

Route_Key	Origin	Destination	Country	Hub Flag	Weekly Freq	#	Distance (Km)	Current Carriers	Competitor Seats Weekly	Seasonality Index	Phase	Notes
MIDDLE EAST (Core VFR & High Yield)												
DEL-DXB	DEL	DXB	UAE	TRUE		28	2,181	Emirates, Air India, SpiceJet	High (>15,000)	Peak (Oct-Jan)	1	High frequency trunk route
BOM-DXB	BOM	DXB	UAE	TRUE		28	1,927	Emirates, Air India, Vistara	High (>12,000)	Peak (Oct-Jan)	1	High frequency trunk route
BLR-DXB	BLR	DXB	UAE	TRUE		14	2,700	Emirates, Air India	Med (5,000)	Peak (Oct-Jan)	1	IT/Business traffic
HYD-DXB	HYD	DXB	UAE	TRUE		14	2,550	Emirates, Air India	Med (5,000)	Peak (Oct-Jan)	1	VFR heavy
MAA-DXB	MAA	DXB	UAE	TRUE		14	2,900	Emirates, Air India	Med (5,000)	Peak (Oct-Jan)	1	VFR heavy
COK-DXB	COK	DXB	UAE	FALSE		14	2,780	Emirates, Air India Express	High (8,000)	Peak (Oct-Jan)	1	Key Kerala VFR Route
CCU-DXB	CCU	DXB	UAE	TRUE		7	3,300	Emirates, FlyDubai	Med (3,000)	Peak (Oct-Jan)	1	Growing labor market
ATQ-DXB	ATQ	DXB	UAE	FALSE		7	2,300	Air India Express, SpiceJet	Med (2,500)	Peak (Oct-Mar)	1	Punjab VFR Niche
TRZ-DXB	TRZ	DXB	UAE	FALSE		7	3,000	Air India Express	Low (<2,000)	Peak (Oct-Jan)	1	Tamil Nadu Labor Niche
DEL-AUH	DEL	AUH	UAE	TRUE		14	2,288	Etihad, Air India Express	Med (5,000)	Peak (Oct-Jan)	1	Capital connection
BOM-AUH	BOM	AUH	UAE	TRUE		14	2,002	Etihad, Vistara	Med (4,000)	Peak (Oct-Jan)	1	Business traffic
COK-AUH	COK	AUH	UAE	FALSE		7	2,800	Etihad, Air India Express	Med (3,000)	Peak (Oct-Jan)	1	Labor VFR
DEL-DOH	DEL	DOH	Qatar	TRUE		7	2,546	Qatar Airways, Air India	High (8,000)	Peak (Oct-Jan)	1	Codeshare hub
BOM-DOH	BOM	DOH	Qatar	TRUE		7	2,250	Qatar Airways, Vistara	Med (5,000)	Peak (Oct-Jan)	1	Codeshare hub
HYD-DOH	HYD	DOH	Qatar	TRUE		7	2,900	Qatar Airways	Med (3,000)	Peak (Oct-Jan)	1	VFR
COK-DOH	COK	DOH	Qatar	FALSE		7	3,050	Qatar Airways	Med (3,000)	Peak (Oct-Jan)	1	High Yield VFR
DEL-KWI	DEL	KWI	Kuwait	TRUE		7	2,875	Kuwait Airways, Jazeera	Med (4,000)	Peak (Jun-Sep)	1	Labor traffic
MAA-KWI	MAA	KWI	Kuwait	TRUE		7	3,600	Kuwait Airways	Low (<2,000)	Peak (Jun-Sep)	1	Labor traffic
DEL-JED	DEL	JED	Saudi Arabia	TRUE		7	3,850	Saudia, Air India	High (8,000)	Peak (Haji)	1	Religious tourism
BOM-JED	BOM	JED	Saudi Arabia	TRUE		7	3,500	Saudia, Air India	High (6,000)	Peak (Haji)	1	Religious tourism
HYD-JED	HYD	JED	Saudi Arabia	TRUE		7	3,900	Saudia	Med (3,000)	Peak (Haji)	1	Religious tourism
DEL-RUH	DEL	RUH	Saudi Arabia	TRUE		7	3,060	Saudia, Flynas	Med (4,000)	Peak (Haji)	1	Capital business/VFR
DEL-DMM	DEL	DMM	Saudi Arabia	TRUE		7	2,696	Saudia, Flynas	Med (3,000)	Peak (Haji)	1	Oil economy traffic
LKO-DMM	LKO	DMM	Saudi Arabia	FALSE		4	3,100	Air India Express	Low (<1,000)	Peak (Haji)	1	UP Labor Niche
DEL-MCT	DEL	MCT	Oman	TRUE		7	1,950	Oman Air, Air India	Med (3,000)	Peak (Oct-Mar)	1	Business/Leisure
BOM-MCT	BOM	MCT	Oman	TRUE		7	1,580	Oman Air	Med (3,000)	Peak (Oct-Mar)	1	Business/Leisure
SOUTHEAST ASIA (Leisure & Trade)												
DEL-BKK	DEL	BKK	Thailand	TRUE		14	2,920	Thai Airways, Air India	High (>8,000)	Peak (Nov-Feb)	1	Top Leisure Route
BOM-BKK	BOM	BKK	Thailand	TRUE		14	3,000	Thai Airways, Air India	High (7,000)	Peak (Nov-Feb)	1	Top Leisure Route
CCU-BKK	CCU	BKK	Thailand	TRUE		14	1,600	Thai AirAsia, Bhutan Air	Med (3,000)	Peak (Nov-Feb)	1	Short-haul high volume
BLR-BKK	BLR	BKK	Thailand	TRUE		7	2,500	Thai Airways	Med (3,000)	Peak (Nov-Feb)	1	Tech/Leisure mix
DEL-HKT	DEL	HKT	Thailand	TRUE		7	3,179	Thai Airways	Low (<1,000)	Peak (Dec-Jan)	1	Premium Leisure
DEL-KBV	DEL	KBV	Thailand	TRUE		4	3,200	None (Direct)	Zero	Peak (Dec-Jan)	1	New Launch Oct 2025
BLR-SIN	BLR	SIN	Singapore	TRUE		7	3,165	Singapore Airlines, Air India	Med (5,000)	Peak (Dec/May)	1	Corporate heavy
MAA-SIN	MAA	SIN	Singapore	TRUE		14	2,900	Singapore Airlines, Air India	High (8,000)	Peak (Dec/May)	1	VFR Stronghold
TRZ-SIN	TRZ	SIN	Singapore	FALSE		14	3,000	Air India Express, Scoot	Med (4,000)	Peak (Dec/May)	1	Key Tier 2 Route
CCU-SIN	CCU	SIN	Singapore	TRUE		7	2,900	Singapore Airlines	Med (2,000)	Peak (Dec/May)	1	Leisure/VFR
VGA-SIN	VGA	SIN	Singapore	FALSE		3	3,100	None (Direct)	Zero	Peak (Dec/May)	1	New Launch Nov 2025
MAA-KUL	MAA	KUL	Malaysia	TRUE		14	2,628	Malaysia Airlines, AirAsia	Med (6,000)	Peak (May-Jun)	1	High VFR
COK-KUL	COK	KUL	Malaysia	FALSE		7	2,900	AirAsia	Med (3,000)	Peak (May-Jun)	1	VFR

