Varroc Engineering Limited

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www.varroc.com
CIN: L28920MH1988PLC047335
Email: Varroc.info@varroc.com

VARROC/SE/INT/2026-27/89 November 4, 2026

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,
BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai-400001.
BSE Security Code: 541578

Dear Sir/Madam,

Sub: Investor Presentation - Financial Results Q2/FY 2026-27

Please find enclosed a copy of Investor Presentation on the Un-audited Financial Results (Consolidated & Standalone) for the quarter and half year ended on September 30, 2026.

Kindly take the same on record and note the compliance.

For Varroc Engineering Limited

ANIL GHATIYA Digitally signed by ANIL GHATIYA
Date: 2026.11.04 15:00:19 +05'30'

Anil Ghatiya
Company Secretary & Compliance Officer
M. No. A16620

Encl: A/a

Presentation to Investors & Analyst for Q2 FY27

4th Nov 2026



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About Us

Varroc is a leading global auto technology company with a product portfolio covering a wide range of electrical, electronics, lighting, polymer, metallic, after-market and advanced safety solutions











REVENUE INR 89,080 MILLION

BUSINESS CONTRIBUTION BY REGION

INDIA 89.3%	GLOBAL 10.7%

*Updated as per financial year 2026

VARROC

Vision

Create safe, smart and sustainable future mobility solutions for everyone.



Mission

Be the trendsetter in providing mobility solutions that offer the highest value for money to customers

- Extend India Market leader position in 2W mobility, lighting, and driver assistance to the world
- Stay ahead of market in growth and profitability
- Be the Partner of Choice for our valued customers through superior customer experience
- Empower and enable all teams committed to speed, excellence, and our values to achieve exceptional success

Continue to be a trusted business partner for our customers focused on societal and environmental sustainability.

Values

Sincerity: To speak & act from the heart

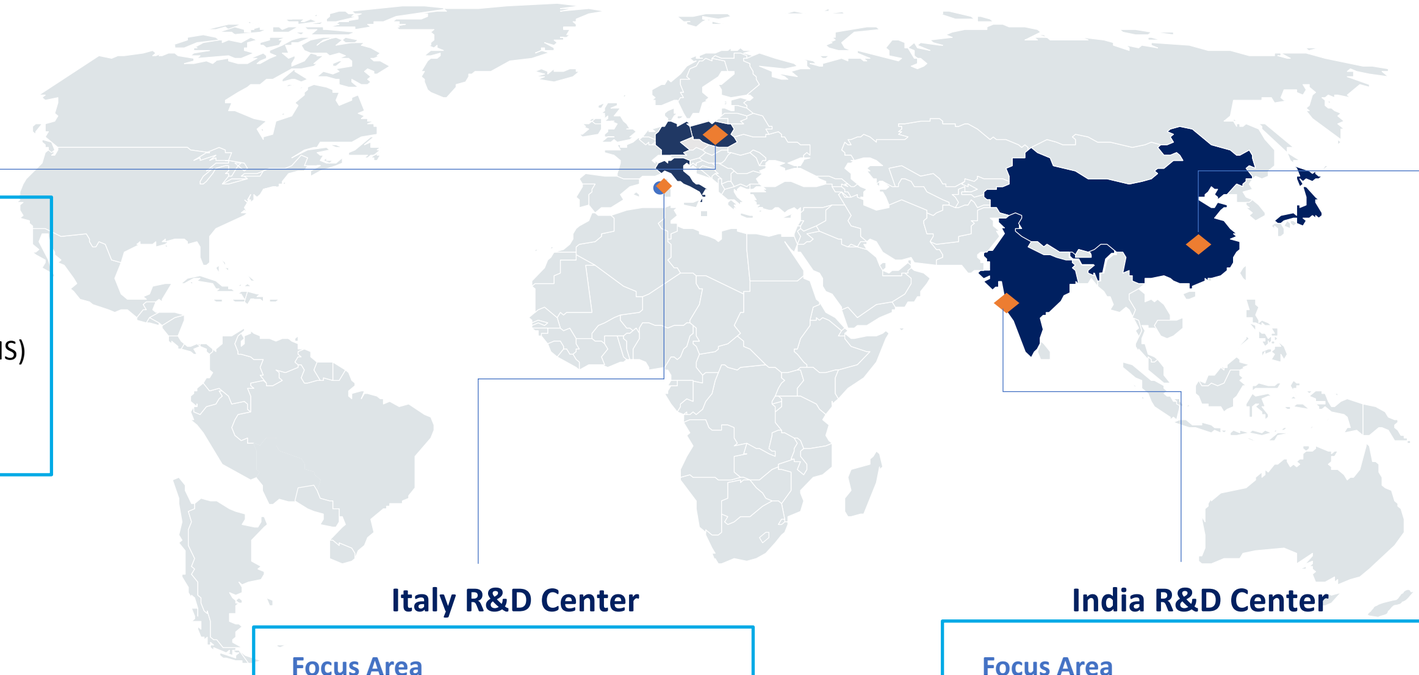
Humility: To walk with everyone

Integrity: To do what is right

Passion: To go against all odds

Self-discipline: To make it all happen

Our Global R&D Footprint



Poland R&D Center

Focus Area

- Interior Lighting
- Smart Mobility
- Driver Monitoring Systems (DMS)
- Advance Driver Assist Systems (ADAS)

China R&D Center

Focus Area

- Exterior Lighting
- Advanced Driver Assist Systems (ADAS)
- Intelligent Cockpit

Italy R&D Center

Focus Area

- Exterior Lighting
- Interior Lighting
- Lighting Electronics

India R&D Center

Focus Area

- ICE Powertrain
- E-Mobility Solutions
- Body System Solutions
- Lighting Solutions
- HMI Solutions
- Advanced Driver Assist Systems (ADAS)
- Smart Mobility
- Intelligent Cockpit

Update on Q2 FY2027 Performance

04th November 2026

Highlights for Q2 FY27

1.Q2 FY27 Revenue at Rs. 29,479 million with a growth of 33.6% YoY. **India Operations registered a 29.5% growth**. **Overseas Operation saw a growth of 104.1%.**

Revenue from **EV models** in Q2 FY27 is ~**19%** of total revenue in Q2 FY27 and **grew by 130% YoY**

2. Q2 FY27 PBT (before exceptional and JV profits) at 4.7% vs. 4.1% in Q2 FY26;
   EBITDA at 8.9% in Q2 FY27 vs 9.1% on YoY basis
   Under-recovery of war-related inflation continue to impact Q2 FY 27 margins by ~ 80 bps

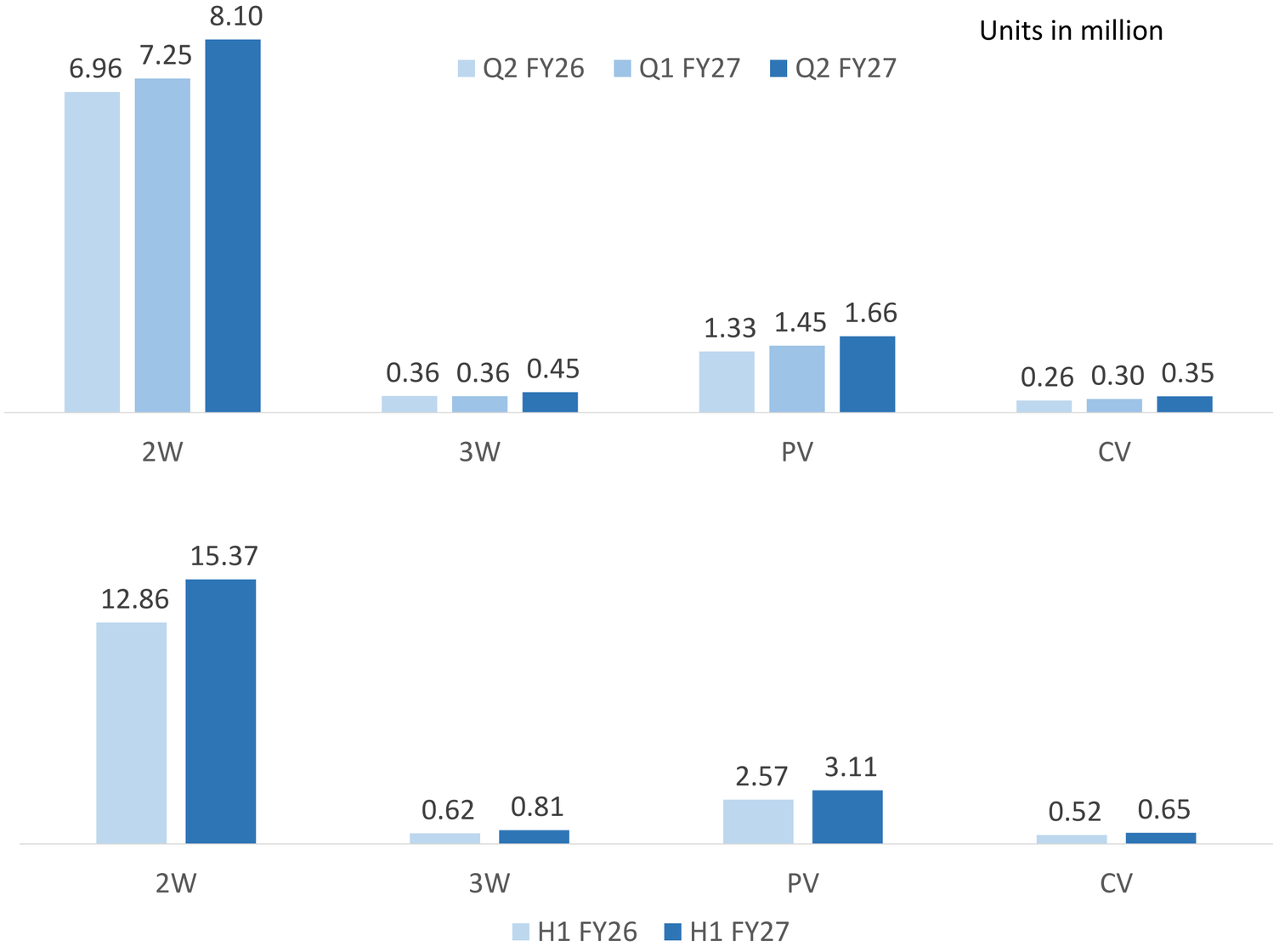
3. Net debt at Rs.5,547 million vs. 5,268 million Q1 FY27 primarily due to capex and delayed war recovery.

4. In H1 FY27 net new business annual peak revenue win is Rs.10,127 million.
   Net Annual Peak Revenue win by supplying to EV vehicle is over 48%

5. Company continue to take strategic decision to create wealth for all the stakeholders
   I. Company has decided to restructure its 2W lighting manufacturing operations in Italy
   II. Company to acquire stake in Forsee Power India which is focused on battery pack systems.

6. Total Patent filed by the Company so far is 140+

Automotive Production in India



- In Q2 FY27 and H1 FY27, the Indian economy remained relatively resilient despite elevated crude prices and supply chain concerns caused by war.

- The growth momentum in automotive demand continued with EV adoption gaining more traction.

