

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

47%
PAT Growth
(FY22 vs. FY21)

Rs.597 cr
Cash and Cash
Equivalents*

700%
Rate of Dividend - FY22

5,092
Dealer Network*

72 Sanitaryware
573 Faucetware
New products introduced since
April 2022**

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

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

Note:

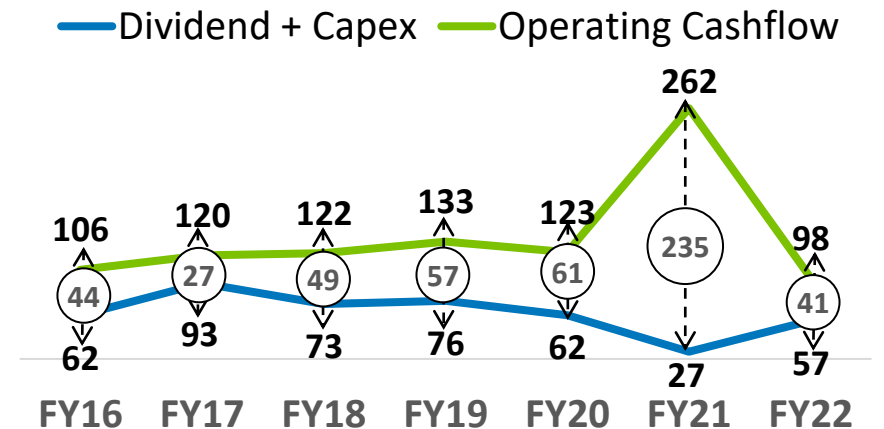
* As on 31st Dec. 2022

** Includes Lustre Series



Robust Financial Position and Protocols

<p>Zero Debt Company</p>	<ul style="list-style-type: none"> • Cash and Cash Equivalents of Rs. 597 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 $\sim 4.7x^1$ • 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

Note 1: As on 31 March 2022



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



Mr. 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. Vikas Kothari
Dy. CFO (Fin. & Accounts)

- Total experience 20 + years
- Responsible for overall Financial function including Financials, Banking, Commercial, Budgeting and Cost Controls.
- Has worked with French MNC BIC World-BIC Cello, Aditya Birla Group, Reliance Industries Ltd.



Mr. Parthiv Dave
President - Sales and Strategic Affairs

- BBA; MBA (Marketing)
- Over 30 years of experience
- Has rich experience in Building Materials and Aviation sectors
- Has earlier worked with Cera for 13+ years as VP Sales taking care of North, West and East zones



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

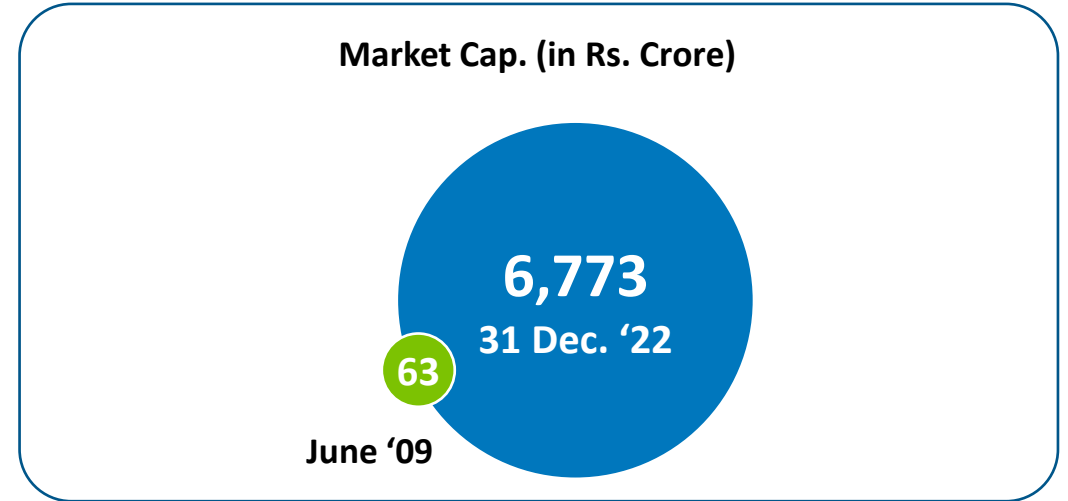
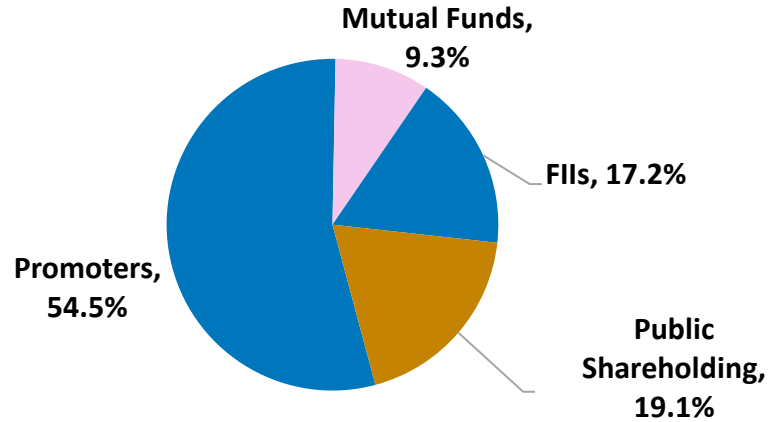


