BLUE DART
EXPRESS LIMITED

Blue Dart Center, Sahar Airport Road,
Andheri (East),
Mumbai - 400 099, India
Tel.: 022 - 69756444
CIN : L61074MH1991PLC061074
www.bluedart.com
communications@bluedart.com

November 19, 2026

To,

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Fort Mumbai - 400 001

Scrip Code – 526612

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,

Under Regulation 30 of the SEBI (LODR) Regulations, 2015, we enclose the Investor Presentation of the Company. There are no forward looking financial statements made in the attached Investor Presentation.

The presentation will also be available on the Company's website at www.bluedart.com – Investors section, as required by Regulation 46 of the SEBI (LODR) Regulations, 2015.

Thanking you,

Yours faithfully,

For **Blue Dart Express Limited.**

RABINDRA KUMAR PUROHIT

Digitally signed by RABINDRA KUMAR PUROHIT
Date: 2026.11.19 15:04:02 +05'30'

Rabindra Purohit
VP Legal, Compliance &
Company Secretary
Membership No- F4680



BLUE DART EXPRESS LIMITED

INVESTOR PRESENTATION

November 2026

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VISION STATEMENT



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



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



Balfour Manuel
Managing Director



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



Dr. Vandana Aggarwal
Independent Director



Rajat Kumar Jain
Independent Director



Avijit Mukerji
Independent Director



Sagar Patil
Chief Financial Officer



Rabindra Purohit
VP Legal, Compliance & Company Secretary

BLUE DART INVESTMENT CASE SUMMARY

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

KNOWING BLUE DART - INTRODUCTION



Started Operations in 1983 by three Indian entrepreneurs as partnership firm, later converted into limited company

Maiden public issue and listing in 1994

DP-DHL acquired Blue Dart in 2005 and currently holds 75% shares

Blue Dart Aviation Ltd & Concorde Air Logistics Ltd. are wholly owned subsidiary companies

Operates six Boeing 757-200 and two Boeing 737-800

People Focus: Consistently featured among the Great Places to Work For in India

High service reliability is key driver

eCommerce services were launched in 2009/ 2010

Asset light model - Trucks and facilities are on rentals

Apart from Air, the Company launched Ground services in 2008

BLUE DART AT A GLANCE

A

Capability

- 56,400+ Locations covered
- 6 Boeing 757-200
- 2 Boeing 737-800
- Over 13,300 BDE Employees

B

Subsidiaries

- Blue Dart Aviation Ltd.
- Concorde Air Logistics Ltd

C

FY2025-26

- **Sales** – ₹ 61,409 mn
- **EBITDA** – ₹ 6,492 mn
- **EBT** – ₹ 3,156 mn
- 404 **Million shipments**
- 1,439 **thousand tonnes**

Integral part of DHL Group, world's leading mail and logistics company

Unparalleled Integrated Air and Ground Network



Employer of Choice

Dominant market leadership B2B Air Express

Provider of Choice

Strong foundation for growth in eCommerce

Great Place To Work® Certified JAN 2026-JAN 2027 INDIA ™

ET Edge BEST ORGANISATIONS FOR WOMEN 2026

top EMPLOYER भारत India 2026 FOR A BETTER WORLD OF WORK

BLUE DART'S LEADERSHIP IN INDIA

Blue Dart is a premium market leader in India

Key Differentiators

01	Own Aviation Network
02	Market Leading Transit Times
03	Reliability & High Service Quality
04	Extensive Reach & Network
05	Best – In – Class Technology
06	Strong Brand Equity & Saliency
07	Responsiveness to Customer
08	Passionate & Committed Team
09	Pioneer & Innovator
10	Strong financials and "Zero Debt" Company











BLUE DART'S LEADERSHIP IN INDIA (CONTD..)



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.