All this helped the industry to have strong YoY growth

- 2W grew by 16.3%
- 3W grew by 23.7%
- PV grew by 24.9%
- CV grew by 33.9%

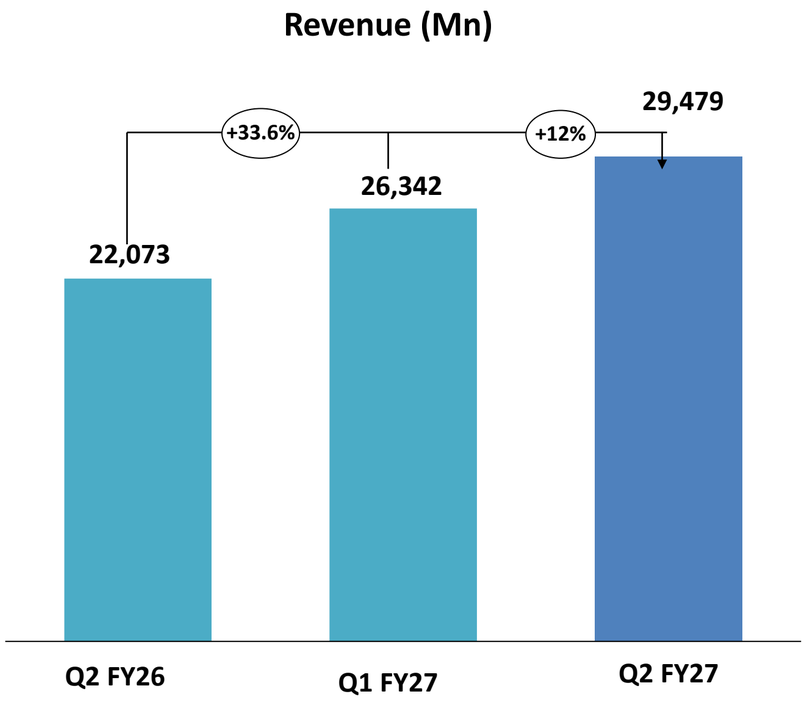
EV 2W volume on YoY basis grew by 115%

- On QoQ basis, we saw growth in all segment because of the festive season
  - 2W grew by 11.7%
  - 3W grew by 25.1%
  - PV grew by 14.2%
  - CV grew by 19.0%

- In H1 FY27 basis, we saw growth in all segment
  - 2W grew by 19.5%
  - 3W grew by 30.5%
  - PV grew by 21.0%
  - CV grew by 24.7%

Source: SIAM

Consolidated Financials of Q1 FY27

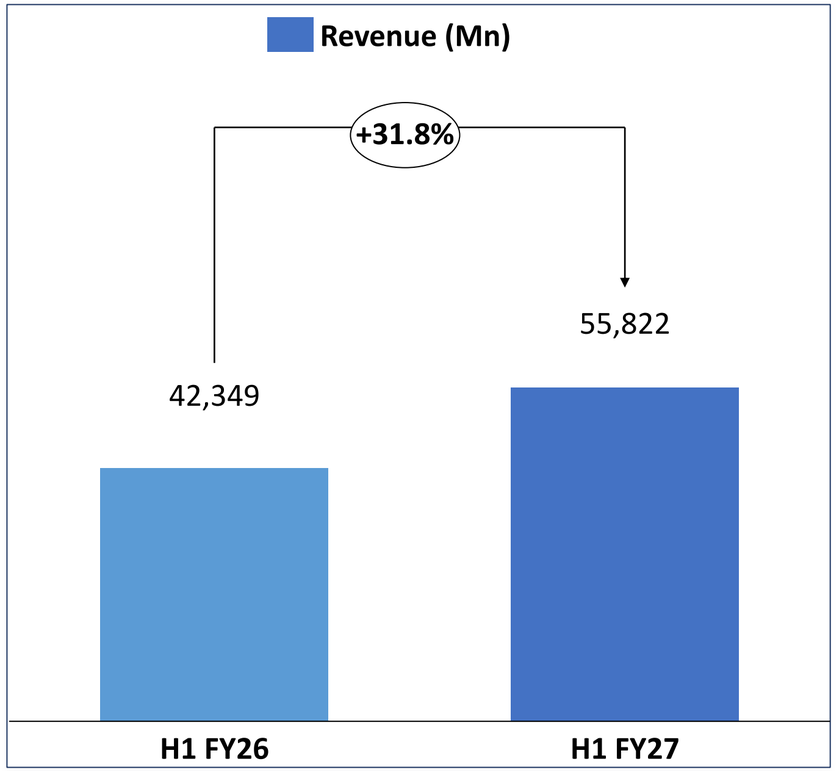


Particulars	Q2 FY27	Q1 FY27	QoQ	Q2 FY26	YoY
Revenue from operations	29,479	26,342	11.9%	22,073	33.6%
EBITDA	2,611	2,228		2,018	
EBITDA %	8.9%	8.5%	40 bps	9.1%	(20 bps)
PBT before JV and exceptional items	1,401	1,132		912	
PBT before JV and exceptional items %	4.7%	4.3%	40 bps	4.1%	60 bps
Exceptional Items*	-631	-		-	
PBT (incl. JV profits) after exceptional items	776	1,144		920	
PBT %	2.6%	4.3%		4.2%	
PAT	335	777		633	

* Restructuring cost of 2W Lighting Italy manufacturing plus past tax related issues for Italy 2W lighting entity only

1. Varroc saw all round revenue growth of 33.6% supported by growth from India business of 29.5% and overseas business growth of 104.1%
2. EBITDA % 8.9% vs 8.5% of Q1 and vs. 9.1% in LY Q2, primarily due to war-related impact (0.8%) & changes in business mix
3. PBT before JV and exceptional items margin improved by 60 basis point on YoY and 20 basis point on QoQ

Consolidated Financials of H1 FY27



Particulars	H1 FY27	H1 FY26	YoY
Revenue from Operations	55,822	42,349	31.8%
EBITDA	4,838	3,937	
EBITDA %	8.7%	9.3%	(60 bps)
PBT before JV and exceptional items	2,532	1,734	
PBT before JV and exceptional items %	4.5%	4.1%	40 bps
Exceptional Items	-631	612	
PBT (incl. JV profits) after exceptional items*	1,920	2,360	
PBT %	3.5%	5.6%	
PAT	1,112	1,707	

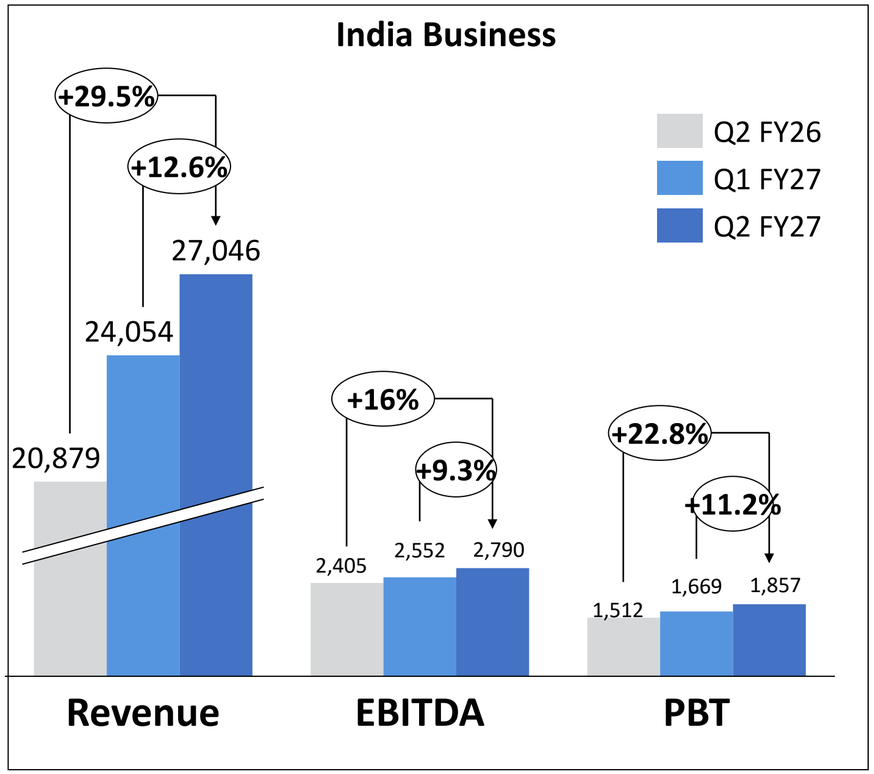
* Includes **H1 FY27** restructuring cost of 2W Lighting Italy manufacturing plus past tax related issues for Italy 2W lighting entity only

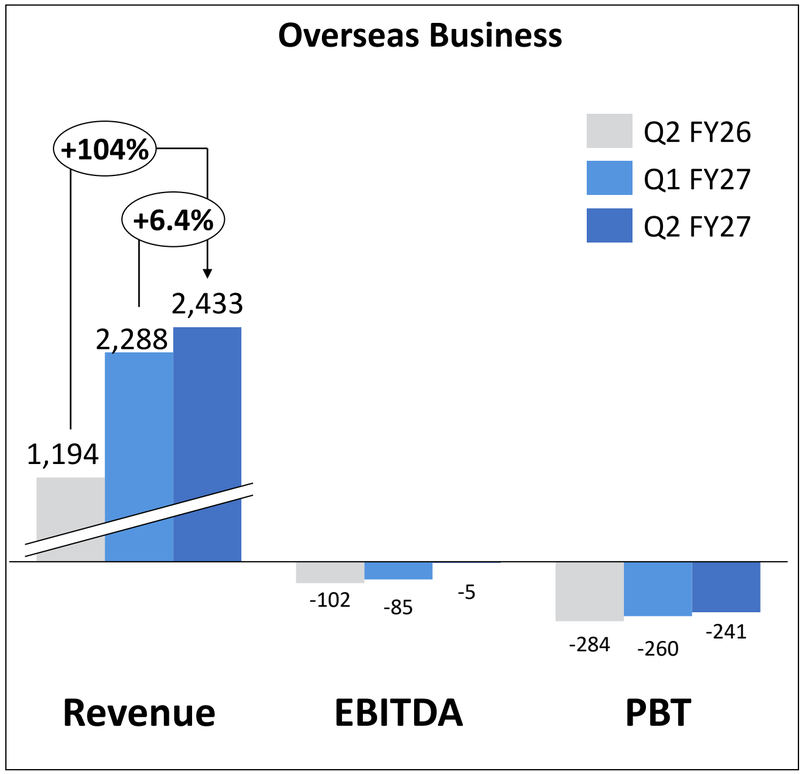
* includes **H1 FY26** Exceptional items:
- FCTR released on disposal of China JV invst~Rs.611 million

