

Dear Porterites,
As we begin 2025, let us take a moment to celebrate the remarkable achievements that have set the stage for our next chapter.

- 2024 was a year of extraordinary milestones:**
- We achieved overall profitability for the first time, even while continuing to invest in category and geographic expansion.
 - Our growth momentum has accelerated this year compared to last, despite our increasingly growing base.
 - We've deepened our user obsession by practising the "user visit" ritual. We appreciate everyone's participation and enthusiasm in this initiative.

- But that's not all! Here are some fun facts that showcase our incredible journey:**
- 🏠 Our customer base grew by 31% – enough to fill 280 Wankhede Stadiums!
 - 🚚 Our fleet covered 977.6 million KMs – like going to the moon and back 1,275 times.
 - 📦 On October 28, 2024, we broke records with nearly 5 orders fulfilled every second.
 - 👥 We've enabled livelihoods for 6.9 lakh partners – almost the population of Bhutan.

Present with unshakeable confidence

Lead through strategic storytelling

Drive impact across teams

T-minus 6 days to your communication excellence journey

Dear Team,

In just 6 days, you will unlock the power to:

- 1. Drive decisions through compelling narratives
- 2. Build stronger cross-functional relationships
- 3. Navigate complex stakeholder conversations

This is just the beginning of your transformation journey. More powerful things to come.

Smart experiments leading to brilliant breakthroughs

Challenging status quo created unexpected wins

In our journey of continuous improvement, two remarkable stories demonstrate our commitment to "Fail fast, learn fast".

Moht Rathi's team transformed partner earnings by tackling the speed versus pricing challenge. After initial approaches fell short, they identified wait time flexibility as the root cause. Their solution? A simple app experiment offering discounts for slightly delayed rides, revealing customers would gladly wait 10-15 minutes to save just 5%.

Meanwhile, Ankit Rathi's team transformed intercity moving by tackling damage rates. After initial approaches fell short, they identified inconsistent handling as the root cause. Their solution? Porter-supervised trucks providing end-to-end care, dramatically reducing damage rates from industry standard 3-4% to just 1%.

Both stories highlight how questioning assumptions, running smart experiments, and iterating can unlock breakthrough solutions that create value for customers and partners alike.

Keep experimenting.

Excerpts from Moht and Ankit Rathi's goal setting exercise conversations

Experience the power of Design Thinking

Transform the way you tackle challenges through our methodology

Design thinking workshop is almost here!
The date: Tuesday, March 11, 2025

Here's a glimpse of what you can expect

- Discover valuable customer insights
- Develop rapid prototypes
- Collaboratively address current, real-time challenges
- Gain a practical innovation toolkit that can be used

You're almost there!
For tomorrow's workshop.

Come with
Your enthusiasm and high spirits to learn about making a memorable presence.

Explore the fundamentals of powerful storytelling in the attached pre-read; these insights will set the stage for our hands-on workshop tomorrow.

DAY 1: Adaptive communication

Discover your unique communication edge

Dear Porterites,
Tomorrow is your day to level up! Your personalized "Communication Excellence" profile reveals:

- 1. Your untapped storytelling potential
- 2. Techniques to harness great ideas into great stories
- 3. Strategies to connect with impact

Bring with you:

- ▶ Your experiences
- ▶ Your challenges
- ▶ Your unstoppable energy

Preparation Tips:

- ▶ Get a good night's rest
- ▶ Fuel up with a healthy breakfast
- ▶ Come with an open mind and ready to participate

Remember, Great communicators aren't born, they are made. Your journey to unveiling your unique communication strengths starts in just 24 hours!

See you at Hotel Greenpark, ready to unlock your potential!

User Obsession – Strive for the best user experience

Back in 2014, when smartphones were uncommon, we recognised the need to help our driver-partners navigate mobile technology and the internet. To address this, we facilitated the purchase of smartphones, SIM cards, and internet services, personally installing the required apps and offering in-office guidance. Being empathy-driven, we listened to understand their challenges and acted to support their growth journey.

At Porter, we prioritise understanding our users' needs and strive for the best experience, even in the face of difficulties. By focusing on empowering our partners through dedicated efforts and personalized guidance, we established a strong foundation for success and fostered a culture of collaboration that continues to drive us forward.

Excerpts from Vikas Choudhary's speech at Vrrroom Season 2

Let's craft something extraordinary together

Good morning, Porterites!
The moment has arrived!

Your journey into mastering the art of influential communication begins in just a few hours. We're thrilled to welcome you to this transformative experience.

Quick Essentials

- Hotel Greenpark, Room Jaccaranda (Ground Floor)
- 10 AM - 6 PM
- Come with an open mind

Today's promise

- Discover powerful frameworks
- Practice through interactive toolkits
- Connect with fellow colleagues
- Transform your communication style

See you soon at Hotel Greenpark, ready to begin this exciting adventure!

At Porter, we have learned that true leadership is about turning challenges into opportunities.

Anil Kumble's career offers three powerful lessons that reflect our core values:

Fail Fast, Learn Fast: When Kumble played with a broken jaw, declaring "My jaw was broken, but my shoulder was fine," he embodied our commitment to focusing on strengths and adapting quickly. Just as he didn't let an injury stop his performance, we approach challenges by working backwards from our goals, transforming setbacks into growth opportunities.

Collaborate to Win: Cricket legends like Ganguly, David, and Tendulkar demonstrated how proactive alignment maintains team stability through leadership transitions. At Porter, this translates to our "org first" mindset – thinking beyond individual roles and supporting each other to achieve collective success.

Empathy Driven: The story of Dhoni's rise, supported by seasoned

Today, you transform your story

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Remember, every great story has a beginning. Today is yours.



Stories sell, facts tell

3 days to storytelling mastery

Did you know? Our brains are wired to remember stories 22 times more than facts alone.

Mini-Challenge:
Craft a 30-second story about any of your current projects. Share it at the workshop!

Dear Porterites,
Innovation is not just about technology – it's about making thoughtful choices that create lasting impact.

By embracing reusable bamboo cups, we will be:

- Reducing our carbon footprint significantly
- Eliminating thousands of disposable cups from landfills
- Living our principle of "Maximise value, Minimise waste"
- Setting new standards in corporate responsibility

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Dear P&C Team,
What an incredible time we had at our recent Ooty offsite! The laughter, conversations, and moments we created together made this offsite truly special.

Before the memories get too misty (just like Ooty's weather!), we would love to:

1. Share a beautiful photo collage of our adventure

Inspiration space ideas

2. Hear your valuable feedback through a quick survey

Your input on the accommodation, travel arrangements, team bonding activities, and overall experience will help make our future offsites even better!

The survey will take just 3-5 minutes of your time. Your honest feedback means a lot to us.

New Year, New Heights

Counting our wins, Powering our future

2025

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With such a strong foundation, imagine what we could achieve in 2025!

Thank you for your dedication. Here is to another year of breaking barriers and continuing to create impactful journeys.

Regards,
Uttam Digga
Co-founder and CEO

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