FSN E-Commerce Ventures Limited

August 25, 2026

National Stock Exchange of India Limited
Symbol: NYKAA

BSE Limited
Scrip Code: 543384

Dear Sir/ Madam,

Sub: Presentation made at 14th Annual General Meeting (AGM) of the Company

With reference to the captioned subject, please find attached herewith the presentation made to the Members at the 14th AGM of the Company held today i.e., August 25, 2026.

The presentation is also available on the website of the Company at https://www.nykaa.com/investor-relations/lp

This is for your information and records.

Thanking You,

Yours faithfully,

For FSN E-Commerce Ventures Limited

Chetan Sharma
Digitally signed by Chetan Sharma
Date: 2026.08.25 14:58:49 +05'30'

Dr. Chetan Sharma
Company Secretary and Compliance Officer

Encl.: As above

NYKAA

FY2026 AGM

FSN E-Commerce Ventures Limited

25th Aug 2026 | 10:30 AM IST

Industry Overview and One Nykaa

Nykaa: India's leading beauty and lifestyle destination

India's largest beauty omnichannel retailer

FASHION

India's leading premium online fashion platform

SUPER STORE BY NYKAA

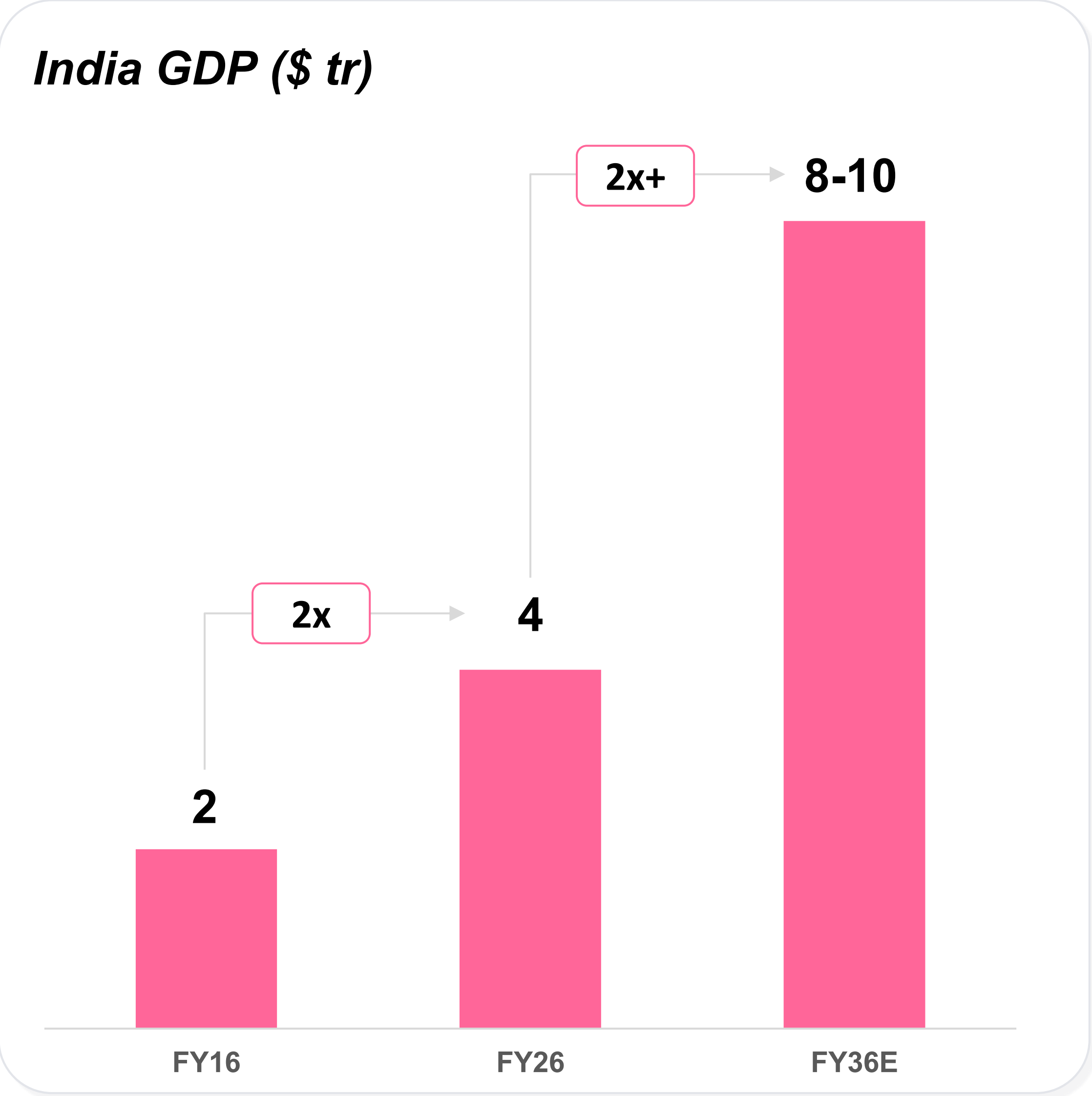
India's leading eB2B BPC distribution platform

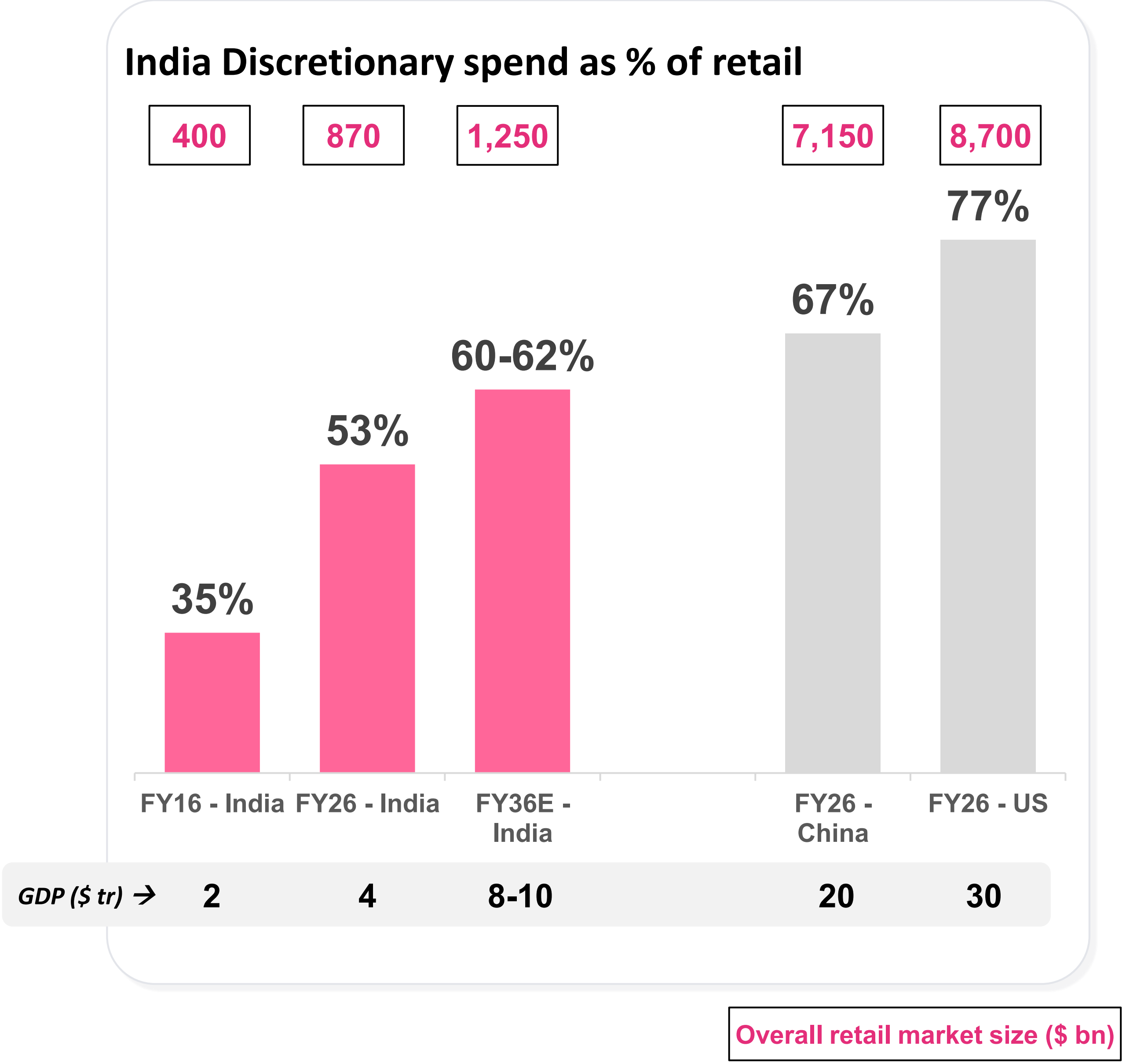
House of NYKAA

Consumer brands portfolio across beauty and fashion

Rs 20,000 Cr	Rs 10,000 Cr	55 mn
GMV	NSV	Cumulative customer base

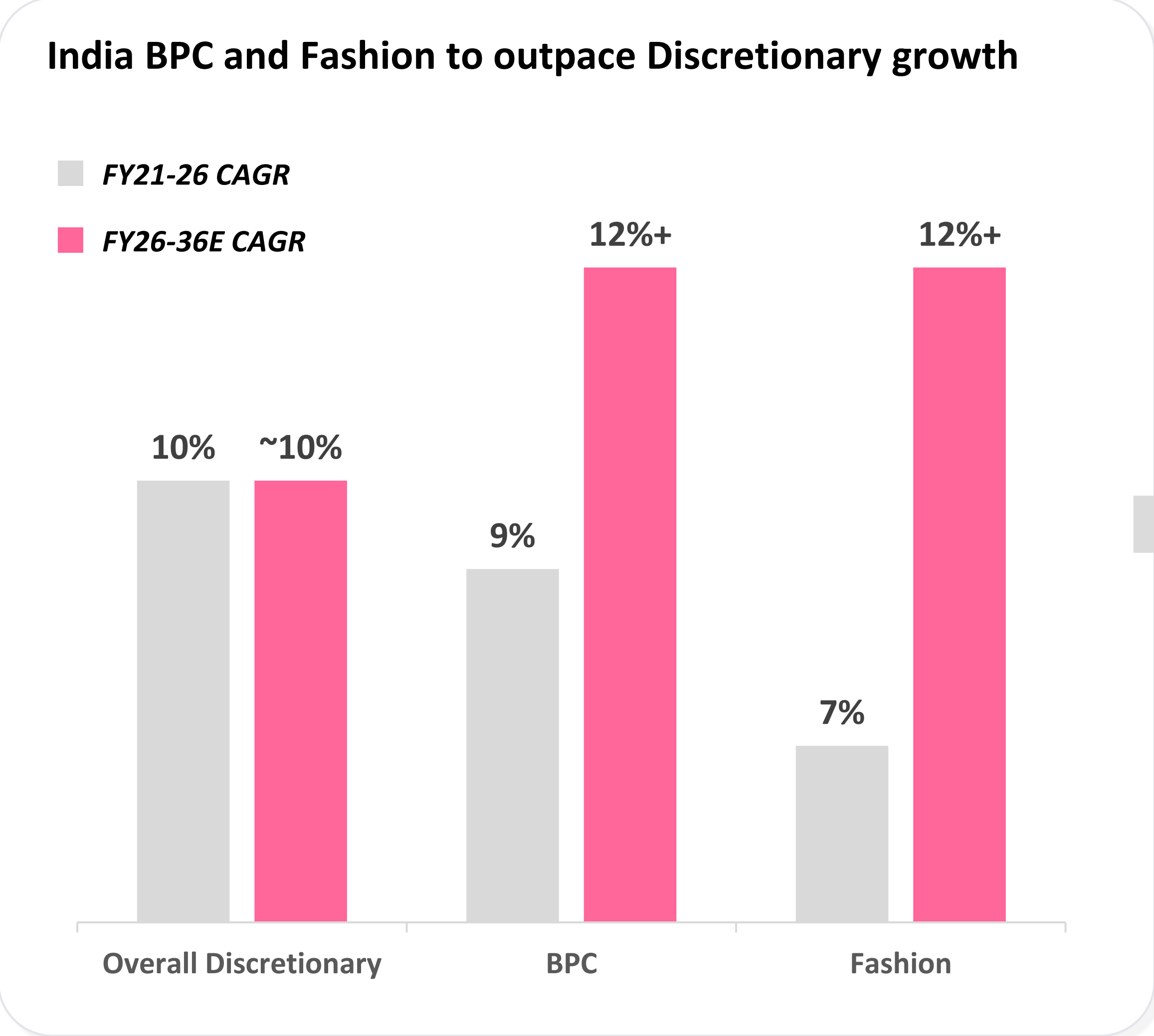
India's discretionary spend to see outsized growth with continued GDP growth

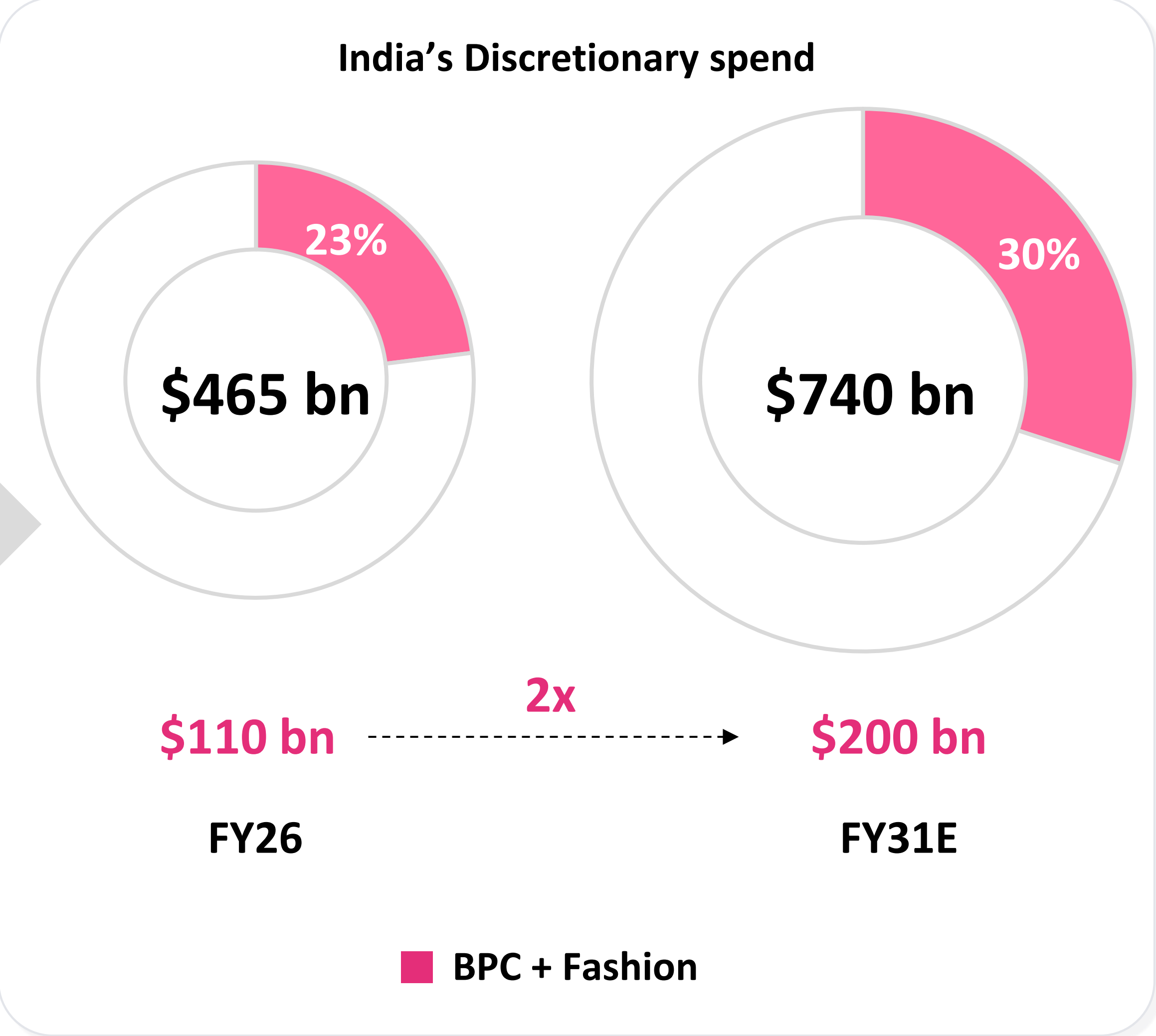




Source: India got retail (2025), IMF, Morgan Stanley. U.S. Census Bureau, National Bureau of Statistics of China

