



FSN E-Commerce Ventures Limited

(formerly 'FSN E-Commerce Ventures Private Limited')

June 16, 2023

National Stock Exchange of India Limited
Exchange Plaza, 5th Floor,
Plot No. C/1, G Block,
Bandra – Kurla Complex,
Bandra (E), Mumbai – 400 051

BSE Limited
Corporate Relationship Department,
2nd Floor, New Trading Wing,
Rotunda Building, P.J. Towers,
Dalal Street, Mumbai – 400 001

Symbol: NYKAA

Scrip Code: 543384

Dear Sirs,

Sub: Investor Presentation

In Continuation of our letter dated May 30, 2023 and pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing the Investor Presentation to be used by the Company on ‘**Annual Investor Day**’ scheduled today i.e., on Friday, June 16, 2023 at 09:00 AM (India Standard Time) at Mumbai, India.

The Presentation made at the aforesaid event will also be made available on the Company’s website.

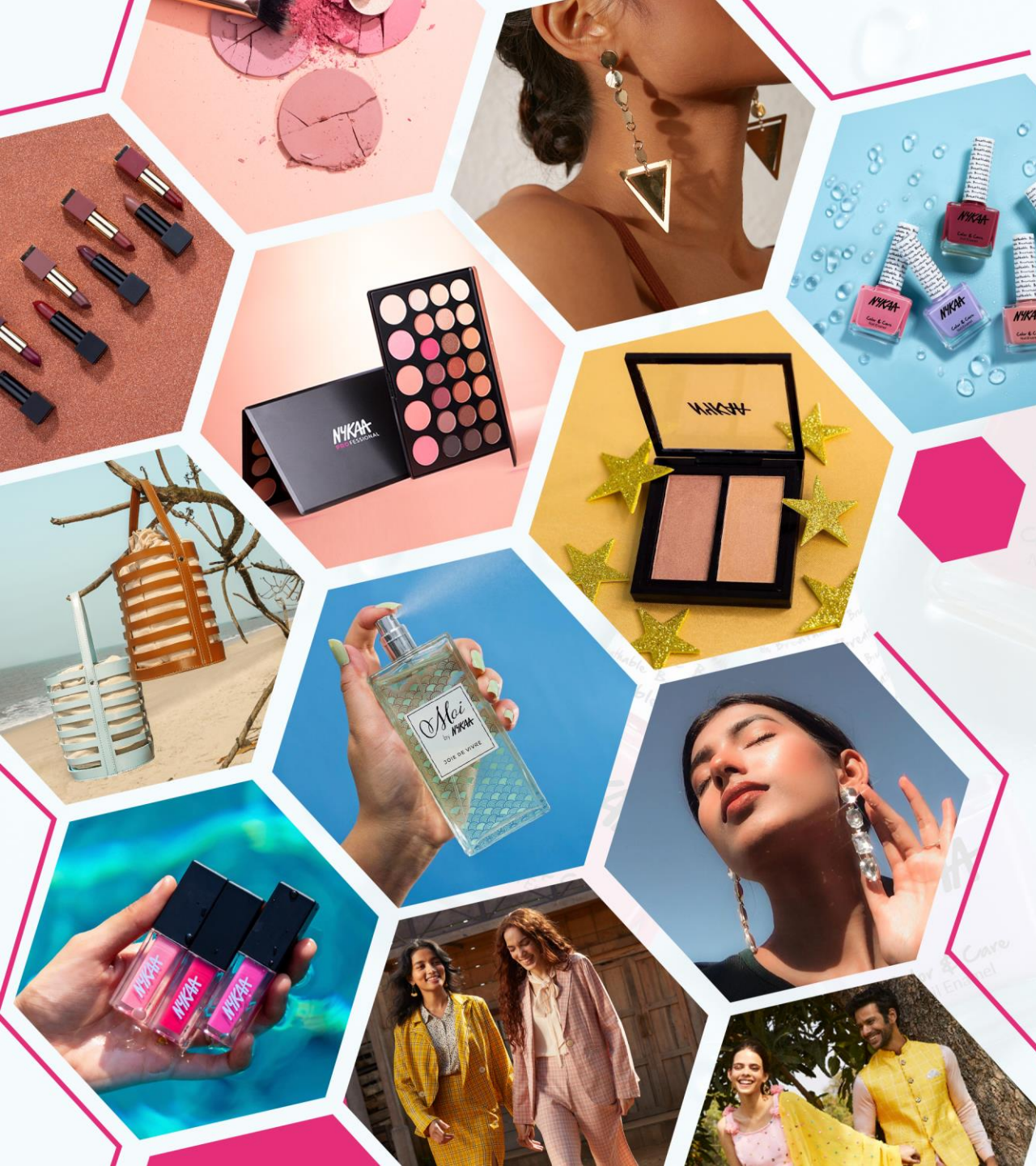
Kindly take the same on record.

Thanking You.

Yours faithfully,
For FSN E-Commerce Ventures Limited

Sujeet Jain
Chief Legal and Regulatory Officer,
Company Secretary & Compliance Officer
Membership No.: F6144

Encl.: as above



NYKAA

Annual Investor Day

16th June 2023

FSN E-Commerce Ventures Limited

Disclaimer

By attending the presentation or by reading the presentation slides you agree to be bound as follows:

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The information contained in this Presentation is a general background information of the Company. We don't assume responsibility to publicly amend, modify or revise any information contained in this Presentation on the basis of any subsequent development, information or events, or otherwise. This Presentation should not be considered as a recommendation to any investor to subscribe to any security. This Presentation includes certain statements that are, or may be deemed to be, “forward-looking statements” and relate to the Company and its financial position, business strategy, events and courses of action. Forward-looking statements and financial projections are based on the opinions and estimates of management at the date the statements are made and are subject to a variety of risks and uncertainties and other factors that could cause actual events or results to differ materially from those anticipated in the forward-looking statements and financial projections. Forward-looking statements and financial projections include, among other things, statements about: our expectations regarding our expenses, sales and operations; our future customer concentration; our anticipated cash needs, our estimates regarding our capital requirements, our need for additional financing; our ability to anticipate the future needs of our customers; our plans for future products and enhancements of existing products; our future growth strategy and growth rate; our future intellectual property; and our anticipated trends and challenges in the markets in which we operate. Forward-looking statements are not guarantees of future performance including those relating to general business plans and strategy, future outlook and growth prospects, and future developments in its businesses and its competitive and regulatory environment. No representation, warranty or undertaking, express or implied, is made or assurance given that such statements, views, projections or forecasts in the Presentation, if any, are correct or that any objectives specified herein will be achieved.

We, or any of our affiliates, shareholders, directors, employees, or advisors, as such, make no representations or warranties, express or implied, as to, and do not accept any responsibility or liability with respect to, the fairness, accuracy, completeness or correctness of any information or opinions contained herein and accept no liability whatsoever for any loss, howsoever, arising from any use or reliance on this Presentation or its contents or otherwise arising in connection therewith. The information contained herein is subject to change without any obligation to notify any person of such revisions or change and past performance is not indicative of future results.

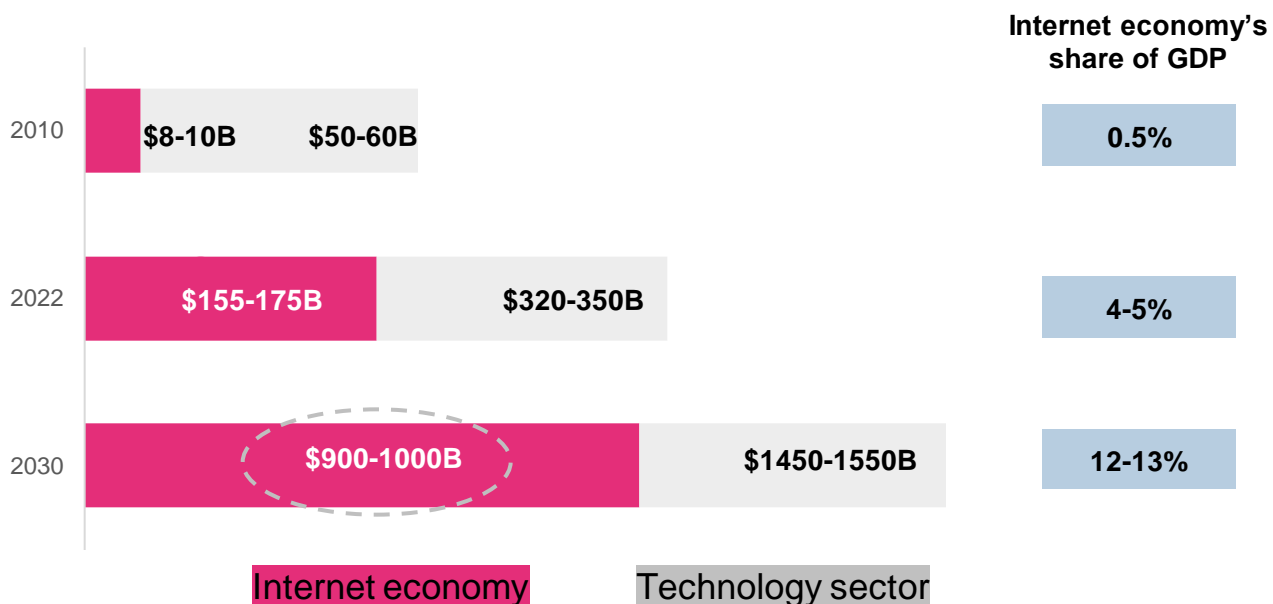
It is clarified that this Presentation is not intended to be a document or advertisement offering for subscription or sale of any securities or inviting offers or invitations to offer or solicitation to offer from the public (including any section thereof) or any class of investors. This document has not been and will not be reviewed or approved by a regulatory authority in India or by any stock exchange in India. No rights or obligations of any nature are created or shall be deemed to be created by the contents of this Presentation.

NYKAA 2023



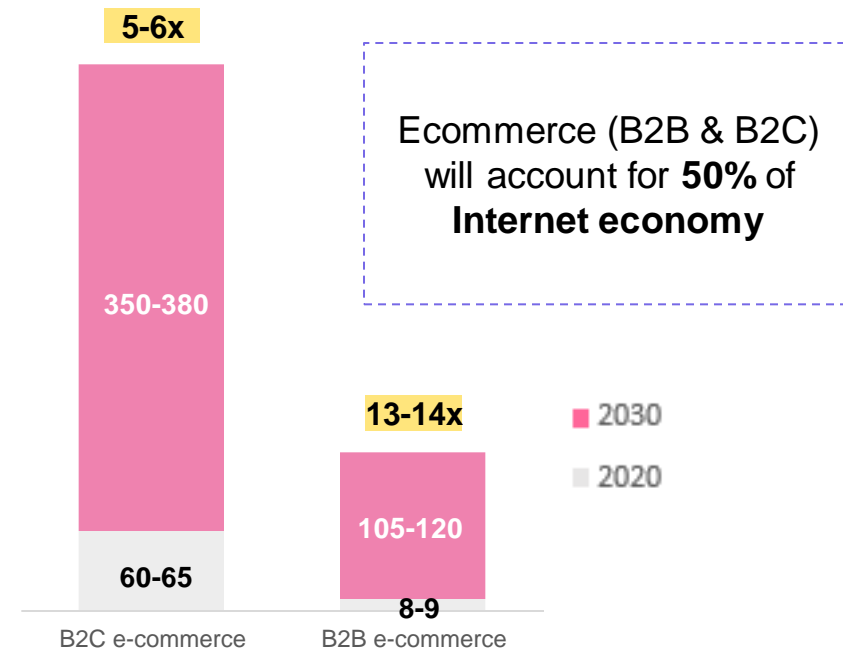
Shaping the Digital Landscape: The Surge of India's Internet Economy

India's Internet economy rapid growth



Internet economy is set to become a **\$1 Trillion** market

Ecommerce size in India (USD Bn)



B2C e-commerce expected to become **6x** its size in the next decade

E-commerce to account for largest share of internet economy

Market Size (USD Bn)

■ 2022 ■ 2030

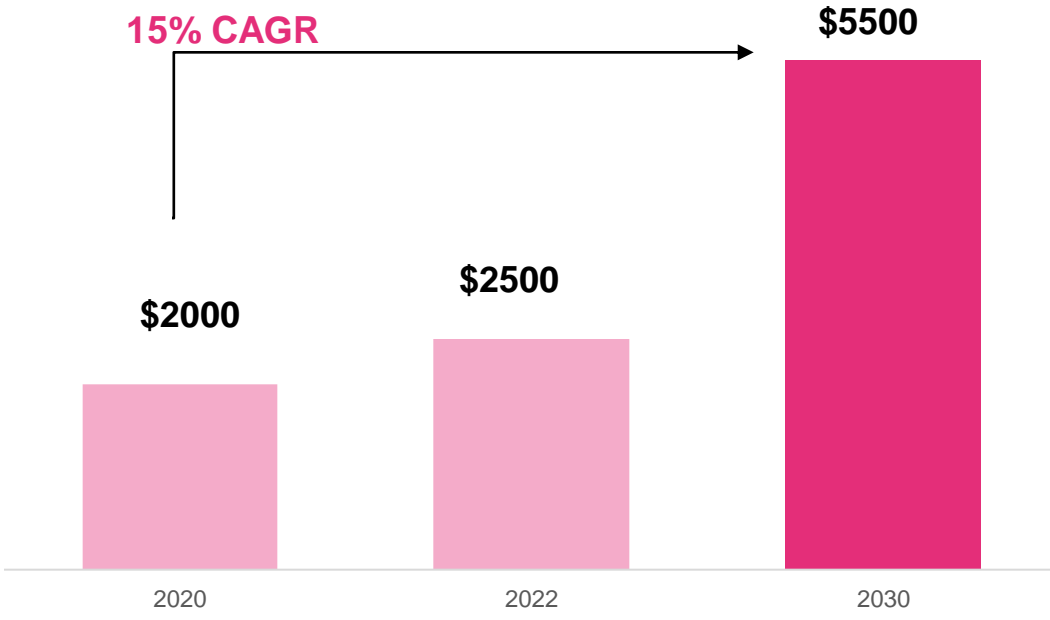


Source: India e-Economy Report, a research report jointly developed by Google, Bain & Company and Temasek.

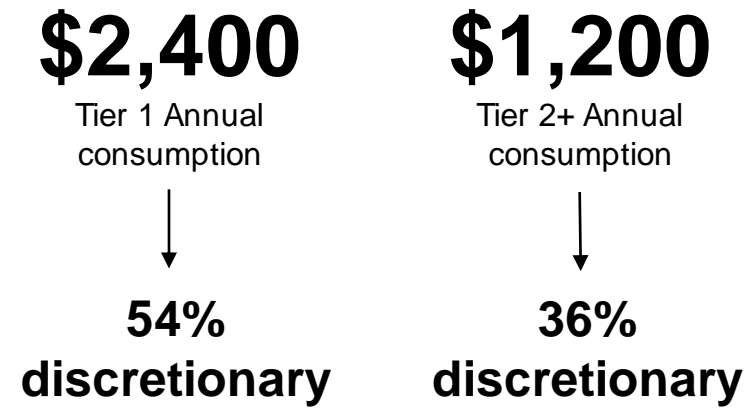


Discretionary Spends: To witness strong growth given demographic and economic shifts

India's fast-growing GDP per capita



Consumption differences across tiers



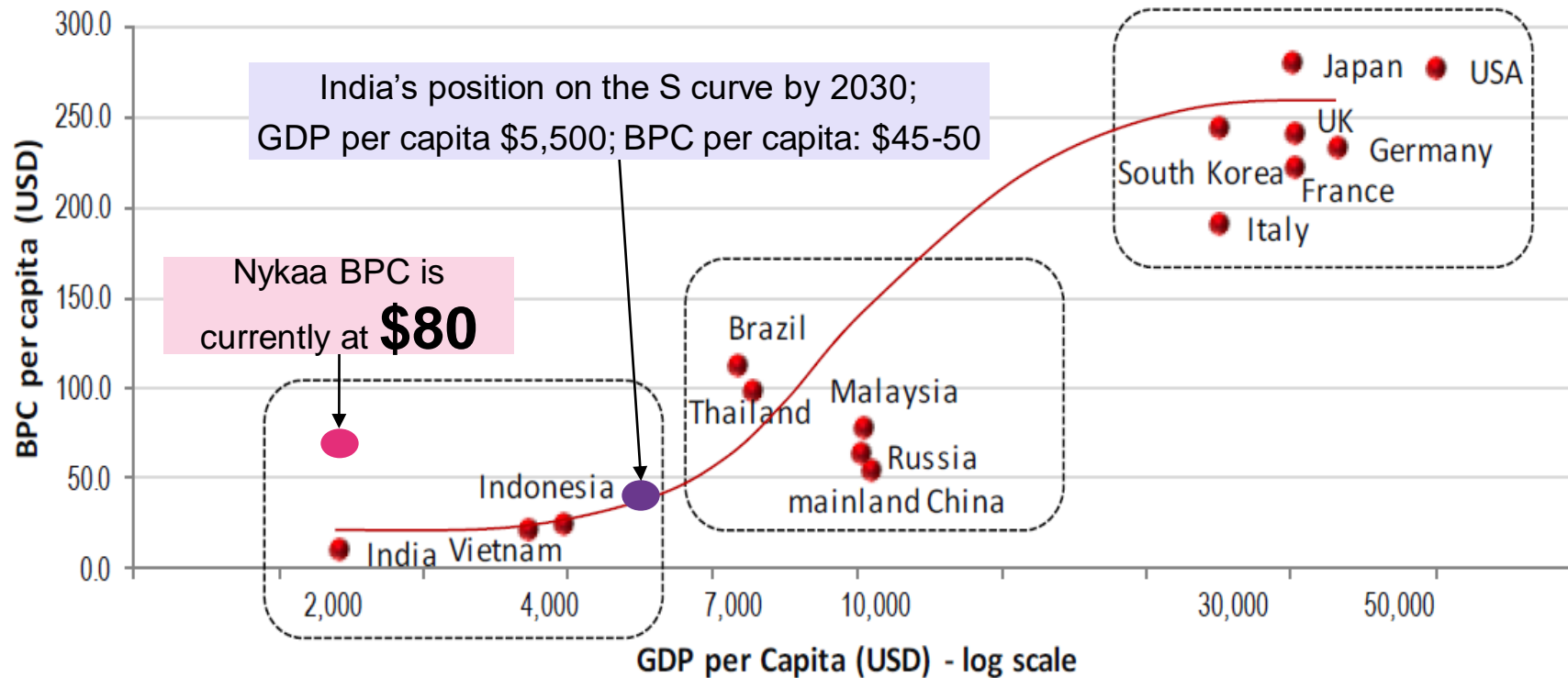
With GDP per capita growing, **consumption is expected to grow at 25% CAGR** for next 8 Years hence **share of discretionary spends expected to increase**

BPC: India Per Capita spend is under-indexed; large headroom for growth

BPC Per Capita India:
\$15 → \$50

GDP Per Capita India:
\$2500 → \$5500

2022 to 2030



*per customer
 Source: Euromonitor, HSBC

Evidence from other markets suggests that this category is linked to income growth and follows a S-curve trajectory of consumption. India is at the lower end of S-curve and per capital consumption is the lowest in the peer group, with the major growth period still ahead of it

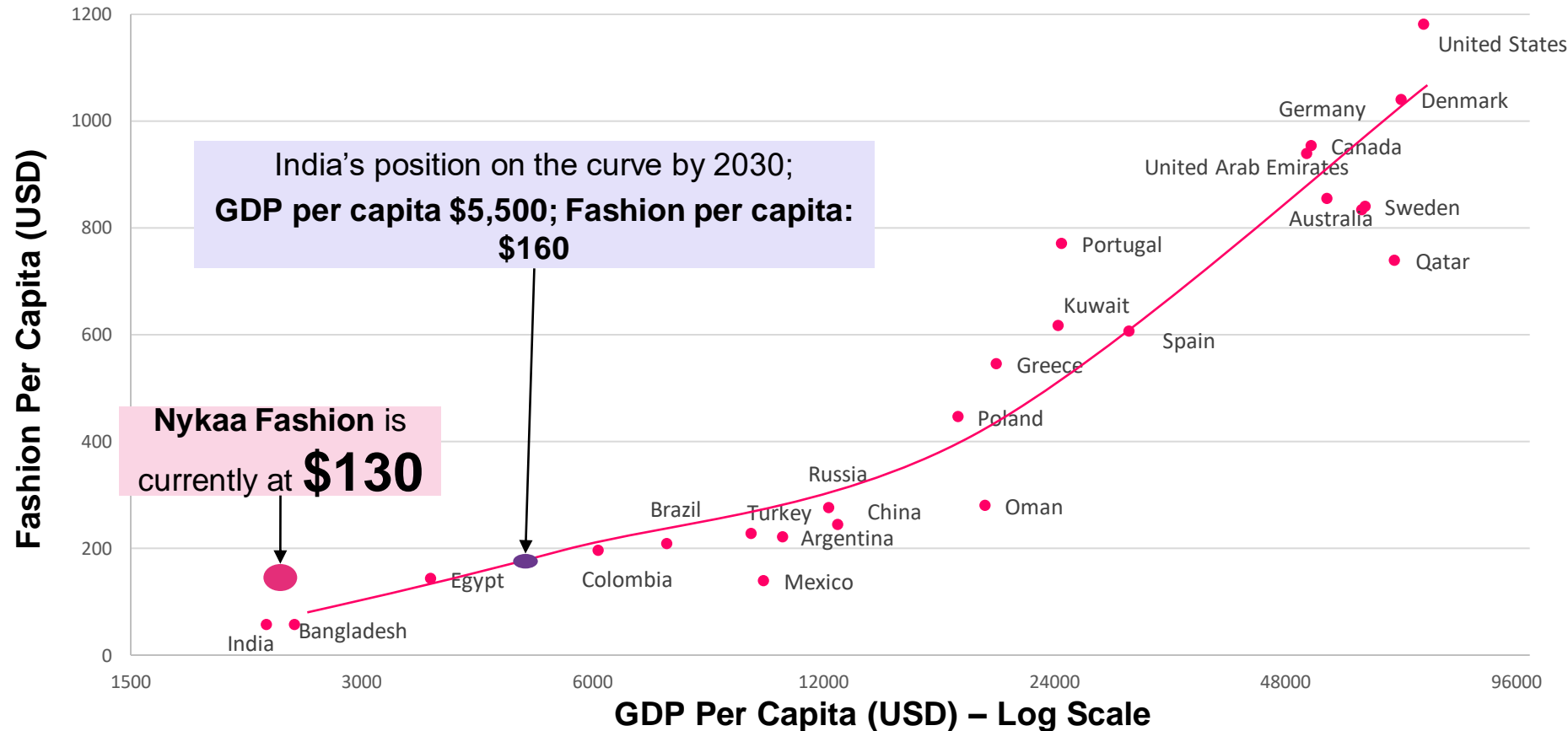
As per Google India 2023 report, GDP per capita is set to increase to \$5,500 by 2030. Keeping the S curve trajectory, the BPC per capita spend will increase to \$45-50 by 2030.

Fashion: India Per Capita spend is under-indexed; large headroom for growth

Fashion Per Capita India:
\$54 → \$160

GDP Per Capita India:
\$2500 → \$5500

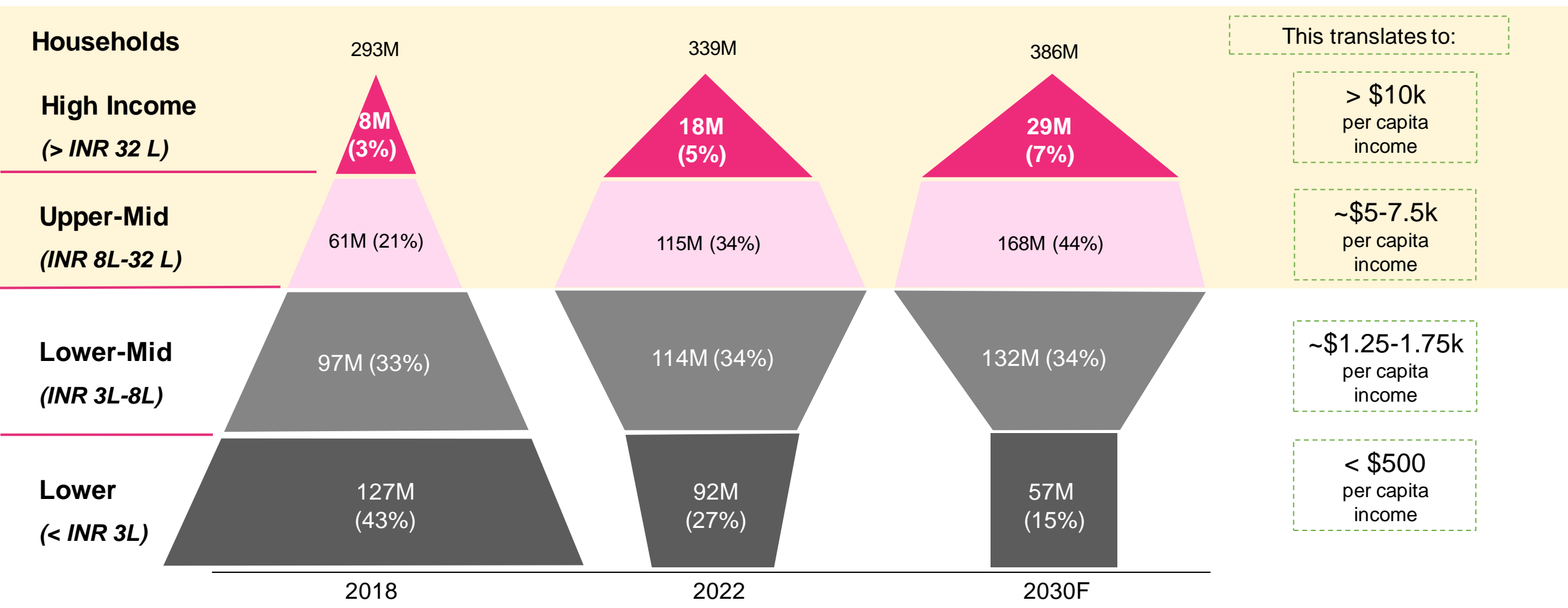
2022 to 2030



India is at the lower end of fashion consumption and per capital consumption is the lowest in the peer group, with the major growth period still ahead of it. As per Google India 2023 report, GDP per capita is set to increase to \$5,500 by 2030. Keeping the evidence-based trajectory, fashion per capita spend should reach \$160 by 2030



29 MN Households in High Income By 2030, 1 in 2 Households with High Purchasing Power



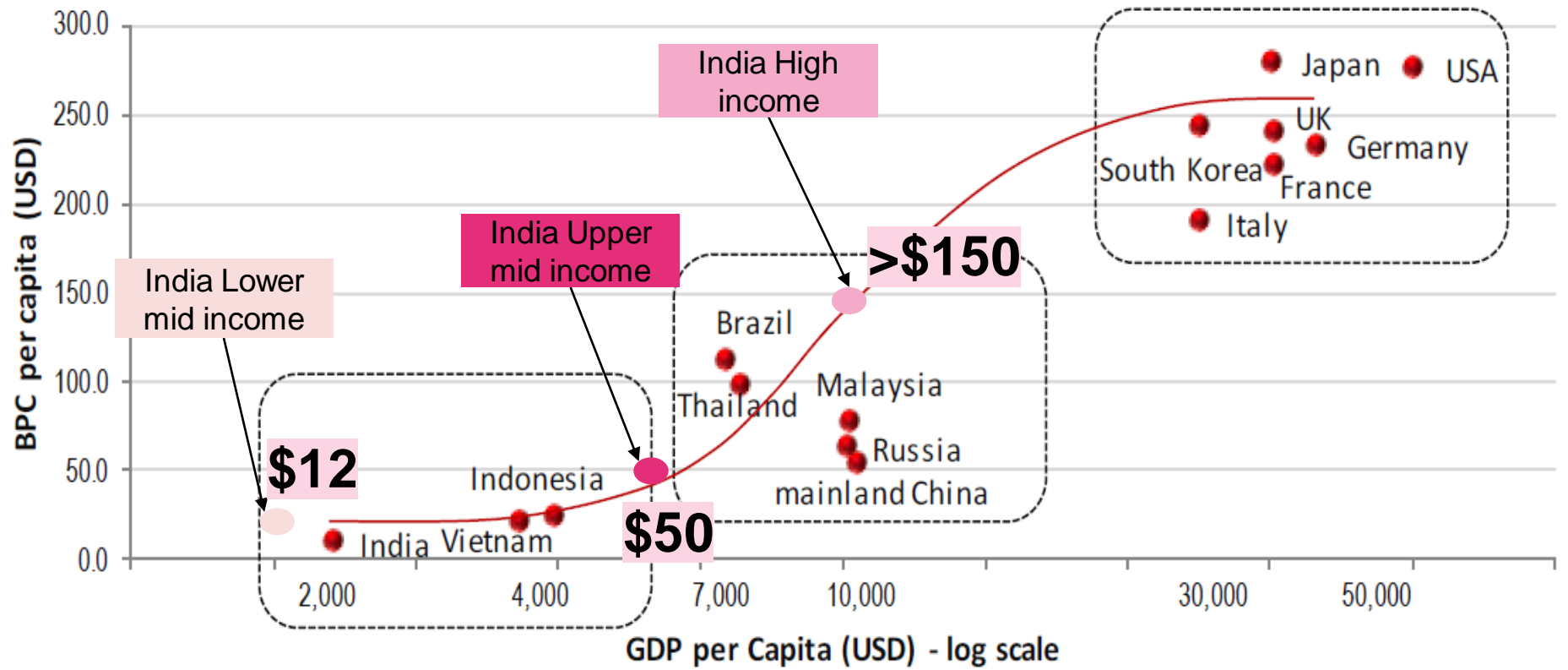
Note: Projections basis income per household in real terms; Source: World Economic Forum / Bain Analysis

Per Capita BPC Consumption will be a mix of varying income groups

BPC Per Capita India: \$15 → \$50

GDP Per Capita India: \$2500 → \$5500

2022 to 2030



Source: Euromonitor, HSBC

Nykaa target customer base

Nykaa is currently at **\$80 spend of Beauty per customer with a 10 Mn TTM Base.**

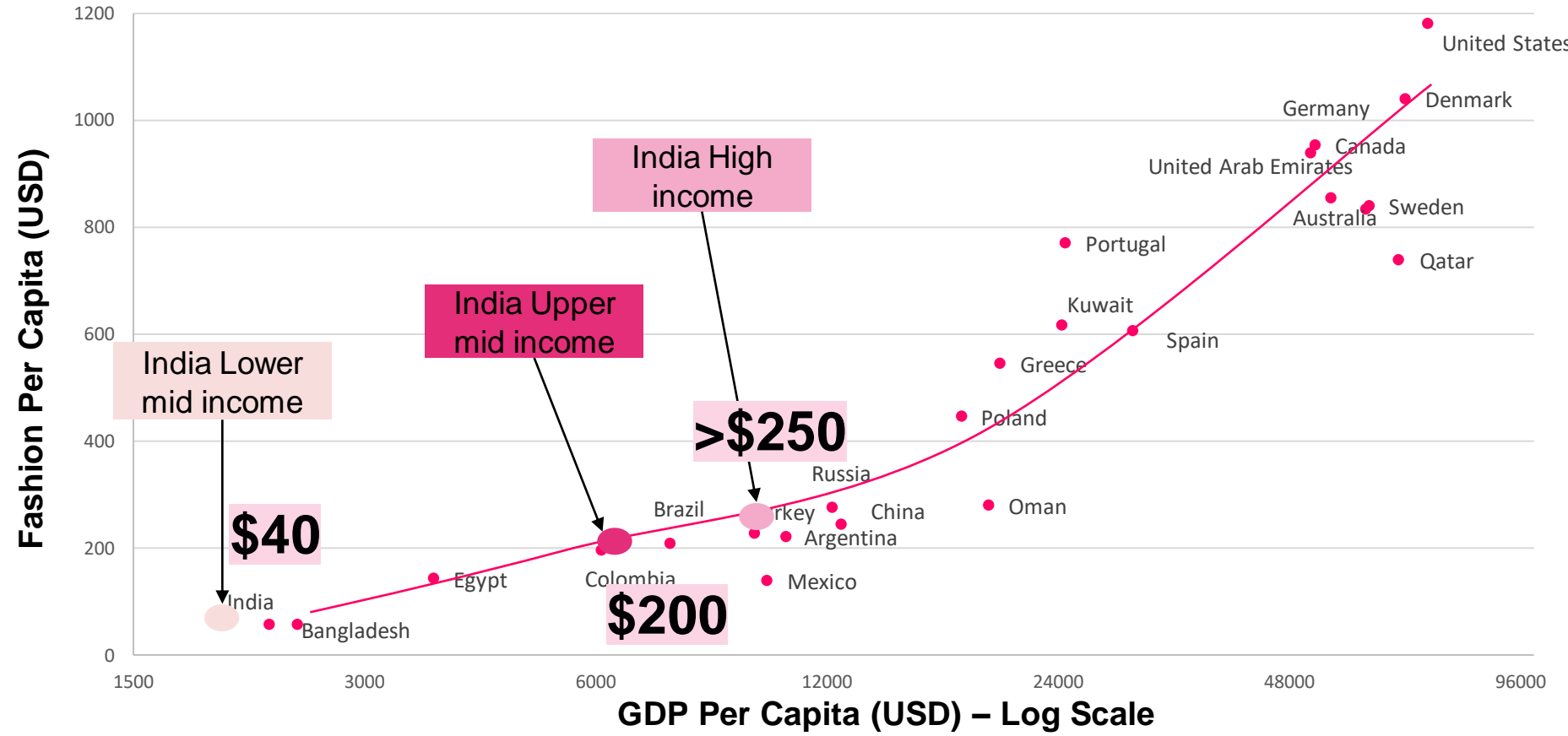
With currently **18 Mn High Income & 115 Mn Upper-Mid Households** and further shifts till 2030, **large room for BPC consumption growth**

Per Capita Fashion Consumption will be a mix of varying income groups

Fashion Per Capita India:
\$54 → \$160

GDP Per Capita India:
\$2500 → \$5500

2022 to 2030



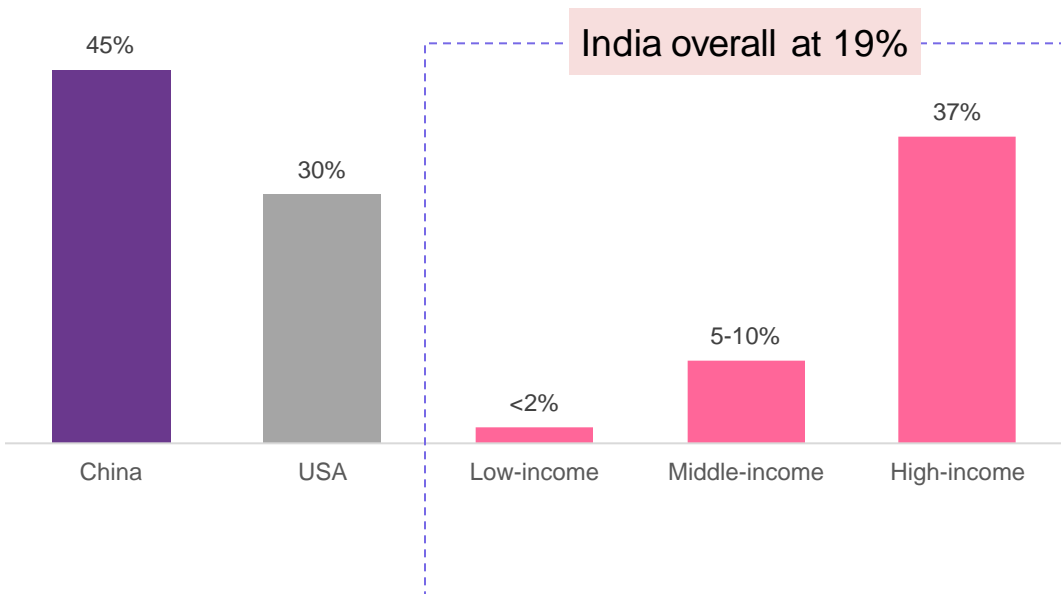
Nykaa target customer base

Nykaa is currently at \$130 spend of Fashion per customer

With currently 18 Mn High Income & 115 Mn Upper-Mid Households and further shifts till 2030, large room for Fashion consumption growth

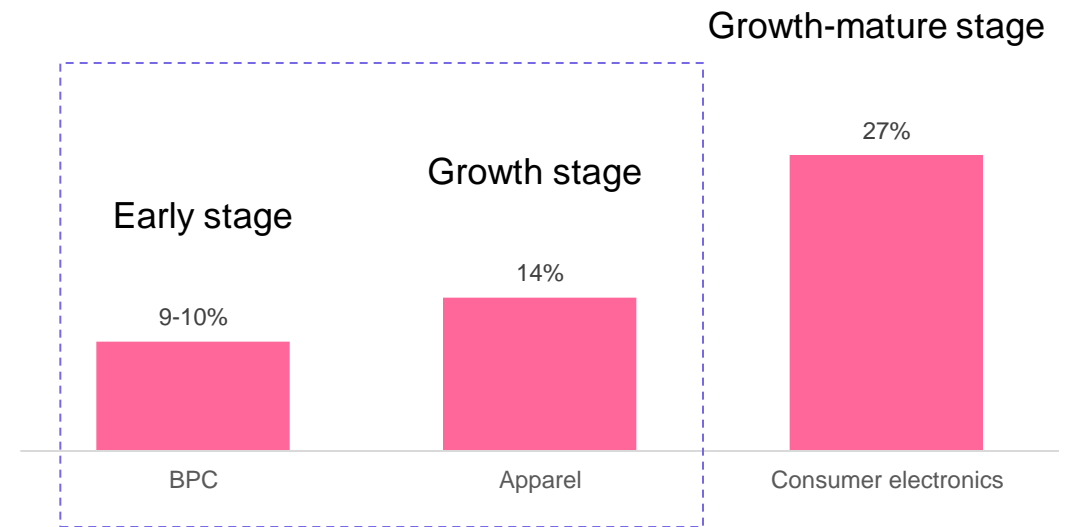
Ecommerce habits and category composition shift as incomes rise

