

VA TECH WABAG

Investor Presentation November 2015



CUSTOMER FOCUS



TECHNOLOGY & INNOVATION



TOTAL WATER SOLUTIONS



GLOBAL FOOTPRINT



ENGINEERING EXCELLENCE



ECOLOGICAL BALANCE

SOLUTIONS THAT **SUSTAIN LIFE**

Safe Harbour

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Business Overview





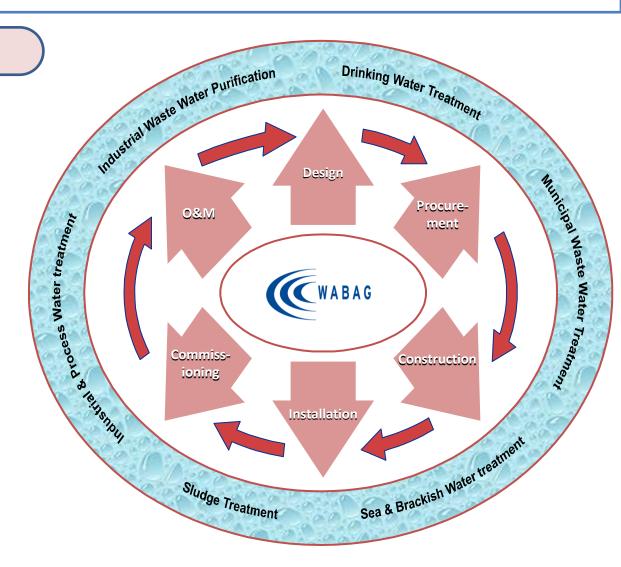
Complete Water Treatment Solution Provider...

- ✓ Provides a complete range of Water and Waste Water Treatment solutions
- ✓ Offering spanning across Municipal Drinking Water, Municipal Sewage, Industrial Water, Industrial Effluents, Desalination and Recycle
- **✓** Technology focused company Owns more than 100 patents
- ✓ R&D centers located in India, Austria and Switzerland
- ✓ Indian Multinational player in the water treatment industry
- ✓ Strong execution track record More than 2300 projects in last 3 decades
- ✓ Professionally managed Company with Promoters having an average of 30 years work experience in the industry



Offering a complete range of solutions across project lifecycle

- ✓ Pureplay water company
- ✓ Catering to both Municipal & Industrial customers
- ✓ Offerings span acrosssegments of water treatment
- Range of services from concept / design stage to implementation to operations of plant





Led by ambitious professionals

Promoter Group



Rajiv Mittal (Promoter) - Managing Director & Group CEO

- Visionary, entrepreneur & a sound water technologist having 32 years of experience in the industry. Started water business in India for Wabag in 1996.
- Managing Director since 2000; under his leadership the Company has witnessed management buyout followed by manifold growth.



S. Varadarajan (Promoter) – Director & Chief Growth Officer

- Seasoned professional with over 29 years of experience of which 19 years in water industry with Wabag.
- Had been the CFO of Group until 2015 with a very successful IPO behind him. Recently taken charge as Chief Growth Officer to position the company for its ambitious growth.



Shiv Narayan Saraf (Promoter)

- 42 years of experience in the water engineering industry of which 15 years with Wabag
- Currently Advisor, Project Execution and Construction Management for India Cluster. Was formerly heading Project execution in Wabag



Amit Sengupta (Promoter)

- A water technologist with 37 years of experience in water engineering industry of which 14 years with Wabag
- Currently Advisor, Corporate Strategy and Global Marketing.
 Formerly was business head and head of S&M, corporate strategy functions in Wabag

Independent Directors



B D Narang – Non Executive Chairman of the Board

- Veteran Banker with over 32 years of banking experience who retired as CMD of Oriental Bank of Commerce.
- Was a member for various high profile committees. nominated by Reserve Bank of India and Ministry of Corporate Affairs



Jaithirth Rao - Independent Director

- Has more than 20 years of experience in Banking Industry. An entrepreneur & formerly Founder, Chairman and CEO of Mphasis.
- Seasoned veteran in consumer and corporate financial services .
 Passionate teacher in leading Management Institutes on International business and finance.



