

August 03, 2023

To,  
**BSE Limited**  
Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai – 400 001  
Scrip Code - 526612

To,  
**National Stock Exchange of India Ltd**  
Exchange Plaza, C-1, Block G  
Bandra Kurla Complex, Bandra East,  
Mumbai – 400 051  
NSE Symbol - BLUEDART

Dear Sir/ Madam,

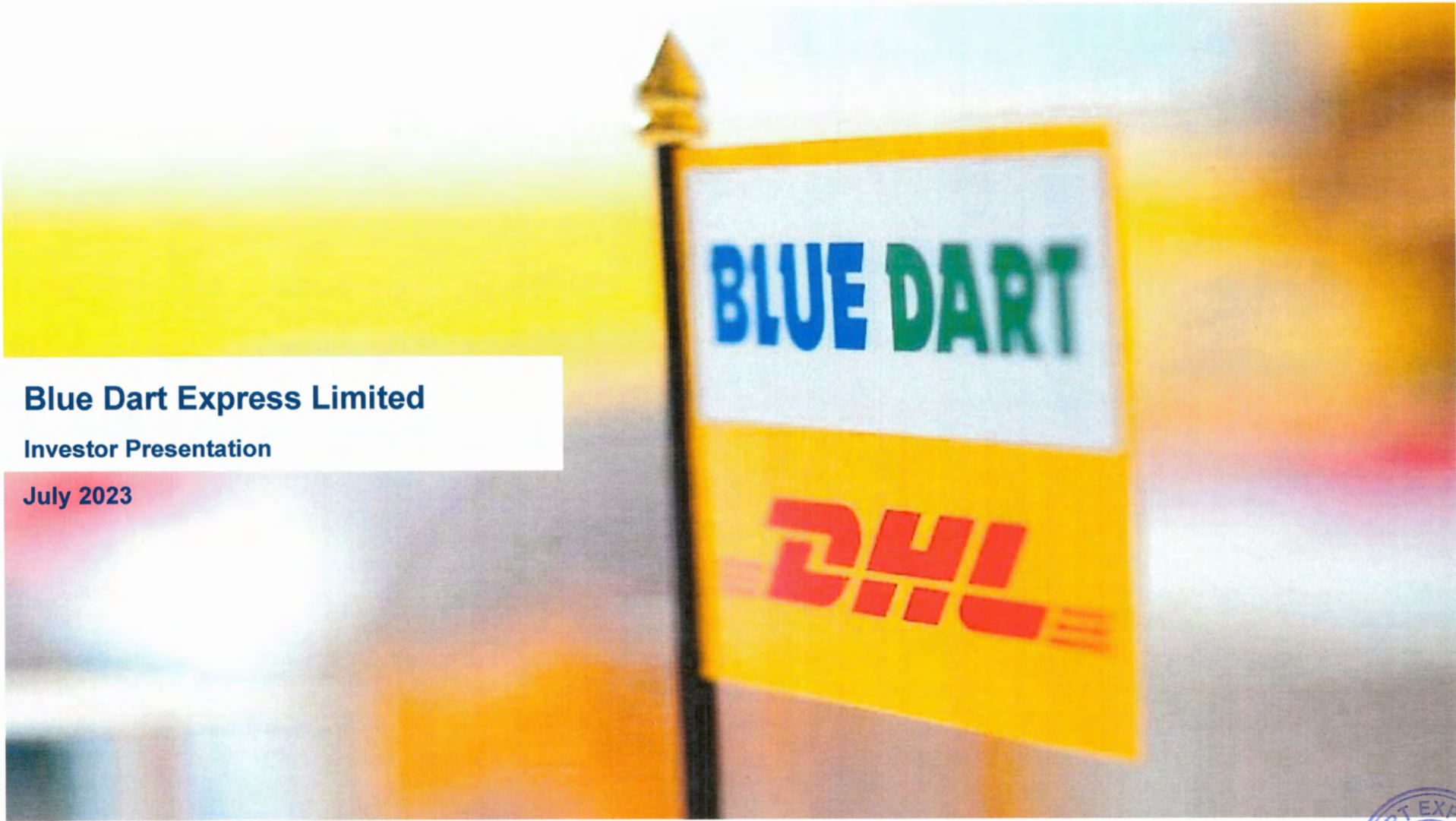
Please find attached performance update 'Investor Presentation' we propose to upload on our Company's website [www.bluedart.com](http://www.bluedart.com) for information of our Shareholders/ Public.

There are no forward looking financial statements made in the attached Investor Presentation.

Thanking you.

Yours Faithfully,  
For **Blue Dart Express Limited**

**Tushar Gunderia**  
**Head (Legal & Compliance) &**  
**Company Secretary**



**Blue Dart Express Limited**

**Investor Presentation**

**July 2023**



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## Vision Statement



To be the best and set the pace in the express air and integrated transportation and distribution industry, with a business and human conscience.

We commit to develop, reward and recognize our people who, through high quality and professional service, and use of sophisticated technology, will meet and exceed customer and stakeholder expectations profitably.

*- Passionately crafted by over 600 managers in 1993*



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## Blue Dart Directors & Key Managerial Personnel



**Sharad Upasani**  
Chairman

Former Chief Secretary,  
Government of Maharashtra



**Balfour Manuel**  
Managing Director



**Air Marshal  
M. McMahon (Retd.)**  
Independent Director

Former fighter pilot and  
served in the IAF for 42 years



**Tulsi Mirchandaney**

Director  
MD, Blue Dart Aviation Ltd.



**Florian Bumberger**

Director  
Divisional CHRO, DHL eCommerce,  
Member of the DPDHL Group HR  
Board.



**Sebastian Paeßens**

Director  
CFO, DHL eCommerce,  
Member of Deutsche Post DHL  
Group's Finance Board



