



भारतीय विमानपत्तन प्राधिकरण  
AIRPORTS AUTHORITY OF INDIA

# Corporate Communications Directorate

PIONEER

DELHI

9 DECEMBER 2025

## Assam Govt to hand over 992 acres to AAI for Silchar greenfield airport

TONY DAS ■ Guwahati

The Assam Government decided to hand over 3,000 bighas (nearly 992 acres) of land at Doloo Tea Estate in Cachar district to the Airports Authority of India (AAI) for the construction of a greenfield airport, Chief Minister Himanta Biswa Sarma said. Addressing a press conference after a cabinet meeting on Sunday, Sarma said the panel approved an increase of 500 bighas from the earlier decision to allocate 2,500 bighas (826.45 acres) for the proposed airport near Silchar.

"The cabinet approved the transfer of 3,000 bighas at Doloo Tea Estate in Silchar to the AAI for the construction of a greenfield airport," Sarma said, adding that the decision will pave the way for obtaining the Union Cabinet's nod for the project. The State Government had proposed a new airport in Silchar spread over 2,500 bighas as the existing facility at Kumbhirgram is a defence airport and expansion of the facility to



Assam Chief Minister Himanta Biswa Sarma addressing media after Cabinet meeting

accommodate the increasing demands of air traffic is not possible.

In November 2022, the Assam Government had distributed financial assistance to 1,296

families living at Doloo Tea Estate "as a goodwill gesture". Earlier that year, a controversy had arisen over the State Government's efforts to acquire land for setting a greenfield airport with the then Civil Aviation Minister Jyotiraditya Scindia claiming that no such proposal was received for the facility from the BJP-led State. It was later clarified that the land was being acquired at AAI's request.

Because of the confusion, land acquisition at the tea estate for the airport had led to protests by the garden workers, but the Government assured that no worker would be evicted from their homes and there would be no job loss.

The State Government had previously announced a compensation of ₹50 crore for the acquisition of land at Doloo, Lalbagh and Mainagarh tea gardens for setting up the greenfield airport.

Talking about other cabinet decisions, the CM said the Government has approved allotment of land to 1,200 families under flagship

scheme Mission Basundhara. The cabinet also approved a joint project to be set up at State-run Assam Engineering College and Dassault Systems India Pvt Ltd.

"The project, to be established over 5,000 sq ft at a cost of ₹243 crore, will offer courses related to aerospace and defence, automotive and electric vehicles," Sarma said. Of the total cost, the Assam Government will contribute ₹43 crore, while Dassault Systems will invest Rs 200 crore, he added.

Sarma further said the cabinet granted administrative approval for the construction of Assam's second Sainik School at Longvaku in Karbi Anglong district.

"The school will be built at a cost of ₹335 crore, of which 80 per cent will be borne by the Ministry of Defence and the remaining 20 per cent by the Assam Government," he added. Besides, the cabinet approved compensation to 884 families for land acquired during the construction of the four-lane National Highway in Dima Hasao district.



# Corporate Communications Directorate

THE ASIAN AGE

DELHI

9 DECEMBER 2025

## Didi slams govt over airport chaos, says 'lack of planning'

RAJIB CHOWDHURI  
KOLKATA, DEC. 8

West Bengal chief minister Mamata Banerjee on Monday called the IndiGo flight service collapse a "disaster" and a "complete lack of planning" and blamed the Centre for it.

Before flying to North Bengal on a visit, Ms Banerjee said at the Netaji Subhash Chandra Bose International Airport, "The passengers are left in peril. If anyone puts pressure on the pilots for working overtime, a system should be made to ensure that. If a plan is stopped, what will be the other option?"

"I'm feeling sad and it is very unfortunate that without any planning, maximum flights have been stopped. Now a fare of ₹3,000 is rising to ₹50,000. I have never seen such a stagnant situation. It's a disaster," She added.

The CM said that the



People at Terminal 1 of the Indira Gandhi International Airport amid flight disruptions in New Delhi on Monday.

— PRITAM BANDYOPADHYAY

Centre should have planned something and should have arranged alternatives. "Now, without making any plan, how can you harass people? Lakhs of passengers are sitting at the airport. They are frustrated and agitated. They are mentally tortured," she added.

She also wondered, "I request the government to

make a plan so that half of the flights can be operated. Is it possible to ask people to take trains instead of making a plan? I don't know what they are doing. They are not interested in country matters."

The West Bengal CM further alleged that the BJP is only interested in capturing "elections and votes".



# Corporate Communications Directorate

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THE ASSAM TRIBUNE

GUWAHATI

8 DECEMBER 2025

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## 9 IndiGo flights cancelled at Agartala Airport

AGARTALA, Dec 7: IndiGo has cancelled nine flights at the MBB Airport here on Sunday, an official said.

“Due to the ongoing problem, IndiGo has cancelled nine scheduled flights (arrival and departure) from MBB Airport on Sunday. But it will operate two flights as scheduled,” MBB Airport Director KM Nehra told PTI.

IndiGo operates 11 flights from Agartala airport, out of which nine were cancelled on Sunday. On Saturday also IndiGo had cancelled nine flights from Agartala airport.

Other flights - one from Akasa Airline and three of Air India Express will fly as scheduled from the airport, he said.

Nehra said flight operations of IndiGo are likely to be restored from Monday. Due to the cancellation of IndiGo flights, the airfares on the Agartala-Kolkata and Kolkata-Agartala route have risen substantially.

The flight fare in the Agartala-Kolkata route, which was at Rs 3,200 even last week, has risen to Rs 11,000 to Rs 13,000 per ticket. - PTI

**DISRUPTION | Indigo flight crisis continue causing further difficulty to passenger**

## Airport turns into chaos zone

UP State Bureau

Lucknow

Flight operations at Lucknow's Chaudhary Charan Singh International Airport remained severely affected on Sunday, adding to the disruptions witnessed over the past several days. The ongoing issues with multiple airline schedules, particularly those

involving Indigo, created a chaotic atmosphere within the terminal as passengers struggled to cope with widespread cancellations and delays. According to airport officials, 33 flights to and from Lucknow were cancelled throughout the day while an incoming flight from Delhi was diverted to Kolkata due to operational constraints. The reported disruptions left many passengers stranded, increasing frustration among those with connecting flights or urgent travel plans. A total of 740 passengers cancelled their tickets as uncertainty continued through the day.



### 33 flights cancelled; passengers face long delays and diversions

At the airport, the impact was visible as travellers crowded the departure and arrival areas, seeking updates on their flights. Some passengers expressed distress after learning of cancellations only upon reaching the airport. Instances of frustration escalated into heated exchanges as travellers questioned the lack of timely communication from

airline staff. Many passengers also reported additional expenses related to hotel bookings, taxis and resorted tickets.

Among the affected travellers were individuals who had arrived from surrounding districts and were unable to return home easily. Two sisters from Barampur broke down after discovering their flight had been cancelled, as their brother who dropped them had already left for home. Similar concerns were raised by passengers travelling abroad, whose connecting journeys were heavily impacted by cancellations in

### Political criticism over airline disruptions

BSP leader Mayawati criticised the ongoing disorder in airline operations, stating that widespread cancellations, pollution concerns and weakening currency trends were causing national anxiety. She said effective policies focused on public interest were essential to address these issues, emphasising the need for clear governance and timely solutions.

### Railways steps in with special train after flight cancellations

Following the cancellation of 41 flights from Lucknow, the North Eastern Railway announced a special Gorakhpur-LTT train via Lucknow to assist stranded passengers. The service, scheduled for December 7, aims to provide alternative travel options as thousands continue facing disruptions due to widespread airline delays and diversions.

Lucknow.

The delays were not limited to Indigo alone. Air India and Akasa Air also reported extended waiting times on multiple routes. Air India services between Lucknow and Delhi were delayed by over an hour, while several Mumbai-bound flights faced delays ranging from 45 minutes to two hours. Passengers on these routes took to social media to highlight the situation, urging

the Directorate General of Civil Aviation (DGCA) to intervene. Operational disruptions extended into the evening, with airline officials attributing the situation to crew-related issues and cascading delays across national routes. Many passengers demanded clearer communication and accountability, stating that sudden cancellations without prior notice were unacceptable.



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MINT

DELHI

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## Patna airport runway needs expansion: Aviation Minister

The runway at Patna airport needs expansion, and the Government has been repeatedly requesting additional land from the Bihar Government while operating the airport based on all safety risk assessments, Aviation Minister K Ramnathan Naidu said in the Rajya Sabha on Monday. According to Naidu, the current runway at Patna airport is not suitable for operating many types of aircraft due to load penalties.



# Corporate Communications Directorate

THE TIMES OF INDIA

AHMEDABAD

8 DECEMBER 2025

## Airport chaos eases, cancellations unabated

TIMES NEWS NETWORK

**Ahmedabad:** A day after widespread disruptions left flyers stranded, the situation at Sardar Vallabhbhai Patel International Airport eased noticeably on Sunday, even as IndiGo continued to scale back operations.

According to airport sources, 27 IndiGo flights had been cancelled by 6pm, including 16 arrivals and 11 departures. The sources added that operations remained stable, with no issues reported in the terminal or on the airside. In-



An IRCTC help desk outside Terminal 1 of SVPI Airport set up to help passengers

diGo operated 92 flights till 6pm — 40 arrivals and 52 departures — offering some relief to passengers who had ex-

pected another difficult day. This, however, still accounts for 61% of the daily operations of the airline from the Ahmedabad airport. The airport has stepped up facilities for passengers, with additional staff deployed across touchpoints to assist travellers and address queries.

A dedicated IRCTC help desk has also been set up outside Terminal 1 to support stranded passengers and those residing nearby who need onward travel arrangements.

Meanwhile, at Vadodara airport, IndiGo cancelled two

more services — one to Mumbai and another to Bengaluru — adding to the chaos that began late last week. The airline scrapped its Mumbai-Vadodara-Mumbai flight (6E 5126/6067) and the Bengaluru-Vadodara-Bengaluru rotation (6E 807/808).

The Vadodara airport director said Air India will operate an additional service on the Delhi-Vadodara-Delhi sector on Monday. Air India flight AI 3314 is scheduled to arrive at 2.30pm, while the return flight AI 3315 will depart at 3.10pm.



The luggage of IndiGo passengers piled up at Terminal 1 of the Indra Gandhi International Airport in New Delhi on Monday.

— PTI

## Govt vows strict action over 'lapses' by IndiGo

- 1,802 flights operated; as 562 cancelled
- DGCA calls airline brass for probe Wed

VINEETA PANDEY  
NEW DELHI, DEC. 8

Taking a stern view of the trauma for passengers due to the widespread cancellation of IndiGo flights for the past several days, Union civil aviation minister K. Ram Mohan Naidu on Monday informed Parliament that the government was taking this very seriously and stringent action will be taken against the airline to set an example for all other airlines to see. IndiGo on Monday cancelled about 562 flights and operated 1,802 of its 2,300 total scheduled flights.

In its response to the Directorate-General of Civil Aviation (DGCA) show-cause notice, IndiGo's chief executive officer Pieter Eilbers and chief operating officer Isidro Porqueras have listed five reasons and attributed the disruption to the "compounding effect of multiple factors", which operated in an "unfortunate and unforeseeable confluence". They sought more time from the government to pinpoint what exactly caused the disruptions.



Union minister for civil aviation K. Ram Mohan Naidu speaks in the Rajya Sabha regarding the IndiGo flight crisis during the Winter Session of Parliament in New Delhi on Monday.

— PTI

INDIGO SAID it has delivered 4,500 bags to passengers out of the total 9,000, and will deliver the remaining in the next 36 hours. The refunds too, amounting to ₹827 crores, have been paid in a majority of cases, it claimed.

Earlier, responding to a question by Congress MP Pramod Tiwari in the Rajya Sabha, Mr Ram Mohan Naidu made it clear that the disruption of services was not related to the Automatic Message Switching System (AMSS) outage,

but a direct result of IndiGo's internal planning failures and its crew rostering systems.

"A probe is on and the government is viewing this very seriously," he said, adding that the government will take strict action against anyone who doesn't comply with guidelines.

Explaining the timeline, Mr Naidu elaborated that new FDTL guidelines, implemented from November 1, 2025 following a high court directive, were introduced only after extensive consultations with all

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## Centre vows strict action over 'lapses' by IndiGo airlines

Continued from Page 1  
stakeholders. Of the 22 guidelines, 15 were rolled out smoothly on July 1, and the remaining seven on November 1.

Subsequently, multiple airlines sought operational variations, given their differing requirements such as night operations, Northeast-heavy routes, and ATR-specific services. The DGCA held multiple rounds of consultations and granted permissible variations only after rigorous safety risk assessments.

"There was more than one full month of operations within the new FDTL also. Even on December 1, 2025, a meeting was conducted with IndiGo. Certain clarifications were sought, and given by the ministry. Even in this meeting, no challenges were communicated to the ministry. No issues were flagged by IndiGo. On December 3, once this issue came to the fore (flight cancellations by IndiGo), several difficulties were faced by passengers. Immediate measures were taken by the ministry of civil aviation and the situation has been normalised," said Mr Naidu.

"Safety is non-negotiable. We care for the pilots, crew, system, and passengers. The ministry has been very clear that all airlines must follow the rules," he emphasised.

Mr Naidu highlighted that the DGCA had been in continuous discussions with all airlines throughout November to ensure smooth adaptation to the new norms. "After a full month of operations under the revised FDTL rules, it became evident that IndiGo's challenges were internal and operational in nature. This is a day-to-day operational matter that IndiGo should have maintained. They were responsible for managing their crew and roster. Our role is to ensure FDTL compliance and there has been no compromise on that," he asserted.

The minister added that an inquiry is underway and reiterated that the government's response will be firm. "We will take strict action and set an example for any non-compliance in the future," he said.

The DGCA-appointed panel investigating the flight disruptions at IndiGo is expected to summon the airline's CEO and COO on Wednesday as part of the ongoing probe.

In their reply to the DGCA's show-cause notice, IndiGo's CEO and COO have stated it is "realistically not possible to pinpoint the exact cause(s)" at this time due to the complexity and vast scale of operations. They mentioned that the DGCA's manual allows a fifteen-day response timeline and sought more time to conduct a comprehensive "Root Cause Analysis" (RCA). The CEO and COO, in their reply to the DGCA, mentioned that the disruption resulted from a combination of several factors, which coincided in lesser or greater measure. These were: minor technical glitches; schedule changes linked to the start of the winter season; adverse weather conditions; increased congestion in the aviation system; and implementation of and operation under the updated crew rostering rules (Flight Duty Time Limitation Phase II).



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THE ASSAM TRIBUNE

GUWAHATI

8 DECEMBER 2025

## IndiGo operations gradually stabilising

MUMBAI, Dec 7: IndiGo is operating 1,650 flights of its 2,300 daily domestic and international flights on Sunday, and 650 remain cancelled for the day, amid the airline's operations gradually stabilising after massive disruptions in the last five days, the airline said.

IndiGo also said it is expecting to stabilise the network by December 10 against the earlier anticipated timeline of December 10-15.

In another development, the airline saw its on-time performance from six metro airports on Saturday improving to 20.7 per cent, as per the Civil Aviation Ministry website.

It operated more flights on Saturday at around 1,500 against about 800 cancellations. The disruptions have resulted in hundreds of flight cancellations and delays in the last few days, causing hardships to thousands of passengers.

➤ SEE PAGE 2

## IndiGo operations ...

(Contd from page 1)

"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 spokesperson said in a statement.

Friday was the worst for the airline in its history as it cancelled around 1,600 flights in the wake of the crew shortage, following the implementation of the second phase of the court-mandated new flight duty and rest period norms, which are applicable to all domestic airlines, but have now been relaxed for IndiGo by the Directorate General of Civil Aviation.

The spokesperson said the

airline is making "very significant" progress in restoring its flight schedules and strengthening the customer support systems.

Also, cancellations were made at an earlier stage, allowing the airline to inform customers timelier, IndiGo said, adding that its teams are working to stabilise operations.

The refund and luggage process is in full action for direct and indirect bookings, it said while urging customers to check the latest flight status on its website before proceeding to the airport, as we are diligently working to improve our operations.

"We continue to work closely with all authorities and stakeholders to ensure a swift return to full normalcy," the spokesperson said. - PTI

## नहीं बदले हालात, फिर फ्लाइट रद्द, यात्रियों ने झेली परेशानी

और भी खराब हो रही है  
 आपत्कालीन  
 अवस्था

अहमदाबाद, जयपुर, लखनऊ और इंदौर जैसे शहरों के लिए जाने वाले यात्री वैकल्पिक उड़ानों के लिए घंटों एयरपोर्ट पर बैठने को हुए मजबूर

अमर उजाला व्यूरो

नई दिल्ली। राजधानी दिल्ली के इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डे पर सोमवार को भी इंडिगो की आने-जाने वाली करीब 140 फ्लाइट रद्द होने से यात्रियों को भारी परेशानियों का सामना करना पड़ा। सुबह से ही टर्मिनल-1 पर यात्रियों को लंबी कतारें देखने को मिलीं। रविवार के बाद सोमवार को भी स्थिति पूरी तरह सामान्य नहीं हो सकी। अहमदाबाद, जयपुर, लखनऊ और इंदौर जैसे शहरों के लिए जाने वाले यात्रियों को वैकल्पिक उड़ानों के इंतजार में घंटों एयरपोर्ट पर बैठना पड़ा।

यात्रियों ने सोशल मीडिया पर पीठपोस्ट करके बताया कि एयरलाइन की ओर से फ्लाइट के रद्द होने की जानकारी देर से दी गई। जबकि कई यात्री समय से काफी पहले एयरपोर्ट पहुंच चुके थे। उन्हें काउंटर पर पहुंचने पर उन्हें पता चला कि उनकी उड़ान रद्द हो चुकी है। सोशल मीडिया प्लक्स पर शिल्पा शर्मा अपनी परिवार सहित जयपुर जाने के लिए एयरपोर्ट पहुंची थीं, लेकिन फ्लाइट रद्द कर दी गई। उन्होंने कहा सुबह 6 बजे को फ्लाइट थी। एयरपोर्ट पर न कोई स्पष्ट जानकारी दी जा रही है, न ही



सोमवार को इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डे टर्मिनल पर इंडिगो की कई उड़ानें रद्द होने से यात्री परेशान दिखे। संवाद

अपने विकल्प के बारे में कुछ साफ बताया जा रहा है। इसी तरह, बिजनेस मीटिंग के लिए अहमदाबाद जा रहे राजीव मेहता ने भी इंडिगो प्रबंधन पर नाराजगी जताई। उन्होंने कहा कि रद्दीकरण की सूचना समय रहते भेजी जाती, तो यह यात्रा के दूसरे विकल्प तलाश सकते थे। एयरलाइन ऐप पर भी कोई अपडेट नहीं था। सुबह से जारी असमंजस के बीच एयरपोर्ट पर अतिरिक्त स्टाफ तैनात किया गया है, ताकि भीड़ को संभाला जा सके और यात्रियों को जानकारी देने में मदद मिले।

### दिल्ली हाईकोर्ट पहुंचा मामला 10 दिसंबर को होगी सुनवाई

नई दिल्ली। इंडिगो की उड़ानों के रद्द होने का मामला कोर्ट में पहुंच गया है। दिल्ली हाईकोर्ट में एक जनहित याचिका दाखल की गई है, जिसमें इस संकट के समाधान के लिए तत्काल न्यायिक हस्तक्षेप की मांग की गई है। याचिका में केंद्र सरकार और इंडिगो दोनों को हथकड़ी फंसे हुए यात्रियों के लिए तत्काल सहायता, उचित रिफंड और पर्याप्त समर्थन सुनिश्चित करने के निर्देश देने की मांग की गई है।

मुख्य न्यायाधीश की अध्यक्षता वाली खंडपीठ के समक्ष याचिका सुनवाई के लिए लगी थी। पीठ ने कहा कि संबंधित विभाग इस मुद्दे को पहले से ही जांच कर रहे हैं। फिर भी, अदालत 10 दिसंबर को मामले पर विस्तार से सुनवाई करेगी। इस मामले में तत्काल न्यायिक हस्तक्षेप के आग्रह के साथ सुप्रीम कोर्ट में भी याचिका दी गई, लेकिन शीर्ष अदालत ने उस पर

सुप्रीम कोर्ट ने तत्काल सुनवाई से किया इन्कार



एयरपोर्ट पर परेशान यात्री। संवाद

तत्काल सुनवाई से इन्कार कर दिया। मुख्य न्यायाधीश सुर्वकांत की अध्यक्षता वाली पीठ ने कहा कि केंद्र सरकार ने मामले का संज्ञान लिया है और समस्या के समाधान के लिए कदम उठाए गए हैं। व्यूरो

### बीजेपी को इंडिगो से मिला करोड़ों का चंदा, इसलिए नहीं हो रही कार्रवाई : संजय सिंह

नई दिल्ली। आम आदमी पार्टी के वरिष्ठ नेता और राज्यसभा सांसद संजय सिंह ने भाजपा सरकार पर कई मुद्दों को लेकर तंज कसा है। इंडिगो एयरलाइन विवाद पर संजय सिंह ने आरोप लगाया है कि भाजपा को इंडिगो से करोड़ों का चंदा मिला है, इसलिए केंद्र सरकार उसके खिलाफ किसी भी तरह की कड़ी कार्रवाई नहीं करेगी। उन्होंने यह भी आरोप लगाया कि अडानी समूह की नजर एयरलाइन पर है और इंडिगो के प्रतिबंध संस्थान में 75 फीसदी हिस्सेदारी भी ले ली गई है। सोमवार को उन्होंने बंदे मातरम, उत्तर प्रदेश में मतदान सूची, इंडिगो एयरलाइन विवाद और दिल्ली में प्रदूषण जैसे मुद्दों पर केंद्र सरकार को घेरा। संजय सिंह ने आरोप लगाते हुए कहा कि भाजपा और आरएसएस का इतिहास आजादी को लड़ाई से दूर और अंग्रेजों से नवटीक काल रहा है। व्यूरो



# Corporate Communications Directorate

AMAR UJALA

DELHI

9 DECEMBER 2025

## हैदराबाद : 3 विमानों को बम से उड़ाने की धमकी, दहशत

हैदराबाद। हैदराबाद हवाई अड्डे को रविवार देर रात तीन विमानों को बम से उड़ाने की धमकी मिली, जिससे दहशत फैल गई। जिन उड़ानों में बम रखे होने की धमकी मिली, उनमें दो अंतरराष्ट्रीय उड़ानें भी



शामिल थी। हालांकि, सुरक्षा जांच के बाद धमकी को फर्जी करार दे दिया गया।

अधिकारियों ने बताया कि राजीव

गांधी अंतरराष्ट्रीय हवाई अड्डे के ग्राहक सहायता केंद्र को हीथ्रो से ब्रिटिश एयरवेज (बीए 277), फ्रैंकफर्ट से लुफ्थान्सा (एलएच 752) और कन्नूर से इंडिगो के 6ई 7178 के संबंध में ईमेल मिले थे। सूत्रों ने बताया कि सभी उड़ानें सुरक्षित उतारी गईं और मानक सुरक्षा प्रोटोकॉल के तहत जांच शुरू की गई। पुलिस के एक अधिकारी ने बताया कि सुरक्षा जांच में कुछ भी संदिग्ध नहीं पाया गया और धमकी भरे ईमेल को फर्जी घोषित कर दिया गया। पिछले सप्ताह भी हैदराबाद के इस हवाई अड्डे को दुबई- हैदराबाद अमीरात उड़ान और इंडिगो की मदीना- हैदराबाद व शारजाह- हैदराबाद उड़ानों के लिए बम की धमकी भरे अलग-अलग ईमेल मिले थे। एजेसी

# Corporate Communications Directorate

AMAR UJALA

DELHI

9 DECEMBER 2025

## सातवें दिन भी देशभर में इंडिगो की 562 उड़ानें हुईं निरस्त, परेशान यात्रियों का फूट रहा गुस्सा

**दिल्ली और बंगलूरु समेत कई जगह सामान के ढेर, अपना लगेज ढूंढने में यात्रियों के छूट रहे पसीने**

**अमरा उजाला नेटवर्क**

यई दिल्ली। इंडिगो एयरलाइन्स के संकट के कारण यात्रियों की मुश्किलें काम नहीं हो रही। उड़ानों के रद्द और देरी से होने का विचारविमल संचालक को सलाह दिन भी जारी रहा। पाकाट और पाकाट टार के सदस्यों की बगैर के कारण इंडिगो ने 562 उड़ानें रद्द की।

देशभर के हवाई अड्डों पर फंसे हजारों यात्रियों का गुस्सा एयरलाइन्स के कर्मचारियों पर फूट रहा है। उड़ानें रद्द होने के बाद उनके सुटकेस और सामान भी नहीं मिल

सार्वजनिक उड़ान मंत्रालय ने बताया कि इंडिगो ने संचालक को अपने 138 में से 137 बगैर पर 1,802 उड़ानें संचालित की। रद्द उड़ानों में सबसे अधिक दिल्ली में 134 थीं। एयरलाइन्स ने कुल 9,000 में से 4,500 बगैर यात्रियों को बीच रिड है और बीच बीच अपने 36 बगैर में सीटों का भीतर दिया है। 21 यात्रकों से 7 दिनों के बीच कुल 8,15,581 टिकट रद्द किए गए। इसके लिए एयरलाइन्स ने यात्रियों को कुल 827 करोड़ रिफंड किए।

रहे। दिल्ली, मुंबई और बंगलूरु समेत कई हवाई अड्डों पर यात्रियों के बैग और सामान के ढेर लग गए हैं। पंजाब वाइंग में 65 फीसदी सिमेंटरी रखने वाले इंडिगो पर अग्रे संकट ने हजारों लोगों को संकट में डाल दिया है। उड़ानों

के अतिरिक्त समय में रद्द होने और उड़ानों के मार्ग बदलने के कारण हजारों सुटकेस और बैग भी इधर-उधर हो गए हैं। इनमें बहुत से यात्रियों के पासपोर्ट, घर की चीजियां और दवाइयां जैसी महत्वपूर्ण वस्तुएं थीं। सरकार के इंडिगो को

यात्रियों के बैग जल्द लौटाने के निर्देश के बावजूद लोगों को लंबे समय तक फंसा पड़ा रहा है। 47 राष्ट्रीय विकास आयोगों ने बताया कि यह पाठ दिन से सामान का इंतजाम कर रहे हैं। यह भी के साथ बंगलूरु से पुणे जाती में खलिया होने गए थे। बैंक-इन के समय उन्होंने सामान दिया था। जब कोई बगैर वापस नहीं है कि सामान फंसे मिलेगा। यह अंतिम विकास आयोगों को बताया नहीं है, ऐसे हजारों बगैर हैं जिनका बैंक-इन के आगे सामान भी फंसा गया है।

**नागरिक उड़ान मंत्री नाथू बोले ऐसी कार्रवाई करेंगे जो नजीर बनेगी**

यई दिल्ली। सरकार ने कहा कि इंडिगो की उड़ानें रद्द होने की जगह पास नहीं है। इस मामले में ऐसी कार्रवाई की जाएगी जो दूसरे एयरलाइंस के लिए नजीर बने। सार्वजनिक उड़ान मंत्री नाथू बोले कि एयरलाइन्स ने सामान को बगैर के कारण टार और अड्डों टैलर का प्रबंधन करने में विफल रही। इस इसे इसके में जारी हो रही है। इस बहुत बड़ा कार्रवाई करेंगे। सार्वजनिक उड़ान मंत्री नाथू ने जांच का कहा कि इस इंडिगो संकट सार्वजनिक संदेश विचारित विचार में सरकार के कारण हुआ। बगैर के बगैर कि नहीं बगैर का कारण एयरलाइन्स को लौटार जगहों में विचारित और सुदृश्य है।



दिल्ली एयरपोर्ट पर लोगों के सामान की गिनट फंसा करने इंडिगो कर्मचारियों।



# Corporate Communications Directorate

AMAR UJALA

DELHI

9 DECEMBER 2025

## इंडिगो संकट पर कल यात्रियों की परेशानी सुनेगा हाईकोर्ट

नई दिल्ली। इंडिगो एयरलाइंस की उड़ानों के बड़े पैमाने पर रद्द होने से उत्पन्न संकट सतहें दिन प्रवेश कर चुका है। हजारी यात्री हवाई अड्डों पर फंसकर आर्थिक नुकसान के साथ अमानवीय हाताहत से जूझ रहे हैं। इस मामले में दायर जनहित याचिका (पीआईएल) को मुख्य न्यायाधीश देवेंद्र कुमार उपाध्याय और न्यायमूर्ति तुषार राव मोदला की बेंच ने सोमवार को तत्काल लिस्टिंग के लिए स्वीकार कर लिया। सुनवाई के लिए 10 दिसंबर की तारीख तय की है। याचिका में केंद्र सरकार से प्रभावित यात्रियों को राउंड सपोर्ट और समबद्ध रिफंड सुनिश्चित करने की मांग की गई है। पीआईएल में इंडिगो और राउंड स्टाफ को निर्देश देने की मांग की गई है कि वे फंसे हुए यात्रियों को तत्काल सहायता प्रदान करें और रद्द उड़ानों के लिए रिफंड प्रक्रिया तेज करें। याचिकाकर्ता के वकील ने अबतक को बताया कि हजारी यात्री हवाई अड्डों पर खड़े हैं, जहां देरी, झग और समर्पण प्रणाली की कमी के कारण स्थिति दयनीय है। वकील ने कहा, केंद्र सरकार ने इस संकट पर कुछ निर्देश जारी किए हैं, लेकिन ये अपर्याप्त हैं। न्यायिक हस्तक्षेप की आवश्यकता है ताकि यात्रियों को तत्काल राहत मिल सके। बेंच ने केंद्र सरकार की ओर से जारी निर्देशों का संज्ञान भी लिया है।

# Corporate Communications Directorate

BUSINESS LINE

DELHI

9 DECEMBER 2025

## Cannot yet pinpoint exact cause of the disruptions: IndiGo to DGCA

Our Bureau  
New Delhi

IndiGo on Monday told the Director General of Civil Aviation (DGCA) that it is unable to "pinpoint the exact cause" behind the widespread disruptions that crippled its network across the country.

In its response to the DGCA show cause notice to Chief Executive Officer Pieter Elbers and Chief Operating Officer Isidro Piquerias, the airline said the regulation manual allows a 15-day response timeline, which will be needed to conduct a comprehensive "Root Cause Analysis" (RCA).

IndiGo maintained that it is "realistically not possible to pinpoint the exact cause (s)" at this time due to the complexity and vast scale of operations.

Simultaneously, sources told *businessline* that a four-member DGCA panel, set up to probe the IndiGo crisis, has summoned Elbers to appear before it on December 10. In its reply, IndiGo said the disruption resulted from the "compounding effect of multiple factors," which operated in an "unfortunate and unforeseeable confluence".



IndiGo CEO Pieter Elbers

### MULTIPLE FACTORS

IndiGo outlined that the disruption emerged from a combination of minor technical glitches, schedule changes linked to the start of the winter season, adverse weather conditions, increased congestion in the aviation system, and the implementation of and operation under the updated crew rostering rules — Flight Duty Time Limitation (FDTL) Phase II.

### AIRLINE'S SILENCE

Meanwhile, speaking in Parliament, Civil Aviation Minister Ram Mohan Naidu stressed that IndiGo had not raised concerns over the new duty-time limits before the disruptions.

Naidu said IndiGo did not flag any concerns over FDTL norms even as early as a meeting on December 1.

The airline noted that it had been engaging with the DGCA on challenges in implementing FDTL Phase II and had been seeking variations, exemptions or extensions.

According to the airline, the disruptions began in early December when these factors coincided and resulted in a lower on-time network performance, which in turn affected crew availability.

### MITIGATION MEASURES

In addition, IndiGo said that on December 5, it took the "drastic measure" of "re-booting" the network by cancelling a significant number of flights to recover stranded customers, ease airport congestion, and reposition crew and aircraft. This measure, the airline said, led to progressive restoration of services and normalisation, starting December 6.

Apart from this, IndiGo claimed that it provided timely notifications and passenger facilitations to the best extent possible per DGCA civil aviation requirements.

The airline said that substantial refunds had been processed for most of the affected customers.



# Corporate Communications Directorate

BUSINESS LINE

DELHI

9 DECEMBER 2025

## Adequate pilots, fewer flights help Air India meet new duty norms

**SMOOTH TRANSITION.** While IndiGo flew into turbulence, the airline managed its operations without issues

**Anesh Phadnis**  
Mumbai

A sufficient number of pilots, fewer flights and better preparation helped Air India to implement the new flight duty time norms.

