



February 12, 2019

IGA/SECT/02-19/01

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

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

Symbol : INDIGO

Scrip Code: 539448

Dear Sir,

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

In compliance of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find attached a copy of the Company presentation. The same is also being uploaded on the website of the Company.

This is for your information and record.

Thanking you,

For InterGlobe Aviation Limited

  
Sanjay Gupta

Company Secretary and Chief Compliance Officer





**IndiGo**

# Company Presentation

February 2019

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Key Strengths

Opportunities Ahead



# IndiGo™

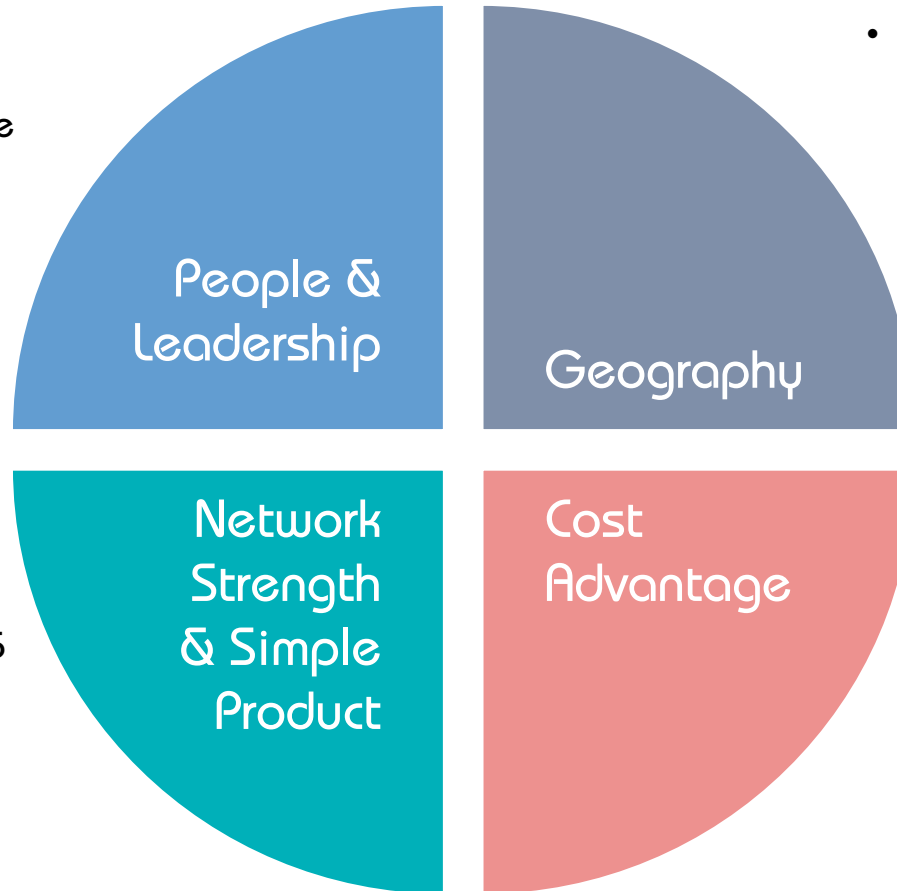
## Key Strengths



# IndiGo is built on four strong fundamentals for success



- Visionary Founders
- Strong executive team
- Engaged, motivated front-line staff



- High growth Indian market

- 52 domestic destinations, 15 international destinations\*
- Simple, unbundled product

- One of the Lowest CASK across industry<sup>(1)</sup>

\* As of 11<sup>th</sup> February 2019

Source:

(1) Study done by SAP in 2017

# Visionary promoters, experienced management and motivated employees behind IndiGo's success



## Visionary Founders



### Rahul Bhatia

Promoter and Director

- Skilled entrepreneur, who first spotted the opportunity
- Influential in putting together a winning team



### Rakesh Gangwal

Promoter and Director

- Clear vision of a successful business model
- Recognized key leverage was in fleet

## World Class Executive Team



### Leadership skills:

- Complimentary skill sets
- Transformational leaders and change agents
- Combined experience over many of the large global based carriers
- Deep expertise of Indian aviation market

## Motivated Front Line Staff

- Young, energetic & dedicated staff
- Happy to be a part of a winning team
- Collaborative team work to handle daily operations

