IndiGo

March 19, 2025 IGAL/SECT/3-25/3

To
National Stock Exchange of India Limited
Exchange Plaza, C - 1, Block G
Bandra Kurla Complex
Bandra - (E), Mumbai - 400 051

Symbol: INDIGO

To
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai - 400 001

Scrip Code: 539448

Subject: Disclosure under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Dear Sir/ Madam,

In continuation to our disclosure dated March 16, 2025, regarding an Analysts Meet 2025 scheduled to be held later during the day i.e. Wednesday, March 19, 2025, please find attached herewith a copy of the presentation that the company will be making to the Analysts.

A copy of the presentation is also available on the website of the Company i.e. www.goindigo.in

We request you to please take the same on record.

Thanking you,
For **InterGlobe Aviation Limited**

NEERJA SHARMA
Digitally signed by: NEERJA SHARMA
DN: CN = NEERJA SHARMA C = IN O = Personal
Date: 2025.03.19 09:02:24 +05'30'

Neerja Sharma
Company Secretary and Chief Compliance Officer

Encl: a/a

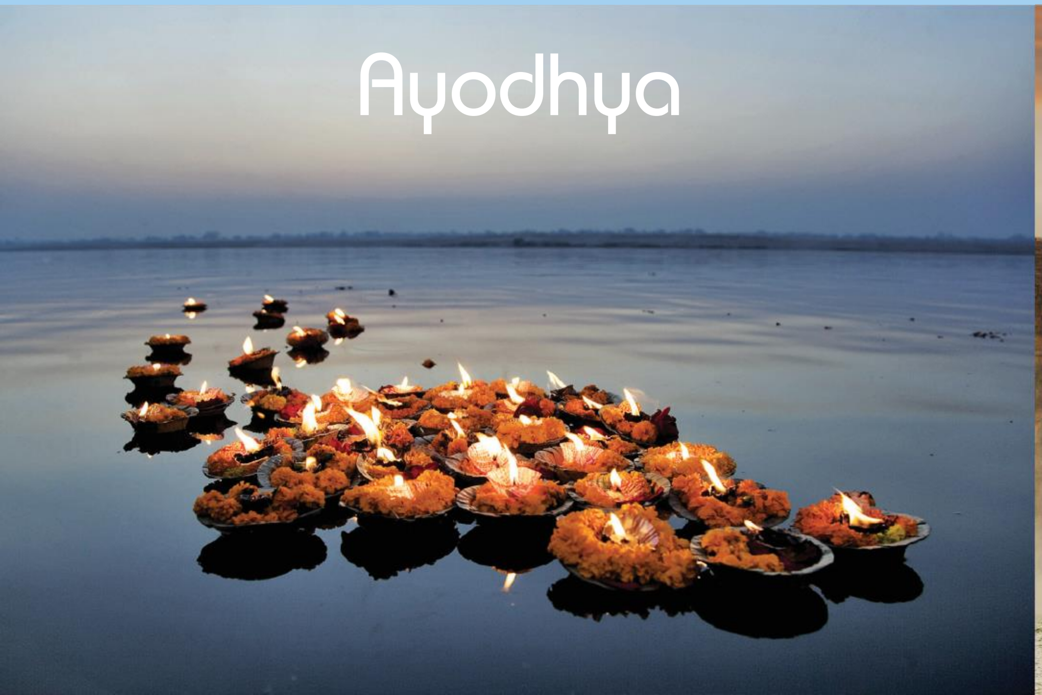
InterGlobe Aviation Limited
Registered Office: Upper Ground Floor, Thapar House, Gate No. 2, Western Wing, 124 Janpath, New Delhi – 110 001, India. M +91 9650098905,
F + 91 11 43513200 Email: corporate@goindigo.in
Corporate Office: Emaar Capital Tower-II, Sector-26, Sikanderpur Ghosi, MG Road, Gurugram-122002, Haryana, India. T +91 124 435 2500.
CIN no.: L62100DL2004PLC129768
goindigo.in

InterGlobe Aviation Ltd (IndiGo)

Towards New Heights & Across New Frontiers

Company Presentation

March 2025



Safe Harbor

This presentation by InterGlobe Aviation Limited (the "Company") provides general background information about the Company and its activities as on the date of this presentation and is solely for information purposes. Neither this presentation nor any part thereof may be (i) used or relied upon by any other party or for any other purpose; (ii) copied, photocopied, duplicated or otherwise reproduced in any form or by any means; or (iii) redistributed, passed on or otherwise disseminated, to any other person without the prior written consent of the Company.

The statements contained in this document speak only as at the date as of which they are made, and the Company expressly disclaims any obligation or undertaking to supplement, amend or disseminate any updates or revisions to any statements contained herein to reflect any change in events, conditions or circumstances on which any such statements are based. By preparing this presentation, none of the Company, its management, its officers, its employees and its advisers or representative undertakes any obligation to provide the recipient with access to any additional information or to correct any inaccuracies in any such information which may become apparent.

This presentation contains statements that constitute forward-looking statements which involve risks, uncertainties and assumptions. These forward-looking statements include descriptions regarding the intent, belief or current expectations of the Company, its management, its officers, its employees and its advisers or representative and information currently available with them including with respect to the consolidated results of operations and financial condition, statements regarding strategies or plans for future operations, and future events and plans of the Company. These statements can be recognised by the use of words such as "expects", "plans", "will", "estimates", "intends" "future" or words of similar meaning. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements as a result of various factors, assumptions and changes in circumstances that are difficult to predict and many of which are outside of our control. You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of the management of the Company on future events. No assurance can be given that future events will occur, or that assumptions are correct. Neither the Company nor its management nor advisors or representatives assume any responsibility to amend, modify or revise any forward-looking statements, on the basis of any subsequent developments, information or events, or otherwise. The Company assumes no obligation for, and does not intend to update, any forward-looking statements.

This presentation includes certain industry data and projections that have been obtained from industry publications and surveys. Industry publications and surveys and forecasts generally state that the information contained therein has been obtained from sources believed to be reliable, but there is no assurance that the information is accurate or complete. Neither the Company nor any of its advisors or representatives have independently verified any of the data from third-party sources or ascertained the underlying economic assumptions relied upon therein. All industry data and projections contained in this presentation are based on data obtained from the sources cited and involve significant elements of subjective judgment and analysis, which may or may not be correct. The financial information set out in this presentation is based on certain important assumptions and does not purport to represent what our results of operations are on an audited basis or actually will be in any future periods. For the reasons mentioned above, you should not rely in any way on any of the projections contained in this presentation for any purpose.

Although care has been taken to ensure that the information in this presentation is accurate in material aspect, and that the opinions expressed are fair and reasonable, the information is subject to change without notice, its accuracy is not guaranteed and has not been independently verified. No representation, warranty, guarantee or undertaking (express or implied) is made as to, and no reliance should be placed on, the accuracy, completeness or correctness of any information, including any projections, estimates, targets and opinions, contained herein, and accordingly, none of the Company, Company, its management, its officers, its employees and its advisers or representative or any of its directors assumes any responsibility and/or liability for, the accuracy or completeness of, or any errors or omissions in, any information or opinions contained herein. None of the Company, its advisors, representatives and its directors, officers, employees or affiliates nor any other person accepts any liability (in negligence, or otherwise) whatsoever for any loss and/or damage howsoever arising from the reliance on or any use of this presentation or its contents or any information contained therein or otherwise arising in connection therewith.

This document does not constitute or form part of and should not be construed as an offer to sell or issue or the solicitation of an offer to buy or acquire securities of the Company or its subsidiary or affiliates in any jurisdiction or as an inducement to enter into investment activity. No part of this document, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. You acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Company and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Company. This document does not constitute financial, legal, tax or other product advice. The distribution of these materials in certain jurisdictions may be restricted by law and persons into whose possession these materials come should inform themselves about and observe any such restrictions. By accessing this presentation, you accept that this disclaimer and any claims arising out of the use of the information from this presentation shall be governed by the laws of India and only the courts in New Delhi, India, and no other courts, shall have jurisdiction over the same.

Company Presentation 2025

India and Indian Aviation

About IndiGo

The IndiGo Advantage

Path to 2030

Sustained Financial Performance

ESG - IndiGo Green

IndiGo

India and Indian Aviation

Your Departure terminal is
Ifly Gurugram

Flight	Gate	Boarding Time	Boarding	Seat
6E 2030	1	0935 Hrs	Zone 1	1A

Date 2025
Seq 0001

Departure 1000
Services BUSL

Gate is subject to change and will close 25 minutes prior to departure

Analyst Day 2025

Flight	6E 2030
Date	2025
PNR	INAD25
Services	BUSL

Seat 1A
Seq 0001

India – Leading the Global Economic Growth

Indian economy poised for accelerated growth

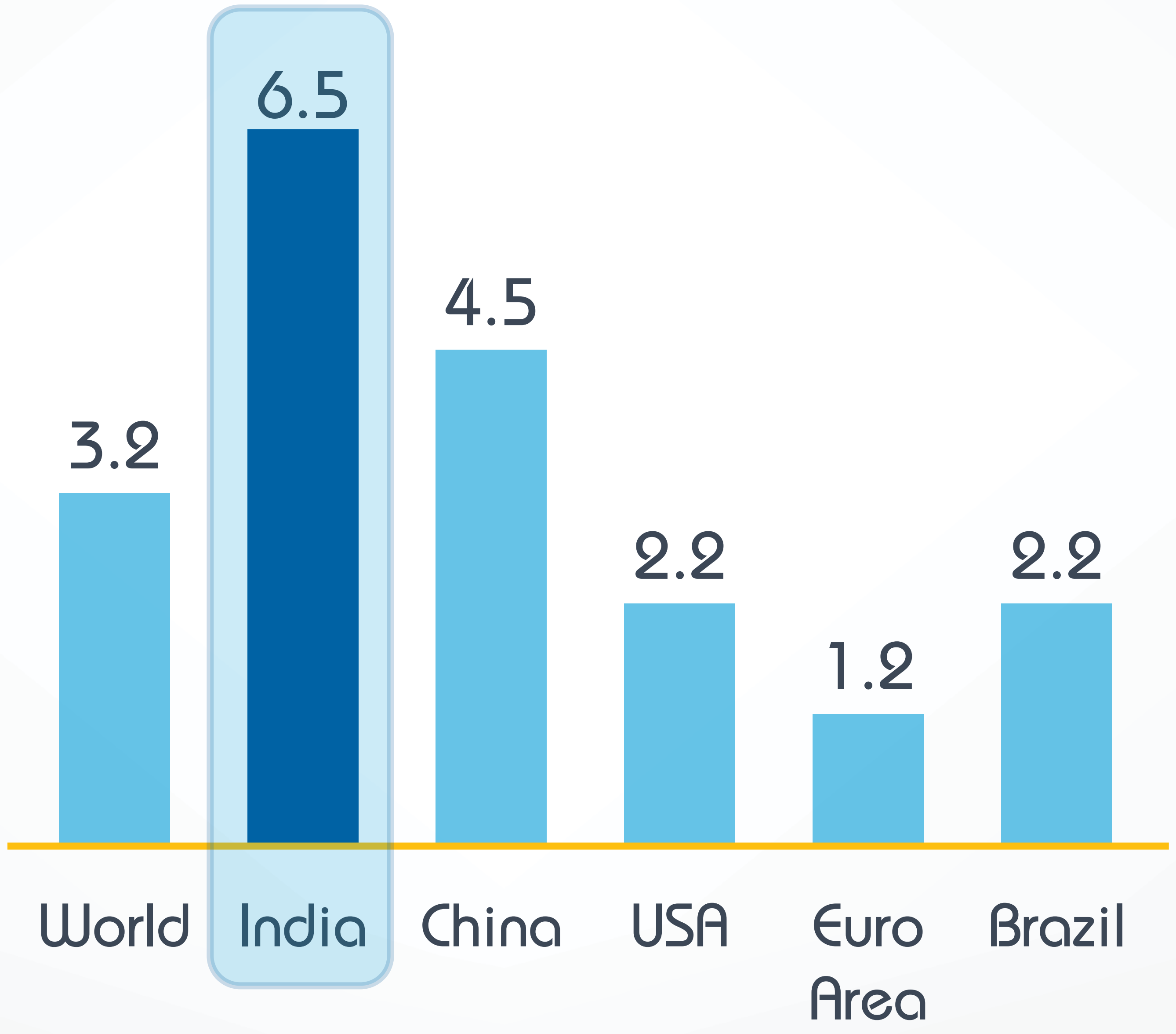
5th largest economy
by GDP size

c.60% growth in GDP
per capita by FY2030

GDP growth primarily driven by
Consumer spending

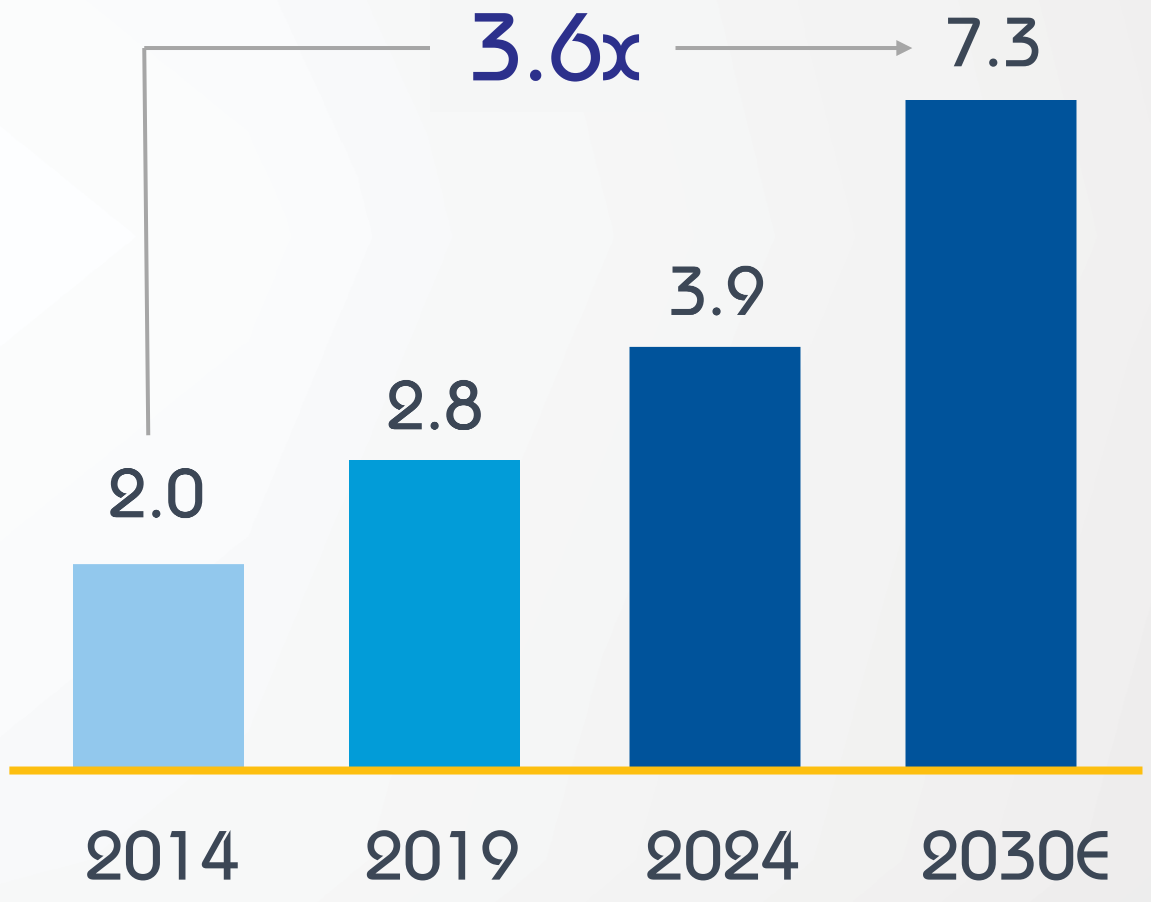
Discretionary spend
share is on the rise

Real GDP growth forecast 2025 (%)



Fastest growing
major economy in the world

India's Nominal GDP (US$ tn)



Nominal GDP to grow by
c.62% in next 5 years

Source: World Bank, IMF, S&P Global

Consumption driven by favorable demographics

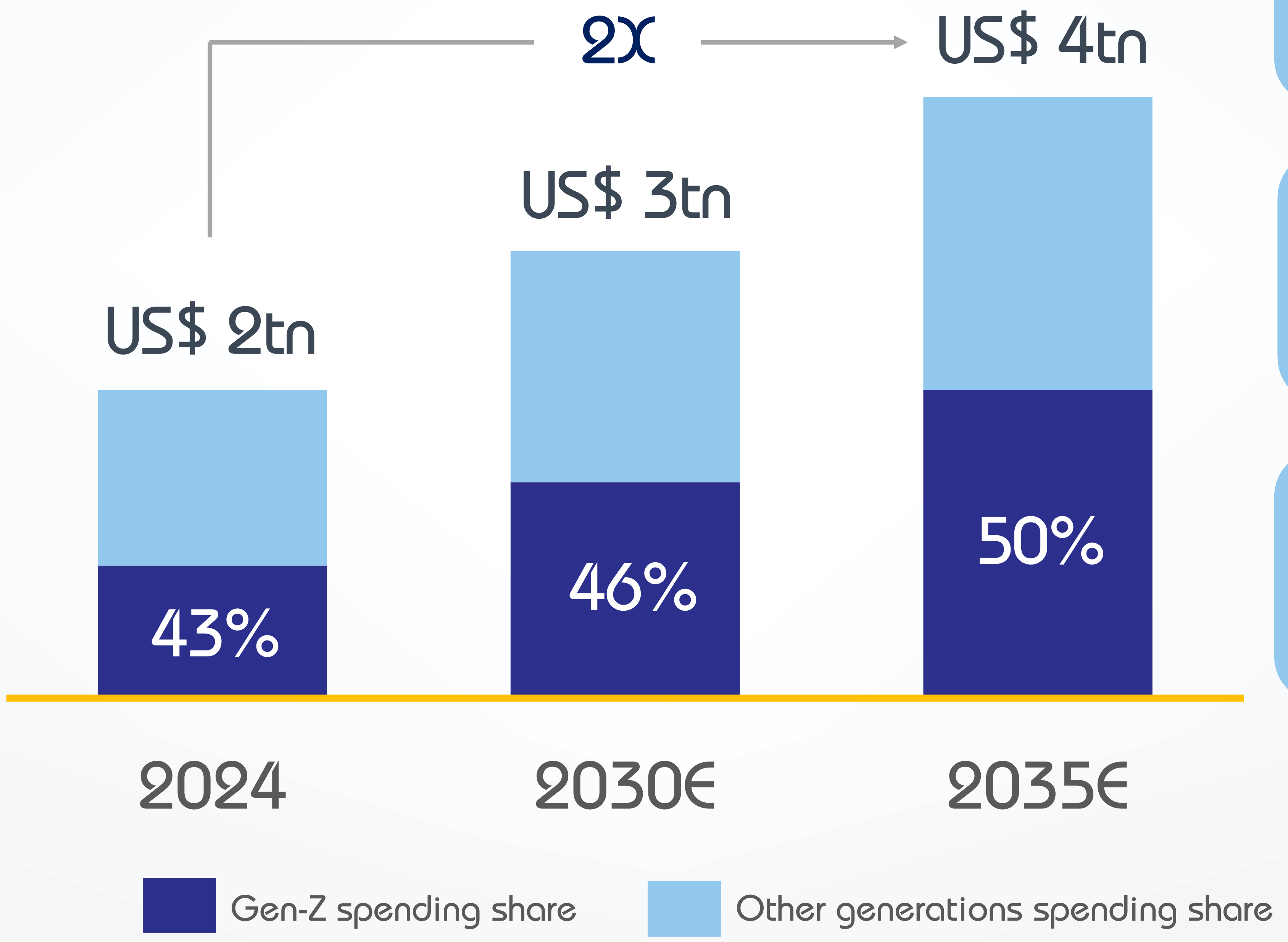
Middle class and young population is burgeoning with power to spend

