



CSL/2022-23/106

31<sup>st</sup> May, 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
--	--

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.

We hope you will take the same on record.

Thanking you,  
For Cera Sanitaryware Limited,

Hemal Sadiwala  
Company Secretary  
Encl: As Above

---

**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 Web: 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



# 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.

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

# Contents



-  Company Overview 4 ▶
-  Covid Related Opportunities 6 ▶
-  Management team & Shareholding 8 ▶
-  ESG, Technology and R&D 11 ▶
-  Marketing and Customer Connect 17 ▶
-  Financial Overview 25 ▶

*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

**9%**  
PAT CAGR  
(3 year)

**Rs.580 cr**  
Cash and Cash  
Equivalents\*

**700%**  
Rate of Dividend - FY22\*\*

**25** 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:**

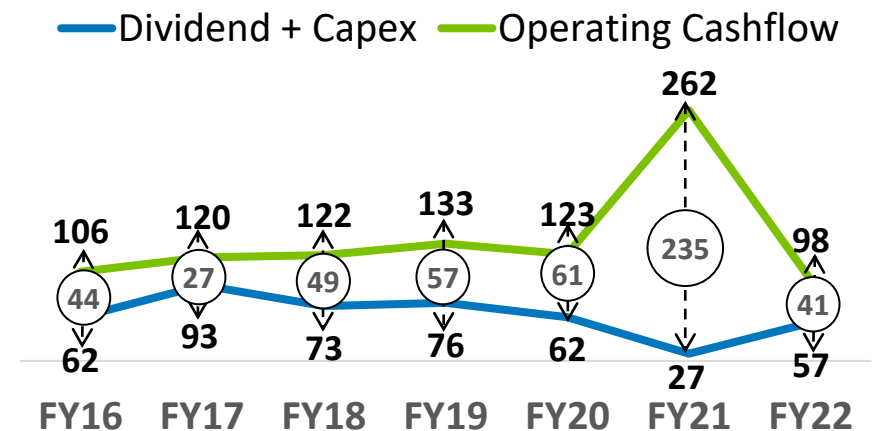
• As on 31<sup>st</sup> March 2022

\*\* Subject to approval of shareholders in ensuing AGM



# 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. 580 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 <math>\sim 4.7x^1</math></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



# 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. 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

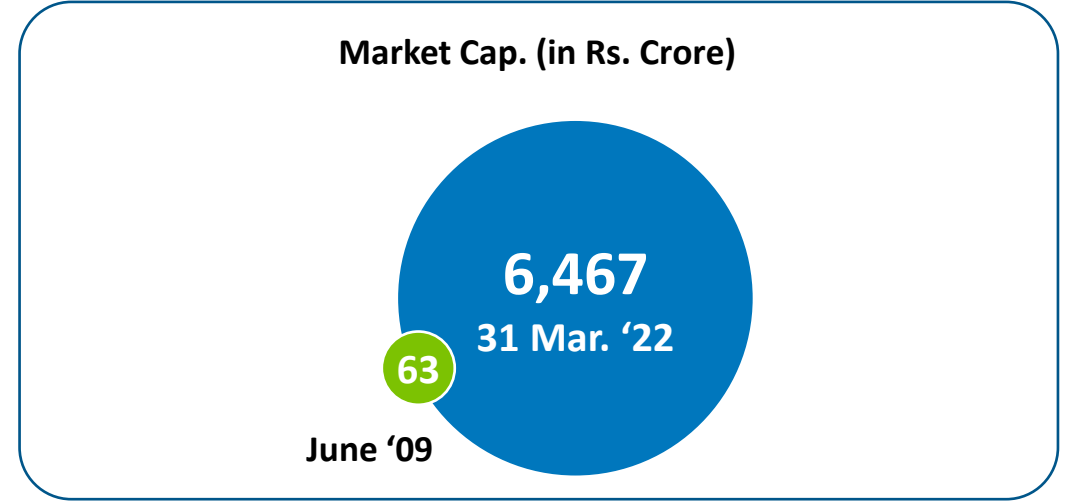
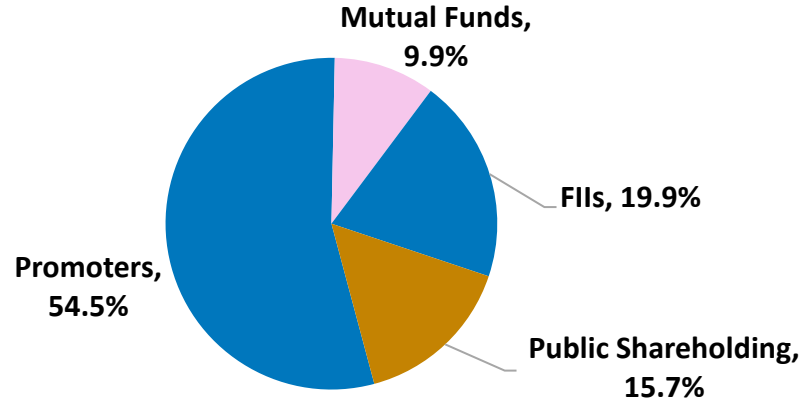


