



<b>Retail Research</b>	<b>: IPO Note</b>
<b>Sector</b>	<b>: Logistics</b>
<b>Price Band (INR)</b>	<b>: 20 to 22</b>
<b>Issue Type</b>	<b>: Bookbuilding IPO</b>

## About The Company

Ye company ek new-age, technology-driven 3PL (Third Party Logistics) player hai jo khud koi product nahi bechti, balki e-commerce, quick commerce, food delivery aur mobility platforms ke liye end-to-end delivery backbone ka kaam karti hai. Seller ke warehouse se parcel pick-up, sorting, inter-city transport, last-mile delivery, reverse pickup (returns), same-day/next-day aur hyperlocal delivery tak poora process company handle karti hai. FY25 me company ne 14,758 pin codes, 2,300+ cities cover kiye aur 436 million+ orders process kiye, jo iske large-scale operations ko show karta hai.

Company apni growth ko teen core pillars par base karti hai—Velocity, Versatility aur Value. Velocity ka matlab hai ultra-fast delivery, jahan customer “click se doorstep” minimum time expect karta hai, especially quick commerce me. Versatility ka focus hai har client ke liye custom solutions dena—chahe wo e-commerce ho, D2C brands, food, pharma ya mobility. Company ka tech platform naye use cases ko quickly add kar sakta hai bina cost zyada badhaye. Value pillar delivery cost ko control karne par focus karta hai, kyunki online retail me order size chhota aur frequency zyada hoti ja rahi hai; unified tech aur gig model se cost kam aur efficiency high rehti hai.

Market position ki baat karein to company India ki fastest-growing 3PL players me se ek hai. FY22 me ~8% market share se badhkar Jun’25 tak ~21% pahunch chuki hai. Reverse logistics, same-day delivery aur quick commerce logistics me company leadership position par hai, jise RedSeer jaise independent reports validate karti hain. Asset-light aur gig-based model ke kaaran company ka operating leverage strong hai—4,299 touchpoints, 53 sort centers, 3.5 million sq. ft. leased space aur 3,000+ daily leased trucks ke saath bina heavy capex ke scale possible hota hai. Last-mile me ~2 lakh active gig delivery partners ke through variable cost structure maintain hota hai, jisse volume ke hisaab se cost adjust ho jaati hai aur margins improve hote hain.

Technology company ka real moat hai. In-house proprietary tech stack jaise Demand-Supply Allocation Engine, Frodo (delivery partner management), SF Maps (AI-based address & routing) aur SF Shield (fraud detection) AI/ML ka use karke right order ko right delivery partner se match karta hai. Isse delivery fast hoti hai, fraud kam hota hai aur cost optimize hoti hai. Financially, revenue FY23 ke ₹1,415 crore se FY25 me ₹2,485 crore tak grow hua hai. FY23 me EBITDA negative tha, lekin FY25 me ~2% aur 6M FY26 me ~2.9% margin dikhta hai—clear signal ki scale ke saath profitability improve ho rahi hai.

<b>Issue Details</b>	
IPO Open Date	20-Jan-26
IPO Close Date	22-Jan-26
Price Band (Rs)	118 to 124
Lot Size	1000 Shares
Issue Size (Rs Cr)	15,38,12,096 shares
Face Value	RS 10 per share
Sales Type	Fresh Capital & OFS
Issue Type	Bookbuilding IPO
Listing At	BSE, NSE
Share Holding Pre Issue	49,74,88,085 shares
Share Holding Post Issue	57,81,33,246 shares
QIB	75.00%
Retail Share	10.00%
NII Share	15.00%
Promoter Holding Pre Issue	19.13%
Promoter Holding Post Issue	

<b>Shareholding Pattern (%)</b>	
Abhishek Bansal	10.76
Vaibhav Khandelwal	8.37

<b>Objects of the Issue</b>	<b>Estimated Amount (INR Cr.)</b>
Funding of capital expenditure requirements of the Company in relation to the network infrastructure	423.43
Funding of lease payments for new first mile centers, last mile centers and sort centers	138.64
Funding of branding, marketing and communication costs	88.57

## About The Company

Long-term opportunity strong hai kyunki India me e-commerce penetration abhi ~7% hai, jo China (~32%) aur US (~19%) se kaafi kam hai. Quick commerce market FY25 me ~₹0.53 trillion ka tha aur FY30 tak ₹4–6 trillion hone ka estimate hai, 50–60% CAGR ke saath. Company already is segment me leader hai. Strategy ke level par company market share expansion, high-margin D2C/SME clients, BFSI logistics, cross-border parcels, heavy & bulky items, dark store operations, network automation, AI/GenAI investment, EV adoption aur selective acquisitions par focus kar rahi hai.

