



March 22, 2024

IGAL/SECT/03-23/16

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 SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

In continuation to our disclosure dated March 19, 2024 with respect to an Analysts Meet today i.e. March 22, 2024, please find attached herewith a copy of the presentation that the Company will be making to the Analysts.

A copy of the presentation shall also be 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
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-122022, Haryana, India. T +91 124 435 2500.

CIN no.: L62100DL2004PLC129768

goindigo.in

InterGlobe Aviation Ltd



Towards new heights and
across new frontiers

Company Presentation

March 2024





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2024 Analyst Day I Agenda



India: A
Growth
Story
Unfolding

Indian
aviation

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IndiGo

IndiGo's
promises
and
strategy

Financial
strength
and way
forward


IndiGo
Green




India | Fastest growing economy in the world

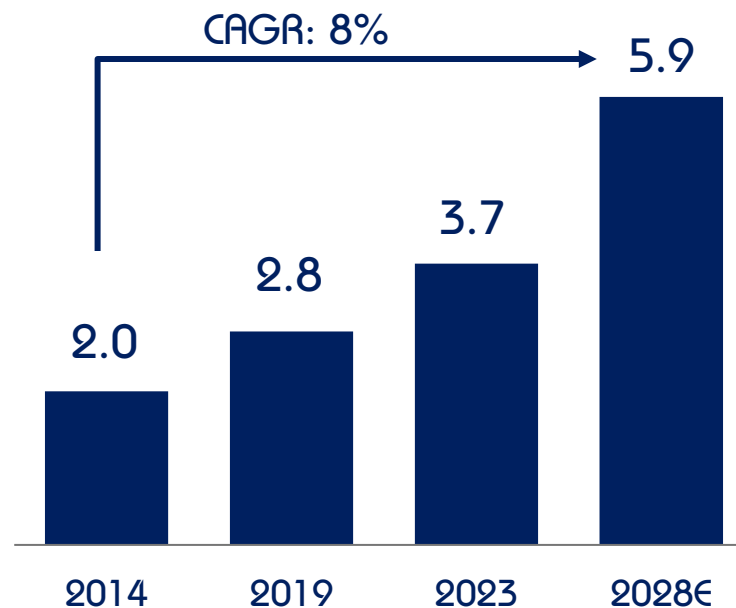


Indian economy is well positioned for exponential growth

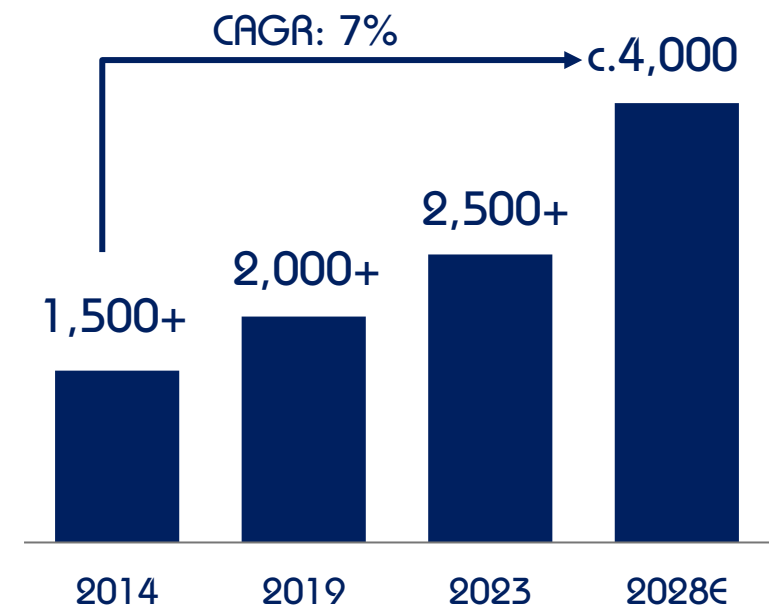
 **3rd** largest economy by 2027¹

 Fastest growing economy¹
6.5% in FY25E

Nominal GDP¹ (in USD trillions)



Nominal GDP per Capita¹ (in USD)



India | Demography a blueprint for economic prosperity



Demographic dividend to serve as a catalyst for economic growth



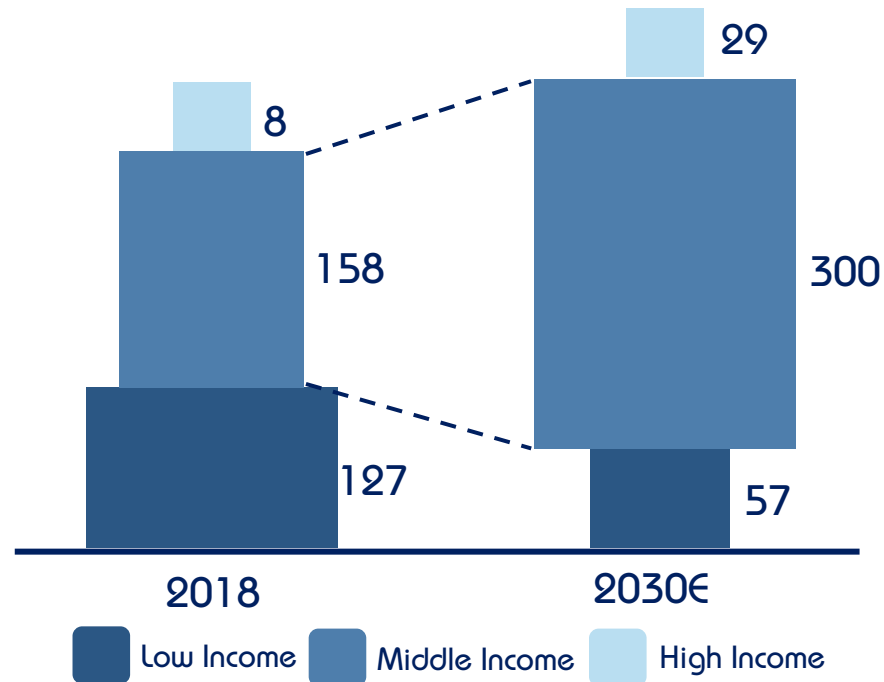
c.28 years median age¹



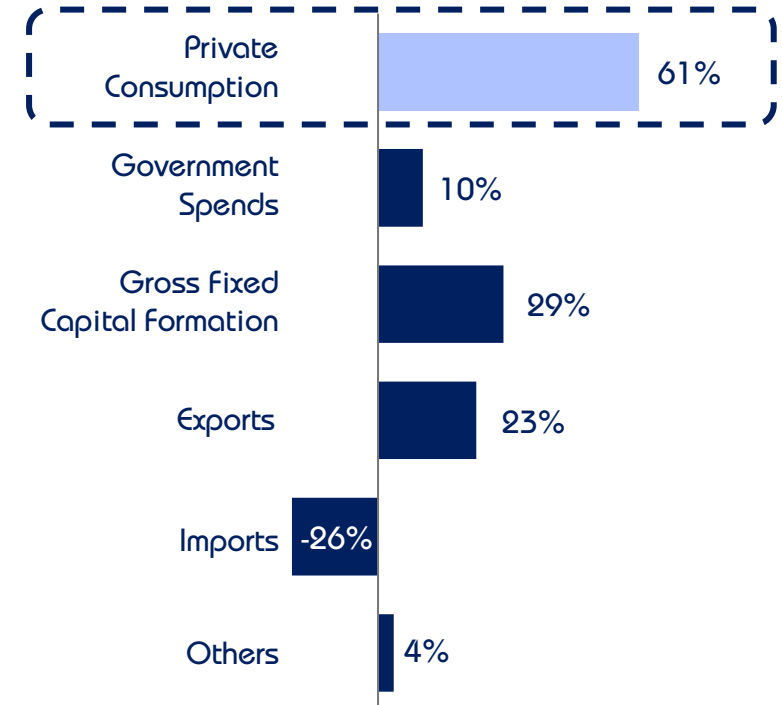
c.18% of world's population resides in India¹

The rising middle class

Households in millions²



India's GDP Composition³ (%)



India's GDP is led by consumption spends....

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Indian aviation | Geographic advantage but under-penetrated