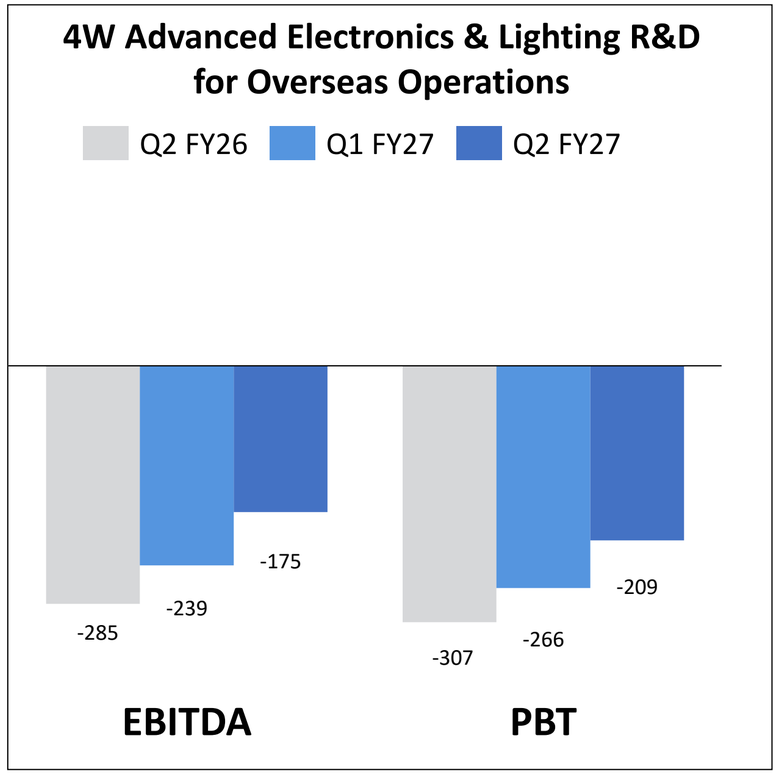
1) YoY revenue growth at 31.8% supported by India business growth at 29.1% and overseas growth of 70.7%
2) The EBITDA margin for H1 FY27 was lower by 60 basis point and came at 8.7% due to war-related non- recovery and inflationary impact of ~80 bps and also higher tooling sales impacting by ~30 bps
3) PBT margin before JV and exceptional items improved by 40 basis

Financials of India Operations and Rest of Operations*

Rs. In million



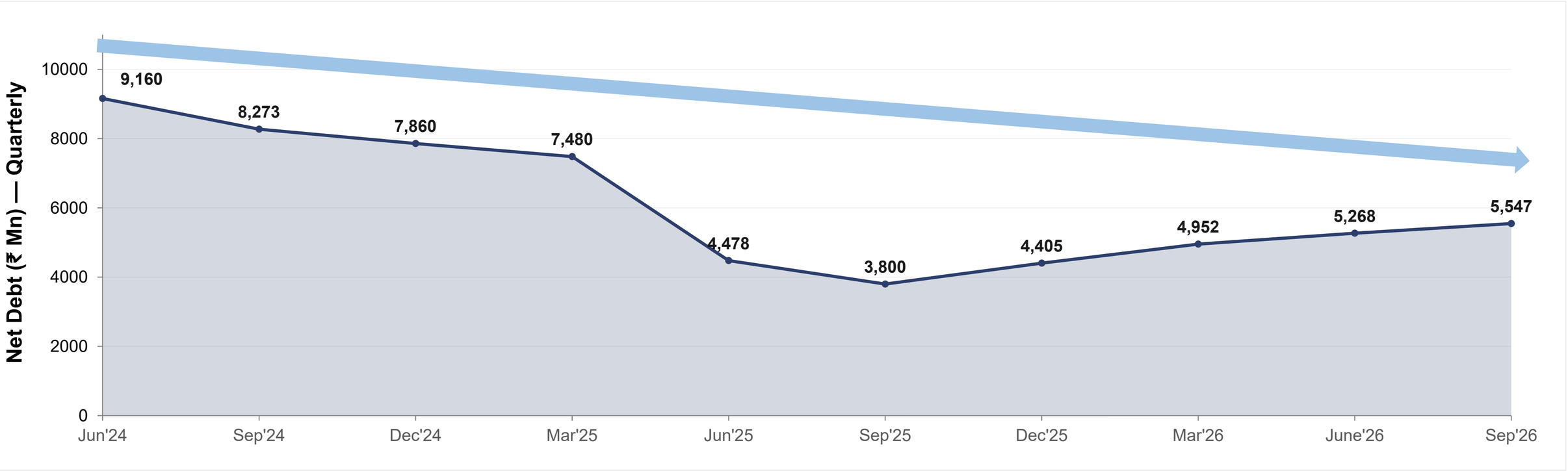




1) All round Revenue Growth seen both in India operations and Overseas operations of 29.7% and 104% respectively YoY
2) Overseas business comprises of
    a) 2W lighting (Revenue have declined but still profitable)
    b) Advanced Electronics (new business wins are converting to sales)
    c) Forging
3) Overseas business losses were lower as it was supported by engineering income and R&D losses also lower due to higher capitalisation

* These are unaudited numbers and include regrouping of certain expenses based on business verticals

Reduction in Net Debt (Consol.)



	31st Mar 2024	30th Jun 2024	30th Sep 2024	31st Dec 2024	31st Mar 2025	30th Jun 2025	30th Sep 2025	31st Dec 2025	31st Mar 2026	30th June 2026	30th Sep 2026
Net Debt	9,828	9,160	8,273	7,860	7,480	4,478	3,800	4,405	4,952	5,268	5,547*
Equity	15,262	15,518	16,400	15,826	15,979	16,624	17,218	17,235	18,182	18,910	19,042
Annualised Adjusted EBITDA	7,590	6,896	7,467	7,493	7,767	7,675	8,072	8,485	9,219	8,911	9,677
Net Debt/Equity	0.64	0.59	0.5	0.5	0.5	0.3	0.22	0.26	0.27	0.28	0.29
Net Debt/EBITDA	1.29	1.33	1.11	1.05	0.96	0.58	0.47	0.52	0.54	0.59	0.57

* The net debt in H1 FY27 has been adversely impacted by over Rs.1,140 million of cash collection from customer related to war

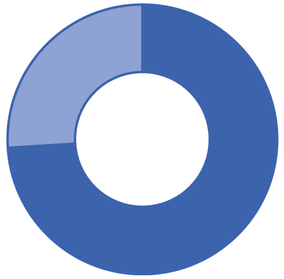
Revenue Breakdown for H1 FY27

PRODUCT GROUP MIX

BODY PARTS	34.0%
ICE POWERTRAIN	22.9%
LIGHTING SOLUTIONS	16.4%
AFTER MARKET	9.2%
E-MOBILITY*	8.6%
HMI CONNECTIVITY	3.7%
OVERSEAS FORGING	2.9%
ROMANIA ELECTRONICS	2.2%

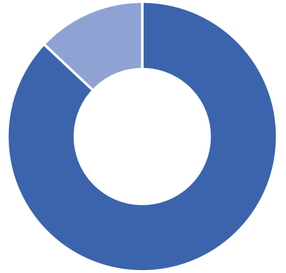
* Please note that Revenue from supplying to EV vehicle for Q2 FY27 was ~ 19%

VEHCILE SEGMENT



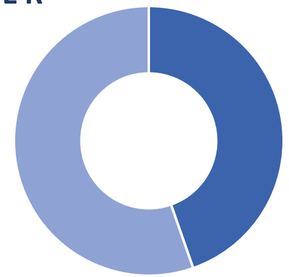
2W & 3W	75%
4W	25%

GEOGRAPHY



INDIA	87%
OVERSEAS	13%

CUSTOMER

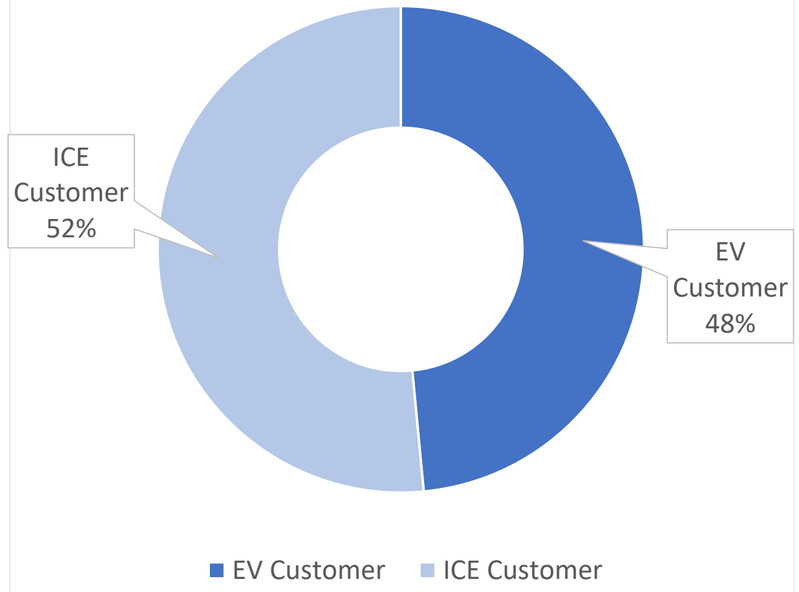


BAJAJ	46%
NON-BAJAJ	54%

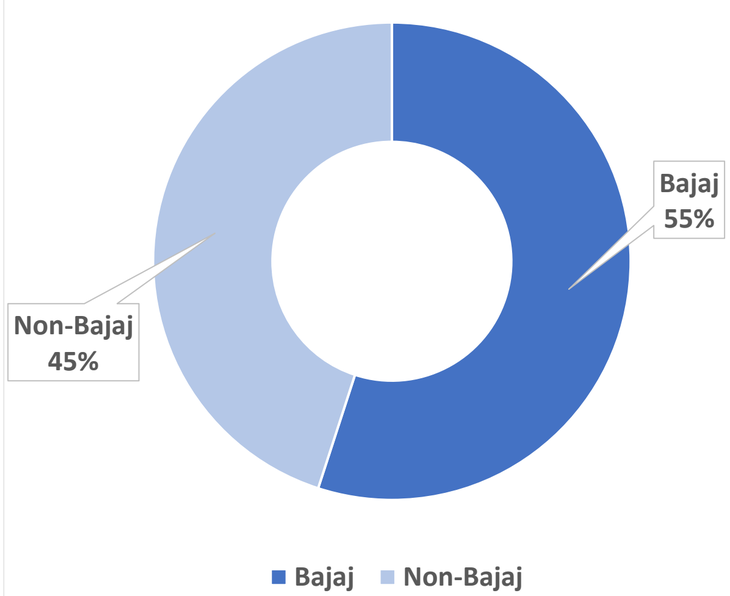
Net New Annual Peak Revenue Win in H1 FY27 is Rs. 10,127 million

	Annual Peak Revenue	SOP in FY27	SOP in FY28	SOP in FY29
Outstanding Order Book (End FY26)	35,090			
New Order Intake (H1 FY27)	**10,127**			
SoP YTD	8,226			
Outstanding Order Book (End H1 FY27)	36,991	21,557	13,871	1,563

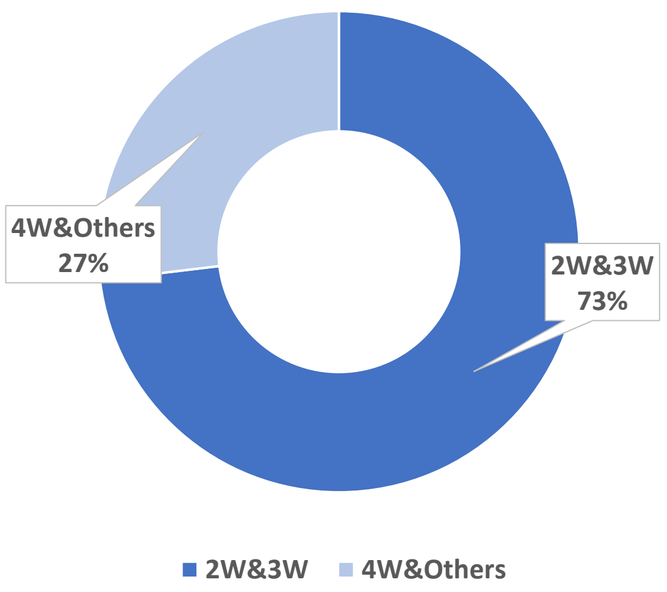
Annual Peak Revenue % win from ICE & EV Players



Annual Peak Revenue % win from Customers



Annual Peak Revenue % win from ICE & EV Players



HOW THE FORSEE ACQUISITION STRENGTHENS VARROC

STRATEGIC CAPABILITY ACQUISITION

A faster, controlled entry into battery systems with technology access and performance-linked downside protection

1 WHY IT CREATES VALUE

1 **Accelerates market entry**
Acquire an operating India platform and proven battery-pack know-how instead of building from scratch.

