

# Varroc Engineering Ltd.

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CIN: L28920MH1988PLC047335



VARROC/SE/INT/2021-22/45

November 11, 2021

To,

The Manager- Listing  
The Listing Department,  
**National Stock Exchange of India  
Limited**  
Exchange Plaza, Plot No. C/1, G Block,  
Bandra-Kurla Complex,  
Bandra (East), Mumbai-400051.

The Manager – Listing  
The Corporate Relation Department,  
**Bombay Stock Exchange Limited**  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Fort,  
Mumbai-400001.

BSE Security Code: 541578

NSE Symbol: VARROC

**Sub: Press Release and Investor Presentation - Financial Results Q2 and half year  
FY 2021-22**

Dear Sir/Madam,

Please find enclosed a copy of Press Release and Investor Presentation on the Unaudited Financial results (Consolidated & Standalone) for the quarter and half year ended on September 30, 2021.

Kindly take the same on record and note the compliance.

For Varroc Engineering Limited

A handwritten signature in blue ink, appearing to read 'Ajay Sharma', with a horizontal line underneath.

**Ajay Sharma**  
Group General Counsel and Company Secretary

Encl: a/a



## Varroc Engineering Limited

L-4, MIDC, Industrial Area Waluj, Aurangabad 431 136 Maharashtra, India  
CIN: U28920MH1988PLC047335 | Tel + 91 240 6653700 | www.varroc.com

### Press Release

- Revenue from Operations for the quarter improved 4% YoY mainly in India (+36% YoY); VLS revenue declined 13% YoY as a result of industry wide semiconductor shortages. Capacity utilisation levels were significantly lower than expected as key customer OEMs shut plants/ reduced volumes
- Consolidated EBITDA for the quarter severely impacted by the lower revenue/ capacity utilization as well as increase in raw material costs.
- Net Debt increased to ₹30 billion as a result of weaker operating performance, capex and disruption to working capital cycle
- Order wins: ₹1.2 billion inflows in Q2 in India Business and € 46 million in VLS Business over past three months

**Pune, November 11, 2021:** Varroc Engineering Ltd. (Varroc), a global tier-I auto component group, today announced its results for the quarter ended September 30, 2021

#### Summary Consolidated Financials

(₹ million)

	Q2 FY22	Q2 FY21	YoY % Change	H1 FY22	H1 FY21	% Change
Revenue from Operations - Reported	30325.6	29161.5	4%	59741.6	41908.4	43%
Other Income - Operating	87.2	227.9		233.3	337.9	
Other Income - non-Operating	12.0	3.6		19.5	393.6	
EBITDA: Reported	-60.0	2660.8	na	116.4	866.4	-87%
EBITDA %	-0.2%	9.1%		0.2%	2.1%	
Depreciation & Amortisation	2373.7	2270.3	5%	4565.8	4339.3	5%
Finance Cost	440.3	442.8	-1%	826.1	874.3	-6%
Share of net profits of JVs under equity method	11.5	90.2		-14.0	199.9	
<b>PBT - Reported</b>	<b>-2850.5</b>	<b>41.5</b>		<b>-5270.0</b>	<b>-3753.6</b>	
Tax	121.7	429.2		-5.0	-280.0	
<b>PAT</b>	<b>-2972.2</b>	<b>-387.7</b>		<b>-5265.0</b>	<b>-3473.6</b>	

#### Consolidated Financial Performance for the quarter

- Revenue from operations for the quarter was ₹ 30,326 million, an increase of 4% over Q2 FY21
- India Business revenue grew by 36% YoY on a lower base in Q2 FY21, and VLS revenue declined by 13% YoY (in Euro) as a result of semiconductor shortages and key customer OEMs shutting plants/ reducing volumes
- The VLS revenue decline was severe at the established plants as key customer OEMs shut plants/ reduced volumes while the newer plants improved YoY but the utilisation levels are lower than expected
- The consolidated EBITDA for the quarter was at (-) ₹ 60 million (excluding China)  
The EBITDA for India business was at ₹ 1,250 million (EBITDA margin 9.9%, impacted negatively by high raw material costs); while VLS reported EBITDA loss of (-) ₹ 1,258 million

### China JV

- China JV Revenue improved by 44% QoQ. Our share of the China JV EBITDA was at ₹ 102 Million (margin +5.9%) as higher raw material prices impacted the margins negatively.

