



IndiGo Green

ESG Report FY 2024-25



What's inside

India by IndiGo

03

Our approach to reporting
 Message from the CEO
 Awards
 ESG highlights

Safety

27

Safety management system
 Safety governance
 Emergency response preparedness

Communities

40

Our CSR strategy
 IndiGo community efforts
 Employee volunteering

ESG Strategy

12

Materiality assessment
 Our ESG pillars
 Stakeholder engagement
 ESG governance

People

32

Attracting and retaining talent
 Nurturing talent at IndiGo
 Diversity, Equity & Inclusion
 Employee engagement
 Employee wellbeing

Governance

44

Board of Directors
 Policy framework
 Ethics and compliances
 Risk management
 Economic performance
 Information security
 Our value chain

Environment

17

Environmental strategy & governance
 Climate Change
 Decarbonisation
 Climate resilient operations
 Resource circularity
 Noise abatement

Customers

37

Service from the heart
 Enhancing customer experience
 Accessible travel
 Customer engagement

Appendix

55

Dashboards
 GRI Index
 SASB Index
 TCFD
 Glossary

Our approach to reporting

Scope and boundary of the report

The ESG Report presents information for the period April 01, 2024 to March 31, 2025. Unless stated otherwise, the report covers the ESG performance of IndiGo's global operations, including passenger transport and cargo business, which account for about 99% of our consolidated revenue. Our wholly owned subsidiary, Agile Airport Services Limited, and InterGlobe Aviation Financial Services (IFSC) Private Limited are excluded from the scope of this report.

Reporting principles & standard disclosures

The Report is prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021. It also aligns with the Sustainability Accounting Standard Board (SASB) sector standard for the airline industry, Task Force on Climate-related Financial Disclosures, and outlines our contributions to the United Nations (UN) Sustainable Development Goals (SDGs).

Assurance

This report is not independently assured. However, our Business Responsibility and Sustainability Reporting (BRSR FY 2024-25), which includes disclosures in line with the requirements of the Securities and Exchange Board of India (SEBI), undergoes independent assurance by an external provider at a reasonable level, in accordance with the ISAE 3000 (Revised) standard for its 9 Core key performance indicators.



Global Reporting Initiative (GRI) Universal Standards 2021



Sustainability Accounting Standards Board (SASB)



United Nations (UN) Sustainable Development Goals (SDGs)



Task Force on Climate-related Financial Disclosures

About IndiGo

IndiGo (hereafter referred to as 'IndiGo', 'our Company', 'We') is India's largest and most preferred passenger airline and amongst the fastest-growing airlines in the world. We have a simple philosophy - offer fares that are affordable, flights that are on time, and provide a courteous and hassle-free travel experience across our unparalleled network. With our fleet of 400+ aircraft, we operate well over 2,200 daily flights, connecting 130+ destinations. We are a publicly listed entity traded on the Bombay Stock Exchange (BSE) and National Stock Exchange (NSE) in India.

Contact information

We welcome your feedback, inquiries, and suggestions, as they play a valuable role in improving our ESG reporting. Feel free to reach out to us at esg@GoIndiGo.in

Message from the CEO



Dear Stakeholders,

It is with immense pride that we present the 5th edition of our ESG Report, marking another year of progress towards a sustainable, inclusive, and responsible aviation ecosystem. Let me begin by thanking our 42,000+ employees, our value chain partners and customers for their continual support which has been instrumental in shaping our collective achievements.

In 2022, we laid out our strategy, 'Towards new heights and across new frontiers' to achieve our long-term goal for IndiGo to become a global aviation giant by 2030. As India takes its stance on a global stage, it deserves an airline that matches the size, scale and potential. For FY 2025, we can proudly say, it was

a year of great achievements and milestones with the strong execution of our strategy, in line with our sustainability efforts.

On the ESG front, we revalidated our priority topics last year through a comprehensive and inclusive materiality assessment exercise. We received an overwhelming response from both internal and external stakeholders which included leadership, employees, airports, OEMs, trade associations, Oil Marketing Companies, investors, lessors, and our community development partners. We realigned our focus areas with the United Nations' Sustainable Development Goals 2030, which is shared in the Report.

Giving wings to the nation

As IndiGo turned 18 in FY 2025, we reflect on a milestone year that has been, strengthening our commitment to excellence and accessibility in aviation. We proudly served over 118 million customers across 91 domestic and 40 international destinations, supported by our growing fleet of over 400 aircraft and 2,200+ daily flights. Embodying our purpose of 'Giving wings to the nation, by connecting people and aspirations', we have expanded our reach to some of the remotest cities across the country, and increasingly across the world. IndiGo is proud to be a part of the impressive growth story of Incredible India, and aspire to continue to contribute to the nation's growth and development by offering flights and connectivity. Above all, safety remains our unwavering priority. We uphold the highest safety standards throughout our operations, trainings, stringent protocols, and a culture where safety is everyone's responsibility. At the core of our operations is our commitment to environment, social responsibility and good governance.

Environmental leadership

As India's leading airline, we understand the responsibility that comes with scale. Sustainability has always been a priority and ingrained in the way we conduct business. Our climate strategy focuses on investing in modern, fuel-efficient fleet Airbus A320neo family aircraft, which are 15% more fuel efficient and 50% quieter than the older generation aircraft, along with leveraging innovative technologies, we are committed to minimising our environmental impact while meeting the future demand for aviation. Currently, 78% of our fleet comprises next-generation aircraft, maintaining an average age of 4.9 years, making it one of the youngest fleets globally.

We have made steady progress towards our environmental aspirations of being among the lowest-emitting airlines globally. In FY 2025, our GHG emission intensity stands at 61.7 gmCO₂e per ASK, marking a 17.3% reduction from 2016 baseline. This year, we avoided about 1.4 million tons of CO₂e emissions through fleet modernisation, optimised flying SOPs and advancing on electrification of our ground operations. In our continued efforts to improve quality and transparency of reporting, we have disclosed our value chain emissions under the Scope 3 category and enhanced our Climate risk assessment with a TCFD aligned physical risk evaluation across six metro stations in India.

A testament to our efforts includes being recognised (third time in a row) for having the youngest fleet in the world (in 100+ aircraft category) by ch-aviation, and at the 'National Energy Conservation Awards 2024' by the Government of India.

Going forward, Sustainable Aviation Fuel (SAF) is one of the key enablers to decarbonisation and is expected to significantly contribute to reduction in emissions. However, due to its limited availability and high price, it is uncertain how long it will take

to scale the supply of SAF sufficiently and feasibly. As we look to the future, we recognise that driving meaningful progress in sustainability requires collective action. We are focused on working with other stakeholders in the Indian aviation ecosystem to innovate together and further the progress on sustainability.

Social responsibility

We remain dedicated to fostering a safe, inclusive, and diverse workplace. Over the years, a strong IndiGo culture has been built and nurtured.

Our diversity, equity, and inclusion (DEI) initiatives aim to create an inclusive environment for everyone, including the LGBTQ+ community and persons with disabilities (PwD). We are committed to ensure that passengers with disabilities have a safe, reliable, and dignified travel experience with us. In the workplace, we have 224 PwD employees (persons with locomotor, visual, hearing, and/or speech impairment) who are a part of our IndiGo teams. In FY 2025, we were recognised with the 'DEI Champion Award' by the Bombay Chamber of Commerce and Industry, and as the 'Top 25 Safest Workplaces in India' by Kelp HR PoSH Awards 2024.

With an industry leading representation of women in the flight deck at 16.2%, we are proud of one of our core pillars, Girl Power. On India's 77 years of independence, we welcomed 77 new female pilots and by 2025 we expect to have 1,000 female pilots in our workforce. We rank among the leading airlines globally with 44.8% female workforce.

Through IndiGoReach, our CSR arm, we reach out to people not only with our planes but also our hearts. We aim to create long-term value for communities along the flagships of Skill development and Heritage conservation. In FY 2025, we equipped over 100,000 individuals with industry-relevant skills in Travel, Transportation, Logistics, and Hospitality (TTLH), helping them build stronger livelihoods and brighter futures.

We undertook a series of programs on water conservation and agricultural development, impacting over 75,000 women. On the environmental front, we planted over 180,000 saplings, while nurturing 115,000 previously planted trees. Our Zero Waste Airport Initiative in Indore stands as a model with over 70,000 kg of airport-generated waste recycled within just six months, since its launch.

Reaffirming our commitment to accessible air travel, under the Government of India's regional connectivity scheme UDAN, we connected over 430,000 customers through over 6,600 flights across remote regions in the country, connecting them to metro and non-metro destinations. This initiative also fosters trade, boosts commerce, and creates sustainable employment opportunities in underserved areas.

Governance: leading with ethics and transparency

At IndiGo, governance is the foundation upon which we build trust, ensure accountability, and drive long-term sustainability. Guided by our 6E Code of Conduct and 6E Values, we uphold the highest standards of ethics, fairness, and corporate responsibility in everything we do. Our Board ensures strong oversight, while the management plays a crucial role in steering our governance framework, risk management, and operational resilience.

Looking ahead

As we reflect on the year gone by, I hope this Report offers a meaningful glimpse into our unwavering commitment to being a responsible and future-ready airline that cares for its people and the planet. At IndiGo, sustainability is not a side note, it is embedded in our purpose of 'Giving wings to the nation, by connecting people and aspirations'. Our focus on environmental stewardship, inclusive growth, and strong governance is shaping the way we operate and expand.

By the time you would have read this Report, we would have commenced our first long-haul operations with flights to Manchester and Amsterdam, and made some big announcements relation to destinations, product, MRO and partnerships. Additionally, we would have successfully hosted the 81st IATA AGM in New Delhi, India. A moment of great pride for a young airline, just 18 years young, to welcome and host the global aviation community and media after 42 years. The event was graced by India's Honourable Prime Minister Mr. Narendra Modi and Civil Aviation Minister, Mr. Kinjarapu Rammohan Naidu, along with other dignitaries from the Government.

The event saw many insightful discussions on sustainability, its scope and the way forward, demonstrating its importance in Indian and global aviation. However, achieving sustainability goals, especially for SAF, cannot be achieved by a single entity or airline. It will require collective effort from the entire aviation ecosystem, authorities and concerned organisations.

I take this opportunity to sincerely thank our valued customers for their continued trust, and our partners and stakeholders for their collaborative spirit. And most importantly, to every member of our incredible 6E family - your commitment, resilience, and passion power our journey forward.

As we continue to give wings to the nation, and increasingly to the world, we are well aligned with our ESG commitment. It is an underlying component of our strategy, 'Towards new heights and across new frontiers', as we aim to become a global aviation giant by 2030, in line with India's vision to be an aviation hub. India by IndiGo!

Regards,

Pieter Elbers
Chief Executive Officer

The times of IndiGo

2006

- Inaugural flight from Delhi to Imphal
- Introduced boarding and deboarding ramps for enhanced customer experience, safety, and better accessibility for people with disabilities and senior citizens

2015

- IndiGo goes public
- First airline in the region to introduce Electronic Flight Bag (EFB)

2017

- First Indian carrier to operate 1,000 flights in a single day

2021

- First ESG Report "IndiGo Green" for FY 2020-21 released

2023

- Largest order in the history of aviation for 500 A320neo family aircraft
- Awarded 'Asia Environmental Sustainability Airlines of the Year' by CAPA
- First Indian carrier to operate 2,000 flights in a day
- 100% EV fleet at our Ahmedabad station

2025

- National Energy Conservation Award
- Scope 3 emissions inventorisation, Materiality assessment 2.0, Climate risk assessment
- Launch of business class "IndiGoStretch" & loyalty programme "IndiGo BluChip"

2024

- Water-efficient faucets installed in fleet to reduce on-board water consumption
- Assurance of BRSR report for the first time

2022

- Ferry flight, powered by SAF, from Toulouse to Delhi
- Voluntary adoption of BRSR framework

2018

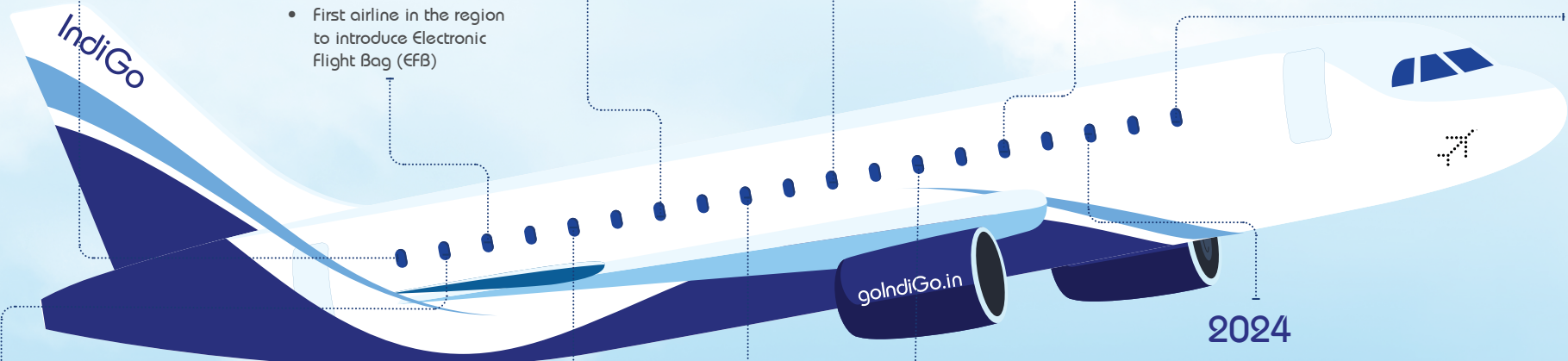
- Joined UDAN scheme

2016

- Delivery of first fuel-efficient Airbus A320neo

2011

- Launch of international operations
- First order placed for A320neo family aircraft



Giving wings to the nation

IndiGo, India's leading and most preferred airline, is dedicated to 'giving wings to the nation by connecting people and aspirations'. We are committed to offering an on-time, courteous and hassle-free travel experience across our unparalleled network to our customers.



Purpose

Giving wings to the nation by connecting people and aspirations



Vision

To be India's preferred airline for connectivity in and with India, and by doing so being one of the leading airlines in the world



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, on-time performance and hassle-free service across our country and the globe

Our Values



Always safe



Power of we



Passionately consistent



Humility with pride



Service from the heart

Our Customer promises



On-time performance



Courteous and hassle-free service

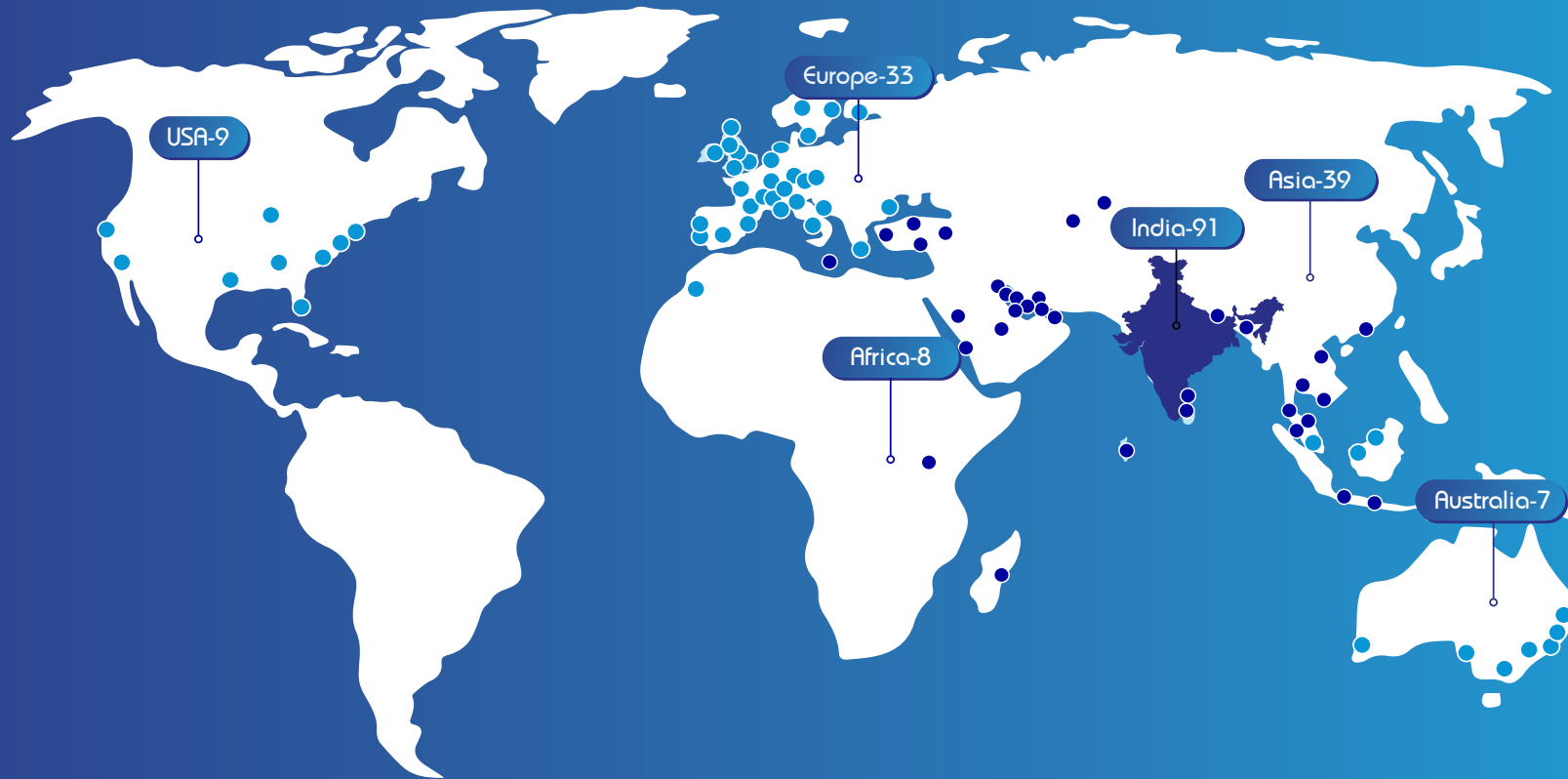


Affordable fares



Unparalleled network

Connecting the world one dot at a time



*Includes 3 inactive destinations (pre-Covid)

Our network

We are continuously strengthening our extensive domestic network and growing our international presence as we evolve into a global aviation powerhouse.

● IndiGo direct destinations ● Codeshare destinations

 **2,200+**
Daily Flights

 **131 Destinations**
(91 Domestic & 40 International)



 **50+**
Codeshare Destinations

 **434**
Aircraft

 **118+ Million**
Happy customers

ESG ratings

Our commitment to responsible growth, risk management and focus on efficient operations has resulted in consistent progress in our ratings with leading rating agencies. In FY 2024, our S&P Global ratings placed us amongst the top 15 airlines globally, and with our continued sustainability efforts, we aspire to be amongst the top 10 airlines in the world.

	FY 2022		FY 2023		FY 2024
 (ESG Score with scale 0-100; higher being better)	26	➔	36	➔	46
 (ESG Rating with scale CCC-AAA with AAA being best)	B	➔	BB	➔	BBB
 (ESG Risk Score with scale 100-0; lower being better)	29.4	➔	30.5	➔	26.9
 (ESG Score with scale 0-100; higher being better)	47.2	➔	50.06	➔	67.04

Memberships & partnerships



International Air Transport Association (IATA)

As a member of IATA, we participate in discussions and working groups to advance international practices for operational safety and environmental action for the aviation sector globally.



Federation of Indian Airlines (FIA)

As a member of FIA, we collaborate with other scheduled carriers in India to highlight relevant industry issues and participate in policy-related discussions with regulatory authorities, government departments and other stakeholders.



International Civil Aviation Organization (ICAO)

ICAO is a United Nations agency focused on promoting sustainable aviation practices across member countries. We participate in discussions hosted by ICAO and share inputs with the agency through the Directorate General of Civil Aviation (DGCA).