Indian Demographic Dividend underway to continue till 2055

Expected to witness growth in income and spending

India's consumption spending is on the rise led by Gen-Z

Total consumption spending India



Rising income
and aspirations

Largest provider
of human resources globally

Growing
consumption levels

Source: S&P, BCG, UN International Organization for Migration

Under-tapped domestic skies

High growth potential with rising income levels and growing infrastructure

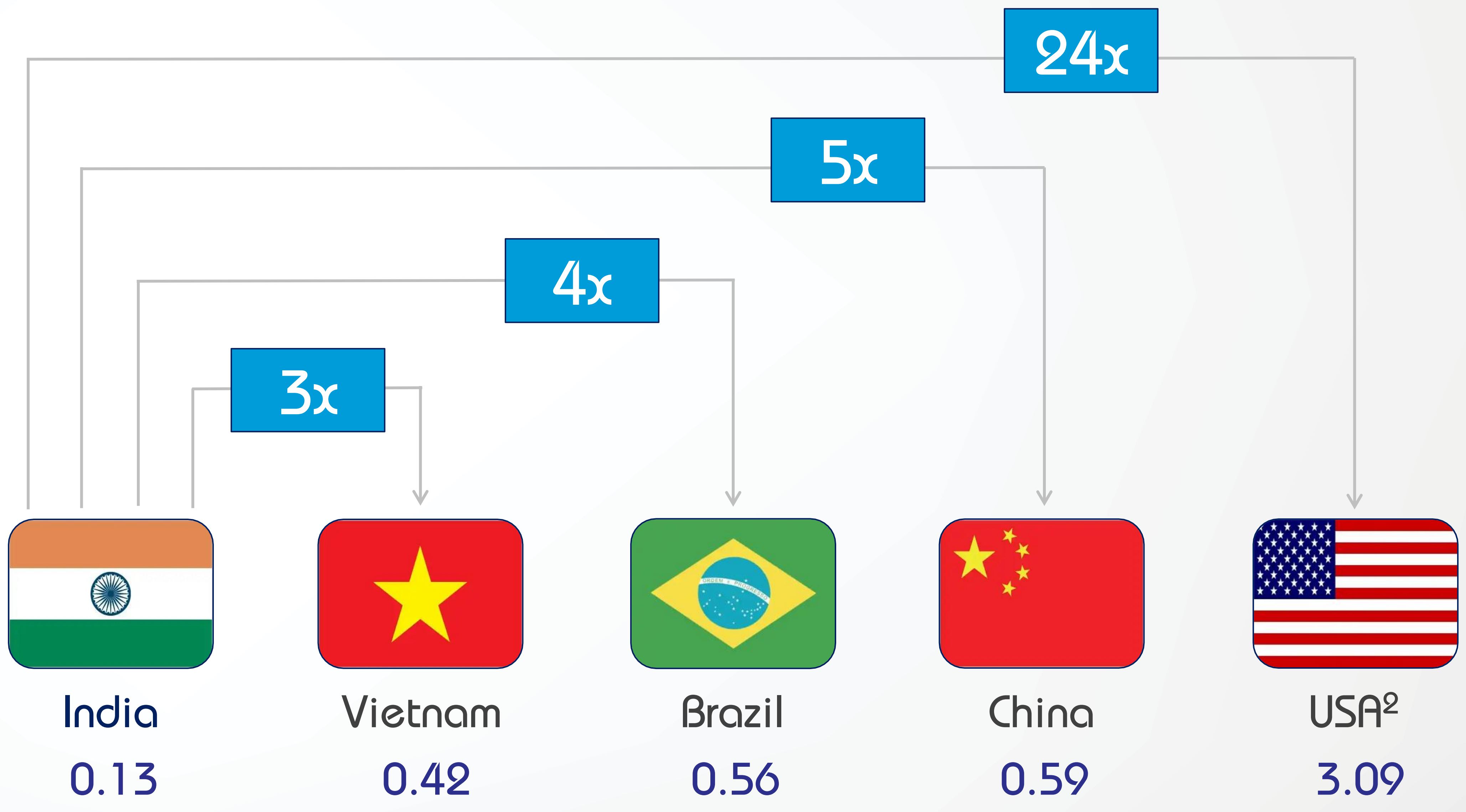
18%
of world's population resides in India

c. 7 billion
railway passengers in FY24

Growing middle class
and rising income levels

3rd largest
domestic aviation market

Domestic seats per capita[1]



India	Vietnam	Brazil	China	USA[2]
0.13	0.42	0.56	0.59	3.09

Source: OAG, World Bank and Ministry of Railways

1. Based on CY 2024 data
2. US numbers based on CY 2023 data

Untapped international skies

Low seats per capita offer significant growth opportunity

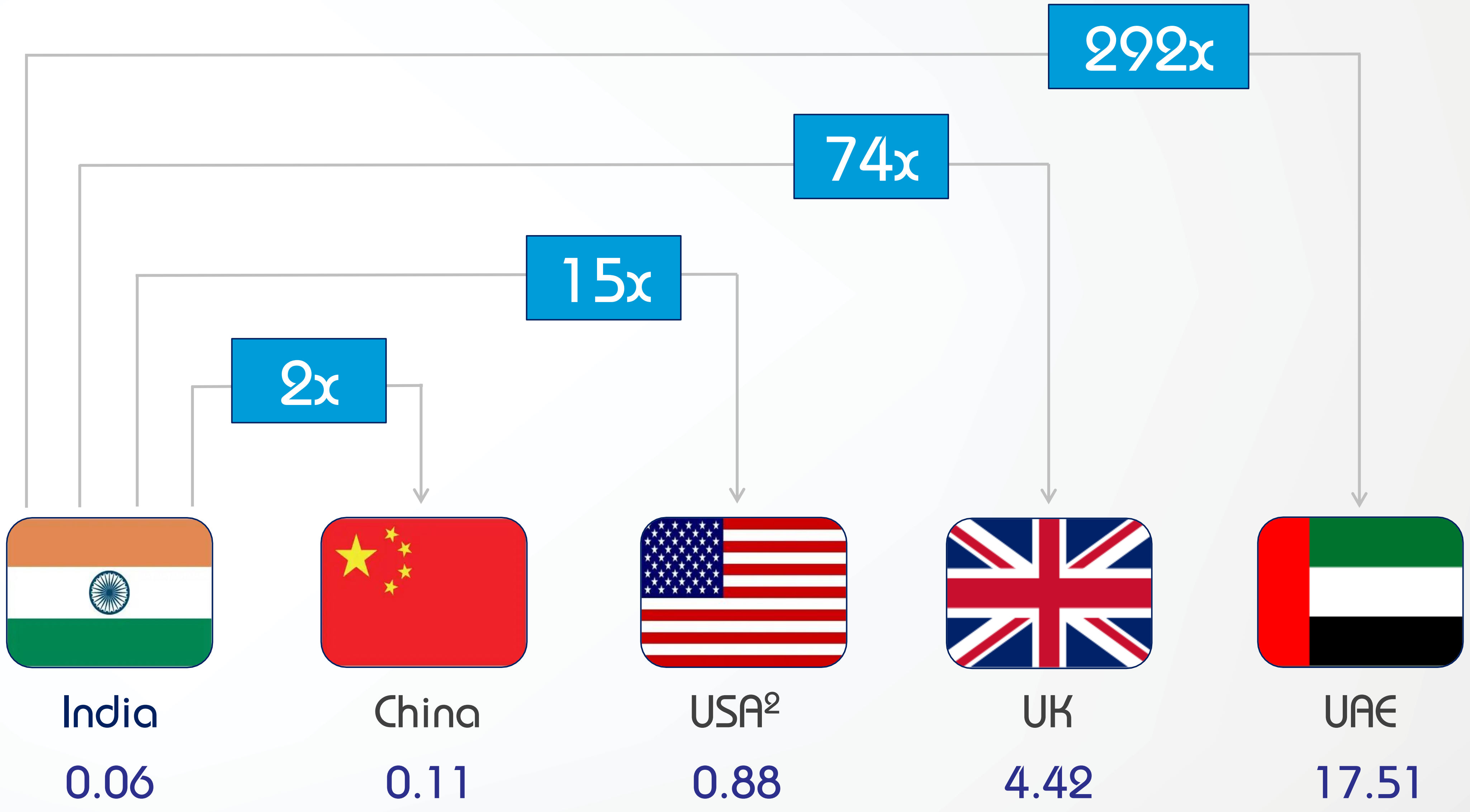
Geographical
advantage with large part of population living around India

Largest diaspora
for any country in the world

Visa free / Visa on arrival
offered by 50+ countries

5th largest
International outbound tourism market by 2027

International seats per capita[1]



Source: OAG, World Bank, UN, MEA, Bernstein

1. Based on CY 2024 data
2. US numbers based on CY 2023 data

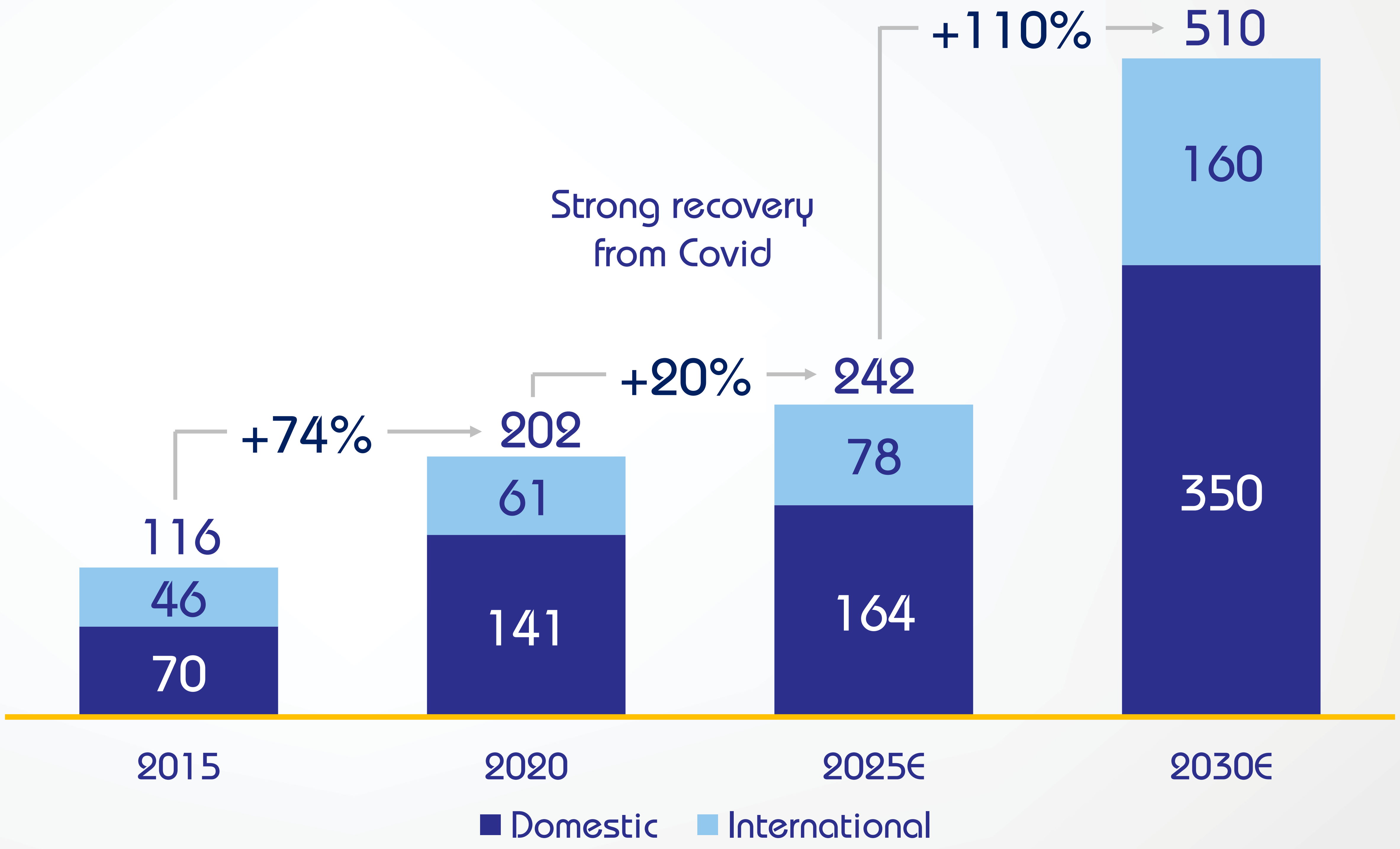
Indian Aviation Industry's unstoppable ascent

Number of passengers poised to double by 2030

Unmatched growth
leading to doubling of passengers from 2025 to 2030

Fastest growing
aviation market in the world

Rising demand
supported by infrastructure expansion



Source: DGCA, CAPA, IATA
Data for Financial year

Foundation for Take-off

Pillars driving Indian aviation growth

Growing Investments in Infrastructure

India accounts for ~12% of worldwide orderbook

GIFT

GUJARAT INTERNATIONAL FINANCE TECH CITY

Favorable policies and regime

Indian MRO industry to double by 2028 vs. 2024

c.80% more CPLs issued in 2024 vs. 2019

Source: MoCA, Airbus & Boeing, DGCA

Growing Infrastructure I Airports

Capacity augmentation supported by infrastructural development

2x

Number of airports

doubled

in last 10 years

US$ 25 bn

Investments in airports infrastructure by 2027

90%

of the planned capex[2] of US $ 12 bn achieved by 2024

Expansion of existing airports supported by efficient utilization

Jewar

02 runways (Phase 1)

Initial: 12 MPA
Total: 70 MPA

Launch Carrier IndiGo

Navi Mumbai

02 runways

Initial: 20 MPA
Total: 90 MPA

Launch Carrier IndiGo

Major upcoming airports[1]

🟦 Greenfield Development / Expansion 🟨 Brownfield Development

Source: AAI, Ministry of Finance

1. The list of airports are not exhaustive in nature
2. For the period FY20 to FY25

Map is indicative in nature and is not drawn to scale

IndiGo

About IndiGo

Your Departure terminal is

Ifly Gurugram

Analyst Day 2025

Flight	Gate	Boarding Time	Boarding	Seat
6E 2030	1	0935 Hrs	Zone 1	1A

Date 2025

Seq 0001

Departure 1000

Services BUSL

Gate is subject to change and will close 25 minutes prior to departure

Flight	6E 2030
Date	2025
PNR	INAD25
Services	BUSL

Seat 1A

Seq 0001

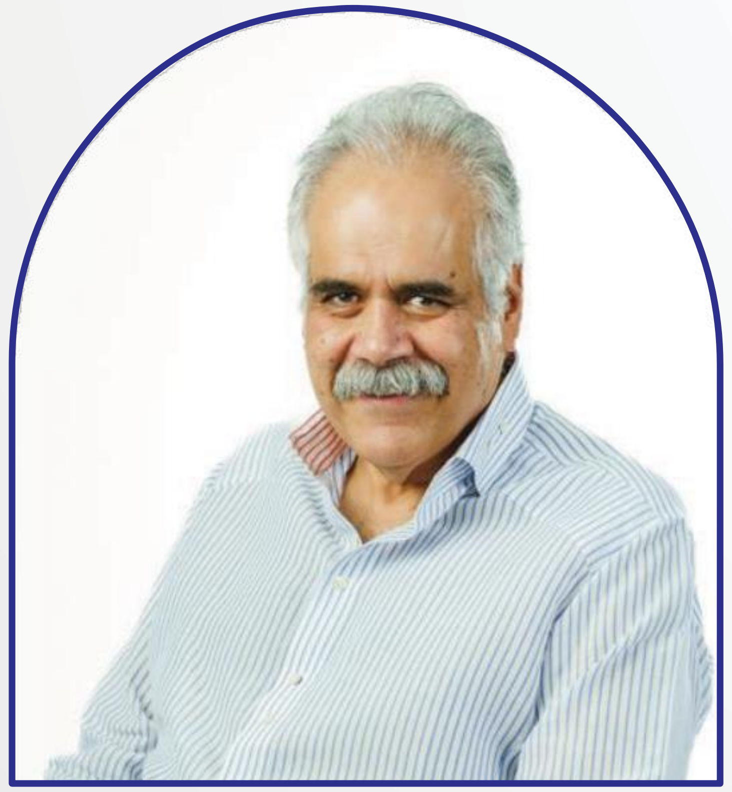
Our Board Members


Dr. Venkataramani Sumantran
Chairman and Independent Director


Ms. Pallavi Shardul Shroff
Independent Director


ACM B. S. Dhanoa (Retd.)
Independent Director


Mr. Vikram Singh Mehta
Independent Director


Mr. Rahul Bhatia
Managing Director


Mr. Gregg Albert Saretsky
Non-Executive Director


Mr. Meleveetil Damodaran
Non-Executive Director


Mr. Anil Parashar
Non-Executive Director

Our Management Team

Pieter Elbers
Chief Executive Officer

Gaurav M. Negi
Chief Financial Officer

Isidro Pablo Porqueras
Chief Operating Officer

Rajesh Kumar Singh
Special Director

Abhijit DasGupta
SVP Planning &
Revenue Management

Riyaz PeerMohamed
Chief Aircraft Acquisition
& Financing Officer

Sukhjit S Pasricha
Group Chief
Human Resources Officer

Saguna Vaid
General Counsel

Vinay Malhotra
Head of Sales

Neetan Chopra
Chief Digital &
Information Officer

Neerja Sharma
Company Secretary &
Chief Compliance Officer

Mark Sutch
Chief Commercial Officer – CarGo &
Head of International Development

Our Journey of 18 years…

FY 07

commences **operations**

FY 09

Becomes **profitable**

FY 12

IndiGo goes **international**

FY 16

IndiGo goes **public**

FY 23

100+
destinations

FY 24

100+ mn
Passengers in FY 24

FY 24

500 aircraft order
the largest ever single aircraft order with Airbus by any airline

FY 25

Launch of **BluChip**
Loyalty program

Introduction of
"IndiGo Stretch"
(Business Class)

Refreshed Web and App

FY 25

30 A350
Widebody Ordered

118 mn
passengers in FY 25E

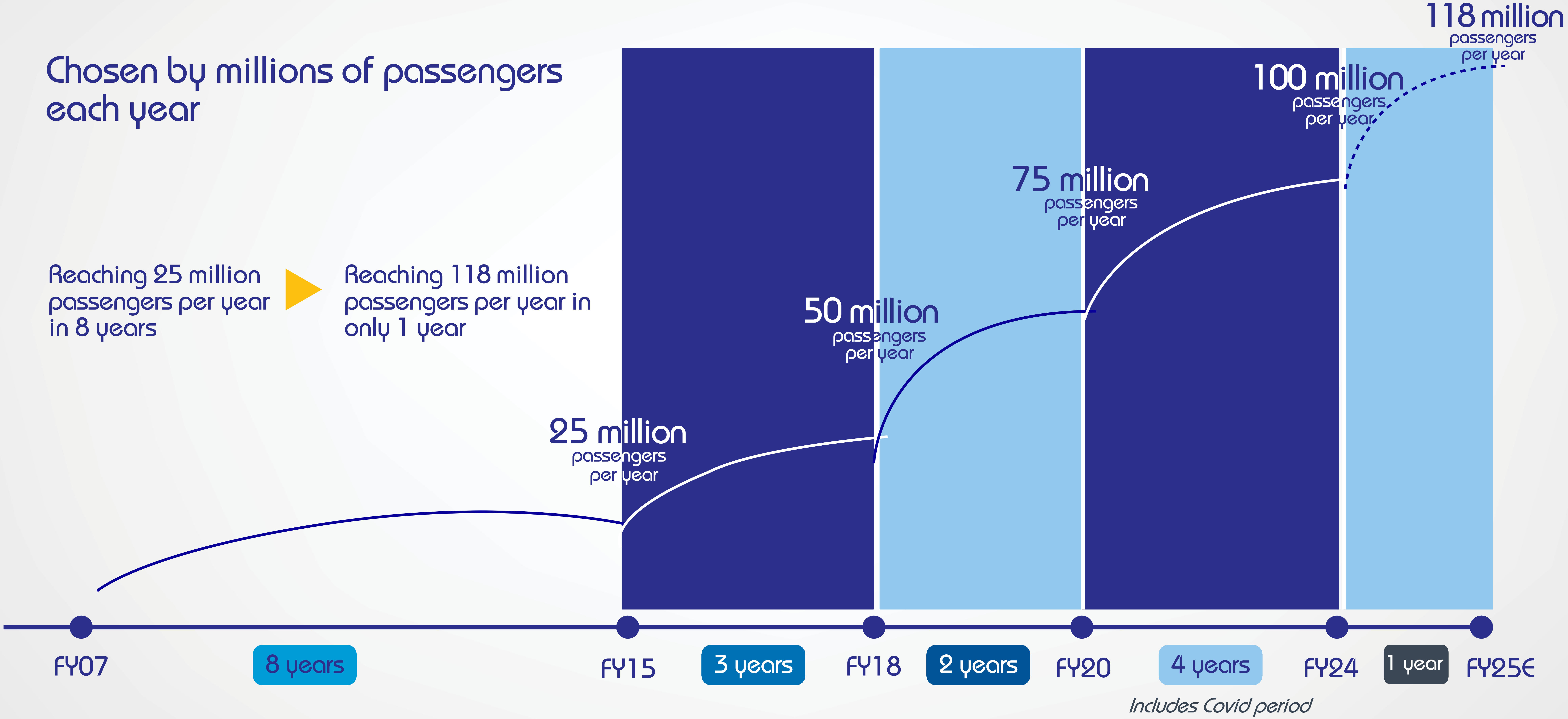
Financial Year – 1st April to 31st March

India's most preferred airline

Achieving new passenger milestones faster than ever

Chosen by millions of passengers each year

Reaching 25 million passengers per year in 8 years ▶ Reaching 118 million passengers per year in only 1 year



Ranked amongst the world's leading airlines

Soaring at unrivaled scale

7th largest airline
by daily departures

One of the Youngest airlines to welcome 100 mn passengers in a year

Amongst the fastest
growing airlines in the world

One of the highest
aircraft utilization in the world

One of the largest
orderbook in the world

Source: OAG & Airbus

Mission, Customer Promises and Strategic Pillars

Boost economic growth, social cohesion and mobility in India by developing our own model with affordable air connectivity and on time & hassle-free service across our country and globe

Customer Promises

- On-time performance
- Courteous and hassle-free service
- Affordable fares
- Unparalleled network