Share of ecommerce in retail spend



As incomes increase, share of wallet on e-commerce increases substantially

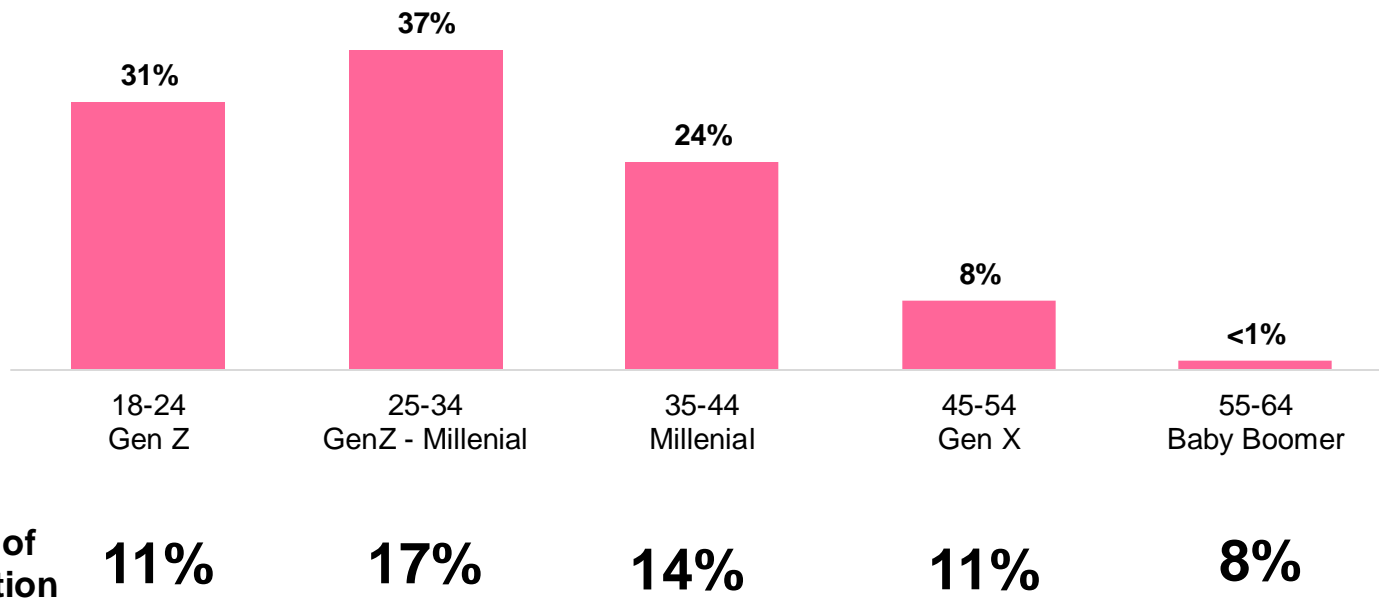
Value share of ecommerce by category



While overall ecommerce penetration in India is at 19%; BPC and Fashion are under indexed and set to grow as incomes rise

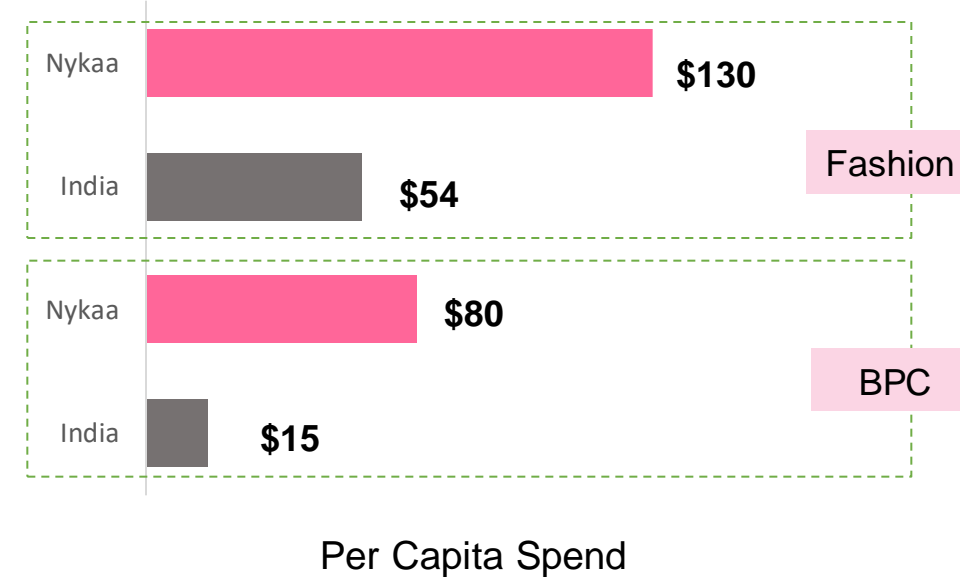
BPC & Fashion: To witness strong growth given demographic and economic shifts

Share of e-com transactions by age group



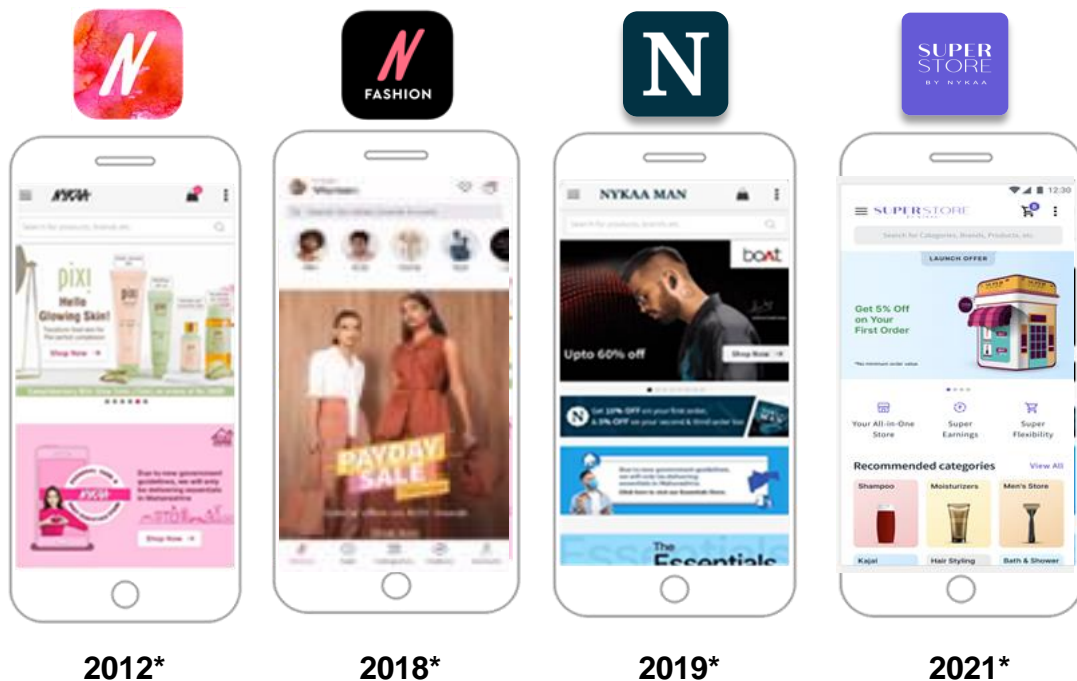
~92% of ecommerce transactions coming from Gen Z & Millennials representing 42% of the population

BPC & Fashion per capita in India



Nykaa's customers are highly evolved in the Beauty & Fashion ecosystem

Nykaa - India's preferred lifestyle retailer



| | | | |
|-----------------------------------|--------------------------------|-----------------------------------|-----------------------------------|
| 51,438Mn*** INR Revenue | 103Mn** App installs | 125Mn*** Monthly Visits | 24Mn** Customer base |
| 6200+** Brands | 154** Retail Stores | 42 Mn*** Orders | 15Mn** Social Followers |

We are one of **India's leading Beauty and Fashion Omnichannel player**



BPC Physical Store



Fashion Physical Store

With a mission to help consumers step into the spotlight of their own lives, we focus on **Curation, Content & Convenience** to bring customer delight, every step of the way.

We leverage vertical journeys to enable the best consumer experience

* Launch Year
 ** As of March 31, 2023
 *** For FY 2023

The Nykaa Journey Over the Years

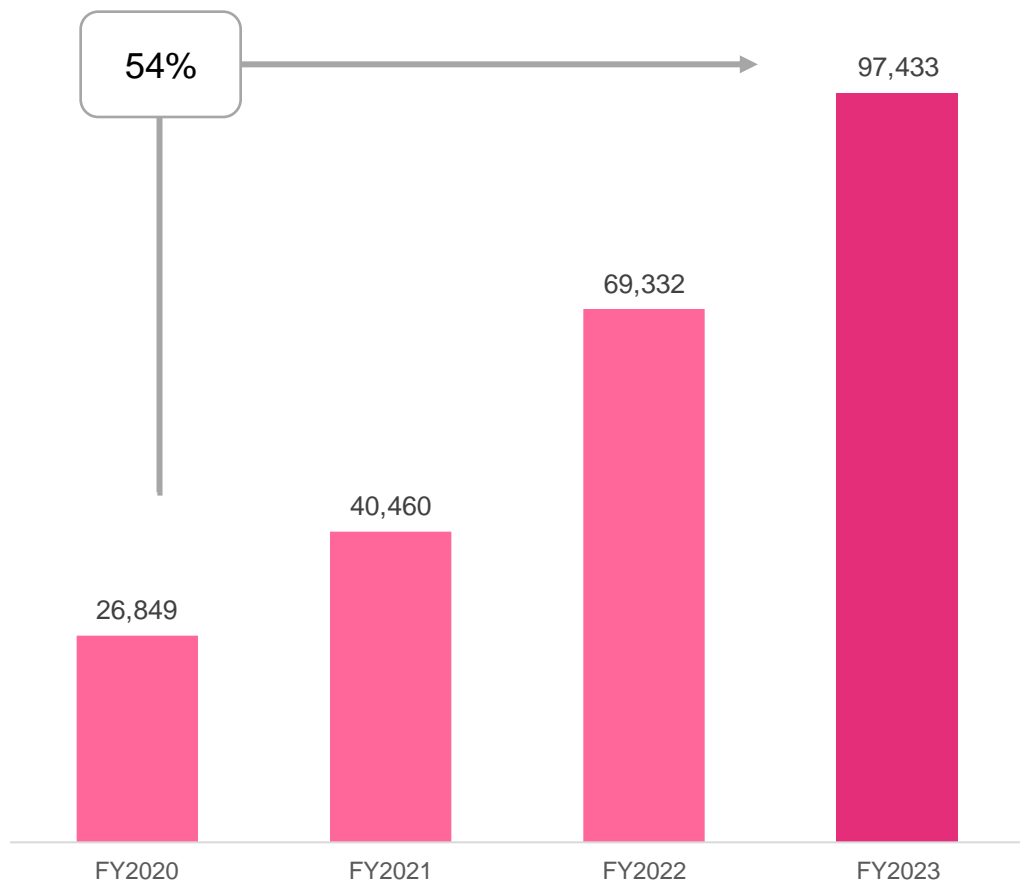


Notes:
1. Events refer to calendar year events

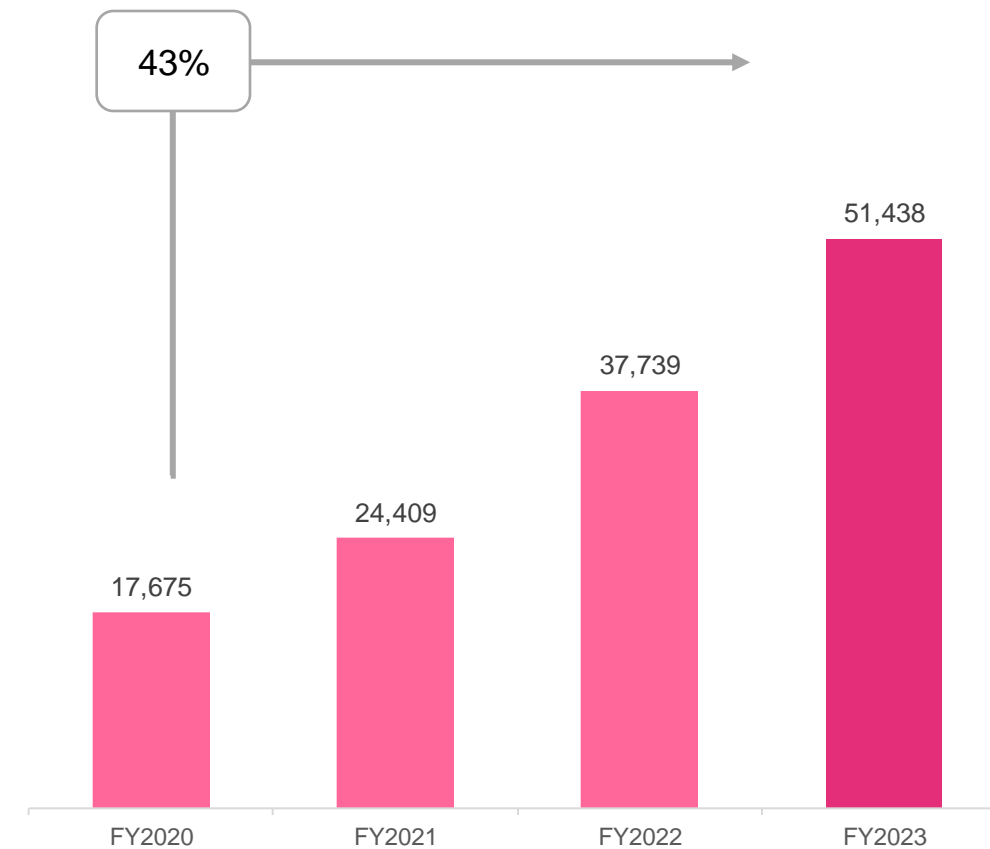
FY20-FY23: Robust growth in GMV and Revenue

% FY20 – 23 CAGR

GMV (Rs Mn)



Revenue (Rs Mn)



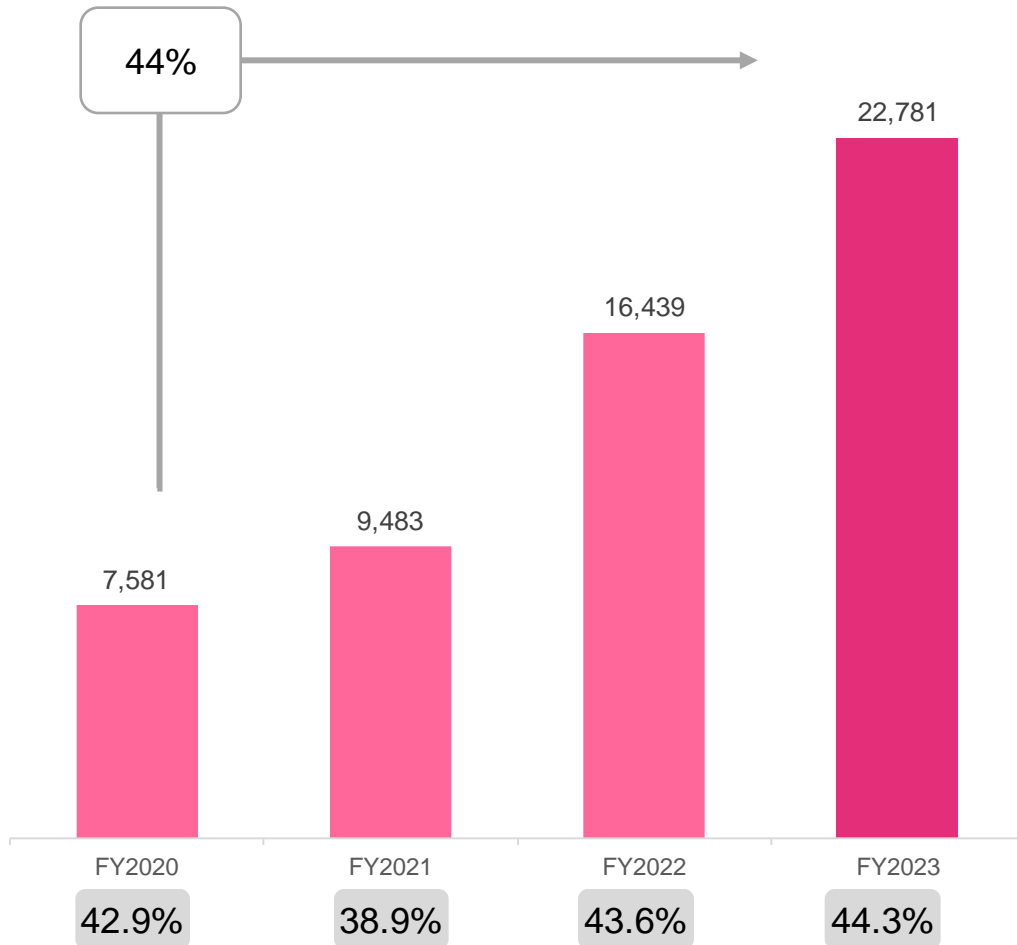


Improvements in vertical level unit economics reflecting in consolidated margin structures

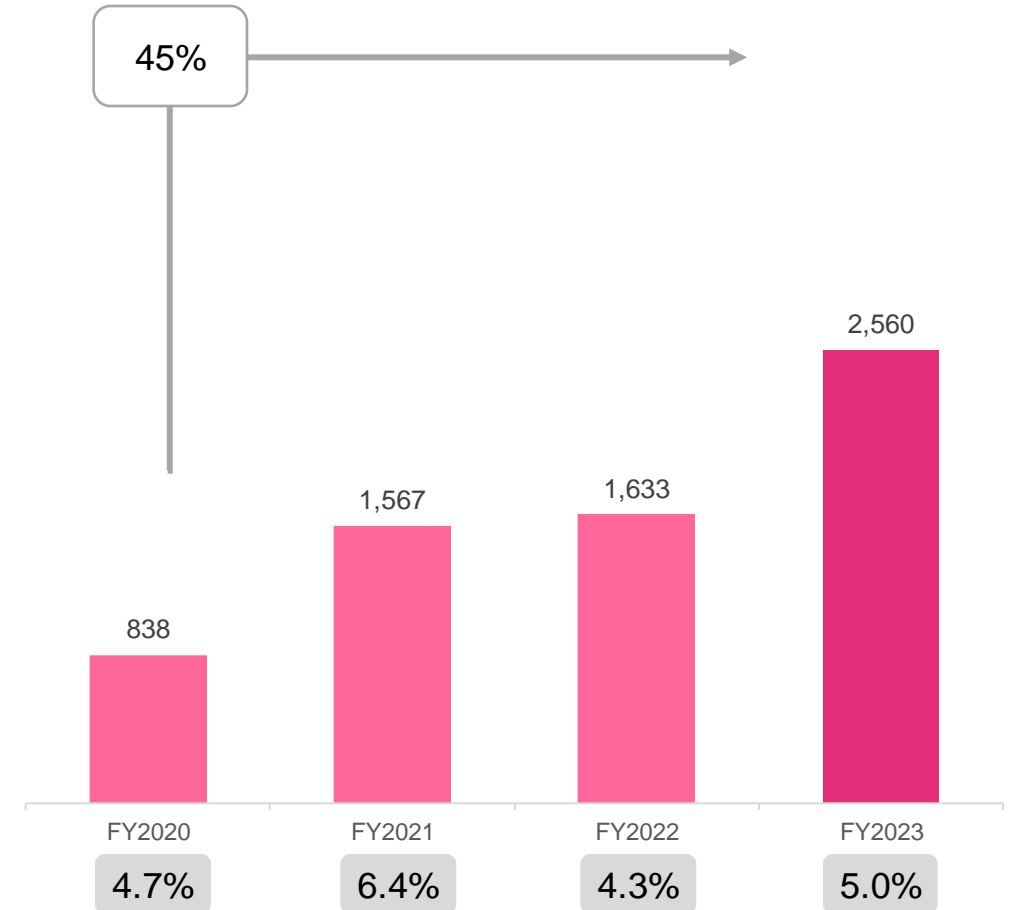
% as % of revenue

% FY20 – 23 CAGR

Gross Profit (Rs Mn)

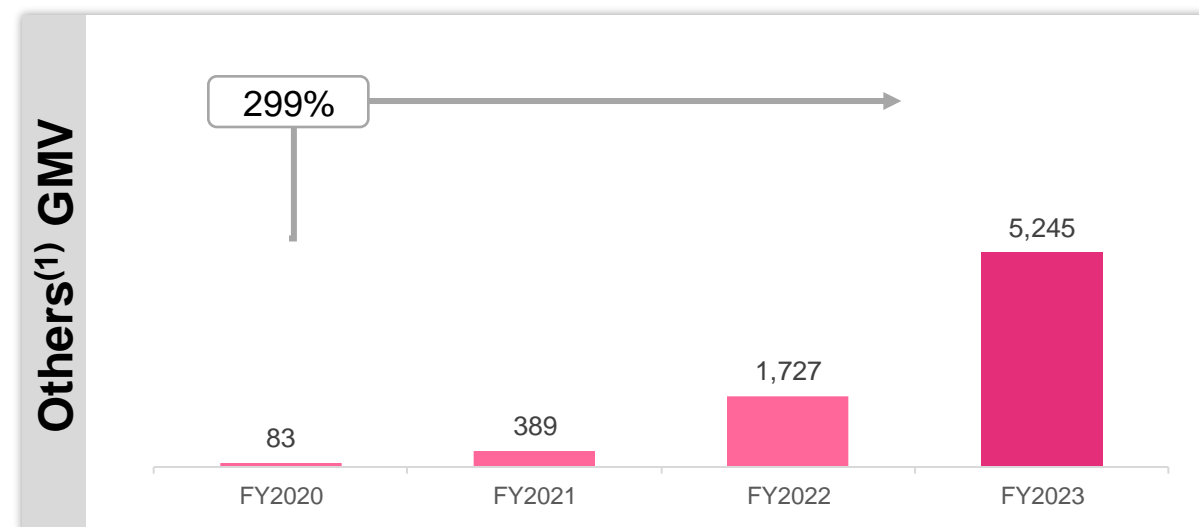
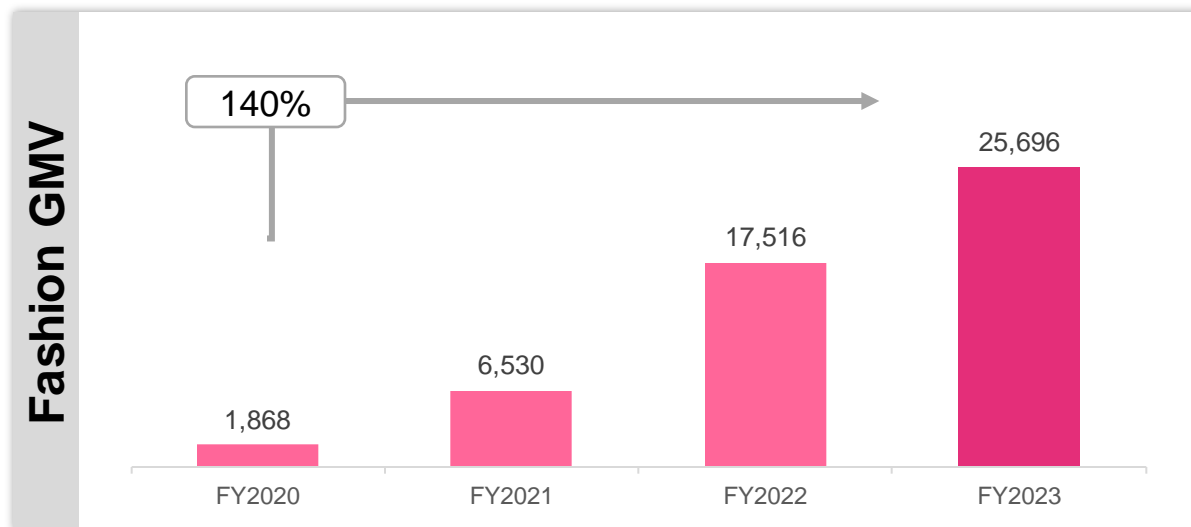
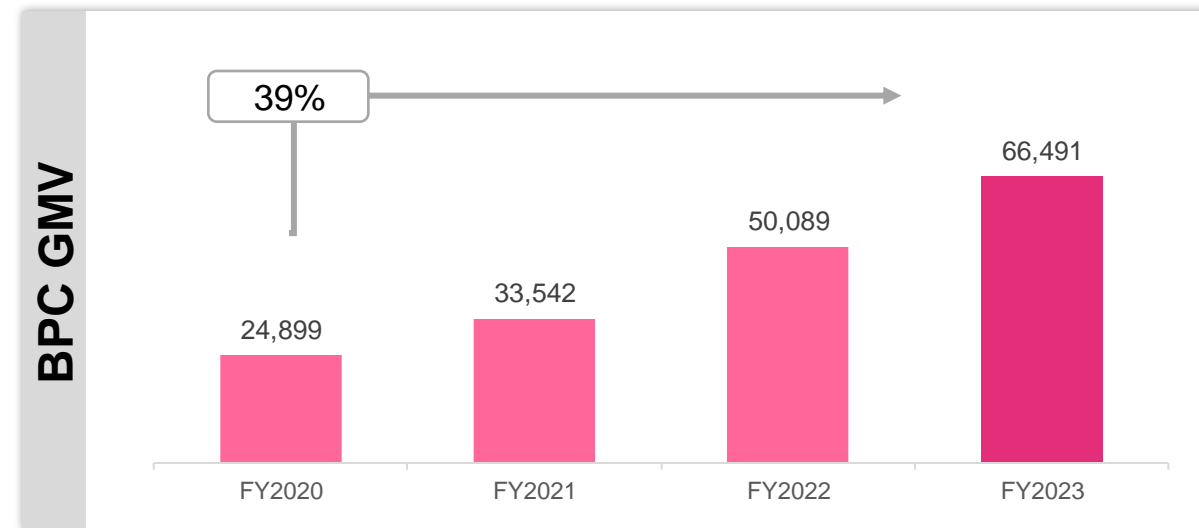
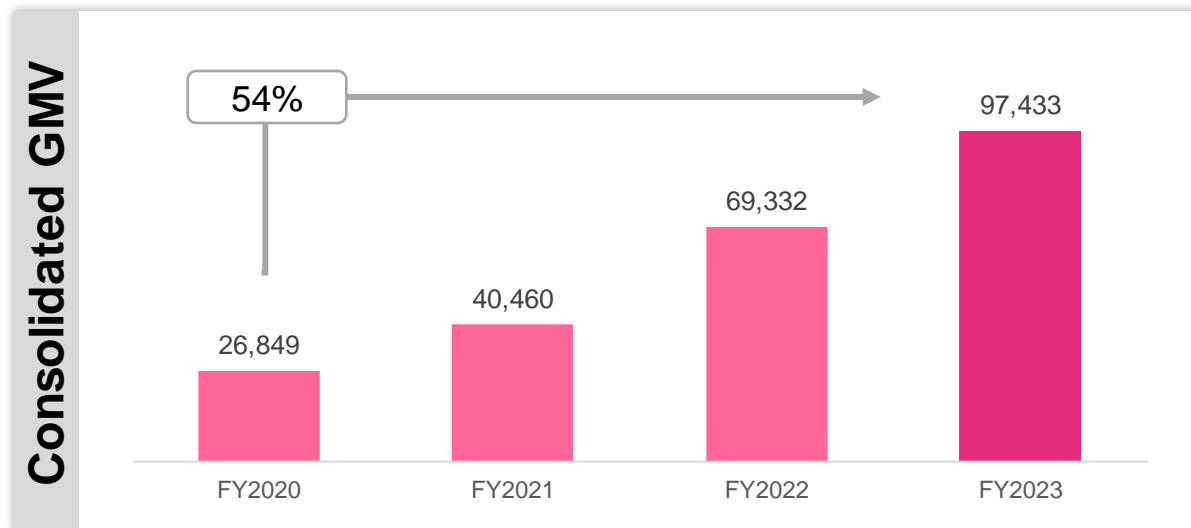


EBITDA (Rs Mn)



GMV growth momentum across our verticals

All Values in Rs million



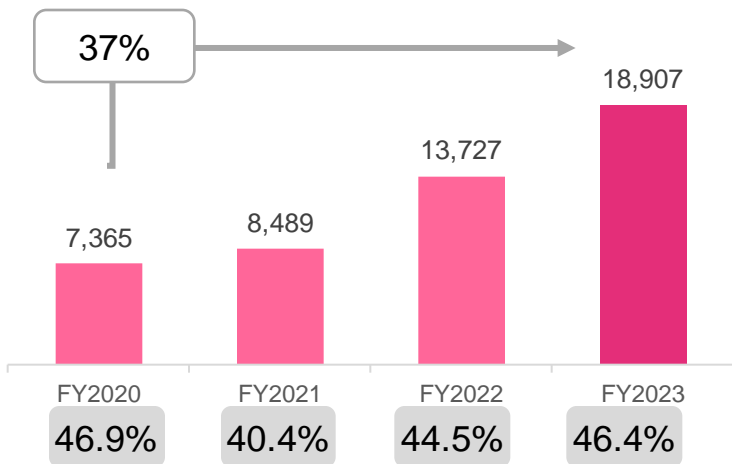
1. Others includes our new businesses NykaaMan, eB2B platform "SuperStore by Nykaa", International, LBB, and Nudge

Margin improvement across verticals

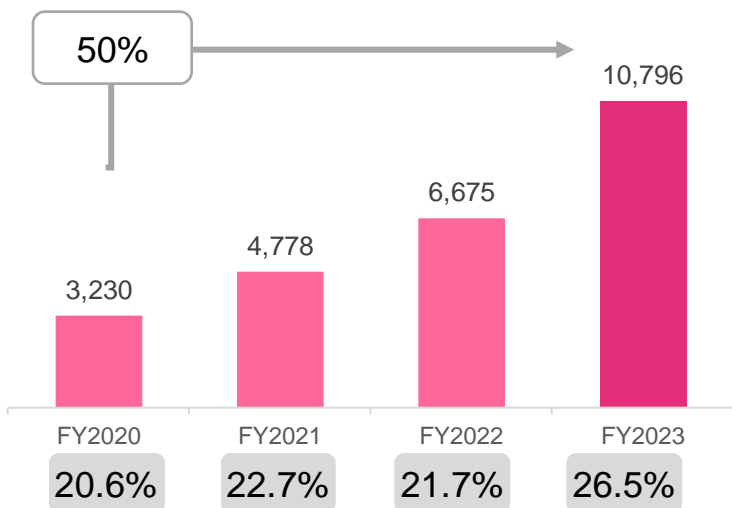
% as % of NSV

BPC

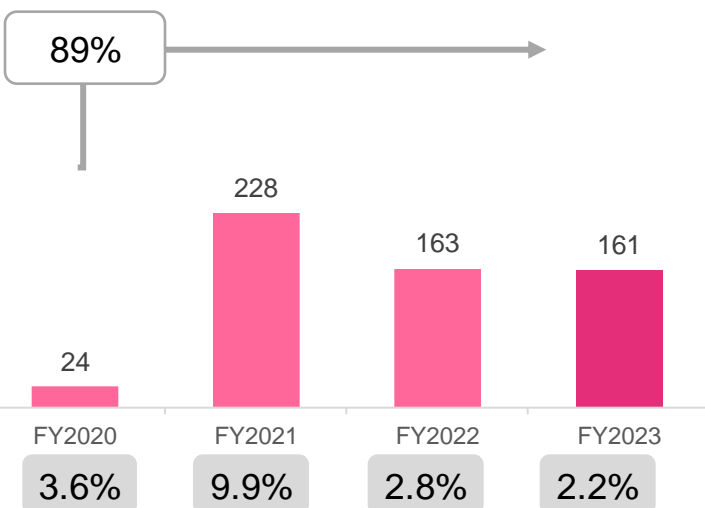
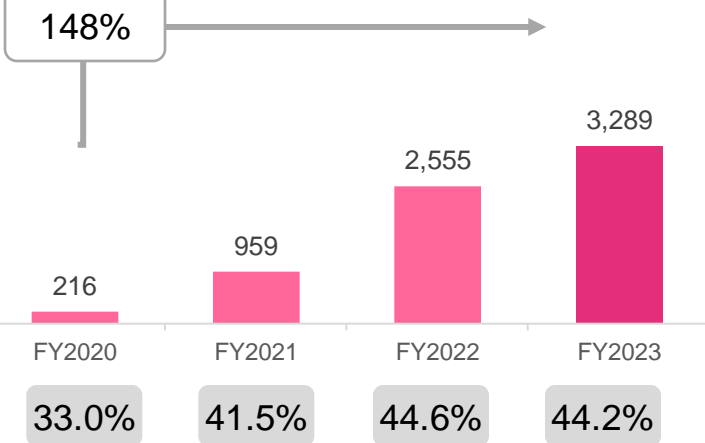
Gross Profit
(Rs Mn)



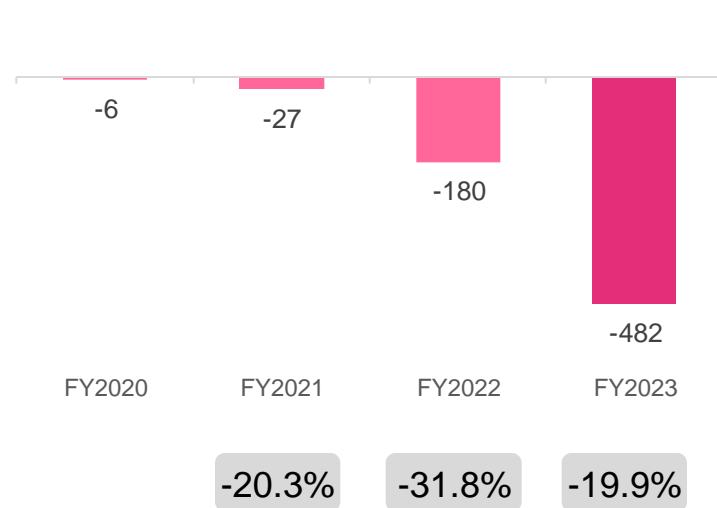
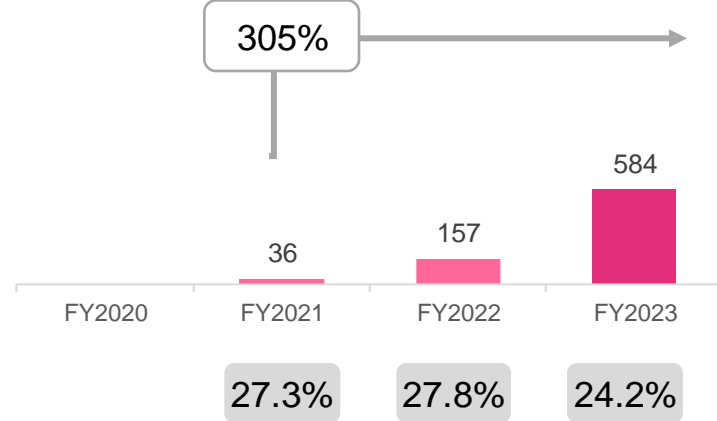
Contribution Profit
(Rs Mn)



Fashion

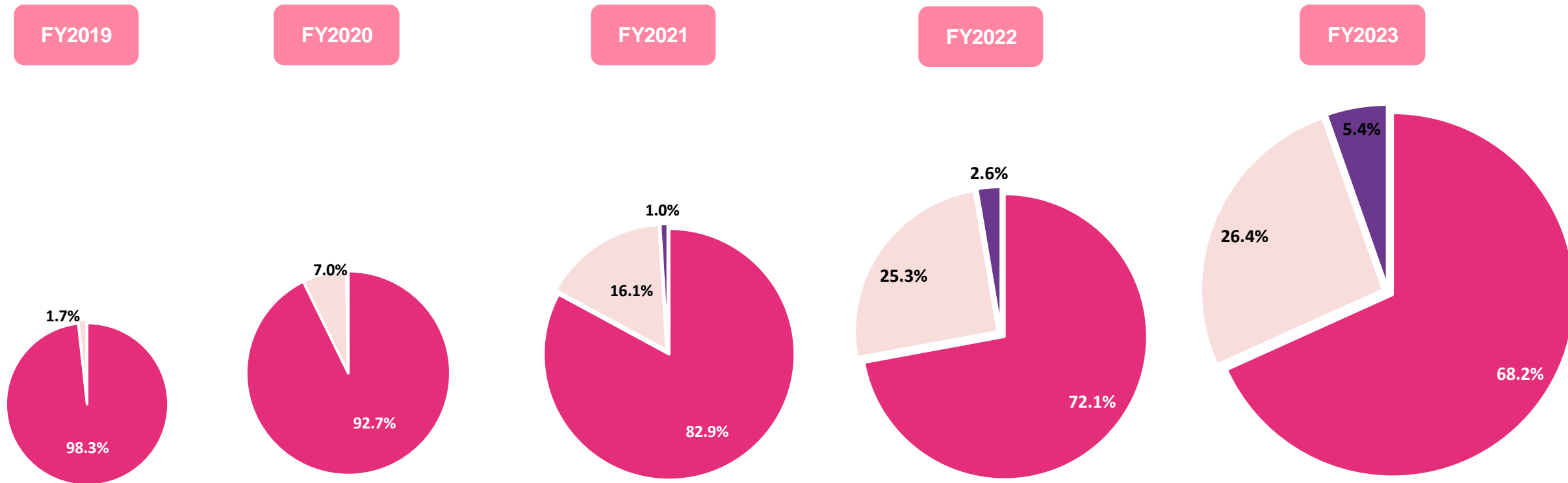


Others



Diversification to address larger TAM in India

Consolidated GMV



Rs. 16,501 Mn

Rs. 26,849 Mn

Rs. 40,460 Mn

Rs. 69,332 Mn

Rs. 97,433 Mn

63% YoY Growth

51% YoY Growth

71% YoY Growth

41% YoY Growth

● BPC ● Fashion ● Others

A total addressable market of ~\$100 Bn, reaching over \$180 Bn by 2027

Others includes our new businesses NykaaMan, eB2B platform "SuperStore by Nykaa", International, LBB, and Nudge. Others in FY2021 includes NykaaMan only

NYKAA

Technology Investor Day

FY23

AI

The background of the slide is a vibrant pink color. On the right side, there is a stylized graphic of a circuit board with white lines representing traces and small white dots representing components. The letters 'AI' are prominently displayed in a light pink, sans-serif font in the center of this graphic. The overall design is modern and tech-oriented.

