



**Date: June 05, 2023**

**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: Intimation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, (“LODR”) - Analyst Day Meet**

Dear Sir/ Madam,

In furtherance to our earlier communications dated May 16, 2023 and pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby wish to inform you that the Company has scheduled an Analyst Day meet on Monday the 05 June, 2023 at 10.00 A.M. at the Tauru facility, Gurugram, Haryana.

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

The above disclosure is also being uploaded on website of the Company at [www.delhivery.com](http://www.delhivery.com)

You are requested to take the same on records.

**Thanking you,**

**Yours sincerely,**

**For Delhivery Limited**

**Amit Agarwal  
Chief Financial Officer**

**Place: Gurugram**

An aerial photograph of a large industrial warehouse. The roof of the building is covered in a large, dark, stylized 'DELHIVERY' logo. The building has a long, rectangular shape with a corrugated metal roof. In the foreground, there is a parking lot with several trucks parked. The background shows some trees and a residential area.

**DELHIVERY**

**Analyst Day**  
05 June 2023

# Who we are

India's largest integrated logistics provider

Reach, speed and precision through world-class infrastructure and technology

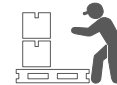
**18,540**

Pin-codes covered<sup>(1)</sup>



**92,294**

Total Team size<sup>(1,2)</sup>



**27K+**

Active customers<sup>(3,4)</sup>



**18**

Million sq ft<sup>(1)</sup>



**80+**

Applications<sup>(1)</sup>



**11,105**

Daily Avg Fleet size<sup>(3)</sup>



1. As of March 31, 2023

2. Includes permanent employees and contractual workers (excluding partner agents, daily wage manpower and security guards) and last mile agents

3. For Q4 FY23

4. Active Customers for a quarter are those customers on whom an invoice was raised at least once during such quarter

# What we do

## Express Parcel <sup>(1)</sup>

**\$10-12 Bn**

- E-commerce express parcel
  - Same day
  - Next day
  - Normal
- Reverse pick-up
  - With / Without QC
- Heavy
- C2C
- BFSI

## Part Truckload Freight <sup>(1)</sup>

**\$26 Bn**

- Express PTL
- National & regional
- Corporate
- SME
- Retail

## Truckload Freight <sup>(1)</sup>

**\$163 Bn**

- National & regional
- Contract & spot
- Wide variety of trucks
  - 32 ft
  - 24 ft
  - Open body

## Supply Chain Services <sup>(1)</sup>

**\$109 Bn**

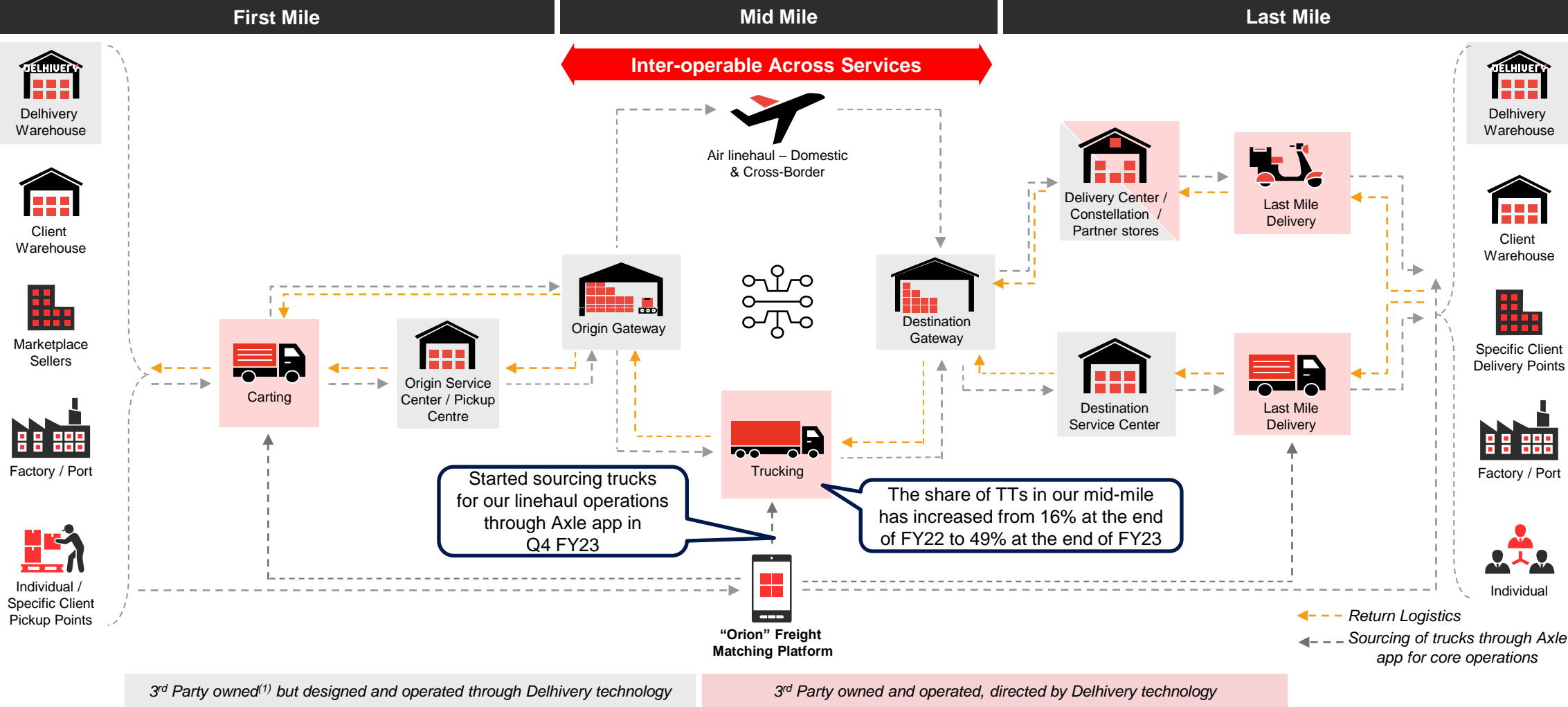
- End-to-end supply chain solutions with integrated warehousing & transport
- Inward store management
- D2C fulfillment
- Ecommerce fulfillment
- Inventory optimization

## Cross-Border Air <sup>(1)</sup>

**\$8 Bn+**

- Air express parcel
- Air freight
- Ocean freight
- End to end cross border services from China