Strategy

- Reassure
- Develop
- Create

The IndiGo Advantage

Your Departure terminal is

Ifly Gurugram

Flight	Gate	Boarding Time	Boarding	Seat
6E 2030	1	0935 Hrs	Zone 1	1A

Date 2025

Seq 0001

Departure 1000

Services BUSL

Gate is subject to change and will close 25 minutes prior to departure

Analyst Day 2025

Flight	6E 2030
Date	2025
PNR	INAD25
Services	BUSL

Seat 1A

Seq 0001

The IndiGo Advantage

Operational efficiency
Efficient operations at scale driving performance and reliability

Trusted partnerships
Long-term relationships with supply chain partners

Unparalleled network
Seamless connections across India and the world

Cost leadership
Low costs drive sustainable profits and shareholder returns

Where excellence meets the skies

Order visibility till 2035
Robust orderbook securing future growth and expansion

Clear roadmap
Clear strategy and defined path ahead

Agile and resilient team
Quick and efficient response to market changes and headwinds

Clear roadmap

Strategic pillars

Enabling growth to achieve desired outcomes

Reassure

- On-Time Performance
- Affordable fares
- Courteous & Hassle-Free Service
- Unparalleled Network

Develop

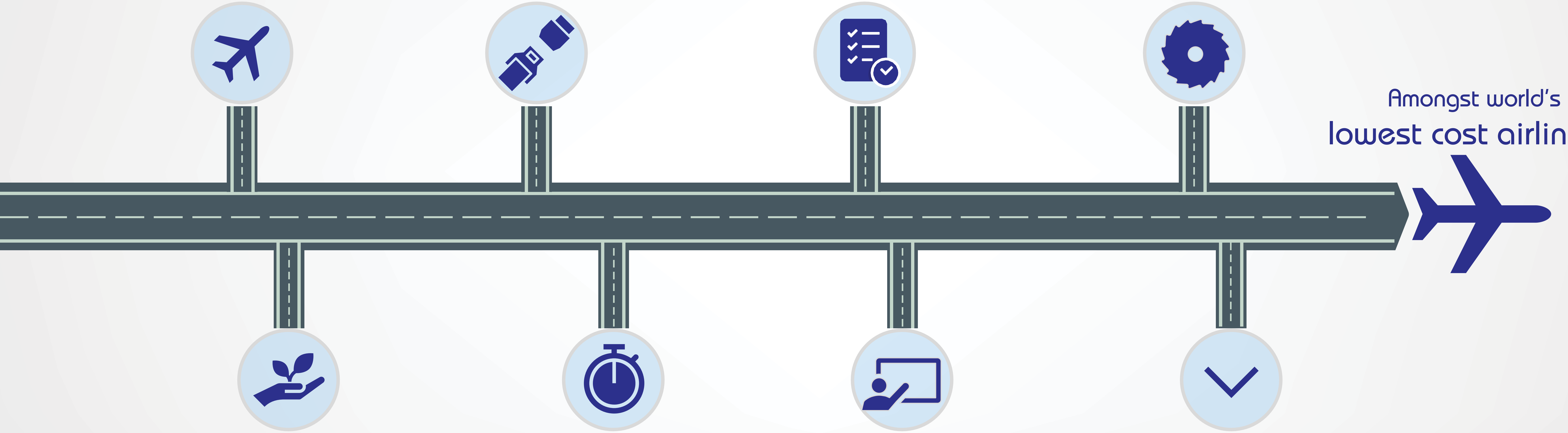
- Digitalization
- Invest In Human Capital
- Scale Infrastructure

Create

- Internationalization
- IndiGo Stretch
- CarGo
- Loyalty & Ventures

Cost leadership throughout lifecycle

Cost leadership



Large orders
reduce ownership costs

High gauge
reduces unit costs

High completion rate
reduces overall costs

Engineering support
reduces downtime

New Generation aircraft reduces fuel consumption

Higher aircraft utilization
optimizes unit fixed costs

Operational efficiencies &
In-house trainings

Network Optimization & Low distribution costs

Amongst world's
lowest cost airlines

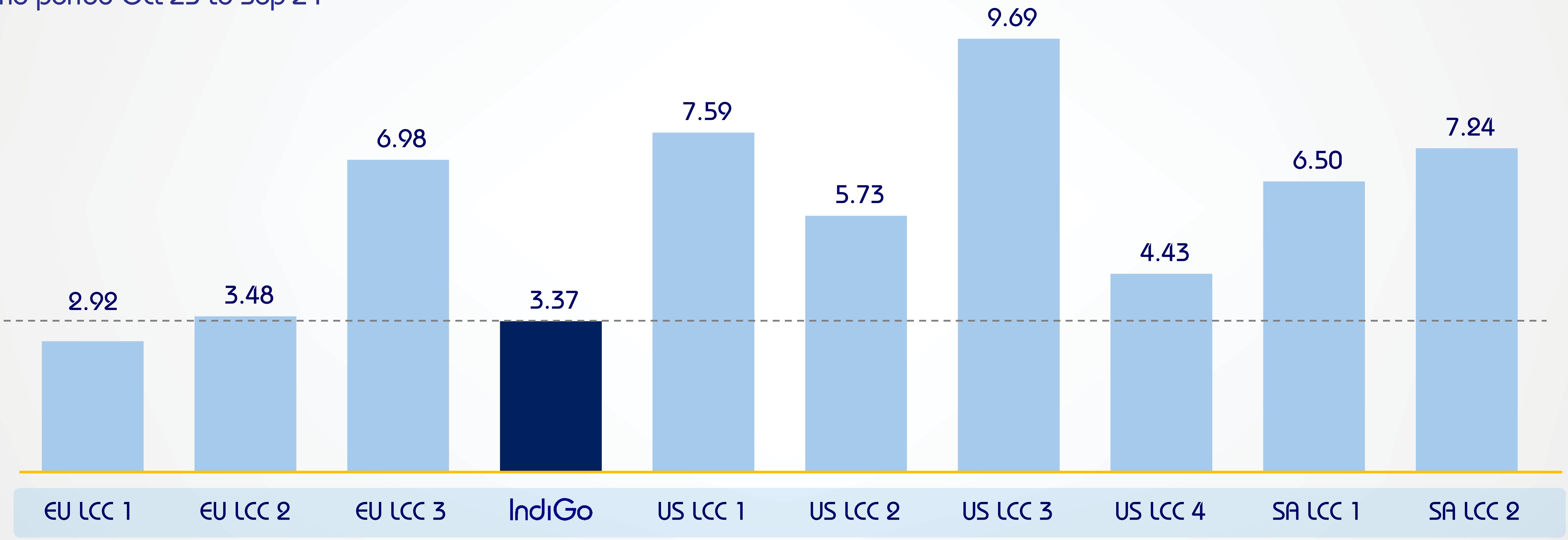
Leading the sky with Cost efficiencies

Low costs leads to affordable travel and unmatched value

Operational efficiency

Cask ex fuel ex forex of top 10 LCCs around the world (USD cents)*

for the period Oct'23 to Sep'24



EU – Europe US – United States of America SA – South America

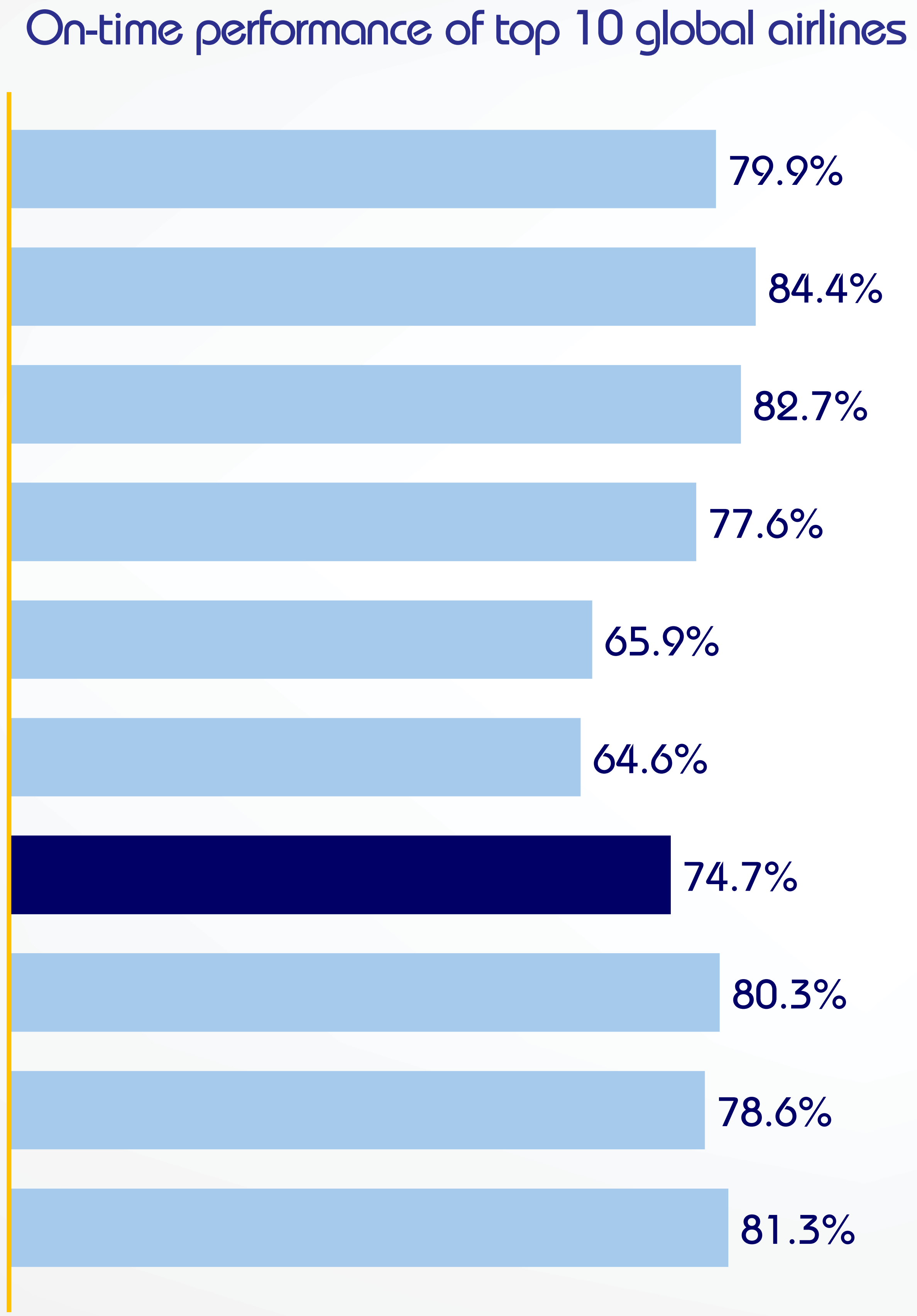
Average Exchange rate used for the period Oct'23 to Sep'24
Source: Company's financials, OAG
Stage length adjusted to IndiGo's stage length

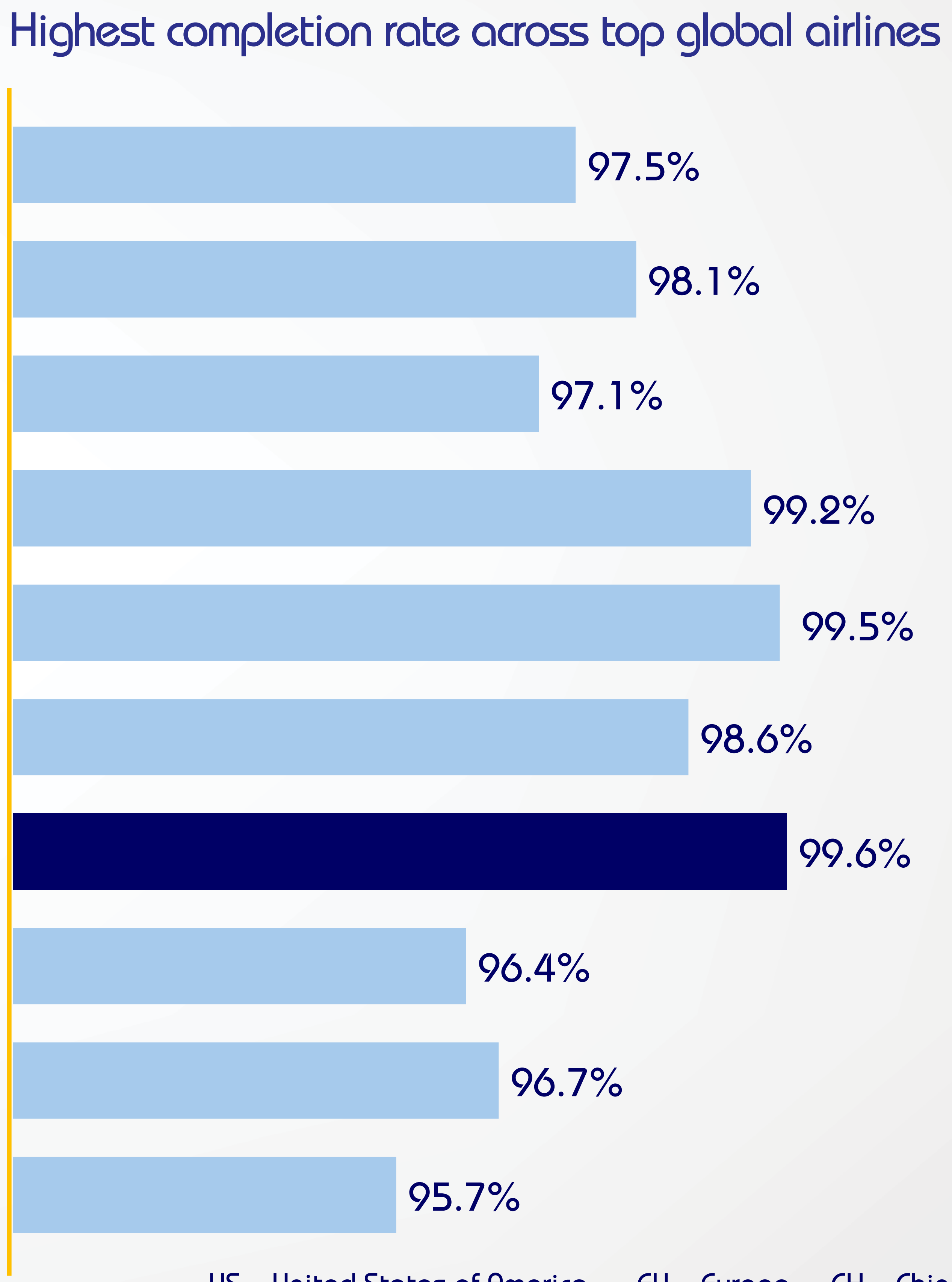
$\text{CASK ex fuel ex forex} * \sqrt{\text{Stage length / IndiGo stage length}}$

Ranked amongst world's best in operational efficiency

Operational
efficiency

	Average daily departures[1]
American Airlines	6,000
DELTA	4,700
UNITED AIRLINES	4,400
Southwest	4,000
RYANAIR	2,900
easyJet	1,600
IndiGo	2,100
中國東方航空 CHINA EASTERN	2,400
中国南方航空 CHINA SOUTHERN AIRLINES	2,200
AIR CHINA	1,700


On-time performance of top 10 global airlines


Highest completion rate across top global airlines

US – United States of America EU – Europe CH – China

Source: OAG data for CY 2024

1 - Rounded off to nearest multiple of 100

Optimizing Engineering Excellence

Minimizing downtime, maximizing performance

400+
Engine changes[1]

10
C-checks[1]

Delhi
16,500 sq. mtrs.
2 lines

TDR of
99.89%[1]

Landing-gear
change capabilities

Bengaluru
20,000 sq. mtrs.
2 lines

Exploring MRO opportunities …

1- During FY25
Technical Dispatch Reliability

Trusted partnerships

Long-term relationships with supply chain partners

Key supply-chain partners

OEMs

AIRBUS

cfm

Pratt & Whitney
A United Technologies Company

SAFRAN

BOTANY WEAVING
1934 & ONWARD

RECARO

Operational maintenance support

THALES

Honeywell

SAFRAN

GOODRICH

Rockwell Collins

IAE International Aero Engines

HORIZON
AEROSPACE (INDIA) PVT. LTD

AIRFRANCE

Collins Aerospace

MICHELIN

UTC Aerospace Systems

MAGNUM AVIATION

L3HARRIS™

Haveus Aerotech 360°

Redelivery support

TURKISH TECHNIC

Lufthansa Technik
More mobility for the world

JORAMCO Committed to Excellence
A DAE COMPANY

GMF AeroAsia
GARUDA INDONESIA GROUP

AAR

GMR Aero Technic

AIR WORKS
FLY ASSURED

SEPANG AIRCRAFT ENGINEERING
AN AIRBUS COMPANY

Long term
Inventory and servicing agreements

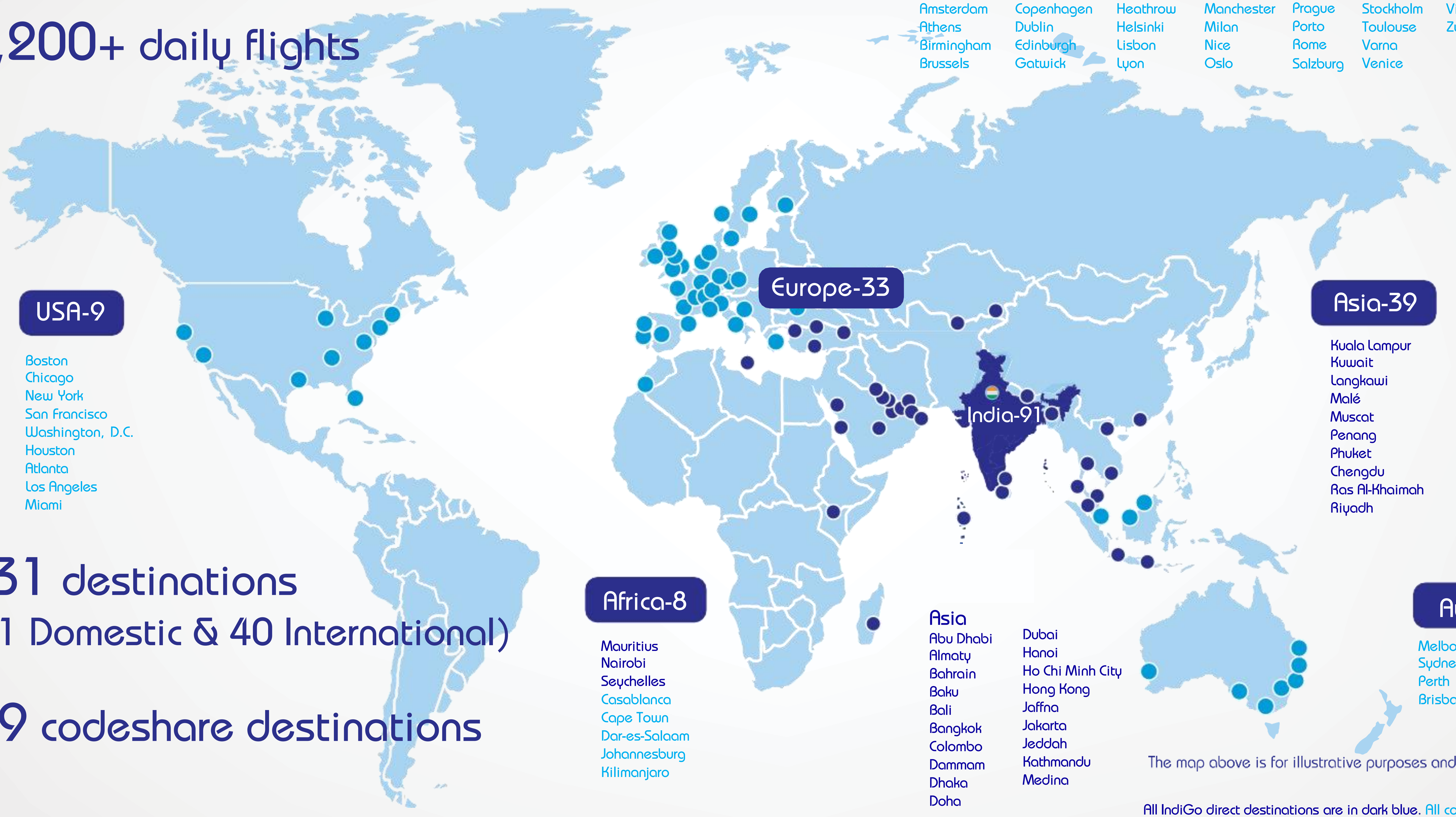
Cost-effective
technical and manpower support

Training
and spare parts' support

Connecting the world one dot at a time

Unparalleled network

2,200+ daily flights



Europe

Istanbul
Amsterdam
Athens
Birmingham
Brussels
Budapest
Copenhagen
Dublin
Edinburgh
Gatwick
Geneva
Heathrow
Helsinki
Lisbon
Lyon
Malta
Manchester
Milan
Nice
Oslo
Paris
Prague
Porto
Rome
Salzburg
Sofia
Stockholm
Toulouse
Varna
Venice
Basel
Vienna
Zurich

USA-9

Boston
Chicago
New York
San Francisco
Washington, D.C.
Houston
Atlanta
Los Angeles
Miami

Asia-39

Kuala Lampur
Kuwait
Langkawi
Malé
Muscat
Penang
Phuket
Chengdu
Ras Al-Khaimah
Riyadh
Sharjah
Singapore
Yangon
Guangzhou
Tashkent
Tbilisi
Krabi
Johor Bahru
Kota Kinabalu
Kuching

131 destinations

(91 Domestic & 40 International)

59 codeshare destinations

Africa-8

Mauritius
Nairobi
Seychelles
Casablanca
Cape Town
Dar-es-Salaam
Johannesburg
Kilimanjaro

Asia

Abu Dhabi
Almaty
Bahrain
Baku
Bali
Bangkok
Colombo
Dammam
Dhaka
Doha
Dubai
Hanoi
Ho Chi Minh City
Hong Kong
Jaffna
Jakarta
Jeddah
Kathmandu
Medina

Australia-7

Melbourne
Sydney
Perth
Brisbane
Adelaide
Canberra
Gold Coast

The map above is for illustrative purposes and is not drawn to scale.

