



September 05, 2023

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

**BSE Limited  
Corporate Relationship Department,  
2<sup>nd</sup> 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 September 01, 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 ‘**Jefferies 4th Annual Asia Forum**’ scheduled to be held on September 06, 2023 and September 07, 2023.

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



Corporate Presentation

September 2023

FSN E-Commerce Ventures Limited

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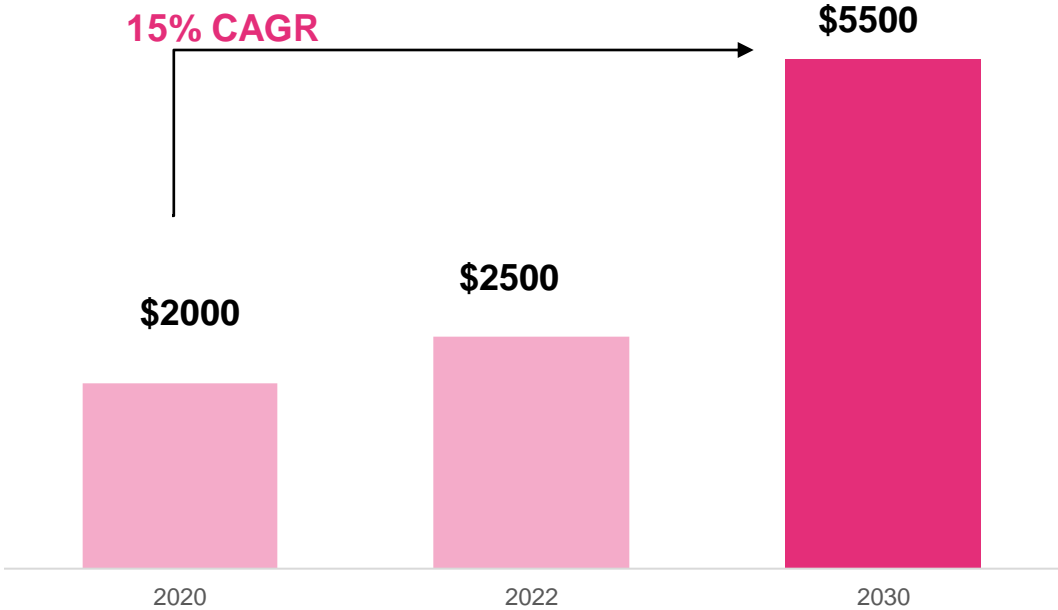


# NYKAA 2023

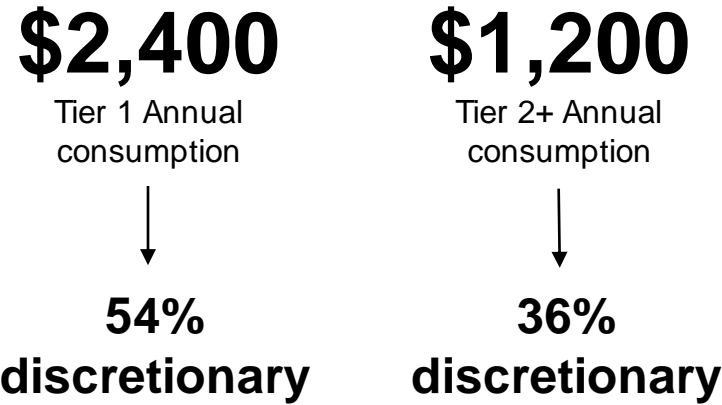


# Discretionary Spends: To witness strong growth given demographic and economic shifts

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**

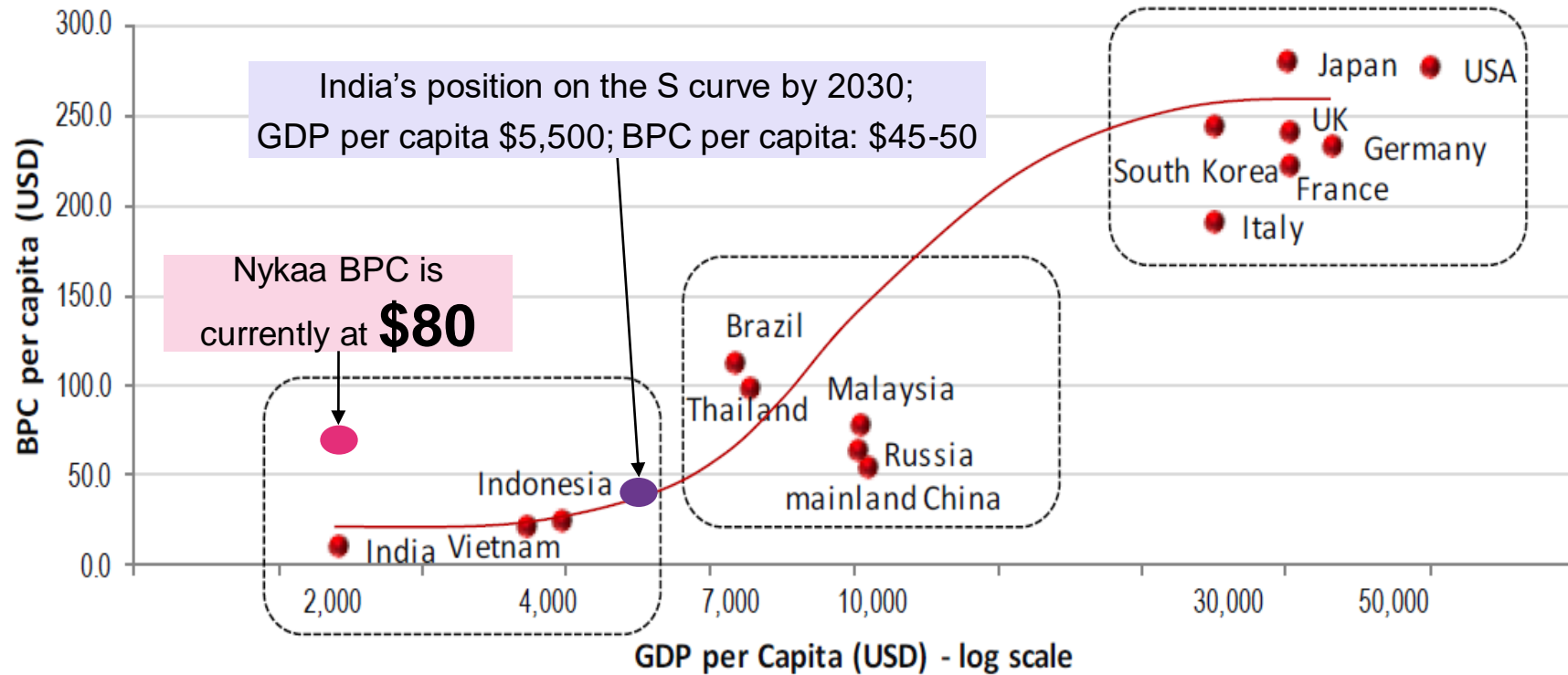
Sources: Bain & Company, Google

# 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.

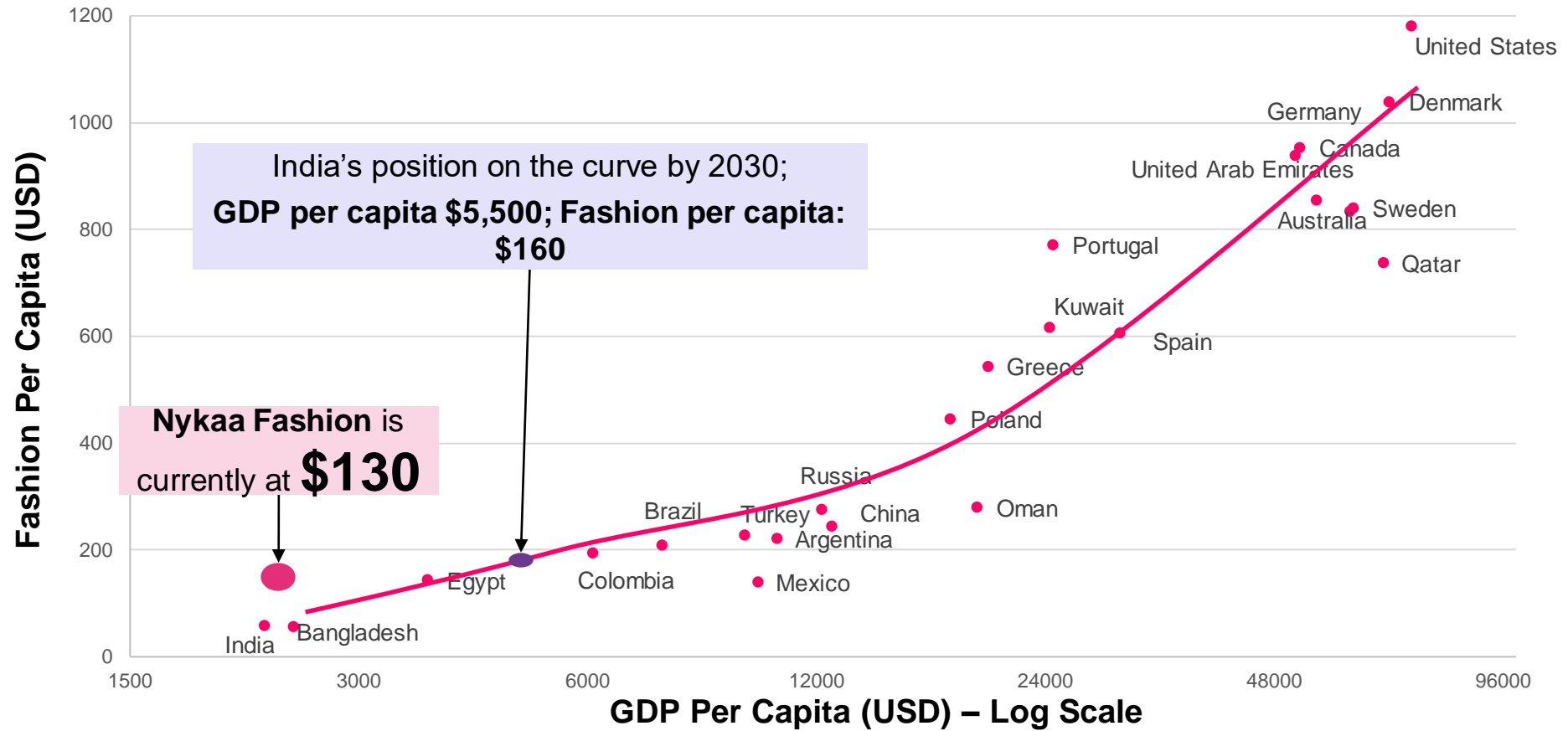


# Fashion: India Per Capita spend is under-indexed; large headroom for growth

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

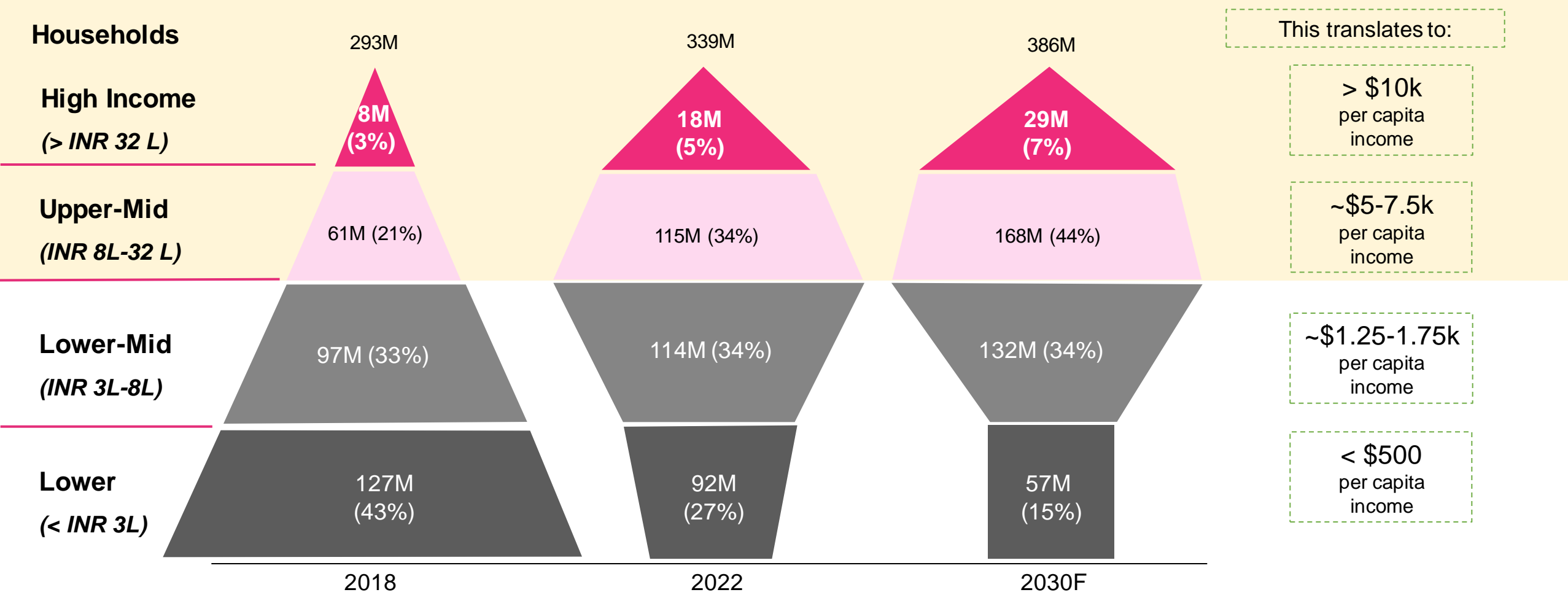
**GDP Per Capita**  
India:  
**\$2500 → \$5500**

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



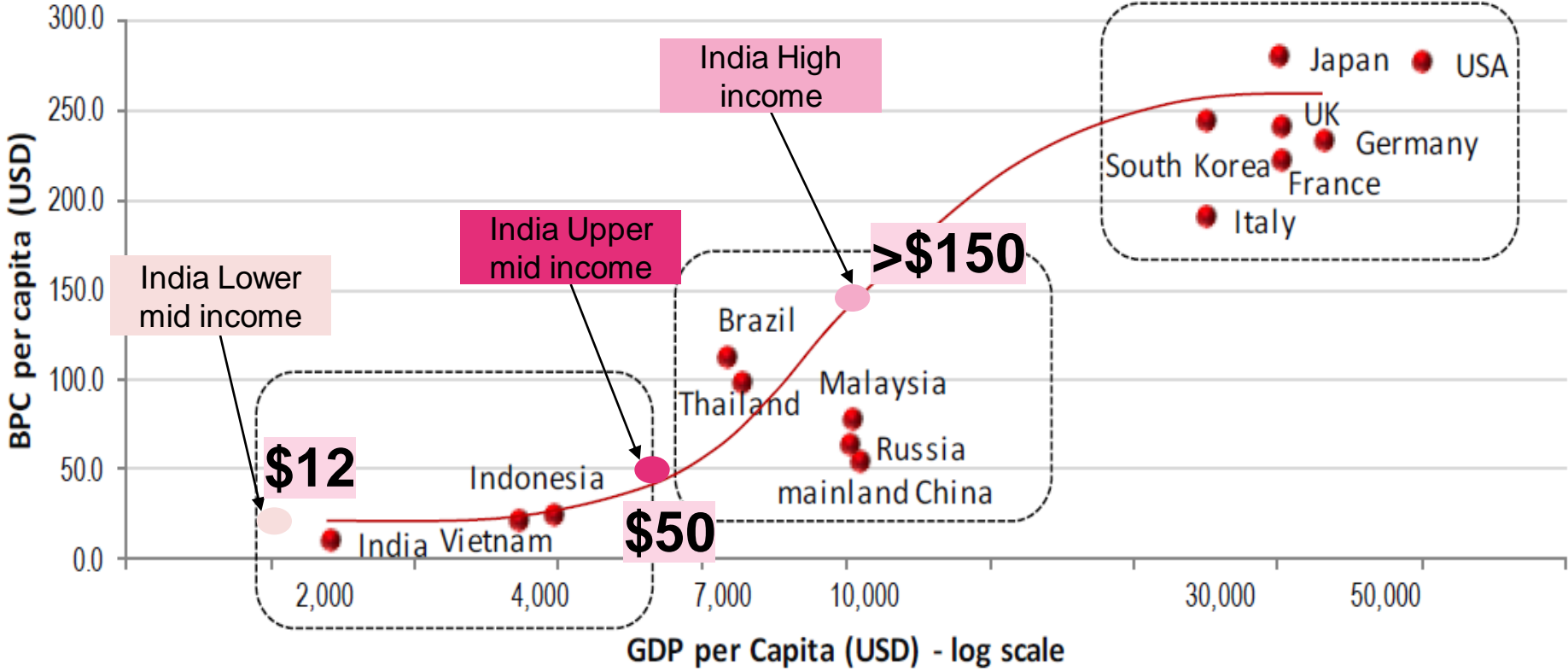
Note: Projections basis income per household in real terms; Source: World Economic Forum / Bain Analysis

# 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**

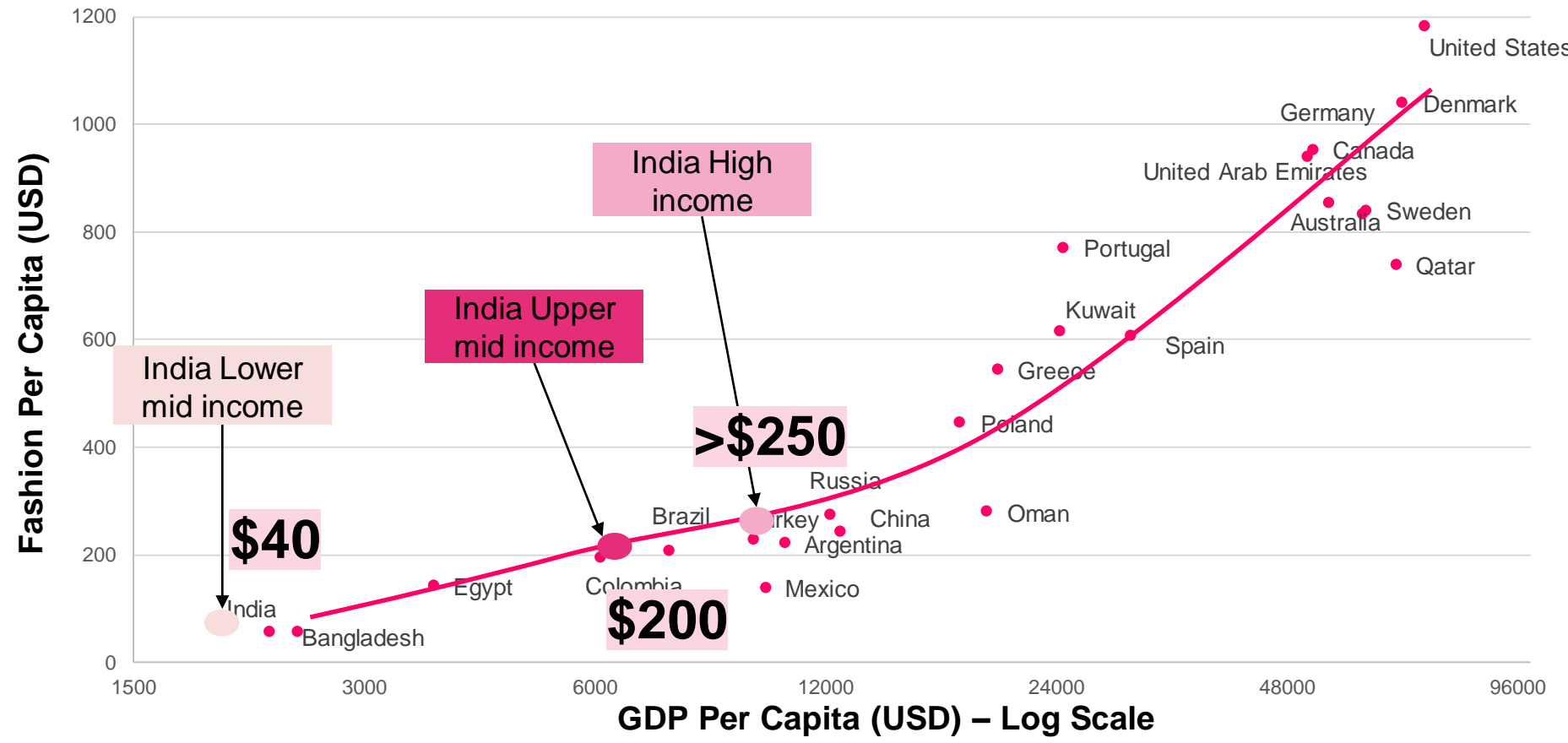


# Per Capita Fashion Consumption will be a mix of varying income groups

**Fashion Per Capita India:**  
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Nykaa target customer base

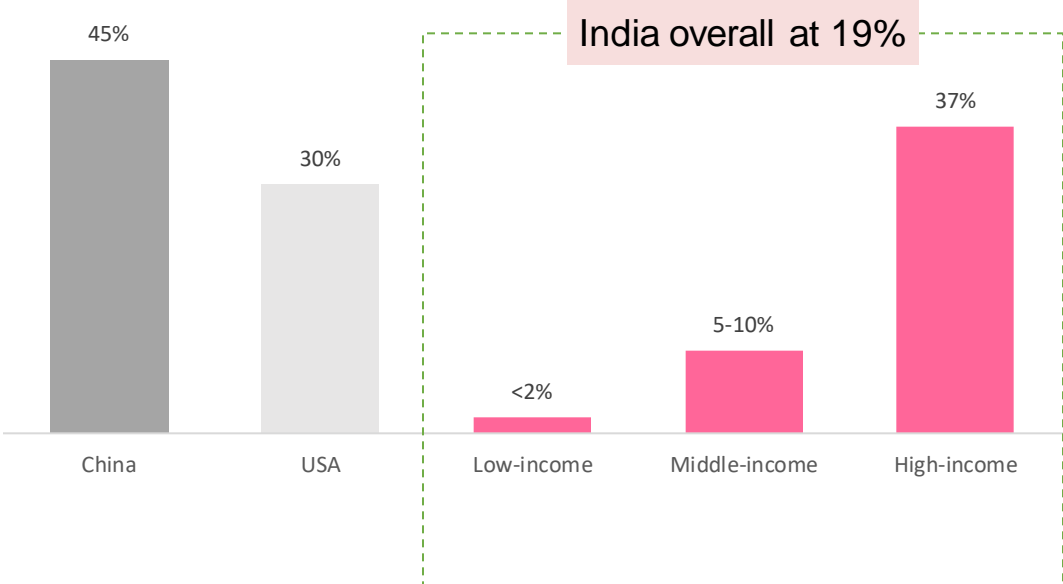
Nykaa is currently at \$130 spend of Fashion per customer

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

Sources: Statista, World Bank

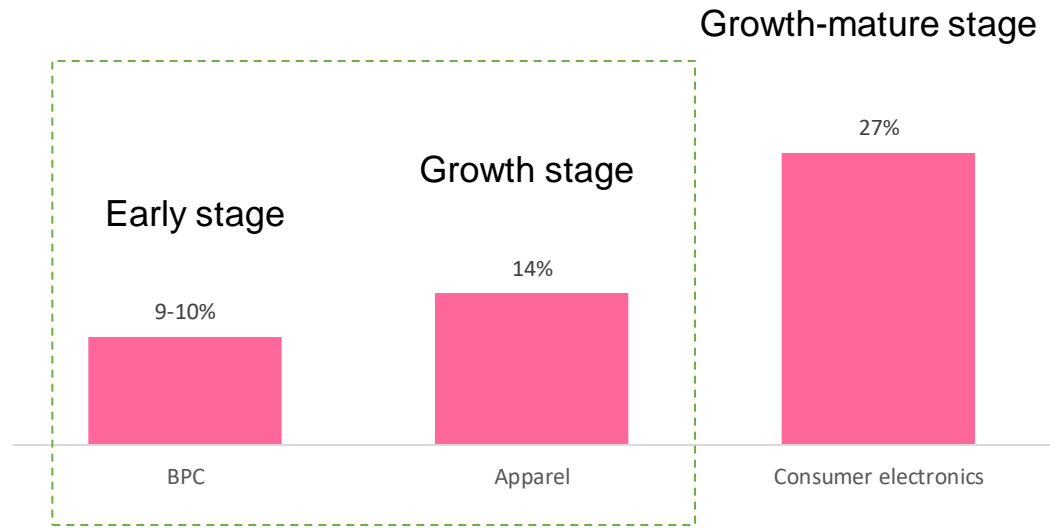
# Discretionary Spends: To witness strong growth given demographic and economic shifts

Share of ecommerce in retail spend



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

Value share of ecommerce by category

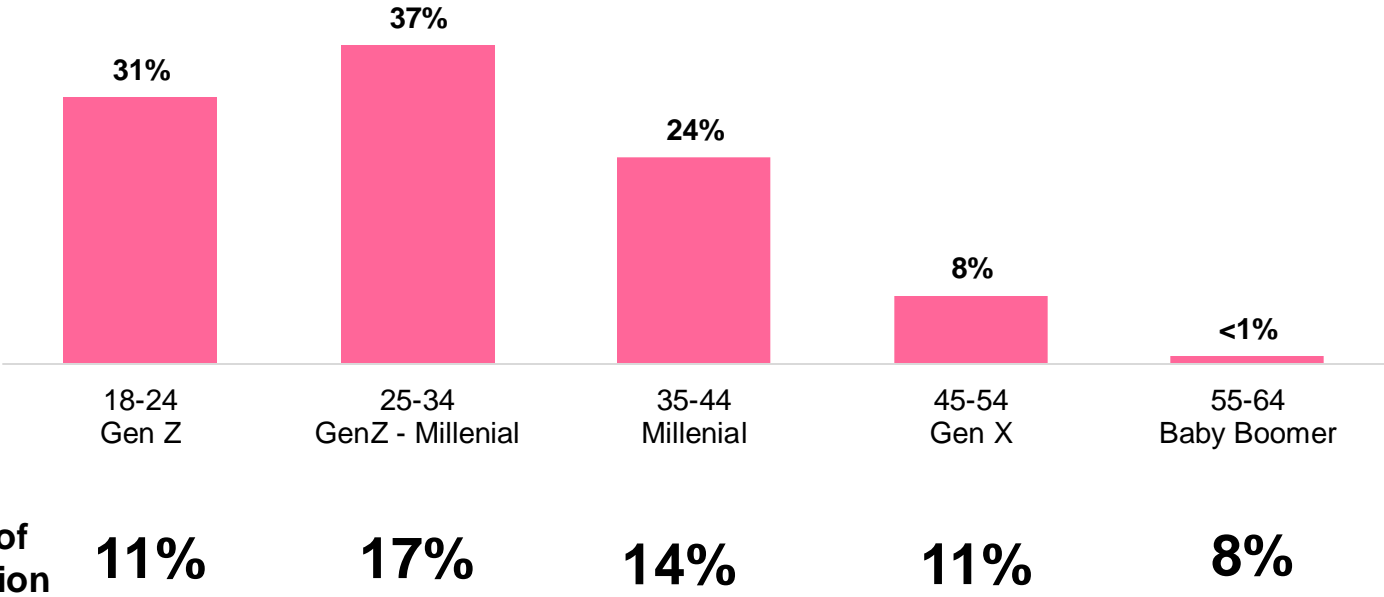


**While overall ecommerce penetration in India is at 19%; BPC and Fashion are under indexed and set to grow as incomes rise**

