

Cera Sanitaryware Limited

Corporate Presentation

CERA

Style. Innovation. Leadership



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CERA



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Company owned experience centre

Premier Sanitaryware Company in India



Rich Legacy of
~41 years

#1
Market Leader in India for
Sanitaryware

Largest
Sanitaryware facility in
India

ZERO
Debt Company

12%
PAT CAGR
(10 year)

Rs.523 cr
Cash and Cash
Equivalents*

260%
Rate of Dividend - FY21

20 Sanitaryware
47 Faucetware
New products introduced since
April 2021

Rated AA
Long Term Debt
Rated A1+
Short Term Debt
(CARE)

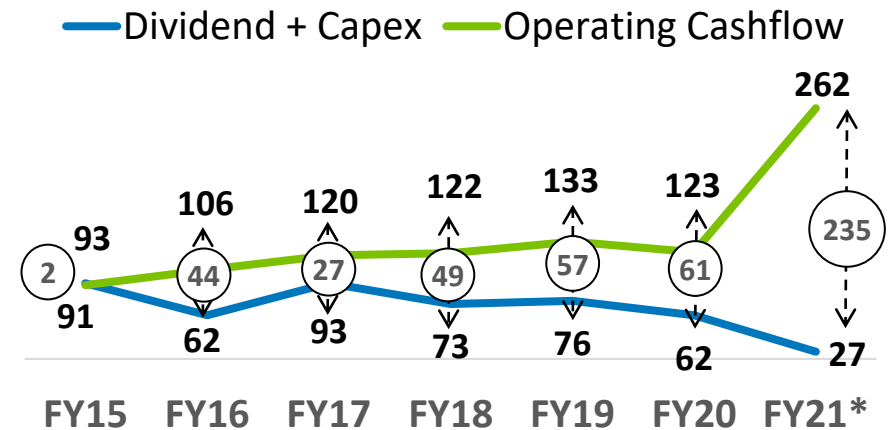
Rated AA-
Long Term Debt
Rated A1+
Short Term Debt
(CRISIL)

Note:
* As on 31st December 2021



Robust Financial Position and Protocols

<p>Zero Debt Company</p>	<ul style="list-style-type: none"> • Cash and Cash Equivalents of Rs. 523 crore; primarily liquid investments • No Contingent Liabilities for Joint Ventures
<p>Sharp Focus on Efficient Capital Management</p>	<ul style="list-style-type: none"> • Fixed Asset turnover of ~3.8x¹ • Uniform organization-wide policy to monitor receivables – credit not used to drive revenues • ERP automatically shuts down fresh supplies to dealers / customers with dues in excess of 45-60 days
<p>Free Cash Flow Positive with Robust Cash Position</p>	<ul style="list-style-type: none"> • Consistent cash generation each year • Annual Capex requirement < Free Cash flow generation • Increasing gap between annual cash flow generation less dividend outflow and capex • Regularly paid dividends for the last 30 years +



Financial Discipline is Central to the growth strategy



Witnessing high demand for touch-free, anti-bacterial & sensor-based products



Self cleaning closets, automatic sanitization, touch free taps and anti microbial products are expected to replace conventional products and form a bulk of future demand

Products for Post Covid-19 World:

- **Anti-microbial Products** – ensuring zero retention of bacteria
- **Sensor Products** – elevating hygiene through zero contact
- **Green Products** – ensuring conservation of water



- Nano glazed surface ensures utmost hygiene
- Stain resistant & water repellent
- Scratch resistant



- Single flush cistern with Anti-microbial knob



- Antibacterial Seat Cover



- Wall mounted sensor tap

- Deck/table mounted sensor tap



- Deck/table mounted sensor tap



Witnessing high demand for touch-free, anti-bacterial & sensor-based products

Products for Post Covid-19 World:



CARLTON RIMLESS

- Trap glazed – Better hygiene and improved flushing
- Rimless – easy to clean, better hygiene
- Saves upto 35% water (3.9/2.3 LPF)



CARNIVAL RIMLESS



CUTINA

- Trap glazed – Better hygiene and improved flushing
- Clean rim – Prevents splashing, easy to clean and hygiene

CERA



CONVENTIONAL RIMLESS

- Better hygiene for every home



Promoters



Mr. Vikram Somany
Founder and CMD

- B.Sc., FCMI (U.K.)
- Founded the business in 1980
- Deep industry knowledge and experience
- Hands on involvement
- Initiation and execution of strategy
- Drives High Governance Standards



Mrs. Deepshikha Khaitan
Joint Managing Director

- B.Sc. Hons. (Economics), LLB
- Actively associated with CERA for over 8 years
- Involved in Design Innovation, Product, R&D, Channel Outreach and Sales
- Driving equal focus on profitability & product development

Leadership Team

Mr. Anupam Gupta Executive Director (Technical)

- BE in Electrical Engineering and MBA
- Over 30 years of industry experience, - has been a part of various industries like Cement, Textiles, Chemicals and Ceramics; - spending last 17 years in Aditya Birla Group
- Responsible for all aspects of manufacturing activities at Cera



Ayush Bagla Executive Director

- B.A (Business) from Franklin & Marshall College, USA
- 24 year experience in Fund Management and Private Equity
- Managing Investor Relations & Strategic Planning initiatives at Cera



Mr. Rajesh B Shah CFO / COO (Fin. & Comm.)