**Kavita Nair**  
Independent Director



**R.S. Subramanian**  
Director

SVP/Country Manager,  
DHL Express India



**Prakash Apte**  
Independent Director



**Padmini Khare Kaicker**  
Independent Director



**V.N. Iyer**  
Acting Interim Chief  
Financial Officer  
(CFO)

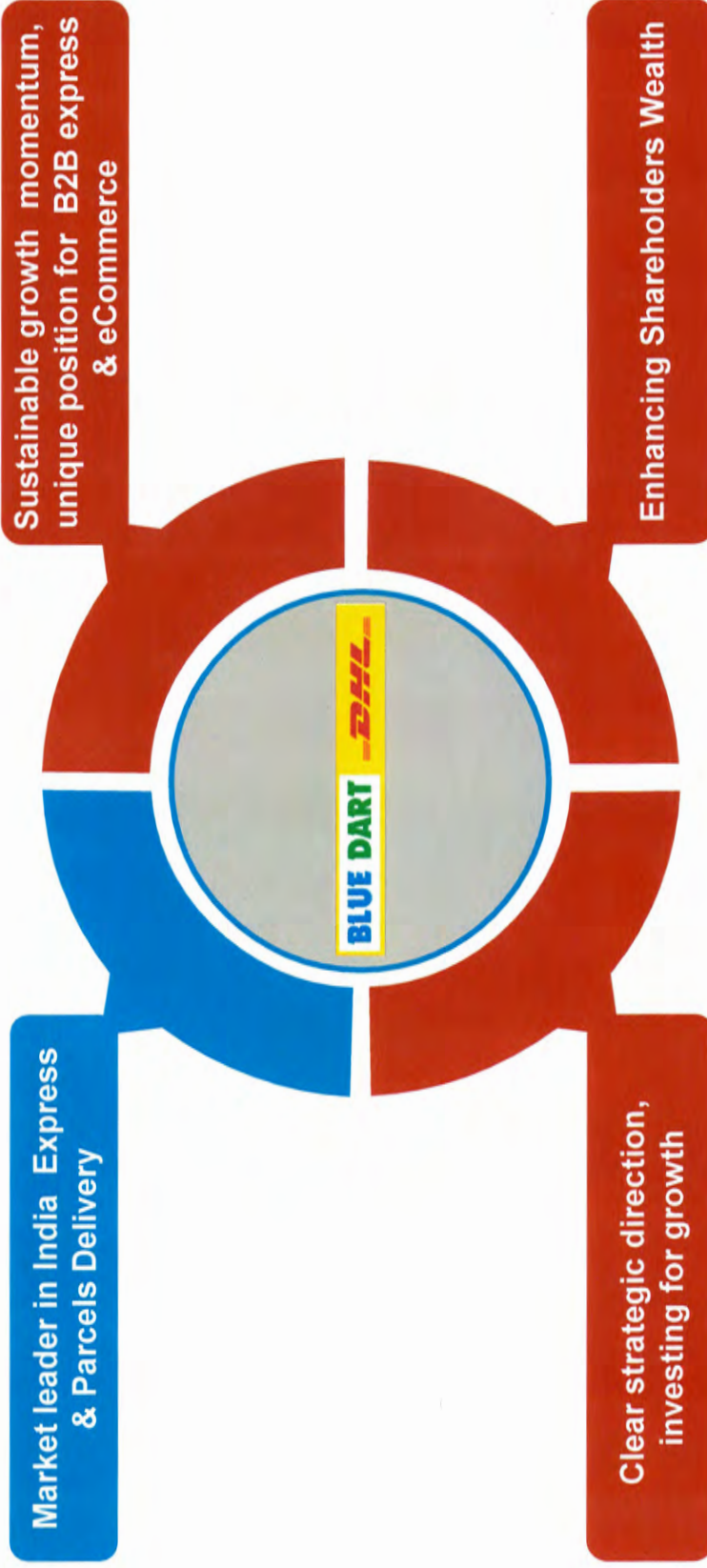


**Tushar Gunderia**  
Head (Legal & Compliance)  
& Company Secretary

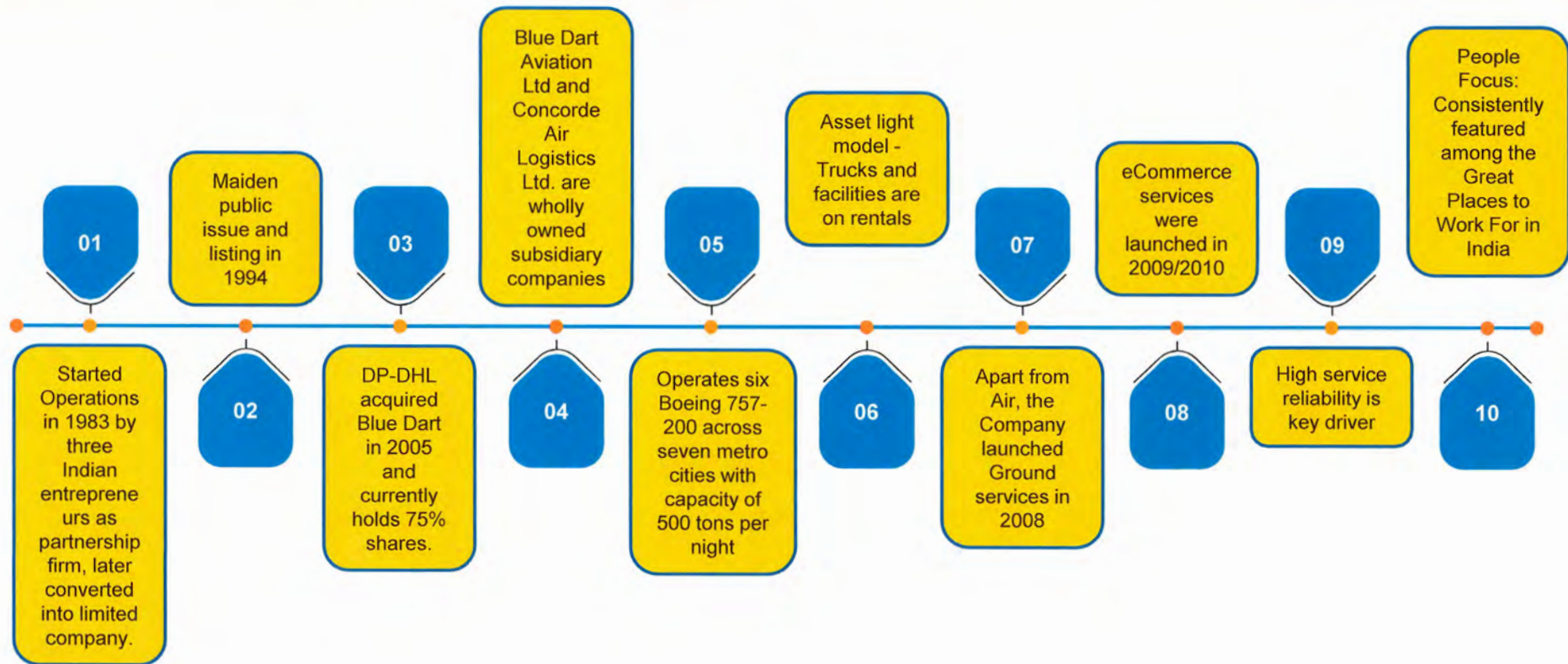


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## Blue Dart Investment Case Summary

