

Varroc Engineering Limited

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CIN: L28920MH1988PLC047335



VARROC/SE/INT/2025-26/103

November 12, 2025

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
[Debt: 975062]

Dear Sir/Madam,

Sub: Investor Presentation - Financial Results Q2/FY 2025-26

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, 2025.

Kindly take the same on record and note the compliance.

For Varroc Engineering Limited

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

Encl: A/a



Presentation to Investors – Q2 FY26

12th November 2025

Disclaimer



This presentation may include statements which may constitute forward-looking statements. All statements that address expectations or projections about the future, including, but not limited to, statements about the strategy for growth, business development, market position, expenditures, and financial results, are forward looking statements. Forward looking statements are based on certain assumptions and expectations of future events and involves known and unknown risks, uncertainties and other factors. The Company cannot guarantee that these assumptions and expectations are accurate or exhaustive or will be realised. The actual results, performance or achievements, could thus differ materially from those projected in any such forward-looking statements. No obligation is assumed by the Company to update the forward-looking statements contained herein.

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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



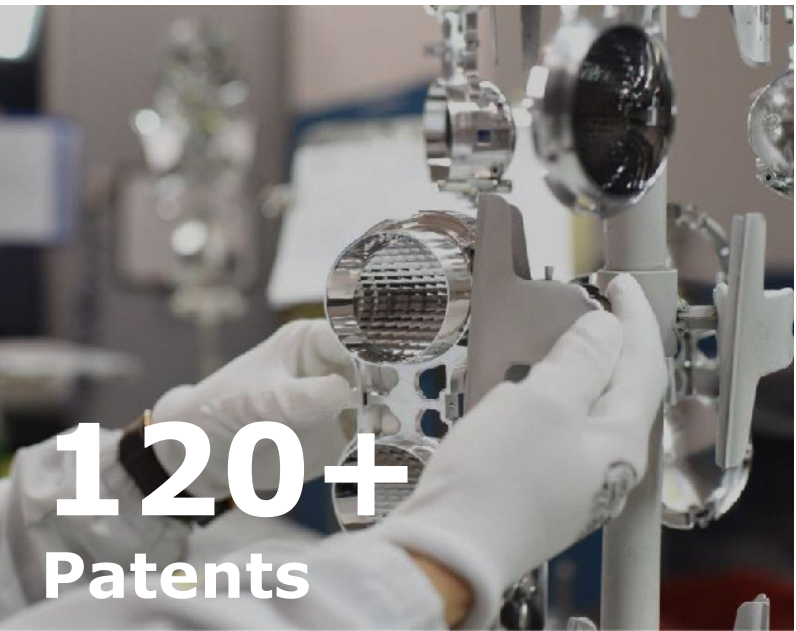
REVENUE USD 954 MILLION

BUSINESS CONTRIBUTION BY REGION

INDIA 88.2%

GLOBAL 11.8%

*Updated as per financial year 2025





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

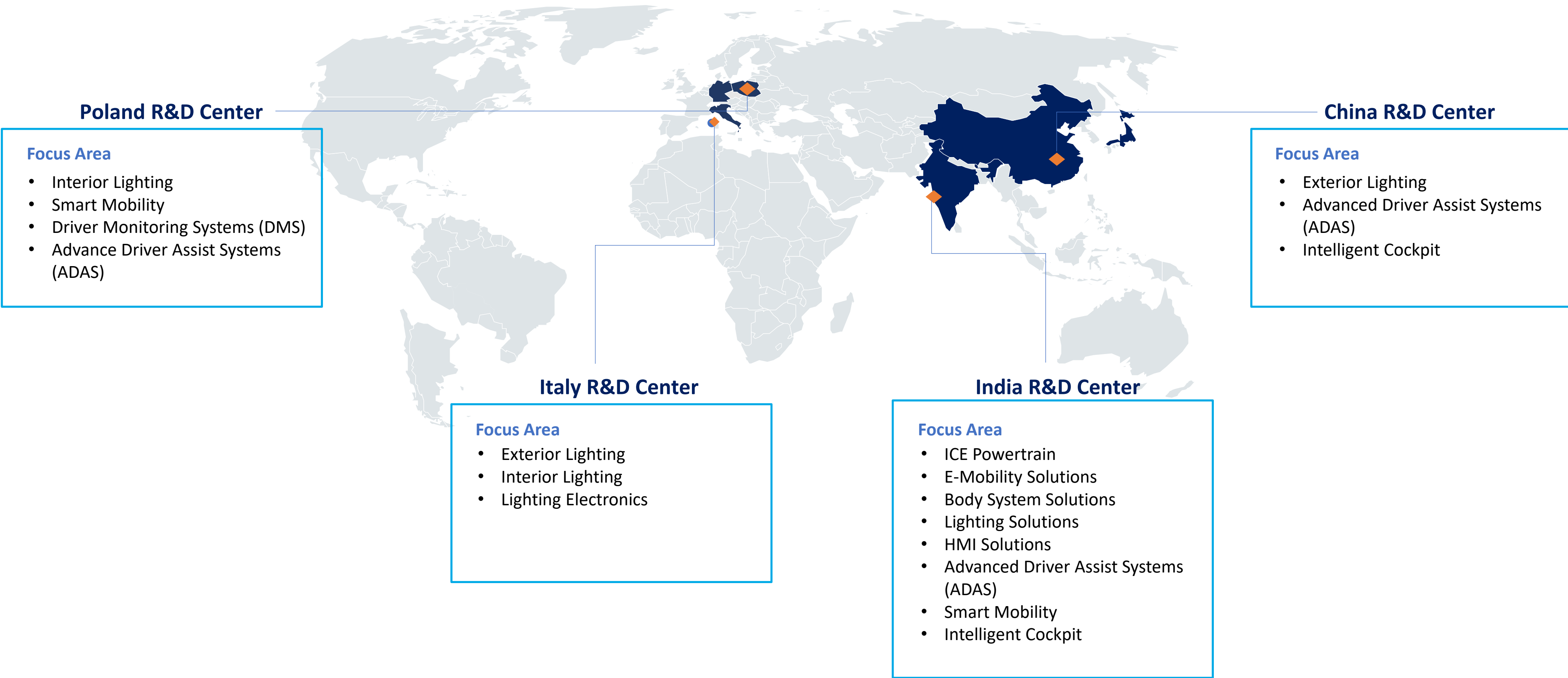


Passion:
To go against all odds

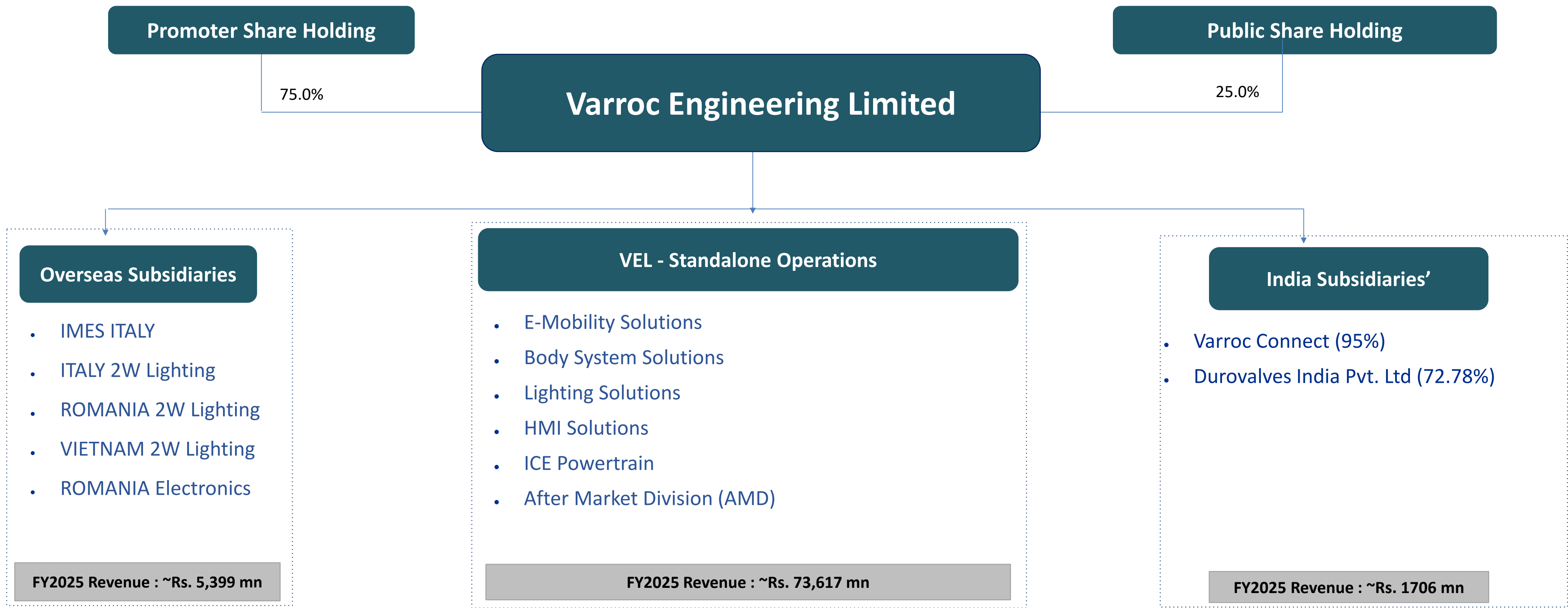


Self-discipline:
To make it all happen

Our Global R&D Footprint



Representation of Varroc



Completed merger of Varroc Polymer with Varroc Engineering effective 1st April 2024



Update on Q2 FY26 Performance

12th November 2025

Highlights for Q2 FY26



1. Q2 FY26 Revenue at Rs. 22,073 million with a growth of 6.1% YoY. India Operations registered a 7.9% growth. (*Impact of rare earth magnet on India revenue growth - ~ 4%*). Revenue from EV customers in Q2 FY26 at ~11.0%.

2. Q2 FY26 PBT (before exceptional and JV profits) at 4.1% vs. 4.3% in Q2 FY25; EBITDA at 9.1% vs 9.7% on YoY basis, primarily due to higher mix of low margin tool sales.

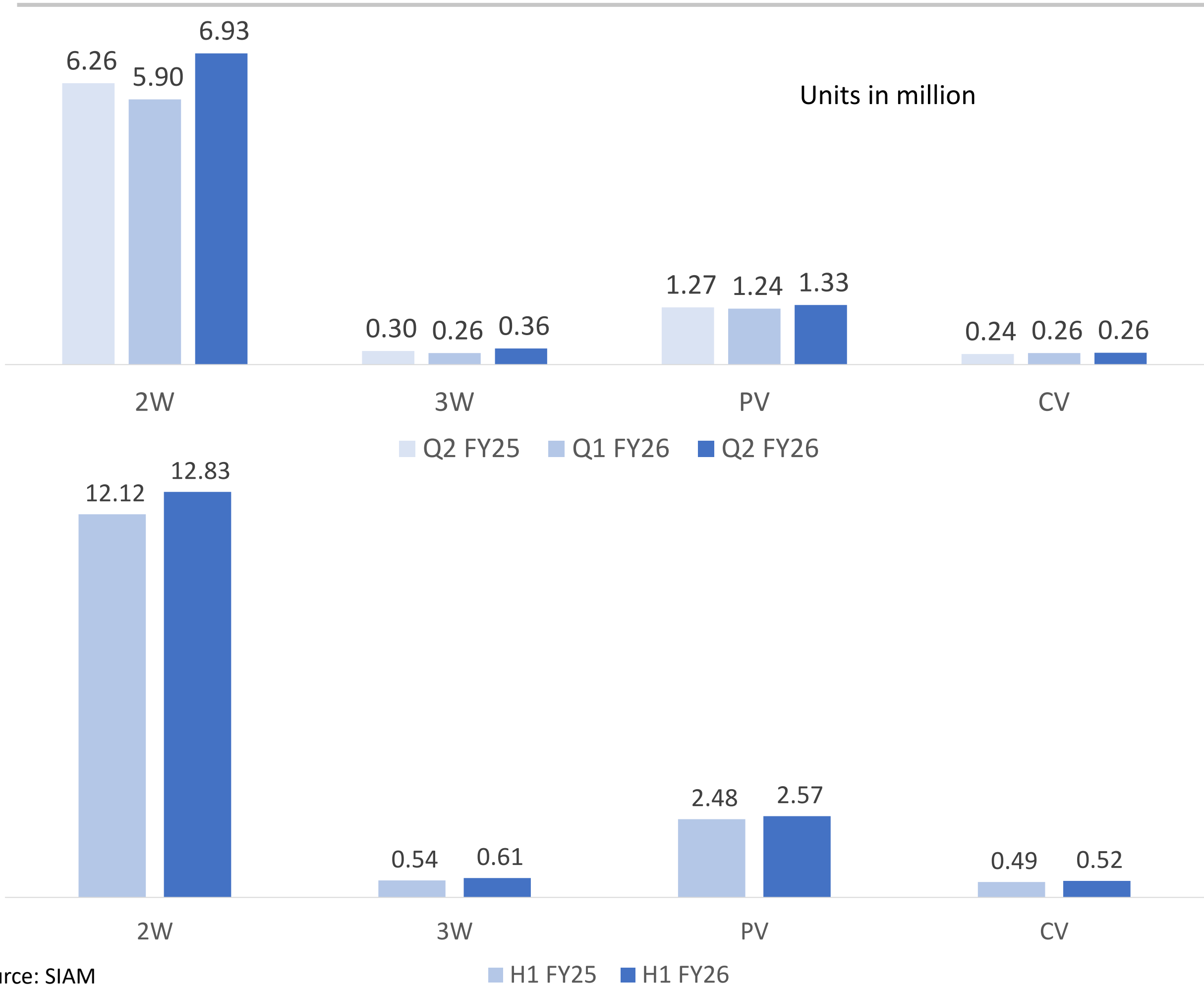
3. Net new annual peak revenue from order wins in H1 FY26 of Rs.8,928 million (> 63% related to EV vehicles)