# Unified network across services & business lines

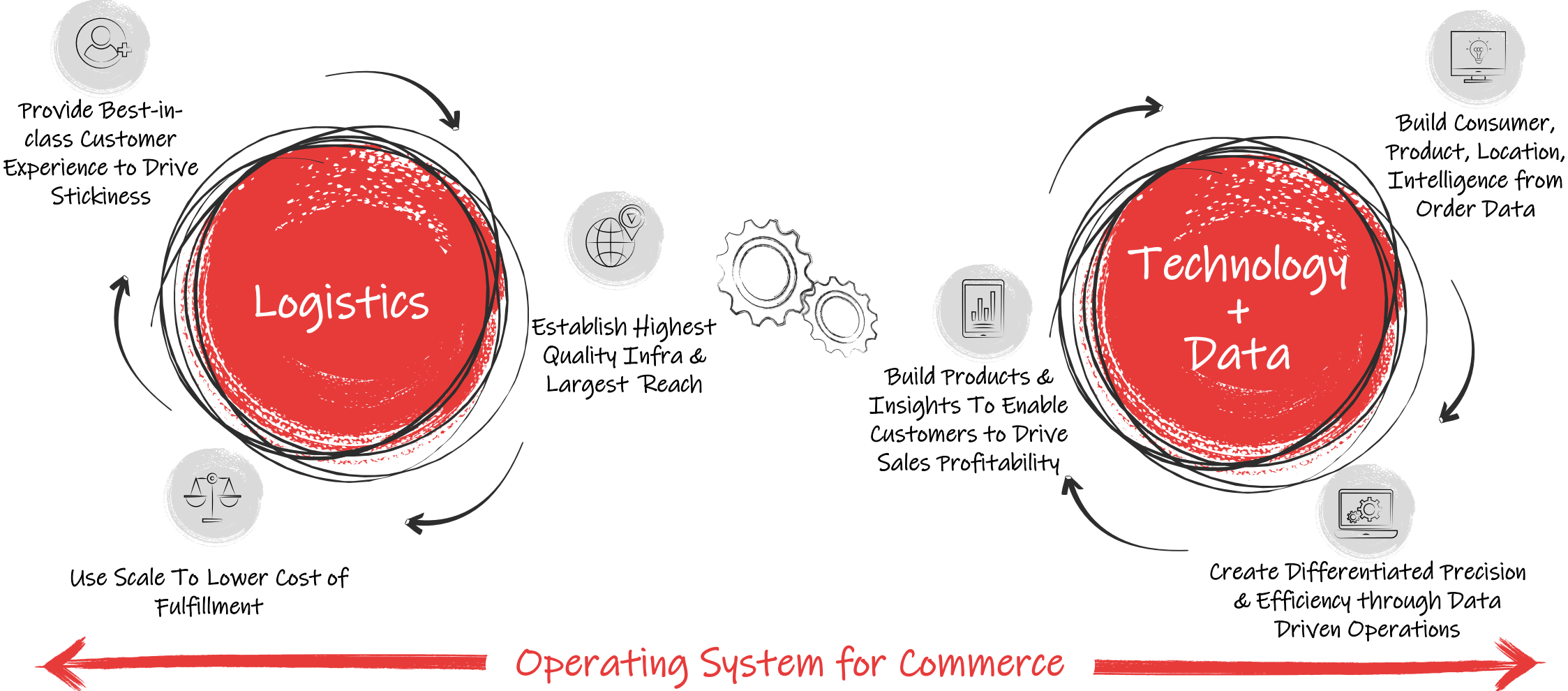


1. Except automation and IT, which is owned by Delhivery



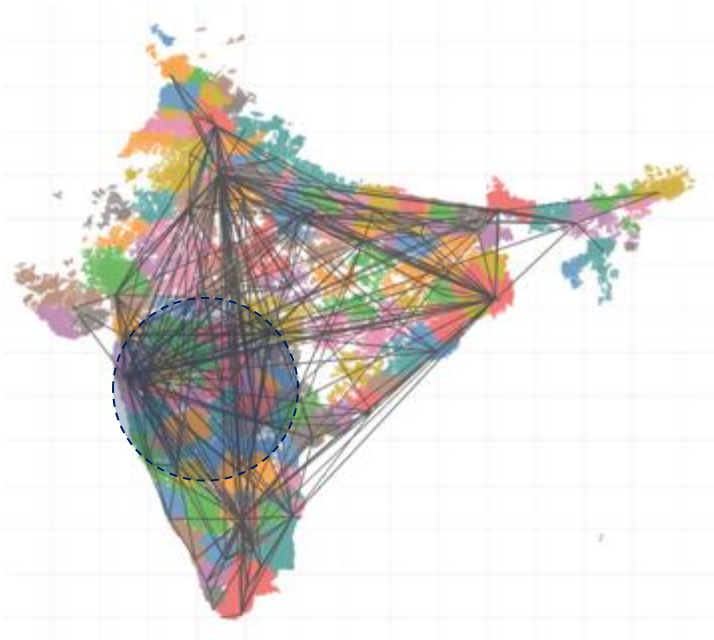
# Business Strategy

# Our business is based on powerful, self-reinforcing growth flywheels

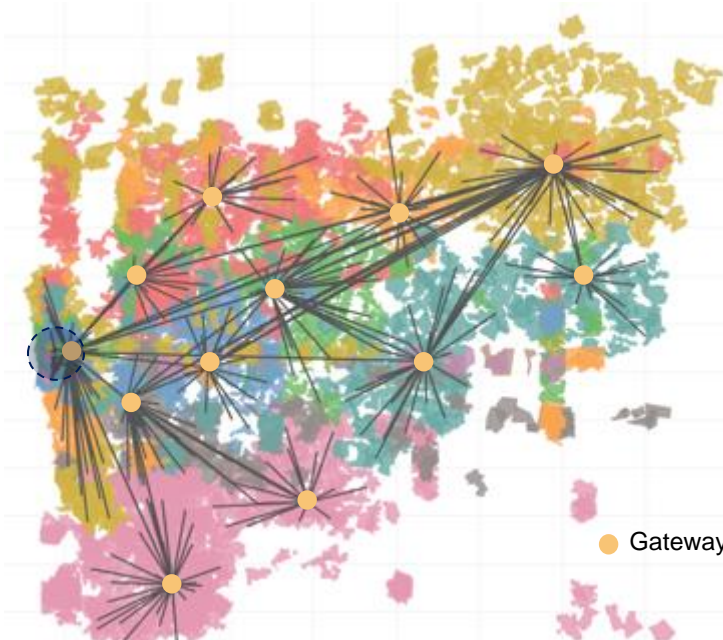


# Why mesh network?

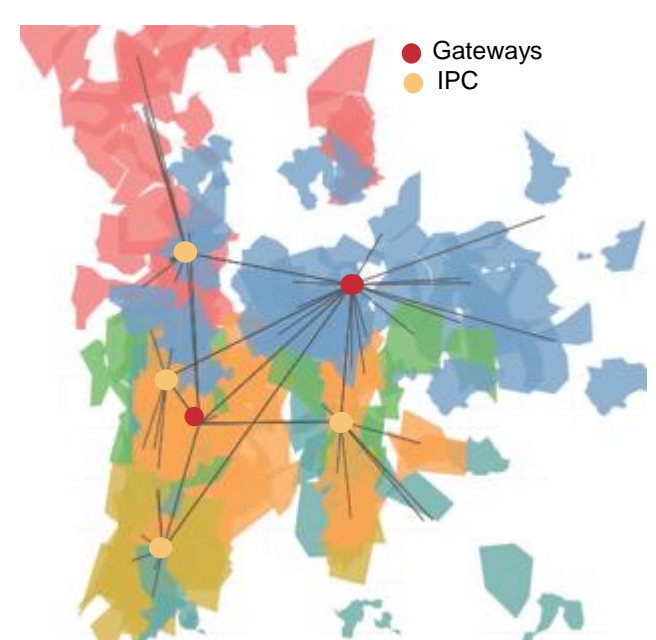
## India



## Maharashtra



## Mumbai



Fewer touch-points  
reduce handling and  
increases speed &  
precision



Shared operations  
and infrastructure  
between B2B and  
B2C reduces costs



Dynamic alteration  
of shipment paths in  
response to external  
events

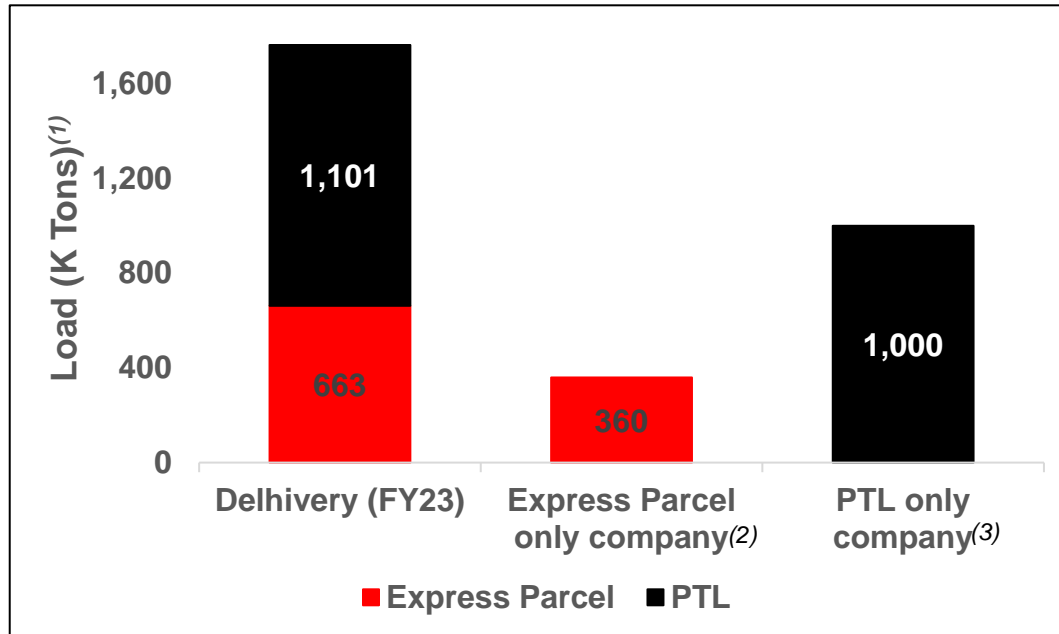


Dynamic network  
orchestration driven  
by algorithms



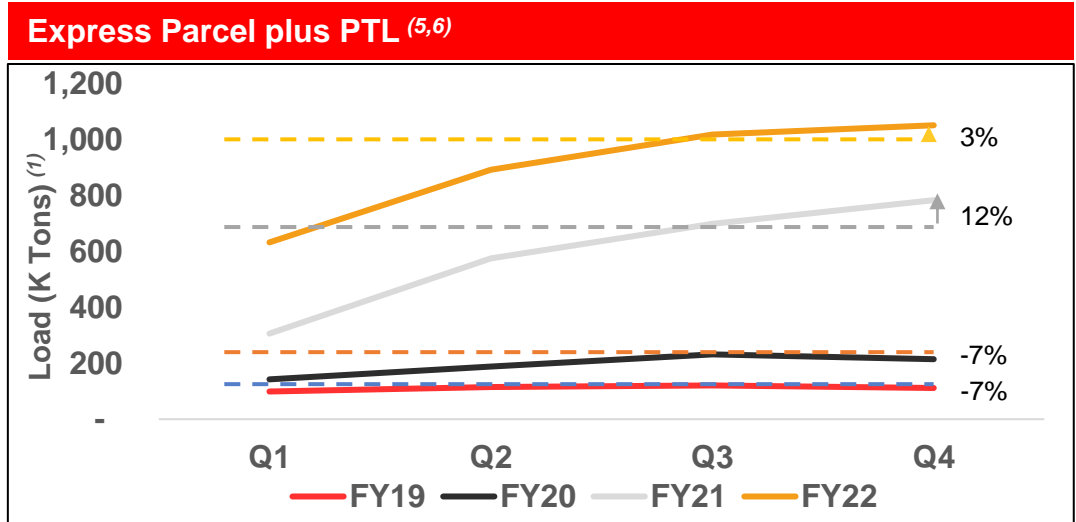
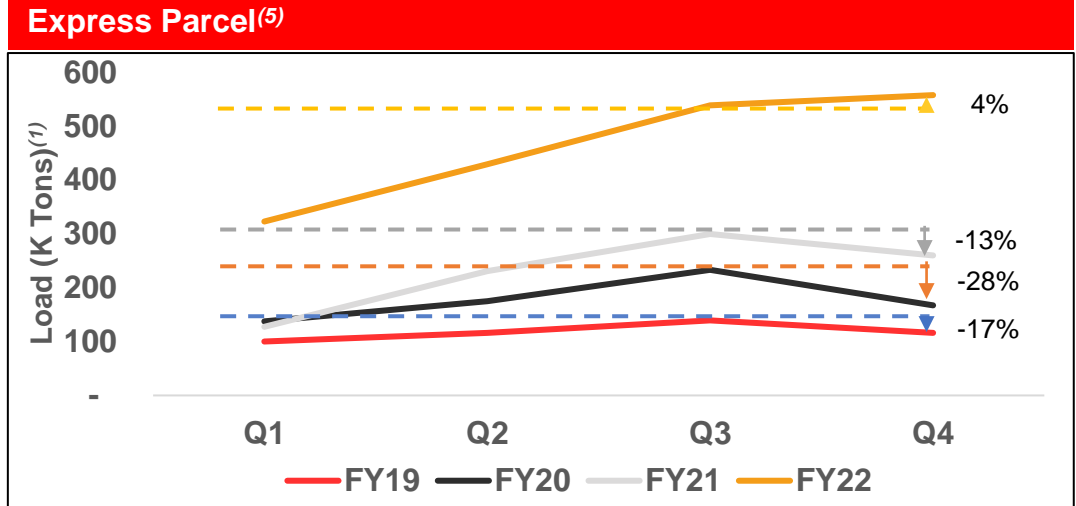
# Strength of our operations

## Differential Scale → Better unit economics



FY23 Comparison	Tonnage (K tons)	Revenue (Rs Cr)	Yield (Rs/Kg)
Delivery	1,764	5,709	65-70 / 10.50 <sup>(4)</sup>
Express Parcel only company <sup>(2)</sup>	360	2,100	58
PTL only company <sup>(3)</sup>	1,000	1,100	11

## Lower volatility in volumes → higher network utilization



1. Average weight of an express parcel shipment is assumed to be approximately 1 Kg  
 2. Hypothetical company which would have shipped approximately 1Mn parcels per day in FY23  
 3. Hypothetical company which would have shipped approximately 3K tons of freight per day in FY23

4. Approximate numbers for Express Parcel and PTL respectively  
 5. Normalized on the base of Q1 FY19  