All IndiGo direct destinations are in dark blue. All codeshare destinations in light blue

India by IndiGo

Further densified our unparalleled domestic network

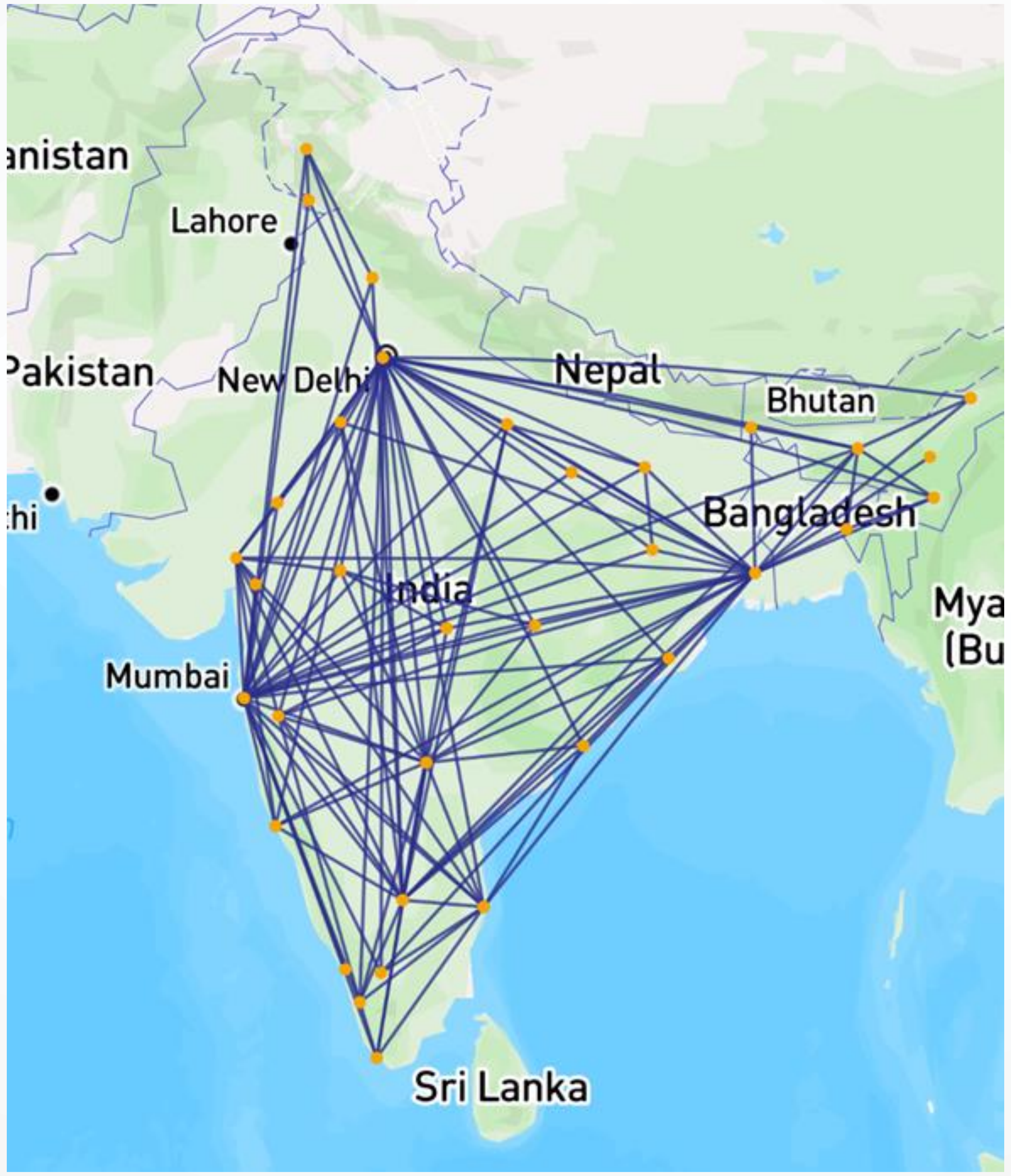
Unparalleled network
Domestic

c. 3.8x
daily domestic departures in FY2025 vs. FY2015

c. 3.9x
domestic routes in FY2025 vs. FY2015

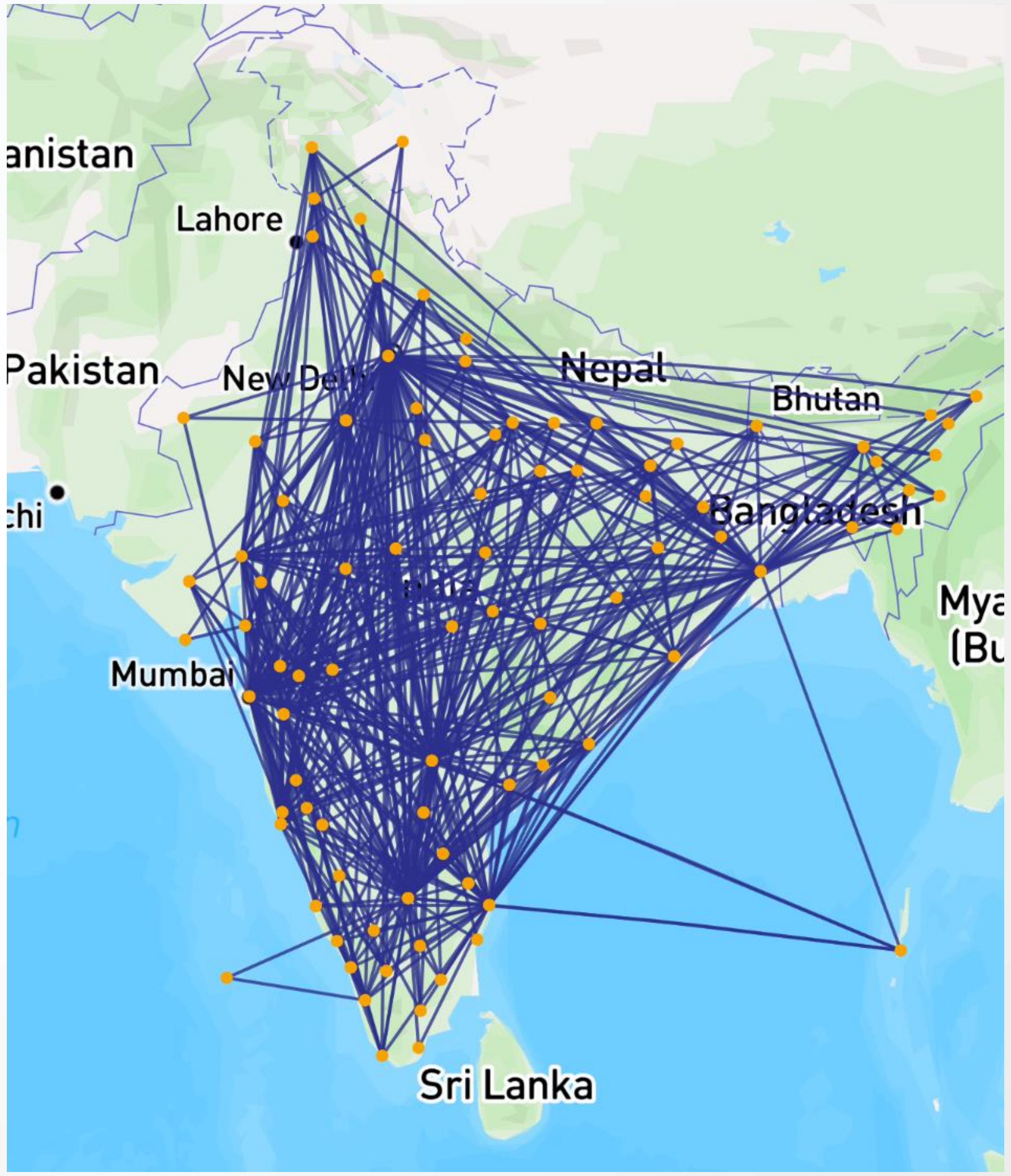
3 lakh+
domestic passengers each day

IndiGo domestic network – FY15



21 domestic destinations

IndiGo domestic network – FY25



91 domestic destinations

Map is indicative in nature and is not drawn to scale

Unparalleled network

Domestic

Leading the skies across key markets

Charting new heights one flight at a time

Unmatched leadership

across top 35+ airports in India, in terms of seats deployed

Only airline in the world outside USA operating **200**+ departures at **3** cities

460+

direct city pairs connected across the country

c.87%

of India's population is within 100 kms of 6E served airports[1]

Rank basis domestic seat share

Source: OAG December 2024 data

1. Top 300 cities-based Census 2011 population data

Map is indicative in nature and is not drawn to scale

Unparalleled network

International

Charting new skies

Developed new destinations across regions and countries

c.9.7x

number of seats vs. FY2015

c.28%

international capacity share FY25

c.40%

international capacity share FY30

35

new international destinations launched since 2015

Central Asia & Europe

Destinations : 5 vs nil in FY2015

Middle East

Destinations : 12 vs 2 in FY2015

Seats : 7.9x ↑ vs FY2015

Africa

Destinations : 3 vs nil in FY2015

Asia

Destinations : 20 vs 3 in FY2015

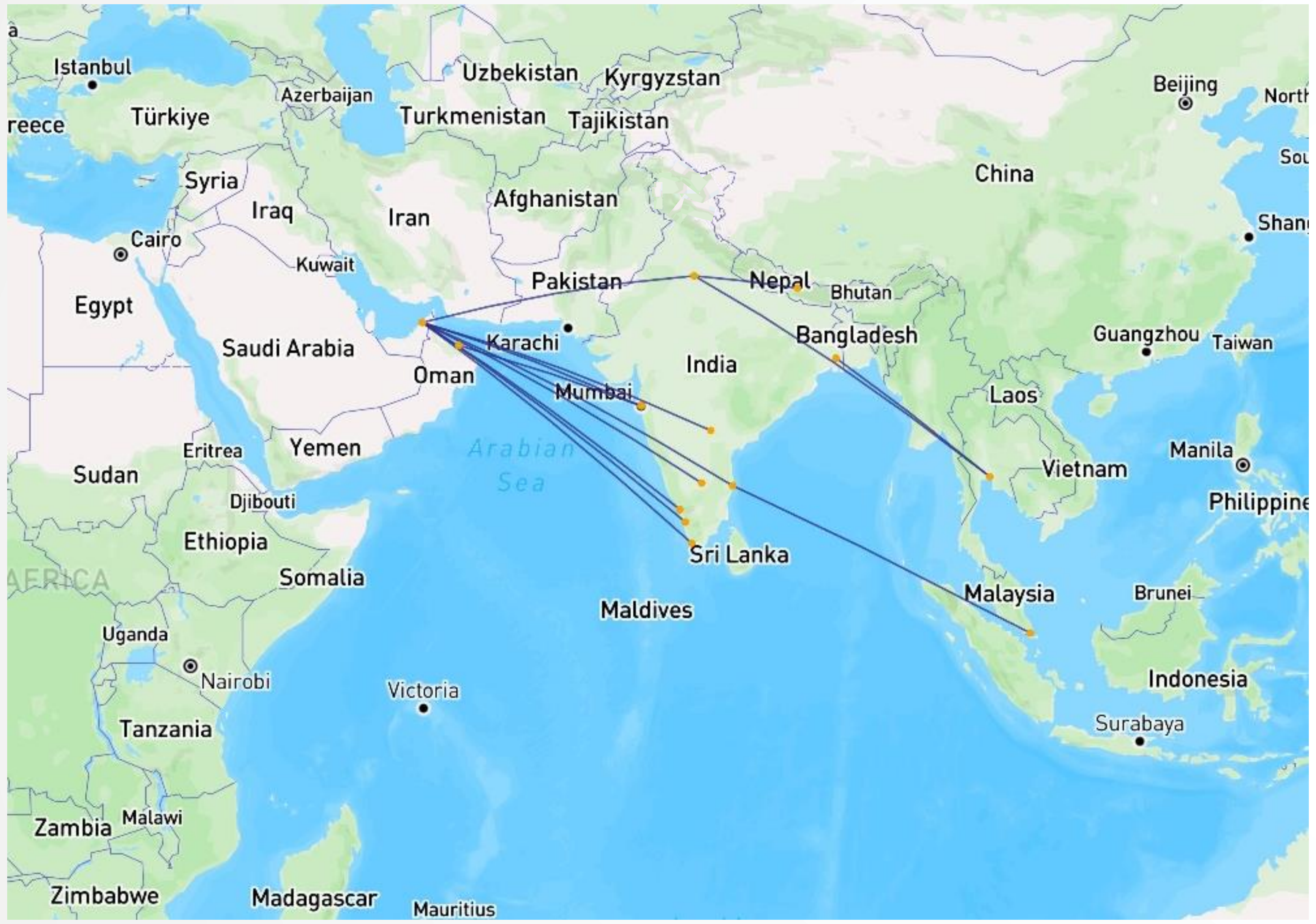
Seats : 11.9x ↑ vs FY2015

Map is indicative in nature and is not drawn to scale

Accelerated global expansion

Connecting India to the world

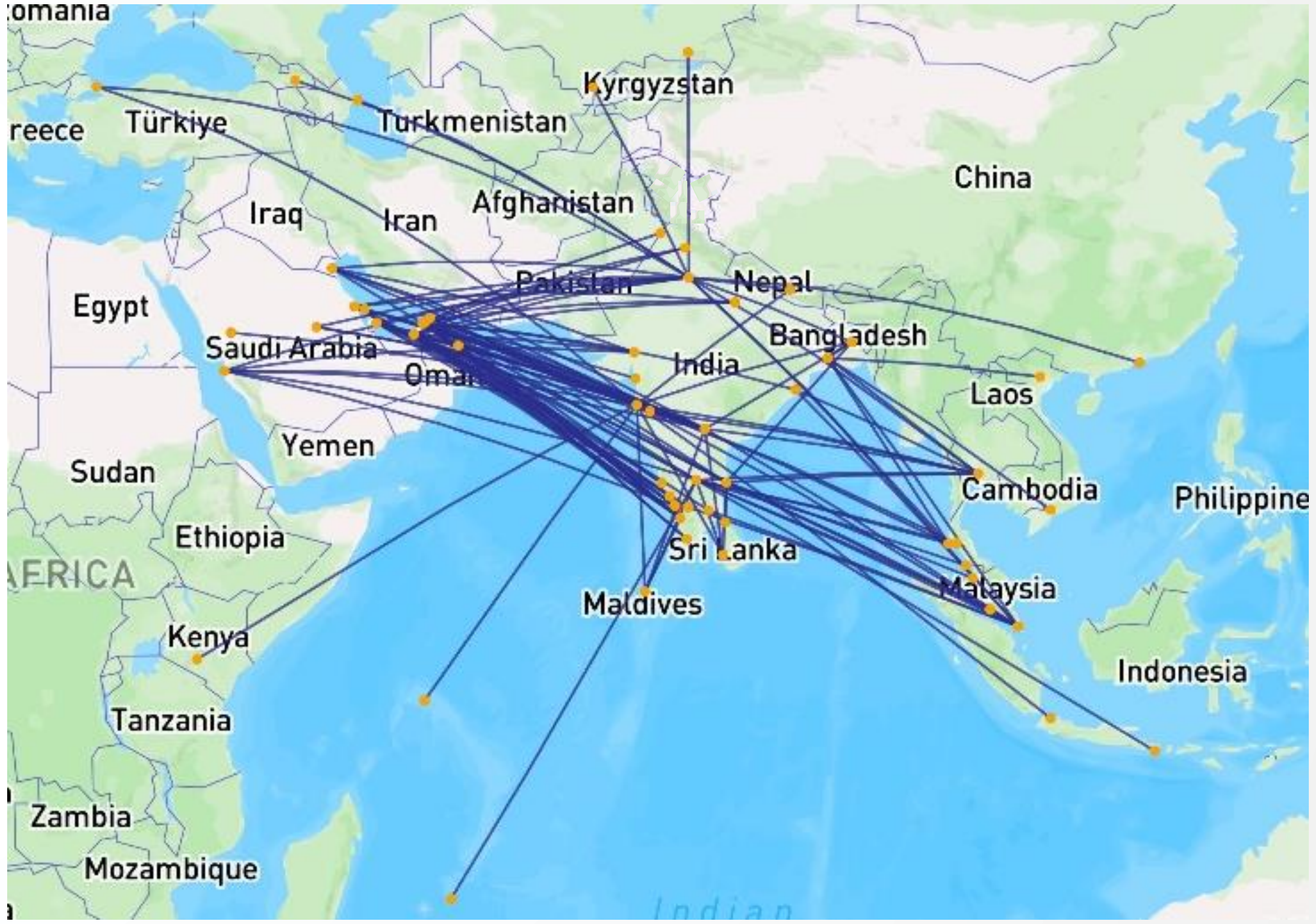
IndiGo international network – FY15



10+ routes, 5 destinations

9 Indian cities connected

IndiGo international network – FY25



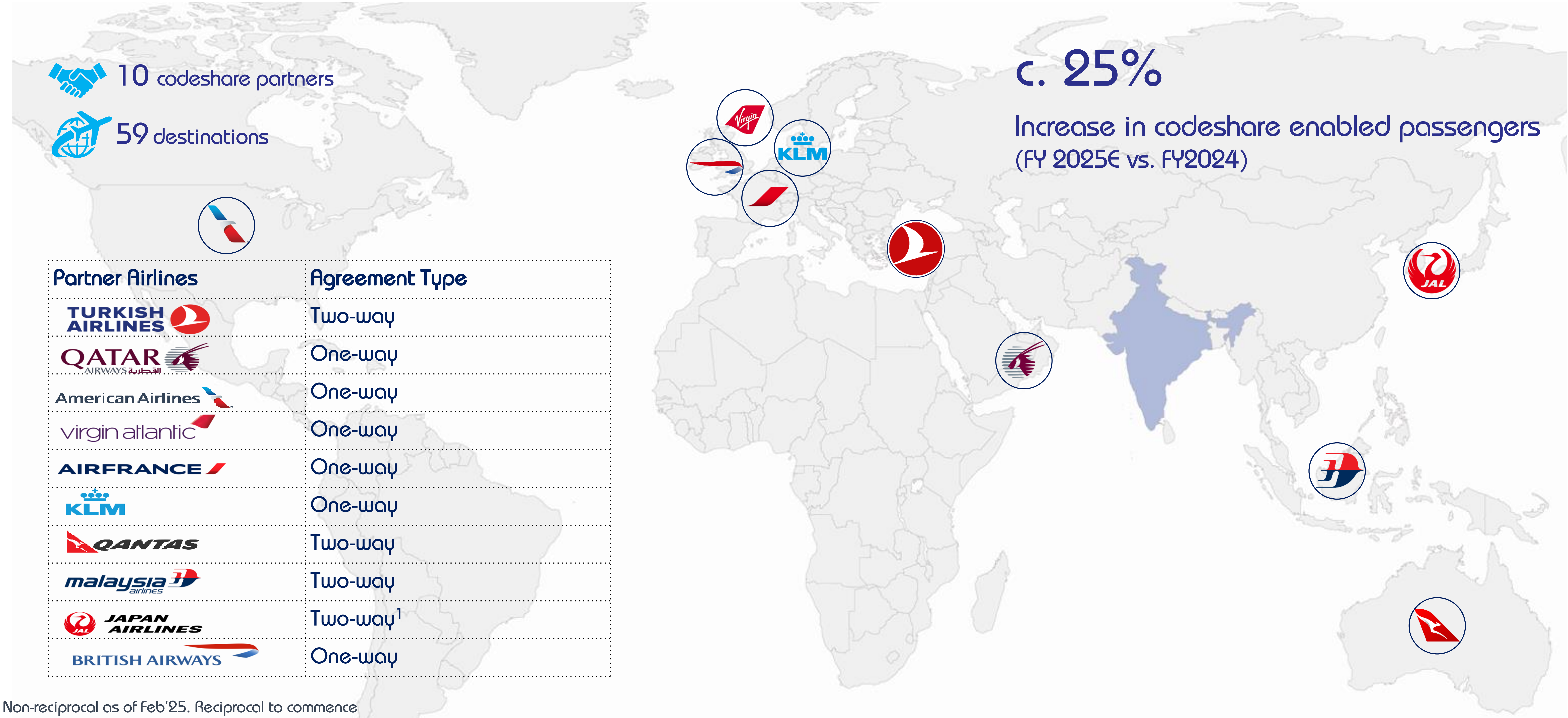
100+ routes, 40 destinations

20 Indian cities connected

Map is indicative in nature and is not drawn to scale

Seamless connectivity through codeshare partnerships

Partnerships with airlines across the world



10 codeshare partners

59 destinations

c. 25%

Increase in codeshare enabled passengers
(FY 2025E vs. FY2024)

