



# Corporate Communications Directorate

BUSINESS LINE

DELHI

26 DECEMBER 2025

## Govt speeds up action to lease out 11 more airports

**POLICY TAKE-OFF.** Plan sent to PPP appraisal panel, with possible Budget announcement

**Rohit Vaid**  
New Delhi

The proposal to lease 11 airports, including those at Amritsar, Varanasi, Bhubaneswar, Raipur and Tiruchirappalli, has gathered significant momentum.

The plan was recently reviewed and approved by the Ministry of Civil Aviation, and the final parameters of the scheme may be announced in the coming Union Budget, sources said.

### PPP REVIEW

"The Ministry conducted internal assessments on the operational, financial and structural aspects of placing these airports under a public-private partnership (PPP) framework," a source tracking the matter told *businessline*.

The proposal has now been forwarded to the Public Private Partnership Appraisal Committee (PPPAC) for scrutiny, the source added.

"A formula is now being worked out, under which a major airport is paired with a minor one, after which the combined entity is offered to



**LEASE DRIVE.** Under NMP-II, 25 Airports Authority of India-operated facilities, including the Tiruchirappalli airport, are to be leased under the PPP model *businessline*

prospective lessees through a bidding process," the source said.

### CLUBBING PLAN

In a written reply to the Rajya Sabha on March 17, Minister of State for Civil Aviation Murlidhar Mohol had stated that the five large airports — Amritsar, Varanasi, Bhubaneswar, Raipur and Tiruchirappalli — had been clubbed with six smaller airports for leasing under the PPP model. He also confirmed that this identification was done as part of the National Monetisation Pipeline (NMP).

Some of the smaller paired airports include Kushinagar, Gaya, Hubballi, Chhatrapati Sambhaji Nagar (Aur-

angabad), Jabalpur and Tirupati, the source said, although the official list of all six has not been disclosed.

Under NMP-II, 25 Airports Authority of India (AAI)-operated airports are proposed to be leased under the PPP model.

In her Union Budget speech for 2025-26, Finance Minister Nirmala Sitharaman had outlined the contours of NMP-II, stating that the second phase aims to mobilise additional resources through structured asset-leasing mechanisms across key infrastructure sectors. She had noted that regulatory and fiscal measures would be refined to support its implementation in the coming years.

Going forward, the PPP Appraisal Committee is expected to evaluate the Aviation Ministry's leasing proposal on financial, legal and technical parameters before the grant of final approvals.

Currently, 14 airports in India operate under the PPP mode, with eight leased through long-term concessions. These include Delhi, Mumbai, Ahmedabad, Guwahati, Jaipur, Lucknow, Mangaluru and Thiruvananthapuram. Six of these — Lucknow, Ahmedabad, Mangaluru, Jaipur, Guwahati and Thiruvananthapuram — were awarded to Adani Enterprises through competitive bidding based on the highest "per passenger fee".

The PPP model for airport management dates back to 2006 with the Delhi and Mumbai airports. Since then, it has been gradually extended to other AAI airports.

In 2020-21, the Cabinet approved the leasing of the Jaipur, Guwahati and Thiruvananthapuram airports to Adani Enterprises, formalising arrangements where operators pay a per-passenger fee while managing airport operations.



**WHY THE RUSH?** Farmers say AAI has not given the project the go-ahead

## Farmer protests take off as govt eyes land for airport

SenthilKumaran  
@timesofindia.com

**T**empers are flaring in Hosur and Shoalagiri, where the state govt has begun acquiring 2,900 acres from farmers across 12 villages for the proposed international airport. Farmers are now planning to meet chief minister M K Stalin to convey their opposition.

"If our demand is not met to halt the acquisition, we will hold protests," says G Sukumar, a farmer from Nandimangalam. "The project will affect farming activities in the area. The airport will not benefit villagers. The govt should reconsider the project and choose another location."

Farmers say the Airport Authority of India (AAI) has not yet given the project its green signal and question why the state is rushing into large-scale land acquisition without clearance.

According to AAI guidelines, a new greenfield airport is generally not permitted within 150km of an existing one. With Hosur just 75km from Kempegowda International Airport in Bengaluru's Devanahalli, the project isn't technically feasible, says a source.

According to an official source, the Tamil Nadu Industrial Development Corporation (TIDCO) had, in Dec 2021, hired consultants to identify potential locations for an airport in Hosur capable of handling 30 million

passengers a year. Two sites were selected — an airstrip at Belakondapalli and its surroundings, and Muthali and adjacent villages in Hosur and Shoalagiri taluks — and a report in this regard was sent to AAI, the source says.

"A high-level meeting chaired by the chief minister on Aug 22, 2024, decided in favour of Muthali, citing extensive govt land, accessible roads and an existing high-voltage power line. Also, only 71 types of restricted products were found in the area during the survey compared with 348 around the TAAL site. Letters regarding the project were exchanged with AAI on July 22, July 25, Aug 6, Oct 25, Nov 19 and Dec 19 last year and April 3 this year," says the source.

TIDCO sent a letter to the Chennai Land Administration Commissioner in Oct, seeking administrative approval, and after the nod came through, it directed the Krishnagiri collector to acquire land in Palavanapalli, Petthamuthali, Adavanapalli, Dasapalenatam, Karupalli, Nandimangalam, Soodakondapalli, Venkadesapuram, and Midudepalli villages in Hosur and Shoalagiri taluks.

"Land acquisition began in Dec. So far, 845 acres have been acquired," says the source.

Small entrepreneurs say the airport project would spur the growth of Hosur city and the surrounding areas.



# Corporate Communications Directorate

THE ASIAN AGE

DELHI

26 DECEMBER 2025



An aircraft accorded a ceremonial water cannon salute as Navi Mumbai International Airport commenced commercial flight operations on Thursday. — RAJESH JADHAV

## Navi Mumbai airport starts commercial flight operations

SONU SHRIVASTAVA  
MUMBAI, DEC. 25

Navi Mumbai International Airport (NMIA) commenced commercial operations on Thursday, marking a major milestone in the Mumbai Metropolitan Region's aviation infrastructure. The first arrival was an IndiGo flight from Bengaluru, followed by a departure to Hyderabad, as multiple airlines began scheduled services.

Located at Ulwe, NMIA is expected to ease congestion at Mumbai's Chhatrapati Shivaji Maharaj International Airport. The airport has been developed by Adani Airport Holdings in partnership with the City and Industrial Development Corporation (CIDCO).

The inaugural commercial arrival — IndiGo flight 6E460 from Bengaluru — landed at 8 a.m. and was greeted with a traditional water cannon salute. The airport's first departure, IndiGo flight 6E882 to Hyderabad, took off at 8.40 a.m., completing

### Locals demand grows to name airport after former local leader

Thane, Dec. 25: With the Navi Mumbai International Airport (NMIA) becoming operational on Thursday, the demand to name the facility after late local leader, activist and politician D.B. Patil is finding a new momentum. The NMIA commenced commercial flight operations on Thursday with the first flight from Bengaluru, operated by IndiGo, touching down the runway at 8 a.m.

Former Member of Parliament Sanjeev Naik

NMIA's inaugural arrival and departure cycle.

According to officials, NMIA handled 48 flights connecting nine domestic destinations on the first day, serving over 4,000 passengers. Peak traffic was recorded between 5 a.m. and 7 a.m., reflecting strong early demand and operational readiness.

Adani Group Chairman

on Thursday expressed happiness over the commencement of operations at the airport.

Talking to reporters, he said, "It is a matter of great happiness. When I said, "It is a matter of great happiness. When I became an MP, a huge struggle was carried out in Parliament to ensure that Navi Mumbai gets its own international airport. It took nearly 15 years of waiting to witness this day..The airport is not just for Navi Mumbai, it will contribute to the growth of the entire country." — PTI

Gautam Adani personally welcomed passengers from the inaugural flight and interacted with airport staff, frontline workers and first-time flyers. He later joined a ceremonial walk through the departure terminal with airport employees, community representatives and Adani Foundation beneficiaries.



# Corporate Communications Directorate

BUSINESS LINE

DELHI

26 DECEMBER 2025

## Mumbai Metropolitan Region's second airport starts operations

**Anesh Phadnis**  
Mumbai

Christmas day heralded a new chapter in the Mumbai Metropolitan Region's airport infrastructure development, with the formal opening of the Navi Mumbai airport bringing cheer to air travellers to and from the *Urbs Prima in Indis*.

An IndiGo Airbus A320 aircraft from Bengaluru with 160 passengers was the first to touch down at 7.32 am. The first departure was of IndiGo as well, and it carried 185 passengers to Hyderabad an hour later.

Built at a cost of over ₹19,650 crore, the airport addresses the connectivity needs of Navi Mumbai, Thane, Pune and other regions, and on day one, travellers took full advantage of it.

"It is a big relief for us and makes commute to home easier. The airport will also take the pressure off the existing Mumbai airport," said Hyderabad resident Ashwini Betala. "We have been waiting for this day for 20 years," said Kunwar Khanna, who flew in from Delhi.

While most chose to fly for connectivity, some chose for cost. "I bought the ticket for



**NEAR-TERM OUTLOOK.** The Navi Mumbai airport is expected to handle a couple of million domestic passengers in FY26. International flights are expected to start from next March.

Goa a day before only because it was cheaper from here than Mumbai," said Yukta Pal.

### CELEBRATORY NOTE

The day began on a celebratory note with Adani Group chairman Gautam Adani greeting airport staff and passengers. He called the airport opening a proud day for Mumbai and India.

Also present on the occasion were Param Vir Chakra awardees and sports personalities Suryakumar Yadav, Sunil Chhetri and Mithali Raj. Villagers, whose land was acquired for the airport, were felicitated and given a 40-minute joyride in an Air India Express aircraft.

On day one, the Navi Mumbai airport handled 48 flights, serving around 4,000 passengers. The airport is expected to handle a couple of million domestic passengers in FY26. International flights are expected to start from next March.

Jeet Adani, Director, Adani Airports Holding Ltd, said the Navi Mumbai airport establishes a resilient multi-airport system for the Mumbai Metropolitan Region, boosting capacity, enhancing passenger experience and future proofing the region's aviation growth.

### TEETHING PROBLEMS

While finishing and flooring works are still on, day one

operations were largely smooth. There were some teething problems like delays in baggage delivery in arrivals.

One passenger from Kochi named Fatima said her baggage lock was tampered with.

Customers complained of patchy mobile networks, which made it difficult for them to book cabs. On its part, an executive from Uber said free rides were given to 150 passengers.

Another sore sight on day one was water leakage near the toilets in the arrival area.

"There is need for more signage on the highway. Google maps, too, need an update," Uber driver Yogesh Sawatekar complained.



# Corporate Communications Directorate

---

BUSINESS LINE

DELHI

26 DECEMBER 2025

---

## IndiGo cancels 67 flights from various airports

Press Trust of India  
Mumbai

Domestic carrier IndiGo on Thursday cancelled 67 flights from multiple airports due to "forecasted" bad weather and operational reasons, according to the airline's website.

Of the 67 cancelled flights, only four were for operational reasons, and the rest were due to "forecasted" bad weather at various airports, including Agartala, Chandigarh, Dehradun, Varanasi and Bengaluru, among others, as per the website.

Aviation regulator DGCA has announced the period between December 10 and February 10 next year as the official fog window this winter. As part of the DGCA fog operations (CAT-IIIB) norms, airlines have to mandatorily roster pilots who are trained to operate in low-visibility conditions, as well as deploy a CAT-IIIB-compliant aircraft fleet for such operations.

Category-III is advanced navigation that empowers an aircraft to land under foggy conditions. Category-III-A is a precision instrument approach and landing that enables a plane to land with a runway visual range (RVR) of 200 m.

# नवी मुंबई हवाई अड्डे पर यात्री उड़ानें शुरू

शुरुआती चरण में एयर इंडिया एक्सप्रेस, अकासा एयर, इंडिगो और स्टार एयर रोज 24 शहरों के लिए करेंगी उड़ानों का संचालन

अजिंक्य कावले

**आ**खिरकार मुंबई महानगर क्षेत्र (एमएमआर) को आधिकारिक तौर पर दूसरा हवाई अड्डा मिल ही गया है। यहां गुरुवार को नवी मुंबई इंटरनेशनल एयरपोर्ट से यात्रियों के लिए वाणिज्यिक उड़ानें शुरू हो गईं। हवाई अड्डे से सबसे पहला विमान इंडिगो का हैदराबाद के लिए उड़ा, जबकि आने वाली उड़ान भी बेंगलूरु से इसी एयरलाइन की रही। पहली उड़ान के हवाई पट्टी पर उतरते ही विमान पर औपचारिक वाटर कैनन से सलामी दी गई।

हवाई अड्डे पर परिचालन के अपने शुरुआती चरण में एयर इंडिया एक्सप्रेस, अकासा एयर, इंडिगो और स्टार एयर जैसी भारतीय विमानन कंपनियों द्वारा प्रतिदिन 24 शहरों की उड़ानों का संचालन किए जाने की उम्मीद है। आने वाले साल में फरवरी से यहां

उड़ानों की संख्या और बढ़ाए जाने की योजना है। वर्तमान में यह हवाई अड्डा हर घंटे 10 विमानों की आवाजाही को संभाल सकता है। एयर इंडिया एक्सप्रेस ने नवी मुंबई इंटरनेशनल एयरपोर्ट से दिल्ली और बेंगलूरु के लिए सीधी सेवाएं शुरू कर दी हैं। इसी प्रकार इंडिगो ने यहां से अहमदाबाद, बेंगलूरु, कोच्चि, दिल्ली, हैदराबाद, लखनऊ समेत अन्य 13 शहरों के लिए उड़ान सेवाएं देनी शुरू की हैं।

एयर इंडिया एक्सप्रेस के प्रबंध निदेशक आलोक सिंह ने कहा, 'नवी मुंबई हमारी दोहरे एयरपोर्ट की रणनीति का प्रमुख स्तंभ है। इससे छत्रपति शिवाजी महाराज अंतरराष्ट्रीय एयरपोर्ट (सीएसएमआईए) से हमारी सेवाओं को और बेहतर बनाने में मदद मिलेगी। सीएसएमआईए से हम 11 घंटे और तीन अंतरराष्ट्रीय केंद्रों के लिए सीधी उड़ानें संचालित करते हैं।' इस बीच अकासा एयर भी नवी मुंबई



इंटरनेशनल एयरपोर्ट से गोवा, दिल्ली, कोच्चि और अहमदाबाद के लिए उड़ानों का संचालन करेगी। इसके लिए एयरलाइन ने अपनी समय-सारणी तय कर दी है। अकासा एयर के संस्थापक और मुख्य कार्यकारी अधिकारी (सीईओ) विनय दूबे ने कहा, 'अकासा एयर नवी मुंबई इंटरनेशनल एयरपोर्ट से सबसे ज्यादा उड़ानों का संचालन करेगी। हमें विमानन क्षेत्र में विकास की इस ऐतिहासिक छलांग में

शुरुआती दौर में भागीदार होने पर गर्व है।' एयरलाइन ने यह भी कहा कि हवाई अड्डा विमानन क्षेत्र में 'प्रमुख विकास स्तंभ' होगा। कंपनी यहां से अपना संचालन बढ़ाने की योजना बना रही है। इस हवाई अड्डे से एयरलाइन प्रति सप्ताह 300 घंटे और 50 अंतरराष्ट्रीय उड़ानों का संचालन करने की योजना पर काम कर रही है।

इसमें कहा गया है, 'अपनी व्यापक नेटवर्क रणनीति के हिस्से के रूप में

एयरलाइन वित्त वर्ष 2027 के अंत तक 10 पार्किंग बेस तक बढ़ाने के लिए भी तैयार है, जिसमें प्रमुख मध्य पूर्वी और दक्षिण पूर्व एशियाई बाजारों में केंद्रित अंतरराष्ट्रीय विस्तार होगा।'

नवी मुंबई इंटरनेशनल एयरपोर्ट का उद्घाटन प्रधानमंत्री नरेंद्र मोदी ने इसी साल 8 अक्टूबर को किया था। परिचालन के अपने पहले चरण में इस हवाई अड्डे पर सालाना लगभग 2 करोड़ यात्रियों को संभालने की क्षमता होगी और इससे मुंबई के पुराने और व्यस्त छत्रपति शिवाजी महाराज अंतरराष्ट्रीय हवाई अड्डे पर उड़ानों का दबाव काफी कम हो जाएगा। इस हवाई अड्डे से सालाना 5 करोड़ से अधिक यात्री आते-जाते हैं। नए हवाई अड्डे पर भी शुरुआती चरण में सालाना 5 लाख टन कार्गो को संभालने की क्षमता होगी।

नवी मुंबई अड्डा अदाणी एयरपोर्ट्स होल्डिंग्स लिमिटेड की सहायक कंपनी मुंबई इंटरनेशनल एयरपोर्ट लिमिटेड और महाराष्ट्र सरकार के उपक्रम सिटी एंड इंडस्ट्रियल डेवलपमेंट कॉर्पोरेशन ऑफ महाराष्ट्र लिमिटेड के बीच पब्लिक प्राइवेट पार्टनरशिप (पीपीपी) आधार पर संचालित होगा।

## नोएडा एयरपोर्ट का जनवरी में उद्घाटन पर भी, उड़ान संभव नहीं!

### ■ देवेन्द्र सिंह

ग्रेटर नोएडा, 25 दिसम्बर (देशबन्धु)। नोएडा इंटरनेशनल एयरपोर्ट (जेवर) से उड़ान भरने का सपना एक बार फिर टलता नजर आ रहा है। दिसम्बर 2025 के अंत तक एयरोड्रम लाइसेंस मिलने और कामर्शियल उड़ानें शुरू होने की उम्मीद थी, लेकिन सुरक्षा मंजूरी से जुड़े अहम मामलों के कारण डीजीसीए (नागरिक उड्डयन महानिदेशालय) लाइसेंस जारी नहीं कर सका। ताजा स्थिति के अनुसार अब यह लगभग तय माना जा रहा है कि व्यवसायिक उड़ानें 2026 में ही शुरू होंगी।

