



Cera Sanitaryware Limited

Investor Presentation

June 2025

CERA

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**Management team
& Shareholding**

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and R&D**

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Premier Sanitaryware Company in India



Pioneering Legacy with Proven Trust

~44 years of industry leadership, delivering design-led innovation, product quality, and customer trust



Comprehensive Portfolio Across Price Points

Offering a full spectrum of sanitaryware and bathware solutions under three brands – Senator, CERA Luxe & CERA – catering to evolving consumer aspirations across segments



Strong Retail Presence & Distribution Network

6,500+ dealer partners, 24,000+ retailers, 1,800 brand stores, and 13 company owned experience centres – ensuring pan-India presence and enhanced customer experience



Robust Financials & Disciplined Capital Allocation

FY25 Revenue of Rs. 1,915 crore | Cash reserves Rs. 719 crore | Consistent dividend payout | Zero debt company | AA/Stable rated company



Growth Fueled by Innovation & Brand Strength

Investments in R&D, 3D design, and smart retail experiences; marketing initiatives with strong recall across digital, TV, OTT and architect-led platforms

Robust Financial Position and Protocols

Zero Debt Company

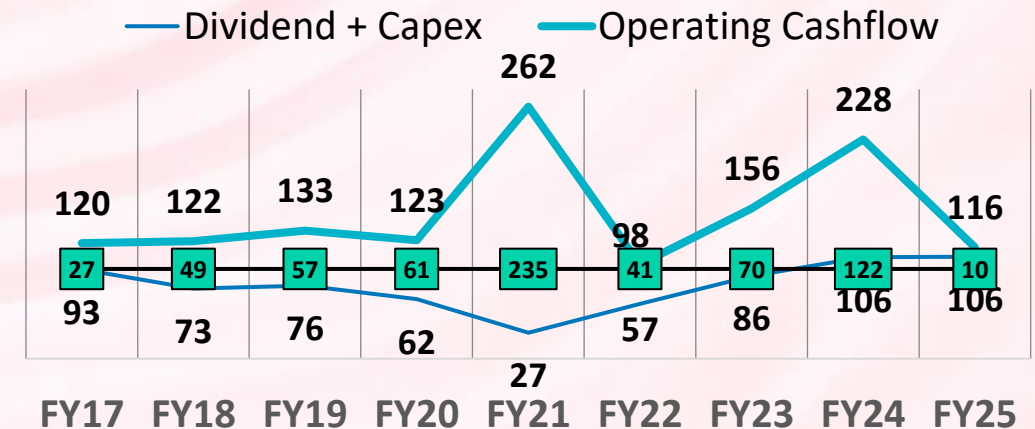
- Maintains a debt-free balance sheet
- Cash and Cash Equivalents of Rs. 719 crore (primarily liquid investments)
- No contingent liabilities from joint ventures

Sharp Focus on Efficient Capital Management

- Fixed Asset turnover of $\sim 5.6x^1$
- Strong receivables monitoring policy – growth not driven by extended credit

Positive Free Cash Flow with Robust Cash Position

- Free cash flow consistently exceeds annual capex requirements
- Cash generation comfortably covers dividend and reinvestment needs
- Dividend paid consistently for 30+ years



Strong Balance Sheet and Cash Flows Powering Long-Term Growth

Note 1: As on 31st March 2025

Note 2: FY25 Dividend and Capex figures exclude the share buyback of Rs. 162 crore (including taxes and related expenses)

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; MBA
- Over 33 years of experience across industries such as Cement, Textiles, Chemicals, and Ceramics
- Spent the last 17 years with Aditya Birla Group
- Responsible for all aspects of manufacturing activities at CERA



Mr. Vikas Kothari
Chief Financial Officer

- A Chartered Accountant with over two decades of diverse experience across industries including Steel, Petrochemicals, Textiles, Polymers, and Ceramics
- Brings demonstrated expertise in strategic financial management, operational efficiency, and value-driven decision-making
- Has held leadership roles at prominent organizations such as Bic World (India Operations), Aditya Birla Group, and Reliance Industries
- Currently heads the finance function at CERA, with responsibilities spanning budgeting, costing, MIS, treasury and investments, financial reporting, and investor relations



Mr. Ramesh Baliga
Chief Business Officer

- PGDM; over 38 years of industry experience
- Held senior leadership roles at Jaquar & Co. and served as CEO and later Executive Director at Watertec India. Associated with leading international brands such as Hansgrohe, WTS Italy, and Conti+
- At CERA, he is responsible for driving growth and execution of the Senator and premium businesses, overseeing brand strategy, product development, and business expansion



Mr. Sandeep Abraham
President - Sales

- M.Com, PGDMM, Senior Management Program – IIM Nagpur
- 28 years of experience
- Previously with Roca (RBPPL), Parryware Roca, EID Parry (India), Nuchem Ltd., Hutchison Max Telecom, and Maruti Zen
- Heads the Sales function at CERA

Leadership Team



Mr. Rahul Jain
President – Marketing

- MBA in Marketing
- 20 years of experience
- Held key marketing roles at Roca (RBPPL), Nippon India, Akzonobel
- Leads marketing and consumer engagement; focuses on innovation-driven brand and market share growth



Mr. Ajay Jain
Sr. Vice President (Faucetware Division)

- BE in Mechanical Engineering
- 23 years of experience
- Worked with HSIL, Kohler India, and Hindalco
- Heads all aspects of Faucetware manufacturing at CERA



