



March 23, 2023

IGAL/SECT/03-23/05

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

To
Department of Corporate Services
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai - 400 001

Symbol: INDIGO

Scrip Code: 539448

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

In continuation to our disclosure dated March 21, 2023 under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, regarding Analyst Meet today, March 23, 2023, we are enclosing herewith the copy of the presentation made to the Analyst. In addition, presentation made to Analysts will also be available on www.goindigo.in

This is for your information and record.

Thanking you,

For InterGlobe Aviation Limited

Sanjay Gupta
Company Secretary and Chief Compliance Officer

Encl. : a/a

InterGlobe Aviation Limited

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CIN no.: L62100DL2004PLC129768

goindigo.in from INTERGLOBE



InterGlobe Aviation Ltd

Towards new heights and across
new frontiers

Company Presentation

March 2023



Safe Harbor



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Agenda



Where we
are today

Growth
opportunities

Strategic
priorities
and
Growth
enablers

Financial
performance
and Path
ahead

Flying
responsibly

IndiGo by the numbers



Primary driver of Aviation growth in India

1,800+

Daily flights

100+

Destinations

300+

Aircraft

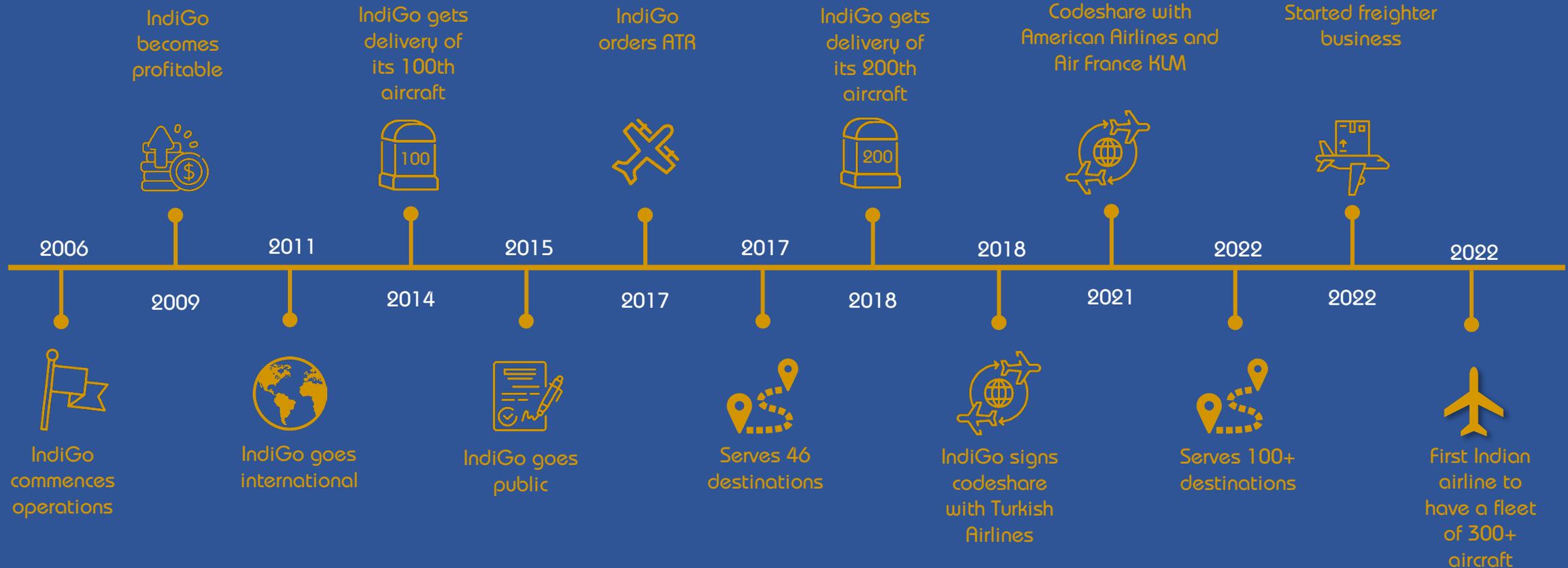
~500

Aircraft on order

Our Journey till now



7th largest airline in the world¹ in a short span of 16 years



1. Source: Eurocontrol for October 2022

What contributed to IndiGo's success story



-  Capitalized on the fastest growing and underpenetrated Aviation market
-  Well executed fleet strategy
-  Efficient operations coupled with courteous and hassle-free customer service
-  Structural cost advantages and cost leadership
-  Unparalleled network
-  Skilled & motivated workforce complemented with experienced Board and Management Team