 6. PTL volumes for FY21 & FY22 are on a pro forma basis

# Strong tailwinds + Share Gain

## ❖ Strong underlying growth momentum

- Increasing category penetration for ecommerce
  - Ecommerce as % of retail still in nascency
  - Per capita penetration of ecommerce in India < 3 parcels/person/year (vs 76.7 parcels<sup>(1)</sup> in China)
  - ONDC
- \$3T to \$5T journey
  - Manufacturing increasing - 'China plus' strategy; PLI scheme success
  - Massive increase in overall consumption
- Improving infra → Greater speed → JIT fulfillment → FTL to PTL movement → larger trucks
- Customers want 3PL (reimagined supply chain)
- Unorganized → Organized Shift
- Cross-border trade

## ❖ Our 'Share Gain' strategy

- Better service quality, plus scale → scale benefits + procurement efficiency
- Lowest cost → Efficiency → GM target based pricing → customer rewards with outsized SoW
- "Return on Talent" intensive pieces → in-house (e.g. spine infra)
- Commodity pieces → out-source through tech/marketplace (e.g. trucking)
- Cross-sell → can enter customer through any supply chain need
- Value sell → not just logistics => Tech/data solutions

1. *China: per capita speed mail volume 2021 | Statista, Published by Statista Research Department, Feb 3, 2023*

# Mergers & acquisitions

## Large M&As

*Faster growth in existing business lines  
to acquire revenue and scale*



## Partnerships & Alliances

*Fill large capability gaps to offer  
additional service to our customers*



**M&A  
Strategy**

## Capability Acquisition

*Smaller investments / acquisitions to acquire  
capabilities important to the business*