Note: Retail excludes food category ; Source: Credit Suisse

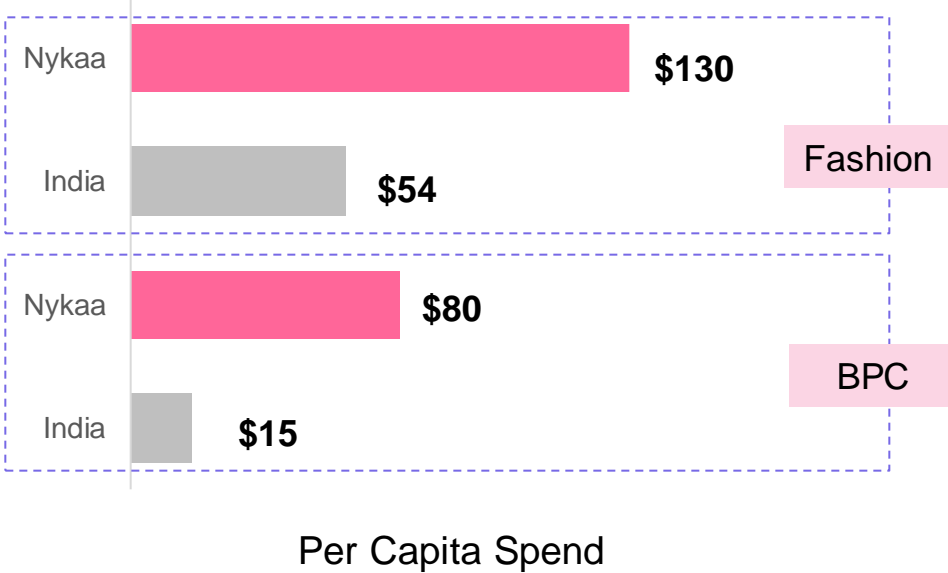
# BPC & Fashion: To witness strong growth given demographic and economic shifts

Share of e-com transactions by age group



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

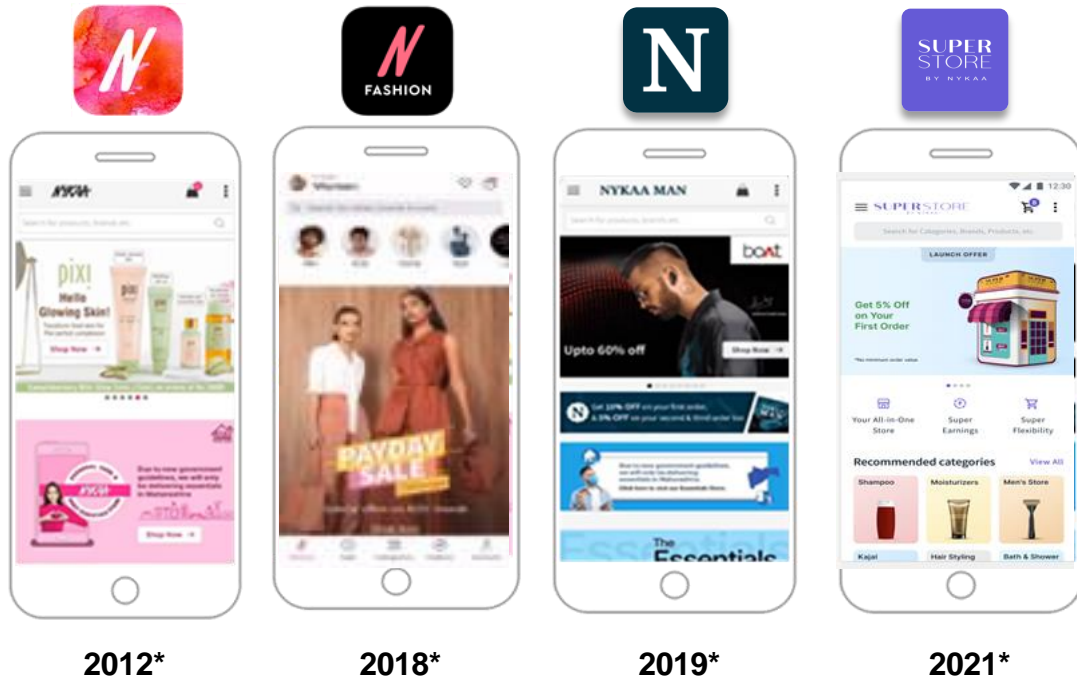
BPC & Fashion per capita in India



**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**



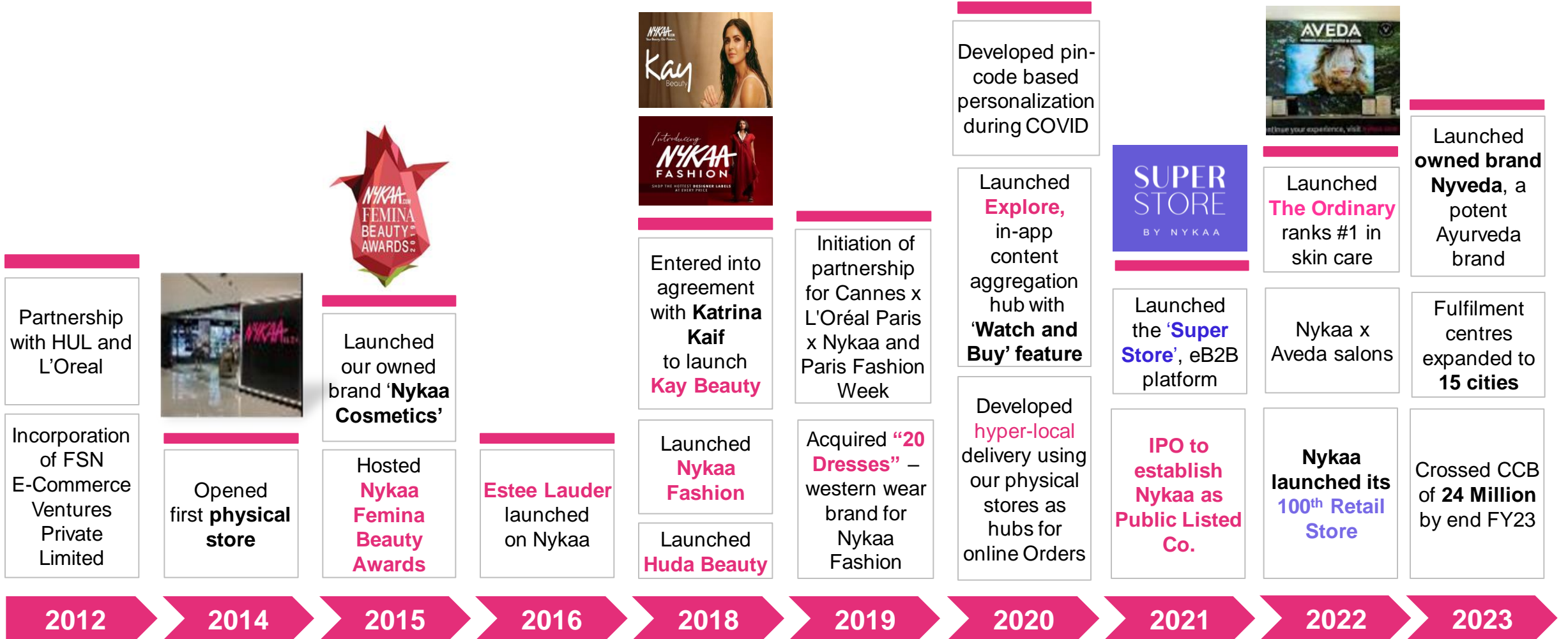
**Fashion Physical Store**

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

# Nykaa Playbook – Art of Retailing

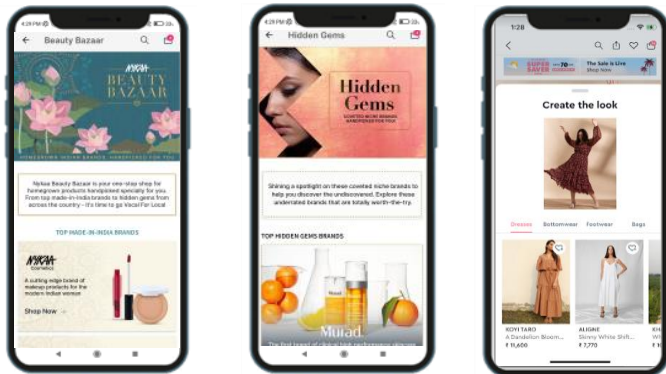
## Curation



Authenticity

Style driven, Aspirational and Newness

Personalized Discovery



1. As on March 31, 2023

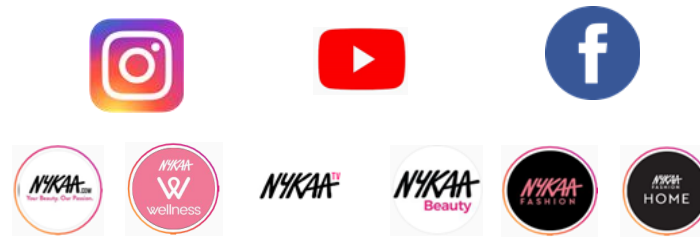
## Content



Content Led Marketing using social media

Influencer Marketing

Education & Awareness



~15 million Social Media followers  
as on March 31, 2023

## Convenience



Omni channel experience

Seamless discovery to delivery

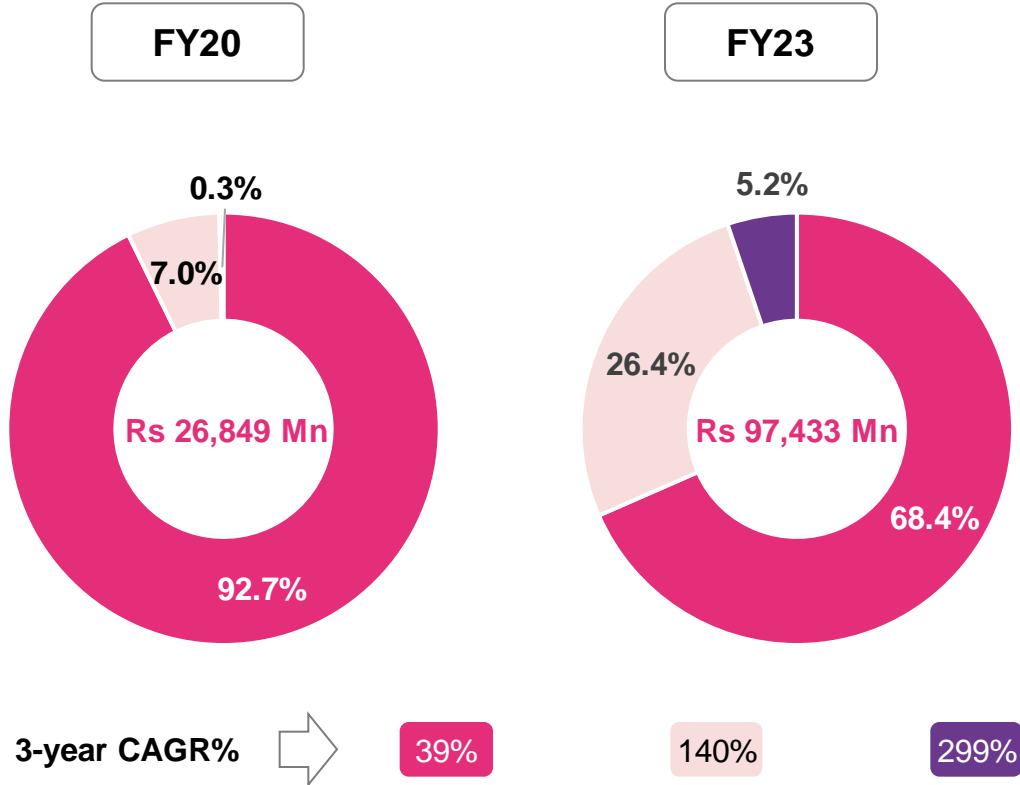
Beauty Advisory and Interactive Customer service

154 Stores<sup>(1)</sup>  
across 60 cities<sup>(1)</sup>

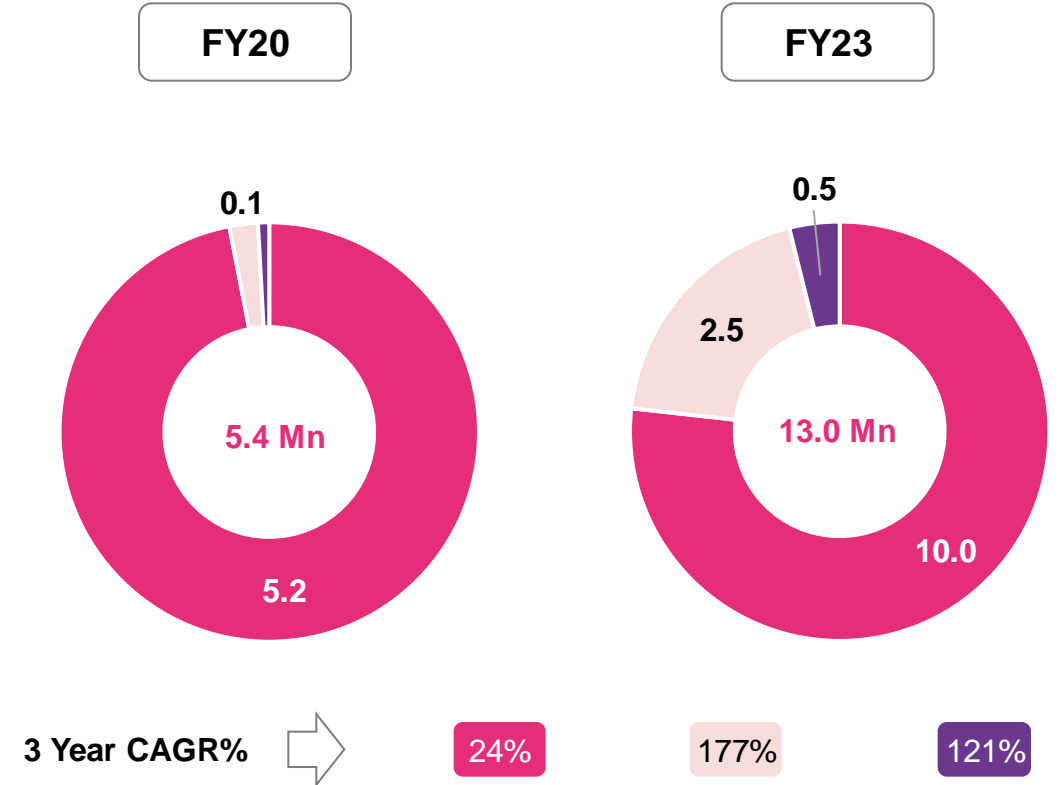
➔ BPC + Fashion

# Diversification of our business

## GMV (Rs Mn)



## Annual Unique Transacting Customers (Mn)



Cumulative Customer base of **24 Mn+** in FY23

■ BPC    ■ Fashion    ■ Others(1)

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

1 Others includes our new businesses NykaaMan, eB2B platform "SuperStore by Nykaa", International, LBB and Nudge. Others in FY20 includes only NykaaMan

2. The Annual unique transacting customers across the verticals may have overlap



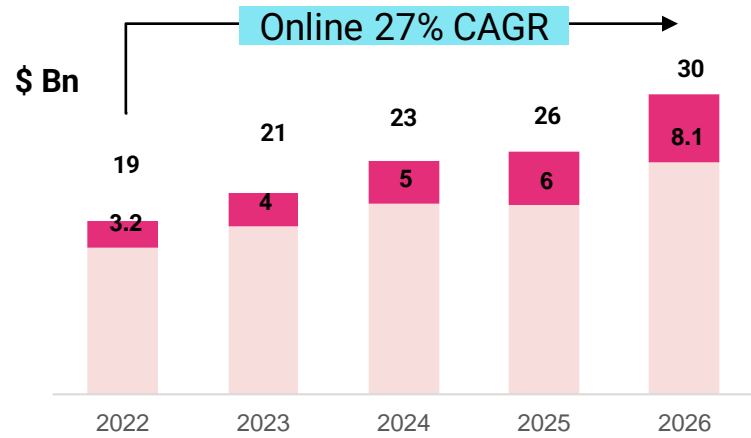
*NYKAA*

**Beauty  
& Personal Care**



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

## Beauty & Personal Care Market Size

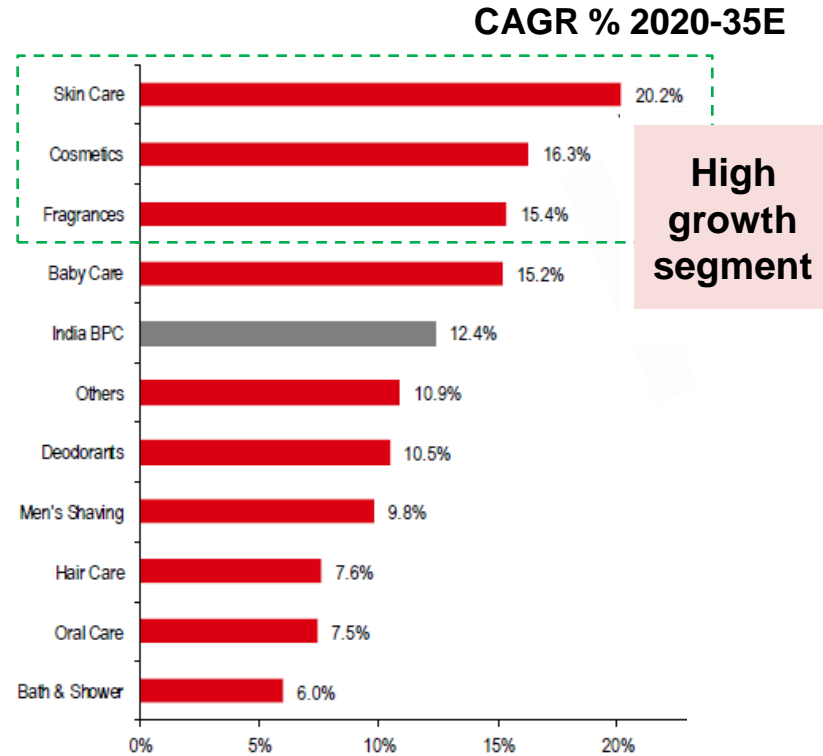


Overall BPC: 8-10% CAGR

Online BPC: 27-29% CAGR

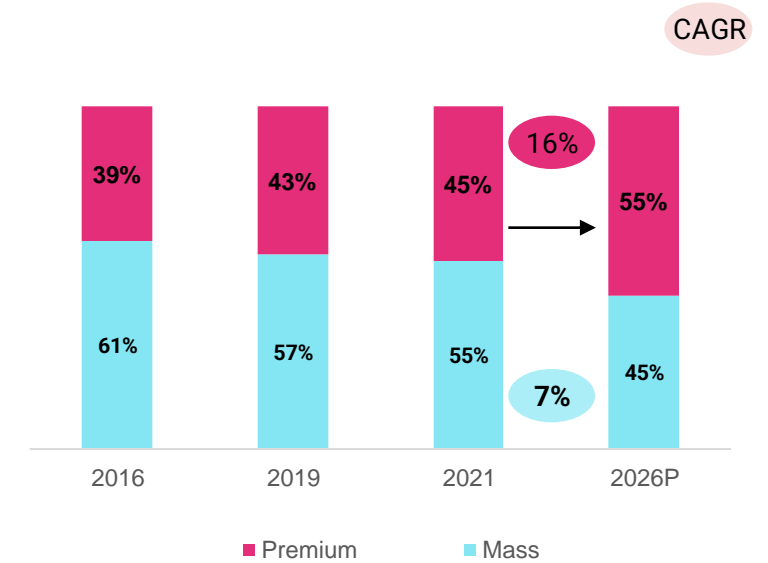
Online will continue to take market share from offline

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



# Key Growth Strategies

## Core Value Proposition driving our growth



1

Driving **customer acquisition** and **retention** across the **funnel journey**



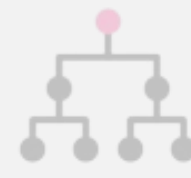
2

Deep **relationships** with a diverse set of **domestic & international brands**



3

Penetrating across the **value chain and channels** to address the **larger TAM**



4

Creating, acquiring, and scaling a portfolio of **independent and new age consumer-first brands**

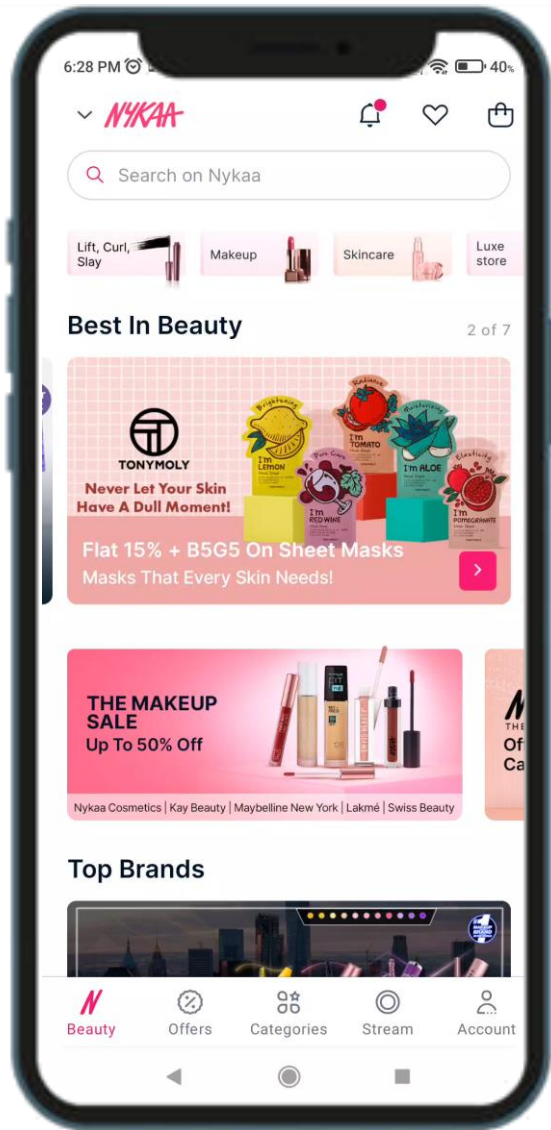


5

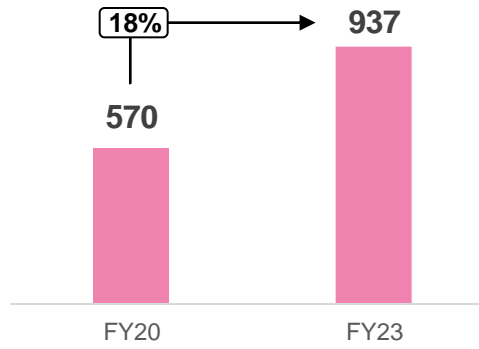
Developing **new ways of selling** and a **holistic consumer connect**

# Nykaa BPC – Overview

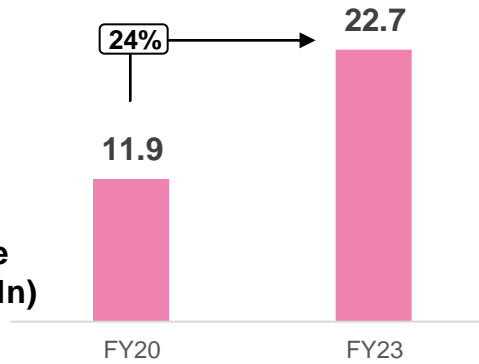
% 3-year CAGR



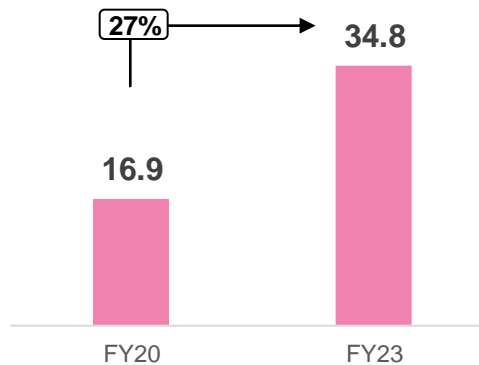
Visits (Mn)



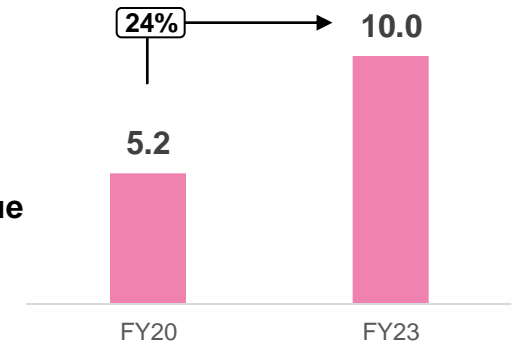
Monthly Average Unique Visitors (Mn)



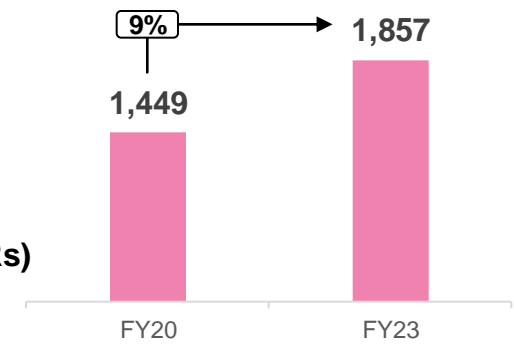
Orders (Mn)



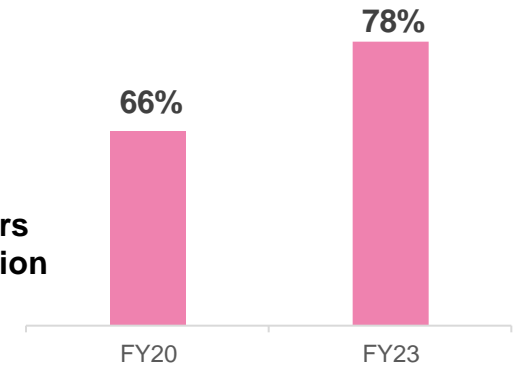
Annual Unique Transacting Customers (Mn)



AOV@MRP (Rs)



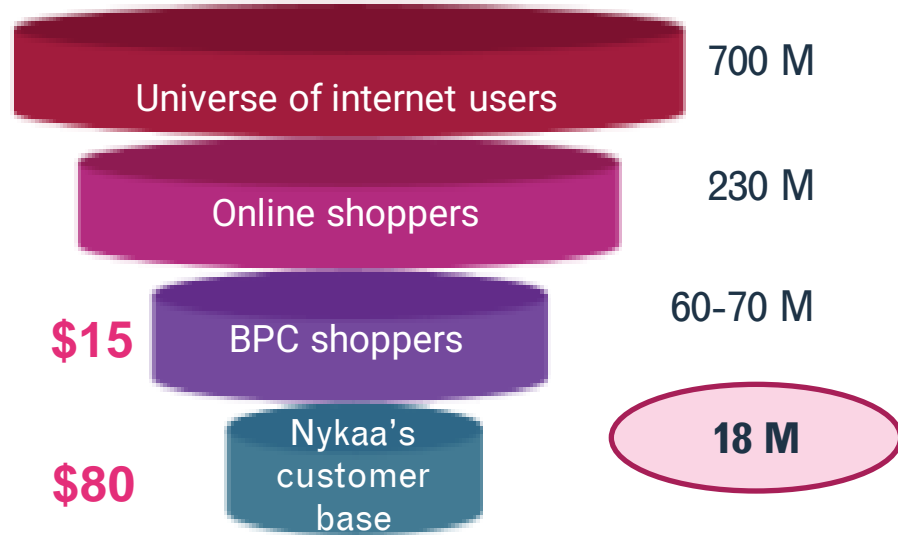
Existing buyers GMV Contribution (%)



Order to visits conversion was 3.0% in FY20 v/s 3.7% in FY23

# Our Customer demographics and their journey on our platform

## 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

**4x**

Orders per year per customer

# Key Growth Strategies

## Core Value Proposition driving our growth



1

Driving **customer acquisition** and **retention** across the **funnel journey**



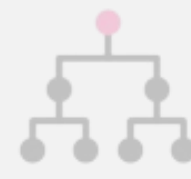
2

**Deep relationships** with a **diverse set of domestic & international brands**



3

Penetrating across the **value chain and channels** to address the **larger TAM**



