



Date: July 4, 2022

BSE Limited
Floor 25, P J Towers,
Dalal Street,
Mumbai – 400 001
India

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex,
Bandra (E), Mumbai – 400 051
India

Scrip Code: 543529

Symbol: DELHIVERY

Sub: Presentation on participation in Investor Web Conference on July 5, 2022

Dear Sir/ Madam,

Pursuant to the Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby inform you that Mr. Sandeep Kumar Barasia, Executive Director and Chief Business Officer of the Company will participate as a speaker in an investor web conference i.e. **India E-commerce logistics- Opportunity and Outlook** hosted by HSBC Global Research on July 5, 2022.

We hereby attach a copy of the presentation proposed to be made in the above conference.

The above disclosure is also being uploaded on website of the Company at www.delhivery.com

You are requested to take the above on records.

Thanking you,

Yours faithfully,

For Delhivery Limited

Sunil Kumar Bansal
Company Secretary & Compliance Officer
Membership No: F4810

Place: Gurugram

Encl: As above



Delhivery Limited
Corporate Office: Plot 5, Sector 44, Gurugram - 122 002, Haryana, India
Registered Office: N24-N34, S24-S34, Air Cargo Logistics Centre-II,
Opposite Gate 6 Cargo Terminal, IGI Airport, New Delhi – 110037
(Formerly known as Delhivery Private Limited)

CIN: U63090DL2011PLC221234
+91 124 6225600
corporate@delhivery.com
www.delhivery.com

An aerial photograph of a massive industrial warehouse. The roof of the building is covered in a large, dark, stylized logo that reads "DELIVERY". The building is surrounded by a parking lot filled with numerous delivery trucks. In the foreground, there is a road with a few cars and a small building. The overall scene is in black and white, with a dark, moody atmosphere.

DELIVERY

Investor Presentation – July '22

Safe harbour and disclaimer

This Presentation is prepared by Delhivery Limited (“Company”) and is for information purposes only without regards to specific objectives, financial situations or needs of any particular person and nothing in it shall be construed as an invitation, offer, solicitation, recommendation or advertisement in respect of the purchase or sale of any securities of the Company or any affiliates in any jurisdiction or as an inducement to enter into investment activity and no part of it shall form the basis of or be relied upon in connection with any contract or commitment or investment decision whatsoever. This Presentation does not take into account, nor does it provide any tax, legal or investment advice or opinion regarding the specific investment objectives or financial situation of any person. This Presentation and its contents are confidential and proprietary to the Company and/or its affiliates and no part of it or its subject matter be used, reproduced, copied, distributed, shared, or disseminated, directly or indirectly, to any other person or published in whole or in part for any purpose, in any manner whatsoever.

Certain statements in this communication may be ‘forward looking statements’ within the meaning of applicable laws and regulations. These forward-looking statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those suggested by the forward-looking statements. Important developments that could affect the Company’s operations include changes in the industry structure, significant changes in political and economic environment in India and overseas, tax laws, labour laws, import duties, litigation and labour relations etc.

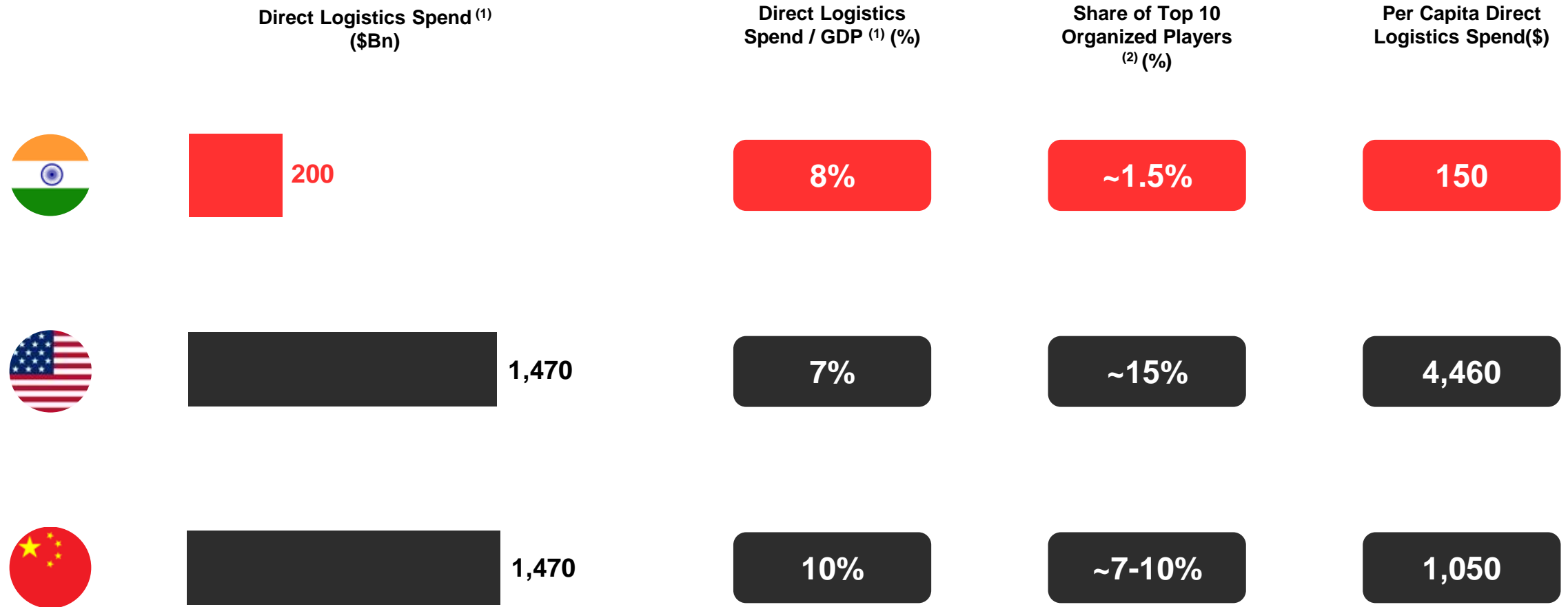
Investment in equity and equity related securities involve a degree of risk and investors should not invest any funds in this Company without necessary diligence and relying on their own examination of Delhivery Limited along with the equity investment risk which doesn't guarantee capital protection.



**We aim to build the
Operating System for
commerce in India**



India's logistics market is large and highly fragmented



Source: RedSeer report

1. As of CY2020 for China and US and as of FY2022 for India
 2. Share of top 10 organised players is based on domestic road transportation, warehousing and supply chain revenues only

Massive TAM

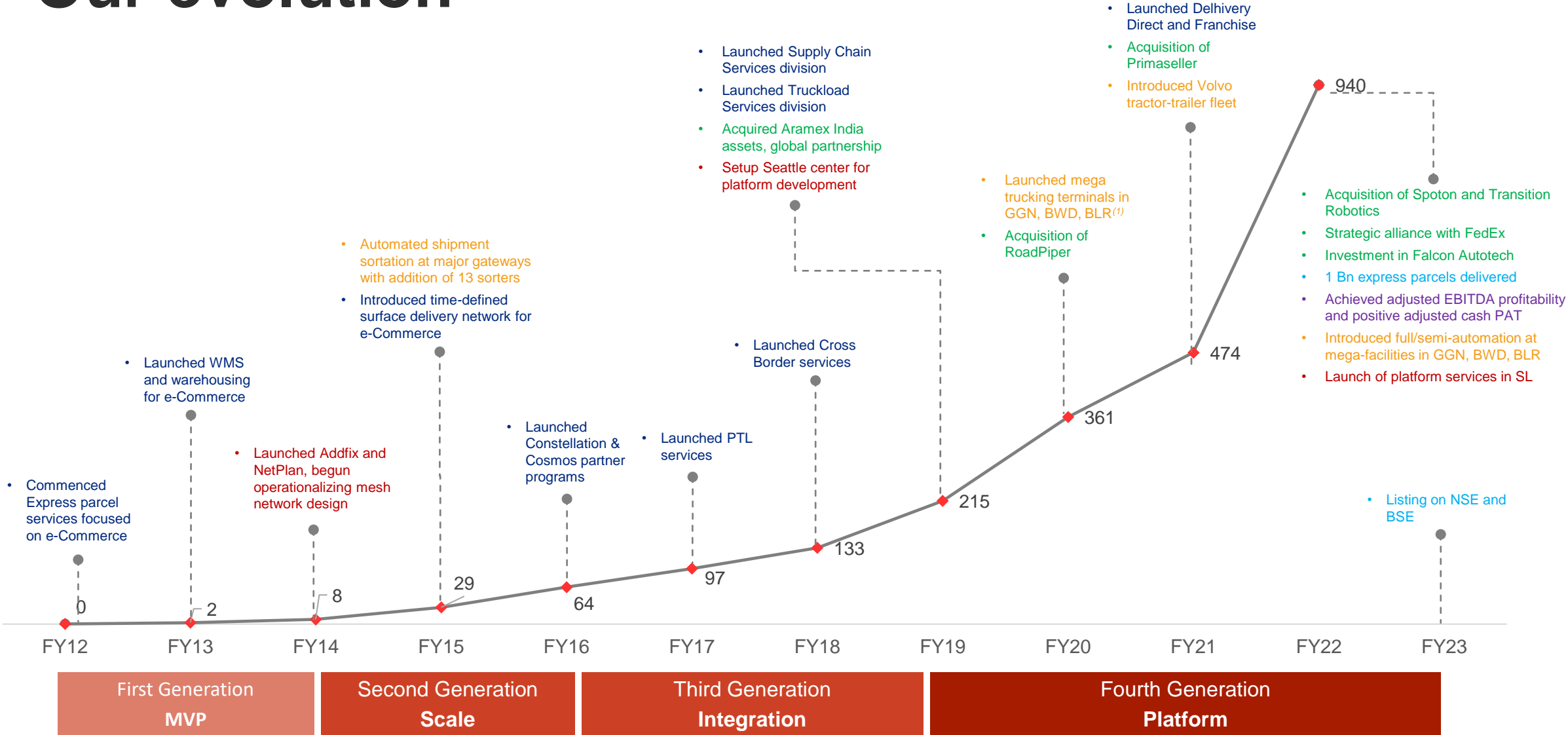
Express Parcel ⁽¹⁾	Part Truckload Freight ⁽¹⁾	Truckload Freight ⁽¹⁾	Supply Chain Services ⁽¹⁾	Cross-Border Air ⁽¹⁾
\$10-12 Bn	\$26 Bn	\$163 Bn	\$109 Bn	\$8 Bn