Thus while IndiGo flew into turbulence last week, Air India has been able to manage its operations without any significant issues.

### FLIGHT DUTY TIME

The second phase of the Directorate General of Civil Aviation mandated flight duty time limitations for pilots came into effect from November 1.

According to sources, Air India initiated the process to configure crew rostering software two-three months prior to November 1 and rolled out the changes a fortnight before the deadline.

Air India also possesses a significant bench strength of pilots, many of whom were



**OPERATION SUCCESS.** Air India initiated the process to configure crew rostering software two-three months prior to the November 1 deadline

hired post-privatisation. Between April 2022 and September 2023, the airline inducted 650 pilots. These included those who became jobless after the closure of Go First.

### PILOT NUMBERS

While pilot numbers on the Airbus A320 fleet are comfortable, the current strength on Boeing 777 and Airbus A350 fleets is in surplus of requirements. Those flying Airbus A350 are getting only four flights in a month on average due to high pilot numbers and limited operations. Also, Boeing

777 captains have been offered the option to train on the Boeing 787 fleet in view of aircraft additions next year.

A reduction in flights over last year following a safety pause, return of leased Boeing 777s and upgrades to aircraft has also kept actual pilot requirements under control.

Last November, Air India was operating 5,600 weekly flights, connecting 90 domestic and international destinations with 208 aircraft. The number of weekly flights reduced 16 per cent to 4,700 per week this Novem-

ber while destinations and fleet size reduced to 82 and 187 respectively.

"We had done our homework to ensure a smooth transition to the new rules

regime. Though we have suffered losses, we continue to invest in training and maintenance repair and overhaul facilities," said an Air India official.

## 'IndiGo on path to full recovery'

**Our Bureau**  
Mumbai

On Monday, IndiGo flew 1,800 flights (up from 1,650 on Sunday), and its on-time performance improved to 91 per cent. The airline said it has reduced the number of cancellations and is progressing further on the path to full recovery. Yet these measures have done little to assuage passengers as large-scale cancellations persist. On Monday, around 450 cancellations (departures plus arrivals) were reported at major airports.

Meanwhile, rating agency Moody's on Monday said flight disruptions are credit negative

for IndiGo as the airline could face significant financial damage from loss of revenue because of flight cancellations, refunds and other compensations to affect customers along with potential penalties imposed by the Directorate General of Civil Aviation.

On its part, IndiGo said it has refunded ₹527 crore to affected passengers and more are under process. The airline said it booked 9,500 hotel rooms and 10,000 cabs/buses for those stranded due to disruption. "Over 4,500 bags have been delivered to customers and we are on track to deliver the rest in the next 36 hours," IndiGo said.



# Corporate Communications Directorate

BUSINESS LINE

DELHI

9 DECEMBER 2025

## Small cargo movement hit by IndiGo cancellations

**T E Raja Simhan**  
Chennai

IndiGo cancellations have not only crippled passenger movements in the last five days but also movement of goods, especially small-size packets and couriers to tier-2 and tier-3 cities, where the airline had a strong connections.

For instance, apparels ordered in Jaipur used to arrive the next day in Chennai on board an IndiGo flight.

However, it has been a week since a consignment was ordered and is coming by road to Chennai, said Ramya, who regularly orders clothes from Jaipur. Air is preferred mainly for time sensitive materials like documents, e-commerce products, perishables and pharma items are badly affected as these are carried in the Belly of IndiGo aircraft.

Due to the IndiGo flight cancellations, these cargo were diverted to road and rail but this delayed the delivery, said sources.

At the Chennai airport, due to the IndiGo flight can-

cancellations, domestic cargo handling was majorly affected. Everyday, the airport handles around 150 tonnes.

### **MOST AFFECTED**

This is down to nearly 85 tonnes with e-commerce being the most affected, said sources.

While cargo to major metros are on board other airlines, including SpiceJet, Akasa Air, Air India and Air India Express, the volume carried by IndiGo was huge, they said.

E-commerce goods, which were being shipped to tier-2 and tier-3 cities have been impacted, said CK Govil, CMD at the Delhi-based Activair Airfreight India and Immediate Past President of The Air Cargo Agents Association of India.

Due to the cancellations to tier-2 and tier-3, the cargo loads were sub-optimal. However, on trunk routes, the disruption was keenly felt by courier operators and resulted in delayed and extended transits, said J Krishnan of S Natesa Iyer Logistics LLP, a Chennai-based freight forwarder.



# Corporate Communications Directorate

BUSINESS LINE

DELHI

9 DECEMBER 2025

## ‘IndiGo did not flag FDTL issue prior to disruptions’

Our Bureau  
New Delhi

Even as embattled airline IndiGo's operations stabilise, Civil Aviation Minister Ram Mohan Naidu on Monday informed Parliament that the airline had raised no concerns over the new duty-time limits prior to the disruptions.

Addressing the Rajya Sabha, Naidu said IndiGo did not raise any concerns over the flight duty time limit (FDTL) norms even as early as a meeting on December 1, 2025. "Operations appeared normal until disruptions emerged suddenly on December 3," he said.

The new FDTL guidelines came into effect on November 1, 2025.

According to Naidu, the Directorate General of Civil



**STRICT ACTION.** Union Minister of Civil Aviation Ram Mohan Naidu speaking in the Rajya Sabha on Monday.

Aviation (DGCA) had conducted thorough consultations with all stakeholders while framing the revised norms, which were implemented in April under the directions of the Delhi High Court.

### FRESH GUIDELINES

He stated that 22 guidelines were issued, of which 15 came into force on July 1 and the remaining seven on

November 1. Besides, Naidu said there had been no issues with the July guidelines, while variations were sought by airlines for those scheduled for November.

He added that multiple consultations were held not only with IndiGo but also with other carriers, stressing that the Ministry of Civil Aviation (MoCA) had made it "very clear" that there would be no compromise on safety.

"We care for the crew, we care for the pilots and we care for the passengers," he said.

Further, the Minister noted that airlines had different operational profiles — such as night operations, North-East routes and ATR-specific operations — and therefore, they sought varied clarifications under the uniform FDTL framework.

### SAFETY RISK

As per the Minister, the DGCA held discussions with carriers and granted necessary variations or exemptions after safety risk assessments wherever there was no compromise on safety.

Naidu stated that IndiGo was responsible for managing its crew and roster on a day-to-day basis, while the DGCA's role was to ensure correct implementation of FDTL norms.

In addition, the Minister said the airline sought clarifications on December 1, which were provided, and "they did not flag this issue".

Apart from this, he said the situation escalated suddenly on December 3, prompting immediate intervention from the Ministry.

Naidu said officials took charge at airports and held consultations with stakeholders to manage the situation over the subsequent two days.

He acknowledged the difficulties passengers faced during this period.

Notably, Naidu concluded that an inquiry is underway. He said the Ministry will take "very, very strict action" where required and that the outcome would serve as an example to ensure compliance across all airlines, operators and organisations in the civil aviation ecosystem.

# Corporate Communications Directorate

BUSINESS STANDARD DELHI 9 DECEMBER 2025

## Not possible to pinpoint disruption cause: IndiGo

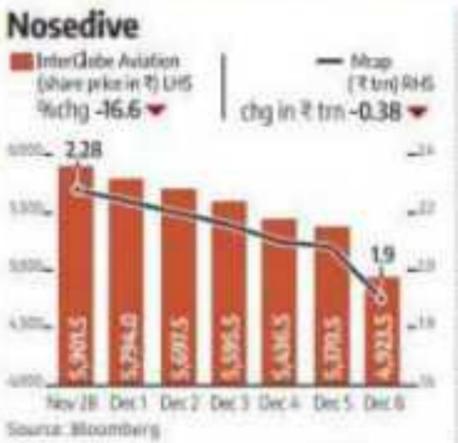
Minister promises strict action; airline board members unsure if CEO must go

**DEEPAK PATEL**  
New Delhi, 9 December

As the IndiGo crisis entered its seventh day with hundreds of flights grounded, the impact was felt beyond just the airports. In Parliament, Civil Aviation Minister Ram Mohan Naidu said on Monday that the government would take "strict" action in the matter and "set an example" for the rest of the aviation sector. Although Naidu did not specify the nature of action, IndiGo board members, when contacted, were unsure whether heads should roll because of the weeklong chaos.

On its part, IndiGo (InterGlobe Aviation Ltd) told the Directorate General of Civil Aviation (DGCA) Monday evening, in reply to a show-cause notice, that it is "realistically not possible to pinpoint the exact cause" of the operational disruption at this time due to the airline's "complexity and vast scale of operations". The company attributed the crisis to the "compounding effect of multiple factors", which operated in an "unfortunate and unforeseeable confluence". The response from the IndiGo CEO Peter Elbers and COO Isidro Pongieras came after they had got additional 24 hours to reply to the show-cause. They referred to the new flight duty time limitation (FDTL), technical glitches and weather issues as some of the factors in their response.

While IndiGo flight cancellations have attracted political reactions from day one, Andhra Pradesh CM Chandrababu Naidu defended the civil aviation minister — a member of his TDP party — on Monday. **Turn to Page 4**



**“... THE CAPACITY AND THE DEMAND THAT INDIA IS CREATING TODAY, WE NEED TO HAVE FIVE BIG AIRLINES”**  
Ram Mohan Naidu  
Civil Aviation Minister

**PAGE 2**  
**Sole route operator: In 10 yrs, IndiGo share up 3x**  
IndiGo is now the sole airline on a staggering 60.4 per cent of India's domestic routes, up from just 22.3 per cent a decade ago, underscoring why its operational meltdown has effectively paralysed air travel across the country. The overall 10-year data, shared by aviation analytics firm Citium, reveals a fundamental shift from competitive distribution to extreme concentration.

**Airport operators may seek compensation**  
Private airport operators, who are assessing revenue loss due to the unprecedented cancellation of nearly 4,500 flights by IndiGo last week, are having discussions internally on claiming compensation from the airline. A bulk of the aeronautical revenue of airports comes if aircraft fly, even though its share has been falling with non-aeronautical revenues going up.

- SC declines urgent hearing of plea on flight cancellations
- Flight cancellations credit negative, may hit IndiGo financially, Moody's

## IndiGo: Not possible to pinpoint disruption cause

Andhra Pradesh Chief Minister Chandrababu Naidu said the massive cancellations were caused by the airline's poor crew roster management and not government policy. Responding to political critics, he said that the crisis was being sensationalised to distract from their own failures.

Referring to IndiGo's dominant market share, that has triggered a competition debate in the country, the civil aviation minister said India had the potential to support five major airlines. Encouraging new entrants remains a government priority, he said.

Shares of InterGlobe Aviation fell nearly 9 per cent on Monday, with the company losing nearly its 10,000 crore in market valuation. This month, the airline's stock is down over 16 per cent.

Aviation minister Naidu — in his speech at the Rajya Sabha on Monday afternoon — squarely blamed IndiGo for the crisis. "We are not taking this situation lightly. We are doing an inquiry. We will take very strict action..." he said.

Passengers continued to face disruption as India's largest carrier cancelled around 300 flights on Monday, slightly fewer than the roughly 600 flights scrapped on Sunday, and well below the 700 cancellations on Saturday. Prior to the crisis, IndiGo operated about 1,300 flights daily.

The turmoil arose because the airline was ill-prepared, lacking enough pilots on its roster to fully comply with the new Flight Duty Time Limitation (FDTL) norms, which came into effect on November 1 to ensure more humane working hours for flight crews.

The member added, "Another airline in India recently had an air-crash incident. Moreover, it was recently found they operated an aircraft multiple times with an expired licence. Their CEO has not resigned. So demanding Elbers' removal — for an operational disruption — does not make much sense. Yes, people suffered because of operational mismanagement, but

**What board members think**  
A board member, while talking to Business Standard on the condition of anonymity, said that removing Elbers was an

option, but added that finding a chief executive who can run an airline operating around 2,000 daily flights is not easy, and any such decision would have to be carefully thought through.

When asked whether there was unanimity within the board on retaining or removing Elbers, the member replied, "No." After a pause, the member added that if government pressure "intensified" and if the financial penalty was "substantial", top management change could be considered.

A second board member said Elbers had handled multiple crises during his long aviation career, and this is "another major crisis" he must manage effectively. He was the CEO of KLM (KLM Royal Dutch Airlines) before. He is known globally as a thorough professional. I don't think it is right to remove him over one lapse. The focus should be on restoring operations, not on removing a key management personnel (KMP)," the member said.

The second member added that disciplinary action could be directed instead at several other senior executives responsible for managing the pilot duty roster and overseeing hiring. A third board member acknowledged that the situation had turned critical, but said it was now insupportable, as reflected in the rising on-time performance (OTM) per cent on Monday as compared to 75 per cent on Sunday.

The member added, "Another airline in India recently had an air-crash incident. Moreover, it was recently found they operated an aircraft multiple times with an expired licence. Their CEO has not resigned. So demanding Elbers' removal — for an operational disruption — does not make much sense. Yes, people suffered because of operational mismanagement, but

**Naidu in Rajya Sabha and Elbers' response**  
Naidu, in his verbal statement in Rajya Sabha, squarely blamed IndiGo for the operational meltdown. "There were multiple consultations done, not only with IndiGo, but with other stakeholders too regarding the new FDTL norms when we have been very strict saying that there has to be no compromise on safety. Safety is the top-most priority. We care for the pilots as well as passengers."

"This is a day-to-day operation that IndiGo should have maintained. IndiGo was supposed to manage the crew, and their duty roster, during its day-to-day operations," he said. The minister had a meeting with IndiGo executives on December 1 on the issue of FDTL itself, wherein its executives just wanted some clarifications. "We gave them clarifications. They did not flag any issue," he added.

Elbers and Pongieras responded on Monday to the show-cause notices issued by the DGCA on Saturday.

Reiterating what the airline has said several times publicly during the last few days, they said that "minor technical glitches, schedule changes linked to the start of the winter season, adverse weather conditions, increased congestion in the aviation system, and implementation of and operation under the updated crew rostering rules (phase 1 of FDTL rules)" were the factors that contributed "in lesser or greater measure" to the recent disruption.

They stated that the airline had been "struggling" with the DGCA regarding "challenges" in implementing the phase 1 of FDTL rules and were seeking "variations, exemptions, or extensions". They stated that the airline had to then take the "drastic measure" of "rebooting" the network on December 5 to "recover stranded customers, ease airport congestion, and reposition crew and aircraft".





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## Sole route operator: In 10 yrs, IndiGo's share up 3x

It is now the only player on 60% of domestic routes, up from 22%

DEEPA MITAL  
New Delhi, 8 December

IndiGo is now the sole airline on 60.4 per cent of India's domestic routes, up from just 22.3 per cent a decade ago, underscoring why its operational meltdown has effectively paralysed air travel across the country.

The overall 10-year data, shared by aviation analytics firm Cirium, reveals a fundamental shift from competitive distribution to extreme concentration.

That dominance is evident in some of the country's busiest routes. Consider the Chennai-Coleman and Kolkata-Hyderabad routes, which together saw 927 scheduled flights last month (270 and 657, respectively). Or take the Chennai-Thiruvananthapuram and Ahmedabad-Hyderabad routes, which recorded combined 688 flights (360 and 328, respectively). The only airport across all these key routes is the same—every single one of these nearly 1,000 monthly flights was by IndiGo. No other airline offered a single flight.

This was not always the case. In November 2015, India's domestic air network consisted of 225 unique routes, and IndiGo was the sole operator on 79 of them. While IndiGo was the largest player even then, it still faced substantial competition from other carriers such as Air India and SpiceJet, which had their own exclusive domains as well. Air India was the sole operator on 47 routes and SpiceJet on 41 routes in November 2015, according to the data.

When seen in percentage terms, in November 2015, about 22.3 per cent of domestic routes in India had flights only from IndiGo, 13.8 per cent only from Air India, and 11.1 per cent only from SpiceJet.

Over the next decade, while the total number of unique domestic routes almost tripled to 1,004 by November 2025, IndiGo's exclusive route network, where it is the sole operator, expanded steadily right till its 60th routes by last month. This massive imbalance shows that a significant chunk of the domestic air market's physical expansion in the last 10 years has been done by a single airline, leaving out of every 10 domestic routes without any competition.

SpiceJet and Air India's exclusive domains have dramatically shrunk.



### Flight disruptions credit negative, may hit IndiGo financially: Moody's

Taking cognizance of the crisis at IndiGo, Global rating agency Moody's on Monday said severe disruptions in flight operations is credit negative for Indian private airlines. It could face significant financial damage from loss of revenues due to flight cancellations, refunds and compensation to affected customers, along with potential penalties imposed by Directorate General of Civil Aviation (DGCA), the agency said. This follows a week-long period of IndiGo reporting massive delays and cancellations of its flights.

Last month, Air India was the sole operator on just six routes, and SpiceJet on 11 routes, according to Cirium's data.

When seen in percentage terms, in November this year, about 60.4 per cent of domestic routes in India had flights only from IndiGo, three per cent only from Air India Group (which also includes Air India Express), and 11 per cent only from SpiceJet.

IndiGo's financially-disciplined model has allowed it to sustain stronger profitability than its rivals and steadily induct new aircraft through a series of large orders. This financial resilience enabled the airline to stretch capacity and secure valuable airport slots vacated by competitors that could not withstand India's structurally high cost, low-fare environment. The most consequential shifts were the collapse of Jet Airways in 2016 and Go First in 2023, which removed substantial market share from the system.

At the same time, since the pandemic, SpiceJet has been weighed down by persistent financial stress, a large number of grounded aircraft, and ongoing legal challenges, limiting its ability to mount a meaningful competitive response.

The only major counterbalance has been the Tata Group's takeover of Air India and its subsidiary Air India Express in 2023, followed by their

consolidation with Vistara and Akasa India, respectively.

While the Tata-run Air India Group has placed significant aircraft orders and begun a multi-year capital intensive programme to modernise the fleet and overhaul legacy processes, the transformation remains in progress. It has yet to produce the scale or efficiency required to challenge IndiGo's lead in India's fast-growing domestic market.

Today, the Air India Group and IndiGo cumulatively fly more than 90 per cent of all domestic passengers every month, underwriting low aircraft loads on the performance of these two carriers.

A senior lawyer, well-versed in IndiGo's competition law, said that dominance by IndiGo is not an offence. It becomes actionable only when there is "abuse of dominance," and in such cases the matter can be taken to the Competition Commission of India (CCI). Abuse could be established if a third airline can show that IndiGo's structure prevented it from operating on routes where IndiGo is the sole operator, or if IndiGo differs any priced fares for below cost to drive competitors out. Abuse may also be considered if an airline is shown to have kept fares excessively high with the intent to exploit consumers. No such case has been filed against IndiGo so far.

## Airport operators may seek compensation from IndiGo for biz loss

SURAJEET DAS GUPTA  
New Delhi, 8 December

Private airport operators, who are assessing revenue loss due to the unprecedented cancellations of nearly 4,500 flights by IndiGo last week, are having discussions internally on claiming compensation from the airline.

"Yes, we are having discussions amongst the senior management on whether we should look at compensation for the loss of business. We have a symbiotic relationship with IndiGo. For the crisis to ease and flight operations to stabilise, then we will take a decision. We will get a complete picture once all flights are back, which might take some few days," says a senior executive of a large private airport operator, who did not wish to be named.

A bulk of the operational revenue of airports comes from aircraft fee, even though its share has been falling with new aeronautical revenues going up (retail income, duty free, lounge services etc). These include landing and parking fees, which are billed directly to the airlines. But in most cases, they are partly or fully passed on by airlines to the firms and factored in the ticket prices as they become part of the airlines' operating cost. Airports also charge passenger service fee directly from the passengers, which is used for airport's security, facilitation and other services. In some airports, passengers are also charged a user development fee, which is used to fund modernisation and expansion of the airport.

Leading airports in the country like Delhi, Mumbai, Bengaluru and Hyderabad, have been the hardest hit due to the massive wave of cancellations. According to the data avail-



### Skyline setbacks

- At many of 1,143 flights cancelled between Dec 7 and 8 at Delhi airport. On Dec 8, all 464 flights from the airport cancelled.
- In Mumbai, as many as 900 flights cancelled to date since the crisis began.
- In Hyderabad, over 670 flights cancelled till Dec 8.

able, Delhi airport saw 1,143 cancellations between December 7 and 8. Of this, on December 8, IndiGo cancelled all 464 flights in Delhi.

At the Hyderabad airport, total cancellations between December 7-8 were 670 flights, while in Mumbai, as many as 900 flights were cancelled between December 7-8. Even tourist spots like Goa, especially during the marriage season, saw cancellations of over 120 flights till December 8, according to estimates.

At an all-India level, IndiGo flies around 2,500 flights daily. On Monday, it flew 1,800 flights, but cancelled 700 flights across the country. With a market share of 60 per cent, it dominates the domestic market and in many sectors, it is the only airline which offers connectivity.

## SC declines urgent hearing of plea on flight cancellations

SURAJEET DAS GUPTA  
New Delhi, 8 December

The Supreme Court on Monday declined to entertain a petition seeking its intervention over mass flight cancellations by IndiGo, noting that the Union government had already taken steps to address the issue.

A bench led by Chief Justice of India Justice Surya Kant, with Justice Jayashankar Bhaskar, said it was aware that the cancellations had caused widespread disruption.

"It is indeed a serious matter. Loss of passengers are stranded at airports across the country. We know the government has taken

steps to address the situation and is acting on it. Many travellers may have urgent health or personal commitments," the C.J. observed.

An advocate mentioned the matter before the court, flagging that cancellations were being made without adequate notice to passengers. He claimed that around 1,500 flights had been delayed, affecting travellers at nearly 95 airports nationwide.

Another petitioner was also filed on Monday before the Delhi High Court seeking directions to the Centre and the airline to provide support and relief to the people affected by flight cancellations. The court will hear the plea on December 23.



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## AI 171 crash: US attorney seeks flight recorder data

Mike Andrews, a US aviation attorney representing at least 150 families who lost their kin in the June 12 Ahmedabad Air India AI 171 crash, has urged the Union government to release the flight recorder data, which will allow for transparency and help families consider legal options. Andrews referred to a recent EAC interview with the sole survivor, Vidwas Kumar Ramesh. He said the flickering lights inside the plane, which turned green just before the crash, suggest the main electrical system switched to an emergency or backup system for unknown reasons. en



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## Flighty governance

### IndiGo fiasco reflects systemic failures

The crisis at IndiGo represents the kind of perfect storm that has been the cause of major crises in the corporate sector — from Kingfisher Airlines to Infrastructure Leasing and Financial Services. It involves collective failure at multiple levels — executive management, board, as well as the sector regulator — and highlights endemic weaknesses in Indian corporate governance. The airline, which operated over 2,300 flights per day to 140 destinations at its peak, built its formidable lead and delivered profitability in an industry riddled with burnouts, principally on account of its acute attention to on-time performance and costs. Together with other scheduled operators, the airline had over a year to align its pilot recruitment programme to the upgraded flight duty time limitation (FDTL) rules, notified by the Directorate General of Civil Aviation (DGCA) in January last year.

In operational terms, the new FDTL rules were the most consequential development for any domestic airline heading into 2025. Yet, as *The Indian Express* has reported, the airline's Annual Reports for 2023-24 and 2024-25 did not mention the new rules at all, nor did they figure in the airline's Risk Management Report. This implies that the airline's management did not anticipate operational challenges arising from these new rules and did not prepare for them adequately, which raises questions about its basic executive capabilities.

This deficiency, in turn, raises questions about the role of the board, staffed by luminaries from business and industry. These include a former Indian Air Force chief, a former head of the United States (US) Federal Aviation Administration, the current chief operating officer of a US airline, a former chief executive officer (CEO) of Shell, and a former chairman of India's securities market regulator. The airline reported that the board set up a crisis management group to monitor developments from the first day of the turbulence. It is worth wondering how, with so much corporate and specifically aviation-industry experience, the board did not think of exercising its fiduciary duty and question the management on its plans for the new FDTL rules well before the crisis broke out.

At the same time, light must be shone on the DGCA's role. Reports that the government is seeking a reconstitution of the airline's board may reflect concern for the nationwide dislocation for consecutive days. In Parliament, the minister of civil aviation also underlined that the DGCA had been monitoring airlines' compliance with the new FDTL rules and stated that even as late as December 1, IndiGo did not flag any issues. This timeline suggests lapses on the part of the airline, demanding corrective steps. But regulatory action was surely warranted as early as November, when IndiGo cancelled over 1,200 flights. Instead of asking the airline to ground some flights to ensure operational sustainability, the regulator has administered a slap on the wrist by allowing it a one-time exemption from some of the new norms and issuing the CEO a showcause notice. In an industry that operates on free-market principles, such government-mandated exemptions raise questions of regulatory objectivity. They militate against airlines that have taken the trouble to comply with the new FDTL rules and now have to fly, by regulatory fiat, under temporary ceilings on fares. Such all-round governance failures do not reflect well on India Inc as a whole.

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## TRAVEL INSURANCE

# If airline cancels flight, it pays, not the insurer

SANJEEV SINHA

With winter holidays approaching, some Indian travellers will venture abroad. Many will be underprepared for medical and other travel-related risks. Trip disruptions, missed connections, and steep medical costs in developed countries can leave travellers exposed if they underestimate the coverage they need.

### Trip cancellation

This is a vital component of travel insurance. "If the booked flight is cancelled, delayed, shortened, or diverted, the travel policy covers the cost of alternative transport and accommodation," says Rakesh Kaul, chief distribution officer (retail business), Bajaj General Insurance.

"Overlooking this cover means travellers may have to pay international prices for flight cancellations," says Shilpa Arora, cofounder and chief operating officer, Insurance Samadhan.

Many travellers believe that if an airline cancels a flight, as it recently occurred with IndiGo, they will be entitled to a payout from their insurance policy. "For

cancellations by the airline, regulations entitle passengers to a refund from the airline," says Abhishek Kumar, Sebi-registered investment advisor and founder, SahajMoney.com.

Most policies reimburse travellers only when cancellation is due to reasons such as medical emergency, death of an immediate family member, or natural disasters. Exclusions include cancellations due to strikes, civil unrest, government travel bans, pre-existing medical conditions that worsen, and pregnancy-related issues.

Many policies require cancellation to occur at least 24 hours before departure to qualify for a claim. "Buy your insurance immediately after booking, not a few days before travel, because many benefits like 'cancel for any reason' are only available within 14 to 21 days of your initial payment for the trip," says Kumar.

### Medical cover

Travellers frequently misjudge how expensive medical care can be in the US, Canada, Japan or Europe. "Hospitalisation, surgery or ICU care can easily cost ₹20-30 lakh, and air ambulances or medi-

cal evacuation may add another ₹30 lakh. With an inadequate sum insured, travellers will have to bear these expenses out of pocket," says Meet Kapadia, head of travel insurance, Policybazaar.com.

Travellers headed to high-cost destinations should opt for a medical sum insured of \$250,000. "For relatively affordable destinations such as Dubai, Thailand, Sri Lanka and Vietnam, a \$150,000 cover is usually sufficient. However, senior citizens and travellers with pre-existing conditions should choose a \$250,000 cover regardless of destination," says Kapadia.

### Other critical covers

Travellers frequently overlook key add-ons. "Travellers with pre-existing conditions should opt for pre-existing disease (PED) cover to avoid high medical bills. Those engaging in adventure activities like scuba diving, skiing or high-altitude trekking need adventure sports cover. For trips to Europe or connecting flights, missed connection cover is vital," says Kapa-

## Trip cancellation cover: Key points

- Only non-refundable travel and hotel charges are reimbursed
- Add up the non-refundable costs of your tickets, hotel, and tours, ensure trip cancellation sum insured is equal to this amount
- Trip interruption cover reimburses you for the unused portion of your trip and expenses for returning home
- Check whether your policy gets automatically extended if your return is cancelled or delayed

dia. Emergency evacuation cover is also important. "Evacuations in the US or Europe can cost ₹10-30 lakh," says Arora.

### Exclusions, pre-existing conditions

Lack of awareness about exclusions often leads to rejected claims. "Unapproved treatment, travel to restricted regions, and losses caused by negligence are typically not covered. Claims for injuries arising from illegal activities, intoxication or willful misconduct are also denied," says Kaul.

Omitting pre-existing medical conditions is a common pitfall. "Pre-existing conditions are usually excluded unless declared and approved," says Kaul.

### Claim-filing mistakes

Delayed intimation is a major issue. Insurers require immediate notification along with documents such as the Itinerary, claim form, National Electronic Funds Transfer (NEFT) details and receipts. Kaul says that seeking unapproved treatment without contacting the insurer's helpline or obtaining a doctor's prescription can lead to denial.

Buying insurance at the last minute and skipping the policy wording are common mistakes. "Disclose medical history honestly. Keep digital and physical copies of the policy and emergency contacts. Contact the insurer before hospital admission so they can guide you to network hospitals or arrange evacuation," says Arora.

Travellers should retain all bills and documents and avoid unnecessary cash payments.

