



# Corporate Communications Directorate

BUSINESS LINE

DELHI

29 AUGUST 2025

## Aeronautical infra complete at Noida airport, says CEO

**PHASE 1.** With 1 runway & 1 terminal, the airport is set to handle 12m passengers annually

**Rohit Vaid**  
New Delhi

Marking a critical step towards operational readiness, the aeronautical infrastructure at the upcoming Noida International Airport is "now complete", said the airport's Chief Executive Officer Christoph Schnellmann.

Roofing work of the passenger terminal building has been completed and finishing works and technical installations are underway.

Speaking to *businessline*, Schnellmann said the Airports Authority of India (AAI) is at work, installing and commissioning equipment in the air traffic control tower.

"At the same time, a comprehensive Operational Readiness, Activation and Transition (ORAT) programme is being implemented to ensure all systems, processes, and personnel are



**GETTING READY.** Schnellmann said work on installing and commissioning equipment in the air traffic control tower is underway

fully prepared for operations," he said.

"This includes trial runs, simulations, and familiarisation programmes for airlines, ground handlers, and other key stakeholders. Tests are underway on the baggage handling system, security equipment, check-in counters and boarding gates," he added.

Last month, *businessline* reported that NIA has initiated 'terminal trials', or ORAT, which is a critical phase that signals the start of

final preparations before the airport becomes fully functional. The full-fledged 'terminal trials' are focused on testing passenger processes, systems integration, and coordination among various airport partners.

Besides, Schnellmann said 'cargo terminal' is nearing completion. "Commissioning of the fuel farm and fuel hydrant system will commence shortly," he said.

"Our next major milestone is the issuance of the aerodrome licence by the

Directorate General of Civil Aviation (DGCA)," he added.

### PHASED APPROACH

According to industry insiders, the airport is expected to commence operations during the fourth quarter of CY25.

Initially, only domestic operations may start, followed by international flights, industry insiders said.

In its first phase of development, the airport, with one runway and one terminal, will have a capacity to handle 12 million passengers annually.

After the completion of the fourth phase, the airport will have the capacity to manage 70 million passengers per year. IndiGo is expected to be the first to start services. The airline had entered a MoU with NIA.

Many foreign carriers have also shown interest in starting operations at the airport.



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BUSINESS STANDARD

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## AVIATION

### Airports gain capacity but bottlenecks loom

DEEPAK PATEL

For the first time in Indian aviation history, airports appear to have capacity ahead of demand, reversing a decade-long pattern of infrastructure playing catch up with traffic growth.

This marks a turning point for the sector, backed by an \$11-billion investment pipeline.

Delhi and Mumbai are on the cusp of becoming dual-airport systems. Delhi International Airport has expanded to around 100 million passengers and is targeting 130-140 million, which will be complemented by Noida International Airport when it opens in the next few months.

In Mumbai, Navi Mumbai International Airport is expected to be operational in the next few months, creating a system projected to handle 145 million passengers annually.

Adani Airports is upgrading six non-metro airports, while Airports Authority of India (AAI) is investing \$4 billion in regional capacity.

Industry executives see this wave of development as a structural shift. For the first time, Indian airports will depend largely on Indian carriers for international growth, particularly long-haul expansion.

With aircraft orders worth nearly \$90 billion, Air India, IndiGo and Akasa are set to double India's fleet by FY30, potentially adding 600-700 aircraft in five-seven years. Yet warnings are piling up. "Although terminal and runway infrastructure is being developed, greater attention may need to be given to ensuring that there are sufficient parking bays available to support fleet expansion," CAPA India said in June 2024.

The report also stressed that the productivity of single and dual-runway airports must be raised to international benchmarks. Airspace management was another area of concern. "Corporatisation of air navigation services (ANS) is necessary if airspace bottlenecks are to be addressed," CAPA India said.

It added that restructuring and optimisation would still be essential even without corporatisation.

Staffing shortfalls are equally pressing. The number of air traffic controllers, security staff is inadequate. And, skills shortages are expected across pilots, engineers, air traffic controllers and maintenance personnel.



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DAINIK BHASKAR

DELHI

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## बेंगलुरु एयरपोर्ट को लेवल-2 सर्टिफिकेट, देश में पहली बार

बेंगलुरु। बेंगलुरु एयरपोर्ट लेवल-2 सर्टिफिकेट पाने वाला देश का पहला हवाईअड्डा बन गया है। एयरपोर्ट्स काउंसिल इंटरनेशनल की ओर से केम्पेगौड़ा एयरपोर्ट को यह मान्यता दिव्यांग, बीमार व बुजुर्ग यात्रियों के लिए बेहतर सुविधाओं के लिए दी गई है। इसमें एयरपोर्ट्स की सुविधाएं, सेवाएं और गवर्नेंस को जांचा जाता है।



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DESHBANDHU

DELHI

29 AUGUST 2025

## नोएडा एयरपोर्ट पर स्मार्ट लाइटिंग, ऊर्जा खपत में 70 फीसदी तक कमी

ग्रेटर नोएडा, 28 अगस्त (देशबन्धु)। नोएडा इंटरनेशनल एयरपोर्ट (एनआईए) ने कैम्पस में पैनिटेक स्मार्ट एनर्जी का स्मार्ट लाइटिंग सिस्टम शुरू किया है। यह तकनीक मोशन सेंसर और डायनामिक डिमिंग से जरूरत के अनुसार रोशनी देती है। टाटा प्रोजेक्ट्स लिमिटेड



और सिग्निफाई इनोवेशंस इंडिया के सहयोग से इसे लागू किया गया है।

सिस्टम से 70 फीसदी तक बिजली की बचत, 50 फीसदी कम रखरखाव खर्च और फिक्स्चर की आयु दोगुनी होने का अनुमान है। एयरपोर्ट के

मुख्य विकास अधिकारी निकोलस शॉक ने कहा कि स्मार्ट लाइटिंग से ऊर्जा खपत घटेगी और संचालन आसान होगा। एयरपोर्ट पर लगे एयर क्वालिटी सेंसर भी रीयल-टाइम में प्रदूषण और मौसम का डेटा देंगे। पूरा सिस्टम केंद्रीय रूप से नियंत्रित किया जा सकेगा। एयरपोर्ट का पहला चरण एक रनवे और एक टर्मिनल के साथ शुरू होगा, जिसकी क्षमता 1.2 करोड़ यात्रियों की होगी। एयरपोर्ट को नेट-जीरो उत्सर्जन लक्ष्य को ध्यान में रखकर विकसित किया जा रहा है।



# Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

28 AUGUST 2025

offgrid

## Raja Bhoj Airport redesigning terminal; 1st phase ready by Oct

**Our Staff Reporter**  
BHOPAL

The Raja Bhoj Airport here is spending Rs 20 crore on the reconfiguration of the terminal building to streamline traffic by having separate arrival and departure operations.

Currently, both arrival and departure operations are located on the same floor, often leading to significant operational challenges and congestion, especially during peak hours when multiple flights arrive simultaneously.

This affects the flow of vehicles, particularly those exiting from the departure hall side.

### To have separate arrival, departure halls to streamline ops

The first phase, involving the creation of an arrival hall on the lower ground floor, is nearing completion and is expected to be ready for operation by October this year.

The subsequent phases will take up the reconfiguration of the departure hall, which will remain on the upper ground floor, and the Security Hold Area (SHA).



A new arrival hall area being constructed at Raja Bhoj airport

**'FIRST IN STATE'**

Ramjee Awasthi, Director, Raja Bhoj Airport, said to the Free Press that work on the arrival hall is nearing completion, and it would be commissioned in October. The Raja Bhoj Airport would be the first in the state to have separate arrival and departure halls, he said.

### Expansion of arrival & departure halls

The new arrival hall will have an area of approximately 2,700 sqm compared to the existing 2,000 sqm on the upper floor. This enhanced space will offer improved comfort and accommodate a higher passenger throughput, or the number of passengers handled by a terminal over a period of time.

The 2,000 sqm area vacated on the upper ground floor with the shifting of the arrival hall will be utilised in the expansion of the departure hall, international arrivals, and the SHA, thus enhancing the terminal capacity and process-

ing efficiency of the airport. The increased floor area at both arrival and departure levels will also enable the addition of more check-in counters, commercial outlets, and modern passenger amenities.

### Enhanced facilities in new arrival hall

The new arrival hall will be equipped with modern, state-of-the-art amenities for passenger convenience, such as the flight information display system (FIDS) for real-time flight status updates, three conveyor belts for baggage delivery, and lifts and escalators for seamless movement across different floor levels.

### Convenient access to parking

With the arrival hall moving closer to the parking area (approximately 150 metres away, on the same level), arriving passengers will have easier and direct access to transport options, eliminating the need to descend from the upper level along with the baggage.

### Streamlining of vehicular traffic

Separate vehicular access and exit routes for arrivals and departures will significantly reduce congestion at the city side of the terminal, ensuring smoother access for passengers and visitors.

