improving cash flow by more efficiently managing inventory. In fact, we exceeded management's initial free-cash-flow expectation by generating more than $500 million in the year.

A portion of that cash was reinvested in the expansion of our business and the enhancement of operational capabilities. In addition, our Board of Directors increased the quarterly cash dividend by 5%, which represented the 14th increase in the past 13 years. We also spent $220 million to repurchase 2.8 million shares of our Common Stock, and the Board authorized a new share repurchase program.

While the past year was challenging, and we expect some pressures to persist in 2016, we believe that Tiffany's long-term prospects are bright. Through multi-dimensional long-term strategies, we will continue to pursue those significant opportunities to grow Tiffany's sales, profitability and productivity.

As customers increasingly seek extraordinary jewelry designs of the finest quality and craftsmanship, delivered in a compelling environment with exemplary service, we believe that Tiffany is becoming increasingly well-positioned globally to serve and delight them. We look forward to updating you on our Company's progress.

Sincerely,

Michael J. Kowalski
Chairman of the Board

Frederic Cumenal
Chief Executive Officer