4

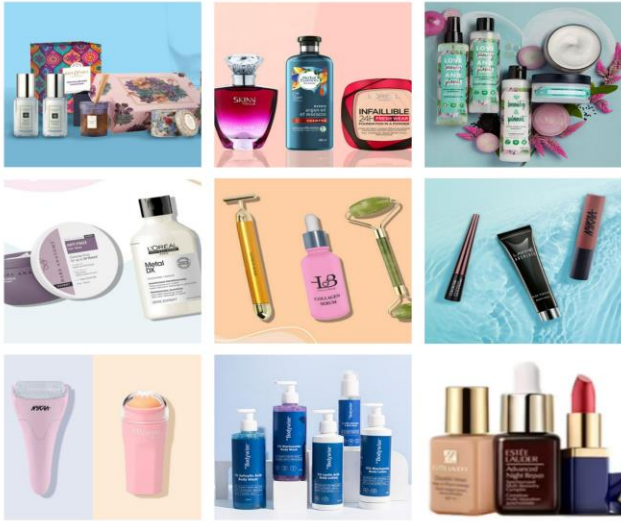
Creating, acquiring, and scaling a portfolio of **independent and new age consumer-first brands**



5

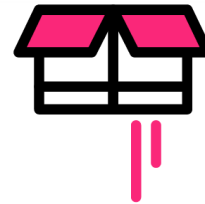
Developing **new ways of selling** and a **holistic consumer connect**

# Strong symbiotic relationship with our brand partners



**3,400+ Brand Partners<sup>(1)</sup>**

[International, Domestic, D2C Brands, FMCG, Imports, Global]



**Brand Launches**

- 1 Launch of **Anomaly** in 2022 in India, a haircare brand by Priyanka Chopra
- 2 Launch of **Ordinary** exclusively in 2022 through an unique and engaging content; Reach of ~8 Mn
- 3 Launched **Acne Squad** (HUL) in 2022, exclusively on Nykaa.com
- 4 Launched **Sol de Janeiro, Nudestix** in 2021
- 5 Launched **Charlotte Tilbury** in 2020, exclusively on Nykaa.com



**Marquee Sale Events**

- 1 **Nykaa Summer Super Saver Days'22**
- 2 **Hot Pink Sale'22: 47% YoY GMV growth**
- 3 **Pink Friday'22: 40% YoY GMV growth**
- 4 **Pink Love Sale'22**



# Authentic offerings from brands across all price points and categories

Partner of choice for the best global & domestic brands

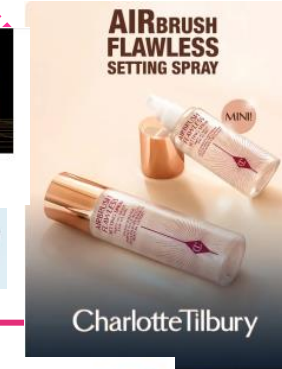
Luxury

ASP: 2000



HUDEBEAUTY

Anomaly



CharlotteTilbury

Wide assortment ensuring something for everyone

International brands

ASP: 1500-3000

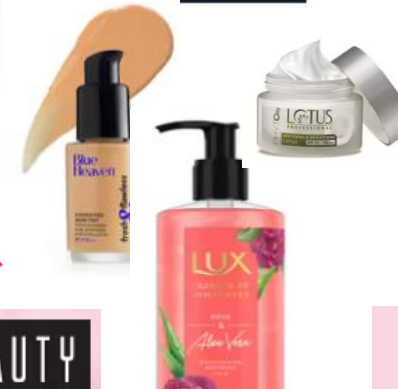
Masstige brands

ASP: 600



INSIGHT®  
Make - up Essentials

SWISS BEAUTY



Mass brands

ASP: 300

Global Store

Contract & registration

Price & GTM

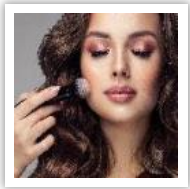
Marketing & brand building

Distribution

After sale support



# Authentic offerings from brands across all price points and categories



Makeup



Skin



Hair



Bath and Body



Fragrance



Others (1)



## Inventory led: Authenticity & better customer experience

The image displays six Nykaa-Guarantee Authenticity Certificates, each for a different brand. Each certificate features the Nykaa-Guarantee logo at the top, followed by the brand name and a detailed text block explaining the authentication process. The brands shown are HUDA BEAUTY, L'ORÉAL PARIS, LANEIGE, HINDUSTAN UNILEVER LIMITED, MAC, and innisfree. The certificates are presented in a grid layout, with each one showing the brand's logo and the specific text of the authenticity guarantee.

**3,400+(2) Brands across Luxury, Prestige and Value Categories**

1. Others category includes Mom & Baby, Health & Wellness, and Naturals  
 2. As of March 31, 2023

# Our Journey with Estée Lauder Companies over the years



**2016**

Launched Estée Lauder brands.  
First Luxury Group to partner with Nykaa



**2018**

Launched Smashbox and Aveda



**2019**

ELCA brands launch in Nykaa On Trend doors



**2020**

Launched Too Faced, Jo Malone London



**2021**

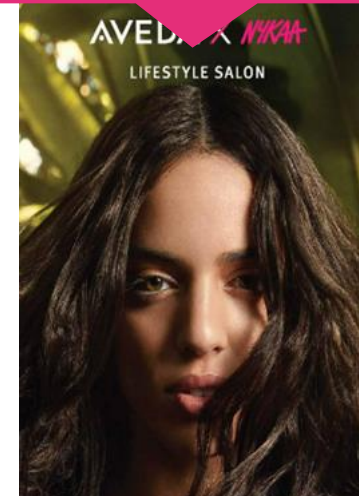
Launched Tom Ford



ESTÉE LAUDER COMPANIES & NYKAA PRESENT  
**BEAUTY&YOU**

**2022**

Launched The Ordinary exclusively; Partnered with ELCA to launch Beauty & You; Launched Nykaa X Aveda Salons (EBO)



# Our Journey with L'oreal over the years

**NYKAA**



**2012**

Nykaa is born

Launch of **L'Oréal** and **Maybelline** on Nykaa

L'ORÉAL  
PARIS

MAYBELLINE  
NEW YORK

**2014**

Launched **YSL & Armani**

First **physical store**



GIORGIO ARMANI



**2015**

Launched **Kiehl's**

*Kiehl's*  
SINCE 1851

**2016**

Launched **Nyx Cosmetics**

**NYX**  
PROFESSIONAL MAKEUP

**2021**

Launched **L'Oréal Professional** and **Matrix** on Nykaa.com

L'ORÉAL  
PROFESSIONNEL  
PARIS

**2023**

Launched **Lancôme**

LANCÔME  
PARIS

# Key Growth Strategies

## Core Value Proposition driving our growth



1

Driving **customer acquisition** and **retention** across the **funnel journey**



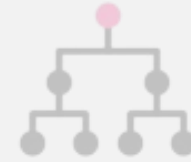
2

Deep **relationships** with a diverse set of **domestic & international brands**



3

Penetrating across the **value chain and channels** to address the **larger TAM**



4

Creating, acquiring, and scaling a portfolio of **independent** and **new age consumer-first brands**



5

Developing **new ways of selling** and a **holistic consumer connect**



# 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**



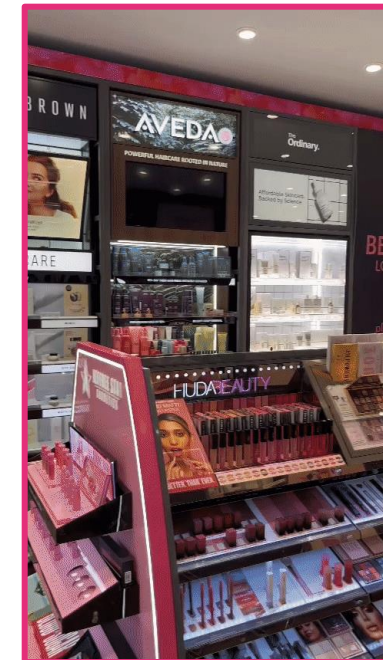
2 **30-40% of business for Premium brands comes from our Brick & mortar stores**



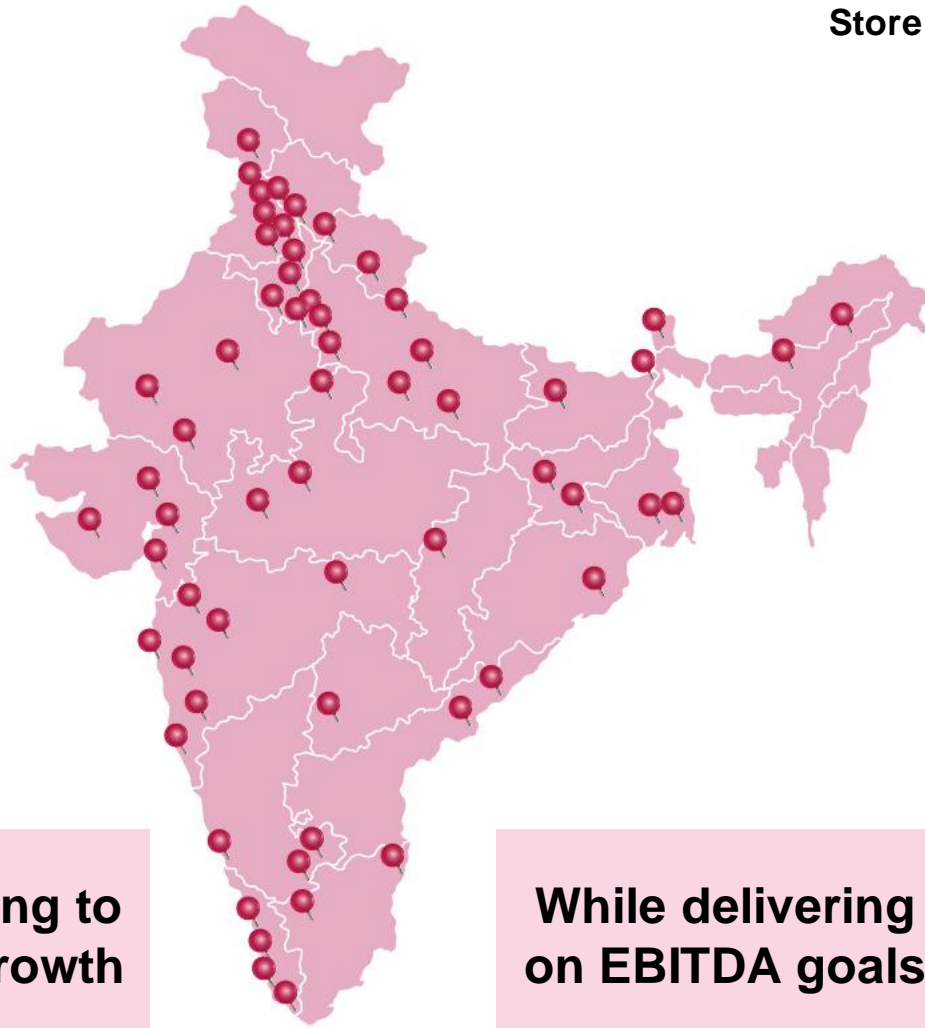
3 **Highly curated assortment of 80-100 brands only**



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



# Growing our Physical Footprint Efficiently to cater to consumer demand



Contributing to  
Top line growth

While delivering  
on EBITDA goals

Store Count (#) → 67

47% ← GMV 3-year CAGR %

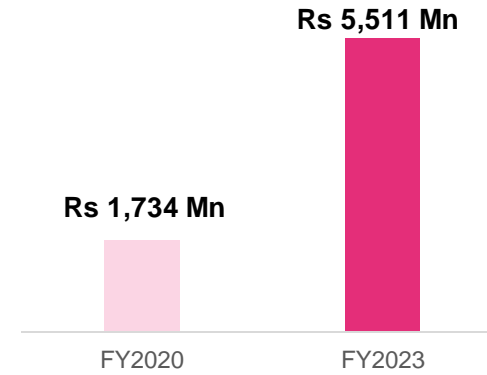
145

60

Cities in FY23

8.3%

Of overall BPC GMV



GMV & No. of stores

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



# Expanding our offline footprint to create multiple touch points



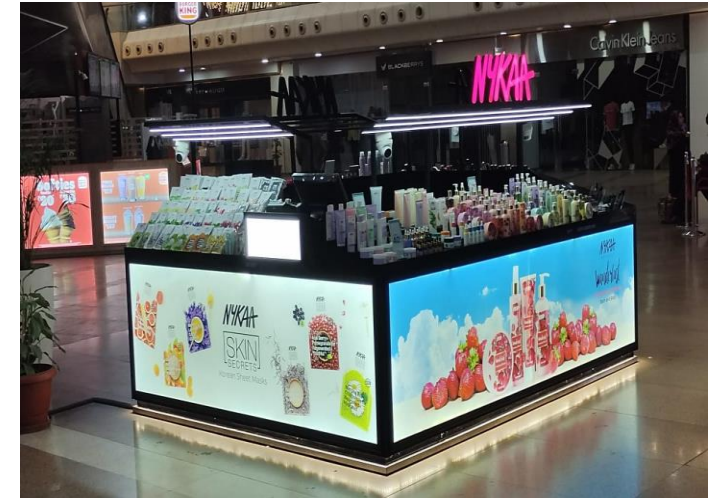
**NYKAA** LUXE  
THE LUXURY STORE

Collection of Luxury Beauty Brands  
from across the globe



**NYKAA** ONTREN

Collection of Hero Brands ranging  
from mass to premium



**NYKAA**  
KIOSK

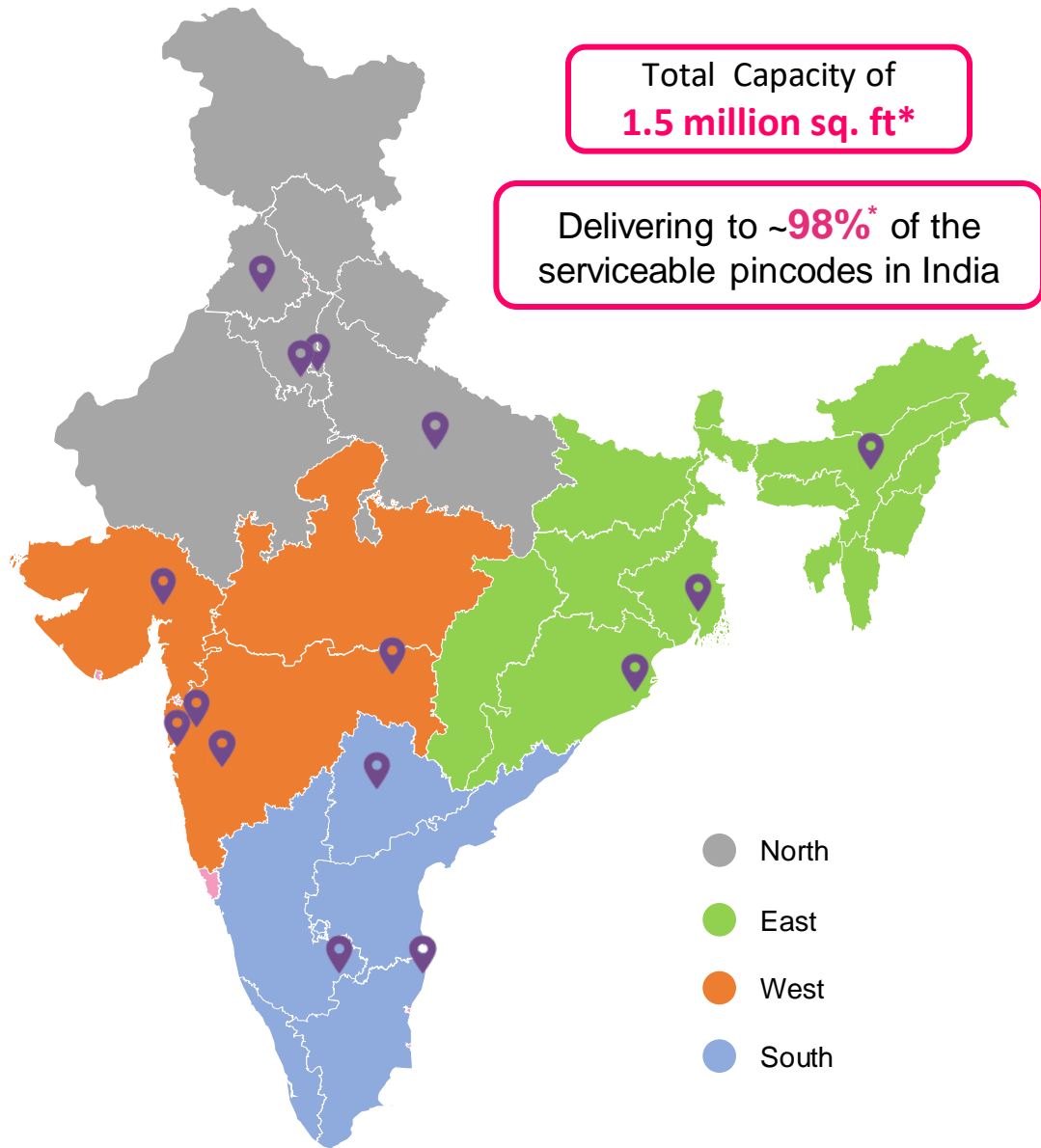
Collection of our House of Brands

**Dedicated BA support** with strong training for **personalized selling through recommendations**

Capability for **hyperlocal delivery**, and to **accept endless aisle orders** making its entire online assortment available to the store-consumer

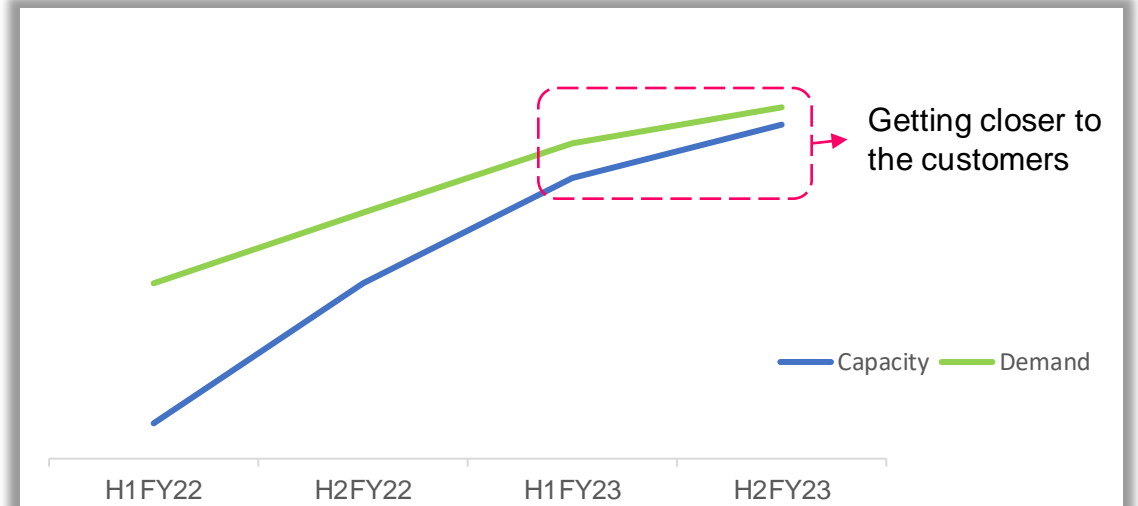
Ability to **drive footfalls** into stores via the app

# Strategic regionalization of our fulfilment centres



\* 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)

# Key Growth Strategies

## Core Value Proposition driving our growth



1

Driving **customer acquisition** and **retention** across the **funnel journey**



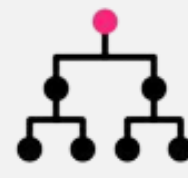
2

Deep **relationships** with a diverse set of **domestic & international brands**



3

Penetrating across the **value chain and channels** to address the **larger TAM**



4

Creating, acquiring, and scaling a **portfolio of independent and new age consumer-first brands**

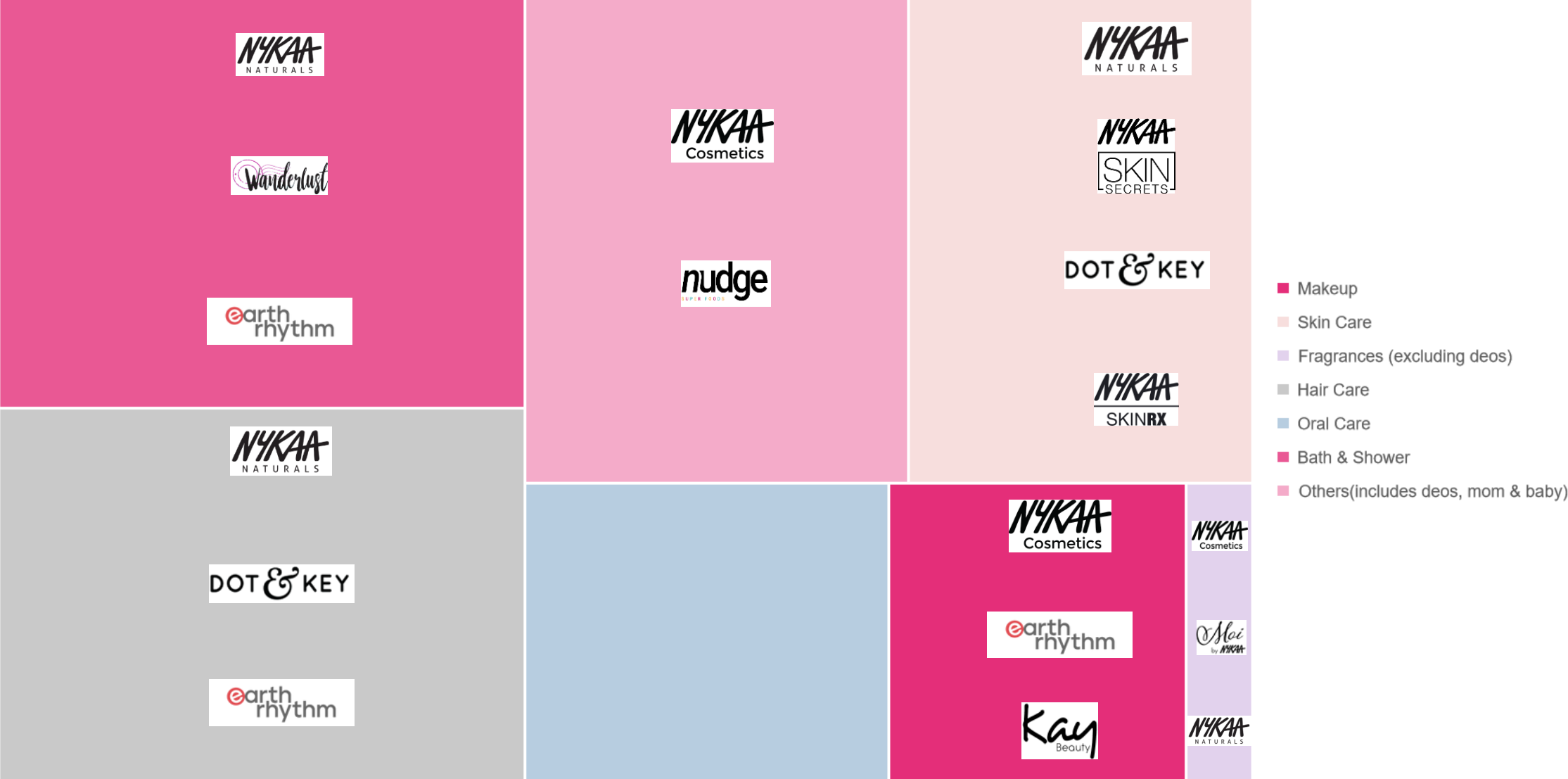


5

Developing **new ways of selling** and a **holistic consumer connect**

# House Brands: Focused play across categories

India BPC Market – Category wise breakup





# House of Brands: Offering across all BPC categories

Nykaa  
Cosmetics



Kay  
Beauty



Dot & Key

Earth  
Rhythm



Nykaa  
SkinRX



Nykaa  
Skin  
Secrets



NYVEDA



Nykaa  
Naturals



nudge



Moi by  
Nykaa



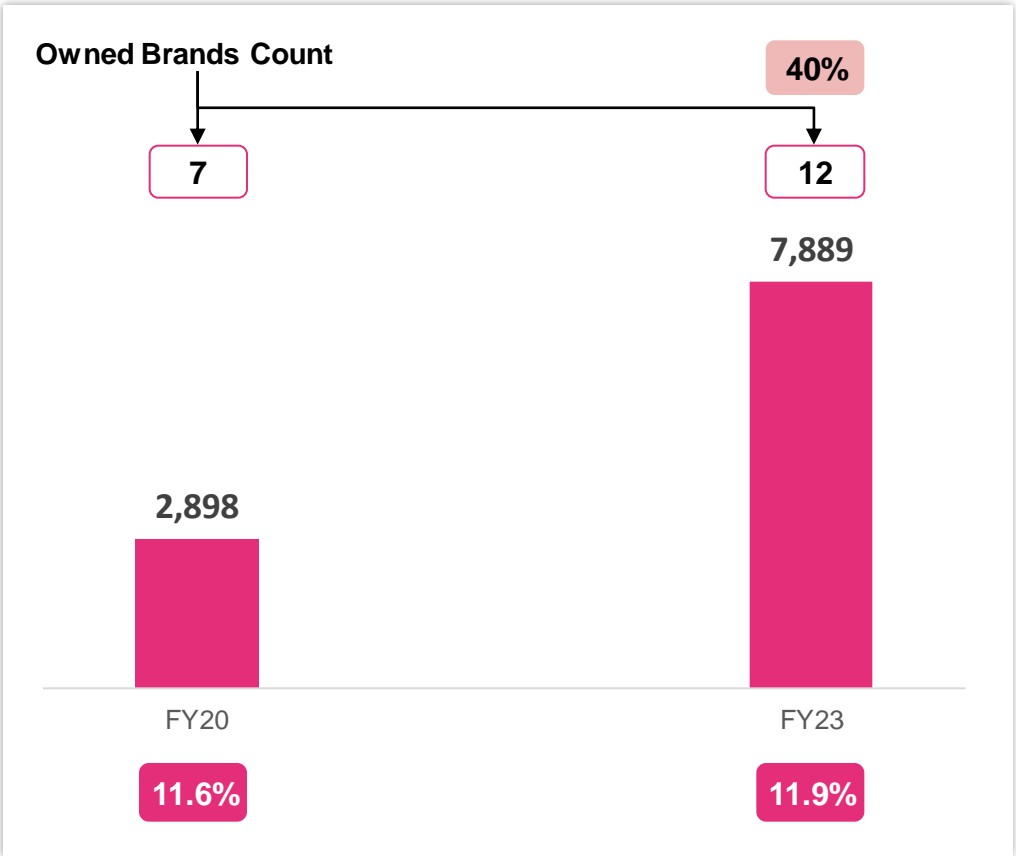
Wanderlust



# Growing distribution of our House of Brands

**%** 3-year GMV CAGR %

**%** Contribution of Owned Brands to Nykaa BPC GMV



**Annual GMV\*\***

- NYKAA Cosmetics** Rs 2,500 Mn+
- Kay Beauty** Rs 1,300 Mn+ each
- DOT & KEY** Rs 1,300 Mn+ each

**~1,600 SKUs\***

Distributed across **2,580\*** selective doors and **169\*** Modern Trade

Serving **5,400+\*** retailer through our eB2B "SuperStore"

Launch of owned brands across multiple categories by **understanding the gap in the India BPC market** and also to provide **curated assortment across all skin types and colour in India**

\* As of March 31, 2023  
 \*\* For FY2023



# Key Growth Strategies

## Core Value Proposition driving our growth



1

Driving **customer acquisition** and **retention** across the **funnel journey**



2

Deep **relationships** with a diverse set of **domestic & international brands**



3

Penetrating across the **value chain and channels** to address the **larger TAM**



4

Creating, acquiring, and scaling a portfolio of **independent** and **new age consumer-first brands**