BPC and Fashion are the fastest growing discretionary categories



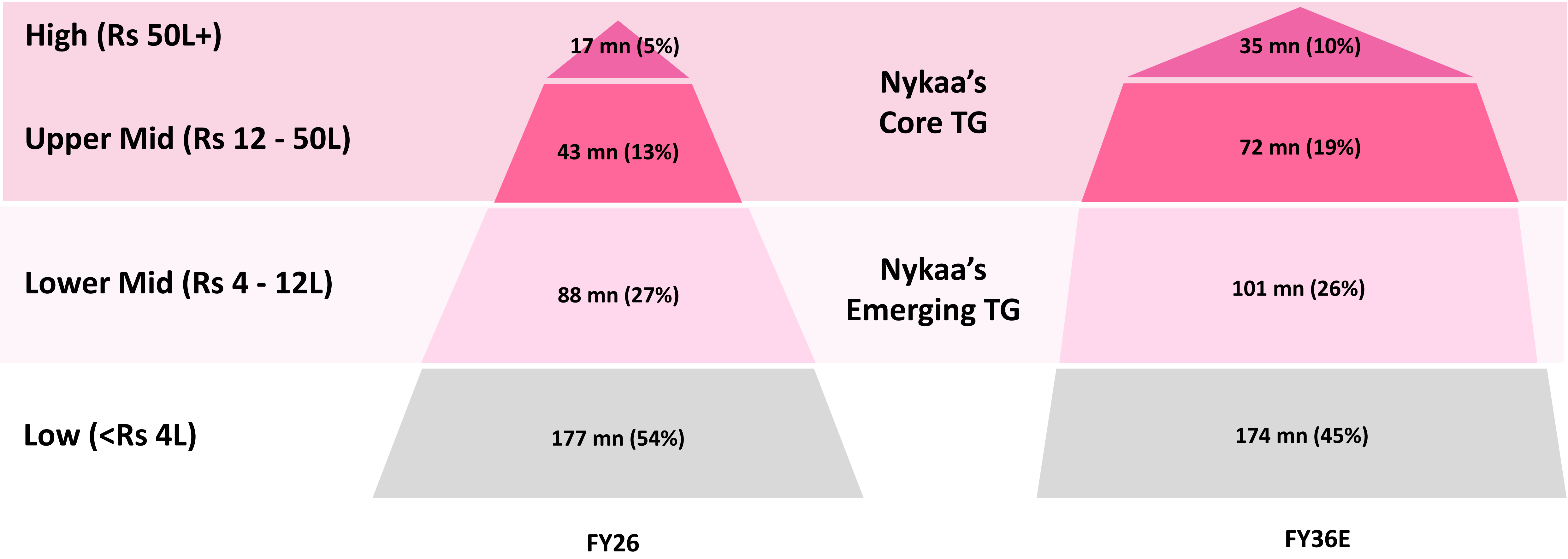


Nykaa sits in the overlap of the most attractive consumption vectors: premium, digital and discovery-led

Source: CLSA report, Redseer (India BPC 2030 and India got retail 2025)

Nykaa's core TG to double in next 10 years reaching 100mn+ households

India's Annual Household Income

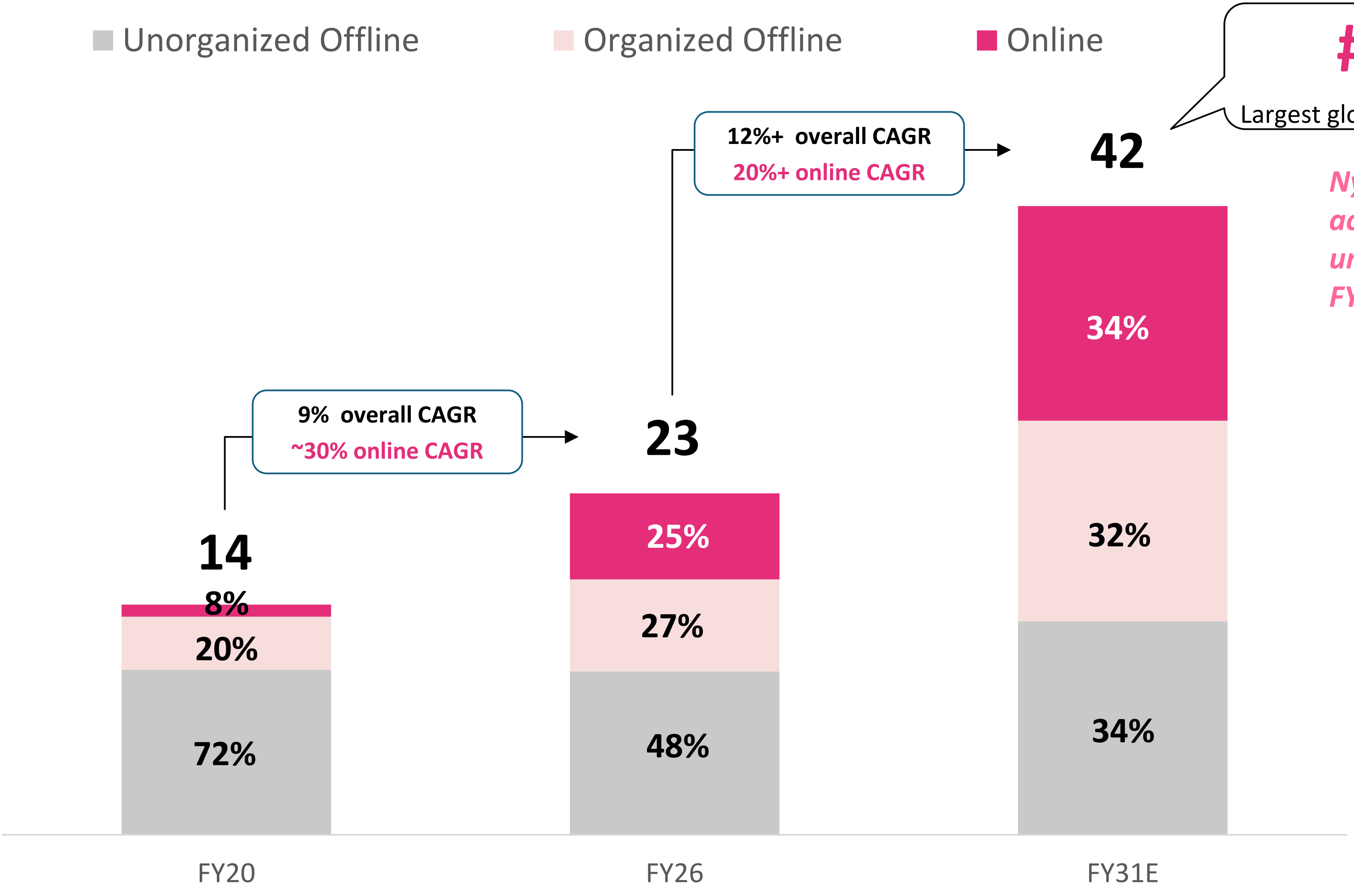


55% of India Household will account for 85% of India's Income Pool in FY36

Source: CLSA report

India is among fastest growing BPC markets, a $40 bn+ opportunity by FY31E

India BPC market size ($ bn)



#4
Largest globally by FY31

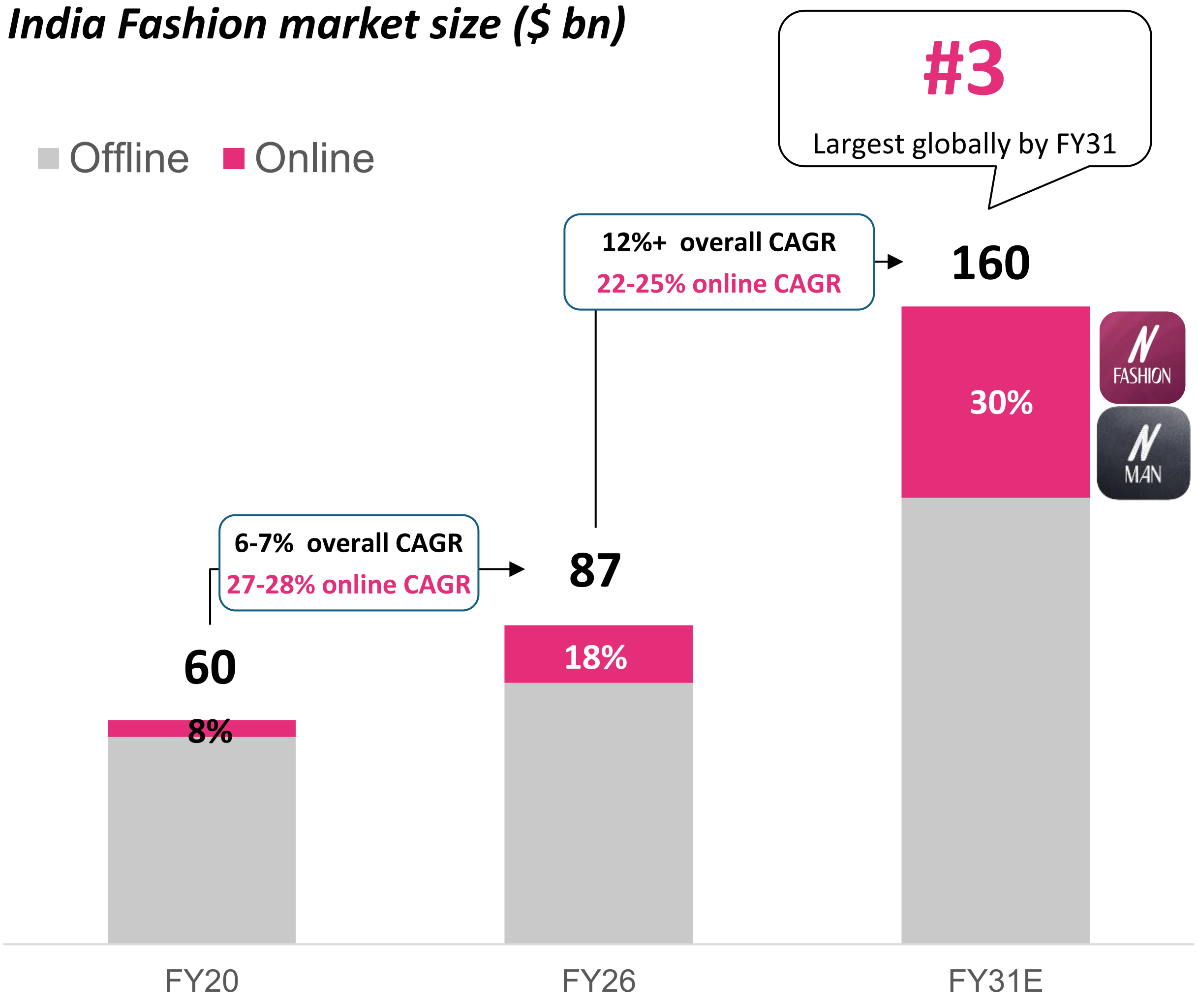
Nykaa is well placed to serve BPC market across online, organized offline and unorganized offline, each exceeding $13bn+ by FY31

+ Assisted GT/MT

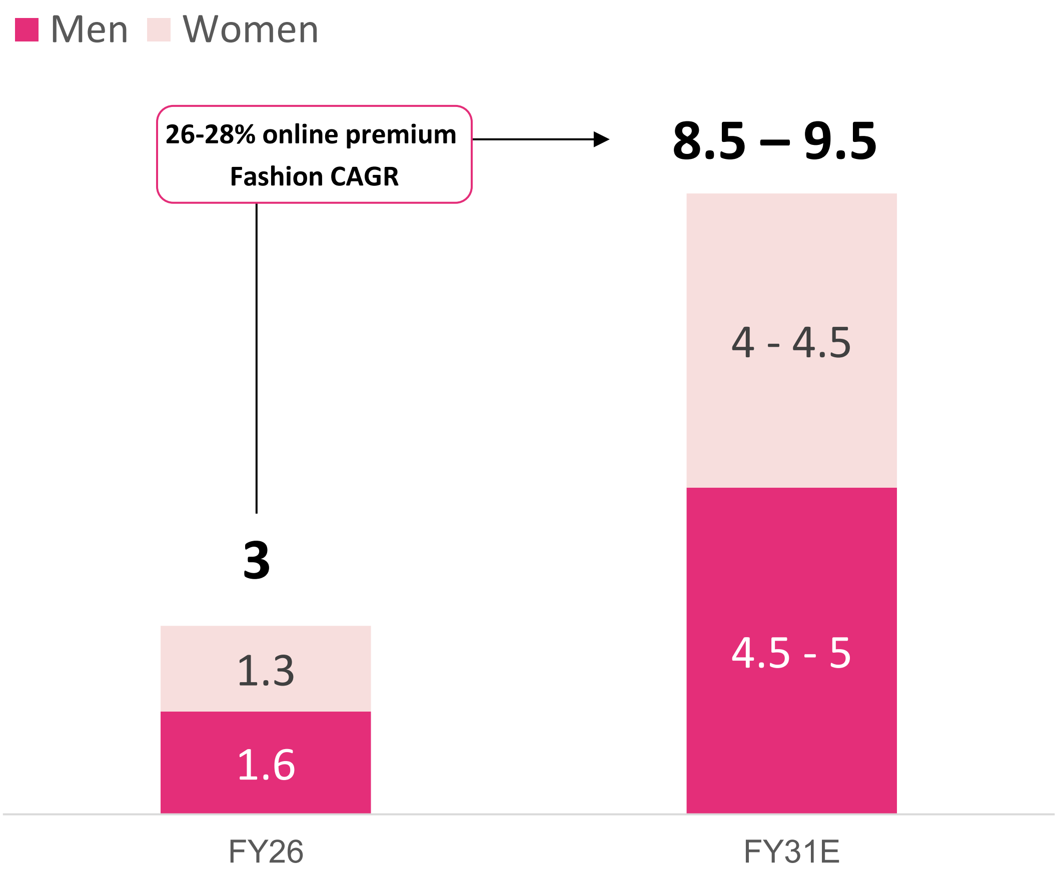
Source: Redseer (India BPC 2030), conversion rate 1 USD = Rs 95

India online fashion market: a $50 bn opportunity

India Fashion market size ($ bn)



India online premium fashion market ($ bn)