Malay Mukherjee - Independent Director

- He has over 40 years of experience in mining and steel industry.
 Formerly CEO of the Essar Steel Group. He was instrumental in creation of the largest steel company namely Arcelor Mittal
- Member of Academy of Natural Science & life member of Indian Institute of Metals.



Sumit Chandwani - Independent Director

- 20 years of experience in private equity, structured finance and project finance. Currently Partner of Arth Equity Advisors LLP
- Formerly President of the Private Equity business of ICICI Ventures



Revathi Kasturi - Independent Director

- Over 30 years experience in leadership, Training and developing young minds for corporate world.
- Formerly Chief Executive Finance Solutions Wipro Technologies. Currently Director & CEO of Lagsh Job Skills Academy.



Led by ambitious professionals



Parthasarathy Gopalan -Group CFO

- 23 years experience across three diverse organizations including 13 years in Ford Motor company as CFO & Director.
- Currently with Wabag from Sep 2015 as CFO of the Group.
 Previously was COO in CRH plc.



Patrick Andrade - Chief Operating Officer - India Cluster

- Water technologist with 30 Years of experience in the Industry;
 Previously worked in senior positions in Thermax and Aquatech
- Played key role in developing the Industrial Water Business in India as Head of SBU for Industrial water



Erik Gothlin - MEA Cluster Head

- 25 Years of experience in the Industry of which 6 years in Wabag as MD & Head of Europe Region. Currently Heads Middle East and Africa Cluster.
- Previously held various management positions in ABB, Westermo Teleindustri and Chromalox Group.



Arnold Gmuender – COO, Wabag Switzerland & Regional Head SEA & China

- Seasoned Water Technologist with 35 years of work experience in the water industry large part of which is in Wabag.
- Leads operations in Wabag Switzerland. Also responsible for development of South East Asia & China market.



Bernard Birou -Europe Cluster Head

- A water technologist with > 35 years of technical and managerial experience in the international water business of which 8 years with Wabag.
- Currently heads the Europe Cluster. Previously had lead Wabag in Switzerland and in Austria



Shivprasad Shukla - Head S&M - India Cluster

- 28 years of total work experience . Formerly President Business Development with Abengoa SA – Spain .
- Currently leads the Sales and Marketing function for India Cluster.



Rajneesh Chopra – Global Head – Business Development

- 30 years of work experience with more than 25 years in the Water Industry
- Previously worked with Ultimate Water Solution as CEO and with Ion Exchange India Limited as General Manager



Ravi Shankar - Global Head, Human Resources

- More than 34 years of industry experience in HR, Organization Development, business excellence and change management.
- Currently Head-Global HR in Wabag. Was formerly heading HR function in leading multinational in India.



Nurturing Entrepreneurial Talent



Colerridge Shelley
Director,
WABAG Philippines

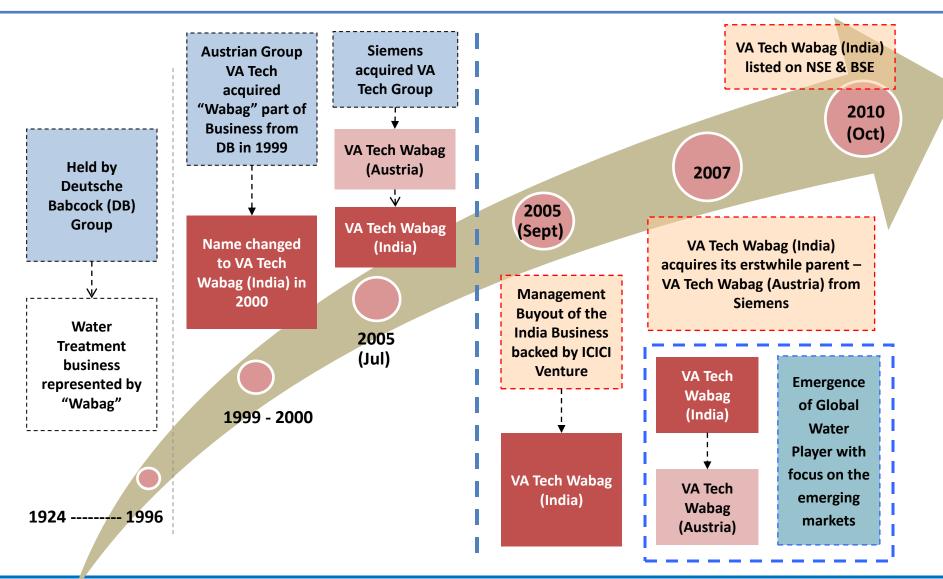


Erwin Mötz Managing Director, WABAG Romania



Mahmut Gedek
Managing Director,
WABAG Turkey

Management Buyout followed by Acquisition of erstwhile Parent...