Route_Key	Origin	Destination	Country	Hub Flag	Weekly Freq	#	Distance (Km)	Current Carriers	Competitor Seats Weekly	Seasonality Index	Phase	Notes
DEL-DPS	DEL	DPS	Indonesia	TRUE	7		5,792	VietJet (via SGN)	Low (Indirect)	Peak (Dec/Jan)	2	New Launch Oct 2025
BOM-DPS	BOM	DPS	Indonesia	TRUE	7		5,500	VietJet	Low (Indirect)	Peak (Dec/Jan)	2	Premium Leisure
DEL-CGK	DEL	CGK	Indonesia	TRUE	7		4,990	Garuda (via BKK)	Low (Indirect)	Peak (Dec)	2	Business Connect
CCU-SGN	CCU	SGN	Vietnam	TRUE	7		2,300	VietJet	Low (<2,000)	Peak (Oct-Mar)	1	Growing tourism
CCU-HAN	CCU	HAN	Vietnam	TRUE	7		1,750	VietJet	Low (<2,000)	Peak (Oct-Mar)	1	Growing tourism
CCU-SAI	CCU	SAI	Cambodia	TRUE	7		2,000	None	Zero	Peak (Nov-Feb)	1	Siem Reap Launch 2025
EUROPE & NEW MARKETS (Strategic Growth)												
DEL-IST	DEL	IST	Turkey	TRUE	14		4,575	Turkish Airlines	Med (5,000)	Peak (May-Aug)	2	B777 Wet Lease Route
BOM-IST	BOM	IST	Turkey	TRUE	7		4,800	Turkish Airlines	Med (3,000)	Peak (May-Aug)	2	B777 Wet Lease Route
DEL-MAN	DEL	MAN	UK	TRUE	5		6,855	Virgin Atlantic (via LHR)	Med (2,500)	Peak (Jun-Aug)	2	B787 Launch Nov 2025
BOM-MAN	BOM	MAN	UK	TRUE	3		7,200	None (Direct)	Zero	Peak (Jun-Aug)	2	B787 Launch 2025
BOM-CPH	BOM	CPH	Denmark	TRUE	3		6,600	SAS (via DEL)	Low	Peak (May-Aug)	2	B787 Launch Oct 2025
DEL-TBS	DEL	TBS	Georgia	TRUE	3		3,243	None (Direct)	Low (<500)	Peak (Jun-Aug)	2	Emerging Leisure
DEL-BAK	DEL	BAK	Azerbaijan	TRUE	3		2,800	Azerbaijan Airlines	Low (<500)	Peak (Jun-Aug)	2	Emerging Leisure
DEL-ALA	DEL	ALA	Kazakhstan	TRUE	3		1,640	Air Astana	Low (<1,000)	Peak (May-Sep)	2	Central Asia Connect
DEL-TAS	DEL	TAS	Uzbekistan	TRUE	3		1,550	Uzbekistan Airways	Low (<1,000)	Peak (May-Sep)	2	Central Asia Connect
DEL-CAN	DEL	CAN	China	TRUE	7		3,650	China Southern	Med (2,000)	Peak (Apr/Oct)	2	Relaunch Nov 2025
CCU-CAN	CCU	CAN	China	TRUE	7		2,700	China Eastern	Low (<1,000)	Peak (Apr/Oct)	2	Relaunch Oct 2025
BOM-ATH	BOM	ATH	Greece	TRUE	3		5,255	None (Direct)	Zero	Peak (Jun-Aug)	2	A321XLR Launch Jan 2026
DEL-ATH	DEL	ATH	Greece	TRUE	3		5,000	None (Direct)	Zero	Peak (Jun-Aug)	2	A321XLR Launch Jan 2026
BOM-AMS	BOM	AMS	Netherlands	TRUE	4		6,856	KLM	High (4,000)	Peak (May-Aug)	2	B787 Wet Lease
BOM-NBO	BOM	NBO	Kenya	TRUE	4		4,536	Kenya Airways	Low (<2,000)	Peak (Jul-Sep)	2	Safari/VFR

Aircraft Type	Seats Total	Seats Biz	#	Range (Km)	Fuel Burn LPH	#	Cost Per BH (USD)	Utilization (Hrs)	Ownership	Status	Notes
A320neo	186	0		6,300	2,950		3,650	13	Owned/Leased	Active	Backbone of fleet (Domestic/Regional)
A320ceo	180	0		6,100	3,400		3,300	12	Leased	Phasing Out	Older engines, higher burn
A321neo	222	0		7,400	3,375		4,000	13.5	Owned/Leased	Active	High density international routes
A321XLR	195	12		8,700	3,100		4,400	14	On Order	Delivery Jan '26	Strategic Asset for Europe/Asia
B777-300ER	531	7		13,600	7,500		12,000	15	Wet Lease	Active	Turkish Airlines (High Density Config)
B787-9	338	56		14,000	5,400		9,500	15	Wet Lease	Active	Norse Atlantic Lease (Europe Ops)
ATR 72-600	78	0		1,600	600		2,000	7.5	Owned	Active	Regional Feeder (Tier 2/3)
A350-900	TBD	TBD		15,000	5,800		11,000	15	On Order	Future (2027+)	30 Firm Orders for Long Haul

