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March 26, 2022

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 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

March 2022



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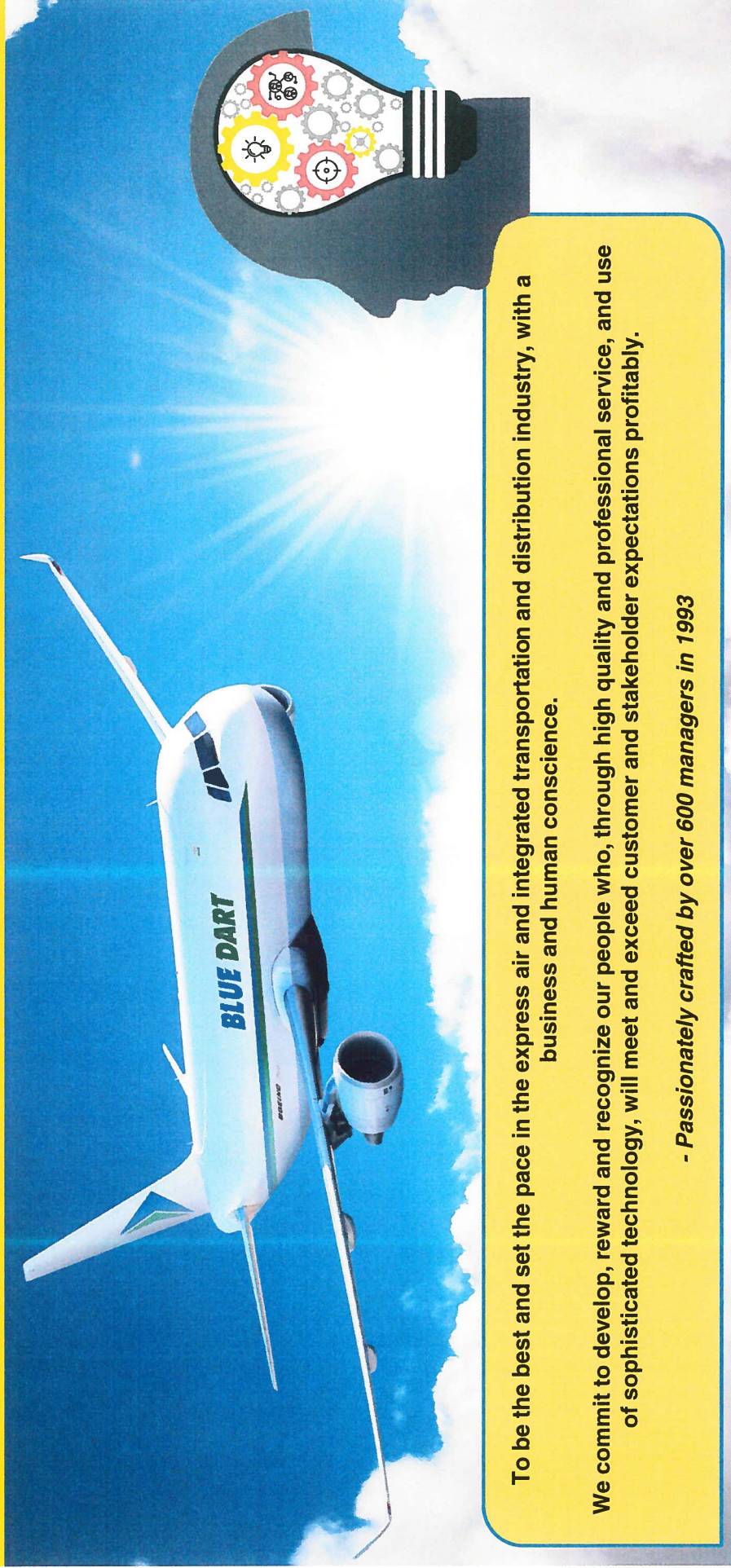
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Vision Statement

BLUE DART 



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



Blue Dart Directors & Key Managerial Personnel



Sharad Upasani
Chairman
Former Chief Secretary,
Government of Maharashtra



Balfour Manuel
Managing Director



R.S. Subramanian
Director
SVP/Country Manager,
DHL Express India



Narendra Sarda
Independent Director
Former Chairman of
Deloitte Haskins Sells &
Affiliates, India



**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.



Kavita Nair
Independent Director



Florian Bumberger
Director
Divisional CHRO, Chief of Staff &
Programs,
DHL eCommerce Solutions. Member
of the DPDHL Group HR Board.



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



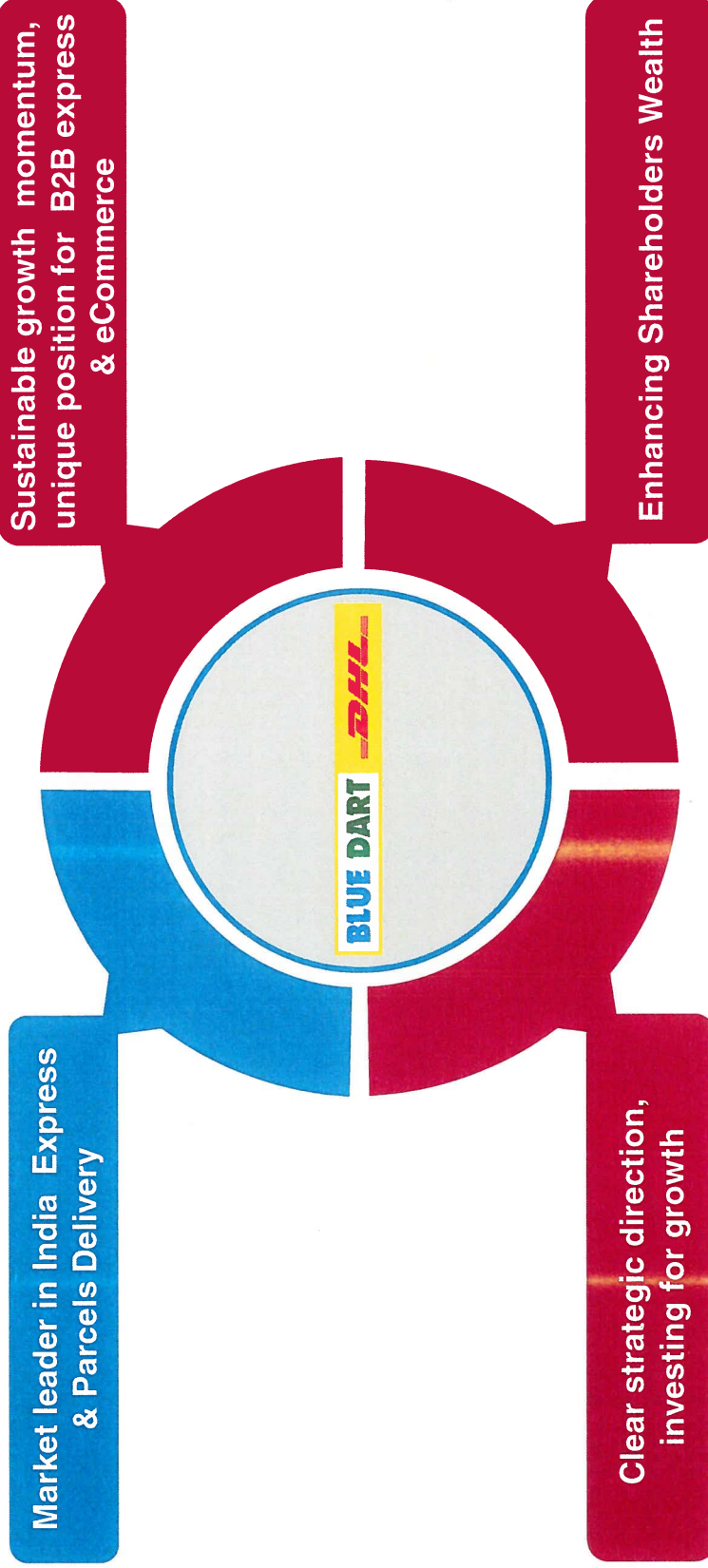
Aneel Gambhir
Chief Financial
Officer (CFO)