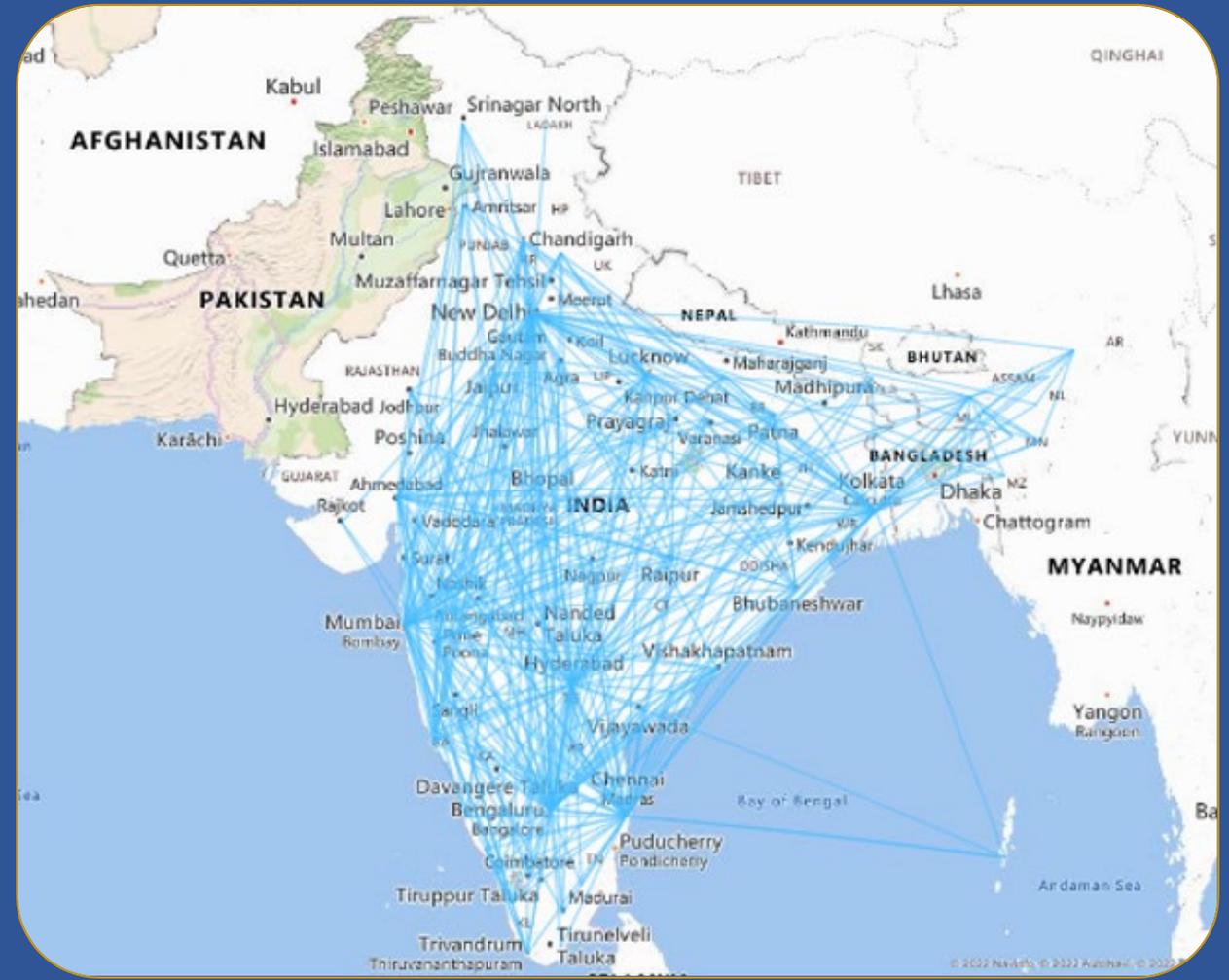
We provide an unbundled, simple and well executed product

India by IndiGo



- 78 Domestic destinations
 - 410 domestic city pairs¹
-
- Doubled the destinations over last 6 years
 - Depth and breadth across Tier 2 and Tier 3 cities in India
 - Added Nashik (77th) and adding Dharmshala (78th)² soon....

