

Varroc Engineering Limited

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CIN: L28920MH1988PLC047335



VARROC/SE/INT/2018-19/55
March 13, 2019

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.

NSE Symbol: VARROC

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

BSE Security Code: 541578

Dear Sir/Madam,

Sub.: Intimation of Schedule of Investor Meeting.

Ref.: Disclosure under Regulation 30 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Pursuant to Regulation 30(4)(i)(c) of the SEBI LODR Regulations, 2015, this is to inform you that, the Company is participating in the following Investor Conference:

Sr.	Date*	Investor Conference Name & Organizer	Venue
1	March 15, 2019	Axis Capital 5 th Annual Auto Conference	Taj, Santacruz, Mumbai

**Meeting schedule may change due to exigencies.*

The attached presentation will be presented at the said Conference.

Kindly take note of the above.

Thanking you,

Yours faithfully,
For Varroc Engineering Limited

Rakesh Darji
Company Secretary & Compliance Officer





varroc

Investor Presentation



Varroc is the 2nd Largest Indian Auto Component Group⁽¹⁾ with a Global Footprint



- **Founded in 1988** in Aurangabad, India by the Jain family
- Successful listing on the Indian Stock Exchanges in July 2018

Two primary business lines:

1. **Varroc Lighting Systems (“VLS”)**: global supplier of exterior lighting systems to passenger car OEMs
2. **Varroc India Business**: manufacturer and supplier of diverse range of auto components primarily to 2W, 3W and 4W OEMs

- **Strong, long-lasting, growing customer relationships** with marquee auto OEMs globally and in India
- **Well-diversified global auto component business** across geographies, products and customers

- **Low cost, strategically located global** manufacturing footprint
- **40 Operating plus 3 Upcoming Manufacturing Facilities and 16 R&D Centres across 5 continents**

- **In-house R&D capabilities** in India, Czech Republic, China⁽⁵⁾, USA, Mexico, Germany, Italy, Romania and Poland
- **~1,400 R&D engineers⁽⁶⁾; 185 patents granted globally⁽⁶⁾**

- **Experienced management team supported by reputed Board**
- **~13,900 employees** across the globe⁽⁶⁾

Leading

tier-1 manufacturer and supplier to the Indian 2W and 3W OEMs⁽⁴⁾

6th

Largest⁽²⁾, fastest growing among top six global exterior auto lighting suppliers

**INR 110bn
FY18 revenue⁽³⁾**



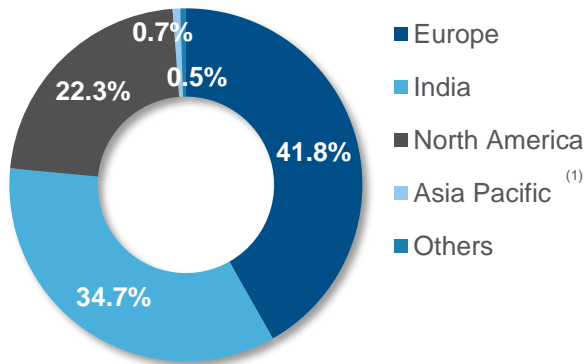
Well Diversified Auto Component Business Across Geographies, Product Groups, Customers and Segments



FY18 Revenue: INR 103.8 bn
100% China JV FY18 Revenue: INR 12.3 bn⁽¹⁾

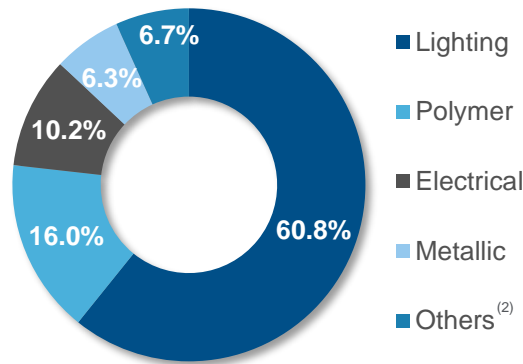
Revenue Split by Geography

FY18, %



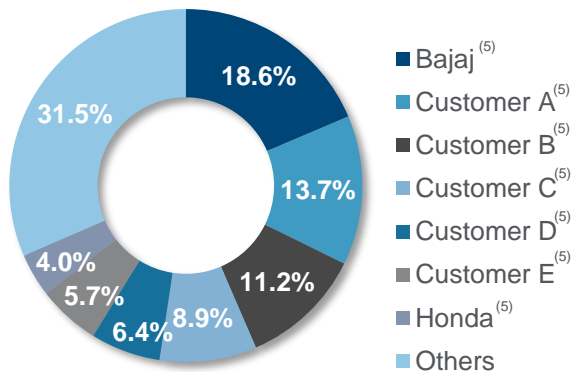
Revenue Split by Products

FY18, %



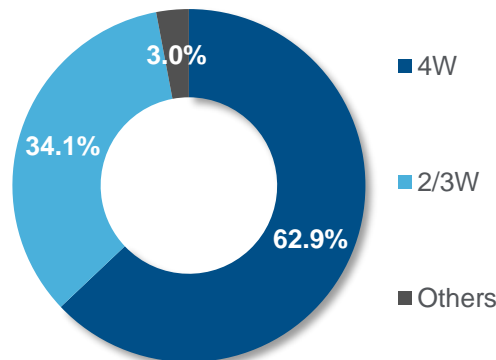
Consolidated Invoice Amount Split by Customer⁽³⁾