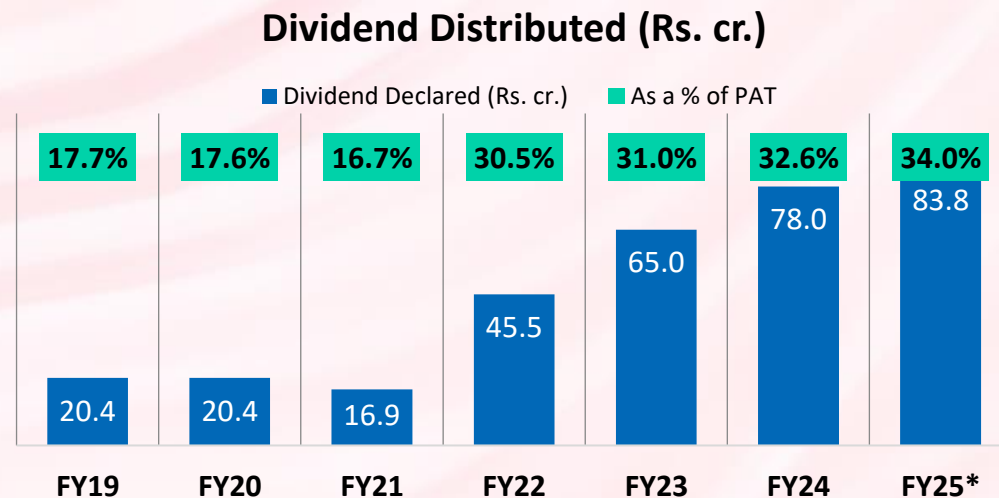
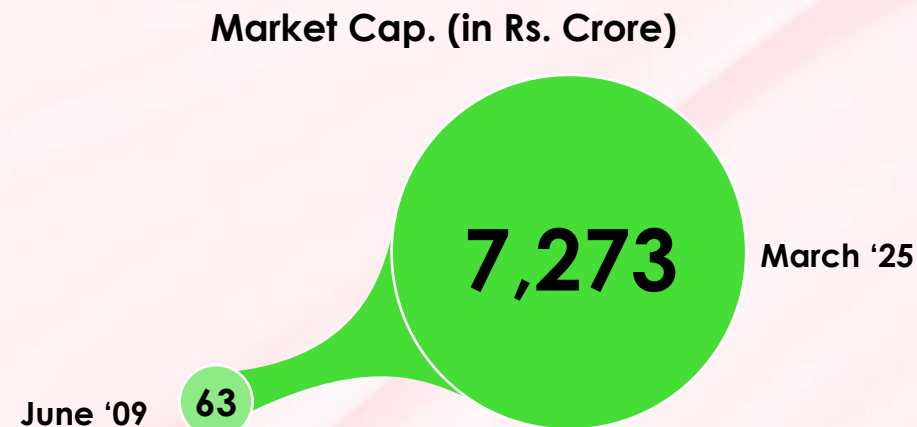
Mr. Vivek Andankar
Vice President (Sanitaryware Division)

- BE in Mechanical Engineering
- 28 years of experience
- Worked with Kohler, LG Electronics, and Electrolux
- Leads all aspects of Sanitaryware manufacturing at CERA

Ownership and stakeholder value creation



Key Institutional Shareholders	As on 31 st March 2025
Nalanda India Equity Fund Ltd.	9.6%
Small Cap. World Fund	2.2%
Government of Singapore & Monetary Authority of Singapore	2.1%
Vanguard MF	1.7%
Canara Robeco MF	1.6%
HSBC Small Cap Fund	1.5%
HDFC Life Insurance Company Ltd.	1.2%
Emerging Markets	1.0%
ICICI Lombard General Insurance	0.7%
JP Morgan Indian Investment Trust	0.6%
Union MF	0.5%
Bajaj Finserv MF	0.5%
Mirae Asset MF	0.4%
Government Pension Fund Global	0.4%
UTI Small Cap Fund	0.4%
Other Institutional Shareholders	6.0%
Total	30.5%



Note: *Subject to shareholder approval at the ensuing AGM

Strong Brand Promise

Senator



CERA Luxe



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 44 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 – **CERA Luxe**