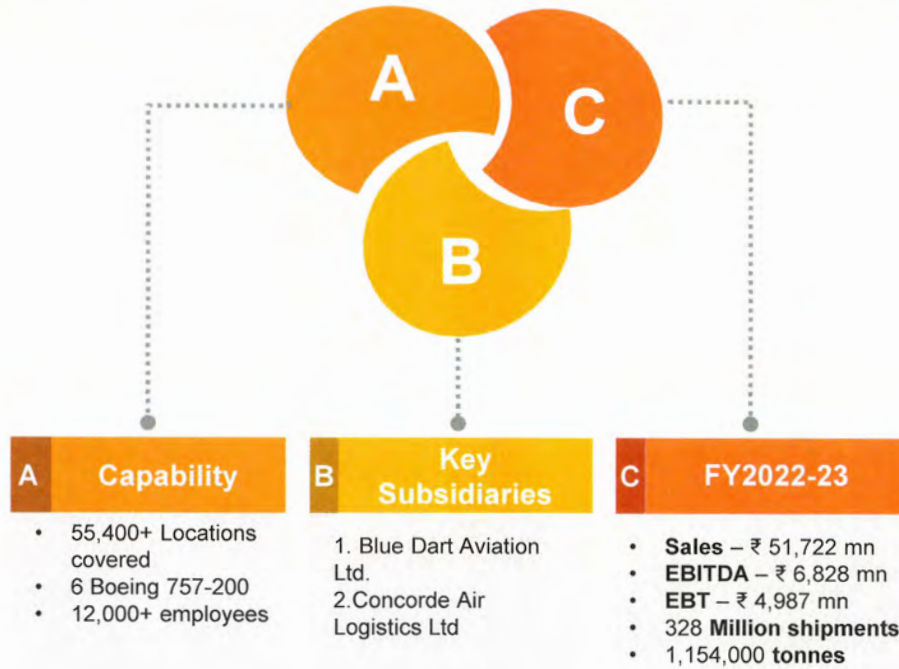


# Knowing Blue Dart - Introduction



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## Blue Dart at a glance



- 1 Unparalleled Integrated Air and Ground Network
- 2 Dominant market leadership B2B Air Express
- 3 Strong foundation for growth in eCommerce
- 4 Provider of Choice
- 5 Employer of Choice
- 6 Integral part of DPDHL Group, world's leading mail and logistics company





## Blue Dart's leadership in India



### Blue Dart is a premium market leader in India

#### Key Differentiators

- 1 Own Aviation Network
- 2 Market Leading Transit Times
- 3 Reliability & High Service Quality
- 4 Extensive Reach & Network
- 5 Best – In – Class Technology
- 6 Strong Brand Equity & Saliency
- 7 Responsiveness to Customer
- 8 Passionate & Committed Team
- 9 Pioneer & Innovator
- 10 Strong financials and "Zero Debt" Company



## Blue Dart's leadership in India (contd..)



### All investments made in light of customer requirements

- Investments in building a robust infrastructure to meet increasing demands of a growing economy
- Blue Dart invests in engaging and retaining the best talent
- Domestic Expertise at globally benchmarked levels

### Strong Brand Reflects Market Leadership

- Innovations for service excellence and customer convenience
- Strongest, advanced and most cohesive homegrown technology offerings
- The power to move from a document to a charter load

### Best in class service from Blue Dart

- Offering customers one-stop convenience, offering the entire spectrum of distribution solutions
- As a trade facilitator, Blue Dart manages the seamless flow of goods in the diverse complexity of India's vast geography.

**Blue Dart is a premium market leader in India. All investments & strategies are customer driven.**



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## Integrated Air and Ground pan-India network



First mover in India Domestic Express

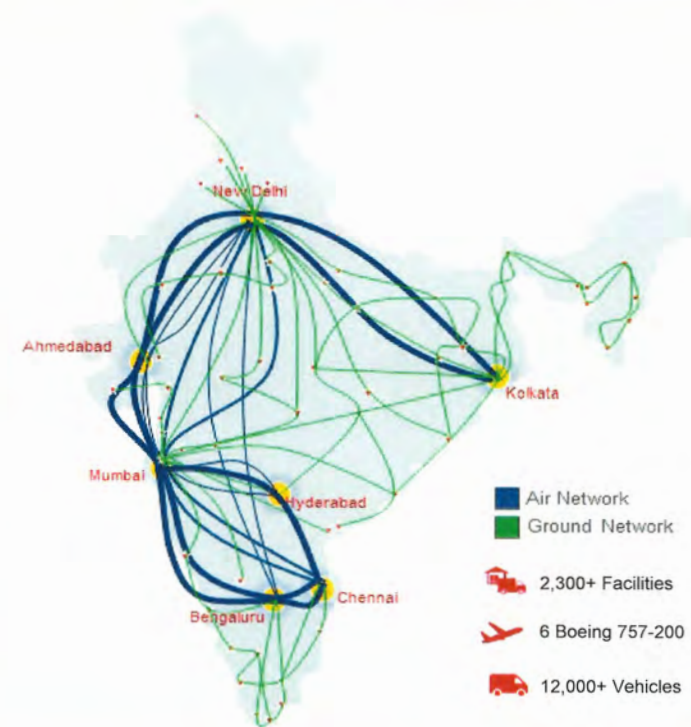
We provide clear Customer Value Proposition v/s our competitors