4. Net debt reduced to Rs. 3,800 million. Capex (Net) spend in H1 FY26 was around Rs. 1,860 million.

5. Filed more than 14 patents in H1 FY26, taking the total filing to more than 130+

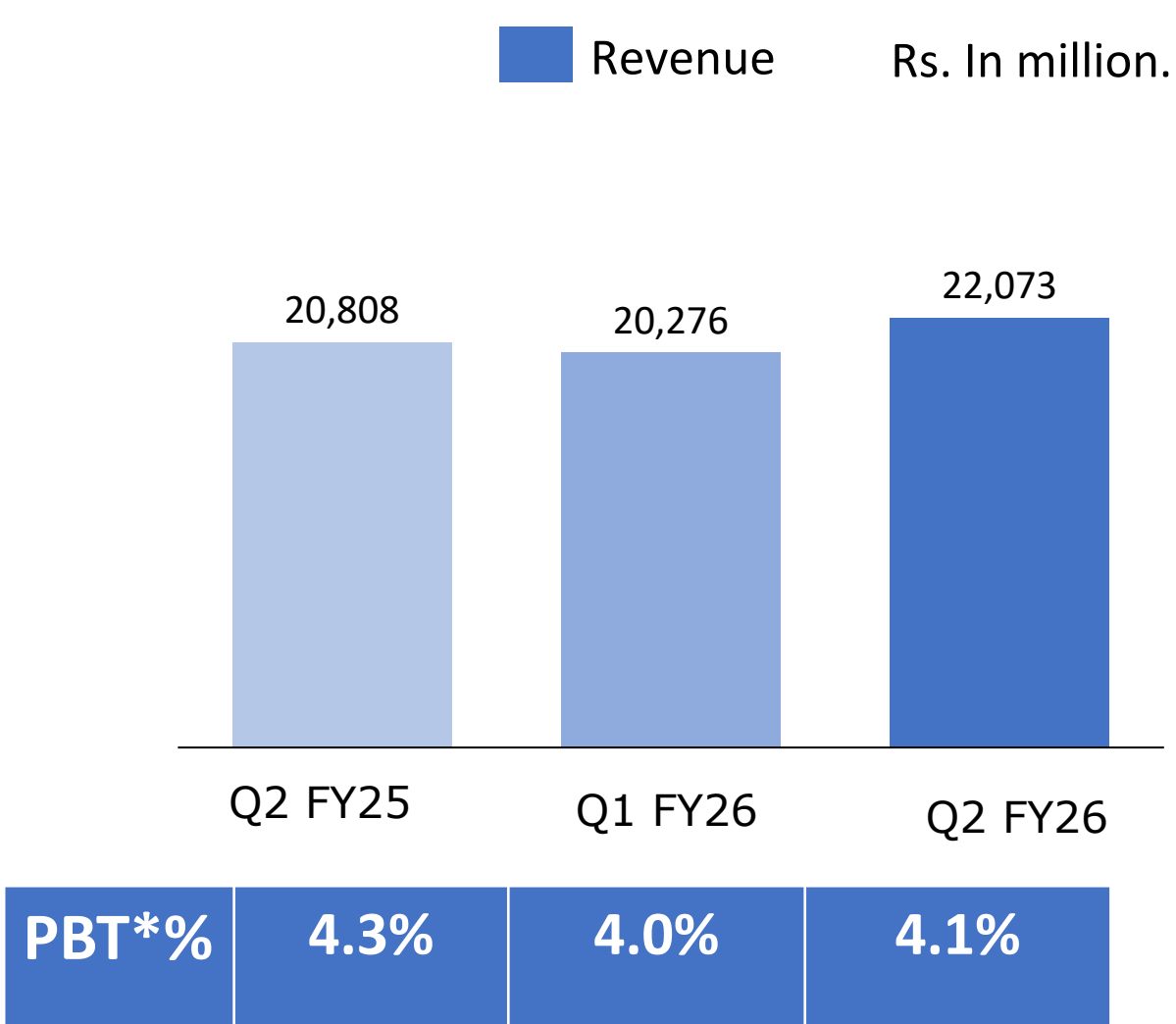
6. Investing more in R&D across locations including China, specifically in exterior lighting, ADAS and intelligent cockpit for future growth.

Automotive Production in India



- Early festive season, GST reduction and rare earth magnet issues created a mixed impact on Q2 FY26
 - 2W grew by 10.6%
 - 3W grew by 18.3%
 - PV grew by 4.2%
 - CV grew by 11.8%
- In Q2 FY26, on QoQ basis, we saw growth in all segment as Q1 is generally weak quarter
 - 2W grew by 17.4%
 - 3W grew by 39.3%
 - PV grew by 6.5%
 - CV grew by 2.9%
- EV 2W volume on QoQ basis grew only by 11.2% as industry was impacted by rare earth issue for nearly 2 months of the quarter.
- For H1 FY26 all the segment have seen growth as economic activity remains buoyant.
 - 2W grew by 5.8%
 - 3W grew by 14.6%
 - PV grew by 3.8%
 - CV grew by 7.1%

Consolidated Financials of Q2 FY26



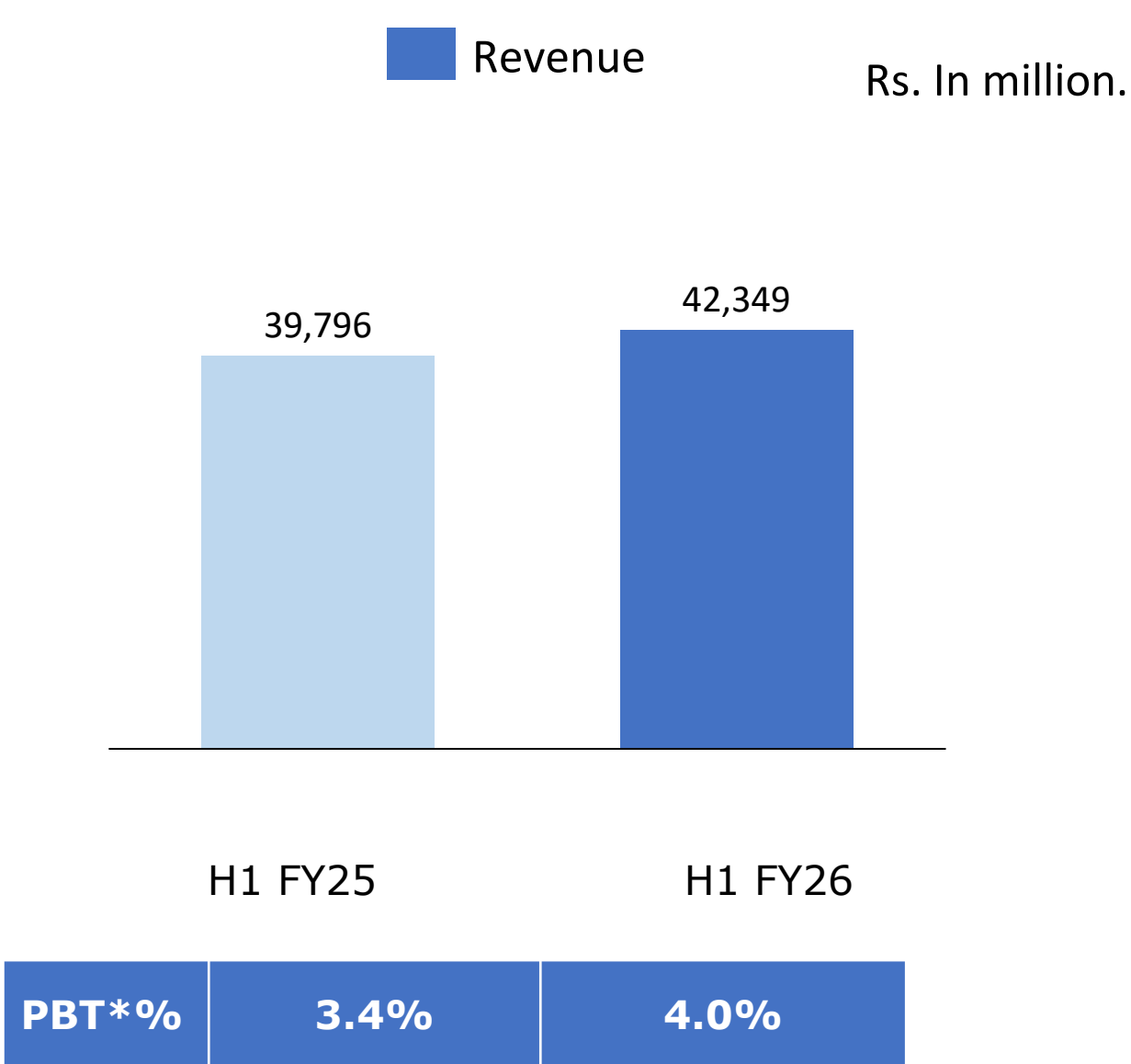
Particulars	Q2 FY26	Q2 FY25	YoY	Q1 FY26	QoQ
Revenue from operations	22,073	20,808	6.1%	20,276	8.9%
EBITDA	2,018	2,010		1,919	
EBITDA %	9.1%	9.7%	(60) bps	9.5%	(40) bps
PBT before JV and exceptional items	912	901		822	
PBT before JV and exceptional items %	4.1%	4.3%	(20) bps	4.0%	10 bps
PBT (incl. JV profits) after exceptional items*	920	908		1,439	
PBT %	4.2%	4.4%	(20) bps	7.1%	(290) Bps
PAT	633	578		1074	

* includes
- Q1 FY26 – Exceptional items of FCTR released to P&L on disposal of China JV investment ~Rs. 612 million.

- 1) YoY revenue grows by 6.1% with India growing at 7.9% impacted partially by industry wide rare-earth issue. This resulted in loss of ~ 750 million of Revenue in Q2 FY26 or else the growth in Indian operation would have been 11.8%
- 2) Higher tooling sales & employee cost related to R&D operation impacted the profitability. But both of this will help us in growing our revenue in future.
- 3) IP ownership creation in India enabling tax benefit (~110 million) in India for a major part of overseas R&D spending.

Note:- PBT*% means PBT before JV and exceptional items

Consolidated Financials of H1 FY26



Particulars	H1 FY26	H1 FY25	YoY
Revenue from Operations	42,349	39,796	6.4%
EBITDA	3,937	3,734	
EBITDA %	9.3%	9.4%	(10) Bps
PBT before JV and exceptional items	1,696	1,346	
PBT before JV and exceptional items %	4.0%	3.4%	60 bps
PBT (incl. JV profits) after exceptional items*	2,360	1,468	
PBT %	5.6%	3.7%	190 bps
PAT	1,707	919	

* includes
- H1 FY26 – Exceptional items of FCTR released to P&L on disposal of China JV investment ~Rs. 612 million.