... Strengthen the Positioning in Water Treatment Sector

Wabag Austria acquisition brought along...

Technical Know-how – Access to over 100 Patents & Experienced Manpower

Perennial Rights to "WABAG" brand - Established in 1924

Project References in more than 19 countries helps P/Q

Access to Global geographies

.... facilitated to Achieve

Growth in India Business

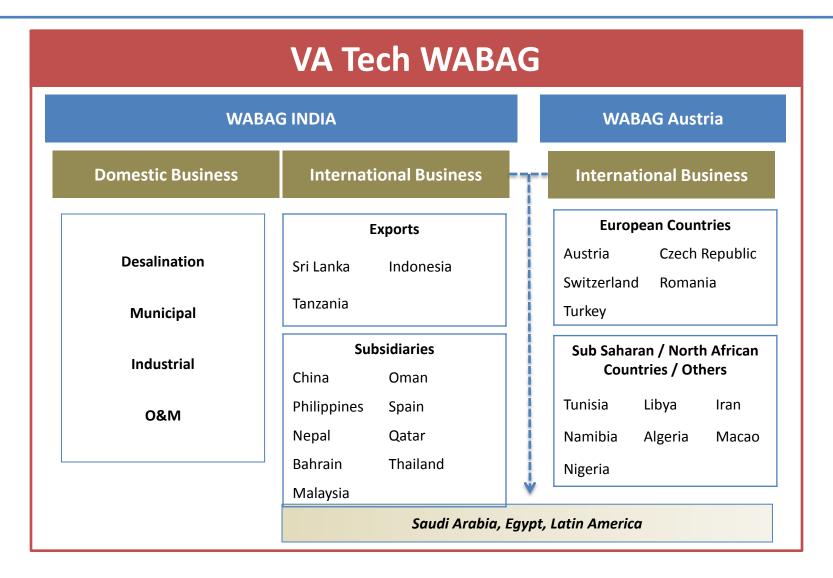
Revenue grew around 4 times From Rs. 332 Crs to Rs. 1,220 Crs

Acceptance of WABAG INDIA in Overseas market

Opportunity to leverage Low Cost Economic Advantage in Global market



Current Business Structure





Our Key Strengths



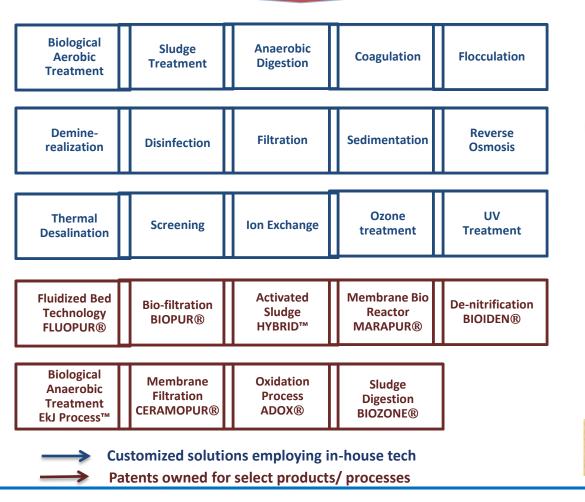
100 MLD Desalination Plant, Chennai, INDIA

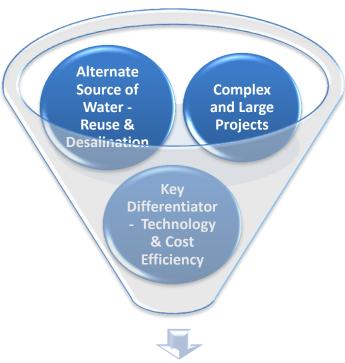


Use of Advanced Technology & R&D...