2 **Expands EV content**
Adds battery packs and BMS to Varroc's lighting, electronics and electrical portfolio.

3 **Combines complementary strengths**
Forsee technology + Varroc OEM access, localization, sourcing and manufacturing execution.

4 **Creates a scalable platform**
Start with 2W/3W traction and extend toward buses, trucks, off-highway and industrial applications.

5 **Improves control and risk discipline**
Varroc operating control, staged consideration and contractual technology-continuity protections.

VALUE CREATION

2 HOW THE ACQUISITION TAKES PLACE

AT CLOSING

Primary subscription + secondary acquisition

45% equity stake

Plus subscription to OCRPS I & II

€4.5m upfront consideration

FULLY DILUTED

OCRPS conversion / agreed call-put mechanics preserve majority economics and targeted control.

Additional 6% ownership

CONTROL

- 4-member Board: 2 Varroc + 2 Forsee
- **Varroc Chair with casting vote**
- **Varroc appoints CEO and CFO**
- Reserved matters protect both shareholders

Up to €2.0m contingent consideration

€1.0m operational milestone
€1.0m revenue / gross-margin milestone

Note: transaction mechanics remain subject to final executed SHA, SSPA, TLA, MSA, cap table and adviser conclusions.

BOARD TAKEAWAY

Varroc gains a controlled battery-systems platform now, while paying part of the value only when operating and financial outcomes are delivered.

ITALY 2W LIGHTING RESTRUCTURING

PROFITABILITY + CAPITAL PRODUCTIVITY

From sub-scale manufacturing to a lean, low-cost global operating model

STRATEGIC INTENT **Preserve customer programs and technology while relocating manufacturing to Romania and Vietnam, removing the burden of an underutilised Italian footprint.**

CURRENT CHALLENGE

Italy manufacturing footprint

35.9% capacity load at Cambiano

- High fixed-cost absorption at sub-scale volumes
- Fragmented overseas manufacturing footprint
- Capital tied up in a structurally inefficient site

RESTRUCTURING ACTION

Transfer, consolidate, simplify

- Move selected programs and equipment to Targu Mures and Hanoi
- Use safety stock and phased industrialisation to protect deliveries
- Retain customer relationships within Varroc's network
- Exit recurring Italy manufacturing costs after transition

TARGET OUTCOME

A stronger earnings model

- Lower conversion cost and improved gross margin
- Better fixed-cost absorption and plant utilisation
- Higher sustainable EBITDA, PBT and cash generation
- Improved ROCE and capacity to fund growth

HOW STAKEHOLDER WEALTH IS CREATED

1. **MARGIN** — Shift production to lower-cost locations
2. **UTILISATION** — Fill existing capacity in Romania and Vietnam
3. **CASH FLOW** — Remove recurring site costs and avoid sustaining capex
4. **CAPITAL ALLOCATION** — Redirect cash toward higher-return growth platforms

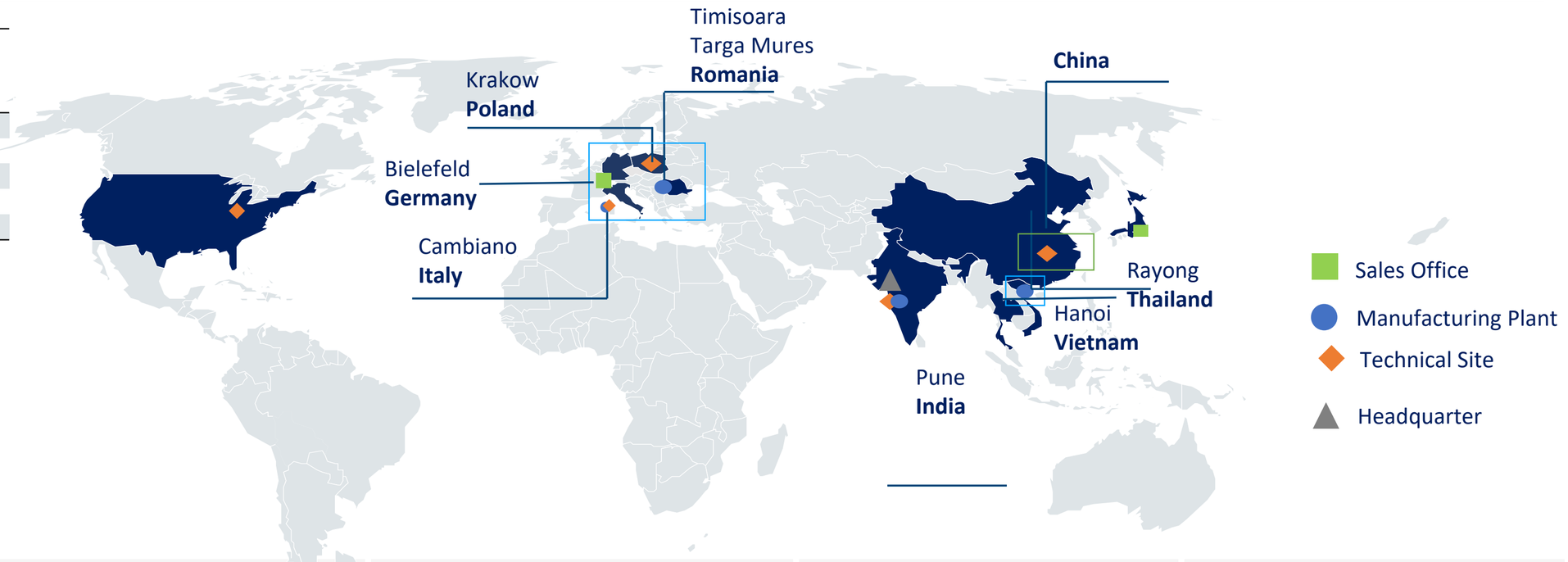
EXECUTION GATE **One-time restructuring cash cost and transfer risk must be tightly controlled.**

BOARD TAKEAWAY **One-time cost today enables structurally higher margins, better asset productivity and long-term shareholder value.**

Varroc Business-II:- In a Glance

Manufacturing Location	Electronics Production	Exterior Lighting Production	Interior Lighting Production
Romania	Y	Y	Y
Vietnam	Y	Y	-
Thailand	-	Y	-
India	Y	Y	-
Italy	-	Y	-

R&D Location	Lighting	Connectivity	ADAS
Poland	-	Y	Y
Italy	Y		-
India	Y	Y	Y
China	Y	Y	Y



Lighting(4W & 2W)

Head and Rear Lamp, LCU, LDM, ADB



Electronics Manufacturing Services

High and Low Voltage Electronics





Infotainment & Surround View Camera System (360)

Touchscreen Display ready to integrate DMS and SVS





ADAS & DMS

Focus on ADAS, Driver & Camera Monitoring Systems

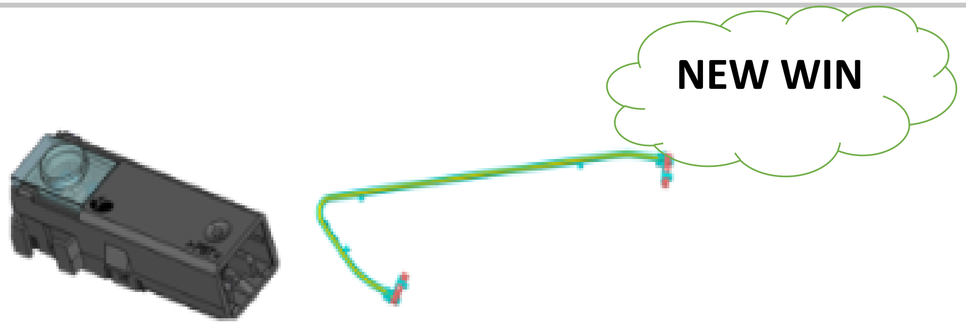


Varroc Smart Mobility

IOT Applications, including Vehicle Telematics & Fleet Management



Technological new age products win in last 18 months



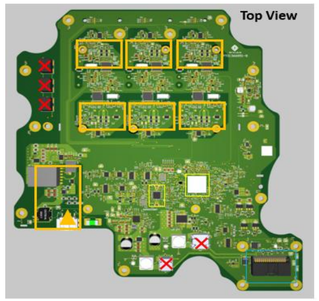
Interior Ambient Lighting

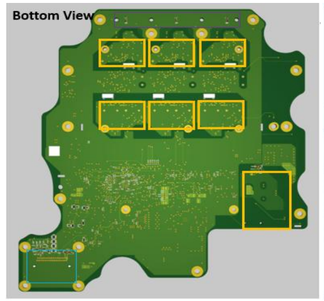
Interior ambient lighting products delivers an emotional atmosphere within the vehicle and also take over functional tasks like warning functions. They are used for

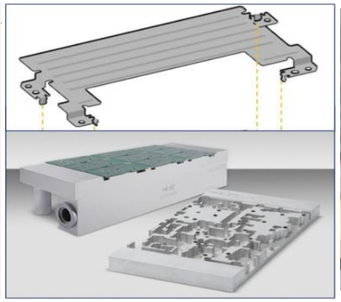
- Steering wheels
- Doors
- Roof Lamps
- Glove boxes
- Footwell

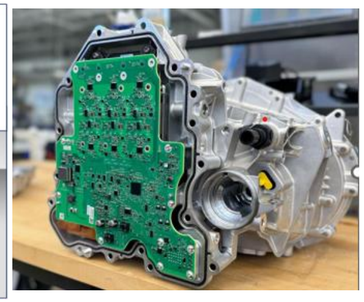
Varroc Interior Ambient Lighting Advantages:

- **Standardization of light engines**
- **Flexibility of using it for different applications**
- **Competitive cost approach**









Front Drive & Rear Drive Inverter Electronics for Electric PV

Inverter in an electric vehicle converts direct current (DC) from the battery to alternating current (AC) for the electric motor. Inverter Electronics is meticulously crafted, designed with precision and engineered to perfection, this inverter stands as a testament to our dedication to excellence and showcase our advanced electronics manufacturing capabilities. This needs to withstand Enviromental Requirements, EMC Standards, Product handling etc.