Who We Are

We are the **Technology** team powering Nykaa's Omnichannel experiences

Our vibrant mission is to create transformative and awe-inspiring omnichannel experiences that not only elevate lives but also leave a lasting impact for our valued customers and partners

Who We Build For



Customers

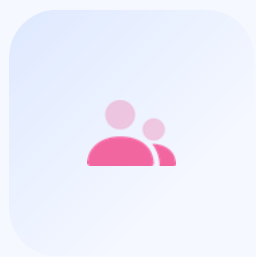
Provide delightful, trustworthy experiences at every customer touchpoint



Partner Brands

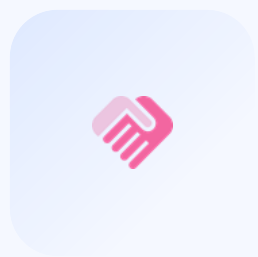
Drive outcomes for brands, advertisers & sellers through easy to use systems

Our Operating Tenets



Deep Customer Immersion

Deeply understand customer problems, use tech to drive step function improvements



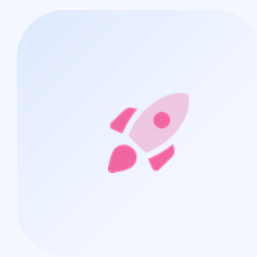
Robust and Trust Worthy Products

Zero compromise approach on Quality, Security, Availability & Performance



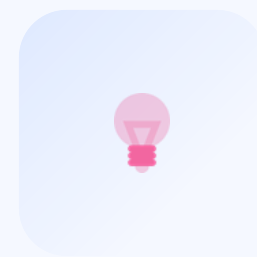
Massive Scale and Leverage

Build solutions that can be leveraged across multiple businesses



Unlock Speed for Customers

Rigorously fix bottlenecks & seek opportunities to enable high growth



Be Technically Fearless

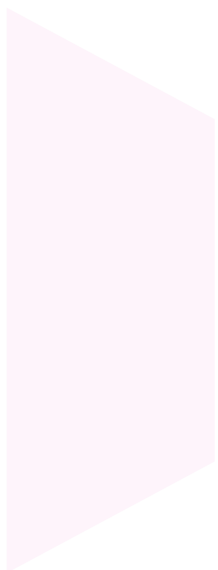
Embrace relevant technology trends that drive business value

Customer Immersion
Elevate with Tech
Personalization

Product & Brand Recommendations that Delight & Convert

Billions of customer Interactions

- Views
- Clicks
- Searches
- Purchases



Intelligent Customer Segments



Relevant, Timely Recommendations

Nykaa • now

Wohoo! 70% off on Holi Essentials
Go Aruna, shop before they run out....again!

THE FRAGRANCE SALE
Up To 45% Off

Renee | Bella Vita Organic | Plum | Carlton London

Recommended For You

BESTSELLER

Nykaa Cosmetics SKINgenius Conceal & Correct

4 Shades

₹1499 ₹1274 | 15% Off

Extra 10% Off

★★★★☆ (4495)

Select Shade

BESTSELLER

Nykaa Cosmetics SKINgenius Foundation

7 Shades

₹625 ₹563 | 10% Off

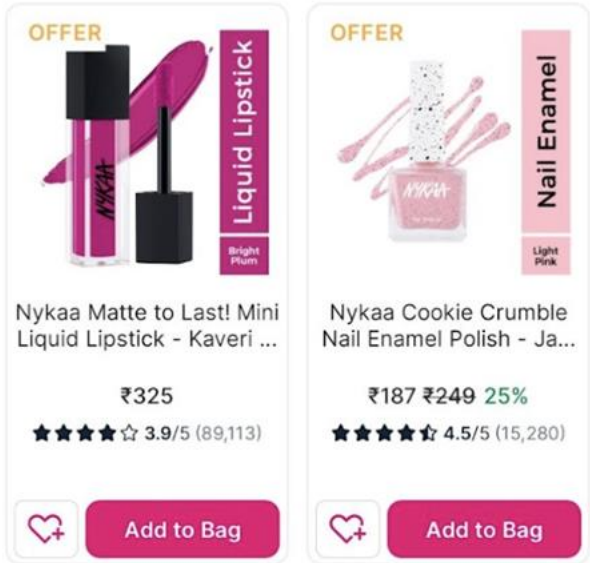
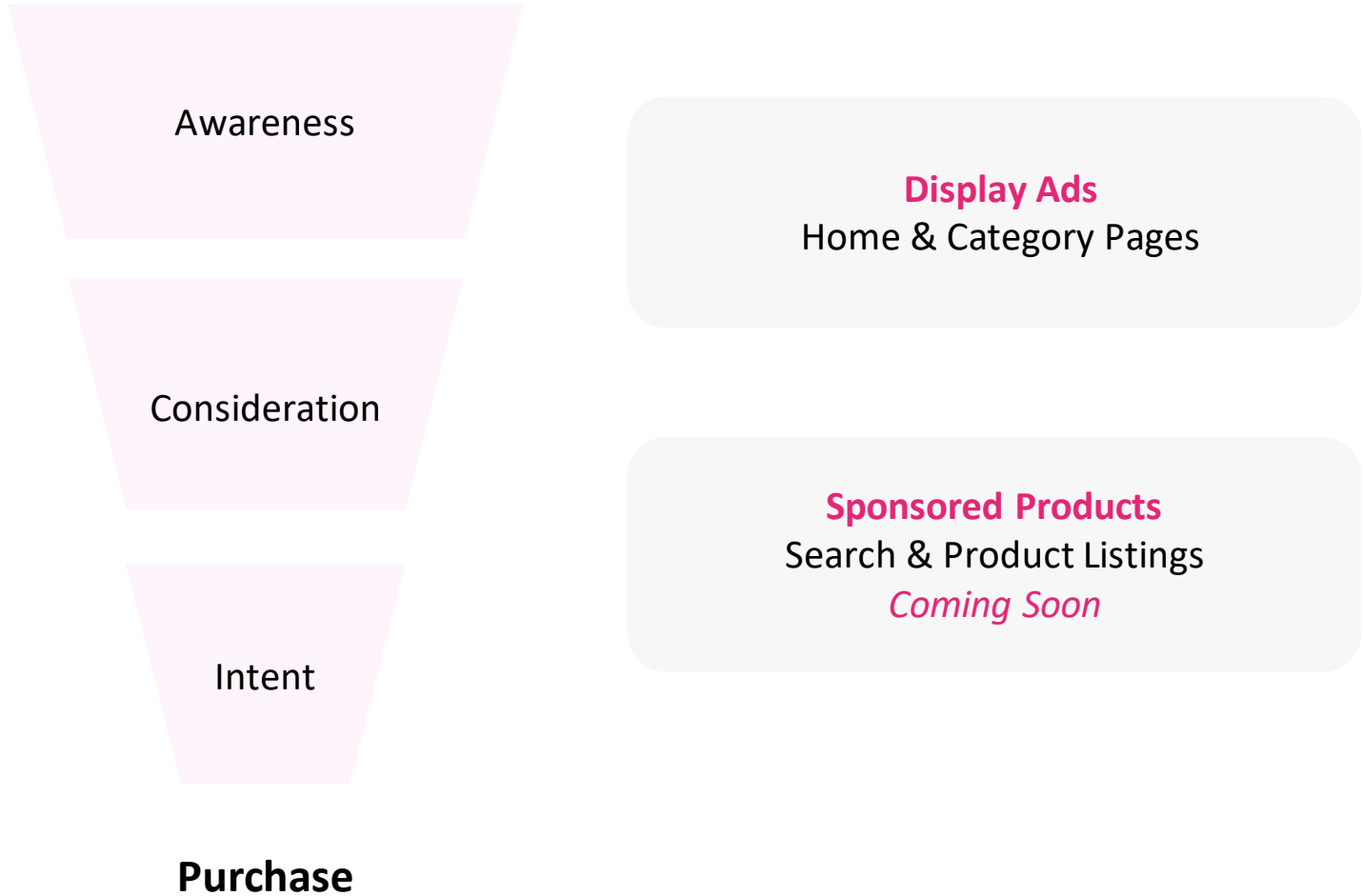
Extra 10% Off

★★★★☆ (6831)

Select Shade

Best In Class Products
For Our Partners
Ad Platform

Advertising Opportunities Across the Shopping Journey



Comprehensive, High Scale Ad Capabilities

Automated Ad Setup & Management

Select ads, set budgets & take ads live on platform in near-real-time for millions of customers

ML-Driven Ad Selection

Algorithmic ranking to deliver relevant ads & high brand ROI

Fast, Actionable Data Reporting

D+1 ad performance reporting to enable brands to optimize budget & ads

Flexible Pricing Options

CPM (impressions)
CPD (duration)
CPC (clicks)
based pricing options



Provide discovery opportunities for Brands, serve relevant & engaging Ads to customers, increase ad revenue for Nykaa

Massive Scale & Leverage

Cross Border B2B2C Solution

B2B2C: Unlocking Speed Through Common Capabilities

Mumbai



L.A.



Nykaa Warehouse



Mumbai



B2B2C PLATFORM



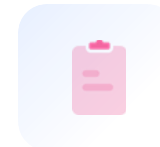
**Final Landed Price
Savings on
Customs**



**Delivery at
Doorstep**



**Easy Returns &
Full Refunds**

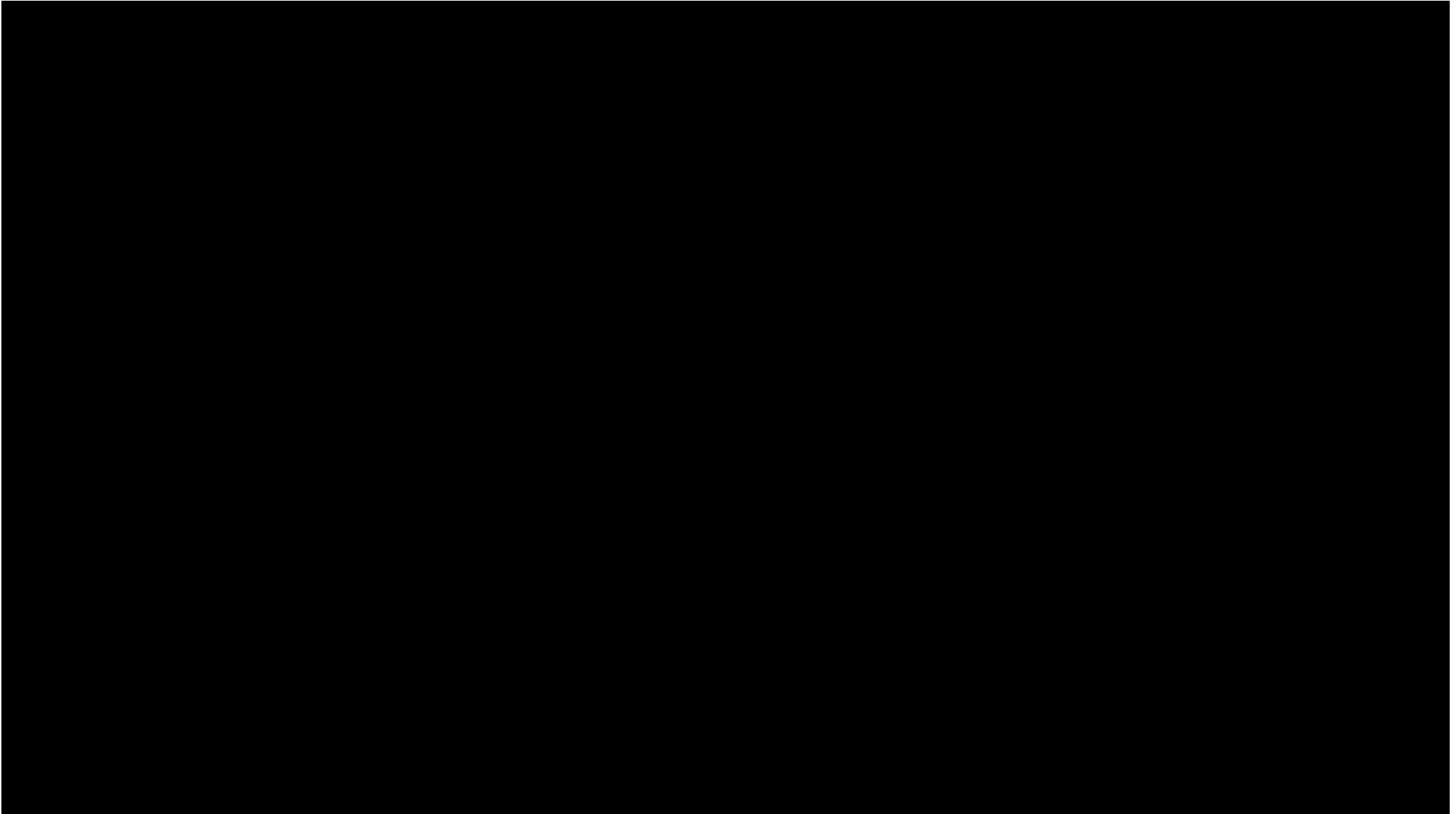


**Full Assortment
Access
No inventory Risk**

Unlock Speed for Customers

Github Co-Pilot

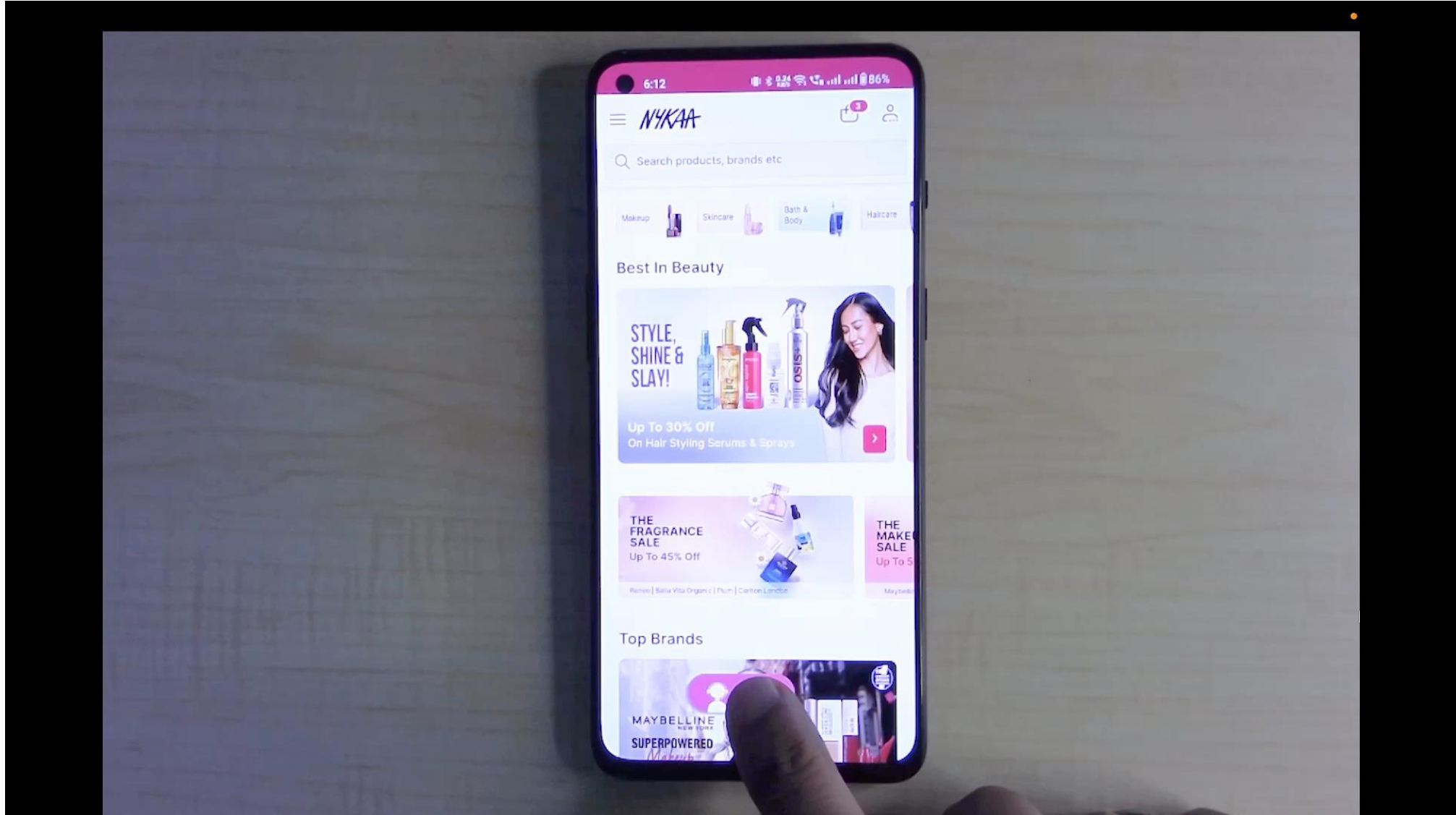
Unlock Speed: GitHub Copilot (Demo)



Technically Fearless

Nykaa Tech Labs

Unleash Innovation: Nykaa Tech Labs



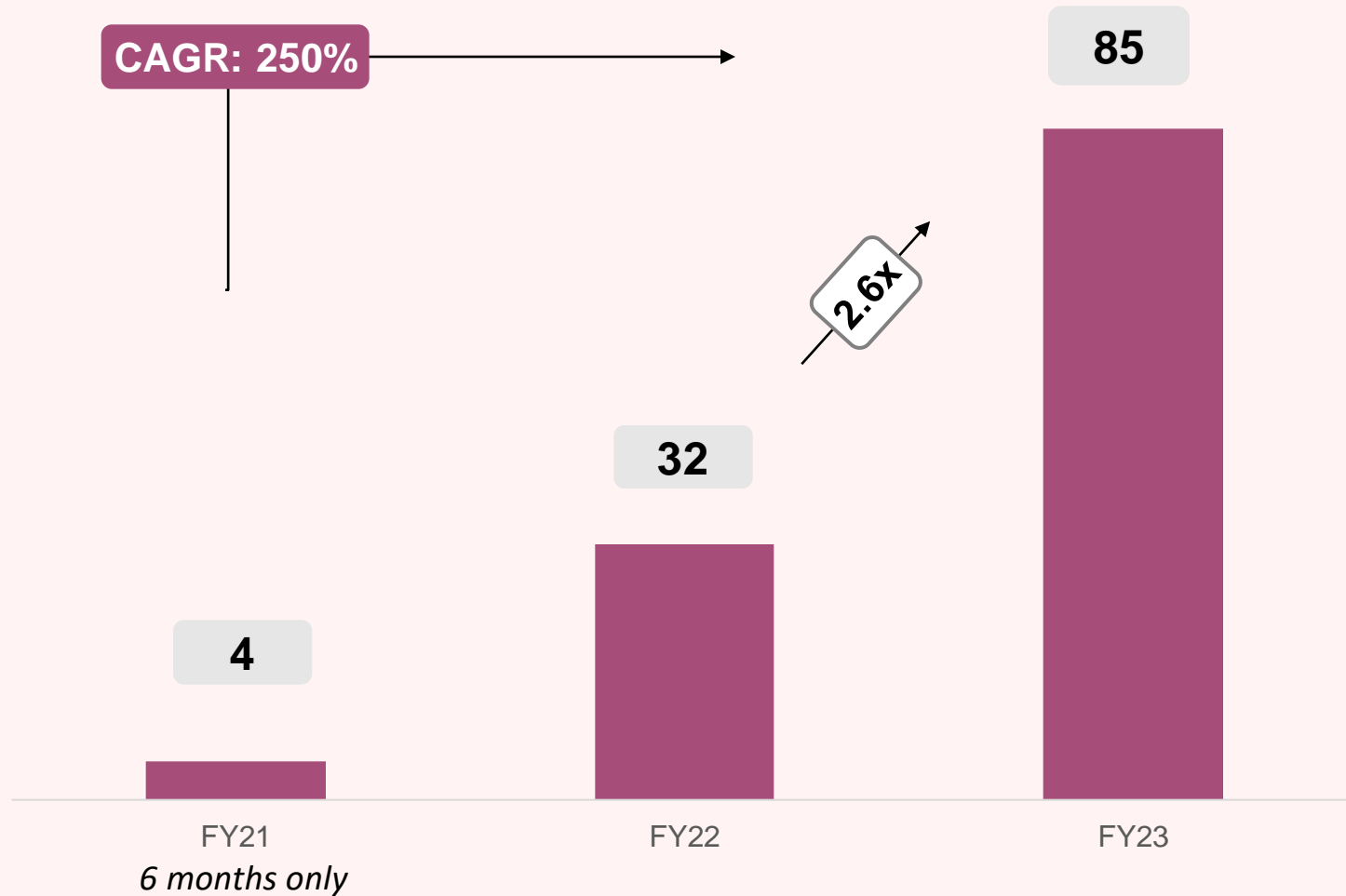


Nykaa
BY NYKAA



01. Our Journey

Nykd: A National Brand



Highlights

- **85 Cr** in **year 2** of operations
- **EBITDA positive** at an SBU level in March'23

Key highlights in 2.5 years of launch

~5%

Discounting

#1

In innerwear
category On Nykaa
platforms

~1Mn

Unique
customers

80%

share of
sales of Bras

Customer Touchpoints

Nykaa Platforms
All major marketplaces
D2C website
4 EBOs
~1000 MBOs

~20%

Repeat rate

Top 3

Brand On
Amazon
across Bras

02.

Why did we launch Nykd?



Our Learnings from Nykaa Beauty & what next?

Beauty

Nykaa Beauty taught us how to navigate an underdeveloped market;

Educated and supported women in their journey of beauty



Lingerie

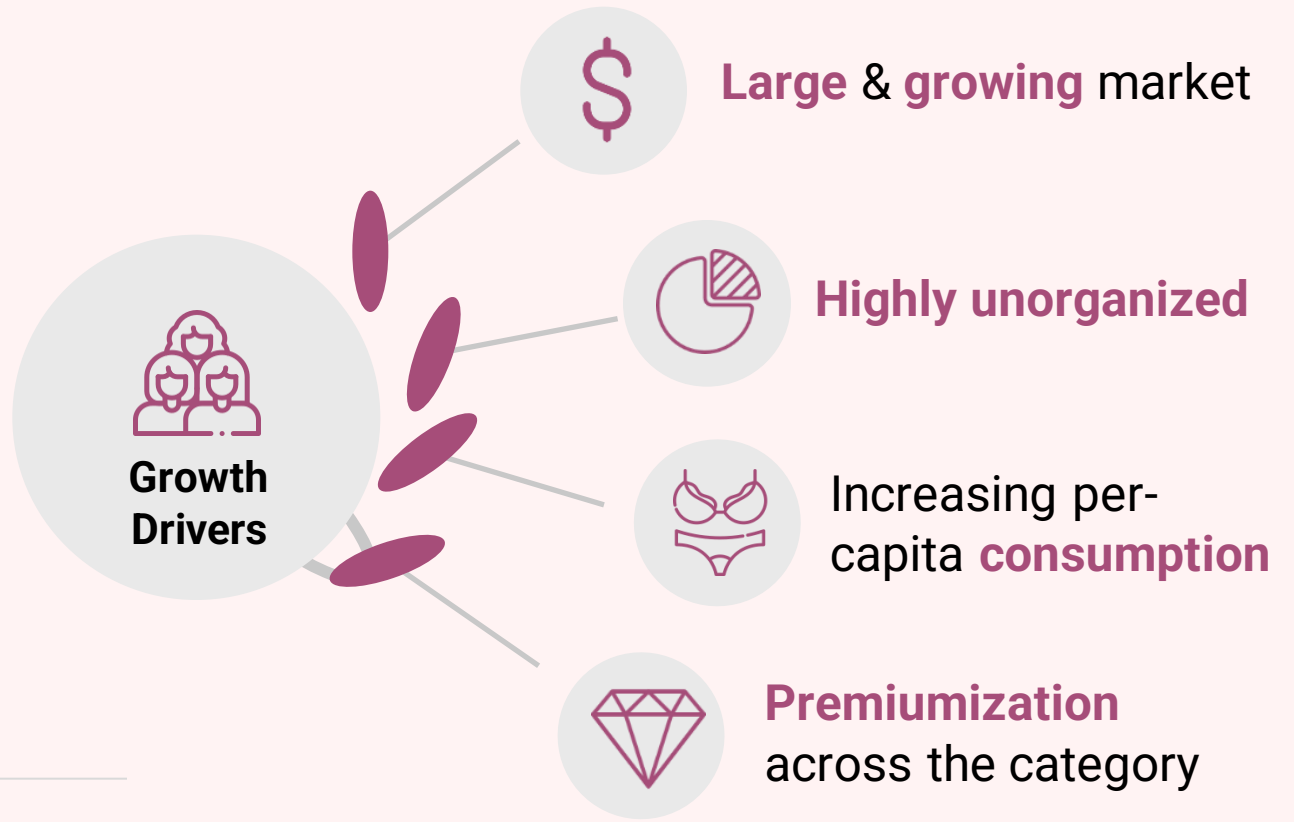
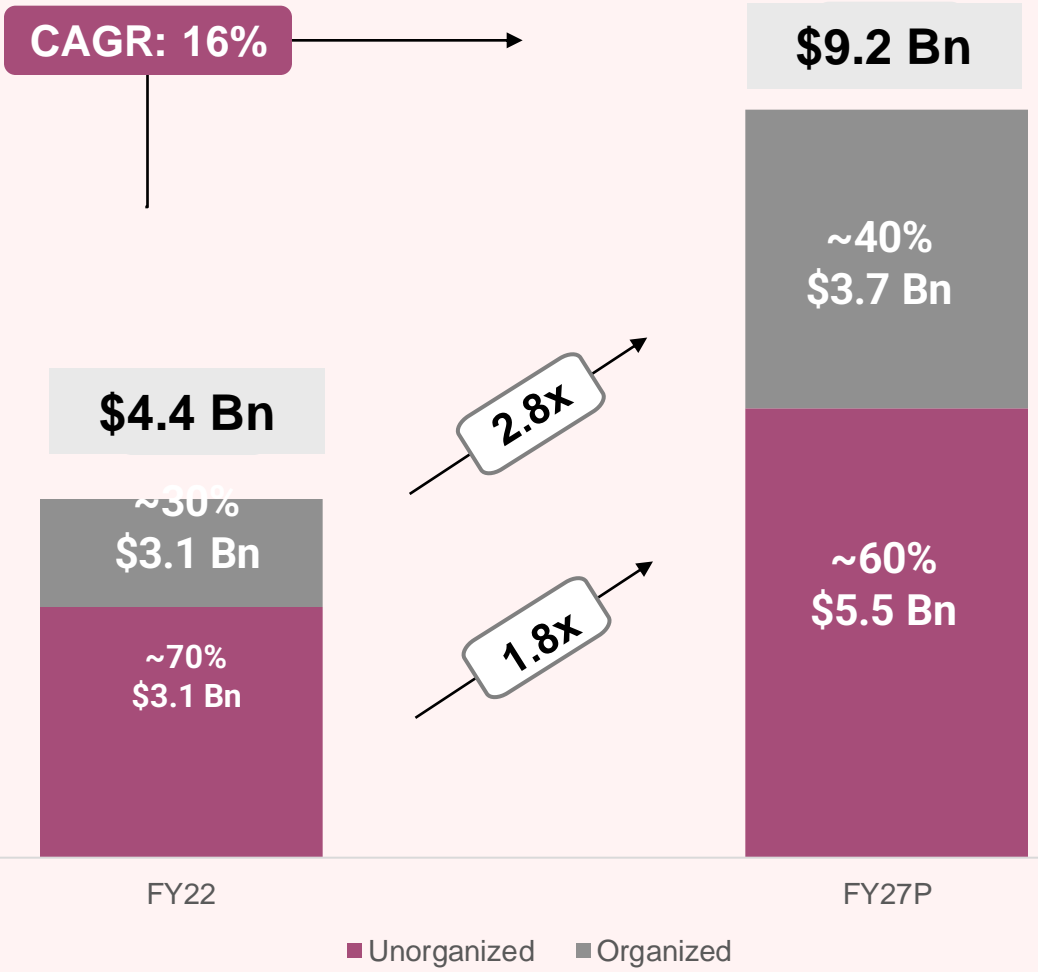
Underdeveloped market

Complex category & product

Lack of education & awareness

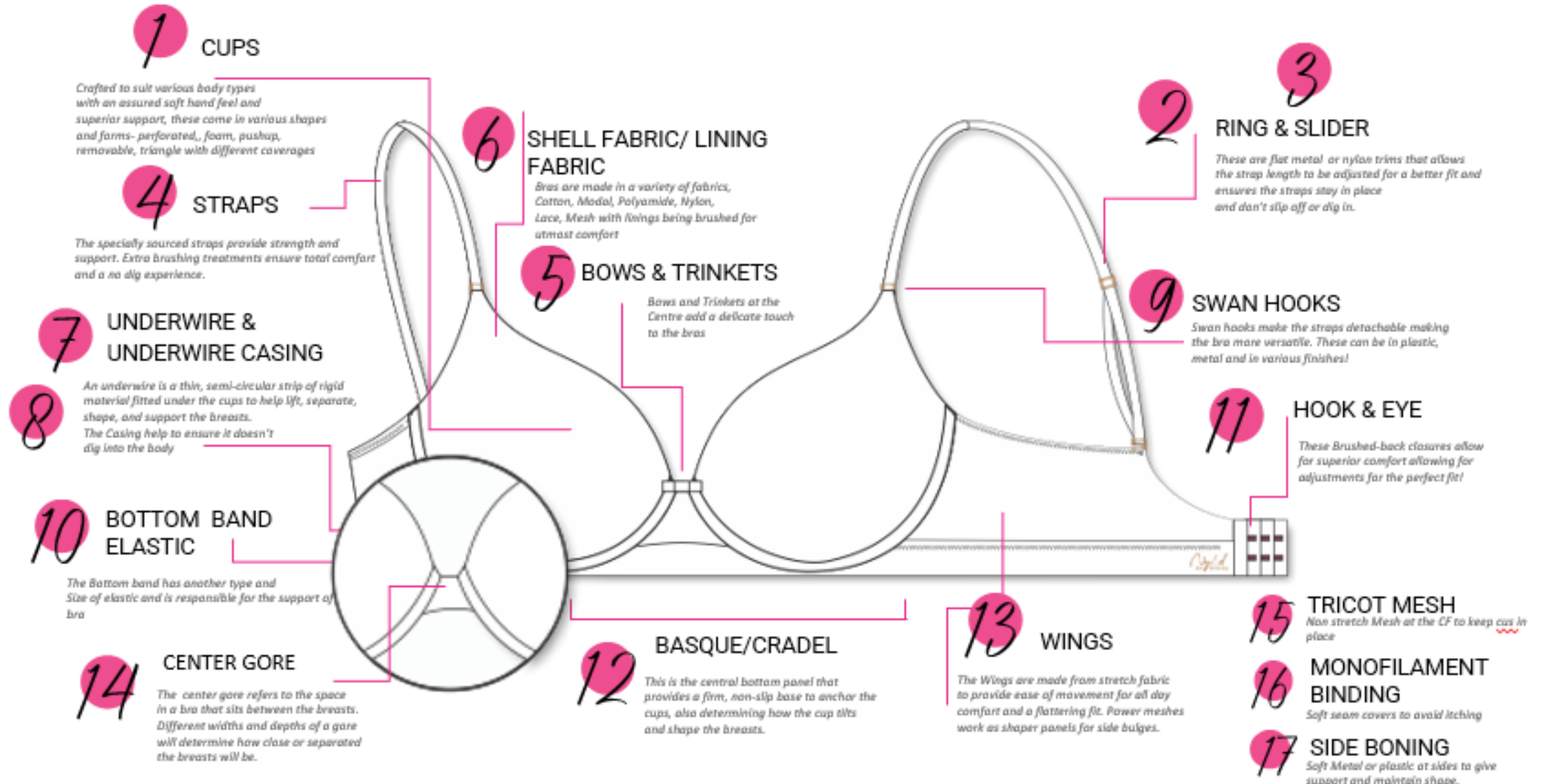
Brand stickiness

Women's Innerwear Market: Sizing the Opportunity



Source: Page industries annual report; management analysis, Technavio report

Understanding the complexity of product



Simplify lingerie for Indian women



Nykd's Foundation Pillars

NYKAA

1

House of **Nykaa**;
Establishes
consumer connect



2

High quality **Product**;
Real value for money



3

Deeply entrenched in
consumer truth;
Simplifying lingerie



4

Conversation & education;
Enabling women to
understand their
bodies

Arriving at
The Nykaa of NYKD

- **Age group** : 24-35 yrs old. Millennial consumer
- **Who is she** : Real woman, in each one of us, all of us
 - Always herself, living each moment fully
 - Experiencing highs and lows...changing....evolving...
 - Always keeping it real. Naked.
 - She writes her own destiny
- **Our Brand logo and Identity**

Bringing our positioning alive..

You will still have good days and bad days, but we are here to **support you in your journey.** We can't change things for you – We Can't stop wars, Can't stop viruses. But we can bring you **comfortable bras** that support you in whatever you do...ensuring your innerwear is the least of your worries.

Your second-skin simplified, for Everyday Comfort.



Our Product Offering



Bras



Panties

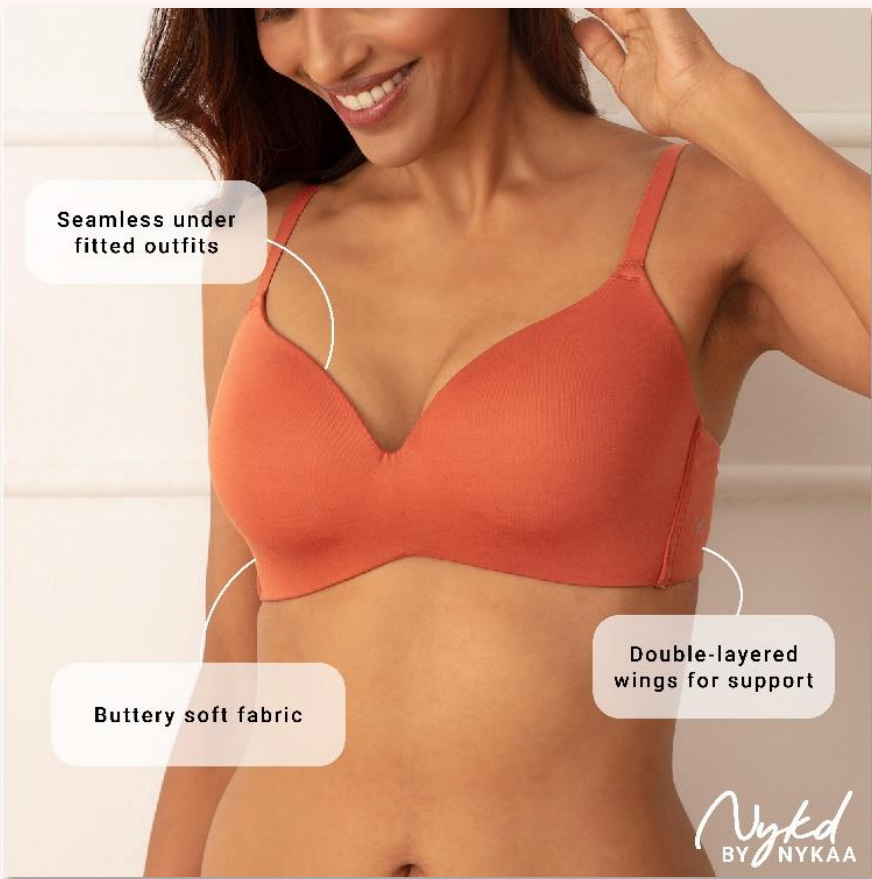


Athleisure



Sleepwear

Bringing Alive the 'Product' Pillar



Nothing to see under your tee.

Nykd T-shirt bra for no visible bra lines

[Shop the collection](#)

BHUMI PEDNEKAR
for
Nykd
BY NYKAA

~1Mn consumers & here is what they say...