Total TAM⁽¹⁾: \$316-318 Bn

Source: RedSeer report

1. CY2026E TAM figures approximated to the nearest \$Bn value

Our evolution



Note: Graph represents revenues in \$ Mn. For FY22, proforma revenues considered
 (1) Gurugram, Bhiwandi, Bengaluru

India's largest integrated logistics platform⁽¹⁾

\$940 Mn

FY22 Proforma revenue⁽²⁾



63.6%

FY19 – 22 Revenue CAGR⁽³⁾



1.0%

FY22 Proforma adjusted EBITDA margin⁽²⁾



1.4 Bn/24-25%

Express orders shipped since inception/e-Commerce market share⁽⁴⁾



58.6%

Revenue from customers using two or more services⁽⁵⁾



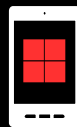
2 Mn+ Tons

PTL freight handled⁽⁶⁾



80+

Technology applications⁽⁷⁾



18.15 Mn

Sq. Ft. logistics infrastructure⁽⁷⁾



18,074

Pin-codes covered⁽⁷⁾



FX: USD/INR 77

(1) As per RedSeer report basis FY21 revenue

(2) Proforma FY22 figures include Delhivery and Spoton performance for the twelve months ended March 31, 2022

(3) For the period from FY19 to FY22; For FY22, Proforma revenue considered

(4) Express parcel services market share by e-Commerce volumes (including captive players) for the three months ended December 31, 2021, as per the RedSeer Report

(5) For FY22

(6) For FY19, FY20, FY21 and FY22; Spoton included from August 24, 2021 onwards

(7) As of March 31, 2022

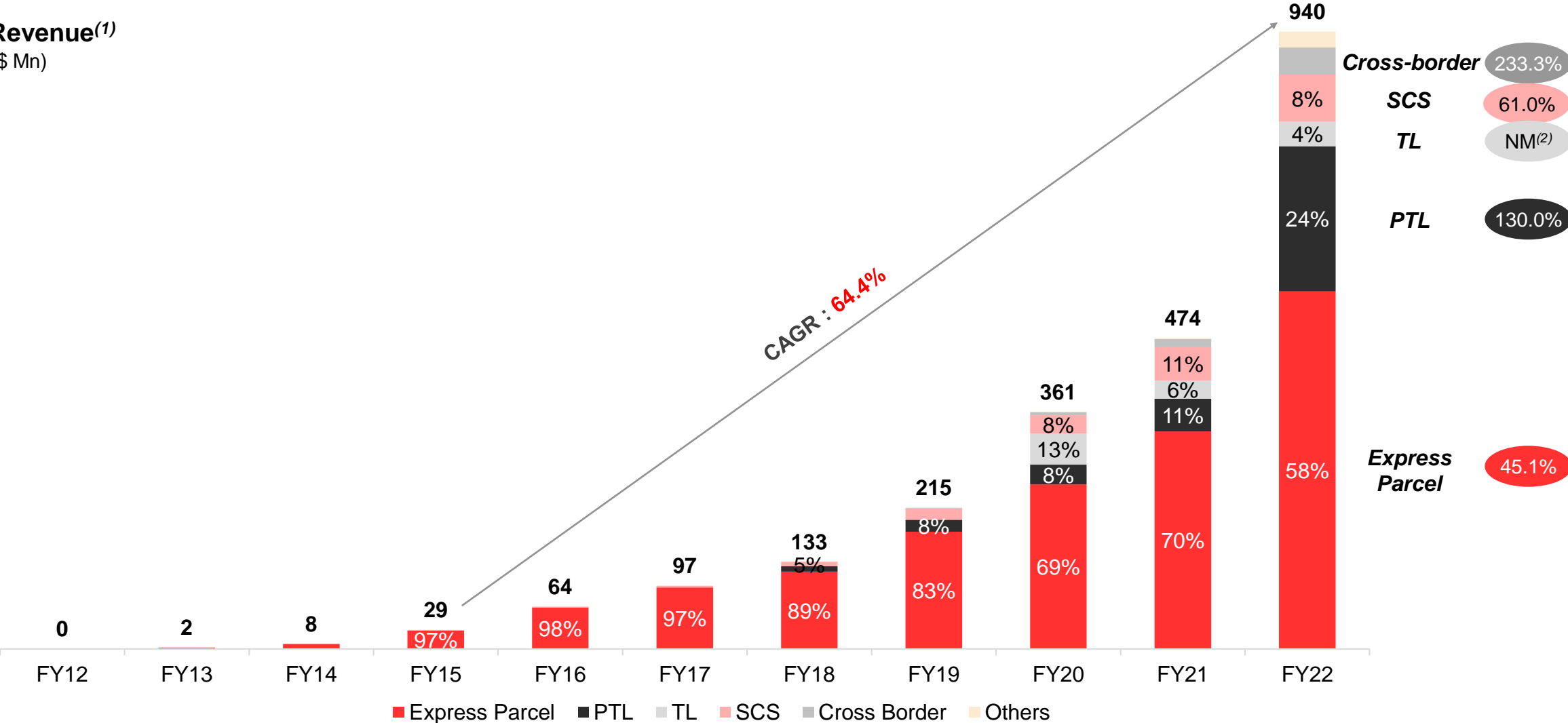
Delhivery: Investment case

- 1** \$200Bn+ addressable market - large and highly fragmented
- 2** Largest integrated logistics platform with a full range of supply chain services
- 3** Industry leading revenue growth and scale
- 4** Operating leverage driving adjusted EBITDA profitability
- 5** Unified network infrastructure, inter-operable across business lines and services
- 6** Asset-light business model with pan-India coverage
- 7** Proprietary technology and vast data intelligence and engineering capabilities
- 8** Proven track record of complementary acquisitions
- 9** High-quality, experienced management team and board

Revenue is diversifying rapidly

CAGR (FY19-22)

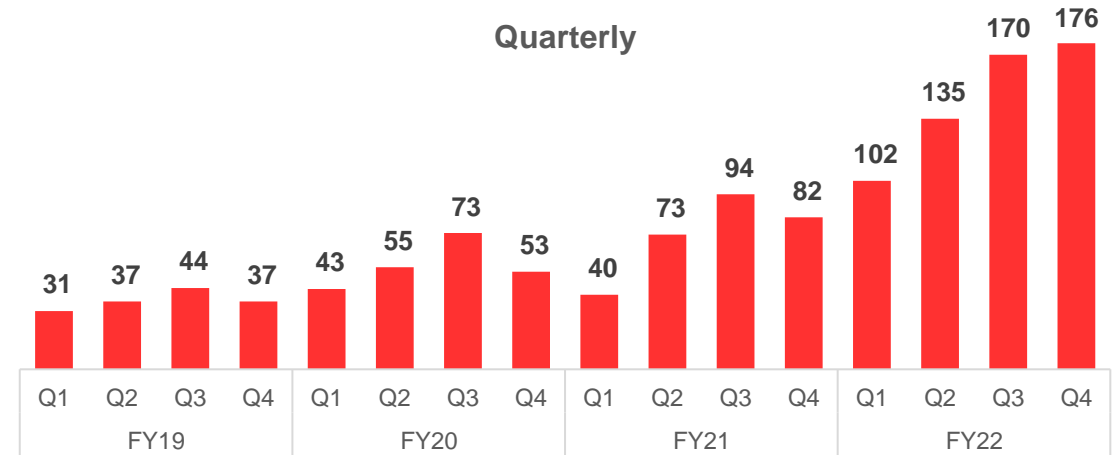
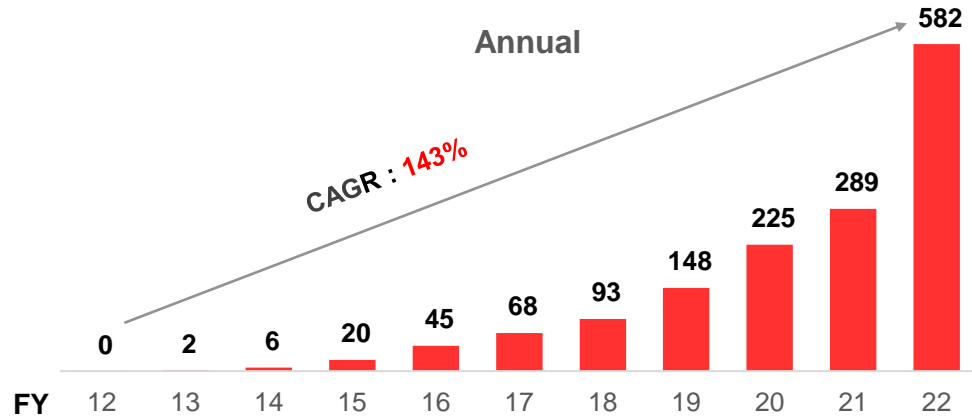
Revenue⁽¹⁾
(\$ Mn)



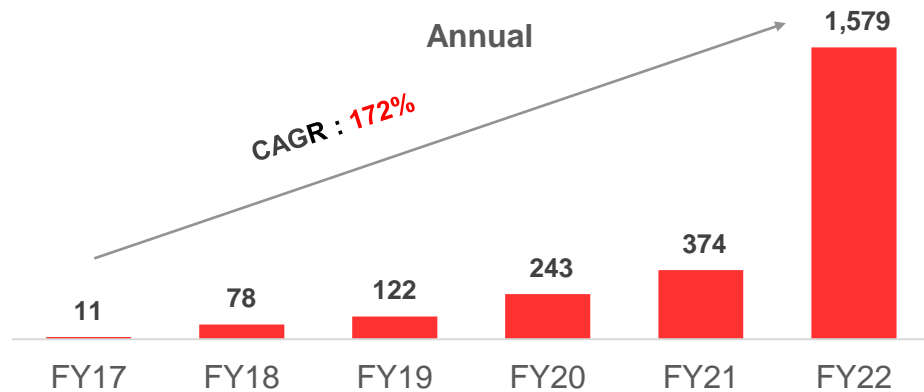
(1) FY22 figures are on proforma basis
(2) Not meaningful

