

kaya™
Beautiful is You.

Q4FY22

INVESTOR PRESENTATION



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Note: The cut off period for all the details provided in the Investor presentation is till 31 March 2022



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92+ CLINICS

31+ CITIES

4 COUNTRIES

Skin, Hair &
Body SERVICES

60+ PRODUCTS

Over 100K
KAYA SMILES
MEMBERS

80%+
WOMEN
WORKFORCE

FACTS - Kaya India & Middle East



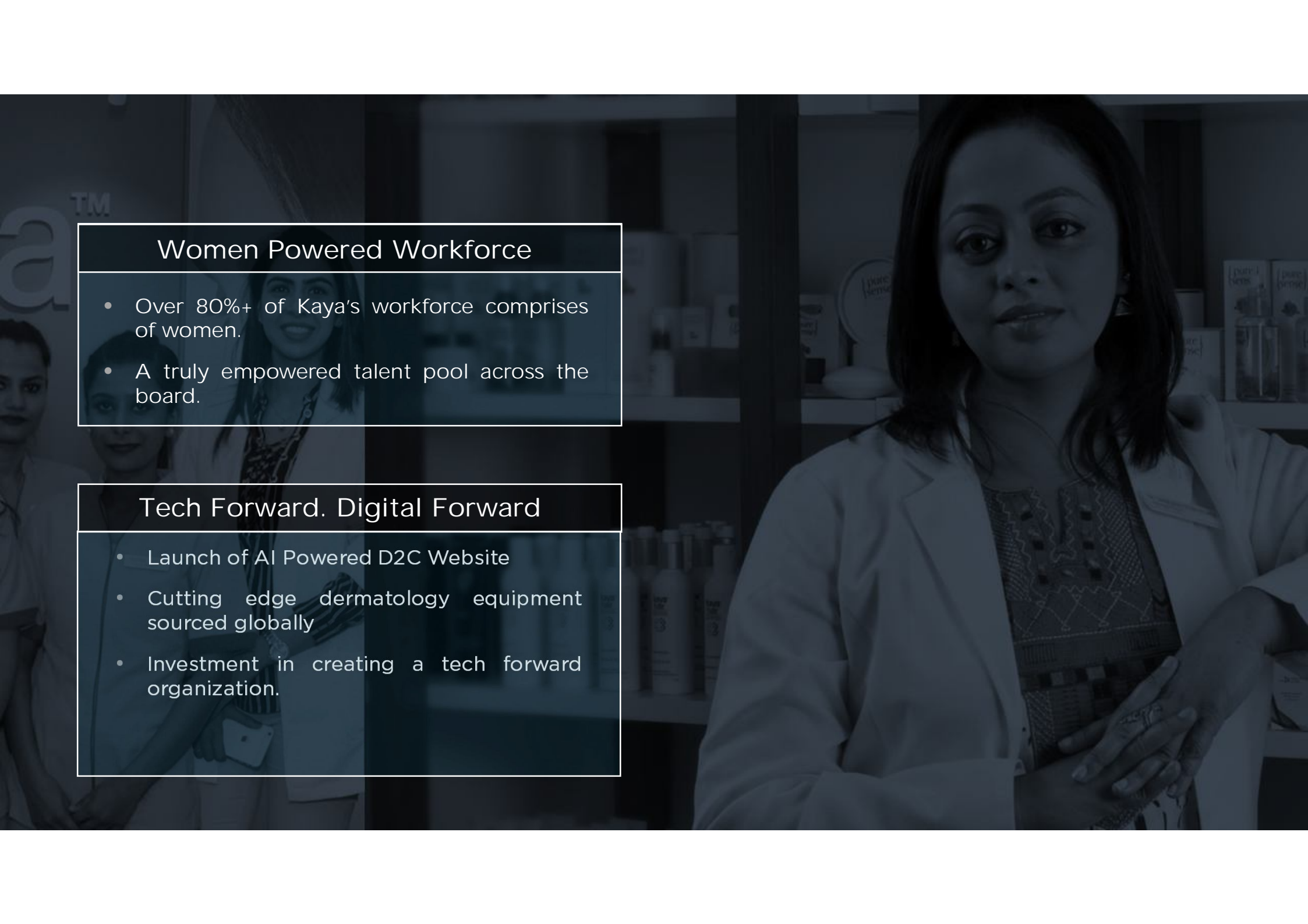
**A QUICK
WALKTHROUGH**

Inclusive Beauty Brand for Life : Kaya

- An 18-year-old brand with services, products across 31+ cities, 4 countries. Services of laser hair reduction, brightening and pigmentation, anti-ageing, acne, hair care, body contouring, among others.
- Kaya provides services for customers from ages 18+ to 70+
- Kaya is beauty without judgement - it's about enabling every individual to choose their definition of beauty.