The writer is a New Delhi-based independent journalist

# इंडिगो पर होगी कड़ी कार्रवाई

## सीईओ को हटाने के मुद्दे पर विमानन कंपनी का निदेशक मंडल एकमत नहीं

दीपक पटेल  
नई दिल्ली, 8 दिसंबर

**इं**डिगो की मौजूदा स्थिति पर नागर विमानन मंत्री राम मोहन नायडू ने आज कहा कि सरकार ने विमानन कंपनी के परिचालन में हालिया गड़बड़ी को जांच शुरू कर दी है और कंपनी के खिलाफ सख्त कार्रवाई की जाएगी ताकि विमानन क्षेत्र के लिए मिस्तल पेश की जा सके। इधर इंडिगो के बोर्ड सदस्य अभी भी इस बात पर पक्के नहीं हैं कि कंपनी के मुख्य कार्यकारी (सीईओ) पीटर एल्बर्स को हटाया जाना चाहिए या नहीं।

इस बीच एल्बर्स और इंडिगो के मुख्य परिचालन अधिकारी इतिहास पोरक्वेरामा ने देर शाम नागर विमानन महानिदेशालय (डीजीसीए) के कारण बलाओ नोटिस का जवाब देते हुए कहा कि कंपनी की जटिलता और बड़े पैमाने के परिचालन के कारण इस समय संचालन में रुकावट का सटीक कारण बताना संभव नहीं है।

नायडू ने राज्य सभा में अपने भाषण में इस संकट के लिए सीधे तौर पर इंडिगो को जिम्मेदार ठहराया। उन्होंने कहा, 'हम इस स्थिति को हलके में नहीं ले रहे हैं। जांच की जा रही है। हम बहुत सख्त कार्रवाई करेंगे और सभी विमानन कंपनियों के लिए एक मिस्तल कायम करेंगे।' शत्रुओं को आज भी परेशानी का सामना करना

**इंडिगो द्वारा बड़े पैमाने पर उड़ान रद्द किए जाने के संबंध में जांच शुरू कर दी गई है और कंपनी के खिलाफ सख्त कार्रवाई की जाएगी ताकि अन्य विमानन कंपनियों के लिए नज़ीर पेश की जा सके।**



के राममोहन नायडू, नागर विमानन मंत्री

■ कंपनी ने डीजीसीए के कारण बलाओ नोटिस के जवाब में कहा कि संचालन में रुकावट का सटीक कारण बताना अभी संभव नहीं

■ कंपनी के वरिष्ठ अधिकारियों पर अनुशासनात्मक कार्रवाई की जा सकती है

■ सोमवार को 500 उड़ानें रद्द, रविवार को लगभग 650 उड़ान रद्द हुई थी



पड़ा क्योंकि इंडिगो ने लगभग 500 उड़ानें रद्द की जो रविवार को रद्द की गईं लगभग 650 उड़ानों से कम थीं। इस संकट से पहले इंडिगो हर दिन लगभग 2,300 उड़ान संचालित करती थी।

इंडिगो में यह गड़बड़ी इसलिए हुई

क्योंकि उसके पास नए फ्लाइट ड्यूटी टाइम लिमिटेशन (एफडीटीएल) नियमों का पालन करने के लिए पर्याप्त पायलट नहीं थे। ये नियम 1 नवंबर को लागू हुए थे। इंडिगो के एक बोर्ड सदस्य ने नाम उजागर नहीं करने की शर्त पर बताया कि

एल्बर्स को हटाने पर विचार किया जाना चाहिए मगर उन्होंने यह भी कहा कि ऐसा सीईओ तलाशना आसान नहीं है जो रोचना लगभग 2,300 उड़ान संचालित करने वाली विमान कंपनी को संभाल सके। इसलिए कोई भी फैसला बहुत सोच-समझकर लेना होगा।

हालांकि उन्होंने कहा कि अगर सरकार का दबाव बढ़ता है और जुमाना काफी ज्यादा होता है तो एल्बर्स को जाने के लिए कहा जा सकता है।

बोर्ड के एक अन्य सदस्य ने कहा कि एल्बर्स ने विमानन क्षेत्र में लंबे करियर के दौरान कई संकटों को संभाला है और यह एक और बड़ा संकट है जिससे प्रभावी तरीके से निपटना होगा।

बोर्ड सदस्य ने कहा कि पायलट ड्यूटी रोल्टर का प्रबंध करने और पायलटों की नियुक्ति का जिम्मा देखने वाले वरिष्ठ अधिकारियों के खिलाफ अनुशासनात्मक कार्रवाई की जा सकती है।

बोर्ड के तीसरे सदस्य ने भी नाम उजागर नहीं करने की शर्त पर कहा कि स्थिति गंभीर हो गई थी लेकिन अब इसमें सुधार हो रहा है।

इस बारे में जानकारी के लिए इंडिगो को ईमेल भेजा गया मगर खबर लिखे जाने तक जवाब नहीं आया।

■ संबंधित समाचार: पृष्ठ 2

# 60 फीसदी घरेलू हवाई मार्गों पर इंडिगो का ही एकछत्र राज

दीपक पटेल  
नई दिल्ली, 8 दिसंबर

**इं**डिगो अब एकमात्र ऐसी विमानन कंपनी है जो आश्चर्यजनक रूप से देश के 60.4 प्रतिशत घरेलू मार्गों पर अकेले ही परिचालन कर रही है। एक दशक पहले उसके पास सिर्फ 22.3 प्रतिशत घरेलू मार्ग थे। इस तथ्य से यह बात जाहिर होती है कि उसके परिचालन संकट ने देश भर में हवाई यात्रा को क्यों पंगु बना दिया है। विमानन क्षेत्र का विश्लेषण करने वाली फर्म सिरियम की ओर से साझा किए गए 10 वर्षों के आंकड़ों से पता चलता है कि जो पहले प्रतिस्पर्धी कितरण था वह कैसे एक ही हाथ में चला गया।

देश के कुछ सबसे व्यस्त मार्गों पर यह दबदबा साफ दिखता है। चेन्नई-कोवंबतूर और कोलकाता-हैदराबाद मार्गों पर गौर करें। इन मार्गों पर पिछले महीने कुल मिलाकर 927 निर्धारित उड़ानें (क्रमशः 472 और 455) हुईं या फिर चेन्नई-तिरुचिरापल्ली और अहमदाबाद-हैदराबाद सेक्टर को लें, जिनमें संयुक्त रूप से 688 उड़ानें (क्रमशः 360 और 328) दर्ज की गईं। इन सभी प्रमुख मार्गों पर खास बात यह है कि महीने भर में करीब 1,615 मासिक



10 साल पहले महज 22 प्रतिशत घरेलू मार्गों पर अकेले परिचालन करने वाली इंडिगो अब देश में बड़े वायु मार्ग नेटवर्क पर अपना दबदबा बनाए हुए है

उड़ानों में से हरेक उड़ान इंडिगो की थी। किसी दूसरी कंपनी की एक भी उड़ान नहीं थी।

लेकिन हमेशा ऐसा नहीं था। नवंबर 2015 में देश के घरेलू हवाई नेटवर्क में 355 अलग-अलग विशिष्ट मार्ग शामिल थे और इंडिगो उनमें से 79 पर अकेली थी। हालांकि इंडिगो तब भी सबसे बड़ी उड़ान कंपनी थी, लेकिन उसे फिर भी एयर इंडिया और

स्पाइसजेट जैसी अन्य विमानन कंपनियों से कड़ी प्रतिस्पर्धा का सामना करना पड़ा, जिनका अपने अपने विशेष क्षेत्रों में दबदबा था। आंकड़ों के अनुसार नवंबर 2015 में एयर इंडिया 49 मार्गों पर जबकि स्पाइसजेट 41 मार्गों पर अकेली परिचालक थी। प्रतिशत के लिहाज से देखा जाए तो नवंबर 2015 में भारत में लगभग 22.3 प्रतिशत घरेलू मार्गों पर केवल इंडिगो उड़ान भरती थी,

13.8 प्रतिशत पर केवल एयर इंडिया और 11.5 प्रतिशत पर स्पाइसजेट की उड़ानें थीं।

इसके 10 साल बाद जहां नवंबर 2015 तक अलग-अलग विशिष्ट घरेलू मार्गों की कुल संख्या लगभग तीन गुना बढ़कर 1,004 हो गई, वहीं इंडिगो का खास मार्ग नेटवर्क, जहां वह अकेली सिरियम है, पिछले महीने तक लगभग आठ गुना बढ़कर 606 मार्गों तक फैल गया। इस भारी असंतुलन से जाहिर होता है कि पिछले 10 वर्षों में घरेलू हवाई बाजार के विस्तार का एक बड़ा हिस्सा एक ही विमानन कंपनी द्वारा किया गया है और हर 10 में से 6 घरेलू मार्ग पर कोई प्रतिस्पर्धा नहीं है।

स्पाइसजेट और एयर इंडिया के खास क्षेत्र बड़े स्तर पर सिकुड़ चुके हैं। सिरियम के आंकड़ों के अनुसार पिछले महीने एयर इंडिया केवल 6 मार्गों पर और स्पाइसजेट 11 मार्गों पर अकेली परिचालक थी। प्रतिशत के लिहाज से देखा जाए तो नवंबर 2015 में भारत में लगभग 60.4 प्रतिशत घरेलू मार्गों पर केवल इंडिगो की उड़ानें थीं, 3 प्रतिशत पर केवल एयर इंडिया समूह (जिसमें एयर इंडिया एक्सप्रेस भी शामिल है) की और 1.1 प्रतिशत पर केवल स्पाइसजेट की उड़ानें थीं।



भारतीय विमानपत्तन प्राधिकरण  
AIRPORTS AUTHORITY OF INDIA

## Corporate Communications Directorate

BUSINESS STANDARD

DELHI

9 DECEMBER 2020

# इंडिगो से मुआवजे पर विचार कर रहे हवाई अड्डा संचालक

सुरजीत दास गुप्ता  
नई दिल्ली, 8 दिसंबर

पिछले सप्ताह इंडिगो द्वारा लगभग 4,500 उड़ानों को असाधारण रूप से रद्द किए जाने के कारण हुए राजस्व नुकसान का आकलन कर रहे निजी हवाई अड्डा संचालक विमानन कंपनियों से मुआवजा मांगने पर आंतरिक रूप से विचार-विमर्श कर रहे हैं।

नाम न छापने की शर्त पर बड़ी निजी हवाई अड्डा संचालक के वरिष्ठ अधिकारी ने कहा, 'हां, हम कारोबार में हुए नुकसान के लिए मुआवजे पर विचार करने के संबंध में वरिष्ठ प्रबंधन के बीच चर्चा कर रहे हैं। हमारा आपसी संबंध है और यह संवेदनशील मामला है। संकट को खत्म होने दें और उड़ान संचालन स्थिर हो जाए, उसके बाद हम अंतिम फैसला लेंगे। हमें पूरी तस्वीर तभी मिलेगी, जब सभी उड़ानें वापस आ जाएंगी, जिसमें कुछ दिन लग सकते हैं।'

हवाई अड्डों के विमानन संबंधी राजस्व का बड़ा हिस्सा विमानों के उड़ने से आता है, भले ही गैर-

विमानन राजस्व (खुदरा आब, ड्यूटी फ्री, लाउंज सेवाएं आदि) बढ़ने के साथ इसकी हिस्सेदारी कम हो रही है। इनमें लैंडिंग और पार्किंग शुल्क शामिल हैं, जिनका बिल सीधे विमानन कंपनियों को देना होता है। लेकिन ज्यादातर मामलों में विमानन कंपनियों द्वारा इसका बौझ आंशिक या पूर्ण रूप से यात्रियों पर छल दिया जाता है और इसे टिकट की कीमतों में शामिल किया जाता है क्योंकि वे विमानन कंपनियों की परिचालन लागत का हिस्सा बन जाते हैं।

हवाई अड्डे यात्रियों से सीधे यात्री सेवा शुल्क भी लेते हैं, जिसका उपयोग हवाई अड्डे की सुरक्षा, सुविधा और अन्य सेवाओं के लिए किया जाता है। कुछ हवाई अड्डों पर यात्रियों से उपयोगकर्ता विकास शुल्क भी लिया जाता है, जिसका उपयोग हवाई अड्डे के आधुनिकीकरण और विस्तार के लिए किया जाता है। दिल्ली, मुंबई, बंगलुरु और हैदराबाद जैसे देश के प्रमुख हवाई अड्डे बड़े स्तर पर उड़ानों के रद्द होने के कारण सबसे ज्यादा प्रभावित हुए हैं।

## बिज़नेस स्टैंडर्ड

वर्ष 18 अंक 251

# तंत्रगत विफलता

इंडियों में उत्पन्न संकट उस बड़ी उद्योग-कुशल को दर्शाता है जो कंपनी क्षेत्र में बड़ी समस्याओं का कारण रही है। किर्किस्टर एयरलाइंस से लेकर इन्फोस्टेक एंजिनिंग एंड फाइनेंशियल सर्विसेज लिमिटेड ( आईएफएफएल ) तक में मने बवाल की जड़ भी इसी से जुड़ी हुई है। इनमें कई स्वर्ण ( बर्बादकारी प्रबंधन और निदेशकमंडल के साथ-साथ क्षेत्रीय निवामक ) पर सामूहिक विफलता खुलकर सामने आई है। इससे भारतीय कंपनी संचालन ढांचे में व्याप्त खामियां उजागर होती हैं। इंडियों ने समग्र सेना के बलन के दबाव और ऊंची लागत से जुड़े विमानन क्षेत्र में ऊंची उड़ान भरी और मुनाफा भी खूब कमाया। मौजूदा संकट शुरू होने से पहले कंपनी प्रतिदिन 700 कोचों के लिए 2,700 से अधिक उड़ानें संचालित करती थीं। अन्य अधिसूचित विमानन कंपनियों के साथ इंडियों को भी पिछले साल जनवरी में नगर विमानन महानिदेशालय ( डीजीसीए ) द्वारा अधिसूचित उन्नत उड़ान कार्य सम्व सौंप ( एफडीटीएल ) नियमों के अनुरूप पायलट भर्ती कार्यक्रम संचालित करने के लिए एक वर्ष से अधिक समय मिला था।

परिचालन के विहाय से नए एफडीटीएल नियम वर्ष 2025 में किसी भी विमानन कंपनी के लिए एक महत्वपूर्ण निर्देश थे जिनके साथ तालमेल बैठाना उसके लिए अनिवार्य था। इंडियन एयरलाइंस के अनुसार इंडियों को 2023-24 और 2024-25 को सालाना रिपोर्ट में नए नियमों का कहीं उल्लेख नहीं था। न ही ये नियम इस विमानन कंपनी को जोखिम प्रबंधन रिपोर्ट में ही शामिल थे। इसका सीधा मतलब तो यही निकाला जा सकता है कि इंडियों इन नए नियमों से अनजान होने वाली परिचालन चुनौतियों का अंदाजा नहीं लगा पाई और न ही उनके लिए पर्याप्त रूप से तैयारी ही की। इस पूरे प्रकरण से इंडियों को चुनिन्दा कार्य क्षमताओं पर सवाल उठता है।

इस विफलता से व्यापार एवं उद्योग जगत को नमी हस्तियों वाले इंडियों कोड की भूमिका पर भी गंभीर सवाल उठते हैं। इंडियों के कोड में भारतीय वायु सेना के एक पूर्व प्रमुख, अमेरिकी संघीय विमानन प्रशासन के एक पूर्व प्रमुख, एक अमेरिकी विमानन कंपनी के वर्तमान मुख्य परिचालन अधिकारी, सेल के एक पूर्व मुख्य कार्यकारी और भारतीय प्रतिभूति बाजार निवामक ( सेबी ) के पूर्व अध्यक्ष जैसा बड़ी हस्तियों शामिल हैं। इंडियों का कहना है कि उसके कोड ने संकट शुरू होने के दिन से ही पूरे घटनाक्रम को निगरानी के लिए एक संकट प्रबंधन समूह का गठन किया। मगर आश्चर्य की बात यह है कि बड़े तुरमाओं खासकर विमानन उद्योग से तालमेल रखने वाले लोगों से खराब खराब भरे कंपनी के कोड ने अपने कर्तव्यों का पालन करने और संकट शुरू होने से पहले नए एफडीटीएल नियमों को लेकर प्रबंधन की योजनाओं पर सवाल उठाने की जहमत नहीं की।

इंडियों संकट डीजीसीए को भी कठपट्टे में खिंच कर रहा है। ऐसी खबरें हैं कि सरकार इस विमानन कंपनी के कोड का पुनर्गठन चाह रही है जो लक्ष्यार कई दिनों से चले आ रहे विमानन क्षेत्र में इस संकट के प्रति उसकी धिंका को दर्शाती है। संसद में नगर विमानन मंत्री ने कहा कि डीजीसीए इस बात को निगरानी कर रहा था कि विमानन कंपनियों नए एफडीटीएल नियमों का अनुपालन कर रही हैं या नहीं। मंत्री ने कहा कि 1 दिसंबर तक भी इंडियों ने कोई मुद्दा नहीं उठाया था। बहत पूरा घटनाक्रम इंडियों को तरफ से संसदर भीखाभट्टी दर्शाता है जिसके लिए उसके खिलाफ तात्काल दंडायक कार्रवाई की जाने चाहिए। मगर निवामक को नवंबर की शुरुआत में ही इंडियों के खिलाफ कार्रवाई करनी चाहिए थी जब उसने 1,200 से अधिक उड़ानें रद्द कर दी थीं। उड़ान संचालन में स्थिरता लाने के लिए इंडियों को कुछ उड़ानें रोकने के लिए कहने के बजाय निवामक ने उसे कुछ नए मानदंडों से रिवायल देकर सीईओ को 'कृपण बर्ताओं' नोटिस भेज दिया जो महज खूबसूरती ही माने जा सकते हैं।

मुक्त बाजार व्यवस्था के अंतर्गत काम करने वाले विमानन क्षेत्र में सरकार द्वारा इस तरह की छूट निवामक नियंत्रण पर सवाल उठती है। यह कदम उन विमानन कंपनियों के खिलाफ जाता है जिनोंने नए एफडीटीएल नियमों का पालन करने में गंभीरता दिखाई थी। इसका ही नहीं, अब उन्हें निवामक के निर्देश के अनुसार एक अस्थायी किराया सौंपा के तहत उड़ानें संचालित करनी हैं। संचालन व्यवस्था की ऐसी पौरुष विफलता समग्र रूप से भारतीय कंपनी एवं उद्योग जगत के लिए अच्छी नहीं है।



# Corporate Communications Directorate

DAINIK BHASKAR

DELHI

9 DECEMBER 2025

## कार्रवाई... 7 दिन में 4500 उड़ानें रद्द होने के बाद सरकार बोली- इंडिगो की उड़ानों में कटौती करेंगे

नई दिल्ली। देश की सबसे बड़ी घरेलू एयरलाइन इंडिगो की सोमवार को भी 562 फ्लाइट्स रद्द हुईं। बीते 7 दिन में करीब 4500 उड़ानें रद्द होने के बाद अब केंद्र सरकार ने कहा है कि इंडिगो के विंटर फ्लाइट शेड्यूल में कटौती करेंगे। नागरिक विमानन मंत्री के. राममोहन नायडू ने एक इंटरव्यू में कहा कि इंडिगो के कुछ स्लॉट

दूसरी एयरलाइन्स को देंगे। इससे पहले उन्होंने राज्यसभा में बताया कि इंडिगो की जांच चल रही है। इस पर इतनी सख्त कार्रवाई करेंगे, जो दूसरी एयरलाइन्स के लिए नजीर बनें। इंडिगो की रोजमर्रा की क्रू और ड्यूटी रोस्टर मैनेजमेंट में गड़बड़ी के कारण संकट हुआ।  
• कंपनी ने कहा है कि यात्रियों का 745 करोड़ रु. रिफंड कर चुकी है।

• मामला गंभीर है... सुप्रीम कोर्ट में सीजेआई सूर्यकांत ने इंडिगो संकट को गंभीर मामला बताते हुए केंद्र से इस पर ध्यान देने को कहा है।

देश को 5 बड़ी एयरलाइन्स की जरूरत, यही सही समय



नायडू ने कहा कि देश के एविएशन सेक्टर में जिस तरह की क्षमता और मांग बढ़ रही है, उसे देखते हुए कम से कम 5 बड़ी एयरलाइन्स की जरूरत है। नई एयरलाइन शुरू करने का यही सही समय है। यहां बहुत तेज प्रोग्रेस हो रही है।

## इंडिगो संकट सातवें दिन भी बरकरार

दिल्ली-बेंगलुरु समेत कई हवाई अड्डों पर पांच सौ से अधिक उड़ानें रद्द

नई दिल्ली, 8 दिसम्बर (एजेन्सियां)। देश की सबसे बड़ी एयरलाइन इंडिगो की उड़ान सेवाएं सोमवार को भी पटरी पर नहीं लीट सकीं। दिल्ली, श्रीनगर, हैदराबाद, बेंगलुरु, अहमदाबाद हवाई अड्डे से अब तक 500 से ज्यादा हवाई उड़ानें रद्द हो चुकी हैं। सरकार के दखल के बावजूद अभी तक हालात सामान्य नहीं हो सके हैं। एक दिन पहले भी एयरलाइन ने 650 से ज्यादा उड़ानें रद्द कर दी थीं। इंडिगो के सीईओ पीटर एल्बर्स ने कहा कि हालात रोज बेहतर हो रहे हैं। 10 दिसम्बर तक ऑपरेशन नॉर्मल होने की उम्मीद है। राज्यसभा में सिविल एविएशन मंत्री राम मोहन नायडू ने कहा कि इंडिगो संकट उसके क्रू रोस्टिंग और इंटरनल प्लानिंग सिस्टम में समस्याओं के कारण हुआ। इससे यात्रियों को काफी दिक्कतें हुईं। हम इसे हल्के में नहीं लेंगे। जांच जारी है। इस बीच सोशल मीडिया पर एक वीडियो सामने आया है जिसमें इंडिगो की फ्लाइट के अंदर कपूत



- सरकार के दखल के बावजूद अभी तक हालात नहीं हो सके सामान्य
- इंडिगो की बेंगलुरु-वडोदरा फ्लाइट में कपूत घुसा

उड़ान दिखाई दे रहा है। यह फ्लाइट बेंगलुरु से वडोदरा जा रही थी। सोमवार को 350 से ज्यादा उड़ानें रद्द हुईं, जिनमें अहमदाबाद हवाई अड्डे पर सोमवार सुबह 8 बजे तक इंडिगो की 18 उड़ानें रद्द हुईं।

### संकट के लिए इंडिगो जिम्मेदार : राम मोहन



इंडिगो संकट पर राज्यसभा में सरकार ने जवाब दिया। इंडिगो संकट पर केंद्रीय मंत्री राम मोहन नायडू ने कहा कि इंडिगो के सिस्टम में खामी से परेशानी है। संकट के लिए इंडिगो जिम्मेदार है। नए ऑपरेशन लागू होने में एक महीने का समय लगा। 1 दिसम्बर को इंडिगो से बात की थी, सब ठीक था। यात्रियों की सुरक्षा से समझौता नहीं है। मामले को गंभीरता से ले रहे हैं। देश में और एयरलाइंस आनी चाहिए। यात्रियों की असुविधा के लिए माफी है। हाईकोर्ट के निर्देश पर गाइडलाइंस लागू हुईं। एयरलाइंस को 1 नवम्बर से कुछ बदलाव की जरूरत थी।



# Corporate Communications Directorate

DESHBANDHU

DELHI

9 DECEMBER 2025

अखिलेश ने इंडिगो एयरलाइंस को लेकर भाजपा पर साधा निशाना

## भाजपा इंडिगो एयरलाइंस के सामने झुक गई



नई दिल्ली, 8 दिसम्बर (एजेन्सियां)। इंडिगो एयरलाइंस की फ्लाइट लगातार कैमिल होने और किराए बढ़ाने को लेकर राजनीति तेज हो गई है। समाजवादी पार्टी के प्रमुख अखिलेश यादव ने भाजपा पर निशाना साधते हुए कहा कि भाजपा इंडिगो एयरलाइंस के सामने झुक गई है। समाजवादी पार्टी के प्रमुख अखिलेश यादव ने मीडिया से बात करते हुए कहा कि भाजपा राष्ट्रीय पार्टी के साथ-साथ राष्ट्र-विवादिता पार्टी भी है, जहां विवाद करना ही इनके लोग सबसे आगे रहते हैं। भाजपा केवल जनता को बेवकूफ बनाकर राज करना चाहती है, जनता को समस्या दूर नहीं हो रही है। उन्होंने कहा कि जब भी देश में कुछ होता है कि एयरलाइंस के टिकट का दाम बढ़ जाता है, इनको रोकने के लिए सरकार कोई उपाय नहीं करती है। सबको याद है कि प्रयागराज में जब महाकुम्भ लगा था तो लोगों को कितने रुपए में टिकट खरीदनी पड़ी थी, इसके साथ ही पहलगांव के समय भी कितनी महंगी टिकट थी। अखिलेश यादव ने कहा कि ऐसा लगता है कि भाजपा एयरलाइंस के सामने झुक गई है और जनता की समस्या दूर करने के बजाय एयरलाइंस का साथ दे रही है।

# Corporate Communications Directorate

DECCAN CHRONICLE

HYDERABAD

8 DECEMBER 2025

## IndiGo cancels 126 flights again

V. SHIVANI REDDY | DC  
HYDERABAD, DEC. 7

IndiGo flight services continued to face disruption for another day as it cancelled 126 flights — 69 arrivals and 56 departures — from the Shamshabad airport for the fifth straight day on Sunday. Stranded passengers complained of lack of information, and the airline being unhelpful in supporting them.

Suraj, who arrived in India after two years to visit his family, said his flight from Sharjah was delayed. When he landed in Hyderabad, Suraj was informed that his connecting flight to Kolkata had been cancelled and that he would have to take a flight to Chennai and then travel onward to Kolkata. He said the airline did not provide any accommodation or food.

"We got tickets for Monday but even those are not confirmed. We are three friends travelling together, and this has become a big problem," he said. A similar difficulty was faced by Krishna Kumar and his family who got stuck in Hyderabad after their return flight from Shirdi to Bengaluru was cancelled at the eleventh hour.

"As our return flight from Shirdi to Bengaluru was cancelled, we travelled to Nashik by road and then to Hyderabad by flight. Now, we have booked another flight to Bengaluru," he said.

Avinash, who got stranded in Hyderabad, said that after his flight from Bengaluru to Imphal via



Stranded passengers wait at Hyderabad airport amid continued IndiGo cancellations, hoping for updates and alternative flights. — R. PAVAN

Patna on December 4 was rescheduled to the next day, it was eventually cancelled.

"We were told to take a flight from Bengaluru to Hyderabad and then to Imphal via Patna. However, when we reached here, that flight also got cancelled. With no option left, we decided to return to Bengaluru," he said.

However, after a day of chaos and confusion on Saturday, relative calm prevailed in the airport's departure area as passengers had been informed well in advance about cancellations or delays, enabling them to look for alternative flights or other modes of transportation.

An IndiGo crew member at the airport said that, apart from providing flight updates, the airline has been extending alternate arrangements and

## SCR to run Hyd-Kottayam specials for Ayyappa pilgrims

DC CORRESPONDENT  
HYDERABAD, DEC. 7

The South Central Railway (SCR) said it would operate special trains between Hyderabad and Kottayam to manage the extra rush of passengers and accommodate Ayyappa devotees heading to and from Sabarimala.

SCR will run a Hyderabad-Kottayam special on December 8, leaving at 9.30 pm, and a Kottayam-Hyderabad spe-

cial on December 10 departing at 7.45 am. The train will consist of AC-III tier coaches, and will have stops at Nalgonda, Miryalaguda, Sattenapalle, Guntur, Tenali, Chirala, Ongole, Nellore, Perambur, Kaipadi, Jolarpettai, Salem Junction, Erode, Tiruppur, Podanur, Palakkad, Thrissur, Aluva and Ernakulam town stations in both the directions.

hotel accommodation where needed.

"Many passengers who have been stuck here for

two to three days are staying in nearby hotels, and we extended their stay. Compared to Saturday,

## TGSRTC TO OPERATE 2 BUSES FROM RGIA TO CHENNAI, B'LURU

DC CORRESPONDENT  
HYDERABAD, DEC. 7

The TGSRTC operated two sleeper buses from the Rajiv Gandhi International Airport (RGIA), one each to Chennai and Bengaluru, to accommodate passengers stranded by IndiGo flights imbroglio. Both services departed at about 4.30 pm on Saturday. Each ticket to Chennai was priced at ₹2,110 and to Bengaluru ₹1,670 per person.

SCR will also run special trains between Cheringalli station and New Delhi's Hazrat Nizamuddin. The special train will leave on Monday at 9.45 pm, and the return train will leave Hazrat Nizamuddin on December 10 at 4 am. SCR stated that the special trains are being brought to clear the extra rush of passengers and to accommodate the Sabarimala Ayyappa devotees.

when there were long queues, the situation on Sunday is normal," the staff member added.

SCR will also run special trains between Cheringalli station and New Delhi's Hazrat Nizamuddin. The special train will leave on Monday at 9.45 pm, and the return train will leave Hazrat Nizamuddin on December 10 at 4 am. SCR stated that the special trains are being brought to clear the extra rush of passengers and to accommodate the Sabarimala Ayyappa devotees.

## Day 6 of IndiGo crisis: KIA reels under fresh cancellations, passenger plight

On Sunday alone,  
61 flights of the airline  
were cancelled

ASHWIN BM  
BENGALURU, DHNS

The operational meltdown at IndiGo Airlines entered its sixth straight day on Sunday, leaving the Kempegowda International Airport (KIA) in continued turmoil.

Though the number of stranded passengers has reduced since the initial days, mass cancellations are still disrupting crucial



Anxious passengers try to get updates on their flight status at the Kempegowda International Airport (KIA) in Bengaluru on Sunday.

PHOTO: ANAND BH

travel plans for hundreds and severely impacting travel agents.

On Sunday alone, 61 IndiGo flights were cancelled.

Even with the airline reportedly sending notifications five hours in advance, many passengers were still seen sleeping

on terminal seats. The cancellations affected flights to Delhi, Hyderabad, Kolkata, Mangaluru, Bhopal, Kochi, and Srinagar.

Unlike the past few days, advance communication helped reduce the congestion that overwhelmed the airport earlier this week.

### Caught in the crossfire

The city's travel industry continues to bear the brunt.

Shankar Murthy, a travel agent who typically handles about 500 bookings a month, said the crisis has damaged both his business and his reputation.

"In the last four days, nearly 150 of my clients were stuck in different states. It was very hard to bring them back," he said.

He recalled a Mumbai flight

### 'Worst aviation meltdown'

Deputy Chief Minister DK Shivakumar, in a post on X, called the IndiGo fiasco the "worst aviation meltdown in India's history," blaming it on the Centre's "monopoly model".



He said the ongoing chaos at KIA, which is India's third-busiest airport, was hurting families, businesses, and the country's reputation, urging the union government to act immediately.

that was cancelled three times, leaving passengers waiting for 16 hours.

A group headed to Ithubane-swar saw their 7.20 am flight cancelled late Saturday night and have since faced repeated delays.

For elderly first-time flier Jyothi Patil, the experience was

overwhelming. "Now, they say 6.30 pm. We have been waiting here for 12 hours and are afraid we may not reach our destination," she said.

A Varanasi-bound pilgrimage group said their month-long planning was in jeopardy as their flight continued to remain under

"delayed status", derailing their itinerary.

Roshni, whose original flight was cancelled, rebooked a 1.30 pm flight at full fare only for it to be delayed as well. She said she was initially barred from boarding because staff did not have an updated passenger list.

Amid mounting frustration, senior Karnataka activist Vatal Nagaraj staged a protest near the Sadahalli toll plaza, demanding the arrest of senior IndiGo executives and a government takeover of the airline, calling the situation "worse than an emergency".

He highlighted severe personal losses, including delays for passengers travelling for medical needs or to interment a loved one's ashes in Varanasi.

