



# Quarterly Performance Update

Q4 FY-16

Kaya Limited

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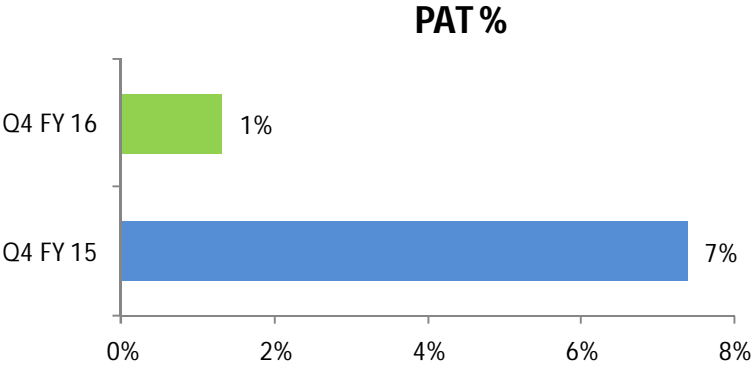
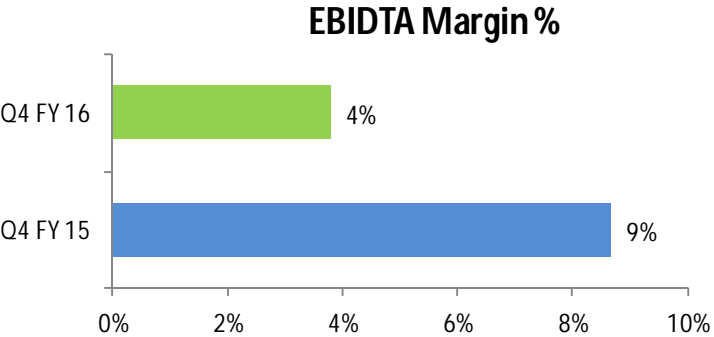
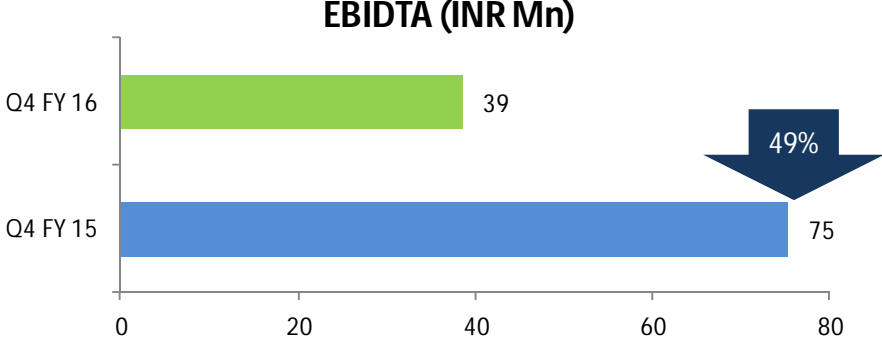
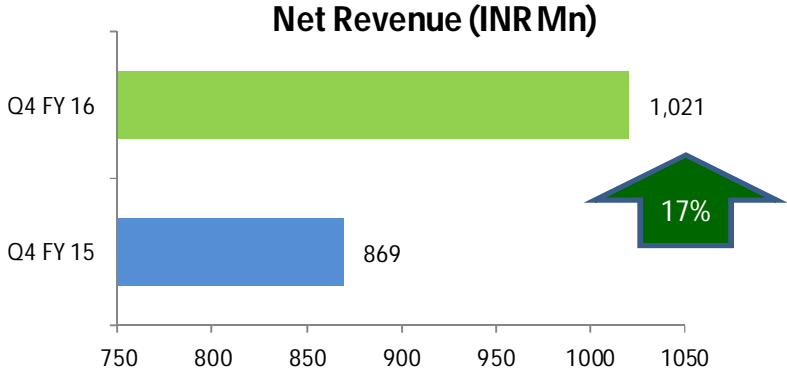
# Kaya Group : Key Highlights – Q4 FY 16