Mr. Vivek Andankar
Asst. Vice President
Production – Sanitaryware

- Total experience of 24 Years
- Responsible for all aspects of Sanitaryware manufacturing at Cera
- Has worked with Kolher, LG Electronics, Electrolux

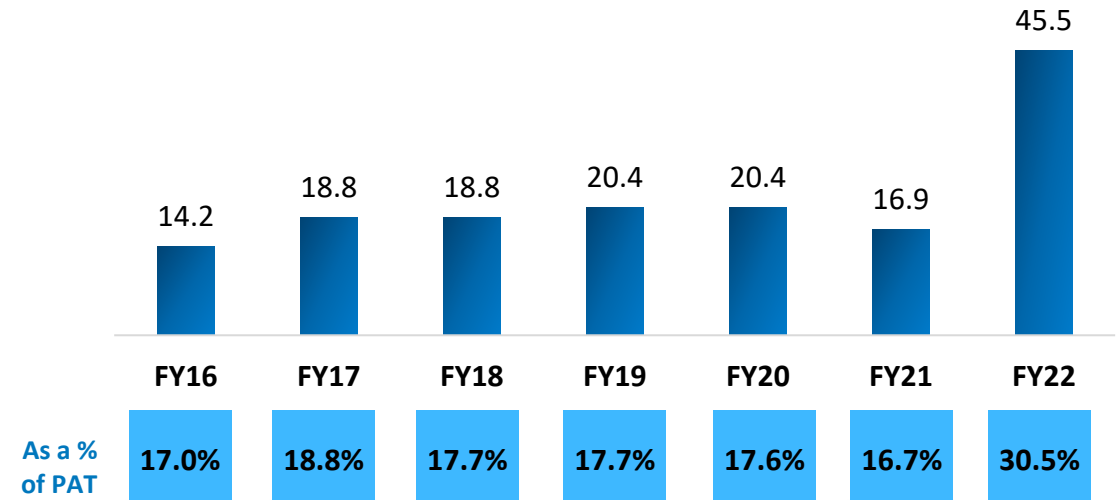


Ownership and stakeholder value creation



Key Institutional Shareholders	As on 31 st December, 2022
Nalanda India Equity Fund Ltd.	10.0%
Tata MF	3.0%
HSBC Small Cap Fund	2.4%
Government of Singapore & Monetary Authority of Singapore	2.3%
Canara Robeco MF	1.7%
HDFC Life Insurance Company Ltd.	1.3%
Grandeur Peak	1.3%
Vijay Kedia	0.8%
IMCO Emerging Markets Public Equity	0.6%
UTI Small Cap Fund	0.6%
Emerging Markets	0.5%
Union Small Cap Fund	0.4%
Blend Fund 2	0.3%
IDFC Emerging Business Fund	0.3%
Sundaram MF	0.3%
Other Institutional Shareholders	3.5%
Total	29.3%

Dividend Distributed (Rs. cr.)