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

Strong Brand Promise - **Cera**



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

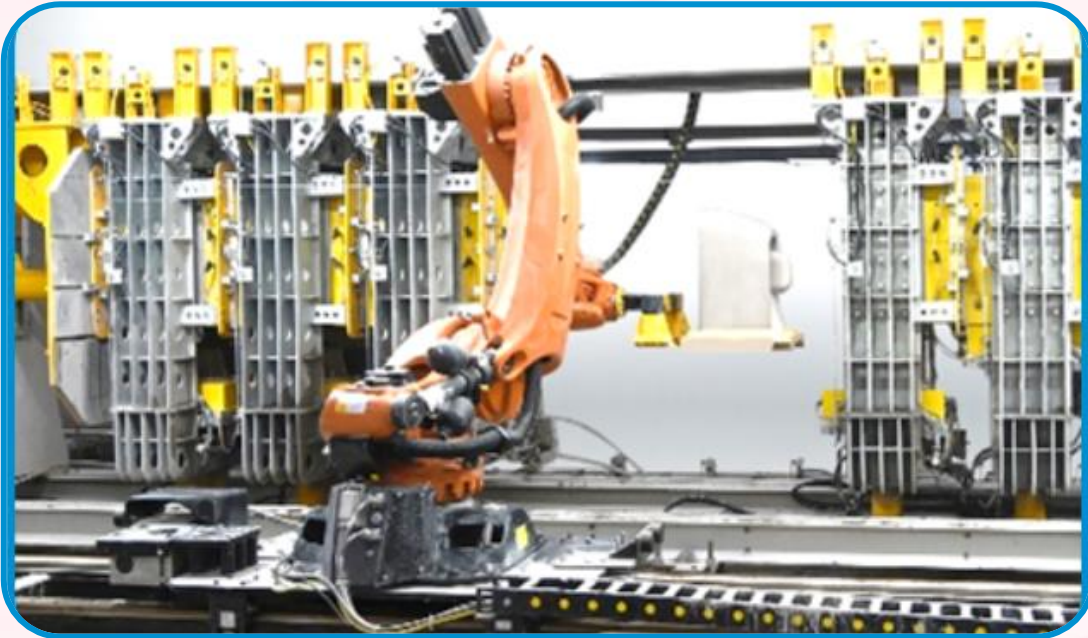


World Class Manufacturing Facility



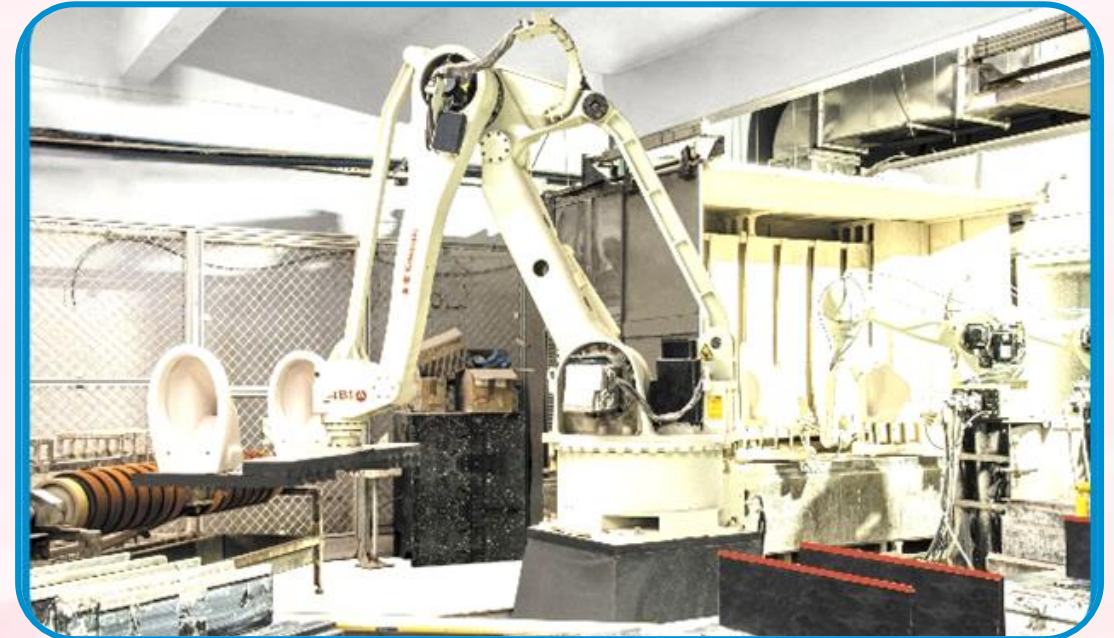
Quality Control and Process Excellence.. 1

Rapid Technology Adoption –Robotics for Sanitaryware Finishing



Sanitaryware Robotic Pressure Casting:

For producing high end sanitaryware in large quantities



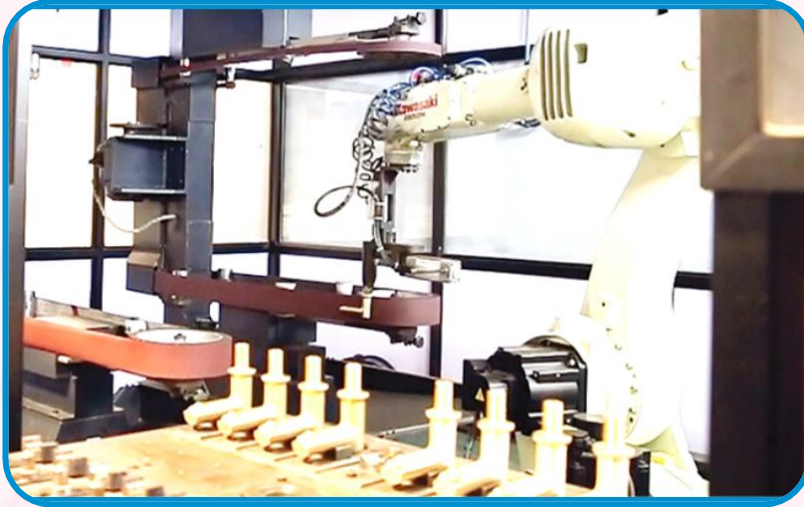
Sanitaryware Robotic Glazing:

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:

Ensures uniform chromium plating for superior surface durability



Faucet Peeling Machine:

Delivers flawless body finish for premium product appeal



Computer Numerical Control Machine:

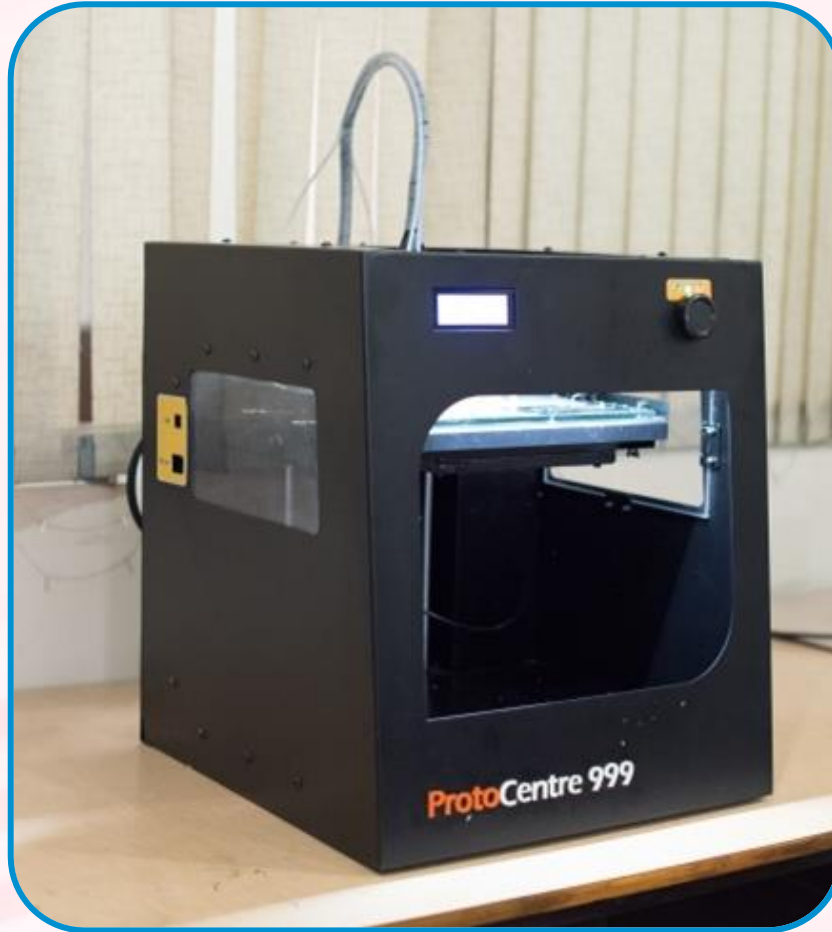
India's first: Enables high-precision manufacturing and greater output efficiency

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

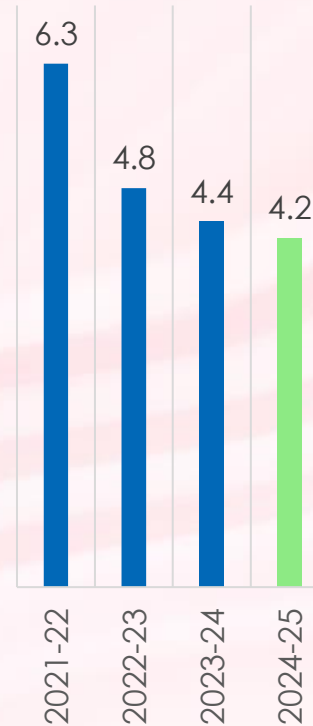
Year-on-year downward trend in specific consumption of utilities



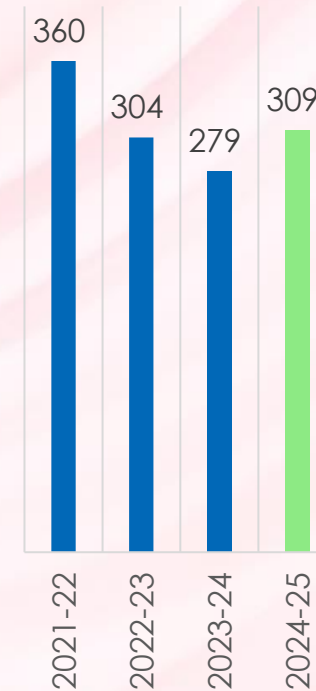
Upgradation of Zero Liquid Discharge (ZLD) plant

- 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)



Global Quality Certifications & Standards Compliance



ISO 9001: Quality Management System



ISO 14001: Environment Management System



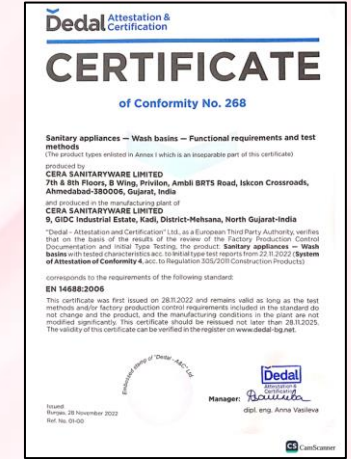
ISO 45001: Health & Safety Management System



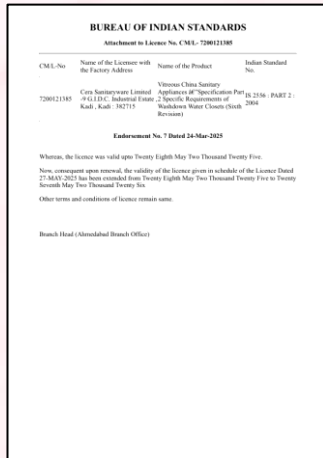
EN 997: EWC



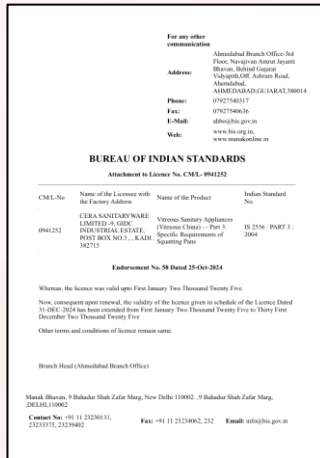
EN 13407: URINAL



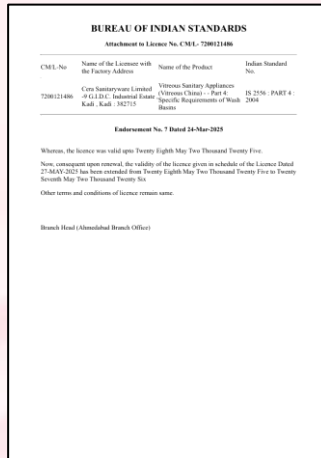
EN 14688: WASH BASIN



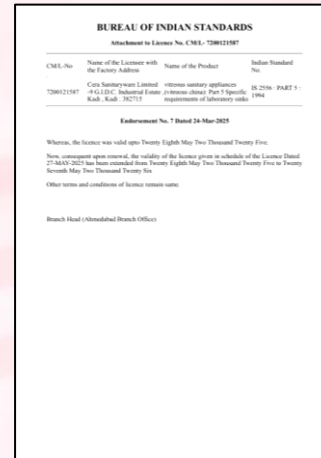
Bureau of Indian Standards Licence 2556: Part 2