100+ MD Dermatologists : Largest Expert Pool

- Services and products designed in consultation with dermatologists at Kaya
- Kaya works with 100+ experienced dermatologists, who offer personalized solutions

A woman with dark hair, wearing a white lab coat over a patterned top, stands in a store. Behind her are shelves filled with various skincare products. The image is dimly lit and serves as a background for the text boxes.

Women Powered Workforce

- Over 80%+ of Kaya's workforce comprises of women.
- A truly empowered talent pool across the board.

Tech Forward. Digital Forward

- Launch of AI Powered D2C Website
- Cutting edge dermatology equipment sourced globally
- Investment in creating a tech forward organization.



OUR PRESENCE IN INDIA

16 Indian States | **22** cities | **71** clinics

Ras Al Khaimah (1)

Sharjah (1)

Fujairah (1)

Dubai (7)

Abu Dhabi (6)

AL Ain (2)

Riyadh (2)

Jeddah (1)

Muscat (2)

OUR PRESENCE IN MIDDLE EAST

23 Clinics | **3** countries | **9** cities

New Clinic Renovation

in Line with the new rebrand

- A more contemporary, simplistic yet stylized design grammar to accentuate Kaya's Inclusive Beauty Agenda : Beautiful is You
- Progressive improvement planned in clinic infrastructure across the 2 years
- 6 Clinics renovated over the last 2 quarters



KAYA Highlights



KAYA INDIA GROWTH

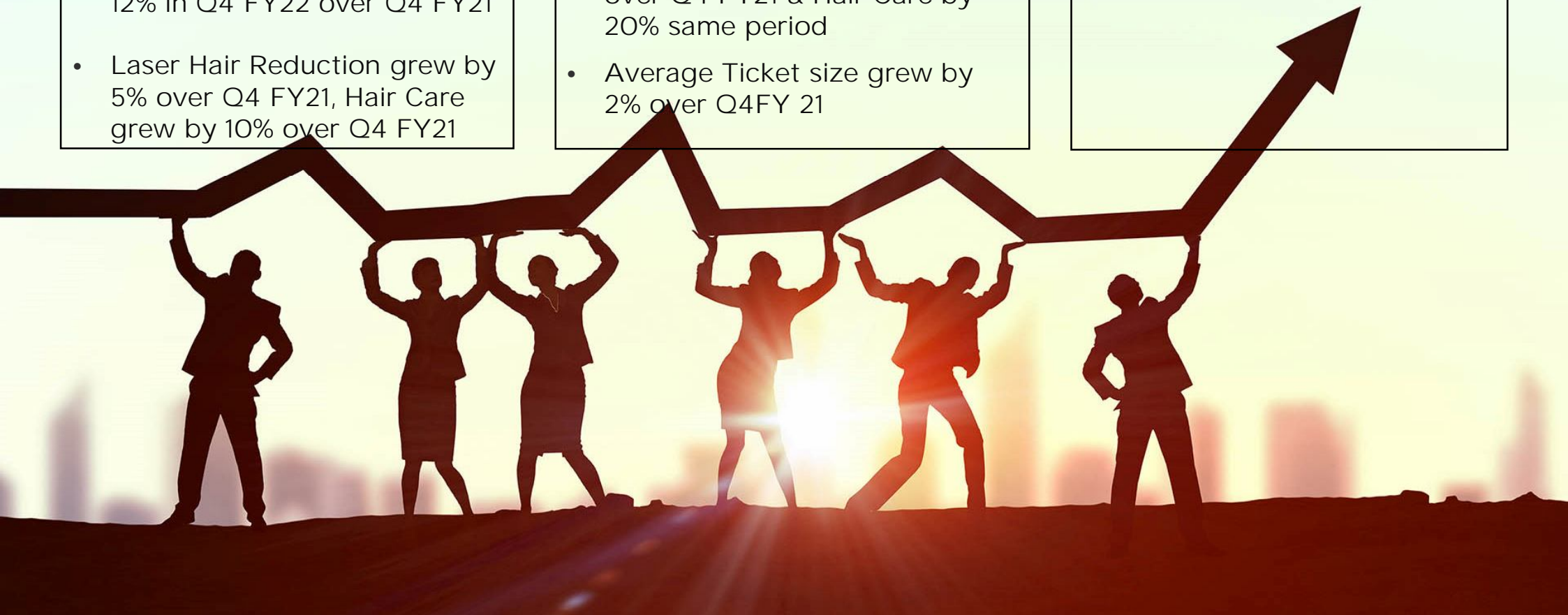
- Customer Count in Q4 FY22 grew by 3% over Q4 FY21
- Products Business grew by 12% in Q4 FY22 over Q4 FY21
- Laser Hair Reduction grew by 5% over Q4 FY21, Hair Care grew by 10% over Q4 FY21