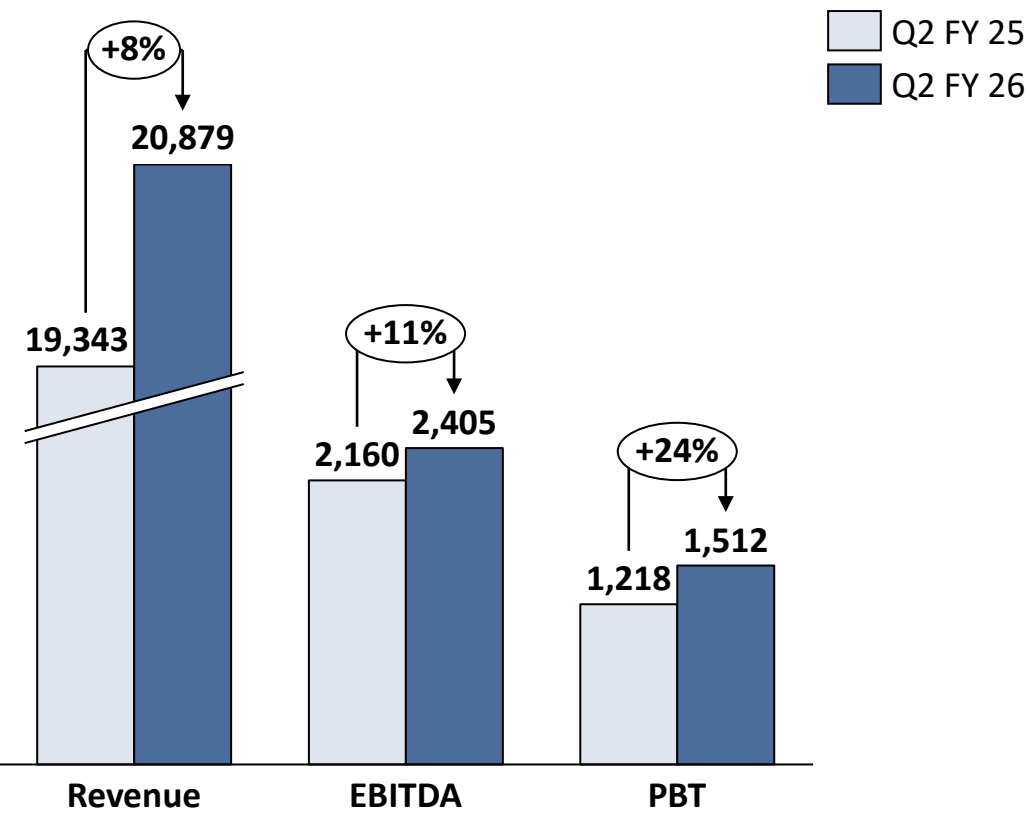
- 1) YoY revenue growth at 6.4% with India business growing at 7.6% partially by industry wide rare-earth issue. This resulted in loss of ~ 1050 million of Revenue in H1 FY26 or else the growth in the Indian operation would have been 10.4%
- 2) Higher tooling sales & employee cost related to R&D operation impacted the profitability at EBITDA level. But both of this will help us in growing our revenue in future.
- 3) The PBT margin at 4% was supported due to lower interest cost and past control on Capex resulting in D&A to remain more or less constant YoY

Financials of India Operations and Rest of Operations*

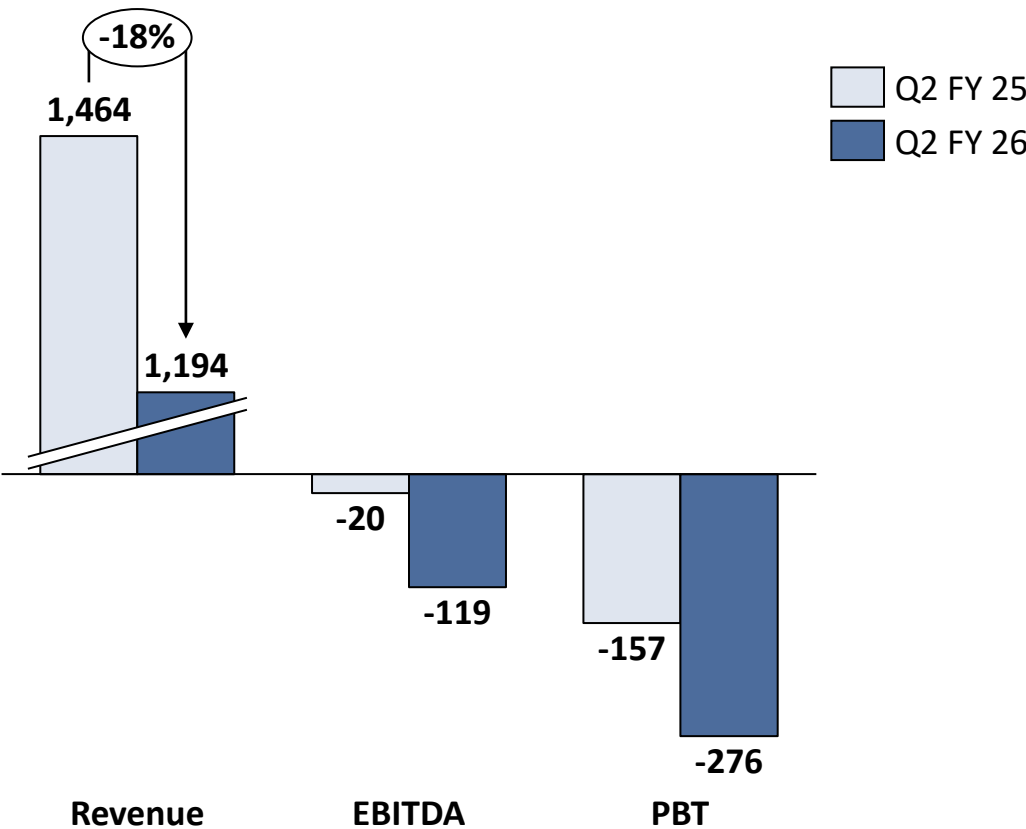
Rs. In million.



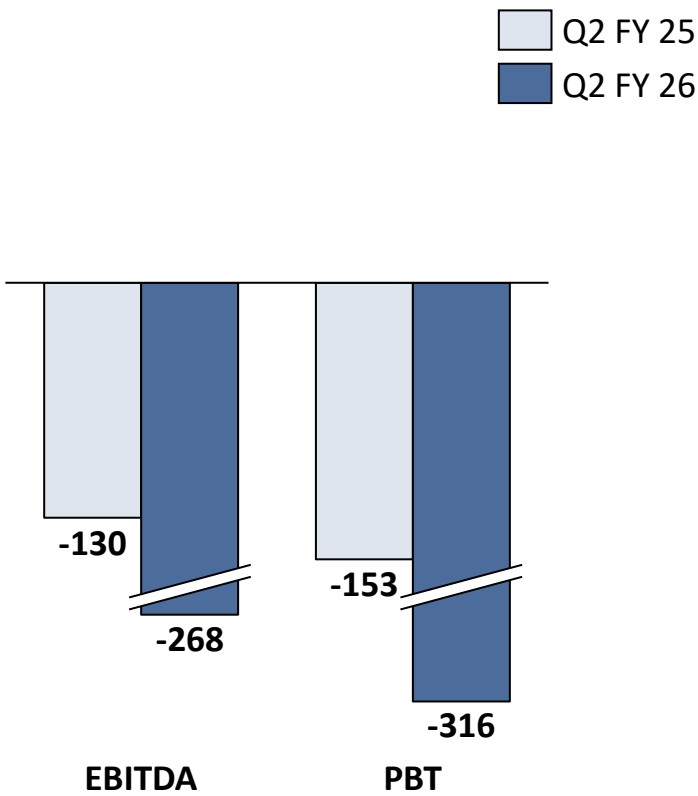
India Business



Overseas Business

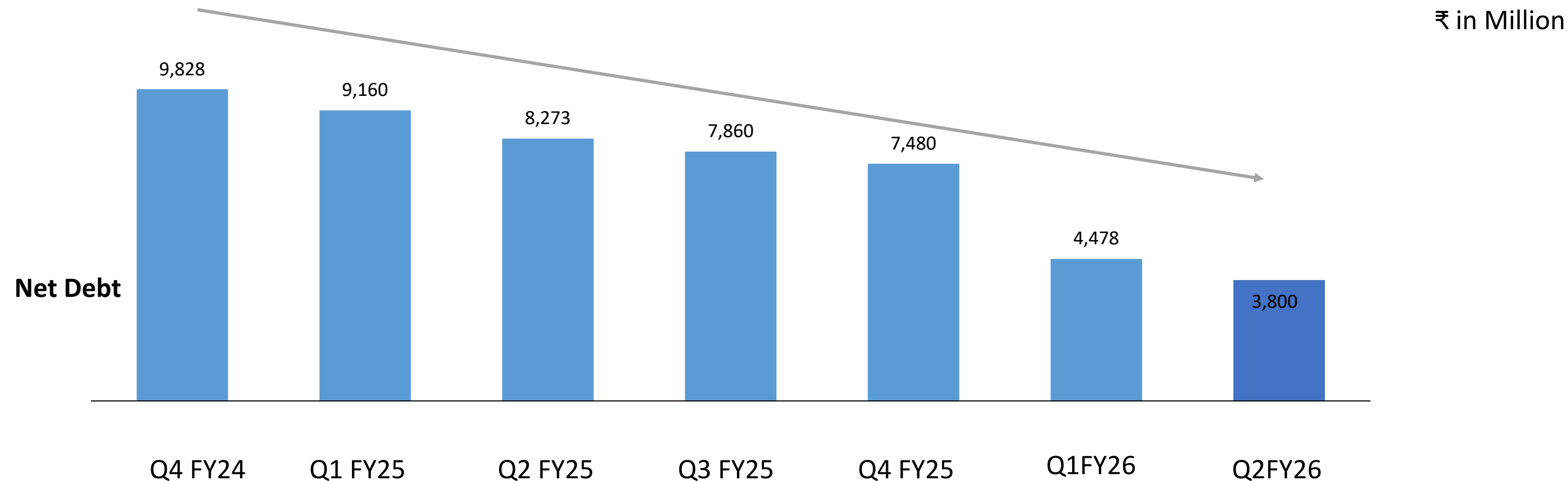


4w Advanced Electronics & Lighting R&D for Overseas Business



- 1) YoY revenue growth was 7.9% from India operations whereas rest of the operations de-grew by (18.4%)
- 2) Overseas business comprises of
 - a) 2W lighting (Revenue have declined but still profitable)
 - b) Advanced Electronics (No significant business now but have won business which will result in significant Revenue growth from Q2 FY27)
 - c) Forging. (Revenue is suffering due to US tariff)
- 3) Advanced Electronics and Lighting 4W R&D (incl. China team) to support growth in overseas business, after expiry of non-compete restrictions in Oct 25

Reduction in Net Debt (consol.)



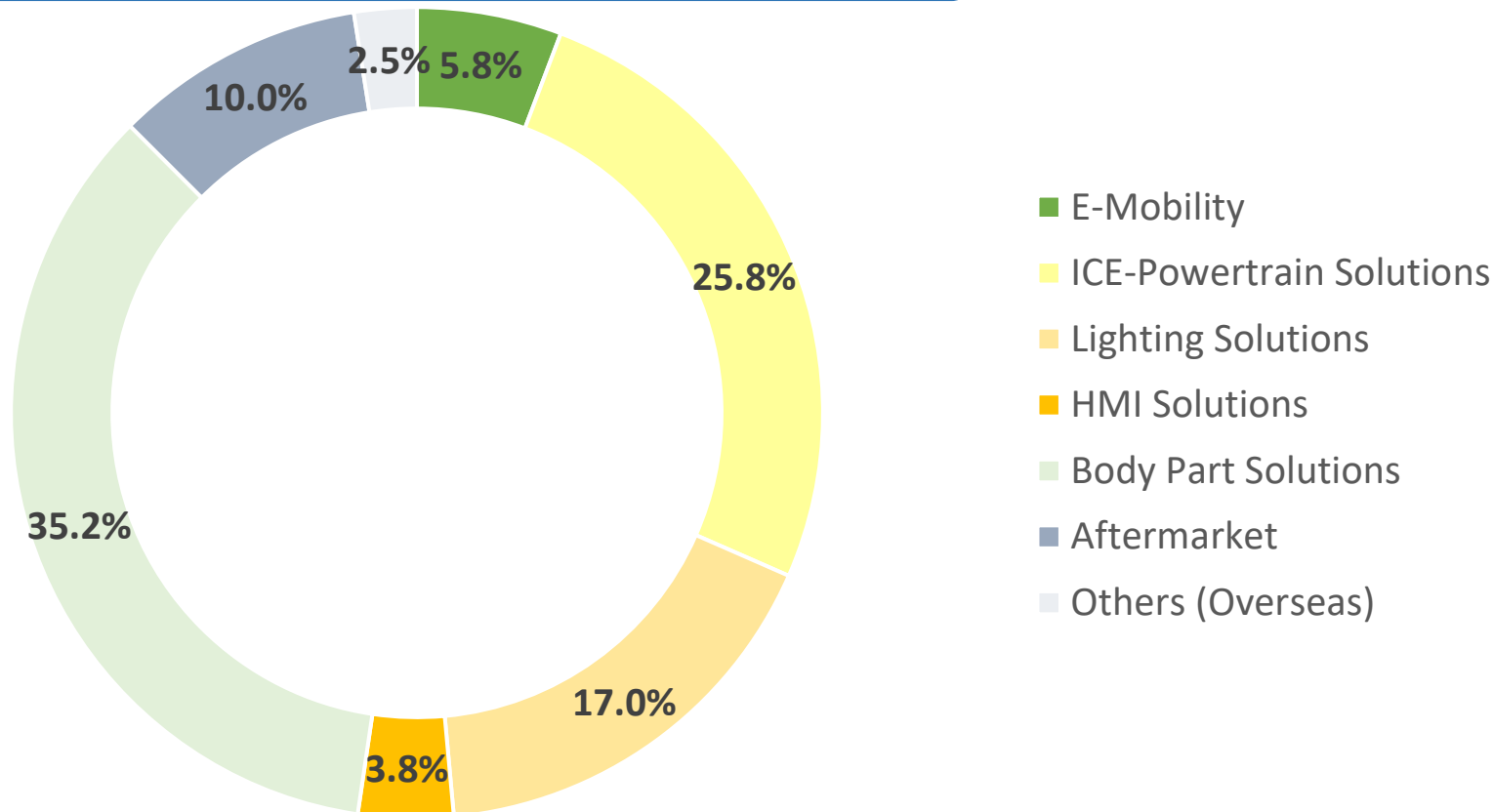
Rs. in Million	31 st Mar 2024	30 th Jun 2024	30 th Sep 2024	31 st Dec 2024	31 st Mar 2025	30 th Jun 2025	30 th Sep 2025
Net Debt	9,828	9,160	8,273	7,860	7,480	4,478	3,800
Equity	15,262	15,518	16,400	15,826	15,979	16,624	17,218
Annualised Adjusted EBITDA	7,590	6,896	7,467	7,493	7,767	7,675	8,072
Net Debt/Equity	0.64	0.59	0.5	0.5	0.5	0.3	0.22
Net Debt/EBITDA	1.29	1.33	1.11	1.05	0.96	0.58	0.47