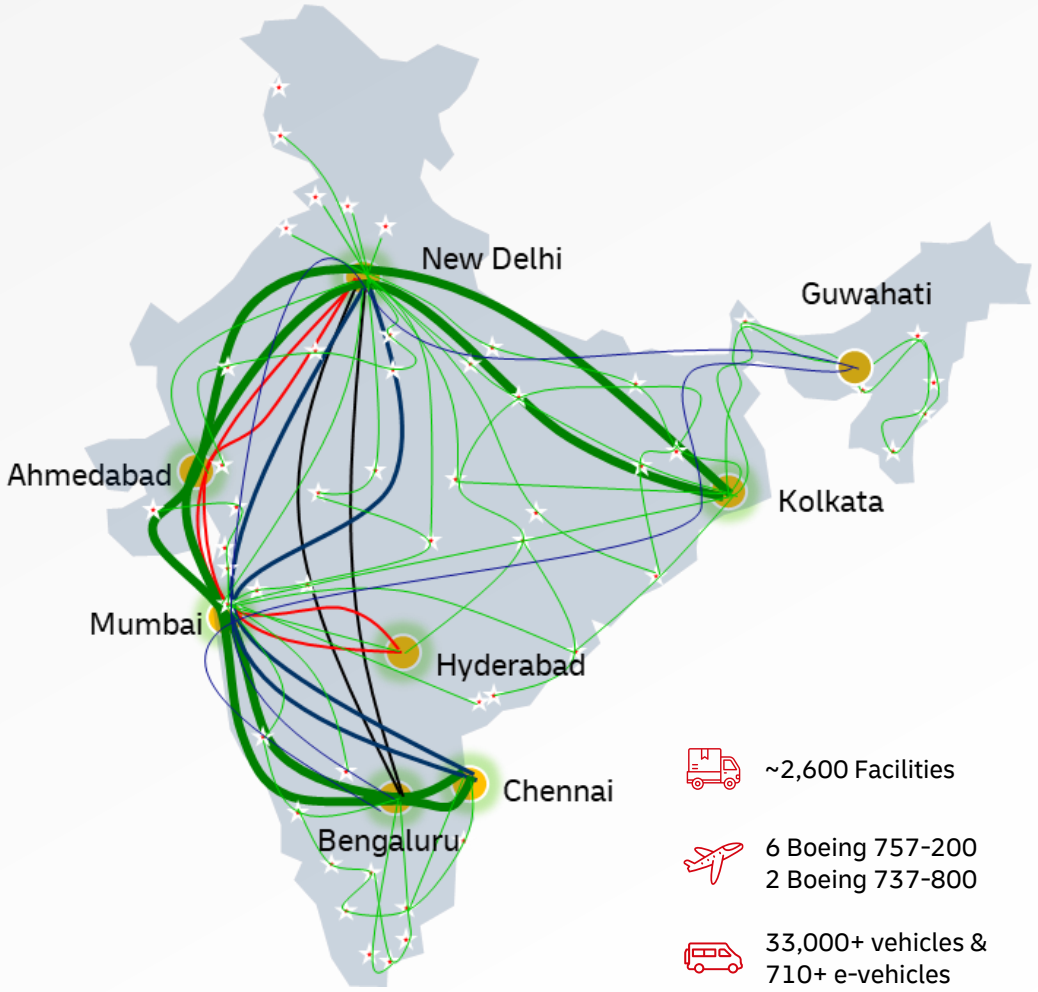
Blue Dart is a premium market leader in India. All investments & strategies are customer driven

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

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

MAINTAIN MARKET LEADERSHIP

Blue Dart has a market leading position and has identified key levers to protect and grow the sow



Product Focus

- Surface: Vertical based solutioning and pricing.
- eCommerce: Strengthen surface small packages.

Vertical Focus

- Dedicated task force formed to increase business from major industry sectors.
- Selective penetration with business intelligence, research, forecasting & planning.

Longtail & SME Focus

- Increasing customer count and business from the SME's & MSME's base.
- Created a dedicated customer centric team to service the requirements with product solutioning.

Partner Focus

- Restructuring of partner policies to make costs variable and increase reach.
- Dedicated partner personnel are being appointed for better focus.

Service Quality

- Transit Time improvement across important OD pairs. (96 / 72 / 48 / 24)
- Major EDL / ODA locations to be merged in serviced.

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

GROWTH FOUNDATION FOR eCOMMERCE

eCommerce Customer Requirements

- Competitive pricing & transit time
- Real-time tracking & updates
- Differentiated service offerings
- Extended reach, service quality
- Reverse pickup/ exchange capabilities
- COD/ POS capabilities

Blue Dart eCommerce Product Features

- Enhanced ground product: eCommerce Lite Surface
- Blue Line (real time visibility)
- Slotted deliveries
- 56,400+ Locations
- Open & closed reverse pick-ups with exchange service
- 16+ payment options (Digital wallets, debit/ credit card, UPI etc.)