KAYA MIDDLE EAST GROWTH

- New Customer count grew by 2% over Q4 FY21
- Body Solutions grew by 49% over Q4 FY21 & Hair Care by 20% same period
- Average Ticket size grew by 2% over Q4FY 21

KAYA GROUP GROWTH

- Collection in Q4 FY22 grew by only 0.3% over Q4 FY21 due to the COVID impact.





STRATEGIC PILLARS

- KAYA SMILES
- PRODUCTS
- SERVICES
- D2C
- CUTTING EDGE VERTICALS

STRATEGIC PILLARS

KAYA SMILES

SERVICES

PRODUCTS

D2C

CUTTING EDGE
VERTICALS



90% contribution
to India's clinic
collection



78% Net Revenue
Contribution in India



22% Net Revenue
Contribution in India



5% Net
Revenue Contribution
product in India



10% Collection
Contribution in Middle
East

KAYA SMILES LOYALTY PROGRAM

- Loyalty Program making India's beauty journey fulfilling and rewarding
- Contributing to 90% of India's Clinic collection in Q4 FY22
- Annual Retention of HNI customers (Platinum, Gold Elite, Gold) was at 78% vs FY 21
- High net worth Platinum customers contributing to 38% of India's Clinic collection in Q4 FY22





PRODUCT

USP- Dermat Curated
|60+ Strong Portfolio

- 22% of Kaya India's Collection
- Multichannel Presence across Clinics, E-Commerce, D2C
- Launch of Dermat backed New Products (last 2 quarters) high on efficacy : Retino Boost Serum, AHA BHAs and Super Hydrator, driving additional 10% of India's Product Business in Q4 FY22
- In-house R&D Lab leading Kaya's Innovation Journey

SERVICES

Skin, Hair & Body Services

100+ Dermatologists

92+ Clinics

- 78% of Kaya India's Revenue | 90% of Kaya Middle East Collections
- Launch of body contouring service CoolSculpt to establish Kaya's credentials in Body in India
- Advanced Growth Factor based Platelet Rich Plasma (GFC-PRP) service for hair rejuvenation for faster results & higher efficacy in India
- Laser Hair Reduction Campaigns created to establish Kaya's turf as safe, efficacious, service to combat competition from at the home service providers In India
- Kaya Middle East's focus has been on the launch of the Body Contouring vertical which now contributes to 10% of the business and growing at a rapid rate





