

February 01, 2024

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

February 2024





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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





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



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

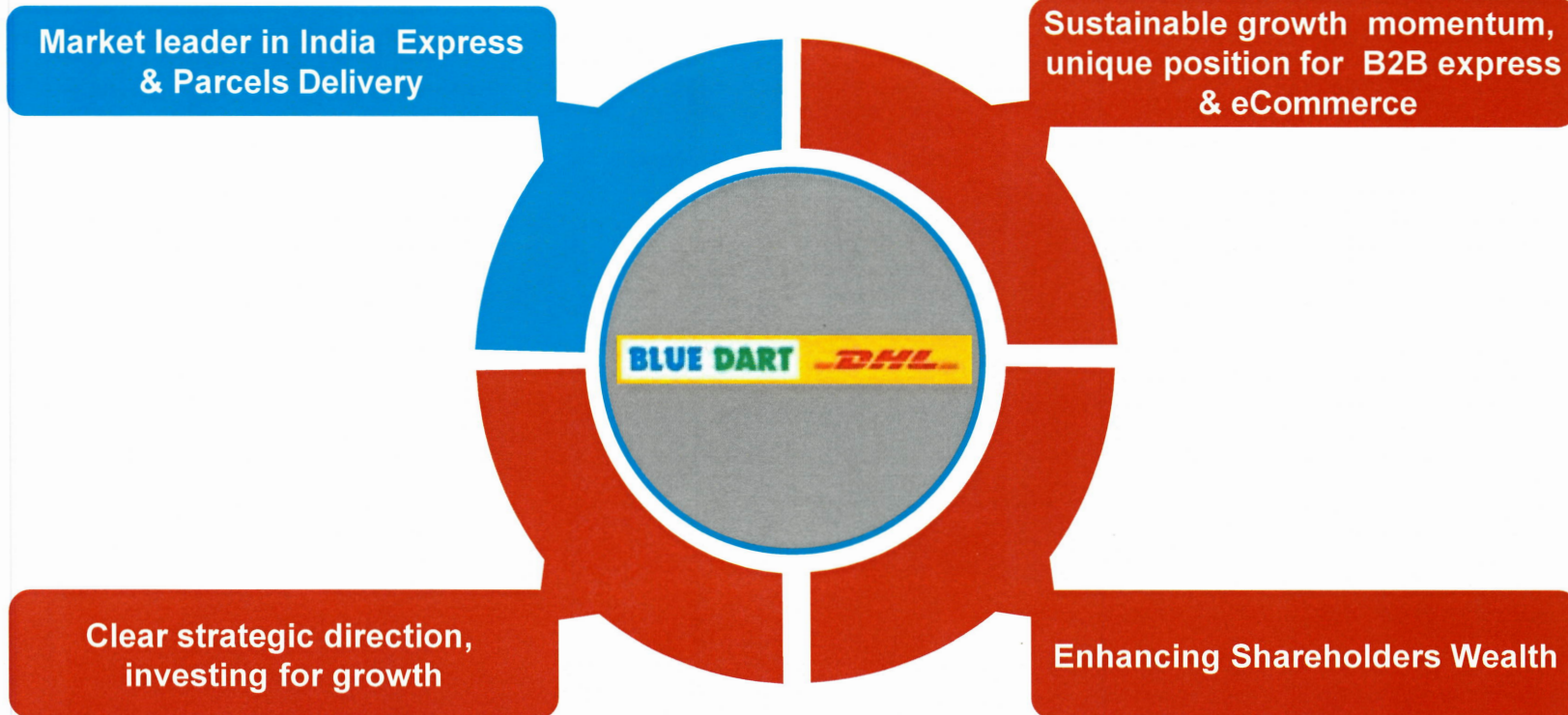


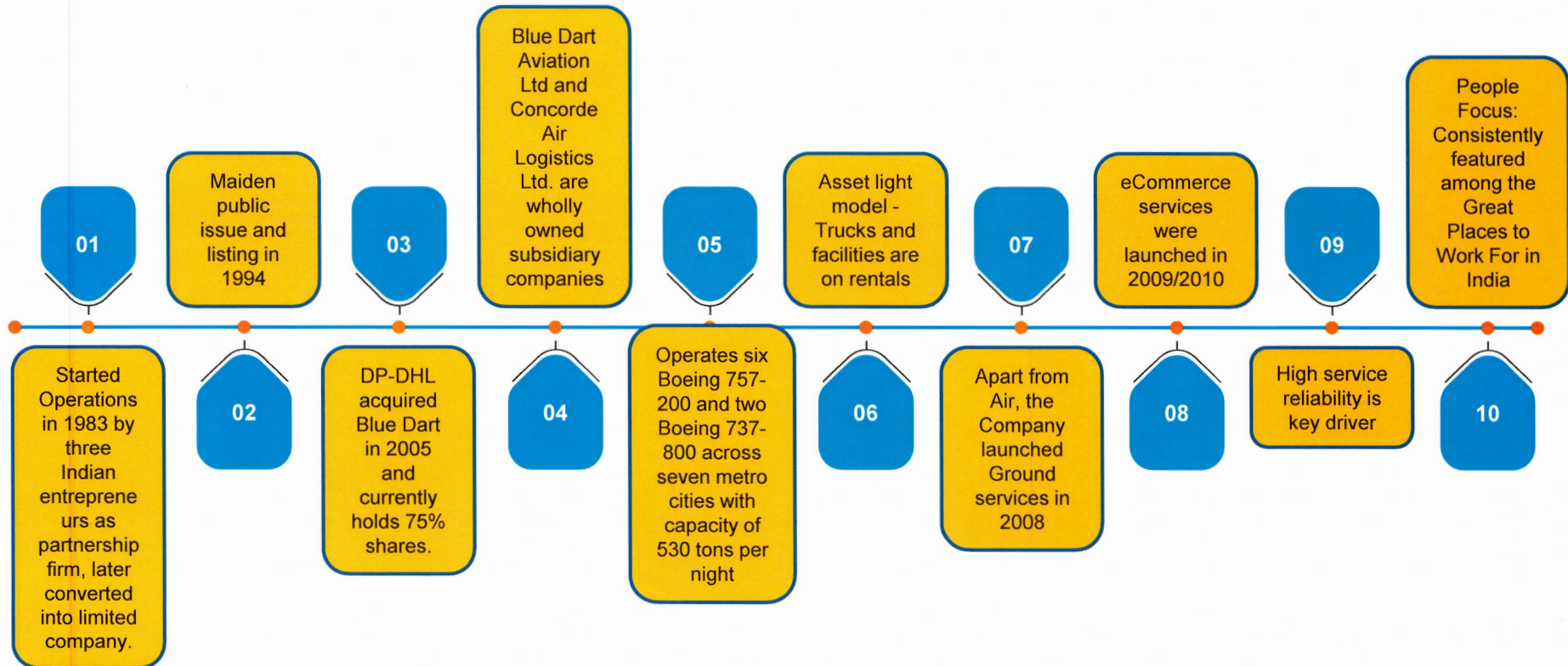
Sudha Pai
Chief Financial
Officer

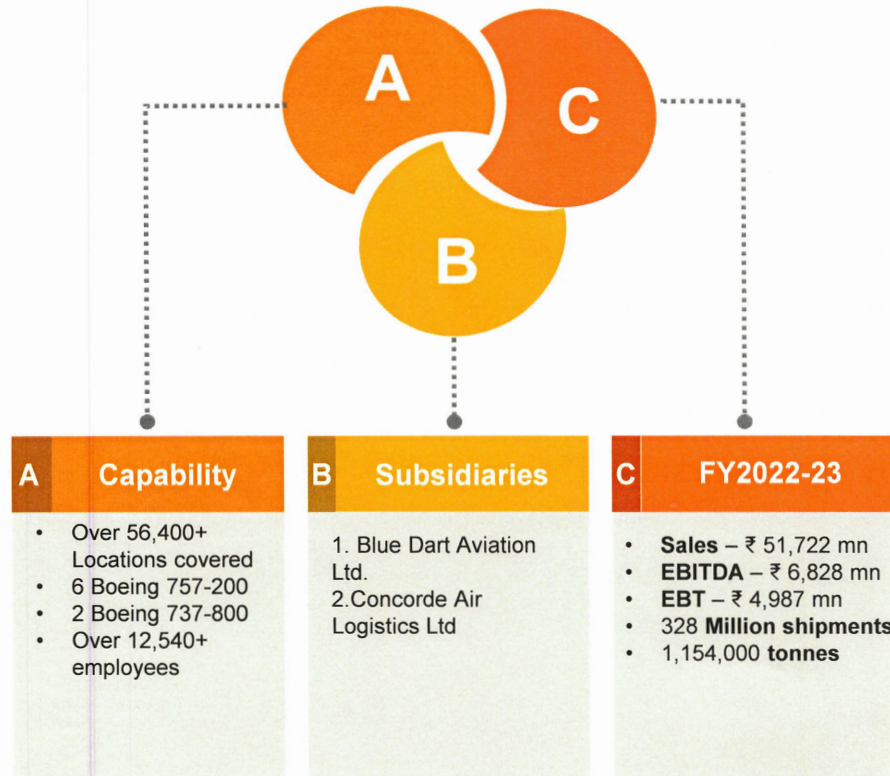


Tushar Gunderia
Head (Legal & Compliance)
& Company Secretary