Blue Dart believes in growing business profitably

BLUE DART INVESTMENT CASE SUMMARY

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

STRUCTURAL MARKET TRENDS

India's 2026 Macroeconomic Outlook: Sustained High Growth Amid Global Uncertainty

- India remains the world's fastest-growing major economy, with the IMF raising its 2026 and 2027 growth forecasts to 7.0%, supported by resilient domestic demand & strong services sector momentum.
- India enters 2027 with a compelling combination of 7% GDP growth, record foreign exchange reserves, accelerating credit expansion, strong domestic demand, and proven resilience to external shocks, reinforcing its position as one of the most attractive long-term growth markets globally.

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.

ACCELERATING IMPACT OF PROCESS TECHNOLOGY AND AUTOMATION

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

ACCELERATION OF ECOMMERCE AND MORE DEMAND FOR LAST-MILE SOLUTIONS

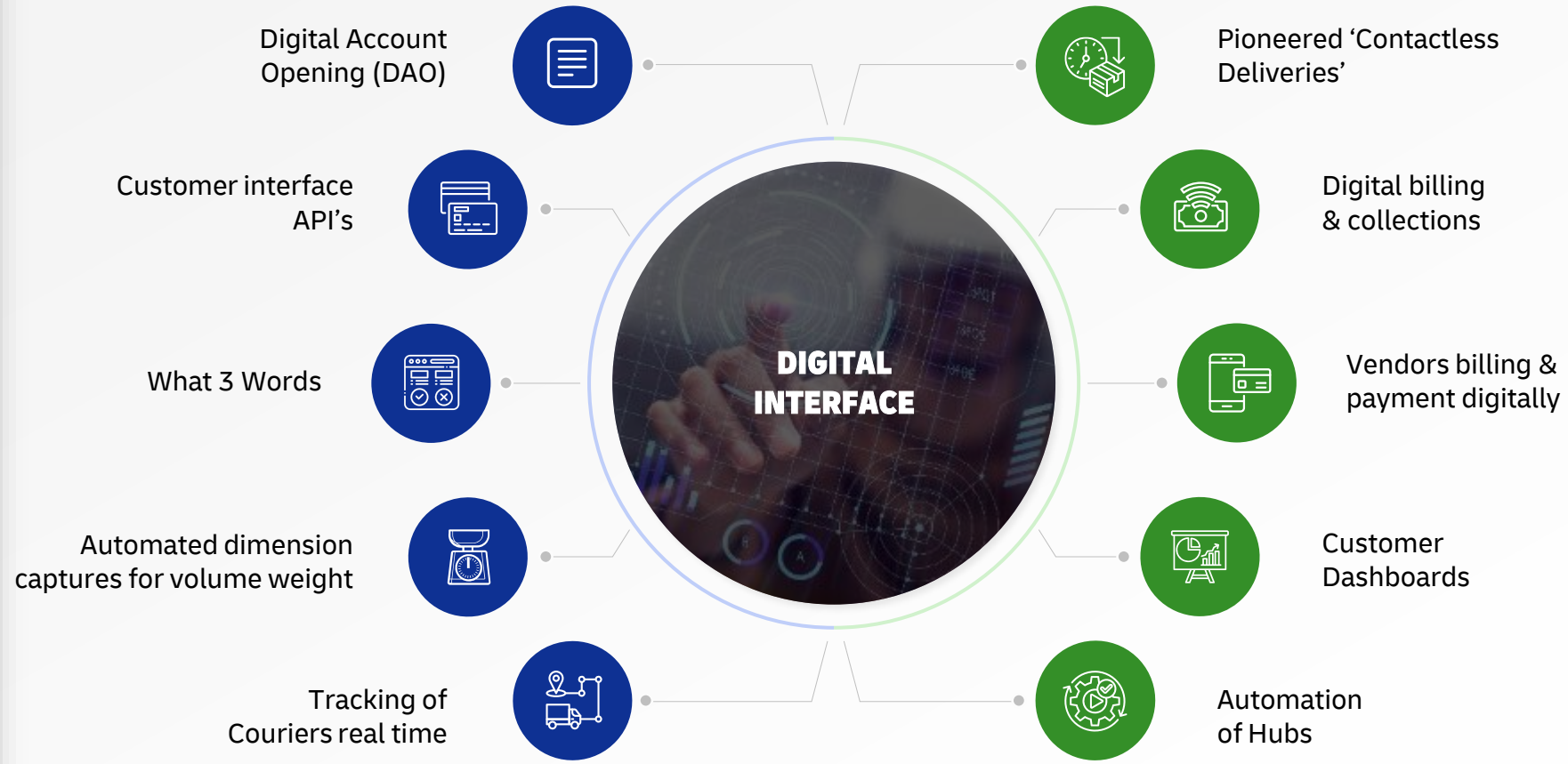
- Multi-channel delivery approach in eCommerce observed.
- eCommerce Policy: Aims to ensure there are more service providers available to consumers and sellers to ensure no monopolies are created.
- Open Network for Digital Commerce a GOI initiative to provide platform for eCommerce.