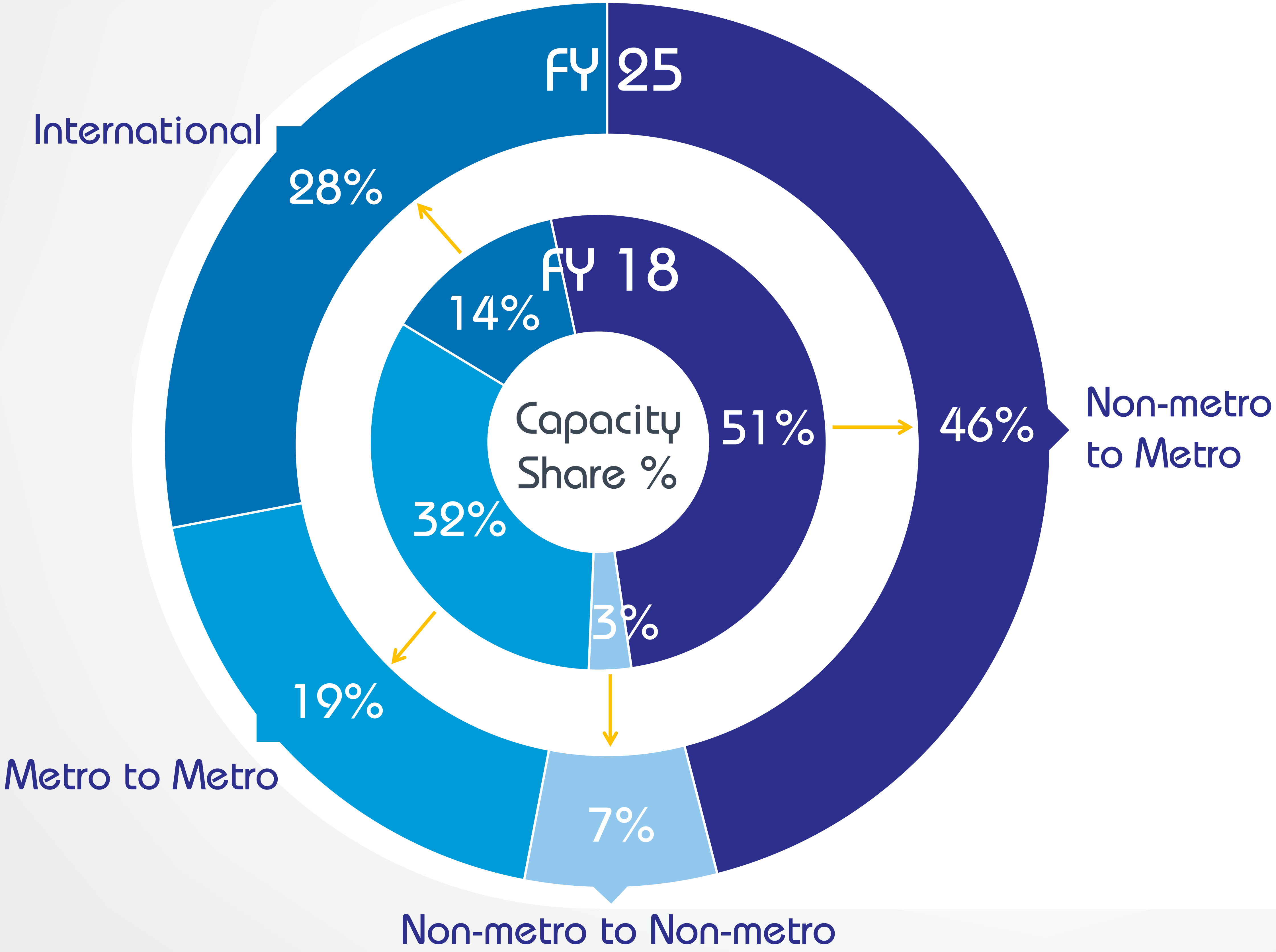
Partner Airlines	Agreement Type
TURKISH AIRLINES	Two-way
QATAR AIRWAYS	One-way
American Airlines	One-way
virgin atlantic	One-way
AIRFRANCE	One-way
KLM	One-way
QANTAS	Two-way
malaysia airlines	Two-way
JAPAN AIRLINES	Two-way[1]
BRITISH AIRWAYS	One-way

1. Non-reciprocal as of Feb'25. Reciprocal to commence from summer 2025

Map is indicative in nature and is not drawn to scale

Well balanced route portfolio

Coverage across metro and non-metro stations



Extensive

coverage across length and breadth of India

$2/3^{rd}$

of domestic capacity connecting non-metros

Feeder

traffic through non-metro stations to trunk routes

Strengthening growth with a solid aircraft order book

Order visibility till 2035

Secured order deliveries till 2035

	Year of order	No. of Aircraft
CEO	2005	100
NEO	2011	180
NEO	2015	165 | 85
ATR	2017	50
NEO	2019	310*
NEO	2023	500
A350	2024	30 | 70 (Purchase rights)

925 Aircraft yet to be delivered

🟦 Aircraft delivered
▢ Pending deliveries

* Placed additional order of 10 aircraft in 2023

Our fleet at a glance

at 28th Feb'25

A320 NEO	196	180/ 186
A320 CEO	26	180
A321 NEO	119	222/ 232
A321 NEO Dual class	13	220
ATR	49	78
A321 Freighter	3	20+ ton

Damp Leases

B777	3	531
B787	1	338
B737	11	176/ 189
A320 CEO	18	180

3 additional B787 from H2CY25

Strong pilot pipeline to support growth plans

Cadet Pilot Program and lateral hiring to support growth plans

Agile and resilient team

9 partnerships

with world-class Flying Training Organizations across the world

1,000+

pilots hired through our coveted **Cadet Pilot Program**

Highest number of female pilots

for any airline in the world

ifly - IndiGo's world class training center

Setting the standard in aviation training and excellence

180+ trainers
2,200+ employees trained per day

1st airline to implement dangerous goods CBTA training*

6 Training centers with total capacity of 3,300 employees per day

3+ million hours of training delivered during 2024

State-of-the-art facilities

Including aircraft mockup, check-in and gate mockup, maintenance training simulator, medical and safety simulation equipment

8 Awards

at Tata Institute of Social Sciences CLO Summit 2024

---

* Competency-Based Training & Assessment

IndiGo

Path to 2030

Your Departure terminal is

Ifly Gurugram

Flight	Gate	Boarding Time	Boarding	Seat
6E 2030	1	0935 Hrs	Zone 1	1A

Date 2025

Seq 0001

Departure 1000

Services BUSL

Gate is subject to change and will close 25 minutes prior to departure

Analyst Day 2025

Flight	6E 2030
Date	2025
PNR	INAD25
Services	BUSL

Seat 1A

Seq 0001

600+ aircraft by 2030, runway for continued success

Pieces of the same cohesive strategy

One aircraft per week till 2030

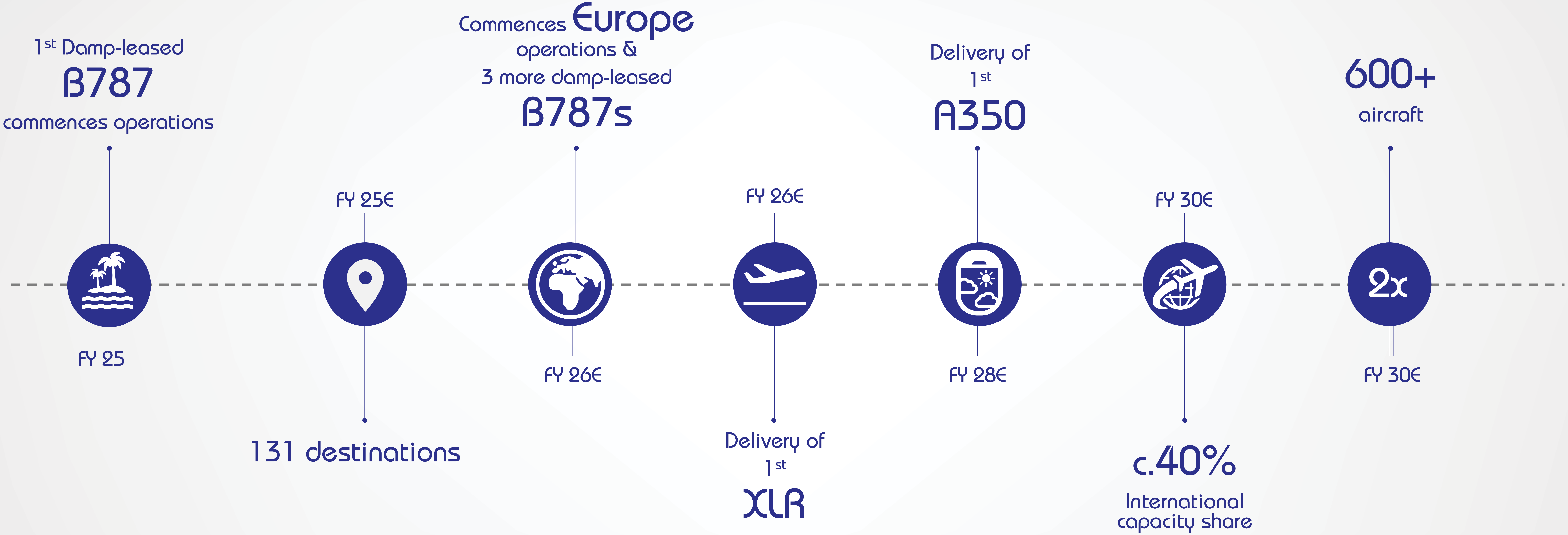
Internationalization

Revenue Enhancement & diversification

Operational efficiency

Cost Leadership

…to continue the growth path



1st Damp-leased
B787
commences operations

FY 25

FY 25E

131 destinations

Commences **Europe**
operations &
3 more damp-leased
B787s

FY 26E

FY 26E

Delivery of
1st
XLR

Delivery of
1st
A350

FY 28E

FY 30E

c.40%
International
capacity share

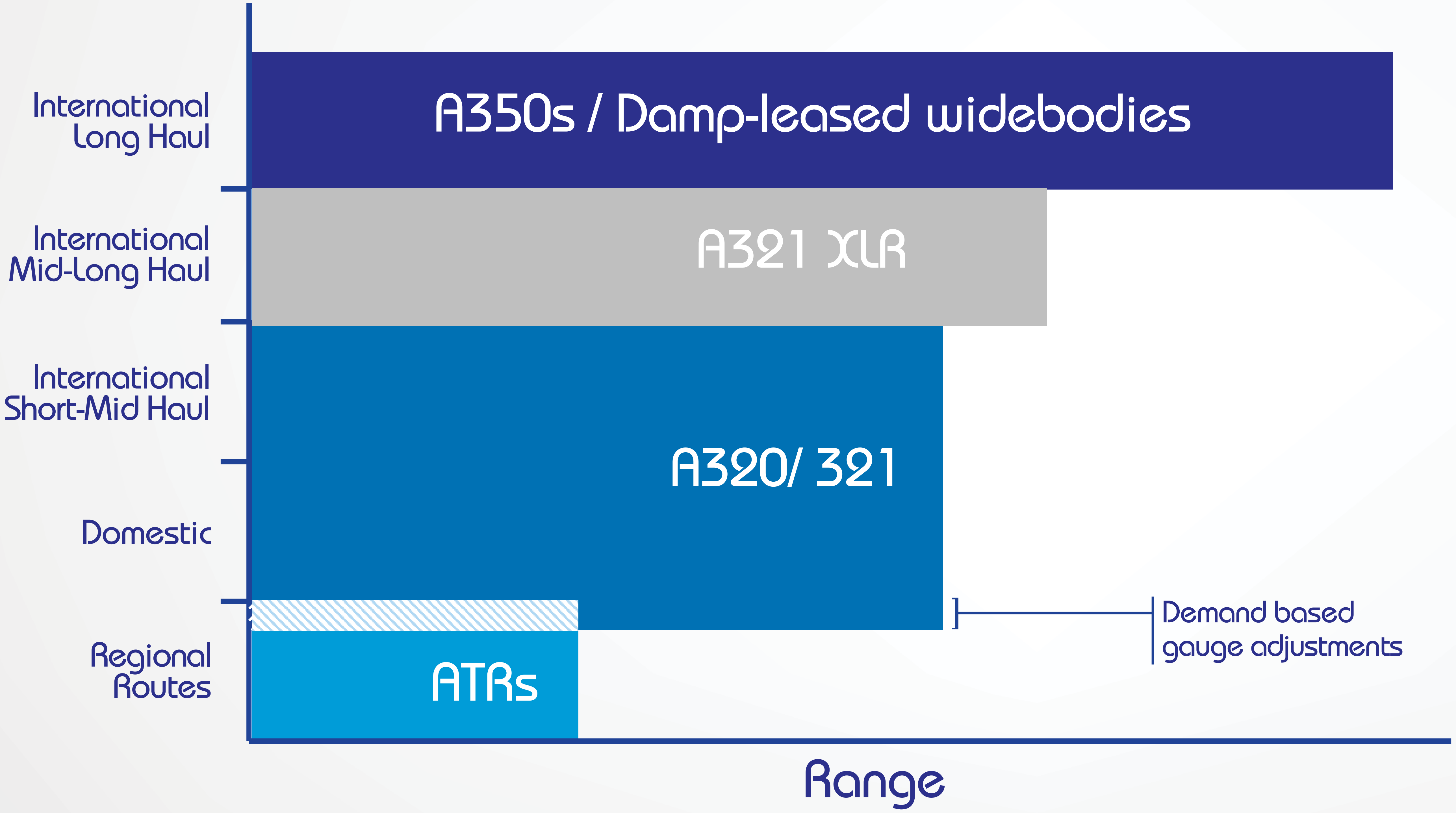
600+
aircraft

FY 30E

Delivery of one aircraft per week

Maximizing flexibility and enhancing range

New possibilities through XLRs and widebodies



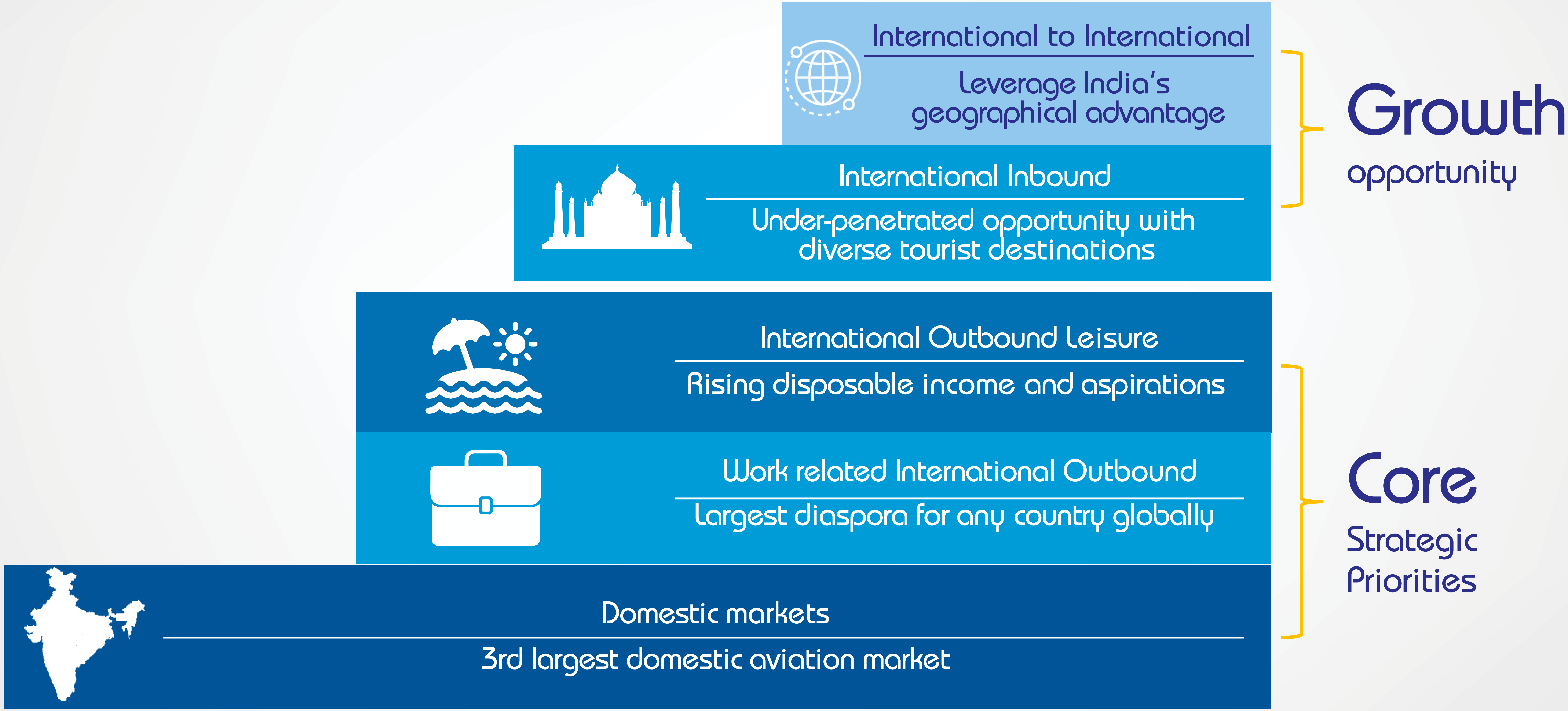
Underserved
International routes through XLRs

Long-term
fleet planning for demand and flexibility

Domestic
route development through ATRs and A320 family

Tailored strategy for internationalization

Domestic network coupled with internationalization and codeshare partnerships



International to International

Leverage India's geographical advantage

International Inbound

Under-penetrated opportunity with diverse tourist destinations

International Outbound Leisure

Rising disposable income and aspirations

Work related International Outbound

Largest diaspora for any country globally

Domestic markets

3rd largest domestic aviation market

Growth

opportunity

Core

Strategic Priorities

Source: OAG, UN International Organization for Migration

Distribution reach and strength across geographies

Enhanced customer reach through continuous channel expansion

Travel Management Companies

Direct Channel

Global Sales Agents

Online Travel Agencies

Retail / Consolidators

12,000+ distribution partners

55% increase in direct sales in FY25 enhances cross sell opportunities

Embracing **NDC** to enhance distribution reach

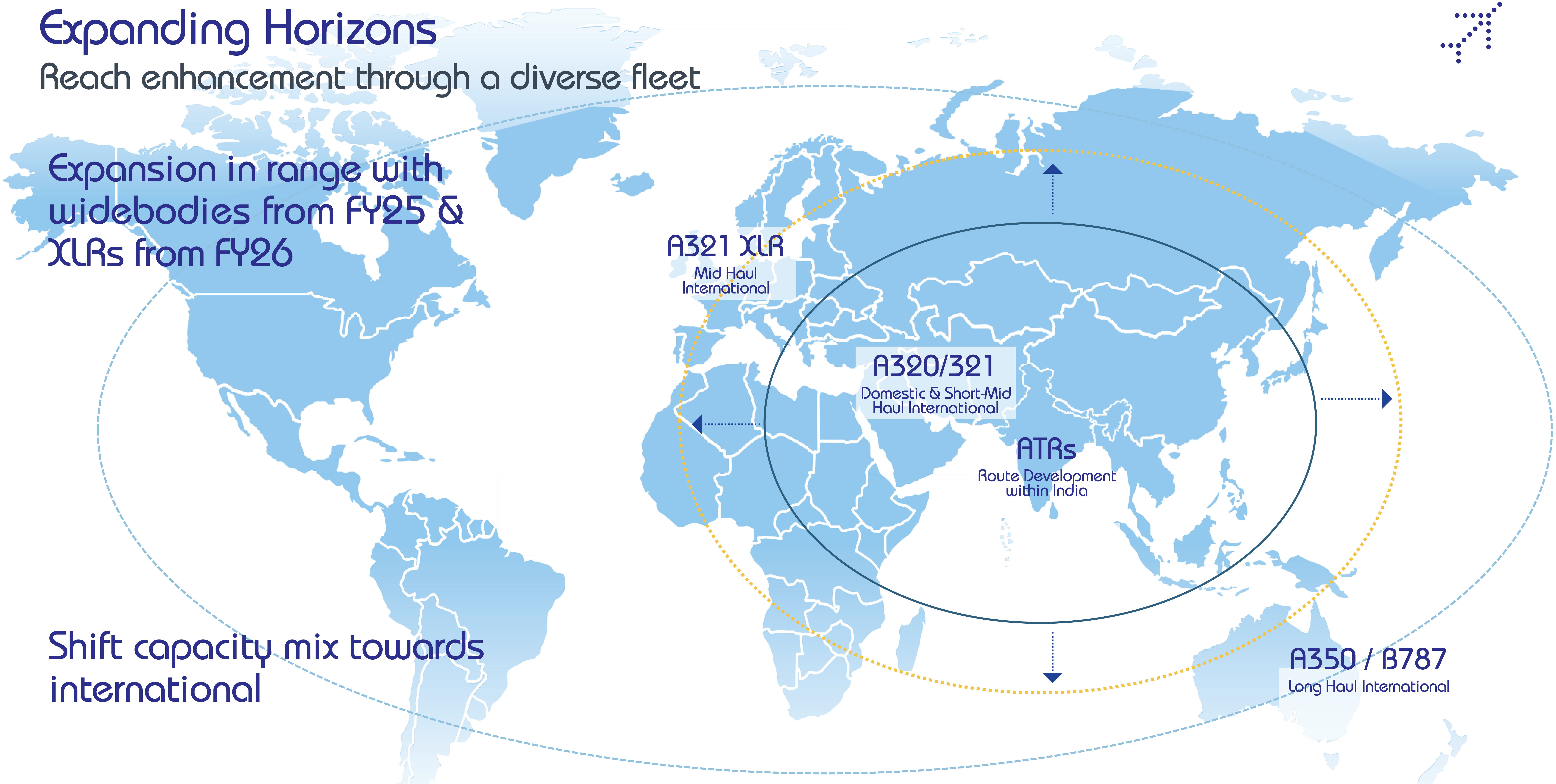
Segment specific multi-channel distribution strategy