## डीजीसीए के कारण बताओ नोटिस पर इंडिगो ने माफ़ी तो मांगी, लेकिन असली वजह बताने से बची सीईओ व सीओओ किए जा सकते हैं तलब

जयप्रकाश टंकन • जयपुर

नई दिल्ली: इंडिगो मामले को जांच कर रहा डीजीसीए का जांच दल कंपनी के सीईओ और सीओओ को मुठभार को तलब कर सकता है। दूसरी तरफ देशभर में हज़ारों उड़ानें रद्द करने और लाखों यात्रियों को परेशानी में डालने के बाद इंडिगो ने अस्थिरकार सोमवार शाम डीजीसीए के कारण बताओ नोटिस का जवाब दे दिया। कंपनी के सीईओ और सीओओ के हस्ताक्षर वाला जवाब शाम 6:01 बजे जमा किया गया। इसमें यात्रियों से गहरा खेद और हृदय से माफ़ी मांगी गई है, लेकिन सबसे बड़े सवाल कि इतना बड़ा संकट कैसे पैदा हुआ, इसका सफ़ा जवाब नहीं दिया गया है। इंडिगो ने लिखा है कि समस्या कई कारणों के दुर्भाग्यपूर्ण और अप्रत्याशित संयोग से हुई, जिन्हें अभी सटीक रूप से चिह्नित करना संभव नहीं है। डीजीसीए जवाब का अध्ययन कर रहा है, लेकिन संकेत है कि इंडिगो के जवाब को संतोषदायक नहीं माना गया है। बहुत संभव है कि कंपनी के खिलाफ सख्त कार्रवाई हो।

कंपनी ने नागरिक उड्डयन महानिदेशालय से और समय मांगा है, क्योंकि उसके हिसाब से शो-कोज नोटिस के निवम के तहत 15 दिन का वक़्त मिलता है। दूसरे शब्दों में कहे तो सिर्फ़ प्रारंभिक बातें बताई गई हैं, पूरा रुट काज एनालिसिस बाद में आएगा।

**6** बजे के बाद शाम को कंपनी के सीईओ और सीओओ के हस्ताक्षर वाला जवाब जमा किया

**15** दिन का समय दिए जाने का तर्क देकर कंपनी ने मांगा है मंत्रालय से और समय



आइजीआइ टर्मिनल 1 पर फ़ारलाइन के टिकट काउंटर के पास क्लाइंट के इंतज़ार में बैठे यात्री • गेट प्रकाश मिश्र

### उड़ानें रद्द होने से इंडिगो को वित्तीय नुकसान होगा

नई दिल्ली, प्रेंट: मूवीज़ रेंटिंग्स ने कहा कि इंडिगो की उड़ानों में व्यापक व्यवधान एयरलाइन द्वारा विमानन नियमों के लिए खोजना बनाने में विश्वस्त के कारण हुआ है। इससे कंपनी को वित्तीय नुकसान हो सकता है और जुर्माना भी लगाया जा सकता है। रेंटिंग एजेंसी का कहना है कि डीजीसीए द्वारा नियमों की जानकारी विमानन उद्योग को एक साल से भी पहले दे दी गई थी। एक नोट में मूवीज़ ने कहा कि यह व्यवधान एयरलाइन के लिए 'क्रेडिट निर्माह्व' है।

के जवाब के बारे में डीजीसीए की तरफ से ही जानकारी उपलब्ध कराई गई है।

कंपनी का दावा है कि वह पहले से ही डीजीसीए से एफ़डीटीएल नियमों में छूट या रम्यन मांग रही थी, लेकिन जब दिसंबर की शुरुआत में ये सारे कारक एक साथ आए तो क़ू को उपलब्धता अचानक कम हो गई, नेटवर्क पर दबाव बढ़ गया। पांच दिसंबर को इंडिगो ने नेटवर्क रिबूट किया यानी बड़ी संख्या में उड़ानें जानबूझकर रद्द कीं, ताकि फंसे यात्री निकाले जा सकें, क़ू और विमान को सही जगह पहुंचाया जा सके। कंपनी का कहना है कि इन कदमों की वजह से छह दिसंबर से सेवार्ण धीरे-धीरे सामान्य होने लगी हैं। यात्रियों को होटल, भोजन, परिवहन और रिफंड की सुविधा 'जितना संभव था' दी गई। हालांकि यह दावा जर्मनी स्थिति से मेल नहीं खाती, क्योंकि अधिकतर यात्रियों को कोई भी सुविधा नहीं दी गई है। इंडिगो ने अब तक यह स्पष्ट नहीं किया है कि उसकी अपनी प्लानिंग और मैनेजमेंट में क्या बड़ी चूक हुई। ना ही सोमवार को राज्यसभा में नागरिक उड्डयन मंत्री की तरफ से दो सूचनार्ण दी गई हैं, उसका भी जवाब नहीं है। डीजीसीए ने कहा है कि इस जवाब का अध्ययन किया जा रहा है और जल्द ही उचित कार्रवाई करेगा। सूत्र बता रहे हैं कि निवामक एजेंसी इंडिगो "समय मांगने" से संतुष्ट नहीं है।

### देश की छह बड़ी एयरलाइंस में कुल 13989 पायलट

मुंबई, प्रेंट: सरकार ने सोमवार को संसद में जानकारी दी कि देश में काम कर रहे छह बड़ी एयरलाइंसमें 13989 पायलट कार्यरत हैं। इसमें एयर इंडिया में 6350 और एयर इंडिया एक्सप्रेस में 1592 पायलट कार्यरत हैं। वहीं इंडिगो में 5085 कार्यरत सदस्य कार्यरत हैं। नागरिक उड्डयन मंत्री

मुरलीधर मोहोले ने राज्यसभा में एक सवाल के जवाब में कहा कि अबस एयरलाइंस में 466 और स्पेइसजेट में 385 पायलट काम कर रहे हैं। सरकारी विमानन कंपनी एलायंस एयर में 111 पायलट काम कर रहे हैं। पायलटों की नियुक्ति बाजार के कारणों पर निर्भर करती है। उन्होंने कहा कि

एयरलाइंस विदेशी पायलटों को भी नियुक्ति करती हैं, जिसके पीछे बेड़े के विस्तार और समयबद्ध परिचालन ज़रूरतों को देखते हुए खास तरह के रेटेड पायलट की आवश्यकता होती है। मोहोले ने बताया कि उड़ान प्रशिक्षण संगठन भी लगातार अपने विमान बेड़े का अपग्रेड कर रही है।

जवाब में बताए गए "प्रारंभिक योगदान देने वाले कारक" में छोटी-मोटी तकनीकी खराबी, सर्दी

में उड़ानों के लिए समय-सारणी में बदलाव, खराब मौसम, हवाई अड्डों पर बढ़ती भीड़ के साथ नई

फ्लाइट ड्यूटी टाइम लिमिटेशन (एफ़डीटीएल) फेज-2 नियम लागू होने की गिनती कराई गई है। कंपनी

## टर्मिनल एक पर लगा यात्रियों के लगेज का अंबार, सुपुर्दगी में कछुए से भी धीमी चाल

मोहन कुमार मिश्रा • जागरण

नई दिल्ली: तीन दिसंबर से घरातल पर आए इंडिगो के संकट में फंसे यात्रियों के लगेज अब धीरे धीरे निकलने शुरू हुए हैं, लेकिन इसकी रास्ता कछुए से भी धीमी है। आइजीआइ एयरपोर्ट के टर्मिनल 1 के भीतर अभी भी यात्रियों के लगेज जगह-जगह बिखरे नजर आते हैं। सोमवार को इनमें से कुछ लगेज यात्रियों को सौंपे गए। इंडिगो कर्मियों का कहना है कि लगेज की सुपुर्दगी की प्रक्रिया अभी कई दिनों तक चलेगी। सूत्रों का कहना है कि यहां 5000 से ज्यादा यात्रियों के लगेज

**5000** से ज्यादा यात्रियों के लगेज आइजीआइ एयरपोर्ट के टर्मिनल 1 पर अभी भी जमा

अभी जमा हैं। कई यात्रियों को लगेज जहां हाथों-हाथ सौंपे जा रहे हैं तो कई लोगों के घरों पर लगेज भेजे जा रहे हैं।

टर्मिनल 1 के प्रस्थान क्षेत्र में बने टिकट काउंटर के हाल में जब आप प्रवेश करते हैं तब शीशे की दीवार से झांकने पर आप जो नजारा देखेंगे वह आपको हैरान परेशान कर देगा। यहां हजारों की तादाद में लगेज पिछले कई दिनों से पड़े हैं। हर कोई

इस दृश्य को अपने कैमरे में कैद करना चाहता है।

इन दिनों यहां आने वाले लोग यहां की तस्वीर नहीं लें, यह हो ही नहीं सकता। सुरक्षाकर्मी यदि किसी को तस्वीर लेने से रोके भी तो लोग तब तक कोशिश जारी रखते हैं जब तक कि सुरक्षाकर्मी की निगाह वहां से हट नहीं जाए। रविवार को टर्मिनल 1 के फोरकोर्ट एरिया में सैकड़ों लगेज रखे हुए थे। इंडिगो कर्मी इन बैगज पर इसके मालिक का नाम व फ्लाइट नंबर से जुड़ी पच्ची लगा रहे थे।

संबंधित खबर » जागरण सिटी



आइजीआइ टर्मिनल 1 के स्टोर में लगेज खोजते यात्री • चोट प्रकाश मिश्रा



# Corporate Communications Directorate

DAINIK JAGRAN

DELHI

9 DECEMBER 2025

## कैप फार्मूला बेअसर, मनमाना किराया वसूल रहीं एयरलाइंस

कनेक्टिंग फ्लाइट में उड़डयन मंत्रालय के नियमों को नहीं मान रहीं एयरलाइंस, जिन रूटों पर सीधी उड़ानें नहीं, वहां किराया सीमा से कई गुना ज्यादा

आगरा टीम, नई दिल्ली: इंडिगो की मनमाना से उद्यम संकट के बाद थरेलु हवाई किराया असमान होने लगा तो नागरिक उड़डयन मंत्रालय ने छह दिसंबर को हस्तक्षेप करते हुए दूरी के हिसाब से अधिकतम बेस फेयर की सीमा (कैप) तय कर दी। सरकार ने इसे सख्त से लागू करने का दावा किया, लेकिन सोमवार को कई रूटों पर यह तय्यार किएबुल उलट दिखी। प्रमुख महानगरीय रूटों पर तो किराया कालू में आया है, मगर छोटे और बसे रूट जहां सीधे उड़ानों की सुविधा नहीं है, वहां कैप को लागू पर रखकर कई गुना ज्यादा किराया वसूल जा रहा है।

उल्लेखनीय है कि उड़डयन मंत्रालय ने 500 किलोमीटर तक के लिए 7500 रुपये, 501 से 1000 किलोमीटर तक के लिए 12,000 रुपये, 1001 से 1500 किलोमीटर तक 15,000 रुपये और 1500 किलोमीटर से अधिक दूरी के लिए 18,000 रुपये की अधिकतम सीमा निर्धारित की थी। इसके बाद विमानन कंपनियों ने इस नियम में खामी निकाल ली। इससे कैप फार्मूला बेअसर हो गया है और बेचस यात्रियों को ज्यादा किराया देना पड़ रहा है। एयरलाइंस ने इसका फायदा उठा लिया है कि कनेक्टिंग के दिशा-निर्देश में यह नहीं कहा गया है

- हवाई किराये पर कैप लगाने के नियम में कंपनियों ने निचाला ती खामी
- एयरलाइंस और ट्रेवल एजेंट कमीशन काम रहे हैं, ठगा महसूस कर रहे यात्री
- प्रमुख हवाईअड्डों पर जमीनी हलाल के आकलन के लिए अधिकारी तैनात

अधिकतर एयरलाइंस निर्देश का पालन कर रही है। कुछ सेक्टर से हमें शिकायतें मिल रही हैं। सभी से अपेक्षा है कि ऐसे समय में यात्रियों से कायदा न उठाना जाए। जरूरत होगी तो निर्देश में और स्पष्टता लाकर सुझावों को धेद किया जाएगा। कनेक्टिंग फ्लाइट पर भी सेगमेंट-वाइज कैप लागू करने पर विचार चल रहा है। -उड़डयन मंत्रालय



**शीतकालीन उड़ानों में कटौती**  
नागरिक उड़डयन मंत्री राममोहन नायडू ने सोमवार को कहा कि सरकार इंडिगो के शीतकालीन उड़ान कार्यक्रमों में कटौती करेगी। बड़े पैमाने पर परिवहन व्यवधानों के बाद इंडिगो की उड़ानें अन्य आयरलैन्स को आउटसोर्स की जाएगी। दूरदर्शन से बत करते हुए नायडू ने कहा- हम इंडिगो के रूट में कटौती करेंगे। हम निश्चित रूप से उन्हें कम करेंगे।

**इंडिगो ने 827 करोड़ रिफंड किए, अभी पहुंचाने हैं 4500 बैग**  
अडएनएस के अनुसार, सरकार की कही जेब का सम्भाल कर रही इंडिगो ने सोमवार को कहा कि उसने अब तक यात्रियों को 827 करोड़ रुपये रिफंड कर दिए हैं और बाकी राकम 15 दिसंबर तक वापस करने की प्रक्रिया में है। यात्रियों के 9000 लगेज फंसे हुए हैं। इनमें 4500 बैग संबंधित यात्रियों तक पहुंचा दिए गए हैं। बाकी 4500 बैग अगले 36 घंटों में पहुंचाने की तैयारी चल रही है। इंडिगो ने यह भी कहा किया कि उसने फंसे हुए यात्रियों की सुविधा के लिए एक से सत दिसंबर के बीच होटलों में 9500 से अधिक कमरों और करीब 10000 कैब/बसे का इंतजाम किया है।



कनेक्टिंग के अनुसार किराया 7500 रुपये से अधिक नहीं होना चाहिए। लेकिन, एअर इंडिया 9 दिसंबर के लिए 10,303 रुपये और 11 दिसंबर के लिए 12,648 रुपये वसूल रही है। सोमवार को लखनऊ से दिल्ली का इंडिगो का किराया 9500 रुपये, मुंबई का मंगलवार का किराया 18,000 रुपये हो गया है। लखनऊ-अहमदाबाद का सोमवार का सीधे उड़ान का किराया 21570 रुपये हो गया।

विचारधारा यह है कि एयरलाइंस को अपनी वेबसाइट और मोबाइल एप पर टिकट कभी-कभी थोड़ा सरल दिखता है, लेकिन बर्ड-पाटी अनलान्डन ट्रेवल एजेंट (ओटीए) पर यही टिकट 30-50 प्रतिशत महंगा है। सूत्रों का कहना है कि इस अंतर से एयरलाइंस और ओटीए मिलकर अतिरिक्त कमीशन कमा रहे हैं, जबकि यात्री ठगा महसूस कर रहे हैं।

एअर इंडिया के एक अधिकारी ने बताया कि दो वजहों से किराया ज्यादा है। पहला, कनेक्टिंग फ्लाइट है, जिसमें यात्रियों को पहले एक जगह से दूसरे शहर फिर यहां से गंतव्य शहर के लिए उड़ान लेनी पड़ रही है। यहां सीधी दूरी का मतलब नहीं रह जाता। ऐसे मामले में दो या फिर तीन फ्लाइट का पैसा

जोड़ा जा रहा है। दूसरा कारण, बर्ड पाटी मोबाइल एप कंपनियों का भी मनमाना रवेबा है। एयरलाइंस ने इन कंपनियों से कहा है कि ये ज्यादा किराया नहीं दिखाएं, लेकिन मोबाइल एप कंपनियों भी मांग बढ़ने में कमाई का मौका देख रही हैं।

हवाई अड्डों के संचालन की गहन समीक्षा: आडएनएस के अनुसार, इंडिगो की सेवाओं में व्यवधान के कारण यात्रियों को हो रही परेशानियों को देखते हुए नागरिक उड़डयन मंत्रालय ने देशभर के हवाईअड्डों के संचालन की खेमीयों घंटे गहन समीक्षा शुरू की है। नागरिक उड़डयन मंत्री राममोहन नायडू ने कहा कि प्रमुख हवाईअड्डों पर जमीनी हलाल का आकलन करने और यह सुनिश्चित करने के लिए खिफ्ट अधिकारियों को तैनात किया गया है कि कैसे हुए या देरी से आने वाले यात्रियों को धिंकाओं का तुरंत समाधान किया जाए।

एक्स पर एक पोस्ट में नायडू ने लिखा-नागरिक उड़डयन मंत्रालय और टीजीसीए तीन दिसंबर से सभी हवाईअड्डों पर स्थिति को लगातार निगरानी कर रहा है। इसी तारीख से इंडिगो के संचालन में अनिर्धमिताओं के कारण देशभर में उड़ानों का संकुचन प्रभावित होने लगा था।

कि कनेक्टिंग फ्लाइट पर भी इसका फायदा मिलेगा। उनका दावा है कि सीधे निकल सीधी उड़ान पर लागू होता है, कनेक्टिंग पर नहीं। इस एक खामी को पकड़कर कंपनियों

छोटे शहरों के यात्रियों से कई गुना ज्यादा पैसे पेट रही हैं। चंडीगढ़, सैह, अमरावती, विभूगढ़, पुणे, मोरखपुर, नांगड़ा जैसे शहरों का यहाँ हाल है। यहां सीधी उड़ानें कम

हैं और कनेक्टिंग टिकटों का टम कैप से तीन-चार गुना ऊपर चल रहा है। चंडीगढ़ से जयपुर की दूरी 484 किमी है। इस दूरी पर किराया 7500

रुपये से अधिक नहीं होना चाहिए, लेकिन 10 दिसंबर के लिए एअर इंडिया का टिकट 28,007 रुपये तक पहुंच गया है। इसी तरह चंडीगढ़ से अमृतसर की दूरी 226 किमी है।

# Corporate Communications Directorate

DAINIK JAGRAN

DELHI

9 DECEMBER 2025

  
**जागरण**  
**विकास**

**हवाई यात्रियों को आगे न हो परेशानी, क्या है उपाय ?**

## इंडिगो प्रबंधन के कुप्रबंध से पैदा हुआ था संकट, समय रहते नहीं दिया ध्यान

देवेद प्रसाद • जागरण

नई दिल्ली: घरेलू बाजार के करीब 60 प्रतिशत हिस्से पर कब्ज़िज इंडिगो ने बीते पांच दिनों में 2000 से ज्यादा उड़ानें रद्द कर दी हैं। इससे लाखों यात्रियों को मुसीबत का सामना करना पड़ा। दो दिन तक तो पूरे देश के एयरपोर्ट रेलवे स्टेशनों जैसी भीड़ नजर आ रही थी। वह समस्या अचानक नहीं पैदा हुई। दरअसल, जब नागरिक उड़ानें महानिदेशालय (डीजीसीए) ने फ्लाइंग ड्यूटी टाइम लिमिटेशन (एफडीटीएल) के नए नियम लागू किए गए, तो इंडिगो ने इसके मुताबिक अपनी तैयारी नहीं की। नए नियमों का उद्देश्य पायलटों को घकाने से बचना था, लेकिन पहले से ही स्टाफ की कमी झेल रही इंडिगो के लिए वह नियम भारी पड़ गया। उसने इसके मुताबिक, तैयारी नहीं की और नजीकतन बेहत विस्फोटक स्थिति पैदा हो गई। इसका अंदाजा इससे लगाया जा सकता है कि अब मामला पार्लियामेंट की कमेटी के पास भी पहुंच चुका है।

सोमवार को आयोजित जागरण

- एफडीटीएल के नए नियमों के लागू होने पर इंडिगो ने इसके मुताबिक नहीं की थी अपनी तैयारी
- इंडिगो पर लगाया जा सकता है जुर्माना, अन्य कंपनियों पर भी नियमों को लेकर होगी सख्ती



अजय अवस्थानी

### आवजन प्रक्रिया में कम लगे समय

विमानन विशेषज्ञ अजय अवस्थानी ने बताया कि दुनिया के कई विकसित देशों की तुलना में भारत में एयरपोर्ट पर सुरक्षा जांच आदि में बहुत अधिक समय लगता है। घरेलू यात्रियों को आसान चेक-इन के लिए कम से कम डेढ़-दो घंटे पहले पहुंचने की सलाह दी जाती है। सुरक्षा और आवजन प्रक्रियाओं के कारण, अंतरराष्ट्रीय यात्रियों को घरान से कम से कम ढाई से तीन घंटे पहले पहुंचने की सलाह दी जाती है। इसमें लोगों का काफी समय बर्बाद हो जाता है। सरकार को इस दिशा में भी ध्यान देना चाहिए।

### भारत में हवाई यात्रियों के अधिकारों को और बनाना होगा मजबूत

अजय अवस्थानी ने कहा कि ऐसा नहीं है कि इंडिगो संकट जैसे हालात पहली बार बने हैं। अमेरिका दुनिया का सबसे बड़ा विमानन बाजार है, लेकिन वहां भी दो-तीन साल में इस तरह की समस्याएं पैदा होती रहती हैं। हालांकि उन्होंने यह जरूर कहा कि अमेरिका व अन्य कई विकसित

देशों में कस्टमर के अधिकार ज्यादा सुरक्षित हैं। हमारे यहां विमानन क्षेत्र में काम करने वाले कर्मचारियों को यूनियन बनाने की इजाजत नहीं है, जबकि अमेरिका व यूरोप के कई देशों में ऐसा है। इसलिए वॉच व वेटन-भर्तों व आराम के लिए आवजन उठा सकते हैं। भारत में सुरक्षा का टैक रिटाई

अच्छा रहा है, जो नए एयरपोर्ट बन रहे हैं, वहां विश्वस्तरीय सुविधाएं दी जा रही हैं, लेकिन हवाई यात्रियों के अधिकारों को लेकर हमें और ध्यान देना होगा। खासकर इंडिगो संकट के दौरान लोगों को जिस तरह की तकलीफ झेलनी पड़ी, वह भविष्य में नहीं हो, इस पर ध्यान देना होगा।

विमर्श में लाइव प्रोग्राम अ लाउंज के संस्थापक और विमानन विशेषज्ञ अजय अवस्थानी ने कहा कि इंडिगो की लचकिलगी की वजह से इस तरह के हालात बने, उसके लिए

उस पर जुर्माना लगाया जा सकता है। अब तक यह कंपनी अपनी मोनोपोली चलाती रही है, लेकिन अब इस बात की पूरी उम्मीद है सरकार इंडिगो के साथ अन्य

विमानन कंपनियों के लिए नियमों का सख्ती से पालन सुनिश्चित करवाने के लिए कदम उठाएगी, ताकि ऐसी स्थिति दोबारा नहीं बने।

### संकट पैदा होने दिया गया

अजय अवस्थानी ने कहा इंडिगो जैसी बड़ी विमानन कंपनी में आपरेशनल दिक्कतें पैदा होने से बड़े सवाल खड़े होते हैं। एविएशन में सुरक्षा को बहुत अधिक महत्व दिया जाता है। इसके लिए पहले भी पायलट को पर्याप्त आराम देने पर जोर दिया जाता था। एफडीटीएल के नए नियमों के लागू होने से अब इसे और भी बेहतर ढंग से लागू कराया जाना है। इंडिगो प्रबंधन का शुरू से ही नए नियमों को लेकर सख्तरात्मक रुख नहीं था। डीजीसीए के साथ उसकी कई बैठकों में भी उसने यह संकट रूप से नहीं बताया कि उसके पास पायलट व क्यू मेबर्स की कमी है। वह हमेशा खड़ी कहता रहा कि जल्द उठानों में देरी की समस्या को वह हल कर लेगा, लेकिन वह बहुत साबित हुआ। इसका नतीजा सीकड़ो उड़ानें रद्द होने के रूप में सबके सामने आया। एयरपोर्ट में फंसो कस्टमर के लिए भोजन की व्यवस्था नहीं की गई। होटल में रुकने का इंतजाम नहीं किया गया। इसमें कई लोग बीमार थे, लेकिन वेम उनके पास नहीं होने से वे दवा तक नहीं ले सके। उन्होंने कहा कि एक मीटे अनुमान के मुताबिक करीब पांच लाख पीएनआर कैशिल हुए, जिससे पता चलता है कि इस संकट से करीब 10-11 लाख लोग पूरे देश में प्रभावित हुए होंगे।

# Corporate Communications Directorate

RS DAINIK JAGRAN

DELHI

9 DECEMBER 2025

मंथन

अजय कुमार  
विवानी  
इंजीनियर

## एयरलाइन उद्योग की समस्या

भारतीय एयरलाइन उद्योग की समस्याएं केवल राजनीतिक नहीं हैं, बल्कि उसके भीतर की कमजोरियां भी उतनी ही भारी हैं। इंडिगो का मौजूदा संकट इसका उदाहरण है

लेकर तमाम संचालन व्यवस्था का जोड़ अपने कंधों पर उठा लिया था। इसके शीक उलट भारत की स्थिति रही। महाभारी के दौरान भारतीय एयरलाइनों की भारी घाटा उठाना पड़ा और देखते ही देखते तीन एयरलाइनें टप तौड़ गईं। हमारे यहां एक विचित्र राजनीतिक मानसिकता है-सरकार यदि किसी निजी कंपनी को सहायता दे दे, चाहे वह लाखों लोगों के रोजगार बचाने के लिए हो क्यों न हो तो विपक्ष इसे फोड़ाला करार देने में एक पल नहीं लगाएगा। किंगफिशर संकट के समय मनमोहन सरकार के सामने वही दुविधा खड़ी हुई थी। उस समय की हवाई सेवा संचयन ने साफ कहा था कि सरकार पहले ही आरोपों से घिरी है, ऐसे में निजी एयरलाइन की सहायता देना भ्रष्टाचार के नए आरोपों को ज्वाला देगा। परिणाम हजारों लोग बेरोजगार हुए, लेकिन राजनीतिक जड़ बचाने का खेल चलता रहा।

भारतीय एयरलाइन उद्योग को समर्थान् सिर्फ राजनीतिक नहीं हैं, उसके भीतर की कमजोरियां भी उतनी ही भारी हैं। विजय माल्या से लेकर साधरा सम्पूठ तक कई मालिकों ने एयरलाइन को व्यवसाय से अधिक पैरुवर्ष का साधन माना। किंगफिशर चमक-टमक की भेंट चढ़ गई। सहाय एयरलाइन राजनीतिक और सामाजिक रसुख की भव्यता में उलझी रही। जेट एयरवेज ने जल्दी लाभ के लिए संदिग्ध स्कीमों से धन लिया। फिर बैंकों से विशाल कर्ज उठाया, जिसे चुकाने में असमर्थ रही। नुस्ली खडिया क्रिकेट और निजी निलेक्षों में उलझे रहे और गो फस्ट भी इसी लापरवाही में टह गई। इन सबके बीच इंडिगो ने सधे कठमों से अपना रास्ता बनाया। समय फालन, लीज पर विमान लाने का साहसिक निर्णय और संचालन की दक्षता-इन तीनों के सहारे उसने चुपचाप बाजार पर

पकड़ बनाई, परंतु इसकी कहानी यह केवल चमकीला हिस्सा है। दूसरा पहलु उतना ही चिंताजनक है-जब-जब कोई नई एयरलाइन उभरती इंडिगो उसके मार्ग के ठीक पहले या ठीक बाद अपनी उड़ान उतार देता, वह भी खेद कम किए पर। अक्सर एयर इसका ताजा उदाहरण है जहां उसके बाहर मार्ग बंद करने पड़े, केवल इसलिए कि इंडिगो ने किराया इतना नीचे रख दिया कि प्रत्येक नई एयरलाइन बुक हो नहीं करते थे। यह व्यापारिक व्यवहार दुनिया के किसी भी सुसंस्कृत बाजार में एकाधिकार नियंत्रण कानूनों के तहत रोक जाता, पर भारत में मोनोपैली नियंत्रण और प्रतिबंध कानून कधी किराजों से बाहर निकला ही नहीं। सरकार लगातार देखती रही कि एक कंपनी अपने बाजार प्रभुत्व का उपयोग कर प्रतिस्पर्धा का गला घोट रही है, पर किसी स्तर पर हस्तक्षेप नहीं हुआ। परिणाम यह कि आज देश का



इंडिगो पर घटा वचनों का भारोला।

एडिटर

हवाई क्षेत्र एक ही कंपनी पर आत्यधिक निर्भर हो चुका है। यह गर्व की नहीं, बल्कि चिंता की स्थिति है, क्योंकि यदि किसी दिन उस एकमात्र विशाल स्तंभ में दरार आ जाए तो पूरा तंत्र हिल सकता है। इन दिनों इंडिगो की उड़ाने रुक होने से जो अफरा-तफरी मची हुई है, उसने इस ध्य को सच साधित कर दिया है।

भारत को यह स्पष्टकर करना होगा कि एयरलाइन कोई साधारण व्यापार नहीं, बल्कि राष्ट्रीय अयसंरचना का हिस्सा है। जैसे सड़क, रेल और ऊर्जा क्षेत्र को सरकारी संरक्षण मिलता है, उसी प्रकार हवाई सेवा भी एक सार्वजनिक आवश्यकता है। यदि हम निजी कंपनियों को राजनीतिक डर के

कारण सहायता नहीं देंगे, अगर बाजार की निगरानी मजबूत नहीं होगी और यदि मालिक अपने कंपनियों को व्यक्तिगत महिमा के घंघ के रूप में चलाते रहेंगे तो आने वाले वर्षों में भारत के आकाश में उड़ाने कम और संकट अधिक दिखाई देंगे। हवाई सेवाएं केवल यात्रियों को नहीं जोड़तीं, बल्कि एक राष्ट्र की आर्थिक गति, आपदा प्रबंधन, व्यापार और रोजगार से सीधे जुड़ी होती हैं। यदि भारत को आकाश में स्थिर उड़ान चाहिए तो जरूरी है कि सरकार साहस दिखाए, नियम सख्त हो और व्यापारिक अनुशासन कठिन। करना अगली गिरती हुई एयरलाइन सिर्फ एक कंपनी नहीं होगी, वह व्यवस्था का पतन होगा।

# Corporate Communications Directorate

RS DAINIK JAGRAN

DELHI

9 DECEMBER 2025

# 'यह समस्या इंडिगो की खुद की बनाई हुई, करेंगे सख्त कार्रवाई'

नागरिक उड्डयन मंत्री ने कहा, देश में पांच बड़ी एयरलाइन की जरूरत नई कंपनियों को प्रोत्साहित करने के लिए सरकार सहयोग देगी, ताकि ऐसा एकाधिकार न बने

जागरण न्यूज़, नई दिल्ली



इंडिगो संकट के बारे में सोमवार को राज्यसभा में जानकारी देने के दौरान मंत्री राममोहन नायडू। फोटो: समाचार एजेंसी

इंडिगो संकट के बारे में सोमवार को राज्यसभा में जानकारी देने के दौरान मंत्री राममोहन नायडू। फोटो: समाचार एजेंसी

सही तय्यार नहीं पेश की, जिससे केंद्र और डीजीसीए अचानक पीटा हुए संकट के लिए तैयार नहीं था। हालांकि, यहाँ डीजीसीए के मुस्त रविये पर भी सवाल उठता है कि उसने एफडीटीएल नियमों को लेकर इंडिगो ने जो कहा, उस पर धरोसा किया। अपनी तरफ से नियमों के पालन को प्रोत्साहित का अवलोकन नहीं किया।

विपक्ष ने मंत्री के बयान पर असंतोष जताया और सदन से वाकबाह्यट किया। नायडू ने जब यह कहा कि भारत को नागरिक उड्डयन सेक्टर में वैश्विक स्तर पर ले जाने का विजन है, तो विपक्ष ने उस पर शोर मचा कर अपना प्रतिरोध जताया। नायडू ने कहा कि मंत्रालय स्वस्थ प्रतिस्पर्धा बढ़ाने के लिए काम कर रहा है। भारत को हवाई यात्रा मांग को देखते हुए कम-से-कम पांच बड़ी एयरलाइनों की जरूरत है। नई कंपनियों को प्रोत्साहित करने के लिए सरकार सहयोग देगी, ताकि ऐसी एकाधिकार वाली स्थितियां न हों। उन्होंने इस बात को दोहराया कि किसी की भी सुरक्षा के साथ कोई सम्झौता नहीं होगा, न ही यात्रियों को, न पायलटों को और न ही क्रू को। नायडू ने एफडीटीएल को लेकर डीजीसीए के नए नियमों की तारीफ की और कहा कि वे दिल्ली हाई कोर्ट के निर्देशों पर बने हैं। सभी एयरलाइनों को इनका सख्त से पालन करना होगा।

## इंडिगो के सीईओ और सीओओ को तलब कर सकता है डीजीसीए जांच दल

जागरण न्यूज़

नई दिल्ली : इंडिगो मामले की जांच कर रहा डीजीसीए का जांच दल कंपनी के सीईओ पीटर एल्बर्स और सीओओ इमिटेड पीटर एल्बर्स को गुरुवार को तलब कर सकता है। दूसरी तरफ देशभर में हजारों उड़ानें रद्द करने और लाखों यात्रियों की भारी परेशानी में उलटने के बाद इंडिगो ने आश्चर्यकारक सोमवार शाम डीजीसीए के कारण बताया नोटिस का जवाब दे दिया। कंपनी के सीईओ और सीओओ के हस्ताक्षर वाला जवाब शाम 6:01 बजे जमा किया गया। इसमें यात्रियों से गहरा खेद और हृदय से माफी मांगी गई है, लेकिन सबसे बड़े सवाल कि इतना बड़ा संकट कैसे पैदा हुआ, इसका साफ जवाब नहीं दिया गया है। इंडिगो ने लिखा है कि समस्या कई कारकों के दुर्भाग्यपूर्ण और अप्रत्याशित संयोग से हुई, जिन्हें अभी सटीक रूप से चिह्नित करना संभव नहीं है। डीजीसीए ने संकेत दिया है कि इंडिगो के जवाब को संतोषप्रद नहीं माना गया है। बहुत संभव है कि कंपनी के खिलाफ सख्त कार्रवाई हो।

कंपनी ने नागरिक उड्डयन महानिदेशालय से और सचप मांगा है,

- ▶ इंडिगो ने माफी तो मांगी, लेकिन असली वजह बताने से वगी
- ▶ कंपनी ने डीजीसीए के कारण बताओ नोटिस का जवाब दिया
- ▶ जवाब से डीजीसीए संतुष्ट नहीं, इंडिगो पर कड़ी कार्रवाई संभव



क्योंकि उसके हिसाब से थो-कॉज नोटिस के नियम के तहत 15 दिन का वकत मिलता है। दूसरे शब्दों में कहा तो सिर्फ प्रारंभिक चर्चे बतवाई गई हैं, पूरा रुट काज एनलिसिस बाद में आएगा। जवाब में बतवाई गए "प्रारंभिक योगदान देने वाले कारक" में छोटी-मोटी तकनीकी खराबी, सर्तों में उड़ानों के लिए समय-सारणी में बदलाव, खराब मौसम, हवाई अड्डों पर बढ़ती भीड़ के साथ नई फ्लाइट ड्यूटी टाइम लिमिटेशन फेज-2 नियम लागू

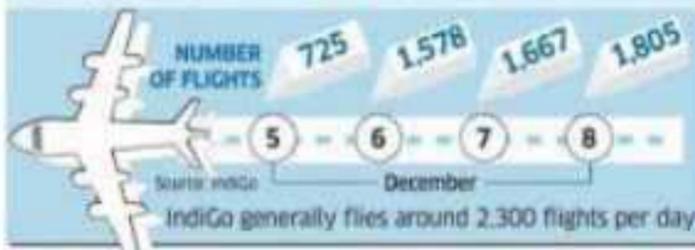
होने की गिनती कराई गई है। कंपनी के जवाब के बारे में डीजीसीए की तरफ से जानकारी उपलब्ध कराई गई है। कंपनी का दावा है कि वह पहले से ही डीजीसीए से एफडीटीएल नियमों में छूट या स्थगन मांग रही थी, लेकिन जब दिसंबर की शुरुआत में ये सारे कारक एक साथ आए तो क्रू की उपलब्धता अचानक कम हो गई, नेटवर्क पर दबाव बढ़ गया। पांच दिसंबर को इंडिगो ने नेटवर्क रिबूट किया खाना बड़ी संख्या में उड़ानें जानबूझकर रद्द कीं, ताकि फंसे यात्री निकलते जा सकें, क्रू और विमान को सही जगह पहुंचाया जा सके। कंपनी का कहना है कि इन कदमों की वजह से छह दिसंबर से सेक्टर धीरे-धीरे सामान्य होने लगी है। यात्रियों को होटल, भोजन, परिवहन और रिफंड की सुविधा "जितना संभव था" दी गई। हालांकि यह दावा जमीनी स्थिति से मेल नहीं खाता, क्योंकि अधिकांश यात्रियों को बड़े भी सुविधा नहीं दी गई है। इंडिगो ने अब तक यह स्पष्ट नहीं किया है कि उसकी अपनी प्लानिंग और मैनेजमेंट में क्या बड़ी चूक हुई। न ही सोमवार को राज्यसभा में नागरिक उड्डयन मंत्री की तरफ से दो सूचनाएं दी गई हैं, उसका भी जवाब नहीं है।

**ADDRESS IN PARLIAMENT**

## Naidu Vows Strict Action If IndiGo Proved at Fault

### Cracking the Whip

<b>IndiGo COO</b> may face jail or ₹1 cr penalty	<b>Airline 65 short</b> of required number of captains	<b>Doubts raised</b> over shortage explanation	<b>Govt remains concerned</b> about market dominance
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Minister says inquiry ongoing; SC takes notice of 'serious matter,' govt action

Our Bureau

**New Delhi:** Civil aviation minister Ram Mohan Naidu again warned of tough action against IndiGo, the country's biggest airline, for cancelling thousands of flights and throwing India's travel into disarray since December 2, after failing to hire enough pilots to conform to new rest rules. The punishment will set an example for the industry, he said.

