

More IndiGo flights leave city airport as turmoil continues

From 3 a.m., a few flights departed for Pune, Ahmedabad, Guwahati, Bhubaneswar, Jaipur, Coimbatore, and Kochi; 52 departures, 44 arrivals of the airline were cancelled; AAI meets IndiGo team to discuss ways to restore normal services

PORT CALL

Sunitha Sekar
CHENNAI

On Saturday too, IndiGo saw 96 flight cancellations from Chennai airport, but there were more flight services than those on Friday. A total of 52 departures and 44 arrivals of IndiGo were cancelled at Chennai airport.

From 3 a.m. onwards, a few flights to cities such as Pune, Ahmedabad, Guwahati, Bhubaneswar, Jaipur, Coimbatore, and Kochi departed from the city airport.

Officials of the Airports Authority of India (AAI) said the cancelled flights included services to Guwahati, Mumbai, Hyderabad, Pune, Coimbatore, Benga-



Woes continue: Officials of the Airports Authority of India say flights to Guwahati, Mumbai, Hyderabad, Pune, Coimbatore, Bengaluru, Port Blair, and Lucknow were among those cancelled. B. VELANKANNI RAJ

luru, Port Blair, Lucknow, Visakhapatnam, Kolkata, Patna, Kochi, and Thiruvananthapuram.

The AAI held a meeting with the IndiGo team in Chennai to discuss how

soon normal operations can be restored. A helpline was set up for passengers (044-22565113/044-22565112).

Nutan Katkatde, a resident of Pune, had travelled

to Port Blair for a holiday along with her seven-year-old child and her husband. While the first leg of her flight from Port Blair to Chennai arrived on Saturday morning, the flight

from Chennai to Pune, which had to leave the city by 10 a.m., was cancelled.

"We are unable to get another flight today or Sunday. The IndiGo staff told us that the next available flight is only on Monday. The mismanagement by the airline has caused inconvenience to so many. Now, we have to find an accommodation till we take a flight," she said.

Change in plans

Satish, another flyer from Chennai who had planned to go to Varanasi with his family, had to cut short his trip.

"We had to leave on Friday but our flight got cancelled. Today, we are hoping to reach Varanasi and then return on Sunday night. We hope the return flight doesn't get cancelled," he added.

IndiGo crisis: Flight disruptions continue at LGBI Airport

STAFF REPORTER

GUWAHATI, Dec 6: Flights disruptions continued to be reported at LGBI Airport following the IndiGo crisis, leaving passengers stranded and fuming.

Even though airport officials claimed that the situation was much better today, 19 departing flights and 21 arriving flights were cancelled during the day, most of them IndiGo. Around a dozen flights were also delayed.

The situation yesterday was worse, and it is still unclear when the operations will be normalized. Lack of communication from the airlines also added to the in-



Photo: Abhijit Kalita

convenience.

Meanwhile, a woman from Shillong was left stranded at the airport with her husband's coffin, which was being taken from Shillong to

Kolkata for the last rites. "I have come all the way from Shillong in the morning. My husband passed away and I have come here to transport the casket, to Kolkata, to be

buried in his hometown. We booked an IndiGo flight, and till now we have no information whether the flight is going to take off or not. I'm worried whether that flight is going to be cancelled or it's going to take off. I cannot take back the coffin to Shillong, as the body has been embalmed for 48 hours," she told reporters.

Many passengers had to return from the airport, as they were not given prior information about the cancellation of their flights. Many are also stranded outside the State unable to take flights to Guwahati, due to abrupt cancellations as well as soaring prices of tickets.



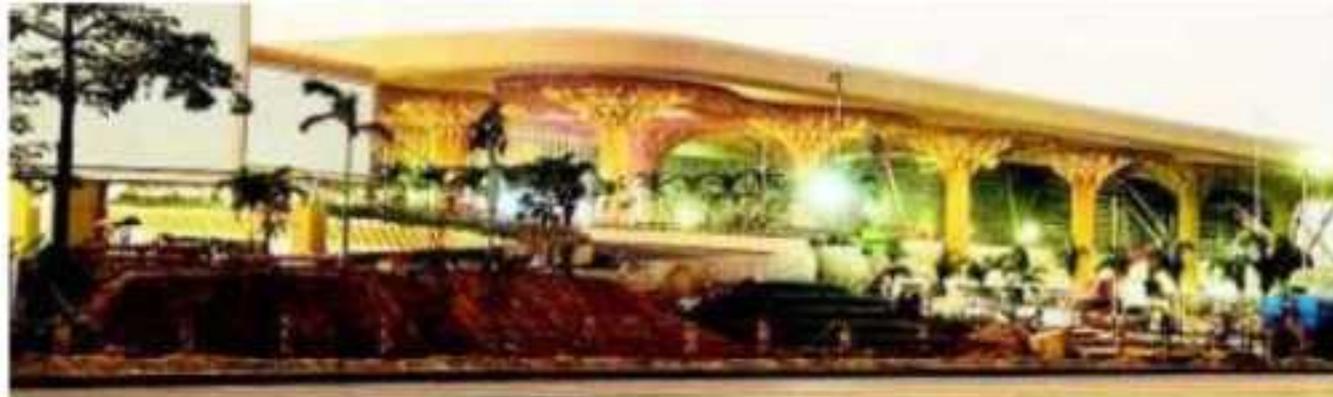
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THE ASSAM TRIBUNE

GUWAHATI

7 DECEMBER 2025

Runway equipment stolen from airport's new terminal



ABHIJIT KALITA

PALASBARI, Dec 6: With Prime Minister Narendra Modi set to inaugurate the new terminal building of Lokpriya Gopinath Bordoloi International Airport on December 20, construction and finishing works around the terminal and connecting roads are progressing at top speed.

Amid this intensified activity, a significant theft of runway equipment has sparked concern. Several imported components meant for runway lighting were reportedly stolen from the site, with the total value estimated

at over Rs 21 lakh. According to a complaint lodged at Borjhar Police Station, thieves made away with cast-iron adaptors, base plates and other essential runway-lighting accessories between December 1 and 4.

The FIR was filed by Bikash Sharma, assistant general manager of AMA Private Limited, the firm responsible for storing the materials near the Blue Dart cargo section inside the airport premises. The company has reportedly been operating from the location for the past two years.

Police have launched an investigation into the incident, and further details are awaited.

Why two airport operators want to charge us more

That quick bit of shopping you did at the international airport in Delhi or Mumbai could prove costly in the future. Here's why

SUBHOMY BHATTACHARJEE
New Delhi, 7 December

Mass cancellation of flights may not be the only crisis facing flyers. The cost of any flight from Delhi and Mumbai could rise by up to ₹3,000 soon unless the airport regulator is able to reverse a court order.

The operators of the international airports serving the two cities have secured a favourable verdict from the Telecom Dispute Settlement Appellate Tribunal (TDSAT), which has authority over airport disputes, allowing them to recover the costs of developing all sorts of infrastructure including hotels, shopping malls and other facilities at the airports from passengers.

The airport regulator, Airport Economic Regulatory Authority (Aera), has contested the order issued by the TDSAT in July this year to raise what are called User Development Fees (UDF). Hearings in the case have now opened in the Supreme Court.

At the heart of the dispute is the issue of regulatory assets — the infrastructure and

services provided by the airport operators. Simply put, that means how much a company running an infrastructure service (the airport in this case) can charge consumers to recover its capital expenditure.

Perturbed by the possibility of rising ticket prices eating into their revenue, several airlines, including Air France, KLM, Lufthansa and Oman Air have also joined the petition filed by Aera.

But the issue is far bigger. Challenges around the calculation of regulatory assets have clouded several of India's key projects. These are in power, oil & gas, roads and now airports. These disputes have often made the government wary of taking on public-private partnerships (PPPs). This is because the economic implications for the public are large in each dispute.

For instance, in the airport case, redrawing the numbers will mean a passenger using Mumbai airport for domestic travel will pay ₹3,896, a massive rise from the current ₹175. For Delhi, this will be ₹1,261 instead of the current ₹25. This has the potential to cripple the growth in aviation — once allowed, there's nothing to stop other private-sector developers of airports from levying similar charges.

Already, fear of a public uproar has led to a rethinking of the scope of PPP projects to develop infrastructure, often almost from the scratch. As seen in the chart on the year-wise list of projects cleared by the PPP appraisal committee, the top decision-making body in the central government, the rate has flagged since the start of the Covid pandemic in 2020.

In turn, this led to low private-sector capex in the economy. As interest in PPPs tapered off, the pace of investment by the private sector in major projects also took a hit.

Tracing what the two airport operators, Delhi International Airport Ltd (DIAL) and Mumbai International Airport Ltd (MIAL), have asked for, reveals the extent of the problem. Airport operators are entitled to recover costs for the aeronautical-related capital they invest in projects. Aera has factored those in. For the period 2009-14, the total came to ₹966.03 crore for Mumbai airport. This included



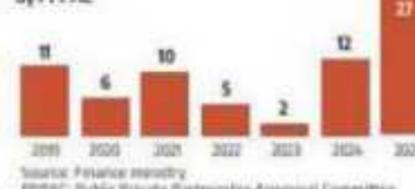
Tracking the trend

PPP projects (1990-2023)

Sector	Numbers	Amt (\$ bn)
Energy	482	163
ICT	25	3
Transport	599	133
Water etc	73	3
Total	1,189	302

Source: McKinsey & Finance Ministry

Number of projects by PPPAC



the aeronautical assets such as landing, parking, costs of building runways, apron, and ATC facilities; a hypothetical additional sum for the costs of operation and maintenance of the airports; tax payable; and the revenues the airports generated before privatisation.

Both MIAL and DIAL had signed off on these calculations listed out in the State Support Agreement, a voluminous document when taking over the lease for them in 2006. None of these companies responded to mails sent by *Business Standard*.

Both these companies however complained that the investments made by them in developing the non-aeronautical services like hotels, shopping areas and so on should also be factored in the hypothetical regulatory asset base that Aera relied on to pass its first set of orders for the period 2009-14. (See chart: No. of projects)

The difference in the interpretation is substantial. Instead of ₹966.03 crore, the sum for which MIAL would need to be compensated will be four times larger at ₹4,848 crore.

Since the cost would be divided between the passengers using the airports and the airlines in a ratio of 70:30, the jump in UDF is easy to calculate. Airlines could shoot up close to ₹10,000 for even the smallest of journeys.

The first appeal by DIAL and MIAL contesting Aera orders was filed in the TDSAT in 2012. The tribunal rejected their claims in 2018. The companies then approached the Supreme Court but it too accepted the TDSAT orders.

The term regulatory assets popped into Indian legal lexicon with the power sector. Once the private sector picked up power distribution companies from the government, they asked for the true cost of power supplied to the consumers to be reflected in the tariffs. Wary of raising electricity prices for consumers, most state governments clubbed these losses as "regulatory assets" — to be made good later. The power sector has paid the price for these delays, as tariffs rarely kept pace with these arrears.

"The aviation sector seems to have

imported the concept from the power sector. But as there was never any difficulty in imposing the true cost of building the airports on the passengers, how does this fiction emerge?" said former Union finance and power secretary, Subhash Garg.

The two companies have claimed in their support a letter of May, 2011 (reviewed by *Business Standard*) from the ministry of civil aviation to the then chairman of Aera. The brief letter notes that "the existing aeronautical charges will be set as the initial regulated aeronautical charges. Accordingly in this case, the proposed approach is to back solve the initial aeronautical asset base, given the aeronautical charges".

That much is clear. But then it adds this sentence: "There is no record of any mechanism for calculation of regulatory base."

It does not mention anywhere that non-aeronautical costs need to be accounted for in the calculation, but keeps a tiny window open for revisiting the formula. The letter was the reason for the Supreme Court to accept the revision petition by the companies in December 2023, and ask the TDSAT to examine whether the non-aeronautical expenses should also be clubbed with allowable costs.

The letter was produced as evidence by DIAL and MIAL to the Supreme Court some 15 years after the privatisation of these airports. The tribunal accepted that all non-aeronautical costs are fit to be included in the calculation of the UDF.

Would bringing in more regulatory assets or capital costs raise the effective returns for the current operators of these airports? Former power secretary Anur Kumar said, "Regulatory assets have been recognised in the power sector as the legitimacy of those has been approved by the regulator. Those are therefore part of the balance sheet of the companies. But in the aviation sector, the regulator has to first recognise those claims."

As Garg put it, airports are not a distress sector — unlike power — so it is not clear whether the Supreme Court will admit the plea for higher costs as those have been presented now. At stake is how the expansion of the aviation sector will pan out.



Corporate Communications Directorate

DAINIK BHASKAR

DELHI

8 DECEMBER 2025

कांगड़ा एयरपोर्ट विस्तार में देरी और सेंट्रल यूनि. की राह में कांग्रेस बनी रोड़ा: जयराम

भास्कर न्यूज़ | धर्मशाला

आते ही कांग्रेस ने बंद कर दिए संस्थान

पूर्व मुख्यमंत्री और नेता प्रतिपक्ष जयराम ठाकुर ने कांग्रेस सरकार पर कांगड़ा एयरपोर्ट विस्तार और केंद्रीय विश्वविद्यालय परियोजना की धीमी प्रगति को लेकर निशाना साधा है। उन्होंने कहा कि तीन साल बीत जाने के बाद भी सुखू सरकार कोई ठोस कदम नहीं उठा पाई है, जिससे दोनों परियोजनाओं में भारी देरी हुई है। उन्होंने कहा कि कांग्रेस सरकार विकास कार्य लटकाने और जनता का ध्यान भटकाने में माहिर हो गई है। कांगड़ा एयरपोर्ट के विस्तार के लिए राज्य सरकार ने अभी तक मात्र 30 करोड़ रुपए भी जारी नहीं किए। वहीं केंद्रीय विश्वविद्यालय की परियोजना भी इस सरकार की लेटलतफी के चलते अटकी पड़ी है। जयराम ठाकुर ने कांगड़ा में

पूर्व सीएम ने कहा कि कांगड़ा एयरपोर्ट का विस्तार इस क्षेत्र के पर्यटन को राष्ट्रीय और अंतरराष्ट्रीय मानचित्र पर ले जाएगा, लेकिन कांग्रेस की झिझक और इच्छाशक्ति के अभाव से यह सपना धूमिल हो रहा है। हमने स्थानीय स्तर पर राष्ट्रीय पर्यटन कॉन्क्लेव और ग्लोबल इन्वेस्टर मीट आयोजित कर कांगड़ा को निवेश का भी केंद्र बनाया था। उन्होंने कहा कि हमारे सांसद लगातार केंद्रीय स्तर पर कांगड़ा के विकास के मुद्दे उठा रहे हैं और आने वाले समय में कई बड़े प्रोजेक्ट धरातल पर आएंगे। लेकिन इस सुखू सरकार से बड़ी उम्मीदें रखना व्यर्थ होगा, जिसने आते ही कई संस्थान बंद कर विकास कार्यों पर रोक लगा दी।

विधानसभा सत्र के दौरान जनता द्वारा मुख्यमंत्री सुखू का सहयोग न करने को भी कांग्रेस सरकार की लोकप्रियता पर बड़ा सवाल बताया। उन्होंने कहा कि जनता ने सुखू से मिलने की बजाय भाजपा की आक्रोश रैली को भारी समर्थन दिया, जो उनकी नाखुशी का साफ संकेत है। ठाकुर ने कहा कि पहली बार ऐसा हुआ है कि मुख्यमंत्री

इतनी बार कांगड़ा प्रवास पर रहे, लेकिन जनता उनसे दूरी बनाए रखे। कांग्रेस सरकार ने झूठे वादे कर सत्ता तो हथिया ली, लेकिन कामकाज में पूरी तरह असफल रही है। उन्होंने कहा कि भाजपा सरकार के कार्यकाल में कई बड़े प्रोजेक्ट कांगड़ा में शुरू हुए थे, जिन्हें कांग्रेस सरकार ने ठंडे बस्ते में डाल दिया है।



Corporate Communications Directorate

DESHBANDHU

DELHI

8 DECEMBER 2025

नोएडा इंटरनेशनल एयरपोर्ट का उद्घाटन फिर टला

लाइसेंस न मिलने से दस दिन की जोरदार तैयारियां ठप, अब नए साल में संभावना

ग्रेटर नोएडा, 7 दिसम्बर (देशबन्धु)। बहुप्रतीक्षित नोएडा इंटरनेशनल एयरपोर्ट (जेवर) का उद्घाटन एक बार फिर स्थगित हो गया है। डिप्टी गवर्नर जनरल ऑफ सिविल एविएशन (डीजीसीए) से एरोड्रोम लाइसेंस न मिल पाने की वजह से प्रस्तावित कार्यक्रम को टालना पड़ा। पिछले दस दिनों से एयरपोर्ट परिसर में प्रधानमंत्री नरेंद्र मोदी की संभावित जनसभा के लिए दिन-रात तैयारियां चल रही थीं, लेकिन शुकवार शाम अचानक सभी गतिविधियां रोक दी गईं।

धुआंधार तैयारियों के अचानक ब्रेक

पिछले दस दिनों से एयरपोर्ट साइट पर भारी उत्साह देखा जा रहा था। जर्मन हॉल की भव्य सेटिंग की जा रही थी, मुख्य मंच, हजारों कुर्सियां, वीवीआईपी सोफे, लाल कार्पेट और भव्य सजावट का काम बुद्धिमान पर चल रहा था, पुलिस, प्रशासन, यमुना एक्सप्रेस-वे प्राधिकरण और सभी संबंधित विभाग 24x7 अलर्ट पर थे।



■ मुख्यमंत्री योगी ने दिए संकेत- देख का सबसे बड़ा एयरपोर्ट दो महीने में चालू होने के करीब

इवेंट मैनेजमेंट कंपनी के सैकड़ों कर्मचारी दिन-रात डटे हुए थे, लेकिन शुकवार देर शाम अचानक निर्देश आए और सभी काम रुक गए। शनिवार सुबह से ही इवेंट कंपनी ने अपना सारा सामान-कुर्सियां, सोफे, कार्पेट, लाइट-साउंड सिस्टम-पैक करना शुरू

कर दिया। पूरा परिसर कुछ ही घंटों में खाली नजर आने लगा।

'अगले दो महीने में उद्घाटन के लिए तैयार'

इसी बीच शनिवार को एक अलग कार्यक्रम में उत्तर प्रदेश के मुख्यमंत्री योगी आदित्यनाथ ने कहा कि देश का सबसे बड़ा एयरपोर्ट बनकर तैयार है और अगले दो महीनों में इसका उद्घाटन हो जाएगा। मुख्यमंत्री के इस बयान को देखते हुए माना जा रहा है कि

अब जेवर एयरपोर्ट की सीमांत जनता को नए साल 2026 की शुरुआत में ही मिल सकेगी। दिसम्बर 2025 में उद्घाटन की संभावना अब लगभग खत्म मानी जा रही है।

सरकारी चुप्पी, लेकिन मैदान खाली होने से साफ है संदेश

यमुना एक्सप्रेस-वे औद्योगिक विकास प्राधिकरण (यौडा) और राज्य सरकार की ओर से न तो उद्घाटन की तारीख की आधिकारिक घोषणा की गई थी और न ही अब कार्यक्रम स्थगित होने की कोई औपचारिक जानकारी दी गई है। अधिकारियों ने इस पूरे मामले में चुप्पी साध रखी है। फिर भी, एयरपोर्ट परिसर से सामान हटाए जाने और सभी तैयारियों के ठप पड़ने से साफ हो गया है कि उद्घाटन अब टल चुका है।

जेवर और आसपास के लाखों लोगों की निगाहें अब नए साल पर टिकी हैं, जब एशिया के सबसे बड़े एयरपोर्टों में से एक आखिरकार उद्घाटन भरने को तैयार होगा।



Corporate Communications Directorate

DAINIK NAVJYOTI

JAI PUR

6 DECEMBER 2025

जयपुर एयरपोर्ट से इंडिगो की 44 फ्लाइट्स रद्द, यात्रियों की बढ़ी परेशानी

नवज्योति, जयपुर। जयपुर एयरपोर्ट पर इंडिगो एयरलाइन की शुकवार को 44 फ्लाइट्स (आने व जाने वाली) रद्द होने से यात्रियों को भारी परेशानी का सामना करना पड़ रहा है। शुकवार सुबह इंडिगो की एक के बाद एक कई उड़ानें रद्द कर दी गईं। शुकवार सुबह 5.35 बजे बेंगलुरु, सुबह 5.45 बजे गोवा की फ्लाइट, सुबह 6.10 बजे



हैदराबाद, सुबह 6.25 बजे इंदौर और सुबह 6.40 बजे गुवाहाटी, सुबह सुबह 7.20 बजे मुंबई और सुबह 9.05 बजे कोलकाता, इंडिगो की सुबह 9.55 बजे चेन्नई, इंडिगो की सुबह 10.55 बजे मुंबई, शाम 5.25 बजे हैदराबाद की और शाम 5.25 बजे चेन्नई की फ्लाइट की फ्लाइट रद्द रही। इसी प्रकार इंडिगो की सुबह 10.30 बजे जोधपुर की फ्लाइट 2 घंटे, इंडिगो की सुबह

11.35 बजे दिल्ली की फ्लाइट 4 घंटे, इंडिगो की सुबह 11.45 बजे इंदौर की फ्लाइट 3 घंटे 10 मिनट, इंडिगो की दोपहर 12.15 बजे बेंगलुरु की फ्लाइट 2 घंटे 10 मिनट लेट, इंडिगो की दोपहर 12.30 बजे लखनऊ की फ्लाइट 1 घंटे, दोपहर 1.25 बजे अहमदाबाद की फ्लाइट हुई डेढ़ घंटे, दोपहर 1.55 बजे दिल्ली और दोपहर 2.20 बजे सूरत की फ्लाइट डेढ़ घंटे, शाम 5.20 बजे देहरादून की फ्लाइट डेढ़ घंटे लेट संचालित हुई।

After two days of chaos, IndiGo Ops stabilise at Dabolim Airport

14 OF 37 FLIGHTS CANCELLED; OFFICIALS HOPEFUL OF FULL NORMALCY AS DISRUPTIONS SLOWLY EASE

THE GOAN NETWORK

VASCO

Flight operations of IndiGo at Goa International Airport, Dabolim, showed steady signs of improvement on Saturday, with airport authorities reporting smoother movement of passengers, fewer bottlenecks at airline counters and an overall calmer atmosphere following the widespread disruptions over the past two days.

A total of 37 IndiGo flights were scheduled for the day, of which 14 flights were cancelled, while around 23 flights operated normally. Though cancellations continue on several major domestic routes, the scale of disruption has reduced, and operations are gradually returning to a more manageable level.

Key sectors where cancellations persisted included Hyderabad, Ahmedabad, Pune, Raipur, Mumbai, Delhi, Indore, Cochin, Bengaluru and Kolkata, affecting both business and leisure travellers.

Airport officials, however, noted that despite the cancellations, the flow of passengers remained far more organised



Passengers wait at Dabolim Airport amid flight delays on Saturday.

throughout the day, without the scenes of congestion and confusion witnessed earlier.

One of the most significant improvements observed on Saturday was the enhanced seating arrangements made by airport authorities.

Recognising the discomfort caused to passengers waiting for revised flight information, additional seating was arranged outside the arrival and departure terminals. These areas provided passengers with a comfortable space to rest while monitoring updates, reducing the need to crowd around airline counters.

Travellers were seen seated calmly in these designated spaces, many expressing

relief that the arrangements made it easier to wait for their flights. Airport staff and ground personnel were also more visible, guiding travellers and helping them with basic queries, contributing to a more orderly environment.

Officials from Goa International Airport said the new measures were part of a coordinated effort to streamline passenger handling until full normalcy is restored.

With a significant number of disrupted travellers already rebooked and accommodated earlier in the day, Saturday witnessed more controlled foot traffic and fewer instances of last-minute confusion.



Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

7 DECEMBER 2025

Airport divorce?

The quirky trend that's helping couples avoid stress and begin their trips on a high

FPJ Web Desk

Even the calmest couples can get tense the moment they step into an airport. One minute you're dreaming of sunsets and sangria, and the next you're debating boarding groups, debating who misplaced the passports, or speed-walking in silent frustration to a mysteriously changed gate. Travel brings joy, but the hours before the holiday? Not always.

Enter the latest relationship-saving hack taking over travel conversations: the "Airport Divorce." Despite its dramatic name, it's neither sad nor legally binding. In fact, couples say it's the key to avoiding mid-terminal meltdowns.

What it is

Coined earlier this year by British



travel journalist Huw Oliver, who jokingly described it as a "relationship-saving manoeuvre", the term refers to a light-hearted, temporary split couples take after clearing the unavoidable pressure points: check-in, baggage drop, and security.

These are the real mood killers, and if you go by online buzz, most travellers agree that emotions run highest here. Once those hurdles are over, the concept is simple: go your separate ways inside the terminal. No

drama, no resentment—just a mutual break.

One of you might wander through duty-free hunting for perfumes or indulging in a pre-flight drink, while the other grabs snacks, scrolls in peace, or finds a quiet charging spot. The beauty of this trend lies in the reunion. Couples meet again at the gate calmer, happier, and refreshed, ready to start the vacation on an actual high note rather than recovering from a tiff over security trays.

अमौसी एयरपोर्ट से 41 उड़ानें रहीं निरस्त

- रेलवे प्रशासन ने परेशान यात्रियों के लिए चलाई स्पेशल ट्रेनें
- स्पेशल ट्रेन से यात्रियों को पहुंचाएगा मुंबई, 1420 यात्रियों ने रद्द कराए टिकट

लखनऊ, लोकसत्या। विमान निरस्त होने से परेशान यात्रियों की सुविधा के लिए पूर्वोक्त रेलवे प्रशासन रविवार को गोरखपुर से एलटीटी यात्रा लखनऊ स्पेशल ट्रेन चलाएंगे। ट्रेन संख्या 05587 गोरखपुर-लोकमान्य तिलक टर्मिनस विशेष गाड़ी रविवार से गोरखपुर से रात 11:25 बजे चलकर बस्ती, गोंडा होते हुए गोमतीनगर से सुबह 4:35 बजे, बादशाहनगर से सुबह 5:10 बजे, ऐशबाग से सुबह 5:55 बजे जाएगी। यहां से कानपुर सेटल, दरई, झांसी,



बीना, रानी कमलापति, इटारसी, भुसावल, नासिक, इगलपुरी, कल्याण के राते एलटीटी सुबह 9 बजे पहुंचेगी। यह जानकारी मुख्य जनसंपर्क अधिकारी पंकज कुमार सिंह ने दी।

एलटीटी गोरखपुर स्पेशल नौ दिसंबर को एलटीटी से सुबह 11 बजे चलकर उपरोक्त स्टेशनों से होते हुए ऐशबाग से दोपहर पाँच बजे, बादशाहनगर से दोपहर 2:12 बजे, गोमतीनगर से 2:55 बजे तथा गोरखपुर रात 8:15 बजे पहुंचेगी।

ट्रेन में स्लीपर के चार, थर्ड एसी के आठ, रोकड एसी के दो, फर्स्ट एसी का एक कोच लगाया जाएगा। इंडिगो एयरलाइन के यात्रियों की परेशानियों का सफर शनिवार को भी जारी रहा।

लखनऊ के अमौसी एयरपोर्ट से 41 उड़ानें निरस्त रहीं। इनके 1420 यात्रियों ने टिकट रद्द करवा दिए। दिल्ली से लखनऊ की दो उड़ानें डायवर्ट कर दी गईं। इसके अलावा विभिन्न एयरलाइंस की दर्जनभर उड़ानें देरी की शिकार हुईं। इससे

12 हजार से अधिक यात्री व उनके परिजन परेशान हुए।

प्रस्थान टर्मिनल तक यात्री रहे परेशान : हवाई अड्डे पर आगमन से लेकर प्रस्थान टर्मिनल तक यात्री परेशान नजर आए। इंडिगो के काउंटर पर लंबी कतारें रहीं। यात्री अपनी उड़ानों के संबंध में जानकारी मांगते रहे, लेकिन उन्हें कोई मदद नहीं मिली।

डीजीसीए के निर्देश से थी शिकायत : पायालटों की इ्यूटी को लेकर डायरेक्टर जनरल ऑफ सिविल एविएशन (डीजीसीए) की ओर से जारी निर्देश को लेकर इंडिगो एयरलाइन प्रशासन को शिकायतें थीं। इस कारण हजारों से अधिक उड़ानों को संचालित नहीं किया गया। अमौसी एयरपोर्ट पर शनिवार को एयरलाइन की 41 उड़ानें रद्द रहीं।



Corporate Communications Directorate

NAVBHARAT TIMES

DELHI

8 DECEMBER 2025

नोएडा एयरपोर्ट का उद्घाटन टला

■NBT न्यूज, ग्रेटर नोएडा

नोएडा इंटरनेशनल एयरपोर्ट का उद्घाटन फिर से टल गया। यूरो ऑफ सिविल एविएशन सिक्योरिटी से क्लियरेंस नहीं मिलने के कारण डीनोएडा एयरपोर्टम साइसेस जारी नहीं किया है। मना जा रहा है कि एयरपोर्ट का उद्घाटन नए साल में ही होगा। करीब 10 दिनों से एयरपोर्ट पर चल रही उद्घाटन समारोह की तैयारियों को रोककर सामान वापस किया जा रहा है। यही, एक कार्यक्रम में सीएम योगी आदित्यनाथ ने भी उद्घाटन टलने के संकेत दिए हैं। उन्होंने अगले 2 महीने में नोएडा एयरपोर्ट के उद्घाटन होने की बात कही है।

नोएडा एयरपोर्ट का उद्घाटन सीएम नरेंद्र मोदी को कराना था। पिछले कुछ दिनों से उनकी पत्नी रीती के लिए तैयारी की जा रही थी। इस दौरान जर्मन हेली और अन्य पंखाल लगाए जा रहे थे। रीती में दो लाख से अधिक लोगों के जुटने का दावा किया जा रहा था। जेकर विधायक धीरेन्द्र सिंह लगातार आसपास के ग्रामीणों को निर्भयण दे रहे थे। कहा जा रहा 15 दिसंबर तक किसी भी डेट पर सीएम एयरपोर्ट उद्घाटन करने आंरगे। लेकिन, एयरपोर्टम साइसेस नहीं मिलने से अब कार्यक्रम टल गया है। इसके साथ रीती के लिए आय सामान इवेंट कंपनी समेट रही है।

Chaos continues at airport, 69 IndiGo flights cancelled

Niyati.Parikh@timesofindia.com

Ahmedabad: The crisis at Sardar Vallabhbhai Patel International Airport showed no signs of easing on Saturday, with widespread cancellations and delays continuing to disrupt travel plans. By 6pm, 69 IndiGo flights were cancelled, including 38 departures and 31 arrivals. While hundreds of passengers were stranded and rerouted, some were also scrambling for last-minute alternatives.

The ripple effect was visible across both domestic and international sectors. Until 6pm, 17 flights were delayed, affecting routes to Bhopal, Nagpur, Chennai, Jodhpur, Hyderabad, Jammu, Chandigarh, Kolkata, Keshod, Mumbai, Delhi, Bengaluru, Jeddah, Hyderabad, Pune, Mumbai, and Bengaluru, among others. Airport officials said the situation remained fluid, with on-ground teams attempting to manage passenger flow, rebooking, and mounting frustration.

To ease the swelling crowds and reduce passenger anxiety, the airport operator activated additional on-ground measures throughout the day. "Extra seating was arranged along the kerbside area to accommodate stranded travellers," a source told TOI. Meanwhile, the airline set up two temporary help desks outside Terminal 1 to support re-



Passengers have been advised to check flight statuses frequently

booking queries and baggage-related claims. "These were positioned over and above existing airline ticketing counters, ensuring that congestion inside the terminal remained manageable even as queues for refunds, rescheduling and missing baggage continued to rise," a source told TOI.

Several flyers planning their travel in the coming days are also anxious. Sexagenarian Samir Bose and his wife are scheduled to travel to Ahmedabad from Kolkata on Tuesday. "Our flight is on time as per the current status. But with the uncertainty around operations due to major cancellations across India, we are confused and worried about how to plan our travel," he said.

Many flyers also complained of last-minute updates and repeated schedule revisions, aggravating the chaos inside the terminals. In a rather he-

artwarming incident amid the chaos, airport staff rushed to help Zubeida, an elderly passenger battling cancer, who missed her flight owing to the disruption. In an emotional audio message shared by the terminal team, she said, "I am grateful for how the airport official offered to help, picked up my luggage, and then booked me an alternative flight to Jammu."

"Addressing the recent disruptions in our network, we cancelled a significant number of flights and operated a little above 700 flights connecting 113 destinations yesterday. Today, we are on our way to operating over 1,500 flights by the end of the day. Regarding the destinations, over 95% of network connectivity has already been re-established as we are able to operate 135 of the existing 138 destinations," an IndiGo spokesperson said.

Corporate Communications Directorate

THE ASIAN AGE

DELHI

8 DECEMBER 2025

- Parl panel to summon IndiGo & DGCA officials
- Airline cancels 650 flights, refunds over ₹610cr

IndiGo ops to stabilise by Dec. 10, govt mulls action

VINEETA PANDEY
NEW DELHI, DEC. 7

After five days of mayhem, while the passengers' woes appeared to be easing as IndiGo operated over 1,650 of its total 2,300 daily domestic and international flights, the trouble for the airline could be mounting with the Directorate General of Civil Aviation (DGCA) issuing a show cause notice and the government contemplating serious action over the fiasco that caused hardship to lakhs of passengers.

"We are establishing significant and sustained improvements across our network... Cancellations were made at an earlier stage, allowing us to inform our customers timelier... We are making significant progress in restoring our flight schedules and strengthening our customer support systems," an IndiGo spokesperson said.

On Sunday, the airline cancelled 650 flights and operated over 1,650 flights, up from 1,500 on Saturday. IndiGo said the refunds



A huge pile of luggage is seen at Terminal 1 of the Indira Gandhi International Airport in New Delhi on Sunday. — PRITAM BANDYOPADHYAY

▶ **THE GOVERNMENT** will likely invoke Rule 133A to pressurise the firm to remove its CEO Pieter Elbers and withdraw his security clearance, as was done in the case of SpiceJet and Air India in the past

and luggage process are in full action, and it is hoping to stabilise the network by December 10. By late evening the airline had processed refunds worth ₹610 crores.

The ministry of civil aviation (MoCA) and the airport directors from Delhi, Mumbai, Bengaluru, Chennai, Hyderabad, Ahmedabad and Goa confirmed normal conditions across terminals on Sunday. "Passenger movement remains smooth with no crowding at check-in, security or boarding points. On-ground support has been strengthened through enhanced monitoring and timely

■ Turn to Page 4

IndiGo ops to stabilise by Dec. 10

■ Continued from Page 1

deployment of assistance by airport operators and the CISE," said the ministry.

However, the government has taken a serious view of the fiasco that caused hardship to lakhs of passengers.

The MoCA is upset with the way things were handled by IndiGo and is contemplating serious action against IndiGo management. In this regard, the government, according to sources, will likely invoke Rule 133A to pressurise the firm to remove its CEO Pieter Elbers and withdraw his security clearance, as was done in the case of SpiceJet and Air India in the past.

Starting the crackdown, the DGCA issued a show cause notice to the IndiGo CEO and accountable manager Isidro Porqueras later on Saturday evening over the entire mishandling of the incident and asked them to reply within 24 hours why "appropriate enforcement action" should not be taken against them.

The DGCA, in its show cause notice to Mr Elbers, has sought an explanation for the massive flight disruptions. In the notice, the regulator said the large-scale operational failures indicate significant lapses in planning, oversight and resource management.

The notice mentioned that the primary cause of the flight disruptions is the non-provisioning of adequate arrangements to cater to the revised requirements for smooth implementation of the approved flight duty time limita-

tions (FDTL) scheme for the airline. "... as the CEO, you are responsible for ensuring effective management of the airline, but you have failed in your duty to ensure timely arrangements for the conduct of reliable operations and the availability of requisite facilities to the passengers," the DGCA notice read.

However, both IndiGo officials have sought time till Monday evening to file their replies. The two functionaries in their request sought additional time, citing operational constraints due to the scale of its nationwide operations and multiple unavoidable factors that contributed to disruptions across several airports. After reviewing the request, the DGCA granted them a one-time 24-hour extension for a response to the show-cause notice with a clear direction that no further extensions will be permitted.

The DGCA also cautioned them that failure to submit a complete and comprehensive reply within the extended timeline will result in the regulator proceeding ex parte.

Union minister of state for civil aviation Murlidhar Mohol on Sunday said that passengers have endured mental harassment and distress due to IndiGo's ongoing operational crisis and assured that steps are being taken to ensure accountability is fixed.

"Certain responsibilities that IndiGo was expected to carry out were not fulfilled, and this is what led to the present situation. The DGCA has formed an inquiry

committee and set up a control room. It has also issued a notice to IndiGo. Limits on ticket sales have been imposed on all airline companies," Mr Mohol said.

The minister added action will be taken after the four-member committee submits its report, accountability will be fixed, and nobody will be spared.

The Parliamentary Standing Committee on Transport, Tourism and Culture on Civil Aviation too is likely to summon the airline executives and the regulator DGCA over flight disruptions. CPI(M) Rajya Sabha member John Brittas has demanded the setting up of a joint parliamentary committee or a judicial inquiry into the large-scale disruption of flights.

The ministry has decided to hold a fortnightly review of IndiGo's operations, with a special focus on its hiring patterns.

There have been allegations of high retrenchment in IndiGo with less hiring to bridge the gap. In a meeting on Saturday night between MoCA officials and IndiGo management, the airline was pulled up for poor communication systems and lesser hiring in the wake of new FDTL norms.

The IndiGo board (Interglobe Aviation Limited) held a meeting on Sunday, following which it set up a crisis management group that includes chairman Vikram Singh Mehta, board directors Gregg Sarotsky, Mike Whitaker and Amitabh Kant and the CEO.



Corporate Communications Directorate

THE ASIAN AGE

DELHI

8 DECEMBER 2025

Airlines need to follow the rules, or face strict action

India's civil aviation was brought near enough to the point of total collapse thanks to an intransigent arm of a virtual duopoly holding a gun to the head of a lethargic government bureaucracy in the wake of a more liberal roster made mandatory for the well-being of pilots and the safety of flying which one airline was chary of accepting in letter and spirit.

The irony is that IndiGo, the airline to blame for the chaos that has lasted six days thus far and needs many more days to restore normality, has got away with it. It is the government that blinked, putting the new FDTL limitations on hold to try and mitigate the miserable lot of passengers who were held to ransom by the airline failing to prepare for the new roster rules that were proposed nearly two years ago.

Having misjudged totally the pilot requirements to meet new crew-rest regulations, giving pilots longer time off and a stipulated two landings only per night, because it had been running its operations for two decades with an eye only on the bottom line as a lean and mean budget carrier, IndiGo blatantly cancelled thousands of flights inconveniencing lakhs of passengers.

Curiously, it was not the airline that was hit as evidenced in modest dips on its market capitalisation in terms of share price but the general Indian public who are largely forced to fly the airline with 65 per cent of national flights, many of them as

Having misjudged totally the pilot requirements to meet new crew-rest regulations, giving pilots longer time off and two landings only per night, IndiGo blatantly cancelled thousands of flights

a monopoly in certain remote sectors and airports. All the lead time given to adapt to more empathetic rules for safer flying went to waste while a nation looked on in shock at airport terminals beginning to resemble fish markets.

Its crew-planning having been non-existent, the airline may have been betting on letting the stress of mass cancellations send a message to the regulator that it cannot enforce reforms without making concessions to the airline. And it could win the argument because the nation with under 850 registered commercial aircraft — of which under 700 are operational — for a population of 140 crores — and around 400 million fliers in the busiest year to date in aviation history — could not possibly offer the required aviation connectivity.

The government and the regulator DGCA were caught on the wrong foot. They woke up nearly five days later into an unprecedented crisis and started speaking of refunds, stranded travellers' requisites and capping fares that had spiralled to unaffordable levels. And the airline, which was putting out apologies to its customers, took six days to form an emergency committee to tackle the ongoing crisis even as its bewildered staff were left to deal with passenger rage at terminals.

Going forward, the government and DGCA should not relax the FDTL, which is a band-aid kind of solution. Given the history of collapsed airlines as much from inefficiency as policy and politicians meddling with the aviation industry, there may be few takers to enter the industry. But the DGCA must be given teeth to deal with non-compliant operators even as the government should help bring dormant aircraft back to the sky and allow pilot training schools the freedom to operate rather than crush them with high taxes on fuel.

A duopoly was allowed to build after the skies were opened just over 30 years ago and the first private operator came to add to the monopoly Indian Airlines enjoyed in the old days. Today, aviation is a lifeline of a rising economy and it cannot be left to profiteering players who raise fares at the first sight of a crisis in the name of surge pricing. Competition must be encouraged, however clouded the scenario may seem. Intractable carriers must be brought to heel if aviation is to serve its purpose in one of the world's largest economies.

INDIGO CRISIS CONTINUES ON DAY 5

Passengers suffer as over 800 flights cancelled

Govt orders airfare cap, ticket refunds by Sunday evening

NEW DELHI, Dec 6: Domestic carrier IndiGo cancelled over 800 flights on Saturday, the fifth day of the ongoing crisis, even as the government imposed a cap on airfares and directed the airline to process all refunds by Sunday evening.

The airline's on time performance from six metro airports plunged to 3.7 per cent on Friday, as per the Civil Aviation Ministry website. The airline had cancelled over 1,000 flights on Friday.

The government said regulatory action will be initiated against the airline in case of any non-compliance.

The government on Saturday also capped the airfares in the range of Rs 7,500 to Rs 18,000 depending on the distance amid soaring air ticket prices due to the IndiGo flight disruptions.

The fare limits, excluding applicable charges, are not applicable for business class and UDAN flights, the Civil Avia-



Passengers stand in a queue at an IndiGo airline's counter at Terminal 1 (T1) of the Indira Gandhi International Airport, in New Delhi on Saturday. — PTI

tion Ministry said in an order.

However, the order did not provide clarity on whether the caps are applicable for economy class tickets or both economy and premium economy class tickets.

Under the limits, for a flight flying up to 500 kilometres, the fares are capped at Rs 7,500 and for 500-1,000

kilometres, the ticket price cap is Rs 12,000.

For flights operating 1,000-1,500 kilometres, the fares are limited at Rs 15,000 and for above, 1,500 kilometres, the cap is Rs 18,000.

The cap means that for a Delhi-Mumbai flight, which is covered in a distance of over 1,300 kilometres, the

fare for at least the economy class is capped at Rs 18,000.

The limits will be in place till the situation stabilises, the ministry said in a statement.

It excludes User Development Fee (UDF), Passenger Service Fee (PSF), and taxes on air tickets.

Passengers suffer ...

(Contd from page 1)

The large number of cancellations and delays are causing hardships to thousands of passengers. In many cases, baggage has been misplaced.

The ministry, in the statement, said it will continue to closely monitor fare levels through real-time data and active coordination with airlines and online travel platforms.

Any deviation from the prescribed norms will attract immediate corrective action in the larger public interest, it added.

In the two-page order on capping the airfares, the ministry said disruptions in flight operations of one of the scheduled airlines has resulted in flight cancellations, leading to capacity constraints and unreasonable surge in fares on a number of sectors.

"These fare limits shall be applicable for all forms of bookings, regardless of whether the purchase is made directly through the airline's official website or through various online travel agents' platforms," it said.

The ministry has also asked airlines to avoid steep or unusual upward fare revisions on sectors affected by the cancellations.

An analysis of fares on airlines' websites on Friday showed that a one-way one-stop economy-class SpiceJet Kolkata-Mumbai flight ticket for December 6 cost up to Rs 90,000, and a similar ticket of Air India for Mumbai-Bhubaneswar went up to Rs 84,485.

Meanwhile, the ministry has directed IndiGo to ensure that baggage separated from the travellers are delivered in the next two days.

Refund process for all cancelled or disrupted flights must be fully completed by 8 pm on Sunday, the ministry said in a separate statement.

"Airlines have also been instructed not to levy any re-scheduling charges for passengers whose travel plans were affected by cancellations," it said.