Tushar Gunderia
Head (Legal & Compliance)
& Company Secretary

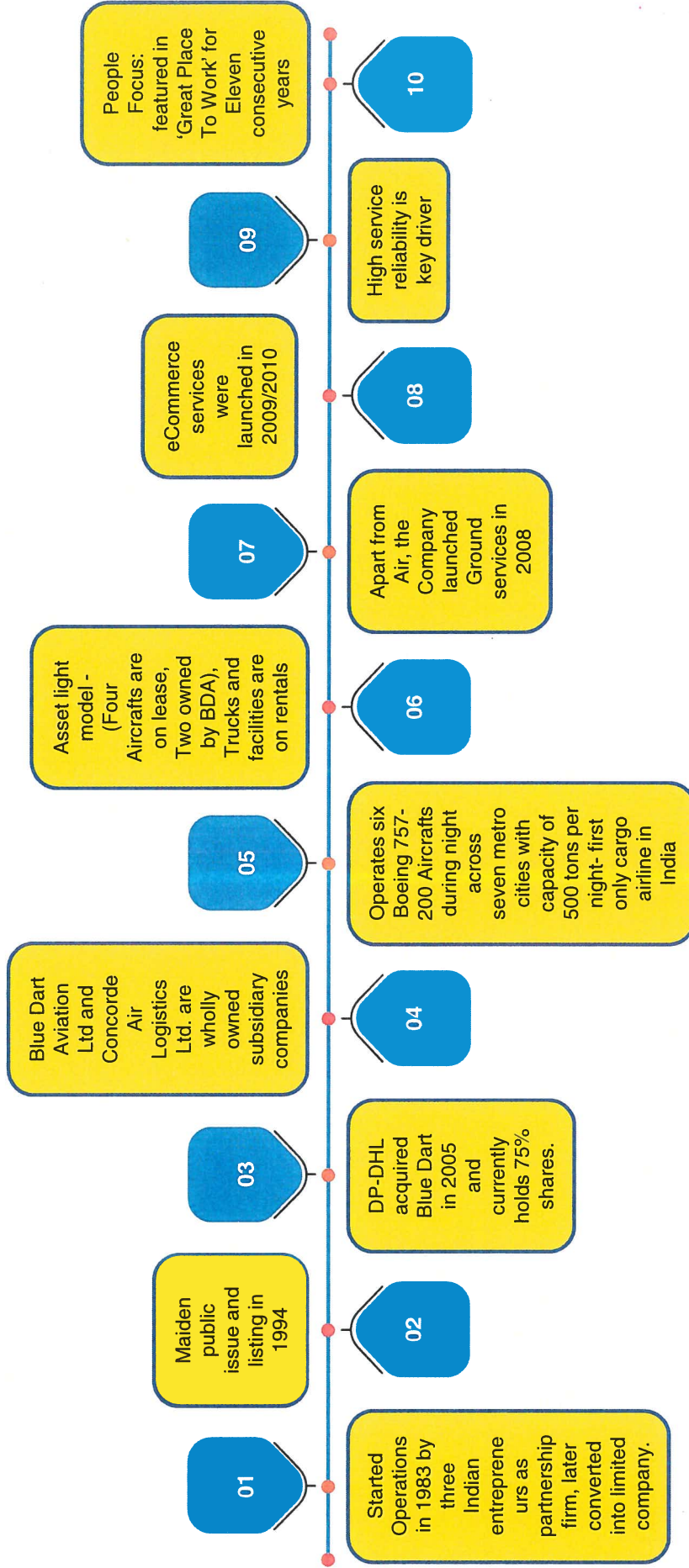


Blue Dart Investment Case Summary

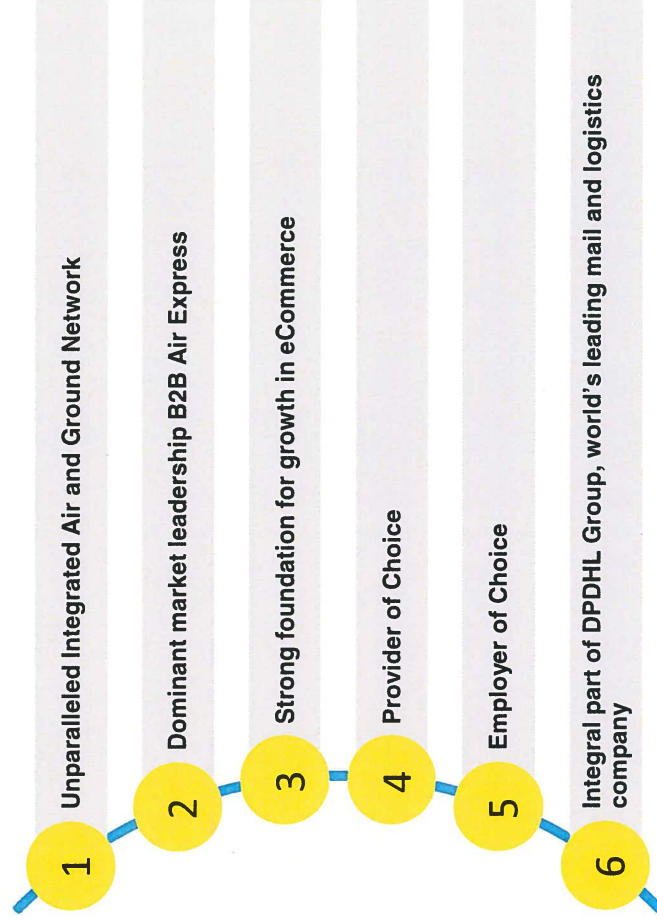
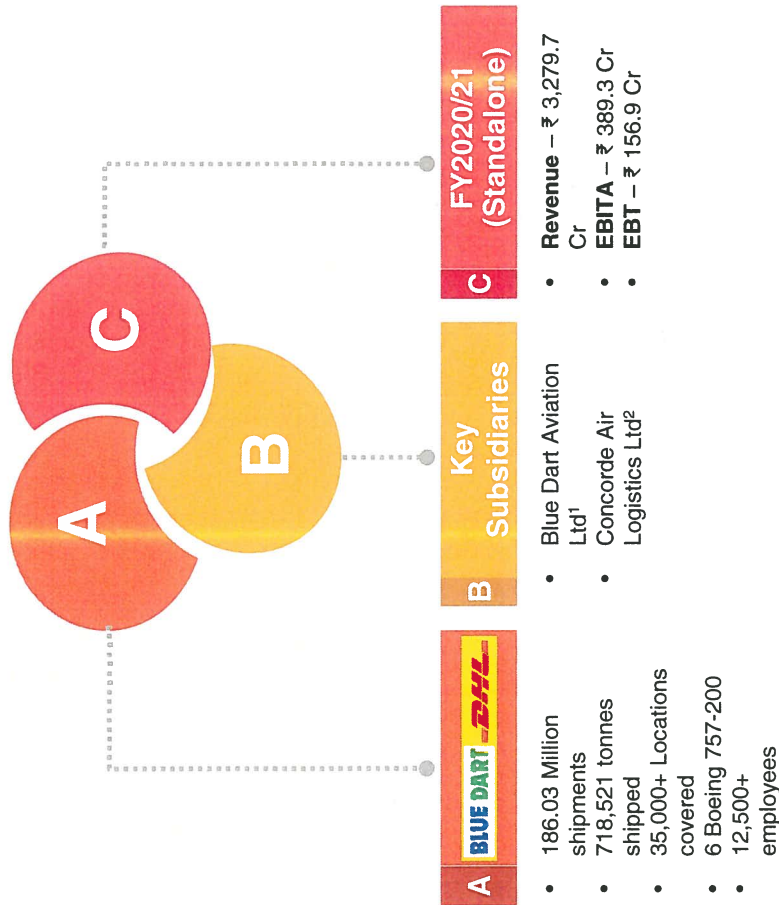