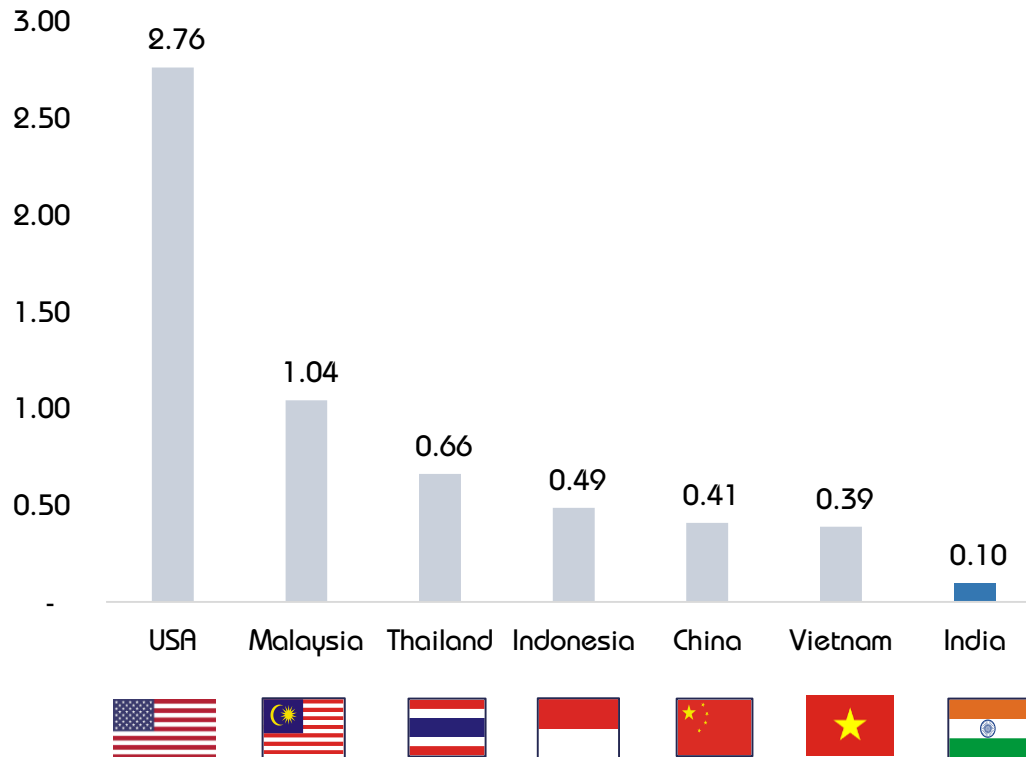


# Indian market is underpenetrated with huge potential of growth



Low air travel penetration

Domestic Seats per Capita<sup>(1)</sup>



✈ #3 largest aviation market<sup>(1,2)</sup> in the world

✈ One of the fastest growing aviation markets globally

✈ Strong GDP CAGR<sup>(3)</sup> of 7.1% (2012-17)

Source:

(1) CAPA India Research (study done in 2017)