Consistent volume growth

Express Parcel shipments (In Millions)



PTL Freight tonnage⁽¹⁾ (In '000 Tonnes)



(1) FY22 figures are on proforma basis

Breakeven achieved at Adjusted EBITDA level

\$ Mn	FY19	FY20	FY21	FY22 ⁽¹⁾
Revenue	215	361	474	940
<i>Yield per express parcel (\$)</i>	1.2	1.1	1.1	0.9
<i>Fuel price per litre⁽²⁾ (\$)</i>	0.9	0.8	1.1	1.2
Service EBITDA	5	12	18	98
Service EBITDA margin	2.5%	3.2%	3.7%	10.4%
Corporate overheads	30	45	50	89
<i>Corp. overheads (% of revenue)</i>	13.9%	12.3%	10.7%	9.4%
Tech expenses	10	15	20	32
Adjusted EBITDA	(24)	(33)	(33)	9
<i>Adjusted EBITDA margin</i>	(11.3%)	(9.1%)	(6.9%)	1.0%

Service EBITDA refers to cash EBITDA generated by all the services after accounting for direct variable and fixed costs of operations, excluding corporate overheads

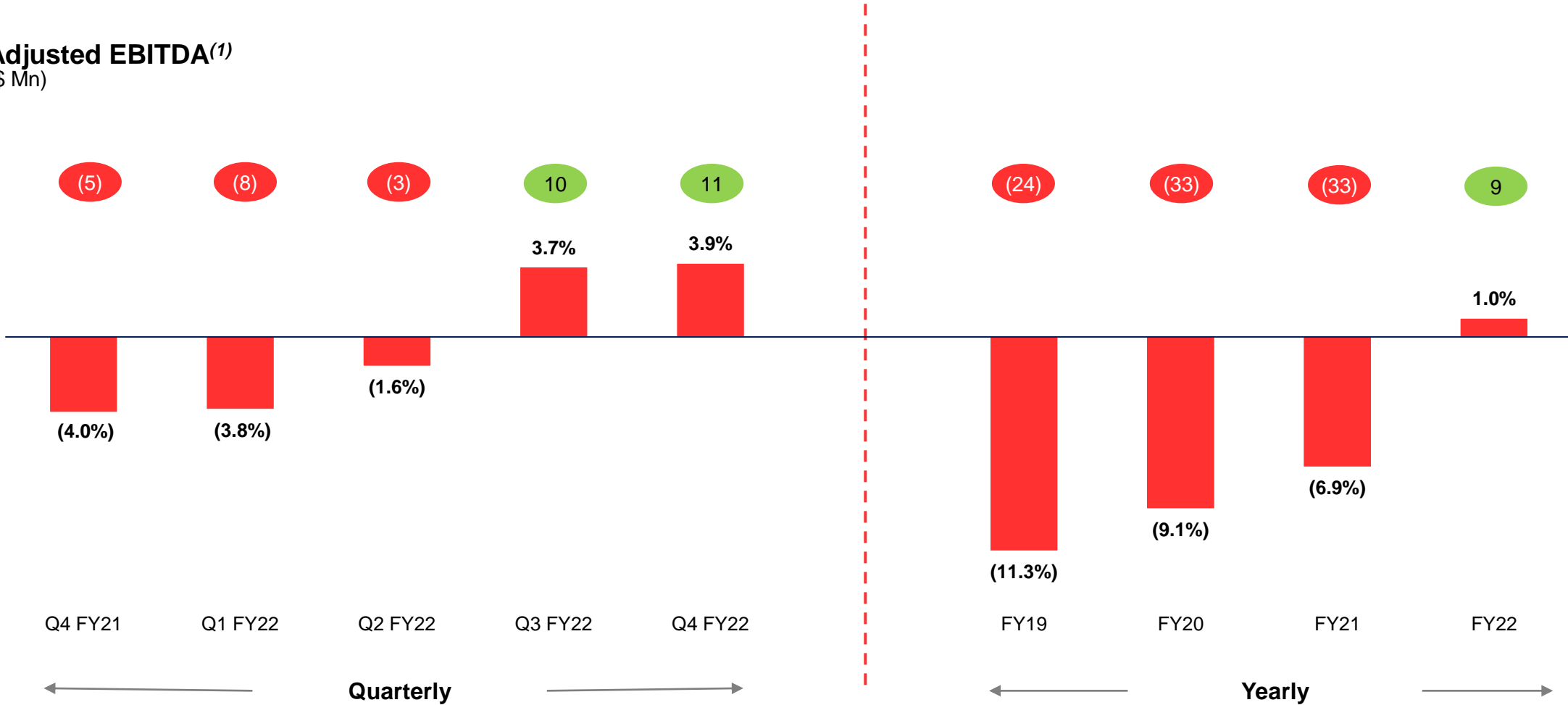
Includes Spoton corporate overheads

(1) FY22 figures are on proforma basis, FY19, FY20 and FY21 are on reported basis

(2) As at the end of the fiscal year in New Delhi (Source: <https://www.petroldieselpri.com/diesel-price-previous-historical-trend-chart-in-New-Delhi/Delhi>)

Breakeven achieved at Adjusted EBITDA level

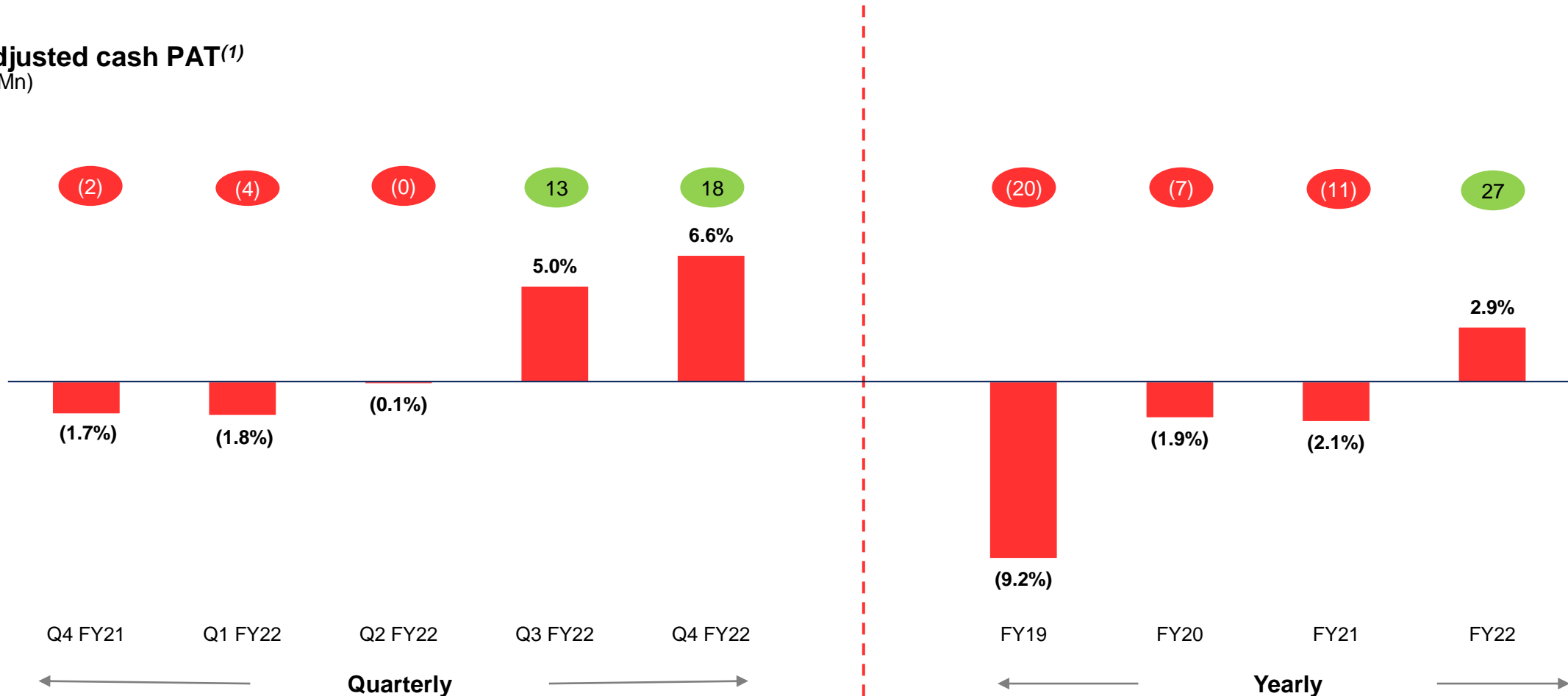
Adjusted EBITDA⁽¹⁾
(\$ Mn)



(1) FY22 figures are on proforma basis
[Refer to the Adjusted EBITDA bridge in the annexures](#)

Adjusted Cash PAT is positive

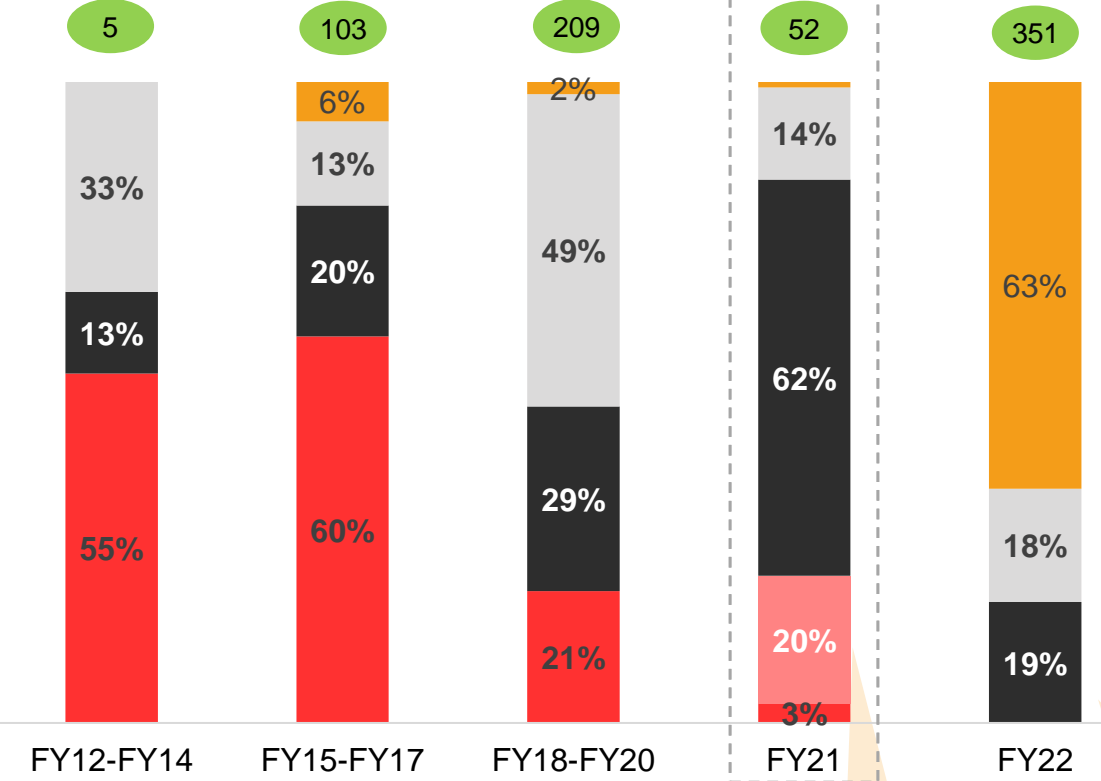
Adjusted cash PAT⁽¹⁾
(\$ Mn)