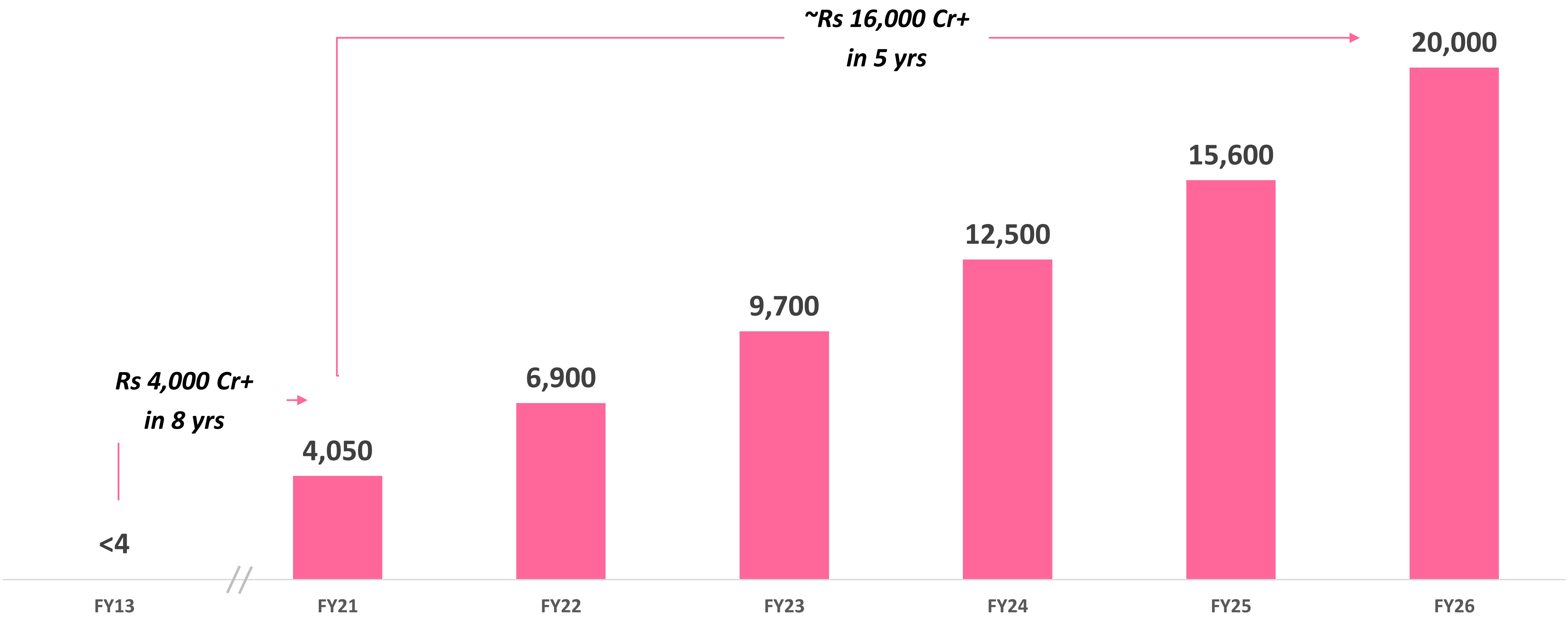


Premium fashion market in India is expected to become **3x** by FY31

Source: Redseer (India's got retail 2025), BCG and Meta. conversion rate 1 USD = Rs 95

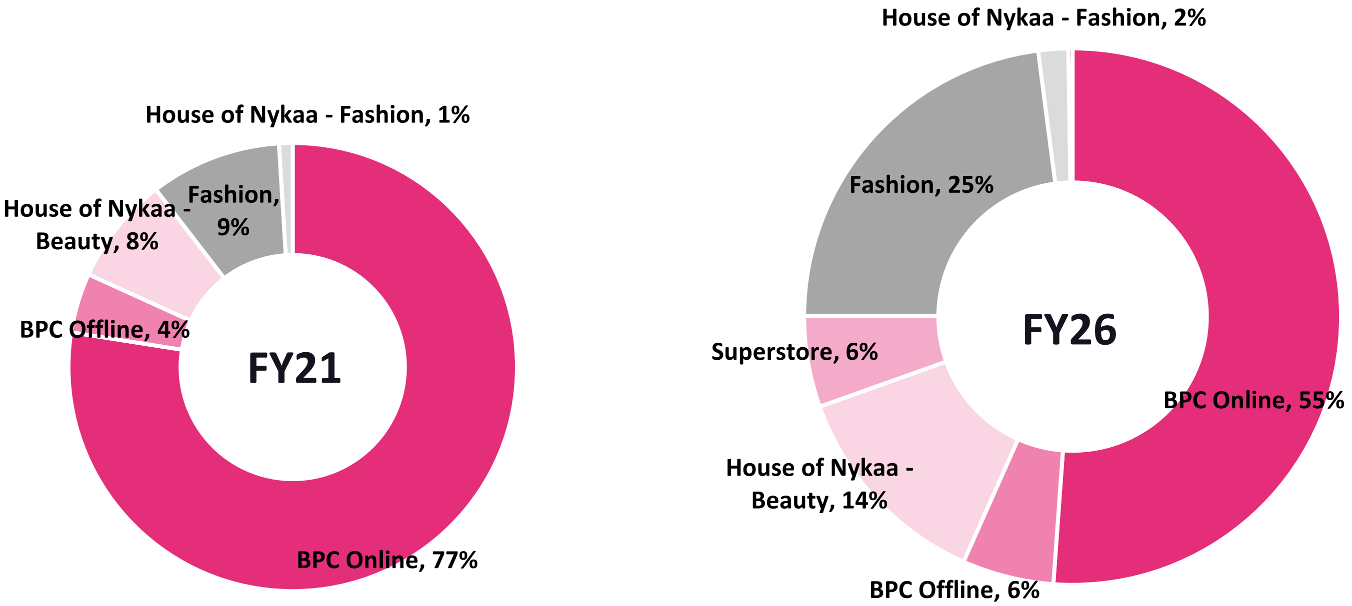
Nykaa's evolution to a Rs 20,000 Cr GMV beauty and lifestyle ecosystem

One Nykaa GMV (Rs Cr)



Every business is scaling against a large and distinct market opportunity

GMV Mix[1] (%)

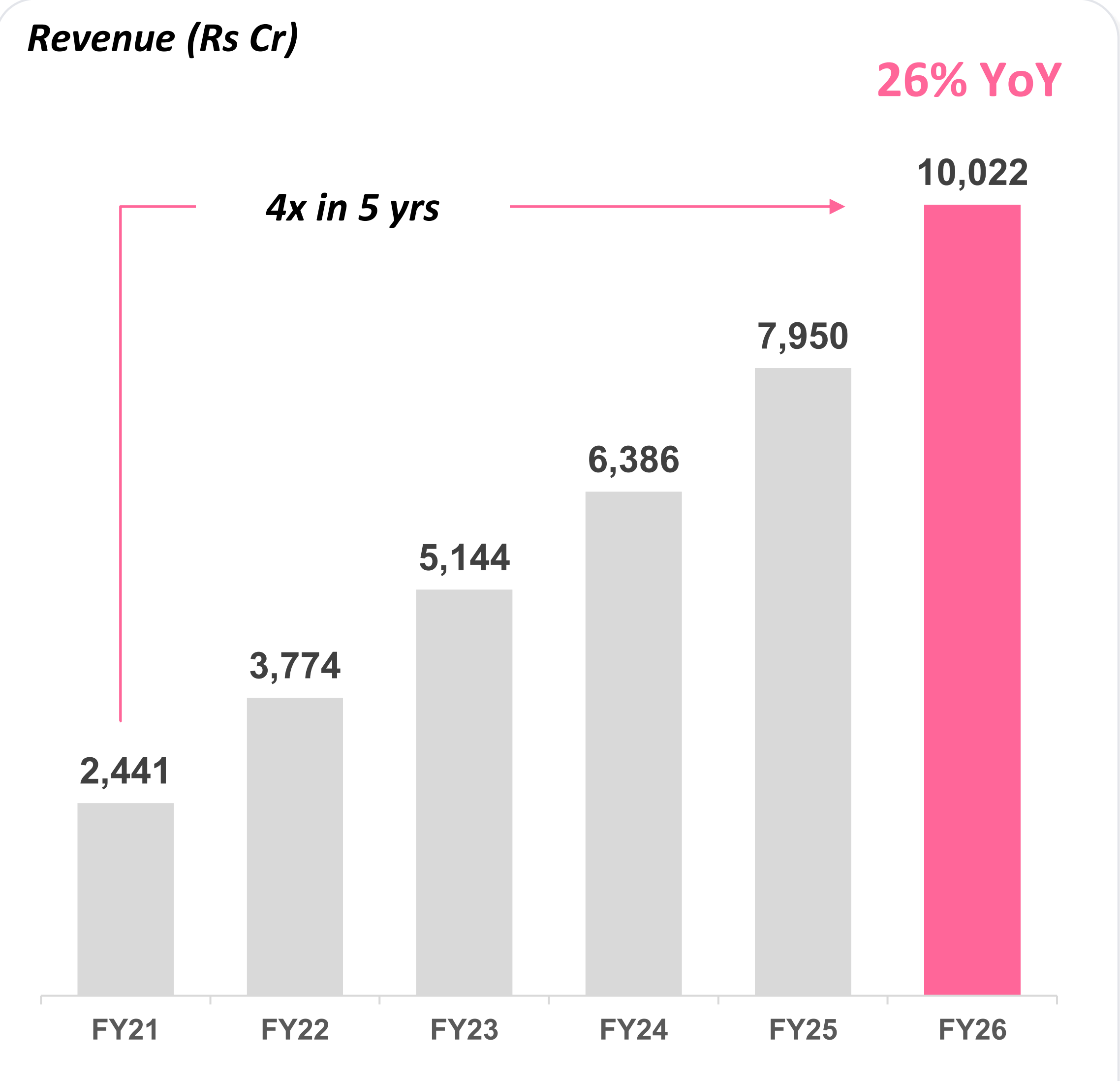


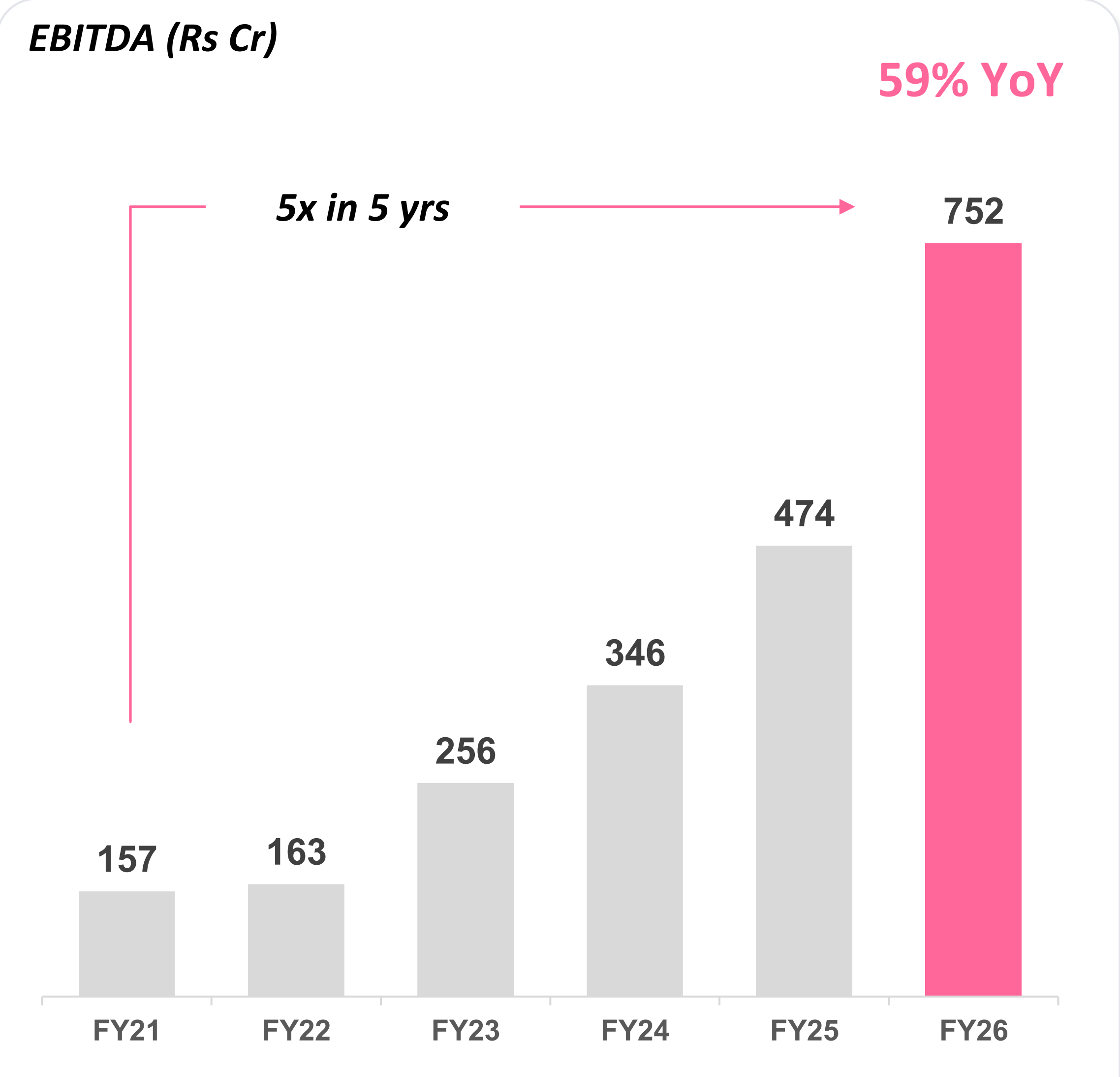
Today, Nykaa's ecosystem consists of a diversified set of businesses spanning beauty and fashion, across online B2C, B2B and physical retail

	GMV growth (FY21-26)	TAM (FY31E)
Nykaa Beauty	4x	$14 bn *Online BPC*
Nykaa Stores	7x	$13 bn *Organized offline BPC*
Superstore (Launched in FY22)	4x in 3 years	$14 bn *Unorganized retail*
Nykaa Fashion	7x	$48 bn *Online Fashion*
House of Nykaa	8x	$100 bn Overall TAM[2]

1. Total GMV mix exceeds 100% as House of Nykaa GMV will overlap with the omnichannel business verticals
2. Source: Redseer (India got retail 2025), excluding retail wellness

Nykaa crosses Rs 10,000 Cr Revenue milestone; EBITDA grew 5x in 5 yrs

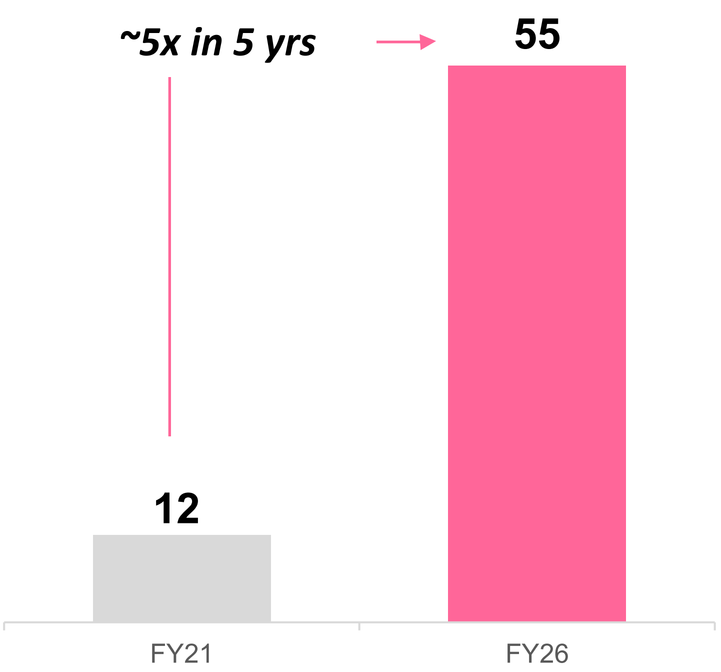




EBITDA Margin %	6.4%	4.3%	5.0%	5.4%	6.0%	7.5%

Investments in customer acquisition and best in class infra and tech

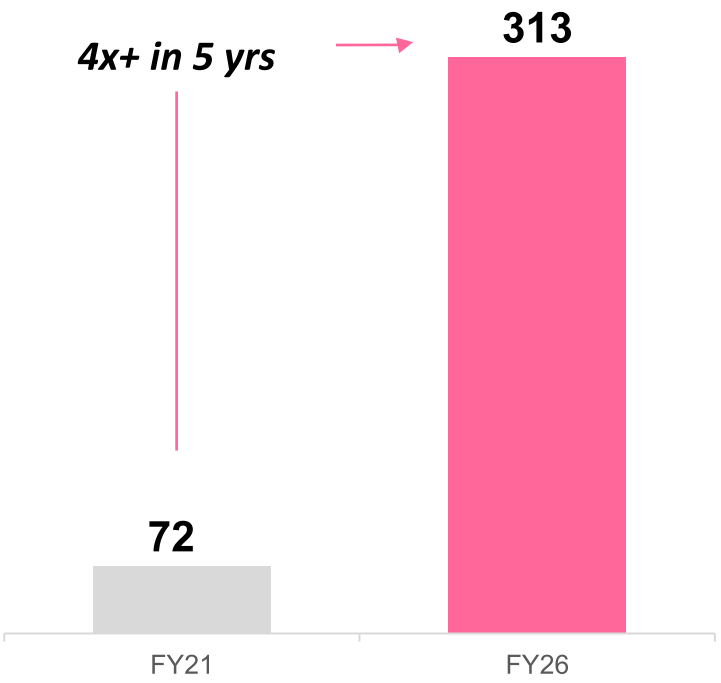
Cumulative customer base (mn)



