



CSL/2024-25/464

20th March, 2025

To, BSE Limited Corporate Relationship Department 1 st 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 Investor Presentation. The same is being available on the website of the Company.

We hope you will take the same on your records.

Thanking you,
For Cera Sanitaryware Limited.

Hemal Sadiwala
Company Secretary
Encl: As Above

Cera Sanitaryware Limited

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CIN No. : L26910GJ1998PLC034400



Cera Sanitaryware Limited

Investor Presentation

March 2025

CERA

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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



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**Management team
& Shareholding**

2

**ESG, Technology
and R&D**

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**Marketing and
Customer Connect**

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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 31st December 2024

** Includes Lustre Series

Robust Financial Position and Protocols

Zero Debt Company

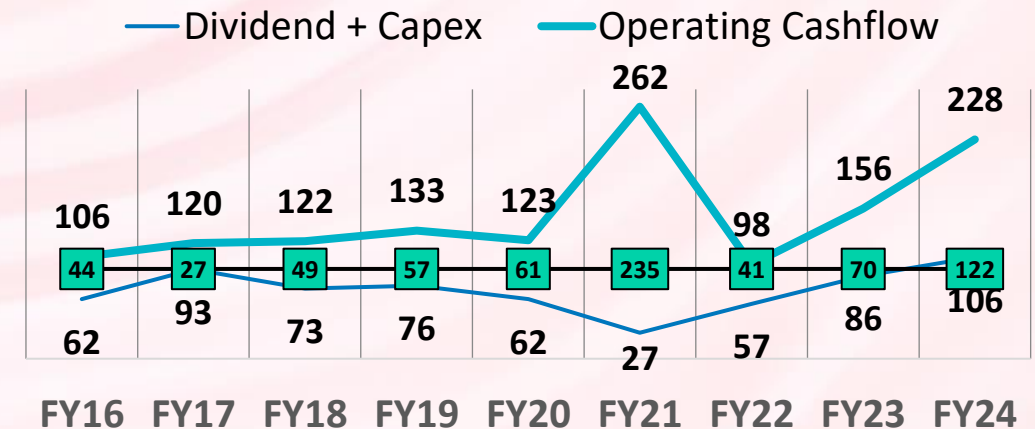
- Cash and Cash Equivalents of Rs. 662 crore; primarily liquid investments
- No Contingent Liabilities for Joint Ventures

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



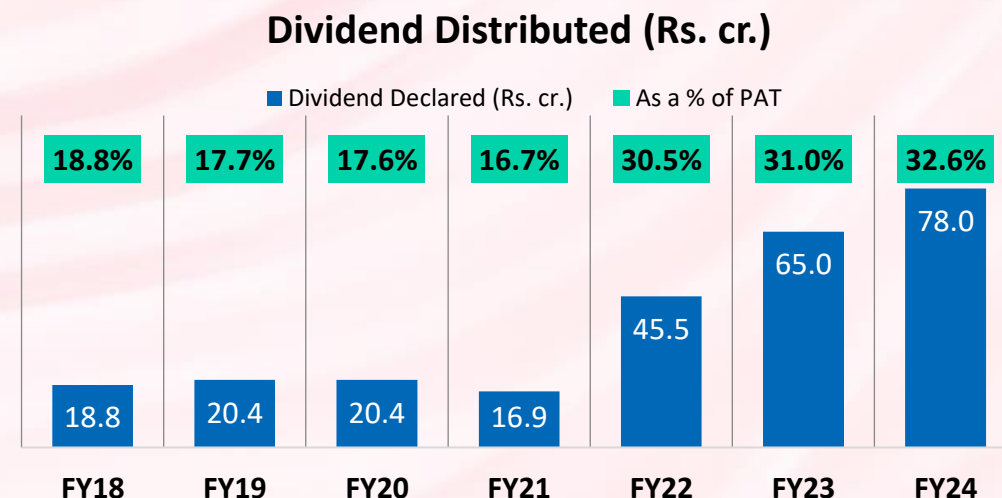
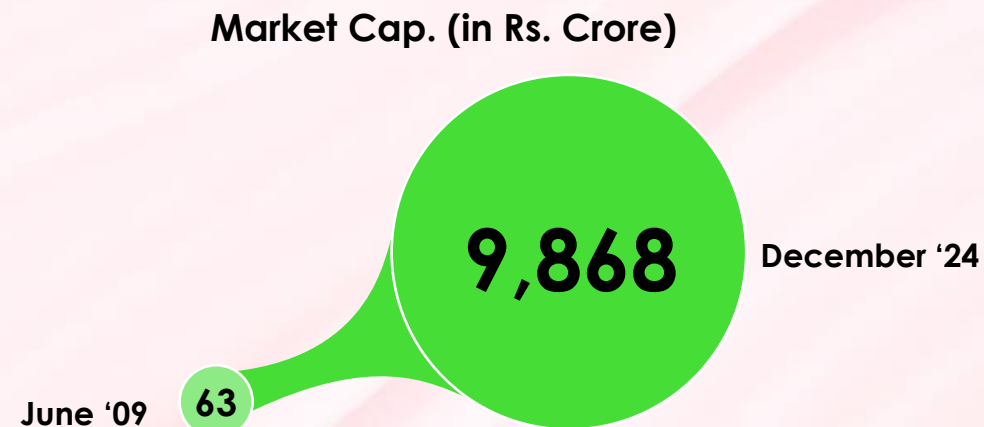
Mr. Vivek Andankar
Vice President
(Sanitaryware Division)

