



# Cera Sanitaryware Limited

## Investor Presentation

March 2025

# CERA

# Disclaimer

This presentation and the accompanying slides (the "Presentation"), which have been prepared by Cera Sanitaryware Limited company, have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.

This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.

This presentation contains certain forward-looking statements concerning the Company's future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions regulations, interest and other fiscal costs generally prevailing in the economy. The company does not undertake to make any announcement in case any of these forward-looking statements become materially incorrect in future or update any forward-looking statements made from time to time by or on behalf of the company





# Contents

**Company Overview**

**1**

**Management team  
& Shareholding**

**2**

**ESG, Technology  
and R&D**

**3**

**Marketing and  
Customer Connect**

**4**

**Financial Overview**

**5**

# Premier Sanitaryware Company in India

~43 years

Rich Legacy

Leading

Among the Top Players in the Indian Sanitaryware Industry

Largest

Sanitaryware facility in India

ZERO

Debt Company

14%

PAT Growth (FY24 vs. FY23)

Rs.662 cr.

Cash and Cash Equivalents\*

1,200%

Rate of Dividend - FY24

~6,450

Dealer Network\*

271 Sanitaryware

1,080 Faucetware

New products introduced since April 2022\*\*

Rated AA Long Term Debt

Rated A1+ Short Term Debt

(CARE)

Rated AA/Stable Long Term Debt

Rated A1+ Short Term Debt

(CRISIL)

## Note:

\* As on 31<sup>st</sup> December 2024

\*\* Includes Lustre Series

# Robust Financial Position and Protocols

## Zero Debt Company

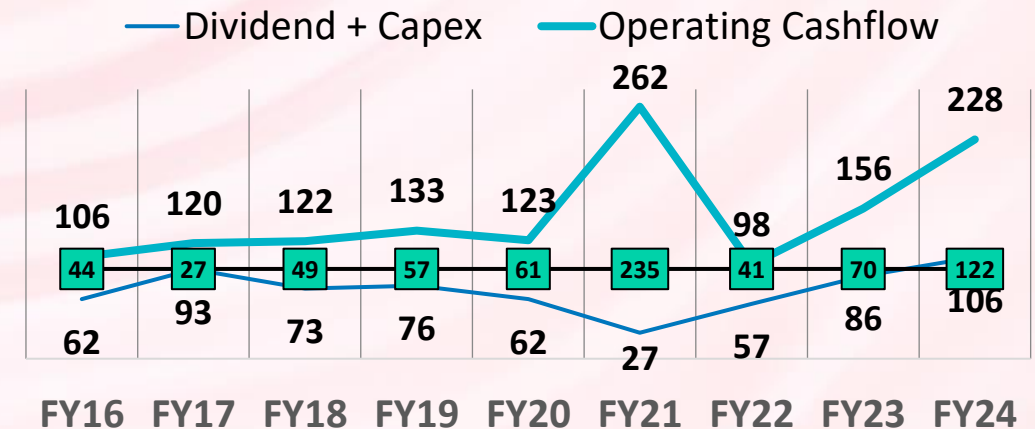
- Cash and Cash Equivalents of Rs. 662 crore; primarily liquid investments
- No Contingent Liabilities for Joint Ventures

## Sharp Focus on Efficient Capital Management

- Fixed Asset turnover of  $\sim 5.6x^1$
- 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

## Free Cash Flow Positive with Robust Cash Position

- 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**



# Promoters

## Mr. Vikram Somany (Founder and CMD)

- B.Sc., FCMI (U.K.)
- Founded the business in 1980
- Deep industry knowledge and experience
- Known for hands-on involvement in all aspects of the business, from strategy initiation to execution
- Instrumental in maintaining high governance standards



## Mrs. Deepshikha Khaitan (Joint Managing Director)

- B.Sc. Hons. (Economics), LLB
- Actively associated with CERA for over 8 years
- Plays a key role in driving design innovation, product development, and R&D initiatives
- Leading efforts to expand channel outreach, enhance sales & marketing strategies, and achieve a balance between profitability and product development



# Leadership Team



**Mr. Anupam Gupta**  
Executive Director  
(Technical)

- BE in Electrical Engineering and MBA
- Over 33 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. Vikas Kothari**  
Chief Financial Officer

- Total experience 24 + years
- Responsible for overall Finance function including Financials, Banking, Commercial, Budgeting and Cost Controls. Also handling Investor Relations of Cera Sanitaryware
- Previously worked with leading corporates: MNC BIC World, Aditya Birla Group, Reliance Industries Ltd.