BLUE DART HAS A CLEAR STRATEGY TO CAPITALIZE ON THESE TRENDS

DIGITAL INTERFACE: ENABLING BETTER CUSTOMER EXPERIENCE





Digitalisation initiatives to enhance customer experience

BLUE DART – DRONE DELIVERY SERVICES



As part of our commitment to innovation and efficiency, drones are currently operational for deliveries in Gurugram, bringing numerous advantages, including:

- **Lower Carbon Footprint:** Reduced CO_2 emissions compared to conventional delivery methods.
- **Seamless Deliveries:** Avoiding traffic congestion for faster, more efficient last-mile fulfilment.
- **Technological Excellence:** Demonstrating Blue Dart's commitment to cutting-edge logistics solutions.

Blue Dart continues to redefine express logistics through drone technology; ensuring speed, sustainability & service excellence

People



WORLD HAPPINESS CONGRESS & AWARDS™

ET NOW BEST ORGANISATIONS FOR WOMEN 2025

Headcount

- **Total Headcount : 47,549**
- **FTE: 13,329**
- **Contractual: 34,220**

Person with Disabilities

- **225 employees as of Jun 2026.**

Ai Hiring

- **253 employees as of Jun 2026**

Average Training Hours

- **5.5**

Averagee total number of employee's trained in a month

- **5847**

What is Certified

- Certified are training programs that transform learning into a strategic business capability by developing certified experts and Certified leaders across functions. This creates a consistent culture, stronger talent pipeline, and enhances organizational resilience.
- **Live Certified Programs in 2026:**
  Certified Ecommerce Manager (CEM), CEM Supervisory Academy, Coaching For Success, Certified Ecommerce Specialist (CES), Certified Safety First Awareness, Certified Sales Foundation , Certified Facilitation Skills, Certified Facilitation Skills , Certified Bite Sized: Feedback Culture.