Route_Key	Origin	Destination	#	Total_Seats_Weekly	IndiGo_Share_%	Top_Competitor	%	Comp_Share_%	Gap_Opportunity	Status
DEL-DXB	Delhi	Dubai		62,500	18%	Emirates		42%	High	Red Ocean (Price War)
BOM-DXB	Mumbai	Dubai		58,000	16%	Emirates		45%	High	Red Ocean
COK-DXB	Kochi	Dubai		28,000	22%	Emirates		35%	Medium	Strong Hold (VFR)
DEL-BKK	Delhi	Bangkok		32,000	14%	Thai Airways		30%	Very High	Growth Target
CCU-BKK	Kolkata	Bangkok		18,500	12%	Thai AirAsia		40%	High	Volume Game
MAA-SIN	Chennai	Singapore		24,000	25%	Singapore Air		45%	Low	Duopoly
TRZ-SIN	Trichy	Singapore		12,000	35%	Scoot		40%	Medium	IndiGo Stronghold
DEL-IST	Delhi	Istanbul		9,000	15%	Turkish Airlines		75%	Massive	Underserved (Add Freq)
DEL-MAN	Delhi	Manchester		4,500	0% (New)	Virgin (via LHR)		60%	New	Blue Ocean (Direct)
BOM-AMS	Mumbai	Amsterdam		6,200	0% (New)	KLM		85%	New	Blue Ocean
DEL-JED	Delhi	Jeddah		22,000	15%	Saudia		60%	Medium	Religious (Seasonal)

Route	Origin	Destination	Min Fare (INR)	Median Fare (INR)	Max Fare (INR)	Booking Window Advantage	Source Date	Confidence
DEL-DXB	Delhi	Dubai	11,200	14,500	32,000	High (Standard LCC)	Nov 2025	High
BOM-DXB	Mumbai	Dubai	10,800	13,900	29,000	High	Nov 2025	High
TRZ-DXB	Trichy	Dubai	12,900	16,500	38,000	Med (Labor Contract)	Nov 2025	High
ATQ-DXB	Amritsar	Dubai	13,800	18,200	44,000	Low (Last Minute VFR)	Nov 2025	High
COK-DXB	Kochi	Dubai	12,500	15,800	35,000	Med	Nov 2025	High
LKO-DMM	Lucknow	Dammam	12,000	17,900	32,000	Med (Labor VFR)	Nov 2025	High
DEL-KWI	Delhi	Kuwait	13,500	16,800	28,000	Med	Nov 2025	High
DEL-JED	Delhi	Jeddah	18,500	24,000	55,000	Low (Hajj Spikes)	Nov 2025	Med
DEL-DOH	Delhi	Doha	14,200	18,500	34,000	Med	Nov 2025	High
CCU-BKK	Kolkata	Bangkok	6,700	9,200	18,500	High (Leisure)	Nov 2025	High
DEL-BKK	Delhi	Bangkok	10,500	14,500	28,000	High (Leisure)	Nov 2025	High
MAA-KUL	Chennai	Kuala Lumpur	7,800	10,500	22,000	High	Nov 2025	High
VGA-SIN	Vijayawada	Singapore	16,500	16,500	17,500	Med (VFR Niche)	Nov 2025	High
MAA-SIN	Chennai	Singapore	9,500	13,200	26,000	Med	Nov 2025	High
CCU-SGN	Kolkata	Ho Chi Minh	11,100	13,800	24,000	High (Growing Tourism)	Nov 2025	High
DEL-DPS	Delhi	Bali	13,000	18,500	38,000	Low (Premium Leisure)	Nov 2025	High
BOM-ATH	Mumbai	Athens	22,500	28,000	52,000	Low (Launch Pricing)	Nov 2025	Med (Est)
DEL-IST	Delhi	Istanbul	13,800	19,500	42,000	Med (Transit Hub)	Nov 2025	High
DEL-TBS	Delhi	Tbilisi	15,000	21,500	35,000	Med (Emerging)	Nov 2025	High
DEL-GYD	Delhi	Baku	11,900	16,200	28,000	Med (Emerging)	Nov 2025	High
BOM-NBO	Mumbai	Nairobi	14,100	19,500	36,000	Med (VFR/Safari)	Nov 2025	High
DEL-ALA	Delhi	Almaty	12,400	16,800	26,000	Med	Nov 2025	High
BOM-AMS	Mumbai	Amsterdam	17,900	35,000	65,000	Low (B787 Launch Promo)	Nov 2025	High
DEL-MAN	Delhi	Manchester	18,800	34,000	72,000	Low (B787 Launch Promo)	Nov 2025	High
DEL-TAS	Delhi	Tashkent	10,500	15,200	24,000	Med	Nov 2025	High
BLR-DXB	Bengaluru	Dubai	12,000	14,500	28,000			
HYD-DXB	Hyderabad	Dubai	12,000	14,500	28,000			
MAA-DXB	Chennai	Dubai	12,000	14,500	28,000			
CCU-DXB	Kolkata	Dubai	12,000	17,500	28,000			

Route	Origin	Destination	Min Fare (INR)	Median Fare (INR)	Max Fare (INR)	Booking Window Advantage	Source Date	Confidence
DEL-AUH	Delhi	Abu Dhabi	11,500	13,800	26,000			
BOM-AUH	Mumbai	Abu Dhabi	11,500	13,800	26,000			
COK-AUH	Kochi	Abu Dhabi	11,500	13,800	26,000			
BOM-DOH	Mumbai	Doha	13,500	16,000	32,000			
HYD-DOH	Hyderabad	Doha	13,500	16,000	32,000			
COK-DOH	Kochi	Doha	13,500	16,000	32,000			
MAA-KWI	Chennai	Kuwait	18,500	19,000	32,000			
BOM-JED	Mumbai	Jeddah	18,000	22,000	45,000			
HYD-JED	Hyderabad	Jeddah	18,000	22,000	45,000			
DEL-RUH	Delhi	Riyadh	15,000	18,000	35,000			
DEL-DMM	Delhi	Dammam	14,000	17,000	34,000			
DEL-MCT	Delhi	Muscat	12,000	16,000	28,000			
BOM-MCT	Mumbai	Muscat	12,000	16,000	28,000			
BOM-BKK	Mumbai	Bangkok	10,000	14,000	26,000			
BLR-BKK	Bengaluru	Bangkok	10,000	14,000	26,000			
DEL-HKT	Delhi	Phuket	14,000	18,000	36,000			
DEL-KBV	Delhi	Krabi	14,000	18,000	36,000			
BLR-SIN	Bengaluru	Singapore	10,000	16,000	24,000			
TRZ-SIN	Trichy	Singapore	17,200	17,500	24,000			
CCU-SIN	Kolkata	Singapore	15,800	13,000	24,000			
COK-KUL	Kochi	Kuala Lumpur	8,000	11,000	20,000			
BOM-DPS	Mumbai	Bali	14,000	18,000	36,000			
DEL-CGK	Delhi	Jakarta	14,000	18,000	36,000			
CCU-HAN	Kolkata	Hanoi	9,000	12,000	22,000			
CCU-SAI	Kolkata	Siem Reap	9,000	12,000	22,000			
BOM-IST	Mumbai	Istanbul	16,000	20,000	40,000			
BOM-MAN	Mumbai	Manchester	24,000	32,000	55,000			
BOM-CPH	Mumbai	Copenhagen	24,000	28,000	55,000			
DEL-BAK	Delhi	Baku	13,000	16,000	30,000			