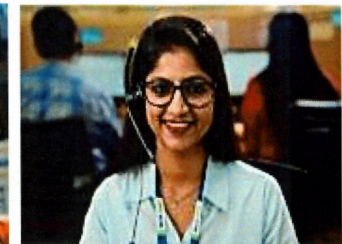
- 1 Unparalleled Integrated Air and Ground Network
- 2 Dominant market leadership B2B Air Express
- 3 Strong foundation for growth in eCommerce
- 4 Provider of Choice
- 5 Employer of Choice
- 6 Integral part of DPDHL Group, world's leading mail and logistics company



Blue Dart 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



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.



First mover in India Domestic Express

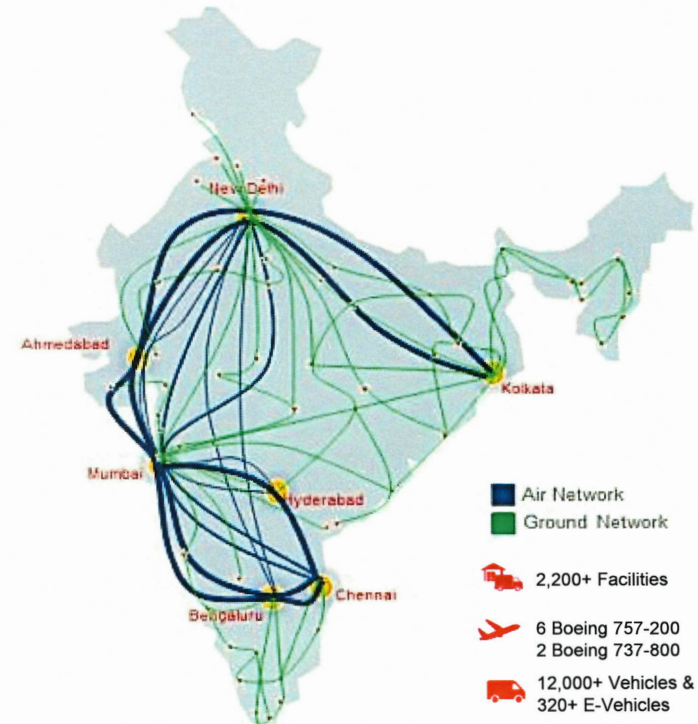
We provide clear Customer Value Proposition v/s our competitors

