



CSL/2022-23/378  
18<sup>th</sup> November 2022

To, BSE Limited Corporate Relationship Department 1 <sup>st</sup> Floor, New Trading Ring Rotunda Building, P J Towers Dalal Street, Fort, Mumbai – 400001. Scrip Code :532443 Scrip ID: CERA	To, National Stock Exchange of India Limited Exchange Plaza Bandra Kurla Complex Bandra (East) Mumbai – 400051. Scrip Code: CERA
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Dear Sir/Madam,

**Sub: Regulation 30 of the SEBI (LODR) Regulations, 2015 - Investor Presentation**

Pursuant to Regulation 30 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith Corporate Presentation.

The same is also available on the website of the Company.

Thanking you,  
For Cera Sanitaryware Limited,

Hemal Sadiwala  
Company Secretary  
Encl: As Above

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**Cera Sanitaryware Limited**

**Corporate Office:** 7<sup>th</sup> & 8<sup>th</sup> Floors, B Wing, Privilon, Ambli BRTS Road, Iskcon Crossroads, Ahmedabad 380059, India  
Tel: +91 79 49112222 Email: [marketing@cera-india.com](mailto:marketing@cera-india.com) Web: [www.cera-india.com](http://www.cera-india.com)

**Registered Office & Works:** 9, GIDC Industrial Estate, Kadi 382715, District Mehsana, North Gujarat

CIN: L26910GJ1998PLC034400

# Cera Sanitaryware Limited

## Corporate Presentation

**CERA**

Style. Innovation. Leadership



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The CERA logo is displayed in a bold, blue, sans-serif font in the top right corner of the slide.

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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.573 cr**  
Cash and Cash  
Equivalents\*