The Net Debt of the Company in H1 FY26 have reduced by ₹ 3,680 Million and now is ₹ 3,800 Million

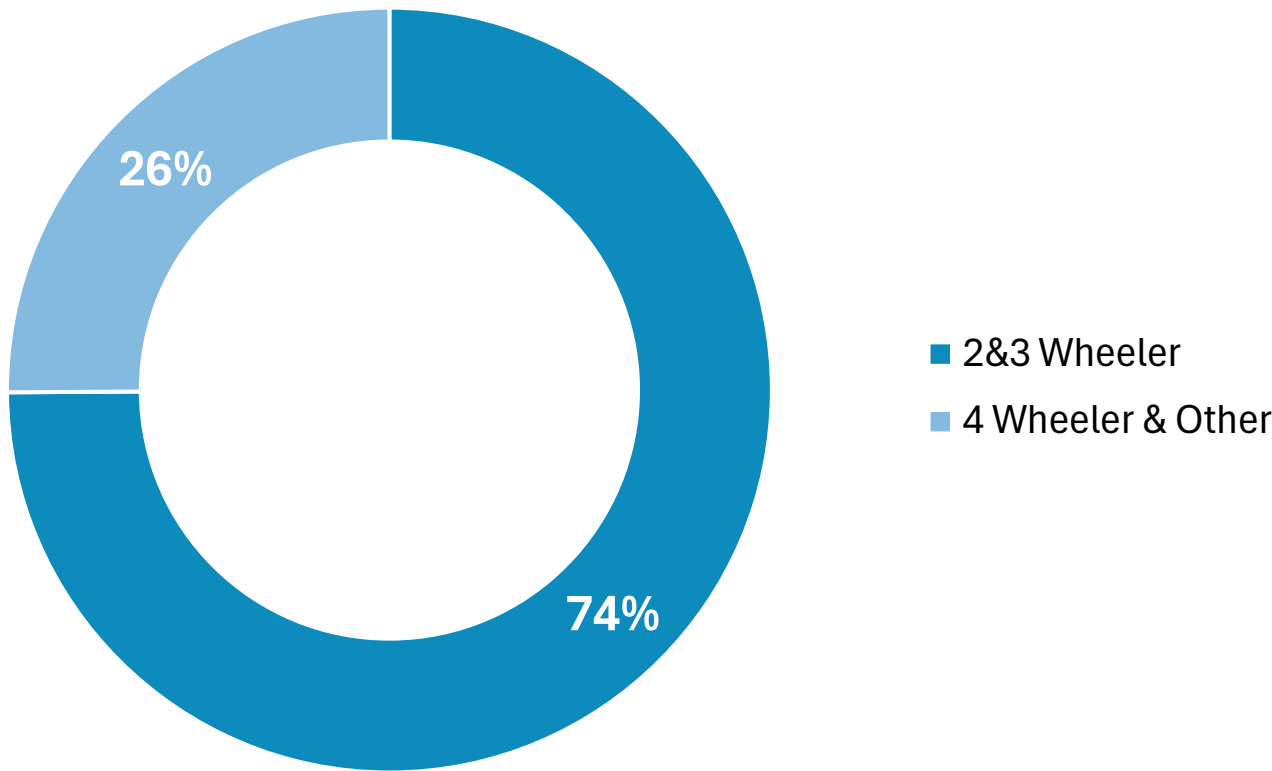
Revenue Breakdown for H1 FY26



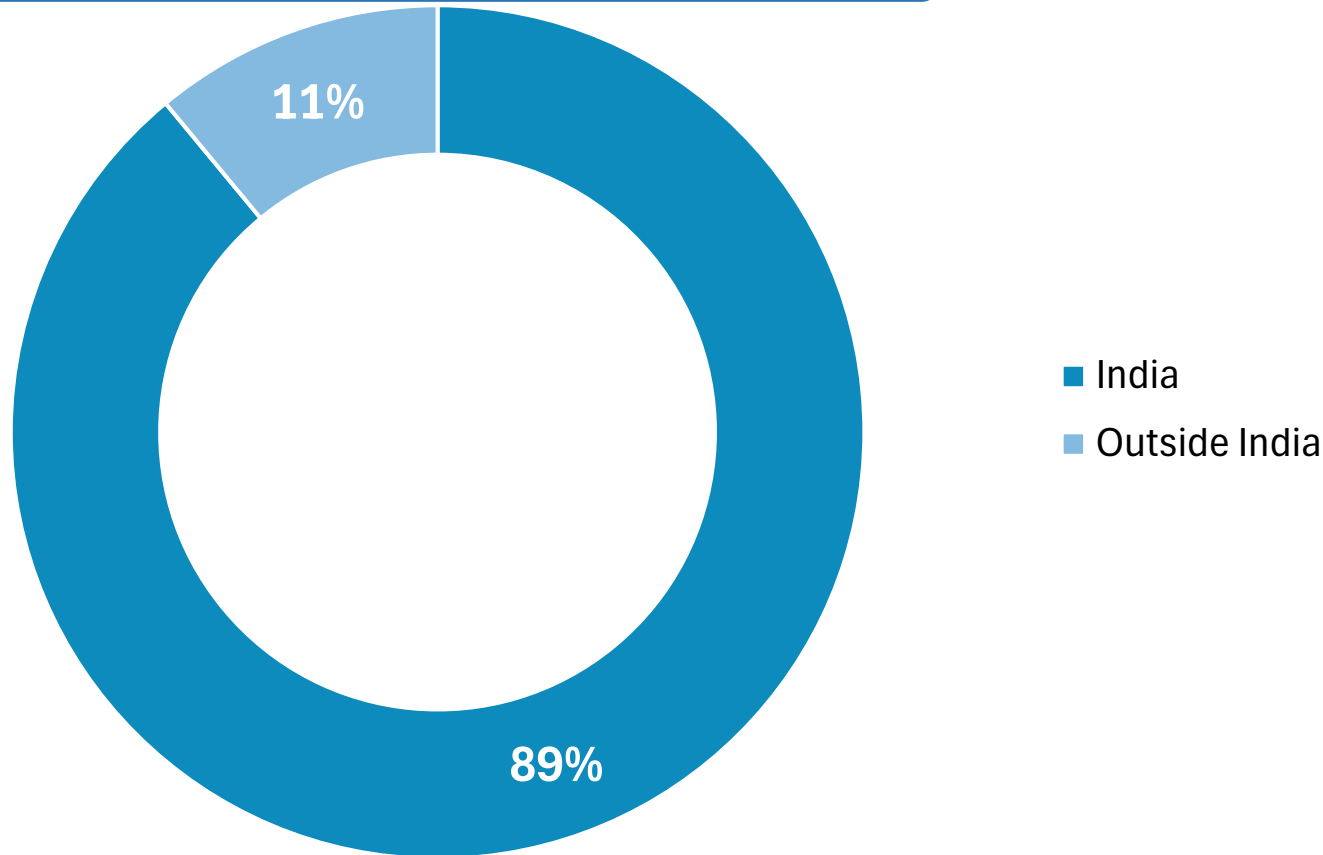
Business Unit



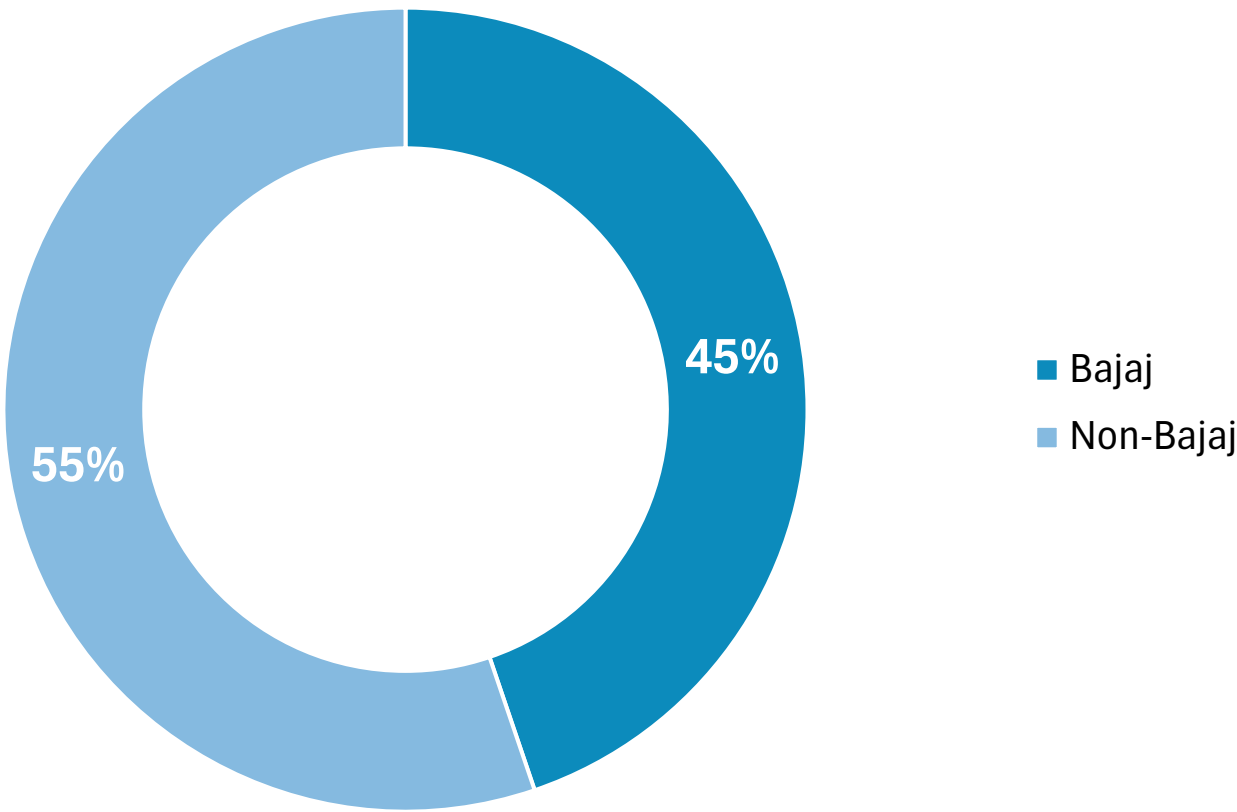
Segment



Geography



Customer



Net New Annual Peak Revenue Win in H1 FY26

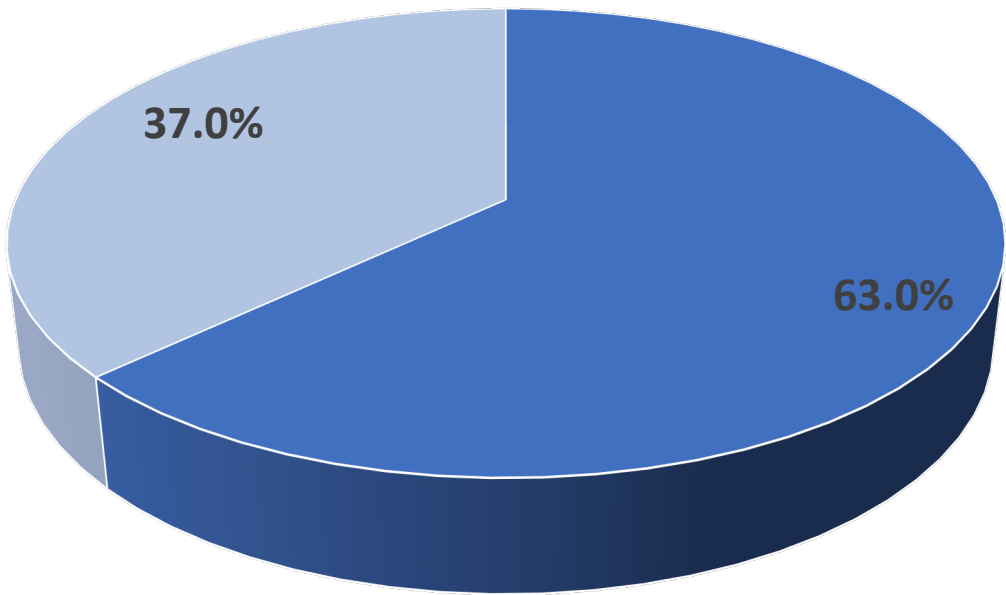
(Annual Peak Revenue is Rs.8,928 million)