D2C

AI Enabled Website| Driving Business Through Tech

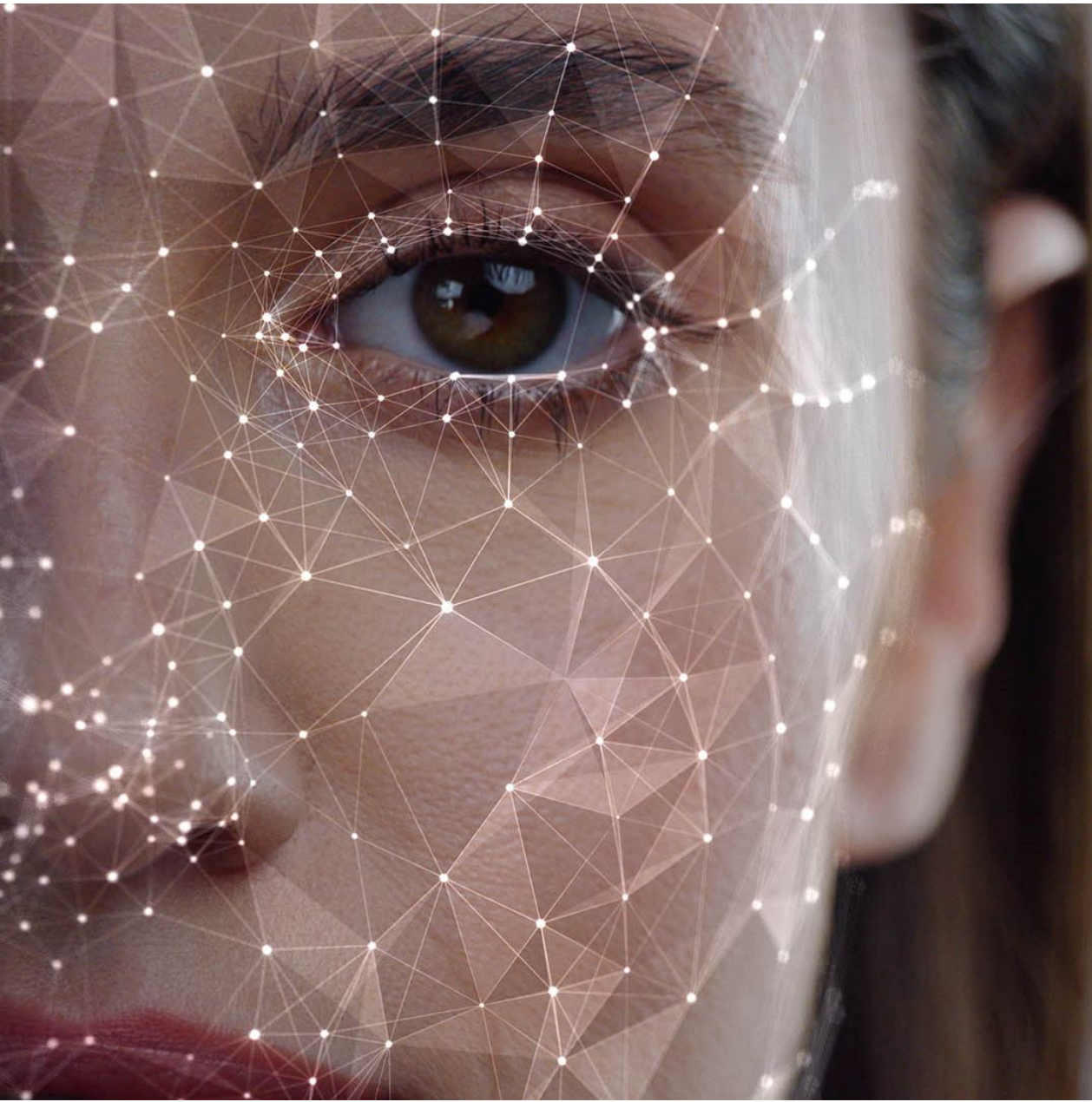
- Launch of AI Powered site that aids in self diagnosis with product recommendations
- High Product Average Ticket Size on the website in line with Clinic Product Average Ticket Size



NEW INITIATIVES

- AI Tool in Website
- Investment in New Service Technologies
- Dermat Forward New Product Launches
- Investment in tech core stack with

MS Dynamics 365



DRIVING BUSINESS THROUGH TECHNOLOGY:

Kaya's first ever AI platform that enables customers to self - diagnose their skin to provide solutions online

App allows for Self Diagnosis using AI and leads to following outcomes:

- **Product/service recommendations based on the diagnosis**
- **Enabling product sales**

Dermatology Technology based Services Launches

Laser Hair Removal in India

- 5% growth in Q4 FY22 vs. Q4 FY21
- 6 USFDA based machines introduced from South Korea

Cool-Sculpt in India

4 Advanced Global New Machines for Body Contouring to strengthen Kaya's Body Services portfolio

High-Intensity Focused Ultrasound in India

47% growth in FY Q422 vs. FY Q421
4 New Machines from South Korea for Skin Tightening, Lifting, Contouring

Body Solutions in Middle East

49% growth in Body in Q4 FY22 over Q4FY21
Launch of Tru Sculpt Flex
Addition of 3 more Cool Sculpt Machines