(2) As of 2016 in terms of domestic passenger traffic of respective countries

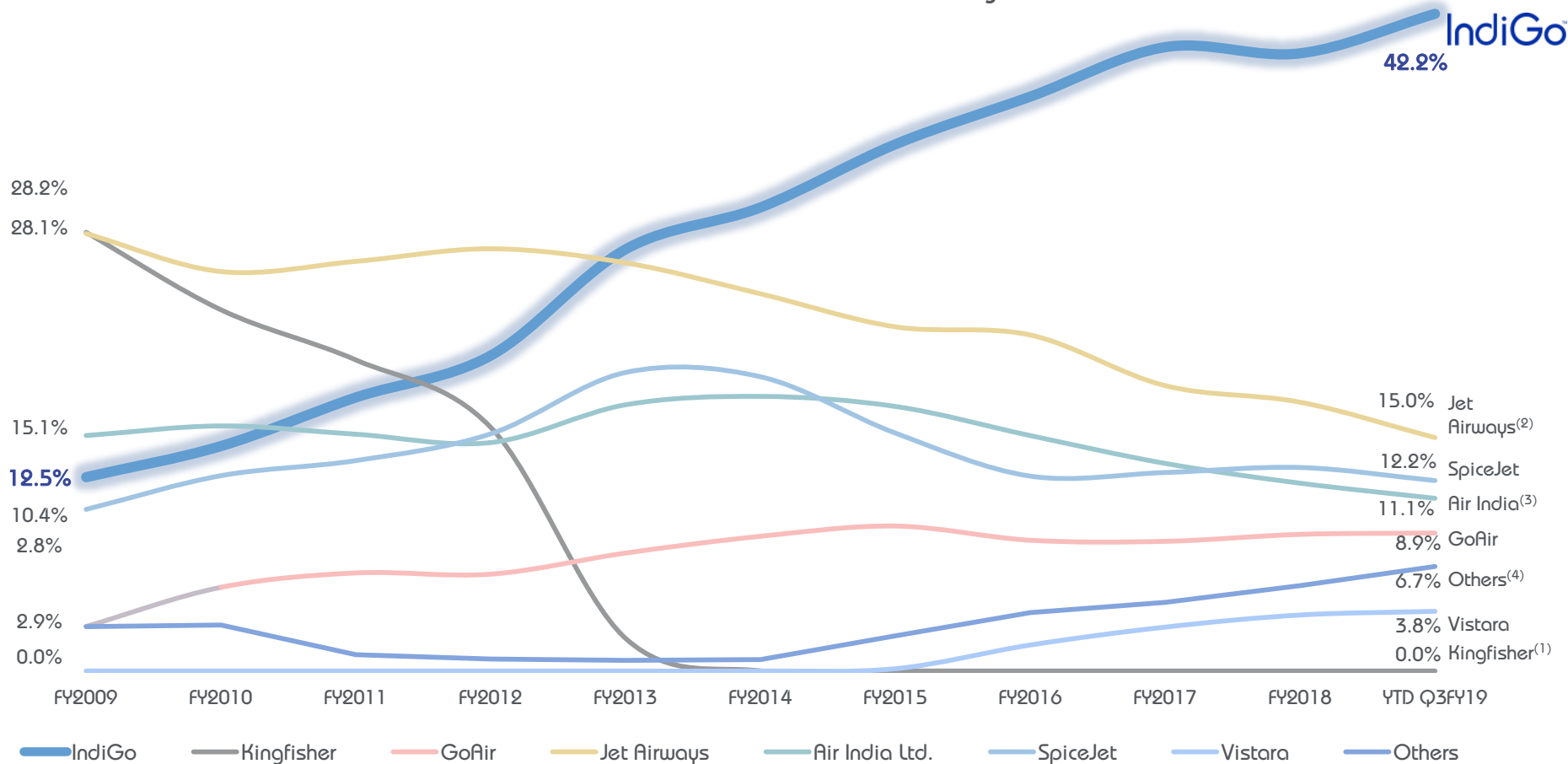
(3) World Bank





## IndiGo's Business Model is a Clear Winner

Market Share Based on Number of Domestic Passengers



Source: CAPA (study done in 2017) and DGCA

(1) Kingfisher's FY09 numbers include Air Deccan. Kingfisher ceased operations in Q3 FY2013

(2) Jet Airways' numbers include JetLite

(3) Air India's numbers include Air India Express and Indian Airlines

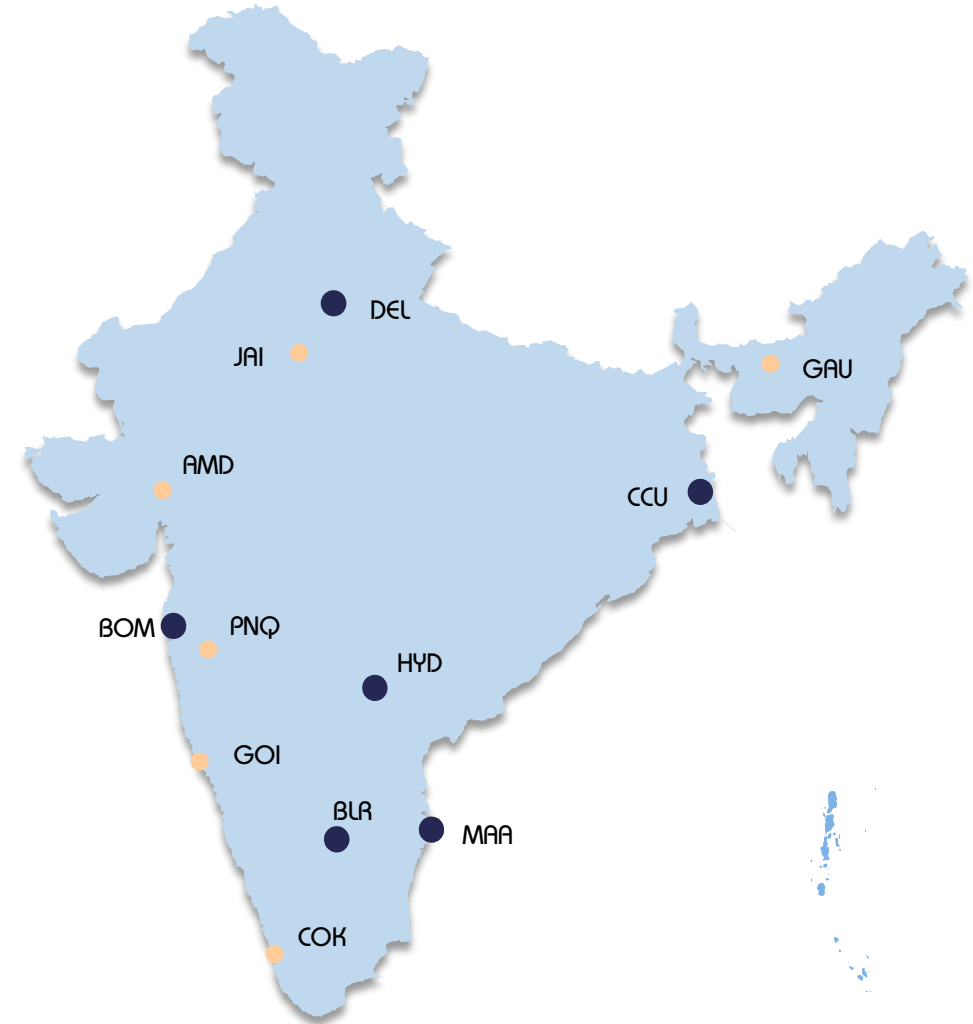
(4) Others include Trujet, Air Pegasus, Air Costa, AirAsia India, Air Carnival, Deccan Air, Air Odisha, Alliance Air, MDLR, Paramount and Zoom Air

...and has developed a strong presence in top metros and non metro markets



| Top 6 Metro Cities | 6€ Daily Departure share* | Position |
|--------------------|---------------------------|----------|
| DEL                | 31%                       | 1        |
| BOM                | 29%                       | 2        |
| BLR                | 46%                       | 1        |
| HYD                | 51%                       | 1        |
| MAA                | 48%                       | 1        |
| CCU                | 50%                       | 1        |

| Top 6 Non-Metro Cities | 6€ Daily Departure share* | Position |
|------------------------|---------------------------|----------|
| AMD                    | 39%                       | 1        |
| GOI                    | 38%                       | 1        |
| PNQ                    | 38%                       | 1        |
| GAU                    | 43%                       | 1        |
| COK                    | 56%                       | 1        |
| JAI                    | 42%                       | 1        |



\* Based on daily departures data for Jan 2019.