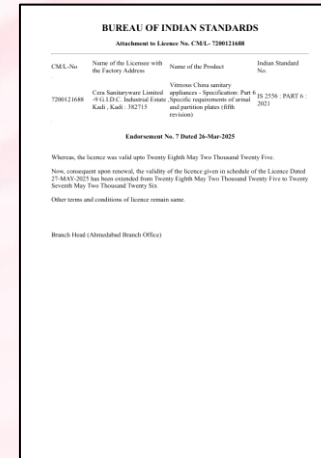
Bureau of Indian Standards Licence 2556: Part 3



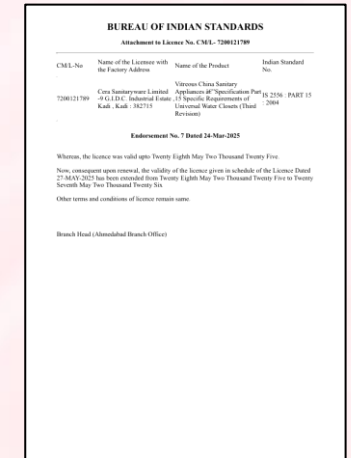
Bureau of Indian Standards Licence 2556: Part 4



Bureau of Indian Standards Licence 2556: Part 5



Bureau of Indian Standards Licence 2556: Part 6



Bureau of Indian Standards Licence 2556: Part 15

Demonstrating compliance with international and national standards for quality, safety, and product performance



Multi layered Marketing Infrastructure.. 1

- **13 CERA Experience Centres:** Ahmedabad / Mumbai / Bengaluru / Kolkata / Cochin / Hyderabad / Trivandrum / Morbi / Chennai / Mohali / Lucknow / Jaipur / Pune
- Offers a unique touch-and-feel experience for discerning customers, architects, and influencers
- No sales orientation — designed for experience
- Average size of each company-owned showroom is approx. 7,000 sq. ft.
- With over 14,000 sq. ft. of display space, the Hyderabad CSS is the largest company showroom

CERA Experience Centres

Newly Opened CERA Experience Centres



Chandigarh



Jaipur



Pune



Lucknow





Multi layered Marketing Infrastructure.. 2

- **234 CERA Style Galleries (CSGs):** Dealer-owned showrooms with pan-India coverage
- Designed to complement or substitute CERA Experience Centres
- Selection filters include: - showroom location, display area size, sales turnover history, and dealer commitment
- Exclusive product displays in a dedicated, branded space
- Trained sales staff assist customers in making informed purchase decisions
- Minimum showroom size typically exceeds 1,000 sq. ft.

Multi layered Marketing Infrastructure.. 3

- **226 CERA Style Hubs (CSHs):** Dealer-owned showrooms with pan-India presence
- Strengthening brand visibility in Tier B & C towns
- Dedicated display zones showcasing CERA's featured product range
- Showroom sizes typically range between 500–800 sq. ft.



Multi layered Marketing Infrastructure.. 4

- **1,316 CERA Style Centres (CSCs):** Retailer-owned units enhancing last-mile brand presence
- Over 1,400 CSCs planned over the next 3–4 years
- Designed to elevate retail engagement and product visibility
- Showroom sizes typically range between 100–500 sq. ft.



CERA Style Centre



CERA

Branding & Communication



‘CERA. *This is your space, Play it your way’*

**Ms. Kiara Advani,
CERA’s brand
ambassador, continues
to play a pivotal role in
strengthening brand
identity and deepening
consumer engagement**

CERA’s campaign featuring brand ambassador Ms. Kiara Advani reflects the brand’s commitment to style, innovation, and modern living — supported by consistent investments across TV, digital, OTT, and architect-led platforms to enhance visibility and consumer connect