- B.Com & ACA; experience of 34 years
- 34 Years with CERA
- Leads Finance, commercial, banking, budgeting and cost control functions at Cera



Mr. Mahesh Kumar Taparia Dy. CFO

- M.Com, LLB, ACS, ACA
- Experience of 20 years in Corporate Banking, Risk, Treasury, Capital Market, Compliance; - has been a part of Corporate Banking team of HDFC Bank for 18 years



Mr. V Krishnamurthy President – Marketing

- Over 25 years of industry experience
- Was conferred with the “Most Influential Global Marketing Leader” award in Nov. 2019 by the World Marketing Congress
- Responsible for all procurement, vendor relations, devising and execution of media, marketing and positioning strategies at Cera



Mr. Rahul Jain Vice President – Marketing

- Extensive experience in the Sanitaryware and Faucetware industry
- Responsible for the marketing function and other consumer relevant innovations that deliver measurable improvement in brand equity and market share at Cera

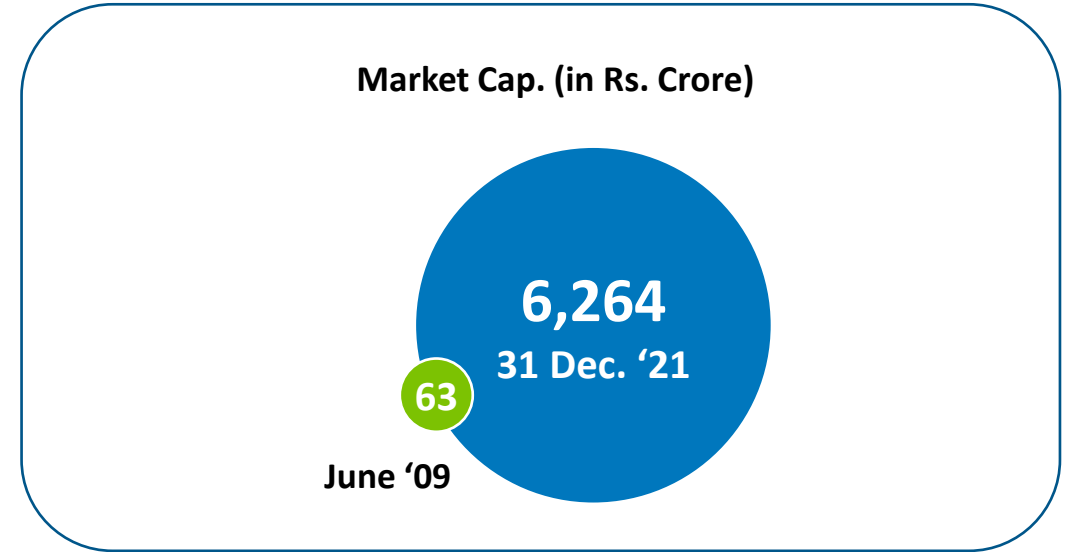
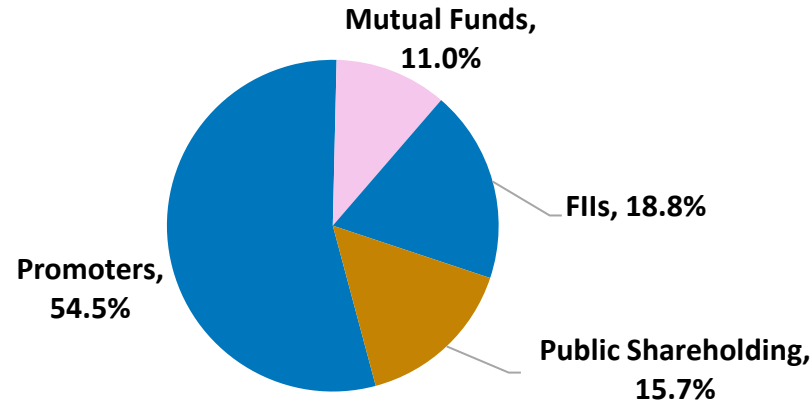


Mr. Ajay Jain Vice President (Faucetware Division)

- BE Mechanical Engineering
- Experience of 23 years; - has been a part of companies like HSIL, Kohler India and Hindalco in the past
- Responsible for all aspects of Faucetware manufacturing at Cera