**700%**  
Rate of Dividend - FY22

**4,708**  
Dealer Network\*

**52** Sanitaryware

**75** Faucetware

New products introduced since  
April 2021

**Rated AA**  
Long Term Debt

**Rated A1+**  
Short Term Debt  
(CARE)

**Rated AA-/Positive**  
Long Term Debt

**Rated A1+**  
Short Term Debt  
(CRISIL)

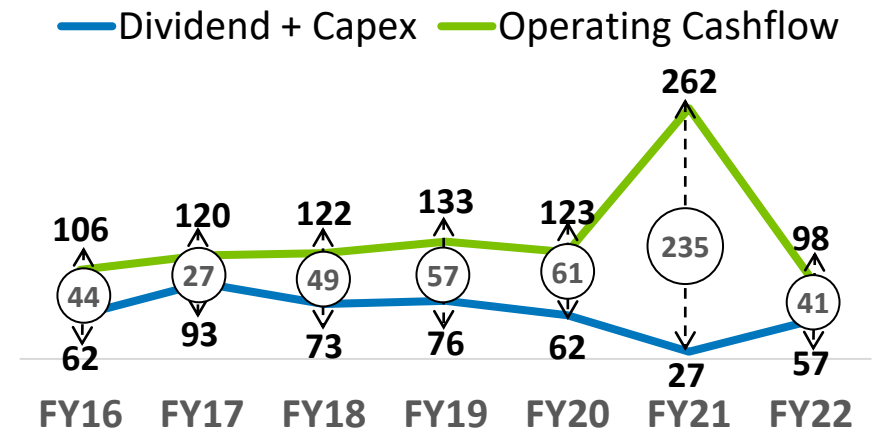
**Note:**

- As on 30<sup>th</sup> Sept. 2022



# Robust Financial Position and Protocols

<p><b>Zero Debt Company</b></p>	<ul style="list-style-type: none"> <li>• Cash and Cash Equivalents of Rs. 573 crore; primarily liquid investments</li> <li>• No Contingent Liabilities for Joint Ventures</li> </ul>
<p><b>Sharp Focus on Efficient Capital Management</b></p>	<ul style="list-style-type: none"> <li>• Fixed Asset turnover of ~4.7x<sup>1</sup></li> <li>• Uniform organization-wide policy to monitor receivables – credit not used to drive revenues</li> <li>• ERP automatically shuts down fresh supplies to dealers / customers with dues in excess of 45-60 days</li> </ul>
<p><b>Free Cash Flow Positive with Robust Cash Position</b></p>	<ul style="list-style-type: none"> <li>• Consistent cash generation each year</li> <li>• Annual Capex requirement &lt; Free Cash flow generation</li> <li>• Increasing gap between annual cash flow generation less dividend outflow and capex</li> <li>• Regularly paid dividends for the last 30 years +</li> </ul>



*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



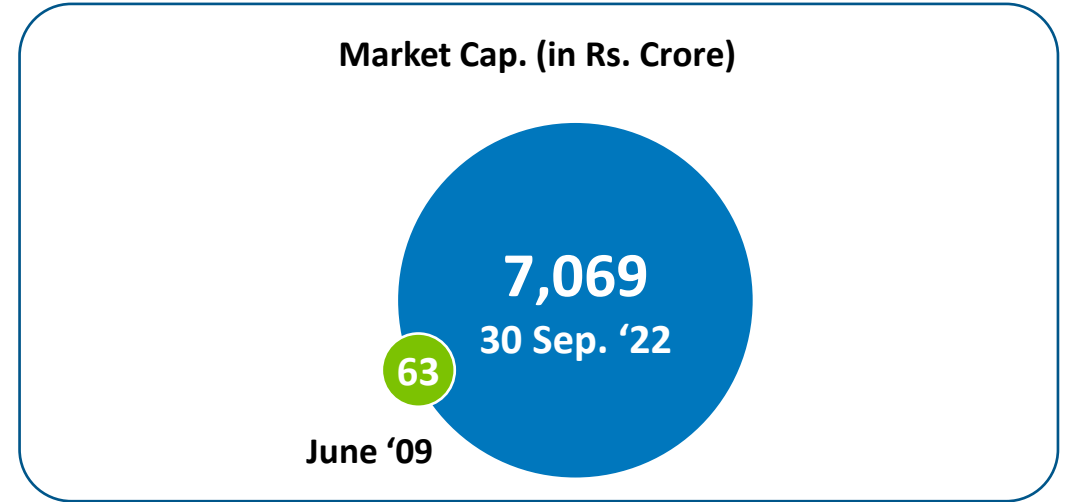
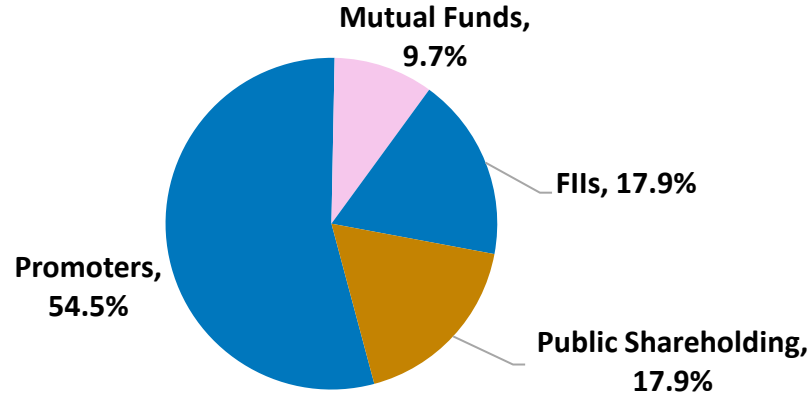
**Mr. Vivek Andankar**  
Asst. Vice President  
Production – Sanitaryware

