



Date: December 11, 2025

IGAL/SECT/12-25/24

To
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G
Bandra Kurla Complex, Bandra - (E),
Mumbai - 400 051
Symbol: INDIGO

To
Department of Corporate Services
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai - 400 001
Scrip Code: 539448

Subject: Disclosure under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Regulations")

Dear Sir,

We wish to inform you that a video message by Mr. Vikram Singh Mehta, the Chairman of the Board of Directors, in the context of the recent disruption in operations of the Company, has been posted on our official social media handles, the link for which is as follows:

X - <https://x.com/IndiGo6E/status/1998785842567872568?s=20>
LinkedIn - <https://www.linkedin.com/feed/update/urn:li:activity:7404551493858582528>

A transcript of the message is enclosed for your reference.

Kindly take the above on record.

Thanking you,

For **InterGlobe Aviation Limited**

Neerja Sharma
Company Secretary & Chief Compliance Officer

InterGlobe Aviation Limited

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CIN no.: L62100DL2004PLC129768

goindigo.in



Transcript of the message

My name is Vikram Singh Mehta. I am the Chairman of the Board of Directors of InterGlobe Aviation Limited (IndiGo). Over the past week, our airline has faced major operational disruptions that have affected many of our valued customers personally.

On 3rd December, an unexpected chain of events led to large-scale flight cancellations. This continued into 4th and 5th December. Thousands of our passengers were left stranded. Many missed important family events, business commitments, medical appointments, and international connections. Baggage was delayed or misdirected.

I know how much distress this caused. I want to say, very simply and very clearly. We are sorry. For the last several days, I have been urged to make a statement. However, I chose to wait because the Board and I felt that our first duty was to support the CEO of IndiGo, Pieter Elbers & his team, restore operations, and help passengers who were affected.

Pieter has already announced that operations are now stable. Today, we are operating:

- Over 1,900 flights
- All 138 destinations are connected
- On-time performance back to normal high levels

With this stability achieved, I feel this is the right time for me to speak.

I know an apology cannot make up for missed events, long waits, or the stress many of you experienced.

But it is important for me to express our regret and acknowledge the disruption you faced.

We did not meet your expectations during those days.

And for that, we are truly sorry.

Over the past week, there has been a lot of criticism—some fair, some not.

The fair criticism is that the airline let you down!

We owe answers to our customers, to our Government, to our shareholders and equally importantly to our employees.

We assure you that we will examine every aspect of what went wrong and we will learn from it. The Board has decided it will involve an external technical expert to work with the management and help determine the root causes and ensure corrective action. So that this level of disruption never occurs again.

However, there are some allegations that are untrue:

- That IndiGo engineered the crisis
- That we tried to influence government rules
- That we compromised safety
- Or that the Board was not involved

These claims are incorrect.

IndiGo has followed the pilot fatigue (FDTL) rules as they came into effect. We operated under the new rules throughout... both in July and November. We did not attempt to bypass them. Nor did we do anything that negatively impacted our unblemished track record of safety.



The disruptions of last week did not happen because of any deliberate action. They happened because a combination of internal and unanticipated external events including minor technical glitches, scheduled changes linked to the start of the winter season, adverse weather conditions, increased congestion in the aviation system, and implementation of/ and operation under the updated Crew Rostering rules.

This is not an excuse.

This is simply the truth.

Clearly this combination of events pushed our systems beyond their limits.

There has also been a claim that the Board was not engaged.

This is not correct.

The Board has been closely involved with this matter for many months. Both the Board and the Risk management committee have received relevant information from the management on the implementation of the rules. Following the first day of the disruptions, we held an emergency Board meeting and set up a crisis management group. Since then, Board members have been in continuous contact with the management team. The crisis Management team has been meeting every day.

Our collective focus has been clear:

- Restore operations
- Support passengers
- Communicate transparently
- Prevent this from happening again

The results are tangibly positive.

- Operations are back to normal earlier than expected
- Refunds worth several hundred crores have been processed
- Hotel and travel assistance has been provided
- And the remaining delayed baggage is now being delivered.

Here I must acknowledge a huge debt of gratitude to IndiGo's pilots, cabin crew, engineers, all the front line staff, and employees working in the offices. Thank you for showing resilience and supporting each other through an intense period. Your work has been essential in bringing the network back to stability. I express my gratitude to Government and regulators for their cooperation and support. I assure them, we remain committed to continuous improvement.

Last week's events are a blemish on the airline's pristine - clean record.

The Company has erred. There is no denying this. It has now to build back your trust.

This will not be easy. It will depend on actions not words. It will be a journey.

As a first step in this journey, let me say as Chairman of the Board the Company apologises without conditions or excuses, it reassures you of its commitment to safety and reliability, it promises to learn from this crisis and emerge stronger at the end of it.

And finally, to all our stakeholders - IndiGo has proudly served the country its customers steadfastly for 19 years. It will continue to do so.

Thank you