Enviourmental

- Heat cycles - Humidity cycles - Thermal cycles (hot/cold)
- Xenon tests - Odor tests

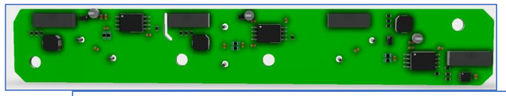
EMC

- ESD tests - Pulse interference on supply & sensor lines
- Conducted emissions tests - Bulk current injections tests

Handling

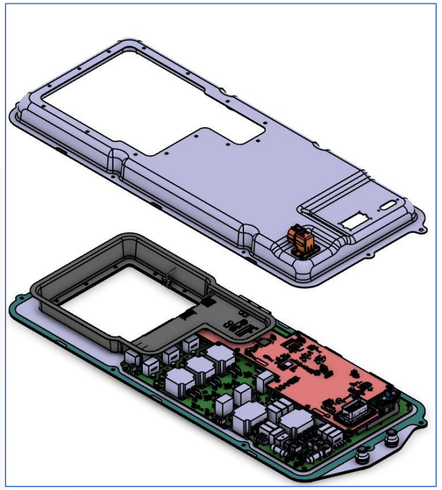
- Chemical resistance - Vibration resistance
- Cleanability - Serviceability

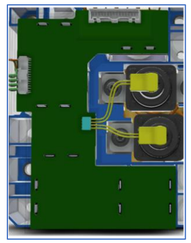
Recent High Voltage awarded project



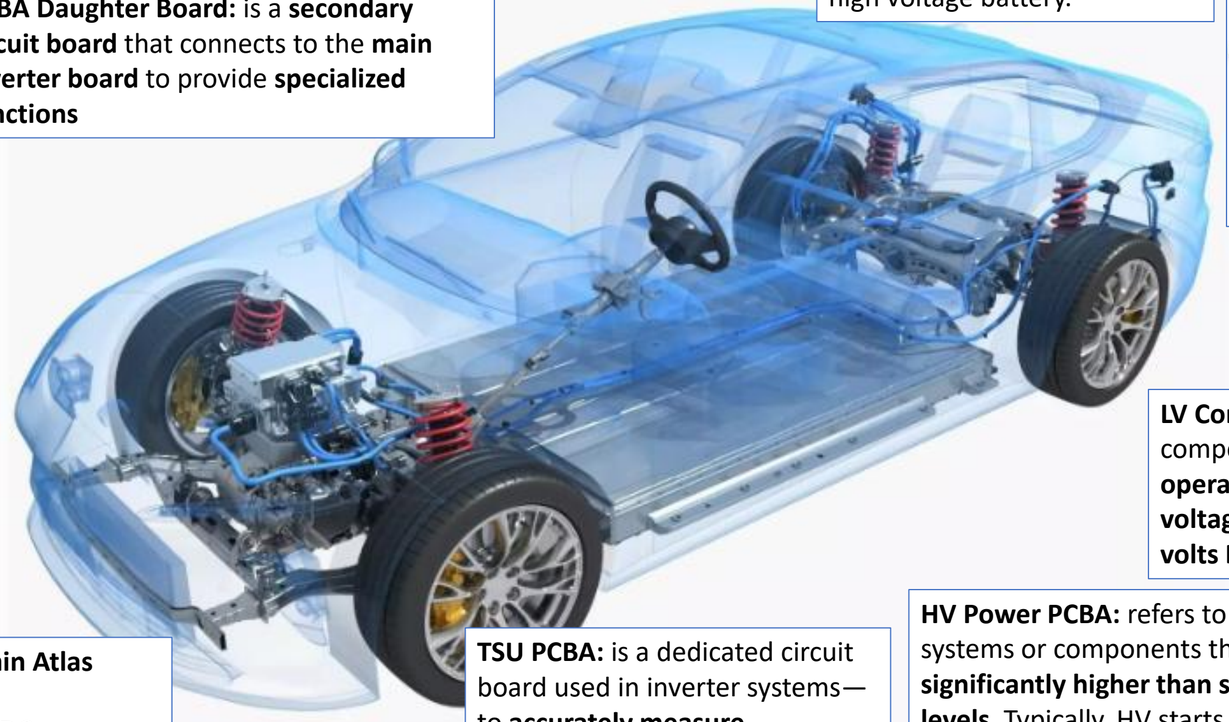
PCBA Inverter Atlas Alpha Shunt Current Sense: monitor and control the flow of electrical current in a three-phase motor drive or power conversion system.

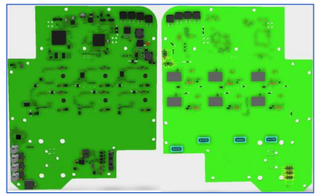
PEU: the Power Electronics Unit, is responsible for on-board charging, power conversion, and control of the high voltage battery.





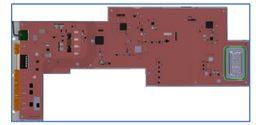
PCBA Daughter Board: is a **secondary circuit board** that connects to the **main inverter board** to provide **specialized functions**

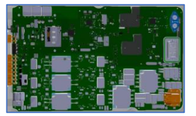




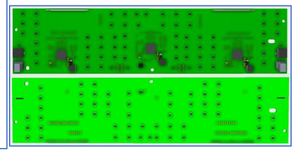
LV Control: refers to the systems and components used to **monitor, regulate, and operate electrical equipment** that runs on **low voltage**, typically **below 1000 volts AC** or **1500 volts DC**.

HV Power PCBA: refers to electrical power systems or components that operate at **voltages significantly higher than standard household levels**. Typically, HV starts at **above 1000 volts AC or 1500 volts DC**, and is used in **industrial, transmission, and specialized equipment** where large amounts of energy need to be moved efficiently.





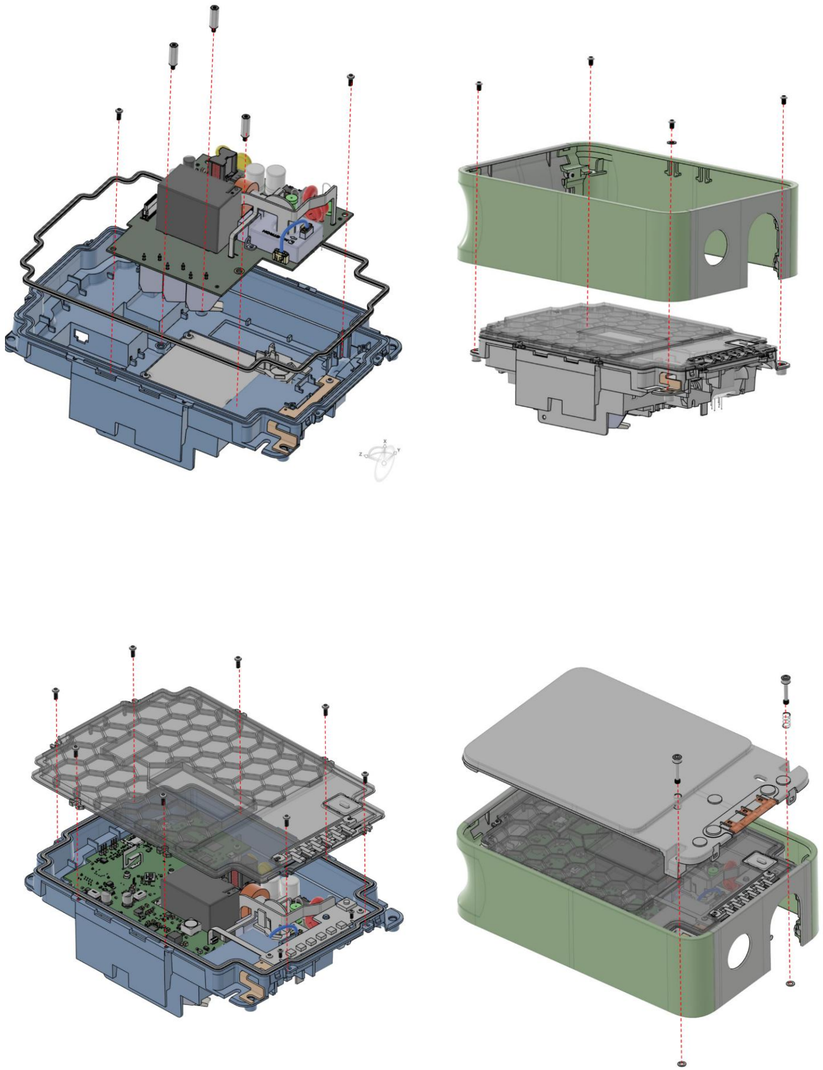
PCBA Inverter Main Atlas Rohm: The **main inverter** converts **DC power from the battery into AC power** to drive the electric motor. It is a central part of the vehicle's propulsion system



TSU PCBA: is a dedicated circuit board used in inverter systems—to **accurately measure current** using shunt resistors. It processes and transmits current data to the main control board, and system monitoring.

Bidirectional L2V2 Charger

- Wallcharger/Wallbox for the end customer
- To be used in front of your house or for public charging stations with wall mount
- Manages high-power AC up to 11.5 kW for EV charging
- Highly efficient (>97%) and accurately metered power
- Bi-directional power flow
- Continuous current rating of 48 Amps
- Control module to manage all communications



Product Specifications

The Wallcharger PCBAs are produced to withstand General Automotive Requirements, which include Enviromental Requirements, EMC Standards, Product handling etc.