Large-Scale and Optimized Manufacturing

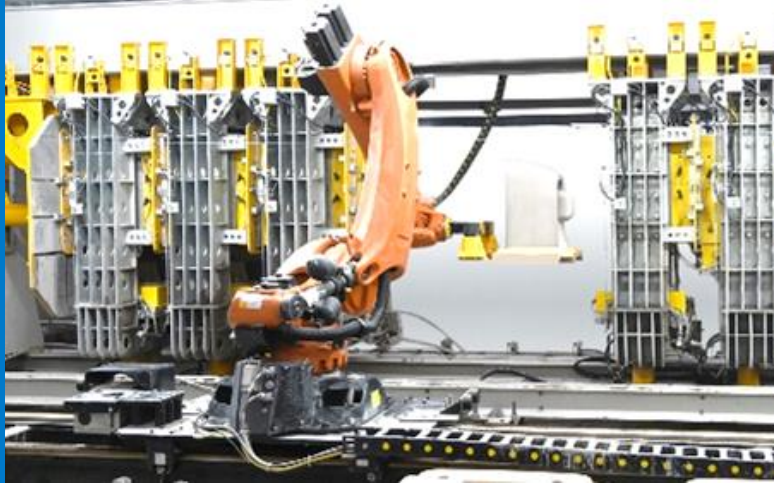
CERA



Quality Control and Process Excellence.. 1

Rapid Technology Adoption –Robotics for Sanitaryware and Faucet Finishing

Sanitaryware
Robotic
Pressure
Casting:



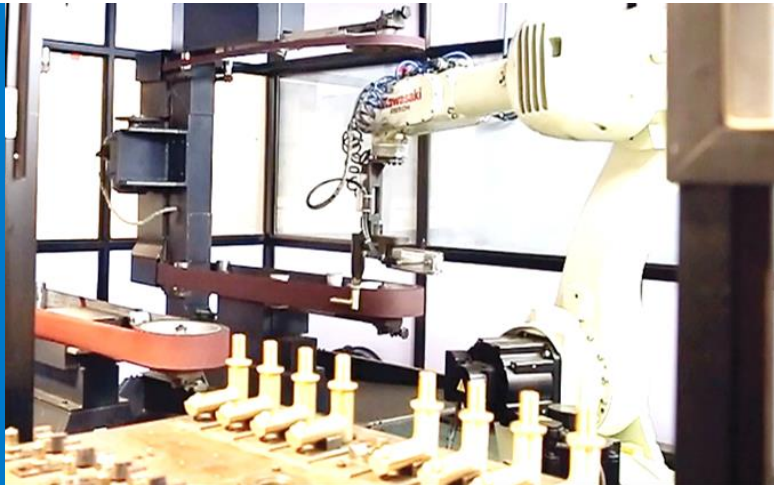
For
producing
high end
sanitaryware
in large
quantities