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



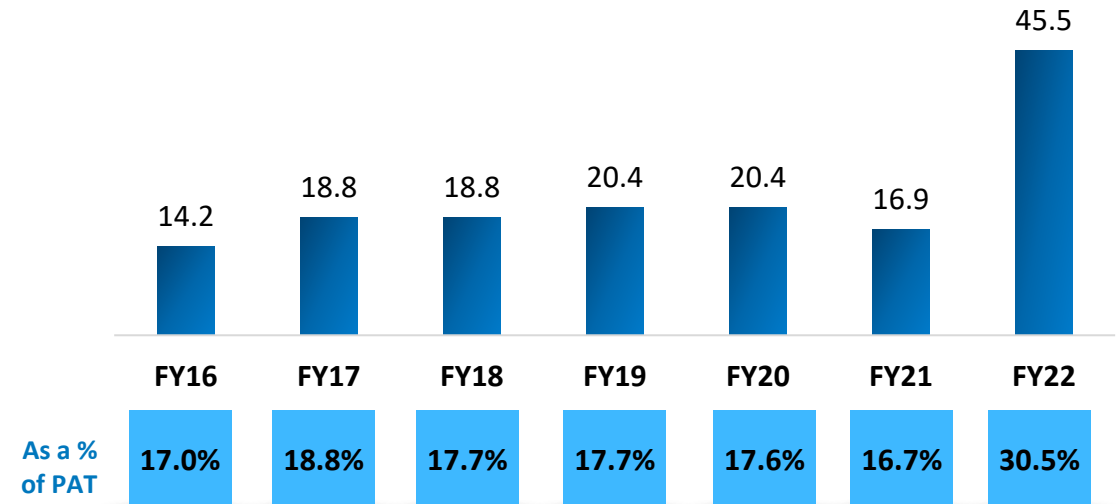


# Ownership and stakeholder value creation



Key Institutional Shareholders	As on 30 <sup>th</sup> September, 2022
Nalanda India Equity Fund Ltd.	10.0%
L&T MF	2.5%
Government of Singapore & Monetary Authority of Singapore	2.5%
Tata MF	2.3%
Grandeur Peak	2.0%
DSP Small Cap Fund	1.6%
HDFC Life Insurance Company Ltd.	1.3%
Canara Robeco	1.3%
Vijay Kedia	1.0%
UTI	0.6%
IMCO Emerging Markets Core Equity Portfolio	0.6%
Union Small Cap and Long Term Equity Fund	0.5%
Motilal Oswal	0.3%
Yashoda Healthcare Services Pvt. Ltd.	0.3%
IDFC Emerging Businesses Fund	0.3%
Other Institutional Shareholders	2.1%
<b>Total</b>	<b>29.9%</b>

## Dividend Distributed (Rs. cr.)



# Large-Scale and Optimized Manufacturing

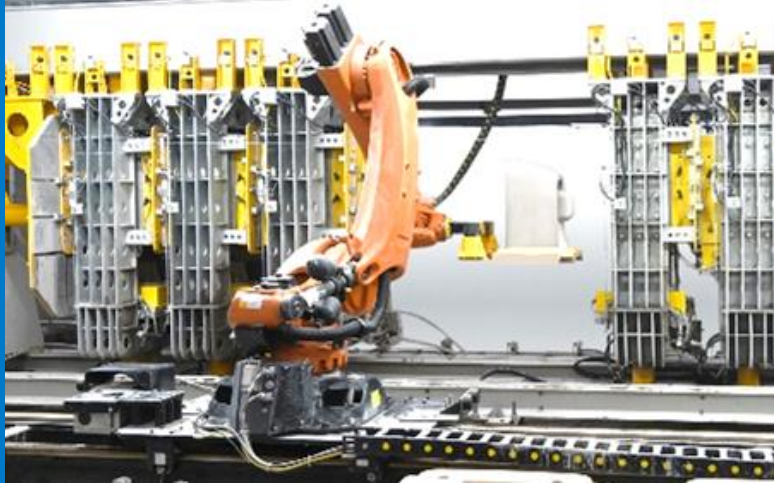
CERA



# Quality Control and Process Excellence.. 1

## Rapid Technology Adoption –Robotics for Sanitaryware and Faucet Finishing

Sanitaryware  
Robotic  
Pressure  
Casting:



