

BLUE DART



27th ANNUAL REPORT 2017 - 2018

I  MY BLUE DART



INNOVATION

I  **MY BLUE DART**



**INDIA'S MOST INNOVATIVE & AWARDED
EXPRESS LOGISTICS COMPANY**

BLUE DART EXPRESS LIMITED

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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



Charles Brewer
Additional Director



Narendra Sarda
Director



Air Marshal M. McMahon (Retd.)
Director



Tulsi Nowlakra Mirchandaney
Additional Director

KEY MANAGERIAL PERSONNEL



Yogesh Dhingra
Group Chief Financial Officer &
Chief Strategy Officer
(Resigned w.e.f. June 15, 2018)



Aneel Gambhir
Chief Financial Officer



Tushar Gunderia
Company Secretary &
Head - Legal & Compliance

EXECUTIVE MANAGEMENT



Balfour Manuel
Head - B2B



V. N. Iyer
Head - Corporate Accounting



Ketan Kulkarni
Head - Marketing, Corporate
Communications & Sustainability



Manoj Madhavan
Chief Information Officer



Samir Shah
Head - eCommerce



Michael Pereira
Head - Air Operations



Vinay Srivastava
Head - Admin, Procurement
& Real Estate



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,

I am pleased to present our Annual Report for the year ended March 31, 2018.

This year, your Company has done reasonably well notwithstanding a challenging business environment and varied consumer demands. What has not changed however is the unique ability of Blue Darters to continue to be agile and adapt to an environment that remains volatile and challenging, and respond in a manner that reflects our qualities and experience.

Your Company is one of India's most innovative and awarded Express Logistics brand. The value and service experience created for customers still leads the industry. The Company's market leading services and expertise is highly regarded, and is a global benchmark. A high Net Promoter Score of 84% in 2017 is a proof of that – perhaps the best in the world.

Your Company posted ₹ 14,210 Lakhs profit after tax for the year ended March 31, 2018. Income from operations for the year ended March 31, 2018 was ₹ 279,085 Lakhs. Your Company carried over 1,958.66 Lakhs domestic shipments and over 9.15 Lakhs international shipments weighing more than 696,961 tonnes during the same period.

The Board of Directors of your Company has recommended a Dividend of ₹12.50 (Rupees Twelve and fifty paise only) per equity share for the year ended March 31, 2018, subject to necessary approval by the members in the ensuing Annual General Meeting.

Your Company has been established based on strong brand equity built on the fundamentals and values that are representation of great workplaces. Rated as one of India's Super brands and Readers Digest Trusted Brand, your Company is associated with international standards, reliability, trustworthiness, hi-technology, strong Corporate Social responsibility and customer centricity.

India's macroeconomic environment is expected to be stable for the long-term with minor interim hindrances. With about 7%+ real GDP growth, it is one of the fastest growing major economies.

As per the DHL Global Trade barometer, the Indian trade growth is expected to remain on record high levels. The March 2018 Index had predicted the March 2018 to May 2018 trade development at 84 and above countries such as China, USA, Germany, UK etc. The global average is 66.

The future is more complex than ever before. The express business in India is experiencing change led by heightened competitive environment; new entrants and captive business models of some major customers.

This year too, we have initiated a thorough review of our business. We took on the challenges that affect our industry and business in an even stronger and more decisive manner.

In line with the goal to deliver exceptional services, your Company has embarked on several initiatives that will bring long term benefits to customers. A transformation process has been initiated to win in every market – metros, tier I, II, III & IV by providing superior consumer convenience, introducing unique products, delivering the best-in-class services and maintaining the reach advantage. Technology and Automation will be the pivots of this strategy. We have already enhanced our reach to over 15,000 pin codes as on date. The investments being made on various initiatives may have some short term challenges, however, it would create value for business, stakeholders in the long term.

Digital transformation is on a steady path of consolidation in Blue Dart. As one of the fore-runners in creating technology delights, your Company has revolutionized the digital payment options with 15 mobile wallets / UPI / credit and debit card options; and investments in the new contemporary website, business intelligence, AI and data analytical tools, smart dashboards, auto-route applications, deployment of parcel lockers, pilots of electrical vehicles etc are just some of the reflection of your Company's future vision for its customers, partners and planet earth.

Your Company continues to tap into the social media space through its official Facebook, Twitter, Google+ and YouTube pages to reach an extensive audience base and rapidly growing followers.

The future growth will come from industries (manufacturing and services) and private consumption. The landmark goods and