Domestic seats per capita (2023)¹



USA
3.09



Canada
1.44



Thailand
0.51



China²
0.49



India
0.13

International seats per capita (2023)¹



UAE
16.67



UK
4.28



USA
0.88

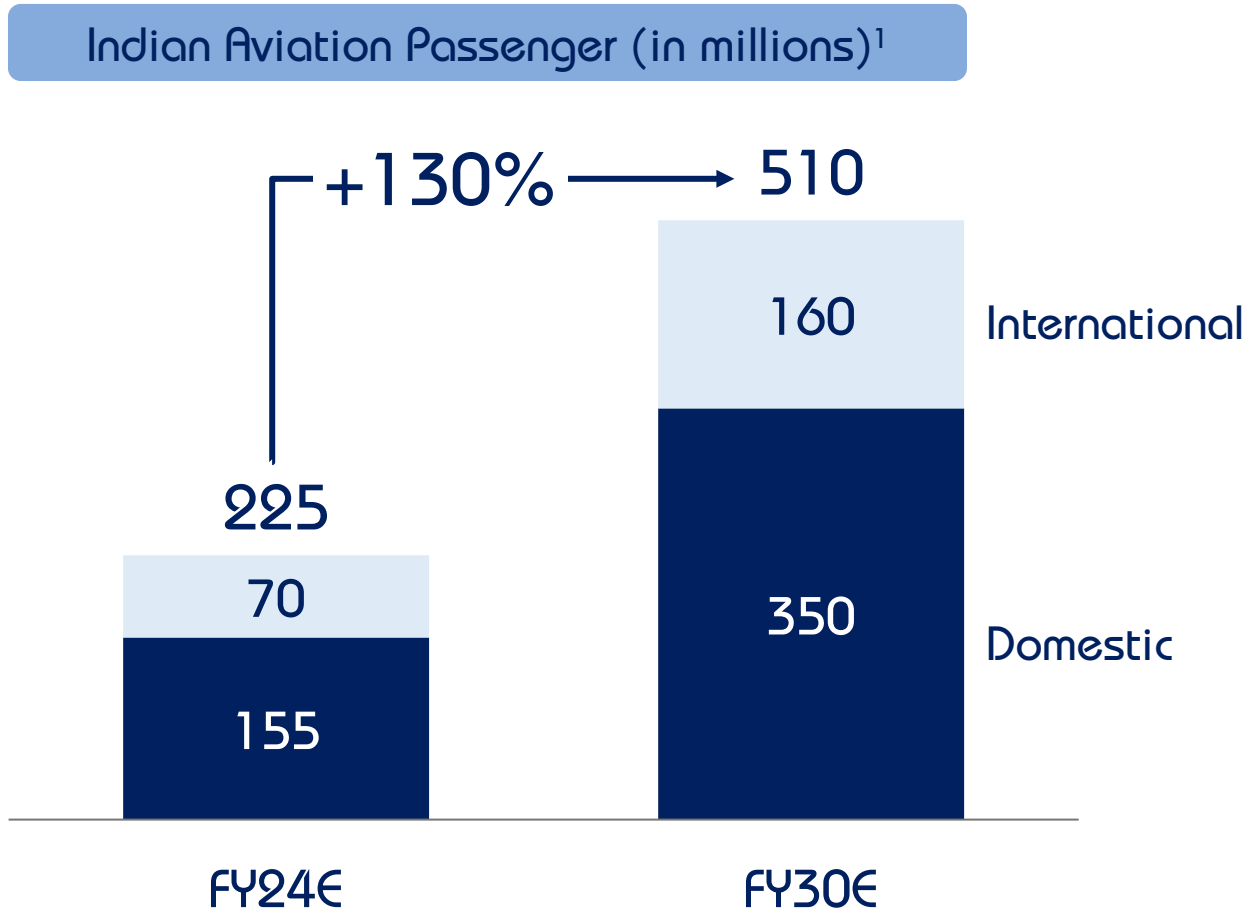


China²
0.13



India
0.06

Indian aviation | Passengers estimated to double by 2030



Railway passengers at **6.2** bn passengers in FY23²



Only **6.5%** (92.6 mn) of Indians hold valid passports³



Large part of the world population lives within **5-6** Hours flying radius from India



India has the largest population living outside of their country of birth⁴

Indian aviation | Growth enablers and opportunities



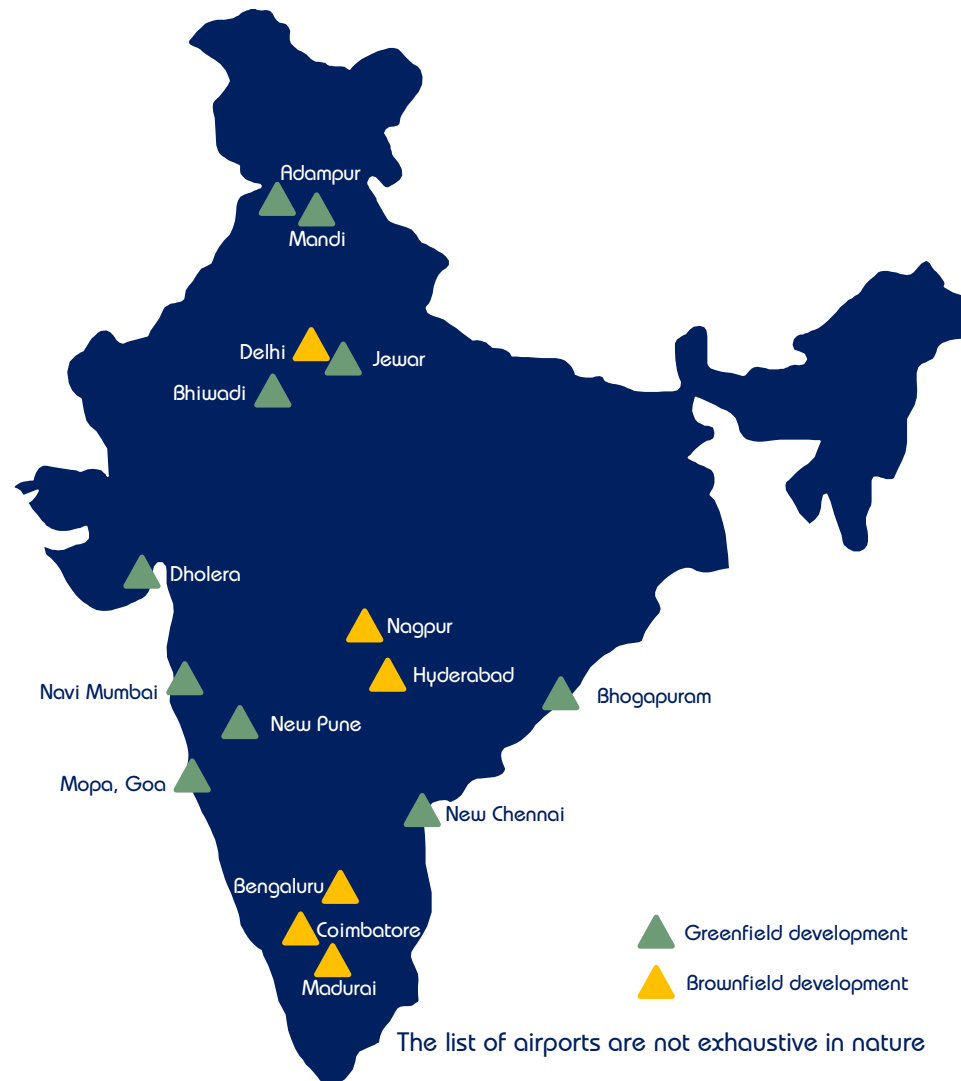
Indian aviation | Accelerated infrastructure expansion



140 airports in 2019
likely to reach 220

c.1 Lakh crores in
investments for greenfield
and brownfield airports²

Capacity expansion to
100 mn passengers at
Delhi Airport³



New airports to cater to robust demand

Jewar¹



06 runways



Initial: 12 MPA
Total: 70 MPA



End of CY24

Navi Mumbai¹



02 runways



Initial: 20 MPA
Total: 90 MPA



CY25

Mopa, Goa⁴



01 runway



Initial: 4.4 MPA
Total: 13.1 MPA

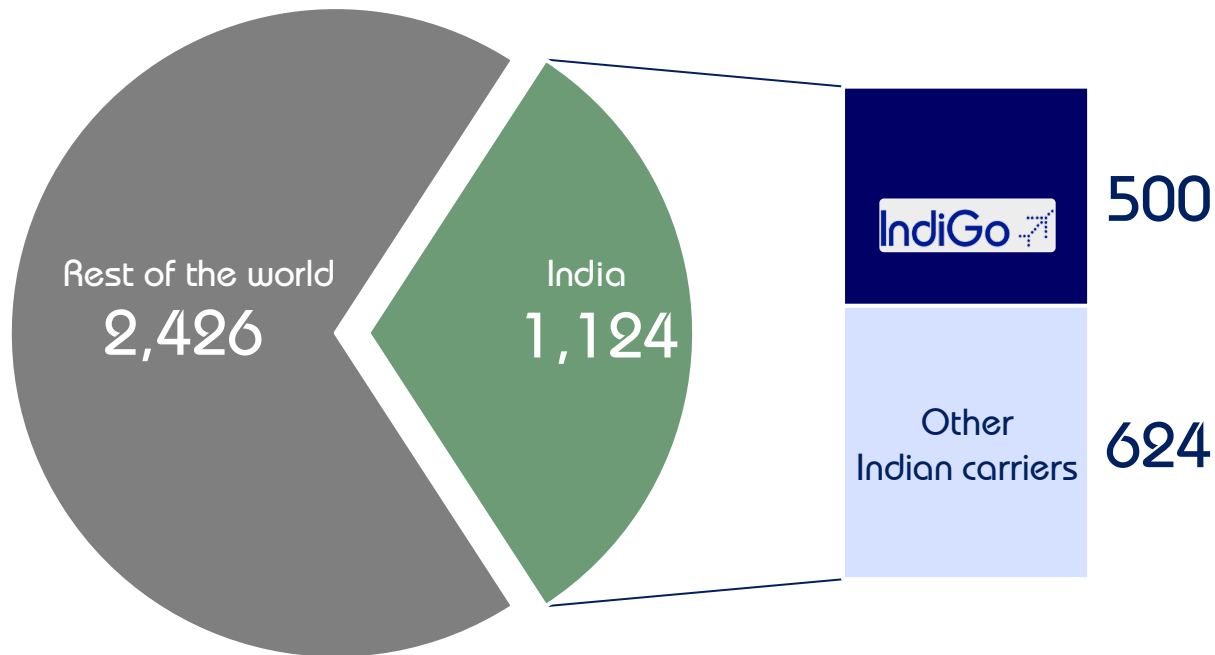


Started in Q1 CY23

Indian aviation | 2023 a year of India at global stage



Aircraft orders in 2023¹



> 30%

of all aircraft orders in 2023 from Indian carriers

>1,500 aircraft

to be added by Indian carriers by 2035, making India the third largest country in terms of fleet size

1,900+ aircraft on order for India vs c.13,000 for rest of the world²

Indian aviation | Steps towards a financing hub



Huge financing opportunity...