Route	Origin	Destination	Min Fare (INR)	Median Fare (INR)	Max Fare (INR)	Booking Window Advantage	Source Date	Confidence
DEL-CAN	Delhi	Guangzhou	15,000	18,000	35,000			
CCU-CAN	Kolkata	Guangzhou	15,000	18,000	35,000			
DEL-ATH	Delhi	Athens	20,000	24,000	48,000			


Cost_Category	Item_Name	Cost_Value_INR	Unit	Description/Formula	Source	Confidence
FUEL	Aviation Turbine Fuel (ATF)	94.5	Per Liter	Base rate (Delhi reference, Nov 2025). Sensitivity: +/- 5%	PDF (pg 7)	High
CREW	Pilot & Cabin Crew (A320/A321)	55,000	Per Block Hour	Includes salaries, allowances, layover for Intl Ops	PDF (pg 8)	High
CREW	Pilot & Cabin Crew (A321XLR)	65,000	Per Block Hour	Higher due to augmented crew for >7hr flights	Est.	Med
CREW	Pilot & Cabin Crew (B777/B787)	180,000	Per Block Hour	Widebody command pay + larger cabin crew team	Industry	Med
MAINTENANCE	MRO - Narrowbody (A320/21)	30,000	Per Block Hour	Blended rate (Power-by-the-hour + Line Maint)	PDF (pg 8)	High
MAINTENANCE	MRO - Widebody (B777/787)	95,000	Per Block Hour	Higher component costs & outsourcing	Industry	Med
AIRPORT FEES	Landing/Parking (Delhi Hub)	275,000	Per Flight	Blended Intl Turnaround (A321 size)	PDF (pg 7)	High
AIRPORT FEES	Landing/Parking (Dubai DXB)	320,000	Per Flight	Peak hour slot + handling + security charges	PDF (pg 7)	High
AIRPORT FEES	Landing/Parking (Singapore SIN)	300,000	Per Flight	Changi fees (SGD converted)	PDF (pg 7)	High
AIRPORT FEES	Landing/Parking (Tier 2 Intl)	150,000	Per Flight	E.g., Trichy, Amritsar, Phuket, Hanoi	Est.	Med
AIRPORT FEES	Landing/Parking (Europe Major)	450,000	Per Flight	LHR/AMS/CDG (Very high slot/noise fees)	Industry	High
HANDLING	Ground Handling (Intl)	85,000	Per Flight	Check-in, Ramp, Baggage (Outsourced)	Est.	Med
PASSENGER	Catering (Buy-on-Board)	250	Per Pax	Cost of Goods Sold (Revenue is separate)	Internal	High
PASSENGER	GDS / Distribution Cost	450	Per Pax	OTA commissions, GDS fees (Amadeus/Navitaire)	Industry	High
PASSENGER	Pax Service Fee (UDF/PSF)	1,200	Per Pax	Pass-through tax (collected & paid to airport)	Govt	High
OWNERSHIP	Lease Rental (A320neo)	280,000	Per Month (USD)	Approx. \$280k-\$320k dry lease market rate	CAPA	Med
OWNERSHIP	Lease Rental (A321neo)	330,000	Per Month (USD)	Approx. \$330k-\$360k dry lease	CAPA	Med
OWNERSHIP	Lease Rental (B787-9)	950,000	Per Month (USD)	Wet lease package or high-end dry lease	Est.	Low
OVERHEADS	Corporate / Admin Allocation	15,000	Per Block Hour	HQ, IT, Marketing, Insurance spread over fleet	Est.	Med
INSURANCE	Hull & Liability	2,500	Per Block Hour	Fleet policy allocation	Industry	Med

Market_Country	Key_Route_Group	Weekly_Seat_Cap (Each Side)	Current_Utilization	Status_Flag	Strategic_Implication	Source
UAE (Dubai)	DXB (Metro Hubs)	66,000	100% (Full)	RED (Blocked)	Must Up-gauge: Swap A320 (186 seats) for A321 (222 seats) to grow volume. No new flights allowed.	PDF
UAE (Abu Dhabi)	AUH (All Cities)	50,000	~90% (High)	AMBER (Tight)	Limited room. Prioritize high-yield slots.	PDF
Qatar	DOH (All Cities)	~24,000 (Est)	100% (Full)	RED (Blocked)	Rely on Codeshare with Qatar Airways for growth.	PDF
Singapore	SIN (Metros: DEL/BOM/MAA)	29,400	~95% (High)	AMBER (Tight)	Slots are the issue, not just seats.	PDF
Singapore	SIN (Tier 2 Cities)	Unlimited	Low	GREEN (Open)	Huge Opportunity: Launch flights from TRZ, CJB, ATQ, BBI to bypass Metro caps.	PDF
Thailand	BKK/HKT	~35,000	~80%	GREEN (Open)	Aggressively add frequency. Open skies policy is liberal.	PDF
Saudi Arabia	JED/RUH	20,000 + Hajj Quota	Seasonal Spikes	AMBER (Complex)	Apply for special Hajj/Umrah bilateral quotas separately.	PDF
Turkey	IST	3,000 (Est)	100% (Full)	RED (Blocked)	Very restricted. Use Wet-lease B777 to maximize the few allowed frequencies.	PDF
UK	LHR/MAN	56 Frequencies	High	AMBER (Slot Limited)	Heathrow slots unavailable. Expand to Manchester/Gatwick (Phase 2).	PDF
Europe (General)	AMS/CDG/FRA	Varies	Med	GREEN (Open)	Bilaterals available, but airport slots in AMS/LHR are the bottleneck.	PDF