Component Level:
- AEC-Q100
- AEC-Q200



PCB Level:
- IPC-6012 Class3 - PCB
- RoHSs - Directive 2002/95/EC - PCB



System Level:
- IATF 16949



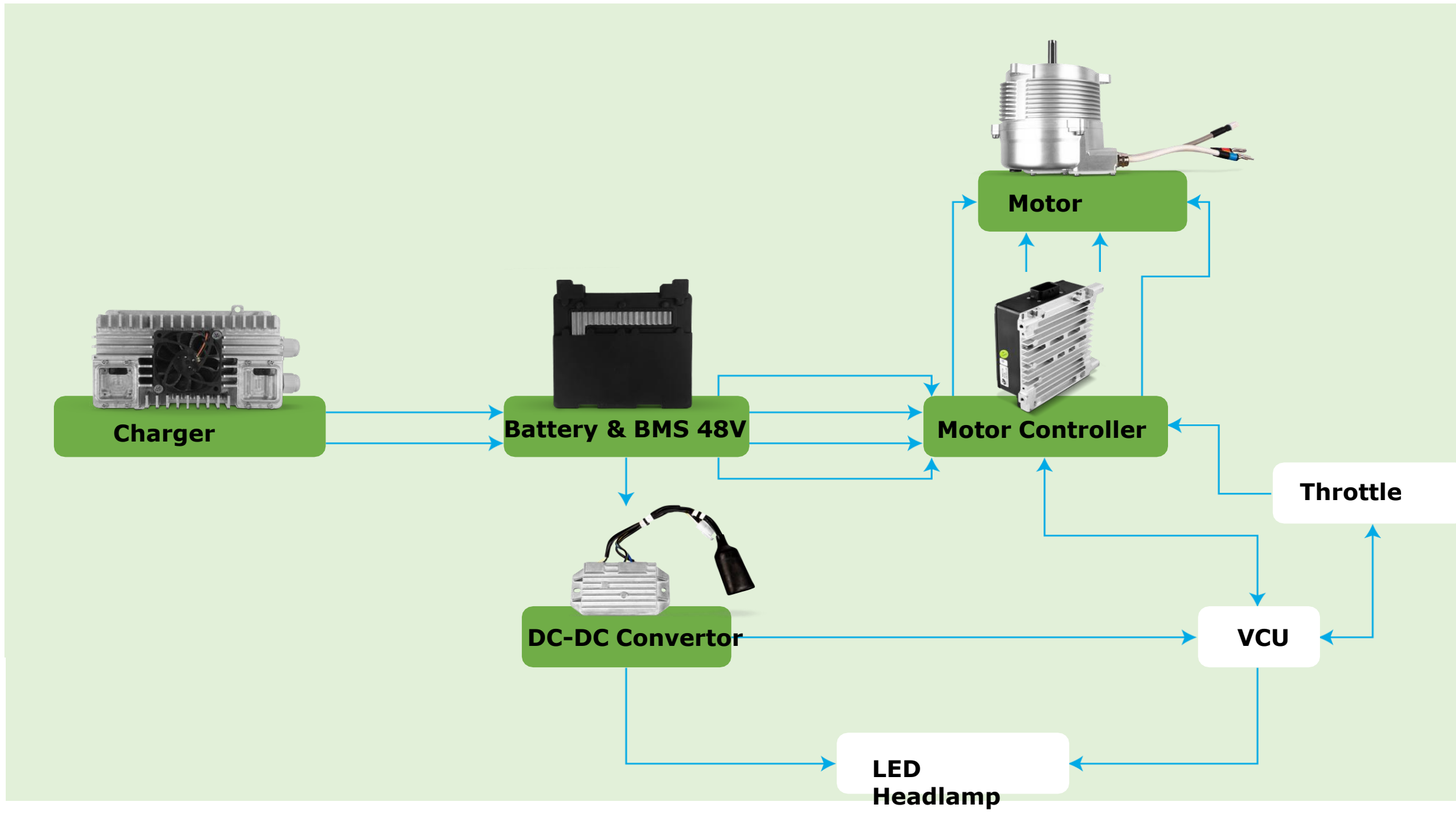
Our Businesses

04th November 2026

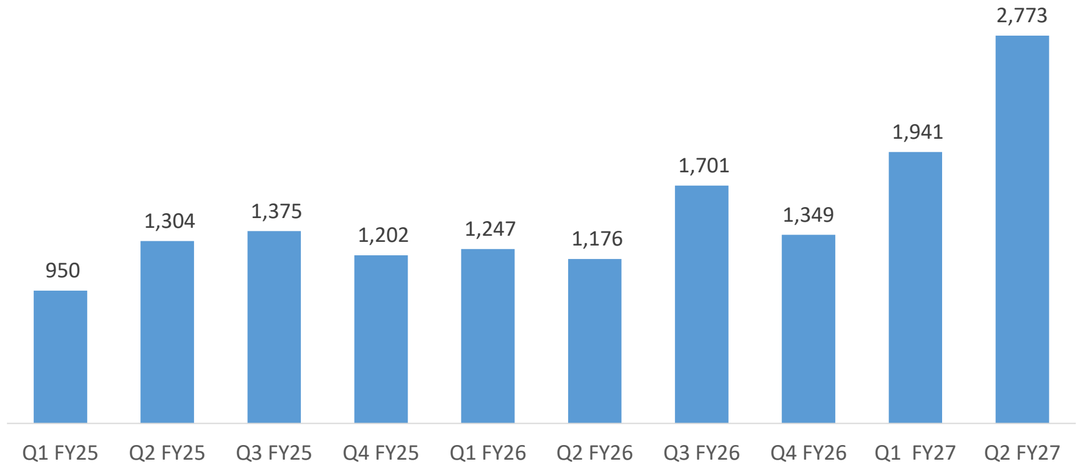
Powering India's Mobility: E-Mobility

2 FACILITIES - INDIA

- Locally designed, developed and manufactured
- Fully IoT enabled machines
- Complete vertical integration for Electronic Manufacturing
- Motor Dyno Testing System for testing 2W and 3W EV



₹ in Million



Components
- Customer CTQ's
- Component Design
- Robust analysis to predict the design meets all CTQs
- Tolerance analysis to ensure DFM
- Material and component data base to speed up the design

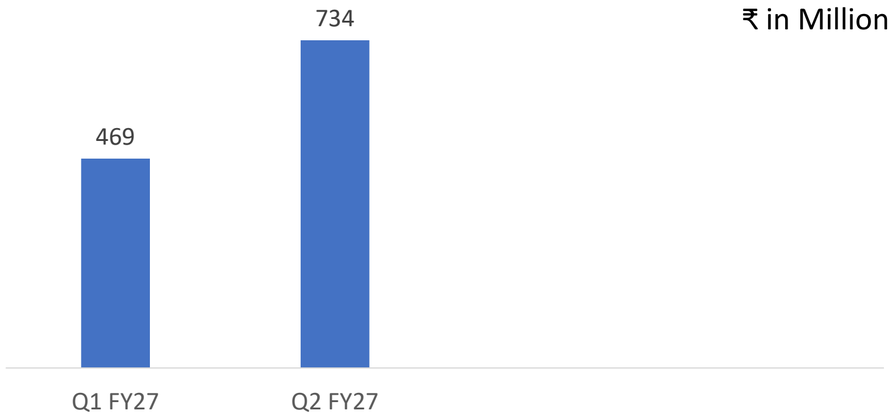
Sub Systems
- Customer requirements and CTQs
- Sub-system level CTQs
- Design of Electronic Hardware, Software & Mechanical
- Sub system level simulation and analysis to ensure robustness
- Model Based design and system validation (HILS)

Systems
- System level requirements and CTQs
- Architecture design
- Electronics, Control System and Software architecture design & development
- System integration and testing (HILS)
- Vehicle level testing

Powering E/E Architecture & Ambient Lighting : Electronics Romania

1 FACILITIES - Romania

- Overall approach and objective: Integrate electronics manufacturing capability and enhanced level of vertical integration
- Serving Global OEM’s for their EV Platform
- ISO Class 8 Clean room standard
- Fully prepared to play Automotive E/E Architecture through contract manufacturing, joint development or end to end development & manufacturing



Capacity (all infrastructure prepared and immediate implementation possible):



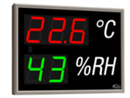
- Infrastructure is prepared for 7 SMT lines and 10 Backend lines
- 50% free space in production area for new SMT/Backend lines
- Theoretic placement capacity : **90,000 cph /SMT line**

Quality:



- Focus on customer requirements
- IPC trainers inhouse
- Jidoka principles implemented
- 5S Best in Class

Production area:



- ESD area with controlled temperature and humidity
- Clean room standard for electronic manufacturing
- ESD check and authorized entrance

People expertise:



- Experienced management and expert team in electronic automotive manufacturing

Smart Storage solution:



- MSL control environment
- FIFO management and inventory accuracy
- Communication with pick & place machines
- Communication with ERP system

ERP/Traceability:

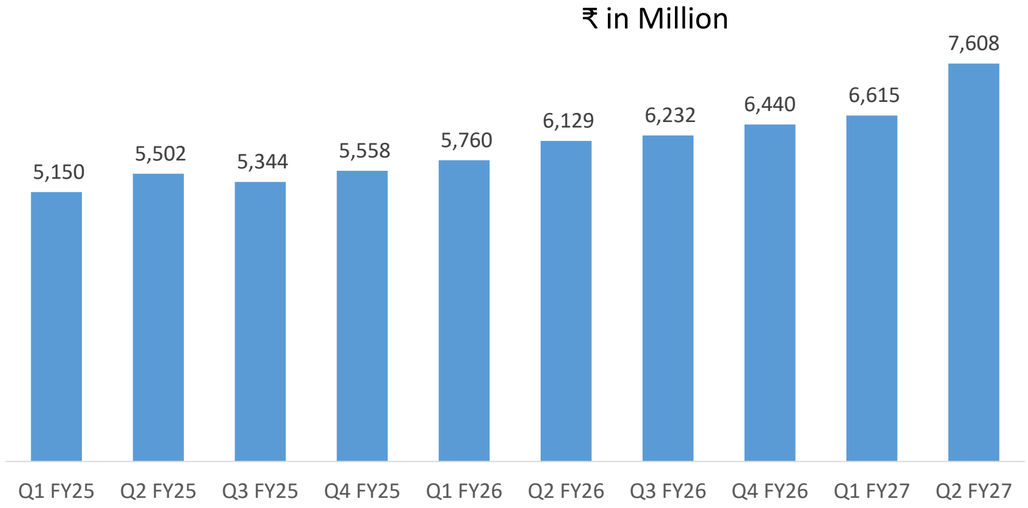
- SAP R3 – Finance, MP&L, Purchasing, Maintenance
- Full traceability, UID for RAW

Powering India's Mobility: ICE Powertrain Solutions

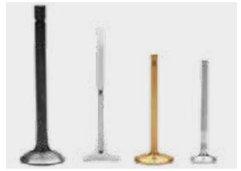
5 FACILITIES - INDIA

2 FACILITIES - ITALY

- Products developed to meet stricter emission norms under BS VI
- Delivers high performance, cost-effective components
- Drive innovation have built products like Integrated Starter Generator, Electronic Fuel Injection, Sodium filled valves.



Engine Components



Valves
Designed for 30% longer lifespan with optimized heat resistance & reduced friction



Transmission Component
Deliver 15% higher efficiency with precision-forged gears



Crankpins & Balancer
Reduce vibration by 25%, improving ride quality & engine longevity

Generator Solutions



Magneto & Regulator Rectifier
Provide 20% better power stability, enhancing battery life



Integrated Starter Generator (ISG)
Improves fuel efficiency by 8%, ensuring seamless restarts



Crankpins & Balancer
Reduce vibration by 25%, improving ride quality & engine longevity

Motor Solutions



Starter Motor
Offers 15% faster engine starts, with improved torque output



Actuator Motor
Increases precision by12%, ensuring smoother vehicle operations



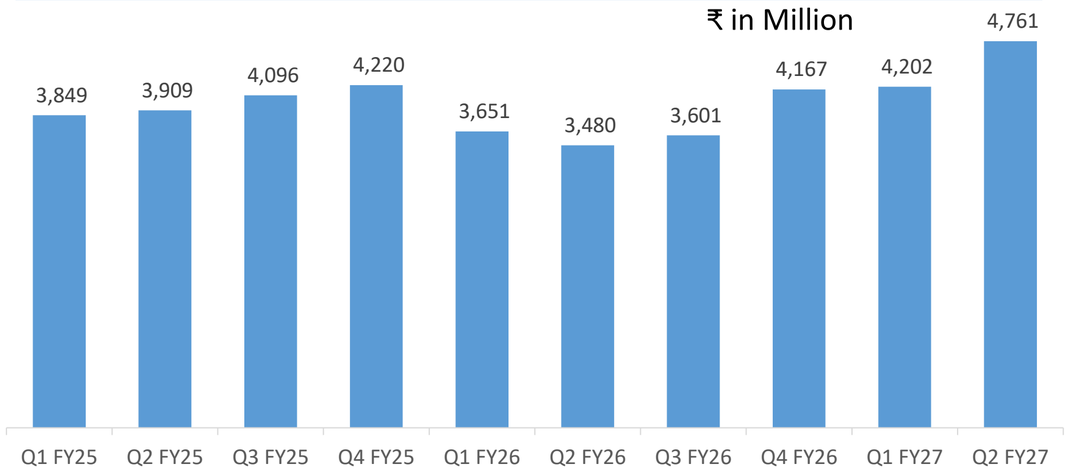
Wiper Motor
Delivers 20% longer life with optimized speed control

Powering India's Mobility: Lighting Solutions

5 FACILITIES - INDIA

4 FACILITIES - GLOBALLY

- Varroc is delivering cutting-edge Visibility and Indication Systems for 2W, 3W, and 4W vehicles
- Our expertise spans LED, Matrix and Xenon technologies, focusing on lightweight, energy-efficient designs that enhance safety and aesthetics
- We integrate advanced innovations like Adaptive Driving Beam (ADB) Systems for glare-free night driving and LiDAR-enabled headlamps for ADAS compatibility.