### क्यों अटका एयरोड्रम लाइसेंस?

एयरपोर्ट के संचालन के लिए एयरोड्रम लाइसेंस अनिवार्य है, जो डीजीसीए तब जारी करता है जब बीसीएस (ब्यूरो ऑफ सिविल एविएशन सिक्वोरिटी) से सभी सुरक्षा मंजूरीयां पूरी हो जाएं। यहीं पर जेवर एयरपोर्ट को प्रक्रिया अटक गई।

सबसे बड़ा कारण एयरपोर्ट के सीईओ क्रिस्टोफ श्नेलमैन (स्विस नागरिक) और चीफ ऑपरेटिंग ऑफिसर सीओओ को गृह मंत्रालय से अब तक अनिवार्य सुरक्षा क्लियरेंस न मिलना है। बीसीएस ने ग्रीनफील्ड एयरपोर्ट्स के नियमों का हवाला देते हुए इसे गंभीर उल्लंघन बताया है। नियमों के अनुसार ऐसे एयरपोर्ट्स के सीईओ को भारतीय नागरिक होना चाहिए या विशेष सुरक्षा अनुमति अनिवार्य होती है। यह विवाद कोई नया नहीं है—करीब दो साल पहले इस मामले में शो-काँज नोटिस भी जारी हो चुका है।

### तकनीकी और सुरक्षा खामियां भी बाधा

सिर्फ शीर्ष प्रबंधन की सुरक्षा



### ■ सुरक्षा मंजूरी की अड़चन में एयरपोर्ट एयरोड्रम लाइसेंस अटका, कामर्शियल उड़ानों का इंतजार 2026 तक

### ■ विदेशी सीईओ की सुरक्षा क्लियरेंस व तकनीकी खामियों से हो रही देरी

### ■ सीएम योगी ने जनवरी 2026 में उद्घाटन का ऐलान किया, लेकिन व्यवसायिक उड़ानें अप्रैल के आसपास शुरू होने की संभावना

मंजूरी ही नहीं, बल्कि कई अन्य तकनीकी कमियां भी लाइसेंस में देरी का कारण बनी हैं।

- ❖ एयरपोर्ट की परिमीटर वॉल का काम अब तक पूरा नहीं
- ❖ पैसेंजर एरिया में सुरक्षा का स्पष्ट अलगाव नहीं

- ❖ वॉच टावरों पर लाइटिंग और सीसीटीवी व्यवस्था अधूरी

- ❖ बम डिटेक्शन इक्विपमेंट का सीआईएसएफ से अंतिम प्रमाणन बाकी

इन सभी बिंदुओं पर संतोषजनक रिपोर्ट के बिना डीजीसीए लाइसेंस जारी नहीं कर सकता।

### जनवरी 2026 में लाइसेंस की उम्मीद कम

हालांकि हाल ही में नागरिक उड्डयन सचिव स्तर पर हुई बैठकों के बाद प्रक्रिया में तेजी आई है, लेकिन विशेषज्ञों का मानना है कि जनवरी 2026 तक एयरोड्रम लाइसेंस मिलना मुश्किल

कि नोएडा इंटरनेशनल एयरपोर्ट का उद्घाटन जनवरी 2026 में किया जाएगा और यह राज्य का पांचवां अंतरराष्ट्रीय एयरपोर्ट बनेगा। उन्होंने इसे 'उत्तर प्रदेश की रफ्तार' का प्रतीक बताया।

हालांकि, विमानन विशेषज्ञ साफ करते हैं कि उद्घाटन और कामर्शियल ऑपरेशन दो अलग प्रक्रियाएं हैं। उद्घाटन लाइसेंस मिलने के बाद संभव है, लेकिन यात्रियों के लिए उड़ानें शुरू होने में कुछ सप्ताह या महीने लग सकते हैं।

### तैयार है प्रोजेक्ट, बस हरी झंडी का इंतजार

जेवर एयरपोर्ट का पहला चरण सालाना 12 मिलियन यात्रियों को संभालने की क्षमता रखता है और इसके शुरू होते ही दिल्ली के आईजीआई एयरपोर्ट पर दबाव कम होगा। भले ही शुरुआत में देरी हुई हो, लेकिन प्रोजेक्ट लगभग तैयार है। अब सबको निगाहें सुरक्षा मंजूरी और डीजीसीए लाइसेंस पर टिकी हैं जिसके बाद ही जेवर से हवाई सफर की औपचारिक शुरुआत हो सकेगी।

### एयरपोर्ट संचालन में दूसरी बड़ी बाधा

एयरपोर्ट के सीईओ क्रिस्टोफ श्नेलमैन (स्विस नागरिक) और सीओओ को गृह मंत्रालय से अनिवार्य सुरक्षा मंजूरी नहीं मिली है। बीसीएस (ब्यूरो ऑफ सिविल एविएशन सिक्वोरिटी) ने इसे ग्रीनफील्ड एयरपोर्ट्स के लिए नियमों का उल्लंघन बताया, क्योंकि ऐसे एयरपोर्ट्स के सीईओ को भारतीय नागरिक होना चाहिए या विशेष क्लियरेंस जरूरी है। यह मुद्दा करीब दो साल पुराना है और शो-काँज नोटिस भी जारी हुआ था।

है। दिसम्बर 2025 के अंत तक भी आवश्यक क्लियरेंस नहीं मिल पाई है, जिससे तय समयसीमा खिसक गई।

### 15 जनवरी के बाद भी उड़ानें संभव नहीं

यह भी स्पष्ट है कि केवल उद्घाटन के बाद तुरंत उड़ानें शुरू नहीं होंगी। लाइसेंस मिलने के बाद ओआरएएटी (ऑपरेशनल रेडीनेस एंड एयरपोर्ट ट्रांसफर) टेस्टिंग, एयरलाइंस के साथ समन्वय और चरणबद्ध संचालन (पहले दिन में घरेलू उड़ानें) जैसी प्रक्रियाओं में कई हफ्ते लगेंगे। पहले की योजनाओं में अंतरराष्ट्रीय उड़ानों की शुरुआत भी मिड-2026 के आसपास रखी गई थी।

### सीएम योगी का ऐलान और जमीनी हकीकत

उत्तर प्रदेश विधानसभा के शीतकालीन सत्र के अंतिम दिन, 24 दिसम्बर 2025 को मुख्यमंत्री योगी आदित्यनाथ ने घोषणा की

DESHBANDHU

DELHI

26 DECEMBER 2025

## एयरपोर्ट के निकट यीडा की सबसे बड़ी आवासीय प्लॉट योजना : सेक्टर-5 में जल्द आएंगे हजारों प्लॉट

ग्रेटर नोएडा, 25 दिसम्बर (देशबन्धु)। नोएडा इंटरनेशनल एयरपोर्ट (जेवर) के आसपास घर बनाने का सपना देख रहे लोगों के लिए बड़ी राहत भरी खबर है। यमुना एक्सप्रेस वे औद्योगिक विकास प्राधिकरण (यीडा) सेक्टर-5 में एक विशाल आवासीय प्लॉट योजना लाने की तैयारी में जुटा है। इस योजना के तहत करीब 2,200 से 4,000 तक आवासीय प्लॉट उपलब्ध कराए जाने की संभावना है, जो अब तक की सबसे बड़ी स्कीमों में से एक होगी।

### बढ़ती मांग के बीच नई योजनाओं का ऐलान

जेवर एयरपोर्ट के निर्माण और संचालन की तैयारी से यमुना सिटी में रियल एस्टेट सेक्टर में जबरदस्त उछाल आया है। निवेशकों और आम घर खरीदारों की नजर



खासतौर पर आवासीय प्लॉट्स पर टिकी हुई है। इस बढ़ती मांग को देखते हुए यीडा समय-समय पर नई स्कीम लॉन्च कर रही है। आने वाले समय में कुल तीन नई आवासीय योजनाएं लाने का प्लान है, जिनमें सेक्टर-5 वाली योजना सबसे बड़ी और आकर्षक मानी जा रही है।

### प्लॉट साइज और सुविधाएं

- प्रस्तावित योजना में 200 वर्ग मीटर से लेकर 400 वर्ग मीटर तक के प्लॉट शामिल होंगे।
- ये प्लॉट मध्यम और उच्च आय

वर्ग के लोगों के लिए आदर्श होंगे।

सेक्टर-5 को आधुनिक टाउनशिप के रूप में विकसित किया जाएगा, जिसमें शामिल होंगे।

चौड़ी सड़कें, हरित क्षेत्र और पार्क, बिजली, पानी और सीवेज जैसी बुनियादी सुविधाएं

अन्य आधुनिक सुविधा होगी। एयरपोर्ट की निकटता और आसपास प्रस्तावित औद्योगिक प्रोजेक्ट्स (जैसे सेमीकंडक्टर प्लॉट) के कारण यह क्षेत्र निवेश के लिहाज से बेहद आकर्षक है।

### भूमि अधिग्रहण में तेजी

यीडा का लैंड डिपार्टमेंट इस समय सेक्टर-5 के लिए जरूरी भूमि अधिग्रहण में पूरी तेजी से जुटा हुआ है। अधिकारियों के अनुसार, जमीन खरीद की प्रक्रिया पूरी होते ही योजना को

औपचारिक रूप से लॉन्च कर दिया जाएगा। भूमि अधिग्रहण को प्राथमिकता पर रखा गया है और इसकी निरंतर मॉनिटरिंग की जा रही है।

यह योजना न केवल स्थानीय लोगों को अपना घर बनाने का मौका देगी, बल्कि निवेशकों को भी लंबे समय में शानदार रिटर्न की उम्मीद जगाएगी। एयरपोर्ट के चालू होने के बाद इस क्षेत्र की संपत्ति मूल्य में और इजाफा होने की संभावना है। इच्छुक लोग यीडा की आधिकारिक वेबसाइट पर अपडेट्स चेक करते रहें।

यीडा के सीईओ डॉ. आरके सिंह ने कहा कि योजना की तैयारी पूरी जोर-शोर से चल रही है। एयरपोर्ट के करीब होने से यह स्कीम घर बनाने और निवेश दोनों के लिए बड़ा अवसर साबित होगी। हम जल्द से जल्द इसे लॉन्च करने के लिए प्रतिबद्ध हैं।



# Corporate Communications Directorate

DESHBANDHU

DELHI

26 DECEMBER 2025

## नवी मुंबई अंतरराष्ट्रीय हवाई अड्डे का शुभारंभ

मुंबई, 25 दिसम्बर (एजेंसियां)। अडाणी ग्रुप के चेयरमैन गौतम अडाणी ने गुरुवार को नवी मुंबई अंतरराष्ट्रीय हवाई अड्डे (एनएमआईए) के शुरू होने पर देश के युद्ध नायकों, किसानों, कामगारों और दिव्यांगजनों की सराहना की। यह भारत का सबसे नया ग्रीनफील्ड एयरपोर्ट है, जहां गुरुवार को पहली बार यात्रियों का स्वागत किया गया। इस हवाई अड्डे का उद्घाटन प्रधानमंत्री नरेंद्र मोदी ने 8 अक्टूबर को किया था। क्रिसमस से इस एयरपोर्ट ने अपनी उड़ान सेवाएं शुरू कर दी। पहले यात्रियों का स्वागत करते हुए गौतम अडाणी ने देश की रक्षा करने वाले सैनिकों को सलाम किया। उन्होंने उन कामगारों की भी तारीफ की, जिन्होंने कड़ी मेहनत से इस एयरपोर्ट को बनाया। साथ ही उन्होंने देश को अन्न देने वाले किसानों और समाज को प्रेरणा देने वाले दिव्यांगजनों को भी सलाम किया।

अडाणी ग्रुप के चेयरमैन गौतम अडाणी ने सोशल मीडिया प्लेटफॉर्म एक्स पर लिखा, 'जब नवी मुंबई इंटरनेशनल एयरपोर्ट (एनएमआईए) ने



### ■ गौतम अडाणी ने देश के नायकों को किया सलाम

अपने पहले यात्रियों का स्वागत किया, उस समय परमवीर चक्र विजेता कैप्टन बाना सिंह और सूबेदार मेजर संजय कुमार के साथ खड़े होना मेरे लिए बेहद भावुक और गर्व का क्षण था।'

उन्होंने आगे कहा कि उस पल में इन युद्ध नायकों के साथ-साथ देश के वे शांत निर्माता भी खड़े थे, वे मजदूर जिन्होंने अपने हाथों और अटूट हौसले से इस एयरपोर्ट को बनाया। वे किसान और उनके परिवार जो भारत का पेट भरते हैं।

# Resistance grows to new pickup rules at airport's Terminal 1

## Online plea seeks pickup areas closer to arrivals

ASRA MAVAD  
BENGALURU, DHNS

The new pickup rules at the Kempegowda International Airport (KIA), especially at Terminal 1 (T1), have been met with resistance from both passengers and cab drivers.

While cab drivers continue to negotiate with authorities and plan further protests, a Hosa Road resident has recently launched a petition, calling on Bangalore International Airport Limited, which operates the airport, to roll back the new pickup rules.

The new rules are not well thought out, believes Hareesh Amjuri, a marketing professional who launched the online campaign on Change.org on Tuesday.

While the campaign is yet to gain traction, several passengers have echoed similar sentiments.

Amjuri, who was travelling from Andhra Pradesh, arrived in Bengaluru last week, unable to locate his taxi driver. "I was waiting at the usual pickup lane near the Arrivals. The

driver said he was at P4, but I couldn't find P4 on any of the pickup lane numbers. That's when I realised he was in the parking zone," he said.

As Amjuri walked to the designated parking zone, he noticed people of all ages struggling to carry their luggage and walk the 700-odd metres.

"It got me thinking about how my parents, who are visiting in a week, would have to go through the process. Especially my father, who is a

Parkinson's patient. It also didn't sit right with me that the airport's official social media handle was sharing content stating that 95% were comfortable and accepting of the changes, when that clearly wasn't the reality on the ground," he told *DH*.



Passengers wait for cabs at the new pickup zone, located about 700 metres from the arrivals, at the Kempegowda International Airport. PHOTO: HAREESH AMJURI

"It's disheartening to witness elderly travellers struggling with their baggage, children barely managing the long walk, and pregnant women exerting more energy than necessary after a tiresome journey. There is an urgent need to revisit these rules and bring back the previous pickup point that ensures accessibility and convenience for all passengers... We urge the authorities at Kempegowda International Airport, Bengaluru, to consider reopening

the previous pick-up areas, which were positioned closer to the arrivals and genuinely catered to the comfort of all individuals using the airport," reads the petition.

Several passengers have also shared similar concerns on and off social media, with many pointing out that the pickup arrangements made at P4 are not being efficiently organised.

Seema Kothari, a passenger travelling from Delhi, noted that while premium services,

like Uber Black, have been placed closer to the terminal, buses and other cab aggregators are further away.

"The airport may not have much to do with it, as it would be the aggregator's call to decide which spot they'd like based on how much they're paying. However, this can seriously impact customers' pockets. Booking a cab at the airport is easily 50% more expensive," she said.

### BIAL's statement

Since the new rules were introduced on December 11 at T2 and on December 13 at T1, BIAL has stood its ground, stating that the new pickup system follows practices adopted at leading airports globally.

In a statement issued last week, a BIAL spokesperson stated that the progress of the new system would be carefully monitored over the next 30 days to ensure the system stabilises.

## दो अंतरराष्ट्रीय हवाई अड्डों वाला पहला महानगर बना मुंबई

अहमदाबाद, एएनआइ: नवी मुंबई अंतरराष्ट्रीय हवाई अड्डे पर गुरुवार से वाणिज्यिक परिचालन शुरू हो गया। इसके साथ ही, मुंबई भारत में दो अंतरराष्ट्रीय हवाई अड्डों वाला पहला महानगर बन गया है। यह लंदन, न्यूयार्क, मास्को, टोक्यो और शंघाई जैसे वैश्विक विमानन शहरों की श्रेणी में शामिल हो गया है, जिनमें बढ़ती मांग को पूरा करने के लिए कई हवाई अड्डे मौजूद हैं।

केंद्रीय नागरिक उड्डयन मंत्री किजरापु राममोहन नायडू ने हवाई अड्डे के उद्घाटन पर महाराष्ट्र के लोगों को बधाई दी। उन्होंने इसे ऐतिहासिक क्षण करार दिया। उन्होंने कहा कि यह डबल-इंजन सरकार के तालमेल के कारण संभव हुआ है। अदाणी एंटरप्राइजेज

**9** घरेलू गंतव्यों को जोड़ने वाली 48 उड़ानों का संचालन

**4,000** से अधिक यात्रियों ने पहले दिन की यात्रा



नवी मुंबई अंतरराष्ट्रीय हवाई अड्डे पर गुरुवार को पहला विमान उतरने पर वाटर कैनन सेल्यूट दिया गया • एएनआइ

लिमिटेड की पूर्ण स्वामित्व वाली सहायक कंपनी अदाणी एयरपोर्ट्स होल्डिंग्स लिमिटेड (एएचएल)

द्वारा विकसित और संचालित एनएमआइए भारत की सबसे बड़ी ग्रीनफील्ड हवाई अड्डा

परियोजनाओं में से एक है। छत्रपति शिवाजी महाराज अंतरराष्ट्रीय हवाई अड्डे पर भीड़भाड़ कम करने के उद्देश्य से परिकल्पित यह परियोजना रिकार्ड समय में पूरा किया गया।

बेंगलुरु से इंडिगो की पहली वाणिज्यिक उड़ान 6ई460 सुबह 8:00 बजे पारंपरिक जल तोपों की सलामी के साथ उतरी। पहले दिन, एनएमआइए ने नौ घरेलू गंतव्यों को जोड़ने वाली 48 उड़ानों का संचालन किया, जिनमें 4,000 से अधिक यात्रियों ने यात्रा की। सुबह के समय सबसे अधिक ट्रैफिक दर्ज किया गया, जो शुरुआती मजबूत मांग और परिचालन तत्परता को दर्शाता है। अदाणी समूह के अध्यक्ष गौतम अदाणी ने यात्रियों के पहले समूह का स्वागत किया।



# Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

26 DECEMBER 2025

## Operations Commence at Navi Mumbai Airport

Our Bureau

**Mumbai:** Navi Mumbai International Airport (NMIA), owned by Adani Airports Holdings, commenced commercial operations Thursday, becoming the second airport serving the Mumbai Metropolitan Region.