### Depreciation and Amortisation

- Depreciation and Amortisation expenses were at ₹ 2,374 million.

### Finance Cost

- Finance cost was at ₹ 440 million, increased QoQ as the gross debt increased during the quarter.

### Project RACE

- Project RACE (Rapid Achievement of Competitive Edge) to bring VLS EBIT level in line with industry benchmarks is progressing well. In the initial phase, we have identified the improvement opportunities. The implementation of actions on quick wins has been initiated and the impact of € 75 million approximately p.a. is expected to be visible in the coming quarters.

Mr. Tarang Jain, CMD, Varroc Engineering Ltd. commented,

*“The challenging situation for the global auto sector is continuing. The severe semiconductor shortages globally have significantly reduced the Passenger Vehicle industry volumes.*

*While the situation is expected to persist for the next few months, we have started actions to reduce our fixed costs and implement industry best operational practices under the umbrella of Project RACE. We expect the benefits from project RACE to start showing impact in the second half of FY22. Sizable portion of the benefits will be visible FY23 onwards.*

*We remain confident of both of our businesses.”*

### **About Varroc Engineering Ltd.**

Varroc Engineering Ltd is a global tier-1 automotive component group, ranked 124<sup>th</sup> in the 2019 Fortune India 500 list. It was incorporated in 1988. The group designs, manufactures and supplies exterior lighting systems, plastic and polymer components, electricals-electronics components, and precision metallic components to passenger car, commercial vehicle, two-wheeler, three-wheeler and off-highway vehicle OEMs directly worldwide. The group revenue was close to ₹ 11,300 crore (USD 1.5 Billion) in FY21. The group employs more than 12,966 employees, has 43 global operating manufacturing facilities and has 173 patents.

Varroc Engineering Limited's shares are listed on the National Stock Exchange (VARROC) and the Bombay Stock Exchange (541578).

# Varroc Engineering Limited

## Financial Results

### Q2 FY22

::11<sup>th</sup> November 2021::

# Disclaimers

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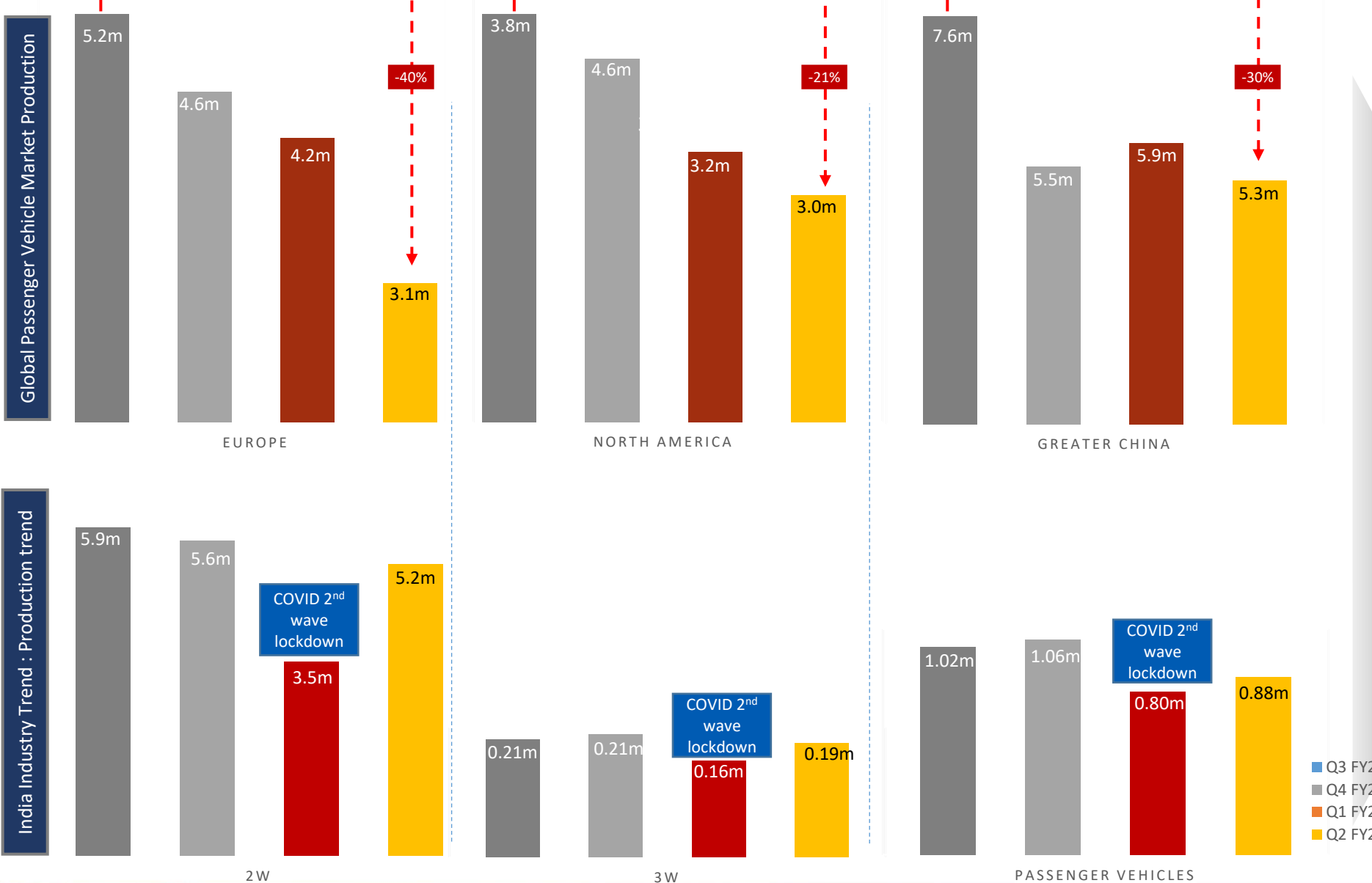
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# Industry Trends in Q2 FY22 – Drop in Global PV Volumes continues, India volumes too decline YoY