Advanced Technology & Patented Products/Processes

High quality treated water – Technology is the deciding factor





ADVANCED EUROPEAN TECHNOLOGY

@ LOCAL COST



Asset Light Business Model

Design & Engineering

- Critical for cost optimization
- Approvals to match customer requirements

Technology

- In-house to ensure compliance with designs
 - Combination of Proprietary & Bought out Technology
 - Testing, Quality
 Control

Civil Construction (Outsourced)

- Mostly outsourced to dedicated Contractors
- Ensures low asset base
- Allows to focus on core competencies

Operation & Maintenance

- In-house to ensure quality performance
 - High Plant Operation Efficiency
 - Least Downtime
- High EBIDTA segment

Our Strengths

- Ability to handle large and complex projects
- Execution skill for high value projects & in emerging geographies
- Strong Balance Sheet
- Asset light & Cash generating business

Focus on 'Value-Added & High Margin' work processes; Limits investment in Asset Base



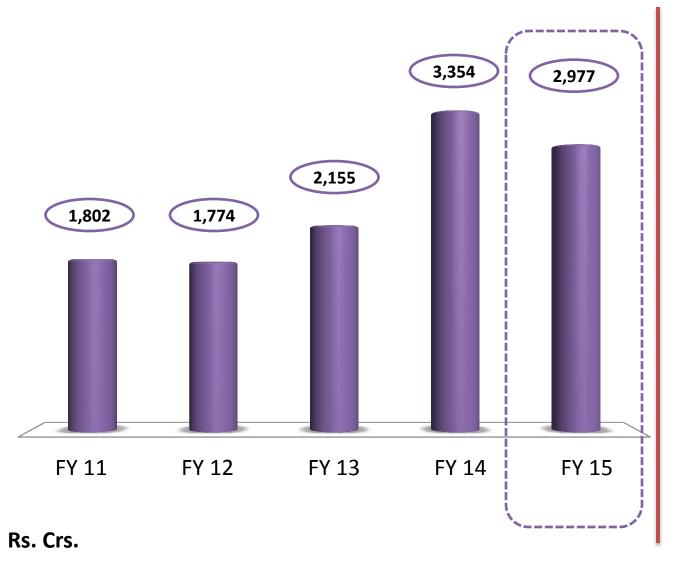
FINANCIAL HIGHLIGHTS



Waste Water Treatment Plant, Turkey



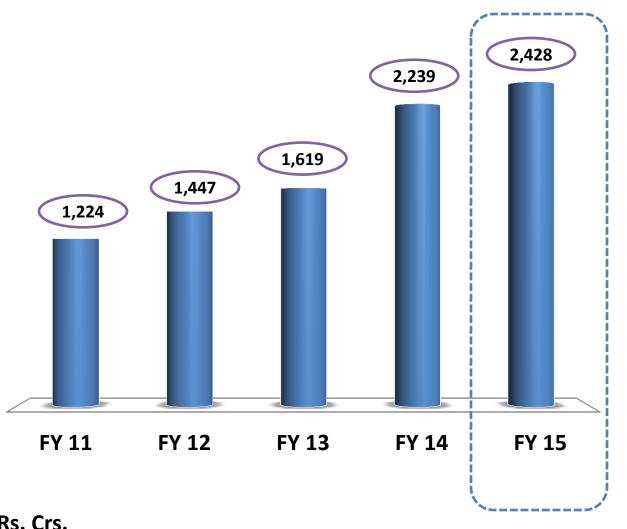
Yearly Order Intake



- Focused approach leads to securing good orders in Challenging market
- Diversified presence helped in mitigating geo-political risks
- Euro depreciation
 has led to lower
 Order intake number
 than guidance