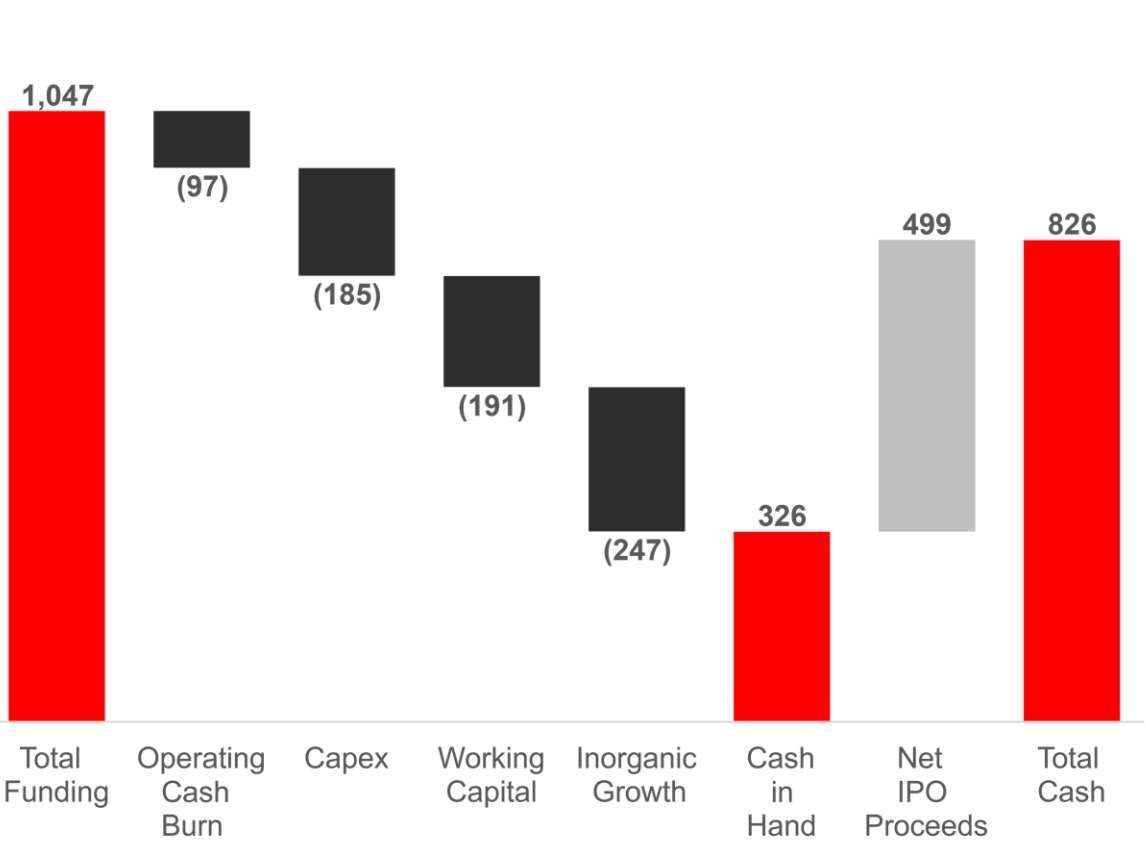
(1) FY22 figures are on proforma basis
 Note: Not adjusted for any non-cash deferred taxes
[Refer to the Adjusted cash PAT bridge in the annexures](#)

Investing in capacity and capability building

Use of funds - mix (%)



Use of funds – value⁽¹⁾ (\$ Mn)



■ Operating Cash Burn
 ■ Capex
 ■ Working Capital
 ■ Inorganic Growth

● Total cash used during the period (\$ Mn)

Cash Burn in Apr & May '20 during Covid lockdown

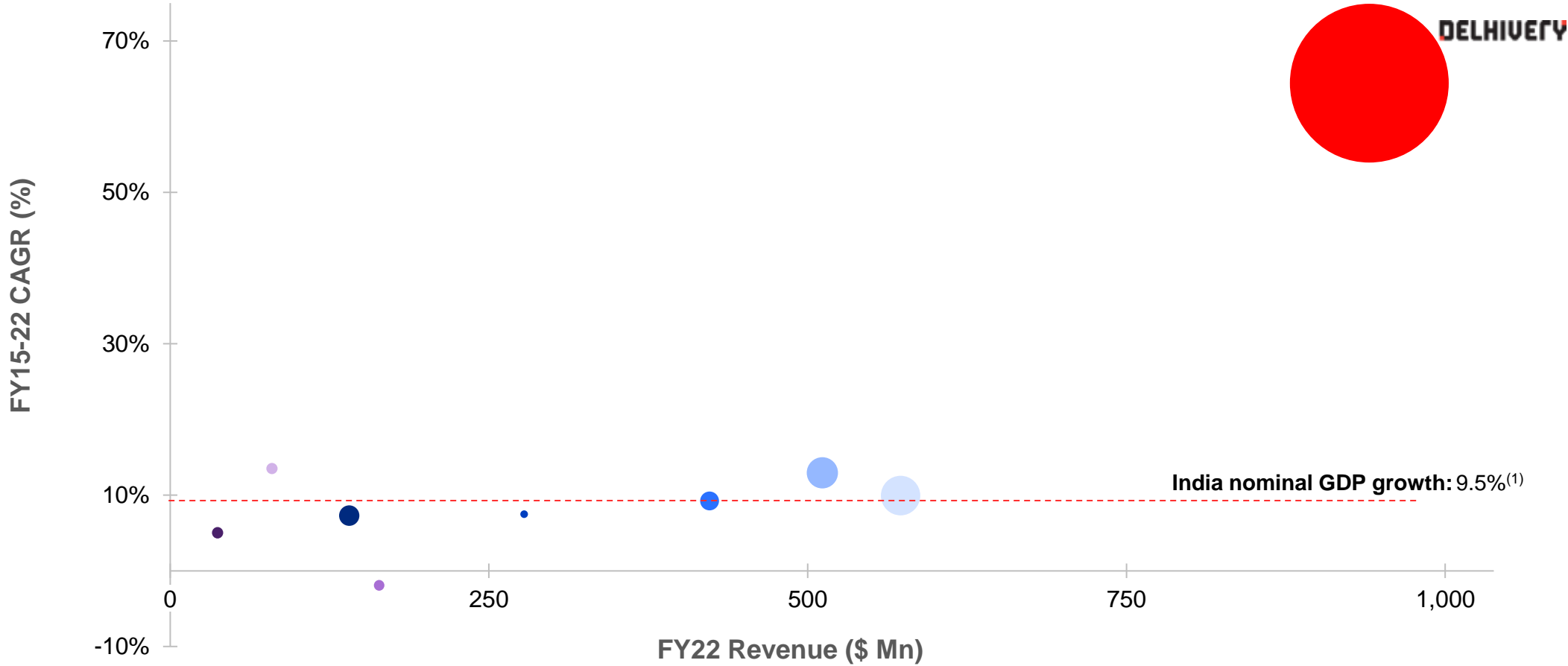
Cash profit generated ploughed back into the business

(1) Until FY22

FY23 Growth initiatives

- 1 Integration of DLV and SO networks, realize network synergies, launch economy PTL service
- 2 Up to 4 Mn sqft infra expansion, fleet expansion by 150 TTs, 35% expansion of ASCs
- 3 Introduction of new automation - AGVs/AMRs, ASRS systems, system-directed MM operations
- 4 Expand usage of EVs in FM/LM operations; piloting LNG & EVs in MM operations
- 5 Aggressively grow cross-border express product (DLV + FedEx)
- 6 Accelerating SCS business growth with focus on key industrial verticals
- 7 Launch of Delhivery D2C Academy with key ecosystem partners
- 8 Launch Unified Client Portal, merchant panel for SMB customers to access all products
- 9 Launch Delhivery Direct (C2C) mobile app, Orion (truckload price discovery and booking)
- 10 Launch of PaaS for global 3P developers along with SaaS offering in select international markets

Delhivery: Outperforming on business growth



(1) India GDP data source: FY15-FY21 from RBI Time-Series Publication, FY22 estimate from NSO MOSPI Second Advance Estimate
(2) Each bubble indicates a logistics player listed in India
(3) Data for other entities from their public filings. Size of the bubble corresponds to Cash & Cash equivalents as on March 31, 2022 adjusted for any material fund-raising thereafter

Delhivery is at the cross-section of several growth drivers⁽¹⁾



INFRASTRUCTURE

Large real estate footprint | Leveraging India's regulatory reforms & infra-development | General capital formation



TECHNOLOGY & DATA SCIENCE

Data science, ML & AI | Proprietary tech platform | Cutting edge engineering & automation | New age technologies – vision ML, drones, robotics