**Mr. Rahul Jain**  
President – Marketing

- Extensive experience in the Sanitaryware and Faucetware industry. Previously worked in top MNC's like Roca India (RBPPL), Nippon Paint, Akzonobel and HUL.
- Responsible for the marketing function and other consumer relevant innovations that deliver measurable improvement in brand equity and market share.



**Mr. Sandeep Abraham**  
President - Sales

- M.Com, PGDMM, Senior Management program in IIM Nagpur
- 28 years of experience
- Previously held the position of Head of Sales at Roca India (RBPPL), with prior experience in renowned companies such as Parryware Roca, EID Parry (India) Ltd., Nuchem Ltd., Hutchison Max Telecom, and Jabalpur Tractors (Maruti Zen).



**Mr. Ajay Jain**  
Sr. 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



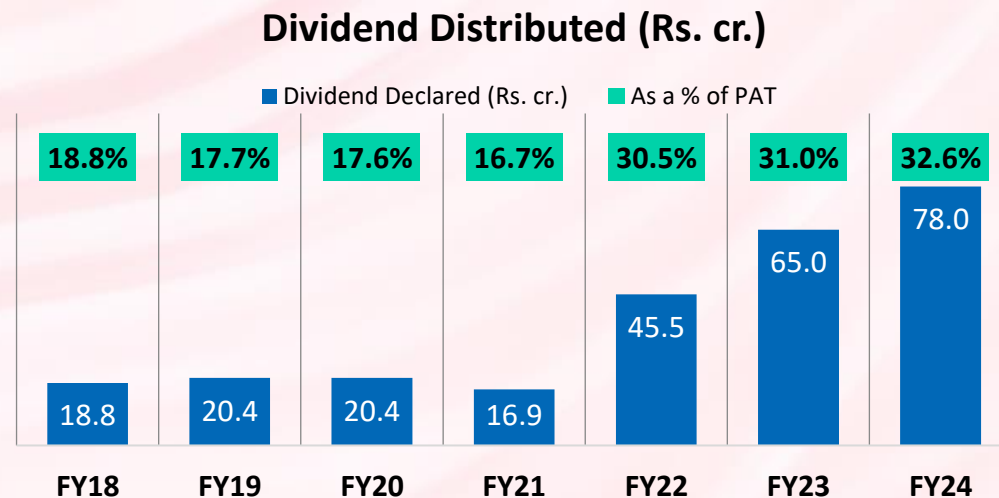
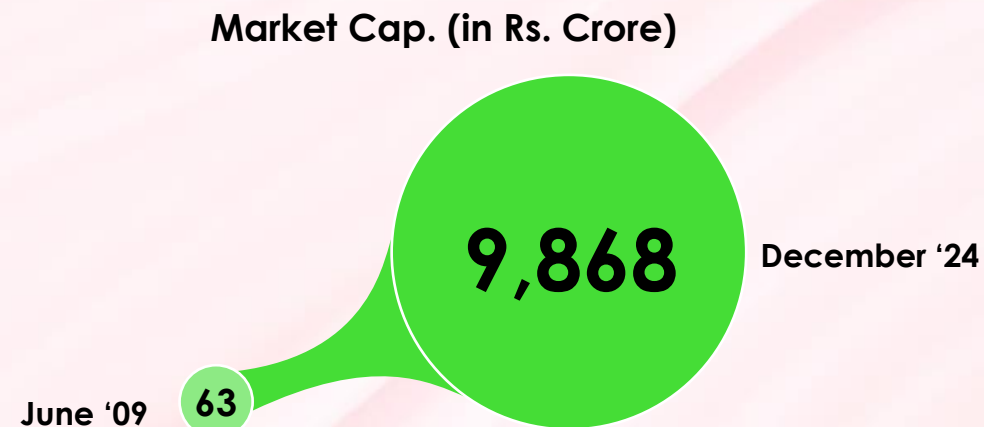
**Mr. Vivek Andankar**  
Vice President  
(Sanitaryware Division)

- BE Mechanical Engineering
- Total experience of 28 Years
- Responsible for all aspects of Sanitaryware manufacturing at Cera
- Has worked with Kohler, LG Electronics, Electrolux