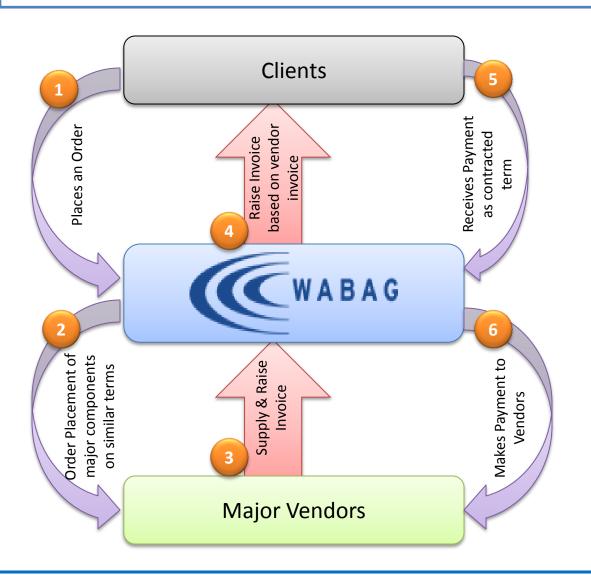
Robust Revenue Growth



- Achieved Forecasted revenue on local currency terms
- > Euro depreciation has led to lower revenue in INR terms due to translation
- Postponement of Order Intake led to reduction in Book & Bill revenue



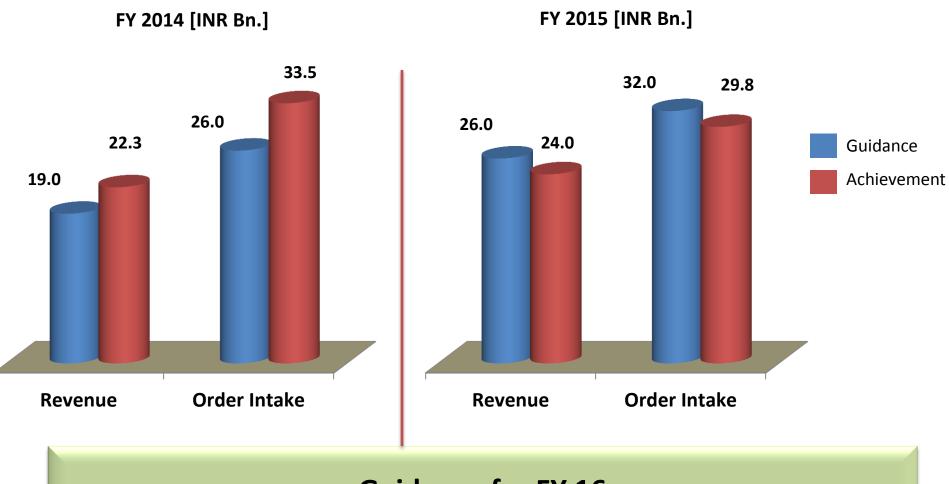
Working Capital Cycle



- Why are the Receivables & Payables higher on Balance Sheet date?
 - Q4 generally accounts for 40-45% of annual turnover
 - Invoice raised & recognized as Revenue that appear in Receivables, are not due for payment as per contract
 - The above applies to
 Payables to major Vendors
 too
 - Receives and makes
 payment as per contracted
 terms in due course of
 time



Annual Guidance

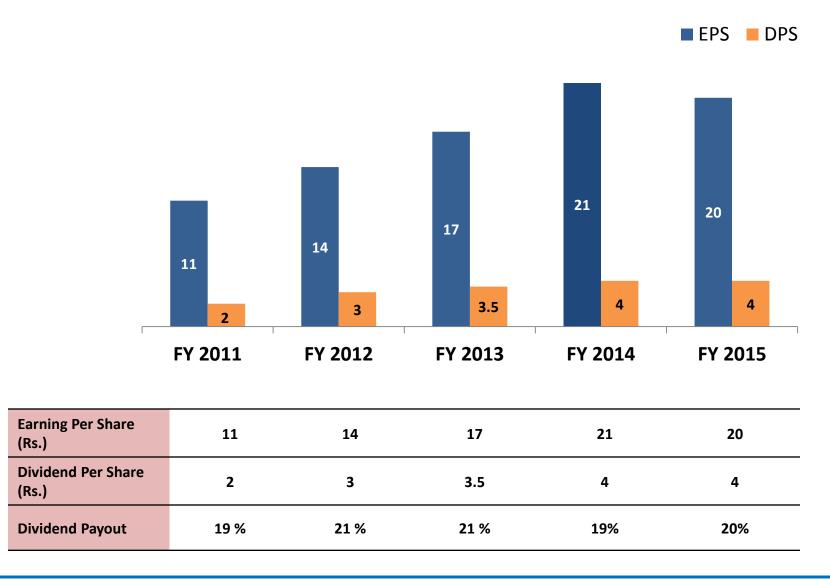




Revenue: INR 28 – 30 Bn. & Order Intake: INR 35 – 37 Bn.



