



Corporate Communications Directorate

AMAR UJALA

DELHI

7 JANUARY 2026

एयरपोर्ट की सुरक्षा जांच पूरी कर रही एनआईए

ग्रेटर नोएडा। नोएडा अंतरराष्ट्रीय हवाई अड्डे के उद्घाटन को लेकर प्रधानमंत्री नरेंद्र मोदी को मुख्यमंत्री को ओर से आमंत्रण दिए जाने के बाद हवाई अड्डे के जल्द शुरू होने की उम्मीद जताई जा रही है। दूसरी तरफ, पूर्व में ब्यूरो ऑफ सिविल एविएशन (बकास) की ओर से उठाई गई आपत्तियों पर नोएडा इंटरनेशनल एयरपोर्ट (एनआईए) और यमुना इंटरनेशनल एयरपोर्ट प्राइवेट लिमिटेड (यापल) सुरक्षा जांच और मानक पूरी करने में लगा है। ब्यूरो



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एयरपोर्ट के लिए साइन बोर्ड लगाने का काम शुरू

यमुना सिटी। नोएडा अंतरराष्ट्रीय हवाई अड्डे के उद्घाटन के लिए मुख्यमंत्री योगी आदित्यनाथ ने पीएम नरेंद्र मोदी को आमंत्रण दे दिया है। वहीं, एयरपोर्ट के लिए साइन बोर्ड लगाने का काम शुरू हो गया है। यमुना एक्सप्रेस-वे और ग्रीनफील्ड एक्सप्रेस-वे पर कुछ साइन बोर्ड लगा दिए गए हैं। जल्द ही दोनों एक्सप्रेस-वे पर सभी 16 साइन बोर्ड एयरपोर्ट जाने का रास्ता बताएंगे। ढहवाई अड्डे के उद्घाटन और कॉमर्सियल फ्लाइटों के शुरू होने की घोषणा जल्द हो सकती है। इसको लेकर यमुना एक्सप्रेस-वे औद्योगिक विकास प्राधिकरण (यीडा) और भारतीय राष्ट्रीय राजमार्ग प्राधिकरण (एनएचएआई) ने भी तैयारियां शुरू कर दी हैं। फरीदाबाद से नोएडा एयरपोर्ट को जोड़ने वाले ग्रीनफील्ड एक्सप्रेस-वे पर अब तक चार साइन बोर्ड लग चुके हैं। इन एक्सप्रेस-वे पर नोएडा अंतरराष्ट्रीय एयरपोर्ट के गेट से मात्र 100 मीटर की दूरी पर ही बड़ा साइन बोर्ड लग गया है।

नए हवाई अड्डों के पास होटल उद्योग भरेगा उड़ान

बड़े शहरों में हवाई यात्रियों की संख्या बढ़ने से कमरों की मांग-आपूर्ति का अंतर होगा कम

अक्षरा श्रीवास्तव

हाल ही में शुरू हुआ नवी मुंबई अंतरराष्ट्रीय हवाई अड्डा और शीघ्र संचालन के लिए तैयार नोएडा अंतरराष्ट्रीय हवाई अड्डा आदि नए उभरते हवाई अड्डे इसमें महत्वपूर्ण भूमिका निभा रहे हैं। क्योंकि इनके आसपास तमाम ब्रांडेड होटल अपनी श्रृंखलाएं स्थापित करने लगते हैं। इससे ब्रांडेड कमरों की मांग और आपूर्ति के बीच मौजूद बड़े अंतर को पाटने में मदद मिल रही है।

दिसंबर 2025 की मोतीलाल ओसवाल की रिपोर्ट के अनुसार, नवी मुंबई हवाई अड्डे के संचालन से इस क्षेत्र में आर्थिक गतिविधियों में तेज वृद्धि होने की उम्मीद है। क्योंकि इससे इस महत्वपूर्ण औद्योगिक और वाणिज्यिक केंद्र में बैठकों, प्रोत्साहन यात्राओं, सम्मेलनों और प्रदर्शनी जैसी गतिविधियों में बढ़ोतरी होगी। इसके अलावा लोनावाला व अलीबाग जैसे आसपास के तमाम पर्यटन स्थलों पर लोगों की आमद बढ़ेगी। इन सब का सीधा फायदा हॉस्पिटैलिटी सेक्टर को मिलेगा। इस हवाई अड्डे से बीते क्रिसमस के दिन ही यात्री उड़ानें शुरू हुई हैं।

रिपोर्ट में कहा गया है कि नवी मुंबई अभी आतिथ्य कारोबार शुरूआती दौर में है। इससे पूरी तरह भुनाया नहीं जा सका है।

इस वक्त यहां प्रमुख होटलों के पास केवल 1,539 कमरे हैं। लेकिन हवाई अड्डा चालू होने के बाद और भी होटल यहां आने की योजना बना रहे हैं।

साम्ही ने नवी मुंबई में 700 कमरों के साथ अपने सबसे बड़े होटल की घोषणा की है और अगले तीन-चार वर्षों में 6.5 अरब रुपये के पूंजीगत व्यय का अनुमान जताया है। रिपोर्ट में कहा गया है कि रेडिसन होटल ग्रुप ने हिल क्रेस्ट होटल्स ऐंड रिसॉर्ट्स के साथ साझेदारी में 35 कमरों का होटल बनाने की घोषणा की है। इसमें 2030 से परिचालन शुरू हो जाएगा। लेमन ट्री, शैले और पार्क होटल जैसी प्रमुख कंपनियों ने भी इस क्षेत्र में क्रमशः 400, 280 और 250 कमरों वाले होटल तैयार करने की योजना बनाई है।

होटल एसोसिएशन ऑफ इंडिया के महासचिव एमपी बेजबरा ने कहा कि नवी मुंबई के आसपास नियोजित एरोसिटी के साथ कई होटल और मिश्रित उपयोग वाली इमारतें खड़ी हो रही हैं। यही नहीं, कॉर्पोरेट यात्रा, कार्यक्रमों और ट्रांजिट मांग को पूरा करने के लिए बड़े होटलों की योजना बनाई जा रही है।

नोएडा अंतरराष्ट्रीय हवाई अड्डा अभी परिचालन के लिए खुला भी नहीं है और यहां तमाम नामी कंपनियां यहां अपने



■ नवी मुंबई हवाई अड्डे के आसपास अभी 1,539 होटल कमरे उपलब्ध, अब लगातार इनमें वृद्धि होने की उम्मीद क्योंकि साम्ही, रेडिसन और लेमन ट्री ने यहां नए होटल बनाने का किया ऐलान

■ नोएडा इंटरनेशनल एयरपोर्ट के करीब रोजेट के 246 कमरों वाले स्मार्ट लक्जरी होटल पर चल रहा काम, कई प्रमुख कंपनियां यहां अपने होटल स्थापित करने के लिए बना रही हैं योजना

होटल स्थापित करने को लालायित हैं। दिल्ली स्थित बर्ड ग्रुप की हॉस्पिटैलिटी शाखा रोजेट होटल्स ऐंड रिसॉर्ट्स 2.6 एकड़ क्षेत्र में 246 कमरों और 10,000 वर्ग फुट की बैंक्वेट सुविधा के साथ नया स्मार्ट लक्जरी होटल विकसित कर रही है। कंपनी के मुख्य कार्याधिकारी कुश कपूर ने कहा कि नए हवाई अड्डे पूरी तरह से हॉस्पिटैलिटी बाजारों के विकास को गति

देते हैं। शैले होटल्स के मुख्य परिचालन अधिकारी गौरव सिंह ने कहा कि नोएडा अंतरराष्ट्रीय हवाई अड्डे के पूरी तरह चालू होने के बाद यमुना एक्सप्रेसवे से जुड़ा ग्रेटर नोएडा का पूरा क्षेत्र प्रमुख हॉस्पिटैलिटी माइक्रो-मार्केट में बदल जाएगा।

देश की सबसे बड़ी हॉस्पिटैलिटी चेन इंडियन होटल्स ने दिसंबर में नोएडा-ग्रेटर

नोएडा एक्सप्रेसवे के किनारे ताज होटल और ताज ब्रांडेड आवास परियोजना की घोषणा की है, जिसमें 150 कमरे और 74 लक्जरी आवास शामिल होंगे।

गौरव सिंह ने कहा कि वित्त वर्ष 2030 तक हवाई यात्रियों की संख्या 62 करोड़ से अधिक होने की उम्मीद है। इससे पूरे महानगर ही नहीं, आसपास के क्षेत्रों में होटल कमरों की मांग बढ़ेगी। नोएडा अंतरराष्ट्रीय हवाई अड्डा एनसीआर ही नहीं, पूरे पश्चिमी उत्तर प्रदेश के लिए प्रमुख प्रवेश द्वार बनने जा रहा है।

रॉयल ऑर्किड होटल्स के अध्यक्ष अर्जुन बलजी ने कहा कि हम एरोट्रो-पोलिस का उभार देख रहे हैं। नए हवाई अड्डे वाले शहर केवल ट्रांजिट का ही काम नहीं करते, बल्कि कॉर्पोरेट मुख्यालयों, बड़े प्रदर्शनी केंद्रों और लॉजिस्टिक्स हब के विकास का केंद्र बन रहे हैं। रियल एस्टेट सेवा फर्म सीबीआरई के अध्यक्ष और मुख्य कार्याधिकारी अंशुमन मैगजीन ने कहा कि नए हवाई अड्डे अक्सर नए होटल बाजार को खड़ा करते हैं। हवाई अड्डा होटल अब केवल उड़ानों के बीच ठहराव तक सीमित नहीं हैं, बल्कि उच्च मूल्य वाले लक्जरी सेवा प्रदाता के रूप में उभर रहे हैं, जहां काम, अवकाश और कनेक्टिविटी एक साथ मिलती है। इसका बड़ा उदाहरण लंदन, न्यूयॉर्क और टोक्यो जैसे वैश्विक शहर हैं, जहां हवाई अड्डों के आसपास बड़े पैमाने पर शहरी और आर्थिक गतिविधियां फैल रही हैं।



