



28th
ANNUAL REPORT
2018-2019



INNOVATION



INDIA'S MOST INNOVATIVE & AWARDED EXPRESS LOGISTICS COMPANY



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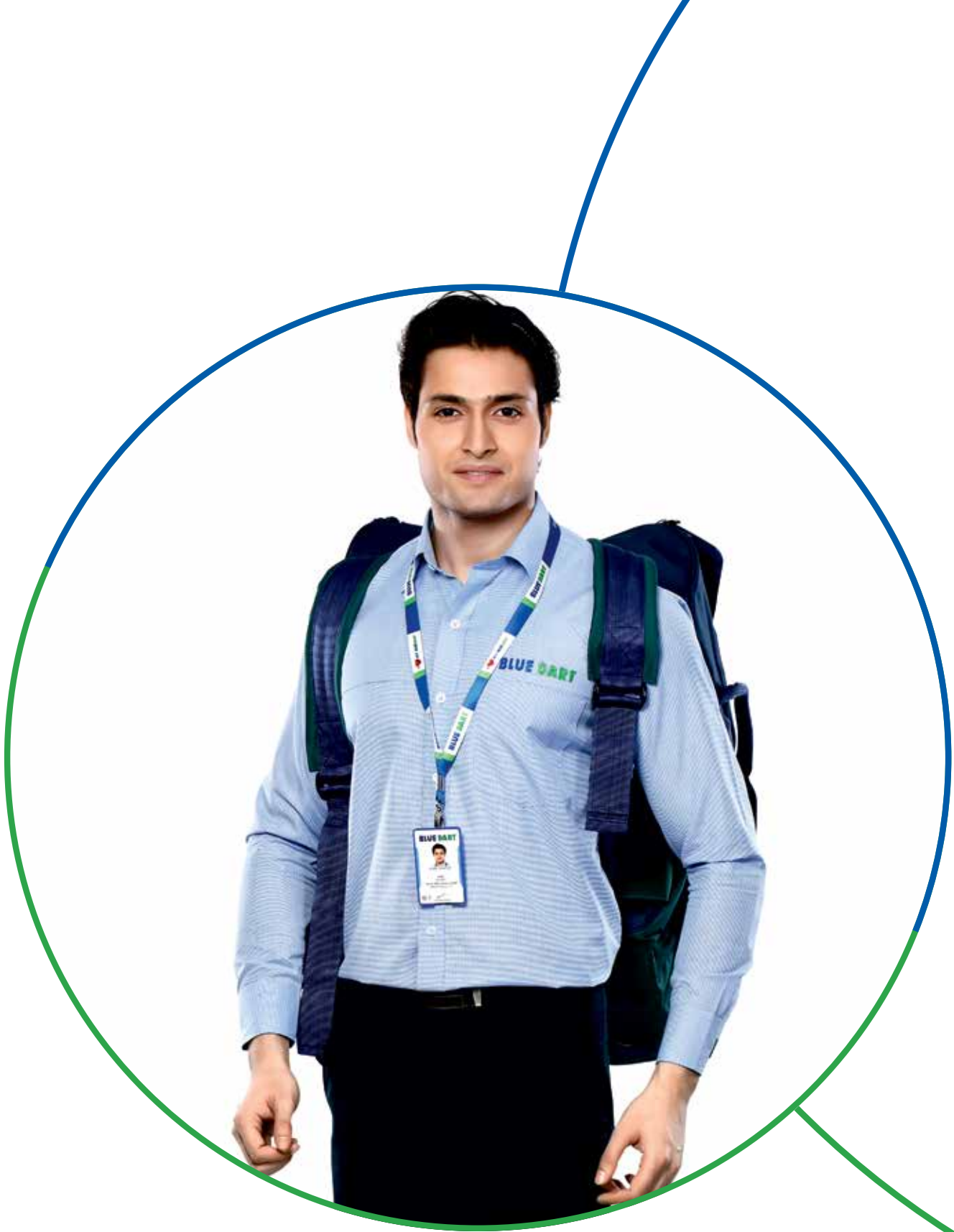


Our Vision

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 recognise our people who, through high quality and professional service, and use of sophisticated technology, will meet and exceed customer and stakeholder expectations profitably.





Our Guiding Principles

We will:

- Treat each other fairly and with respect and dignity.
- Encourage freedom in communication of thoughts and ideas in all our interactions.
- Value integrity and be uncompromising in upholding it at all times.
- Give due importance to the health, safety and well-being of our people.
- Ensure that our 'People First' philosophy serves as a driving force behind the success of our organisation.
- Encourage and inculcate in all a winning attitude.
- Encourage learning, self-development and building effective leadership.
- Expect our people to be accountable for all their actions related to the company.
- Provide a workplace where each and every employee is nurtured and who, in turn, will nurture the organisation, thereby creating wealth for stakeholders.
- Drive the 'First Time Right' concept to achieve 100% Quality and Customer Satisfaction.
- Encourage passion and enthusiasm for Work, Service Quality and Customer Care.
- Project a positive, caring and professional image of ourselves and our service at all times.
- Avoid waste by being conscious of the impact of all our actions on the environment.
- Continue to be a law-abiding, apolitical and secular company.