- **Extensive reach**

Optimized flight scheduling facilitating **late pick-ups and early deliveries**

- **Market leading transit times**

Superior control over operations resulting in **higher service reliability**

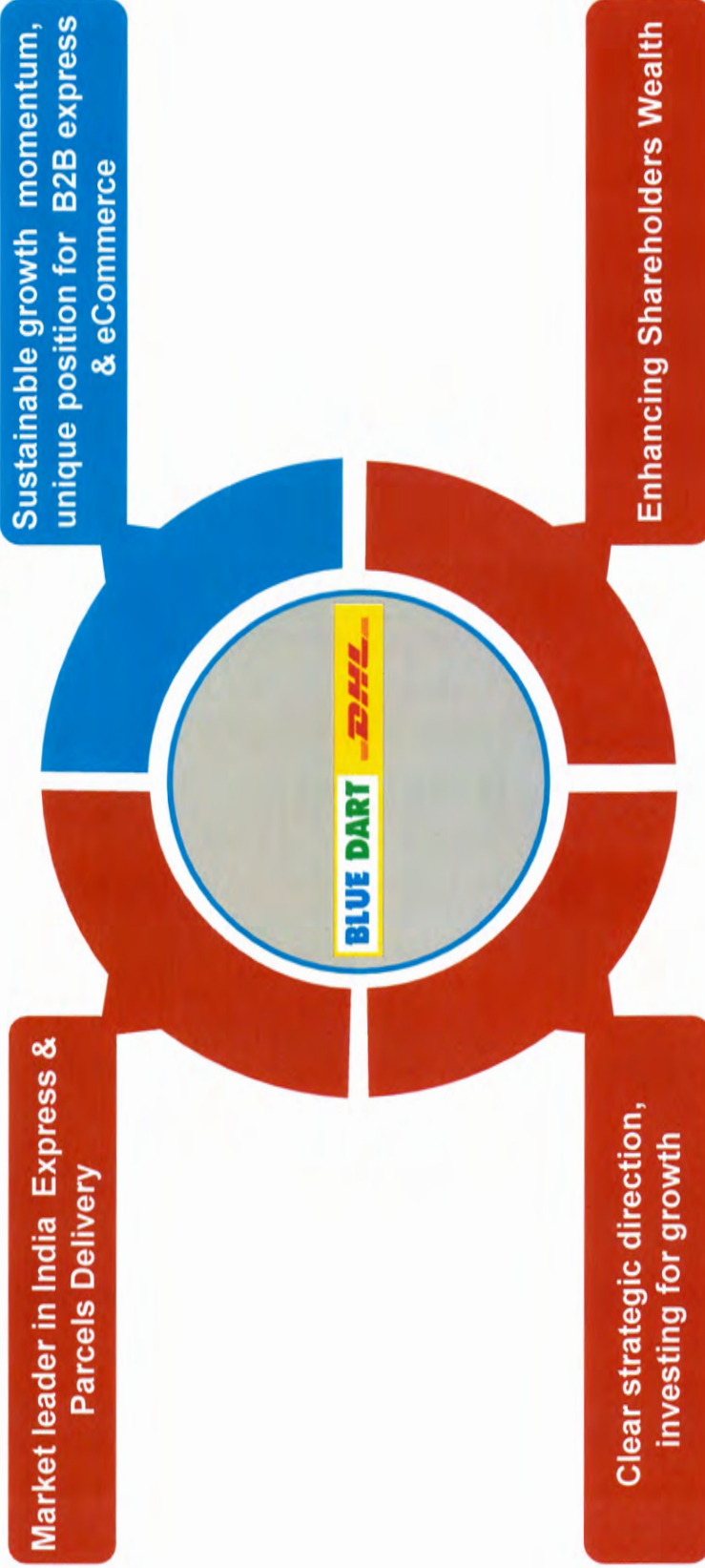


Blue Dart network is our key competitive differentiator



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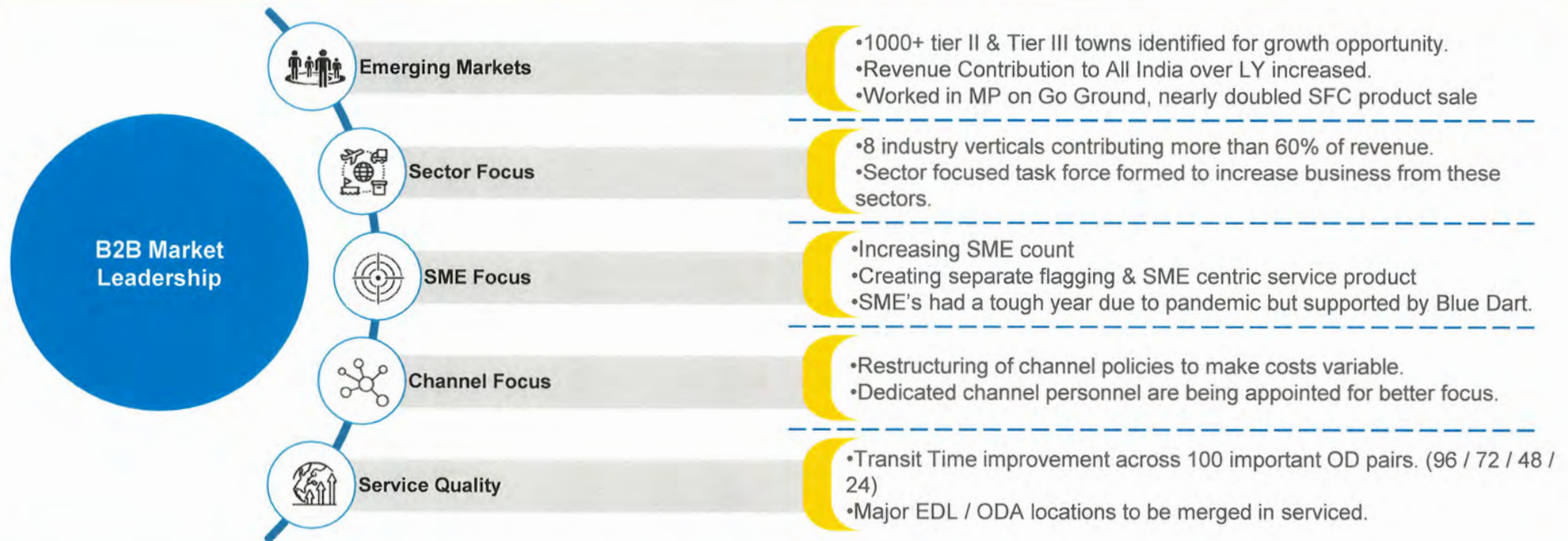
## Blue Dart Investment Case Summary



## Maintains B2B market leadership



Blue Dart has a market leading position and has identified key levers to protect and grow the market share further on B2B Air & Ground.



We continue to aim for a balanced mix of revenue growth and profitable yield

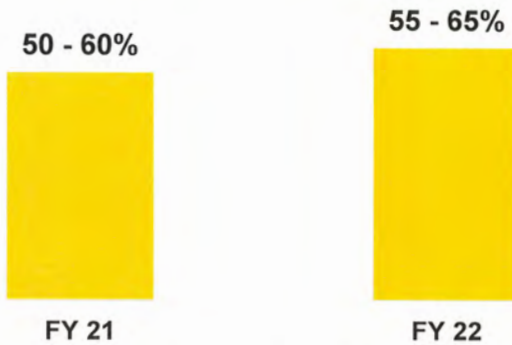


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## Blue Dart Market share

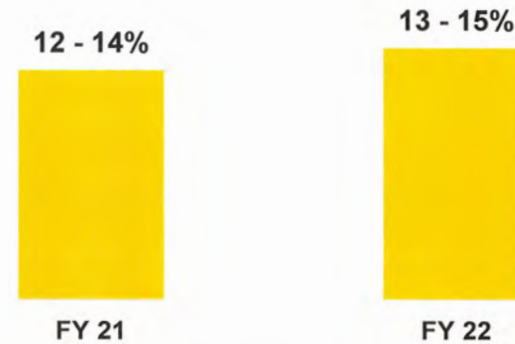


### Organized Air B2B Express



Blue Dart Market Share

### Organized Surface B2B Express



Blue Dart Market Share

Blue Dart has been increasing its market share in Organised B2B Express

Note: Market Share is by Revenue, Air B2B includes Documents and Parcels | Source: Kearney TMS Study - 2023



## Growth foundation for eCommerce



Blue Dart believes in growing business profitably.