Outstanding Order book and expected SoP

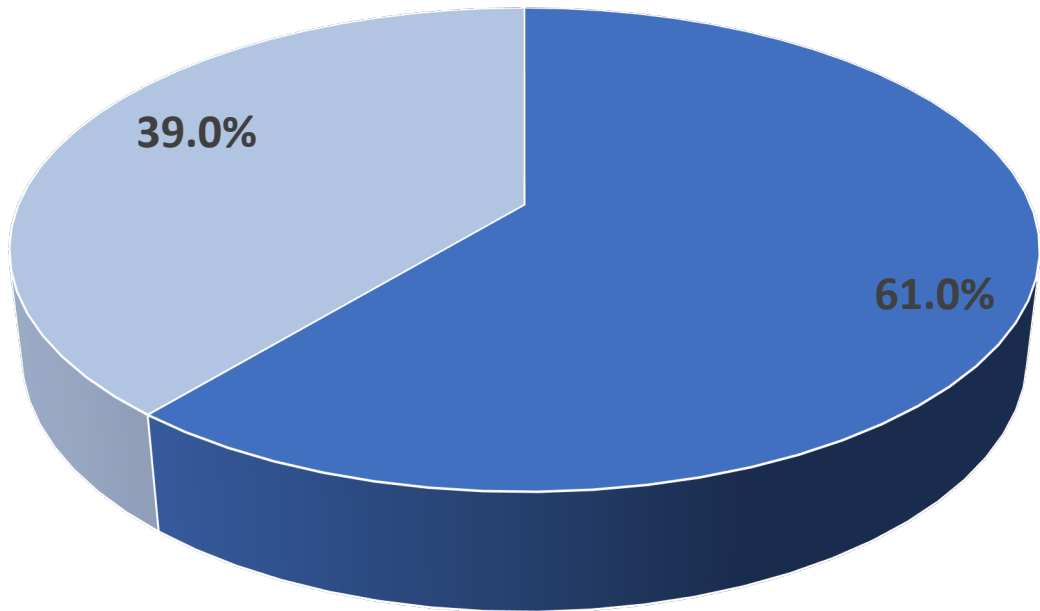
Rs. in million			Expected SoP		
			FY26	FY27	FY28
	Annual Peak Revenue				
Outstanding Order Book End of FY25	13,079		4,167	8,813	99
New Order intake in H1 FY26	8,928		5,664	2,335	929
SoP-YTD	4,704		-	-	-
Outstanding Order Book End of H1 FY26	16,933		9,461	11,148	1,028

Revenue % win from ICE & EV Players



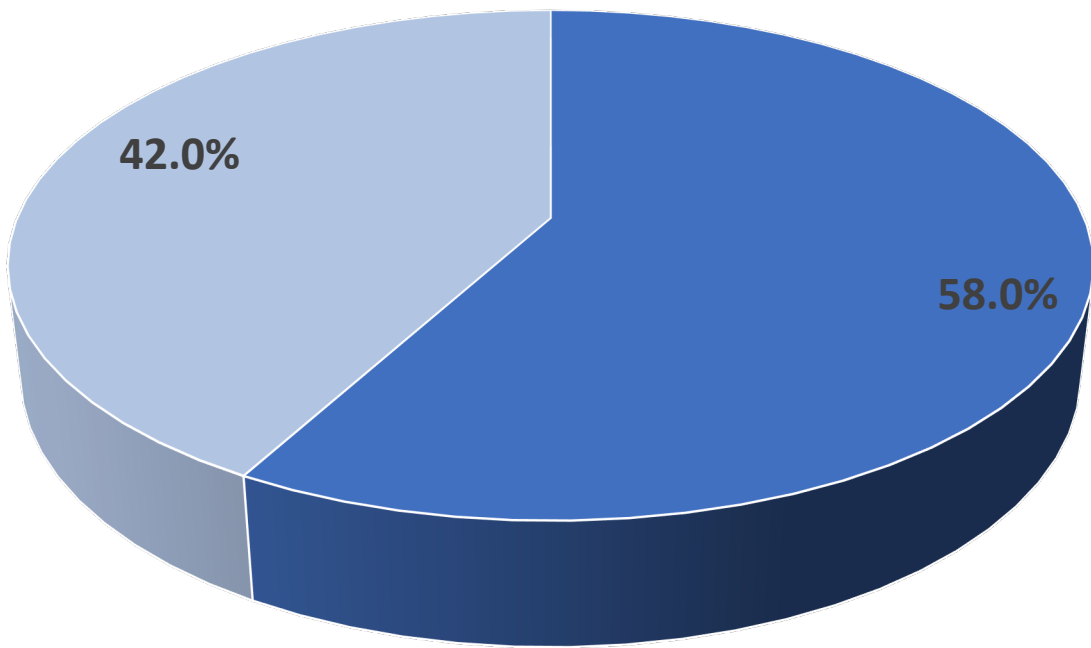
■ EV Customer ■ ICE Customer

Revenue % win from 2&3W and 4W Players



■ 2W&3W ■ 4W&Others

Revenue % win from Customers



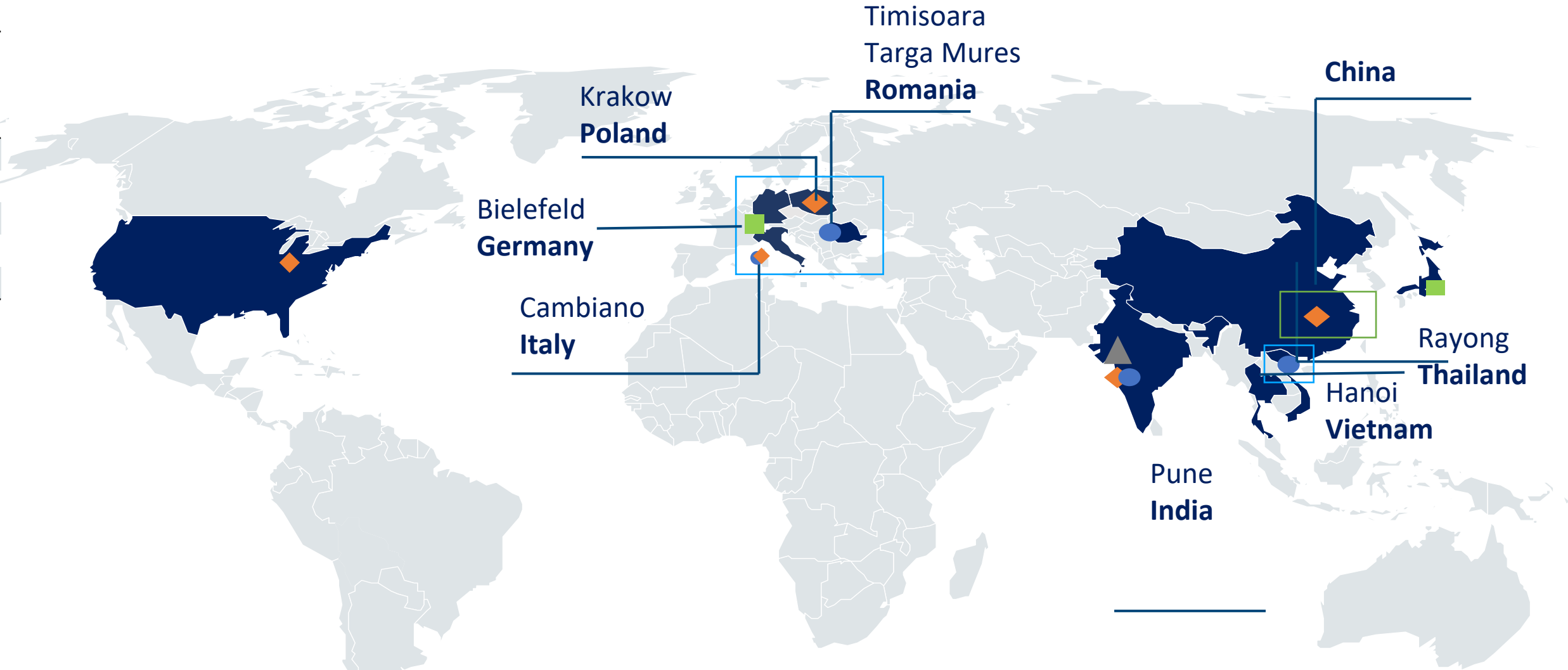
■ Bajaj ■ Non-Bajaj

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	-	-
Italy	-	Y	-

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



- Sales Office
- Manufacturing Plant
- Technical Site
- Headquarter

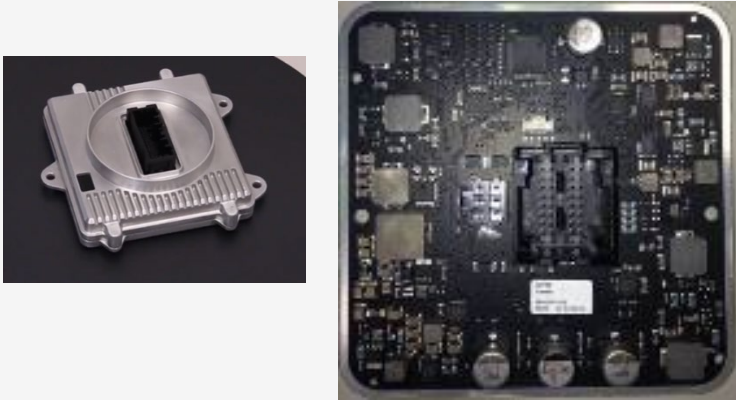
Lighting(4W & 2W)

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



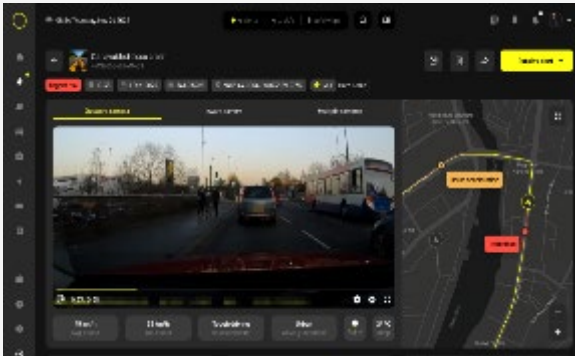
ADAS & DMS

Focus on ADAS, Driver & Camera Monitoring Systems



Varroc Smart Mobility

IOT Applications, including Vehicle Telematics & Fleet Management



Thinking Tomorrow Acting Today



New Exterior Lighting Location (THAILAND)

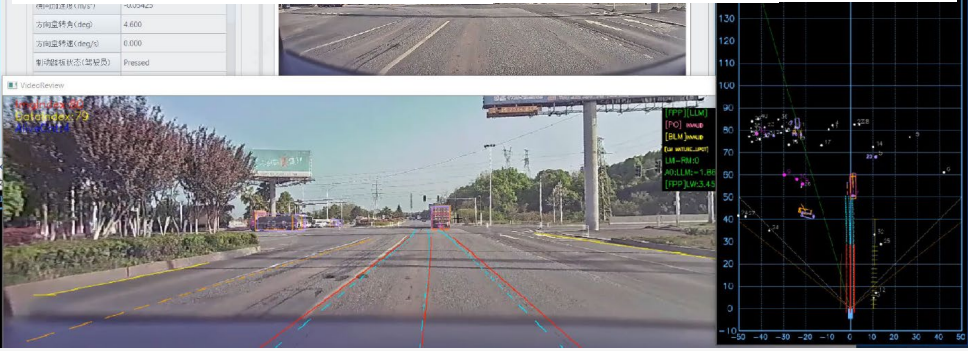


New Engineering and Technical Location (China)

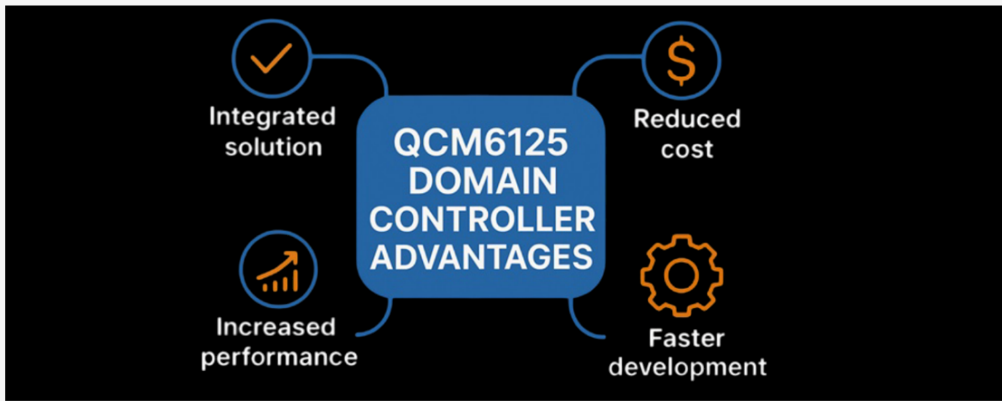


Exterior Lighting

	1V	1R1V	3R1V
L0	FCW/FDI		
	LDW		
	BSD		
	LCA		
	RCW		
	DOW		
L1	DFW		
	ACC		
	LCK		
	AEB		
	TSR/SRL		
	LKA		
L2	AHBC		
	TJA/HWA		
	AEB-Intersection		
	Intelligent ACC		
	ELK		
	RCTA/RCTB		
	FCTA/FCTB		