# Ownership and stakeholder value creation



Key Institutional Shareholders	As on 31 <sup>st</sup> December 2024
Nalanda India Equity Fund Ltd.	9.5%
Small Cap. World Fund	2.2%
Government of Singapore & Monetary Authority of Singapore	2.2%
Vanguard MF	1.6%
HSBC Small Cap Fund	1.5%
Canara Robeco MF	1.4%
Emerging Markets	1.3%
HDFC Life Insurance Company Ltd.	1.2%
Union Small Cap Fund	0.7%
ICICI Lombard General Insurance	0.7%
Schroder International	0.7%
JP Morgan Indian Investment Trust	0.6%
Government Pension Fund Global	0.4%
Bajaj Finserv	0.4%
UTI Small Cap Fund	0.4%
Other Institutional Shareholders	6.1%
<b>Total</b>	<b>30.9%</b>





# Strong Brand Promise

Senator



Luxe



Lustre



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 43 years by consistently delivering on quality, value, expectations***

# Strong Brand Promise - **Senator**



***Senator by Cera: Elevating standards, redefining luxury, and capturing the essence of future-forward elegance***



# Strong Brand Promise - **Luxe**



***CERA Luxe: Pinnacle of innovation and luxury, shaping unparalleled bathroom elegance and indulgence***



# Strong Brand Promise - **Lustre**



**CERA Lustre : Embodying timeless elegance and sleek sophistication through stunning designs that captivate**

# Strong Brand Promise - **Cera**



*The latest from CERA: Designed with pristine perfection, elevating bathroom space to unprecedented levels of sophistication, style, and functionality*





# World Class Manufacturing Facility





# Quality Control and Process Excellence.. 1

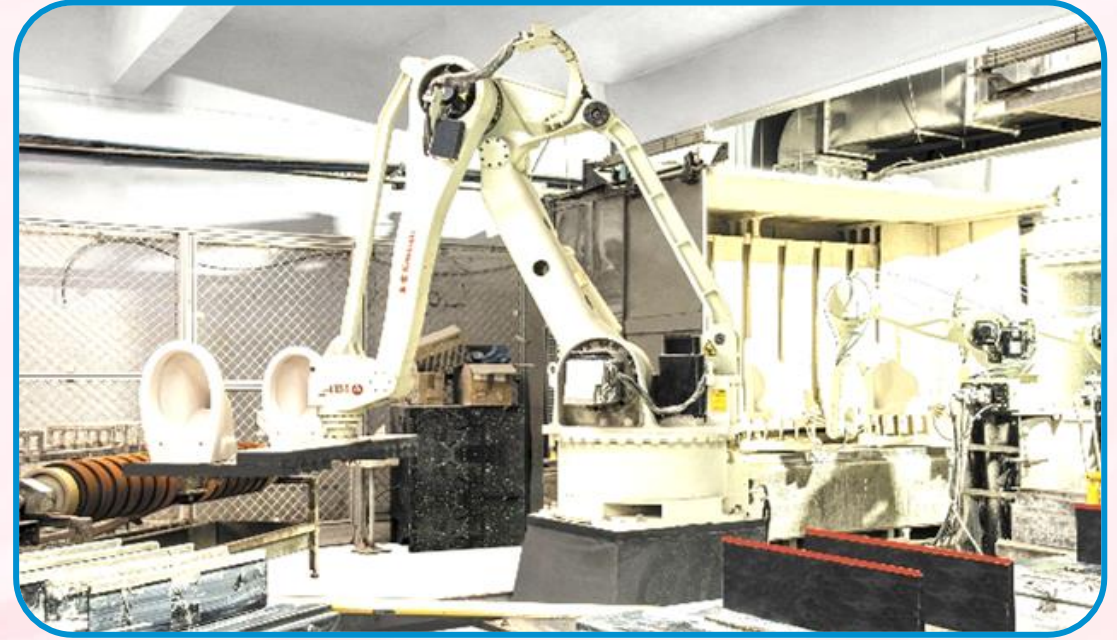
## Rapid Technology Adoption –Robotics for Sanitaryware Finishing



