





# Indian legal AI targets global reach as an option deepens

AJYOTNA BHATNAGAR

Hyderabad, December 10

INDIAN LEGAL AI firms are entering a new phase of global recognition.

Last week, in a defining moment for the sector, home-grown legal technology company CaseMine joined a group of 141 international AI leaders to have crossed OpenAI's 10-billion token usage milestone — equivalent to processing more than 12 million pages of legal text.

The achievement highlights how deeply domestic legal-AI tools are being used within India's legal system. The milestone comes amid rapid expansion of legal tech, with rising investments and experimentation in AI models built for Indian legal requirements.

According to Tracxn, India now hosts 954 legal-tech companies, including 87 funded ventures that have collectively raised around \$800 million so far.

What do legal experts say

Legal experts say AI tools are increasingly relevant to India's legal context, with local firms building products closely aligned with Indian jurisprudence. They note a surge in legal-tech startups — particularly AI-focused ones — and rising adoption within law firms.

Professor Ashish Bhargava, founding dean, BITS Law School, points to India's structural constraints as a major catalyst for innovation.

"Indian AI legal-tech companies are successfully using generative AI, deep learning and natural language programming based solutions to challenges that are unique to India. These include huge case backlogs, abysmally lowly used number of judges and an estimated pendency of 5.5 years for a high court case. English being

## TECH TRANSFORMATION

■ Home-grown firm CaseMine reached OpenAI milestone, processing 12 million legal pages

■ India hosts 954 legal-tech firms, including 87 funded ventures that have collectively raised around \$800 mn so far

■ Affordability differentiates domestic platforms from costlier foreign legal AI providers

■ Jurisprudence offers real-time support, pilots across organisations worldwide

the official language for the Supreme Court, 25 High Courts and authoritative legislative texts enables Indian tech companies to scale globally," he says.

What do lawyers say

A key differentiator is affordability. "Because Indian legal-AI firms are typically developed in India and tuned to Indian law, they may offer cost efficiencies that foreign players can struggle with, especially if foreign tools are oriented towards the US, the UK or European jurisdictions," a top lawyer said.

He notes that Indian offerings are often economical. For example, top foreign providers can charge up to ₹1.4 crore for 100 annual subscriptions, while Manupatra, among the most widely used domestic platforms, offers annual access at about ₹18,000.

Domestic firms are placing

strong emphasis on hands-on adoption support. Shreshth Singh Tomar, founding member of Jurisprudence, which works with firms such as Veritas and CMS Indus Law, says: "Customers of our platform are already being trained by us. Usage of our directly is reducing litigation and even in-house AI teams of top-listed companies have adopted Jurisprudence."

He adds that several firms have migrated from Western tools to Jurisprudence, with 300 running across more than 100 organisations globally. Tomar believes Jurisprudence holds a majority market share in its segment, driven by affordability, customisation and real-time support.

"We are going global in a big way... currently working across nine jurisdictions already by going really deep into our market and real time testing. We are proud to be Made in India solution built by lawyers for lawyers."

Still, global platforms remain dominant. The likes of Sharda Amarchand Mangaldas has reportedly deployed Harvey across the firm. Parag Naval Chopra, who led the evaluation, says: "Our selection of Harvey is not comment on Indian AI talent, which is very good, but on Harvey's suitability for SAM. It has been tested globally across top law firms and has the architecture we need for accuracy, privacy and integration."

Another high-growth startup, Lucio, serves more than 200 clients across 11 jurisdictions and positions itself as a competitor to global leaders. Co-founder Vasu Aggarwal says: "We are not competing directly with Indian AI players. As a leading legal AI company, our competition is the major global players, Harvey and Legora... Our advantage lies in staying close to users, solving real problems and encouraging rapid adoption."

A mix of global and domestic tools

Top-tier law firms are adopting a multi-tool strategy. Trilegal uses Lucio alongside other legal-specific solutions. Nikhil Narendran, partner (TMT), says: "The kind of specific service level AI talent available in India is as good as anywhere in the world... tools are tailor made to our requirements apart from the very obvious cost advantage."

At Lex Consult, founding partner Majid Afzar Siddiqui underscores the strength of India's ecosystem: "The fact that legal tech tools are not expensive in India is leading to a burgeoning number of legal tech firms... While Harvey is a brand big Law can brag about, its customisation still needs to be tested given it works on a global template."