## 10 करोड़ यात्रियों वाला दिल्ली एयरपोर्ट 'टॉप' पर, लेकिन सुरक्षा में ढेरों खामियां उजागर

**डीजीसीए की रिपोर्ट में वाइल्डलाइफ खतरा, जर्जर ढांचा, रनवे में दरारों जैसी गंभीर लापरवाहियां सामने आईं**

**नई दिल्ली, (पंजाब केसरी) :** दिल्ली का इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डा (आईजीआईए) दुनिया के उन चुनिंदा छह हवाई अड्डों में शामिल हो गया है, जिनकी वार्षिक यात्री क्षमता 10 करोड़ से अधिक है। वर्तमान में 10.9 करोड़ यात्रियों की सालाना क्षमता के साथ यह टोक्यो के हनेडा एयरपोर्ट के बाद एशिया का दूसरा हवाई अड्डा है, जिसने यह उपलब्धि हासिल की है। आईजीआईए का संचालन जीएमआर समूह की सहायक कंपनी दिल्ली इंटरनेशनल एयरपोर्ट लिमिटेड (डायल) करती है। हालांकि इतनी बड़ी उपलब्धि के बावजूद हवाई अड्डे की सुरक्षा और रखरखाव को लेकर गंभीर चिंताएं सामने आई हैं।

संसद में पेश आंकड़ों के मुताबिक नागरिक उड्डयन महानिदेशालय (डीजीसीए) की निगरानी रिपोर्ट में आईजीआईए पर 22 तरह की खामियां दर्ज की गई हैं। इनमें जंगली जानवरों की मौजूदगी, दमकल प्रणाली की कमियां, जर्जर बुनियादी ढांचा और पर्यावरण प्रबंधन की अनदेखी शामिल हैं।

### हवाई पट्टी पर वन्यजीवों का खतरा

रिपोर्ट के मुताबिक 2024 में केवल अगस्त तक रनवे और एयरसाइड पर 34 खरगोश, 15 कुत्ते, 16 बिल्लियां, 14 बंदर, 12 गौह (मॉनिटर लिजर्ड) और दो लोमड़ियां देखी गईं। ऐसे हालात विमान के टेकऑफ और लैंडिंग के दौरान बड़े हादसों का खतरा बढ़ाते हैं। रिपोर्ट में यह भी कहा गया कि अपेक्षित वृद्धि, ढकके बिना पड़े फूड़े के ढेर और गंदगी के ढिंकानों का रिकॉर्ड नहीं रखा गया है, जिससे पक्षी और जानवर आकर्षित होते हैं।

### दमकल व्यवस्था में खामियां

डीजीसीए की जांच में पाया गया कि एयरपोर्ट पर 2008 या उससे पहले निर्मित छह फ्रेज फायर टैंडर (सीएफटी) अब भी उपयोग में हैं। इनकी आयु खत्म हो चुकी है, लेकिन बिना पर्याप्त कारण इनके इस्तेमाल की अख्बि बढ़ा दी गई। कई दमकलकर्मियों को दबावयुक्त ईंधन आग बुझाने का प्रशिक्षण तक नहीं मिला है। खतरनाक वस्तुओं के प्रबंधन (डीजीआर) पर भी रिक्रेशर ट्रेनिंग अधूरी पाई गई।

### डायल का दावा और विस्तार योजना

डायल के अधिकारियों ने कहा है कि डीजीसीए की आपत्तियों को दूर करने के लिए कदम उठाए जा रहे हैं, क्योंकि उन्होंने विस्तृत ज्ञानकारी साझा नहीं की। इस बीच एयरपोर्ट के विस्तार की प्रक्रिया जारी है। जीएमआर समूह द्वारा 50.5 एफड में नया कार्गो सिटी प्रोजेक्ट बनाया जा रहा है, जो लांजिस्टिक्स क्षमता बढ़ाएगा। भविष्य में विस्तार के लिए 10 एकड़ जमीन और सुरक्षित रखी गई है। यह प्रोजेक्ट 2036 तक जीएमआर के प्रबंधन में रहेगा और इसे 30 साल के लिए बढ़ाने का विकल्प भी मौजूद है।

### एप्रन और टैक्सीवे जर्जर

टर्मिनल-2 के एप्रन क्षेत्र में दरारें और उगी हुई घास लंबे समय से बिना मरम्मत के पड़ी हैं। जगह-जगह लोहे के नट-बोल्ट और मलबा (एफओडी) मिला। टैक्सीवे के ओर एन में गड्ढे, धंधान और दरारें पाई गईं। रनवे 29एल पर पेंट की लकीरें धुंधली, रबर की परतें और सतह पर दरारें मिलीं। कई जगह हवा की दिशा बताने वाला संकेतक खराब था, टैक्सीवे लाइट की केबलें खुली पड़ी थीं और अलार्म सिस्टम ठीक से काम नहीं कर रहे थे।

**पक्षी टकराव का रिकॉर्ड चिंतजनक:** केंद्रीय नागरिक उड्डयन राज्य मंत्री मुरलीधर मोहोळ ने संसद को बताया कि 2020 से अब तक आईजीआईए एयरपोर्ट पर 695 पक्षी टकराव (बर्ड हिट) हुए हैं, जो देश में सबसे ज्यादा है। 2023 में अकेले 185 मामले सामने आए, जबकि 2022 में 183 और 2021 में 130 मामले दर्ज हुए। जून 2025 तक 41 बर्ड हिट हो चुके थे।



# Corporate Communications Directorate

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AMAR UJALA

DELHI

29 AUGUST 2025

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## गंगवाल ने इंडिगो में बेचा हिस्सा, शेयर टूटा

नई दिल्ली। इंडिगो की मूल कंपनी इंटरग्लोब एविएशन के प्रमोटर राकेश गंगवाल व उनके पारिवारिक ट्रस्ट ने कंपनी में 3.1 फीसदी हिस्सा थोक सौदे के तहत 7,0278 करोड़ रुपये में बेच दिया। इन लॉगों का अब कंपनी में हिस्सा 7.81 फीसदी से घटकर 4.71 फीसदी रह गया है। इस भारी बिकवाली से कंपनी का शेयर बृहस्पतिवार को 5.30 फीसदी टूटकर 5724.55 रुपये पर बंद हुआ। इंडिगो की देश में 50 फीसदी हिस्सेदारी है। एजेसी



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AMAR UJALA

DELHI

29 AUGUST 2025

## दुबई जा रहे इंडिगो के विमान में खराबी अहमदाबाद में उतारा



अहमदाबाद। गुजरात के सूरत से दुबई जा रहे इंडिगो के विमान को बृहस्पतिवार को तकनीकी खराबी आने पर अहमदाबाद में उतारा गया।

सरदार वल्लभभाई पटेल अंतरराष्ट्रीय (एसवीपीआई) हवाई अड्डे के एक अधिकारी ने बताया कि सूरत हवाई अड्डे से सुबह 9.30 बजे विमान ने उड़ान भरा था। फिर मार्ग परिवर्तन के बाद सुबह 11 बजे अहमदाबाद के एसवीपीआई हवाई अड्डे पर सुरक्षित उतारा गया। इंडिगो ने यात्रियों के लिए दूसरी उड़ान की व्यवस्था की।

विमान में 150 यात्री सवार थे। अधिकारी ने बताया कि उड़ान के दौरान कुछ तकनीकी खराबी के कारण विमान डायवर्ट किया गया। यह आपातकालीन लैंडिंग नहीं थी। इंडिगो ने बाद में यात्रियों के लिए दूसरे विमान का इंतजाम किया। व्यूरो



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## Rakesh Gangwal, family trust sell 1.3% in IndiGo

### InterGlobe Aviation



**New Delhi:** InterGlobe Aviation promoter Rakesh Gangwal and his family trust divested up to a 1.3 per cent stake in IndiGo for ₹2,933 crore through separate block deals on Thursday. After the stake-sale, InterGlobe Aviation's shares traded 5.22 per cent lower at ₹5,727 apiece on the NSE and the scrip of the company went down 5.30 per cent to ₹5,724.55 each on the BSE. Gangwal and his family trust's holding in IndiGo has come down to 6.51 per cent from 7.81 per cent. Gangwal, the co-founder of IndiGo, has been selling his equity in a phased manner, following a bitter fallout with co-founder Rahul Bhatia. PTI



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## July air passenger traffic declines 2.9%, first dip in several months

**Rohit Vaid**  
New Delhi

India's domestic air passenger traffic recorded its first year-on-year (y-o-y) decline in several months, slipping 2.94 per cent in July.

Notably, the fall reflected the seasonal slowdown in travel demand.

According to Directorate General of Civil Aviation (DGCA) data, scheduled domestic airlines ferried 126.05 lakh (1.26 crore) passengers in July, compared to 129.87 lakh (1.30 crore) in the same month last year.

On a sequential basis, July's tally was lower by 7.33 per cent than June's 136.04 lakh (1.36 crore).

"Passengers carried by domestic airlines during January-July 2025 were 977.79 lakh (9.77 crore) against



923.35 lakh (9.23 crore) during the corresponding period of the previous year, thereby registering an annual growth of 5.9 per cent and a monthly decline of 2.94 per cent," the DGCA said in its monthly report.

