



InterGlobe Aviation Limited

A large, light blue grid of dots covers the entire page. In the upper right quadrant, a cluster of dots forms a stylized arrow pointing towards the top right corner. The dots are arranged in a way that suggests movement and direction.

Annual Report 2018 -19

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.

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Message from the CEO

Dear Shareholders,

IndiGo commenced operations over a decade ago as a low cost carrier with a very clear purpose of providing a superior quality product along with a hassle free experience for its customers. Today we can proudly say that we have lived up to this dream and are striving to get better every single day.

IndiGo today is not just seen as an airline but as a major force driving the economic growth of this country. These contributions are taking place across multiple fronts creating a positive impact on the lives of millions of people across India.

We provide access to smaller cities

India has numerous small to medium cities spread over a large land mass and access to these cities is not easy. We want customers to pick IndiGo not only for its efficient, hassle free service but also because, we provide the best possible connections, bringing India closer and making travel accessible to everyone.

Today, a number of smaller towns such as Raipur, Gorakhpur, and Tuticorin have stood to benefit from our network. We now have numerous daily flights from these places connecting them to major cities and business hubs of India. One can only imagine the economic impact this extensive amount of air access provides to the economy of these places.

We have a unique case of a city whose citizens actually held a demonstration demanding that IndiGo provide adequate air connectivity to their city (other airlines were already flying to this place). This level of engagement where citizens of a city, marched on the streets to get IndiGo to connect them, is an indication to us that our regional expansion plans are more than justified. Where else in the world do people take out three hours off their busy daily life to demonstrate for connectivity from an airline!

The North East of India is a particularly difficult geography to access by rail and by road. Many of the cities in the North East are also not large enough for high frequency service with 180 seat narrow body airplanes. IndiGo will provide a 74 seat ATR high frequency service to the North East, starting this winter and we think the introduction of this service will make the lives of the people in



Ronojoy Dutta
Chief Executive Officer

11

Additional destinations

Across India in next twelve months

“ We are particularly targeting countries that have high outbound tourist markets such as Russia, China and Israel and plan to initiate service to these countries soon. ”

45%

Reduction in air fares

In last ten years

the North East a lot easier. This is in sync with our larger objective to connect every corner of this country to one another and to promote cross-cultural integration, further building on the rich heritage of India.

In the past twelve months we have opened 10 new stations across India and in the next twelve months we plan to add 11 more destinations to our portfolio.

Providing Mobility to People

Our steady expansion has provided the Indian business and leisure traveler with many more affordable options to choose from. A lot is being written about the level of migration between the different regions of India. A higher labor mobility is a sure sign of a strengthening economy and IndiGo has most certainly contributed to this mobility. We are dedicated to providing affordable fares across the country. In the last ten years, air fares (in real terms) have dropped more than 45%. We want to make it easier for Kashmiris to find jobs in Coimbatore and we want Mangaloreans to fall in love with the beauty of Manipur.

Boosting Tourism and Economic Growth

We see significant business potential with regards to our domestic tourism. This started with the Incredible India program by the Ministry of Tourism, which has done a lot to enhance the image of India. We plan to play a pivotal role in this endeavor and provide international connectivity into India. We are particularly targeting countries that have high outbound tourist markets such as Russia, China and Israel and plan to initiate service to these countries soon.

“ A strategy of building a robust network and an intelligent fleet plan supported by systems, people and a clear vision has been and will continue to be the key to our success. ”

However, it is not enough to just bring tourists into the country, we also need to establish the domestic network for tourists to get around. This is why we are developing the Buddhist circuit, providing interconnecting service between Varanasi, Gaya and Gorakhpur. Boosting tourist traffic to these cities will provide a much needed economic boost to Eastern Uttar Pradesh and Bihar.

Customer Service

IndiGo won the 'Best Low Cost Airline - Asia' at the Tripadvisor, Travelers' Choice Award 2019, a third time in a row!! We were awarded the APEX (Airline Passenger Experience) Passenger Choice Award for being the 'Best Low Cost Carrier in Asia and South Pacific'. This year, we also won an award from Skytrax for the ninth time in a row. IndiGo won the prestigious award for being the 'Best Low Cost Airline in Central Asia & India' at the Skytrax World Airline Awards 2018.

These are just some of the awards we have been winning. Nothing means more to us than being the first choice for our passengers. We are looking at all our processes in terms of efficiency and service delivery and striving for continuous improvement to provide the best possible customer service to our passengers.