Also, the airline has been instructed to set up dedicated passenger support and refund facilitation cells. — PTI

Corporate Communications Directorate

AMAR UJALA

DELHI

8 DECEMBER 2025

रिसेप्शन की खुशियों पर इंडिगो का ब्रेक, एयरपोर्ट पर अटकी बारात उड़ानों के रद्द होने का सिलसिला जारी अन्य दिनों के मुकाबले हालत में सुधार

तकनीकी खराबी और स्टाफ की कमी के चलते विमान नहीं भर पाया उड़ान विमान

नई दिल्ली। शरीर का रिसेप्शन हो और दूल्हा-दुल्हन समेत पूरी बारात एयरपोर्ट पर अटक जाए, यह नजारा रविवार को दिल्ली एयरपोर्ट पर देखने को मिला। इंडिगो एयरलाइंस की फ्लाइट रद्दीकरण ने नवविवाहित जोड़े की खुशियों पर ब्रेक लगा दिया। तकनीकी खराबी, स्टाफ की कमी के चलते विमान उड़ान नहीं भर सका और मैकडो डीएल एयरपोर्ट की टेंटी फर्ज पर इंतजार करते रहे। उन्हें हलवात में न तो वैकल्पिक उड़ान मिली और न रिफंड हुआ। यात्रियों का आरोप है कि एयरलाइन ने समय पर जानकारी नहीं दी और न मदद के पर्याप्त इंतजाम किए।

एयरपोर्ट पर फंसे लोगों ने हंगामा किया। मोहल मौहिया पर ब्यारल हो रहे जोड़ियों में दिखा कि लोग चिल्ला रहे थे कि हमारी जिंदगी रुक गई है। एक यात्री ने बताया कि शरीर का खाम भीका था, सब कुछ सबंद हो गया। इंडिगो ने कोई मदद नहीं की।

दुल्हन के परिवार ने कहा, रिसेप्शन में मैकडो मेहमान इंतजार कर रहे थे, लेकिन कोई नहीं पहुंचा। यह सचका दिल्ली एयरपोर्ट पर पिछले 48 घंटों में दर्जनों कैमिलेशन का हिस्सा है। विशेषज्ञों का कहना है कि मौसम, रखरखाव और स्टाफ की कमी इसके पीछे है। नगरिक उद्बुधन संकल्प ने जांच के आदेश दिए हैं।



जिन उड़ानों पर भी न आया रिसेप्शन अत्यवस्था

रविवार को नई दिल्ली के आईआईआई एयरपोर्ट पर इंडिगो की कई उड़ानें रद्द होने से यात्री परेशान नजर आए।



परेशानी के बाद दूल्हा-दुल्हन को मिली वैकल्पिक उड़ान मिली यात्रियों ने कहा कि कच्ची परेशानी के बाद दूल्हा-दुल्हन को वैकल्पिक उड़ान मिली, लेकिन रिसेप्शन का जहन फोका पड़ गया। उम्मीद है कि ऐसी घटनाएं न हों, वरना इवाई स्तर का भ्रम ही खत्म हो जाएगा। यात्रियों ने कहा कि यह घटना इवाई यात्री की विश्वसनीयता पर सवाल खड़े करती है। खासकर त्योहारों और शरीर-महा के दौरान में।



इंडिगो के काउंटर पर यात्री रिफंड के लिए खड़े हुए।

पोस्टर लगाकर यात्रियों को किया सूचित

एयरपोर्ट पर यात्रियों को उड़ान रद्द होने की जानकारी के लिए लगाकर विमान कंपनी के काउंटर पर जांच पड़ रहा था। इसलिए विमान कंपनी ने बार्ड पोस्टर लगाकर उड़ानें रद्द करने की जानकारी दी तक यात्रियों ने काउंटर पर रिफंड के लिए संपर्क किया। एक्स पर कंपनी ने पोस्ट किया कि सभी कैमिल बुकिंग के लिए इंडिगो की तरफ से ऑटोमैटिक रिफंड दिए जाएंगे। 5 से 15 दिसंबर के बीच यात्रा के लिए कैमिलेशन या गैरऑटोमैटिक यात्रा पूरी तरह वापस कर दिया गया है।

संवाद न्यूज एजेंसी

नई दिल्ली। इंडिगो की उड़ान रद्द होने का सिलसिला रविवार को जारी रहा। रविवार देर रात से लेकर रविवार रात तक इंडिगो की 54 उड़ानें रद्द हुईं। इनमें 31 उड़ानें प्रस्थान और 23 उड़ानें आगमन की हैं। इनकी सूचना समय पर मिल जाने से यात्रियों ने एयरपोर्ट स्वना होने से पहले उड़ान रिसेड्यूल कर ली। कनेक्टिंग उड़ान के रद्द होने से यात्रियों को लगेज नहीं मिलने से परेशानी हुई। रविवार को भी कई यात्री लगेज नहीं मिलने से परेशान दिखे और वह एयरपोर्ट के फोरकोर्ट एरिया में घुमते नजर आए।

रविवार को एयरपोर्ट के हालत में सुधार था। पिछले कुछ दिनों से परेशान यात्रियों को थोड़ा फोरकोर्ट

चेकइन के बाद अपने सामान के लिए यात्री सबसे ज्यादा परेशान

एरिया नजर आ रहे थे वह रविवार को देखने को नहीं मिली। हालांकि कुछ यात्री और उनके परिवार अभी भी परेशान दिखे। कुछ ऐसे यात्री भी मौजूद थे, जिनके साथ उनके परिवार वाले भी पहुंचे थे। वह तब तक फोरकोर्ट एरिया में मौजूद रहे जब तक उसके अपने की उड़ान टेकऑफ नहीं हो जाता।

यात्री आने वाले यात्री कुछ देर के अंतराल में अपनी उड़ान की जानकारी लेते हुए नजर आए। उन्हें इस बात का डर था कि कहीं उनकी उड़ान रद्द न हो जाए। हालात को देखते हुए यात्रियों को अखिरी समय पर चेकइन करते हुए देखा गया।

दुश्वारियां बरकरार, इंडिगो की 650 उड़ानें रहीं निरस्त, यात्रियों को लौटाए 610 करोड़

■ एयरलाइन ने 3,000 बैगेज भी सौंपे : दावा-1,650 उड़ानें हुईं, सरकार ने कहा-हालात पर नजर, कार्रवाई निश्चित ■ कुछ जगहों पर उड़ानों में देरी, दिल्ली व मुंबई समेत देशभर में अफरा-तफरी का रहा माहौल

अमर उजाला नेटवर्क

नई दिल्ली/मुंबई। हवाई यात्रा की दुश्वारियां रविवार को भी जारी रहीं और छठे दिन इंडिगो एयरलाइन ने 650 उड़ानें रद्द कीं। कुछ जगहों पर उड़ानों में देरी भी हुई। इससे दिल्ली और मुंबई समेत देशभर में अफरा-तफरी का माहौल रहा और हजारों यात्री प्रभावित हुए।

सरकार की ओर से समयसमय तय करने के बाद इंडिगो ने अब तक रद्द उड़ानों के टिकट के रिफंड के रूप में यात्रियों को कुल 610 करोड़ रुपये लौटाए हैं और 3,000 बैगेज भी सौंपे हैं। यह बैगेज हवाई अड्डों पर चेकिंग के दौरान यात्रियों से लिए गए थे, पर आखिरी चकत्त में उड़ानें रद्द होने से उनके बैगेज फंस गए थे। इंडिगो ने दावा किया, जल्द ही स्थिति और सुधरेगी। रविवार को एयरलाइन ने 1,650 उड़ानें कीं। नागरिक उड्डयन सचिव मुरलीधर मोहोत ने कहा कि सरकार मामले को गंभीरता से ले रही है और निश्चित रूप से कार्रवाई की जाएगी। मंत्रालय ने रद्द उड़ानों के टिकट के पैसे यात्रियों को लौटाने के लिए इंडिगो को रविवार शाम तक का समय दिया था, जबकि सोमवार शाम तक बैगेज लौटाने को कहा था। मंत्रालय ने कहा कि इंडिगो की उड़ानें रद्द होने के कारण बने संकट को दूर करने के लिए त्वरित और निर्णायक कदम उठाए गए हैं। देशभर में हवाई यात्रा की स्थिति तेजी से स्थिर हो रही है। अन्य सभी प्रमुख एयरलाइंस सुचारु रूप से और पूरी क्षमता से काम कर रही हैं।



यात्रियों का मानसिक उत्पीड़न : मोहोत

नागरिक उड्डयन सचिव मुरलीधर मोहोत ने कहा, इंडिगो के मौजूदा परिचालन संकट के कारण यात्रियों को मानसिक उत्पीड़न और परेशानी का सामना करना पड़ रहा है। उन्होंने भरोसा दिया कि जवाबदेही तय करने के लिए कदम उठाए जा रहे हैं।

■ मोहोत ने कहा, इंडिगो अपनी विमानस्थलों तक से निभाने में नाकाम रही और इसी वजह से यह स्थिति बनी। उड़ान क्षमता समय सीमा (एफडीटीएम) का पालन नहीं करने के लिए एयरलाइन के खिलाफ तत्काल कार्रवाई की गई है।

■ उड्डयन मंत्रालय ने दावा किया, दिल्ली, मुंबई, बंगलुरु, चेन्नई, हैदराबाद, अहमदाबाद और गोवा के हवाई अड्डों पर सभी टर्मिनलों पर सामान्य स्थिति रही। यात्रियों को आसानी से सुचारु री और चेक-इन, सुरक्षा या बॉर्डिंग पॉइंट पर कोई भीड़भाड़ नहीं रही। हवाई अड्डा संचालकों और सीआइएसएफ की ओर से बेहतर निगरानी और जमीनी स्तर पर सहायता को मजबूत किया गया है।

दिल्ली में 109 उड़ानें हुई रद्द

- उड़ानों पर जारी संकट के बीच सबसे ज्यादा प्रभाव हैदराबाद में देखा गया। यहां शनिवार रांघी अंतरराष्ट्रीय हवाई अड्डे पर 115 उड़ानें रद्द हुईं, जिनमें से 54 आगमन व 61 प्रस्थान की थीं।
- दिल्ली में कम से कम 59 प्रस्थान और 50 आगमन, यानी कुल 109 उड़ानें रद्द हुईं। वहीं, कोलकाता में 76 उड़ानें प्रभावित हुईं, जिनमें से 53 प्रस्थान और 23 आगमन वाली थीं।
- अहमदाबाद में अपेक्षाकृत कम 20 उड़ानें रद्द हुईं, जिनमें से 12 आगमन और 8 प्रस्थान वाली उड़ानें थीं। हालांकि, हवाई अड्डे ने यह भी स्पष्ट किया कि टर्मिनल और एयरस्ट्रीट में कोई समस्या नहीं थी। यात्रियों की सुविधा का पूरा ध्यान रखा जा रहा है।

इंडिगो ने कहा-कर रहे सुधार

इंडिगो के सीईओ पीटर एल्चर्स ने कहा कि हम कदम दर कदम सुधार कर रहे हैं। उड़ानों को रद्द किए जाने की सूचना यात्रियों को समय से पहले दी जा रही है, ताकि उन्हें हवाई अड्डे तक नहीं आना पड़े।

- एयरलाइन के प्रवक्ता ने कहा कि रविवार को 1,650 से ज्यादा उड़ानें की गईं। इनमें 138 में से 137 गंतव्यों पर उड़ानें हुईं। कंपनी ने 10 दिसंबर तक उड़ानों के संचालन में स्थिरता आने की उम्मीद जताई है। सुक्रवार को इंडिगो की करीब 1,500 उड़ानें ही हुई थीं। चालक दल की कमी के कारण लगभग 1,600 उड़ानें रद्द करनी पड़ी थीं। अगस्त पर एयरलाइन रोजाना करीब 2300 उड़ानें संचालित करती है।

राजनीति का मुद्दा नहीं बनाएं : नायडू

इंडिगो मामले पर कांग्रेस नेता राहुल गांधी के बयान पर नागरिक उड्डयन मंत्री राम मोहन नायडू ने पलटवार किया है। नायडू ने कहा कि कांग्रेस नेता को जनता से जुड़े इस मुद्दे को राजनीति का मुद्दा नहीं बनाना चाहिए। सरकार उड्डयन क्षेत्र में प्रतिस्पर्धा बढ़ाने के लिए काम कर रही है। इसमें नई एयरलाइंस को अनुमति देना, बड़े में ज्यादा विमान जोड़ना शामिल है। इस उद्देश्य से संसद में कानून भी पारित किया गया है। राहुल ने इस संकट को सरकारी मोनोपोली मोडल का नतीजा बताया था।



Corporate Communications Directorate

AMAR UJALA

DELHI

8 DECEMBER 2025

एयरपोर्ट पर अटकी बरात, इंडिगो ने रिसेप्शन की खुशियों पर ब्रेक लगाया

नई दिल्ली। शادی का रिसेप्शन हो और दुल्हा-दुल्हन समेत पूरी बरात एयरपोर्ट पर अटक जाए, यह नजारा रविवार को दिल्ली एयरपोर्ट पर देखने को मिला। इंडिगो एयरलाइंस की फ्लाइट रद्दीकरण ने नवविवाहित जोड़े की खुशियों पर ब्रेक लगा दिया।

तकनीकी खराबी और स्टाफ की कमी के चलते विमान उड़ान नहीं भर सका और सैकड़ों लोग रातभर एयरपोर्ट की ठंडी फर्श पर इंतजार करते रहे। उन्हें तत्काल में न तो वैकल्पिक उड़ान मिली और न ही रिफंड का तुरंत इंतजाम हो पाया। यात्रियों का आरोप है कि एयरलाइंस ने समय पर जानकारी नहीं दी और न ही भ्रष्ट के पर्याप्त इंतजाम किए। एयरपोर्ट पर फंसे लोगों ने हंगामा किया। स्पेशल मोडिब पर वायरल हो रहे वीडियो में दिख कि लोग चिल्ला रहे थे कि हमारे विंडी रुक गई है। एक यात्री ने बताया कि शادی का खास मौका था, सब कुछ बर्बाद हो गया। इंडिगो ने कोई भ्रष्ट नहीं की। दुल्हन के परिवार ने कहा, रिसेप्शन में सैकड़ों मेहमान इंतजार कर रहे

तकनीकी खराबी और स्टाफ की कमी के चलते विमान नहीं भर पाया उड़ान

थे, लेकिन कोई नहीं पहुंचा। यह वाक्या दिल्ली एयरपोर्ट पर पिछले 48 घंटों में दर्जनों कैमिलेशन का हिस्सा है। विशेषज्ञों का कहना है कि मौसम, रखरखाव और स्टाफ की कमी इसके पीछे हैं। नागरिक उड़ानभरण मंत्रालय ने जांच के आदेश दिए हैं। यात्रियों ने कहा कि यह घटना हवाई यात्रा की विश्वसनीयता पर सवाल खड़े करती है। खासकर त्योहारों और शदी-बह के मौकान में। उन्होंने मांग की है कि एयरलाइंस को पहले से योजना बनानी चाहिए। एक तरफ खुशियां मनाने निकले लोग, दूसरी तरफ एयरपोर्ट की ठंडी फर्श पर रात गुजरने पड़ रही है। उन्होंने कहा कि यह स्थिति दिल् टाल देने वाली है। वहीं, अन्य यात्रियों ने कहा कि काफी परेशानी के बाद दुल्हा-दुल्हन को वैकल्पिक उड़ान मिली, लेकिन रिसेप्शन का जशन फीका पड़ गया।



Corporate Communications Directorate

BUSINESS LINE

DELHI

7 DECEMBER 2025

IndiGo crisis: No one will go scot-free, says Aviation Minister

BACK IN AIR. Ram Mohan Naidu expects operations to normalise by Monday

Ruhit Vaid
New Delhi

Asserting that accountability will be fixed for the ongoing chaos at airports across the country created by IndiGo's mismanagement of the rollout of Flight Duty Time Limitations (FDTL) norms, Civil Aviation Minister Ram Mohan Naidu told business-line that the Centre has intervened decisively to safeguard passenger interests via a series of co-ordinated measures.

About the impression that IndiGo pressured the government into putting some provisions of the FDTL norms in abeyance, Naidu, in an exclusive interview to business-line, said that "no one is going scot-free" and that culpability will be established and regulatory action will follow.

ACTION IMMINENT
"Investigation will reveal the culpability and thereafter appropriate action through fines or other regulatory action will be taken," he said.

The Minister assured passengers that the develop-



I have been saying that India needs at least five big airlines, and the government would support new entrants

RAM MOHAN NAIDU
Civil Aviation Minister

ments leading to the extensive disruption at IndiGo will be examined. "Safeguarding passenger interest is our No 1 concern," he said.

"We have taken a multi-pronged approach to mitigating the crisis, including adding extra capacity from other players, imposing a fare cap and ensuring timely refunds," he said.

FARE CAP
Naidu said all airlines have been instructed to operate within controlled fare bands. "Airlines have been directed to keep airfares capped. No opportunistic pricing will be allowed." He added that carriers are now working together to ease the load. "Extra capacity is being added by



all airlines," he said.

According to Naidu, IndiGo has informed the government that its operations may stabilise between December 10 and 15. However, he expects the situation to improve sooner. "Even though IndiGo has given a timeline of December 10-15 for stabilisation of operations, I expect this to be achieved by Monday," he said. "We will make sure no such incident repeats ever again. We will set things right." India's aviation ecosystem needs to grow to reduce vulnerability to such shocks, he added.

OPEN TO NEW PLAYERS
"I have been saying that India needs at least five big air-

lines," the Minister noted, adding that the government will continue to support new entrants. "We will continue to push for more reforms to bring in new players."

Naidu said earlier policy decisions were signed with the same objective. "Earlier steps like the CTC Act were meant to make the industry more attractive," he said.

The inquiry will examine what went wrong at IndiGo, identify accountability for appropriate actions and outline measures to prevent similar disruptions in the future. Simultaneously, the Centre has issued a show-cause notice to IndiGo's Chief Executive Officer, Peter Elbers, in the wake of a large-scale disruption of flights in recent days.

DISRUPTIONS PERSIST
Meanwhile, IndiGo's flight disruptions continued to hamper travel plans across the country on Sunday, even as the airline said it is on track to operate over 1,650 flights, up from 1,500 flown on Saturday. The airline operated around 2,300 daily flights before the crisis.

Corporate Communications Directorate

BUSINESS LINE

DELHI

7 DECEMBER 2025

Plane facts

IndiGo arguably used market power to create a crisis

There can be only two explanations for the crisis created by IndiGo over Indian skies last week. It was either hubris born out of industry dominance and the assumption that it could be leveraged with the regulator. Or it was plain incompetence driven by greed to grow at any cost. Either way, the crisis has blown up spectacularly on the airline's face.



IndiGo's biggest USP of reliability and on-time performance has been dented forever, and no amount of tinkering can restore the original reputation. This crisis was the inevitable outcome of an airline that chose aggressive growth over responsible planning, even as new pilot duty time norms had been notified nearly two years earlier.

The revised Flight Duty Time Limitations (FDTL), aimed at improving pilot rest and safety, were notified in January 2024 and came into force in two phases. Every airline had the same timeline. Others adjusted networks, reduced flying where needed, and complied with the new norms. Using its market dominance of over 60 per cent, IndiGo, instead, seems to have tried arm-twisting the regulator for concessions. Even as its duty rosters stretched to breaking point, the airline pushed ahead with an expanded winter schedule when it simply did not have the manpower to fly. IndiGo scheduled over 15,000 domestic flights a week this winter, a 6 per cent jump over its summer operations, without securing the pilots required to operate them under the new FDTL norms.

The Airline Pilots Association of India has accused IndiGo of engineering an artificial crisis to pressure the government into temporary waivers. Reports suggest pilots who were available to fly were not rostered. If true, this points not just to managerial incompetence but to a calculated attempt to use public distress as leverage. The four-member DGCA inquiry committee must investigate these claims thoroughly, with full transparency. The crisis also exposes a glaring regulatory failure. Why were audits not conducted in advance to verify pilot strength, crew rest patterns, and ground staffing? The regulator ought to have anticipated the pressure of the winter schedule, particularly from an airline with disproportionate market power. Instead, warnings were issued only after passengers were stranded everywhere.

The crisis reveals deeper structural weaknesses: a duopoly market where passengers have no real choice. India is now the world's third-largest domestic aviation market, with passenger traffic growing at 10-12 per cent annually. Policymakers need to dwell on strategies to encourage and support more players in the industry. Airlines is a public utility industry and no single player should be allowed to hold the country to ransom. The role of the IndiGo board — packed with people of eminence — in this crisis needs to be scrutinised closely. The Centre's penalties and strictures on IndiGo should be so exemplary that no operator in a public utility industry, be it airline or telecom, ever attempts to pull a crisis on the people as IndiGo has now done.



Corporate Communications Directorate

BUSINESS LINE

DELHI

7 DECEMBER 2025

IndiGo ops recover, but cancellations continue

STEADY IMPROVEMENT. The airline operated around 1,650 flights on Sunday; on-time performance up to 75%; refunds for cancellations apace

Our Bureau
New Delhi/Hyderabad
Chennai/Bangalore

IndiGo's flight disruptions continued to affect travel plans of people across the country on Sunday as the airline operated around 1,650 flights compared with an average of 2,300 daily services before the crisis.

On Saturday, the airline flew around 1,300 flights. It said that services were resumed to and from 137 out of 138 destinations in its network.

FULL WAIVER

The airline said its on-time performance had improved to 75 per cent from 30 per cent on Saturday, and that a full waiver on cancellations and reschedule requests had been implemented for bookings till December 15.

IndiGo pointed out that since the current cancellations



AWAITING CLARITY. Passengers looking at the information display board at the Indra Gandhi International Airport Terminal 3, in New Delhi on Sunday

were made at an earlier stage, it allowed the carrier to inform customers in good time.

According to the airline's Chief Executive Officer Pieter Elbers, "In my earlier messages, I conveyed we would be rebooting the systems Friday, take a significant number of cancellations and start afresh Saturday. That has worked well, by operating

some 1,500 flights yesterday as compared to only 700-ish on Friday."

GETTING BACK

"Also, we have been able to execute the cancellations at an earlier stage, so customers don't show up at airports in case their flights are cancelled. It gives us all confidence that we are getting back."

The Centre has issued a show-cause notice to Elbers following the large-scale disruption of flights. He has been asked to respond within 24 hours on why no appropriate enforcement action should be taken against him for violation of the rules. Elbers' reply is expected by Monday.

Besides, IndiGo said that its board of directors has

already set up a Crisis Management Group (CMG) comprising, amongst others, Chairman Vikram Singh Mehta, Directors Gregg Saritsky, Mike Whitaker, Amitabh Kant and Elbers.

"This group has been meeting regularly to monitor the situation and is being constantly updated by the management of the measures being undertaken to restore normal operations," an IndiGo spokesperson said.

On its part, the Centre said that air travel operations across the country are stabilising rapidly.

FULL CAPACITY

All other domestic airlines, said the Ministry, are operating smoothly and at full capacity, while IndiGo's performance has shown steady improvement, with flight schedules moving back towards normal levels.

To ensure financial protection for passengers, the

Ministry of Civil Aviation issued strict directives to IndiGo requiring that all refunds for cancelled or severely delayed flights be completed by 8 p.m. on Sunday.

PROCESSED REFUNDS

Accordingly, IndiGo has so far processed refunds totalling ₹610 crore. No additional fee is permitted for rescheduling travel impacted by cancellations.

The Ministry has also instructed IndiGo to trace and deliver all baggage separated from passengers due to disruptions, within 48 hours. IndiGo has delivered 3,000 pieces of baggage to passengers across India as of Saturday.

Meanwhile, passengers continue to suffer at airports around the country. At Hyderabad airport, IndiGo cancelled 61 departures and 54 arrivals. IndiGo cancelled 151 flights on Sunday from

Bengaluru (76 arrivals, 75 departures). This follows 165 cancellations on Saturday (86 arrivals, 79 departures).

On the other hand, things were calm at the Chennai airport after two days of commotion due to the IndiGo flight cancellations. However, as of Sunday 8.30 p.m., a total of 49 arrivals and 42 departures were cancelled, said Chennai airport sources.

In addition, the DGCA has written to multiple airlines over alleged violations of the Ministry's order capping maximum fare stage-length wise for all domestic carriers.

As per the DGCA, it has observed non-compliance based on fare listings displayed on airline websites. Notably, Air India and SpiceJet have been asked to provide proper justification for the non-compliance by noon on December 8.



Corporate Communications Directorate

BUSINESS LINE

DELHI

7 DECEMBER 2025

IndiGo board sets up crisis group; to restore full service by Dec 10

Our Bureau
Mumbai

IndiGo said its board of directors has set up a crisis management group to monitor restoration of operations that suffered a meltdown in the last few days.

The airline also revised its guidance and expects to restore its operations by December 10.

The earlier timeline for restoration was between December 10-15.

The airline's board is led by Chairman Vikram Singh Mehta (a former chairman of Shell group of companies in India), and comprises independent directors including former CEO of NITI Aayog

Amitabh Kant. The airline issued an update as its Chief Executive Officer Pieter Elbers received a show-cause notice from the Director General of Civil Aviation on Saturday.

UNDER SCRUTINY

The IndiGo board also came under social media scrutiny with many questioning its role. IndiGo on Sunday said its board met on the very day the airline cancelled a large number of flights.

"The members received a detailed briefing from the management on the nature and extent of the crisis. This meeting was followed up with a session confined to board members at which, it was decided to set up a Crisis



EYING NORMAL SERVICES. The airline has revised its guidance and expects to restore operations by December 10

Management Group (CMG) comprising among others Chairman Vikram Singh Mehta; directors Gregg Sarsky, Mike Whitaker and Amitabh Kant, and CEO

Pieter Elbers," the airline said.

CONSTANT UPDATE

"This group has been meeting regularly to monitor the

situation and is being constantly updated by the management of the measures being undertaken to restore normal operations. In addition, there have been multiple telephonic discussions, including with directors who are not members of the CMG," the airline said.

OPERATION INTEGRITY

IndiGo said the objective of these meetings and exchanges is to address, as quickly as practically possible, the hardships suffered by its customers and other stakeholders while also restoring operational integrity across the airline's network.

Separately, the airline said it has seen significant and

sustained improvements across its network.

LESS CANCELLATIONS

"The first step to this was taken yesterday, today next steps have been taken on this with lesser cancellations and a higher on-time performance. Also, cancellations were made at an earlier stage, allowing us to inform our customers on time.

"Our teams are working relentlessly to stabilise operations, and our primary focus remains on providing an enhanced travel experience for our customers. We are making very significant progress in restoring our flight schedules and strengthening our customer support systems," IndiGo said.



Corporate Communications Directorate

BUSINESS LINE

DELHI

7 DECEMBER 2025

For IndiGo pilots, it's a wait for stable roster⁺

Aneesh Phadnis
Mumbai

IndiGo pilots have been reporting for duty to find their scheduled flights cancelled as the airline is yet to restore normal operations.

IndiGo on Sunday said it has achieved significant operational improvement — better on-time performance, increased number of flights and restored connectivity to 137 of its 138 destinations.

Still large scale cancellations persisted with the airline operating around 1,650 of the 2,200-plus regular flights.

RECOVERY PLAN

On Friday, IndiGo started its operational recovery plan and pilots rostered for duty post 2 am were asked to report for duty as per the assigned reporting time.

"Your original flight may be cancelled and you may be reassigned to an alternate passenger recovery flight or a ferry flight to bring dis-

placed crew back to their home bases," Akshay Mohan, the airline's Deputy Head of Flight Operations, wrote to pilots.

Mohan asked pilots for flexibility and co-operation and assured that operations will stabilise quickly with their support.

STILL CHAOTIC

"Though things are getting better it is still chaotic. Some pilots who were supposed to return to base after operating flights were stuck because they did not get confirmed tickets. Co-ordination seems amiss as changes in schedules and rosters are not getting communicated quickly with the transport department," an IndiGo captain said.

IndiGo operated 2,200-plus flights a day till the pilot shortage crisis forced it to cancel hundreds of flights.

Its network design and schedules were such that pilots and crew became unavailable for work after lay over at destinations.

Some pilots were stuck in Bhubaneswar for 3-4 days and some in Visakhapatnam for equally long time.

Over the past two days, the airline operated ferry flights between metros to transport pilots and crew back to their base.

A senior captain suggests the disruption is not the result of flight duty norms issues alone.

"The airline's ground support functions have been under strain as the airline has added flights. This was visible for the past 10 days when there were not enough resources available on ground such as loaders, buses, etc. I believe the inadequacy of ground staff too has contributed to the flight disruptions," he said.

At the height of disruption, one commander at Mumbai airport had to call for technical, catering and cleaning staff when he reached the aircraft to operate a flight from Mumbai.

DUTY ROSTERS

On Sunday evening, IndiGo informed pilots of their new duty rosters for Monday and Tuesday. Later, the rosters for December 11-15 and those beyond would be published.

"We continue to stabilise operations following recent disruption. Publishing short rosters was required to improve control and coverage during this period and we expect this to normalise this shortly," the airline informed pilots.

उड़ान सामान्य करने में जुटी इंडिगो

कंपनी बोर्ड ने स्थिति पर नजर रखने के लिए गठित किया संकट प्रबंधन समूह

दीपक पटेल
नई दिल्ली, 7 दिसंबर

परिचालन संकट से जूझ रही विमानन कंपनी इंडिगो के निदेशक मंडल ने संचालन को सामान्य करने और उड़ानों के रद्द होने की वजह से यात्रियों को टिकट के पैसे वापस करने में मदद के लिए संकट प्रबंधन समूह (सीएमजी) का गठन किया है। संकटग्रस्त विमानन कंपनी इंडिगो ने आज इसकी जानकारी दी।

भारत की सबसे बड़ी विमानन कंपनी की उड़ानें रद्द होने का सिलसिला आज भी जारी रहा और उसने करीब 650 उड़ानें रद्द कर दीं, जो शनिवार को रद्द की गई लगभग 735 उड़ानों से थोड़ी कम थीं। मौजूदा संकट शुरू होने से पहले इंडिगो हर दिन तकरीबन 2,300 उड़ानें संचालित करती थी।

इंडिगो के पास पायलटों की उड़ान की समय सीमा (एफडीटीएल) से संबंधित नए मानदंडों का पूरी तरह से पालन करने के लिए पर्याप्त पायलट नहीं थे, जिसकी वजह से कंपनी के परिचालन में बाधा आई। नागर विमानन महानिदेशालय (डीजीसीए) का नया मानदंड 1 नवंबर को लागू हुआ था।

इस बीच इंडिगो के मुख्य पायलट (लाइन ऑपरेशंस) राहुल पाटिल ने पायलटों को निर्देश दिया कि वे प्रत्येक उड़ान में कॉकपिट से औपचारिक माफी



संचालन धीरे-धीरे सामान्य हो रहा है और 10 दिसंबर तक उड़ान नेटवर्क के 'स्थिर' होने की उम्मीद है।



हालात में हो रहा सुधार

■ रविवार को 650 उड़ानें रद्द, 1,650 संचालित होने की संभावना

■ रद्द उड़ानों के लिए कंपनी ने यात्रियों को लगभग 610 करोड़ रुपये का रिफंड जारी किया

■ शनिवार तक इंडिगो ने देश भर में यात्रियों से बिछड़े 3,000 बैग उन्हें सौंप दिए

पीटर एल्बर्स, सीईओ, इंडिगो

की घोषणा करें। कर्मचारियों को भेजे वीडियो संदेश में इंडिगो के सीईओ पीटर एल्बर्स ने कहा कि संचालन धीरे-धीरे सामान्य हो रहा है और 10 दिसंबर तक उड़ान नेटवर्क के 'स्थिर' होने की उम्मीद है। इस बीच, दिल्ली इंटरनेशनल एयरपोर्ट लिमिटेड (डायल) ने एक्स पर कहा कि इंडिगो की उड़ानों में 'देरी हो सकती है' और यात्रियों को हवाई अड्डे के लिए रवाना होने से पहले नवीनतम उड़ान स्थिति की जांच करने की सलाह दी जाती है।

इंडिगो ने कहा कि उसके निदेशक मंडल की बैठक हुई जिसमें उन्हें संकट की प्रकृति और व्यापकता की जानकारी दी गई। इस बैठक के बाद बोर्ड सदस्यों के साथ एक सत्र आयोजित किया गया, जिसमें सीएमजी गठित करने का निर्णय लिया गया। समिति में अन्य लोगों के अलावा बोर्ड के चेयरमैन विक्रम सिंह मेहता के साथ ही बोर्ड के निदेशक ग्रेग सारेत्स्की, माइक व्हिटेकर और अमिताभ कांत और सीईओ पीटर एल्बर्स शामिल हैं। इंडिगो के अनुसार सीएमजी

स्थिति की निगरानी के लिए नियमित रूप से बैठक कर रही है और सामान्य परिचालन बहाल करने के लिए किए जा रहे उपायों के बारे में प्रबंधन द्वारा लगातार जानकारी दी जा रही है। बयान में कहा गया, 'निदेशक मंडल हमारे ग्राहकों के सामने आने वाली चुनौतियों का ध्यान रखने और संकट के दौरान टिकट रद्द करने पर रिफंड सुनिश्चित करने आदि का हर संभव प्रयास कर रहा है।'

इस बीच नागर विमानन मंत्रालय ने एक बयान में कहा कि इंडिगो के प्रदर्शन में आज थोड़ा सुधार हुआ है और वह उड़ान शेड्यूल को सामान्य करने की ओर बढ़ रही है। इसमें कहा गया, 'इंडिगो की उड़ानें 5 दिसंबर को 706 से बढ़कर 6 दिसंबर को 1,565 हो गईं और आज 1,650 तक पहुंचने की संभावना है।'

मंत्रालय ने कहा कि इंडिगो ने रद्द की गई और अत्यधिक विलंबित उड़ानों के लिए लगभग 610 करोड़ रुपये का रिफंड जारी किया है। इंडिगो को यात्रियों से बिछड़े सभी सामान 48 घंटों के भीतर ढूंढने और पहुंचाने का निर्देश दिया गया है। मंत्रालय ने कहा कि इंडिगो ने शनिवार तक पूरे भारत में 3,000 बैग यात्रियों को सौंप दिए हैं। मंत्रालय ने जोर देकर कहा कि दिल्ली, मुंबई, बंगलुरु, चेन्नई, हैदराबाद, अहमदाबाद और गोवा के हवाई अड्डा निदेशकों ने रविवार को टर्मिनलों में सामान्य स्थिति की पुष्टि की है। ■ संबंधित खबरें : पृष्ठ 2

भारत में विमानन सबसे मजबूत

हर्फिडल-हर्शमैन सूचकांक बढ़कर वित्त वर्ष 25 में 4,500 के रिकॉर्ड उच्च स्तर पर पहुंच गया

कृष्ण कांत
मुंबई, 7 दिसंबर

भारत में पिछले दशक के दौरान विभिन्न क्षेत्रों का बाजार लगातार मजबूत हुआ है। मगर हर्फिडल-हर्शमैन सूचकांक (एचएचआई) बताता है कि विमानन क्षेत्र का दबदबा सबसे ज्यादा है और यही कारण है कि यह शीर्ष पर है। भारतीय विमानन क्षेत्र में एचएचआई वित्त वर्ष 2025 में बढ़कर 4500 हो गया। यह अमेरिका के न्याय विभाग और यूरोपीय आयोग के एंटी-ट्रस्ट प्रभाग द्वारा बताए गए अत्यधिक मजबूत बाजार की सीमा से दोगुने से भी अधिक है।

भारतीय विमानन उद्योग में एचएचआई स्कोर पिछले दस वर्षों में वित्त वर्ष 2015 के 2678 से 1800 अंकों से अधिक बढ़ा है, जो बिजनेस स्टैंडर्ड द्वारा एकत्रित आठ प्रमुख उद्योगों के आंकड़ों में सर्वाधिक है। बाजार की मजबूती के लिहाज से विमानन क्षेत्र दूरसंचार क्षेत्र से भी आगे है, जिसने 2017 में रिलायंस इंडस्ट्रीज के प्रवेश के बाद एचएचआई स्कोर में दमदार वृद्धि दर्ज की है। दूरसंचार क्षेत्र में एचएचआई स्कोर पिछले दशक में लगभग 1500 अंकों की वृद्धि के साथ 1670 से वित्त वर्ष 25 में 3174 हो गया है।

अमेरिकन का न्याय विभाग और यूरोपीय आयोग दोनों ही मजबूती के स्तर को मापने और विलय एवं अधिग्रहण



बाजार की मजबूती के लिहाज से विमानन क्षेत्र दूरसंचार क्षेत्र से भी आगे है, जिसने रिलायंस के प्रवेश के बाद एचएचआई स्कोर में दमदार वृद्धि दर्ज की है

प्रस्तावों की जांच के लिए एचएचआई पैमाने का उपयोग करते हैं। अमेरिका का न्याय विभाग और संघीय व्यापार आयोग के अनुसार, 1,800 से अधिक एचएचआई वाले बाजार अत्यधिक मजबूत होते हैं और ऐसा विलय जो अत्यधिक मजबूत बाजार बनाता है या उसे और मजबूत करता है और जिसमें एचएचआई में 100 अंकों से अधिक की वृद्धि शामिल होती है, उससे प्रतिस्पर्धा में भारी कमी आने या एकाधिकार स्थापित होने की संभावना मानी जाती है।

यूरोपीय आयोग के दिशानिर्देशों के अनुसार, अत्यधिक मजबूत बाजार के लिए एचएचआई सीमा 2000 है और

ऐसा विलय जो एचएचआई में 150 अंकों या उससे अधिक की वृद्धि करता है, उससे प्रतिस्पर्धा में कमी आने की संभावना मानी जाती है।

भारत के आठ प्रमुख उद्योगों का औसत एचएचआई स्कोर पिछले दशक में 550 अंकों तक बढ़ा है। भारतीय विमानन क्षेत्र का एचएचआई स्कोर दूरसंचार, विमानन, सीमेंट, लोहा एवं इस्पात, टायर, यात्री कार, दोपहिया वाहन और पेंट जैसे देश के आठ प्रमुख उद्योगों के औसत एचएचआई स्कोर से लगभग 78 फीसदी अधिक है।

एचएचआई स्कोर किसी बाजार या क्षेत्र में कार्यरत सभी फर्मों की राजस्व

हिस्सेदारी पर तय किया जाता है। इसकी गणना उस क्षेत्र की सभी फर्मों की राजस्व बाजार हिस्सेदारी (प्रतिशत में) के वर्ग को जोड़कर की जाती है। एचएचआई पैमाना 0 (जब प्रत्येक उद्योग भागीदार की बाजार हिस्सेदारी नगण्य हो) से लेकर एक कंपनी के एकाधिकार की स्थिति में अधिकतम 10,000 तक होता है। एचएचआई बड़ी फर्मों की बाजार हिस्सेदारी को आनुपातिक रूप से अधिक महत्व देता है और बहुत छोटी फर्मों एचएचआई स्कोर को महत्वपूर्ण रूप से प्रभावित नहीं करती हैं।

एचएचआई पैमाने पर, भारत का विमानन बाजार वित्त वर्ष 2008 से लगभग 2800 के औसत स्कोर के साथ हमेशा अत्यधिक मजबूत रहा है। मगर स्पष्ट प्रतिस्पर्धा की कमी अतीत में चिंता का विषय नहीं थी क्योंकि सरकारी स्वामित्व वाली एयर इंडिया, जिसने वित्त वर्ष 2008 और वित्त वर्ष 22 के बीच बाजार के लगभग एक-तिहाई हिस्से को नियंत्रित किया से उद्योग में प्रतिस्पर्धा-विरोधी व्यवहार में कमी आने की उम्मीद थी। वित्त वर्ष 22 में यह स्थिति बदल गई जब विनिवेश प्रक्रिया के तहत टाटा समूह ने एयर इंडिया का अधिग्रहण कर लिया। इसके बाद समूह ने अपने दो अन्य विमानन उपक्रमों टाटा-एसआईए एयरलाइंस (विस्तारा) और एयर एशिया का एयर इंडिया में विलय कर दिया, जिससे एयर इंडिया की बाजार हिस्सेदारी में तेज वृद्धि हुई।

भारत में घरेलू विमानन की लगाम एक हाथ में

सुरजीत दास गुप्ता
नई दिल्ली, 7 दिसंबर

घरेलू आसमान में इंडिगो की पकड़ वैश्विक विमानन क्षेत्र में एक दुर्लभ बात है। उसकी अक्टूबर में भारत में 65.6 प्रतिशत हिस्सेदारी थी। अमेरिका, चीन, ब्रिटेन, ब्राजील, जापान, थाईलैंड और फ्रांस जैसे प्रमुख बाजारों की विमानन कंपनियों में कोई भी ऐसी नहीं है, जिसका इतना ज्यादा दबदबा हो जैसा इंडिगो का दुनिया के तीसरे सबसे बड़े विमानन बाजार भारत में है हो।

इतना ही नहीं, दो कंपनियों के दबदबे वाला भारतीय विमानन क्षेत्र काफी बेढंगा है। इसमें इंडिगो और एयर इंडिया के पास मिलाकर 91.3 प्रतिशत बाजार हिस्सेदारी है। इसकी वजह से नई कंपनियों के लिए बहुत कम गुंजाइश बचती है जबकि ज्यादातर दूसरे देशों में ऐसा नहीं है, सिवाय ऑस्ट्रेलिया के (जहां कैंटास और वर्जिन के पास 98 प्रतिशत नियंत्रण है)। इससे नियामकीय और प्रतिस्पर्धा-विरोधी चुनौतियां पैदा होती हैं। अमेरिका में वहां की सबसे बड़ी देसी विमानन कंपनी अमेरिकन एयरलाइंस की केवल 21 प्रतिशत

हिस्सेदारी है और शीर्ष तीन कंपनियों के पास केवल 58 प्रतिशत हिस्सेदारी है, जिनमें साउथवेस्ट और डेल्टा शामिल हैं। यह भारत में एक ही विमानन कंपनी के पास मौजूद हिस्सेदारी से बहुत कम है। भारत में बाजार पर दो कंपनियों के एकाधिकार की तुलना में अमेरिका में शीर्ष चार कंपनियों की (यूनाइटेड को मिलाकर) सामूहिक रूप से 75 प्रतिशत हिस्सेदारी है, जिससे सात से आठ अन्य विमानन कंपनियों को परिचालन और फलने-फूलने की गुंजाइश है।

चीन में विमानन कंपनियों को सरकार द्वारा नियंत्रित किया जाता है। वहां सबसे बड़ी घरेलू कंपनी चाइना सदर्न के पास बाजार का केवल 16 प्रतिशत हिस्सा है। इसके बाद चाइना ईस्टर्न के पास 14 प्रतिशत और शीर्ष तीन कंपनियों (एयर चाइना सहित) की सामूहिक रूप से 58 प्रतिशत हिस्सेदारी है, जो भारत में अकेले इंडिगो की हिस्सेदारी से कम है। वहां का बाकी बाजार छोटी और क्षेत्रीय विमानन कंपनियों और किफायती विमानन कंपनियों के बीच विभाजित है, जो महत्वपूर्ण भूमिका निभाती हैं।

अगर जानबूझकर नियमों का पालन न करने की बात साबित हुई तो ...

‘इंडिगो पर भारी-भरकम जुमाने के आसार’

भाविनी मिश्रा

नई दिल्ली, 7 दिसंबर

अगर विमानन क्षेत्र का नियामक - नागर विमानन महानिदेशालय (डीजीसीए) इस नतीजे पर पहुंचता है कि इंडिगो ने संशोधित पायलट ड्यूटी के नियमों की पालना नहीं की और अपने रोस्टर में जानबूझकर पर्याप्त पायलटों को नहीं रखा था तो किफायती विमानन कंपनी को अब तक की सबसे कड़ी नियामकीय कार्रवाई का सामना करना पड़ सकता है। कानूनी विशेषज्ञों ने यह बात कही।

गांधी लॉ एसोसिएट्स के साझेदार राहील पटेल ने कहा, ‘अगर डीजीसीए इस नतीजे पर पहुंचता है कि विमानन कंपनी ने अनिवार्य सुरक्षा संबंधी रोस्टर बदलाव में जानबूझकर देर की तो इसके नतीजे और भी गंभीर हो सकते हैं।’ संशोधित एफडीटीएल (फ्लाइट ड्यूटी टाइम लिमिटेशन रूल्स) नियम 1 नवंबर को अपने दूसरे और अंतिम चरण में पहुंच गए और इस तरह वे सात प्रावधान लागू हो गए जिन्हें जुलाई में लागू किया जाना था।



चरण 2 के तहत सुबह-सवेरे ‘सुस्त जैविक घड़ी’ वाली अवधि (रात करीब 2 से तड़के 6 बजे) के दौरान पायलट ड्यूटी का दायरा कड़ा कर दिया गया। इस दौरान थकान के कारण सबसे ज्यादा जोखिम होता है। पैरा 3.11 के तहत ‘रात्रि ड्यूटी’ में पायलट के अनुकूल टाइम जोन में रात 12 बजे से सुबह 6 बजे के बीच कोई भी ड्यूटी शामिल है, पैरा 6.1.4 ऐसे समय के दौरान उड़ान के समय को 8 घंटे, कुल ड्यूटी को 10 घंटे तक सीमित करता है और सामान्य रूप से पायलट के लिए दो लैंडिंग की सीमा होती है।

उड़ानें रद्द किए जाने के बाद डीजीसीए ने चालक दल की उपलब्धता का सटीक अनुमान लगाने, समय पर प्रशिक्षण देने और अग्रिम नियामकीय सूचना के बावजूद रोस्टर को दोबारा व्यवस्थित करने में असमर्थता की जांच के लिए चार सदस्यीय समिति बनाई है। डीजीसीए के सामने अपनी दलीलों में इंडिगो ने कहा है कि 1 नवंबर से अपने रोस्टर पर एफडीटीएल चरण 2 के मानदंडों के प्रभाव का अनुमान लगाने में विफलता के कारण ‘बड़े स्तर पर उड़ानें रद्द हुईं या उनमें देर’ हुई। विमानन कंपनी ने स्वीकार किया कि

चालक दल की उसकी योजना ‘नाकाफी’ थी और ‘संकेत दिया’ कि आवश्यक मानदंडों को पूरा करने के लिए आने वाले दिनों में नई भर्ती की जाएगी।

इंडिगो ने डीजीसीए को यह भी बताया है कि नवंबर में रद्द 1,232 उड़ानों में से 755 उड़ानें इसलिए रद्द हुईं कि विशेष रूप से ड्यूटी के घंटों के नए मानदंडों को लागू करने के लिए आवश्यक पर्याप्त पायलट नहीं थे। पटेल ने कहा, ‘जानबूझकर नियमों का पालन न करने को प्रणालीगत सुरक्षा उल्लंघन माना जाता है, न कि परिचालनगत चूक। डीजीसीए कारण बताओ नोटिस जारी कर सकता है, जुर्माना लगा सकता है, विमानन कंपनी के परिचालन परमिट की शर्तों को कड़ा कर सकता है या क्षमता सीमित कर सकता है।’

पायलट एसोसिएशन ने इंडिगो पर जानबूझकर पायलटों की कमी पैदा करने का आरोप लगाया है ताकि नियामक पर फ्लाइट ड्यूटी टाइम लिमिटेशन (एफडीटीएल) के नए नियमों को हल्का करने का दबाव बनाया जा सके।

When IndiGo hits an air pocket

India's largest carrier faces its biggest operational turbulence yet after a week marred by mass flight cancellations

With 2 airlines in command, market concentration in aviation skyrockets

Sector's HHI up over 1800 points in a decade to a record 4500 in FY25

KRISHNA KANT
Mumbai, 7 December

Market concentration has climbed steadily across major sectors in India over the past decade, but aviation stands out with the highest level of dominance, as measured by the Herfindahl-Hirschman Index (HHI). The aviation sector's HHI surged to 4,500 in FY25, more than double the threshold for a "highly concentrated" market under standards used by the antitrust division of the US Justice Department and the European Commission.

The sector has seen the sharpest increase among eight key industries reviewed by *Business Standard*, with its HHI jumping more than 1,800 points from 2,678 in FY15.

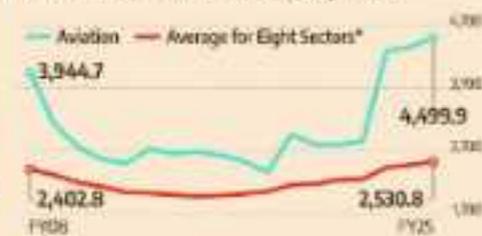
The aviation sector now outstrips even telecom on concentration. Telecom saw its own sharp rise in HHI after Reliance Industries' entry in 2017, with the sector's score climbing about 1,500 points over the decade, from 1,670, considered "moderately concentrated", to 3,174 in the "highly concentrated" band in FY25.

The HHI, used by US and EU competition authorities to assess market concentration and review mergers, flags markets with scores above 1,800 (US) or 2,000 (EU) as highly



Mkt concentration: The flight path

Market concentration as measured by the Herfindahl-Hirschman Index (HHI) in India



4000: Competitive market; 1000-2000: Moderately concentrated market; >2000: Highly concentrated market. *Average HHI for aviation, telecom, cement, iron & steel, passenger cars, two-wheelers, tyres, and paints sectors. Source: Capitaline, companies report, rating Agencies, Business Standard/Calculation

IndiGo: Gaining altitude

Share of top airlines in sector revenue over the years (%)



Note: Jet Airways was grounded in FY19. Source: Capitaline

concentrated. Under US guidelines, a merger that increases HHI by more than 100 points in such markets is presumed to substantially lessen competition. The European Commission takes the same view for increases of 150 points or more.

Across eight major industries in India — telecom, aviation, cement, iron and steel, tyres, passenger cars, two-wheelers and paints — the average HHI rose by 550 points over the decade. Aviation's HHI is now roughly 78 per cent higher than that average.

HHI score is calculated by summing the squared revenue

market share (in per cent) of all firms in a sector, giving proportionately greater weighting to the market share of larger firms. Scores range from zero (fragmented markets) to 10,000 (pure monopoly). Very small players barely move the index.