### INDIGO LEADS

In terms of market share, IndiGo maintained its dominance, by carrying 82.15 lakh (0.82 crore) passengers in July to command a 65.2 per cent market share.

Besides, Air India Group,

which includes Air India and Air India Express, flew 33.08 lakh (0.33 crore) passengers, translating into a 26.2 per cent share.

This was followed by Akasa Air, which ferried 6.98 lakh (0.07 crore) passengers translating into a 5.5 per cent share, while SpiceJet carried 2.46 lakh (0.02 crore) passengers, cornering 2 per cent of the market.

Star Air ferried 0.64 lakh passengers (0.006 crore), followed by Alliance Air 0.46 lakh (0.005 crore), Fly91 0.25 lakh (0.003 crore), IndiaOne Air 0.02 lakh (0.0002 crore), and Fly Big 0.01 lakh (0.0001 crore).

In the passenger load factors segment, Akasa Air led the industry with 90.2 per cent (load factor), followed by IndiGo at 84.1 per cent and SpiceJet at 84.2 per cent.



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DELHI

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## India's rise as a global air travel hub

### COMMENT

PIETER ELBERS

India has been at the heart of global trade and commerce, since time immemorial. From the Silk Route to the spice trade, India's ports, cities, and markets connected civilisations and fostered both, economic and cultural exchanges across continents. The foundation of this legacy was built on three main principles: India's location, people, and the ability to build and evolve. As India now stands at the cusp of becoming the world's third-largest economy, these same principles are key to reclaim the country's historical prominence. Only this time, it must be a global hub for connectivity, mobility, tourism, and trade.

Today, the nation is well on its way in this journey with a young,

talented population, a booming economy, rapid digitalisation, and a growing middle class that is generating consistent demand for mobility,

commerce, and tourism. But to ensure the longevity of this momentum and translate it into sustainable growth, and to reach the nation's \$10 trillion GDP ambition, there is a need to address one of the most important catalysts of economic transformation: world-class infrastructure. This is not just about physical assets but about strengthening the lifeblood of the economy, the movement of goods, people, ideas, and

investment. Every airport, port, highway or railway acts as an enabler of creating jobs and multiplying the GDP.

Within this ecosystem, aviation plays a pivotal role. India prides on three unique advantages that few nations can match. The strategic location of India gives it a natural edge: nearly 65 per cent of the world's population lives within a five-to-six-hour flight from India's shores, placing the country at the crossroads of global trade and travel. People provide the demographic dividend: one of the youngest and most dynamic workforces in the world, capable of powering aviation, hospitality, technology, and services among other sectors. And infrastructure, though still evolving, has expanded rapidly, with new airports, increased capacity, and digital solutions such as DigiYatra beginning to

reshape the passenger experience. Combined with sustained GDP growth and rising disposable incomes, these three pillars create favourable demand possibilities.

The scale of this opportunity is evident in the trajectory of the aviation industry.

Globally, the link between GDP growth and air travel is clear, and India is no exception. The country is already the world's third-largest domestic aviation market. Yet with only around 800 aircraft for a population of 1.45 billion, compared with more than 3,000 in China, the sector remains underserved relative to its potential and size. By 2030, India's aviation market is expected to nearly double to 500 million travellers.



The good news is that access is no longer the bottleneck. For instance, 90 per cent of India's population lives within 100 km of an IndiGo-served airport. The next phase must be about scale and quality, creating hub airports that can stand alongside the likes of Dubai or Singapore. Developing bigger and better airports will enable smooth international and domestic transit, while empowering Indian carriers to compete globally and capture a much larger share of global traffic.

The outcome would be enormous: generating job opportunities, contributing positively to the economic value, and creating a stronger position for India in the world economy. At present, however, only one Indian airport, Indira Gandhi International Airport (IGI) in Delhi, features among the world's top 10. For an economy of India's size and scale, it is anticipated that more airports will follow suit.

This is where hub infrastructure becomes critical. Multiple terminals with seamless interconnectivity, efficient immigration and security systems, and transit-friendly design are what will make India a preferred stopover. Geography gives India the advantage; capacity, systemic advancements, infrastructure and experience must complement it. A traveller flying from Europe to Southeast Asia should find Delhi or Mumbai as convenient as Dubai or Singapore. That is the benchmark we must set for ourselves if India is to become a true global connector.

But airports alone will not be enough. To unlock the full potential of aviation, three policy priorities stand out. First, cost competitiveness. Aviation turbine fuel pricing and airport charges must be rationalised if India is to sustain affordable fares while enabling investment. Second is the utilisation of

assets, such as through digital adoption like that of DigiYatra.

And third, openness. Visa processes remain a stumbling block for inbound tourism. India, which is home to 44 UNESCO World Heritage Sites and one of the seven wonders of the world, attracts just 10 million foreign visitors annually, a fraction of its potential, and far below countries with fewer attractions. Simplifying visas and transit rules will make it easier for India to welcome the world.

Equally important is integration. Airports must be part of a wider infrastructure ecosystem — seamlessly linked to ports, highways, railways, and industrial corridors.

Long-term vision and policy stability will be critical. Infrastructure projects take years to plan and decades to deliver their full impact. Transparent regulatory frameworks, public-private partnerships that attract global capital, and large-scale skilling programmes to build the human capital for aviation and related sectors must all be sustained over the long haul.

India's growth story is among the most compelling in the world today. Ambition, gumption and implementation combined can ensure the desired results. To reach the \$10 trillion milestone, investment must focus on quality, efficiency, effectiveness, and seamless integration of infrastructure.

The foundations are being laid. The direction is clear. Ambition is limitless. Now is the time to build — not just for today, but for the India we aspire to be in 2050.

The writer is CEO, IndiGo

ब्रांड से सबक



भारत की लो कॉस्ट एयरलाइन कंपनी

## 2014 में डूबने की कगार पर थी स्पाइसजेट, आज बेड़े में 65 विमान, रोजाना 150 से अधिक उड़ानें

दिसंबर 2014 की ठंड। दिल्ली एयरपोर्ट पर यात्रियों की भीड़ खड़ी थी। सबके हाथों में स्पाइसजेट की टिकट थी, लेकिन फ्लाइट उड़ान भरने के बजाय कैंसिल हो गई। सिर्फ एक-दो नहीं, बल्कि उस दिन 200 से ज्यादा उड़ानें अचानक रद्द करनी पड़ीं। पायलट और कर्मी महीनों से वेतन न मिलने की वजह से काम छोड़ने की तैयारी में थे। हवाई अड्डों पर कंपनी का कर्ज इतना बढ़ चुका था कि डीजीसीए ने चेतावनी दी- 'अगर अगले कुछ हफ्तों में स्थिति नहीं सुधरी तो स्पाइसजेट का लाइसेंस रद्द कर दिया जाएगा। कभी देश की दूसरी सबसे बड़ी एयरलाइन कंपनी रही स्पाइसजेट की स्थिति ऐसी क्यों हुई? 2014 और 2017 में स्पाइसजेट ने जेट एयरवेज को पीछे छोड़कर देश में दूसरी सबसे बड़ी एयरलाइन कंपनी की उपलब्धि हासिल की थी। कंपनी के बिना किसी ठोस योजना के बड़ी संख्या में बोइंग-737 जैसे बड़े विमान खरीदने, भारी विदेशी कर्ज और यात्रियों की संख्या बढ़ाने के लिए '499 रुपए वाली टिकट' जैसी स्कैम्स इसके लिए जिम्मेदार थीं। हालांकि सही समय पर गलतियों को सुधारने और मैनेजमेंट में बदलाव ने इसे दूसरी किर्गाफिशर बनने से बचा लिया। ब्रांड से सबक में आज पढ़िए स्पाइजेट की कहानी कि कैसे इस कंपनी ने खुद को दोबारा खड़ा किया।

### वर्तमान स्थिति

बेड़े में 65 विमान, रोज 150 के करीब उड़ानें

वर्तमान में स्पाइसजेट का मार्केट कैप करीब 5158 करोड़ रुपए है। कंपनी रोजाना करीब 150 उड़ानें भरती है। इसका नेटवर्क देश के 38 शहरों और अंतरराष्ट्रीय स्तर पर सऊदी अरब, थाइलैंड और यूएई तक फैला है। इसके बेड़े में करीब 65 विमान हैं, जिनमें बोइंग 737 और एयरबस ए320 जैसे विमान शामिल हैं। 2015 के संकट से निकलने के बाद कंपनी ने कई बार टर्नलैस का सामना किया है, लेकिन अभी भी यह भारत की टॉप 5 निजी एयरलाइंस में गिनी जाती है।

**सबक क्यों-** दिवालिया होने की कगार पर पहुंची स्पाइसजेट ने भारत जैसे कठिन एविएशन सेक्टर में खुद को उबारा, मुनाफे में आई।



1 करोड़ के करीब यात्रियों ने उड़ान भरी थी 2010-11 में स्पाइसजेट की एयरलाइंस में जो बड़ा आंकड़ा है।