FY18, %



Revenue Split by Segment⁽⁴⁾

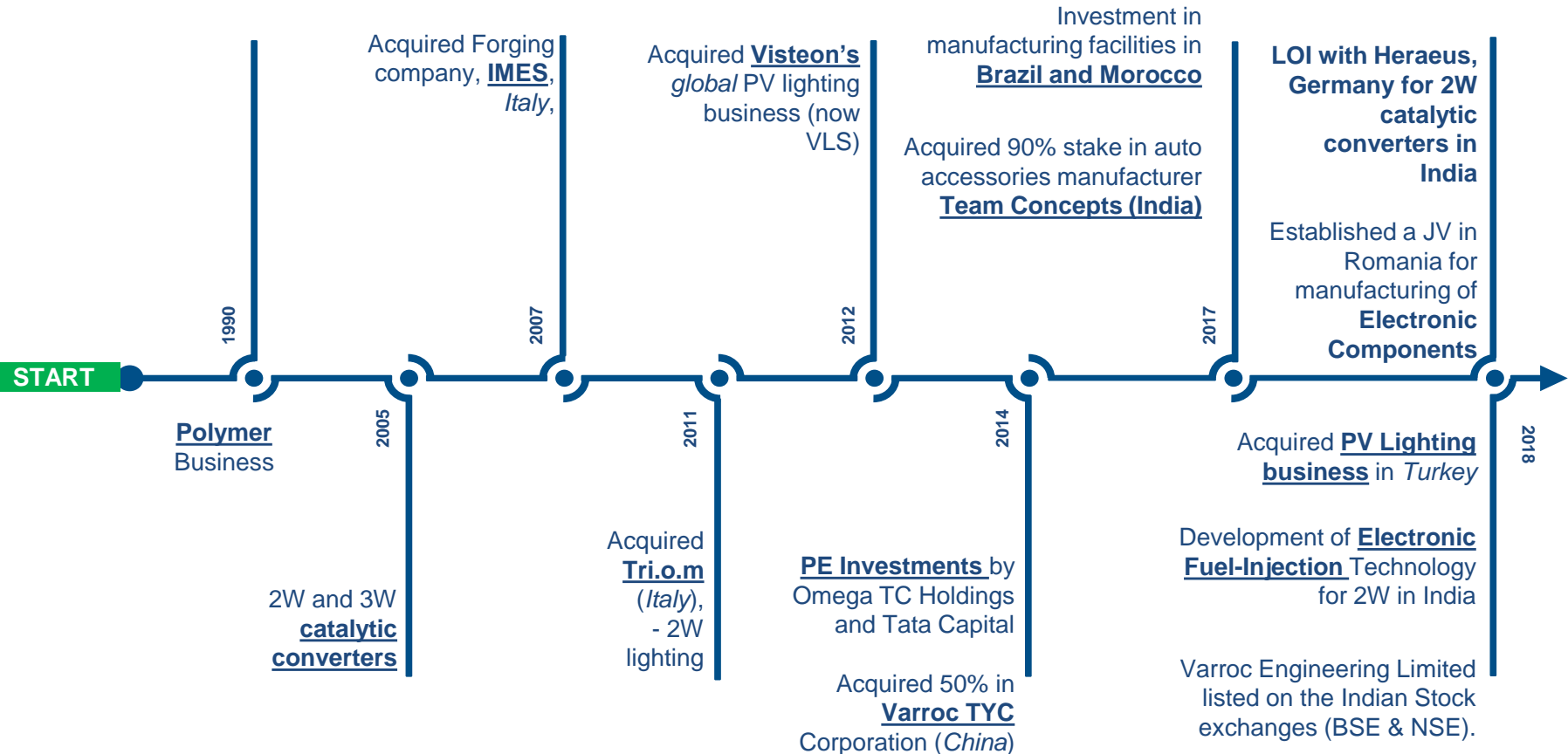
FY18, %



- Diversified business in developed and emerging markets with strong India presence
- Comprehensive range of engine agnostic products
- Diversified customer relationships; no customer has >20% share
- Presence in fast growing India 2W and Global PV lighting segments

Note: (1) 50% China revenues not included in FY18 (JV accounted under equity method). (2) Includes IMES and Triom and other parts of the India business. (3) By invoicing; 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 D is an international automotive manufacturer and customer E is a large European car manufacturer. (4) 4W – 4-wheeler (includes PV), 2/3W – 2/3-wheeler. (5) Bajaj and Honda are customers of the India Business; Customer A, B, C, D, E are mainly the customers of the global lighting business.

Varroc – The Transformation into a Global Auto Component Group



Vision, Mission and Values

Vision : To be a Rs 200 billion supplier of innovative solutions for transportation and allied industry in 2020

- Core business sectors will be exterior lighting and two-wheelers mobility
- Be a partner of choice for vision, mobility and emission technologies
- Be the fastest growing player in our core sectors
- Be among the Top 3 players in the global lighting business

Mission

Bring leading edge technologies to the mainstream markets with high quality, cost competitive solutions

By delivering customized solutions with superior service with speed, agility, creativity and,

Fostering an environment that empowers employees and encourages the pursuit of excellence

Values

We consider our core values of **Sincerity, Humility, Integrity, Passion** and **Self-discipline (SHIPS)** as essential to continue to grow our business

Varroc — Key Strengths

Comprehensive Solution Provider to OEMs

- End-to-end services across design, development and delivery
- Wide range of products across polymer, metallic and electrical segments
- Ability to cross-sell to meet customer requirements

5

Global Footprint Servicing key Auto Markets

- India Business has Pan-India presence enabling proximity to customers. Plants located in all major auto hubs
- VLS business has Strategically-located manufacturing in low cost locations. Footprint covers major PV markets

1

Long Standing, Growing Customer Relationships

- Strong long-standing relationships with marquee OEMs across high-end and mass market segments
- Expansion of business with key customers