An IndiGo flight from Bengaluru, which landed at 8 am, was the first commercial arrival at the new airport. The aircraft was received with a ceremonial water cannon salute, the airport operator said. The first departure followed shortly after, with the IndiGo aircraft departing for Hyderabad at 8:40 am.

According to Adani Airports, the airport handled 48 flights on its first day of operations, connecting nine domestic destinations and serving more than 4,000 passengers.

Airlines that operated from Navi Mumbai on Thursday were IndiGo, Air India Ex-

press, Akasa Air and Star Air. The airport handled 15 scheduled departures. During the initial phase, NMIA will operate for 12 hours a day, between 8 am and 8 pm.

The airport currently can handle up to 24 scheduled daily departures to 13 destinations and up to 10 aircraft movements per hour, including arrivals and departures. Prime Minister Narendra Modi inaugurated the airport on October 8. The first phase of the project cost ₹19,650 crore.



The airport is being developed in five phases through a special purpose vehicle, Navi Mumbai International Airport, in which Adani Group holds a 74% stake and Cidco the remaining 26%.

Once fully built, the airport could handle up to 90 million passengers annually, with dedicated cargo terminals and multimodal connectivity. Operations are expected to progressively scale up to round-the-clock services from February next year.



# Corporate Communications Directorate

---

THE FINANCIAL EXPRESS

DELHI

26 DECEMBER 2025

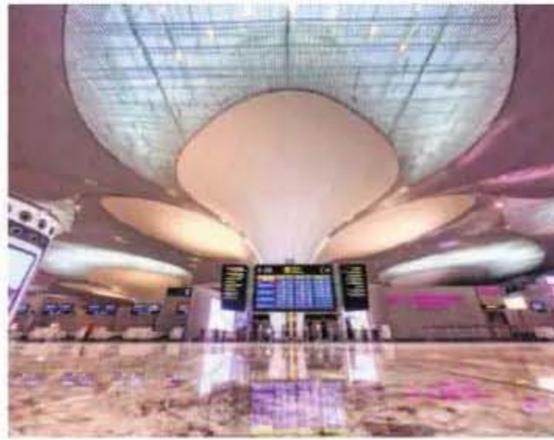
---

## Noida Airport to be inaugurated in Jan, says UP CM



UTTAR PRADESH  
CHIEF Minister  
Yogi Adityanath  
on Wednesday

said the Noida International Airport at Jewar will be inaugurated next month, adding that it will be the state's fifth international airport.



The Navi Mumbai International Airport is all set for its first passenger flights today; the roads and interiors are spruced up to welcome passengers—Farooq Sayed

**HISTORIC LIFTOFF** | 1st day will record around 30 arrivals & departures, although the current capability allows it to manage up to 10 air traffic movements per hour

# NMIA starts commercial flight ops today; pax will land at 8am

**Dhairya Gajara**  
MUMBAI

Mumbai is set to join the league of global cities such as London, New York, and Dubai with a multi-airport model as the much-awaited Navi Mumbai International Airport begins commercial flight operations on Thursday. The launch will mark a historic shift for the Mumbai Metropolitan Region (MMR), making it the first in India to operate a dual-airport system alongside the existing Chhatrapati Shivaji Maharaj International Airport (CSMIA).

On Thursday, NMIA's 14-year-long journey from conceptualisation to realisation will come to an end and mark a new beginning when the first commercial flight with passengers will land at the airport at 8am. The greenfield airport (built from scratch on

undeveloped land), developed under a joint venture between Adani Airport Holdings Ltd. (AAHL) and City and Industrial Development Corporation (CIDCO) at a cost of Rs16,700 crore, was inaugurated by Prime Minister Narendra Modi on October 8.

The first-day operations will commence at 8am with the landing of an IndiGo flight from Bengaluru, while the first departure will be recorded at 8.40am by an IndiGo flight to Hyderabad. The first day will record around 30 arrivals and departures, although the current capability allows it to manage up to 10 air traffic movements per hour.

However, the airport operator in the initial phase aims to manage around 24 scheduled daily departures to multiple destinations across the country from 8am to 8pm, with plans to gradually scale

up operations to round-the-clock from February 2026. NMIA is designed to handle 20 million passengers per annum (MPPA) in the first phase, with future expansion planned to scale capacity up to 90 million MPPA.

As announced, Indian airlines including IndiGo, Air India Express, Akasa Air, and Star Air will commence their operations, connecting NMIA to several Indian cities from the first day. IndiGo, which is India's largest airline according to market share, will operate the majority of flights from NMIA on day one, covering a significant portion of the operations, whereas other airlines will operate fewer departures each.



Scan QR code to watch video

## DigiYatra-enabled from Day 1

According to the airport operator, passenger services from day one will be supported by DigiYatra-enabled contactless processing at designated touchpoints, along with trained terminal staff across kerbside, check-in, security and boarding areas. Retail and food and beverage offerings have been curated with a focus on affordability and local relevance



**Day 1**  
**ARRIVALS 15**  
**DEPARTURES 15**

**Airlines to fly**  
IndiGo, Air India Express, Akasa Air, Star Air

## Destinations

**Dec 25** Delhi, Bengaluru, Hyderabad, Cochin, Magaluru, Ahmedabad, Goa Mopa, Lucknow, Nagpur  
**Dec 29** Coimbatore, Chennai, Jaipur  
**Dec 30** Vadodara

## Int'l flights, cargo to start by March

**Raina Assainar**  
NAVI MUMBAI

International passenger flights from the Navi Mumbai International Airport (NMIA) are expected to commence by the end of March, with international cargo operations being launched simultaneously. CIDCO Managing Director Vijay Singhal said on Wednesday.

Addressing a press conference at CIDCO Bhavan, Singhal said that as NMIA is a greenfield airport, airfares are currently slightly higher compared to the Chhatrapati Shivaji Maharaj International Airport (CSMIA). "The operators have proposed maintaining the same fare structure at both airports, to which the Central government has already given a no-objection. The same proposal has been forwarded to the state government, and once its no-objection is received, the proposal will be sent to the Airports Economic Regulatory Authority (AERA) for approval," he said.

Speaking of the naming of

the airport after DB Patil, he said that the proposal is with the central government.

Cargo operations will commence alongside passenger services. In the current phase, the airport's cargo handling capacity stands at 0.8 million metric tonnes annually, which will be scaled up to 3.2 million metric tonnes in the final phase. In the first phase, Terminal 1 has an annual passenger handling capacity of 10 million. Once fully operational, NMIA is projected to handle nearly 90 million passengers every year.

Singhal said CIDCO has invited tenders to appoint a consultant for preparing a feasibility report for a proposed third runway. "Both financial and technical feasibility will be studied. If the proposal moves ahead, an additional 45 million passengers per annum can be accommodated," he said.

Highlighting connectivity, Singhal said the airport will be seamlessly linked through major infrastructure projects, including the Mumbai Trans Harbour Link (MTHL).

## 27 villages vow poll boycott over airport renaming

**Sameera Kapoor Munshi**  
NAVI MUMBAI

Residents of 27 villages in Panvel taluka have announced their decision to boycott voting in all future elections, including local body, municipal corporation, Assembly, and Lok Sabha polls, after the Centre failed to name the Navi Mumbai International Airport after late mass leader DB Patil.

The decision was formally communicated to the district collector and the Panvel tehsildar through a written memorandum. Members of the DB Patil 27 Villages Project-Affected Social Organisation, along with several local representatives and villagers, were present during the submission.

The villagers expressed strong resentment, stating that despite repeated demands, the Union government has not yet approved naming the airport after DB Patil, who is widely regarded as a key figure in farmers' and people's movements in the region.

"The airport has been built on land acquired from local farmers. Our homes and farmlands were taken for this national project. Naming the airport after DB Patil is not just a demand, it is a matter of justice and recognition," said a representative of the project-affected villagers.

Large tracts of agricultural land and residential properties from several villages in Panvel taluka were acquired by CIDCO for the construction of the Navi Mumbai International Airport. Local residents argue that DB Patil played a pivotal role in championing the rights of farmers and landowners during major infrastructure projects in the region.

## CSMIA VS NMIA : A NEW ERA IN AVIATION

**Dhairya Gajara**  
MUMBAI

For decades, the final descent into Mumbai has followed a familiar pattern of a sweeping curve over the Arabian Sea, a glimpse of the glittering Bandra-Worli Sea Link, and a touchdown at Chhatrapati Shivaji Maharaj International Airport (CSMIA), which is the pulsing, land-locked heart of India's commercial capital.

But as the clock strikes 8 in the morning on Christmas, the city enters a new era.

Across the harbour, the lights of the Navi Mumbai International Airport (NMIA) are flickering on, marking the birth of a dual-airport system that promises to solve Mumbai's oldest travel headache of the holding pattern.

The new gateway is set to rewrite the rules of the Mumbai commute.



### Design and theme

CSMIA's Terminal-2 is a love letter to India's national flower, Lotus. Designed with its intricate white-gold ceilings and museum-grade art

NMIA is a tribute to the country's national flower, Lotus. Designed by London-based Zaha Hadid Architects, the airport ditches the vertical complexity of the old airport for a sleek, horizontal flow



### Airside views

CSMIA's internal grandeur never stops to put regular passengers in awe; the view of congested slums in the background of the airside becomes detracting from the experience

NMIA is here with its European-style airside view where passengers will witness the calming sight of rocky hills

### Layout and passenger flow

CSMIA often feels like a sprawling, multi-level maze

NMIA is built for speed. Its layout minimises level changes

### Size and capacity

At 750 hectares, CSMIA is a masterclass in squeezing every inch of utility out of a small space

NMIA is sprawling across 1,160 hectares, giving space to breathe

In the later stage, it will feature two parallel runways that can operate at the exact same time. For travellers, this means an end to the frustrating 20-minute hovering over the city waiting for a landing slot

### Airline focus

As CSMIA focuses on premium, legacy carriers

### Accessibility

For years, the trek to the CSMIA involved battling the never-ending traffic congestion at the Western Express Highway

Atal-Setu has effectively moved Navi Mumbai closer to the city centre by reducing the two-hour odyssey to a 35-minute drive from Sewri

### Costs

Flyers are already experiencing the burn of increased airfares at NMIA, which result from a hike in user development fee, which is set at ₹620, in comparison to ₹175 at CSMIA

NMIA is poised to become the new hub for the next generation of Indian aviation expansion.

{ NAVI MUMBAI INTERNATIONAL AIRPORT }

# CWPRS Pune's quiet role in Navi Mum airport flood safety

CWPRS conducted hydrological, hydrodynamic and morphological studies for safety norms of the airport

**Dheeraj Bengrut**

dheeraj.bengrut@htlive.com

**PUNE:** As the Navi Mumbai International Airport (NMIA) prepares to handle its first flights on Thursday—making Mumbai the first Indian city with two international airports—years of technical work by the Central Water and Power Research Station (CWPRS), Pune, have quietly shaped the project's flood-mitigation framework.

Located in the Panvel creek region, the airport sits in a hydrologically complex zone influenced by five upstream river bodies—Taloja, Kasadi, Kalundri, Ulwe and Gadi—and the strong tidal forces of the Arabian Sea. During extreme events, peak river discharges can coincide with spring tides rising up to four to five metres, creating a high risk of inunda-



**Providing technical details, MM Vaidya, scientist 'D' at CWPRS's Mumbai port model division, said that the site posed unusual challenges.**

MAHENDRA KOLHE/ HT PHOTO

tion. Addressing this challenge was central to CWPRS's mandate.

CWPRS director Prabhat Chandra said that the Navi Mumbai airport is among the institute's most technically demanding assignments. "Five rivers discharge into this region, and the key question is how their flows and water levels

(would) change after development. Our objective is to determine a safe platform level for the airport so that it remains free from inundation at all times," he said.

The challenge is compounded by tidal influence from the sea. "These are not minor tides. They can reach four to five metres. We studied the

## NAVI MUMBAI AIRPORT: FLOOD-SAFETY CHECKS

- **Location:** Panvel creek region
- **Rivers studied:** Taloja, Kasadi, Kalundri, Ulwe, Gadi
- **Tidal influence:** Arabian Sea (up to four to five m)
- **Key intervention:** diversion of Ulwe River
- **Tools used:** physical model, hydrological and tidal simulations
- **Outcome:** flood-safe grade elevation for airport platform

combined impact of river floods and tidal conditions to understand worst-case scenarios," Chandra said.

To reclaim land for the airport, CWPRS examined river diversion options to ensure that altered flow paths would not threaten airport operations. "Hydraulic and morphological studies, river diversion planning, water-level assessment and the finalisation of a safe airport level were all carried out at CWPRS," Chandra said.

A key component of this work was the development of a large-scale physical model of the entire airport region at the CWPRS campus in Pune. The model replicates river systems, tidal behaviour and landform changes, allowing scientists to simulate extreme flood conditions. The outcomes formed the technical basis for the airport's flood-resilient design.

CIDCO, the project's implementing agency, has said that the airport will handle around 30 air traffic movements on its first day of operations.

Providing technical details, M M Vaidya, scientist 'D' at CWPRS's Mumbai port model division, said that the site posed unusual challenges. "Navi Mumbai airport is located where five rivers converge. One small but critical river, the Ulwe, was flowing beneath the airport footprint and had to be diverted," he said.

CIDCO's primary concern, Vaidya said, was identifying a grade elevation that would remain safe even if peak river flows coincided with high spring tides. "They wanted assurance that flooding would not occur under combined extreme conditions," he said.



# Corporate Communications Directorate

---

THE HINDUSTAN TIMES

DELHI

26 DECEMBER 2025

---

## Navi Mumbai airport operational



An aircraft accorded a ceremonial water cannon salute as Navi Mumbai International Airport commenced commercial flight operations on Thursday.

PTI



# Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

26 DECEMBER 2025

## Focus on smaller airports before building mega ones

India is the world's fifth-largest civil aviation market, handling over 700,000 aircraft movements annually. Between April 2024 and March 2025, a total of 200 million (international and domestic) passengers flew from the country's airports. Even as airline debuts and closures dominate headlines, the airport ecosystem remains steady, because airports don't shut shop overnight.

The growth in operational airport numbers has been impressive — from 74 in 2014 to 164 now. And there is ambition for more. Recently, the Airport Authority of India (AAI) chairman outlined a plan to set up 34 "mega airports" by 2047. With two new mega airports, Navi Mumbai in Maharashtra and Jhevar in Uttar Pradesh, expected to start functioning soon, India is set to have seven mega airports, up from five (Delhi, Mumbai, Chennai, Bengaluru, and Hyderabad) in 2019.

Coming to the smaller airports, many have become operational in recent years, and a clutch of these are thriving. The AAI chairman had listed previously non-functional airports that are now mini hubs — Darbhanga, Salem, Jharsuguda, Kanpur, Deogar, Nashik, Hollongi, and Kolhapur, among others. The dawn of air connectivity has acted like a new lifeline for many of these smaller towns and cities, which now support a thriving business-traveller community and are witnessing an uptick in the leisure traffic, fuelled by surging disposable incomes and growing aspirations.

Thanks to UDAN and a combination of other government policies, airports like Prayagraj handled one million passengers in 2025 with 30 flights a week, connecting directly to six destinations in India, earning a small profit in the bargain. Traffic at Agra, Durgapur and Gwalior has risen at a compounded rate of 40%. Darbhanga operates an average of 10 flights a day to five destinations. This is good news for the Indian economy, as the ripple effects of enhanced air connectivity are well known.

That said, there are many issues with the airport ecosystem that need fixing before India moves on setting up more mega airports. I will highlight some of these here.

One, there are a large number of unused airstrips and small airports, which were developed over the years at the behest of the political leadership of the day; these spots had neither the requirement nor the wherewithal to pay for such air services. The government needs to discourage legislators from promising

air connectivity to gather votes. Airports and airstrips should only be built after a feasibility study and other scientific assessments. Even when a new airport or the expansion of an existing facility is considered necessary or justified, it needs to be built in a modular fashion, scaled up as traffic picks up; the public expenditure must be justified by the return on the investment.

Two, several smaller airports already handle large volumes of traffic but urgently need to be made more efficient or get upgrades to cater to growing traffic. The Hindon airport in the NCR is one such. Even as AAI continues to privatise wherever possible, it needs to draw up a second list of airports that might not be of interest to private players but nonetheless need upgradation and attention. Limited public funds must

be spent on these, while avoiding expensive bloopers, such as Dabolim (Goa)'s large car park that has too many design flaws to be usable.