70% तक गिर गया था स्पाइसजेट का शेयर साल 2014 के आर्थिक संकट के दौरान।

बिजनेस टाइकून अजय सिंह ने 2004 में रॉयल एयरवेज लिमिटेड को खरीद लिया था। 2005 में इसका नाम बदलकर स्पाइसजेट कर दिया था।

### यूँ डूबने की कगार पर पहुंची

- तेल की बढ़ती कीमतें, अधिक खर्च-** 2013-14 में कच्चे तेल की कीमतें लगातार बढ़ रही थीं, लेकिन स्पाइसजेट ने कोई ठोस रणनीति नहीं बनाई। नतीजा, खर्च बढ़ता गया, मुनाफा घटता गया।
- खराब मैनेजमेंट, गलत रणनीति** - 2012-14 के बीच स्पाइसजेट का मैनेजमेंट अस्थिर हो गया। फ्लाइट शेड्यूलिंग, टिकटिंग और रूट प्लानिंग गड़बड़ा गई। इसके अलावा चेंबरमैन बदलते रहे, स्पष्ट रणनीति नहीं थी। बोर्ड के फैसले असंगत थे।
- रुपए में गिरावट, विदेशी कर्ज का दबाव** कंपनी ने डॉलर में कर्ज लिया था। जब रुपए का मूल्य गिरा, तो कर्ज का बोझ और बढ़ गया। विमान किराए पर रखने में मुश्किलें बढ़ गईं।
- कर्मचारियों का भरोसा टूटा-** पायलट, ग्राउंड स्टाफ और केबिन कर्मी महीनों तक वेतन अटक रहा। इस माहौल में कर्मचारियों का मनोबल टूट गया।

### स्पाइसजेट की ऐसे हुई वापसी

- अजय सिंह की वापसी-** 2005 में स्पाइसजेट शुरू करने वाले अजय सिंह ने 2010 में 750 करोड़ रु. में अपनी 37.7% हिस्सेदारी कलानिधि मारन को बेच दी थी। 2015 में फिर उसे वापस लिया।
- लागत नियंत्रण-** अजय सिंह ने आते ही बड़े घाटे वाले रूट बंद किए और छोटे-छोटे लेकिन मुनाफे वाले रूट्स पर फोकस किया। इससे फ्यूल और ऑपरेशनल खर्च घटा और कंपनी धीरे-धीरे फिर से एविएशन सेक्टर में टिकने लगी।
- कर्जदाताओं, फ्यूल सप्लायर्स से समझौता-** अजय सिंह ने सप्लायर्स और कर्जदाताओं को बकाया चुकाने का रोडमैप बनाया। इसके बाद इंडियन ऑयल जैसी कंपनियों ने धीरे-धीरे सप्लाय शुरू की।
- क्षेत्रीय रूट्स, छोटे शहरों पर फोकस-** स्पाइसजेट ने छोटे शहरों को जोड़ने वाले रूट्स पर ध्यान दिया। स्पर्धा के कारण यात्री संख्या बढ़ी।

### भारतीयता के प्रतीक मसालों पर नाम रखा था 'स्पाइसजेट'

#### शुरुआत : निजी एयर टैक्सी कंपनी 2005 में बनी स्पाइसजेट

स्पाइसजेट अप्रैल 2005 में शुरू हुई। बिजनेस टाइकून अजय सिंह ने इसकी शुरुआत की। दिल्ली-मुंबई के बीच कंपनी की पहली फ्लाइट ने उड़ान भरी। असल में 1984 में मोदी ग्रुप ऑफ कंपनी के एस्के मोदी ने एक प्राइवेट एयर टैक्सी कंपनी शुरू की थी। बाद में इसे घरेलू एयरलाइन कंपनी में बदल दिया। 2004 में अजय सिंह ने इन्हीं की कंपनी खरीदकर स्पाइसजेट शुरू की।

**ऐसे पड़ा नाम :** 'Spice' भारतीयता व स्वाद का प्रतीक है, जबकि 'Jet' विमान का। इससे कंपनी ने संदेश दिया कि यह एयरलाइन भारतीयों के लिए ही बनी है।

#### गिरावट : विस्तार की जल्दबाजी से डूबने की कगार पर पहुंची

2012-14 के बीच स्पाइसजेट ने बेड़े में 30 से ज्यादा बोइंग 737 विमान जोड़े, लेकिन कोई ठोस वित्तीय योजना नहीं बनाई। इससे ऑपरेशनल लागत बढ़ गई। इसके अलावा तेल की कीमतों में हुई बढ़ोतरी को कंपनी संभाल नहीं पाई, जिससे कर्मचारियों की सैलरी, लीज का भुगतान आदि भी अटक गया। इससे कंपनी पर कर्ज 2000 करोड़ के करीब पहुंच गया।

**सबसे बड़े प्रतिद्वंद्वी :** इंडिगो, एयर इंडिया, गोएयर (अब गोफर्स्ट) और विस्तारा वर्तमान में इसके प्रमुख प्रतिद्वंद्वियों में शामिल हैं।

## भास्कर ब्रेकिंग | गणेश चतुर्थी पर अहमदाबाद आया विमान, अंबानी ने भी पिछले साल ऐसा ही जेट खरीदा था

# गौतम अदाणी ने 1000 करोड़ में 10वां जेट खरीदा, स्विट्जरलैंड में 35 करोड़ से इंटीरियर बदलकर फाइव स्टार होटल जैसा रूप दिया

भाविन पटेल | अहमदाबाद

बिलिनेयर उद्योगपति गौतम अदाणी ने अमेरिकी विमान कंपनी बोइंग से 737-मैक्स 8-बीबीजे सीरीज का लग्जरियस बिजनेस जेट (वीटी-आरएसए) खरीदा है। इसकी कीमत करीब 1000 करोड़ रुपए है।

यह लंदन तक नॉन-स्टॉप उड़ान भर सकता है, जबकि अमेरिका-कनाडा तक एक बार ईंधन भरने के बाद पहुंच सकता है। बिजनेस जेट का इंटीरियर स्विट्जरलैंड में 35 करोड़ रुपए की लागत से किया गया है। यह अल्ट्रा-लग्जरी एयरक्राफ्ट सुइट बेडरूम, बाथरूम, प्रीमियम लाउंज, कॉन्फ्रेंस रूम जैसी सुविधाओं से लैस है और 35 हजार फीट की ऊंचाई पर

उड़ते फाइव स्टार होटल के बराबर है। विमान का इंटीरियर पूरा करने में करीब 2 साल का समय लगा। स्विट्जरलैंड के बेसल शहर से 9 घंटे में 6300 किमी की दूरी तय कर यह गणेश चतुर्थी के दिन बुधवार सुबह 10 बजे अहमदाबाद एयरपोर्ट पर उतरा और वाटर कैनन सैल्यूट से इसका स्वागत किया गया।

सूत्रों के मुताबिक, अदाणी समूह की कर्णावती एविएशन कंपनी के पास नए विमान के साथ 10 बिजनेस जेट का बेड़ा हो गया है। गौरतलब है कि रिलायंस ग्रुप के चेयरमैन मुकेश अंबानी ने भी 24 अगस्त 2024 को इसी सीरीज का विमान खरीदा था। वैसे बोइंग 737 मैक्स 200-सीटर विमानों का उपयोग अकासा, एअर इंडिया एक्सप्रेस, स्पाइसजेट भी करती हैं। अब उद्योगपति भी अपने निजी उपयोग के लिए इसका इस्तेमाल कर रहे हैं।



अहमदाबाद एयरपोर्ट पर खड़ा विमान।

अदाणी के पास अब अमेरिका, कनाडा, ब्राजील, स्विस सीरीज के 10 विभिन्न जेट

कंपनी	संख्या	कीमत
अमेरिकी बोइंग-737 मैक्स	01	1000
कैनेडियन ग्लोबल-6500	01	400
स्विसमेड फ्लाइंग-24	05	120
ब्राजीलियाई एम्ब्रैयर लिगेसी-650	03	250

कीमत करोड़ रु. में। बी-200, हॉकर्स, चैलेंजर सीरीज के 3 पुराने जेट बेच दिए हैं।

हार्ड-स्पीड वाई-फाई और सैटेलाइट कम्युनिकेशन की सुविधा से लैस

- जेट में हार्ड-प्रोफाइल मीटिंग्स के लिए कॉन्फ्रेंस टेबल के साथ विशाल लाउंज।
- उच्च-स्तरीय सुरक्षा प्रणाली और सुरक्षित संचार लाइनें।
- उड़ते विमान में मीटिंग के लिए हार्ड-स्पीड वाई-फाई, सैटेलाइट कम्युनिकेशन और स्मार्ट ऑटोमेशन सिस्टम।