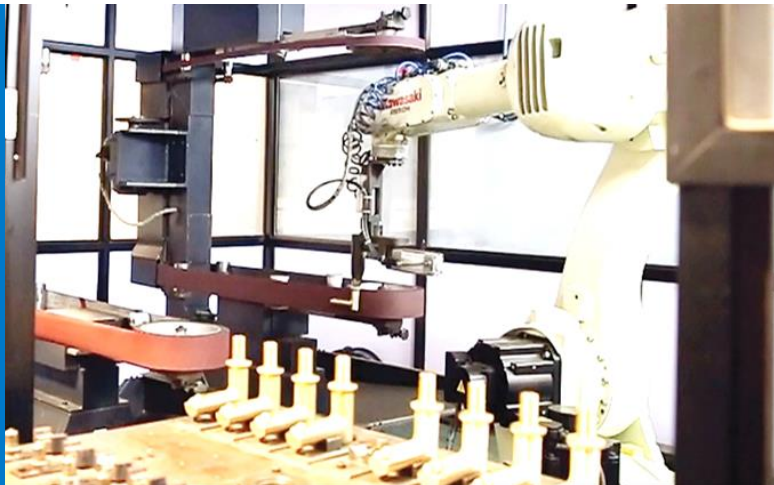
For  
producing  
high end  
sanitaryware  
in large  
quantities

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

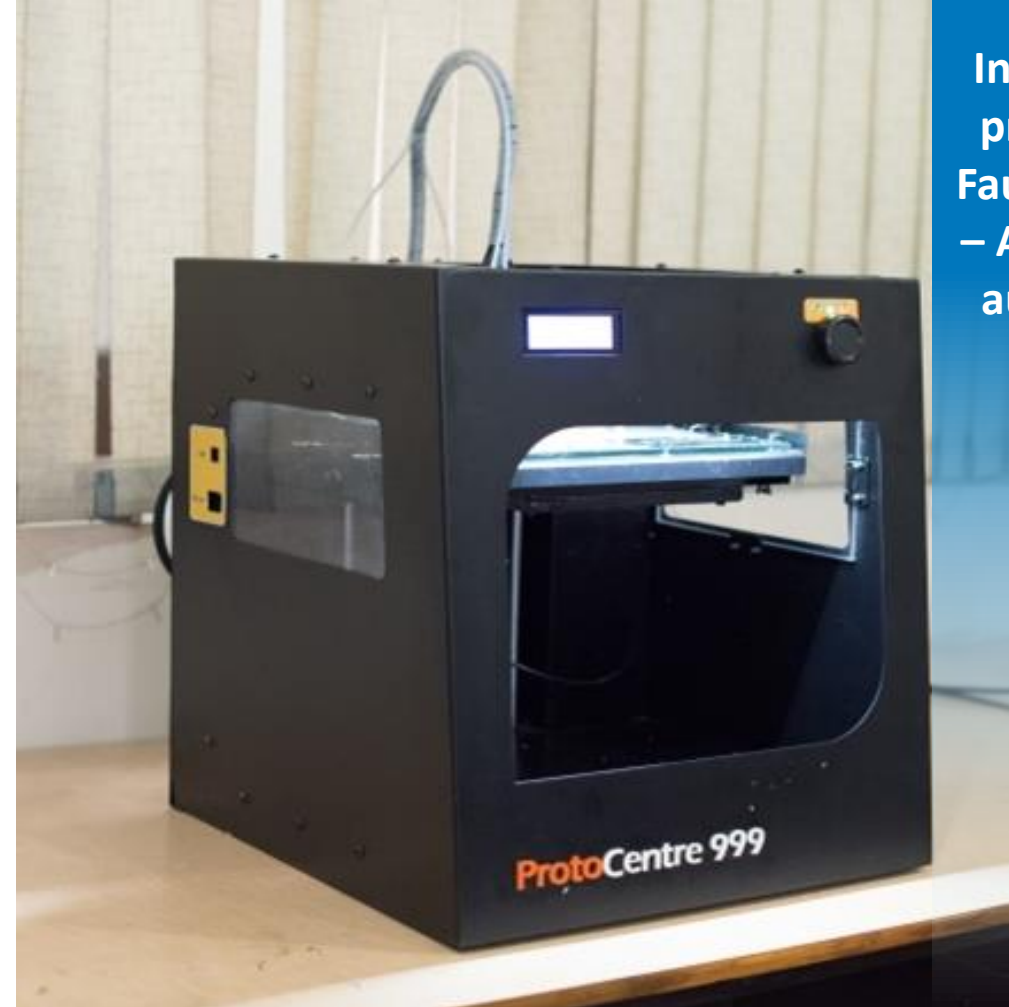
# Design Excellence and deep technology imprint