Knowing Blue Dart - Introduction

BLUE DART 



Blue Dart at a glance



1) BDA is the only domestic scheduled cargo airline in India. It operates on an exclusive basis for providing air express cargo services to Blue Dart Express Ltd. through its network of night operations to support customer demand
 2) IATA registered air cargo agent and licensed customs house agent (CHA)

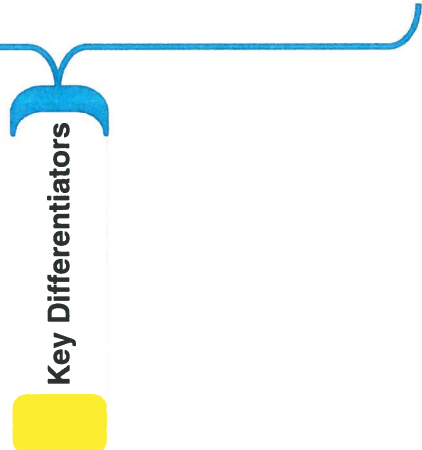


Blue Dart's leadership in India



Blue Dart is a premium market leader in India

- 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



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

BLUE DART 

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



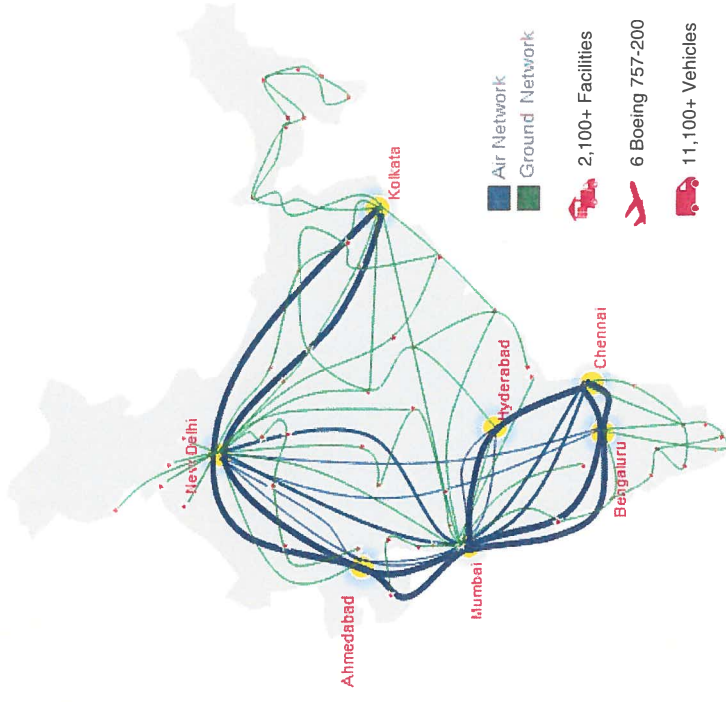
Integrated Air and Ground pan-India network



First mover in India Domestic Express

We provide clear Customer Value Proposition v/s our competitors

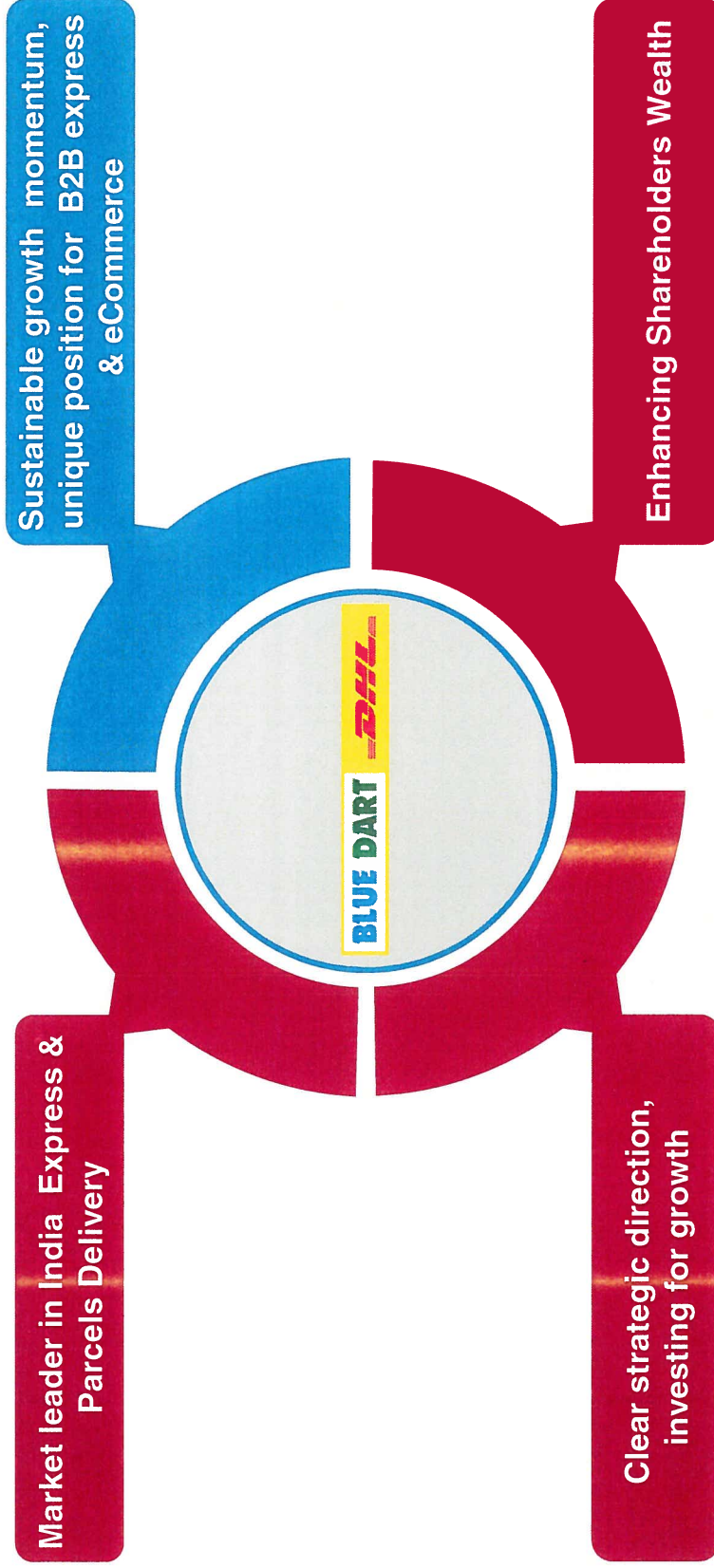
- **Extensive reach**
Optimized flight scheduling facilitating **late pick-ups and early deliveries**
- **Market leading transit times**
Superior control over operations resulting in **higher service reliability**



Blue Dart network is our key competitive differentiator



Blue Dart Investment Case Summary



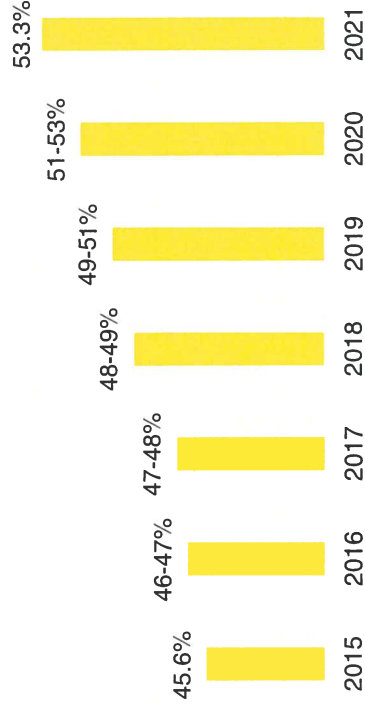
Clear market leadership in Organized Air Express



