

## **DIRECTORS FAMILIARISATION PROGRAMME**

*(Pursuant to Regulation 25(7) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)*

### **1. Background**

In compliance with Regulation 25(7) of the SEBI (LODR) Regulations, 2015, the Company conducts familiarisation programmes for its Independent Directors to enable them to understand:

- The Company's business model and strategy
- Industry dynamics and competitive landscape
- Operational and financial performance
- Key risks, opportunities and regulatory environment

These programmes are conducted through structured presentations, strategy discussions and interactive sessions with senior management.

### **2. Familiarisation Programme Conducted**

A familiarisation programme was conducted on 26th March 2026 as part of the Board of Directors Meeting at the registered office of the Company.

The session included detailed business, operational and strategic discussions, where senior management presented key insights and action plans.

### **3. Attendance**

<b>Sr. No.</b>	<b>Name of Director</b>	<b>Category</b>	<b>Attendance</b>	<b>Total Hours</b>
1	Govind Shridhar Shrikhande	Independent Director	Present	9 Hours
2	Narender Tulsidas Kabra	Independent Director	Present	9 Hours
3	Manish Saksena	Independent Director	Present	9 Hours
4	Abhinav Kumar	Executive Director	Present	9 Hours
5	Prateek Maheshwari	Executive Director	Present	9 Hours

### **4. Broad Areas Covered**

#### **A. Business Strategy & New Brand Development**

- Discussion on launch of new leather lifestyle brand
- Strategic evaluation covering:
  - White space analysis

- Competitor benchmarking
- Pricing strategy
- Distribution channels
- Preparation of detailed brand deck and case study

## **B. Financial Planning & Budgeting**

- Review of Budget PPT
- Emphasis on:
  - Inclusion of historical comparative data
  - Improved analytical presentation for decision-making

## **C. Human Resource Initiatives**

- Identification of visibility gaps in HR initiatives
- Key focus areas:
  - Digital visibility of HR schemes
  - Benchmarking of HR initiatives (e.g., talent retention metrics)
  - Integration of HR impact into business presentations

## **D. Operational Performance Review**

- Shift from qualitative to quantitative performance evaluation
- Focus on:
  - Measurable operational impact
  - Avoidance of generic reporting

## **E. Offline Channel & Retail Health**

- **Store classification framework:**
  - Green / Red / Amber categorisation
- Key evaluation parameters:
  - Location analysis
  - Store experience (lighting, fixtures, design)
  - Product assortment
  - Staff training
  - Competitive benchmarking
  - Retail SOP compliance
- Defined closure and turnaround timelines

## **F. Product Pricing & Cost Management**

- Discussion on COGS impact (10–15% increase)
- Strategic actions:
  - No MRP change approach
  - Optimization via:
    - Discounting strategies
    - Negotiations with Large Format Channels (LFC/NLC)

## **G. Brand-wise Profitability Analysis**

- Completion of CM1 level analysis
- Direction to move towards:
  - Brand-wise P&L up to CM2 level
- Enhanced profitability tracking across brands

## **H. EBO Stores Performance Review (Deep Dive)**

Comprehensive evaluation framework introduced:

- Full P&L assessment (beyond EBITDA) including:
  - Depreciation
  - Corporate overhead allocation
- Store performance classification:
  - Profitable vs. loss-making stores
- Benchmarking methodology:
  - Comparison with competitors
  - Store rating scale: 1 to 5
- Strategic actions:
  - Closure of stores rated below 3
  - Turnaround focus for stores rated 3–4
- Objective:
  - Data-driven decision-making on store continuation / closure

## **I. Project Execution & Timelines**

- Defined ownership and timelines for key initiatives:
  - Brand development – July 2026
  - Channel health review – April 2026
  - Immediate actions for pricing, HR visibility and budgeting

## **5. Mode of Familiarisation**

The programme was conducted through:

- Detailed presentations by senior management
- Strategy discussions and operational deep-dives
- Interactive Q&A sessions with Directors

Directors were actively engaged and provided inputs on business strategy and performance improvement.

## **6. Ongoing Familiarisation**

The Company follows a continuous familiarisation process, which includes:

- Periodic business and financial updates
- Board and Committee presentations
- Industry and regulatory updates
- Strategic review discussions

## **7. Disclosure**

Details of the familiarisation programme are disclosed on the Company's website in compliance with Regulation 25(7) of SEBI (LODR) Regulations, 2015.