Still, global platforms remain dominant. The likes of Sharda Amarchand Mangaldas has reportedly deployed Harvey across the firm. Parag Naval Chopra, who led the evaluation, says: "Our selection of Harvey is not comment on Indian AI talent, which is very good, but on Harvey's suitability for SAM. It has been tested globally across top law firms and has the architecture we need for accuracy, privacy and integration."

YARUQHULLAH KHAN

JUST WEEKS BEFORE the Indigo crisis erupted, Pieter Elbers, during the post Q2 FY26 earnings call on November 4, painted a picture of operational excellence. He boasted about leading the industry in on-time performance for nine consecutive months, praised the airline's "meticulous planning" and "relentless focus on execution", and announced plans for early teens capacity growth.

The 55-year-old Dutch obviously spoke too soon, as there is now much uncertainty about whether he will be able to retain his seat as Indigo's chief executive officer. The carrier's delay in preparing for the new flight duties throwing air travel in tatters has over the past week seems to have undone much of his good work. During one of the biggest aviation crises in years, the airline chose to attribute the disruption to external factors over taking accountability and being transparent.

To be fair, Elbers, who joined Indigo in September 2022 after more than three decades at KLM, has done a lot. His contribution to Indigo's growth cannot be overlooked. Over the last three years, Elbers has steered Indigo's market share dominance in the Indian aviation industry even as the Tata Group threw a strong challenge with expanded premium and full-service offerings. During his tenure, the airline increased its market share from 57% to 66% as of October 2025 while its passenger traffic grew and out 55% from 69 million passengers carried in 2022 to

office of KLM.

During his time as KLM's CEO, the airline hit record passenger numbers in 2019, serving more than 35 million travellers through KLM and its subsidiary Transavia. Operational performance improved, with customer satisfaction ratings and operating margins rising from 2% to 10%.

However, in 2020, the Covid-19 pandemic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

PIETER ELBERS, CEO, INDIGO

NEWS POINT

demographic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia jaisa lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.

When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY



# Indian legal AI targets global reach as an option deepens

JYOTSNA BHATTNAGAR

Ahmedabad, December 10

INDIAN LEGAL AI firms are entering a new phase of global recognition.

Last week, in a defining moment for the sector, home-grown legal technology company CaseMine joined a group of 141 international AI leaders to have crossed OpenAI's 10-billion token usage milestone — equivalent to processing more than 12 million pages of legal text.

The achievement highlights how deeply domestic legal-AI tools are being used within India's legal system. The milestone comes amid rapid expansion of legal tech, with rising investments and experimentation in AI models built for Indian legal requirements.

According to Tracxn, India now hosts 954 legal-tech companies, including 87 funded ventures that have collectively raised around \$800 million so far.

What do legal experts say

Legal experts say AI tools are increasingly relevant to India's legal context, with local firms building products closely aligned with Indian jurisprudence. They note a surge in legal-tech startups — particularly AI-focused ones — and rising adoption within law firms.

Professor Ashish Bhargava, founding dean, BITS Law School, points to India's structural constraints as a major catalyst for innovation.

"Indian AI legal-tech companies are successfully using generative AI, deep learning and natural language programming based solutions to challenges that are unique to India. These include huge case backlogs, abysmally low number of judges and an estimated pendency of 5.5 years for a high court case. English being

## TECH TRANSFORMATION

■ Home-grown firm CaseMine reached OpenAI milestone, processing 12 million legal pages

■ India hosts 954 legal-tech firms, including 87 funded ventures that have collectively raised around \$800 mn so far

■ Affordability differentiates domestic platforms from costlier foreign legal AI providers

English, being the official language for Supreme Court, enables legal AI firms to scale up global reach

■ Jurisprudence offers real-time support, pilots across organisations worldwide

the official language for the Supreme Court, 25 High Courts and authoritative legislative texts enables Indian tech companies to scale globally," he says.

## What do lawyers say

A key differentiator is affordability. "Because Indian legal-AI firms are typically developed in India and tuned to Indian law, they may offer cost efficiencies that foreign players can struggle with, especially if foreign tools are oriented towards the US, the UK or European jurisdictions," a top lawyer says.

He notes that Indian offerings are often economical. For example, top foreign providers can charge up to ₹1.4 crore for 100 annual subscriptions, while Manupatra, among the most widely used domestic platforms, offers annual access at about ₹18,000.

Domestic firms are placing

strong emphasis on hands-on adoption support. Shreshth Singh Tomar, founding member of Jurisprudence, which works with firms such as Veritas and CMS Indus Law, says: "Customers of our platform are directly being hand-held and trained by us. Usage of our platform is reducing litigation and even in-house AI teams of top-listed companies have adopted Jurisprudence."

