

## FSN E-COMMERCE VENTURES LIMITED (NYKAA)

*Directorship held by Directors of the Company as on November 30, 2025*

Sr. No.	Name of Directors	Name of Entities	Position
1	Ms. Falguni Nayar	FSN E-Commerce Ventures Limited	Executive Chairperson, Managing Director and Chief Executive Officer
		Nykaa E-Retail Limited	Executive Director
		FSN Brands Marketing Private Limited	Director
		Heritage View Developers Private Limited	Director
		Golf Land Developers Private Limited	Director
		Sea Link View Probuild Private Limited	Director
		Sea View Probuild Private Limited	Director
		Sanjay & Falguni Nayar Foundation	Director
		72 Ventures LLP	Partner
2	Mr. Sanjay Nayar	FSN E-Commerce Ventures Limited	Director
		FSN International Limited	Director
		Nykaa Foundation	Director
		Nykaa International UK Limited	Director
		Nessa International Holdings Limited	Director
		Nysaa International for Wholesale and Retail Trade Co. SPC (Kuwait)	Director
		Nysaa Beauty LLC	Director
		Nysaa Distribution FZE	Director
		Nysaa Cosmetics Trading	Director
		Nysaa Trading LLC	Director
		Nysaa Cosmetics SPC	Director
		Heritage View Developers Private Limited	Director
		Sanjay & Falguni Nayar Foundation	Director
		Sealink View Probuild Private Limited	Director
		Sea View Probuild Private Limited	Director
		Pratham Education Foundation	Director
		CSEP Research Foundation	Director
		Indian School of Business	Director
		Epimoney Private Limited	Director
		Grameen Impact Investments India Private Limited	Independent Director
		ASSOCHAM (The Associated Chambers of Commerce and Industry of India)	Director
		Invest India	Director
		72 Ventures LLP	Partner
		Peak Venture Advisors LLP	Partner
		Sorin Advisors LLP	Partner
		Alpha Alternatives MSAR LLP	Partner
		SDG India Impact LLP	Partner
3	Ms. Adwaita Nayar	FSN E-Commerce Ventures Limited	Executive Director
		Nykaa Fashion Limited	Managing Director and Chief Executive Officer
		Nykaa Foundation	Director
		72 Ventures LLP	Designated Partner

		Sorin Advisors LLP	Designated Partner
		Peak Venture Advisors LLP	Partner
4	Mr. Anchit Nayar	FSN E-Commerce Ventures Limited	Executive Director
		Nykaa E-Retail Limited	Managing Director and Chief Executive Officer
		FSN Brands Marketing Private Limited	Director
		72 Ventures LLP	Designated Partner
		Sorin Advisors LLP	Designated Partner
5	Mr. Milan Khakhar	FSN E-Commerce Ventures Limited	Director
		Nykaa Fashion Limited	Director
		Solid Stone Company Limited	Managing Director
		Global Instile Solid Industries Limited	Director
6	Mr. Milind Sarwate	FSN E-Commerce Ventures Limited	Independent Director
		Mahindra & Mahindra Financial Services Limited	Independent Director
		Asian Paints Limited	Independent Director
		Hexaware Technologies Limited	Independent Director
		Sequent Scientific Limited	Independent Director
		CEAT Limited	Independent Director
		Wheelsemi Private Limited	Independent Director
		Increate Foundation	Director
		Omniactive Health Technologies Limited	Independent Director
		Increate Value Advisors LLP	Designated Partner
		Increate Social Value Advisors & Resources LLP	Designated Partner
		Withya HR Fund LLP	Partner
7	Ms. Anita Ramachandran	FSN E-Commerce Ventures Limited	
		Nykaa Foundation	Director
		Grasim Industries Limited	Independent Director
		Happiest Minds Technologies Limited	Independent Director
		Blue Star Limited	Independent Director
		Aditya Birla Sun Life AMC Limited	Independent Director
		Godrej and Boyce Manufacturing Company Limited	Independent Director
		Ultratech Cement Limited	Independent Director
		Solvexus Private Limited	Independent Director
		Aragen Life Sciences Limited	Independent Director
		Alpha Alternatives MSAR LLP	Designated Partner
8	Mr. Pradeep Parmeswaran	FSN E-Commerce Ventures Limited	Independent Director
		Nykaa E-Retail Limited	Independent Director
9	Mr. Seshashayee Sridhara	FSN E-Commerce Ventures Limited	Independent Director
		Happiest Minds Technologies Limited	Independent Director
		FSN International Limited	Independent Director
		Nysaa International for Wholesale and Retail Trade Co. SPC (Kuwait)	Director
		Nykaa International UK Limited	Director
		Nessa International Holdings Limited	Director
		Nysaa Beauty LLC	Director

		Nysaa Distribution FZE	Director
		Nysaa Cosmetics Trading	Director
		Nysaa Trading LLC	Director
		Marie Curie Foundation UK	Trustee
10	Mr. Santosh Desai	FSN E-Commerce Ventures Limited	Independent Director
		Think9 Consumer Technologies Private Limited	Whole-Time Director
		Cupid Limited	Independent Director
		Nykaa- KK Beauty Private Limited	Independent Director
		STVK Consultants Private Limited	Director
		D.B. Corp Limited	Independent Director
		Altacura AI Absolute Return Fund LLP	Partner
		SVD Consulting LLP	Designated Partner
11	Mr. Dipak Gupta	FSN E-Commerce Ventures Limited	Independent Director
		Kotak Mahindra Life Insurance Company Limited	Nominee Director
		Kotak Alternate Asset Managers Limited	Director
		Kotak Infrastructure Debt Fund Limited	Director