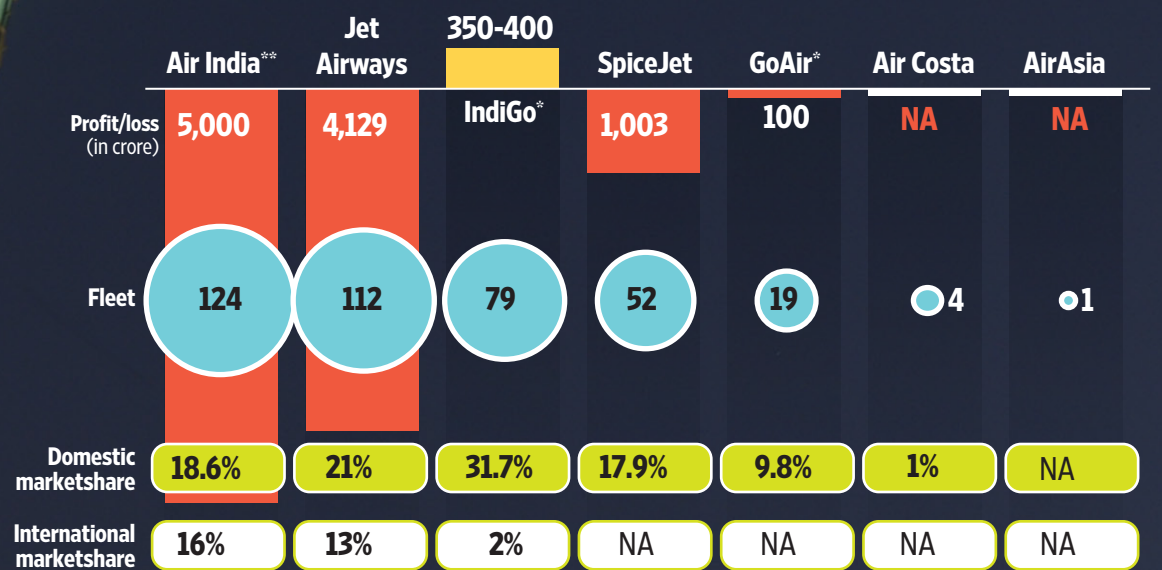


INDIA'S AVIATION BLUES

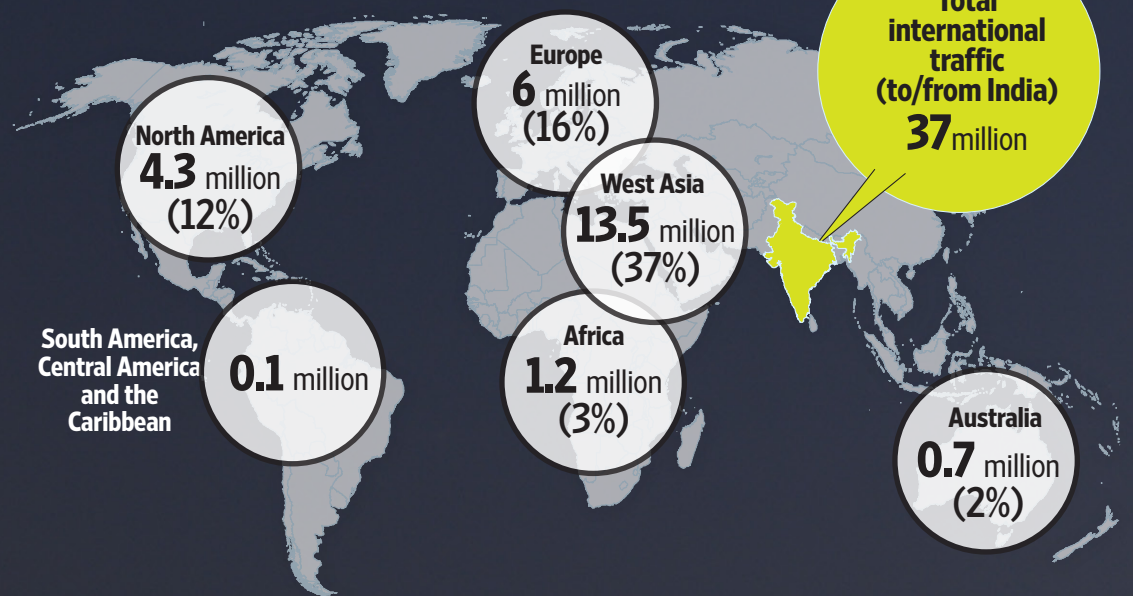
India's move to liberalize its skies further in 2003 has since seen several budget airlines taking flight. This has meant more connectivity, cheaper fares and more flying options for passengers. Some have survived the last decade well while others—such as Kingfisher Airlines—have accumulated huge debt and shut shop. Despite that, a new chapter in Indian skies is about to begin soon with the \$100 billion conglomerate Tata Sons entering the skies with two new airlines, Air India joining the prestigious Star Alliance and IndiGo looking at a possible listing this fiscal.

