



# Q1 FY19 Results Presentation



# Varroc Group Overview

- **Founded in 1988** in Aurangabad, India
- Listed on BSE & NSE in July 2018

## Two primary businesses:

1. **Varroc Lighting Systems (“VLS”)**: global supplier of exterior lighting systems to passenger car OEMs
2. **India Business**: supplier of diverse range of auto components primarily to 2W and 3W 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
- **37 manufacturing facilities** across Asia, Europe and North America

- **In-house R&D capabilities** in India, Czech Republic, China<sup>(4)</sup>, USA, Mexico, Germany, Italy, Romania and Poland
- **1,428 R&D engineers<sup>(5)</sup>**; **185 patents granted globally<sup>(5)</sup>**

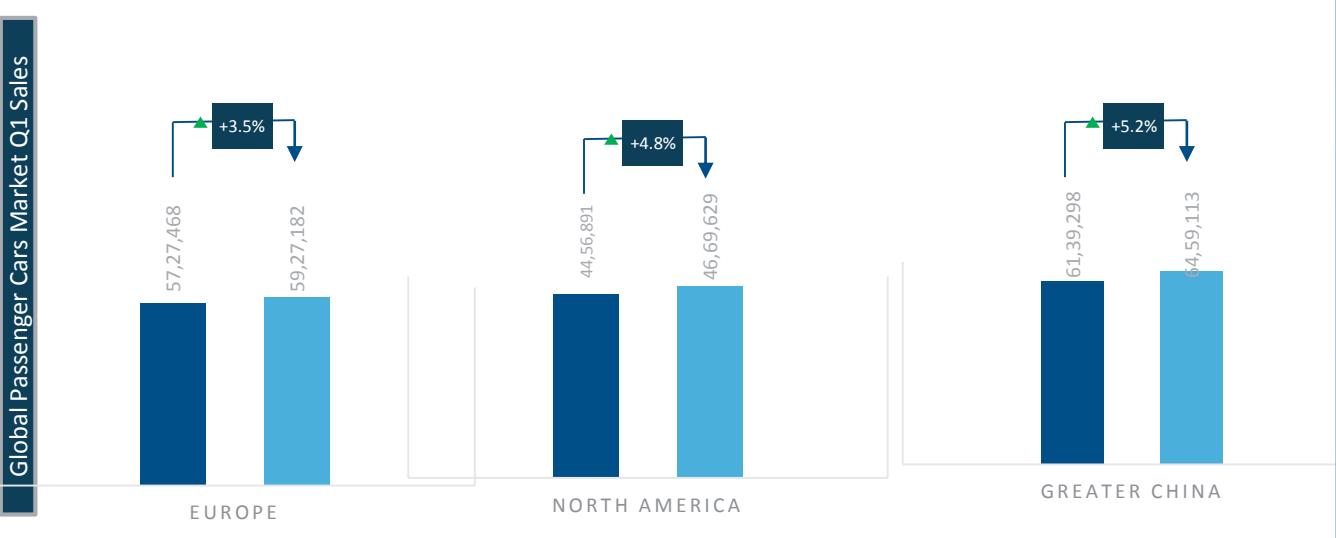
- **14,200+** employees across the globe<sup>(5)</sup>