4 sequential quarters



- PV volumes in CY22 continue to be impacted severely by the semiconductor shortages; OEMs plant shutdowns were frequent. Europe, China and North America volumes saw further significant drop – both YoY and QoQ
- Europe weakness in Q2 severe than other regions (QoQ drop of nearly 27%).
- Domestic 2W sales volumes declined 12.3% YoY as recovery post COVID second wave was weaker than expected. PV and 3W volumes saw a small improvement YoY and QoQ
- Exports of 2Ws, 3Ws and PVs showed YoY growth

Sources: India Data - SIAM, Global Data - Production volume, © IHS Markit, October 2021. All rights reserved. Charts not to scale



# Business Highlights: Q2 FY22

- Revenue from operations for the quarter for India increased by 34% QoQ as COVID second wave restrictions were lifted. VLS revenue decline continued as QoQ revenue was down 11% over previous quarter, primarily due to lower OEM production volumes
- Consolidated EBITDA for the quarter severely impacted by semiconductor shortages led volume drop in VLS business and the commodity inflation in India
- **India Business:** On a YoY comparison, revenue improved by 36%; EBITDA margin at 9.9% as commodity and Electronics price pressure impacted the RM costs
- **VLS:** Revenue declined 13.0% QoQ in Euro terms; EBITDA margin at (-)7.2% severely impacted by:
  - Semiconductor shortages leading to key OEMs shutting plants/ reducing volumes, impacting revenue and margins at our established profit-making plants
    - Czech Republic Production revenue decline trend continued - down further (-)20.5% QoQ
    - North America volumes down 1% QoQ; helped by new program launches
  - Continued losses in new plants – Poland and Morocco - as expected volume ramp-up did not materialise; Q2 volumes weak
  - VLS has some of the flagship EV programs from VW, JLR currently under production; those programs continue to grow substantially
- **VLS China JV:** Revenue improved (+)46% QoQ however EBITDA margins continued to be weaker as RM prices continued to increase (+)5.9%
- **Net debt increased to ₹ 30 billion;** FCF was negative due to disruption in working capital cycle, capex and weaker operating performance
- **Business wins: VLS net business wins at € 145 Million YTD and India business wins at ₹ 4.0 Billion YTD**
- **Project RACE:** Identified potential areas for improvement; Full potential improvements, net of cost inflation around **€75 million per annum; Impact in FY23 to be around 60% and 100% in FY24**