Corporate Communications Directorate

DESHBANDHU

DELHI

7 JANUARY 2026

नोएडा अंतरराष्ट्रीय एयरपोर्ट उड़ान भरने को तैयार

■ मुख्यमंत्री योगी ने की इसी माह में उद्घाटन की घोषणा

ग्रेटर नोएडा, 6 जनवरी (देशबन्धु)। देश के सबसे महत्वाकांक्षी इंफ्रास्ट्रक्चर प्रोजेक्ट्स में शुमार नोएडा अंतरराष्ट्रीय हवाई अड्डा (एनआईए) अब व्यावसायिक उड़ानों के लिए लगभग तैयार है। भौतिक निर्माण कार्य पूरा हो चुका है और विश्व स्तरीय सुविधाओं से सुसज्जित यह एयरपोर्ट संचालन की दहलीज पर खड़ा है। अब केवल डीजीसीए से एवरोड्रम लाइसेंस की अंतिम मंजूरी और प्रधानमंत्री कार्यालय से उद्घाटन तिथि की औपचारिक घोषणा का इंतजार है।

उत्तर प्रदेश के मुख्यमंत्री योगी आदित्यनाथ ने दिसंबर 2025 में विधानसभा में घोषणा की थी कि जेवर एयरपोर्ट का उद्घाटन जनवरी 2026 में होगा। यह राज्य का पांचवां अंतरराष्ट्रीय हवाई अड्डा होगा और पूर्ण विकास के बाद क्षेत्रफल व यात्री क्षमता के मामले



में भारत का सबसे बड़ा एयरपोर्ट बनेगा। सीएम ने प्रधानमंत्री नरेंद्र मोदी को उद्घाटन के लिए आमंत्रित भी किया है। इसी सिलसिले में मुख्यमंत्री सोमवार को फिर प्रधानमंत्री से मुलाक़त की। उद्घाटन के साथ ही यहां से घरेलू व अंतरराष्ट्रीय कॉमर्शियल फ्लाइट्स का संचालन शुरू हो जाएगा।

दिल्ली-एनसीआर को मिलेगी राहत, क्षेत्रीय कनेक्टिविटी को मिलेगा नया बढ़ावा

यह एयरपोर्ट पश्चिमी उत्तर प्रदेश सहित पूरे उत्तर भारत के लिए गेम-चेंजर साबित होगा। दिल्ली के इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डे पर बढ़ते



नोएडा अंतरराष्ट्रीय एयरपोर्ट वृषी का पांचवां व देश का सबसे बड़ा एयरपोर्ट बनेगा : योगी आदित्यनाथ

दबाव को कम करने के साथ-साथ एनसीआर की कनेक्टिविटी को नई ऊंचाई देगा। अंतरराष्ट्रीय मानकों पर विकसित इस एयरपोर्ट में यात्रियों की सुविधा, सुरक्षा और तेज सेवाओं पर खास जोर दिया गया है। शुरुआती चरण में यह 1.2 करोड़ यात्रियों को हैंडल कर सकेगा, जो आगे चलकर कई गुना बढ़ जाएगा।

आर्थिक उछाल की उम्मीद: रोजगार, निवेश और विकास को मिलेगी रफ्तार

एयरपोर्ट के आसपास औद्योगिक, लॉजिस्टिक्स, होटल और रियल एस्टेट सेक्टर में निवेश की बाढ़ आने की संभावना है। इससे हजारों नए रोजगार सृजित होंगे और यमुना एक्सप्रेसवे क्षेत्र में आर्थिक गतिविधियां तेज होंगी। स्थानीय प्रशासन और यमुना प्राधिकरण सड़कें, साइनेज व अन्य आधारभूत सुविधाओं को अंतिम रूप दे रही है। नोएडा इंटरनेशनल एयरपोर्ट लिमिटेड के अधिकारियों के अनुसार, विकास कार्य पूरा हो चुका है और लाइसेंस प्रक्रिया अंतिम चरण में है। जनवरी 2026 में जैसे ही हरी झंडी मिलेगी, जेवर एयरपोर्ट देश के एविएशन मानचित्र पर एक चमकते सितारे के रूप में उभरेगा और क्षेत्र को नई उड़ान देगा।



Corporate Communications Directorate

DECCAN HERALD

BANGALORE

6 JANUARY 2026

Tiger sighted at Mysuru airport, combing operation launched

MYSURU, DHNS

Atiger was spotted at the Mysuru Airport in Mandakalli, on the outskirts of the city. A video of its movement has been captured by the personnel of the Karnataka State Industrial Security Force (KSISF). A video clip of the big cat at the airport is circulating on social media.

Officials said that KSISF patrol staff noticed the tiger moving around early on Monday morning and recorded the video. The tiger later disappeared into a bush. It can be noted that there have been frequent sighting of tigers in Mysuru and Chamarajanagar districts and some of them were rescued over the past

couple of months.

Chief conservator of forests Ravi Shankar, DCF K Paramesh, ACF Ravindra, RFO Santosh Hoogar and wildlife veterinarians Dr Wasim Mirza and Dr Adarsh from the forest department conducted an inspection immediately. But, the tiger was not found.

The officials said, "The sighting of the tiger is confirmed and a search operation is underway. Fifty personnel from the Elephant Task Force and Leopard Task Force have been pressed into service for the combing operation. It is suspected that the tiger has moved out of the airport premises into the forest or farmlands".

The Sky Is the New Marketplace

As India's airports and airlines race to monetise every moment of the journey, non-aero and ancillary revenues are becoming the real engines of aviation growth – turning terminals into malls, carriers into retailers, and travel time into prime spending time.

BY FORUM GANDHI

THE NEXT time you are at Delhi's Terminal 3 airport, it may not be the departure gate that slows you down, but the new Chanel boutique. At Hyderabad, the temptation might be to grab a Gordon Ramsay burger before boarding. Across India, the flying experience is being reimagined. It is no longer just about reaching a destination; it is about how passengers spend the hours in between, and that is where airlines and airports are making their profits.

For India's aviation industry, the most significant growth is no longer occurring in the skies but on the ground. Non-ticket and non-aeronautical revenue streams have become the sector's strongest growth engine. While ticket sales bring passengers in, it is the add-ons—seat upgrades, lounges, premium dining, advertising, branded retail and curated experiences—that are boosting margins.

Airlines and airport operators are betting big on these high-margin streams, marking a clear shift in how the revenue is generated.



Charting New Routes

Globally, ancillary revenues have long been central to the aviation industry's profitability. At major international hubs such as Heathrow, Changi and Dubai, 40 to 50% of revenue now comes from non-ticket sources. India is catching up, with ancillaries contributing 25 to 35% to airport and airline income. Digitalisation and rising demand for premium experiences are accelerating the shift, according to industry estimates.

With passenger volumes climbing but fare margins remaining largely stagnant, carriers are innovating beyond seat sales. Analysts say the monetisation of convenience, choice and experience will define the next decade. Apps, dynamic pricing and bundled offers allow airlines and airports to capture a larger share of traveller spending while offering personalised services.

In India, the shift is unfolding on two fronts—airlines are turning tickets into service ecosystems and airports are becoming retail, dining and media hubs.

Plane Facts

At Air India, the Tata Group's overhaul goes beyond new planes and refreshed



branding. The airline is building a robust ancillary portfolio to monetise every stage of a passenger journey. Ancillary revenue is projected to jump significantly to ₹2,500 crore in FY25 from ₹1,700 crore in FY24. By FY27, the carrier aims to triple it with offerings such as 'Upgrade Plus' seat upgrades, extra baggage, fare lock, travel insurance, gift cards, and VFS Global's OneVasco visa concierge services.

Business travellers are taking fancy to services like 'Fly Prior,' which allows same-day flight swaps for a fee. Other offerings such as priority check-in via 'ZipAhead,' tie-ups for Avis cab bookings and Tata AIG travel insurance are all designed to convert convenience into revenue. "Every product, from seat selection to cab booking, keeps the brand in the traveller's decision loop," an airline executive tells **Brand Equity**.

Meanwhile, IndiGo's scale advantage shows how far ancillary revenue growth can go. In FY25, its ancillary revenue

revenue is now central to their business models. At GMR Airports, which operates Delhi and Hyderabad, non-aero income rose from 43% in FY24 to 47% in FY25 and witnessed a 13% increase in the second quarter of FY25 compared to the same time last year. Retail, duty-free, F&B (food and beverage) and experiential zones are leading the charge.

"As India's aviation sector enters a new phase of expansion, we see strong tailwinds driving both passenger growth and spending," says Rajesh Arora, president and chief executive officer, commercial and growth, GMR Airports. "We have evolved from an infrastructure operator into a diversified consumer platform, turning airports into destinations that deliver value."



PHOTOS: SARUN CHAKRABORTY

Adani Airport Holdings Ltd (AAHL), which operates eight airports, clocked ₹4,926 crore in non-aero revenue in FY25, nearly half of its total income. Subsidiaries such as April Moon Retail and Mumbai Travel Retail power its expanding in-house retail model. In fact, AAHL will invest ₹20,000 crore (\$2.4 billion) in multi-phase city-side developments, nearly 70% of which is allocated to the Mumbai and Navi Mumbai airports, with an emphasis on personalised, data-led retail that caters to passengers, employees, and city-side consumers. "We plan to take over the entire airport business and run all retail operations in-house," Adani Airport CEO Gaurav Singh had told **ET** earlier. "Given the growth we have seen, we are exploring expansion beyond airports—into highways and malls." The company is scaling from 50 of its own brand stores across all its airports to over 300 by next year, including

270 retail and 40 F&B outlets.