MAJOR AIRLINES—AN OVERVIEW

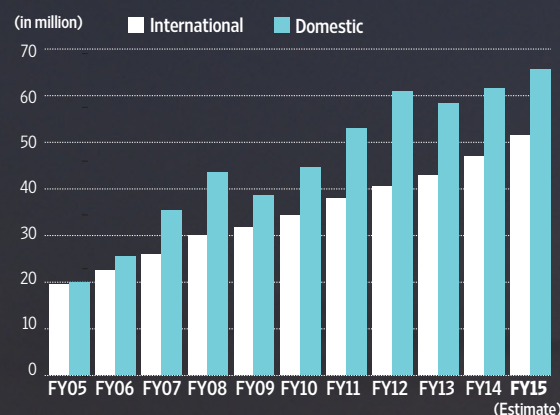


GLOBAL FOOTPRINTS

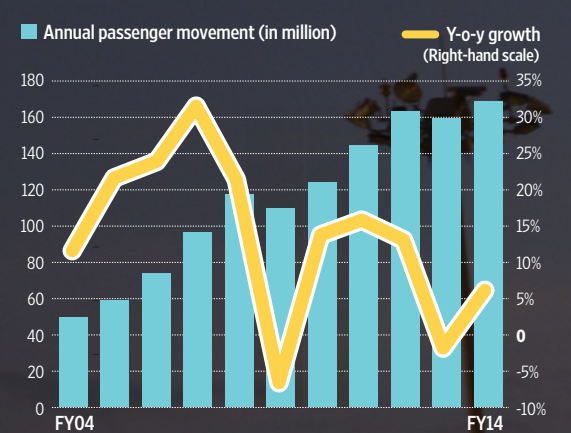
Origin and destination traffic (passengers per year)



INDIAN PASSENGERS ON DOMESTIC AND INTERNATIONAL AIRLINES



PASSENGER TRAFFIC AT INDIAN AIRPORTS



DECADE IN NUMBERS

- \$10 bn** Annual industry revenue
- \$10.6 bn** Accumulated losses of airlines
- \$16 bn** Debt and liabilities
- \$30 bn** invested in the sector since 2003
- \$500 mn** Cash in hand with airlines
- 40,000-50,000** Jobs created since liberalization in 2003-04
- 250,000** Indirect jobs created

New entrants since 2003
Air Deccan, Kingfisher Airlines, SpiceJet, GoAir, IndiGo, Paramount Airways, MDLR Airlines, Deccan 360, Air India Express

New entrants in 2013 and 2014
Air Costa, AirAsia India, Tata-SIA

Airlines that shut shop
Kingfisher Airlines, MDLR Airlines, Air Deccan (merged with Kingfisher), Deccan 360, Paramount Airways

*IndiGo and GoAir results are CAPA estimates. **Air India results are company estimates and are under audit still. Air Costa and AirAsia India are new start-ups; Tata-SIA is expected to launch in October. NA: Not available

Source: Star Alliance presentation June 2013, DGCA, AAI, CAPA, Airlines