DIGITAL CONSUMPTION

eCommerce | D2C/D2R | Omni channel | Digital commerce



OFFLINE COMMERCE

Offline consumption | Industrial activity | Cross-border trade

Appendix

Delhivery: Team and Directors



Deepak Kapoor
Chairman



Kalpana Morparia
Independent Director



Romesh Sobti
Independent Director



Saugata Gupta
Independent Director



Srivatsan Rajan
Independent Director



Don Colleran
Investor Director



Munish Verma
Investor Director



Suvir Sujan
Investor Director



Sahil Barua
Managing Director
CEO



Kapil Bharati
Executive Director
CTO



Ajith Pai
COO



Pooja Gupta
CPO



Sandeep Barasia
Executive Director
CBO



Amit Agarwal
CFO



Abhik Mitra
CCO



Suraj Saharan
Head, New Ventures

Industry outlook

Market conditions are challenging

- Geopolitical conditions continue to cause significant disruption
- e-Commerce market growth will continue; individual players likely to see volatility in demand and rising customer acquisition costs
- Input cost inflation continues to affect consumer sentiment; unlikely to have large impact on non-discretionary logistics spends, however
- Wage inflation and talent shortage to increase in medium term
- Climate change continues to cause significant disruption to operations

Improving regulatory environment

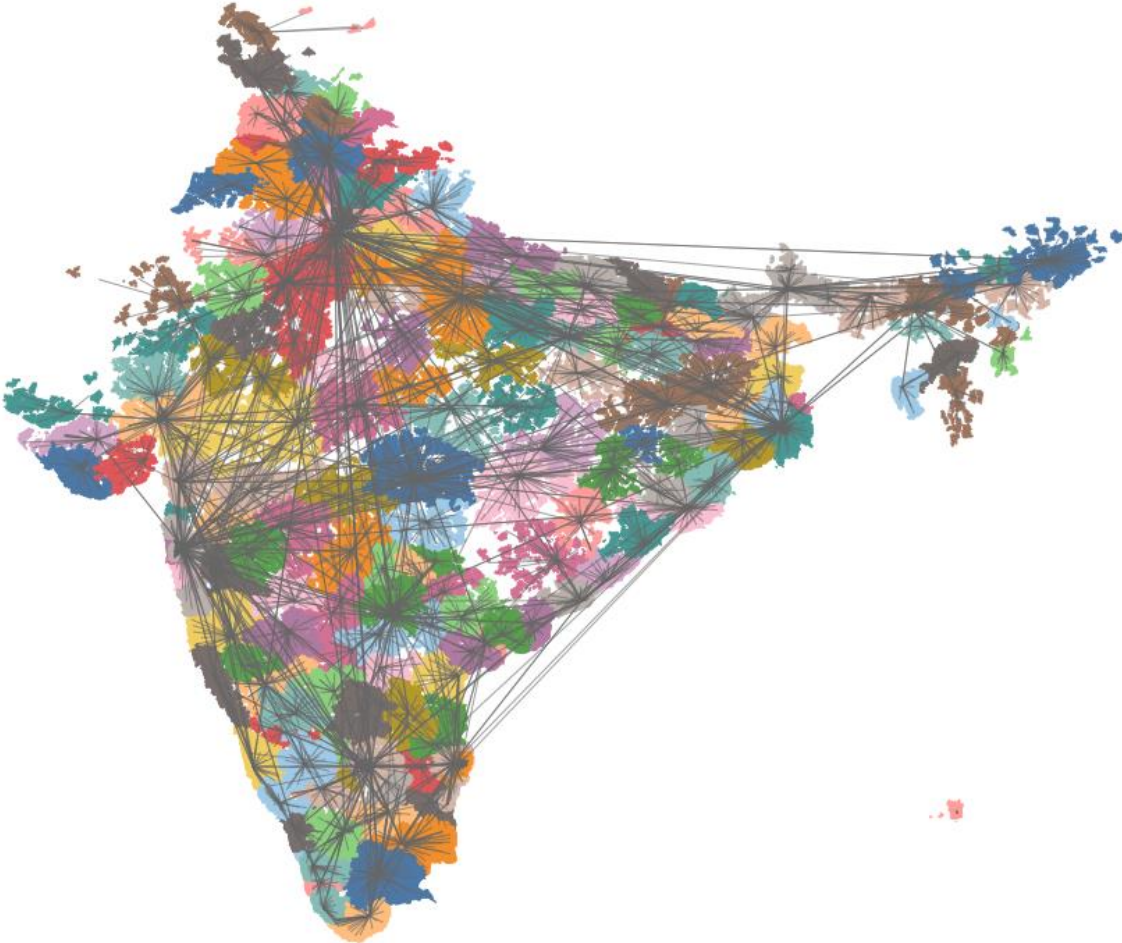
- Infrastructure status for logistics, continued improvement of road, air and rail infrastructure
- Tailwinds from Govt reforms - Make in India, Gati Shakti, PLI schemes
- Rapid adoption of digitization (GST, EWB, e-POD, e-Invoicing)
- New axle load norms enabling higher GWV and loading capacity of trucks
- ONDC, new data privacy law likely to increase merchant demand for direct logistics services

Large opportunities remain intact

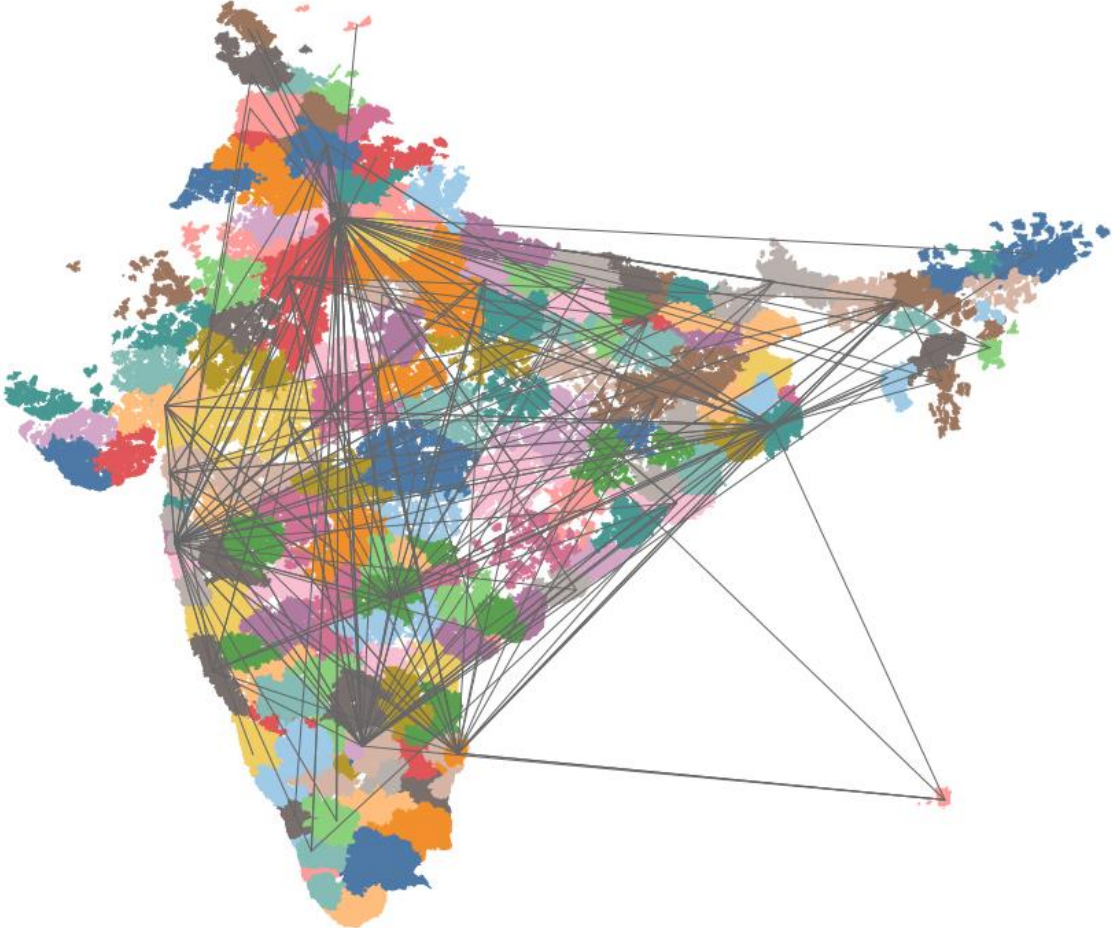
- Continued increase in online purchase frequency, rising e-Commerce penetration in Tier 3/4 cities, new category development
- M&A driven consolidation across logistics industry
- Continued shift towards organised players and consolidation of LSPs by large enterprises
- Leading enterprises continue to shift to 3PL/end-to-end supply chain visibility and solutions
- Development of new automation systems driving operating leverage and service enhancements

Pan-India network coverage

2,023 Surface connections connecting 8,659 OD pairs daily



274 Air connections daily



Note: Maps for representation purpose only. Coloured portion of the maps represent Delhivery's pin-code reach

Key operating metrics

	As of end of			
	FY19	FY20	FY21	FY22 ⁽¹⁾
Pin-code reach ⁽²⁾	13,485	15,875	16,677	18,074
Countries served	42	42	42	220+
No. of active customers ⁽³⁾	4,867	7,957	16,741	23,613
Infrastructure (in million sq. ft.)	5.96	9.85	12.23	18.15
Gateways	73	83	88	123
Automated sort centers	17	21	19	21
Processing centers	138	156	129	178
Express delivery centers	1,744	2,030	2,098	2,961
Freight service centers	84	103	95	267
Team size ⁽⁴⁾	23,639	30,634	33,242	60,373
Partner centers (constellation/BAs)	430	840	1,189	1,224
Partner agents ⁽⁵⁾	5,191	9,782	19,844	34,360
Fleet size – daily average	3,116	3,694	5,095	9,120
Revenue/person (\$) ⁽⁶⁾	9,091	11,818	14,286	15,584
Revenue/sq.ft. (\$, Transportation) ⁽⁷⁾	56	63	57	66
Revenue/sq.ft. (\$, Warehousing) ⁽⁸⁾	NM	5.1	4.5	6.4

(1) Figures and calculations for FY22 on proforma basis

(2) Out of 19,300 Pin-codes as per India Post

(3) Active Customers for a quarter are those customers on whom an invoice was raised at least once during such quarter. Active Customers for a period are calculated as the average number of Active Customers for each of the quarters in the period

(4) Includes permanent employees and contractual workers (excluding partner agents, daily wage manpower and security guards) as of the last day of the relevant period