- **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**

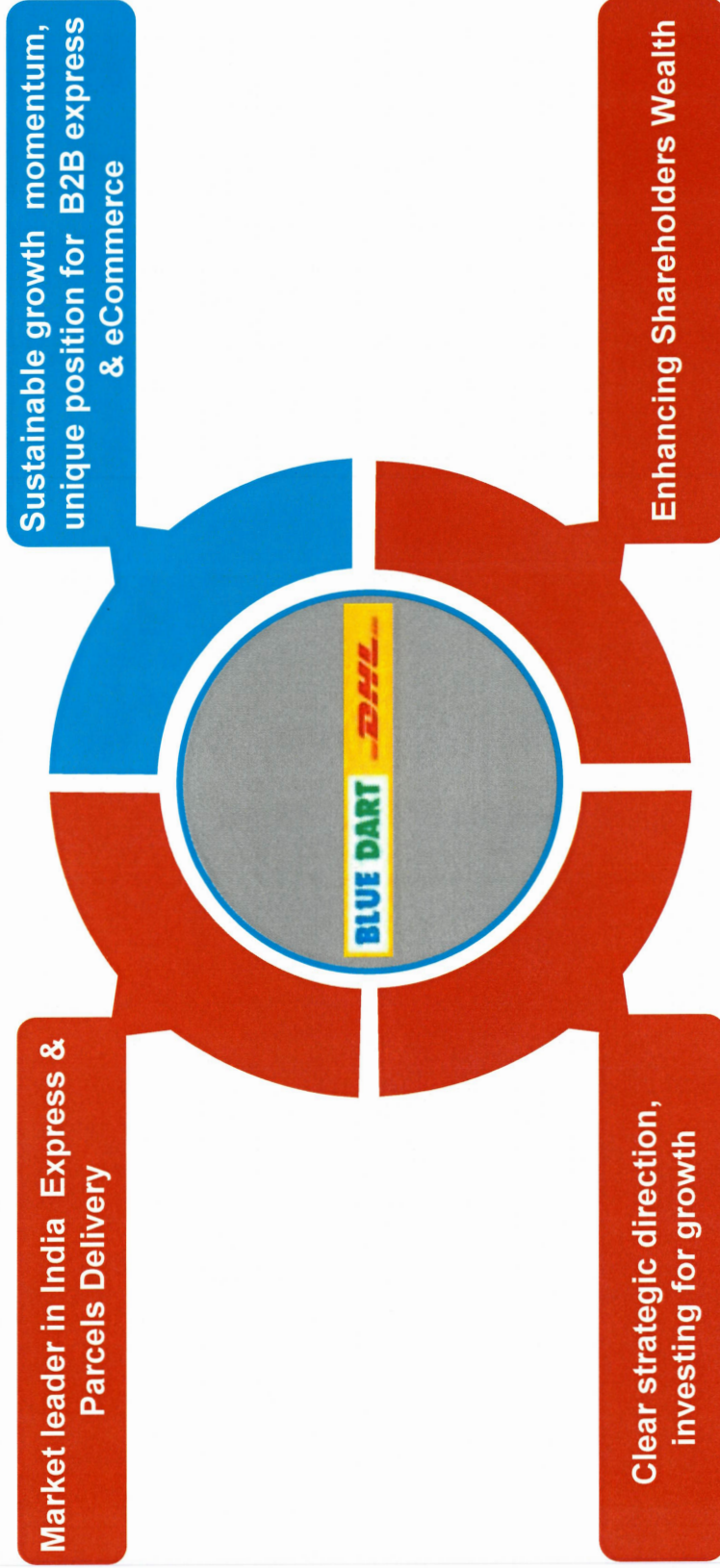


Blue Dart network is our key competitive differentiator

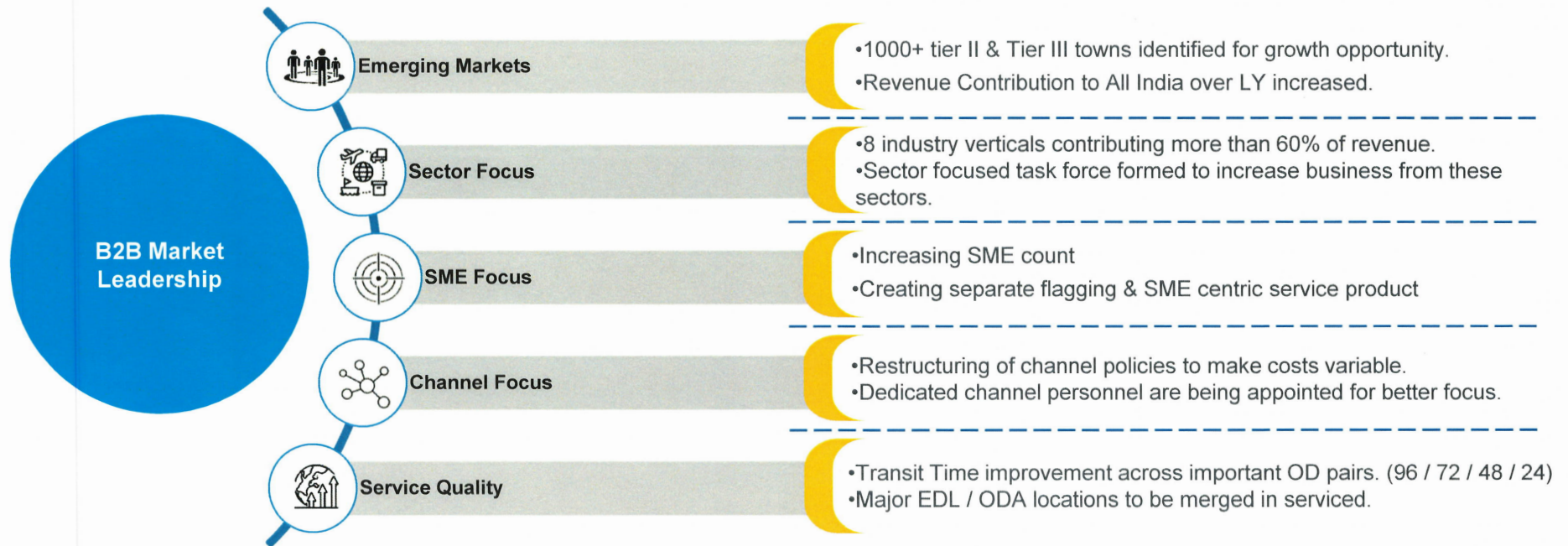




Blue Dart Investment Case Summary



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

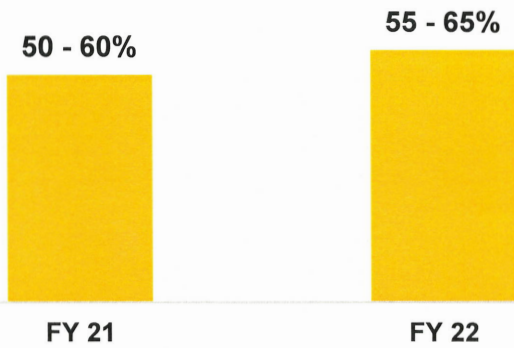




Blue Dart Market share