# Q&A



**DELHIVERY**

# Analyst Day

*05 June 2023*

**Session:** Introduction to Delhivery  
Technology

# Agenda

1. Introduction to Delhivery technology
2. Data as a differentiator
3. Business applications & Use cases
4. OS1 Platform

- Overview
- Systems Design
- Technology evolution

# Technology @ Delhivery

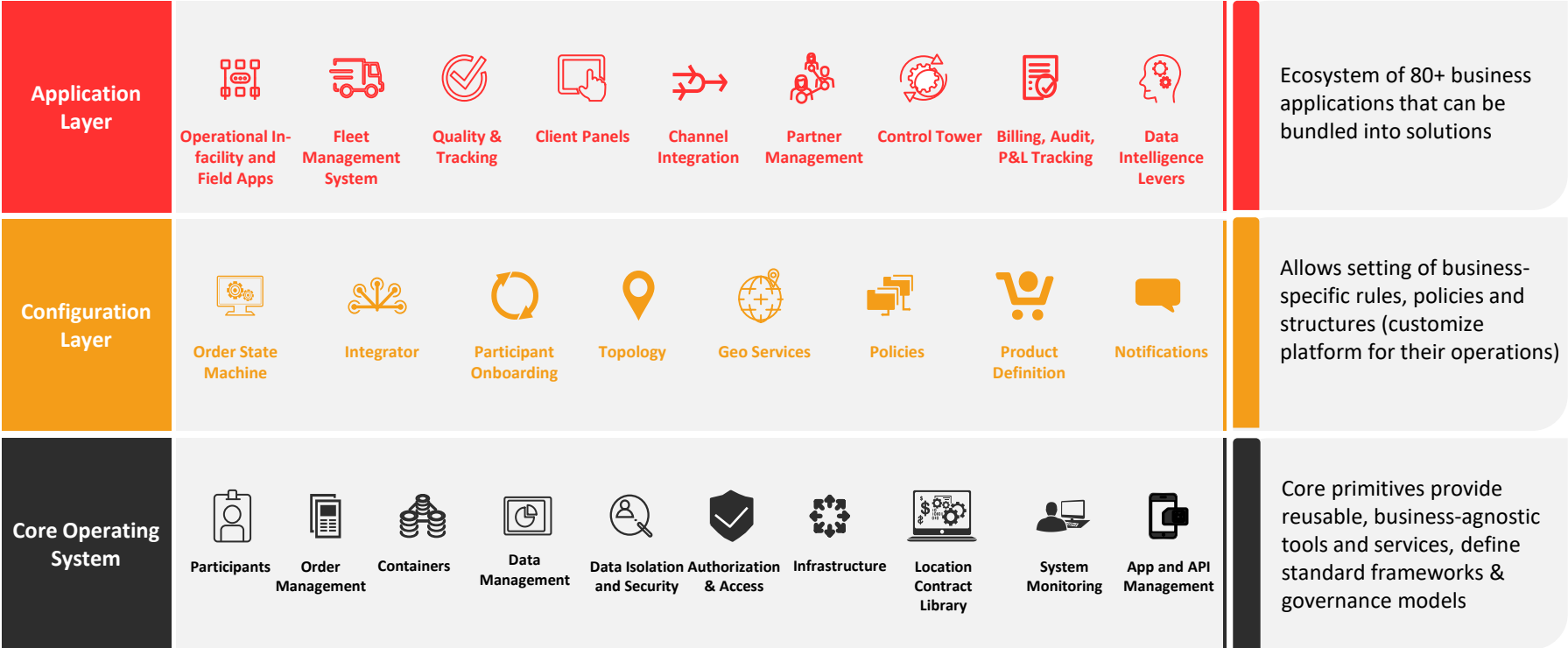


# Data Science in Last Mile @ Delhivery

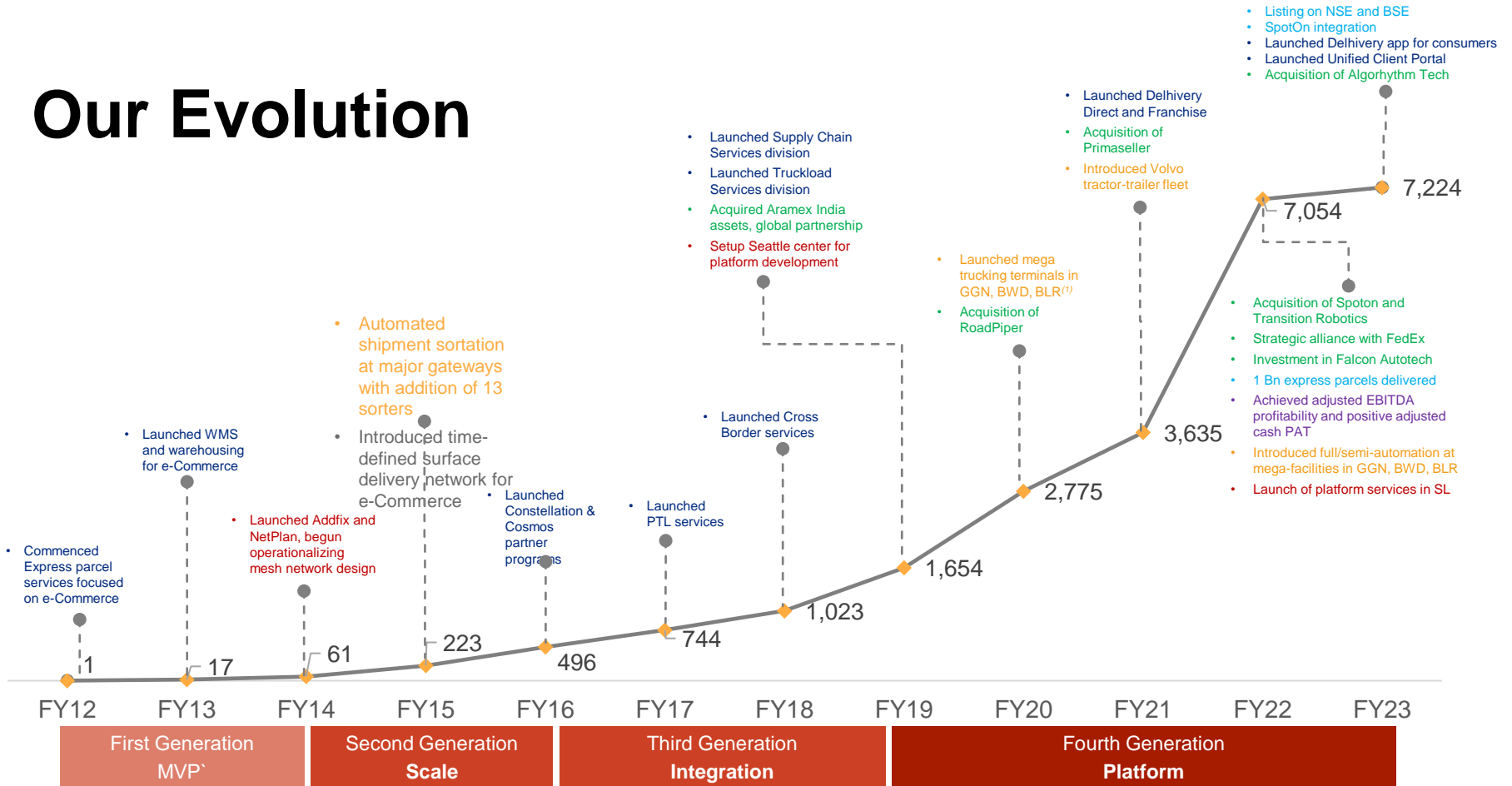




# Our proprietary platform



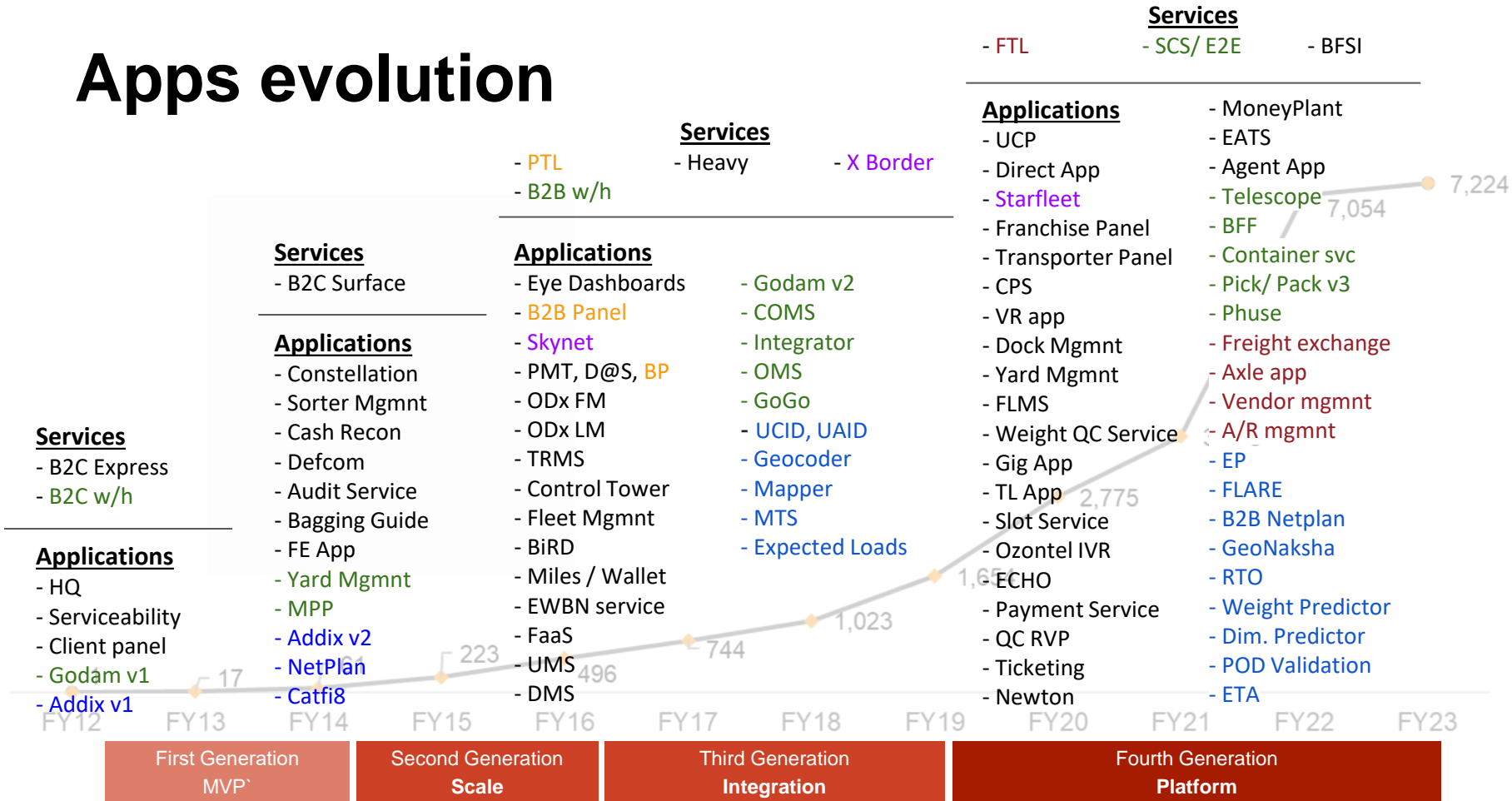
# Our Evolution



Note: Graph represents revenue for services in ₹ Cr. For FY22, proforma revenues considered

(1) Gurugram, Bhiwandi, Bengaluru

# Apps evolution



## Services

- B2C Express
- B2C w/h

## Applications

- HQ
- Serviceability
- Client panel
- Godam v1
- Addix v1

## Services

- B2C Surface

## Applications

- Constellation
- Sorter Mgmnt
- Cash Recon
- Defcom
- Audit Service
- Bagging Guide
- FE App
- Yard Mgmnt
- MPP
- Addix v2
- NetPlan
- Catfi8

## Services

- PTL
- B2B w/h
- Heavy
- X Border

## Applications

- Eye Dashboards
- B2B Panel
- Skynet
- PMT, D@S, BP
- ODx FM
- ODx LM
- TRMS
- Control Tower
- Fleet Mgmnt
- BiRD
- Miles / Wallet
- EWBN service
- FaaS
- UMS
- DMS
- Godam v2
- COMS
- Integrator
- OMS
- GoGo
- UCID, UAID
- Geocoder
- Mapper
- MTS
- Expected Loads

## Services

- FTL
- SCS/ E2E
- BFSI

## Applications

- UCP
- Direct App
- Starfleet
- Franchise Panel
- Transporter Panel
- CPS
- VR app
- Dock Mgmnt
- Yard Mgmnt
- FLMS
- Weight QC Service
- Gig App
- TL App
- Slot Service
- Ozontel IVR
- ECHO
- Payment Service
- QC RVP
- Ticketing
- Newton
- MoneyPlant
- EATS
- Agent App
- Telescope
- BFF
- Container svc
- Pick/ Pack v3
- Phuse
- Freight exchange
- Axle app
- Vendor mgmnt
- A/R mgmnt
- EP
- FLARE
- B2B Netplan
- GeoNaksha
- RTO
- Weight Predictor
- Dim. Predictor
- POD Validation