End-to-end logistics network me company first mile (seller se pickup), middle mile (inter-city movement via sort centers, cross docks aur anchor districts), last mile (self-operated aur franchise centers ke through gig delivery partners) aur transportation backbone (hybrid mesh network with trucks aur air cargo) ko seamlessly integrate karti hai. Frodo, SF Maps, SF Shield, Sort Buddy, TM-VTS aur Client Portal jaise systems ground operations, routing, security, tracking aur client experience ko tightly control karte hain. Asset-light model, strong tech backbone aur scale ki wajah se company loss se profitability ki taraf move kar chuki hai.

Investor lens se dekha jaye to risks me low margins, high competition aur client concentration (top client ~50–60% revenue) shamil hain. Lekin opportunity side me massive market size, operating leverage aur technology moat company ko long term me strong digital commerce logistics enabler banate hain.

## RISK

### **Losses & Cash Flow Risk:**

Company ne FY23 aur FY24 me heavy losses report kiye hain aur kai periods me operating, investing aur financing cash flows negative rahe hain, jo ye indicate karta hai ki business abhi sustainable profits generate nahi kar pa raha aur future expansion ke chalte cash burn continue reh sakta hai.

### **Network Disruption Risk:**

Company ka business ek large physical aur digital logistics network par depend karta hai, aur agar kisi bhi level par sort center shutdown, last-mile disruption ya tech failure hua, to deliveries ruk sakti hain aur client trust aur cash flows pe negative impact aa sakta hai.

### **Client Concentration Risk:**

Company ka lagbhag 50–60% revenue ek hi large client se aata hai, isliye agar us client ne contract terminate kiya ya pricing pressure dala, to company ke revenue aur profitability par turant aur severe impact padega.

### **High Growth Sustainability Risk:**

Past revenue growth future growth ki guarantee nahi hoti, aur agar company apni high growth ko efficiently manage nahi kar paayi to costs out of control ho sakti hain aur margins pressure me aa sakte hain.

### **Network Expansion Balance Risk:**

Agar company bahut zyada fast expand karti hai to costs badh sakti hain, aur agar slow expand karti hai to growth ruk sakti hai, isliye galat balance se service quality aur financial stability dono impact ho sakte hain.

### **Gig Delivery Partner Dependency Risk:**

Company ka last-mile model gig delivery partners par dependent hai jo exclusive employees nahi hain, aur agar competitors better payouts dein ya gig economy regulations tough ho jaayen, to delivery supply aur cost structure disrupt ho sakta hai.

### **Service Quality, Theft & Mishandling Risk:**

Delivery process me theft, damage ya delay ka risk hota hai, jisse penalties, client dissatisfaction aur brand trust erosion ho sakta hai.

### **Franchisee Last-Mile Risk:**

Last-mile ka kuch hissa franchisees handle karte hain, aur agar wo quality ya compliance maintain nahi karte, to service failure aur reputation damage ho sakta hai.

### **Cash on Delivery (COD) Risk:**

High COD volumes ke chalte cash loss, fraud aur settlement delay ka operational risk bana rehta hai.

### **Leasehold Property Risk:**

Company ki saari facilities lease par hain aur agar leases renew nahi hui ya rents sharply badh gaye, to relocation aur operations disruption ka risk hai.

## RISK

### **Technology Dependency & Cyber Risk:**

Company ka pura business tech platforms par depend karta hai, aur system failure, downtime ya cyber attack hone par deliveries aur operations complete tarah se ruk sakte hain.

### **New Services & Geography Expansion Risk:**

Naye cities aur services me expansion ke dauraan limited experience aur inaccurate demand forecasting se loss-making expansion ka risk rehta hai.

### **Shipment Content & Regulatory Risk:**

Illegal, hazardous ya restricted goods handle hone par company ko legal aur reputational risk face karna pad sakta hai.

### **Telecom & IT Infrastructure Risk:**

Internet, server ya telecom failure se order allocation, tracking aur execution directly impact ho sakta hai.

### **Insurance Insufficiency Risk:**

Extreme events ke case me existing insurance cover losses ke liye insufficient ho sakta hai, jisse financial shock aa sakta hai.