- 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 st 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%
Total	30.9%



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



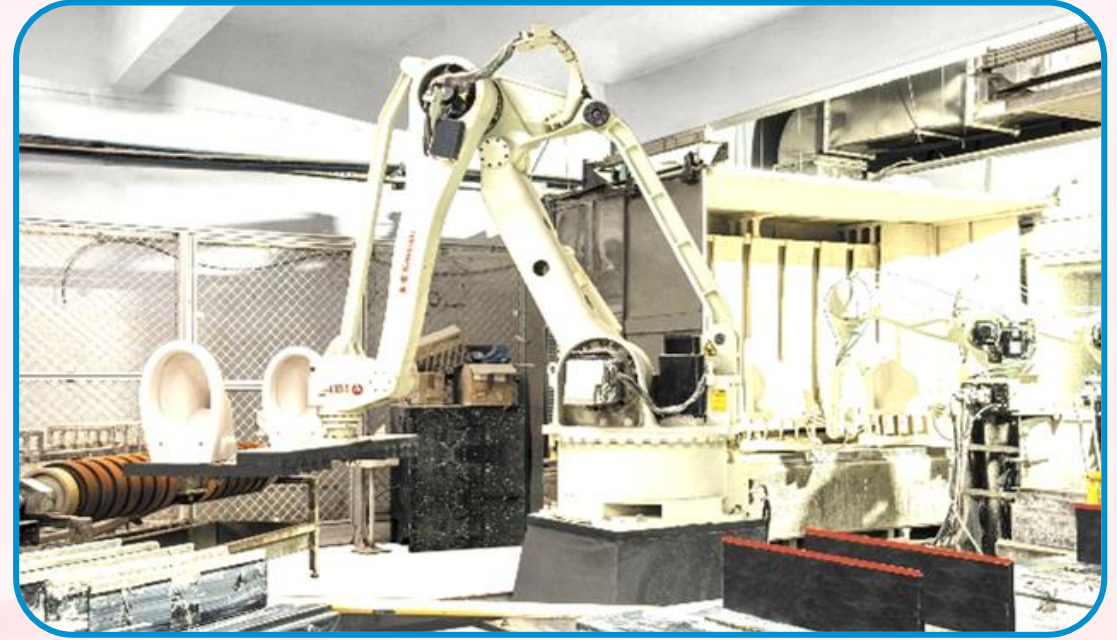
Quality Control and Process Excellence.. 1