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## Blue Dart Investment Case Summary



Market leader in India Express & Parcels Delivery

Sustainable growth momentum, unique position for B2B express & eCommerce



Clear strategic direction, investing for growth

Enhancing Shareholders Wealth





## Structural market trends



### India remains resilient amid the global economic storm

- The Asian Development Bank (ADB) retained India's economic growth forecast at 6.4% for the current financial year, and 6.7% for the next financial year. (19<sup>th</sup> July, 2023).
- India's story in the past should be a guide moving forward, where India had just peeked into the list of top 10 economies in 2014 and within a span of eight years, evolved to become the fifth-largest economy in the world



### Regulations liberalization and simplification

- Gati Shakti Master Plan: To promote multi-modal connectivity for seamless movement of people, goods and services. Along with improvements in processes, digital system, regulatory framework and human resource via National Logistics Policy.
- Make in India: To promote manufacturing and assembly in India



### Acceleration of eCommerce and more demand for last-mile solutions

- Pandemic has accelerated growth in eCommerce
- Multi-channel delivery approach for B2C
- Draft eCommerce Policy: Aims to ensure there are more service providers available to consumers and sellers to ensure no monopolies are created.
- Open Network for Digital Commerce a GOI initiative to provide platform for eCommerce

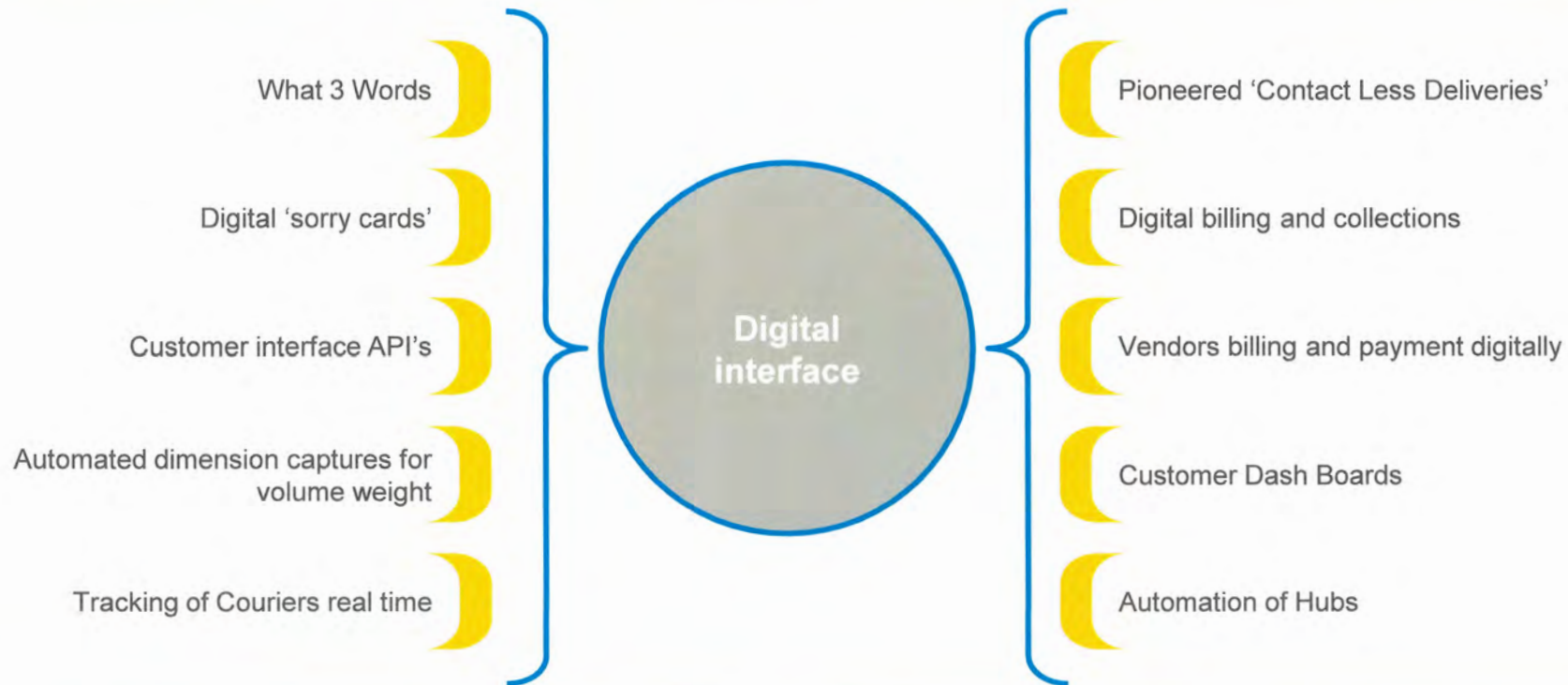


### Accelerating impact of process technology and automation

- Drone based last mile deliveries
- AI / ML solutions built on Data to drive business decisions
- Driving efficiencies through Automation
- Fast track implementation of digital solutions

Blue Dart has a clear strategy to capitalize on these trends

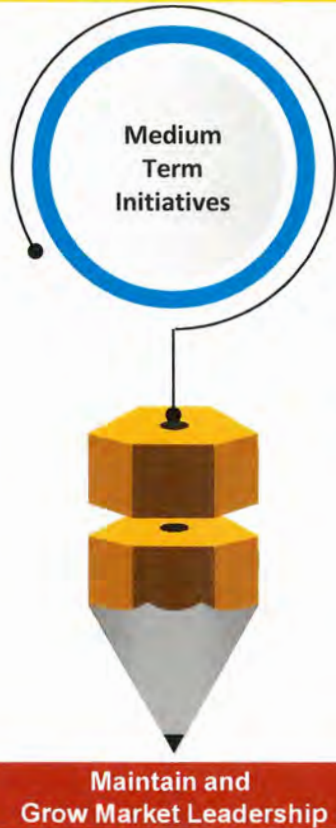
## Digital interface: enabling better customer experience



