

Titan Industries Limited

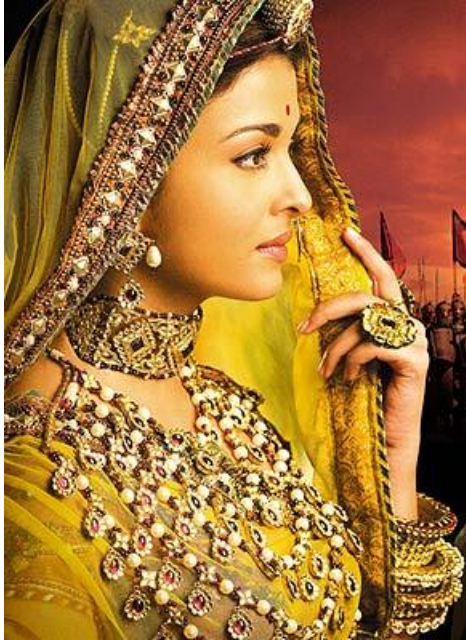
“Delivering value by creating Brands”



Disclaimer

Certain statements are included in this release which contain words or phrases such as “will,” “aim,” “will likely result,” “believe,” “expect,” “will continue,” “anticipate,” “estimate,” “intend,” “plan,” “contemplate,” “seek to,” “future,” “objective,” “goal,” “project,” “should,” “will pursue” and similar expressions or variations of these expressions that are “forward-looking statements.” Actual results may differ materially from those suggested by the forward-looking statements due to certain risks or uncertainties associated with our expectations with respect to, but not limited to, our ability to implement our strategy successfully, the market acceptance of and demand for our products, our growth and expansion, the adequacy of our allowance for credit to franchisees, dealers and distributors, technological changes, volatility in income, cash flow projections and our exposure to market and operational risks. By their nature, certain of the market risk disclosures are only estimates and could be materially different from what may actually occur in the future. As a result, actual future gains, losses or impact on net income could materially differ from those that have been estimated.

In addition, other factors that could cause actual results to differ materially from those estimated by the forward-looking statements contained in this document include, but are not limited to: general economic and political conditions in India and the other countries which have an impact on our business activities; inflation, unanticipated turbulence in interest rates, foreign exchange rates, the prices of raw material including gold and diamonds, or other rates or prices; changes in Indian and foreign laws and regulations, including tax and accounting regulations; and changes in competition and the pricing environment in India. The Company may, from time to time make additional written and oral forward-looking statements, including statements contained in the Company’s filings with SEBI and the Stock Exchanges and our reports to shareholders. The Company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the Company, to reflect events or circumstances after the date thereof.



Jodha Akbar
Jewellery



Femina Miss India
Crown

Commonwealth Games
Baton

*Titan Design at
its Best!*

Our Heritage – the TATA Group

- Titan is a part of the TATA Group having a turnover of about USD 70 bn (2009-10) with 1/3rd coming from India, equivalent to over 2.5% of India's GDP and having the biggest market capitalization in India
- The Tata group is India's largest employer in the private sector – 357,000+ employees across 85 companies
- The TATA group has achieved many Firsts for India:
 - First private sector Steel mill
 - First private sector Power utility
 - First luxury hotel (Taj)
 - First Airline (now Air India)
 - The World's least expensive car (Tata Nano)
 - India's largest software company (TCS)
 - India's largest watch & jewellery manufacturer (Titan)

Titan Industries

- Pioneer
- Breaker of rules
- Leader in two businesses: premium and mass market
- Manufacturer, designer, brand owner, marketer, retailer and after-sales service provider
- Unique culture
- First company to dare to challenge the Swiss
- B2C and B2B player
- In four businesses from 2007-08
- One of the Jewels of the Tata Group

How It All Began...



1984: Conceived

1987: Launch of Titan watches

1993: Europe Foray

1994: Timex JV

1996: Tanishq

1998: Sonata Launch

2003: Fastrack

2005: Precision Engineering (PED)

2006: Goldplus

2007: Eyewear

2008: Zoya

2009: Helios

2010: Fastrack Accessories



Vision, Mission & Values

Vision

- ▶ To be world class, contemporary, innovative and progressive in all business endeavors and to build India's most desirable brands



Mission

- ▶ To create wealth for all our stakeholders by building high performance businesses through a customer centric approach and to give back to the communities within our realm

Beliefs & Values

- ▶ Total customer orientation
- ▶ Respect and value employees
- ▶ Performance culture and team work
- ▶ Creativity and Innovation
- ▶ Passion for excellence
- ▶ Corporate Citizenship



Successful Brands



Industry Domination



Luxury

ZOYA

Premium


xv|ys™
Swiss made


TANISHQ

Mid Market

 TITAN

 TITAN



Mass Market


SONATA
A TATA PRODUCT


GOLDPLUS
from TATA



 TITAN⁹

Industry Domination



India's Top 3 watch brands (sales value)