### **Manpower & Labour Risk:**

Permanent aur contractual workforce ke liye talent retention, labour law compliance, cost inflation aur unionisation ka risk bana rehta hai.

### **Legal Proceedings Risk:**

Company, promoters aur directors kuch legal cases me involved hain, aur adverse verdicts penalties, fines aur reputation damage la sakte hain.

### **Intellectual Property Risk:**

Kuch trademarks objected ya opposed hain, jisse brand protection aur future disputes ka risk rehta hai.

### **Statutory Dues & Compliance Risk:**

Past me statutory dues aur RBI filings me delay hua hai, jo governance aur compliance discipline par sawal uthata hai.

### **Cost Control & Innovation Risk:**

Agar company cost control maintain nahi kar paayi ya new technology aur customer trends adopt nahi kiye, to competitors advantage le sakte hain.

### **Input Cost Inflation Risk:**

Fuel, transport, vehicles aur third-party services ki cost badhne se delivery economics aur margins pe pressure aa sakta hai.

### **E-commerce Industry Dependence Risk:**

Company ka business largely e-commerce aur hyperlocal platforms par dependent hai, aur industry slowdown ka direct impact volumes aur revenue par padega.

### **Related Party Transaction Risk:**

Past aur future related party transactions se conflict of interest aur minority shareholders ke liye governance concerns uth sakte hain.

### **High Competition Risk:**

Logistics industry highly competitive hai jahan price wars common hain, jo market share aur margins dono ko impact kar sakte hain.

### **IPO Proceeds Utilisation Risk:**

Agar IPO funds ka utilisation plan se deviate hua, to execution risk aur compliance burden badh sakta hai.

### **Internal Control Weakness Risk:**

Weak internal controls fraud, operational failure aur investor trust erosion ka risk badha sakte hain.

### **Key Management Dependency Risk:**

Company ka execution promoters aur senior management par heavily dependent hai, aur unke exit se growth aur strategy suffer ho sakti hai.

## RISK

### **Working Capital & Payment Delay Risk:**

Client payment delays aur vendor term tightening se short-term liquidity pressure aa saktा hai.

### **Future Fund Raising & Dilution Risk:**

Agar future me additional capital raise kiya gaya to existing shareholders ka dilution ho saktा hai.

### **Data Breach & Cyber Security Risk:**

Customer aur partner data leak hone par legal action, financial loss aur brand damage ho saktा hai.

### **Seasonality Risk:**

Festive season me high demand aur off-season slowdown se revenue aur cost volatility bani rehti hai.

### **M&A & Strategic Alliance Risk:**

Acquisitions agar properly integrate nahi hui to losses aur management distraction ka risk hota hai.

### **International Expansion Risk:**

Global expansion ke saath regulatory, currency aur cultural execution risks badh jaate hain.

### **Debt & Covenant Risk:**

Debt covenants breach hone par penalties aur loan recall ka risk hota hai.

### **Non-GAAP Metrics Risk:**

Non-GAAP performance metrics misleading ho sakte hain aur investor perception distort kar sakte hain.

### **Macro, Political & Global Risk:**

Global financial instability, inflation, political uncertainty aur India credit rating downgrade se cost of capital aur sentiment impact ho saktा hai.

### **IPO & Market Risks:**

No trading history, price volatility, overvaluation, OFS, ASM/GSM surveillance, listing delay aur exit constraints IPO investors ke liye significant risk create karte hain.