**Sanitaryware Robotic Pressure Casting:**

For producing high end sanitaryware in large quantities

---



**Sanitaryware Robotic Glazing:**

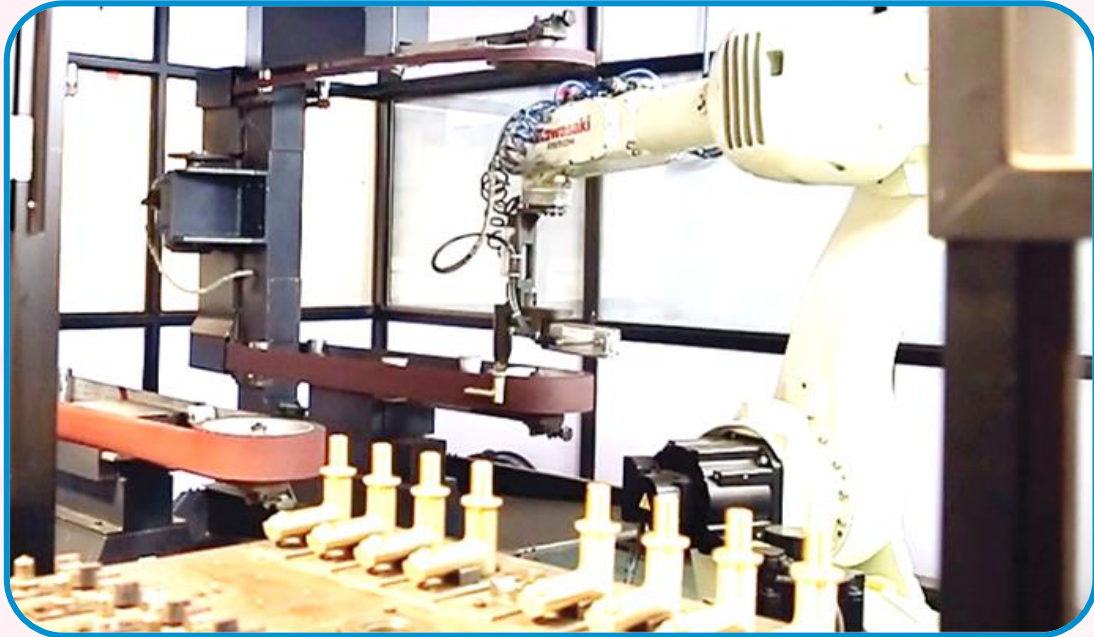
glazing ensuring smooth surface with minimum wastage

---

**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

## Rapid Technology Adoption –Robotics for Faucet Finishing



**Faucet Robotic Surface Grinding:**

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

---



**Faucet Peeling Machine:**

For impeccable body finish

---

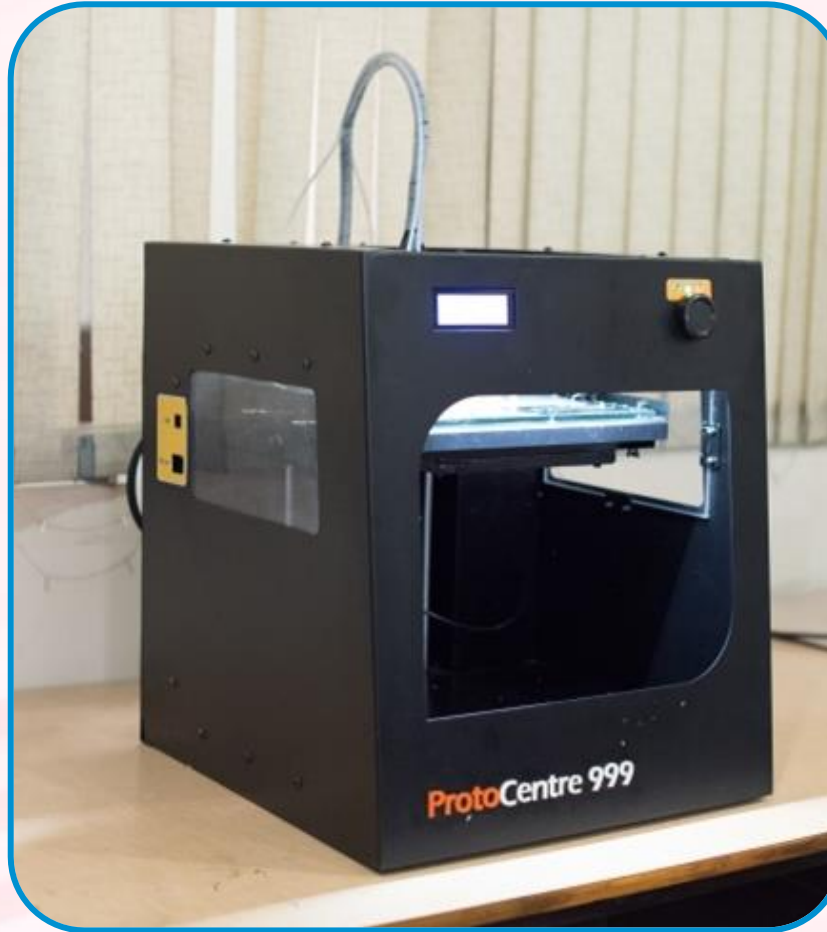
**First Indian sanitaryware company to implement ISO 9002 and ISO 14001 certifications for Quality Management Systems and Environment-friendly Manufacturing Systems**