Rapid Technology Adoption –Robotics for Sanitaryware Finishing



Sanitaryware Robotic Pressure Casting:

For producing high end sanitaryware in large quantities



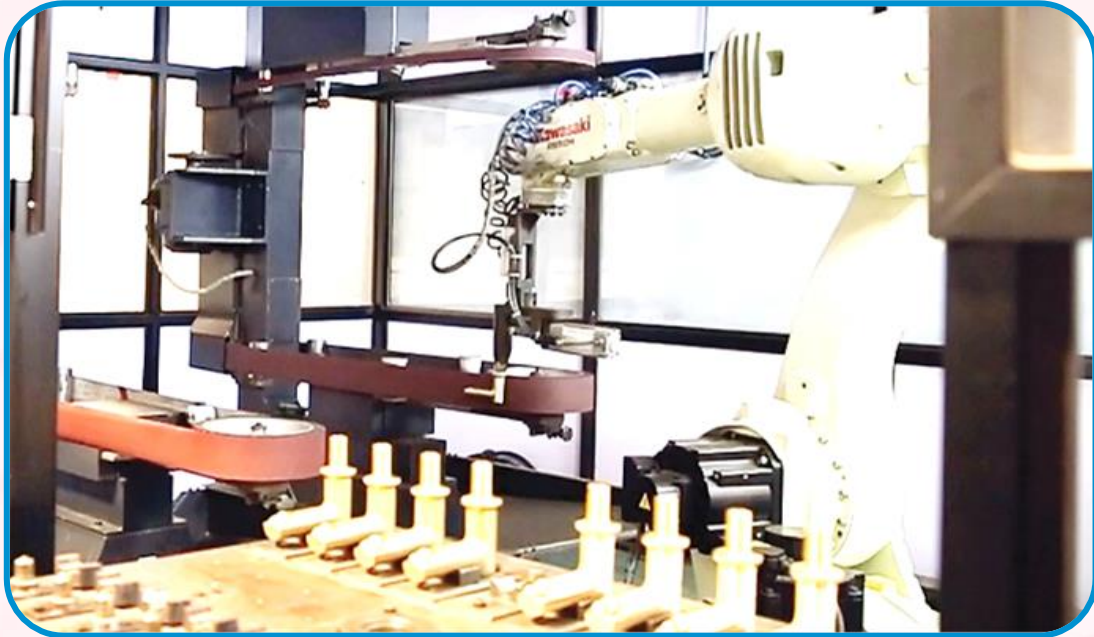
Sanitaryware Robotic Glazing:

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:

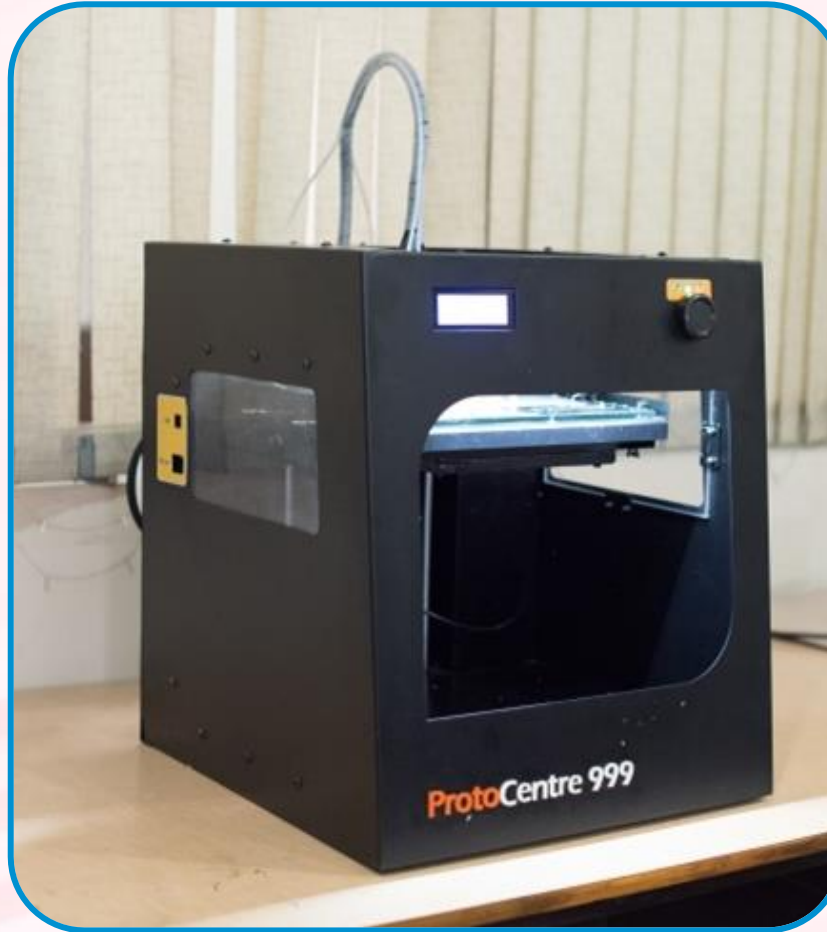
For impeccable body finish

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

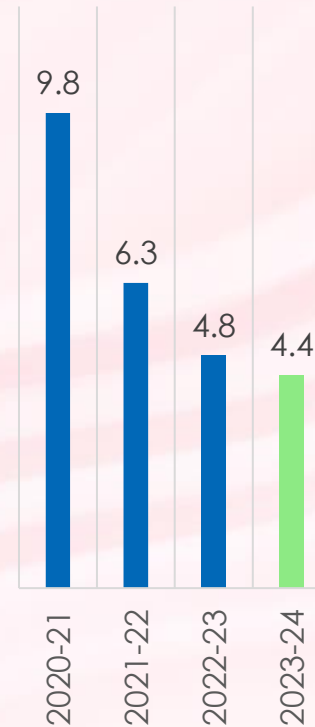
Year-on-year downward trend in specific consumption of utilities



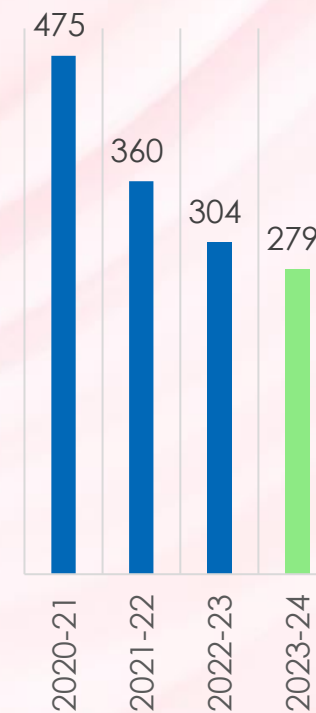
Upgradation of Zero Liquid Discharge (ZLD) plant

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

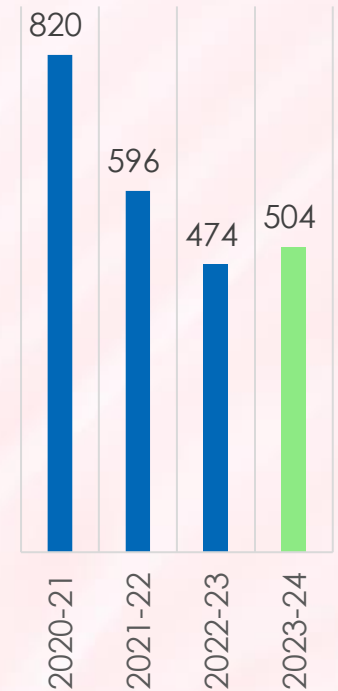
Water Consumption
wrt sent to
warehouse (KL/MT)