1,124 aircraft orders placed in last 1 year¹

c. USD 100 bn+ financing opportunity

50+ financial institutions participating currently

GIFT city initiative



Expansion of financing options

Diverse financing options from domestic and international capital markets

Robust regulatory framework

Clear and transparent regulations aligned with international standards

Favorable tax regime

Tax incentives, duty exemptions, and streamlined regulatory procedures

Indian aviation | Employment and MRO opportunities



1,622 CPLs

(2.2x vs 2019)

commercial pilot licenses
(CPLs) issued by DGCA in
2023

c. 11,000+

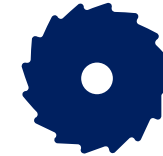
additional pilots required
till 2030¹



Largest and youngest
working population across
top economies globally



Pilots Air Traffic Controllers
Aircraft Maintenance Engineers
Flight crew Flight Dispatchers



MRO industry posed to
grow at c. **9%** for the
period 2021-31²

Supported by:

Expanding fleet

Favorable policy
interventions

Cost efficiencies

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IndiGo | Board members



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

- Over three decades of experience in the travel industry
- Promoter and Managing Director of the Company
- Group Managing Director of InterGlobe Enterprises
- Featured on the Forbes 'Global Game Changers' list in 2016



Ms. Pallavi Shardul Shroff, Independent Director

- Managing Partner of Shardul Amarchand Mangaldas & Co. with over 43 years of extensive experience
- Featured in Fortune India's most Powerful Women in business list 2020, 2021, 2022 and 2023



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)

IndiGo | Management team, diverse expertise & rich experience



Pieter Elbers
Chief Executive Officer



Wolfgang Prock-Schauer
President & Chief Operating Officer



Rajesh Kumar Singh
Special Director



Gaurav M. Negi
Chief Financial Officer



Riyaz PeerMohamed
Chief Aircraft Acquisition & Financing Officer



Neetan Chopra
Chief Digital & Information Officer



Abhijit DasGupta
SVP Network Planning & Revenue Management



Sukhjit S Pasricha
Group Chief Human Resources Officer



Saguna Vaid
General Counsel



Vinay Malhotra
Head of Global Sales



Neerja Sharma
SVP, Company Secretarial and Regulatory Compliances

The IndiGo way



Mission

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

Why

Our Purpose

Giving wings to the nation
by connecting people and aspirations

India by IndiGo

What

Customer Promise

Affordable
Fares

On Time Performance

Courteous &
Hassle Free

Unparalleled Network

How

Values + Strategy

Values

- Always Safe
- Passionately Consistent
- Service from the Heart
- Humility with Pride
- The Power of We

Strategy

"Towards new heights & across new frontiers"

Reassure

Develop

Create

IndiGo | Differentiated proposition



Aircraft orders

Future ready with sustained orders & order book

Unparalleled network

Connectivity to Customer across India & International

Cost leadership

Ensure our customer promise of affordable fares

High-growth market

Operating out of one of the fastest growing markets

Operational performance

Smooth and efficient air travel experience

Board and Management Team

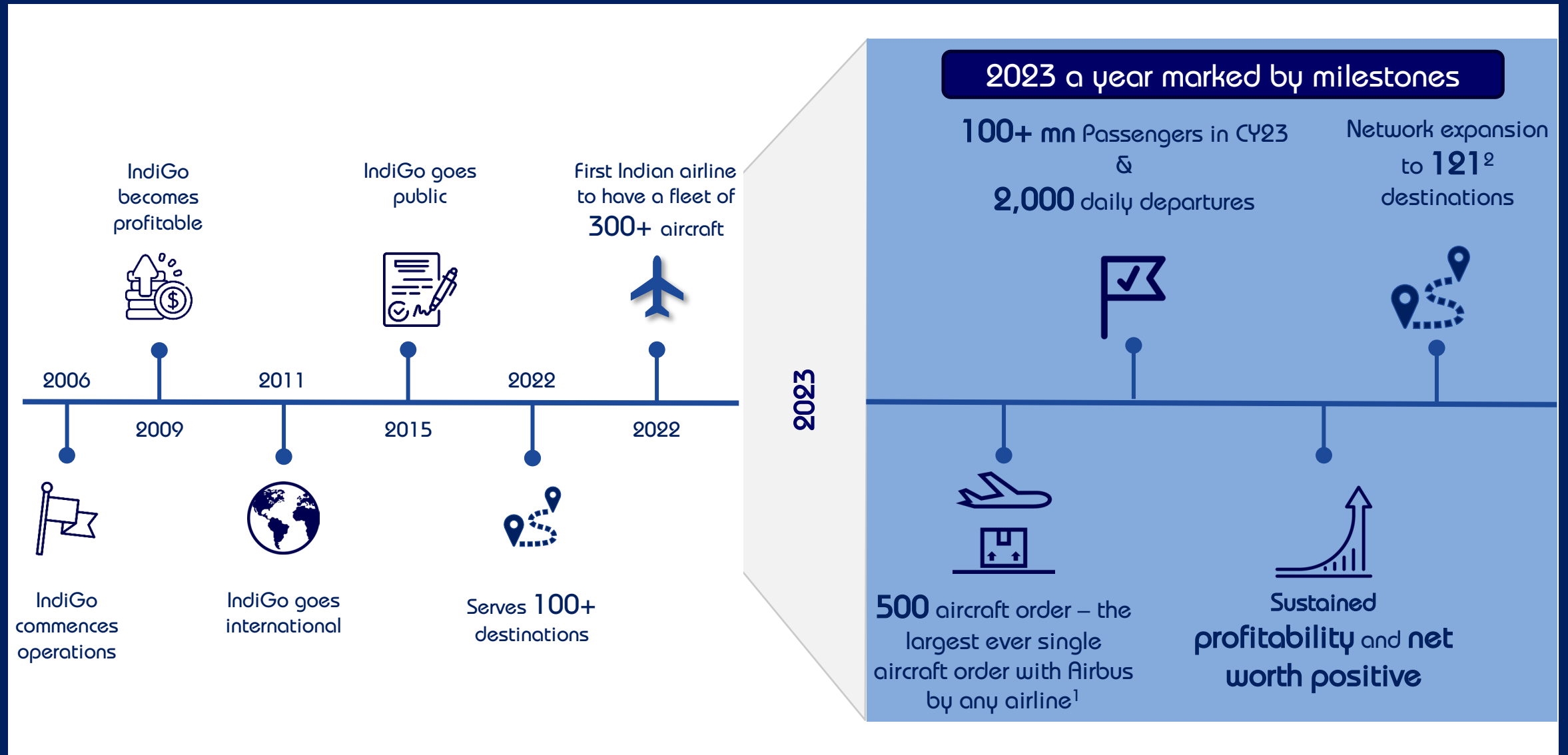
Diversity of expertise & Experience



Long term partnerships

Tested with time and built across Supply Chain & Service providers

IndiGo | Youngest airline to serve 100 million customers in a year



IndiGo | Poised to become 600+ aircraft carrier by 2030



366

aircraft as at 29-Feb-24

c.960

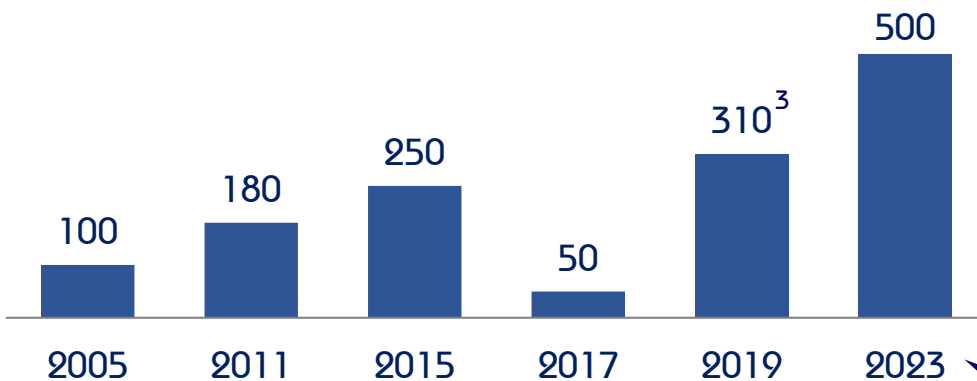
aircraft on order

Our fleet at a glance²

Order history (Nos)



Cumulative orderbook of **1,390** aircraft



Continuous flow of new deliveries from our large orderbook

Deliveries to start from 2030

A321 NEO

No of aircraft: **94**

A320 NEO

No of aircraft: **191**

A320 CEO

No of aircraft: **20**

ATR

No of aircraft: **45**

A321 Freighter

No of aircraft: **03**

Damp Leases:

B777s

No of aircraft: **02**

A320 CEO

No of aircraft: **11**

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IndiGo
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IndiGo | Three pillar strategy to drive Growth



Reassure



Customer Promises

- On Time Performance
- Affordable Fares
- Courteous & Hassle-free Service
- Unparalleled Network

Develop



- Digitalization
- Invest in Human Capital
- Scale Infrastructure

Create



- Internationalization
- New initiatives , enablers of core business

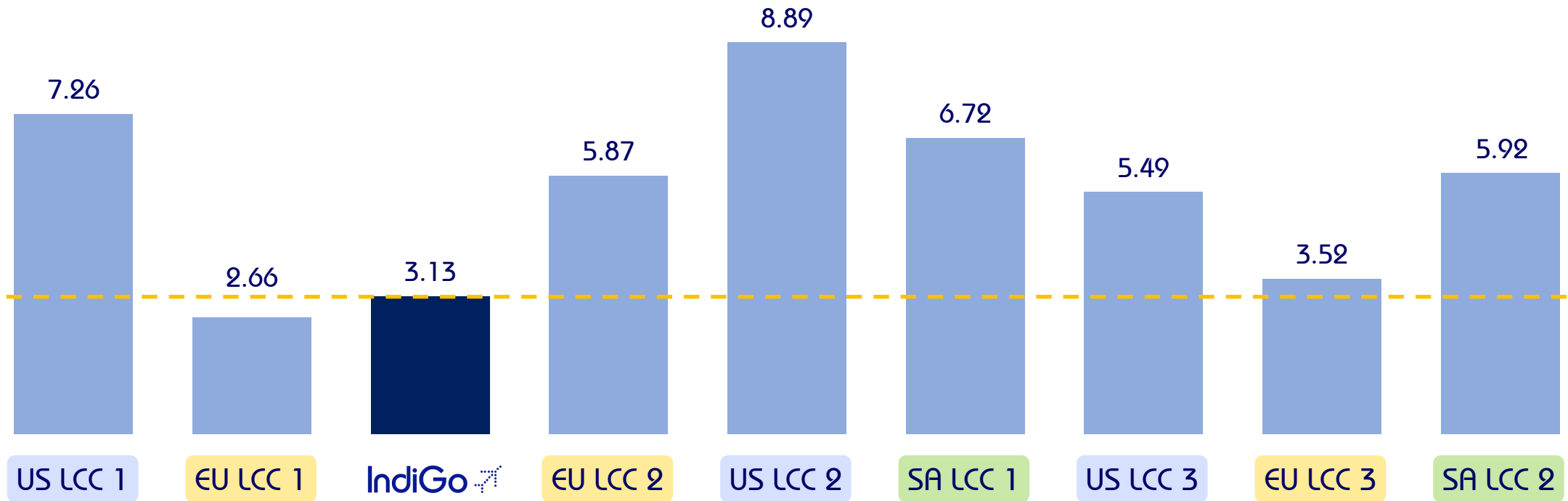
"Towards new heights
and across new frontiers"