If the airline is found to be delinquent, chief operating officer Isidre Porqueras, the airli-

ne's accountable manager, could face imprisonment of up to three years or a monetary penalty of ₹1 crore, or both, under new aircraft rules approved by Parliament last year.

The Supreme Court called the cancellation of flights by IndiGo a "serious matter" but declined to hear the matter urgently, acknowledging that the govern-

ment had taken "timely action" to stabilise the country's air travel system.

The airline, which has more than 65% share of the domestic market, cancelled over 5,000 flights in the past week, affecting close to 600,000 passengers and choking airports. Delhi's terminal 1 had been stuffed with the luggage of passengers who'd been unable to fly after check-in.

500 Flights Cancelled on Mon → 14

## 500 Flights Cancelled on Monday

→ From Page 1

The airline is said to be limping back to normalcy but still had to cancel over 500 flights on Monday as it tries to stabilise operations. That's down from the worst day on December 5, when it cancelled more than 1,600 flights.

IndiGo's scrip plunged more than 8% on Monday as ratings agency Moody's warned that the company may face a big financial hit due to the crisis.

Naidu talked tough after lawmakers expressed their anger over the airline's fallings. "We are not taking the situation easily," Naidu told the Rajya Sabha. "We are doing an inquiry, and we will take very, very strict action. We will set an example for all the airlines."

The minister signalled that despite continuous checks, officials at the ministry and the Directorate General of Civil Aviation (DGCA) had been blindsided. "This was an operational issue created by IndiGo. We were continuously in touch with them. On November 1, the ministry held a meeting, IndiGo sought some clarification, and it was given. They failed to maintain their roster," Naidu said.

The new rules were implemented by the regulator in two phases in

order to tackle pilot fatigue. The first of these began in June and the second from November 1. This also capped the number of landings a pilot can perform between midnight and 6 am.

The second phase had been actually delayed by the government by a year to help airlines plan crew requirements after they warned of widespread flight cancellations. Though IndiGo and other airlines lobbied intensely for further postponements, the regulator, under a Delhi High Court mandate, enforced them with limited relaxations.

While IndiGo required 2,422 captains, it only had 2,357, according to the carrier.

Some pilot groups questioned whether a claimed shortage of just 65 commanders could have unleashed chaos of this magnitude. Increasing the number of captains, senior pilots in the cockpit, is a complex task, as they undergo months of in-flight and on-ground training ahead of it.

Naidu also said the government was trying to increase the number of airlines in the country. With a 65% share of domestic passengers, IndiGo's meltdown showed the risks of having a single dominant

carrier. No other country has a dominant airline with such a high share of the market.

"I want more players in the industry," Naidu said. "Today, India has a capacity of five big airlines and there has been an effort from the ministry to encourage more airlines."

IndiGo's dominance is unlikely to be challenged in the near future as rivals Air India and Akasa are struggling for planes due to a global supply chain crunch. There remains little appetite among Indian corporates to enter the airline business due to high entry barriers and the need for steep upfront investment.

Ameet Datta, founder and managing counsel at intellectual property and tech law firm ADP Law Offices, said the government needs to ease rules to permit the entry of foreign airlines in India.

The Substantial Ownership and Effective Control norms make it mandatory for a domestic carrier to be controlled and owned by an Indian or an Indian entity. This discourages foreign airlines from starting local operations.

In 2016, when Qatar Airways announced a plan to start an airline in India, IndiGo and SpiceJet successfully lobbied with the government to block the move.



# Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

9 DECEMBER 2025

**'DGCA MANUAL ALLOWS 15-DAY RESPONSE TIMELINE'**

## IndiGo Top Officials Seek Time to Reply to Regulator's Notice

'Not possible to find exact reasons behind unprecedented network collapse so early'

Our Bureau

**New Delhi:** Top officials at IndiGo on Monday sought more time to respond to a show-cause notice by the civil aviation regulator saying it was not possible to find the exact reasons behind the airline's unprecedented network collapse so early because of its large and complex operations.

IndiGo CEO Pieter Elbers and COO Isidro Porqueras said due to the complexity and vast scale of operations, it has been unable to pinpoint the exact causes for the network meltdown, according to a statement from the Directorate General of Civil Aviation (DGCA).

The officials, in their reply, said DGCA rules allow 15 days to reply to a show-cause notice. "It is realistically not possible to pinpoint the exact causes at this time due to the complexity and vast scale of operations. They noted that the DGCA's manual allows a fifteen-day response timeline for notices suggesting more time is needed to conduct a comprehensive Root Cause Analysis," according to the statement.

The regulator had issued the show-cause notice to the two IndiGo officials on Saturday after the budget airline cancelled more than 5,000 flights so far this month as it fell short of



crew following the implementation of new rest rules for pilots. The regulator had sought a response within 24 hours to the notice. India's largest airline said besides the new rules, the disruption stemmed from a combination of factors such as minor technical glitches, winter schedule transitions, adverse weather conditions, and increasing congestion in the aviation system. "DGCA is in process of examining the response and enforcement action as deemed appropriate will be taken in due course," the regulator said.

IndiGo meanwhile is planning a truncated schedule with a reduction of around 300 flights per day from the 2,300 it operates normally.

DGCA said the carrier's operational disruptions and flight cancellations stemmed from misjudgment and planning gaps in implementing the second phase of the revised new pilot rest rules.



भारतीय विमानपत्तन प्राधिकरण  
AIRPORTS AUTHORITY OF INDIA

# Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

9 DECEMBER 2025



## Rajya Sabha MPs Question Govt on IndiGo Cancellations

Civil aviation min  
asked to clarify  
reasons for chaos

By Political Bureau

New Delhi, Dec 9: A group of Rajya Sabha members today asked the government to clarify whether the apparent suspension of IndiGo flights is a temporary measure. The Rajya Sabha members also asked the government to clarify whether the apparent suspension of IndiGo flights is a temporary measure or a permanent one. They also asked the government to clarify whether the apparent suspension of IndiGo flights is a temporary measure or a permanent one.



What's the  
story behind  
the chaos?  
Why are  
flights  
cancelled?

The Rajya Sabha members also asked the government to clarify whether the apparent suspension of IndiGo flights is a temporary measure or a permanent one. They also asked the government to clarify whether the apparent suspension of IndiGo flights is a temporary measure or a permanent one. They also asked the government to clarify whether the apparent suspension of IndiGo flights is a temporary measure or a permanent one.



# Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

9 DECEMBER 2025

## After IndiGo Crisis, Rlys Loco Pilots Seek Work-Hour Cap

All India Loco Running Staff Association calls for daily work limit of six hours, predictable 16-hour rest after duty and a weekly off

Our Bureau

New Delhi: Loco pilots of the Indian Railways are seeking duty-hour limits to prevent fatigue and avert potential railway accidents, pointing to the government's mandate for airline pilots in light of the crisis at India's largest airline IndiGo.

Criticising the Centre's stand on the IndiGo issue, the All India Loco Running Staff Association (AILRSA) in a statement emphasised how soft it is as opposed to the strategy adopted for government employees. According to the association, eve-

ry worker agitation in any public sector or government-run industry is often met with disciplinary action, chargesheets, or suppression "invoking all sorts of black rules and are being justified as taken for the convenience of the travelling people or transportation of essential goods."

"But when large private corporations resist safety regulations, the government kneels before their dictums even neglecting the safety of the system," AILRSA said.

The crisis involving IndiGo's failure to abide by government rules on pilot rest hours triggered a

### Time Track

**RAISING CONCERNS**  
Loco pilots flag partiality  
Say govt has been soft on IndiGo

**Want science-based working terms**



**HIGHLIGHTING NEEDS**  
Seek six-hour work day  
Call for predictable rest periods  
Want improved working conditions

meltdown in the domestic aviation industry. The civil aviation regulator's concerns stem from IndiGo's inability to implement the Fatigue Risk Management System (FRMS) and the notified revised Flight Duty Time Limitations (FDTL) which came into effect from November.

According to the association, the aviation controversy closely mirrors the longstanding issues faced by loco pilots in Indian Railways. "For decades, railway crew has been demanding a scientifically dosed working atmosphere," AILRSA said, adding fatigue-risk rules have emerged globally from decades of

research and safety failures.

"The EU Railways follow strict cumulative duty and rest limits. American railroads operate under the Hours of Service Act with mandatory off-duty rest. Australia and Canada use advanced bio-mathematical models to design crew duty schedules," the association said.

The association called for immediate adoption of an FRMS-based working hour system for loco pilots with a six-hour daily limit.

In addition, it asked for predictable rest periods with 16 hours after every duty and weekly rest in addition to daily rest.

# Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

9 DECEMBER 2025

**AIRLINE CRISIS ABATES, HEADWINDS PERSIST**

## Exact reason needs more time: IndiGo

Carrier operates 78% of 2,300-odd scheduled flights

YARUQHULLAH KHAN  
New Delhi, December 8

LOW-COST CARRIER INDIGO on Monday asked the aviation regulator for 13 more days to pinpoint the exact cause that led to the large-scale disruptions in its operations.

Responding to regulator's show-cause notice to Chief Executive Officer Peter Illers and Chief Operating Officer Indira Pengarna, the airline attributed large-scale operational disruptions to, inter alia, the updated crew rostering rules, minor technical glitches such as issues in the winter schedule.

Meanwhile, IndiGo operated 1,800 flights, or around 78% of its planned daily departures, on Monday. Around 500 flights remained grounded across airports including Delhi, Hyderabad, Mumbai, Bangalore and Kolkata, with the crisis entering the sixth day.

Continued on Page 10

### SHARES NOSEDIVE

IndiGo stock performance on BSE



## Minister vows 'very strict' action to set an example

NITIN KUMAR  
New Delhi, December 8

CIVIL AVIATION MINISTER E Ramnohan Naidu on Monday promised strict action against IndiGo for the nationwide flight disruptions, saying the government would set an example for all airlines. Naidu said in the Rajya Sabha the complete disorder in the airline was the result of its internal rostering and operational lapses, and had nothing to do with the new flight duty time limitations (FDTL) norms.

"We are conducting an inquiry and will take very strict action. We will set an example for others too if there is any non-compliance, non-compliance, or non-adherence by any person, entity, organisation, or operator for causing civil aviation, we will take very strict action," Naidu asserted.

The minister's firm stand came on a day when the shares of the country's largest airline took a nosedive — by nearly 9%.

Continued on Page 10

## Minister vows action Exact reason needs more time: IndiGo

ON MONDAY, THE stock plunged 8.62% to settle at ₹4,907.50 apiece on the NSE. The shares have been on a losing streak since November 28, when they closed at about ₹5,911 apiece. In the last seven sessions, the stock has slipped by 17%.

DGCA, in the meantime, has asked IndiGo to re-submit its detailed winter schedule, people aware of the development said. The airline confirmed its ability to comply with FDTL norms on the very day the norms were implemented, yet it failed to do so. The winter schedule has been sought again to ascertain whether IndiGo can handle operations going forward, they said.

In Parliament, the minister said the ministry had intervened immediately after the situation unfolded at airports. Expressing regret due to the inconvenience faced by passengers by the near-collapse in IndiGo's operations, Naidu said the government is not taking the issue lightly. The crisis unfolded overnight on Monday and has so far led to a total of 5,16,700 PNR cancellations.

The minister observed that the revised FDTL rules had not disrupted the operations for a full month before the December 7 crisis adding IndiGo was responsible for scheduling the crew and managing the day-to-day operations.

The minister clarified that the new FDTL norms, implemented after extensive stake-

holder consultations, were not the source of the problem. He pointed out that IndiGo had notified the ministry on December 1 seeking clarifications on the norms but had not flagged any difficulty then. "Operations were smooth for one month. This disruption was due to internal compliances that IndiGo did not have managed," he said.

Naidu also underscored the need for expanding India's aviation capacity as passenger numbers continue to surge. India, he said, needs at least five major airlines to meet future demand, and the government is mulling options to do so while strengthening regulatory and safety frameworks.

With nearly five lakh passengers flying daily, Naidu said the sector is undergoing rapid transformation and the government's priority remains safety, compliance, even as the industry continues to grow at record pace. "With the Cape Town Convention legislation, expansion under UDAN, and the rise of emerging carriers like Fly91, Star Air, and IndiOne Air, India is creating an ecosystem that supports new airlines. It is the best time to start an airline in India," he said.

The minister returned that passenger rights remain paramount, and the government will continue monitoring fare caps, operational compliance, and safety standards to ensure travellers are not inconvenienced or exploited.

IN A STATEMENT, the DGCA said the airline also cited factors such as adverse weather conditions and increased congestion in the aviation system.

The carrier stated it is "realistically not possible to pinpoint the exact cause(s)" at this time due to the complexity and vast scale of operations. The company cited the DGCA's manual which allows a 15-day response timeline for show-cause notices, suggesting more time is needed to conduct a detailed root cause analysis (RCA). The complete report would be shared once finished, the airline said.

The DGCA had on Saturday issued show-cause notices to IndiGo's CEO and COO and had given the airline's management

24 hours to respond to a show-cause notice. The regulator had said that the main reason for the flight disruptions was due to a lack of proper arrangements to meet the updated requirements for effectively implementing the approved new FDTL scheme for the airline.

"It has been stated that the primary cause of said flight disruptions is non-provisioning of adequate arrangements to cater to the revised requirements for smooth implementation of the approved FDTL scheme for the airline," the DGCA said in a letter to IndiGo. The notice indicates that there were issues with planning, oversight, and resource management, which violated FDTL rules. The regulator

directly held the CEO responsible, saying he "failed in his duty" to ensure reliable operations and to provide the facilities passengers are entitled to.

Illers has been directed to show cause within 24 hours of receipt of the notice as to why appropriate enforcement action should not be initiated against him under the relevant provisions of the Aircraft Rules and Civil Aviation Requirements. "Failure to submit your reply within the stipulated period shall result in the matter being decided ex-parte," the regulator said.

IndiGo faces potential regulatory action over flight disruptions stemming from its failure to implement the new FDTL,

which began on November 1, 2025. IndiGo said in its response to the DGCA it is "profoundly apologetic" for the massive nationwide flight disruptions last week saying the crisis emanated from an "unfortunate and unforeseeable confluence" and the corresponding effect of multiple factors.

As per DGCA statement, IndiGo had been struggling with the DGCA regarding challenges in implementing the FDTL. These challenges were seeking variations, exemptions, or extensions. The disruptions began in early December when the corresponding factors resulted in a lower On-Time Network (OTN) performance, which affected crew availability.

## IndiGo disruptions are 'credit negative' for the airline: Moody's

PRESS TRUST OF INDIA  
New Delhi, December 8

**THE WIDESPREAD DISRUPTIONS** in IndiGo flights, resulting from the airline's failure to plan for aviation regulations communicated to industry more than a year in advance, could result in financial damage from loss of revenue as well as potential penalties for cancellations, Moody's Ratings said.

In a note, Moody's said the disruptions are "credit negative" for the airline. "Despite tempo-

rary reprieve, failure to effectively plan for new aviation regulations is credit negative."

Flights cancellations started on December 2 and the airline is yet to restore normalcy. More than 500 flights were cancelled on Monday.

"The disruptions are credit negative because IndiGo could face significant financial damage from loss of revenue because of flight cancellations, refunds and other compensation to affected customers, along with potential penalties imposed by

DGCA," Moody's said.

Moody's cited the airline's "significant lapses in planning, oversight and resource management" as the primary cause, noting that the regulations had been communicated to the industry more than a year in advance.

The airline, rated Baa3 with a stable outlook, last week received a temporary exemption from DGCA for its Flight Duty Time Limitation rules, effective until February 10, 2026.

## AI employs more pilots than IndiGo despite smaller fleet

YARUQHULLAH KHAN &  
AKBAR MERCHANT  
New Delhi/Mumbai,  
December 8

**AIR INDIA, DESPITE** operating just 181 aircraft, has more pilots on its rolls than IndiGo, which manages a much larger fleet of 430 aircraft. The imbalance, highlighted in data presented in Parliament on Monday, reflects differing operational requirements rather than disproportionate hiring practices, experts said.

The gap stems primarily from the types of aircraft each airline flies. Air India currently operates 63 wide-body aircraft, which require significantly larger flight crews. Unlike single-aisle aircraft such as IndiGo's Airbus A320 fleet — which typically need one captain and one first officer per flight — wide-body aircraft used for long-haul operations need at least two captains and three first officers, depending on flight duration. Ultra-long-haul routes demand even more augmented crews to comply with duty-time limits, and pilots must also rest before operating return legs, further increasing staffing needs.

Wide-body fleets are also more complex to operate, requiring longer training cycles and specialised type ratings. Narrow-body fleets, by contrast, allow faster conversion between variants and require fewer incremental hires.

According to figures shared in the Rajya Sabha, Air India

### FLIGHT STORY

■ Air India employs **6,350** pilots, operates **181** aircraft

■ IndiGo has **5,085** pilots with **430** aircraft



■ Air India currently operates 63 wide-body aircraft which require larger flight crews

■ IndiGo's A320 fleet needs one captain and one first officer per flight

### AI introduces updated fares

**AIR INDIA HAS** begun updating its economy ticket prices following the Ministry of Civil Aviation's December 6 directive to cap base fares, issued after last-minute domestic prices surged sharply in the wake of IndiGo's operational crisis.

According to an official statement, Air India Express has already fully implemented

the revised pricing across its booking platforms, while Air India is introducing the capped fares in phases due to third-party system dependencies. The airline expects the process to be completed within hours. Passengers who booked tickets above the prescribed fare ceiling during the transition period will receive refunds for the difference. **FE BUREAU**

employs 6,350 pilots, followed by IndiGo with 5,085, and Air India Express with 1,592. The Civil Aviation Ministry estimated that Indian carriers collectively employ between 14,000 and 15,000 pilots. However, it did not disclose how many CPL holders remain without jobs or type-rating opportunities — an issue industry associations say affects several

hundred candidates annually.

Responding to questions on unemployment and concerns over the hiring of foreign pilots, Minister of State for Civil Aviation Murlidhar Mohol said recruitment remains market-driven, and airlines bring in expatriate pilots only when specific type-rated expertise is required for rapid induction of new aircraft.



# IndiGo chaos brings travel insurance back in focus

NARAYANAN V  
Chennai, December 8

**THE ONGOING INDIGO'S** operational crisis has brought the focus on the largely-overlooked travel insurance market, which accounts for less than 1% of the ₹3-lakh-crore general insurance industry.

Air travel across India has been in disarray over the past week after the country's largest airline, IndiGo, cancelled more than 4,500 flights starting last Tuesday, leaving thousands of passengers stranded at airports nationwide.

Despite record air travel and frequency of such delays and cancellations, the demand for travel insurance in India is yet to take off. According to Insurance Regulatory and Development Authority of India data, only 7.5 million lives were covered under 2.32 million overseas travel policies in FY24, resulting in premium collections of ₹1,099.04 crore. The domestic travel insurance segment is even smaller, generating a paltry ₹125.53 crore in premiums despite insurers covering 433.1 million lives under 162,000 policies. (The latest travel insurance data are not available.)

Narendra Bharindwal, president, Insurance Brokers Association of India, attributes the muted demand to structural and behavioural factors. In most developed markets, "travel insurance is seamlessly embedded at the time of ticket booking through airlines or online travel agents, or as card-linked benefits," he said. In India, however, "the purchase journey is still largely optional

## OUTLOOK BRIGHTENS



Travel insurance premium growth



Source: IRDAI

and unprompted, so customers tend to skip unless it is mandated for visas or international travel."

A lack of product awareness also contributes to low uptake. Travel insurance typically compensates for flight delays, cancellations, missed connections and baggage issues—all of which have become more common with rising air traffic. Yet, Bharindwal says, "Many domestic passengers assume travel insurance is only for rare events like accidents."

With annual premiums of under ₹1,500 crore, travel insurance (domestic & international) contributes less than 1% to the general insurance industry's nearly ₹3-lakh-crore gross premium pool.

Sudhish Ramteke, associate director & head - property practice, Anand Rathi Insurance Brokers, said domestic travel insurance hasn't grown because most passengers believe they don't really "need" coverage for short trips, expect airlines or DGCA rules to han-

dle delays and refunds. "Low awareness, trust issues around claims, and the extra effort required to buy an add-on at checkout also reduce interest."

This subdued demand persists even as India has emerged as the world's fifth-largest aviation market, handling 211 million passengers in 2024—overtaking Japan's 205 million—according to the International Air Transport Association.

Still, some believe recent disruptions like IndiGo may push travellers to reconsider. Saurabh Vijayvergia, founder & CEO of insurtech firm CoverSure, said recent incidents with regard to flight disruptions have renewed awareness about the relevance of travel insurance.

According to Vijayvergia, most travellers who did not take travel insurance might still have protections against trip delay, baggage loss and accidental cover through credit cards they use for booking their travel. "We are trying to bring mass awareness to such embedded benefits and urge

people to make use of these perks."

Arti Mulik, chief technical officer, Universal Sompo General Insurance, said: "The current situation of flight disruptions is due to the operational issues of the airline, such as crew scheduling and logistical constraints. These disruptions are not covered perils under most domestic travel insurance products."

Ramteke notes that domestic travel insurance protects passengers against common risks of air travel—delays, cancellations, missed connections, and loss or delay of baggage—while also offering personal accident benefits and support services during travel.

International travel cover, he adds, is far more comprehensive, providing overseas medical and hospitalisation expenses, emergency evacuation, repatriation, loss of passport, personal liability and even benefits such as hijack distress allowances or compassionate visits for family members.



# Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

9 DECEMBER 2025

## An apt moment for aviation reform



**SUMAN BILLA**

Additional Secretary, Ministry of Tourism

The IndiGo chaos signals that the next phase of growth must be accompanied by a commensurate investment in resilience

**THE WIDESPREAD FLIGHT** disruptions involving IndiGo this week left thousands of passengers stranded across the country. For many, the consequences were immediate and personal—missed meetings, hurried rebookings, cancelled holidays, and the uncertainty that accompanies long hours in terminals. But beyond the individual stories lies a larger systemic lesson. In an aviation ecosystem where a single airline carries a majority of domestic passengers, localised disruptions can snowball into nationwide turbulence.

This was, undeniably, a bad week for flyers. But it is also a valuable moment for reform—not through blame but through a clear-eyed look at how India's aviation system must evolve as it enters a phase of unprecedented scale.

India's aviation sector has grown extraordinarily in the past decade. New terminals, new airports, and expanded regional connectivity have transformed access and mobility. Yet the systems underlying this growth—from crew availability and training pipelines to digital coordination and disruption management—are still catching up.

Aviation today functions as critical national infrastructure. It moves business travellers, tourists, students, and migrant workers. It powers India's domestic tourism engine, meetings, incentives, conferences, and exhibitions/events (MICE) sector, wedding market, and so on. When aviation is reliable, economic activity flourishes. When it stumbles, the effects ripple across sectors far beyond the airline concerned.

This recognition calls for aviation to be engineered like a power grid or digital net-

work with redundancy, shock absorbers, and clear fallback mechanisms. Mature markets ought to do this by mandating standby crew ratios, defining mutual-aid protocols across airlines during large disruptions, and stress-testing systems for seasonal bottlenecks. India is at the stage where these elements must become structural features, not afterthoughts.

Post-pandemic recovery has brought back passengers at a faster pace than the one at which crew pipelines could rebuild. Globally, pilot and cabin crew shortages are the biggest operational pressure point. Retirement backlogs, rising fleet sizes, and a competitive hiring environment mean that many airlines globally operate with thinner buffers than ideal.

This week's events highlight the need to rethink how India approaches crew rostering, fatigue management, and standby capacity. Modern fatigue-risk management systems, transparent reporting standards, and predictive rostering software can help airlines anticipate rather than react to spikes. Regulators around the world are increasingly focusing on these areas and India can set benchmarks that others follow.

Fog in the north, heatwaves that affect aircraft performance, and increasingly unpredictable monsoon patterns are reshaping aviation risk. Cyclones on the east and west coasts frequently disrupt schedules and these patterns are likely to intensify over time.

This new climate reality requires more

CAT III-compliant airports for winter operations, improved air traffic flow management to prevent cascading congestion, seasonal flight planning calibrated to fog periods, heat advisories, and monsoon transitions and stronger route redundancy so that a single weather disruption does not cripple the network. As climate-linked disturbances rise, the system must be built for anticipatory resilience rather than reactive firefighting.

India's tourism ambitions, both domestic and international, depend fundamentally on predictable air travel. A

flight cancellation is not just an operational statistic; it is a lost hotel night, a disrupted itinerary, a cancelled conference, and reputational setback for a destination.

The tourism sector, which is investing heavily in tourism circuits, events, and global promotion campaigns, needs an aviation

ecosystem that can keep pace. Reliability is therefore not just a transport concern; it is an economic growth requirement.

Despite significant strides such as DigiYatra, disruption management in India still depends on fragmented airline-specific systems. Passengers receive delayed or partial information, rebooking is often manual, and inter-airline cooperation is limited. India now has the technological capability proven through United Payments Interface, FASTag, etc to build an Aviation Digital Stack, integrating real-time flight and crew status, weather alerts and air traffic control restrictions, auto-

**When aviation is reliable, economic activity flourishes. When it stumbles, the effects ripple across sectors**

mated rebooking options across airlines, standardised compensation and communication protocols, and system-wide data for regulators to detect stress points early.

Such a platform would dramatically reduce chaos during disruptions and provide a single, transparent interface for passengers, airlines, airports, and regulators.

India's aviation story is one of ambition and expansion, supported by substantial infrastructure investment and a strong policy push. This week's disruptions should not be seen as a setback to that trajectory. Instead, they should serve as an early signal that the next phase of growth must be accompanied by a commensurate investment in resilience.

A constructive reform agenda could include a National Aviation Resilience Plan aligning airline fleet growth, crew pipelines, and airport expansion, global-standard norms for fatigue management and standby crew buffers, cross-airline rescue, and re-accommodation protocols for large-scale disruptions, a refreshed Passenger Rights Charter centred on automatic, predictable compensation, state level tourism and aviation coordination mechanisms, and a unified Aviation Digital Stack enabling real-time transparency.

India has built world-class airports. The next leap is to build a world-class aviation system, one capable of absorbing shocks without derailing the travel plans of millions.

It has been a difficult week for flyers. But if the lessons are acted upon with foresight, this moment could strengthen the foundations of Indian aviation for the decade ahead.

*Views are personal*





# Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

8 DECEMBER 2025



Passengers at Raja Bhoj Airport in Bhopal on Sunday

## IndiGo cancels 4 flights; 3,500 passengers travel with extra ops

**Our Staff Reporter**

**BHOJAL**

IndiGo cancelled four flights on Sunday, including Bombay-Bhopal, Bangalore-Bhopal and flight 6E2840/5456 BLR-BHO. Despite this, Raja Bhoj Airport reported that over 3500 passengers travelled, indicating a return to normalcy.

Airport authorities said IndiGo increased flight operations to accommodate passengers. Key routes to Pune, Mumbai, Delhi, Bengaluru and Goa were operated, while additional flights 6E3309 BHO-BLR and 6E2207/0781 DEL-BHO-DEL helped ease congestion.

Bhopal Airport director Ramji Awasthi said, "With the introduction of two extra flights, over 3500 passengers travelled on Sunday.

## Raja Bhoj Airport sees gradual return to normalcy after mass cancellations

Operations at Bhopal Airport are steadily stabilising, with increased flight movements and no cancellations this morning.

"We remain in constant coordination with IndiGo and stakeholders to ensure smooth passenger facilitation. Passengers are advised to check the latest flight status before travel."

Flights operated on Sunday included 6E258/257 PNQ-BHO-PNQ, 6E7525/7526 AMD-BHO-AMD, AI705/1886 DEL-BHO-DEL, 6E8902/8903 DEL-BHO-DEL, 6E7594/7595 HYD-BHO-HYD and 6E348/349 BLR-BHO-BLR.