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- **Net Revenue** (NR) for Q4 FY 16 at INR 1021 Mn has grown by 17%. Same store growth (SSG) is 10%
  - SSG @ constant currency is 5%
- **EBIDTA** of INR 39 Mn (*4% of NR*) compared to EBIDTA of INR 75 Mn (*9% of NR*) in Q4 FY 15.
  - One Time expansion and JV related costs in Middle east amounting to Rs 14 Mn is included
  - Like to like EBIDTA is INR 76 Mn (*8% of NR*) as compared to INR 80 Mn (*9% of NR*) in Q4 FY 15
- **PAT** at INR 13 Mn (*1% of NR*) as compared to INR 64 Mn (*7% of NR*) in Q4 FY 15.
  - Like to Like PAT is INR 60 Mn (*7% of NR*) vs INR 72 Mn (*9% of NR*) in Q4 FY 15
- **Expansion / Acquisition**
  - India - 1 clinic and 31 KSBs doors (11 SIS and 20 Modern trade) opened in Q4 FY 16
  - Middle East – Opened 1 clinic in Kuwait region under JV arrangement in Q4 FY 16

SSG: Same store growth

# Financial Summary – Q4 FY16



- EBIDTA and PAT margins in Q4 FY 16 is impacted by New clinics / skin bars openings.

# Awards & Recognition

## **India –**

- *“Top 10 workplaces – Great Place to Work – Retail”*  
sponsored by RAI
- *“Customer Loyalty program Award”* by Asia Retail Congress
- 5th Indian Salon & Wellness Award 2016
  - *“Best HR Practice of the year award”*
  - *“Entrepreneurial Award for Aesthetics leadership”*