And finally, AAI must shake up several of its loss-making airports and turn them profitable. While some of these might always remain in the red (and these losses can be funded by the public as the overall economic benefits for the region often far outweigh the losses incurred), a serious attempt can be made to increase efficiency and profitability at others. Eighty-one AAI run-and-managed airports — including Delhi's Safdarjung airport (handling VIP traffic), Agartala, and Imphal — suffered a cumulative loss of around ₹10,000 crore in the past decade. Twenty-two from this pool of 81 have become non-operational. Careful analysis can point at management rethink to turn these around.

Most of these suffer from the same ailments that afflicted the erstwhile AAI-run metro airports: lower-than-required handling capacity both for the terminal and airside, a tired and uncared for look and feel, a paucity of shops and eateries, staffed by an indifferent and cynical set of employees. Of these, the last factor is the biggest bugbear. The AAI airports need to be prodded to adopt the best practices of airports under private management, while shunning their undesirable practices. India must fix its smaller airports for efficiency and viabilities before it entertains grand ambitions. This will be the definitive "make or break" for a thriving airport ecosystem in the country.



Anjali Bhargava

*Anjali Bhargava writes about governance, infrastructure, and the social sector. The views expressed are personal*



## Corporate Communications Directorate

THE HINDU

DELHI

26 DECEMBER 2025

# Navi Mumbai International Airport starts operations

In initial phase, NMIA is designed to handle 20 million passengers per annum (MPPA), with future expansion planned to scale capacity up to 90 MPPA, supported by dedicated cargo terminals

**Lalatendu Mishra**

MUMBAI

Adding a new aviation gateway to the Mumbai Metropolitan Region (MMR), Navi Mumbai International Airport (NMIA), developed and operated by Adani Airports, on Thursday commenced commercial flight operations making an over-30-year dream and planning a reality.

This greenfield airport, established to take the load off the existing Mumbai airport, is being built in phases. In its initial phase, NMIA is designed to handle 20 million passengers per annum (MPPA), with future expansion planned to



**Taking flight:** The airport, built to take the load off Mumbai airport, is being constructed in phases. SPECIAL ARRANGEMENT

scale capacity up to 90 MPPA, supported by dedicated cargo terminals and multi-modal connectivity.

The launch positions Mumbai toward a distributed, multi-airport model seen in global city-regions

such as London, New York, Moscow, Tokyo and Shanghai.

### **New gateway**

The opening adds a critical new gateway for a region that has faced sustained

congestion for over a decade. Planned as part of a distributed aviation framework, NMIA supports Mumbai's transition to a multi-airport system aimed at improving capacity, operational resilience and long-term scalability, the airport operator said.

On the first day, domestic services were operated by IndiGo, Air India Express, Akasa Air and Star Air, connecting NMIA to nine destinations across India.

NMIA handled 48 flights connecting nine domestic destinations, serving over 4,000 passengers, with peak traffic recorded between 05:00 and 07:00 hours.



# Corporate Communications Directorate

THE HINDU

DELHI

26 DECEMBER 2025

## Navi Mumbai region may head for rapid infra, realty growth

**The Hindu Bureau**  
MUMBAI

The commencement of commercial flight from the Navi Mumbai International Airport (NMIA) is expected to speed up infrastructure and real estate development across Navi Mumbai and surrounding regions, according to analysts and industry executives.

Several major infrastructure projects have gained pace. These include the Atal Setu (Mumbai Trans Harbour Link), the Alibaug-Virar Multimodal Corridor, the Mumbai-Navi Mumbai Metro and improved connectivity to the Mumbai-Pune Expressway.

This enhanced infrastructure network is directly boosting demand for re-



Navi Mumbai International Airport SPECIAL ARRANGEMENT

sidential as well as luxury housing in the region, officials said.

“While micro-markets closest to NMIA will benefit immediately, its larger impact will unfold across strategically connected locations such as Khopoli,” said Mohit Malhotra, founder & CEO, NeoLiv.



# Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

26 DECEMBER 2025



An IndiGo flight gets a water cannon salute after it arrives at the Navi Mumbai International Airport from Bengaluru on Thursday. NARENDRA VASKAR

## 1st flight lands at Navi Mumbai airport as commercial ops begin

Express News Service  
Mumbai, December 25

THE NAVI Mumbai International Airport (NMIA) began its long-awaited commercial operations Thursday with the arrival of its first scheduled passenger flight at 8 am, marking a major milestone in India's civil aviation expansion and the Mumbai Metropolitan Region's transport infrastructure.

The inaugural arrival of IndiGo flight 6E460 from Bengaluru was welcomed with a ceremonial water cannon salute, a traditional aviation gesture reserved for landmark occasions. The landing marked NMIA's first commercial touchdown after years of construction, regulatory clearances, and phased readiness checks.

This was followed by the airport's first departure at 8:40 am, when IndiGo flight 6E882 took off for Hyderabad, completing NMIA's inaugural arrival-departure cycle and formally ushering in scheduled passenger services at the greenfield airport.

The commencement of commercial operations at NMIA is expected to provide operational relief to the congested Chhatrapati Shivaji Maharaj International Airport (CSMIA), which has been operating near capacity for several years. NMIA is being positioned as a key aviation hub to accommodate future passenger growth, improve regional connectivity, and support airlines with additional slots and operational flexibility.

Industry stakeholders say the opening of NMIA marks a critical step in strengthening air travel infrastructure in western India, even as access connectiv-



The first batch of passengers click a selfie with Adani Group chairman Gautam Adani at the airport. EXPRESS

ity, and surrounding infrastructure continue to be developed in phases. Over the coming weeks, the airport is expected to gradually scale up flight operations and destinations.

Adani Group chairman Gautam Adani welcomed the first set of passengers arriving at the Navi Mumbai airport. The first day marked operations of 48 flights (both arrivals and departures) connecting nine domestic destinations with the NMIA saying that it handled over 4,000 passengers in total.

Developed and operated by Adani Airports Holdings Limited (AAHL), a wholly owned subsidiary of Adani Enterprises Limited (AEL), NMIA is among India's largest greenfield airport projects.

While Gautam Adani welcomed the passengers from the inaugural flight, he also joined a ceremonial walk through the departure terminal with airport employees, community representatives and Adani Foundation beneficiaries. The launch concluded with a flag-hoisting ceremony led by Param Vir Chakra awardees Captain Bana

Singh and Subedar Major Sanjay Kumar, followed by the national anthem. Among others present at the event were leading sportspersons Suryakumar Yadav, Mithali Raj and Sunil Chhetri.

According to the statement issued by NMIA, Gautam Adani called it "a proud day for Mumbai and for India" and said that NMIA stands as a promise of what the country can achieve when ambition is guided by purpose and delivered with speed and execution.

Jeet Adani, Director, AAHL, said NMIA establishes a resilient multi-airport system for the MMR, boosting capacity, enhancing passenger experience and future-proofing the region's aviation growth.

NMIAL is a public private partnership between Mumbai International Airport Limited (MIAL), a subsidiary of Adani Airports Holdings Limited (AAHL), which holds the majority stake of 74%, while the City and Industrial Development Corporation of Maharashtra Limited, a Government of Maharashtra undertaking, holds the remaining 26%.

JANSATTA

DELHI

26 DECEMBER 2025

खराब मौसम एवं परिचालन मुद्दों के कारण विभिन्न हवाई अड्डों पर

## इंडिगो ने 67 उड़ानें रद्द कीं

नई दिल्ली, 25 दिसंबर (ब्यूरो)।

घरेलू विमानन कंपनी इंडिगो ने गुरुवार को खराब मौसम के अनुमान और परिचालन कारणों से कई हवाई अड्डों पर 67 उड़ानें रद्द कर दीं। उसने अपनी वेबसाइट पर यह जानकारी दी। कंपनी की वेबसाइट के अनुसार उन 67 उड़ानों में से केवल चार परिचालन कारणों से रद्द की गईं जबकि बाकी अगस्तला, चंडीगढ़, देहरादून, वाराणसी, बंगलुरु जैसे विभिन्न हवाई अड्डों पर खराब मौसम के पूर्वानुमान के कारण रद्द हुईं।

नागर विमानन महानिदेशालय (डीजीसीए) ने 10 दिसंबर एवं अगले वर्ष 10 फरवरी के बीच की अवधि को इस सदी में आधिकारिक कोहरे की अवधि घोषित किया है। डीजीसीए के कोहरे में संचालन (कैट-आइआइआइबी) मानदंडों के तहत, विमानन कंपनियों को अनिवार्य रूप से ऐसे पायलटों को तैनात करना होगा जो कम दृश्यता की स्थिति में उड़ान भरने के लिए प्रशिक्षित हों। उन्हें ऐसे अभियानों के लिए कैट-आइआइआइबी-अनुरूप विमान बेड़े को तैनात करना होता है।

इस महीने के आरंभ में हजारों उड़ानों के



केवल चार उड़ान उपरिचालन कारणों से रद्द की गईं जबकि बाकी अगस्तला, चंडीगढ़, देहरादून, वाराणसी, बंगलुरु जैसे हवाई अड्डों पर खराब मौसम के पूर्वानुमान के कारण रद्द हुईं।

रद्द होने के बाद डीजीसीए की निगरानी में चल रही इंडिगो पहले से ही सरकार के आदेश के अनुपालन में सीमित उड़ानों का संचालन कर रही है। अपने मूल शीतकालीन उड़ान कार्यक्रम के तहत, एअरलाइन को प्रति सप्ताह 15,014 घरेलू उड़ानें संचालित करने की अनुमति थी, यानी वह प्रति दिन लगभग 2,144 उड़ानें संचालित कर सकती थी जो 2025 के ग्रीष्मकालीन कार्यक्रम के दौरान संचालित

14,158 साप्ताहिक उड़ानों की तुलना में लगभग छह फीसद अधिक है। हालांकि, बड़े पैमाने पर हुई व्यवधानों के बाद सरकार ने इंडिगो के घरेलू उड़ान कार्यक्रम में 10 फीसद या प्रति दिन 214 उड़ानें कम कर दीं। इस एअरलाइन को पायलटों के लिए नए विश्राम नियमों के कारण एक ही दिन में 1,600 उड़ानें रद्द करनी पड़ीं। नए नियम पायलटों को अधिक आराम देने पर केंद्रित हैं।

इस बीच, इंडिगो ने 'एक्स' पर जारी यात्रा परामर्श में कहा, 'बंगलुरु में कम दृश्यता और कोहरे के कारण उड़ान कार्यक्रम प्रभावित हुआ है। हम मौसम पर कड़ी नजर रख रहे हैं और आपकी यात्रा को सुरक्षित और सुगम बनाने के लिए हर संभव प्रयास कर रहे हैं।' इस चेतावनी पर एक असंतुष्ट यात्री ने पोस्ट में कहा, '20 दिसंबर को भुवनेश्वर से अहमदाबाद जाने वाली मेरी उड़ान पांच घंटे से अधिक देर हो गई थी और आज अहमदाबाद से भुवनेश्वर लौटने वाली मेरी उड़ान भी खराब मौसम के बहाने तीन घंटे से अधिक देर हो गई। मैं अपने बुजुर्ग माता-पिता के साथ यात्रा कर रहा हूँ और यह देरी अस्वीकार्य है। मुझे उचित स्पष्टीकरण और मुआवजा चाहिए।'



# Corporate Communications Directorate

JANSATTA

DELHI

26 DECEMBER 2025

## नवी मुंबई अंतरराष्ट्रीय हवाई अड्डे से वाणिज्यिक उड़ानों का परिचालन शुरू

जनसत्ता ब्यूरो  
नई दिल्ली, 25 दिसंबर।

नवी मुंबई अंतरराष्ट्रीय हवाई अड्डे (एनएमआइए) से गुरुवार को वाणिज्यिक उड़ानों का परिचालन शुरू हो गया। इस कदम से मुंबई महानगर क्षेत्र (एमएमआर) के लिए हवाई यात्रा क्षमता का विस्तार होगा। इंडिगो की बंगलुरु से आने वाली पहली उड़ान सुबह आठ बजे हवाई पट्टी पर आगमन पर पानी की बौछारों से सलामी दी गई। यह विमानन क्षेत्र की एक पुरानी परंपरा है, जिसने एनएमआइए के पहले वाणिज्यिक आगमन और प्रस्थान का संकेत दिया।

हवाई अड्डा संचालक ने एक बयान में कहा कि आगमन पर विमान का पारंपरिक तरीके से

इंडिगो की बंगलुरु से आने वाली पहली उड़ान हवाई पट्टी पर आगमन होने पर पानी की बौछारों से सलामी दी गई।

स्वागत किया गया। इसके बाद हवाई अड्डे से पहली उड़ान, इंडिगो की 6 इ882 सुबह 08:40 बजे हैदराबाद के लिए रवाना हुई। पहले दिन इंडिगो, एअर इंडिया एक्सप्रेस, अकासा एअर और स्टार एअर घरेलू सेवाओं का परिचालन शुरू होने के बाद इस नई सुविधा से देशों के नौ गंतव्यों को जोड़ा गया। बयान के अनुसार, हवाई अड्डा पहले दिन 15 उड़ानों के प्रस्थान सहित प्रारंभिक चरण में यह सुविधा 12 घंटे के लिए संचालित होगी।



# Corporate Communications Directorate

MINT

DELHI

26 DECEMBER 2025

## Noida's airport launch on slow lane as Navi Mumbai takes wing

Abhishek Law  
abhishek.law@livemint.com  
NEW DELHI

Even as Adani-owned Navi Mumbai International Airport begins commercial operations today, Noida International Airport at Jewar continues to miss deadlines, with flights now expected only in 2026.

The airport, slated to be the second international gateway in the National Capital Region after Delhi's Indira Gandhi International Airport, is yet to secure an aerodrome licence from the Directorate General of Civil Aviation (DGCA) and obtain mandatory security clearance from the Ministry of Home Affairs for its foreign chief executive officer, according to recent media reports.

Both approvals are required before commercial operations can begin. In aviation terms, an aerodrome refers to any location where aircraft take off, land and move.



The project has already missed four announced deadlines.

The project has already missed four announced deadlines. Built on a 1,334-hectare site at Jewar, around 90 km from Delhi's IGI Airport, it was originally slated for completion in September 2024, before being pushed to April and then June 2025, followed by several unofficial revisions.

The most recent official deadline was announced in September, when civil aviation minister Kinjarapu Ram Mohan Naidu said the airport

would be inaugurated on 30 October, with commercial operations to begin within 45 days.

Since then, officials have said the focus has shifted to ensuring full operational readiness by the end of 2025.

"We are currently working towards the next major milestone, which is the issuance of the aerodrome license by the DGCA—the civil aviation regulator. Following this key prerequisite, the start of commercial operations will be planned in coordination with airlines and partners," Christoph Schnellmann, chief executive of Noida International Airport, told *Mint*. Schnellmann is a Swiss national.

An aerodrome licence is a safety clearance issued by the DGCA certifying that an airport's infrastructure, systems and procedures meet regulatory standards for commercial aircraft operations.

TURN TO PAGE 6

## Noida airport on slow lane as Navi Mumbai takes wing

FROM PAGE 1

Separately, the Bureau of Civil Aviation Security (BCAS) flagged during a recent review meeting the absence of security clearance for the airport's CEO—a prerequisite for greenfield airports.

In a statement, Noida International Airport (NIA) said it is progressing steadily towards operational readiness.

"We are working closely with the DGCA and the BCAS for the final stages of aerodrome licensing and security-related clearances. Safety and security remain non-negotiable priorities for us. Our teams are fully engaged in ensuring that all regulatory and operational requirements are met in line with prescribed national standards," a spokesperson told *Mint*.

The airport has already completed several operational checks, including integrated terminal trials and navigation equipment calibration flights



The airport has completed several operational checks.

conducted on 30 October and 3 November.

Noida International Airport is being developed and operated by Yamuna International Airport Private Limited (YIAPL), a subsidiary of Zurich Airport International, under a public-private partnership with the Uttar Pradesh government.

Phase I of the ₹6,500-crore project is designed to handle 12 million passengers annually, with the airport targeting

six million passengers in its first full year of operations.

Schnellmann said tariffs at Noida International Airport are comparable with those at similar airports in the country.

"Our pricing reflects the value we are delivering—modern infrastructure, efficient operations, strong regional connectivity, and a high-quality passenger experience," he said, adding that the revenue model is built on a balanced mix of aeronautical and non-aeronautical streams to ensure long-term sustainability.

A 19 December note by JM Financial said the airport could offer operational advantages such as overnight aircraft parking, availability of peak-hour slots and "mixed rotation gates", which allow aircraft arriving from domestic destinations to depart internationally from the same gate, improving turnaround efficiency.

For an extended version of this story, go to [livemint.com](https://www.livemint.com)



# Corporate Communications Directorate

---

MINT

DELHI

26 DECEMBER 2025

---



The first flight to Navi Mumbai International Airport gets a water cannon salute upon landing.

## Navi Mumbai Int'l Airport starts ops

The Navi Mumbai International Airport commenced commercial flight operations on Thursday, marking a key milestone for India's civil aviation sector, while expanding air travel capacity for the Mumbai Metropolitan Region (MMR). The Navi Mumbai International Airport (NMIA) began operations, with the first flight from Bengaluru, operated by IndiGo, touching down the runway at 8am. The aircraft was accorded a ceremonial water cannon salute on arrival, a time-honoured aviation tradition marking NMIA's first commercial touchdown and departure, the airport operator said in a statement. The inaugural arrival was followed by the airport's first departure IndiGo flight 6E882 to Hyderabad at 8.40am, completing NMIA's inaugural arrival and departure cycle, it said. From February next, operations are planned to progressively scale up to round-the-clock services.