# Design Excellence and deep technology imprint



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***



# Environmental & Social Compliance... 1

## Environmental Stewardship

- Through innovation, we minimize our environmental footprint and actively promote renewable energy.
- Our Material ESG Themes include:
  - GHG and Energy Management
  - Water Management
  - Waste Management

### Key Highlights:

- ISO 14001 and 45001 certified facilities
- ~10.3 MW of renewable energy capacity meeting nearly half of our energy requirements
- Responsible water management through STP, ETPs, and ZLD compliance

## Social Responsibility

- We foster a positive impact on stakeholders, including customers, employees, and communities.
- Our Material ESG Themes include:
  - Community (CSR)
  - Human Rights
  - Employee Safety

### Key Highlights:

- Recognized by customers as “Trusted” & “Responsible Brand”
- Engaging communities through CSR

## Governance Excellence

- Maintaining high standards of governance is fundamental to our corporate culture and long-term success.
- Our Material ESG Themes include:
  - Product Quality & Brand
  - Supply Chain

### Key Highlights:

- Building long-term partnerships across the value chain



“

*At Cera, we integrate ESG principles into our operations, recognizing their impact on sustainable development. We prioritize environmental stewardship, social responsibility, and governance excellence. Our commitment includes minimizing our footprint, fostering stakeholder well-being, and upholding transparency and integrity in all dealings*

”

# Environmental & Social Compliance... 2

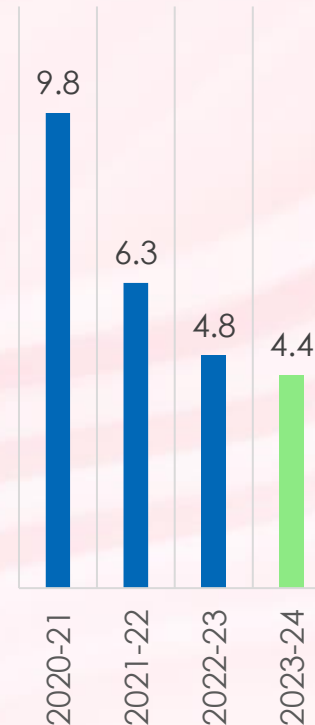
Year-on-year downward trend in specific consumption of utilities



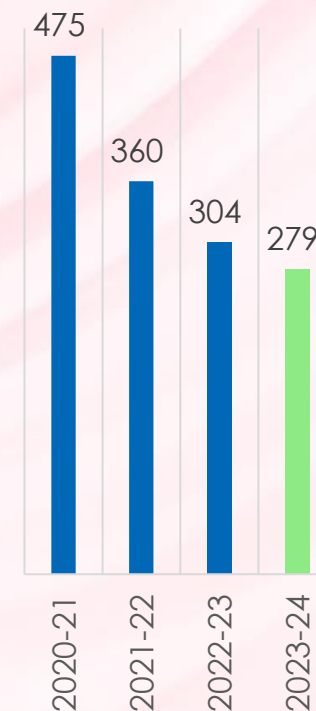
## Upgradation of Zero Liquid Discharge (ZLD) plant

- Increase Plantation
- 90% Water Recovery
- Treatment Optimization
- Reuse of Waste Chemicals
- Reduction of Solid Waste

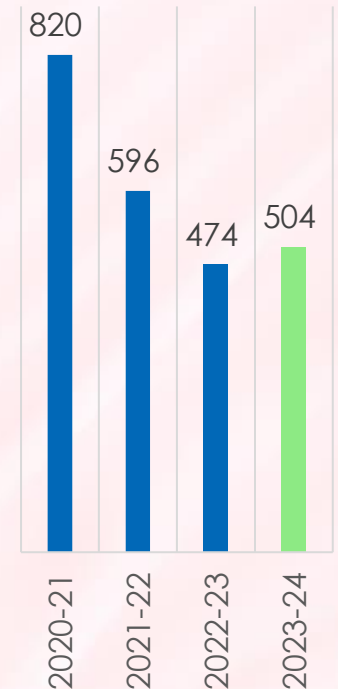
Water Consumption  
wrt sent to  
warehouse (KL/MT)



Gas Consumption  
wrt sent to  
warehouse  
(SCM/MT)



Power  
Consumption wrt  
sent to warehouse  
(KWHr/MT)







## Multi layered Marketing Infrastructure.. 1

- **13 CERA Style Studios (CSS):** Ahmedabad / Mumbai / Bengaluru / Kolkata / Cochin / Hyderabad / Trivandrum / Morbi / Chennai / Mohali / Lucknow / Jaipur / Pune
- 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





## Multi layered Marketing Infrastructure.. 2

- **218 CERA Style Galleries (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 ranges above 1,000 sq. ft.