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

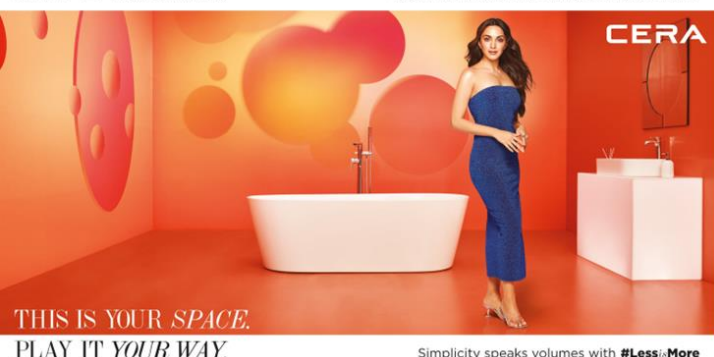
- Enhances retail experiences, retailer owned
- Currently **1,273 Cera Style Centre's (CSC's)** operational
- Over 1,400 CSCs planned in the next 3-4 years
- Minimum size of showroom ranges between 100 sq. ft. - 500 sq. ft.



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



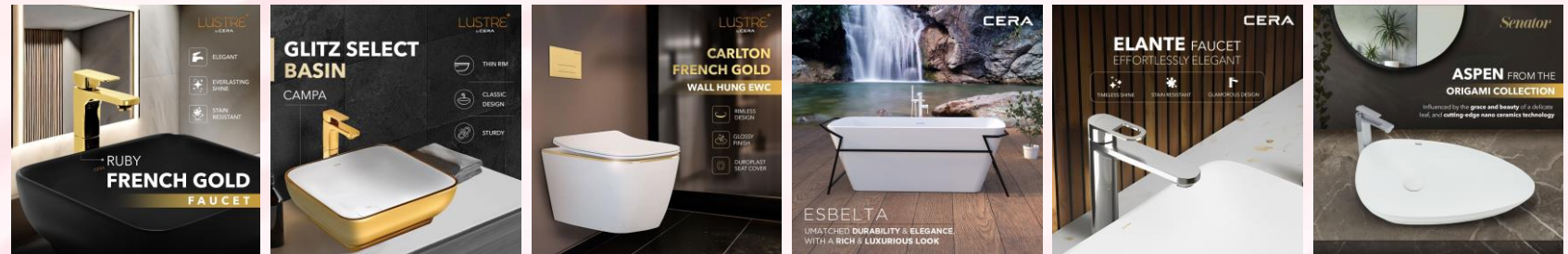