Expanding Horizons

Reach enhancement through a diverse fleet

Expansion in range with widebodies from FY25 & XLRs from FY26

Shift capacity mix towards international



The range charts are indicative in nature
Map is indicative in nature and is not drawn to scale

International-to-International Flows

India to leverage growth opportunity

India positioned

at key crossroad with c.65% of world's population residing within 5-6 hours

Potential of connecting

multiple regions through efficient connections

Compelling opportunity

to expand international footprint through large airports

Map is indicative in nature and is not drawn to scale

Enhancing capabilities through XLRs

Maximizing reach with longer range aircraft

Further expanding our wings towards new heights and across new frontiers

Deliveries starting in FY26

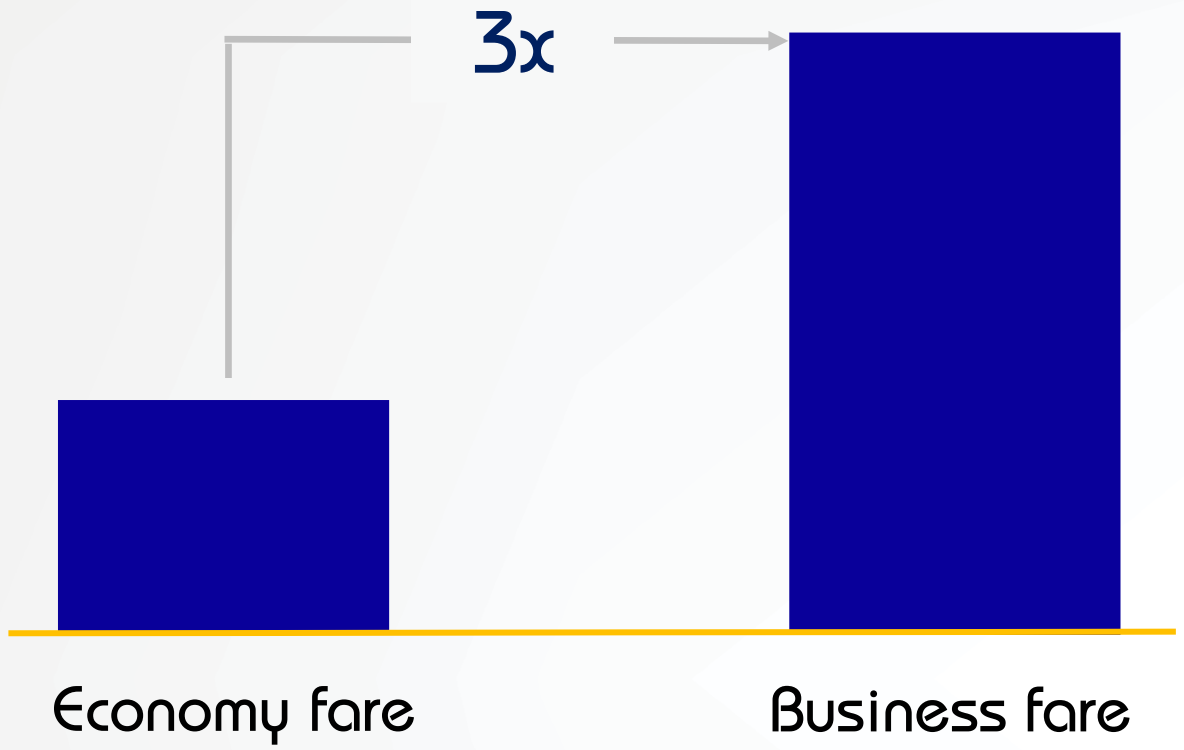
Plan to launch on routes across Asia and Europe

Range expansion to
7.5 to 8.5 hours

Cabin configuration
12 Business seats
183 Economy seats

Curated product for the aspirational

Enhanced revenue opportunity on 10% flights



40+ A321 aircraft – 12 Stretch seats & 208 economy seats

Across business & busiest routes of India

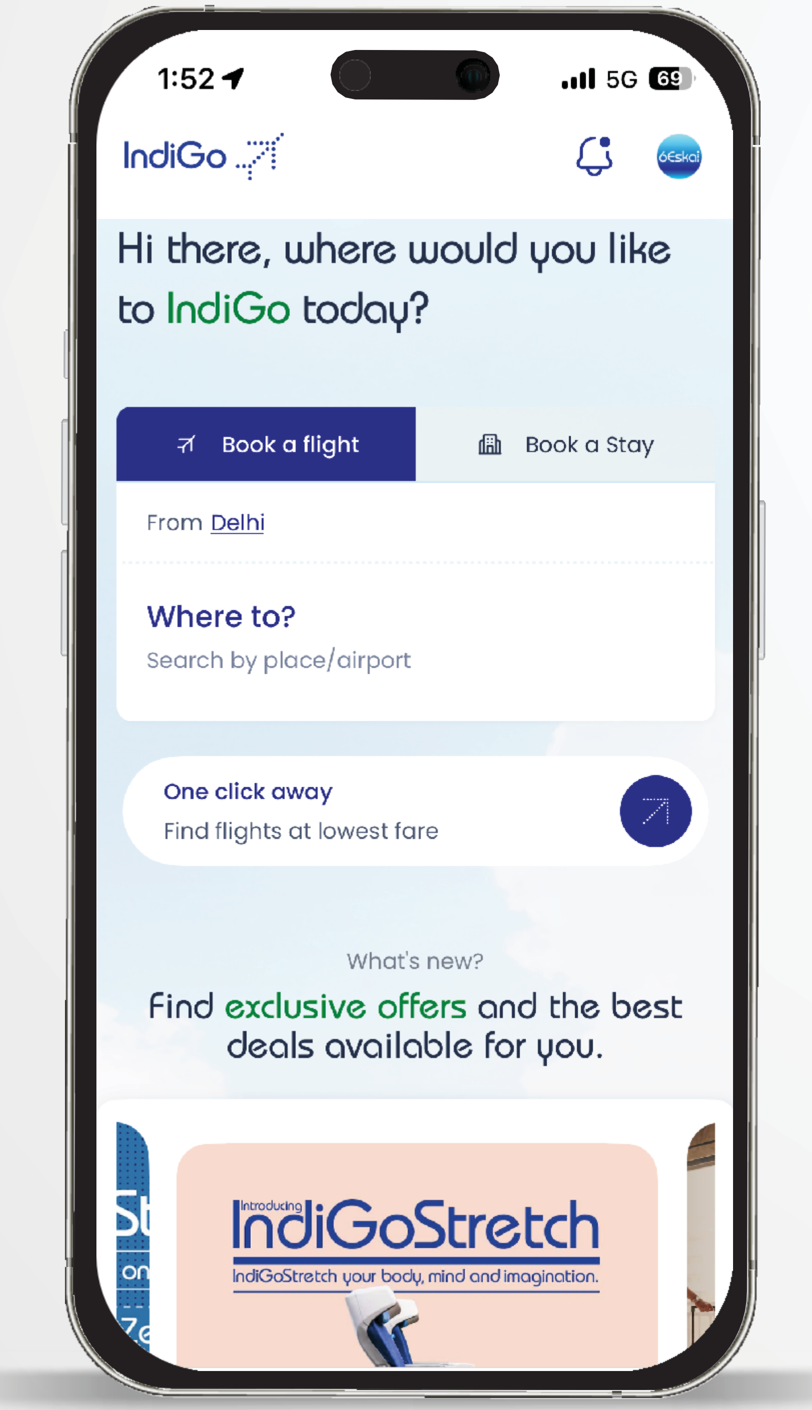
Priority check in, advance seat selection & additional baggage

IndiGo Stretch
IndiGo's business class

Redesigned website and app

Enhancing customer experience through digitalization

3mn mobile devices, increase of **33%** Y-o-Y



Hi there, where would you like to IndiGo today?

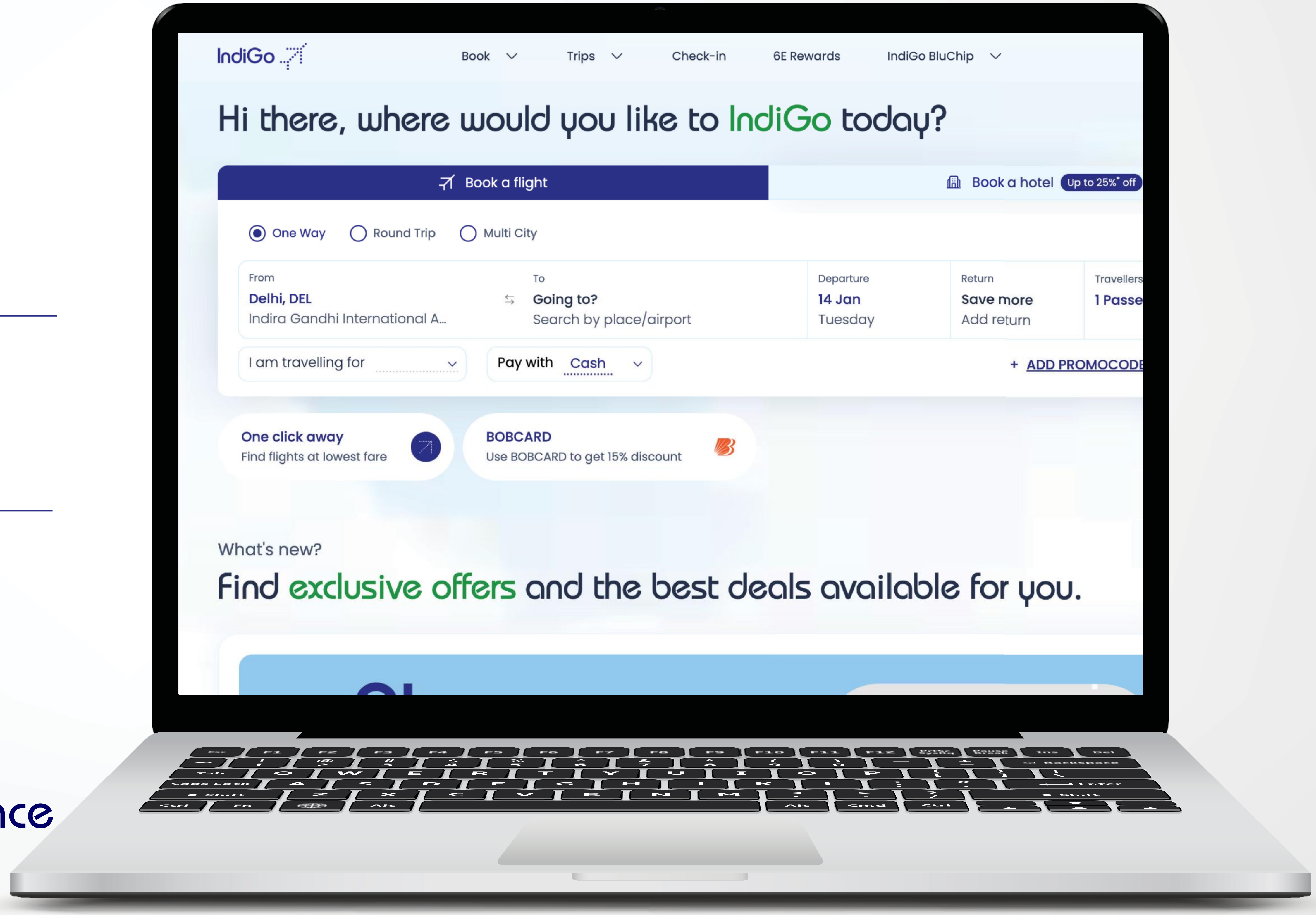
Find exclusive offers and the best deals available for you.

Interactive design experience

Modernized technical architecture

Seamless & Intuitive booking process, ensuring unparalleled convenience

36mn Website traffic[1], Increase of **82%** Y-o-Y



Hi there, where would you like to IndiGo today?

Find exclusive offers and the best deals available for you.

1- For the month of January 2025

Continuous efforts towards ancillary revenue

Unlocking further growth in top-line

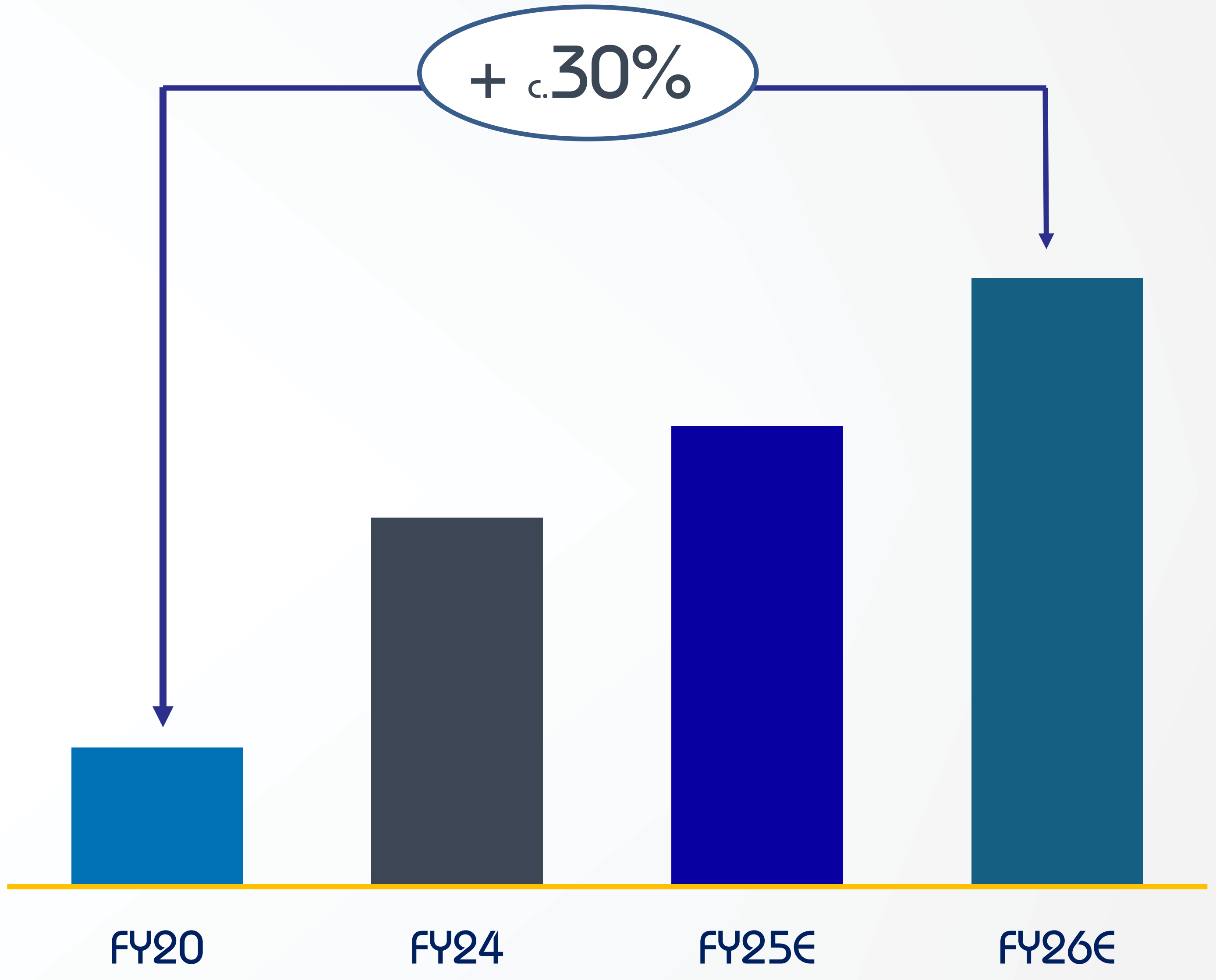
New offerings
Pre-travel assistance
Added flexibility
Hotels

Optimizing
our offerings across different segments & channels

Customer stickiness
initiatives

6E Add-ons fiesta

Periodic promotions



Ancillary revenue per passenger (INR)

Enhancing ancillary offerings to improve overall travel experience and maximize revenue

Rewarding customers

Supporting ancillary sales and new business launch

Easy to earn and Easy to burn

2 mn enrolments in 5 months

50% additional points on direct channels

No blackout dates and lifetime validity

Differentiated customer experience

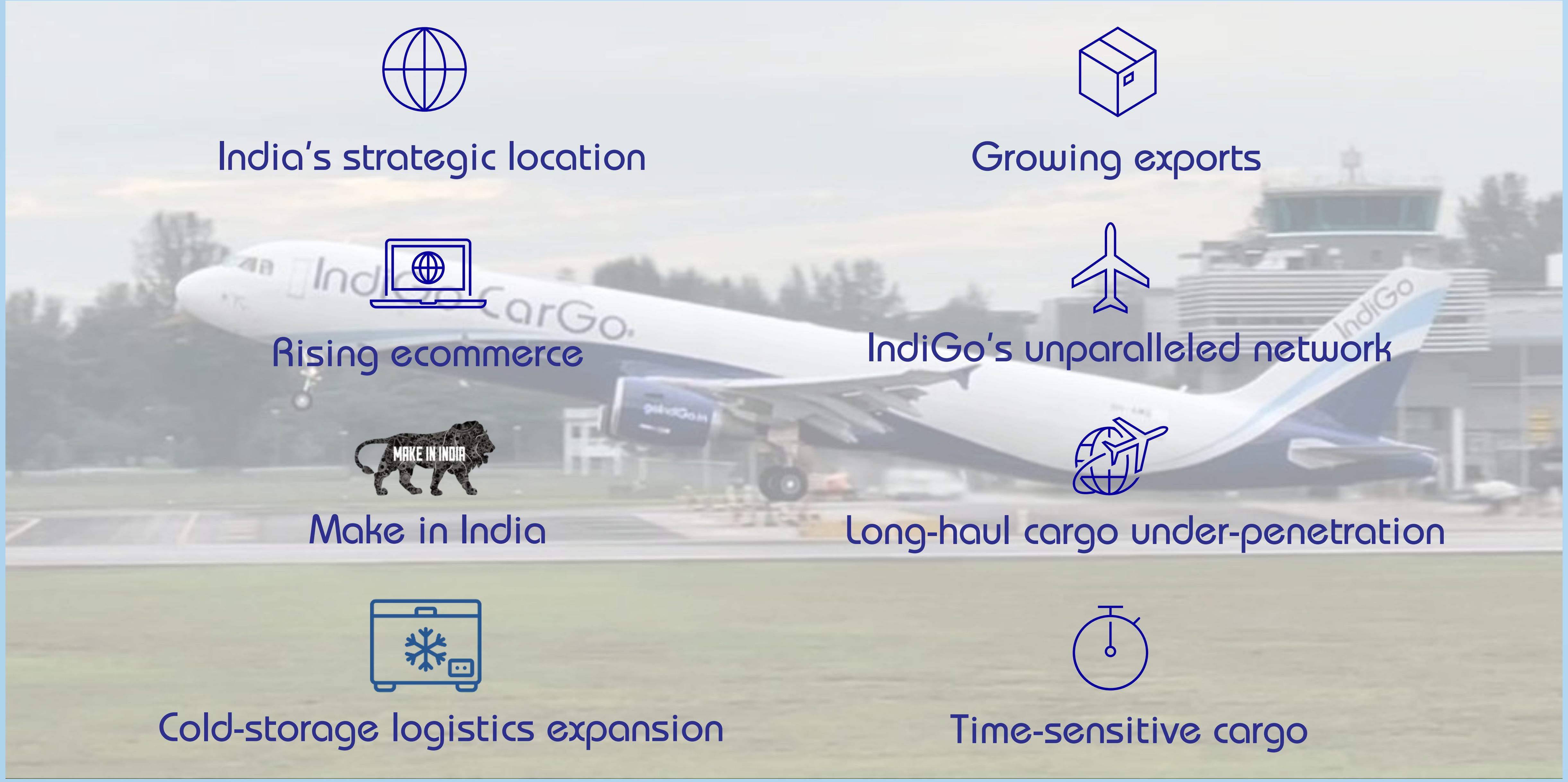
Increase in trips per customer

Channel incentivization & focus on ancillaries

Wide domestic network supporting CarGo business

Scaling cargo further with widebodies and freighters

The CarGo opportunity



- India's strategic location
- Growing exports
- Rising ecommerce
- IndiGo's unparalleled network
- Make in India
- Long-haul cargo under-penetration
- Cold-storage logistics expansion
- Time-sensitive cargo