# Varroc Group: Financial Performance

₹ million

Particulars	Q2 FY22	Q1 FY22	Q2 FY21	Growth (Q-o-Q)	Growth (Y-o-Y)	H1 FY22	H1 FY21	Growth (Y-o-Y)
Revenue from Operations - Reported	30,326	29,416	29,161	3%	4%	59,742	41,908	43%
Other income - Operating	87	146	228			233	338	
Other income - Non operating	12	8	4			20	394	
EBITDA - Reported *	(60)	176	2,661			116	866	-87%
EBITDA Margins (%)	-0.2%	0.6%	9.1%			0.1%	2.1%	
Share of net profits of JVs under equity method	12	(26)	90			(14)	200	
Depreciation & Engineering/Intangible amortisation	2374	2192	2270	8%	5%	4566	4339	5%
Finance Cost	440	386	443	14%	-1%	826	874	-6%
PBT - reported	(2,851)	(2,419)	41			(5,270)	(3,754)	
PAT - reported	(2,972)	(2,293)	(388)			(5,265)	(3,474)	

Particulars	Q2 FY22	Q1 FY22	Q2 FY21	Change Q-o-Q	Change Y-o-Y
Net Debt (Excl. Impact of Leases: Ind AS 116)	30,067	27,771	30,644	2,296	(577)
Net Debt to Equity (Excl. Impact of Leases: Ind AS 116)	1.2	0.9	1.1		

#### Debt increased due to::

1. Capex during the quarter
2. Negative operating results
3. Working Capital changes

\*EBITDA = Profit before share of net profits of JVs plus depreciation plus finance cost less non-operating portion of other income



# Varroc Group: Business Wise Performance Q2 FY22

₹ million

SBU	Q2 FY22			Q2 FY21			Revenue Change YoY
	Revenue	EBITDA	% EBITDA	Revenue	EBITDA	% EBITDA	
India Business	12,686	1,250	9.9%	9,329	1,257	13.5%	36.0%
VLS	17,302	(1,258)	-7.3%	19,788	1,502	7.6%	-12.6%
Others (IMES)	596	(53)	-8.9%	421	(84)	-19.8%	41.5%
Elimination	(258)	(0)		(377)	(15)		
<b>Total</b>	<b>30,326</b>	<b>(60)</b>	<b>-0.2%</b>	<b>29,161</b>	<b>2,661</b>	<b>9.1%</b>	<b>4.0%</b>
China JV - 50%	1,716	102	5.9%	1,188	206	17.3%	44.4%
<b>Total (Incl. pro-rata JV share)</b>	<b>32,041</b>	<b>42</b>	<b>0.1%</b>	<b>30,350</b>	<b>2,867</b>	<b>9.4%</b>	<b>5.6%</b>

## Euro Performance for VLS

SBU	Q2 FY22			Q2 FY21			Revenue Change YoY
	Revenue	EBITDA	% EBITDA	Revenue	EBITDA	% EBITDA	
VLS -Euro	198.2	(14.3)	-7.2%	227.9	17.4	7.6%	-13.0%

Exchange rates : ₹/ € Average for Q2 FY22 = 87.36; ₹/ € Average for Q2 FY21 = 86.94

# VLS: QoQ performance by plant

€ million except otherwise mentioned

Region	Production Revenue					Q-o-Q Change %	YoY change %
	Q2 FY21	Q3 FY21	Q4 FY21	Q1 FY22	Q2 FY22		
North America	49	41	33	31	31	-0.6%	-36.7%
Czech	120	152	146	116	92	-20.5%	-23.4%
Poland	7	13	16	16	14	-14.8%	98.8%
Morocco	8	12	15	16	15	-3.5%	103.7%
India	6	6	7	5	9	73.0%	54.4%
Brazil	2	2	2	2	3	27.4%	80.5%
SL2W	16	20	23	22	19	-12.2%	17.1%
Eliminations	(6)	(11)	(7)	(9)	(5)		
<b>Production Revenue</b>	<b>201</b>	<b>236</b>	<b>237</b>	<b>199</b>	<b>178</b>	<b>-16.0%</b>	<b>-11.8%</b>
Tooling	18	17	26	15	15	-39.7%	-19.2%
Engineering	8	8	8	5	6	-36.2%	-34.5%
<b>Total Reported Revenue</b>	<b>228</b>	<b>260</b>	<b>270</b>	<b>220</b>	<b>198</b>	<b>-18.8%</b>	<b>-13.0%</b>