5

Developing **new ways of selling** and a **holistic consumer connect**

# 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

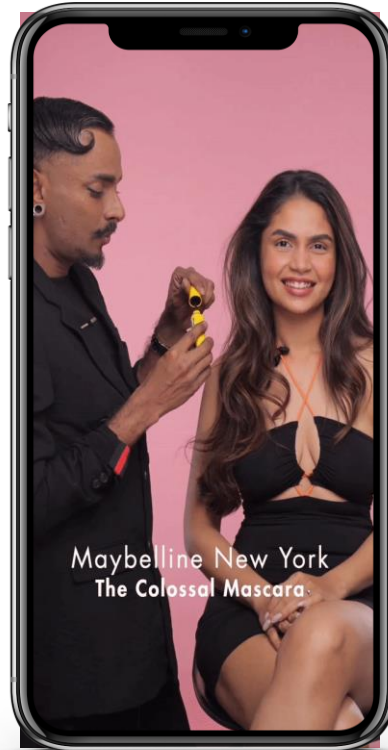
**2 Mn**

Monthly on app content engagement

**6000+**

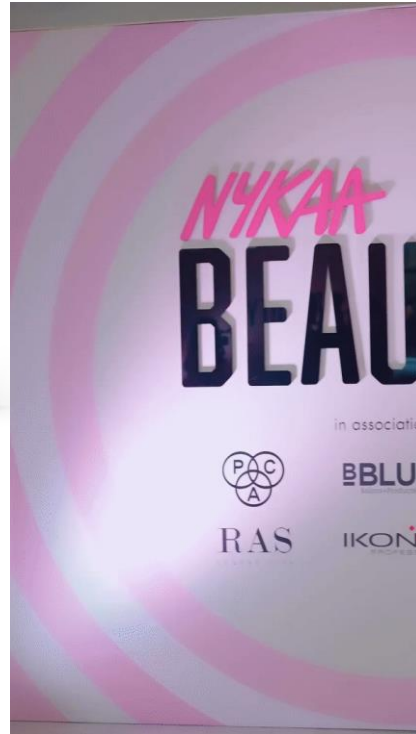
Shoppable videos on Nykaa app

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

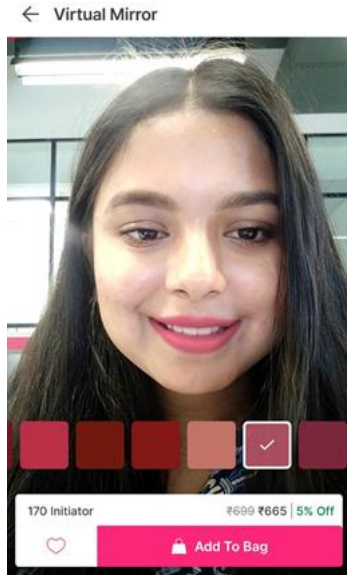
# Leading technology: Our backbone across the value chain

## Easing the purchase journey



Watch & Buy Live streams with influencers

### Virtual try ons



Multiple coupons: 1<sup>st</sup> in Industry experiment

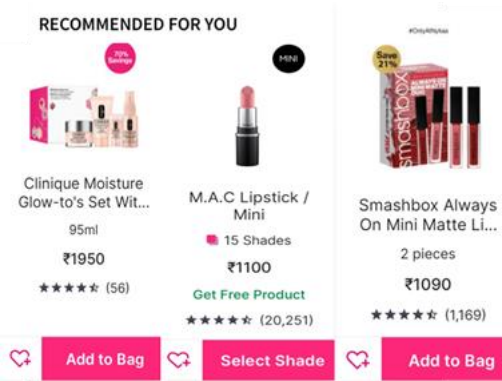
YAY! COUPON UNLOCKED

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

**NYK1ST** Collect

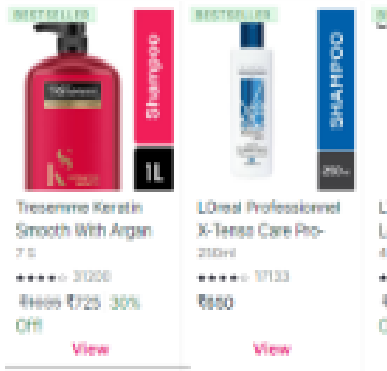
All collected Coupons can be found in [My Coupons](#) >

## Personalised shopping experience



Recommendation widget based on customer cohorts

### Continue Shopping for Shampoo

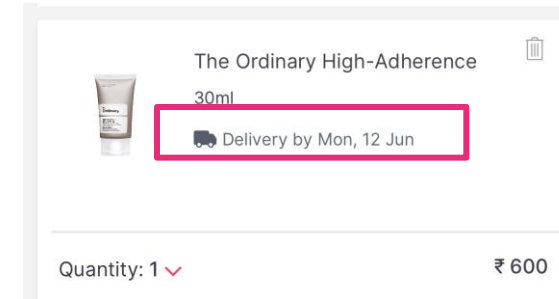


Pick up the shopping bag where you left off!

## Seamless post order journey

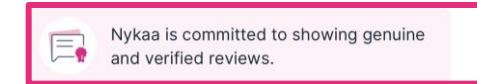


Digitizing our warehouses through paperless picking



Launched EDD with ~90% delivered within promised date

### Ratings & Reviews



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**





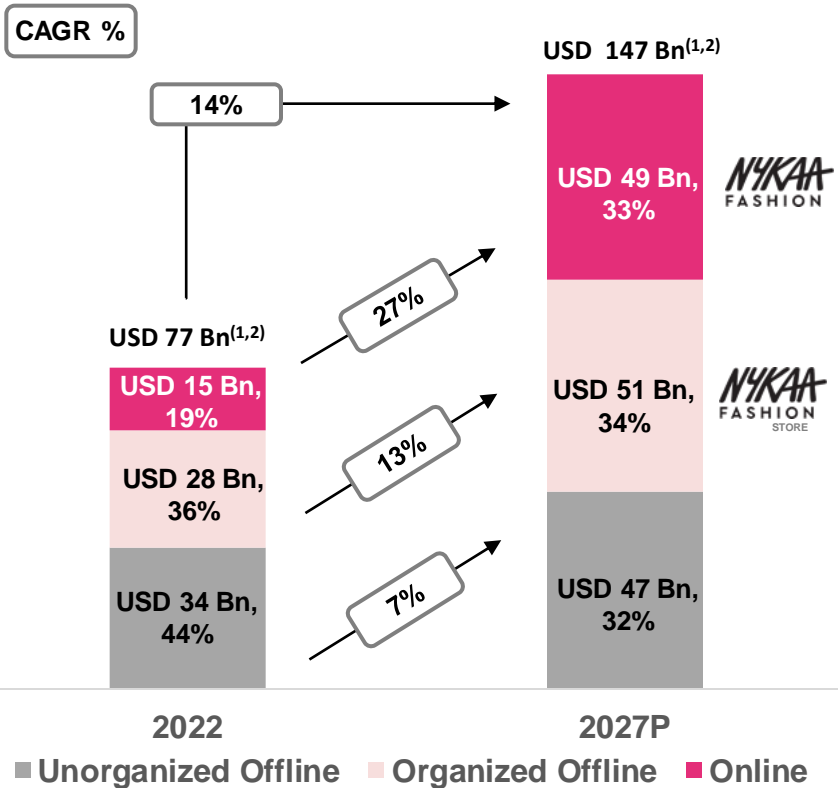
**NYKAA**  
Fashion



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

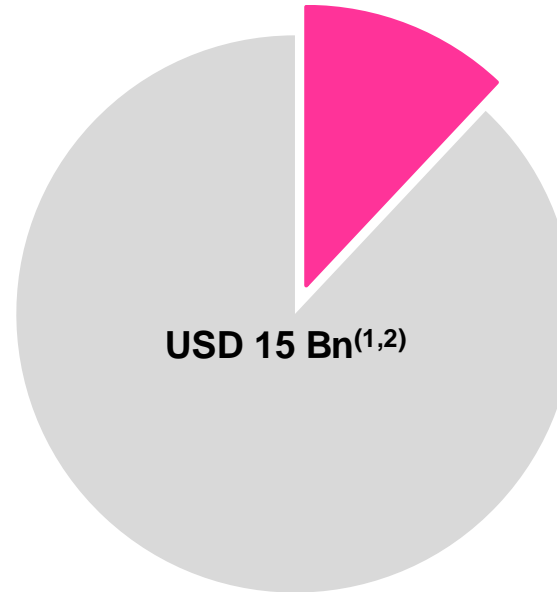
Nykaa Fashion is positioned well to capitalize on the disproportionate growth in the online premium + masstige segments

## Fashion Market Size



## Online Premium fast-growing segments\*

Online Premium Fashion Market (AOV > Rs 1,500) : 10 -15%

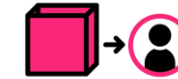


Premium fashion market in India is expected to grow **3.5 times** by 2030

## 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

# 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

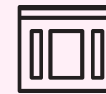


**High TAM** but primarily focused on the mass segments

## 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**

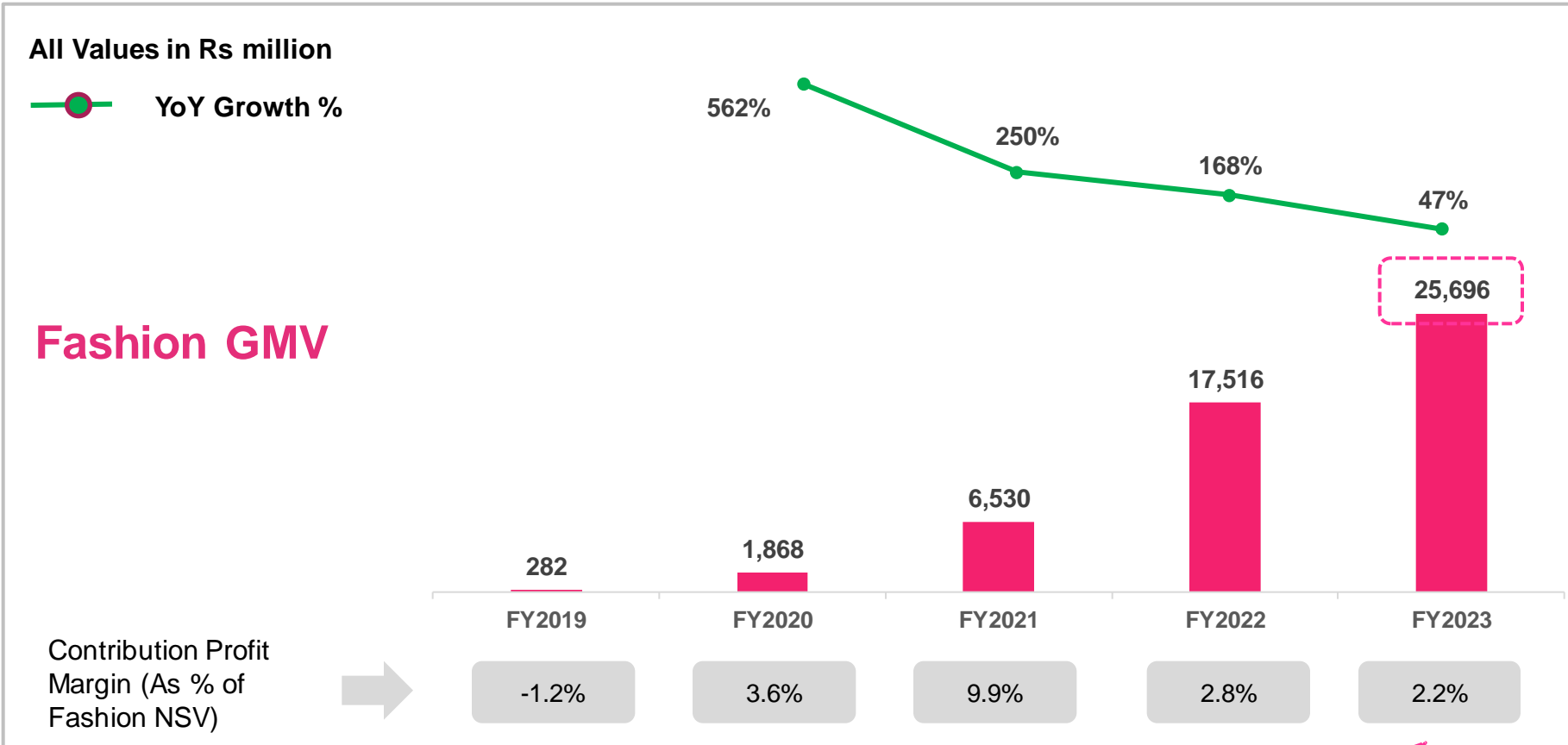


Becoming a **preferred partner for brands** to launch their new season styles; bringing alive their stories and collections across touchpoints



**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



**16%**  
share of the premium online fashion market<sup>1</sup>

**#2**  
most preferred platform<sup>2</sup> of choice among customers

**~25%**  
Contribution from new season merchandise<sup>3</sup>

**~20%**  
sales at zero discount<sup>3</sup>

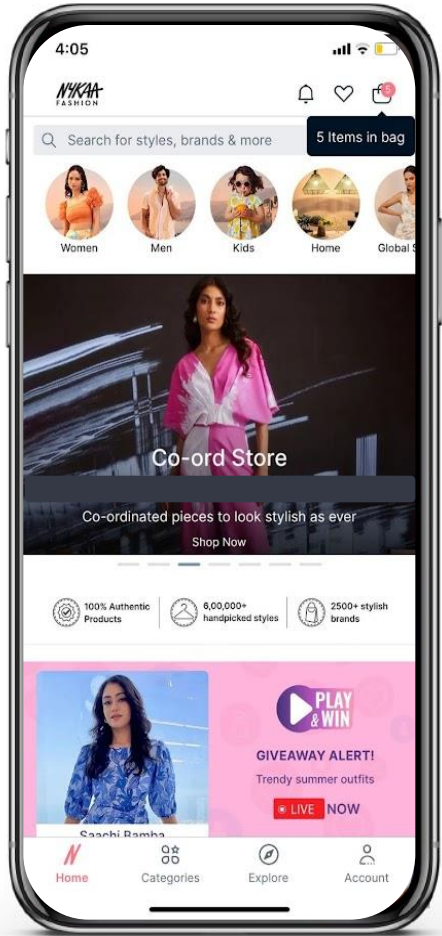
Though operating in a much more crowded and fragmented space, the **scale Fashion has achieved in year 5** is comparable to that of **Beauty's in year 8**

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

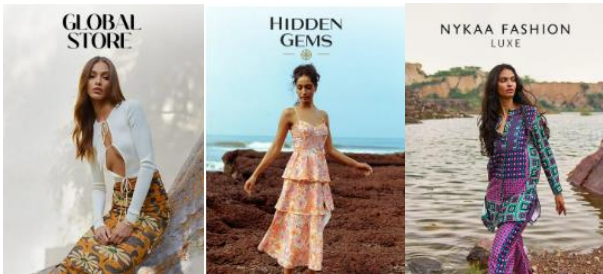
# The Fashion business has scaled rapidly in the last 5 years

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 MBOs<sup>1</sup>

4 EBOs<sup>2</sup> for Nykd

118 3P MBOs<sup>2</sup> across owned brands

900+ selective doors<sup>2</sup> for distribution

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

# Optimizing the leakages in fashion

## Returns



Fashion e-commerce returns are a growing problem for online retailers due to various factors like sizing issues, fabric quality or design different from what shown online

**NYKAA**  
FASHION

## Solutions

Sophisticated data mining to reduce COD orders and encouraging online payments



Partnering with brands and creating a standard size guide enabling shoppers to be more confident in their purchases



Improve the information provided on the PLP with details on fabric type, quality, source of origin and more





# Key Growth Strategies

## Core Value Proposition driving our growth



1

Acquiring and retaining  
customers



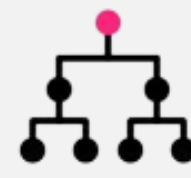
2

Strengthen external  
brand assortment



3

Exploring new operating  
models



4

Accelerate Owned  
Brands Strategy



5

Technology led  
innovations across  
the platform

# Key Growth Strategies

## Core Value Proposition driving our growth



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Acquiring and retaining customers



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Strengthen external brand assortment



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Exploring new operating models



4

Accelerate Owned Brands Strategy

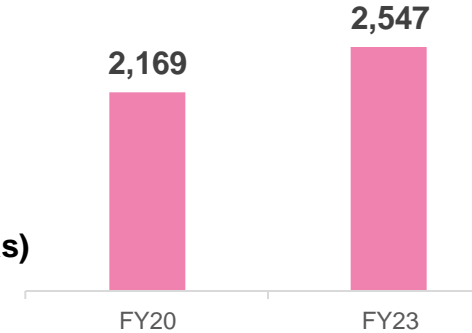
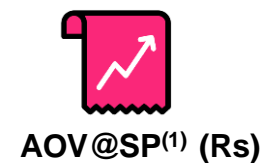
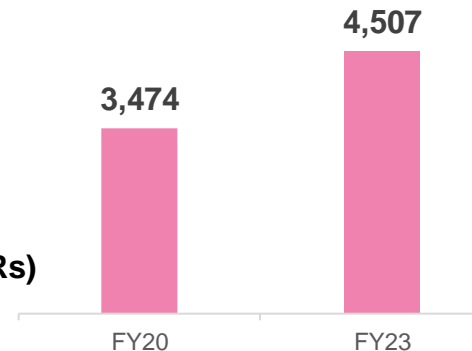
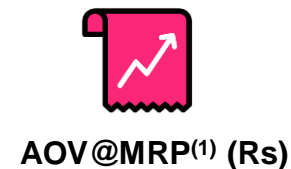
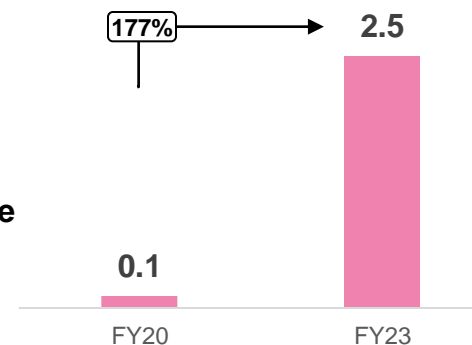
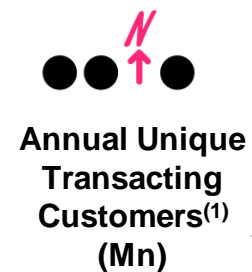
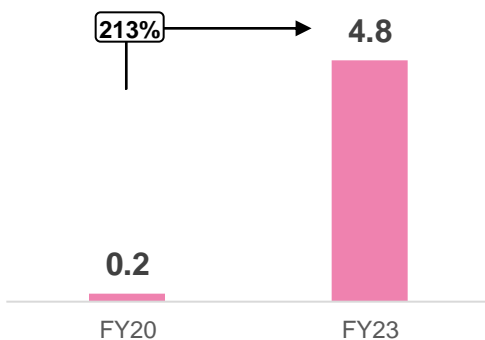
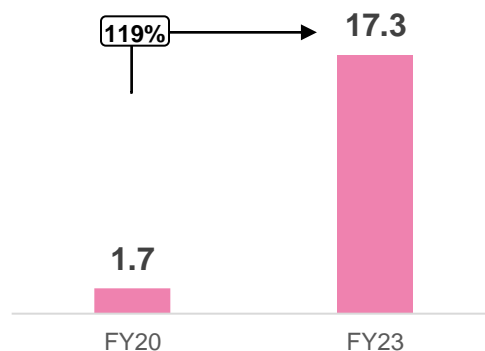
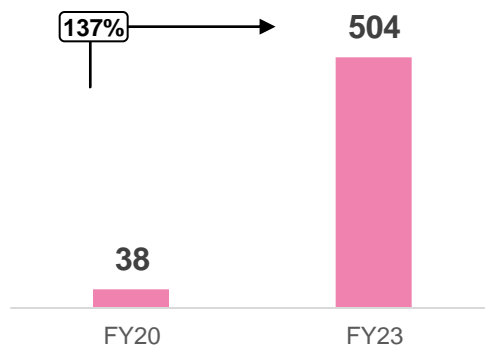
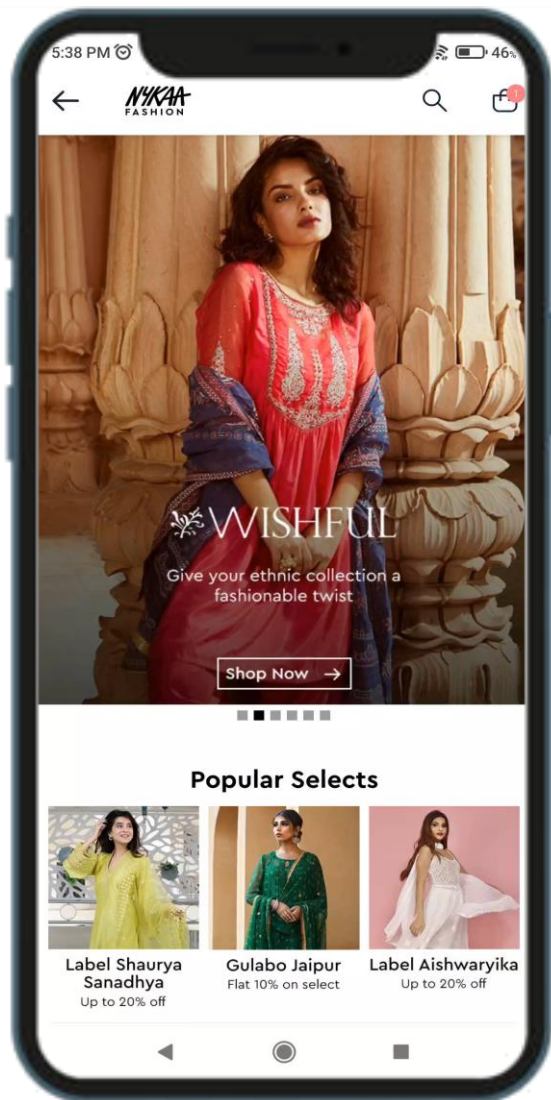


5

Technology led innovations across the platform

# Targeted Approach to Customer Acquisition

% 3-year CAGR



**40%**<sup>1,2</sup>  
GMV driven by existing customers

**~INR 9K**<sup>1</sup>  
Annual Spend by our average customer

**~INR 25K**<sup>1</sup>  
Annual Spend by our top quartile of customers

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

Order to visits conversion<sup>(1)</sup> was **0.4%** in FY20 v/s **1.0%** in FY23

# Key Growth Strategies

## Core Value Proposition driving our growth



1

Acquiring and retaining customers



2

Strengthen external brand assortment



3

Exploring new operating models



4

Accelerate Owned Brands Strategy



5

Technology led innovations across the platform

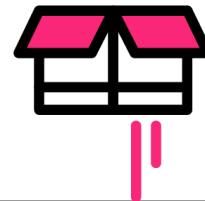
# Strong connect with brands to offer a differentiated curated collections



**2,850+ Brand Partners\***

Mix of Global, International, Domestic, National brands

*[Added 2,000+ Brands from FY20]*



**Brand Launches**

Launch of renowned international and domestic brands



Nykaa Fashion celebrates the launch of **Global Store**, bringing the **hottest styles** and **latest trends** to India from around the world.



Fashion and Lifestyle event providing brands with an exclusive platform to showcase their collections and drive festive sales



Nykaa Fashion celebrates the launch of **Global Store**, bringing the **hottest styles** and **latest trends** to India from around the world.

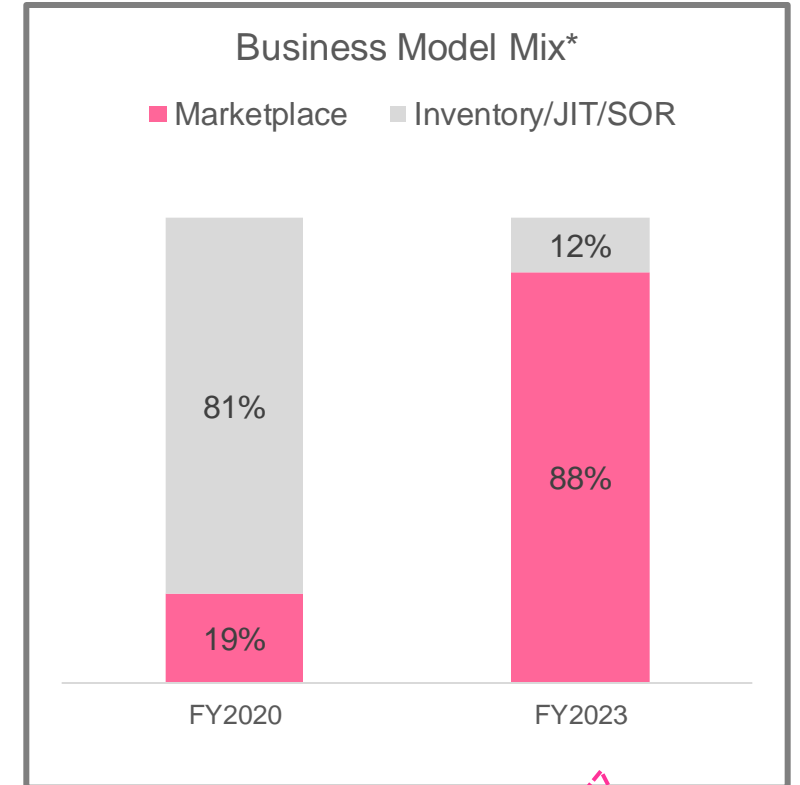
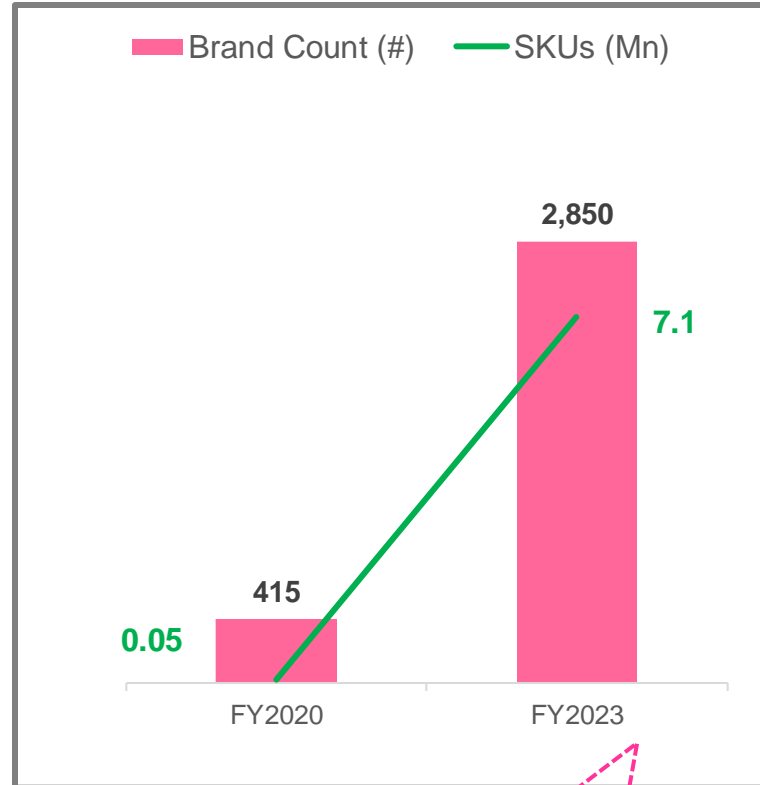


**Key Events**

\* As of March 31, 2023



# Brand partnerships and key business shifts have been our levers



Particulars	FY20	FY23
Revenue from Operations (Rs Mn)*	352	4,347
3-year CAGR (%)		131%

**~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

# Our pillars behind the scale and growth we've seen

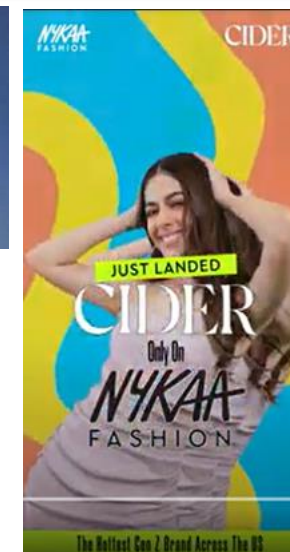
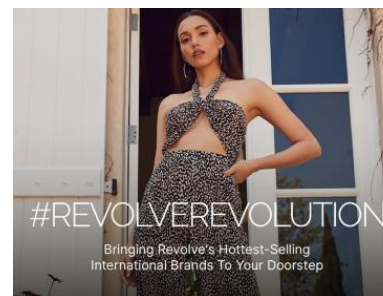
## Growth of key brands popular with the Indian audience



~700<sup>(1)</sup>

Brands including  
**Puma, Biba,  
Marks & Spencer  
Forever New,  
Adidas** and many  
more

## Global Store – bringing unique international brands to India



~650+<sup>(1)</sup>

Brands / Retailers  
like **Alo, Revolve,  
Cider, Little  
Mistress**

~25%<sup>(2)</sup> GMV  
contribution to  
western wear  
offering on Nykaa  
Fashion

## Maintaining our differentiated assortment via thoughtful curations

### Hidden Gems



300+<sup>(1)</sup>  
Brands

~6%<sup>(2)</sup>  
GMV  
contribution  
to Nykaa  
Fashion

### First in Fashion

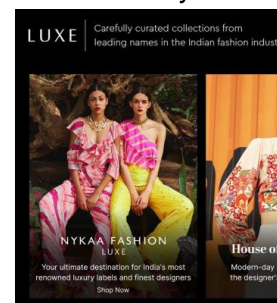


~1,200<sup>(2,3)</sup>  
Brands

~23%<sup>(2,3)</sup>  
GMV  
contribution  
to Nykaa  
Fashion

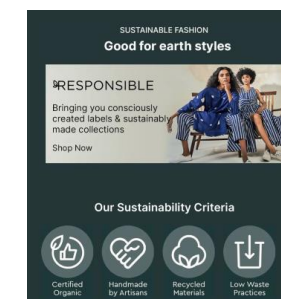
### Luxe

150+<sup>(1)</sup> Indian and  
Global luxury labels



### Responsible

600+<sup>(1)</sup> sustainable  
brands



1. Brands Listed on NykaaFashion.com as on March 31, 2023
2. For Q4 FY2023 A/W (Jan'23) and SS (Feb'23 and Mar'23) Collection sales on NykaaFashion.com
- 3.