# Corporate Communications Directorate

HARI BHUMI

DELHI

9 DECEMBER 2025

सातवें दिन भी इंडिगो का परिचालन संकट बरकरार, इंडिगो की 500 उड़ानें रद्द

एजेंसी/अनर्ध दिल्ली

परिचालन संकट से जुड़ा रही एयरलाइन इंडिगो ने सोमवार को 500 उड़ानें रद्द कर दीं और दिन भर में कुल 1802 उड़ानों के संचालन का रद्द हो गया। यह उड़ानबांदी नगर विमानन मंत्रालय ने की है। मंत्रालय के बयान के अनुसार, मंत्रालय ने बताया कि खैरतपुर की इंडिगो 1311 परिसर-विदेशी मालों के लिए 1802 उड़ानें संचालित कर रही हैं, जिसमें से 500 उड़ानें रद्द कर दी गई हैं।

साथ ही 9000 बैगों में से 4-500 बैग खैरतपुर की सीमा का मुकाम है और बाकी बैग भी अगले 36 घंटों में सीमा के माध्यम रखा गया है। मंत्रालय ने **शेष पृष्ठ 5 पर**

## 827 करोड़ रिफंड, 4500 बैग भी लौटाए, राज्यसभा में विमानन मंत्री नायडू बोले- हम सख्त एक्शन लेंगे

इंडिगो संकट पर तुरंत दखल देने से सुप्रीम कोर्ट ने किया इन्कार

दिल्ली एयरपोर्ट प्रबंधन ने कहा कि घर से निकलने से पहले फ्लाइट का स्टेटस चेक जरूर करें



### सीजेआई ने कहा- सरकार को ही ये जवाबदा सवालाने दें

सुप्रीम कोर्ट ने इंडिगो फ्लाइट से जुड़े संकट मामले में एयर एक्शन देने से इनकार कर दिया है। पाकिस्तान में इस मुद्दे को तुरंत सुधीयत करने की मांग की गई थी। चीफ जस्टिस जैफ इंडिया जस्टिस सुप्रीमकोर्ट ने कहा कि हाफत जस के तम होने को अलग बात थी, हम समझते हैं कि लकड़ों लोग इस मामले **शेष पृष्ठ 5 पर**

### एयर इंडिया कर रहा पायलटों की भर्ती

इंडिगो संकट के बीच एयर इंडिया पायलटों की भर्ती कर रहा है। इसने एक हाफिंग विमान निकाला है, जिसमें कहा है कि आसमन को कोई खैरा नहीं है, वह तो बस शुरूआत है। कंपनी ने पायलटों को अपनाने करने की शर्तों को है। एयर इंडिया ने **शेष पृष्ठ 5 पर**

### 827 करोड़ रिफंड....

यह भी बताया कि 1 से 7 दिसंबर के बीच कुल करीब 5.96,705 टिकटों के फोरवार्ड रद्द कर उलका पूरा रिफंड कर दिया गया है, जिसकी कुल राशि 569.45 करोड़ रुपये है। इसके अलावा 21 नवंबर से 7 दिसंबर तक कुल 9,55,598 फोरवार्ड रद्द कर रिफंड जारी किया गया, जिसकी कुल राशि 827 करोड़ रुपये है। कंपनी ने इस पूरे संकट का कारण 1 नवंबर 2025 से लागू हुए फ्लाइट इयूटी नियमों को बताया है और स्वीकार किया है कि यह फ्लाइटों को बढ़ी हुई जल्दबाजी का सही अवकलन करने का रीटर्न प्रबंधन में अक्षमता रही। इसके बाद सीजेआई ने फ्लाइटों के संचालित विमान से जुड़ा गया विमान रस्ते एयरलाइंस के लिए वापस ले लिया है, जबकि ग्राहकों इयूटी नियमों में इंडिगो को 30 फरवरी 2026 तक छुट दे दी गई है। निवामक ने इंडिगो को कारण बताओ नोटिस भी जारी किया है। साथ ही, सरकार ने पूरे मामले को जांच के लिए घर स्वतंत्रीय समिति गठित कर दी है। उच्चतम ने सिविल एविएशन मंत्री राम मोहन प्रसाद ने कहा कि इंडिगो संकट उसके कृ रीटर्निंग और इंटरनेट प्लानिंग डिस्टर्ब में समस्यओं के कारण हुआ। इससे यंत्रियों को काफी दिक्कत हुई। हम इसे ठीक से नहीं लेंगे। जांच जारी है। हम देश एक्शन लेंगे जो दुर्घटना के लिए निवारण करें।

### सीजेआई ने कहा...

का समालोचन कर रहे हैं, लेकिन सरकार मामले को देख रही है, उन्हें ही इसे सवालाने दें। वहीं वाकिफाजल वकील ने कहा कि 2500 उड़ानें स्थगित हैं और 55 हवाई अड्डे प्रभावित हैं। पिछले 7 दिन से इंडिगो की उपाहार उड़ानें कैरिल हो रही हैं, जिसे लेकर अनिष्ट खबरिया बाबर की गई थी और तुरंत इस मामले में हस्तक्षेप की मांग की गई थी। वाकिफा में प्रभावित वाहियों के लिए वैकल्पिक रास्ता और सुझावों की मांग की गई थी।

### एयर इंडिया कर....

सरकार से यह एयरलाइन खरीदी थी। कंपनी ने कहा कि वह अपने एयरबस ए 320 और बोइंग 737 फ्लाइट के लिए फ्लाइटों को हायर करवा रहा है। जैसे तो यह समझव सी जर्नी का विज्ञापन है लेकिन इसके संभाल लीडिया पर लगी का ध्यान अगले और सीधा है क्योंकि एअर इंडिया की प्रतिद्वंद्वी इंडिगो पर गहरा संकट मंडरा रहा है।

## हवाई अड्डों पर यात्री रहे बेहाल, इंडिगो ने कहा- कल तक हालात सामान्य होंगे सातवें दिन भी प्रभावित रही विमान सेवा, 500 से अधिक उड़ानें रद्द

### संकट

नई दिल्ली, विस/एजेसी। इंडिगो की उड़ान सेवा सातवें दिन भी प्रभावित रही। सोमवार को देशभर में 500 से अधिक उड़ानें रद्द की गईं। उड़ान सेवा प्रभावित होने से दिल्ली, मुंबई, चेन्नई, बंगलुरु समेत अन्य हवाई अड्डों पर यात्रियों को परेशानी का सामना करना पड़ा। वहीं इंडिगो ने कहा है कि 10 दिसंबर तक परिचालन स्थिर हो जाएगा।

इंडिगो की बीते दिनों रद्द हुई उड़ानों के बीच बैग वापस करने की स्थिति बेहद खराब है। क्योंकि बीते दिनों में एयरपोर्ट पहुंचे यात्रियों के सामान को लगेज के तौर पर विमानन कंपनी ने स्वीकार कर लिया था लेकिन जब घंटों तक इंतजार करने के बाद फ्लाइट रद्द की गई तो यात्रियों का सामान वापस नहीं लौटाया गया। फ्लाइट रद्द होने की सूचना विमानन कंपनी द्वारा समय से यात्रियों को न दिए जाने के कारण देश के

प्रमुख हवाई अड्डों पर यह स्थिति स्पन्न हुई। फ्लाइट रद्द होने पर यात्रियों के हंगामे और बड़ी संख्या में यात्रियों का सामान टुक होने के कारण सामान को वापस लौटाना इंडिगो के मुश्किल हुआ। सोमवार को इंडिगो की तरफ से चतलया गया है कि अब धीरे-धीरे स्थिति सामान्य हो रही है। साढ़े चार हजार से अधिक बैग यात्रियों को सौंप दिए गए हैं। बाकी 36 घंटे में सौंपने का लक्ष्य रखा गया है। 827 करोड़ रुपये का रिफंड जारी किया जा चुका है।



हैदराबाद में सोमवार को राजीव गांधी अंतरराष्ट्रीय हवाई अड्डे पर इंडिगो एयरलाइंस की सेवाएं प्रभावित होने से परेशान यात्री। • एजेसी

### लोगों में गुस्सा बरकरार

कंपनी के मालिक राहुल भाटिया और सीईओ पीटर एल्बर्स लगातार आम लोगों और सरकार के निशाने पर हैं। सरकार ने कंपनी पर सख्ती करते हुए कंपनी और सीईओ को पूरे मामले पर कारण बताओ नोटिस जारी किया है।

### यात्रियों की पूरी मदद

इंडिगो ने बयान जारी कर कहा है कि संकट की इस घड़ी में कंपनी यात्रियों की पूरी मदद कर रही है। होटल में अबतक कुल 9500 कमरे यात्रियों को दिए गए हैं। एक से सात दिसंबर के बीच 10 हजार कैब और बस की सुविधा यात्रियों को दी गई है।

### कहां कितनी सेवाएं रद्द



### कब कितनी उड़ानें रद्द



## राज्यों का हाल

### बिहार: पटना से बेंगलुरु काटिकट 28 हजार रुपये

पटना। इंडिगो की उड़ाने लगातार रद्द होने से यात्रियों को मुसौबत का सामना करना पड़ रहा है। पटना आने-जाने वाली इंडिगो की 12 और दरभंगा की दो उड़ानें सोमवार को रद्द रही। इसके अलावा पटना से स्पाइसजेट के भी दो विमान रद्द रहे। पटना से बेंगलुरु का टिकट 28 हजार रुपये तक रहा।

### उत्तराखंड: यात्रियों के हिस्से में सिर्फ मायूसी

डोईवाला। इंडिगो संकट की वजह से यात्रियों की मुश्किलें थम नहीं रही हैं। हर दिन इंडिगो की फ्लाइट रद्द हो रही हैं, जिससे जौलीग्रॉंट एयरपोर्ट से यात्रियों को मायूस होकर लौटना पड़ रहा है। सोमवार को दिल्ली आने-जाने वाली चार फ्लाइट रद्द रही हैं। जबकि, इंडिगो की ही विभिन्न राज्यों से 11 फ्लाइट एयरपोर्ट पर पहुंची, जिनमें दिल्ली की भी दो फ्लाइट शामिल रही।

### उत्तर प्रदेश: रिफंड के लिए भटकते रहे यात्री

लखनऊ। लखनऊ से आने-जाने 26 फ्लाइटें सोमवार को भी निरस्त रहीं। हालांकि, ज्यादातर फ्लाइटों के निरस्त होने की पूर्व सूचना मिलने का असर यह हुआ कि अमीसी एयरपोर्ट पर यात्रियों की भीड़ कम रही। वहीं, 410 यात्रियों ने अपने टिकट इललाकर रद्द करा दिए। लोग रिफंड के लिए भटकते रहे।

### झारखंड: रांची से इंडिगो के तीन विमान रद्द

रांची। रांची के बिरसा मुंडा एयरपोर्ट पर सोमवार को भी इंडिगो एयरलाइंस की तीन विमान रद्द रहे। पायलट और क्रू मेंबर्स को कमी से जुड़ रहे इंडिगो एयरलाइंस की दोपहर 2:15 बजे, रात 7:20 बजे हैदराबाद रांची हैदराबाद और रात 8:30 बजे दिल्ली रांची दिल्ली की सेवा रद्द कर दी गई। जबकि इस एयरलाइंस की अन्य सभी सेक्टरों के बीच विमान सामान्य रूप से आवाजही कर रहे हैं।

## सोशल मीडिया

### पैसा नहीं, सामान दे दो

मुंबई जाने के लिए दिल्ली एयरपोर्ट पहुंची एक महिला यात्री का सब उस वक़्त टूट गया जब उसे एयरपोर्ट पर



कोई सही जानकारी देने वाला नहीं मिल रहा था। वायरल वीडियो में महिला रोते हुए कह रही है कि मुझे रिफंड नहीं

चाहिए लेकिन मेरा सामान लौटा दो। बैग में लाखों का सामान है। महिला ने बताया कि वो बैग के एक काउंटर से दूसरे काउंटर पर भटक रही है लेकिन कोई सही जवाब नहीं दे रहा है।

### यह समस्या नहीं, साजिश

डॉ. जितेंद्र नामर ने एक्स पर पोस्ट में कहा कि मैं खुद एयरपोर्ट पर मौजूद था। जो भी संकट है वो सामान्य या



दैनिक नहीं है। ये एक साजिश का हिस्सा है जिसका उद्देश्य सरकार से अपनी बात मनवानी है। अभी जो कुछ भी

चल रहा है वो देश की आंतरिक सुरक्षा के लिए खतरा है। पूरे मामले की विस्तृत जांच होनी चाहिए और जो भी दोषी हो उसके खिलाफ कड़ी कार्रवाई होनी चाहिए।

### सीएफओ ने बताया सच

एयर एशिया के पूर्व सीएफओ विजय



गोपालराम ने वायरल वीडियो में संकट का सच बताया है। आराम का समय बढ़ने से इंडिगो के पास इतने पायलट

नहीं हैं कि सभी उड़ाने समय पर संचालित हो सकें। इसी का नतीजा है कि हालात खराब हो गए हैं। एयर इंडिया के काफी विमान ग्राउंडेड हैं। ऐसे में उन विमानों के पायलटों से वो अपने विमानों का संचालन कर रहा है।



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## इंडिगो की उड़ानों में कटौती होगी: नायडू

मुंबई, एजेसी। इंडिगो संकट के बीच सरकार ने इंडिगो पर सख्ती का फैसला किया है। केंद्रीय नागरिक उड्डयन मंत्री के राम मोहन नायडू ने सोमवार को कहा कि सरकार सर्दियों में इंडिगो की उड़ान संख्या में कटौती करेगी। इसकी जगह दूसरे विमान कंपनियों को उड़ान संचालन का मौका दिया जाएगा।

उन्होंने कहा कि इंडिगो के उड़ान रूट में कटौती की जाएगी। मौजूदा समय में इंडिगो 2200 उड़ानों का संचालन करती है और हम इसमें कटौती जरूर करेंगे।

## शेयर में गिरावट जारी

नई दिल्ली। उड़ानों में दिक्कत के बाद इंडिगो के शेयर में गिरावट का दौर जारी है। एक दिसंबर को शेयर 5837 रुपये पर बंद हुआ था। आठ दिसंबर को बाजार बंद होने के साथ कंपनी का शेयर 4970 पर बंद हुआ। बीते एक हफ्ते में शेयर में करीब 15 फीसदी से अधिक गिरावट आई है।



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## साख पर सवाल, वित्तीय नुकसान होगा : मूडीज

### संभावना

नई दिल्ली, एजेंसी। देश की सबसे बड़ी एयरलाइन इंडिगो की उड़ानों में व्यापक स्तर पर हुई अव्यवस्था राजस्व हानि के साथ ही उड़ानों के रद्द होने पर संभावित जुमानों की वजह से वित्तीय नुकसान का कारण बन सकती है। मूडीज रेटिंग्स ने सोमवार को यह बात कही।

रेटिंग एजेंसी ने कहा कि एयरलाइन एक साल से अधिक पहले विमानन उद्योग के लिए

निर्धारित नियमों के लिए सही योजना नहीं बना पाई, जिसके चलते उसे इस विफलता का सामना करना पड़ा। मूडीज ने एक टिप्पणी में कहा कि ये अव्यवस्थाएं एयरलाइन की साख के लिए भी नकारात्मक हैं क्योंकि इंडिगो को राजस्व हानि, उड़ान रद्दीकरण, रिफंड और प्रभावित यात्रियों को अन्य क्षतिपूर्ति के साथ ही डीजीसीए द्वारा लगाए जा सकने वाले जुमानों के कारण महत्वपूर्ण वित्तीय नुकसान का सामना करना पड़ सकता है।



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## अपने सामान के लिए भटकते रहे लोग

### परेशानी

नई दिल्ली, प्रमुख संवाददाता। इंडिगो उड़ानों के रद्द होने से यात्रियों की परेशानी का सिलसिला लगातार जारी है। देश के अलग-अलग एयरपोर्ट पर यात्री विमान सेवा रद्द होने से परेशान रहे। लोग अपने बैगेज के लिए दर-दर भटकते नजर आए।

कई जगह यात्रियों और इंडिगो स्टाफ के बीच नोकझोंक भी हुई। यात्रियों का आरोप है कि कर्मचारी आधी अधूरी जानकारी देकर यात्रियों को गुमराह कर रहे हैं।

इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डे पर लोगों की मुश्किलें कम नहीं हो रही

हैं। सोमवार को इंडिगो की लगभग 100 उड़ानें रद्द रहीं। एयरपोर्ट पर कई लोग तीन दिन से फंसे हैं।

लोगों ने बताया कि कोई बैगेज की सही जानकारी नहीं दे रहा। लोगों ने बताया कि हेल्पलाइन से भी उनको कोई मदद नहीं मिल रही। बैग्स और लांचर लोग हेल्प डेस्क पर भी अपने सामान और उड़ानों की जानकारी के लिए कतार में खड़े रहे लेकिन काफी लोगों को सही जानकारी नहीं मिली।

**बैग चेक इन के बाद सेवा रद्द :** मंजुल ने बताया कि उनके एक दोस्त को नौ दिसंबर को कानपुर से मुंबई जाना था। यात्रा के लिए बैग चेक इन भी कर लिया था। दोस्त यात्रा की तैयारी कर रहा था इसी बीच संदेश आया कि आपकी

फ्लाइट संचालन संबंधी दिक्कतों के कारण रद्द कर दी गई है। उन्होंने दोबारा वेबसाइट पर देखा तो उस रूट की टिकट मिल रही थी लेकिन एक टिकट बीस हजार रुपये की थी। सरकार को इसमें देखना चाहिए।

**टिकट बुक करना ही उद्देश्य :** अर्नबरे एक्स पर लिखा कि इंडिगो उस उड़ान की टिकट बेच रही है जिसके लिए पायलट निर्धारित नहीं किया गया है। इसी का नतीजा है कि अचानक समय पर सेवा को रद्द किया जा रहा। कंपनी संकट के बीच लगातार यात्रियों की परेशानी को बढ़ाने का काम कर रही है। ये भी आपराधिक कृत्य है। इस संबंध में विस्तृत जांच के बाद कड़ी कार्रवाई होनी चाहिए।



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## याचिकाओं पर तुरंत सुनवाई से शीर्ष कोर्ट का इनकार

नई दिल्ली, विसं। सुप्रीम कोर्ट ने सोमवार को इंडिगो एयरलाइंस संकट से जुड़ी याचिकाओं पर तत्काल सुनवाई से इनकार कर दिया। शीर्ष कोर्ट ने कहा कि केंद्र सरकार पहले ही इस मामले में समुचित कार्रवाई कर रही है।

मुख्य न्यायाधीश सुरेन्द्रकांत और न्यायमूर्ति जयमाल्या बागची की पीठ के समक्ष याचिकाकर्ता अधिवक्ता नरेंद्र मिश्रा ने तत्काल सुनवाई करने का आग्रह करते हुए मामले को सुचीबद्ध करने की मांग की। अधिवक्ता ने दावा किया कि 95 हवाई अड्डों पर करीब 2500 उड़ानों में देरी हुई या रद्द कर दी गई। इस पर मुख्य न्यायाधीश सुरेन्द्रकांत ने कहा कि हम समझते हैं कि लाखों लोग हवाई अड्डों पर फंसे हैं। हो सकता है कुछ जिन लोगों को तत्काल कोई जरूरी काम हो और वे नहीं कर पा रहे हैं, कुछ लोगों को तत्काल स्वास्थ्य समस्याएं भी हो सकती हैं।

## होटल कारोबार को भारी नुकसान, व्यापारी बेहाल

### मुश्किल

नई दिल्ली, प्रमुख संवाददाता। इंडिगो की उड़ानें रद्द होने के कारण एक सप्ताह में दिल्ली के होटल उद्योग को भी भारी नुकसान हुआ है। इंडिगो संकट के कारण हवाई यात्रा को लेकर यात्रियों का भरोसा कम हुआ है। इस अनिश्चितता के माहौल में लोग होटल की बुकिंग भी रद्द कर रहे हैं।

दिल्ली के होटल कारोबारियों का कहना है कि खीते एक सप्ताह से चल रहे इस संकट के कारण दिल्ली में होटलों की करीब 30 फीसदी बुकिंग रद्द हुई है, वहीं नई बुकिंग में भी भारी गिरावट आई है। राजधानी दिल्ली के होटलों में सिर्फ निजी बुकिंग ही नहीं, बल्कि कारोबारी सम्मेलन और सम्मेलन भी रद्द हो गए हैं। नुकसान हुआ है। राजधानी में एक बड़े होटल शृंखला की महाप्रबंधक ने बताया

### पूरी बुकिंग राशि लौटा दी होटल संचालकों ने

एक होटल संचालक ने कहा कि जिस तरह से इंडिगो संकट की वजह से अन्य एयरलाइंस ने किराया बढ़ा दिया है, होटल संचालकों ने ऐसा नहीं किया। जो बुकिंग कर सकट में फंस गए थे और दिल्ली नहीं पहुंच सके, उनकी बुकिंग निरस्त किए जाने पर पूरी राशि लौटा दी गई।

कि सदी के सौजन और साल का अंतिम महीना होने की वजह से दिसंबर में लोग सबसे ज्यादा यात्राएं करते हैं। इस समय में उड़ानें रद्द होने की वजह से दिक्कतें ज्यादा हुई हैं। पहाड़गंज में होटल संचालित करने वाले व होटल एंजिनियरिंग के महासचिव सौरभ छाबड़ा ने बताया कि करीब 25 से 30 फीसदी बुकिंग निरस्त हो गई।

## IndiGo seeks more time to reply to DGCA notices, cites multiple factors for crisis

**Jagriti Chandra**  
NEW DELHI

IndiGo “profusely apologised” to the Union government on Monday and sought additional time to respond to the Directorate General of Civil Aviation’s (DGCA) show-cause notices issued to the airline. It said that the regulator’s norms allow a 15-day window to file a response instead of the 48 hours granted to it.

The airline also informed the government that it was “not realistically possible to pinpoint the exact causes” of the widespread disruptions in its flight operations in recent weeks due to the complexity and vast scale of operations, according to a statement issued by the Ministry of Civil Aviation.

The DGCA had on Saturday served show-cause notices on IndiGo’s chief operating officer Isidro Porqueras and CEO Pieter Elbers. The notices stated that “large-scale operational failures indicate significant lapses in planning, oversight, and resource management”, and failure to comply with its new



**No let-up:** Luggage piles up at the Indira Gandhi International Airport in New Delhi on Monday. SHASHI SHEKHAR KASHYAP

norms governing pilot rest and duty hours, which came into effect on November 1.

In its communication to the government, the airline reiterated that the flight disruptions were due to a combination of multiple factors, including technical glitches, flight schedule changes owing to the start of the winter season, adverse weather conditions, increased congestion in the aviation system as well as the implementation of new norms on pilot rest and duty hours, specifically those that regulate their flying during night hours following concerns over mounting levels of fatigue.

Meanwhile, according

to a statement from IndiGo, flight cancellations on Monday were down to 500 from 1,500 on December 5. It stated that the airline’s other operational parameters were also improving, including punctuality, which was up from barely 3.5% flights a few days ago to over 90% flights departing 15 minutes early or after the scheduled time slot for arrivals and departures.

The airline has released ₹826 crore in reimbursements as well as returned 4,500 of the 9,000 pieces of delayed baggage after the government gave an ultimatum on December 6 to ensure quick redressal of grievances from affected passengers, it stated.

# Minister blames IndiGo for disruptions, vows action

Rammohan Naidu tells Parliament that a probe has been initiated into mass flight cancellations; he adds 5,86,705 tickets were cancelled, refunded between Dec. 1 and 7, amounting to ₹569.65 cr.

**The Hindu Bureau**  
NEW DELHI

Union Civil Aviation Minister K. Rammohan Naidu on Monday informed Parliament that the government has initiated an inquiry into IndiGo's mass flight cancellations that left several hundred flyers stranded across airports in the country.

Blaming the airline for its failure to manage the crew and duty roster through its day-to-day operations, Mr. Naidu said: "We are not taking this situation lightly. We are doing an inquiry. We will take very, very strict action not only for this situation but also as an example."

Congress MP Pramod Tiwari raised questions on whether the IndiGo crisis was caused by a fault in the automatic message switching system (AMSS), a technical issue that disrupted flight services in early November.

Mr. Naidu said the IndiGo crisis was not related to AMSS but was due to anomalies and mismanage-

 We are not taking this [IndiGo] situation lightly. We are doing an inquiry. We will take very, very strict action not only for this situation, but also as an example

**K. RAMMOHAN NAIDU**  
Union Civil  
Aviation Minister



ment in the airline's internal crew roster system.

Elaborating on the new Flight Duty Time Limitations (FDTL) guidelines, which were framed after a High Court order in April, the Minister said there were 22 FDTL guidelines, out of which 15 were implemented from July 1 and the remaining seven from November 1.

### Stakeholders consulted

According to Mr. Naidu, multiple stakeholders were consulted including IndiGo regarding the implementation of the FDTL, and the government had made it very clear that all airlines will have to follow the rules without any compromise on safety. Since November

1, when these rules came into effect, Mr. Naidu said the Directorate General of Civil Aviation had been in continuous consultation with all airlines, as they had requested certain exemptions due to variations in their operations.

"After thorough consultation and safety risk assessment, necessary variations and exemptions have been given beforehand," Mr. Naidu said, adding that the crisis took place after almost one month of operation in the new FDTL.

Blaming IndiGo entirely for the crisis, Mr. Naidu said that even on December 1 when the Ministry met with IndiGo on the FDTL, as it required some clarification, the company

did not flag the issue that caused the crisis.

"If there is any mis-compliance, non-compliance, non-adherence for any single person, entity and organisation, or any operator functioning in this civil aviation, we will take very, very strict action so that we set an example in the industry," he added.

Mr. Naidu also said that the government wants to have at least five airlines and steps are being taken to encourage competition. "This is the time to start an airline," he said.

The Union Minister also informed that a total of 5,86,705 passengers' tickets were cancelled and refunded between December 1-7, amounting to a total of ₹569.65 crore. Around 4,500 bags were delivered to customers out of the total 9,000 bags with the target to deliver the remaining bags in the next 36 hours, he said.

The Opposition parties staged a walkout claiming that the Union Minister failed to answer their questions regarding the airline issue.



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## IndiGo disruptions may dent airline's revenue, warns Moody's

**The Hindu Bureau**  
NEW DELHI

Moody's has assigned a negative rating to IndiGo following major flight disruptions. It cautioned that

IndiGo could face "significant financial damage from loss of revenue because of flight cancellations, refunds and other compensation to affected customers, along with potential

penalties imposed by DGCA." The rating agency also noted potential reputational damage for IndiGo, which could impact the airline's codeshare partnerships.



An IndiGo aircraft comes in to land in Patna. PTI

## How new DGCA rules put human limits at centre of air safety

C. Aravinda

**T**he recent disruptions in India's aviation sector, in particular IndiGo's wave of flight cancellations, have placed the spotlight on the new fatigue and rest norms developed by the Directorate General of Civil Aviation (DGCA). The cancellations appear to have stemmed from IndiGo's scheduling gaps and inadequate crew planning rather than any flaw in the regulations. In this context, any temptation to dilute the new rules must be resisted.

Aviation safety is grounded in the invariable principles of human physiology. The DGCA's new framework is aimed at minimising fatigue. It has increased the weekly rest period from 36 to 48 hours, reduced the number of permitted night landings from six to two, and expanded the definition of night duty to restrict flying during biologically unsuitable hours. Limits on consecutive night duties, mandatory fatigue risk reporting and greater roster oversight are also part of the updated structure.

These modifications mirror practices adopted in the U.S. and Europe after evidence mounted that fatigued pilots were often implicated in near-miss events and errors. In Europe and North America, rules limiting hours and mandatory rest have reduced fatigue-related incidents.

Advances in engineering have allowed aircraft to operate in a wide range of demanding environments. But as humans evolved to function on the ground, the regulations need to help people adapt to the stresses imposed during flight, such as lower atmospheric pressure, lower temperatures, and the physiological effects of acceleration on the body.

Pilots regularly work across time zones, often intensely so in the day's twilight hours, and often have overnight schedules as well. All these destabilise the body's circadian rhythm. Disrupting this alters melatonin secretion, delays onset of sleep, and leads to sleep debt.

The immediate physiological effects of these changes include slower reaction time, lower vigilance, impaired judgment, intermittent microsleeping, emotional irritability, and difficulty in sustaining attention. Visual strain, dry cabin air,

### **The new framework increases the rest period and reduces the number of night landings**

dehydration, vibration, and noise can further intensify cognitive fatigue.

Research has also associated chronic circadian misalignment with higher blood pressure, metabolic disturbances, lower immunity, risk of mood disorders, gastrointestinal dysfunction, and higher cardiovascular risk. Long-haul operations create persistent jet lag and irregular meals disrupt metabolic regulation. More hours in confined postures can also feed musculoskeletal strain. Taken together, these stresses should only be expected to cause more errors during flight. Indeed, fatigue has been a recurring factor in global air safety investigations.

Although pilots are the most visible group affected by the fatigue rules, the risk goes far beyond aviation. People who work in hospitals, railway operations, and trucking, police personnel, BPO operators, and journalists all work during those hours when human alertness naturally drops. Physical labour in these hours has been associated with metabolic syndrome, higher risk of depression, cardiovascular disease, menstrual irregularities, and immune suppression. Yet managing operational risks due to fatigue in these sectors remains uneven and under-regulated. Thus the DGCA's rules are laudable for situating human physiology at the centre of aviation policy.

*(Dr. C. Aravinda is an academic and public health physician. The views expressed here are personal. aravinda@jrc@hotmail.com)*

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[ UNPRECEDENTED MELTDOWN ]

## IndiGo crisis exposes a broken regulatory system

Anjali Bhargava

Last week's aviation fiasco — continuing this week but beginning to ebb — may have been piloted by the country's leading airline IndiGo, but it was fuelled by a system designed to fail. It has highlighted several gaps that need to be plugged if India is to achieve the goal of Viksit Bharat (developed India).

Indian passengers paid a heavy price — with some reporting to climbing on counters in airports and others reduced to tears — thanks to the duopoly (the market leader, IndiGo has around 60% share, and Air India and its affiliates have around 25%) that is the aviation market. All the dangers of a duopoly in full force when market leader IndiGo miscalculated (or chose to deliberately miscalculate as is being alleged openly by its own staff) its crew requirements poot the new rest and duty guidelines that came into force on November 1, after the court's intervention.

This led to a breakdown of the roster through the month of November, leading to innumerable delays and a total of 1200 flight cancellations during the month. Matters reached a head on Friday, December 5,

when a total of 1500 out of the 2200 daily flights stood cancelled. Scenes of passenger despair, massive congestion, utter chaos at airports and even a protest decrying the airline played out on screens. As passengers tried to find alternatives, fares across airlines skyrocketed.

The question that needs to be asked is whether this situation could have been avoided. The unequivocal answer to this is, yes; this is a crisis of the airline's own making with support from a regulatory system

that is fundamentally broken.

It was in October-November, 2023 — after it came under pressure following a spate of deaths and incidents involving fatigued crew — that the airline safety regulator DGCA came out with a fresh set of duty hours guidelines and new CAR (civil aviation requirements). The country's pilot community was absolutely convinced that these would not be implemented by the regulator since it would place an additional financial burden on airlines — and that was precisely what happened.

latory DGCA came out with a fresh set of duty hours guidelines and new CAR (civil aviation requirements). The country's pilot community was absolutely convinced that these would not be implemented by the regulator since it would place an additional financial burden on airlines — and that was precisely what happened. CAR was kept in abeyance and it was only after Federation of Indian Pilots (FIP) raised the matter in court in 2024 that things changed (with a lag).

To allow the pilots the kind of rest that was being proposed would mean massive additional hiring. Pilots, crew and

even airline management said that until then, DGCA had turned a blind eye to the worsening work conditions for pilots and crew, and allowed airline operators to push them to their limits. The allegation was that DGCA was far more sensitive to "commercial considerations of airlines than safety considerations of passengers". After several court hearings and delays, it was finally agreed that the implementation would happen in two phases: in July this year, and then November 1.

It is clear that IndiGo failed to hire and calibrate its rosters despite being fully aware and seized of the matter for the last few years, presumably on the assumption that it would prevail and manage to further delay implementation. The entire episode which played out last week is perhaps the biggest endorsement of the allegation that India has in place a failed regulatory system which is working more at the behest and in the interests of the airlines than on ensuring safety. The backdown (IndiGo was granted the reprieve it sought) was further capitulation by the regulator.

There's also the subsidiary question of why DGCA cleared the airline's additional flights for its winter schedule, if it was aware of the fact that the airline didn't have the requisite crew, keeping in mind that both the airline and the regulator were fully apprised of the November implementation and



Luggage piled up at Delhi's IGI Airport amid the IndiGo flight cancellations and delays.

subsequent need for enhanced crew.

The lessons from the above are clear: regulators can do more harm than good unless they are fully autonomous from government control and influence, have teeth to enforce regulation and are manned by those who have true expertise in the field. The practice of Indian Administrative Service (IAS) officers — without questioning their sterling administrative capabilities — to try to ascertain the cause of a crash of the magnitude of AI7, or last week's fiasco needs to be actively discouraged.

As the crisis escalated, a second glaring gap became visible. Helpless passengers who tried to book tickets on other airlines found the prices had sky-

rocketed and those who tried to seek redressal (refunds, alternate flights, hotels to stay, lost baggage or even basic information) from IndiGo had nowhere to go.

This highlights the need for a grievance redressal body independent of DGCA in its current form. With India poised to soon be the world's third largest aviation market, turning to the safety regulator for each and every little and big matter is untenable to say the least. This poses an even bigger risk since the body in charge of safety is constantly distracted from its main remit.

To repeat, India urgently needs an ombudsman or a regulatory authority that deals solely with consumer grievances and non safety matters,

which are growing at a faster pace than capacity addition by airlines. If this latest fiasco doesn't convince policy makers of this need, nothing will.

But last week's events also demand that IndiGo's operations come under greater scrutiny. Last week's crisis was perhaps the biggest the airline has faced in its 19 year old history but it would be fair to say that it is one that has been coming for a while.

There is a feeling among many airline industry watchers that the essence of what IndiGo as a brand, business and company represented in the past has been lost in this almost two decade journey. The IndiGo of 2005-06 is unrecognizable from the IndiGo of 2024-25. While to some extent this can be attributed to evolution, the journey has been marked by a decline in some of the key values and metrics that the airline stood for in the early days.

Setting aside this latest fiasco (which would immediately catapult it to the top of today's unpopularity charts), the airline, which has its own set of steadfast loyalists, has, over the years, managed to garner a surfeit of "thumbs downs" from growing sections of the flying public. Why this should be so is worth a closer examination by its management.

Many might dismiss this "hatred" of IndiGo as a manifestation of the public's anger towards other systemic failures which is then redirected

towards the airline they fly often but the now deceased Jet Airways never found itself in this predicament. Jet loyalists loved the airline and many employees loved the hands-on founder Naresh Goyal despite whatever failings he might have had.

On social media, aviation analysts (including many who worked in senior positions in airlines) have already commented on IndiGo founder Rahul Bhatia's distant and aloof style of functioning and asked whether this episode would have played out the way it did had co-founder Rakesh Gangwal — known for his deep understanding and love for aviation — still been on board and involved in the carrier's management.

Perhaps what should worry the management and board of the airline even more is that if the flying public dislikes it, its own pilots and staff appear to loathe it. Two letters from staff that circulated widely as the crisis played out should leave no doubt on the lows the relationship between crew and ground staff on one side, and the management on the other has reached. The fact that the airline has needed to resort to every trick in the book to retain its commanders, who have been leaving for West Asian airlines and others in a steady trickle should give its board and management something to chew on. Had its pilots and commanders loved their airline as did Jet's, the crisis

might have been far milder than what transpired. And last but not least, many (including the staff in one letter) have raised the aspect of "the foreign element" which seems to have afflicted the airline, although, to be fair, it is also a matter of concern in its closest rival Air India. Senior management and old loyalists (primarily Indians) are beginning to resent what they see as a colonial take over from foreigners brought in after IndiGo acquired its Dutch CEO, many of whom now call the shots.