4

Wide Range of Product Offerings

- Diversified product portfolio covering a wide range of technologies
- Cost effective, cutting edge technology products to premium and mass market PV OEMs

2



3

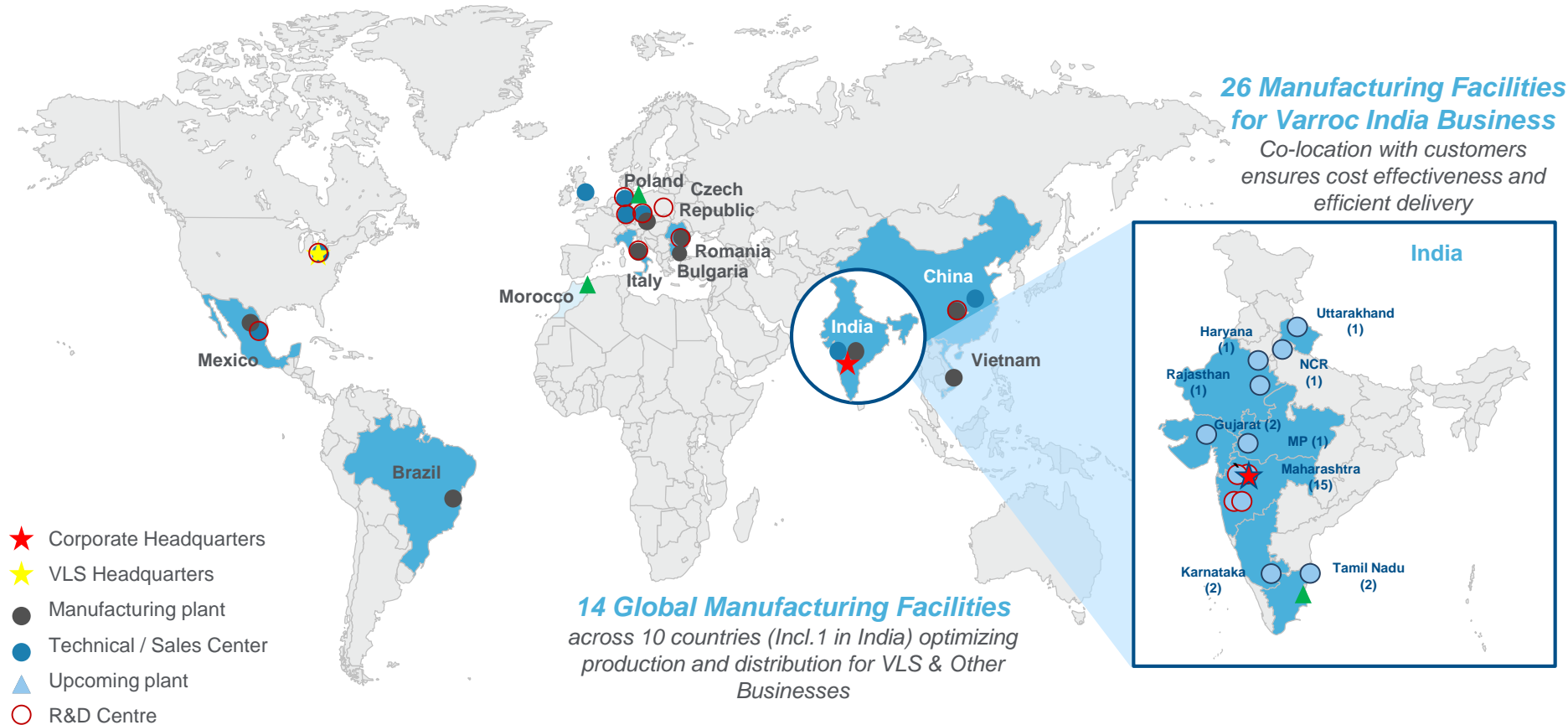
Robust in-house Technology, Innovation & R&D Capabilities

- Nimbleness, flexibility and cost consciousness enables developing products with shorter turn-around time.
- Developing proprietary products with continuous focus on innovative, cost competitive designs
- Well-positioned to benefit from key trends such as electrification, shared mobility and emission reduction

Low Cost, Strategically Located Global Manufacturing Footprint



40 Operating plus 3 Upcoming Manufacturing Facilities and 16 R&D Centers Across Asia, Europe, Africa, North and South America



• **Manufacturing and R&D footprint spread across low cost countries**

























• **Proximity to OEMs leading to cost effectiveness and quicker turn-around times**

• **Pan-India presence enabling proximity to customers across key automotive hubs**

Note: MP: Madhya Pradesh; NCR: National Capital Region

Auto Component Business with Diversified Product Lines



	VLS		Varroc's India Business				Other	
	PV Lighting		Polymer	Electrical	Metallic	IMES	Triom	
Description	<ul style="list-style-type: none"> Leading global supplier of exterior automotive lighting systems for PV 		<ul style="list-style-type: none"> One of the largest polymer solution providers to the 2W OEMs with a Pan-India presence 	<ul style="list-style-type: none"> Offers comprehensive solutions in electrical-electronics components, assemblies for automotive applications and lighting products 	<ul style="list-style-type: none"> Supplies precision forged & machined parts for engines and transmissions Supplies engines valves in domestic and international markets 	<ul style="list-style-type: none"> Manufactures hot steel forged parts for the construction and oil & gas industries 	<ul style="list-style-type: none"> High end lighting systems for the global 2W industry 	
Select Product Portfolio	 Xenon  LED  Matrix	 LED  Other Lights	 Air Filter Assemblies  Mirror Assemblies  Seat Assemblies  Trims (Interior & Door)	 Digital Instrument Cluster  CDI  Motor (Starter & Wiper)  Magneto	 Transmission Assembly  Crankshaft  Connecting Rod  Engine Valves  Gears	 Undercarriage Links  Drill bit cones & heads  Undercarriage Segments	 Tail + Blinker  Headlight  Tail Light	
Manufacturing Facilities	8 Facilities – Czech Republic (2), China (2), Turkey (2) Mexico & India 2 upcoming Facilities – Brazil & Morocco		15 Facilities – India ⁽¹⁾	7 Facilities – India ⁽¹⁾ 2 upcoming Facilities – India	5 Facilities – India ⁽¹⁾	2 Facilities – Italy	3 Facilities - Italy, Romania and Vietnam	
Revenue Mix⁽²⁾	60.8%		16.0%	10.2%	6.3%	4.1% ⁽³⁾		
Customer Segment	PV		2W, 3W, PV & CV	2W, 3W, PV & CV	2W, 3W, PV, CV & OHV	Earth-moving & Oil-drilling	2W	

