KRL QUARTERLY

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THE DIGITAL SHIFT: Preparing KRL for ERP

All Branches. One way of working. One connected system.





MD'S NOTE

Dear KRL Family,

Last quarter, we asked a simple question: what makes a workplace? Over the last three months, many of you showed us the answer through the way you worked, kept your operations safe, and looked out for one another.

This quarter, I want us to look at the next question: are we ready to work as one connected company?

As KRL grows across branches and functions, the way we share and use information matters more than ever. Separate trackers, repeated follow-ups and different formats may help teams manage individual tasks, but they can also make coordination harder as an organisation expands.

Our preparation for ERP marks an important step towards a more connected way of working. The objective is not merely to introduce new software. It is to bring greater clarity to processes, improve the reliability of information and make collaboration across functions more effective.

So this quarter, I request every member of the KRL family to take a simple pledge: learn what this change involves, follow the common formats and processes at your branch, enter information carefully and on time, and ask whenever you are not sure. No question is too small.

Systems will help us. But it is our people who will make them work.

Thank you for your continued support and commitment.

Mr. Piyush Kumar Lakhotia
Managing Director

FOREWORD

A connected company is more than a system.

It is shaped by people. By the way, we record, share and use information every day.

This edition looks at the move towards ERP: what it is, what it will change in everyday work, what our CEO has to say about it, and the groundwork now under way across our branches. Each page offers a different view, but together they ask one simple question:

WHAT DOES A CONNECTED KRL MEAN FOR YOU?

Perhaps the answer is different for everyone.

But we would like to hear yours.

Ms. Sonali Lakhotia,
Chief of Corporate Communications

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THE DIGITAL SHIFT:
PREPARING KRL FOR ERP



Think of the last time you needed a simple answer at work. Whether your Purchase Requisition has been approved. Whether the material has reached your store. Which equipment is due for service.

Chances are you made a call, sent a message or opened a file. Maybe all three.

That has worked for KRL so far. But KRL today works across six branches, with people, equipment and projects in many locations. More work means more information, and that information needs to travel faster and more accurately than a phone call or a spreadsheet can carry it.

When information sits in separate places, work often depends on someone finding the latest file, checking an update or reconciling two versions of the same record. As operations become more complex, those small gaps matter.

WHAT IS ERP, IN PLAIN WORDS?

ERP stands for Enterprise Resource Planning. Take away the name and the idea is simple: **one system where a company's key information is recorded once and seen by everyone who needs it.**

ERP IN ONE LINE

One company. One set of records.
One shared picture of the work.

FROM FRAGMENTED TO CONNECTED

Working In Separate Systems



- Details stored in different files
- Approvals followed up individually
- The same detail entered again
- Reports consolidated manually

Working Through Connected Systems



- Common records across relevant functions
- Defined workflows and status visibility
- Information carried into later stages
- Information easier to retrieve and reconcile

WHAT ERP IS, AND WHAT IT IS NOT

ERP IS

One shared system for our key information

A way to cut repeat entry and follow-up calls

A way to see the status of work without chasing

A stronger base for planning across branches

ERP IS NOT

Only an IT project

A tool to watch individuals

A replacement for experience and judgement

Something that works without correct data

THE ROAD AHEAD

The move to ERP will happen in stages. Here is the broad path.

01	02	03	04	05
PREPARE	**MAP**	**SET UP**	**TRAIN**	**GO LIVE**
Standardise processes, assets, formats and records	Document how work flows today and how it should flow	Configure the system around KRL's processes	Hands-on training for teams at every branch	Start using the system for daily work, with support

WHAT WE NEED FROM EVERY ONE OF US

- **Know your process.** Be clear on how your task is meant to be done.
- **Use the common KRL format.** Same form, same fields, every branch, whether it is a PR, an MSR or an MC.
- **Enter it once, enter it right.** Accurate and on time.
- **Keep it current.** Old information is worse than no information.
- **Ask when unsure.** Your questions will shape the training.

WHAT CHANGES WHEN SYSTEMS CONNECT?

One familiar process, two ways of working

Let us follow something every branch knows well: getting an item to a branch, from the Purchase Requisition (PR) to payment against a DCN. One request. Seven steps. Here is how it can look today, and how it can look when systems are connected.

STEP	TODAY (TYPICAL)	WHEN SYSTEMS CONNECT
01	Department sends its need to the store by paper or message	Department raises an MPR in the system
02	Store In-charge writes up the PR separately	Store In-charge raises the PR against the MPR
03	Branch Head's approval is chased, then the PR is mailed to Head Office	Branch Head approves; PR reaches Head Office Purchase automatically
04	Quotations and comparison sit in separate files	Quotations and comparison sit against the same PR
05	OI-PO is issued; branch calls for status	OI-PO is created from the PR; status is visible
06	MT, ME and MC are recorded in separate registers and mails	MT, ME and MC are recorded once and matched with the OI-PO
07	Bill is checked by hand; DCN request goes with papers	DCN is requested with all records linked; HO Accounts issues it

WHERE DO YOU LOOK FOR THE ANSWER?