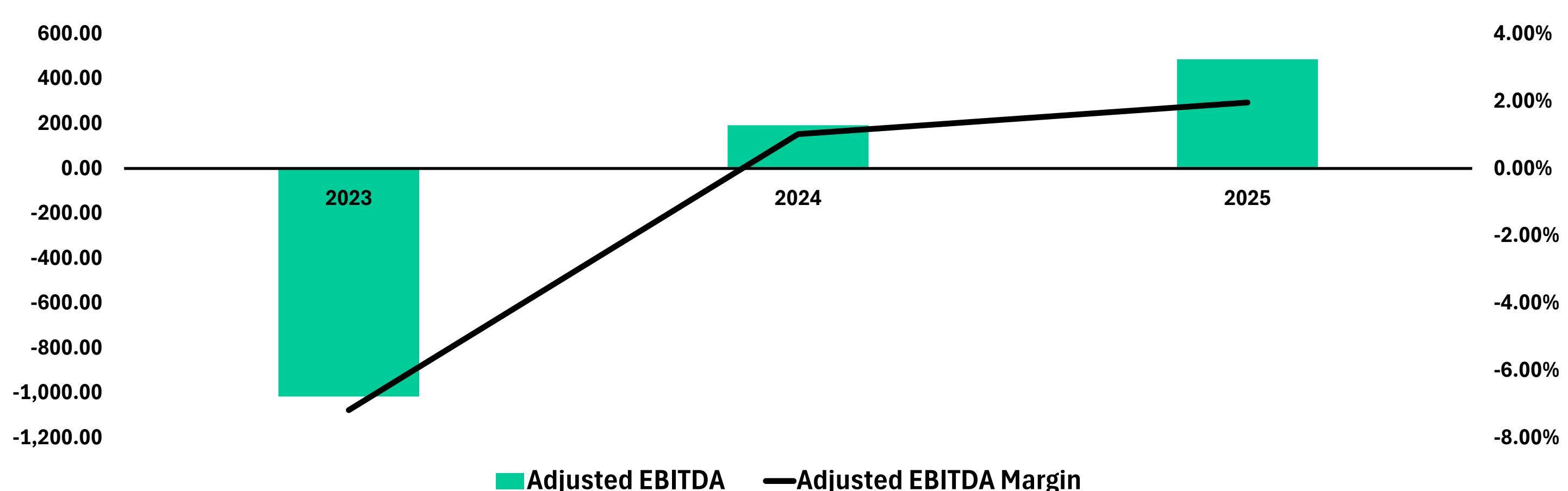
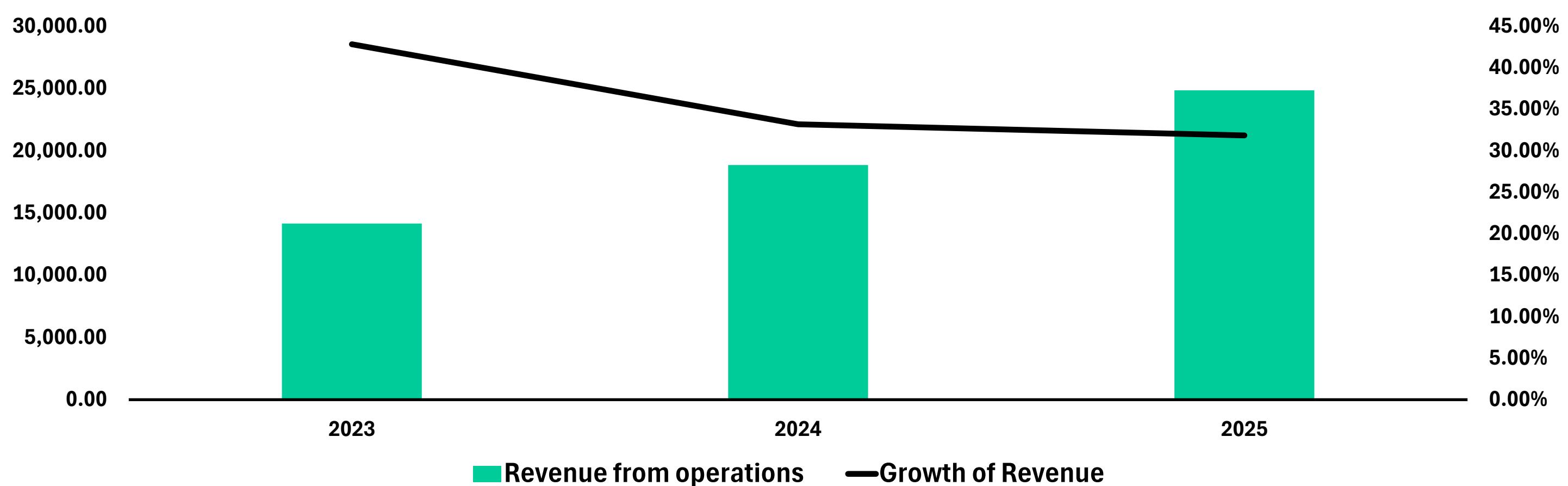
### **Shareholder Rights, Dilution & Control Risks:**

Limited pre-emptive rights, anti-takeover provisions, promoter selling aur foreign investment restrictions se shareholder value realization restrict ho saktा hai.