# Key Growth Strategies

## Core Value Proposition driving our growth



1

Acquiring and retaining customers



2

Strengthen external brand assortment



3

Exploring new operating models



4

Accelerate Owned Brands Strategy



5

Technology led innovations across the platform



# 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



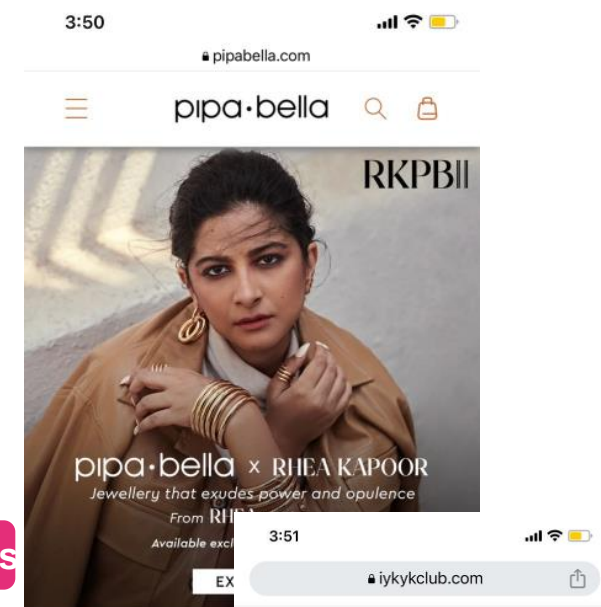
Average MBO store size of **2,938 sq. ft.**

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



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

## D2C Websites

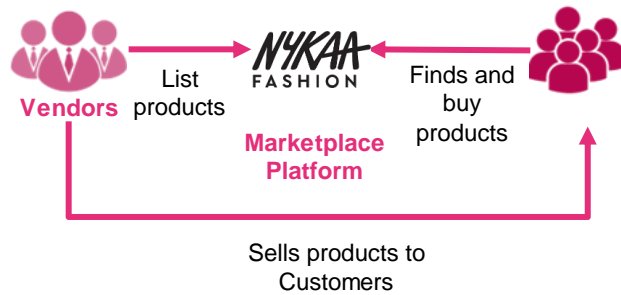


# Flexible fulfillment models supported by technology

While majority of our business is driven by marketplace, we've built the tech and ops capabilities in-house to cater to our customers via inventory-led and other hybrid models

## Our Capabilities

### Marketplace



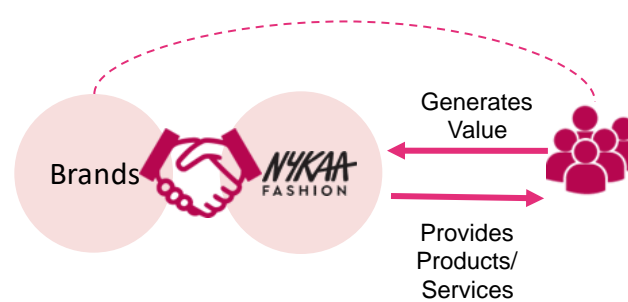
Built capabilities to pick up from:

1. **3P Stores**
2. **3P Warehouses**

Building capabilities to support pick up from **3P Franchisee Stores**

Majority of the 3P brands operate through marketplace model

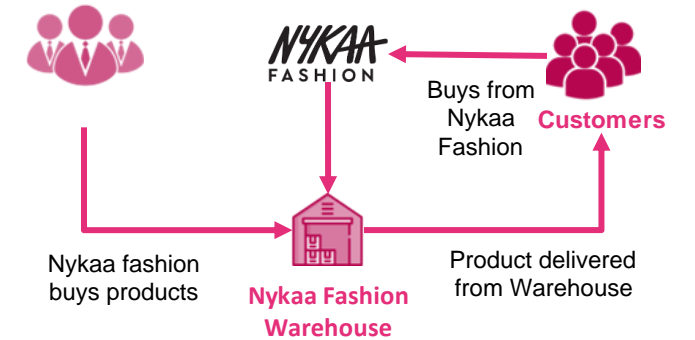
### B2B2C



**Improving customer convenience** by enabling them to leverage the benefits of both the brand and Nykaa Fashion platform

1. **Consolidated Pricing**
2. **Leverage all payment service** available for global/imports brands
3. **No KYC requirement** for purchasing global/import brands

### Inventory Led



**JIT**

Just-in-Time Inventory

**SOR**

Sales or return



# Key Growth Strategies

## Core Value Proposition driving our growth



1

Acquiring and retaining customers



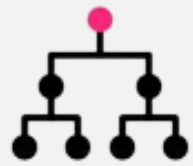
2

Deep relationships with a diverse set of domestic & international brands



3

Exploring new operating models



4

Accelerate **Owned Brands** Strategy

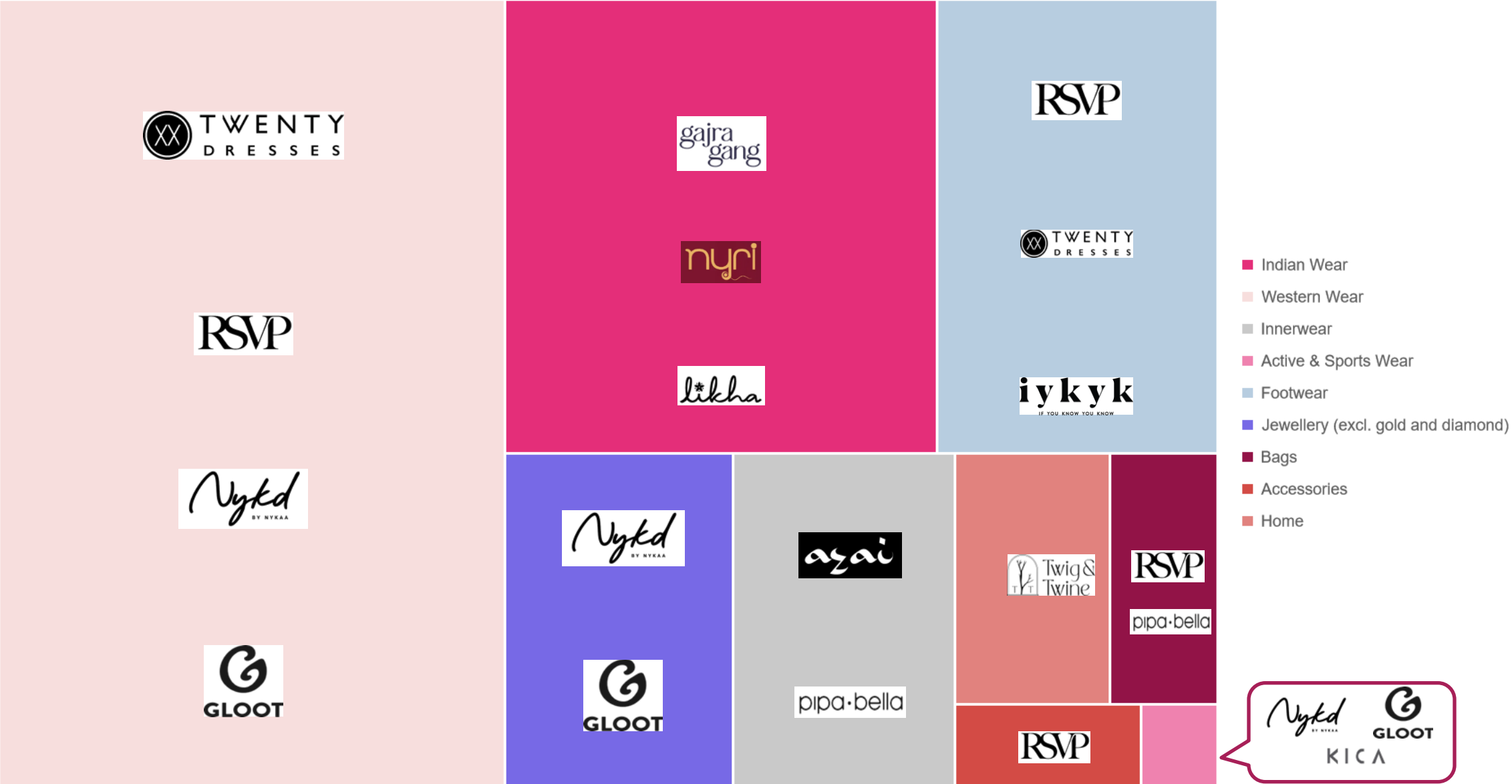


5

Technology led innovations across the platform

# House of Brands: Offering curated assortment across all categories

India Fashion Market – Category wise breakup



# House of Brands: Curated offering across all categories



Women Western Wear



Women Indian Wear



Women Lingerie and Athleisure



Jewellery & Accessories



Men's Innerwear & Athleisure



Home

# 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

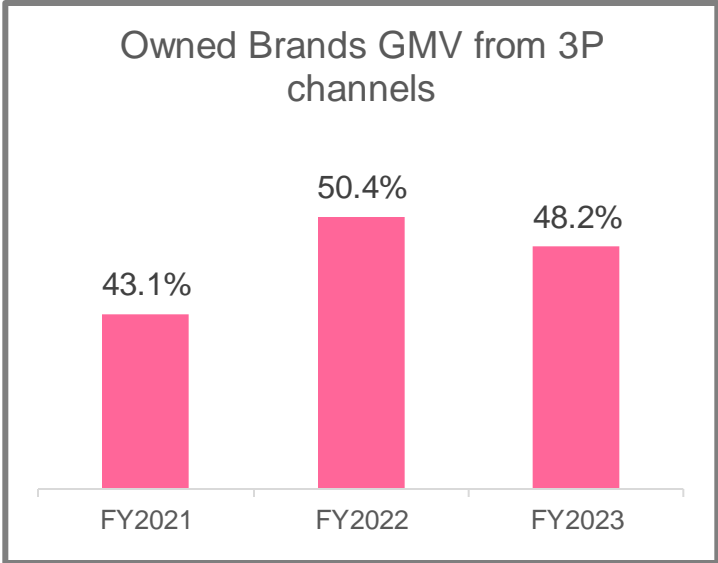
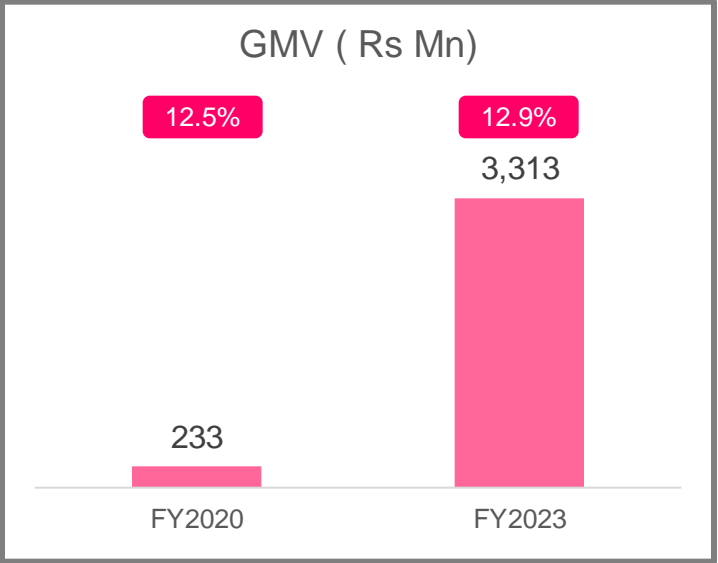
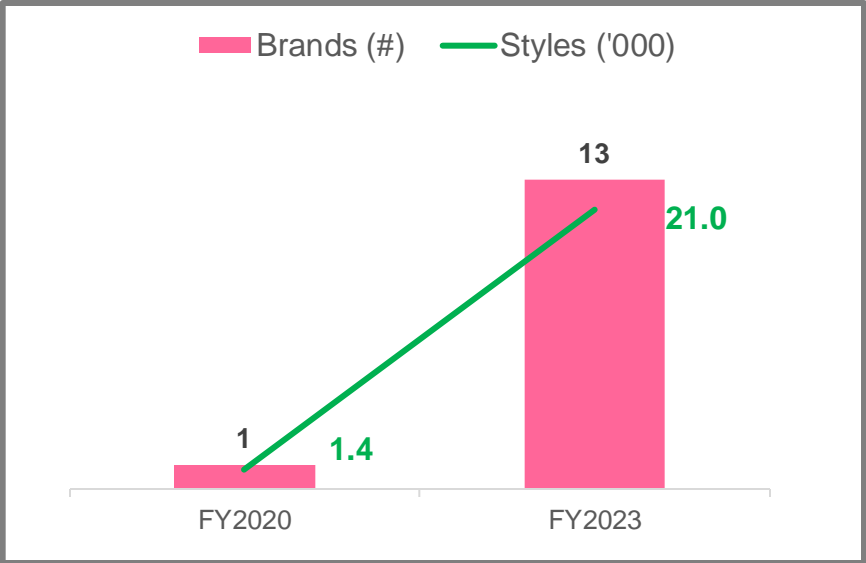
Our category expansion strategy has been thoughtful, keeping in view our key demographic and their evolving shopping habits

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 – 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



#

Owned Brands Count

%

Owned brands GMV as % of overall Fashion GMV



# House of Brands: Brands with National Traction



Twenty  
Dresses –  
Annual  
GMV INR  
1,500 Mn+



Nykd –  
Annual  
GMV INR  
850 Mn+



# Key Growth Strategies

## Core Value Proposition driving our growth



1

Acquiring and retaining customers



2

Strengthen external brand assortment



3

Exploring new operating models



4

Accelerate Owned Brands Strategy



5

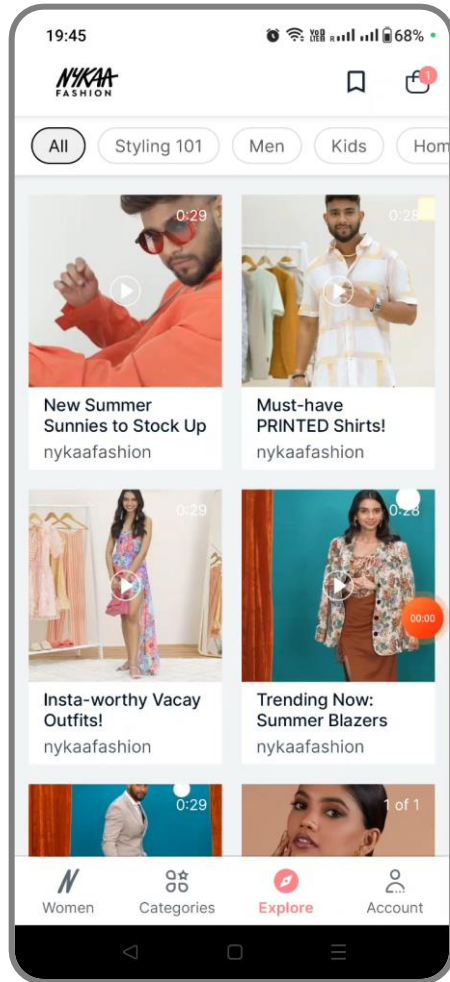
Technology led innovations across the platform



# Engaging customers on and off the platform

## 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*

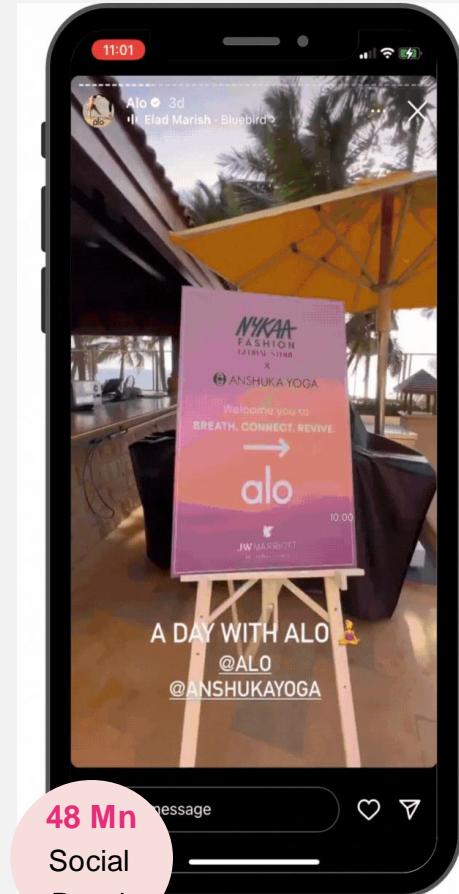


## Editor's Picks

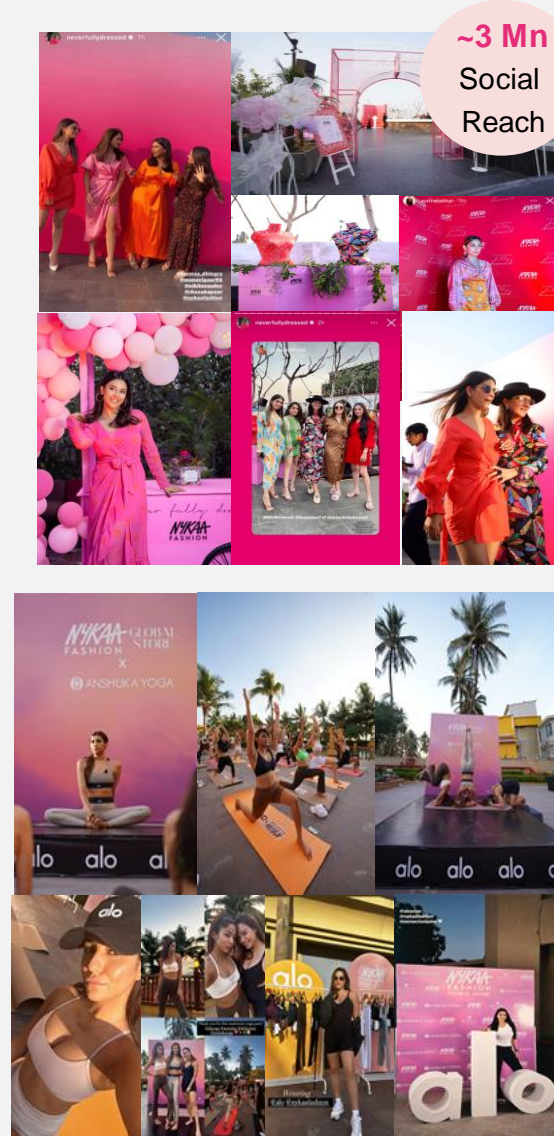


## Events and Launches

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



48 Mn  
Social  
Reach



# Enhancing the buying journey across touchpoints

## Personalization

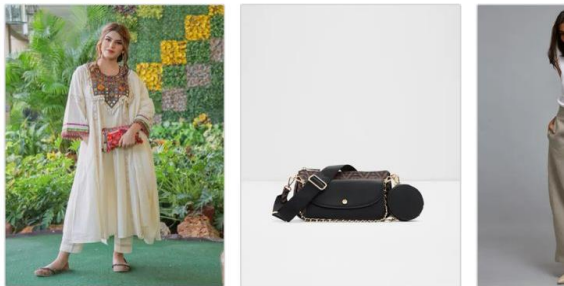
Launching hyper personalised recommendations to customize the discovery experience

Are you still searching for Co-ords?



ORDINAREE Daisy 3-piece Co-ord... ₹2,880 ₹3,200 10% Off  
ORDINAREE Vivid Viola Co-ord Se... ₹3,150 ₹3,500 10% Off

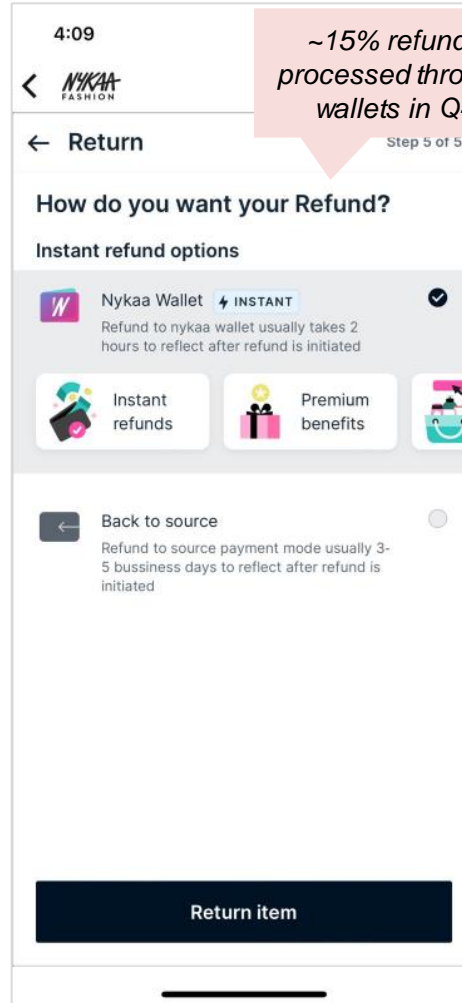
We think you'll love



Ekavira Jashna Kalidar Off Wh... ₹11,400 ₹12,000 5% Off  
Aldo DINNA240 Brown Pri... ₹8,999  
FableStre Linen Wick... ₹2,396

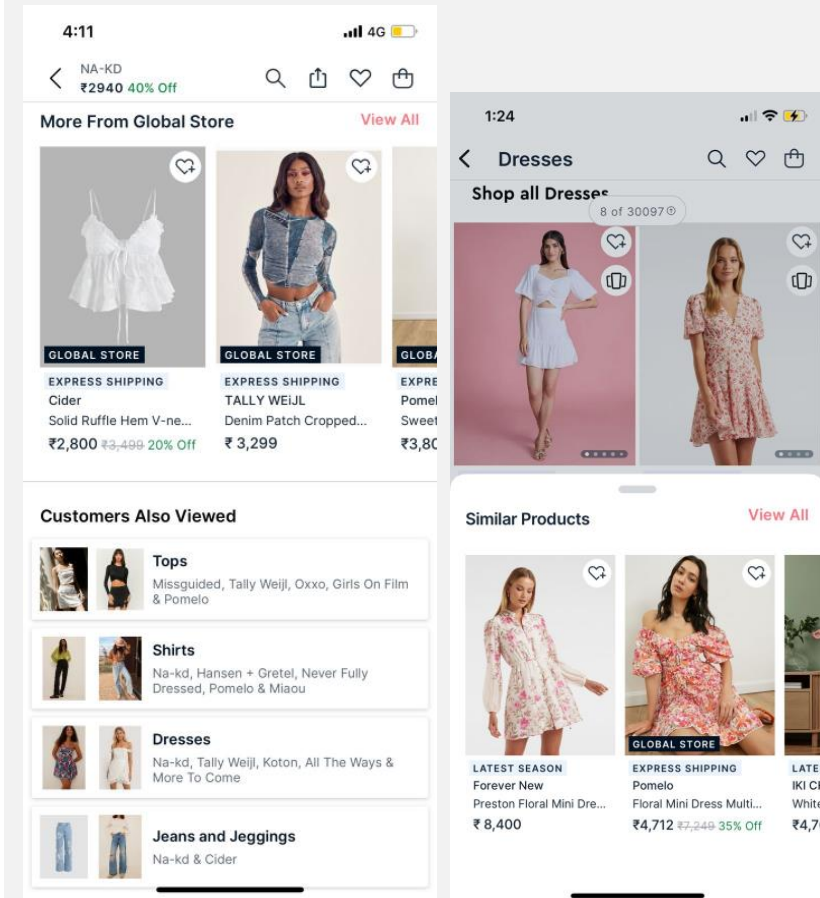
## Refund to Wallet

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



## Recommendation Engine

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



# 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+<sup>1</sup> 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