CERA

First Sanitaryware Company to design and install 3D printers



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

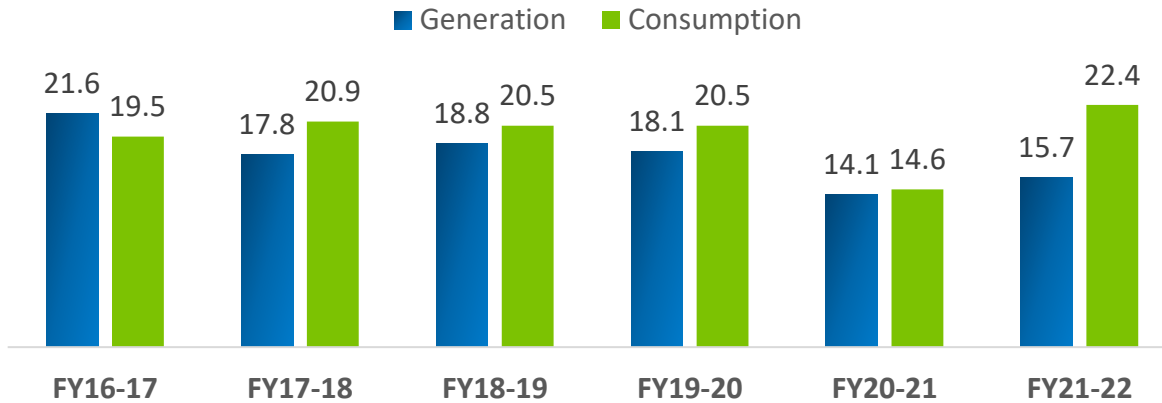


*Successfully installed 3D printers which has considerably shortened the duration for conversion of concept into launch for new designs*



# 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

- **163 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 440 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

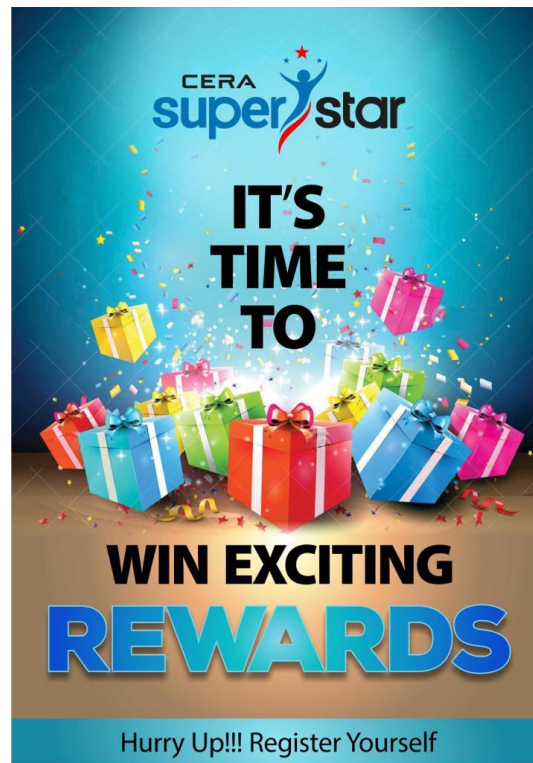
'CERA. This is your space, Play it your way'