The lessons for the airline are clear: instead of trying to game the system (which any large company has the power to do) and get its way externally, it might be time to inspect all factors at play and resolve those that can be fixed internally. All is not well at IndiGo and it hasn't been so for some years now. Profits achieved from leveraging the duopoly it finds itself in are not the only benchmark of success.

As we head into the New Year, the AI crash in June followed by this breakdown of the whole edifice will mar whatever progress India's aviation made in the year 2025. It's a gloomy start to 2026.

But it may well be the smell-the-coffee moment the mandarins in the civil aviation ministry need.

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

# Corporate Communications Directorate

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## Day 7: Disruptions continue 143 flights cancelled at IGI

Kadriya Khatwani

**NEW DELHI:** Confusion at the Indira Gandhi International airport continued on Monday after 143 flights were cancelled, including 83 departures and 60 arrivals, leaving thousands of passengers stranded as they tried to reschedule flights, get refunds, and track down baggage missing for days.

"Not only did my flight to Dibrugarh on December 5 get cancelled, but so did the rescheduled flights on December 6, December 7 and on Monday. Now they have given me a fourth rescheduled flight for Tuesday at 5.30pm," said 76-year-old R.S. Chandramohan.

He said the repeated cancellations were taking a toll on him owing to his age. "I'm travelling with my wife and son-in-law, who are 75 and 78. I have heart issues, a hernia and joint pain, all of which have been aggravated by this ordeal. And when we asked IndiGo staff about compensation for accommodation and food, they yelled at us."

For J.G.K. Chakravarti, a 37-year-old defence advocate, the cancellations have had professional consequences. "I needed to return to Visakhapatnam on December 6. I've now missed time-sensitive work, including filing bail petitions," he said. With his flight pushed to Tuesday morning and no hotel accommodation offered, he and his partner were preparing to spend the night at the airport. "Hotels are too expensive. We have no choice."

Some passengers feared career-altering setbacks. "I need to be in hospital by Wednesday for an exam that could lead to my promotion in the Army," said an officer, requesting anonymity. "My flight from Mumbai to Imphal via Kolkata got cancelled, and I was diverted to Delhi. I was supposed to reach Imphal on Sunday; now I'll get there only Tuesday after flying to Kolkata on Monday. But what if those flights also get cancelled? Will IndiGo take responsibility if



Passengers search through the unclaimed baggage pile at Terminal 1 on Monday for their belongings.

www.hindustantimes.com

I miss the exam?"

For others, long-planned trips have unravelled. "Our flight to Jaipur was cancelled, so our hotel bookings and travel plans were ruined," said 39-year-old Ruchi Mishra, who is on a holiday to India with her children. "We had to cancel Jaipur altogether and take a cab straight to Bandhanagar, our next destination. Getting a refund has been difficult while managing kids and luggage at the terminal."

At the arrivals section in Terminal 1, unclaimed baggage was lined up for passengers to sift through. A security official at the gates said many had come during the day to retrieve their luggage, and some unclaimed bags were being couriered to owners.

"My family and I returned from Bangkok to Delhi on November 21 on an IndiGo flight, but one of our suitcases is still missing. We have come to the airport multiple times, written



A display screen at IGI airport's Terminal 1 shows multiple cancellations as chaos continued on Monday.

was extremely delayed. When we reached Jaipur, we found that two of our three suitcases were missing. We returned to Delhi on Sunday, as we need to fly to Hyderabad by Tuesday, and we're trying to get the luggage sent to Hyderabad."

She added that she and her husband, who were travelling with an infant, had faced multiple expenses because the missing bags contained essentials such as clothes and diapers.

Those who finally located their luggage said the wait was harrowing. "My son came from Guangzhou to Delhi through Kolkata on December 4, and was assured that his luggage would be put on the flight to Delhi. But after he departed, we got a call saying it was not. We've got it back today, after days of calling and being on hold for hours. I've lost trust in IndiGo," said Vineeta Kaur, 60, collecting her son's suitcase on Monday.

numerous emails, threatened legal action and even filed an FIR with the airport police, but to no avail. The suitcase contains jewellery, shoes and watches, but there is uncertainty about where it is, and no updates," said

27-year-old Sneha Arora at an airline counter in Terminal 1. A woman waiting in line at an IndiGo counter in Terminal 2 said, "My family and I were flying from Chennai to Jaipur, but our connecting flight to Delhi

was extremely delayed. When we reached Jaipur, we found that two of our three suitcases were missing. We returned to Delhi on Sunday, as we need to fly to Hyderabad by Tuesday, and we're trying to get the luggage sent to Hyderabad."

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## Govt may curtail IndiGo flight ops in winter after meltdown

**By Lalit Tripathi**

**NEW DELHI:** The government is planning to curtail IndiGo's full flight operations in the coming winter schedule in the wake of a major meltdown, officials aware of the matter said on a day when the airline is in a state of a show-cause notice by the aviation regulator. The move comes as a "surprising effect of multiple factors".

The airline operates 3,200 flights a day in the winter schedule. Though there was no confirmation on the number of flights that will be cut, some officials said at least 300 a day could be pulled back.

"Looking at the current status of the airline, there may soon be a reduction in the daily approved IndiGo's flight numbers for the upcoming winter schedule operations. A final decision is yet to be taken on the number of flights to be reduced," an aviation ministry official confirmed to HT. In this year's winter schedule, IndiGo received regulatory approval to operate 36,000 flights over its 10-month winter schedule over its flight route.

DGCA confirmed it received IndiGo's reply on Monday, signed jointly by the airline's Chief Executive Officer Peter Elbers and Chief Operating Officer Jitendra Prasad.

The regulator said IndiGo attributed the meltdown to a combination of "minor technical glitches," schedule changes linked to the onset of the winter season, adverse weather conditions, increased competition in the arrival system, and the implementation of updated crew-resting norms under the Flight Duty Time Limitation (FDTL) Phase II framework.

It requested additional time to conduct a comprehensive Root Cause Analysis (RCA), noting that DGCA's own priorities also affect a timely response to show-cause notices.

The airline has submitted its submission and has completed the RCA.

The regulator said it is currently studying the submission and that an appropriate enforcement decision will follow.

In its response, IndiGo said it is "realistically not possible to prepare the exact content" of the crisis at this stage due to



IndiGo, in its response to the DGCA, said it is "realistically not possible to prepare the exact content" of the operational crisis at this stage due to the "complexity and scale of its operations".

### "Credit negative": Moody's on the IndiGo disruptions

**NEW DELHI:** The widespread disruptions in IndiGo are "credit negative" for the airline, Moody's said on Monday, adding that the airline could face significant financial damage from loss of revenue because of flight cancellations, refunds and other compensation to affected customers, along with potential penalties imposed by the Directorate General of Civil Aviation (DGCA). "Despite temporary repairs, failure to effectively plan for such aviation regulatory events is credit negative," Moody's said in a note.

the "complexity and scale of its operations".

According to the airline's response, the disruptions began building in early December, when the combination of these factors dragged down IndiGo's on-time network performance and cascaded into widespread crew unavailability.

By December 5, the airline reported what it described as the "critical situation" of "showing" to rework, cancelling a substantial number of flights to recover stranded passengers, reduce airport congestion and reposition crew and aircraft. IndiGo said this post showed operations to "progressively stabilise and begin normalising from December 6".

## SC declines urgent hearing on crisis; HC agrees to list petition

**Ujjwala Anand and Shashi Kakkar**

**NEW DELHI:** An attempt to curtail IndiGo's operations through operational measures introduced into its seventh consecutive-day, stopping thousands of flights can result in a case across major airports, the judiciary on Monday witnessed parallel developments in the capital. While the Supreme Court declined to urgently hear a plea seeking immediate judicial intervention in the crisis, the Delhi High Court agreed to examine on Wednesday a petition demanding heightened support measures for stranded passengers.

The high court is also expected to hear on December 11 a plea filed by the Federation of Indian Pilots (FIP), seeking abolition of emergency provisions against the Directorate General of Civil Aviation (DGCA) for granting exemptions to certain airline operations from implementing the new Flight Duty Time Limitation (FDTL) norms.

The Supreme Court, when asked to take up the matter urgently, refused to list the plea for immediate hearing. The petitioner had sought directions to the DGCA and aviation authorities to stop in-kind what it described as a collapse of airline operations affecting more than 4,500 flights since last Tuesday and rendering airports in near paralysis. Appearing before Delhi Justice of India (JI) Surya

**THE TOP COURT EMPHASISED THAT THE UNION GOVT WAS ALREADY ADDRESSING THE CRISIS THROUGH ADMINISTRATIVE MEASURES.**

Kant, the counsel pressed that the scale of breakdowns witnessed the court's intervention without delay. "This matter requires urgent hearing," submitted the lawyer, urging emergency orders to mitigate the crisis that has left thousands stranded, faces forced to sleep in airports and wait through piles of unreturned baggage.

JI Kant acknowledged the gravity of the situation but declined to accept immediately, emphasising that the Centre had already begun addressing the crisis through administrative measures. "We understand that lakhs of people might be facing issues and are in difficulty. But the Union of India seems to have taken some steps. The government has taken timely action and cognisance of the issue. Let them handle the situation," he observed.

When the counsel insisted that matters were spiralling "out of control," the CJ emphasised that the government had not yet called for judicial intervention. "No, there seems to be no urgency right now. Let us see

### Pilots strength in airlines

6,350	Air India
5,085	IndiGo
1,592	Air India Express
466	SpiceJet
385	GoAir
111	Akasa Air

how the situation unfolds further," he concluded.

However, as the Delhi high court, a bench of Chief Justice DR Jindal and Justice Tushar Baghel agreed to list for Wednesday a public interest litigation seeking immediate relief for passengers who remain stranded at airports without adequate assistance. The petition, a lawyer appearing in person, described the situation at several major "international" and said that many passengers were left without basic support, clarity on refunds or help with rebooking.

"We have filed a PIL in this court because, several people are stuck. Current situation at airports is unfortunate. We are expecting the court to pass orders to IndiGo and ground support for people stranded at the airports. There is no proper refund," he submitted.

Although the bench noted that the government had already issued directions and was actively responding, it agreed to hear the matter on Wednesday. "Government has already passed some directions... what can we do? Please come on Wednesday... file it, it will be listed on Wednesday," the court said.

The high court is also likely to hear on December 11 a contempt of court plea filed by the Federation of Indian Pilots (FIP) in November, seeking action against the aviation regulator for allegedly failing to comply with the undertakings given to the court in February and April.



# Corporate Communications Directorate

THE HINDUSTAN TIMES

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 Hindustan Times

[ INTERVIEW ] RAM MOHAN NAIDU, CIVIL AVIATION MINISTER

## 'Airline should've planned well, prepared for mandate'

Neha LM Tripathi

netn@hindustantimes.com

**NEW DELHI:** Around 4,500 flights were cancelled in the country in the past week due to IndiGo's mismanagement on crew rostering after new flight duty time limitations (FDTL) rules were introduced. Regulatory action to deal with the inept handling of flight cancellations that caused inconvenience to passengers will lead to further strengthening of the rights of passengers in the country, Civil aviation minister Ram Mohan Naidu told HT, adding that everyone responsible for the disruptions will have to face severe consequences. Edited Excerpts:

**What is the current scenario and when can we expect normalcy?**

IndiGo has informed us that they will be operating 1,750 flights today. According to the data with us (the ministry) the airline operates around 2,200 flights daily which means the airline will have 450 flight cancellations throughout the day, dropping significantly from the numbers last week, when the ministry got into action and instructed them to ensure passengers stranded at the airports are taken care of immediately. The issue was highlighted on December 3 (A day earlier, the airline's on-time performance had dropped to 35%, as per ministry data). We had asked the airline to ensure that, by today (Monday) no passengers are left stranded at the airports. The operations too will normalise soon.

**Do you think the airline did not respond to the crisis immediately? Was the air-**



**line's response lacking?**

IndiGo is an efficient airline with over 60% market share but it did not respond and act on the issue immediately. When the airline was aware of the massive flight delays and cancellations, why did it take two days for them to ensure that flights' status are informed to the passengers well in advance so that they don't get stuck at the airports, is something that we are looking at. Passengers were troubled because of not being updated by the airline not only in advance but also after reaching the airports. Aviation is an important sector for India and has been growing manifold.

**What level of action will you take against the airline management?**

We are exploring and investigating the matter from all angles. We are also looking at the legal aspect of it. The DGCA (Directorate General of Civil Aviation) had been in constant dialogues with the airlines whenever any kind of clarity, on the new rules, was required by the airlines. It even held a meeting on December 1 (a month after the new flight duty time limitations [FDTL] rules were implemented) but the airline did not raise any issue with them nor

did they inform them about any trouble they were facing, if any. As a regulator, they (the DGCA) did all that it could do. The airline should have planned well and prepared for a mandate which was known to be implemented from November 1. There have been detailed discussions between the DGCA and the airlines where not only were the new rules discussed thoroughly but it was also emphasised that safety of both the crew and passengers was the top most priority. Internal issues are an airline's matter that should have been taken care of.

Having said this, I want to ensure that we will be taking very strict actions against all those who are responsible for this level of flight disruptions and passenger inconvenience. We want to set an example for all the airlines for non-adherence to rules.

**When can we expect an action from the ministry?**

The reply to the show cause notice will determine if there is a need to take an interim action. However, we will wait for the four-member committee constituted by the DGCA to submit its report.

**Is the ministry looking at ways to strengthen rights, especially after this incident?**

Passenger convenience has always been my priority personally. Even when the last minute airfares surged exorbitantly during the ongoing crisis, the ministry introduced a cap to ensure that the airlines are not allowed to take any further advantage of the crisis. In the near future, I am going to review the passenger rights already in effect and look at ways to further strengthen them.



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## SC declines urgent hearing on crisis; HC agrees to list petition

Utkarsh Anand and  
Shruti Kakkar

letters@hindustantimes.com

**NEW DELHI:** As domestic carrier IndiGo's unprecedented operational meltdown stretched into its seventh consecutive day, triggering thousands of flight cancellations and chaos across major airports, the judiciary on Monday witnessed parallel developments in the capital. While the Supreme Court declined to urgently hear a plea seeking immediate judicial intervention in the crisis, the Delhi high court agreed to examine on Wednesday a petition demanding ground support measures for stranded passengers.

The high court is also expected to hear on December 15 a plea filed by the Federation of Indian Pilots (FIP), seeking initiation of contempt proceedings against the Directorate General of Civil Aviation (DGCA) for granting exemptions to certain airline operators from implementing the new Flight Duty Time Limitation (FDTL) norms.

The Supreme Court, when asked to take up the matter urgently, refused to list the plea for immediate hearing. The petitioner had sought directions to the Centre and aviation authorities to step in amid what it described as a collapse of airline operations affecting more than 4,500 flights since last Tuesday and rendering airports in near paralysis. Appearing before Chief Justice of India (CJI) Surya

**THE TOP COURT EMPHASISED THAT THE UNION GOVT WAS ALREADY ADDRESSING THE CRISIS THROUGH ADMINISTRATIVE MEASURES**

Kant, the counsel pressed that the scale of breakdown warranted the court's intervention without delay. "This matter requires urgent hearing..." submitted the lawyer, urging emergency orders to mitigate the crisis that has left thousands stranded, many forced to sleep on airport floors or sort through piles of unclaimed baggage.

CJI Kant acknowledged the gravity of the situation but declined to step in immediately, emphasising that the Centre had already begun addressing the crisis through administrative measures. "We understand that lakhs of people might be facing issues and are in difficulty. But the Union of India seems to have taken some steps. The government has taken timely action and cognisance of the issue. Let them handle the situation," he observed.

When the counsel insisted that matters were spiralling "out of control," the CJI remained firm that the moment had not yet called for judicial intervention. "No, there seems to be no urgency right now. Let us see

how the situation unfolds further," he remarked.

However, at the Delhi high court, a bench of chief justice DK Upadhyay and justice Tushar Rao Gedela agreed to list for Wednesday a public interest litigation seeking immediate relief for passengers who remain stranded at airports without adequate assistance. The petitioner, a lawyer appearing in person, described the situation at terminals as "inhumane" and said that many passengers were left without basic support, clarity on refunds or help with rebooking.

"We have filed a PIL in (the) IndiGo issue. Several people are stuck. Ground situation at airports is inhumane. We are expecting the court to pass orders to IndiGo and ground support for people stranded at the airport. There is no proper refund," he submitted.

Although the bench noted that the government had already issued directions and was actively responding, it agreed to hear the matter midweek. "Government has already passed some directions... what can we do? Please come on Wednesday... file it, it will be listed on Wednesday," the court said.

The high court is also likely to hear on December 15 a contempt of court plea filed by the Federation of Indian Pilots (FIP) in November, seeking action against the aviation regulator for allegedly failing to comply with the undertakings given to the court in February and April.

## IndiGo did not flag troubles during Dec 1 meet: Minister

Dheer Chawla and Neha LM Tripathi

**NEW DELHI:** IndiGo did not flag any trouble with adapting to the revised crew fatigue rules during a meeting with the civil aviation regulator on December 1, a day before operational problems at India's biggest airline became apparent, civil aviation minister Ram Mohan Naidu said on Monday.

The crisis, which has affected at least 4,500 flights and millions of passengers since December 2, was caused by IndiGo's crew rostering system and internal planning, he said. IndiGo on Monday claimed a "compounding effect of multiple factors" was responsible for the chaos.

"On December 1, we held a meeting with IndiGo regarding FDTL (Flight Duty Time Limitations) when they sought clarifications, and we provided them. They did not flag any issues then, and everything was running normally," Naidu told Rajya Sabha, on a day IndiGo cancelled more than 450 flights and delayed hundreds more as the airline struggled to bring its operations back on track.

In an interview with HT, he said DGCA met with airlines, but IndiGo did not "raise any issue with them nor did they inform them about any trouble

*(continued on p 12)*

### more stories

- Disruptions continue at IGI, 143 flights cancelled** ▶
- SC declines urgent hearing, HC agrees to list plea** ▶
- Airline should've prepared for mandate: Min Naidu** ▶

### Status update

**450** flights cancelled on Monday  
**₹569.65 cr** Refunded for Dec 1-7  
**586,705** PNRs cancelled from Dec 1-7



## Govt may cut IndiGo's winter ops after mess

Neha LM Tripathi

**NEW DELHI:** The government is planning to curtail IndiGo's daily flight operations in the ongoing winter schedule in the wake of a major meltdown, officials aware of the matter said, on Monday, when the airline in its reply to a show-cause notice by the aviation regulator attributed the mass cancellations to a "compounding effect of multiple factors".

The airline operates 2,200 flights a day in winter. Though there was no confirmation on the

number of flights that will be cut, officials said at least 100 a day could be pulled back.

"Looking at the current status of the airline, there may soon be a reduction in the daily approved IndiGo's flight numbers for the current winter schedule operations. A final decision is yet to be taken on the number of flights to be reduced," an aviation ministry official said HT, in this year's winter schedule, IndiGo received regulatory approval to operate 6% more flights than in the summer schedule even as it sought to postpone flight duty rules.

## 60 ENFORCEMENT ACTIONS IN 5 YRS: DGCA MEASURES ON NORMS BREACHES

Snehashish Roy

**NEW DELHI:** DGCA has taken 60 enforcement actions against airlines in five years for violating safety standards, including breaches of Flight Duty Time Limitation norms, the Centre told Rajya Sabha. The violations also include non-compliance to breath analyser rules, flight data monitoring, unauthorised entry into the cockpit and violations over delayed, cancelled or diverted flights.

Hindustan Times

Committee on October 28, 2017, with leaders like Mahatma Gandhi, Subhash Chandra Bose, Netaji, Sardar Patel, and Bhabhansinh Tapar in agreement. She asked that after independence, Dr Rajendra Prasad formally declared the National Anthem in the Constituent Assembly, with leaders including B.R. Ambedkar and Shyama Prasad Mukherjee present, and no objections were raised. "To question this is an insult to our freedom heroes and the Constituent Assembly. Have the people in government today have become so arrogant that they consider themselves greater than Gandhi, Bose, Ambedkar, and Rajendra Prasad?" she said.

### INDIGO CRISIS

They were facing, if any." It was not immediately clear what the specifics of the meeting on December 1 were. That meet was held exactly a month after the revised FDTL rostering norms came into effect. A day later, on December 2, IndiGo cancelled over 400 flights, leaving thousands stranded.

Naidu said "we took control of the situation at airports," on December 2.

But between then and December 8, the airline cancelled around 4,500 flights and delayed many more. People scrambled to re-schedule their flights, struggled to get refunds and lost their luggage as the airline stranded passengers and offered little transparency.

On December 5, DGCA exempted IndiGo's Airbus A320 fleet from certain rules on pilot duty hours at night, after a representation from the airline a day earlier. It also allowed IndiGo to call back pilots deployed elsewhere for flying duties. Separately, it withdrew a rule that prevented airlines from counting pilot leave as weekly rest to meet flying duty norms. Still, the disruptions continued over the weekend. The move was criticised by pilots and experts who said that this would compromise safety, which was the primary motivation for such rules. The regulator issued the exemption was granted "solely to facilitate operational stabilisation and in no way amounts to dilution of safety requirements".

IndiGo in a statement on Monday, said it had issued refunds worth ₹827 crore for bookings made between November 21 and December 7, for 875,381 PNRs.

Between December 1 and 7, 586,705 PNRs were cancelled, and refunds worth ₹59.65 have

been issued. It also said it had processed refunds for all bookings made till December 8.

The airline on Monday said it had returned 4,500 bags and aimed to return the rest in 36 hours. The airline replied to a show cause notice from DGCA, blaming the mass cancellations on a "compounding effect of multiple factors" - minor technical glitches, schedule changes in the winter season, adverse weather, increased congestion and the updated rostering norms. DGCA, in a release, said the airline sought more time for a detailed response to the show cause notice. The minister warned of "very, very strict action" that would act as an example for the industry. "We are doing an inquiry, and we will take very, very strict action not only for this situation but also as an example. We will set an example for all the airlines. If there is any non-compliance, any non-compliance or non-adherence for any single person, any entity or any organisation or any operator functioning in this civil aviation industry, we will take very, very strict action so that we set an example in the industry," he said. To be sure, IndiGo is by far the largest operator in India's skies. It has captured more than 65% of India's domestic market - the Air India group, with 25.7% is a distant second - and operates 2,200 flights to over 90 domestic and 45 international destinations.

Naidu addressed IndiGo's virtual monopoly on Indian aviation. He admitted that India has two major airlines, but stressed on the need for more. "We are talking about two airlines, but the capacity, the demand that India is creating today, we need to have five big airlines," he said. "The collapse of Jet Airways and GoAir led to a total of 260 aircraft exiting India's fleet register, leaving India at the mercy of a handful -- IndiGo, a recovering Air India and whatever was left of SpiceJet... India today desperately needs a strong third - an airline that can emerge with a minimum of 60 aircraft to see flights for competition, best operational balance and maturity with India's aviation market," said aviation expert Mark D Martin of Martin Consulting.

### GOA NIGHTCLUB FIRE

The Interpol Division of CBI to apprehend both Sourabh and Gaurav Luthra at the earliest," Bose added, with the Delhi Police saying the CBI has approached Interpol for a blue notice against



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## DGCA flagged 60 safety violations in airlines in 5 years, 19 in 2025: Centre

Snehashish Roy

[snr@hindustantimes.com](mailto:snr@hindustantimes.com)

**NEW DELHI:** The Directorate General of Civil Aviation (DGCA) has taken 60 enforcement actions against scheduled airlines over the last five years for violating aviation safety standards, including breaches of Flight Duty Time Limitation (FDTL) norms, the government informed the Rajya Sabha in a written response on Monday.

Responding to queries raised by Communist Party of India (CPI) lawmaker PP Suresh, Union minister of state (MoS) for civil aviation Manoj Kumar Mishra reported a string of enforcement actions against airlines: Two in 2021, seven in 2022, 10 in 2023, 22 in 2024 and

**THE VIOLATIONS INCLUDE BREACH OF FDTL NORMS, NON-COMPLIANCE TO FLIGHT DATA MONITORING AMONG OTHERS**

19 in 2025 so far. "The major violation includes non-compliance to Breath Analyser requirement, Non-compliance to Flight Data Monitoring, unauthorized entry into the cockpit, inefficient conduct of Internal & quality assurance audit, violations related to Main Base inspections, violations regarding delay/cancellation/

diverted flight, use of flight simulator without obtaining appropriate approval from DGCA, crew utilization on the flight without undergoing the complete training, FDTL violations, Non adherence to Maintenance Procedure by the certifying staff, Maintenance Spot checks revealed deficiencies, aircraft flown with expired emergency equipment," Mishra said.

The development comes amid the ongoing operational crisis at IndiGo, with the airline telling authorities that the meltdown stemmed from "misjudgment and planning gaps" in adapting to crew fatigue rules it had two years to prepare for. The rules were temporarily put on hold on Friday to mitigate the crisis.

# IndiGo chaos: Spl trains go empty as flyers fill up regular services

Close to 450 vacant seats on special train, while trains like Vande Bharat are running fully booked

Ateeq Shaikh and Shreya Jachak

letters@hindustantimes.com

**MUMBAI:** Even as regular long-distance trains continue to run at full capacity, the special services introduced to accommodate passengers stranded by the ongoing IndiGo flight disruptions are seeing unexpectedly low demand.

On Sunday, the sixth day since technical issues grounded hundreds of IndiGo flights nationwide, the help desks set up at both terminals of Mumbai's Chhatrapati Shivaji Maharaj International Airport reported only a trickle of enquiries for rail options.

Western Railway announced a special Mumbai Central-New Delhi service on Sunday.

"For the convenience of passengers and to meet the surge in



Passengers queue up to check flight status with ground staff amid IndiGo cancellations, the sixth day of disruptions.

travel demand, Western Railway will run a special train on special fare," said Vineet Abhishek, chief public relations officer. "The train will halt at Borivli, Surat, Vadodra, Ratlam, Nagda, Kota and Mathura, and will comprise AC 3-tier (economy) coaches."

However, checks on IRCTC showed close to 450 vacant seats on the special train as of Sunday evening, while premium services such as Vande Bharat, Shatabdi Express, Rajdhani Express and Tejas Express remained fully booked. A similar pattern was

## Flyers stranded

**ABHISHEK GEMAWAT**  
Bengaluru-based corporate employee

I fly home every Friday, but with the cancellation and a medical emergency, I had to take a 26-hour bus from Bengaluru. I have a return flight at 7.30 am on Monday, but if there's another disruption, I'll have no choice but to take train back to work.



**SMIT SHAH**  
traveller to Ayodhya

My December 4 Ayodhya trip is mostly a loss now. My bags are still with the airline, and I'll switch to a train if seats open up because I don't want my leave wasted. I've emailed about my baggage, alternate options and the refund, but there's been no response. I don't even know when the refund will come; I was told 12 days.



**ISHAN SRIVASTAVA**  
Varanasi resident

I tried booking alternative flights, but they're unaffordable, and IndiGo isn't accommodating us on other services. I came for a friend's wedding, and staying longer in Mumbai will only increase my expenses. It's better to get a train and return home as soon as possible.



seen on the Pune-Bengaluru route, where special trains also had significant vacancies despite regular trains running at capacity.

At the Mumbai airport terminals, the joint railway help desks, staffed by representatives from IRCTC, Central Railway and Western Railway, continued to

field queries mainly about baggage issues and ticket availability rather than bookings. Among the stranded passengers was Hansif Kumar from Kolkata, who had travelled to Mumbai with his family for work and a family event.

"We tried other airlines but the fares had skyrocketed. Eight of us

were staying in a hotel, and there was no extra accommodation available," Kumar said. "Our luggage was already checked in and we received it only today. We will now book train tickets on the app. The only problem is that a journey that takes two-and-a-half hours by flight will now take nearly 30 hours by train."



भारतीय विमानपत्तन प्राधिकरण  
AIRPORTS AUTHORITY OF INDIA

## Corporate Communications Directorate

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THE HINDU

CHENNAI

8 DECEMBER 2025

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### 91 IndiGo flights cancelled at Chennai airport on Sunday

The cancellation of IndiGo flights persisted on Sunday, with a total of 91 flights being cancelled at Chennai airport. According to officials of the Airports Authority of India (AAI), 42 departure flights to various cities, including Mumbai, New Delhi, Kolkata, Pune, Hyderabad, Ahmedabad, Coimbatore, Guwahati, Visakhapatnam and Thiruvananthapuram, were cancelled. Forty-nine arrival flights from destinations such as Kochi, Bhubaneswar, Bengaluru, Hyderabad, Mumbai, Patna, Pune and Coimbatore were cancelled.

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THE INDIAN EXPRESS

DELHI

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## Warning bell: In 60% of routes it operates, IndiGo has monopoly

Flight chaos underlines the risks of high market concentration

Sukalp Sharma & Anil Sani  
New Delhi, December 8

THE CRISIS at IndiGo that led to scores of flights being cancelled daily since early last week threw the country's entire aviation ecosystem out of gear.

The reason for this crisis is the sheer dominance of IndiGo in the aviation sector: the carrier accounted for as much as every 10 Indian passengers travelling by air on domestic routes, for all intended purposes, see big table.

The true extent of IndiGo's stronghold over India's do-

### INDIGO PROFUSELY APOLOGETIC: DGCA

DGCA said it has received IndiGo's response to the show-cause notice, and the airline is profusely apologetic.

SEE TABLES P. 7, 8

estic aviation market goes well beyond its nearly 65 per cent domestic market share by passenger volumes and the mantle of the country's largest airline. While India's aviation sector is often cited as a duopoly — with the Air India group holding a market share of 26.5 per cent

CONTINUED ON PAGE 2

## IndiGo

as of October — a bulk of IndiGo's routes are monopoly routes, where only the blue tails of the airline fly. Although the Air India group is a distant second to IndiGo, the two have a combined domestic market share of over 90 per cent, making the airline sector the top sector in India in terms of market concentration.

In all, Indian airlines fly around 1,200 domestic routes, of which IndiGo has over 950 routes in operation. Notably though, nearly 600 — or 63 per cent — of these are monopoly routes, and about 200 (21 per cent) are duopoly routes where IndiGo has just one competitor, as per data analysed by aviation analyst and former network planner Aranya Joshi. Now, routes under the government's regional connectivity scheme (RCS) are monopoly by design in most cases, but the leader there is government-owned regional carrier Alliance Air; IndiGo's monopoly routes are not really linked to the RCS.

IndiGo's monopoly on a significant number of routes and the duopoly in India's airline sector is not by design, and much of it can be attributed to the failure of other domestic airlines to compete effectively, and even survive. Many have gone under over the past couple of decades — Go First and Jet Airways being the biggest examples over the past few years. To that extent, it can be argued that the presence of a dominant airline means that many routes, which would otherwise shut down, are in operation. And until this crisis broke, IndiGo had established benchmarks for operational efficiency and an unblemished safety record in India's otherwise chequered aviation scene.

While the airline is now limping back to stable and normal operations in a step-by-step manner, largely due to temporary exemptions that the sector regulator seemed forced to grant given the scale of the disruption, the past one week has underscored the risks of high market concentration in the sector. The import of the situation is not lost on the country's civil aviation establishment. Speaking in Parliament on Monday, Civil Aviation Minister K Ram-mohan Naidu said that given the high growth in air travel demand in India, the country needs five big airlines.

Even beyond aviation, for India, where a growing number of sectors — like telecom, cement, steel, private ports, private sector airports, and specific segments within the larger e-commerce space — have seen an increase in market concentration over the past few years,

the IndiGo crisis is a wake-up call on the perils of monopolies and duopolies.

Experts point out that while large, strong and stable companies are desirable in every sector for efficiency, stability and competitiveness, it gets problematic if their share of the market expands to such an extent that it smothers other players and creates a high entry barrier.

"Monopolies may be bad at a country level, but they do wonders at route level in the case of aviation. Had it not been for IndiGo, so many routes would not have been operationalised in India, forcing passengers to take one-stop flights. IndiGo's presence against multiple other (airline) failures has given the airline its monopoly status and is not by design. In such a monopoly and duopoly situation, there should be greater penalties in place so that such industries know the responsibility that comes along with a large duopoly," Joshi said.

A senior government official said market dominance is not the real problem, it is abuse of dominance. And that some sectors are natural monopolies, given the nature of those sectors. That may ring true, but increasing concentration does end up deterring other potential competitors from entering the sector since they perceive policies to be favouring some players over others. And when this dominance is reinforced by the inorganic route such as acquisitions, concerns emanate over the inevitability of other businesses eventually being gobbled up by the dominant players, another senior government official handling a key infrastructure sector told *The Indian Express*.