He adds that several firms have migrated from Western tools to Jurisprudence, with 300 running across more than 300 organisations globally. Tomar believes Jurisprudence holds a majority market share in its segment, driven by affordability, customisation and real-time support.

"We are going global in a big way... currently working across nine jurisdictions already by going really deep into each market and real time testing. We are proud to be a Made in India solution built by lawyers for lawyers."

Another high-growth startup, Lucio, serves more than 200 clients across 11 jurisdictions and positions itself as a competitor to global leaders. Co-founder Vasu Aggarwal says: "We are not competing directly with Indian AI players. As a leading legal AI company, our competition is the major global players, Harvey and Legora... Our advantage lies in staying close to users, solving real problems and encouraging rapid adoption."

## A mix of global and domestic tools

Top-tier law firms are adopting a multi-tool strategy. Trilegal uses Lucio alongside other legal-specific solutions. Nikhil Narendran, partner (TMT), says: "The kind of specific service level AI talent available in India is as good as anywhere in the world... tools are tailor made to our requirements apart from the very obvious cost advantage."

At Lex Consult, founding partner Majid Afzar Siddiqui underscores the strength of India's ecosystem: "The fact that legal tools are not expensive in India is leading to a burgeoning number of legal tech firms... While Harvey is a brand big Law can brag about, its customisation still needs to be tested given it works on a global template."

Still, global platforms remain dominant. In a recent report, Shradha Amarchand Mangaldas has reportedly deployed Harvey across the firm. Partner Naval Chopra, who led the evaluation, says: "Our selection of Harvey is not comment on Indian AI talent, which is very good, but on Harvey's suitability for SAM. It has been tested globally across top law firms and has the architecture we need for accuracy, privacy and integration."

PIETER ELBERS, CEO, INDIGO

# When a commander lost control

OVER THE LAST THREE YEARS, PIETER ELBERS HAS STEERED INDIGO'S MARKET SHARE DOMINANCE IN THE INDIAN AVIATION INDUSTRY

YARUQHULLAH KHAN

JUST WEEKS BEFORE the Indigo crisis erupted, Pieter Elbers, during the post Q2 FY26 earnings call on November 4, painted a picture of operational excellence. He boasted about leading the industry in on-time performance for nine consecutive months, praised the airline's "meticulous planning" and "relentless focus on execution", and announced plans for early teens capacity growth.

The 55-year-old Dutch boss obviously spoke too soon, as there is now much uncertainty about whether he will be able to retain his seat as Indigo's chief executive officer. The carrier's delay in preparing for the new flight duties throwing air travel in tatters has over the past week seems to have undone much of his good work. During one of the biggest aviation crises in years, the airline chose to attribute the disruption to external factors over taking accountability and being transparent.

To be fair, Elbers, who joined Indigo in September 2022 after more than three decades at KLM, has done a lot. His contribution to Indigo's growth cannot be overlooked. Over the last three years, Elbers has steered Indigo's market share dominance in the Indian aviation industry even as the Tata Group threw a strong challenge with expanded premium and full-service offerings. During his tenure, the airline increased its market share from 57% to 66% as of October 2025 while its passenger traffic grew and out of 55% from 69 million passengers carried in 2022 to

being on pace to 110 million passengers in 2025.

He also spearheaded Indigo's expansion into international long-haul markets with temporary leasing agreements, including those with Turkish Airlines and Norse Atlantic Airways. Then turbulence hit in December 2025. Shakti Lumbia, who was Indigo's head of operations when it first began operating in 2006, alleged in an open letter last week that Indigo was harbouring a "toxic culture", and that the airline's management fostered fear, overwork and arrogance long before the December 2025 crisis.

Born in 1970 in Schiedam, Netherlands, Elbers studied Logistics Management at Fontys University of Applied Sciences and later earned a Master's degree in Business Economics. In 1992, he started his aviation career as a supervisor for aircraft loading at KLM's Schiphol hub in Amsterdam. In a span of 22 years, he entered the corner

office of KLM.

During his time as KLM's CEO, the airline hit record passenger numbers in 2019, serving more than 35 million travellers through KLM and its subsidiary Transavia. Operational performance improved, with customer satisfaction ratings and operating margins rising from 2% to 10%.