For Bangalore International Airport Limited (BIAL), which runs Bengaluru's Kempegowda International Airport, non-aero accounts for 35% of revenue, driven by F&B, lounges, retail, duty-free and advertising. It plans to expand its retail footprint from 40,000 to 100,000 square metres, adding over 500 brands in five years. Advertising, particularly digital and experiential, accounts for 14% of non-aero revenue, making every screen and installation monetisable.

AAHL's Navi Mumbai International Airport opened its doors to passengers on December 25 with 110 retail and F&B outlets, including a 1,800 square metre duty-free zone—70% of it operated by in-house brands. Experiential zones, digital storytelling and public art aim to convert dwell time into spending time, mimicking global benchmarks like Singapore's Changi. Top officials have said that by 2030, the company aims for a 70% share of its total revenue from non-aero businesses.

Prime Media Real Estate
Airports and airlines are increasingly evolving into media platforms. Maxposure, one of India's largest inflight and airport media firms, manages content across 300 aircraft and 20 airports, reaching over 250 million passengers annually. Its shift from print publishing to digital-first media has made every display, screen and installation monetisable. "Airports are becoming experience hubs, not just transit points," says Prakash Johari, managing director of Maxposure. "The way travellers consume media is changing, and so must the way brands connect with them. We are building real-time engagement where a message, a story, or even a retail offer can live seamlessly on the same journey." The convergence is clear. Airlines think like retailers. Airports operate as media networks. Advertisers act as experience curators.

With GMR Airports at 47%, BIAL at 35% and AAHL at 50% non-aero revenue, India is closing the gap with its global peers.

Industry executives say the next phase of growth will not come from flying more, but from selling smarter. In India's new aviation economy, the sky is no longer the limit; it is the marketplace.

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Ear to the Ground

Private airports are mirroring the airlines' strategy. Non-aeronautical



Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

6 JANUARY 2026

offgrid

Distance rule no hurdle for Hosur airport, says Naidu

HD Bureau

CHENNAI

Union Civil Aviation Minister Ram Mohan Naidu has clarified that the 150-kilometre aerial-distance restriction will not be applicable once an existing aerodrome reaches capacity, signalling greater flexibility for states seeking to develop second airports in high-demand regions.

Speaking after arriving on a validation flight at Bhogapuram Airport near Visakhapatnam, Naidu said the long-standing radius guideline was intended to re-

gulate the initiation of airport development rather than block expansion in areas where passenger and cargo traffic had outgrown existing infrastructure. He told reporters that once capacity saturation is established, the clause ceases to apply, opening the door for states to plan additional greenfield airports to meet demand.

The clarification carries significance for several fast-growing urban and industrial clusters where aviation traffic has risen sharply over the past decade, straining runways, terminals and

airspace management. The 150-kilometre rule has often been cited by state governments as a procedural hurdle when proposing new airports near established ones, even where land constraints or environmental limits restrict further expansion of the original facility.

Under prevailing civil aviation guidelines, the distance norm was designed to prevent duplication of infrastructure, protect the viability of existing airports and ensure efficient use of public resources. However, aviation planners and industry sta-



keholders have argued that the policy needed recalibration as air travel expanded beyond metropolitan centres into tier-two and industrial cities, driven by regional connectivity sch-

emes, tourism growth and rising business travel.

Naidu's remarks suggest a more pragmatic interpretation of the rule, placing emphasis on demonstrable capacity saturation rather

than fixed geographic limits. Officials familiar with airport planning say capacity is typically assessed using parameters such as peak-hour passenger handling, aircraft movements, apron availability, terminal congestion and the scope for physical expansion within the airport's existing footprint.

Bhogapuram Airport itself has been positioned as a key infrastructure project for the northern Andhra Pradesh region, intended to serve Visakhapatnam and surrounding districts. The minister's visit for a validation flight underscores the ce-

tral government's focus on accelerating operational readiness of new airports while aligning policy frameworks with evolving traffic patterns.

Across the country, several airports have reported sustained increases in passenger numbers, with metropolitan hubs operating close to or beyond designed capacity during peak hours. In some cases, expansion options are constrained by urban development, coastline limits or environmental considerations, prompting state authorities to explore secondary airports

to distribute traffic and support economic growth corridors.

State governments have welcomed signals of flexibility, particularly those overseeing rapidly urbanising regions where airport access has become a bottleneck. Officials say clarity on the application of the 150-kilometre rule helps align long-term infrastructure planning with realistic timelines, especially for projects requiring land acquisition and multi-agency clearances.

ग्रेनो और यमुना एक्सप्रेसवे, महामाया फ्लाईओवर और फिल्म सिटी मार्ग पर वाहनों का दबाव बढ़ने के आसार एयरपोर्ट तैयार लेकिन सड़कों पर जाम चुनौती



विक्रम शर्मा/आशीष धामा

नोएडा। जेवर में बन रहे नोएडा एयरपोर्ट के शुभारंभ की तैयारियां तेजी से चल रही हैं। इसके शुरू होने के बाद नोएडा-ग्रेनो एक्सप्रेसवे, यमुना एक्सप्रेसवे, महामाया फ्लाईओवर और फिल्म सिटी मार्ग पर वाहनों का दबाव बढ़ जाएगा, जिससे जाम की समस्या और गंभीर होने की आशंका है। इससे दिल्ली-नोएडा से एयरपोर्ट तक सड़क मार्ग के जरिए पहुंचना मुश्किल होगा।

अभी दिल्ली के अक्षरधाम मंदिर, डीएनडी या कालिंदी कुंज बॉर्डर के जरिए नोएडा में प्रवेश करते ही वाहनों की रफतार धीमी हो जाती है। चिल्ला बॉर्डर से महामाया फ्लाईओवर तक आने-जाने में व्यस्त समय में एक घंटे तक का समय लग जाता है, जबकि यह सफर अधिकतम दस मिनट का है। इस रास्ते पर फिल्म सिटी और दलित प्रेरणा स्थल के सामने लोगों को लंबे जाम में फंसना पड़ता है। ग्रेनो एक्सप्रेसवे पर महामाया फ्लाईओवर से जीरो प्वाइंट तक सुबह-शाम जाम लगने लगा है।



नोएडा के सेक्टर 16ए में दिल्ली से आने वाले वाहन मंगलवार देर शाम जाम में फंसे रहे। • हिन्दुस्तान

फिल्म सिटी मार्ग को जोड़ने वाली सड़कों पर भी आफत

ग्रेनो एक्सप्रेसवे और फिल्म सिटी रास्ते को जोड़ने वाली सड़कों पर भी जाम के मामले में आफत कम नहीं है। दिल्ली से आने वाली तीन मुख्य सड़कों का ट्रैफिक इन्हीं दोनों जगह से आकर जुड़ता है। ऐसे में लोग जाम में फंसे रहते हैं। वाहनों की संख्या के मुकाबले इनकी चौड़ाई कम है।

1 चिल्ला बॉर्डर

दिल्ली के अक्षरधाम मंदिर की ओर से आते समय चिल्ला बॉर्डर से नोएडा में प्रवेश करते ही जाम की समस्या शुरू हो जाती है।
उपाय: एलिवेटेड रोड बनाने का काम चल रहा है। इसे पूरा होने में तीन साल का समय और लगेगा।

2 डीएनडी

सबसे ज्यादा दिक्कत डीएनडी पर दिल्ली से आते समय नोएडा की ओर उतरने वाले दोनों लूप पर होती है। जाम से जुड़ना पड़ता है।
उपाय: प्राधिकरण ने लूप की चौड़ाई बढ़ाने की योजना पिछले साल बनाई, लेकिन काम शुरू नहीं हुआ।

3 महामाया फ्लाईओवर

कालिंदी कुंज की ओर से आकर नोएडा-ग्रेनो एक्सप्रेसवे की ओर जाने के लिए भी लूप की चौड़ाई कम है। इससे जाम लगता है।
उपाय: यहां लूप चौड़ा किए जाने की जरूरत है, लेकिन प्राधिकरण ने कोई योजना तैयार नहीं की है।

4 फिल्म सिटी फ्लाईओवर

सेक्टर-18 की ओर से आकर फ्लाईओवर के जरिए डीएनडी-चिल्ला बॉर्डर की तरफ जाने वाले रास्ते पर भी जाम लगता है।
उपाय: दलित प्रेरणा स्थल की तरफ सड़क चौड़ी किए जाने की जरूरत। योजना फाइलों में चल रही।

जाम में कमी लाने के लिए कई योजनाओं पर काम चल रहा है। चिल्ला एलिवेटेड रोड का निर्माण किया जा रहा है। यमुना पुस्ते पर एलिवेटेड रोड बनाने के लिए जल्द प्रक्रिया को आगे बढ़ाया जाएगा।
- डॉ लोकेश एम, सीईओ, नोएडा प्राधिकरण

नोएडा-ग्रेटर नोएडा एक्सप्रेसवे का विकल्प तलाशने के लिए अभी गंभीरता से काम किए जाने की जरूरत है। एयरपोर्ट के अलावा नोएडा-ग्रेनो की सड़कों पर भी वाहनों का दबाव लगातार बढ़ता जा रहा है।
- ज्ञानेंद्र अवाणा, रिटायर्ड आईपीएस



Corporate Communications Directorate

HINDUSTAN TIMES

MUMBAI

6 JANUARY 2026

Flyers flag teething troubles at Navi Mumbai airport

G Mohiuddin Jeddy

letters@hindustantimes.com

NAVI MUMBAI: The recently inaugurated Navi Mumbai International Airport (NMIA) is facing turbulence on the ground. Passengers flying through the new terminal have flagged serious gaps in mobile connectivity, last-mile transportation, lighting, and signage.