# Corporate Communications Directorate

RS DAINIK JAGRAN

DELHI

29 AUGUST 2025

## तुर्की एयरलाइंस के विमानों पर इंडिगो को मिला छह माह का विस्तार

नई दिल्ली, प्रेटर: विमानन नियामक नागरिक उड्डयन महानिदेशालय (डीजीसीए) ने इंडिगो को कुछ शर्तों के साथ तुर्की एयरलाइंस से लीज पर लिए गए दो बोइंग 777 विमानों को चलाने के लिए छह महीने का विस्तार दे दिया। कंपनी 28 फरवरी, 2026 तक दोनों विमानों को सेवा में रख सकेगी।

गौरतलब है कि डीजीसीए इंडिगो को तुर्की एयरलाइंस के विमानों को संचालित करने के लिए मई से 31 अगस्त के बीच तीन महीने का एक बार अंतिम विस्तार दिया था और आगे से कोई और विस्तार न मांगने को भी कहा था। तुर्किये को पाकिस्तान के समर्थन और मई में आतंकी शिविरों पर की गई स्ट्राइक की निंदा के बाद डीजीसीए ने ये कदम उठाया था। एयरलाइन ने कहा, "हम डीजीसीए के फैसले का स्वागत करते हैं। प्रतिबंधों से भारतीय विमानन को होने वाले नुकसान को कम करने में मदद करेगा।"



# Corporate Communications Directorate

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DAINIK JAGRAN

KANPUR

28 AUGUST 2025

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## इंडिगो की 3.2% हिस्सेदारी बेचेंगे राकेश गंगवाल

नई दिल्ली: इंटर्ग्लोब एविएशन के प्रमोटर राकेश गंगवाल और उनके पारिवारिक ट्रस्ट ने विमानन कंपनी इंडिगो में से अपनी 3.1 प्रतिशत हिस्सेदारी बेचने का फैसला किया है। यह हिस्सेदारी 7,027.7 करोड़ रुपये में बेची जाएगी। इंडिगो के सह-संस्थापक गंगवाल ने सहयोगी राहुल भाटिया के साथ विवाद के बाद चरणबद्ध तरीके से अपनी हिस्सेदारी को बेचना शुरू किया है। (प्रेट्र)



# Corporate Communications Directorate

DAINIK NAVJYOTI

JAIPUR

28 AUGUST 2025

## हवाई यात्रियों की संख्या घटी

एजेंसी/नई दिल्ली। पहलगाम हमले, पाकिस्तान के साथ सीमा पर तनाव और एयर इंडिया विमान हादसे के कारण देश में हवाई यात्रियों की संख्या माह-दर-माह लगातार चौथे महीने घटकर 126.05 लाख रह गई, जो सितंबर 2023 के बाद सबसे कम है। खास बात यह है कि कोरोना काल के बाद साल-दर-साल आधार पर पहली बार हवाई यात्रियों की संख्या में गिरावट दर्ज की गई है। नागर विमानन महानिदेशालय के बुधवार को धरेलू विमान सेवा कंपनियों के जारी आंकड़े में बताया गया है कि इस साल जुलाई में 126.05 लाख लोगों ने हवाई यात्रा की। यह जुलाई 2024 के 129.87 लाख की तुलना में 2.94 प्रतिशत कम है। साथ ही इस साल मार्च के बाद इस आंकड़े में लगातार गिरावट देखी जा रही है।



# Corporate Communications Directorate

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THE ECONOMIC TIMES

DELHI

29 AUGUST 2025

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## ■ 'Aviation Industry Losses to Surge in FY26'

**MUMBAI** The Indian aviation industry may post higher losses at ₹9,500-10,500 crore this fiscal from an estimated ₹5,500 crore in FY25, owing largely to the ongoing geopolitical situation and trade headwinds, ratings agency ICRA said on Thursday. At the same time, ICRA said, it is expecting a modest increase in domestic air passenger traffic to 172-176 million in FY2026, reflecting a growth of 4-6% over the previous year, lower than its earlier projections of a 7-10% increase.



# Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

29 AUGUST 2025

## Icra pegs aviation losses to hit ₹10.5K cr

NITIN KUMAR  
New Delhi, August 28

**THE DOMESTIC AVIATION** industry is set to see its losses nearly double in FY2026, amid mounting challenges such as geopolitical tensions and trade headwinds. Rating agency Icra on Thursday projected the sector's net losses to widen to ₹9,500-10,500 crore, compared with ₹5,500 crore in FY2025.

Alongside this, Icra lowered its growth forecast for domestic air passenger traffic to 4-6% in FY26, down from an earlier estimate of 7-10%. Passenger volumes are now expected to reach 172-176 million.

"During FY25, the Indian aviation industry benefited from improved pricing power, evident in higher yields, driven by healthy demand for air travel. However, the demand environment has turned more cautious in FY26," said Kinjal

### HITTING AN AIR POCKET

Icra lowered its growth forecast for domestic air passenger traffic to **4-6%** in FY26



Passenger volumes are now expected to reach **172-176 mn**

The slowdown in passenger traffic growth is expected to weigh on the industry's debt metrics

As of March 2025, the industry has seen a decline in the number of grounded aircraft

The industry expanded capacity by **5%** in FY25, reaching a fleet size of 855 aircraft as of March 31, 2025

Shah, senior vice-president & Co-Group head, Icra.

The slowdown in passenger traffic growth, coupled with a rising number of aircraft deliveries, is expected to weigh on the industry's debt metrics and reduce interest coverage ratios.

As of March 2025, the industry has seen a decline in the number of grounded aircraft caused by supply chain

issues. Shah added, "Engine failures and supply chain challenges had caused 20-22% of the total industry fleet to have been grounded as of September 2023. This proportion has come down to around 15-17% as of March 2025, corresponding to around 130 aircraft."

Icra noted that the Indian airline industry expanded capacity by 5% in FY25,

reaching a fleet size of 855 aircraft as of March 31, 2025. However, additional cost pressures persist due to currency fluctuations and fuel prices, which make up a significant share of operating costs. The depreciation of the Indian rupee against the US dollar—by about 3% year-on-year—has further added to the financial strain.



# Corporate Communications Directorate

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THE FINANCIAL EXPRESS

DELHI

29 AUGUST 2025

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## Mahindra to make Airbus H125 chopper fuselage



AIRBUS HAS  
AWARDED a  
contract to  
Mahindra

Aerostructures to manufacture the main fuselage of the H125 helicopters as the aerospace major boosts its Make in India efforts.

## Gangwals sell 1.3% stake in IndiGo for ₹2,933 cr, stock falls

PRESS TRUST OF INDIA  
New Delhi, August 28

**INDIGO PROMOTER RAKESH** Gangwal's family trust on Thursday sold a 1.3% stake in the country's largest airline for ₹2,933 crore through open market transactions, cumulatively offloading shares worth ₹14,497 crore so far this year.

With the latest sale, the cumulative divestment by Rakesh Gangwal, along with his wife Shobha Gangwal and their family trust — the Chinkerpoo Family Trust — stood at ₹39,532.79 crore, translating to around \$4.51 billion.

Since 2022, Gangwals and their family trust have offloaded a 28.32% stake in IndiGo, according to an analysis by PFI.

InterGlobe Aviation, which commands substantial valuation in the stock market, operates IndiGo, which accounts for over 65% of the total domestic air traffic.

Following a bitter fallout with co-promoter and co-founder Rahul Bhatia, Gangwal, in 2022, announced that he will gradually sell stake in the airline in a phased manner.

According to the bulk deal data available on the NSE on Thursday, the Chinkerpoo Family Trust offloaded a total of 5.04 million shares in two tranches representing a 1.3% stake in Gurugram-based

### UNDER PRESSURE

InterGlobe Aviation (IndiGo)  
Intra-day on BSE (₹), Aug 28



InterGlobe Aviation.

The shares were disposed of in the price range of ₹5,814.71-5,825.72 apiece, taking the combined deal value to ₹2,933.39 crore.

After the stake sale in IndiGo, the holding of the Chinkerpoo Family Trust, whose trustees are Shobha Gangwal and JP Morgan Trust Company of Delaware, has come down to 1.78% from 3.08%. Also, the combined shareholding of Gangwals and Family Trust in IndiGo has declined to 6.51% from 7.81%.

Details of the buyers of InterGlobe Aviation's shares could not be ascertained on the exchange.

Shares of InterGlobe Aviation declined 5.22% to close at ₹5,734 on the NSE.



# Corporate Communications Directorate

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FREE PRESS JOURNAL

MUMBAI

28 AUGUST 2025

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## **Jet Airways to transfer Mumbai office space lease for ₹370 cr**

**PTI**

**NEW DELHI**

Jet Airways, which is undergoing liquidation, on Wednesday said it has executed an agreement to transfer the lease of its office space in Mumbai to an entity for a little over Rs 370 crore.

The proposed lease transfer, subject to approval from the MMRDA, is being conducted under the provisions of the Insolvency and Bankruptcy Code (IBC) and Liquidation Regulations, according to a regulatory filing.

After flying for 25 years, the once storied Jet Airways shuttered operations in April 2019, following financial headwinds and subsequently, lenders referred the ailing airline for resolution under the IBC. Under the insolvency resolution process, the winning bidder was unable to implement the resolution plan due to multiple issues, and after long-drawn legal proceedings, the Supreme Court, in November 2024, ordered the liquidation of the carrier. The lease will be transferred to Parthos Properties Pvt Ltd for a consideration of Rs 370.25 crore.