Visibility System



Headlamps
Deliver 50% better illumination, 40% longer life, and enhanced safety with AFS (+20% visibility) and DRLs (+30% daytime visibility)



Projector Modules
Compact LED projectors combine beams & ALU functions for optimal lighting, with precision systems for logo projection & customizable module



Signaling Lamps
3D tail lamps with patented lenses offer a signature glow and integrated stop/tail functions. Virtual image tech delivers wide-angle illumination



Specialty Lighting
Sleek lamps with animated displays, adaptive lighting (DRL, ADB, AFS), and 3D-effect tail lamps with LED welcome features enhance style, safety.

Indication System



Winker
LED winkers offer 25% better visibility and 50% longer life, while dynamic turn indicators enhance signaling with progressive illumination.



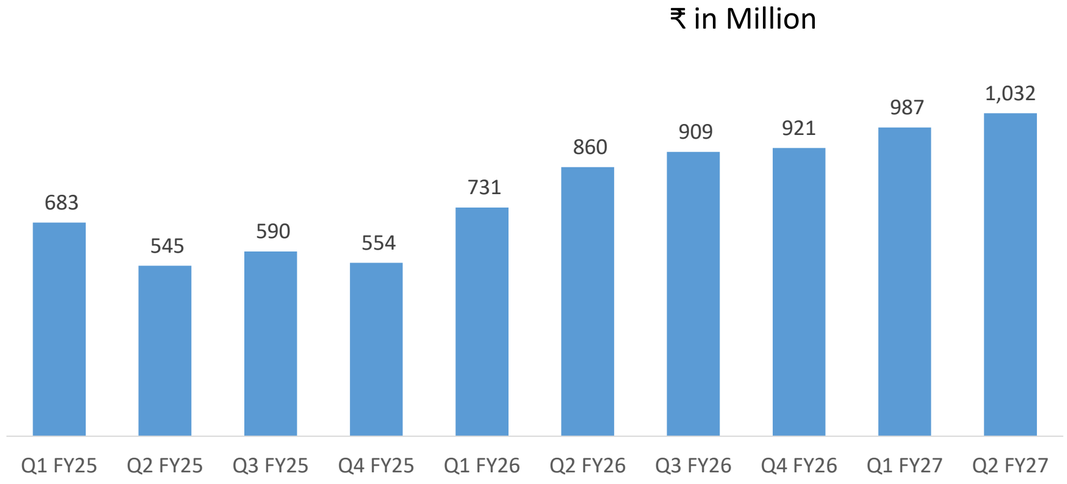
Blinker
Reduce power use by 20% and respond faster. Smart modules adapt brightness to conditions, while sequential indicators enable safer, quicker lane changes.

Please note that from Q1 FY27 we have not included the Revenue from Romania Electronics in Lighting

Powering India's Mobility: HMI Solutions

3 FACILITIES - INDIA

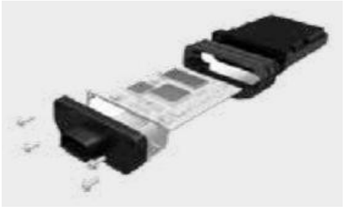
- Varroc HMI solutions enhance rider control, connectivity, and safety with advanced instrument clusters, telematics, sensors, and switches.
- Our products are backed by state-of-the-art manufacturing facilities, including high-precision molding, SMT lines for electronic assembly, and in-house testing labs, we ensure best-in-class quality, durability and performance.



Hardware Solutions



Digital Instrument Cluster
Offer 40% brighter displays, hybrid designs blend analog and digital, and cloud dashboards enable real-time monitoring and diagnostics



Smart Telematics & Monitoring System
GPS diagnostics with 4G LTE enable real-time tracking, 5% faster data, and remote OTA software updates.



Indirect Tyre Pressure Monitoring System
Prevents 80% of tire-related accidents and boosts fuel efficiency by 10% through optimal pressure alerts.



Smart Sensors
Rain & light sensors auto-activate headlamps; speed & position sensors boost performance monitoring accuracy by 30%.



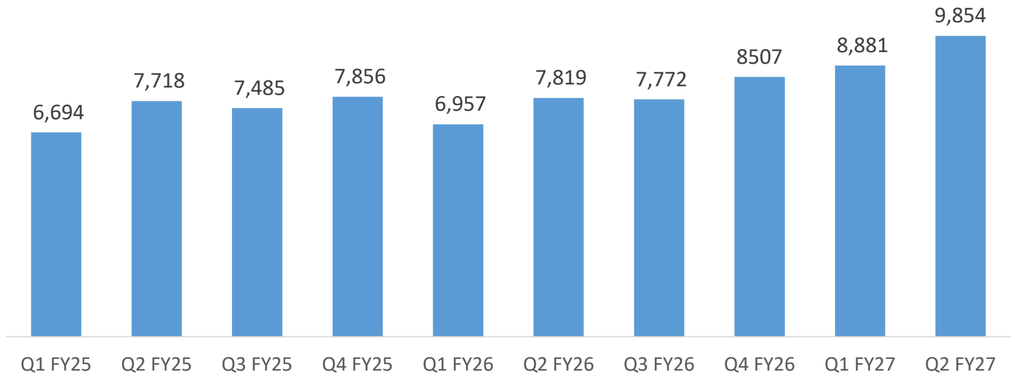
Ergonomic Handlebar Switches
Backlit, sealed design enhances visibility and water resistance, with 20% better accessibility to reduce rider fatigue.

Powering India's Mobility: Body System Solutions

14 FACILITIES - INDIA

- Varroc offer end-to-end design, development, and manufacturing
- Our expertise spans in lightweighting, 2K molding, and 3i technology enables durable, efficient, and sustainable solutions.

₹ in Million



Exterior & Interior Molded Parts



Exterior Molded Components
Molded-in-color design offers a sleek finish, while advanced molding cuts weight and cost.



Tail Lamp Assembly
Integrated tailgate with lighting and camera boosts utility; 2K Dolphin Spin tech adds premium finish and IP55 durability.



Soft Door Trim
Enhance cabin feel along dual-tone armrest and metallic speaker grilles, adding a stylish, premium finish.



Cockpit/ Dashboard
fits all platforms, with smart storage, ambient lighting, and sustainable materials for enhanced utility & appeal

Painted Parts



Painted Body Panels & Covers
Piano black finish offers seamless gloss and durability, enhancing vehicle appeal with a high-end, sophisticated look.

Functional Polymer Components



Lightweight Structural Component
End-to-end in-house production with durable, premium finishes for parts like oil pans, visors, engine protectors



Air Filter Assembly
In-house development with submicron filtration, sound-reducing resonators, & dust/oil separation for longer engine life



Seat Assembly
In-house 2W/3W seats offer durable, lightweight comfort with premium finishes like PU skin and multi-layer foam.

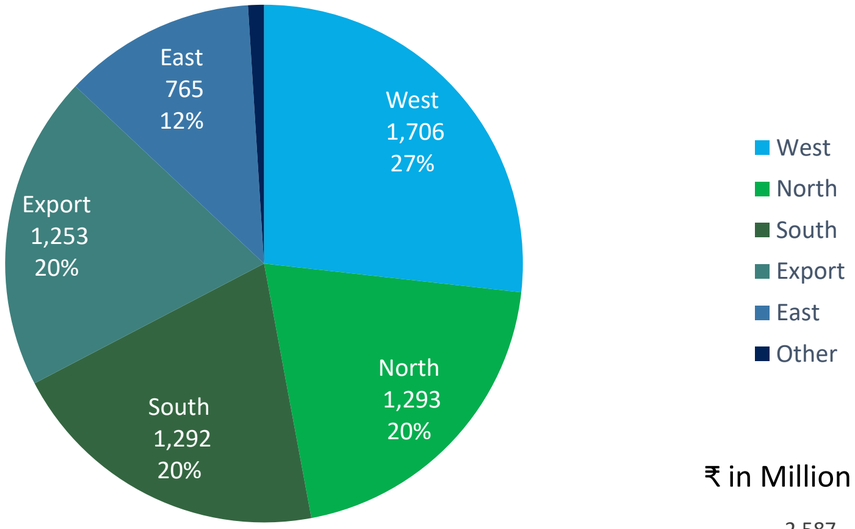


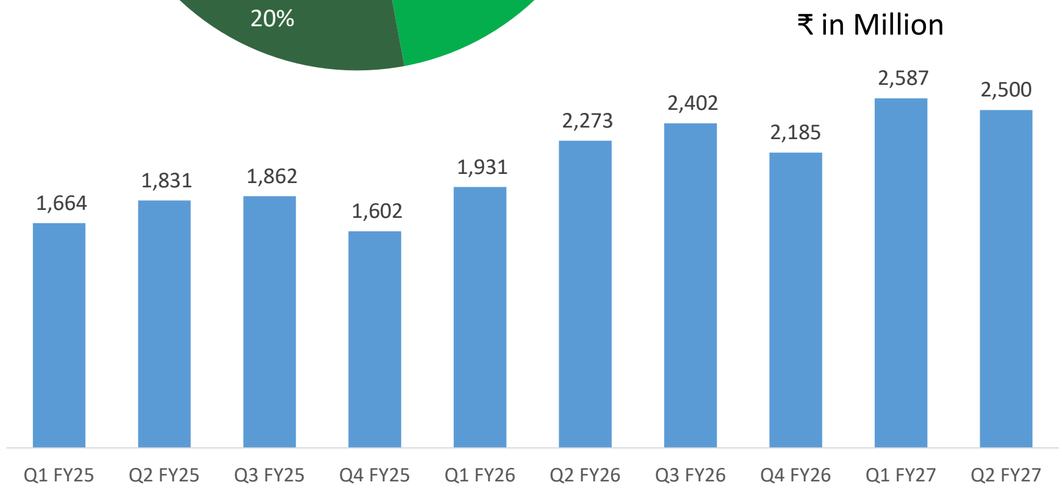
Mirror Assembly
Premium 2W/3W/4W mirrors with anti-dazzle glass, global compliance, and stylish manual/electric options.

Powering India's Mobility: Aftermarket

EXPORTS TO
30+ COUNTRIES

PAN INDIA DISTRIBUTOR
+310 Cities
+720 Distributors





Our Product Portfolio



Lighting
Electrical, Electronics, and Lighting products meticulously crafted to optimize vehicle performance.