## **Middle East -**

- *Super brand for the year 2016 - UAE*



# Kaya India Region



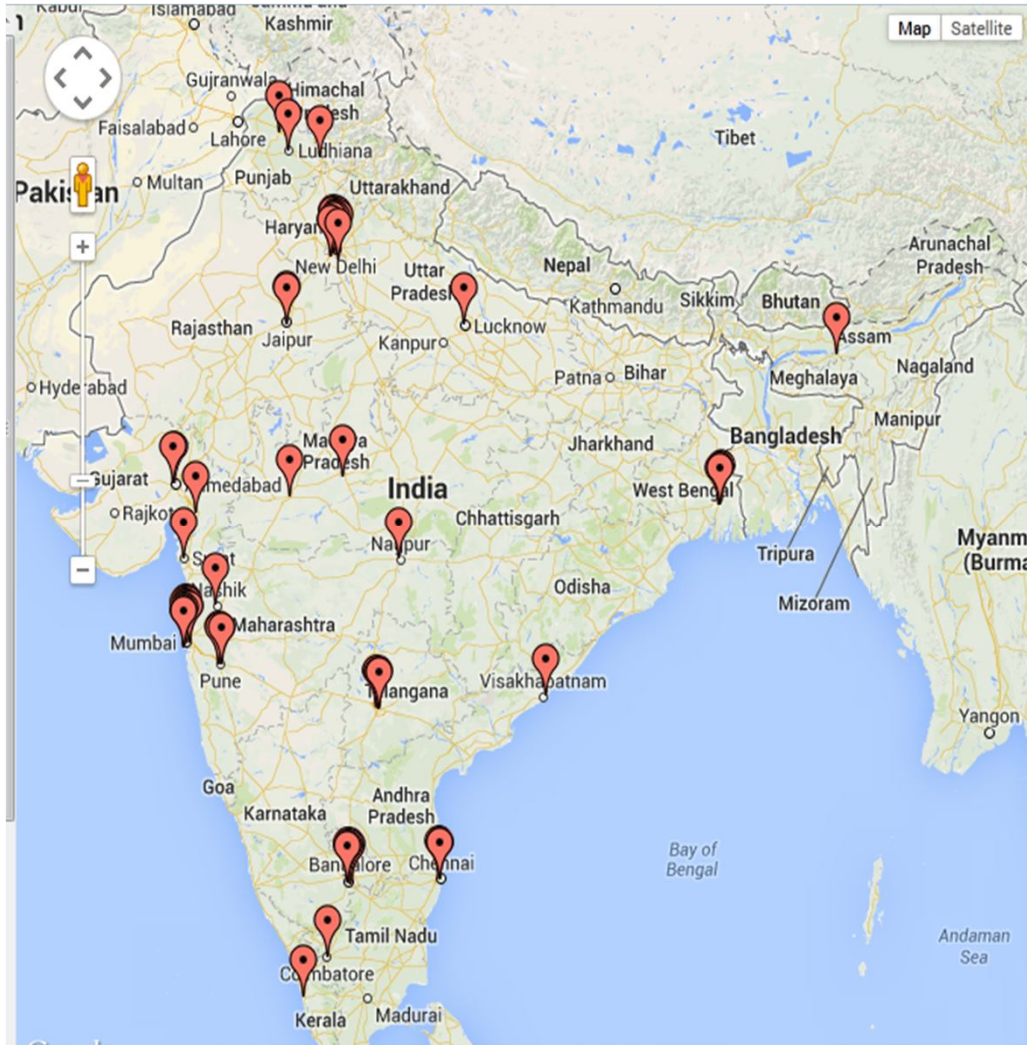
# Kaya India : Key Highlights

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- **Collections** for Q4 FY 16 has grown by 8%. Same store growth (SSG) is (3)%.
- **Net Revenue** for Q4 FY 16 at INR 496 Mn has grown by 8% (SSG: flat).
- **EBIDTA INR (19) Mn (-4% of NR) compared to EBIDTA of INR.19 Mn (4% to NR) in Q4 LY.**
  - Like to Like EBIDTA at INR 3 Mn (1% of NR) against INR 25 Mn (6% of NR)
- **PAT is INR (25) Mn (-5% of NR) against LY Q4 profit of INR.31 Mn (7% of NR)**
  - Additional Depreciation of INR 11 Mn (growth of 58%) on account of investments in existing clinics and new openings.
  - Like to Like PAT at INR 4 Mn (1% of NR) against INR 39 Mn (9% of NR)
- **Ecommerce** collection at Rs.1.2 Crs grew by 104% over Q4 LY, contributing 9% of overall product collection in Q4 FY 16
- **Key Initiatives :**
  - **Expansion:** 1 clinic and 31 KSB doors (11 SIS and 20 Modern trade) opened in Q4 FY 16