Dividend Pay-out





Strategic Geographical Spread

Europe

- R&D Centre over 100 patents
- Low working capital
- References for global business
- Technology Centre for advanced technologies in waste water

Middle East

- >50% of Desal market in Saudi
- High potential for advanced technologies
- Competitiveness through Indian support



Africa

- Largely untappedemerging economy
- Competitiveness through **Indian support**





India

- Low cost of Operations
- Technology Centre for Industrial business and desalination



- Largely untapped Emerging economy
 - Competitiveness through Indian support



Q2 & H1 Performance



RESULTS OVERVIEW – Standalone Profit and Loss

INR Millions	Q2 FY16	Q2 FY 15	YoY %	H1 FY16	H1 FY 15	YoY %	FY15
Income	3,245	2,339	38.8%	5,784	3,590	61.1%	12,201
Other Operating Income	31	22	40.8%	58	66	-12.1%	132
Cost of Sales	2,620	1766	48.3%	4,384	2,524	73.7%	9,423
Total Cost of Operations (TCO)	281	359	-21.7%	787	781	0.7%	1,375
EBITDA	376	236	59.5%	670	351	91.2%	1,537
EBITDA margin	11.6%	10.1%		11.6%	9.8%		12.6%
Net (Gain) / Loss on Forex	-53	7	-854.3%	-55	-3	2116.0%	44
Interest & Finance Charges (Net)	34	20	64.7%	46	31	46.2%	58
Depreciation & Amortization	30	33	-8.7%	62	9	584.4%	75
Tax	126	59	115.0%	213	105	103.2%	456
Profit After Tax	239	116	105.1%	405	208	94.8%	904
PAT margin	7.4%	5.0%		7.0%	5.8%		7.4%

- Good opening backlog and increased focus on project execution has resulted in growth of Sales and EBITDA.
- Cost of Sales vary quarter on quarter depending on the mix of projects
- Tight control of overheads has led to reduction in TCO and higher EBIDTA. Reduction in provision for receivables as per Company receivable policy of INR 22 Mn lead to reduction in other expenses in TCO
- Increase in Finance Charges largely due to reduction of interest income.



RESULTS OVERVIEW – Consolidated Profit and Loss

INR Millions	Q2 FY16	Q2FY 15	YoY %	H1 FY16	H1 FY 15	YoY %	FY15
Income	6,014	5,061	18.8%	10,571	9,042	16.9%	24,284
Other Operating Income	10	8	25.3%	19	38	-51.6%	68
Cost of Sales	4,890	3,971	23.1%	8,393	6,920	21.3%	19,098
Total Cost of Operations (TCO)	695	770	-9.8%	1,634	1,627	0.4%	3,142
EBITDA	440	329	33.9%	563	534	5.5%	2,112
EBITDA margin	7.3%	6.5%		5.3%	5.9%		8.7%
Net (Gain) / Loss on Forex	-25	-17	46.2%	-23	-60	-61.9%	17
Interest & Finance Charges (Net)	109	62	76.2%	180	120	50.2%	315
Depreciation & Amortization	53	55	-4.0%	104	89	17.6%	109
Tax	149	87	71.8%	246	135	83.0%	566
Profit After Tax	154	142	8.6%	55	251	-78.0%	1105
PAT margin	2.6%	2.8%		0.5%	2.8%		4.5%
Share of Profits from Associates / MI	-8	14		-7.6	7		-4
Net PAT	146	156	-6.2%	48	258	-81.5%	1101

- Euro depreciation of 12%, delay in Nepal project due to local conditions, Oman project nearing completion, many overseas projects being under engg. completion contributed to drop in overseas revenue in Q2.
- Increased cost of sales to extent of INR 50 Mn due to extended stay at site in the Oman desal project and in general mix of projects for the quarter.
- We have classified the site employee cost for Istanbul O&M Project in Turkey under Cost of Sales in this Quarter and accordingly aligned the numbers of prior period.
- Overheads in general were tightly controlled.
- Increase in Net Finance cost is due to Interest charges on account of Ujams BOOT Project in Namibia (was IDC during prior period) and reduction in interest income.