However, in 2020, the Covid-19 pandemic brought significant challenges, leading to a sharp decline in demand and requiring government support for survival. Starting late 2021, Elbers focused on recovery efforts, and by early 2022, KLM reported profitability for three consecutive quarters. After eight years at the helm of KLM, Elbers announced he would not seek a third term.

At Indigo, Elbers has focused on what he calls "evolution, not revolution". He has streamlined management structures, enhanced efficiency across the airline's broad operations, and pushed for digital transformation.

His management style stood out for his focus on maintaining operational discipline and cost awareness. Rather than just managing from an office, he made it a point to understand operational bottlenecks firsthand, senior executives from Indigo told FE.

As senior official told FE that in January 2024, when Indigo was clocking its worst on-time performance as dense fog restricted visibility and delayed flights, Elbers visited almost every airport Indigo operated from "to directly assess infrastructure and identify ground-level issues".

However, during his tenure at Indigo, the airline made headlines for some wrong reasons as well. In August 2023, a 40-year-old pilot of Indigo passed away from a cardiac arrest at the Nagpur airport just before he was to operate a flight to Pune. In January 2024, the DGCA and Bureau of Civil Aviation Security (BCAS) slapped a fine of ₹1.2 crore on Indigo for five offences, including an incident in which passengers officers delayed flight were seen eating on the tarmac.

While Elbers' track record at KLM highlights great expertise in managing complex global networks and navigating both growth and crisis periods with aplomb, his tenure at Indigo has certainly got a rude jolt. In a LinkedIn post last year, Elbers wrote in Hindi "Bharat ab gharia feels lagta hai" (India feels like home). It will surely be some time before he starts feeling at home again.



SHYAM KIR PRASAD

आवश्यक कर्तव्य निमित्त  
CONTAINER CORPORATION OF INDIA LTD.  
(सर्व वस्तुओं का सर्वोपरि) (A Navaratna Undertaking of Govt. of India)

NOTICE INVITING E-TENDER

Tender No. 1. CONEP/ANAL/P/WAYE/8790-28 (Single Packet System)

2. CONANEA/TECHNICAL TRUCKS/2025 (Two Packet System)

Name of Work: Removal of existing 100 nos. of 20 ft. and 40 ft. Mechanical Containers (CONCOR Baling) at different terminals of Area-1 (i.e. TKD, Moradabad, Jaipur, Khawatsa, Luthana, Dhapur, Phulgar, Khemli, Barhi, Dakhnagar, Agia, Kola and Malpur)

2. Maintenance contract for 120 LED Trucks deployed at different terminals of Container Corporation of India Ltd (CONCOR)

Estimated Cost: 1. Rs. 4,82,08,035 2. Rs. 6,31 Crore (including all taxes)

Completion Period: 1. 24 Month from the 15th day after date of issue of L.O.A.

Earnest Money Deposit: 1. Rs. 3,31,04,111 (through e-payment) 2. Rs. 5,00,00,000 (through online payment gateway to CONCOR)

Cost of Tender Document: 1. NIL 2. Rs. 1,00,000 (through online payment gateway to CONCOR)

Tender Processing Fee (Non-refundable): 1. Rs. 35,40,000 (inclusive of Taxes) through online payment 2. Rs. 35,40,000 (inclusive of Taxes) through online payment

Date of Sale of Tender (online): 1. 11/12/2025 (11:00 hrs) to 30/12/2025 (upto 17:00 hrs) 2. 11/12/2025 (15:00 hrs) to 31/12/2025 (upto 17:00 hrs)

Date & Time of submission of Tender: 1. 31/12/2025 (upto 17:00 hrs) 2. 01/01/2026 (upto 17:00 hrs)

Date & Time of Opening of Tender: 1. 01/01/2026 at 11:00 hrs

For financial eligibility criteria, experience with respect to similar nature of work, etc., please refer to detailed tender notice available on website [www.concorindia.co.in](http://www.concorindia.co.in). But the complete tender document can be downloaded from website [www.tenderland.com](http://www.tenderland.com) or [www.concorindia.co.in](http://www.concorindia.co.in). Further, Concorindia attached to this tender, if any, will be published on website [www.concorindia.co.in](http://www.concorindia.co.in). [www.tenderland.com](http://www.tenderland.com) and Central Procurement Portal (CPP) only newspaper press advertisement shall be issued for the said. Group General Manager (Technical/PS/ANAL)