Other memberships



PHD Chamber of Commerce and Industry



Flight Safety Foundation



Associated Chambers of Commerce and Industry

Awards



BUREAU OF ENERGY EFFICIENCY
Government of India, Ministry of Power

'Certificate of Merit' National Energy Conservation Awards by GOI under aviation sector



BW BUSINESSWORLD

India's Most Sustainable Companies (IMSC) in Transport and Logistics sector by BusinessWorld



مطارات دبي
DUBAI AIRPORTS

Excellence in sustainability initiatives at 'Dubai Airports Excellence Awards' 2024



Kelp
PoSH AWARDS
2024

Top 25 Safest Workplaces in India by Kelp HR PoSH Awards 2024



EXA EMPLOYEE EXPERIENCE AWARDS 2024 SINGAPORE

Employee Experience Awards 2024 by ET HR World



DEI CHAMPION™

DEI Champion Award by the Bombay Chamber of Commerce and Industry



NATIONAL CENTRE FOR PROMOTION OF EMPLOYMENT FOR DISABLED PEOPLE

NCPEDP Helen Keller Award 2024



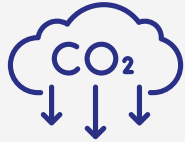
ch-aviation

World's Youngest Aircraft Fleet award by ch-aviation, 3rd time in a row

ESG highlights



61.7 gmCO₂e
per Available Seat
Kilometers (ASK)



17.3%
Reduction in emission
intensity gmCO₂e per
ASK vs FY 2016



4,695
Jobs created



16.2%
Women pilots, amongst
highest in the world



96%
Completion rate on
Code of Conduct (6E
Code) training by
Employees



Zero
Data breaches



78% Next
generation Fleet



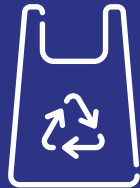
28%
Reduction in Lost Time
Injury Frequency Rate



44.8%
Women in the workforce



85% Fleet,
ICAO chapter 14 noise
standard compliant



113 million+
Single-use plastic
items replaced with
biodegradable options



1,80,000+
Saplings planted
this year



~3 million
Training hours
(80 hours of training per
employee per year)



50%
Independent Directors



4.36/5
Annual Employee
Ethics Survey Score

ESG Strategy

Creating lasting value for our stakeholders



Materiality assessment: Identifying priorities

Materiality Assessment is an important aspect of our ESG framework. We conduct a materiality assessment every 2-3 years. We concluded our recent materiality assessment in FY 2025. Adopting a double-materiality approach allows us to shape our sustainability strategy more effectively by integrating both inside-out and outside-in perspectives. The methodology helped us to effectively revalidate the impact of material topics on our operations, financial health, reputation, and compliance.

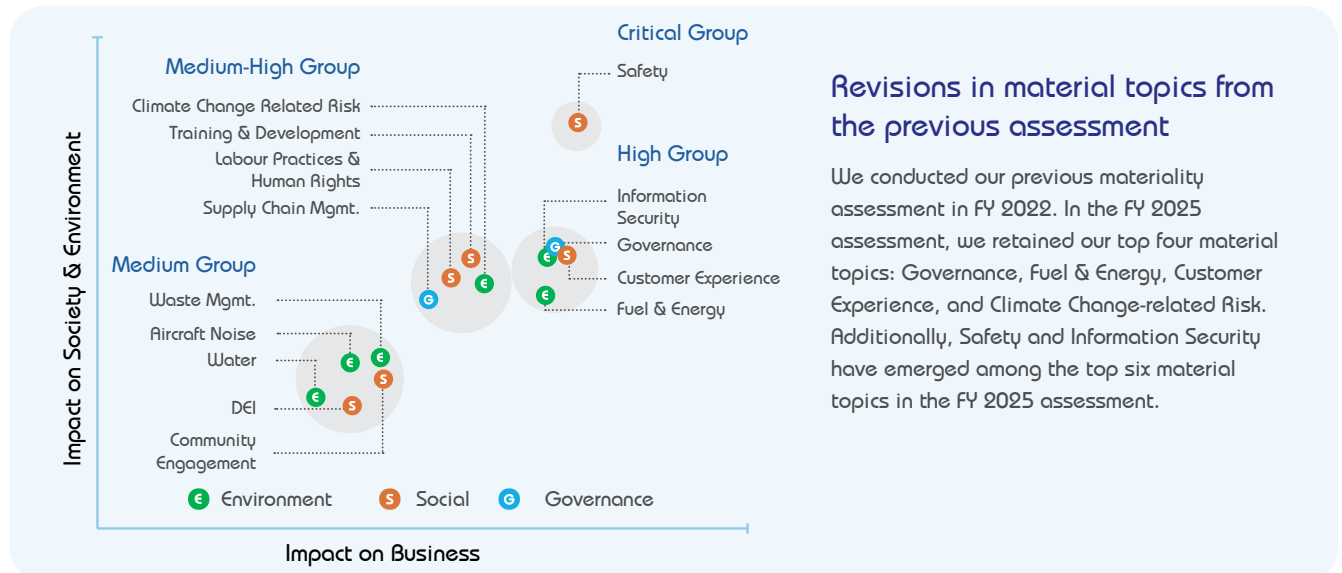
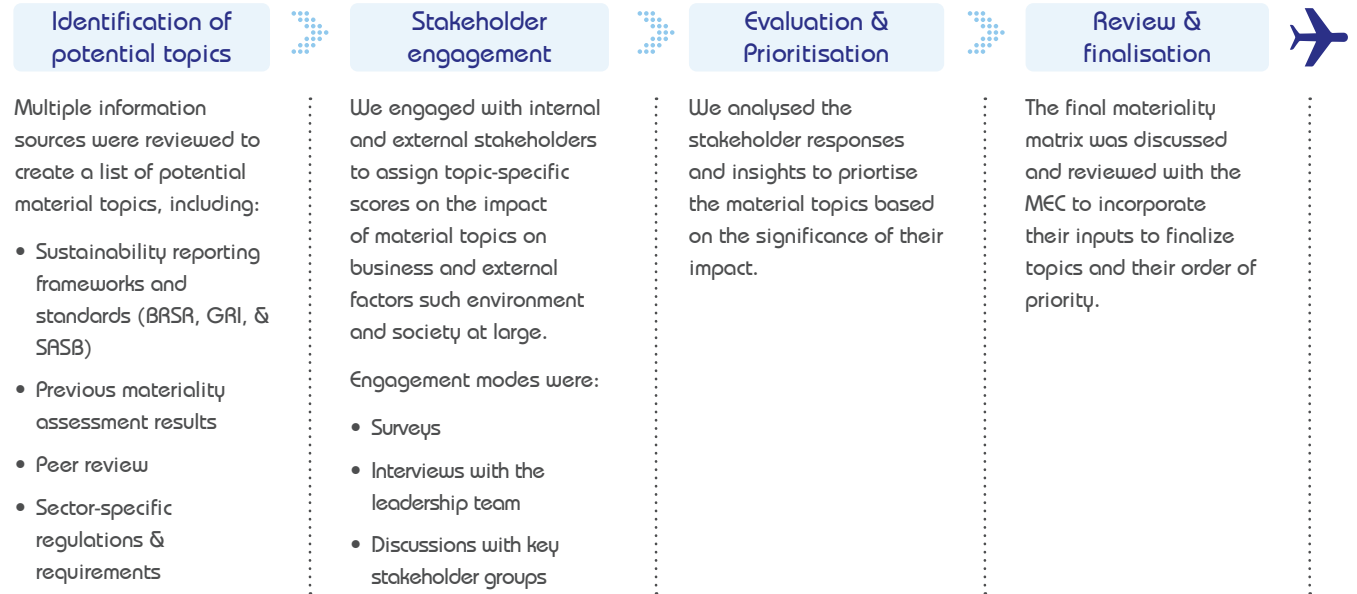
Materiality assessment process

We adopted a structured process to ensure that the materiality assessment helps identify and prioritise the issues that are most relevant and impactful for our company and stakeholders. Inclusion of internal and external stakeholders in the materiality assessment process helped us to incorporate diverse viewpoints and strengthen the reliability of the findings.

The group of stakeholders comprised of employees at different levels including senior leadership, Airport Operators, OEMs, Aircraft Lessors, Investors, Oil Marketing Companies, Industry Associations and Community Partners (NGOs). The materiality assessment process ensured a stronger alignment of sustainability goals with operational and stakeholder priorities while identifying crucial topics for the organisation.

Materiality matrix

The materiality matrix shown alongside highlights the key ESG topics in priority groups such as Critical, High, Medium-High & Medium. The materiality matrix showcases our organisational perspective on the relevance and impact of ESG topics.



Our ESG Pillars

At IndiGo, our commitment to operating responsibly is deeply embedded in our values and day-to-day actions. Through our comprehensive ESG strategy, IndiGo Green, we focus on six foundational areas that guide our sustainability journey. By driving targeted efforts within these domains, we integrate sustainable practices seamlessly across our operations. Our core priorities include addressing climate change through innovation and accountability, nurturing employee well-being by promoting health

and inclusivity, enhancing customer experience through excellence and empathy, fostering meaningful engagement with communities, and upholding the highest standards of ethical business conduct. With IndiGo Green, we aim to create lasting value for passengers, our workforce, communities, and the environment.

Environment

Objective: Reducing our environmental impact

- Initiatives**
- Fleet modernisation
 - Maintaining young fleet
 - Lightweight aircraft
 - Adherence to fuel optimisation SOPs
 - Electrification of ground operations
 - Waste management measures

Safety

Objective: Ensuring safe operations

- Initiatives**
- Safety management system
 - Monitoring and enhancing safety standards through audits and assurance
 - Maintaining a robust emergency response preparedness framework
 - Trainings

People

Objective: Fostering an inclusive and diverse workplace

- Initiatives**
- Attracting and retaining talent
 - Championing equal opportunity and pay parity
 - Promoting a diverse and inclusive workplace
 - Investing in employee learning and development
 - Consistent employee engagement

Customer

Objective: Delivering superior customer service

- Initiatives**
- Delivering on our customer promises
 - Digitisation to make travel experiences smooth and hassle-free
 - Enabling accessible travel

Community

Objective: Empowering local communities

- Initiatives**
- Environment enrichment
 - Empowering individuals and positively shaping lives
 - Education and empowerment
 - Protecting heritage sites

Governance

Objective: Upholding the highest standards of corporate governance

- Initiatives**
- Board oversight
 - Robust policy framework
 - Promoting ethical business practices
 - Ensuring transparency in operations and supply chain



Management of key material topics

Effective management of key material topics is fundamental to the successful implementation of our ESG strategy. To ensure this, we have analysed the risks, identified mitigation measures, and clearly

defined KPIs against key material topics. We review our performance against these KPIs periodically and take corrective actions as needed. We ensure each material topic is supported with appropriate systems and policies for effective implementation and continuous improvement. The table below shows six crucial material topics with associated management aspects.

Material topics	Rationale for material topics	Risk mitigation and/or opportunity optimisation	Systems & policies	KPIs
Safety	Risk: Safety is our utmost priority, essential for operational integrity, passenger trust, regulatory compliance, and financial sustainability.	<ul style="list-style-type: none"> Safety Management System (SMS) which aims to ensure best safety practices and to minimise incidences. Safety trainings and emergency drills Health initiatives like sessions with doctors or nutritionists and counselling sessions on mental well-being. 	<ul style="list-style-type: none"> Safety Management system Safety Policy 	<ul style="list-style-type: none"> Lost Time Injury Frequency Rate (LTIFR) No. of injuries & incidents
Governance	Risk & Opportunity: Good governance practices help ensure compliance and ethical conduct and strengthen stakeholder trust.	<ul style="list-style-type: none"> IndiGo follows a robust governance framework, with the Board providing strategic oversight and guiding key ESG decisions. Our policy framework ensures that all our business decisions are made with integrity, transparency, and in compliance with the law. 	<ul style="list-style-type: none"> Comprehensive policy framework e.g Whistleblower Policy 	<ul style="list-style-type: none"> We have a balanced mix of independent and non-independent Board members. Code of Conduct training
Fuel and Energy	Opportunity: Fuel and energy conservation is critical to reduce our carbon footprint and to lower the cost of operations.	<p>Our decarbonisation approach includes a 'fleet strategy' that covers:</p> <ul style="list-style-type: none"> Investments in next-generation fuel-efficient A320neo family aircraft which are 15% more fuel-efficient as compared to the previous generation. Maintaining a young aircraft fleet. Currently, the average fleet age is 4.9 years. Electrification of ground operations Fuel optimising flying SOPs. 	<ul style="list-style-type: none"> Environmental Policy Fuel optimisation SOPs 	<ul style="list-style-type: none"> GHG emission intensity Energy consumption intensities
Customer Experience	Opportunity: Customer experience is a key differentiator in the airline industry, directly impacting brand loyalty, revenue, and competitive positioning.	<ul style="list-style-type: none"> Maintain strong operational performance through industry-leading on-time performance and low cancellation rate and mishandled baggage rate. Ease of use while interacting with us through our website, mobile app, or call centres. Provide best-in-class service at all customer touchpoints, whether at airports or in flight. Regular customer surveys and tracking of net promoter scores (NPS). 	<ul style="list-style-type: none"> Customer Promises Customer engagement framework Digital initiatives like 6Eskai and IVR enhancements 	<ul style="list-style-type: none"> On-time performance (OTP) Rate (%) Cancellation Rate (%) MHB rate (%) Customer satisfaction score Customer grievances
Climate change-related risk	<p>Risk: Managing climate change-related risk is a key aspect of our environmental responsibilities. We have identified the following climate-related risks:</p> <ul style="list-style-type: none"> Policy and regulatory risk emerging from regulatory changes such as CORSIA. Applicable from year 2027 on our international operations. Increased input cost on account of SAF usage which is costlier compared to conventional Jet fuel or purchase of carbon credits. Reduced demand due to stigmatisation of the sector 	<ul style="list-style-type: none"> Adherence to evolving environmental standards is crucial for maintaining business continuity and public trust. We actively monitor regulatory developments to ensure timely compliance. A comprehensive Climate Risk Assessment has been conducted to identify and address potential gaps, including transition and physical risks. Our investments in fuel-efficient aircraft will reduce our carbon offset requirements under CORSIA. SAF is seen as a key solution for mitigating CO₂ emissions. We are collaborating with regulators and oil marketing companies to develop cost-effective solutions. Our low emissions profile enhances our brand reputation among environmentally conscious customers. 	<ul style="list-style-type: none"> Climate Risk Assessment 	<ul style="list-style-type: none"> Compliance with the regulatory requirement of SAF & CORSIA
Information Security & System Resilience	<p>Risk: Robust security measures and strict compliance with data protection regulations are critical to maintaining business continuity and customer trust. System outages, whether caused by cyberattacks or technical failures can have severe consequences, including flight delays, security breaches, and significant financial losses.</p>	<p>We have a strong customer data privacy policy in place. Our Information Security framework follows data privacy legislations such as the:</p> <ul style="list-style-type: none"> The Indian IT Act, National Institute of Standards and Technology (NIST) The General Data Protection Regulation (GDPR) Federal Information Processing Standards (FIPS) <p>We have built a multi-layered "defence in depth" strategy with strict internal controls by investing in robust IT infrastructure.</p>	<ul style="list-style-type: none"> ISO/IEC 27001 certification Data Privacy policy 	<ul style="list-style-type: none"> No. of data breaches. Compliance with national and international regulations

Aligning our strategy with stakeholder priorities

We maintain transparent and ongoing engagement with our stakeholders to foster meaningful dialogue. This enables us to make informed decisions and undertake continuous improvement across key ESG areas. Insights gathered through these engagements are periodically reviewed at the Board and senior management levels to ensure strategic alignment. We have established processes and policies to receive, evaluate and address stakeholder grievances and concerns on time.

Stakeholder Engagement Matrix

Stakeholder Group	Channels of Communication	Frequency of Engagement	Key ESG issues discussed & addressed
Investors/ Shareholders	Calls, meetings and surveys	Ongoing	<ul style="list-style-type: none"> Quarterly and annual updates on financial, operational performance and sustainability-related disclosures
Customers	Advertisements, social media, website and survey/feedback	Need-based	<ul style="list-style-type: none"> Improving customer experience aligned with our "Customer Promise"
Employees	Emails, SMS, website, townhalls, and employee surveys	Ongoing	<ul style="list-style-type: none"> Job satisfaction Fair pay and performance evaluation Training and development initiatives Safe and congenial working conditions Non-discrimination, and prompt grievance redressal mechanisms
Suppliers and Partners	Supplier meets, emails and website	Ongoing	<ul style="list-style-type: none"> Fair and accountable supply chain practices Reputation, and service quality of suppliers Access to knowledge on sustainable supply chain practices
Government and Regulators	Company website	Need-based	<ul style="list-style-type: none"> Adherence to applicable laws and regulations Policy development Consultations on emerging ESG-related issues
Industry and Trade Associations	Industry conferences and trade fairs	Ongoing	<ul style="list-style-type: none"> Discussions on sector-specific ESG issues
Civil Society and NGOs	Emails, calls, and community meetings	Ongoing	<ul style="list-style-type: none"> Discussions on key social environmental and community-related issues

ESG Governance

Our ESG efforts are anchored in a strong governance framework, with strategic oversight provided by our Board of Directors. The Board plays a key role in setting the primary objectives for IndiGo's sustainability initiatives, ensuring alignment with the Company's long-term business strategy. It provides strategic guidance, sets performance targets, and reviews progress on a periodic basis.

The Risk Management Committee (RMC) of the Board, serves as the apex body for ESG matters. It monitors and addresses key ESG risks and opportunities through periodic reviews.

The Management Executive Committee (MEC) is responsible for aligning ESG objectives with our operational strategy, ensuring appropriate resource allocation, and monitoring performance. Both RMC & MEC work together and regularly review our ESG progress in their meetings and also as part of Board discussions. This continuous oversight ensures that sustainability remains embedded across the organisation, strengthening both accountability and transparency.

The ESG Head is responsible for overseeing the implementation of the ESG strategy across all functions. In addition, the ESG Task Force, comprising cross-functional experts, operates under the guidance of the ESG Head to identify and assess ESG risks and opportunities. The Task Force also recommends measures to mitigate impacts and enhance performance, playing a key role in embedding ESG considerations within their respective departments.

To further strengthen accountability, ESG is integrated into the performance evaluation criteria of our leadership team's compensation structure.



Environment

Growing responsibly

Key Highlights



61.7 gmCO₂e per Available Seat Kilometers (ASK)



1.2 million tCO₂e emissions avoided with our Airbus A320neo family aircraft



330 Airbus A320neo family aircraft, largest operator globally



National Energy Conservation Awards, GOI December 2024



As India advances on a path of unprecedented growth, we act as an enabler of this growth, serving the nation through domestic and global connectivity. While we create value for the society through connectivity, promoting economic development and job creation, yet we recognise that our operations have an impact on the environment, and as a responsible airline, we continue to take actions to mitigate our environmental impact.

Our Environmental Strategy and Governance

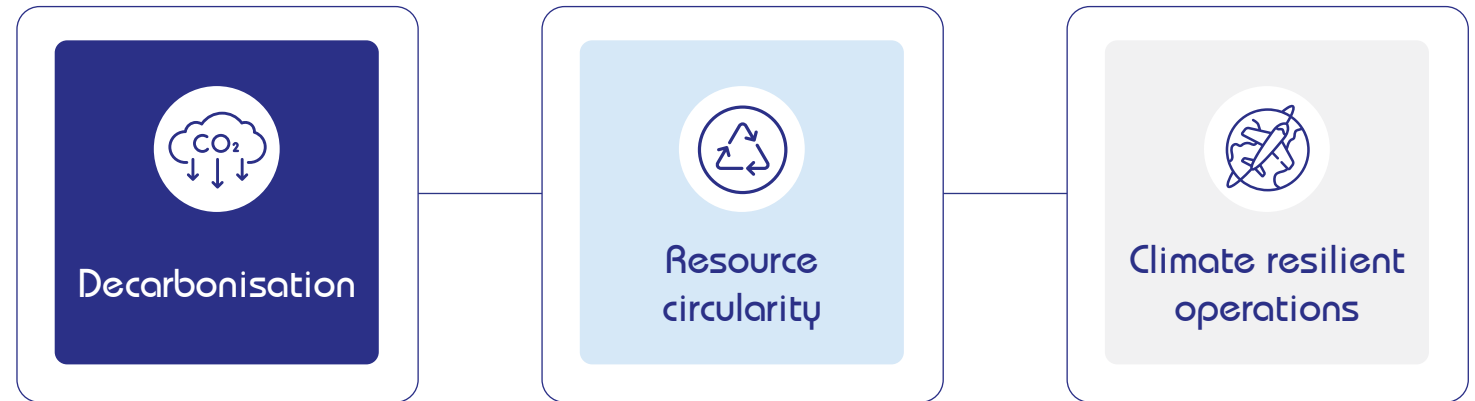
Our climate strategy focuses on decarbonisation, resource circularity, and climate-resilient operations. Decarbonisation remains our top priority, and we are making steady progress in that direction through continued investments in fuel-efficient aircraft, we operate the world's largest Airbus A320neo fleet. This effort is further enhanced by our commitment to fuel-efficient flying SOPs and ground electrification initiatives. Our commitment to resource circularity drives waste reduction across our operations. By significantly replacing single-use plastic items with biodegradable alternatives and collaborating with partners and suppliers throughout the value chain, we aim to achieve meaningful, sustainable outcomes. To further strengthen the climate resilience of our operations, we have conducted a climate risk assessment, aligning with the guidelines set by the TCFD.

Our Environmental Policy guides our global operations, ensuring we minimise our environmental impact while adhering to regulations and maintaining transparent reporting.

From a governance standpoint, the Risk Committee of our Board of Directors provides oversight and strategic direction on environmental matters, reinforcing our commitment to sustainability.

Climate Change: Decarbonisation

Aviation is a hard-to-abate sector, and decarbonisation requires collaboration across multiple stakeholders and advancements in aircraft and fuel technologies. Recognising this, we remain committed to reducing our environmental impact through measures within our control. Our climate strategy drives our actions in the right direction, guiding us to take meaningful actions in our decarbonisation journey. A significant part of our fleet is Airbus A320neo aircraft which are 15% more fuel efficient than earlier generation aircraft. This together with a host of other fleet and operational strategies is helping us to make the desired progress, placing us amongst the lowest emitting airlines in the world.