Think about how many places you check to find the status of one request.

Today (typical) **5 PLACES** Form, register, mail, sheet,call

Connected **1PLACE** the system

WHAT CHANGES FOR US?

BRANCH TEAM	STORES	PURCHASE	ACCOUNTS	MANAGEMENT
Raise an MPR and track it in one place	Raise the PR, and record ME and MC once against the OI-PO	See every approved PR and OI-PO status	Scrutinise and issue the DCN with all records already attached	See status across branches at a glance

LEADING THE TRANSITION

A conversation with Mr. Manish Lakhotia, CEO & Director



Mr. Manish Lakhotia
CEO & Director

ERP is often discussed through modules, processes and timelines. For a company's leadership, the question is a different one: where do we want the organisation to be in a few years, and what has to change in the way we work to get there?

A connected system is only one part of the answer. The larger part is people, and how comfortably an organisation moves from familiar ways of working to a more connected one.

We asked him where KRL stands today, what is being prepared behind the scenes, and what each of us can do differently.

What is the biggest gap ERP is intended to address at KRL?

One of the biggest challenges to the growth of any organisation is the inability to make informed decisions due to a lack of reliable data and a clear understanding of how the business is actually functioning. This uncertainty has its own cost, often forcing us to rely on trial and error, even for routine decisions.

This doesn't mean experience or gut feeling has no value. But when backed by accurate, historical data, our decisions become more informed, and we can make them with greater confidence.

ERP aims to bridge this gap at KRL by ensuring that data is recorded as work happens and is available whenever required for decision-making or performance evaluation.

Let me give an example everyone can relate to. It is not that management doesn't want to introduce Saturdays as off days for EL and SL levels at the office and move towards a five-day working week. We want to first ensure, through reliable data on individual work output and progress, that all work can be completed efficiently within five days. ERP will help us make that decision with confidence rather than assumptions.

What groundwork is currently underway behind the scenes?

The groundwork began when we completed our Handbook and employees started following the systems and processes laid down in it. For over 18 months, we have been testing these procedures in practice and identifying areas for improvement.

After more than nine months of due diligence, we selected Frappe – ERPNext as our platform and StackerBee as our development partner. Department champions have been identified, and department heads have documented their requirements based on the Handbook and actual working practices.

For the last 45 days, we have been conducting Business Requirement sessions with the developer to explain and document exactly what we need. This will form the foundation for ERP development.

Our target is to have ERP installed, operational, and fully integrated into our working practices during FY 2026–27.

Which processes or records need the most careful preparation?

Every process and record needs careful preparation, but more importantly, we must understand what we are implementing and why.

Even something as basic as defining a unit of measurement for an item—whether it is a number, set, or lot—can make a difference. If we don't organise and standardise our data correctly at the beginning, it can create confusion later.

The better we define our processes and organise our data, the more effective our ERP will be. The quality of the information we put into the system will determine the quality of the information we get out of it.

What do people commonly misunderstand about an ERP implementation?

The biggest misconception is that ERP will create more bureaucracy, increase workload, and slow down decision-making. That is not our objective.

Today, we already maintain records, prepare reports, and track activities using Excel, Word, PowerPoint, and other tools. We also spend considerable time remembering tasks and following up manually.

ERP will bring these activities together, automate routine reminders and follow-ups, and reduce duplication, errors, and missed activities.

There will certainly be some effort involved in learning the system and adapting to new processes. However, the objective is simple: reduce unnecessary effort, simplify processes, and allow employees to focus more on getting work done rather than managing paperwork.

What should employees do differently during the transition?

First, revisit the latest revision of our Handbook and understand the procedures, steps, and restrictions relevant to your work. Also, try to understand how other departments function, because our processes are interconnected.

Second, stay in touch with your department champions and head to understand the features being incorporated into ERP.

Most importantly, share your suggestions openly. If you see a process that can be improved or anticipate a practical difficulty, raise it now. This is the right time to address such issues.

We are not implementing ERP merely to introduce new software. We are building a system that will support KRL's growth. The more actively each of us participates, the more effective and useful the system will be for everyone.

"The quality of the information we put into the system will determine the quality of the information we get out of it."