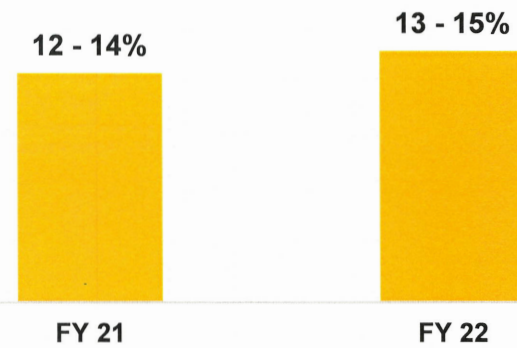


Organized Air B2B Express



Blue Dart Market Share

Organized Surface B2B Express

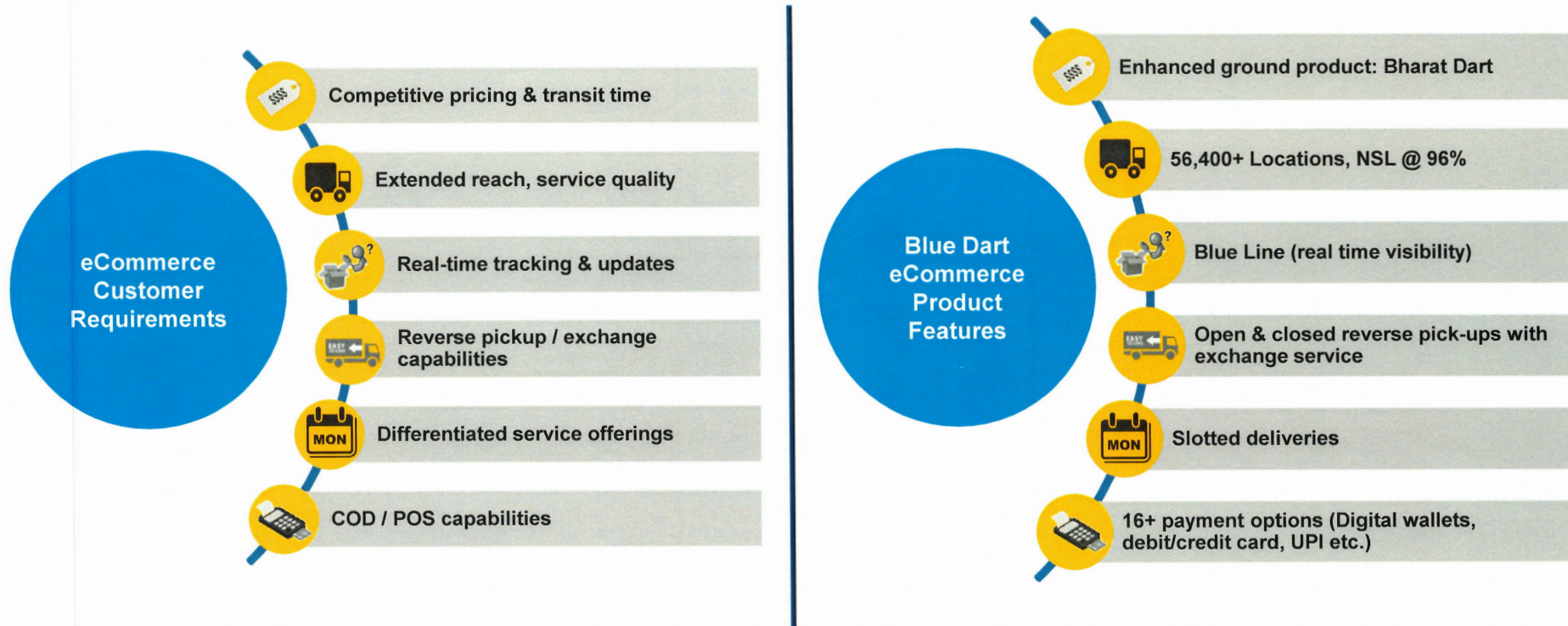


Blue Dart Market Share

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



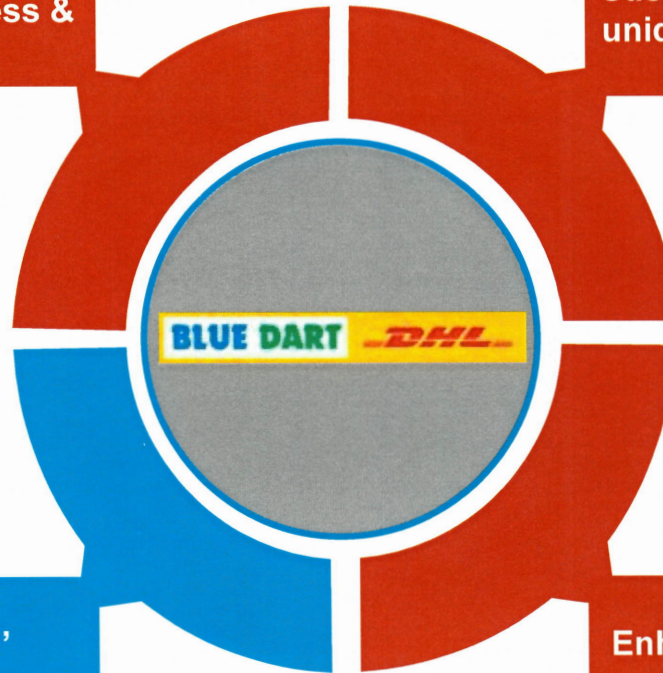


Blue Dart believes in growing business profitably.