# Corporate Communications Directorate

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HINDUSTAN

DELHI

28 AUGUST 2025

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## एयरपोर्ट विस्तार के लिए सर्वे रिपोर्ट सौंपी

ट्रॉस हिंडन। हिंडन एयरपोर्ट के विस्तार के लिए एयरपोर्ट प्रबंधन ने संयुक्त सर्वे की रिपोर्ट जिला प्रशासन को सौंप दी है। करीब नौ एकड़ जमीन का अधिग्रहण किया जाएगा, जिसे चिह्नित करने का काम प्रशासन ने शुरू कर दिया। हिंडन एयरपोर्ट से व्यावसायिक उड़ानों की शुरुआत के बाद से इसकी क्षमता बढ़ाने की कवायद शुरू हुई थी। अधिग्रहण के बाद एयरपोर्ट प्रबंधन डीपीआर बनाएगा और फिर विस्तार का काम शुरू होगा।



# Corporate Communications Directorate

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THE HINDU

DELHI

29 AUGUST 2025

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## Gangwal's family trust sells stake in IndiGo for ₹2,933 cr.

IndiGo promoter Rakesh Gangwal's family trust on Thursday sold a 1.3% stake in the country's largest airline for ₹2,933 crore through open market transactions, cumulatively offloading shares worth ₹14,497 crore so far this year. With the latest sale, the cumulative divestment by Rakesh Gangwal, along with his wife Shobha Gangwal and their family trust – the Chinkerpoo Family Trust – stood at ₹39,532.79 crore, translating to around \$4.51 billion. <sup>PH</sup>



## Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

29 AUGUST 2025

# DGCA extends Indigo's Turkish Airlines lease deal by 6 months

**Neha LM Tripathi**

letters@hindustantimes.com

**NEW DELHI:** The Directorate General of Civil Aviation (DGCA) has approved a six month extension for IndiGo to operate two Boeing 777-300ER aircraft on damp lease from Turkish Airlines, according to a circular issued by the aviation regulator.

The fresh authorisation, issued on August 26, allows the airline to operate the twin-aisle jets until February 28, 2026, subject to stringent conditions. The move comes months after the DGCA, in May, provided a final extension till August 31 to operate these aircraft.

The two wide-body aircraft, registered as TC-LKD and TC-LKE, were initially leased for operations between India and Turkey. Their authorisation, originally valid till February 2025, had already been extended twice; till May 31 and then till August 31 this year.

**THE AVIATION  
REGULATOR SAID  
THE EXTENSION IS  
INTENDED TO GIVE  
THE AIRLINE  
SUFFICIENT TIME  
TO MAKE  
ALTERNATIVE  
ARRANGEMENTS**

The extensions came amid strain in ties between India and Turkey, with concerns raised over the latter's ties with Pakistan and its support to Islamabad after the terror attack in Pahalgam in April and during Operation Sindoor launched by Indian forces subsequently.

The DGCA letter, addressed to IndiGo's accountable manager (CEO Pieter Elbers), specified that this six-month extension is intended to give the airline sufficient time to make alternative arrangements.

Indigo may consider getting

these or other suitable aircraft on dry lease and operate the same on their AOC (Air Operators Certificate), the DGCA circular, which HT has seen, said. "Beyond this extension, IndiGo may either operate the India-Turkey route with their own aircraft or any other wet/damp leased aircraft compliant with requirements..." the circular said.

"This extension of six months is more than adequate for IndiGo to make other suitable arrangements, and no further extension would be considered for these wet/damp lease operations," it added.

In a statement issued on Thursday, IndiGo said, "...[the] approval comes at a crucial time and will help mitigate losses to the Indian aviation due to geopolitical restrictions, and greatly benefiting Indian travellers during the peak travel season by ensuring a seamless, direct connection to Istanbul and points beyond."

# Flight safety regulation needs reform at the top

From financial and administrative autonomy to hiring practices, there are many areas where DGCA needs a serious rethink

**P**ost the Air India crash in June, India's civil aviation regulator, the directorate general of civil aviation (DGCA), the airlines it regulates, and their safety practices, have all been facing intense public scrutiny in Parliament and in the media. Every minor development in the civil aviation sector is now being dissected, leading to paranoia creeping into the minds of the ordinary flyer.

Recently, on a flight from the national capital to Goa, a woman seated next to me prayed for such a long time at take-off that I thanked her for praying on behalf of both of us. Ever since she saw the video of the June crash, she said, she prays harder than she did earlier upon boarding an aircraft — which, she added, is thankfully not often. In a gesture of warmth one comes across while travelling in India, she insisted on sharing some of her homemade food with me.

Thanks to the enhanced scrutiny, two things have become very clear: One, the functioning of DGCA needs a dramatic overhaul, which this writer has thoroughly discussed in these pages even before the accident. And two, airlines need to adopt a

more proactive approach to violations and transgressions by their staff, many of which are a direct threat to passenger safety, as highlighted in reports of the Aircraft Accident Investigation Bureau (AAIB).

A recent report on safety by the parliamentary standing committee on civil aviation makes a slew of recommendations. Many of the suggestions have been highlighted by the media in the past, but have been water off a duck's back as far as the authorities are concerned. Coming against the backdrop of the June catastrophe, and from a parliamentary committee, the public may yet hope that the recommendations will be taken more seriously by the powers that be.

While many of the reforms suggested have merit, I will highlight two that should have been undertaken long ago.

The first is setting up an independent civil aviation economic regulatory authority. With flyer numbers swelling (domestic air passenger traffic declined 2.94% in July year-on-year, presumably because of the Ahmedabad crash), and in the absence of an authority looking after the interests of passengers, DGCA is pulled into managing/solving every controversy/problem, big and small, affecting the sector — from rising fares to passenger misbehaviour, delays to operator transgressions.

It has willy-nilly become the nation's favourite punching bag for all ills afflicting the sector — a safety

threat in itself, given that the body in charge of keeping flying incident- and accident-free is perpetually distracted by matters unrelated to it.

As someone who has observed this space for over 25 years now, I maintain that we need to start from scratch and establish a brand new regulator rather than trying to reform the existing one.

The report prescribes full administrative and financial autonomy for DGCA — which, at 85%, has a far lower International Civil Aviation Organisation (ICAO) audit score than peer organisations in the US, UK or UAE (all well above 90%). This, the report says, will allow it to fill the shortage of critical technical staff —

DGCA is presently functioning with just 50% of its technical staff requirement — and upgrade the technology it uses, in keeping with today's needs.

The second is rethinking the regulator's personnel requirements and hiring practices. While this article cannot highlight all the sub-optimal practices being followed by the regulator, let me delve into one: the sad history of one of the most critical positions at DGCA, the flight operations inspector (FOI). FOIs keep review operations of the airlines from a safety perspective.

Unable to find talent ready to join on the government's terms and remuneration, DGCA, decades ago, started inducting senior commanders from Air India and Indian Airlines on "secondment" from the then government-owned airlines. These



The safety regulator needs to be headed by a highly experienced and technically qualified individual for its culture to change.

BLOOMBERG

commanders were paid by their airlines but were deputed to the safety regulator to aid with inspecting flight operations.

This perhaps explains why they were often found batting on behalf of their airlines rather than the regulator. It was only after the US Federal Aviation Authority (FAA) downgraded India in 2014 that DGCA started paying the salary of these commanders. Even so, most perks such as flight tickets, insurance, and other benefits still come from the airline from which they are "on lien" to the regulator.

Even the airline's top managers — despite the clear interest in continuing with the status quo — can see the flaws in the present system and argue that DGCA needs to offer these inspector-commanders a package that exceeds market remuneration

by a wide margin and, ideally, have them on its rolls, with fixed tenures. With the better work-life balance such a job can offer, many will apply, and the regulator will get the best of the pick, who can then work free of biases.

But before we take this plunge or others that are needed, we need to start at the very top to correct recruitment practices that have remained deeply flawed for decades. The safety regulator needs to be headed by a highly experienced, technically qualified, and incorruptible individual for its culture to change.

It might be a cliché but change truly must begin at the top.