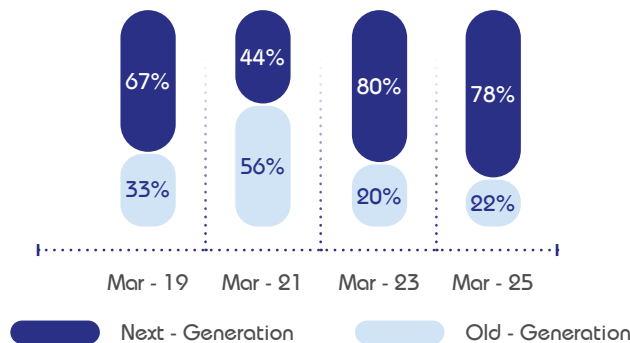
Decarbonisation path to a sustainable future - Levers that we control

Focus areas	Levers we control	Progress made in FY 2025
Fleet Strategy	<ul style="list-style-type: none"> Fleet modernisation, next-generation aircraft 	<ul style="list-style-type: none"> Addition of 58 Airbus A320neo family aircraft in FY 2025 which are 15% more fuel efficient. These modern aircraft helped us to avoid 1.2 million tCO₂e during the year.
Flying SOPs	<ul style="list-style-type: none"> Single-engine taxi Optimum flap setting for lower emissions Route optimisation 	<ul style="list-style-type: none"> We avoided approximately 180,000 tCO₂e through optimised flying SOPs and route optimisation.
Ground Operations	<ul style="list-style-type: none"> Electrification of ground equipment Use of Combo units, CNG GSVs, eBFLs, Electrical Coaches Engine eco-wash & Engine performance improvements 	<ul style="list-style-type: none"> Avoided 67,000 tCO₂e of GHG emissions through electrification & fuel efficiency.
SAF	<ul style="list-style-type: none"> SAF adoption strategy 	<ul style="list-style-type: none"> Active engagement with regulators and Oil Marketing Companies.
Efficient onboard water management	<ul style="list-style-type: none"> Installation of water efficient faucets 	<ul style="list-style-type: none"> Installation of smart faucets helped us to reduce onboard water consumption by 98% resulting in both fuel and water conservation

Fleet modernisation: Composition & average age

Next-generation aircraft are central to our decarbonisation strategy. With a fleet of 330 aircraft, we are the largest operator of Airbus A320neo family aircraft. As of March 2025, 78% of our aircraft were next-generation with 76% belonging to the A320neo family, offering 15% greater fuel efficiency compared to previous-generation aircraft. Maintaining a young fleet further enhances our emissions performance. As aircraft age, the airframe undergoes changes and aerodynamic losses increases drag, while engine efficiency declines, leading to reduced fuel economy. With an average fleet age of just 4.9 years, we have earned the "Youngest Fleet" award from ch-aviation in the 100+ aircraft category, reinforcing our commitment to sustainability and operational excellence.

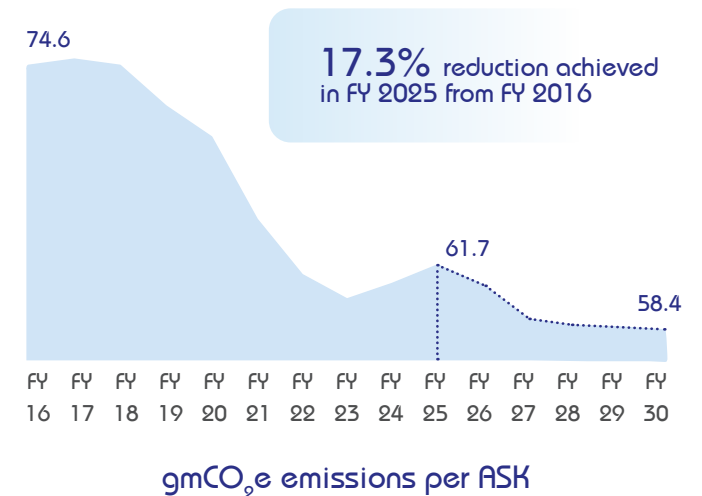
Fleet composition



GHG Emission Intensity - Progress so far

We have achieved a 17.3% reduction in our greenhouse gas (GHG) emission intensity levels in FY 2025 compared to FY 2016 baseline. Our current intensity stands at 61.7 gmCO₂e/ASK, reflecting a marginal increase of 1.9% from the previous year's level of 60.5 gmCO₂e/ASK. The temporary rise is primarily due to engine-related supply chain constraints that have led to aircraft groundings. To bridge the capacity gap, we have inducted damp lease aircraft, which have a relatively higher emissions profile. Despite this temporary and marginal setback, we remain among the world's lowest-emitting airlines. We are committed to making steady progress in reducing our GHG emission intensity, and based on our high-level estimates, we aspire to achieve a 21.7% (marginally changed) reduction by 2030 compared to our 2016 baseline. However, actual outcomes will depend on several factors, including fleet composition, operational adjustments, and other unforeseen variables that may influence emissions intensity.

Our decarbonisation pathway (projections)

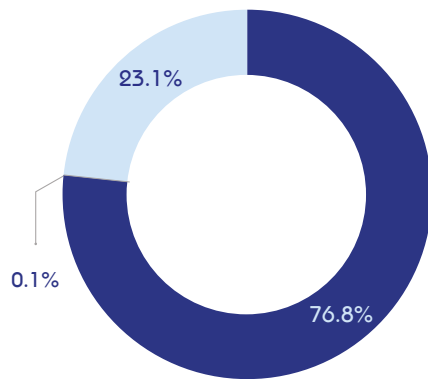


Scope 3 GHG emissions

In FY 2024-25, we conducted our first assessment of Scope 3 emissions in accordance with the GHG Protocol. These emissions encompass indirect greenhouse gas contributions associated with our value chain. We have adopted the estimation frameworks and methodologies set by IPCC, GHG, and DEFRA in our baseline assessment. This assessment strengthens our overall emissions measurement and is a step forward in enhancing transparency in our reporting.

Emission type	Scope of coverage
Direct: Scope 1	Jet aviation fuel, Petrol, Diesel and CNG
In-Direct: Scope 2	Electricity consumed at our corporate offices, training centres and airport facilities.
In-Direct: Scope 3	Emissions on account of aircraft, fuel, business travel, employee commutation and waste disposal.

GHG Emissions



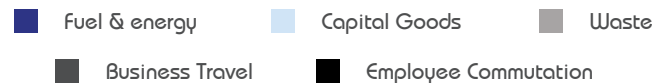
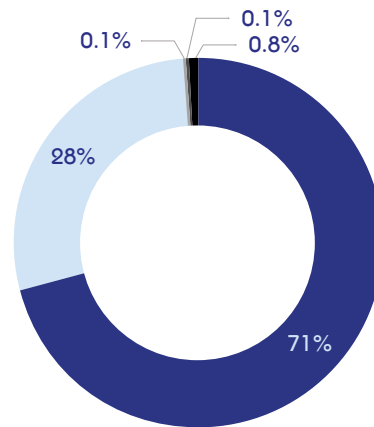
Energy conservation

At IndiGo, energy conservation and technology adoption are integral to our operational excellence strategy. Jet aviation fuel constitutes a significant portion of our energy consumption followed by diesel, petrol and CNG for powering our Ground Service Equipment (GSE). While we are addressing fuel energy conservation through our fleet strategy and fuel-efficient flying operations, we are continuously advancing on the electrification of ground operations as well. This includes the adoption of electrical baggage tugs, electrical coaches and electrical vehicles in our operations.

Sustainable aviation fuel and CORSIA

According to the International Air Transport Association (IATA), sustainable aviation fuel (SAF) could deliver approximately 65% of the emissions reductions needed for aviation to meet its

Scope 3 GHG Emissions



2050 decarbonisation targets. However, SAF production remains scarce; in 2024, SAF accounted for 0.3%¹ of global jet fuel output, highlighting the urgent need to scale up production. Additionally, steep pricing for SAF remains a global challenge. To address these issues, collaborative efforts are underway among governments, regulatory bodies, and industry stakeholders to boost both production and adoption of SAF. In India, oil marketing companies are steadily progressing towards initiating local production, and IndiGo is actively engaged in multistakeholder policy discussions and oil marketing companies. Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) is a global programme driven by ICAO with an objective to achieve net-zero carbon emissions by 2050 in international aviation. Under this programme, airlines are required to offset carbon emissions from international flights. CORSIA shall be applicable to India in its Second Phase i.e., CY 2027 to CY 2035. We are in active engagement with the regulators, oil marketing companies and other players in the aviation industry to address the requirements of CORSIA in the desired manner. We are constantly monitoring our GHG emissions applicable under CORSIA programme. As part of the monitoring and verification process under CORSIA programme, we submit our annual GHG emission report to DGCA (Director General of Civil Aviation) to disclose the GHG emissions on account of international operations applicable under CORSIA programme. The report is aligned with the approved Emission Monitoring Plan by DGCA. Further the report is independently verified by an third party as per the required standards. Our fleet strategy which comprises of 78% of next generation fuel-efficient aircraft, allow us to limit our exposure under CORSIA.

¹Source IATA

Climate resilient operations

Climate change presents a growing risk to the aviation industry, with extreme weather events posing both acute and chronic threats to flight operations and infrastructure. These disruptions can have lasting impacts, therefore making proactive risk assessment is crucial first step in mitigation and business continuity planning. Recognising the significance of climate risk assessment, we began our evaluation two years ago, following the guidelines set by the Task Force on Climate-related Financial Disclosures (TCFD). In FY 2023-24, we conducted a transition risk assessment, followed by a comprehensive physical risk assessment at six metro airports across India in the last fiscal year.

Our analysis follows IPCC framework and evaluates risks across two warming scenarios i.e., below and above 2°C. We referred to the scenarios under Representative Concentration Pathways (RCPs) as a guiding framework for evaluating climate risks. In our assessment we have used climate data sources such as the World Bank Climate Portal and ICAO’s Climate Change Vulnerabilities for Aviation.

Scenarios	Physical Risk	Transition Risk
Low Emission Scenario with projected temperature rise of 1.5°C by 2100	RCP 2.6	IEA SDS (Sustainable Development Scenario)
Medium Emission Scenario with projected temperature rise of about 3°C by 2100	RCP 4.5	
High Emission Scenario with projected temperature rise of about 5.4°C by 2100	RCP 8.5	IEA STEPS-Stated Policies Scenario (STEPS)

Note:
The IPCC framework-based Climate scenario analysis helps us explore possible future outcomes under various climate conditions. Climate risk analysis is a complex process and is evolving with deeper understanding of the potential impacts & the uncertainties in data. There may be changes in national & international policies, advancement in technologies, travel preferences of the customers, and other factors that can significantly impact the results. We will reevaluate and update our analysis with better data, understanding and tools as may be available.



Physical Risk Assessment

We conducted a structured risk assessment to evaluate physical risks to operations based on severity and likelihood. Covering six key metro stations—Delhi, Mumbai, Bengaluru, Hyderabad, Kolkata, and Chennai—which account for 50% of annual departures, our assessment addresses acute and chronic risks such as temperature rise, flooding due to rainfall, sea level rise, droughts, windstorms and cyclones affecting infrastructure, flight operations, safety, and business continuity.

Physical climate risks & mitigation measures

	Risks	Mitigation	Impact
Acute	<p>Acute flooding</p> <p>Heavy rainfall occasionally can cause flight delays, diversions, and cancellations. In severe cases, acute flooding may disrupt logistics and render airport infrastructure temporarily unusable, resulting in higher operational costs and revenue loss.</p>	<p>Heavy rain situations are managed as part of our ongoing disruption management process. Flood mitigation involves collaboration among multiple partners due to the widespread impact, each such incident is addressed on a case to case basis depending on severity and damage.</p>	<p>Until 2026: Information and data available in the public domain sources like the World Bank, does not indicate any major shifts in climate patterns. Accordingly, we do not expect any major impact on our operations on account of climate change. However, climate patterns are unpredictable, and the possibility of any extraordinary event can never be ruled out.</p> <p>2026 Onwards: Given the unpredictability of climate patterns and the fact that climate science and data continue to evolve, it is extremely difficult to predict the nature, severity and location of climate related events or emerging chronic patterns. We continue to work on evaluation of climate related risks and better understand their impact on our operations.</p> <p>Our mitigation strategies are well equipped to address short term phenomena, and chronic shifts in climate patterns which are gradual in nature and will emerge over a long period of time.</p>
	<p>Chronic</p> <p>Temperature Rise</p> <p>A long-term rise in temperatures can significantly impact airline operations in several ways. Few examples are:</p> <ul style="list-style-type: none"> - Reduced take off performance and Payload restrictions - Runway closures in extreme situations - Poor customer experience and impact of employee health - Delays, and cancellation leading to loss of revenue and increased cost 	<p>Based on referenced data sources the number of high temperature events are limited to 7 to 8 days in a year, on few airports. This limits the overall impact on our operations. Mitigation strategies include payload restrictions and making operational adjustments based on expected take-off performance.</p>	
<p>Windstorms and Cyclones</p> <p>Windstorms, cyclones, and dust storms lead to operational disruptions in the form of delays, diversions and cancellations. Such extreme weather events pose safety risk and may lead to physical damage to aircraft and ground infrastructure. These events result in increased costs and lost revenues.</p>	<p>Modern satellite imagery allows for early detection of extreme weather, prompting advisories from the National Disaster Response Force (NDRF) and, when needed, airport closures or reduced operations. Our in-house meteorological team monitors conditions on a real-time basis and issues alerts for such events. Based on severity, our operational control center may divert or cancel flights to ensure the safety of our customers, employees, and aircraft. As part of our irregular operations management protocol, teams are trained to respond effectively to these situations.</p>		
<p>Sea level rise</p> <p>Sea level rise threatens coastal airports with flooding that can damage airport infrastructure like runways, terminals, and access roads. There is potential of physical damage to IndiGo's physical infrastructure as well. It may disrupt operations, increase safety risks for staff, causes passenger delays and cancellations, and lead to increased cost of operations in the long run.</p>	<p>Short term measures will include operational management of such flooding events, and mitigation measures to ensure safety of team members and physical assets. A chronic rise in sea levels will require joint evaluation of situation with airports and regulators to create a rightful action plan.</p>		

Transition risk assessment

During the study, we have adopted two scenarios – the IEA SDS scenario to represent a below 2°C scenario with policy shifts and climate action, and the IEA STEPS Scenario to represent an above 2°C scenario characterised by slower regulatory development and moderate transition pressure.

Low Impact
 Medium Impact
 High Impact

Source	Risk area	Description	Short-term (0-2yrs)	Mid-term (2-5yrs)	Long-term (5-10yrs)	Mitigation
Policy & Legal Risk	1. Increased pricing of offsetting GHG emissions	1. We will be subject to CORSIA starting in 2027 and will be required to offset the emissions on the international part of our operations. These compliance obligations will result in an increased input cost in the form of purchase of SAF or purchase of Eligible Emissions Units (€EUs), between CY 2027-2035				1. Our ongoing investments in fuel efficient aircraft will help us in limiting our CORSIA related exposure. In FY 2024-25, 78% of our fleet was next generation and we have an orderbook of 922 A320neo aircraft, which will allow us to mitigate a large part of our CORSIA related risk. 2. We actively engage in multi-stakeholder discussions on policy and development in India, collaborating with regulatory bodies and oil marketing companies to meet requirements. 3. This is a possibility, and the impact will depend on the type of levy and extent of levy e.g., if the tax is on a passenger ticket basis, then it may affect traffic growth depending on the extent of the levy. 4. Our Business Responsibility and Sustainability Reporting (BRSR) is in line with the requirements of the Securities Exchange Board of India's (SEBI) guidelines. This report, among other things, captures multiple environmental aspects of the business (such as energy and emissions). This report also undergoes a third-party reasonable assurance.
	2. Enhanced emissions-reporting obligations	2. If there are any mandates for SAF usage, either on account of CORSIA or otherwise, our input cost may increase since current SAF pricing is significantly higher than Jet fuel pricing.				
	3. Mandates on and regulations of existing Products & Services	3. Some countries may impose a carbon tax on aviation in the future, either as a direct levy on flights or as a passenger tax, which may result in an increased cost of operations or have a bearing on traffic growth.				
	4. Exposure to litigation	4. Regulators worldwide are developing reporting requirements for entities and at times, there is limited clarity in interpretations, which may cause issues or result in litigations for different industry stakeholders in their jurisdictions. While we are making an earnest effort to ensure full transparency and necessary disclosures, the reporting guidelines at times are subject to interpretations since there are multiple guidelines,				

Low Impact
 Medium Impact
 High Impact

Source	Risk area	Description	Short-term (0-2yrs)	Mid-term (2-5yrs)	Long-term (5-10yrs)	Mitigation
Technology	Substitution of existing products and services with lower emissions options	1. With 78% of our fleet being next generation aircraft, we are not anticipating any major technology substitution risk on account of changes in aircraft types. 2. The supply of SAF globally remains highly constrained. In the medium to long run, if the production of SAF is not sufficiently scaled up, this may result in a higher cost of SAF.				1. We have placed orders till 2035 for new technology aircraft which are 15% more fuel efficient compared to older generation aircraft. We maintain an ongoing dialogue with OEMs on any technology-related changes that might be beyond the Airbus A320neo family aircraft and will adapt as required. 2. We are actively engaged with regulators & Indian Oil Marketing Companies (OMCs) for appropriate solutions around SAF.
Market	Changing customer preferences	1. Businesses have long considered virtual connectivity as an alternative to in-person discussions. With a growing emphasis on reducing Scope 3 emissions, some organisations may adopt policies that favour virtual meetings, alternative transport modes, or reduced travel since these measures may support their sustainability goals. These could lead to some revenue loss due to travel substitution. 2. With infrastructure development in the area of high-speed rail in future on certain routes, there may be some substitution in case customers want to transition to a low carbon alternative to air travel.				1. While some substitution risk will always exist, IndiGo is amongst the global leaders in low emissions, which will make it a preferred choice for air travel. As ecolabelling becomes available on all leading online travel portals, people can make more informed decisions based on our low emission profile.
Reputation	Stigmatisation of sector	1. As public awareness of climate change increases, customers are placing greater emphasis on environmental responsibility. Airlines that fail to address climate risks may face reputational damage, resulting in customer attrition and decreased revenue. 2. Aviation is a hard-to-abate sector and given its significant greenhouse gas footprint airlines may face pressure to make rapid and substantial changes to their operations to align with evolving sustainability demands.				1. We are among the world's lowest-emitting airlines and remain confident of maintaining our position as an environmentally preferred choice for customers. 2. Aviation is a hard-to-abate sector, IndiGo actively participates in discussions with regulatory authorities like DGCA, MoCA, and trade associations like IATA for developing and facilitating policy action around climate change.

Climate related opportunities

We have identified strategic climate-related opportunities that not only support the decarbonisation agenda but also offer tangible business benefits. Pls refer below details aligned with TCFD framework.

Resource Efficiency

Our investments in A320neo fleet creates an opportunity to improve fuel efficiency by 15% leading to lower emissions. Further, electrification of ground support equipment impacts reduction in the Diesel consumption.

Energy Source

Some of our airport partners use renewable energy that helps reduce our scope 2 emission footprint. Few of our training centres are equipped with solar rooftops that supply clean energy to the facilities.

Products & Services

Our offerings include use of sustainable bio-degradable materials for catering services replacing over 113 million single-use plastic items annually with more ecofriendly options. These efforts further environmental responsibility and also enhance brand loyalty among eco-conscious passengers. Reduced waste also leads to operational cost savings in disposal and compliance.

Market

With increased customer awareness towards climate change impact, we foresee an opportunity under ecolabelling programmes on travel platforms to position ourselves as the low-carbon choice for air travel.

Resilience

Our recently conducted TCFD-aligned risk assessment has helped us in the identification of our climate-related risks and the development of strategies to adequately address the risk depending on their risk grade.

Resource Circularity: Waste management

We have implemented a waste management strategy, based on the principles of circular economy to minimise our environmental impact. We prioritise responsible consumption by optimising resource use and reducing unnecessary waste generation.

Through initiatives such as the avoidance of single-use plastics and the adoption of eco-friendly alternatives, we ensure that waste production is kept to a minimum while maintaining operational efficiency.

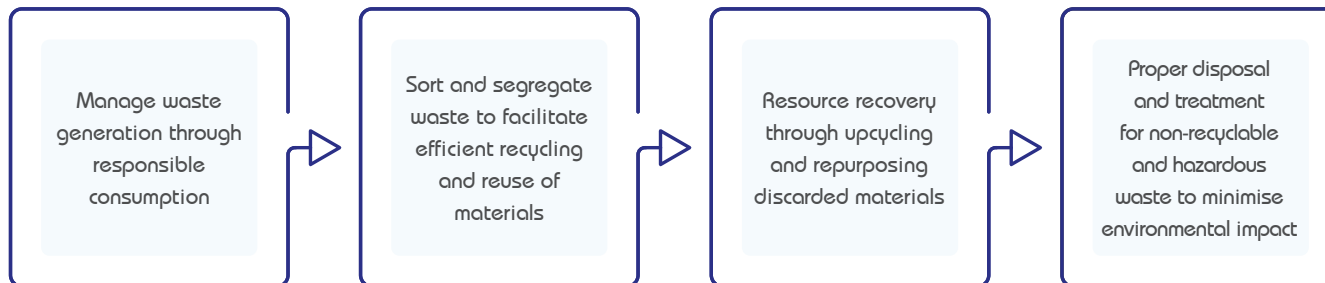
A key aspect of our waste management approach is sorting and segregating waste like paper, plastics, and metals to facilitate efficient recycling and reuse of materials. We focus on resource recovery through upcycling and repurposing discarded materials.