The most immediate and disruptive problem, passengers say, is the near-total absence of mobile network coverage inside the terminal. Calls drop, mobile data is unavailable, and app-

THERE IS POOR MOBILE NETWORK IN THE TERMINAL, SAY PASSENGERS

based payments frequently fail, forcing travellers to rely almost entirely on airport Wi-Fi for basic tasks, such as contacting family and booking cabs.

Also, motorists have complained about confusing approach roads near the Atal Setu, with some inadvertently driving into cargo areas or construction zones due to unclear signage.

→P5

Flyers at Navi Mumbai airport hit by network issues, transport gaps

Flyers complain of mobile signal failure, poor signage and limited transport outside new airport

G Mohluddin Jedly

letters@hindustantimes.com

NAVI MUMBAI: Less than a fortnight after its much-hyped launch, the Navi Mumbai International Airport (NMIA) is facing turbulence on the ground. Passengers flying through the new terminal have flagged serious gaps in mobile connectivity, last-mile transportation, and signage, which is denting the promise of the Mumbai metropolitan region's long-awaited second international airport.

Total digital blackout

The most immediate and disruptive problem, passengers say, is the near-total absence of mobile network coverage inside the terminal. Calls drop, mobile data is unavailable, and app-based payments frequently fail, forcing travellers to rely almost entirely on the free airport Wi-Fi for basic tasks, such as contacting family and booking onward transportation.

"There was no network the moment I entered," said Vijay Desai, a business traveller. "I couldn't book a cab or even call home. Outside, passengers were standing around, asking each other how to get a taxi."

Similar frustration was echoed on social media. X user @abadjate cautioned travellers against flying into NMIA in the coming months. "Zero network, no proper arrangements for taxis. Passengers struggling to



Passengers flying through the new airport have flagged serious gaps in mobile connectivity, last-mile transportation, lighting, and signage.

BACHCHAN KUMAR/HT PHOTO

get cabs," he wrote.

"International passengers face additional hardship as foreign numbers cannot connect to the Wi-Fi, forcing them to take someone else's phone to make a call or book a cab," said an airport employee, requesting anonymity.

Privacy concerns

The mandatory reliance on airport Wi-Fi has raised concerns about data security. "Why should I be forced to give my personal number just to get connectivity? This is an infringement of privacy," said passenger Mukesh Dalvi.

Beyond connectivity, flyers have raised concerns about the terminal's interiors. "The airport looks shabby and already feels old. There is no character, and the lighting inside is horrible. There are absolutely no passen-

ger services," said @abadjate in his now viral X post.

"After paying top dollar, 'something is better than nothing' cannot be the standard," added @abadjate, questioning how senior citizens and families with heavy luggage are expected to cope.

Transport: a mixed bag

With app-based taxis difficult to access, many have turned to Navi Mumbai Municipal Transport (NMMT) buses. While NMMT has deployed 14 buses across routes to Belapur, Nerul, Talaja, Kharkopar, and Khandeshwar (running every 17-22 minutes), the experience has drawn mixed reviews.

"I took the bus because there was no other option. The ride was tough, and the stepwell was extremely high for people with luggage," said senior citizen Kal-

pesh Soni. However, travel vlogger Arindam Mahapatra offered a more measured view, noting that while nine-metre buses have steep steps, larger 12-metre JBM or Volvo buses are being deployed on routes like A-4 to Nerul station.

An airport employee acknowledged that overall last-mile connectivity remains weak: "There are bus services every 15 minutes to and fro from Nerul Station to the terminal; bus A-4 goes directly, but passengers are largely unaware of this and end up waiting for Ola and Uber. Apart from this bus route, there are very limited travel options—autos drop passengers only at Gate 1, from where one must take an internal terminal bus."

Connectivity isn't the only pressure point. Motorists have complained about confusing approach roads near the Atal

Setu, with some inadvertently driving into cargo areas or construction zones due to unclear signage. Furthermore, only a handful of food and beverage outlets are currently operational, despite the airport's ambitious retail plans, they said.

NMIAL response

Responding to the backlash, a spokesperson for the Adani Group-led Navi Mumbai International Airport Ltd (NMIAL) said it was a "conscious decision" to install a shared, unified network—known as an In-Building Solution or IBS—to ensure total coverage across the terminal, rather than allowing individual telecom companies to build separate systems.

"Learnings show that certain important areas, such as baggage belts, utility buildings, and ATC (Air Traffic Control) get neglected by TSPs (telecom service providers) in favour of passenger-heavy areas, leading to overall airport inefficiency," the spokesperson said.

NMIAL also rejected allegations that telecom firms were denied Right of Way—the legal permission to lay cables and install infrastructure inside the airport premises.

"We have regularly communicated with TSPs and offered IBS services at charges in line with industry standards, to which they are yet to revert. We will not give in to any cartelisation," the spokesperson said, noting that BSNL is already in an advanced testing phase. In the interim, NMIAL is providing free high-speed Wi-Fi to passengers to mitigate the delay, the spokesperson added.

NMIAL did not respond to a detailed questionnaire regarding other issues mentioned by pas-

Passengers' grievances

SAMIYA MULLA
who travelled on
December 28

On arrival, the airport felt largely non-functional—only the runways appeared to be working. Once inside, no network functioned, effectively forcing passengers to rely on the Adani Wi-Fi. I attempted to book a Rapido, but after three cancellations and a long wait, I was left with little choice but to take a bus.

RAHUL SRINIVAS
who travelled on
December 25

NMIA has issues, especially mobile connectivity, but none of them are deal-breakers. This feels like an airport that opened a few months too early, not a dysfunctional one. Fix the network mess, and most of the current complaints disappear overnight.



sengers, such as transportation, till the time of going to press.

HT did not receive a response from ride-hailing platforms Uber, Ola and Rapido regarding setting up services at the new airport.

With inputs from Osama Rawal



Corporate Communications Directorate

THE ASSAM TRIBUNE

GUWAHATI

6 JANUARY 2026

Tata Group looking for new chiefs for AI, AI Express

MUMBAI, Jan 5: The Tata Group has begun scouting for a suitable candidate to head Air India, as the tenure of the incumbent, Campbell Wilson, will end next year, sources have said.

Meanwhile, the Group is also looking to appoint a new Managing Director for its low-cost subsidiary Air India Express as Alope Singh will also be completing his tenure in the current position in 2027.

“Both sides (Wilson and Tata Group) don’t want a renewal (of the contract after 2027). So, it is but natural to go to the market to look for suitable candidates for the top job at Air India,” said a source privy to the information.

There were no comments from the Tata Group on this issue in response to a PTI query.

Sources, however, said that it would take at least 3-6 months to finalise a suitable candidate for Air India, adding that if an overlap occurs, it would be good because the takeover would then become easier.

The final report on the Air India Boeing 787-8 crash at Ahmedabad is expected around June.

Significantly, Wilson was at Tata House on Monday to attend a scheduled meeting, sources said.

Wilson was appointed as Air India’s CEO and MD in July 2022, following former Turkish Airlines Chairman Ilker Ayci’s decision not to take up the top job in March 2022 amid a controversy.

Tata Group acquired Air India from the government in January 2022. – PTI



It would take at least 3-6 months to finalise a candidate



Corporate Communications Directorate

BUSINESS LINE

DELHI

7 JANUARY 2026

Government planning to review charter on air passenger rights

TAKING STOCK. Move follows widespread disruption in flight operations caused by IndiGo cancellations

Rohit Vaid
New Delhi

The Centre is planning to review the air passengers' rights charter to incorporate lessons learnt from the recent incident involving IndiGo's mass flight cancellations, sources told *businessline*.

Introduced by the Ministry of Civil Aviation (MoCA), the charter lays down a comprehensive framework outlining the rights and entitlements of airline passengers in India.

It applies to both domestic and international operations of Indian carriers and consolidates provisions relating to flight delays, cancellations, denied boarding, baggage handling, refunds and assistance for passengers with special needs.

The charter draws from the Civil Aviation Requirements issued by the Directorate General of Civil Aviation and is aligned with India's obligations under international conventions, in-



SAFEGUARDING INTERESTS. The exercise is intended to strengthen the framework governing passenger entitlements

cluding the Montreal Convention.

Speaking to *businessline*, sources said the proposed review follows the IndiGo mass flight cancellation incident in which thousands of passengers were stranded across airports.

PROTECTION NORMS

This incident, source said prompted discussions within MoCA on the adequacy of existing passenger protection norms as well as the need to update them in line with recent operational realities.

Besides, the review comes nearly 10 years after the first unified air passengers' rights charter was implemented. As

per sources, the exercise is intended to strengthen the framework governing passenger entitlements, compensation mechanisms and service standards, particularly during large-scale disruptions.

The charter currently requires airlines to provide facilitation and compensation based on the duration and nature of disruptions.

Provisions include refreshments for delays of two to four hours, alternate flights or refunds for longer delays, and hotel accommodation for delays extending beyond 24 hours.

Under existing provisions, compensation for flight cancellations ranges between

₹5,000 and ₹10,000 depending on the notice period, while overbooking or denied boarding can attract compensation of up to ₹20,000 or 400 per cent of the one-way fare, subject to conditions.

LIABILITY LIMITS

The charter specifies liability limits for baggage at ₹20,000 for domestic travel and 1,131 special drawing rights for international travel.

It further mandates non-discriminatory treatment of persons with disabilities, provision of free assistive devices, accessible seating and assistance with prior notice.

The facilitation of medical emergencies with the support of doctors or paramedical staff is also covered.