- ETA

First Generation  
MVP

Second Generation  
Scale

Third Generation  
Integration

Fourth Generation  
Platform

# Agenda

1. Introduction to Delhivery technology
2. Data as a differentiator
3. Business applications & Use cases
4. OS1 Platform

- Data collection, aggregation overview
- Data-as-a-Product
- Leveraging data to drive business outcomes

# Data intelligence capabilities

**Vehicle Trace Data**  
Over 250 Mn GPS trace points daily across >80 K unique devices<sup>(1,2)</sup>



**Location & Product Data**  
Address, product and customer data captured for 60 Mn+ shipments delivered monthly<sup>(1,3)</sup>



**Pickup Points**  
280 K+ monthly active pickup points including client warehouses and marketplace locations<sup>(1,3)</sup>



**Fleet Data**  
200 K+ monthly trips across >17 K trucks<sup>(1,3)</sup>



**Transaction Data**  
1.8 Bn+ monthly shipment lifecycle events captured<sup>(1,3)</sup>



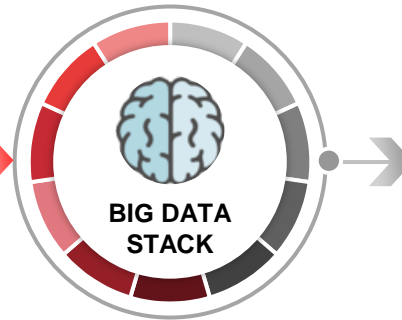
**Customer Data**  
150 Mn+ unique customers in the last year<sup>(1,4)</sup>



**Vision Data**  
50 K+ cameras across facilities<sup>(1,5)</sup>



**Operator Data**  
Activity data from 45 K+ active operators in the network monthly<sup>(1,3)</sup>



## Location Stack

Address standardization<sup>(6)</sup>, geocoding, geofencing, locality polygons/ hierarchy, Pols, travel / service times, property type



## Network Design & Optimization<sup>(7)</sup>

Optimal facility location, capacity planning, network connections, dynamic dispatch and route creation



## Intelligence

ETA, expected loads, Customer Fraud/ RTO prediction, Product dimension prediction, Vehicle Utilization, PoD validation, service risk and anomaly detection



## Analytics

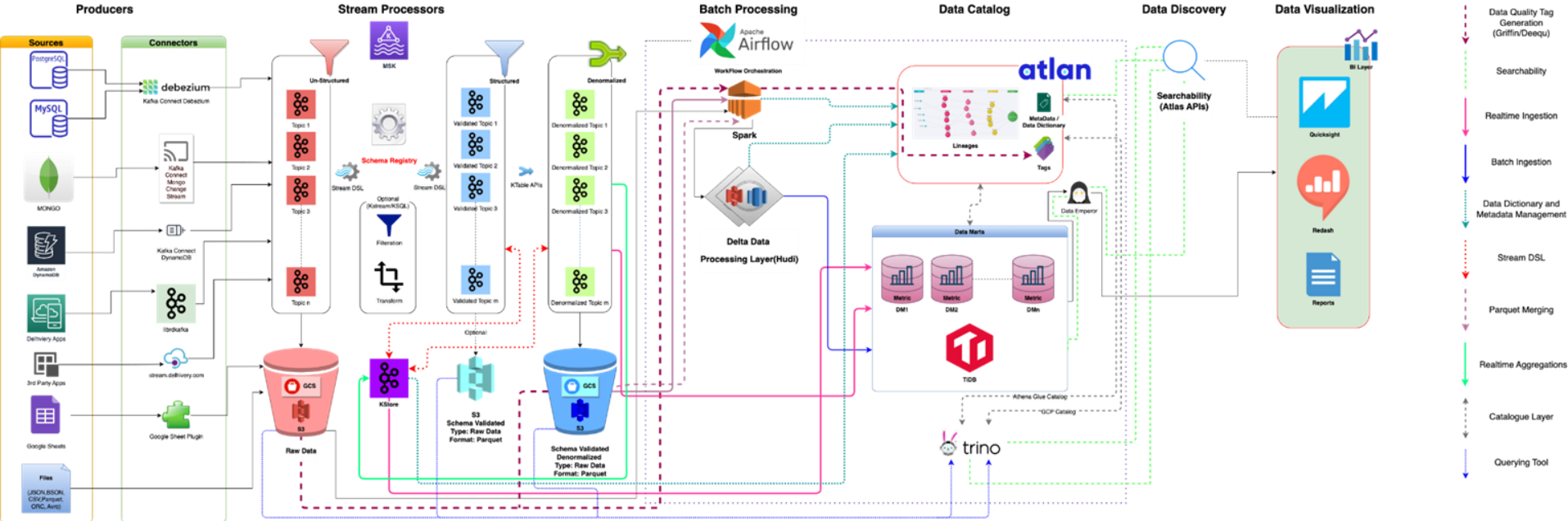
Productivity/ utilization, pricing/ compensation, performance, demand forecasting