IMPACT OF CSR ACTIVITY

CONNECTING PEOPLE, IMPROVING LIVES

10,00,000
Trees Planted

2,00,00,000
Kilograms of Carbon/year offset on maturity

20,387
Children Impacted through Science Education Project

10,000+
Individual Awareness Activities

7,321
Children Empowered through Blue Edge

4,509
Children Benefitted from Child Cancer Care Centers

60
Deaf Adults Provided Vocational Training

2,775
Persons Vaccinated against COVID-19

12,805
Cataract Operations

992
Households benefitted through drinking water programme in 10 villages

1,050
Educational Support For Urban Slums

400
Midday Meals for Children

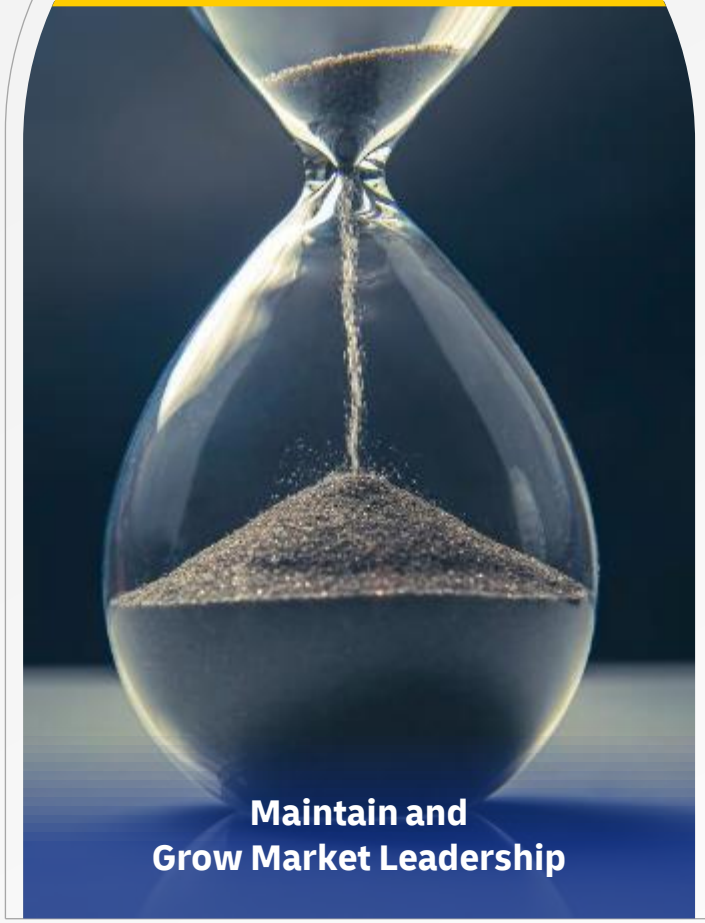
4,744
Households provided supported under Livelihood Development

1,306
Free Eye Surgeries

11.18 Cr litres
of water potential created through watershed initiatives in 5 villages.

CORPORATE BUSINESS STRATEGY

MEDIUM TERM INITIATIVES

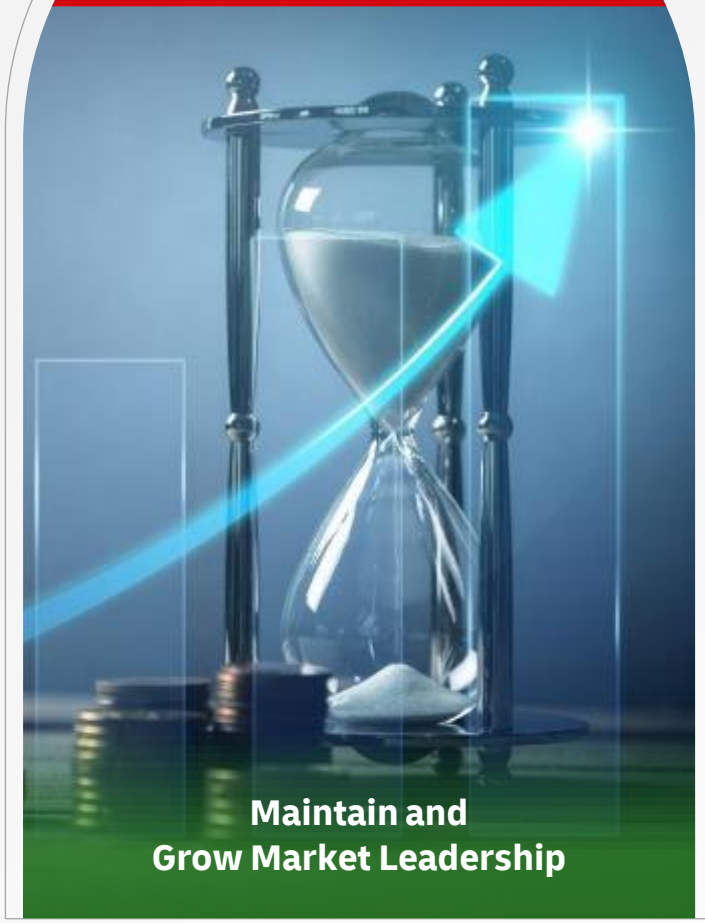


- With increasing urbanization, focus on centres of production which will change post pandemic as the new growth areas.
- Focus on FMCG, Automotive, Consumer Durables and Ready Made Garments for accelerated surface growth.
- Increase pin code coverage and footprint to cover 98% of Country's GDP
- Leverage 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 CO_2 emission, engage in education, humanitarian and disaster response
  - Signed the CNN pledge by UNFCCC, a commitment to ambitious CO_2 reduction targets