## New plant financial performance (€ mn)

	Poland			Morocco		
	Q2 FY21	Q1 FY22	Q2 FY22	Q2 FY21	Q1 FY22	Q2 FY22
Revenue	8.6	19.5	17.7	11.6	17.6	15.3
EBITDA	(3.4)	(5.1)	(3.7)	(2.2)	(2.5)	(4.0)
EBITDA %	-39%	-26%	-21%	-19%	-14%	-26%
PAT	(4.5)	(6.8)	(5.9)	(3.8)	(5.0)	(8.0)

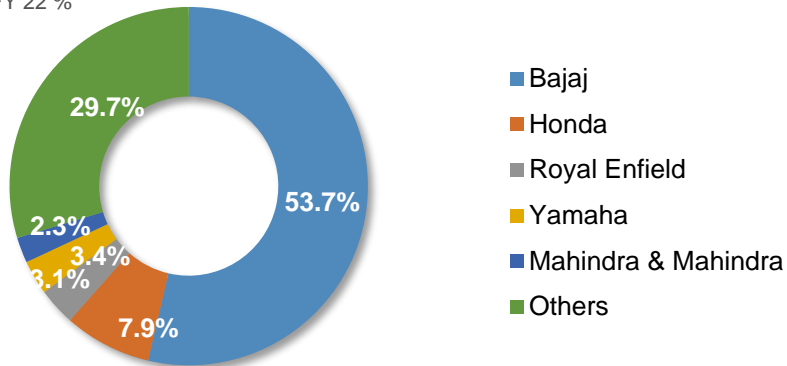
Semiconductor shortages continue to impact Established plants\* production revenue negatively, albeit at a pace even more severe than the previous quarter.

Newer plant profitability still not up to expectations due to slower ramp up in volumes

# Revenue by Customers and Order Wins

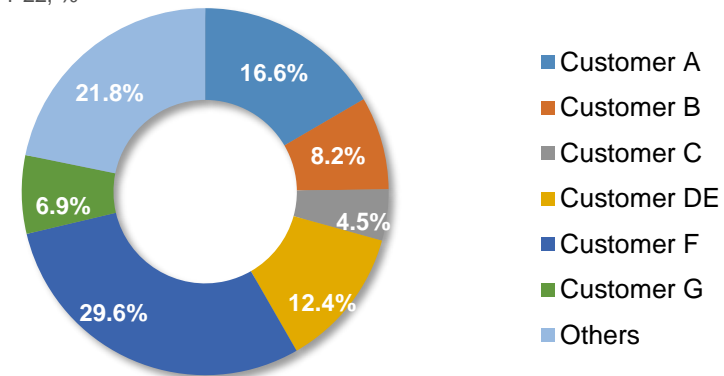
## India Revenue Split by Customer<sup>(1)</sup>

Q2 FY 22 %



## VLS Revenue Split by Customer<sup>(2)</sup>

Q2 FY 22, %



Revenue in Europe declined by 17.6% QoQ on top of 17.3% QoQ reduction in previous quarter

Revenue in Americas improved over previous quarter by 4.5% QoQ as new programs started

Business	New Business wins: VLS / Recent orders: India	Near term potentials
VLS (YTD Oct 22)	<p><b>Overall Net Business Wins of € 46 Million in Q2 / YTD Oct € 145 million</b></p> <ul style="list-style-type: none"> <li>- New Business wins - € 83 Million net of givebacks/ cancellations</li> <li>- Re-wins - € 62 Million net of losses</li> </ul>	Ordering activity is picking-up gradually and the current challenging environment is leading to some slowdown in ordering activity.
India Business (Q2 FY22)	<p><b>Overall Net Business Wins of ₹ 1.2 billion (YTD ₹ 4.0 billion)</b></p> <p><b>Bajaj:</b> Business of ₹ 0.7 billion for various products across businesses</p> <p><b>TVS Motors:</b> New orders of ₹ 0.1 billion</p> <p>Telematics business (CarIQ) won an order from Renault in India</p> <p><b>Various orders</b> from customers (VW, Yamaha, Force Motors, Royal Enfield and Mahindra &amp; Mahindra etc.) for ₹ 0.4 billion.</p>	<p>In discussion with major customers for Electrical products, Traction Motor and Controller, Telematics, lighting and Polymer products.</p> <p>Active engagement with new customers for couple of more product categories for EV products, BSVI products and forging products</p>