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





India remains resilient amid the global economic storm

- India stands out as most resilient among leading economies; will become the third largest in the world and cross the \$5 trillion mark by FY 2027-28. (11th Jan 2024)
- India's story in the past should be a guide moving forward, where the people of India have met the challenges post-COVID and have built the recovery on a strong footing.



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

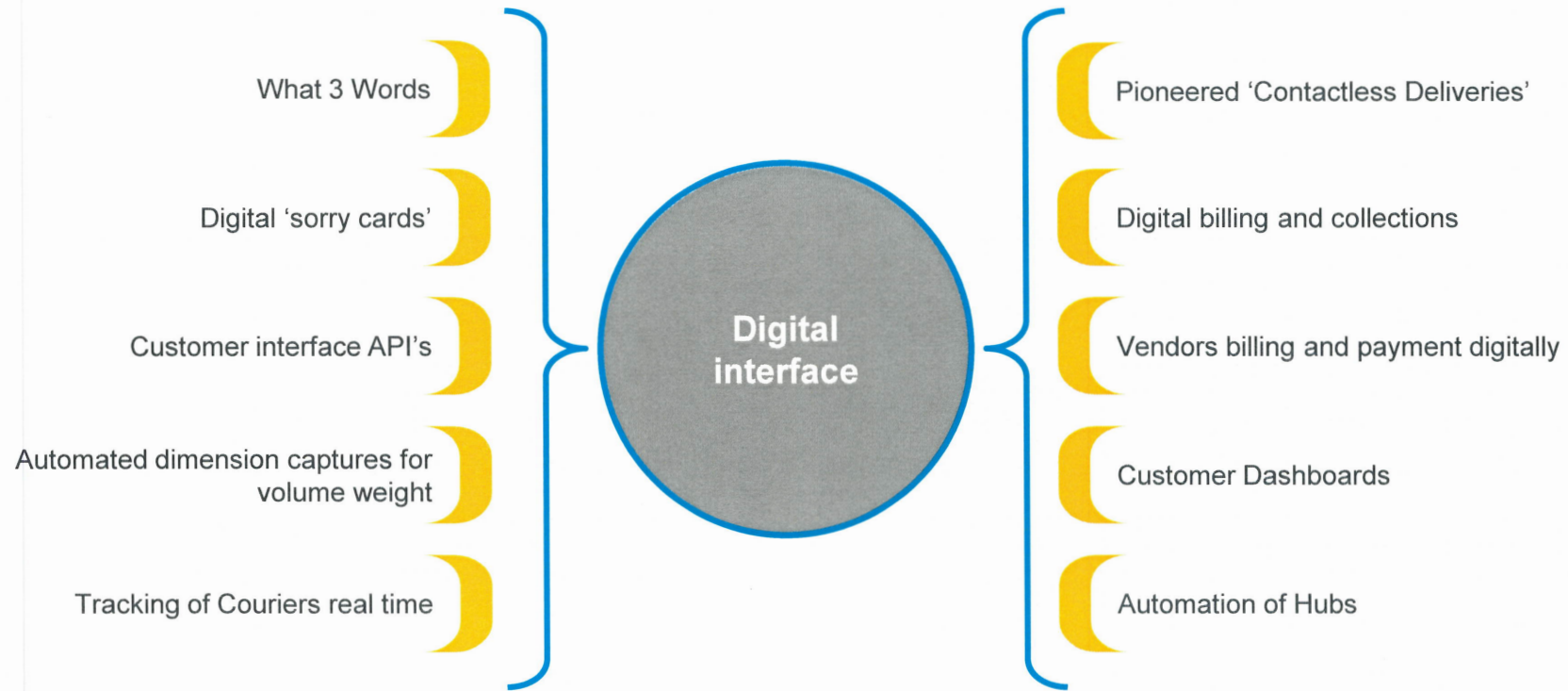
- Post Pandemic accelerated growth in eCommerce observed.
- Multi-channel delivery approach for B2C
- Draft eCommerce Policy: Aims to ensure there are more service providers available to consumers and sellers to ensure no monopolies are created.
- Open Network for Digital Commerce a GOI initiative to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



Accelerating impact of process technology and automation

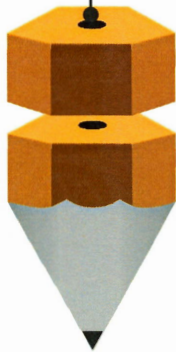
- Drone based last mile deliveries
- AI / ML solutions built on Data to drive business decisions
- Driving efficiencies through Automation
- Fast track implementation of digital solutions

Blue Dart has a clear strategy to capitalize on these trends



Digitalisation initiatives to enhance customer experience



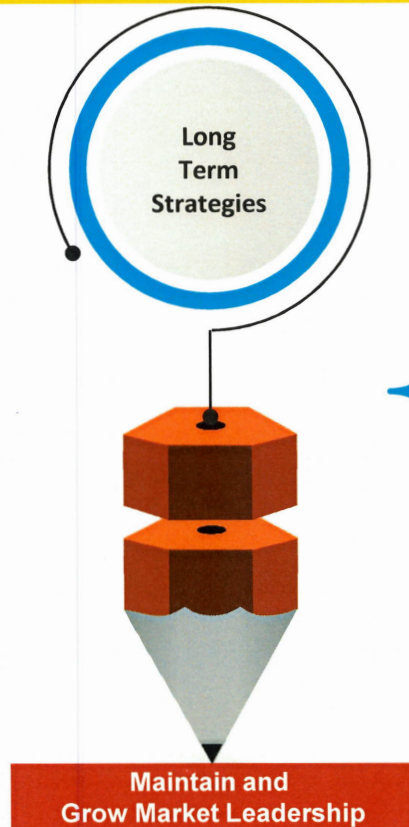


Maintain and Grow Market Leadership

- ❖ 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
 - Signed the CNN pledge by UNFCCC, a commitment to ambitious CO₂ reduction targets

