

# **BLUE DART**

## 26th ANNUAL REPORT

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I  MY BLUE DART



We at Blue Dart are true Go-getters and have the attitude and skills to drive our business success based on



**EXCELLENT CUSTOMER FOCUS**



**QUALITY LEADERSHIP**



**INNOVATION**



**COST EFFECTIVENESS**



**I MY BLUE DART**



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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



**Anil Khanna**  
Managing Director



**Malcolm Monteiro**  
Director



**Thomas Kipp**  
Director



**Narendra Sarda**  
Director



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



**Bettina Staffa**  
Director

## KEY MANAGERIAL PERSONNEL



**Yogesh Dhingra**  
Group Chief Financial Officer &  
Chief Strategy Officer



**Aneel Gambhir**  
Chief Financial Officer



**Tushar Gunderia**  
Company Secretary &  
Head - Legal & Compliance



# EXECUTIVE MANAGEMENT



**Barttanu Kumar Das**  
Head - Human Resources



**V. N. Iyer**  
Head - Corporate Accounting



**Ketan Kulkarni**  
Head - Marketing, Corporate  
Communications & Sustainability



**Manoj Madhavan**  
Chief Information Officer



**Michael Pereira**  
Head - Air Operations



**Vikash Mohan**  
Head - Ground Operations



**Samir Shah**  
Head - eCommerce



**Balfour Manuel**  
Head - West 1 Region



**Sukhwinder Singh**  
Head - North Region



**K. Gopa Kumar**  
Head - South 1 Region



**B. C. Kalappa**  
Head - South 2 Region



**Sandeep Petkar**  
Head - West 2 Region



**Capt S Ravi**  
Head - East Region



# CHAIRMAN'S STATEMENT



## Dear Stakeholders,

The strength of the Indian economy lies in its diversity. India remains one of the most challenging and at the same time an opportunity laden country of the world. Our diversity will work to make economic progress, becoming more competitive, technology-focused and more collaborative as good corporate citizens and individuals.

Over the past year, we have witnessed a subdued economic environment and reduced consumer spending; however, I remain positive and confident about the future of your company and its extremely dedicated people.

It has been a challenging year, however I am pleased to inform you that your company has fought hard by maintaining a clear focus on the brand's core values, operational efficiencies, customer centricity employee satisfaction, the environment and maintained its market leadership.

Your Company posted ₹ 13,957 Lakhs profit after tax for the year ended March 31, 2017. Income from operations for the year ended March 31, 2017 was ₹ 268,087 Lakhs. Your Company carried over 1,841.49 Lakhs domestic shipments and over 9.12 Lakhs international shipments weighing more than 641,284 tonnes during the financial year ended March 31, 2017.

The Board of Directors of your Company has recommended a Dividend of ₹ 15/- (Rupees Fifteen Only) per equity share each for the year ended March 31, 2017, subject to necessary approval by the members in the ensuing Annual General Meeting.

Your Company is a trusted super brand and contributes significantly to the economy as a trade facilitator of Indian businesses, building stronger industry growth through our unique infrastructure in aviation and road networks. Its key differentiators continue to be extensive reach, late pick-up/early delivery, reliability, security, tracking visibility across the complete delivery chain with APIs, SMS pre-alerts and strong technology; a service completely centred on the customer.

Your Company has ambitious goals to raise the bar and differentiate itself as the most efficient, the quality leader and the most customer-centric. As one team we translate our strategic goals into tangible actions. We energise and enable our people to set new standards.

Respect and Results remain values for everyone in the organization. We focus on our core activities to achieve industry leading performance. We connect across the organization to achieve quality and service excellence and we continue to grow by finding and capturing new opportunities.

I am happy to inform you that your Company won two much sought-after and prestigious global recognitions from the CEO – Deutsche Post DHL. The CEO Awards for Human Resources (2016) and Living Responsibility (2017) were received in recognition of the outstanding achievements and dedication to Strategy 2020.

Your Company offers customers complete end-to-end supply chain solutions. We have innovated for the industry in terms of deploying automation in the first mile/last mile & reverse logistics. Today, your Company works with all leading e-tailing players through its best-in-class, highly differentiated, last-mile delivery offering and value-added services. Cash-on-Delivery (COD), Card (Debit/Credit) on Delivery, OTM (On the Move) hand held devices, MPOS (Mobile Point of Sale), integration with Mobile Wallets, SMS alerts, late pick-up and early delivery, 24x7 real time tracking, Parcel Lockers, Parcel Shops, Mobile Service Centres, Smart Truck, etc. all innovations for the industry. It will continue to do its part to position the brand for stronger leadership and growth in the year ahead.

With a fleet of six Boeing 757 freighters, Blue Dart offers a revenue payload of over 425 tonnes per night; while a strong network of over 9,400 vehicles meet delivery schedules of shipments to their destination. Blue Dart facilities across India include 7 aviation hubs and bonded warehouses, 13 domestic hubs, 85 ground hubs and over 10,000 committed and talented employees. Your company delivers to over 35,000 locations in India by Blue Dart and to over 220 countries and territories worldwide through its group company, DHL Express.

Like every modern enterprise Blue Dart, too, has tapped into the digital space. Its official Facebook, Twitter, Google+ and YouTube pages reach an extensive audience base and are rapidly gathering followers. Our presence on social media has fetched us significant advantages like – Improved Market Intelligence, Quick Complaint Resolution, Increased Brand Awareness and Reach, Instant Feedback and Suggestions on our Products and Services, Increased Customer Engagement leading to higher Involvement and Retention thereby increasing our proximity with our customers and improving Blue Dart's Affinity. All this validates our insanely Customer-Centric culture.

To provide further traction and strengthen the brand focus campaign – I Love My Blue Dart – launched last year to re-focus on the company's exceptionally customer-centric culture, a war-cry – 'Let our brand shine' campaign was announced to motivate our people to don the hat as Brand Ambassadors and passionately guard the brand reputation and image. It is important that every single Blue Darter is empowered to ensure that each Blue Dart customer touch-point in the country, including stores, every vehicle, glow signage and people grooming is at its best, at all times. On January 2, 2017 your company introduced the 'I Love My Blue Dart' Wall to give all stakeholders an opportunity to "Express their Love" for the brand and voice their emotions on the