Notes: (1) Based on management information system database

(2) Total Revenue break-up in Euro excl VTYC; Customer A is an American multinational car manufacturer, Customer B is a large British car manufacturer, Customer C is an American electric car manufacturer, Customer DE is an international automotive manufacturer, customer F is a global automotive manufacturer headquartered in Europe and Customer G is a leading light vehicle manufacturing group in the world

# EV business in India: Highlights & Updates

2W	Component	Industry product price expectations based on Investec Research (Rs per 2W) *	Total @ Installed Capacity (Rs Crs) #	Expected revenue in FY25 for current business based on SOB and industry price (Rs Crs)
		Traction motor	11,000	
	Controller	5,000		
	DC-DC converter	1,400	700	529
	Telematics	3,000		
	Battery Management	4,500		
	Other Products (VCU, On-board Charger, Switch and Polymer products etc)	13,000		
	<b>Total per vehicle (A)</b>	<b>37,900</b>	<b>700</b>	<b>529</b>
	# constrained by the lowest capacity product; some of the product at Varroc will have much larger capacity; This is based on certain volume assumptions for existing business wins			
	*Research report published by Investec on 27th July 2021 titled "Electric Vehicles – the electrification of auto ancillaries"			
3W	Component	Product price expectations (Rs per 3W)	Total @ Installed Capacity (Rs Crs)	Expected revenue in FY25 for current business based on SOB (Rs Crs)
	Traction motor			
	Controller			
	DC-DC converter	46,000	367	306
	Telematics			
	Battery Management			
	Other Products (VCU, On-board Charger, Switch and Polymer products etc)			
	<b>Total per vehicle (B)</b>	<b>46,000</b>	<b>367</b>	<b>306</b>
	<b>Total Varroc current business (A+B)</b>		<b>1067</b>	<b>835</b>

# Varroc Group: Business Wise Performance H2 FY22

₹ million

SBU	H1 FY22			H1 FY21			Revenue Change YoY
	Revenue	EBITDA	% EBITDA	Revenue	EBITDA	% EBITDA	
India Business	22,166	1,978	8.9%	12,306	1,004	8.2%	80.1%
VLS	36,806	(1,801)	-4.9%	29,251	(43)	-0.1%	25.8%
Others (IMES)	1,336	(61)	-4.6%	823	(94)	-11.5%	62.3%
Elimination	(567)	0		(473)	(0)		
<b>Total</b>	<b>59,742</b>	<b>117</b>	<b>0.2%</b>	<b>41,908</b>	<b>866</b>	<b>2.1%</b>	<b>42.6%</b>
China JV - 50%	2,886	155	5.4%	2,486	423	17.0%	16.1%
<b>Total (Incl. pro-rata JV share)</b>	<b>62,628</b>	<b>272</b>	<b>0.4%</b>	<b>44,394</b>	<b>1,289</b>	<b>2.9%</b>	<b>41.1%</b>