**Leading**  
tier-1 manufacturer and supplier to  
the Indian 2W and 3W OEMs

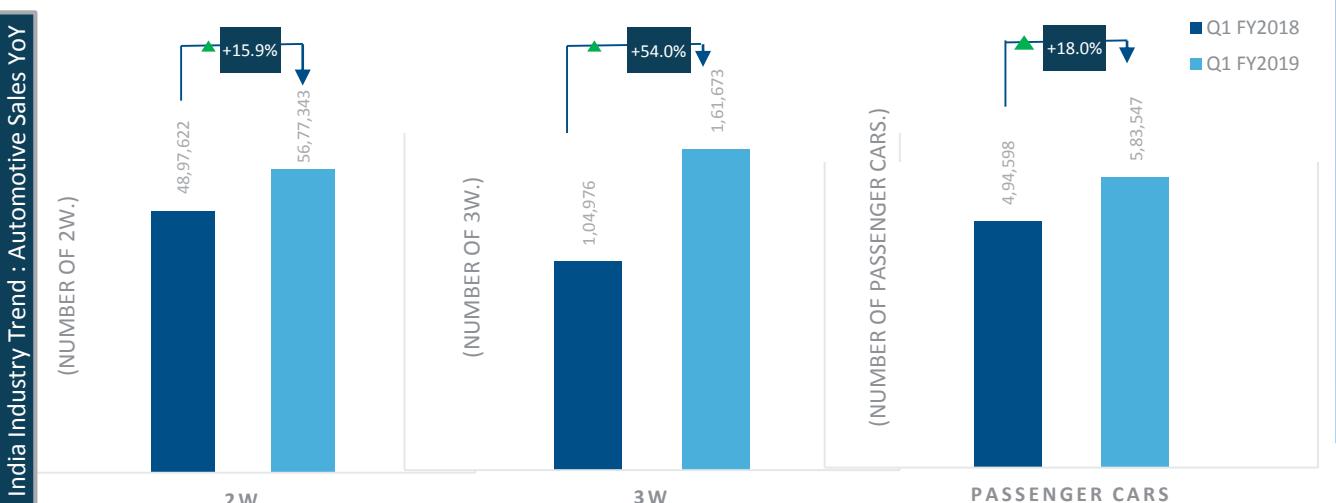
**6<sup>th</sup>**  
Largest<sup>(2)</sup>, fastest growing among  
top six global exterior auto lighting  
suppliers<sup>(2)</sup>

**INR 110bn**  
**FY18 revenue<sup>(3)</sup>**

# Industry Trends in Q1 FY19



- Global Passenger Vehicle production grew at an estimated rate of 3.7%YoY in Q1 FY19
- Our Global Lighting Business (VLS) outperformed the Passenger Vehicle production growth



- Strong growth in Q1 is due to the low base (anticipation of price drop post GST implementation) and the pick-up in rural economy.
- Exports continued to grow strongly both in 2W and 3W.

# Business Highlights : Q1 FY19

- Revenue from Operations for Q1 FY19 up by 28.8% YoY<sup>#</sup>
- EBITDA increased by 26.0% YoY<sup>\*</sup>
- Reported PAT for the quarter at Rs 1,004 Million
- VLS successfully closed acquisition of SA-BA, a lighting company in Turkey, on 2<sup>nd</sup> July, 2018
- VLS on track to complete Brazil and Morocco plants. First SOPs are likely to be supported as of January 2019 and April 2019, respectively
- VLS announced its intention to set-up two new plants, for catering to additional customer demand, at Chennai (India) and Poland
- Varroc has opened an office in Japan in June 2018 to offer Lighting, Electrical and Electronics products to Japanese OEMs

# Varroc Group: Summary Key Financials

## Q1 FY19



(INR Mn)

Particulars	Q1 FY 19	Q1 FY18	Growth (Y-o-Y)/ Change
Revenue from Operations	29270	24343	20.2%
Revenue from operations (excl. Excise Duty & NA Interiors Business)	29188	22658	28.8%
EBITDA - Reported*	2412	2210	9.1%
EBITDA : like-for-like <sup>\$</sup>	2578	2046	26.0%
EBITDA Margin (%)	8.8%	9.0%	
PBT - reported	1343	1198	12.1%
PAT - reported	1004	984	2.1%
Capex*	1798	926	94.3%
Net Debt	14910	14827	

\*EBITDA = Profit before share of net profits of investments *plus* Depreciation *plus* Finance Cost less Non-operating Portion of Other Income

<sup>\$</sup>EBITDA : like-for-like excludes impact of Interior Plastics business closure in North America and other items as explained in slide no 9