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

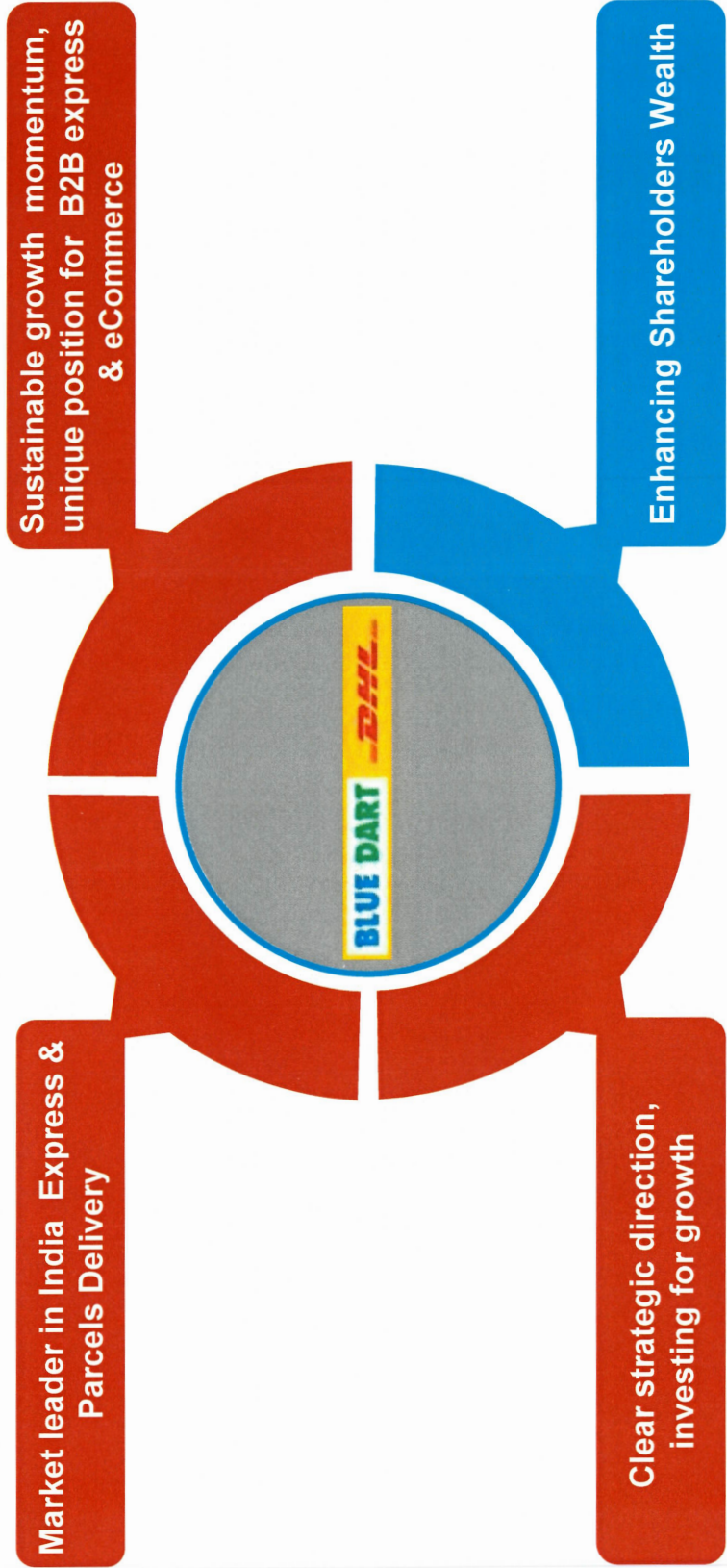


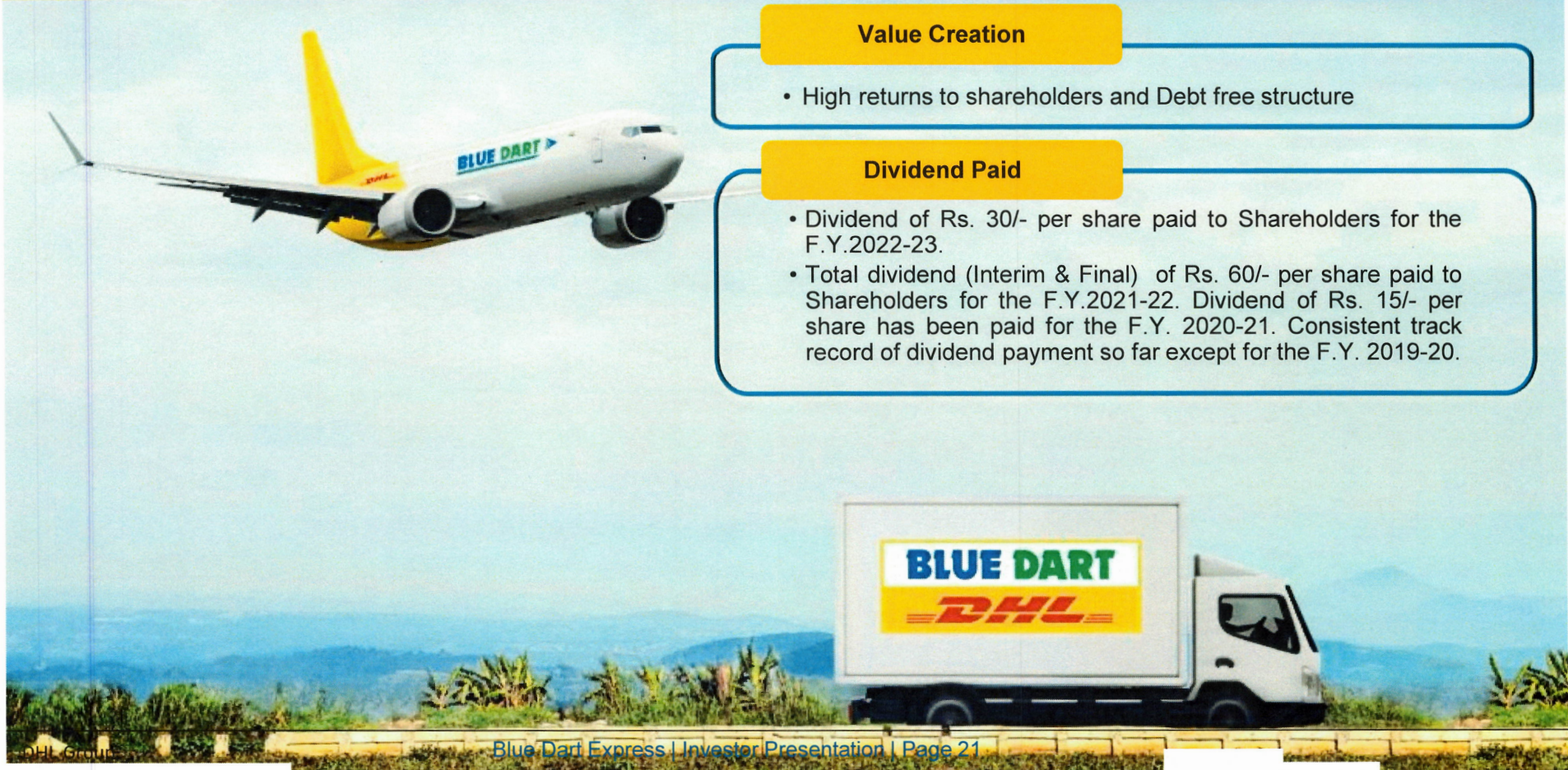


- ❖ Achieve and maintain leadership status and pole position in both Air and Ground express segments
- ❖ Air fleet enhancement
- ❖ Leverage improved infrastructure including Freight Corridors/Logistics Parks
- ❖ Continuously improve quality of operations for enhancing customer satisfaction