…supported by our fleet strategy

Widebodies

Capacity c. 10 Tonnes[1]

Freighters

Capacity 20+ Tonnes

Narrowbodies

Capacity c. 2 Tonnes[1]

1- Dependent on Passenger Load factor (PLF) and flight time

IndiGo

Sustained Financial Performance

Your Departure terminal is

Ifly Gurugram

Flight 6E 2030	Gate 1	Boarding Time 0935 Hrs	Boarding Zone 1	Seat 1A

Date 2025

Seq 0001

Departure 1000

Services BUSL

Gate is subject to change and will close 25 minutes prior to departure

Analyst Day 2025

Flight	6E 2030
Date	2025
PNR	INAD25
Services	BUSL

Seat 1A

Seq 0001

Sustainable & profitable business model

Profitable through industry cycles

Financial year	2016	2017	2018	2019	2020	2021	2022	2023*	2024	TTM 2025#
Figures in INR bn	Sustained financial excellence				Covid impacted				Back to profitability	
Total Income	167	194	240	298	373	157	267	559	712	795
EBITDAR	57	54	67	52	51	6	11	73	175	187
Margin	*35%*	*29%*	*29%*	*18%*	*14%*	*4%*	*4%*	*13%*	*25%*	*24%*
EBITDAR (ex-forex)	58	54	67	57	66	1	21	103	183	206
Margin	36%	29%	29%	20%	19%	1%	8%	19%	27%	27%
Profit after tax	20	17	22	2	(2)	(58)	(62)	(3)	82	61
Margin	*12%*	*9%*	*10%*	*1%*	*(1%)*	*(40%)*	*(24%)*	*(1%)*	*12%*	*8%*
Profit after tax (ex-forex)	21	16	23	6	13	(63)	(52)	27	89	80
Margin	*13%*	*8%*	*10%*	*2%*	*4%*	*(43%)*	*(20%)*	*5%*	*13%*	*10%*
Profitable (ex-forex)	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓

- Partial Covid impact as international operations were fully resumed in H2 of financial year and other external factors

Trailing 12 months ending December 2024

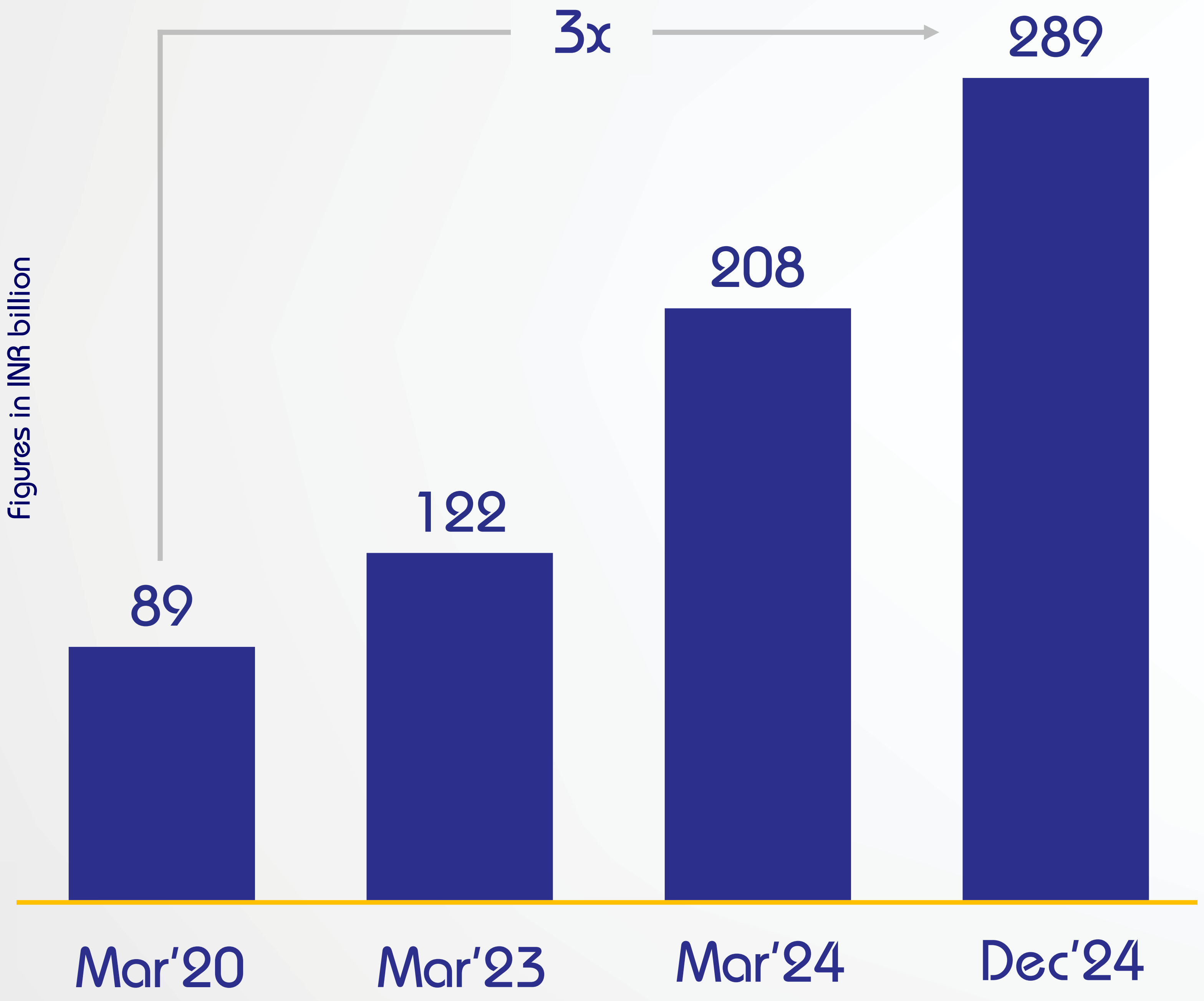
Financial Highlights: 12 months ending Dec 24 at a glance

Total Income (in INR)	795 billion *+18% YoY*
Profit after tax (in INR)	61 billion
Capacity (in ASK)	150 billion *+11% YoY*
Cargo carried	c. 4,00,000 tons

Pax welcomed	113 mn *+10% YoY*
Fleet	437 *+79 YoY*
Fleet age	4.9yrs
Employees	c.67,000
IndiGo	*41,700+*
Agile	*25,000+*

Healthy free cash balance

Prudent allocation to maintain balance between growth and risk from externalities



Opportunities for reinvestment and expansion

- Growth capital
- Reward shareholders
- Safety net
- Balance sheet strength

Digitization	Fleet	Internationalization
Human Capital	Infrastructure	New initiatives

Fueling the next wave of innovative ideas

Fostering innovation and entrepreneurship

IndiGo Ventures

Focused on Aviation & allied sectors

Strategic Industry Insights

Technical & functional expertise

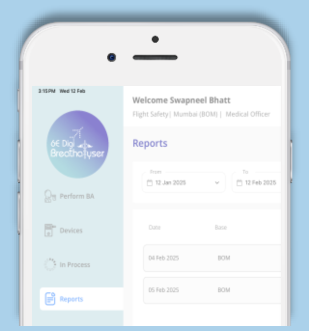
Direct Market access

Partnership opportunities

Investment of INR 300 crores in next 3-4 years

Comprehensive, multi-layered digital strategy

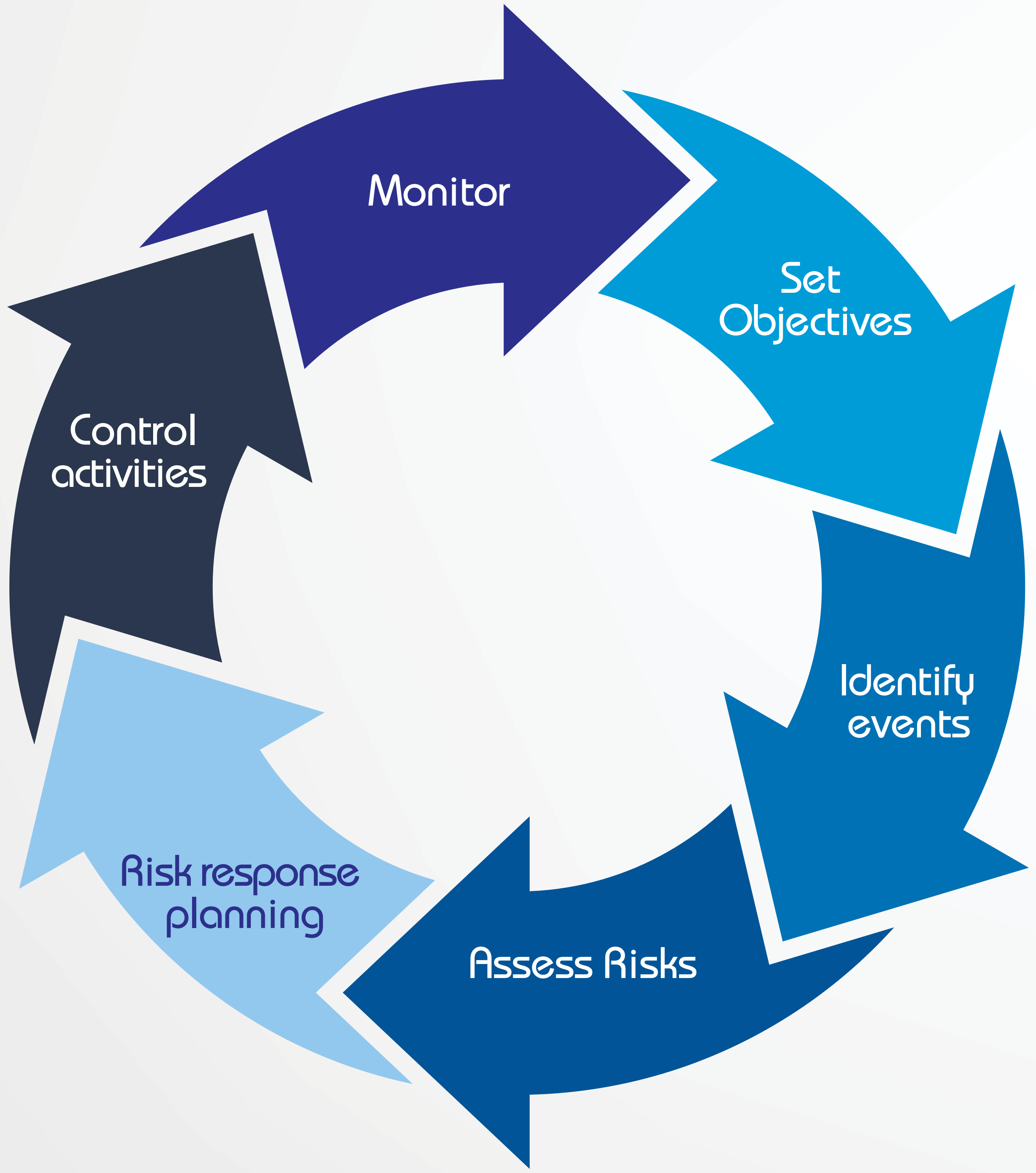
Digital initiatives to be future-ready

Key areas	Building digital capabilities		Key developments
Customer	Innovation Lab	Cyber Security	**6ESkai** AI-enabled chatbot to assist customers and resolve queries
Employees	Enhancements	Cloud-based platforms	 **6E Digi Breathalyzer** Mobile app to perform breath analysis tests
Operations	Efficiency and convenience	Equipment automation	 BagWatch Actual Weight (from Weighing Scale - in Kg's): 16 GoNow Running: YES Connection Status: Connected Reset Connection Interface : ATraxABS960PlusStream Port : COM5 Computer Name : ISCTA9DG2003071 **BagWatch** Industry-first automated baggage weight entry system

Managing risks effectively

Robust risk management processes

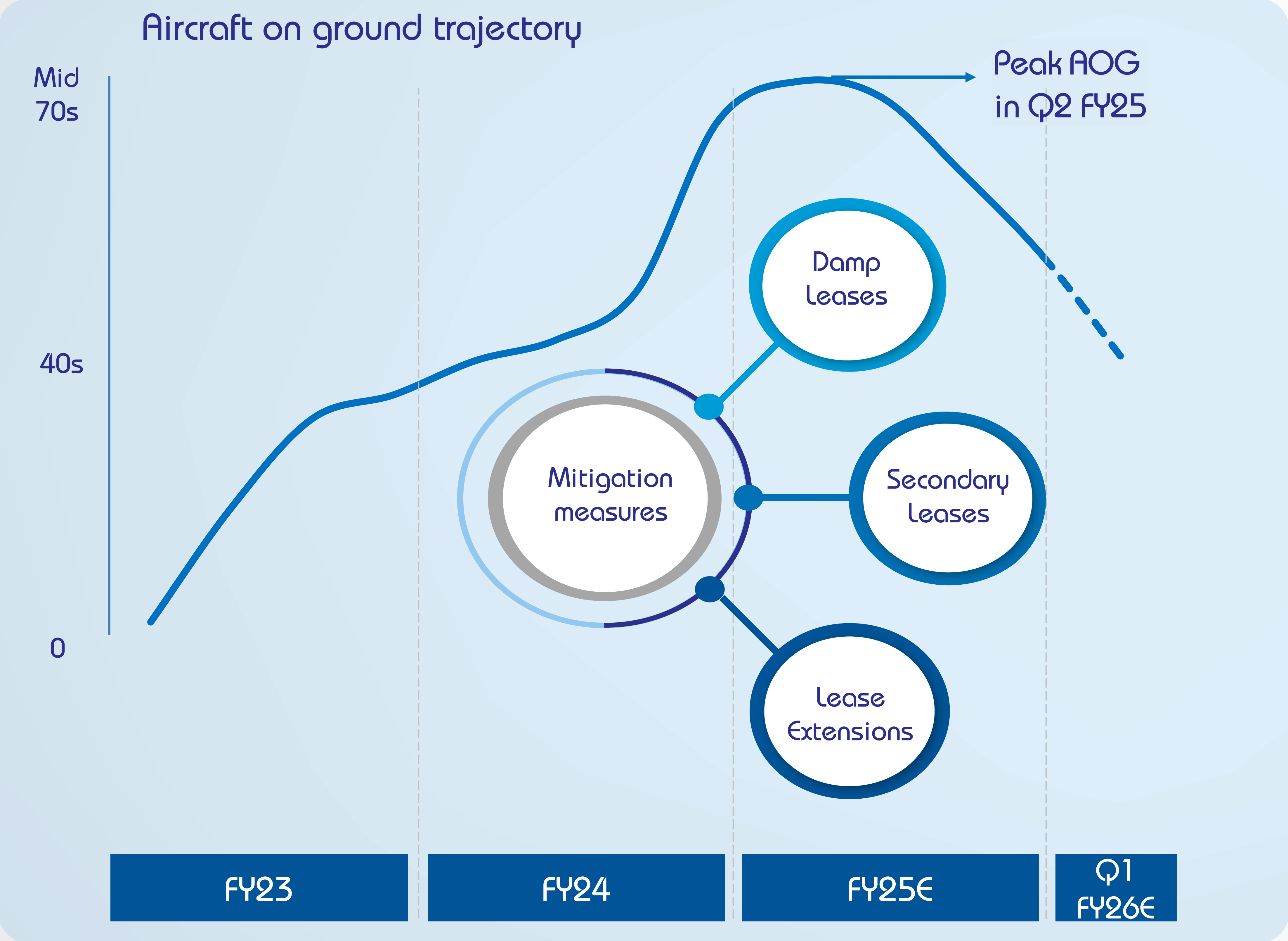
Risk Management Process



Key external factors	Mitigation measures
Fuel volatility	Fuel efficient fleet Fuel efficient practices
Foreign exchange volatility	Hedging International expansion
Supply chain disruptions	Secondary market Long term supplier relations
Inflation	Cost optimization Digitalization & innovations
Regulatory changes	Timely compliances Industry representation

Effective mitigation strategies for managing groundings

Scaling capacity amid constraints



Early Double-digit

capacity growth in FY25 despite short-term headwinds

Proactive strategy

through effective planning and action

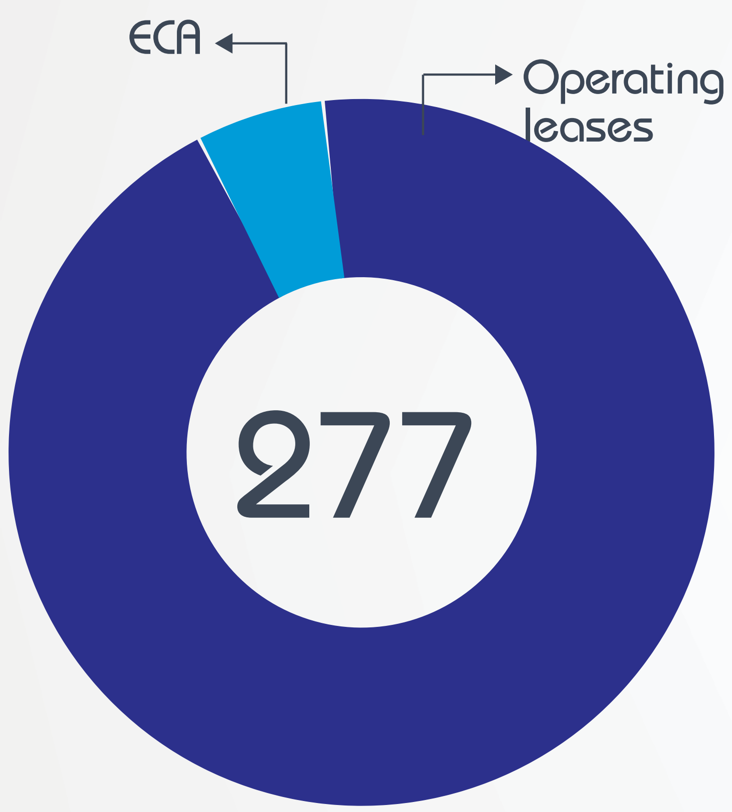
Our Hangars

enabled quick turnarounds minimizing downtime

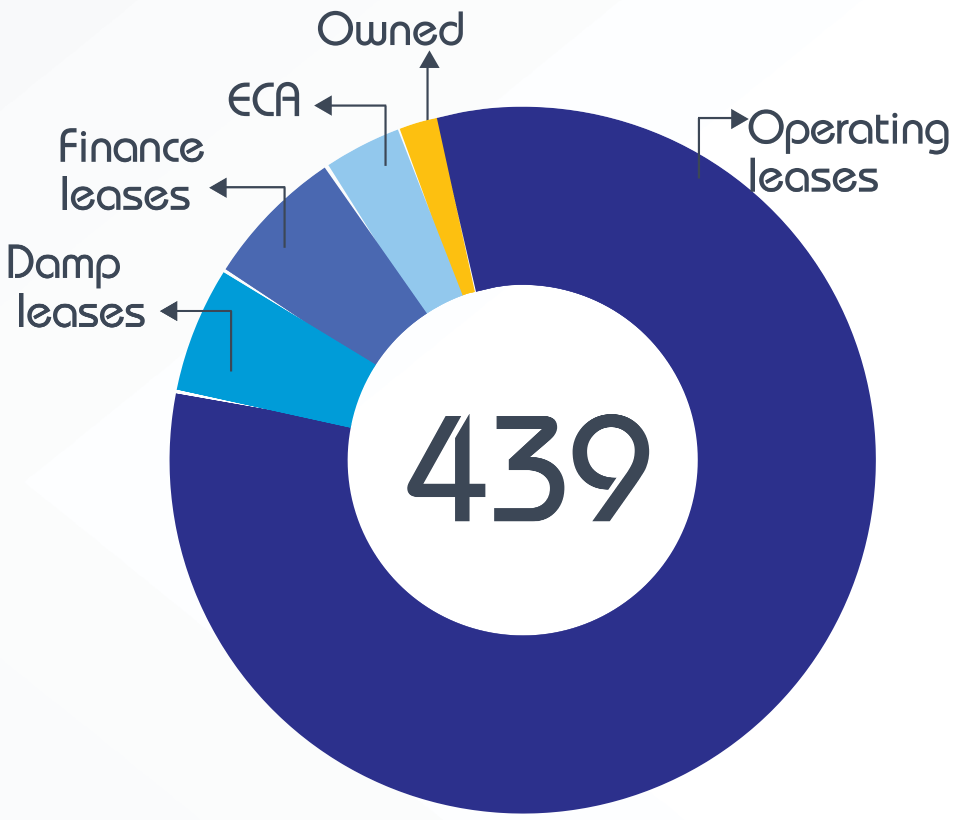
Fleet Financing Strategy

Optimizing with diverse sources of financing

February 2022



February 2025



Balanced financing approach to lower overall leasing costs

Future financing equally split - operating leases & other sources

Unencumbered aircraft and stronger balance sheet

Operating lease partners

AERCAP
AVOLON
AIRCASTLE
SMBC
GOAL
CLC
DAE
SKY
AVIC
JACKSON SQUARE AVIATION
CARLYLE
CASTLELAKE

Finance lease & ECA partners

BOC AVIATION
CRÉDIT AGRICOLE CORPORATE & INVESTMENT BANK
SMBC
FAB
ING
BNP PARIBAS

Leased 30 aircraft through Gift city entity

Flight to financial year 2026

Capacity	Fleet	Passengers	Destinations	Employees
Growth Early double digits	New Deliveries more than 1 aircraft per week	Growth Early double digits	Add c.14 destinations	Increase + c.3,000 employees