# Varroc Group: Business Wise Performance



## Q1 FY19

(INR Mn)

SBU	Q1 FY19					Q1 FY18					Adjusted Revenue Growth YoY
	Revenue	Revenue Adjusted*	EBITDA	EBITDA # Like-for-like	% EBITDA Like-for-like	Revenue	Revenue Adjusted*	EBITDA	EBITDA # Like-for-like	% EBITDA Like-for-like	
India Business	10,431	10,431	1,064	1,064	10.2%	9,082	8,130	795	795	9.8%	28.3%
VLS	17,494	17,412	1,167	1,333	7.6%	14,220	13,488	1,292	1,127	8.4%	29.1%
Others	1,415	1,415	191	191	13.5%	1,074	1,074	140	140	13.0%	31.8%
Elimination	(70)	(70)	(11)	(11)		(33)	(33)	(16)	(16)		
<b>Total</b>	<b>29,270</b>	<b>29,188</b>	<b>2,412</b>	<b>2,578</b>	<b>8.8%</b>	<b>24,343</b>	<b>22,658</b>	<b>2,210</b>	<b>2,046</b>	<b>9.0%</b>	<b>28.8%</b>
China JV - 50%	1,605	1,605	214	214	13.3%	1,345	1,345	181	181	13.5%	19.4%

\*TRIOM YoY growth 26.1%; IMES YoY growth 35.7%

### Euro Performance for VLS

SBU	Q1 FY19					Q1 FY18					Adjusted Revenue Growth YoY
	Revenue	Revenue Adjusted*	EBITDA	EBITDA # Like-for-like	% EBITDA	Revenue	Revenue Adjusted*	EBITDA	EBITDA # Like-for-like	% EBITDA Like-for-like	
VLS	219	218	14.6	16.7	7.6%	201	190	18.2	15.9	8.4%	14.6%

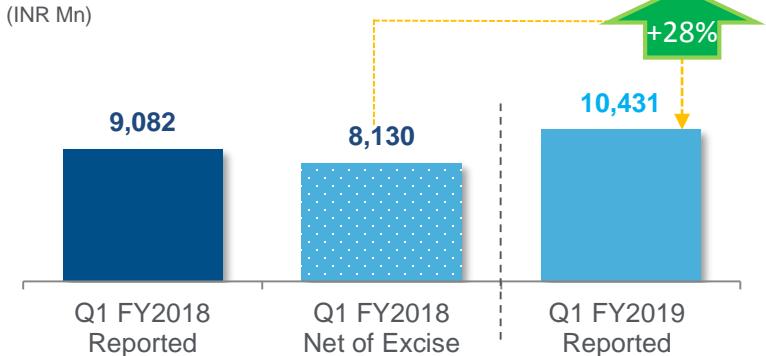
Exchange rates : INR/Euro Average for Q1 FY19 = 79.87 ; INR/Euro Average for Q1 FY18 = 70.90

• Excludes Excise Duty and Interiors Business

• #EBITDA : like-for-like excludes impact of interiors business closure in North America and other items as explained in slide no 9

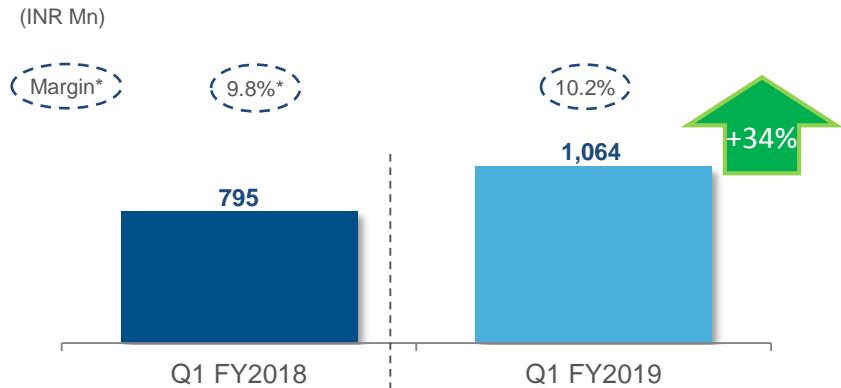
# India Business : Financial Performance