- ❖ Pursue 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



Blue Dart Investment Case Summary





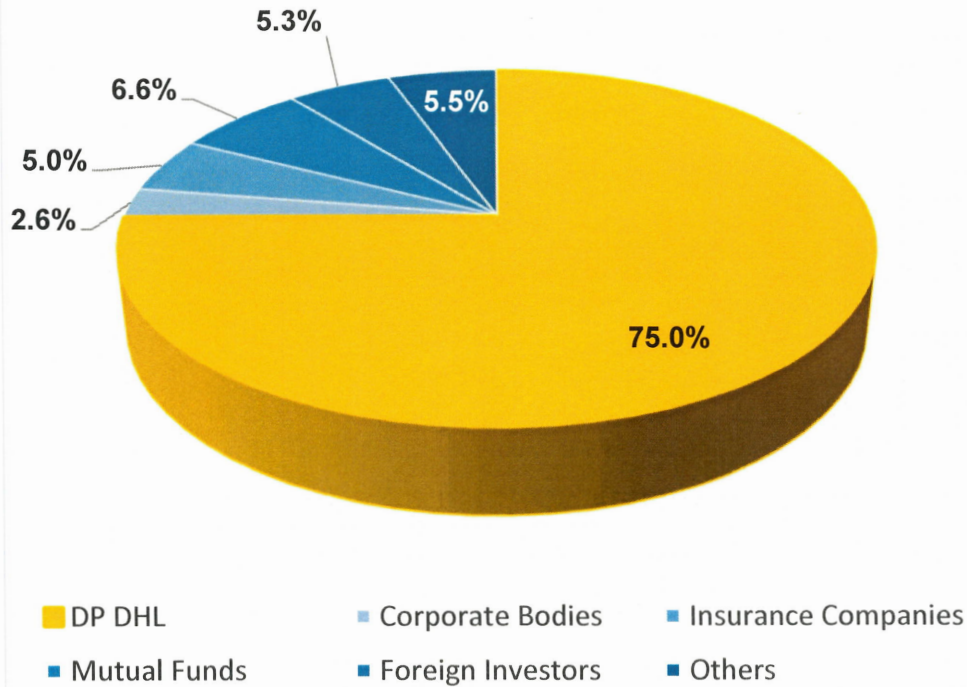
Value Creation

- High returns to shareholders and Debt free structure

Dividend Paid

- Dividend of Rs. 30/- per share paid to Shareholders 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 : December 31, 2023