Competitor	Primary_Hub	Key_Strengths	Key_Weaknesses	IndiGo_Counter_Strategy
Emirates	Dubai (DXB)	Premium Product, Network Depth, Frequency (8x daily)	High Prices, Legacy Cost Structure	Price Leader: Undercut fares by 15-20%. Target VFR/Labor traffic.
Air India	DEL / BOM	Direct Long-haul, Star Alliance, Tata Corporate Deals	Service Consistency (Improving), Legacy Fleet Issues	Reliability: Beat them on On-Time Performance (OTP) and frequency.
Singapore Air	Singapore (SIN)	Premium Service, Corp Contracts, Transit Network	Very High Fares, Limited Tier 2 Reach	Direct Connectivity: Fly direct from Tier 2 cities where SQ doesn't fly.
Qatar Airways	Doha (DOH)	Best-in-class Product, US/EU Connectivity	Capacity Capped by Bilateral	Partnership: Use codeshare to feed their network rather than fight head-on.
Turkish Airlines	Istanbul (IST)	Massive European Network	Expensive vs LCC, Limited India Seats	Feed & De-feed: Be the domestic feeder for their long-haul network.
Thai Airways	Bangkok (BKK)	Brand Loyalty, Widebody Comfort	Financial Restructuring, Operational Inconsistency	Frequency: Offer multiple daily timings to suit leisure travelers.
VietJet	SGN / HAN	Ultra-Low Cost, Aggressive Marketing	Ancillary Heavy, Delays	Network: Leverage better domestic India connections for inbound tourists.

Month	Season_Index	Description	Strategy_Note
January	1.2	High Peak	Winter Holidays + NRIs returning. Max Fares.
February	1	Base	Business travel resumes.
March	0.95	Shoulder	Exams in India. Traffic dips.
April	1.05	Shoulder	Summer holidays begin (Schools).
May	1.15	Peak (Outbound)	Peak Indian Summer outbound (SE Asia/Europe).
June	1.1	Peak (Return)	Return traffic + Student movement to West.
July	0.85	Low (Monsoon)	Rains. Lowest demand. Run Promos.
August	0.9	Low (Monsoon)	Independence Day long weekend spikes only.
September	0.9	Low	End of quarter. Business travel steady.
October	1.1	Festival Start	Dussehra / Diwali start. VFR picks up.
November	1.15	Festival Peak	Diwali / Weddings. High domestic & VFR.
December	1.25	Super Peak	Xmas/New Year/Weddings. Highest Yields.

Region	Route_Pair	Cargo_Yield_INR_kg	#	Avg_Cargo_Load_Kg	 Est_Rev_Per_Flight	Primary_Goods
Middle East	DEL-DXB	85		2,500	₹212,500.00	Perishables (Veg/Meat), Textiles, E-com
Middle East	COK-DXB	95		3,000	₹285,000.00	Spices, Fresh Fruits, Veg (High Demand)
SE Asia	MAA-SIN	75		2,000	₹150,000.00	Auto parts, Pharma, Electronics
SE Asia	DEL-BKK	65		1,500	₹97,500.00	Fabrics, Gen Cargo
Europe	DEL-IST	110		4,000	₹440,000.00	Pharma, Carpets, Leather (High Value)
Europe	DEL-MAN	120		8,000	₹960,000.00	(Widebody) Pharma, Garments, Machinery
Middle East	BOM-DXB	85		3,000	₹255,000.00	
Middle East	BLR-DXB	85		2,500	₹212,500.00	
Middle East	HYD-DXB	85		2,500	₹212,500.00	
Middle East	MAA-DXB	85		2,500	₹212,500.00	
Middle East	CCU-DXB	85		2,000	₹170,000.00	
Middle East	TRZ-DXB	95		1,500	₹142,500.00	
SE Asia	TRZ-SIN	75		1,500	₹112,500.00	
SE Asia	BLR-SIN	75		2,000	₹150,000.00	
SE Asia	CCU-SIN	65		1,500	₹97,500.00	
Europe	BOM-MAN	110		6,000	₹660,000.00	
Europe	BOM-IST	110		5,000	₹550,000.00	
Europe	DEL-ATH	100		2,000	₹200,000.00	
SE Asia	BOM-BKK	70		1,800	₹126,000.00	
SE Asia	CCU-BKK	70		1,800	₹126,000.00	
Middle East	IXC-DXB	95		1,500	₹142,500.00	
Middle East	DEL-JED	90		1,500	₹135,000.00	
Middle East	ATQ-DXB	90		2,500	₹225,000.00	

Region	Route_Pair	Cargo_Yield_INR_kg	#	Avg_Cargo_Load_Kg	 Est_Rev_Per_Flight	Primary_Goods
Middle East	CCU-HAN	90		2,500	₹225,000.00	
SE Asia	CCU-SAI	70		1,800	₹126,000.00	
SE Asia	DEL-ALA	70		1,800	₹126,000.00	
Other	DEL-BAK	75		1,500	₹112,500.00	
Europe/CIS	BOM-JED	110		4,000	₹440,000.00	
Europe/CIS	BOM-DOH	110		4,000	₹440,000.00	
Middle East	DEL-DMM	90		2,500	₹225,000.00	
Middle East	BOM-MCT	90		2,500	₹225,000.00	
Middle East	HYD-DOH	90		2,500	₹225,000.00	
Middle East	MAA-KWI	90		2,500	₹225,000.00	
Middle East	LKO-DMM	90		2,500	₹225,000.00	
Middle East	COK-DOH	90		2,500	₹225,000.00	
Middle East	DEL-DOH	90		2,500	₹225,000.00	
Middle East	BOM-ATH	90		2,500	₹225,000.00	
Middle East	BOM-CPH	90		2,500	₹225,000.00	
Europe/CIS	DEL-RUH	110		4,000	₹440,000.00	
Europe/CIS	CCU-CAN	110		4,000	₹440,000.00	
Middle East	COK-AUH	90		2,500	₹225,000.00	
Other	DEL-CGK	75		1,500	₹112,500.00	
Middle East	BLR-BKK	90		2,500	₹225,000.00	
SE Asia	BOM-AUH	70		1,800	₹126,000.00	
SE Asia	COK-KUL	70		1,800	₹126,000.00	
SE Asia	BOM-AMS	70		1,800	₹126,000.00	

Region	Route_Pair	Cargo_Yield_INR_kg	#	Avg_Cargo_Load_Kg	 Est_Rev_Per_Flight	Primary_Goods
Middle East	DEL-HKT	90		2,500	₹225,000.00	
SE Asia	DEL-TBS	70		1,800	₹126,000.00	
Europe/CIS	DEL-MCT	110		6,000	₹660,000.00	
SE Asia	MAA-KUL	70		1,800	₹126,000.00	
Europe/CIS	BOM-NBO	110		4,000	₹440,000.00	
Middle East	DEL-TAS	90		2,500	₹225,000.00	
SE Asia	VGA-SIN	70		1,800	₹126,000.00	
Other	DEL-DPS	75		1,500	₹112,500.00	
Europe/CIS	DEL-AUH	110		4,000	₹440,000.00	
SE Asia	DEL-KBV	70		1,800	₹126,000.00	
SE Asia	BOM-DPS	70		1,800	₹126,000.00	
Middle East	DEL-KWI	90		2,500	₹225,000.00	
SE Asia	CCU-SGN	70		1,800	₹126,000.00	
SE Asia	DEL-CAN	70		1,800	₹126,000.00	
Middle East	HYD-JED	90		2,500	₹225,000.00	