55

Cumulative customers in FY26

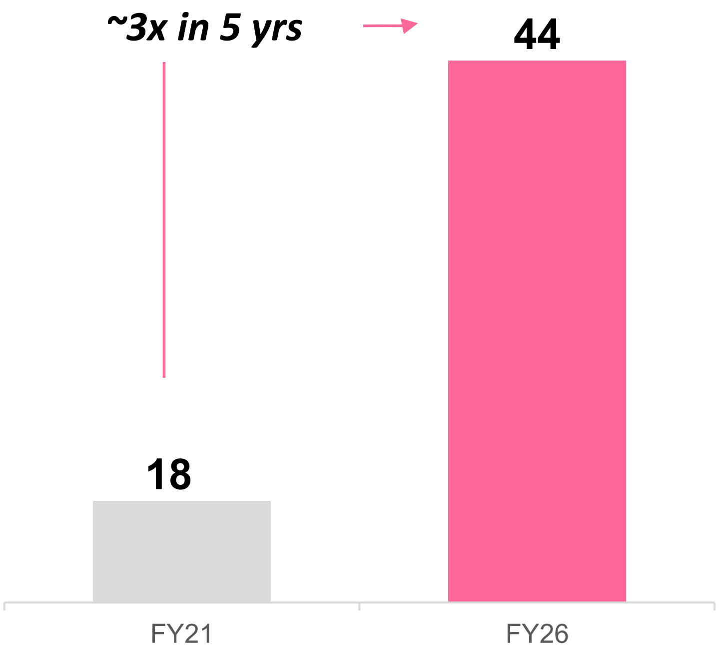
Beauty Store Count (#)



3.1 L sq. ft

Store space in FY26 *[5x in 5 yrs]*

Warehouse Count (#)



15.2 L sq. ft

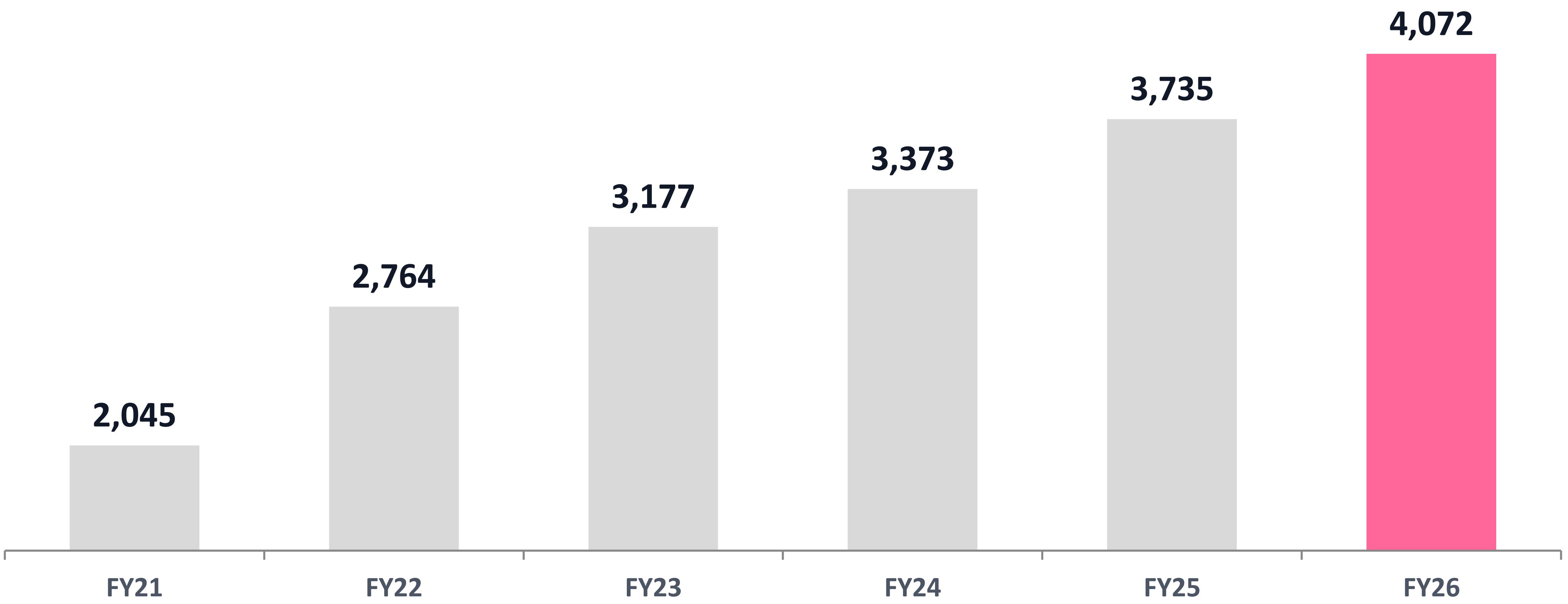
Store space in FY26 *[3x in 5 yrs]*

We continue to invest in key focus areas:

Customer acquisition, Retail expansion, Fulfilment capabilities, and Technology

Productivity gains acceleration across the organization

On-roll employee headcount (#)



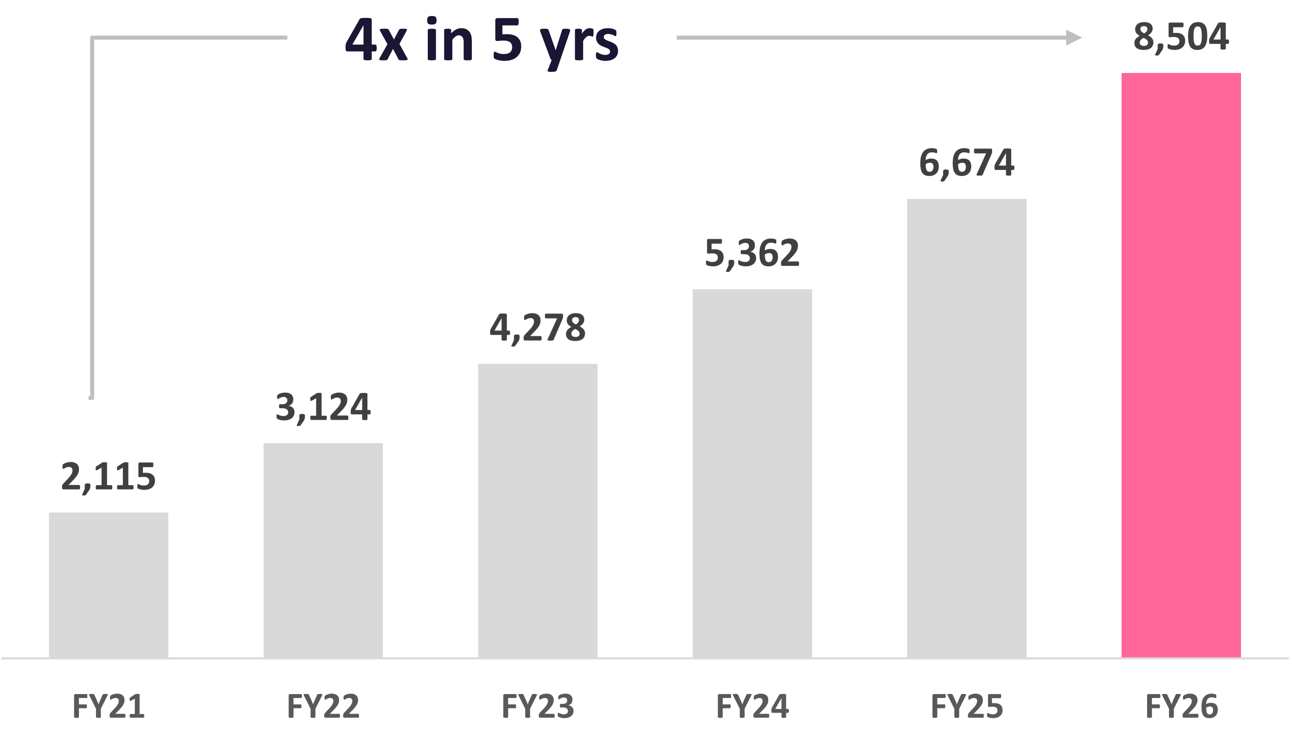
	FY21	FY22	FY23	FY24	FY25	FY26
Revenue/employee (Rs Cr)	1.2	1.4	1.6	1.9	2.1	2.5

2x

Beauty Omnichannel Retail

Beauty reached Rs 8,500 Cr+ NSV in FY26, growing 4x in 5 years

NSV (Rs Cr)



Rs 15,000 Cr

GMV *[4x in 5 yrs]*

45 mn

Cumulative Customer Base

4,500+

Brands

Trusted partner for all iconic beauty groups globally

NYKAA

L'ORÉAL – 27 brands
- MAYBELLINE NEW YORK
- L'ORÉAL PARIS
- LANCÔME PARIS
- KÉRASTASE PARIS
- YVES SAINT LAURENT BEAUTÉ
- LA ROCHE-POSAY LABORATOIRE DERMATOLOGIQUE
- CeraVe
- REDKEN 5TH AVENUE NYC
- Kiehl's SINCE 1851
- URBAN DECAY
- it COSMETICS
- NYX PROFESSIONAL MAKEUP

ESTĒE LAUDER – 11 brands
- MAC
- CLINIQUE
- The Ordinary.
- ESTĒE LAUDER
- smashbox
- BOBBI BROWN
- Too Faced
- JO MALONE LONDON
- TOM FORD

Hindustan Unilever Limited – 24 brands
- LAKMĒ
- Vaseline
- TRESemmé
- Dove
- POND'S
- LOVE beauty AND planet
- NEXXUS
- Simple

Unilever PRESTIGE – 3 brands
- Murad
- PAULA'S CHOICE SKINCARE
- dermalogica

PUIG – 8 brands
- Charlotte Tilbury
- CAROLINA HERRERA
- Jean Paul GAULTIER
- paco rabanne
- KAMA AYURVEDA
- NINA RICCI
- URIAGE EAU THERMALE
- ISDIN

interparfums – 15 brands
- GOUTAL PARIS
- MONTBLANC

P&G – 15 brands
- SK-II
- OLAY
- Gillette Venus

AMOREPACIFIC – 8 brands
- LANEIGE
- innisfree
- ETUDE
- Sulwhasoo
- AESTURA
- RYO
- mise en scène
- ILLIYOON

LVMH – 6 brands
- DIOR
- benefit SAN FRANCISCO
- GIVENCHY
- GUERLAIN
- MAKE UP FOR EVER PROFESSIONAL PARIS
- KENZO

COTY SINCE 1904 – 16 brands
- BURBERRY LONDON ENGLAND
- KYLIE COSMETICS BY KYLIE JENNER
- GUCCI

Beiersdorf – 4 brands
- la prairie SWITZERLAND
- Eucerin
- NIVEA

SHISEIDO – 3 brands
- SHISEIDO
- NARS
- ISSEY MIYAKE

kenvue – 8 brands
- Neutrogena
- Aveeno

Exclusive on Nykaa at present/ at the time of launch/ Selective Exclusivity

Nykaa Global store brands

FY26: A defining year of marquee brand launches

200+ New brands launched in FY26

From Korean favourites to iconic luxury houses, from clinical derma brands to cult-favourite labels — brands across every price point, origin and category have chosen Nykaa as their trusted partner.

Korean Beauty

AESTURA, Arencia, RYO, Anua, Dr. Althea, fwee, ILLIYOON, mise en scène, medicube, d'Alba piedmont, mixsoon, Pyunkang Yul

Global Beauty

LA ROCHE-POSAY LABORATOIRE DERMATOLOGIQUE, NEXXUS, it COSMETICS, Supergoop!, Milk MAKEUP, H&M Beauty, KYLIE COSMETICS BY KYLIE JENNER, PAULA'S CHOICE SKINCARE, beautyblender

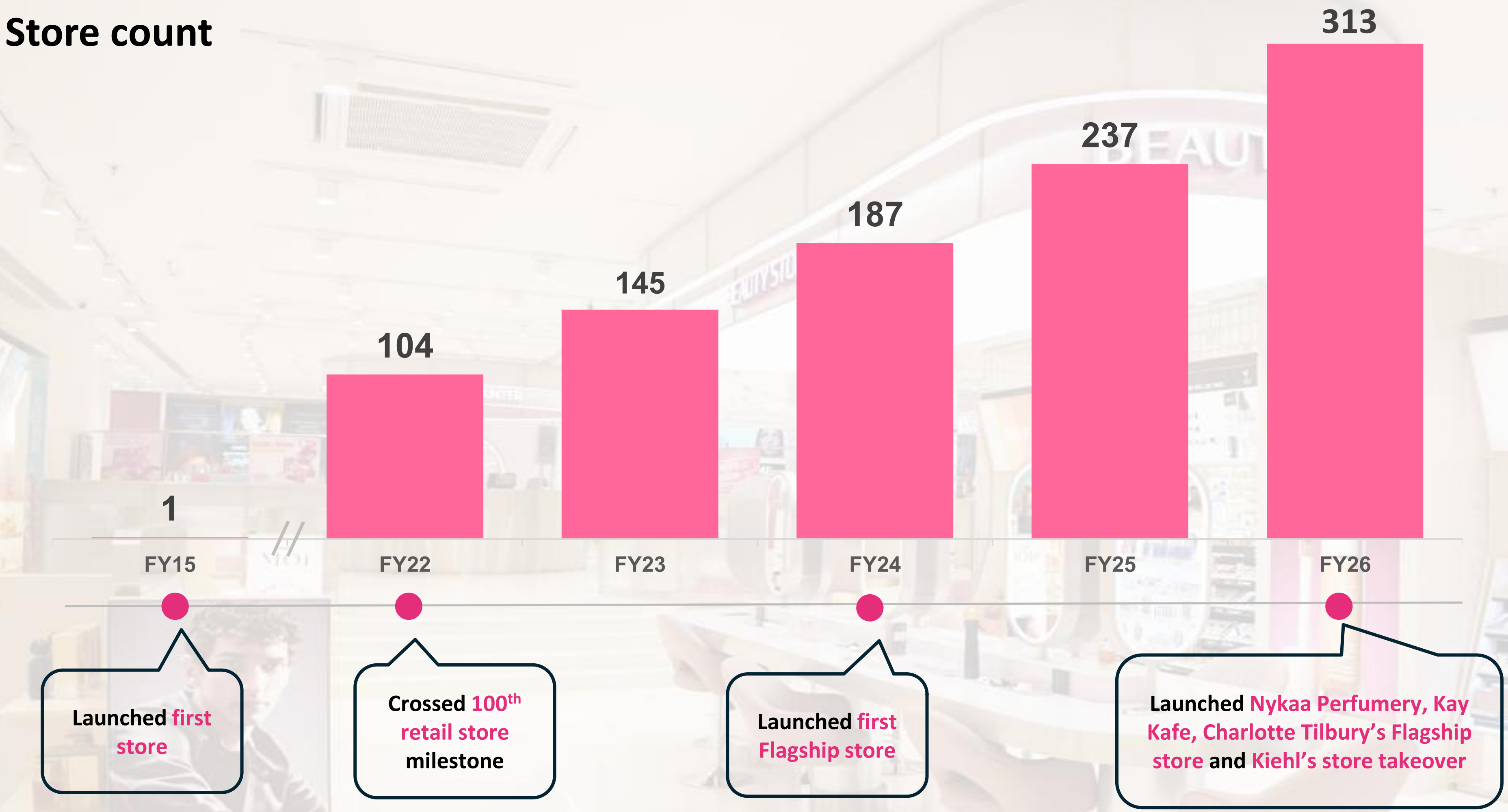
Ultra Luxury

CHANEL, la prairie SWITZERLAND, SK-II, ARMANI beauty, Maison Margiela PARIS, PRADA BEAUTY, CHANTECAILLE, DOLCE & GABBANA

Exclusive on Nykaa at present/ at the time of launch

India's largest specialty beauty stores network covering nearly 100 cities

FY26 was a breakthrough year for Nykaa Retail, marked by the launch of differentiated premium and experiential formats catering to diverse consumer needs



Store Count

313

Cities

99

Space (Sq. ft.)