(5) Count of last mile delivery partner agents in the last month of the relevant period

(6) Derived by dividing revenue from operations by total team size as described in note (4)

(7) Derived by dividing Express Parcel + PTL freight revenue by total logistics area excluding warehousing area

(8) Derived by dividing revenue from warehousing segment of Supply Chain Services by weighted average warehousing area for the year

Operating leverage improving consistently

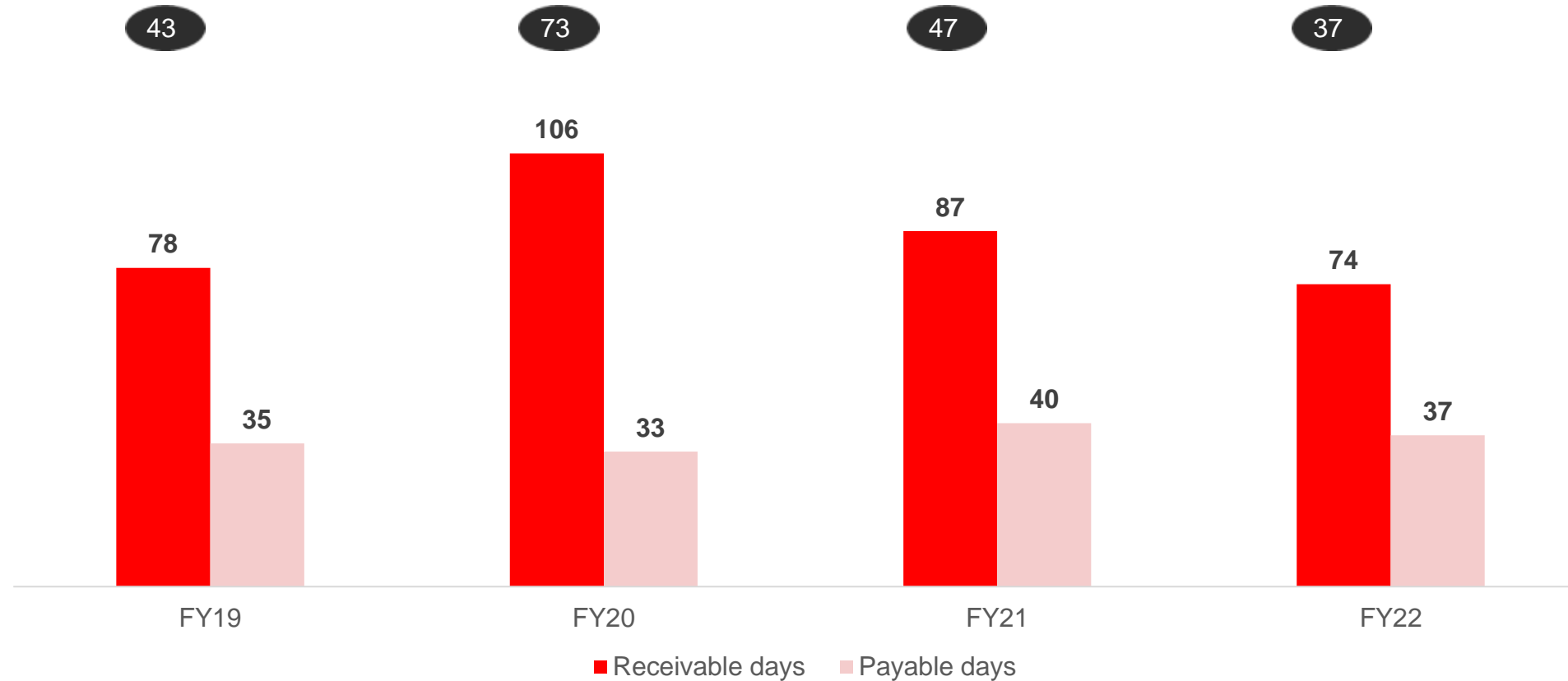
\$ Mn	Q4FY21	Q3FY22	Q4FY22	FY21	FY22
Freight, Handling and Servicing Cost^(1,2)	98	189	195	361	647
% of Revenue from Customers⁽¹⁾	75.0%	72.9%	72.5%	76.2%	72.4%
Line haul expenses	50	89	94	172	311
% of revenue	38.2%	34.5%	35.0%	36.4%	34.8%
Contractual manpower expenses	14	29	29	61	98
% of revenue	11.0%	11.1%	10.7%	13.0%	10.9%
Vehicle rental expenses	25	53	54	88	176
% of revenue	19.6%	20.5%	20.2%	18.6%	19.7%
Rent	3	6	6	13	20
% of revenue	2.2%	2.2%	2.3%	2.8%	2.2%
Security expenses	2	3	3	8	10
% of revenue	1.4%	1.1%	1.0%	1.6%	1.1%
Power, fuel & water charges	2	4	5	9	16
% of revenue	1.6%	1.7%	1.9%	2.0%	1.8%
Packing material	0.4	1	1	2	3
% of revenue	0.3%	0.3%	0.5%	0.3%	0.3%
Stores and spares	0.4	1	1	2	4
% of revenue	0.3%	0.3%	0.4%	0.4%	0.4%
Lost shipment expense (net)	1	3	1	5	9
% of revenue	0.5%	1.3%	0.5%	1.0%	1.0%

(1) On reported basis

(2) Breakup as per notes to accounts

Working capital position improving YoY

Net Working Capital (Days)



Net Working Capital Days (Receivable Days – Payable Days)

*Receivable days = (Trade receivable + Unbilled receivables) * 365 / Revenue from operation 4Q annualized*

Strong liquidity position

Debt to Equity					
\$ Mn	FY19	FY20	FY21	FY22	
Term loan	8	22	26	30	
Working capital loan	4	12	11	16	
Debt (excludes CCPS) (A)	12	33	37	46	
Cash and cash equivalents¹ (B)	389	301	260	326	
Net debt (A-B)	(376)	(267)	(223)	(280)	
Networth (C)	440	412	368	774	
Debt/Equity (A/C)	0.03x	0.08x	0.10x	0.06x	

(1) Includes cash and other bank balances, investments, margin money deposits and deposits with original maturity for >12 months

Adjusted EBITDA bridge

Adjusted EBITDA ⁽¹⁾						
\$ Mn	Q4FY21	Q3FY22	Q4FY22	FY21	FY22	Remarks
Total revenue	130	259	269	474	940	
Less: Total expenses	149	280	293	547	1,105	
Add: Finance cost on borrowings	1	1	1	3	7	
Lease Adjustments due to AS 116	1	1	1	6	6	
<i>Add: Depreciation on right of use asset</i>	6	8	8	25	32	Leased properties accounted as Right of Use (ROU) assets under Ind AS 116. Rent paid on such leased properties recognised in the P&L partly as depreciation on the ROU asset
<i>Add: Interest on lease liabilities</i>	2	3	2	9	10	Rent obligation on leased properties accounted as Lease liabilities under Ind AS 116. Rent paid on such leased properties recognised in the P&L partly as interest on such lease liabilities
<i>Less: Actual lease rent paid</i>	(7)	(10)	(10)	(28)	(37)	Actual cash rent paid on leased properties recognised under Ind AS 116
Add: Non-cash recurring costs	11	28	32	31	99	
<i>Depreciation & amortization</i>	7	16	20	21	58	Depreciation on tangible and intangible assets
<i>ESOP expense</i>	4	12	12	9	42	Accounting expenses towards ESOPs already granted
Add: Non-cash discontinued cost	1	0	0	1	39	Non-cash expense due to fair value adjustment of CCPS
Add: One-time discontinued cost	0	0	0	0	23	One-time discontinued expense on account of certain employee payments
Adjusted EBITDA	(5)	10	11	(33)	9	

(1) FY22 figures are on proforma basis

Adjusted Cash PAT bridge

Adjusted Cash PAT ⁽¹⁾						
\$ Mn	Q4FY21	Q3FY22	Q4FY22	FY21	FY22	Remarks
Profit after tax	(15)	(16)	(16)	(54)	(140)	
Lease adjustments due to AS 116	1	1	1	6	6	
<i>Add: Depreciation on right of use asset</i>	6	8	8	25	32	Leased properties accounted as Right of Use (ROU) assets under Ind AS 116. Rent paid on such leased properties recognised in the P&L partly as depreciation on the ROU asset
<i>Add: Interest on lease liabilities</i>	2	3	2	9	10	Rent obligation on leased properties accounted as Lease liabilities under Ind AS 116. Rent paid on such leased properties recognised in the P&L partly as interest on such lease liabilities
<i>Less: Actual lease rent paid</i>	(7)	(10)	(10)	(28)	(37)	Actual cash rent paid on leased properties recognised under Ind AS 116
Add: Share of loss of associates	0.0	0.0	0.4	0.0	0.4	Non-cash share of loss after tax of associate company
Add: Non-cash recurring costs	11	28	32	31	99	
<i>Depreciation & amortization</i>	7	16	20	21	58	Depreciation on tangible and intangible assets
<i>ESOP expense</i>	4	12	12	9	42	Accounting expenses towards ESOPs already granted
Add: Non-cash discontinued cost	1	0	0	1	39	Non-cash expense due to fair value adjustment of CCPS
Add: One-time discontinued costs & exceptional items	0	0	0	5	23	One-time discontinued expense on account of certain employee payments & exceptional item
Adjusted cash PAT	(2)	13	18	(11)	27	

Note: Not adjusted for any non-cash deferred taxes

(1) FY22 figures are on proforma basis

Wide ownership across organization

ESOPs ¹		
Stage	Total	% shareholding on fully diluted basis
ESOPs granted, of which	35,505,576	4.42%
<i>Vested</i>	1,812,960	
<i>Unvested</i>	33,692,616	
ESOPs ungranted, of which	43,847,397	5.45%
<i>Performance-based ESOPs²</i>	17,100,000	
<i>Time-based ESOPs³</i>	26,747,397	
Total (Granted + Ungranted)⁴	79,352,973	9.87%

Number of Employees holding ESOPs¹ (vested + unvested) : 1,418

(1) As of 14th May 2022

(2) To be unlocked in three equal tranches upon achieving share prices of ~\$10, ~\$130 and ~\$156; and vest equally over 2 years thereafter