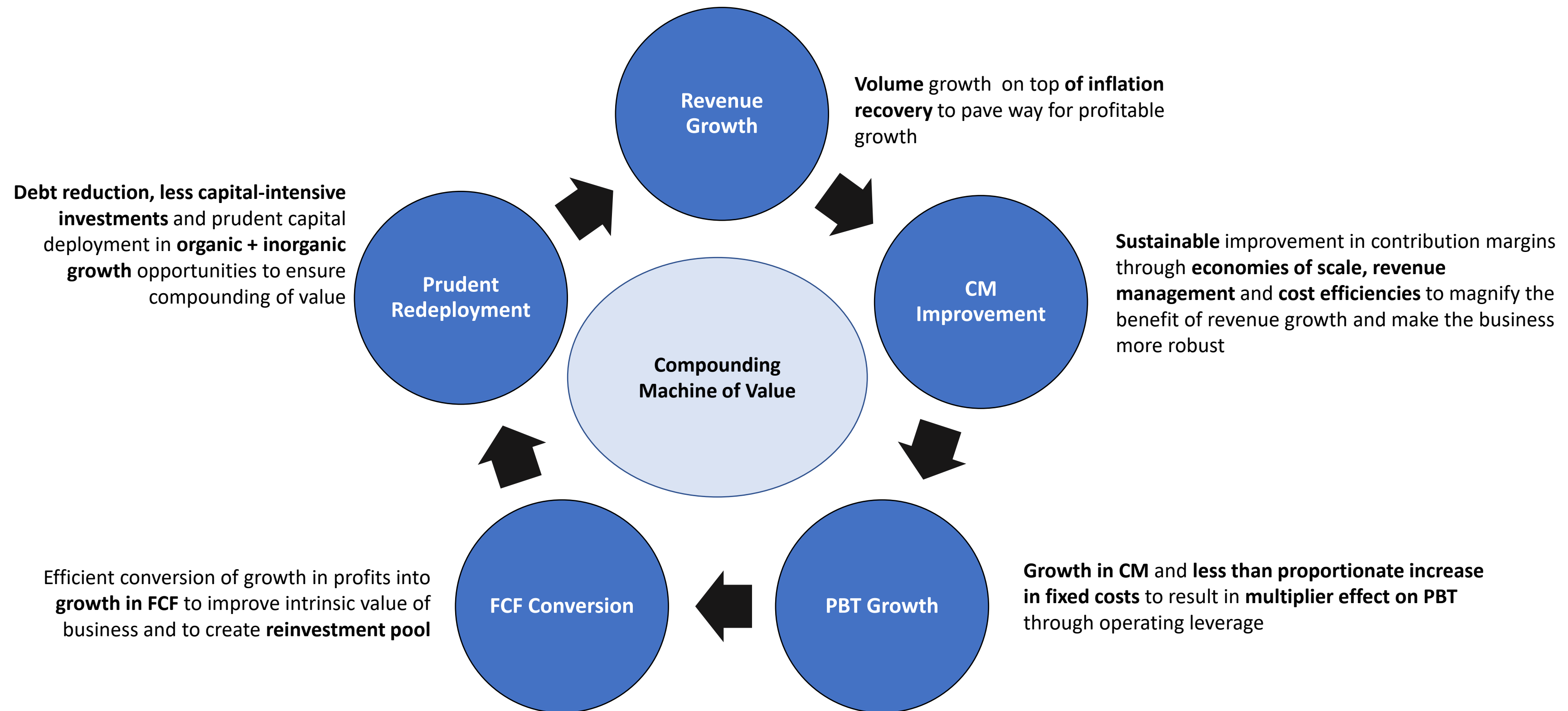


ADAS



Intelligent Cockpit

Focus areas for Varroc





Our Businesses

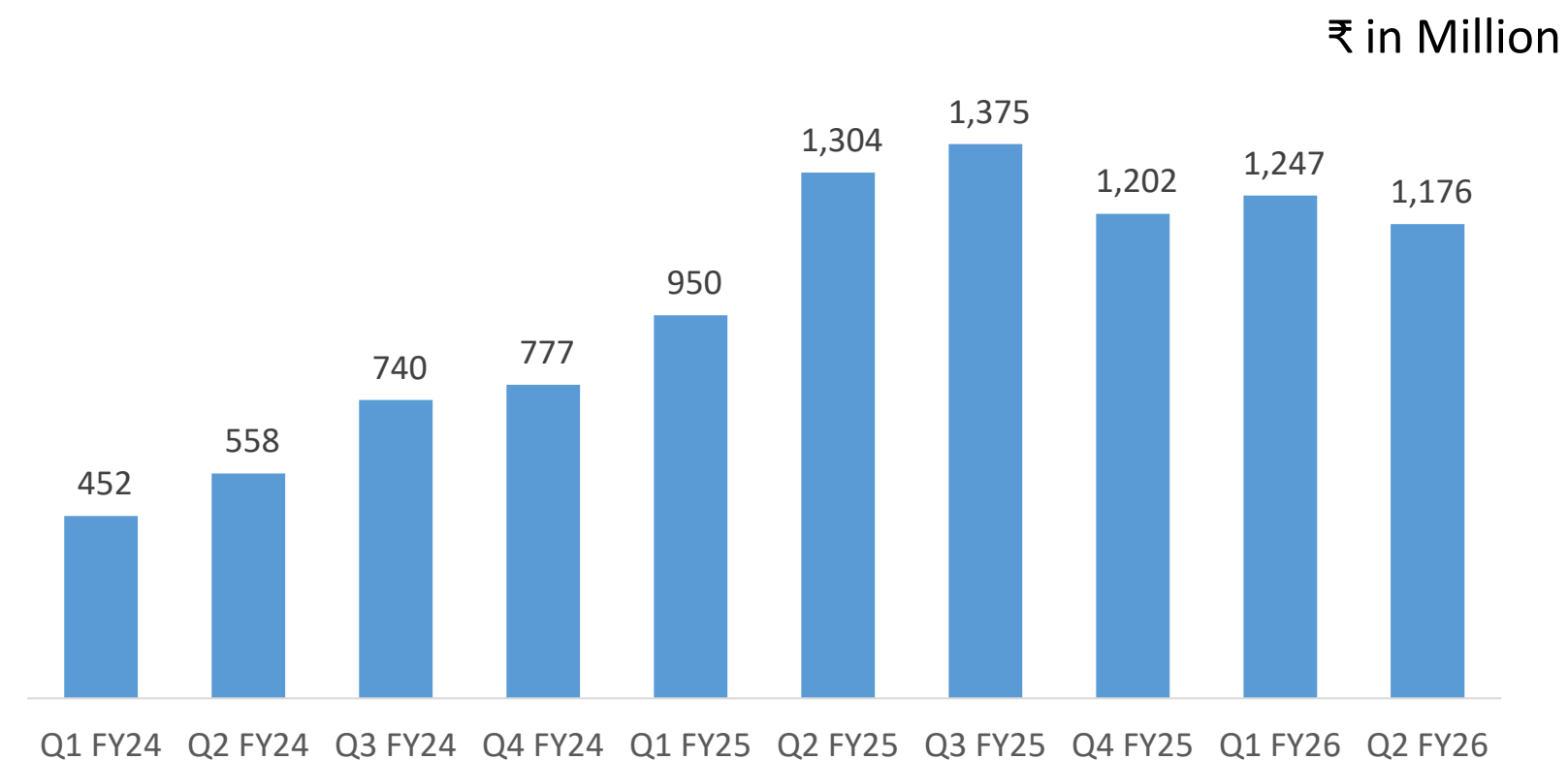
12th Nov 2025

Powering India's Mobility: E-Mobility

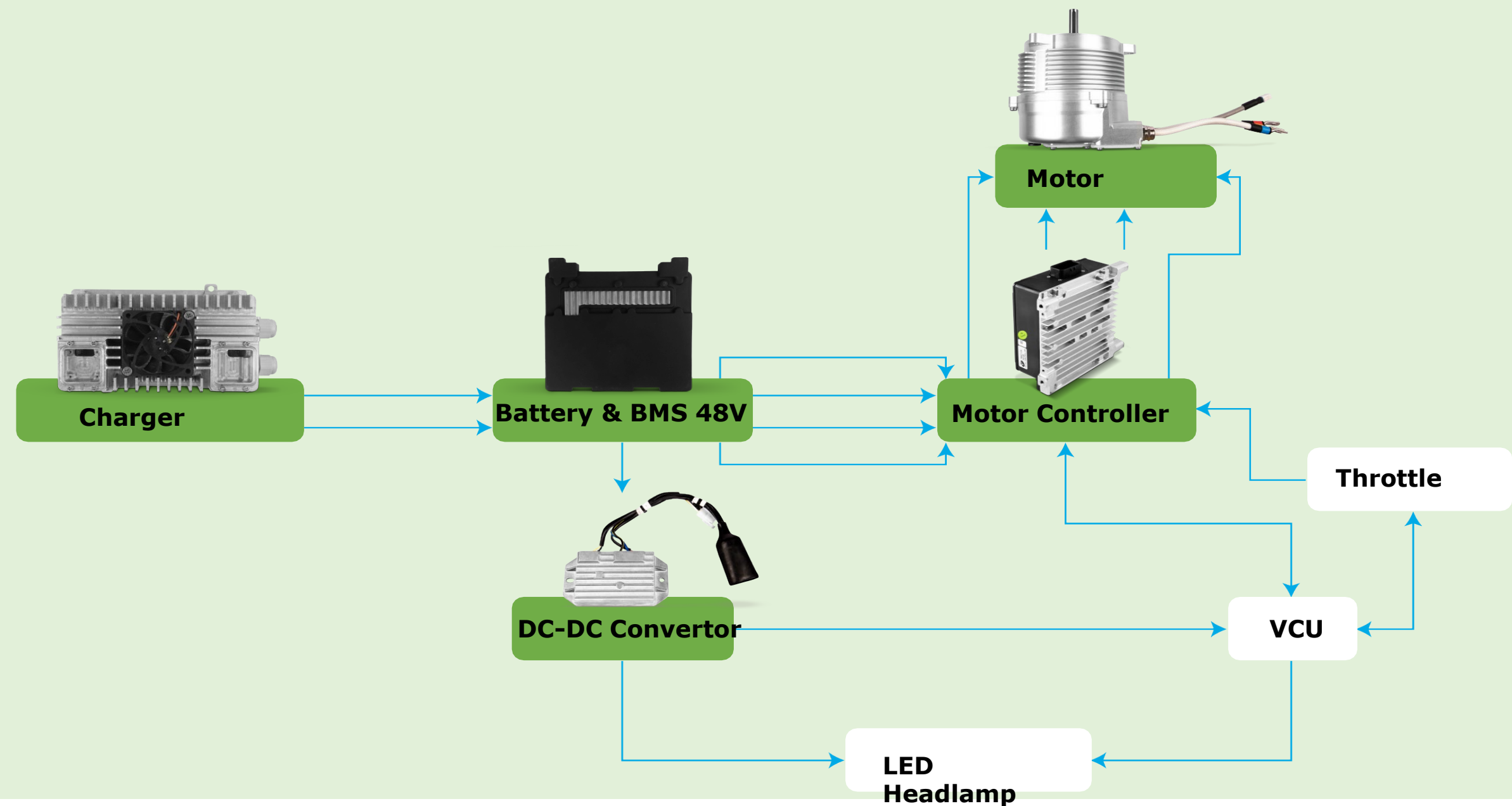


2 FACILITIES - INDIA

- 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



BRILLIANCE@SCALE



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 India's Mobility: ICE Powertrain Solutions

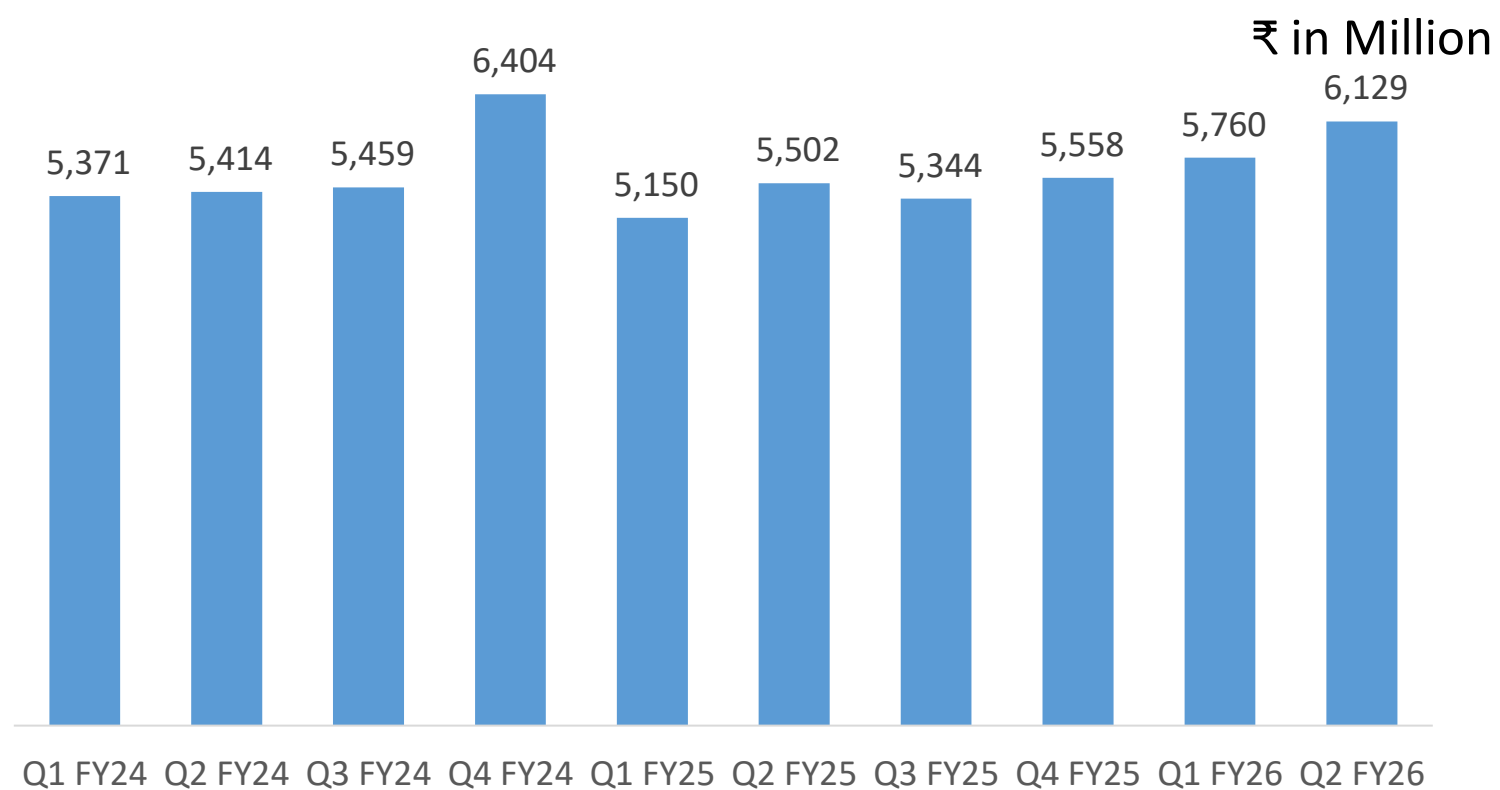


5 FACILITIES - INDIA



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 by 12%, ensuring smoother vehicle operations