PTI

## Navi Mumbai International airport commences commercial flight ops

*Adani Group Chairman Gautam Adani personally welcomed passengers from the inaugural flight*

### OUR CORRESPONDENT

**MUMBAI:** Navi Mumbai International Airport (NMIA) commenced commercial operations on Thursday, marking a major expansion of Mumbai's aviation capacity and a significant milestone in India's infrastructure development.

With NMIA becoming operational, Mumbai joins global aviation hubs such as London, New York, Tokyo and Shanghai that are supported by multiple airports to meet rising passenger demand. For the Mumbai Metropolitan Region (MMR), the launch signals the beginning of a full-fledged multi-airport system aimed at scale, resilience and long-term growth.

Developed and operated by Adani Airports Holdings Limited (AAHL), a wholly owned subsidiary of Adani Enterprises Limited, NMIA is among India's largest greenfield airport projects. Conceived to ease congestion at Chhatrapati Shivaji Maharaj International Airport, the project highlights the Adani Group's capability to deliver complex infrastructure within tight timelines.

The inaugural commercial arrival—IndiGo flight 6E460 from Bengaluru—landed at 8 am and was accorded a water cannon salute. On its first day, the airport handled 48 flights connecting nine domestic des-



**The inaugural commercial arrival—IndiGo flight 6E460 from Bengaluru—landed at 8 am and was accorded a water cannon salute**

tinations and served over 4,000 passengers, with peak traffic recorded between 5 am and 7 am. Adani Group chairman Gautam Adani personally welcomed passengers from the inaugural flight and interacted with airport staff and frontline workers.

The launch featured a ceremonial walk through the terminal, a flag-hoisting ceremony led by Param Vir Chakra awardees Captain Bana Singh and Subedar Major Sanjay Kumar, and

the national anthem. Prominent sportspersons and social influencers were also present.

Calling it a proud day for Mumbai and India, Adani said NMIA reflects what the country can achieve when ambition is guided by purpose and executed with speed.

Airline leaders from IndiGo, Air India Express and Akasa Air confirmed the start of scheduled operations. Cultural performances showcasing Maharashtrian traditions added local flavour, while farmers, underprivileged families and colleagues with disabilities experienced their first flight through a special aerial tour. India Post released a commemorative First Flight Carried Special Cover.

Jeet Adani, Director, AAHL, said NMIA strengthens the MMR's aviation ecosystem by enhancing capacity, passenger experience and future readiness.

## Navi Mumbai airport begins ops, handles 4,000 passengers

ARSHAD KHAN @ New Delhi

NAVI Mumbai International Airport (NMIA) on Thursday commenced airside operations with the arrival of its first commercial flight. The inaugural arrival, IndiGo flight 6E460 from Bengaluru, touched down at 08:00 hrs and was welcomed with the traditional water salute. This was followed by the airport's first departure, an IndiGo flight 6E882 to Hyderabad, which took off at 08:40 hrs, completing NMIA's inaugural arrival and departure cycle.

On the very first day of operations, airlines including IndiGo, Akasa Air, Air India Express and Star Air operated scheduled passenger flights to and from NMIA. Over 4,000 passengers were handled on day one as about 35 flights took off/landed at the new airport. Formally inaugurated by Prime Minister Narendra Modi on October 8, 2025, NMIA is expected to ease congestion at the Chhatrapati Shivaji Maharaj International Airport (CSMIA), located in the heart of the financial capital Mumbai.

The airport, second in the Mumbai Metropolitan Region (MMR), is a 74:26 joint venture between Adani Airport Holdings Ltd (AAHL) and City and Industrial Development Corpo-



Initially, IndiGo will be connecting NMIA to over 10 key destinations across the nation. These services will support the growth of this aviation gateway and complement Mumbai airport

Vinay Malhotra, global sales head, IndiGo

ration of Maharashtra (CIDCO). With a planned capacity of 90 million passengers and 3.2 million tonnes of cargo per annum, NMIA will commence Phase 1 operations with a capacity of 20 million passengers and 0.5 million tonnes of cargo per annum.

Chairman of Adani Group - Gautam Adani - welcomed passengers from the inaugural flight. The launch concluded with a flag-hoisting ceremony led by Param Vir Chakra awardees Captain Bana Singh and Subedar Major Sanjay Kumar, followed by the national anthem. Jeet Adani, Director, AAHL, said that NMIA establishes a resilient multi-airport

system for the MMR, boosting capacity, enhancing passenger experience and future-proofing the region's aviation growth.

IndiGo's initial services from NMIA connect to the 13 destinations: Ahmedabad, Bengaluru, Cochin, Delhi, Hyderabad, Lucknow, Mangaluru, Nagpur, Goa (Mopa), Jaipur, Chennai, Coimbatore and Vadodara. Vinay Malhotra, global sales head, IndiGo, said, "Initially, IndiGo will be connecting NMIA to over 10 key destinations across the nation. These newly launched services will support the growth of this brand-new aviation gateway and complement Mumbai's Chhatrapati Shivaji Maharaj International Airport."

# नवी मुंबई अन्तर्राष्ट्रीय हवाई अड्डे से वाणिज्यिक उड़ानों का परिचालन शुरू

मुंबई, (पंजाब केसरी): नवी मुंबई अंतरराष्ट्रीय हवाई अड्डे से बृहस्पतिवार को वाणिज्यिक उड़ानों का परिचालन शुरू हो गया। यह भारत के नागरिक उड्डयन क्षेत्र के लिए एक महत्वपूर्ण उपलब्धि है, जिससे मुंबई महानगर क्षेत्र (एमएमआर) के लिए हवाई यात्रा क्षमता का विस्तार होगा।

नवी मुंबई अंतरराष्ट्रीय हवाई अड्डे (एनएमआईए) ने परिचालन शुरू किया और इंडिगो की बेंगलुरु से आने वाली पहली उड़ान सुबह आठ बजे हवाई पट्टी पर उतरी। हवाई अड्डा संचालक ने एक बयान में कहा कि आगमन पर विमान को पारंपरिक 'वॉटर कैनन सैल्यूट' (पानी की बौछारों से सलामी) दिया गया। यह विमानन क्षेत्र की एक पुरानी परंपरा है, जिसने एनएमआईए के पहले वाणिज्यिक आगमन और प्रस्थान का संकेत दिया।



बयान के मुताबिक, पहले आगमन के बाद हवाई अड्डे से पहली उड़ान इंडिगो की 6ई882 सुबह 08:40 बजे हैदराबाद के लिए रवाना हुई, जिसके साथ ही एनएमआईए का उद्घाटन आगमन और प्रस्थान चक्र पूरा हो गया। पहले दिन इंडिगो, एयर इंडिया एक्सप्रेस, अकासा एयर और स्टार एयर घरेलू सेवाओं का परिचालन करेंगे, जो इस नयी सुविधा को भारत के नौ गंतव्यों से जोड़ेंगे।

बयान के अनुसार, हवाई अड्डा पहले दिन 15 उड़ानों के प्रस्थान का परिचालन करेगा। इसमें बताया गया कि प्रारंभिक चरण के दौरान यह सुविधा 12 घंटे (सुबह आठ बजे से रात आठ बजे के बीच) संचालित होगी, जिसमें 13 गंतव्यों के लिए प्रतिदिन 24 उड़ानों के प्रस्थान की व्यवस्था होगी। साथ ही, हवाई अड्डे में प्रति घंटे 10 विमानों के आवागमन (आगमन और प्रस्थान) को संभालने

की क्षमता होगी। प्रधानमंत्री नरेन्द्र मोदी ने इस साल आठ अक्टूबर को हवाई अड्डे का उद्घाटन किया था।

पांच चरणों वाले इस हवाई अड्डे का पहला चरण 19,650 करोड़ रुपये की लागत से बनाया गया है। हवाई अड्डे के सभी पांच चरण पूरे होने तक यह सालाना नौ करोड़ यात्रियों को सेवा प्रदान करेगा, साथ ही इसमें समर्पित कार्गो टर्मिनल भी होगा। पूरी परियोजना को एक विशेष प्रयोजन इकाई (एसपीवी), नवी मुंबई इंटरनेशनल एयरपोर्ट लिमिटेड (एनएमआईएएल) के तहत कई चरणों में विकसित किया जा रहा है, जिसमें अदाणी समूह की 74 प्रतिशत हिस्सेदारी है और शेष 26 प्रतिशत हिस्सेदारी नगर एवं औद्योगिक विकास निगम (सिडको) के पास है।

अगले साल फरवरी से परिचालन को उत्तरोत्तर बढ़ाकर चौबीसों घंटे करने की योजना है।



# Corporate Communications Directorate

THE STATESMAN

DELHI

26 DECEMBER 2025

## Adani-owned Navi Mumbai Airport opens with IndiGo flights

**STATESMAN NEWS SERVICE**  
*Mumbai, 25 December*

The Adani Group-owned Navi Mumbai International Airport (NMIA) began commercial operations on Thursday after its first scheduled flight, IndiGo's 6E460 from Bengaluru, landed at 8 a.m., greeted with a ceremonial water cannon salute, according to an official statement.

Ahead of the inaugural flight landing, the IndiGo staff cut a cake and broke coconuts, the statement mentioned. Speaking after the first commercial flight landed at the airport, Adani Group Chairman Gautam Adani expressed his joy and said: "This is a very proud moment for Mumbaikars (people of Mumbai), and we are really fortunate to have the rights to develop this airport. It is a brand-new airport, and we have tried to make it a world-class airport".

In a message to air passengers, Gautam Adani assured ease of congestion at Mumbai's existing airport.

"Mumbai was struggling for the last 10 years. The present Mumbai airport was fully jammed, and this will ease air traffic. The airport is here to cater to all passengers. From the food to the art to the hospitality, everything has been carefully curated, keeping in mind our passengers," Gautam Adani said.

To further support passengers and ensure ease of travel, the airport has introduced location-specific digital signages which will display destination names in the local language of the city to which the passenger is travelling.

Later on Thursday, NMIA handled its first outbound service as IndiGo flight 6E882 departed for Hyderabad at 8:40 a.m., completing the airport's maiden commercial turnaround. Sharing real-time

updates on social media, the Adani Group wrote: "A new era for Indian aviation takes shape. After years of planning and execution, Navi Mumbai International Airport stands ready to welcome its first flight. Built to serve 90 million passengers annually by the final phase, NMIA is set to unlock new possibilities not just for Mumbai, but for the entire nation." On the opening day, flights operated by IndiGo, Air India Express, Akasa Air and Star Air connected the new Mumbai airport to nine cities across the country, the airport operator said. The airport is scheduled to handle 15 outbound flights on day one. During the initial phase, operations will run for 12 hours, with plans to scale up to 24 daily departures serving 13 destinations. At full utilisation in this phase, the facility can handle up to 10 aircraft movements, including arrivals and departures, per hour.



# Navi Mum airport opens today with 30 home flights

## Four Airlines Set To Operate On Day One

TIMES NEWS NETWORK

**Mumbai:** Navi Mumbai International Airport (NMIA) opens to commercial operations on Thursday after years of missed deadlines, opening a second gateway for air travel in the Mumbai region.

The day will see four airlines operating about 30 domestic flights at India's newest greenfield airport. The first scheduled arrival will be an IndiGo flight from Bengaluru, touching down at 8 am, while the first depart-



The terminal building will open to departure passengers around 6.40 am

ture will also be operated by IndiGo, a morning service from Navi Mumbai to Hyderabad, scheduled to take off at 8.40 am.

The terminal building will open to departure passengers around 6.40 am, said an NMIA spokesperson.

"On Day One, domestic

services will be operated by IndiGo, Air India Express, Akasa Air and Star Air connecting NMIA to nine destinations across India.

The airport will handle 15 scheduled departures on the first day," said an NMIA spokesperson. "During the initial phase, NMIA will op-

## NMMT launches buses on 5 routes connecting the airport

**Navi Mumbai:** The Navi Mumbai Municipal Transport (NMMT) will launch air-conditioned bus services on five dedicated routes from 6 am on Thursday to link Navi Mumbai airport. A fleet of 14 buses will be deployed. Flyers can also access the airport via Targhar railway station on the Belapur-Nerul-Uran suburban line, which lies 1.5 km from the airport terminal entrance, reports **BB Nayak**. Central Railway inaugurated Targhar and the neighbouring Gavan station on Dec 15 to facilitate travel in the run-up to the airport opening.

erate between 8 am and 8 pm, with up to 24 scheduled daily departures to 13 destinations and the capability to manage up to 10 aircraft movements per hour. From Feb 2026, operations are planned to progressively scale up to round-the-clock services," the spokesperson

added. "Passenger services from day one will be supported by Digi Yatra-enabled contactless processing at designated touch-points, along with trained terminal staff across kerbside, check-in, security and boarding areas," the spokesperson said. Conventional

check-in counters too will be available for passengers not opting for DigiYatra. Retail and food and beverage offerings have been curated with a focus on affordability and local preferences, the airport said.

In its initial phase, NMIA opens with terminal 1 and one operational runway; the terminal building has a capacity to handle 20 million passengers annually, but it is expected to touch that number before mid-2026. The terminal building can accommodate about 2-3 million passengers beyond its declared capacity.

The new airport is 45-50 km from North Mumbai, 35-40 km from South Mumbai and 35-45 km from the eastern suburbs.



# Corporate Communications Directorate

---

THE TIMES OF INDIA

MUMBAI

25 DECEMBER 2025

---

## **Navi Mum airport set for take-off, first flights today**

After several missed deadlines, Navi Mumbai International Airport will open to commercial operations on Thursday, making it the second gateway for air travel in the Mumbai region. Day 1 will see four airlines operating about 30 domestic flights, connecting NMIA to nine destinations. The first scheduled arrival will be an IndiGo flight from Bengaluru, touching down at 8am, while the first departure will also be operated by IndiGo, to Hyderabad at 8.40am. Initially, NMIA will operate 8am to 8pm, but scale up to round-the-clock services from Feb 2026. **TNN P3**

## Navi Mumbai airport opens today with 30 domestic flights

TIMES NEWS NETWORK

Mumbai: Navi Mumbai International Airport (NMIA) opens to commercial operations on Thursday after years of missed deadlines, opening a second gateway for air travel in the Mumbai region. The day will see four airlines operating about 30 domestic flights at India's newest greenfield airport. The first scheduled arrival will be an IndiGo flight from Bengaluru, touching down at 8 am, while the first departure will also be operated by IndiGo, a morning service from Navi Mumbai to Hyderabad, scheduled to take off at 8.40 am. The terminal building will open to departure passengers around 6.40 am, said an NMIA spokesperson.

"On Day One, domestic services will be operated by IndiGo, Air India Express, Akasa Air and Star Air connecting NMIA to nine destinations across India. The airport will handle 15 scheduled departures on the first day," said an NMIA spokesperson. "During the initial phase, NMIA will operate between 8 am and 8 pm, with up to 24 scheduled daily departures to 13 destinations and the capability to manage up to 10 aircraft movements per hour. From Feb 2026, operations are planned to progressively scale up to round-the-clock services," the spokesperson added. "Passenger services from day one will be supported by Digi Yatra-enabled contactless processing at designated touch-points, along with trained terminal staff across kerbside, check-in, security and boarding areas," the spokesperson said. Conventional check-in counters too will be available for passengers not opting for DigiYatra. Retail and food and beverage offerings have been curated with a focus on affordability and local preferences, the airport said.

In its initial phase, NMIA opens with terminal 1 and one operational runway; the terminal building has a capacity to handle 20 million passengers annually but it is expected to touch that num-

### HOW TO REACH THE NEW AIRPORT

By KK Choudhary

Immediate easy access to the airport from anywhere in MMR will be by road

#### 1 ISLAND CITY

STARTING POINT | Worli  
ROUTE | Reach Freeway, then Atal Setu, finally Ulwe-Belapur Road (connects to airport)  
DISTANCE | 35km TIME | 70 mins

#### 2 EASTERN SUBURBS

STARTING POINT | Powai  
ROUTE | Reach Eastern Express Highway, Vashi Bridge, Thane-Belapur Road, Belapur-Ulwe Road  
DISTANCE | 34km TIME | 70 mins

#### 3 THANE

STARTING POINT | Viviana Mall  
ROUTE | Eastern Express Highway, Mulund-Airoli Road, Thane-Belapur Road, Belapur-Ulwe Road  
DISTANCE | 34km  
TIME | 60 mins

#### 4 WESTERN SUBURBS\*

STARTING POINT | Goregaon (Oberoi Mall)  
ROUTE | Western Express Highway, JVL, Eastern Express Highway, Vashi Bridge, Thane-Belapur Road,



Belapur-Ulwe Road  
DISTANCE | 45km TIME | 95 mins  
\*Residents of the western suburbs, particularly in and around Santacruz, Vile Parle and Andheri, would typically prefer using the existing airport due to its proximity and convenience, unless incentivised by cheaper fares offered at Navi Mumbai Airport or the promise of faster, more efficient services.



#### 5 MIRA ROAD

STARTING POINT | Beverly Park  
ROUTE | Reach Ghodbunder Rd, then Thane-Belapur Road, Belapur-Ulwe Rd  
DISTANCE | 50km TIME | 135 mins

#### 6 NAVI MUMBAI\*\*

STARTING POINT | Vashi  
ROUTE | Palm Beach Road, Belapur-Ulwe Road  
DISTANCE | 14km TIME | 30 mins  
\*\*Kiroli-Belapur residents can take Thane-Belapur Road or Palm Beach Road to reach Neri-Belapur-Ulwe Road to airport. Those living in Kharghar-Panvel can take Sion-Panvel Road to reach Kalamboi Circle onto Panvel-Uran Road to reach airport.