Hair Solutions in Middle East

20% growth in Hair Solutions in Q4 FY22 over Q4FY21
3 new services launched

Crafting New Product Launches In line with Kaya's USP – Dermatology Forward

SUPER HYDERATOR



RETINOBOOST SERUM



AHA BHA SERUMS



Building One View of Technology:

Using Microsoft D365 & Power Bi

Kaya's data-centric approach to drive scientific decision making across functions

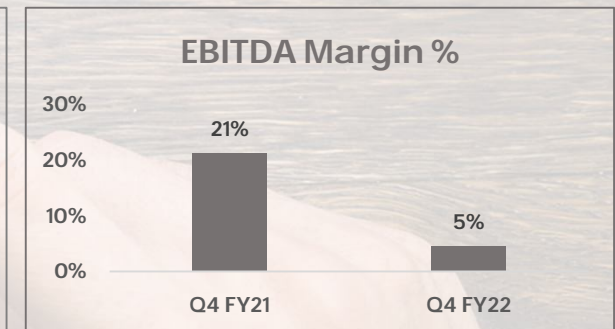
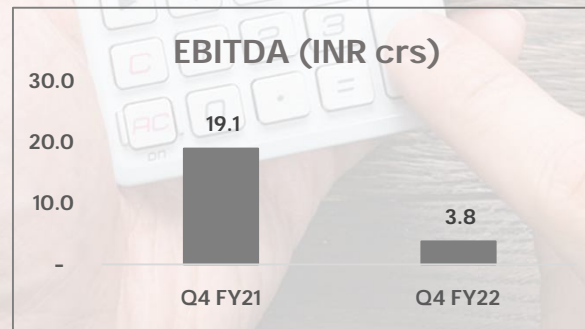
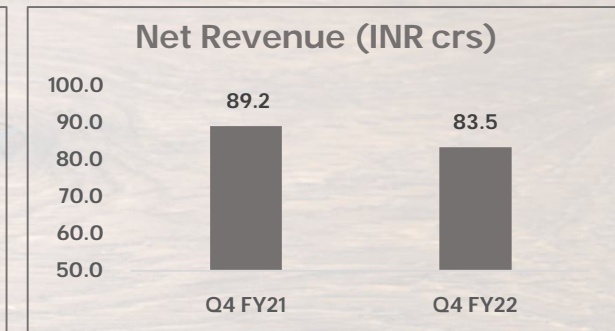
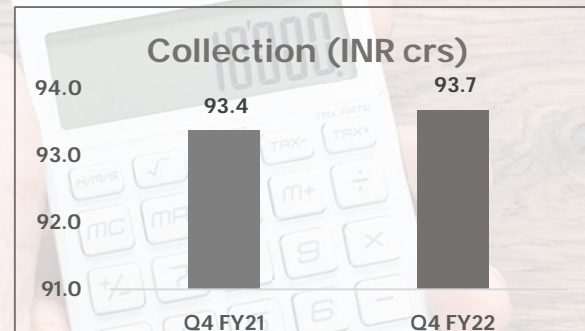
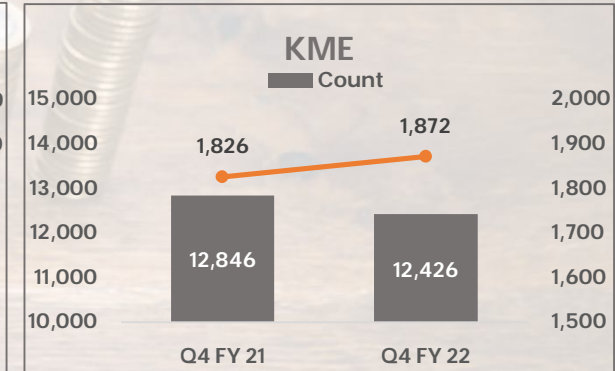
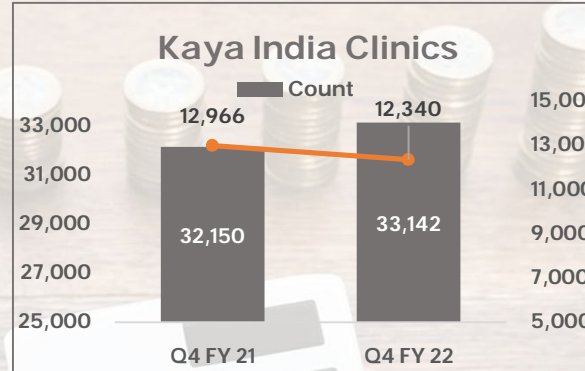
Building analytical business organization based on tech



