



IndiGo

InterGlobe Aviation
Limited

Aspirations... Airborne!

Annual Report
2015-16

Building on a decade of success

What's inside...

Corporate Overview

IndiGo turns 10	1
Welcome Aboard	2
Our Journey	4
View from the Cockpit	6
The preferred airline	8
Great place to work	12
Consistently profitable	16
5 year Financial Highlights	18
IndiGoReach	20
Board of Directors	24
Key Management	25

Statutory Reports

Management discussion and analysis	26
Directors' report	40
Report on Corporate Governance	70
Business responsibility report	86

Financial Statements

Auditor's report	96
Financial statements	104

Notice of Annual General Meeting 148



Online Information centres

This year's report is complemented by a range of online information and resources:



Main corporate site

<https://www.goindigo.in>
Key sections include About Us, Services, Investor and Media sections.



Investor Relations

<https://www.goindigo.in/information/investor-relations.html>

Visit our Investor Relations and Media sections on the information page of our corporate website to stay up-to-date on IndiGo results, latest press releases, presentations, conference call transcripts, quarterly results and code of conduct.

Forward-looking statements

This report may contain some statements on the Company's business or financials which may be construed as forward-looking based on the management's plans and assumptions. The actual results may be materially different from these forward-looking statements although we believe we have been prudent in our assumptions.



The preferred airline in the country...



Great place to work...



Consistent track record in delivering profitability...

...and IndiGo turns 10



Looking back,

we started with the objective of redefining affordable air travel in India.



And today,

we stand recognised for delivering a high quality product that offers low fares, on-time performance, and a courteous and hassle-free service to our customers.



We shall continue to strive harder to keep delivering on our promises.

In the spirit of IndiGo!

Welcome Aboard



IndiGo - A snapshot in numbers

8 

Consecutive years of profitable operations

19.9 

Billion rupees profit for FY16, the highest ever for the airline

36.9 

Market share in percentage for IndiGo in domestic aviation in FY16

107 

Aircraft in the IndiGo fleet, as on March 31, 2016

35 

Destinations served by us across India, as on March 31, 2016

5 

International destinations served, in Southeast Asia and the Middle East, as on March 31, 2016

731 

Peak figure for daily flights, including international operations, as on March 31, 2016

99.95 

Technical dispatch reliability in percentage in FY16

Over 133 

Million passengers flown by IndiGo since inception, as on March 31, 2016

83.80 

Average on-time performance in percentage in FY16

12,362 

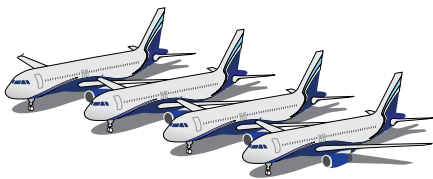
Total employees as on March 31, 2016

Our Journey

From Miles to Milestones

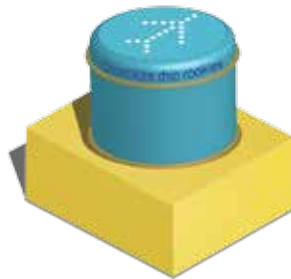
2005

- Placed a landmark order of 100 Airbus A320s



2007

- Crossed one million passenger mark
- Raised capacity to 8 operational aircraft, with 96 daily departures
- Best Low Fare Carrier Award by Air Passenger Association of India



2009

- CNBC Awaaz Travel Award for Best Low Cost Airline
- NDTV Profit Business Leadership Award
- Added 6 more destinations (Lucknow, Patna, Dibrugarh, Jammu, Srinagar, Coimbatore)
- Served more than 14 million passengers
- Passenger market share - 15.4% in December
- Delivery of the 25th A320 aircraft



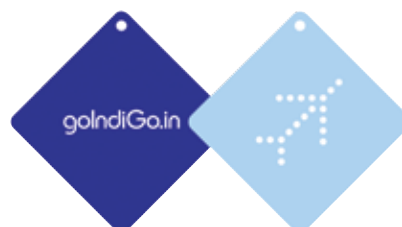
2006

- Received the delivery of our first A320 aircraft
- Launched our domestic operations with our first flight from New Delhi to Imphal via Guwahati
- Added 13 destinations to our network by the end of FY06