Single use plastics and packaging waste

The reduction of single-use plastics (SUPs) plays a vital role in our environmental strategy, which encompasses:

- Waste reduction at source and assessing the need for SUP.
- Introducing reusable or alternative materials to drive circularity.
- Enhancing waste recovery by facilitating onboard and ground waste segregation

Our service concept emphasises sustainability by serving beverages through pouring instead of using plastic bottles, significantly reducing waste. This approach not only minimises plastic consumption but also enhances our overall waste management efficiency, contributing to a more environmentally responsible operation.



The following SUPs have been replaced with eco-friendly alternatives.

Plastic items discontinued	Alternatives adopted
Plastic Stirrer	Wooden Stirrer
PE coated Water cups	Compostable water cups
Hips Lids for Ripple Cup	Bagasse Lids
PE coated Hot Beverage cups	Compostable Hot Beverage Cups
HIPS Lid for Hot Beverage Cups	Bagasse Lids
Plastic cutlery	Wooden Cutlery
Plastic Gloves	Blue Nitrile Gloves

These measures reinforce our broader commitment to minimising packaging volume and weight, increasing the use of reusable and recyclable materials, and systematically phasing out SUPs across our operations.

Over 113 million single-use Plastic items substituted with biodegradable options

Food waste management

We minimise food waste by offering perishables only through pre-booked orders and uplifting non-perishable items for future use. To support the local economy, all food and beverage products are made in India, sourced locally, and distributed across our catering network. Our food safety management system ensures high standards through third-party verification and periodic audits, aligning with HACCP and FSSAI guidelines. Additionally, our catering operations follow a structured complaint-handling process to address passenger concerns effectively.

Water management

IndiGo proactively monitors water usage and identifies reduction opportunities across operations. Below are a few of our key water consumption areas along with mitigation measures:

Source	Purpose of use	Conservation measures
Aircraft uplift	Aircraft lavatories	<ul style="list-style-type: none"> Optimised water uplift quantity. Water efficient faucets reduce over 98% of water consumed
Catering	Drinking for Passengers & Crew	<ul style="list-style-type: none"> We introduced a water pouring service, eliminating individual water bottles leading to lower waste generation.
Corporate office, Training centres and Airport offices	Drinking, hygiene and restrooms for employees	<ul style="list-style-type: none"> Use of reusable glass bottles. Water efficient faucets in restrooms thereby reducing water consumption. Use of recycled water for landscaping
Airport facilities	Maintenance	<ul style="list-style-type: none"> Optimised water usage through water efficient pumps & practices

Effluent Treatment Plants and Sewage Treatment Plants are deployed wherever required to ensure treated wastewater meets pollution control board standards, maintaining regulatory compliance and environmental integrity.

Ongoing awareness programmes engage employees and utility teams in water-saving practices, embedding conservation into operational culture.

Noise abatement

Our modern fleet delivers substantial noise reduction benefits. The A320neo family aircraft offers nearly a 50% reduction in noise footprint compared to the older A320ceo. Approximately 85% of our fleet meets ICAO Chapter 14 standards, achieving noise levels approximately 17 EPNdB lower than Chapter 3 aircraft and 7 EPNdB lower than Chapter 4. The remaining 15% fleet complies with Chapter 4 standards.

Biodiversity & deforestation

We are committed to biodiversity conservation and responsible environmental stewardship. Our policy emphasises reforestation, ecosystem preservation, and sustainable practices that support natural habitats. Through various initiatives, we focus on reducing deforestation, restoring water bodies, and fostering human-nature coexistence. As part of our community development efforts, we have undertaken multiple tree plantation drives wherein we planted over 180,000 saplings and restored waterbodies in different parts of the country. For more details, refer to our IndiGoReach programme.

SAFETY

Safety first, Safety always



Key Highlights



2.78

Lost Time Injury Frequency Rate (LTIFR - Per million hours worked). 28% reduction from last year.



Zero Accidents resulting in passenger or employee fatalities



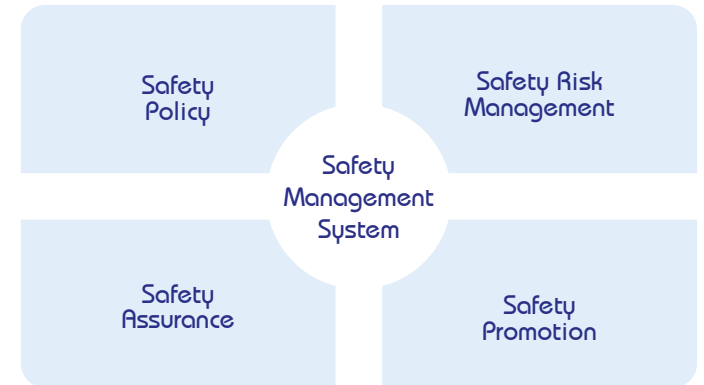
Always safe is a value and the highest priority at IndiGo. Ensuring the safety of each of our customers and our team members is our highest and non-negotiable responsibility. Last year our teams worked tirelessly to ensure that each one of our 772,229 flights safely reached their destinations, transporting over 118 million passengers. We are committed to the safety of our passengers, crew, ground staff, aircraft, and the communities around the airports we serve. We adhere to global best practices and the rigorous safety standards set by the Directorate General of Civil Aviation (DGCA) and the International Civil Aviation Organization (ICAO). Our dedication to safety extends beyond compliance; we actively collaborate with regulatory authorities, safety bodies, industry associations and global peers to establish new benchmarks in aviation safety, mitigating potential risks to people, assets, and the environment.

Safety Management System

Our Safety Management System (SMS) defines our approach to safety, ensuring the safety of our customers and team members. As a comprehensive framework for risk identification and management, SMS is embedded across all levels of the organisation—from senior leadership to frontline employees—integrating safety into daily operations and decision-making. We actively collaborate with the Directorate General of Civil Aviation (DGCA) to uphold the highest safety standards and engage with local and global industry peers to exchange best practices and address industry wide issues. We invest in advanced technologies, equipment, and training programmes to enhance safety practices across our operations. Safety audits, risk assessments, and continuous monitoring of safety performance are conducted proactively and periodically. As a member of the global Flight Safety Foundation, we share global insights on safety best practices with our teams. We are also a part of the International Air Transport Association (IATA) Data Exchange programme, which allows us to share and compare our safety-related data with worldwide performance metrics.

Safety policy

Our safety policy applies to all employees, contractors, and all others directly or indirectly involved in our operations, creating a shared responsibility for maintaining safety across every aspect of our work.



It defines clear practices, roles, and accountability measures to ensure our safety commitments are met. As the foundation of our safety culture, the policy emphasises risk identification, proactive management, and continuous improvement. The Accountable Manager endorses the Safety Policy on behalf of the Board of Directors and ensures its communication and implementation, setting expectations for employees to uphold the highest standards of precaution and prevention. Our policy complies with all relevant regulatory requirements in India and other countries where we operate and is reviewed regularly to keep it effective and aligned with industry best practices.

Safety risk management

Our Safety Risk Management process enables timely identification of potential hazards and comprehensive risk assessment across our operations. Evaluations, of significant operational changes, such as the introduction of new aircraft types or operational procedures, ensure proactive risk mitigation, thereby strengthening the safety of our operations. We employ a comprehensive approach to hazard identification, incorporating reactive methods (incident and occurrence investigations), proactive strategies (audits and inspections), and predictive techniques using flight data monitoring, and benchmarking audits. Identified hazards are recorded and followed by a detailed risk analysis.

Safety assurance

Our focus on systematic Safety Assurance enables us to track the effectiveness of existing controls and identify areas for improvement. These ongoing monitoring activities and review of control measures strengthen our operational safety. Wherever necessary, the safety risk management process is reinitiated to evaluate and assess new controls, guaranteeing continuous safe operations.

We conduct regular in-house Flight Operations Safety Audit (FOSA), a formal process to observe and collect safety-related data on environmental conditions, operational complexity, and flight crew performance to reinforce behaviour-based safety culture in our operations. International Air Transport Association (IATA) Operational Safety Audit (IOSA) is an internationally recognised evaluation system that assesses an airline's operational management and control systems. In 2023, IndiGo underwent a "Risk Based IOSA audit" and the next IOSA audit is scheduled towards the end of 2025.

Flight operations safety audit

As part of our Flight Operations Safety Audit (FOSA) programme, we conduct ICAO-endorsed Line Operations Safety Audits wherein we proactively assess the complexities of everyday line operations. FOSA focuses on how effectively flight crew manage these complexities, their adherence to standard operating procedures (SOPs), and any observed deviations or latent system issues that manifest during normal operations. The Observers adopt a non-intrusive approach, silently observing the flight from pre-flight briefing to landing. They assess crew performance in areas such as workload management, communication, threat and error management, and handling of unexpected events. In addition, observers review flight-related documentation such as flight plans, weather briefings, and operational notices, to identify potential threats, unsafe practices, or non-conformities across the broader operational environment, including ground handling and support functions. FOSA findings are used to enhance procedures and training programmes, promote a stronger safety culture through targeted campaigns, and refine risk mitigation strategies. As FOSA targets routine, event-free flights, it serves as a proactive safety tool—helping the organisation learn from normal operations and continuously improve safety performance across the system.

Safety promotion

Promoting a safety culture across the organisation forms a key component of the Safety Management System. We share critical safety information with our employees across operational departments through an in-house monthly journal - IndSafe - along with flyers and circulars. Ongoing reiteration of the importance of imbibing a safety culture across the Company has increased awareness levels among our teams.

Safety connect

During the year, we conducted Pilot engagement programmes at every crew base to strengthen awareness on critical fleet safety aspects. This includes structured interaction in flight dispatch, review of case studies, performance data and reference materials to proactively mitigate operational risks. We organised inter-departmental safety workshops bringing together employees from various departments to enhance awareness of identified threats observed through Flight Operations Safety Audits.



Reporting and investigation

IndiGo's Safety Management System (SMS) is built on a foundation of transparency and accuracy in safety reporting and investigation. We utilise a robust safety reporting tool that enables employees at all levels to submit mandatory and voluntary reports, fostering a proactive risk mitigation culture. In the event of an accident or incident, our structured investigation process identifies root causes and prescribes effective mitigation measures. We collaborate closely with key stakeholders—including Flight Operations, Engineering, In-Flight Services, Airport Operations, OEMs, and airport authorities—to conduct thorough investigations, determine contributing factors, and implement preventive actions. Additionally, IndiGo's Permanent Investigation Board collaborates with regulatory authorities to ensure comprehensive assessments of major incidents, reinforcing our commitment to aviation safety.

Safety Governance

The Risk Management Committee of the Board provides oversight on all safety matters. The Accountable Executive chairs the Safety Review Board and is responsible for implementing all safety related regulations. Additionally, individual departments are responsible for compliance with all safety-related regulations.



Emergency response preparedness

At IndiGo, we recognise that a timely, organised, and compassionate response is critical during emergencies. Our Emergency Response Plan (ERP) provides a comprehensive framework that guides our actions during emergencies—ranging from aircraft accidents, security threats, natural disasters and other critical events. Our ERP outlines the roles and responsibilities, comprehensive training for the crisis

management team, and protocols of communication with internal and external stakeholders. This structure enables a seamless transition from initial response to long-term recovery. The ERP also emphasises post-incident recovery, focusing on damage assessment, business continuity, and the integration of lessons learned to continually strengthen our preparedness.

Key actions during an emergency

1 Immediate activation of ERP

- » Rapid mobilisation of the Crisis Management Team & quick setup of the Emergency Command Centre

2 Rapid communication & coordination

- » Prompt notification of regulatory authorities (DGCA, AAIB).
- » Coordination with fire, medical, and law enforcement agencies.
- » Accurate, timely updates to passengers, families, and media.

3 Family assistance & support

- » Emotional and logistical support to affected families.
- » Establishment of a Family Assistance Centre (FAC).
- » Dedicated toll-free helplines for real-time updates

4 Crisis management & business continuity

- » Minimising disruption to operations & strategic planning for service restoration

5 Regulatory & investigative compliance

- » Supporting authorities with transparent reporting of the data.
- » Incident documentation and evidence collection

6 Post-emergency review & improvement

- » Conducting structured debriefs and updating ERP and SOPs based on findings

Full-Scale Airport Drills

We participate in and conduct safety drills on an ongoing basis, these drills are critical aspect of emergency preparedness. During the last year, we actively participated in full-scale emergency drills in partnership with the Airport Authority of India and local emergency services. During the year, we took part in joint

exercises with airports at Calicut (CCJ) (Kozhikode), Dehradun (DED), Dimapur (DMU), Guwahati (GAU), Hingurakgoda (HGI), Chennai (MAA), and Mysuru (MYQ). We also conducted tabletop simulation drills at our corporate office. These strategic exercises involved cross-functional teams and senior leadership working through complex, hypothetical scenarios in a controlled setting.

Turbulence Management

One of the key challenges facing the aviation industry today is managing inflight turbulence, a phenomenon that remains a leading cause of passenger and crew injuries. In response, we have undertaken a proactive and multilayered approach to enhance turbulence awareness, prevention, and response across our network.

Pre-flight briefings

Our metrological department provides weather related advisories which is discussed by the flight crew in their pre-flight briefings where they discuss the potential strategies to better manage weather related events and turbulence to ensure safety of passengers, crew and the aircraft.

Data-driven insights and route optimisation

Our flight planning procedures include active monitoring of forecasted weather patterns which may lead to turbulence, and risk mitigations through adjustments in the route and flight level adjustment.

Training & proactive communication

We ensure our pilots are updated with the latest industry trends and best practices in turbulence management. We focus on turbulence awareness, response techniques, and cockpit decision-making strategies through self-paced eLearning modules and practical simulator training resources as part of our ongoing training programme.

Leveraging innovation & technology

During the year, we conducted trials on a Turbulence Detection & Alerting System, an AI/ML algorithm-based turbulence data platform. This platform deploys a data of aircraft which are flown in the same vicinity thereby providing predictive insights enabling the pilot to make pre-emptive and proactive decisions.

Health and safety promotion

The Flight Safety Medical Team oversees all initiatives related to the fitness and safety of our crew, ground staff, and customers on board 6E flights. We establish guidelines in accordance with relevant DGCA circulars and directives, as well as international

standards set by the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA), and the European Union Aviation Safety Agency (EASA).

Systematic alcohol testing	Psychoactive testing	Mental health programmes	Medical assessment	Fatigue reporting and measures
Our policies ensure strict compliance with DGCA guidelines (CAR-5FIII & CAR-5FIV) regarding alcohol testing for operating crew and ground personnel in safety-sensitive roles.	We comply with the DGCA's 2022 psychoactive drug testing policy (CAR-5FV). All cockpit crew and aircraft maintenance engineers undergo random testing, and it is ensured that 10% of our line pilots (randomly selected) are subjected to psychoactive substance testing every year.	In line with the DGCA's 2023 mental health promotion policy, we conduct mental health awareness trainings and provide peer support programmes for the cockpit crew. We have also appointed clinical psychologists to support ground staff.	All Cabin crew undergo Class-II medical examinations conducted by in-house empaneled examiners, while Cockpit crew undergo Class-I equivalent medical tests, with health concerns reviewed by IndiGo's doctors or safety team. The medical team also assesses sickness and fitness cases for cabin crew and ground staff.	We have a robust fatigue reporting system designed to ensure the safety of our Pilots & Cabin crew. Each fatigue report is thoroughly analysed by our Flight Safety Medical team and the operating department, and adequate measures are implemented.

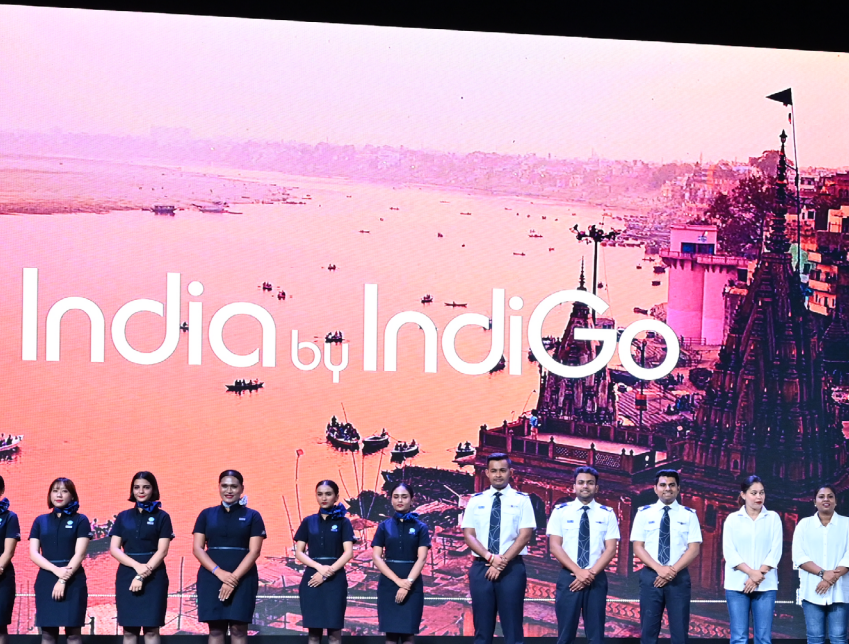
Passenger needing medical attention

At all airports, our medical team assesses passengers with medical needs at counters and gates, advising on their travel requirements to ensure their safety. They review all the cases including those for stretcher, wheelchair and Portable Oxygen Concentrator based

on aviation medicine and IATA guidelines to provide necessary recommendations for safe travel. At IndiGo, we are committed to ensuring a comfortable travel experience for customers with disabilities by providing the best possible services. Our cabin crew is trained to offer first aid assistance in the event of any medical emergency.

People

The Power of 'We'



Key Highlights



44.8%

Women in workforce



16.2%

Women Pilots



80+

Average hours of training per employee per year



NCPEDP Helen Keller Award, 2024
DEI Champion Award, 2024



At IndiGo, our people are the source of our strength and the driving force behind our success. We are committed to creating a work environment that encourages open dialogue and teamwork, driving us towards service excellence. Each of our passionate team member brings unique skills that create lasting value for our stakeholders and propel IndiGo towards new heights and frontiers.

Attracting and retaining talent

Our hiring programmes are designed to promote diversity, equity, and inclusion. Our employment decisions are made solely based on merit and qualifications, regardless of gender, race, religion, creed, ethnicity, language, sexual orientation, disability, or social and economic background. These practices ensure that we are able to attract the best industry talent and that our teams are aligned with our values and vision and investing in their development and well-being.

Hiring Programmes & People management

We prioritise hiring from local communities around our airport stations, particularly for roles in In-flight Services and Airport Operations as part of our 'hub-hiring' programme. This helps us meet our operational needs and also contributes to local job creation and economic development in the regions we serve.

Our Cadet hiring programme was launched in 2011 in response to the increasing demand for skilled and qualified pilots in the aviation sector. A comprehensive two-year course, this programme grooms aspiring candidates with no flying experience, to become professional pilots. The training is designed to secure an initial Commercial Pilot Licence (CPL) and an Airbus A320 Type Rating, equipping cadets with the necessary qualifications to operate this aircraft. IndiGo has established strategic partnerships with nine leading Flight Training Schools to manage the Cadet Programme efficiently. These training establishments are carefully chosen for their expertise, resources, and ability to meet IndiGo's rigorous standards. A stringent selection process evaluates suitable cadets and ensures that only individuals who meet the highest standards are admitted into these Flight Training Schools.

Our people management framework is designed to retain talent through structured workforce planning and continuous development initiatives. These include providing growth opportunities, establishing a comprehensive appraisal system, and promoting employee engagement activities. Further, our internal job mobility programme 'Made in IndiGo' is designed to support employees in exploring new roles through Internal Job Postings. During the year, 50% of our open positions were filled internally

Nurturing talent at IndiGo

Our people are our greatest asset, and investing in their development is fundamental to our success. We ensure that employees at all levels are equipped with the skills, knowledge, and leadership capabilities needed to support our strategic vision. With our state-of-the-art training academy, ifly, and a diverse portfolio of technical, leadership, digital, and customer service programmes, we create opportunities for continuous professional development and operational excellence.

Our Learning Management System is designed to support employee growth by offering personalised learning and development paths. These are shaped through a comprehensive training needs assessment conducted during the performance appraisal cycle and informed by ongoing feedback from both employees and managers throughout the year.

4,695

Jobs created in FY 2025

Our training landscape & progress made during the year

Our training programmes are structured into six key focus areas, each designed to foster specific skills and capabilities.