Branding & Communication

AIRPORT BRANDING



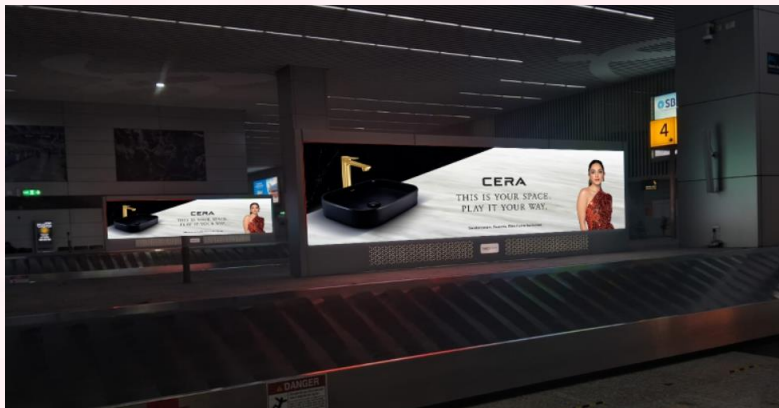
Hyderabad Airport



Goa Airport



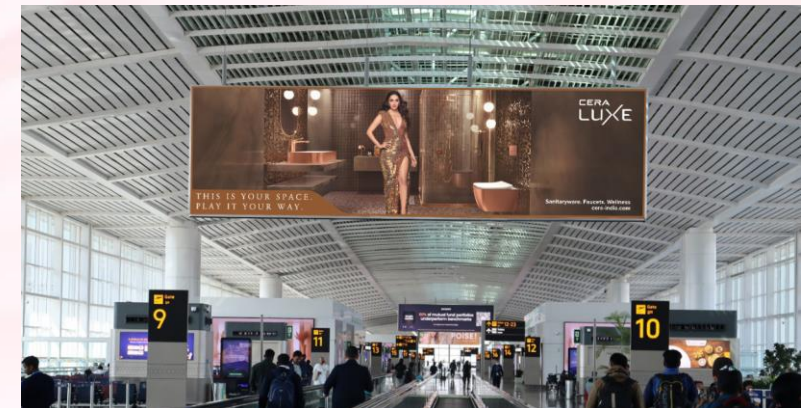
Delhi T3 Airport



Kolkata Airport



Indore Airport



Delhi T1D Airport

Branding & Communication

TV CAMPAIGN – NEWS



TV + OTT - IMPACT PROPERTY



BIGG BOSS - TAMIL



Product Integration



Winner Gratification

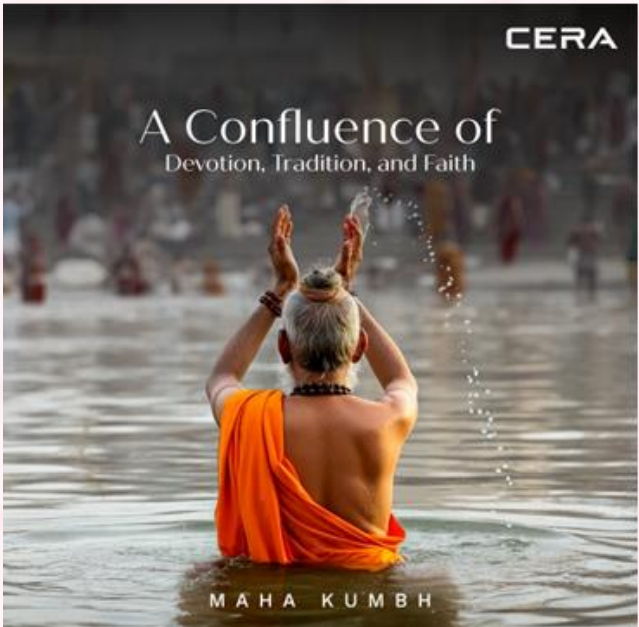


Active Integration & Gratification

CERA

Branding & Communication

OUTDOOR - MAHA KUMBH



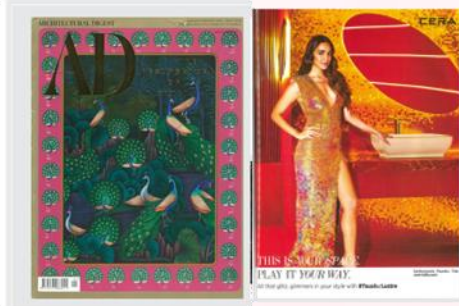
CERA Supports Devotee Experience at Maha Kumbh 2025 in Prayagraj

THE CORRESPONDENT

Prayagraj Maha Kumbh 2025, the grand spiritual and cultural gathering set to take place in Prayagraj, holds unparalleled significance this year as it marks the completion of 12 full Kumbh Mela cycles, an event that occurs once every 144 years. As millions of devotees, pilgrims, and visitors converge for this sacred event, efforts are underway to ensure a safe, organized, and enriching experience for all participants. Among the notable contributors to this year's gathering is CERA, a name recognized for its commitment to quality, innovation, and sustainable solutions placed across key transit points in Prayagraj, including railway stations and high-footfall areas, to create a warm and inviting atmosphere for visitors arriving from across the globe. Recognizing the vital role of local businesses in the event's ecosystem, CERA has also provided umbrellas to small vendors, helping them protect their stalls from extreme weather conditions. This thoughtful initiative reflects a focus on supporting livelihoods while ensuring convenience for devotees. To further aid the organization and safety of the event, CERA has collaborated with local authorities to provide booths and barricades at key locations. These contributions help manage the movement of pilgrims, prevent overcrowding, and streamline the overall flow of the massive gathering. Such measures are integral to ensuring that the event runs smoothly and that attendees can focus on their spiritual journey without logistical concerns. CERA's involvement in Maha Kumbh 2025 goes beyond functional contributions, symbolizing a deeper connection to India's cultural and spiritual ethos. As a brand rooted in values of integrity, accountability, and community service, CERA's efforts at the Kumbh Mela reflect its commitment to blending innovation with tradition to serve society. Through initiatives that prioritize hygiene, safety, and sustainability, the brand pays tribute to the spirit of unity and devotion that defines the Kumbh. Established in 1980, CERA has consistently set benchmarks in the sanitaryware industry with its focus on precision, excellence, and customer satisfaction. The company's participation in Maha Kumbh 2025 reinforces its dedication to enhancing lives and supporting meaningful cultural experiences, ensuring that this historic gathering becomes a cherished memory for all who attend.

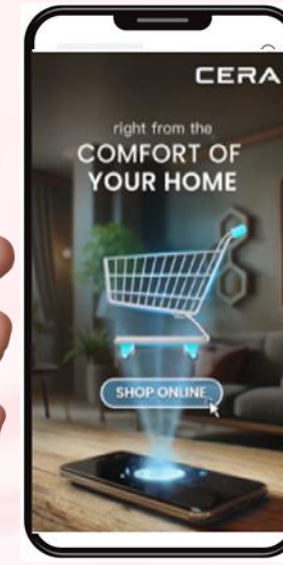
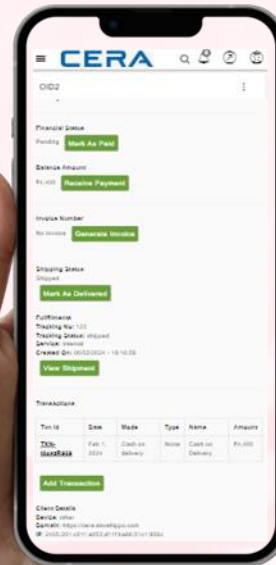
Branding & Communication