SSG: Same store growth

# Our Presence



**107**  
Clinics

**134**  
Kaya Skin Bars

**27**  
Cities

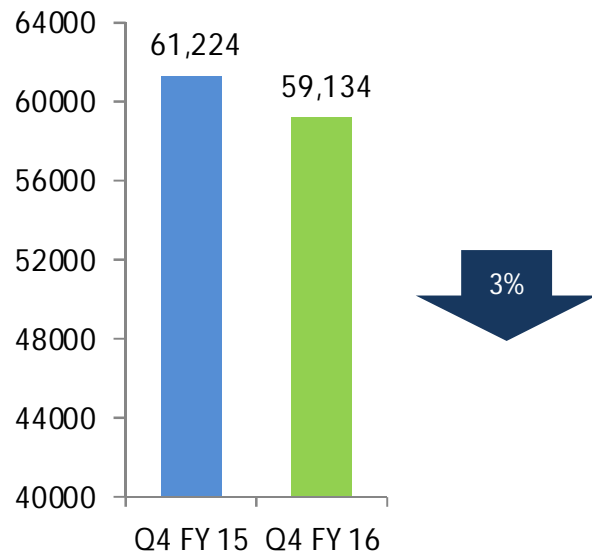
**16**  
Indian states

New Openings – Q4 FY 16:  
✓ 1 Clinics + 11 SIS

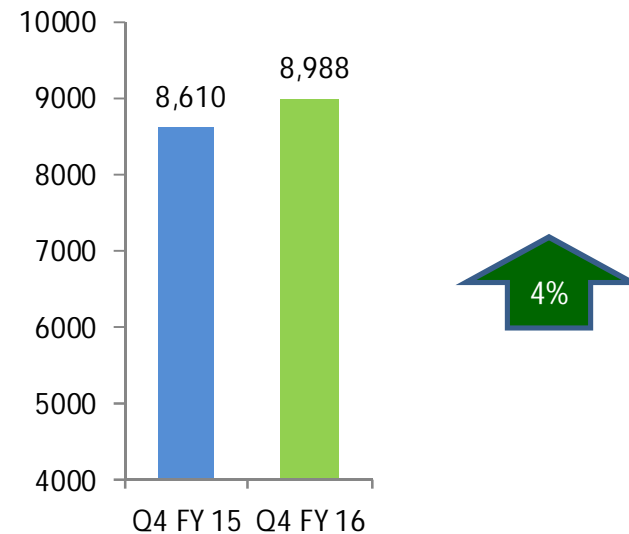
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# Operational Indicators – India (clinics only)



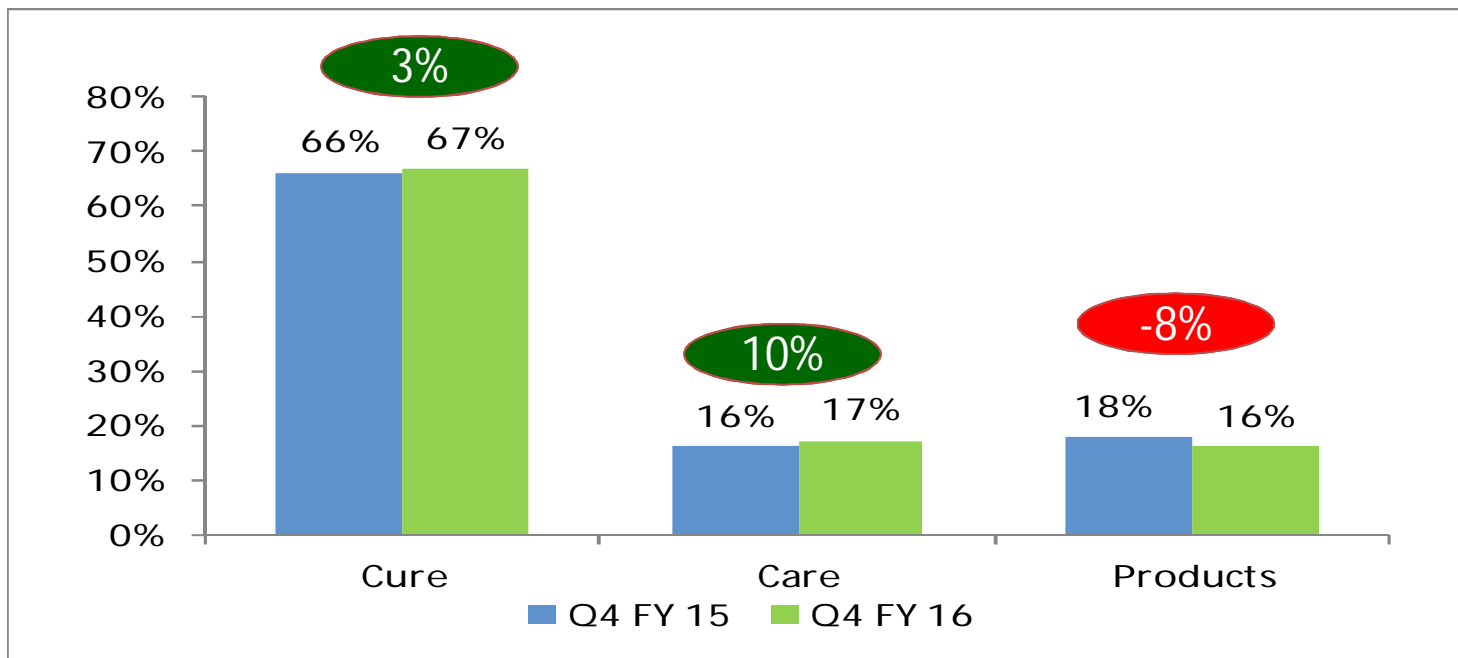
**Customer count**



**Ticket Size (Rs)**

- Ticket size grew by 4% (SSG: 6%).
  - Growth in high ticket size category like Anti ageing as well as Promo month have helped upgradation of Ticket size
- Customer count de-grew by (3)% over LY. (SSG: (10)%)
  - Customer Count de grew primarily in the lower stratum impacting products & peels volumes