c.3,200 kms



c.3,000 kms

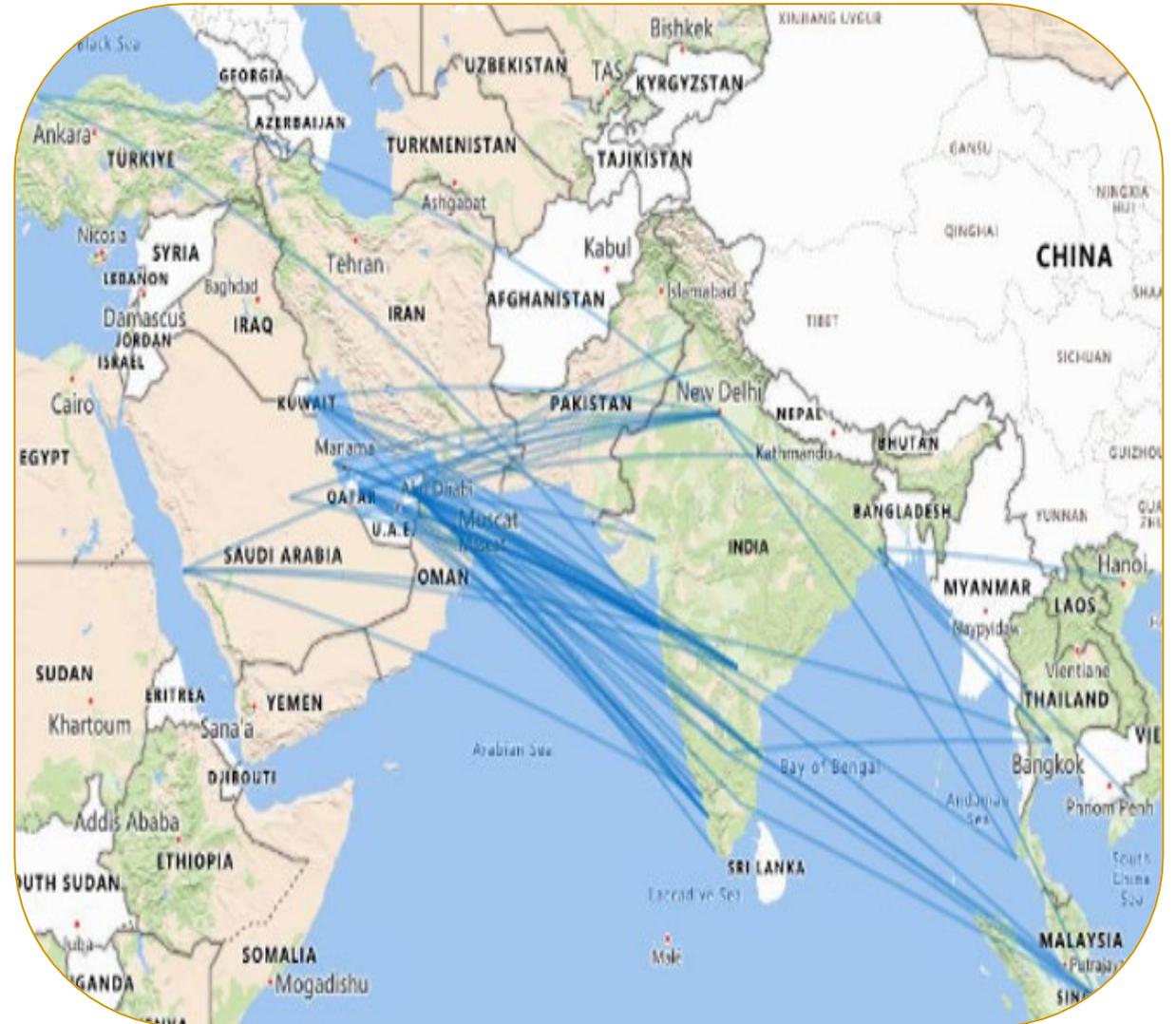
The map depicted above is only a pictorial representation of the world, countries and states, and is not drawn to scale

1. As of the first week of Mar-23, for Apr-23 selling schedule
2. Nashik started on 15-Mar-23 & Dharamshala to start on 26-Mar-23

Internationalization, capitalize on domestic network



- 26 International destinations¹
 - 75 international city pairs²
 - 7 strategic partners
-
- Tripled the destinations over last six years
 - Additional **30** destinations in Europe through strategic partners
 - Adding Nairobi, Jakarta & some Central Asian destinations



The map depicted above is only a pictorial representation of the world, countries and states, and is not drawn to scale

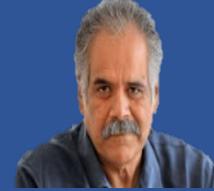
1. Includes 4 destinations operated Pre-Covid
2. As of the first week of Mar-23, for Apr-23 selling schedule; excluding 4 destinations operated Pre-Covid

Professional and experienced Board



Dr. Venkataramani Sumantran, Chairman and Independent Director

- Industry leader, technocrat, and academic with a career spanning over 37 years
- Chairman and Managing Director of Celeris Technologies since 2014



Mr. Rahul Bhatia, Managing Director

- Promoter and Managing Director of the Company
- Founder and Group Managing Director of InterGlobe Enterprises



Ms. Pallavi Shardul Shroff, Independent Director

- Managing Partner of Shardul Amarchand Mangaldas & Co. with over 37 years of extensive experience
- Recognised as one of the Most Powerful Women in Indian Business by Business Today, seven years in succession (2013-19)



Mr. Meleveetil Damodaran, Director

- Retired IAS officer and former Chairman of SEBI, IDBI and UTI
- Chaired high powered committees of the Government of India, Reserve Bank of India (RBI) and Chambers of Commerce