RESULTS OVERVIEW – Balance Sheet

Rs. Millions	Sep'15	Mar '15	Sep'15	Mar '15
	Consoli	dated	Standa	lone
Net Worth	9,275	9,026	7,298	6,862
Minority Interest	72	49	-	-
Non-Current Liabilities	2,518	3,117	1,715	2,216
Trade Payables	8,131	8,653	4,603	5,575
Other Current Liabilities	6,734	4,832	3,454	2,412
Total Liabilities	26,729	25,678	17,070	17,065
Fixed Assets	1,817	1,919	967	990
Other Non-Current Assets	3,132	2,619	3,120	2,639
Trade Receivables	15,785	14,807	9,700	9,833
Cash & Bank Balances	2,094	3,112	291	1,283
Other Current Assets	3,902	3,222	2,993	2,321
Total Assets	26,729	25,678	17,070	17,065

- ➤ Exchange rate for B/S used for Sep 15 (74.45) had 10% increase over PY Mar 15 (67.93) rate.
- ➤ Increase in Consol other current liabilities is due to increase in short term borrowings for working capital
- ➤ Increase in standalone other current assets due to increase in advances to suppliers
- Company took 6 Projects to completion during H1 CY. Separate team for project closure lead to focused attention on closing projects



RESULTS OVERVIEW – Working Capital Highlights

Rs. Millions	Sep '15	Mar '15
Current Investments	200	350
Inventories	682	470
Trade Receivables	15,785	14,807
Loans and Advances	1,666	1,063
Cash & Bank Balances	2,094	3,112
Other Current Assets	1,354	1,339
Total Current Assets (A)	21,780	21,140
Short-term borrowings	2,975	1,113
Trade Payables	8,131	8,653
Other Current Liabilities and Provisions	3,759	3,719
Total Current Liabilities (B)	14,865	13,486
Net Working Capital without Cash (NWC)	4,822	4,543
Net Working Capital without Cash (No. of Days)	59	68

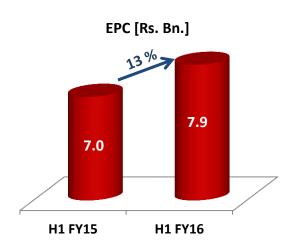
Company resorted to use its cash in Balance Sheet for Speedier execution as subcontractors and vendors face tight liquidity market situation.

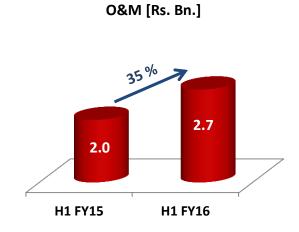
59 Days Net Working Capital excluding Cash

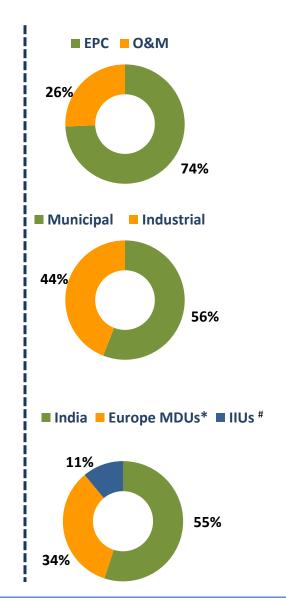


Revenue Breakup – H1 FY16

INR Millions	EPC		O&M		Total
	Municipal	Industrial	Municipal	Industrial	
Wabag India	1,820	2,955	827	182	5,784
Wabag Overseas	1,949	1,135	1,318	385	4,787
Total	3,769	4,090	2,145	567	10,571







^{*} Multi Domestic Units

[#] India International Units



Key Projects contributing to Revenue – H1 FY 16

Project Details	Revenue recognized [INR Mn]
APGENCO – BOP with Water management	1,819
Petronas RAPID ETP, Malaysia	746
■ Istanbul, Turkey O&M	712
■ Nemmeli 100 MLD Desal – O&M, Chennai	431
■ DAWASA, Tanzania – 130 MLD WTP	366
■ Dangote, Nigeria – 60 MLD RWTP	341
 Madinaty, Egypt – WWTP 	293
■ Habra, West Bengal – 147 MLD WTP	235
■ RIL ETP , C2 Complex	174
■ Izmir, Turkey – 360 MLD WTP	163