## Mr. Ajay Jain Vice President (Faucetware Division)

- 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

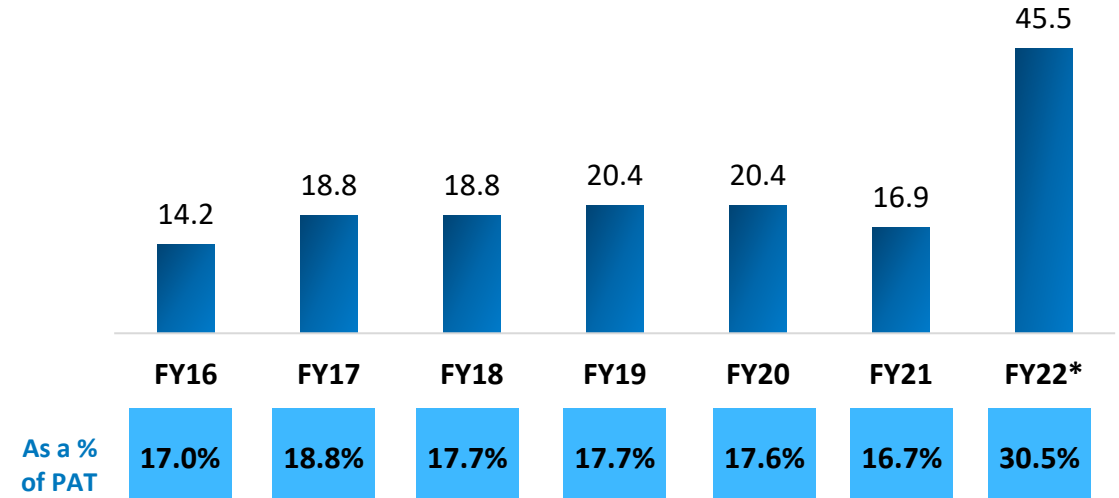


# Ownership and stakeholder value creation



Key Institutional Shareholders	As on 31 March, 2022
Nalanda India Equity Fund Ltd.	10.0%
Government of Singapore & Monetary Authority of Singapore	3.7%
UTI	3.1%
DSP Small Cap Fund	2.8%
L&T MF	2.5%
Grandeur Peak Emerging Markets Opportunities	1.8%
HDFC Life Insurance Company Ltd.	1.3%
Canara Robeco	1.1%
Vijay Kedia	1.0%
Motilal Oswal	0.9%
Emerging Markets Core Equity Portfolio	0.9%
Tata Flexi Cap Fund	0.3%
Shinsei UTI	0.2%
IDFC Emerging Businesses Fund	0.2%
Other Institutional Shareholders	1.9%
<b>Total</b>	<b>31.7%</b>