MAGAZINE AD'S

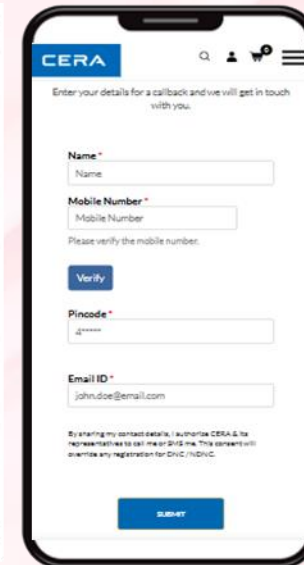


DIGITAL INITIATIVES

E Commerce @cera-india.com



Lead Management System



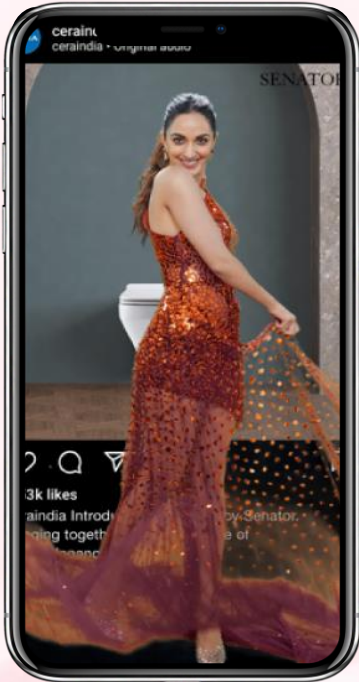
Hyperlocal Marketing



Branding & Communication

DIGITAL PLATFORM

DIGITAL PLATFORM – Influencer Marketing



10 Million+
Impressions

6 Million+
Video Views

Massive
Engagement

Retailer Loyalty Program



A specially curated program designed to reward and recognize retail partners based on their performance

Program Highlights:

- Offers a tiered structure of exclusive rewards, benefits, and privileges
- Aims to drive engagement, motivation, and sustained performance among retail partners
- Reinforces long-term loyalty and alignment with the CERA brand

24,000+

enrolments



Plumber Loyalty Program



- **CERA Plumber Loyalty Program:** A structured rewards initiative launched to engage and incentivize plumbers across the country
- **Program Highlights:**
 - Rewards plumbers for recommending and facilitating the sale of CERA products
 - Outreach supported through in-store posters at retail and dealer counters
 - Multi-channel engagement including SMS, phone calls, marketing creatives, and regular in-person connect by the sales and marketing teams

Customer-Centric After-Sales Service

After Sales Servicing Team

- 13 customer care offices across India
- 43 officers attending technicians
- 497 dedicated 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

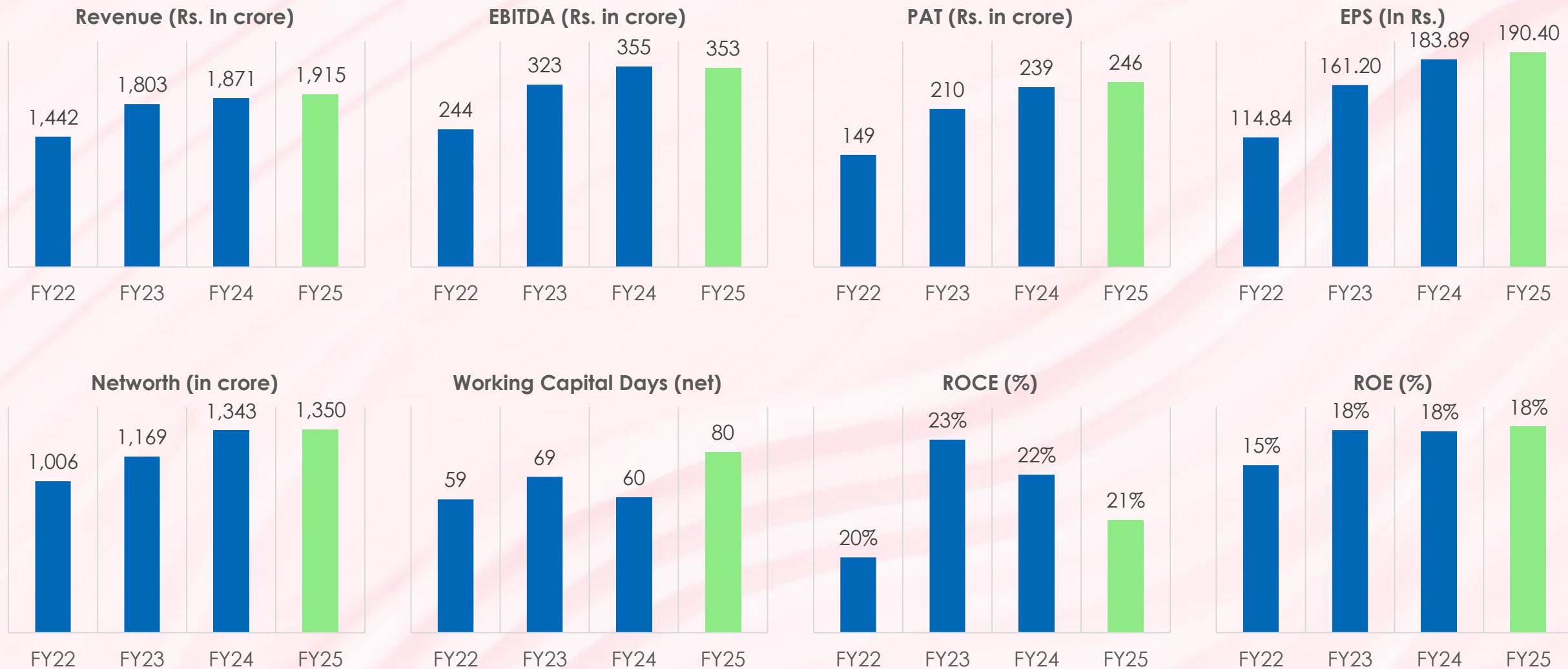
Consistent and comprehensive training is provided on troubleshooting, installation, product specifications, and usage guidelines