India's largest Eyewear company



India's largest Jeweller



Licensed Brands



BOSS
HUGO BOSS



TOMMY  HILFIGER
watches

fcuk™
FRENCH CONNECTION



 TITAN¹



India's Largest Specialty Retailer

India's Largest Specialty retailer

Luxury

ZOYA 2

Premium

HELIOS 6

Mid Market

WORLD of TITAN 311

TANISHQ 120

TITAN EYE+
WORLD CLASS OPTICAL STORES
150

TITAN CUSTOMER SERVICE
WATCH CARE CENTRE 325

fastrack 47

Mass Market

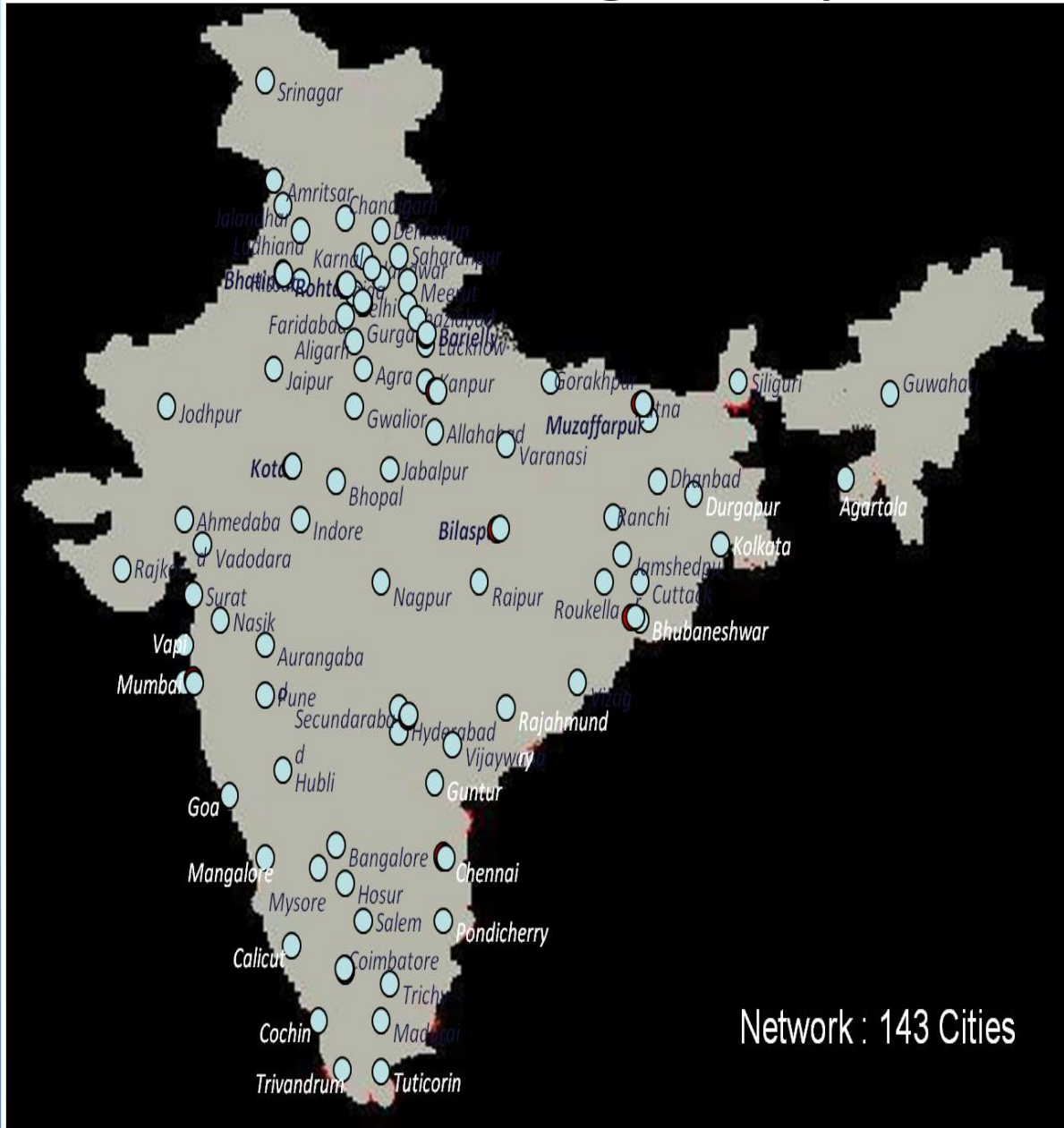
GOLDPLUS
from TATA 29

665 exclusive stores

Over 800,000 sft of retail space

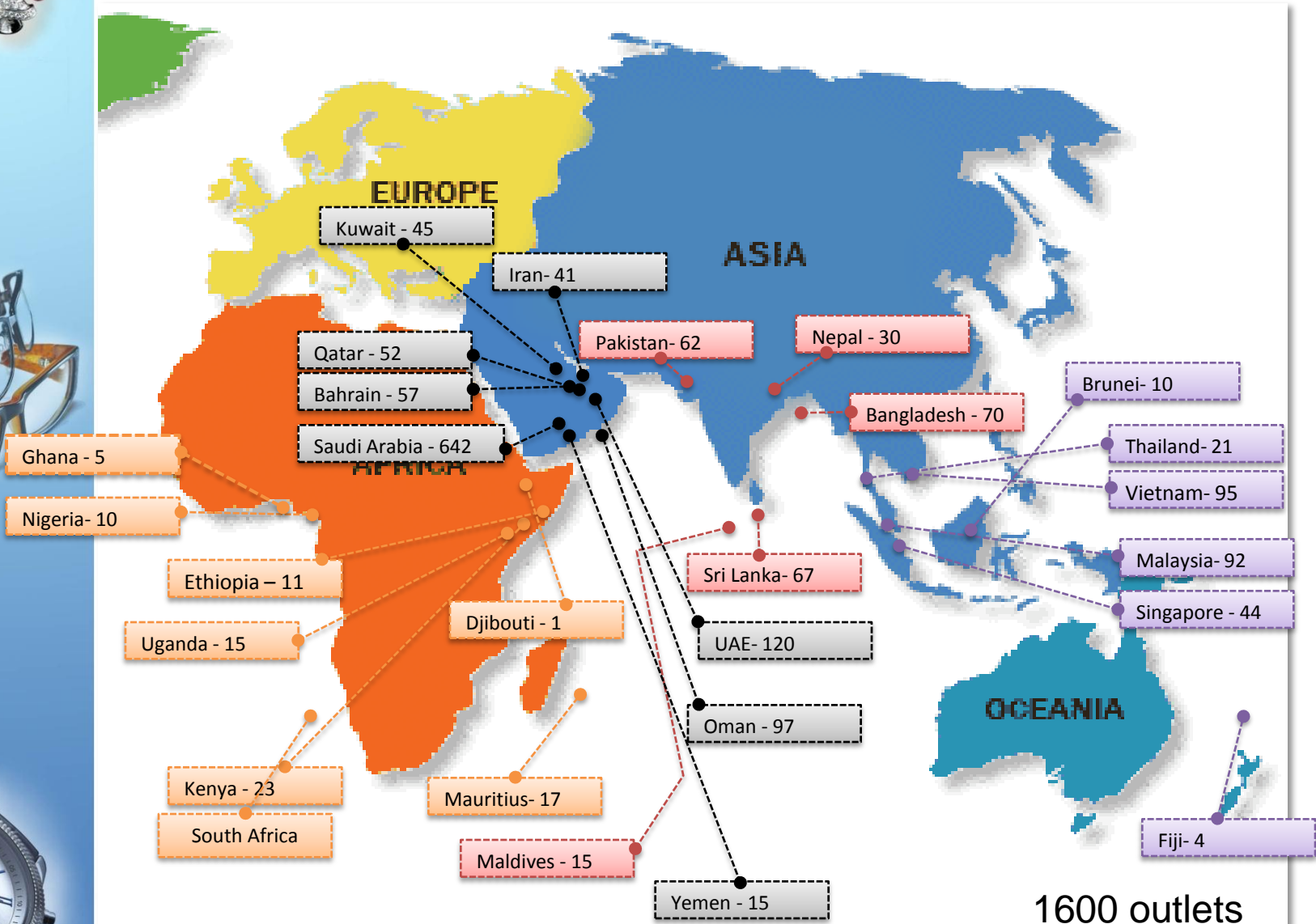
4 million buyers

India's Largest Specialty retailer



Network : 143 Cities

Also has international operations





ZOYA

THE EXQUISITE DIAMOND BOUTIQUE

FROM THE HOUSE OF

π
TANISHQ

*Jewellery for the design discerning,
high end customer.*

*Retailed in a luxurious retail
ambience and world class service.*

ZOYA



ZOYA Showroom, Delhi, India

ZOYA



ZOYA Showroom, PVR Lounge, Delhi, India



STORES

HELIOS



HELIOS



Helios exclusive area – premium brands

π
TANISHQ

STORES

TANISHQ STORES



Tanishq Store in Bangalore, India

TANISHQ STORES



Tanishq Store in Chennai, India

TANISHQ STORES



Tanishq Store in Mumbai, India



WORLD *of* TITAN

STORES

World of Titan



World of Titan





STORES

Fastrack Store



Fastrack





STORES

TITAN EYE +





STORES

GOLDPLUS SHOWROOMS



After Sales Service



After Sales Service

Over 800 service points

- 4 million consumers every year





Our Manufacturing Facilities



Watch Plant, Hosur



Rookie Assembly Plant



Titan Time Products,
ECB Unit, Goa



Pantnagar Assembly Plant



Dehradun Assembly Plant





HOSUR JEWELLERY PLANT



DEHRADUN JEWELLERY PLANT

**PRECISION ENGINEERING PLANT,
BOMMASANDRA**



PRECISION ENGINEERING PLANT, HOSUR

LENS LAB AT CHIKBALLAPUR



Where We Stand Today

- World's 5th largest Watch Manufacturer
- 65% market share in organized watch market
- Sonata: India's largest selling watch brand
- Tanishq: India's leading Jewellery Player and a game changer
- Titan Eye+: India's largest retail chain in eyewear
- Strength in Retail: More than 650 stores
- Distribution: More than 10,000 Multi-brand outlets

Where We Stand Today

Our Businesses

B2C

B2B

Watches

Jewellery

Eyewear

Precision
Engineering
Division

I. Watch Business

Watches

- Four major brands



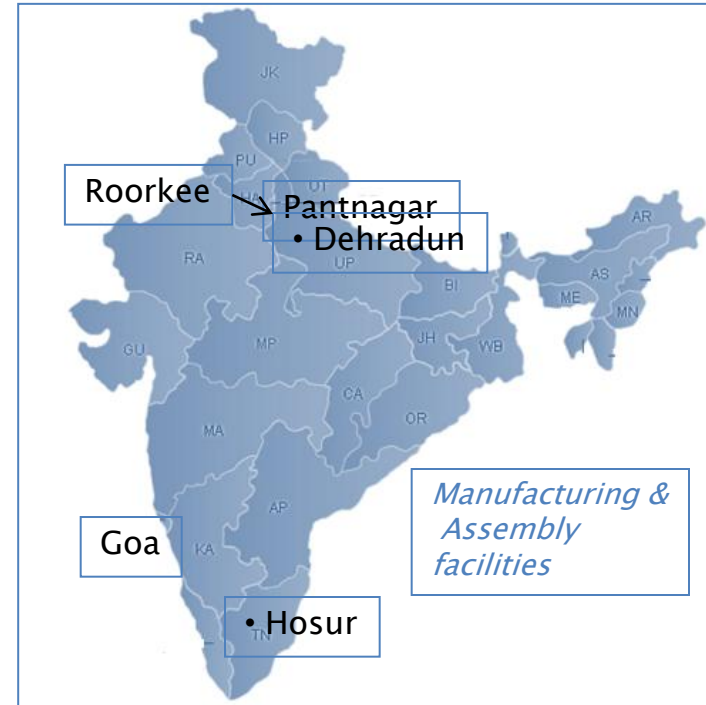
- Sold through

- Exclusive "World of Titan" outlets
- "Fastrack" outlets
- Multi-brand outlets "Helios"
- Multi-brand dealers and stores
- Large-format stores like Shoppers' Stop, Lifestyle, etc.