## Dividend Distributed (Rs. cr.)



Note: \*Subject to approval of shareholders in ensuing AGM



# Large-Scale and Optimized Manufacturing

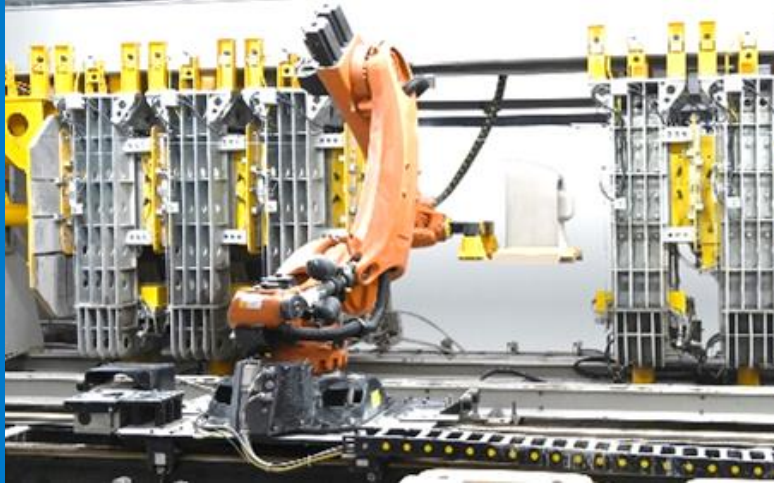
CERA



# Quality Control and Process Excellence.. 1

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

Sanitaryware  
Robotic  
Pressure  
Casting:



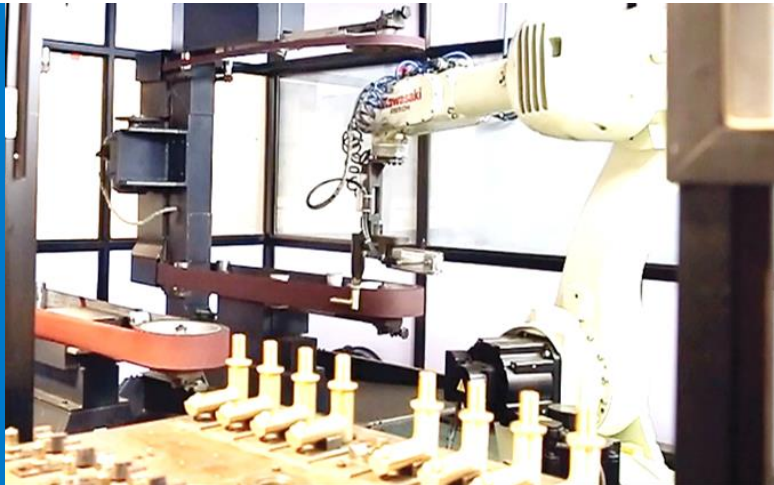
For  
producing  
high end  
sanitaryware  
in large  
quantities