IndiGo

ESG - IndiGo Green

Your Departure terminal is

Ifly Gurugram

Flight	Gate	Boarding Time	Boarding	Seat
6E 2030	1	0935 Hrs	Zone 1	1A

Date 2025
Seq 0001

Departure 1000
Services BUSL

Gate is subject to change and will close 25 minutes prior to departure

Analyst Day 2025

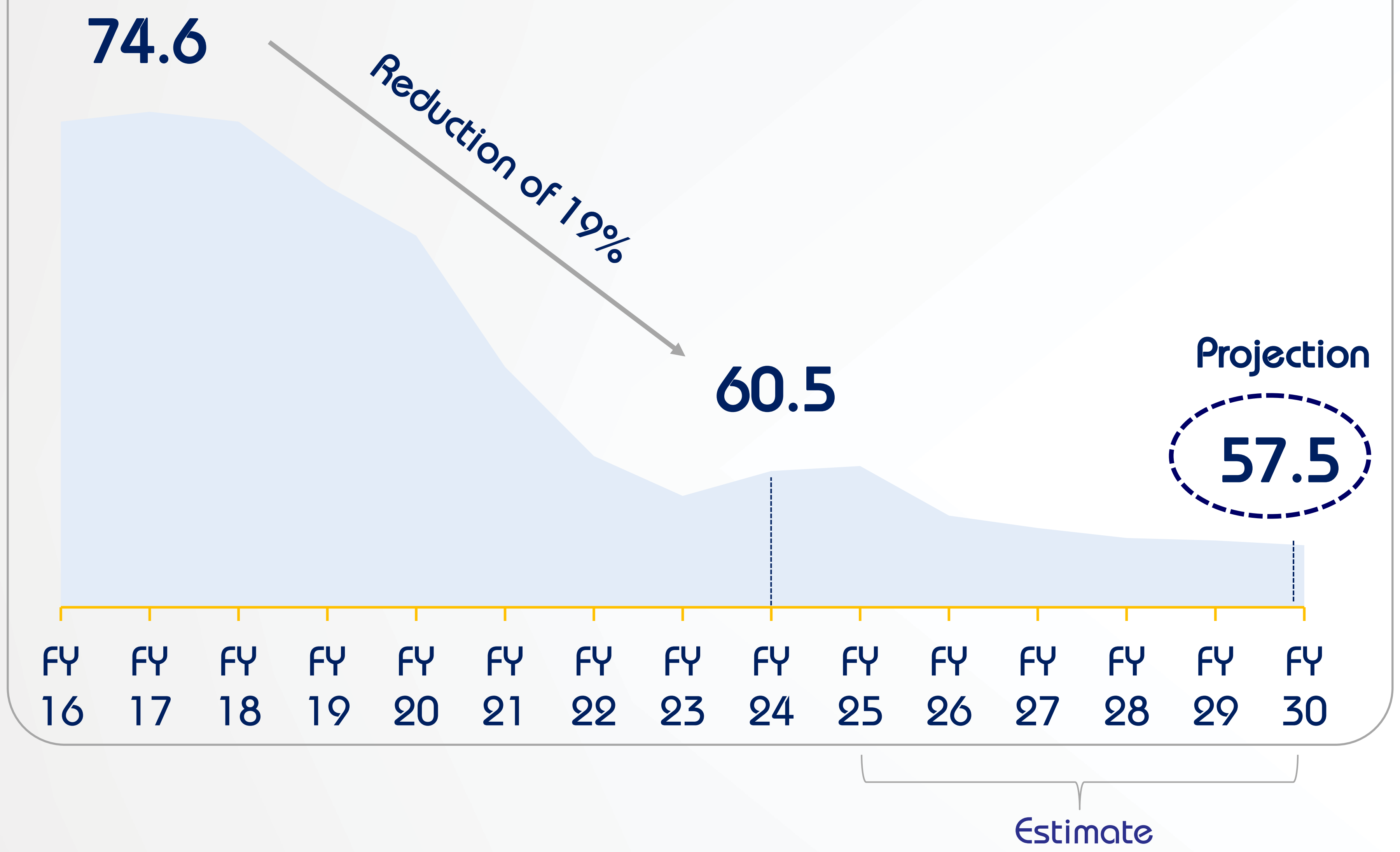
Flight	6E 2030
Date	2025
PNR	INAD25
Services	BUSL

Seat 1A
Seq 0001

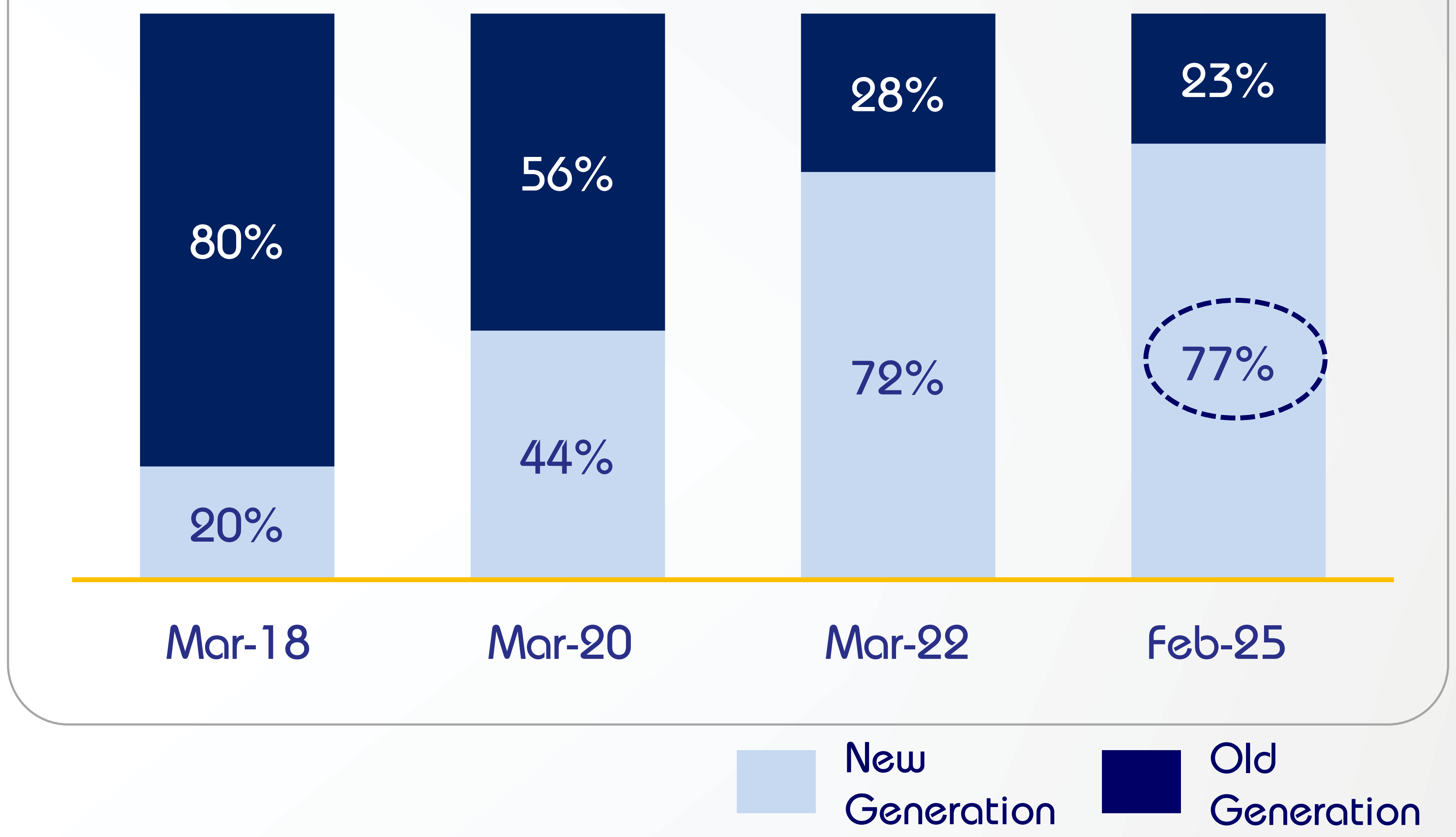
ESG I Environment

Levers for decarbonization: Focusing on young fleet strategy and operational excellence

gCO_2 emissions per ASK*



Fleet mix profile



23% lower GHG emission target for FY30 vs. FY16

New generation aircraft in our fleet. Also helps in noise reduction

Decarbonization Strategy

New Generation fleet

Flying SOPs (fuel-efficient)

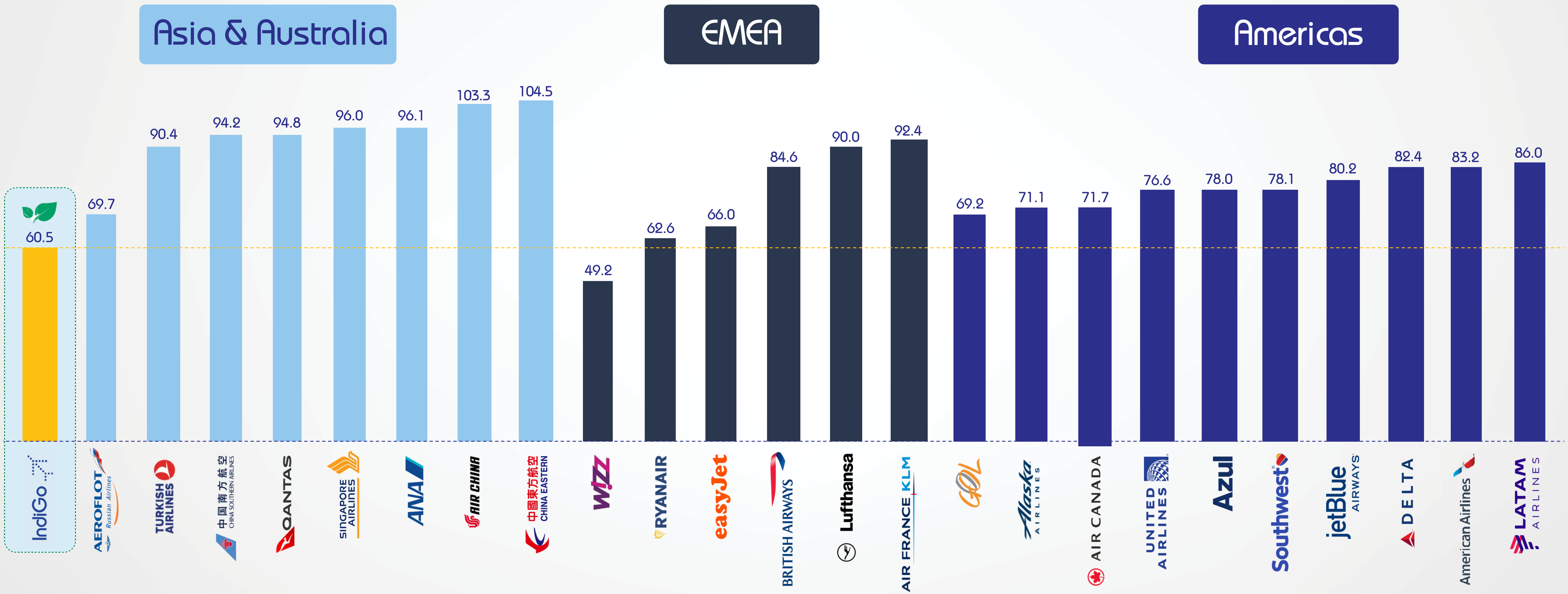
Ground operations (electrification)

* includes scope 1 & scope 2 only

Amongst lowest CO_2 emitting airline globally

Investment in new generation fleet helps in reducing CO_2 emissions

gCO_2 emission per ASK



Source: Annual Reports, Website, and Sustainability Reports of respective Airlines (FY2024/CY2023) includes scope 1 & scope 2 only

Social I CSR

We reach out not just with our planes, but also, with our hearts

177k

Saplings planted and nurtured

Waste management processes to promote

29

villages

Launched one of the first

Zero Waste Airport

in partnership with AAS foundation, Indore

Enhanced livelihood opportunities for

113k

Women

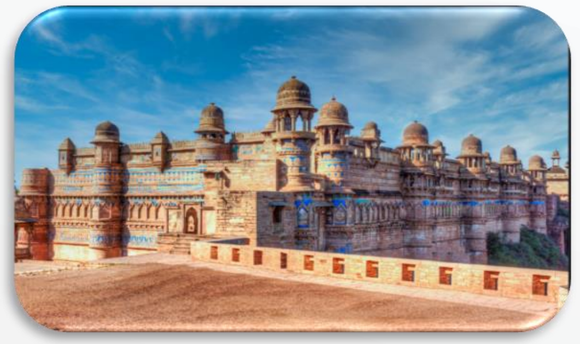
Skill development initiatives for

1,000

Individuals from LGBTQIA+ community

Restored **3** Heritage sites

Key Focus



Heritage Conservation

which Includes tangible, intangible and natural heritage

Skill development

of youth in Travel, Transportation, Logistics, and Hospitality (TTLH)

Latest data as per FY24 and FY25 to date

ESG I Social

Customer Centric Endeavors

Courteous and Hassle-Free service throughout customer's journey

✓ **24%** improvement in response time in FY25 vs. FY24

Ranked 6th amongst world's best low-cost airlines at Skytrax World Airline Awards 2024

Ranked 2nd amongst Top 10 Strongest Airline Brands by Brand Finance

Pre-travel

Transparent and real-time updates

During travel

Continuous Investment in service training

Post-travel

On-ground support

ESG I Social

Upholding highest standards of integrity, diversity, fairness, and transparency

44% of 6E members are women

Creating safety culture

through simulated emergency drill

Zero fatalities due to workplace accidents in FY24

Promoting Diversity

In FY24, on-boarded **130**+ employees with disabilities

PwD hiring increased by over **2** times

Empowering employees

IndiGo Cares
Made in IndiGo
6E Recognize
Girl Power
6E Speaks
6E Celebrations

ESG I Governance

Fostering trust with governance

Diverse set of independent directors

Board of Directors	Industry Knowledge	Risk Management	Social Sector	Law and Corporate Governance	Financial Expertise	Strategic Planning	Leadership	Global Business	Sales and Marketing	Technology
Dr. Venkataramani Sumantran		●	●	●	●	●				●
Ms. Pallavi Shardul Shroff		●		●		●	●	●	●	
Mr. Vikram Singh Mehta				●		●	●	●		
ACM B. S Dhanoa (Retd.)	●	●				●	●			●
Mr. Rahul Bhatia	●			●		●	●	●		
Mr. Meleveetil Damodaran		●	●	●	●	●	●			
Mr. Anil Parashar	●	●		●	●					●
Mr. Gregg Albert Saretsky	●	●				●	●	●	●	

Launched Ethics quarterly magazine **EthiTimes**

4.23 / 5 avg.(FY24) annual Ethics survey score

6E Ethics Week 2024
I pledge to be ethical always

Employee engagement and awareness through **6E code of conduct** and **Ethics week**

Ethics training of **~20k employees** (FY24)

Boosted **Infrastructure security** through cloud migration

Inherent with **Data Protection** policies

Bitsight security rating of 800 **highest** for any airline in the world

Information Security Management Systems – ISO27001:2022certification

Strong Board of Directors

Inculcating strong culture of ethics

Enabled with comprehensive policy framework

Robust risk management system

Cyber security & data protection

Data as of FY 2024

Our ESG efforts | Externally acknowledged

	FY 2022	FY 2023	FY 2024 [1]
Dow Jones Sustainability Indexes	26 [ESG Score with scale 0-100; higher being better]	36	46
MSCI	B [ESG Rating with scale CCC-AAA with AAA being best]	BB	BBB
SUSTAINALYTICS	29.4 [ESG Risk Score with scale 100-0; lower being better]	30.5	awaited
LSEG	47.2 [ESG Score with scale 0-100; higher being better]	50.1	67.7

Awards

GOVERNMENT OF INDIA MINISTRY OF POWER

National Energy Conservation Award 2024 by Ministry of Power, Govt. of India

BW BUSINESSWORLD

India's Most Sustainable Companies in Transport and Logistics sector by Business World

1- Latest data as per FY24 report

Awards and Accolades

Every accolade is proof of our unwavering commitment

CAPA
CENTRE FOR AVIATION

Airline of the Year
2024

CH Aviation

World's Youngest
Aircraft Fleet 2025

INDIA CARGO AWARDS

Best Airline Cargo
Award 2024

NATIONAL CENTRE FOR
PROMOTION OF EMPLOYMENT
FOR DISABLED PEOPLE

NCPEDP Helen Keller
Award 2024

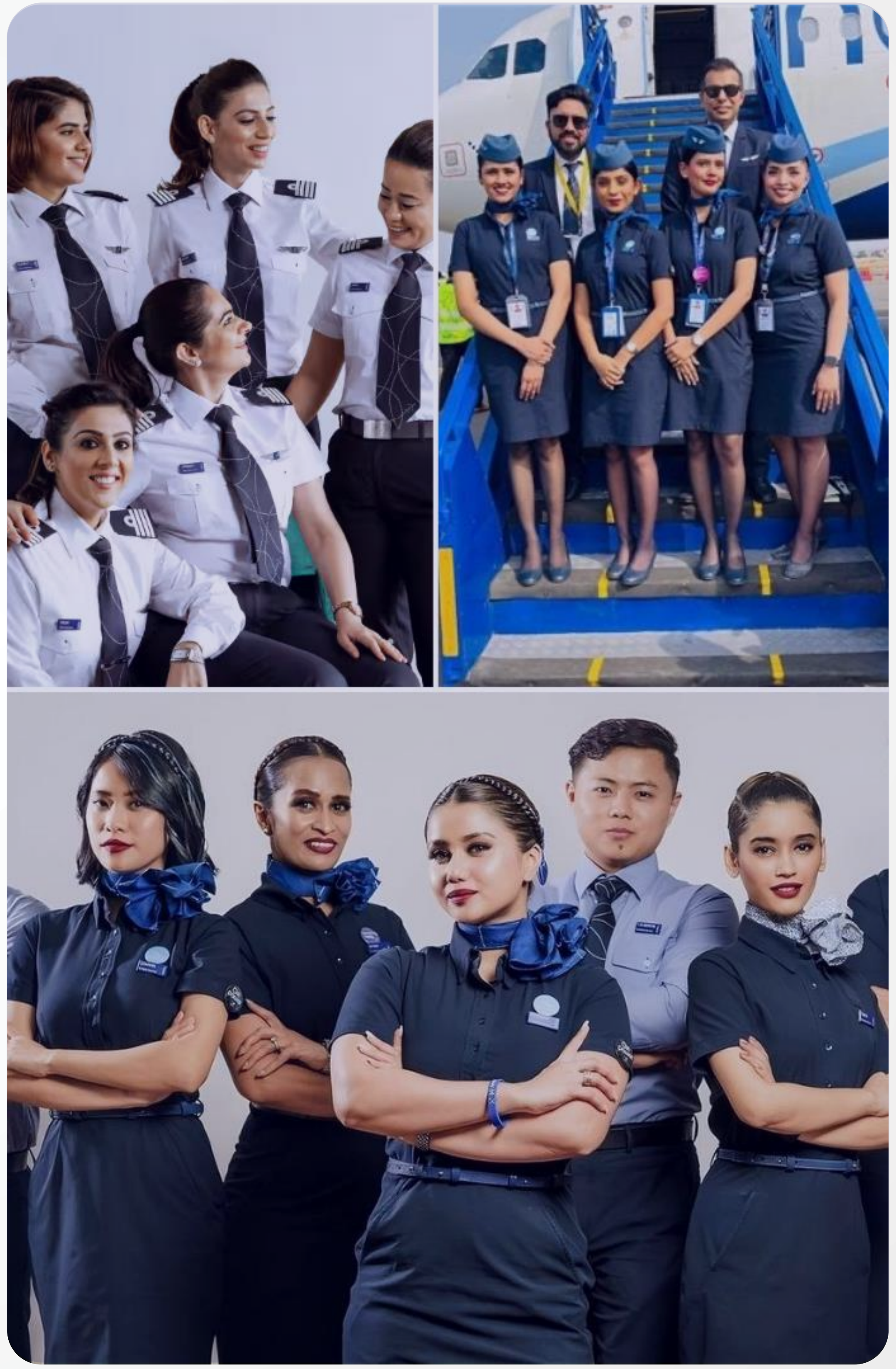
BOMBAY CHAMBER
Bombay Chamber
of Commerce & Industry

BOMBAY CHAMBER OF COMMERCE & INDUSTRY
DEI Awards

DEI Champion
Award

Dubai
Airports

Dubai Airport
Excellence Award 2024



Thank You

Contact us:
Investor.relations@goindigo.in