- **Compliance & Regulations:** These trainings focus on meeting regulatory aviation authority requirements for crew operations, safety procedures, and aircraft maintenance.
- **Corporate Policies:** Covers trainings & awareness on company policies like Code of Conduct, POSH, and Information Security to promote a safe, respectful, and responsible work environment.
- **Leadership Skills:** A six-month leadership development programme 'IndiGOLD' conducted for high-performing employees. Last year, 86 employees from various departments were a part of the programme.
- **Operational & Technical Skills:** These sessions support seamless operations and largely cover training around Engineering, Ground service, maintenance and digital tools.
- **Health & Safety:** Training related to safety management systems, emergency response procedures, and occupational health standards are covered under this category of training.
- **Soft Skills:** Trainings focus on essential interpersonal skills like effective communication and teamwork.

8 training centres, with 131 training rooms across India, delivering over 3 million training hours

9,872 training sessions conducted by a pool of 186 highly skilled trainers

6,000+ new hires completed onboarding and induction programmes

2,000+ employees trained daily across technical, operational, and leadership domains

Diversity, equity and inclusion

We recognise the importance of diversity, equity, and inclusion (DEI) in the creation of a balanced workplace where employees are valued for their skills, talents and merit and the workplace is inclusive, respectful, and free from discrimination where everyone feels valued and empowered to express themselves.

Women employees currently make up 44.8% of our workforce and we are proud to have one of the highest numbers of women pilots worldwide. We encourage women pilots to join IndiGo, offering enabling policies such as flexible flying schedules, extending support for returning mothers and career re-entrants and conducting

leadership development programmes such as WOW (Women of Wonders). We have also launched Take Off 2.0, a programme specifically designed to help women re-enter the workforce after a career break. For employees with disabilities, we provide role-specific accommodations, including mobility aids and sign language interpretation, for those with speech and hearing impairments.

DEI enablers

Our DEI promotion strategy is built on the following key pillars supported by effective enablers.

Pillars	Initiatives	Impact
Diversity hiring	<ul style="list-style-type: none"> • Customised hiring tool to hire Persons with Disabilities (PwD) • Recruitment partnerships to hire PwD and LGBTQ+ members 	<ul style="list-style-type: none"> • Hired 224 PwD candidates
Policy framework	<ul style="list-style-type: none"> • DEI Policy • Equal Opportunity Policy • Maternity and Paternity Leave Policy • Prevention of Sexual Harassment (PoSH) Policy • HIV/AIDS Workplace Policy, ensuring non-discrimination and confidentiality • Transgender Rights Policy 	<ul style="list-style-type: none"> • Promoting awareness and strengthening commitment
Inclusive Culture	<ul style="list-style-type: none"> • All policies written in gender-neutral language • Anti-bias training for managers 	<ul style="list-style-type: none"> • Creating a sensitive workplace
Communication	<ul style="list-style-type: none"> • In-house diversity publication, 'All Aboard' and 'Hello 6E' 	<ul style="list-style-type: none"> • Awareness
Trainings	<ul style="list-style-type: none"> • Sign language workshops • Dedicated DEI masterclass 	<ul style="list-style-type: none"> • Enablement • Sensitisation
Celebrating diversity	<ul style="list-style-type: none"> • Women's Day celebration • Pride month 	<ul style="list-style-type: none"> • Building a culture that embraces and celebrates diversity
Support programmes	<ul style="list-style-type: none"> • DEI champions in all departments • Flexible work arrangements for women employees during and after pregnancy • Daycare facilities and flexible flying schedules for working mothers • Infrastructure interventions like crutches, motorised wheelchairs, ramps, and sign language interpretation 	<ul style="list-style-type: none"> • Promotion of inclusive culture • Empowering our teams for their special needs • Accessible workplace



Employee engagement

IndiGo is committed to cultivating a dynamic and cohesive workplace culture where every employee feels valued and supported. Our well-being strategy goes beyond physical health, giving equal importance to mental and emotional wellness.

During the year, we undertook a series of initiatives that promote unity, celebration, and wellbeing throughout our organisation. From company-wide events to special days, each initiative has contributed to enhancing employee experience and strengthening our sense of belonging. Our leaders connect with employees as part of town hall where they address and update the teams on company performance and industry developments. Our annual town hall was attended by over 1200 employees. In addition to this, there are department-level town halls, led by senior leaders occur quarterly showcasing function-specific achievements and plans. We celebrated IndiGo's 18th anniversary on August 4th across all our locations.

As part of 6E Recognise programme, high-performing teams and individuals are felicitated for their exemplary contribution. We

promote team-building through sports such as cricket League and also recognise talent through a programme called 'IndiGo Superstar'. Our other major employee engagement programmes include 'Pride Month' a diversity initiative, World Pilots' Day and Cabin Crew Day.

6E Speaks

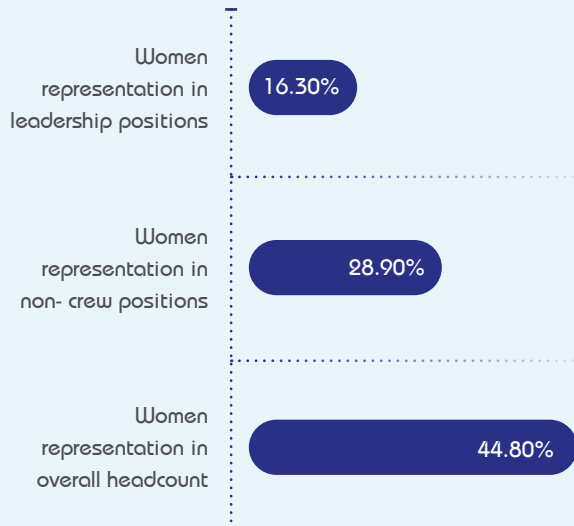
As part of our 6E Speaks programme, we conduct an annual survey that helps us gather employee perspectives and feedback on their overall experience within the organisation and ways to improve it. Approximately 80% of total employees participated in the annual survey. When asked: "I would highly recommend IndiGo as a great place to work to my friends and family." the employees rated IndiGo at approx. 8 out of 10 as compared to 7.84 out of 10 in 2024.

8 out of 10
Our Employee NPS score



Gender diversity

At IndiGo, we are committed to fostering a gender-diverse workforce that empowers individuals across all roles and levels of leadership. Our gender diversity status as of March 2025 is shown below.



Employee wellbeing

Recognising the vital role of employee well-being, we have launched IndiGo Cares, our flagship wellness programme designed to support both physical and mental health. Through comprehensive wellness programmes, regular health screenings, exciting fitness challenges, and dedicated mental health services, we provide health & wellness support to all our employees. Our mental health support programme covers psychological counselling. A 24x7 emergency ambulance service is made available for employees and their families, ensuring the availability of critical support. We provide childcare support for single parent employee through a network of dedicated daycare centres across India. We conduct regular webinars on heart and lung health, ergonomics, and cancer awareness, complemented by camps for eye checks, dental care, and pulmonary function tests.

Employee benefits

We ensure transparency and equity in our compensation policy, aligning it with market best practices. Career roadmaps and compensation details are shared with employees to promote clarity and fairness. We integrate a 'Pay for Performance' culture, supported by skill mapping exercises to help employees address gaps and grow. Our benefits package includes medical insurance for employees and their families, life insurance, group accident policy, provident fund, gratuity, National pension scheme, and benevolent schemes. Our maternity benefits include 26 weeks of paid leave for all expectant mothers, while fathers are granted 4 days of paternity leave. We offer flexible working arrangements and role reassignment options for cockpit and cabin crew during and after pregnancy. Additionally, we provide family and care leave beyond standard parental leave to help employees balance professional and personal responsibilities.

Our Employee Stock Option Schemes are implemented in accordance with all applicable ESOP regulations and guidelines. It is designed to reward exceptional employee performance and foster long-term commitment by offering a tangible stake in the company's growth and success.

Pay parity

Our pay structure and Performance Management System (PMS) are guided by a strict no-discrimination policy. Evaluations are based solely on an individual's performance against Key Result Areas and their demonstrated skills and capabilities.

Labour practices: Protecting human rights

We are dedicated to treating every individual associated with IndiGo with dignity and respect. We uphold human rights in line with internationally recognised standards and expect our employees, partners, and suppliers to respect the same principles. We have zero tolerance for discrimination on any grounds and strictly prohibit human trafficking, forced labour, and child labour across our operations and value chain. Our employees are offered safe, humane, and fair working conditions, compensated equitably and have access to rest and leave as required by law and policy.

Please refer to our [human rights policy](#) available on our website for more details.



CUSTOMERS

Connecting people and aspirations



Key Highlights



118mn+

First Indian airline to carry
118+ million passengers



131

Destinations
(domestic and international)



600+

Direct city pairs



Service from the heart

At IndiGo, we are committed to delivering a seamless travel experience through innovation and customer-centric operations. Our dedicated airport teams and in-flight crew ensure every journey is seamless, courteous and hassle-free. Beyond ensuring comfort, we place a strong emphasis on data security by investing in advanced cybersecurity measures and adhering to global standards to safeguard customer information. To further elevate convenience, we offer self-service kiosks, digital touchpoints, and AI-powered WhatsApp services, enabling seamless check-in, hassle-free flight bookings, real-time updates, and instant access to boarding passes.

Redefining the travel experience

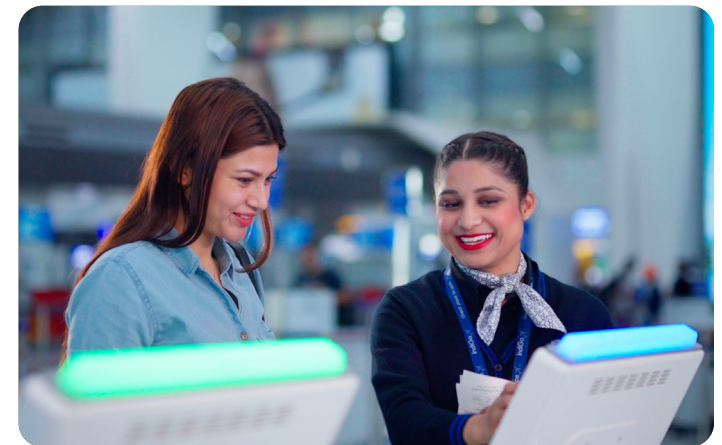
As India progresses on a path of growth and prosperity, customer preferences continue to evolve. In response to these changing needs, we introduced IndiGoStretch, a thoughtfully curated premium seating class designed for aspirational travellers seeking enhanced comfort and flexibility at accessible price points. What makes IndiGoStretch truly unique is its smart, minimalist design, tailored to modern travellers who value space, comfort, and personalised service. In August 2024, we launched IndiGo BluChip, our much-awaited loyalty programme created to recognise and reward our most valued customers with exciting benefits, making every journey even more valuable. With features like easy-to-earn, easy-to-burn, real-time redemption and lifetime validity, it stands out as a truly rewarding experience. As of March 2025, we have over 2 million registered members, reflecting our remarkable success and growing popularity.



Enhancing customer experience

As part of our commitment to enhancing digital experiences, we have revamped our website and mobile app to deliver a smoother, more intuitive booking process. Beyond flights, IndiGo provides comprehensive travel solutions, including hotel bookings, making travel planning effortless. We have integrated chatbots, app-based support, and live assistance into a seamless ecosystem, ensuring customers receive instant, accurate, and personalised support. To enhance convenience, we have transitioned all customer communication to WhatsApp, enabling instant, hassle-free interactions for bookings, flight updates, customer support, and more all in one place. Personalised Digital Notifications based on bags tagged on PNRs give travellers precise, relevant updates about their checked-in baggage, enhancing transparency and confidence in our service. Our enhanced digital infrastructure now extends flight support up to D minus 12 hours, enabling proactive assistance for customers during Irregular Operations (IROPs).

The AI-driven 6Eskai chatbot has revolutionised customer interactions, and this has led to an 8% reduction in calls related to IROPs in FY 2024-25. We leverage AI and predictive analytics to anticipate customer behaviour, optimising booking and ancillary services. These tools also strengthen disruption management, allowing proactive adjustments in operations to mitigate potential delays before they occur.



Accessible travel: Serving our wide customer needs

We recognise few of our customers may need greater attention due to physical challenges. We are committed to making travel accessible and inclusive for all including individuals with disabilities, senior citizens, pregnant women and those with medical needs as well as passengers travelling with assistive devices. We have designed accessible infrastructure including innovative boarding ramps for easy wheelchair and stretcher access, this also is better suited for senior citizens and children. On board, our cabin crew are trained to support passengers with assistive devices, and our lavatories include additional grab bars for improved accessibility.



Disruption management

Planning

Weather-related disruptions are an unavoidable reality, but at IndiGo, we proactively plan and optimise operations to minimise their impact. There are two critical aspects to our weather-related planning. Our seasonal plan takes care of adjustments that we need to make to our schedule and network based on a season and its impact on a particular region, e.g., fog-related adjustments. The second aspect of planning is more in the nature of the day or week of operations planning, where we make decisions to recover from a weather event. This becomes possible through collaboration between our highly experienced meteorological team with the operations team, and both these teams are well supported by technology and data analytics tools.

Recovery

With a focus on recovery, IndiGo has a dedicated team that controls and executes disruptions, makes schedule changes, and plans aircraft rotations meticulously to avoid cancellations of flights. IndiGo recognises the importance of timely communication with passengers and notifies them through SMS, IVR calls, and emails. We provide real-time wait time updates via IVR, helping passengers plan efficiently and reduce uncertainty at the airport. In case of flight disruptions, we provide weather-related delay advisories, helping passengers navigate flight rescheduling and Plan B updates, which offer alternative travel solutions during unexpected changes. Additionally, during the year we ran a campaign 'Winter Is Here' to ensure customers received clear, timely updates on weather-related travel disruptions. Through real-time social media updates, we kept passengers informed during Irregular Operations (IROPs), providing reassurance and reducing uncertainty.

26 NPS Score

Customer Net Promoter Score for FY 2024-25

Customer engagement: Listening to our customers

At IndiGo, our communication reflects clarity, confidence, and care, ensuring every interaction is seamless and engaging. We connect with warmth, respect, and cultural awareness, fostering meaningful relationships. We have established a range of channels, including social media, customer experience surveys, and Net Promoter Score (NPS) assessments to seek their insights and identify areas of improvement. A dedicated customer relations team monitors and analyses feedback in real time to assess sentiment, identify trends, and develop responsive action plans. We review customer feedback and NPS data daily and share key findings with internal teams to drive service improvements. We maintain the highest ethical standards in our marketing and ensure honest and transparent advertising by providing clear information about our products and services while strictly adhering to the regulations.



4.5/5 IndiGo flight booking app rating on Google Play Store

4.4/5 IndiGo flight booking app rating on App Store

COMMUNITIES



Creating lasting impact
through development-centric initiatives

Key Highlights



Zero Waste

Airport project at Indore



2

Heritage sites being restored



100,000+

Individuals trained for enhanced income with over 90% women beneficiaries.



180,000+

Saplings planted this year



As the largest airline in India, we contribute to the country's economic growth by connecting various parts of the country through our unparalleled network. In the past year, we transported 118 million passengers, generating trade, commerce, and tourism nationwide. About 433,200 of these passengers flew under the Government of India's UDAN scheme. Currently, we operate from 26 airports under this initiative, reflecting our commitment to improving accessibility between remote parts of the country to the rest of the country, strengthening connectivity for underserved regions. Our team of over 42,000 employees represents the direct employment opportunities that we have created, with many more jobs generated indirectly across the aviation value chain. Additionally, our aircraft carried over 410,000 tonnes of cargo last year, playing a vital role in supporting businesses and ensuring efficient logistics across the country. Through these efforts, we remain dedicated to driving economic progress and enhancing national connectivity.

Building better futures: A blueprint of our CSR strategy

As the largest airline in India, we hold a deep responsibility not just to connect people across geographies but to contribute meaningfully to the nation's socio-economic progress. IndiGoReach, our CSR arm, builds on past successes and valuable insights to drive meaningful change. With a strengthened focus on heritage conservation and skill development, we integrate environmental sustainability as a core pillar of our

initiatives. Our Corporate Social Responsibility (CSR) priorities centre on empowering communities and contributing to national development through skill-building initiatives in the Travel, Transportation, Logistics, and Hospitality (TTLH) sectors. In addition, we lead long-term projects to protect India's cultural heritage and promote environmental sustainability.

Our CSR focus areas & progress made this year

01 Heritage conservation



- 2 landmark restoration projects across India
- My City My Heritage walks in Kozhikode, Lucknow and Chhatrapati Sambhaji Nagar

02 Skill development



- 100,695 individuals equipped with skills for enhanced livelihood
- Skill development of 1,000 transgender people.
- Over 90% individuals have reported an enhanced income of 20-25%

03 Environmental Sustainability



- 1,15,000 trees were planted previously and are being nurtured
- This year we planted over 180,000 saplings
- 70,698 kgs of waste recycled at the 'zero waste' project at Indore airport.

IndiGo's community efforts

In FY 2024–25, we introduced six new programmes to reinforce our dedication to community development, focusing on skill enhancement, heritage conservation, and environmental sustainability. Through these initiatives, we strive to create long-term impact empowering individuals and building a sustainable future.

Skill development

Recognising the importance of nurturing talent for India's wider workforce, we train women, persons with disabilities, the transgender community, and economically marginalised youth with multiple skills in agriculture and non-agricultural sectors. This year we also introduced skills for employment in the Travel, Transportation, Logistics and Hospitality Sectors (TLTH). This helps reduce unemployment, expand opportunities for entrepreneurship in rural and urban areas and strengthen the talent pool for the sector. We have supported skill development programmes in Dehradun, Gurgaon, Shillong, New Jalpaiguri, Hyderabad and Jodhpur, in partnership with Pratham Education Foundation and Tourism & Hospitality Skill Council. This initiative aims to equip young individuals with the necessary skills for successful careers in the hospitality and tourism industries, empowering India's youth while addressing industry demands. In addition to comprehensive training, the programme also provides placement assistance for first-time job seekers. To further enhance their success, participants receive continuous guidance and counselling for one year, helping them build careers in the hospitality sector.

Our aim is to impart hospitality skills to more than 3,900 students in the next 3 years. This year, we trained 1,025 individuals across our 6 training centres in India

Expanding livelihoods and rejuvenating the environment

We continued our program 'WATER' (Women-led Action Towards Environment Rejuvenation) which aims to empower 75,000 women across Jharkhand and Chhattisgarh through integrated natural resource management practices which enhance green cover and water availability. Key components include the formation of small self-help groups of women and providing training to them in efficient agricultural and animal husbandry practices.

Supporting 5,500+ Self-Help Groups across 674 villages in Jharkhand and Chhattisgarh

The initiative also supports women in becoming entrepreneur-farmers by linking them to markets and financial institutions, while equipping them with the skills to leverage government schemes. So far, five Farmer Producer Companies and 205 Producer Groups have been formed. The programme has created an outstanding impact by increasing the livelihood of the women by 2 to 3 times. Beyond economic gains, the WATER project has made a significant environmental contribution in restoring degraded land.

Over 60% of women beneficiaries in Jharkhand earn over INR 1 lakh annually, proudly earning the title of 'Lakshpati Didis'



Sustainable agriculture and entrepreneurship development

Under this initiative, we aim to empower 20,000 women across rural Maharashtra. There are two major components of the project training in sustainable, low-cost organic farming techniques to enable them to expand their incomes and livelihoods and develop land and water resources by enhancing soil organics and developing micro watersheds. The programme further encourages women's participation in the primary processing and marketing of agricultural produce, while supporting the establishment of women-led micro-enterprises through microfinance initiatives. Participants receive mentorship in sustainable agriculture and livestock management, alongside training in holistic environmental practices, including tree plantation, waste management, and land and water resource development.

Heritage conservation

As part of our dedication to preserving India's rich cultural legacy, IndiGoReach has undertaken several key heritage conservation initiatives. These include Mausoleum of Abdur Rahim Khan-i-Khanan, Delhi and the Gwalior Fort in Madhya Pradesh. Additionally, this year we are also developing sections of Shivrushti Historical theme park in Pune. Our heritage conservation efforts include training masons, artisans, and craftsmen so they can preserve India's architectural and cultural heritage. These programmes incorporate modern sustainability practices, such as eco-friendly materials and sustainable construction methods, in line with our broader environmental goals.

Further, we promote awareness, engagement, and action around the preservation of both tangible and intangible heritage across Indian cities through the 'My City My Heritage' campaign. Since its launch in November 2022, heritage walks have been organised in Prayagraj, Bhubaneswar, Shillong, Nashik, and Hyderabad. In February 2025, IndiGoReach and the InterGlobe Foundation

completed their sixth heritage walk in Kozhikode, Lucknow and Chhatrapati Sambhaji Nagar that offered participants a deep and engaging exploration of the city's historic landmarks and cultural roots.