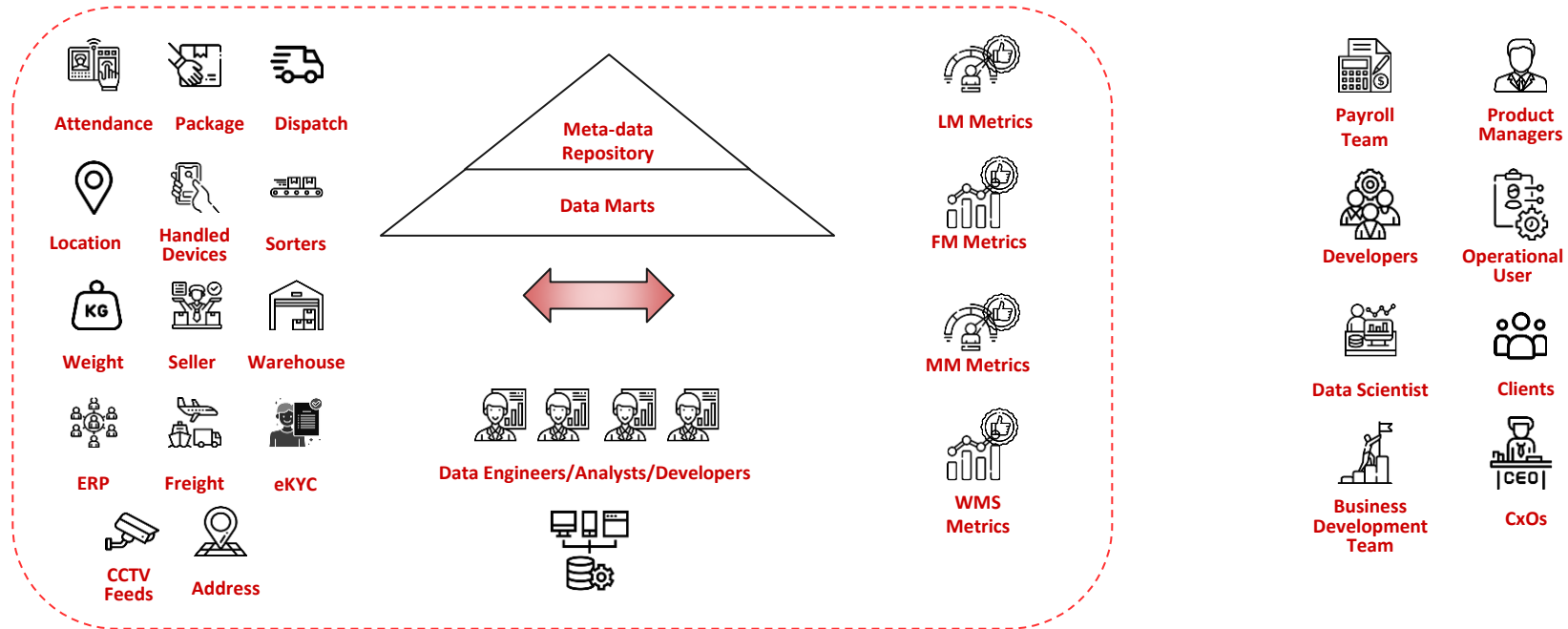
(1) All figures excluding Spoton  
(2) Daily average for March 2022  
(3) For March 2022  
(4) For April 2021 to March 2022

(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

# Data Mesh: Self serve Data Platform Architecture



# Data as a Product - *Enabling network planning, real-time optimization, and analytics*



# Agenda

1. Introduction to Delhivery technology
2. Data as a differentiator
3. Business applications & Use cases
4. OS1 Platform

- Location Intelligence to optimise Delivery costs
- EP/ Mid-mile routing
- Hub selection
- Operating our Mega-gateways
- Partner management
- FTL load matching
- Unified Client Portal
- End-to-End supply chain visibility



# We Ingest, Analyze And Act On Complex Data Sets To Solve Multiple Use Cases



**Customer Experience**



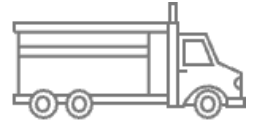
**Location Intelligence**



**Product Intelligence**



**Network Design &  
Routing**



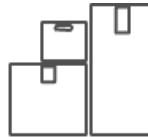
**Line-Haul Optimization**



**Control Tower/ Network  
Monitoring**



**Ops Performance  
Management**



**Inventory Management**



**Services Partner  
Management**

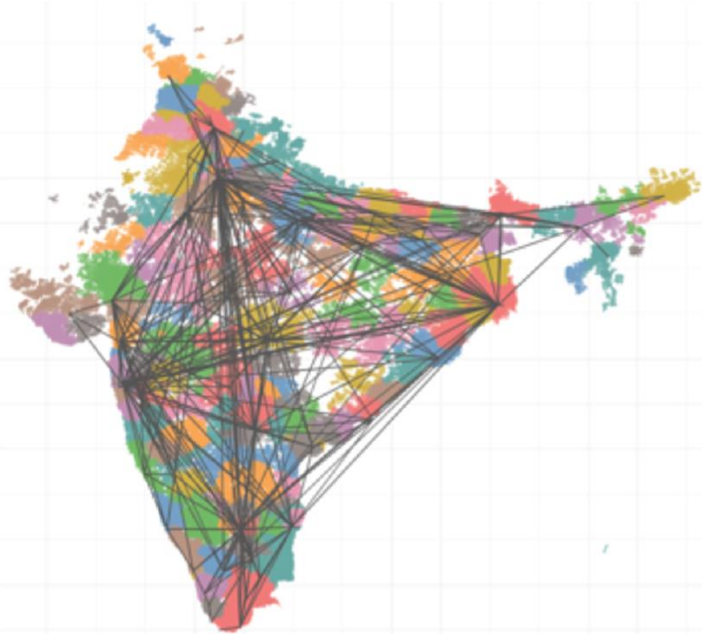


**Truckload Exchange**

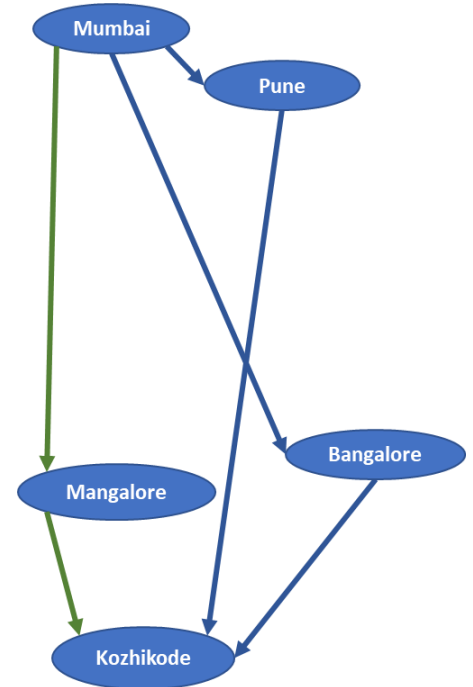
# Example 1: Leveraging location intelligence toolkit to optimize delivery costs



## Example 2: *Expected Path/ Mid-mile routing*

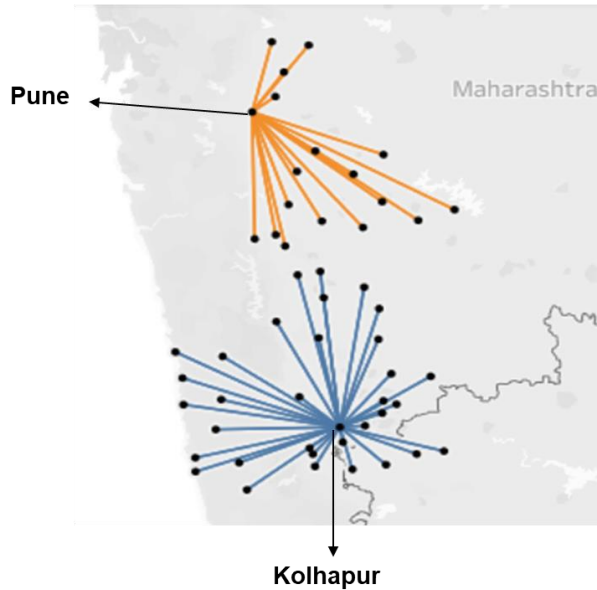


- Network is an amalgamation of multiple clusters - each serviced by a hub
- All hubs have ability to connect to one another based on load demand - our routing engine allows dynamic connections
- Load fluctuations get dispersed across the network by distributing load across multiple paths