Organized Air Express

Blue Dart leads the Market Position

CAGR
Market @ 2%
Blue Dart @ 5%



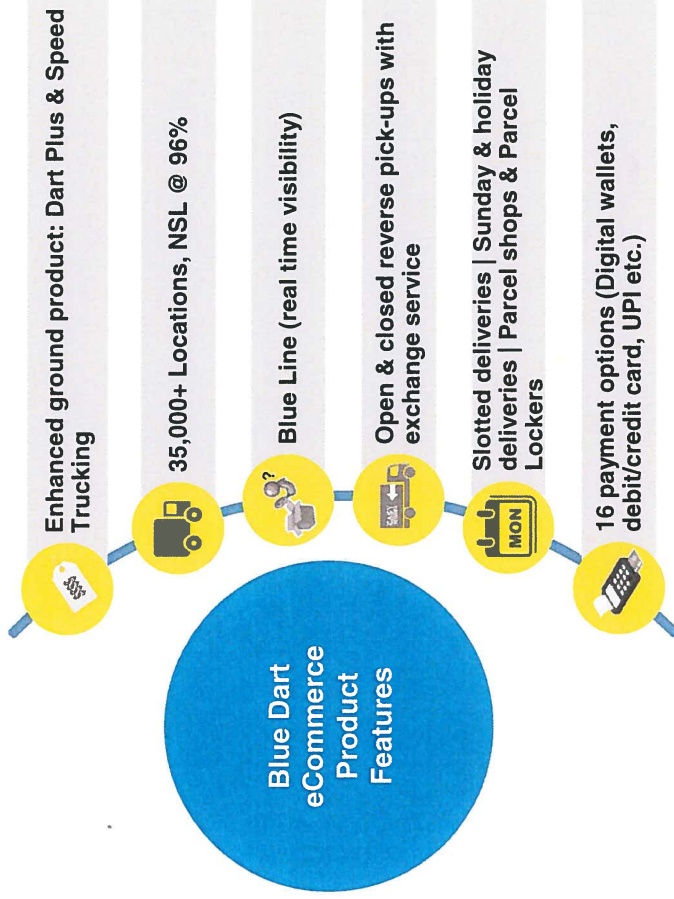
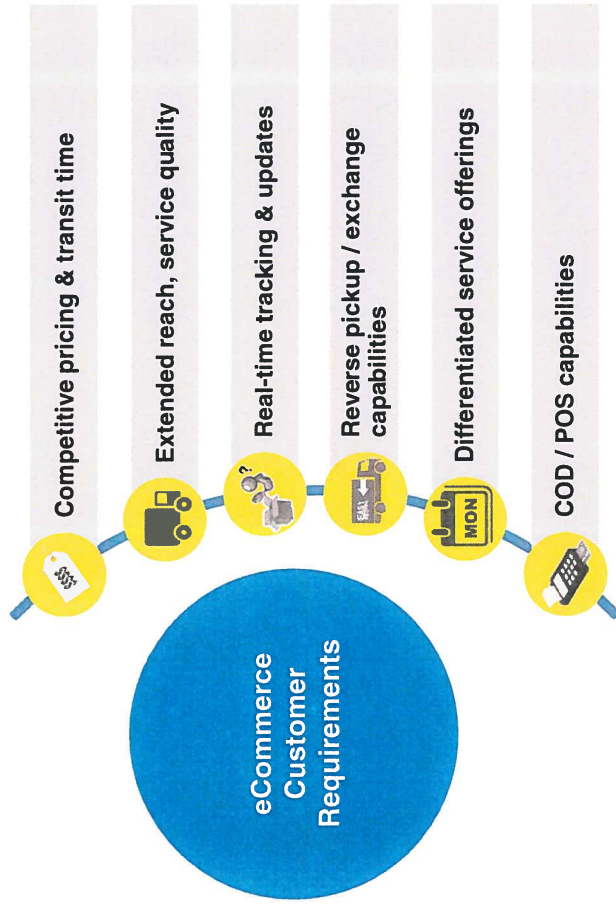
Market Share

Blue Dart has been increasing its market share in Organized Air Express

Note: All Market Share are by Revenue (BE). All figures for 2015 & 2021 from detailed Kearney study with confidence level of 2-3. 2016-2020 estimates with confidence level of 4 to 5



Growth foundation for eCommerce

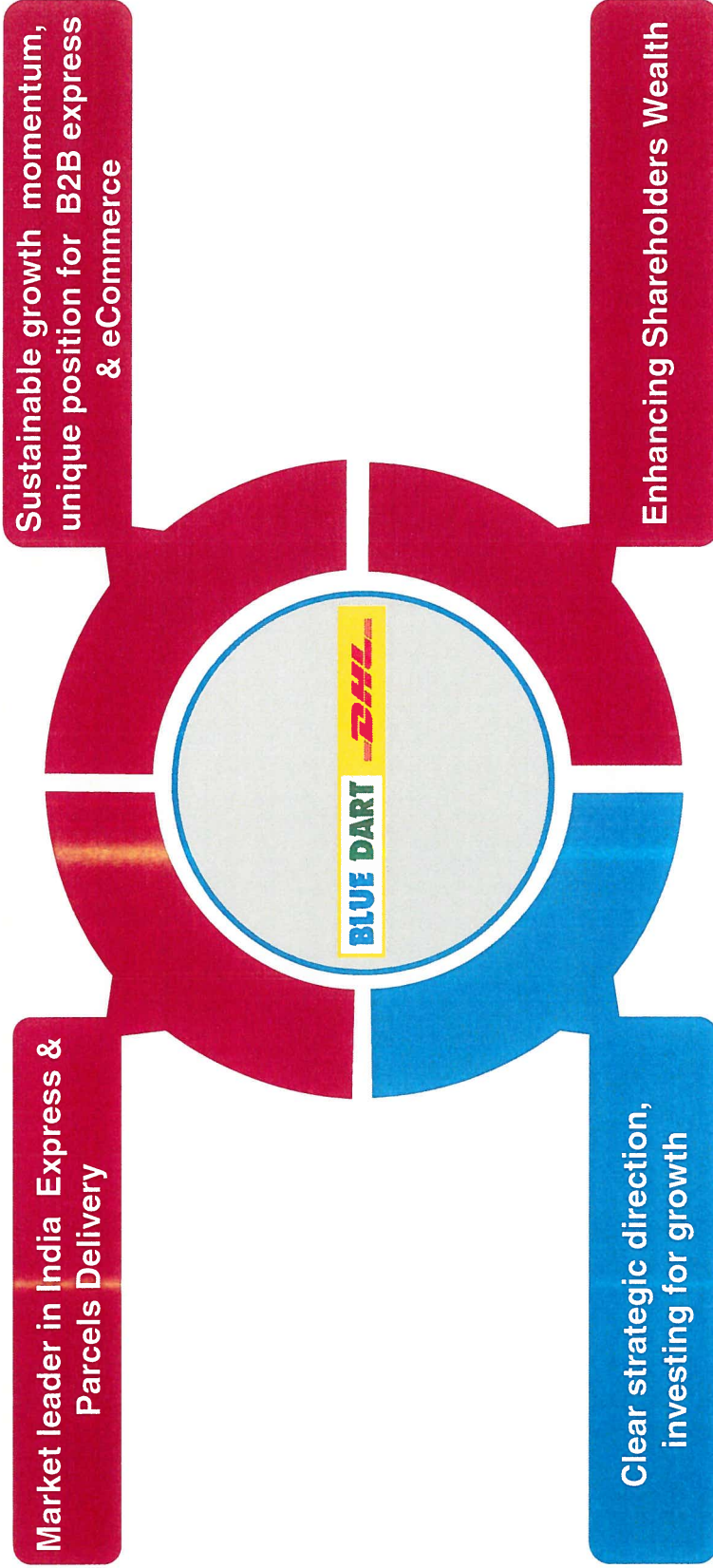


Note: Market Shares are by Revenue. Internal estimates
*Outsourced Market

Blue Dart is not participating in low yield business to gain market share instead we are looking at profitable growth.