# Category Mix % - India (clinics only)



- Cure category has grown by 3% (SSG: (3)%) in Q4 FY 16
- Care vertical grew by 10% (SSG: 3%).
- Product category (*including E commerce*) de-grew by (8)% (SSG: (14)%) in Q4 FY 16.
  - Overall Products category (*including KSB formats*) grew by 24%

# Kaya Middle East Region



# Kaya Middle East : Key Highlights

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- **Collections** for Q4 FY 16 has grown by 23%. Same store growth (SSG) is 16%.
  - *SSG @ constant currency for Q4 FY 16 is 7%*
- **Net Revenue** at INR 525 Mn for Q4 FY 16 has grown by 28%. Same store growth (SSG) is 20%.
  - *SSG @ constant currency for Q4 FY 16 is 11%*
- On SSG basis **Customer count** has grown by 14%; **Ticket size** de-grew by 6% over Q4 FY 15
- **EBIDTA** of INR 58 Mn (*11% of NR*) compared to EBIDTA of INR 57 Mn (*14% of NR*) in Q4 FY 15
  - One Time expansion and JV related costs amounting to Rs 14 Mn have been included
  - Like to like EBIDTA is INR 73 Mn (15% of NR) as compared to INR 55 Mn (14% of NR) in Q4 FY 15
- **PAT** at INR 38 Mn (*7% of NR*) as against INR 42 Mn (*10% of NR*) in Q4 FY 15
  - Additional depreciation of INR 3 Mn (*growth of 20%*) on account of investments in existing clinics.
  - Like to like PAT is INR 57 Mn (12% of NR) as compared to INR 41 Mn (10% of NR) in Q4 FY 15
- **Key Initiatives :**
  - Opened a clinic under Joint venture arrangement in Kuwait region in Jan 16

SSG: Same store growth

# Our Presence ...



**21**  
Clinics

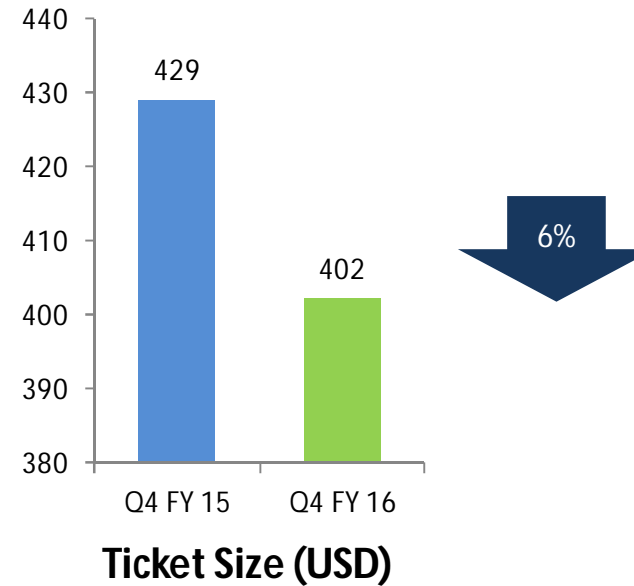
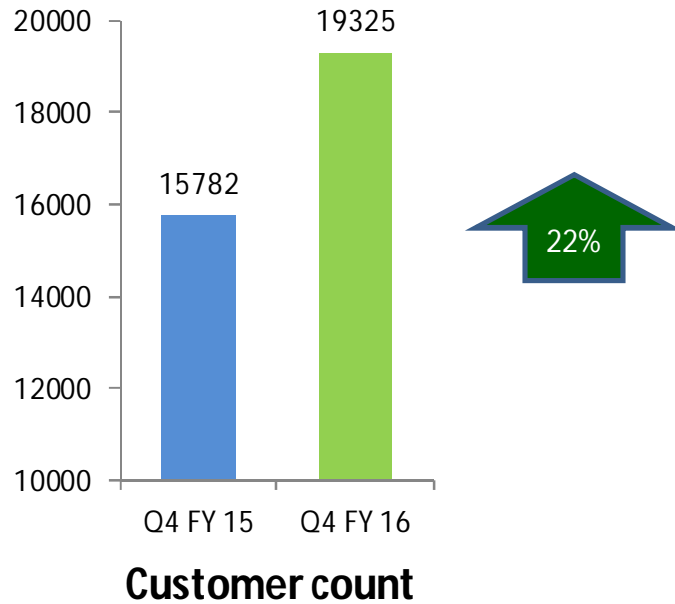
**4**  
Countries