#### 7 KALYAN, DOMBIVLI, BADLAPUR, AMBERNATH

STARTING POINT | Kalyan Jn  
ROUTE\* | Shiphata Road, Sion-Panvel Highway, Ulwe-Belapur Road  
DISTANCE | 37km TIME | 120 mins  
\*Alternatively, Shiphata Rd to Kalamboi Circle onto Panvel-Uran Rd. Similar duration

Note: Travel times reflect peak-hour traffic. In some cases, shorter distances may take longer due to congestion

ber before mid-2026. The terminal building can accommodate about 2-3 million pas-

sengers beyond its declared capacity. The new airport is 45-50 km from North Mum-

bai, 35-40 km from South Mumbai and 35-45 km from the eastern suburbs.



# Corporate Communications Directorate

---

THE TIMES OF INDIA

MUMBAI

25 DECEMBER 2025

---

## NMMT launches buses on 5 routes connecting the airport

**B B Nayak**

**Navi Mumbai:** The Navi Mumbai Municipal Transport (NMMT) will launch air-conditioned bus services on five dedicated routes from 6 am on Thursday to link Navi Mumbai airport. A fleet of 14 buses will be deployed. Flyers can also access the airport via Targhar railway station on the Belapur-Nerul-Uran suburban line, which lies 1.5 km from the airport terminal entrance.

Central Railway inaugurated Targhar and the neighbouring Gavan station on Dec 15 to facilitate travel in the run-up to the airport opening. The first NMMT route links Belapur station to the terminal, the second connects Nerul station, the third runs from Targhar station, the fourth links Kharkopar station, and the fifth operates between Khandeshwar station and the airport. These ser-

vices integrate with the existing local public transport network in Navi Mumbai, providing last-mile connections between rail and air systems.

Navi Mumbai municipal commissioner Kailas Shinde said, "More NMMT services are on cards to be introduced in phases, considering demands." NMMT general manager Yogesh Kaduskar said more buses will be added to the fleet gradually. The frequency of services will be 17-22 minutes on all routes, and the distance between these stations and the airport ranges from 1.5 km to 6 km. NMMT staff visited the airport site and the key routes of shuttle services on Wednesday. "Currently, the shuttle services will be available during normal flight operation hours and will be extended as required when full-fledged operations commence," an NMMT official stated.

# Navi Mumbai airport takes off with 48 flights, 4k passengers

TIMES NEWS NETWORK

**Mumbai:** Marking a long-awaited milestone for the Mumbai Metropolitan Region (MMR), the Navi Mumbai International Airport (NMIA) formally entered India's commercial aviation map on Thursday with the arrival and departure of its first scheduled passenger flights.

The inaugural arrival was IndiGo flight 6E460 from Bengaluru, which touched down at 8 am and was welcomed with a ceremonial water cannon salute. Over half an hour later, NMIA saw its first departure — an IndiGo flight to Hyderabad — taking off at 8.40 am. Day 1 saw 48 flights connecting nine domestic destinations and serving over 4,000 passengers, with peak traffic between 5 pm and 7 pm.

NMIA's take-off marks a major expansion of air connectivity for Mumbai region, constrained for decades by existing airport operating out of a single runway and handling 950 flights every 24 hours.



**WELCOME TO NAVI:** IndiGo flight 6E460 from Bangalore is accorded a ceremonial water cannon salute as it touched down on Thursday

The 'Navi' or 'newness' factor was underscored even by aviation professionals. "For us, the new airport is called Navi," said an airline pilot. It is the official call sign to be used by pilots and air traffic controllers in radio communication. "When the first flight was handed over to the Navi Mumbai tower, we radioed to the pilots, 'Welcome to Navi,'" an aviation official said.

There were teething troubles for flyers. Several passengers said road signages were unclear or missing at junc-

tions, causing motorists to reach the cargo terminal before finding the passenger terminal. Approach roads were also under repair, with JCBs deployed for road-widening work.

Despite Navi Mumbai Municipal Transport launching bus services on five routes, most flyers opted for app cabs as auto and taxi stands were not fully operational. Passengers travelling from areas such as Matunga and Dadar noted the distance to the new airport—around 35 km. "Signages are not clearly visible

on Atal Setu when you enter Navi Mumbai," said Matunga resident Dinesh Gandhi.

Curious visitors also turned up to see the airport, but private security restricted entry to ticketed passengers.

Day 1 operations began with four carriers: IndiGo, Akasa Air, Air India Express and Star Air. Developed and operated by Adani Airports Holdings Limited, NMIA is among India's largest green-field airport projects. Chairman Gautam Adani welcomed passengers from the inaugural flight and interacted with staff and frontline workers. "It's a proud day for Mumbai and for India," he said.

Cultural performances featuring Maharashtrian lezim, dhol and tutari added local flavour. India Post released a commemorative First Flight Carried Special Cover flown on an IndiGo service to Goa.

Demand to name the airport after DB Patil resurfaced, with former MP Sanjeev Naik saying it reflected the sentiment of Navi Mumbaikars.

PTI



# Corporate Communications Directorate

THE ASSAM TRIBUNE

GUWAHATI

25 DECEMBER 2025

## Al Hind Air, FlyExpress get govt approval for operations

NEW DELHI, Dec 24: Two new airlines – Al Hind Air and FlyExpress – are set to take to the skies, with the carriers receiving their no-objection certificates from the civil aviation ministry.

In 2026, apart from these two carriers, Uttar Pradesh-based Shankh Air, which already has a No Objection Certificate (NOC), is likely to start operations.

Al Hind Air is being promoted by Kerala-based al-Hind Group.

The ministry is keen to have more airline operators in the country, which is one of the world's fastest growing domestic civil aviation markets.

Currently, there are 9 operational scheduled domestic



carriers in the country. Fly Big, a regional airline, suspended scheduled flights in October.

IndiGo and Air India Group – Air India and Air India Express – together have over 90 per cent of the domestic market share.

“Over the last one week, pleased to have met teams from new airlines aspiring to take wings in Indian skies-

Shankh Air, Al Hind Air and FlyExpress. While Shankh Air has already got the NOC from the Ministry, Al Hind Air and FlyExpress have received their NOCs this week,” Civil Aviation Minister K Rammohan Naidu said in a post on X on Tuesday.

According to him, it has been the endeavour of the ministry to encourage more airlines in Indian aviation

which is amongst the fastest growing aviation markets.

Schemes like UDAN, have enabled smaller carriers Star Air, India One Air and Fly91 to play an important role in the regional connectivity within the country and there is more scope for further growth, he added.

Apart from Air India, Air India Express, IndiGo and state-owned Alliance Air, other scheduled carriers are Akasa Air, SpiceJet, Star Air, Fly91 and IndiaOne Air, as per latest data from the Directorate General of Civil Aviation (DGCA).

In the past years, many airlines, including Go First and Jet Airways, stopped flying amid debt woes. – PTI



# Corporate Communications Directorate

---

AMAR UJALA

DELHI

26 DECEMBER 2025

---

## इंडिगो ने रद्द कीं 67 उड़ानें

घरेलू एयरलाइन इंडिगो ने बृहस्पतिवार को विभिन्न हवाईअड्डों से अपनी 67 उड़ानें रद्द कर दी। एयरलाइन की वेबसाइट के मुताबिक, इनमें से अधिकांश उड़ानें खराब मौसम के पूर्वानुमान के कारण रद्द की गई हैं, जबकि चार उड़ानों के पीछे परिचालन संबंधी कारण रहे। प्रभावित हवाई अड्डों में बंगलूरु, वाराणसी, चंडीगढ़, अगरतला और देहरादून शामिल हैं। नागरिक उड्डयन महानिदेशालय (डीजीसीए) ने 10 दिसंबर से 10 फरवरी तक के समय को आधिकारिक तौर पर कोहरा का समय घोषित किया है।

■ नियमों के तहत एयरलाइंस को इस दौरान केवल प्रशिक्षित पायलटों और कैट-3बी तकनीक से लैस विमानों का ही परिचालन करना होगा। यह एक उन्नत नेविगेशन सिस्टम है, जो 50 मीटर से भी कम दृश्यता होने पर विमान को सुरक्षित लैंड कराने में मदद करता है।



# Corporate Communications Directorate

DECCAN CHRONICLE

HYDERABAD

25 DECEMBER 2025

## No funds, no staff: DGCA a watchdog with no teeth

**T**he IndiGo crisis that paralysed India's aviation network in early December has once again pushed the Directorate General of Civil Aviation (DGCA) into an intense public scrutiny. Whenever turbulence hits the aviation sector — be it mass flight cancellations, air safety concerns or air traffic disruptions — the DGCA is expected to step in decisively. However, the uncomfortable truth is that the aviation watchdog is structurally ill-equipped to perform the role that people expect of it.

The DGCA oversees everything from aircraft certification and airworthiness to pilot licensing, airports, air traffic control and passenger safety in one of the fastest growing aviation markets in the world. This responsibility is comparable to that handled by aviation regulators in the United States, Europe and China. However, these regulators enjoy statutory autonomy, financial independence and deep technical capacity, while the DGCA operates as a subordinate office of the civil aviation ministry. The result is DGCA turning into a watchdog without teeth.

The DGCA has no independent budget, no autonomy to hire staff and no freedom to design a modern regulatory structure. Every major decision on staffing, enforcement, procurement or rule implementation requires approval from the ministry, slowing responses in a sector where speed and expertise matter the most.

**The Civil Aviation Authority (CAA) Bill was introduced to grant statutory independence to DGCA on the lines of the FAA. However, the bill lapsed with the fall of the UPA government.**

The DGCA currently has merely 553 personnel against a sanctioned strength of 1,630. Nearly half its posts or 794 are vacant as of November 30, 2025. The aviation regulator is expected to regulate thousands of daily flights, hundreds of aircraft, dozens of airports and millions of passengers with skeletal numbers.

Compared to this, the US FAA employs over 45,000 professionals with dedicated funding through aviation user fees. Singapore's CAAS operates with industry-linked pay scales and specialists. Dubai's GCAA and Europe's EASA attract top global talent by offering autonomy, accountability, and competitive compensation.

The DGCA relies on short-term consultants, borrowed officers and contractual hires to plug critical gaps in air safety and airworthiness oversight. Despite parliamentary panels expressing concern over the DGCA's powerless state, no reforms were undertaken in the relationship between the civil aviation ministry and the DGCA. This reluctance is attributed to the unwillingness of the ministry officials to relinquish control over the aviation sector.

An attempt, however, was made in 2013 to strengthen this anomaly in the organisation that has to regulate the world's fifth largest aviation market. The Civil Aviation Authority (CAA) Bill was introduced to grant statutory independence to DGCA on the lines of the FAA. However, the bill lapsed with the fall of the UPA government. The current government must consider introducing necessary reforms in DGCA.

An independent, well-funded aviation regulator with domain experts, accountability and operational freedom — similar to RBI, Sebi or the IRDAI — is no longer optional. It is a prerequisite for safety in the Indian sky that is only getting busier by every day. Until the government unfetters DGCA, every aviation crisis will expose the same uncomfortable reality: A regulator expected to fly high, but forced to operate with clipped wings.



# Corporate Communications Directorate

---

DECCAN HERALD

BANGALORE

25 DECEMBER 2025

---

## **2 airlines get govt nod for operations**

Two new airlines – Al Hind Air and FlyExpress – are set to take to the skies, with the carriers receiving their NOC from the aviation ministry. In 2026, apart from these two carriers, UP-based Shankh Air is likely to start operations. Al Hind Air is being promoted by Kerala-based Alhind Group. Currently, there are nine operational scheduled domestic carriers in the country.



# Corporate Communications Directorate

DAINIK JAGRAN

DELHI

26 DECEMBER 2025

## खराब मौसम से इंडिगो की 67 उड़ानें हुई रद्द

जासं, नई दिल्ली: एयरलाइन कंपनी इंडिगो ने गुरुवार को खराब मौसम के पूर्वानुमान और संचालन संबंधी कारणों के चलते कई हवाईअड्डों से 67 उड़ानें रद्द कर दीं। इनमें चार उड़ानों को संचालन संबंधी कारणों से रद्द किया गया। जिन हवाईअड्डों से उड़ानों को रद्द किया गया उनमें अगरतला, चंडीगढ़, देहरादून, वाराणसी, बेंगलुरु शामिल हैं।

विमानन नियामक डीडीसीए ने धुंध की आशंका के मद्देनजर 10 दिसंबर से 10 फरवरी तक 'फाग विंडो' घोषित किया है। धुंध संचालन मानदंडों (कैटेगरी-3 बी) के तहत, एयरलाइनों को अनिवार्य रूप से ऐसे पायलटों को तैनात करना होता है जो कम दृश्यता की स्थितियों में उड़ान भरने के लिए प्रशिक्षित हों। कैटेगरी-3 उन्नत नेविगेशन प्रणाली है जिसका उपयोग धुंध के मौसम में सुरक्षित लैंडिंग के लिए किया जाता है। इससे विमान रनवे विजुअल रेंज 200 मीटर होने पर भी लैंड कर सकता है, जबकि कैटेगरी-3बी तकनीक से विमान 50 मीटर से कम दृश्यता में भी सुरक्षित लैंडिंग कर सकता है। इस महीने 1,600 उड़ानें रद्द करने के बाद एयरलाइन डीडीसीए की निगरानी में है। सरकार ने एयरलाइन की उड़ानों में 10 प्रतिशत की कटौती की है।



# Corporate Communications Directorate

RS DAINIK JAGRAN

DELHI

26 DECEMBER 2025

## इयूटी खत्म होने का हवाला देकर चालक दल ने उड़ान भरने से किया मना

जागरण संवाददाता, वाराणसी

लाल बहादुर शास्त्री अंतरराष्ट्रीय एयरपोर्ट पर बीते मंगलवार को अभूतपूर्व स्थिति तब बन गई, जब कोलकाता से विमान लेकर आए इंडिगो एयरलाइंस के चालक दल ने इयूटी अवधि पूरी होने का हवाला देकर वापसी की उड़ान भरने से मना कर दिया। उड़ान रद्द होने का पता चलने पर 179 यात्रियों ने एयरपोर्ट पर हंगामा किया। एयरलाइंस की ओर से उन्हें शहर के विभिन्न होटलों में ठहराया गया और अगले दिन बुधवार को कोलकाता भेजा गया। अभी अधिक समय नहीं गुजरा जब एफडीटीएल के नए नियमों को लेकर इंडिगो की कई उड़ानें रद्द होने से पूरे देश में परेशानी हुई थी।

▶ वाराणसी एयरपोर्ट पर इंडिगो की उड़ान रद्द होने के बाद 179 यात्रियों ने किया हंगामा

इंडिगो की उड़ान तय समय शाम पांच बजे वाराणसी एयरपोर्ट पहुंची थी। उसे शाम 5:35 बजे वापस कोलकाता जाना था। 179 यात्री चेक-इन कर टर्मिनल भवन में बॉर्डिंग के लिए इंतजार कर रहे थे। उधर, चालक दल ने उड़ान से मना कर दिया और होटल के लिए खाना हो गए। वाराणसी के लिए इंडिगो की यह अंतिम उड़ान थी, इसलिए दिल्ली, मुंबई या बेंगलुरु से पायलट नहीं बुलाए जा सके और विमान को ग्राउंड करना पड़ा। वाराणसी एयरपोर्ट के निदेशक पुनीत गुप्ता ने कहा, एफडीटीएल का उद्देश्य यह सुनिश्चित करना है कि चालक दल

अत्यधिक थकान की स्थिति में उड़ान न भरें और यात्रियों की सुरक्षा से कोई समझौता न हो।

एफडीटीएल को लेकर यह है नियम : एक दिन में पायलट को इयूटी 10 से 13 घंटे तक हो सकती है। एक हफ्ते में अधिकतम 60 घंटे तक। एक महीने में अधिकतम 190 घंटे तक इयूटी दी जा सकती है। लगातार सात दिन इयूटी के बाद कम से कम 36 घंटे का अनिवार्य आराम देना होता है। लगातार उड़ानों के बीच कम से कम नौ से 12 घंटे का आराम अनिवार्य है। रात्रि उड़ानों के लिए नियम और भी सख्त हैं। लगातार दो रात इयूटी की अनुमति नहीं है। कोई पायलट एफडीटीएल का उल्लंघन करता है तो उसके और एयरलाइंस के खिलाफ कार्रवाई की जा सकती है।



# Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

26 DECEMBER 2025

## World's Busiest Airline Routes

Jeju to Seoul Gimpo is the busiest airline route for 2025, according to OAG's Global Airline Schedules Data, with 14.4 million scheduled seats. This is equivalent to almost 39,000 daily seats for this short sector of just 243 nautical miles. Capacity on the route remains 17% behind 2019 levels. Nine of these top 10 routes are in the Asia-Pacific region.

Rank 2025/ '24/'19	Route Name	Seats in million	Capacity change, 2025 vs 2019	Average Lowest Fare, One-Way (US\$)
1/1/1	Jeju International - Seoul Gimpo	14.38	-17%	44
2/2/2	Sapporo New Chitose - Tokyo Haneda	12.10	-3%	97
3/3/3	Fukuoka - Tokyo Haneda	11.50	1%	101
4/4/4	Hanoi - Ho Chi Minh City	11.08	8%	67
5/6/8	Jeddah - Riyadh	9.82	22%	95
6/5/5	Melbourne - Sydney	8.95	-10%	104
7/7/9	Tokyo Haneda - Okinawa Naha	8.05	5%	111
8/8/6	Mumbai - Delhi	7.64	-7%	66
9/9/7	Beijing - Shanghai Hongqiao	7.45	-8%	304
10/11/15	Shanghai Hongqiao - Shenzhen	7.14	14%	207

Source: OAG



# Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

26 DECEMBER 2025

## Operations stable, flying 1 mn every three days: IndiGo

NITIN KUMAR  
New Delhi, December 24

**INDIGO ON WEDNESDAY** said it has again started flying over 1 million passengers every three days, marking a full stabilisation of its operations ahead of the peak holiday travel season.