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



Anjali Bhargava

LOKSATYA

DELHI

29 AUGUST 2025

## समुद्र के ऊपर उड़ते समय इंडिगो फ्लाइट में गड़बड़ी

अहमदाबाद, लोकसत्या। सूरत से दुबई जा रही इंडिगो फ्लाइट की अहमदाबाद में इमरजेंसी लैंडिंग हुई। विमान संख्या 6E-1507 ने गुरुवार सुबह 9:30 बजे सूरत एयरपोर्ट से उड़ान भरी।

बीच में कुछ तकनीकी गड़बड़ी के कारण विमान को अहमदाबाद के सरदार वल्लभभाई पटेल एयरपोर्ट पर उतारना पड़ा।

विमान में 150 यात्री सवार थे। जब पायलट को इंजन में कुछ दिक्कत महसूस हुई, विमान समुद्र के ऊपर था।

पायलट ने तुरंत एयर ट्रैफिक कंट्रोल से संपर्क किया, जिसके बाद विमान को सफलतापूर्वक अहमदाबाद में उतारा गया।

इंडिगो ने बताया कि सभी यात्रियों को सुरक्षित विमान से उतारा गया। पैसेंजर्स को करीब दो घंटे तक

- इंजन में दिक्कत आई  
अहमदाबाद में इमरजेंसी  
लैंडिंग



इंतजार करना पड़ा। बाद में एक दूसरी फ्लाइट से उन्हें दुबई के लिए भेजा गया।

भारत में अगस्त महीने में हुई ये पांचवीं। भारत में अगस्त में तकनीकी खामियों के कारण विमानों में हुई 4 बड़ी घटनाएं



# Corporate Communications Directorate

MINT

DELHI

29 AUGUST 2025

## Gangwal nets \$501 mn in downsized IndiGo sale

[Bloomberg](#)  
[feedback@mint.com](mailto:feedback@mint.com)

**B**illionaire Rakesh Gangwal's latest attempt to pare his stake in IndiGo faced a surprise on Thursday, as the size of his share sale was reduced—a rare move for IndiGo, whose stock ranks among the world's most valuable airlines.

Gangwal and the Chinkerpoo Family Trust offloaded 7.56 million shares or 1.96% stake in the low-cost carrier, raising about ₹43.9 billion, according to the terms of the deal seen by *Bloomberg News* on Thursday. This is less than the earlier plan to sell 12.1 million shares worth over \$800 million, the terms showed.

The deal was carried out on Thursday—after the markets were shut on Wednesday for a public holiday—amid concerns that US's punitive tariffs could hurt economic growth. Local units of Morgan Stanley, Goldman Sachs Group Inc. and JPMorgan Chase & Co. were placement agents, according to the terms.

IndiGo shares tumbled 5.3% to 45,727 on Thursday, their biggest single-day retreat since 13 January. Gangwal, co-founder of InterGlobe Aviation Ltd, which runs IndiGo, has been reducing his stake since 2022. *CNBC Awaaz* reported that the deal size was cut due to weak demand from domestic institutions.

Spokespeople at InterGlobe Aviation and the brokerages didn't immediately respond to emailed queries, while Gangwal and the Chinkerpoo Family Trust were unavailable for comment outside business hours.



# Corporate Communications Directorate

MILLENNIUM POST

DELHI

29 AUGUST 2025

## Rakesh Gangwal's family trust sells 1.3% stake in IndiGo for ₹2,933 cr via open market transactions

**NEW DELHI:** IndiGo promoter Rakesh Gangwal's family trust on Thursday sold a 1.3 per cent stake in the country's largest airline for Rs 2,933 crore through open market transactions, cumulatively offloading shares worth Rs 14,497 crore so far this year.

With the latest sale, the cumulative divestment by Rakesh Gangwal, along with his wife Shobha Gangwal and their family trust — the Chinkerpoo Family Trust — stood at Rs 39,532.79 crore, translating to around \$4.51 billion.

Since 2022, Gangwals and their family trust have offloaded a 28.32 per cent stake in IndiGo, according to an analysis by PTI. InterGlobe Aviation, which



commands substantial valuation in the stock market, operates IndiGo, which accounts for over 65 per cent of the total domestic air traffic.

Following a bitter fallout with co-promoter and co-founder Rahul Bhatia, Gangwal, in 2022, announced that he will gradual sell stake in the airline in a phased manner. According to the bulk deal data available on the NSE on Thursday,

### Highlights

- » 'Since 2022, Gangwals and their family trust have offloaded a 28.32 per cent stake in IndiGo'
- » The shares were disposed of in the price range of Rs 5,814.71-5,825.72 apiece, taking the combined deal value to Rs 2,933.39 crore

the Chinkerpoo Family Trust offloaded a total of 50.40 lakh shares in two tranches representing a 1.3 per cent stake in Gurugram-based InterGlobe Aviation. The shares were disposed of in the price range of Rs 5,814.71-5,825.72 apiece, taking the combined deal value to Rs 2,933.39 crore.

After the stake sale in IndiGo, the holding of the Chinkerpoo Family Trust,

whose trustees are Shobha Gangwal and JP Morgan Trust Company of Delaware, has come down to 1.78 per cent from 3.08 per cent.

Also, the combined shareholding of Gangwals and Family Trust in IndiGo has declined to 6.51 per cent from 7.81 per cent. Details of the buyers of InterGlobe Aviation's shares could not be ascertained on the exchange. PTI



# Corporate Communications Directorate

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MILLENNIUM POST

DELHI

29 AUGUST 2025

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## IndiGo gets six-month extension to operate two Turkish Airlines planes

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*“The six-month extension to IndiGo to operate leased Turkish Airlines planes comes with certain conditions”*

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**MUMBAI/NEW DELHI:** Aviation regulator DGCA has granted a six-month extension to IndiGo on damp leasing of two Boeing 777 aircraft from Turkish Airlines, sources said on Thursday.

The surprising development comes less than three months after the Directorate General of Civil Aviation (DGCA) in May provided a one-time final extension of three months till August 31 to IndiGo for operating the Turkish Airlines

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**Currently, IndiGo is operating 2 B777-300 ER aircraft under damp lease from Turkish Airlines**

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aircraft and had also asked the carrier not to seek any further extension.

The DGCA move had come against the backdrop of Turkiye backing Pakistan

and condemning India's strikes on terror camps in the neighbouring country in May.

The sources on Thursday said the regulator has granted a six-month extension to IndiGo for operating the leased planes from Turkish Airlines with certain conditions.

Currently, IndiGo is operating two B777-300 ER aircraft under damp lease from Turkish Airlines, and the current lease is to expire on August 31. PTI

# Corporate Communications Directorate

THE MORNING STANDARD

DELHI

29 AUGUST 2025

## Govt says IndiGo can extend alliance with Turkish Airlines for 6 months

S LALITHA @NewDelhi

IN a major relief for IndiGo, the Centre has permitted the airline to extend its partnership with Turkish Airlines for six months. The current extension was set to expire on August 31, as per the sources.

The wet lease has now been extended from September 1, 2025, to February 28, 2026. Under the agreement, IndiGo operates two Boeing 777 aircraft with crew from Turkish Airlines on its Delhi and Mumbai flights to Istanbul. These are wide-bodied aircraft with a seating capacity of around 500.

IndiGo's partnership with the airline has faced strong criticism after Turkey openly supported Pakistan during the Indo-Pak confrontation in March. A coordinated online campaign under the hashtag #BoycottTurkey led to thousands of cancellations of travel plans to the country.

Confirming the development, an IndiGo spokesperson said, "We acknowledge the acceptance of IndiGo's request for extension to its wet lease arrangement with Turkish Airlines, subject to conditions laid down by the regulator. This approval comes at a crucial time and will



**Approval comes at a crucial time: Spokesperson**

"We acknowledge the acceptance of IndiGo's request for extension to its wet lease arrangement with Turkish Airlines. This approval comes at a crucial time and will help mitigate losses to Indian aviation due to geopolitical restrictions, while greatly benefiting Indian travellers during the peak travel season by ensuring a seamless connection to Istanbul and beyond," an IndiGo spokesperson said.

help mitigate losses to Indian aviation due to geopolitical restrictions, while greatly benefiting Indian travellers during the peak travel season by ensuring a seamless, direct connection to Istanbul and beyond."

The spokesperson added, "Given the current geopolitical challenges, this extension provides much-needed continuity and stability in operations, allowing us to better serve the growing demand for interna-

tional travel. We are thankful to the authorities for accepting our request. As always, we remain fully compliant with the relevant regulations and conditions of the extension."

The aviation regulator, Directorate General of Civil Aviation, had earlier given IndiGo an ultimatum on May 29, granting a temporary extension until August 31 to end its wet lease arrangement. IndiGo had then assured the regulator that it would terminate the partnership.

## 2 held for trying to smuggle drugs to Turkey: CISF

S LALITHA @NewDelhi

A bid to smuggle medicines in bulk to Istanbul from Terminal 3 of the IGI Airport was foiled by CISF personnel. Two male flyers, natives of Turkmenistan, were held in this connection, sources said.

Airport sources said, "The duo was held on Monday (August 25) during intensive checks carried out on their baggage before they boarded a flight from Delhi to Istanbul. These checks were based on passenger profiling. The value of the medicines, which were generic, is worth nearly ₹14 lakh."

"It was clearly an illegal act," a source said. "The medicines did not have the MRP on them. The duo did not have any prescription either, nor did they have any supporting bills. The seized consignment consisted of tablets and capsules used for cancer treatment, asthma and pain relief. "It looks like they may be mixed and used in products for other recreational purposes," he added.