Mr. Vikram Singh Mehta, Independent Director

- Currently the Chairman and distinguished Fellow of Centre for Social and Economic Progress
- Former IAS officer and Chairman of large multinational organizations



Mr. Anil Parashar, Director

- Over 30 years of diverse experience with leadership positions in various multinational organizations
- Representative on PHD Chamber of Commerce, Assocham and FICCI Forums for Taxation and Travel & Tourism



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

- Served as the 25th Chief of the Indian Air Force
- Felicitated with various National awards for his leadership and contribution to the Indian Air Force



Mr. Gregg Albert Saretsky, Director

- Aviation industry veteran with an illustrious career spanning over 36 years
- Former President and CEO of WestJet (Canada)

Complemented by a strong management team



Pieter Elbers,
Chief Executive Officer



Wolfgang Prock-Schauer,
President & Chief Operating Officer



Gaurav M. Negi,
Chief Financial Officer



Neetan Chopra,
Chief Digital & Information Officer



Riyaz PeerMohamed,
Chief Aircraft Acquisition & Financing Officer



Sukhjit S Pasricha,
Group Chief Human Resources Officer



Abhijit DasGupta,
SVP Network Planning & Revenue Management



Saguna Vaid,
General Counsel



Vinay Malhotra,
Head of Global Sales

Agenda



Where we
are today

Growth
opportunities

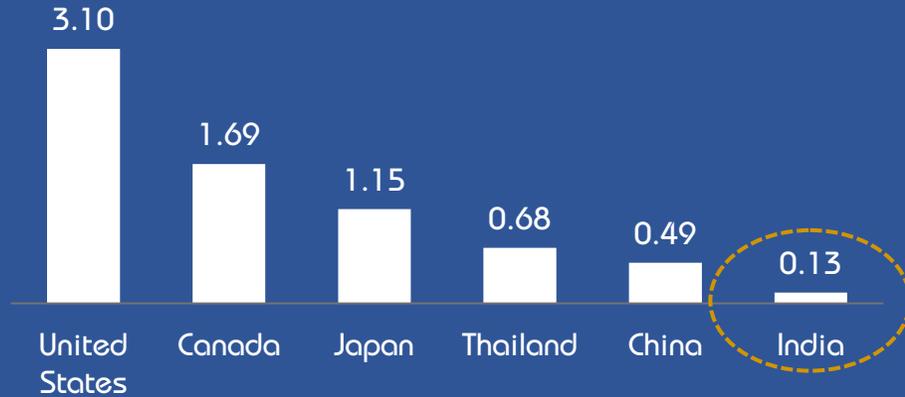
Strategic
priorities
and
Growth
enablers

Financial
performance
and Path
ahead

Flying
responsibly

India is underpenetrated with huge potential for growth

Domestic seats per Capita¹



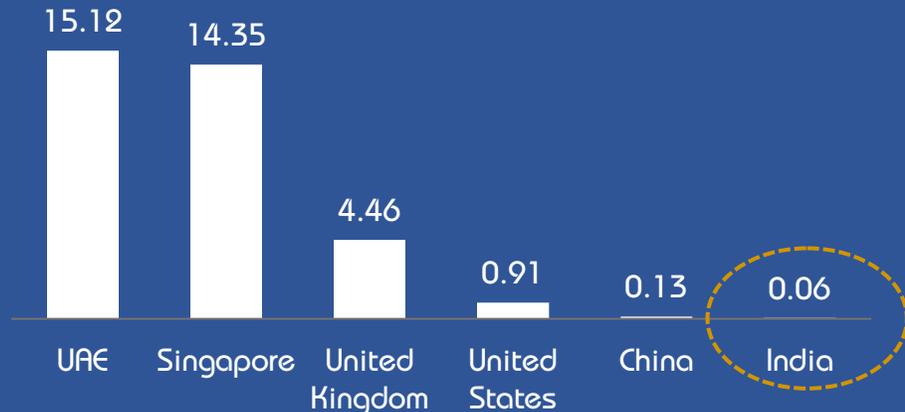
3rd largest

Domestic Aviation market in the world²

1,100

Passenger aircraft needed by 2027²

International seats per Capita¹



One of the

Fastest growing aviation markets globally³

6.7%

GDP CAGR (2012 - 2019)⁴

1. Source: CAPA Research and World bank (FY 2020 / CY 2019)

2. Source: India Brand Equity Foundation

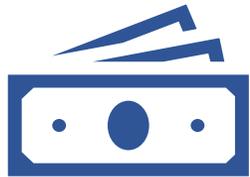
3. Source: IATA

4. Source: World Bank: GDP in Constant USD terms (2015)

Development of infrastructure and other initiatives



Government of India plans to grow airports¹ from **140** to **220** by **2025**



USD 11.8 bn investment to construct new greenfield airports and develop existing brownfield airports¹ over a four-year period