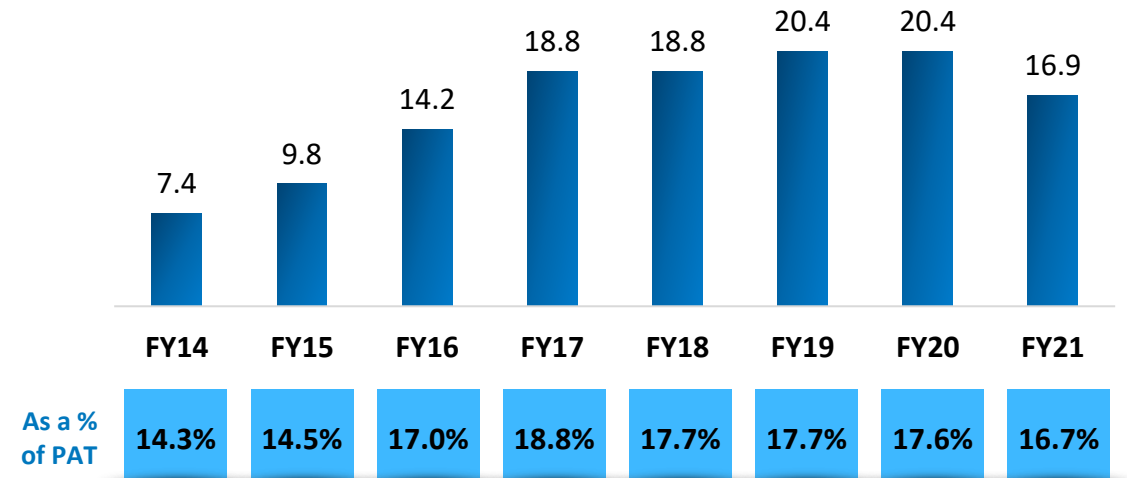


Ownership and stakeholder value creation



Key Institutional Shareholders	As on 31 December, 2021
Nalanda India Equity Fund Ltd.	10.0%
UTI	4.3%
Government of Singapore & Monetary Authority of Singapore	3.8%
DSP Small Cap Fund	3.6%
L&T MF	2.5%
HDFC Life Insurance Company Ltd.	1.4%
Vijay Kedia	1.0%
Canara Robeco	0.9%
Grandeur Peak Emerging Markets Opportunities	0.9%
Motilal Oswal	0.8%
Emerging Markets Core Equity Portfolio	0.5%
Shinsei UTI	0.3%
IDFC Emerging Businesses Fund	0.2%
UPS Group Trust	0.2%
Dovetail India Fund	0.2%
Other Institutional Shareholders	1.8%
Total	32.4%

Dividend Distributed (Rs. cr.)



Large-Scale and Optimized Manufacturing

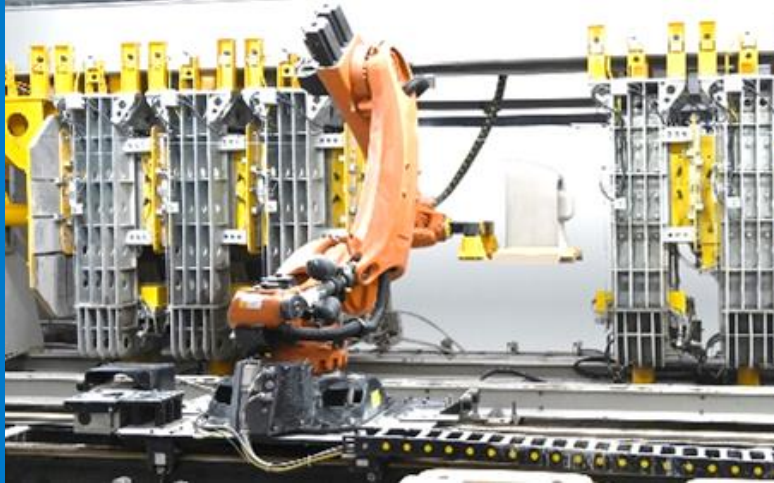
CERA



Quality Control and Process Excellence.. 1

Rapid Technology Adoption –Robotics for Sanitaryware and Faucet Finishing

Sanitaryware
Robotic
Pressure
Casting:



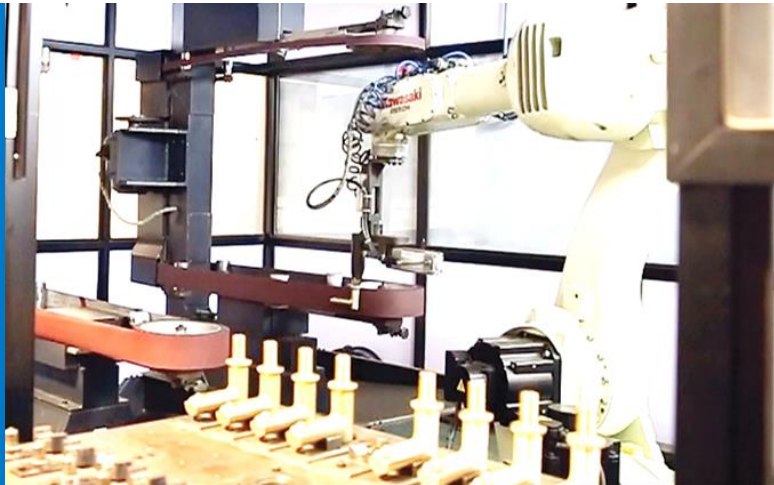
For
producing
high end
sanitaryware
in large
quantities

Sanitaryware
Robotic
Glazing:



For uniform
and faster
glazing
ensuring
smooth
surface with
minimum
wastage

Faucet
Robotic
Surface
Grinding:



Helps in
uniform coat
of
chromium
plating that
will lead to
surface
endurance

Faucet
Peeling
Machine:



For
impeccable
body finish

First Indian sanitaryware company to implement ISO 9002 and ISO 14001 certifications for Quality Management Systems and Environment-friendly Manufacturing Systems

Quality Control and Process Excellence.. 2

R&D Facilities lead to better ergonomics designs

Latest R&D
Centre and QC
Lab
(Approved by
IAPMO)



Products
rigorously
tested for
quality before
they reach
markets



Sanitaryware
Mould Making



Mould are
crafted with
design and
technology in
mind by mould
designers

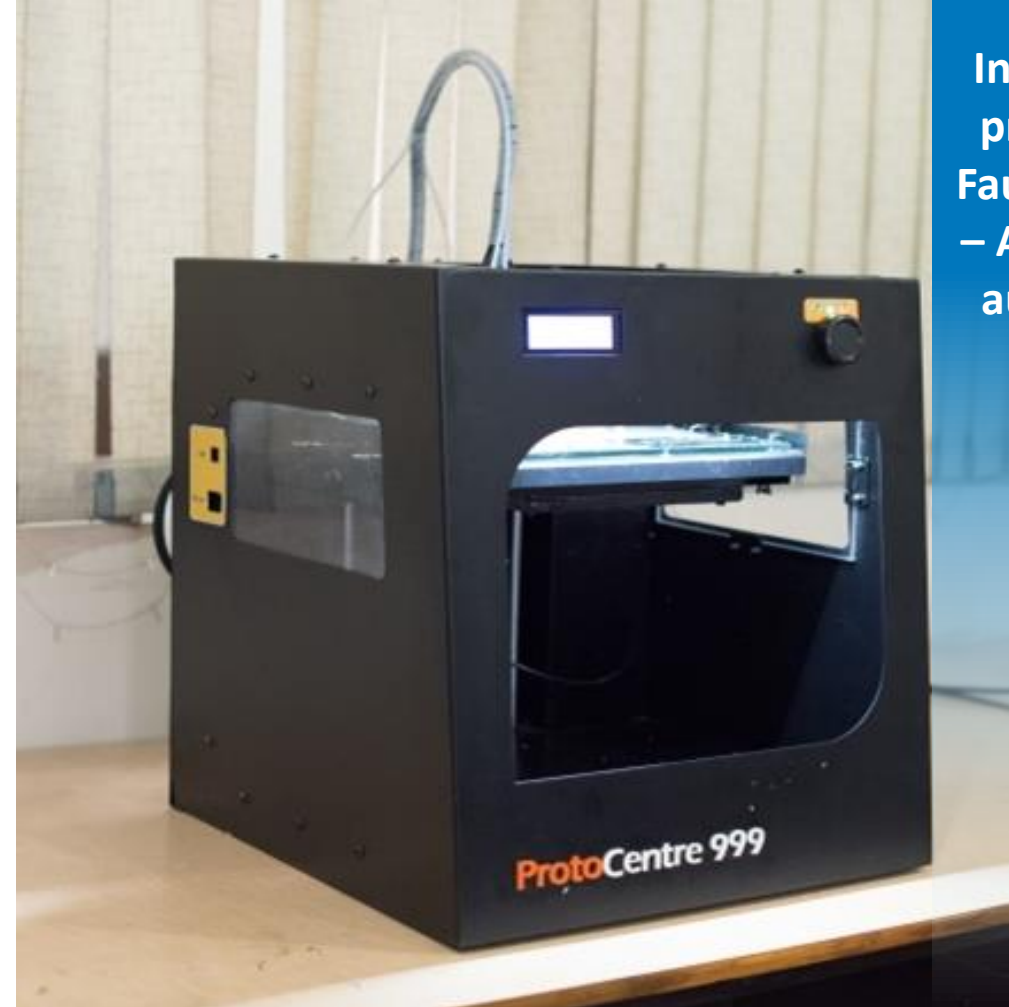


Design Excellence and deep technology imprint

First Sanitaryware Company to design and install 3D printers



Installed 3D printers for Faucet design – A complete automated design process

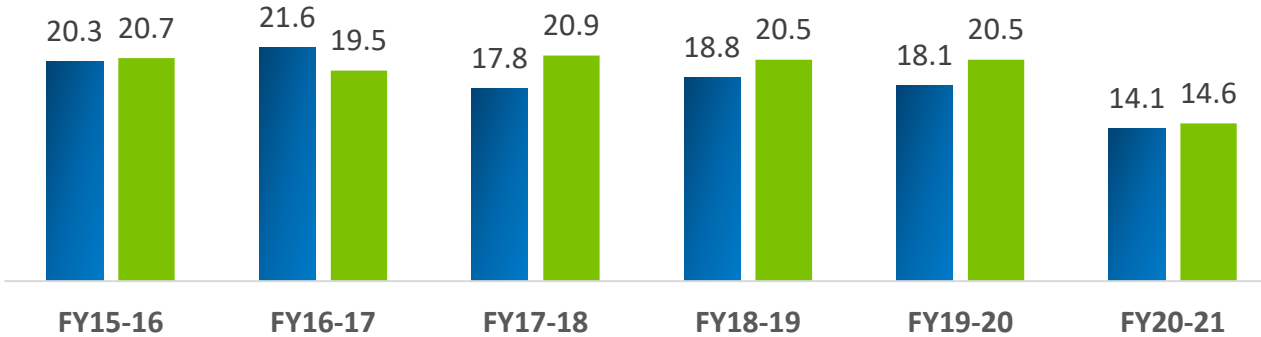


Successfully installed 3D printers which has considerably shortened the duration for conversion of concept into launch for new designs