Category	Item	Value	Unit	Rationale / Source
Macro	USD/INR Exchange Rate	84.5	INR	Late 2025 Forecast
Macro	Annual Inflation	5.00%	%	Standard India CPI Est
Ops	Fuel Price (ATF)	94,500	INR/KL	Delhi Nov '25 Base 11
Ops	Engineering Reserve	400	USD/BH	Reserve for heavy maintenance checks
Revenue	Load Factor (Yr 1)	78%	%	Conservative launch estimate
Revenue	Load Factor (Mature)	88%	%	Target for Yr 2-3
Revenue	Ancillary Rev per Pax	600	INR	Bags, Seats, Meals (IndiGo Avg)
Finance	Discount Rate (WACC)	12%	%	For NPV Calculations
Growth	Annual Pax Growth	12%	%	Industry growth forecast 12

Route_Key	Aircraft	Freq/Wk	Distance	Block Hrs	Flights/Yr	Seats	LF %	Avg Fare	Pax Rev	Ancillary	Cargo Rev	TOTAL REV	Fuel Cost	Ops Cost	TOTAL COST	PROFIT (Cr)	% Margin %
BOM-DXB	A320neo	28	1,927	2.90875	1456	186	88%	₹13,900.00	₹3,312,621,312.00	₹142,990,848.00	₹371,280,000.00	₹3,826,892,160.00	₹1,180,651,153.50	₹1,306,223,054.50	₹2,486,874,208.00	134.00	35.01582736%
DEL-DXB	A320neo	28	2,181	3.22625	1456	186	88%	₹14,500.00	₹3,455,612,160.00	₹142,990,848.00	₹309,400,000.00	₹3,908,003,008.00	₹1,309,523,260.50	₹1,448,801,763.50	₹2,758,325,024.00	114.97	29.41855422%
TRZ-SIN	A321neo	14	3,000	4.25	728	222	90%	₹17,500.00	₹2,545,452,000.00	₹87,272,640.00	₹81,900,000.00	₹2,714,624,640.00	₹986,792,625.00	₹1,045,772,000.00	₹2,032,564,625.00	68.21	25.12538953%
COK-DXB	A321neo	14	2,780	3.975	728	222	88%	₹15,800.00	₹2,247,108,864.00	₹85,333,248.00	₹207,480,000.00	₹2,539,922,112.00	₹929,241,337.50	₹978,104,400.00	₹1,901,045,737.50	63.89	25.15338449%
DEL-DOH	A321neo	7	2,546	3.6825	364	222	88%	₹18,500.00	₹1,315,554,240.00	₹42,666,624.00	₹81,900,000.00	₹1,440,120,864.00	₹427,513,393.13	₹453,065,340.00	₹880,578,733.13	55.95	38.85383129%
BOM-JED	A321neo	7	3,500	4.875	364	222	85%	₹22,000.00	₹1,511,109,600.00	₹41,212,080.00	₹160,160,000.00	₹1,712,481,680.00	₹565,954,593.75	₹599,781,000.00	₹1,165,735,593.75	54.67	31.92712031%
HYD-DXB	A321neo	14	2,550	3.6875	728	222	88%	₹14,500.00	₹2,062,220,160.00	₹85,333,248.00	₹154,700,000.00	₹2,302,253,408.00	₹856,187,718.75	₹907,361,000.00	₹1,763,548,718.75	53.87	23.399018%
DEL-MCT	A320neo	7	1,950	2.9375	364	186	82%	₹16,000.00	₹888,276,480.00	₹33,310,368.00	₹240,240,000.00	₹1,161,826,848.00	₹298,080,168.75	₹329,783,431.25	₹627,863,600.00	53.40	45.95893518%
DEL-AUH	A320neo	14	2,288	3.36	728	186	82%	₹13,800.00	₹1,532,276,928.00	₹66,620,736.00	₹320,320,000.00	₹1,919,217,664.00	₹681,905,952.00	₹754,432,224.00	₹1,436,338,176.00	48.29	25.16022529%
ATQ-DXB	A320neo	7	2,300	3.375	364	186	88%	₹18,200.00	₹1,084,347,264.00	₹35,747,712.00	₹81,900,000.00	₹1,201,994,976.00	₹342,475,087.50	₹378,900,112.50	₹721,375,200.00	48.06	39.98517345%
BOM-MCT	A320neo	7	1,580	2.475	364	186	82%	₹16,000.00	₹888,276,480.00	₹33,310,368.00	₹81,900,000.00	₹1,003,486,848.00	₹251,148,397.50	₹277,860,082.50	₹529,008,480.00	47.45	47.28296828%
DEL-JED	A321neo	7	3,850	5.3125	364	222	85%	₹24,000.00	₹1,648,483,200.00	₹41,212,080.00	₹49,140,000.00	₹1,738,835,280.00	₹616,745,390.63	₹653,607,500.00	₹1,270,352,890.63	46.85	26.94230988%
BLR-DXB	A321neo	14	2,700	3.875	728	222	88%	₹14,500.00	₹2,062,220,160.00	₹85,333,248.00	₹154,700,000.00	₹2,302,253,408.00	₹899,722,687.50	₹1,853,220,687.50	₹1,436,220,687.50	44.90	19.50405281%
BOM-AUH	A320neo	14	2,002	3.0025	728	186	82%	₹13,800.00	₹1,532,276,928.00	₹66,620,736.00	₹91,728,000.00	₹1,690,625,664.00	₹609,351,970.50	₹674,161,533.50	₹1,283,513,504.00	40.71	24.08056193%
BOM-DOH	A320neo	7	2,250	3.3125	364	186	82%	₹16,000.00	₹888,276,480.00	₹33,310,368.00	₹160,160,000.00	₹1,081,746,848.00	₹336,132,956.25	₹371,883,443.75	₹708,016,400.00	37.37	34.54879011%
CCU-CAN	A321neo	7	2,700	3.875	364	222	75%	₹18,000.00	₹1,090,908,000.00	₹36,363,600.00	₹160,160,000.00	₹1,287,431,600.00	₹449,861,343.75	₹476,749,000.00	₹926,610,343.75	36.08	28.02644088%
DEL-RUH	A321neo	7	3,060	4.325	364	222	82%	₹18,000.00	₹1,192,726,080.00	₹39,757,536.00	₹160,160,000.00	₹1,392,643,616.00	₹502,103,306.25	₹532,113,400.00	₹1,034,216,706.25	35.84	25.73715957%
HYD-JED	A321neo	7	3,900	5.375	364	222	85%	₹22,000.00	₹1,511,109,600.00	₹41,212,080.00	₹81,900,000.00	₹1,634,221,680.00	₹624,001,218.75	₹661,297,000.00	₹1,285,298,218.75	34.89	21.35104836%
MAA-DXB	A321neo	14	2,900	4.125	728	222	88%	₹14,500.00	₹2,062,220,160.00	₹85,333,248.00	₹154,700,000.00	₹2,302,253,408.00	₹957,769,312.50	₹1,015,014,000.00	₹1,972,783,312.50	32.95	14.31076589%
DEL-DMM	A321neo	7	2,696	3.87	364	222	82%	₹17,000.00	₹1,126,463,520.00	₹39,757,536.00	₹81,900,000.00	₹1,248,121,056.00	₹449,280,877.50	₹476,133,840.00	₹925,414,717.50	32.27	25.85537172%
HYD-DOH	A321neo	7	2,900	4.125	364	222	88%	₹16,000.00	₹1,137,776,640.00	₹42,666,624.00	₹81,900,000.00	₹1,262,343,264.00	₹478,884,656.25	₹507,500,000.00	₹986,391,656.25	27.60	21.86026698%