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

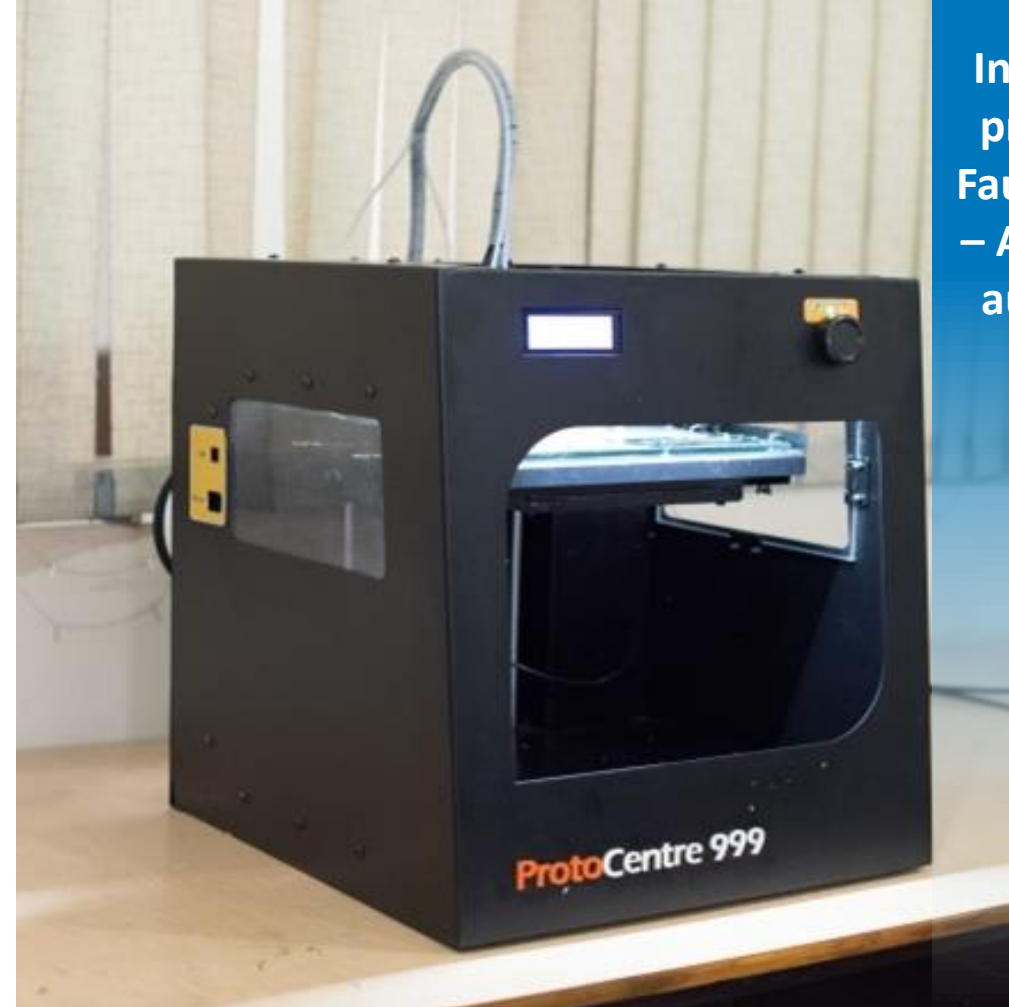
Design Excellence and deep technology imprint

CERA

First Sanitaryware Company to design and install 3D printers



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

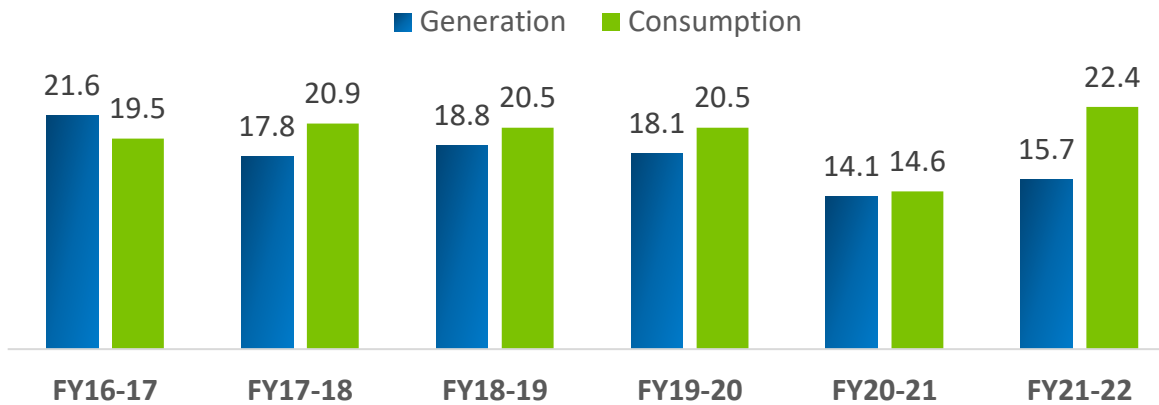


Successfully installed 3D printers which has considerably shortened the duration for conversion of concept into launch for new designs



Concerted Focus on ESG... 1

Annual Green Energy Generation & Consumption Mill KWH



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 more than 70% of the energy needs through non conventional captive generation
 - 100% of Sanitaryware production energy needs met through natural gas
 - Natural gas being procured below open market pricing from isolated wells
- 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