Concerted Focus on ESG... 1

Annual Green Energy Generation & Consumption Mill KWH

■ Generation ■ Consumption



Environment

- Sustainability is at the heart of CERA's being. Amongst various initiatives:
 - Non-Conventional Energy generation via wind and solar was initiated in the year 1995
 - Capacity of Non-Conventional Energy generation of the company is 10.325 M.W
 - Sanitaryware and Faucetware plants in Gujarat meet 90% of the energy needs through non conventional captive generation
 - 100% of Sanitaryware production energy needs met through natural gas
 - Natural gas being procured at open market pricing and isolated wells at substantially lower prices
- Appreciated and acknowledged by customers as a completely sustainable and 'green' Vendor

Concerted Focus on ESG... 2

Social

- CERA is involved in various social welfare activities and has always considered social contribution a primary objective
- Encouraging of diversity of religion and gender in the organisation
- Regularly undertakes Education Programmes, Health Programmes, Skill Development classes and distribution of scholarships under its CSR programme



Governance

- Adhering to Best Corporate Governance Practices since inception
- High Ethical standards followed in dealings with all stakeholders
- Clean Balance Sheet: No major qualification by Auditors in the Company's history



Strong Brand Promise

CERA

- CERA's product portfolio encompasses every aspect of the price and design matrix

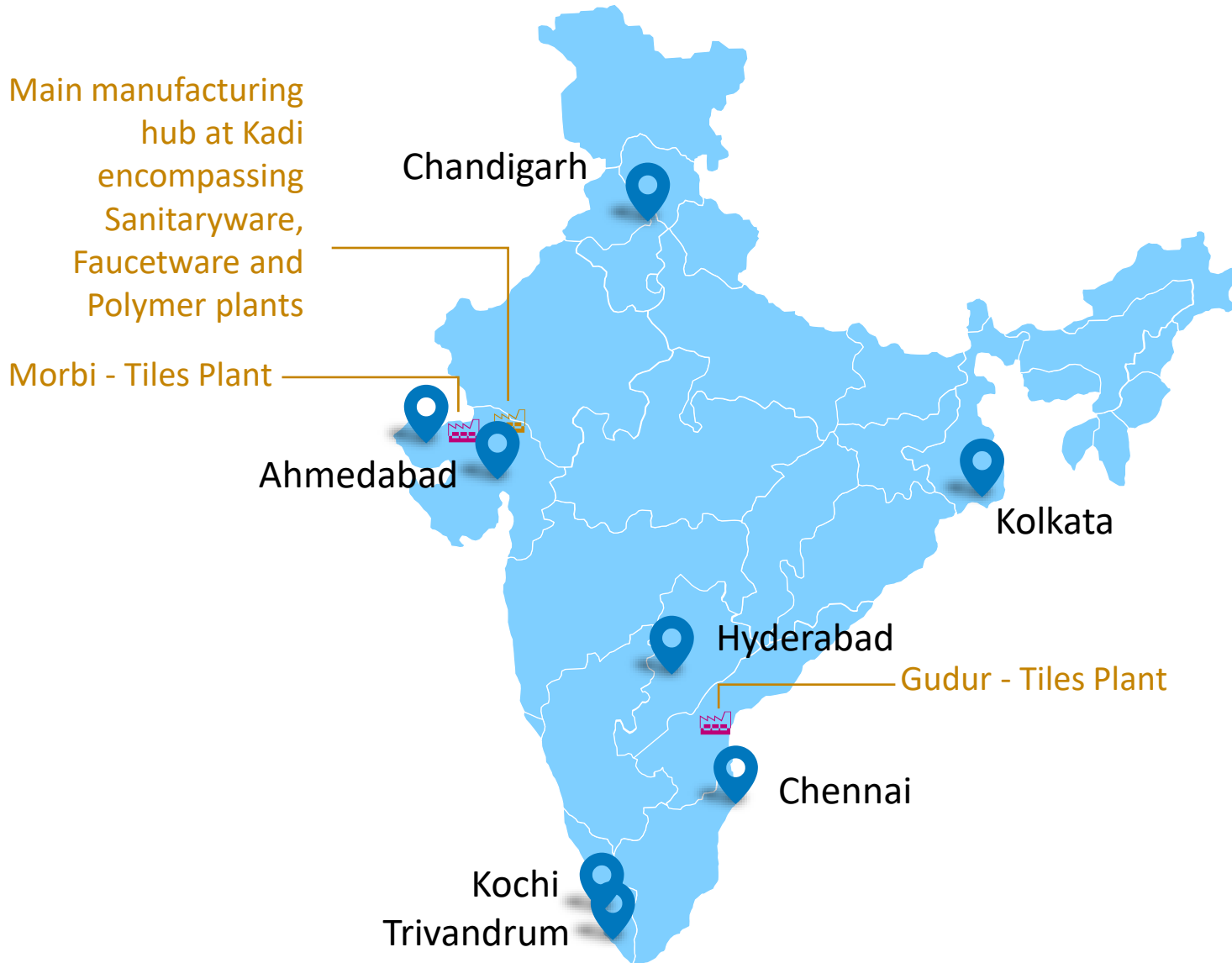
- Niche brands for deeper engagement with varied customer and market segments