Reassure | Cost leadership to enable affordable fares



CASK ex fuel ex forex for top 9 LCCs in the world (USD cents)¹



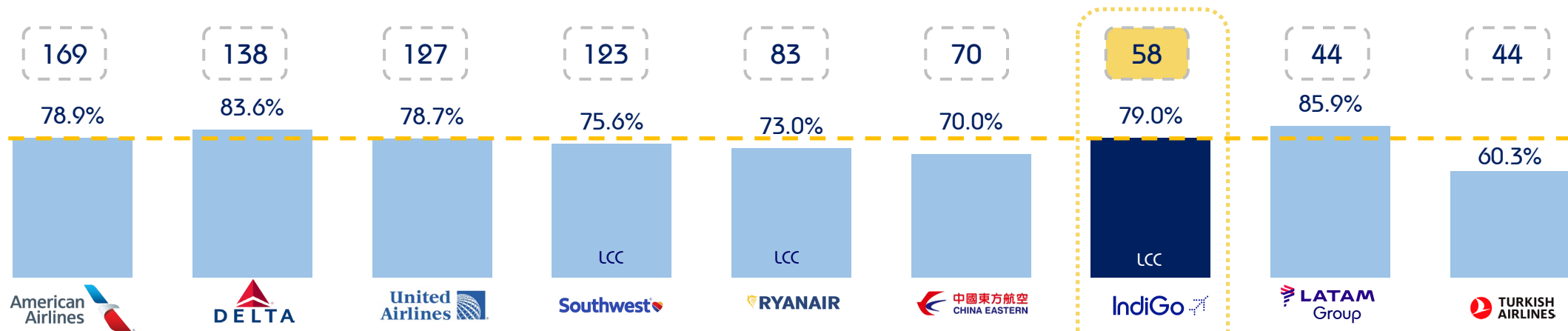
Stage length adjusted to IndiGo's stage length

SA: South America

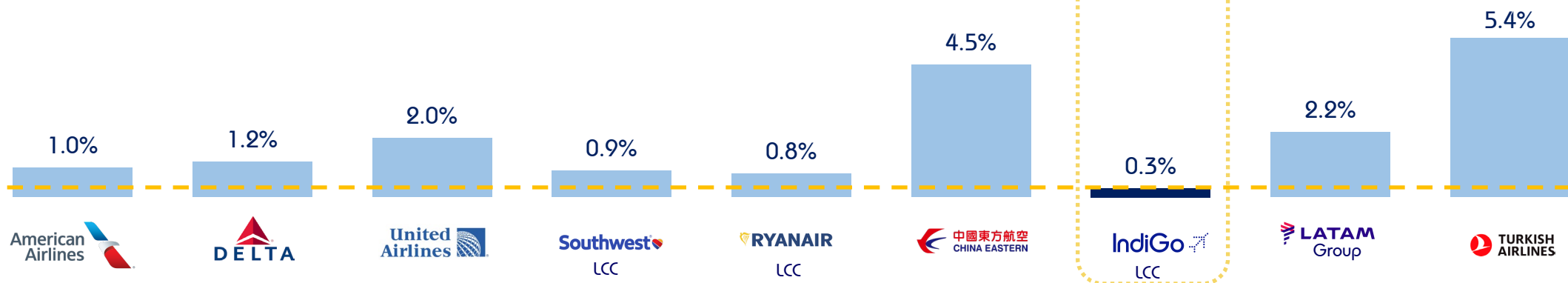
Reassure | Relentless commitment to reliability



On-time performance (%) of top 9 airlines¹



Cancellation rate (%) of top 9 airlines¹



Reassure | Offering customers an unparalleled network



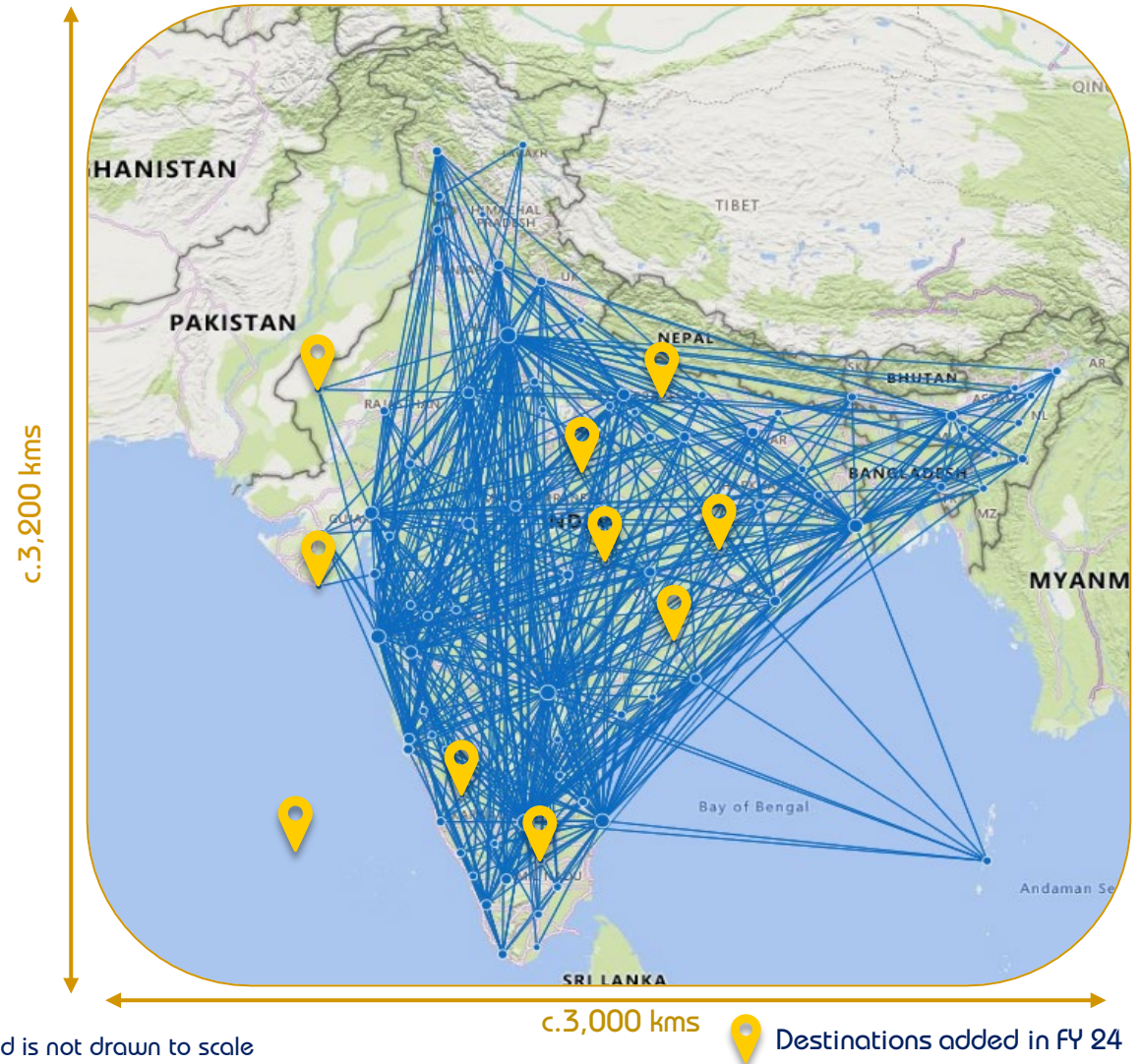
Unparalleled connectivity across **88** domestic destinations¹