Nykd
Love Letters
★★★★★
Over 4.5 ratings
LOVED BY 4+ LAKH WOMEN

NYKAA FASHION

Finally found a good strapless bra, which doesn't slip off. It has excess fabric which adapts to my size.
~ Ananya

The best part about this bra is the elastic wide band, which helps the bra to stay in place, unlike other strapless bras
~ Sakshi

#1 The Ultimate Strapless Bra
NYB027

Nykd
Love Letters
★★★★★
Over 4.5 ratings
LOVED BY 4+ LAKH WOMEN

amazon

This bra really helps in supporting curvy women because of the front closure
~ Aakriti

Its really a functional; bra, no more hooking the bra at the back struggles
~ Smriti

#1 The Multi-Purpose Bra
NYB103

Nykd
Love Letters
★★★★★
Over 4.5 ratings
LOVED BY 4+ LAKH WOMEN

NYKAA FASHION

This pretty bra that gives you all the support and a contoured shape
~ Aayushi

The bra gives an optimal lift and is comfortable because they have very soft moulded cups
~ Krutika

#1 Super Support Infinity Mesh Non Padded Bra
NYB150

Nykd
Love Letters
★★★★★
Over 4.5 ratings
LOVED BY 4+ LAKH WOMEN

amazon

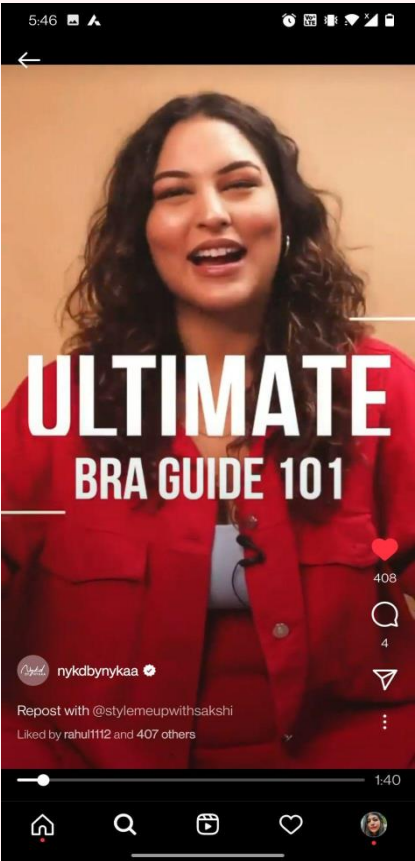
This product is very trendy and I wear it as a bra and I also wear it outdoors under a loose shirt or a jacket
~ Anushka

Amazing color options for this, I have one of each color
~ Shriya

#1 Easy Breezy Slip on Bra
NYB165

Bringing Alive the 'Conversation & Education' pillar

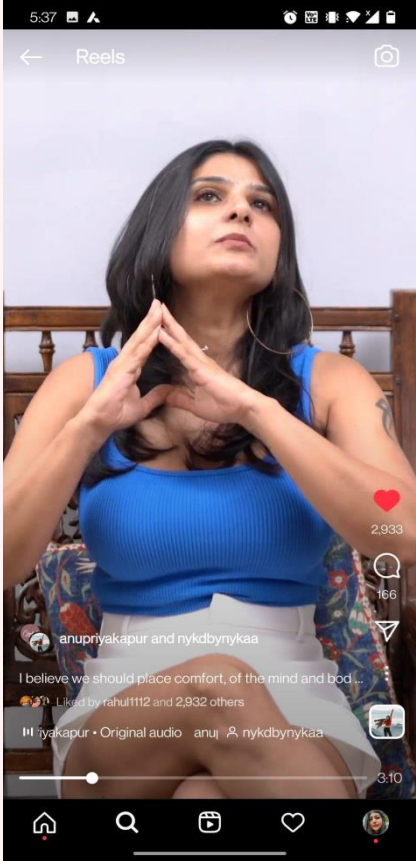
Helping women understand Bra types & uses



**Sakshi
Sidhwani**



**Leeza
Mangaldas**



**Anupriya
Kapoor**

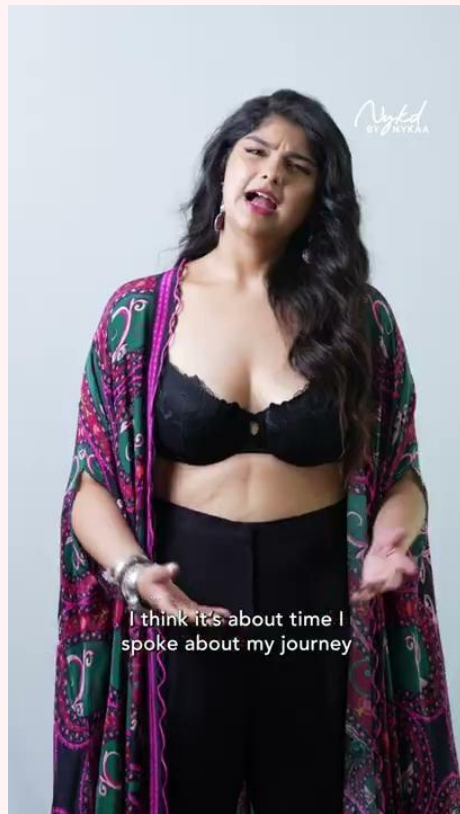


**Kritika
Khurana**

Bringing Alive the 'Conversation & Education' pillar: The Nykd Truth

Building our tribe and creating a safe space

Women sharing their **highs and lows** and open conversations on **lingerie & self-love**.



Anshula Kapoor



Rida Tharana



Shweta Tripathi



Seema Anand

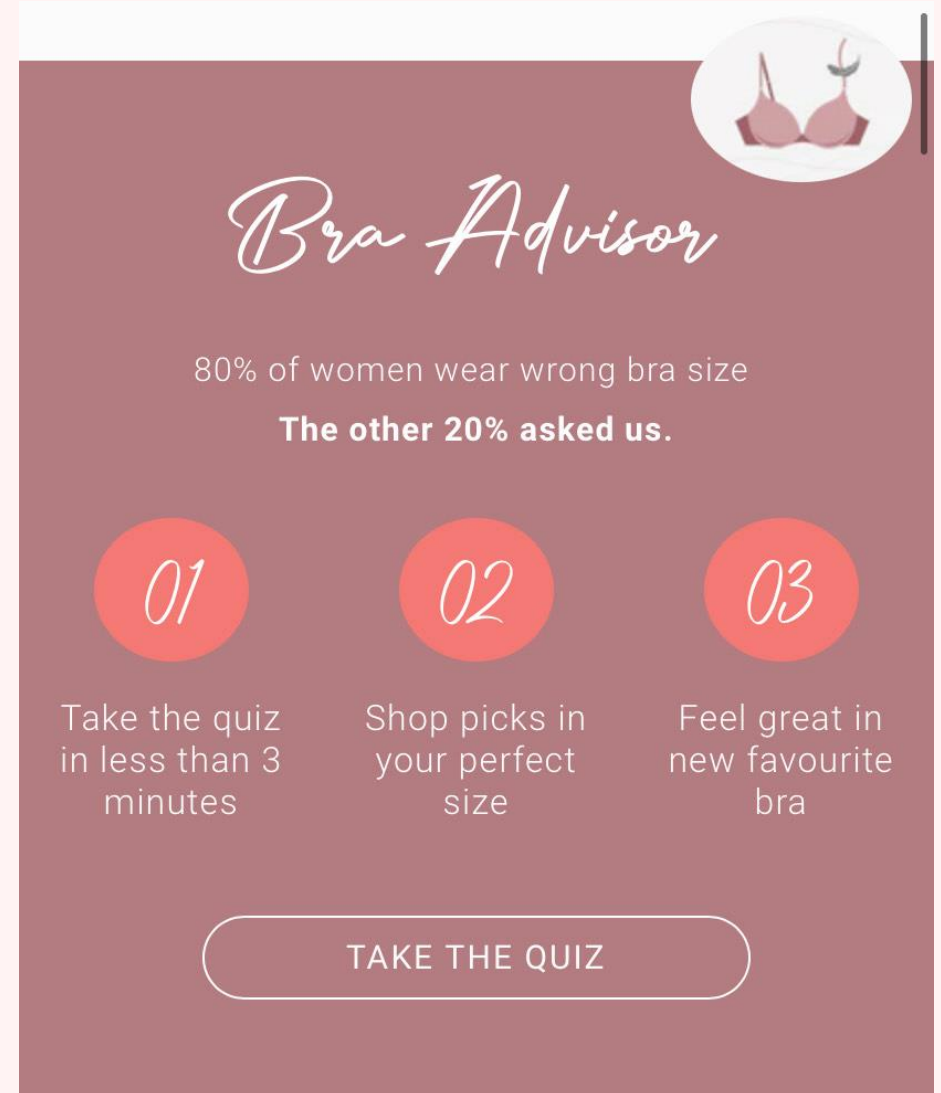
First celebrity brand association in Lingerie

Nykd
BY NYKAA



Bringing Alive the 'Consumer Truth' pillar: Technology

- **80% of women wear the wrong bra size.**
- Created a **tech tool** - a hassle-free experience with no measuring tapes, one that educates you along the way while finding your **right bra size, fit, and style** - all in **less than three minutes**.
- An **important educational takeaway** from this is knowing your **breast profile** and the **ideal bra styles** suited just for your body type.



The image shows a mobile app interface for 'Bra Advisor'. At the top right is a circular icon of a bra. The title 'Bra Advisor' is written in a white cursive font. Below the title, the text '80% of women wear wrong bra size' is displayed, followed by 'The other 20% asked us.' in a smaller font. There are three red circular icons numbered '01', '02', and '03'. Below each icon is a white text box describing a step: '01 Take the quiz in less than 3 minutes', '02 Shop picks in your perfect size', and '03 Feel great in new favourite bra'. At the bottom, there is a white rounded rectangular button with the text 'TAKE THE QUIZ'.

Bra Advisor

80% of women wear wrong bra size
The other 20% asked us.

01
Take the quiz
in less than 3
minutes

02
Shop picks in
your perfect
size

03
Feel great in
new favourite
bra

TAKE THE QUIZ

Awards & Recognition

- **IRF's Customer Service Excellence Tool of the Year'22**
– Bra Advisor tool
- **At IFF, Nykd by Nykaa won 3 awards:**
 - Most Admired **Multi-media Marketing Campaign** of the Year - Bhumi Pednekar
 - Most Admired **Social media Marketing Campaign** of the Year - Nykd Truth
 - Best Fashion Innovation of the Year - Bra Advisor



03.


Building a Digital-first, Phygital Brand




#1 on Nykaa platforms




Nykd by Nykaa 🔍 ❤️ 🛒




EXPRESS SHIPPING
Nykd by Nykaa
Support T-shirt Bra -rose Nyb...
₹ 999
Extra 5% Off



LATEST SEASON
Nykd by Nykaa
Luxe Jacquard Minimiser Bra B...
₹ 1,199
Extra 5% Off




EXPRESS SHIPPING
Nykd by Nykaa
Barely There Bra - Nvb225 - O...



EXPRESS SHIPPING
Nykd by Nykaa
Nykd All Day On-Trend Sports...

NYKAA 🔍 ❤️ 🛒


FEATURED



Nykd by Nykaa Minimize Me Bra - Grape Royale
24 Sizes
₹1049 ₹734 | 30% Off
Extra 10% Off
★★★★☆ (116)

Select Size


FEATURED



Nykd by Nykaa Soft Cup Easy-Peasy Slip-On Bra
5 Sizes
₹399
Extra 10% Off
★★★★☆ (311)

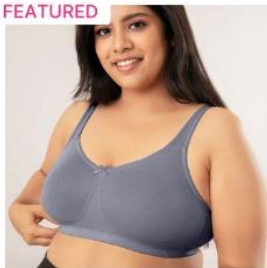
Select Size

FEATURED



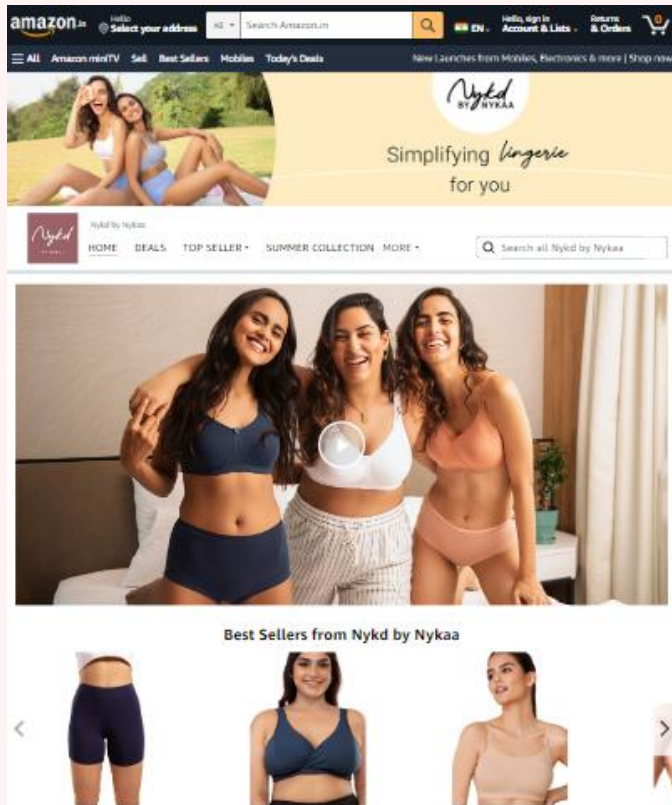
Nykd by Nykaa Encircled with love - M Blue NYB169
20 Sizes
₹599
Extra 10% Off
★★★★☆ (292)

FEATURED



Nykd by Nykaa Flawless Me Breast Separator bra -
16 Sizes
₹649
Extra 10% Off
★★★★☆ (11)

Winning on major marketplaces



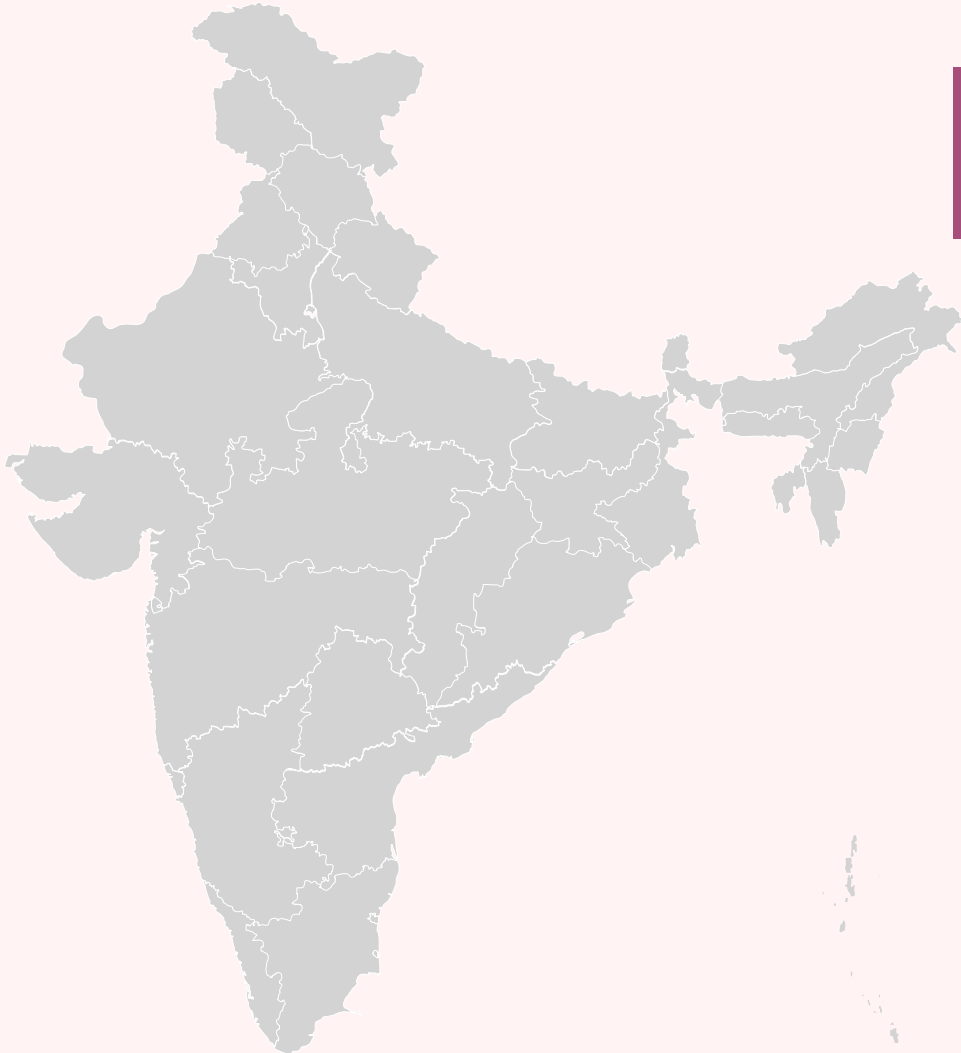
Top 3 in India
in the **Bras** category
in **<1.5 years**



85% positive ratings
by **10k+** customers



100% YoY growth in
FY23 at **~50% lower**
marketing spends



Existing
markets
(1+Yrs)

UP, NCR and UK,
Delhi, Haryana,
Gujarat, Punjab,
Karnataka

New and
Upcoming
markets

Maharashtra,
Tamilnadu,
Telengana, AP, WB,
NE and Kerala

Growth drivers

- Very strong feedback from trade across markets on **product quality**
- In established markets the repeats are **>30%**
- Store count grew from **~350 in FY22** to **~1000 in FY23** and projected to cross ~2000 in FY24
- Strong **trade team** across markets with focus on **presence in top pareto stores**



Nykd Shop-in-Shop

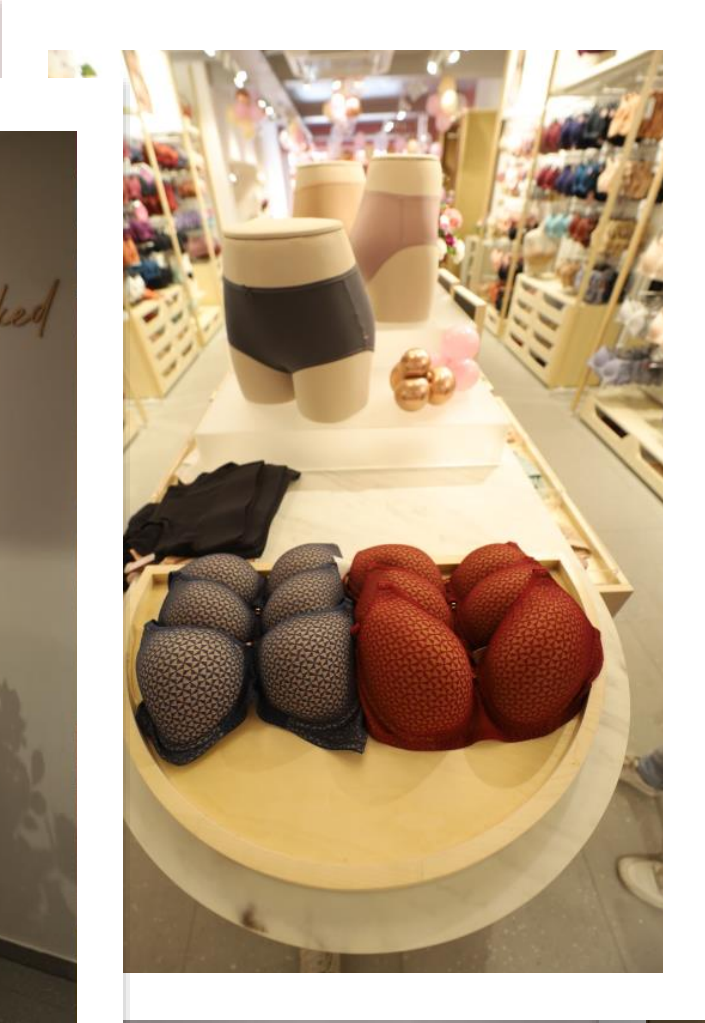
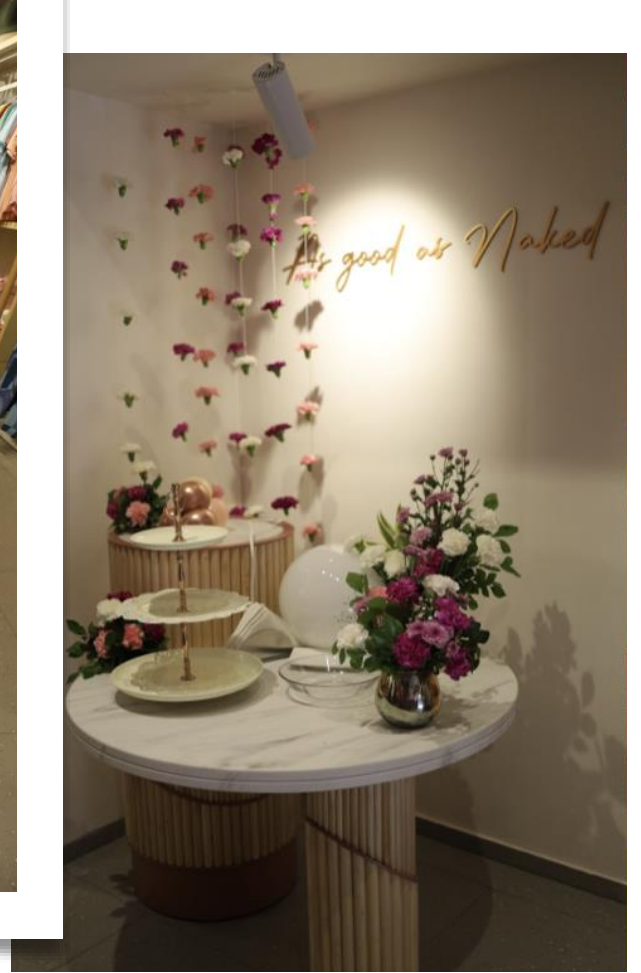
Exclusive stores

Nykd
BY NYKAA



4 stores as of March'23, more coming up...

Exclusive stores



Creating a Safe Zone in trial rooms



Educational & body positivity elements in trial rooms



BRA ADVISOR

BRAS

PANTIES

SLEEP & ESSENTIALS

SHAPEWEAR

ACCESSORIES

NYKD ALL DAY

WE MADE TOO MUCH



Bras Made For Your Body



Non Padded



Wirefree



Padded



Happy Curves



04.

Recap



Disrupting the Lingerie Industry

Sharp positioning

Hyper focussed on consumer

Solving **real problems**, in **simple ways** -
Education, all day comfort,
sweat, freshness

3.5

ROAS

2.6%

Conversion %

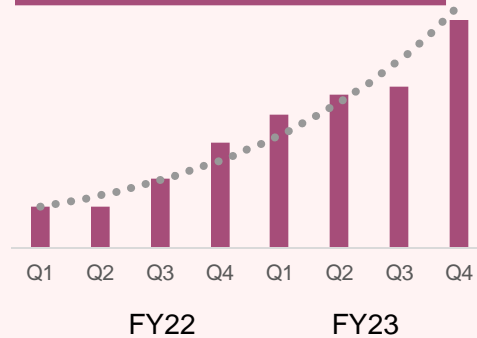
>20%

Repeat %

Growth engine

Low **CAC** and high **LTV**

Exponential scaling



Building the muscle to **experiment**
& **scale** across channels

Be where the **consumer** is



1000+

Retail touch-points

Combination of
Product + Pricing + Distribution

Team

Lean team of **category experts**
across **product** and **supply chain**

Obsessed with
operational execution



Effective usage of **Subject Matter Experts**



Nyked

BY NYKAA

Full price brand being built
for **consumer love** rather than an opportunistic take



Nykaa
Cosmetics

Kay
Beauty

Dot & Key

NYVEDA

Nykaa
Skin
Secrets

Nykaa
SkinRX

NYKAA BEAUTY HOUSE OF BRANDS

12 brands across all major categories i.e. **Makeup, Skin Care, Hair, Bath & Body, Fragrances, Men's Grooming** with unique product and price positioning

Nykaa
Naturals

Nudge

Moi by
Nykaa



Kaay
Beauty

*India's First Celebrity Beauty Brand in
partnership with Nykaa*





Glamorous. Inclusive. Premium.

Kay Beauty is India's first Celebrity Beauty Brand launched by Bollywood actor Katrina Kaif in partnership with India's largest beauty retailer, Nykaa.

Kay Beauty is created by Katrina with a vision to deliver **high-performance, long-lasting, ultra-glam makeup products** that bridge the gap between high glamour and care, encouraging beauty to be enjoyed without guilt.

In the heart of Kay Beauty lies the inclusive message of **#ItsKayToBeYou** – beauty lies in what makes you happy and is really just about being the best version of you.



#ItsKayToBeYou

Kay Beauty believes in building a brand and a holistic beauty community that is **inclusive – for all genders, skin tones, skin types, ages etc.**

The **inclusivity-first approach** is applicable to everything in the brand's universe. From creating a product portfolio of large shade profiles and textures to suite all skin tones and types, to all communications and communities on social media platforms.

Product Positioning



#MakeupThatKares

As an actor, having experienced long hours of shooting, with constant touching-up of makeup, Katrina created Kay Beauty with a mission that all products were long-lasting, looked ultra-glam but at the same time cared for the skin.

Thus, was born the idea of **#MakeupThatKares**

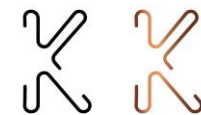
A makeup collection where each product has **specific 'kare' ingredients** to **nourish the skin**, while at the same time delivering a long wear, high performance finish.



The 'K' Monogram

The 'K' monogram iconic to the brand is enveloped on all products that gives the products a unique identity

It's a pattern built from the brand letter 'K'



The monogram has rendered the brand's minimal and luxurious appeal

Wide Product Portfolio



L I P S

Glamorous long stay formulas

60+ SKUs



F A C E

Luxurious texture, shades for all

90+ SKUs



E Y E S

High performing lasting formulas

45+ SKUs



N A I L S

Shades for all days

40+ SKUs

Brand Positioning Summary

Brand Love



#ItsKayToBeYou

Product Love



*High Performance Make-Up with
#MakeupThatKares*

Brand built with highly engaged Kay Kommunity



#ITSKAYTOBEME

#ITSKAYTOBEYOU

corallistablog



gulati06



The brand has built a strong Kay Kommunity of over **1000+ Creators** and **Influencers** while always championing inclusivity and diversity through its campaigns, product and shade offerings.

Kay Beauty has set a benchmark for others in leading the way with **#ItsKayToBeYou** at its heart.

Execution example : Latest launch, 24Hr Colored Kajals

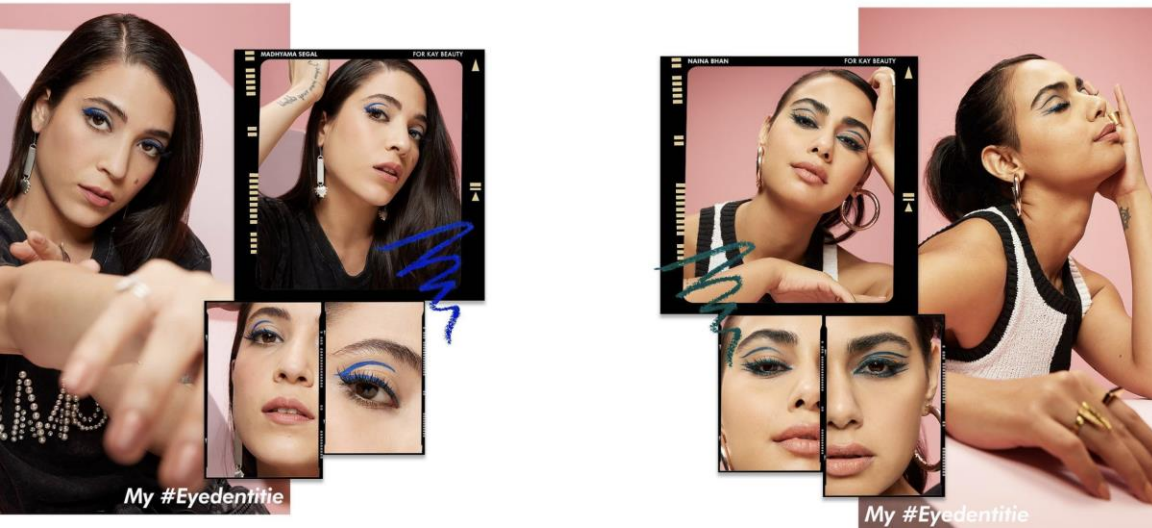


Class X Kay Beauty Collaboration

Kay Beauty believes in uniqueness, boldness & self acceptance as your **#Eyedentitie** defines you.

With this campaign we took a unique approach to drive home our messaging of **#ItsKayToBeYou** –

We collaborated with some of the most popular, young and fresh stars from the world of OTT - **the cast of the Netflix Drama Series - ' Class '.**



Building offline presence with standout design



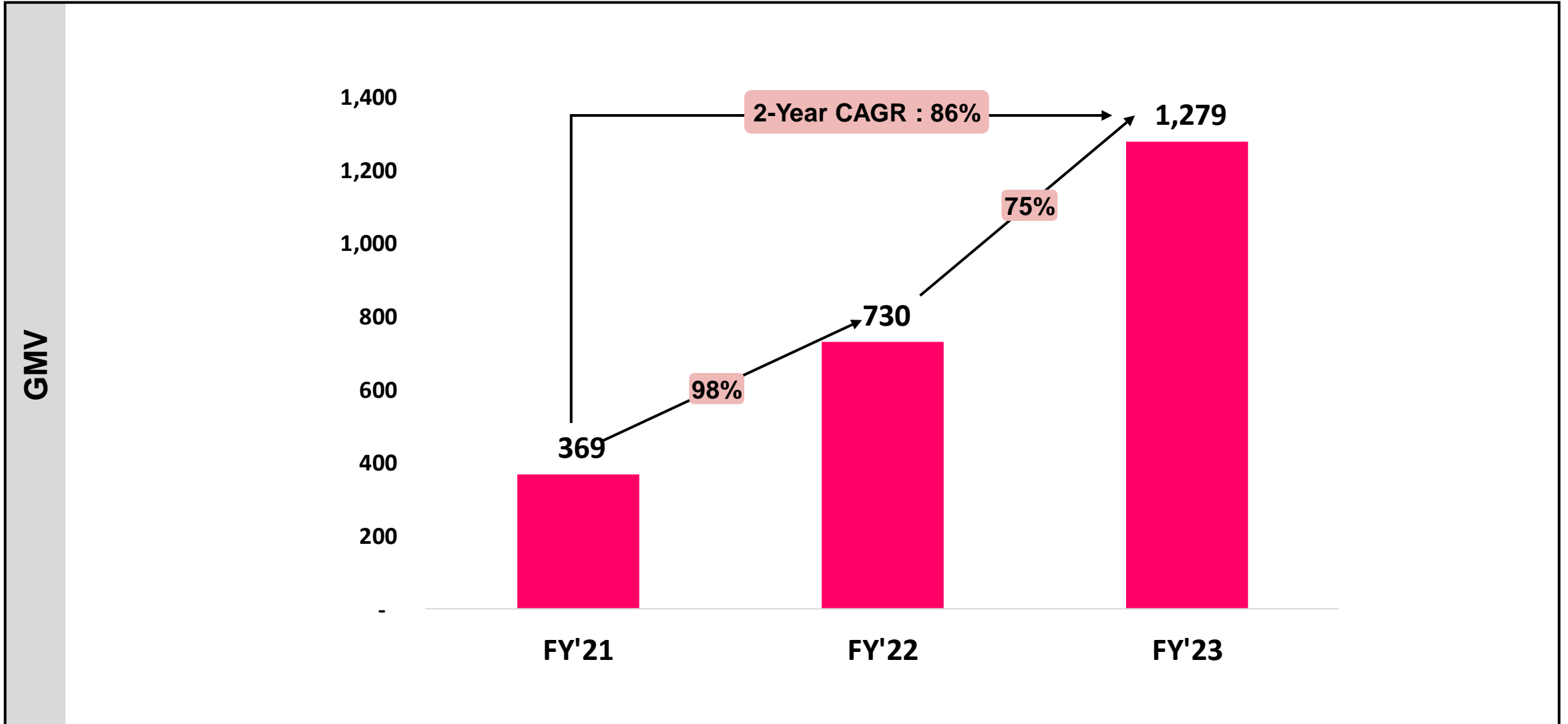
~300
Offline Stores

Dipped in rose gold plating, Kay Beauty retail fixtures have a premium appeal and an eye grabbing visual identity.

The Kay Beauty retail experience enables consumers to learn and explore the range through the content and imagery

Strong Performance: GMV grew by 75% YoY in FY'23

All Values in ₹ million



Winning many awards

BRAND AWARDS



2021
Beauty Entrepreneur Of The Year
Vogue Beauty Festival 2021

2019
Entrepreneur Of The Year
NFBA 2020



GOLD WINNER 2021 SAMMIES aim to honor the humane brands in the A&M Industry, who braved the storms to bring forth exemplary work in the changing times, against all odds. The winners of these categories are determined by the votes of the viewers.

PRODUCT AWARDS

VOGUE 2022
Winner

Kay Beauty
Liquid
Eyeliner



VOGUE 2022
Winner

Kay Beauty
Nail Nourish
Nail Lacquer



VOGUE 2021
Winner

Kay Beauty
Eyeshadow Palette



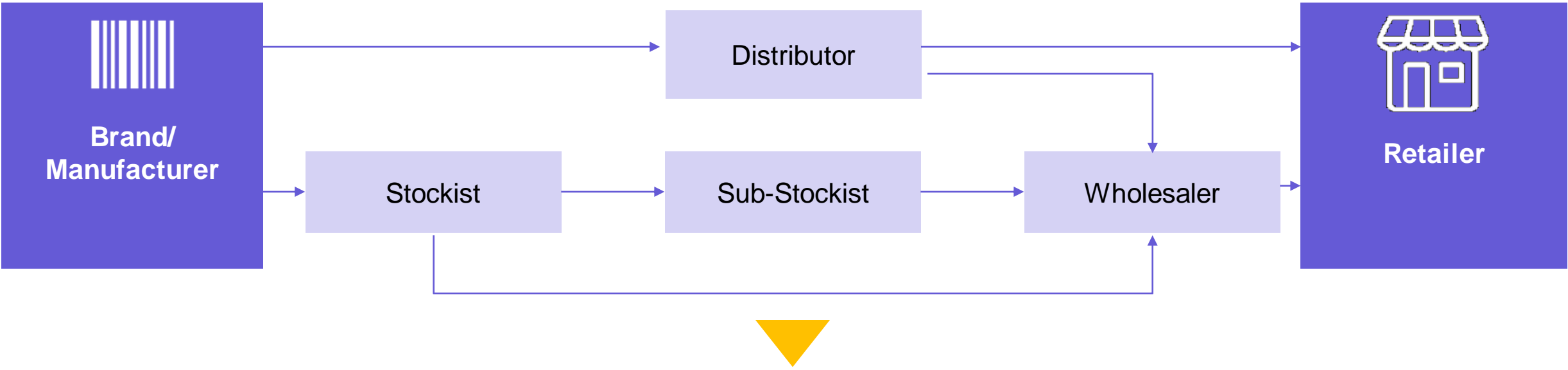
SUPER STORE

BY NYKAA

Serving the Underserved via Technology

Investor and Analyst Day Update

Current Distribution Ecosystem Suffers from Many Inefficiencies



Fragmented Distribution

Little Innovation/
Capital infusion; Next
Generation not interested

Retailer Remains Underserved

Poor fill rates, poor credit
coverage & limited access
to new brands

Not a level playing field

Dominance of large FMCG
brands -> Entry barriers for
new brands

Serving the Underserved with Focus on Tier 2+

Total Retail Market Size: USD 865 Bn*

Cities

% Pop.