Brand Promise carefully cultivated over 35 years by consistently delivering on quality, value, expectations



Comprehensive geographical footprint



- Main Plant
- Tile Mfg. plants
- 8 CERA Style Studios

153 CERA Style Galleries
15,000 + Trade Partners

Gearing up with increase in sales and trade	
Network as on December 2021	
	Total*
Dealer	4,183
Retailer	11,306
Total	15,489

After-sales team strength – December 2021
328

**Total may differ as there are common dealers who would have taken up one or more product ranges*

Multi layered Marketing Infrastructure.. 1

CERA

CERA Style Studio
Company Display Centre

- 8 CSS: Ahmedabad/Chennai/Kolkata/Morbi/Thiruvananthapuram/Chandigarh /Hyderabad/Cochin
- Discerning customers including influencer's can touch and feel products
- No sales orientation/pressure
- The average size these company owned showroom are approx. 7,000 sq.ft.
- With more than 14,000 sq.ft. of display, Hyderabad CSS is the largest company showroom in this industry
- Hyderabad, Cochin recently opened



Multi layered Marketing Infrastructure.. 2

CERA

CERA Style Gallery
Exclusive CERA Display Centre

- **153 CSGs:** Covering pan India (Dealer Owned)
- Complement/Substitute CSS
- Filters include showroom location, size of display area allocated, sales turnover history and commitment of the dealer
- Exclusive display in a marked area that will highlight products
- Trained sales team helping purchase decisions of customers
- Minimum size of showroom averages 1,000 sq. ft
- Saraswathi Enterprises - Kerala is the largest showroom amongst CSGs with an area of 7,700 sq.ft.



Multi layered Marketing Infrastructure.. 3

CERA Style Centre
Exclusive CERA Retailer

- Enhances retail experiences, retailer owned
- Currently 417 Style Centre operational
- Over 600 CSCs planned in the next 2 financial years
- Retailer does not have to pay for display furniture



Multi layered Marketing Activities.. 4

CERA

Consistent investments in several Branding and promotional activities to enhance overall market potential by:

- Creating a strong brand recall in consumers minds

CERA celebrates homes with 'Kuch Pal Ghar Ke Naam' campaign



- The recent multimedia campaigns have been featured in TV commercials, press, outdoor pieces and digital
- The three film ad campaigns beautifully showcases CERA's range of Tiles, Faucets and Sanitaryware

Multi layered Marketing Activities.. 5

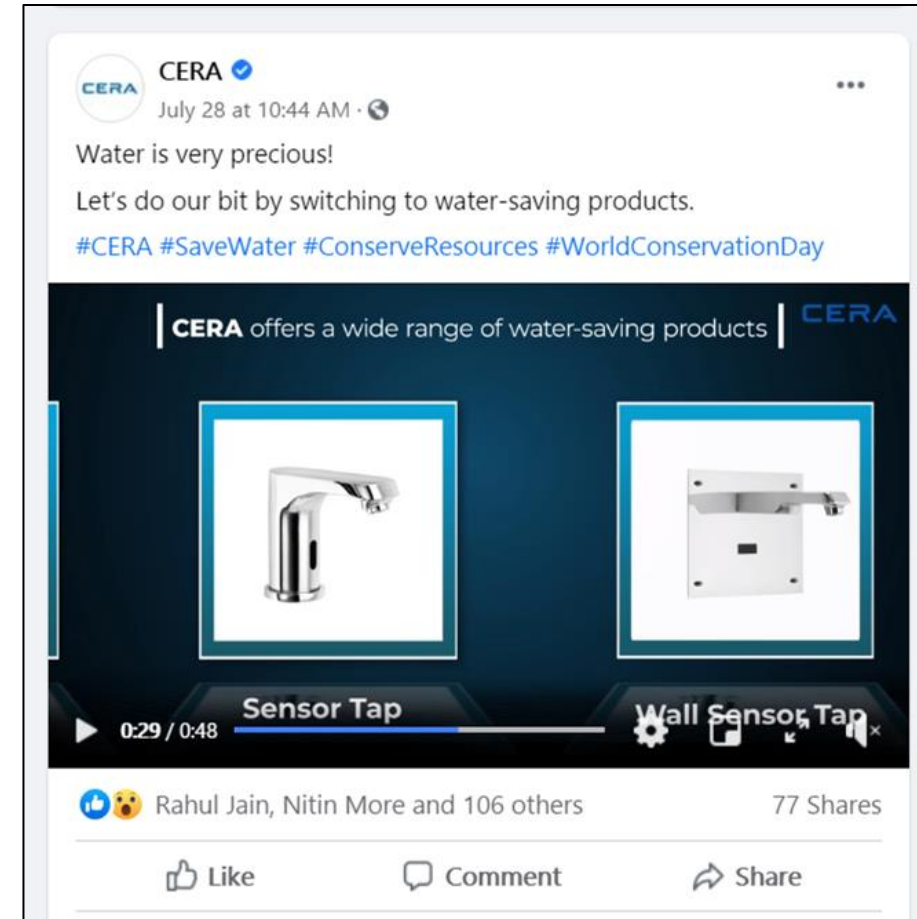
Cera's recent digital campaigns are based on products with future ready technology and communications aligned with current trends