- 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

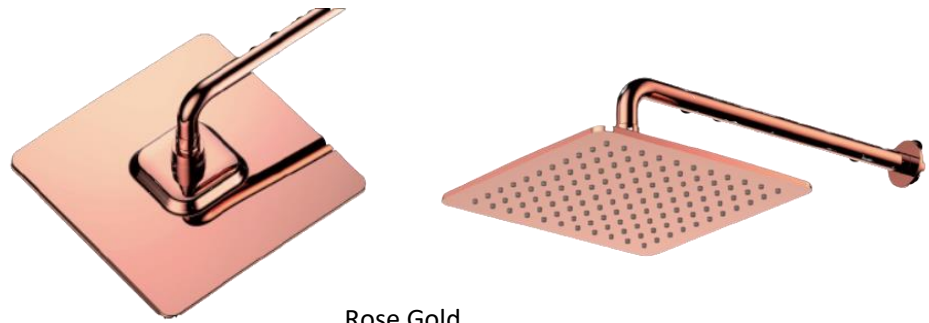
CERA Superstar retailer loyalty program is specially curated to win bundles of exclusive rewards, benefits and privileges at every level of performance.



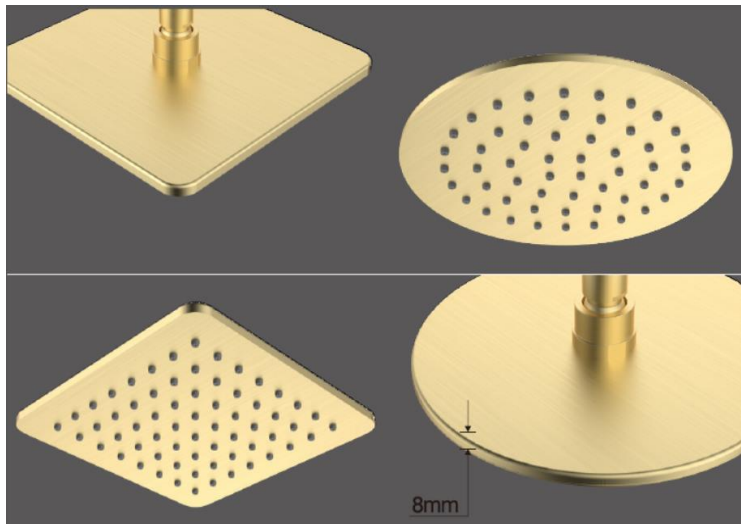
12000+ enrolments in less than 7 Months

# 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
- 352 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

