STANDALONE

A. INDUSTRY

- The retail market, valued at ~ Rs 89 Lakh Cr (~$1 Tn) in 2025, is projected to reach ~ Rs 190 Lakh Cr (~$2.2 Tn) by 2034 , driven by rising disposable incomes and a preference for improved quality and convenience.
- Organized retail is expanding, driven by demand for aspirational products and streamlined supply chains.
- India's fashion and lifestyle sector is undergoing a transformative phase, propelled by digitalisation, evolving consumer preferences, and increased global access and exposure.
- The market, valued at ~ Rs 13 Lakh Crs in 2025, is projected to reach ~Rs 18 Lakh crs by 2028, growing at a CAGR of 10–12%
- Brands that deliver value at scale, with strong trust equity and agility, continue to command preference.
- Premiumisation and Evolving Consumer Preferences – Increasing demand for quality, wellness, and convenience is driving growth in packaged foods and modern trade formats.
- Quick Commerce and Market Formalisation – Rapid delivery platforms and value-driven private labels are reshaping traditional retail, accelerating the shift of kirana stores toward organised trade.

B. Westside

Westside since 1998	FY24	FY25	*Growth*
Stores	232	248	*7%*
Sq Ft mns	4.5	5.4	*20%*
Cities	91	86	*-5%*
WeststyleClub	10.9	16.4	*50%*
Store Size SqFT	20K	20-30K	
Average capex, deposits and inventory.	Rs 8-9crs	Rs 8-9crs	

- End-to-End Value Chain Control: Westside manages all key aspects of the value chain, enabling rapid concept-to-store launches and exclusive brand offerings
- Sustainable Business Model: A balanced and capital-efficient approach compared to third-party retail models, ensuring long-term viability
- Agile, Localised Supply Chain: Sources over 80% of merchandise from within India, enhancing transparency, speed, and operational responsiveness
- Omnichannel Excellence: Delivers a seamless experience across physical stores and digital platforms, with a strong focus on expanding the online channel
- StudioWest Growth: Expanding the beauty and personal care segment with differentiated, high-quality, and competitively priced products
- Emerging Growth Categories: Accelerating growth in footwear and innerwear, driven by rising customer demand and evolving market trends

- Strategic Property Selection: Utilises structured processes and in-house expertise to identify and secure high-potential store locations
- Store Portfolio Optimisation: Regularly reviews and consolidates stores to ensure brand alignment and maximise presence in attractive micro-markets
- Sustainable Expansion with Quality Focus: Pursues sustainable growth while maintaining high standards of store quality and customer experience
- Customer-Centric Engagement: Engages customers through collaborations with leading influencers, fashion and youth events, music partnerships with NCPA, and contemporary music tours and college fests for Gen Z audiences
- Integrated and Sustainable Supply Chain: Leveraging advanced inventory management, strong supplier partnerships, and rigorous quality and compliance checks, trent continuously invest in upgrading supply chain to deliver the latest fashion weekly while ensuring long-term sustainable growth
- Online business: contribution stood at 6% of Revenue with volume growth of 41%.

C. ZUDIO

Zudio since 2016	**FY24**	**FY25**	***Growth***
Stores	545	765	*40%*
Internation from above		*2*	
Sq Ft mns	5	7.9	*58%*
Cities	163	235	*44%*
Store Size SqFT	10K	7K-12K	
Average capex, deposits and inventory.	Rs 3-4crs	Rs 3-4crs	

Zudio Beauty since 2024	**FY24**	**FY25**
Stores		5
Cities		4

- Revenue of $1bn crossed in FY25
- Accessible across facets — fashion, reach, affordability and lifestyle
- Zudio offers constantly refreshed, trend-driven merchandise with enhanced innerwear, footwear, and beauty ranges
- Focuses on rapid lead times and active value chain control to deliver a sustainable, fashion-forward experience.
- Sources nearly all products locally in India, ensuring speed, flexibility, and quality.
- Zudio differentiates itself in the competitive value fashion market by offering credible-quality, trend-forward in-house brands that are responsive to consumer preferences and maintain price stability.
- Conscious choice to refrain from going online owing to the channel's unattractive economics for this product segment.
- The brand prioritises a strong in-store experience, balancing strategic expansion with the consolidation or upgrade of underperforming locations to maintain brand integrity.