#VocalAboutLocal



'Cera Live' - an initiative in which buyers can see products through video call



Products with future ready technology

'Cera' brand active on multiple Social Media platforms

Customer Focused and Customer Centric

After Sales Servicing Team – On Company's Books

- 13 service offices
- 40 officers attending technicians
- 328 technicians to attend complaints spread across every state
- Periodical training on products for better quality service



New CRM module

Mobile app for customers to register complaints

Mobile app for trade as well to register complaints of their clients

Complaints closed within 1 to 2 working days

Nationwide Toll free number
1800 258 5500



Customer App

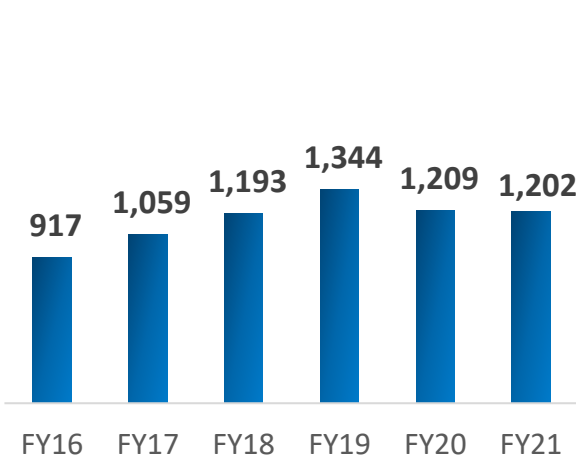


Dealer App

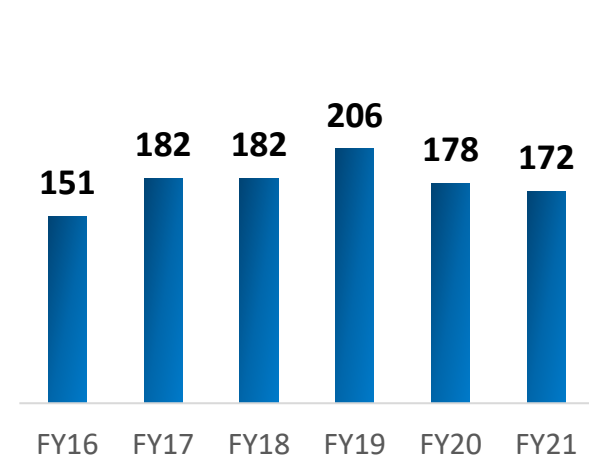
Financial Overview



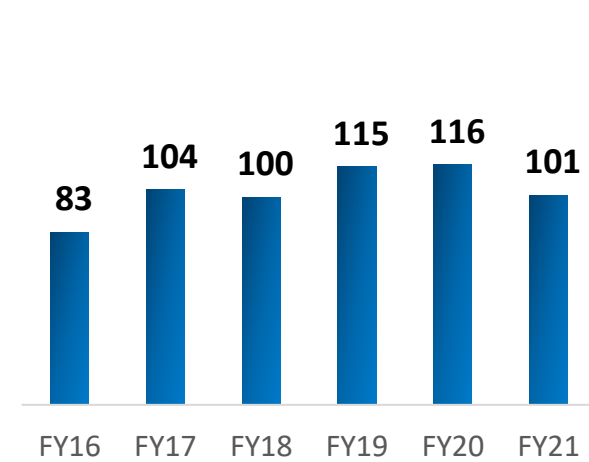
Revenue (Rs. in crore)



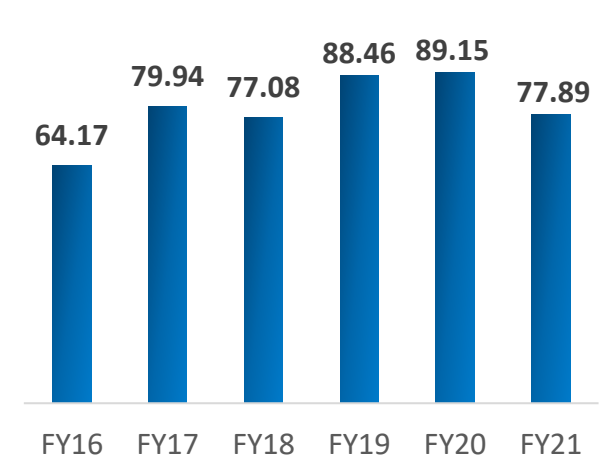
EBITDA (Rs. in crore)