Blue Dart Investment Case Summary



Structural market trends

BLUE DART 



A Period Of High Volatility and Major Dents to the Economy

- Weak consumer sentiment in 2018 & 2019 resulted in the slowing of economic momentum.
- In 2020, this was further impacted with the GDP growth going in negative territory due to Pandemic.
- The next few years will be base setting for the economy to cover up the shortfalls of past.



Regulations liberalization and simplification

- National Logistics Policy: To promote seamless movement of goods across the country
- National Air Cargo Policy: To make India among the top five air freight markets.
- Infrastructure Status to Logistics: To make it easier for investment inflows.



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.



Accelerating impact of process technology and automation

- Automation drives efficiencies
- Importance of data leads to new ways of running businesses
- Fast track implementation of digital solutions in the pandemic.

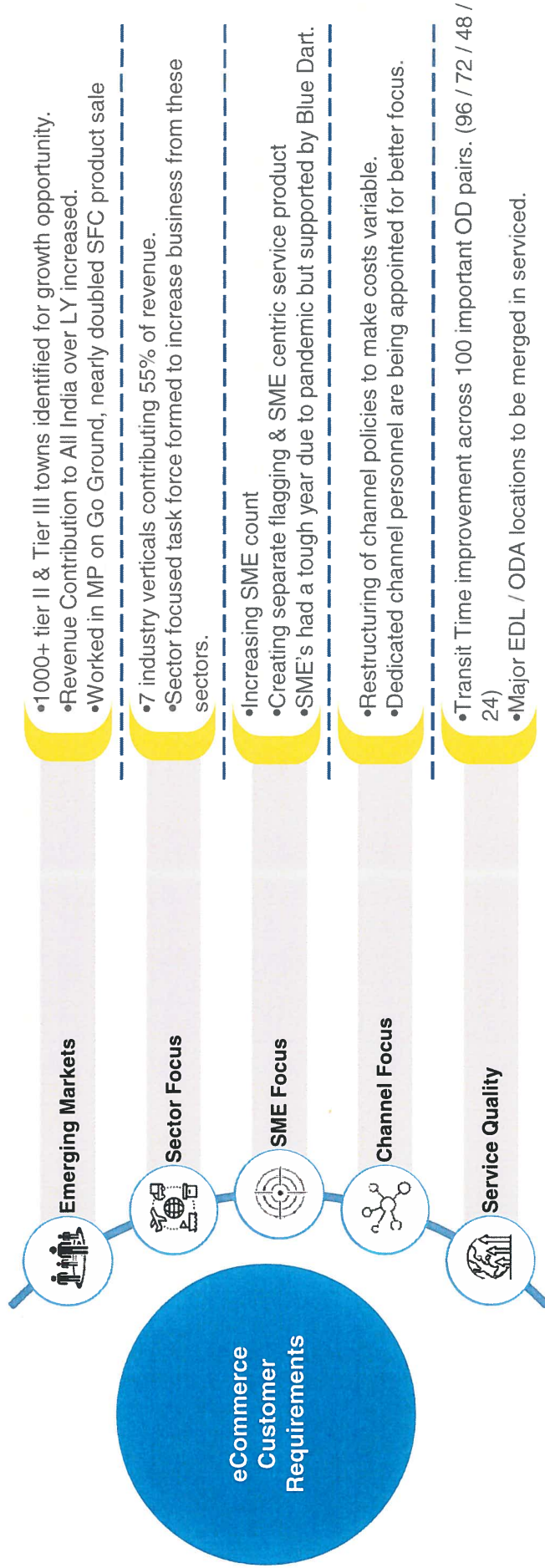
Blue Dart has a clear strategy to capitalize on these trends



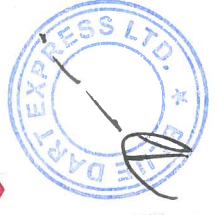
Maintains B2B market leadership



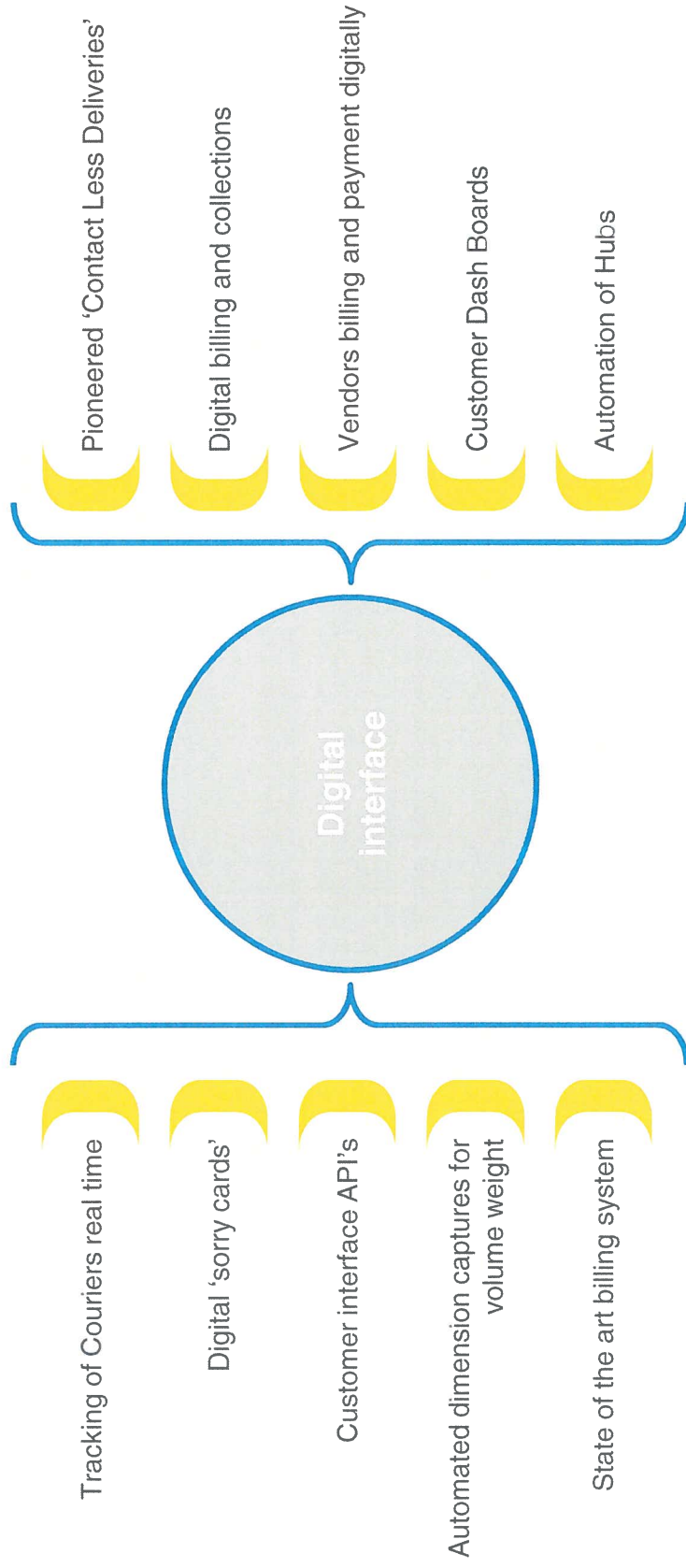
Blue Dart has a market leading position and has identified key levers to protect and grow the market share further on B2B Air & Ground.