Zero waste project

IndiGoReach launched the zero-waste airport project at Indore airport along with the Airports Authority of India (AAI) and AAS Foundation. The project aims to minimise the environmental impact of airport operations through the recycling & processing of waste materials. A Wet Waste Processing Unit converts organic waste into nutrient-rich compost for use in airport landscaping and a Material Recovery Facility will sort dry waste into 10 separate categories for recycling. Designed to be a self-sustaining model, the project uses revenue from compost and recycled materials to fund worker salaries.

We continued with monitoring of our environmental project in Himachal Pradesh where we had installed 300 biogas plants

(Deen Bandhu green biogas plants) in households, distributed around 3,000 energy-efficient cook stoves and provided 200 domestic solar lights to replace kerosene lamps and candles. Further, we planted 15,000 fruit trees in community orchards to help the local people expand their incomes and conserve soil. The above initiative has benefited over 4,000 families.

Planting and maintaining 15,000 fruit bearing trees with an 85% survival rate. Enhancing soil organic carbon through bio input-based farming.

Employee volunteering

The enthusiastic involvement of our employees in our CSR initiatives is what truly brings our motto of 'Service from the Heart' to life. We have recently launched the i-Serve Volunteering Platform, an easy-to-use feature, available through our internal 6E Breez Platform.



GOVERNANCE

The background of the image is a blurred view of a ship's bridge. It features several illuminated control panels and screens. The screens display various data, including what appears to be a radar or navigation display with a green and blue color scheme. The overall lighting is dim, with the primary light sources being the glowing buttons and screens, creating a bokeh effect in the foreground.

Leading with transparency, values and ethics

Key Highlights



96%

Completion rate on Code of Conduct (6ECode) refresher training



ZERO
Data breaches



50%
Independent Board Members



4.36/5
Avg. Annual Ethics Survey score for employees



Strong governance practices, driven by our values and commitment to ethical conduct, form the foundation of how we conduct our business and remain accountable to our stakeholders. Critical aspects of the governance framework are the presence of a strong and active Board, a strong policy framework that defines the principles guiding our actions and behaviour, and a comprehensive risk management framework that enables timely identification of risks and proactive mitigation to ensure that we tread on the right path.

Board of Directors

The Board of Directors undertakes two essential roles: oversight and strategic guidance. They play a critical role by providing strategic guidance to the management on critical areas such as growth, operations, risk management, and protection of stakeholder value. The Board ensures that our business strategy is aligned with our purpose and values and that all our decisions support the long-term interests

of stakeholders. The Board meets on a periodic basis and operates through the full Board and its committees. Through their meetings and reviews, they provide guidance and valuable inputs to the management team. The Board has a rightful mix of independent and non-independent directors with diverse skill sets and expertise. The Board has laid down strict criteria for its own and management performance evaluation.



Mr. Vikram Singh Mehta
Chairman and Independent Director
Mr. Vikrom Singh Mehta was appointed as Chairman on May 28, 2025.



Dr. Venkataramani Sumantran
Chairman and Independent Director
Dr. Venkataramani Sumantran's tenure ended w.e.f. May 28, 2025.



Ms. Pallavi Shardul Shroff
Independent Director



ACM (Retd.) Birender Singh Dhanoa
Independent Director



Mr. Michael G. Whitaker
Independent Director
Mr. Michael G. Whitaker has been appointed as an Independent Director w.e.f. July 14, 2025



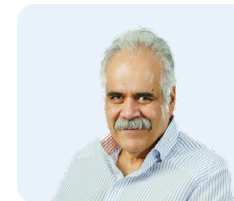
Mr. Meleveetil Damodaran
Director



Mr. Gregg Albert Saretsky
Director



Mr. Anil Parashar
Director



Mr. Rahul Bhatia
Managing Director

Board independence

Our Independent Directors play a key role in upholding the integrity of our governance practices. They meet separately from Non-Independent Directors and Company Management to discuss a range of matters, including the performance of the Chairman, Non-Independent Directors, and the Board as a whole. The Independent Directors also review the quality, timeliness, and effectiveness of information shared between Management and the Board. The involvement of Independent Directors strengthens stakeholder trust as it helps safeguard their interests and reinforce leadership accountability.

Board diversity

Having a diverse Board that brings varying perspectives, experiences and expertise is key to inclusive governance and strengthening our ability to cater to the needs of our wide range of stakeholders. Our Board is thoughtfully structured to reflect diversity in age, gender, education, professional background, sector knowledge, and specialised skills.

Board expertise

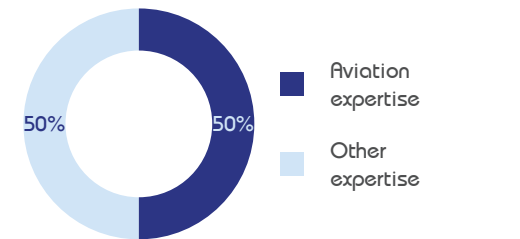
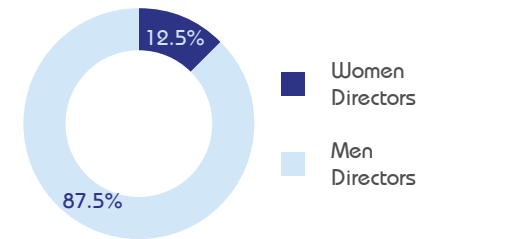
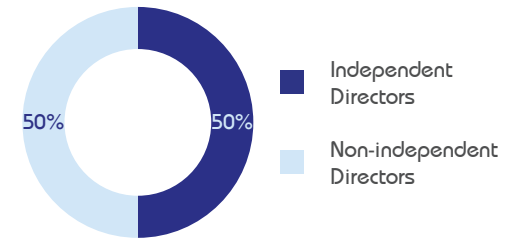
Our Board of Directors brings diverse expertise across aviation, finance, law, technology, ESG, and global business. With 50% of the Board

members possessing deep knowledge of the aviation sector, their collective insight fuels our growth and reinforces our position as one of the most valued airlines globally

Board effectiveness

An evaluation is conducted annually to assess the performance of the Board, its Committees, the Chairperson, and Independent and Non-Independent Directors in line with the provisions of the Companies Act and the SEBI LODR Regulations. For FY 2025, based on the recommendation of the NRC, structured questionnaires were circulated to Board Members covering various aspects of the Board's performance, such as the adequacy of its composition, the functioning of its committees, culture, and governance practices. These questionnaires were accompanied by one-on-one discussions with the Directors.

A similar process was undertaken to evaluate the performance of the Board Committees and individual Directors led by the Chairperson of the NRC, with support from the Chairperson of the Board. The results were reviewed and discussed at a subsequent Board meeting, and areas for improvement were noted. In a separate meeting of the Independent Directors, the performance of the Non-Independent Directors, the Chairperson, and the Board as a whole was also evaluated, taking into account feedback from both Executive and Non-Executive Directors.



Board of Directors	Industry Knowledge	Risk Management	Social Sector	Law and Corporate Governance	Financial Expertise	Strategic Planning	Leadership	Global Business	Sales and Marketing	Technology
Dr. Venkataramani Sumantran		●	●	●	●	●				●
Ms. Pallavi Shardul Shroff		●		●		●	●	●	●	
Mr. Vikram Singh Mehta				●		●	●	●		
ACM B. S Dhanoa (Retd.)	●	●				●	●			●
Mr. Rahul Bhatia	●			●		●	●	●		
Mr. Meleveetil Damodaran		●	●	●	●	●	●			
Mr. Anil Parashar	●	●		●	●					●
Mr. Gregg Albert Saretsky	●	●				●	●	●	●	

11
No. of board meetings

98% Average
attendance at the Board meetings

6.24 years
Average Board tenure

Governance through Board committees

Audit Committee

- Oversee the financial reporting process to ensure transparency, correctness, and credibility of financial statements
- Review the quarterly, half-yearly and annual financial statements before submission to the Board for approval
- Evaluation of internal financial controls and risk management systems
- Recommend appointment, remuneration and terms of appointment of auditors and review performance of statutory and internal auditors
- Approve transactions of the Company with related parties or subsequent modification(s) therein
- Review and oversee the functioning of the whistle blower / vigil mechanism
- Recommend policies in relation to prohibition of the Insider Trading Code and supervise implementation of the same; and
- Consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders

Nomination and Remuneration Committee

- Identify persons who are qualified to become Directors and who may be appointed in Senior management in accordance with the criteria/ policy laid down by the Committee and recommend to the Board their appointment and removal
- Formulate criteria for evaluation of performance of the Independent Directors and Board of Directors
- Decide the overall compensation structure/ policy for the employees, Senior management and Directors of the Company and recommend to the Board, all remuneration in whatever form, payable to the senior management
- Devise a policy on diversity of Board of Directors
- Administer and superintend the ESOS including but not limited to formulation of detailed terms and conditions of the ESOS; and approve grant of stock options and allot shares against the options exercised in terms of ESOS to the eligible employees/ ex-employees of the Company, from time to time

Risk Management Committee

- Formulate and periodically review the Risk Management Policy
- Identify, in consultation with business, review and discuss the key risks facing the Company, including, but not limited to financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks, regulatory, reputational and any other risks as may be determined by the Committee
- Ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company
- Address risk management related issues as may emerge in internal audit
- Review the appointment, removal and terms of remuneration of the Chief Risk Officer (if any); and
- Oversee the implementation and reporting of ESG and Sustainability measures in the Company.

Corporate Social Responsibility Committee

- Subject to the Companies Act, 2013 ("the Act"), recommend the amount of expenditure to be incurred each year on all CSR programmes and any project under such CSR programmes, including the Ongoing Projects (the "Project(s)") to the Board for approval
- Ensure that the Policy is implemented in compliance with the Act and CSR Rules
- Monitor that the CSR activities undertaken by the Company are compliant with the Policy
- Provide guidance to the management team for undertaking projects and reviewing the effectiveness of the same;
- Carrying out such other activities and functions, as may specified by the Board, from time to time.

Stakeholders Relationship Committee

- Look into various aspects of interest of shareholders, including the resolution of their grievances, if any, relating to transfer/ transmission of securities, non-receipt of annual report, non-receipt of declared dividends, dematerialisation/ rematerialisation of securities
- Review measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends, if any; and
- Ensure timely receipt of dividend warrants / annual reports by the shareholders of the Company.

Internal controls

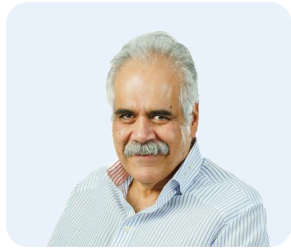
We have established an integrated set of internal controls that play a key role in preventing fraud, protecting assets, verifying the accuracy of financial reporting, and holding us accountable for our decisions and actions. These controls are supported by well-defined policies and systems aligned with industry standards and regulatory requirements. The Audit Committee of the Board is responsible for overseeing the implementation of

these controls and ensuring they safeguard our company, people, and assets. An independent internal audit firm has been appointed to review the effectiveness of our controls, ensuring they remain robust in the face of evolving risks and trends.

Management Executive Committee

IndiGo's Management Executive Committee (MEC) under the direction of the Board of Directors, plays a key role in shaping organisational culture and guiding IndiGo towards its strategic goals. Comprising seasoned senior executives, the MEC is responsible for formulating strategy, overseeing day-to-day operations, and ensuring alignment with the Company's overall business objectives.

The MEC meets periodically to review progress against annual plans aligned with the budget allocations, with a strong focus on performance metrics. These meetings serve as a platform for discussing business challenges in depth, enabling the Committee to address both current and emerging issues through timely and proactive decision-making.



Mr. Rahul Bhatia
Managing Director



Mr. Pieter Elbers
Chief Executive Officer



Mr. Rajesh Kumar Singh
Special Director



Mr. Isidro Pablo Porqueras Orea
Chief Operating Officer



Mr. Gaurav M. Negi
Chief Financial Officer



Ms. Saguna Vaid
General Counsel



Mr. Sukhjit S. Pasricha
Group Chief Human
Resources Officer



Mr. Neetan Chopra
Chief Digital and
Information Officer



Mr. Abhijit Dasgupta
Senior Vice President, Network
Planning and Revenue
Management



Mr. Vinay Malhotra
Head of Global Sales



Ms. Neerja Sharma
Company Secretary and Chief
Compliance Officer

Policy framework

IndiGo has established a set of policies that serve as the foundation of its governance. These policies promote ethical behaviour, accountability, and compliance across all levels of the organisation. They provide clear guidance on expected standards of conduct for employees, management, the Board, and the value chain helping to ensure consistency in decision-making and operations. Regularly reviewed and updated, these policies support transparency, mitigate risks, and align our practices with compliance requirements and stakeholder expectations. Our policies are aligned with the National Guidelines on Responsible Business Conduct (NGRBC) principles and our ESG strategic pillars. We have further mapped these policies with the United Nations Sustainable Development Goals. Please refer the [policies](#) under corporate governance section on our website.

[Code of Conduct \(6E Code\)](#)

[Code of Conduct for Directors & Senior Management](#)

[Policy on the Appointment of Independent Directors](#)

[Policy on Diversity of Board of Directors](#)

[Nomination & Remuneration Policy](#)

[Safety Policy](#)

[Whistleblower policy](#)

[Prevention of Sexual Harassment Policy](#)

[Human Rights Policy](#)

[Diversity, Equity and Inclusion Policy](#)

[Environmental Policy](#)

[Supplier Code of Conduct](#)

[Corporate Social Responsibility Policy](#)

Strengthening the culture of ethics and integrity

Ethics and integrity lie at the core of IndiGo's values. Being ethical and integral means not just doing the right thing but doing it the right way. Our Code of Conduct ("6E Code") is a guiding framework on ethical behaviour to help us do the right thing. It also addresses the responsibilities we carry towards the Company, to each other, to our internal and external stakeholders and the environment. As an organisation, we have invested time and resources in raising awareness and promoting these values. We have 40 Ethics Ambassadors from different teams and locations who help raise awareness, answer questions, and act as points of contact for ethical concerns.

All employees complete mandatory training on the 6E Code of Conduct and PoSH policy and confirm their commitment by signing a declaration. Annual refresher training and re-affirmation of the Code are required for all staff. Each year, we conduct awareness programmes to reinforce understanding of the 6E Code, whistleblower channels, and the PoSH Policy. These include training sessions, briefings, email updates and activities during Ethics Week. We conduct an annual Ethics Survey to evaluate employee understanding of ethics-related practices across various business matters. Our annual ethics survey score for FY 2025 is 4.36 out of 5. We hosted the third Ethics Week from November 18 to 22, 2024, featuring a range of interactive activities designed to promote a culture of integrity among our employees, passengers, and third parties.

96%
Employees completed
Code of Conduct training

4.36 / 5
Annual Employee Ethics Survey Score

Compliance management

Our compliance management framework ensures that there is compliance with all regulatory requirements and Company policies. Our Chief compliance officer ensures that we uphold the highest compliance standards and provides updates to the Board. Leaders and team members submit quarterly compliance status reports for their respective areas. To strengthen this framework, internal auditors conduct regular audits, helping identify areas for improvement.

Grievance redressal mechanism

Employees and other stakeholders can use whistleblowing channels to report any suspected or observed breaches of the 6E Code or company policies without fear of retaliation. The grievance redressal process ensure prompt addressal, transparent procedure, independent investigation and timely resolution. Complaints related to workplace sexual harassment are managed by our Internal Complaints Committee (ICC) reported through email id: IC@goindigo.in, in accordance with the PoSH Act. All complaints raised are managed with strict confidentiality.

Our Ethics helpline: Toll-free hotline 1800-100-1125

Web Portal & Chatbot: www.indigo.ethicshelpline.in

Email: ethics@goindigo.in

Non-Retaliation clause

Our grievance process protects employees and stakeholders from retaliation, including unfair treatment, for raising concerns or participating in investigations. Any retaliation is a breach of the Code of Conduct. If a complainant feels they are being unfairly treated or harassed as a result of raising a concern, they have the right to approach the Ethics and Compliance Committee ECO@goindigo.in. Should they remain unsatisfied with the outcome, the matter may be escalated to the Chairperson of the Audit Committee, who will review the case and take appropriate action to prevent any unfair or prejudicial employment practices.

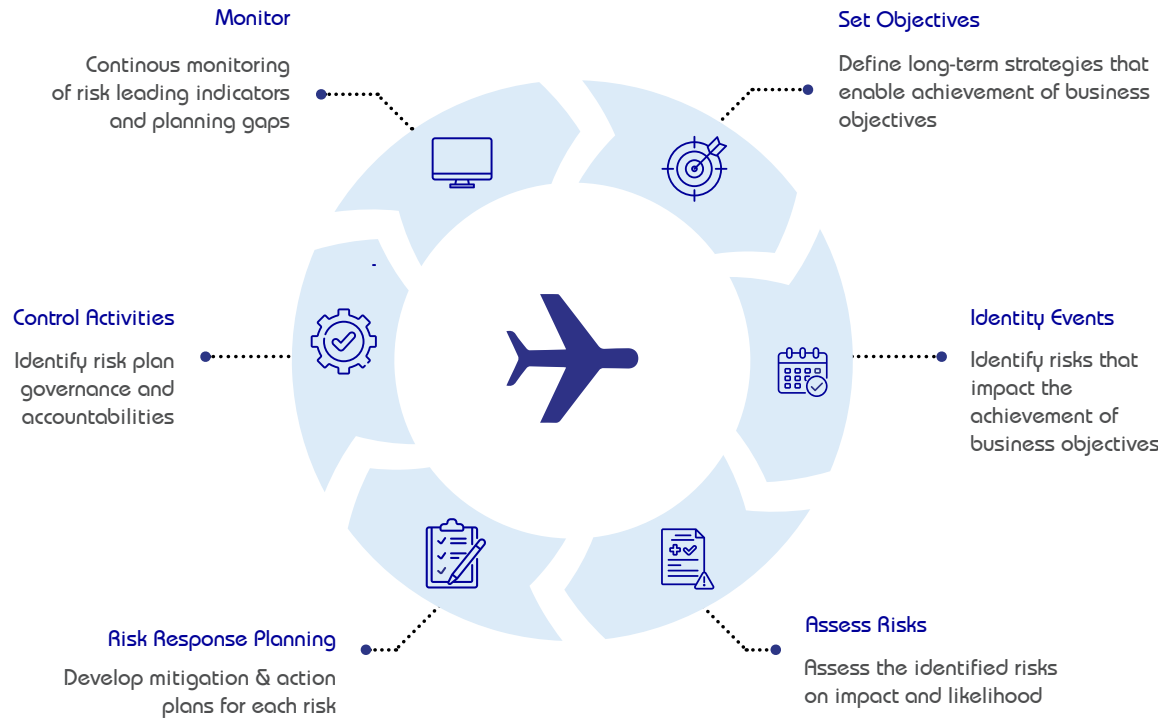
Risk management

Our risk management policy outlines how we identify, assess, and manage risks to safeguard stakeholder interests, supported by an Enterprise Risk Management (ERM) framework. The framework defines our approach to recognising and evaluating the impact of emerging risks on our business and stakeholders, enabling timely and effective mitigation strategies. Regular risk assessments help strengthen internal controls, with preventive and corrective actions undertaken to ensure resilience. Both the Board and the

Risk Management Committee oversee compliance with the policy and review it at least once every two years, making necessary revisions to address evolving regulatory, industry, and business requirements. Our risk management framework aligns with ISO 31000:2018 and incorporates leading Committee of Sponsoring Organizations (COSO) practices to proactively identify, monitor, and manage risks, minimising potential impact on the organisation.

Risk governance: Strengthening the risk culture

Under the guidance of the Board, we have instituted a robust risk governance structure to manage risks across all levels of the organisation. We promote a strong risk culture by investing in programmes that build enterprise risk management skills and ensure employees understand their role in managing risks within their teams.



Economic performance

We are guided by a strong focus on operational excellence and a clear understanding of our customers' changing needs. This approach has helped us grow steadily and strengthen our position as a leading airline while continuing to expand our reach, improve connectivity, and set new standards in the aviation sector.

In FY 2025, IndiGo reported a strong financial performance with total revenues amounting to INR 8,41,098 million, reflecting a significant year-on-year increase from INR 7,12,299 million in FY 2024. This growth in economic value generated demonstrates our continued recovery and resilience amidst a dynamic operating environment. The economic value distributed also rose across

all key areas, with operating costs increasing to INR 6,47,022 million, in line with expanded operations and network growth. Employee wages and benefits rose to INR 67,301 million, underscoring our commitment to workforce wellbeing. Payments to providers of capital increased to INR 50,889 million, indicating stronger returns to shareholders and lenders. Our tax contributions paid to the government stood at INR 3,338 million while community investments stood at INR 11 million. While economic value retained decreased slightly to INR 72,537 million from INR 80,432 million in FY 2024, IndiGo maintained a balanced approach between reinvestment for future growth and value distribution to stakeholders.