3.1 L+

Nykaa has a well diversified store network across tiers, regions and servicing different customer need states

FY26 was a landmark year of retail innovation and first-of-a-kind format launches

Nykaa Perfumery

A new way to discover luxury fragrances through personalized experiences

Exclusive brand boutiques

Managing 11 exclusive Kiehl's India store and expanding brand footprint

1st flagship Charlotte Tilbury boutique in South Asia

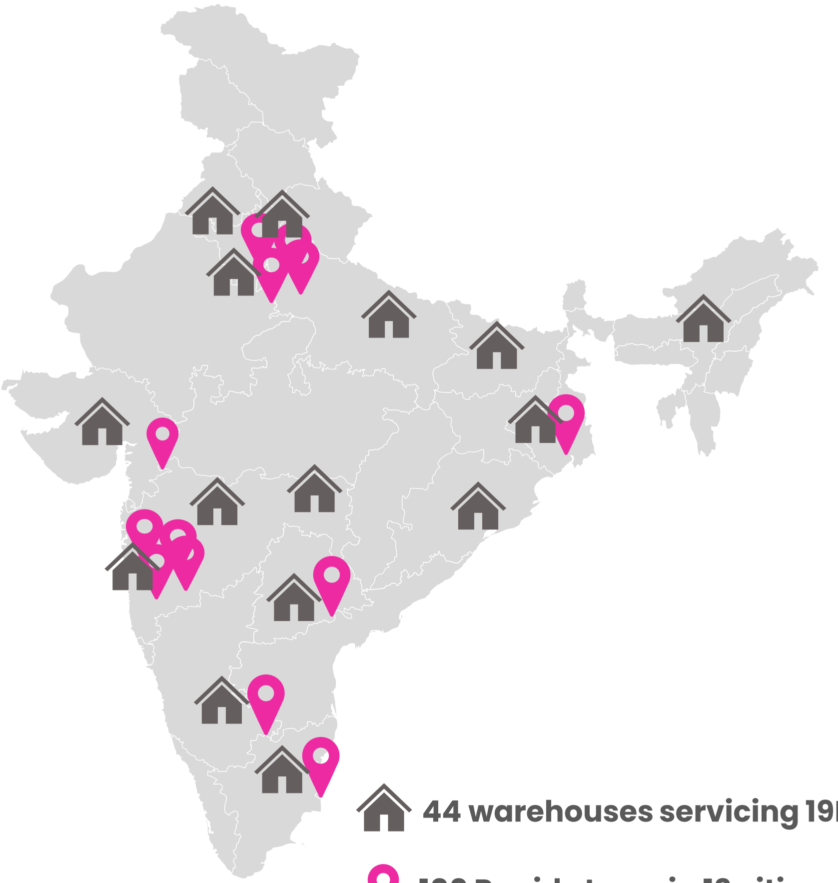
Kay Kafe

A first of its kind lifestyle café blending beauty, coffee and community

House of Nykaa store

A curated multi brand destination exclusively for House of Nykaa Beauty brands

Nykaa Now: Rapid delivery serving largest BPC assortment, live across 13 cities



44 warehouses servicing 19K pincodes

100 Rapid stores in 13 cities

Capabilities	Assortment	Coverage	Speed
NYKAA NOW *[high demand pockets]*	1,000+ Brands	Top 13 Cities	30-60 mins
NYKAA NEXT DAY	4,500+ Brands	Pan India [70% of orders delivered by next day]	24-36 hrs

Expansion Plan

NYKAA NOW
Top 25+ Cities
by FY27

NYKAA NEXT DAY
90% of all orders across 19k pincodes
by FY30


NYKAALAND
2025

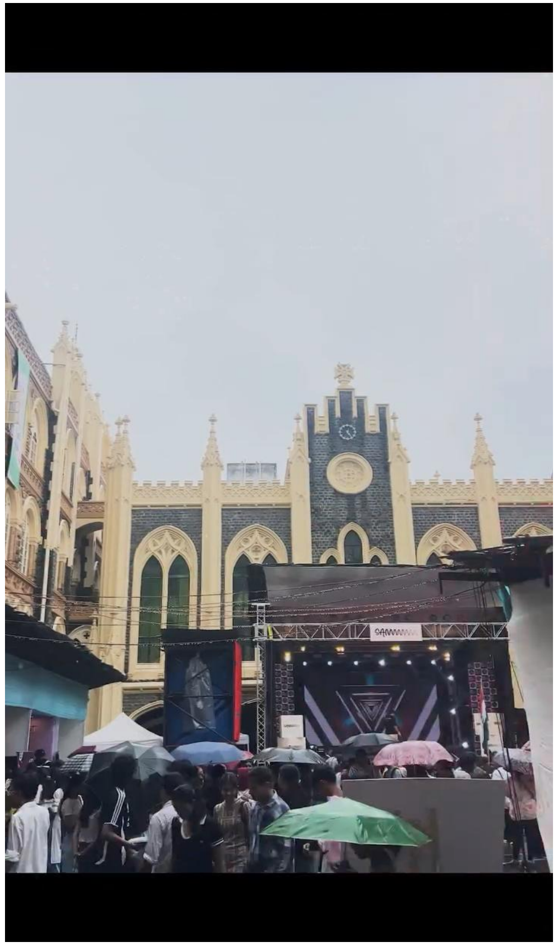
Nykaa has the right to win amongst Gen Z, the next frontier for beauty growth

Gen Z accounts for ~40% of India population (600 mn) in FY36 with more than 50% spend in lifestyle categories

Gen Z Campus Ambassadors programme

Community of 300 KOLs with strong Gen Z audience connect. generating 60 mn+ reach

On-ground immersive events



Showing up at Gen Z dominated spaces. 13+ marquee college lifestyle and music festivals with 60K+ footfalls

On site Gen Z store

Curated assortments and commercial events from 80+ trending brands

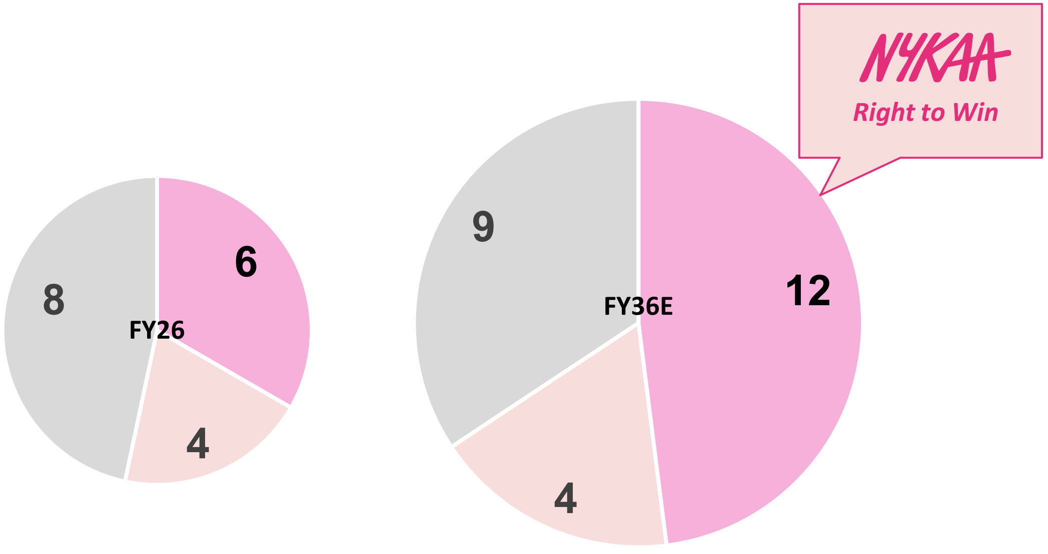
Nykaa X Snapchat

India's 1st Gen Z Beauty Creator Incubator Program, generating 2,000+ content pieces

Wellness: Nykaa is well positioned to capture the emerging lifestyle opportunity

India Health & Wellness will grow 15% CAGR to **$27 bn** by FY31E

Wellness retail will add **+$12 bn** to take Nykaa's TAM to **$54 bn in FY31E**



Wellness retail ($ bn) Prescriptive ($ bn) Services ($ bn)

In App wellness store

Simplifying ingredients for specific need-states (Skin & Hair Health, Fitness, Hydration, Mind, PCOS, etc)

Education and experiences

Driving Education via Social Influencers, Affiliates, Brand Partnerships and Events both Online and Offline

200+ Brand onboarded in 2 yrs

HEALTHKART
whole The Truth
WELLBEING NUTRITION
PLIX
BE Bodywise
OZIVA be a better you!

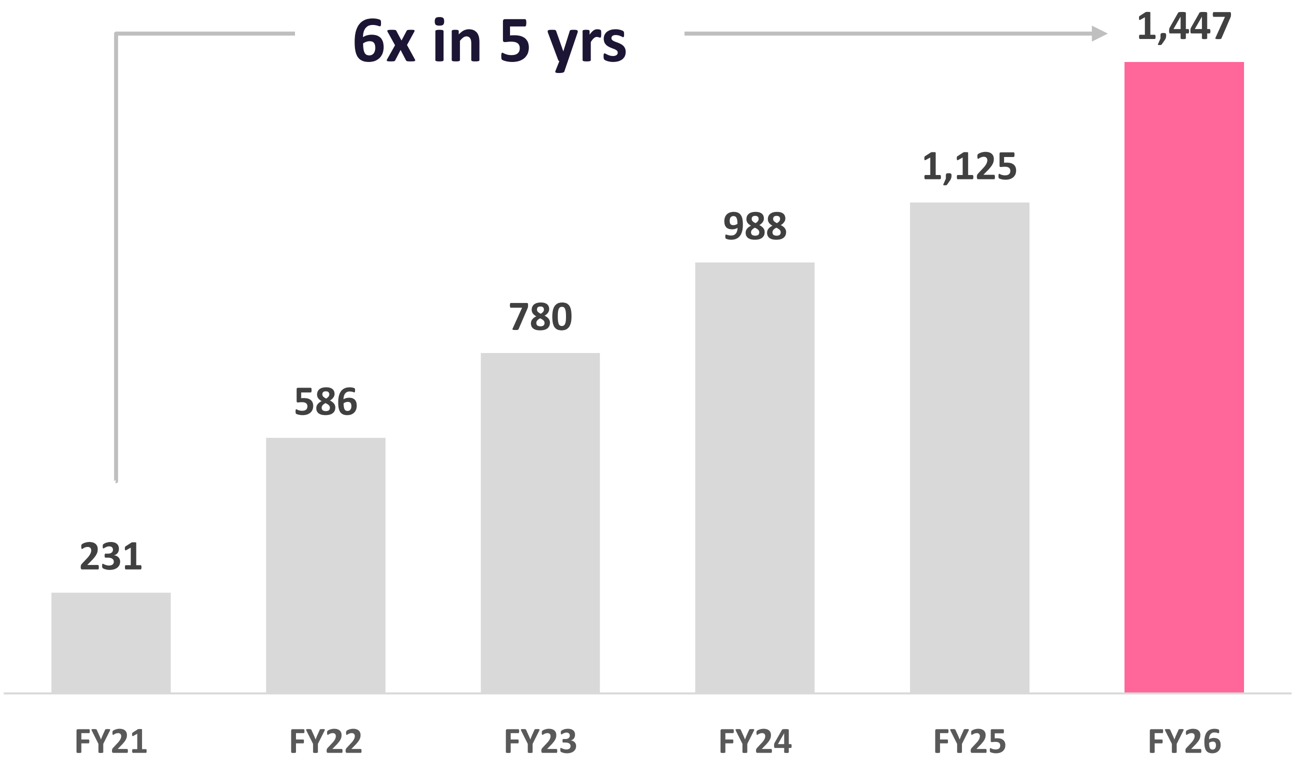
Source: Redseer

Note - *Wellness retail: Includes VMS Daily Dietary (31%), Sports (8%), Weight Management (13%), OTC Sleep, Pain, Beauty (32%), etc. Prescriptive includes Specialist administered supplements, Non-OTC, etc; Services Includes licensed services*

Fashion

Fashion reached Rs 1,450 Cr NSV in FY26, growing 6x in 5 years

NSV (Rs Cr)



EBITDA margin (% of NSV)	-11.3%	-2.6%

Rs 5,000 Cr
FY26 GMV *[7x in 5 yrs]*

11 mn
Cumulative Customer Base

5,500+
Brands

Achieved EBITDA breakeven in Q4FY26

FY26 has been a year of strong assortment building - 1,280 New brands launched

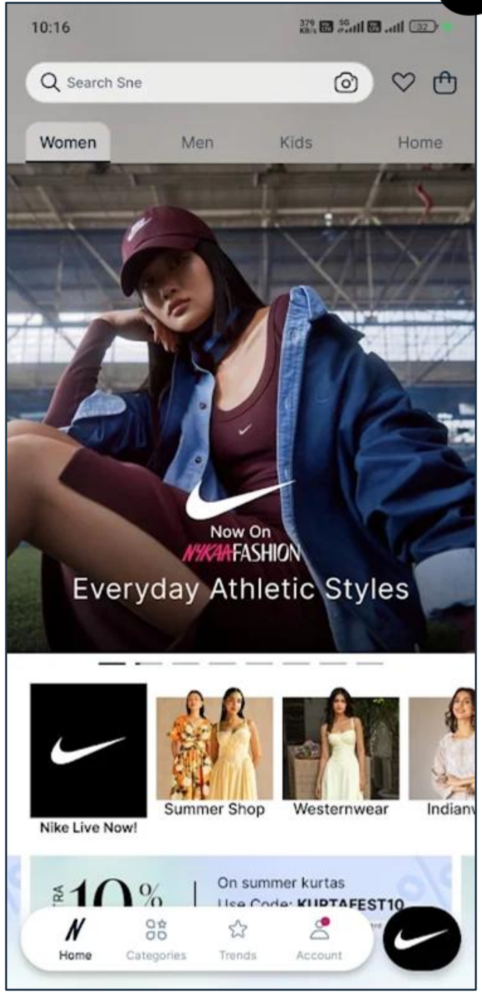
Women	H&M, Nike, GUESS, pomelo, OUTZIDR, under neat, miss mosa	680+
Men	Nike, RARE RABBIT, SNITCH, LACOSTE, TIGC, THE INDIAN GARAGE CO, WROGN, FLYING MACHINE	170+
Kids	H&M Kids, hopscotch, RARE ONES, GAP KIDS, piccolo, carter's, Bitiya by Bhama @ Bhamadesign.com	120+
Home/ Accessories	mokobara, bonhomie, Mia by Tanishq, PIERRE CARDIN PARIS, BOROSIL, Story@home	280+

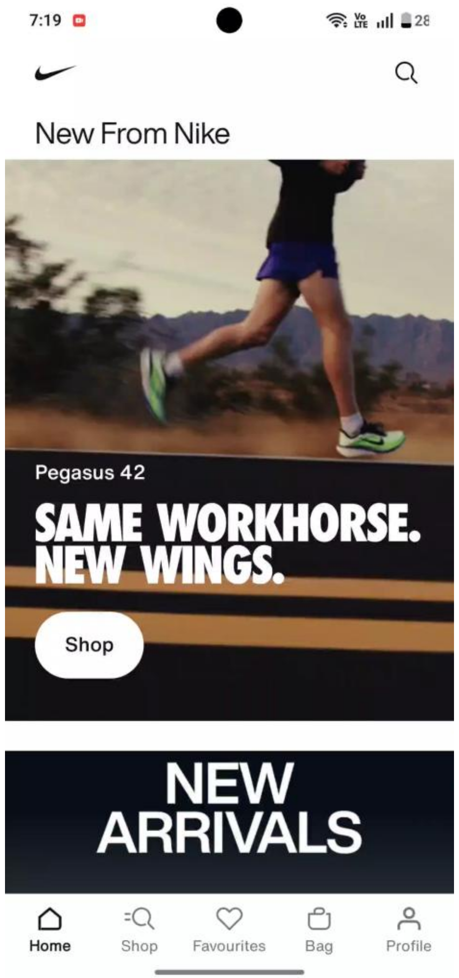
GMV growth	60%+ YoY	50%+ YoY	40%+ YoY
	Men	Kids	Home