Source: Internal study based on data from IATA - SRS Analyzer

# We provide an unbundled, simple and well executed product



Unbundled product allows customers to pay for their preferences

Simple and easy to understand

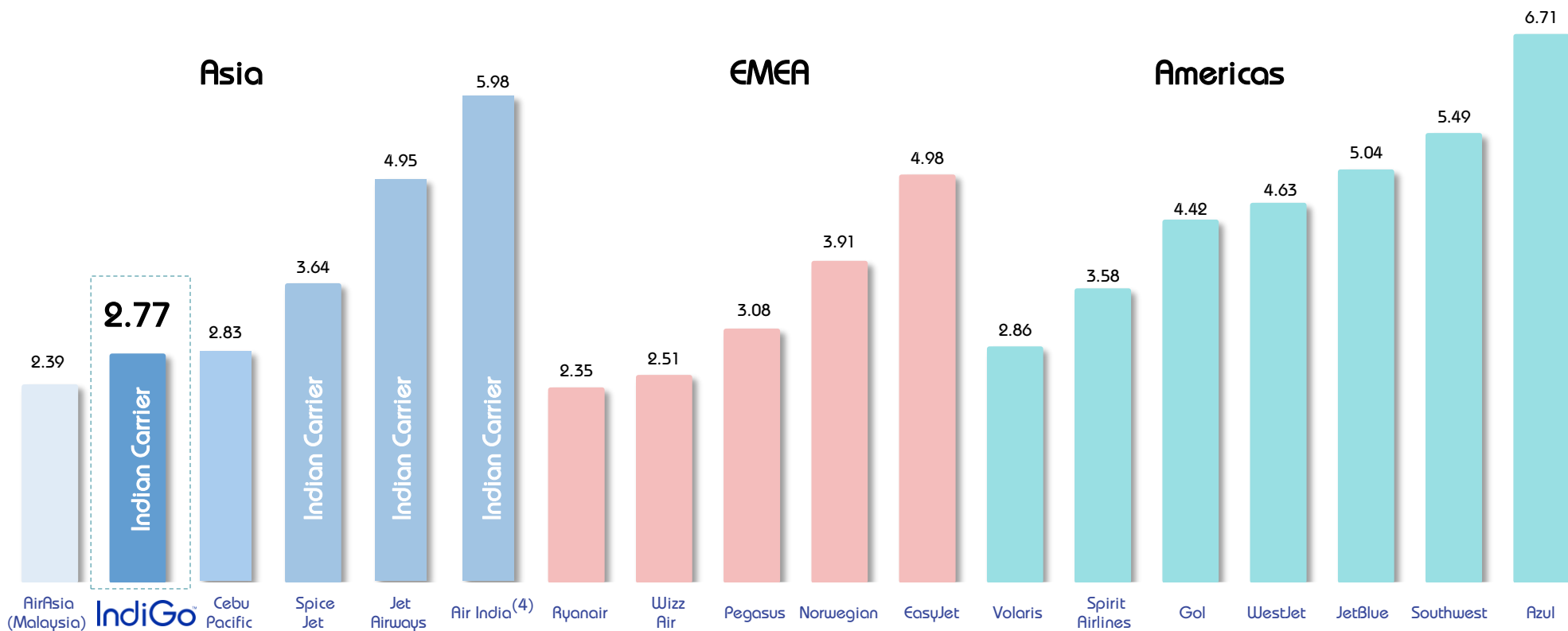
Well executed through operational excellence



# And are one of the Lowest Cost Carriers Globally



## CASK ex Fuel<sup>(1,2,3)</sup> (US¢/ASK)



Source: SAP (study done in 2017)

(1) 15 largest global LCCs by ASKs and Indian carriers (AirAsia India and GoAir audited financials unavailable)

(2) Global LCCs data based on the most recent annual audited financials of respective airlines available as of Aug 2017

(3) Indian carriers data based on FY17 financials except for Air India (based on FY15)

(4) Air India data represents mainline operations

## IndiGo has achieved several milestones as it scaled up



200+

Aircraft operated

67

Destinations served

1,300+

Daily departures

100+

Daily departures from each metro airport<sup>#</sup>

22,000+

Motivated employees

1,500+

Different city pairs connected via convenient direct or one stop service

Information as of 11<sup>th</sup> February 2019

<sup>#</sup> Metro airports include Delhi, Mumbai, Chennai, Kolkata, Bangalore and Hyderabad