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

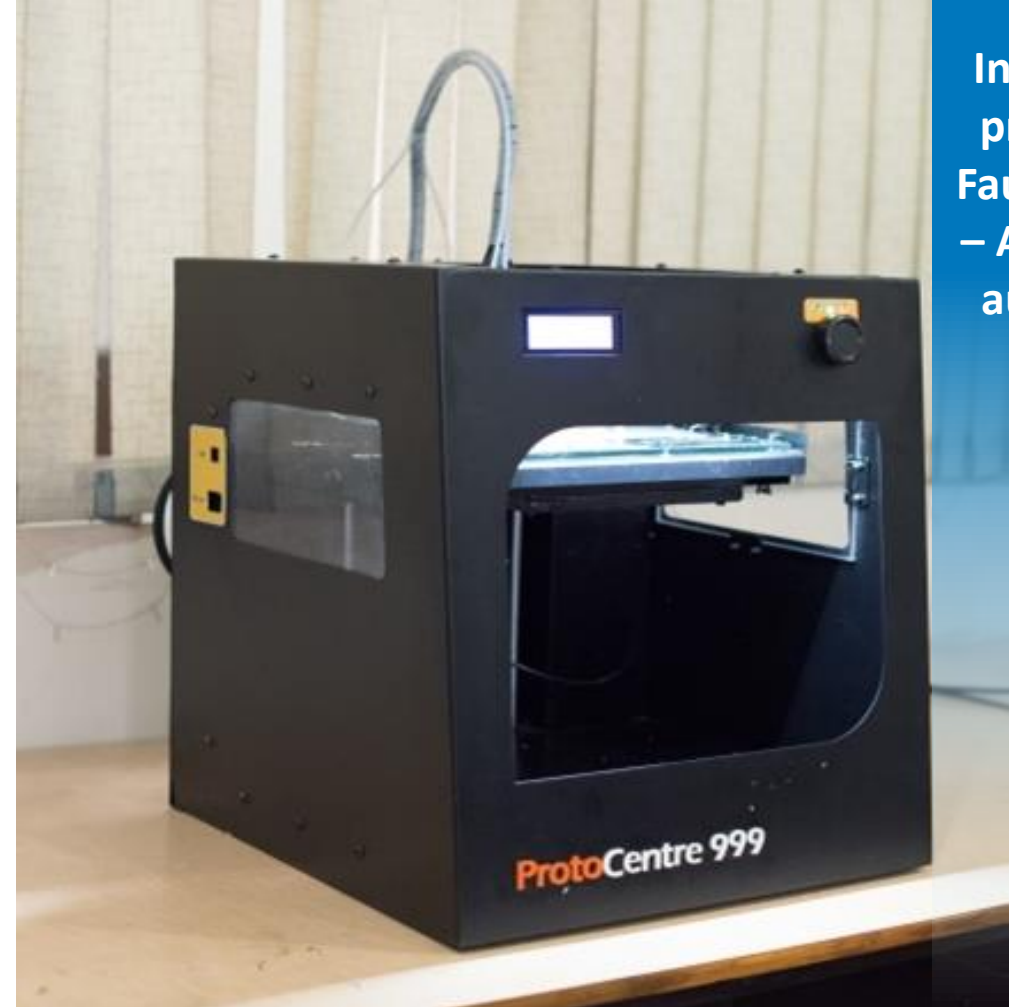


# Design Excellence and deep technology imprint

First Sanitaryware Company to design and install 3D printers



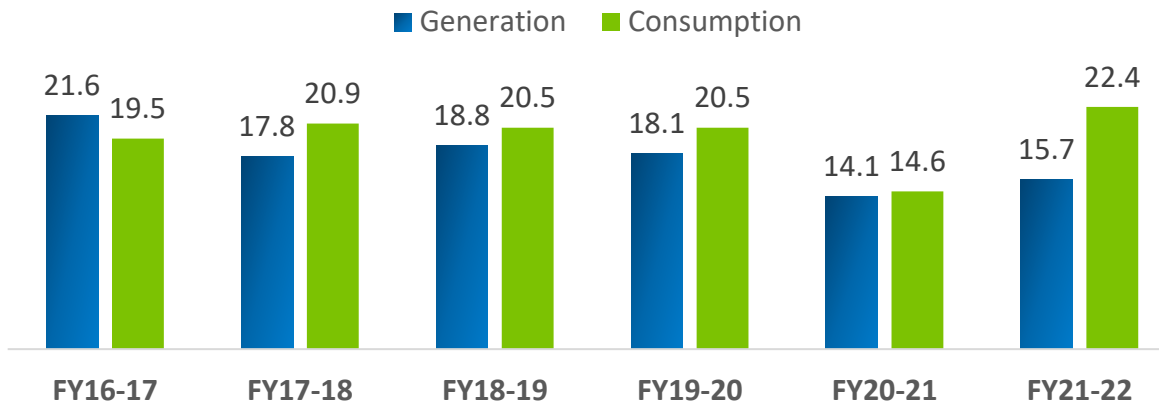
Installed 3D printers for Faucet design – A complete automated design process