- Zudio has entered the international market with its first store in Dubai, using this launch as a pilot to showcase its value-driven fashion to the Middle East's diverse customer base and to gain insights that will strengthen its competitive edge both globally and in India

D. UTSA

Utsa since 2019	FY24	FY25
Stores	22	20
Cities	12	13

- Utsa is a modern Indian lifestyle format which offers ethnic apparel, beauty products and accessories.

E. Samoh

Samoh since 2023	FY24	FY25
Stores	2	5
Cities		4

- Samoh, the newest entrant in the Trent portfolio of fashion and lifestyle, aims to provide a compelling touch of luxury and sophistication to its customers as they shop for their special moments.
- Differentiated and elevated occasion wear for women and men

F. Standalone Stats (Fashion and lifestyle concepts including Westside + Zudio + Utsa +Samoh)

Key Performance Matrix Fashion & Lifestyle

Particulars	FY21	FY22	FY23	FY24	FY25	Growth FY25	CAGR
Sales per sqft on contracted area	7,350	10,841	12,805	15,776	16,378	*4%*	*22.2%*
Shrinkage % to Sales	0.18	0.19	0.22	0.41	0.37		
Emerging Categories							
Beauty Vol Mns	2	5	22	49	81	*65%*	*152.3%*
Innerwear Vol Mns	4	6	17	34	50	*47%*	*88.0%*
Footwear Vol Mns	3	5	11	19	27	*42%*	*73.2%*

As observed beauty has been performing extremely well in-terms of volumes giving the company confidence to open standalone stores

Others Key Stats

Particulars Standalone	FY25	Additions	Overseas
Total Stores standalone	1,043	295	2 in Dubai
Retail Area mn sq FT	13	3	
Cities Covered	242	64	
No. of Offices	34 in 10 cities		1-branch office in Spain
WestStyle Club Members Mns	16 v/s 10.9 YoY		
Online Presence 1	Westside .com 21K Pin codes & 3000 cities		
Online Presence 2	Tat Neu		
Online Presence 3	Tata Cliq		
Sales Apparel	85.46%		
Sales Non Apparel	14.54%		

Particulars	FY24	FY25	Growth
Employees Permanent	25,277	27,887	10.3%
Employees Non Permanent	7,016	8,252	17.6%
Employee Total	**32,293**	**36,139**	11.9%

Employee Turnover	**52.64% v/s 66.85% YoY**		
Customer Served mns	100		

Key Managerial Remuneration			
Mr. Venkatesalu Palaniswamy (Rs crs)		13.45	(all inclusive i.e. salary + bonus+ perqs + retirals)
Remuneration to Directors/Key Managerial person *(note 38 pg 278)* (Rs Crs)		29.35	

Distribution Centres (by cities)	5		
Electricity Demand met by RE	40% @ 3 distribution centres		
Energy Intensity			
Trademarks in India	190		
Design Studios	India + Spain		
No. of Supplier	470		
Suppliers assessed on ESG parameters	90%		
Local Sourcing	90%		

G. Standalone Results

- Net Sales increased by 40% YoY to Rs 16668crs aided by double digit LFL in fashion concepts. Zudio crossed $1bn in revenue.
- EBIDTA improved by 43% to Rs 2754crs aided by lower growth in employee cost and other expenses.
- PBT (before exceptional) increased by 56% to Rs 2077crs further aided by drop in finance cost by 56%. The interest on lease liability decreased by 63% to Rs 102.82crs leading Finance cost drop.
- PAT (adjusted) increased by 54% to Rs 1585crs.
- Dividend declared stood at Rs 3/- per share v/s Rs 3.2 YoY.

FINANCIAL KTA's

- Dividend income from subsidiaries has increased to 24.2crs (highest ever in the last 4 years), however dividend from other/associates (including Zara) was negligible as against 74.71crs FY24.
- Employee retention rate improved by ~14% YoY
- **Energy efficiency sustained amid 43.5% consumption surge, reflecting robust operational management during expansion in FY2024-25:**
  In FY25, the company's total energy consumption rose sharply by 43.5% to 9,409,092.47 GJ from 6,557,692.71 GJ in FY24, reflecting business expansion and increased activity. Despite this, energy intensity per turnover increased only marginally by 3.1% to 56.87 GJ/Rs crore (from 55.15 GJ/Rs crore), and energy intensity per unit of output (PPP adjusted) remained stable at 0.0022 GJ/USD product, highlighting the company's ability to scale operations efficiently without a proportional rise in energy use.