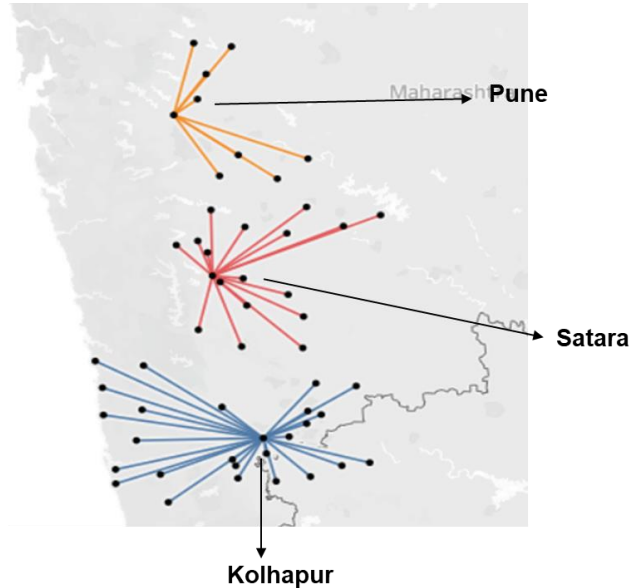


# Example 3: *Hub Selection*

Before: Pune, Kolhapur



After: Pune, Kolhapur, Satara



Multi-depot VRP is run monthly to evaluate new clusters

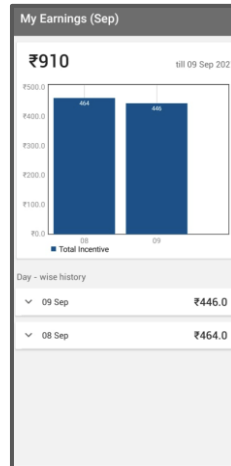
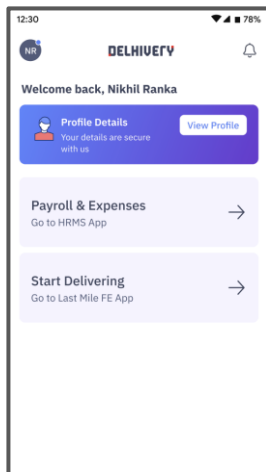
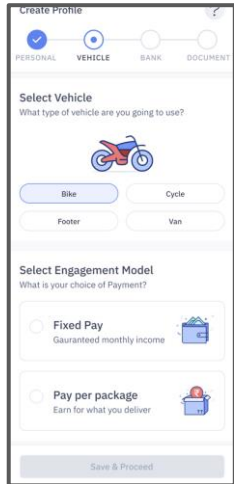
For each potential cluster, the change in overall transportation cost is simulated with the addition of the new cluster

Clusters with net cost savings are actioned upon and new Hub locations are selected to service the entire cluster

# Example 4: Partner management

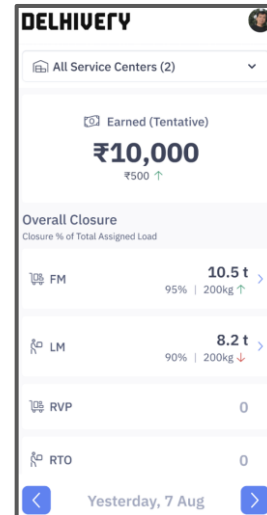
## LM Agent program for DCs

Self onboarding; payout based on route, order-type difficulty; transparent payout



## Business Partner program for SCs

Load, performance and Payout visibility to BPs  
Bad POD



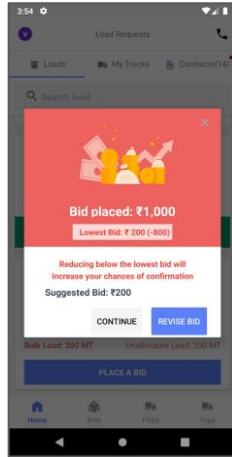
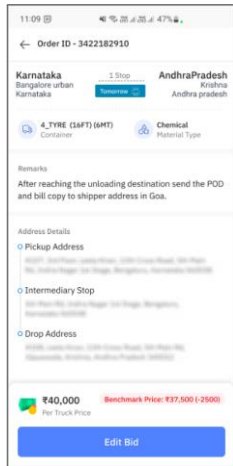
Company	Issue Type	Count
Bindal Pvt. Ltd	Damaged POD	3
	Route_1	50   200kg
	LRN/MWBN	12345678
Shivani Industries	Damaged POD	1
	Route_1	50   200kg
	LRN/MWBN	12345678
Croma Retail	Short POD	1
	Route_1	50   200kg
	LRN/MWBN	123456789

# Example 5: *FTL load matching*

*In house freight exchange - fulfills Line Haul, SCS and FTL biz's FTL requirements*

## 5K Fleet Owners and Brokers

Bidding on active loads



## System recommendations

Vendor and Price intelligence

Price Trend: Himmatnagar - Jorhat 14\_TYRE

Trip ID	Created Date	Accepted Bid
440312	17 - Oct	₹8000(PMT)
440311	13 - Oct	₹7500(PMT)
435208	03 - Oct	₹7500(PMT)
435209	03 - Oct	₹7500(PMT)

Transaction Details 457351

Order Details		
Client: Anul Non Mg Fit	OD: Himmatnagar (Ahmedabad) Jorhat (Guwahati)	Truck Display Name: 14 TYRE (30 MT) (PMT)

Bids Received						
Vendor Name	OD Share	OD + Client	Phone	Rating	Bid Value	Bid Time
Lakshmi Ram ANUPR1424H	75% (B/A)	75% (B/A)	9662443035	AVERAGE	₹7,700	18th Nov 10:21 am
Rafiq Khan DWPN3163N	0% (B/A)	0% (B/A)	9660545233	QUALIFIED	₹7,800	18th Nov 10:10 am

## Automated + Configurable financial Systems

Real time payments and receivable tracking

Category	Item	Title	Status
Mysore/Bangalore	De/To	Mysore/Bangalore	De/To
Bangalore/Sangli	De/To	Bangalore/Sangli	De/To
Mysore/Jorhat	De/To	Mysore/Jorhat	De/To
Mysore/Bangalore	De/To	Mysore/Bangalore	De/To
Bangalore/Sangli	De/To	Bangalore/Sangli	De/To
Mysore/Jorhat	De/To	Mysore/Jorhat	De/To
Mysore/Bangalore	De/To	Mysore/Bangalore	De/To
Bangalore/Sangli	De/To	Bangalore/Sangli	De/To
Mysore/Jorhat	De/To	Mysore/Jorhat	De/To
Mysore/Bangalore	De/To	Mysore/Bangalore	De/To
Bangalore/Sangli	De/To	Bangalore/Sangli	De/To
Mysore/Jorhat	De/To	Mysore/Jorhat	De/To
Mysore/Bangalore	De/To	Mysore/Bangalore	De/To
Bangalore/Sangli	De/To	Bangalore/Sangli	De/To
Mysore/Jorhat	De/To	Mysore/Jorhat	De/To

Ongoing Trips (9)

By Trip Status

- Awaiting Arrival: 3 trips
- In-transit: 3 trips
- Awaiting POD: 0 trips


By Payment Status


- Advance Pending: ₹ 6,400 (5 trips)
- Balance Pending: ₹ 1,199 (7 trips)
- Recovery Pending: ₹ 97 (4 trips)


# Example 6: *Unified Client Portal*


*Self service Portal for driving SME and D2C clients' acquisition*

## Logistics Services


 Domestic Parcel


 Domestic Heavy


 Cross Border


 B2B Shipping  
Coming Soon

## Integrations

 Shopify


 WooCommerce


 Amazon  
Coming Soon

 Flipkart  
Coming Soon

## VAS

 Communications

 RTO Score  
Coming Soon

 Order Verification  
Coming Soon

# Example 7: E2E Supply Chain orchestration

*Integrated Warehousing and Transportation for a single view for our enterprise clients*