## Revenue



- Strong growth across divisions and customers

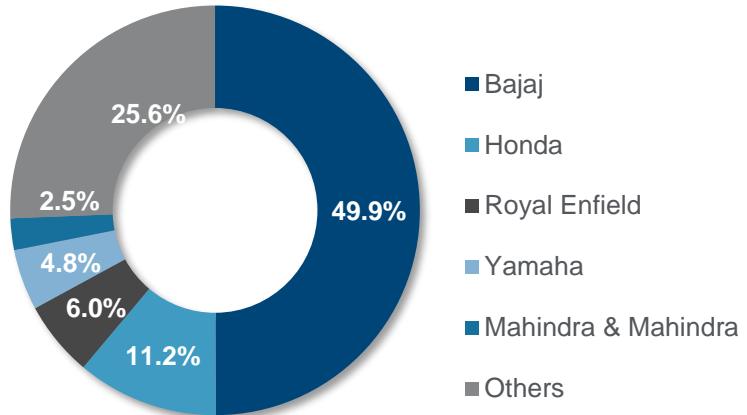
## EBITDA



EBITDA margins increased by 40 bps YoY

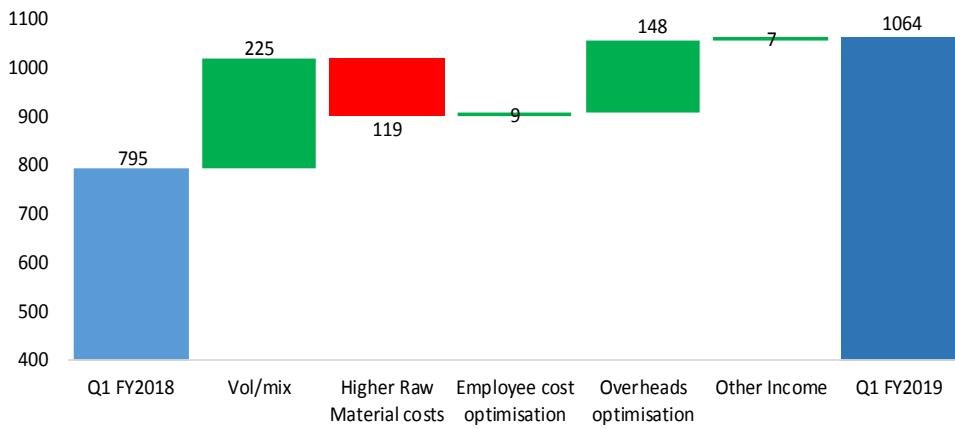
## India Revenue Split by Customer<sup>(1)</sup>