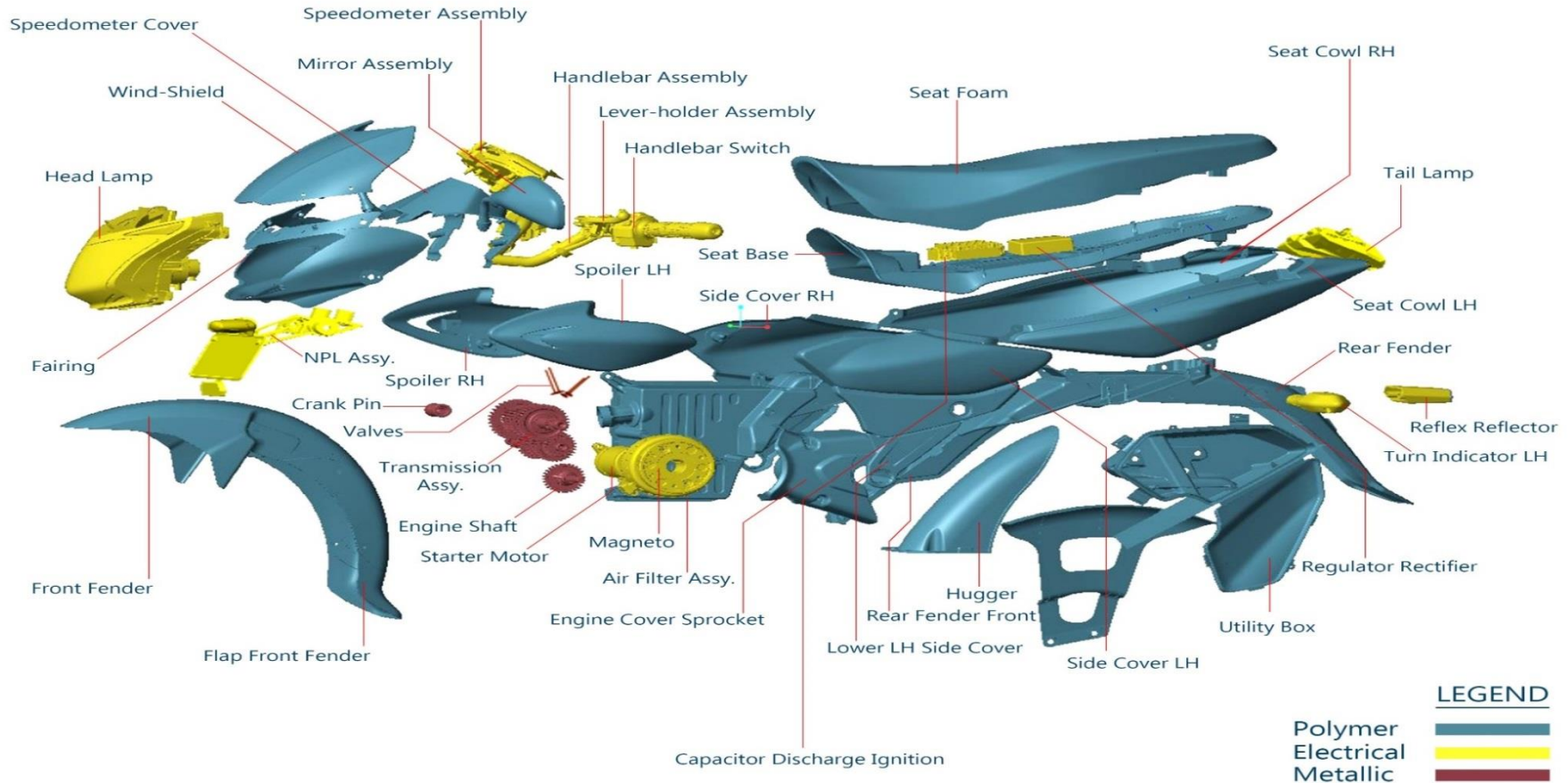
A diversified product portfolio catering to 2W, 3W, PV, CV & OHV Segments
Low-cost strategically located global manufacturing facilities; pan-India presence near major auto hubs

Note: (1) Varroc's India Business has 25 manufacturing facilities; Pantnagar facility caters to all 3 verticals of Indian business. (2) For FY18. (3) Represents revenue contribution of IMES and Triom only; total contribution of other businesses is 6.7% which includes revenue from IMES, Triom and other India businesses

India Business: Comprehensive Solution Provider to 2W OEMs in India



Diversified Portfolio Catering to 2W and 3W Segments



Wide range of products across Polymer, Electrical and Metallic segments; One-Stop Shop for customers enabling cross-selling