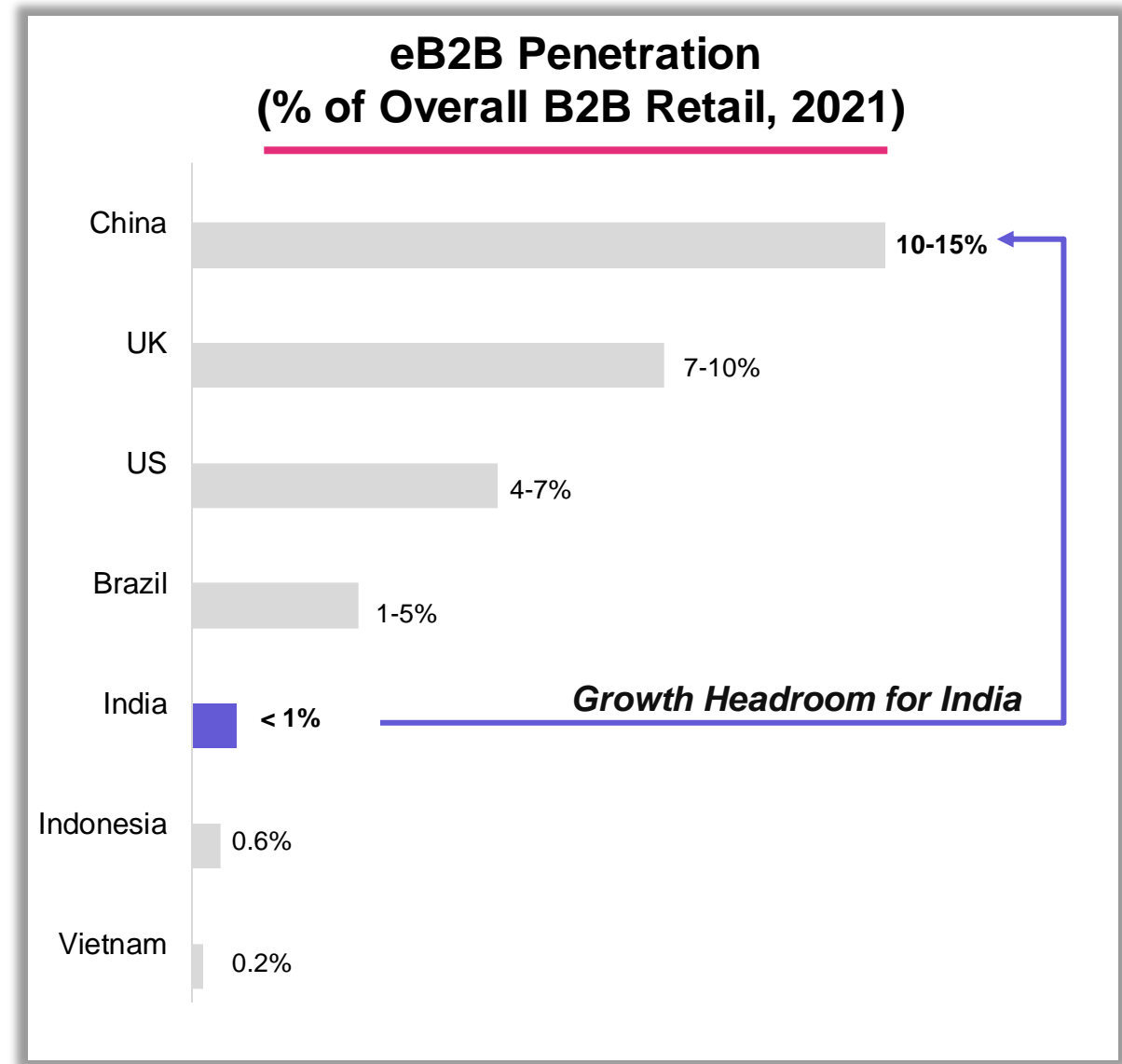
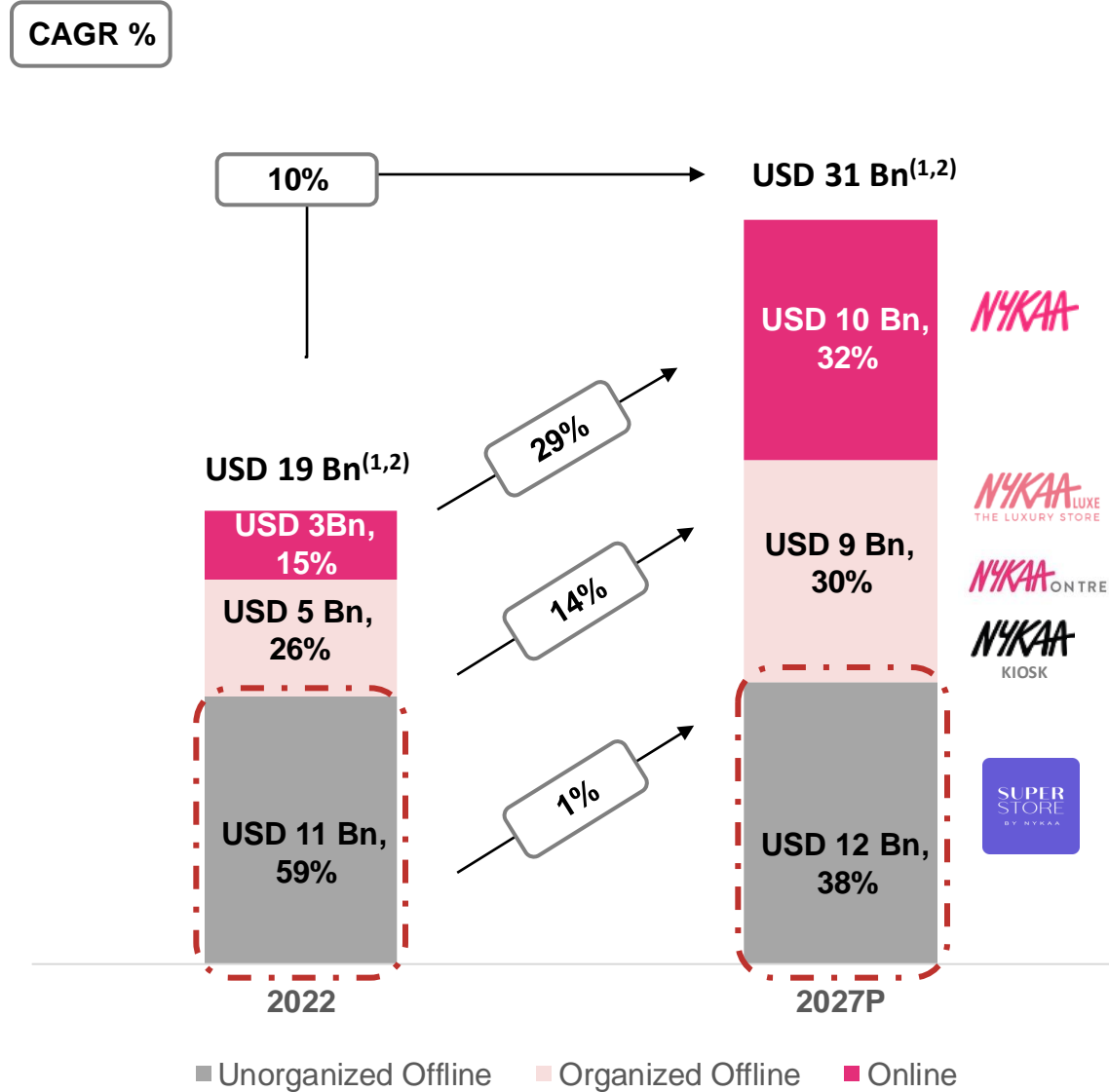


*NYKAA*

**eB2B**



# Large Addressable Market of ~USD 1-2 Bn

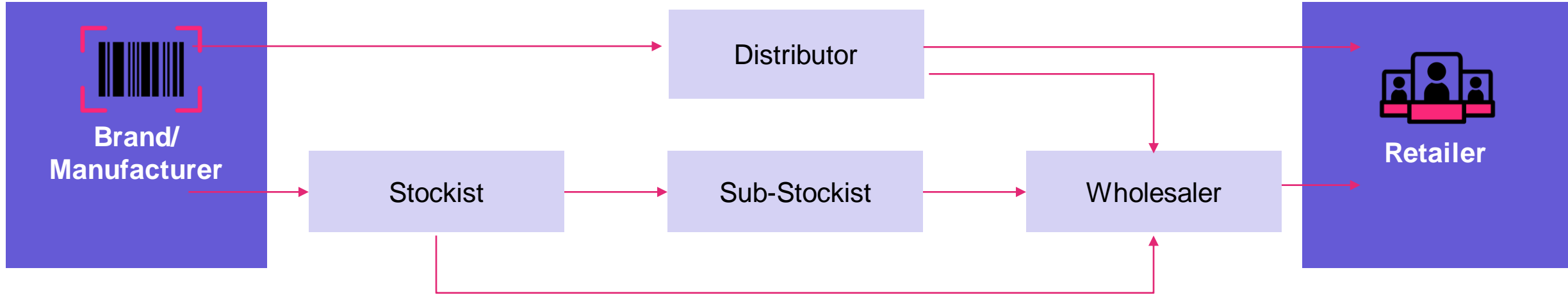


Source: Redseer Estimates

1. Overall BPC Market Size (doesn't include appliances)

2. Conversion rate: 1 USD = INR 80

# Current Distribution Ecosystem Suffers from Many Inefficiencies



## Fragmented Distribution

Little Innovation/  
Capital infusion; Next  
Generation not interested

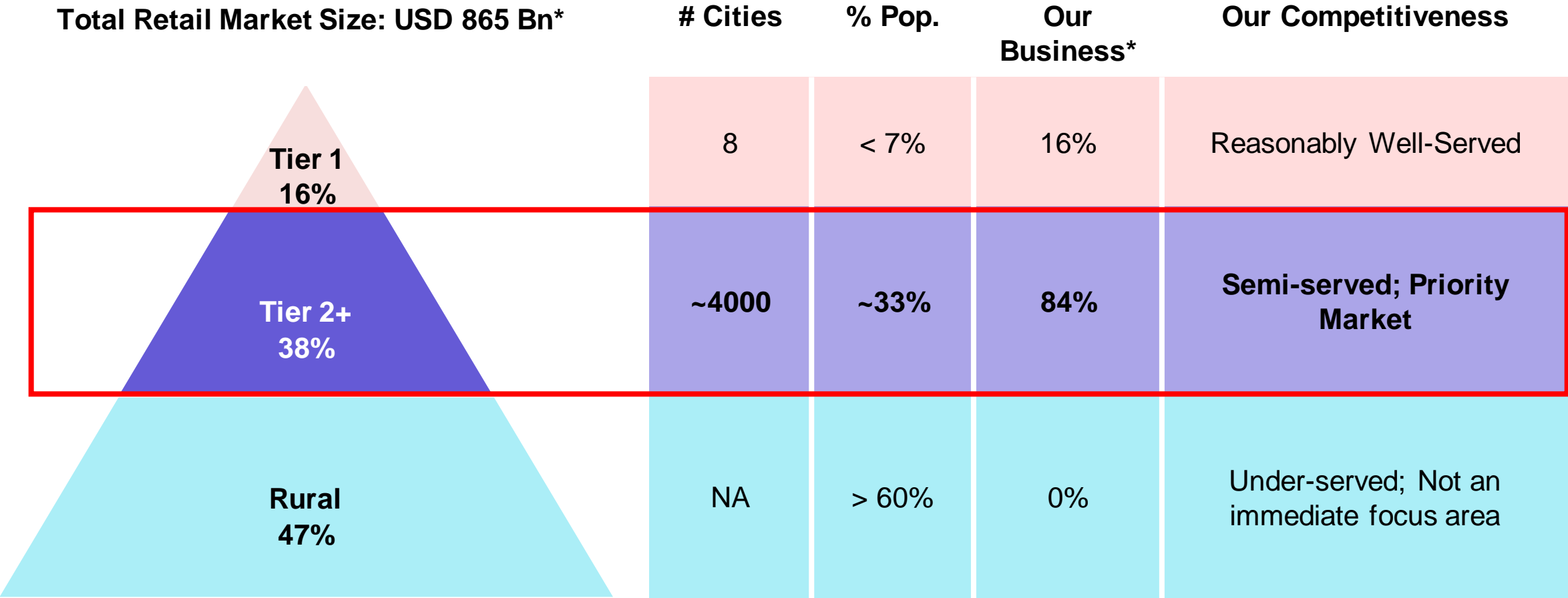
## Retailer Remains Underserved

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

# Priority Focus on Tier 2+ Cities



\*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**

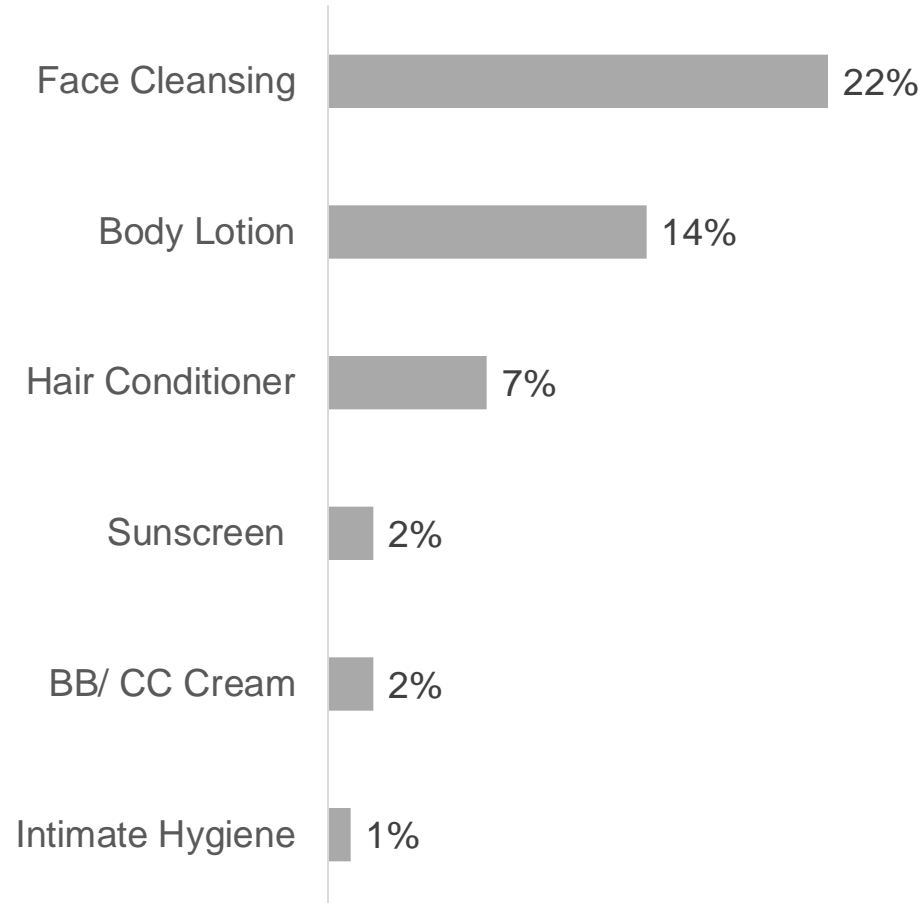
**4 Quick Delivery**

**5 Credit Availability**



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

## Consumer Penetration still Underdeveloped

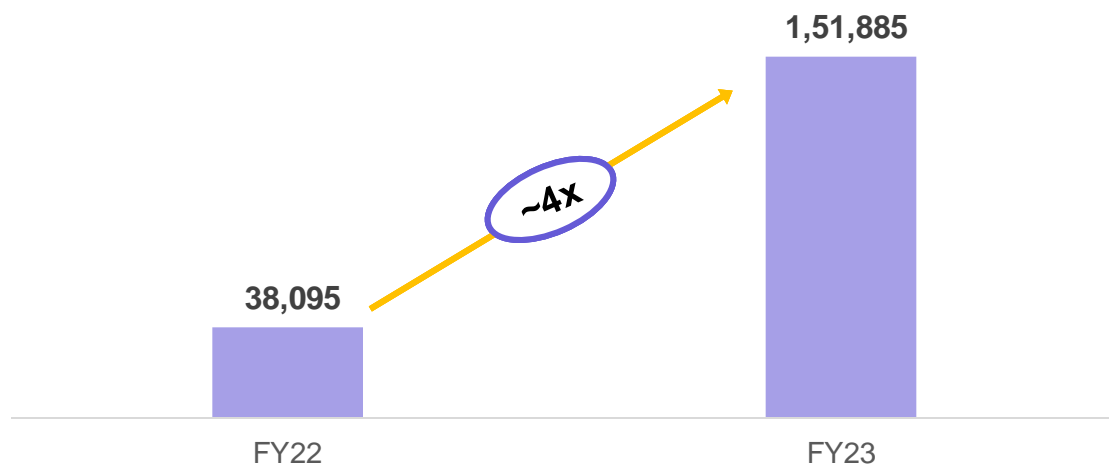


## Higher Margin Potential for Retailers in BPC

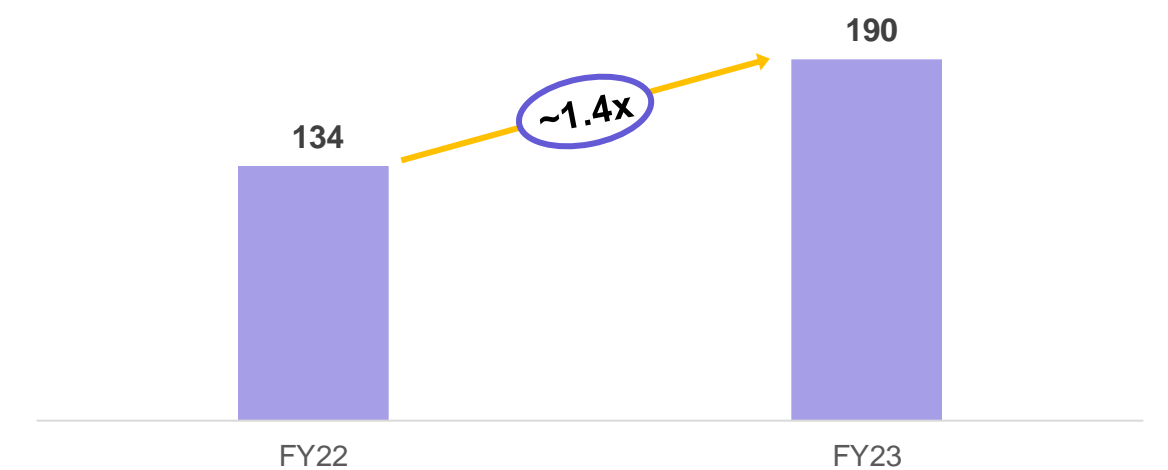
<b>Packaged Food</b>	20-25%
<b>Home Care</b>	10-15%
<b>Beverages</b>	10-15%
<b>Confectionary</b>	18-20%
<b>Makeup</b>	<b>35-40%</b>
<b>Personal Care</b>	<b>25-35%</b>