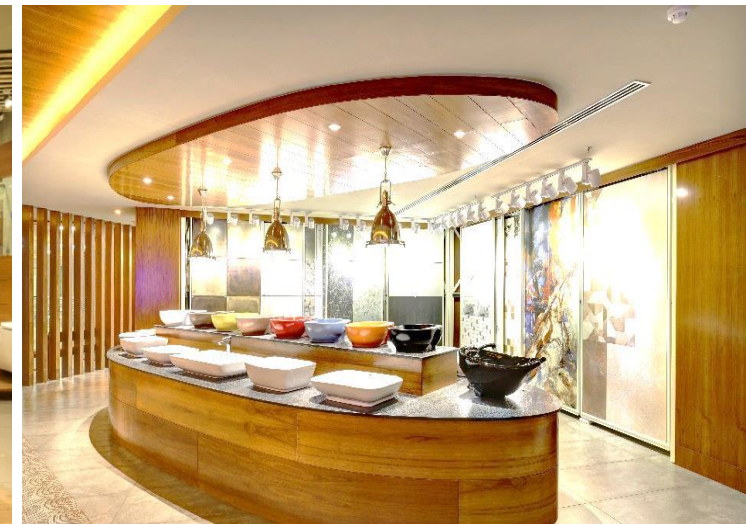


Multi layered Marketing Infrastructure.. 1

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

- **170 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

CERA Style Centre
Exclusive CERA Retailer

- Enhances retail experiences, retailer owned
- Currently 517 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

CERA, onboards Kiara Advani and Vijay Deverakonda as brand ambassadors.

Consistent investments across consumer touch points to enhance the overall market potential

➤ Creating a strong brand recall in consumers minds

New Brand Campaign launched

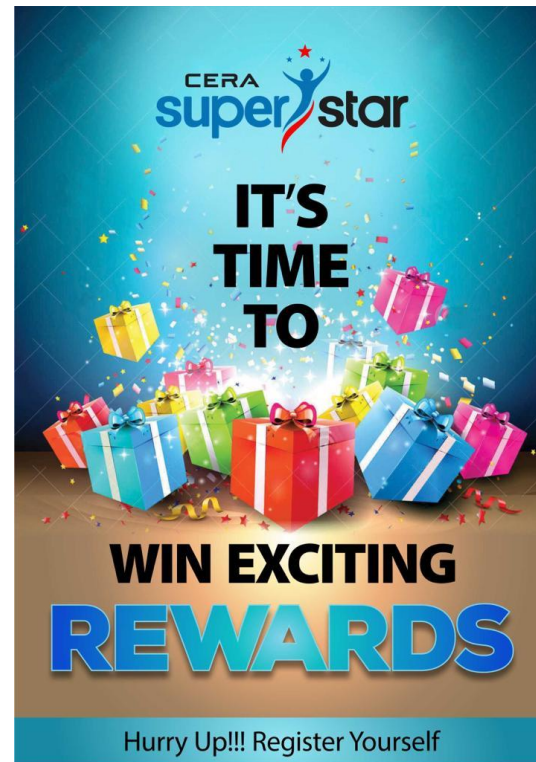
'CERA. This is your space, Play it your way'



- The new brand communication has been unveiled in TV, Digital, OTT and other platforms.
- The campaign features CERA's wide range of sanitaryware, faucets, and tiles with the latest styles and technology showcasing the versatility of the collection, that it has something for everyone.

Multi layered Marketing Activities.. 5

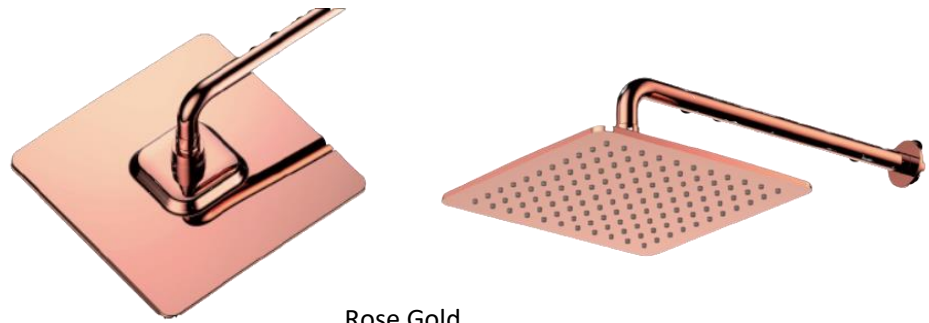
CERA Superstar retailer loyalty program is specially curated to win bundles of exclusive rewards, benefits and privileges at every level of performance.