**10**  
Cities

✓ 1 Clinic opened in Q4 FY 16

*The picture above just gives an idea of location and don't represent exact scale*

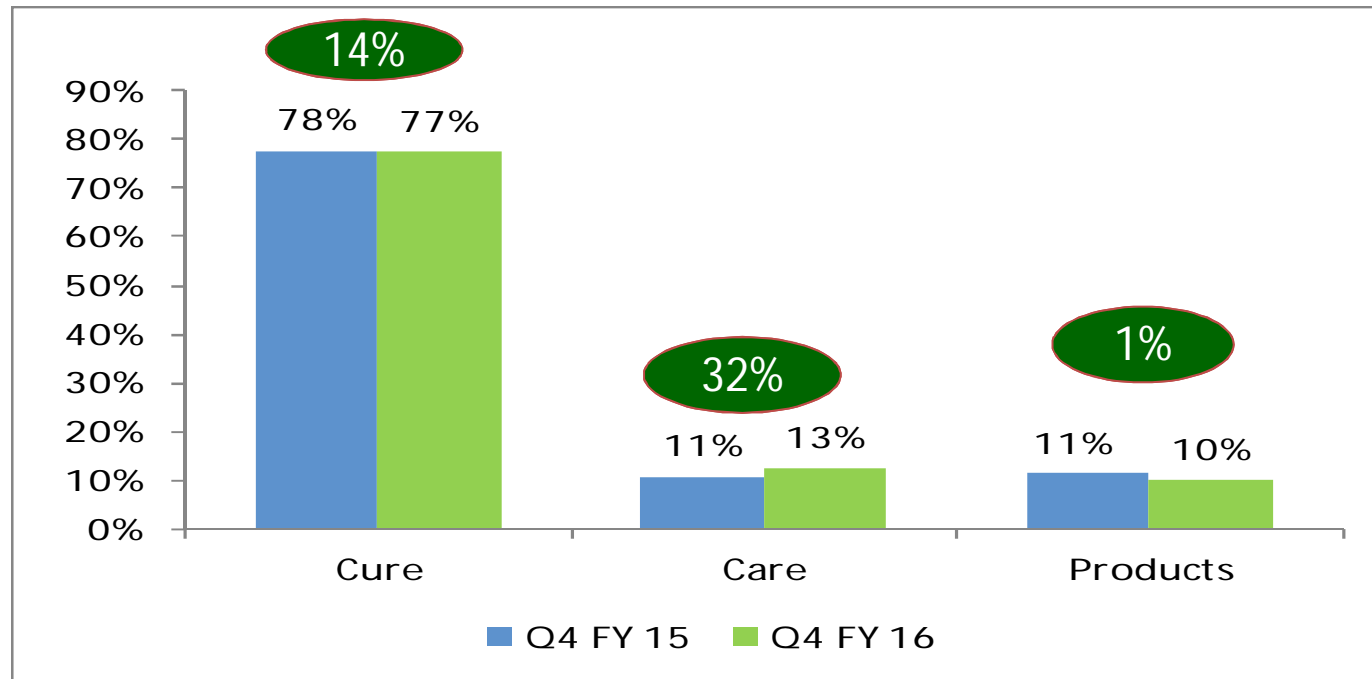
# Operational Indicators – Middle East



- Customer count grew by 22% (SSG: 14%) over LY.
- Ticket size growth de-grew by 6% (SSG: -6%) over LY.