Positioning IndiGo as an Attractive Stock

Bringing in Foreign Direct Investment (FDI) is important for this nation. But FDI needs strong and attractive companies that foreign investors can invest in. We are striving continuously for IndiGo to be one of those strong performers by providing consistent financial out-performance.

Buddhist Circuit

Providing interconnecting service between Varanasi, Gaya and Gorakhpur, and thereby boosting tourist traffic and bringing economic prosperity

“IndiGo is on a mission to boost economic growth and social cohesion in India. We will do so by providing air connectivity and affordable air fares across our country and to international destinations, thereby promoting trade, tourism and mobility. We will build the best air transportation system in the world.”

Strong financial performance is clearly predicated on delivering a superior unit revenue performance, while diligently controlling costs. A strategy of building a robust network and an intelligent fleet plan supported by systems, people and a clear vision has been and will continue to be the key to our success.

Investment in our People

At IndiGo, we see ourselves as India on the go. We want the youth of India to see IndiGo not just as an employment opportunity but also as an opportunity where they are trained and mentored into the best management practices. A lot of time and energy is invested in training and employee engagement. Our HR practices focus on employee growth along with a work life balance.

All of these initiatives are reflective of the dynamism of our mission statement which is “IndiGo is on a mission to boost economic growth and social cohesion in India. We will do so by providing air connectivity and affordable air fares across our country and to international destinations, thereby promoting trade, tourism and mobility. We will build the best air transportation system in the world.”

All of us at IndiGo are very excited about the journey upon which we have embarked.

Sincerely,

Ronojoy Dutta
Chief Executive Officer

The IndiGo Way

On-time

Low fares

Courteous & hassle-free

Only Indian airline to be ranked amongst the top 20 mega airlines globally for best on-time performance, 2 years in a row



Best Low Cost Airline, Central Asia - India, 9 years in a row



Passenger Choice Award based on customer feedback





Customers

1,300+: Daily departures

18: New destinations added during the year

100+: Daily departures from each metro airport⁽¹⁾

Best Low Cost Airline - Asia: at the Tripadvisor Travelers' Choice Award 2019 - third time in a row

Best Low Cost Airline in Central Asia and India: for the ninth consecutive time at the Skytrax World Airline Awards 2018

Best Low Cost Carrier in Asia and South Pacific: at the Apex Regional Passenger Choice Awards 2019

28%: Capacity Growth

33%: Percentage of total fleet are fuel efficient A320neos

A321neo: Added to the fleet – lower unit cost and longer range

Rs. 153 billion: Total cash balance including free cash of Rs. 61 billion

First Codeshare agreement: with Turkish Airlines offering connections to 20 destinations beyond Istanbul



Shareholders



Employees

Highest proportion: Women pilots globally⁽²⁾

People Capital Index (PCI) Award: Amongst Best 50 PCI companies for 2019

Best Practices in Learning and Development: Bagged two Gold and two Silver awards⁽³⁾

2,456 biogas plants: Installed in the states of Andhra Pradesh & Uttarakhand

40,000 trees: Planted in Sikkim and in Noida

50+ tons: Relief materials transported free of cost during Kerala floods



Community



Country

1,800+: Different city pairs connected with convenient direct or one-stop service

>1: Aircraft added every week – 58 aircraft during the year

5,000+: Net employees added during the year

200+: Number of aircraft operated

12: New routes added under the UDAN scheme

(1) Metro airports include Mumbai, Delhi, Chennai, Kolkata, Bangalore and Hyderabad
(2) Amongst carriers with over 100 pilots- report by the International Society of Women Airline Pilots

(3) At the TISS LEAP/VAULT CLO Awards 2018 by the Tata Institute of Social Sciences

Board of Directors



Meleveetil Damodaran
Chairman and Independent Director



Anupam Khanna
Independent Director



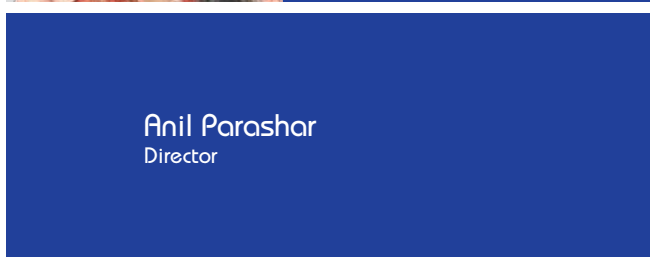
Rahul Bhatia
Director



Rakesh Gangwal
Director



Rohini Bhatia
Director



Anil Parashar
Director