12000+ enrolments in less than 7 Months

A stunning new range of products

CERA



Rose Gold



French Gold



French Gold

Platinum

Rose Gold



Customer Focused and Customer Centric

After Sales Servicing Team – On Company's Books

- 13 service offices
- 43 officers attending technicians
- 364 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

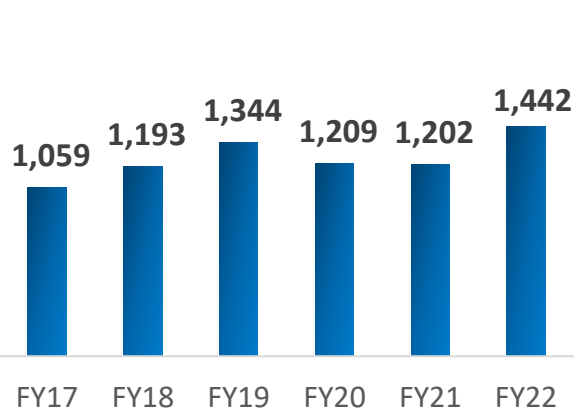


Dealer App

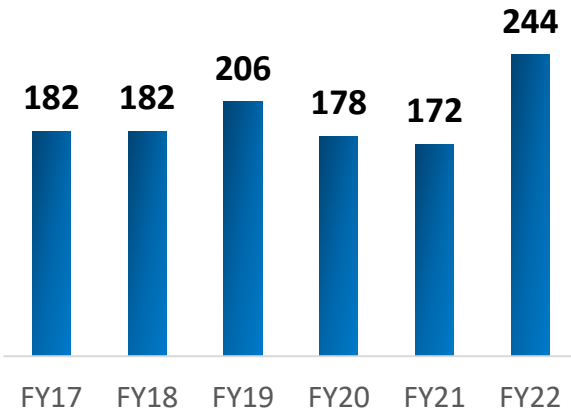
Financial Overview



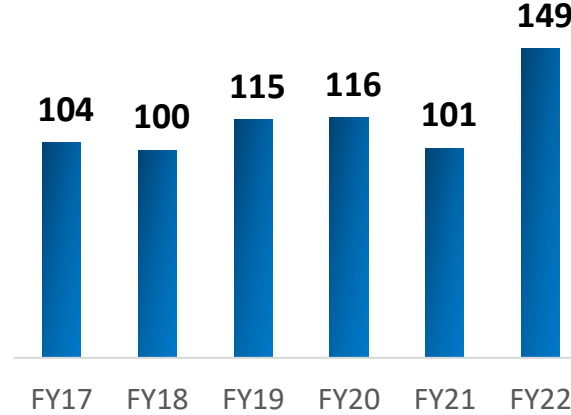
Revenue (Rs. in crore)



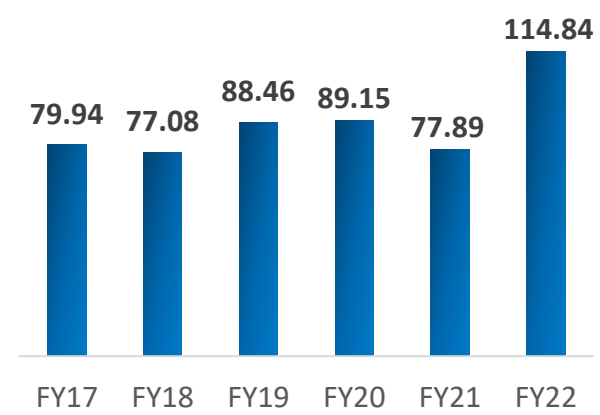
EBITDA (Rs. in crore)



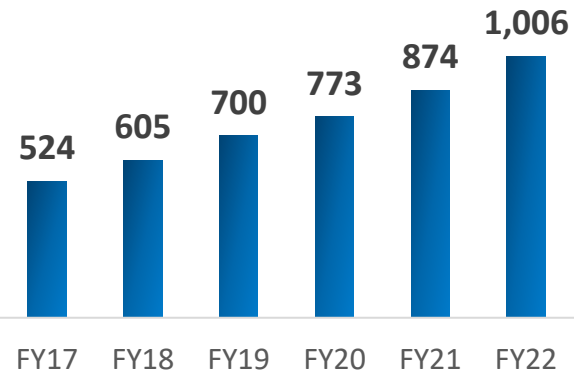
PAT (Rs. in crore)