Direct economic value generated and distributed (EVG&D) on an accrual basis

	FY 2025 Amount (INR Million)	FY 2024 Amount (INR Million) ¹
Direct economic value generated: Revenues (A)	8,41,098	7,12,299
Economic value distributed: (B)		
Operating costs	6,47,022	5,31,776
Employee wages and benefits	67,301	58,377
Payments to providers of capital	50,889	41,693
Payments to the government by country ²	3,338	-
Community investments	11	19.81
Economic value retained ³ (A-B)	72,537	80,432

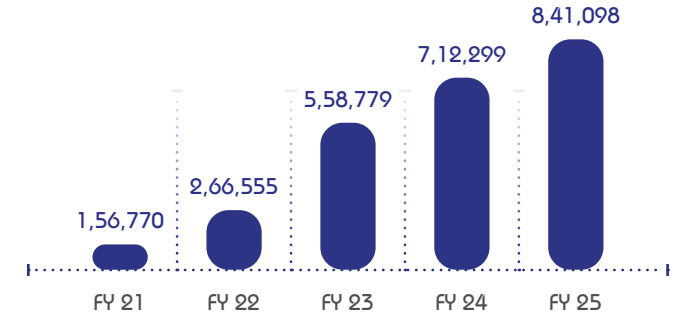
Category	FY 2025 Amount (INR Million)
Total Cash	4,79,500
Profit After Tax	72,533
Revenue from operations	8,08,030

¹As per the audited standalone financial statements of the Company for the year ended 31 March 2025.

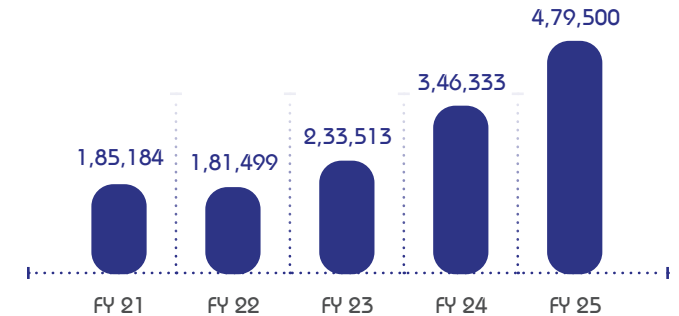
²Represents direct tax charge for the current year applicable on the company's income but does not include deferred taxes. On a cash basis, the Company has paid advance tax amounting to INR 4,130 million (net of refund).

³The Company has reported a profit after tax of INR 72,533 million during the current year and hence economic value retained has been considered as INR 72,537 million excluding deferred tax charge of INR 4 million.

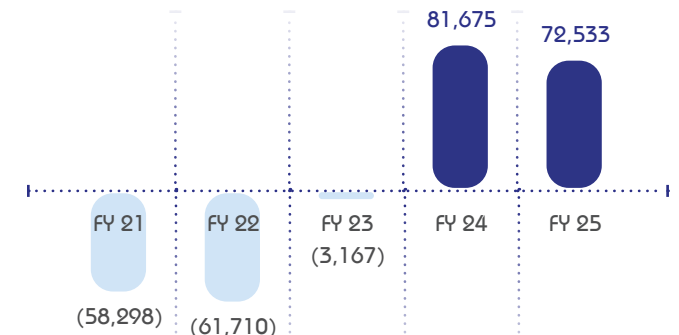
Total Income (INR million)



Total Cash (INR million)



Profit after tax (INR million)









Information security & system resilience

We recognise the importance of protecting data pertaining to customers, employees, the organisation, and our partners. To achieve this objective, we have made necessary investments in data protection and cybersecurity solutions to protect sensitive data and ensure compliance with laws like GDPR, India’s IT Act and the Information Technology (Reasonable Security Practices and Procedures and Sensitive Personal Data or Information) Rules, 2011 to maintain stakeholder trust. Our multi-layered defence strategy is backed by strong internal controls and regular risk

assessments. Employees are trained on information security on a periodic basis. We also ensure that our partners meet our information security standards at all times.

Safeguarding personal information

We continually assess risks to the personal information we hold of our customers and other stakeholders and implement preventive measures to stay ahead of potential threats. These include:

-  Monitoring developments in privacy legislation and updating policies to stay compliant.
-  Applying encryption in line with Federal Information Processing Standards (FIPS) to enhance data protection.
-  Embedding privacy controls in all business activities in line with Privacy-by-Design and Security-by-Design principles.
-  Maintaining resilient and efficient data recovery systems to ensure data availability and integrity in the event of disruptions.
-  Conducting comprehensive assessments of internal systems, digital platforms, and vendor engagements to detect and address vulnerabilities.
-  Using Digital Rights Management (DRM) tools—including encryption, licence management, and access control—to protect sensitive content and prevent unauthorised access or distribution.

A dedicated Information security team monitors and manages risks by implementing appropriate preventive measures under the oversight of the Chief Digital and Information Officer (CDIO), Data Protection Officer and the Head of Service Operations and Cloud Engineering (SOCE). The senior management regularly reviews our information security performance, with the Board providing oversight and guidance during its quarterly meetings.



Our value chain ecosystem



Our value chain ecosystem plays a crucial role in ensuring operational efficiency, innovation, and sustainability of our business. We collaborate with a diverse network of suppliers, service providers, downstream partners, and stakeholders to maintain high-quality standards and ethical sourcing practices.

Suppliers are a critical and integral part of our value chain. Long-term collaboration with suppliers who share our values and uphold ethical standards is central to our sustainability strategy. We set clear expectations for responsible sourcing through contracts, internal policies, and our Supplier Code of Conduct, which promotes fairness, transparency, and integrity. Suppliers are required to comply with anti-corruption laws and company policies, ensuring accountability and ethical business practices. To reinforce these commitments, we provide regular communication, training, and a dedicated helpline for raising concerns.

IndiGo employees adhere to the Supplier Code of Conduct, ensuring impartiality and integrity in all supplier interactions. Comprehensive training programmes on anti-corruption, vigilance, and anti-bribery are conducted to reinforce ethical business practices. Additionally, our whistleblower policy provides suppliers with a secure platform to report any misconduct by IndiGo employees, guaranteeing protection against retaliation.

Key pillars of our supply chain management strategy

Long-term partnership	Quality	On-time delivery	Optimum cost
<ul style="list-style-type: none"> Over the past 18 years, we have built lasting partnerships with nearly 10,000 suppliers world wide, including manufacturers, contractors, service providers, brokers and wholesalers. The long term relationships has ensured consistency and quality in services. 	<ul style="list-style-type: none"> Our processes to ensure consistent quality include assessing of products and services meet design requirements, conducting vendor audits, and performing quality checks on deliveries. 	<ul style="list-style-type: none"> Our contracts are designed to ensure timely delivery. We actively monitor supplier performance, assess risks, anticipate potential supply chain disruptions and plan their mitigation measures to maintain our consistent industry-leading On-Time Performance (OTP). 	<ul style="list-style-type: none"> We are strongly focused on cost optimisation.

⁴MRO: Maintenance, Repair, Overhaul

⁵GDS/PSS: Global Distribution System and Passenger Service System

Compliance with laws & ethical behaviour

IndiGo Supplier Code of Conduct ensures that our suppliers and employees adhere to the highest compliance and ethics standards. Suppliers must comply with all relevant laws, including those concerning child or forced labour. IndiGo suppliers sign a Code of Ethics on joining, receive regular reminders, and undergo training on anti-corruption and vigilance. Suppliers are encouraged to report unethical behaviour via an anonymous helpline.

Supplier screening

Supplier screening is primarily based on business relevance and criticality. As part of the selection process, suppliers undergo a screening that includes assessment against ESG parameters, some of which are standard across all suppliers, while others are tailored to specific supplier categories. Once significant suppliers are identified, suppliers are evaluated against risk factors specific to their country, industry sector, and the nature of the goods or services they provide. We maintain records of the supplier screening programme which becomes a part of the in-house knowledge base.

Supplier assessment & development programmes

We conduct assessments of suppliers' systems and processes, audit their manufacturing facilities, and review their design, testing, and production practices to ensure they meet our compliance and quality standards. Supplier compliance with data privacy and information security standards is closely monitored. We assess critical suppliers for their product design, technical specification, manufacturing process, facility compliances, service quality, availability of critical spares etc. to meet industry best standards.

Supplier engagement programme

We organised a Supplier Meet on November 08, 2024. About 130+ partners attended the event from various sectors viz, Fuel, OEMs, Catering, Hotels, Equipment Suppliers, Automobiles, Software, Networking, IT/Hardware, Brand/Advertising, etc. The objective was to strengthen the relationships through dialogue, sharing of Company vision and aligning the partners to meet IndiGo's growth requirements by preparing them for our expansion plans.

Local sourcing and supplier diversity

As we grow operations, it is essential that we consistently identify and develop new suppliers. Local sourcing helps reduce supply chain risks by broadening our vendor base and minimising geographical exposure. It also enables us to expand economic opportunities for communities around our operations. Our local sourcing strategy focuses on supplier diversity across geography and scale of operations, cost efficiency, shorter lead times, and building capabilities of suppliers.



APPENDIX

DASHBOARD

Energy consumption

Parameter	Unit	FY 2025	FY 2024	FY 2023
From renewable energy sources				
Total electricity consumption (A)	GJ	9,167.12	68.17	67.00
Total fuel consumption (B)	GJ	-	-	-
Total energy consumption from renewable energy sources (A+B)	GJ	9,167.12	68.17	67.00
From non-renewable energy sources				
Total electricity consumption (C)	GJ	55,260.83	62,226.29	20,247.00
Total fuel consumption (D)	GJ	131,824,154.31	119,665,150.90	96,428,506.00
Total energy consumption from non-renewable energy sources (C+D)	GJ	131,879,415.14	119,727,377.19	96,448,753.00
Total energy consumed (renewable + non-renewable sources)	GJ	131,888,582.26	119,727,445.36	96,448,820.00
Energy intensity in terms of physical output	GJ/ASK	0.00084	0.00086	0.00084
Energy intensity per turnover (revenue from operations)	GJ/INR	0.00016	0.00017	0.00018
% Energy from renewable sources	%	0.007%	0.00006%	0.00007%
Specific fuel consumption for Passenger transport	litres/100 Passenger-Kilometers	2.88	2.83	2.92
Specific fuel consumption for Cargo transport	litres/Cargo tonnes-kilometers	0.00047	0.001	0.0008

Note: The increase in renewable energy for FY 2025 is on account of renewable energy (electricity) sourced from airport station.

GHG emissions

Parameter	Unit	FY 2025	FY 2024	FY 2023
Scope 1 Direct GHG emissions	tCO ₂ e	9,706,392.55	8,414,458.31	6,789,520.00
Scope 2 Indirect GHG emissions	tCO ₂ e	10,990.77	12,427.97	4,445.00
Scope 3				
Category 2: Capital goods	tCO ₂ e	816,904.31	-	-
Category 3: Fuel & energy	tCO ₂ e	2,072,888.62	-	-
Category 5: Waste	tCO ₂ e	1,814.88	-	-
Category 6: Business travel	tCO ₂ e	3,861.00	-	-
Category 7: Employee commutation	tCO ₂ e	22,868.00	-	-
Total Scope 3 GHG emissions	tCO ₂ e	2,918,336.81	-	-
GHG emission intensity				
GHG emissions intensity - based on Scope 1 and Scope 2 GHG emissions	gmCO ₂ e/ASK	61.7	60.5	59.5
GHG emissions intensity - based on emissions from Passenger fleet	gmCO ₂ e/Passenger-kilometers	71.0	69.8	72.0
GHG emissions intensity - based on emissions from Cargo fleet	gmCO ₂ e/Cargo tonnes-kilometers	1.16	1.32	1.98

Notes:

- Scope 1 GHG emissions are largely on account of aviation turbine fuel (over 99%) and other fuels consumed in the ground operations such as Diesel, Petrol and CNG.
- Scope 2 GHG emissions are on account of the electricity purchased and used in the corporate offices, training centres and airport operations.
- Scope 3 GHG emissions account for the activities within the company's upstream value chain. These include:
 - Capital goods purchased during the year such as aircraft and components.
 - Upstream emissions from fuel i.e. well-to-tank (WTT), which include emissions during extraction, processing and transportation of fuel.
 - Waste generated in our operations.
 - GHG emissions on account of business travel. Under this category, air travel is the predominant mode of travel. The GHG emissions herein account for non-IndiGo flights.
 - GHG emissions on account of employee commutation largely covers crew transportation (Pilots and Cabin Crew) and an estimated GHG emissions for non-crew commutation to corporate office and airport stations.
- Data collection and calculation methodologies are aligned with the global sustainability frameworks and guidelines such as GHG Protocol, The 2006 IPCC guidelines for National Greenhouse Gas Inventories, Department for Environment Food and Rural Affairs (DEFRA), ICAO Carbon Emissions Calculation Methodology and International Air Transport Association (IATA).

Air emissions: Passenger transport

Parameter	Unit	FY 2025	FY 2024	FY 2023
NOx	tonnes	50,359.88	45,927.48	37,017.06
SOx	tonnes	1,670.35	1,523.34	1,227.79
Particulate matter	tonnes	1,558.16	1,421.02	1,145.33
NOx Intensity				
	gm/ASK	0.32	0.33	0.32
	gm/Passenger-kilometers	0.38	0.38	0.39
SOx Intensity				
	gm/ASK	0.01	0.01	0.01
	gm/Passenger-kilometers	0.01	0.01	0.01

Air emissions: Cargo transport

Parameter	Unit	FY 2025	FY 2024	FY 2023
NOx	tonnes	369.65	140.83	26.81
SOx	tonnes	12.26	4.67	0.89
Particulate matter	tonnes	11.44	4.36	0.83
NOx intensity	gm/Cargo tonnes-kilometers	0.01	0.01	0.01
SOx intensity	gm/Cargo tonnes-kilometers	0.0002	0.0002	0.0002

Water and effluents

Parameter	Unit	FY 2025	FY 2024	FY 2023
Water withdrawal by source				
(i) Surface water	KL	-	-	-
(ii) Ground water	KL	-	-	-
(iii) Third party water	KL	89,715.20	82,918.60	69,809.91
Total volume of water withdrawal	KL	89,715.20	82,918.60	69,809.91
Total volume of water consumption	KL	89,715.20	82,918.60	69,809.91
Water intensity in terms of physical output	KL/ASK	0.00000057	0.0000006	0.00000018

Parameter	Unit	FY 2025	FY 2024	FY 2023
Water discharge by destination and level of treatment				
(i) To Surface water	KL	-	-	-
(ii) To Groundwater	KL	-	-	-
(iii) To third parties (with treatment)	KL	52,323.40	59,321.08	49,590.78
Total water discharged	KL	52,323.40	59,321.08	49,590.78

Note: We have refined the categorisation of water source for FY 2024.

Waste management

Waste generation	Unit	FY 2025	FY 2024	FY 2023
Plastic waste (this includes compostable plastic waste of 480 tonnes in FY 2025)	tonnes	1,457.53	2,657.06	2,189.8
€-waste	tonnes	0.08	3.96	8.11
Biomedical waste	tonnes	-	0.11	0.09
Battery waste	tonnes	65.90	0.01	0.01
Other hazardous waste	tonnes	61.01	18.15	15.55
Other non-hazardous waste	tonnes	9,454.43	2,910.04	2,431.33
Total hazardous waste (a)	tonnes	126.99	22.23	23.76
Total non-hazardous waste (b)	tonnes	10,911.96	5,567.10	4,621.13
Total waste generated (a)+(b)	tonnes	11,038.95	5,589.32	4,644.89
Waste generation intensity	tonnes/ASK	0.00000007	0.00000004	0.00000004
Waste treatment/disposed				
Recycled	tonnes	10,653.43	5,589.21	4,644.8
Re-used	tonnes	-	-	-
Incineration	tonnes	-	0.11	0.09
Landfilling	tonnes	-	-	-

Notes: Food waste generated during the in-flight catering service is on account of consumption of perishable food items such as sandwiches, wraps etc.

Employee headcount: Diversity and equal opportunity

Parameter	FY 2025					FY 2024					FY 2023				
	Male		Female		Total	Male		Female		Total	Male		Female		Total
	Number	%	Number	%		Number	%	Number	%		Number	%	Number	%	
Employees: Permanent (FTE)	22,621	55.10%	18,428	44.90%	41,049	20,542	56.00%	16,318	44.00%	36,860	17,938	55.40%	14,469	44.60%	32,407
Employees: Non- Permanent	1,411	76.80%	427	23.20%	1,838	1,024	77.00%	308	23.00%	1,332	506	79.30%	132	20.70%	638
Total	24,032	56.00%	18,855	44.00%	42,887	21,566	56.00%	16,626	44.00%	38,192	18,444	55.80%	14,601	44.20%	33,045

Notes: Over 99% of our employee base is of Indian Nationality.

Gender diversity: STEM & revenue generating roles

Parameter	FY 2025	FY 2024	FY 2023
Share of women employees in STEM-related positions as % of total STEM positions	44.9%	44.2%	44.6%
Share of women employees in management positions in revenue-generating functions	16.7%	15.3%	22.9%

Notes:

- Employees considered under STEM (Science, technology, engineering and mathematics) positions include employees with STEM-related qualifications and those who make use of these skills in their operational areas. The employees considered here include those with roles in engineering, finance, ground operations, airport operations, safety, crew, human resource etc. and largely exclude employees from legal, secretarial, compliances and community development roles.
- Employees considered under revenue-generating roles include employees from sales and revenue management functions.
- We have refined the categorisation for FY 2024.

Gender diversity: Board & Key Management Personnel

Parameters	Unit	FY 2025		FY 2024		FY 2023	
		Male	Female	Male	Female	Male	Female
Board of Directors	Number	7	1	7	1	7	1
Key Management Personnel	Number	3	1	3	1	4	Nil

Parameters	Unit	FY 2025	FY 2024	FY 2023
Women representation in Board of Directors	%	12.50%	12.50%	12.50%
Women representation in Key Management Personnel	%	25%	25%	Nil

New employee hires

Parameters	FY 2025	FY 2024	FY 2023
New employee hires	9,934	11,766	13,396

Note: We have refined the employee categorisation for FY 2024.

Recruitment cost per employee hired

Parameter	FY 2025	FY 2024	FY 2023
Recruitment cost per new employee hired (INR)	10,368	8,924	5,932

Employee turnover

Parameter	FY 2025			FY 2024			FY 2023		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee turnover rate (%)	14.3%	14.5%	14.4%	18.1%	23.0%	20.2%	23.9%	29.9%	26.5%
Voluntary turnover rate (%)	-	-	11.0%	-	-	17.9%	-	-	-

Note: The employee turnover data disclosed above is for full time employees (FTE). The employee count considered is at the end of the financial year.

Average training hours

Parameter	FY 2025	FY 2024	FY 2023
Average trainings hours per employee per year (Hrs)	80	110	118

Training cost per employee

Parameter	FY 2025	FY 2024	FY 2023
Training cost per employee per year (INR)	46,005	37,416	30,040

Note: The cost above does not include cost of internal training facilities and salaries paid to internal trainers.

Employee performance review

Parameter	Unit	FY 2025		FY 2024		FY 2023	
		Male	Female	Male	Female	Male	Female
Employees undergoing performance and career development review	Number	15,319	6,182	13,615	5,239	11,352	4,084
	%	64%	33%	63%	32%	62%	28%

Notes:

- The above information includes domestic non-Crew employees eligible for annual performance review i.e., those active as of 30th September of the respective financial year.
- The performance & career development evaluation of Crew (Pilots & Cabin Crew) is conducted in accordance with the aviation regulations & company SOPs and is not part of the standard performance & career development review process applied to non-Crew employees.
- The frequency of the performance review for the non-Crew employees is on a half yearly basis and for Crew (Pilots and Cabin crew) is as per the aviation regulations & company SOPs, which are usually at least twice a year.
- The performance review process consists of evaluation of achievements against goals and KPIs set for each of the employees aligned with functional and larger organisational objectives.

Employee benefits

Parameter	FY 2025	FY 2024	FY 2023
Life insurance	●	●	●
Health insurance & employee care	●	●	●
Disability and invalidity coverage under insurance	●	●	●
Parental leaves	●	●	●
Retirement provision – Provident fund	●	●	●
Retirement provision – Gratuity	●	●	●
Employees state insurance (ESI)	●	●	●
Stock ownership	●	●	●
Other benefits e.g. Staff leisure travel	●	●	●

Notes:

- Employee benefits shown above are as per the statutory requirements and company policies and are provided to full-time employees (FTEs).
- Stock ownership option shown above is provided to senior leadership (Vice Presidents and above roles).

Parental leaves

Parameter	Unit	FY 2025		FY 2024		FY 2023	
		Male	Female	Male	Female	Male	Female
Employees eligible for parental leave	Number	24,032	18,855	20,756	16,387	18,139	14,532
Employees who availed parental leave (a)	Number	600	452	53	306	454	117
Employees who returned to work after completion of parental leave (b)	Number	600	442	53	300	454	117
Employees that returned to work after completion of parental leave and were employed for 12 months after their return (c)	Number	568	424	48	281	454	117
Return-to-work rate (b) / (a)	%	100%	97.8%	100%	98%	100%	100%
Retention Rate (c) / (b)	%	94.7%	95.9%	90.6%	93.7%	100%	100%

Notes:

- The return-to-work rate is the ratio of employees who returned to work after completing the parental leave to the total employees who availed the parental leave.
- The retention rate is the ratio of the total number of employees retained for a period of 12 months after returning to work following a period of parental leave to the total number of employees returning from parental leave in the prior reporting period.