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

New C4C CRM – integrated with SAP

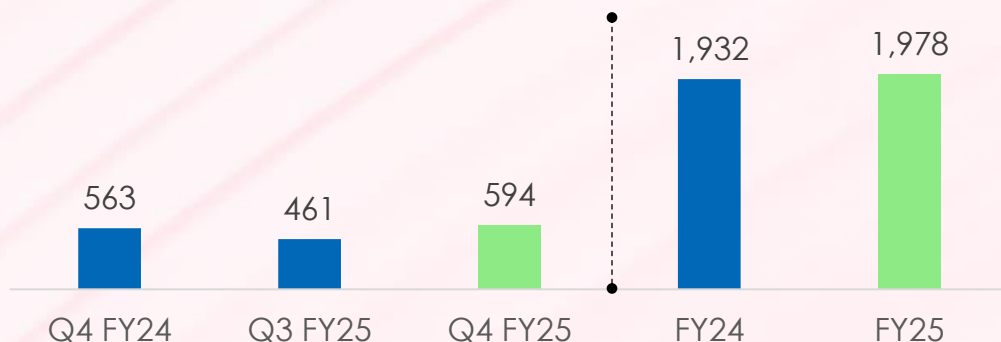
Financial Overview



Key Financial Highlights – Standalone Q4 & FY25

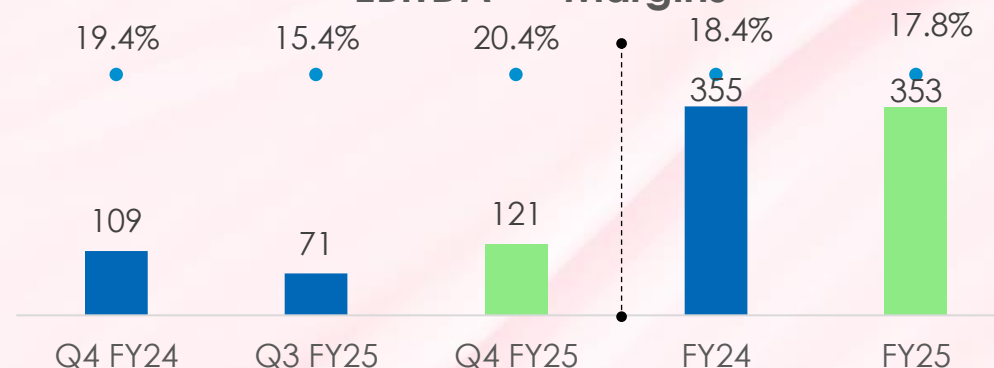
In Rs. crore

Total Income



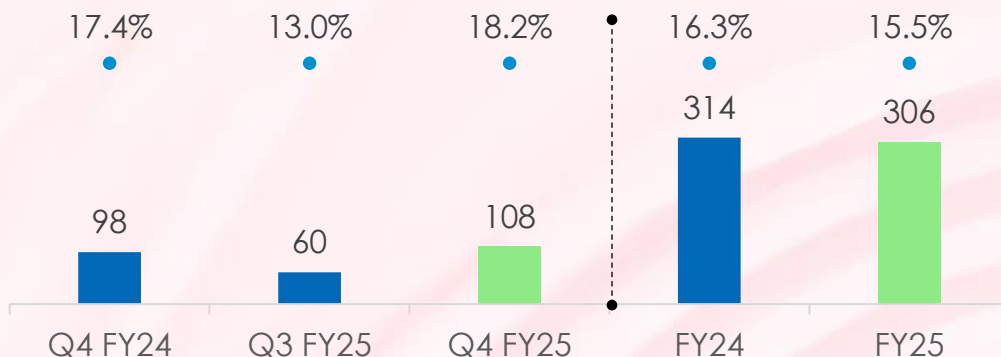
Shift (%) QoQ: 28.9% ↑ YoY: 5.5% ↑ 2.4% ↑

EBITDA • Margins



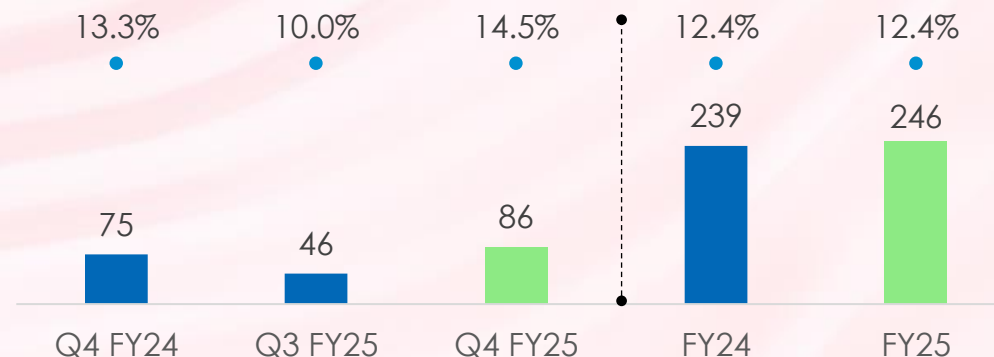
Shift (%) QoQ: 70.4% ↑ YoY: 11.0% ↑ (0.6%) ↓

PBT • Margins



Shift (%) QoQ: 80.0% ↑ YoY: 10.2% ↑ (2.5%) ↓

PAT • Margins



Shift (%) QoQ: 87.0% ↑ YoY: 14.7% ↑ 2.9% ↑

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)
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