Major Body Corporates

Derive Trading & Group	2.2%
------------------------	------

Major Mutual Funds

Kotak Mutual Fund	2.2%
Nippon Life	1.2%
Canara Robeco	0.7%

Major FPI

First Sentier Investors	1.2%
Vanguard	0.9%
Fidelity	0.8%

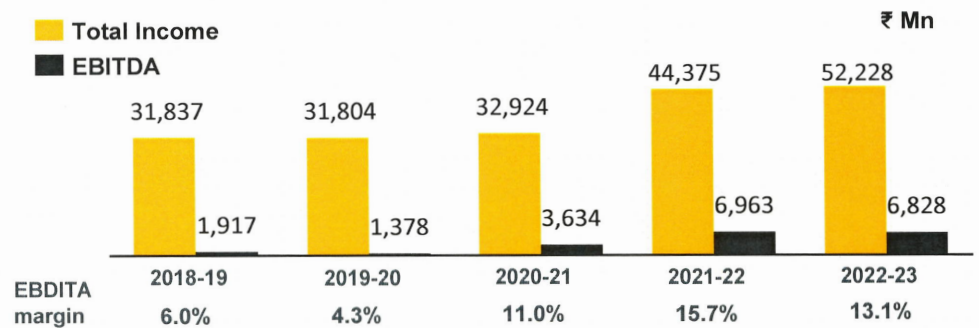
Major Insurance Companies

ICICI Pru Life	2.8%
Bajaj Allianz	0.6%
HDFC Life	0.5%

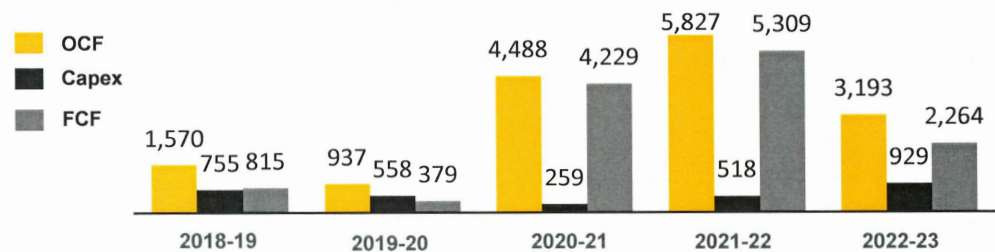


Consistent revenue growth

Revenue and Profitability



Consistent cash flow generation and growth investment



Blue Dart focuses on consistent profitability



₹ Mn

Particulars	2022-23						2023-24			
	Q1	Q2	Q3	9M	Q4	Year	Q1	Q2	Q3	9M
	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Apr-Dec)	(Jan-Mar)	(Apr-Mar)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Apr-Dec)
Revenue from operations	12,933	13,253	13,371	39,557	12,166	51,722	12,376	13,245	13,829	39,450
EBITDA	2,010	1,749	1,645	5,404	1,424	6,828	1,291	1,456	1,570	4,317
Margin	15.42%	13.07%	12.18%	13.54%	11.57%	13.07%	10.30%	10.87%	11.17%	10.80%
EBT	1,566	1,288	1,189	4,043	945	4,987	801	953	1,050	2,804
Margin	12.01%	9.63%	8.80%	10.13%	7.67%	9.55%	6.39%	7.11%	7.47%	7.01%
Tax Expense	394	367	320	1,082	241	1,323	204	240	235	678
EAT	1,172	920	869	2,961	703	3,664	597	713	816	2,126
Margin	8.99%	6.88%	6.43%	7.42%	5.71%	7.02%	4.77%	5.32%	5.80%	5.32%
EPS (in ₹)	49.38	38.78	36.64	124.80	29.63	154.43	25.18	30.04	34.37	89.59

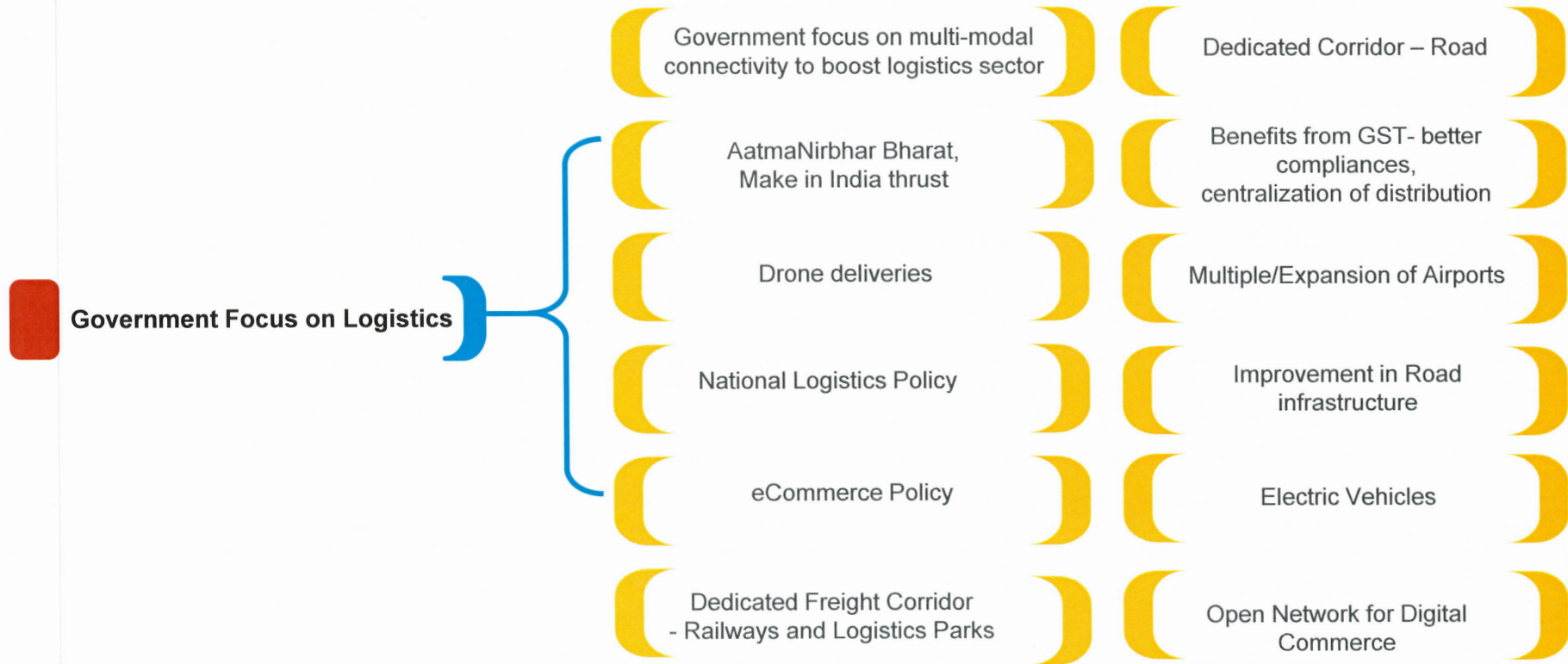
Continued performance in challenging times

₹ Mn

Particulars	2022-23						2023-24			
	Q1	Q2	Q3	9M	Q4	Year	Q1	Q2	Q3	9M
	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Apr-Dec)	(Jan-Mar)	(Apr-Mar)	(Apr-Jun)	(Jul-Sep)	(Oct-Dec)	(Apr-Dec)
Revenue from operations	12,933	13,253	13,371	39,557	12,166	51,722	12,376	13,245	13,829	39,450
EBITDA	2,740	2,507	2,370	7,616	2,079	9,695	2,009	2,280	2,378	6,666
Margin	21.07%	18.81%	17.61%	19.14%	16.97%	18.63%	16.10%	17.14%	16.90%	16.73%
EBT	1,590	1,311	1,215	4,116	966	5,082	824	979	1,075	2,878
Margin	12.23%	9.84%	9.03%	10.34%	7.89%	9.77%	6.60%	7.36%	7.64%	7.22%
Tax Expense	402	375	328	1,105	272	1,377	211	248	186	645
EAT	1,188	936	887	3,011	694	3,705	613	731	889	2,232
Margin	9.14%	7.03%	6.59%	7.57%	5.67%	7.12%	4.91%	5.49%	6.32%	5.60%
EPS (in ₹)	50.06	39.47	37.36	126.89	29.27	156.16	25.83	30.79	37.46	94.08

Continued performance in challenging times





Having laid the strong foundation through reforms, Exciting times ahead



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



DHL Group

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