Spare Parts
Includes forged components, filters, and rubber parts, built for exceptional reliability and longevity, ensuring unwavering support for your vehicle

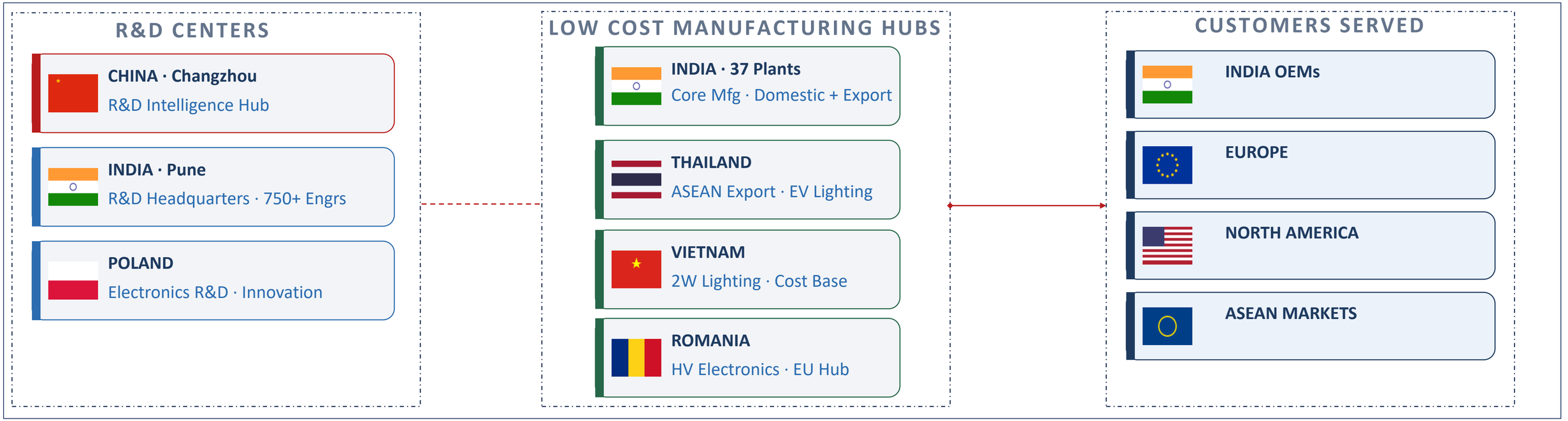


Lubricants
Specialized engine oils tailored for 2W/3W/4W. Offers optimal protection and contribute to overall efficiency of your vehicle.



Automotive Accessories
Diverse range from Helmets to Roof Rails, meticulously crafted to enhance, personalize and optimize vehicle functionality & safety.

Leveraging Global Capabilities to Deliver Value to Customers



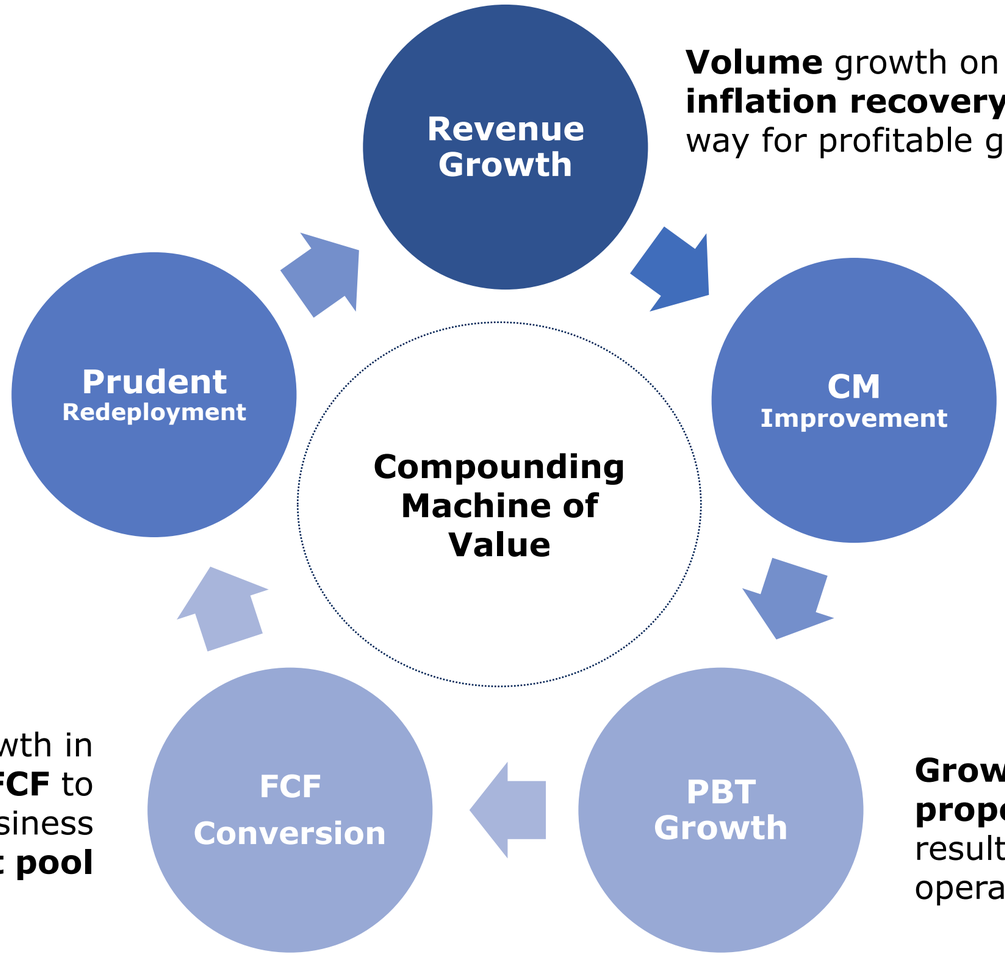
VALUE for CUSTOMER

Varroc have R&D capability embedded in India (Maharashtra, Karnataka), China's Electronics & Lighting epicentre (Changzhou, Chongqing, Suzhou, Shenzhen), giving us deep access to the electronics, lighting talent pool and emerging technology. This know-how is then deployed across our manufacturing footprint in India, Romania , Thailand and Vietnam — allowing us to serve customers both domestically and internationally, wherever they need us. We are not just an Indian supplier looking outward — we are a global company with the rare combination of engineering intelligence, low cost structure, QCD, and proximity to customer.

VARROC MOAT

R&D depth + Low Cost Structure + QCD + Proximity to Customer = **Varroc Global Capabilities**

Focus areas for Varroc



Volume growth on top **of inflation recovery** to pave way for profitable growth

Sustainable improvement in contribution margins through **economies of scale, revenue management** and **cost efficiencies** to magnify the benefit of revenue growth and make the business more robust

Growth in CM and **less than proportionate increase in fixed costs** to result in **multiplier effect on PBT** through operating leverage

Efficient conversion of growth in profits into **growth in FCF** to improve intrinsic value of business and to create **reinvestment pool**

Debt reduction, less capital-intensive investments and prudent capital deployment in **organic + inorganic growth** opportunities to ensure compounding of value

Our Key Strengths



Strong Competitive Position in a Growing Market Segment

- Leading technology supplier to 2W market
- Leading supplier of exterior lighting to passenger cars
- Emerging system supplier in ADAS, telematics and cockpit electronics



Long Standing, Growing Customer Relationships

- Strong long-standing relationships with marquee OEMs across high-end and mass market segments
- Ability to invest to meet growing customer needs
- Advanced test lab helps in speeding up the process of design, development to commercialization of technologically advanced products for our customers.



Comprehensive Solution Provider

- End-to-end services across design, development and delivery
- Wide range of products across E-mobility, Ice powertrain, lighting solutions, HMI solutions, Body system solutions and Electrical.
- Ability to cross-sell to meet customer requirements



Low-Cost Manufacturing Footprint

- Pan-India presence enabling proximity to customers
- Strategically located with global footprint (Manufacturing plants in India, China, Vietnam, Romania, & Italy)



Continuous Focus on R&D Capabilities Enhancing Portfolio

- Developing innovative, cost-competitive proprietary products continuously.
- Well-positioned to benefit from key trends like safety digitalization, electrification, and increased electronics use.
- With our experts in automotive technology and the latest global advancements, we develop world class solutions with highest-standards

Sustainability

ESG Framework

At Varroc, our ESG & Sustainability vision is to co-create a sustainable value for our stakeholders through **innovative research**, engineering, & manufacturing of environmentally **sustainable products** for mobility sector through **environment friendly operations** aligning with our corporate vision to 'Create safe, smart, and sustainable future mobility solutions for everyone.

1. SUSTAINABLE PRODUCTS

Enabling positive impact on environment via eco-friendly designs and manufacturing materials, following the design for environment approach.





2. SUSTAINABLE OPERATIONS

Eco-friendly manufacturing, adhering to environmental norms, increasing renewable energy use, and enhancing waste recycling.





3. EMPLOYEE GROWTH & DIVERSITY

Nurturing employee skills, diversity, inclusion and human rights adherence.





4. SUSTAINABLE SUPPLY CHAIN

Building a sustainable network of suppliers meeting environmental and social standards.





5. COMMUNITY DEVELOPMENT

Harnessing our expertise and employee efforts for community betterment.





6. ETHICAL GOVERNANCE

Implementing ethical practices for sustained company growth.





Commitment to Environment



RENEWABLE ENERGY

- **36%** Renewable energy contributions. Commitment to increase to **50%** in coming years.
- We generated **78 Million units** of renewable energy in FY26 which is equivalent to avoiding **55,380 tonnes of CO2e emissions** in the atmosphere.



GHG EMISSIONS

- **47** Energy efficiency and Energy conservation projects/Kaizens implemented in FY26.
- Approx. 22 Million KWH - Electricity units saved in FY26 which is equivalent to approx. **16,186 tCO2e.**



WASTE MANAGEMENT

- Over **90%** Waste generated across our plants is **Recycled.**
- **Zero Liquid Discharge** with Water Evaporation Technology.
- **Over 45% Wastewater is recycled & reused** in process or utilized for non-potable purpose such as gardening, tree plantation, landscape etc.



EHS

- Implementation of Occupational Health & Safety Management System across all the manufacturing Plants with **ISO 14001** & **ISO 45001 certification.**

Varroc's Kham River Restoration Mission

Our commitment to the Kham River Restoration Project reflects our ethos of blending sustainability, innovation, and community engagement to restore one of Chhatrapati Sambhajinagar's most crucial water bodies and giving back to the city where we started.







1,74,521 sq. meters
Area cleaned

58,771 sq. meters
Area greened

2,60,000 Saplings
planted

7,314 meters
Banks pitched

182 Events held and **17,00,000+ citizens engaged**
As a part of citizen engagement programmes

Accelerated waste collection efforts in the city

Awards and Recognitions

- WRI Ross Center Prize for Cities
- St. Andrew's Price for Environment
- Special Jury's award in FICCI Water Awards under Urban Water and Wastewater Management
- Inclusion in River City Alliance and appreciation by National Institute of Urban Affairs
- Recognition received at the DHARA summit organized by National Institute of Urban Affairs

Commitment to Society

Creating meaningful differences to the society through environmental and social welfare projects



Kham River Restoration

- Kham River Eco Restoration Project was introduced with the objective of giving back to the city in which we started our operations
- Under this project, we focused on cleaning the Kham river, pitching riverbanks, greening areas around Kham river, effectively managing solid waste in the city, creating bio-diversity parks and engaging citizens about the benefits of clean river



Nurturing Future Sports Talent

- Varroc Vengsarkar Cricket Academy (VVCA)
- Partnered with Abhinav Bindra Foundation for competing Olympic games athlete program
- Supporting Varroc Inter school and industrial cricket tournaments
- Young Talent sponsorship program



Social Impact Programs

- Learn and Earn Program at Varroc Academy
- Women’s Empowerment through association with MKSS Cummins college and Engineering For Women Creating meaningful differences to the society and environment

Thank You For your Valuable time!

varroc EXCELLENCE

Visit Us:

varroc.com