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

CORPORATE BUSINESS STRATEGY

LONG TERM STRATEGIES



- 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
- 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

Market leader in India Express & Parcels Delivery

Sustainable growth momentum, unique position for B2B express & eCommerce



Clear strategic direction, investing for growth

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FINANCIAL TRACK RECORD



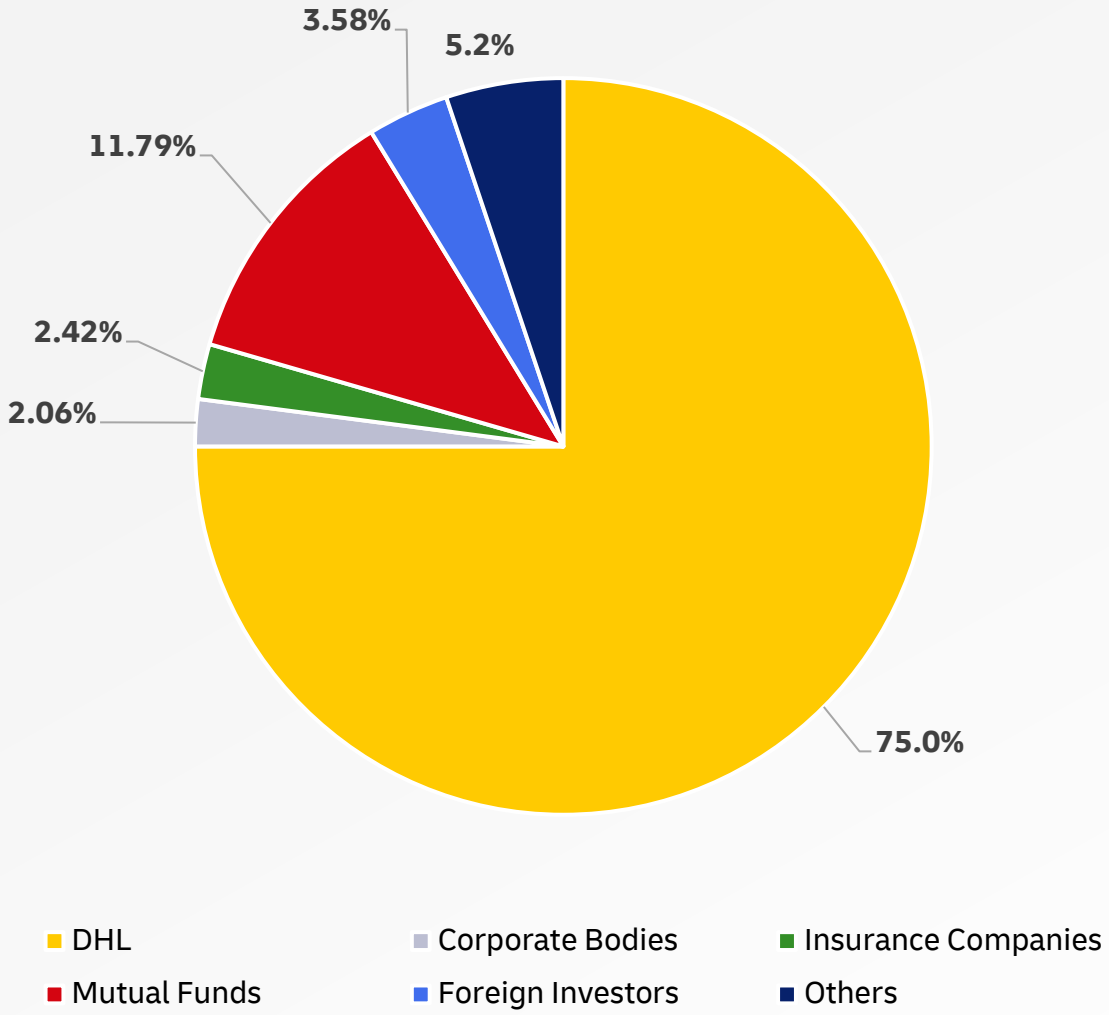
Value Creation

- High returns to shareholders and Debt free structure

Dividend Paid

- Dividend of Rs. 25/- per share paid to Shareholders for the F.Y. 2025-26
- Dividend of Rs. 25/- per share paid to Shareholders for the F.Y. 2024-25
- Dividend of Rs. 25/- per share paid to Shareholders for the F.Y. 2023-24
- 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.