(3) Vesting period of 4 years with schedule of 10%-30%-30%-30%

(4) Out of the total ESOP pool of 79.4Mn, 46.5Mn options have time-based vesting and 32.9Mn options have performance-based vesting

Projected ESOP costs

Estimated P&L charge (non-cash) for ESOPs already granted¹

\$ Mn	Total
FY23	30
FY24	13
FY25	6
FY26	2
FY27	0.1
Total	51

Distribution of P&L charge over vesting period for future ESOP grants²

Year	Time-based
Y1	42.5%
Y2	32.5%
Y3	17.5%
Y4	7.5%
Total	100%

(1) Related to costs attributable to ESOPs already granted; in event of forfeiture of ESOPs upon resignation/ termination of employee prior to completion of vesting, costs will be reversed. This does not include the costs of performance-based ESOPs of ESOP IV already granted

(2) Cost of an ESOP = Fair market value at time of grant minus exercise price (\$0.01), to be recognized in P&L over the vesting period as per the schedule in the table

Quarterly & full year financial performance

Proforma P&L

\$ Mn							
Income	Q3 FY22	Q4 FY22	Q-o-Q Growth %		FY21	FY22	Y-o-Y Growth %
Revenue from customers	259	269	4%		578	940	63%
Other income	3	7	129%		25	20	(19%)
Total income	262	276	5%		603	961	59%
Expense							
Total freight, handling and servicing cost	189	195	3%		438	681	56%
Employee benefit expense							
Employee benefit expense excl. share based payments & one time expenses	30	32	10%		81	112	38%
Employee benefit expense: share based payments	12	12	(3%)		11	42	286%
Employee benefit expense: one time expenses	0	0	-		0	23	-
Other operating expense	21	22	0%		56	102	81%
Fair value loss on financial liabilities	-	-	0%		1	39	-
Finance costs	4	3	(16%)		16	17	4%
Depreciation and amortization expense	24	29	19%		73	90	24%
Total expenses	280	293	5%		676	1,105	64%
Share of loss of associates (net)	0.0	0.4	NA		0.0	0.4	NA
Profit / (Loss) before exceptional items and tax	(18)	(17)	NA		(73)	(145)	NA
Profit / (Loss) after Tax	(16)	(16)	NA		(77)	(140)	NA
Adj. EBITDA	10	11	9%		(29)	9	NA
Adj. EBITDA margins	3.7%	3.9%	20 bps		(5.1%)	1.0%	606 bps

[Link to Reported P&L](#)

Quarterly & full year financial performance

Reported P&L

\$ Mn									
Income	Q4 FY21	Q3 FY22	Q4 FY22	Q-o-Q Growth %	Y-o-Y Growth %		FY21	FY22	Y-o-Y Growth %
Revenue from customers	130	259	269	4%	107%		474	894	89%
Other income	4	3	7	129%	90%		25	20	(19%)
Total income	134	262	276	5%	106%		498	914	83%
Expense									
Total freight, handling and servicing cost	98	189	195	3%	100%		361	647	79%
Employee benefit expense									
Employee benefit expense excl. share based payments & one time expenses	18	30	32	10%	75%		70	107	53%
Employee benefit expense: share based payments	4	12	12	(3%)	207%		9	40	327%
Employee benefit expense: one time expenses	0	0	0	-	-		0	23	-
Other operating expense	12	21	22	0%	85%		48	99	106%
Fair value loss on financial liabilities	1	-	-	0%	0%		1	39	-
Finance costs	3	4	3	(16%)	(6%)		12	13	12%
Depreciation and amortization expense	13	24	29	19%	122%		46	79	72%
Total expenses	149	280	293	5%	96%		547	1,047	91%
Share of loss of associates (net)	0.0	0.0	0.4	NA	NA		0.0	0.4	NA
Profit / (Loss) before exceptional items and tax	(15)	(18)	(17)	NA	NA		(49)	(134)	NA
Profit / (Loss) after tax	(15)	(16)	(16)	NA	NA		(54)	(131)	NA
Adj. EBITDA	(5)	10	11	9%	NA		(33)	6	NA
Adj. EBITDA margins	(4.0%)	3.7%	3.9%	20 bps	793 bps		(6.9%)	0.7%	762 bps

[Link to Proforma P&L](#)

Balance sheet

\$ Mn		
Equity and Liabilities	Mar 2021	Mar 2022
Total equity	368	774
Non – current liabilities		
Borrowings	17	15
Lease liabilities	85	74
Provisions	3	5
Deferred tax liabilities (net)	-	8
Current liabilities		
Borrowings	22	31
Lease liabilities	21	23
Provisions	2	3
Trade payables	57	108
Other current liabilities	22	31
Total liabilities	229	298
Total equity and liabilities	597	1,072

\$ Mn		
Assets	Mar 2021	Mar 2022
Non – current assets		
Non – current cash equivalents ⁽¹⁾	57	90
Property, plant and equipment (Incl CWIP)	41	88
Goodwill and other intangible assets ⁽²⁾	4	226
Right of use assets	102	90
Investments in subsidiaries/associates ⁽³⁾	-	32
Non - current tax assets	16	20
Other non - current assets	9	11
Current assets		
Cash & cash equivalents ⁽⁴⁾	202	236
Trade receivables	77	129
Unbilled receivables	48	88
Inventories	3	3
Other current assets	37	57
Total assets	597	1,072

(1) Includes non-current investments, non – current margin money deposits and non – current deposits with original maturity of >12 months

(2) Including intangible assets under development

(3) Includes investment in Falcon Autotech

(4) Includes cash and other bank balances, current investments, current margin money deposits and current deposits with original maturity of >12 months

Cash flow summary

\$ Mn	FY21	FY22
Operating profit/ (loss) before working capital changes	8	35
Changes in net assets ⁽¹⁾	(5)	(64)
Cash generated from / (used in) operations	3	(29)
Direct taxes paid (net of refund)	(2)	(2)
Net cash from / (used in) operating activities	1	(31)
Net cash from / (used in) investing activities	44	(357)
Net cash from / (used in) investing into treasury instruments	77	(50)
Net cash from / (used in) capex and M&A	(33)	(307)
Net cash from / (used in) financing activities	(19)	377
Net change in cash	26	(11)
Opening cash balance at the being of the year	10	36
Closing cash balance at the end of the year (A)	36	25
Cash equivalents at the end of the year ⁽²⁾ (B)	224	301
Cash & cash equivalents at the end of the year (A+B)	260	326

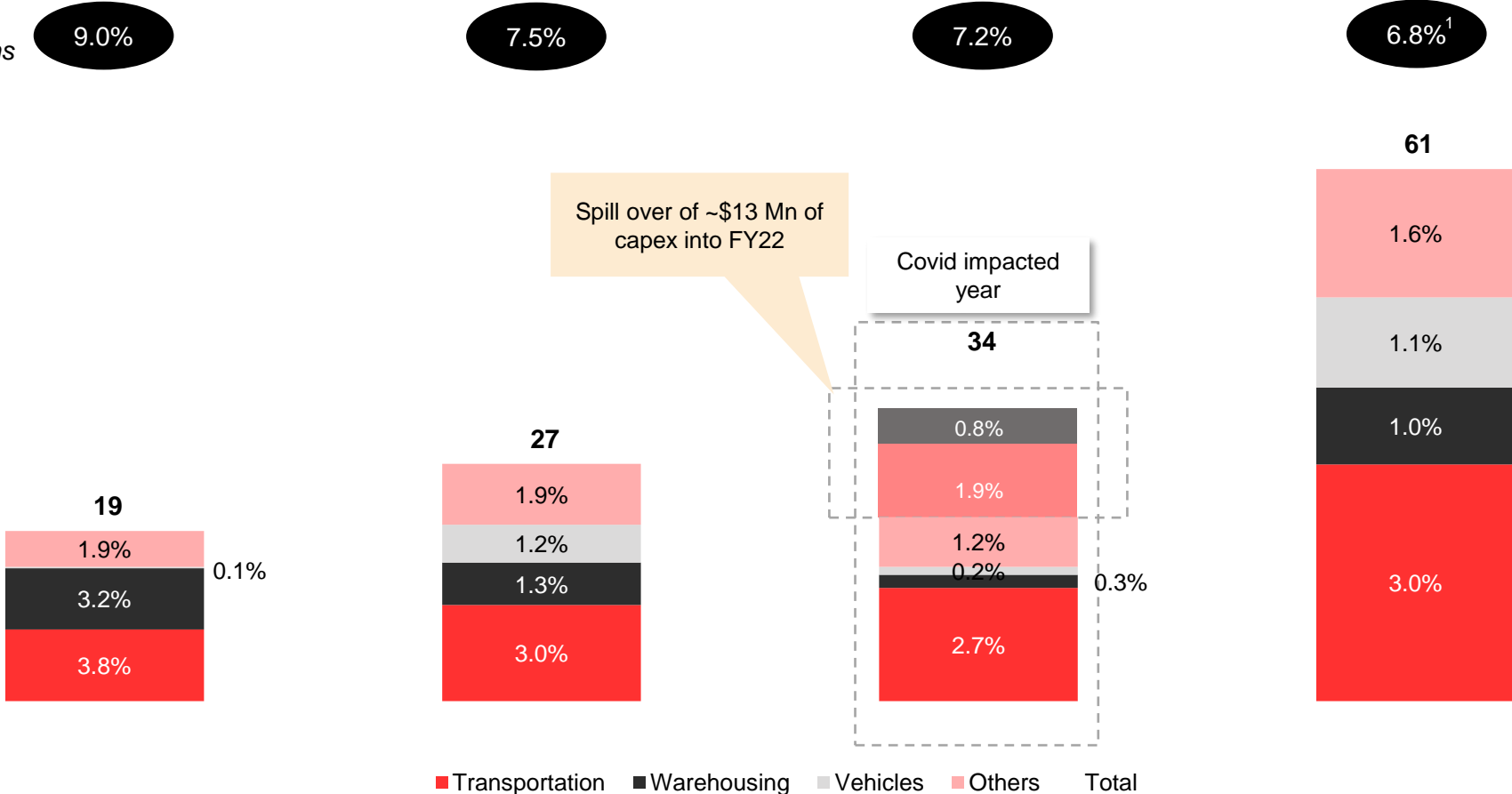
(1) Change in inventory, receivables, other financial assets, loans, other assets, payables, other liabilities