Capex Notes:

Particulars Rs Crs	FY24	FY25	Growth
LEASE LIABILITY	1,240	1,707	*38%*
RIGHT TO USE OF ASSETS	1,189	1,696	*43%*
Gross Block	1,786	2,696	*51%*
Sq Ft	9,500,000	13,300,000	*40%*
Capex Per ft (approx)	1,880	2,027	*8%*

Trent has significantly expanded its leased assets and operational footprint, as evidenced by a 40% increase in total square footage. This expansion is similarly reflected in the 38% rise in lease liabilities and the 43% increase in the right to use of assets, indicating a strategic focus on scaling operations.

The gross block has grown by 51%, underscoring a strong commitment and proactive approach to capital investment, likely aimed at supporting increased business volumes or entry into new markets. While the capital expenditure per square foot has risen by 8%, this increase remains moderate relative to the overall expansion in space and assets, suggesting that the company is scaling efficiently, with cost increases being well-managed in relation to the pace of growth.

Working Capital Notes:

Working Capital	FY24	FY25	Growth
Trade Payble Days (on COGS)	42	37	-13%
Debtor Days (on Sales)	2	1	-46%
Inventory Days (on COGS)	87	80	-8%
Inventory Per sqft	1,647	1,525	-7%

The working capital metrics for FY25 reflect notable improvements especially in case of Inventory days which have declined by 8%, and inventory per square foot has reduced by 7%, both pointing to better inventory turnover and optimized stock management.

This has also led to improvement in ***cash flow from operation*** by 24% to Rs 1668.26crs

Cashflow Statement KTA's:
Cash flow from operating activities increased by 24% to Rs 1668.26crs.

Cash flow from Sales/redemption/buyback of investments in subsidiaries, Joint venture and associates stood at Rs 154.23crs which mainly included Rs 105crs from Zara Buy Back and Rs 21crs from Massimo Dutti stake sale.

Cash Flow from Purchase of / Subscription to Investments in Subsidiaries, Joint ventures and Associates stood at Rs 182.86 crs which include the following:

Additional investments in Sub/JV include	FY25 Rs Crs
Nahar Retail Trading Services Limited	29.97
Trent Global holdings Ltd	19.03
Booker India Ltd	97.31
Trent Hypermarket private Ltd	27.51
Trent Mas Fashion	9
Total	**182.82**

KTA's from Chairman Message

- Expanding footprint in India and entering international markets.
- Two years ago, set a vision for Trent to become ten times bigger. Since then, revenue run rate has doubled.
- Significant headroom for further growth remains.
- Confident in achieving the tenfold growth milestone in the near future.

KTA's from CEO Message

- Consumers faced challenges including elevated inflation impacting discretionary spending. Despite headwinds, brands gained strong traction, especially in Tier 2 and Tier 3 markets.
- Westside and Zudio now operate at scale with robust volume-led growth across multiple categories. Operating over 1,000 large-format fashion stores, engaging with more than 100 million customers.

- Committed to embedding sustainability in growth strategy: responsible design, sourcing, tech investments, energy-efficient stores, and process transformation.
- Differentiated by strategic choices and disciplined execution in a growing market.
- Optimistic about addressing challenges and capitalizing on emerging opportunities.

Macro Outlook

- India's GDP exceeds Rs 330 lakh crore ($4 trillion), with growth projected at 6.7 for FY26, maintaining its status as a fast-growing major economy despite global headwinds.
- The country benefits from a young, urbanizing population, rising disposable incomes (up nearly 50% in five years), and a shift towards a digital-first economy, driving demand for trendy, affordable apparel
- Millennials and Gen Z, as digital natives, seek seamless omnichannel shopping experiences across physical and digital platforms.
- Widening income disparity—with the top 10% earning 57% of national income and the bottom 50% just 13%—creates diverse consumer demand, necessitating both premium and value-led product offerings
- Consumer preferences are shaped by global trends, emphasizing value, quality, convenience, and ethical products such as sustainability and gender-neutral fashion.
- McKinsey's 2024 report shows over one-third have tried new brands, 40% switched retailers for better prices, 36% plan to buy private-label products more, and 60% believe private labels offer equal or better quality. Despite sustainability being favored by Gen Z and millennials, few are willing to pay a premium
- The fast fashion model demands rapid design-to-shelf capabilities, with increased competition on speed, trend responsiveness, and pricing
- Adoption of AI and digital tools is revolutionizing retail through improved demand forecasting, inventory management, personalized marketing, and data-driven customer engagement and operational efficiency.
- E-commerce penetration in the lifestyle segment is expected to grow from 13% to 18–22% by 2028, driven by convenience, range, and pricing, with omnichannel strategies expanding scale; however, online apparel returns remain high (25–40%), posing sustainability challenges