# We have proven Execution Capability

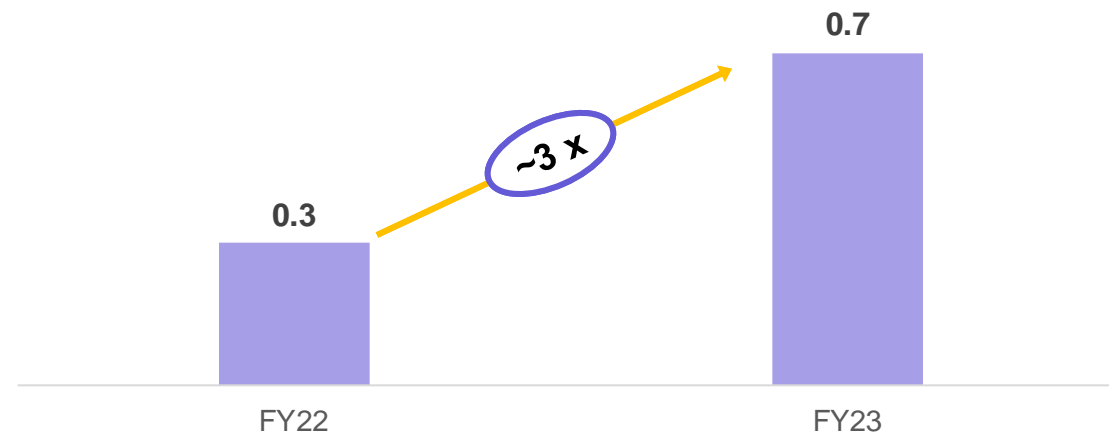
# Onboarded Retailers



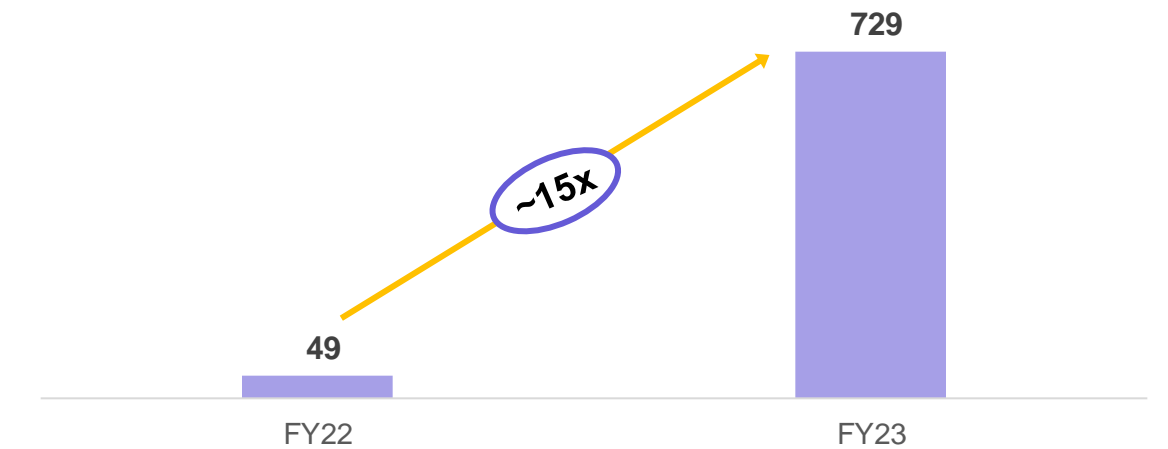
# Brands Listed



# App Visits (Mn)

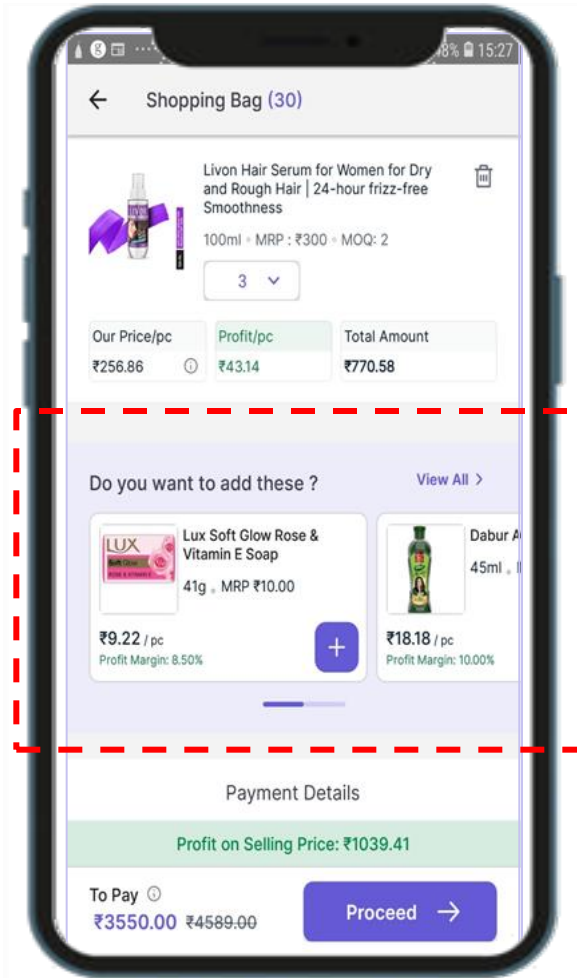


# Orders ('000)

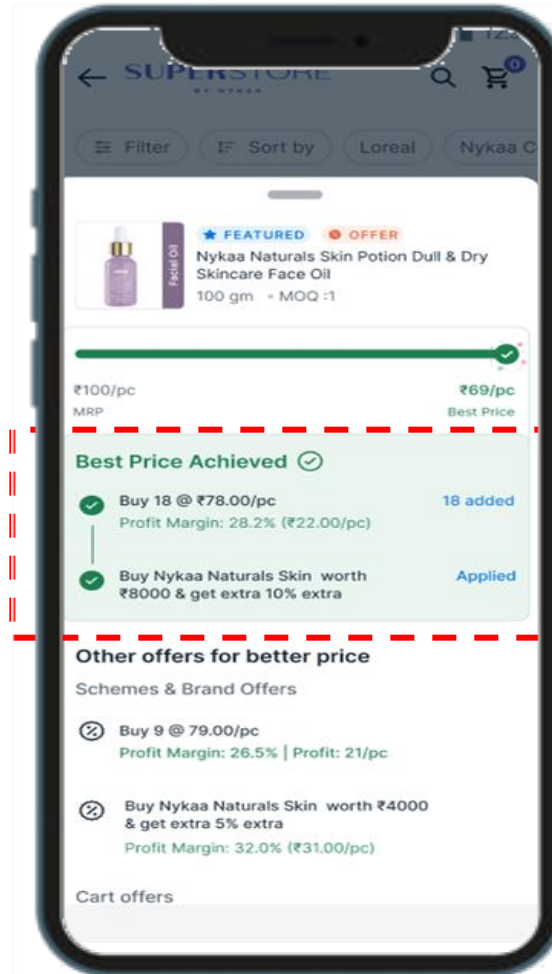


# Leveraging Tech to Serve the Underserved

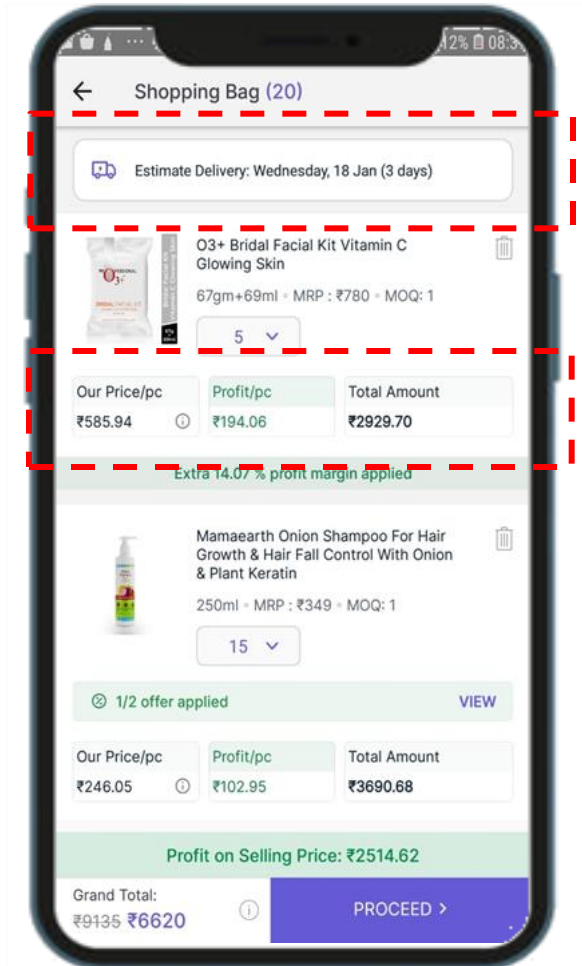
## Cart Recommendation



## Best Price

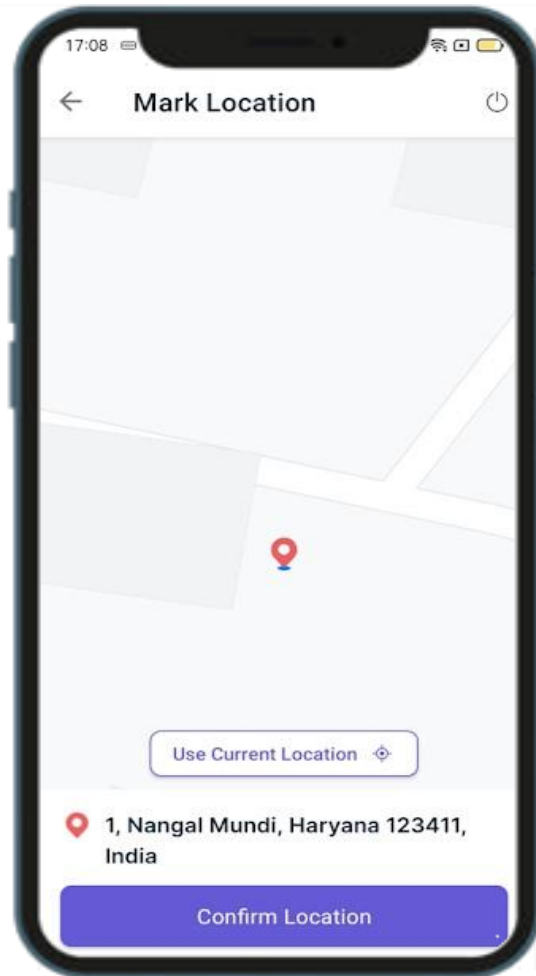


## Estimated Delivery Date & Net Landing Price

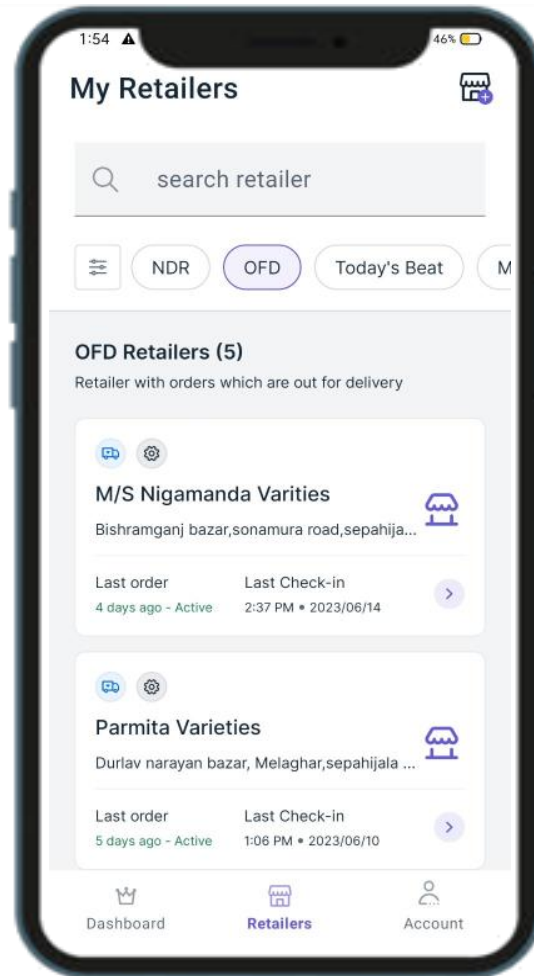


# Built our BDE with high level of Sales Rigour enabled by Tech (Disha App)

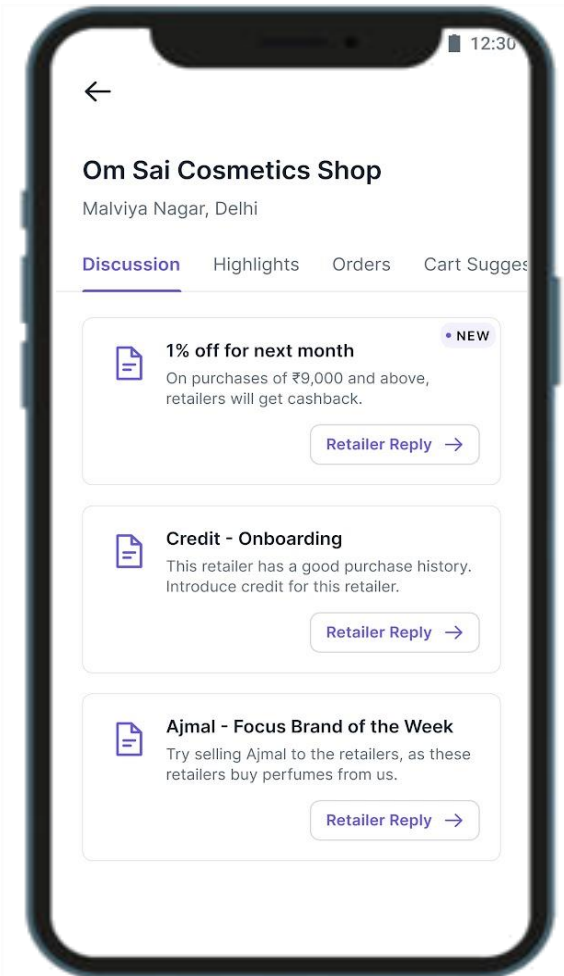
## Location Based Check-in



## Retailer List Mapping



## Personalised Smart Tasks





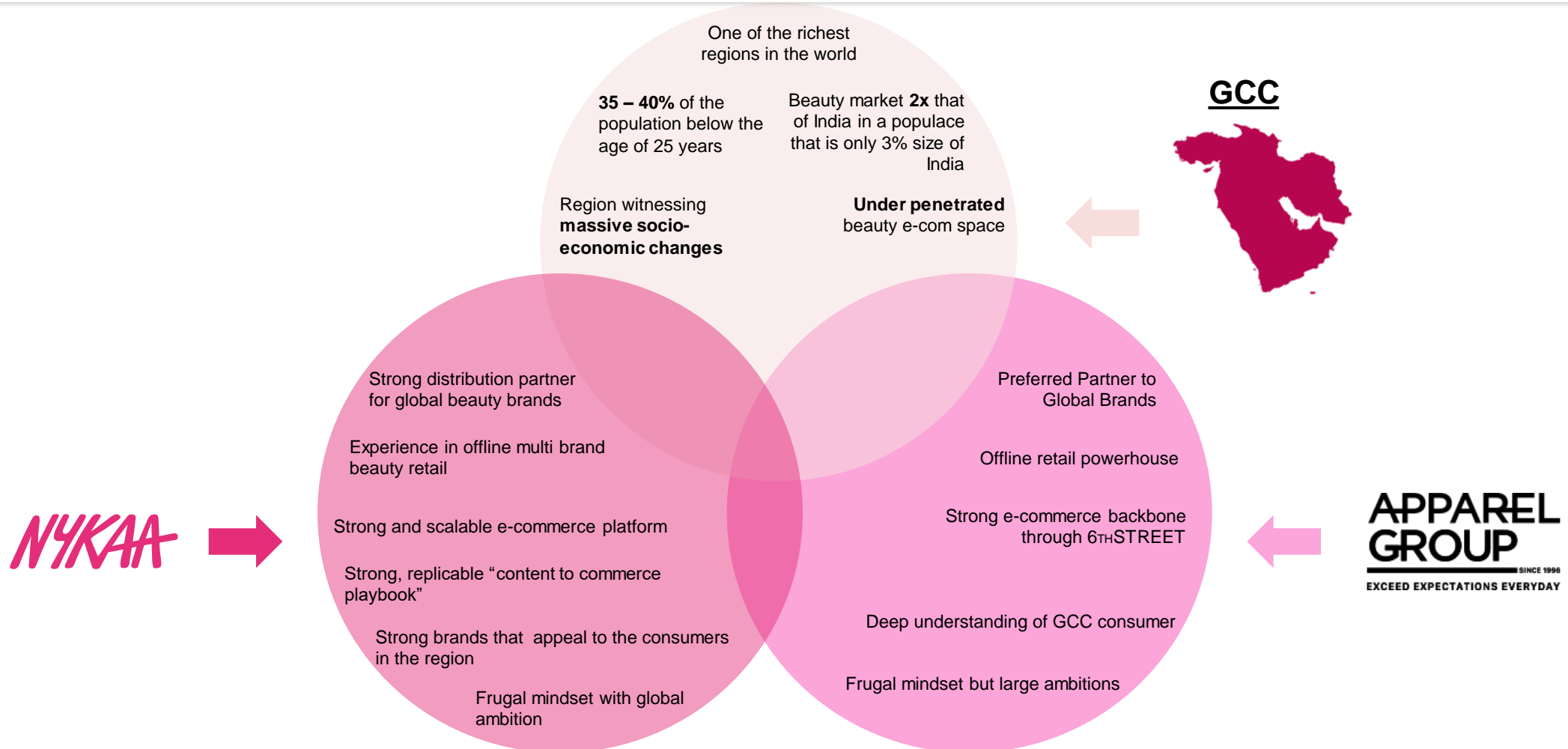
*International Expansion*



# Nykaa Partnered with the Apparel Group



**Strategic Alliance** between **FSN International (55% stake)** and **Apparel group (45% stake)** to undertake an **omnichannel, multi branded beauty retail operation** business in the countries which are part of **Gulf Cooperation Council (GCC)** through an entity incorporated (**Nesaa International Holdings Limited**) in the **Abu Dhabi Global Market**



# One of the Most Exciting Demographics Globally

## GCC Beauty Market Ready for **Growth Acceleration**

Total Population  
**54M**

Female Population  
**22M (40%)**

- ▶ **10<sup>th</sup> highest PCI** in the world
- ▶ Region with the **highest retail density**
- ▶ **E-commerce Penetration @ 9%-16%** across markets
- ▶ Amongst the **highest PCC of Beauty Globally**

**50%** of total Population  
is Under 25



# One of the Most Exciting Demographics Globally



## LARGE BEAUTY MARKET WITH HIGH ACCELERATION POTENTIAL

Size of beauty retail market for GCC as per Red Seer estimates is in excess of 30B USD

## STRONG FUTURE OUTLOOK

- 4 year CAGR for online BPC market (UAE+KSA) is 22% while it is 5% for offline market\*.
- At 16% and 9% penetration, e-commerce penetration in KSA & UAE are lower than many other comparable or even lower income markets.

# NYSAA

“woman” in Arabic  
“goal” or “beginning” in Greek







***NYKAA***

**Financial  
Performance**

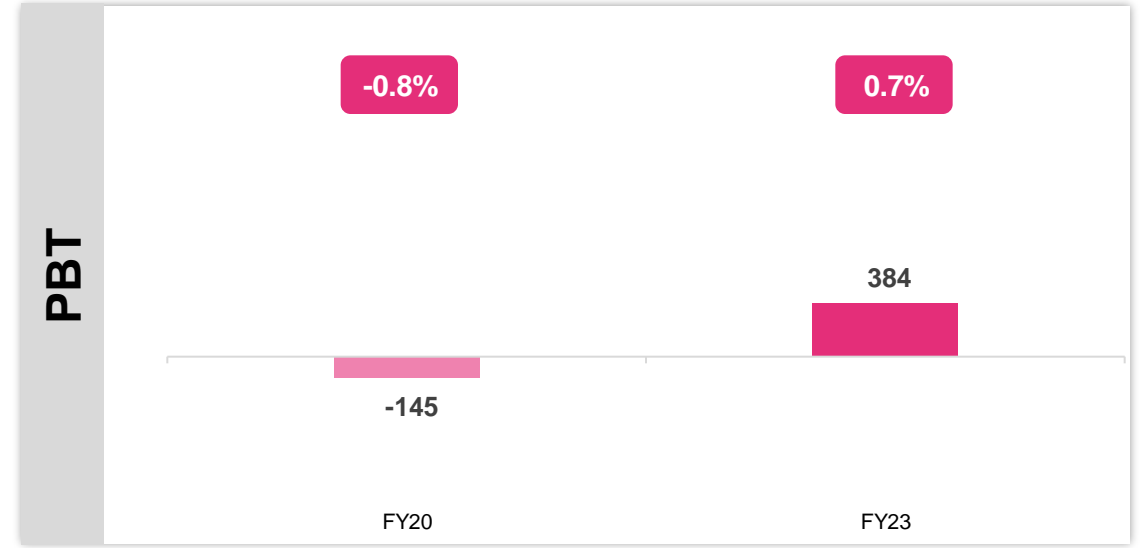
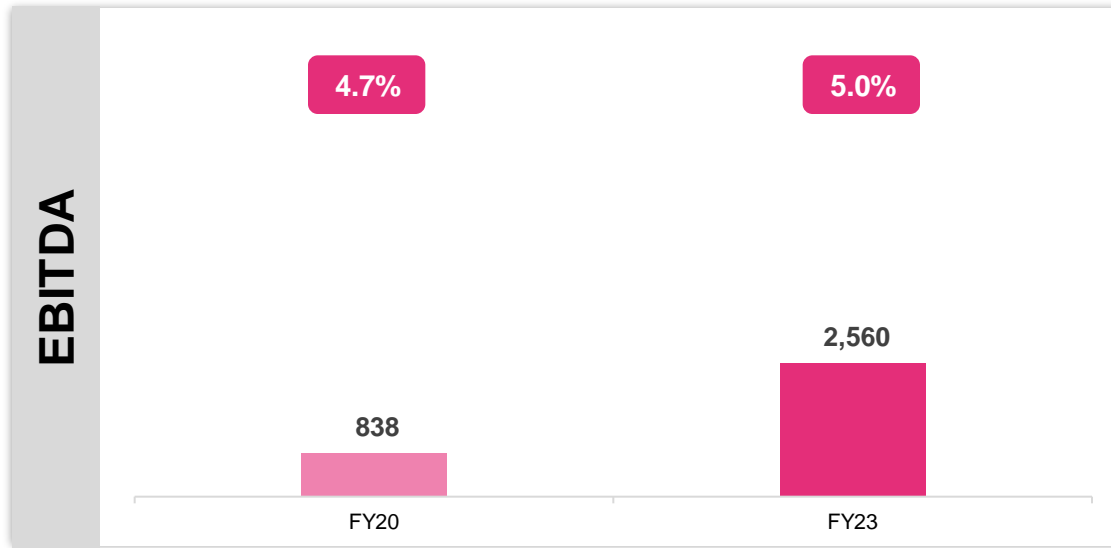
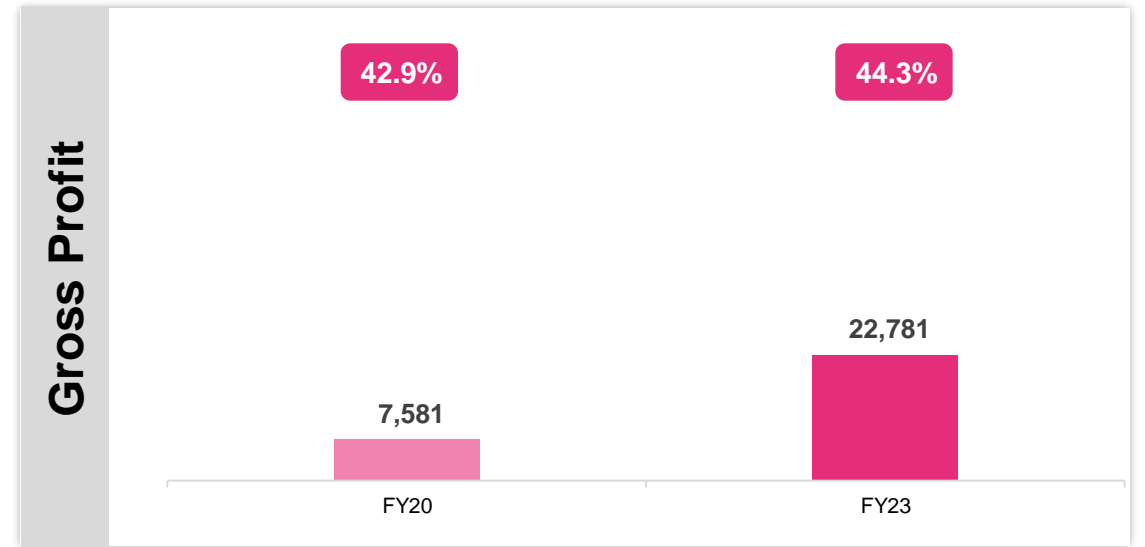
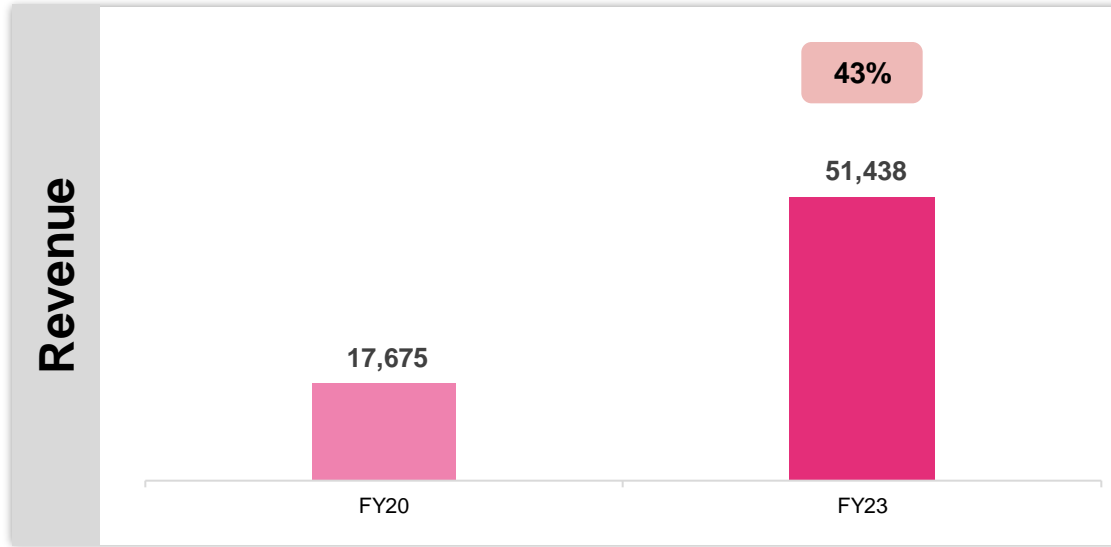


# Consistent delivery of revenue

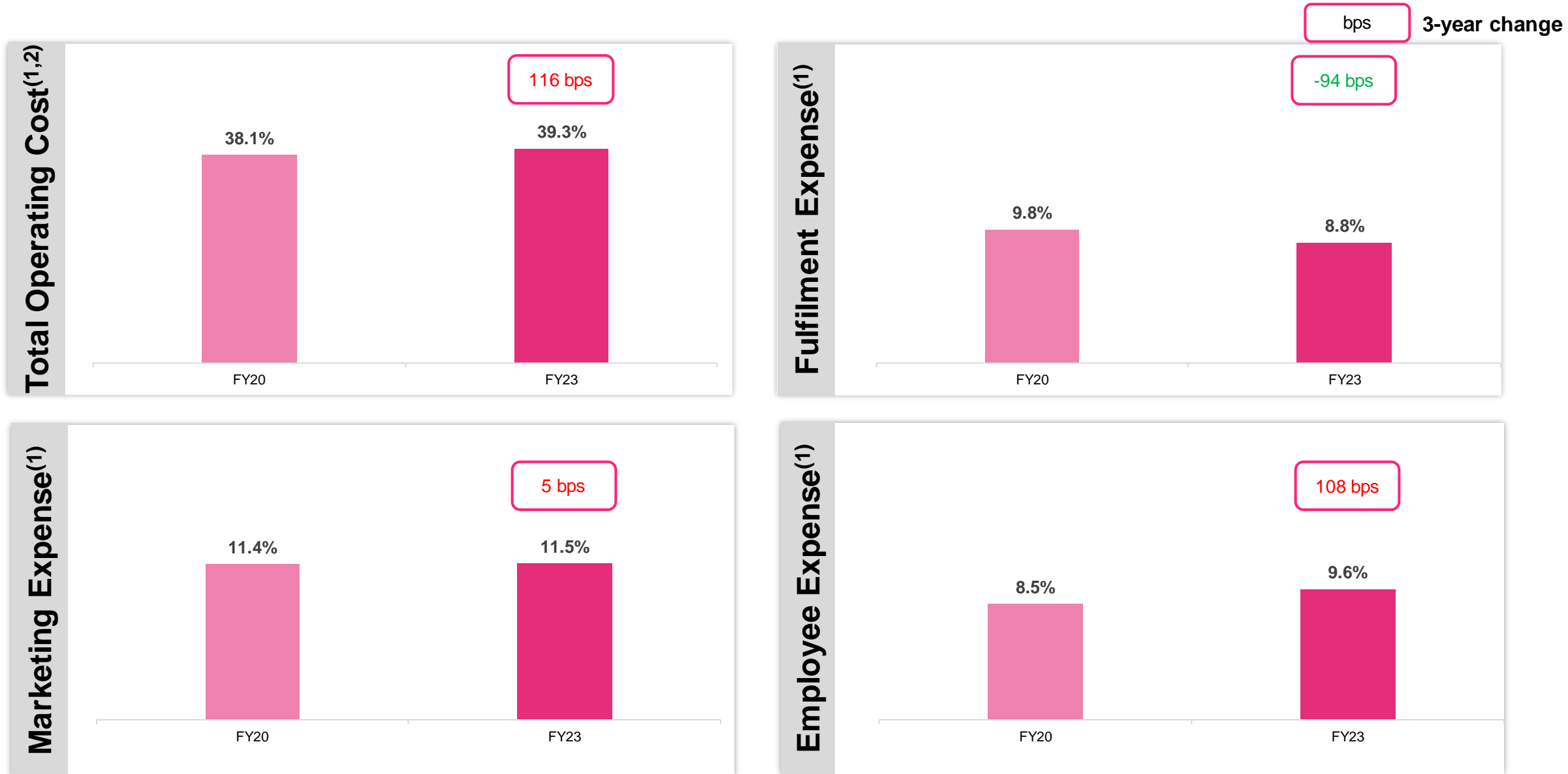
All Values in Rs million

% 3-Year CAGR

% Margin % to Revenue



# Scale efficiencies beginning to show through<sup>(3)</sup>



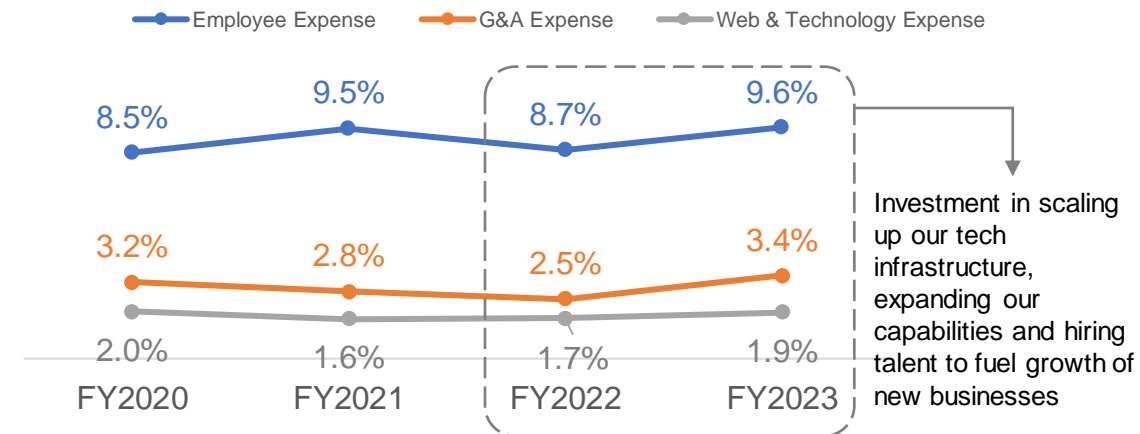
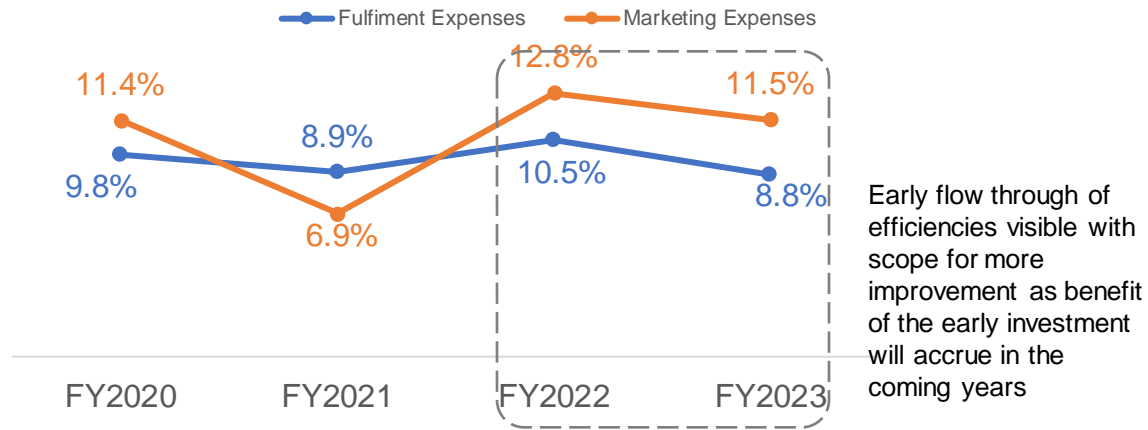
1. As % of Revenue

2. Total Operating Expense also includes Fulfilment Expenses, Marketing Expenses, Employee Expenses, Selling and Distribution Expenses, and Other Expenses

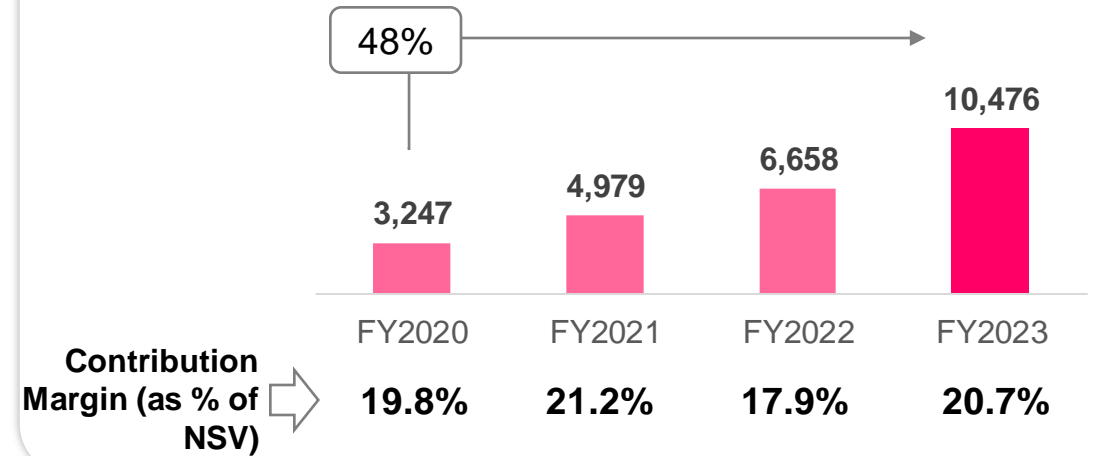
3. Marketing cost was largely impacted in FY2022, due to the inflation of digital marketing cost; employee cost increased as we hired ahead of the curve for our new businesses (fashion and eB2B)

# Cost levers & margin drivers

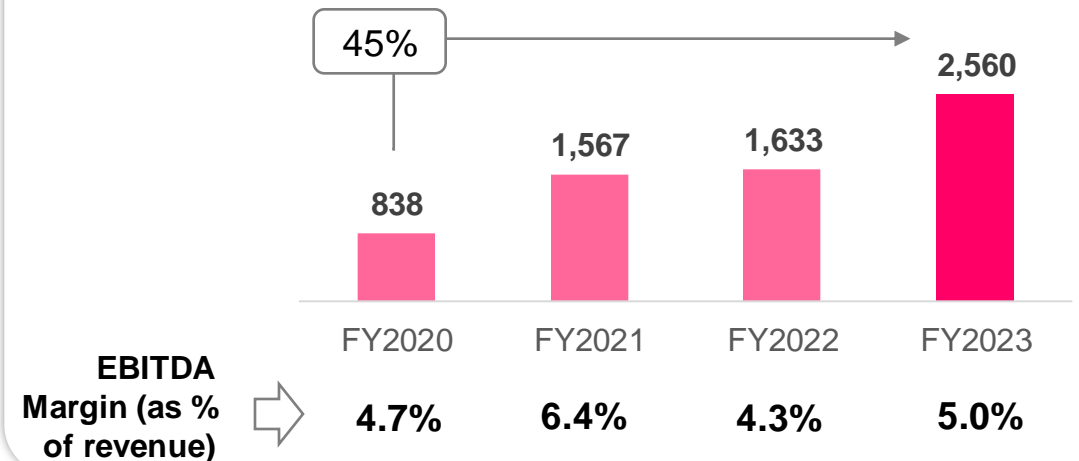
(as % of Revenue)



## Contribution Profit (Rs Mn)



## EBITDA (Rs Mn)



# 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

# Vertical Performance: Business Wise

(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	<b>97,433</b>	50,089	17,516	1,727	<b>69,332</b>
<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	<b>50,625</b>	30,823	5,728	566	<b>37,117</b>
<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	<b>51,438</b>	33,997	3,254	488	<b>37,739</b>
<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	<b>22,781</b>	13,727	2,555	157	<b>16,439</b>
Fulfilment expenses	3,469	801	278	<b>4,548</b>	3,251	631	74	<b>3,956</b>
Marketing & advertisement expense	3,268	2,085	307	<b>5,660</b>	2,807	1,606	204	<b>4,618</b>
Selling and Distribution expenses	1,374	243	482	<b>2,098</b>	993	155	59	<b>1,207</b>
Contribution Profit	10,796	161	-482	<b>10,476</b>	6,675	163	-180	<b>6,658</b>
<b>Key Ratios as a % to NSV</b>								
Gross Profit Margin %	46.4%	44.2%	24.2%	<b>45.0%</b>	44.5%	44.6%	27.8%	<b>44.3%</b>
Fulfilment expenses %	8.5%	10.8%	11.5%	<b>9.0%</b>	10.5%	11.0%	13.1%	<b>10.7%</b>
Marketing and Advertisement expense %	8.0%	28.0%	12.7%	<b>11.2%</b>	9.1%	28.0%	36.1%	<b>12.4%</b>
Selling and Distribution expenses %	3.4%	3.3%	19.9%	<b>4.1%</b>	3.2%	2.7%	10.4%	<b>3.3%</b>
<b>Contribution Margin %</b>	<b>26.5%</b>	<b>2.2%</b>	<b>-19.9%</b>	<b>20.7%</b>	<b>21.7%</b>	<b>2.8%</b>	<b>-31.8%</b>	<b>17.9%</b>