*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



## 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





# Strong Brand Promise

CERA

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

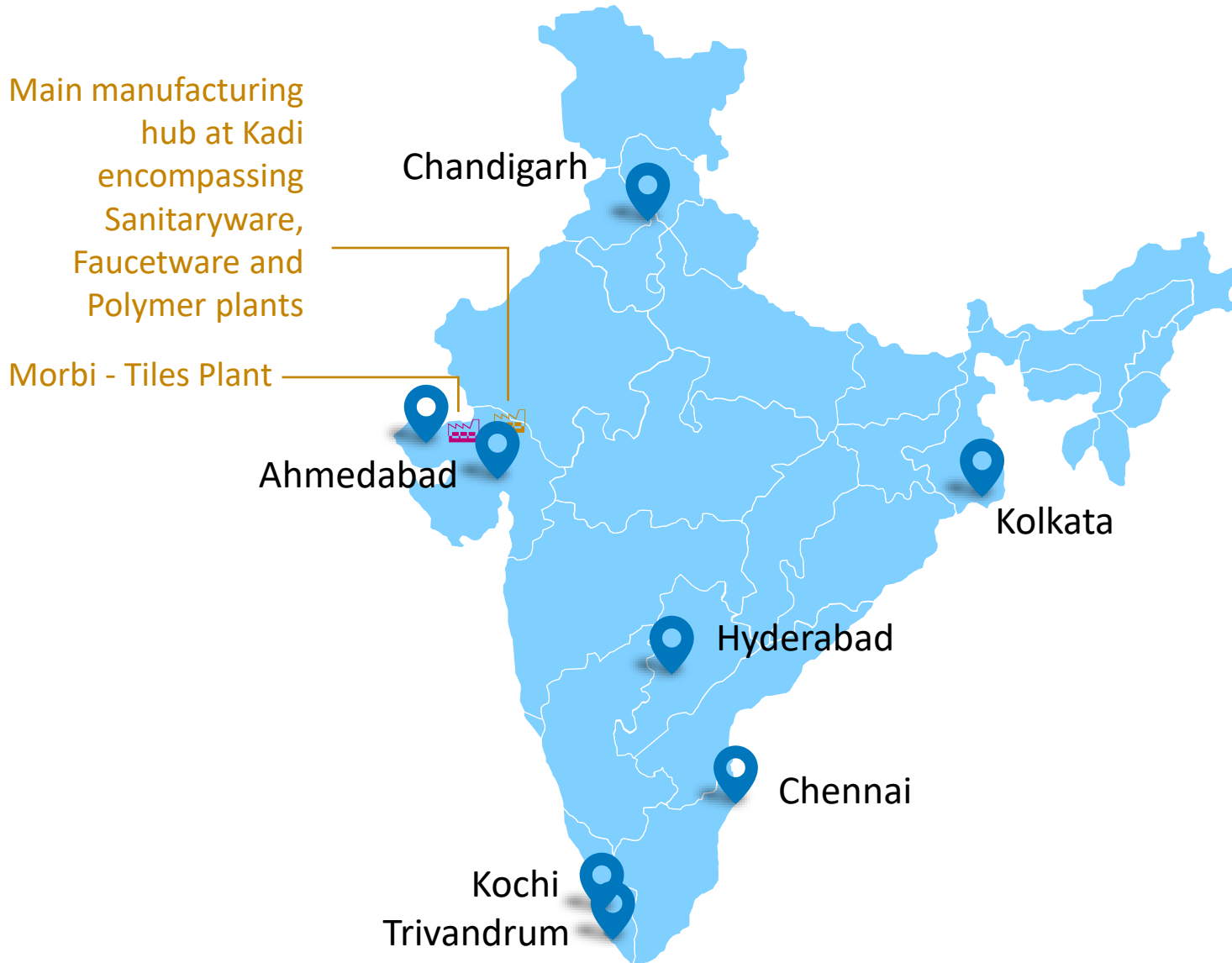
- Niche brands for deeper engagement with varied customer and market segments



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 March 2022	
	Total*
Dealer	4,260
Retailer	11,306
<b>Total</b>	<b>15,566</b>