Company Outlook

- Concentrate resources on substantially growing concepts — especially Westside, Zudio, Samoh and Star
- Accelerate differentiation by delivering an optimal mix of quality, price, and elevated customer experience.
- Strategic focus on delivering the optimal mix of quality, price, and elevated customer experience.
- Emphasize own brands, adapt to evolving consumer preferences, and enhance direct customer engagement through an integrated platform covering supply chain, technology, and support services
- Key priorities include geographic expansion, integrating store and online channels, and digitising all aspects of the business.
- Continued focus on robust inventory management, world-class product availability, and freshness, leveraging advanced technologies like RFID and totes for effective operational control.

SUBSIDIARIES

H. Booker India Ltd:

Business: wholesale 'Cash and Carry' business.

Booker India Consol	FY24	FY25	*Growth*
Trent's Holding %	*51%*	*51%*	*No Change*
Investments Rs Crs	*251.21*	*348.52*	38.7%
Revenue	483.78	506.34	4.7%
PAT	-28.84	-29.74	3.1%
Stores nos	4	4	
Store Size sq ft	15K-20K	15K-20K	

Consolidated Losses remained at the similar levels, however on a *standalone basis Booker* India losses reduced to Rs 11.12crs as against Rs 28.14crs YoY with topline falling by 7% YoY to Rs 167.01crs.

- Trading assortment includes products in categories across staples, processed foods, confectionery, personal care, home care, soft drinks, dairy etc
- In FY25, BIL focused on consolidating and realigning its store portfolio, moving away from deeply discounted wholesale online channels, and expanding its own branded range across multiple categories
- Booker is also developing a warehousing business as an additional and independent line of business
- Booker India Limited on 26-Mar-2025 , acquired 100% stake in THPL Support Services ('TSSL') Limited from Trent Hypermarket Private Limited for Rs 166.36 crore to re-organise and consolidate warehousing businesses within the group

TSSL	FY24	FY25	*Growth*
Acquired Date		26-Mar-25	
Acquired Amount Rs Crs		166.36	
Revenue Rs Crs	43	44	*2%*
Total Comprehensive Income	1.81	2.8	*55%*

H.i Fiora HyperMarket Limited ('FHL') - Subsidiary Company of Booker India Limited

- Business: retail under star banner and Zudio in Ahmedabad + Surat (due to FDI regulations in multi brand retail)

Fiora Hyper Market Ltd	FY24	FY25	*Growth*
BIL's Holding	100%	100%	*No Change*
BIL's Investment Rs Crs	143.18	143.18	*0%*
Revenue Rs Crs	192.33	232.55	*21%*
PAT Rs Crs	12.52	3.27	*-74%*

H.ii Fiora Online Limited ('FOL')

- Business: online grocery retailing brand name – StarQuick

Fiora online Ltd	FY24	FY25	*Growth*
BIL's Holding	100%	100%	*No Change*
BIL's Investment Rs Crs	140.94	163.83	*16%*
Impairment of	-8.64	-8.64	*0%*
Net Investment in Equity Intruments	132.3	155.19	*17%*
0.01% Cumulative NCD's	15	0	*-100%*
Revenue Rs Crs	133.97	114.86	*-14%*
PAT Rs Crs	-10.87	-17.8	*64%*

Scheme of Amalgamation of FHL with FOL and its shareholders and creditors was filed with the NCLT, Mumbai, with a view to enhance the operational, organizational and financial synergies between these companies. The Scheme is pending for approval by the requisite authorities.

I. Fiora Business Support Services Limited - Subsidiary Company

- Business: support and consultancy services relating to accounting, merchandising, human resources, payroll, sourcing warehousing and distribution.

Fiora Business Support Ltd	FY24	FY25	*Growth*
Trent's Holding %	100%	100%	*No Change*
Investments Rs Crs	64.62	64.62	0%
Revenue Rs Crs	168.94	242.81	43.7%
PAT Rs Crs	9.64	18.29	89.7%

J. Nahar Retail Trading Services Limited ('Nahar')

- Business of franchising of fashion apparel retail stores of the Company besides managing a portfolio of real estate assets

Nahar Retail Trading Services (includes Trent Brands and Common Wealth Developers)			
	FY24	**FY25**	***Growth***
Trent's Holding %	100%	100%	*No Change*
Investments Rs Crs	110.74	140.71	27%
Revenue Rs Crs	26.49	26.4	0%
PAT	-3.65	1.55	-142%

K. Trent Global Holdings Limited, Mauritius ('TGHL')

- **Business:** TGHL, a wholly owned subsidiary of the Company in Mauritius, is engaged in the business of investment activities.
- TGTL (Trent Global Trading LLC, Dubai, UAE) was incorporated on 28th February 2024 as a wholly owned subsidiary of TGHL and runs retail stores of Zudio in Dubai.