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



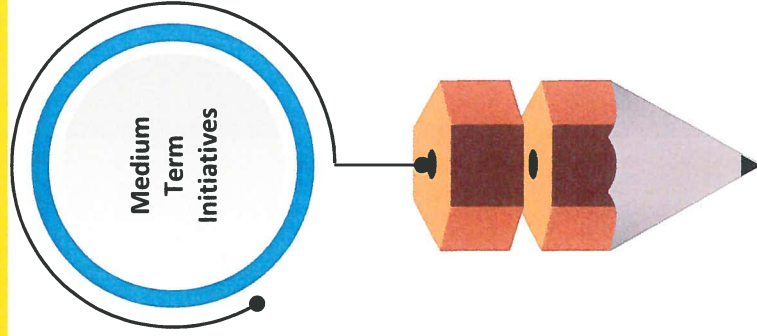
Digital interface: enabling better customer experience



Digitalisation initiatives to enhance customer experience



Corporate Business Strategy



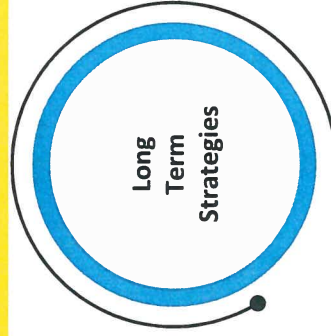
- ❖ With increasing urbanization, focus on centres of production which will change post pandemic as the new growth areas.
- ❖ Focus on FMCG, Automotive, Consumer Durables and Ready Made Garments for accelerated surface growth.
- ❖ Increase pin code coverage and footprint to cover 98% of Country's GDP
- ❖ 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⁽¹⁾, OCPK⁽²⁾ & DSO⁽³⁾ to improve profitability
- ❖ Reduce CO₂ emission, engage in education, humanitarian and disaster response
- ❖ Blue Dart is aligned on the ESG journey

**Maintain and
Grow Market Leadership**

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



Corporate Business Strategy



- ❖ Achieve and maintain leadership status and pole position in both Air and Ground express segments
- ❖ Air fleet enhancement
- ❖ Leverage improved infrastructure including Freight Corridors/Logistics Parks
- ❖ Continuously improve quality of operations for enhancing customer satisfaction
- ❖ Pursue product and service innovation
- ❖ Digitally enabled solutions and workforce
- ❖ Create state-of-the-art infrastructure
- ❖ Stay ahead of the curve by continuously investing in, and adopting, next generation technologies
- ❖ Aggressively invest in human capital development
- ❖ Develop leadership pipeline
- ❖ Continue to be the industry leader in delivering the triple bottom line and increase CO2 efficiency
- ❖ Socially responsible corporate- Blue Dart is aligned on the ESG journey

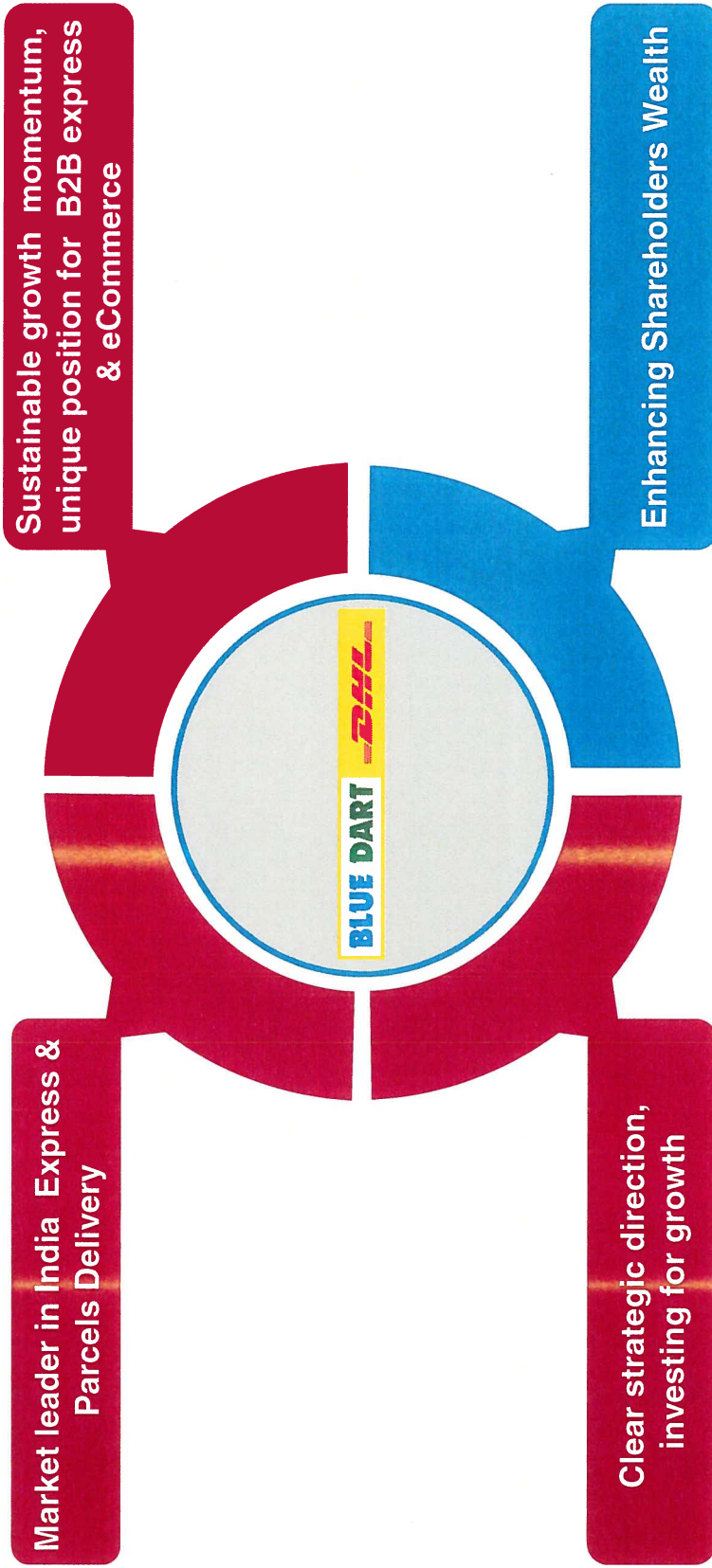
Maintain and Grow Market Leadership

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



Blue Dart Investment Case Summary

BLUE DART



Financial Track Record



Value Creation

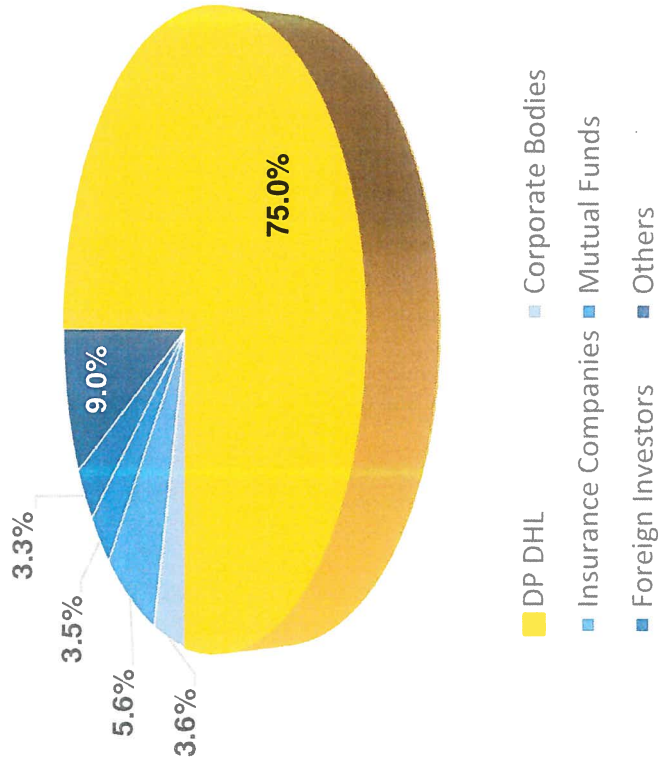
- High returns to shareholders

Dividend Paid

- Dividend of Rs. 15/- per share has been paid for the F.Y. 2020-21.
- Consistent track record of dividend payment till 2018-19.
- Interim Dividend of Rs. 25/- per share has been declared by the Board of Directors for the F.Y. 2021-22.