Q1 FY 2019, %



## EBITDA variation analysis

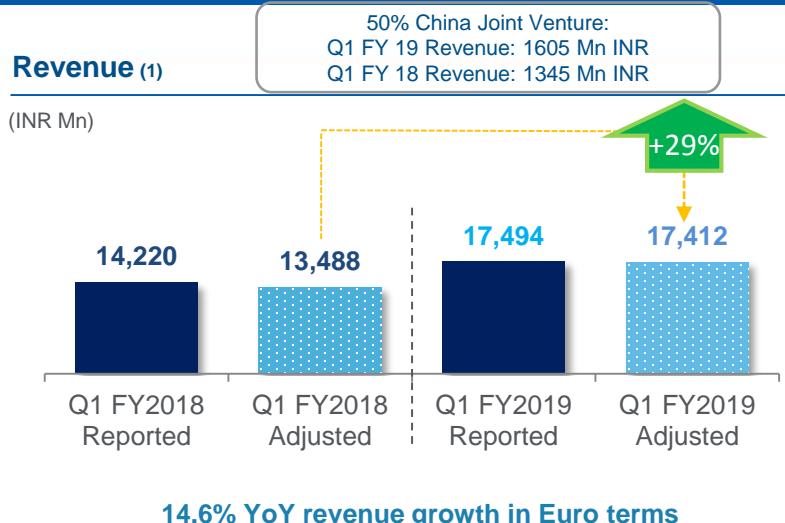
Q1 FY 18 Vs Q1 FY19



\* On Revenue excl. Excise Duty

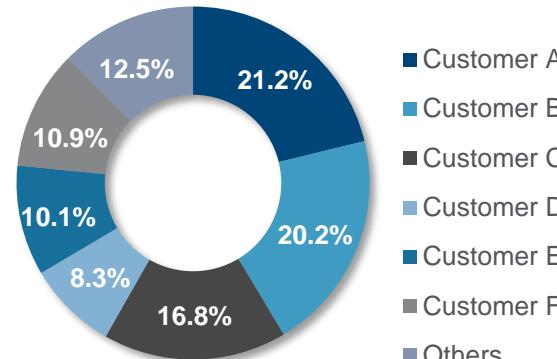
Note: (1) Based on management information system database  
Non-operating portion of other income not considered while calculating EBITDA

# Global Lighting Business (VLS): Financial Performance



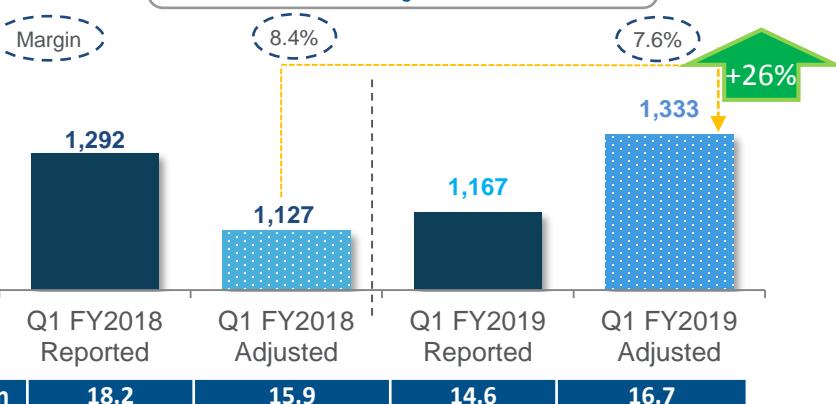
## VLS Production Revenue Split by Customer<sup>(2)</sup>