Human capital: Return on investment

Parameter	FY 2025	FY 2024	FY 2023
Human capital return on investment	3.1	3.2	2.3

Notes:

- Human capital return on investment (HC-ROI) shows the value generated by employees in relation to the investment made in their development and well-being. It is viewed as a metric of the company's profitability in relation to the total employee cost.
- We have calculated the HC-ROI as below:
 - Total revenue (a)
 - Total operating expenditure (b)
 - Total employee related expenses i.e. salaries and benefits (c)
 - HC-ROI = $[a - (b - c)] / c$
- The values for total revenue, total operating expenditure and the total employee-related expenses, i.e. salaries and benefits, are derived from the audited financial statement of the company.

Occupational health and safety & Absentee rate

Work related injuries	FY 2025	FY 2024	FY 2023
Number of Fatalities	Nil	Nil	Nil
Lost Time Injury Frequency Rate (LTIFR)	2.78	3.86	4.72
Number of recordable work-related injuries	233	270	276
Number of high consequence work-related injuries or ill health (excluding fatalities)	1	1	1

Parameter	FY 2025	FY 2024	FY 2023
Absentee rate (%)	8.99%	-	-

Notes:

- Lost time injury frequency rate is the number of work-related injuries per million person-hours worked during the year.
- Absentee rate is the total number of days lost due to absenteeism of any kind, not only as a result of work-related injury or disease. This includes individual sick days due to minor illnesses (e.g., the common cold, fevers, and influenza) as well as personal leaves taken for undisclosed reasons excluding holidays, study time, maternity or paternity leave.

Customer privacy: Substantiated complaints concerning breaches of customer privacy and losses of customer data

Parameter	Unit	FY 2025	FY 2024	FY 2023
Total number of identified leaks, thefts, or losses of customer data	Number	Nil	Nil	Nil
Number of unique account holders who were affected by the data breaches, which includes all those whose personal data was compromised in a data breach	Number	Nil	Nil	Nil
Number of data breaches per passenger	Number	Nil	Nil	Nil
Percentage of data breaches involving personally identifiable information (PII)	%	Nil	Nil	Nil

CAPEX spent on environmental initiatives

Parameter	FY 2025	FY 2024
% CAPEX spent on next generation fleet	83.0%	75.4%

Note: Our investment in the next generation fleet, i.e. Airbus A320neo family aircraft is one of the strategic capital expenditures (CAPEX) helping us to reduce our environmental footprint as these aircraft are 15% more fuel efficient than the old generation aircraft.

Operational metrics for intensity calculations

Parameter	Unit	FY 2025	FY 2024	FY 2023
Available Seat Kilometers (ASK)	Seat-kilometers in (millions)	157,474	139,281	114,359
Revenue Passenger Kilometers (RPK)	Passenger-kilometers (millions)	135,378	119,703	93,889
Cargo Tons Kilometers (CTK)	Cargo tonnes-kilometer (millions)	61,073	18,701	4,450
Passenger load factor	%	86.0%	85.9%	82.1%
Number of departures	Number	772,279	697,500	597,829
Average age of fleet	Years	4.9	4.4	3.5

Note: The operational metrics disclosed above are utilised for the intensity calculations for key ESG parameters such as energy consumption, GHG emissions, air emissions, waste generation, water consumption etc.

Global Reporting Initiative (GRI) Index

Statement of use: Data reported is in accordance with the GRI Standards 2021 for the period April 1, 2024, to March 31, 2025

GRI Disclosure	Description	Page No.	Reason for omission (In case of non-reporting)
GRI 1: Foundation 2021 & applicable GRI Sector Standard(s)			
GRI 2: General Disclosures 2021	2-1 Organizational details	3	
	2-2 Entities included in the organization's sustainability reporting	3	
	2-3 Reporting period, frequency and contact point	3	
	2-4 Restatements of information	-	No restatements of in-formation.
	2-5 External assurance	3	
	2-6 Activities, value chain and other business relationships	3 and 53	
	2-7 Employees	58	
	2-8 Workers who are not employees	Refer pg. 97 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	We have disclosed the total number of employees, including both permanent and non-permanent category. The data does not encompass workers employed by our subsidiary companies.
	2-9 Governance structure and composition	16, 45, 46, 47 and 48	
	2-10 Nomination and selection of the highest governance body	Refer pg. 78 of Annual Report FY 2025	
	2-11 Chair of the highest governance body	16 and 45	
	2-12 Role of the highest governance body in overseeing the management of impacts	16 and 45	
	2-13 Delegation of responsibility for managing impacts	16, 45, 47 and 48	
	2-14 Role of the highest governance body in sustainability reporting	16, 45, 47 and 48	
	2-15 Conflicts of interest	Refer pg. 108 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	
	2-16 Communication of critical concerns	49	
	2-17 Collective knowledge of the highest governance body	46	
	2-18 Evaluation of the performance of the highest governance body	46; Additionally refer pg. 59 of Annual Report FY 2025	
	2-19 Remuneration policies	46; Additionally refer pg. 59 of Annual Report FY 2025	
	2-20 Process to determine remuneration	Refer pg. 59 of Annual Report FY 2025	
	2-21 Annual total compensation ratio	Refer pg. 291 of Annual Report FY 2025	Confidentiality Constraints
	2-22 Statement on sustainable development strategy	4 and 5	
	2-23 Policy commitments	49	
	2-24 Embedding policy commitments	49	
	2-25 Processes to remediate negative impacts	50	
	2-26 Mechanisms for seeking advice and raising concerns	50	
	2-27 Compliance with laws and regulations	49	

GRI Disclosure	Description	Page No.	Reason for omission (In case of non-reporting)
	2-28 Membership associations	9	
	2-29 Approach to stakeholder engagement	16	
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements		Not applicable. No significant labour related disruptions were identified during the reporting period. IndiGo remains committed to fair labour practices and complies fully with workforce-related regulations. We will revisit this disclosure in future reporting cycles.
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	13	
	3-2 List of material topics	13	
Economic Performance			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	51	
	201-2 Financial implications and other risks and opportunities due to climate change	21, 22, 23, 24 and 25	
	201-3 Defined benefit plan obligations and other retirement plans	60	
	201-4 Financial assistance received from government		Not applicable
Market presence			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		Not available. We are committed to fair and inclusive compensation practices. Refer to our equal opportunity policy on our website.
	202-2 Proportion of senior management hired from the local community		India constitutes our principal operational geography, accounting over 95% of our total employee base, inclusive of senior leadership.
Indirect economic impacts			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	42 and 43	
	203-2 Significant indirect economic impacts	42 and 43	
Procurement practices			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	54; Additionally refer pg.124 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	
Anti-corruption			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	49 and 53	
	205-2 Communication and training about anti-corruption policies and procedures	49 and 54	
	205-3 Confirmed incidents of corruption and actions taken	Refer pg.107 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	

GRI Disclosure	Description	Page No.	Reason for omission (In case of non-reporting)
Anti-competitive behavior			
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Refer pg.124 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	
Tax			
GRI 207: Tax 2019	207-1 Approach to tax		We comply with all applicable tax regulations.
	207-2 Tax governance, control, and risk management		We comply with all applicable tax regulations.
	207-3 Stakeholder engagement and management of concerns related to tax		We comply with all applicable tax regulations.
	207-4 Country-by-country reporting		We comply with all applicable tax regulations.
Materials			
GRI 301: Materials 2016	301-1 Materials used by weight or volume		Materials used in our operations primarily comprise of fuel, aircraft, ground operating equipment, consumables required for maintenance, food & food packaging as part of in-flight offerings etc. Waste generated from these materials are reported in the Waste Management section of our "Environment" Chapter and Appendix of this report.
	301-2 Recycled input materials used		Not applicable based on nature of our business
	301-3 Reclaimed products and their packaging materials		Not applicable based on nature of our business
Energy			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	55	
	302-2 Energy consumption outside of the organization	20 and 55	
	302-3 Energy intensity	55	
	302-4 Reduction of energy consumption	19 and 20	
	302-5 Reductions in energy requirements of products and services	19 and 20	
Water and effluents			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	26 and 57	
	303-2 Management of water discharge-related impacts	26 and 57	
	303-3 Water withdrawal	57	
	303-4 Water discharge	57	
	303-5 Water consumption	57	
Biodiversity			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		None of our operations are located adjacent to protected areas or regions with high biodiversity value outside protected areas
	304-2 Significant impacts of activities, products and services on biodiversity	26	
	304-3 Habitats protected or restored		Not applicable. While our operations do not have a direct impact on natural habitats, details of our environmental conservation initiatives can be found in the "Communities" section of the report.

GRI Disclosure	Description	Page No.	Reason for omission (In case of non-reporting)
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		Not applicable. Our operational sites are not situated in or adjacent to regions designated as high in biodiversity
Emissions			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	56	
	305-2 Energy indirect (Scope 2) GHG emissions	56	
	305-3 Other indirect (Scope 3) GHG emissions	20 and 56	
	305-4 GHG emissions intensity	19 and 56	
	305-5 Reduction of GHG emissions	18 and 19	
	305-6 Emissions of ozone-depleting substances (ODS)		No ODS substances are used in our operations.
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	56	
Spills			
GRI 306: Effluents and Waste 2016	306-3 Significant spills		During the reporting period, there are no spills.
Waste			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	25 and 57	
	306-2 Management of significant waste-related impacts	25 and 57	
	306-3 Waste generated	57	
	306-4 Waste diverted from disposal	57	
	306-5 Waste directed to disposal	57	
Supplier environmental assessment			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers screened using environmental criteria	54	
	308-2 Negative environmental impacts in the supply chain and actions taken	54	
Employment			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	59	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	60	
	401-3 Parental leave	60	
Labor/management relations			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes		We adhere to the minimum notice period requirements for all operational changes, ensuring compliance.
Occupational health and safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	28	
	403-2 Hazard identification, risk assessment, and incident investigation	28 and 29	
	403-3 Occupational health services	31	

GRI Disclosure	Description	Page No.	Reason for omission (In case of non-reporting)
	403-4 Worker participation, consultation, and communication on occupational health and safety	29	
	403-5 Worker training on occupational health and safety	29	
	403-6 Promotion of worker health	31	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	30	
	403-8 Workers covered by an occupational health and safety management system	28 and 29	
	403-9 Work-related injuries	61	
	403-10 Work-related ill health	61	
Training and education			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	59	
	404-2 Programs for upgrading employee skills and transition assistance programs	33, 34 and 35	
	404-3 Percentage of employees receiving regular performance and career development reviews	Refer pg.112 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	
Diversity and equal opportunity			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	34 and 58	
	405-2 Ratio of basic salary and remuneration of women to men		Not available.
Non-discrimination			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Refer pg.117 and 118 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	
Freedom of association and collective bargaining			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Not applicable. IndiGo remains committed to fair labour practices and complies fully with applicable workforce-related regulations.
Child labor			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Refer pg.118 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	
Forced or compulsory labor			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Refer pg.117 and 118 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	
Security practices			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Refer pg.118 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	

GRI Disclosure	Description	Page No.	Reason for omission (In case of non-reporting)
Rights of Indigenous Peoples			
			IndiGo is committed to promoting diversity and inclusion across its operations. Pls refer to our DEI Policy for more details.
Rights of Indigenous Peoples			
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		IndiGo is committed to ethical labour practices, promoting diversity and inclusion, and upholding human rights across its operations. These principles are guided by our Human Rights Policy, the 6E Code of Conduct, and the Supplier Code of Conduct.
Local communities			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	41, 42 and 43	
	413-2 Operations with significant actual and potential negative impacts on local communities	13	
Supplier social assessment			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	54	
	414-2 Negative social impacts in the supply chain and actions taken	54	
Public policy			
GRI 415: Public Policy 2016	415-1 Political contributions	Refer pg.196 of Annual Report FY 2025, refer 'Donations'	
Customer health and safety			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Refer pg.126 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	Customer health and safety
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Refer pg.126 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025	
Marketing and labelling			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labelling	40	
	417-2 Incidents of non-compliance concerning product and service information and labelling		Not applicable
	417-3 Incidents of non-compliance concerning marketing communications		Not applicable
Customer privacy			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	61	

Sustainability Accounting Standards Board (SASB) Index

Sustainability Disclosure Topics & Metrics

SASB Code	Metric	Category	Unit of Measurement	Reference page no.
Greenhouse Gas Emissions				
TR-AL-110a.1	Gross global Scope 1 emissions	Quantitative	Metric tonnes (t) CO ₂ e	56
TR-AL-110a.2	Discussion of long term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and analysis	n/a	18 and 19
TR-AL-110a.3	(1) Total Fuel Consumption; (2) Percentage Alternative; (3) Percentage Sustainable	Quantitative	Gigajoules (GJ) Percentage (%)	55
LABOUR PRACTICES				
TR-AL-310a.1	Percentage of active workforce employed under collective agreements	Quantitative	Percentage	Not available. IndiGo remains committed to fair labor practices and complies fully with workforce-related regulations.
TR-AL-310a.2	(1) Number of work stoppages and (2) Total days idle	Quantitative	Number	No work stoppages during the year.
Competitive Behaviour				
TR-AL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	Quantitative	INR	Refer pg.107 of Business Responsibility and Sustainability Report included in the Annual Report FY 2025
Accident and Safety management				
TR-AL-540a.1	Description of implementation and outcomes of a Safety Management System	Discussion and analysis	n/a	28 and 29
TR-AL-540a.2	Number of aviation accidents	Quantitative	Number	-
TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations	Quantitative	Number	-

Activity metrics

SASB Code	Metric	Reference page no.
TR-AL-000.A	Available Seat Kilometres (ASK)	62
TR-AL-000.B	Passenger Load Factor (%)	62
TR-AL-000.C	Revenue Passenger Kilometres (RPK)	62
TR-AL-000.D	Revenue tonne-kilometres (RTH)	62 (refer to Cargo tonnes-kilometres)
TR-AL-000.E	Number of departures	62
TR-AL-000.F	Average age of fleet	62

Taskforce on Climate related financial disclosures (TCFD)

SN	TCFD Framework	Disclosures
1	Governance	IndiGo's Board of Directors offers strategic direction and oversight for Climate change initiatives, ensuring they align with the company's long-term business strategy. Pls refer the sections on 'ESG strategy' and 'Environment' under this report for more details on the role of the Board and the Management.
2	Strategy	Our climate strategy is based on three strategic drivers: <ol style="list-style-type: none"> 1. Decarbonisation through next-generation technology adoption, fuel efficiency and clean energy source 2. Resource circularity 3. Climate resilient operations through transition & physical risk management
3	Risk Management	Climate change can influence IndiGo's business strategy by business risks, whether physical, market, or reputational while also presenting business opportunities associated with transitioning to a low-carbon future. We disclosed the transition risks along with their mitigation measures in our earlier ESG Report FY 2024. This year, we analysed the physical risks across six metro stations contributing nearly 50% of our operations. The analysis covered rising temperatures, shifting precipitation patterns, sea level rise, and extreme weather events such as drought, cyclones and windstorms. These hazards pose potential threats to infrastructure, operations, safety, and overall business continuity.
4	Metrics & Targets	While we are disclosing Scope 1 & 2 GHG emissions traditionally, this year we have evaluated & disclosed our Scope 3 emissions for the upstream value chain. We have projected to reduce the GHG emission intensity (scope 1 & 2) by 21.7% by 2030, from 2016 baseline. On this journey, this year, our proactive sustainability initiatives have resulted in 17.3% reduction in overall GHG emissions intensity.

Glossary

Abbreviation	Definition
6E Code	6E Code of Conduct
AAI	Airports Authority of India
AAIB	Aircraft Accident Investigation Bureau
ASK	Available Seat Kilometers
ASSOCHAM	Associated Chambers of Commerce and Industry
BRSR	Business Responsibility and Sustainability Reporting
BSE	Bombay Stock Exchange
CAPA	Centre for Asia Pacific Aviation
CCJ	Calicut (Kozhikode) Airport
CDIO	Chief Digital and Information Officer
CNG	Compressed natural gas
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
COSO	Committee of Sponsoring Organizations
CPL	Commercial Pilot License
CSR	Corporate Social Responsibility
CTK	Cargo Tonnes Kilometers
DEFRA	Department for Environment, food & Rural Affairs
DED	Dehradun Airport
DEI	Diversity, Equity, and Inclusion
DGCA	Directorate General of Civil Aviation
DMU	Dimapur Airport
DRM	Digital Rights Management
EASA	European Union Aviation Safety Agency
eBFL	Electric Baggage freight Loader
EEU	Eligible Emissions Units
EPNdB	Effective Perceived Noise in Decibels
EFB	Electronic flight Bag
ERM	Enterprise Risk Management
EFB	Electronic flight Bag
ERM	Enterprise Risk Management

Abbreviation	Definition
ERP	Emergency Response Plan
ESG	Environment, Social, Governance
ESI	Employees' State Insurance
ESOP	Employee Stock Option Scheme
FAC	Family Assistance Centre
FIA	Federation of Indian Airlines
FIPS	Federal Information Processing Standards
FOSA	Flight Operations Safety Audit
FSSAI	Food Safety and Standards Authority of India
FY	Financial Year
GAU	Guwahati Airport
GDPR	General Data Protection Regulation
GDSs	Global distribution systems
GHG	Greenhouse Gases
GHG Protocol	Greenhouse Gas Protocol
GJ	Gigajoules
GOI	Government of India
GRI	Global Reporting Initiative
GSE	Ground Service Equipment
GSV	Ground Service Vehicle
HACCP	Hazard Analysis and Critical Control Points
HGI	Hingurakgoda Airport
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ICC	Internal Complaints Committee
IEA SDS	International Energy Agency's Sustainable Development Scenario
IES STEPS	International Energy Agency's Stated Policies Scenario
IFSC	InterGlobe Aviation Financial Services (IFSC) Private Limited
IEA SDS	International Energy Agency's Sustainable Development Scenario

Abbreviation	Definition
IES STEPS	International Energy Agency's Stated Policies Scenario
IFSC	InterGlobe Aviation Financial Services (IFSC) Private Limited
INR	Indian Rupees
IOSA	International Air Transport Association (IATA) Operational Safety Audit
IPCC	Intergovernmental Panel on Climate Change
IROP	Irregular Operations
ISAE 3000	International Standard on Assurance Engagements 3000
IVR	Interactive Voice Response
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer+
LODR	Listing Obligations and Disclosure Requirement
LSEG	London Stock Exchange Group
LTIFR	Lost time Injury Frequency Rate
MAA	Chennai Airport
MEC	Management Executive Committee
MHB	Mishandled Baggage
MoCA	Ministry of Civil Aviation
MRO	Maintenance, Repair, and Operations
MSCI	Morgan Stanley Capital International
MYQ	Mysuru Airport
NDRF	National Disaster Response Force
NGOs	Non-governmental Organizations
NGABC	National Guidelines on Responsible Business Conduct
NIST	National Institute of Standards and Technology
NOx	Nitrogen oxides
NPS	Net Promoter Score
NSE	National Stock Exchange
OEMs	Original Equipment Manufacturers
OMCs	Oil Management Companies

Abbreviation	Definition
OTP	On-time performance
PHDCCI	PHD Chamber of Commerce and Industry
PMS	Performance Management System
PoSH	Prevention of Sexual Harassment
PSS	Passenger Service System
PwD	Persons with Disabilities
RCP	Representative Concentration Pathways
RMC	Risk Management Committee
RPK	Revenue Passenger Kilometers
SAF	Sustainable Aviation Fuel

Abbreviation	Definition
SASB	Sustainability Accounting Standards Board
SEBI	Securities and Exchange Board of India
SMS	Safety Management System
SOCE	Head of Service Operations and Cloud Engineering
SOPs	Standard Operating Procedures
SOx	Sulphur Oxides
SUP	Single-Use Plastic
TCFD	Task Force on Climate related Financial Disclosures

Abbreviation	Definition
TTLH	Travel, Transportation, Logistics, and Hospitality
UDAN RCS	Ude Desh ka Am Nagrik Regional Connectivity Scheme
UNSDGs	United Nations Sustainable Development Goals
WATER	Women-led Action Towards Environment Rejuvenation
WOW	Women of Wonders

Forward looking statement

This report may contain statements that may constitute forward-looking statements which involve risks, uncertainties and assumptions. These forward-looking statements include descriptions regarding the intent, belief or current expectations of the Company, its management, its officers, its employees and its advisers or representative and information currently available with them including with respect to the results of operations and financial condition, statements regarding strategies or plans for future operations, and future events and plans of the Company. These statements can be recognised by the use of words such as "expects", "plans", "will", "estimates", "projections", "intends" "future" or words of similar meaning. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements as a result of various factors, assumptions and changes in circumstances that are difficult to predict and many of which are outside of our control.

You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of the management of the Company on future events. No assurance can be given that future events will occur, or that assumptions are correct. Neither the Company nor its management nor advisors or representatives assume any responsibility to amend, modify or revise any forward-looking statements, on the basis of any subsequent developments, information or events, or otherwise. The Company assumes no obligation for, and does not intend to update, any forward-looking statements.



India by
IndiGo