RAJALWA SON INVESTMENTS LIMITED  
CIN: L65903DL1907PL148414  
Regd. Office: 29 Noida Road, Near 12500 Highway, New Delhi - 110 015  
Ph. No: (011) 42021454, 42021512 Email: [info@rajalwa.com](mailto:info@rajalwa.com) Website: [www.rajalwa.com](http://www.rajalwa.com)  
Branch Office: C-10, Noida Road, Near 12500 Highway, New Delhi (011) 42021454

POSTAL BALLOT NOTICE

The members of Rajalwa Son Investments Limited ("the Company") are hereby informed that pursuant to Section 10(1) of the Companies Act, 2013 read with Rule 22 of the Companies (Management and Administration) Rules, 2014, Regulation 44 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI LODR") read with the General Circular No. 14/2020 dated April 8, 2020, 17/2020 dated December 31, 2020, 22/2020 dated June 15, 2022, 03/2023 dated September 26, 2023, 09/2024 dated September 13, 2024 and 03/2025 dated September 22, 2025 issued by the Ministry of Corporate Affairs ("MCA") (hereinafter collectively referred to as "MCA Circulars"), the Company has completed the details of Postal Ballot Notice alongwith explanatory statement ("Notice") on December 10, 2025 for seeking the members' consent in relation to the special business(es) as set out in the Postal Ballot Notice dated December 10, 2025.

In terms of the MCA Circulars, the Postal Ballot Notice has been sent on December 10, 2025 only by electronic means to the members of the Company registered in the Register of Members ("RoM") of the Company as on Friday, December 5, 2025 ("Cut-off date").

Members holding equity shares either in physical form or in dematerialized form, as on the cut-off date (i.e. December 5, 2025), may cast their vote electronically on the special business as set out in the Postal Ballot Notice through remote e-voting facility of MCA/SEBI India Private Limited (formerly known as Link Intime India Private Limited) ("MCA/SEBI India Private Limited") from December 10, 2025 to December 15, 2025.

The Special Business(es) as set out in the Postal Ballot Notice may be transacted through following electronic means:

I. The remote e-voting shall commence on December 11, 2025 at 09:00 A.M. (IST).

II. The remote e-voting shall end on January 09, 2026 at 05:00 P.M. (IST).

III. The remote e-voting facility will be available during the aforesaid date and time.

IV. The remote e-voting shall not be allowed beyond the said date and time and once the vote is a resolution to cast the Member, the Member shall not be allowed to change its resolution.

V. The cut-off date for determining the eligibility to vote through electronic means is December 5, 2025.

D. A person whose name is recorded in the register of members or in the register of the Company, shall be entitled to vote as on the cut-off date (i.e. December 5, 2025) only, unless the members have been added to the register of members or in the register of the Company after the cut-off date.

E. The members who are not registered with the Company and who wish to exercise the Ballot and all other communication sent by the Company from time to time, through email can now register for the same by submitting a request letter containing their full name, number, complete address, email address to be registered along with scanned self-attested copy of the PAN Card and any registered address (such as Driving License, Passport, Bank Statement, Aadhaar Card) supporting the registration of the Member, by e-mail to the Company (Registrar & Share Transfer Agent). Members holding shares in demat form are requested to register their email addresses with their Depository Participant(s) only. Members who are already registered with MCA/SEBI India Private Limited for casting their voting ID and password can be used to cast the vote. In case of any queries or grievance pertaining to E-voting, the members may refer to the help section at [www.mcaonline.com](http://www.mcaonline.com) or [www.sebiindia.com](http://www.sebiindia.com). Mr. Suman Kumar Nigam, Assistant Manager, Assoc. (North India), MCA/SEBI India Private Limited, New Delhi, 110 0024 at contact No. (011) 49411000 (Email: [suman.nigam@mcaonline.com](mailto:suman.nigam@mcaonline.com)) or contact the Company.

F. Notice is also available on the Company's website [www.rajalwa.com](http://www.rajalwa.com). MCA/SEBI India Private Limited website [www.mcaonline.com](http://www.mcaonline.com) or contact the Company.

G. Mr. Rajesh Garg of M/s. Rajesh Garg & Co., Practicing Company Secretary, has been appointed as the Scrutinizer to scrutinize the responses received from the members of the Company.

H. In order to facilitate ease of investing for investors and to secure the rights of investors in the securities which were purchased by them, SEBI vide its circular dated July 02, 2025 has decided to open a special window for no-objection of transfer deeds, which were lodged prior to the deadline of April 01, 2019 and rejected/not submitted/attended to due to deficiency in the documents for a period of six months from July 02, 2025 to January 06, 2026. The eligible shareholders may submit their transfer requests along with the requisite documents to MCA/SEBI India Private Limited.