- Large network of exclusive service centers


- Sophisticated Design & Development Center

- Core strength in Industrial, Retail and Graphic design
- Numerous international award-winning designs to its credit

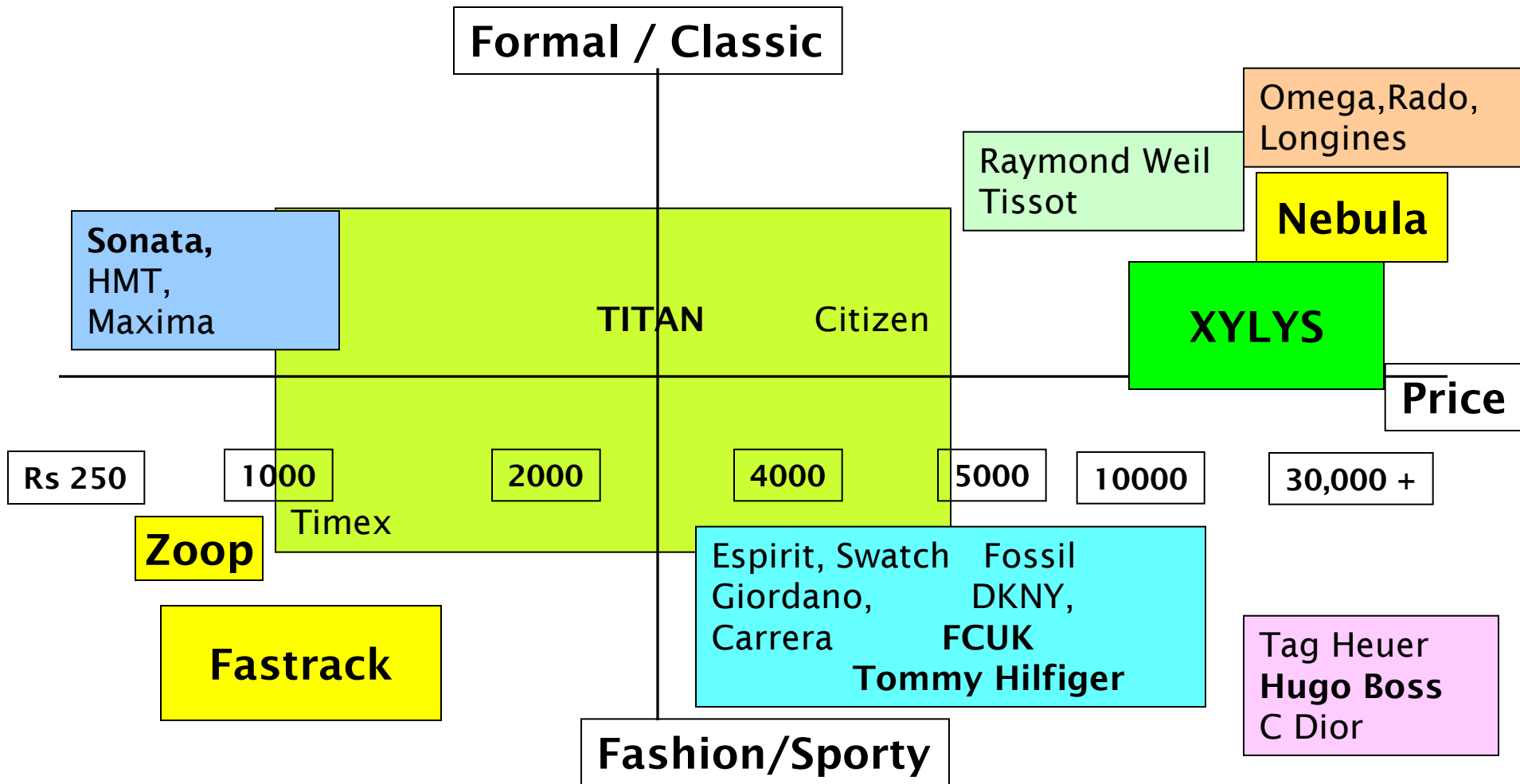




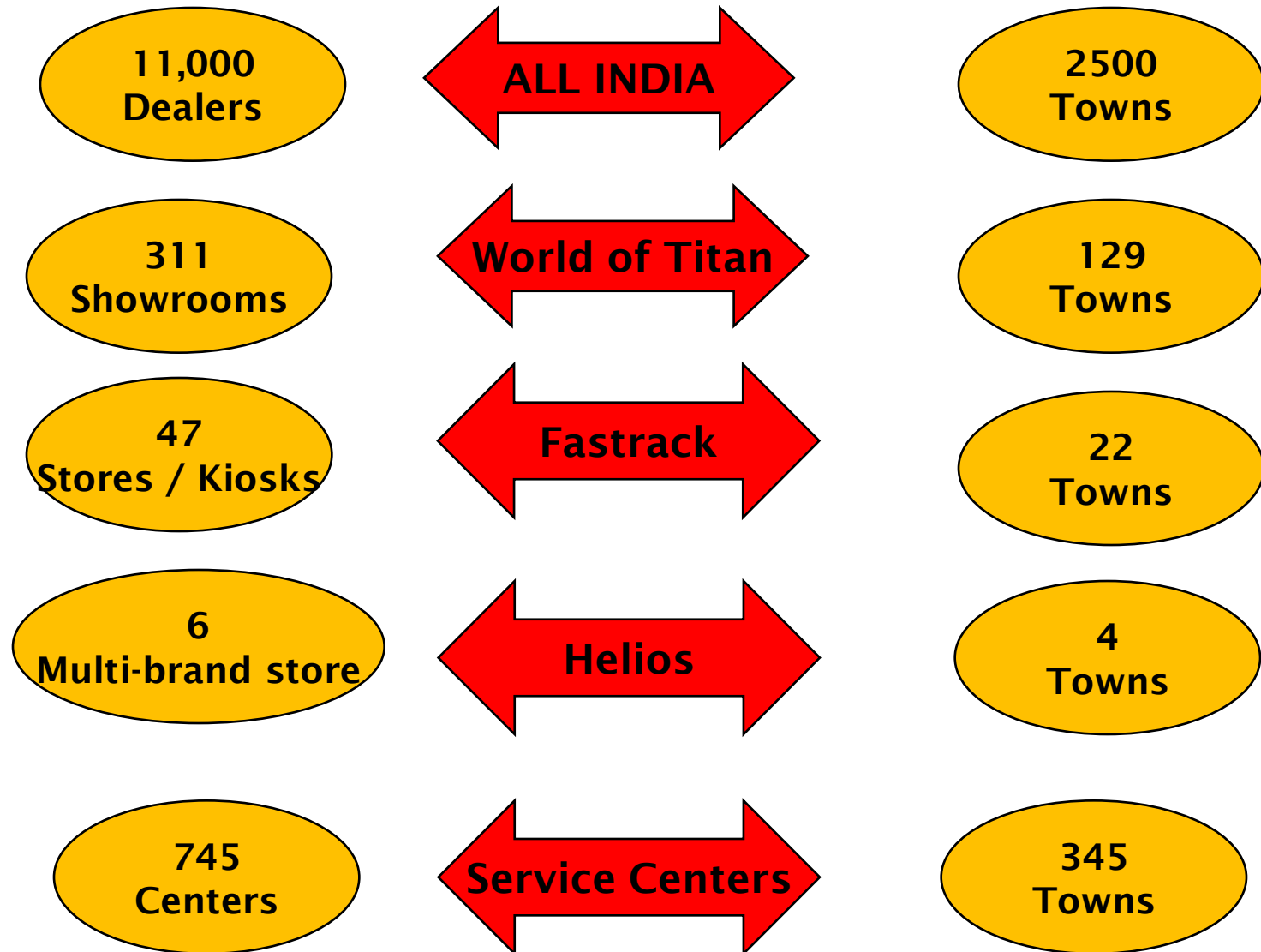
The Watch Market & Industry in India

- ▶ India is an under-penetrated market for watches – only 27 % of Indians own a watch
 - ▶ Total estimated market in 2010
 - Volume ~ 48 mn units
 - Value: Rs 3800 Crores (USD 825 Mn) at retail
 - (We have a 25% volume share and a 45% value share)
 - ▶ Vast proportion of the Indian market is below Rs 500 (\$11)
 - ~ 65% by volume (24% by value)
 - ▶ Market has been split into: Low end, Mass market, Premium, and Luxury
- 

Watch Market Map



Our market and brand leadership of >50% uses the muscle of a vast distribution network



OUR WATCH BUSINESS – OVERVIEW

Revenues

- Steady growth over the past three years
- Rs. 1210 Crores (\$272 million) Sales excluding exports - over ` 2000 crores at retail prices (\$450 million) give us a 45% share of the total Indian Watch market.

Profits

- Consistent growth
- PBT (2008/09) - Rs. 128 Crore (\$28 mn)
- PBT (2009/10) - Rs. 140 Crore (\$30.4 mn)
- PBT (2010/11) - Rs. 185 Crore (\$41.6 mn)

ROCE

- ROCE (2008/09) - 52%
- ROCE (2009/10) - 77%
- ROCE (2010/11) - 73%

INTERNATIONAL BUSINESS

- One of India's first companies to market a consumer brand overseas.
- Titan watches are present in 26 countries outside India
- "Titan" is among the top 3 watch brands in several Asian countries
- Titan is exploring South Africa this year.
- Total export sales of over Rs 99 crores (\$22 mn) in 2010-11 including watch components.





Brands in the Watches Division

Xyllys



PURPLE COLLECTION



Inspired by Astronomy



TITAN
be more

The universe in your hand.
Be more.