RCS (regional connectivity scheme) - UDAN to connect small cities with big cities,

11.6 mn passengers² have already travelled as part of this initiative

1. Source: India Brand Equity Foundation Paper: Rise of the Indian Aviation Market

2. Source: MoCA and till 28-Feb-23

Agenda



Where we
are today

Growth
opportunities

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Flying
responsibly

Three strategic priorities to support growth



REASSURE



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

DEVELOP



Develop people, processes
and technology in line with
our growing size and scale

CREATE



Create future towards next
phase of our growth combining
our strong Indian foundation
with international aspirations

IndiGo is on a mission to 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

Reassure: Pillars of IndiGo's service



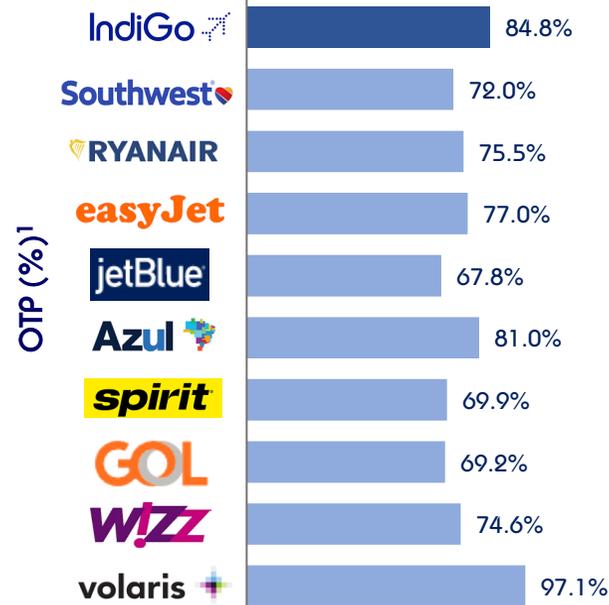
Affordable Fares

Through cost leadership



On time performance

Reliable service leading to high customer satisfaction



Courteous & hassle-free service

Low cancellation rate



1. Source: OAG; LCCs with 500+ daily departures; Average for 3 months (Dec-22, Jan-Feb 23)

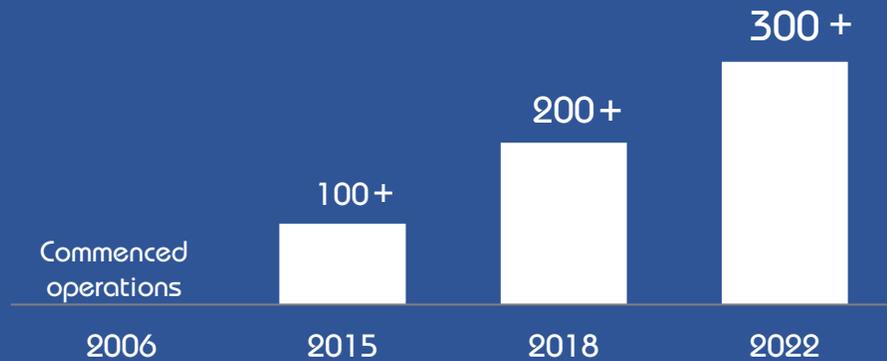
2. Source: CAPA Research; Data for FY 2020 / CY 2020 audited financials excl. forex

Develop: IndiGo will double in size and scale by 2030



Continued fleet addition through large order book

Aircraft on property (Nos)



Order book history (Nos)



Fungible utilization of fleet to enhance productivity

ATR

Passenger capacity: 78 seats
No of aircraft: 39

ATR for route development within India

A320 CEO

Passenger capacity: 180 seats
No of aircraft: 23

A320 and A321 deployed on the domestic and short-mid haul international routes

A320 NEO

Passenger capacity: 180 / 186 seats
No of aircraft: 160

A321 NEO

Passenger capacity: 222 / 232 seats
No of aircraft: 78

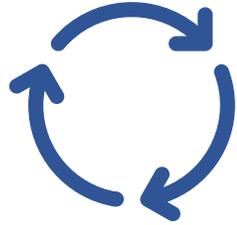
Way forward....