SHAREHOLDING PATTERN: SEPTEMBER 30, 2026



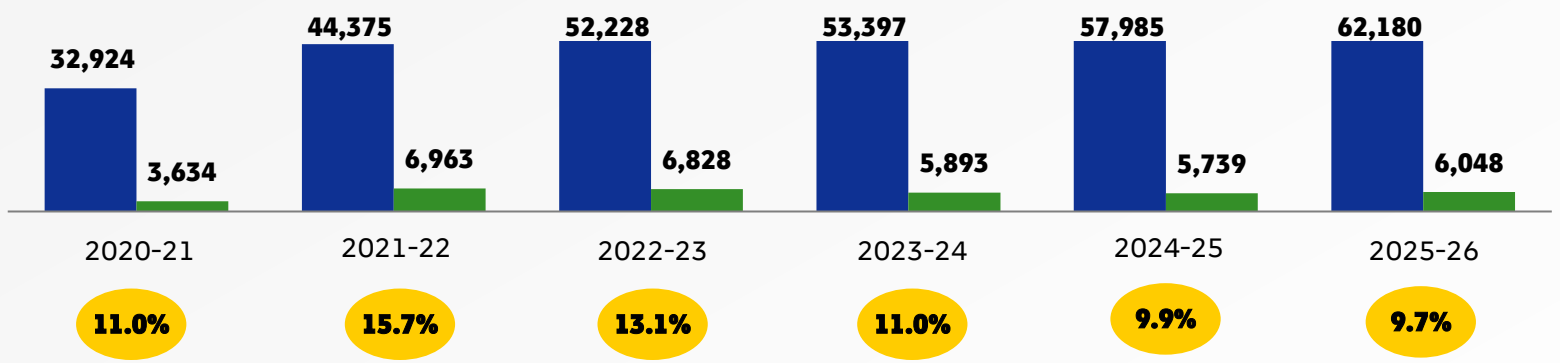
Derive Trading & Group	2.10%
Major Mutual Funds	
HDFC	8.48%
Kotak Mutual Fund	1.71%
Canara Robeco Mutual Fund A/C Canara Robeco Large And	1.06%
Major FPI	
Vanguard	1.01%
Robeco Capital	0.47%
Ishares/ BlackRock ETFs	0.57%
Government Pension Fund Global	0.21%
Major Insurance Companies	
ICICI Pru Life	2.18%
Bajaj Life	0.35%