Global fashion giants trusting Nykaa Fashion as partner of choice

Global trend forward fashion powerhouse

#1 brand
on Nykaa Fashion since launch





Global leader in athletic footwear, apparel, equipment and accessories

Nykaa Fashion manages Nike.in and Nike Commerce App in India

House of Nykaa

House of Nykaa continues to scale rapidly, reaches nearly Rs 1,900 NSV

Rs 100 Cr+ Ann. NSV

HOUSE OF NYKAA

Building India's leading new age consumer brands portfolio

~Rs 3,200 Cr

FY26 GMV

[8x in 5 yrs]

~Rs 1,900 Cr

FY26 NSV

[7x in 5 yrs]

12 Consumer Brands portfolio

Beauty

Fashion

How We've Been Building & Scaling Winning Brands

Established			Emerging			Incubating	
NYKAA Cosmetics	Kay Beauty	DOT & KEY	NYKAA WANDERLUST	earth rhythm	MAiSON MOi	nudge FEEL GOOD DAILY	NYKAA skin
							
2015	*2019*	*Acquired 2021*	*2019*	*Acquired 2022*	*2017*	*Current*	*2017*
India's trendiest Makeup brand	**India's largest celebrity makeup brand**	**Among India's top 3 D2C skincare brands**	**Premiumization in Bath & Body space**	**Tapping into emerging clean beauty space**	**Fine Fragrance brand with luxe experience**	**Bringing Beauty and Wellness together**	**Science backed efficacious skincare brand**

Innovation expertise across House of Nykaa

DOT & KEY

Breakthrough innovation in large and fast-growing categories such as moisturizes and sunscreens, with active and fruit led formulations

Oil free hydration and moisture control
#2 in moisturizer

Reapplication sunscreen format
#1 in sunscreen

20
New Launches in FY26

NYKAA cosmetics

Building an innovation-first, trend-led brand for young consumers with differentiated formats

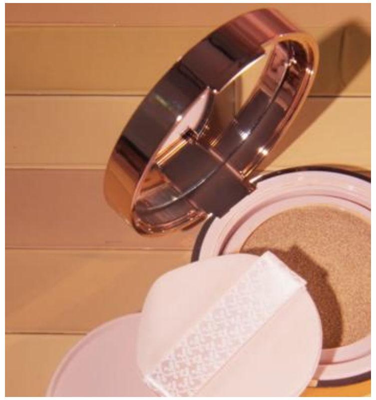
9-in-1 Eyeshadow Palette
Top 3 eyeshadow palette

Nykaa Cosmetics
X
Bridgerton Collection

~26%
FY26 GMV contribution from new launches

Kay Beauty

Driving premiumisation across the brand portfolio through differentiated product innovation



Launched the **cushion foundation format – first time ever by an Indian brand**

Kay Beauty X FSP
Limited-edition premium collection with India's leading couture label

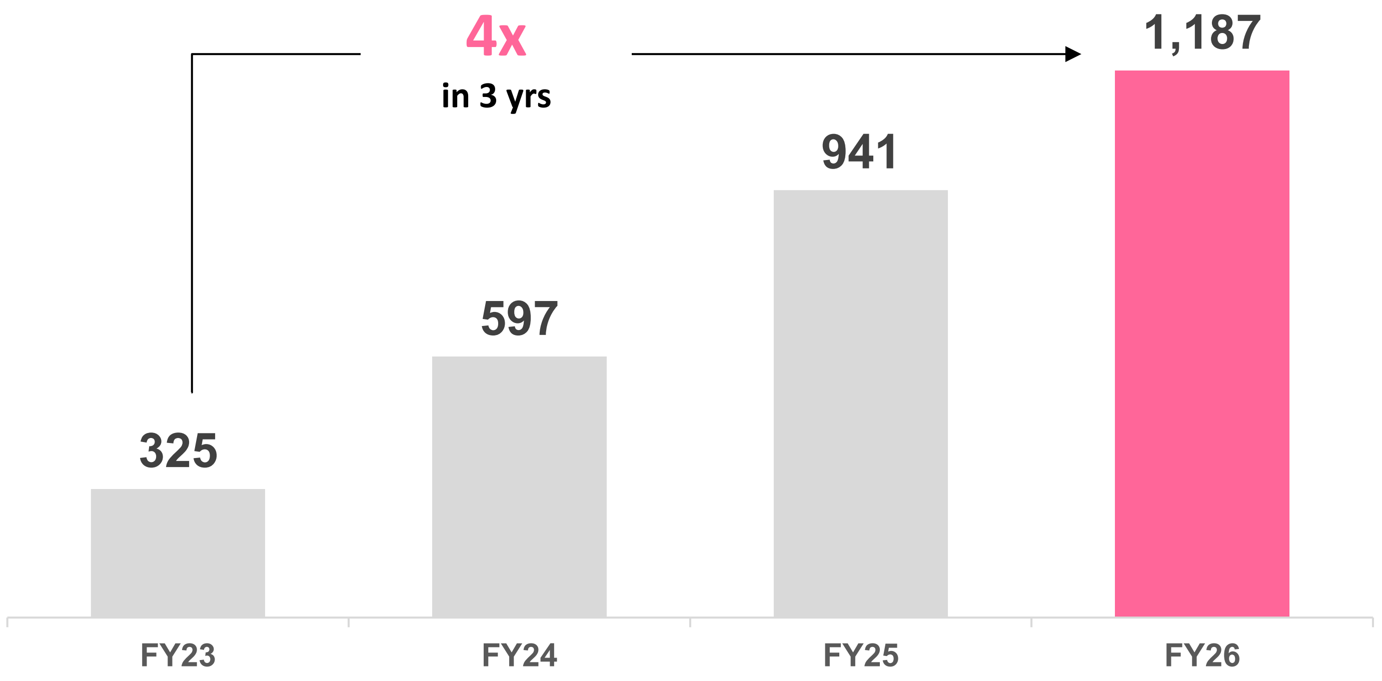
~25%
FY26 GMV contribution from new launches

Superstore by Nykaa

Superstore continues to expand its scale and reach – growing 4x in 3 years

GMV (Rs Cr)

26% YoY



~3,500 bps

EBITDA margin improvement in last 3 yrs

Onboarded Retailers (FY26)

493K

Retailer base

3x+

in 3 years

Penetration (FY26)

~1,200

Cities

~2x

in 3 years

A digital-first B2B engine driving wider reach for brand partners in the underserved BPC market

Strengthening our portfolio with 220+ leading brands

NYKAA

High-impact partnerships with large FMCG brands

170+ brands

Hindustan Unilever Limited, P&G, Dabur, Himalaya Herbal Healthcare, emami, wipro, marico, Godrej, ITC, bajaj consumer care, zydus Dedicated To Life

Preferred B2B platform for D2C brands

30+ brands

mamaearth, DOT & KEY, NYKAA cosmetics, plum skin · hair · makeup, O3+, SUGAR, The derma co, BELLA VITA LUXURY, RENÉE, THE MAN COMPANY, Blue Heaven, KAPIVA, INSIGHT Make - up Essentials

National distribution for regional brands

20+ brands

VICCO, Keo Karpin, Mysore Sandal, Z, SESA, CavinKare Making Lives Happier, medimix AYURVEDIC, Kerala Soaps

50 new launches in FY26

Colgate, reckitt, Piramal, L'ORÉAL, Cetaphil baby, Johnson & Johnson, PALMOLIVE

foxtale, BE Bodywise, WishCare, MARS, pilgrim, THE FACE SHOP CLEAN BEAUTY, PLIX, DR. SHETH'S - for indian skin -, Chemist at Play, BARE ANATOMY

BUMTUM, Mysore Sandal, Anchor, Keo Karpin, ASOKA

Nysaa

GCC remains a key BPC market globally, a $25 bn opportunity

A Beauty ecosystem built for the GCC consumers

6
Stores

~25%
Online GMV

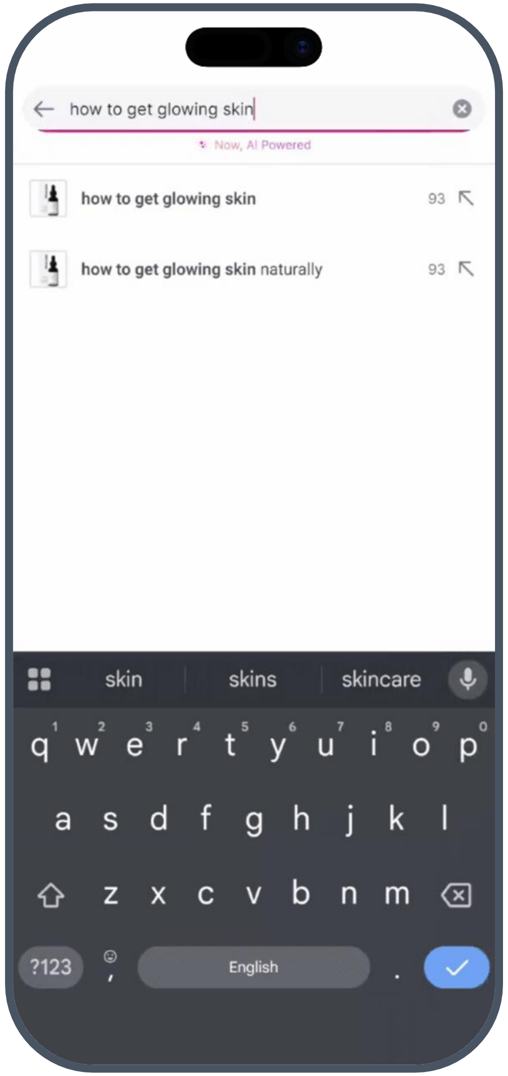
While GCC offers strong long-term opportunity, we are tracking the evolving geopolitical landscape in West Asia

Nysaa is currently below 1% of overall revenue, given the business is in its early stages.

Source: Euromonitor

Technology

Driving elevated consumer experience using technology

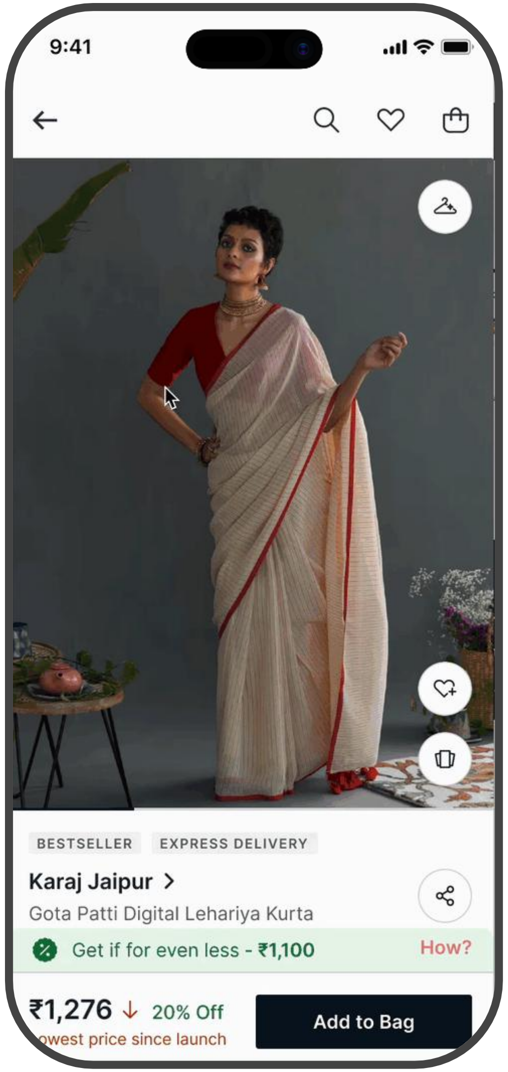


Ask Nykaa
(Nykaa Beauty)

AI powered conversational assistant evolving into a trusted beauty advisor

5X

Increase in conversational queries



Virtual Closet
(Nykaa Fashion)

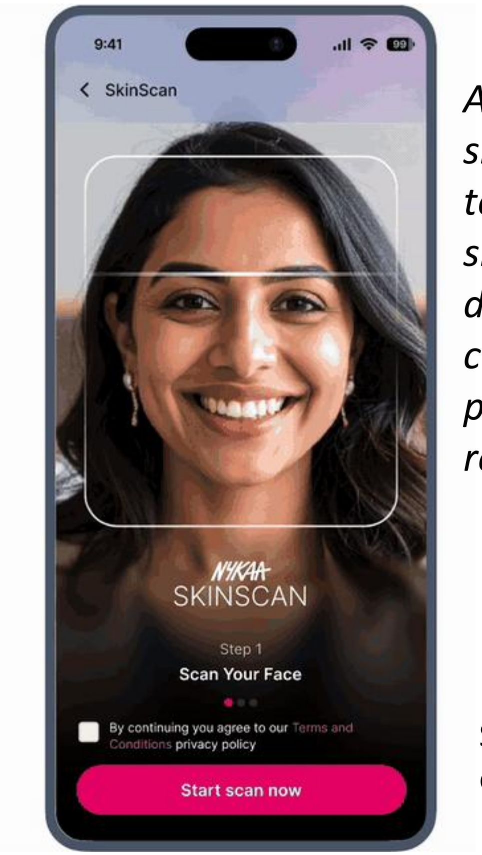
First-of-its-kind AI-powered virtual try-on experience, transforming how consumers discover and shop for fashion online

480K+

Virtual avatars created by users (since May'26)

Driving elevated consumer experience using tech

Skin Scan (Nykaa Beauty)

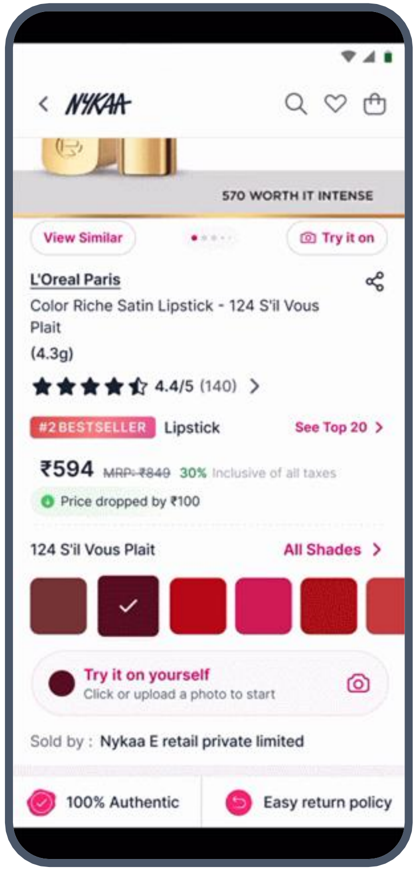


AI powered in app skin diagnostic tool that analyzes skin concerns and delivers customized product recommendations

1.5M+

Skin Scans completed

Make-Up VTO (Nykaa Beauty)