## Euro Performance for VLS

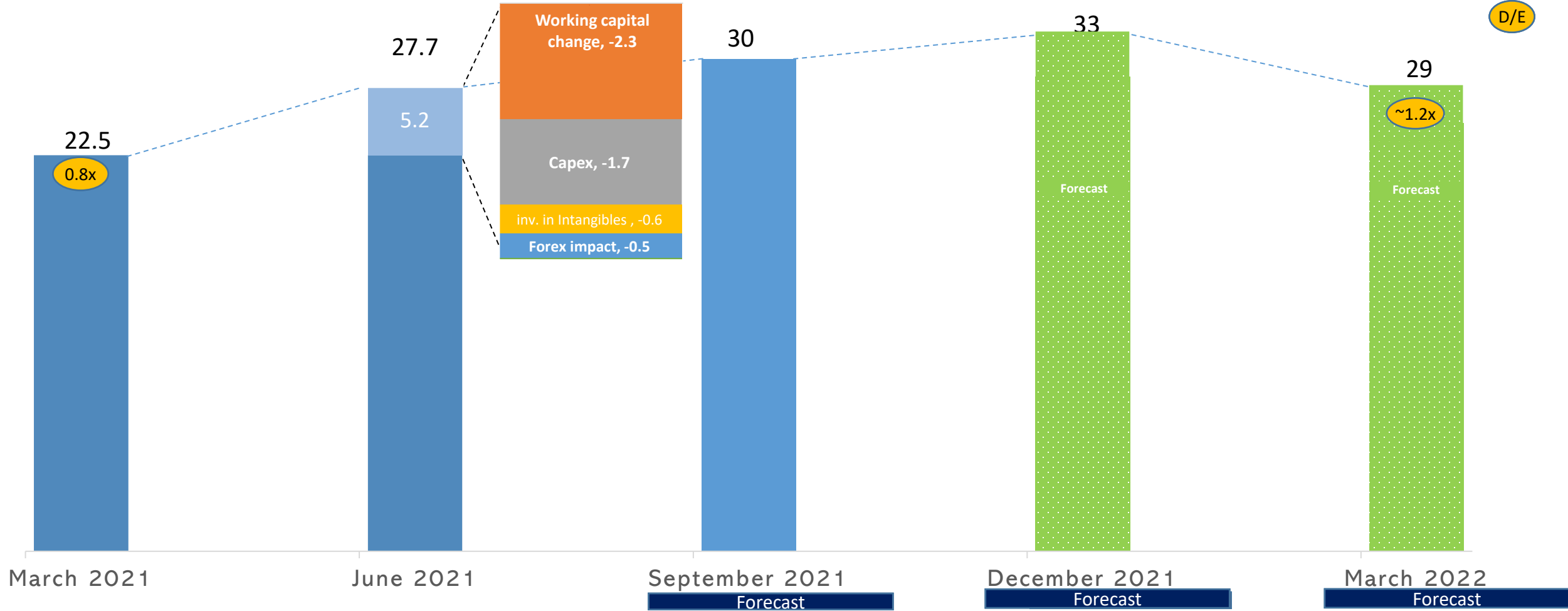
SBU	H1 FY22			H1 FY21			Revenue Change YoY
	Revenue	EBITDA	% EBITDA	Revenue	EBITDA	% EBITDA	
VLS -Euro	418	-20	-4.9%	336	0	-0.1%	24.2%

Exchange rates : ₹/ € Average for Q2 FY22 = 88.10; ₹/ € Average for H1 FY21 = 86.94

# Debt Situation Status Update and Outlook for FY22

₹ Billion

D/E



## Debt Reduction is challenged due to -

- Extension of the current challenging situation around semiconductor supplies and lower capacity utilization
- Continuing Capex & working capital



# Update on Current Business Environment

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- **Current Situation**

- India business revenue performance lower than normal in October as demand during festival season not as strong as expected as well as supply constraints
- VLS October / November – Semiconductor shortages continuing -
  - Soft schedules as a result of semi-conductor shortages. North America volumes improving as new programs starting
  - Overtime and premium freight costs under control

- **Outlook**

- **India:** We expect that the business will see a strong growth in coming months on the back of strong traction in EV business
- **VLS Revenue growth driven by end customer demand but constrained by semiconductor shortages**
- **Focus on cost optimization, positive free cashflow and debt reduction to continue**
  - Launch of project RACE to help achieve industry level profitability
  - Control over Capex and working capital
- **Focus on maintaining adequate liquidity support to business**



# THANK YOU



TO SPEAK & ACT FROM THE HEART

**SINCERITY**



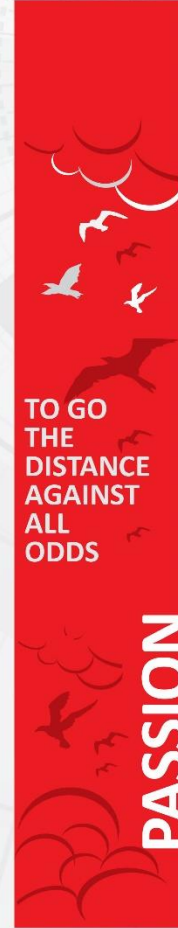
TO WALK WITH EVERYONE

**HUMILITY**



TO DO WHAT IS RIGHT

**INTEGRITY**



TO GO THE DISTANCE AGAINST ALL ODDS

**PASSION**



TO MAKE IT HAPPEN

**SELF DISCIPLINE**