Q4 FINANCIALS

KAYA GROUP HIGHLIGHTS

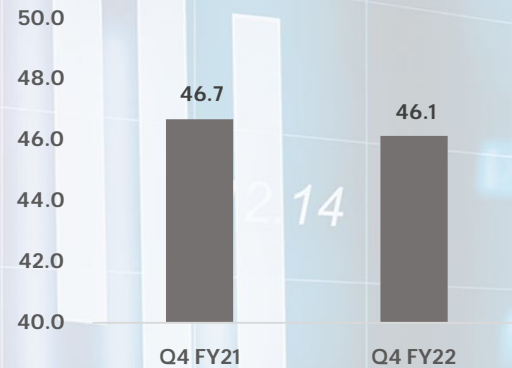
- Overall business was impacted in Jan 22 and Feb 22 due to COVID. March 2022 went back to pre-COVID level
- Kaya India (SSG)**
 - Collection in Q4 FY 22 declined by 2% over Q4 FY 21
 - Customer count in Q4 FY 22 grew by 3% over Q4 FY 21
 - Average ticket size in Q4 FY 22 declined by 5% over Q4 FY 21
- Kaya Middle East**
 - Collection in Q4 FY 22 declined by 1% over Q4 FY 21 at constant currency
 - Customer count in Q4 FY 22 declined by 3% over Q4 FY 21
 - Average ticket size in Q4 FY 22 grew by 3% as compared to Q4 FY 21
- Collection** in Q4 FY 22 grew by 0.3% over Q4 FY 21
- Net Revenue** in Q4 FY 22 declined by 6% over Q4 FY 21
- EBITDA** of INR 3.8 crs (5% of NR) in Q4 FY 22, as compared to INR 19.1 crs (21% of NR) in Q4 FY21
- PAT bei** at INR (41.3) crs (-50% of NR), as compared to INR (2.1) crs (-2% of NR) in Q4 FY21



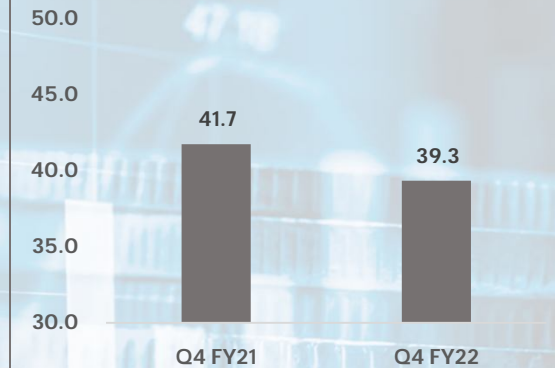
KAYA INDIA HIGHLIGHTS

- Collection declined by 1% in Q4 FY 22 over Q4 FY 21
- Net Revenue in Q4 FY 22 declined by 1% over Q4 FY 21 on SSG basis
- Clinic Revenue in Q4 FY 22 declined by 4% over Q4 FY 21 on SSG basis
- Ecommerce Revenue in Q4 FY 22 grew by 14% over Q4 FY 21
- Ecommerce EBITDA of INR 1.7 crs (40% of NR), as compared to INR (0.2) crs (-6% of NR) in Q4 FY 21
- Kaya India EBITDA of INR 5.4 crs (14% of NR), as compared to INR 11.6 crs (28% of NR) in Q4 FY 21
- EBITDA margins in Q4 FY 22 are subdued as business was impacted in Jan 22 due to COVID.