Strong vision &  
leadership

Cost leadership  
in Industry<sup>(1)</sup>

Executed through a powerful fleet  
plan

Employee engagement has been  
key



# IndiGo™

## Opportunities Ahead





1

**Improve Revenue Performance**

2

**Communicate our Brand and Improve Processes**

3

**Maintain and Strengthen Cost Position**





1

## Improve Revenue Performance

I. International Expansion

II. Domestic Network

III. Cargo and Ancillary Growth



# I. Leveraging "4 corners" strategy to derive international performance improvement



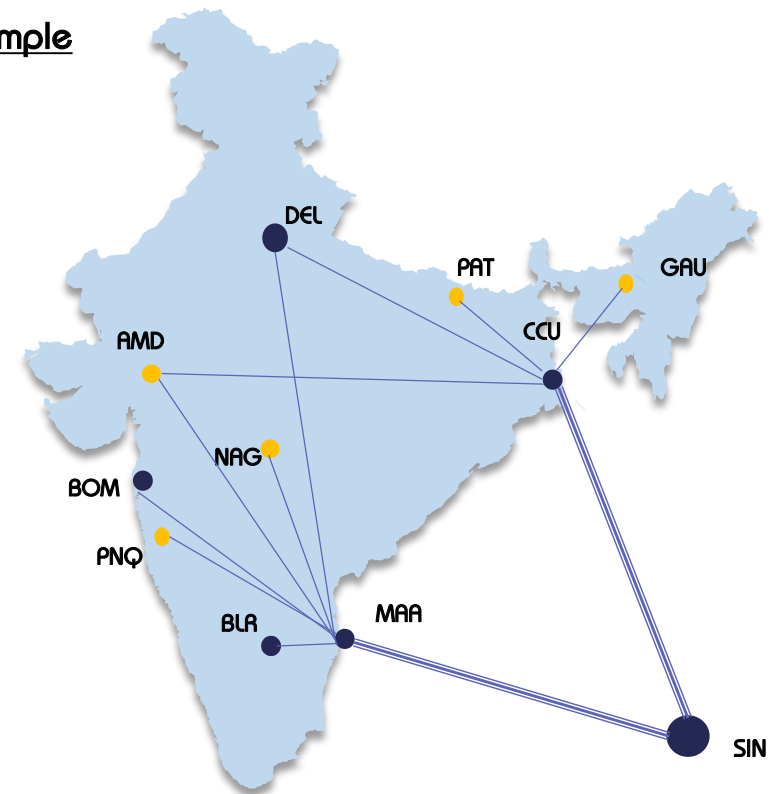
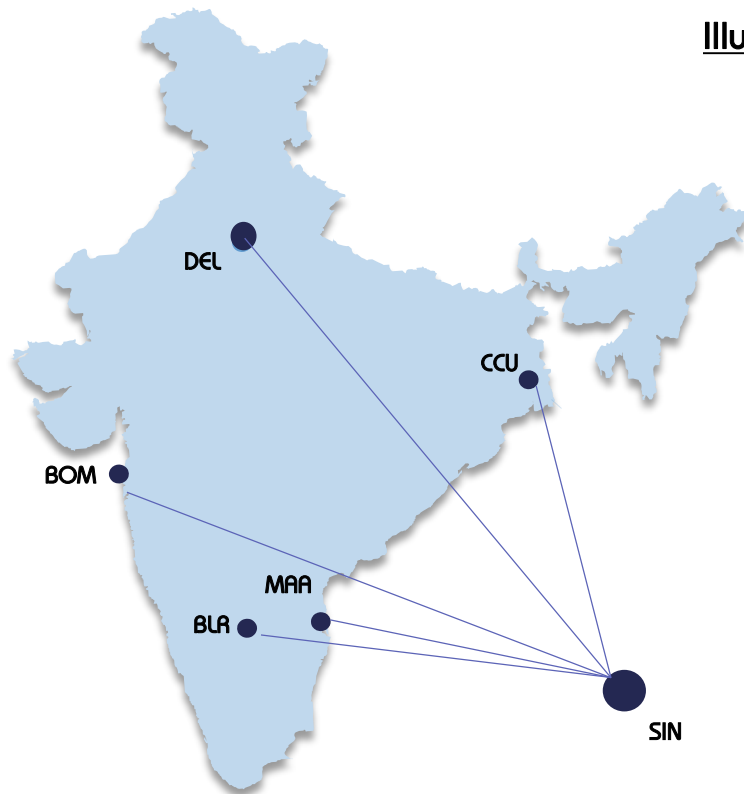
## Point to Point strategy

- Duplicates operating cost
- Relies on single city presence

## "4 Corners" strategy

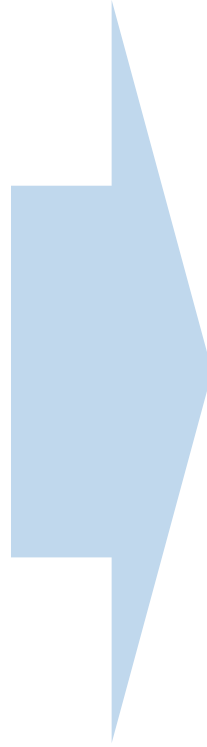
- Lower operating cost
- Higher revenue performance
- Opportunity to increase frequency

### Illustrative Example





International sales  
strategy for  
revenue growth



- Build a robust sales and distribution network for the international market
- Continue to engage with existing and new international OTAs
- Create a strong SME/Corporate product



### Metro routes

- ❑ Connected metro airports in the first phase of growth
- ❑ Built a high frequency aviation network