After-sales team strength – March 2022	
<b>382</b>	

*\*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

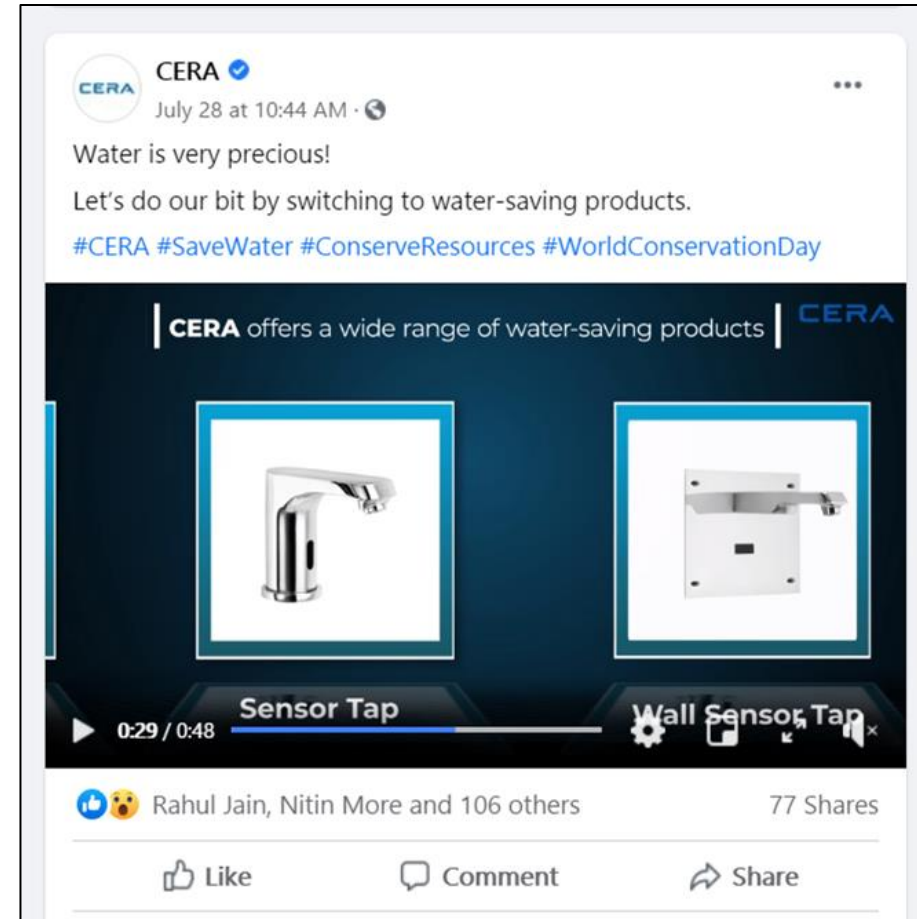
Cera's recent digital campaigns are based on products with future ready technology and communications aligned with current trends



#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
- 39 officers attending technicians
- 382 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