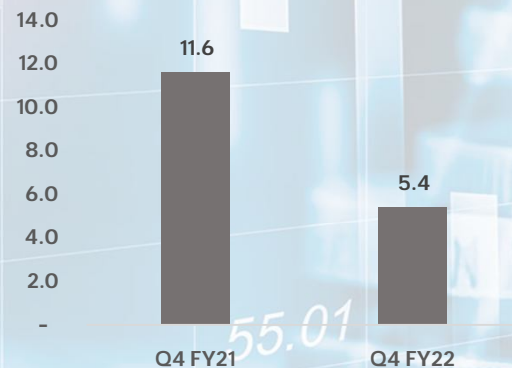
Collection (INR crs)



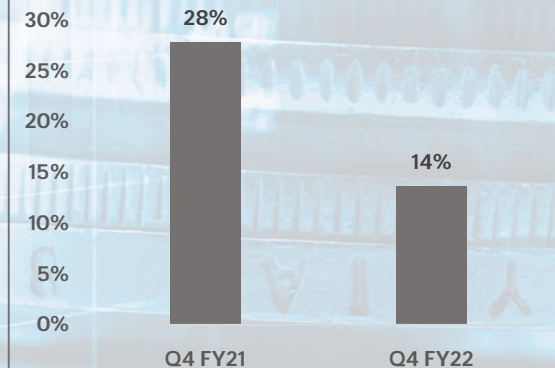
Net Revenue (INR crs)



EBITDA (INR crs)

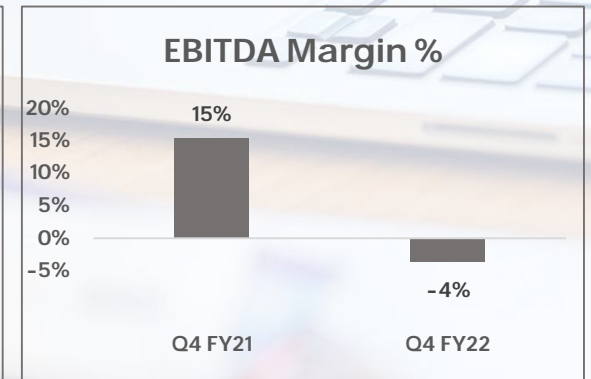
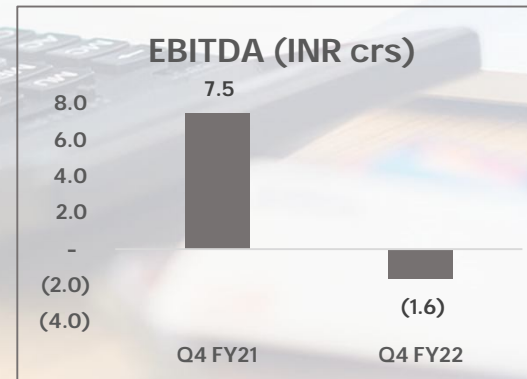
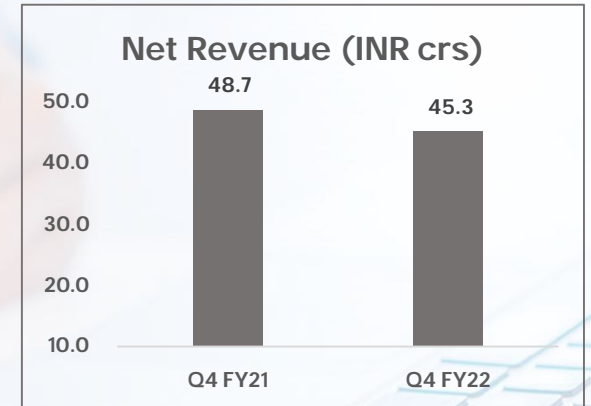
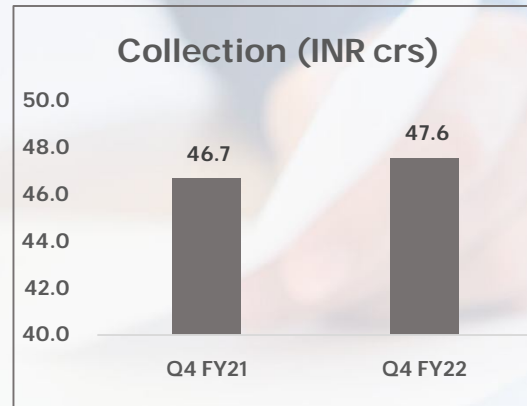


EBITDA Margin %



KAYA MIDDLE EAST HIGHLIGHTS

- Collection declined by 1% in Q4 FY 22 over Q4 FY 21 at constant currency
- Segments like Body Solutions grew by 49%, Hair Care grew by 21% and Anti-Ageing grew by 5% over Q4 FY 21
- Net Revenue declined by 9% in Q4 FY 22 over Q4 FY 21 at constant currency
- EBITDA of INR (1.6) crs (-4% of NR), as compared to INR 7.5 crs (15% of NR) in Q4 FY 21
- PAT bei of INR (32.8) crs (-73% of NR), as compared to INR (3.1) crs (-6% of NR) in Q4 FY 21