CONSISTENT PROFITABLE GROWTH TRACK RECORD

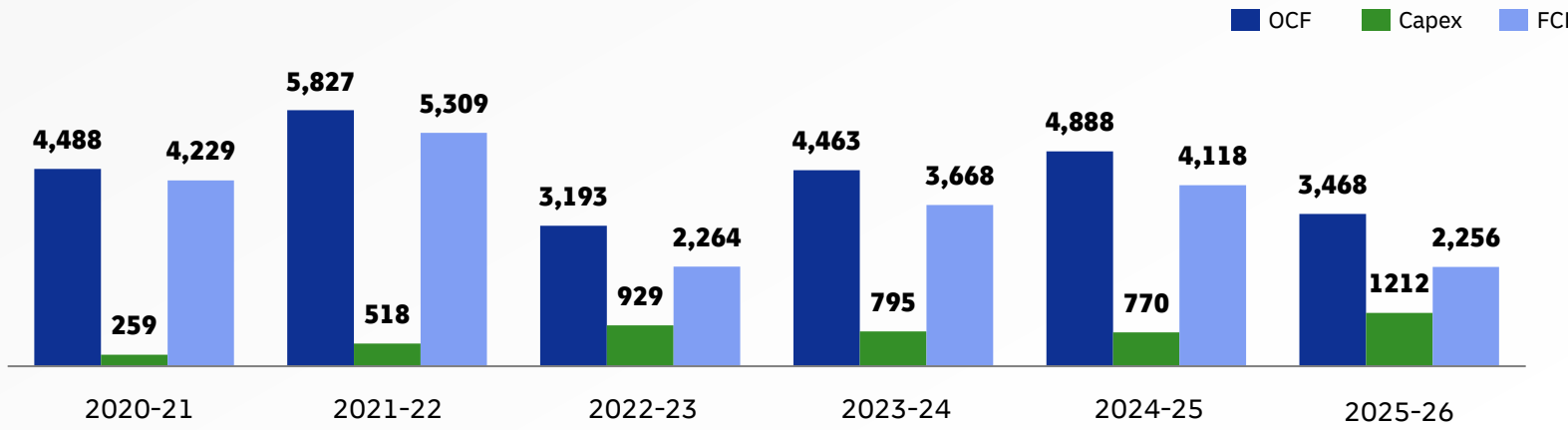
Revenue and Profitability

₹ Mn

CONSISTENT REVENUE GROWTH



Consistent Cash Flow Generation and Growth Investment



Blue Dart Focuses on Consistent Profitability

QUARTER-WISE PERFORMANCE (STANDALONE)

₹ Mn

Particulars	2025-26					2026-27	
	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year (Apr-Mar)	Q1 (Apr-Jun)	Q2 (Jul-Sep)
Revenue from operations	14,419	15,493	16,162	15,335	61,409	16,577	17,739
EBITDA (before exceptional items)	1,208	1,765	2,089	1,429	6,492	1,922	2,161
Margin	8.26%	11.25%	12.78%	9.21%	10.44%	11.44%	12.02%
EBT (before exceptional items)	632	1,066	1,253	649	3,599	1,164	1,351
Margin	4.32%	6.79%	7.66%	4.18%	5.79%	6.93%	7.51%
Exceptional item	-	-	442	1	444	-	-
EBT (after exceptional items)	632	1,066	810	647	3,156	1,164	1,351
Margin	4.32%	6.79%	4.96%	4.17%	5.07%	6.93%	7.51%
Tax Expense	163	271	110	215	759	297	331
EAT	469	795	700	432	2,397	867	1,020
Margin	3.21%	5.07%	4.28%	2.79%	3.85%	5.16%	5.67%
EPS (in ₹)	19.78	33.50	29.52	18.22	101.02	36.53	42.98

* *Recognition of increased expenses arising from the implementation of the Labour Codes based on it's best judgment during the quarter ended December31, 2025*

QUARTER-WISE PERFORMANCE (CONSOLIDATED)

₹ Mn

Particulars	2025-26					2026-27	
	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year (Apr-Mar)	Q1 (Apr-Jun)	Q2 (Jul-Sep)
Revenue from operations	14,419	15,493	16,162	15,335	61,409	16,577	17,739
EBITDA (before exceptional items)	2,055	2,616	2,914	2,340	9,925	2,766	3,030
Margin	14.15%	16.78%	17.92%	15.14%	16.05%	16.53%	16.92%
EBT (before exceptional items)	659	1,093	1,229	727	3,708	1,190	1,379
Margin	4.54%	7.01%	7.55%	4.70%	6.00%	7.11%	7.70%
Exceptional item *	-	-	439	1	440	-	-
EBT (after exceptional items)	659	1,093	790	725	3,268	1,190	1,379
Margin	4.54%	7.01%	4.86%	4.69%	5.28%	7.11%	7.70%
Tax Expense	171	279	107	237	794	306	340
EAT	488	814	683	488	2,474	885	1,039
Margin	3.36%	5.22%	4.20%	3.16%	4.00%	5.29%	5.80%
EPS (in ₹)	20.58	34.30	28.79	20.59	104.26	37.29	43.79

* *Recognition of increased expenses arising from the implementation of the Labour Codes*

WAY FORWARD: OPPORTUNITIES GALORE

Government Focus On Logistics

- Government focus on multi-modal connectivity to boost logistics sector
- Dedicated Corridor – Road
- Aatma Nirbhar Bharat, Make in India thrust
- Benefits from GST- better compliances, centralization of distribution
- Drone deliveries
- Multiple/ Expansion of Airports
- National Logistics Policy
- Improvement in Road infrastructure
- eCommerce Policy
- Electric Vehicles
- Dedicated Freight Corridor - Railways and Logistics Parks
- Open Network for Digital Commerce

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 & shareholder returns




BLUE DART
Call : 1860 233 1234
Track@www.bluedart.com
BLUE DART DHL
MH.01.CR.4869

THANK YOU