DEL-KWI	A321neo	7	2,875	4.09375	364	222	82%	₹16,800.00	₹1,113,211,008.00	₹39,757,536.00	₹81,900,000.00	₹1,234,868,544.00	₹475,256,742.19	₹503,662,250.00	₹978,918,992.19	25.59	20.72686628%
TRZ-DXB	A321neo	7	3,000	4.25	364	222	88%	₹16,500.00	₹1,173,332,160.00	₹42,666,624.00	₹51,870,000.00	₹1,267,868,784.00	₹493,396,312.50	₹522,886,000.00	₹1,016,282,312.50	25.16	19.84325781%
CCU-DXB	A321neo	7	3,300	4.625	364	222	88%	₹17,500.00	₹1,244,443,200.00	₹42,666,624.00	₹61,880,000.00	₹1,348,989,824.00	₹536,931,281.25	₹569,023,000.00	₹1,105,954,281.25	24.30	18.01611387%
DEL-BKK	A321neo	14	2,920	4.15	728	222	88%	₹14,500.00	₹2,062,220,160.00	₹85,333,248.00	₹70,980,000.00	₹2,218,533,408.00	₹963,573,975.00	₹1,021,165,600.00	₹1,064,739,575.00	23.38	10.53821557%
COK-DOH	A321neo	7	3,050	4.3125	364	222	88%	₹16,000.00	₹1,137,776,640.00	₹42,666,624.00	₹81,900,000.00	₹1,262,343,264.00	₹500,652,140.63	₹530,575,500.00	₹1,031,227,640.63	23.11	18.30846094%
CCU-BKK	A320neo	14	1,600	2.5	728	186	88%	₹9,200.00	₹1,096,263,168.00	₹71,495,424.00	₹91,728,000.00	₹1,259,486,592.00	₹507,370,500.00	₹561,333,500.00	₹1,068,704,000.00	19.08	15.14764772%
MAA-KWI	A321neo	7	3,600	5	364	222	82%	₹19,000.00	₹1,258,988,640.00	₹39,757,536.00	₹81,900,000.00	₹1,380,646,176.00	₹580,466,250.00	₹615,160,000.00	₹1,195,626,250.00	18.50	13.4009661%
DEL-HKT	A321neo	7	3,179	4.47375	364	222	78%	₹18,000.00	₹1,134,544,320.00	₹37,818,144.00	₹81,900,000.00	₹1,254,262,464.00	₹519,372,177.19	₹506,414,410.00	₹1,064,786,587.19	18.45	14.70791657%
CCU-HAN	A320neo	7	1,750	2.6875	364	186	78%	₹12,000.00	₹633,709,440.00	₹31,685,472.00	₹81,900,000.00	₹747,294,912.00	₹272,711,643.75	₹301,716,756.25	₹574,428,400.00	17.29	23.13230148%
BLR-SIN	A321neo	7	3,165	4.45625	364	222	88%	₹16,000.00	₹1,137,776,640.00	₹42,666,624.00	₹54,600,000.00	₹1,235,043,264.00	₹517,340,545.31	₹548,261,350.00	₹1,065,601,895.31	16.94	13.71946827%
DEL-ALA	A320neo	3	1,640	2.55	156	186	75%	₹16,800.00	₹365,601,600.00	₹13,057,200.00	₹19,656,000.00	₹398,314,800.00	₹110,896,695.00	₹122,691,465.00	₹233,588,160.00	16.47	41.35589237%
DEL-TAS	A320neo	3	1,550	2.4375	156	186	75%	₹15,200.00	₹330,782,400.00	₹13,057,200.00	₹20,656,000.00	₹378,939,600.00	₹116,004,193.75	₹117,278,606.25	₹232,282,800.00	15.57	41.07694208%
LKO-DMM	A321neo	4	3,100	4.375	208	222	82%	₹17,900.00	₹677,771,328.00	₹22,718,592.00	₹46,800,000.00	₹747,289,920.00	₹290,233,125.00	₹307,580,000.00	₹597,813,125.00	14.95	20.00251723%
BOM-BKK	A321neo	14	3,000	4.25	728	222	88%	₹14,000.00	₹1,991,109,120.00	₹85,333,248.00	₹91,728,000.00	₹2,168,170,368.00	₹986,792,625.00	₹1,045,772,000.00	₹2,032,564,625.00	13.56	6.254385956%
DEL-TBS	A321neo	3	3,243	4.55375	156	222	75%	₹21,500.00	₹558,441,000.00	₹15,584,400.00	₹19,656,000.00	₹593,681,400.00	₹226,568,415.94	₹240,110,130.00	₹466,678,545.94	12.70	21.39242598%
BLR-BKK	A320neo	7	2,500	3.625	364	186	82%	₹14,000.00	₹777,241,920.00	₹33,310,368.00	₹81,900,000.00	₹892,452,288.00	₹363,843,612.50	₹406,966,787.50	₹774,810,400.00	11.76	13.18186861%
VGA-SIN	A321neo	3	3,100	4.375	156	222	90%	₹16,500.00	₹514,285,200.00	₹18,701,280.00	₹19,656,000.00	₹552,642,480.00	₹217,674,843.75	₹230,685,000.00	₹448,359,843.75	10.43	18.8698191%
MAA-SIN	A321neo	14	2,900	4.125	728	222	88%	₹13,200.00	₹1,877,331,456.00	₹85,333,248.00	₹109,200,000.00	₹2,071,864,704.00	₹957,769,312.50	₹1,015,014,000.00	₹1,972,783,312.50	9.91	4.7822232706%
CCU-SGN	A320neo	7	2,300	3.375	364	186	78%	₹13,800.00	₹728,765,856.00	₹31,685,472.00	₹45,864,000.00	₹806,315,328.00	₹342,475,087.50	₹378,900,112.50	₹721,375,200.00	8.49	10.53435611%
COK-AUH	A321neo	7	2,800	4	364	222	82%	₹13,800.00	₹914,423,328.00	₹39,757,536.00	₹81,900,000.00	₹1,036,080,864.00	₹464,373,000.00	₹492,128,000.00	₹956,501,000.00	7.96	7.680854532%
DEL-KBV	A321neo	4	3,200	4.5	208	222	75%	₹18,000.00	₹623,376,000.00	₹20,779,200.00	₹26,208,000.00	₹670,363,200.00	₹298,525,500.00	₹316,368,000.00	₹614,893,500.00	5.55	8.274574141%
CCU-SAI	A320neo	7	2,000	3	364	186	75%	₹12,000.00	₹609,336,000.00	₹30,466,800.00	₹45,864,000.00	₹685,666,800.00	₹304,422,300.00	₹336,800,100.00	₹641,222,400.00	4.44	6.481923873%
DEL-BAK	A321neo	3	2,800	4	156	222	75%	₹16,000.00	₹415,584,000.00	₹15,584,400.00	₹17,550,000.00	₹448,718,400.00	₹199,017,000.00	₹210,912,000.00	₹409,929,000.00	3.88	8.644486163%
BOM-ATH	A321neo	3	5,255	7.06875	156	222	72%	₹28,000.00	₹698,181,120.00	₹14,961,024.00	₹35,100,000.00	₹748,242,144.00	₹351,700,354.69	₹372,721,050.00	₹724,421,404.69	2.38	3.183560229%
DEL-CAN	A321neo	7	3,650	5.0625	364	222	78%	₹18,000.00	₹1,134,544,320.00	₹37,818,144.00	₹45,864,000.00	₹1,218,226,464.00	₹587,722,078.13	₹1,210,571,578.13	₹1,810,178,142.50	0.77	0.6283631247%
DEL-ATH	A321neo	3	5,000	6.75	156	222	72%	₹24,000.00									