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



# Profit & Loss Statement

(All amounts in ₹ million, unless otherwise stated)

Particulars	Quarter Ended			Year Ended		
	Mar-23	Mar-22	YoY Growth	Mar-23	Mar-22	YoY Growth
<b>Revenue from Operations</b>	<b>13,017</b>	<b>9,733</b>	<b>34%</b>	<b>51,438</b>	<b>37,739</b>	<b>36%</b>
Cost of goods Sold	7,259	5,481	32%	28,657	21,300	35%
<b>Gross Profit</b>	<b>5,758</b>	<b>4,253</b>	<b>35%</b>	<b>22,781</b>	<b>16,439</b>	<b>39%</b>
<i>Gross Profit Margin %</i>	<i>44.2%</i>	<i>43.7%</i>	<i>54 bps</i>	<i>44.3%</i>	<i>43.6%</i>	<i>73 bps</i>
Fulfilment expense	1,035	949	9%	4,548	3,956	15%
Marketing & advertisement expense	1,431	1,196	20%	5,906	4,820	23%
Selling and distribution expense	528	365	44%	2,098	1,207	74%
Employee benefits expense	1,273	913	39%	4,917	3,265	51%
Other expense	785	444	77%	2,752	1,559	77%
<b>Operating Expenses</b>	<b>5,051</b>	<b>3,867</b>	<b>31%</b>	<b>20,221</b>	<b>14,807</b>	<b>37%</b>
<b>EBITDA</b>	<b>707</b>	<b>385</b>	<b>84%</b>	<b>2,560</b>	<b>1,633</b>	<b>57%</b>
<i>EBITDA Margin %</i>	<i>5.4%</i>	<i>4.0%</i>	<i>147 bps</i>	<i>5.0%</i>	<i>4.3%</i>	<i>65 bps</i>
Depreciation	167	90	87%	489	262	87%
Amortisation	363	215	69%	1,243	702	77%
Finance Cost (Net of other income)	90	22	306%	444	195	127%
<b>Profit before Tax</b>	<b>86</b>	<b>58</b>	<b>48%</b>	<b>384</b>	<b>473</b>	<b>-19%</b>
Total tax expense /(income)	44	-18		136	60	
<b>Profit before share of (loss) of associate</b>	<b>43</b>	<b>76</b>		<b>248</b>	<b>413</b>	
Share in loss of associate	-20			-39		
<b>Net Profit for the period</b>	<b>23</b>	<b>76</b>	<b>-70%</b>	<b>210</b>	<b>413</b>	<b>-49%</b>
Fulfilment cost % to Revenue	7.9%	9.7%	180 bps	8.8%	10.5%	164 bps
Marketing & advertisement expense % to Revenue	11.0%	12.3%	130 bps	11.5%	12.8%	129 bps
Selling & distribution expense % to Revenue	4.1%	3.8%	-30 bps	4.1%	3.2%	-88 bps
Employee expense % to Revenue	9.8%	9.4%	-40 bps	9.6%	8.7%	-91 bps

Notes:

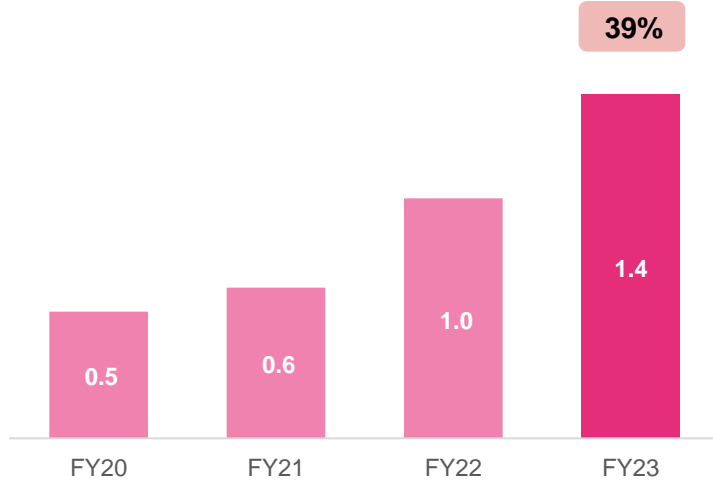
1. Other Expenses are excluding Fulfilment expenses, Marketing & Advertisement Expense and Selling & distribution Expenses
2. Finance cost includes the interest cost on lease liabilities
3. Amortization includes the depreciation on RoU (Right of Use Assets)

# Investment in infrastructure and retail



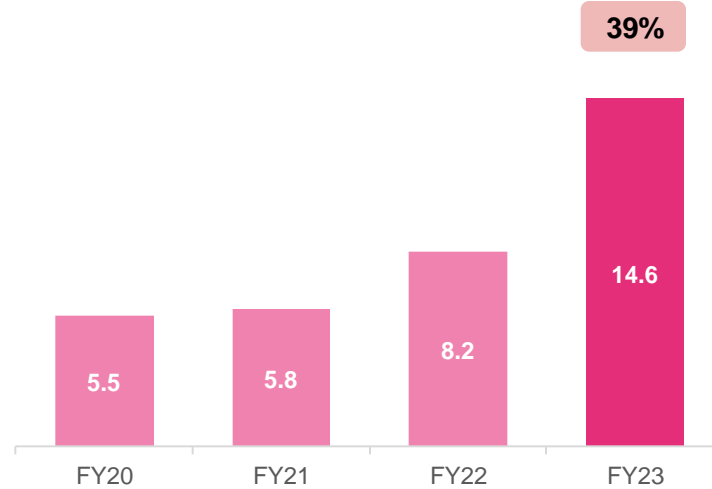
**Physical Stores**

Physical Stores Area (Lacs Sq. ft.)



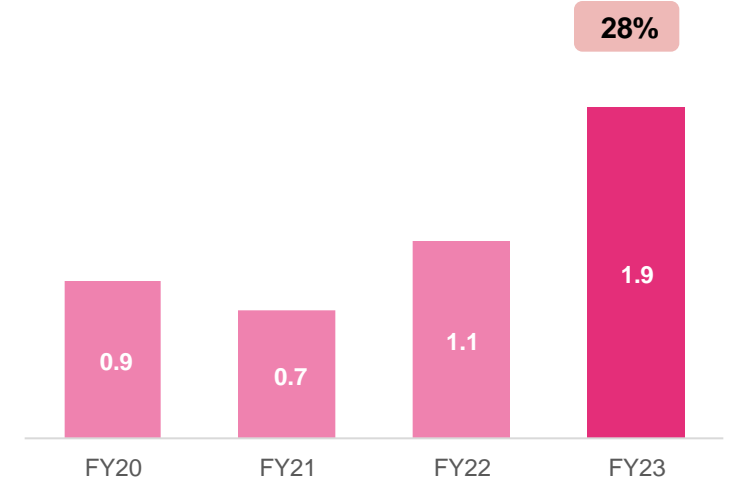
**Warehouse**

Warehouse Capacity (Lacs Sq. ft.)



**Office Space**

Capacity (Lacs Sq. ft.)



% 3-year CAGR (%)

# Building a strong technology platform, technology employee cost grew 73% YoY

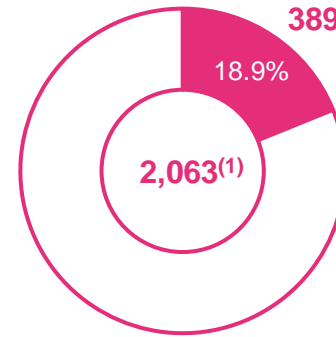
Technology employee count and cost computed as a % of core employees<sup>(1)</sup>



Technology Employee Headcount (#)



FY2022

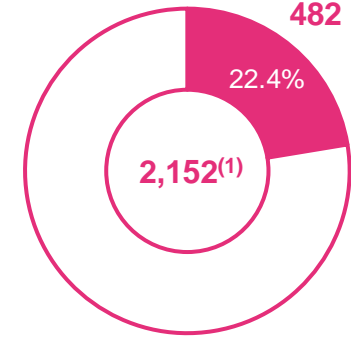


24%

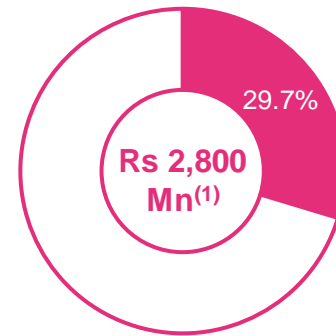


Tech Headcount  
YoY Growth %

FY2023



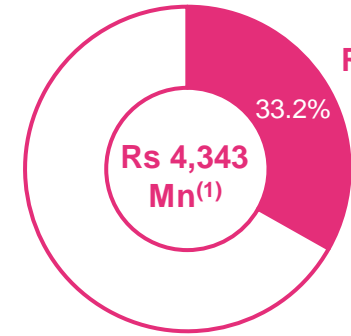
Technology Employee Cost (Rs Mn)



73%



Tech employee  
cost YoY Growth %



Technology

1. Excludes acquired entities, retail and sales team;

# Outlook



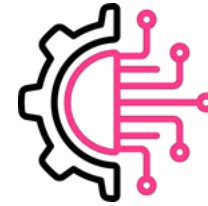
## Growth

*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*



*Environmental, Social, and  
Governance*



# Our Values - Sustainability, Inclusivity & Community part of Nykaa's identity



Be **bold**  
and  
be **good**



Be better  
**everyday**



Be the  
**customer's**  
champion



One  
**Nykaa**



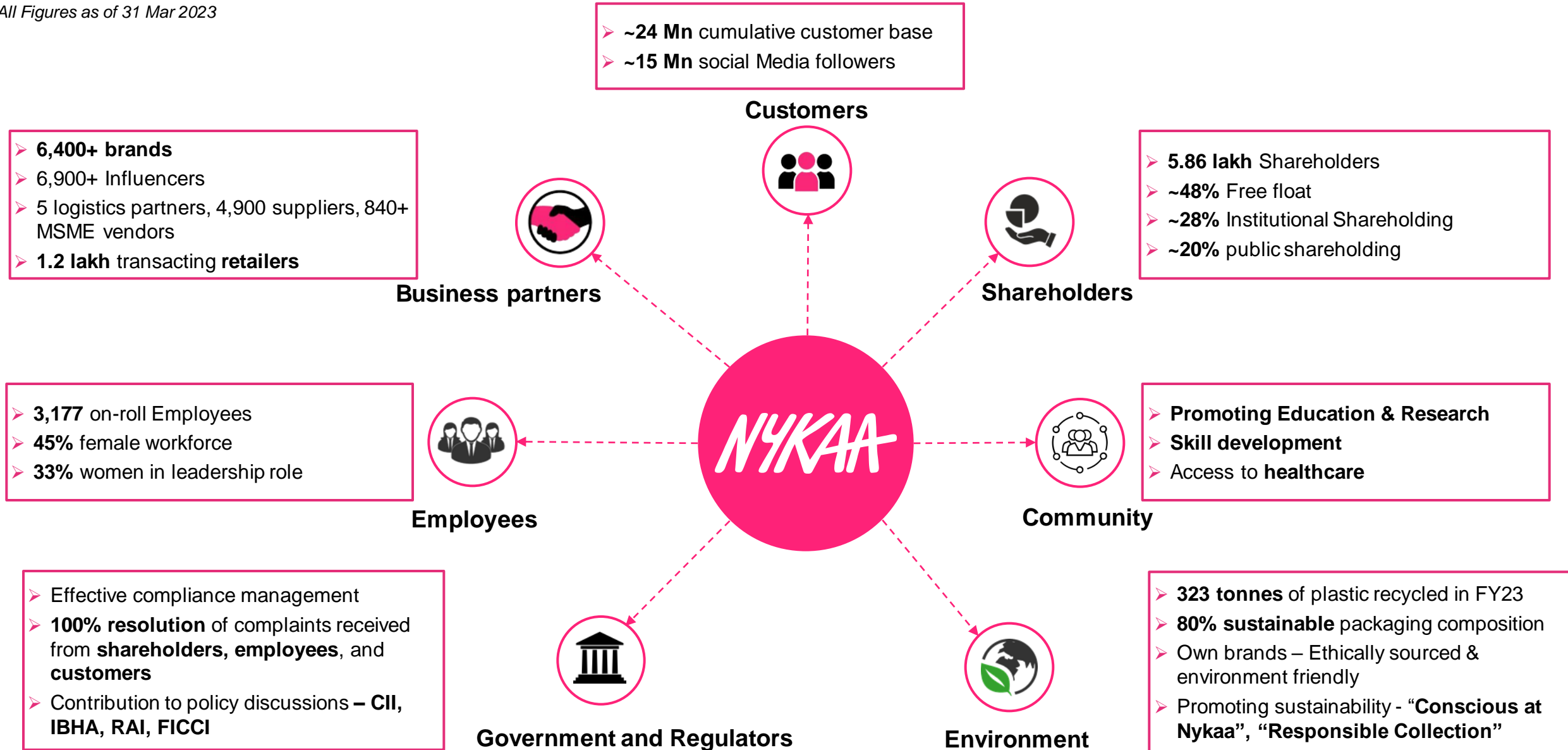
A culture of  
**belonging**



**Sustainability**  
in every action

# Our Stakeholders – Nykaa enabling a thriving ecosystem

All Figures as of 31 Mar 2023



**United Nation’s Sustainable Development 2030 Goals:** Identified 14/17 goals to drive inclusive development

# Empowering women throughout the ecosystem

## Women Founders & workforce

- **Falguni Nayar & Adwaita Nayar** – Founding team of women
- One of the few women founded and led publicly listed companies
- 45% women employees at Nykaa

## Leadership & Strategy

- Of the **188 employees in leadership** roles, **33% are women**
- 40% Women Directors
- 67% committees chaired by women

## Business Partners

- **6,900+ Beauty Influencers**
- Several brand partners in BPC have women founders

## Customers

- **As a beauty & lifestyle retailer, Nykaa** serves millions of women customers

*Derived from the Sanskrit word '**Nayaka**' meaning actress or one in the spotlight, **Nykaa** is all about celebrating the star in each woman, and being her confidante and companion as she embarks on her own journey to discover her unique identity and personal style.*

# Founder led company supported by professional management team



**Falguni Nayar** 

Executive Chairperson,  
Managing Director and CEO

*IIM-A graduate*

*3 decades of experience in e-commerce, investment banking and broking*



**Anchit Nayar** 

Executive Director, CEO – Beauty  
E-Commerce

*Graduated from Columbia University  
10+ years of experience in e-commerce, marketing, retail, and banking*



**Adwaita Nayar**  

Executive Director, CEO – Nykaa  
Fashion

*Cum Laude graduate from Yale University and MBA from Harvard Business School. 10+ years of experience in Fashion, retail, and equity markets*



**Nihar Parikh**  

CEO, COO – Nykaa Fashion

*Graduated from INSEAD and Stanford  
17 years+ experience. Joined Nykaa at the early stage and has been a key contributor*



**Vishal Gupta** 

CEO – Nykaa Distribution

*An IIT-Delhi and IIM-Bengaluru graduate, Vishal comes with a rich career with Unilever spanning over 27 years*



**Rajesh Uppalapati**  

Chief Technology Officer

*Graduated from University of Arizona, Over 2 decades of technology experience, supporting multi-stage businesses*



**Manoj Jaiswal**   

Chief Supply Chain Officer

*25+ years experience.  
Plays a pivotal role in improving our supply chain to elevate customer experience*



**Surender Mehta**  

Chief Human Resource Officer

*Graduated from IMT Ghaziabad and IIM-A, 3 decades of HR professional experience spanning across industries*



**P. Ganesh**   

Chief Financial Officer

*Qualified Chartered Accountant, Cost and Management Accountant and Company Secretary  
Over 27 years of diverse industry experience*



**Sujeet Jain**  

Chief Legal and Regulatory Officer,  
Company Secretary and Compliance  
Office

*Graduate from University of Warwick, ICSI, seasoned General Counsel with 25 years of experience*

**Leadership team depth\***: 188 employees in leadership roles with rich experience from multiple sectors like FMCG, Retail, Technology, Media, and Consumer

\*AVP and above



# Board of Directors – Accomplished leaders from diverse backgrounds



## Falguni Nayar

**Executive chairperson and Director**

*Almost 3 decades of experience in e-commerce, investment banking and broking*



## Sanjay Nayar

**Non-Executive Director**

*35+ years of experience in banking and private equity*



## Anchit Nayar

**Executive Director**

*10+ years of experience with expertise in e-commerce, marketing, retail, and banking*



## Adwaita Nayar

**Executive Director**

*Co-Founder of Nykaa, and currently oversees NykaaFashion.com. 10+ years of experience in Fashion, retail, and equity market*



## Anita Ramchandran

**Independent Director**

*45+ years of experience in various sectors like consultancy, finance, asset management, and manufacturing*



## Milan Khakhar

**Non-Independent and Non-Executive Director**

*30+ years of experience in natural stones and building material sector*



## Alpana Parida

**Independent Director**

*20+ years of experience in retail, luxury branding, and design sector*



## Pradeep Parameswaran

**Independent Director**

*15+ years of experience in engineering, automobile, and marketing*



## Seshashayee Sridhara

**Independent Director**

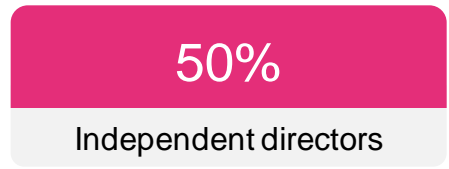
*Rich experience in product, engineering, data and AI, operations, cybersecurity, and compliance sector*



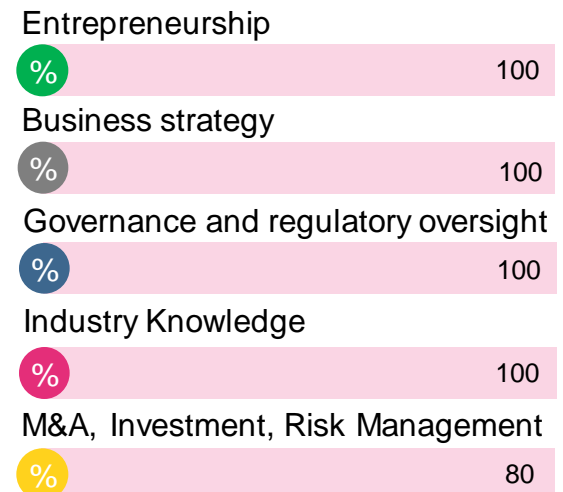
## Milind Sarwate

**Independent Director**

*27 years of experience, including two consumer product companies (GCPL, and Marico)*



## Board's Skill Matrix





# CSR Activities – Promoting education, research, and skill development

## Empowering future



- Instituted **Nykaa Chair** at **IIM-Ahmedabad**
- Support research & education in **digital marketing**
- Facilitate incorporation of **AI + Machine learning**

## Transforming education



- In partnership with **Ranjeet**, launched an app-based learning program
- Program to benefit **15,000+ students**

## Transforming lives through skilled beauty training



- Partnered with **Sambhav Foundation** to “**Labournet**”
- Helping marginalized young women become **skilled beauty professionals**
- Focus to bring them into mainstream workforce.



- Partnered with renowned makeup artist **Daniel Bauer**
- Supported training of talented young women in **professional makeup courses**

# CSR Activities – Giving back to the community

## Empowering children's health



- Supported **Anushkaa Foundation** by enabling the skilling of doctors in treating clubfoot
- Impacting hundreds of children enabling them to lead fulfilling lives

## The Impact Of Giving



- Launched **impact of giving initiatives** with **Goonj** and **Food Bank India**
- Collection **clothes** and over **foods** items all directed towards uplifting the underprivileged

## Empowering underprivileged youth



- Slum soccer - Nykaa supporting training of **50 underprivileged youth**
- The players originating from slum to represent India at an international tournament



- Promoting the field of disability supports
- Supported the **Women's 4<sup>th</sup> T-10 National Cricket Championship for Deaf** organized by **IDCS**

# **Brand building and CSR Campaigns**

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*NYKAA*

Your brother's here.

NYKAA





rior Formulas for  
**BEST HAIR YET**



ESTÉE



DUCT

#19



BOBBI

**Thank you**

# Glossary

Term	Description
Annual Unique Transacting Customers (AUTC)	Unique customers identified by their email-id or mobile number who have placed at least one Order on our websites, mobile applications or physical stores during the last 12 months ended as on measurement date. Annual Transacting Customers, with respect to beauty and personal care, denotes Annual Transacting customers on the Nykaa websites and mobile applications and physical stores. Annual Transacting customers, with respect to Fashion, denotes Annual Transacting customers on the Nykaa Fashion website and the mobile application, with respect to Others, denotes Annual Transacting customers on the Nykaa Man website and the mobile application, "SuperStore by Nykaa" website and mobile application
Average Order Value (AOV)	GMV generated across our websites, mobile applications and physical stores divided by Orders considered for such GMV.
Contribution Profit	Contribution Profit is a non-GAAP financial measure. Contribution Profit refers to Gross profit for the period, after the adjustment of Fulfillment Expenses, Marketing Expenses (Other than branding), Selling & Distribution Expenses.
Cost of Goods Sold	Cost of Goods Sold is a non-GAAP financial measure. cost of goods sold refers to cost of material consumed, purchase of traded goods, changes in finished goods and stock-in-trade.
EBITDA	EBITDA is a non-GAAP financial measure. EBITDA refers to our profit/(loss) before Tax for the period, as adjusted to exclude (i) Other Income, (ii) Depreciation and Amortization Expenses, (iii) Finance Costs. EBITDA Margin refers to the percentage margin derived by dividing EBITDA by Revenue from Operations
Gross Profit	Gross Profit is a non-GAAP financial measure. Gross Profit refers to Revenue from Operations less COGS. Gross Profit Margin refers to the percentage margin derived by dividing Gross Profit by Revenue from Operations.
Gross Merchandise Value (GMV)	Monetary value of Orders inclusive of taxes and gross of discounts, if any, across our websites, mobile applications and physical stores prior to product returns or order cancellations and including sales to and through third party channels. GMV, with respect to BPC, denotes GMV of BPC vertical. GMV, with respect to Fashion, denotes GMV of Fashion vertical. GMV, with respect to Others, denotes GMV of Other Verticals
Monthly Average Unique Visitors (MAUV)	Number of unique devices (laptops, mobile phones, etc.) which recorded at least one Visit to our websites or mobile applications during the month. Monthly Average Unique Visitors, with respect to BPC, denotes Monthly Average Unique Visitors on the Nykaa websites and mobile applications. Monthly Average Unique Visitors, with respect to Fashion, denotes Monthly Average Unique Visitors on the Nykaa Fashion website and the mobile application. Monthly Average Unique Visitors, with respect to Others, denotes Monthly Average Unique Visitors on the Nykaa Man website and the mobile application, "SuperStore by Nykaa" website and mobile application
Net Sales Value (NSV)	NSV refer to Net Sales Value and calculated basis GMV minus Discounts, Cancellation & Returns, and Taxes.
Orders	All orders placed on our websites, mobile applications and physical stores prior to any cancellations and returns. Orders, with respect to BPC Vertical, includes all Orders that placed on Nykaa websites & mobile applications and Physical Store, having at least one BPC product. Orders, with respect to Fashion Vertical, includes all Orders that placed on Nykaa website & mobile application, and Fashion.com website & mobile application having at least one fashion product . Orders, with respect to Others includes all Orders that placed on Nykaa Man website & application, and "SuperStore by Nykaa" website & mobile application.
Visits	Number of visits to our websites and mobile applications. A visit is considered ended when no new request has been recorded in more than 30 minutes from the same device to the website or the mobile application. Visits, with respect to beauty and personal care, denotes Visits to the Nykaa websites and mobile applications. Visits, with respect to Fashion, denotes Visits to the Nykaa Fashion website and the mobile application. Visits with respect to Others, denotes Visits to Nykaa Man website and mobile application, "SuperStore by Nykaa" website and mobile application
Existing Customers	Existing Customers, identified by their email-id or mobile number, are Customers who placed at least one Order in any prior Financial Year on our websites or mobile applications.
Verticals	<b>BPC</b> refers to Beauty and Personal Care and includes Beauty business from Nykaa.com, Physical store and sale of Beauty Owned Brands through 3P online and offline channels. <b>Fashion</b> includes Fashion business from NykaaFashion.com, Nykaa.com, Physical Stores and sale of Fashion Owned Brands through 3P online and offline channels <b>Others</b> includes new businesses NykaaMan, eB2B platform "SuperStore by Nykaa", International, LBB, and Nudge

# Key Operational Metrics

Metric	Unit	Quarter Ended								Quarter Ended Mar-23 YoY growth	Year Ended		
		Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23		FY22	FY23	YoY Growth
<b>Number of Visits</b>													
Beauty and Personal Care	Million	205	211	221	204	222	234	250	231	14%	841	937	11%
Fashion	Million	98	115	115	113	118	122	137	127	12%	441	504	14%
Others	Million	9	9	11	11	14	16	16	11	1%	41	57	40%
<b>Monthly Average Unique Visitors</b>													
Beauty and Personal Care	Million	17	19	20	19	22	22	24	23	22%	19	23	21%
Fashion	Million	13	16	16	16	16	16	19	17	8%	15	17	13%
Others	Million	2	2	2	2	3	3	3	2	-23%	2	3	35%
<b>Orders</b>													
Beauty and Personal Care	Million	5.8	6.0	7.5	7.2	8.1	8.4	9.5	8.8	22%	26.5	34.8	31%
Fashion	Million	1.1	1.3	1.3	1.3	1.5	1.4	1.7	1.4	13%	5.0	6.0	21%
Others	Million	0.1	0.1	0.2	0.2	0.3	0.3	0.4	0.4	110%	0.6	1.4	116%
<b>Average Order Value (AOV)</b>													
Beauty and Personal Care	₹	1,832	1,910	1,967	1,716	1,780	1,872	1,958	1,803	5%	1,857	1,857	0%
Fashion	₹	3,153	3,242	3,558	3,616	3,732	3,940	3,959	4,266	18%	3,400	3,973	17%
Others	₹	2,274	2,502	2,927	3,084	3,199	3,305	3,709	3,368	9%	2,726	3,420	25%
<b>Annual Unique Transacting Customers</b>													
Beauty and Personal Care	Million	6.5	7.0	7.5	8.0	8.6	9.1	9.6	10.0	24%	8.0	10.0	24%
Fashion	Million	1.0	1.3	1.6	1.8	2.0	2.1	2.4	2.5	39%	1.8	2.5	39%
Others	Million	0.2	0.3	0.3	0.4	0.4	0.5	0.5	0.5	31%	0.4	0.5	30%
<b>Gross Merchandise Value (GMV)</b>													
Beauty and Personal Care	₹ in Million	10,699	11,698	15,105	12,587	14,888	16,301	19,014	16,289	29%	50,089	66,491	33%
Fashion	₹ in Million	3,660	4,188	4,841	4,827	5,820	5,991	7,244	6,641	38%	17,516	25,696	47%
Others	₹ in Million	336	343	483	565	850	1,165	1,707	1,524	170%	1,727	5,245	204%
<b>Total</b>	<b>₹ in Million</b>	<b>14,696</b>	<b>16,229</b>	<b>20,428</b>	<b>17,979</b>	<b>21,558</b>	<b>23,457</b>	<b>27,965</b>	<b>24,454</b>	<b>36%</b>	<b>69,332</b>	<b>97,433</b>	<b>41%</b>