ORION
from **TITAN**

www.titanworld.com

Starring 15 sophisticated designs in Steel, Gold and Rose Gold.

55

The advertisement features a man in a green shirt and glasses, holding a camera on a tripod against a starry night sky background. A large, detailed image of the Orion watch is shown on the right. The watch has a square case, a white dial with blue accents, and a brown leather strap. The dial includes a moon phase sub-dial at 12 o'clock, a date sub-dial at 3 o'clock, and a moon phase indicator at 6 o'clock. The brand name 'TITAN' is visible at the bottom of the dial.



SLIM HAS 18 NEW DIMENSIONS

TITAN EDGE. NOW IN 18 NEW STYLES.

TITAN
EDGE

THE SLIMMEST WATCH IN THE UNIVERSE



TITAN
be more

Raga Crystals



Fastrack-The Army collection



Fastrack Eye Gear



How many you have?

fastrack
eye gear

Rs.695 onwards
a TITAN product

The advertisement features a man on the left wearing a brown flat cap, a white tank top, a necklace with a dog tag, and dark sunglasses. To his right, three pairs of sunglasses are displayed vertically: a wrap-around style with light lenses, a wrap-around style with dark lenses, and a wrap-around style with dark lenses. The background is a vibrant yellow and orange with abstract geometric shapes and a white banner containing the brand name.

HIP HOP
WATCHES • SUNGLASSES

fastrack
MOVE ON

₹ 595 onwards

www.fastrack.in/facebook

HIP HOP
WATCHES • SUNGLASSES

fastrack
MOVE ON

₹ 595 onwards

www.fastrack.in/facebook



Watch Manufacturing



Movement Manufacturing

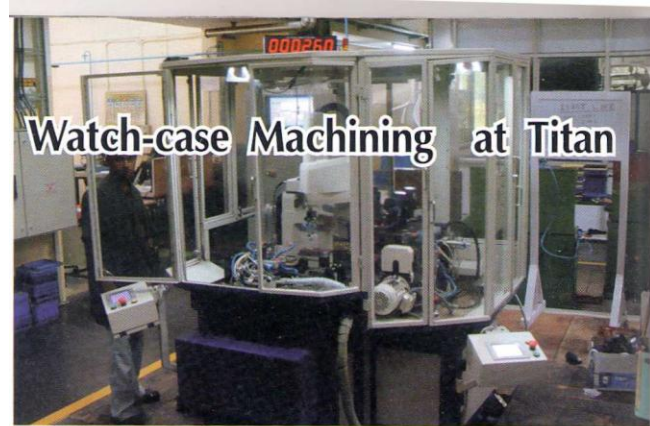


Ion Plating



Movement Assembly

Case Mfg



Watch Assembly

II. Jewellery Business



Jewellery

- ▶ Three major brands – Tanishq, Gold Plus and Zoya
- ▶ Largest jewellery retailer in India
 - 120 Tanishq boutiques
 - 29 Gold Plus stores
 - 2 Zoya stores
- ▶ Manufacturing facilities in Hosur and Dehradun
- ▶ Innovative Services – Golden Harvest / Future scheme, gift vouchers, gold exchange schemes and made to order facility
- ▶ Loyalty Programmes - Anuttara & Ananta
- ▶ Customer First and Lean initiatives in manufacturing and retailing

TANISHQ TODAY – A BRIEF OVERVIEW

Brand

- Tanishq the strongest and most aspirational brand in the jewellery category
- Awarded most admired brand and Retailer of the year by Images Fashion
- Enjoys a market share of about 40% in the branded jewellery segment

Network

- India's only national jewellery retailer
- 120 stores in 76 towns – prime high-street locations
- Many of these stores are run by management agents and franchisees

Customer Base

- Over 1.5 million customers shopped at Tanishq last year

Gold Plus :Size of the opportunity

- Semi-urban and rural market estimated to be as much as 40% of the total : Over Rs 40,000 crs.
- Value conscious consumers, buying traditional jewellery
- Very fragmented industry with under-karatage still prevalent in many parts of the country
- A new business model and a new brand to exploit this opportunity



OUR JEWELLERY BUSINESS – OVERVIEW

Revenues

- Rapid growth of 35% p.a. over the past three years
- Rs. 5014 crores (\$ 1126 mn) during the latest financial year
- Almost 76% of the Company's revenues

Profits

- Impressive turnaround in domestic market
- PBT (2008/09) - Rs. 194 crores (\$42 mn)
- PBT (2009/10) - Rs. 245 crores (\$53 mn)
- PBT (2010/11) - Rs. 425 crores (\$95 mn)

ROCE

- ROCE (2008/09) - 84%
- ROCE (2009/10) - 96%
- ROCE (2010/11) - Over 100%

ZOYA

THE BRAND

Jewellery for the design
discerning, high end customer.

ZOYA



The Brand Campaign theme : Decadence

ZOYA



The Brand Campaign theme : Decadence

ZOYA



The Brand Campaign theme : Decadence

ZOYA



ZOYA





Jewellery brand for the
progressive woman

Relevant across segments

Premium space

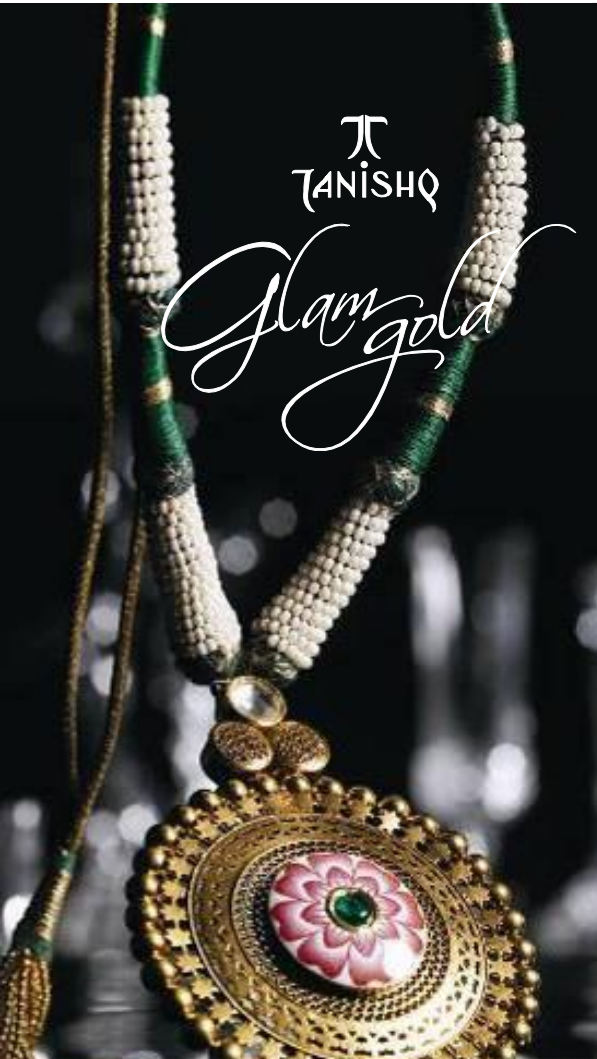


TANISHQ

DIAMONDS OF CLASS

Creating relevance across various segments – High Value

Fashion Space



Creating relevance across various segments – Fashion

WEDDING SPACE



π
TANISHQ
THE WEDDING JEWELLER

Creating relevance across Weddings

TANISHQ



TANISHQ





GOLDPLUS
from **TATA**



In association with
WORLD GOLD COUNCIL

**அழகு மலர்களினால்
தூண்டப்பட்ட அற்புத
ஆபரணங்கள்..!**

Pushpita

G009PHM

G009SHM

TATA

'புஷ்பிதா'-இது மலர்களின் அழகிய வடிவங்களைத் தூண்டப்பட்டு 22 கரட் தூய தங்கத்தில் எழிலூடன் உருவாக்கப்பட்டுள்ள நகைவரிசையாகும். கன்சுரூக்கு விருந்தாக அமையும் இந்த நவநாகரீக ஆபரணங்களைக் காண இன்றே கோமடுபிளஸ் ஜெவெலரிக்கு வருகை தாரங்கள். நீங்கள் விரும்பும் தங்க மயங்களை உங்கள் செந்தொகை மகிழ்ச்சிகள்..!

GOLDPLUS
from **TATA**
Jewellery Showroom

மேலும் விவரங்களுக்கு www.goldplus.in என்றும் இணையதளத்தைப் பரிசீலிப்பவும்.