### Tier II and Tier III cities

- ❑ Connected metro airports with Tier II and Tier III cities in the second phase of growth
- ❑ Strong demand for air travel in non metro markets

Today, we have over 100 daily departures from each of the metro airports

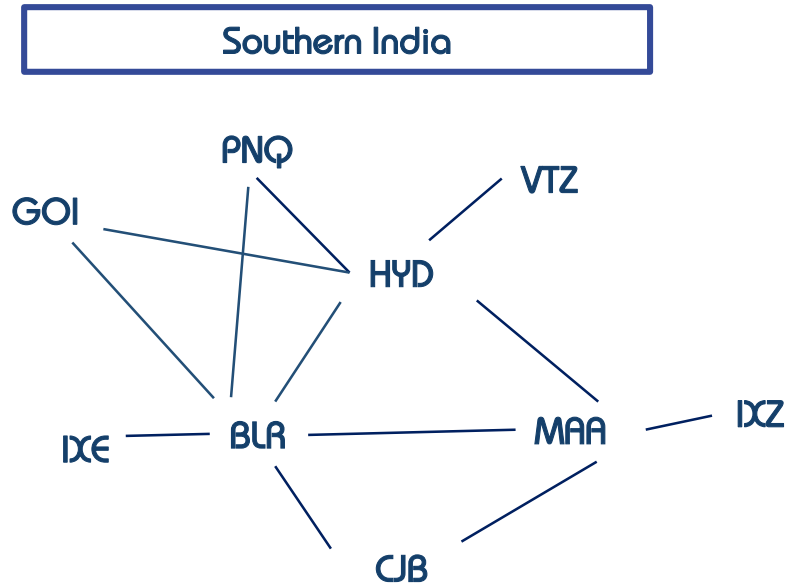
## II. ...And now looking to capitalize on this foundation to grow further



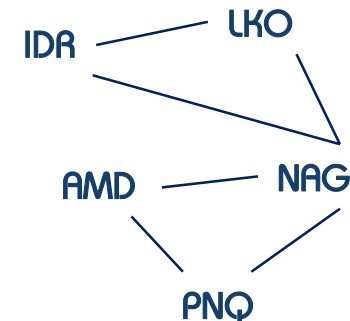
We will be connecting Tier 2 and Tier 3 cities in the next phase of growth

- ❑ Supplement the existing domestic network with more connectivity between Tier 2 and Tier 3 cities
- ❑ Design Tier 2 and Tier 3 domestic network based on “natural” affinities between cities