### Digitalisation initiatives to enhance customer experience



## Corporate Business Strategy

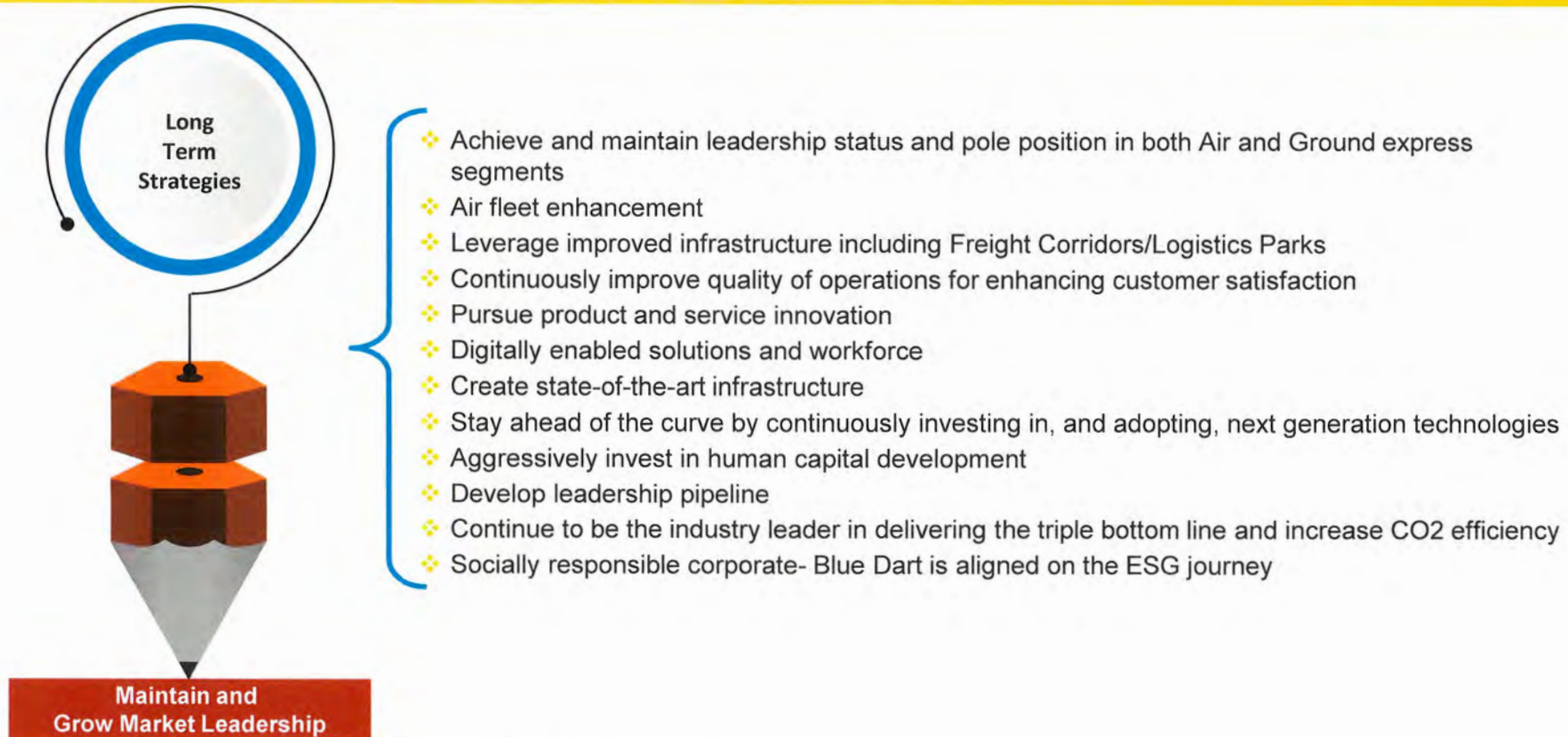


- ❖ With increasing urbanization, focus on centres of production which will change post pandemic as the new growth areas.
- ❖ Focus on FMCG, Automotive, Consumer Durables and Ready Made Garments for accelerated surface growth.
- ❖ Increase pin code coverage and footprint to cover 98% of Country's GDP
- ❖ Leverage air capacities to enhance revenues-International and domestic charters
- ❖ Focus on small and medium enterprises
  - Be recognized as a trusted partner, truly understanding the customer's current and future needs
- ❖ Focus on e-tailing business
  - Strengthen the e-tailing segments profitability
- ❖ Improve digital interface with all stakeholders
- ❖ Increase automation levels across processes
  - Increase the adaptability of our product & solution portfolio
  - Simplify and standardize processes to deliver excellence
- ❖ Enhance skill development
  - Develop comprehensive people empowerment and engagement module critical for growth
- ❖ Continue to drive process efficiencies and implement quality measures like OCPM<sup>(1)</sup>, OCPK<sup>(2)</sup> & DSO<sup>(3)</sup> to improve profitability
- ❖ Reduce CO<sub>2</sub> emission, engage in education, humanitarian and disaster response
  - Signed the CNN pledge by UNFCCC, a commitment to ambitious CO<sub>2</sub> reduction targets

(1) Operating Cost per Move; (2) Operating Cost per Kilo; (3) Days Sales Outstanding