VLS: Wide Range of Lighting Product and Technology Offerings



Broad Portfolio of Lighting Technologies for PV OEMs Globally

Headlamps



Xenon



LED



Matrix



Rear Lamps



LED



Other Lights

Electronics



LED Module



Headlamp Control Modules



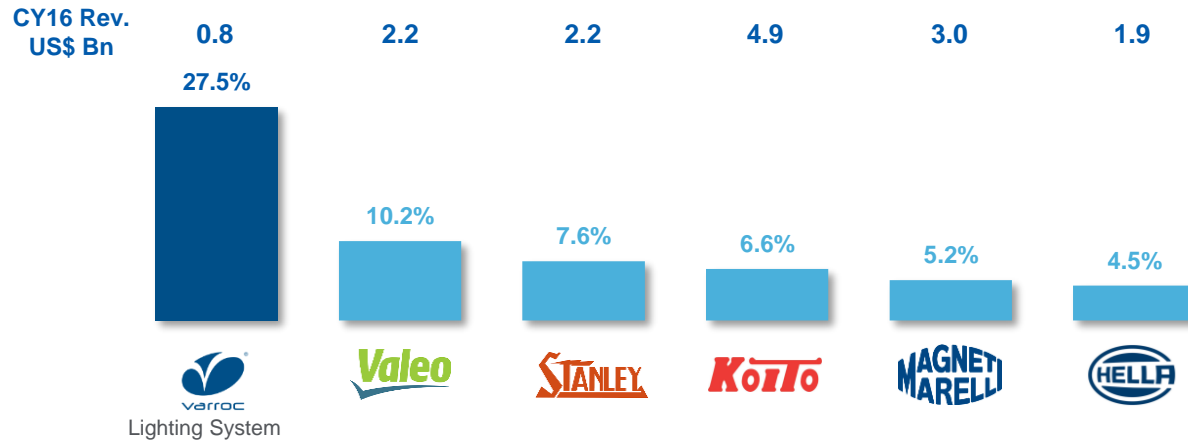
Projector

- Full portfolio of head lamp and rear lamp providing a wide range of products
- Established presence in key emerging technologies such as LED, OLED Laser, Matrix
- Quick adoption of new technology to grow product portfolio
- Customized products for OEMs with long standing relationships
- Providing cost effective, cutting edge technology products

Varroc is 6th Largest Global Auto Lighting & 2nd Largest Indian Auto Component Supplier

Fastest Growing Among the Top Six Global Exterior Auto Lighting Suppliers⁽¹⁾

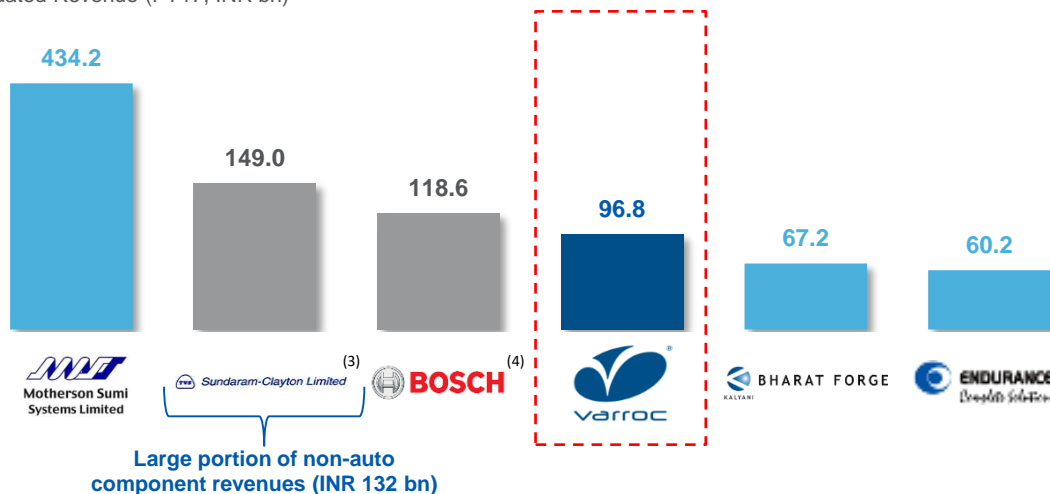
Exterior Lighting Revenue CAGR (CY14- CY16)



Automotive Exterior Lighting Market of US\$17.8bn in 2016

2nd Largest Indian Auto Component Group⁽¹⁾

Consolidated Revenue (FY17, INR bn)