Trent Global Holdings Ltd	**FY24**	**FY25**	**Growth**
Trent's Holding %	100%	100%	*No Change*
Investments Rs Crs	6.81	25.84	279%
Revenue Rs Crs	0	25.43	
PAT	-0.24	-4.18	1642%
Stores in UAE		2	
Branch office Spain		1	

JV/ASSOCIATES

L. Trent Hypermarket Private Limited ('THPL')

- **Business:** a 50:50 JV between Trent Ltd. and Tesco Plc UK, The portfolio comprises hypermarket and supermarket stores focusing on categories like food and groceries, home care, apparel, home décor, and health and beauty products.

StarBazaar since 2014	FY24	FY25	*Growth*
Stores	66	78	*18%*
Sq Ft	1	1.3	*30%*
Cities	10	10	*0%*
Holding in JV	50%	50%	*0%*
Investment in Rs Crs	725.05	752.56	*4%*
Revenue Rs Crs	2,189	2,733	*25%*
EBIDTA (Post Ind-As) Rs Crs	25.45	-12.03	*-147%*
PBT (Before Exceptional) Rs Crs	-93.83	-87.97	*-6%*
PAT Rs Crs	-0.57	-70.32	

Footfalls witnessed decent growth and LTL stood at 10%
EBIDTA turned negative mainly on account of 36% rise in other expenses which would be on account of store openings.

- *Opportunity:* Traditional general trade still holds more than 80% of the market, which provides immense opportunity for modern trade growth
- *Outlook:* With an increasing store footprint and growing customer traction, the business is likely to scale faster, resulting in cost leverage and economies of scale which will drive profitability.
- 2 new warehouse were set-up and upgraded the re-packaging unit
- In most stores it does sell Zudio products
- Efforts continue to ensure competitive prices to attract and retain customers and Improve efficiency and sustainability via backward integration
- STAR has a network of over 1000 farmers and source more than 80% of our vegetables and more than 70% of our fruits directly from farmers.
- Exclusive brands in FMCG category now contribute 17% share.
- Exclusive retail brand offering include the following (own brands ~70% of revenue)
  - Klia: Cleaning-aids and home care products || Fabsta: Packaged food and beverages|| Skye: Personal care products
  - ShubhAnand: Pooja products
  - Vaayo: Disposables and room freshners

- Smartle: General merchandise (cookware, dining, storage, home utility, bath ware, home furnishing, toys, stationery, small appliances and backpacks) Star: Branded staples and fresh products Zudio: Fashion & Lifestyle

- StarQuik is gaining strong traction by integrating store sourcing for seamless omnichannel convenience, with plans to scale operations for wider customer reach
- The My STAR App enhances customer engagement by providing easy access to prices, offers, past invoices, and store locations for a seamless shopping experience
- The introduction of digital Shelf Edge Labels automates price changes, enabling rapid and efficient updates while reducing manual effort and enhancing in-store productivity.

M. ZARA

Zara JV	FY24	FY25	*Growth*
Stores	23	22	*-4.3%*
Sq Ft	NA	NA	
Cities	12	13	
Holding in JV	49%	34.94%	*Reduced*
Investment in Rs Crs	31.75	17.75	*-44.1%*
Revenue Rs Crs	2,769	2,782	*0.5%*
EBIDTA (Post Ind-As) Rs Crs	421	458	*8.8%*
PBT (Before Exceptional)	327	402	*23.0%*
PAT	244	300	*23.0%*

EBIDTA for Zara increased by 9% mainly on account of improvement in gross margins by ~ 70bps. The trend in case of gross margins is continuously improving over FY21.
PAT at ~ Rs 300crs was mainly aided by other income which increased from Rs 5.7crs in FY24 to Rs 57.4crs in FY25 and drop in finance cost by 53% to Rs 8.22crs.