FINANCIAL HIGHLIGHTS: Q4 FY22

Particulars (INR crs)	Kaya India			Kaya Middle East			Kaya Group		
	Q4 FY22	Q4 FY21	Gr %	Q4 FY22	Q4 FY21	Gr %	Q4 FY22	Q4 FY21	Gr %
Collection	46.1	46.7	-1%	47.6	46.7	2%	93.7	93.4	0%
Net Revenue*	39.3	41.7	-6%	45.3	48.7	-7%	83.5	89.2	-6%
EBITDA	5.4	11.6	-54%	-1.6	7.5	-122%	3.8	19.1	-80%
% to NR	14%	28%		-4%	15%		5%	21%	
Operating Margin	(6.5)	3.4		(30.3)	(0.0)		(36.8)	3.4	
% to NR	-16%	8%		-67%	0%		-44%	4%	
PAT bei	(8.5)	1.0		(32.8)	(3.1)		(41.3)	(2.1)	
% to NR	-22%	3%		-73%	-6%		-50%	-2%	
PAT aei**	(8.7)	1.2		(33.9)	(1.7)		(42.6)	(0.5)	
% to NR	-22%	3%		-75%	-4%		-51%	-1%	

Net Revenue declined by 6% over PY

EBITDA margin is 5% of NR as against 21% of NR in PY

Operating margin is -44% of NR as against 4% of NR in PY

PAT bei at -50% of NR, as against -2% of NR in PY

* Net Revenue of Kaya Group excludes intercompany Transactions

** PAT aei is PAT after other comprehensive income and non-controlling interest

One time impact of INR 29.9 crs in Statement of Profit and loss includes clinic impairment of INR 15.4 crs and Goodwill impairment of INR 8.1 crs

FINANCIAL HIGHLIGHTS: YTD MAR 22

Particulars (INR crs)	Kaya India			Kaya Middle East			Kaya Group		
	YTD Mar 22	YTD Mar 21	Gr %	YTD Mar 22	YTD Mar 21	Gr %	YTD Mar 22	YTD Mar 21	Gr %
Collection	161.3	123.0	31%	194.6	165.9	17%	355.9	288.9	23%
Net Revenue*	140.9	117.1	20%	187.6	162.0	16%	324.0	275.0	18%
EBITDA	18.1	26.7	-32%	17.3	12.4	39%	35.4	39.1	-10%
% to NR	13%	23%		9%	8%		11%	14%	
Operating Margin	(16.8)	(5.5)		(33.7)	(15.8)		(50.6)	(21.3)	
% to NR	-12%	-5%		-18%	-10%		-16%	-8%	
PAT bei	(25.5)	(14.1)		(42.5)	(23.3)		(68.0)	(37.4)	
% to NR	-18%	-12%		-23%	-14%		-21%	-14%	
PAT aei**	(25.8)	(14.3)		(44.2)	(24.6)		(70.0)	(38.9)	
% to NR	-18%	-12%		-24%	-15%		-22%	-14%	

EBITDA margin is 11% of NR as against 14% of NR in PY

Operating margin is -16% of NR as against -8% of NR in PY

PAT bei at -21% of NR, as against -14% of NR in PY

* Net Revenue of Kaya Group excludes intercompany Transactions

** PAT aei is PAT after other comprehensive income and non-controlling interest

One time impact of INR 29.9 crs in Statement of Profit and loss includes clinic impairment of INR 15.4 crs and Goodwill impairment of INR 8.1 crs

RIGHTS ISSUE

The Board of Directors has, inter alia, at their meeting held on 30th May 2022, considered and approved, subject to receipt of relevant approvals, if and as may be required, to offer, issue and allot such number of equity shares to the existing shareholders of the Company as on the record date to be specified on a Rights Issue basis for an aggregate amount not exceeding INR 200 crores in accordance with the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018, as amended, the Companies Act, 2013 and other applicable laws.

Further, the Board appointed Kotak Mahindra Capital Company Limited as the lead manager to the Issue and constituted a Committee of Directors (Rights Issue) to decide the other terms and conditions of the Issue including the record date.

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THANK YOU

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