BOARD OF DIRECTORS



Sharad Upasani
Chairman



Balfour Manuel
Managing Director
(w.e.f May 16, 2019)



Kenneth Allen
Additional Director



Malcolm Monteiro
Director



Air Marshal M. McMahon (Retd.)
Director



Narendra Sarda
Director



Tulsi Nowlakha Mirchandaney
Director



R.S. Subramanian
Additional Director



Kavita Nair
Director

KEY MANAGERIAL PERSONNEL



Aneel Gambhir
Chief Financial Officer



Tushar Gunderia
Company Secretary &
Head - Legal & Compliance

EXECUTIVE MANAGEMENT



V. N. Iyer
Head - Corporate
Accounting



Ketan Kulkarni
Head - Business Development
& CMO



Manoj Madhavan
Chief Information Officer



Michael Pereira
National Operations Head



Samir Shah
Business Head -
Apex & SFC



Vinay Srivastava
Head - Admin, Procurement
& Real Estate



Nitin Varkey
Head - Project Management &
Organisation Excellence



Sonia Nair
Head - Customer Service



Mani Bhushan
Head-eCommerce



Venantius D'Souza
Head-Security



Sukhwinder Singh
Head - North Region



Russel De San Lazaro
Head - West 1 Region



K. Gopa Kumar
Head - South 1 Region



B. C. Kalappa
Head - South 2 Region



Sandeep Petkar
Head - West 2 Region



Subrata Biswas
Head - East Region



Dear Stakeholders,

India has emerged as the fastest growing major economy in the world with a GDP that is growing at 7% and is expected to reach US\$ 6 trillion by Financial Year 2027¹ making it the third largest economy in the world overtaking Japan.

In spite of a favourable long term outlook, in the short term, the business environment has been challenging. It has remained volatile, uncertain, challenging and ambiguous – VUCA, this is becoming the 'new normal'. The GDP growth slowed to a five-year low of 5.8% in the January – March quarter² this year. According to the global ranking of the World Bank's Logistics Performance Index, India moved to 44th rank in 2018 from 35th rank in 2016 in terms of overall logistics performance.

India's logistics network is USD 160 billion market for the Financial Year 2018 and is estimated to touch USD 215 billion by Financial Year 2020, growing at a CAGR of 10.5%³. The express logistics industry that your Company operates in, is fast changing with competitors that are hyper active and customers are extremely demanding. The industry is growing strongly with higher levels of investment. It is also undergoing continuous change in its security infrastructure and upgrades in automation and technology, these factors are turning to be the most important aspects in differentiating business.

The re-election of the government for the second term, confirms stability at the centre. We hope to continue to witness renewed energy, focus and earnestness. Amidst the rising uncertainties and economic challenges on both domestic and global front, there is an urgent need to re-energise the engines of growth and refuel the economy. The Union Budget which is due to be presented shortly in July 2019, is an opportunity for the government to boost consumption and investments through appropriate fiscal stimulus and policies. The budget is also expected to set in motion the direction that the government will take in the next five years.

The government has reiterated its steadfast commitment to modernizing the enablers of Indian logistics with a key focus on infrastructure development with initiatives such as Bharatmala and

Sagarmala which aim at strengthening the countrywide road network and improving connectivity. Dedicated Freight Corridors will aim to decongest a heavily saturated road network and reduce freight transit times across industrial heartlands in landlocked India to ports on the eastern and western coast of the country. The government must speed and scale the execution of rail, road, sea and air projects. Sufficient budgetary provisions and fund allocations should be made for the seamless development and implementation of infrastructure projects.

Besides this, the country has also witnessed a regulatory boost with key reform measures and policy interventions like the Goods and Services Tax (GST), e-way bill, relaxed FDI regulations and granting of infrastructure status to the logistics industry which boosted its core competencies. The industry hopes that the government will revisit the existing tax rates under GST to simplify the structure that will benefit various industries including logistics.

The future is more complex than ever before. The express logistics business is experiencing change led by a heightened competitive environment, new entrants and in-house logistics (captive) business models of some of Blue Dart's major e-commerce customers.

Amidst this scenario, your Company performed well this year and continues to offer a wide range of innovative and simplified solutions across industry sectors, coupled with a dedicated air and ground network, high-standard technology architecture, value pricing, customer centricity, excellent service quality and operation delivery par excellence. Your company is certified to the ISO 9001 standards and has re-certified to the new global ISO 9001-2015 standards.

The Company's market leading services and expertise is highly regarded, and is a global benchmark operating to international standards. A reflection of the true blue characteristic and 'The Blue Dart Way' – a way where excellence is always a habit.

Your Company also remains one of the best managed organisations in India, established by a strong brand built by a team of committed and passionate people. Blue Dart has been certified as one of India's best Companies to Work For 2019 by Great Place to Work Institute, India, ranked No. 1 amongst the Best Multinational Workplaces in Asia by Great Place to Work - Asia's Best Workplaces – 2019 and has been recognised as a Company with Great People Managers by Great Manager Institute and Forbes.

In the year gone by, 99% of Blue Darters participated in the Annual Employee Satisfaction Survey (ESS). Pride in working for Blue Dart clearly emerges as the highest score at 97.2%. Your Company's employee engagement and motivation are at the zenith and Blue Dart today is truly at an inflection point.

Your Company posted ₹ 8,760 Lakhs profit after tax for the year ended March 31, 2019. Income from operations for the year ended March 31, 2019 was ₹ 3,16,546 Lakhs. Your Company carried over

¹ IBEF ² Mint ³ IBEF