Shareholding pattern : January 2022



Major Bodies Corporates	
Derive Trading & Group	2.4%
Major Mutual Funds	
L & T Mutual Fund	1.6%
Kotak Mutual Fund	0.9%
Invesco India	0.2%

Major FPI	
First Sentier Investors	0.9%
AI Mehwar Commercials Invst	0.4%
Ishare Core Emerging Markets	0.3%
Major Insurance Companies	
ICICI Pru Life	3.5%
LIC of India	0.9%
Bajaj Allianz	0.8%

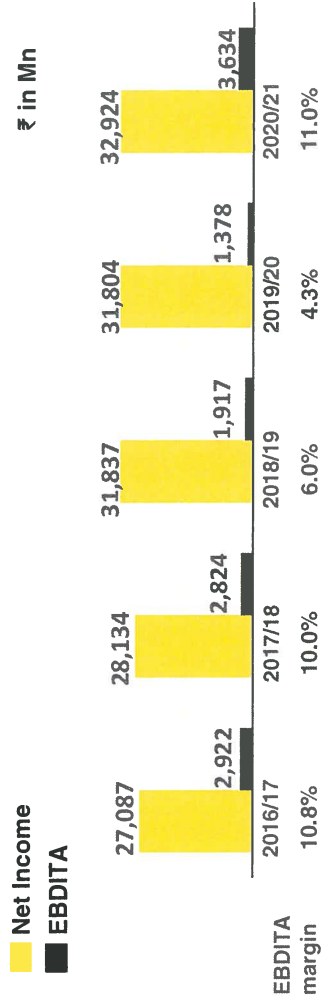


Consistent profitable growth track record



Consistent revenue growth

Revenue and Profitability



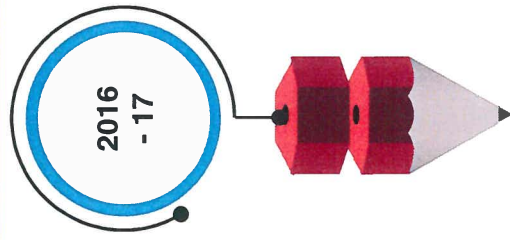
Consistent cash flow generation and growth investment



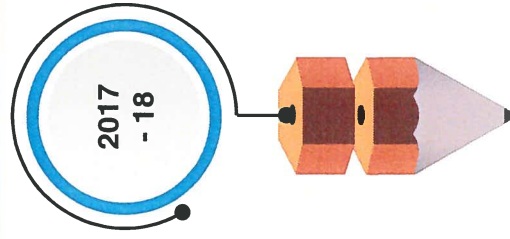
Blue Dart focuses on consistent profitability



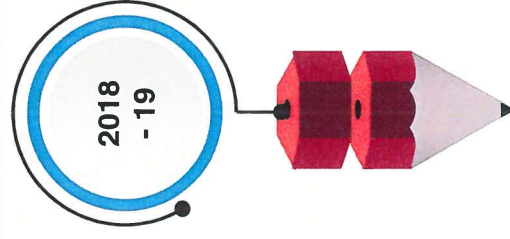
Regulatory reforms and expansion for better future



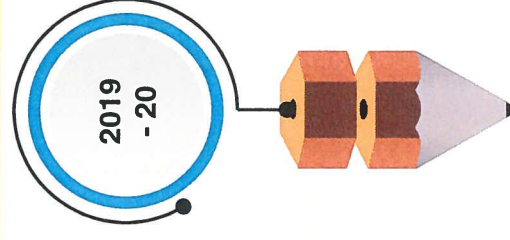
- Changes in DIPP for eCommerce business in Budget 2016
- Demonetization on November 8, 2016 impacted eCommerce Business more specifically COD business
- Demonetization Impact to B2B Revenue
- 6th 757 VTBDB Add Cost
- Swachh Bharat Cess Impact (post Nov 15)
- Strategic Project McKinsey



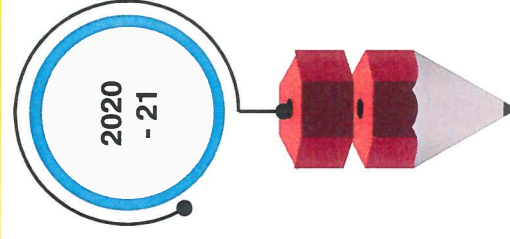
- Strategic Expansion Project - for better service to customers (Jan 18 to Mar 18)
- Pre-GST Stock clearances due to uncertainty on inputs credits
- Post GST - shipping impacted as businesses were not ready for GST system



- Strategic Expansion Project - for better service to customers
- Implementation of IND AS 115 - Revenue Recognition
- Rationalization (increase) of due to major rise in minimum wages by States
- Re-carding exercise by BFSI section based on RBI Rules



- Implementation of IND AS 116- Lease Accounting
- Impact of Exchange volatility for future lease liabilities
- Increase in PF contribution as a result of Supreme Court decision
- Right Sizing and business restructuring
- Covid-19 Global Pandemic and lockdown in March 2020

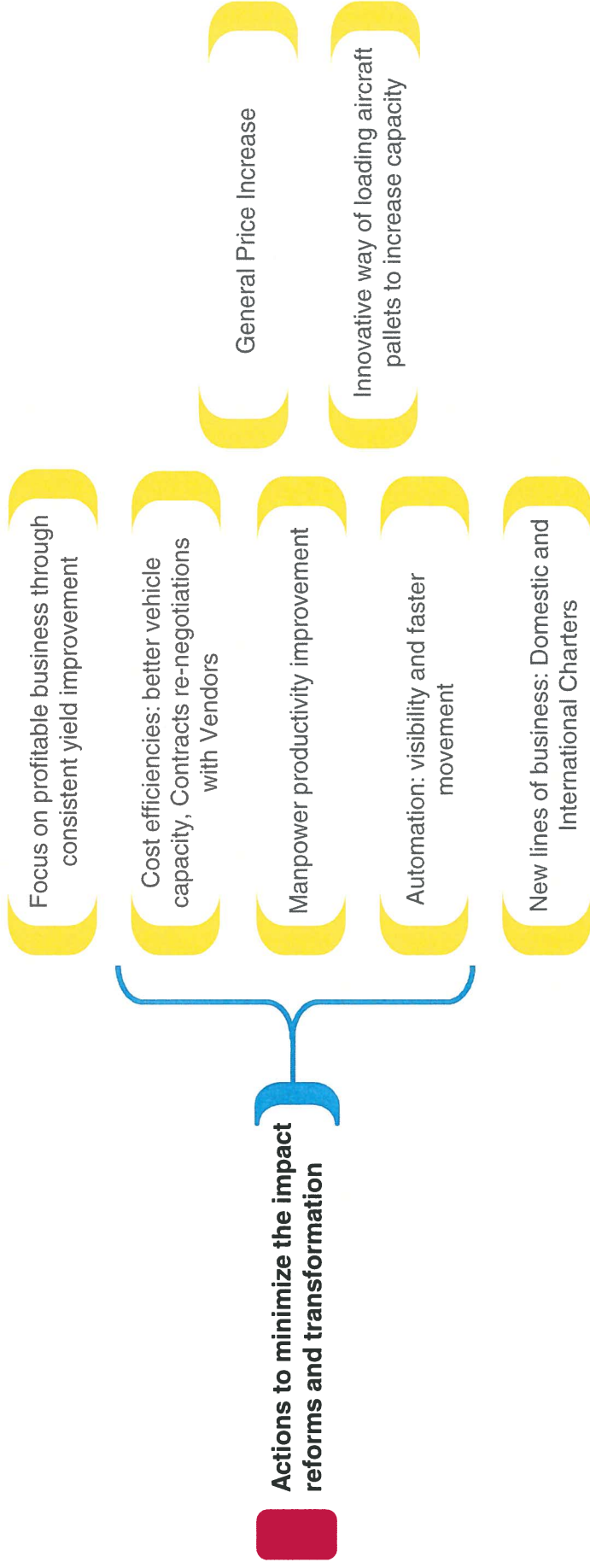


- Covid-19 Global Pandemic and lockdown continuing
- International Charter Opportunities
- Impact of Exchange volatility for future lease liabilities