(2) Includes investments, margin money deposits and deposits with original maturity for >12 months

Investing in capacity and capability building

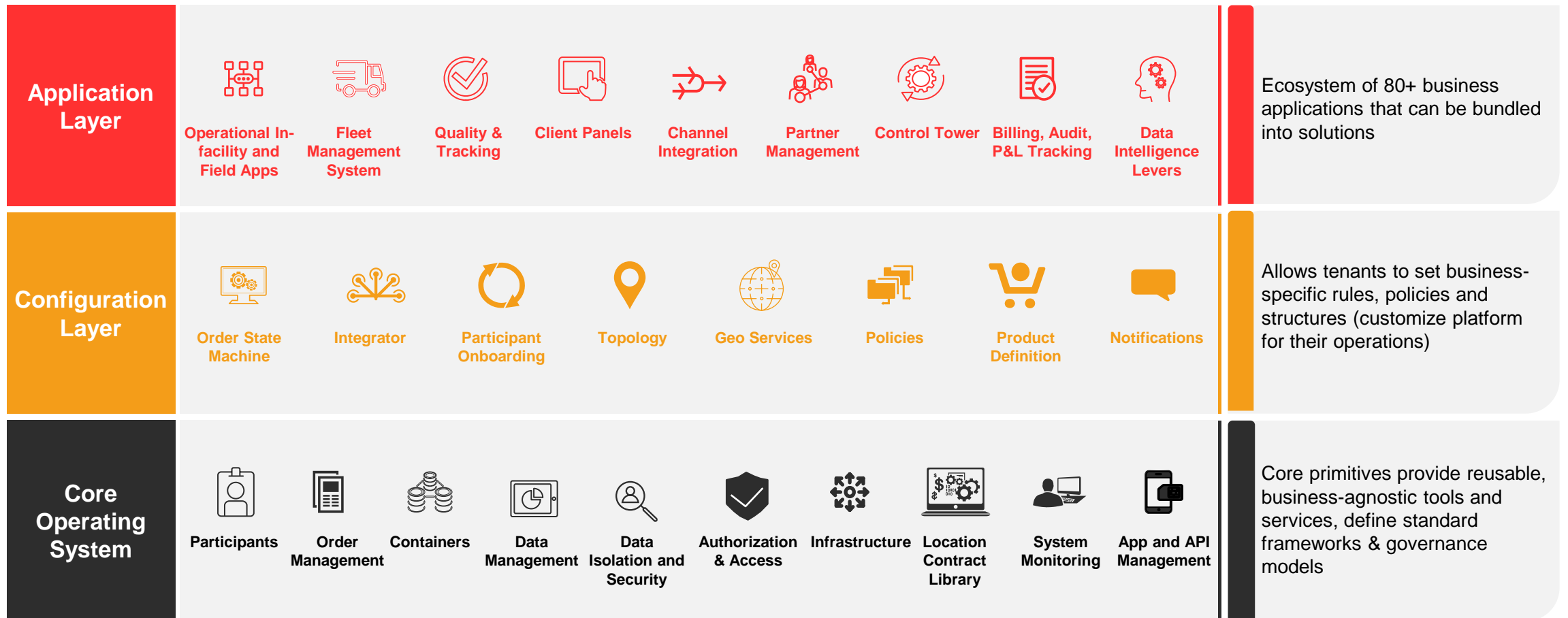
Capex Spends (\$ Mn)

Capex as % of Total Revenues from Operations

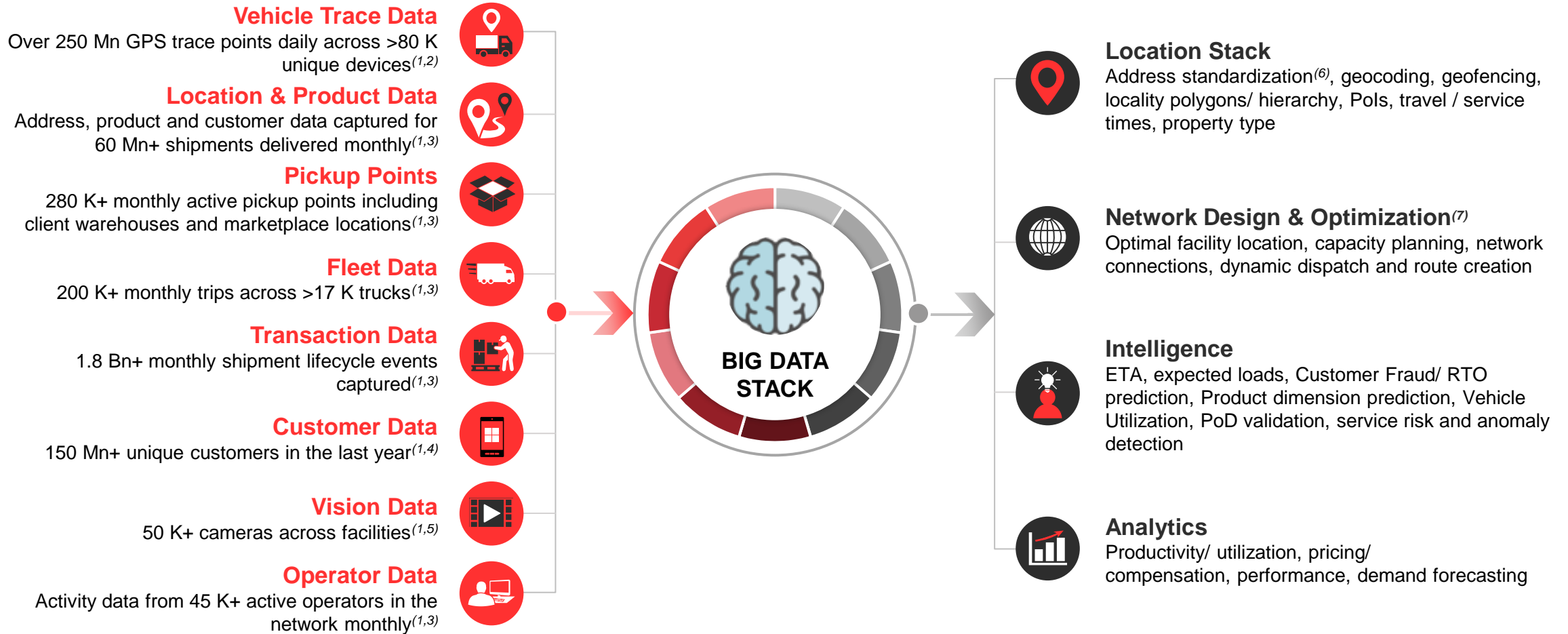


(1) As % of reported revenues for FY22

Proprietary technology platform



Data intelligence capabilities



(1) All figures excluding Spoton

(2) Daily average for March 2022

(3) For March 2022

(4) For April 2021 to March 2022

(5) As of March 2022

(6) Awarded US Patent for proprietary Addfix technology; 2 patents pending for unique address identification

(7) 2 patents pending for intelligent system direction in the network

ESG initiatives

Environment

- **1.5MW of Solar power** plants already installed at our Gurgaon and Kolkata mega gateways
- **Active pilots on 2 & 3-wheeler EVs** across first mile, last mile and carting and CNG in mid mile. Engaged with various OEMs to explore EV and LNG vehicle options for carting and line haul movements
- Increased utilization of Bharat VI compliant larger format 46' trucks that are 14-25% **more efficient** than typical 32' & 24' trucks that are prevalent in the industry
- Implemented E-PODs with select PTL clients



Social

- **Number of women off-roll employees grew ~4x** during FY22 to 1,887 as of March 31, 2022
- Delhivery Academy engaged in **providing training & development to ensure upskilling** from grass root to supervisory levels. Special programme for driver safety to minimise on road accidents
- **Voluntarily engaged in community service***—
 - Distributed 794 tons of oxygen concentrators and other relief material during Q1FY22 (COVID second wave)
 - Contributions towards 'Olympic Gold Quest', a program oriented towards Indian athletes aspiring for the Olympics
 - Logistics partner of Goonj, an NGO focused on humanitarian aid and community development efforts
- Supported 80 team members with \$0.24 Mn in FY22 through the Employee Welfare Fund



Governance

- **Independent Board** with all the requisite committees strongly committed towards highest degree of governance and disclosures
 - 5 of 11 Board Members are Independent Directors; **plan to appoint at least one more woman director by end of FY23**
 - 8 of 11 Board members are non-executive

*Delhivery yet to qualify for mandatory CSR spend thresholds

Definitions and abbreviations

AGV	Automated guided vehicle
AMR	Autonomous mobile robot
ASC	Automated sort capacity
BA	Business associate
CCPS	Compulsorily convertible preference shares
Cross Border	Cross border express parcel and freight service by the Company
D2C	Direct to consumer
GST	Goods and service tax
E2E	End to end
E-POD	Electronic proof of delivery
EV	Electric vehicle
EWB	E-way bill
FMCD	Fast moving consumer durables
LNG	Liquefied natural gas
LSP	Logistics service provider
NGO	Non-governmental organization
NSE and BSE	National Stock Exchange of India Limited and BSE Limited
OD pairs	Origination-destination pairs
OEM	Original equipment manufacturer
ONDC	Open network for digital commerce
PaaS	Platform as a service
PLI	Production linked incentive scheme
Proforma financials	The proforma consolidated P&L, adjusted EBITDA and adjusted cash PAT have been compiled by our Company to illustrate the impact of the acquisition of Spoton Logistics Private Limited on our historical financial statements for the year ended March 31, 2021 and consolidated financial statements for the year ended March 31, 2022 as if the acquisition occurred on 1 st April 2020 and 1 st April 2021 respectively and have not been reviewed / audited by auditors
PTL Freight	Part truck load freight service by the Company
RedSeer report	Report titled "Logistics Market in India" dated April 21, 2022 prepared by RedSeer in connection with the recent public offer by the Company
SAAS	Software as a service
SCS	Supply chain services by the Company through which the Company provides integrated supply chain solutions
SEA	South East Asia
Spton	Spton Logistics Private Limited
TL	Truck load freight service by the Company which connects shippers with fleet-owners and suppliers of truckload capacity across the country via a centralized bidding and matching engine
WMS	Warehouse management system

Thank You

For any queries please write to us at ir@delhivery.com