Furthermore, the charter stipulates refund timelines, requiring immediate refunds for cash payments and credit card refunds within seven days, and provides escalation mechanisms through airline help desks, the AirSewa portal and statutory bodies.

Sources said that during the recent disruption, MoCA

observed the need for several proactive measures, including faster refunds, structured rebooking processes, dedicated passenger communication channels and real-time coordination with airport operators.

At the time, MoCA worked closely with airlines to ensure timely baggage return and put in place ad hoc support systems at key airports.

The review's objective, sources said is to formalise such measures so they become standard operating norms for all airlines.

SERVICE QUALITY

Apart from disruption-related provisions, the review is expected to strengthen coverage relating to passenger welfare, accessibility and service quality rather than punitive measures. In addition, sources said consultations with airlines, airports and passenger groups are likely, with the review examining refund timelines, communication protocols during disruptions and minimum assistance standards at airports.



Corporate Communications Directorate

BUSINESS LINE

DELHI

7 JANUARY 2026

Air India Express urged to formulate a code of conduct for rostering staff

Aneesh Phadnis
Mumbai

The Airline Pilots' Association of India has urged Air India Express to frame a code of conduct for crew rostering staff following complaints of high handed behaviour.

"Pilots are among the most critical and least replaceable resources of a growing airline. A rostering function grounded in empathy, just culture and safety-first thinking is a foundational requirement for stable and safe growth," Captain Sam Thomas, President of ALPA India, said in a letter to the board of Air India Express on Monday.

The airline did not respond to an email query on the topic.

ROSTER CHANGES

The association's intervention follows two recent instances.

In one of these, a rostering manager posted on social media about retaliating against pilots who decline roster changes for personal or family reasons. In another instance, rostering staff was



ignoring calls on pilot hotline while prioritising social media activity.

CREW CONCERNS

"The large-scale operational disruption at IndiGo in December demonstrated how mismanaged rosters, fatigue and dismissive attitudes towards crew concerns can rapidly escalate into operational, financial and reputational crises... Air India Express faces similar growth and scheduling pressures. Allowing a culture of fear or punitive control in a critical enabling function risks comparable disruptions or safety related events," Thomas wrote.

Along with a code of conduct, the association has also called for mandatory human factors training covering fatigue science, cognitive load etc, and a comparative audit of rostering practices at Air India and Air India Express.



The problem with Indian skies

The aviation ministry has cleared three new regional airlines in a bid to spur competition. This won't be easy

SURAJEET DAS GUPTA
New Delhi, 6 January

He has been advocating more competition in the skies especially after the meltdown of IndiGo Airlines last month — which led to mass cancellations of flights across the country and chaos at airports.

So in the last week of December, Aviation Minister Ram Mohan Naidu granted no objection certificates (NOC) to three regional airlines to take to the skies and boost regional connectivity. His aim is to have at least five airlines with more than 100 planes each to spur competition.

Many say this is an unrealistic ambition — only two airlines currently meet that criteria, IndiGo and Air India group. The others — SpiceJet, Akasa, IndiaOne Air, Star Air, and FlyQ — even collectively do not hit that number.

Noida-based Shree Airline promises to be first off the block among the three new NOC holders. It plans to start operations in March with three Airbus A320 planes leased from Bulgaria, and add another two by July or August. It will connect Lucknow with Delhi and Mumbai and Bengaluru, as well as Varanasi, Ayodhya, and Gorakhpur.

Giving it company in the south is Kerala-based allHind Air. It had planned to launch in the middle of last year, but its NOC got delayed. It is now scouting around for at least two ATR 72-600 aircraft to start its operations, with Kochi as its base.

Finally, there is the Hyderabad-based FlyExpress, which wants to connect tier-2 and -3 cities.

But will the move allow more players and spur real competition in the skies? After all, IndiGo lords over with a 65 per cent market share and, along with the Tata, runs a duopoly, which has now crossed 94 per cent. That leaves very little room for any other airline to manoeuvre or survive.

In 2023 the Centre for Aviation (known then as CAPA) had projected that the top two players would moderate to a 75 per cent market share with room for a few more players to enter the ring. But the concentration of the top two is far higher than what they had anticipated. Their research said an airline can survive if it has a minimum 10 per cent share, and a niche player at 5 per cent.

So the question that arises is: Can three new players starting from scratch and airlines like SpiceJet (2.7 per cent of the domestic share) and Akasa (just over 5 per cent) run a viable airlines business in such a market?

Clearly, the numbers don't stack up if eight players are going to be jostling for less than 10 per cent of the market.

Aviation consultant Ameeta Joshi said: "The market is growing. So it can take multiple players, but to get a sizable market share,

airlines like SpiceJet and Akasa need a lot of cash to sustain inductions along with market penetration costs. They will need to pull the market from incumbents, too." He added that in the past, even bigger players like Jet Airways and Ingfisher had weak balance sheets in spite of a high market share, so they were not strong airlines.

Aviation experts said that even in an optimistic scenario, the three new NOC holders might not want to deploy more than 50 new planes each. Other experts believe that none of them may be able to take off this year. If they did, their exit bet would be to enter origin routes or to fly in those sectors where IndiGo is the sole operator, with a competition.

So in 2026 don't expect any change in the aviation competitive landscape.

While projections are for net induction of 50-55 new planes, IndiGo will account for the bulk of them. And Air India has already said a fleet size in 2026 will remain at the same level as that of last year even after deducting around 26 aircraft — as it will be retiring and returning many planes.

So IndiGo's domination of fleet, seats and market share is set to continue.

Having said that, the competition between the big boys is set to intensify in 2027-28, when the Air India group expects the bulk of its deliveries of 570 planes to come through. According to estimates by CIRIUM, a global aviation analytics company, as many as 177-

180 new planes will be inducted, pushing its fleet size by the end of 2028 to over 540 planes.

That will bring its fleet size pretty close to that of IndiGo, which is expected to end

2028 with 585-590 planes.

The Air India group has already pushed the pedal in certain key routes. For instance, the Delhi-Mumbai route — the world's eighth busiest — in December saw Air India and Air India Express collectively grab 48.6 per cent of seat capacity pushing IndiGo to the second spot at 38.8 per cent, according to CIRIUM data.

And on some other important routes, there is already a three-cornered contest with Akasa emerging as a third player. For instance, on the Delhi-Bengaluru route, the Air India group (with 46 per cent of seat capacity) is ahead of IndiGo (40 per cent), but Bengaluru-based Akasa has emerged as the new player, having grabbed over 11 per cent share.

Whether Akasa can up the ante will depend on whether it follows through on current plans to induct 13 more planes this year, increasing its fleet strength to around 44 by the end of the year.

Akasa's presence has led to a contest on the Mumbai-Bengaluru route with IndiGo (with half the market) taking on Air India (31 per cent) and Akasa emerging with a 12 per cent market share. In the Delhi-Kolkata route again, Akasa has emerged as the third-largest player (8 per cent) in a market where IndiGo (with half the market) is battling the Air India group.

However, to stay the course of grabbing the market share does not only mean making profits. That is where IndiGo scores over its rivals — by honing a low-cost model with consistent growth and profit year-on-year (except during the pandemic). It also moved to fill any gaps in capacity due to financially strapped airlines closing operations.

The number of passengers carried by IndiGo grew at a CAGR of 18 per cent in the 10 years to FY25. In comparison, key competitor SpiceJet saw its numbers fall by 5.3 per cent in the same period. Air India managed to grow its passengers carried, but only by 6.7 per cent.

In terms of fleet expansion, SpiceJet had a peak of 114 planes in pre-pandemic FY20, but it drastically cut its size by more than half to 53 in FY25, while IndiGo's fleet grew from 262 in FY20 to 437 in FY25.

IndiGo ran a low-cost, mean machine, which none of its competitors have been able to replicate. Its aircraft-to-pilot ratio in FY25 was one of the lowest at 12.5 compared with Air India's 17.3

State of play

- IndiGo and Air India group control 91 per cent of the domestic market with over 86 per cent of the 866 aircraft in the skies in FY25
- With three airlines being given NOC, there are eight players now jostling for the rest of the tiny market
- Centre for Aviation says that for an airline to break even, it needs at least a 10 per cent share of the market and niche players around 5 per cent, leading to questions over viability



What can change?

- With projected large-scale induction of new aircraft by Air India group in 2027 and 2028, the gap with IndiGo in capacity is expected to narrow
- Air India group has overtaken IndiGo on the lucrative Mumbai-Delhi and Delhi-Bengaluru routes. More of that is expected to happen
- There is already a three-cornered contest on some routes with Akasa emerging as a serious third player. It is expected to add 13 new planes this year. SpiceJet is also planning to up the ante
- Regional airlines given NOC can challenge IndiGo on one-fifth of the routes it flies, where it is the sole operator

and Akasa's 29.8. Its aircraft utilisation in the air with 437 planes in FY25 was 3,541 hours per aircraft, which is nearly double that of SpiceJet and 27 per cent more than Air India Express.

To be sure, a low pilot-to-aircraft ratio can also hobble operations during crunch periods or if

the regulator insists on enforcing rest periods, as IndiGo experienced last year.

It also grabbed the opportunity left by collapsing or weak and financially strapped competitors.

When Jet Airways closed operations in 2019, IndiGo was able to fill the gap by pushing its domestic

market share from 41 per cent in 2018 to a landmark 51 per cent by 2021. After the pandemic years, GoAir faced severe engine shortages and closed operations in 2023, while SpiceJet faced financial challenges. Again, IndiGo grabbed this opportunity, pushing its market share to over 60 per cent

for the first time.