Our Business*

Our Competitiveness



*Source: Redseer Estimates
Tier 1 cities: Delhi-NCR, Mumbai, Bangalore, Kolkata, Pune, Hyderabad, Chennai, Ahmedabad

Superstore – Serving the Underserved



1 DTC/ Challenger Brands –
Access to a large Retailer Base

2 Large FMCG Brands –

- Top-up Purchase & Tail SKUs
- Non-Core Innovation
- Premiumisation

3 Makeup Brands – Ideal platform
for High Complexity, High Touch
Categories

4 Regional Brands – Access to
National Retailer Base

1 Full Assortment

2 Stock Availability

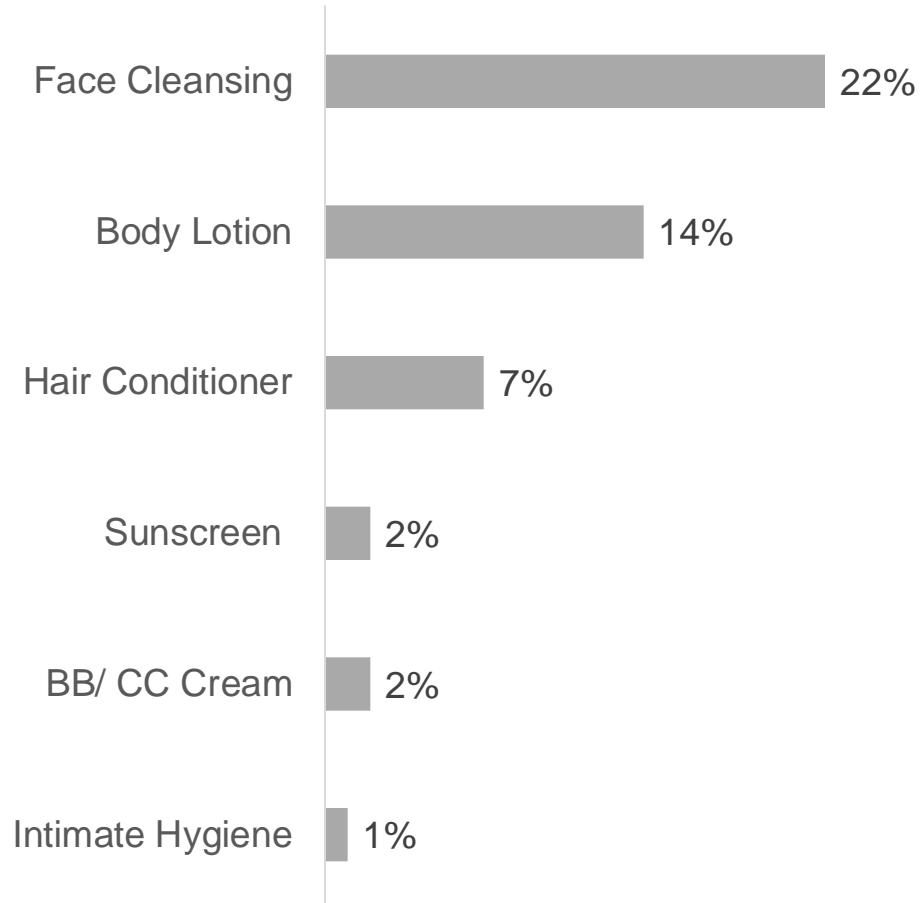
3 Competitive Pricing

4 Quick Delivery

5 Credit Availability

Our Right to Win: Leverage our B2C Expertise to develop High Margin Beauty Business for the Retailer

Consumer Penetration still Underdeveloped



Higher Margin Potential for Retailers in BPC

| | |
|----------------------|---------------|
| Packaged Food | 20-25% |
| Home Care | 10-15% |
| Beverages | 10-15% |
| Confectionary | 18-20% |
| Makeup | 35-40% |
| Personal Care | 25-35% |

We have a built a Tech- Enabled Supply Chain to Achieve Service Excellence at Best Cost



Being Close To The Customer

Distributed Warehouse Strategy focused on reducing # miles and shipment cost



Drive High Levels Of fill Rates

Superior Analytics to reduce out of stock & build Demand predictability



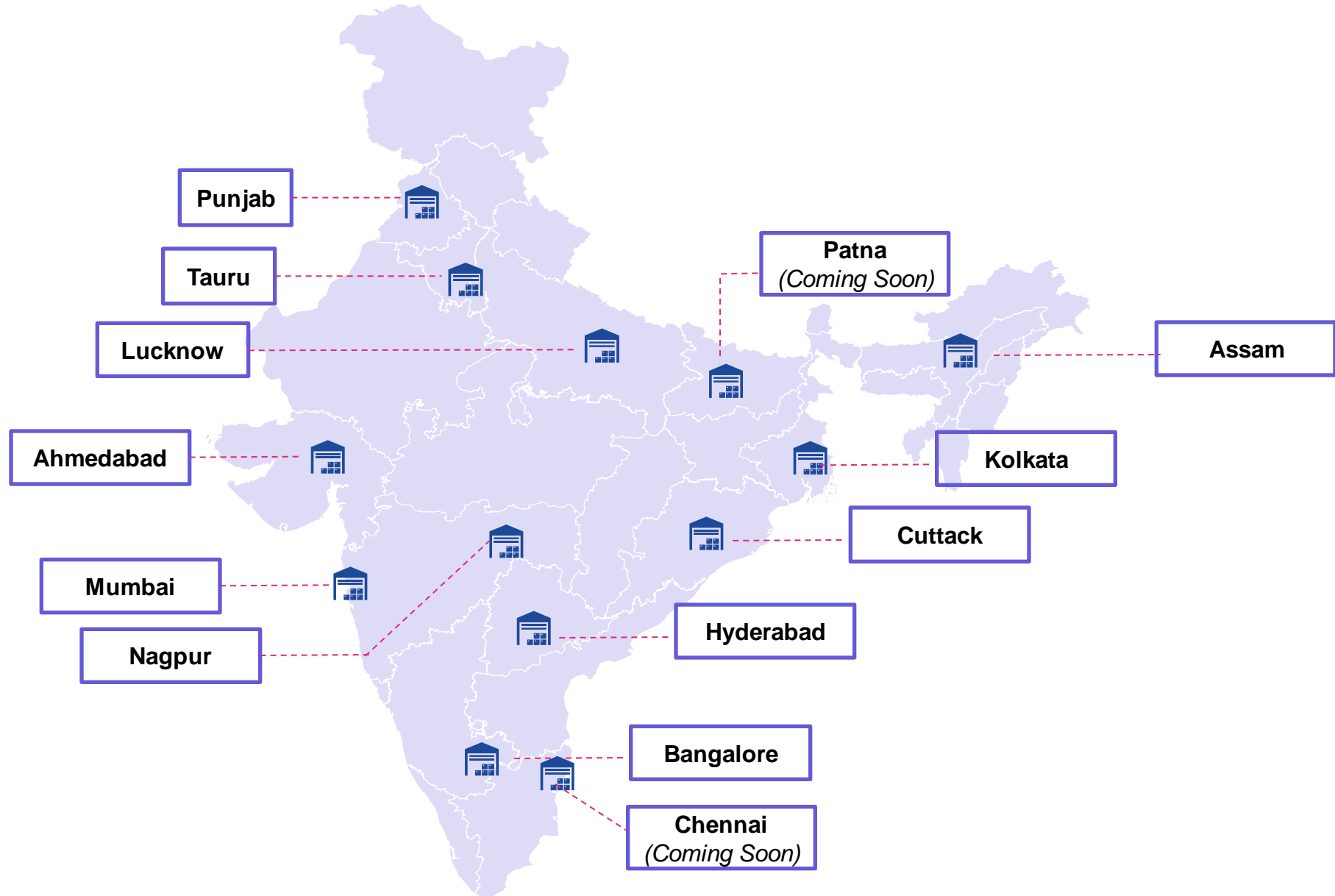
Achieve Best In-class SLAs & Cost

Build hybrid logistics model designed by City/Customer type



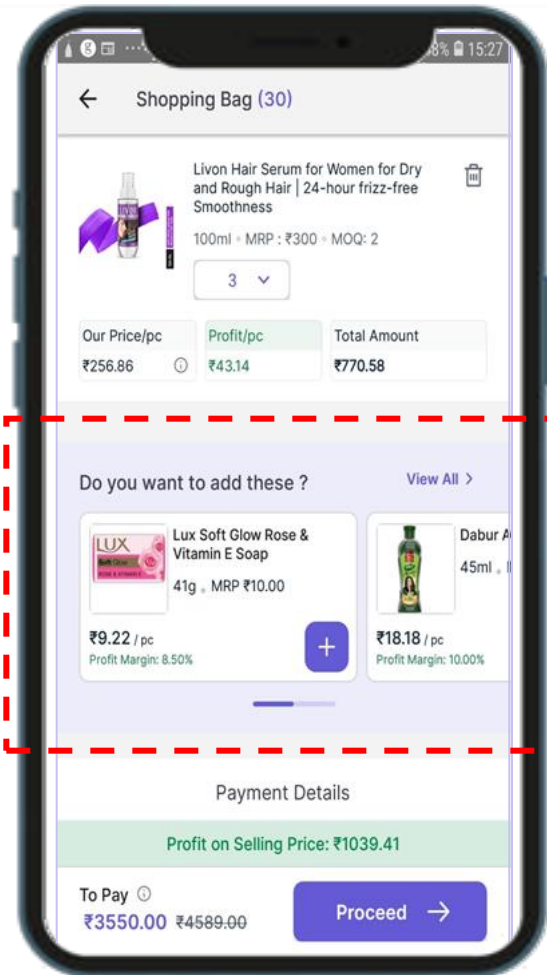
Technology At The Core Of Supply Chain Operations

We have established a Network of 13 Warehouses

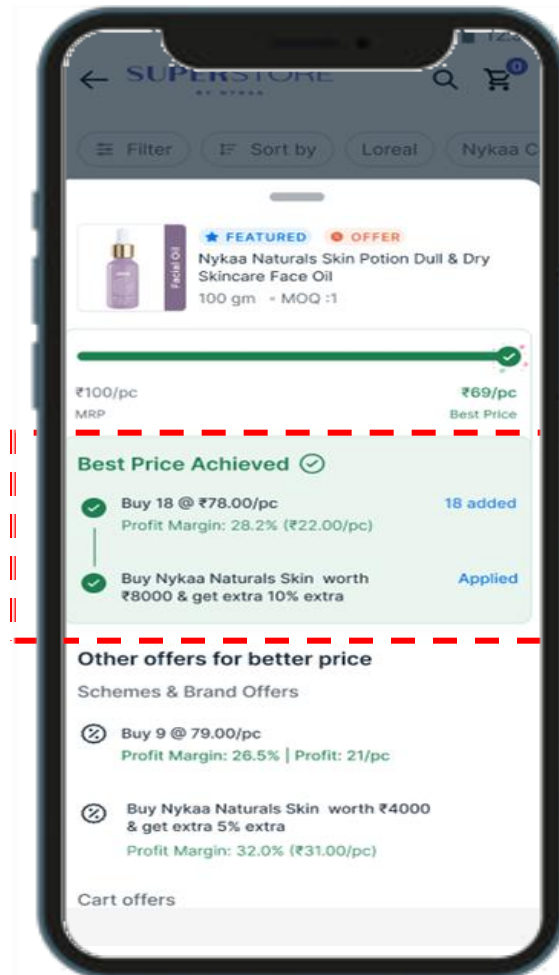


We are leveraging Tech to Serve the Underserved

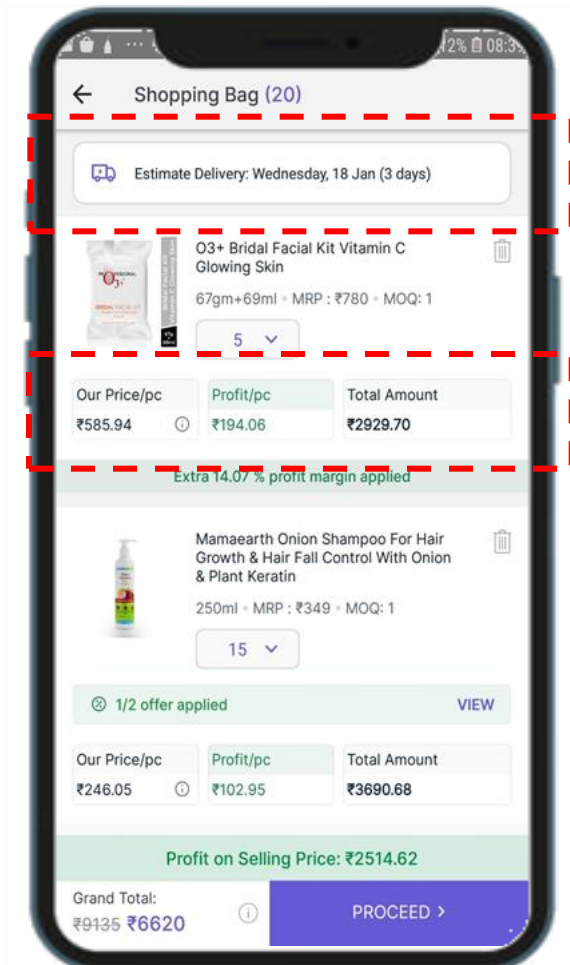
Cart Recommendation



Best Price

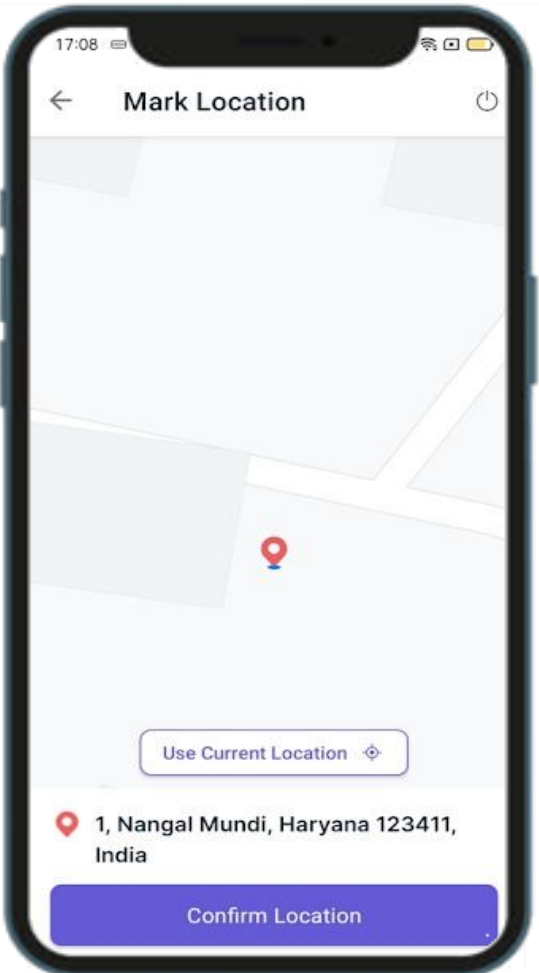


Estimated Delivery Date & Net Landing Price

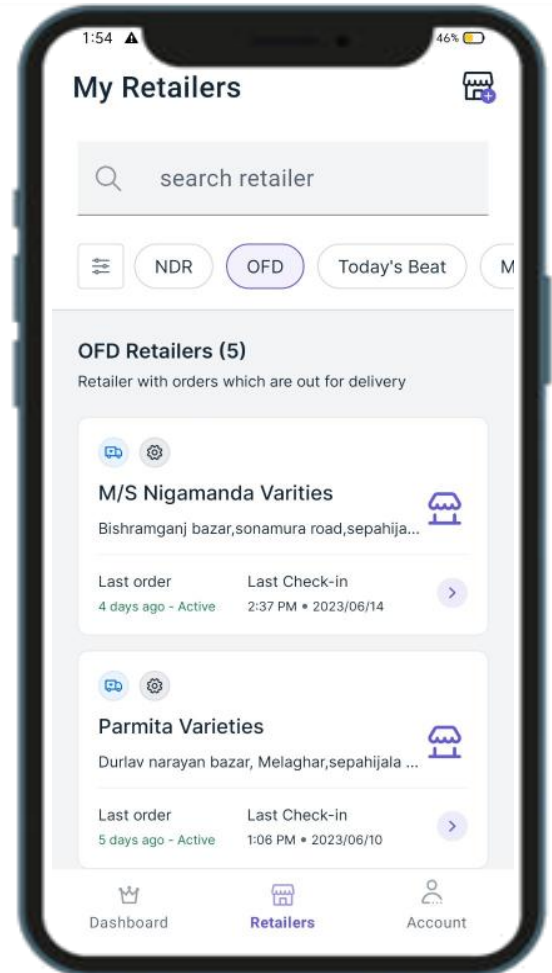


We have built our Feet on Street with high level of Sales Rigor enabled by Tech (Disha App)

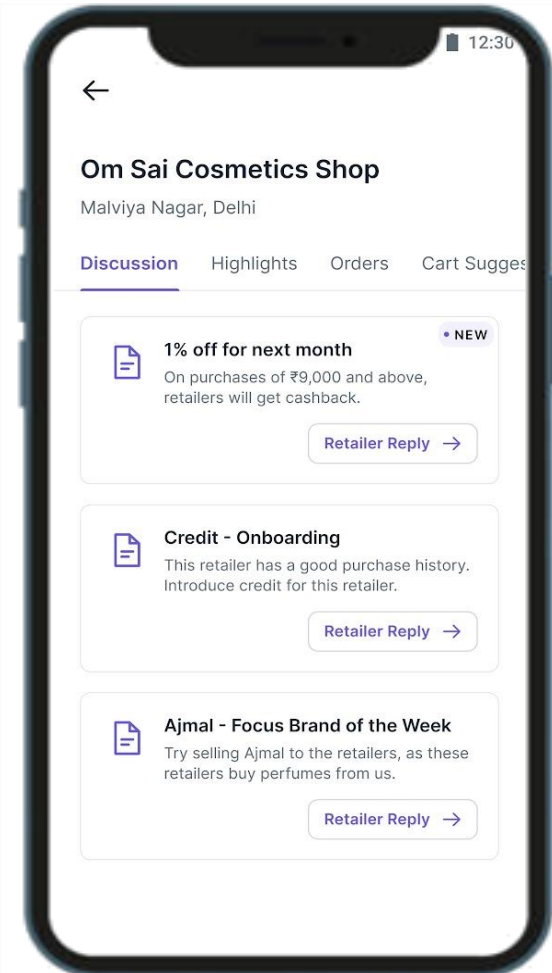
Location Based Check-in



Retailer List Mapping

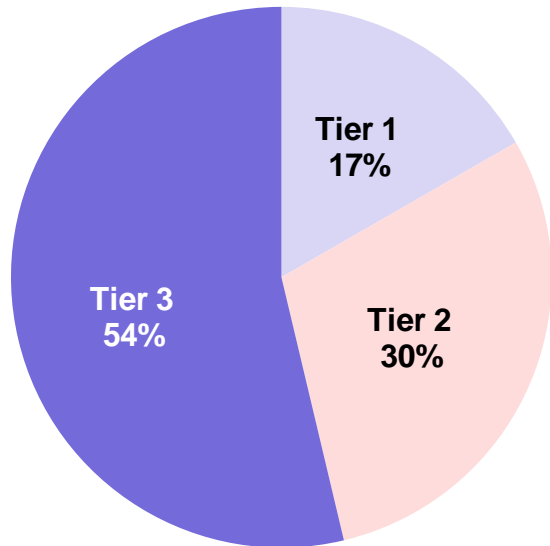


Personalised Smart Tasks

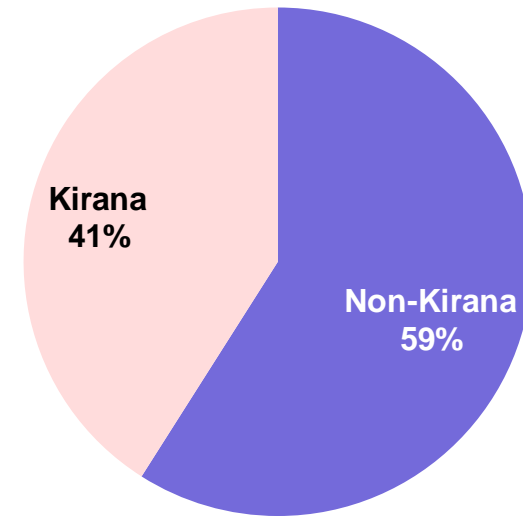


We are Building our Business by Serving the Underserved

~84% of Sales from Tier 2+ Cities

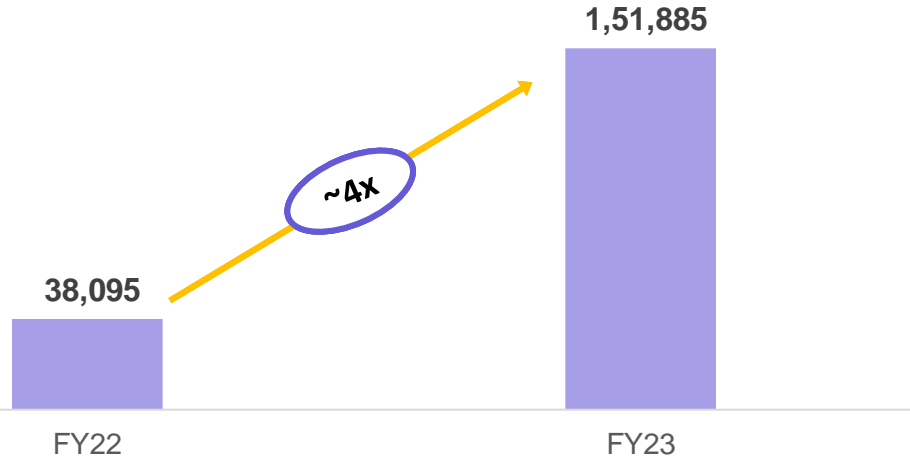


~60% Sales from Non- Kirana formats such as Beauty Centre, Pharmacy

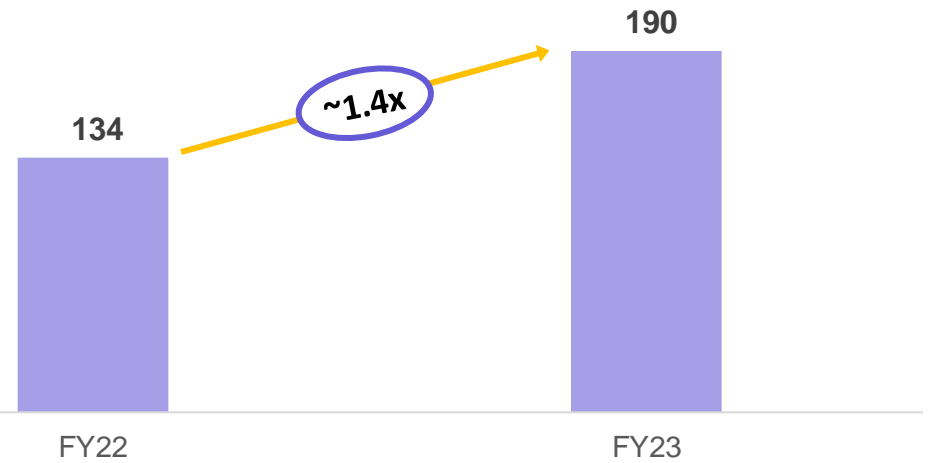


We have proven execution capability

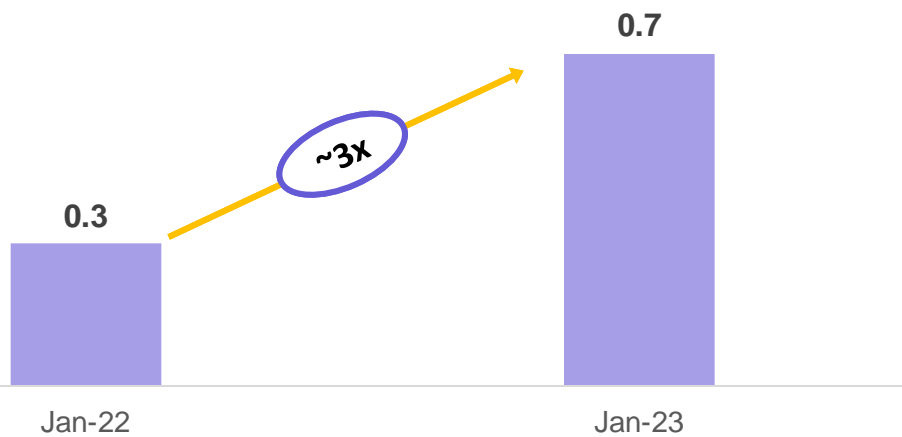
Onboarded Retailers



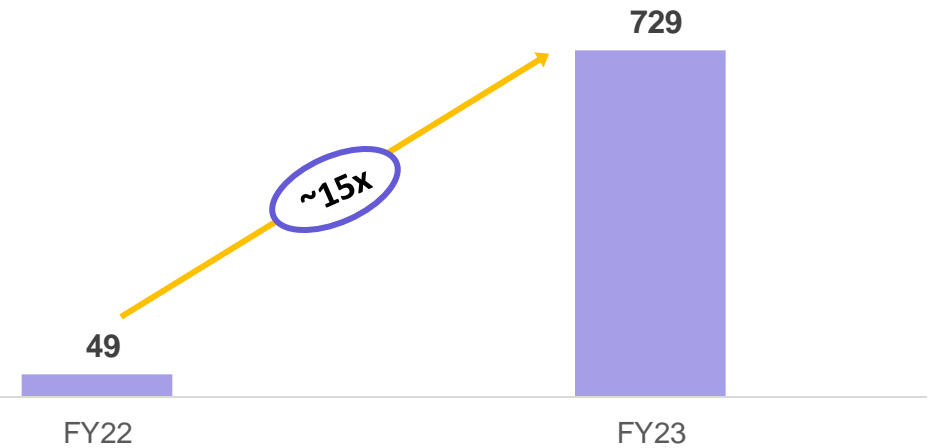
Brands Listed



Monthly App Visits (Mn)



Orders ('000)

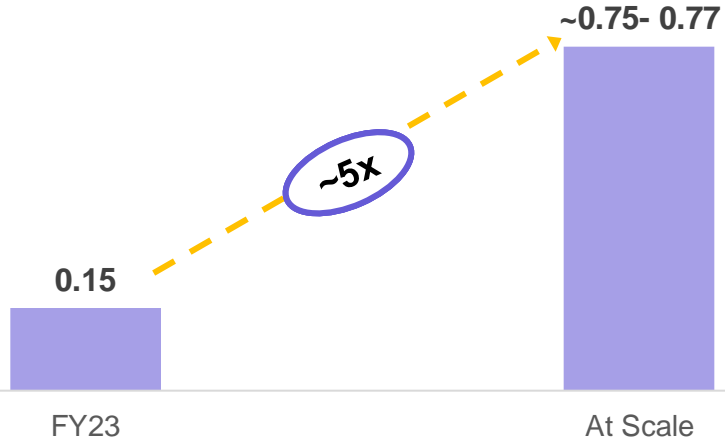


We have clarity on Drivers of Profitability

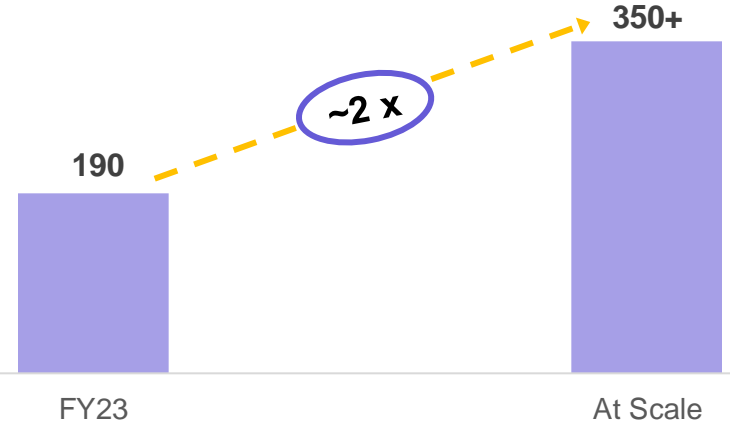
| Lever | Focus Area |
|-----------------------|--|
| Best Margins | Focus on Beauty and Wellness Category (12-15% Margins) |
| New Age Brands | As new age brands mature and build consumer demand, we will also benefit with better margins and exclusivity |
| Technology | Will drive Sales Force Productivity, Customer Experience on app and Service Excellence |
| Scale | Scale will give us Order Density, Sales Force Productivity and Operating Leverage to bring costs below 10% |

We are ready to Build Scale

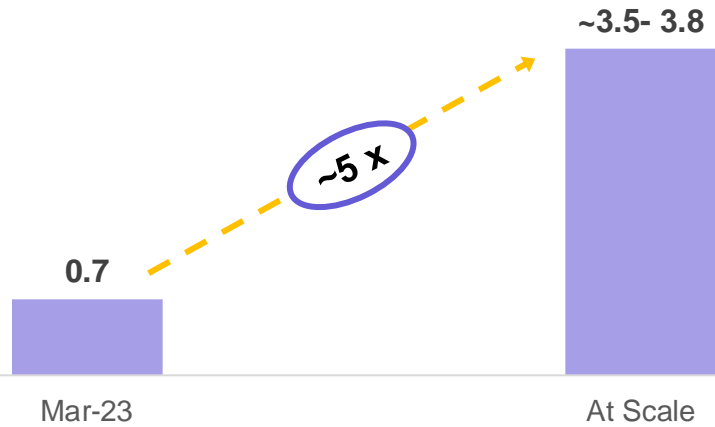
Onboarded Retailers (Mn)



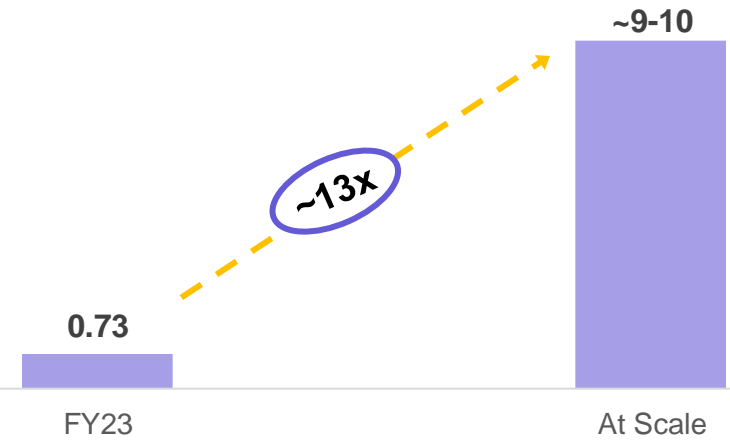
Brands Listed



Monthly App Visits (Mn)



Orders (Mn)





NYKAA
FASHION

Annual Day
June '23



NYKAA
Fashion

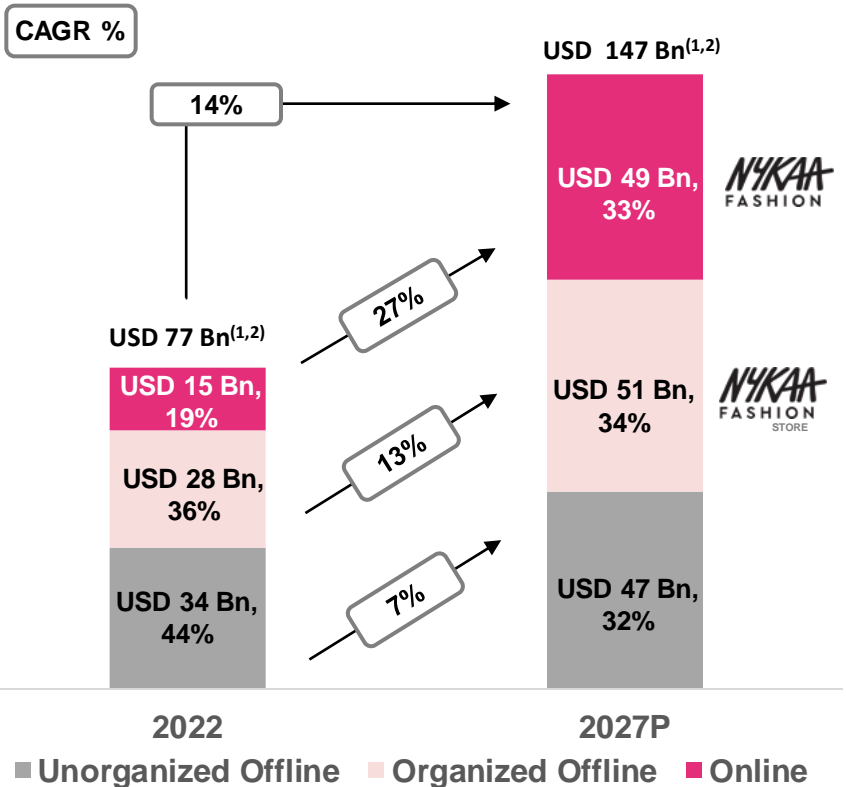
Nykaa Fashion in the Indian Landscape



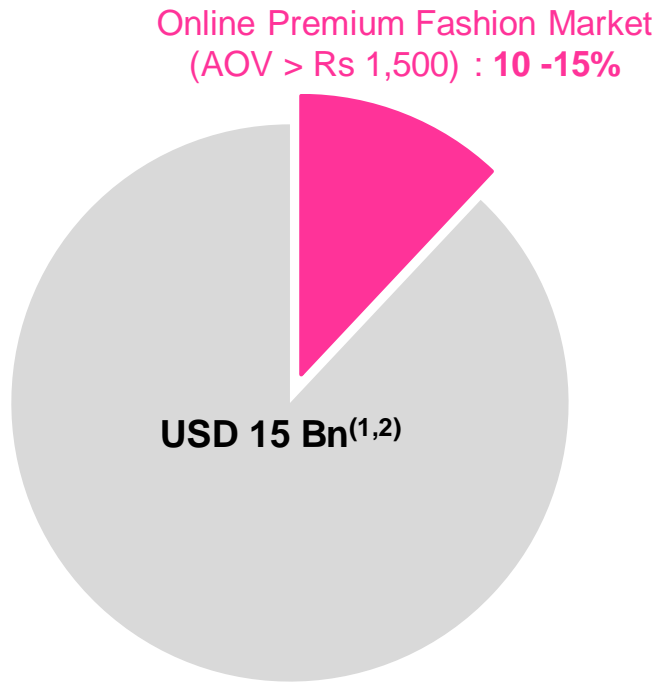
The Indian Fashion Market – accelerated online growth at 27% CAGR

Nykaa Fashion is positioned well to capitalize on the disproportionate growth in the online premium + masstige segments

Fashion Market Size



Online Premium fast-growing segments*



Premium fashion market in India is expected to grow 3.5 times by 2030

Key Growth Drivers

- Increasing digital penetration
- Landscape for D2C disruption
- Premiumization
- Need for personalized experiences
- Shift from fashion to lifestyle

*Sources: Redseer Estimates, Meta, Bain and co.
 1. Overall Fashion Market Size
 2. Conversion rate: 1 USD = INR 80

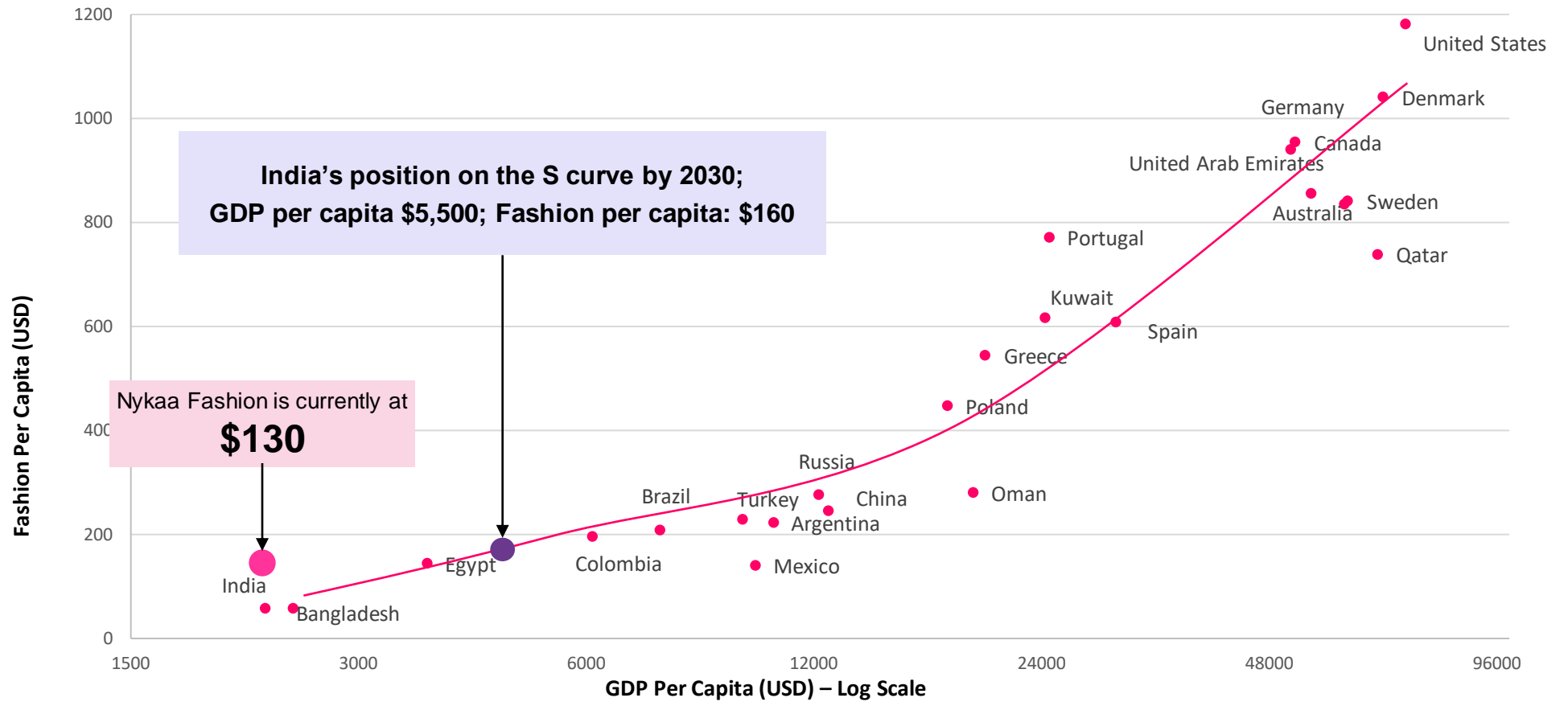


Fashion: India Per Capita spend is under-indexed; large headroom for growth

Fashion Per Capita India:
\$54 → \$160

GDP Per Capita India:
\$2500 → \$5,500

2022 to 2030



India is at the lower end of fashion consumption and per capital consumption is the lowest in the peer group, with the major growth period still ahead of it. As per Google India 2023 report, GDP per capita is set to increase to \$5,500 by 2030. Keeping the evidence-based trajectory, fashion per capita spend should reach \$160 by 2030

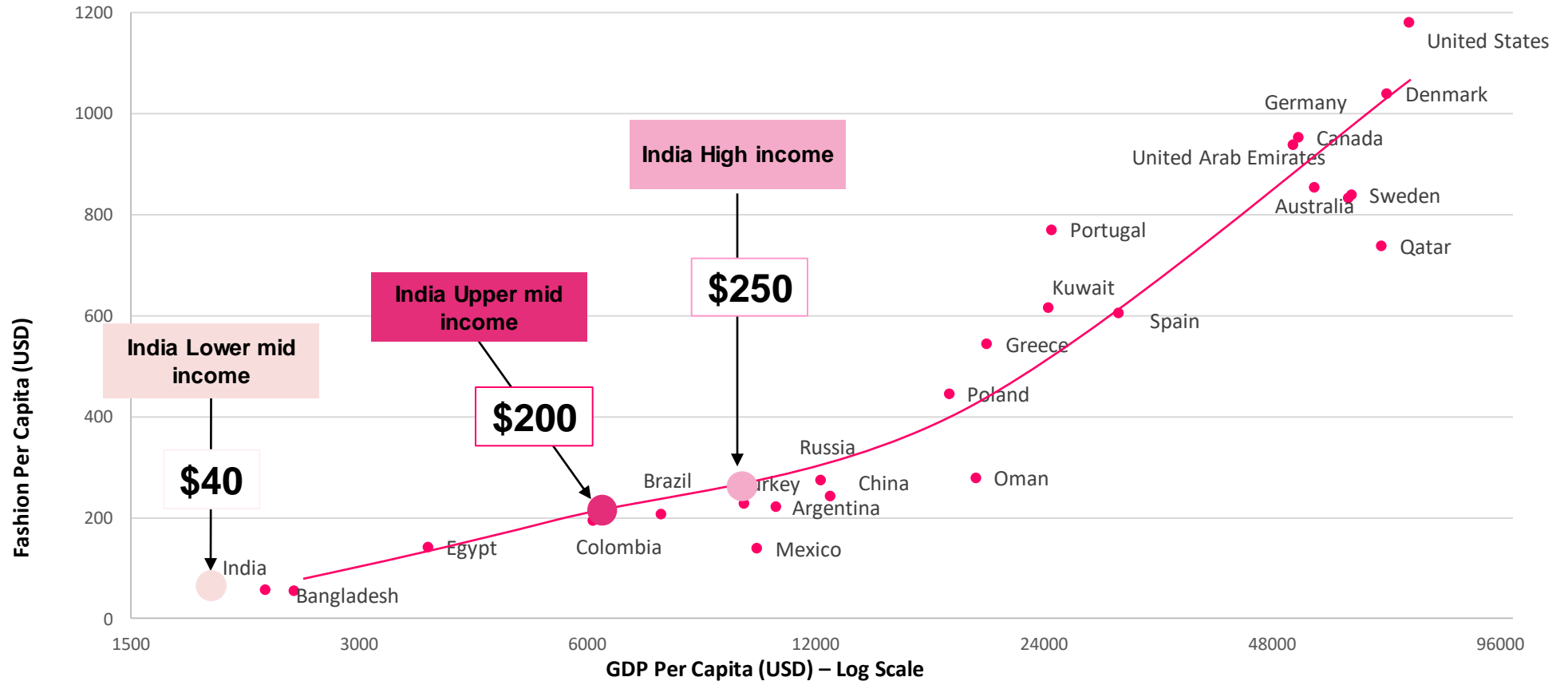


Per Capita Fashion Consumption will be a mix of varying income groups

Fashion Per Capita India:
\$54 → \$160

GDP Per Capita India:
\$2,500 → \$5,500

2022 to 2030



Nykaa target customer base

Nykaa is currently at \$130 spend of Fashion per customer

With currently 18 Mn High Income & 115 Mn Upper-Mid Households and further shifts till 2030, large room for Nykaa consumption growth