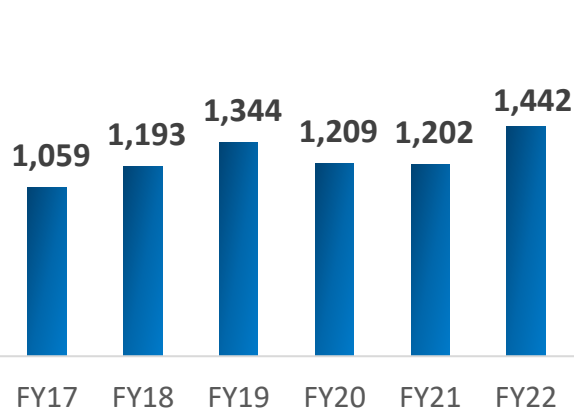


Dealer App

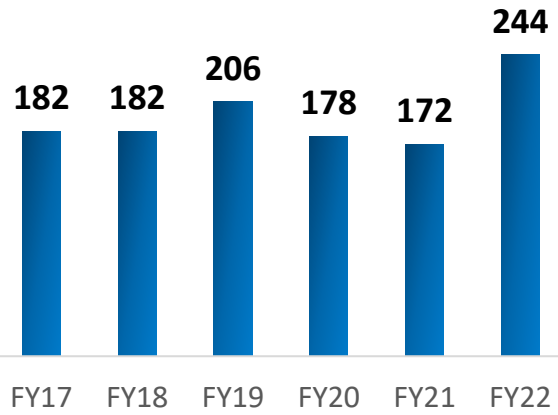
# Financial Overview



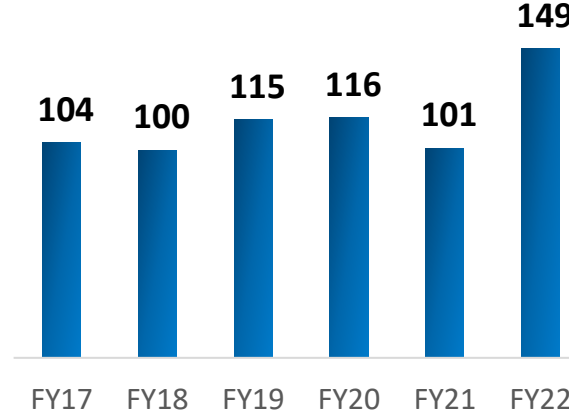
### Revenue (Rs. in crore)



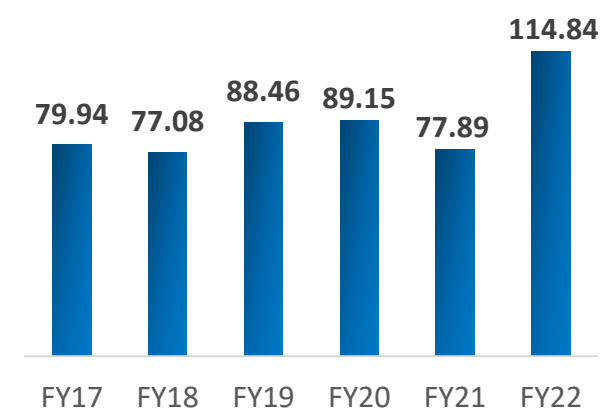
### EBITDA (Rs. in crore)



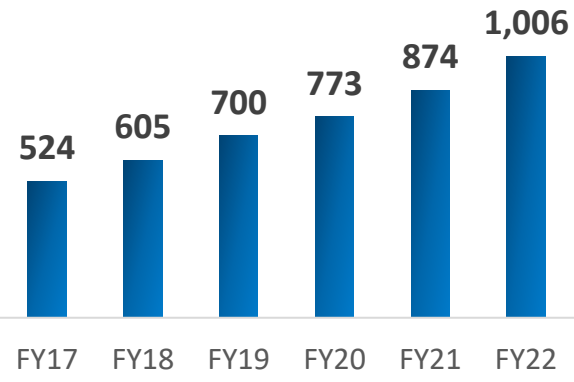
### PAT (Rs. in crore)



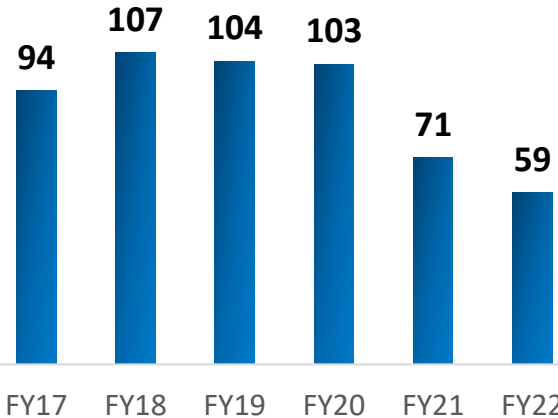
### EPS (in Rs.)