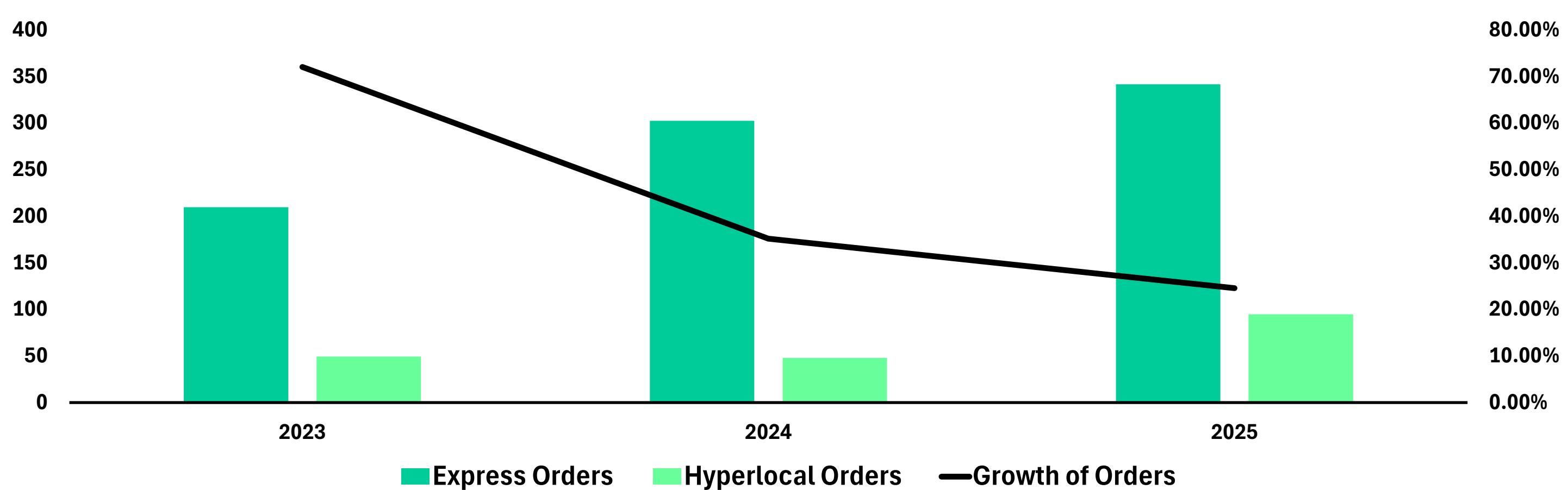
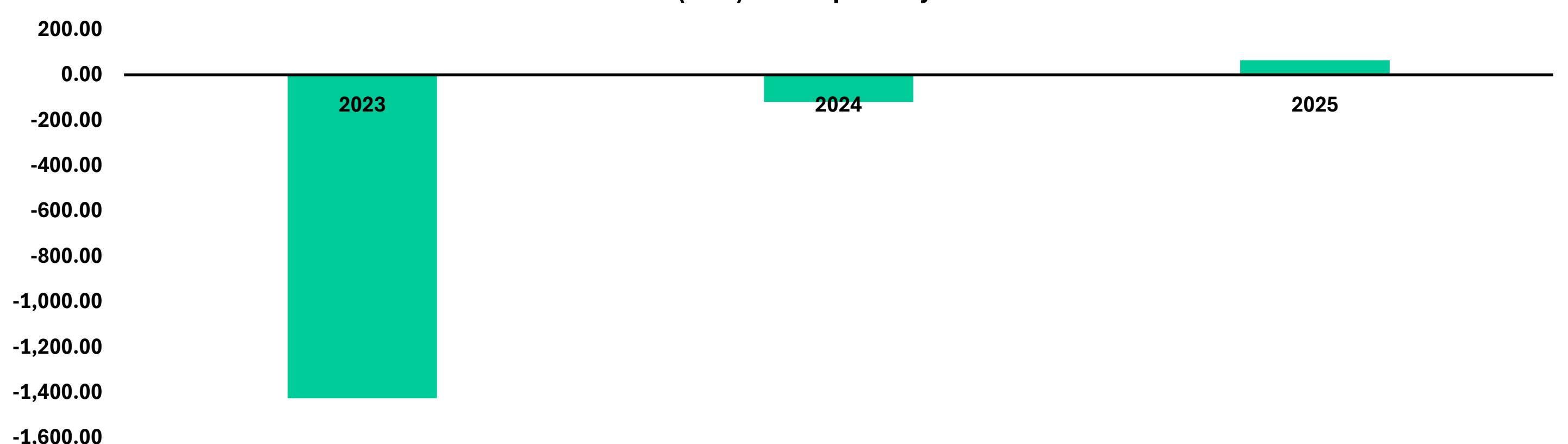
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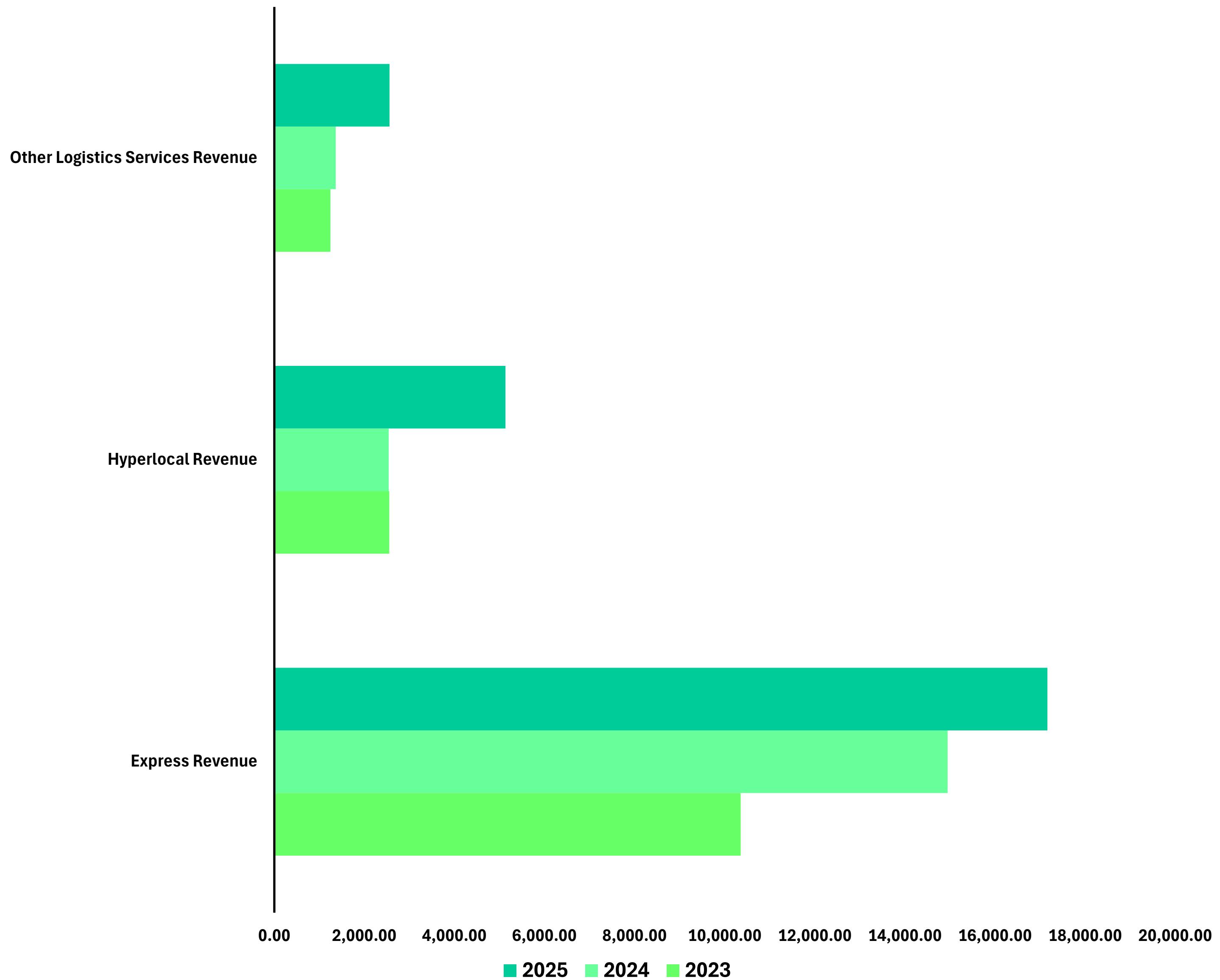
## FINANCIAL ANALYSIS (INR Million)



### Profit/(loss) for the period/year



### FINANCIAL ANALYSIS (INR Million)



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