Regulatory reforms impacted business and profits in last few years



Actions to minimize the impact reforms and transformation



Having laid the strong foundation through reforms, Exciting times ahead



Quarter-wise performance (Standalone)



₹ in Mn

Particulars	2020-21						2021-22					
	Q1	Q2	H1	Q3	9M	Q4	Year	Q1	Q2	H1	Q3	9M
	(Apr-Jun)	(Jul-Sep)	(Apr-Sep)	(Oct-Dec)	(Apr-Dec)	(Jan-Mar)	(Apr-Mar)	(Apr-Jun)	(Jul-Sep)	(Apr-Sep)	(Oct-Dec)	(Apr-Dec)
Income :												
Revenue from operations	4,142	8,644	12,786	10,349	23,135	9,662	32,797	8,648	11,236	19,884	12,548	32,431
EBITDA	-1,160	1,153	-7	1,841	1,833	1,801	3,634	892	1,690	2,582	2,117	4,699
Margin	-27.86%	13.31%	-0.06%	17.74%	7.90%	18.52%	11.04%	10.24%	14.96%	12.91%	16.77%	14.40%
EBT	-1,662	556	-1,106	1,216	110	1,201	1,311	394	1,198	1,592	1,632	3,224
Margin	-39.92%	6.42%	-8.62%	11.73%	0.47%	12.35%	3.98%	4.52%	10.60%	7.96%	12.93%	9.88%
Tax Expense	-383	142	-241	278	38	310	347	100	303	403	410	814
EAT	-1,279	414	-865	938	72	891	963	294	895	1,189	1,222	2,410
Margin	-30.73%	4.78%	-6.75%	9.04%	0.31%	9.16%	2.93%	3.37%	7.92%	5.94%	9.68%	7.39%
EPS (in ₹)	-53.92	17.44	-36.48	39.52	3.05	37.54	40.59	12.38	37.71	50.09	51.49	101.58

EBITDA / EBT / EAT are after exceptional items

Successful turnaround with robust performance



Consolidated Quarter-wise performance



₹ in Mn

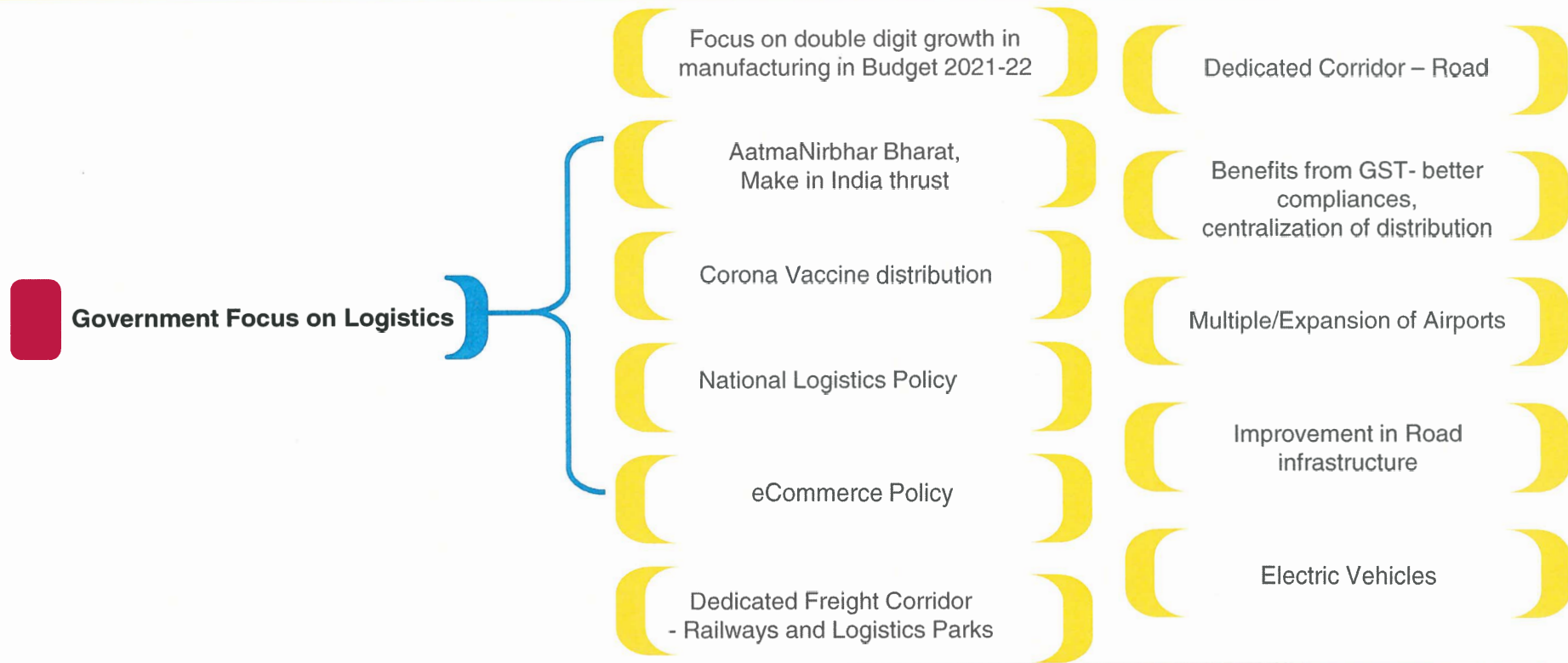
Particulars	2020-21							2021-22				
	Q1	Q2	H1	Q3	9M	Q4	Year	Q1	Q2	H1	Q3	9M
	(Apr-Jun)	(Jul-Sep)	(Apr-Sep)	(Oct-Dec)	(Apr-Dec)	(Jan-Mar)	(Apr-Mar)	(Apr-Jun)	(Jul-Sep)	(Apr-Sep)	(Oct-Dec)	(Apr-Dec)
Income :												
Revenue from operations	4,162	8,666	12,827	10,371	23,198	9,683	32,881	8,662	11,236	19,898	12,548	32,446
EBITDA	-399	1,991	1,592	2,659	4,251	2,557	6,807	1,657	2,455	4,112	2,880	6,992
Margin	-9.52%	22.85%	12.34%	25.50%	18.82%	26.21%	20.58%	18.98%	21.73%	20.53%	22.70%	21.37%
EBT	-1,632	571	-1,062	1,239	178	1,220	1,398	416	1,220	1,637	1,654	3,290
Margin	-38.97%	6.55%	-8.23%	11.88%	0.76%	12.51%	4.23%	4.77%	10.80%	8.17%	13.03%	10.06%
Tax Expense	-374	147	-226	286	60	320	380	104	315	418	420	838
EAT	-1,258	423	-835	953	118	900	1,018	313	906	1,218	1,234	2,452
Margin	-30.05%	4.86%	-6.47%	9.14%	0.51%	9.22%	3.08%	3.58%	8.01%	6.08%	9.72%	7.50%
EPS (in ₹)	-53.04	17.84	-35.2	40.17	4.98	37.93	42.91	13.18	38.16	51.34	52.01	103.35

EBITDA / EBT / EAT are after exceptional items

Successful turnaround with robust performance



Way Forward: Opportunities Galore



Having laid the strong foundation through reforms, Exciting times ahead



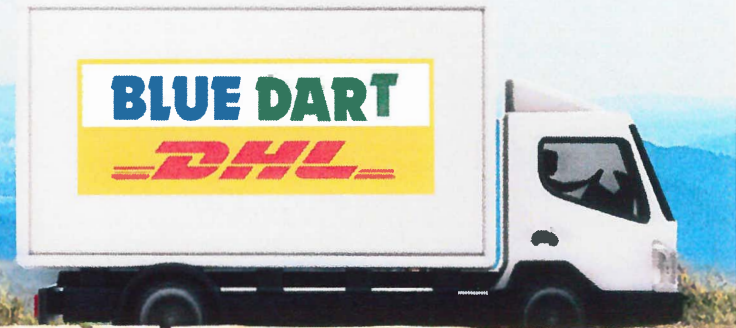
Wrap-up



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





Thank You