India's aviation market has long been highly concentrated, with a median HHI of around 2,800 since FY08. Historically, however, this was not a matter of concern because then government-owned Air India, which held roughly a third of the market between FY08 and FY22, was expected to temper aggressive behaviour by private

competitors. That changed after the Tata group acquired Air India in FY22 and subsequently merged its other ventures — Tata-SIA Airlines (Vistara) and AirAsia India — under the Air India umbrella, driving a sharp increase in the airline's market share.

Today, the sector's exceptionally high HHI stems mainly from the dominance of the two largest carriers, IndiGo and Air India, which together control roughly 95 per cent of industry revenue in FY25, up from 71 per cent in FY22. By comparison, Reliance Jio and Airtel jointly account for about 76 per cent of

telecom revenue, up from 70.4 per cent in FY22.

IndiGo's revenue share has risen from 40.4 per cent in FY22 to 48 per cent in FY25, while Air India's has climbed from 31.7 per cent to 46.7 per cent over the same period. IndiGo commands an even larger share of the domestic market, given Air India's substantial exposure to international routes.

The aviation sector's concentration has increased in stages, often following the collapse or exit of major carriers. The HHI rose 220 points in FY21 after Kingfisher Airlines shut down.

A near one-horse race in domestic skies

SURAJEET DAS GUPTA

New Delhi, 7 December

IndiGo's stranglehold on the domestic skies, with a 65.6 per cent share in October, is a rarity in the global aviation sweepstakes. Airlines in key markets like the US, China, the UK, Brazil, Japan, Thailand and France do not have a single player that matches its domination in what is now the third-largest aviation market in the world.

Not only that, India's duopoly in the domestic skies — where IndiGo and Air India collectively control over 90 per cent of the market — is highly skewed, leaving very little room for new players compared to most other countries, with the exception of Australia (where Qantas and Virgin control 98 per cent), leading to regulatory and anti-competitive challenges.

In the US, American Airlines, the largest domestic carrier, has only a 21 per cent share, and the top three — including Southwest and Delta — control just 58 per cent, far lower than what one single airline holds in India. And compared to the market duopoly in India, the top four players in the US (adding United) collectively control a reasonable 75 per cent, leaving room for over seven to eight other airlines to operate and thrive.

In China, where airlines are government-controlled, the largest domestic player, China Southern, has a mere 16 per cent of the market, followed by China Eastern at 14 per cent, and the top three players (including Air China) collectively hold 58 per cent — again lower than what IndiGo alone controls in India. The rest of the market is divided among smaller and regional carriers and low-cost airlines, which play a key role.

In Brazil, among the top five aviation markets in the world, the LATAM Airlines Group leads with a 38 per cent share, followed by GOL Linhas Aéreas (32 per cent) and Azul (30 per cent). The three carve up most of the market but face tough competition among themselves. In Thailand, while Thai AirAsia tops the list with a



IndiGo holds 65.6% of the domestic market; IndiGo and Air India control over 90% — a concentration rarely seen in other aviation economies

PHOTO: PTI

37-41 per cent share, rival NokAir holds a decent 25 per cent in second place.

Of course, there are many countries where the top airline has crossed the halfway mark in domestic share, but it still doesn't dominate the market the way IndiGo does. For instance, in the UK, easyJet holds 45-50 per cent, and together with British Airways the two command 70-80 per cent collectively — still leaving enough room for other competitors.

The Australian government, however, has struggled with the strong domination of its top players. In October 2023, it directed the Australian Competition and Consumer Commission to actively monitor domestic passenger services for the next three years — covering pricing, costs, and profits — with powers to penalise airlines. It has already taken action, including a \$100 penalty on customers booked on flights that were cancelled but still sold. The government has also restructured slot allocation to ensure competitors can survive.

In Indonesia, the KPPU (Komisi Pengawas Persaingan Usaha), which oversees anti-competitive practices, summoned airlines over alleged collusive pricing and asked them to inform the regulator before any fare increase.

Travel portals boost capacity to handle rising flier queries

ROSHNI SHEKHAR

Mumbai, 7 December

As India's largest airline IndiGo faces one of its biggest crises after it cancelled 1,000 flights on Friday, travel operators increased their customer support capacities to handle a mounting number of queries till late Sunday night. Several were offering full refunds to affected travellers on select dates.

Bharatt Malik, senior vice president, air and hotel business, Yatra Online, said that the company is working closely with the airline to assist customers as per the issued guidelines. Similar to other travel operators, they have seen a rise in queries from affected flyers, and the company is working on assisting with rebooking options, refund status, and alternate travel arrangements. Malik added that to enhance awareness and reduce customer concerns, it is "proactively communicating" updates across multiple channels, ensuring travellers have timely and accurate information.

"The situation at major airports is unprecedented, with significant impacts on bookings, cancellations, and rescheduling. Average airfares are currently three to five times higher than usual, and we are handling an increased volume of customer inquiries about schedule changes and travel assistance," a Cleartrip spokesperson stated. "Our teams are committed to providing

timely information, rebooking options, and refunds. We understand the frustration and anxiety caused by these disruptions and are working closely with airlines to ensure customers receive quick updates and clear responses regarding their bookings."

"To support inconvenienced passengers in these difficult times, ixigo will refund full convenience fees and assured fees for all our customers whose IndiGo flights are cancelled by the airline between 3rd and 8th December 2025," the Gurugram-based company said in a statement on Saturday.

Meanwhile, EaseMyTrip stated that it is closely monitoring the situation around the recent flight cancellations and is fully committed to supporting all impacted customers. Additionally, to manage the surge in queries, it has strengthened its 24/7 customer support helpdesk, enabling travellers to receive timely assistance, clear guidance, and real-time updates.

"Our dedicated teams are actively working to ensure swift resolutions, whether through seamless rescheduling options or 100 per cent refunds for affected bookings. Our priority remains unwavering, to minimise inconvenience, offer transparent communication, and ensure every customer is taken care of with the highest level of service," EaseMyTrip's statement said.

IndiGo, too, has posted on X, stating, "In response to recent events, all refunds for your cancellations will be processed automatically to your original mode of payment. We will offer full waiver on all cancellations or reschedule requests of your bookings for travel between December 5, 2025 and December 15, 2025."

Portals also showed semblance in air fares returning after government's intervention.

Compared to the spiked airfares earlier, Cleartrip's website showed airfare for a one-way route from Delhi to Mumbai for Sunday night in the range of ₹15,000 to ₹16,000. On MakeMyTrip, flight bookings from Monday to December 25 on a one-way route between Delhi and Mumbai is between ₹6,000 to ₹9,000.



Crisis exposes operational weakness

The recent IndiGo crisis leading to hundreds of flight cancellations across India has brought renewed attention to the overall performance of the country's airlines. As many as 78 per cent of seats of IndiGo planes were scheduled to be occupied in the first five days of December, while it was the lowest among five airlines at 73 per cent in case of Alliance Air.

Month-on-month data (available till October, 2025) shows that overall occupancy of seats of IndiGo planes has remained strong, ranging between 81 per cent and 91 per cent from January, 2023 to October, 2025. Still, September 2025 marked IndiGo's lowest occupancy rate at 81.5 per cent. Air India's planes saw it in the range of 77 per cent to 87 per cent, with its weakest performance at 77.3 per cent in October 2025.

Punctuality of IndiGo's planes was particularly concerning, at just 3.7 per cent in December (till 5th), though it improved slightly to 20 per cent the following day, even as the present crisis continues.

The airline attributed the dis-



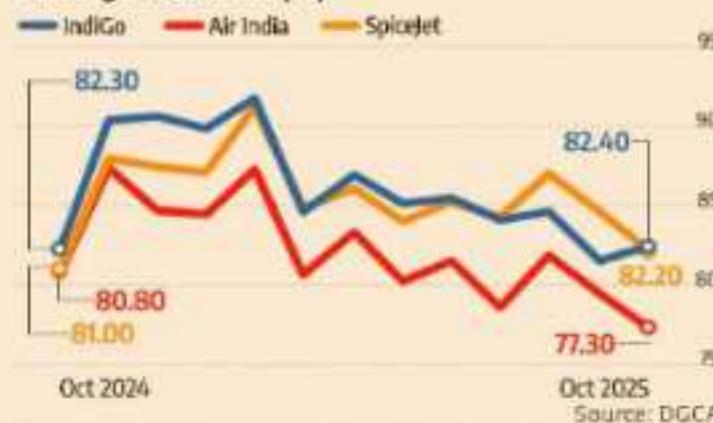
ruptions to several operational challenges, including minor technical glitches, winter schedule adjustments, and adverse weather conditions. However, experts linked them mainly with the implementation of an updated roster system of the crew members.

Cancellation rates highlighted disparities among carriers. Alliance Air recorded the highest rate in October 2025 at 5.8 per cent. SpiceJet followed at 1.9 per cent, Air India at 0.7 per cent, IndiGo at 0.5 per cent, and Akasa Air at just 0.2 per cent.

JAYANT PANIKI

IndiGo leads in seat occupancy...

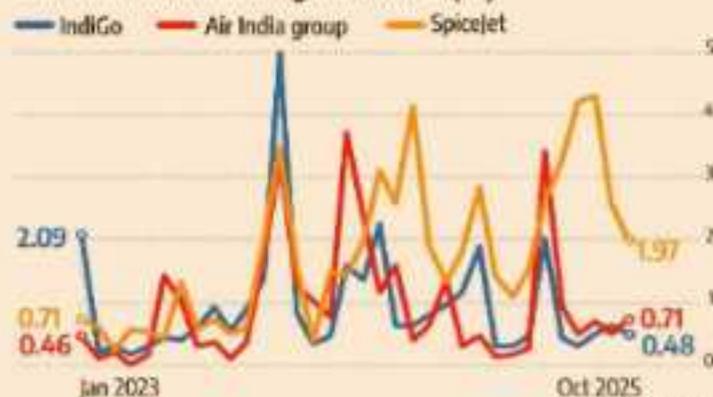
Passenger load factor (%)



Source: DGCA

SpiceJet logs highest cancellation rate

Cancellation rate among the airlines (%)



Source: DGCA

...wins the punctuality race

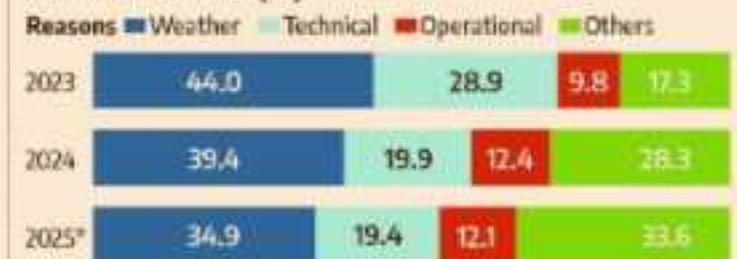
On-time performance (OTP) (%)



Note: The OTP data is of airports in Delhi, Mumbai, Hyderabad, Bengaluru & Chennai
Source: DGCA

Weather and technical reasons are common for flight cancellation

Reason-wise share (%)



Note: * As of May

Source: Written reply in Parliament

IndiGo risks penalties for deliberate non-compliance: Experts

BHAVINI MISHRA

New Delhi, 7 December

Budget airline IndiGo could face its toughest regulatory action yet if aviation regulator Directorate General of Civil Aviation (DGCA) concludes that the airline deliberately did not have enough pilots on its rosters to successfully implement the revised pilot duty norms, legal experts said.

"If DGCA concludes that the carrier wilfully delayed a mandated safety-related roster change, the consequences become qualitatively harsher," said Raheel Patel, partner, Gandhi Law Associates.

The revised Flight Duty Time Limitation (FDTL) Rules entered their second and final phase on November 1, activating seven clauses deferred during July's rollout.

Phase II tightened limits on pilot duty during the early-morning "window of circadian low" (roughly 0200-0600 hours), when fatigue risk peaks. Under Para 3.11, "night duty" covers any duty overlapping 0000-0600 in a pilot's acclimatised time zone; Para 6.1.4 caps flight time in such periods at 8 hours, total duty at 10 hours, and typically limits pilots to two landings.

Following the cancellations, the DGCA set up a four-member committee to investigate the inability to accurately forecast crew availability, conduct timely training, and realign rosters despite advance regulatory intimation.

In its submissions before the DGCA, IndiGo has said that the "massive flight cancellations/delays"

FILE PHOTO: REUTERS



stemmed from its failure to anticipate the impact of Phase II FDTL norms on its roster from November 1. The carrier admitted its crew planning was "insufficient" and "indicated" that new recruitment will take place in the coming days to meet required standards. IndiGo has also told the DGCA that of the 1,232 flight cancellations in November, 755 were specifically due to the lack of sufficient pilots that were needed to implement the new duty hour norms. "Intentional non-compliance is treated as a systemic safety violation, not an operational lapse. DGCA could issue a show-cause notice, impose penalties, tighten the airline's oper-

Storm signals ahead

- Cancellations linked to poor crew planning, with IndiGo admitting insufficient rostering and 755 pilot-related cancellations
- Pilot unions allege IndiGo engineered shortages to pressure the regulator on FDTL rules
- DGCA can impose heavy penalties, including ₹1 crore fines, permit restrictions, or even AOP suspension
- Passengers are entitled to refunds and compensation under CAR, and can seek further relief under the Consumer Protection Act

ating permit conditions, or even cap capacity," Patel said.

Pilot associations have also accused IndiGo of deliberately creating a pilot shortage to pressure the regulator to dilute the new FDTL norms.

Air Line Pilots Association (ALPA) India president Sam Thomas said disruptions were "artificially created" and compared the airline's conduct to "spoil children delaying flights to put pressure on the ministry and DGCA."

The Federation of Indian Pilots made similar allegations, calling the chaos "a direct consequence of cost cuts and a hiring freeze."

Under the Aircraft Act and Rules, DGCA's enforcement powers are extensive. It can impose fines of up to ₹1 crore for serious breaches, suspend personnel approvals, or restrict flight operations until compliance is demonstrated. In extreme cases, it can suspend or revoke an airline's air operator permit. The regulator has previously penalised carriers for safety violations, ₹90 lakh on Air India for unqualified pilots and ₹80 lakh for rest-period breaches. It can order special audits or detain aircraft if crew availability is compromised.

"The DGCA's penal arsenal is wider than most people assume," said B Shrivanth Shanker, advocate-on-record, Supreme Court. "If IndiGo is found to have deliberately manipulated operations to undermine safety oversight, the regulator may consider unprecedented sanctions."

While the civil aviation ministry does not directly penalise airlines, it can intervene through policy directions and binding orders under Section 5A of the Aircraft Act.

"The ministry tends not to run parallel enforcement tracks, but it can demand compliance reports, order DGCA to assess consumer obligations, and issue directives when public interest is affected," Patel added.

For passengers, the legal route is more straightforward. DGCA's Civil Aviation Requirements mandate compensation for cancellations within the airline's control, up to ₹10,000 for flights cancelled with less than 24 hours' notice, along with full refunds and accommodation where required.

इंडिगो संकट • सख्ती के बाद कंपनी ने ₹610 करोड़ रिफंड किया छठे दिन भी 650 उड़ानें रद्द, इंडिगो ने कहा- तीन दिन में सुधार होगा

भास्कर न्यूज | नई दिल्ली/मुंबई

देश की सबसे बड़ी एयरलाइन इंडिगो की उड़ान सेवाएं रविवार को भी पटरी पर नहीं लौट सकीं। एयरलाइन ने 650 से ज्यादा उड़ानें रद्द कर दीं। कंपनी ने 2,300 दैनिक उड़ानों में से 1,650 संचालित करने का दावा किया है। इंडिगो के सीईओ पीटर एल्बर्स ने कहा- स्थिति हर दिन बेहतर हो रही है। सेवाएं पटरी पर लौट रही हैं और 10 दिसंबर तक नेटवर्क स्थिर होने की उम्मीद है। बता दें, पहले कंपनी ने 10 से 15 दिसंबर तक सामान्य होने की बात कही थी।

केंद्रीय नागरिक उड्डयन मंत्रालय ने बताया कि इंडिगो के संचालन में सुधार हो रहा है, लेकिन स्थिति अभी भी सामान्य नहीं है। इंडिगो ने हालिया उड़ान संकट के दौरान ₹610 करोड़ के रिफंड प्रोसेस किए हैं। इसके साथ ही 3,000 यात्रियों का बैगेज वापस पहुंचा दिया है। सरकार ने एक दिन पहले ही रिफंड रविवार शाम 8 बजे तक पूरा करने और अलग हुए बैगेज 48 घंटे में यात्रियों को लौटाने का निर्देश दिया था। संचालन स्थिर होने तक सुधारात्मक उपाय लागू रहेंगे। वहीं, नागरिक उड्डयन मंत्री के. राम मोहन नायडू ने कहा- जांच पूरी होते ही जिम्मेदारों पर कार्रवाई होगी।

• इंडिगो के सीईओ एल्बर्स ने बताया, रविवार को ऑन-टाइम परफॉर्मंस 75% रही, जो एक दिन पहले 27% थी। कैसिलेशन पहले से तय करके यात्रियों को परेशानी से बचाया जा रहा है। कंपनी की 138 में से 137 गंतव्यों पर उड़ानें संचालित हुईं। यात्री एयरपोर्ट जाने से पहले उड़ान की स्थिति जरूर देख लें।



दिल्ली, मुंबई, हैदराबाद और कोलकाता एयरपोर्ट से रविवार को इंडिगो की 430 उड़ानें निरस्त हुईं। इससे हवाई अड्डों पर बैगेज का ढेर लगा रहा।

डीजीसीए ने इंडिगो के सीईओ को 24 घंटे और दिए; कंपनी बोली-गुप बना दिया था

- इंडिगो की पैरेंट कंपनी इंटरग्लोब एविएशन ने बताया- समस्या के पहले ही दिन हाई-लेवल क्राइसिस मैनेजमेंट ग्रुप बनाया था। इसमें ग्रुप के चेयरमैन विक्रम मेहता, निदेशक ग्रेग सेरेटस्की, माइक व्हीटेकर, अमिताभ कांत और सीईओ पीटर एल्बर्स शामिल हैं। यह ग्रुप निगरानी कर रहा था।
- रिफंड समय पर व कैसिलेशन/रीशेड्यूलिंग में सटू देने का प्रवास हो रहा है।
- डीजीसीए ने इंडिगो के सीईओ और अकाउंटेंटल मैनेजर को कारण बताओ नोटिस का जवाब देने के लिए 24 घंटे और दे दिए। दोनों सोमवार शाम तक जवाब दे सकेंगे। कंपनी प्रबंधन ने समय बढ़ाने का आग्रह किया था।

कंपनी का दावा- पायलट पर्याप्त, बफर कम

- इंडिगो ने कहा- मौजूदा संकट की वजह जानने के लिए 'रूट कांज एनालिसिस' होगा।
- एक अधिकारी ने बताया, नई एफडीटीएल व्यवस्था लागू होने के चलते कू प्लानिंग में बफर की कमी संकट का प्रमुख कारण रही। हमारे पास पायलटों की कमी नहीं। बस अन्य एयरलाइनों जितना 'बफर' स्टाफ नहीं था।
- संसद की परिवहन, पर्यटन और संस्कृति मामलों की समिति भी इंडिगो और डीजीसीए के अधिकारियों को तलब कर सकती है।

तारीख	निरस्त उड़ानें
2 दिसंबर	200
3 दिसंबर	150+
4 दिसंबर	550
5 दिसंबर	1600
6 दिसंबर	800+
7 दिसंबर	650



Corporate Communications Directorate

DESHBANDHU

DELHI

8 DECEMBER 2025

इंडिगो संकट बरकरार सैकड़ों उड़ानें रद्द

- नींद से सरकार जागी, अकाउंटेबल मैनेजर को नोटिस यनागा
- यात्रियों को परेशानी झेलनी पड़ रही
- पहले सीईओ को दिया था नोटिस



नई दिल्ली, 7 दिसम्बर (एजेंसियां)। इंडिगो संकट लगातार जारी है। रविवार को भी इंडिगो की 650 से ज्यादा उड़ानें रद्द हुई हैं। इनमें दिल्ली, चेन्नई, जयपुर, हैदराबाद, भोपाल, मुंबई, त्रिची से जाने वाली उड़ानें शामिल हैं। इससे पहले एयरलाइन ने शुक्रवार को लगभग 1600 फ्लाइट और शनिवार को लगभग 800 फ्लाइट रद्द की थीं। इस बीच सरकार भी नींद से जाग गई है। नागर विमानन महानिदेशालय (डीजीसीए) ने रविवार को इंडिगो के अकाउंटेबल मैनेजर को

कारण बताओ नोटिस जारी किया है। इससे पहले ठीक इसी तरह का नोटिस नियामक एयरलाइन के सीईओ पीटर एल्बर्स को जारी कर चुका है। विमानन नियामक ने कहा कि इंडिगो द्वारा हाल ही में बड़े पैमाने पर उड़ानों को रद्द करने से देश भर के यात्रियों को गंभीर असुविधा और परेशानी हुई है।

डीजीसीए के अनुसार, इस बड़ी समस्या के पीछे का मुख्य कारण एयरलाइन द्वारा संशोधित फ्लाइट ड्यूटी टाइम लिमिटेशन (एफडीटीएल) नियमों के सुचारु क्रियान्वयन के लिए उचित

व्यवस्था करने में विफलता है। ये नियम, जो उड़ान चालक दल के कार्य घंटों और विश्राम अवधि को नियंत्रित करते हैं और हाल ही में लागू हुए हैं, जिससे इंडिगो के लिए बड़ी परिचालन चुनौतियां पैदा हो गई हैं। नोटिस में, नियामक ने कहा कि इंडिगो की 'बड़े पैमाने पर परिचालन विफलताएँ' योजना, निगरानी और संसाधन प्रबंधन में महत्वपूर्ण खामियों की ओर इशारा करती हैं। नोटिस में आगे कहा गया कि ऐसा लगता है कि एयरलाइन ने विमान नियम, 1937 के नियम 42ए का उल्लंघन किया है।

Govt orders airfare cap, ticket refunds by Sunday

DC CORRESPONDENT
NEW DELHI, DEC. 6

The Centre on Saturday capped airfares in the range of ₹7,500 to ₹18,000 depending on distance with immediate effect. Besides a slew of measures, the government has also directed IndiGo to refund ticket fare for cancelled flights by Sunday evening. The government, according to reports, is also likely to crack down on the IndiGo management.

Meanwhile, IndiGo flight operations were slowly improving, with the airline saying over 95 per cent of network connectivity had been re-established. However, about 850 flights were cancelled during the day.

An official directive has been issued to all airlines mandating strict adherence to the fare caps that have now been prescribed. These caps will remain in force until the situation fully stabilises and exclude the user development fee, passenger service fee and taxes on air tickets. "Airlines have been asked to extend maximum possible support to affected passengers, including alternate flight options where feasible," said MoCA minister K. Ram Mohan Naidu.

The minister added the government has directed IndiGo to clear passenger refunds without delay and mandated that the refund process for all cancelled or disrupted flights must be completed by 8 pm on Sunday.

■ Pg 13: Deliver baggage within 48 hrs: Min.



Flyers take a rest at the airport with no clue about their flight. — P. SURENDRA

ONGOING MAYHEM

IndiGo directed to issue refunds for cancelled flights by 8 pm, December 7.

Fare caps exclude taxes, UDF, PSF, and don't apply to business/UDAN flights.

MINISTRY monitoring fares in real-time; deviations to attract immediate corrective action.

CEO SECURITY clearance may be withdrawn; IndiGo could face penalties or route reductions.

AIRLINES must support passengers with alternate flights and ensure timely baggage delivery.

Indigo's operations recovering; over 95% network connectivity restored across 135 destinations.



144 flights cancelled on Day 4 from Hyd

V. SHIVANI REDDY | DC
HYDERABAD, DEC. 6

On a day 144 IndiGo flights were either cancelled or delayed at the Shamshabad airport here on Saturday, including 74 arrivals and 70 departures, chaos and confusion prevailed at

the departure hall. Thousands of passengers who reached the airport were left in the lurch as they saw their flight was either cancelled or delayed. Some passengers who crowded the counter broke into tears.

■ Full report on page 10

STRANDED AT KIA

Flyers face financial, emotional & professional turmoil

Nearby hotels hike room rent, passengers plan to sue IndiGo

ASHWIN B M
& ASRA MAVAD
BENGALURU, DHNS

Passengers stranded at the Kempegowda International Airport (KIA) are dealing with trauma far beyond missed flights—with financial, professional and emotional costs.

Passengers passing through Bengaluru on connecting flights are left scampering trying to figure accommodation for the night after their flights to their destinations were cancelled at the last minute.

Unaware of the transit hotels at the airport, in both terminals, some planned to opt for hotels in Devanahalli or Hebbal.

"The IndiGo staff had no response and told us about the five-star hotel on the airport premises as the option. Instead of paying for that, I might as well pay Rs 40,000

for the return flight and head back home. I'm also looking up hotels near the airport," said Luv, a Delhi-bound passenger.

An Assamese family of four, heading to Goa, planned to get in touch with family friends to seek refuge.

Some passengers, like a marathon runner, missed their international race and subsequent US travel plans. A pregnant woman was left stranded, over 2,000 km from home.

Sukhen Padmanabha, a passenger, estimates losing over Rs 50,000 on non-refundable hotel and onward cab bookings.

Madhumitha, a US-returnee, said nearby hotels like Bloom, were cashing in on the opportunity and demanding Rs 10,000, "a 100% jump from usual Rs 5,000."

Elizabeth, an Australian tourist, said: "We're stranded here now. The flight has been cancelled, and now we're can-



Passengers stranded at the departure gates of Terminal 1 at Kempegowda International Airport, Bengaluru, on Saturday. DH PHOTO/ JANARDHAN BK

cancelled for two days. We have to pay for a hotel and all these things. It's now two days late for our ayurvedic treatments all our plans are affected."

Shabana, who is travelling with two small children, lamented: "Our flight was cancelled yesterday, then they rebooked, and today they cancelled again. I've been waiting with a baby for hours, and we still don't know the status."

Balachandran, from Thiruvananthapuram, said: "We checked in at Raipur, and they told us the flight to Thiruvananthapuram was confirmed.

But when we reached here at noon, they are now telling us it is cancelled. No messages, nothing. Now they say take a refund. We planned this three months back, and now there are huge losses for us."

A Sabarimala pilgrim said: "We came from Hyderabad for the Sabarimala pilgrimage. We are missing our darshan dates. The airline is not responding."

Sanjeev Mehta, another stranded passenger, said: "I booked my ticket a long time ago. My Ranchi flight was cancelled, so they rerouted me from Deoghar to Goa. I man-

aged to reach Deoghar, and now they say the flight from Bengaluru is cancelled again. It's been cancellation after cancellation. I've been roaming in the airport for two days. The situation is terrible."

Under the Directorate General of Civil Aviation (DGCA) rules, airlines are obligated to provide a full refund or alternate flight, along with meals, refreshments and sometimes accommodation for delays and cancellations. However, current regulations do not explicitly cover consequential or indirect expenses like missed onward travel or non-refundable bookings.

Many passengers are now calling for a collective effort to sue IndiGo to force accountability for these direct and indirect losses, arguing that the crisis was foreseeable as the airline was allegedly aware of the pilot shortage and yet continued to issue boarding passes.

The financial regulator has already ordered IndiGo to trace all separated baggage and deliver it to the passengers' homes within 48 hours, but for many, the damage both emotional and financial has already been done.

Corporate Communications Directorate

DAINIK JAGRAN

DELHI

8 DECEMBER 2025

पायलट और केबिन कू की थकान बन रही चुनौती

वीरज हुजूर मिश्रा • नवदिल्ली

नई दिल्ली: भारत में विमानन क्षेत्र तेजी से बढ़ रहा है, लेकिन इस बढ़त के साथ पायलटों और केबिन कू की थकान एक बड़ी चुनौती बनकर उभरी है। विमानन निबामक संस्था डीजीसीए ने हाल ही में थकान प्रबंधन को मजबूत करने के लिए नए नियम लागू किए हैं, लेकिन विशेषज्ञों का कहना है कि अभी बहुत कुछ किया जाना बाकी है। थकान न केवल कू की सेहत को खतरों में डालती है, बल्कि उड़ान सुरक्षा को भी प्रभावित करती है, जहां एक छोटी सी गलती बड़ी दुर्घटना का कारण बन सकती है।

विमानन विशेषज्ञ मार्क मार्टिन का मानना है कि थकान प्रबंधन विमानन उद्योग को रोक नहीं सकता है। थके हुए पायलट या कू के फैसले में चूक से यात्रियों की जान जोखिम में पड़ सकती है। पिछले पांच वर्षों में कई ऐसी घटनाएं हुईं, जिन्होंने थकान प्रबंधन की जरूरत को रेखांकित किया है। मार्टिन बताते हैं कि वर्ष 2023 में नगपुर एयरपोर्ट पर इंडिगो के पायलट कैप्टन मनोज सुब्रमण्यम की अचानक मौत ने पूरे सेक्टर को हिलाकर रख दिया। वे मार्टिन सेट पर बेहोश हो गए और कार्डियक

• विमानन विशेषज्ञ पायलट व केबिन कू के लिए थकान प्रबंधन पर दे रहे हैं जोर

अरेस्ट से उनकी मौत हो गई। तब यह कहा गया था कि उन्होंने लंबी दूरी की थी, हालांकि डीजीसीए ने थकान को सीधे जिम्मेदार नहीं उल्लेखित किया, लेकिन पायलट बुनिंस ने इसे अमानुश व्यवहार का नतीजा बताया। उस वर्ष ऐसे ही तीन लोगों की मौत हुई थी। वे घटनाएं बताती हैं कि थकान से हवाई सुरक्षा पर एनजाइटी कू में बढ़ रही है।

विशेषज्ञों का कहना है कि थकान से जुड़ी समस्या वर्ष 2025 में और गंभीर हो गई। जून में अहमदाबाद में एअर इंडिया विमान के क्रैश में 241 लोगों की मौत हुई, थकान से जुड़े सवाल को भी जन्म दिया। प्रारंभिक रिपोर्ट में पाया गया कि टेकआफ के तुरंत बाद प्रमूल कंट्रोल सिचुएशन बंद हो गए, जिससे पायलट भ्रमित हुए। जांच में कू में थकान को संभावना को भी शामिल किया गया। क्योंकि एअर इंडिया को पहले ही डीजीसीए से 29 उड़ानों की चेतावनी मिल चुकी थी। इनमें कू रैस्ट नियमों का उल्लंघन, आगामी ट्रेनिंग और हाई-एल्टीट्यूड एयरपोर्ट्स के लिए तैयारी की कमी शामिल थी। जुलाई में डीजीसीए ने एअर

• कल, थकान प्रबंधन से जुड़े नियमों का कड़ाई से हो पायलट यात्री सुरक्षा के लिए वे जरूरी

इंडिया को सिस्टेमिक लैनेस के लिए नोटिस जारी किया, जिसमें पायलटों को अनिवार्य आराम नहीं देना और केबिन कू की कमी से उड़ानें चलाना शामिल था। एक नोटिस में जून 2024 और 2025 में तीन पायलटों के खोखली रैस्ट उल्लंघन का जिक्र था। इसी वर्ष नवंबर में इंडिगो की 1000 से ज्यादा फ्लाइट्स रद्द होना थकान नियमों को लागू करने में इच्छाशक्ति की कमी को दर्शाता था।

अब नए फ्लाइट दूरी टाइम लिमिटेशन नियमों के तहत खोखली रैस्ट 48 घंटे अनिवार्य हो गया, नाइट दूरी को मध्यरात्रि 12 बजे से सुबह छह बजे तक परिभाषित किया और प्रति पायलट नाइट लैडिंग्स दो तक सीमित की गईं। इंडिया, जो करीब 60 प्रतिशत मार्केट शेयर रखती है, कू शार्टेज से जुड़ी और दिल्ली, मुंबई, बेंगलुरु जैसे एयरपोर्ट्स पर अत्यधिक भारी। नतीजा यह हुआ कि डीजीसीए को नियमों में अस्थायी छूट देने पड़ी। लोव को रैस्ट के रूप में गिनने की अनुमति और नाइट दूरी को सुबह पांच बजे तक सीमित किया गया। जो फरवरी 2026 तक वैध है।

2023 में नगपुर एयरपोर्ट पर पायलट कैप्टन मनोज सुब्रमण्यम की कार्डियक अरेस्ट से हुई थी मौत

48 घंटे का साप्ताहिक आराम अब नए फ्लाइट दूरी टाइम लिमिटेशन के तहत अनिवार्य हो गया

बीत चुके पांच दिन, नहीं मिल सका यात्रियों को लगेज

शैलज कुवार शिवा • जगरण

नई दिल्ली: यात्रियों के लिए इंडिगो की उड़ानों के रद्द होने से जुड़ी परेशानी भले ही कम हो रही है, लेकिन लगेज की बात करें तो यहां अभी भी मारामारी की स्थिति है। कई ऐसे भी लोग हैं, जो एक, दो या तीन नहीं बल्कि पूरे पांच दिन बीत जाने के बाद भी लगेज के इंतजार में हैं। इनमें से कई लोग जहां अपने गंतव्य पर पहुंचने के बाद घर पर लगेज का इंतजार कर रहे हैं तो कई ऐसे हैं जो स्वजन को वेजना एयरपोर्ट भेजकर बस किसी तरह लगेज पाने की जुगत में हैं।

गुजरात के सूरत में रहने वाले किरण व विभा शंभी तीन दिसंबर को वाराणसी से खजुराहो होते हुए आइजोआइ एयरपोर्ट पहुंचे थे। वहां से उसी दिन इनकी उड़ान सूरत के लिए थी। लेकिन तीन दिसंबर को उड़ान रद्द हुई। बाद में इसे री-शेड्यूल करके पांच दिसंबर किया गया। लेकिन पांच को एयरपोर्ट पहुंचने पर पता चल कि टर्मिनल के भीतर इंडिगो के यात्रियों को प्रवेश करने ही नहीं दिया जा रहा है।

कस्टम केयर से कई बार की कोशिश के बाद उन्हें अवसर मिल सका कि आपका लगेज आपके घर पर पहुंचा दिया जाएगा। उड़ान कब मिलेगी, इसका कोई उत्तर नहीं मिला। बाद में किरण ने किसी तरह सामान्य किराये से तीन गुना अधिक रकम देकर बस की टिकट अहमदाबाद के लिए ली। बदकिस्मती देखिए, वहां भी सेटलतोंकी ने पोंछ नहीं छोड़ा। तब समय से करीब तीन घंटे बाद बस आई। खैर किसी तरह अहमदाबाद पहुंचे। लेकिन दिल्ली में रहते हुए इन्होंने अहमदाबाद से सूरत के लिए जो टैक्सी बुक की थी, वह

15 यात्री सूरत से तीर्थानंद के लिए निकले थे, लगेज के लिए पांच दिन से हैं परेशान

3 दिसंबर को वाराणसी एयरपोर्ट पर जमा किया गया था लगेज, अभी तक नहीं पहुंचा सूरत

7 दिसंबर को लगेज तो नहीं मिला, लेकिन लगेज की तस्वीर वाटरसैफ पर भेज दी गई



किरण फनी विभा शंभी के साथ •

लगेज को भटक रहे लोग, सुरक्षा कारणों से नहीं मिला प्रवेश

टर्मिनल एक के टिकट काउंटर को कई लोग इकाथरी काउंटर सम्झते हैं। यहां कतार में लगे लोगों में कई ऐसे हैं जो केवल और केवल लगेज के बारे में जानकारी लेने आए हैं। लंबे समय कतार में खड़े होने के बाद जब ऐसा लोगों की बारी आती है तो उन्हें कहा जाता है कि लगेज के बारे में वे कुछ भी नहीं बता सकते। ऐसे लोगों का सवाल है कि अरिअ

हमें जानकारी कहा मिलेगी। सुरक्षा कारणों का हवाला देते हुए हमें टर्मिनल के अंदर प्रवेश नहीं दिया जाता है। ऐसे में बेहतर तो यह होता कि इंडिगो एक सहायता काउंटर फोरकोर्ट परिया में खोले जहां लोगों को अपने सवाल का उत्तर मिल सके। भले ही लगेज नहीं मिले, लेकिन लगेज कहा है, सुरक्षित है या नहीं, इसका तो पता चले।



आइजोआइ टर्मिनल एक पर इंडिगो एयरलाइन के टिकट काउंटर पर यात्रियों की जुटी भीड़ • वट प्रकाश शिवा

रेलवे ने चलाई विशेष ट्रेनें

रजु, जागण • नई दिल्ली: यात्रियों की सुविधा के लिए रेलवे विशेष ट्रेनें चला रही है। सोमवार को हजरत निजामुद्दीन 01702 नंबर की विशेष ट्रेन हजरत निजामुद्दीन से शाम पाँच बजे रवाना होगी और मंगलवार सुबह साढ़े नौ बजे जबलपुर पहुंचेगी। नई दिल्ली से पूर्वाह्न 10.55 बजे 04205 नंबर की विशेष ट्रेन वाराणसी रवाना होगी। वहीं, बुधवार को 06570 नंबर की विशेष ट्रेन हजरत निजामुद्दीन रेलवे स्टेशन से रात 11.50 बजे चलेगी।

तब समय के खतम होते ही निकल गई। किसी तरह अहमदाबाद से सूरत रविवार को सुबह साढ़े नौ बजे पहुंचे। डम्मीट भी कि लगेज पहुंच गया होगा। लेकिन यह क्या। लगेज नहीं इन्हे लगेज की कुछ तस्वीर वाटरसैफ पर मिलीं। पूछा गया कि यह लगेज आपका हो है ना। किरण बताते हैं कि जो लगेज की तस्वीर भेजी गई है, वह इन्हीं की है, लेकिन सामान गायब है। इसके बाद बार-

बार की कोशिश के बाद भी इंडिगो के कस्टमर केयर से संपर्क नहीं हो सका। इंडिगो प्रबंधन ने पुरे विमानन प्रणाली पर सवाल खड़े कर दिया है। इंडिगो को दिसंबर की शुरुआत से ही पता चल गया होगा कि यह समस्या आने वाली है, लेकिन उसने इस समस्या से निवामक एजेंसियों व ग्राहकों को अवगत कराने की जरूरत नहीं समझी। वह इंडिगो की नीतिकता व उसकी पेरोवर सोच

पर सवाल खड़े करता है। पहले आपने ग्राहकों से मुंह मोड़ा और अब उनका लगेज वापस नहीं दे रहे हैं, यह सरासर धोखा है। किरण की फनी विभा बताती हैं कि लगेज में उनकी जल्दी दवाइयां थीं। कारी किरवनाथ मंदिर का प्रसाद था, जो उन्होंने अपने स्वजन व पड़ोसियों के लिए खरीदा था, अब उसका क्या होगा। यह अवस्था के साथ भी खिलवाड़ है।

इंडिगो मामले की जांच कर रहा डीजीसीए भी सवालों के घेरे में

जगरण न्यू, नई दिल्ली: इंडिगो की उड़ानें रुक जाने से हवाई सेवा में अफरातफरा मामले में क्या करवाई होगी, इसके लिए डीजीसीए की जांच रिपोर्ट का इंतजार है। लेकिन, इसी बीच डीजीसीए के अधिकारियों के रवैये की भी जांच को लेकर आवाज उठने लगी है। राजनीतिक दलों का मानना है कि इस मामले में इंडिगो ने जिस तरह का रवैया अपनाया, उससे आश्चर्य है कि कहीं न कहीं सरकारी अधिकारियों का कवच टूटे प्राप्त था। लिखित संबंधित संसदीय समिति में हितों के टकराव को लेकर भी चर्चा हो सकती है। जैसे परिवहन, पर्यटन और संस्कृति पर संसद की स्थायी समिति में भाजपा सांसद राजेश प्रताप रुठी की मौजूदगी को लेकर भी सवाल उठने लगे हैं, क्योंकि वह सांसद होने के साथ-साथ इंडिगो के पायलट भी हैं। माना जा रहा है कि विपक्षी सदस्यों की ओर से समिति में इसे तुल्य दिया जाएगा।

हालांकि, अभी समिति की बैठक की तिथि तय नहीं है, लेकिन इसके सदस्यों की ओर से संदेश दिया जा रहा है कि अगली बैठक में ही इंडिगो का मुद्दा लाया जाएगा और हर संबंधित एजेंसी को तलब किया जाएगा। जदयू के संजय झा की अध्यक्षता वाली 31 सदस्यीय इस समिति में विपक्ष से राजद, कांग्रेस, तृणमूल समेत अन्य दलों के लगभग आधे सदस्य हैं। एक सदस्य ने अनौपचारिक रूप से सवाल उठाया कि सबसे बड़ी जांच का सवाल तो यह है कि डीजीसीए और उड़ान मंत्रालय के अधिकारियों से जुड़े

- संसदीय समिति की बैठक में हितों के टकराव को लेकर हो सकती है चर्चा
- एयरलाइन अधिकारियों और डीजीसीए को तलब कर सकती है संसदीय समिति

जांच रिपोर्ट मिलने के बाद होगी कार्रवाई: मोहोत

पुणे, एनआइ: इंडिगो की उड़ानों में व्यवधान के मद्देनजर नागरिक उड़ान राज्यमंत्री मुरलीधर मोहोत ने रविवार को कहा कि सरकार स्थिति पर पैनी नजर रख रही है और उड़ान झूठी समय सीमा (एफडीटीएल) का पालन नहीं करने के लिए एयरलाइन के खिलाफ तत्काल कार्रवाई की गई है। उन्होंने अज्ञासन दिया कि सरकार इस मामले को बहुत गंभीरता से ले रही है और जांच समिति की रिपोर्ट आने के बाद कार्रवाई की जाएगी।

कितने लोग विमानन कंपनियों में काम करते हैं? वह सौधा सौधा हितों के टकराव का मामला होगा और इससे गुरेज नहीं किया जा सकता है कि इंडिगो ने इसलिए इतना साहस दिखाया कि आखिरी समय तक एफडीटीएल (पायलटों के लिए ड्यूटी लिमिटेशन) के लिखित से भर्ती ही नहीं की। एक सदस्य ने कहा, समिति के सामने यह लाया जाएगा कि इंडिगो का पायलट रहते हुए रुठी समिति की बैठक में लिस्टा ले सकते हैं या नहीं। इसमें किराये को लेकर एक प्रक्रिया बनाने का भी सुझाव आ सकता है।

सख्ती के बाद टूटी इंडिगो की नींद, यात्रियों को रिफंड किए 610 करोड़

इंडिगो के सीईओ को नोटिस का जवाब देने के लिए डीजीसीए ने दिया और समय

जागरण ब्यूरो, नई दिल्ली: देश के उड़डयन सेक्टर में पांच दिनों तक चली अव्यवस्था के बाद जब नागरिक उड़डयन मंत्रालय ने सख्ती दिखाई, तो इंडिगो की नींद भी टूटती दिख रही है। वैसे तो रविवार को भी 650 उड़डानें रूद रहीं, लेकिन 1650 उड़डानों का परिचालन भी हुआ। यात्रियों को किराया वापसी का काम भी तेजी से जारी है। इंडिगो की तरफ से रविवार शाम तक रूद या बहुत थिलथिल वाले उड़डानों से प्रभावित यात्रियों को 610 करोड़ रुपए का रिफंड प्रोसेस किया गया है। री-शेड्यूलिंग पर कोई अतिरिक्त शुल्क नहीं लिया जा रहा है। साथ ही शनिवार तक यात्रियों का 3000 बैग डिलीवर कर दिया गया है। किराया वापसी और यात्रियों तक सामान पहुंचाने के काम में दो दिन और लग सकते हैं। साथ ही हालात पूरी तरह से सामान्य होने में तीन से

● 650 उड़डानें रूद रहीं, 1650 उड़डानों का परिचालन भी हुआ

● लगज पहुंचाने का काम जारी, 3000 बैग डिलीवर किए गए

● इंडिगो ने कहा-10 दिसंबर तक परिचालन स्थिर हो जाएगा



इंडिगो मामले में डीजीसीए की भूमिका सवालों के घेरे में

पकड़ेगा तूल ▶ हवाई सेवा में अफरातफरी पर एयरलाइन अधिकारियों व डीजीसीए को तलब कर सकती है संसदीय समिति

संसदीय समिति की बैठक में हितों के टकराव को लेकर हो सकती है चर्चा

जागरण न्यूज़, नई दिल्ली

इंडिगो को उड़ाने रद्द होने से हवाई सेवा में अफरातफरी मामले में क्या कार्रवाई होगी, इसके लिए नागरिक उड्डयन महानिदेशालय (डीजीसीए) की जांच रिपोर्ट का इंतजार हो रहा है। लेकिन, इसी बीच डीजीसीए के अधिकारियों के रवैये को भी जांच को लेकर आवाज उठाने लगी है। राजनैतिक दलों का मानना है कि इस मामले में इंडिगो ने जिस तरह का रवैया अपनाया, उससे आश्चर्य होती है कि कहीं न कहीं सरकारी अधिकारियों का कवच टूटने का प्रयास था। लिहाज संबंधित संसदीय समिति में हितों के टकराव को लेकर भी चर्चा हो सकती है। जैसे परिवहन, पर्यटन और संस्कृति पर संसद को स्थायी समिति में भोजप संसद राजीव प्रताप रुठी की मौजूदगी को लेकर भी परोक्ष रूप से सबल उठाए जाने लगे हैं, क्योंकि वह संसद होने के साथ-साथ इंडिगो के पायलट भी हैं। माना जा रहा है कि विपक्षी सदस्यों की ओर से समिति में इसे तूल दिया जाएगा।

हालांकि, अभी समिति की बैठक की तिथि तय नहीं है, लेकिन इसके सदस्यों



डीजीसीए।

घड़त

की ओर से संदेश दिया जा रहा है कि अगली बैठक में इंडिगो का मुद्दा लाया जाएगा और संबंधित एजेंसी को तलब किया जाएगा। जलदू के संजय झा की अध्यक्षता वाली 31 सदस्यीय इस समिति में विपक्ष से राजद, कांग्रेस, तृणमूल समेत अन्य दलों के लगभग आधे सदस्य हैं। एक सदस्य ने सबल उठाया कि जांच का सवाल तो यह है कि डीजीसीए और उड्डयन मंत्रालय के अधिकारियों से जुड़े कितने लोग विमानन कंपनियों में काम करते हैं? यह सीधा हितों के टकराव का मामला होगा और इससे गुरेज नहीं किया जा सकता है कि इंडिगो ने इसलिए इतना सहस्र विधायक कि आखिरी समय तक एफडीटीएल (पायलटों के लिए इयूटी लिमिटेड) के लिहाज से भर्ती ही नहीं की। एक सदस्य ने रुठी का भी सबल खड़ा कर दिया और कहा कि समिति के समने वह लाया जाएगा कि इंडिगो का पायलट रहते हुए वह समिति की बैठक में हिस्सा ले सकते हैं या नहीं।