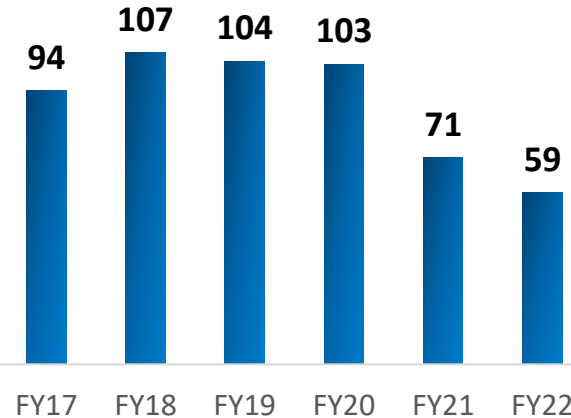
EPS (in Rs.)



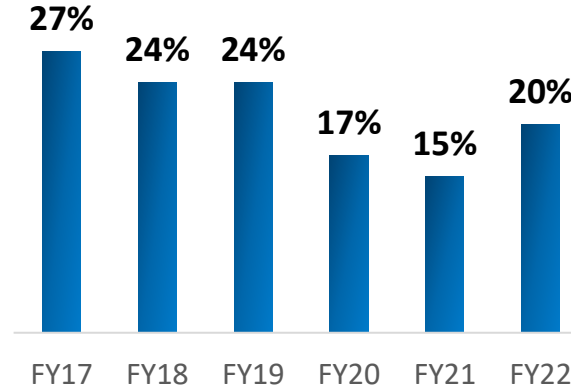
Networth (in crore)



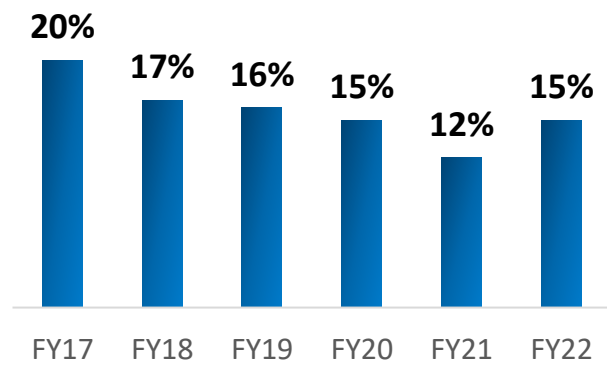
Working Capital Days (net)



ROCE (%)



ROE (%)



Abridged P&L – Standalone – Period ending 31 December 2022

Particulars (Rs. crore)	Q3 FY22	Q3 FY23	Y-o-Y Shift	9M FY22	9M FY23	Y-o-Y Shift
Revenue from Operations	387.01	455.80	18%	1,003.07	1,265.81	26%
Other Income	4.17	13.70	229%	16.89	24.38	44%
Total Income From Operations (Net)	391.18	469.50	20%	1,019.96	1,290.19	26.5%
Total Expenditure:	325.92	382.95	17%	864.24	1,065.76	23.3%
Raw Material expenses (costs of material consumed)	183.92	207.44	13%	476.88	573.84	20%
Employee benefits expense	48.17	53.07	10%	138.65	156.75	13%
Other expenses	93.83	122.44	30%	248.71	335.17	35%
EBITDA (includes Other Income)	65.26	86.55	33%	155.72	224.43	44%
EBITDA margin (%)	16.7%	18.4%	170 bps	15.3%	17.4%	210 bps
Finance Costs	1.00	1.29	29%	3.07	3.50	14%
Depreciation and Amortization	7.77	7.96	2%	22.66	22.65	(0%)
Profit Before Exceptional Items	56.49	77.30	37%	129.99	198.28	53%
Exceptional Items	0.00	0.00	na	0.00	0.00	na
PBT	56.49	77.30	37%	129.99	198.28	53%
Tax expense	14.22	20.93	47%	32.72	51.56	58%
PAT	42.27	56.37	33%	97.27	146.72	51%
PAT margin (%)	10.8%	12.0%	120 bps	9.5%	11.4%	190 bps

Thank You

For further information, please contact:

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