Ability to track O2D SLAs that are optimised by deep integrations of our WMS and Shipping Services

**Shipment Details**

Search for Orders, Waybills or Invoices here

Hello, Mohammed Ali  
67 FC's Selected

Tracking ID : S44153595916454895  
Order ID : 0003108554

Get Status Updates

Promise Delivery on  
**23 Nov, 2022** Allocated

**Tracking Details**

To Be Invoiced

2 Updates available

DATE AND TIME	LOCATION	STATUS
18 Nov, 2022 6:49 PM	Greater Thane	Shipment created
18 Nov, 2022 6:54 PM	Greater Thane	Shipment allocated

Invoiced

Delivered

**Shipment Information**

Transporter --

Shipping Address ALANKAR AGENCY  
Warehouse / Warehouse Product - 4513096

Invoice Yet to be billed

POD Yet to be delivered

Show More

**Shipment Contents**

SKU Count 1 Total Units 12 In Full

ITEM NAME	QUANTITY	STATUS
Voltas cu 183DZR   4513096	12	In-Full

Show More

Real time visibility of inventory across locations including information around damages, expiry and ageing.

**Inventory**

Search for Orders, Waybills or Invoices here

Hello, Mohammed Ali  
1 FC Selected

Inventory > NTG CCD TRUST SUPERFINE SUGAR 5G

NTG CCD TRUST SUPERFINE SUGAR 5G  
SKU : 400016

**Bucket Overview**

Total Units	Total Value	Sellable Units	Rework Units	Damaged Units
46,814	₹ 28,08,8...	46,808	0	6

Expired Units 0

**Other Details**

Business Division	Scannable ID	HSN Code	MRP	Case Units	Product Category
FMCG	--	17011490	₹ 60	1	Non Trading Goods...
Secondary Identifier	Dimensions	Ship in one box	Weight		
--	5 x 5 x 1 Cubic cm	False	0.5 Kg		



# Agenda

1. Introduction to Delhivery technology
2. Data as a differentiator
3. Business applications & Use cases
4. OS1 Platform

## VISION



***Make it easy*** for organizations to ***build new supply chain applications***, or ***extend the functionality*** of their existing applications for supporting new business use cases



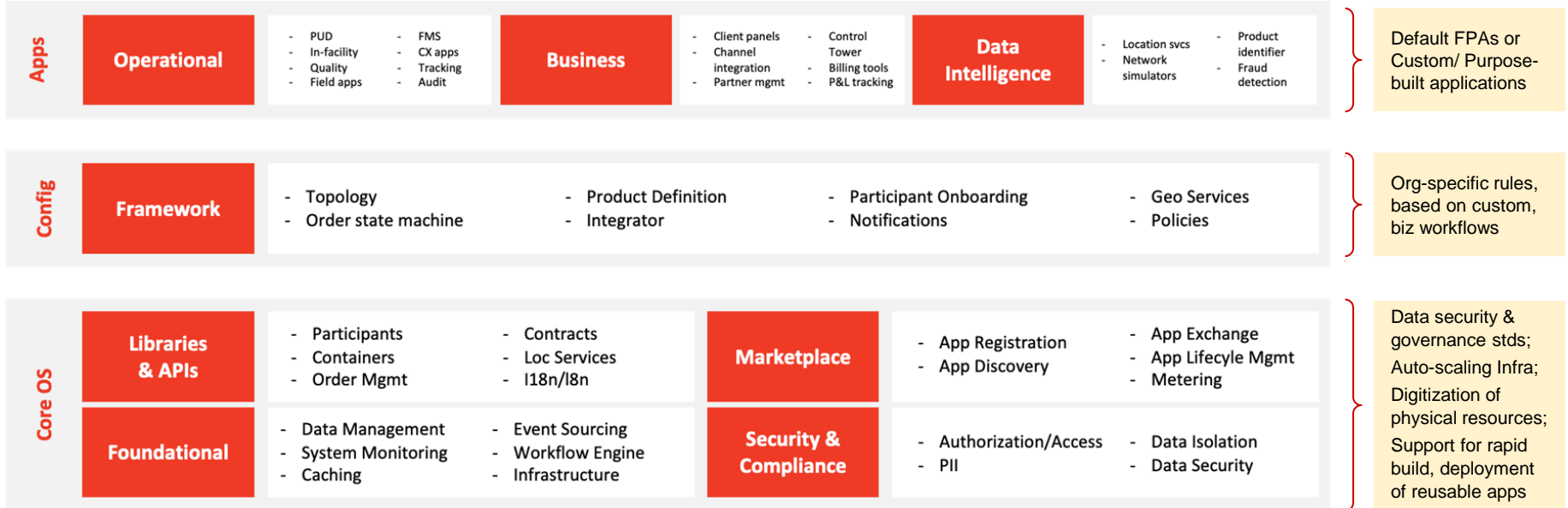
# The OS1 platform is designed to enable Interoperability & Flexibility across global supply chain systems

- Incumbent 3PLs getting disrupted by players leveraging **new age technologies** to make real time business decisions driven by AI / ML
- However, new supply-chain systems that are emerging are **siloed** and **verticalized**
- Smaller, fragmented players **unable to participate** due to inability to make large technology investments
- Lack of common language/ standards across participants leading to **high intermediary/ information exchange costs**, resulting in inefficiency across the multi-trillion \$ supply chain industry

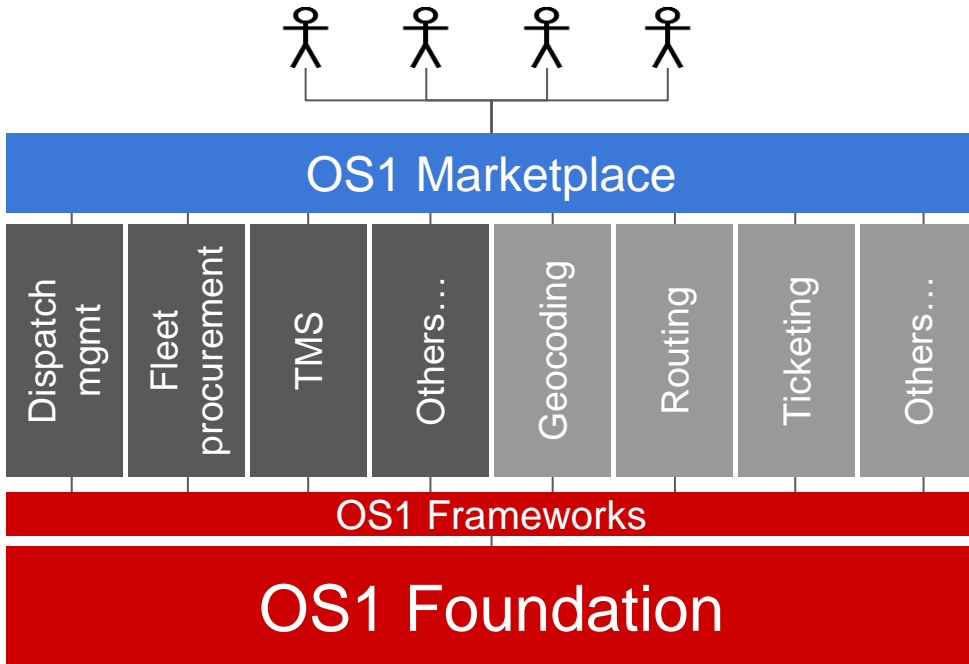


**OS1 defines standard frameworks & governance models to enable a loosely federated logistics ecosystem**

# OS1 design enables rapid development and deployment of new business apps & services...



# ...allowing us to externalize our tech stack by building new/ migrating existing DLV applications on OS1



- Discovery, subscription, and usage-based billing of apps and solutions
- Robust set of applications built by configuring and/ or reusing core OS1 elements
- Bundling of multiple applications (e.g. user mgmt, dispatch, order) to create *end-user solutions*
- Standard libraries and APIs re-usable across multiple applications, reducing development time and effort



# Thank You

For any queries please write to us at [ir@delhivery.com](mailto:ir@delhivery.com)