Consistently making profits remain important, however — without it no airlines, however big, can sustain itself. This has been achieved only by IndiGo, which made profits in six out of the 10 years (it made losses during the pandemic) since FY16. Its profits came to ₹7,253 crore in FY25. By contrast, all other key competing airlines have faced financial challenges.

The new kid on the block, Akasa, saw its losses go up to ₹1,986 crore in FY25, and so it decided to go slow. From FY26 to FY25, SpiceJet made profits only in three years — and never after FY18. And Air India has been in the red throughout the decade ending FY25, even after the Tata took it over — though it has substantially reduced its losses in the last two years.

The lessons are clear — running an airline is tough business. The question is whether the new or even some of the existing players have the acumen to run an efficient and profitable airline with an equal ability to disrupt the duopoly in the skies.



Corporate Communications Directorate

DESHBANDHU

DELHI

7 JANUARY 2026

दिल्ली में कोहरे के कारण 280 से अधिक उड़ानों में देरी हुई



नई दिल्ली।
राष्ट्रीय राजधानी
और देश के

दूसरे हिस्सों में मंगलवार सुबह घने कोहरे के कारण दिल्ली के इंदिरा गांधी अंतर्राष्ट्रीय हवाई अड्डे पर लगभग 280 से अधिक उड़ानों में देरी की सूचना है और कुछ उड़ानें रद्द हैं। दिल्ली हवाई अड्डे पर सुबह चार बजे के बाद दृश्यता घटने लगी और 150 मीटर तक गिर गई।



Corporate Communications Directorate

DESHBANDHU

DELHI

7 JANUARY 2026

वियतजेट ने बिजनेस एवं स्काईबॉस की दोबारा पेशकश की

नई दिल्ली। वियतजेट ने अपनी प्रीमियम टिकट श्रेणियों, बिजनेस और स्काईबॉस, को फिर से पेश किया है। ये भारतीय यात्रियों के लिए एक अच्छा और सोच-समझकर तैयार किया गया उड़ान का अनुभव देते हैं। 'विंग्स फॉर लीडर्स' के जोश से प्रेरित, स्काईबॉस सेवा भारत और वियतनाम के बीच सभी सीधी उड़ानों पर उपलब्ध है। जबकि बिजनेस सेवा नई दिल्ली से हनोई और हो ची मिन्ह सिटी जाने वाली उड़ानों पर मिलेगी। बिजनेस और स्काईबॉस पेशेवरों, उद्यमियों और खुदियां मगाने जाने वाले यात्रियों के लिए डिज़ाइन किए गए हैं जो यात्रा के बेहद सहज अनुभव की तलाश में हैं। हवाई अड्डे से विमान तक, हर टचप्वॉइंट को शांत, कुशल और आरामदायक बनाने के लिए तैयार किया गया है।

Tata Group begins hunt for Air India's new chief

Group chairman started initial discussion with potential candidates

Mumbai, Jan. 5: The Tata Group has started scouting for a new chief executive officer (CEO) for Air India as it grows impatient with the carrier's slow recovery after a deadly crash that killed over 241 passengers and crew last year, people familiar with the matter said.

Current CEO Campbell Wilson, whose contract expires in mid-2027 will not be offered an extension, the people said, asking for anonymity to discuss private decisions.

Tata Chairman N. Chandrasekaran has had initial discussions with potential chief executive officer candidates who have experience running large airlines, including those with sizable domestic operations, one of the people said.

Tata Group's discussions to replace the top leadership at Air India was reported by local newspaper earlier in the day.

Air India is unlikely to meet a target date of March 31 to break even operationally, a key factor in Wilson's ouster, the people said. The carrier's turnaround plan was dealt a blow when a Boeing 787 Dreamliner crashed in Ahmedabad in June, the cause of which is still not definitively known.

Representatives for Air

JOB VACANCY

● **CURRENT CEO** Campbell Wilson, whose contract expires in mid-2027, will not be offered an extension.

● **TATA CHAIRMAN N. Chandrasekaran** had initial discussions with potential CEO candidates.

● **TATA GROUP** bought Air India from the Indian government in 2022.



● **THE AIRLINE** is unlikely to meet the target date of March 31 to break even operationally, a key factor in Wilson's ouster.

● **AIR INDIA, INDIGO** account for nearly 9 out of 10 domestic seats in India's aviation market.

● **ANNOUNCEMENT** of a new CEO will likely come after the crash report on the tragedy is released, sometime by June

● **EXTERNAL** challenges impacted Air India's financial performance.

● **SINGAPORE AIRLINES** owns the 25.1% of Air India.



India and Tata Group did not immediately respond to an email seeking comments. Campbell Wilson also did not respond to an emailed query.

Announcement of a new chief executive officer will likely come after the crash report on the tragedy is released, sometime by June. The agencies typically have a year after incident to close findings.

There's instability at both of India's top airlines right now, as larger rival IndiGo awaits the regulatory fallout after mass cancellation of its flights last month — triggered by pilot shortages and software glitches — stranded half a million passengers.

The troubles at the two carriers, which together

account for nearly nine out of 10 domestic seats in the world's third-largest domestic aviation market, is raising concern that India's infrastructure and regulatory apparatus is not ready for rapid growth in air travel.

External challenges — like supply chain issues that are affecting aircraft deliveries, and Pakistan's closure of airspace to Indian carriers that have meant longer flying routes — have also impacted Air India's financial performance.

Current chief executive officer Wilson, 53, joined Air India in July 2022 from Scoot Airlines after the Group's earlier choice for the job, former Turkish Airlines Chief

Ilker Ayci, declined to take up the offer.

Wilson was given the targets of improving the on-board experience for fliers — better seats, in-flight entertainment and food service — plus re-position the airline for profitability and growth after the Tata Group bought it over from the government in 2022.

Air India is 25.1 per cent owned by Singapore Airlines Ltd., which has seen its net income pulled down by the India carrier's woes.

The Singaporean carrier is helping the Air India transition aircraft maintenance services in-house as part of its restructuring plan, people familiar with matter said.

— Bloomberg

Air India kicks off search to replace CEO amid losses

Supply chain woes impact AI's financial performance

BLOOMBERG

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Representatives for Air India and Tata Group did not immediately respond to an email seeking comments. Campbell Wilson also did not respond to an emailed query.

Announcement of a new

- Current Air India CEO Campbell Wilson's contract expires in mid-2027



BOARDROOM MOVES

- Tata Chairman N Chandrasekaran has had initial discussions with potential CEO candidates

- A new CEO may be named after the crash report on the AI 171 tragedy is released, sometime by June 2026



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Pilots' body flags roster issues at Air India Express

YARUQHULLAH KHAN
New Delhi, January 6

THE AIRLINE PILOTS Association of India (ALPA-India) has raised concerns over pilot rostering practices at Air India Express, calling for a more transparent and accountable scheduling system and cautioning that current arrangements could pose operational and safety challenges if left unaddressed.

In a letter sent to the airline's management and reviewed by *FE*, the pilots' body said that alleged irregularities in roster allocation were leading to increased fatigue and stress among sections of the cockpit crew. The association claimed that duty schedules in some cases did not adequately factor in rest requirements or established aviation work norms, potentially affecting operational readiness.

The issue has emerged during a period of organisational change at Air India Express, which is part of the Tata Group and is in the process of integrating operations with AIX Connect, formerly AirAsia India. According to ALPA-India, pilots have seen a rise in roster-related issues since the integration

FATIGUE FACTOR



■ The pilots' body said that alleged irregularities in roster allocation were leading to increased fatigue and stress

■ The issue has emerged during a period of organisational change at Air India Express

■ The airlines said an internal review has been initiated to examine the issues raised

process gathered pace, contributing to dissatisfaction among crew members.

Air India did not reply to queries related to the subject till the time of going to the press, but executives said the airline has taken note of the concerns flagged by the pilots' association. They said an internal review has been initiated to examine the issues raised and that corrective steps would be considered if the claims are found to be valid.

● AVIATION STRESS TEST

DISMANTLING A MODEL THAT KEPT IT AFLOAT WILL NOT IMPROVE SAFETY OR AFFORDABILITY

Why IndiGo still matters

INDIA IS NOW becoming an unusually crowded graveyard of airlines. Carriers have repeatedly expanded and collapsed in a market that ought, by size alone, to be among the most lucrative. The usual explanation points to poor management or excessive ambition. The truer diagnosis is, however, structural. India is one of the world's highest-cost aviation environments. Yet it is pressured to maintain low fares. This combination has acted as a prolonged stress test. Every major airline operating in India has faced the same cost-price contradiction, and most have failed to resolve it.

IndiGo operates squarely within this contradiction. It is often described as a low-cost carrier, but India does not permit such a thing. Aviation turbine fuel is benchmarked to global prices and then burdened with ~24% in central and state taxes. Nearly 70% of an Indian airline's cost base including fuel, aircraft leases, maintenance, and spares is effectively dollar-linked, leaving carriers exposed to currency depreciation. Airport, landing, and navigation charges have climbed steadily, even as fares are nudged downwards by public pressure and schemes such as UDAN cap tariffs on low-density routes, often without fully compensating airlines for the losses incurred. IndiGo is therefore better understood as a low-price airline operating in a high-cost system.

That distinction matters, particularly after the operational chaos IndiGo experienced in December. A more careful reading suggests that while the airline deserves criticism for how it handled the crisis, the episode does not demonstrate that the underlying economics of the model have broken. Undermining the operating logic that has allowed it to survive would therefore be a mistake.

IndiGo has built one of the lowest average fare structures in global aviation while remaining, by the government's own admission to Parliament last year, India's only consistently profitable major airline. It has done so not by compromising safety, but by relentless efficiency. A single-type narrow-body Airbus fleet sim-

AMIT KAPOOR RICHARD DASHER

Respectively Chair, Institute for Competitiveness, & Director and Professor at US-Asia Technology Management Center, Stanford University



plifies training and maintenance. High aircraft utilisation and quick turnarounds reduce unit costs. Roughly 80% of the fleet is leased, keeping maintenance predictable and capital flexible. Overheads are lean. The airline also employs an unusually high proportion of women, exceeding 50% of its workforce in an industry not known for diversity.