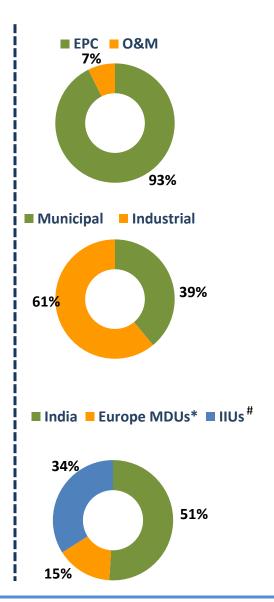
Order Book Analysis – H1 FY16



Order Intake Breakup – H1 FY16

INR Millions	EPC		O&M		Total
	Municipal	Industrial	Municipal	Industrial	
Wabag India	6,070	8,088	1,437	106	15,701
Wabag Overseas	3,918	10,466	526	193	15,103
Total	9,988	18,554	1,963	299	30,804

Key Order Received in Q2	Order Value	
Petronas RAPID ETP, Malaysia	INR 15,345 Mn	



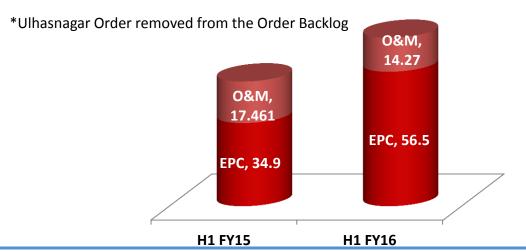
^{*} Multi Domestic Units

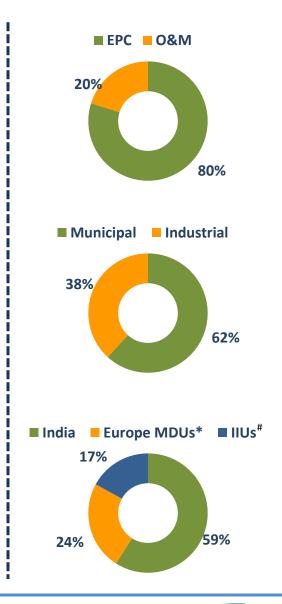
[#] India International Units



Order Book Composition – H1 FY16

Rs. Millions	EPC		O&M		Total
	Municipal	Industrial	Municipal	Industrial	
Wabag India*	15,312	15,324	10,996	269	41,901
Wabag Overseas	15,333	10,516	2,074	933	28,856
Framework Contracts					15,420
Total	30,645	25,840	13,070	1,202	86,177





^{*} Multi Domestic Units

[#] India International Units



Order Book of Rs. 70.8 Bn & Framework Contracts of Rs. 15.4 Bn

Key Contracts in Order book

	Project Details	Amt [Rs. Mn]
•	Petronas RAPID ETP, Malaysia	13,450
•	AMAS, Bahrain – 40 MLD STP	5,877
•	APGENCO – BOP with Water Management	4,670
•	Nemmeli, Chennai - 100 MLD Desalination O&M	4,071
•	OWSSB, Orissa – 100 MLD STP with O&M	2,170
•	Istanbul, Turkey O&M	2,146
•	Dangote, Nigeria – 60 MLD RWTP	1,969
•	UP Jal Nigam - 140 MLD STP with O&M	2,163
•	Habra, West Bengal – 147 MLD WTP	1,745
•	Valenzuela, Philippines - 60 MLD STP	1,633

Key Framework Contracts *

- Libya STP of Rs. 6,114 mn
- Tobruk, Libya Desal of Rs. 1,181 mn
- Polghawella, Sri Lanka, WTP of Rs. 6,761 mn

Framework Contracts won in FY 16

Al Saad, Saudi Arabia BWRO of Rs. 1,364 mn

Guidance for FY 16

Revenue: INR 28.0 Bn - INR 30.0 Bn & Order Intake: INR 35.0 Bn - INR 37.0 Bn



^{*} Contracts wherein Advance Monies/ LC awaited, hence not taken in Order Book



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