अधिकतम सीमा तय करने से किराये में गिरावट

प्रथम पृष्ठ से आगे

किराये की अधिकतम सीमा तय करने का असर भी दिख रहा है। दिल्ली से मुंबई का हवाई किराया जो एक दिन पहले न्यूनतम 11 हजार रुपये दिखा रहा था, वह अब वेबसाइटों पर सेमवार के लिए छह हजार रुपये दिखा रहा है। दिल्ली-हैदराबाद किराया (अगले 24 घंटे के बीच) शनिवार को 20-21 हजार रुपये था, जो रविवार को (अगले 24 घंटे के दौरान) 12 हजार रुपये पर आ गया है। मंत्रालय ने कहा कि प्रभावित रूटों पर किराया स्वीकार्य स्तर पर आ गया है। सभी एयरलाइनों ने नए किराया ढांचे का सख्ती से पालन किया है।

अधिकतम हवाई अड्डों पर स्थिति सामान्य होती दिखा रही है। दिल्ली, मुंबई, बंगलुरु, अहमदाबाद और गोवा सहित प्रमुख हवाई अड्डों पर रविवार को सामान्य स्थिति रही। सरकार का कहना है कि चेक-इन, सिक्वोरिटी और बॉर्डिंग क्षेत्रों में कोई भीड़भाड़ नहीं देखी गई।

इंडिगो मामले में जांच रिपोर्ट मिलने के बाद कार्रवाई की जाएगी : मोहोल

पुणे, एएनआइ : इंडिगो की उड़ानों में व्यवधान के मद्देनजर नागरिक उड्डयन राज्यमंत्री मुरलीधर मोहोले ने रविवार को कहा कि सरकार स्थिति पर पैनी नजर रख रही है और उड़ान ट्यूटी समय सीमा (एफडीटीएल) का पालन नहीं करने के लिए एयरलाइन के खिलाफ तत्काल कार्रवाई की गई है। उन्होंने अशवासन दिया कि सरकार इस मामले को बहुत गंभीरता से ले रही है और जांच समिति की रिपोर्ट आने के बाद निश्चित रूप से कार्रवाई की जाएगी।

पुणे में पत्रकारों से बात करते हुए मोहोले ने कहा कि पायलट एसोरिएशन ने मांग की थी कि इयूटी आखर को 10 घंटे से घटाकर आठ घंटे किया जाए और इसके लिए एफडीटीएल (फ्लाइट इयूटी टाइम लिमिटेशन) में सुधार किया जाए। दिल्ली हाई कोर्ट ने भी इसे मंजूर दे दी थी। इसके बाद हमने देश की सभी एयरलाइन कंपनियों को सचेत किया कि हमें हाई कोर्ट के दिशा-निर्देशों के अनुसार एफडीटीएल को दो चरणों में लागू करना है—एक जुलाई, 2025 से और एक नवंबर, 2025 से। सभी एयरलाइन कंपनियों ने इस पर काम किया, लेकिन इंडिगो ने इसे

उड्डयन राज्यमंत्री ने कहा, सरकार इस मामले को बहुत गंभीरता से ले रही है।

इंडिगो ने एफडीटीएल को उतनी गंभीरता से नहीं लिया, जितनी उसे लेनी चाहिए थी।



मुरलीधर मोहोले।

घड़त

उतनी गंभीरता से नहीं लिया, जितनी उसे लेनी चाहिए थी। अराजकता का कारण यह था कि इंडिगो ने इसे गंभीरता से नहीं लिया। प्रेस के अनुसार, मोहोले ने कहा कि इंडिगो के रवैये के कारण यात्रियों को मानसिक प्रताड़ना का सामना करना पड़ा है। जवाबदेही तय करने के लिए कदम उठाए जा रहे हैं।



Corporate Communications Directorate

RS DAINIK JAGRAN

DELHI

8 DECEMBER 2025

इंडिगो संकट से हिचकोले लेने लगा देश का पर्यटन उद्योग

नेमिष हेमंत • जागरण

नई दिल्ली : इंडिगो संकट के कारण देश के पर्यटन उद्योग पर बुरा प्रभाव पड़ा है। उड़ान रुक होने से परेशान लोगों ने अपनी यात्राएं रद्द कर ली हैं। बड़ी संख्या में होटल, ट्रांसपोर्ट और टूरिस्ट गाइडों की बुकिंग निरस्त हुई है। चिंता की बात है कि क्रिसमस और न्यू ईयर के लिए की गई बुकिंग पर भी नकारात्मक प्रभाव पड़ रहा है। वर्षात के टूर प्लान निरस्त हो रहे हैं। विशेषकर गोवा, राजस्थान, केरल और पर्वतीय राज्यों में पर इसका ज्यादा असर दिख रहा है।

जनवरी मध्य तक सर्दियों का यह मौसम पर्यटन के लिए महत्वपूर्ण होता है। बड़ी संख्या में लोग परिवार के साथ पर्यटन स्थलों पर जाते हैं। ऐसे लोगों को भारी निराशा मिल रही है। इंडिगो संकट के कारण अनुमानतः 20 हजार से अधिक देशी-विदेशी पर्यटकों के कार्यक्रम प्रभावित हुए हैं। देश के पर्यटन उद्योग को लगभग 15 प्रतिशत का झटका लग चुका है। पर्यटकों के लिए होटल, पर्यटन

वड़ी संख्या में होटल, ट्रांसपोर्ट, टूरिस्ट गाइड की बुकिंग हुई निरस्त

क्रिसमस व न्यू ईयर को लेकर हुई बुकिंग पर भी दिखने लगा प्रभाव

स्थलों पर घूमने के लिए टूरिस्ट चाहत, पर्यटन गाइड, रेस्तरां और अन्य मनोरंजन के स्थान पहले से बूक थे। रेस्टिनेशन केटिंग जैसे बड़े आयोजनों पर भी बुरा असर पड़ा है। इंडिगो को फ्लाइट के साथ ही निरस्त हुई यात्रा में पहले से बुकिंग की रिफंड मिलने को उम्मीद न के बराबर है। टूर ट्रैवल कंपनियों पर होटलों और अन्य मद में जमा धन के रिफंड का दबाव बढ़ गया है। बड़े होटल रिफंड या बुकिंग को पुनः निर्धारित करने की पेशकश कर रहे हैं, लेकिन मध्यम और कम बजट वाले होटलों की ओर से रिफंड में दिक्कत आ रही है। इंटरनेट से बुकिंग में भी केवल उन्हीं को रिफंड मिल पा रहा है, जिनोंने 48 घंटे पहले बुकिंग निरस्त कराई है। होटल वाले 24 घंटे पहले निरस्त की स्थिति में कुछ धन लौटा रहे हैं।

दिल्ली की फ्लाइट निरस्त, मुंबई व बेंगलुरु गए विमान

यात्रियों को पहले से ही सूचना मिलने की वजह से **नहीं हुआ हंगामा**, मुंबई की फ्लाइट 70 मिनट देरी से आई

जागरण संवाददाता, कानपुर : विमानन कंपनी इंडिगो को लेकर चल रहे संकट का असर शनिवार को भी दिखा। जहां शुक्रवार को दिल्ली, बेंगलुरु और हैदराबाद को जाने वाली फ्लाइट निरस्त थीं और यात्रियों ने पूर्व में सूचना न दिए जाने को लेकर हंगामा किया था, वहीं शनिवार को भी दिल्ली जाने वाली फ्लाइट दूसरे दिन भी निरस्त रही। इस फ्लाइट से शहर से 140 यात्रियों को दिल्ली जाना था। शुक्रवार को हंगामे से हुई फजीहत के



एयरपोर्ट में दिल्ली को जाने वाले कोई यात्री नहीं है। जागरण

बाद कंपनी ने यात्रियों को पहले ही फ्लाइट निरस्त होने की सूचना दे दी

थी, जिससे लोग एयरपोर्ट तक नहीं पहुंचे। हालांकि शुक्रवार को फ्लाइट निरस्त होने से परेशान लोग अपने टिकट के शेड्यूल बदलवाने के लिए पहुंचते रहे।

चक्रेरी एयरपोर्ट पर शनिवार को भी गहमागहमी भरा माहौल रहा। शुक्रवार को हुए हंगामे के बाद सुरक्षा व्यवस्था पहले से सख्त कर दी गई थी। दिल्ली की फ्लाइट दूसरे दिन भी निरस्त रही। आनलाइन देखने पर पता चल रहा था कि कानपुर आने वाले विमान को

पटना भेज दिया गया है। एयरपोर्ट के अधिकारियों के मुताबिक कंपनी देश भर में अपनी निरस्त उड़ानें नियमित करने की कोशिश कर रही है। इसी वजह से कानपुर को केवल दो उड़ानें ही मिलीं। शनिवार को मुंबई और बेंगलुरु के लिए विमान उड़े। बेंगलुरु से विमान आने का समय दोपहर 12:50 और जाने का समय दोपहर 1:35 बजे है। यह उड़ान सही समय से आई और 10 मिनट देरी से गई। बेंगलुरु से 189 यात्री आए, जबकि

289 गए। वहीं, मुंबई की उड़ान दोपहर 2:35 बजे आती और 3:15 बजे जाती है। यह उड़ान एक घंटा 10 मिनट देर से आई और 4:40 पर गई। मुंबई से भी 160 यात्री आए थे और वापसी में 162 यात्री गए। एयरपोर्ट पहुंचे संजय खेमानी ने बताया कि कंपनी की गलती से शहर में होटल में रुककर खर्च उठाना पड़ रहा है, लेकिन इस पर विमान कंपनी कोई सहयोग नहीं कर रही है। इसकी वजह से यात्री परेशान हो रहे हैं।



Corporate Communications Directorate

DAINIK NAVJYOTI

JAIPUR

6 DECEMBER 2025

हवाई यात्री परेशान

देश की सबसे बड़ी एयरलाइन इंडियो की उड़ानें शुक्रवार को भी रुक रही। यह संख्या तेरह से तक जा पहुंची। इसकी वजह से देश के विभिन्न हवाई अड्डों पर खासों यात्रियों की बहाली परेशानियों का सामना करना पड़ा। इस संकट को दूर करने के लिए जहां डीजीसीए ने एयरपोर्टों के नियम लागू ले लिए हैं। नए नियमों के तहत गलत दिन के सर्कल में अडिबार्ड रूप से 48 घंटे देना, खोजबीन रोक देना जरूरी है। पहले यह 36 घंटे था। दूसरी

ओर समय की गलतफहमी को देखते हुए दूसरी एयरलाइंस ने जवाब फिरोबे को अड्ड में खांसी कुटी। हवाई अड्डे पर यात्रियों की यह शिकायतें आम रही कि उनमें न बिरादा लीडका मसा और ना ही उनके खाने-पीने की बैकलिफ: प्दासम्बाएं या सुविधाएं जुटाई गई। इस संकट को संभरना को देखते हुए यह मामला राज्य सभा में भी उठाया गया। कहा है डीजीसीए को ओर से पिछले साल नए रैस्टॉरिंग नियम जारी किए गए थे। मिलते 1 नवंबर से लागू करना था।

लगातार है इंडियो एयरलाइन ने इसे संभरना से नहीं लिया। इसकी वजह से उसे फायरलट डू को कमी का सामना करना पड़ा। नए नियमों का कारगर पायावर्ती को बखाल को काम करना था जिससे उड़ान की सुरक्षा में सुधार हो सके। फायरलटों के लिए सापेक्षिक आशय को बढ़ाया। उनके रोखना और

पंजाब दिनों के ह्यूटी के घंटे कम किए। साथ ही रात में लीडिंग को संभार भी कम को। भारत जैसे बड़े देश में नागरिक उड्डयन केवल उद्योग भर नहीं है बल्कि परिवहन की जीवन रेखा है। जो लोगों और संपत्ति को तेजी से अहाजगी के लिए जरूरी है। कारोबार को यह बीमारी, उपचार का सुविधा

बिमान और विमान का परिचालन एम्प्लोय में शामिल सेवा जरूरी होता है। आज देश विमानन क्षेत्र में विश्व में बड़ा बाजार है। यह भी सत्य है कि ज्यादातर भारतीयों के लिए हवाई यात्रा करना आसान विकल्प भी नहीं है। औसतन भारत में एक हवाई टिकट का मुख्य राजा दिन के वेतन के बराबर

होता है। जबकि अमेरिका में यह सिर्फ 1.1 दिन के वेतन के बराबर है। आईएटीए के अनुसार चीन में यह औसत 3.7 दिन के वेतन के बराबर होता है। भारत में ज्यादा बीमारी का मुख्य कारण सुविधान असुल पर लगने वाला भारी टैक्स है। फिर भी एयरलाइंस को यह जिम्मेदारी है कि वे अपने उपभोक्ताओं को सुविधान में न छोड़ें। अब जब सरकार विमानन क्षेत्र से बहार निकल गई है और लगभग पूरा कारोबार

करीब 9। परीसदी दो कंपनियों के पास है, तो यह उनकी जिम्मेदारी है कि वे यह पक्का करें कि देश का एयर ट्रांसपोर्ट समग्र पर प्रतिबन्धन नला रहे। हॉटिबो अभी शुरू हो चुके हैं और इस मौकाम में हवाई सेवाएं का सामान्य रूप से प्रभावित होना स्वाभाविक है। जब हॉटिबो और आगे बढ़ेंगे तो टिकटों और भी आ सक्ती हैं। इंडियो को चाहिए कि यह अपने यात्रियों को सम्बन्धों को जल्द से जल्द दूर करने के लिए अपनी सेवाएं ठीक करें।

AS THOUSANDS OF PASSENGERS REMAIN STRANDED DUE TO INDIGO CRISIS

Don't Let Airlines Bend Flight Duty Rules: Panel Told DGCA Mths Ago

India's aviation system nearing a 'dangerous tipping point': Parl panel said in August

Jatin Takkar

New Delhi: As the IndiGo crisis leaves thousands of passengers stranded across the country, it has emerged that a parliamentary panel had warned by early August that airlines must not be allowed to bypass Flight Duty Time Limitation (FDTL) norms for pilots.

In a report tabled in Parliament, the Standing Committee on Transport, Tourism and Culture cautioned that the aviation sector was approaching a "critical inflection point" due to the mismatch between the rapid growth of aircraft fleets and the slower expansion of pilot and air traffic controller (ATC) manpower.

India's aviation system was nearing a dangerous tipping point, driven by pilot fatigue, ATC overload, regulatory manpower shortages, and rapid fleet expansion, the panel warned.

The committee flagged rising workload for pilots and controllers, warning that fatigue increases the chances of runway incursions, ground collisions, and airborne conflicts. "DGCA must rigorously monitor and enforce compliance with updated FDTL regulations, ensuring operators do not circumvent these vital safety measures," the report stated.

Chaired by JDU leader Sanjay Jha, the committee will now soon review the wave of recent flight



Aviation Safety Faces Critical Gaps

- India's skies under strain:** Panel raised red flags on pilot fatigue, ATC stress, DGCA shortage
- Training capacity expansion:** Five new FTOs approved – four in 2024 and one in 2025 – taking total to 39 flying schools
- Mountain flying gap:** India still lacks mandatory mountain-flying training, despite high-risk Himalayan ops
- DGCA staffing shortage:** DGCA operating with a 'profound and persistent' manpower shortage; nearly half its sanctioned posts remain vacant
- Pilot demand surge:** Thousands of new pilots required to support India's rapidly expanding aircraft fleet

RISING WORKLOAD

The committee warned that fatigue increases chances of runway incursions, ground collisions, and airborne conflicts

cancellations and hold discussions with IndiGo.

In August, the panel had also urged the DGCA to study whether the revised FDTL norms and mental-health protocols were effectively reducing fatigue and stress among operational staff. It called for similar fatigue-risk measures for ATCs, including a national Fatigue Risk Management System and a com-

prehensive staffing audit.

To meet the soaring pilot demand, the report noted that thousands of new pilots would be required in the coming years.

While the civil aviation ministry and DGCA stepped up training capacity with five new Flying Training Organisations (FTOs) approved in 2024-25, taking the total to 39, six more are in the certification pi-

peline. This year alone, 34 aircraft were added to FTO fleets, raising the training fleet to 350.

However, the committee had urged the government to fast-track certification and expand training centres, particularly in regions covered by the UDAN regional connectivity scheme. It also pointed to "serious regulatory gaps" in high-risk operations, noting that despite the complexity of Himalayan flying, India still lacks mandatory mountain-flying training and certification for pilots operating in those regions.

The report highlighted that the DGCA itself was operating under a "profound and persistent" manpower shortage. Of the 1,963 sanctioned posts, only 553 are filled. Nearly half the vacancies remain unaddressed even as India witnesses record passenger growth and rapid fleet expansion — posing what the panel called a severe structural vulnerability for aviation safety.



Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

7 DECEMBER 2025

DGCA, Get a Grip, Clear the Air

India's airlines must meet global safety norms

The civil aviation ministry must follow up on its exemption to IndiGo on pilot rostering regulations with strict enforcement once the airline restores normal operations. Aviation safety protocols are independent of market structure, and the inability of India's dominant airline to make the switch within the stipulated period is an instance of management failure. The ministry has acted on predatory pricing following IndiGo's mass flight cancellations, but the situation could have been contained well before the crisis with effective oversight. Changes in rules require follow-up action to ensure these are implemented. The audit of IndiGo's operations that the ministry is seeking now would have averted widespread passenger hardship in the run-up to the new rostering deadline.

That other Indian airlines have successfully made the transition does not make the case for satisfactory implementation any stronger when the country's most complex airline operation failed to do so. IndiGo has put in place a crisis management team that should be in continuous communication with Gol over its resolution. The dialogue should continue until the new safety procedures are in place at IndiGo. Roster



ing requirements are international, and there should be a wealth of information available on how airlines of IndiGo's scale have managed to implement them overseas.

Gol does not need to defend itself over market concentration in Indian aviation. It extended a lifeline to the industry during the pandemic and followed it up with privatisation of Air India. Indian airlines are better capitalised than they were a decade ago, and Gol expects them to build enough muscle to take on West Asian carriers. This can only happen when the safety and operational metrics of Indian airlines match international yardsticks. And it must coincide with ambitious fleet expansion plans that involve more complex operations. Regulation of aviation would benefit from a handholding approach that preempts crises rather than reacts to consumer stress.

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THE ECONOMIC TIMES

DELHI

7 DECEMBER 2025

WHEELS UP AFTER STORMY DAYS

IndiGo Puts in Place Crisis Management Team

Forms group with chairman, directors and chief exec to tackle disruptions

Our Bureau

Mumbai: IndiGo has formed a crisis management group (CMG) to tackle the ongoing turbulence in its operations marked by widespread flight cancellations and delays. The group comprises chairman Vikram Singh Mehta, besides directors Gregg Seretsky, Mike Whitaker, Anitabh Kant, and IndiGo CEO Pieter Elbers.

The crisis erupted earlier this week when IndiGo's network saw a surge in cancellations and long delays, triggered by a severe pilot shortage and cascading operational bottlenecks, stranding thousands of passengers across the country. IndiGo has been India's largest carrier by market share for several years, which means any breakdown in its system has a significant spillover effect on airport congestion and airfares. The current

Taking Action

SECOND MEETING, LIMITED TO BOARD MEMBERS, RESULTED IN CREATION OF GROUP

IndiGo

CMG meeting regularly and getting constant updates on steps being taken to stabilise network

Other board members also said to be involved through frequent calls

Board of directors have met five times and daily meetings are planned



Immediate Priority

1. Stabilise the schedule
2. Reduce cancellations
3. Process refunds to passengers faster



DGCA Gives 24-Hr Final Extension to Reply to Notice

New Delhi: The Directorate General of Civil Aviation has granted IndiGo a one-time 24-hour extension to reply to the show-cause notice issued on December 5. The airline's accountable manager and CEO had requested additional time on December 7, citing the scale of IndiGo's nationwide operations and unavoidable factors that led to disruptions across airports. After reviewing plea, the regulator extended deadline only until 6 pm on December 8, making it clear that no further delays will be allowed. DGCA has warned that if IndiGo fails to submit a complete and satisfactory response within this extended window, the authority will proceed ex parte based on existing records. — **Our Bureau**

Airline Restores Over 70% of Daily Flights: CEO

Our Bureau

Mumbai: IndiGo has restored 1,600 of its total daily frequencies from 2,300 flights on Sunday. Pieter Elbers, CEO, IndiGo said. According to estimates this is more than 70% of total daily flights.

This is a part of the efforts by the embattled carrier to recover from unprecedented network disruption in the past five days.

Fresh operational data from IndiGo and civil aviation ministry showed an improvement in schedules and airport conditions across the country. According to industry sources, airfares too seemed to be mostly in check for popular routes such as Delhi to Mumbai, and Mumbai to Bengaluru, hovering between ₹5,500-₹7,500, and ₹10,000-₹11,000 for this week, respectively.

The improvement came as the ministry maintained continuous oversight of operations at the country's largest airline. The ministry enforced fare caps and directed IndiGo to stabilise operations rapidly to prevent recurring delays and overpricing.

An IndiGo spokesperson said it had achieved "further significant and sustained improvements across our network," adding that the next steps in restoring stability were taken on Sunday with "lower cancellations and a higher on-time performance". The airline said cancellations were made earlier in the day, which allowed it to "inform our customers timelier".

IndiGo's 1,600 flights on Sunday marked around 10% increase from the nearly 1,500 flights it operated the day before. Elbers said its on-time performance climbed to 75%.

from just about 30% on Saturday. It added that there was "growing confidence for stabilisation of the network by December 10," earlier than the previously indicated December 10-15 window.

"Our network coverage has been restored with 117 (out 130) stations operated. For our customers, processes around refunds, baggage, re-booking, are in full swing and we are reducing the backlog as we go forward," IndiGo CEO said.



After Govt Intervention, Carrier Processes ₹610 cr in Refunds...

Our Bureau

BACK ON TRACK



Ministry of civil aviation said IndiGo's on-time performance is projected to rebound to 75% from a crisis low of 30%

IndiGo has also restored services at 117 of the 138 airports it serves and delivered around 3,000 pieces of separated baggage.

IndiGo CEO Pieter Elbers, in a video message from the airline's operations control centre, said, "We are getting back. Today we realise further improvements of systems to reach around 1600 flights. A better OTP, less cancellations and importantly customers are being notified in advance." He added that the past days "have been very difficult" for staff across operations and that teams "are deeply apologetic" and working to sta-

bilise the network.

Aviation lawyer Ajay Kumar of KLA Legal explained that "airlines have a clear obligation to compensate the passengers for flight cancellation and delays," pointing to compensation rules under the Directorate General of Civil Aviation (DGCA).

The ministry noted that its 24*7 control room is continuing its monitoring of IndiGo's operations to ensure compliance and sustained passenger facilitation.

The refunds could impact the company's revenue in the December quarter. The third quarter is usually a peak travel season, covering the festive and wedding seasons besides early winter travel, which drive a surge in both domestic and international leisure travel.

IndiGo posted a net loss of ₹2,582 crore in the September quarter, reversing from a ₹2,176 crore profit in the June quarter. Compared with the same period last year, the loss widened from ₹987 crore. Revenue from operations, however, rose 9% year-on-year to ₹18,555 crore.

...But Complaints Flood Social Media

Many travellers allege airline was levying cancellation charges, issuing partial refunds

Anumecha Chaturvedi

New Delhi: Even as the civil aviation ministry said in an update on Sunday that IndiGo had processed refunds amounting to ₹610 crore, social media platforms were flooded with traveller complaints against the airline.

Some travellers alleged that the carrier was levying cancellation charges and issuing partial refunds. Others directed their ire at online travel platforms.

The ministry on Sunday said refunds totalling ₹610 crore had been processed so far to the affected passengers.

Shalini Venugopal Bhagat said on microblogging platform X that she had booked an IndiGo Goa-Kochi return flight for December 15.

IndiGo had announced that it would offer full refunds for all travel up to December 15. "Since I don't want to spend 20 hours in an airport, I decided to cancel my trip," said Bhagat, adding that when she tried cancelling her

ticket, IndiGo was levying ₹1,000 as cancellation charges for the two tickets.

Adi Gura Maitreya, another user on X, sought an explanation from the airline for levying cancellation fee and a convenience fee on the amount. Another user going by the username deepfash here stated the airline was not issuing full refunds and charging deductions.

Ravi Gousin, president of Indian Association of Tour Operators (IATO) said charging a convenience fee on a refund was "deeply unfair". "Customers are already facing disruption, delays, and uncertainty. If an airline is unable to deliver the service as booked, the refund should be processed without any additional deductions, and the policy must be transparent and prominently disclosed at the time of booking," he said.

Kaman Aggarwal, another user on X said IndiGo had issued only him a partial refund.

The airline did not respond to an email seeking comments.



Passengers at the airport demand refund and protest outside IndiGo counter in Jaipur

Sunil Kumar, president of Travel Agents Association of India, said following an appeal made by the industry association to IndiGo, the airline had agreed to waive the fare difference for travel agents for tickets bought by customers through travel agents provided the travel is rescheduled prior to December 16.

"This is aimed at travellers who would like to avoid the uncertainty of travel for now and would like to

rethink and pause their immediate plans," said Kumar. "Customers who have bought the tickets from agents are trouble-free as agents are following up with the airline at their end. Those who have booked through online travel platforms are the ones who are probably facing issues," he added.

Amur Kedia, who runs luxury travel advisory firm Travellers in Mumbai, said the bigger problem is communication. "The airline is found wanting there. I received email notifications on cancellations, but there are no details of flight or PNR numbers in these emails," he said. "As a travel services provider, I make multiple bookings for the same date, and there is no way to figure out which flights have been cancelled and the amount refunded."

Jimot Ved, founder of a travel company called Onoficedaku said customers were raising concerns about whether they will get a full or a partial refund. "Customers are saying aggregators are also charging convenience fees. IndiGo was the only company that had openly issued a statement on refunding the convenience fee," he said.

TURBULENCE IN INDIAN SKIES

DGCA may Tell IndiGo to Pull Back, Others to Step Up

Turbulence-hit airline could have to cut 300 flights per day, provides ops road map today

Arindam Majumder

New Delhi: The civil aviation regulator may ask IndiGo to cut flight frequencies till February, as the airline battles to resolve a severe pilot shortage that crippled its network, forcing the cancellation of more than 5,000 flights so far in December.

IndiGo, which operated about 2,300 flights per day till the crisis struck, could be directed to reduce 300 flights per day for the winter schedule, said people aware of the developments. The winter season runs from the last Sunday of every October till the last Sunday of March. The Centre has, meanwhile, asked Air India and other airli-



IndiGo operated about 1,650 flights on Sunday.

DETAILED REPORTS
→ PAGE 4, 8, 12

nes to add flights and cater to the demand spill that will follow IndiGo's reduction.

Senior IndiGo officials have been summoned by the Directorate General of Civil Aviation (DGCA) on Monday.

More Pilots Likely in 3 Months → 8

House Panel Warned Against Bypassing Rules

It has emerged that a parliamentary panel had warned in August that airlines must not be allowed to bypass flight time norms for pilots. **Jatin Takkar reports.** → 4

More Pilots Likely in 3 Months: Official

→ From Page 1

They are expected to present a detailed plan on how many flights the airline can operate with the current pilot strength. "They have been asked to provide a road map of their hiring plan, training capabilities and crew scheduling based on which DGCA will take a call," said a senior government official.

He added that the government will walk the cautious line as north India is expected to face foggy days from next week, which is expected to cause further flight disruptions and delays.

A senior IndiGo official said the carrier would be able to increase the number of available pilots only in the next three months for smoothly operating its full flight schedule. Increasing the number of captains is a complex task for an airline as they undergo months of in-flight and on-ground training before being allowed to fly.

IndiGo operated around 1,650 flights on Sunday, slightly improving from 1,578 on Saturday, as the airline tries to gradually stabilise its schedule after massive disruptions.

Thousands of travellers were stranded at airports across the country in the past five days, causing a nationwide uproar and demands for action against India's largest airline by market share.

Many IndiGo customers complained that the airline had not-

hing or just a little to get them to their destinations.

The carrier blamed the unprecedented debacle on a new set of rest rules for pilots. In its submission to the regulator, it said it had misjudged the increased requirement of pilots due to the new rules. While it required 2,422 captains, it only had 2,357.

The new rules were implemented by DGCA in two parts to tackle pilot fatigue—one in June and the second phase from November 1, which capped the number of landings a pilot can perform between 12 am and 6 am. The second phase was delayed by the government by a year to allow airlines to plan their crew requirements as they had warned of widespread flight cancellations. Though IndiGo and other airlines lobbied intensely to defer the rules further, the regulator enforced them with only limited relaxations under a Delhi High Court mandate.

DGCA has capped airfares which were spiralling following the disruption. A one-way fare for a journey up to 500 km cannot exceed ₹7,500, whereas for journeys between 1,000 and 1,500 km—such as the New Delhi-Mumbai route—should be capped at ₹5,000, DGCA said in an order to airlines.

"Other airlines like Air India, SpiceJet, Akasa Air have been asked to increase their number of flights," the official said. "Air India is also operating wide body aircraft on domestic routes to cover up the shortfall."

Corporate Communications Directorate

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In Cockpit of Crisis-hit Ministry, Naidu Facing High Pressure Gauge Reading



Young minister under fire amid cascading trouble from IndiGo pilot paucity

Arindam Majumder

New Delhi: In a series of television interviews following the air travel chaos caused by IndiGo's flight cancellations, civil aviation minister Ram Mohan Naidu squarely put the blame for the pandemonium on the airline and vowed strict action.

This was uncharacteristic of Naidu

as he's always been restrained in his public posture. But scenes of overflowing airports and distressed travellers at the peak of wedding and holiday season playing out on TV and social media have put the first-time minister under an uncomfortable spotlight.

The disruption at IndiGo, which has over 65% share of India's domestic market, grounded India's air transport and is the latest challenge for Naidu, 37, who has faced one crisis after the other since his appointment as civil aviation minister last year.

Days after he took charge, the roof of a terminal at Delhi airport collapsed,

Trial by Fire

Trial by Fire

By Arindam Majumder

A person was killed and some injured.

One of India's biggest air transporters was under the spotlight, where its flight system crashed in Delhi, affecting people. The airport was hit by a landslide of the roof of the terminal building, which was a major setback for the airport.

The government's response to the AAI's crisis has been mixed. The minister has not yet given a clear answer, at least he refused to give a press conference. The minister's words of condolence to the families of the victims were not enough. The minister's words of condolence to the families of the victims were not enough.

A new terminal building was approved in 2015 but not yet started. The traffic minister has been warning about "pandemonium" in the airport since 2015. The minister's words of condolence to the families of the victims were not enough.

The AAI is bound to check the capability of airlines. The government is not ready to implement the new terminal building.

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Corporate Communications Directorate

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Passengers stand at an IndiGo ticket counter as the airline's flight disruptions continue, in New Delhi on Sunday

6 pilots reported health issues while on duty

YARUQHULLAH KHAN
& AKBAR MERCHANT
New Delhi/Mumbai,
December 7

AMID THE ONGOING flight disruptions at IndiGo, the airline is facing another serious issue with multiple pilots reporting health problems linked to extreme fatigue in the last week, multiple airline executives told FE.

In the last week, six pilots have experienced health problems while on duty for IndiGo. Notably, one pilot had a panic attack, which delayed a flight for two hours at Kathmandu's Trib-

huvan International Airport on December 5.

On December 5, an IndiGo first officer became severely unwell while taxiing flight 6E 1916 at Tribhuvan International Airport in Kathmandu, multiple sources said.

"The pilot experienced hand tremors, rapid heartbeat, and elevated blood pressure during a panic attack. The flight to Mumbai was delayed by two hours as the airline arranged a replacement pilot to continue the service," one of the sources said.

Continued on Page 17

Six pilots reported health issues while on duty

SOURCES TOLD FE that two other pilots reported high blood pressure, one reported shortness of breath and headaches after reporting for duty, while another two pilots reported blurred vision, dizziness and chest pain while on duty.

Sources also added that since December 3, IndiGo has asked its flying crew, pilots and cabin crew to arrange for their own accommodation at several locations with reimbursement coming later, especially in Tier-II and III markets.

"In cities where IndiGo has a long-standing partnership with large hotels, accommodation is provided to flying crew, but in locations where the partnerships are with smaller hotels, flying crew has been asked to book their own hotels," a second executive said.

Emails sent to IndiGo remained unanswered till the time of going to the press.

The incidents happened during a week when IndiGo's operations were already struggling due to a shortage of pilots and scheduling issues related to new FDTL regulations that



started in December.

According to the Civil Aviation Requirements published by the DGCA, each pilot health incident triggers mandatory reporting under the Aircraft (Investigation of Accidents and Incidents) Rules, 2025. Airlines must file a Mandatory Occurrence Report with DGCA and the Aircraft Accident Investigation Bureau (AAIB) within 24 hours of the incident.

When such a report is filed, the flight operation is immediately suspended until a replacement pilot is arranged. The airline must also file quarterly fatigue reports to the DGCA detailing crew training in fatigue management, the number of fatigue reports received, and rea-

sons for acceptance or rejection of such reports.

Last week, the Airline Pilots' Association of India (ALPA India) had also warned the DGCA that the dispensations granted to IndiGo under the revised FDTL CAR Phase II implementation would create an unsafe flying environment for domestic passengers in the country.

The association emphasised that passenger safety was crucial before making any decision, stating that it should not be sacrificed for commercial reasons. It was pointed out that any accidents caused by fatigue related to these allowances would be the responsibility of the DGCA, rather than the pilots.

DGCA has given the airline's management 24 hours to respond to its show-cause notice, adding that the main reason for the flight disruptions, which resulted in the cancellation of over 2,700 flights since December 1, was due to a lack of proper arrangements to meet the updated requirements for effectively implementing the approved new FDTL norms for the airline.

Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

7 DECEMBER 2025

● What were the pilot duty rules that led to flight disruptions?

THE DIRECTORATE GENERAL of Civil Aviation (DGCA) has certain guidelines called the flight duty time limitation (FDTL) norms to ensure adequate rest timings for pilots and flight attendants and prevent fatigue-related safety issues. The DGCA had asked domestic airlines to comply with a new set of FDTL norms in a phased manner from July 1, 2025 to November 1, 2025. It increased weekly rest periods from 36 hours to 48 hours for flight crew from July 1. The new regulations also took into consideration different types of operations across time zones from July 1. The definition of night duty was changed to cover the period from midnight to 6 am as opposed to midnight to 5 am previously. This enhancement of one hour was made to align the night duty period to encompass the window of circadian lows from 2 am to 6 am, when the human body is at its lowest in terms of alertness.

Then from November 1, the maximum flight time and maximum flight duty period for flight operations exceeding night were restricted to eight hours flight time and 10 hours flight duty period, respectively. The number of landings was limited to only two as compared to six during night operations previously.

However, since December 1 IndiGo has faced flight disruptions, which resulted in the cancellation of over 2,700 flights, mostly due to a lack of proper arrangements by the airline to meet the updated FDTL requirements.



CREW CRUNCH

The pilot fatigue norms that left IndiGo gasping

The government has granted a one-time relaxation for some of the flight duty time limitation (FDTL) norms that triggered massive disruption of IndiGo flights last week. Though this gives the airline more time to adapt to the new rules, it will not be easy to build pilot bench strength that quickly, explains *Yarushullah Khan*

● Mitigation measures taken by the govt

TO HELP RESOLVE the chaos at IndiGo, the DGCA has given a temporary reprieve till February 10, 2026, to the airline's A320 fleet, from the norms that had come into effect on November 1. Twelve new Flight Operations Instructions have been issued with updated ratings for both flight and simulator duties. Caps have been set on

airfares to control the surge in ticket prices following the flight disruptions. The government also directed IndiGo to clear all pending passenger refunds without delay by December 7, 8 pm. Airlines have been told not to levy any rescheduling charges for passengers whose travel plans were affected by cancellations.

● Why IndiGo was unable to adhere to the new norms

INDIGO HAS ADMITTED to the DGCA that it had "misjudged" the operational impact of the new FDTL norms. According to a statement issued by the DGCA, the airline said planning gaps contributed to its ongoing disruptions. At the heart of IndiGo's crisis lies the issue of the airline underhiring pilots. IndiGo currently operates around 410 aircraft with 5,700 pilots, translating to roughly 14 pilots per aircraft. This skeletal staffing model is insufficient as new rest rules require more pilots to open to the same flight schedule. IndiGo's ultra-high utilisation strategy also relies disproportionately on midnight-to-early-morning turnarounds—the window most constrained by the new FDTL rules.

By capping night landings at two per duty period and extending night duty definitions, the FDTL rules directly attacked the operational window upon which IndiGo's entire model depends.

● Action taken against the airline

THE DGCA HAS issued show cause notices to IndiGo's Chief Executive Officer Peter Ebers, and the airline's accountable manager, COO Jai Prakash Pongaras. It held the CEO responsible, saying he "failed in his duty" to ensure reliable operations and to provide the facilities passengers are entitled to. The DGCA has also constituted a four-member committee to review the factors behind the flight disruptions, which will assess gaps in crew planning, operational preparedness and compliance with revised FDTL norms.

Meanwhile, the Airline Pilots' Association of India (ALPA India) has warned that temporary reprieve creates an unsafe flying environment. It stated that operators had been given a least two years to meet the new FDTL standards in two phases. However, it was reported that operational disruptions occurred just 35 days after the implementation of Phase II, coinciding with the winter 2025 roster increase that was approved by the DGCA.

INDIGO HAS ADMITTED THAT IT MISJUDGED THE OPERATIONAL IMPACT OF THE NEW FDTL NORMS

Feb 10, 2026

NEW DEADLINE FOR INDIGO'S A320 FLEET TO ADOPT THE NORMS THAT CAME INTO EFFECT ON NOV 1

● Can IndiGo hire that many pilots?

INDIGO PLANS TO add 1,388 pilots by February 10, and another 742 by December 2026. It is in the market to hire 300 captains and 600 junior first officers over the next 12 months, the airline's management said in its detailed action plan submitted to the DGCA. It admitted that, for its Airbus fleet, it needed 2,422 captains and 2,290 first officers to operate its scheduled flights under the new FDTL norms, but had an availability of 2,357 captains and 2,194 first officers, respectively.

Aviation experts, including former

AirAsia CFO Vijay Gopalan, highlighted that increasing the number of captains is a complex task, as they undergo months of in-flight and on-ground training before being allowed to fly. Gopalan, in a post on Twitter said that the airline will not find it easy to hire pilots. "One is a notice period. The second is, if you want to bring in fresh pilots... they need to go through the training. They need to finish the minimum number of flying hours. I don't think Indian infrastructure supports any of those things. It's a long process. It's not going to be easy," he said.



Corporate Communications Directorate

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7 DECEMBER 2025

Arrogance at 35,000 feet

IndiGo's leadership appears to have confused dominance with entitlement

INDIGO HAS LONG sold itself as India's great aviation success story—a low-cost miracle powered by scale, efficiency, and relentless expansion. But that image has collapsed over the past few days of utter chaos—something entirely of the airline's own making. It seems IndiGo has mistaken market dominance for moral immunity. The arrogance of its leadership sits uneasily with a company that exists only because millions of ordinary Indians choose to fly with it. Arrogance breeds carelessness, evident from the way IndiGo did nothing on complying with the new Flight Duty Time Limitations (FDTL), which were notified in May 2024. It's obvious the airline deliberately took it easy in the belief that it was large enough and influential enough to get away with it. The arrogance now deserves consequences. Captain GR Gopinath, founder of Air Deccan, is absolutely justified in demanding that the CEO should resign—a mere apology isn't enough. Hopefully, the board comprising some of India's most distinguished names are listening.

IndiGo today commands a scale unmatched in Indian aviation history. On many routes, it is not just the biggest airline—it is effectively the only one that matters. But IndiGo's leadership appears to have confused dominance with entitlement. And entitlement can prove to be lethal, often through a consumer backlash. IndiGo's board would be wise to realise that the company needs introspection, not defiance. It needs to restore customer respect, not double down on indifference. And it needs leadership that understands scale is not a licence for scorn.

Monopolies do not fail dramatically. The rot begins when they cut service and lose respect, slowly. That journey is visible in IndiGo's evolution—perfunctory customer care, routine overbooking, robotic responses to disruption, and now an unmistakable tone from the top that suggests the airline believes it is too big to be challenged, questioned, or embarrassed. Aviation is not just about engineering precision; it is about trust. And trust is easily lost when a corporation appears contemptuous of the very public that made its rise possible. The IndiGo management's conduct reflects an attitude that has become all too familiar in monopolies everywhere: Where will you go? That question may be unspoken, but it hangs in the air whenever passengers are stranded, mistreated, or stonewalled by customer care systems that seem designed to exhaust rather than assist.

It's also time for the aviation regulator and the civil aviation ministry to do some introspection. The Directorate General of Civil Aviation should have monitored and checked whether IndiGo was taking sufficient and adequate steps to become compliant with the new FDTL rules. It failed to do so. Instead, it bent over backwards to allow IndiGo yet another exemption from the crew safety rules. And took another easy option: putting a cap on air fares. That brings into focus the arbitrary and slipshod approach taken by successive governments. India desperately needs more airlines but government policy makes survival nearly impossible. From Kingfisher and Jet Airways to Go First and SpiceJet, the story is the same: heavy losses, mounting debt, and eventual shutdown. Different owners, same ending. Even IndiGo is vulnerable to fuel spikes, regulatory shocks, and currency swings. Six structural flaws haunt Indian aviation: among the world's highest taxes on jet fuel, soaring airport charges, brutally price-sensitive consumers, weak balance sheets, unpredictable regulation, and a currency mismatch where costs are in dollars but revenues in rupees. Until policy changes, India will keep manufacturing airline failures.



The perils of the IndiGo model



RISHI RAJ

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The current FDTL crisis has shown both the limits of its current model and the influence that the airline continues to wield

INDIGO'S RECENT OPERATIONAL collapse, triggered by the new Flight Duty Time Limitations (FDTL) rules, has once again shown how quickly the airline can secure regulatory relief when its business model comes under pressure. For nearly a week, the country's largest carrier was cancelling hundreds of flights a day. Passengers were left stranded, and IndiGo had no option but to acknowledge that it had miscalculated the number of pilots needed to operate its tight schedule under the revised norms.

The Directorate General of Civil Aviation's (DGCA) new rules, which came into force in phases from July and November, increased weekly rest requirements for pilots from 36 to 48 hours, cut the number of night landings permitted in a duty period from six to two, and expanded the definition of night duty to midnight through 6 am. For an airline that depends on very high aircraft and crew utilisation to make its low-cost model viable, these changes were not minor adjustments. IndiGo was running thin crews for years, with schedules built on squeezing maximum hours from both planes and pilots. When the rules tightened, the buffer vanished overnight.

After a week of cancellations and mounting public anger, IndiGo requested temporary exemptions. On December 5, the DGCA agreed. It relaxed some rules until February 10, 2026, including reverting night hours to midnight-5 am and allowing up to six landings again. The regulator stressed that it was not diluting safety, required IndiGo to submit a com-

pliance road map within 30 days, and said it would monitor progress every two weeks. Pilot unions disagreed. For IndiGo, though, the eventual outcome followed a familiar pattern: regulatory pressure that yields just enough flexibility for operations to stabilise.

This episode is not a one-off. It flows directly from IndiGo's underlying design. Since its founding, the airline has built itself around strict cost control and consistent operational discipline—traits that have helped it dominate a sector where many others have collapsed. The partnership between Rahul Bhatia and Rakesh Gangwal, which later fractured, rested on a simple idea of running a large, standardised fleet, keeping costs low at every stage of the value chain, and expanding faster than rivals could respond.

One of the central pillars of this strategy was the sale-and-leaseback model. In 2005, Gangwal negotiated an enormous 100-aircraft order with Airbus. The scale of that order alone shifted IndiGo into a different league, allowing it to secure aircraft at far lower prices than competitors. Once delivered, these planes were sold to leasing companies and then leased back. The gap between the discounted purchase price and the sale price created cash for the airline, which it reinvested into more aircraft and more routes. Over the years, this produced a substantial pool of working

capital and gave IndiGo the ability to expand without relying on heavy borrowing, something that pushed several rivals, from Kingfisher to Jet Airways, into long-term distress.

This approach shaped every part of IndiGo's operations. Suppliers often faced hard bargaining, not only for aircraft and engines but for smaller expenses as well. Operational systems were built around efficiency measures that seem minor individually but add up across thousands of flights. Bhatia's early experience in the travel business reinforced a culture that avoided excess and discouraged discretionary spending.

The recent FDTL crisis is connected to this same model. Night operations are central to IndiGo's network. They allow the airline to extract more utilisation from aircraft and crews. However, when an airline relies on such high utilisation, even a modest regulatory change can cause large disruptions. Once the new rules took effect, the shortfall in pilot availability became obvious.

Much of this history is captured in Tarun Shukla's book *Sky High: The Untold Story of IndiGo*. The book traces how the founders—Bhatia and Gangwal—shaped a business that was frugal not just in expenditure but also in decision-making structures. While their partnership formally ended a few years back, the cost-

Whether IndiGo can maintain its long-held balance between tight cost control alongside regulatory cooperation will be tested in the times to come

focused mindset they built remains central to IndiGo's strategy even today.

A recurring theme in IndiGo's journey has been its relationship with the aviation regulator and the civil aviation ministry. In the airline's early years, stronger competitors dominated industry lobbying. IndiGo had to push hard to secure timely clearances for aircraft imports, route allocations, and training approvals. As its scale grew, its bargaining power shifted. Delays in regulatory approvals could disrupt connectivity for large parts of the network, making it harder for the system to ignore its requests.

Over time, IndiGo's size grew in a manner that operational disruptions affected so many passengers that regulators often had to step in with a degree of flexibility. Recent events fit this long-running tension. The DGCA had given airlines two years to prepare for the new fatigue rules. IndiGo, despite its resources and planning machinery, failed to staff up in time. When the cancellations began piling up, the pressure shifted to the regulator to prevent further breakdowns.

The larger question is what this means for IndiGo's next phase. With Tata-owned Air India entering a period of investment and renewal, the competitive landscape is changing.

Whether IndiGo can maintain its long-held balance between tight cost control alongside regulatory cooperation will be tested in the times to come. The recent crisis has shown both the limits of its current model and the influence it continues to wield.



Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

7 DECEMBER 2025

MINISTRY MANOEUVRES | Show-cause notice to IndiGo CEO Pieter Elbers; domestic airfares capped. Refunds ordered by 8 pm tonight. Disruptions continue to persist

IndiGo chaos sparks crackdown

Dhairy Gajra

MUMBAI

India's aviation regulator, the Directorate General of Civil Aviation (DGCA), on Saturday issued a show-cause notice to IndiGo CEO Pieter Elbers over the spiralling flight-disruption crisis that has upended travel plans for thousands of passengers across the country.

The watchdog has asked Elbers to explain why punitive action should not be taken against him personally, citing widespread inconvenience and

operational failures that brought airports to a standstill. The regulator has warned that an unsatisfactory response could invite a substantial financial penalty on the airline.

The DGCA underlined that, as IndiGo's chief executive, it is his responsibility to ensure operational stability and prevent the sort of large-scale breakdown witnessed over the past several days. IndiGo has been given 24 hours to respond to the notice. A government official told a news agency on Saturday that appropriate action would

be taken once the inquiry committee submits its findings on the ongoing disruptions.

Earlier on Saturday evening, the massive chaos that had erupted through the week at Indian airports due to IndiGo's mismanagement eased as when IndiGo operated 1,500 flights. The aviation meltdown, which began on Tuesday after hundreds of scheduled IndiGo flights were delayed owing to a lack of crew, showed slight improvement on Saturday.