AHMEDABAD DURING WORLD CUP 2023



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

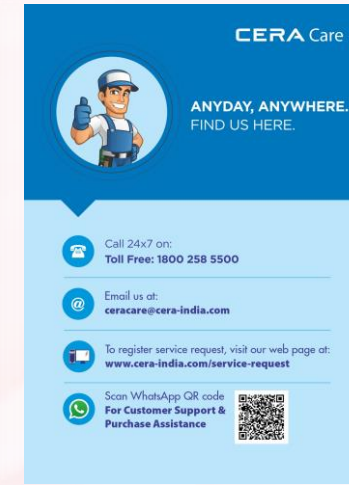
Customer-Centric After-Sales Service

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

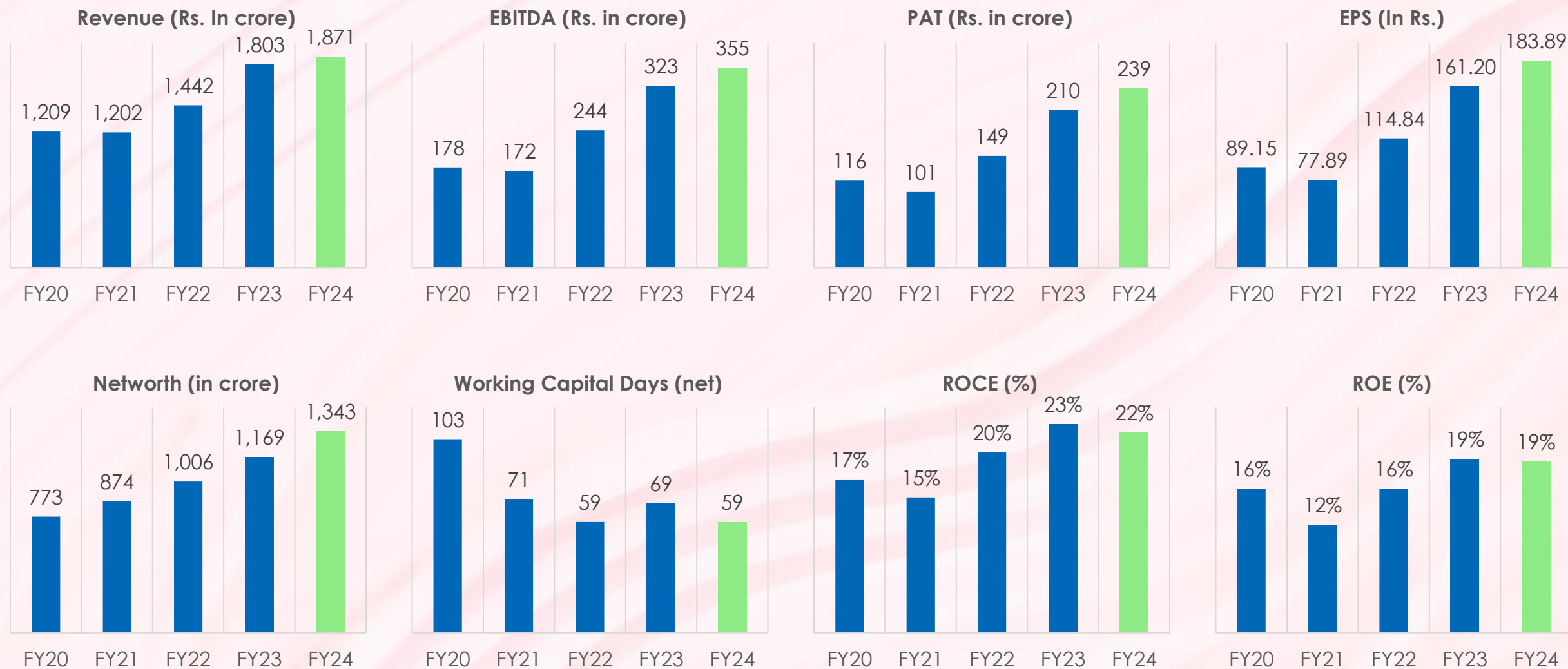
Consistent and comprehensive training is provided on troubleshooting, installation, product specifications, and usage guidelines