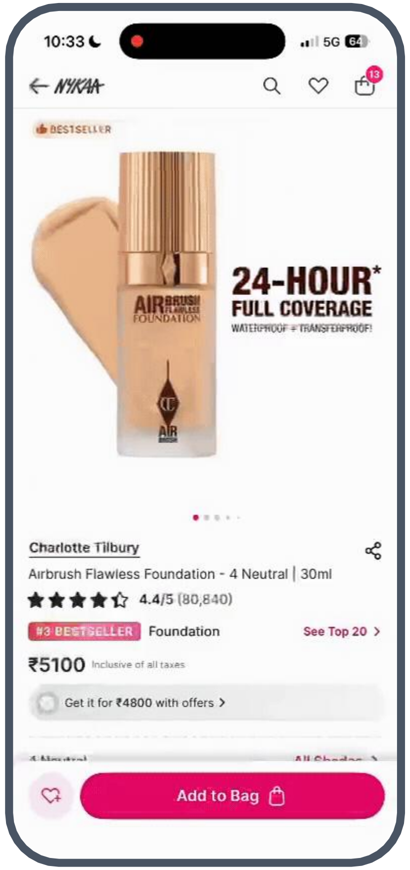


Interactive AI-powered virtual try-on that lets consumers test makeup products before purchase

1.3M+

Make-up VTOs completed

Foundation Finder (Nykaa Beauty)



In-app shade-matching tool that helps consumers find the right foundation match

2X

Product Viewed to Cart

AI permeates every function at Nykaa

Every function at Nykaa runs on AI in its day-to-day — Growth & Productivity compound

Design & Creative	Catalog	Marketing	Supply Chain · Operations	Customer Service	HR · Legal
• Image and video generation	• Automated catalog listing	• Content Ideation and generation	• Demand forecasting & replenishment	• AI chatbot resolution	• CV sourcing, screening & scoring
• AI voice over production	• Feed ingestion & enrichment	• Campaign Optimisation & Automation	• Returns QC automation	• AI Voicebot (Nynaa)	• Bot Screening Interviews
• Social media content at scale	• Quality Check	• Creative Analytics	• EDD prediction model	• Agent quality audit & training	• Legal first-cut drafting & diligence

AI + Human = 100X Throughput

FY30 vision

Nykaa's diversification and India's consumption acceleration to create significant growth opportunity

	GMV growth (FY21-26)	FY26 GMV (Rs Cr)	GMV growth (FY26-30E)	TAM (FY31E)
Nykaa Beauty	4x	~15,000	2.5-3x	$14 bn *Online BPC*
Nykaa Stores	7x	~1,200	2.5-3x	$13 bn *Organized offline BPC*
Superstore *(Launched in FY22)*	4x in 3 years	~1,200	3-4x	$14 bn *Unorganized retail*
Nykaa Fashion	7x	~5,000	3-3.5x	$48 bn *Online Fashion*
House of Nykaa	8x	~3,200	2.5-3x	$100 bn Overall TAM
One Nykaa	8x	~20,000	2.5-3x	$100 bn Overall TAM

Source: Redseer (India BPC 2030 and India's got retail 2025), BCG and Meta conversion rate 1 USD = Rs 95
Total GMV mix exceeds 100% as House of Nykaa GMV will overlap with the omnichannel business verticals

Step up in profitability : Roadmap to EBITDA expansion

FY26 GMV number rounded off to 10s

Rs 750 Cr

FY26 EBITDA

(7.5% EBITDA margin)

4-5x

in next 5 yrs [FY30E EBITDA]

(early to mid teens EBITDA margin)

Beauty expansion

Improved profitability on the back of Strengthening customer LTV and premiumization

\+

Store Network Vintage

Maturing stores footprint unlocking operating leverage

\+

Fashion Structural Profitability

Growth compounding and structural profitability improvement

\+

Super Store path to profitability

Higher throughput with lean infrastructure

\+

House of Nykaa Acceleration

Organic and inorganic brand strategy along with channel expansion

\+

Operating Efficiency

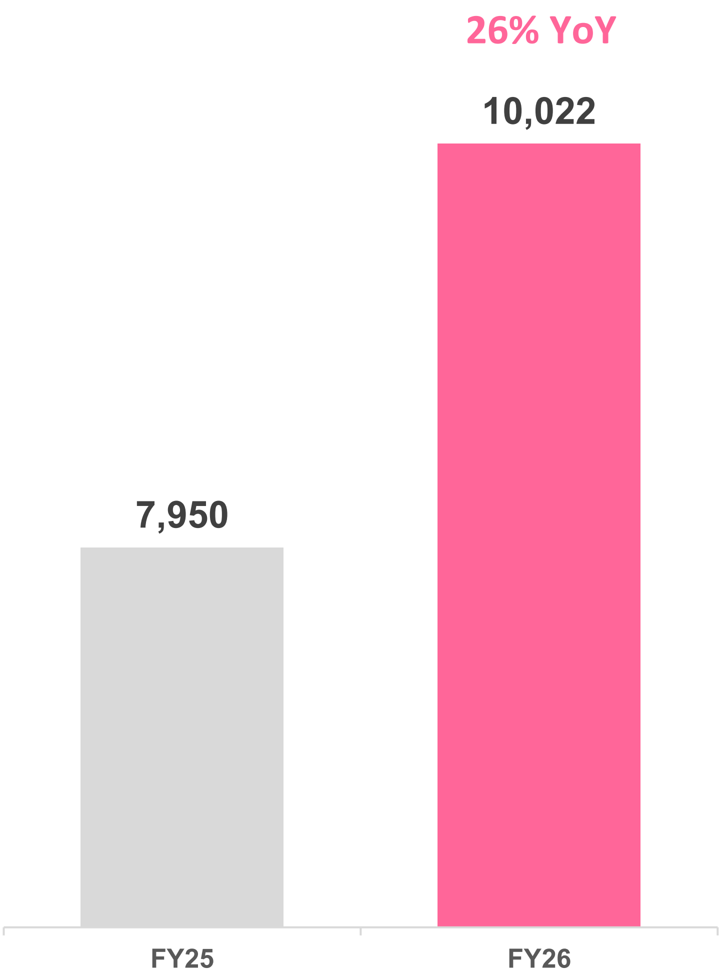
Efficiencies through scale leverage and AI adoption

We will continue to invest to accelerate our growth engines

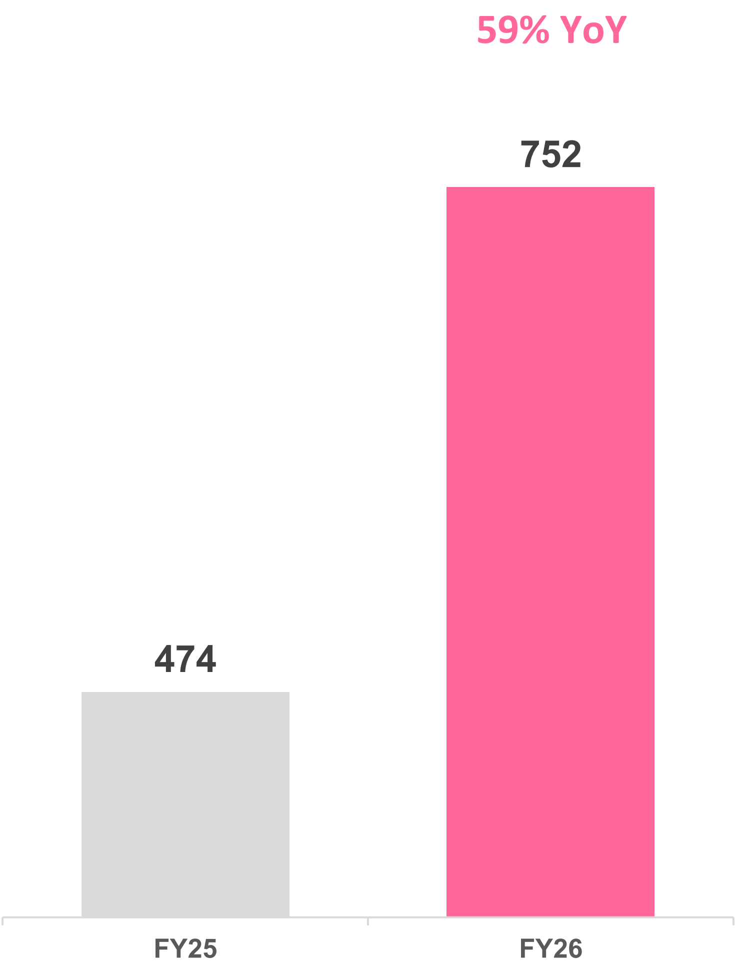
Financial Performance

Nykaa crosses Rs 10,000 Cr Revenue milestone; PAT grows ~3x in FY26

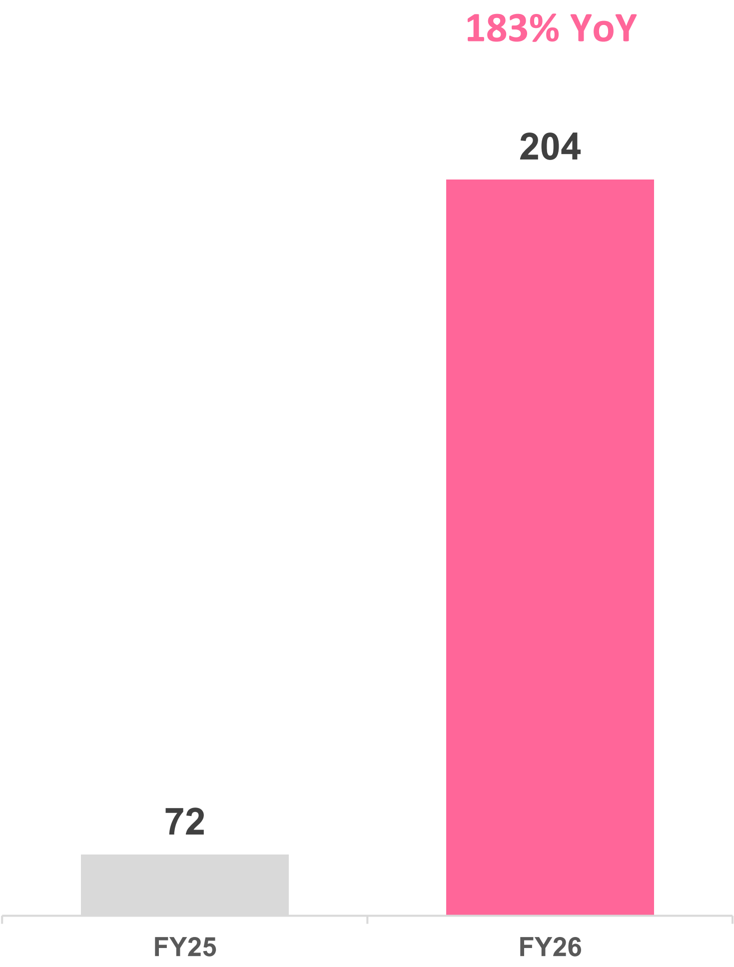
Revenue (Rs Cr)



EBITDA (Rs Cr)

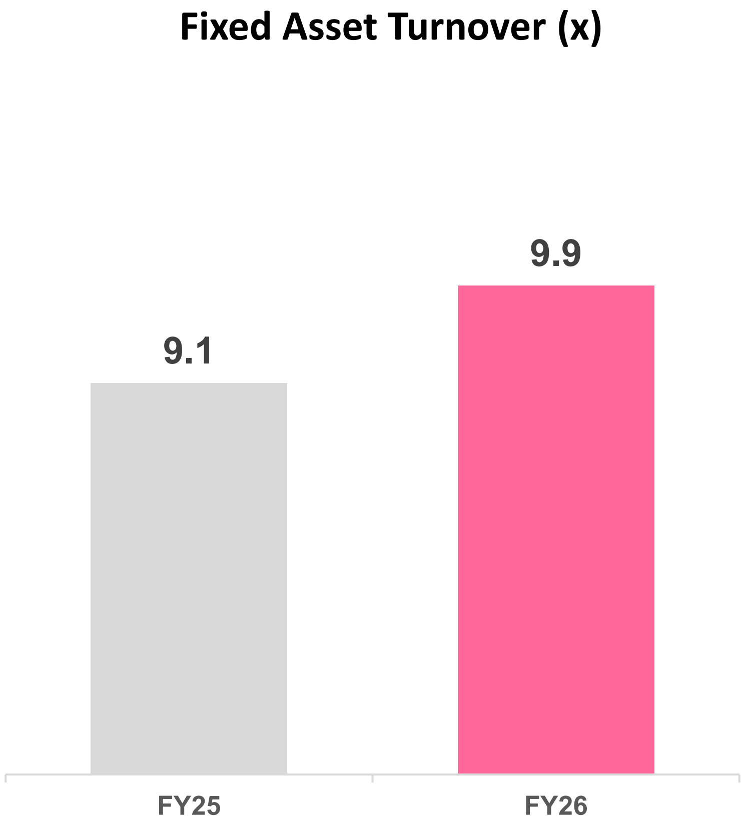


PAT (Rs Cr)

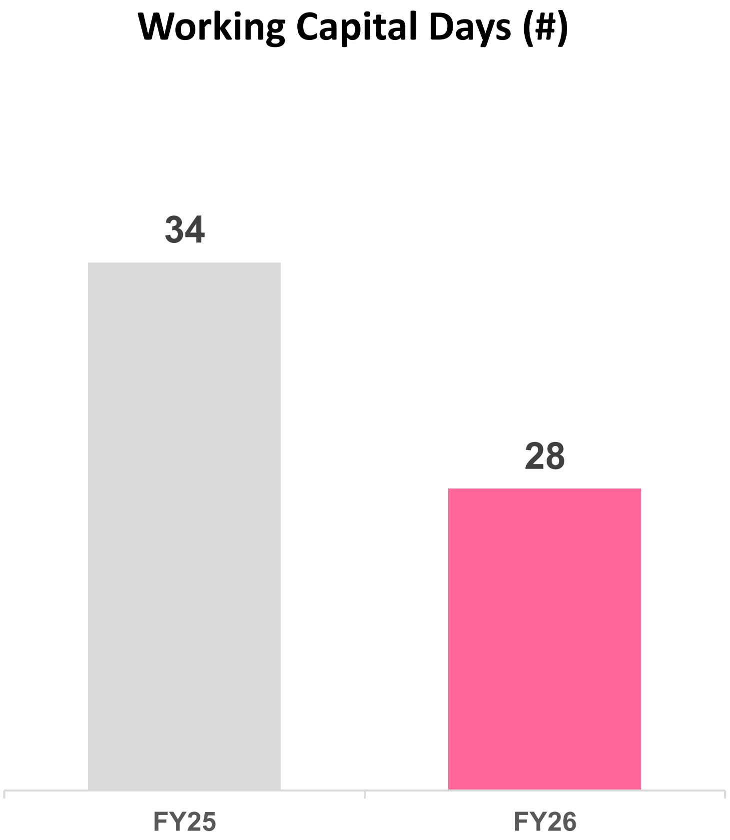


Margin %	**6.0%**	**7.5%**	**0.9%**	**2.0%**

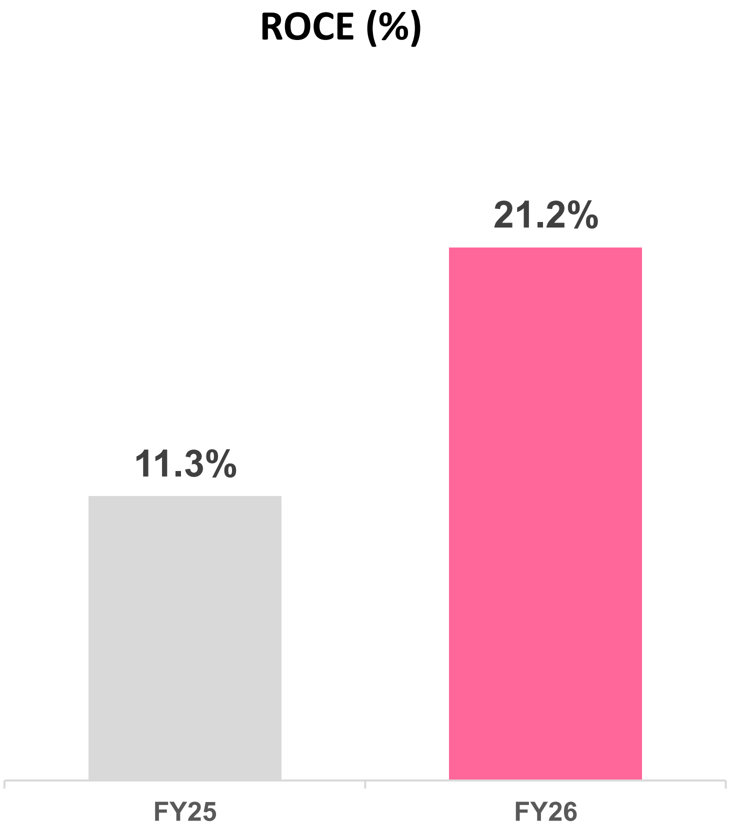
Capital efficiency driving strong ROCE improvement