420+ direct domestic city pairs⁴

1,100+ indirect city pairs connected via convenient one stop service^{2,4}

Added **10** destinations and **40+** routes in FY24

c.87% of India's population is within **100 kms** of 6E served airport³



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

Reassure | Expanding reach into International destinations



33
international
destinations^{1,2}

97
Direct city
pairs⁴

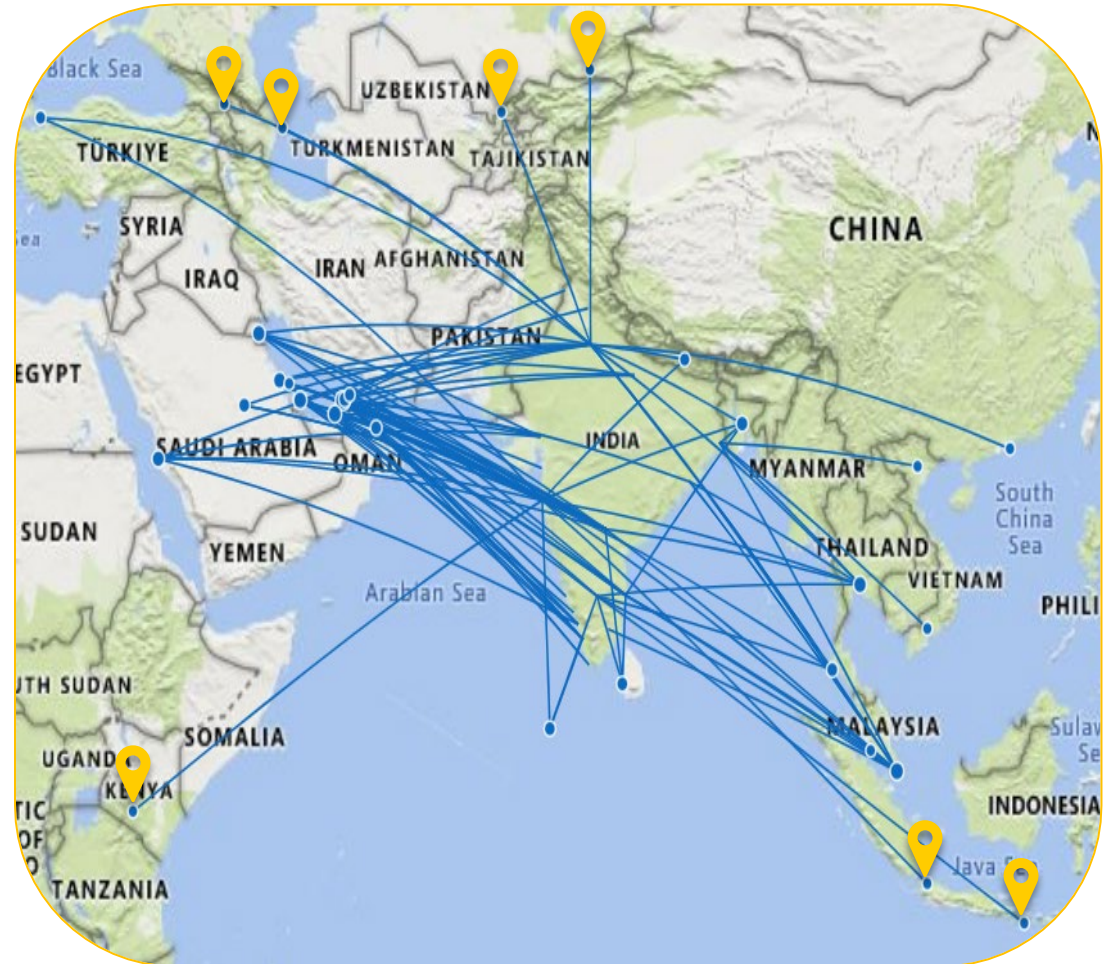
8
strategic
partners

750+
Indirect city
pairs^{3,4}

Added **7** International destinations
and **19** routes in FY24

Increased international share of ASKs
from **23%** to **c.27%** during FY24

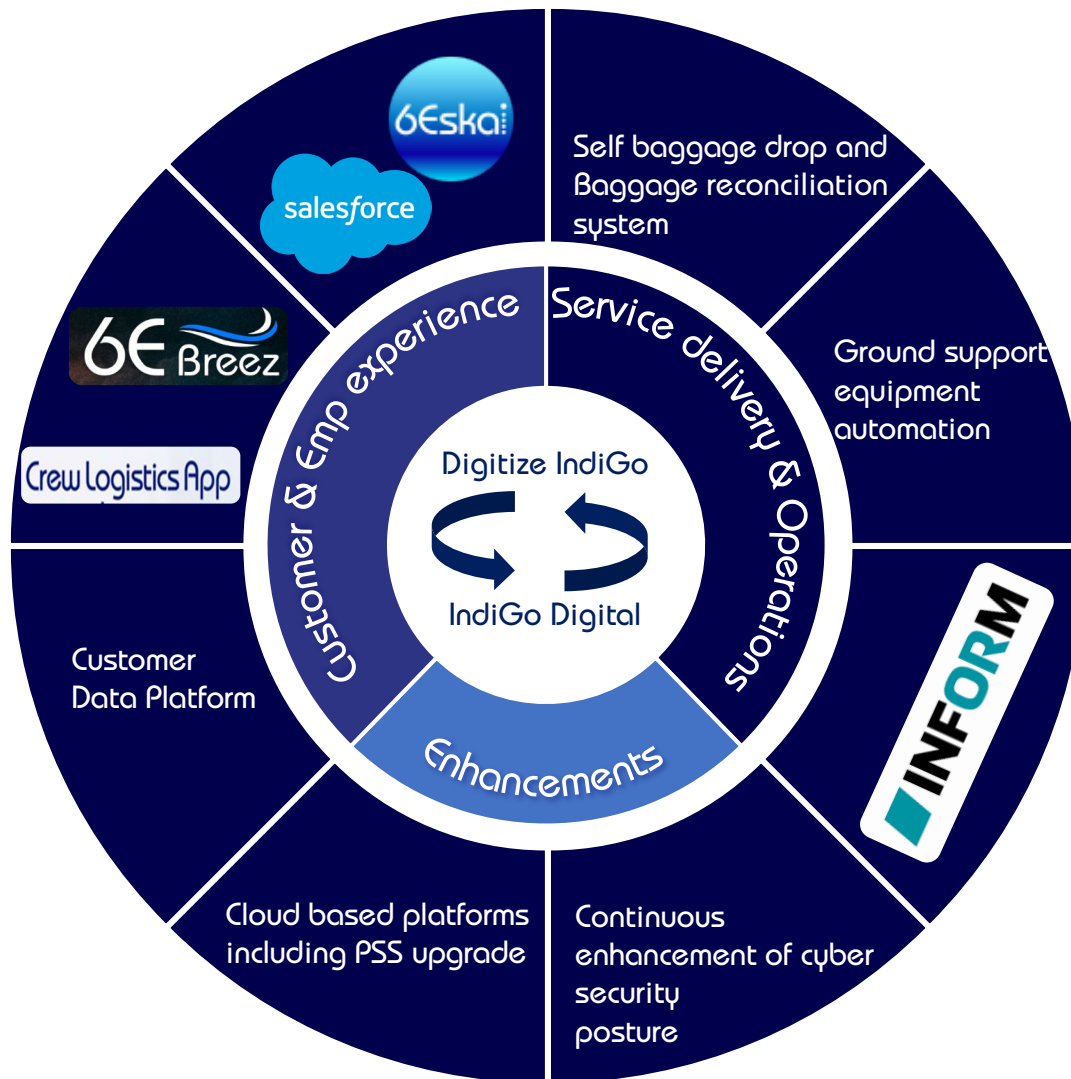
Direct International connectivity from **18** Indian cities



 Destinations added in FY 24

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

Develop | Digitalization to enable next phase of growth



6Eskai | Enhancing customer experience

- 6Eskai, IndiGo's AI conversational direct channel : Innovation co-created in partnership with Microsoft
- Enables users to effortlessly book IndiGo flights, access travel services, and receive answers using natural language
- Supports communication in 10 different languages with voice support
- Reduction in CX headcount required for this channel

Develop | Continuous investments in the talent...



IndiGo Cadet Pilot Programme

1,000+
graduates till date

7 partners..
exploring more



Expansion of ifly training academy pan India

ifly Gurgaon + Bengaluru

Gurgaon -II

Over 80%
increase in
training capacity

Hyderabad

Kolkata

Mumbai



2,000+

employees trained
per day



3,500+

expanded capacity
per day

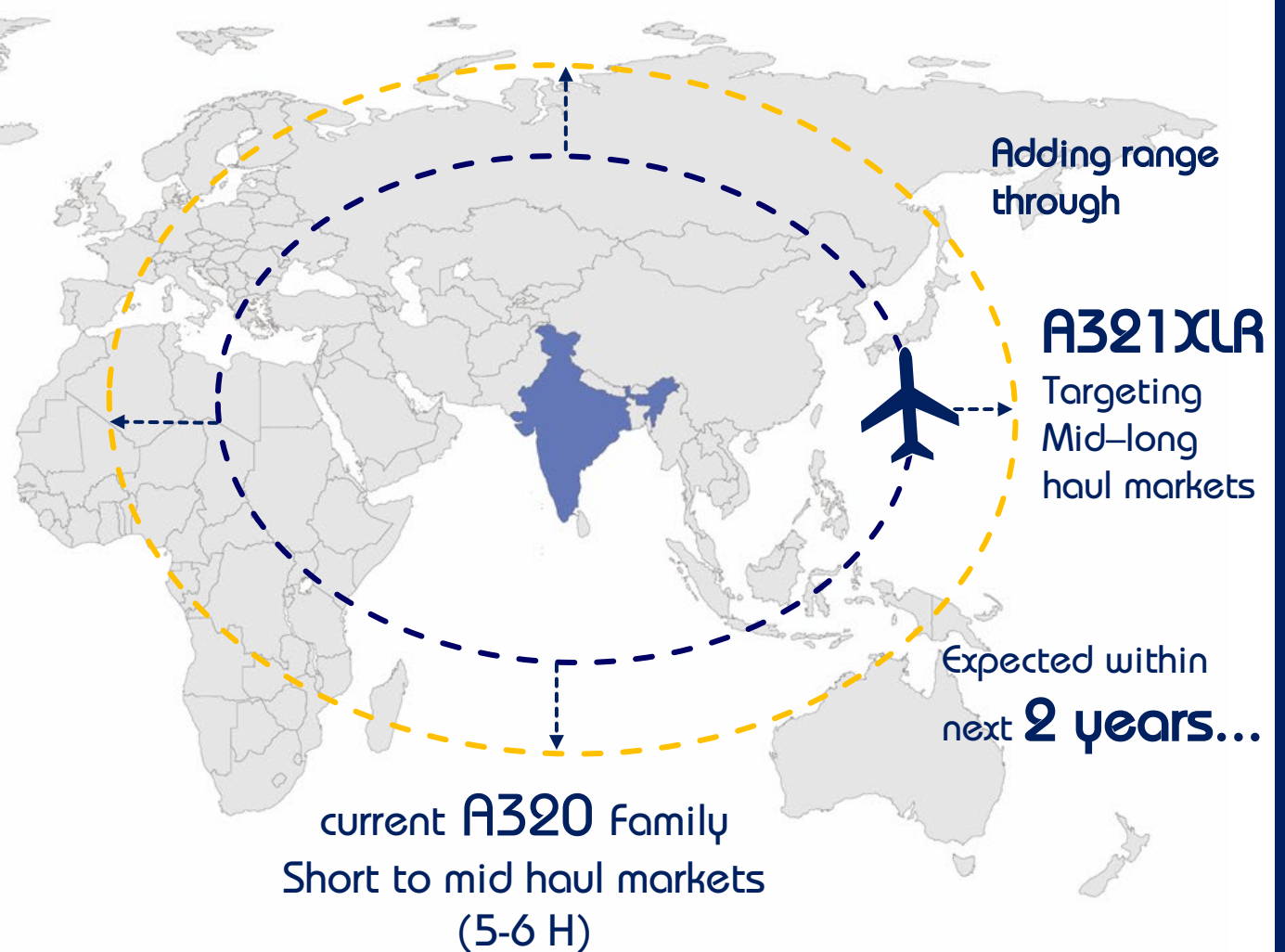
Develop | Expanding our Engineering infrastructure