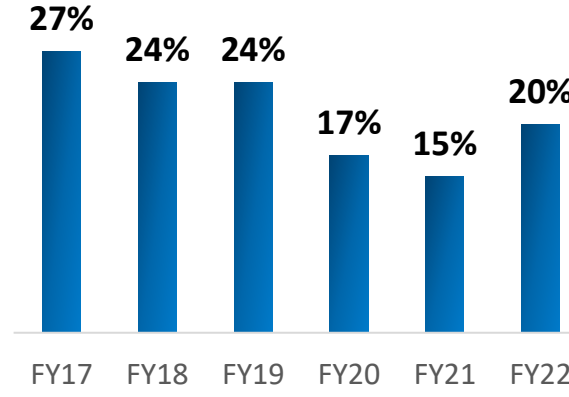
### Networth (in crore)



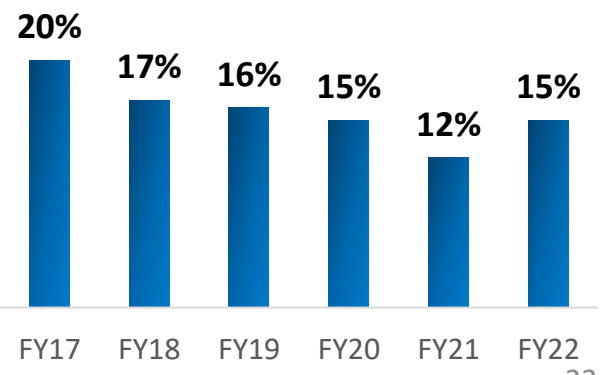
### Working Capital Days (net)



### ROCE (%)



### ROE (%)



# Abridged P&L – Standalone – Period ending 30 September 2022 **CERA**

Particulars (Rs. crore)	Q2 FY22	Q2 FY23	Y-o-Y Shift	H1 FY22	H1 FY23	Y-o-Y Shift
Revenue from Operations	393.23	414.26	5%	616.06	810.00	31%
Other Income	6.97	10.95	57%	12.72	10.69	(16%)
<b>Total Income From Operations (Net)</b>	<b>400.20</b>	<b>425.21</b>	<b>6%</b>	<b>628.78</b>	<b>820.69</b>	<b>30.5%</b>
<b>Total Expenditure:</b>	<b>335.32</b>	<b>348.21</b>	<b>4%</b>	<b>538.31</b>	<b>682.80</b>	<b>26.8%</b>
Raw Material expenses (costs of material consumed)	194.44	183.17	(6%)	292.95	366.39	25%
Employee benefits expense	47.43	54.75	15%	90.48	103.67	15%
Other expenses	93.45	110.29	18%	154.88	212.74	37%
<b>EBITDA (includes Other Income)</b>	<b>64.88</b>	<b>77.00</b>	<b>19%</b>	<b>90.47</b>	<b>137.89</b>	<b>52%</b>
<b>EBITDA margin (%)</b>	<b>16.2%</b>	<b>18.1%</b>	<b>190 bps</b>	<b>14.4%</b>	<b>16.8%</b>	<b>240 bps</b>
Finance Costs	1.03	1.26	22%	2.07	2.21	7%
Depreciation and Amortization	7.61	7.71	1%	14.89	14.69	(1%)
<b>Profit Before Exceptional Items</b>	<b>56.24</b>	<b>68.03</b>	<b>21%</b>	<b>73.51</b>	<b>120.99</b>	<b>65%</b>
Exceptional Items	0.00	0.00	na	0.00	0.00	na
<b>PBT</b>	<b>56.24</b>	<b>68.03</b>	<b>21%</b>	<b>73.51</b>	<b>120.99</b>	<b>65%</b>
Tax expense	14.15	17.31	22%	18.50	30.64	66%
<b>PAT</b>	<b>42.09</b>	<b>50.72</b>	<b>21%</b>	<b>55.01</b>	<b>90.35</b>	<b>64%</b>
<b>PAT margin (%)</b>	<b>10.5%</b>	<b>11.9%</b>	<b>140 bps</b>	<b>8.7%</b>	<b>11.0%</b>	<b>230 bps</b>





# Thank You

For further information, please contact:

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