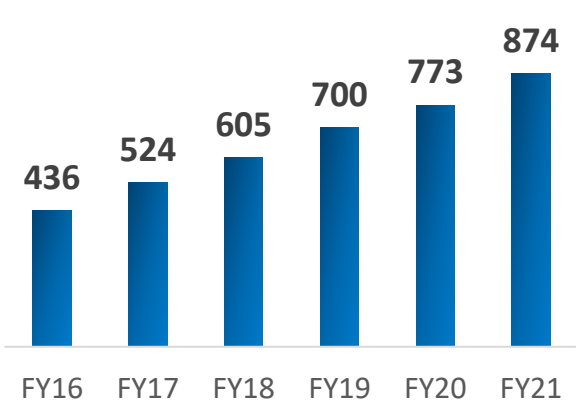
PAT (Rs. in crore)



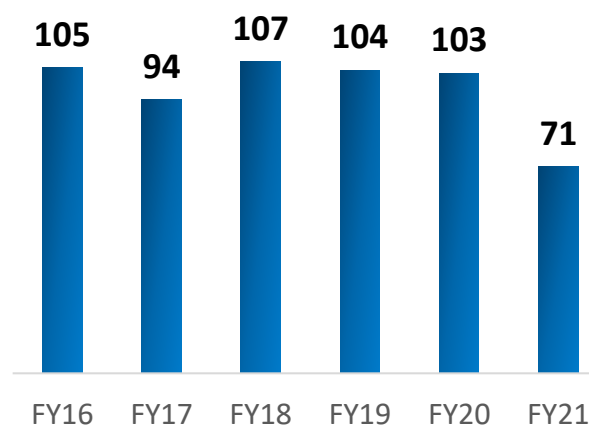
EPS (in Rs.)



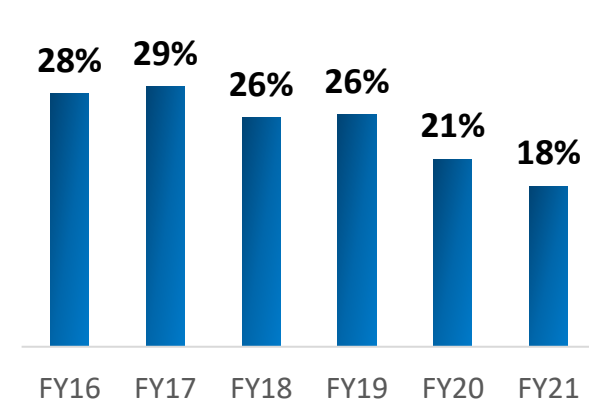
Networth (in crore)



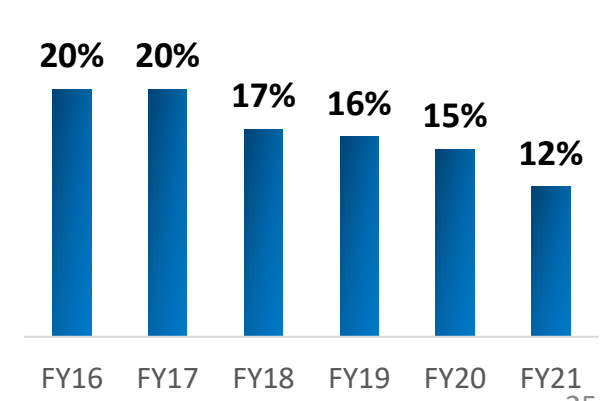
Working Capital Days (net)



ROCE (%)



ROE (%)



Abridged P&L – Standalone – Period ending 31 December 2021

Particulars (Rs. crore)	Q3 FY21	Q3 FY22	Y-o-Y Shift	9MFY21	9MFY22	Y-o-Y Shift
Revenue from Operations	309.84	387.01	25%	770.33	1003.07	30%
Other Income	8.50	4.17	(51%)	19.32	16.89	(13%)
Total Income From Operations (Net)	318.34	391.18	23%	789.65	1019.96	29.2%
Total Expenditure:	270.14	325.92	21%	683.52	864.24	26.4%
Raw Material expenses (costs of material consumed)	180.07	183.92	2%	419.53	476.88	14%
Employee benefits expense	34.20	48.17	41%	101.49	138.65	37%
Other expenses	55.87	93.83	68%	162.50	248.71	53%
EBITDA (includes Other Income)	48.20	65.26	35%	106.13	155.72	47%
EBITDA margin (%)	15.1%	16.7%	160 bps	13.4%	15.3%	190 bps
Finance Costs	0.95	1.00	5%	2.89	3.07	6%
Depreciation and Amortization	8.38	7.77	(7%)	24.84	22.66	(9%)
PBT	38.87	56.49	45%	78.40	129.99	66%
Tax expense	9.78	14.22	45%	20.11	32.71	63%
PAT	29.09	42.27	45%	58.29	97.28	67%
PAT margin (%)	9.1%	10.8%	170 bps	7.4%	9.5%	210 bps

Thank You

For further information, please contact:

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