The airline said its network has remained operationally stable since December 9, with IndiGo consistently operating 2,100-2,200 flights daily across 138 destinations. Capacity has been added gradually in line with government guidelines, while maintaining the airline's standards of on-time performance, it said.

An IndiGo spokesperson said the airline remains committed to "giving wings to the nation" and strengthening India's connectivity with key destinations around the world.

The resumption follows weeks of disruption caused by staff shortage and industry-wide challenges triggered by dense fog, particularly across north India, IndiGo acknowl-



The airline said it has been operating 2,100-2,200 flights daily across 138 destinations

edged the impact of adverse weather conditions, but said operations were effectively managed to ensure continuity and minimise inconvenience. With forecasts indicating a harsh winter, the airline said it remains focused on ensuring reliability across its network.

IndiGo is also preparing to induct the country's first Airbus A321XLR, which is expected to redefine medium-to long-haul air travel for domestic passengers. It is also evaluating additional domestic and international destinations.

## Shankh Air looks to fly in Q1 2026

**SHANKH AIR, WHICH** has received a no-objection certificate (NOC) from the civil aviation ministry, plans to start services in the first quarter of 2026.

In a statement on Wednesday, Shankh Aviation said its aircraft are currently undergoing technical reviews and are being readied for delivery to India.

Uttar Pradesh-based Shankh Aviation will be operating Shankh Air. Shankh Aviation's Chairman and Managing Director Sharvan Kumar Vishwakarma met Civil Aviation Minister K Ram Mohan Naidu on Monday and briefed about the airline's plans.

According to Vishwakarma, the airline plans to launch its flight services around the first quarter of 2026. He also said the company aims to scale up its fleet to 20-25 aircraft over the next two to three years.

The minister assured full cooperation from the ministry and the DGCA to ensure that necessary procedures are completed in a time-bound manner, enabling the airline to begin operations smoothly, as per the statement. —PTI

# The IndiGo fiasco and surge pricing



## ROHIT KUMAR SINGH

Former secretary, ministry of consumer affairs

Surge pricing should not be banned, it should be disciplined. Regulation must not freeze markets, but it must civilise them

At the Delhi airport last week, a middle-aged professional, stranded after his IndiGo flight was cancelled late evening, refreshed his booking app repeatedly. In the span of 20 minutes, the fare on an alternative carrier for the same route jumped three times—each time by several thousand rupees. The aircraft had not changed, the distance had not changed, and the cost of fuel had not changed. Only his desperation had. That moment captures the real policy dilemma behind surge pricing in crisis situations.

Recent cancellations of many IndiGo flights was not merely an operational failure. It became a stress test for India's consumer protection framework in a high-concentration, algorithm-driven market.

Surge pricing is an easy villain. It is also a misunderstood one.

India does not prohibit dynamic pricing. Nor should it. Dynamic pricing in itself is simply a way of allocating scarce capacity and signalling demand. The Consumer Protection Act, 2019 (CPA) does not outlaw surge pricing. What it prohibits are unfair trade practices—pricing that exploits information asymmetry or manipulates consumer choice.

Section 2(47) of the CPA defines unfair trade practices in broad, technology-neutral terms, while Section 49 empowers the Central Consumer Protection Authority (CCPA) to intervene against unfair pricing methods, including those driven by digital or algorithmic systems. The law is deliberately principle-based—a recognition that business models and technologies evolve faster than statute books. The challenge exposed by the IndiGo episode is therefore not the absence of law, but the absence of contextual application.

Each aviation disruption renews calls for hard fare caps. Political economy makes this almost inevitable, as the

inconvenience and public outrage push the government to “do something”—most visible being a blunt price ceiling.

Yet, blanket caps are economically unsound. They discourage rapid supply restoration as airlines may prefer to hold back marginal capacity rather than sell it at a price that does not justify the operational strain. They incentivise inventory withdrawal, especially on thinner routes. They also push pricing opacity underground. Over time, the apparent consumer win of visible fare control is offset by hidden costs and reduced reliability.

More fundamentally, hard caps treat normal peak demand and crisis demand as identical, ignoring a crucial legal and ethical distinction—consumer vulnerability. In festivals or holiday peaks, consumers broadly plan in advance and choose whether to travel at all. In genuine crises—mass cancellations, sudden airspace closures, extreme weather, medical emergencies—consumers are not exercising free choice. Regulation must recognise this difference and design for it.

India's aviation ecosystem already acknowledges exceptional circumstances. The Directorate General of Civil Aviation's Civil Aviation Requirements (CARs) lay down obligations for refunds, rebooking, meals, hotels, and passenger care in the event of cancellations and delays. These provisions are well-known and, at least in principle, enforceable. Yet pricing behaviour during such disruptions remains largely unregulated.

This is the missing link. A disruption that triggers special duties on service quality should also trigger special duties on pricing conduct. During objectively iden-

tifiable disruption events like several cancelled flights or severe weather, a temporary pricing framework should apply.

One option is to use pre-defined surge multipliers rather than open-ended repricing. Fares on affected sectors during the disruption window could be allowed to move within a certain multiple of the recent average fare for that route and time bracket. Another is to mandate price-stability windows once disruption thresholds are crossed: for a defined period, the fare cannot change more often than, say, once every 30 or 60 minutes.

Transparency can be improved by requiring disclosure of recent average fares for the same sector and time of day,

enabling passengers to see how far the current fare deviates from normal. A further tool is to restrict ultra-high-frequency algorithmic repricing during crisis periods, forcing a slower, more accountable cadence of fare changes. Such measures preserve market signals while preventing panic-driven exploitation.

Airline fares today are set less by human revenue managers than by algorithms reacting in milliseconds to real-time data on bookings, competitors, holidays, events and even macro indicators. During the IndiGo crisis, fares reportedly changed multiple times within short intervals on key routes. To consumers, this feels predatory—even when the underlying system is simply following rules.

Regulation must therefore shift from suspicion to algorithmic accountability. The CPA's unfair trade practice provisions apply equally to digital systems as to human actors. Airlines should be required to maintain auditable pricing records dur-

ing disruption windows—data inputs received, active rule sets, constraints in place, and prices generated time-wise. These records should be subject to post-event scrutiny with the ability to order remedies and penalties where patterns suggest exploitative conduct. This aligns with global regulatory trends that focus on outcome fairness rather than source-code disclosure.

Pricing regulation without strict enforcement of service standards is cosmetic. If airlines know that failure to honour rebooking commitments, refund timelines or passenger care duties will attract prompt and visible consequences, their incentives change. Consumer confidence will return only when passengers see that service failure sits at the centre of regulatory attention.

The way ahead is straightforward. The government should notify a Crisis Pricing Protocol under the CPA, operationalised jointly by the CCPA and DGCA. The protocol should do four things—define disruption thresholds clearly, so that airlines and passengers know when the market has entered a special regime; activate temporary pricing guardrails—surge bands, stability windows and transparency obligations—during that regime, with violations treated as potential unfair trade practices; mandate algorithmic auditability; and link pricing behaviour to strict enforcement of passenger service obligations under DGCA CARs, ensuring that those who profit from distress also bear heightened duties of care.

This approach preserves market efficiency in normal times while protecting consumers at moments of maximum vulnerability. Surge pricing should not be banned, it should be disciplined. Regulation must not freeze markets, but it must civilise them.

**A disruption that triggers special duties on service quality should also trigger special duties on pricing**





# Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

25 DECEMBER 2025

## Three new airlines poised for take-off

**Dhairya Gajara**

MUMBAI

The Indian aviation sector is set to expand soon as three new airlines are set to enter the commercial passenger aviation industry and dismantle the current duopoly in India's domestic skies. After Shankh Air, the Ministry of Civil Aviation (MoCA) has granted no objection certificates (NOCs) to two more aspiring airlines, including Alhind Air and FlyExpress.

The Indian aviation sector is set for expansion as three new airlines prepare to enter the commercial passenger market, challenging the current duopoly in domestic skies. After Shankh Air, the Ministry of Civil Aviation (MoCA) has granted no objection certificates (NOCs) to two more aspiring carriers, Alhind Air and FlyExpress

On Tuesday, Union Civil Avi-

ation Minister Ram Mohan Naidu Kinjarapu announced that the ministry has granted NOCs to both airlines, while Shankh Air has received the NOC earlier and is expected to commence operations early in 2026. The announcement comes at a critical time for the industry as recent massive operational disruptions at IndiGo, which saw over 4,500 flight cancellations earlier this month, have intensified calls for greater competition and more robust consumer choice.

The three airlines will bring different regional focuses and business models to the table. The Noida-based Shankh Air's key focus will be on flying regionally from Uttar Pradesh, which will also be the first scheduled full-service airline from the state. It plans to link Lucknow, Varanasi and Gorakhpur to major metros.

▶ **Contd on | nation**

## Three new airlines...

Cochin-based Alhind is promoted by Kerala-based travel company Alhind Group. While it aims to start as a regional commuter from the southern cities of India using ATR 72-600 aircraft, it will focus on expanding its operations to the Gulf countries. Similarly, FlyExpress aims to benefit from the Union Government's UDAN scheme by providing regional connectivity to Tier-2 and Tier-3 cities.

"It has been an endeavour of the ministry to encourage more airlines in Indian Aviation which is amongst the fastest growing aviation markets in the world," said Kinjarapu, adding that schemes like UDAN have enabled smaller carriers Star Air, India One Air and Fly91 to play an important role in the regional connectivity within the country, highlighting more scope for further growth.

Currently, the Indian market is heavily concentrated, with IndiGo and the Air India Group (including Air India Express) controlling over 90% of domestic passenger traffic. The decision to fast-track these NOCs is seen as a strategic push to decentralise market power and break the duopoly structure. Industry analysts expect these regional carriers to begin commercial operations as early as 2026, promising travelers more competitive pricing and better connectivity to India's growing Tier-2 and Tier-3 cities. Experts also believe that these airlines will help the industry in moving away from the saturated market share.

While the NOC is a significant milestone, it is only the first step. The airlines must now secure an Air Operator Certificate (AOC), which involves rigorous safety and operational audits by the Directorate General of Civil Aviation (DGCA). Both Alhind Air and Shankh Air have already begun the process of leasing aircraft, with a preference for fuel-efficient narrow-body and turboprop models. Moreover, each carrier must complete successful test flights to demonstrate readiness.



# Corporate Communications Directorate

HINDUSTAN

DELHI

26 DECEMBER 2025

## इंडिगो ने कई हवाई अड्डों पर 60 से > ज्यादा उड़ानें रद्द कीं

मुंबई, एजेसी। घरेलू विमानन कंपनी इंडिगो ने गुरुवार को खराब मौसम के अनुमान और परिचालन कारणों से कई हवाई अड्डों पर 67 उड़ानें रद्द कर दीं।

कंपनी की वेबसाइट के अनुसार, इनमें केवल चार परिचालन कारणों से रद्द की गईं, जबकि बाकी अगरतला, चंडीगढ़, देहरादून, वाराणसी, बेंगलुरु जैसे विभिन्न हवाई अड्डों पर खराब मौसम के पूर्वानुमान के कारण रद्द हुईं। डीजीसीए ने 10 दिसंबर एवं अगले वर्ष 10 फरवरी के बीच की अवधि को इस सर्दी में आधिकारिक कोहरे की अवधि घोषित किया है।

इस बीच, इंडिगो ने एक्स पर जारी यात्रा परामर्श में कहा है कि बेंगलुरु में कम दृश्यता और कोहरे के कारण उड़ान कार्यक्रम प्रभावित हुआ है। हम मौसम पर कड़ी नजर रख रहे हैं और आपकी यात्रा को सुरक्षित और सुगम बनाने के लिए हर संभव प्रयास कर रहे हैं।

## विमानन कंपनियां एक पीएनआर वाले टिकट पर दो यात्रियों को अलग-अलग सीटें आवंटित कर रहीं 'चेक इन' के नाम पर कर रहे मोटी कमाई

### पटेशानी

नई दिल्ली, विशेष संवाददाता। हवाई जहाज से सफर कर रहे यात्रियों को ऑनलाइन चेक इन के दौरान बड़ी कीमत चुकानी पड़ रही है। खासतौर पर एक टिकट पर यदि दो यात्री हैं तो उन्हें भी एकसाथ बैठने के लिए प्रति सीट तीन सौ से 1500 रुपये अतिरिक्त चुकाने पड़ रहे हैं।

घरेलू उड़ानों के साथ अंतरराष्ट्रीय उड़ान पर यही नियम: विमानन कंपनियों ने घरेलू उड़ानों के साथ-साथ अंतरराष्ट्रीय उड़ान पर यह नियम बना रखे हैं। अधिकांश विमानन कंपनियों ने ऑनलाइन चेक इन का ऐसा सिस्टम बनाया है, जिसमें परिवार व दोस्तों के साथ सफर कर रहे यात्रियों को एक साथ सीट पाने के लिए न चाहते



**1500 रुपये तक अधिक अतिरिक्त भुगतान करने को मजबूर हैं यात्री**

### एक साथ सफर करने पर भुगतान करना यात्रियों की मजबूरी

विमानन कंपनियों के इस नए चेक इन सिस्टम के हिसाब से परिवार व दोस्तों के साथ सफर करने वाले यात्रियों के लिए यह मजबूरी है कि वह भुगतान के विकल्प को चुने। ऑनलाइन चेक इन शुरू होने पर दूसरी सीट को अपनी पसंद से चुनने पर तीन से पांच सौ रुपये का अतिरिक्त भुगतान करना पड़ रहा है, लेकिन समय बीतने के साथ ही सीट चुनने का विकल्प महंगा होता जाता है। अंतिम समय में यह विकल्प प्रति सीट 1500 से ऊपर भी पहुंच जाता है। इस लिहाज से विमानन कंपनियां पसंद की सीट देने पर भी मोटी कमाई कर रही हैं।

हूए भी अतिरिक्त शुल्क देना पड़ रहा है। दरअसल, ऑनलाइन/वेब चेक इन में सिर्फ एक ही व्यक्ति की सीट अपनी पसंद के हिसाब से निःशुल्क चुनने का विकल्प दिया जा रहा है। यदि टिकट का दूसरा व्यक्ति भी सीट बराबर में चाहता

है तो फिर उसे अतिरिक्त भुगतान करना होगा। अतिरिक्त भुगतान न करने की स्थिति में विमानन कंपनी दूसरे व्यक्ति की सीट दूसरी जगह पर दे देगी। यह है नियम: नागर विमानन महानिदेशक (डीजीसीए) का

### स्पष्ट प्रावधान नहीं होने के कारण विमानन कंपनियां उठा रहीं लाभ

डीजीसीए ने वर्ष 2024 में सीट आवंटन को लेकर वायु परिवहन परिपत्र जारी किया, जिसमें अनुसूचित विमानन कंपनियों द्वारा सेवाओं और शुल्कों का पृथक्करण को लेकर कुछ प्रावधान स्पष्ट किया। जैसे कहा गया कि 12 साल से कम उम्र के बच्चे को बिना किसी शुल्क के माता-पिता के साथ सीट देनी होगी। जबकि अन्य मामलों में विमानन कंपनियों को निर्देश दिया कि एयरलाइन अपने सिस्टम/सर्विस में बेहतर प्रैक्टिस के हिसाब से कोशिश करेगी कि यात्राओं को साथ में सीट दे, लेकिन विमानन कंपनियां सिर्फ अनिवार्य मामलों को छोड़कर बाकी में सर्विस प्रैक्टिस में दो यात्रियों को एक साथ सीट नहीं देती हैं।

प्रावधान यह है कि विमानन कंपनी अपने सिस्टम के जरिए कोशिश करेगी कि अगर एक ही रिफरेंस व पीएनआर नंबर पर दो यात्रियों ने टिकट बुक कराए हैं तो ऐसे में दोनों यात्रियों को साथ की सीट पर बैठने का अवसर दिया जाएगा।

भले ही, दूसरे यात्री को विंडो साइड की सीट न दी जाए। लेकिन विमानन कंपनी ऑनलाइन चेक इन शुरू होने के साथ ही, अतिरिक्त भुगतान के साथ दूसरी सीट को यात्री को पसंद से चुनने का विकल्प देती हैं।

MoCA HAS GRANTED NO-OBJECTION CERTIFICATES TO TWO NEW AIRLINES: AL HIND AIR AND FLYEXPRESS

# India may get 4 new regional airlines, but challenges that sank many persist

Sukalp Sharma

New Delhi, December 25

THE MINISTRY of Civil Aviation (MoCA) has given no objection certificates (NOCs) to two new airlines—Al Hind Air and FlyExpress—this week, taking the number of Indian regional airlines in the pipeline to four. Two more airlines—Air Kerala and Shankh Air—already have the NOCs since last year, but are yet to receive the Air Operator Certificates (AOCs) and start operations. While the government wants more domestic airlines in the Indian skies, the sector remains challenging, particularly in the regional segment that has seen way more failures than successes.