## Corporate Business Strategy



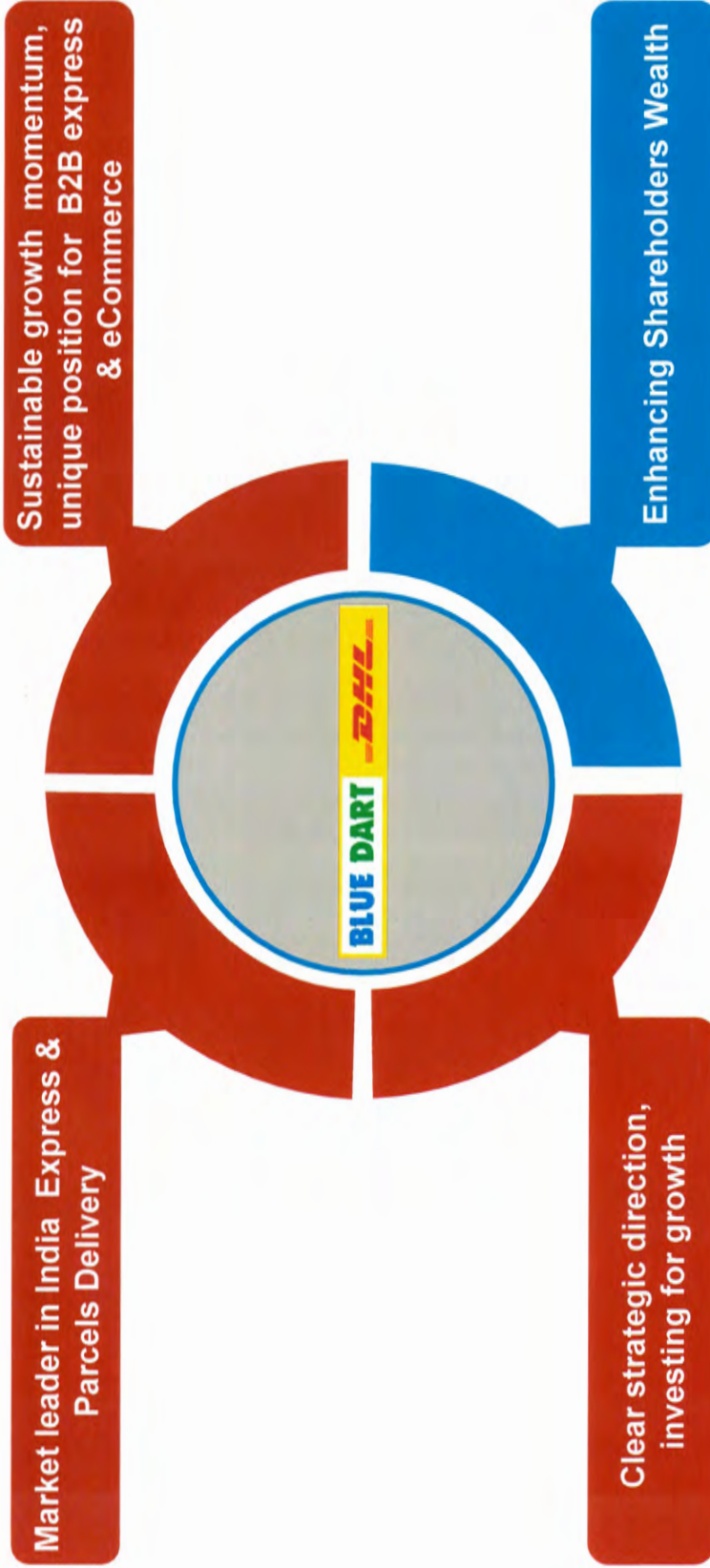
(1) Operating Cost per Move; (2) Operating Cost per Kilo; (3) Days Sales Outstanding



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## Blue Dart Investment Case Summary

**BLUE DART** 



## Financial Track Record



### Value Creation

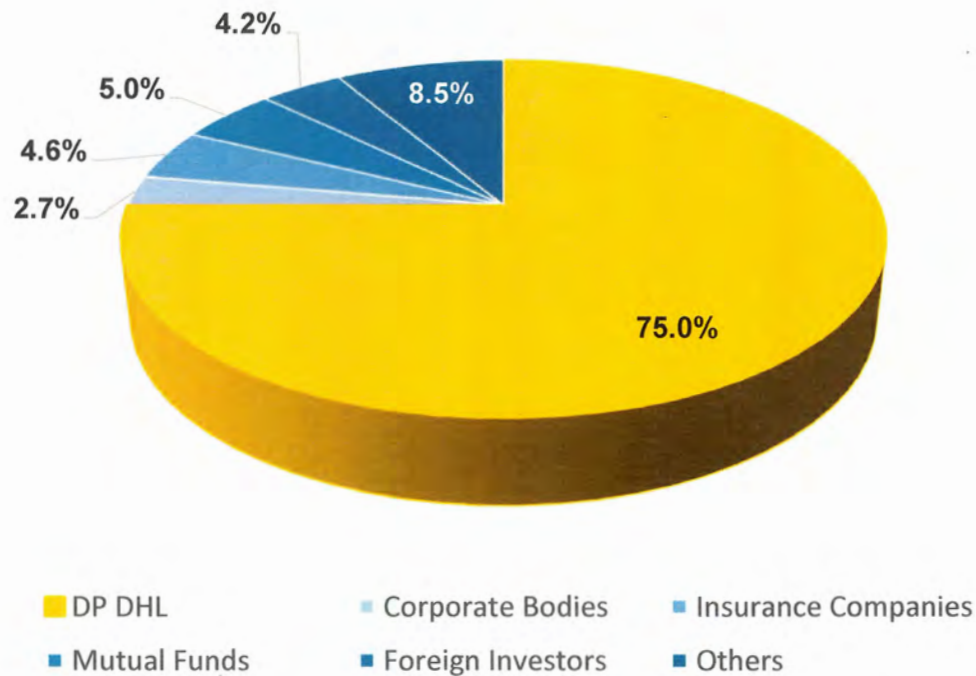
- High returns to shareholders and Debt free structure

### Dividend Paid

- Dividend of Rs. 30/- per share has been declared by the Board and approved by the Shareholder at the AGM for the F.Y.2022-23.
- Total dividend (Interim & Final) of Rs. 60/- per share paid to Shareholders for the F.Y.2021-22. Dividend of Rs. 15/- per share has been paid for the F.Y. 2020-21. Consistent track record of dividend payment so far except for the F.Y. 2019-20.