Q1 FY 2019, %



## EBITDA <sup>(1)</sup> & Adjusted EBITDA <sup>(4)</sup>

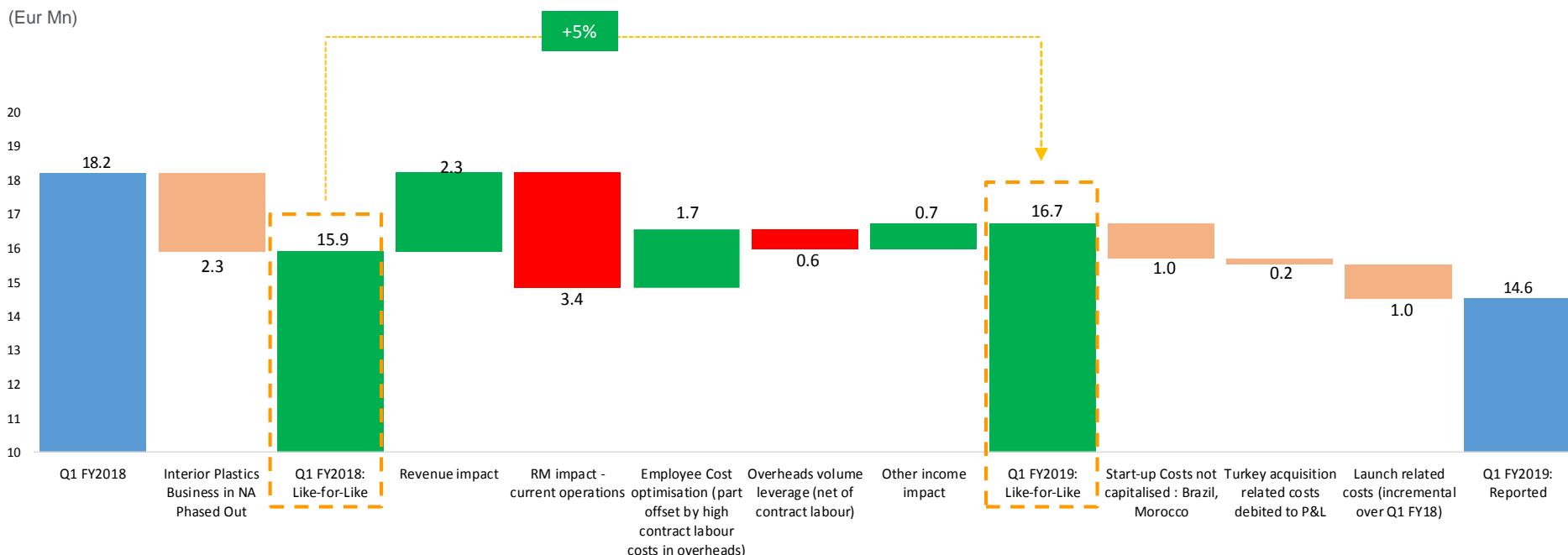
50% China Joint Venture:  
Q1 FY 19 EBITDA / Margin: INR 214 Mn / 13.3%  
Q1 FY 18 EBITDA / Margin: INR 181 Mn / 13.5%



Top six customers production revenue grew by 11% YoY in Euro terms

VLS EBITDA margin variation explanation on the next page

# Global Lighting Business (VLS): EBITDA variation analysis



5 new programs where the RM cost % to Revenue is higher

Higher shipping/ handling costs due to increased Volumes from Czech

24 programs launched Vs 16 in Q1 FY18

# R & D Updates

## Global Lighting Business

- **Adaptive Driving Beam (ADB) technology developed by VLS:** Headlamps communicate with onboard cameras and sensors to allow the customer to drive with high beams on permanently without glaring other road users. VLS also held a workshop to demonstrate technology from 10 to 1.3 million pixels to key NA OEMs and media

## Polymer

- Eliminate painting in a painted polymer part and get similar durability and finish using a new molding technology

## Electrical

- Developed capabilities in Engine Management System (EMS) including hardware and software capabilities. We have JV with Italian based Dell Orto S.P.A.
- Developed smart / connected Instrument clusters
- Filed patents pertaining to ISG, a start/stop switch, adaptive anti-glare and adaptive bending lights

## Metallic

- Developed lightweight solid Titanium valves for a major 2W OEM in India with 45% weight reduction; also Hollow Titanium valves for a leading premium 4W OEM for better building strength

# Construction Status – Brazil

Building



Decorating/WIP



Shop Floor



Moulding



# Construction Status – Czech Republic

Manufacturing facility expansion



CTP Industrial Park Expansion



Manufacturing facility expansion



Engineering & Admin Building



# Construction Status - Morocco

Building under construction



Inside view of the work in progress



Inside view



Inside view of the work in progress



# Construction Status – Halol, India

Material entry gate work-in-progres



Moulding M/C Installation



Surface treatment-paint booth installation



Surface treatment-hard coat installation



# Business Outlook

- Indian 2W/3W market expected to maintain growth momentum
- Halol, Gujarat plant to start commercial production in September 2018; will supply lamps for a leading Indian 2W OEM
- Focused efforts for improving operating efficiencies in VLS Czech plant along with significant volume increases
- Focus on developing technology driven innovative products for our customers

Thank You