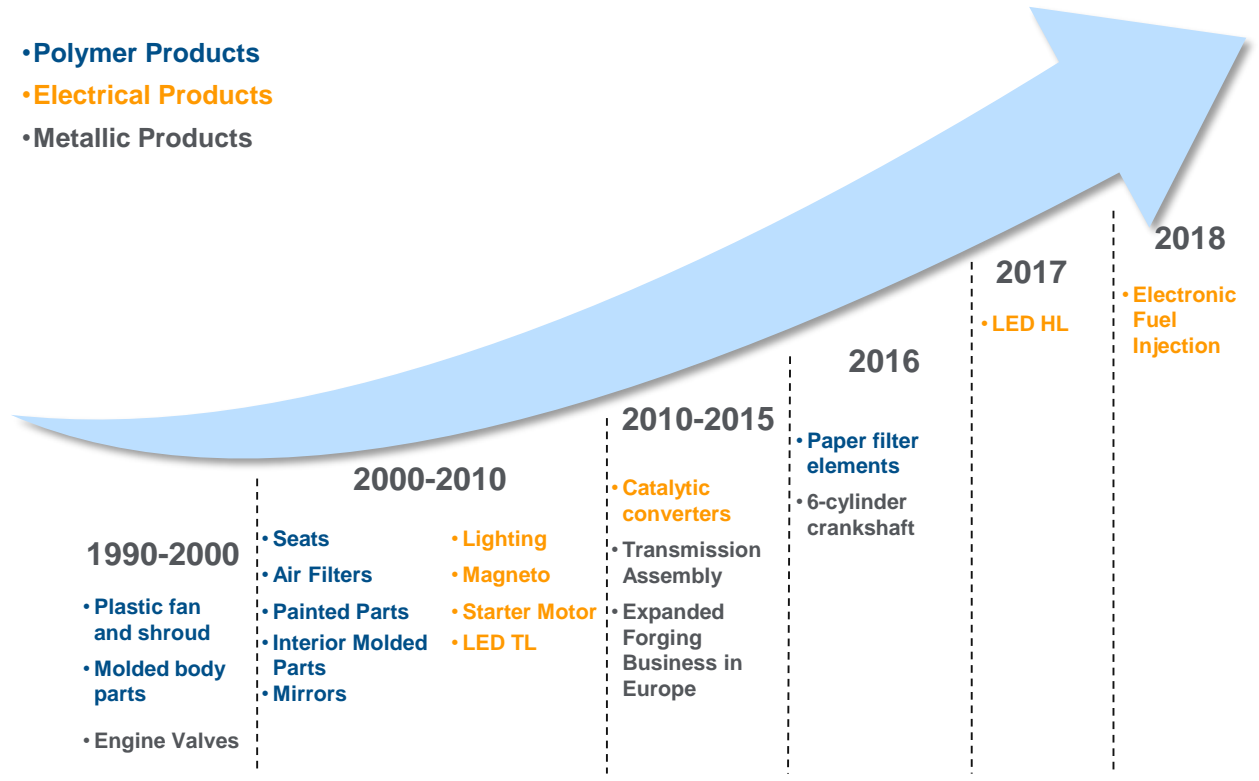
- Concentrated market – top 8 players account for >90% of over-all market
- Long-standing, growing customer relationships with marquee OEMs
- Low cost, diversified global manufacturing and R&D footprint
- Providing cost effective, cutting edge technology products
- India is one of the largest 2W market globally⁽²⁾; expected to grow at 8-10% CAGR from FY17-20
- Supplier to 2W OEMs who cover ~85% of total domestic 2W sales
- One-stop shop for 2W OEMs allowing cross selling

India Business : Continuous Focus on R&D Capabilities; Enhancing Product Portfolio



Additions to Product Portfolio Over the Years

- Polymer Products
- **Electrical Products**
- Metallic Products

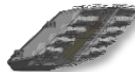


- Proprietary products with continuous focus on innovative, cost competitive designs
- Continuous focus on R&D and product development
- New technology tie ups for development of catalytic converter and electronic fuel injection systems
- Govt's DSIR approved R&D centers
- 450+ engineers located in 5 R&D centers

Select Offerings



Engine Valves



LED TL



Digital clusters



Paper filter elements



LED HL

R&D Efforts Seek to Capitalize on Emerging Trends



Regulation change creates potential for suppliers with robust operational systems to cross sell product lines; core auto themes like light-weighting and affordability will continue to guide OEM decision making

Experienced Management Team Supported by Reputed Board



Founder & MD



Tarang Jain*^
Managing Director

- Co-founded Varroc in 1988
- Nearly 30 years experience in the automotive industry

- Experienced management team
- Independent directors with experience across industries & practices
- Strong governance: Big-4 statutory and internal auditors; independent board committees

Senior Management



Ashwani Maheshwari^
Chief Executive Officer and Whole-time Director

- Previously worked as President at Birla Tyres at Kesoram Industries Limited, Senior Vice President – India Business division in ITC Infotech India Ltd



Stephane Védie
President and CEO – VLS

- Total Experience: 13 years in Automotive Lighting
- Previously associated with Magnetti Marelli



T. R. Srinivasan
Group Chief Financial Officer

- Total Experience: ~29 years
- Previously associated with Hindustan Lever Ltd, ATC Tires Private Ltd



Arjun Jain*
Business Head – Electrical – Electronics Division and Whole-time Director

- Previously associated with Bain & Co India Pvt. Ltd.



Sethumadhavan D.
Business Head - Polymer

- Total Experience: ~22 years
- Previously associated with Assa Abloy, Stanley Black & Decker, Schneider Electric, General Electric and Lucas TVS

Board of Directors



Naresh Chandra*
Chairman and Non-Executive Director

- Total Experience: 35+ years in the automobile industry
- Previously associated with Kaycee Industries



Marc Szulewicz
Independent Director

- Ex-General Manager, Foreign equipment division, Plastic Omnium Management



Vijaya Sampath
Independent Director

- Lawyer, ex-Group General Counsel for Bharti Airtel Ltd



Gautam Khandelwal
Independent Director

- Executive Chairman, Nagpur Power and Industries Ltd



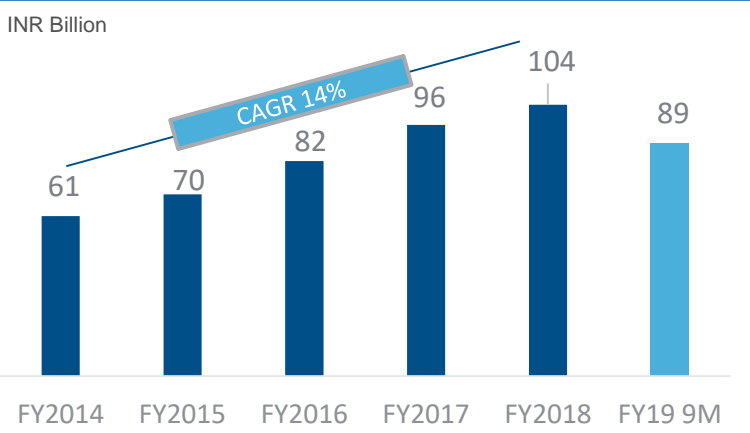
Vinish Kathuria
Independent Director

- Co-Founder and President of Rank software Inc.