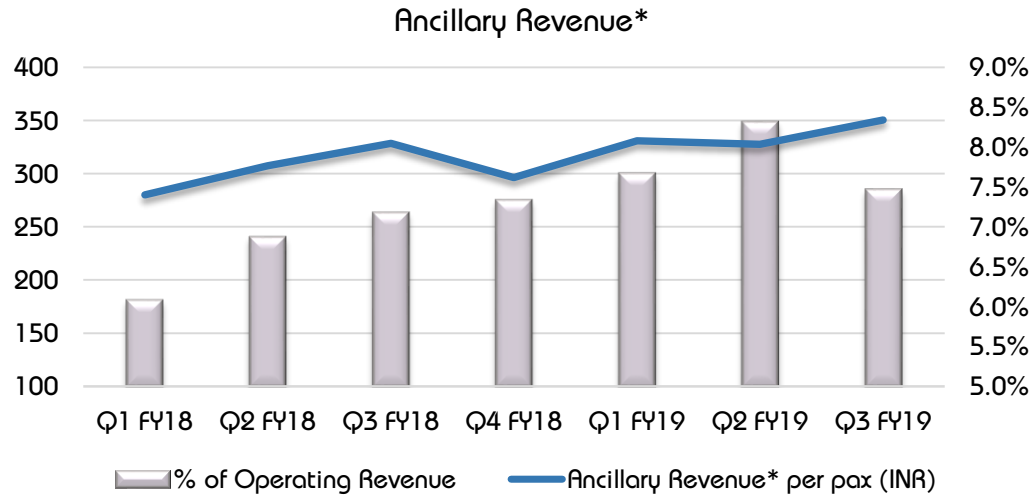
### Illustrative Example



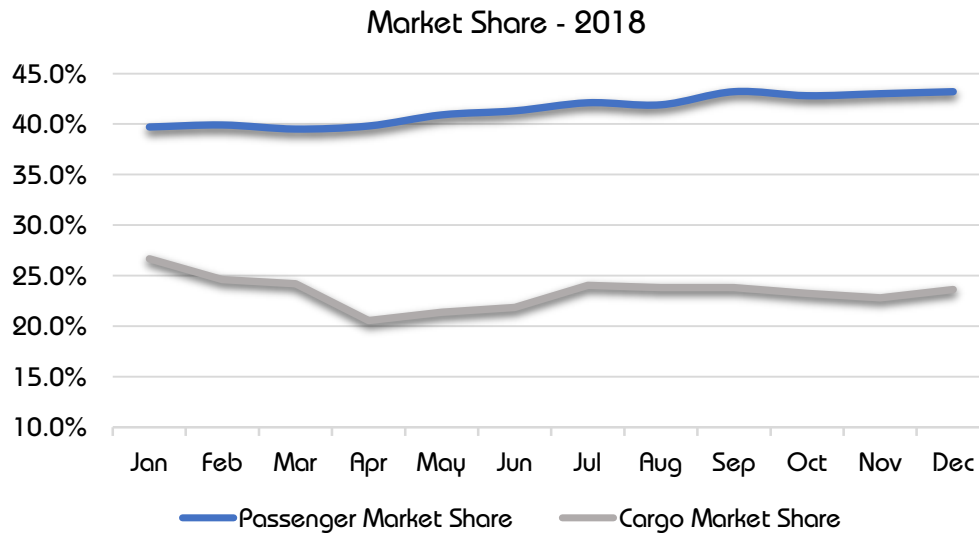
Central India



### III. Cargo and ancillary business offers upside opportunity



- Ancillary revenue below global levels
- Continue unbundling products and provide more value-added services



- Cargo market share significantly lower than passenger market share
- Opportunity to upscale the cargo business

Source: Company Data, DGCA  
 \* Ancillary revenue excluding cargo revenue



1

**Improve Revenue Performance**

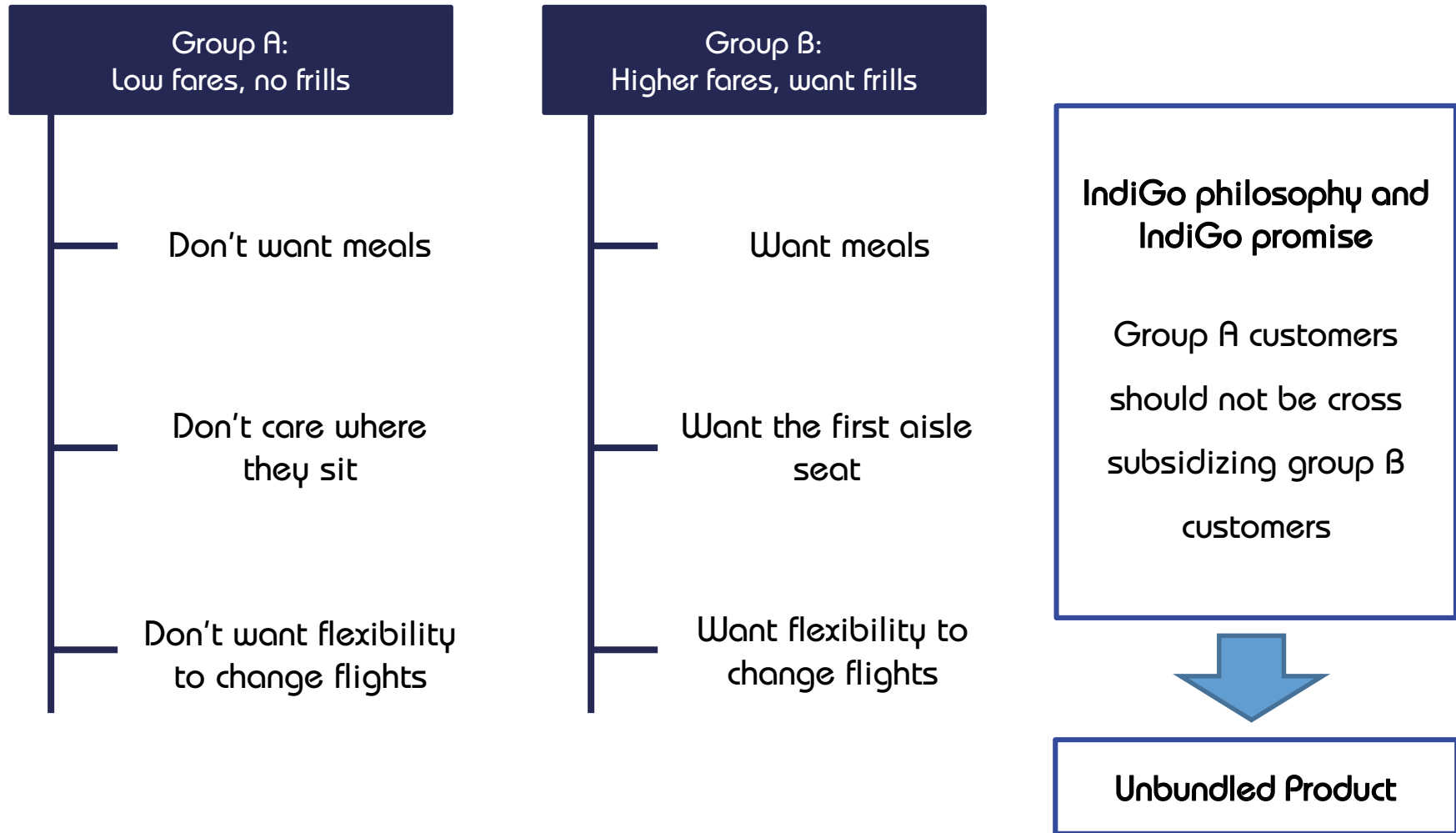
2

**Communicate our Brand and Improve Processes**

3

**Maintain and Strengthen Cost Position**

# Communicate what we stand for ...we do not believe in cross-subsidizing customer groups

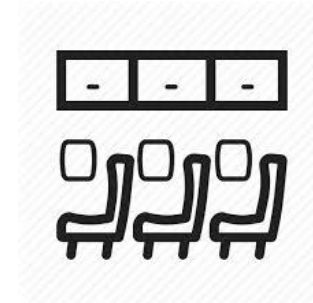




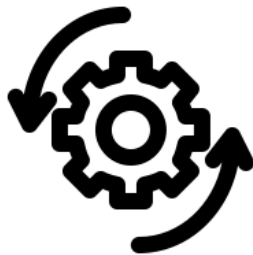
But there are basic promises we make and keep for all customers