Rising salience of asset-light businesses such as Fashion and House of Nykaa



Inventory days were lower by 4 days while receivables improved by 2 days

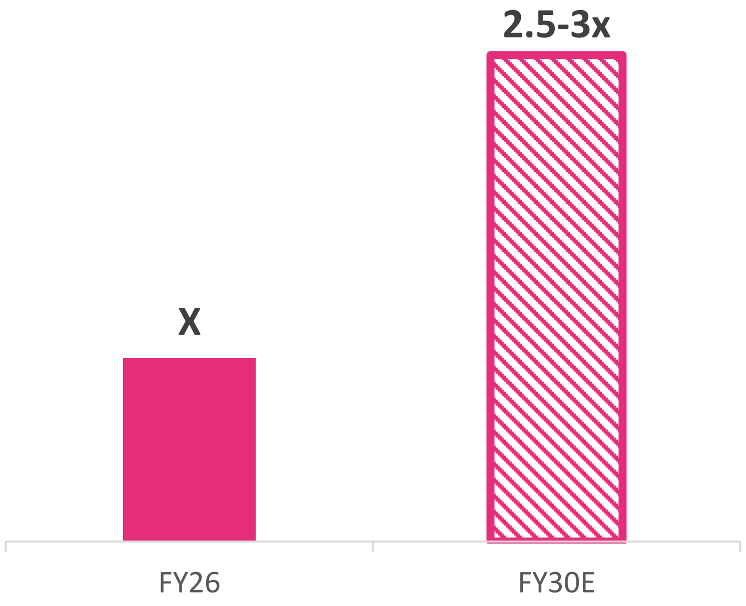


EBIT has doubled in last 1 year

Net debt reduction of 47% YoY

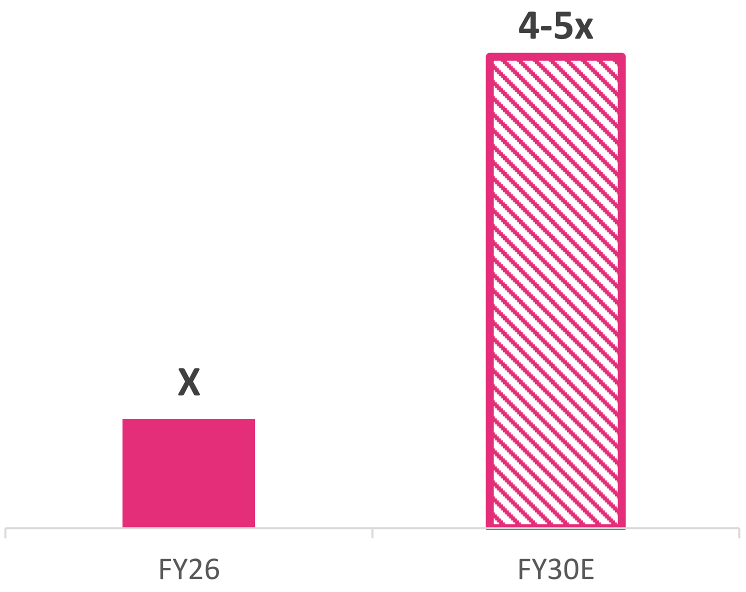
Nykaa's future growth to translate into superior profitability outcomes

Revenue (Rs Cr)



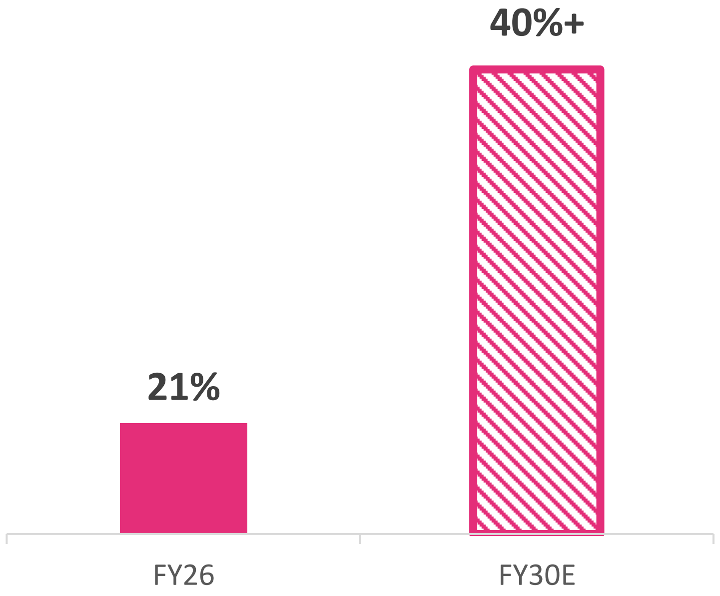
Accelerated growth across all businesses

EBITDA (Rs Cr)



Improved structural profitability across businesses coupled with operational leverage with scale

ROCE (%)



Focus on capital efficiency resulting in ROCE improvement

ESG

Nykaa Values

Cultivating value for every stakeholder

NYKAA

10,000+
Brand partners

14,500+
Direct employment generation

170K+
Influencer Network

220K+
Beauty professionals Onboarded via Nykaa pro

8,700+
MSME Vendors

~5 Lacs
Retailers supported through Superstore

Sustainability is at the core of Nykaa's operations

Sustainable packaging

85%+

Orders shipped using sustainable packaging

Renewable energy

982 GJ

Renewable energy consumption in FY26

Waste Management

1,116 MT

Waste recycled under EPR guidelines

Digital order processing

Zero

Paper utilisation for order processing

Turning sustainability commitments into action

Nykaa Recycling Initiatives

100%

Corrugated boxes reused across all House of Nykaa and Superstore warehouse

Rewarding customers to return their beauty empties at Nykaa stores

Earth Rhythm's sustainability initiative

Clean up drives

Promoting a Diverse and Inclusive Workforce

Young Organization

~80% employee

Below age 35 yrs

~60% Nykaa leadership

Under age 40

Gender Balanced

~45%

Women employee

60%+

Women employees

in beauty and fashion category management, marketing and HR

Nykaa leadership includes AVP and above employees

RECOGNITION

Nykaa Retail Beauty Ranked Among **India's Top 15 Best Workplaces** in Retail 2026

Awarded **WoW workplace by Jombay** for cultivating a culture of growth, innovation, and excellence

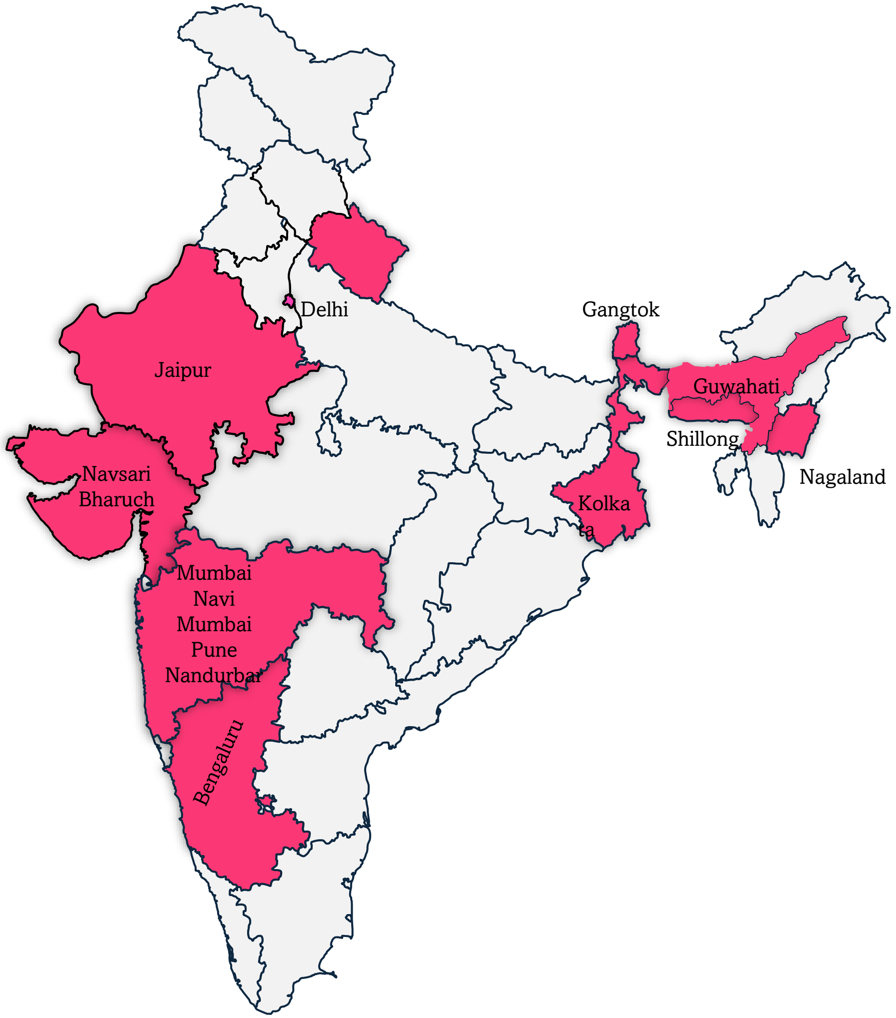
Recognized as one of **LinkedIn's Top Midsize Companies in India**

Culture that prioritizes employee wellbeing

Nykaa Chairpersons Annual Award

Nykaa Foundation: Beauty With Purpose

Our Presence



Women Empowerment at the Core

Our CSR initiatives are designed to expand opportunities, strengthen capabilities, and foster greater inclusion for women, enabling them to participate more fully in economic and social progress.

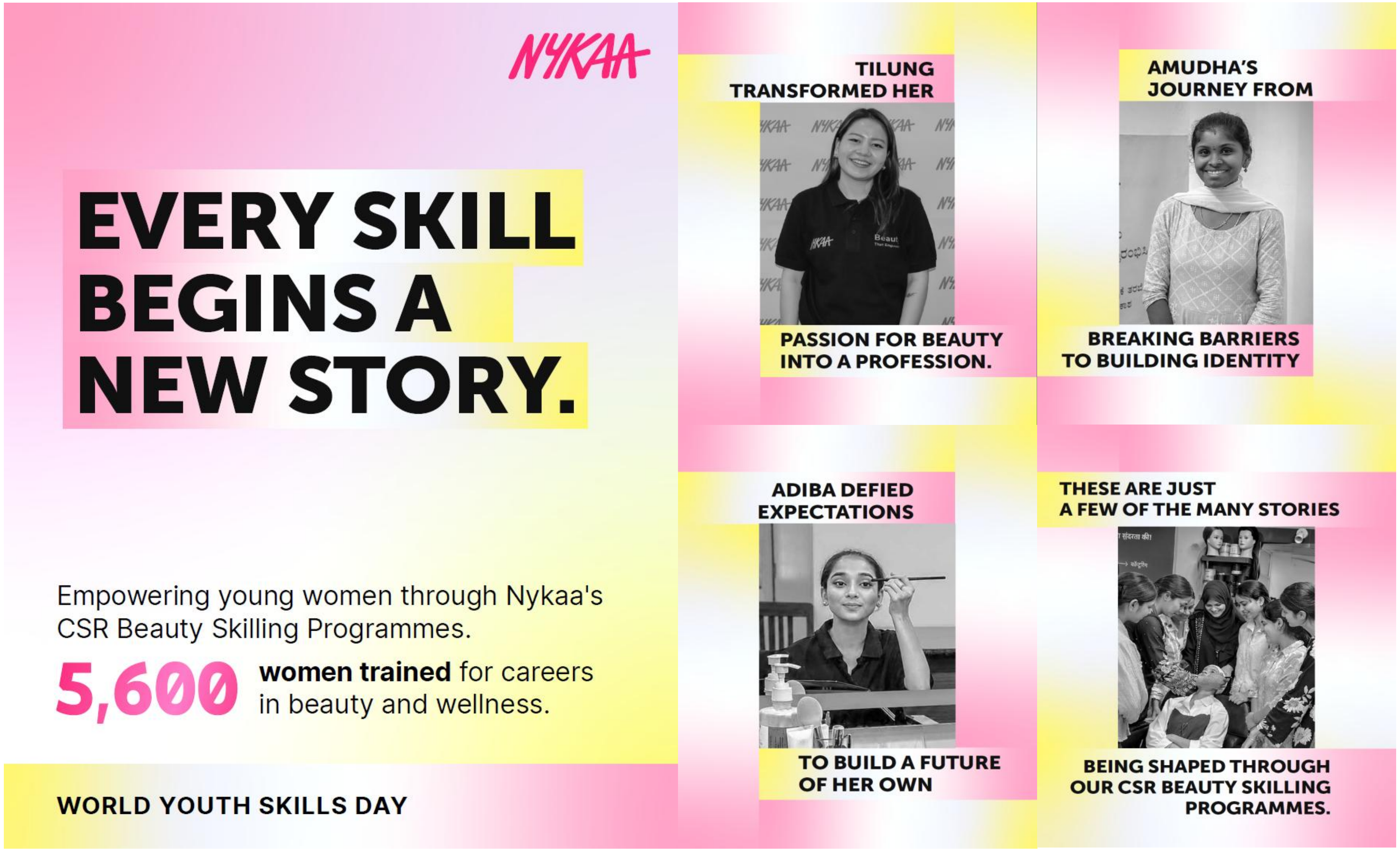
Impact Created

~2 lakh
Lives empowered till date

60%+
Women beneficiaries

15 NGO Partners

Nykaa Foundation: Women empowerment



Our Journey, our ambition

FY26	FY31E
5,600+	50,000
Women skilled	*Women skilled*

~90%

Of CSR spend towards women empowerment initiatives

Empowering communities through meaningful social impact

*Through beauty and wellness skilling initiatives, Nykaa **empowers women from underserved communities with the skills, confidence, and opportunities to build livelihood.***

Beauty Skilling

Healthcare

*Through partnerships with specialized organizations, Nykaa addresses **critical healthcare needs, improve well-being, and enable healthier future** for individuals and families*

*For the past four years, Nykaa has partnered with the **Indian Deaf Cricket Association (IDCA)** and **Slum Soccer** to expand **access to inclusive sporting opportunities for athletes** from underserved backgrounds*

Inclusivity Through Sports Development

Research – Women Empowerment Index

*Through partnership with **National Council of Applied Economic Research (NCAER),** Nykaa has initiated the development of the **India Women's Empowerment Index–a first-of-its-kind initiative** to **assess women's social, economic, and financial empowerment** across the country*

Board of Directors – Accomplished leaders from diverse backgrounds

NYKAA

Falguni Nayar

Executive chairperson and Director

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

kotak

Anchit Nayar

Executive Director

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

Morgan Stanley

Adwaita Nayar

Executive Director

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

BAIN & COMPANY

Morgan Stanley

Sanjay Nayar

Non-Executive Director

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

KKR

citi

Milind Sarwate

Independent Director

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

Godrej

marico

Anita Ramchandran

Independent Director

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

Cerebrus

A.F.Ferguson&Co.

Seshashayee Sridhara

Independent Director

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

CLAYTON DUBILIER & RICE

Sabre

Uber Careem

Pradeep Parameswaran

Independent Director

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

Uber

McKinsey & Company

Unilever

Dipak Gupta

Independent Director

***30yrs+** of experience in **financial services,** including leadership across banking, retail finance, digital transformation and business building*

kotak Kotak Mahindra Prime

Santosh Desai

Independent Director

***21 years** of experience, Advertising veteran, served as CEO of Future Brands Ltd*

Future Brand

McCANN-ERICKSON

Milan Khakhar

Non-Independent and Non-Executive Director

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

~55%

Independent directors

~30%

Women directors

THANK YOU

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