Source: Statista, IMF
 Overall Fashion Market Size
 1. Conversion rate: 1 USD = INR 80



Nykaa Fashion is carving out its niche in a crowded space

The market we entered



Deep Discounting with focus on liquidating old season merchandise



Lack of customer education – buying experiences were often plagued with infinite scrolls



No clean avenue for brands to showcase their latest styles and tell their brand stories – brand dilution was a key concern

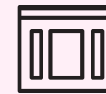


High TAM but primarily focused on the mass segments

The changes we brought in



Changing the way Indian customers shop – **moving away from purely discount led shopping** and focusing on **New Season Merchandise**



Purchase journeys focusing on **curation, education, discovery and convenience**



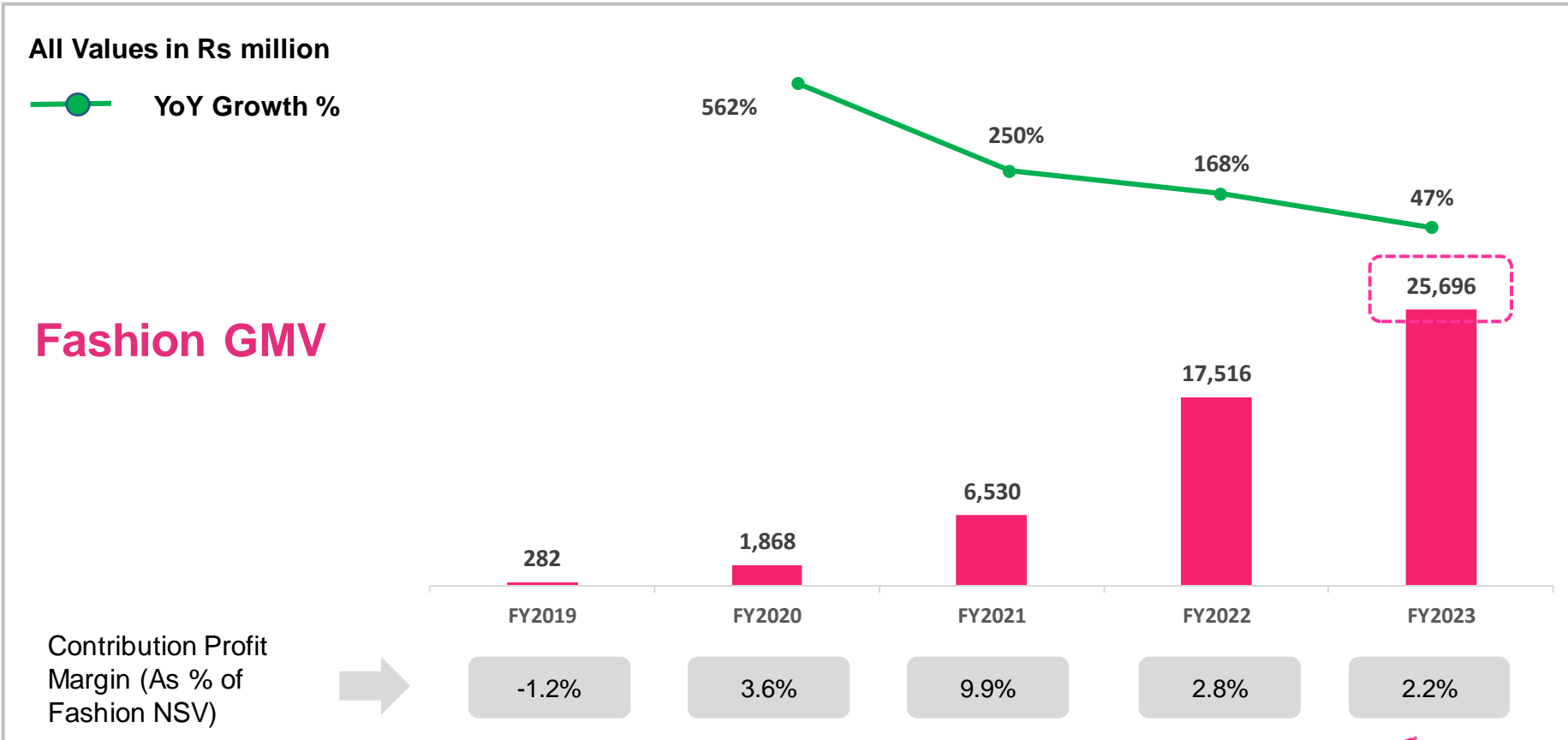
Becoming a **preferred partner for brands** to launch their new season styles; bringing alive their stories and collections across touchpoints



Trying to capture a more niche and profitable segment of the market – even with smaller share currently



The Fashion business has scaled rapidly in the last 5 years



We've remained true to our positioning despite the rapid scale up

16%

share of the premium online fashion market¹

#2

most preferred platform² of choice among customers

~25%

Contribution from new season merchandise³

~20%

sales at zero discount³

Though operating in a much more crowded and fragmented space, the **scale Fashion has achieved in year 5** is comparable to that of **Beauty's in year 8**

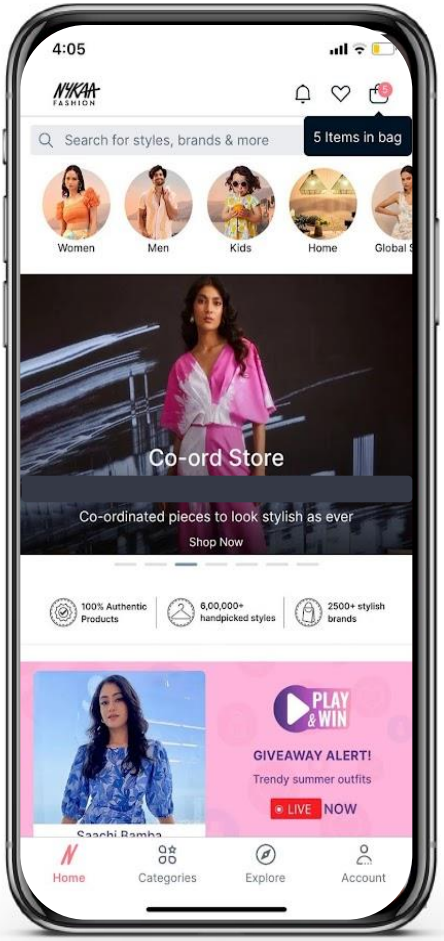
1. For FY2023
2. BofA report (based on 1000 consumers survey)
3. In FY2023 for Nykaafashion.com with discount less than 10%



Our Portfolio – building and scaling 2 key parts of the business

1

Multi-brand Omni-channel Retailer
*2,800+ Brand Partners**



Label Ritu Kumar
Cider
Alo
Revolve
Marks & Spencer
Adidas
Puma
AND
Forever New



2

House of Brands
*13 Owned Brands**



Key distribution channels

Nykaa Fashion.com

4 Nykaa Fashion MBOs¹

4 EBOs² for Nykd

118 3P MBOs² across owned brands

900+ selective doors² for distribution

1. As of March 31, 2023 for Mutil-brands
2. As of March 31, 2023 for owned brands

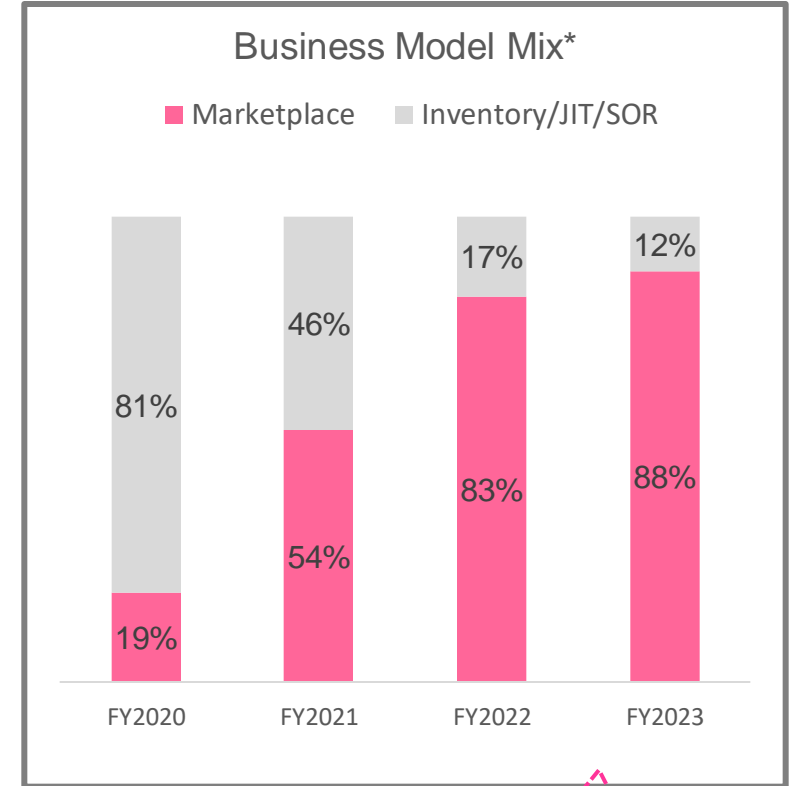
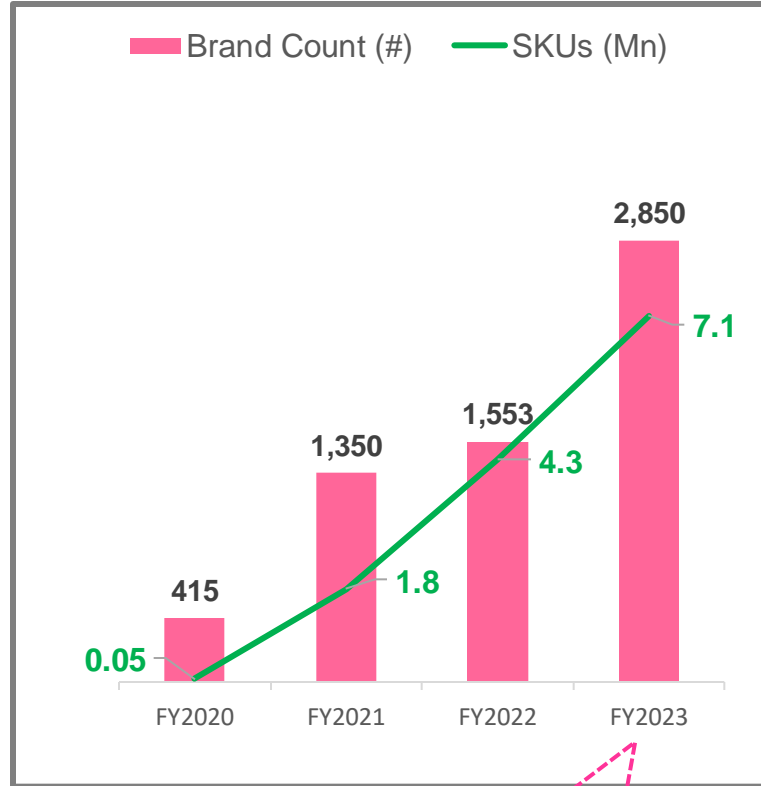
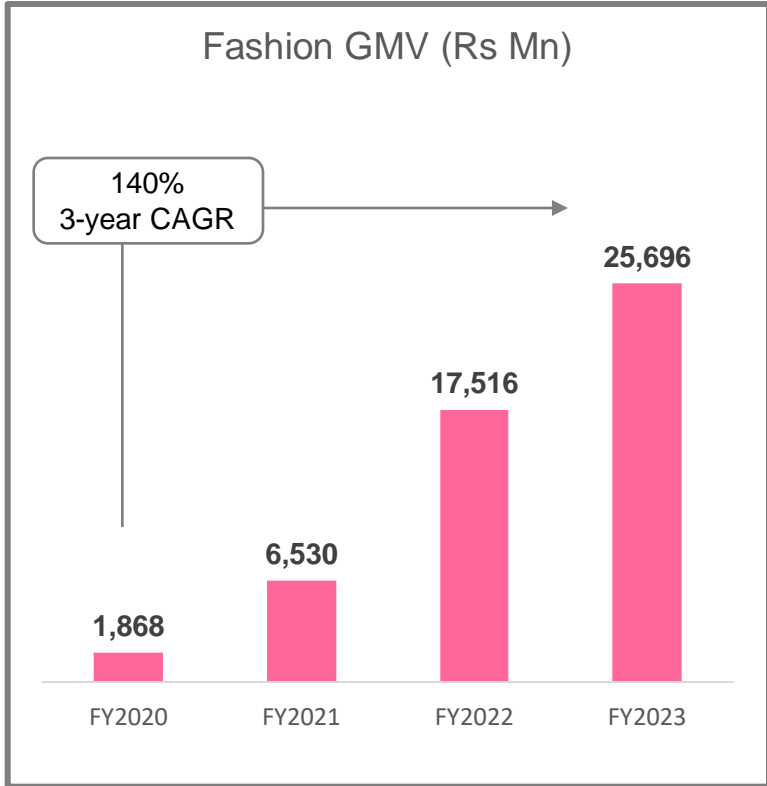


NYKAA
Fashion

Our Journey – NykaaFashion.com



Brand partnerships and key business shifts have been our levers



| Particulars | FY20 | FY21 | FY22 | FY23 |
|----------------------------------|-------|-------|-------|-------|
| Revenue from Operations (Rs Mn)* | 352 | 1,438 | 3,254 | 4,347 |
| YoY growth (%) | 8728% | 308% | 126% | 34% |

~2x
Growth in brand portfolio with disproportionate contribution from # of Global Store brands

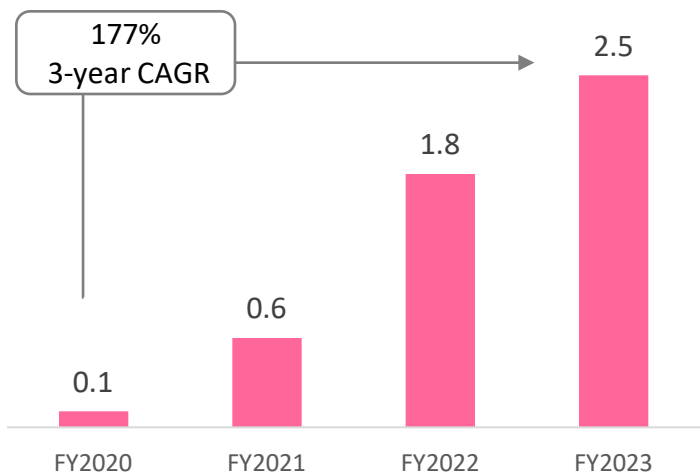
Consistently moving towards an asset-light model without compromising on assortment availability

* for Fashion vertical

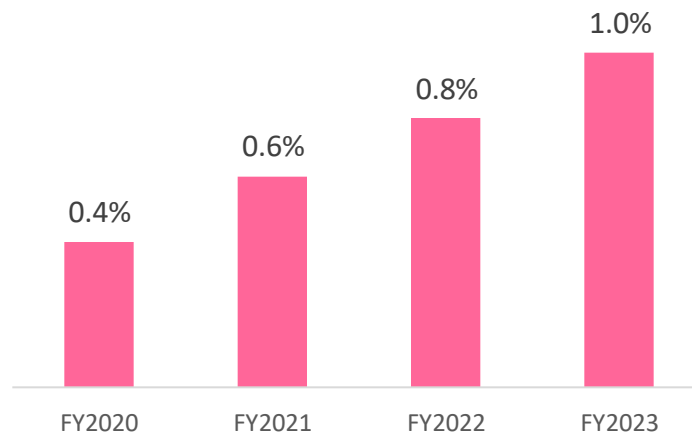


We're focused on activating the right customer cohort for the platform

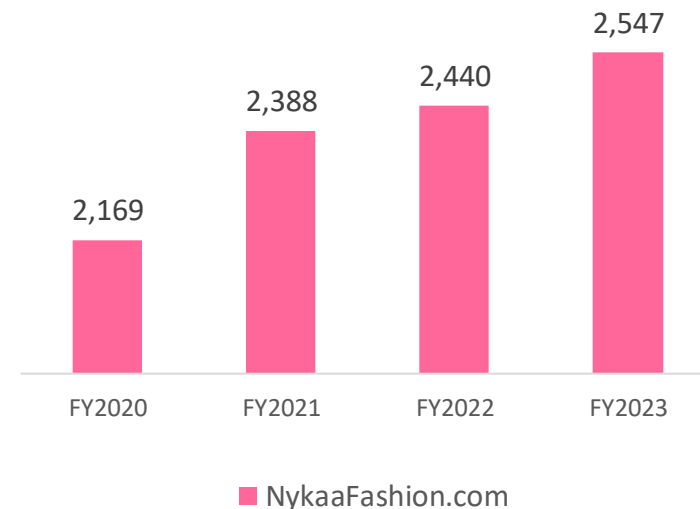
TTM Customer (Mn)¹



Order to visit conversion¹ (%)



AOV @ SP¹ (Rs)



40%^{1,2}

Revenue driven by **existing customers**

~INR 9K¹

Annual Spend by our average customer

~INR 25K¹

Annual Spend by our top quartile of customers

1. For NykaaFashion.com

2. Customers for NykaaFashion.com existing as on Mar'22



Our pillars behind the scale and growth we've seen



Curation



Discovery



Convenience



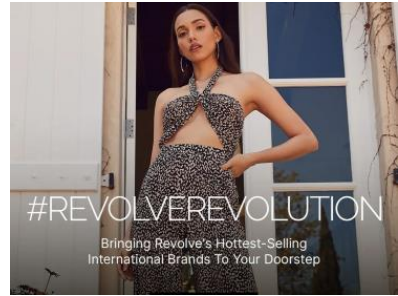
Inspiration

Growth of key brands popular with the Indian audience



~700⁽¹⁾
Brands including **Puma, Biba, Marks & Spencer, Forever New, Adidas** and many more

Global Store – bringing unique international brands to India



~650+⁽¹⁾
Brands / Retailers like **Alo, Revolve, Cider, Little Mistress**

~25%⁽²⁾ GMV contribution to western wear offering on Nykaa Fashion

Maintaining our differentiated assortment via thoughtful curations

Hidden Gems



300+⁽¹⁾ Brands

~6%⁽²⁾ GMV contribution to Nykaa Fashion

First in Fashion



~1,200^(2,3) Brands

~23%^(2,3) GMV contribution to Nykaa Fashion

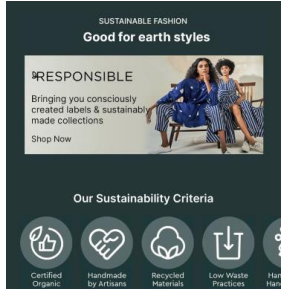
Luxe

150+⁽¹⁾ Indian and Global luxury labels



Responsible

600+⁽¹⁾ sustainable brands



- Brands Listed on NykaaFashion.com as on March 31, 2023
- For Q4 FY2023 A/W (Jan'23) and SS (Feb'23 and Mar'23) Collection sales on NykaaFashion.com
-



Our pillars behind the scale and growth we've seen



Curation



Discovery



Convenience



Inspiration

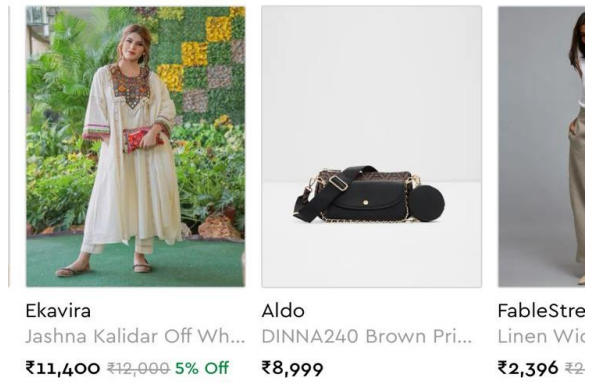
Personalization

Launching hyper personalised recommendations to customize the discovery experience

Are you still searching for Co-ords?

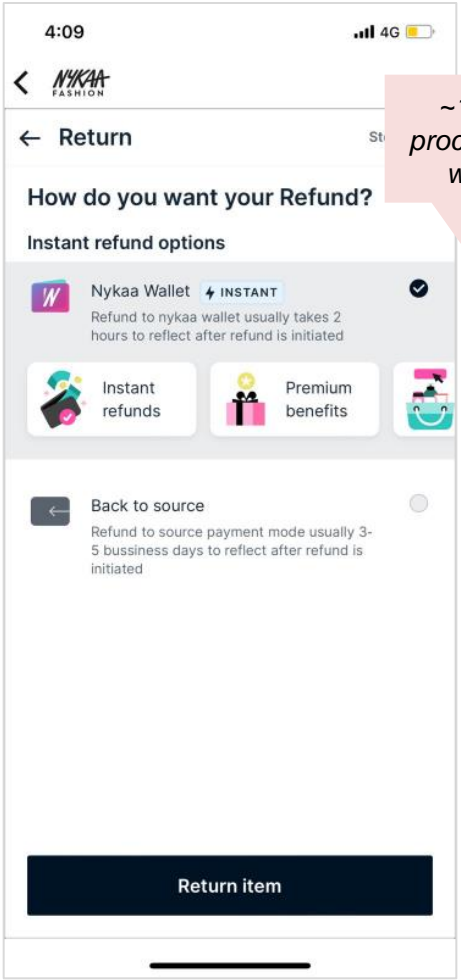


We think you'll love



Refund to Wallet

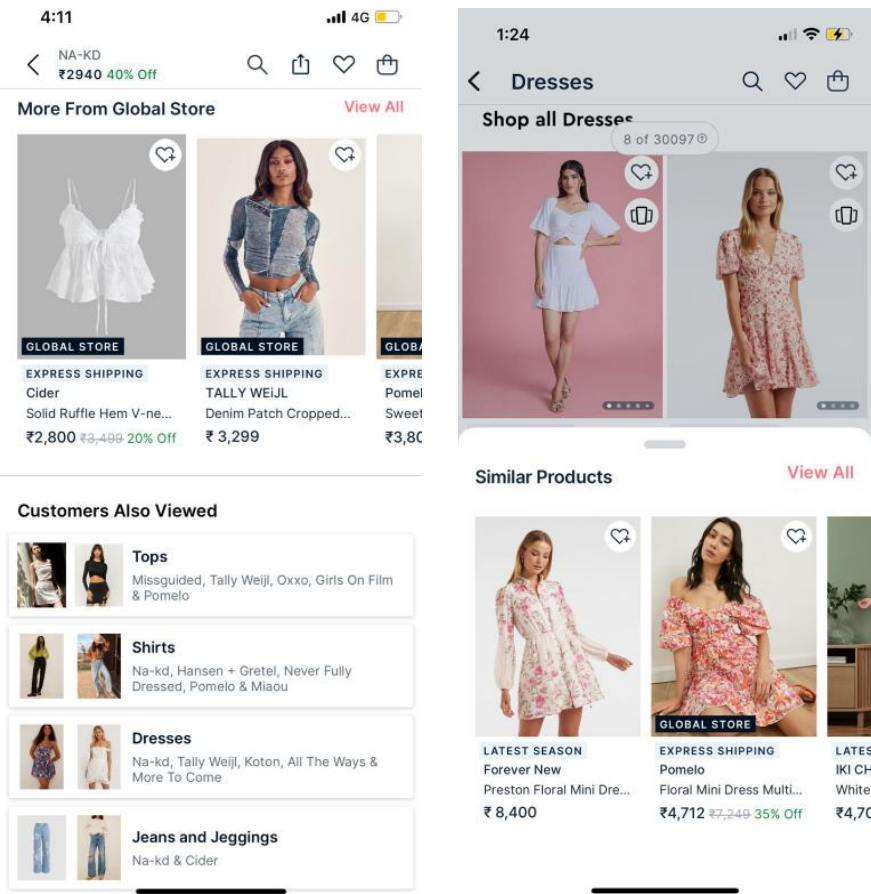
Enabling customers to get instant refunds to their Nykaa wallets – fungible balance across Nykaa.com and Nykaa Fashion.com



~15% refunds processed through wallets in Q4

Recommendation Engine

Revamping recommendation widgets across different landing pages to help customers choose easily from a plethora of products





Our pillars behind the scale and growth we've seen



Curation



Discovery



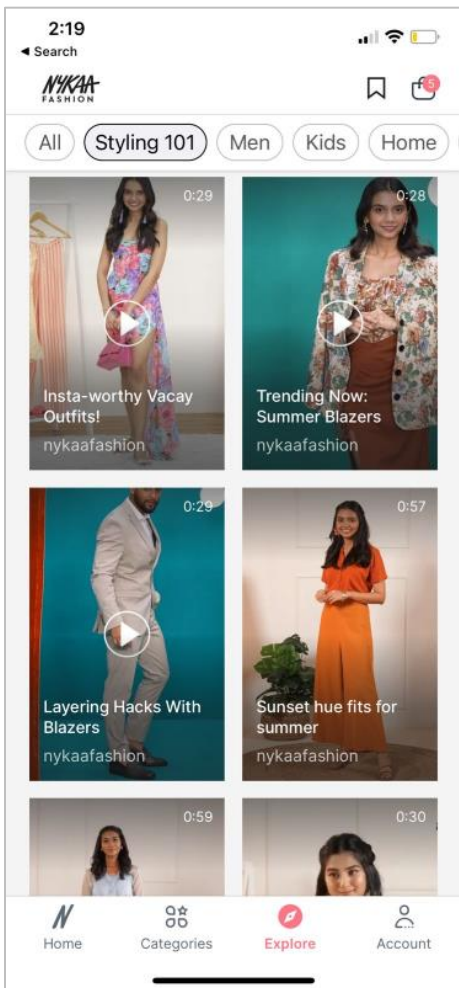
Convenience



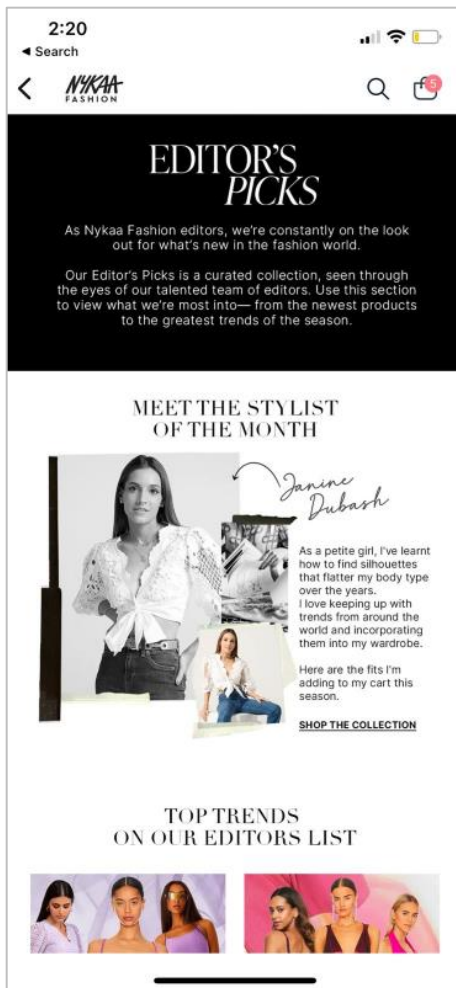
Inspiration

Watch & Buy

Simplifying styling tips, education on latest trends and launches by constantly revamping content to commerce properties like Watch & Buy and Editor's Picks

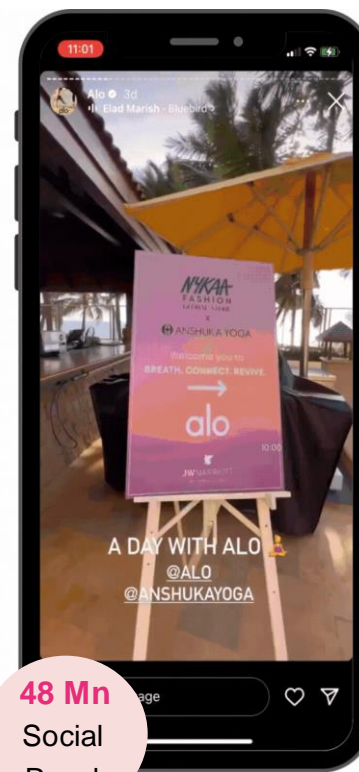


Editor's Picks

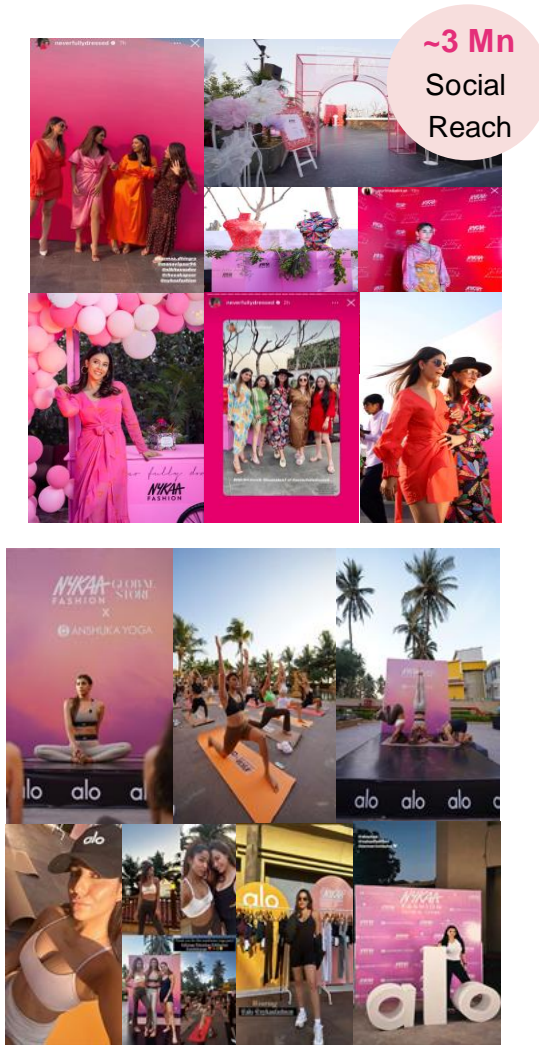


Events and Launches

Customizing events for global brand partners like Alo and Never Fully Dressed to help interact directly with customers



48 Mn Social Reach



~3 Mn Social Reach



Investing in tech and infrastructure to maintain momentum

Enabling new marketplace capabilities to **increase inventory depth and width for customers** from global brands, offline retailers and other marketplace partners while **improving operational efficiency**



Global drop-ship model – enabling customers to seamlessly shop from the entire catalogue of international partners



Omnichannel integration with 800+¹ brand stores (US Polo, Forever 21, W, Vero Moda etc.) to improve availability of new season merchandise as soon as it goes live on offline retail



Increased our owned warehouse capacity by 3.5x
Also focussed on expanding multi-warehousing capabilities for brand partners

1. As of March 31, 2023



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Fashion

Our Journey – House of Brands

House of Brands – Our approach to building brands

1 Address Assortment Gaps



Tap into the latest styles and trends with ease and offer an exclusive collection on the platform

2 Offer Diverse Value Ranges



Offer products at more accessible as well as premium price points while maintaining healthy margins

3 Overall Profit Expansion



Brands enjoy higher gross margins and thus owned brands in the retailer business improve the aggregate profitability






House of Brands – Our approach to building brands

Where we are today...

13 brands
by Jan '23 vs 7 by Mar '22

INR 3,313 Mn
GMV sales in FY23

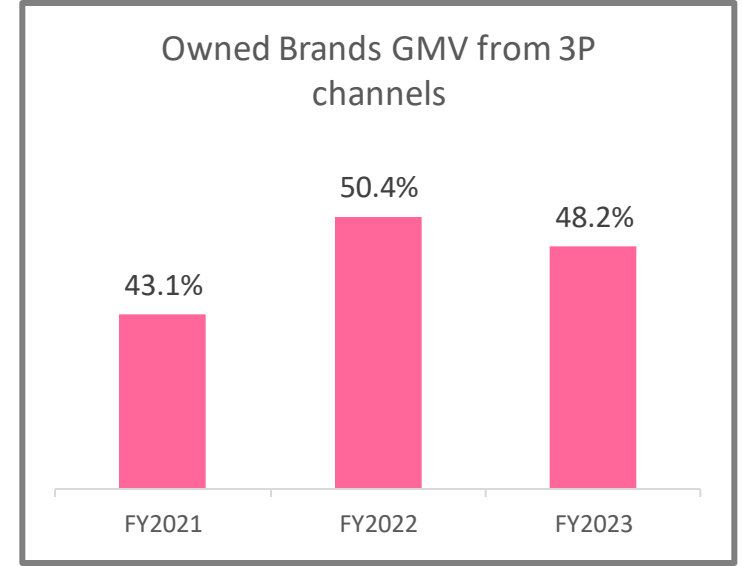
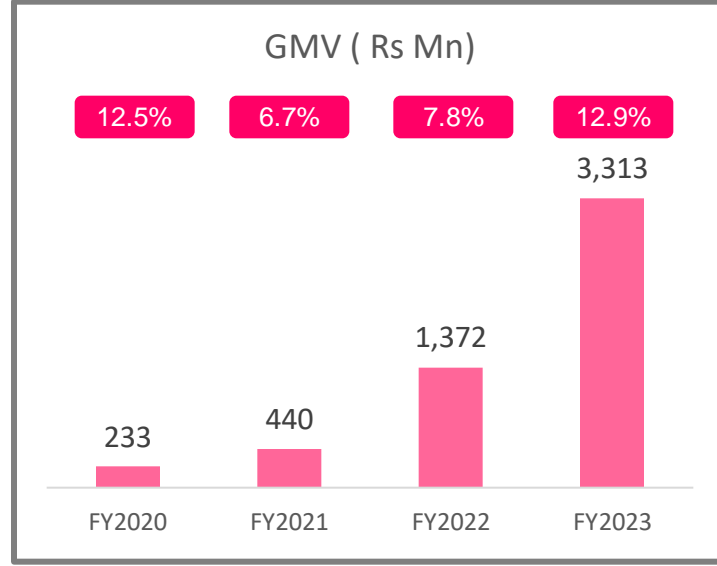
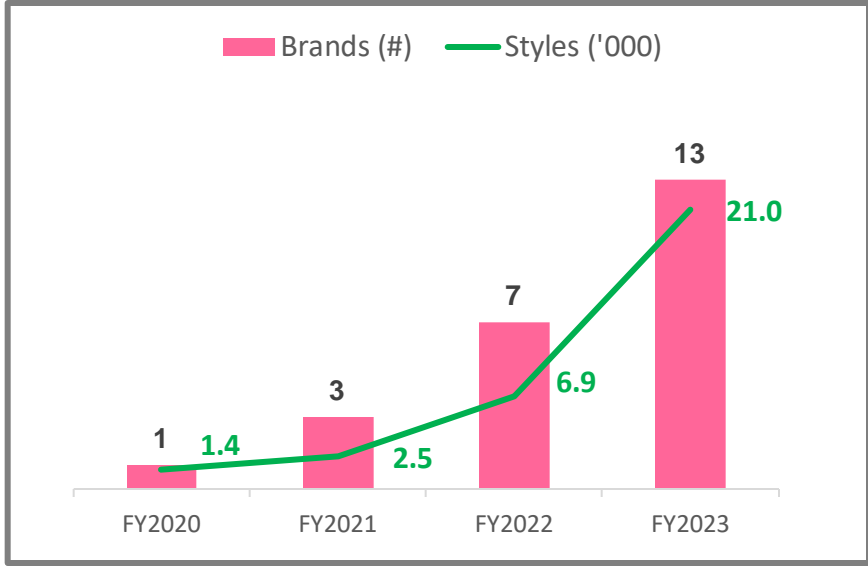
12.9%*
Share of consolidated Nykaa Fashion GMV

| Our outlook on owned brands |  National Brands | |  Online / D2C Brands | |  Private Labels on Platform |
|------------------------------------|---|--|---|--|--|
| ROLE / AMBITION | Becoming one of the top 5 brands in the category in the country, defining and leading on market trends | | Capitalise on popular trends, high speed to market to make NF the platform of choice for latest styles | | Value focused brands addressing lower price points across core fashion categories |
| DISTRIBUTION | All channels; 60-70% sales to come from non-Nykaa platforms including EBOs and MBOs | | 50-60% sales to come from Nykaa platforms; other channels would include Amazon, Myntra etc. & stores | | Primarily Nykaa platforms |
| OUR BRANDS | Nykd | | 20 Dresses, RSVP, Gajra Gang, Likha, MIXT | | Azai, Pipa Bella |

* For FY2023



House of Brands – The Growth of Our Portfolio



Western Wear

Indian Wear

Women Lingerie & Athleisure

Jewellery & Accessories

Men Innerwear & Athleisure

Home & Decor

3

3

2

3

1

1



* Brands listed as on March 31, 2023

Owned Brands Count

% Owned brands GMV as % of overall Fashion GMV



House of Brands: Strengthening our presence across varied categories

Over time, we have created the ecosystem to build owned brands in-house and scale them consistently

| Brand Types | FY20 | FY21 | FY22 | FY23 |
|------------------|------|------|---|---------|
| Acquired | | | pipa·bella | K I C A |
| Built Internally | | RSVP | | |
| Collaborations | | | Masaba (NYKD), Nikhil Thampi (RSVP), AlayaF (XXD) | |

Acquired one of the hottest D2C athleisure brands in India to tap into increased demand for stylish sports and performance merchandise

Launched our own GenZ brand Mixt – bringing focus to the fastest growing consumer segment in our country

Our category expansion strategy has been thoughtful, keeping in view our key demographic and their evolving shopping habits

| Categories | Women's Western Wear | Indian Wear | Lingerie | Athleisure | Jewellery, Accessories | Bags, Footwear | Home | Men's (Inner wear) | Kids |
|------------|----------------------|-------------|----------|------------|------------------------|----------------|------|--------------------|------|
| FY20 | | | | | | | | | |
| FY21 | RSVP | | | | | RSVP | | | |
| FY22 | | | | | | pipa·bella | | | |
| FY23 | | | | K I C A | | | | | |

Expanded into new categories like Home and Men – creating brands catering to a more diverse segment beyond our core customer group

House of Brands: Brands with National Traction



Twenty
Dresses –
Annual
GMV INR
1,500 Mn+



Nykd –
Annual
GMV INR
850 Mn+





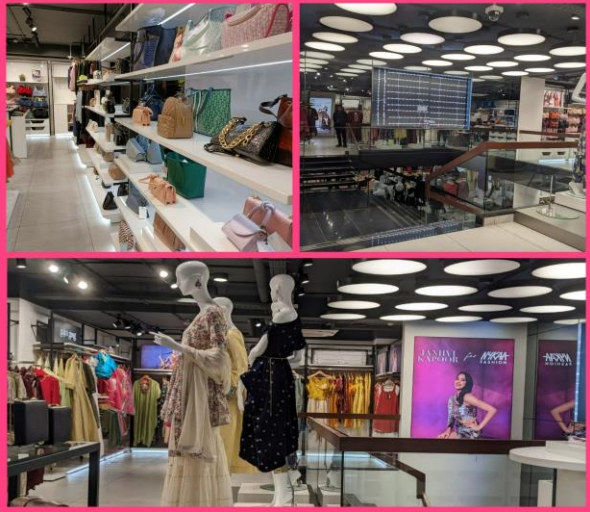
House of Brands: Expanding across channels & creating their own identity

Nykd – 4 EBOs and 900+ General Trade Outlets



Average EBO store size of 650 sq. ft.