On-time performance



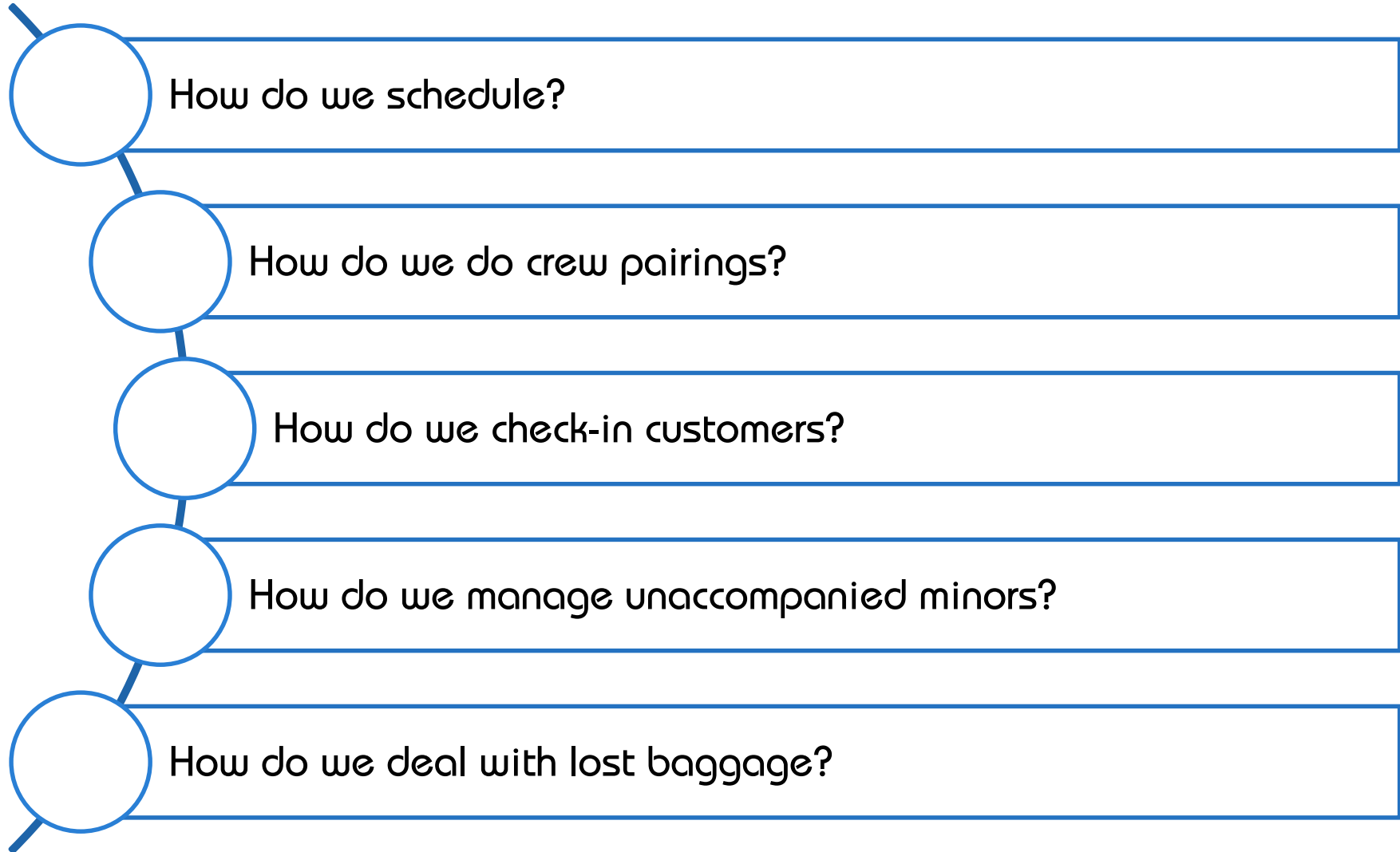
Clean, comfortable environment



Efficient processes



Courtesy





1

**Improve Revenue Performance**

2

**Communicate our Brand and Improve Processes**

3

**Maintain and Strengthen Cost Position**



## Fleet Mix

- Additional fuel efficiency through A320neos
- A321neos will have additional seats compared to A320s

## Operational Efficiency

- Ongoing initiatives will enhance operational efficiencies



**Uniquely positioned in one of the fastest growing aviation markets**



**Visionary promoters, experienced management and motivated employees**



**Opportunity for further revenue upside by optimizing international and domestic operations**



**One of the lowest cost carriers<sup>(1)</sup> globally; Fleet mix to further enhance structural cost advantages**

# IndiGo™

## Thank You