*On constant currency basis*

# Category Mix % - KME Region



- Cure category has grown by 14% (SSG: 8%) in Q4 FY 16.
  - Hair free technology scale up in UAE (7) & Oman (1) helped to drive growth
- Care vertical grew by 32% (SSG: 12%) in Q4 FY 16
  - Hair care category lead the growth with 83% growth in Q4 FY 16
- Product category grew by 1% (SSG: -ve 1%) in Q4 FY 16
  - New launches including combo packs in UAE and KSA in Q4 to drive future growth

On constant currency basis

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# Financials – Q4 FY 16





# Financial Highlights : Kaya Group

Particulars (INR Mn)	Q4 FY 15	Q4 FY 16
<b>Collection</b>	961	1103
<b>Net Revenue</b>	869	1021
<b>EBIDTA</b>	75	39
<b>Operating Margin</b>	41	-10
<b>Other Income</b>	31	24
<b>PAT</b>	64	13

15%

17%

Collection SSG 6%  
2% @ constant currency

Net Revenue SSG 10%  
5% @ constant currency

EBIDTA at 4% against 9% LY

Like to Like EBIDTA at 7% of NR  
against 9% in Q4 LY

Operating margin at -1%  
against 5% of LY

Operating margin is impacted by  
INR 14 Mn on account of higher  
depreciation on Technology  
investments & Expansion

PAT at 1% against 7% in  
Q4 FY 15

SSG: Same store growth

17

# Financial Highlights : India

Particulars (INR Mn)	Q4 FY 15	Q4 FY 16
Collection	541	584
Net Revenue	459	496
EBIDTA	19	-19
Operating Margin	4	-49
Other Income	30	24
PAT	31	-25

↑ 8%

↑ 8%

Collection SSG (3)%

Net Revenue SSG flat

EBIDTA margin at (4)% against 4% of LY

Like to Like EBIDTA at 1% against 6% LY

Operating margin at (10)% against 1% LY

Operating margin is impacted by INR 11 Mn on account of higher depreciation on technology investments & Expansion

PAT at (5)% against 7% in Q4 FY 15

# Financial Highlights : Middle East

Particulars (INR Mn)	Q4 FY 15	Q4 FY 16
Collection	421	519
Net Revenue	410	525
EBIDTA	57	58
Operating Margin	41	39
PAT	42	38

↑ 23%

↑ 28%

Collection SSG 16%  
7% @ constant currency

Net Revenue SSG 20%  
11% @ constant currency

EBIDTA margin at 11%  
against 14% LY

EBIDTA margin impacted by one  
time expansion costs of Rs 14 Mn

Like to Like EBIDTA at 15%  
against 14% LY

Operating margin at 7% against  
10% LY

Operating margin is impacted by  
INR 3 Mn on account of higher  
depreciation on Technology  
investments

SSG: Same store growth

# Financial Highlights : Kaya Group – FY 16

Particulars (INR Mn)	Kaya India		Kaya Middle East		Kaya Group		
	FY 16	FY 15	FY 16	FY 15	FY 16	FY 15	
<b>Collection</b>	2179	2003	1872	1578	4050	3581	↑ 13%
<b>Net Revenue</b>	1844	1724	1855	1591	3699	3315	↑ 12%
<b>EBIDTA</b>	-102	74	244	271	140	336	
<i>% to NR</i>	-6%	4%	13%	17%	4%	10%	
<b>Operating Margin</b>	-199	10	176	219	-24	220	
<i>% to NR</i>	-11%	1%	9%	14%	-1%	7%	
<b>Other Income</b>	112	145	0	1	113	146	
<b>PAT before Exception</b>	-86	155	176	220	88	366	
<i>% to NR</i>	-5%	9%	10%	14%	2%	11%	
<b>Exceptional Items</b>	0	0	0	0	0	-48	
<b>PAT post Exception</b>	-86	155	176	220	88	318	
<i>% to NR</i>	-5%	9%	10%	14%	2%	10%	

SSG: Same store growth

In case of any clarifications please  
contact on  
[investorrelations@kayaindia.net](mailto:investorrelations@kayaindia.net)

**Thank you**