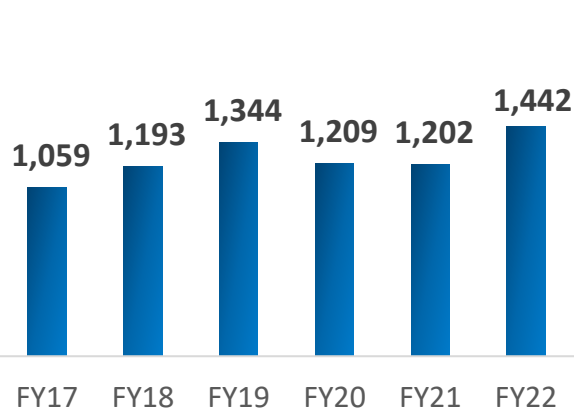


Dealer App

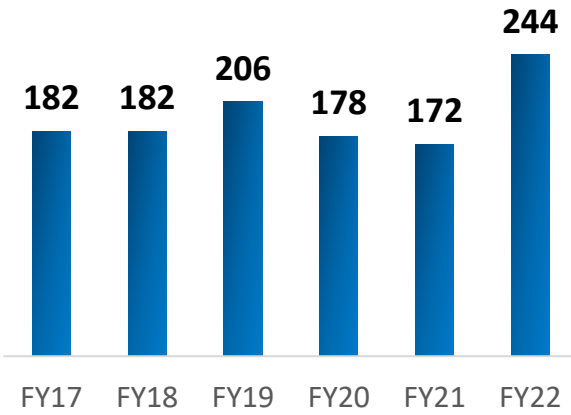
# Financial Overview



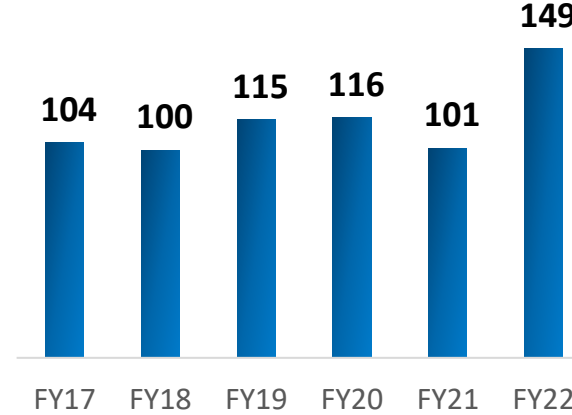
### Revenue (Rs. in crore)



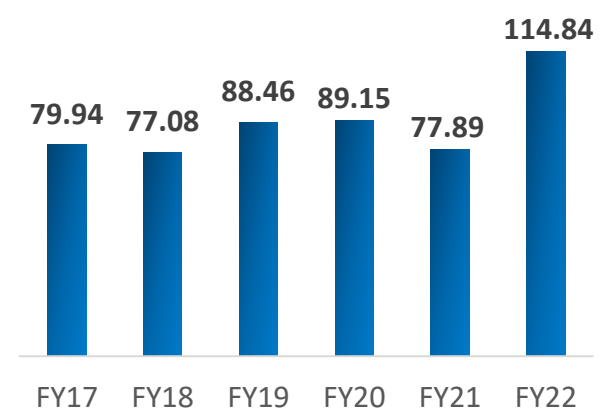
### EBITDA (Rs. in crore)



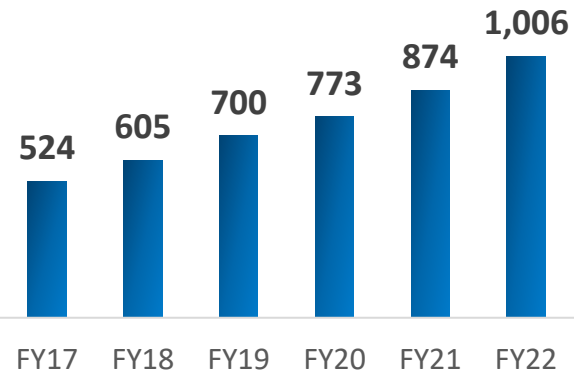
### PAT (Rs. in crore)



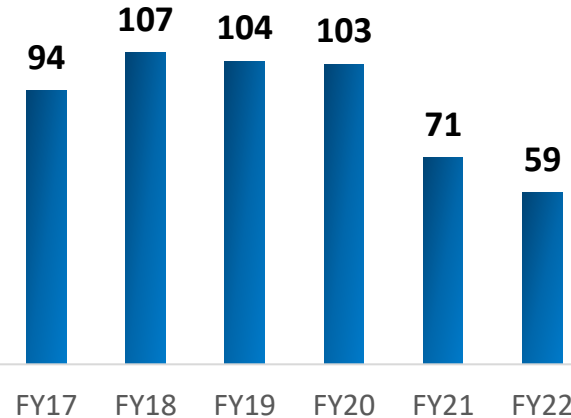
### EPS (in Rs.)



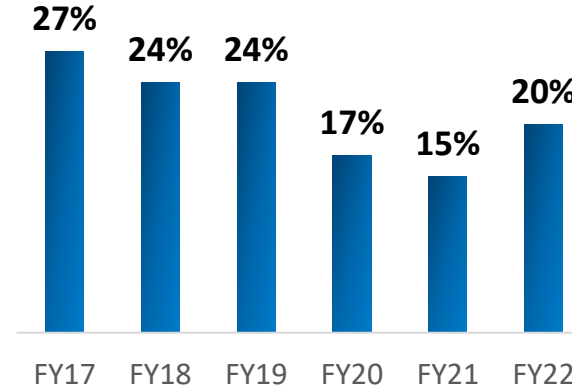
### Networth (in crore)