## Shareholding pattern : June 30, 2023



### Major Bodies Corporates

Derive Trading & Group 2.2%

### Major Mutual Funds

Kotak Mutual Fund 1.7%

Canara Robeco 1.7%

HSBC 0.8%

### Major FPI

First Sentier Investors 1.2%

Vanguard 0.9%

Government Pension 0.4%

### Major Insurance Companies

ICICI Pru Life 2.7%

Aditya Birla 0.6%

HDFC Life 0.5%

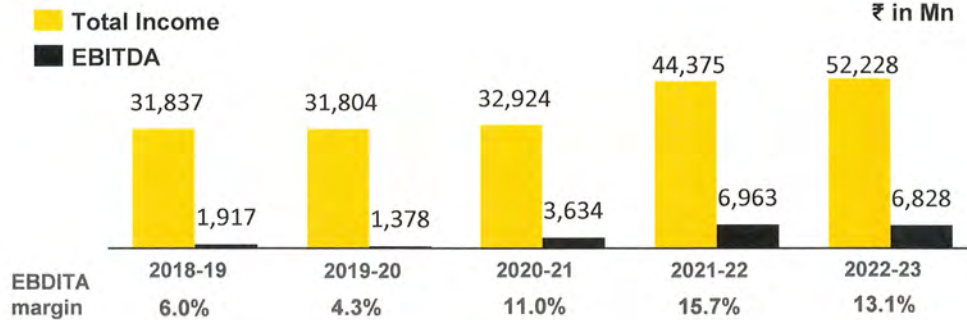


# Consistent profitable growth track record

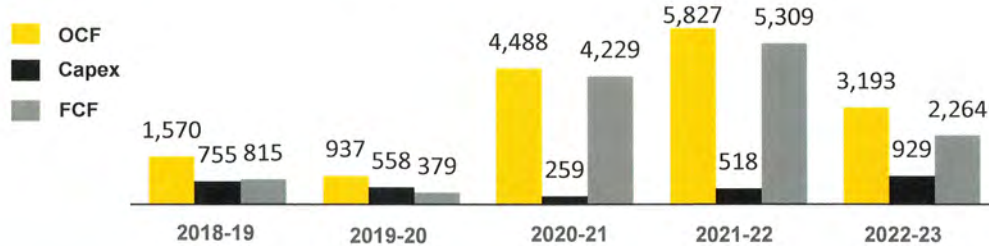


## Consistent revenue growth

Revenue and Profitability



Consistent cash flow generation and growth investment



Blue Dart focuses on consistent profitability





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## Quarter-wise performance (Standalone)



₹ in Mn

Particulars	2022-23					2023-24
	Q1	Q2	Q3	Q4	Year	Q1
	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)	(Apr-Mar)	(Apr-Jun)
Revenue from operations	12,933	13,253	13,371	12,166	51,722	12,376
EBITDA	2,010	1,749	1,645	1,424	6,828	1,291
Margin	15.42%	13.07%	12.18%	11.57%	13.07%	10.30%
EBT	1,566	1,288	1,189	945	4,987	801
Margin	12.01%	9.63%	8.80%	7.67%	9.55%	6.39%
Tax Expense	394	367	320	241	1,323	204
EAT	1,172	920	869	703	3,664	597
Margin	8.99%	6.88%	6.43%	5.71%	7.02%	4.77%
EPS (in ₹)	49.38	38.78	36.64	29.63	154.43	25.18

EBITDA / EBT / EAT are after exceptional items

Continued performance in challenging times



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## Consolidated Quarter-wise performance



₹ in Mn

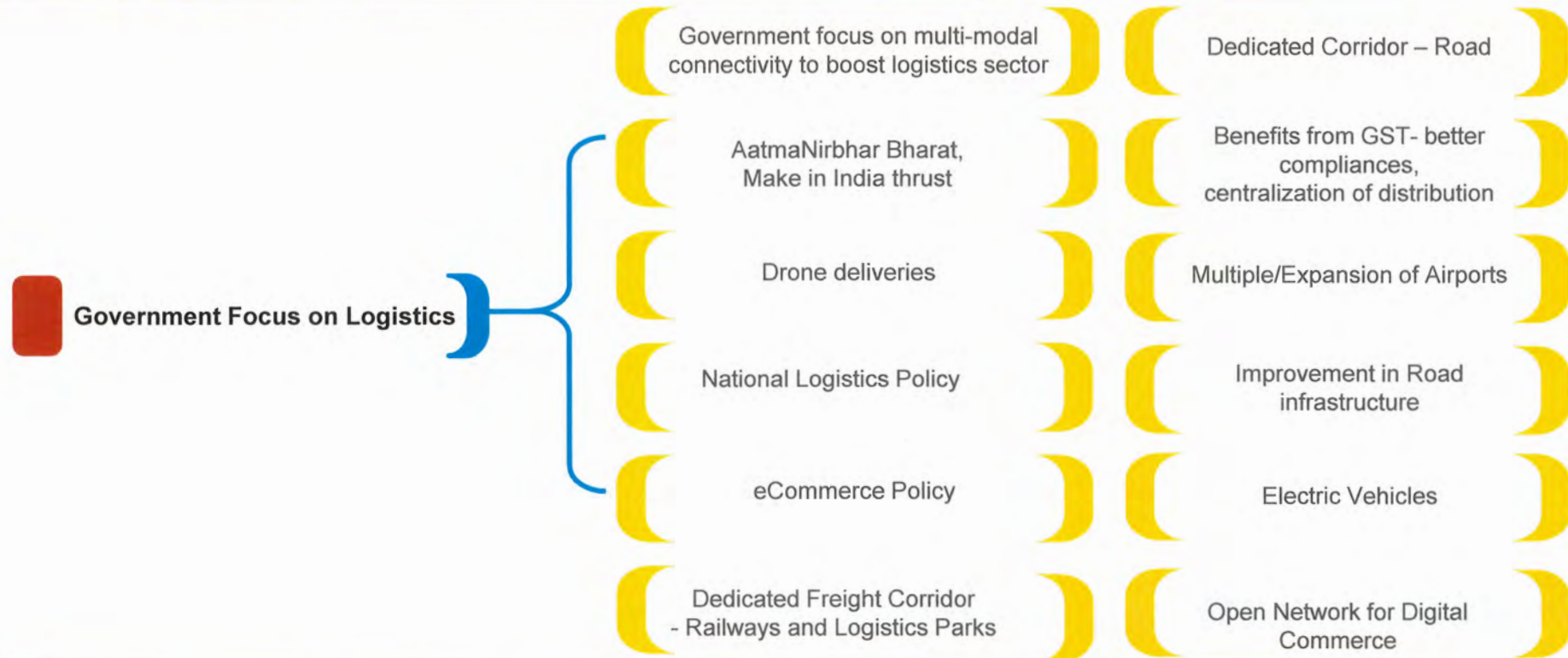
Particulars	2022-23					2023-24
	Q1	Q2	Q3	Q4	Year	Q1
	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Jan-Mar)	(Apr-Mar)	(Apr-Jun)
Revenue from operations	12,933	13,253	13,371	12,166	51,722	12,376
EBITDA	2,740	2,507	2,370	2,079	9,695	2,009
Margin	21.07%	18.81%	17.61%	16.97%	18.63%	16.10%
EBT	1,590	1,311	1,215	966	5,082	824
Margin	12.23%	9.84%	9.03%	7.89%	9.77%	6.60%
Tax Expense	402	375	328	272	1,377	211
EAT	1,188	936	887	694	3,705	613
Margin	9.14%	7.03%	6.59%	5.67%	7.12%	4.91%
EPS (in ₹)	50.06	39.47	37.36	29.27	156.16	25.83

EBITDA / EBT / EAT are after exceptional items

Continued performance in challenging times



## Way Forward: Opportunities Galore



Having laid the strong foundation through reforms, Exciting times ahead



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## Wrap-up

**BLUE DART** *DHL*

Leadership in Air & Ground Express

Blue Dart is in a strong position – strategically and financially

Strong focus on Profitable Growth, cash flow and balance sheet allows healthy balance of growth investments and shareholder returns



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BLUE DART 

Thank You



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