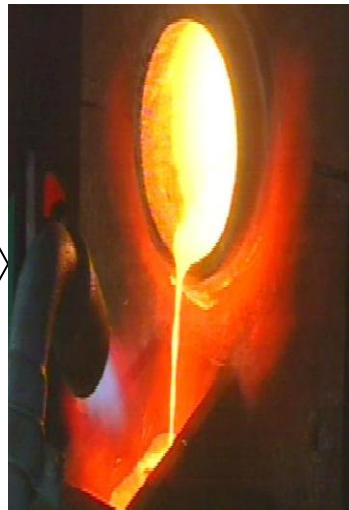
Jewellery Manufacturing

Gold

Pure Gold



Alloying



Fire Assay



Casting



Traditional jewellery making

Master making



Mould making



Waxing



Casting



Polishing



Linking



Stone setting

Finished product



IV. Eyewear Business

Eyewear

- India's largest optical retail chain (150 stores)
- State of the art eye-testing facilities
- Products include frames, sunglasses, contact lenses, ready readers, lens cleaning solutions and other accessories
- Three in-house brands
 - Titan, Eye+ and Dash
- Several international and luxury brands
 - Gucci, D&G, Armani, BOSS, Esprit, Daniel Swarovski and Mont Blanc
- Key differentiators – Style consultants, Zero-error prescription, free eye testing, scratch-resistant lenses, lens accuracy certificate

THE EYEWEAR MARKET – AN UNTAPPED OPPORTUNITY

Incidence:

**30% of population typically needs correction in vision ~ 300 mn
Users: 84mn users – which is about 25% of those who need the correction
Consumers change their eyewear once in 3 to 4 years on an average**

Market size:


- 25-35 million units per annum
- Rs 1500-1800 crores per annum (\$325 to \$400 mn)
- Repeat purchase is a regular feature from adolescence to old age.
Customer lifetime value is very high
- Almost everyone over 40 yrs needs correction.

- **Growth:** Market has been growing in double digits ~ 15-20% per annum and likely to sustain
- **Demand drivers:** Urbanization, literacy, Penetration of TV & computers, Poor eye health due to lifestyles/ improper diet, etc.

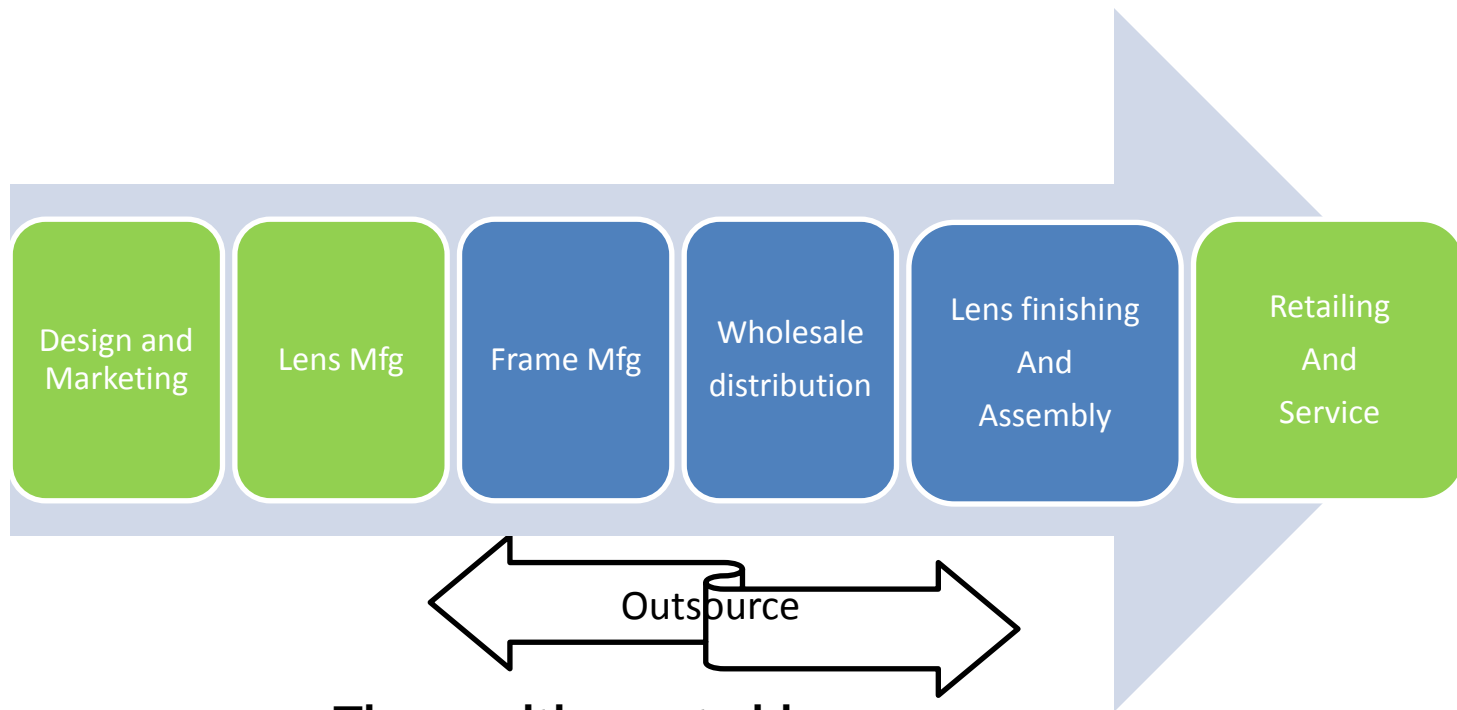


OUR BUSINESS PROPOSITION

To enter as a retail brand – Chain of Stand Alone Stores

- 
- Product / Service Offering:
 - Eye checking, Optometry
 - Range of frames - Titan & licensed brands
 - Range of **Branded** Lenses
 - Sunglasses – Titan, Fastrack & licensed brands
 - Contact Lenses, Accessories

WHERE WE WILL PLAY IN THE VALUE CHAIN



Tie up with reputed lens brands & In-store fitting labs

**Focus on strengths and high margin areas:
DESIGN, RETAIL, SERVICE & MARKETING**

PRODUCTS



SWITCHERS
TITAN EYE+



TITAN EYE+
WORLD CLASS OPTICAL STORES



TITAN²



Lens Manufacturing Lab

SURFACING DEPARTMENT

**POWER GENERATION
MACHINE - HSC MASTER**



POLISHER – CCP 103



LASER MARKER - CCL



ANTI REFLECTION COATING DEPARTMENT

HARD COATING DEPARTMENT

**HARD COATING MACHINE –
CHC 150**



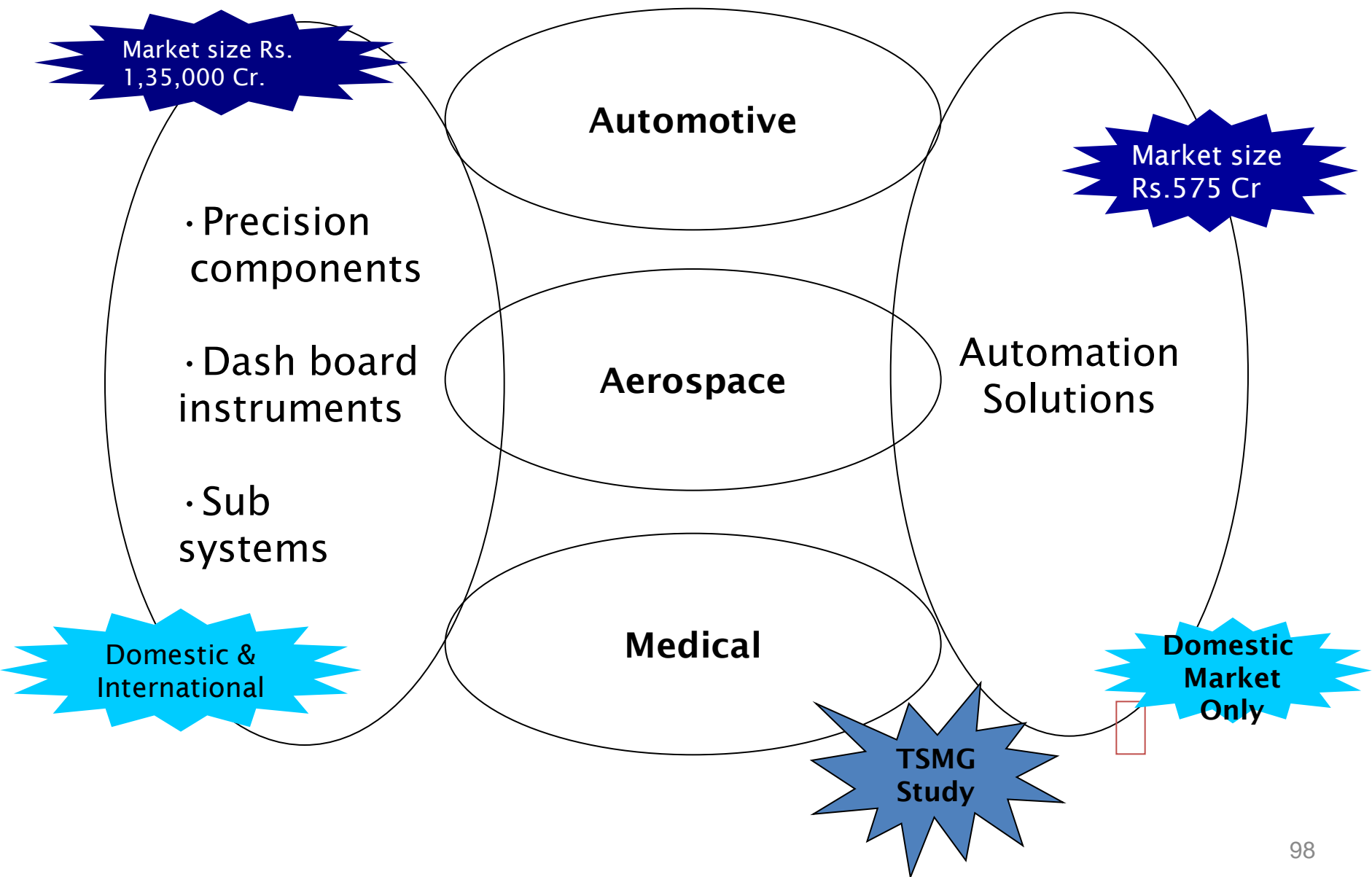
**ANTI REFLECTION
COATING MACHINE -
BOXER**