# Corporate Communications Directorate

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THE MORNING STANDARD

DELHI

29 AUGUST 2025

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## Dubai-bound flight lands safely after tech snag

**DILIP SINGH KSHATRIYA**  
@ Ahmedabad

A mid-air scare was reported on Thursday when an IndiGo flight from Surat to Dubai (6E-1507), carrying 150 passengers, made an emergency landing at Ahmedabad after one of its engines developed a technical snag. The aircraft landed safely and all passengers disembarked without incident. They were subsequently flown to Dubai on an alternate aircraft.

The incident occurred soon after the aircraft took off from Surat International Airport. The pilot swiftly alerted Air Traffic Control and diverted the plane to Sardar Vallabhbhai Patel International Airport, Ahmedabad.

An airport official said, "An IndiGo flight travelling from Surat to Dubai made an emergency landing in Ahmedabad after the pilot immediately decided to divert the aircraft. Technical teams at Ahmedabad Airport carried out a detailed inspection of the plane. Passengers were accommodated on an alternate flight, which has since departed."

THE PIONEER

DELHI

28 AUGUST 2025

## Come September, beware the ides of March

PIONEER NEWS SERVICE

■ New Delhi

For the past three-and-a-half years, the deals happened mostly in August or September. Now that August is about to end, and September is around the corner, it is time for the Gangwal family, the former co-owner of IndiGo, India's largest airline, to go on a share-selling spree. According to a news agency, Rakesh Gangwal, and his family trust will collectively sell just over three per cent stake for \$800 million.

The sale will bring down the family's ownership to below five per cent. In February 2022, Gangwal fought with his partner, Rahul Bhatia, over alleged corporate governance issues. The fight was bitter, emotional and public. Since then, he vowed to get out of IndiGo. But a bulk sale of such proportions would have reduced his profits due to a decline in stock price. So, he waited and watched, even as he sold small stakes at regular intervals.

As per a term sheet, cited by the agency, just over 12 million shares are on the table, with a price tag of just over ₹5,800, or a slight discount over the market price. The proposed transactions will be executed through one or more sales on the two stock exchanges, NSE and BSE. The sale is secondary, and the proceeds will go to the selling shareholders (former owners).

After its completion, the holdings of Gangwal and his family trust will come down from 7.81 per cent to 4.71 per cent. As part of the structure, IndiGo's vendors and their immediate relatives will be subject to a 150-day lock-in period, restricting them from selling the shares during this period. It indicates that some of the



suppliers may be interested in increasing their stakes in the airline.

However, there is a catch. According to the agency, the term sheet allows for a negotiated transfer of shares worth at least \$300 million, or more than a third, to a single investor or group, provided it is done at or above the offer price, and the buyer agrees to adhere to the lock-in period. This implies that there may be a large bulk buyer, who is interested in buying or adding almost one per cent. It may

be an institution, a mutual fund, or even someone close to Bhatia.

Since February 2022, the Gangwal family has been an active seller every few months. In September 2022, less than three per cent stake was sold for ₹2,000 crore. It was not a lucrative one since the price remained flat between February and September 2022. In February 2023 came the next round, with a collective sale price of ₹3,000 crore. In August the same year, another sale of less than three per cent hap-

pened for less than ₹3,000 crore.

By this time, the stock had inched up to ₹2,500, up from ₹1,800-2,000 17-18 months ago. In August 2024, a sale of just over five per cent fetched a massive ₹9,500 crore, as the stock price skyrocketed to over ₹4,800 (August 30, 2024). In May this year, Gangwal and his family trimmed their holding by 5.72 per cent, and earned ₹11,564 crore. With the current sale, there will be an addition of another ₹7,000 crore to the Gangwal's bloated piggy bank.

The past year turned out to be great for the stock, and a good time to sell because of the high valuations. Even as the stock indices yo-yoed wildly and violently, IndiGo crossed ₹6,000, and the market capitalisation was ₹2.33 lakh crore (August 27). However, there is a huge difference between the high (₹6,232.5) and low (₹3,780) over the past 52 weeks. As the lyrics of the song goes, "Come September, everything wrong gonna be alright, Come September."

## Come September, beware the ides of March

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# Corporate Communications Directorate

THE PIONEER

LUCKNOW

28 AUGUST 2025

## IATA proposes higher age limit of 67 years for pilots operating commercial flights

**PIONEER NEWS SERVICE**  
■ New Delhi

Global airlines' grouping IATA has proposed increasing the upper age limit to 67 years for pilots who are operating multi-pilot commercial flights.

Amid a shortage of available pilots compared to the rising demand spurred by aviation sector growth, the proposal has been made by IATA to the International Civil Aviation Organisation (ICAO).

The International Air Transport Association (IATA) represents around 350 airlines worldwide, including Air India, IndiGo and SpiceJet. In a working paper titled 'Proposal to Raise the Multi-Pilot Commercial Air Transport Pilot Age Limit to 67 years', IATA said the growth of the aviation industry worldwide is causing the demand for pilots to outstrip supply.

"Raising CAT (Commercial Air Transport) pilot age limits to allow more pilots to continue to work is aligned with 15 of the 17 United Nations (UN)

Sustainable Development Goals (SDGs), including the initiative of the Next Generation of Aviation Professionals (NGAP) Programme to ensure a sufficient supply, whether recruiting older candidates or retaining existing pilots, of qualified avia-

tion professionals for the future," it said.

In 2006, the upper age limit for pilots for operating multi-pilot flights was increased to 65 years from 60 years. Emphasising that raising the limit to 65 years has not compromised aviation safety and integrity, the airlines' grouping said the proposed increase to age 67 years is a "cautious but reasonable step consistent with safety".

In at least three countries — Canada, Australia and New Zealand — there are no upper age limits for pilots, including for those pilots undertaking CAT operations.

The retirement age for commercial pilots in India, which is one of the world's fastest-growing civil aviation markets, is 65 years.

According to IATA, the working paper supports ICAO initiatives to date to progress more integrated systems of medical assessment. These will ensure the safe implementation of changes to pilot age limits as well as reinforce the value and effectiveness of a risk-assessed, systems-based integrated approach to management of any medical condition that might affect flight safety, it added.

Further, the airlines' grouping said there is no evidence of increased on-duty medical safety events in licenced air traffic con-

trollers who are not subject to age limits, who are assessed to similar functional requirements, incapacity risk targets and operational competence testing.

"The two leading concerns for future risk of medical-cause fatal accidents are mental health conditions and problematic substance use (eg, alcohol and other drugs). These potential causes of aviation-related fatalities tend to present in a younger demographic," it said in the working paper, submitted this month, ahead of the 42nd ICAO Assembly.

In the working paper, the grouping has requested ICAO to establish standardised medical risk assessment and oversight systems informed by a standard set of pilot medical data to reliably assess the medical risks associated with pilot age.

Also, it has pitched for countries to collaborate with industry and representative bodies across medical, licensing and operational domains on developing guidance materials in increasing the upper age limit to 67 years for pilots undertaking international CAT operations.

Meanwhile, India has submitted a working paper on 'Need for Addressing Challenges to Equal Opportunity in International Operations' to ICAO.



# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

29 AUGUST 2025

## Mahindra to make main fuselage for Airbus chopper

TIMES NEWS NETWORK

**New Delhi:** In a boost to "Make in India" for aviation ecosystem, Airbus Helicopters has awarded a contract to Mahindra Aerostructures (MASPL), as an additional source, to manufacture the main fuselage of H125 helicopter. According to contract, industrialisation will begin immediately at the MASPL facility in Bengaluru, with the first fuselage delivery targeted for 2027. The work package follows the awarding of H130 helicopter's fuselage manufacturing to MASPL in April 2025.

Jurgen Westermeier, president and MD of Airbus in India and South Asia, said: "This new contract with Mahindra Aerostructures is a testament to strong capabilities of our partners in India and our shared vision for the country's aerospace sector. This H125 work package, along with our H130 partnership and under-construction H125 FAL, demonstrates our confidence in India as a critical hub for global aerospace manufacturing."

Anish Shah, group CEO and MD of Mahindra Group, said: "This contract strengthens our long-term partnership and reflects Mahindra Group and Airbus' role in building India's aerospace ecosystem."



# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

29 AUGUST 2025

## IndiGo can keep Turkish planes for 6 months

**New Delhi:** The aviation ministry has allowed IndiGo to continue using for six months two wide-body Boeing 777s it had wet-leased (hired with crew) from Turkish Airlines, starting Sept 1, reports **Saurabh Sinha**. Now, instead of returning the aircraft to Turkish Airlines by Aug 31 — as the govt had directed following Turkiye's support to Pakistan during Operation Sindoor — IndiGo can use them until Feb 28, 2026.

"IndiGo had approached the ministry seeking an extension on the grounds that due to the continued closure of Pakistan airspace, its narrow-body Airbus A321 did not have the range to fly between Delhi and Istanbul, as the alternate route is much longer," a source said. "In case of the non-extension of wet lease, the only option would have been to cancel IndiGo's Istanbul flights. In that case, Turkish Airlines would have been the only carrier to operate on this route. Hence, a six-month extension was granted in view of the geopolitical situation," the source added.

IndiGo said the extension would benefit Indian travellers during peak travel season.