► **Contd on | Nation**

SCENES FROM THE PANDEMONIUM

A French aviation technician stranded in Bengaluru airport snapped after 18 hours of confusion. She climbed onto the IndiGo counter, waving passport, shouting in rapid French, "I will lose my job if I don't reach Toulouse tonight."

At Kolkata airport, tempers were exploding when an elderly schoolteacher broke into a soft, wavering "Hum Honge Kamyab." Within minutes, dozens joined in—the stranded, the exhausted, the furious—singing a song of hope no one believed but everyone needed.

At Delhi airport, a father pushed through the crowd shouting for medical help. His teenage daughter, pale and bleeding, had been stranded for hours after two cancellations... It took 40 minutes for medical staff to arrive.

See Nation

IndiGo chaos sparks...

Following the Ministry of Civil Aviation's (MoCA) decision to suspend Flight Duty Time Limit (FDTL) rules. The airline, which cancelled more than 1,000 flights on Friday, reported fewer than 850 cancellations on Saturday. According to the airline, it operated around 1,500 services that day, connecting 135 of its 138 destinations.

MoCA has launched a high-level inquiry and has held IndiGo directly responsible for the operational collapse that crippled air travel across India for five consecutive days. While the Ministry has not yet announced specific punitive action against CEO Pieter Elbers, Civil Aviation Minister Ram Mohan Naidu Kinjarapu said a committee is probing the disruption and emphasised that those responsible would be held accountable.

"Other major carriers, like Air India and SpiceJet, adjusted successfully to the stricter FDTL norms, which mandate extended rest periods for pilots," Naidu said. "This places the blame squarely on IndiGo's internal planning."

The DGCA has also formed a four-member committee to investigate the circumstances that led to IndiGo's operational breakdown. The committee, comprising the Joint Director General, Deputy Director General, a senior flight-operations inspector and a junior flight-operations inspector, has been tasked with examining manpower planning, rostering gaps and failures in accountability. It must submit its findings within 15 days.

On Saturday, the Ministry exercised its regulatory authority to cap domestic airfares following reports of one-way fares soaring as high as ₹90,000. Under the cap, airlines may charge a maximum of ₹7,500 for journeys up to 500 km, ₹12,000 for up to 1,000 km, ₹15,000 for up to 1,500 km and ₹18,000 for flights beyond 1,500 km. These limits exclude applicable user development fees, passenger service charges and other taxes.

Despite the government's intervention and IndiGo's attempts to realign its schedule, disruptions persisted into Saturday—the fifth consecutive day of widespread flight cancellations. However, the scale of cancellations was lower than the peak recorded on Friday. Mumbai's Chhatrapati Shivaji Maharaj International Airport alone saw 17 IndiGo cancellations on Saturday, significantly fewer than the previous day.

In a statement, IndiGo said it had re-established more than 96% of its network connectivity by Saturday evening. "Our main objective was to reboot the network, systems and rosters so that we could start afresh today with a higher number of flights and improved stability, and we can already see some early signs of improvement," the airline spokesperson said.



Corporate Communications Directorate

GREATER KASHMIR

SRINAGAR

6 DECEMBER 2025

Govt steps in after 4 days of IndiGo flight disruptions, inquiry ordered



GK News Service
New Delhi, Dec 5

With IndiGo flight cancellations and delays continuing for the fourth consecutive day, causing widespread inconvenience to travellers across the country, the Ministry of Civil Aviation has announced a series of emergency measures to stabilise airline operations.

The government has placed the DGCA's Flight Duty Time Limitations (FDTL) orders in abeyance with immediate effect.

The Ministry said the relaxation, introduced without compromising safety, was aimed at protecting the interests of passengers, especially senior citizens, students, patients and others dependent on timely

air travel.

Officials said multiple operational directives have been issued to airlines to restore normal schedules at the earliest.

Flight operations are expected to begin stabilising by tomorrow, with full normalisation within three days, the ministry said.

To assist passengers during the disruption, air-

lines have been instructed to: provide real-time flight status through improved online systems; issue automatic full refunds for cancelled flights; arrange hotel accommodation for those stranded by long delays; prioritise assistance, including lounge access, for senior citizens and persons with disabilities; and ensure refreshments and essential services for all delayed passengers.

A 24x7 Control Room has been set up to monitor the situation and coordinate swift corrective action.

The ministry has also ordered a high-level inquiry to determine what went wrong at IndiGo, fix responsibility, and recommend measures to prevent such disruptions in the future.

The government said it remains in constant touch with airlines and stakeholders, stressing that passenger safety, care and convenience remain its highest priority.



Corporate Communications Directorate

HARI BHUMI

DELHI

8 DECEMBER 2025

इंडिगो अपनी आंतरिक प्रक्रियाओं में सुधार लाए

देश की सबसे बड़ी विमानन कंपनी इंडिगो एयरलाइंस को एक बड़े परिचालन संकट का सामना करना पड़ रहा है। इसके कारण उसकी हज़ारों उड़ानें रद्द हो चुकी हैं। लाखों यात्री प्रभावित हुए हैं। एयरपोर्ट पर रेलवे स्टेशन जैसे हालात दिखाई दे रहे हैं। इसके पीछे मुख्य कारण पायलटों और क्रू की कमी, नए फ्लाइट ड्यूटी टाइम लिमिटेशन (एफडीटीएल) नियमों का प्रभाव, और तकनीकी खामियां बताई जा रही हैं। एफडीटीएल नियमों के तहत पायलटों के उड़ान घंटों में कटौती और विश्राम अवधि में वृद्धि की गई है, जिससे इंडिगो को अचानक क्रू की कमी का सामना करना पड़ा। इसके अलावा, एयरलाइन को नियोजन और मानव संसाधन प्रबंधन में कमियों ने स्थिति को और बिगाड़ दिया। फिलहाल डीजीसीए ने जांच शुरू की है और एयरलाइन को सुधारात्मक उपाय प्रस्तुत करने को कहा है। वहीं, एफडीटीएल नियमों में अस्थायी छूट भी दी है, ताकि एयरलाइन क्रू की कमी को दूर कर सके। सरकार ने हस्तक्षेप करते हुए एयरलाइन को तत्काल रिफंड जारी करने, फेयर कैप लगाने और यात्रियों को राहत देने के निर्देश दिए हैं। इसके बावजूद हज़ारों यात्री रोजाना परेशानियों का सामना कर रहे हैं। इस केंद्रीय विमानन मंत्रालय ने बताया कि रविवार शाम तक एयरलाइन ने यात्रियों को 610 करोड़ रुपये का रिफंड कर दिया है। साथ ही कंपनी ने देशभर में यात्रियों के 3,000 से ज्यादा बैगेंज भी लौटा दिए हैं। मंत्रालय ने बताया कि रिफंड या री-बुकिंग पर एक्सट्रा चार्ज नहीं लिया जाएगा। यात्रियों की मदद के लिए स्पेशल सपोर्ट सेल बनाए गए हैं। इसके साथ ही इंडिगो के फ्लाइट ऑपरेशन में भी तेजी आई है। डोमेस्टिक फ्लाइट पूरी क्षमता के साथ उड़ान भर रही हैं। इंडिगो का यह संकट न केवल एक एयरलाइन की विकलता है, बल्कि यह नियामकीय ढांचे और मानव संसाधन प्रबंधन की कमियों को भी उजागर करता है। सरकार और नियामक संस्थाओं को यह सुनिश्चित करना चाहिए कि भविष्य में ऐसी घटनाएं न हों और यात्रियों के अधिकारों की रक्षा हो सके। साथ ही, इंडिगो को अपनी आंतरिक प्रक्रियाओं में सुधार लाना होगा और क्रू की कमी को तत्काल दूर करना होगा। पिछले करीब छह दिनों से चल रही इस हड़ताल के कारण हज़ारों यात्री फंसे, उड़ानें रद्द होने से यात्रा योजनाएं बिगड़ीं और कई को भारी आर्थिक नुकसान उठाना पड़ा। सोशल मीडिया पर यात्रियों की नाराजगी और सरकार से कार्रवाई की मांग उठी। इंडिगो के सामने आने वाली मुश्किलें केवल उसके परिचालन हिस्से तक सीमित नहीं हैं। यह कहीं गहरे जाकर उस संरचना से टकराती है, जिस पर पूरा विमानन उद्योग टिके होने का दावा करता है। भारत जैसा तेजी से विकसित होता बाजार लगातार नए यात्रियों को जोड़ रहा है, लेकिन उस गति से एयरलाइन कंपनियों, हवाई अड्डों, तकनीकी प्रणालियों और मानव संसाधनों ने खुद को तैयार नहीं किया। परिणामस्वरूप, जैसे-जैसे उड़ानों का दायरा बढ़ा, वैसा-वैसा हर छोटे व्यवधान का असर बढ़ा और व्यापक होता गया। इंडिगो के मामले में यह असर सबसे ज्यादा दिखाई दिया क्योंकि उसके बड़े और नेटवर्क का आकार बाकी एयरलाइनों की तुलना में कहीं विशाल है। छोटे व्यवधान भी बड़े पैमाने पर यात्रियों को प्रभावित करते हैं। इंडिगो का संकट हमें याद दिलाता है कि विमानन सिर्फ आसमान में उड़ने की कहानी नहीं, बल्कि जमीन पर की गई सुझबुझ भरी तैयारियों का परिणाम है। यह क्षण इंडिगो के लिए चेतावनी भी है और सुधार का अवसर भी और उद्योग के लिए भविष्य की दिशा तय करने का समय भी है।

देशभर के हवाईअड्डों पर इंडिगो की उड़ानें रविवार को भी प्रभावित रहीं, यात्री बोले- दूसरी उड़ानें बहुत कम और बेहद महंगी दूसरी एयरलाइन से उड़ान का विकल्प मांग रहे यात्री



नई दिल्ली/कोलकाता, एजेसी। इंडिगो उड़ान संकट के छठे दिन रविवार को भी देशभर के हवाई अड्डों पर यात्रियों को परेशानियों का सामना करना पड़ा। हालांकि, सरकार ने खेड़ी सात जस्वर दी है, लेकिन ये सामग्री साबित हो रही है। एक यात्री ने कहा कि दूसरी एयरलाइन में टिकट बुक करने का विकल्प दिया जाना चाहिए।

नई दिल्ली के इन्दिरा गांधी अंतर्राष्ट्रीय विमानस्थल पर आर्टी प्रोफेशनल रुना कुमारी ने विकल्पों की कमी पर शिकायत जताई। उन्होंने कहा कि रेलवे का र्वे स्पेशल ट्रेनें चल रही है, लेकिन यात्रियों को दूसरी एयरलाइन में टिकट बुक करने का विकल्प भी दिया जाना चाहिए। उन्होंने कहा कि मेरी यात्रा की टिकट 21 दिनों की है। मैं तो ट्रेन से चला पहुंच गई, लेकिन यात्रा के लिए मेरी फ्लाइट टिकट है। इसमें मेरे काम के प्रति प्रभावित होंगे।

रै-शेड्यूलिंग की समस्या से जूझ रहे : इन्ने तरह, गुवाहाटी के शोचनिय गोपेनाथ बरदोल्लाई ने बताया कि यहां भी यात्री रै-शेड्यूलिंग की समस्या से जूझ रहे हैं। कोलकाता के यात्री अर्नब ने कहा कि मेरी आज की फ्लाइट रद्द हो गई। इसकी जानकारी शनिवार शाम को ही मिल गई थी। मेरी कोलकाता के लिए सुबह 7:20 बजे की फ्लाइट थी। मैं यहां दूसरी फ्लाइट की उपलब्धता देख रहा हूं। इंडिगो का संभालन लगभग बंद है। अगर मैं एयर इंडिया या अकासा के काउंटर पर जाता हूँ तो उड़ानें बहुत कम हैं और वेद महंगी। मुझे सोमवार की फ्लाइट मिली है।

महंगा हुआ टिकट : कोलकाता में कई यात्रियों ने कहा कि उड़ानों का समय कई बार बदलने के बाद जब वे हवाई अड्डे पहुंचे तो उन्हें परेशानी का सामना करना पड़ा। एक यात्री ने कहा कि मैंने रविवार को मुंबई जाने की योजना बनाई थी और वहां जरूरी काम था, लेकिन तीन बार समय बदलने के बाद उड़ान रद्द कर दी गई।



पटना के जय प्रकाश नारायण हवाईअड्डे पर इंडिगो की उड़ानें रद्द होने के कारण रविवार को कर्मचारियों से जानकारी लेते यात्री। • संतोष कुमार

राज्यों का हाल
<p>यूपी: 33 फ्लाइटें निरस्त, हवाई अड्डे पर एक की मौत लखनऊ। लखनऊ से जाने-आने वाली 33 फ्लाइटें रविवार को भी रद्द कर दी गईं। इसके चलते चार हजार यात्रियों को अपनी यात्रा रीशेड्यूल करनी पड़ी। चौधरी चरण सिंह अंतर्राष्ट्रीय एयरपोर्ट, अमौसी से कुछ उड़ानें संभालित जस्वर हुईं, लेकिन हालात बदतर ही रहे। वहीं अमौसी हवाई अड्डे पर शुक्रवार रात फ्लाइट के इंतजार और भागदौड़ में कानपुर निवासी निजी कंपनी के फाइनेंस एग्जिक्यूटिव की हालत बिगड़ गई। एयरपोर्ट कर्मियों ने लंबकंबु अस्पताल पहुंचाया, जहां डॉक्टरों ने उनकी मृत घोषित कर दिया।</p>
<p>उत्तराखंड: यात्रियों की मुसीबत कम नहीं हो रही डोईवाला। इंडिगो संकट की वजह से देहरादून के जौलीग्रंट एयरपोर्ट पर देश के विभिन्न राज्यों का विमान से सवार करने वाले लोगों की मुश्किलें बढ़ी हुई हैं। एयरपोर्ट पर रविवार को भी इंडिगो की रत फ्लाइटें प्रभावित रहीं, जिसके चलते यात्रियों को दुर्घटियों की झेलनी पड़ी। रविवार को जौलीग्रंट एयरपोर्ट से दिल्ली, कोलकाता, पुणे, लखनऊ और हैदराबाद समेत देश के विभिन्न हिस्सों के लिए इंडिगो के विमानों का आगमन रत था, लेकिन का विमान न तो पहुंचे और न ही एयरपोर्ट से उड़ सके।</p>
<p>बिहार: जरूरी काम छूटने पर लोगों ने नाराजगी जताई पटना। इंडिगो संकट के बीच रविवार को बिहार के चार एयरपोर्ट से 14 उड़ानें रद्द रहीं। पटना से इंडिगो की चेन्नई, बंगलुरु, दिल्ली, अहमदाबाद, कोलकाता सहित अन्य शहरों को जाने वाली 10 विमानें रद्द रहीं। पटना एयरपोर्ट पर कई ऐसी यात्री पहुंचे, जो फ्लाइट रद्द रहने से साक्षात्कार या अन्य जरूरी मीटिंग में शामिल न हो सके। मुख्यकरपुर निवासी सकेत कुमार ने बताया कि सोमवार को उनका बंगलुरु के एक निजी कंपनी में साक्षात्कार था। नवंबर में ही टिकट लिये थे। पटना पहुंचने पर पता चला कि विमान रद्द है।</p>

एयर इंडिया और एयर इंडिया एक्सप्रेस राहत देगी

कोच्चि, एजेसी। देशभर में यात्रियों को हो रही भारी असुविधा को देखते हुए एयर इंडिया और एयर इंडिया एक्सप्रेस ने पूरे देश में कई राहत उपायों की घोषणा की है। दोनों एयरलाइंस ने 4 दिसंबर से सभी नैन-स्टॉप घरेलू उड़ानों पर इकोनॉमी क्लास किराया की सीमा (कैप) तय कर दी है, जिससे मांग बढ़ने पर भी किराया अपने आप नहीं बढ़ेगा। दोनों विमानन कंपनियों नागरिक उड़ान मंत्रालय के 6 दिसंबर को जारी नए निर्देश के अनुसार किराया निर्गमनी तंत्र का पूरी तरह पालन कर रही हैं।

04 सदस्यीय समिति का गठन डीजीसीए ने जांच के लिए किया

20 से ज्यादा हवाईअड्डों पर बड़ी संख्या में यात्री परेशान रहे

सो नू सुद बोले- अपने गुरसे पर काबू रखें यात्री

नई दिल्ली। अभिनेता सो नू सुद ने इंडिगो के उड़ान संकट के बीच यात्रियों से जिम्मेदार नागरिक बनने और अपने गुरसे पर काबू रखने का अपील किया। अभिनेता सो नू सुद ने एक्स पर एक वीडियो साझा कर कहा कि मेरा अपना परिवार यात्रा कर रहा था और उन्हें घर से सड़ें घर घंटे तक इंतजार करना पड़ा। कई विमान उड़ान नहीं भर सके, कई उड़ानें रद्द कर दी।



रेलवे ने 89 विशेष ट्रेन चलाने की घोषणा की, सौ फेरे लगेंगे

नई दिल्ली, एजेसी। लगातार उड़ान रद्द होने और कई प्रमुख रूटों पर यात्रियों की तंगी से बड़ी संख्या को देखते हुए रेलवे ने अगले तीन दिनों में 89 विशेष ट्रेन चलाने की घोषणा की है। इनके तहत 100 से अधिक फेरे विभिन्न रेलवे जोन में संभालित होंगे। इसका उद्देश्य भीड़भाड़ के समय यात्रियों को सुगम यात्रा और पर्याप्त कनेक्टिविटी उपलब्ध करना है। पब्लिसिटी रेलवे बोर्ड के कार्यकारी निदेशक दिलीप कुमार ने बताया कि विशेष ट्रेन का संभालन और ट्रेन फेरों का फैसला हालात के आधार बढ़ाया जा सकता है। वहीं दूसरी ओर रेलवे ने रेलवे में यात्रियों को सहूलियत के लिए 37 प्रीमियम ट्रेनों में 116 अतिरिक्त कोच जोड़ने का फैसला लिया है। रेलवे ने कहा कि कई ट्रेनों में हाजायों की संख्या में अतिरिक्त सीटें उपलब्ध होंगी।

दिल्ली के रेलवे स्टेशनों पर यात्रियों की संख्या बढ़ी

नई दिल्ली, वसं। विमान सेवा प्रभावित होने के चलते यात्रियों की मुश्किलें बढ़ गई हैं। ऐसे में रेलवे उन्हें लिए सहायता बनी है। रविवार को रेलवे स्टेशनों पर यात्रियों की संख्या में बढ़ोतरी देखने को मिली। विमान सेवा बाधित होने के बाद रेलवे ने स्पेशल ट्रेन और कई ट्रेनों में किंबे जोड़े हैं। नई दिल्ली रेलवे स्टेशन से दूर स्थानीय पर जाने वाली ट्रेन के यात्रियों की सुविधा के लिए अतिरिक्त कर्मचारियों को तैनात किया है। हवाई यात्रा में जहां दिक्कत हो रहा है, वहां के लिए स्पेशल ट्रेन संभालित की जा रही है। रेलवे स्टेशनों पर यात्रियों की मदद की जा रही है। उन्हें ट्रेन की बागियों तक छोड़ा जा रहा है।

संकट

इंडिगो को फिलहाल 900 पायलटों की आवश्यकता

इंडिगो एयरलाइन अपने संचालन को ठीक करने के लिए 900 से अधिक पायलटों को जल्द से जल्द भर्ती करने की कोशिश कर रही है। विशेषज्ञों का कहना है कि यह लक्ष्य हासिल करना मुश्किल होगा। दीपाली बंका, अभिषेक लॉ की रिपोर्ट ...

डीजीसीए को दी है जानकारी

इंडिगो ने डीजीसीए को जानकारी दी है कि कंपनी अगले 12 महीनों में 300 कैप्टन और 600 जूनियर फर्स्ट ऑफिसर की भर्ती करेगी। वर्तमान में उसके पास 2357 कैप्टन उपलब्ध हैं, इसके अलावा 2194 जूनियर पायलट हैं। 10 फरवरी 2026 तक कंपनी कुल 68 कैप्टन और 90 फर्स्ट ऑफिसर की भर्ती कर लेगी।

10 फरवरी की समय सीमा अहम

इंडिगो के लिए 10 फरवरी की समय सीमा बहुत महत्वपूर्ण है, क्योंकि उस तारीख तक उसे डीजीसीए के नए उड़ान और आराम नियमों का पूरी तरह से पालन करना होगा।

उड़ान मंत्रालय ने दो नियम बनाए थे

पहला प्रस्तावित नियम

■ यह एक जुलाई से लागू होना था। इसमें पायलटों के साप्ताहिक आराम को 48 घंटे तक बढ़ाना शामिल था। हालांकि, अभी इस नियम को वापस ले लिया गया है।

दूसरा मुख्य नियम

■ इसके तहत पायलटों को आधी रात (12 बजे) से सुबह 6 बजे के बीच लगातार सिर्फ दो रात की उड़ानें ही ऑपरेट करने की अनुमति होगी। यह नियम 1 नवंबर से लागू हो चुका है।

हर उड़ान के लिए किसके पास कितने पायलट उपलब्ध



- इंजन में खराबी (फ्रैट एंड चिटनी की दिक्कत) के कारण लगभग 40 ए320 विमान उड़ान नहीं भर रहे हैं।
- इंडिगो अपने विमानों को सामान्य 8.5 घंटे की बजाय, दिन में लगभग 14 घंटे तक उड़ती है।
- मार्टिन कंसल्टिंग के कैलकुलेशन से पता चलता है कि 17 सेंट और 325 ए320 उड़ाने के लिए इंडिगो को 5525 कू की जरूरत है।
- डीजीसीए को दिए कू की जानकारी में इंडिगो के पास 4551 कू ही थे, यानी 974 पायलटों की कमी है।

एक्सपर्ट बोले, इतनी जल्दी भर्ती चुनौती

विशेषज्ञ गगन दीक्षित मानते हैं कि इतनी जल्दी भर्ती करना मुश्किल होगा। एयरलाइन ने पिछले 35 दिनों में 3600 से ज्यादा उड़ानें रद्द की हैं। इंडिगो को पायलट की संख्या और वेतन की तुलना के आधार पर, फरवरी तक नए नॉर्मस का पालन करने के लिए कम से कम 1000 पायलट हायर करने की जरूरत हो सकती है।



Corporate Communications Directorate

THE HINDU

DELHI

7 DECEMBER 2025

House panel may meet IndiGo, DGCA officials over cancellations

The Hindu Bureau
NEW DELHI

A parliamentary panel is likely to summon IndiGo executives and officials from the Directorate General of Civil Aviation (DGCA) and the Civil Aviation Ministry to examine the reasons for the mass flight cancellations by the airline that left thousands of flyers stranded at airports across the country.

According to sources, the Parliamentary Standing Committee on Transport, Tourism and Culture, chaired by Janata Dal (United) leader Sanjay Jha, will call the meeting soon.

The decision was taken after several panel members and other parliamentarians sought an investigation into the issue.



Luggage at the Indira Gandhi International Airport as mass flight cancellations led to logistical chaos in Delhi. [AP](#)

One of the panel members, speaking on condition of anonymity, said the probe would proceed in two directions. "IndiGo must explain why it did not hire additional pilots despite receiving advance notice about the revised Flight Duty Time Limitation (FDTL) rules. The DGCA, too, has to clarify if it consulted stakeholders before implementing the chang-

es," the member said.

The FDTL rules, implemented in two phases between July 1 and November 1, increased the weekly rest period for pilots from 36 hours to 48 hours to better manage fatigue.

The DGCA has granted IndiGo a temporary one-time exemption from certain night operation-related changes under the new norms for pilots till February 10.

Several parliamentarians had raised this issue as many of them faced the brunt of flight cancellations. Communist Party of India (Marxist) Rajya Sabha member John Brittas, who is not part of the Standing Committee, has demanded formation of a Joint Parliamentary Committee or a judicial inquiry.

Corporate Communications Directorate

THE HINDU

DELHI

7 DECEMBER 2025

A black Friday for aviation safety in India

In the aftermath of the crisis in India's aviation after private airline Indigo cancelled flights, the Minister of Civil Aviation posted on X, the following: "The FDTL [Flight Duty Time Limitations] orders issued by [the] DGCA have been placed under abeyance with immediate effect for now to stabilize operations and prioritise relief for affected passengers." Prior to this, the Directorate General of Civil Aviation (DGCA) had issued an appeal to pilots' associations and pilots to cooperate and ensure that flights were back without delays, with a subtle direction to dilute the FDTL (a Civil Aviation Requirement (CAR) to comply with a High Court order). These acts, by the Minister and the DGCA, make a mockery of flight safety and make India the laughing stock as far as aviation safety is concerned. The commercial interests of Indigo have taken priority over crew fatigue and the safety of passengers. CARs have been modified to suit commercial aviation's requirements. Safety be damned.

The dilution of a good safety measure

In 2007, the DGCA issued a very good CAR, addressing the issue of fatigue and the rest period of operating crew. But airline owners complained to the Minister, who issued orders to the DGCA to keep the CAR in abeyance. In an order dated May 29, 2008, the DGCA wrote: "The competent authority in the Ministry of Civil Aviation has decided to keep CAR Section 7, Flight Crew Standards, Series J, Part III dated 27th July, 2007 in abeyance". In 18 years, the mindset continues to favour the commercial interests of airlines and ignoring the dangers of fatigue and inadequate rest periods of crew.

The pilots association filed a writ in the Bombay High Court (Writ petition 1687 of 2008) against this order. The High Court granted interim relief and slammed the aviation authority for putting the lives of pilots and passengers at risk. The Court pulled up the Aviation Ministry and the DGCA for arbitrarily and irrationally



Captain A. (Mohan) Ranganathan

is a former airline instructor pilot and aviation safety adviser. He is also a former member of the Civil Aviation Safety Advisory Council (CASAC), India

The actions by India's aviation authorities, on December 5, 2025, favouring a private airline, prove that flight safety is still not a serious issue

playing with the duty hours (flying hours) of pilots. "To overcome the acute shortage of pilots, the authorities and airlines should decrease the number of flights and not increase the pilots' duty hours," the High Court observed. It said, "It is apparent that [the] safety of flights has been overlooked for protecting the financial interests of a few airline operators. The ministry in charge is duty-bound to protect the safety of pilots and passengers." Strangely, it was the same High Court that reversed the order and upheld the action of the Civil Aviation Ministry.

The owner of Indigo knew, for more than a year, that the new regulations would kick in from November 1, 2025. The DGCA was also aware of this deadline. Yet, both were in deep slumber that resulted in chaos across India with thousands of passengers stranded. They may get refunds for cancelled flights but who will compensate them for the losses incurred on expenses such as hotels and transportation arrangements?

The malaise can be directly connected with the DGCA's CAR Series 'C' Part II Section 3 Air Transport dated April 19, 2022. It says: "The applicant shall have on his regular employment sufficient number of flight crew and cabin crew but not less than three sets of crew per aircraft. The flight crew should hold current licences issued by [the] DGCA with appropriate endorsements of the type of aircraft operated. The cabin crew should have appropriate authorization/endorsements as per the requirements of [the] DGCA".

No accountability

Even with the existing, but unsafe, FDTL and rest period rules that were in existence, one needs a minimum of six sets of pilots an aircraft for domestic operation and not less than 12 sets of pilots an aircraft for widebody, long haul operations. Airlines appear to have taken advantage of the CAR and, deliberately, underemployed qualified sets of crew. Indigo appears to be a major player in this misuse. The

judiciary has shown a total disregard for aviation safety and has been playing second fiddle to the government for more than 20 years.

In 2006, the International Civil Aviation Organization (ICAO) had identified in its audit report the need for India to have an independent civil aviation authority and not a puppet regime under the control of the government. Almost 20 years later, this has been proved right with the complete lack of safety oversight by the DGCA over the past few years and the arrogance of airline owners to flout safety norms, knowing well that the government and the DGCA will look the other way. On December 5, 2025, there was graphic proof of this. As referred to earlier, the DGCA issued an appeal for "... full cooperation of all pilot bodies, associations and pilots across India." A few hours later, the Aviation Ministry issues an order keeping in abeyance the CAR on FDTL and rest period, mandated by the High Court. Even third world countries would not dilute safety norms to this extent. The order even mentions February 10, 2026 as the outer limit. Indigo has not complied with even one clause of the earlier CAR enforced by the High Court, for more than a year. One has to be naive to believe that the airline will follow the rules in two months. We can expect further extensions and a compromise as far as safety is concerned.

No lessons learnt

There have been three major aircraft accidents in India since 2010 (Mangaluru, Kozhikode and Ahmedabad). The findings of the Air India AI 171 crash in Ahmedabad are being delayed by the Ministry for reasons it knows best. The CEO of Indigo says that operations should become normal in 10 to 15 days. Meanwhile, safety is plummeting to its nadir. The saying, "on a wing and prayer", will be the dominant factor in the Indian skies. The Minister, the DGCA and airline owners will repeat, ad nauseum, that safety is paramount. But the actions on December 5, 2025 prove that aviation safety is still a myth in India.

Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

7 DECEMBER 2025

Hindustan Times

Over 100 flights cancelled at IGI as IndiGo disarray enters sixth day

Aaditya Khatwani
@AadityaKhatwani

NEW DELHI: One of the country's worst aviation crisis in years entered its sixth day on Sunday with confusion prevailing among passengers at the Indra Gandhi International Airport as IndiGo cancelled 108 flights till 6 pm, including departures and arrivals. From lost medicines and missing documents to emergency trips and upcoming shows, the various tales from passengers made clear the impact of the chaos, which began Tuesday.

Throughout the day, crowds could be seen at the airline's ticket counter in Terminal 1, as passengers, whose flights were no longer leaving or had been delayed for hours, waited for information, tried to get rescheduled, or demanded refunds. Others were still trying to track down their baggage, which they had checked days ago.

Several people who had connecting flights through Delhi told HT that they had been stuck in the Capital because of the prevailing situation.

27-year-old from Kanur, who was waiting in line at the counter, said he had a return flight for hospital on Thursday but it was cancelled.

"I had gone to Goa for a trip, and was returning to my home in Imphal, via Delhi. The flight was supposed to take off from here on Thursday, but it was cancelled. I have been stuck here for three days now."

He is now staying at a hotel, which has proved "very expensive" for him. "This situation is also very difficult as I do not speak Hindi, and have no relatives or friends who live in this city," Kanur added.

30-year-old Nishu Rajadhyaksha said he was travelling because of an emergency — his uncle in Mumbai had been hospitalised — but said he still doesn't know when he would be able to travel to see him.

"I had a flight at 5:30 am this morning, which got cancelled, and the replacement flight for



Passengers outside the IndiGo counter at the Indra Gandhi International airport after their flights were cancelled or delayed. (Below) luggage piles up at the airport as the situation created logistical chaos.



that, at 12:30, also got cancelled. Now, I have managed to get a flight at 6:30 pm, but who knows if that will also get cancelled," he said, standing at the counter.

Other passengers who had also managed to get their flights rescheduled also expressed the same uncertainty. Among them was 35-year-old mentalist Narajuh Kanur, who had come to Delhi for a show and has another scheduled for Monday in Bangalore.

"My 4:45 pm flight to Bangalore today was cancelled, and the

replacement I've gotten is a 5:45 am flight tomorrow morning to Tirupathi, and a 12:50 flight from there to Bangalore," he told HT. "It will be extremely tight, but I'll have to try and make it work. However, I do feel that I am in a better situation than others here, as many of them have been stuck for days."

One woman from Bangladesh, requesting anonymity, said they were due to return soon but have yet to find their bags.

"My husband and I came from Dhaka to attend a wedding in

Jaypur, but when our connecting flight from Delhi landed in Jaipur, one of our three suitcases was missing. We need to get it back as it is an extremely expensive Birmanese suitcase worth ₹4 lakh.

Near the arrivals area, long lines of suitcases populated the floor as hundreds of baggage that had been checked in had yet to make it back to their owners. Outside the gates, small queues had formed as bag-owners waited to enter.

They said they had been told

by IndiGo staff to come to the spot to collect their luggage.

Security staff at gates were looking in groups of people, after checking their IDs and boarding passes. People and airport staff could be seen reading tags and examining the suitcases, trying to identify the right bags.

42-year-old Illesaj Chaudhary was in the queue outside with a friend.

"We were supposed to fly to Goa on Thursday at 8:00 pm, for a holiday, but were informed by staff that the flight had been

cancelled, and were escorted out. However, the flight flew, along with our luggage, which we had already checked in."

Passengers have lost toiletries and other important items they need in their daily lives.

"My Thursday flight to Chennai was cancelled, but I still haven't found my checked-in luggage. It had documents and medicine. There has been no response from IndiGo's site, and I need to travel again tomorrow, which I cannot do without my luggage," said 27-year-old Arjun.

Parl panel likely to summon IndiGo amid crisis: Officials

HT Correspondent

NEW DELHI: A parliamentary standing committee is likely to summon top executives from domestic airlines, the Directorate General of Civil Aviation and the civil aviation ministry to examine the reasons behind the recent mass flight cancellations of budget carrier IndiGo that left thousands of passengers stranded at airports across the country.

The parliamentary committee on transport, tourism and culture, led by JDU lawmaker Suresh Jha, has taken serious note of the difficulties faced by thousands of passengers due to the disruption, and is set to call the meeting soon, a panel member said, requesting anonymity.

The member added that even parliamentarians, who were in the national capital for the ongoing winter session of Parliament, faced the brunt of flight cancellations. "Many MPs cancelled their weekend trips back to their constituencies while others booked multiple tickets for their trips. Some MPs had no other option but to opt for hopping flights that took five-six hours to reach their destination," the member said, adding that several MPs have also received complaints from people about air fares shooting up due to the scenario.

Meawla (CPI(M)) Rajya Sabha member Jatin Bhatta, who is part of the standing committee on transport, has demanded setting up of a joint parliamentary committee or a judicial inquiry into the large-scale disruption of flights. IndiGo cancelled more than 220 flights at Delhi and Mumbai airports on Sunday, as the disruptions entered the sixth day even as efforts were on to normalise operations.

On Sunday, as disruptions continued for a sixth consecutive day, IndiGo cancelled at least 82 flights at Mumbai airport, 70 in Kolkata, 61 in Hyderabad, 21 in



(Left to right) Passengers enquire at an IndiGo airlines counter at Birsa Munda Airport in Ranchi on Sunday; and travellers wait outside Lokpriya Gopinath Bordoloi International Airport in Guwahati amid flight disruptions.

Ahmedabad, and 14 in Patna, according to airport officials in these cities. In a statement later, IndiGo said it operated 1,550 of its 2,300 scheduled domestic and international flights on the day.

On Saturday, aviation regulator DGCA had sent notices to IndiGo CEO Peter Elbers and COO and accountable manager Pragnan seeking explanation in the matter.

In a statement issued on Sunday, IndiGo said the Board of International Aviation, its parent company, has set up a Crisis Management Group to monitor the situation.

The crisis has underscored the fragility of IndiGo's business model predicated on relentless cost optimisation with minimal operational buffers, and exposed how the airline's near-exclusive reliance on Airbus A320-family aircraft meant it lacked alternative aircraft types to deploy when operational stress mounted, unlike rivals such as Air India which operate diverse fleets.

IndiGo's performance improving, took steps to address crisis: Govt

HT Correspondent

NEW DELHI: The ministry of civil aviation (MCA) on Sunday said that IndiGo's flight operations increased from 706 on Friday to 1,553 on Saturday and were likely to reach up to 1,670 by the end of Sunday.

"To reduce passenger inconvenience at airports, multiple stakeholder engagements were held and real-time airport situations have been monitored continuously over the last four days. Regular meetings were convened with all operators, airport directors, ground handling agencies and all other stakeholders. Operators were instructed to provide all essential facilities for stranded passengers, with special care for senior citizens and Dignity passengers." Civil avia-

tion minister Ram Mohan Naidu said on X. "The aviation network is now moving swiftly toward full normalcy and corrective measures will continue until operations fully stabilise."

The government said it has taken rapid steps to address the disruption caused by the IndiGo operational crisis and to ensure that passengers do not face continued inconvenience.

"Air travel operations across the country are stabilising at a fast pace. All other domestic airlines are operating smoothly and at full capacity while IndiGo's performance has shown steady improvement today, with flight schedules moving back towards normal levels," a statement from the government read.

Talking about the surge in airfares, fare levels across affected routes have moderated to

acceptable levels, since the government introduced a cap on airfares and were instructed to comply strictly with the revised fare structure.

For all the passengers with baggage issues, IndiGo, the government said, delivered 3,000 pieces of baggage to passengers across India as of Sunday.

"Airport Directors from Delhi, Mumbai, Bangalore, Chennai, Hyderabad, Ahmedabad, and Goa have conducted normal operations across terminals Sunday," the government claimed.

"Passenger movement remains smooth with no crowding or check-in, security, or boarding points. On-ground support has been strengthened through enhanced monitoring and timely deployment of assistance by airport operators and CSF," the government said.



Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

7 DECEMBER 2025

IndiGo 'staff' blames top brass in unnamed letter

HT Correspondent

letters@hindustantimes.com

NEW DELHI: The real rot at the domestic carrier IndiGo started when positions prevailed over talent and somewhere along the way, pride turned into arrogance and growth turned into greed, an open letter purportedly from an anonymous IndiGo employee has claimed.

In the letter, authenticity of which could not be established, the anonymous employee has named IndiGo top brass, including its chief executive officer (CEO) Pieter Elbers, chief operating officer (COO) and accountable manager Isidro Porquerus, senior vice-president for operations

command centre Jason Herter and senior VP for flight operations Ashim Mitra, among others, as those responsible for the current mess within the airline.

The Directorate General of Civil Aviation (DGCA) on Saturday served show cause notices to both Elbers and Porquerus, saying the large-scale operational failures indicate significant lapses in planning, oversight and resource management.

"...as the CEO, you are responsible for ensuring effective management of the airline but you have failed in your duty," the DGCA said in its notice to Elbers.

The aviation regulator had asked Elbers and Porquerus to reply within 24 hours. The airline

THE ANONYMOUS EMPLOYEE SAID THAT THE AIRLINE'S INTERNAL ISSUE IS NO LONGER JUST AN INTERNAL AFFAIR

requested DGCA till 6pm on Monday to respond to the notice, and the same was granted as a one-time extension.

In the open letter, addressed to fellow citizens and the IndiGo management, the anonymous employee said that the airline's internal issue is no longer just an internal affair but "affects millions of people in this country." "I am writing this not as a

spokesperson, not as someone hiding behind corporate language, but as an IndiGo employee who has lived through every shift, every sleepless night, every humiliation, every squeezed pay cheque, and every impossible roster," the letter said. "Nothing happened overnight — We All Saw It Coming IndiGo didn't collapse in a day."

The letter claimed that when the airline started off small in 2006, everyone was "genuinely proud of what we were building. But somewhere along the way, pride turned into arrogance, and growth turned into greed." "The attitude became: 'We are too big to fail.' And we, the employees, kept warning— sometimes qui-

etly, sometimes desperately. But no one listened," it added.

Meanwhile, the country kept calling IndiGo the "free market success story," even as it "strangled competition" route by route, the anonymous letter said and alleged that the airline "hounded Akasa Air" on its launch by deploying over capacity. "...they did that in part with every other airline," the letter claimed.

"Everyone saw it—passengers, employees, the government. But we all looked away and now we blame this to monopoly. What We Faced Inside — And What No One Talks About The real rot started when titles became more important than talent," the letter claimed.

Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

7 DECEMBER 2025

ON THE BOARD ARE FORMER CHIEFS OF SEBI, IAF, NITI AAYOG AND U.S. AVIATION ADMINISTRATION

Question mark over role of IndiGo high-profile board, its risk committee in run-up to crisis

Last two years' annual reports make no mention of new pilot rules

Aanchal Magazine & Sukalp Sharma
New Delhi, December 7

THE CRISIS at IndiGo that has caused widespread disturbance

in passenger movement over the last five days has put a question mark on the effectiveness of the airline's board, which amongst others includes a former capital markets

E. **CONTINUED ON PAGE 2**



Passengers search for their luggage at Terminal-1 of Delhi's IGI Airport, Sunday. [PHOTO BY AP/WIDEWORLD](#) [MORE REPORTS, PAGES 3, 11](#)

Board role

regulator, as an Indian Air Force chief, a former IAS officer, and more than 100 other officials.

On October 1, IndiGo's board was notified to meet for the first time since the crisis began and decided to appoint CEO Manoj Kumar as the interim Managing Director.

The board also decided to appoint Manoj Kumar as the interim Managing Director. Manoj Kumar is a former IAS officer and CEO of IndiGo. This group has been meeting regularly to monitor the situation and there have been multiple telephone discussions with other board members, the airline says.

But the key question before the board is how frequently did it seek updates from the management about the preparatory steps to meet the new Flight Duty Time Limitation (FDTL) or pilot rest rules despite these being mandated by the Director General of Civil Aviation almost two years ago in January 2024.

The new pilot rest rules were originally meant to be implemented from June 1, 2024, but these were deferred to March 2024 following resistance from airlines. Finally, the new FDTL was to be implemented in two phases — July 1, 2025 and November 1, 2025 — and it was for the DCA and the government to the Delhi High Court in April this year.

A detailed questionnaire asked to board members White

and leading lawyer Pallavi Shetty, and messages to Manoj Kumar and IAS officer and Director Manoj Kumar did not elicit a response. Responding to the queries, Anshu Kumar said he had not joined the board and hence would not be appropriate for him to comment. "I'll talk with Chairman & CEO," he said. Kumar joined the board on September 10 this year.

On October 1, the fourth day when IndiGo cancelled hundreds of flights, the DCA also issued a notice to CEO Kumar and Chief Operating Officer Manoj Kumar asking their response within 24 hours for significant planning lapses. It has now extended the time given to them by another 24 hours.

Aviation sector analysts and business executives asked if the board did enough in the months leading up to a massive operational crisis due to pilot shortage. "The board has a seven-member Risk Management Committee. Did it closely track progress," said a former business and corporate governance expert. The Risk Management Committee, the board chaired by Manoj Kumar, had five other members besides CEO Kumar. They are Anil Kumar, Manoj Kumar, Manoj Kumar, Manoj Kumar and Anil Kumar.

The airline's failure to adapt to the new pilot rest rules leading to operational issues happened despite being in the know for nearly 14 months. It is not clear if the DCA was aware of the preparations by airlines over the last six months.

A period of IndiGo's annual reports for the last two years, 2023-24 and 2024-25, also mentions no mention of the new FDTL provisions, not even in the air-

line's risk management reports.

In fact, the 2024-25 Annual Report says, "IndiGo remains proactive vigilantly in consultation with regulatory and government bodies to ensure compliance, addressing risk or challenges, and business compliance with regulatory standards and requirements. As a member of the Federation of Indian Airlines (FIA) and International Air Transport Association (IATA), IndiGo actively engages in industry dialogue to advocate policies conducive to the growth of the aviation sector. IndiGo seeks assistance from global industry experts and consults, as required, to ensure implementation of the best industry practices and adoption of risk mitigation tools."

On the IndiGo board is an executive role in India that is Group Managing Director of IndiGo Enterprises and co-founder of what is now India's largest airline. He is the president Managing Director of IndiGo Airlines Ltd or IndiGo, and has been at the helm of the airline for its nearly 20 years of existence.

Kumar, an IAS officer and till recently IndiGo's CEO, has been seen in the news as an independent director since September 10, 2025, also an executive director, is also a retired bureaucrat who was Chairman of the Securities and Exchange Board of India from February 2019 to February 2024.

Anshu Kumar, a non-executive independent director was a former lawyer with Times World Airlines and then went on to serve as an administrator of the Civil Aviation Administration (CAA), the agency responsible for air safety, efficiency, and the operation of the

national air traffic system in America.

The board also includes former Air Chief Marshal Dhanraj Kumar and Pallavi Shetty, Managing Partner of Sharda Anand Marigold & Co, an independent director of the Company. Vikram Manoj Kumar is Chairman and New Executive Director of IndiGo, and was the Chairman of the Board of Directors of IndiGo between 2004 and 2022.

A DCA probe now underway is what exactly went wrong that led to such a major disruption. Given the scale of the disruption, the government and the regulator looked and granted the airline certain temporary exemptions from the new crew rest and duty norms that had sought to address its operations and schedule. But how the DCA and the Ministry of Civil Aviation (MCA) have added by reworking to get to the root of the disruption and take strict regulatory action.

Questions if there was an oversight on the part of the DCA, aviation said it did warn the government and the regulator to be ready to cope with the scale of the IndiGo disruption. On the part though, the DCA said that it issued reported directions and advice instructions to IndiGo on the state of readiness for the new norms.

"DCA has issued reported directions and advice instructions to IndiGo on the state of readiness for the new norms. It is being investigated to ascertain the reasons for having already prepared to implement the provisions of the amended Civil Aviation Regulations," the regulator said in its December 6 order mandating the inquiry into the disruption.



Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

7 DECEMBER 2025

House panel likely to call top IndiGo officials; nobody will be spared: MoS

Deeptiman Tiwary
New Delhi, December 7

EVEN AS IndiGo's operations showed signs of stabilising with the airline saying it was operating 1,650 flights Sunday amidst 650 cancellations, the country's largest carrier is set to face further scrutiny over the massive disruption across the past week with the Parliamentary

Committee on Transport, Tourism and Culture likely to summon its top officials.

Source said the committee has not yet fixed a date but the issue is "firmly on its mind" and may be taken up in its next sitting. IndiGo, meanwhile, said it is expecting to stabilise its network by December 10.

The Parliamentary committee, chaired by JDU MP Sonjay

Kumar Jha, is also likely to question officials from the Ministry of Civil Aviation to know "what they have been doing" and representatives of other private airlines "to find out how they got their act together but IndiGo failed", the source said.

"Quite a few members are saying that this matter should be taken up by the committee.

—CONTINUED ON PAGE 2

Panel

It is an issue of national importance and this will be taken up. It is important to find out why this has happened and what was the role played by various stakeholders — from the private airline to the airport authority — in this whole chaos," a senior member of the committee told *The Indian Express*.

"A date has not been decided. It will be collectively decided when to call all stakeholders," the member said.

Union Minister for Civil Aviation Manohar Lal Khattar reported in Pune that "passengers have suffered mental distress" and "had to endure mental harassment because of IndiGo".

Mohol said "action will be taken" after the Government's probe committee submits its report, adding that "accountability will be fixed, and nobody will be spared". "Certain responsibilities that IndiGo was expected to carry out were not fulfilled, and this is what led to the present situation," he said.

On Saturday, turning up the heat on IndiGo's top management, aviation regulator Directorate General of Civil Aviation (DGCA) issued show cause notices to the airline's CEO Peter Ebers and its COO John Perquans over the widespread disruptions.

In an internal video message to staff, Ebers said the airline will be operating around 1,650 flights Sunday and that "step by step, we are getting back". Ebers also said the airline's On-Time Performance (OTP) is expected to be 75 per cent Sunday.

"Today, we have realised further improvements of the system in other areas such as around

1,650 flights," he said in the message from the airline's operational control centre. According to IndiGo, 137 out of 138 destinations were in operation Sunday.

"Following the recent operational disruptions, IndiGo confirms that we are establishing further significant and sustained improvements across our network. On Sunday, we are on track to operate over 1,650 flights, up from around 1,500 flights on Friday," an IndiGo spokesman said in a statement.