Nykaa Fashion – 4 MBOs



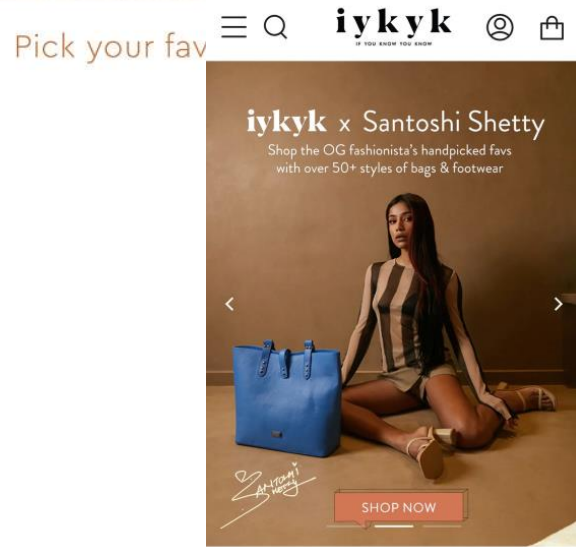
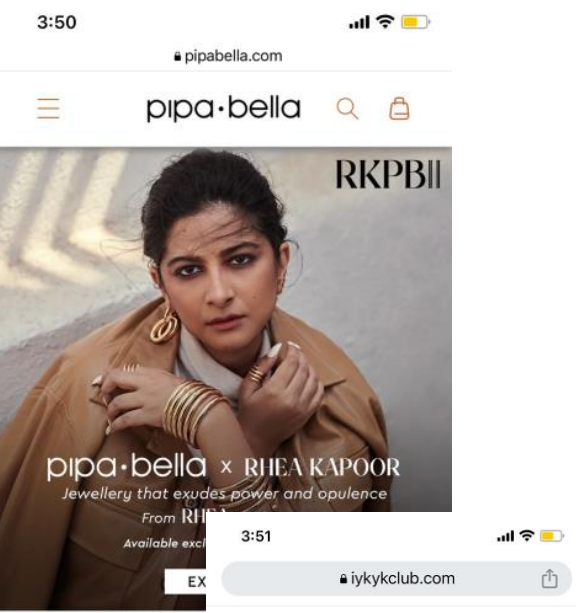
Average MBO store size of 2,938 sq. ft.

20Dresses, RSVP, Likha, Gajra Gang – 118 3P MBOs



Average 3P MBO store size of 100 sq. ft.

D2C Websites





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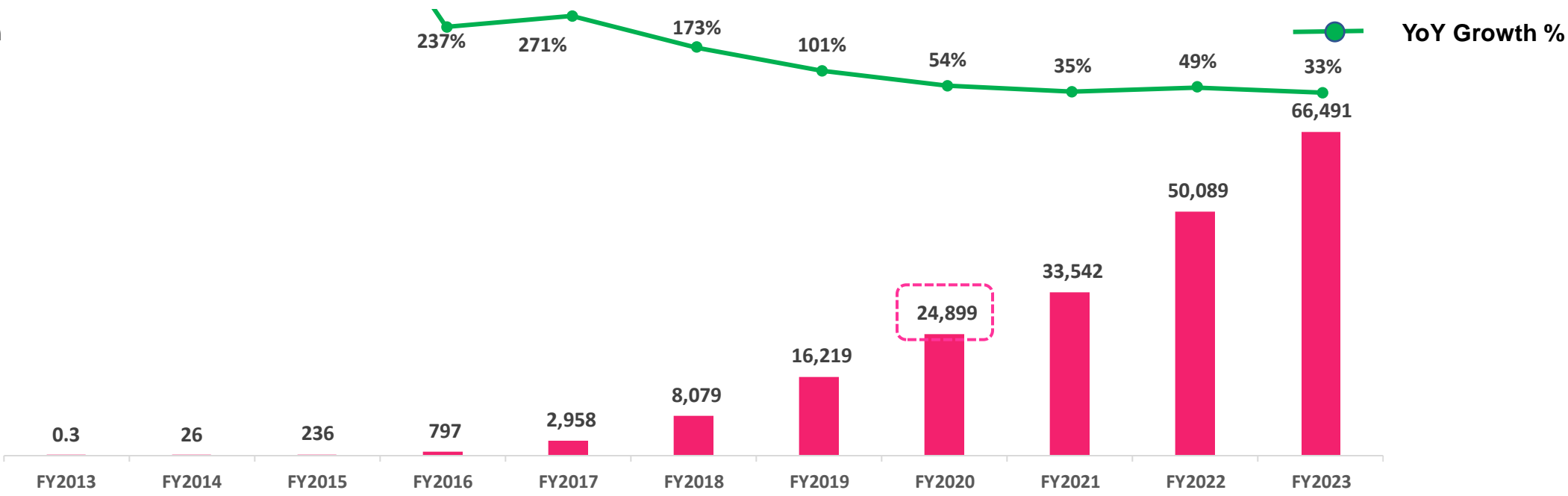
Where we are in our growth path



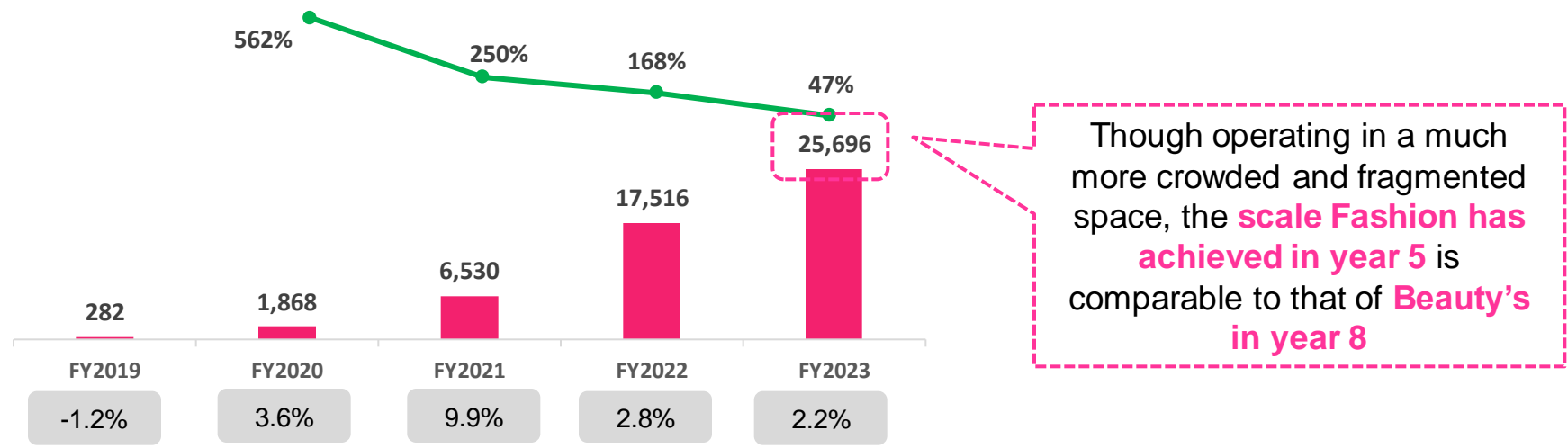
Nykaa's path to scale has been different for BPC and Fashion

All Values in Rs million

BPC GMV



Fashion GMV



Fashion Contribution Profit Margin (As % of Fashion NSV) →





NYKAA
Fashion

Way forward for Nykaa Fashion



THINKING CUSTOMER FIRST

- Latest and trendiest brands + assortment
- Enhanced buying journeys and personalised experiences
- Bringing customer delight via seamless post order experience



BECOMING THE PREFERRED PARTNER FOR BRANDS

- Empowering brands to tell their stories and reach the right customers
- Enable a world-class seller experience from onboarding to retailing to advertising
- Help grow brands ranging from Global giants to niche homegrown labels



SCALING FOR SUSTAINABLE GROWTH

- Invest in tech and process that help build scale for future
- Maintain focus on improving profitability across different P&L levers

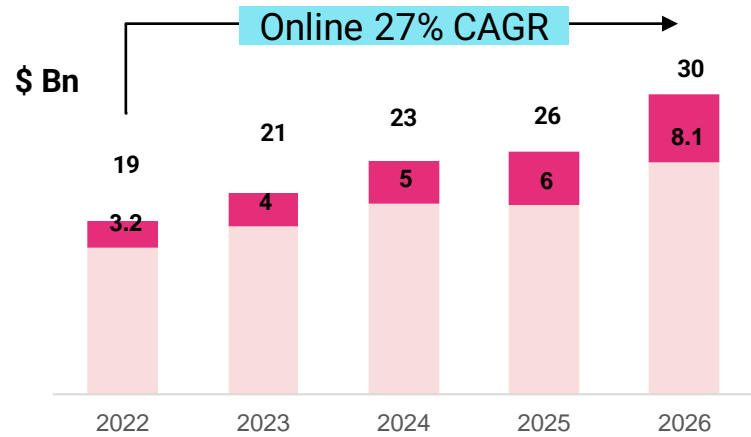
NYKAA

**Beauty
& Personal Care**



Beauty & Personal Care: One of the fastest growing markets with changing landscape

Beauty & Personal Care Market Size

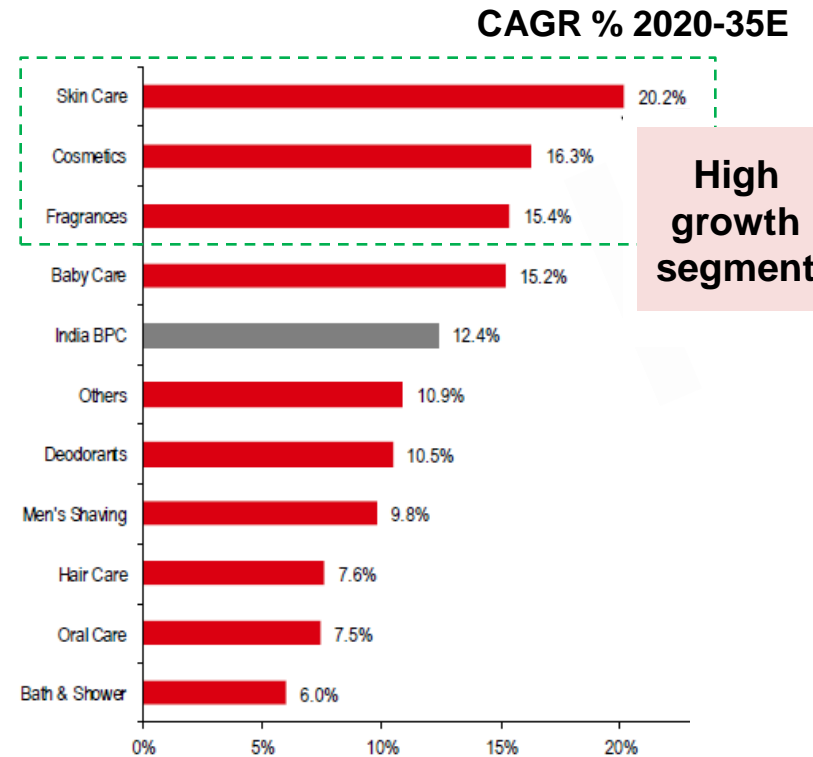


Overall BPC: 8-10% CAGR

Online BPC: 27-29% CAGR

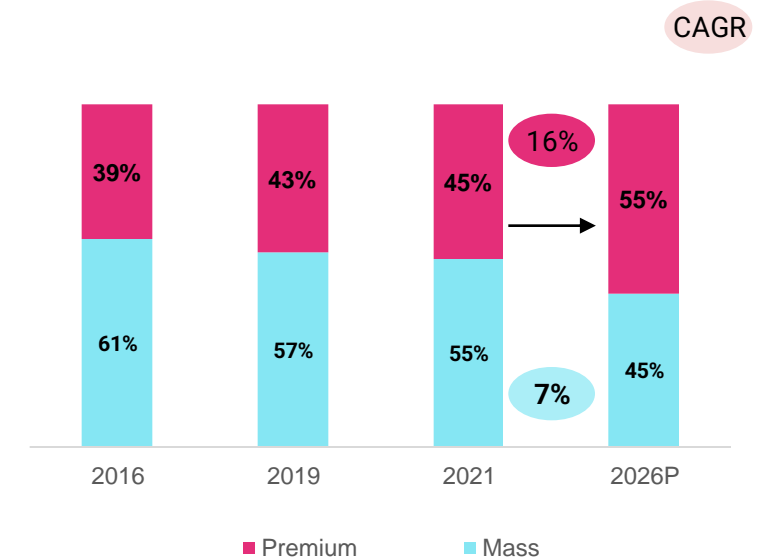
Online will continue to take market share from offline

The landscape of BPC is undergoing a remarkable transformation



Consumer preference and demand shifting from personal care to beauty

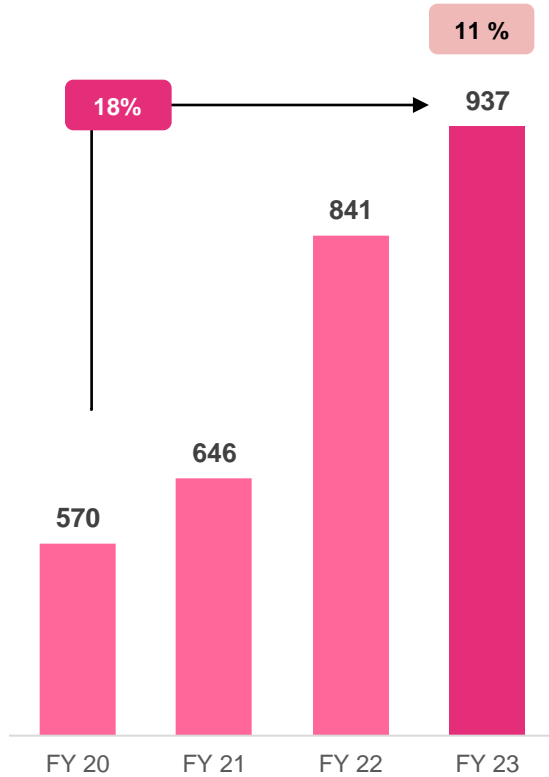
Premium segment growing at 2.5x of mass



Premiumization of BPC consumption

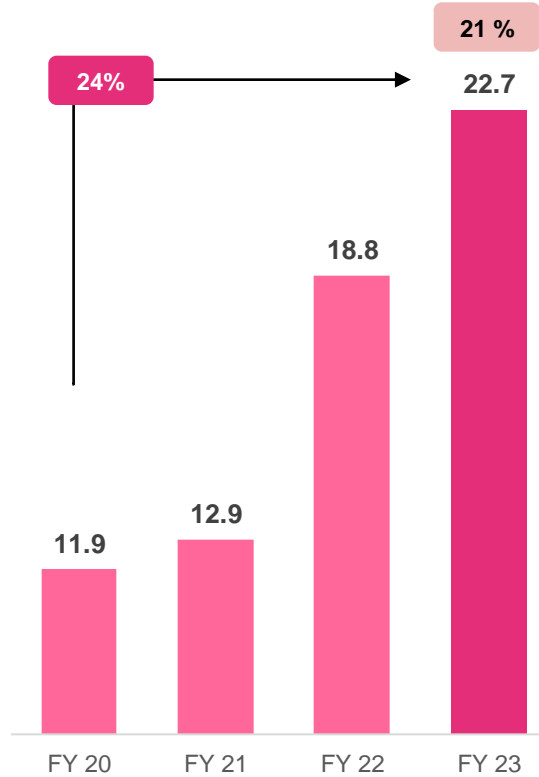
Sustained growth in traffic and a large & engaged customer base

Visits (Mn)



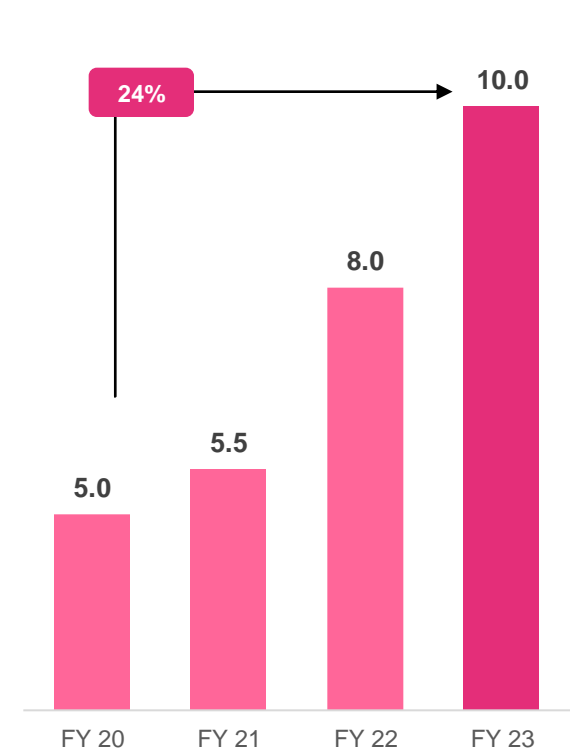
Close to **1 Bn visits** on the App in FY23 with **double digit growth**

MAUV⁽¹⁾ (Mn)



~2X monthly engaged visitors over 4 Years

TTM (Mn)



Nykaa crossed **10 Mn unique TTM** customers in fy23

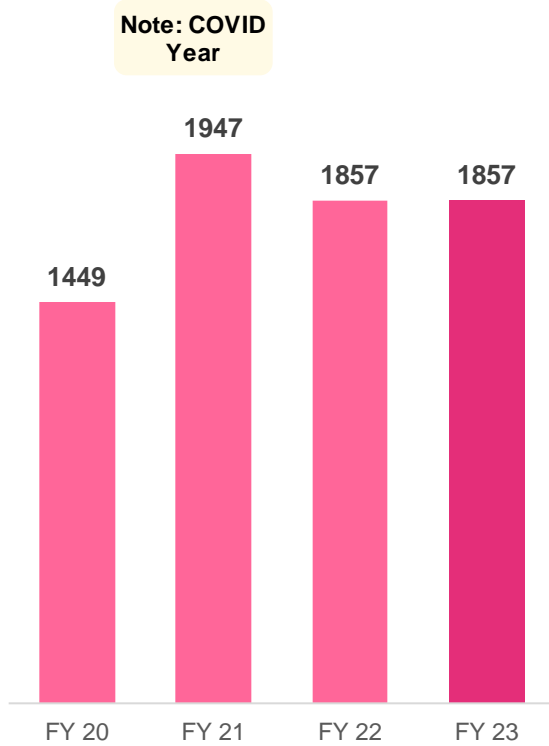
% YoY Growth (%) % CAGR over 4 years

1. MAUV is Monthly Average Unique Visitors



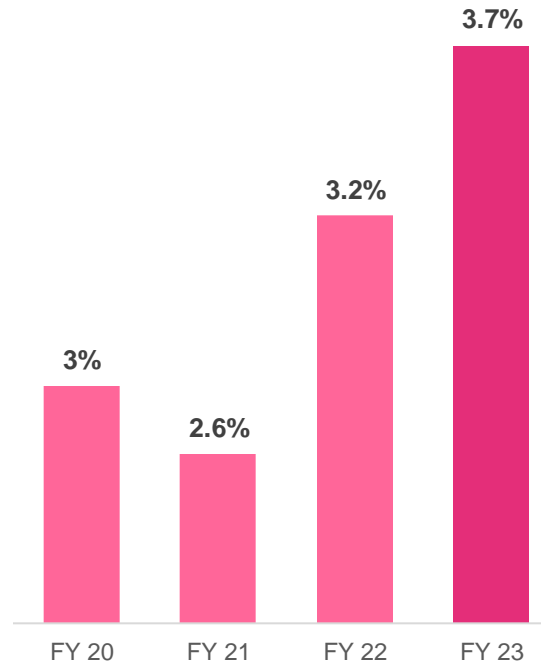
Strong growth in conversion, with sustained AOVs

AOV@MRP (Rs)



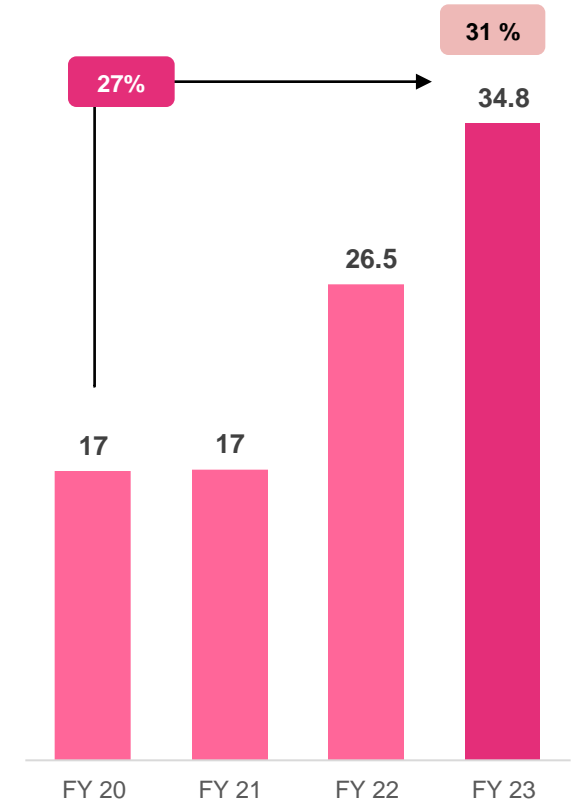
AOVs sustaining despite larger customer base & lenient shipping policies

Order conversion (%)



Monthly Unique visitor conversion at 13%

Orders (Mn)



Orders doubled over the last 4 years

% YoY Growth (%)

Uniquely positioned to service both luxury & mass segments

Partner of choice for the best global & domestic brands

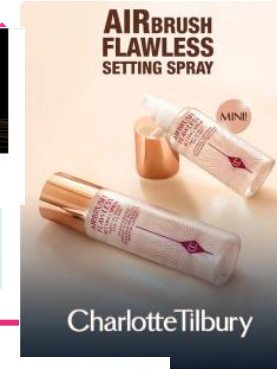
Luxury

ASP: 2000



HUDA BEAUTY

Anomaly



Charlotte Tilbury

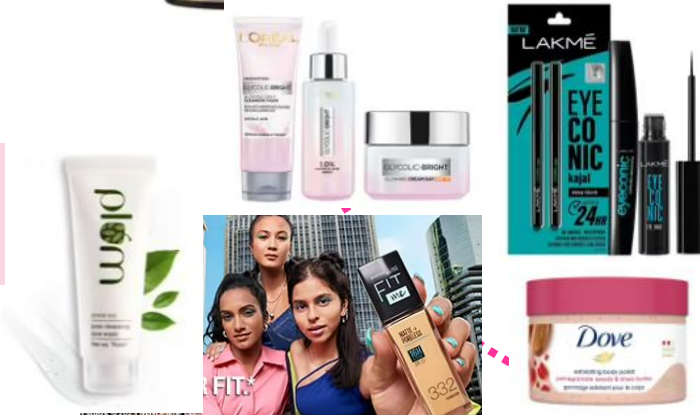
Wide assortment ensuring something for everyone

International brands

ASP: 1500-3000

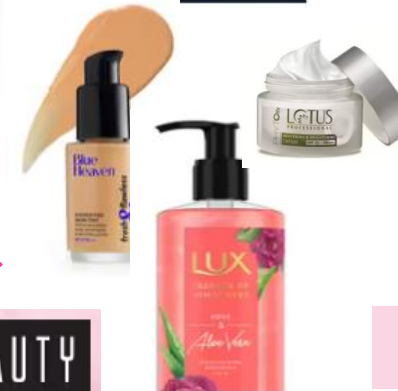
Masstige brands

ASP: 600



INSIGHT®
Make - up Essentials

SWISS BEAUTY



Mass brands

ASP: 300

Global Store

Contract & registration

Price & GTM

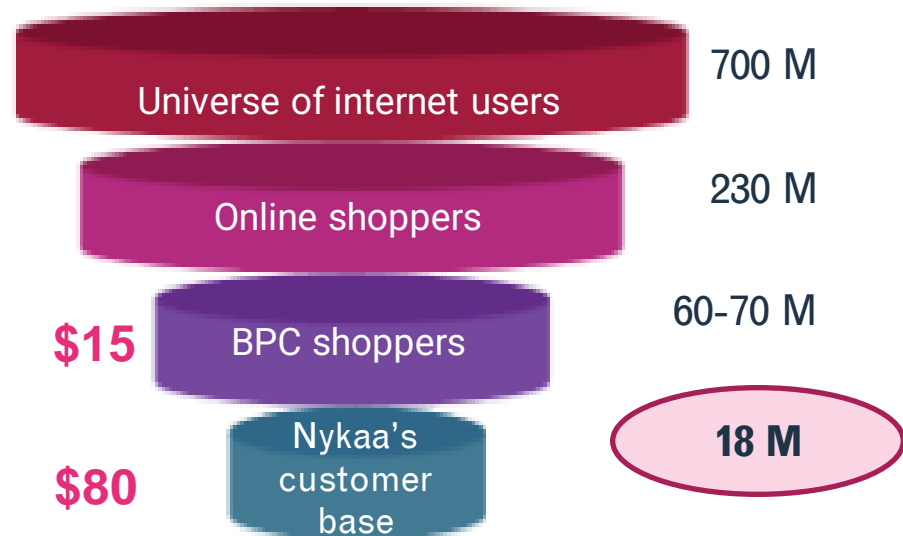
Marketing & brand building

Distribution

After sale support

The Beauty customer: Nykaa's customers are highly evolved shoppers in the online ecosystem

Beauty shopper funnel



\$15

Avg BPC per capita spend in India

5x

\$80

Avg BPC spend by Nykaa customer

Nykaa's customers display behaviour of highly evolved online shoppers

50x

Visits in a year per customer
One of the highest in the industry for an online retailer

13%

Monthly Unique conversion per visitor
Best in class in the industry

\$140

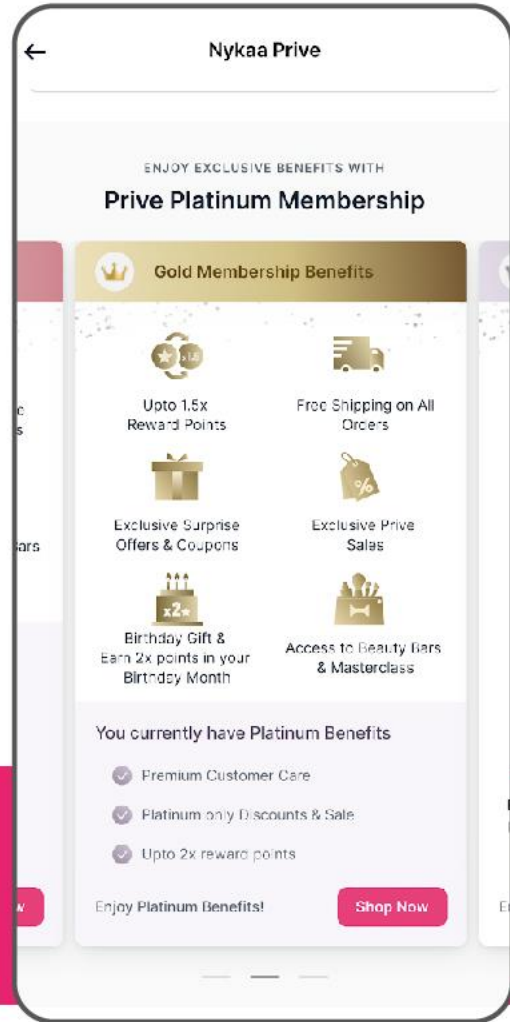
Annual spend
by our Top quartile of customers

0

4x

Orders per year per customer

Prive; investing in strengthening a best in class loyalty program to ringfence our loyal customers



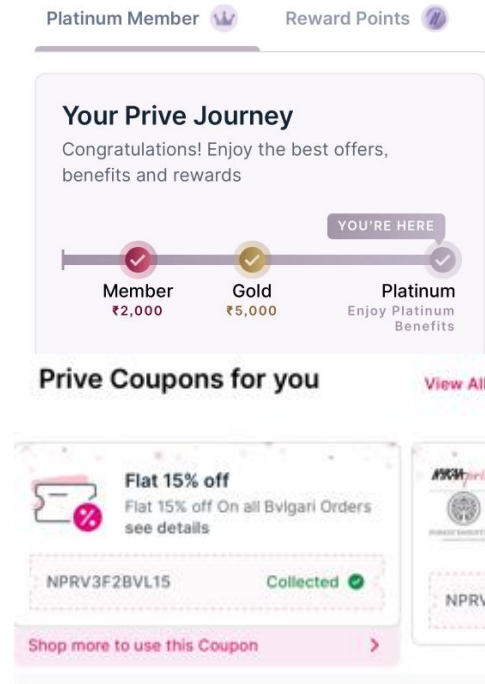
Reward multiplier
Upto 2-3x on key shopping events

Free Shipping
For the top 2 tier customers

Exclusive Prive coupons
For our loyal customers

Birthday gift
Loved by our Prive customers

Rewarding Our Valued Customers through a large number of benefits



Customer feedback



Omnichannel: The only way to retail beauty in India

Nykaa's multi-channel approach strengthens its presence and allows customers to engage with the brand in different ways



1 Beauty is an **experiential & sensorial category**



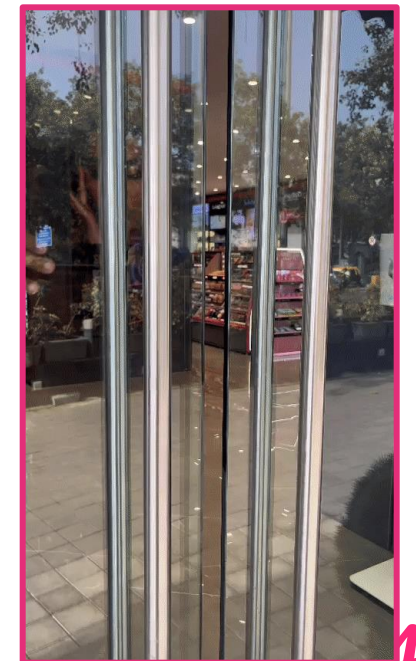
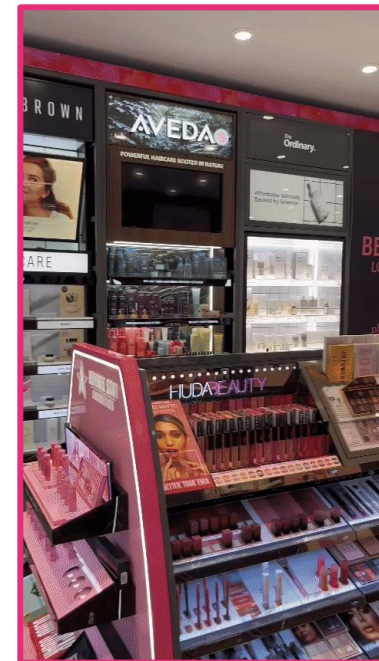
2 **30-40% of business for Premium brands comes from our Brick & mortar stores**



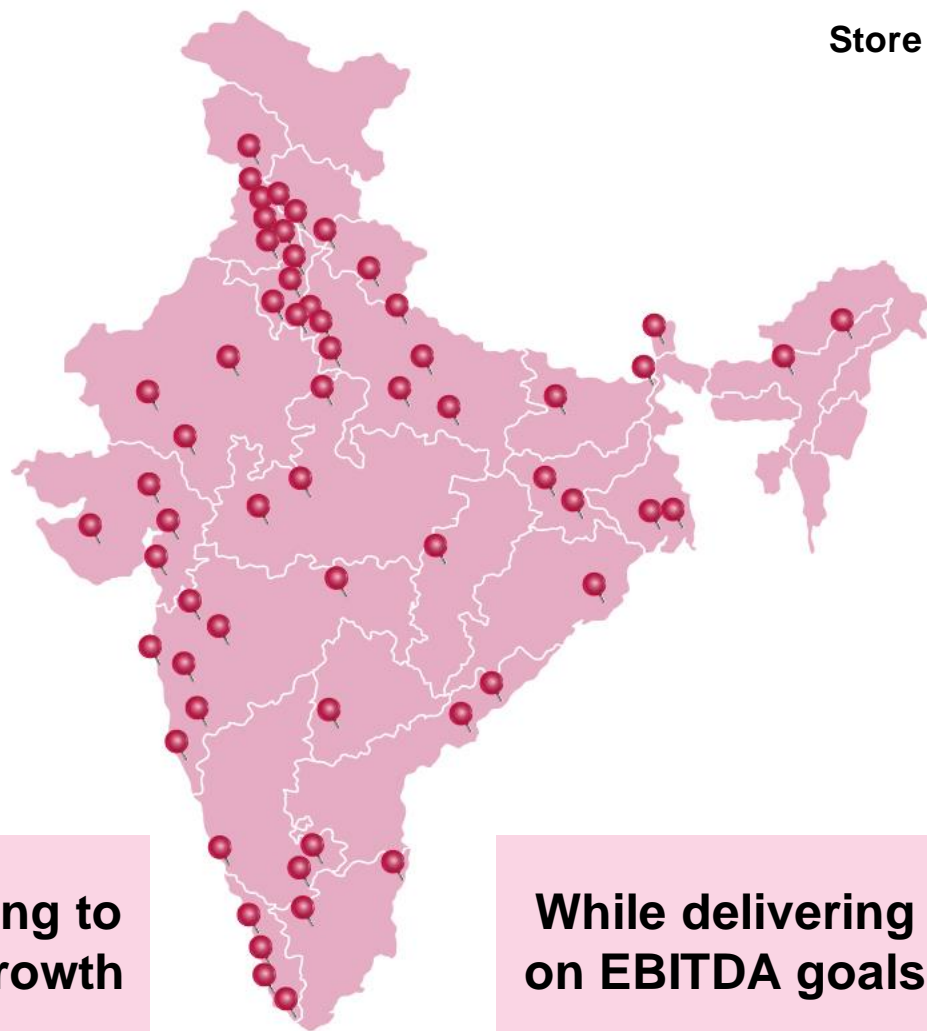
3 **Highly curated assortment of 80-100 brands only**



4 **Brick & Mortar stores turn EBITDA profitable in less than a year of launch**



Widening our Reach: Delivering a Seamless Omnichannel Experience to our customers



Contributing to
Top line growth

While delivering
on EBITDA goals

Store Count (#)

104

67%

GMV YoY growth %

145

Rs 5,511 Mn

60

Cities vs 49 last year

Rs 3,293 Mn

FY2022

FY2023

GMV & No. of stores

8.3%

Of overall BPC GMV
+170 bps yoy

36%

Same store sales growth
For stores opened till Mar'21 (FY
23 vs FY 22)

1.4L

Sq. ft. Total area of stores
With 43% yoy growth

3,271

INR revenue per sq. ft for
stores
One of the best in industry

YoY growth

Educative & engaging content created to drive commerce

Our platforms content reach at a glance

120 Mn

Monthly Nykaa social reach

80 Mn

Monthly reach through creators

11.6 Mn

Followers on IG, YT and FB

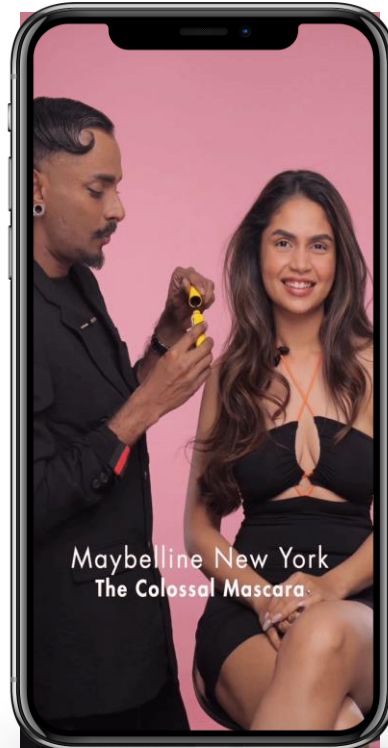
2 Mn

Monthly on app content engagement

6000+

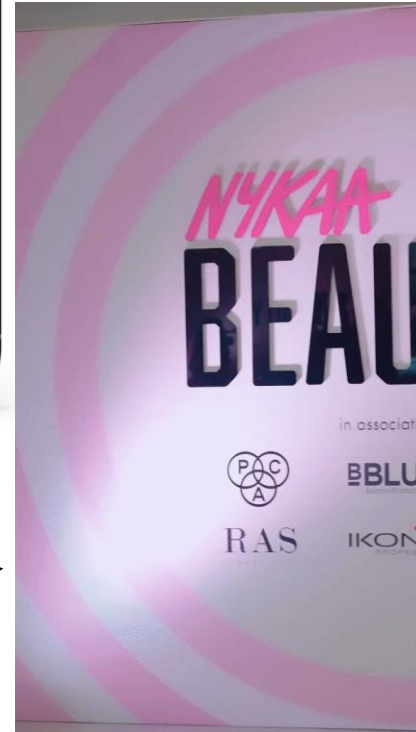
Shoppable videos on Nykaa app

Creating Omnichannel experiences



Nykaa stream live

Beauty Bar – Offline event



Continuously creating High quality Content continues to be our strength



Catching on to trending content



Celebrity engagement loved by our customers

NYKAA

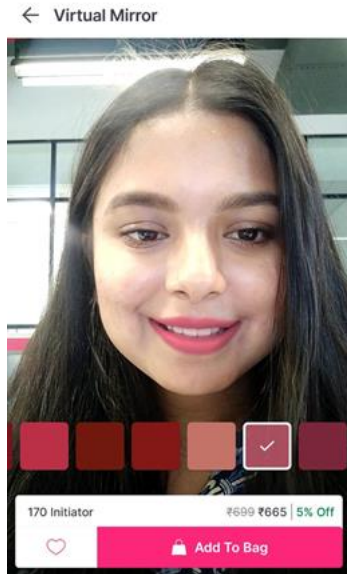
Leading with **Technology** as our backbone across the value chain

Easing the purchase journey



Watch & Buy Live streams with influencers

Virtual try ons



Multiple coupons: 1st in Industry experiment

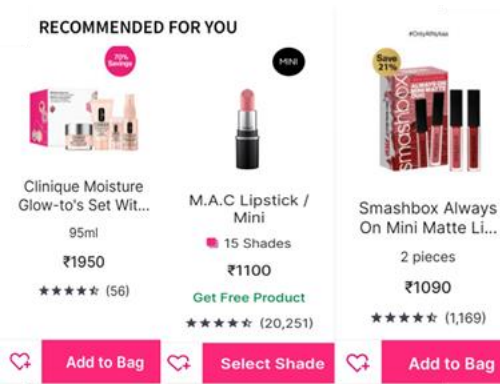
YAY! COUPON UNLOCKED

Flat 10% off
On your first order from Nykaa app see details

NYK1ST Collect

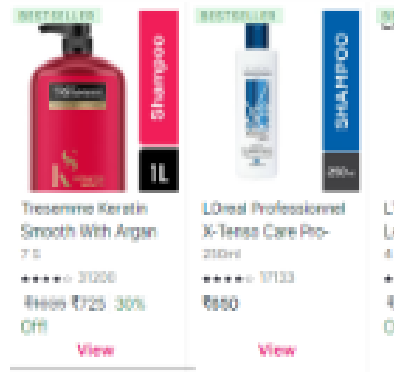
All collected Coupons can be found in [My Coupons](#) >

Personalised shopping experience



Recommendation widget based on customer cohorts

Continue Shopping for Shampoo

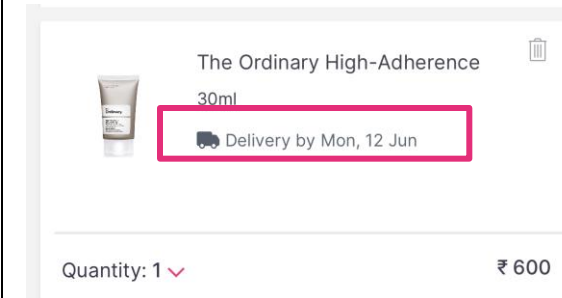


Pick up the shopping bag where you left off!