	Delhi	Bengaluru
Area	16,500 sq. mtrs	20,000 sq. mtrs
No. of lines	2	2

State of the art facilities to support repair activities such as engine change, landing gear change, etc.

Create | Next phase of growth in International skies



*The range charts are indicative in nature

Create | Leverage and play the geographical advantage

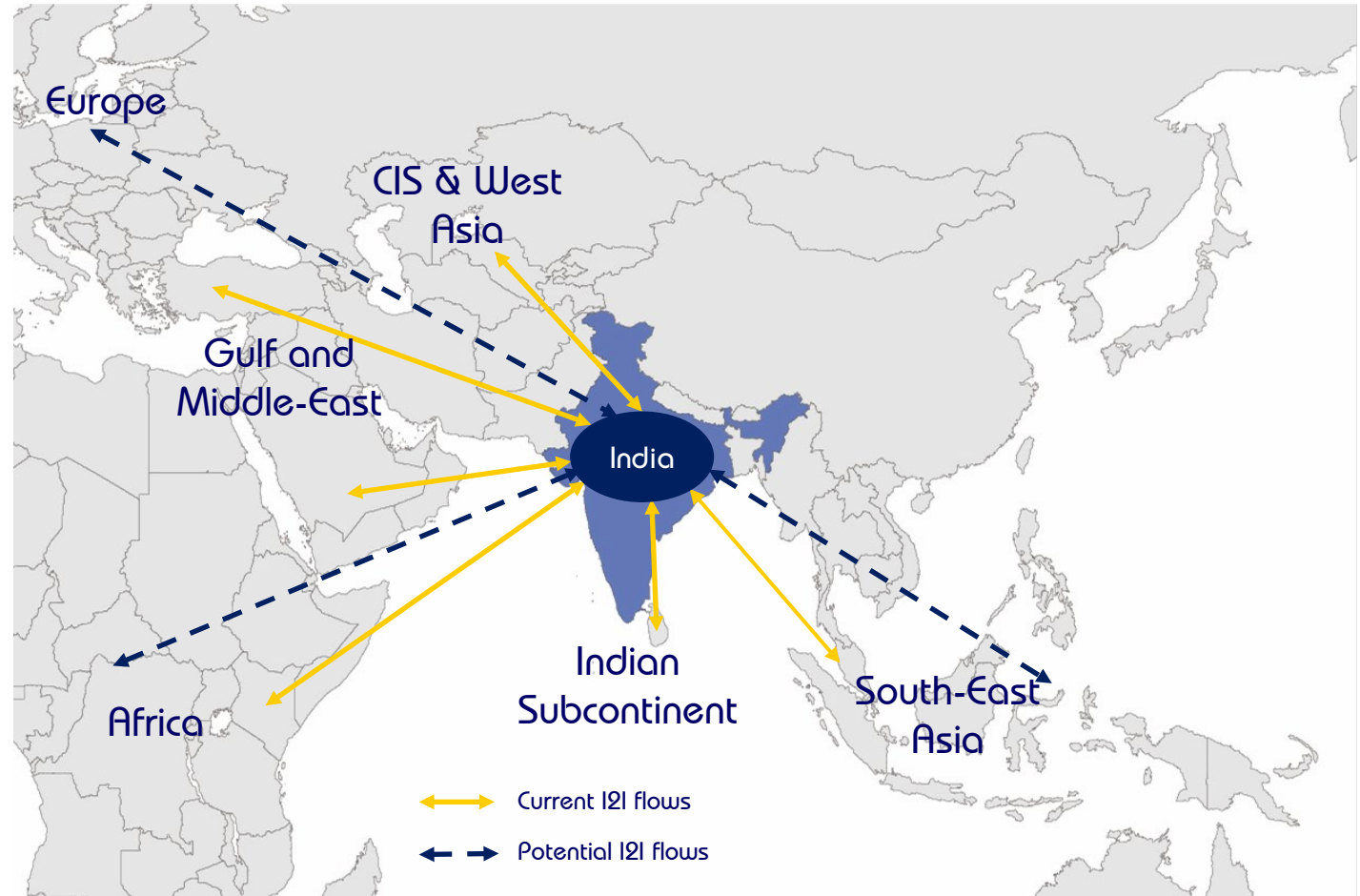


India's geographical position allows for significant growth in I-2-I flows

Serving broader set of customers through seamless connections

Compelling opportunity to expand International footprint through large airports including Delhi, Mumbai, Hyderabad, Kolkata and Bengaluru

Illustrative international-to-international (I-2-I) flows via India



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

Create | Partnerships across the world



Flying to 49 international destinations via codeshare partnerships with 8 leading global airlines

Create | New initiatives supporting current business

We are supplementing the business with



Freighters

(Payload c.27 Tonnes)

#3 A321P2F in our fleet

Synergies from same pool of pilots and engineers



Ventures

Subject to regulatory approvals, 6€ plans to launch its venture capital arm

Invest in early-stage companies operating in aviation, hospitality, consumer focused and allied sectors

We are complementing the business with



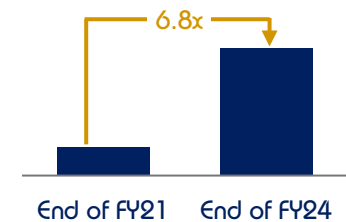
Loyalty Program

Foray into loyalty program

Customer engagement
Enhance customer value proposition

Co-branded credit cards:

Way forward
Present



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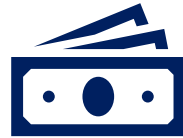