III. Precision Engineering Business

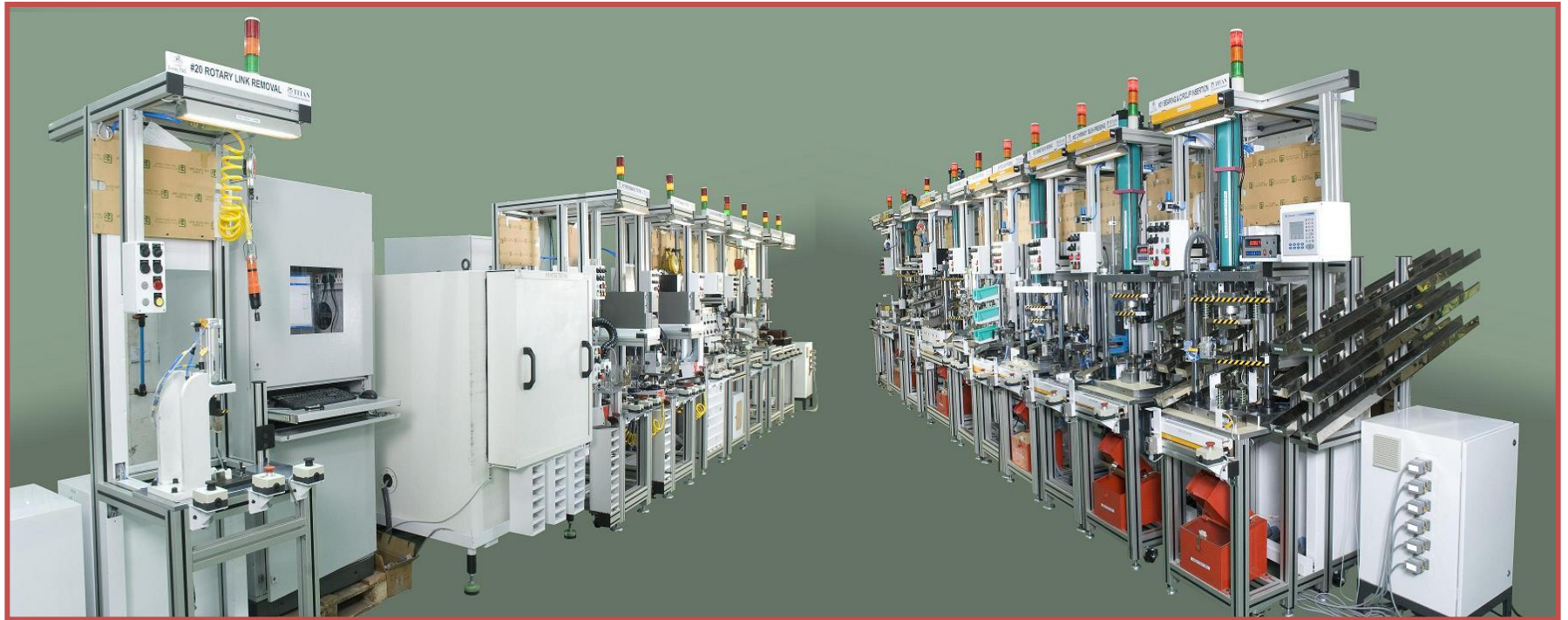
Precision Engineering

- Leverages engineering capabilities
- B2B business – balances risk of B2C businesses
- ▶ The Opportunity
 - India growing as a manufacturing base for precision products
 - Cost pressures and offset requirements guarantee a long term opportunity
 - High cost of switching for customers
 - Large & growing market: US\$ 32 billion globally
- ▶ Catering to
 - ▶ Aerospace industry
 - ▶ Automotive Industry
 - ▶ Oil Exploration & Production
 - ▶ Machine building and Automation Business
- ▶ Clients include
 - ▶ Eaton, US
 - ▶ Hamilton Sunstrand, US
 - ▶ Microtechnica, Italy
 - ▶ Pratt & Witney, US
 - ▶ Ford, UK
 - ▶ Bosch, India
 - ▶ Timken, India

Current position: 3 segments 3 streams



Wiper Motor Assembly Lucas TVS



- Value Rs.289 lakhs
- Complete assembly & Testing of wiper motors - 23 models
- 21 Stations
- 14 stations with universal fixtures
- 13.5 Seconds cycle time
- Lean design of stations
- Performance Testing, Noise Testing



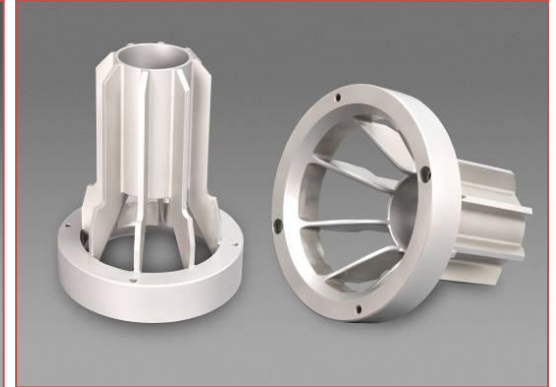
Recent Products



Upper Head
SS



End Cap
SS



Centraliser
AMS Grade Steel 17-4 PH



Filter- AMS Grade
Steel



Index Pin
Titanium

2010-11 – Summarised Results

Rs. Cr.

(Rupees in Crores)	Watches	Jewellery	Others	Corporate	Total
Sales / Income from Operations	1308.87	5013.65	248.35	-	6570.87
Less : Excise Duty	43.71	1.63	4.63	-	49.97
Net Sales / Income from Operations	1265.16	5012.02	243.72	-	6520.90
Add : Other income	1.30	15.21	0.14	39.42	56.07
Net Sales / Income from Segments	1266.46	5027.23	243.86	39.42	6576.97
Profit before interest and taxes	186.23	429.10	-18.06	9.94	607.21
Less : Interest					8.21
Profit before taxes					599.00
Less : Taxes					168.58
Net profit after taxes					430.42
Capital Employed	280.34	-287.58	115.22	986.62	1094.60

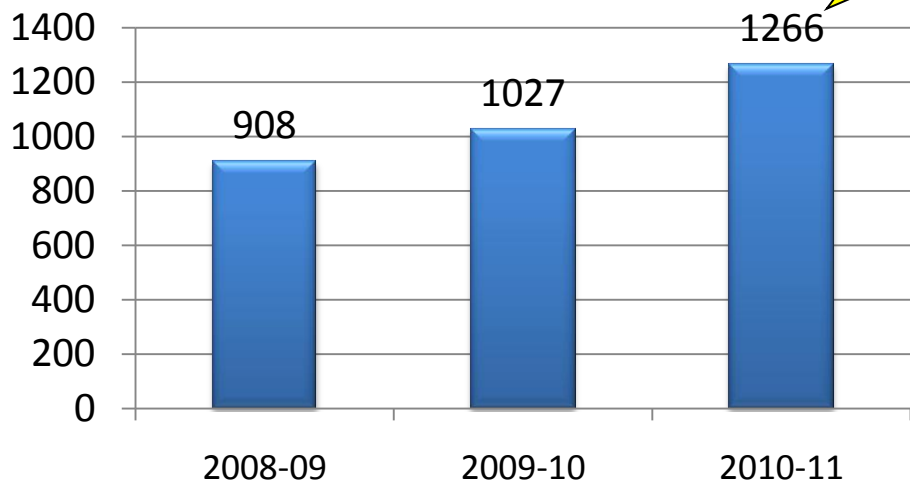
2010-11 – Highlights of the year

- Financials
 - Company Income crossed Rs 6500 Crores (over US\$ 1.45 billion)
 - PBT crossed Rs 595 Crores (US\$ 135 million)
 - PAT crossed Rs 430 Crores (US\$ 97 million)
- Brands
 - Brand Tanishq crossed Rs 5000 Crores (US\$ 1124 million)
 - Brand Fastrack crossed 2 million watches
- Retailing
 - World of Titan, Helios and Fastrack stores crossed 350
 - Tanishq, Zoya and GoldPlus outlets crossed 150
 - Titan Eye+ outlets at 150
 - Total area of retail space crossed 800,000 sq ft