- *Stake reduced to 34.94%:* In FY25 Trent offered 1.4 lac Equity Shares held by it in ITRIPL in the buyback offer Consequent to the acceptance of the offer by ITRIPL, the Company holds 34.94% of the equity shareholding (earlier 49%) w.e.f. 30th August 2024
- The incremental store openings for Zara continue to be calibrated with a focus on presence only in very high-quality retail spaces
- *Additional information in regards to customs:* Inditex Trent Retail India Private Limited has been under Customs' SVB investigation since 2010, paying 1% extra duty deposits (EDD) in relation to pending assessments while the case remains unresolved as of March 2025. The company also paid ₹3.15 crores under protest for various past customs matters, including a 2017 DRI inquiry and excess duties from earlier years. A refund of ₹0.49 crores was ordered by Delhi Customs in 2021 but is yet to be received. Management, supported by legal advice, expects all amounts to be fully refundable once the SVB proceedings conclude

N. Massimo Dutti India Pvt Ltd (MDIPL)

Massimo Dutti	FY24	FY25	*Growth*
Stores	3	3	*0%*
Cities	2	2	*0%*
Holding in JV	49%	20%	*Reduced*
Investment in Rs Crs	29.7	12.1	*-59.2%*
Revenue Rs Crs	101.9	100.4	*-1.5%*
PAT Rs Crs	9.0	10.2	*13.4%*

- *Stake reduced to 20%:* On account of sale of 29% shareholding in MDIPL in March 2025, the Company's shareholding in MDIPL stands at 20%.
- *Additional information in regards to customs:* Massimo Dutti India Private Limited imports garments and shoes from its overseas related party, and since 2016, its transactions have been under investigation by the Special Valuation Branch (SVB) of Customs. The company has paid extra duty deposits (1% at Mumbai and 5% at Delhi) and submitted all required documents. However, in March 2025, Mumbai's Air Cargo Complex imposed a 5% duty loading without properly considering the company's response or providing a fair hearing, contrary to regulatory guidelines. The company is challenging this order and believes, based on legal advice, that the deposits will be fully refundable once the SVB proceedings are finalized by a common adjudication authority after a proper hearing.

ADDITIONAL POINTS

O. Technology Adoption

1. **SAP S/4HANA on RISE Migration**
   - Initiative: Migrated all business units to SAP S/4HANA on RISE.
   - Benefits: Achieved a clean core ERP, real-time analytics, scalable cloud infrastructure, simplified IT operations, and continuous innovation.

2. **Cloud Enablement**
   - Initiative: Migrated all critical applications to secure, scalable cloud platforms.
   - Benefits: Improved uptime, disaster recovery, faster deployments, enhanced security, seamless integration, and reduced infrastructure management.

3. **RFID Technology Deployment**
   - Initiative: Expanded RFID use in stores and distribution centers.
   - Benefits: Increased inventory accuracy, reduced cycle count times, faster processing, improved operational efficiency, and better product replenishment.

4. **Product Lifecycle Management (PLM) System**
   - Initiative: Adopted a modern PLM platform for apparel and fashion.
   - Benefits: Streamlined design-to-market process, enhanced collaboration, reduced lead times, improved product accuracy, traceability, and compliance.

5. **Transport Management System (TMS)**
   - Initiative: Implemented TMS for logistics operations.
   - Benefits: Route optimization, real-time tracking, load consolidation, better performance monitoring, improved on-time deliveries, and reduced logistics costs.

6. **Warehouse Automation**
   - Initiative: Deployed spiral conveyors, boom conveyors, and cross-belt sorters.
   - Benefits: Increased throughput, reduced manual effort, improved space utilization, and scalable operations during peak demand.

7. **Network Modernization (SD-WAN)**
   - Initiative: Rolled out SD-WAN across all stores and DCs.
   - Benefits: Enhanced connectivity, improved application performance, reduced reliance on MPLS, and greater network resilience.

8. **SAP Concur for Petty Cash Management**
   - Initiative: Deployed SAP Concur for expense management.
   - Benefits: Digitized expense submission, real-time visibility, better compliance, reduced paperwork, and improved audit readiness.

9. **SAP Success Factors for Human Capital Management**
   - Initiative: Implemented SAP Success Factors for HR processes.

- Benefits: Streamlined recruitment, onboarding, performance, and learning; enabled data-driven, employee-centric talent management.

*Overall Impact:*These initiatives demonstrate a strategic commitment to digital empowerment, operational efficiency, scalability, and readiness for future growth. The company is building a robust digital foundation to support innovation and long-term success.