IndiGo | Focused execution, sustained profitability

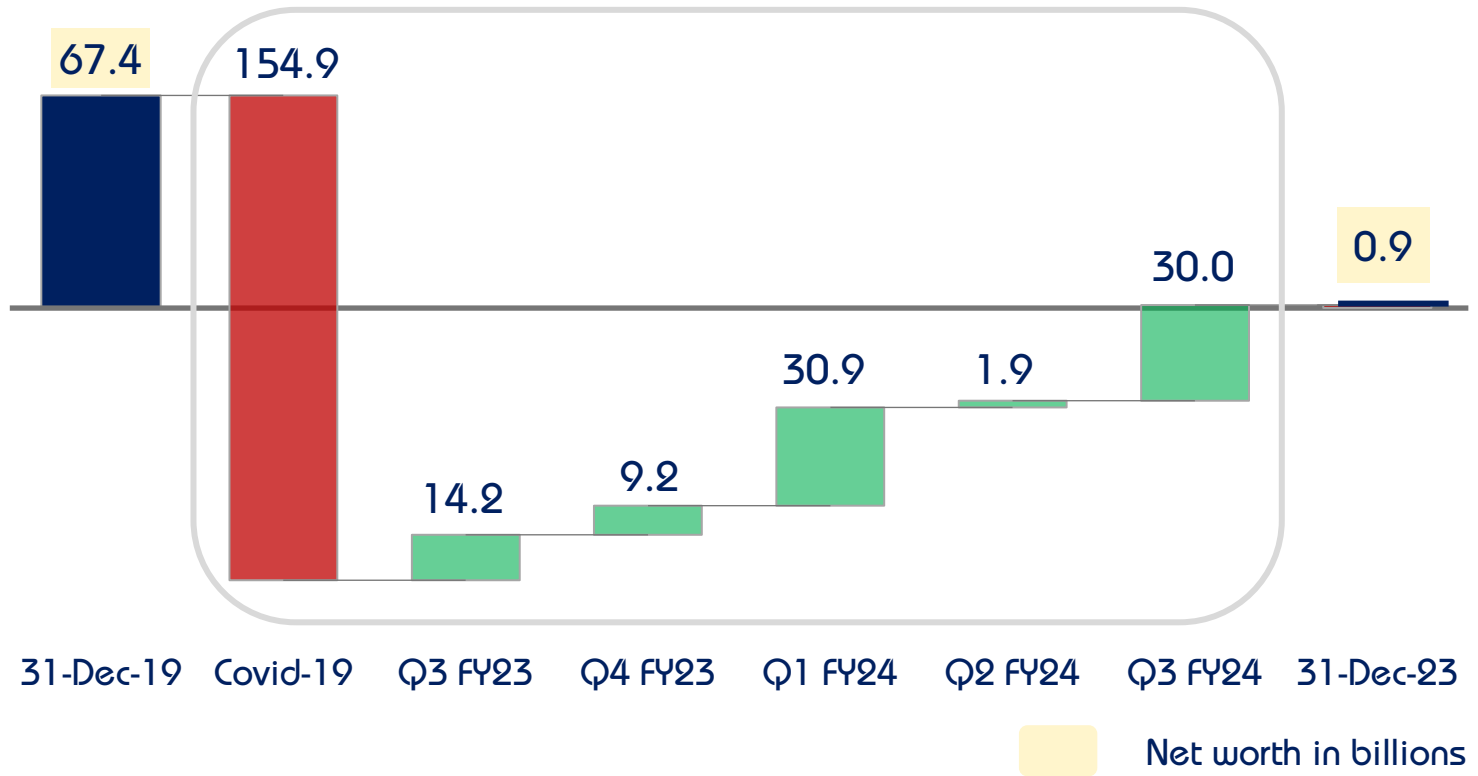


5 quarters of profitable growth

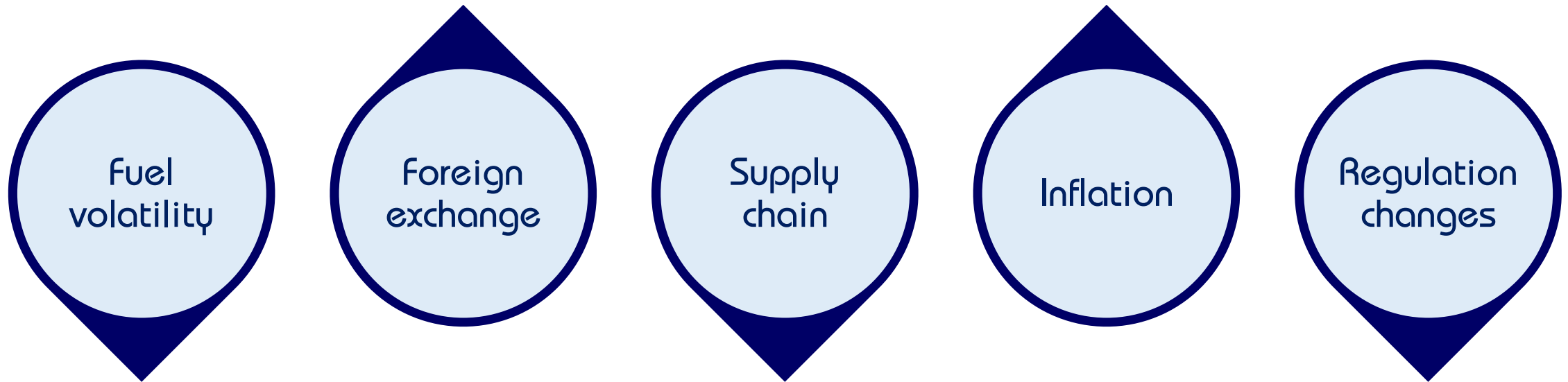
FY09 – FY19	✓
Covid-19	
Q3 FY23	✓
Q4 FY23	✓
Q1 FY24	✓
Q2 FY24	✓
Q3 FY24	✓



Net worth positive again at 31 Dec 23



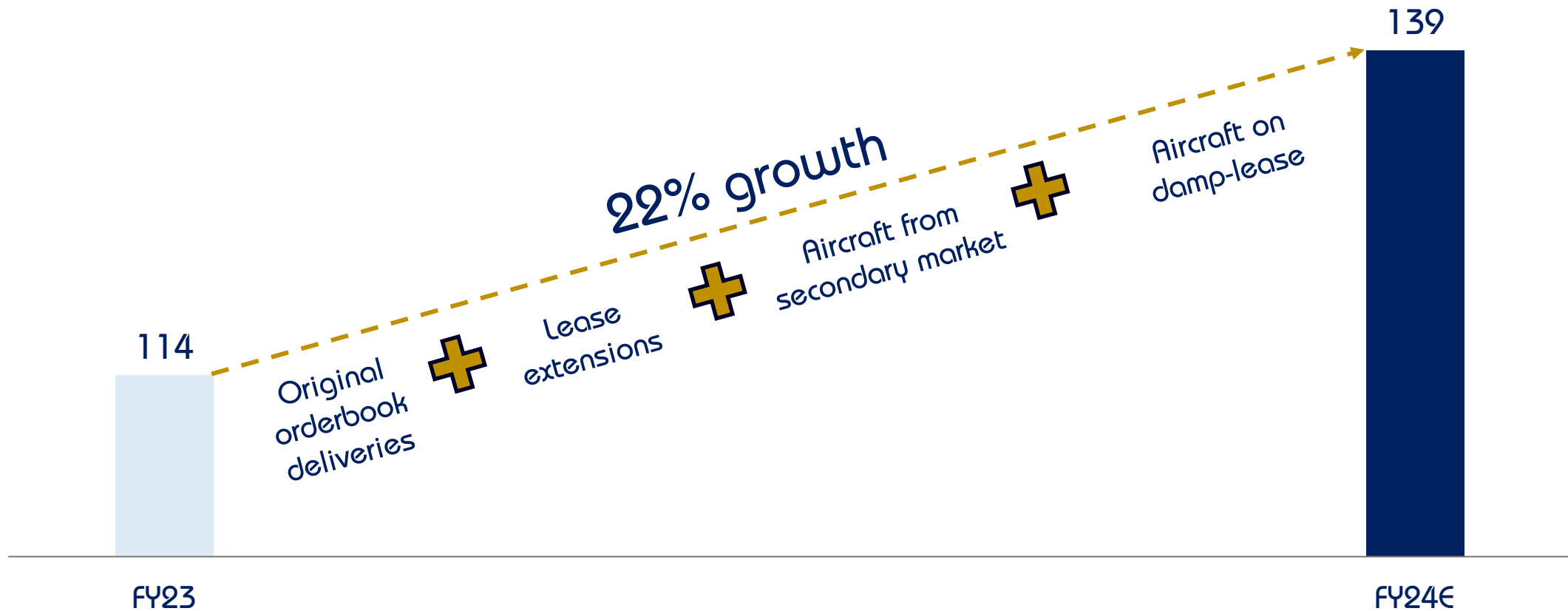
IndiGo | External variables, influence performance



IndiGo | Effectively managing supply chain headwinds



ASKs (in billions)

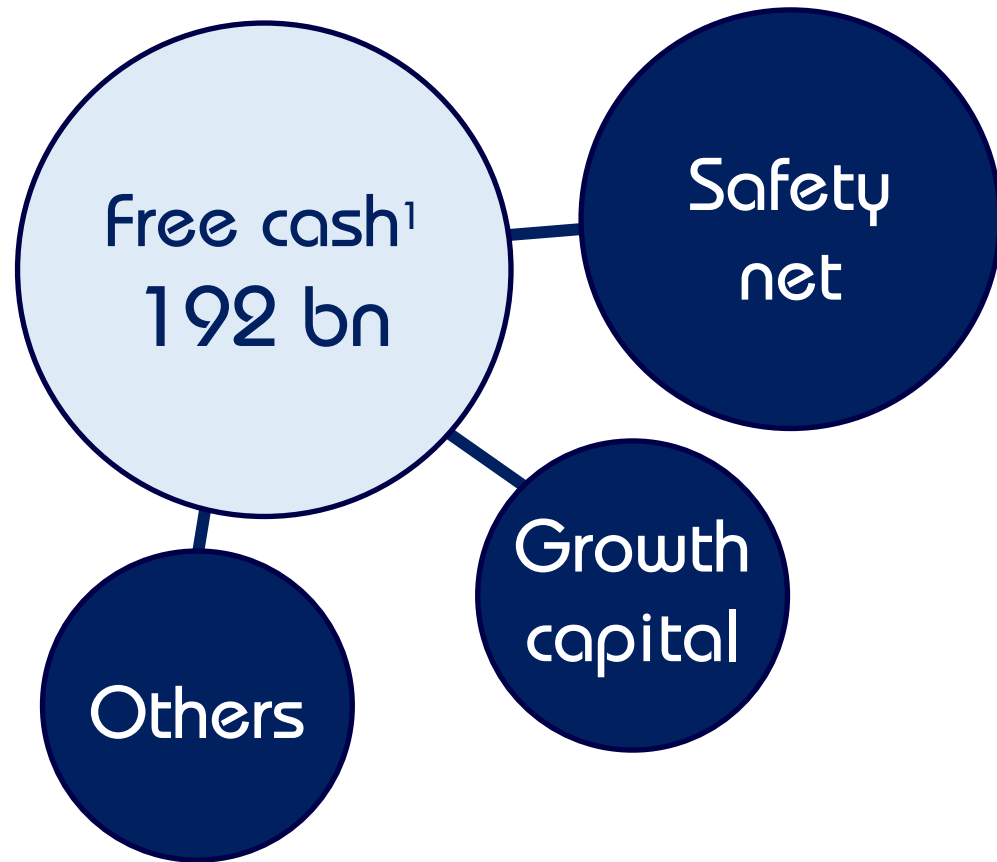


Continuous growth in capacity despite supply-chain challenges

IndiGo | Strong liquidity position and cash deployment



Increase in free cash by **133%** in the last 5 quarters








Strong liquidity position ringfences against external shocks

Cash deployment towards building capabilities

IndiGo | Delivered on guidance in FY24



	FY24 guidance	Achieved
 Capacity	+North of mid-teens	✓
 Fleet	c.350	✓
 Passengers	100 mn passengers	✓
 Destinations	+ 10-15 destinations end with c.115	✓
 Employees	+5,000 employees	+4,500 employees