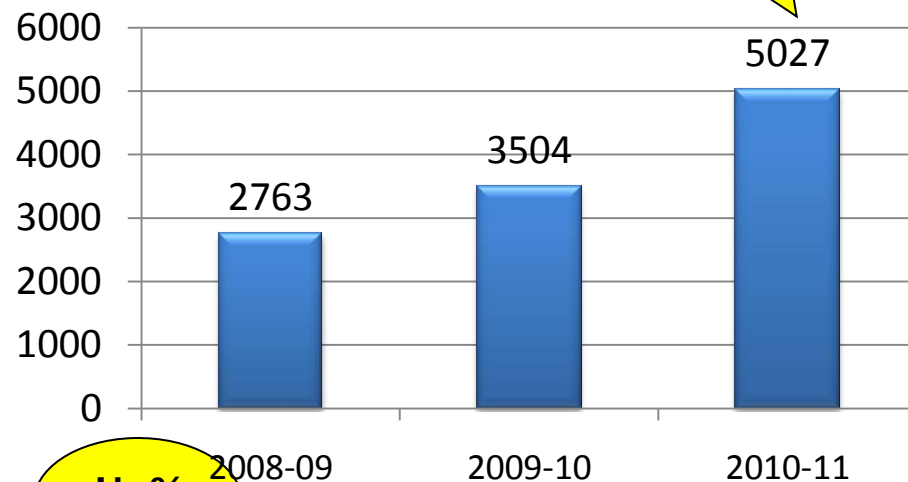
THE THREE YEAR JOURNEY... INCOME

₹ Cr.

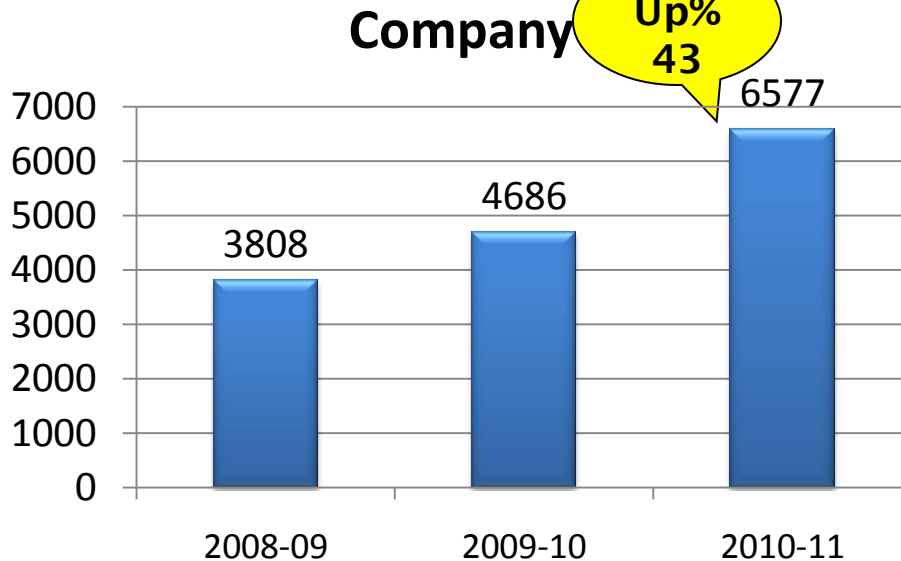
Watches



Jewellery



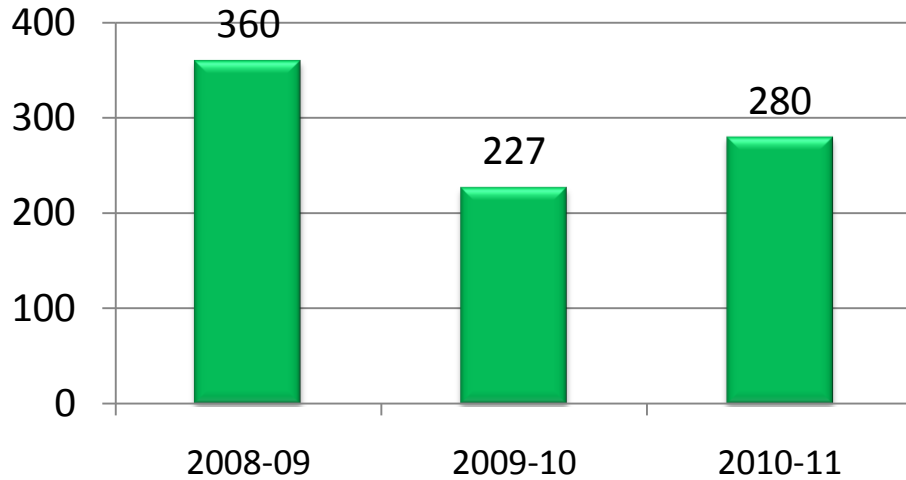
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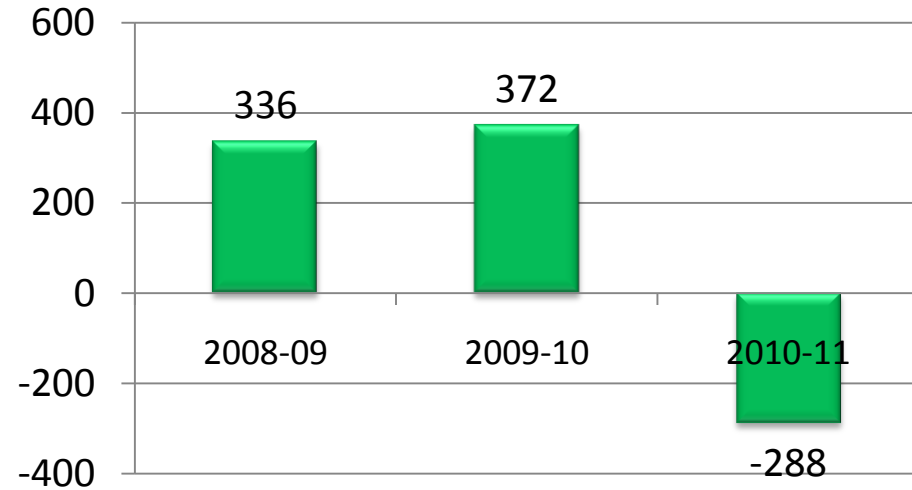
THE THREE YEAR JOURNEY... CAPITAL EMPLOYED

₹ Cr.