The Indian Express reported last week that the crisis at IndiGo was triggered by a severe crew shortage aggravated by the second and final phase of new Flight Duty Time Limitation (FDTL) norms, which came into effect last month.

While the rules apply to all airlines, IndiGo has been particularly hit due to its massive scale, dense high-frequency network, a large share of late-night and early-morning flights, and its model of high aircraft and crew utilisation.

Compounding the crunch were tech-related issues and congestion at airports, creating cascading delays and cancellations. Other carriers, meanwhile, are operating at lower-than-optimal aircraft utilisation levels due to grounded aircraft or delayed deliveries, giving them more crew rostering flexibility.

As the crisis deepened, DGCA summoned the airline and subsequently granted IndiGo a one-time exemption from some night-operation-related FDTL changes for its A320 pilots. The rollback, in force till February 28, is aimed at helping the airline stabilise operations. The relief, however, has sparked protests from pilot associations.

(WITH AGENCIES)

INDIGO ON THE GROUND, TICKET PRICES GO UP & UP

'Srinagar-Delhi for Rs 54K, could go to UK'

Upasika Singhal
New Delhi, December 7

FLIGHT CANCELLATIONS leading to disruptions in travel plans, arguments between passengers and ground staff amid lack of clarity, reclaiming of luggage that was not handed over earlier — The Indira Gandhi International Airport in Delhi witnessed scenes of chaos on Sunday as passengers' woes continued amid the ongoing IndiGo crisis.

At the arrival lounge of Terminal 1, hundreds of bags were lined up, waiting to be claimed — many passengers had their flights cancelled earlier but bags were not handed over the same day. Outside the arrival lounge, a man supervised the process. "We have been busy making calls to passengers...if they don't have time to come to the airport, we're offering doorstep delivery in Delhi-NCR," he said.

Among those who were claiming their baggage was Ajay who came to Delhi from Dallas in the US for a wedding on Friday. "I had come for a few days for the wedding but my luggage couldn't be traced...I attended the wedding somehow," he said.



At the Delhi airport on Sunday. © ANANDRAJYOTI

Meanwhile, there was no respite from inflated flight ticket prices with the operations of one of the country's biggest airlines getting hit. Meghna and Vijayalakshmi landed in Delhi from Srinagar on Sunday afternoon and immediately made a beeline for the ticket counter. They had a direct flight from Srinagar to Bengaluru on Friday, which was cancelled. The next flight to Bengaluru was priced at Rs 60,000 per person. "We instead flew down to Delhi for Rs 54,000," said Meghna. "At these current rates, I could fly to London," quipped Vijayalakshmi.

A group of five men from Punjab sat not too far. Their flight to Dubai was cancelled on

Friday, which was supposed to be their joining day at a construction firm. "The boss already thinks we're making excuses to not join on time," said Taljinder, one of them.

Another flyer, Jaswinder Singh, scrambled for options to reach Mumbai where he has his final round of job interview on Monday.

Meanwhile, IndiGo ground staff handling the ticket counter looked exhausted. "We have very supportive seniors, that's how we have survived. We feel bad for the passengers too," a staffer said. Outside the terminal, a flight captain flatly said that they had "seen this coming for a long time".



Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

7 DECEMBER 2025

Hold IndiGo to account, DGCA shouldn't buckle

THE WORLD'S third-largest domestic aviation market has been in disarray the last few days — hundreds of flights cancelled daily, thousands of passengers stranded, and complete chaos at airports across the country. The costs are being incurred by people in not just the cancelled flights — some are being rebooked at significantly higher fares — but also in cancelled hotel bookings, lost hours and unattended events. The blame for the disruption lies at the doors of the airline company and the regulator.

The country's largest airline, IndiGo, cannot get away by simply saying that disruptions "have arisen primarily from misjudgement and planning gaps". The new Flight and Duty Time Limitation (FDTL) regulations have been implemented in two phases — from July 1 and November 1. Surely, an airline that runs a high-frequency network with a significant number of night and red eye (early morning) flights should have anticipated the challenges in the wake of the new rules. In fact, the data reportedly presented by the company to the Directorate General of Civil Aviation (DGCA) underscores the gap between airline crew supply and demand — under the new rules, IndiGo requires 2,422 captains and 2,153 first officers to maintain stable operations, but it has 2,357 captains and 2,194 first officers. A shortfall in personnel does not just impact a single flight but reverberates through the highly dense airline network. IndiGo wasn't oblivious to such information. The episode also casts an unflattering light on the regulator. DGCA seems to have buckled under pressure. The new FDTL rules aim to address pilot fatigue — a critical operational risk. But the regulator's decision to grant limited, temporary relaxations on the regulations misestroubling questions. Safety should have been the DGCA's top priority.

The episode has also exposed the fragility of systems dependent on a few large players. India's airline sector is a duopoly — IndiGo has a market share of more than 60 per cent, while Air India holds around 27 per cent. In such a market, supply could not be immediately increased to meet demand. As prices soared, the government intervened in typical manner by imposing price caps. Such market concentration is a worrying trend in some other sectors of the economy as well. A country soon to be the world's third-largest economy needs several more big players in crucial sectors. Entry barriers need to be reduced and competition should be encouraged.

SHOW-CAUSE NOTICES

DGCA allows IndiGo CEO, COO 24-hour extension to respond



Minister of Civil Aviation Ram Mohan Naidu Kinjarapu chairs a meeting on the disruption caused by the recent IndiGo operational crisis. [@RAMMOHANNAIDU](https://www.youtube.com/watch?v=...)

Sukalp Sharma
New Delhi, December 7

AVIATION REGULATOR Directorate General of Civil Aviation (DGCA) has granted IndiGo CEO Pieter Elbers and the airline's accountable manager and chief operating officer Isidre Porqueras a one-time 24-hour extension to submit their responses to the show-cause notices issued on Saturday by the regulator on this week's widespread operational disruptions. Responding to the notices on Sunday, Elbers and Porqueras sought time from the regulator at least till 6 pm Monday to provide a detailed response, it is learnt. Sources said that the DGCA is unlikely to provide any further extension.

"Sir, you will appreciate that given the scale of IndiGo's flight network and multitude of unavoidable factors leading to the operational disruption of IndiGo flights at various airports, we will require adequate time to provide a detailed response to the SCN (show-cause notice). In view of the above, we request your good offices to kindly grant us an extension of time at least till 1800 hours tomorrow (i.e. 08.12.2025), or such other extended period to reply, as deemed fit," replies from Elbers and Porqueras are learnt to have said.

"The DGCA has cautioned that failure to submit a complete and comprehensive reply within the extended timeline will result in the regulator proceeding ex-parte, based on the available records," a senior official said.

According to sources in the know, the notices said that the large-scale operational failures at IndiGo indicate significant lapses in planning, oversight, and resource management, and prima facie reflect non-compliance by the airline on some provisions of the Aircraft Rules, 1937 and the new Flight Duty Time Limitation (FDTL) rules. The notices also stated that IndiGo failed to provide the affected passengers proper information and facilities that are mandatory in the case of flight delays and cancellations.

"Whereas, as the CEO, you are responsible for ensuring effective management of the airlines but you have failed in your duty to ensure timely arrangements for conduct of reliable operations and the availability of requisite facilities to the passengers," the DGCA's notice to Elbers is learnt to have said.

Sources indicated that stringent action could be in the offing for India's largest airline and its top executives in view of the disruption due to which scores of flights have been cancelled on a daily basis this week, leaving thousands of passengers stranded at airports across India. The action is expected to be taken on the basis of the report

Sources indicated that stringent action could be in the offing for India's largest airline and its top executives in view of the disruption

of the four-member inquiry committee that was set up by the DGCA on Friday. The panel has two weeks to submit its report.

The massive disruption at IndiGo—India's largest airline that commands over 60 per cent of the domestic market share—has thrown commercial flight operations out of gear all over the country for the better part of this week. The DGCA on Friday granted IndiGo a temporary one-time exemption from some night operations-related changes in the new Flight Duty Time Limitation (FDTL) norms for its Airbus A320 pilots. The temporary rollback, which will be in place till February 10, is likely to help IndiGo—caught grossly unprepared for the new crew rest norms—to get its act together and stabilise operations from here on. The DGCA has also granted a few other temporary relaxations to IndiGo.

Meanwhile, the crisis-stricken airline is limping back to normalcy with the carrier expected to operate over 1,650 of its 2,300-plus scheduled flights on Sunday, with an overall on-time performance (OTP) of around 73 per cent, according to data shared by IndiGo. The airline also said that it now has "growing confidence" that it will achieve the stabilisation of its network by December 10, against the earlier communicated timeline of December 10-15. While the operation of 1,650 flights means that the airline cancelled over 650 flights on Sunday, the number of cancellations is lower than the previous three days.

On Saturday, IndiGo had operated around 1,500 flights, more than double of Friday's around 700 flights, when cancellations were "well over 1,000". Friday was the worst day in IndiGo's network-wide disruption this week, as the airline had decided to "reboot the network, systems, and rosters" to mitigate the widespread delays and flight cancellations.

Its OTP was 207 per cent on Saturday, up from Friday's all-time low of 3.7 per cent, as per data from the Ministry of Civil Aviation (MoCA).

According to the ministry, by Sunday evening, IndiGo had processed refunds worth Rs 60 crore to passengers hit by the disruption.

FULL REPORT ON
[WWW.INDIANEXPRESS.COM](https://www.indianexpress.com)



Corporate Communications Directorate

JANSATTA

DELHI

8 DECEMBER 2025

इंडिगो संकट पर सरकार ने कहा

अब तक 610 करोड़ की रकम लौटाई गई

जनसत्ता ब्यूरो
नई दिल्ली, 7 दिसंबर।

इंडिगो ने रद्द या अत्यधिक विलंबित उड़ानों के लिए अब तक 610 करोड़ रुपए के रिफंड की प्रक्रिया पूरी कर ली है और शनिवार तक 3,000 नग सामान यात्रियों तक पहुंचा दिया गया है।

सरकार ने रविवार को कहा कि देश का विमानन नेटवर्क तेजी से सामान्य स्थिति की ओर लौट रहा है और परिचालन पूरी तरह स्थिर होने तक सभी सुधारात्मक कदम लागू रहेंगे। सरकार ने शनिवार को एयरलाइन को निर्देश दिया था कि रद्द उड़ानों से संबंधित टिकटों का रिफंड रविवार शाम तक पूरा किया जाए और यात्रियों के छूटे हुए सामान को अगले 48 घंटों के भीतर उन तक



पहुंचाया जाए। मंत्रालय ने कहा कि इंडिगो के हलिया परिचालन संकट के कारण उत्पन्न व्यवधान को दूर करने के लिए तेज और प्रभावी कदम उठाए गए हैं, जिससे यात्रियों को आगे कोई असुविधा न हो।

नागर विमानन मंत्रालय ने कहा कि इंडिगो अब तक 610 करोड़ रुपए का

संकट का असर राजस्थान के पर्यटन पर भी, लोगों ने बुकिंग रद्द करवाई निजी विमान कंपनी इंडिगो की उड़ानों को लेकर उभरे संकट का असर राजस्थान के पर्यटन सीजन पर भी पड़ा है। पर्यटन उद्योग से जुड़े लोगों ने रविवार को कहा कि इस संकट के कारण पर्यटकों की आसक्ति घटी है और कई जगह होटल तथा यात्रा परिवालक प्रभावित हैं। दिसंबर के महीने को राजस्थान में पर्यटकों के लिहाज से सबसे व्यस्त समय में से एक माना जा रहा है। जयपुर के टूर ऑपरेटर संजय कौशिक ने कहा कि राजस्थान में व्यस्त सीजन 10 दिसंबर से पांच जनवरी तक होता है। इसमें क्रिसमस और नववर्ष के जश्न जैसे मौके आते हैं तथा मौजूदा इंडिगो संकट ने इसे कुरी तरह प्रभावित किया है।

रिफंड की प्रक्रिया पूरी कर चुका है। रद्द उड़ानों से प्रभावित यात्रियों के यात्रा पुनर्निर्धारण में किसी भी प्रकार का अतिरिक्त शुल्क नहीं लिया जाएगा।

यात्रियों की सहायता के लिए विशेष सहायता केंद्र बनाए गए हैं, जिससे रिफंड और दोबारा बुकिंग से जुड़े मुद्दों का त्वरित समाधान

हो सके। मंत्रालय ने बताया कि देशभर में हवाई सेवाएं तेजी से सामान्य हो रही हैं।

अन्य सभी घरेलू विमानन कंपनियां सुचारु रूप से उड़ानें संचालित कर रही हैं, जबकि इंडिगो का प्रदर्शन भी लगातार सुधर रहा है। इंडिगो की उड़ानें शुक्रवार को 706 से बढ़कर शनिवार को 1,565 हो गईं।



Corporate Communications Directorate

JANSATTA

DELHI

8 DECEMBER 2025

विमानन कंपनी के अधिकारियों व नियामक को तलब कर सकती है संसदीय समिति

जनसत्ता ब्यूरो
नई दिल्ली, 7 दिसंबर।

बड़ी संख्या में इंडिगो को उड़ानों के रद्द होने के कारण यात्रियों को हुई परेशानियों के मामले में एक संसदीय समिति निजी विमानन कंपनी के शीर्ष अधिकारियों और नागर विमानन नियामक को तलब कर सकती है।

जनता दल (एकी) नेता संजय झा की अध्यक्षता वाली परिवहन, पर्यटन और संस्कृति पर संसदीय स्थायी समिति, विमानन कंपनी के शीर्ष अधिकारियों और नागर विमानन महानिदेशालय (डीजीसीए) तथा नागर विमानन मंत्रालय के अधिकारियों से हवाई सेवाओं में व्यवधान के कारणों और उसके सम्बन्धनों पर स्पष्टीकरण मांग सकती है। समिति के एक सदस्य ने बताया कि हवाई सेवाओं में व्यवधान के कारण

हजारों यात्रियों को हो रही परेशानियों को समिति ने गंभीरता से लिया है। एक सदस्य ने कहा कि शीतकालीन सत्र के लिए राष्ट्रीय राजधानी में मौजूद सांसदों को भी इंडिगो द्वारा उड़ानें रद्द किए जाने और अन्य एयरलाइनों द्वारा देरी किए जाने का खामियाजा भुगतना पड़ा। कई सांसदों को सीटों से निकालने भी मिलीं कि इस विधिति के कारण हवाई किराये में काफी बढ़ोतरी हो गई है। इस बीच, झारखण्ड के राज्यसभा सदस्य ज्ञान बिट्टाल ने उड़ानों में बड़े पैमाने पर व्यवधान की जांच के लिए संयुक्त संसदीय समिति गठित करने या न्यायिक जांच कराने की मांग की।

बिट्टाल परिवहन संबंधी स्थायी समिति के सदस्य नहीं हैं। इंडिगो वर्तमान में अपनी 2,300 दैनिक घरेलू और अंतरराष्ट्रीय उड़ानों में से 1,650 उड़ानों का संभालन कर रही है, जबकि 650 उड़ानें रद्द कर दी गई हैं।

इंडिगो संकट: 6 दिन की अफरा-तफरी के बाद इंडिगो की 1650 से ज्यादा उड़ानें बहाल

इंडिगो ने पकड़ी रफ्तार, सख्ती के बाद बदले हालात

नई दिल्ली, लोकसत्या। इंडिगो एयरलाइंस में तकनीकी खराबी और स्टाफ की कमी के कारण पिछले कई दिनों लगातार कैसिल हो रही फ्लाइट्स और देरी की समस्या के बीच नागरिक उड्डयन मंत्रालय ने बड़ा अपडेट दिया है। नागरिक उड्डयन मंत्रालय ने बताया कि अब तक यात्रियों को कुल 610 करोड़ रुपये से अधिक के रिफंड प्रोसेस कर दिए गए हैं। वहीं, केंद्रीय मंत्री राम मोहन रायचू ने स्टेकहोल्डर्स के साथ एक महत्वपूर्ण बैठक की है, जिसमें रिफंड को लेकर निर्देश दिए गए हैं। सूत्रों का कहना है कि नागरिक उड्डयन मंत्रालय सभी एयरलाइन ऑपरेटर्स के साथ एक और बैठक करेगा। मंत्रालय के अनुसार, इंडिगो की उड़ानों में बाधा के चलते यात्रियों को हुई परेशानी के बीच इंडिगो ने अब तक

सरकार सख्त- इंडिगो संकट पर जारी किए आदेश-निर्देश

यात्रियों को कुल 610 करोड़ की राशि रिफंड के रूप में वापस कर दी है। इसके साथ ही एयरलाइन ने शनिवार तक देशभर में 3,000 बैगल भी डिस्पोज किए गए हैं।

650 फ्लाइट्स कैसिल

प्राप्त जानकारी के अनुसार, इंडिगो में अभी भी गंभीर संकट बना हुआ है, सात दिसंबर को 650 फ्लाइट्स कैसिल की गई हैं। इससे पहले छह दिसंबर को 850 फ्लाइट और 5 दिसंबर को 1000 फ्लाइट्स रद्द की गई थीं।



137 डेस्टिनेशन से परिचालन शुरू

डेस्टिनेशन पर परिचालन शुरू हो गया है। आज 1,650 से ज्यादा उड़ानें संचालित की गई हैं, जबकि शनिवार को 1500 से ज्यादा फ्लाइट्स ने उड़ान भरी थी। इंडिगो ने कहा कि ऑन-टाइम परफॉर्मंस (OTP) 75% तक पहुंचने की उम्मीद है जो कि शनिवार को 30% था, साथ ही कंपनी का दावा है कि 10 दिसंबर तक पूरा नेटवर्क पूरी तरह स्थिर हो जाएगा। इससे पहले इंडिगो के सीईओ पीटर एल्बर्स ने शनिवार को कहा कि एयरलाइन शनिवार को लगभग 1,650 उड़ानें संचालित करेगी।

अधिकारियों को तलाब फट सकती है संसदीय समिति



बड़ी संख्या में इंडिगो उड़ानों के रद्द होने से यात्रियों को हुई भारी परेशानियों पर संसदीय समिति निजी विमानन कंपनियों के शीर्ष अधिकारियों और नागर विमानन नियामक को तलाब कर सकती है। जनता दल-यूनाइटेड (जद-यू) नेता सजय झा की अध्यक्षता वाली परिवहन, पर्यटन और संस्कृति पर संसदीय स्थायी समिति, विमानन कंपनियों के शीर्ष अधिकारियों और नागर विमानन महानिदेशालय (डीजीसीए) तथा नागर विमानन मंत्रालय के अधिकारियों से हवाई सेवाओं में व्यवधान के कारणों और उसके समाधानों पर स्पष्टीकरण मांग सकती

● **हालत पर लगातार निगरानी:** इंडिगो की मूल कंपनी इंटर्नल एंजिनेयर्स ने शनिवार को बताया कि उसके बोर्ड ने हालात पर कड़ी नजर रखने के लिए एक संकट प्रबंधन समूह (सीएमजी) का गठन किया है, जो नियमित रूप से बैठक कर स्थिति की समीक्षा कर रहा है। इसमें कहा गया कि कंपनी का निदेशक मंडल ग्राहकों को हो रही परेशानियों का समाधान करने और यात्रियों को रिफंड सुनिश्चित करने के लिए हर संभव प्रयास कर रहा है।

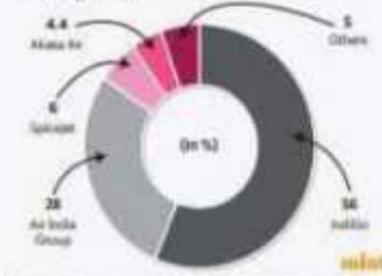
HOW INDIGO SET OFF A NATIONAL CRISIS

BY MANJUL PAUL

An unprecedented crisis gripped India's aviation sector in the past week, leaving thousands of passengers stranded as flights were first delayed and then cancelled. At the centre of the disruption is IndiGo, which has cancelled more than 2,000 flights, blaming "unforeseen operational challenges." In reality, the trigger, the introduction of the Crew and Flight Duty Time Limitation (FDTL) rules, was hardly unforeseen. The Directorate General of Civil Aviation (DGCA) drafted revised norms in January 2024, gave airlines months to prepare with a phased rollout beginning July 2025, and scheduled the final phase for November. Yet IndiGo, operating on a lean staffing model designed to minimise costs, was unprepared.

One airline, over 50% flights: IndiGo's dominance risks a national aviation crisis

Share (%) of airlines in domestic flights scheduled during the week ending 14 December



Data based on the winter schedule (Dec 14, 2025-Dec 20, 2025) approved by the DGCA, and updated to reflect the recent schedule changes.
Source: Directorate General of Civil Aviation, Mint calculations

DOMINANCE DISASTER

THE CURRENT crisis underscores deeper structural issues in India's aviation industry. Once an eight-carrier market in 2014, the domestic sector is now dominated by four airlines: IndiGo, Air India Group, SpiceJet and Akasa Air. Despite India being the world's fifth largest domestic aviation market, just two airlines control over 80% of it—IndiGo alone holds 64%, followed by Air India Group's 27%.

Naturally, this translates into IndiGo operating at least 30% of the flights in the country. A Mint analysis of the winter schedule of approved domestic flights shows IndiGo operating 30% of the flights on domestic routes for the week ending 14 December. This means that the operational challenges at IndiGo will continue to disproportionately affect the flight operations.

Moreover, IndiGo's fleet towers over other airlines so significantly that they lack the capacity to absorb the passengers, leaving the entire system paralysed.

FORESEEABLE FAILURE

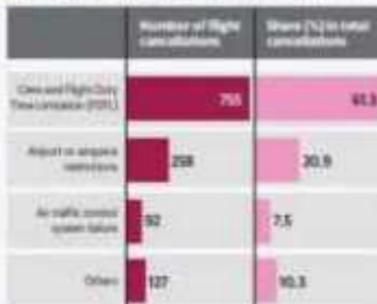
WHAT APPEARED to be a rapid collapse of the entire system was an overnight issue. IndiGo cited "a multitude of unforeseen operational challenges", primarily crew shortages triggered by new FDTL norms—designed to prevent pilot fatigue by capping flying hours and mandating rest periods—for the mass cancellation.

However, the rollout was hardly unforeseen. DGCA drafted revised FDTL rules in January 2024. After airlines raised concerns about operational strain and insufficient preparation time, the regulator announced a phased rollout from July 2025, with the final phase set for November, giving airlines months to prepare.

IndiGo, whose business model is based on lean staff and short turnaround time, failed to adequately prepare for it. As per data reported by media, over 60% of 1,212 IndiGo flight cancellations in November was due to crew issues. This escalated in December, with over 2,000 cancellations so far, prompting government to roll back some of the rules until February only for IndiGo.

A large number of flight cancellations is due to new duty time rules

Breakdown of IndiGo's flight cancellations, by reason, in November



Source: Media reports

Pilot strength in IndiGo struggled to match the pace of its fleet expansion

IndiGo's pilot-to-aircraft ratio, yearly



A lower ratio shows the availability of more pilot per aircraft.
Source: Company annual reports

PILOT PARALYSIS

INDIGO HAS been operating with a lean crew for years, making it a successful low-cost carrier. While it worked for airlines, there has been concern around pilot fatigue and the safety of flight operations, prompting the government to apply new rules. These increase mandatory weekly rest from 36 hours to 48 consecutive hours, separate from the rest period and limit eight landings. This meant either airlines get more staff or cut down the number of operational flights.

IndiGo's failure lay in its staffing strategy. The airline maintained 14-15 pilots per aircraft in FY23, but this fell to 12-13 by FY25. This was a result of fewer hiring of pilots over as the fleet increased in size. Despite operating India's largest pilot pool of 5,456, the low ratio meant it wasn't prepared to comply with the new rules without cancellations.

The Federation of Indian Pilots alleged IndiGo imposed a "hiring freeze" despite knowing revised FDTL norms would require more crew.

TOO BIG TO FAIL

AS THE aviation industry plunged into a crisis, the government found itself with no other choice but to extend the deadline to implement the new rules. But the crisis exposed the near-monopoly, or too big to fail, problem in the aviation industry.

Among the world's five largest domestic aviation markets, India stands out with a disproportionately high share (64%) led by the leading airline. In the US, Delta commands only 18%, China Southern's share sits at 10%. The UK comes close but its largest airline easyJet hasn't crossed the 50% mark. IndiGo's dominance means operational issues paralyse the entire system.

Indian domestic air traffic surged to 166.2 million passengers in FY25 from 109.8 million in FY23. While the government continues to expand aviation infrastructure, the crisis underscores the need for greater competition, robust regulation, and measures to ensure safety without causing nationwide disruption.
Times Intelligence contributed to this story.

IndiGo stands out among global airlines with a disproportionately high market share

Domestic market share of the top airline in major aviation markets (in %)



Source: US Bureau of Transportation Statistics, Official Airline Guide, Directorate General of Civil Aviation

IndiGo to hire 900 pilots, but it's a tough job ahead

Airline to add 158 pilots by 10 February, CEO says it's getting back 'step by step'

By [Anand Maheshwari](#) and [Anshu Prakash](#) | [MUMBAI/NEW DELHI](#)

IndiGo is moving to rapidly rebuild its pilot pool after a shortage nearly grounded its network last week, outlining a plan to add 158 pilots by 10 February and 742 more by December next year. Experts, however, say meeting the target will be challenging, especially as new night-operation limits require airlines to roster more pilots.

InterGlobe Aviation Ltd has submitted its hiring plan to the Directorate General of Civil Aviation (DGCA), stating it would hire 300 captains and 600 junior first officers over the next 12 months. *Mint* has seen a copy of the submission, which comes in the wake of IndiGo's collapse last week that cascaded to other airlines, and forced the regulator and the aviation ministry to step in.

"IndiGo has an under-training pool of 250 junior first officers over the next 12 months. IndiGo shall hire/upgrade 300 captains and 600 junior first officers to cater for our medium-term requirements," the airline wrote in its submission to DGCA.

For IndiGo's Airbus fleet, captain availability in December is 2,337 and first-officer strength is



TARMAC TALK

INDIGO to hire 300 captains, 600 junior first officers in a year	CAPTAIN availability in Dec is 2,337; first-officers—2,294	THE 10 Feb deadline critical as DGCA gave this time to comply
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2,194, the document showed. IndiGo plans to add 25 captains and 35 first officers by the end of December, another 28 captains and 35 first officers in January, and 15 captains and 20 first officers by 10 February. In total, this would add 68 captains and 90 first officers by that date, taking the combined tally to 2,425 captains and 2,284 first officers.

A query emailed to IndiGo remained unanswered. The airline had 5,456 pilots including first officers and captains at the end of FY25, its annual report for the year showed. On Sunday, the airline cancelled over 650 flights as it slowly stabilized its operations.

The 10 February deadline is crucial because the aviation regulator has given IndiGo time until then to

fully comply with new limits on consecutive night operations.

Analysts noted that ramping up hiring would be hard. The airline began looking at fresh hirings after an operational meltdown in which it cancelled over 3,600 flights over 35 days starting 1 November.

Elara Securities estimated that IndiGo may need at least 1,000 more pilots to comply with FCTL norms by February, based on comparisons of pilot strength and fleet size. "However, meeting this target could be challenging, as poaching talent is difficult due to long notice periods—six months for co-pilots and 12 months for captain," said Gagan Dixit, senior vice president oil and gas and aviation, Elara Securities.

IndiGo needs to get these people on board by 10 February, and this is "not an easy task," said Mark D. Martin, chief executive, Martin Consulting, an aviation safety expert. Hiring foreign pilots also requires a minimum of three months to meet regulatory clearances, he said.

As per its last investor presentation, IndiGo's effective flying fleet of A320s stands at around 325. These aircraft are being "sweated" at about 14 hours a day, compared to the standard 8.5 hours. That ele-

IndiGo plans to hire 900 pilots, but it will be hard

TURN PAGE 3

min crew requirements instead of 14 pilot and co-pilot sets, IndiGo needs at least 17.

Calculations by Martin Consulting show that with 17 sets and 725 flying A320s, IndiGo's crew requirement is 7,525. Its DGCA submission showed a crew count of 8,200 in December—a shortfall of 675 pilots.

"Typically, as soon as before 320 the 8.5 hours of flying you need seven pilots and seven co-pilots. Now if the airline is flying more than these 8.5 hours, your pilot requirement will go up," said U.S. Banthura, president, Federation of Indian Pilots, India Air.

A *Mint* analysis of the winter schedule and pilot numbers disclosed by junior aviation minister Manjit Singh Mehta showed that IndiGo has 2.5 pilots per departure. That is substantially lower than competitors such as Ak India at 3.4, Air India Express at 4.7, and Akasa at 5.4.

"An IndiGo pilot is flying at least 20% more than the industry average. So, even if IndiGo improves a little, it won't be easy to get that many pilots on board," said Mehta.

On Sunday, the aviation ministry said IndiGo has proposed to shut down 100 flights to be again cancelled or severely delayed flights, and delivered 1,000 pieces of baggage to passengers across the country as of Sunday. It also said the aviation network is moving swiftly towards full normalcy. Separately, IndiGo is getting back "step by step", CEO Peter Ebens said. In an internal message, Ebens said the on-time performance (OTD) is expected to be 72% on Sunday. "Today, we have initiated further improvements of the system in order to reach around 1,000 flights," he said. [@pilot_bombastive](#) / [mint.com](#)

TURN TO PAGE 3



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7 DECEMBER 2025



The mass cancellation of IndiGo flights left thousands of travellers stranded across the country's airports. [PHOTO: ANI](#)

Parl panel to summon airlines' executives

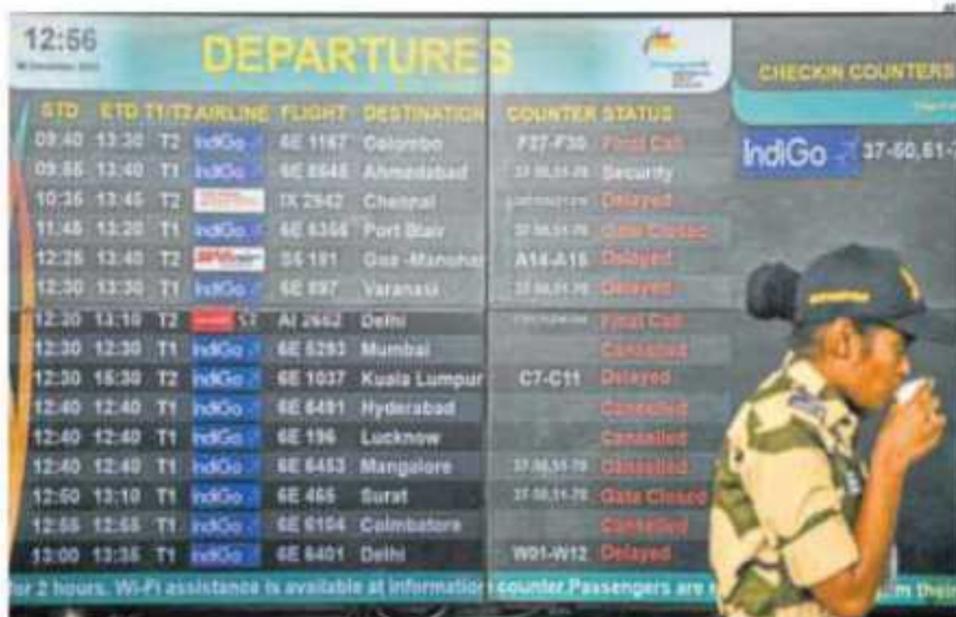
A parliamentary panel is likely to summon top executives of private airlines and the civil aviation regulator over the mass cancellation of IndiGo flights that has left thousands of travellers stranded across the country's airports.

The parliamentary standing committee on transport, tourism and culture, chaired by Janata Dal (United) leader Sanjay Jha, is likely to seek an explanation from top executives of airlines and officials from the Directorate General of Civil Aviation (DGCA) and the ministry of civil aviation about the cause of disruption in air services and possible solutions.

A member said the panel has taken serious note of the difficulties faced by thousands of passengers due to disruption in air services.

Even parliamentarians who were in the national capital for the winter session faced the brunt of flight cancellations by IndiGo and delays by other airlines, the panel member said.

Communist Party of India (Marxist) Rajya Sabha member John Dittus, who is not part of the standing committee on transport, has demanded setting up of a joint parliamentary committee or a judicial inquiry into the large-scale disruption of flights. **PH**



IndiGo crunch: Prepare aviation for a re-takeoff

The airline's market dominance and sub-par regulation are both to blame. Initiate antitrust scrutiny and fix the structural shortcomings of this vital sector, aircraft scarcity included

It is apparent that IndiGo has used its dominance of India's air travel market to blackmail the authorities into giving it relief—albeit temporary—from compliance with tighter rules on night landings and how long and late into the wee hours pilots and crew can be put to work. In the process, it has penalized the vast majority of air travellers. With the airline's market share above 60%, its bulk cancellation of flights left passengers stranded and let rival operators fleece fliers with steep fares until the government stepped in to cap fares. This has exposed a regulator powerless to enforce its fiat in the face of determined resistance by a dominant player. This cannot be allowed to stand. Antitrust action suggests itself. Stiff penalties must be levied. If IndiGo shows further obstinacy, it should face the threat of being split up to reduce market concentration. That said, we must enable greater rivalry in Indian skies through various means. Efforts to develop and build a medium-haul passenger aircraft should be stepped up to deliver us from the global duopoly of Boeing and Airbus that has spelt long wait times for the delivery of such planes.

India's revised flight duty time limits were issued in January 2024 by the Directorate General of Civil Aviation (DGCA). Pleas by airlines pushed their implementation forth to July and November 2025 in two stages. Carriers that were making their crews work longer hours than the new norms would permit had sufficient time to hire personnel to keep operations running smoothly. The rules were tweaked to ensure that passenger safety was not compromised by any gaps in concentration on the part of overworked and sleep-deprived pilots. No airline had complaints on this score. Yet, both

IndiGo and Air India had opposed the curtailment of a pilot's night landings to two per flight-duty period, arguing that modern equipment made such limits redundant. They also suggested that the DGCA replace its night curbs with a modern fatigue-risk management system that models real data to optimize flying schedules for pilots and planes. From the perspective of aircraft makers and the International Civil Aviation Organisation, this demand holds merit. The DGCA should have conceded it. Another lapse on the regulator's part has been its failure to track the progressive readiness for rule compliance achieved by airlines—particularly by the dominant carrier.

However, there is no getting around the fact that the big problem in Indian civil aviation is structural: IndiGo's outsized share of air traffic. How soon can we expect competition to keep airlines in check? Since it takes anywhere between five and seven years for new aircraft orders to be met, expanded operations by rivals cannot solve the problem in the short-run. Alas, the world just does not have enough planes to meet rising demand for air travel. China has seized this opportunity by launching its Comac 919 competitor to the Airbus A320 and Boeing 737 Max. Given India's forecast of rapid growth in air traffic, we must double down on the project to build a similar plane in collaboration with Brazil's Embraer. In the interim, the full weight of regulation must come to bear on the market's biggest carrier—including an antitrust probe. Aviation is a service that's vital to the economy. To secure its future, we could begin by levying a fine on IndiGo that deprives it of profits from retaining longer hours for pilots till February 2026, with an additional penalty for the chaos created last week by its neglect.

Corporate Communications Directorate

MILLENNIUM POST

DELHI

8 DECEMBER 2025

IndiGo cancels over 650 flights on Sunday; ops slowly stabilise

Airline processed Rs 610 crore in refunds and delivered 3,000 bags to affected passengers

OUR CORRESPONDENT

NEW DELHI/MUMBAI: The Aviation sector continued to grapple with large-scale disruptions on Sunday as IndiGo cancelled more than 650 flights, even as the airline reported gradual stabilisation of operations and processed over Rs 610 crore in ticket refunds for stranded travellers. The carrier, the country's largest by market share, said it expects operations to return to normal by December 10.

IndiGo, which has been struggling with widespread delays and cancellations for six straight days, said its board-level Crisis Management Group is meeting frequently to review the situation. The group was constituted by InterGlobe Aviation, the airline's parent company. In a statement, the airline noted that its directors are "doing everything possible to take care of the challenges faced by its customers" and to ensure that refunds are delivered promptly.

The skies remained turbulent for passengers at major airports. Officials said at least 118 flights were cancelled in Delhi on Sunday and 121 in Mumbai. Across its network, IndiGo stated it would operate 1,650 of its 2,300 scheduled daily domestic and international services, leaving around 650 flights grounded for the day.

Continued on P4



HIGHLIGHTS

- Operations expected to stabilise by December 10
- On time performance rose toward 75 percent after plunging to 20.7 percent on Saturday
- Civil aviation ministry introduced fare caps and ordered IndiGo to expedite refunds

delhi saw 118 flight cancellations, while Mumbai logged 121 on Sunday

- IndiGo CEO told staff "step by step, we are getting back" as the airline conducts a root cause analysis

Parl panel to summon airline executives, regulator over flight disruptions

MPOST BUREAU

NEW DELHI: A parliamentary panel is preparing to call senior officials from private airlines and the civil aviation regulator after widespread cancellations of IndiGo flights left thousands of passengers stranded at airports across the country. The Parliament

ary Standing Committee on Transport, Tourism and Culture, led by JD(U) MP Sanjay Jha, is expected to ask airline executives, along with representatives of the Directorate General of Civil Aviation and the Ministry of Civil Aviation, for a detailed account of the disruption and the steps being

Continued on P4

From Page 1 IndiGo

Civil Aviation Minister of State Murlidhar Mohol said travellers have faced "mental harassment and distress" due to the disruptions and added that accountability will be fixed.

The ministry, which has introduced several steps such as capping airfares and directing IndiGo to speed up refunds, said air travel operations nationwide are stabilising rapidly.

Government data showed IndiGo's operations rising from 706 flights on Friday to 1,565 on Saturday, with projections of up to 1,650 on Sunday.

The ministry also reported that the airline has delivered 3,000 pieces of baggage to passengers as of Saturday.

In a video message to employees, IndiGo CEO Pieter Elbers said "step by step, we are getting back" and indicated that on-time performance could reach 75 per cent.

The carrier's punctuality had plunged to 20.7 per cent on Saturday, according to official figures.

A senior airline official said that IndiGo will conduct a "root cause analysis" into the disruptions, adding that the airline has a sufficient number of pilots.

"Our pilot numbers are fine while we may not be having the luxury of a buffer," the official said, rejecting speculation about a hiring freeze. Concerns have surfaced over whether inadequate crew planning during the rollout of new flight duty norms contributed to the severe delays.

According to the ministry, other domestic airlines are operating at full capacity, and IndiGo's performance showed steady improvement through Sunday as schedules edged closer to routine levels.

Parl panel

considered to prevent further chaos.

A member of the panel said the committee has taken serious

note of the difficulties faced by travellers.

The member added that even parliamentarians attending the Winter Session in Delhi were affected, with many dealing with cancellations by IndiGo and delays by other carriers.

Several MPs also reported receiving complaints from citizens about rising air fares during the period of disruption.

Separately, CPI(M) Rajya Sabha MP John Brittas, who is not on the transport panel, has asked for a joint parliamentary committee or a judicial probe to examine what he described as large scale flight disruption.

The DGCA issued notices on Saturday to IndiGo CEO Pieter Elbers and COO and Accountable Manager Porqueras, seeking an explanation for the cancellations.

IndiGo said on Sunday that the Board of InterGlobe Aviation has created a Crisis Management Group that meets regularly to review the situation.

The airline stated that its Board of Directors is taking all necessary measures to assist affected customers and ensure

refunds are processed without delay.

Corporate Communications Directorate

MILLENNIUM POST

DELHI

8 DECEMBER 2025

IndiGo's pilot-planning missteps trigger unprecedented week-long flight meltdown

Regulatory changes to pilot duty-time limits, combined with tight staffing & an aggressive winter schedule, exposed deep cracks in IndiGo's crew planning

NEW DELHI: IndiGo, long seen as India's benchmark for punctuality and operational scale, has been hit by its most severe disruption to date, cancelling hundreds of flights nationwide for nearly a week.

The crisis stems from a miscalculation of pilot requirements under revised Flight Duty Time Limitations (FDTL) and "lean staffing" model that left the airline with no buffer when tighter rest rules collided with an aggressive winter schedule. For six consecutive days, India's largest airline has cancelled large portions of its

network—over 650 flights on Sunday alone, out of roughly 2,300 daily—throwing travel plans into chaos. With IndiGo controlling over 65 per cent of the domestic market, the cancellations triggered a nationwide ripple effect.

Terminals in major hubs such as Delhi, Mumbai, Bengaluru and Hyderabad saw overcrowding, long queues, angry passengers, and thousands of pieces of unclaimed baggage. Rival airlines, already running near capacity, could not absorb the sudden surge in demand.

The trigger was the

DGCA's revised FDTL norms, designed to curb pilot fatigue. The updated rules—effective in phases until November 1, 2025—raise mandatory weekly rest, restrict consecutive night duties, sharply cut allowable night landings and redefine night hours. Collectively, they reduce the number of flights a single pilot can operate. Although the rules were notified in January 2024, IndiGo reportedly underestimated the staffing impact. For its A320 fleet alone, it required roughly 2,422 captains but had about 2,357, with similar gaps among



first officers. Its high-utilisation, night-heavy operating model, already stretched, collapsed once the stricter requirements began affecting rosters.

Mass cancellations began on

December 2 and escalated rapidly. Many passengers missed weddings, job interviews and medical appointments. Several flights were cancelled after check-in or even board-

ing, with communication from staff widely criticised. Despite mounting cancellations, the airline continued to accept new bookings and allowed same-day check-ins before informing travellers of delays or cancellations hours later.

IndiGo first acknowledged the scale of the disruption on December 3, attributing the situation to a mix of winter schedule changes, minor tech issues, congestion, weather and new rostering rules—factors it said had an unanticipated "compounding impact." It apologised publicly on December 4 and again

through CEO Pieter Elbers on December 5, announcing fee waivers, refunds, hotel accommodation, meals and lounge access for seniors.

The airline expects to restore full operations between December 10 and 15; on Sunday it operated about 1,650 flights. As public frustration soared, the DGCA on December 5 granted IndiGo a one-time exemption from certain FDTL night-duty restrictions for its A320 fleet until February 10, 2026, while launching a formal inquiry. The regulator has also demanded fortnightly progress reports and

a clear staffing roadmap.

On December 6, the DGCA issued show-cause notices to CEO Pieter Elbers and Accountable Manager Isidro Porqueras, citing inadequate preparation for the revised norms. Airfares spiked dramatically in the turmoil, with last-minute tickets on key routes touching Rs 40,000-80,000. The Civil Aviation Ministry stepped in with emergency fare caps. IndiGo has since formed a Crisis Management Group, led by chairman Vikram Singh Mehta and senior directors, to monitor and steer the recovery effort. 462005

'EASED RULES' SPARK HOPE FOR QUICK RECOVERY

Travel sector wobbles as IndiGo turbulence shoots fares up

OUR CORRESPONDENT

KOLKATA: Dibyojyoti Chakraborty (32) had a return IndiGo flight from Hyderabad to Kolkata on Saturday night. The flight got cancelled. But he knew he had to reach Kolkata at any cost, his father had been hospitalised after a severe heart attack.

When he checked other airlines from Hyderabad to Kolkata, the fares had shot up absurdly, touching even Rs 72,000. With no choice left, he finally booked a tatkal train ticket for Sunday.

A group of four senior citizens travelling from Kolkata to Gujarat for a holiday landed there at 2.45 am, a day flight turned into a midnight ordeal, throwing their entire plan off track. A honeymoon couple headed to Kashmir from Kolkata on Friday could only board an IndiGo flight on Saturday morning, with all their



Passengers look at their mobile phones as they wait amid IndiGo flight disruptions, at Kolkata, on Saturday
PIC/PTI

hotel bookings and transport arrangements gone for a toss. While the government has temporarily suspended the new pilot duty-time rules to ease IndiGo's widespread cancellations, the damage of the past five days has been brutal.

Kolkata's travel curator and expert Vishal Bhawnani is furious that customers are being made to suffer the worst of this operational chaos.

"The mess we've witnessed in the last few days is something I haven't seen in 13 years of being in this business. But

this wasn't unplanned. The airline knew this was coming but took no steps to fix it. People are losing their special moments. Travel plans are made months in advance — hotels, transport, everything. One major flight delay or cancellation ruins everything, and it's us, the travel agents, the third party, who end up bearing the maximum brunt," said Vishal, who even had to cancel a family's wedding trip to Jaipur. He added that while international sectors are not directly affected, domestic routes and connecting

“The mess we've seen in the last few days is something I haven't seen in 13 years...”

flights have taken the biggest hit.

Travel Agents Federation of India chairman (East) Anil Punjabi echoed the concerns. "Airlines are skyrocketing, and yes, the tourism sector is hit. But with the government easing the rules, we're hoping things begin to improve soon," he said. Another travel expert, Chandramouli Thakur, pointed out how helpless customers feel, stuck with no options, whether in the air or on trains. "Train bookings have massive waiting lists, so naturally, people choose to fly these days. But if this is the condition of the aviation sector, domestic travel is going to take a serious beating," he said.



Passengers looking for their bags in the massive buildup of unclaimed luggage at IGI Airport on Sunday | SAYANTAN GHOSH

IndiGo flight ops stabilising, cancellations down to 650

S LALITHA @ New Delhi

AIR travel chaos due to IndiGo's operational disruptions continued on Sunday, though the situation appeared to improve with the country's largest airline set to operate 1,650 flights until midnight – up from 1,565 on Saturday and 706 on Friday.

This still resulted in 650 flights across the country being cancelled with hundreds of them delayed by hours.

In a statement, the Ministry of Civil Aviation said air travel operations across the country were stabilising.

"All other domestic airlines are operating smoothly and at full capacity, while IndiGo's performance has shown steady improvement today, with flight schedules moving back towards normal levels. IndiGo's flight operations are likely to reach up to 1,650 by the end of today (Sunday)," its statement read.

To ensure financial protection for passengers, the ministry directed IndiGo to complete refunds for cancelled or severely delayed flights by 8:00 PM on Sunday.

The ministry also asked IndiGo to ensure that no additional fees are levied for re-scheduling travel impacted by cancellations.

On how much more refund was pending, an IndiGo source said the process of calculating the amount to be refunded was still on.

The ministry also said In-

REFUNDS BEING PROCESSED

IndiGo has processed refunds of ₹610 crore so far against cancelled or delayed flights, and delivered 3,000 pieces of baggage to passengers as of Saturday, the civil aviation ministry said

diGo successfully delivered 3,000 pieces of baggage to passengers as of December 6. It had mandated a 48-hour deadline for delivery of luggage separated from flyers due to the flight delay and cancellation chaos.

In an update on the situation, IndiGo said its on-time performance shot up to 75% on Sunday from 30% on Saturday.

The airline also said it will "root cause analysis" into flight disruptions.

Meanwhile, the DGCA extended the deadline for IndiGo CEO Pieter Elbers to respond to the show cause notice to Monday 6 pm.

IndiGo sources said the airline would soon respond to the show cause notice.