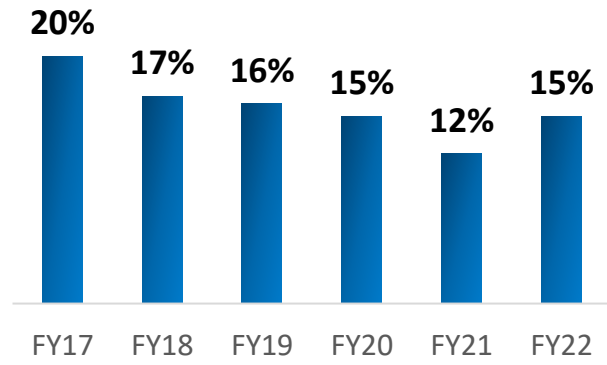
### Working Capital Days (net)



### ROCE (%)



### ROE (%)



# Abridged P&L – Standalone – Period ending 31 March 2022

Particulars (Rs. crore)	Q4 FY21	Q4 FY22	Y-o-Y Shift	FY21	FY22	Y-o-Y Shift
Revenue from Operations	431.37	438.68	2%	1201.71	1,441.76	20%
Other Income	2.47	5.89	139%	21.79	22.78	5%
<b>Total Income From Operations (Net)</b>	<b>433.84</b>	<b>444.57</b>	<b>2%</b>	<b>1,223.50</b>	<b>1,464.54</b>	<b>19.7%</b>
<b>Total Expenditure:</b>	<b>368.23</b>	<b>356.27</b>	<b>(3%)</b>	<b>1,051.75</b>	<b>1,220.51</b>	<b>16.0%</b>
Raw Material expenses (costs of material consumed)	227.77	204.12	(10%)	647.30	681.00	5%
Employee benefits expense	42.84	52.10	22%	144.33	190.75	32%
Other expenses	97.61	100.05	2%	260.12	348.76	34%
<b>EBITDA (includes Other Income)</b>	<b>65.62</b>	<b>88.30</b>	<b>35%</b>	<b>171.74</b>	<b>244.03</b>	<b>42%</b>
<b>EBITDA margin (%)</b>	<b>15.1%</b>	<b>19.9%</b>	<b>480 bps</b>	<b>14.0%</b>	<b>16.7%</b>	<b>270 bps</b>
Finance Costs	1.38	1.52	10%	4.27	4.59	7%
Depreciation and Amortization	8.39	7.77	(7%)	33.23	30.43	(8%)
<b>Profit Before Exceptional Items</b>	<b>55.85</b>	<b>79.01</b>	<b>41%</b>	<b>134.25</b>	<b>209.01</b>	<b>56%</b>
Exceptional Items	0.00	5.74	na	0.00	5.74	na
<b>PBT</b>	<b>55.85</b>	<b>73.27</b>	<b>31%</b>	<b>134.24</b>	<b>203.27</b>	<b>51%</b>
Tax expense	12.83	21.19	65%	32.94	53.91	64%
<b>PAT</b>	<b>43.02</b>	<b>52.08</b>	<b>21%</b>	<b>101.30</b>	<b>149.36</b>	<b>47%</b>
<b>PAT margin (%)</b>	<b>9.9%</b>	<b>11.7%</b>	<b>180 bps</b>	<b>8.3%</b>	<b>10.2%</b>	<b>190 bps</b>

# Thank You

For further information, please contact:

 Siddharth Patel / Ayush Bagla  
 CERA Sanitaryware Limited  
 Phone : +02764 243000 / 022 4295 8370  
 Email: [siddharth@cera-india.com](mailto:siddharth@cera-india.com)  
[ayushbagla@cera-india.com](mailto:ayushbagla@cera-india.com)

---

 Mayank Vaswani / Devrishi Singh  
 CDR India  
 Phone : +91 98209 40953 / 98205 30918  
 Email: [mayank@cdr-india.com](mailto:mayank@cdr-india.com)  
[devrishi@cdr-india.com](mailto:devrishi@cdr-india.com)