In a market where airlines, on average, lose money on each flight they operate, IndiGo's low fares are the result of superior unit economics rather than cutting corners. In fact, its safety outcomes, measured by serious incidents and fatal accidents, compare favourably with peers in India and other high-growth aviation markets.

IndiGo's domestic market share, now above 60%, looks intimidating in isolation, but it is not the product of regulatory protection or market foreclosure. India's aviation sector has remained open. Multiple airlines have entered, expanded, and, in several cases, failed or retreated. Passengers have repeatedly chosen IndiGo because it offers reliable schedules, clean cabins, and fares that align with household budgets.

The December meltdown has nonetheless exposed real weaknesses. Changes to Flight Duty Time Limitations (FDTL) were framed by critics as proof that IndiGo runs "too lean". In fact, the airline was compliant with the core set of FDTL rules introduced in July, and operations through November remained broadly stable even after additional prescriptions including a wider definition of "night

duty" took effect on November 1. The breakdown in December was the result of cascading shocks hitting a tightly run but still functioning system. Dense late-night schedules, adverse winter weather, congestion, and digital disruptions in crew rostering combined with the new rules to remove any remaining slack.

One provision proved especially destabilising. If a pilot's duty crossed midnight by even a few minutes, the entire duty was reclassified as "night duty" and limited to two landings. Flights that were legal when

on time became illegal when delayed, forcing last-minute cancellations and leaving aircraft and crews out of position for subsequent rotations. The longer night-duty window also meant pilots hit cumulative limits faster, triggering mandatory rest periods that rapidly exhausted reserves. Operational

buffers that would normally absorb disruption were effectively removed.

None of this absolves IndiGo. Communication with passengers and staff was slow and inadequate. Crisis handling was visibly poor. As the backbone of India's aviation grid, the airline must accept that its failures ripple across the system. It must invest in resilience, not merely efficiency, if it is to justify its scale.

To characterise the episode primarily as a safety failure is, however, an oversimplification. IndiGo was compliant with the applicable rules; the disruption arose when prescriptive regulations met the operational complexities of a dense airline network. This is not an argument for

weaker safety standards, but for more robust regulatory design. Fatigue management is an area where institutional design matters. In most mature aviation systems, legislatures articulate broad safety objectives, regulators translate these into duty-time limits, and airlines operate data-driven fatigue-risk management systems suited to their networks, subject to close regulatory scrutiny. India's recent transition from a period of relatively weak oversight to a far more rigid, judicially shaped framework has delivered formal compliance, but at the cost of operational flexibility.

Competition law, too, is an imperfect tool for addressing such disruptions. In capital-intensive, high-friction industries such as aviation, exit is rarely followed by rapid entry. Weakening a consistently profitable private airline risks consolidation around the remaining capitalised operator rather than a revival of competition. Hence, questions of scheduling resilience, cancellations, and passenger protection sit more naturally within the remit of the regulator than that of antitrust enforcement.

The deeper story extends beyond IndiGo. For much of the past 15 years, Indian airlines have spent more per seat-kilometre than they earned. The challenge lies not in whether the state should intervene, but in aligning mandated outcomes with transparent and adequate funding rather than relying on hidden cross-subsidies or price controls. IndiGo adapted to this reality by becoming a low-price, high-efficiency airline. For decades, India has effectively subsidised foreign hub carriers as Indian traffic flowed abroad. IndiGo stands apart as the only Indian airline to have built scale, discipline, and resilience on an Indian platform.

It is not flawless. However, dismantling the model that kept it afloat, while leaving hostile economics and structural rigidities untouched, will not improve safety or affordability. It will simply add another name to India's airline graveyard. India can either build airlines or keep writing their obituaries.

IndiGo stands apart as the only Indian airline to have built scale, discipline, and resilience on an Indian platform





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FREE PRESS JOURNAL

MUMBAI

6 JANUARY 2026

Hunt on for new AI CEO as carrier faces scrutiny

FPJ News Service

MUMBAI

Air India's board has begun sifting out candidates for the top job as the flag carrier faces sustained regulatory and public scrutiny following a fatal crash in June that claimed 280 lives, people familiar with the matter revealed on Monday.

The term of AI's CEO and managing director **Campbell Wilson** runs until mid-2027. However, sources said the board's exploratory search reflects unease at the pace and effectiveness of reforms at a time when the airline is under an unforgiving spotlight.

The Tata Group is also looking to appoint a new managing



director for its low-cost subsidiary Air India Express as incumbent Alok Singh will complete his tenure next year.

Tata Group chairman N Chandrababhan, who also chairs Air India, is said to be closely involved as the company seeks to stabilise operations and reassure regulators, passengers and investors.

Singapore Airlines, which

holds a 25% stake in AI, is said to be monitoring the developments too.

The move comes amid heightened oversight of the airline's operations after investigators and regulators flagged a series of safety and compliance lapses in the wake of the Ahmedabad crash, described as the world's deadliest aviation disaster in a decade.

Issues cited included aircraft being flown without completed emergency equipment checks, delays in replacing key engine parts, alleged forgery of maintenance records, and shortcomings in monitoring and managing crew fatigue.

Air India looking for...

Wilson took charge in July 2022 after a 26-year career at Singapore Airlines, where he held senior leadership roles across the full-service parent and its low-cost subsidiary, Scoot.

The New Zealand-born was appointed shortly after the Tata Group reacquired the airline from the Indian government, with a mandate to overhaul operations, restore profitability and rebuild public trust. While no formal decision has been announced and Wilson remains in charge, the deliberations underscore the pressure on AI to demonstrate swift, credible improvements in safety governance. For an airline in the midst of an ambitious transformation, the leadership question has become inseparable from the urgent task of restoring confidence in its skies.

▶ **Contd on | nation**



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MINT

DELHI

7 JANUARY 2026

Turbulence behind, year of repair ahead for India's top two airlines

After a challenging 2025, experts say Air India and IndiGo need to regain trust of passengers this year

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MUMBAI

The past 12 months have likely been the most challenging yet for the chief executive officers (CEOs) of India's two largest airlines, IndiGo and Air India, which together control about 98% of the country's aviation market.

In September 2022, Tata Sons appointed Campbell Wilson as CEO of Air India to revive the debt-laden carrier it had acquired from the government earlier that year, under a five-year phased transformation plan. That effort suffered a blow in June 2025, when flight AI71 from Ahmedabad to London crashed seconds after take-off, killing more than 240 people.

The challenges in 2025 ranged from the June crash to the financial fallout of a month-long airspace closure by Pakistan after an Islamabad-sponsored terror attack in Pahalgam, Kashmir, on 22 April. This forced Air India to operate longer, circuitous routes over the Arabian Sea. In October, Wilson said the airspace closure could have cost the airline up to ₹4,000 crore if it continued for a year.

Four months before Wilson started in his new role with Air India, Inter-Globe Aviation Ltd, which runs India's largest airline IndiGo, hired Pieter Elbers to ramp up operations and expand internationally.

Yet, poor preparedness in implementing Flight Duty Time Limitations—aviation safety rules designed to prevent fatigue by ensuring longer rest periods for pilots and crew—led to the cancellation of over 4,500 flights in the first week of December, severely inconveniencing passengers. The airline cut its December-quarter earnings forecast and analysts expect full-year hit as well.



The challenges faced by Air India and IndiGo, and their top executives differ.

Elbers and Wilson are expatriates brought into apply international best practices to India.

Wilson came from Singapore Airlines' low-cost carrier Scoot. Singapore Airlines (SIA) holds a 25.1% stake in Air India. Elbers, a Dutch national, came from KLM, the flag carrier of the Netherlands.

Sanjay Lazar, aviation expert and chief executive of Avialar Consulting, said, "Where they differ, however, is in how they navigated India. Elbers visibly embraced the local culture, mingling widely, celebrating festivals, and even developing a fondness for Indian food. Wilson, by contrast, has remained low-key, professional and perhaps more reserved in the SIA style, focusing on the job itself."

Wilson inherited a privatized public sector airline riddled with issues related to its older planes.

Privately held, Air India in FY25 reported a revenue of ₹78,636 crore and a loss of ₹10,829 crore. In Elber's first year, IndiGo reported revenue of ₹54,446 crore in FY23 and a loss of ₹317 crore. In FY25, it reported revenue of ₹80,803 crore and a profit of ₹7,253 crore.

Air India is grappling with the refurbishment of ageing aircraft, seat replacements, and delays in fleet upgrades due to supply chain constraints. The airline had placed orders in 2023 for 470 planes from Boeing and Airbus, followed by an additional 100-plus jets last December. At present, it is expanding its fleet, with one plane delivery

expected every week starting in 2026.

Elbers inherited a profitable and operationally strong airline in IndiGo. It commands a 65% market share in India. He was tasked with driving international expansion, a role he excelled at. The airline, which ordered about 500 wide-body aircraft, with deliveries scheduled until 2030, receives an aircraft every week.

"IndiGo enters the next phase facing several near-term challenges, mending strained ties with the DGCA (director general of civil aviation) and MoCA (ministry of civil aviation), rebuilding depleted pilot buffers, managing a structurally higher CASK (cost per available seat kilometer), and defending its dominance, as rivals move into slots reallocated by regulators," said Gagan Dixit, senior vice-president of aviation and oil & gas at

Elara Securities.