Wiper Motor

Delivers 20% longer life with optimized speed control

Powering India's Mobility: Lighting Solutions

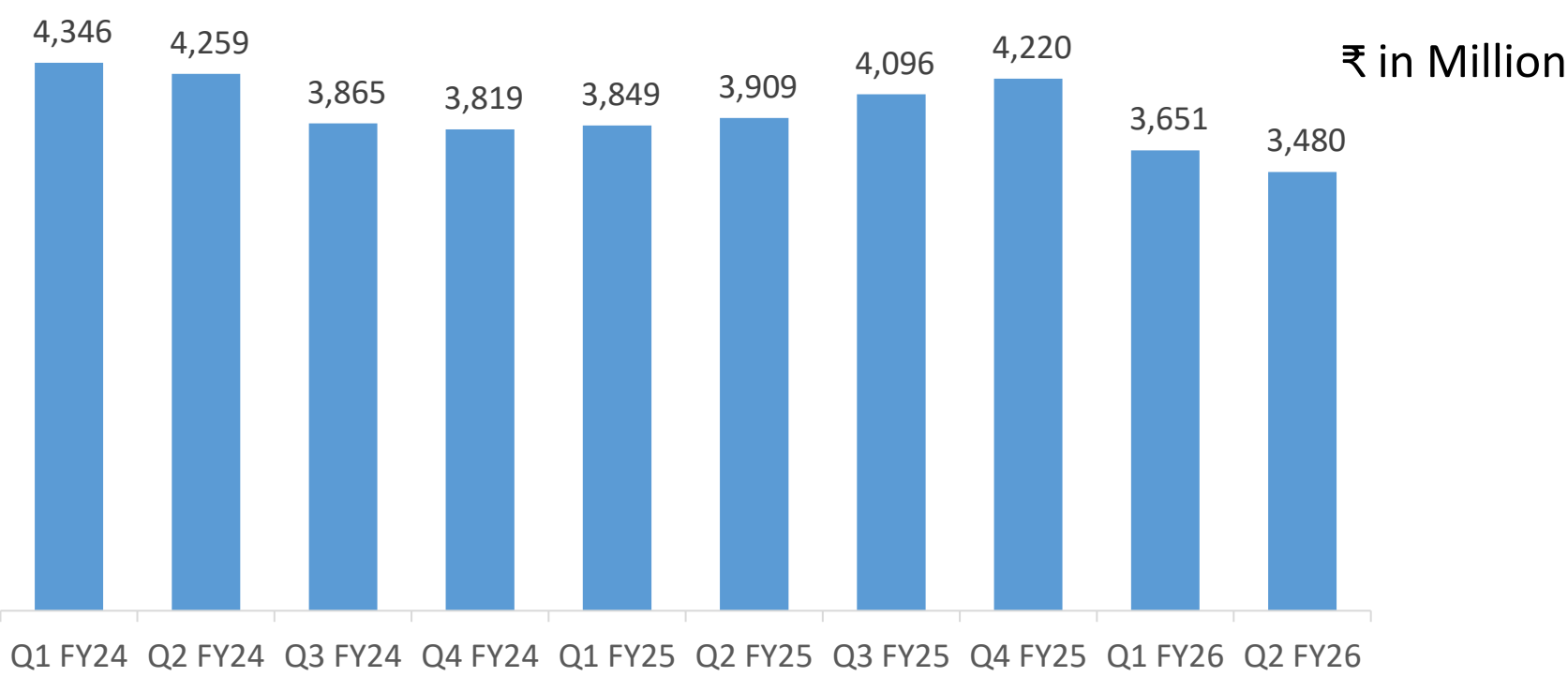


5 FACILITIES - INDIA



5 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.

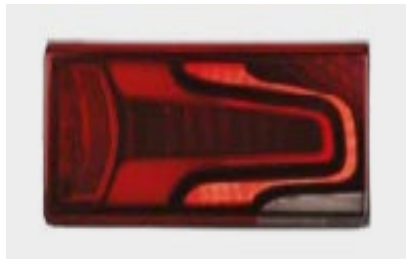


Visibility System



Headlamps

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



Signaling Lamps

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

Indication System



Winker

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



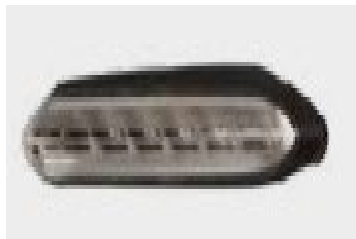
Projector Modules

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



Specialty Lighting

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



Blinker

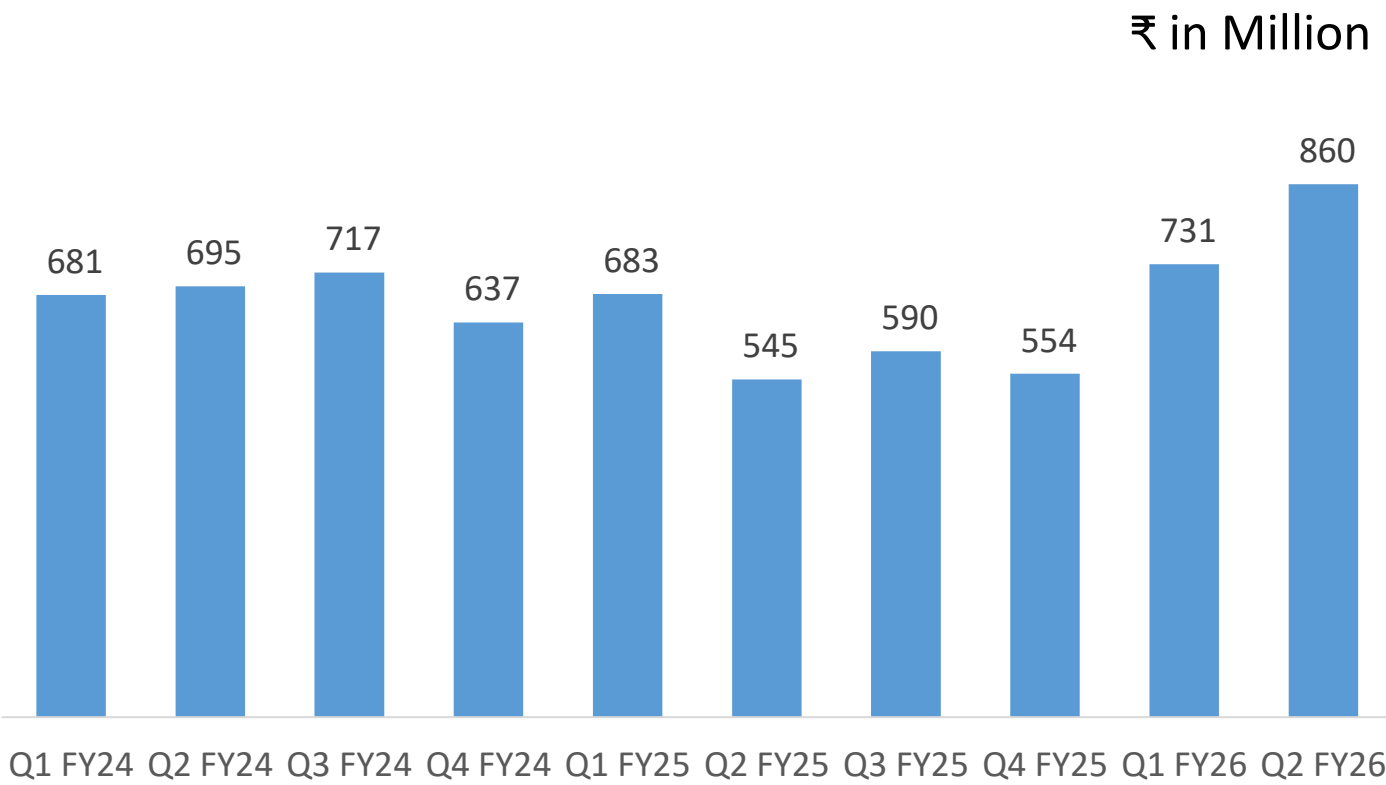
Reduce power use by 20% and respond faster. Smart modules adapt brightness to conditions, while sequential indicators enable safer, quicker lane changes.

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



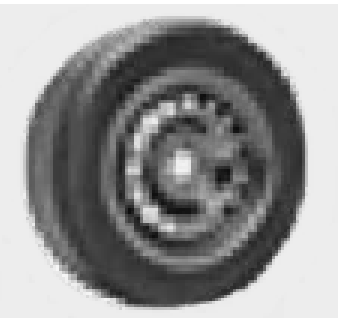
Digital Instrument Cluster

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



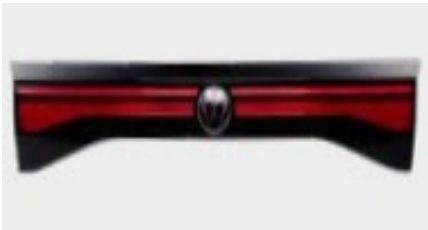
14 FACILITIES - INDIA

- 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.

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



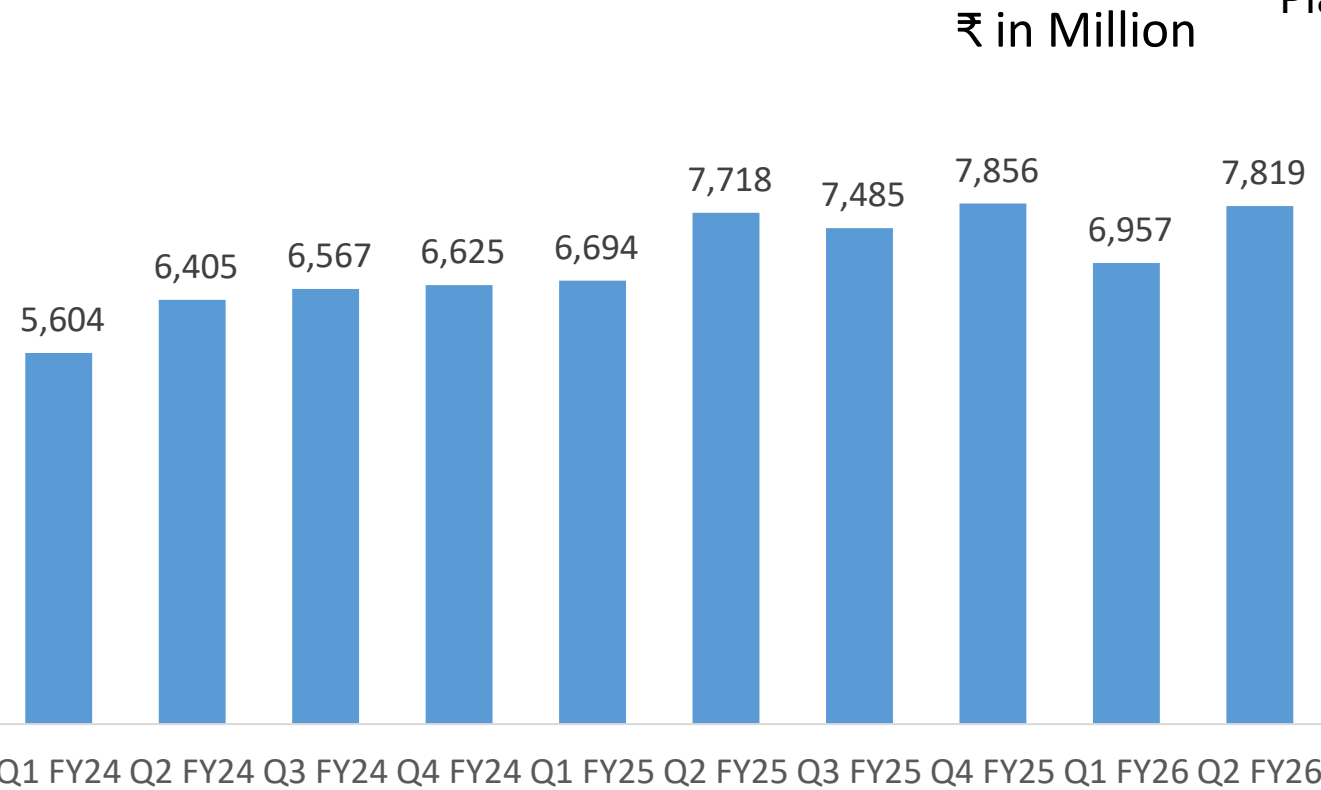
Air Filter Assembly
In-house development with submicron filtration, sound-reducing resonators, & dust/oil separation for longer engine life



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.