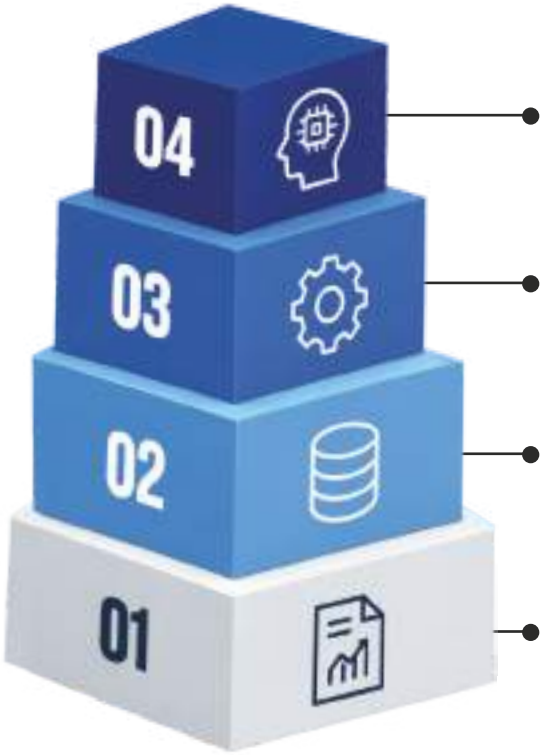
Mr. Manish Lakhotia
CEO & Director

FROM DATA TO AI

Why does good data matter more than ever?

AI may be the most visible part of today's digital shift, but it depends on something far more basic: reliable information.

Each layer depends on the one below it. Better data creates a stronger digital foundation.



AI
Finds patterns, predicts and suggests

AUTOMATION
Handles routine actions and workflows

ERP
Connects information across functions

DATA
The information we record every day

GROWING USAGE OF AI

A growing number of organisations are using AI in at least one business function.



+10 percentage points: increase in organisations using AI in at least one business function, 2024 to 2025.

Source: McKinsey, The State of AI: Global Survey 2025.

A SIMPLE EXAMPLE

An asset may be recorded differently in different places.



LOADER 04 | L-4 | WHEEL LOADER #4

Same asset to us. Possibly three different records to a system.

Consistent naming, with the correct nomenclature, helps keep maintenance records, reports and analysis connected to the right asset.

THE WORK BEHIND THE CHANGE

Building ONE KRL

Right now, across KRL, a set of common standards is being worked out for how our branches and workspaces should look and function.

From branding and signage to container layouts, tool identification and information boards, the aim is simple: create greater consistency across locations.

SPOT THE DIFFERENCE

Two KRL branches. Two containers. Both do the same job. The difference is visible not only in colour, but also in the way the KRL identity is presented across the workspace.



New Branding


Old Branding

This shift towards standardization is part of building ONE KRL — a more consistent identity and way of working across branches.

FIVE DECISIONS BEING MADE NOW

THE QUESTION	WHY IT MATTERS
1. What goes on every branch name board?	A client should know it is KRL from the gate
2. How is a container numbered and arranged?	You should find what you need in any branch
3. What does a standard cabin or office contain?	Same set-up, same comfort, same safety
4. What does a tool tag carry?	One ID and one inspection date, for every tool
5. Where do notice and safety boards go?	The same information, in the same place

THE LINK TO ERP

When a system asks, "Which item is this?", the answer has to be the same at every branch: the same name, the same ID, the same place. These five decisions are what make that possible.

KRL IN NUMBERS

100+ New Joinees

30+ Campaigns

AROUND KRL

The Quarter at a Glance

The people, projects and moments that kept KRL moving this quarter.

CULTURE & CELEBRATION

KRL DAY 2026

KRL Day was celebrated with great enthusiasm across all branches, marking the birth anniversary of our Founder. The celebration featured engaging activities, cultural moments, and the E.T.H.I.C.S. Awards — recognising employees who uphold his values in their everyday work.



DO IT RIGHT PHOTO CHALLENGE

The "Do It Right" Photo Challenge gave teams across all our branches a fun and engaging way to showcase safety in action. Participants shared photographs featuring correct PPE use, good housekeeping, safe material handling, and LOTOTO, along with the activity name and location.



VISHWAKARMA PUJA

On 17th September, all our branches marked Vishwakarma Puja, the day we honour the tools, machines and craft that our work depends on. It is also a good reminder that caring for our equipment is part of our daily work.



TOOL TAG DRIVE

During the Tool Tag Drive, teams across all branches inspected equipment, tightened loose parts, lubricated components and rectified defects. Each inspected item was tagged with its name and inspection date for easy verification.



12+ Trainings

15+ Activities

22+ New Fleet

ISO-certified company
45001:2015, 14001:2015, 9001: 2015

Material Recovery Association of India
Leading body within circular economy

Rated BBB-/ Stable by CRISIL
Globally accepted rating agency and standards

Confederation of Indian Industry

(Indian Chamber Of Commerce)

KRL

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