Airbus Xtra Long Range (XLRs)

XLRs will allow to IndiGo to fly on mid-long haul routes

1. Including XLRs
2. Aircraft count as on 31-Dec-22

Develop: Readiness to welcome 100+ million customers



Operations

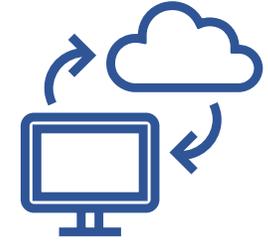
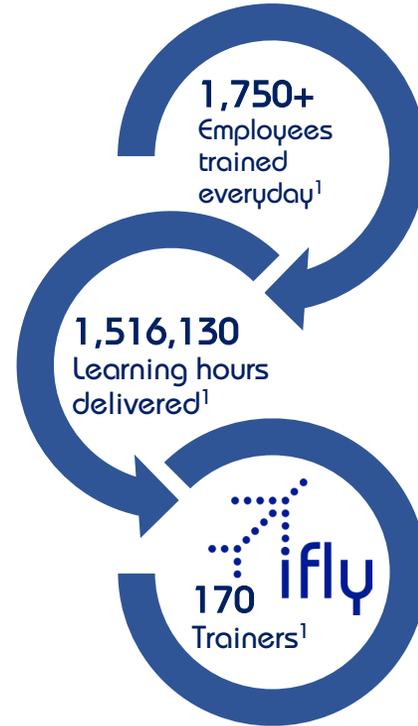
Three-Point Disembarkation System



Innovative ramp design



Investments in Human Capital



Digitalization

- > Developed an in-house 'Partnership Booking Engine' that drives IndiGo's ability to collaborate seamlessly with global strategic partners



- > **90%+** reduction in inspection time through deployment of sensor-based technology to scan life vests on aircraft

- > **Electronic Flight Folder** to digitize the experience and journey for our cockpit crew



Create: International growth, capitalize on domestic



Our future is Indian at heart, international in ambition

Way forward



To leverage domestic network

To further enhance global footprint

Towards 30%

International ASKs share in next two years

Adding range through XLRs

Point to Point

Lucrative destinations

Increased reach and connect²

Mid-Long haul

Markets suited for narrowbody long range operations

1. Source: DGCA

2. Source: Airbus

Create: Strategic partnerships across the globe



7 current partnerships exploring more....



Codeshare destinations (30) with Turkish Airlines

Partner Airlines	Agreement Type
	Two way codeshare
	One way codeshare
	One way codeshare
	One way codeshare
	One way codeshare
	One way codeshare
	Interline cooperation

The map depicted above is only a pictorial representation of the world & countries and is not drawn to scale

Create: Leveraging existing platform for growth



We are supplementing the business with



Freighters (Payload ~27 Tonnes)

- #2 A321XLR in our fleet.
- + #1 in Q3 2023-24.
- Synergies from same pool of pilots and engineers



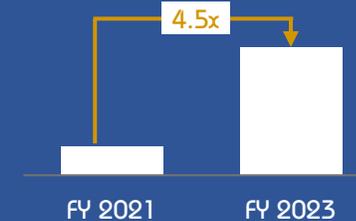
We are complementing the business with



Loyalty Program

Co-branded credit cards: Ka-ching

Subscribers



Present

Foray into loyalty program

- Customer engagement
- Enhance customer value proposition

Way forward

Agenda



Where we
are today

Growth
opportunities

Strategic
priorities
and
Growth
enablers

Financial
performance
and Path
ahead

Flying
responsibly

Strong recovery in Q3 2023: Operational & Financial



Fleet Size¹ **302**



+7% vs. 3Q'22
+18% vs. 3Q'20

Capacity **28.8 bn**



+25% vs. 3Q'22
+11% vs. 3Q'20

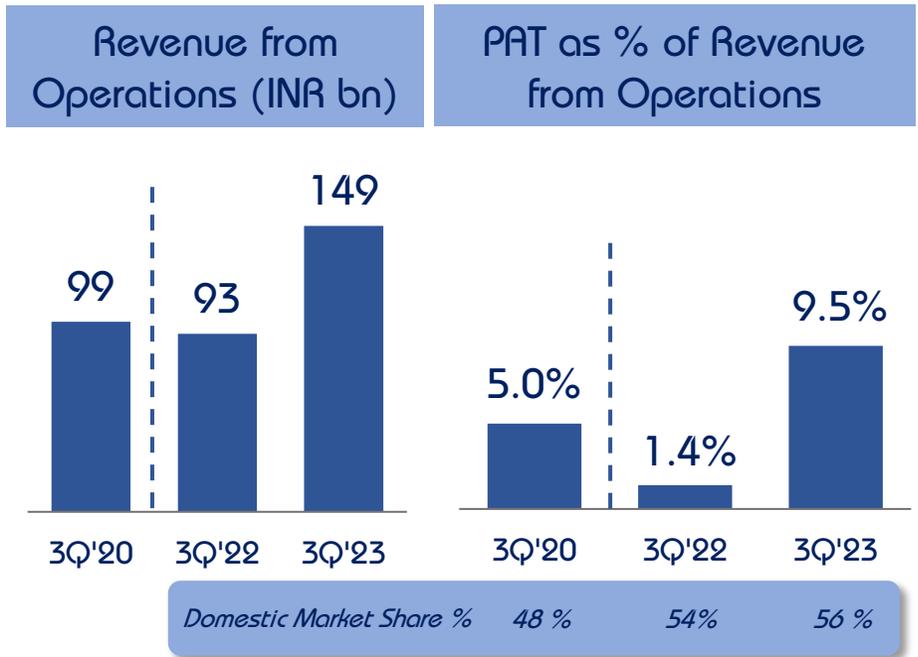
Passengers **22.3 m**



+26% vs. 3Q'22
+10% vs. 3Q'20

Leading Indian carrier known for:

Cost Leadership	On-time Performance	Robust Growth
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OTP² **c.90%**



+5% vs. 3Q'22
+17% vs. 3Q'20

Load Factor **c.85%**



+5% vs. 3Q'22
- 3% vs. 3Q'20

RASK **5.26**



+1.18 vs. 3Q'22
+1.36 vs. 3Q'20

1. Closing Fleet at 31-Dec-22
2. Source: DGCA: Average of 3 months during the quarter

Path ahead | FY 2024



FY 2023 (€)



Fleet Size

306
79% NEOs



Capacity

+18%
vs. FY 2020



Passengers

+85m
+15% vs FY 2020



Network

104 destinations
78 Dom | 26 Intl



Employees²

IndiGo: 32,000

Demand
continues to
be strong in
Q4 2023

FY 2024 (F)



Fleet Size

c.350



Capacity

+ North of mid teens
vs FY 2023



Passengers

c.100 mn



Network

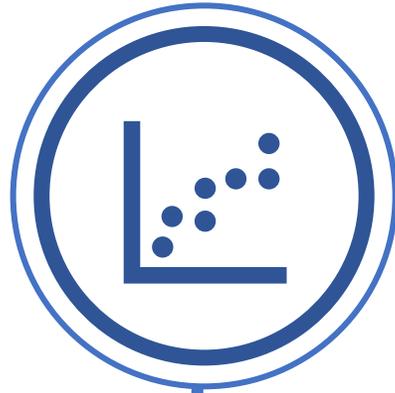
+10-15 destinations
end with c.115



Employees²

IndiGo: + 5,000

External variables impacting performance



**Volatility in Fuel
and forex**



**Global supply
chain disruptions**



**Inflationary cost
pressures**

Agenda



Where we
are today

Growth
opportunities

Strategic
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Growth
enablers

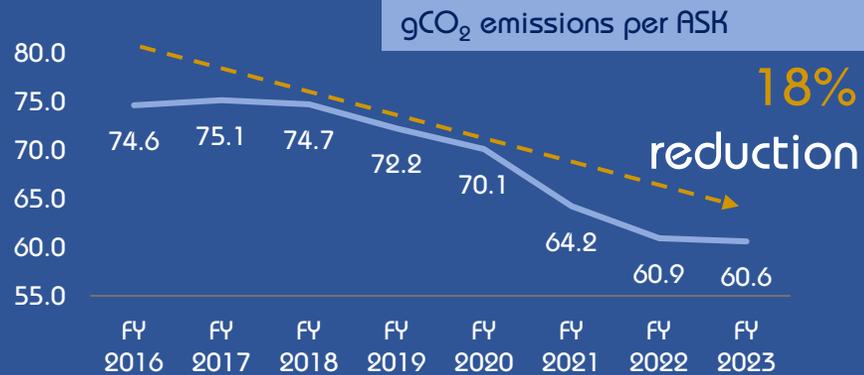
Financial
performance
and Path
ahead

Flying
responsibly

Key ESG initiatives

Environment

Environment : Climate change

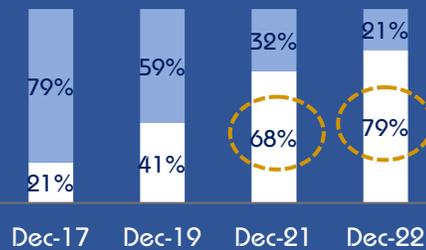


Fleet modernization (CEO → NEO)

15%

Reduction in fuel usage

79% of IndiGo's fleet is New Gen



IndiGo is one of the lowest CO₂ emitting airlines in the world

Social

Social | IndiGo Reach

Children & Education



31,000+ impacted

Women Empowerment

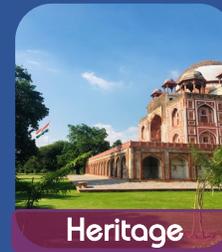


55,000+ impacted



Environment

1.21 lakh tons of carbon offset



Heritage

6,000+ days of employment generated



- Diversity, Equity and Inclusion ... highest women pilots globally
- Person with Disability ~74

Governance

- Strong Board of Directors
- 6€ code of conduct : Ethical Culture
- Risk Management and Emergency response