IndiGo | Outlook for FY25



FY25 guidance



Capacity

Growth
+ Early double digits



Fleet

Additions
more than 1 aircraft per week¹



Passengers

Growth
+ Early double digits



Destinations

Add
c. 10 destinations



Employees

Increase
+ 5,500-6,000 employees

Continued focus on profitable growth to enhance stakeholder value

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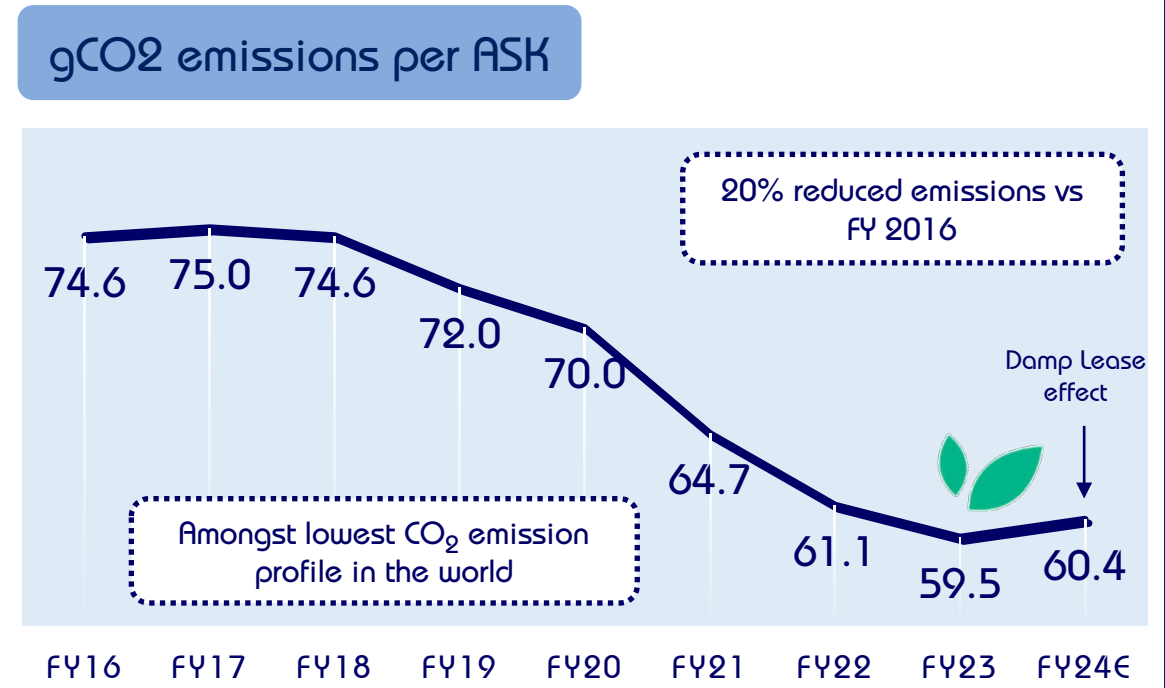
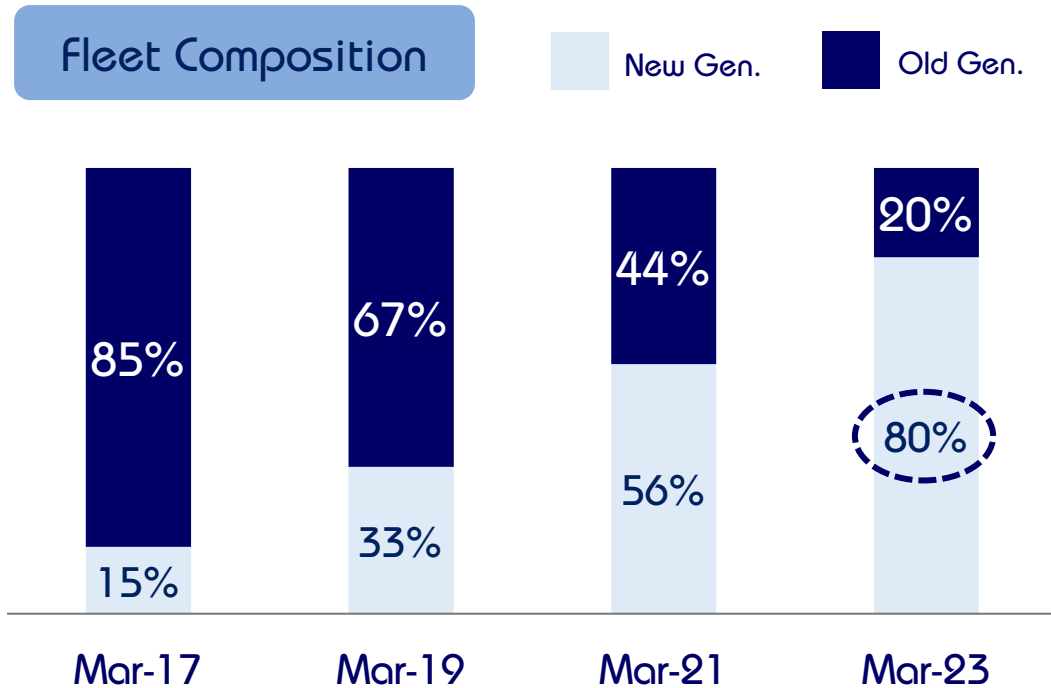
IndiGo's
promises
and
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Financial
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IndiGo
Green



IndiGo Green | Young fleet helping us in decarbonizing



c.3.9 Years
 World's Youngest Aircraft Fleet in 2024
 in the 100+ aircraft category



Score improved to **'36'** in FY23
 from 26 in FY22

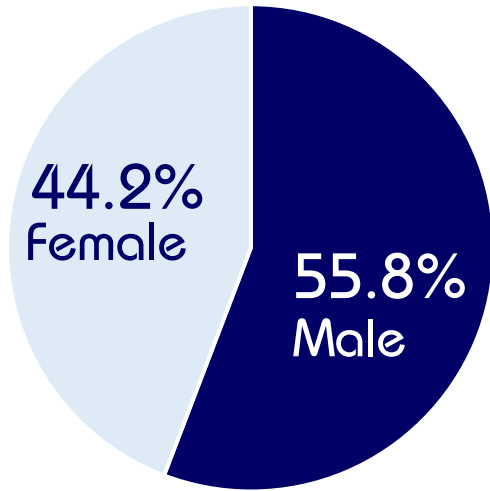


Rating improved to **'BB'** in FY23
 from B in FY22

Diversity, Equity & Inclusion



Almost half of our team members are women



Highest number of women pilots globally

Be PROUD of who you are!

In FY24, we on-boarded 130+ employees with disabilities, the number of PwD hiring increased by over **2x** as compared to FY23.

IndiGo was awarded by 'Employer of Diversity Award' for fostering inclusion at workplace



Beti bachao
Beti padhao
Beti ko pilot
banao

#girlpower

IndiGoReach | Our Corporate Social Responsibility imprint



Four pillars of IndiGoReach

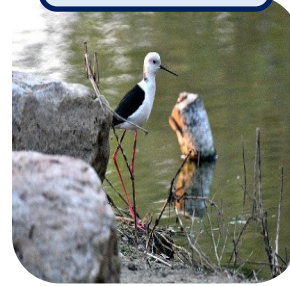
Children & Education



Women Empowerment



Environment



Heritage



Case study: Safeguarding biodiversity through conservation initiatives



Objectives of the Project

To restore the degraded forest area and to generate alternate employment among local communities

Impact Created

20 hectares of degraded land was identified, de-weeded, and restored by planting **25,000** saplings of indigenous plants
About **51 families** have adopted Beekeeping as an additional livelihood

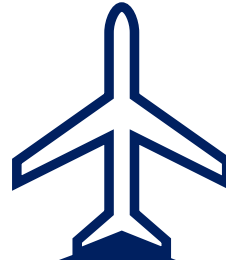


Recognitions

&

6€ Spirit

Awards and accolades



'Airline of the year'
Air Transport Awards 2024



Best Low-Cost Airlines in
India & South Asia 2023



'DEI Power Award' at Global
Inclusion Summit 2023



'CAPA Asia Environmental
Sustainability Award 2023'



Best Investment Solution
(Silver winner) '2023



'Top 25 safest workplaces
in India'
KelpHR PoSH Awards 2023



'Top 50 most valuable
Airline Brands 2023'



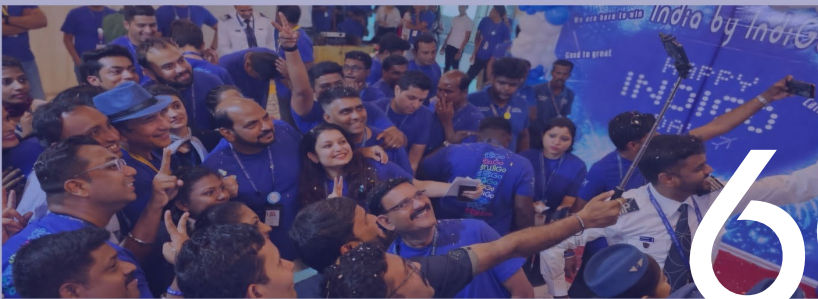
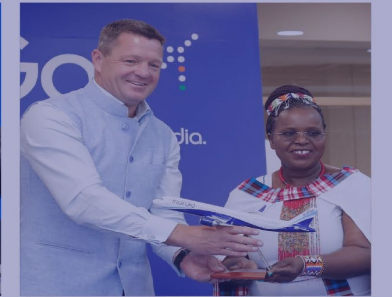
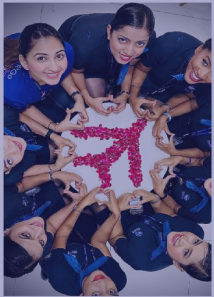
World's Youngest Aircraft
Fleet in 2024 in the 100+
aircraft category



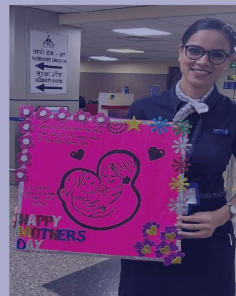
Great Place to Work[™]
Certified



Won Eight Awards at the
'Chief Learning Officer
(CLO) Awards 2023' India



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