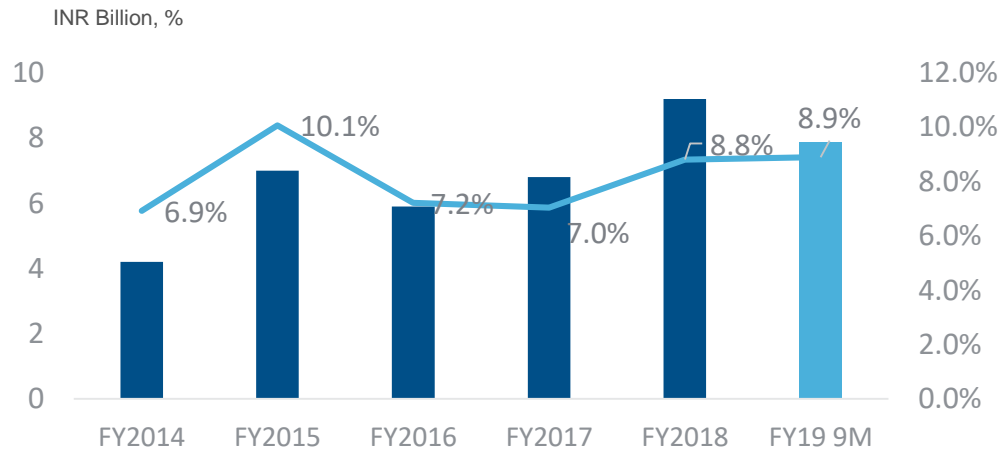
Financials & Share Details

Financial Summary : Key Performance Indicators

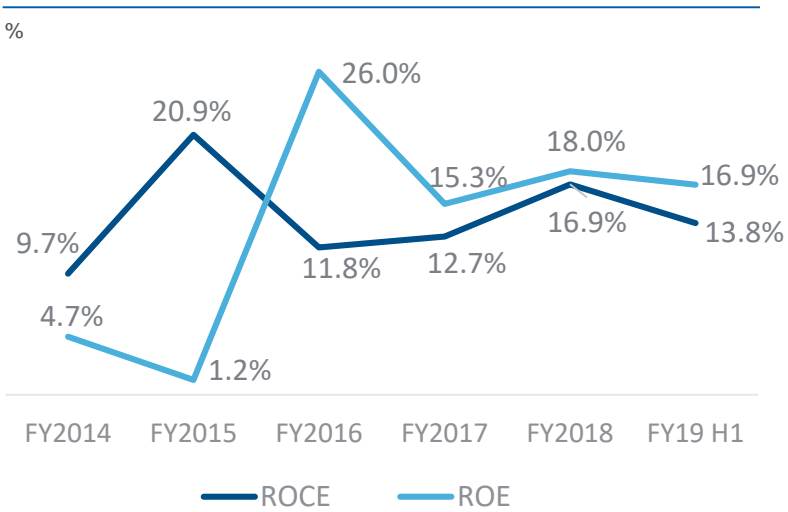
Revenue Trend last 6 years and current year YTD



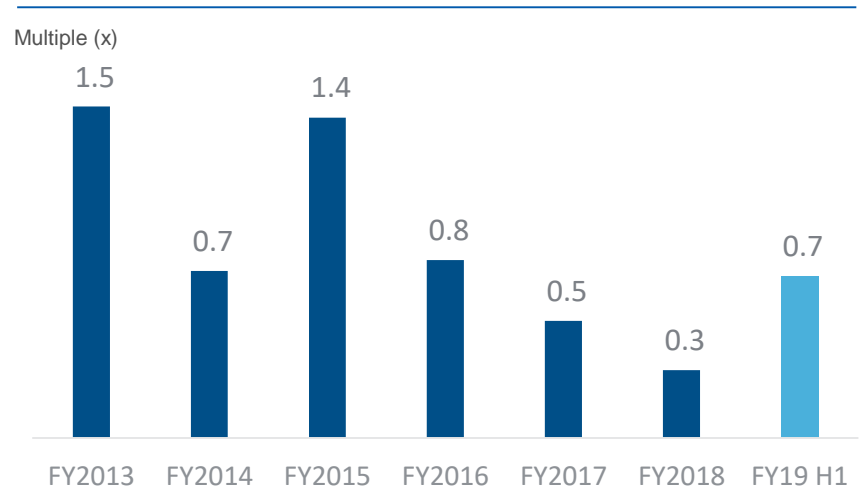
EBITDA and EBITDA margin



ROCE & ROE trend*



Debt to Equity



*Calculated using reported numbers on a trailing twelve month basis; ROCE & ROE calculations for H1 & FY only; Return on Equity calculated after considering imputed interest cost & liability portion of CCPS; FY15 and FY16 the ROE fluctuation is due to significant change in imputed finance cost on CCPS
 # Historical EBITDA margin is as reported / 9MFY19 EBITDA margin is like-for-like.