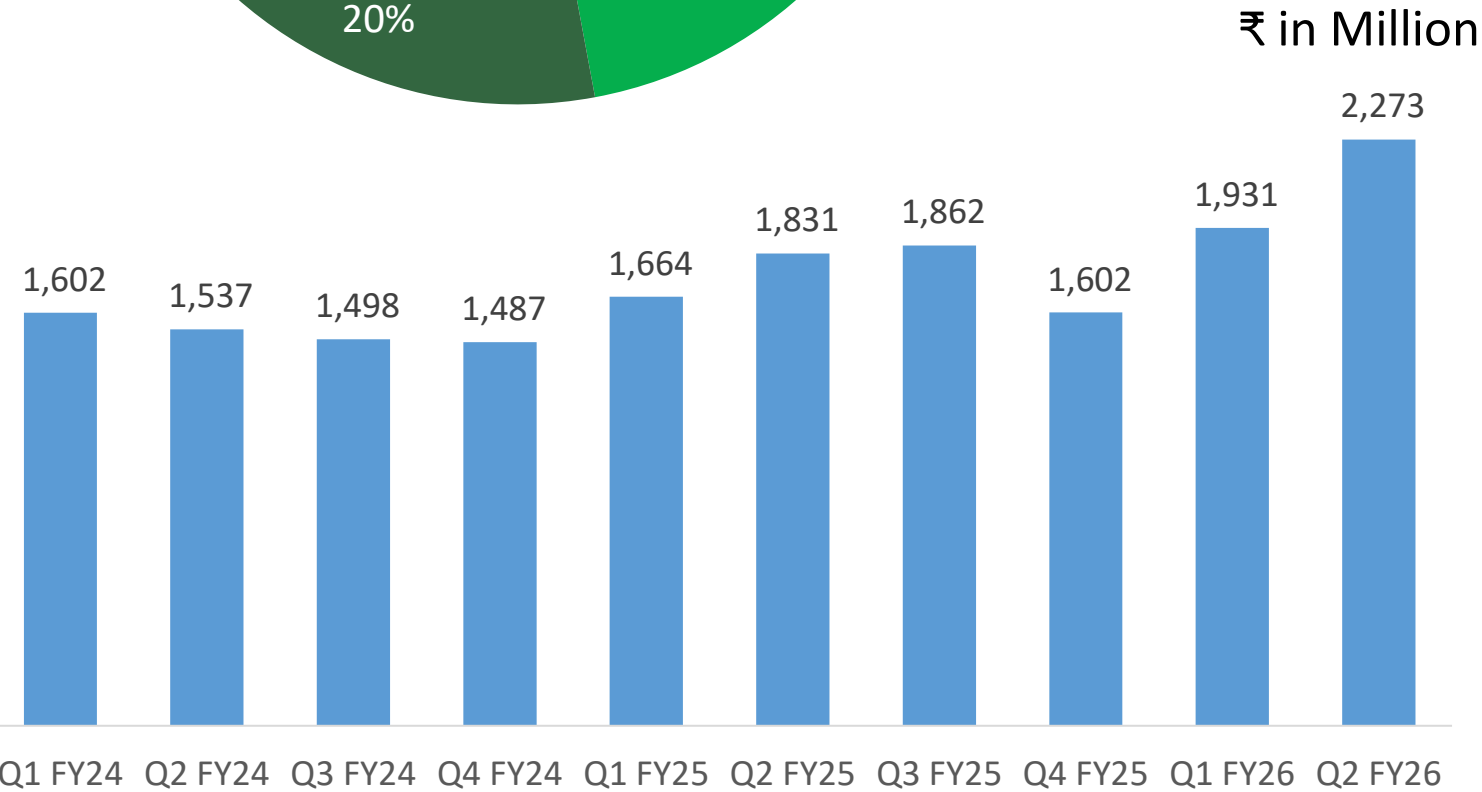
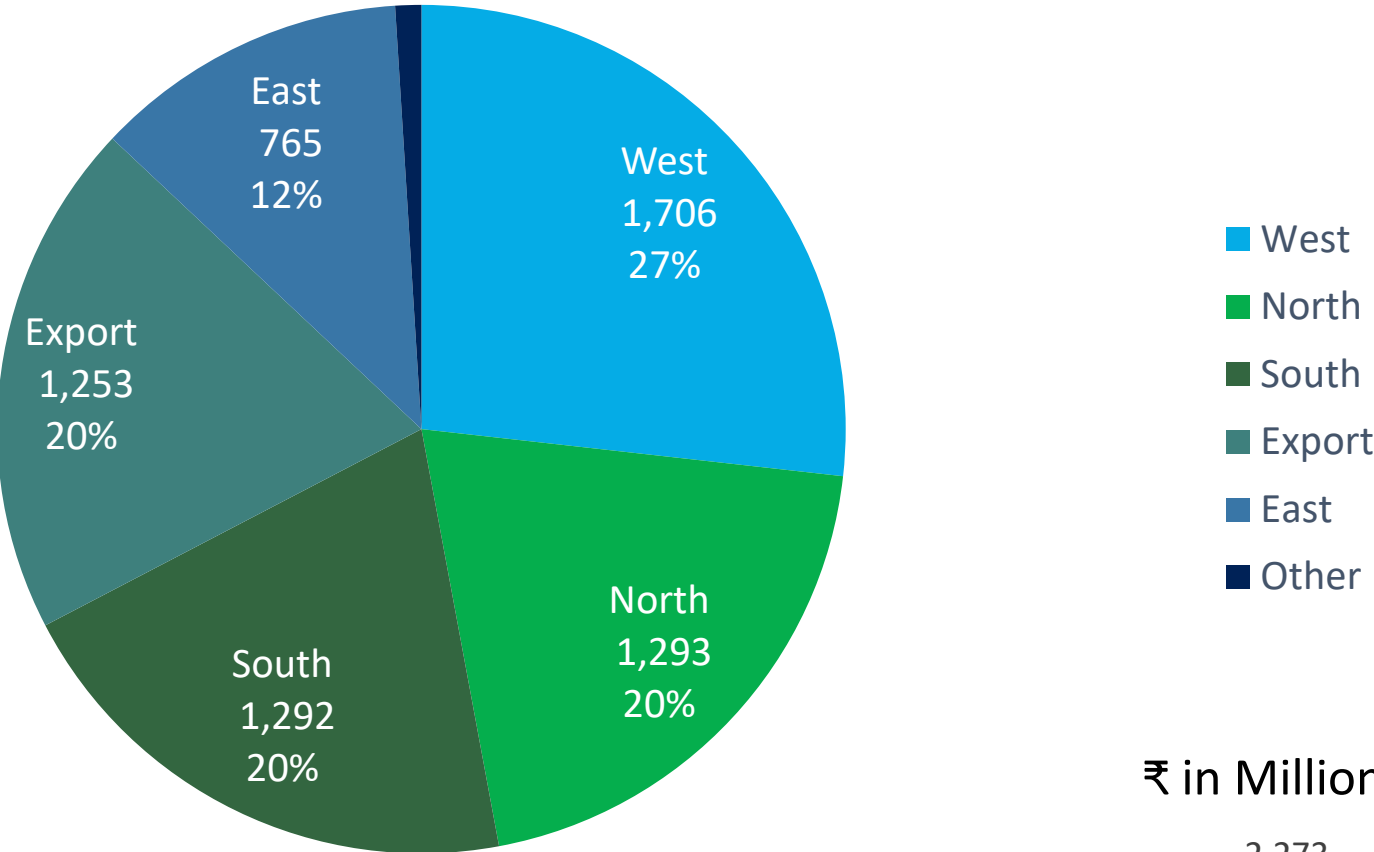


Powering India's Mobility: Aftermarket



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.



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



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



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

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



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.'

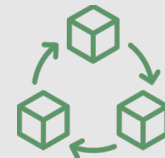
1. SUSTAINABLE PRODUCTS

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

- **30%** Renewable energy contributions. Commitment to increase to **50%** in coming years.
- We generated **52.7 Million units** of renewable energy in FY25 which is equivalent to avoiding **38,315 tonnes of CO2e emissions** in the atmosphere.



GHG EMISSIONS

- **110** Energy efficiency and Energy conservation projects/Kaizens implemented in FY23.
- Approx. 5 Lakhs Electricity units savings achieved in FY23 which is equivalent to approx. **400 tCO2e**.



WASTE MANAGEMENT

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



EHS

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



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.



**1,24,261
sq. meters**

Area cleaned

**50,776
sq. meters**

Area greened

**1,03,851
Saplings**

planted

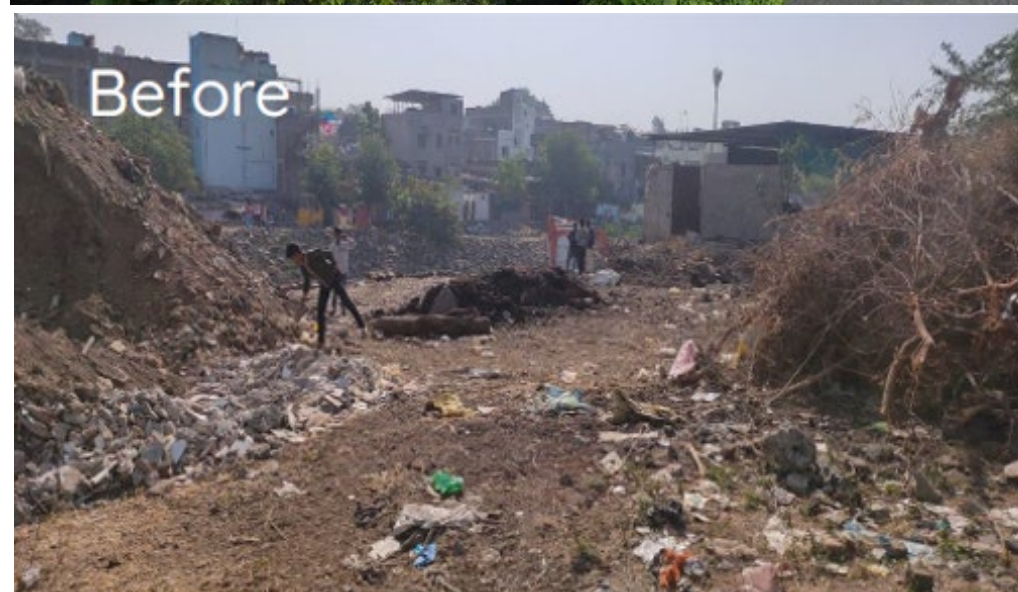
**5,380
meters**

Banks pitched

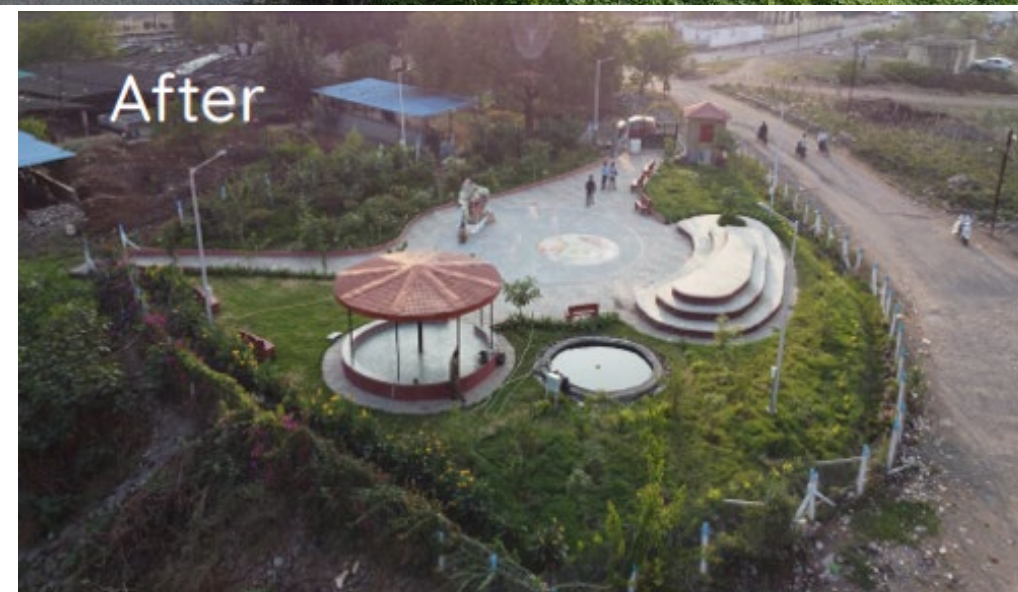
**182 Events held and
22000+ citizens engaged**

As a part of citizen engagement programmes

**Accelerated waste
collection efforts in
the city**



Before



After

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