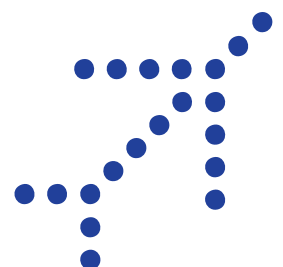
2008

- Ahmedabad added as a new destination
- Galileo Express Travel Awards for Best Low-Cost Carrier
- 18 operational aircraft



2010

- Won the Best Low Cost Airline – Central Asia / India, 2010 by SkyTrax World Airline Award, for the first time



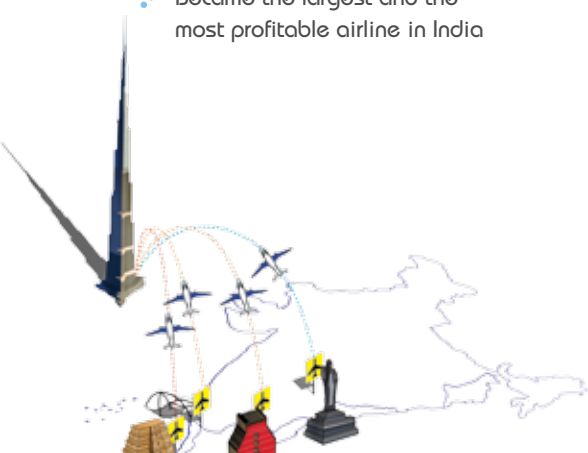
2011

- Placed another order of 180 Airbus A320Neo aircraft
- Took delivery of our 50th aircraft
- Added Visakhapatnam, Chandigarh to our domestic route map
- Launched our international operations with flights to Bangkok, Dubai, Kathmandu, Muscat & Singapore
- Served more than 35 million passengers
- Launched customer mobile app



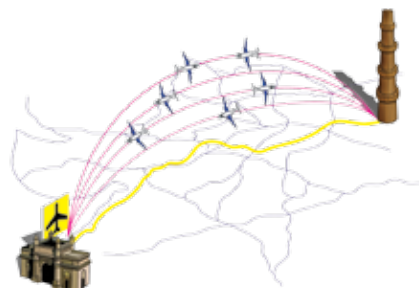
2012

- Crossed the 50 million passenger mark in December
- Became the largest and the most profitable airline in India



2013

- Took delivery of our 75th aircraft
- Added Ranchi, Bagdogra destinations



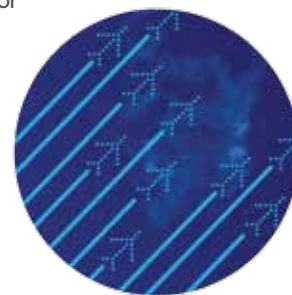
2014

- Became the eighth largest low cost carrier in the world
- Took delivery of 100th A320 Airbus
- Crossed the 75 million passenger mark
- Ordered 250 A320Neo aircraft
- Market share increased to 36.2% in December
- Added destinations Kozhikode and Varanasi
- IndiGo took the top spot to win the Airbus Operational Excellence Award
- In celebration of the delivery of our 100th plane, we announced the launch of the '6€ Scholar programme' - sponsored education for 100 underprivileged students



2015

- Became a public listed company
- IndiGo Beyond - Programmes from premier institute 'Learn While They Earn'
- Flew our 100 millionth passenger
- Added Dimapur and Udaipur
- Showcased our legacy of excellence - 8th year in a row we were named as one of India's best companies to work for



2016

- Added Dehradun to the domestic network
- Asia's first fuel-efficient Airbus A320Neo officially joined our fleet
- Became the first airline in India to set up a daycare at an airport
- We received the AON Best Employer Award
- Won the "Best Low Cost Airline in India / Central Asia" for the seventh successive year at the 2016 Skytrax World Airline Awards



View from the Cockpit

In pursuit of excellence



“ I strongly believe that these accomplishments validate our passionate and consistent focus on delivering an exceptional customer experience ”

Dear Shareholders,

IndiGo marked ten years of successful operations on the August 4, 2016, creating memories and achieving milestones in these fulfilling years.