"We are readying our response by explaining the reasons that flights were cancelled and delayed and the steps we are taking to mitigate them," a source said. P3

Stranded passengers seek accountability amid chaos

UTHAMA SANKARANARAYANAN
@New Delhi

CONFUSION, anger and exhaustion marked the experience of thousands of passengers at IGI Airport on Monday as IndiGo's operational disruptions entered the sixth day, though the situation showed signs of stabilising.

Flyers stood in long queues at the airline's ticketing counters, searching for answers as delays and cancellations upended travel plans. Some passengers were seen losing their cool at ground staff, with a few turning aggressive and abusive. Videos of these incidents have been circulating on social media.

CISF personnel confirmed that the situation had calmed considerably compared to the chaos witnessed on Friday.

Many travellers said the disruption had thrown their schedules into complete disarray. Distressed passengers crowded near the IndiGo office, demanding clear information and immediate solutions. One anguished flyer was heard telling a staff member, "You cannot do this to me." Srijana, a passenger from Hyderabad travelling to New York with her husband and young daughter, said they were forced to change their entire itinerary due to a 2.5-hour delay. "We were supposed to catch a connecting flight from New Delhi to New York but due to the delay, we missed the flight. We



Passengers stand near IndiGo ticket counter at IGI Airport's Terminal T1 | SARANTAN GHOSH

Q We were supposed to catch a connecting flight from New Delhi to New York, but due to the delay, we missed it. We spent 3.5 hours at the airport. It is hard as we are travelling with a child

Srijana, a passenger from Hyderabad

Q We were told that the airline will reimburse our accommodation costs up to ₹10,000. The airline is not doing us a favour by offering accommodation. I think it is only ethical for them to do so

Sooraj, passenger travelling to Bengaluru

spent a good 3.5 hours at the airport even after landing," she said. The family was given accommodation, but the uncertainty continued. "As soon as we were about to reach, around 5 am, the airline informed us that we were being accommodated in a flight leaving around 6.30 am. This has caused us much inconvenience, and it is especially hard as we are travelling with a child," she added.

Another couple, Sooraj and Kiran, travelling from Hong Kong to Bengaluru, had their connecting flight from Delhi cancelled. Sooraj said the air-

line informed them that accommodation costs would be reimbursed up to ₹10,000 and their journey was rescheduled to Monday morning.

"It is inconvenient as we have elderly parents at home and work meetings to attend. Our plans did get disrupted. And the airline is not doing us a favour by offering accommodation. I think it is only ethical for them to do so," he said. Baggage chaos added to the distress. Though officials made no comment, a large number of bags were seen piled up at T1, with many struggling to locate their luggage.

Energy declaration paused amid ongoing IndiGo crisis

Odisha says national policy can't be finalised in absence of all voices



Officials from 15 states could not reach Puri on time

Top officials in the energy sector from 15 states who were supposed to be a part of the team framing the declaration could not reach Puri on time. Among the majority of officials who failed to make it were those from Mizoram, Chattisgarh, Himachal Pradesh and Kerala.

S LALITHA @Puri

THE Puri Declaration, which was aimed at shaping the future of clean energy in the country and which was to be released as a culmination of the three-day Global Energy Leaders Summit 2025 at Puri, could not happen thanks to the IndiGo chaos, which disrupted the plans of thousands of flyers across the country. Top officials in the energy sector from 15 states who were supposed to be a part of the team framing the declaration could not reach Puri on time.

Deputy Chief Minister of Odisha, Kanak Vardhan Singh Deo, who also takes care of the

Energy portfolio, told this newspaper. "We planned to come out with the declaration at the end of our summit. A total of 22 states had confirmed participation in the meet. However, only seven of them could make it, as the flights of the rest got cancelled. Since the declaration is an important one and done for the country as a whole, we cannot release it without everyone's consent. It would take a month for it to be released now, he added.

Vishal K Dev, Principal Secretary, Energy Department, said, "The states which confirmed their participation had

planned to send their secretaries and principal secretaries of the energy department for the summit, as it is a crucial one. However, they could not make it." The declaration was to be framed with inputs from all the stakeholders, and top members from Niti Aayog and other top government departments are involved in the exercise.

Apart from Odisha officials, those from Bihar, Assam, Rajasthan, Delhi, Odisha and Jharkhand made it to the summit. Among the majority of officials who failed to make it were those from Mizoram, Chattisgarh, Himachal Pradesh and Kerala.

Earlier, in his address, Niti Aayog CEO B V R Subrahmanyam said, "Energy has been fundamental to human civilisation and prosperity for the last 200 years. However, the same energy is the largest emitter of carbon emissions in the world." The bulk of future economic growth is going to come from

Asia minus China and Africa, which will also be the hubs for electric demand.

Artificial intelligence will be powered by data centres, which will be huge consumers of electricity. "Half of India's data centres are in Mumbai, where you can get power 24x7 without any earthquakes or any other problems. The place has reliability and safety," he pointed out.



Corporate Communications Directorate

NAVBHARAT TIMES

DELHI

8 DECEMBER 2025

इंडिगो की 600 उड़ानें रहीं कैंसल, ₹610 करोड़ रिफंड CEO ने आज शाम तक जवाब के लिए मांगा समय

■ NBT रिपोर्ट, नई दिल्ली

इंडिगो ने अगला दिनांक है कि फ्लाइट ऑपरेशन 10 दिसंबर तक स्थिर होने की उम्मीद है। इस पर कंपनी का फोकस है। रविवार को भी इंडिगो को 600 से अधिक फ्लाइट कैंसल रही। उसने प्रभावित यात्रियों को 610 करोड़ रुपये रिफंड दिए। इंडिगो की मूल कंपनी इटालियन डीकेशन के बोर्ड ने एक ब्रह्मिनिम मेनेजमेंट प्लान स्वीकार है।

इंडिगो के CEO पीटर एल्बर्स और COO को रविवार रात 5 बजे तक DGCA के ऑडिस का जवाब देना था। दोनों अधिकारियों ने सोपाना रात 6 बजे तक जवाब के लिए मोहलत मांगी, जिसे नियंत्रक ने मान लिया। रविवार को फ्लाइट उड़ानों की संख्या 706 से घटकर 1565 हुई थी और रविवार को फ्लाइटों के टेकऑफ होने की संख्या 1650 तक पहुंचने का दावा किया गया। इंडिगो 2300 से अधिक फ्लाइट्स टैक ऑपरेट करती है। एयरलाइन को तारक से अने प्रभावित यात्रियों को उनकी फ्लाइट के कैंसल और डिले होने के बारे में मेसेज पहुंचाने जाने लगे हैं।

केंद्र सरकार को ओर से कहा गया कि दिल्ली, मुंबई समेत कई एयरपोर्ट्स हाब्स/हब्सों ने रविवार को सभी टर्मिनलों पर सामान्य स्थिति की पुष्टि की। इंडिगो के CEO ने कहा कि अब उड़ानें पहले चरण में ही रद्द कर रहे हैं, ताकि निम्न यात्रियों की उड़ानें रद्द हो रही हैं, वे एयरपोर्ट पर न पहुंचें।

हमने रविवार को करीब 1,650 उड़ानें ऑपरेट कीं। धीरे-धीरे हम सामान्य स्थिति की ओर लौट रहे हैं।
-पीटर एल्बर्स, CEO, इंडिगो

इंडिगो संकट के कारण यात्रियों को परेशानी झेलनी पड़ रही है। जवाबदेही तय करने के लिए कदम उठाए जा रहे हैं।
-मुरलीधर मोदील, उड़ान राज्ज मंत्री



परेशानी हो रही कम फ्लाइट कैंसल करने की जानकारी यात्रियों को इंडिगो पहले ही भेजने तथा है।

यात्रियों के 3000 सामान लौटाए

इंडिगो ने रविवार, 8 दिसंबर, को यात्रियों को 3000 सामान पहुंचा दिए। बाकी बचा सामान भी पहुंचाया जा रहा है। मंत्रालय ने इंडिगो को निर्देश दिया था कि यह यात्रियों के लपटा सामान का पता लगाकर उन्हें 48 घंटों के भीतर उन तक पहुंचा दे। रविवार रात तक सभी प्रभावित यात्रियों का पैसा वापस करने का भी निर्देश दिया गया था।

बाकी बचा सामान भी पहुंचाया जा रहा है

मंत्री बोले, जवाबदेही तय की जाएगी

केंद्रीय मंत्रालय उड़ान राज्ज मंत्री, मुरलीधर मोदील ने रविवार को कहा कि विमान नियंत्रक DGCA ने मौजूदा स्थिति की जांच के लिए चार सदस्यीय कमिटी बनाई गई है। रिपोर्ट आने के बाद कार्रवाई की जाएगी। उन्होंने कहा कि जवाबदेही तय की जाएगी और किसी को भी बख्श नहीं जाएगा।

दिल्ली एयरपोर्ट पर भीड़ रही कम

दिल्ली एयरपोर्ट पर यात्री, लगातार छठे दिन भी परेशान रहे। टर्मिनल-1 पर अरब सैठित ने कहा कि इंडिगो की 10 हजार की फ्लाइट छोड़ 16 हजार की एयर इंडिया की टिकट ली है। रविवार को दिल्ली एयरपोर्ट से इंडिगो की 50 से ज्यादा उड़ानें रद्द रही। छठे दिन भीड़ थोड़ी कम होने शुरू हो गई। ➡ पृष्ठ 9

दिल्ली से 50 से ज्यादा उड़ानें रहीं कैंसल

Corporate Communications Directorate

NAVBHARAT TIMES

DELHI

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फ्लाइट कैंसल से नुकसान, यात्रियों के पास क्या कानूनी हक?

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■ नई दिल्ली: इंडिगो की बड़ी संख्या में फ्लाइट कैंसल होने से देशभर के लाखों यात्रियों को भारी परेशानी का सामना करना पड़ा है। अचानक टिकटों के रद्द करे का मुद्दा बढ़ गए, एयरपोर्ट पर भीड़ और अप्रत्याशितों की स्थिति बन गई और लोगों को अपनी यात्राएं रद्द करनी पड़ीं। इस पूरे घटनाक्रम के बाद अब यह सवाल उठाने हो गया है कि यात्रियों के पास कितना-कितना कानूनी अधिकार है और वे मुआवजे की मांग कैसे कर सकते हैं।

नए DGCA नियम बने संकट की बड़ी वजह: इस साल मार्च विमानन महानिदेशालय (DGCA) ने यात्रियों को दुबई से जुड़े नए नियम लागू किए। वे नियम दो भागों में जुड़ाई और यात्रा

में लागू हुए। पहले भाग का जल्दा असर नहीं दिखे, लेकिन संघर्ष में दूसरे भाग के बाद इंडिगो की उड़ानें या बड़ा असर पड़ा। नए FL131, नियमों के तहत फ्लाइटों का खार्चिक अंश 36 प्रति से

शतांश 40 प्रति कर दिया गया है। वहीं, देर रात होने वाली उड़ानों को संख्या में 6 से फ्लाइट 2 कर दी गई। इनके बाद इंडिगो की कई उड़ानें रद्दकर केसल होने लगीं, जिससे यात्रियों की परेशानी

बुकिंग के समय बनने वाला स्टैंडर्ड कॉन्ट्रैक्ट

सुप्रीम कोर्ट के एडवोकेट जनरल रिश्ट बताते हैं कि जब कोई यात्री ऑनलाइन या ऑफलाइन टिकट बुक करता है, तो वह अनजाने में कई शर्तों को स्वीकार करता है। इन स्टैंडर्ड फॉर्म ऑफ कॉन्ट्रैक्ट

का जिक्र है। इस कॉन्ट्रैक्ट में फ्लाइंग, कैंसल होने, डिले होने, सामान खोने पर मुआवजा और उड़ानें की व्यवस्था जैसे बातें शामिल हैं। अक्सर देखाते हैं कि जब वे शर्तें पढ़ते हैं या नहीं।

यह इंडिगो के कंट्रोल से बाहर था?

अक्सर कार्टूनवादी लक्ष्य देते हैं कि नियमों के नियंत्रण से बाहर थे। इस मामले में DGCA के नियम अचानक लागू नहीं थे। कोर्ट ने

संकेत है कि इंडिगो ने नियमों को नहीं पढ़ा, भले सामान पर उड़ानें नहीं थीं। फिर मुआवजे की संभावना बन सकती है।

बढ़ाई करने गईं। एयरलाइंस का अधिकार है कि एयरलाइंस को मुआवजे का भरोसा है कि एयरलाइंस को निम्नलिखित है कि यात्रियों को अचानक

परेशानी न हो। दिल्ली हाई कोर्ट के रिजर्व जजमेंट और एस कोर्टों के मुआवजे, एयरलाइंस को पहले से इस स्थिति से निपटने की जिम्मेदारी करने चाहिए थी।



कंस्यूमर कोर्ट का विकल्प

यात्रियों के पास दो बड़े कानूनी रास्ते हैं। पहला, कंस्यूमर कोर्ट, जहां लोग ने कमी के आधार पर मुआवजे की मांग की जा सकती है। दूसरा, सिविल कोर्ट, जहां हुए नुकसान का डिटेल्ड दावा हो सकता है। जैसे कि यात्री का पैसा या इंटरनेट चार्ज गवा, किसी को मेडिकल इन्सुरेंस का सामना करना पड़ा या बिपरीत की शर्तों जैसी कंडीशन प्रभावित हुई हो।

क्लास ऐक्शन का रास्ता

सुप्रीम कोर्ट के जर्जल विराम गुप्त बताते हैं कि नए कंस्यूमर प्रोटेक्शन ऐक्ट के तहत अब एक ही तरह की परेशानी झेलने वाले कई यात्री मिलकर क्लास ऐक्शन केस खड़ा कर सकते हैं। इससे आम उपभोक्ताओं की कानूनी शक्ति बढ़ी है। भले कुछ मामलों में रिजर्व की अधिकार शुरू हो चुकी हो, लेकिन यात्रियों के लिए कानूनी विकल्प आज भी खुले हुए हैं।

विमानन क्षेत्र में एक कंपनी का एकाधिकार होने की वजह से खड़ा हुआ संकट आज इंडिगो नीचे, ज़माना है पीछे

इंडिगो संकट को देखते हुए खबर आई कि सरकार ने नए फ्लाइट ड्यूटी टाइम लिमिटेशन (FDTL) नियमों को लागू से लिया है। हालांकि बाद में DGCA ने कहा कि केवल कुछ नियमों में 10 फरवरी 2026 तक के लिए छूट दी गई है। साथ ही, सरकार ने हवाई किराये की सीमा तय कर दी ताकि मनमानी बसूली रोकी जा सके और इंडिगो को कैसल या रुकी हुई फ्लाइट्स के पीछे रिफंड करने का आदेश दिया। कंपनी के CEO से मौजूदा स्थिति पर जवाबतलबी भी हुई है।



जै आन गोपीनाथ

सुरक्षा नियम। FDTL या मैक्सिमम फ्लाइट ड्यूटी पीरियड (FDP) ऐसे नियमों का सेट है, जो तय करता है कि पायलट और कैप्टन कू अधिकतम कितने घंटे उड़ान भर सकते हैं और ड्यूटी पर रह सकते हैं। इसका मकसद थकान से बचाव और सुरक्षा सुनिश्चित करना है। उदाहरण के लिए, एक पायलट सातघंटे में 900 घंटे उड़ान भर सकता है, पर 28 दिनों में 100 घंटे से ज्यादा नहीं। अगर दो पायलट साथ हैं, तो लगातार 6 घंटे से ज्यादा उड़ान नहीं भी जा सकती।

अंतरराष्ट्रीय मानक। इंटरनेशनल सिविल एविएशन ऑर्गेनाइजेशन (ICAO) एयरलाइंस के लिए ग्लोबल स्टैंडर्ड्स तय करता है और दुनिया के विभिन्न देश इसे ही अपनाते हैं। अमेरिका का फेडरल एविएशन एडमिनिस्ट्रेशन और यूरोपीय संघ की एविएशन सेफ्टी एजेंसी EASA भी



ICAO की माइडवेलइंस का पालन करते हैं।

परेशान पायलट। भारत का DGCA विन-विन FDTL नियमों का पालन कर रहा था, वे ICAO, FAA और EASA के अनुसार नहीं थे। इससे इंडियन पायलट्स असंतोषित और कई अन्य संगठनों ने दबाव बनाया कि भारत में भी FDTL नियमों को अंतरराष्ट्रीय मानक के अनुरूप किया जाए। भारतीय पायलट का कहना है कि उन्हें ज्यादा उड़ान भरने के लिए मजबूर किया जाता है।

बात नहीं मानी। DGCA ने सभी पक्षों से बातचीत करने के बाद मई 2024 में नए FDTL नियम जारी किए थे। इनको दो चरणों में लागू करना था - एक जुलाई

कंपनी की मनमानी

- नए नियमों के लिए 20 महीने का समय मिला था
- मुनाफा व वार्ड बढ़ने के साथ आंकाही हुई इंडिगो
- पहले से कंपनी में कैप्टन, कैप्टन कू की भारी कमी

2025 और एक नवंबर 2025। एयरलाइंस और पायलटों के पास नए नियमों की तैयारी के लिए 20 महीने का समय था, लेकिन इंडिगो ने इसका पालन नहीं किया।

शानदार सफलता। इंडिगो के पास 420 विमानों का विप्लव बेड़ा है। एयरलाइंस का रेकॉर्ड भी शानदार रहा है -

समय पर उड़ानें, नए विमान, शानदार कैबिन कू, कोई बड़ी दुर्घटना नहीं और बढ़िया मुनाफा। कंपनी का मार्केट कैप आज लगभग 22 अरब डॉलर है। लेकिन, इन सबके बीच कहीं न कहीं कंपनी आंकाही और धमंही भी हो गई। **ऐसे बड़ी इंडिगो**। विंगलैफर एयरलाइंस 2012 में बंद हो गई। 2019

में जेट एयरवेज और 2023 में जो एयर भी दिवालिया हो गई। उधर, स्पाइसजेट के विमानों का बेड़ा 100 से घटकर 20 पर आ गया। इन घबराहटों से 300 विमान कम हो गए। इस बीच टाटा ने एयर इंडिया को खरीद लिया और अपनी दो एयरलाइंस - एयर एशिया और विमलारा का इसमें विलय कर दिया। इस हलचल की वजह से हवाई यात्री इंडिगो की तरफ बढ़े और एक तरह से कंपनी का एकाधिकार हो गया।

सुरक्षा और मुनाफा। उड़ान उद्योग दो चीजों पर टिका है - सुरक्षा और मुनाफा। अगर किसी कंपनी के विमान कम उड़े तो वह खूब खोती है, लेकिन अगर कोई कंपनी सुरक्षा से समझौता कर ज्यादा उड़ान भरे, तो उसके भी नुकसान हैं। इसलिए सुरक्षा और मुनाफा साथ-साथ चलते हैं।

स्टाफ की कमी। इंडिगो को-पायलट, कैप्टन और कैप्टन कू की कमी कमी हो रही है। माना जा रहा है कि इंडिगो को भरपूर था कि कंपनी के मार्केट साइज को देखते हुए सरकार नियमों को सख्त से लागू नहीं करेगी।

सभी के लिए घेतावनी। इंडिगो को अपने फ्लाइट ऑपरेशन और रोस्टिंग विभाग की बात सुननी चाहिए थी। ये विभाग पहले ही सुलौघत भांप चुके थे। इंडिगो संकट सरकार और रेगुलेटर्स के लिए भी चेतावनी है - कोई देश किसी क्षेत्र में एक या दो कंपनियों पर निर्भर होकर आगे नहीं बढ़ सकता। अगर हमारे पास दर्जन भर लो-कोस्ट एयरलाइंस होतीं, तो मौजूदा संकट इतना बड़ता ही नहीं।

(लेखक एयर ट्रेडिंग के संस्थापक हैं)

इंडिगो : अव्यवस्था का जिम्मेदार कौन?

एयरलाइन को लगभग 350 से 400 अतिरिक्त पायलटों की जरूरत थी जबकि इसके मुकाबले उसकी तैयारी सीमित थी। जब इस कमी की वास्तविक गूँज सामने आई, तब तक देर हो चुकी थी। इंडिगो को 400 से अधिक उड़ानें रद्द करनी पड़ीं। लेकिन इस अव्यवस्था में सबसे बड़ी कीमत किसने चुकाई।

उन हजारों यात्रियों ने जो रातों को हवाई अड्डों की टंडी कुर्सियों पर गुजारने पर मजबूर हुए। एक मां ने जिसने बच्चे के साथ पूरी रात एयरपोर्ट पर बिना जानकारी के इंतजार किया। उस बीमार पिता ने जिसका बेटा फ्लाइट रद्द होने के कारण समय पर उसके पास नहीं पहुंच पाया। उस युवा ने जो अपने भविष्य को संवारने



डा. नीलम महेंद्र

किसी कंपनी में इंटरव्यू के लिए जा रहा था। उस जोड़े ने जिसे अपनी ही शादी के रिसीप्शन में फ्लाइट रद्द होने से ऑनलाइन शामिल होना पड़ा।

विडम्बना यह है कि भारत का यह एविएशन संकट मशीनों की वजह से या तकनीकी खराबी से या मौसम की वजह से नहीं हुआ। अपितु यह संकट उस मॉडल की वजह से हुआ जिसमें सरकार भी आराम से सोती रही, नियामक भी भरोसे में रहा और कंपनी भी अपनी क्षमता के भ्रम में। और तीनों की इस सामूहिक नींद ने पूरे देश की नींद उड़ा दी।

इसे क्या कहा जाए कि इंडिगो ने डी.जी.सी.ए. के समक्ष आधिकारिक रूप से यह स्वीकार किया है कि

यह संकट 'मिसजजमेंट और प्लानिंग की विफलता' का परिणाम था। यानी कंपनी ने अपनी ही सामर्थ्य का गलत आकलन किया, टाइम लिमिटेशन के दूसरे चरण को लागू करने में चूक की और इसके परिणाम अब राष्ट्र स्तर पर दिख रहे हैं। इससे भी अधिक चौंकाने वाली बात यह है कि इंडिगो ने कहा है कि वह फरवरी 2026 तक पूरी तरह स्थिर नहीं हो पाएंगी।

इंडिगो को इस लापरवाही ने केवल यात्रियों को नहीं बल्कि पूरे एयरलाइंस बाजार को झकझोर दिया। जिस दिन इंडिगो डगमगाई, उसी दिन लगभग सभी हवाई रूट्स पर किराए अचानक 25 से 40 प्रतिशत बढ़ गए। दिल्ली-मुंबई जैसे व्यस्त रूट्स पर किराया 25,000 से ऊपर पहुंच गया। आमजन पर पड़े इस संकट की पराकाष्ठा यह रही कि 4 दिन में देश भर में 2,000 से अधिक उड़ानें रद्द करके अराजकता उत्पन्न करने वाली इंडिगो ही यात्रियों से 3 से 6 गुना तक किराया वसूल रही है।

इतना ही नहीं राजधानी में तो होटलों की कीमतें भी उछलीं। रूस के राष्ट्रपति की भारत यात्रा के कारण पहले ही दिल्ली के होटल लगभग 95 प्रतिशत भरे हुए थे। जब हजारों यात्री फ्लाइट रद्द होने के कारण अचानक रुकने को मजबूर हुए तो बाजार ने वही किया जो वह हमेशा करता है, दरों में इजाफा यात्रियों की जेबें और गहरी चोट लेकर लीटीं।

तो अब बुनियादी प्रश्न यह उठता है कि क्या

इंडिगो को इस अव्यवस्था का पूर्वानुमान नहीं था? क्योंकि डी.जी.सी.ए. द्वारा उड़ान एवं क्रू संबंधी नए नियम जनवरी 2024 में निर्देशित कर दिए गए थे और तब उन्हें जून 2024 से लागू करने का प्रस्ताव था। किन्तु विमान कंपनियों द्वारा इन नए नियमों के साथ सामंजस्य बैठाने में आने वाली व्यावहारिक परेशानियों को देखते हुए इन नए नियमों को लागू करने का समय सरकार ने एक साल बढ़ाकर जुलाई 2025 तक कर दिया था और अंतिम समय 1 नवंबर 2025 तक कर दिया था। इतना समय मिलने के



बाद भी इंडिगो की हवाई सेवाएं इस तरह से क्रैश होना अपने आप में इंडिगो और सरकार दोनों पर ही कई प्रश्न खड़े करता है।

इंडिगो द्वारा अपना हवाई सेवाएं निरस्त करने और फिर

सरकार का अपने नियमों पर रोक लगाने की इस घटना से एक और असहज परन्तु एक महत्वपूर्ण प्रश्न यह भी खड़ा होता है कि यदि एक कंपनी देश और सरकार को इस हद तक हिला सकती है कि देश की आधी उड़ानें प्रभावित हो जाएं तो क्या सरकार को अपने निर्णयों के प्रभाव और उनके क्रियान्वन की सुनिश्चितता पर पुनर्विचार नहीं करना चाहिए? यह सवाल सरकार की नीयत पर नहीं बल्कि नीति-निर्माण की प्रक्रिया पर उठता है। विमान भले ही इंडिगो के थमे लेकिन उड़ान देश की थमी।

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इंडिगो: भारत की सबसे बड़ी एयरलाइन लड़खड़ा गई



भाषा। नई दिल्ली

देश की सबसे बड़ी एयरलाइन इंडिगो ने अपने अब तक के सबसे बड़े परिचालन संकट के कारण सैकड़ों उड़ानों को रद्द कर दिया। नए नियमों के तहत पायलटों की छुट्टी समय सीमा में बदलाव और इंडिगो के 'लीन-स्टॉपिंग' मॉडल ने मिलकर संकट को जन्म दिया।

राष्ट्र विमानन महानिदेशालय (डीजीसीए) ने उड़ान छुट्टी समय-सीमा (एफडीटीएल) नियमों में बदलाव किए। नए नियमों के तहत पायलटों का सप्ताहिक आराम 36 घंटे से बढ़ाकर 48 घंटे किया गया, रात में उड़ानों की संख्या सीमित की गई, और लगातार रात की छुट्टी को केवल दो तक सीमित किया गया। इससे प्रत्येक पायलट द्वारा संचालित उड़ानों की संख्या में काफी कमी आई। इंडिगो ने अपने एयरबस ए320 बेड़े के लिए 2,422 कप्तानों की आवश्यकता बताई थी, लेकिन केवल 2,357 कप्तान उपलब्ध थे और 'फ्रस्ट ऑफिसर्स' में भी कमी थी। इसके साथ ही एयरलाइन का उच्च विमान उपयोग और रात की उड़ानों पर निर्भरता वाला मॉडल काम नहीं आया, जिसके कारण दो दिसंबर से बड़े पैमाने पर उड़ान रद्द होने लगीं। रविवार को 2,300 में 650 उड़ानें रद्द की गईं। दिल्ली,

मुंबई, बंगलुरु और हैदराबाद जैसे प्रमुख हवाई अड्डों पर यात्रियों की लंबी कतारें, खोया हुआ सहान और परेशान यात्री देखने को मिले। कई यात्रियों की महत्वपूर्ण बैठकें, साक्षात्कार और शापी समारोह छूट गए। इंडिगो ने तीन दिसंबर को समस्याओं की पुष्टि की और इसके लिए तकनीकी गड़बड़ी, मौसम, सर्दियों का शेड्यूल और नए कू नियमों को जिम्मेदार ठहराया। एयरलाइन ने यात्रियों को पूरा रिफंड, टुल्क माफ करने और वैकल्पिक व्यवस्था की पेशकश की।

इंडिगो के मुख्य कार्यपालक अधिकारी (सीईओ) पीटर एल्बर्स ने पांच दिसंबर को माफ़ी मांगी और 10-15 दिसंबर तक पूर्ण परिचालन बहाल करने का वादा किया। डीजीसीए ने पांच दिसंबर को इंडिगो के ए320 बेड़े को रात की उड़ानों और लैंडिंग में अस्थायी छूट दी, जबकि औपचारिक जांच भी शुरू की। डीजीसीए ने एयरलाइन को पायलट छुट्टी और कर्मचारी व्यवस्थापन में सुधार पर रिपोर्ट देने को कहा। संकट के कारण थरेलु हवाई किराए में वृद्धि हुई। उदाहरण के लिए, दिल्ली-बंगलुरु उड़ान के लिए सबसे सस्ता किराया 40,000 रुपये से ऊपर चला गया। सरकार ने छह दिसंबर को सभी एयरलाइन के लिए किराए की सीमा तय कर दी।

समस्या अभी बरकरार

1650 उड़ानों से यात्रियों को कुछ राहत, संडे को भी 650 उड़ानें रद्द

पंजाब केसरी/नई दिल्ली/ मुंबई

इंडिगो की उड़ान संबंधी समस्या अभी भी बरकरार है। रविवार को भी लगभग 650 उड़ानें रद्द हुईं जिससे यात्रियों को परेशानी का सामना करना पड़ा। इंडिगो ने 1,650 दैनिक घरेलू व अंतर्राष्ट्रीय उड़ानों का संचालन किया, जिससे यात्रियों को थोड़ी राहत मिली। रविवार को भी कंपनी ने 800 से ज्यादा उड़ानें स्थगित की थीं।

कंपनी के प्रवक्ता ने कहा कि 10 दिसंबर तक परिचालन पूरी तरह से सुचारू हो जाएगा। कंपनी ने कहा कि सभी प्रक्रियाओं को पूरा किया जा रहा है और प्रबंधन को इस पर लगातार नजर है। पिछले पांच दिन में संचालन संबंधी समस्याएं बढ़ने के कारण सैकड़ों उड़ानें रद्द होने के बाद अब स्थिति धीरे-धीरे सामान्य हो रही है। विमानन कंपनी इंडिगो ने कहा कि वह 10 दिसंबर तक अपने नेटवर्क के स्थिर होने की उम्मीद कर रही है। इंडिगो के मुख्य कार्यपालक अधिकारी (सीईओ) पीटर एल्बर्स ने कहा कि धीरे-धीरे हम सामान्य स्थिति की ओर लौट रहे हैं। पिछले कुछ दिनों में सैकड़ों उड़ानें रद्द और विलंबित होने से हजारों यात्रियों को भारी परेशानी हुई है। कर्मचारियों के लिए जारी आंतरिक वीडियो संदेश में एल्बर्स ने कहा कि रविवार को समय पर प्रदर्शन (ओपेपो) 75 प्रतिशत रहने की उम्मीद है। उन्होंने कहा, "आज हमने प्रणाली में और सुधार किए हैं, जिससे हम करीब 1,650 उड़ानें संचालित कर पा रहे हैं।" यह वीडियो संदेश एयरलाइन के परिचालन नियंत्रण केंद्र से जारी किया गया।

(पृष्ठ 2 व 5 भी देखें)



फोटो: नीरज

इंडिगो ने अब तक 610 करोड़ रुपये की रिफंड प्रक्रिया पूरी की

इंडिगो ने रद्द या अत्यधिक विलंबित उड़ानों के लिए अब तक 610 करोड़ रुपये के रिफंड की प्रक्रिया पूरी कर ली है और रविवार तक 3,000 नग सामान यात्रियों तक पहुंच दिया गया है। सरकार ने रविवार को यह जानकारी दी। सरकार ने कहा कि देश का विमानन नेटवर्क तेजी से सामान्य स्थिति की ओर लौट रहा है और परिचालन पूरी तरह स्थिर होने तक सभी सुचारुक्रमक कदम लागू रहेंगे। सरकार ने रविवार को एयरलाइन को निर्देश दिया था कि रद्द उड़ानों से संबंधित टिकटों का रिफंड रविवार तक पूरा किया जाए और यात्रियों के छूटे हुए सामान को प्रमले 48 घंटे के भीतर उन तक पहुंचाया जाए। मंत्रालय ने कहा कि इंडिगो के हलिया परिचालन संकट के कारण उद्योग व्यवधान को दूर करने के लिए तेज और प्रभावी कदम उठाए गए हैं, ताकि यात्रियों को प्रामे कोई असुविधा न हो। नागर विमानन मंत्रालय ने अपनी विज्ञापित में कहा, इंडिगो अब तक 610 करोड़ रुपये का रिफंड की प्रक्रिया पूरी कर चुका है। रद्द उड़ानों से प्रभावित यात्रियों के यात्रा पुनर्निर्धारण में किसी भी प्रकार का अतिरिक्त शुल्क नहीं लिया जाएगा।

इंडिगो के बोर्ड ने संकट प्रबंधन समूह का गठन किया

इंडिगो की मूल कंपनी इंटरनेशनल एविएशन के बोर्ड ने एक संकट प्रबंधन समूह (सीएमटी) का गठन किया है, जो हालत की निगरानी के लिए नियमित रूप से बैठक कर रहा है। एयरलाइन ने रविवार को एक बयान में यह जानकारी दी। इसमें कहा गया कि कंपनी का निदेशक मंडल यात्रियों को ते रते परेशानियों का समाधान करने और यात्रियों को रिफंड सुनिश्चित करने के लिए हर संभव प्रयास कर रहा है। बोर्ड ने संकट प्रबंधन समूह (सीएमटी) गठित करने का निर्णय लिया गया, जिसमें केवलेन विक्रम सिंह मेहता, निदेशक मंडल के सदस्य जोग खरेट्स्की, माइक रिट्स्की और अमितभ कांत, तथा सीईओ पीटर एल्बर्स सहित अन्य अधिकारी शामिल हैं।



भारतीय विमानपत्तन प्राधिकरण
AIRPORTS AUTHORITY OF INDIA

Corporate Communications Directorate

PUNJAB KESARI

DELHI

8 DECEMBER 2025

**खड़ा हुआ
एयरलाइंस
के इतिहास
का सबसे
बड़ा संकट**

अपने ही बुने जाल में फंसी इंडिगो



2,422
कैप्टन की
जबरन थी

2,300
दैनिक घरेलू
अंतरराष्ट्रीय
उड़ानों में से
रुक्का को
इंडिगो 1,650
उड़ान का कर
रही है संभाल

नई दिल्ली, (पंजाब केसरी)। कभी अपने एयरलाइंस उड़ानों में विघ्नकारी दर पर टिकटें बेचने की सुविधा देने वाले इंडिगो एयरलाइंस अपने ही जाल में फंसी जा रही है। इंडिगो को एक सालों के पहले जाल में फंसा दिया है। इंडिगो के पास ही एक ही उड़ान है। इंडिगो के पास ही एक ही उड़ान है। इंडिगो के पास ही एक ही उड़ान है।



एयरपोर्ट के लिए निकलने से पहले चेक कर लें फ्लाइट स्टेटस

नई दिल्ली, (पंजाब केसरी)। पिछले कुछ दिनों में देश की सबसे बड़ी एयरलाइंस इंडिगो ने जबरन सफट का जाल बुना है। इंडिगो को भी टिकटों को रद्द कर दिया है। इंडिगो के पास ही एक ही उड़ान है। इंडिगो के पास ही एक ही उड़ान है।



सुचना देना सही है जब सफट रद्द कर दिया जाता है। एयरलाइंस ने यह भी बताया है कि उड़ानों की सुविधा के लिए एयरलाइंस लंबे-लंबे के लिए नए, बने और टिकटों जैसे कई कार्यात्मक सुविधाएं प्रदान कर रहा है।

क्या रही इंडिगो की सबसे बड़ी गलती ?

विमानपत्तन प्राधिकरण (डीजीसी) ने नए एयरलाइंस उड़ानों में विघ्नकारी दर पर टिकटें बेचने की सुविधा देने वाले इंडिगो एयरलाइंस अपने ही जाल में फंसी जा रही है। इंडिगो के पास ही एक ही उड़ान है।

इंडिगो को एक सालों के पहले जाल में फंसा दिया है। इंडिगो के पास ही एक ही उड़ान है। इंडिगो के पास ही एक ही उड़ान है। इंडिगो के पास ही एक ही उड़ान है।



650
उड़ानें रुकवा कर
हुई रद्द

इंडिगो भारत के घरेलू
बाजार का करीब 65
प्रतिशत नियंत्रित
करती है...



दिल्ली हाईकोर्ट से भी जुड़ा मामला

हाईकोर्ट ने इंडिगो को एक साल पहले मामले को खत्म कर दिया था और इसे जमानत दे दी थी। हाईकोर्ट ने इंडिगो को एक साल पहले मामले को खत्म कर दिया था और इसे जमानत दे दी थी।



Corporate Communications Directorate

THE STATESMAN

DELHI

8 DECEMBER 2025

IndiGo cancels 650 flights, targets network stability by 10 December

PARWINDER SANDHU
New Delhi, 7 December

IndiGo's prolonged operational disruption entered its sixth day on Sunday with the cancellation of around 650 flights, even as the airline advanced its recovery timeline and said it now expects network stabilisation by 10 December.

The crisis persisted despite IndiGo's claims of having operated 1,650 of its 2,300 scheduled daily services.

Among the affected airports, Hyderabad saw the highest number of cancellations at 115 on Sunday, with Mumbai and Delhi close behind at 112 and 109 respectively. Chennai recorded 38 cancellations, while 11 flights were called off in Amritsar.

The IndiGo spokesperson stated that following the recent operational disruptions, the airline is establishing further significant and sustained improvements across their network.

The spokesperson stated that on Sunday, they are on track to operate 1,650 flights



as compared to 1,500 on Saturday.

IndiGo indicated that it now expects its operations to stabilise by 10 December, revising its earlier guidance of a 10-15 December recovery period. The airline apologised for the inconvenience caused and said it regretted the hardship faced by customers.

On Saturday, the Directorate General of Civil Aviation (DGCA) issued a show-cause notice to its CEO Pieter Elbers and sought an explanation of the large-scale operational failures on the part of the airline from him within 24 hours.

Meanwhile, the Parliamentary Standing Committee on Transport, Tourism and Culture, headed by JD-U leader Sanjay Jha, is expected to call senior executives from airlines along with officials from the Directorate General of Civil Aviation (DGCA) and the Ministry of Civil Aviation.

A member of the panel said that the committee is seriously concerned about the inconvenience caused to so many travellers. Even several MPs, who were in Delhi for the Winter Session of Parliament, were affected by IndiGo's cancellations and delays by other airlines.



IndiGo sets up high-level crisis group to tackle widespread flight delays

AGENCIES

New Delhi, 7 December

IndiGo on Sunday set up a high-level Crisis Management Group (CMG) after large-scale flight delays and cancellations disrupted travel plans for thousands of passengers.

The airline's Board of Directors has stepped in to closely monitor the situation and ensure that operations return to normal as quickly as possible.

During IndiGo's Board of Directors meeting, the management team briefed board members in detail about the nature and scale



of the crisis.

Following this discussion, the Board held a separate session exclusively among

its members, during which it decided to form a CMG to handle the fast-evolving situation.

This group includes Chairman Vikram Singh Mehta and Board Directors Gregg Saretsky, Mike Whitaker and Amitabh Kant, along with IndiGo CEO Pieter Elbers.

"The members received a detailed briefing from the Management on the nature and extent of the crisis," the airline said in a statement.

"This meeting was followed up with a session confined to only Board members at which, it was decided to set up a CMG comprising amongst others the Chairman, Vikram Singh Mehta; Board Directors, Gregg Saretsky, Mike Whitaker and Amitabh Kant, and the CEO Pieter Elbers," the

airline added.

According to the airline, the Crisis Management Group has been meeting regularly and is receiving continuous updates from the management about steps being taken to stabilise operations.

Several other directors, who are not part of the group, have also been involved through frequent telephonic discussions to ensure the issue is addressed from all sides. The airline said the main aim of these meetings is to resolve the difficulties faced by passengers and restore operational integrity across the network as quickly as possible.



Three days on, missing luggage hunt continues

SANJAY MANDAL AND SAMARPITA BANERJEE

Calcutta: Cancellations and delays may have eased, but IndiGo passengers at the Calcutta airport are still facing a mounting problem: missing luggage.

On Saturday, many passengers gathered outside the IndiGo ticket counter, seeking updates on their luggage. Several approached central industrial security force (CISF) personnel and airline staff, asking where their bags were and how long they would have to wait.

About 15 CISF personnel were deployed near the counter on Saturday afternoon to manage the growing crowd and prevent disruptions.

"No one from the airline or the airport authority could provide proper guidance on the location of our baggage. We have been moving back and forth for hours without any update," said Tilak Ganguly, who has been searching for his luggage since Thursday.

A senior CISF officer directed an IndiGo employee to allow passengers to enter the arrival section and the basement, where unclaimed bags are kept. Passengers were escorted by IndiGo staff and CISF personnel to search for their belongings using baggage tags.

Among them was Karan Veer Grewal, who arrived from Delhi on Thursday with a friend to attend a wedding.

"My flight from Delhi was supposed to be at 3pm on Thursday, but it got deferred to 11pm. We reached Calcutta around 1am on Friday," Grewal said. "IndiGo assured me they would send my luggage



Rows of suitcases kept in the arrival area of the Calcutta airport for passengers to identify on Saturday

to my hotel, but I didn't get it. When I came to the airport on Saturday, it wasn't in the arrival section or the basement. I had to buy new clothes for the wedding."

Grewal added that airline staff told him the plane carrying his luggage had not yet reached Calcutta. "I have a return flight on Sunday, and I don't know what I am supposed to do. I was told it might still be at the Delhi airport," he said.

Anindita Banerjee, 31, a PhD scholar who travelled from Texas, faced similar frustration. After a connecting

flight from Delhi to Calcutta was rerouted via Itanagar, she reached Calcutta at 8pm on Friday, only to find her luggage missing.

IndiGo sent her a message asking her to come to the airport in person to report her grievance. "I have been looking for my luggage since morning, but there is still no sign of it," she said in the afternoon.

Late at night, she said the airline informed her that her luggage had not arrived.

► FROM PAGE 6

"The airline confirmed that no luggage has come from Delhi for anyone since December 4, and that none will arrive tomorrow or the day after, as all flights from Delhi are cancelled," Banerjee said.

According to sources at the Calcutta airport, the prime reason for missing luggage was confusion over which flights would operate and which would be grounded.

Many flights are cancelled at the last moment after luggage has been loaded, so has

Luggage hunt continues at airport

have to be offloaded.

Additionally, passengers sometimes cancelled tickets after waiting for hours, and their luggage also needs to

be removed.

A couple from Calcutta, who had travelled to Goa for a wedding, also faced delays in receiving their luggage.

"Their luggage did not arrive till late on Saturday evening. They had to buy new clothes for the wedding," said a friend.

IndiGo call centres were reportedly flooded with queries about missing baggage, as passengers continued to struggle to get information and locate their belongings.

CONTINUED ON PAGE 10 ►

Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

7 DECEMBER 2025

Leash on ticket prices but IndiGo cancellations continue

Govt cap on airfare, not misery

AMBYA KUMAR
KUSHWAHA

New Delhi: The government on Saturday imposed airfare caps ranging from ₹7,500 to ₹18,000 to contain the ticket-price hike triggered by the IndiGo flight cancellations, while regulator DGCA issued a show-cause notice to the airline for its lapses.

The civil aviation ministry directed IndiGo, which cancelled over 800 flights on Saturday — after scrapping close to 2,000 over the past four days — to clear all pending passenger refunds by Sunday evening. The airline has been told not to levy any rescheduling charges on cancellation-hit passengers.

The DGCA asked IndiGo CEO Pankaj Elbers to explain

why action should not be taken against him for failing to ensure reliable operations and requisite passenger facilities.

It said that prima facie, IndiGo seemed not to have complied with the crew rostering norms and failed to make adequate arrangements for the smooth implementation of the new Flight Time-Duty Limitations. It sought a reply from Elbers within 24 hours of receiving the notice.

The fare caps apply only to domestic flights. The cap is ₹7,500 for distances up to 500km, ₹12,000 for travel between 500km and 1,000km, ₹15,000 for 1,000-1,500km, and ₹18,000 for distances beyond 1,500km (such as the 1,360km Delhi-Chennai flights).

These figures exclude the user development fee, passenger service fee and taxes on the air tickets. There are no caps



A stranded passenger waits at the Indira Gandhi International Airport in New Delhi on Saturday. (PTI)

on business-class or the already-subsidised UDAN fares. The fare caps will remain in force until the situation stabilises, the civil aviation ministry said.

Hundreds of passengers, left stranded at various airports by the IndiGo flight cancellations and facing long hours of uncertainty, have in their desperation been shelling out exorbitant sums to other airlines.

Many have taken to social media to vent their frustration on the steep rises being charged by Air India, SpiceJet and Akasa, sharing screenshots that show some airlines demanding ₹1 lakh for a Delhi-Calcutta flight.

In some instances, air tickets that generally cost between ₹5,000 and ₹7,000 have been selling at ₹50,000 to ₹90,000.

CONTINUED ON PAGE 4

Luggage & refund lost in transit

SANJAY MANDAL AND
SAMARPITA BANERJEE

Calcutta: Saturday witnessed fewer cancellations and delays of IndiGo flights than Friday, but there was no let-up in the passengers' troubles.

Bags still went or remained missing, refunds were delayed and many were stranded midway in their journeys. Some passengers alleged they did not receive a full refund.

Calcutta saw the cancellation of 53 of the 126 IndiGo flights scheduled between Friday midnight and Saturday 9pm, officials said. On Friday, 171 IndiGo flights to and from the city were cancelled.

All the IndiGo planes that flew on Saturday were delayed, several of them by hours.

Many passengers who arrived in Calcutta over the past few days are yet to receive their luggage. Many among those escorted to the basement of the terminal building, where unclaimed and lost luggage is stored, could not find their bags, airport officials said.

CONTINUED ON PAGE 4

Luggage lost in transit

FROM PAGE 1

IndiGo cancelled some flights were cancelled after many passengers had checked in. In fact, the checking had to be "undo" and the airport authorities had to give a terminal clearance before the actual delay could be processed.

Sanjay said the airline was taking planes to their base from where they could start operating flights from Saturday. The airline operated a ferry flight from Delhi to Mumbai to bring passengers to the airport.

Some worried that many of those planes were to fly and could have been used for flight operations on Saturday itself.

"Several planes were taken as passengers from one city to another. A Chennai-bound flight from Calcutta had arrived in such places, getting to their bases. They could have been used to operate flights that were cancelled for the want of planes," a source said.

For operators, said many of the stranded passengers were receiving in other modes of transport to reach their destinations.

"We have Calcutta-based air passengers stuck in several cities. Many are hitting cars, paying high amounts to reach home from other cities," said Arvind Ghoshika, chairperson of the Travel Agents Association of India, eastern region.

Mitesh, 26, also arrived in Calcutta from Lucknow by Delhi, and his connecting flight to Mumbai at 1.30pm was cancelled without prior information.

"I came for the check-in and was told my flight had been cancelled. I read in social media about the cancellations. I immediately tried to contact other airlines either had no seats left or the fares were too high to afford," he said.

Infamously with Calcutta, Mitesh booked a hotel in South India for the night.

"The government should find a way to spend another ₹400 for a taxi from the airport. My family has now booked a train ticket for me to Mumbai," he said.

Prayansh K. Datta, who was to take the 1.30pm IndiGo flight to Coimbatore, said he had received the airport authority's rescheduling confirmation, only to find his flight had been cancelled.

"I did not receive any message or update about the cancellation. I came here to attend a friend's wedding, and I have no business meetings on Monday. I had no choice but to book train tickets because I had to reach Coimbatore by evening," he said.

Some queries formed in front of travellers' bitter conditions as several passengers demanded clarity on flight status and refund because many were also waiting for buses at the airport's gate, with several flights delayed.