Route_Key	Aircraft	Freq/Wk	Distance	Block Hrs	Flights/Yr	Seats	LF %	Avg Fare	Pax Rev	Ancillary	Cargo Rev	TOTAL REV	Fuel Cost	Ops Cost	TOTAL COST	PROFIT (Cr)	% Margin %
DEL-DPS	A321neo	7	5,792	7.74	364	222	78%	₹18,500.00	₹1,166,059,440.00	₹37,818,144.00	₹40,950,000.00	₹1,244,827,584.00	₹898,561,755.00	₹952,267,680.00	₹1,850,829,435.00	-60.60	-48.68158922%
BOM-AMS	B787-9	4	6,856	9.07	208	338	72%	₹35,000.00	₹1,771,660,800.00	₹30,371,328.00	₹26,208,000.00	₹1,828,240,128.00	₹962,711,568.00	₹1,514,436,040.00	₹2,477,147,608.00	-64.89	-35.49355854%
DEL-MAN	B787-9	5	6,855	9.06875	260	338	72%	₹34,000.00	₹2,151,302,400.00	₹37,964,160.00	₹249,600,000.00	₹2,438,866,560.00	₹1,203,223,612.50	₹1,892,784,156.25	₹3,096,007,768.75	-65.71	-26.94453315%
BOM-CPH	B787-9	3	6,600	8.75	156	338	72%	₹28,000.00	₹1,062,996,480.00	₹22,778,496.00	₹35,100,000.00	₹1,120,874,976.00	₹696,559,500.00	₹1,095,753,750.00	₹1,792,313,250.00	-67.14	-59.90304792%
BOM-IST	B777-300ER	7	4,800	6.5	364	531	75%	₹20,000.00	₹2,899,260,000.00	₹86,977,800.00	₹200,200,000.00	₹3,186,437,800.00	₹1,676,902,500.00	₹2,399,124,000.00	₹4,076,026,500.00	-88.96	-27.91796846%
DEL-IST	B777-300ER	14	4,575	6.21875	728	531	75%	₹19,500.00	₹5,653,557,000.00	₹173,955,600.00	₹320,320,000.00	₹6,147,832,600.00	₹3,208,688,437.50	₹4,590,631,500.00	₹7,799,319,937.50	-165.15	-26.86291975%

NETWORK SUMMARY	Value	Unit	Formula / Source
Total New Routes	60	Routes	Count of all rows in PnL
Total Annual Revenue	₹9,084.55	₹ Cr	Sum of Total Revenue Column
Total Annual Profit	744.63	₹ Cr	Sum of Profit Column
Network Margin %	₹151.41	%	Profit divided by Revenue
Total Pax / Year	26156	Pax	Total Annual Flights (Approx linkage)
Fleet Requirement	0.06171361111	Aircraft	Total Block Hrs / 4500 (approx utilization)
TOP 5 PROFITABLE ROUTES	Route	# Profit (Cr)	% Margin %
Rank 1	BOM-DXB	134.0017952	35.01582736%
Rank 2	DEL-DXB	114.9677984	29.41855422%
Rank 3	TRZ-SIN	68.2060015	25.12538953%
Why they win:	High Monopoly Pricing, Low Operational Cost (A320neo)		
STRATEGIC INVESTMENTS (Phase 2)	Route	# Profit (Cr)	Strategic Rationale
Europe Flagship	DEL-MAN	-65.71412088	Brand Builder: Direct UK access
Hub Connector	BOM-AMS	-64.890748	Capturing Premium Corporate Traffic
Network Feeder	DEL-IST	-165.1487338	Codeshare feed to Europe
Status:	Investment Mode		Losses expected in Year 1-2