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

New C4C CRM – integrated with SAP

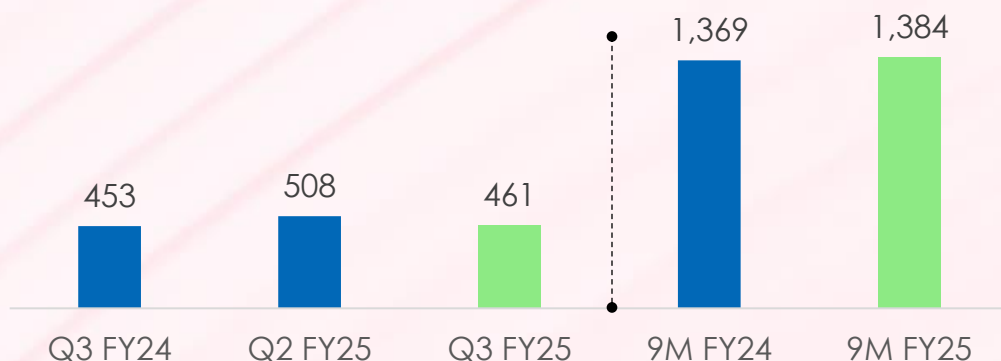
Financial Overview



Key Financial Highlights – Standalone Q3 & 9M FY25

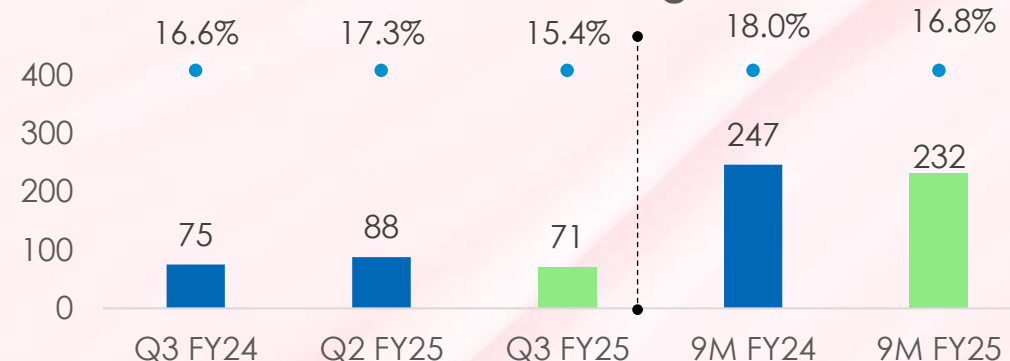
In Rs. crore

Total Income



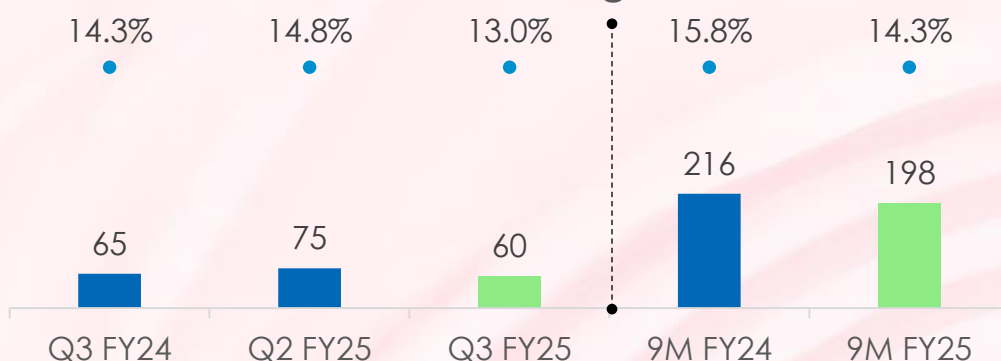
Shift (%) QoQ: (9.3)% ↓ YoY: 1.8% ↑ 1.1% ↑

EBITDA • Margins



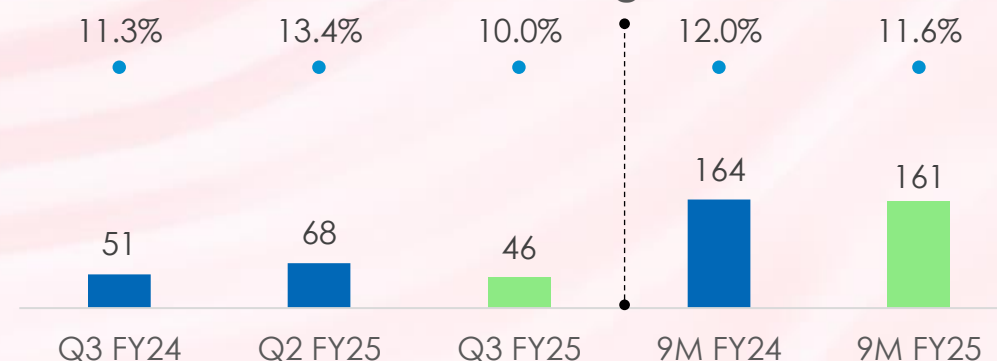
Shift (%) QoQ: (19.3)% ↓ YoY: (5.3)% ↓ (6.1)% ↓

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

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Mr. Deepak Chaudhary (Vice President, Finance & IR)
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