Civil Aviation Minister K Ram Mohan Naidu said that it has been MoCA's "endeavour" to encourage more airlines in India, which is among the fastest growing aviation markets in the world. The announcement came a few weeks after India's largest airline IndiGo faced a massive operational meltdown, which raised concerns about the evident duopoly in India's airline sector as IndiGo and the Air India group cumulatively have a domestic market share of over 90 per cent. While the entry of new regional airlines may be encouraging, experts don't see these smaller

## • TWO MORE AIRLINES GOT NOCs LAST YEAR

WHILE MINISTRY of Civil Aviation has granted no-objection certificates to two new airlines—Al Hind Air and FlyExpress—this week, Air Kerala and Shankh Air, received NOCs last year, and are awaiting their Air Operator Certificates before starting operations

CIVIL AVIATION Minister K Ram Mohan Naidu said that it has been MoCA's "endeavour" to encourage more airlines in India, which is among the fastest growing aviation markets in the world



FILE

airlines denting the market shares of the major carriers. Moreover, it remains to be seen whether these new entrants will succeed in the unforgiving Indian aviation market.

Part of the Kerala-based travel and tourism services player alhind Group, Al Hind Air plans to launch a regional commuter airline with a fleet of ATR-72 turboprop aircraft. While details of FlyExpress's plans were not available, Air Kerala plans to be an ultra-low-cost carrier (ULCC) with a vision to connect tier two and tier three cities with major hubs using turboprop aircraft.

Air Kerala was founded by UAE-based entrepreneurs of

Indian origin, and despite having an NOC from last year, the airline has struggled to induct aircraft, which is a necessary condition to get an AOC from the Directorate General of Civil Aviation (DGCA). Uttar Pradesh-based Shankh Air, promoted by local entrepreneur Sharvan Kumar Vishwakarma, plans to operate regional flights within and outside Uttar Pradesh from the soon-to-be-inaugurated Noida International Airport. Shankh Air plans to start operations in a few months.

Industry insiders and experts, however, caution that the

road ahead may not be a smooth one for the new entrants. Except for a couple of private sector regional airlines—Star Air and Fly91—and government-owned Alliance Air that have managed stable and viable operations, the regional airline segment is replete with examples that have failed over the years. Examples include Paramount Airways, Air Pegasus, TruJet, Zoom Air, Air Carnival, Air Costa, Air Mantra, and Air Odisha. More recently, another regional carrier Fly Big suspended flight operations in October.

India has been a difficult market for airlines, particularly smaller regional carriers, due to various factors like high price sensitivity, low profit margins, high and dollar-denominated operational costs, and high debt levels, among others.

These factors mean that the airline sector has been more suited for large airlines with deep pockets and efficient operations and fleets. Most regional airlines do not have the deep pockets and the required financial heft to maintain operational stability and have enough resilience to absorb external shocks.

In the case of regional airlines, there can be additional constraints like limited demand and high seasonality of

travel at smaller airports, making demand on such sectors inconsistent. Despite the rapid growth in passenger numbers, the bulk of the demand is concentrated at the large airports. Regional airlines, if not backed by a major carrier, also tend to find it difficult to access finance and debt as financiers associate a high level of risk with the segment.

Also, the distances usually covered in regional flight operations tend to have more viable and cost-effective alternative modes of transport like trains and road transport, and regional airlines tend to find it difficult to generate supplementary revenue from ancillary streams like belly cargo.

In some quarters of the government as well as the industry, however, there is hope that as the Indian aviation market matures with a growing and upwardly mobile middle class, the viability of regional airlines could improve. For success, they will have to ensure lean and cost-effective operations, identify and cater to underserved regions that have enough regional flight demand but have been neglected by the large airlines, and create a strong presence in specific target regions, an aviation analyst said. And importantly, they need solid financial backing to have a shot at success.

E.



# Corporate Communications Directorate

LOKSATYA

DELHI

26 DECEMBER 2025

## इंडिगो से तीन दिन में 10 लाख यात्री कर रहे सफर

नई दिल्ली, एजेंसी। निजी विमान सेवा कंपनी इंडिगो ने बुधवार को बताया कि उसके परिचालन में पूरी तरह स्थिरता आ चुकी है और हर तीन दिन में 10 लाख यात्री उसकी उड़ानों में सफर कर रहे हैं। एयरलाइन के एक प्रवक्ता ने बताया कि वह अब नियमित तौर पर हर दिन 2,100 से 2,200 के बीच उड़ानों का परिचालन कर रही है। साथ ही हर तीन दिन में उसके यात्रियों की कुल संख्या 10 लाख से ऊपर रह रही है। प्रवक्ता द्वारा जारी बयान में कहा गया है कि इंडिगो आगामी छुट्टियों के सीजन के लिए पूरी तरह तैयार है। अगले साल 23 जनवरी से वह देश में पहली बार एयरबस ए321 एक्सएलआर का परिचालन शुरू करेगी। इसका परिचालन दिल्ली और मुंबई से एथेंस के मार्ग पर किया जायेगा। उल्लेखनीय है कि दिसंबर के पहले सप्ताह में इंडिगो का परिचालन पूरी तरह गड़बड़ा गया था। सप्ताह के दौरान उसने हजारों उड़ानें रद्द कीं जिससे यात्रियों को भारी परेशानी का सामना करना पड़ा। सबसे बुरा हाल 05 दिसंबर को था जब एयरलाइन ने 1,500 उड़ानें रद्द की थीं। इसके बाद अब उसका परिचालन लगभग स्थिर हो चुका है।

## रोम के लिए मार्च से दोबारा उड़ान भरेगी एयर इंडिया

नई दिल्ली, एजेंसी। टाटा समूह की विमान सेवा कंपनी एयर इंडिया अगले साल 25 मार्च से दिल्ली और इटली की राजधानी रोम के बीच नॉन-स्टॉप उड़ान शुरू करेगी। एयरलाइन ने बुधवार को बताया कि यह उड़ान सप्ताह में चार दिन सोमवार, बुधवार, शुक्रवार और रविवार को उपलब्ध होगी। इस मार्ग पर वह बोइंग 787-8 विमान का परिचालन करेगी। इसमें बिजनेस श्रेणी में 18 फ्लैट बेड और इकोनॉमी क्लास में 238 सीटें होंगी। रोम के लिए उड़ान लगभग छह साल बाद शुरू की जा रही है। कोविड-19 के समय साल 2020 में यह उड़ान बंद कर दी गयी थी। एयर इंडिया के मुख्य वाणिज्यिक अधिकारी निपुण अग्रवाल ने कहा कि भारत और इटली के बीच संस्कृति, व्यापार और व्यवसाय में काफी कुछ साझा है। दोनों देशों की राजधानियों के बीच नॉन-स्टॉप सेवा शुरू करने से इटली के यात्रियों को भारतीय उपमहाद्वीप के साथ दक्षिण पूर्व एशिया के लिए भी अतिरिक्त विकल्प मिलेंगे। वे दिल्ली होते हुए एयर इंडिया की उड़ान से बैकॉक, कोलंबो, हो ची मिन्ह सिटी, काठमांडू, क्वालालम्पुर, मनीला, फुकुकेट और सिंगापुर जा सकेंगे।



# Corporate Communications Directorate

MINT

DELHI

26 DECEMBER 2025

## What airline NOCs signal for Indian aviation

BY ABHISHEK LAW

Civil aviation minister Kinjarapu Ram Mohan Naidu tweeted that three proposed airlines—Shankh Air, AI Hind Air and FlyExpress—have received no-objection certificates (NOCs). *Mint* explains what the government's NOC actually signifies.

STOCKPHOTO



### 1 Is this the end of the IndiGo-AI duopoly?

No. An NOC does not allow an airline to fly, sell tickets, or commence operations. It merely permits a company to begin the process of setting up an airline. Air Kerala shows the gap between approval and execution. Operated by Zettfly Aviation Pvt. Ltd and founded by Indian-origin entrepreneurs based in UAE, the airline received the ministry's NOC in mid-2024. Reports say it aimed to begin operations in 2025. Yet it has not inducted a single aircraft, a prerequisite to apply for an air operator certificate (AOC) from the Directorate General of Civil Aviation (DGCA). Without an AOC, no airline can operate.

### 2 Then why was there excitement?

The timing matters. The minister's tweet came weeks after IndiGo's operational disruption in early December, when thousands of passengers were left stranded, and fares surged. The episode revived concerns about the aviation market becoming a duopoly, with IndiGo and Air India together controlling over 90% of capacity. The NOC announcement showed that the government was encouraging competition. However, experts advise caution. Small airlines rarely scale enough to impact incumbents' market share. Mark D. Martin, founder and chief executive of Martin Consulting, said,



Civil aviation minister Kinjarapu Ram Mohan Naidu.

### 3 What does an NOC allow, and how is it granted?

In India, an NOC is the initial clearance from the ministry to applicants seeking to start an airline. It allows companies to begin setting up basic infrastructure, and to move ahead with further regulatory applications. It does not permit commercial flying of passengers or cargo. The approval is typically valid for three years from the date of issue.

### 4 What more must these proposed airlines do?

The most difficult stages lie ahead. Before applying for an AOC from DGCA, airlines must have at least one aircraft, either via purchase or lease. Leasing is more common, but it requires substantial capital, running into several crores of rupees. For startups, raising this capital is a major obstacle. Aircraft makers are struggling to meet delivery schedules, making them reluctant to commit capacity to new operators. Then, applicants must conduct flights before receiving final approval. The process can take more than a year.

### 5 Does getting approval guarantee success?

No. India's track record with regional airlines remains mixed. StarAir, Fly91, and the government-owned Alliance Air have achieved relatively stable operations. But the sector is littered with failures, including Paramount Airways, Air Pegasus, Zoom Air, TruJet, Air Odisha and Fly Big, which ceased operations in October. Without deep capital, reliable aircraft access and sustained demand, most new entrants struggle to survive, regardless of how many NOCs are announced.

## नए साल में लैंड करेंगे दो ऐसे नए एयरक्राफ्ट, जो किसी कंपनी के पास नहीं

देश में पहली बार  
नए एयरक्राफ्ट  
A350-1000  
और A321-XLR  
आएंगे

दोनों ही प्लेन बेहद  
एडवांस, कम  
फ्यूल खपत करने  
वाले हैं। शोर भी  
कम होगा

इंडिगो के बेड़े  
में शामिल होगा  
A321-XLR,  
एयर इंडिया ला  
रहा A350-1000



Maneesh Aggarwal  
@timesofindia.com

### दो साल बाद मिलेगा AI को नया प्लेन

■ नई दिल्ली : नया साल 2026 भारत की एविएशन मार्केट के लिए कुछ खास होगा। यह इसलिए, क्योंकि नए साल में भारत को सरजमीं पर पहली बार भारतीय एयरलाइंस के दो नए एयरक्राफ्ट A350-1000 और A321-XLR लैंड करेंगे। दोनों ही प्लेन बेहद एडवांस, कम फ्यूल खपत करने और करीब 50 फीसदी कम शोर करने वाले हैं। इनमें उड़ान भरना भारतीय यात्रियों के लिए एक शानदार अनुभव रहेगा। भारत की किसी भी

**A321-  
XLR  
जनवरी के  
पहले हफ्ते  
में आएगा**

एयरलाइंस के पास अभी तक इन दोनों मॉडल वाले एयरक्राफ्ट नहीं हैं। इनमें से इंडिगो के बेड़े में शामिल

होने वाला A321-XLR तो अगले महीने जनवरी के पहले सप्ताह में ही फ्रांस के टूलूज से दिल्ली में लैंड करने की उम्मीद है। इसे इंडिगो भारत की भारतीय एयरलाइंस में पहली बार भारत को डायरेक्ट फ्लाइट के साथ यूनान की राजधानी एथेंस से जोड़ेगी। इसमें विजनेस (इंडिगोस्ट्रेच) और इकोनॉमी दो क्लास होंगी। इसे इंडिगो भारत में दिल्ली और मुंबई से एथेंस के बीच डायरेक्ट फ्लाइट के रूप में कनेक्ट करेगी। दूसरी तरफ, एयर इंडिया भी

एयर इंडिया के बेड़े में ही जनवरी 2026 के पहले सप्ताह में बोइंग का B787-9 भी शामिल हो रहा है। एयर इंडिया के लिए यह प्लेन इसलिए खास है, क्योंकि 2023 में दिए गए उसके 570 हवाई जहाजों के ऑर्डर में यह पहला प्लेन होगा। जो उसे उसके हिसाब से डिजाइन किया हुआ मिलेगा। वरना, अभी तक एयर इंडिया को छह और एयर इंडिया एक्सप्रेस को 50 प्लेन मिले हैं। वह रूस की एयरलाइंस एरोफ्लोट और एक दूसरी एयरलाइंस के लिए बनाए गए थे। उसमें रूस-यूक्रेन युद्ध होने की वजह से एरोफ्लोट ने अपने लिए बनवाए छह ए-350 नहीं लिए।

अपने यात्रियों के लिए गेम चेंजर करने का काम कर रहा है। यह भी अगले साल अपने बेड़े में भारत का पहला A350-1000 प्लेन शामिल कर रहा है। अभी तक भारतीय एयरलाइंस के पास A350-900 प्लेन तो है। लेकिन किसी के पास भी A350-1000 प्लेन नहीं है। भारत में यह पहला प्लेन होगा। जो अगले साल एयर इंडिया के बेड़े में शामिल हो जाएगा। इस वाइड बॉडी एयरक्राफ्ट को दिल्ली से न्यूयार्क, नेवार्क और लंदन रूट पर चलेगी।



# Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

25 DECEMBER 2025

Family drives to Varanasi  
after IndiGo cancellation

## Flight turns into 14-hour road trip

**SANJAY MANDAL**

Calcutta: A family from south Calcutta, set to travel to Varanasi for a holiday on a 10am IndiGo flight on Wednesday, was informed at 9pm the previous night that their flight had been cancelled because of "bad weather".

The only alternative offered by the airline was seats on December 27.

Left with little choice, the family hired a car to Varanasi, spending ₹43,000 on the journey. The road trip took more than 14 hours, compared with the less than one-and-a-half hours the flight would have taken. They left home at 4.30am and reached Varanasi late in the evening.

The man, his wife and their daughter had planned a week-long trip to Varanasi and Lucknow. They had purchased tickets on the IndiGo flight for around ₹20,000.

"They had completed web check-in and already had their boarding passes. But around 9pm on Tuesday, the airline informed him that the flight was cancelled due to bad weather," said a family member. "They had booked hotels well in advance, so he requested the airline to rebook them on another flight."

"The airline said the earliest available seats were on December 27. He then asked for seats on flights to Lucknow or Allahabad, but was told there were none," the family member added.

According to Calcutta air-

port sources, the cancelled 186-seat flight was fully booked. They added that several flights to and from Varanasi were cancelled on Wednesday due to fog.

Metro had earlier reported how several passengers had cancelled travel plans this holiday season following the crisis at IndiGo earlier this month. The airline had cancelled around 3,500 flights in the first week of December after new rules issued by the directorate general of civil aviation (DGCA) on pilot duty timings came into effect.

Many passengers were also inconvenienced by delayed or misplaced baggage at their destinations.

In a statement issued on Wednesday, the airline said: "IndiGo, after having fully stabilised its operations since December 9, 2025, has been steadily adding capacity, within government guidelines. We have been consistently operating 2,100-2,200 flights and carrying over one million customers every three days. We have been flying to and from all 138 operational destinations across our network while maintaining the IndiGo standards of on-time performance."

"With this, we are pleased to confirm that we are fully prepared to cater to the surge in demand during this holiday season," it added.

The airline also referred to weather-related disruptions.

## Flight turns into road trip

► FROM PAGE 7

"In recent days, the aviation sector experienced industry-wide disruptions due to dense fog, particularly across northern India. Like all airlines, we were impacted too; however, the operations were effectively managed, under the circumstances, to maintain operational stability. With forecasts indicating a harsher winter ahead, we remain committed to ensuring reliability and minimizing disruptions across our network to ensure least inconvenience to our customers," the statement said.

Four operators, however, said demand for domestic air travel remained subdued despite the holiday season.

On Wednesday evening, a one-way ticket to Delhi for December 25 was priced at around ₹10,000, while fares to Mumbai were about ₹8,000. A one-way ticket to Bengaluru was selling for around ₹12,000, according to tour operators.

"These are more or less the usual fares for tickets booked a day before departure," said Anil Punjabi, chairman of the Travel Agents Federation of India (TAFI), eastern region. "But this year, demand continues to be low. Many people are apprehensive about flying, worried they might get stranded because of cancellations or delays."

CONTINUED ON PAGE 8 ►



# Corporate Communications Directorate

---

THE TIMES OF INDIA

MUMBAI

25 DECEMBER 2025

---

## Mum to Nanded flights to restart from today

**Mumbai:** Flights from Mumbai to Nanded will restart from Thursday after a gap of over five years. The route was shut down in Feb 2020. Officials said Star Air will operate three flights per week on Tuesday, Thursday and Saturday. Nanded's Shri Guru Gobind Singh Ji Airport (NDC) is a domestic airport that is now operational and has direct flights from Mumbai. Nanded has its strategic position as an agrarian and commercial hub in the Marathwada region. The Maharashtra Airport Development Company (MADC) Limited manages the airport.

"Star Air is starting S5-257 STD 16.55 Mumbai (BOM) - Nanded (NDC) S5-256 STD

18.40 Nanded (NDC) - Mumbai (BOM) from 25 Dec 2025," said a Star Air spokesperson. Besides Mumbai, there were flights to Nanded from Pune too. The civil aviation regulator, the Directorate General of Civil Aviation (DGCA), had shut down Shri Guru Gobind Singh Ji Airport after it reportedly found serious safety lapses this year. The Pune-Nanded flight operated five times a week and saw a healthy passenger movement of close to 5,000 each week. Officials said the Mumbai-Nanded sector has high demand and it is expected that the route will pick up soon. Nanded's importance stems mainly from its profound Sikh heritage. **TNN**



# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

26 DECEMBER 2025