Some 10 to 15 CISF personnel were deployed near the IndiGo counter to prevent scuffles between stranded passengers and airline staff.

Food chairs were arranged at the IC department for the stranded travellers as the crowd swelled through the day.

Jimmy Roche, 47, spent

hours in a line in the queue trying to confirm the status of his flight to Delhi.

"My flight, scheduled for 2.30pm, was cancelled on Friday. I booked another for 4.00pm on Saturday, and that too seems to have been cancelled," he said.

"I paid ₹24,000 for the two tickets. They should confirm the status before taking bookings. I'm still waiting to find out whether my flight has indeed been cancelled."

Ashu Bang, travelling to Mangalore via Bangalore, said she had received multiple confirmation messages for the flight.

"I got a message on Friday saying my flight had been cancelled. On Saturday morning, I got another message saying the flight was available for check-in. I bought a gym membership at a private hospital in Mangalore, said.

"I was worried as the message said it was delayed. When I reached to the airport, I found out that my connecting flight to Mangalore had been cancelled."

Naval also offered a refund within seven days or the option to rebook.

"Air India was showing ₹40,000 for a ticket to Mangalore, which I cannot afford. I had to book a flight for Monday, but I'm not sure whether that will operate. There is a paper work to book at my residential college," he said.

Through the day, passengers were seen waiting across the terminal — some on plastic chairs, standing in long queues, or making their way to family and travel agents.

Govt cap on airfare

FROM PAGE 2

"Ticket prices for domestic flights have become exorbitant. Simple weekend cruises now cost more than international trips," an IAS officer said.

The government has warned the airlines that failure to adhere to the fare caps would attract immediate action.

"The objective of this directive is to maintain pricing discipline in the market, prevent any exploitation of passengers in distress, and ensure that citizens who urgently need to travel — including senior citizens, students, and patients — are not subjected to financial hardship during this period," the aviation ministry said.

Reacting to the social media posts and the government's message, Air India and Air India Express clarified that they had since December 4 capped economy-class fares on two-way domestic flights to prevent the previous surges. The airline said it was applying the usual demand-and-supply mechanism.

"We are aware of screenshots of last-minute transactions with one-way or two-way fares or a combination of economy and premium economy or business cabins taken from third-party platforms," Air India said.

"It is not technically possible to cap all such transactions, but we are engaging such platforms to observe oversight."

Domestic airlines have been

COURSE CORRECTION	
Fare limits imposed by the government on domestic scheduled airlines	
Stage length (in km)	Maximum fare (in ₹)
Up to 500	7,500
500-1,000	12,000
1,000-1,500	15,000
Above 1,500	18,000

noticed also in their bookings by SpiceJet, which has delayed 80 additional flights to ease the chaos at the airports.

IndiGo said it was treating customer refunds as a priority. It added that it was working closely with all airports and partners to ensure timely updates to customers as operations, on Wednesday, and via direct communication.

"Today, the number of cancellations has dropped below 100 flights, much lower compared to yesterday. We're continuing to work closely regarding this matter proactively over the next few days," IndiGo said.

The airline, which claimed to have operated a little more than 700 flights on Friday, spoke of some early signs of improvement.

"Today, we are seeing less to operate over 1,000 flights by end of day," an IndiGo spokesperson said.

"With regards to destinations, over 90 per cent of our work supported by us already been re-established as we are able to operate 100 out of the existing 100 destinations."

IndiGo and aviation ministry officials met in the evening.

16 hours to Pune, via Bangkok

SANJAY MANDAL

Calcutta: The unprecedented scale of IndiGo flight cancellations has pushed travellers into taking unprecedented routes — even flying abroad to reach another Indian city — as they scramble to reach weddings, business meetings and international connections on time.

Some passengers are choosing international detours to avoid cancellations, while others are reaching the airport hours early, pleading with the airline to prepone their flights to any service that might still operate.

Aroon Shahani, a businessman, and his wife are due in Pune on Sunday for a wedding. Their direct IndiGo flight from Calcutta was booked a month ago, but the recent chaos left Shahani uncertain whether the flight would operate.

"Given the situation, I was scared the flight would get cancelled," Shahani said on Saturday. "On Friday I tried to switch to another airline, but only a few seats were left on flights via Mumbai, and fares were as high as ₹70,000."

Worried that other domestic airlines might also cancel flights and unwilling to risk missing the wedding, the couple looked for an alternative. They booked Thai Airways tickets from Calcutta to Bangkok, followed by a connecting flight to Mumbai, from where they plan to take a car to Pune. Each ticket cost them ₹45,000, far cheaper than last-minute Calcutta-Mumbai fares for Saturday or Sunday.

India currently enjoys visa-free entry to Thailand, easing their detour.

A direct flight from Calcutta to Pune takes about two-and-a-half hours. The Shahanis, however, will travel nearly 16 hours: the Thai Airways flight departs Calcutta at



Passengers outside the Calcutta airport after their flight was cancelled on Saturday afternoon. Pictans by Bishwarup Dutta

12.30am and arrives in Bangkok at 6am local time, followed by a two-hour layover. Their onward flight is scheduled to reach Mumbai around 1pm on Sunday, after which a three-and-a-half-hour drive will take them to Pune.

"But at least we will be able to attend the wedding," Shahani said.

Tour operators said that for the past few days, passengers have been taking such unusual routes to avoid getting stranded. "Travellers who have UAE visas are taking low-cost flights to Dubai and then going onward to Mumbai," said Anil Punjabi, chairman of the Travel Agents Federation of India (eastern region).

Business travellers, too, are making last-ditch efforts to keep their plans intact. J.P. Monani, a businessman headed for Moscow via Mumbai and Baku, was booked on an IndiGo flight to Mumbai at 6.30pm on Saturday. Worried the flight might be cancelled, he



A board outside the airport shows cancelled and delayed IndiGo flights on Friday

he arrived at the Calcutta airport seven hours early, around 11.30am.

"I had to carry leather samples from Mumbai for a customer in Moscow. I was panic-stricken about what could happen if the evening flight got cancelled," Monani said.

At the IndiGo counter, he found two earlier flights to Mumbai — both cancelled. He

tried other airlines but could not find a seat. With no choice, he waited outside the terminal for hours before entering in the evening, only to find his flight delayed by several hours.

"The airline offered food at the counter at 1pm," he said. "In the evening, they again asked passengers to go to the food court, show their boarding passes and have food."



Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

7 DECEMBER 2025

The IndiGo Railway Station?

CITY CITY BANG BANG

SANTOSH DESAI



The IndiGo fiasco raises many questions: whether a private airline running an essential service should have the ability to hold the country to ransom, whether the government handled the crisis competently and why India still offers so little justice to the ordinary consumer. All of these matter and are being discussed passionately on various media. My focus here is on something related, but different.

There is no denying that the discomfort this time was very real. Flights were delayed for hours, and information was completely absent; many people, including the vulnerable and those on their way to important life events, were stranded. A common remark heard during this period was that our airports looked worse than our railway stations and bus depots.

It is a telling remark, made more telling by how natural it sounds. Of course, airports should not look like railway stations and bus depots. The absurdity of the comparison reveals how deeply we believe that certain standards belong only to certain spaces. The familiarity of this belief has a historical basis. Railway stations and bus depots have long been dumps, with overcrowding, poor sanitation and minimal facilities. But that explains only part of the instinctive reaction.

The comparison with railway stations reveals more than frustration with poor service. It shows how we have learned to accept degradation as appropriate for certain categories of people. What people experienced during the IndiGo episode was a category violation. It felt like the erasure of a boundary that exists not to separate spaces but to separate kinds of people. In the Indian imagination, the airport and the railway station are not merely buildings. They are moral universes that confirm who you are by the quality of treatment you receive.

This difference is also visible in the processes we are required to navigate. Consider the booking experience. IRCTC functions like a digital ration counter. It is muddled, opaque and vaguely lottery-like, with waiting lists, quotas, RAC en-

tries and Tatkal tickets that vanish in seconds. Payment failures are common and the entire process feels like the continuation of standing in line at a counter. The system treats the user as interchangeable and assumes that scarcity is the natural condition of travel. Airline bookings, by contrast, are streamlined and frictionless. Availability is clear; payment is smooth; upgrades are visible and confirmation is instant. One system tells you that your choice matters and your time matters. The other tells you to take what you get. The railway process per-

When passengers complained that airports looked like railway stations, they were not merely pointing out operational failures. They were confronting the fear of category collapse, the discovery that their status as air travellers rested on fragile foundations and that a system breakdown could render them ordinary again

forms mass mobility. The airline process performs premium citizenship. The difference in process reinforces the same hierarchy that the physical spaces express.

Inside the railway station, even class does not buy distinction. AC First Class travellers wait on the same platforms, use the same toilets, breathe the same air thick with fatigue and stress. The station makes no attempt to transform their status as high-paying passengers into a different experience. The message is blunt: You are all the same here. Do not mistake your ticket for privilege.

The airport promises categorical escape rather than gradual improvement. India has always had inequality; but older forms operated through ritual distance even within shared space. The airport represents a newer form of separation that works through spatial transcendence. You do not climb this hierarchy; you exit it altogether, entering a realm where

the constraints that govern ordinary Indian life supposedly do not apply.

When airports were being built and modernised in the 1990s and 2000s, railway stations were also there, serving millions. The choice to pour resources into airport infrastructure while leaving railway infrastructure as it was did not arise from abstract economic reasoning. It reflected a clear judgment about whose comfort mattered, whose complaints would be heard and which spaces needed to perform India's modernity to the world.

Railway stations and bus stops are being modernised now, although slowly. Even when stations are redesigned, the aesthetic choices tell their own story. They gain glass facades, retail units and food courts. They are remade to resemble consumption spaces rather than transportation hubs.

What is being modernised is not only travel but the traveller. The aim is to turn them into a new category of person, someone who buys a latte rather than someone who sits on a platform eating from a tiffin. It is a prefab vision of modernity often unconcerned with what railway users actually need.

When passengers complained that airports looked like railway stations, they were not merely pointing out operational failures. They were confronting the fear of category collapse, the discovery that their status as air travellers rested on fragile foundations and that a system breakdown could render them ordinary again. They had paid for elevation but found themselves in conditions they recognised from the category they believed they had left behind. Without the confirming architecture, they became just people in a crowded building, shouting to be heard, encountering indifference, suddenly indistinguishable from others in any packed Indian space.

What surfaced in those crowded terminals was not just frustration but a deeper truth about how we imagine fairness. We accept that dignity can be rationed, withheld, bestowed and withdrawn. We accept that some spaces must be orderly and others need not be. The real revelation was not that the airport looked like a railway station, but that this possibility felt like an affront. That instinct says more about us than the crisis ever will.

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Corporate Communications Directorate

THE TIMES OF INDIA

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7 DECEMBER 2025

IndiGo: SOME PLANE SPEAKING

How airline, DGCA & govt failed passengers. And some mordant humour on airport hostage drama

Saurabh Sinha@timesofindia.com



Indian aviation seems to be on a ventilator, after suffering a multi-organ failure. The collapse of IndiGo's schedule integrity over the past few days has led to thousands of flights being cancelled and delayed, and left lakhs of passengers stranded at airports across the airline's wide network. This, in the final month of a year that saw the tragic Air India Ahmedabad crash, a series of chopper accidents in Uttaranchal, ATC system collapse at IGIA, and GPS spoofing at airports far from international borders.

Public outcry forced GOI to finally intervene and India's biggest airline has begun ramping up operations. As the dust hopefully settles, let's not forget how different stakeholders have to feed India's flying public.

● **IndiGo:** The new, more humane pilot duty norms, resisted by Indian carriers for many years, as these would increase pilot requirement and hence wage bills, were coming into effect from Nov 1. This was known for a long time. Yet IndiGo did not prepare for rollout.

Perhaps it expected an exemption, and when it didn't get one, the result was mass cancellations. To bring IndiGo back on track, certain provisions of FDTL for pilots operating its Airbus A320 family planes, have been put on hold till Feb 28, 2026.

DGCA's show-cause issued to the airline's CEO & COO Saturday night clearly says that the flight disruptions were caused by non-practising for "the approved flight duty time limitation scheme" and that "such large scale operational failures indicate significant lapses in planning, oversight, and resource management". The airline neither informed passengers about the cancellations or delays, nor did it provide the facilities it is supposed to in such situations. "As CEO, you are responsible for ensuring effective management of the airline. But you have failed in your duty," the notice to IndiGo adds.

The cash rich airline has also not been able to address its pilots' grievances. After 'adjusting' for a month, in Nov by flying as per airline requirements under the new FDTL, many of them refused to do so any longer this month.

● **Aviation authorities:** Govt first deferred the court-ordered implementation of the new FDTL from 2024, which possibly made the airline feel it will be able to manage yet another extension, beyond Nov 1. IndiGo's confidence was not mis-

placed. After Operation Sindoor, it was directed to return two wide-body Boeing 777s leased from Turkish Airlines by Aug 28. Later on, it was allowed to keep operating them till the end of next Feb.

However, implementation of the new FDTL was not deferred. Plus, IndiGo got its schedule for 4% more domestic flights this winter approved. No one checked if the airline had the crew strength to operate the approved, over 15,000 weekly domestic flights. Meanwhile, despite inducting a plane a week, IndiGo went slow on hiring pilots and on their command upgrade, to keep its wage bill in check.

● **Other Indian carriers:** Once IndiGo mass cancellations started, passengers were forced to buy last-minute tickets on other airlines, by coughing up to 4-6 times the normal fares. A one-way Udaipur-Delhi cattle class ticket that usually costs ₹5,000-6,000 rose up to ₹25,000. On Saturday, aviation ministry capped domestic airfares at ₹8,000 (taxes, UTM, security fee extra). But by then, a large number of people had paid extortionate prices to fly to their destinations.

● **Govt as a whole:** India has among the highest operating costs for airlines globally. Many of these costs, like for lease rentals, are dollar-denominated. INR recently breached the 90 level. On top of that, jet fuel faces disproportionately higher pressure, to keep prices of politically inflammable petrol, diesel, and LPG in check. And taxes too. As a result, a billionaire needs to remain at least a millionaire to keep running his or her airline. Or only a mega conglomerate with multiple cash cows can sustain an airline group. Just like Amaz, Akbar, Anthony simultaneously gave blood to Nirupa Roy.

Net result is that India has a duopoly of airlines - Tata Group and IndiGo. Other players are struggling to get either poise or planes. This means consumer is not the king as far as the sky is concerned. A sudden mass cancellation by the airline with 40% domestic market share meant the remaining airlines with 35% market share, could raise fares by up to 400%!

● **Finally, passengers:** Why did they choose to fly when they could have driven or gone by rail? 🤔

Sivakumar Sundaram@timesofindia.com



There was a time when air travel was aspirational. You packed, roached daily, and announced to relatives that you were 'going by flight', in the same tone people now reserve for going to Mars. Today, with 16cr Indians flying every year, airports have become slightly shabby bus stands, with better but inexplicably expensive samosas and far more inventive ways to ruin your week.

The recent Great Indian Sky Meltdown, in which the airline 'did not go' discovered that pilots are, inconveniently, human, has given us a brutal refresher course in an old truth: when regulators and airlines arm-wrestle over safety rules, the only guaranteed loser is the common man, clutching a boarding pass with absolutely no

ability to heard. Weddings shifted to Zoom, brides and grooms attended their own receptions from other states, patients missed appointments, students missed exams, and one-way tickets briefly cost more than some people's first cars. The only things taking off on time were airfares and blood pressures.

So what is the helpless flyer expected to do when airlines convert the sky into a negotiation room? Here, then, are some survival tips for India's frequent hostages.

● **Assume the worst,** especially when it matters most. If your travel is for a visa interview, surgery, board exam or your own wedding, please assume your flight will be cancelled at the exact moment you have paid ₹400 for coffee and a sandwich, which looks like it survived the previous FDTL regime. Book two flights on two different airlines. Also book a train. India is a land of redundancy: two SIM cards, three astrologers, four family WhatsApp groups but when it comes to travel, we behave like monks practising minimalism.

● **In the era of aviation roulette,** all roads must lead somewhere: A sensible citizen now maintains a train option bookmarked, a reasonably clean bus

service in mind, and one reliable cab aggregator, plus the local taxi union number: When the sky collapses, the road still exists and usually has better FDTL norms for drivers than pilots.

● **Never book the last flight out.** The last flight of the day is not a convenience, it is a dare. It is a message to fate saying, 'Please pick me for adventure.' Choose earlier departures. Fog, backlog, mysterious "technical issues", and the great algorithm of cancellations all intensify as the clock moves towards midnight.

● **Free print exists only to mock you:** Even if you read the free print, the airline has the last word. 'Full refund' actually means 'full credit roll', valid for three reincarnations, redeemable only on alternate Tuesdays if the flight is not fully booked. 'Free meal' for a delayed flight means a stale sandwich and a bottle of water. Travel insurance has terms so stringent even the gods cannot fulfil them. Carry your mother's thepla, illi, or paruthi and water in a steel thermos. India's airport security still allows water - a small mercy in turbulent times. At worst, you can picnic cheerfully while others queue for an hour only to discover that the only thing left is a biscuit packet you are gluten-intolerant to. And yes, when airlines say 'hotel', they actually mean 'go home'.

● **Anything cheap is the most expensive:** We love the lowest fare the way we love festival discounts and free kachori with chai. But that extra ₹400 saved may cost ₹40,000 in last-minute tickets, taxis, and hotel cancellations. Sometimes, the slightly costlier airline or simply a sooner time slot is the real 'budget option'.

● **Anger is free, HP medication is not:** Shouting at a 20-year-old ground staffer will not produce a rested pilot, a fresh aircraft, or an apologetic regulator. It will, however, produce a new influencer making a viral reel of your meltdown. Far better to sit quietly with your thepla and achar and accept the philosophical vastness of the situation.

In the end, we the common people do not control market share, FDTL, acronyms, or aviation policy. But we can control our buffers, our backups, and our expectations. And now it is evident that even 'on-time performance' is not a promise. It is a bargaining chip that can make even regulators bend backwards.

Until the skies become truly safe and sane, treat every successful panechad flight as what it has quietly become in India's monopoly skies: an accidental upgrade to business class, delivered in economy.



Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

7 DECEMBER 2025

Govt probe to cover why IndiGo delayed preps for new norms

Also Investigate If Pilots Weren't Assigned Duties

New Delhi: Did IndiGo "waste time" till late Oct lobbying DGCA to either get exemption from certain rules in the new flight duty time limitation (FDTL) norms or getting its implementation deferred

► **IndiGo brass given extn on showcause reply, P 10**

beyond the Nov 1 deadline, instead of preparing for it?

The four-member govt panel probing the IndiGo's flight crisis will examine this, reports **Saurabh Sinha**, along with allegations that the airline wilfully didn't assign duty to its crew and pilots in addition to several other lapses which led to a breakdown of operations, affecting other airlines as well.

► **Short-term rosters, P 10**

'75% of flights back, normal ops by Wed'

IndiGo said it'll operate 1,650 flights Sunday, 75% of its pre-disruption average of around 2,200, and expects to restore normal operations by Wednesday (Dec 10). The airline said it had processed refunds worth Rs 610 crore by Sunday evening. Daily flights had dropped to a low of 706 last Friday. **P 10**

Airline didn't comply with norms: Mantri

IndiGo did not comply with revised FDTL norms despite knowing about these well in advance, junior civil aviation minister Murlidhar Mohol said. "We have issued a showcause to the airline's CEO. IndiGo should have acted immediately (on FDTL norms) but failed to do so," Mohol said in Pune. **P 10**

Short-term rosters being issued to tide over crisis

► **Continued from P 1**

The delay in moving ahead with implementation of the new flight duty rules is also owing to time taken in updating the Boeing-based Jeppesen crew rostering software, which will be looked at by the committee comprising officials from DGCA. Indigo did not comment on the two issues.

The panel will also investigate the airline's failure to expect preparations to DGCA, something that its chiefs were doing, and how the regulator itself dealt with the implementation of the order that followed a court directive. Those familiar with the matter said that why DGCA officials continued to indulge representations from IndiGo despite a clear EC order for the rollout of FDTL, would also be probed.

"We will see if till late Oct IndiGo was engaging with DGCA for exemption, abatement of certain clauses of the new FDTL, primarily regarding number of night landings by a pilot. If indeed the case, this case should have been handled proactively rolling out the new system. And if this delay is found, did it have any consequential impact on updating Jeppesen software as per the new requirement post Nov 1," said a person in the know.

Indigo issues the pilot roster every 28 days, the existing month. For Nov, it issued it on Oct 28 for half the month, followed by another on Nov 22 for the remaining half. The same was done for Dec, but after the fiasco, only short-term rosters are being issued to tide over the crisis and operate as many flights as possible. The practice may continue till the situation stabilises, depending on whether implementation of new FDTL provisions is deferred beyond Feb or 2026, or not.

Pilots said the new FDTL was not meant for their tenure but to ensure only well-rested crew members operate flights. They warned that the court-ordered implementation should not be delayed or diluted. "We should not be pushing for it, public should be asking for the same," said a pilot. "Accepting credit is usually behind the purpose... Starting we will cut our paid leave days when the new system becomes weekly rest hours from 30 to 40 before the April in which the new system is being introduced," said a person in the know.

On govt push, IndiGo refunds ₹610cr, delivers 3,000 bags

Airline Silent On Pending Number Of Refunds And Pieces Of Baggage

TIMES NEWS NETWORK

New Delhi: IndiGo operations could return to normal by Wednesday (Dec 10) and the airline is expected to operate 1,650 flights on Sunday, but well below the pre-crisis level of 2,200 daily.

A day after being pulled up by the civil aviation ministry over the collapse of its operations for several days, the private carrier that controls 60% of domestic traffic complied with govt directives and processed refunds of Rs 610 crore by Sunday evening, an official statement said, adding that 3,000 bags of passengers had been delivered until Saturday evening. The pending refunds as well as the baggage numbers were not disclosed.

The aviation ministry said in a statement that IndiGo's flight operations had increased from 706 on (last Friday) to 1,565 (last Saturday) and are likely to reach 1,650 by the end of Sunday (Dec 7).



Operations could return to normal by Dec 10. IndiGo is expected to operate 1,650 flights on Sunday, well below the pre-crisis level of 2,200

The airline said cancellations were made at an earlier stage, allowing it to inform customers in a more timely manner — something not done last week, resulting in chaos at airports and impacting operation of other airlines as well.

IndiGo was in damage control mode, stating that its board of directors had set up a crisis management group comprising, among others, chairman V S Mehta and di-

rectors Gregg Saretsky, Mike Whitaker and Amitabh Kant as well as CEO Pieter Elbers. "This group has been meeting regularly to monitor the situation and is being constantly updated by the management of the measures being undertaken to restore normal operations... to address, as quickly as practically possible, the hardships suffered by our customers and other stakeholders," an IndiGo spokesperson said.

CEO, COO get till 6pm today to reply to notices

New Delhi: DGCA has given a one-time, 24-hour extension to IndiGo CEO Pieter Elbers and COO Isidro Porqueras to reply to show-cause notices issued Saturday. While the two were asked to respond within 24 hours, Elbers and Porqueras on Sunday requested "extension of time at least till 6pm, Monday" to submit a response given "the scale" of IndiGo's network and "multitude of unavoidable factors" leading to the disruption.

DGCA has pushed back the deadline till 6pm on Monday (Dec 8) with a clear direction that no further extensions will be permitted. The regulator has cautioned that failure to submit a reply will result in DGCA proceeding ex-parte, said an official. 195



Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

7 DECEMBER 2025

Airline didn't pay attention to norms, will face action: Mohol

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Pune: IndiGo was aware of revised Flight Duty Time Limitation (FDTL) norms but did not comply, junior civil aviation minister Murlidhar Mohol said Sunday amid outrage and chaos sparked by cancellations and delays at India's largest airline due to its failure to plan for the new rules on pilots.

"This problem happened because IndiGo didn't pay attention to FDTL regulations. We have issued a show-cause to the airline's CEO. After knowing about the revised FDTL norms, IndiGo should have acted immediately but failed to do so," Mohol said in Pune.

The Centre had revised FDTL norms last year. Airlines were initially required to comply by June 2024. However, this was deferred and a phased rollout started on July 1, 2025. DGCA fully implemented the revised guidelines from Nov 1 this year.



“ We have issued a show-cause to the airline's CEO. After knowing about the revised FDTL norms, IndiGo should have acted immediately but failed to do so

MURLIDHAR MOHOL
Junior civil aviation minister

"To normalise services, we have put a stay on the new FDTL guidelines till Feb 2026. A four-member inquiry committee has been set up. Its report will come soon. IndiGo will definitely face action. That is why the show-cause has been sent to the CEO," Mohol said. The minister reiterated that all attempts were being made to normalise air services fully. "The conditions were grim a couple of days ago but improvements are evident," Mohol said.

Experts contested Mohol's version of events, arguing govt had "bowed down" before IndiGo on FDTL

norms. "It is shocking that the civil aviation minister put a stay on the order without indicating what Civil Aviation Rules will be applicable. DGCA also failed to monitor airlines and approved IndiGo's increased winter schedule when it didn't have enough pilots. Some of the airline's slots should be allocated to others to allow IndiGo to stabilise and stay below 50% market share," said Sanjay Lazar, CEO of Avialaz Consultants. IndiGo's market share is over 65%.

Former Pune airport director Deepak Shastri said IndiGo's crisis had put "pressure" on aviation hubs.



Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

7 DECEMBER 2025

'How could shortage of just 124 pilots lead to such havoc?'

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Kolkata: IndiGo Airlines pilots have alleged that the flight cancellation and delay crisis that brought India's aviation sector to a standstill was engineered to undermine the implementation of new safety norms and pressure govt into putting the revised Flight Duty Time Limitation (FDTL) rules in abeyance.

They questioned how a shortage of just 65 captains and 59 co-pilots following the rollout of the revised FDTL norms could have led to the cancellation or delay of thou-

42-yr-old dies of heart attack at Lko airport

A 42-year-old finance executive with an MNC in Bengaluru died after allegedly collapsing in the parking lot of Lucknow's Chaudhary Charan Singh International Airport late Friday, police said on Sunday, reports **Pathikrit Chakraborty**. The deceased, Anoop Kumar Pandey, suddenly fell ill shortly after arriving to board an Air India flight to Bengaluru via Delhi. His flight was scheduled to depart at 10.30 pm on Friday and was on time, say cops. Airport staff rushed him to Lokbandhu Hospital, where doctors declared him dead upon arrival. According to officials, Pandey came from Kanpur by car but was delayed due to traffic congestion en route to the airport. The autopsy was conducted on Sunday after his relatives reached Lucknow. "Initial findings suggest a heart attack," said SHO Ramdev Ram Prajapati.

sands of flights.

"IndiGo operates around 2,200 flights a day. It has 2,357 captains and 2,194 first offi-

cers. That's 4,551 pilots, with a deficit of only 124 pilots. When the new norms came into effect, they should have

affected just 5-7% of the flights," a veteran pilot said.

"By forcing the rollback of the revised FDTL norms announced two years ago, the airline is putting flight safety at risk. IndiGo has gone to extraordinary lengths to get its way and put profits before safety," said Sam Thomas, president of the Airline Pilots' Association of India.

Sources in IndiGo claimed that SOPs meticulously followed for years to maintain on-time performance were deliberately altered to cause delays and trigger chaos. "Usually, there are pilots on standby. If a standby isn't

available, a pilot on a day off is requested to fill in and the call typically comes 5-6 hours before departure. But suddenly these calls were coming barely 1-2 hours before departure," a pilot said.

Another pilot said planes typically parked next to each other in remote bays at Kolkata airport were recently parked far apart, delaying ground crew operations.

An increasing number of pilots are now demanding a forensic investigation into what triggered the crisis over the past five days, insisting that those behind the alleged orchestration be prosecuted.

Checked In, But Nowhere To Go

Disruption to air travel worsened on Saturday, with IndiGo cancelling 144 more flights, pushing the crisis into its fifth consecutive day and leaving thousands of passengers scrambling for alternatives

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With more than 400 cancellations since Tuesday, Hyderabad's Rajiv Gandhi International Airport (RGIA) saw one of its worst operational breakdowns in recent years with IndiGo cancelling 144 flights on Saturday.

With limited clarity from the airline and fares on remaining flights skyrocketing, desperate passengers rushed to book train tickets, only to find that most high-speed services were sold out.

Plans upended

Families stranded at RGIA said the crisis upended travel plans ahead of weddings, exams, job interviews, and medical appointments. "My son has an interview in Bengaluru on Monday. We missed our flight today, and there is no guarantee that IndiGo will accommodate another flight tomorrow. Even train berths are sold out," said Madhavi S.

Travel chaos is expected to continue through the weekend. "There are no flights, train berths are full, and buses are charging festival-like rates. I am stuck in Hyderabad without any way to travel to Chennai," said Rohit Kumar, a student.

To cope with the pressure, SCR rolled out three special trains to Mumbai, Chennai, and Kolkata. High speed trains like Vande Bharat, Garib Rath, and Jan Shatabdi trains from Hyderabad to Vijayawada, Visakhapatnam, Tirupati, and Pune were booked to capacity for the next two days. Even AC classes in long-distance trains vanished within minutes.

As a temporary measure, TGSRTC services were made available from the airport on Saturday to help travellers reach home or cities like Chennai and Bengaluru.



HOAX EMAILS TO RGIA DURING PUTIN'S VISIT

- Of five threat emails sent to RGIA, three emails were sent from one ID, find investigators
- In emails, sender said subversive activity was planned to coincide with Russian Prez Vladimir Putin's visit
- Sender's email account registered under name of 'Nilaconda Ranjitha'; sleuths trying to trace IP address
- Terms such as 'ISI, LTTE, bomb, blast, suicide blast, bio-weapon, fatwa' used in all emails
- Hoax emails caused inconvenience to passengers and also placed security officials under stress; since Friday night, two more threat emails received by RGIA

The investigation is still ongoing, and so far there has been no breakthrough regarding who sent the threat emails. The email handle had the name 'Nilaconda Ranjitha'

— Senior officer | CYBERABAD POLICE





Corporate Communications Directorate

THE TIMES OF INDIA

MUMBAI

7 DECEMBER 2025

IndiGo cancels 146 city flights; normalcy restored, says govt

TIMES NEWS NETWORK

Mumbai: IndiGo's network disruption continued through Saturday with 146 cancellations at Mumbai airport between midnight and 8pm, including 70 arrivals and 76 departures, as the carrier struggled to stabilise operations amid acute crew shortage.

Meanwhile, late evening the civil aviation ministry said that normalcy has been restored at airports across the country. "All necessary facilities are provided to passengers. Check-in and check-out are happening smoothly," it said.

The city airport operator said it had activated a series of measures to manage the surge of stranded IndiGo passengers and ease congestion at both terminals. Additional seating and complimentary refreshments were arranged at the airport, with more duty terminal managers and customer service staff deployed

to guide flyers. Food outlets were asked to maintain adequate food and beverage supplies, with airport teams monitoring prices, said Mumbai International Airport Ltd (MIAL).

Dedicated exit gates for cancelled flight passengers were opened, supported by terminal operations staff, airline representatives and CISF personnel to speed up dispersal. A 24x7 help desk is providing continuous updates, while flight display boards are being refreshed as and when information comes in from the airline. Extra housekeeping teams have been assigned for constant cleaning, with special focus on high-use facilities such as women's washrooms and baby-care rooms, it said. A joint baggage retrieval taskforce comprising terminal operations, security, IndiGo staff and baggage teams has been set up to process luggage from cancelled flights more

quickly, the airport said, adding it has made space for about 25 grounded IndiGo aircraft despite tight apron availability and deployed more marshals to handle landside traffic.

While the govt announced fare caps on Saturday, the big problem before passengers was getting a seat. "Most of the flight options available are for IndiGo flights, we're wary after the experience we had in the past two days," said Saumya Desai, an affected passenger. Among affected travellers was Mumbai resident Vijay Rao, returning from Vashnodevi. Rao had booked a direct Jammu-Mumbai flight three months ago for about Rs 8,000 per person, but the cancellation forced a scramble for alternatives. Rao bought Jammu-Delhi tickets for Rs 10,500 each and Delhi-Mumbai fares for Rs 31,000 per head after a Rs 12,000 overnight stay in the capital, pushing his total cost to about Rs 46,500 per person.

IndiGo crisis has MLAs pooling funds for private jets to Nagpur

Yogesh Naik

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MUMBAI: Turbulence in IndiGo Airlines, India's largest air carrier, has tossed the travel plans of the state's ministers, MLAs, MLCs and senior government officials up in the air. Scheduled to travel to Nagpur for the winter session of the state legislature, which begins on Monday, they are scrambling to make alternative arrangements. Their options: road, rail or private jet.

Giving up the luxury of a 90-minute flight, with a choice of three flights a day, most of them will have to hit the road, while a chosen few - hold your breath - are pooling money to hire private jets before they get down to serious legislative business on Monday.

Those insisting on flying out would have to pay upwards of ₹30,000 per seat on an Air India flight, including a layover - not a palatable option. Train tickets for Saturday and Sunday are all sold out.

Of all the options, it appears the state's newly built Mumbai-Nagpur Samruddhi Expressway is the most feasible, said chief secretary Rajesh Aggarwal. However, the much-touted seven-hour journey is an illusion. The expressway starts at Amane in Thane district, and before hitting this high-speed corridor, one has to set aside time to navigate Mumbai's notorious traffic snarls.

"We had booked on IndiGo and our flight was cancelled. Alternative flights were way too expensive. Finally, we took permission for a government car to Nagpur. We will reach early on Sunday and barely have time to set up an office in Nagpur," said an undersecretary.

Transport minister Pratap Sarnaik (Shiv Sena) has escaped the IndiGo mayhem. "I had booked an Air India flight, so I am safe, but many of our MLAs are pooling money to hire private jets to get to Nagpur," he revealed.

Congress MLA Amin Patel said, "I had booked an IndiGo flight for Monday morning. Now I may have to travel by road if the problem persists."

Although the flagship

Tour operators suffer as IndiGo meltdown disrupts Mumbai flights

Yogesh Naik

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MUMBAI: Mumbai Airport on Saturday witnessed the cancellation of 146 flights of IndiGo in the carrier's ongoing crisis. A spokesperson for Mumbai International Airport Limited (MIAL) said that a host of measures were put in place to ease the crisis—despite space constraints at the airport, special parking arrangements were made to accommodate approximately 25 grounded IndiGo aircraft while the problems of stranded passengers were sought to be ameliorated with additional chairs, complimentary refreshments and additional personnel being deployed at both terminals to facilitate passenger movement.

A major outcome of the upheaval has been its cascading effect on the tourism industry. "Nearly 20% of our tours have been cancelled since most participants book their own air tickets," said Prabhulal Joshi of Heena Tours. "I have been getting desperate calls, sometimes as late as I am, from people who have booked with us. We have allowed them to postpone their tours. But car rentals and hotels have lost out."

Shailesh Patil, who owns Raja Rani travels and is also president of the Maharashtra Tour Organisers Association, pointed out that IndiGo was an airline with excellent credibility built over decades.

expressway promises a smooth ride, accidents are common and there are apprehensions among government officers and politicians who will need to use it. BJP MLA Atul Bhatkhalkar said, "I had booked an IndiGo flight to Nagpur on Monday. I will wait till Sunday morning to see what the scene is, or else I will have to take the



Stranded passengers at the IndiGo counter at the Mumbai airport on Saturday. REUTERS

"Hence the issues of the last two days have taken passengers and the travel industry totally by surprise," he said. "The ordeals passengers have had to face are excruciating, and we totally sympathise with them. We feel things could have been averted to some extent by professional handling on part of the airline, and pre-emptive action taken once the first signs of the problem came to light."

Patil added that Indigo's move had "fortunately" got huge negative publicity. "It made things easier for us when we were negotiating with hoteliers and car rental firms to sympathetically consider cases of passengers who were victims," he said. "We share an excellent rapport with most of our hotels, and most were willing to agree to small cancellations and extend credit notes for future

use. But many other travel agents are not so fortunate. As for tourists who have booked online, most are running around like headless chicken trying to get a travel refund from faceless OTT platforms."

The tour operator said he foresaw a week of "massive customer satisfaction issues", and pointed out that travel agents had been made "scapegoats" by tourists pushing the fraternity to negotiate best with service providers.

Abhijit Patil of Raja Rani Travels also felt that Indigo and other entities could have handled the issue better. "Even the ministry of civil aviation could have stepped in much earlier," he said. "I have seen that in Delhi's Aerocity, tourists are being charged Rs 30,000 to Rs 40,000 per day by hotels. The travel fraternity has been left to fend for itself."

Samruddhi Expressway." Some have decided to play it safe. Shiv Sena (UBT) MLC Anil Parab said, "I will be taking the train to Nagpur as I have to attend the opposition leaders' meeting on Sunday. Many of our MLAs are coming by train as they get preference in reserved seats."

Sources in the state secretar-

iat said a group of 15 joint secretaries had travelled to Delhi for interviews for nomination to the IAS. Their interviews were cancelled and they were stuck in the capital as IndiGo began to cancel flights en masse. "They returned by road on Saturday and will have to hit the road again, to Nagpur," sources said.

Corporate Communications Directorate

THE TRIBUNE

DELHI

8 DECEMBER 2025

650 flights cancelled as chaos at IndiGo stretches into Day 6

SHREKHAR SINGH
INDIANSIBHARAT.COM

NEW DELHI, DECEMBER 7 IndiGo's operational meltdown stretched into its sixth straight day on Sunday, with 650 flights cancelled and several more delayed, even as the Civil Aviation Ministry asserted that air travel across the country was stabilising and IndiGo's flight numbers were rising.

Passengers at airports in Delhi, Mumbai, Hyderabad, Bengaluru and other major cities continued to face disruptions through the day despite assurances of improvement.

"To reduce passenger inconvenience at airports, multiple stakeholder engagements were held and real-time airport situations have been monitored continuously over the past four days. Regular meetings were convened with all operators, airport directors, ground-handling agencies and all other stakeholders. The operators were instructed to provide all essential facilities for stranded passengers, with special care for senior citizens and Dignity passengers," said Civil Aviation Minister K. Ramnath. Naik.

Meanwhile, pilot union ALPA India said in line with the DGCA's appeal to all pilot associations, it stood ready to fully support the DGCA and the ministry in resolving the current situation and helping passengers in every way possible.

CONTINUED ON PAGE 8
EDIT: INDIANSIBHARAT.COM

Ops to stabilise by Dec 10, says airline



Stranded passengers wait at an IndiGo Airlines ticket counter at Terminal 1 of Indira Gandhi International Airport in New Delhi. (ANI/PTI/REUTERS)

Parl panel may summon DGCA & airlines' officials

TRIBUNE NEWS SERVICE

NEW DELHI, DECEMBER 7 A parliamentary panel is expected to summon senior executives of private airlines and officials from the civil aviation regulator after the mass cancellation of IndiGo flights left thousands of passengers stranded across airports in the country.

The Parliamentary Standing Committee on Transport, Tourism and Culture, chaired by JD(U) leader Sunjay Jha, is likely to seek detailed explanations from airline heads as well as officials from the DGCA and the Ministry of Civil Aviation on the reasons behind the dis-

ruption and the steps needed to restore normal operations.

A member of the committee said the panel had taken a serious note of the difficulties faced by travellers, adding that even MPs in the national capital for the winter session of Parliament were affected by IndiGo's cancellations and delays across other airlines. Several parliamentarians have also received complaints about airfares rising sharply amid the ongoing crisis.

CPM's Rajya Sabha member John Brittas, who is not part of the standing committee, has separately called for a joint parliamentary committee or a judicial inquiry into the large-scale disruption.

FROM PAGE 1

650 flights cancelled as chaos at IndiGo stretches into...

"However, rolling back the revised flight duty time limitations (FDTL) civil aviation requirements (CAR) puts fatigue protections and passenger safety at risk," the association said.

The airline said it expected operations to fully stabilise by December 10 and confirmed that 137 of its 138 destinations were back in service. It claimed that it had operated around 1,650 flights on Sunday, up from 1,500 a day earlier, and reported an improvement in on-time performance to 75 per cent from

30 per cent on Saturday.

The Civil Aviation Ministry said IndiGo's operations had risen significantly, from 700 flights on December 5 to more than 1,565 on December 6. The ministry also said all other domestic airlines were operating smoothly and at full capacity. Airport directors in Delhi, Mumbai, Bengaluru, Chennai, Hyderabad, Ahmedabad and Goa reported normal conditions at the terminals, with no crowding at check-in, security or boarding points.

The Centre has moved swiftly to contain the impact

of IndiGo's mass cancellations. With airfares shooting up on several routes, the ministry imposed an immediate cap on fares to prevent overcharging. It also directed IndiGo to deliver all separated baggage within 48 hours, clear refunds without delay and ensure that passengers faced no additional fees for rescheduling flights affected by cancellations. According to the ministry, IndiGo has already processed refunds worth Rs 610 crore, and support cells have been set up to help stranded passengers.

A day after issuing a show-cause notice to the airline's CEO on his failure, the DGCA has also issued a show-cause notice to IndiGo's accountable manager and said significant lapses in planning and oversight led to the crisis. IndiGo has been asked to explain within 24 hours why enforcement action should not be taken.

Union Minister of State for Civil Aviation, Manoj Kumar Singh, said passengers had endured mental distress and harassment due to IndiGo's failures. He said

accountability would be fixed once the inquiry report was submitted and added that instructions had been issued to ensure all cancelled passengers "receive refunds".

As the crisis unfolded, an unverified open letter claiming to be written by an IndiGo employee circulated on social media. The letter accuses CEO Peter Elbers and senior leaders of fostering a culture of intimidation, and fatigue-driven rostering. It alleges that Elbers was on holiday in the Netherlands as the crisis escalated.



IndiGo crisis triggers 40% spike in bus fares on Amritsar-Delhi route



Passengers at Sri Guru Ram Dass Jee International Airport in Amritsar on Sunday. TRIBUNE PHOTO

NEERAJ BAGGA
TRIBUNE NEWS SERVICE

AMRITSAR, DECEMBER 7

As IndiGo cancelled 15 of its 26 flights on Sunday, hundreds of passengers were forced to seek alternative travel options, prompting private bus and taxi operators to sharply increase fares on key routes.

Passengers expressed anger over the cancellations, though the airline said it had informed travellers in advance to minimise inconvenience at Sri Guru Ramdas Jee International Airport.

The cancelled flights included services on the Pune-Amritsar, Delhi-Amritsar, Srinagar-Amritsar, Bengaluru-Amritsar, Kolkata-Amritsar and Mumbai-Amritsar routes, along with multiple return flights. Private bus operators hiked fares by over 40 per cent on the busy Amritsar-Delhi route. Normally, they charge Rs 600 for an ordinary seat and Rs 700 for a sleeper. With increased demand, fares have risen to Rs 900 and Rs 1,000, respectively. About 40 buses operate daily on this stretch.

15 of 26 flights cancelled on Sunday

Taxi fares have also surged. "Four and taxi operators who would charge Rs 10,000 for a five-seater and Rs 16,000 for a seven-seater cab are now demanding Rs 2,000 more," said businessman Vikas Mehra.

To handle the rush, the Northern Railway has added coaches to several trains. These include one AC 3-tier coach in the New Delhi-Jammu Tawi Rajdhani Express (12425/26), one AC chair car in the New Delhi-Chandigarh Shatabdi Express (12045/46), and two AC chair cars in the Amritsar-New Delhi Swarna Shatabdi Express (12030/29).

Airport Director SK Kapahi said the airport was ensuring timely communication to passengers and noted that many were switching to other airlines. He added that, as per Ministry of Civil Aviation instructions, private airlines were no longer allowed to overcharge passengers.

Civil Aviation Secy holds meeting with stakeholders; teams monitoring ops

TRIBUNE NEWS SERVICE

CHANDIGARH, DECEMBER 7

Amid the ongoing IndiGo crisis in the country, the state government has stepped in to ensure zero chaos at Shaheed Bhagat Singh International Airport by setting up a 24x7 control room to help passengers.

Secretary (Civil Aviation), Punjab, Sonali Giri, held parleys with the airport authorities, CISF and the airline companies to streamline the situation. The control room has been set up at the Duty Terminal Manager's office for real-time information and assistance pertaining to refunds and rescheduling, baggage delivery and flight updates.

She said teams were monitoring flight operations, delays, cancellations and

Control room set up to help passengers



Sonali Giri

baggage issues to ensure timely assistance and updates. For any assistance, people can contact on 95010-15832 or register their queries on official social media handles of Chial especially on @ixairport.



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THE TRIBUNE

DELHI

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IndiGo mess

Airline must face the music for fliers' ordeal

THE IndiGo crisis has badly dented India's standing as the world's third-largest domestic aviation market (after the US and China). The nation's biggest airline — which accounts for over 65 per cent of the domestic market share — cancelled hundreds of flights over the past week, leaving tens of thousands of passengers stranded across the country. It was a rude shock for the travellers — their plans regarding job interviews, business meetings, weddings, leisure trips and medical emergencies went haywire. IndiGo CEO Pieter Elbers said on Sunday, "Step by step, we are getting back", but the all-important question is: why was timely action not taken to prevent or minimise flight disruptions?

The phased rollout of the revised Flight Duty Time Limitations (FDTL) rules, notified by the Directorate General of Civil Aviation, gave various airlines adequate time to make arrangements for compliance. The rules assumed far greater significance after 260 people were killed in the Ahmedabad Air India crash in June this year. However, IndiGo apparently underestimated how many additional pilots were needed under the new norms, which were aimed at combating pilot fatigue and aligning Indian aviation with global safety standards. The premier airline clearly failed to rework its operating model to meet the stricter crew-rest requirements.

Even as an inquiry is in progress, IndiGo has been told to submit fortnightly progress reports on crew utilisation, propose a concrete roadmap to plug staffing gaps and generally rebuild its roster resilience. This intervention seems belated; had regular monitoring and oversight been done earlier, large-scale chaos could have been avoided. Going forward, exemplary action against the erring airline can send a strong message of zero tolerance. The NDA government, which proudly claims that the UDAN (*Ude Desh ka Aam Nagrik*) scheme has revolutionised regional air connectivity, must not miss this opportunity to crack the whip. It's time to combat the complacency fuelled by the near-duopoly of IndiGo and Air India.



Corporate Communications Directorate

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Chidambaram backs Centre's move to cap economy airfares

NEW DELHI, DECEMBER 7

Former Union Finance Minister and senior Congress leader P Chidambaram on Sunday welcomed the Centre's decision to impose caps on economy-class airfares, saying that price limits are necessary to safeguard passengers in a market with limited competition.

The Congress leader, reacting to the government's move, said the airline sector continues to function like a duopoly, and until there's strong competition, fare caps are essential to protect the wider public interest.

He stressed that passengers must not be left vulnerable to steep and unpredictable airfares. The Centre on Saturday directed all airlines to strictly follow newly prescribed fare caps until the situation "fully stabilises".

The Ministry of Civil Aviation said it had taken serious note of concerns over unusually high airfares charged by some carriers amid ongoing disruptions. To prevent opportunistic pricing, the ministry invoked its regulatory powers and issued a formal directive instructing all airlines to comply with the capped fares across affected routes. — TNS