It seems just yesterday when our founders saw the opportunity of a highly under-penetrated air travel market in India and conceived this idea of starting a large low cost airline. IndiGo stands for three simple things - being on time; being courteous and hassle-free; and providing low fares.

These three guiding principles have led us where we are today and each one of us at IndiGo is aligned to these three strong pillars.



14.4%

IndiGo passenger ticket revenue growth in FY16

I would like to thank all my IndiGo team members, our customers and the shareholders for bringing us where we are today. The journey of over a hundred planes so far would not have been possible without the strong support and trust of our customers and the unwavering commitment of my colleagues.

FY16 was yet another profitable year for us.

For a company to remain profitable year after year, even in a challenging macro-environment, is a remarkable feat, indeed. IndiGo has accomplished this feat by reporting its 8th consecutive year of profitability. Our full-year profit after tax for FY16 stood at Rs 19.9 billion - the highest ever in our history.

FY16 was an exceptional year for us in other ways too. Our Initial Public Offering in October 2015 was oversubscribed and we are now listed on the BSE Limited and National Stock Exchange of India Limited. Our revenue from operations increased 15.9% - from Rs 139,253.36 million in FY15 to Rs 161,399.09 million in FY16, with the sale of passenger tickets contributing the most. IndiGo passenger ticket revenue for the year grew an impressive 14.4%, making us the market leader in the domestic aviation segment, where we now have a 36.9% market share.

Reving up our growth engine

On the operational front, we took delivery of three new generation fuel-efficient A320Neo, and added three new domestic destinations, taking our total destinations in India to 35. Other performance highlights include a 21.2% increase in available seat-kilometre (ASK), 27.6% increase in revenue

passenger kilometre (RPK), 31.5% hike in number of scheduled passengers, and 22.5% growth in the total number of flights.

I strongly believe that these accomplishments validate our passionate and consistent focus on delivering an exceptional customer experience.

People - our most important asset

It is really the team at IndiGo that makes us unique. I often say that I have one of the best jobs in the world because of the people I get to come to work with. We have been consistently named as one of the Great Places to Work for in India, and this is because of the people practices and the policies that we have in place.

It is my firm belief that an organisation can progress only if it helps its people get closer to their deeply personal dreams by giving them an environment where they can grow and realise their true potential.

At IndiGo, we are constantly coming up with initiatives to make it a hassle-free place to work. The love that our people have for this organisation is rare. Similarly, no one is ever alone at IndiGo and the organisation provides that safety net to its team members.

Besides a keen attention to developing people within IndiGo, we have in place a robust CSR framework for effective community outreach and improving lives across India.

Here, I would like to make a special mention of our environment initiatives, the

most important of which is minimising our business impact on climate change. The IndiGo-FCN Offset Programme has been making path-breaking progress on this front, and during the year under review, we successfully reduced 9,385 tonnes of carbon dioxide emission. I cannot overemphasise the importance of scaling up our commitment on this front, as we move towards higher growth and profitability.

Flying on the wings of new aspirations

That there is going to be even higher growth and profitability in the years to come is something I am convinced of. The Indian aviation sector is still in a nascent stage, with the new civil aviation policy promising to further strengthen the foundation for exceptional growth in the coming years. As more new aircraft are delivered, we shall increase routes and frequency in the existing regions and expand into new regions. A new fleet of more fuel-efficient A320Neo will help us further reduce our costs.

We are excited about what lies ahead and IndiGo will only grow in the years to come.

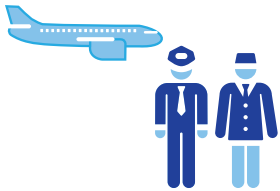
On this positive note, let me take this opportunity to thank all my colleagues, customers, partners, and investors for being the wind beneath our wings for 10 glorious years of progress. I can promise you that we shall use these wings to take off on our next flight path and continue to deliver on what we promised.

Thank you
Yours sincerely

Aditya Ghosh
President and Whole Time Director

The preferred airline

Our passengers choose us consistently over others and that inspires us to strive harder every day



Ten years ago, when IndiGo flew its first aircraft into India's under-penetrated skies, the airline aimed to make low fare flights the first choice of travellers by redefining air travel in India.