I. The result of Postal Ballot will be declared on or before January 13, 2026 at Registered Office of the Company. The results of the Postal Ballot along with the scrutinizer report shall be placed on the Company's website [www.rajalwa.com](http://www.rajalwa.com) and MCA/SEBI India Private Limited website [www.mcaonline.com](http://www.mcaonline.com) and website of the Stock Exchange of India where the shares of the Company are listed at [www.sebiindia.com](http://www.sebiindia.com) and [www.bseindia.com](http://www.bseindia.com).

SINGHAL BROTHERS PRIVATE LIMITED  
Registered Address: 16, Waterloo Street,  
Room No. 502, 5th Floor, Esplanade, Kolkata  
Kolkata, West Bengal-700069, India.

NOTICE

This notice is in continuation to our previous efforts to communicate with you regarding the Annual General Meeting of Singhal Brothers Private Limited (the "Company"). Despite our best efforts, we have been unable to reach you as the notices sent to your registered address have been returned as "untraceable".

We request you to kindly come forward and contact us at the Company correspondence address to update your contact details and confirm your whereabouts.

Please note that this is a notice issued in accordance with the Companies Act, 2013, and the Rules made thereunder.

Thank you for your cooperation.

For Singhal Brothers Private Limited  
Samer Singh  
Director  
Place: Kolkata  
Date: 11/12/2025  
DIN: 00035518

Seeking  
EPC Partners  
To Build Rare Earth Processing Facility

GMDC, one of India's leading mining PSUs, invites EOs from qualified EPC partners to engineer, procure, construct and commission full scale Beneficiation and Concentration plants for its REE programme.

EoL No. **GMDC/KEP/02/25-26**

EoL document available for download from **11/12/2025**

To Download EoL Document Visit: **[www.gmdctd.com](http://www.gmdctd.com)**

Due Date for Submission **12/02/2026 up to 17:00 hrs IST**

Gujarat Mineral Development Corporation Ltd.  
(A Government of Gujarat Enterprise)

GMDC Ltd. 'Khanji Bhavan', 132 Feet Ring Road, Vastrapur, Ahmedabad - 380 050, Gujarat, India

Eastman

Eastman Auto and Power Limited

Registered Office: Flat No. 101, 1st Floor, Naraina Industrial Area, Phase-1, New Delhi, South West Delhi - 110 028, India  
Corporate Office: 4th Floor, Qutub Tower A, Plot No. 249-E, Udyog Vihar Phase IV, Industrial Complex Dundhara, Gurgaon - 122 016, Haryana, India  
Contact Person: Rahul Nitin Sinha, Company Secretary and Compliance Officer  
Tel: +91 124 468 2650, Website: [www.eastmanpl.com](http://www.eastmanpl.com), Email: [corporate.compliance@eastmanpl.com](mailto:corporate.compliance@eastmanpl.com)

This public announcement is being made pursuant to Regulation 56(5) of the SEBI (CDR Regulations) to inform the public that the Company has filed the Pre-Filed Draft Red Herring Prospectus with SEBI and the Stock Exchanges, under Chapter 1A of the SEBI (CDR Regulations) in relation to the Offer. The filing of the Pre-Filed Draft Red Herring Prospectus shall not necessarily mean that the Company will undertake the Offer.

This public announcement is not an offer of securities for sale in the United States or elsewhere. This announcement has been prepared for publication in India only and is not for publication or distribution, directly or indirectly, in or into the United States. The Equity Shares have been and will not be registered under the U.S. Securities Act of 1933 ("U.S. Securities Act"), as amended or any other applicable law of the United States and, unless so registered, may not be offered or sold within the United States except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the U.S. Securities Act and applicable state securities laws. Accordingly, the Equity Shares are being offered and sold (a) in the United States only to persons reasonably believed to be "qualified institutional buyers" (as defined in Rule 144A under the U.S. Securities Act) pursuant to the private placement exemption set out in Section 4(a) of the U.S. Securities Act and (b) outside the United States in reliance on Regulation S under the U.S. Securities Act and the applicable laws of the jurisdiction where those offers and sales occur.

For and on behalf of the Board of Directors of  
**EASTMAN AUTO AND POWER LIMITED**  
Rahul Nitin Sinha  
Company Secretary and Compliance Officer

Page: Hissar  
Date: December 10, 2025  
Company Secretary

e-paper.financialexpress.com