IndiGo has to hire 158 pilots by 10 February and another 742 by December next year. It has submitted its plan to the DGCA—reviewed by Mint—to hire 300 captains and 600 junior first officers over the next 12 months.

Elbers also told Mint earlier that instead of mostly selling planes and leasing them back, IndiGo is now choosing to own more planes or take them on long-term finance leases, taking their share to 40% from 18% today. While this adds assets to the airline's balance sheet, when demand falls, it will still have to keep these aircraft, unlike the sale-and-leaseback model where planes can be returned.

Adding to their woes are rising fuel costs, a major risk to profitability. Jet fuel prices in India have risen about 6% quarter-on-quarter, moving up from the lows seen earlier in FY25, said a JP Morgan report dated 5 December. According to the report, every 1% rise in fuel costs can reduce profit before tax by around 3% for IndiGo.

For Air India, Dixit said that it must grapple with the complexity of refurbishing legacy cabins at scale, lifting service consistency across a diverse fleet, competing head-on with Gulf carriers and IndiGo in key international markets, and unlocking still-elusive merger synergies. Beyond IndiGo, the airline also faces pressure from Akasa Air, which has scaled rapidly since launching three years ago.

Aviation experts also believe that both airlines have to regain the trust of passengers as they enter 2026.

"2026 will be a year of repair as much as growth. While operational disruptions have largely been stabilized, trust of thousands of passengers has been broken, and issues around corporate governance have surfaced and need to be addressed," said Lazar.

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Corporate Communications Directorate

MILLENNIUM POST

KOLKATA

6 JANUARY 2026

Tata Group looking for new chiefs for Air India and Air India Express

Campbell Wilson was appointed as Air India's CEO and Managing Director in July 2022

MUMBAI: The Tata Group has begun scouting for a suitable candidate to head Air India, as the tenure of the incumbent, Campbell Wilson, will end next year, sources have said.

Meanwhile, the Group is also looking to appoint a new Managing Director for its low-cost subsidiary Air India Express.

Aloke Singh, will also be completing his tenure in the current position in 2027.

"Both sides (Wilson and Tata Group) don't want a renewal (of the contract after 2027). So, it is but natural to go to the market to look for suitable candidates for the top job at Air India," said a source privy



to the information.

There were no comments from the Tata Group on this issue.

Sources, however, said that it would take at least 3-6 months to finalise a suitable candidate for Air India, adding that if an overlap occurs, it would be good because the takeover would then become

easier.

The final report on the Air India Boeing 787-8 crash at Ahmedabad is expected around June.

Significantly, Wilson was at Tata House on Monday to attend a scheduled meeting, sources said.

Wilson was appointed as Air India's Chief Executive Officer and Managing Director (CEO & MD) in July 2022, following former Turkish Airlines Chairman Ilker Ayci's decision not to take up the top job in March 2022 amid a controversy.

Tata Group acquired Air India from the government in January 2022.

PTI

Fog in the morning, flight delay at night

SANJAY MANDAL

Calcutta: Passengers of IndiGo's Bagdogra-Calcutta flight 6E 6135 on Sunday evening were left confused when their plane was delayed due to "bad weather", despite no fog at either Calcutta or Bagdogra.

The flight, scheduled to depart Bagdogra at 7.50pm, finally took off at 9.10pm. The delay at night was allegedly caused by fog in Guwahati in the morning.

Sequential delays

Calcutta airport has yet to experience fog-related poor visibility this season. Yet, several flights in and out of the city have been disrupted due to "sequential delays".

A sequential delay occurs when the delay of an aircraft's first flight of the day carries over to all subsequent flights operated by the same plane.

Airline and airport sources

said such delays are common during the fog season, affecting passengers even if they are not flying to or from fog-affected airports.

In this case, the IndiGo plane flying to Calcutta was delayed by almost two hours while operating its first flight of the day from Ahmedabad to Guwahati. The delay then continued across multiple sectors, including Dibrugarh, Calcutta, Patna, and finally Bagdogra, sources said.

"This is happening across the networks of all airlines. However, since IndiGo has the largest network, the impact is bigger," said a Calcutta airport official.

Several flights in and out of Calcutta were delayed on Monday due to this chain reaction.

How it happens

"When an aircraft hops to multiple destinations and gets delayed on the first flight, a chain



PLANE ROUTE

Ahmedabad - Guwahati
Scheduled departure: 6.20am
Actual departure: 8.15am
Guwahati - Dibrugarh
Scheduled departure: 10.20am
Actual departure: 12.17pm
Dibrugarh - Calcutta
Scheduled departure: 11.45am

An IndiGo plane on its first flight on Sunday — from Ahmedabad to Guwahati — was delayed by almost two hours. The ripple effect continued through the day

Actual departure: 1.40pm

Calcutta - Patna

Scheduled departure: 2.20pm

Actual departure: 4.07pm

Patna - Calcutta

Scheduled departure: 4pm

Actual departure: 5.57pm

Calcutta - Bagdogra

Scheduled departure: 6.10pm

Actual departure: 7.46pm

Bagdogra - Calcutta

Scheduled departure: 7.50pm

Actual departure: 9.10pm

reaction of delays starts," the official said.

The typical turnaround time for an IndiGo aircraft at

domestic airports is 30-40 minutes, and about an hour for international flights. "The delay at each domestic stop can be

reduced by 5-10 minutes, but that is often not enough to make up for the initial delay," said a source.

"Pilots can speed up cockpit procedures, but only to a point, as exceeding that could compromise safety," the official said.

Another aircraft could be deployed to replace the delayed one, but the tight schedules often make this impossible.

Operational teams usually calculate which rotation will cause the least average delay, though factors such as airport restrictions, sunset landing limits can complicate redeployment. "There's also the flight duty time limitations," the airline official said.

International flights, with longer turnaround windows, allow more flexibility to reduce sequential delays.

Airline response

"The adverse weather conditions during winter, like fog and smog, especially in the north Indian cities, lead to poor visibility, making it dif-

ficult for pilots to land or take off safely, impacting overall flight schedules," IndiGo said.

"Strong wind bands, infrastructure limitations, airport congestion, and navigational challenges add to operational disruptions. With the India Meteorological Department (IMD) forecasting harsher winters this year, the operational challenges are expected to be tougher this time," it said.

"Given the extensive presence across India, the impact is relatively bigger on IndiGo's operations. Furthermore, it becomes more complex to manage resources to match the infrastructure capabilities and fog conditions across a variety of airports. Any significant disruption has the potential to have a cascading effect across the nationwide network," the airline added.

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A board outside the Calcutta airport on Monday afternoon shows delayed IndiGo flights

Fog in the morning, flight delay at night

▶ FROM PAGE 7

Air India said most of its aircraft and pilots are compliant with CAT III Instrument Landing Systems (ILS), yet delays still occur.

At the start of the fog season, Air India activates its annual Fog Care initiative to minimise passenger inconvenience.

Under the initiative, flights

likely to be affected are identified in advance based on forecasts, and passengers are alerted about possible disruptions.

"The northern parts of India, including Air India's primary hub Delhi, experience low visibility due to dense fog with a potential to have a cascading impact on flight schedule across the network," Air India said.

Air India scouts for new CEO

New Delhi: Air India's board is looking for a new chief executive to replace Campbell Wilson, two people with direct knowledge of the matter said, as the airline remains under intense scrutiny over safety lapses after a crash in June killed 260 people.

In the aftermath of the world's deadliest aviation disaster in a decade, regulators flagged problems ranging from flying aircraft without emergency equipment checks to delays in replacing engine parts, maintenance record forgery and shortcomings in managing crew fatigue.

Wilson took over as Air India CEO and managing director in July 2022 after a 26-year career at Singapore Airlines, where he held a range of senior roles across the flagship carrier and its wholly owned low-cost arm Scoot.

New Zealand-born Wilson's term at Air India is due to end in mid-2027, but he could be replaced before then, according to *Economic Times*, which first reported the search for a new CEO on Monday.

Air India is chaired by N. Chandrasekaran, who is also the chair of its majority owner Tata Group. Singapore Airlines holds a 25 per cent stake in Air India.

The Tata group, Singapore Airlines, Air India and Wilson did not immediately respond to requests for comment.

The Tata group was unhappy with Wilson last year over the airline's performance after



Campbell Wilson

he had effectively been given a blank cheque to fix its problems after it was purchased from the Indian government, one of the people told Reuters.

The *Economic Times* reported Chandrasekaran had held discussions with the CEOs of at least two leading UK and US-based international carriers as potential successors to Wilson, citing officials familiar with the matter.

They both declined to be identified due to the sensitivity of the matter.

Air India Express, the group's low-cost carrier, is also likely to see similar leadership changes, the newspaper added.

Air India was India's state carrier before the loss-making airline was privatised and sold to the Tata group in 2022 in a bid to revive its fortunes.

Since then, the conglomerate has invested heavily to modernise the fleet and expand routes, but the airline's turnaround has been challenged by delays in aircraft deliveries and refurbishments as well as operational issues and safety concerns. *Reuters*



Corporate Communications Directorate

THE TRIBUNE

DELHI

7 JANUARY 2026

Pilots' association flags 'culture of fear' at AI Express

SHEKHAR SINGH
TRIBUNE NEWS SERVICE

NEW DELHI, JANUARY 6

The Airline Pilots' Association of India (ALPA) has written to the Board of Directors of Air India Express, seeking immediate intervention the "retaliatory and ego-driven culture" in its rostering department.

In one instance, a rostering manager allegedly posted on social media about retaliating against pilots who declined roster changes due to personal or family reasons. In another case, a rostering staff member was seen ignoring calls on the pilot hotline while prioritising personal grooming and social media activity, it added.

In a letter dated January 5, ALPA president Capt Sam Thomas said they were operating in a manner at odds with the 'Just Culture' principles.