Professional and experienced Board

Ethics and Compliance Initiatives in IndiGo

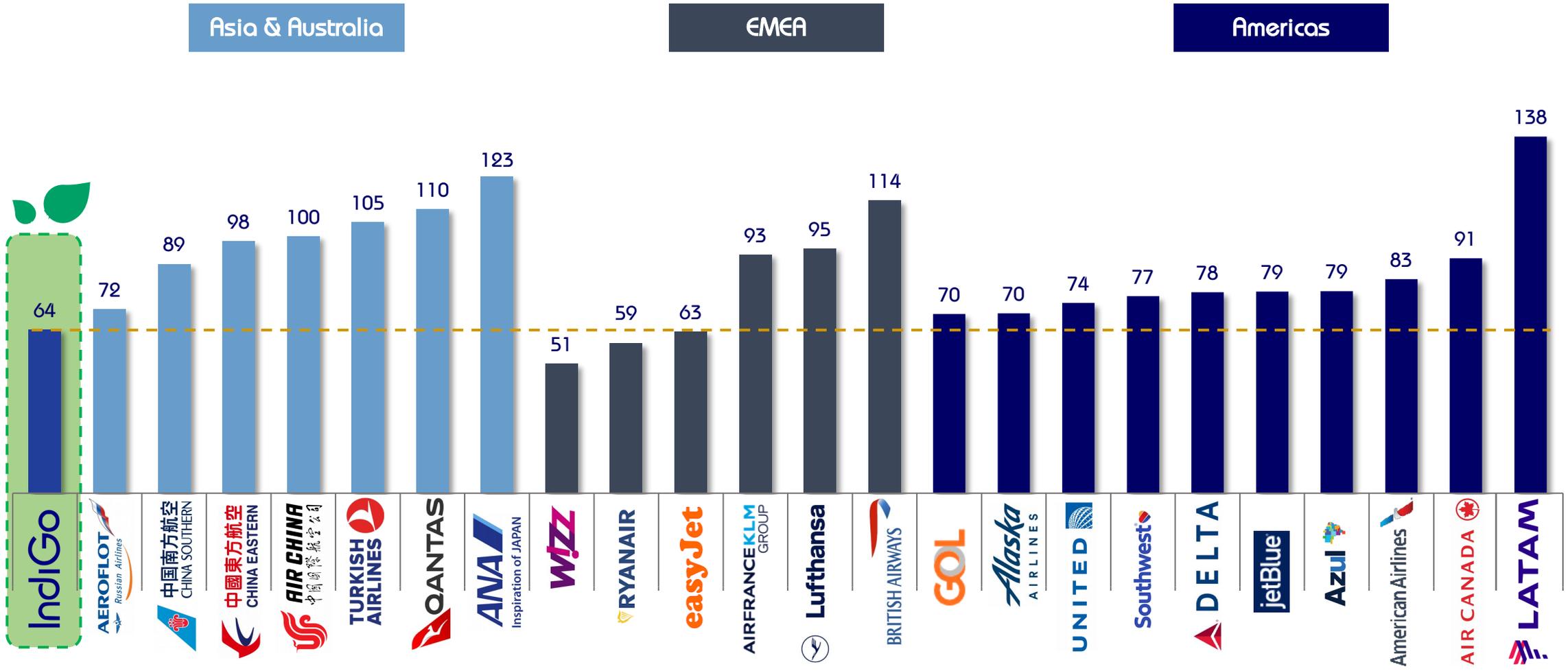


Risk Management Framework



Amongst the lowest CO₂ emitting airlines

gCO₂ emission per ASK¹



1. Source: Annual Reports and Sustainability Reports of respective Airlines (FY2021); Based on Scope 1 emissions

Women empowerment | Tribal communities in NE India



- › IndiGo Reach led “Women Empowerment” initiative, to augment the income of tribal women in North-East India through building capabilities on scientific agricultural practices, trainings, institutionalization of the produce and market linkages
- › Background: c. 3,500 Bighas of lands been brought under integrated cropping practices for spices cultivation. Enhanced skills and capacities of the farmers resulted in increase of income level of the families targeted under this intervention

› **1,500** women across **24** villages impacted

› Average annual income of families / households **doubled** through cultivation of spices



IndiGo won the Best CSR award at the 20th FICCI Corporate Social Responsibility Awards ceremony





Annexures

Awards and accolades



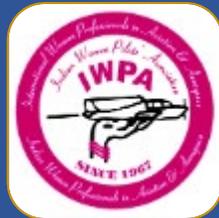
Best Low-Cost Airlines in India & South Asia 2022



World's Youngest Aircraft Fleet in 2023 in the 100+ aircraft category



"Value Airline of the Year"
ATW's Airline Industry Achievement Awards 2022



Highest number of women pilots employed by an airline in the World



Great Place to Work™ Certified



Ranked 5th in OTP for Mega Airlines (CY 2022)



IndiGoReach won best CSR award for Women Empowerment at the 20th FICCI (CSR) Awards



Won Seven Awards at the 'Chief Learning Officer (CLO) Awards 2022' India



THANK
YOU

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