Financial Summary: Income Statement Q3 & 9M FY19



(INR million)

	Q3 FY 19	Q3 FY18	% Change	9M FY 19	9M FY18	% Change
Revenue from Operations - Reported	29550	25405	16.3%	88,831	73,939	20.1%
Revenue from Operations : like-for-like	29276	24,745	18.3%	88,029	70,898	24.2%
Other Income - Operating	106	76		434	207	
Other Income - non-Operating	72	1		187	8	
EBITDA : Reported	2779	2090	33.0%	8,392	6,540	28.3%
EBITDA : like-for-like	2737	1,955	40.0%	7,875	6,089	29.3%
EBITDA %	9.3%	7.9%		8.9%	8.6%	
Depreciation	1373	934	47.1%	4,080	2,793	46.1%
Interest	273	177	54.3%	710	615	15.5%
Share of net profits of JVs under equity method	62	278	-77.7%	264	532	-50.4%
PBT - Reported	1,266	1,259	0.6%	4,054	3,672	10.4%
Tax	245	89	174.9%	1,019	593	71.9%
Tax rate	20%	9%		27%	19%	
PAT - Reported	1,022	1,170	-12.7%	3,035	3,080	-1.5%

*EBITDA = Profit before share of net profits of investments plus Depreciation plus Finance Cost less Non-operating Portion of Other Income
 \$ like-for-like excludes impact of Interior Plastics business closure in North America and adjusted for comparative launch costs

Financial Summary : Segmental Break-up

Fiscal year ending March 31,

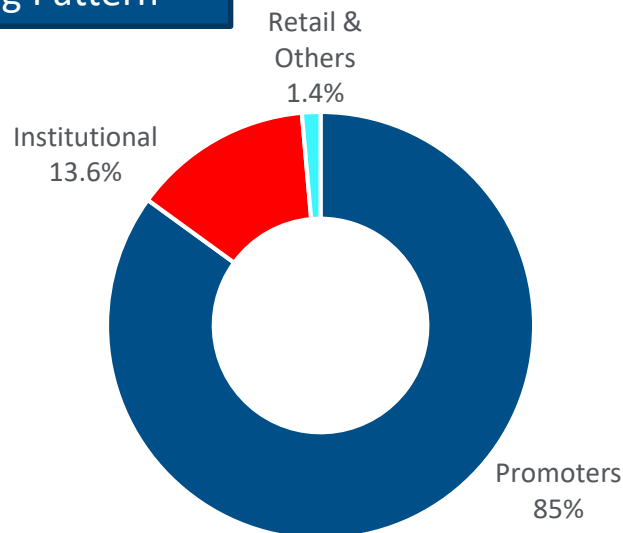
(INR million)	FY16		FY17		FY18		9M FY19 (like-for-like)	
		%		%		%		%
Revenue								
Global Lighting Business	48,198	58.6%	61,242	63.7%	63,118	60.8%	51,841	58.9%
India Business	30,807	37.5%	31,681	33.0%	36,406	35.1%	32,495	36.9%
Other Businesses	3,185	3.9%	3,163	3.3%	4,261	4.1%	3,987	4.5%
Eliminations							(294)	
Total	82,189		96,085		1,03,785		88,029	
China JV	12,235		15,339		12,287		3,756	
EBITDA Margin								
Global Lighting Business		6.5%		6.2%		7.8%		7.1%
India Business		8.8%		8.8%		10.6%		11.5%
Other Businesses		1.5%		5.5%		9.4%		12.2%
Total		7.2%		7.0%		8.8%		8.9%
China JV		13.4%		15.3%		15.7%		10.7%

Financial Summary : Balance Sheet

(INR mn)	Fiscal Year Ending March 31,			
	2016	2017	FY18	H1 FY19
Assets				
Non-current Assets				
Fixed Assets	24,263	26,881	31,480	41,472
Others - Non-current Assets	4,508	4,538	6,439	7,765
Total Non-current Assets	28,771	31,419	37,920	49,237
Current Assets				
Current Investments	119	0	30	93
Cash and Bank Balances	1,772	3,541	3,289	2,225
Others - Current Assets	21,697	23,644	27,285	33,076
Total Current Assets	23,587	27,185	30,604	35,394
Total Assets	52,459	58,604	68,524	84,630
Equity and Liabilities				
Shareholder's Funds				
Share Capital	262	135	135	135
Reserves and Surplus	17,366	21,719	28,145	29,210
Minority Interest	203	202	208	226
Total Shareholder's Funds	17,832	22,055	28,488	29,571
Non-current Liabilities				
CCPS	2,060	-	-	-
Long-term Borrowings	5,573	7,553	6,361	9,787
Others - Non-current Liabilities	1,392	1,044	1,944	2,227
Total Non-current Liabilities	9,026	8,597	8,306	12,014
Current Liabilities				
Short-term Borrowings	6,419	7,578	5,629	13,446
Others - Current Liabilities	19,182	20,374	26,102	29,599
Total Current Liabilities	25,601	27,951	31,730	43,045
Total Equity and Liabilities	52,459	58,604	68,524	84,630

Shareholding Details

Shareholding Pattern



Equity Share Information

- Share Price (As on 08th February 2019) INR 619.90
- Market Capitalization (As on 05th December 2018) INR 83,571 Mn
- Financial Year April to March
- Listing Details Indian Stock Exchange NSE (VARROC.NS)
BSE (541578)
- Bloomberg Code VARROC:IN

Top Institutional Shareholders *

Axis MF	2.7%
Nomura	2.1%
Capital World	2.1%
T Rowe Price	1.4%
L&T MF	0.9%
IIFL	0.6%
First State	0.5%
DSP Blackrock	0.5%
SBI MF	0.4%
Motilal Oswal MF	0.3%
Schroders	0.3%
SBI Life	0.2%
ICICI Pru. MF	0.2%
Bajaj Allianz	0.1%
Edelweiss	0.1%
GSA Capital	0.1%
Others	0.7%
Total Institutional holders	13.3%

* As on 31st December, 2018 for top 250 portfolios only. Shareholding under multiple portfolios/ plans clubbed together. Stake rounded off to nearest decimal

THANK YOU