Seamless post order journey



Digitizing our warehouses through paperless picking



Launched EDD with ~90% delivered within promised date

Ratings & Reviews

Nykaa is committed to showing genuine and verified reviews.

ONLY Verified and authentic rating & reviews

4.5/5 Overall rating
365 verified ratings

[Rate](#)



Growth strategy: Continuously focusing on strengthening our value proposition for our stakeholders

Winning customers LOVE



Make Shopping personalised & easy



Continue to bring the best of beauty from across the globe



Reward consumer through robust loyalty program



Ensure a seamless post order experience



Grow ahead of the market

Be the growth engine for Brands



Giving brands access to the relevant consumer base in the country



Innovative strategies for brand building through localisation



Drive ease of doing business through ad tech platform & seller portals



Be a launch pad for exciting & new upcoming brands



Be the #1 partner for our brand partners

Build sustainably



Focus on driving productivity & efficiency gains



Continue to drive better organic traffic & further strengthen the repeat behaviour



Ensuring the right investment in our goal to continuously improve our customer experience



Building a Sustainable & Profitable Business
to Fuel Our Success

NYKAA



NYKAA

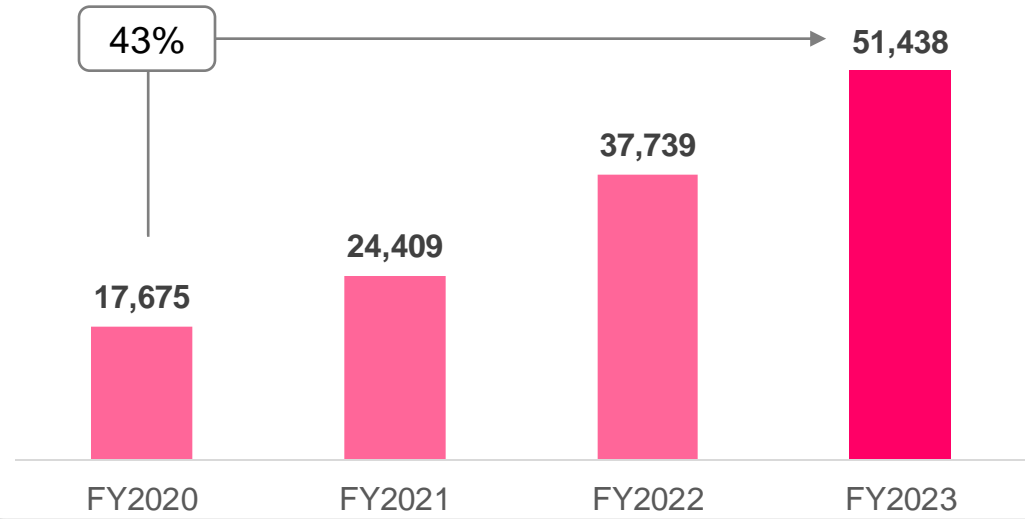
**Financial
Performance**

Strong profitable growth

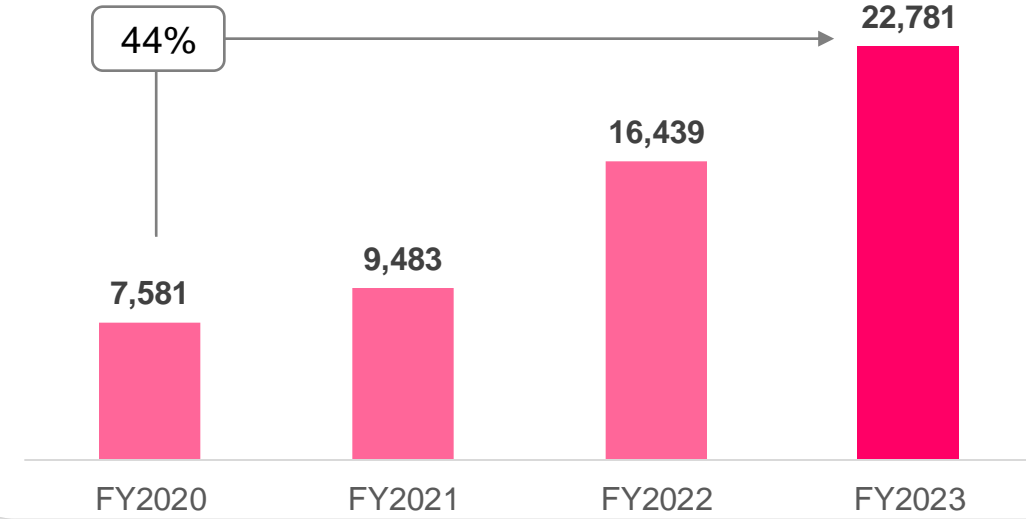
CAGR %



Revenue from operations (Rs Mn)



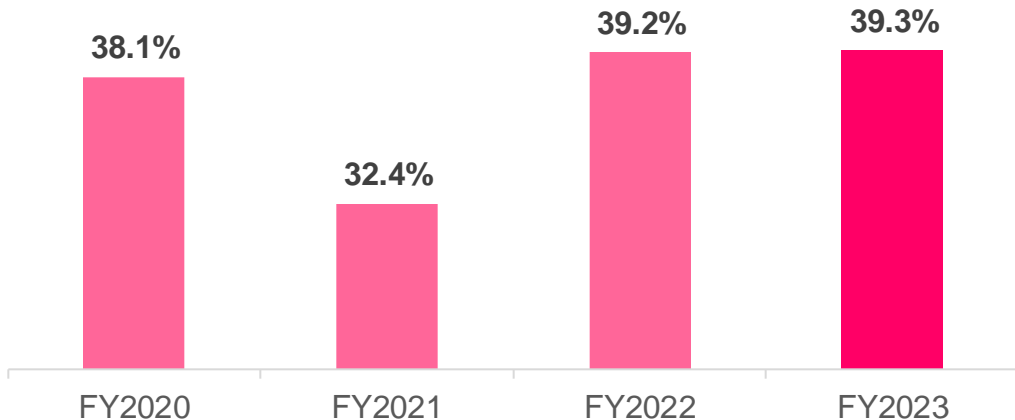
Gross Profit (Rs Mn)



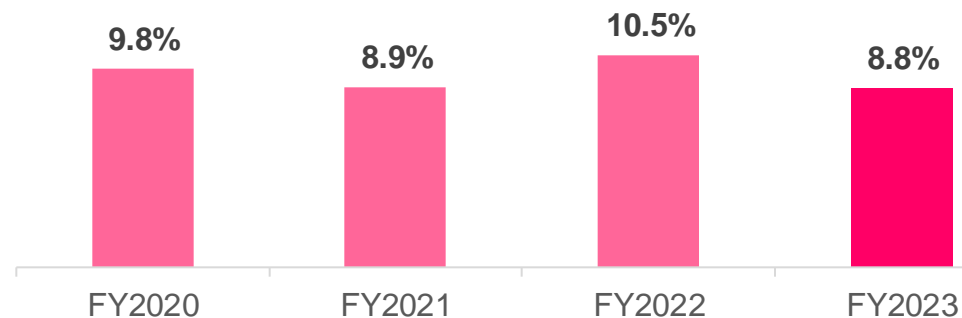
Gross Margin % **42.9%** **38.9%** **43.6%** **44.3%**

Scale efficiencies show through

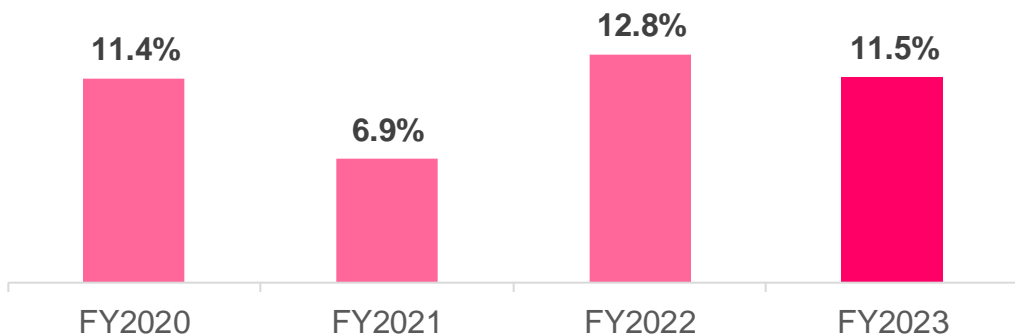
Total Operating Cost (%)



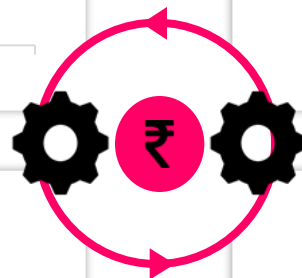
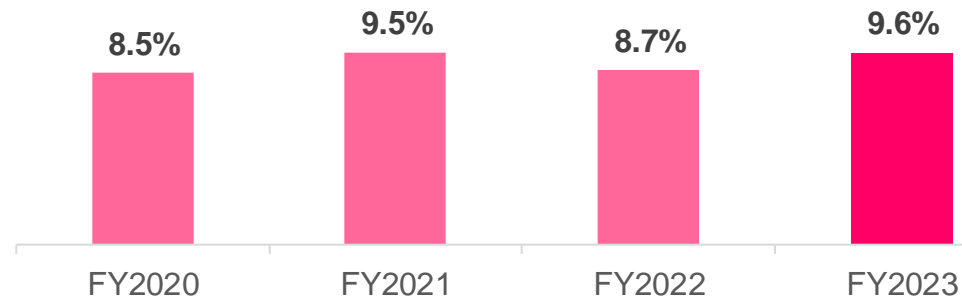
Fulfilment Cost (%)



Marketing Cost (%)



Employee Cost (%)



Consolidated Financials – FY23

(%) YoY Growth

Revenue from operations
(Rs Mn)

51,438
(36%)

Gross Profit
(Rs Mn)

22,781
(39%)

EBITDA
(Rs Mn)

2,560
(57%)

PBT
(Rs Mn)

384
(-19%)

Net block of fixed assets*
(Rs Mn)

4,178

Working Capital** (Rs Mn)

12,025

Fixed Assets Turnover*(x)

15.2

Working Capital turnover** (x)

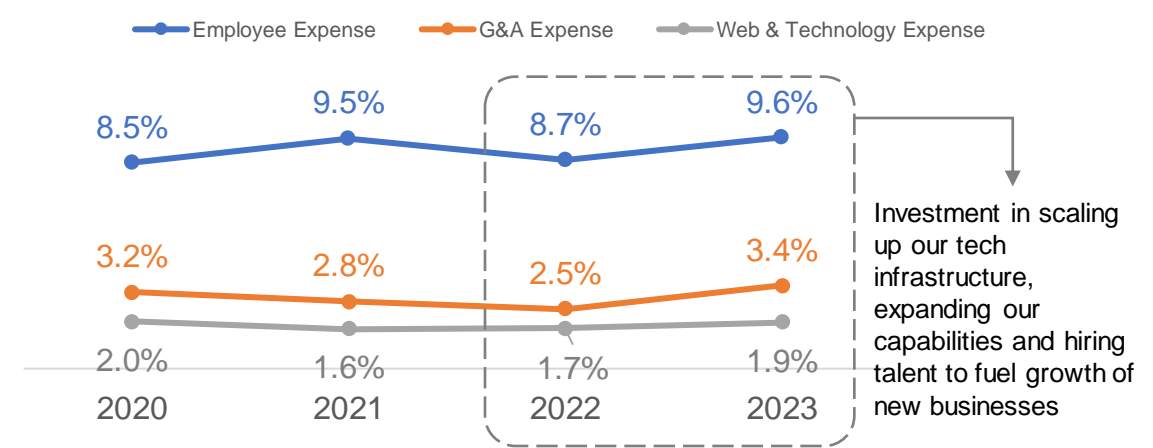
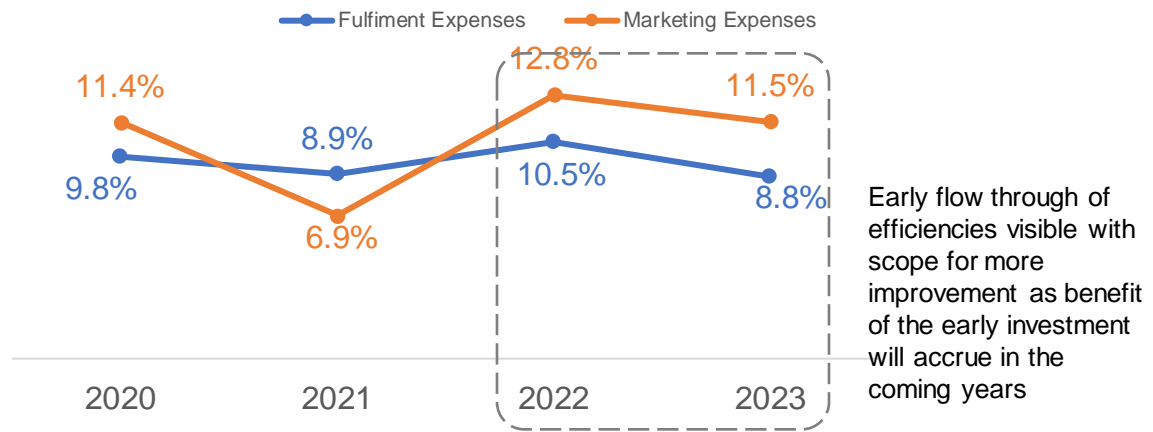
4.4

* Includes PPE, Capital WIP, Goodwill, Other Intangible Assets, Intangible assets under development

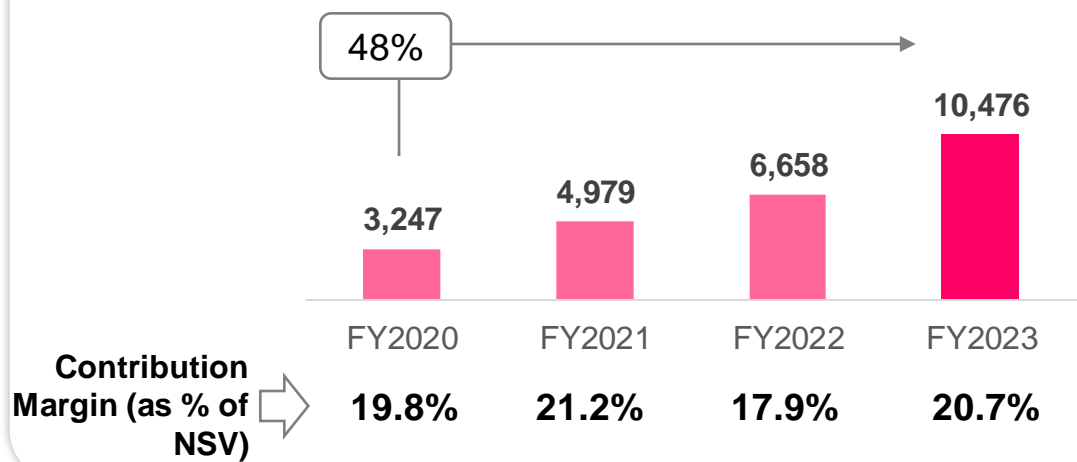
** Working capital includes inventories, receivables, payables, short-term and long-term provisions, current and non-current assets, other financial liabilities, and contract liabilities

Cost levers & margin drivers

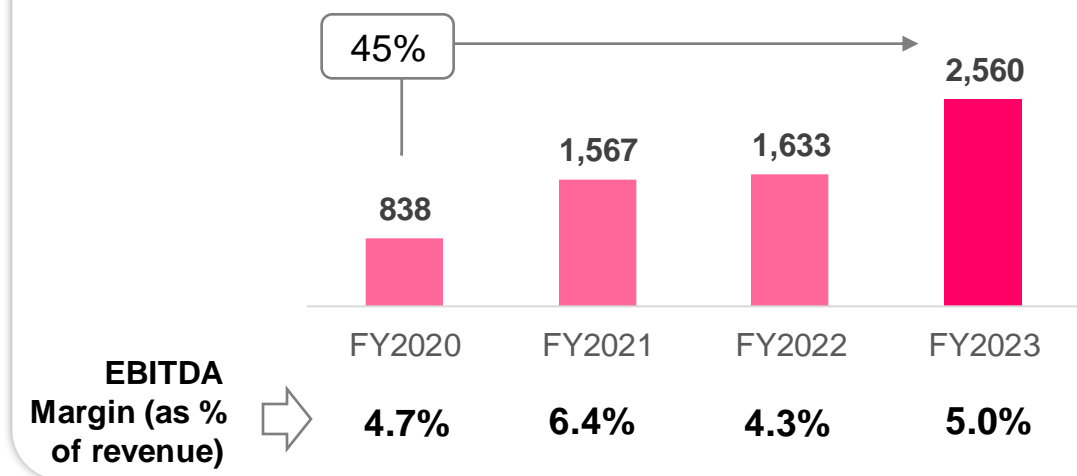
(as % of Revenue)



Contribution Profit (Rs Mn)



EBITDA (Rs Mn)

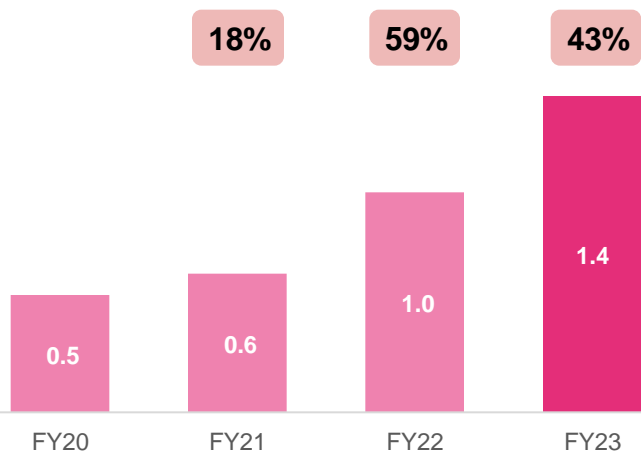


Capital Structure



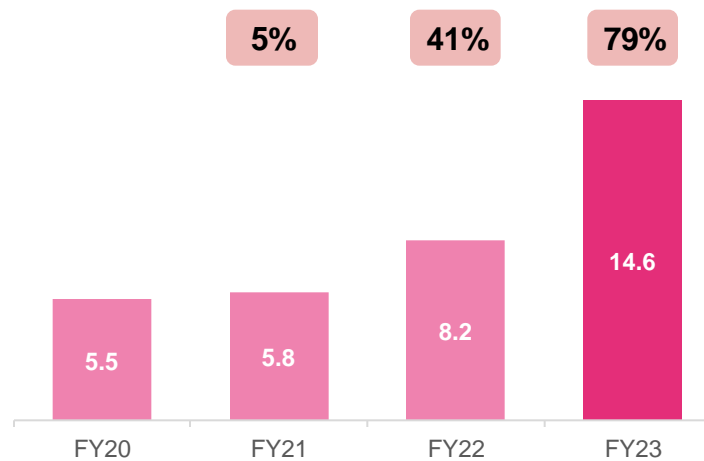
Physical Stores

Physical Stores Area (Lacs Sq. ft.)



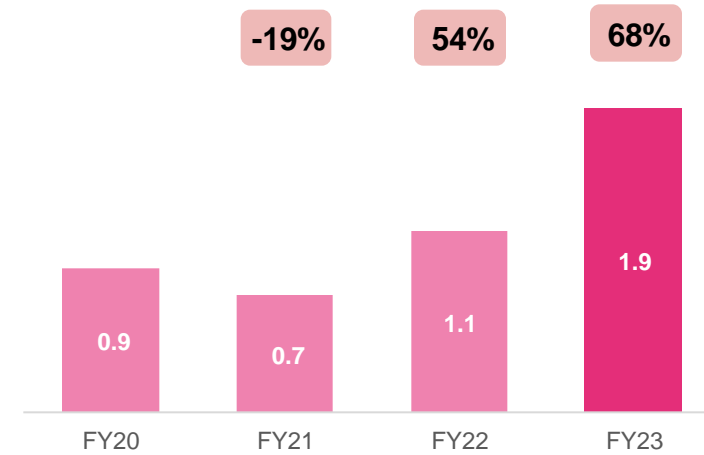
Warehouse

Warehouse Capacity (Lacs Sq. ft.)



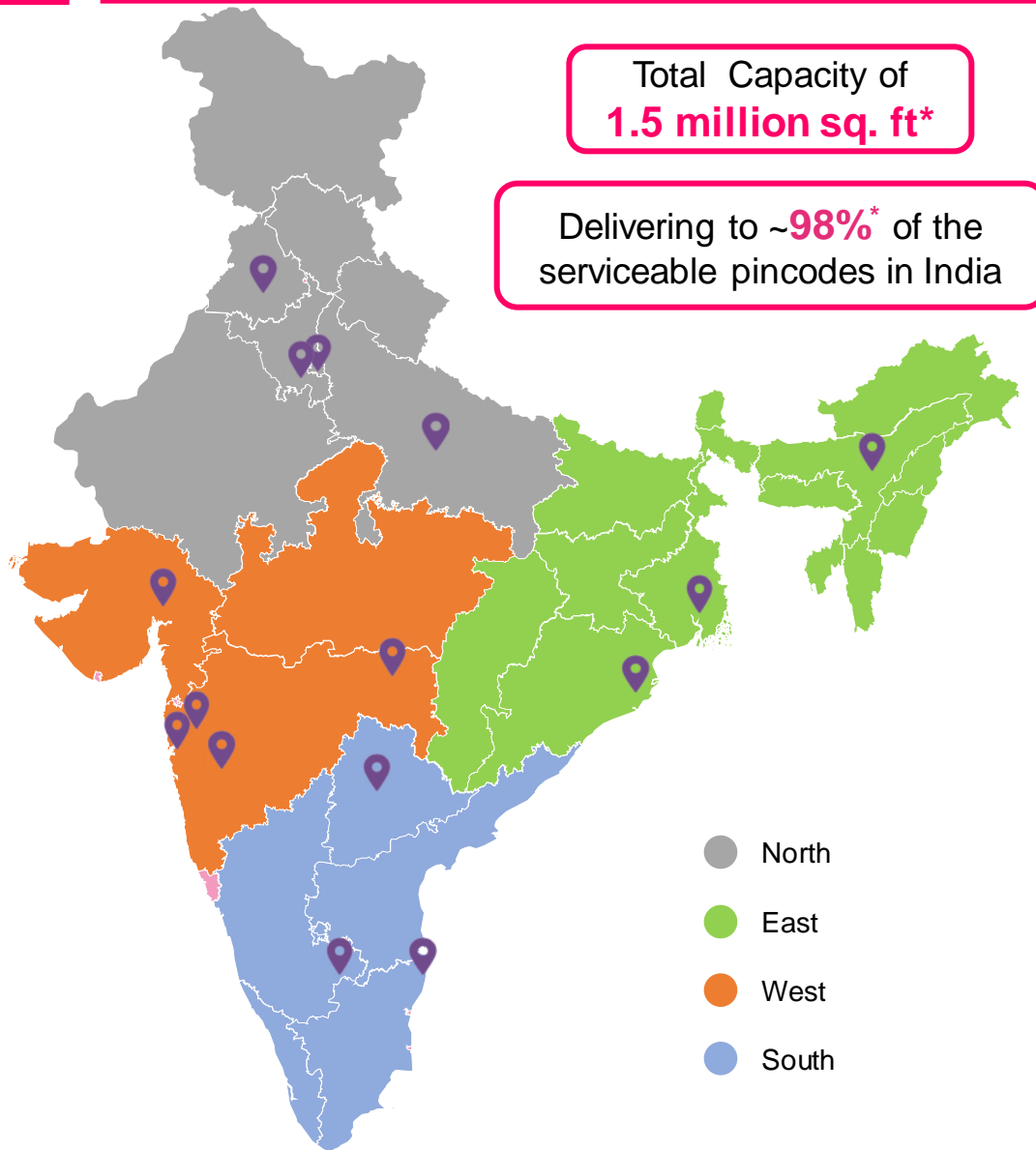
Office Space

Capacity (Lacs Sq. ft.)



% YoY Growth (%)

Strategic regionalization of our fulfilment centres



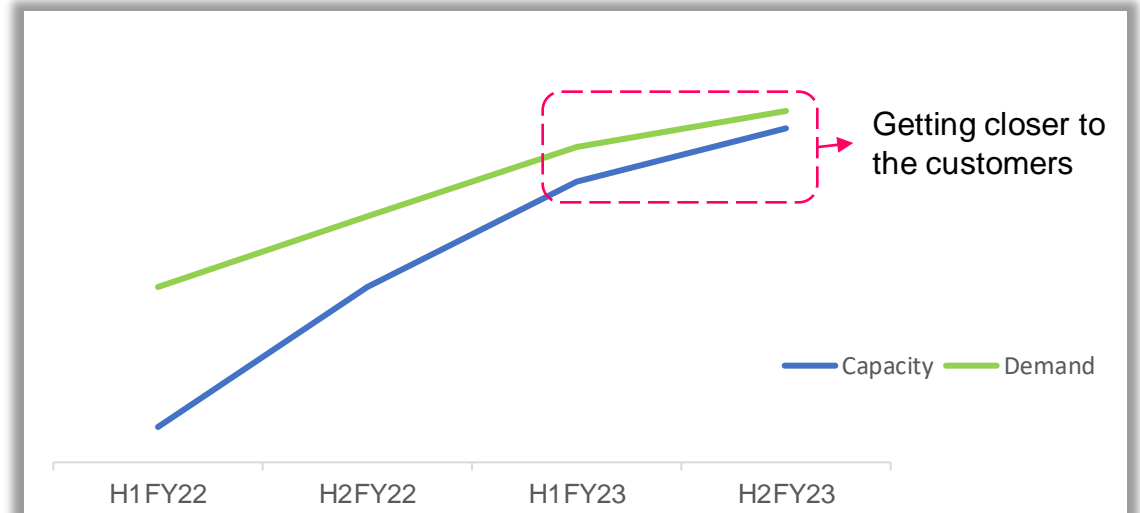
Total Capacity of **1.5 million sq. ft***

Delivering to **~98%*** of the serviceable pincodes in India

- North
- East
- West
- South

* For FY2023

Meeting the demand with right warehouse at right location

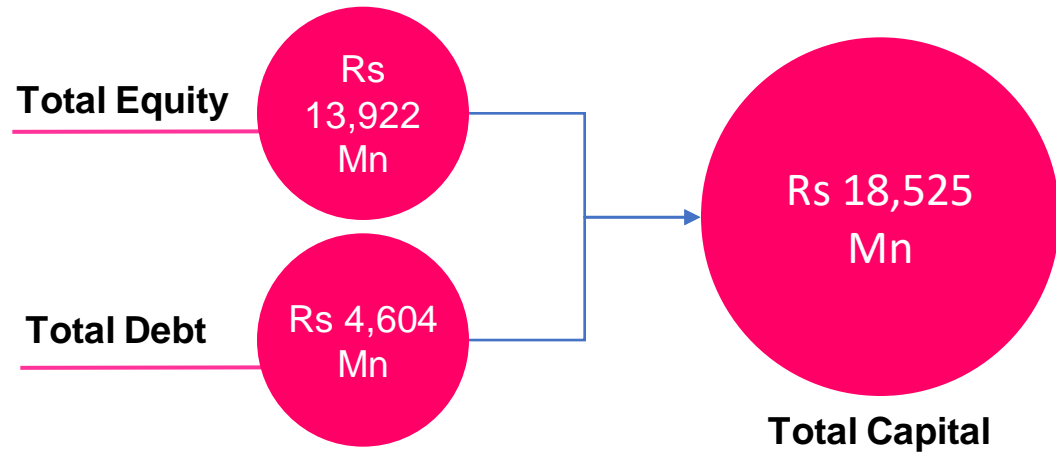


Key Improvements Seen

1. Reduction in split shipment ratio
2. Reduction in air shipment allowing us to reduce our freight cost
3. Achieve **better order to delivery** (on an average **~91%** of our BPC orders gets delivered within five days across all **27,800+** pincodes which we serve)

Capital Structure

Capital (FY23)



Debt/Equity (FY23)



Debt/Total Liabilities (FY23)

IPO Fund



Total IPO Fund raised



95% of the IPO fund has been utilized as on March 31, 2023



5% of the IPO fund remains unutilized as on March 31, 2023

Vertical reporting – FY23

| | <u>BPC</u> | <u>Fashion</u> | <u>Others</u> |
|---|--------------------|--------------------|-----------------------|
| NSV (Rs Mn) | 40,765 (32%) | 7,444 (30%) | 2,416 (327%) |
| Gross Profit Margin (as % of NSV) | 46.4% (185 bps) | 44.2% (-42 bps) | 24.2% (-356 bps) |
| Contribution Margin* (as % of NSV) | 26.5% (483 bps) | 2.2% (-68 bps) | -19.9% (1,189 bps) |
| Fulfilment Expenses (as % of NSV) | 8.5% (-204 bps) | 10.8% (-25 bps) | 11.5% (-160 bps) |
| Marketing Expenses (as % of NSV) | 8.0% (-109 bps) | 28.0% (-4 bps) | 12.7% (-2,338 bps) |
| Selling and distribution expenses (as % of NSV) | 3.4% (15 bps) | 3.3% (55 bps) | 19.9% (952 bps) |

(%), (bps) -> YoY Growth

- Fulfilment expenses improvement driven by **better regionalization strategy**
- Marketing expenses improvement in BPC is due to **optimization**
- Marketing expenses in Fashion is still on a similar level of last year **owing to new customer acquisition**
- Selling and distribution expenses in BPC and Fashion increased due to the **offline expansion of owned brands**
- Selling and distribution expenses in Others increased due to the **expansion of BDE count in our eB2B business**

* Contribution margin is derived from gross margin minus fulfilment expenses, marketing expenses, and selling & distribution expenses



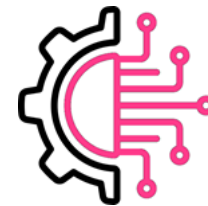
Growth

*Maintaining our growth
ahead of the market*



Profitability

*Achieve better leverage
on our operating cost*



Technology

*Scale up our tech
infrastructure to deliver
best in class customer
and partner experience*



Strategic Investment

*Investment in brand
building, and
capabilities building*

Thank you

Annexure

Board of Directors



Falguni Nayar

Executive Chairperson and Director



Sanjay Nayar

Non-Executive Director



Anchit Nayar

Executive Director



Adwaita Nayar

Executive Director



Anita Ramchandran

Independent Director



Milind Sarwate

Independent Director



Seshashayee Sridhara

Independent Director



Pradeep Parameswaran

Independent Director



Milan Khakhar

Non-Independent and Non-Executive
Director



Alpana Parida

Independent Director

Vertical Reporting

(All amounts in ₹ million, unless otherwise stated)

| Particulars | FY23 | | | | FY22 | | | |
|---------------------------------------|--------------|-------------|---------------|---------------|--------------|-------------|---------------|---------------|
| | BPC | Fashion | Others | Total | BPC | Fashion | Others | Total |
| GMV | 66,491 | 25,696 | 5,245 | 97,433 | 50,089 | 17,516 | 1,727 | 69,332 |
| <i>Growth</i> | <i>33%</i> | <i>47%</i> | <i>204%</i> | <i>41%</i> | <i>49%</i> | <i>168%</i> | <i>344%</i> | <i>71%</i> |
| NSV | 40,765 | 7,444 | 2,416 | 50,625 | 30,823 | 5,728 | 566 | 37,117 |
| <i>Growth</i> | <i>32%</i> | <i>30%</i> | <i>327%</i> | <i>36%</i> | <i>47%</i> | <i>148%</i> | <i>332%</i> | <i>58%</i> |
| Revenue from Operations | 44,820 | 4,347 | 2,271 | 51,438 | 33,997 | 3,254 | 488 | 37,739 |
| <i>Growth</i> | <i>32%</i> | <i>34%</i> | <i>366%</i> | <i>36%</i> | <i>49%</i> | <i>126%</i> | <i>261%</i> | <i>55%</i> |
| Gross Profit | 18,907 | 3,289 | 584 | 22,781 | 13,727 | 2,555 | 157 | 16,439 |
| Fulfilment expenses | 3,469 | 801 | 278 | 4,548 | 3,251 | 631 | 74 | 3,956 |
| Marketing & advertisement expense | 3,268 | 2,085 | 307 | 5,660 | 2,807 | 1,606 | 204 | 4,618 |
| Selling and Distribution expenses | 1,374 | 243 | 482 | 2,098 | 993 | 155 | 59 | 1,207 |
| Contribution Profit | 10,796 | 161 | -482 | 10,476 | 6,675 | 163 | -180 | 6,658 |
| Key Ratios as a % to NSV | | | | | | | | |
| Gross Profit Margin % | 46.4% | 44.2% | 24.2% | 45.0% | 44.5% | 44.6% | 27.8% | 44.3% |
| Fulfilment expenses % | 8.5% | 10.8% | 11.5% | 9.0% | 10.5% | 11.0% | 13.1% | 10.7% |
| Marketing and Advertisement expense % | 8.0% | 28.0% | 12.7% | 11.2% | 9.1% | 28.0% | 36.1% | 12.4% |
| Selling and Distribution expenses % | 3.4% | 3.3% | 19.9% | 4.1% | 3.2% | 2.7% | 10.4% | 3.3% |
| Contribution Margin % | 26.5% | 2.2% | -19.9% | 20.7% | 21.7% | 2.8% | -31.8% | 17.9% |

Notes:

- Others includes our new business NykaaMan, eB2B platform "SuperStore by Nykaa", International, LBB, and Nudge
- Selling & distribution expenses in Other verticals has increased due to the expansion of BDE count in eB2B business: SuperStore by Nykaa**
- Selling & distribution expenses in Fashion verticals has increased due to the expansion of offline channels for owned brands**
- Branding Media & Production Cost is not considered for Contribution Profit as it is not allocatable, and its benefit accrue over long term
- NSV refers to Net Sales Value calculated basis GMV minus discounts, cancellations, returns and taxes
- GMV and NSV YoY growth for Others has reverse trend due to change in mix effect

Due to our Higher Margins, we have a better Path to Profitability at Scale