## Multi layered Marketing Infrastructure.. 3

- **191 CERA Style Hub (CSHs):** Covering pan India (Dealer Owned)
- Expanding the brand presence in B & C Cat. towns
- Exclusive display in a marked area that will highlight products
- Minimum size of showroom ranges between 500 sq. ft. - 800 sq. ft.





# Multi layered Marketing Infrastructure.. 4

- Enhances retail experiences, retailer owned
- Currently **1,273 Cera Style Centre's (CSC's)** operational
- Over 1,400 CSCs planned in the next 3-4 years
- Minimum size of showroom ranges between 100 sq. ft. - 500 sq. ft.



**CERA** Style Centre



**CERA**



# Branding & Communication

## New Brand Campaign launched: 'CERA. This is your space, Play it your way'



**CERA onboards Kiara Advani as brand ambassador**

**Consistent investments across consumer touchpoints to enhance overall market potential**

- Creating a strong brand recall in consumers minds

- 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



# Branding & Communication

## IMPACT PROPERTY SPONSORSHIP



Contest Announcement



Winner Gratification



Brand Mention



Winner

## INSTAGRAM POSTS



## IMPACT PROPERTY SPONSORSHIP





# Branding & Communication

## IMPACT PROPERTY SPONSORSHIP - SUMMARY



## MEET & GREET- HAPPY PARTNERS





# Branding & Communication

## AIRPORT BRANDING



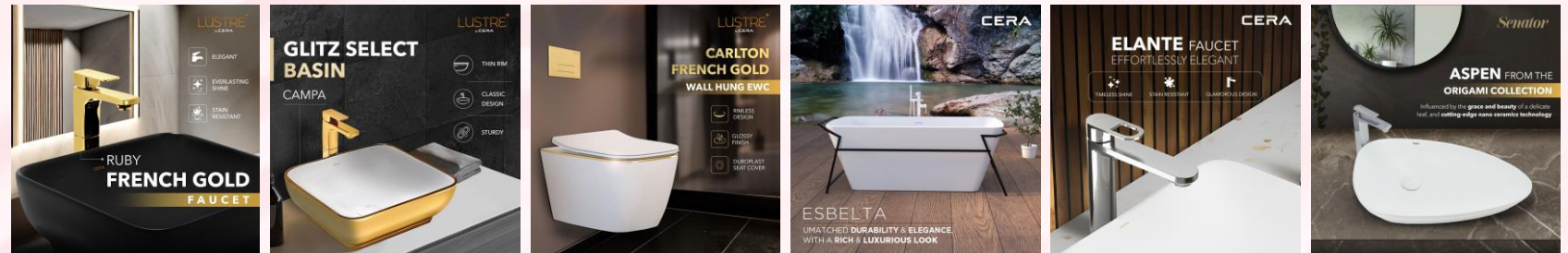
## AHMEDABAD DURING WORLD CUP 2023



## AYODHYA RAM MANDIR 'PRAN PRATISHTHA'



## DIGITAL PLATFORM



## Product & Topical Post



# Retailer Loyalty Program



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

**23,150+**  
enrolments





# Plumber Loyalty Program



- CERA Plumber Loyalty Program: A reward program successfully launched by the Company for plumbers
- In this program:
  - Plumbers receive rewards for recommending and facilitating the sale of Cera products
  - The program communications include Program posters at retailers, and dealer counters
  - Additionally, this program includes a mix of communication channels which includes SMS, Phone calls, Program creatives, and in-person meetings by the sales and marketing team

# Customer-Centric After-Sales Service

## After Sales Servicing Team

- 13 customer care offices across India
- 43 officers attending technicians
- 481 technicians to attend complaints spread across every state
- Periodical training on products for better quality service



## WhatsApp



**WhatsApp service implemented from Nov 2024**

**Nationwide Toll Free Number 1800 258 5500**

**Consistent and comprehensive training is provided on troubleshooting, installation, product specifications, and usage guidelines**