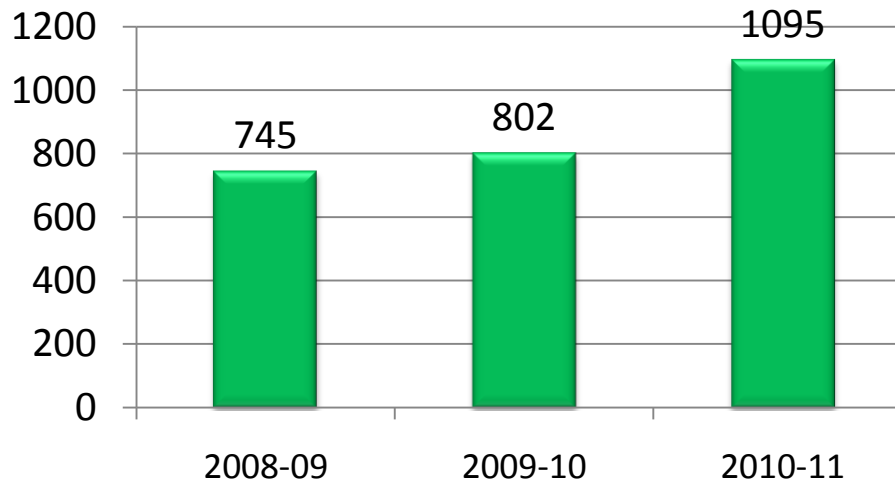
Watches



Jewellery



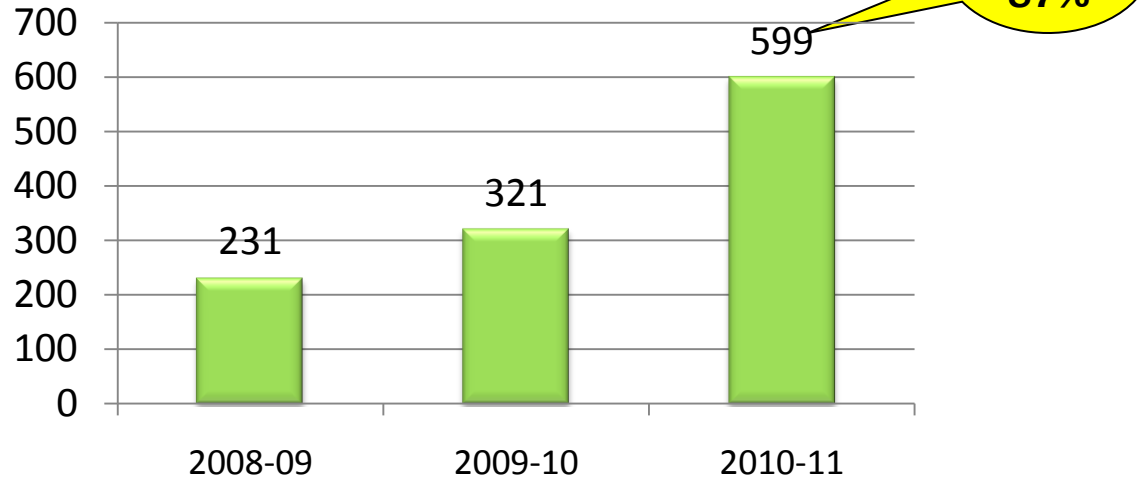
Company



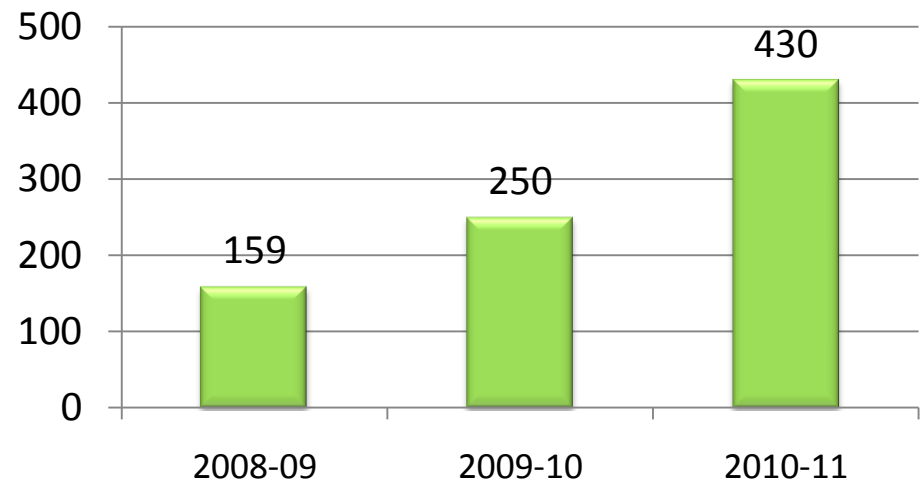
THE THREE YEAR JOURNEY... PROFITABILITY

₹ Cr.

PBT



PAT

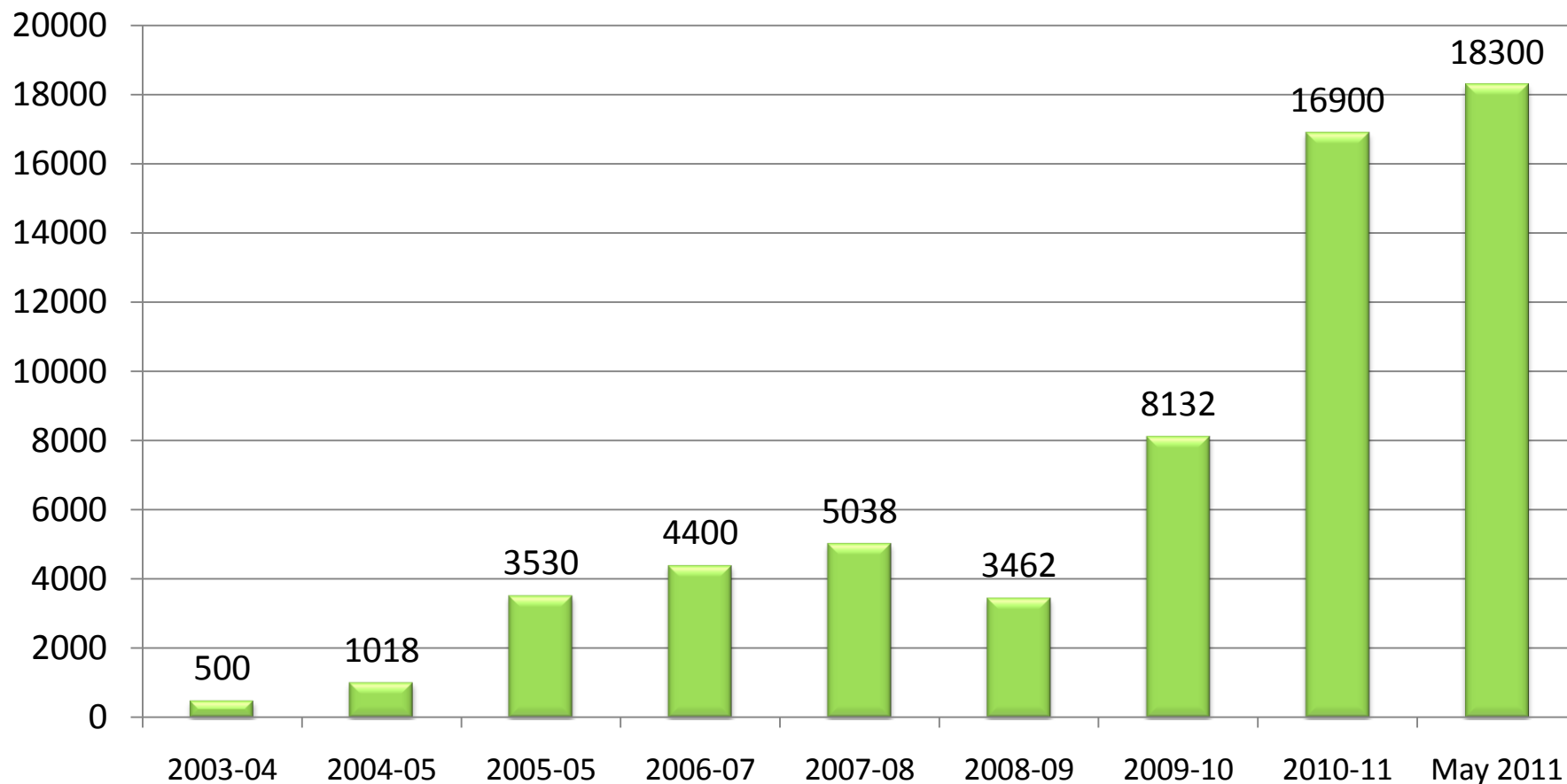


MARKET CAPITALISATION – WHERE DO WE STAND?

₹ Cr.

Crossed US\$4 Billion

Market Cap



RETAIL SALES GROWTH – 2010-11

Sl.	Retail Channel	Total growth	Like to Like growth
1.	World of Titan	22%	14%
2.	Tanishq	45%	41%
3.	Titan Eye+	67%	47%
4.	Fastrack	2.4 times	32%
5.	Gold Plus	13%	13%
6.	Helios	>3 times	50%
7.	Zoya	49%	49%
8.	Large Format Stores in Watches	65%	42%

SALES PER SQUARE FEET

Sl.	Channel	2009-10 Rs per sqft	2010-11 Rs per sqft	Growth
1.	World of Titan	18000	20500	14%
2.	Tanishq	131000	167500	25%
3.	Gold Plus	95500	105000	10%

Capabilities

- Brand building
- Retailing
- Design
- Engineering
- Supply Chain

Fuelled by:

A passionate & capable Team

and

**A unique culture that encourages innovation
blended with strong
performance orientation**



CORPORATE SOCIAL RESPONSIBILITY

KARIGAR PARK



TITAN TOWNSHIP



TITAN SCHOOL



Recognition

Corporate

- Great Place to work award-19th overall position and 1st in retail
- Bhaskar Bhat- Leadership Award given by Qimpro Foundation
- Titan-Best Commercial Establishment-Award for Corporate Sustainability
- ET Retail Award for “Most Innovative Retailer”

Watches

- Watch World Awards-Flagship Store, Mumbai and Titan “ Be More Legends”
- Golden Peacock Award-Titanium Edge watch
- India’s most trusted brands-Titan and Sonata
- Overall brand leadership award for Fastrack

Jewellery

- GoldPlus-Anantha Program-Award from Qimpro Foundation and the ET Retail award for Customer Relation Management.
- Gold Plus wins ET Retail award for “Rural Marketing”
- Tanishq “ One” –Digital Media Award
- Tanishq wins ET Retail award for “Best Store inauguration”

What's the Future?

- Targeting three-fold growth in revenue in 5 years to Rs. 14,000 crore making us a 3 billion dollar company
- Huge opportunity in International Markets
- Opportunity in Jewellery: Rs. 100,000 crore market
- Eyewear – Rapid expansion of our world-class Titan Eye+ stores to dominate the optical industry in India

The House of Titan Today



Restless

Responsible

Respected



- Thank You