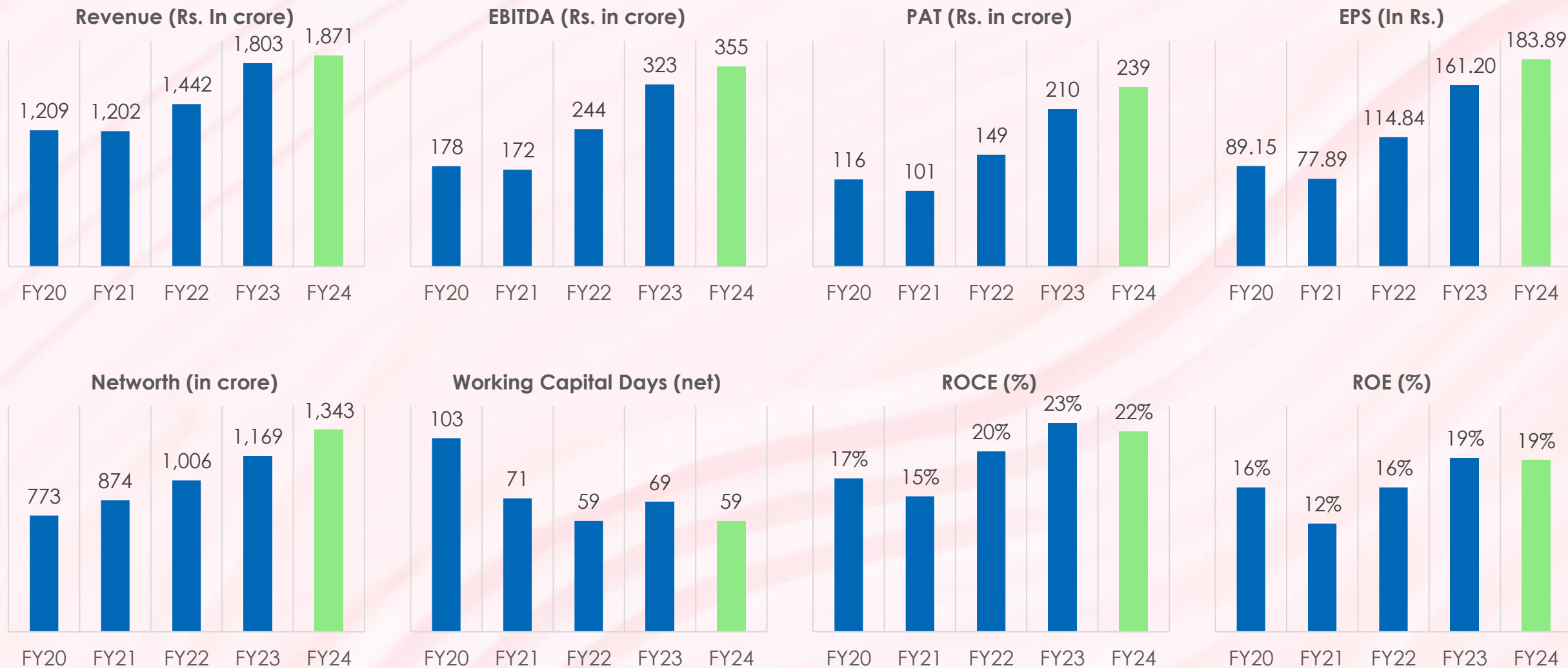


**Complaints are attended within 24 hours (lowest TAT in the industry)**

**New C4C CRM – integrated with SAP**



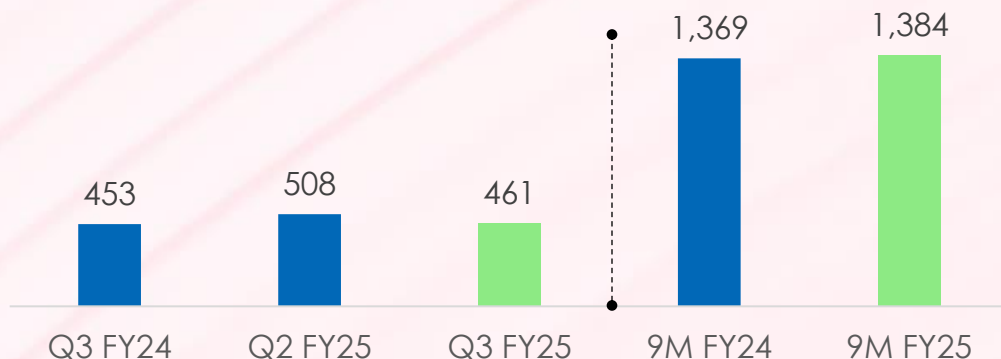
# Financial Overview



# Key Financial Highlights – Standalone Q3 & 9M FY25

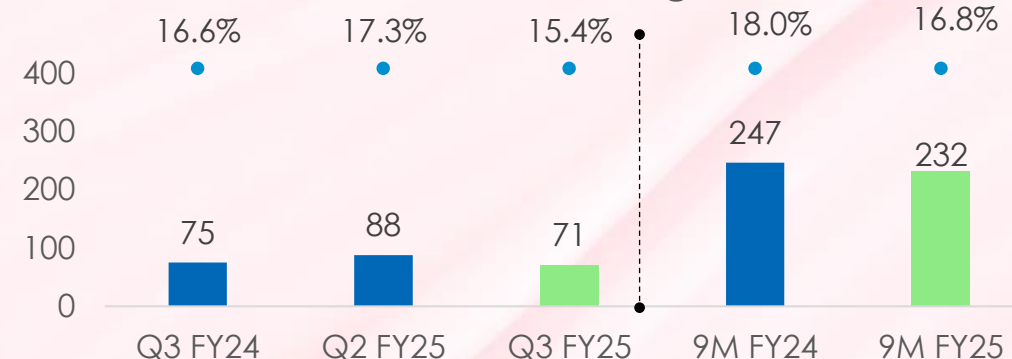
In Rs. crore

## Total Income



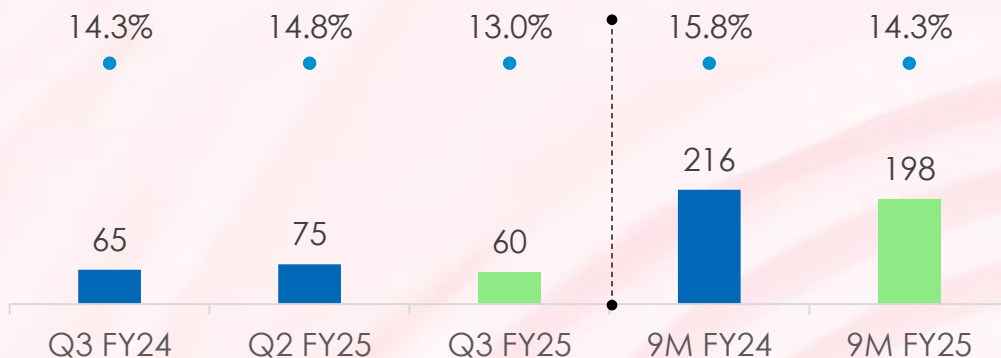
Shift (%) QoQ: (9.3)% ↓ YoY: 1.8% ↑ 1.1% ↑

## EBITDA • Margins



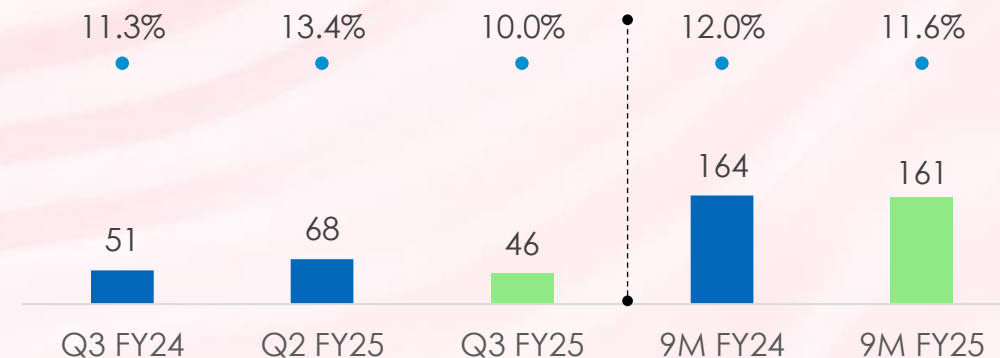
Shift (%) QoQ: (19.3)% ↓ YoY: (5.3)% ↓ (6.1)% ↓

## PBT • Margins



Shift (%) QoQ: (20.0)% ↓ YoY: (7.7)% ↓ (8.3)% ↓

## PAT • Margins



Shift (%) QoQ: (32.4)% ↓ YoY: (9.8)% ↓ (1.8)% ↓

**Note 1:** All figures mentioned in the slide are standalone financials

**Note 2:** Operating EBITDA & EBITDA Margins calculated including other income



CERA

# Thank You

Mr. Vikas Kothari (Chief Financial Officer)  
Mr. Deepak Chaudhary (Vice President, Finance & IR)  
CERA Sanitaryware Ltd.  
Tel: +91 2764 242 329  
Email: vikas.kothari@cera-india.com  
Email: deepak.chaudhary@cera-india.com

Mayank Vaswani / Devrishi Singh  
CDR India  
Tel: +91 98209 40953 / +91 98205 30918  
Email: mayank@cdrindia.com / devrishi@cdr-india.com