Notwithstanding the reasons for this high market concentration, such a skewed market share ratio in any industry is concerning, according to experts and some senior government officials. Being a customer-facing industry, the impact is far more immediate and easy to spot in the airline sector than various other sectors in the business-to-business (B2B) domain. High market concentration problems include systemic risk if the dominant players falter, fewer choices for consumers due to low competition, higher prices, less innovation and lower quality.

The lessons are instructive for policy makers given that market concentration continues to increase in India's key industries as top players have grabbed a larger share of the business, mostly through acquisitions, alongside organic growth. The Herfindahl-Hirschman Index, a measure of market concentration in an industry, has been increasing in sectors such as telecom, airlines, cement, steel and tyres.



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## Delhi HC to hear PIL on IndiGo crisis tomorrow

*New Delhi:* The Delhi HC on Wednesday is set to hear a public interest litigation (PIL) seeking the court's direction for refunds and support to passengers affected amid the IndiGo crisis. The PIL was mentioned for urgent hearing before a bench of Chief Justice Devendra Upadhyay and Justice Tushar Rao Gedela on Monday. The petitioner's counsel submitted orally that "several people are stuck". "The ground situation at airports is inhumane. We expect the HC to pass orders to IndiGo for people stranded at airports," he said. **ENS**

## Minister in RS: Strict action against IndiGo, will set an example

Express News Service  
New Delhi, December 8

STRICT ACTION will be taken against IndiGo after mass flight cancellations left thousands of passengers stranded at airports to "set an example" for airlines that violate regulations, Union Civil Aviation Minister K Ram-mohan Naidu said in Rajya Sabha on Monday.

"We are doing an inquiry and we will take very, very strict action not only for this situation but also as an example. We will set an example for all the airlines. If there is any non-compliance or non adherence for any operator, we will take strict action," the minister said.

To the questions raised by Congress MP Pramod Tiwari, who wanted to know whether IndiGo crisis was caused by a fault in the Automatic Message Switching System (AMSS), a technical issue that disrupted flight services in early November 2025, the minister said the IndiGo crisis was not related to AMSS, but was a result of the rostering issues with IndiGo after the new Flight Duty Time Limitations (FDTL) guidelines came into force.

The guideline, Naidu said, was enforced after due consultations with all stakeholders, including IndiGo. The new guideline was framed after the high court order in April 2025. Naidu said that there were 22 FDTL guidelines, of which 15 were implemented from July 1, 2025 and the remaining seven

### SC DENIES URGENT HEARING ON PLEA OVER INDIGO ISSUE

Noting that the government has already taken cognisance of the IndiGo flight cancellation issue, the Supreme Court Monday declined to entertain a request to urgently hear a plea in this connection. Presiding over a two-judge bench, CJI Surya Kant said it will first see what action is forthcoming from the government. **ENS**

from November 1, 2025.

The Union minister said while the new regulations were the same for all airline companies, many had met the DGCA to request exemptions. He said, "All airlines vary in operations—some have night operations, some operate heavily in the northeast, some have ATR-specific (a type of aircraft) operations. The DGCA sat with all airlines and after thorough consultation and safety risk assessment, necessary variations and exemptions have been given beforehand."

Naidu said even on December 1, 2025, when the Ministry met with IndiGo on FDTL, as it required some clarification, the company didn't flag the issue that caused the crisis. "This is a day-to-day operation— something that IndiGo should have maintained. IndiGo was supposed to manage the crew, and roster through its day-to-day operations," Naidu said.

## IndiGo crisis is a classic case of corporate negligence



AMIT SINGH

**I**NDIGO, THE airline that controls India's domestic skies, has left thousands stranded as its network collapses under new pilot fatigue rules. The irony is painful: Regulations meant to protect passengers have instead become a catalyst for passenger suffering. But let's be clear: The rules are not the problem. The revised Flight Duty Time Limitations (FDTL) were announced well in advance, aimed at reducing pilot fatigue that can lead to deadly mistakes. Airlines had more than a year to prepare: Recruit, rebalance schedules and strengthen operations.

They didn't. A phased rollout — July and November — gave IndiGo even more time. Yet when the day arrived, IndiGo's network collapsed. Instead of readiness, there was chaos. Instead of accountability, there were excuses. The rules were put in place to combat pilot fatigue and ensure passenger safety.

Technically, the IndiGo collapse is a classic crew-planning and systems integration failure. The new FDTL rules, effective June 1, reduced legal duty windows and increased rest. IndiGo appears not to have re-optimised its winter schedule, training pipeline, and leave-planning to the new constraints. Then there was the captain bottleneck. Command-qualified pilots are the scarcest resource. Training/upgrades, SIM slots, and base changes lagged, so the network was "over-scheduled" relative to available captains. The optimisation software likely showed fatigue warnings and uncovered pairings days in advance. Either parameters were mis-set or alerts overridden, so the roster was computer-generated but operationally non-robust, with minimal standby buffers. Once a subset of pilots "timed-out" under FDTL, the network graph fragmented. With point-to-point connectivity and thin reserves, recovery algorithms had too few legal crew-aircraft combinations to rebuild rotations, so cancellations cascaded system-wide.

And what do passengers receive? A one-line message: "A refund has been processed." Refund? To parents who booked emergency flights for a medical procedure? To travellers who paid 300 per cent higher prices for last-minute alternatives? To a student whose college admission or visa slot is now gone? A refund returns only the money you gave. A cancellation steals the life you planned. The true cost of a failed flight cannot be measured in rupees — a job opportunity that won't come again, a lost chance at treatment or recovery, or a family milestone left behind.

Passengers are not containers to be moved around; they are humans with lives that function on time, commitment, and care. The IndiGo crisis is an outcome of avoidable corporate negligence from a company that knows it is too big to be ignored. India is building world-class airports, expanding fleets, celebrating aviation growth. But true progress is measured not by how many planes take off, but by how airlines treat the people who board them. The meltdown has exposed a harsh truth: In our current system, passengers absorb the damage while companies walk away. Indians deserve more than apologies and automated messages. They deserve accountability.

The meltdown has exposed a harsh truth: In our current system, passengers absorb the damage while companies walk away. Indians deserve more than apologies and automated messages. They deserve accountability

*The writer is an aviation professional with over 35 years of experience in commercial airlines*



# Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

9 DECEMBER 2025

## AMID FLIGHT DISRUPTIONS

# IndiGo parent shares plunge over 8%; down 15% in December

Akash Mandal  
Mumbai, December 8

SHARES OF InterGlobe Aviation, the parent company of airline operator IndiGo, slumped over 8 per cent on Monday as flight cancellations and public outrage continued over the weekend. Shares of the company closed at Rs 4,936.55 on the BSE, down Rs 444.75 or 8.28 per cent. It is now down by 15 per cent since its closing of Rs 5,790.50 on December 1.

In an advisory on Monday, the Delhi Airport said IndiGo flights may continue to face delays and cancellations.

The airline operator has been in focus after it failed to adapt to the new Flight Duty Time Limitation regulations, which led to scores of flight cancellations due to a shortage of pilots. The government might also take stringent action on the company and its top executives in the view of this crisis. *The Indian Express* had earlier reported.

Reports of IndiGo's top officials likely to be summoned by the Parliamentary Committee on Transport, Tourism and Culture, have further added to the pressure. While IndiGo services were apparently hit by Flight Duty Time Limitations (FDTL) norms that were issued in January 2024 and originally meant to be implemented by June 1, 2024, the company failed to adhere to it even as the norms came into effect on November 1, 2025.

Meanwhile, a Directorate General of Civil Aviation (DGCA) probe is currently underway on what exactly went wrong that sent IndiGo services into a tailspin last week. Given the scale of the disruption, the government and the regulator granted the airline certain temporary exemptions from the new crew rest and duty norms. But both the DGCA and the Ministry of Civil Aviation (MoCA) have stated that they are going to get to the root of this disruption and take strict regulatory action.



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This crisis comes at a time when the entire airline industry is under pressure due to rise in aviation turbine fuel (ATF) prices and the weakening of the rupee against the dollar, according to several broking firms. In this situation, IndiGo needs 20 per cent more pilots per aircraft to comply with the new norms, which could slash its profit before tax by nearly 25 per cent if fares are not raised, according to investors.

A weaker rupee increases dollar-linked costs such as aircraft leases, fuel costs, and also affects foreign investments. ATF prices were hiked 54 per cent quarter-on-quarter in December, according to data by Indian Oil Corporation. For the July-September quarter, fuel expenses formed 27 per cent of IndiGo's total expenses.

The carrier could face a significant revenue loss due to the ongoing issues, refunds and other compensations to affected customers, and any penalties imposed by regulators. Moody's Ratings said in a note on Monday. Any actions against the company's top management by the government could also affect the continuity in operations, it added.

In July-September, the company had reported a net loss of Rs 2,514 crore, primarily due to foreign exchange losses. Their foreign exchange losses widened to Rs 2,992 crore from around Rs 247 crore in the year-

ago period. A quarter ago, it had turned in a profit of Rs 2,296 crore.

This is much better than peers such as Air India, which has consistently operated with significant losses. While the Tata Sons-owned carrier does not publicly disclose its quarterly results, shareholder Singapore Airlines had said the Indian entry had severely dragged down its profits for the April-September period. Singapore Airlines holds a 25.1 per cent stake in Air India.

Peer SpiceJet's losses also widened year-on-year to Rs 634 crore in July-September, while its revenue fell 14 per cent to Rs 781 crore. IndiGo also held cash, equivalents, bank balances of Rs 21,120 crore in its books, compared to SpiceJet's Rs 210 crore.

Most broking firms thus remain positive on IndiGo for the longer term. The company holds the fourth share of the Indian airline market at 66 per cent as of October. Air India held a market share of just 26 per cent.

## CANCELLATIONS DROP

# IndiGo ops stabilising gradually: Over 1,800 flights operated Monday

Sukalp Sharma  
New Delhi, December 8

DISRUPTION-HIT IndiGo is gradually slipping back to stabilised operations, and is expected to operate over 1,800 of its 2,300-plus scheduled flights on Monday. The country's largest airline said that its on-time performance (OTP), which had crashed to all-time lows last week amid its massive flight disruption, improved to 91 per cent on Monday. While the operation of 1,800 flights means that the airline still had to cancel over 500 flights on Monday, the number of cancellations is lower than the previous four days. The carrier also said that its board has been meeting regularly during this operational disruption and a crisis management group (CMG) set up by the board meets every day.

"After the recent disruptions, IndiGo has recorded considerable and consistent improvement across the network. Today, we are able to operate over 200 flights, connecting all stations that we operate to. We have optimised our operations and managed to reduce the number



IndiGo ground staff help passengers locate their luggage at the Indra Gandhi International Airport in New Delhi on Monday. (ANIL SHARMA)

of cancellations which are being notified to customers in advance, and our on-time performance (OTP) has also improved to 91% across the network," an IndiGo spokesperson said, adding that the company has already processed refunds worth Rs 827 crore to affected passengers, and the rest is under process for flight cancellations up to December 15.

On Sunday, IndiGo had operated just over 1,650 flights, up from 1,500 on Saturday, and 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 routes" to mitigate the widespread delays and flight cancellations. Its OTP was 78.2 per cent on Sunday, up sharply from 20.7 per cent on Saturday, and Friday's all-time low of 3.7 per cent, as per data from the Ministry of Civil Aviation (MoCA).

FULL REPORT ON  
[www.indianexpress.com](http://www.indianexpress.com)



# Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

9 DECEMBER 2025

## DGCA receives IndiGo's response, says airline is 'profusely apologetic'

Press Trust of India  
Mumbai, December 8

AVIATION SAFETY regulator DGCA on Monday said it has received IndiGo's response to the show cause notice issued over the large-scale flight cancellations and will take enforcement action. It also said that the airline is "profusely apologetic" and deeply regrets the inconvenience and hardship caused to customers following flight cancellations.

DGCA said it is in the process of examining the response, and enforcement action, as deemed appropriate, will be taken in due course. The regulator had on Saturday issued show cause notices

*The Aviation safety regulator said it is in the process of examining the response*

to IndiGo CEO Peter Elben and Accountable Manager Indro Prakash seeking explanations within 24 hours on the massive flight disruptions.

This was later extended to Monday, 6 pm, after the airline sought more time from the regulator. IndiGo submitted replies signed by both Chief Executive Officer and Chief Operating Officer on December 8 at 1801

hours," the DGCA said in a statement. IndiGo, in its response, said the disruption resulted from a combination of the factors, including minor technical glitches, schedule changes linked to the start of the winter season, adverse weather conditions and increased congestion in the aviation system as well as implementation of and operation under the updated crew rostering rules (Flight Duty Time Limitation Phase II) — which coincided in lesser or greater measure, as per the statement.

The airline stated that "It is realistically not possible to pinpoint the exact cause(s) at this time due to the complexity and vast scale of operations".

इंडिगो संकट बरकरार

यात्रियों की परेशानी सातवें दिन भी जारी, रद्द रहीं 562 उड़ानें



इंडिगो की एक कर्मचारी के सामने अंतरराष्ट्रीय हवाई अड्डे पर रखी गईं के सामान के डेर के पास इंडिगो की एक कर्मचारी।

जनसत्ता ब्यूरो  
नई दिल्ली, 8 दिसंबर।

बोलो विमानन कंपनी इंडिगो की उड़ानों में व्यवधान सातवें दिन भी जारी रहा। कंपनी ने सोमवार को छह हवाई अड्डों में संघालित 562 उड़ानें रद्द कर दीं, जिनमें से 150 उड़ानें अकेले बंगलुरु हवाई अड्डे पर रद्द की गईं।

यही विमानन क्षेत्र के नियामक डीजेसीए ने कहा कि इसे इंडिगो की चंडे पैमाने पर उड़ानें रद्द होने पर जारी 'कारण जलओ नोटिस' पर एअरलाइन का जवाब मिल गया है और वह इस पर उचित कार्रवाई करेगा। एअरलाइन को उड़ानें रद्द होने के बावजूद यात्रियों को हुई परेशानी और चर्चित-चर्चों के लिए बहुत अफसोस है

जांच समिति एअरलाइन के सैडेंओ पीटर एल्बर्स और मुख्य परिचालन अधिकारी इरिंडे पीरव्हेरस को सुधार को तत्वा कर सकती है। नागर विमानन मंत्री के सम्मोहन नाथू ने कहा कि जांच शुरू कर दी गई है और एअरलाइन के खिलाफ सख्त कार्रवाई की जाएगी ताकि अन्य एअरलाइनों के लिए उदाहरण पैदा किया जा सके।

और इसके लिए उराने 'बहुत खेद' जताया है। पिछले मंगलवार **बाकी पेज 8 पर**

इंडिगो संकट पर बुनवाई से मुद्रित कॉर्ट का इनकार, उदा-सरकार ने सख्त जवाब दिया

यात्रियों की परेशानी सातवें दिन भी जारी, रद्द रहीं 562 उड़ानें

से नियामक बदलावों के कारण रोकटों उड़ानें रद्द होने के बाद लाखों यात्री प्रभावित हो रहे हैं। यही, एक अन्य घटनाक्रम में इंडिगो की उड़ानों में व्यवधान को जांच कर रहे नागर विमानन महानिदेशालय द्वारा नियुक्त समिति एअरलाइन के सैडेंओ पीटर एल्बर्स और मुख्य परिचालन अधिकारी इरिंडे पीरव्हेरस को सुधार को तत्वा कर सकती है।

इस बीच राजसभा में सोमवार को नागर विमानन मंत्री के सम्मोहन नाथू ने कहा कि सरकार ने इंडिगो की चंडे पैमाने पर उड़ानें रद्द किए जाने के संबंध में जांच शुरू कर दी है और एअरलाइन के खिलाफ सख्त कार्रवाई की जाएगी ताकि अन्य एअरलाइनों के लिए उदाहरण पैदा किया जा सके।

यही दूसरी ओर एअरलाइन परिचालन सामान्य करने के लिए संघर्ष कर रही है।

हालांकि, रविवार को इराका समूह-पालन प्रदर्शन सुधारकर 79.9 फीसद रहा, जब कंपनी ने 1,650 उड़ानों का संचालन किया और 650 उड़ानें रद्द कीं। हालांकि इंडिगो ने सोमवार को महानगरी के छह हवाई अड्डों से अपनी 2,300 दैनिक उड़ानों में से 560 उड़ानें पहले ही रद्द कर दीं। एअरलाइन लगभग 90 परेन्तु हवाई अड्डों और 40 से अधिक अंतरराष्ट्रीय हवाई अड्डों के लिए उड़ानों का संचालन करती है।

इंडिगो ने अपनी ओर से सोमवार को रद्द की गई सेवाओं की संख्या साप्ताहिक नहीं की थी। रद्द की गई 560 उड़ानों में से इंडिगो ने बंगलुरु से 76 आगमन और 74 प्रस्थान, तथा दिल्ली से 83 प्रस्थान और 60 आगमन उड़ानें रद्द कीं। यही मुंबई और हैदराबाद हवाई अड्डों पर उड़ानों को रद्द करने की

संख्या क्रमशः 98 (50 आगमन और 48 प्रस्थान) और 112 (58 आगमन और 54 प्रस्थान) रही। जबकि कविलकाठ हवाई अड्डे पर 'इंडिगो' की केवल दो उड़ानें रद्द हुईं, यही चेन्नई हवाई अड्डे पर आगमन और प्रस्थान मिलाकर रद्द उड़ानों की कुल संख्या 56 रही।

संयुक्त महानिदेशक संजय आलणे, उप महानिदेशक अमित गुला, परिष्ठ उड़ान परिचालन निरीक्षक (एफओआइ) कपिल भांगिनिक और एफओआइ स्टेफेल रामडाल याली चार सदस्यीय समिति को इंडिगो की उड़ानों के परिचालन में व्यवधान व्यवधानों के मूल कारणों का पता लगाने का काम सौंपा गया है। इसके कार्षेक्ष में पायलटों के लघुटी और आराम निषर्मा को लागू करने को एअरलाइन की वैधारी, कर्मचारी योजन और बदलती गैस्टर प्रणाली की समीक्षा करना है।

## How a decade-old case blew up into the IndiGo chaos

BY KRISHNA YADAV

IndiGo's week-long chaos over hundreds of flight cancellations have triggered regulatory heat. But the meltdown didn't come out of the blue. It is rooted in a long legal battle over pilots' work hours, fatigue rules and a contempt case. *Most* brings the backstory and what's ahead.



### 1 What is the contempt case all about?

The Federation of Indian Pilots (FIP) filed a contempt plea in Delhi High Court in November, accusing the Directorate General of Civil Aviation (DGCA) of failing to implement India's revised pilot Flight Duty Time Limitations (FDTL) as promised. It says despite undertakings in February and April to enforce stricter fatigue-mitigation norms, the DGCA granted airlines extensions and exemptions—such as for Air India's Boeing 787 Europe routes—without the court's nod. The petition argues that claims of pilot shortages are overstated and that delaying the rules only undermines flight safety.

### 2 How did this standoff with pilots originate?

It dates to 2012, when pilot unions, including the Indian Commercial Pilots Association, Indian Pilots Guild and FIP, went to Delhi High Court alleging airlines were overworking crew to unsafe fatigue levels. They sought FDTL norms as per global standards and fatigue management regulated by DGCA, not the aviation ministry. In another case, in 2018, the court capped flying at 125 hours in 30 days and said staff crunch can't justify overworking pilots. On 24 February, the court ordered strict timelines; and in April, DGCA claimed compliance. Pilots then filed a contempt plea on selective relaxations—reviving the dispute.



### 3 What are the flight duty norms about?

Civil Aviation Requirements (CAR) 2024 is India's updated framework governing FDTL and crew rest to curb fatigue and improve safety. It mandated a two-stage rollout in July and November 2025, with tighter night-duty limits: only two night landings per shift, a 10-hour night-duty cap, and a mandatory 48-hour weekly rest including two local nights.

### 4 Where could this case lead to?

Lawyers say the contempt plea puts the DGCA in a spot, as pilot unions will argue it acted contrary to earlier court assurances. Rahul Patel of Gandhi Law Associates says if the court finds DGCA's raising of duty norms undermines its commitment, the regulator risks an adverse order and renewed judicial supervision. Zeeshan Farooqui of King Stubb & Kasra said unions will claim DGCA diluted safety safeguards under airline pressure. Alay Raavi of Accord Juris warned airlines may take the fight to the top court.

### 5 So, what can we expect hereon?

To stabilize operations, the DGCA gave IndiGo a temporary relaxation from key FDTL rules—subject to fortnightly review—which has irked pilot bodies and rival airlines already complying. The regulator has issued show-cause notices to IndiGo CEO Pieter Elbers. It plans to hire 500 pilots, but experts warn short notice spans and high aircraft utilization will make that tough. IndiGo sees flight normalization by 10 December, but with the 15 December court hearing, the scrutiny will only intensify.

# Corporate Communications Directorate

MINT

DELHI

9 DECEMBER 2025

## IndiGo crisis: Govt vows tough action

Co didn't raise concerns: Minister. Sought more time: IndiGo

Divya Ranjan, Hemant Laha  
MUMBAI/NEW DELHI

The Union government on Monday vowed stringent action against India's largest airline IndiGo, after mass flight cancellations over the past week stranded travellers across the country. However, while the Centre claimed IndiGo had never raised any concerns about the new pilot rest rules, the airline stated that it had indeed requested more time to comply.

Civil aviation minister KJ Somaya said IndiGo had already flown under the new flight duty time limitation (FDTL) rules in all of November, rejecting the airline's attempt to link the December disruption to its pilot. He asserted that the meltdown stemmed from IndiGo's own operational failures, not regulatory changes. IndiGo did not raise any red flag about the new rostering norms when a review was done in December, Naitha said.

"On 1 December, we had a meeting with IndiGo on FDTL itself when they requested some clarifications. We have given the clarifications with that idea and they have not flagged this issue. Everything was running normal till then,"



**HARD LANDING**

**AERIAL UPSET**

<b>AVIATION</b> minister says IndiGo flew in new rules in all of Nov	<b>INDIGO</b> cancelled 1,232 flights in Nov, up to 4,000 in Dec	<b>EVERY</b> day 2,300 IndiGo flights take off, a 50% market share
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Naitha said. "So, there was one full month of operations in the new FDTL norms... There have been a lot of internal complications. This is a day-to-day operations thing that IndiGo should have maintained," the minister said in Rajya Sabha. "All airlines, and not just IndiGo,

came back to the DGCA for variations depending on their nature of operations," he said. "And post

TURN TO PAGE 6

Cancelled flights, weak ripen to hurt IndiGo

## IndiGo cancellation crisis: Govt vows tough action

FROM PAGE 1

safety risk assessment, necessary variations, necessary exemptions, were given before hand itself."

To be sure, DGCA data shows IndiGo had cancelled 1,232 flights in November, a number which shot up to around 4,000 in December.

The government is not taking the crisis lightly, Naitha said. "We are doing an inquiry. We will set an example for all airlines. If there is any non-compliance and non-adherence, we will take strict action," Naitha said.

Every day, 2,300 IndiGo flights take off, making it India's largest airline with a market share of around 60%.

The new FDTL norms were implemented following a Delhi High Court order, and the DGCA held continuous consultations with airlines from 1 November, Naitha said. The ministry took note of the cancellations on 3 December and swung into action, he said.



Civil aviation minister KJ Somaya said the government is requiring and "will set an example for all airlines."

just two days after a meeting with IndiGo.

IndiGo, however, said it had been in talks with the regulator as it struggled to follow the new Phase II FDTL rules. In its response to a DGCA show cause notice, the airline said it had requested relaxations in FDTL rules, or more time to comply.

"IndiGo notes they had been engaging with the DGCA

regarding challenges in implementing the Flight Duty Time Limitations (FDTL) Phase II and were seeking variations, exemptions, or extensions," the DGCA statement said on Monday.

IndiGo said that it is "realistically not possible to pinpoint the exact cause(s) of the collapse at this time due to the complexity and vast scale of operations."

The airline said the disruption resulted from a combination of factors including minor technical glitches, schedule changes linked to the start of the winter season, adverse weather conditions, increased congestion in the aviation system, and implementation of and operation under the updated crew rostering rules.

The response was signed by the airline's chief executive officer and chief operating officer.

The airline has asked for 15 days to respond, a timeline not allowed under the DGCA manual for show-cause notices, to carry out a full root-cause analysis, following which it will share the complete report.

However, experts believe that the rule should be applied uniformly to all airlines.

"You cannot keep seeking extensions on terms that are

being implemented through orders from a court—the rules apply uniformly to all," said Capt. Shakti Lamba, an aviation expert. "And just because IndiGo wants relaxation, they cannot keep not following the law. It is for the government to take a clear stand now, since the two versions—of the government and airline—are con-

tradicting one another."

"It does not matter who is lying. The government is taking a tough stance after it provides IndiGo with relaxation. It makes no sense. First, the winter schedule was cleared by the DGCA, which means some level of scrutiny there was overlooked. Or, IndiGo simply misled the regulator. Either way, both are at fault," said aviation safety expert Mark D. Martin, chief executive of Martin Consulting.

"You cannot keep seeking extensions on terms that are being implemented through orders from a court—the rules apply uniformly to all," said Capt. Shakti Lamba, an aviation expert. "And just because IndiGo wants relaxation, they cannot keep not following the law. It is for the government to take a clear stand now, since the two versions—of the government and airline—are contradicting one another."

**FDTL norm were implemented in two phases. 15 came into effect 1 July on, and the remaining seven, from 1 November**

@divya\_ranjan | hemant.laha@mint.com

# Corporate Communications Directorate

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DELHI

9 DECEMBER 2025

## Halted flights, weak rupee to hurt IndiGo's revenue in Q3

This is the travel-heavy winter season that accounts for a third of IndiGo's full-year profits

By [Debabrata Mishra](#) and [Sandeep Nair](#)

**R**evised flight cancellations and a weak Indian rupee threaten to slam the financials of IndiGo in the December quarter, analysts said. Concerns are also rising that India's largest airline may struggle to hire enough pilots, potentially forcing it to reduce flights to comply with the rules. An analyst also raised the possibility that a leadership change may be on cards. "The airline's revenue could take at least a 3% revenue hit in the December quarter after factoring in the cancellations in the first week, the rupee depreciation and additional pilot costs," said Gagan Dutt, senior vice president of financial institution, Elera Securities. "The profit expectations for the quarter are likely to be trimmed."

The developments unfold during India's travel-heavy winter season, which accounts for a third of IndiGo's full-year profits. On Monday, IndiGo shares ended 8.3% down, wiping off nearly 17% of its market value. Shobit Singhal, associate director at Anand Rathi Institutional Equities, agreed the disruption could result in a 5-7% revenue hit during the quarter. There will be some effect on employee costs due to additional working requirements but the impact on EBITDA is minimal. "If IndiGo flights are disrupted for a total of 15 days, fiscal year 2026 FY26 revenue may fall by 8-10%, JM Financial said. "Regulatory action, including share case action by the chief executive officer (possible management change) is likely to further dampen stock performance besides possible insolvency one-time penalty," analysts Ashutosh Sonant, Anirudh Nagpal and Anshul Chhabra wrote in a 7 November note. The December quarter, which has



Concerns are also rising that India's largest airline may struggle to hire enough pilots, potentially forcing it to reduce flights.

many holidays, is crucially strong over holidays, IndiGo, which reported a 7% revenue growth in April-September was expecting a "capacity growth in the high teens" in the fiscal's second half. That guidance will almost certainly be cut. The disruption due to revenue loss

hurt the company, especially in the cash-sharing arrangements. However, Moody's did not put a number to potential losses, as IndiGo's operations outside to comply with FDTI, flight duty time limitations regulations. Analysts also see higher costs as

could go up given higher bench strength needs leading to higher cost per available seat kilometre (CASK). One-time costs are also expected to increase," the note by JM Financial analysts said, adding that this will be a "transient shock." CASK shows how much it costs to fly one seat kilometre. Analysts and industry executives are sceptical that IndiGo will be able to hire 150 pilots in the next two months. A senior executive said it is a "given that the airline would cut its daily flights". "Typically, DGCA will look to reduce slots for IndiGo and provide them to other airlines. Maybe a 200-300 flight reduction is what IndiGo could expect. This means reduced flying and lower earnings," said Mark D. Martin, chief executive, Martin Consulting. An email sent to IndiGo on Sunday on the potential impact of the disruption went unanswered. Some analysts are also concerned about rising costs to keep up with the new norms. An IndiGo pilot earned an average salary of around 160 lakh in FY24 against the 92 lakh industry average favouring IndiGo, as per the Invest Equities' 6 December report. "Assuming a 20% rise in pilot salaries, it would raise employee costs by 12%," analyst Rajesh Mathra said. IndiGo calculates employee cost at 10% of CASK and this may rise by 14.3%, while the cost in revenue to profit ratio could be 13%. In July-September, IndiGo posted a net loss of 22,582 crore, led by a loss of 21,492 crore. Since the airline leases most of its 417 aircraft, when the rupee falls, its lease payments in dollars rise. Rupee fell 100 against the dollar last week. IndiGo loses 200 crore for every 1% of depreciation, CFO Gautam Negi had said at the 4 November earnings call. [ajay@bseindia.com](mailto:ajay@bseindia.com) For more details on any of the story, go to [www.mint.com](http://www.mint.com).

### FINANCIAL STRAINS

<b>INDIGO's</b> revenue could take a 3% hit in December quarter, said Elera Securities' Gagan Dutt	<b>JM Financial</b> said if IndiGo's flights are disrupted for 15 days, its FY 26 revenue may fall by 8-10%	<b>MOODY'S</b> expects airline's profitability to be negatively impacted and some reputational damage	<b>INDIGO</b> loses 200 crore for every 1% of depreciation, CFO Negi said at the 4 November earnings call
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from cancellations, refunds, congestion and potential penalties in "credit negative", ratings agency Moody's said on Monday. "If the airline's profitability will be negatively impacted in the current fiscal year ending 31 March 2026. Moreover, there will be some reputational damage for IndiGo, which may

IndiGo scrambled for pilots. The regulator mandates airlines to have more pilots, as it does not want them to fly more than twice consecutively between midnight and 6am. This rule came into effect in November, although IndiGo has been given time until 10 February. "Structurally, crew requirements

## The IndiGo fiasco must serve as a wake-up call for Indian boards

*They must monitor risks and resilience—especially if a breakdown could have severe consequences*



**SRINATH SRIDHARAN**  
is a corporate advisor and author of 'Family and Dhanda'. X: @ssmumbai

Large corporations are not governed for profitable quarters alone, but for business continuity. And when a company that carries a majority share of national air traffic suffers a system-wide breakdown, questions must be asked beyond operational factors. In particular, of board accountability.

True, boards do not run a business's daily operations. But, in the case of IndiGo, the board's role mustn't escape scrutiny. New safety regulations had been notified well in advance. Staffing implications were evident. Software changes were scheduled events. Seasonal congestion was predictable. These were not random events that collided, but known pressures that converged. Boards exist to examine precisely this kind of convergence risk. Their mandate goes beyond reviewing earnings or expansion plans. It includes testing whether the firm's management has built operational depth, surplus capacity and crisis-readiness.

IndiGo's experience raises fundamental questions. Was staffing resilience examined once it was clear that safety norms would tighten? Were contingency protocols assessed before large-scale IT deployment? Were communication systems stress-tested? Did the company's directors receive regular, unfiltered indicators of operational fragility? If they did, did they press the management into urgency mode?

The airline's breakdown in communication with passengers during its worst phases of flight disruption also suggests an absence of oversight. Airline systems displayed operational status that diverged from airport data. Information integrity in this modern age of over-communication has become vital, a hygiene factor. Boards that treat it as a branding detail miss its economic and reputational consequences.

The organization's front-line staff carried the visible cost of deeper weaknesses. These employees became the public face of decisions they did not take and failures they did not design.

Boards exist to prevent burdens from cascading downward when problems originate much higher up.

One assumes that institutional investors and analysts who track this script would ask tougher questions of the management. But these are questions the board itself should have asked long before these disruptions occurred.

Was workforce depth reviewed by the Nomination and Remuneration Committee ahead of the revised duty-time rules? Was staffing presented to the board as an operational risk rather than a human-resource variable? Did the Risk or Audit Committee receive regular indicators on crew utilization and schedule fragility? Were system-wide software deployments examined for operational impact at the board level? Were customer-facing information systems stress-tested for failure scenarios and peak-load conditions? And did the board evaluate business continuity with the same seriousness as fleet expansion? Or were risks informally discounted on the assumption that promoter influence, regulatory access and the use of political capital would keep operations going smoothly?

In India, corporate scrutiny often stops at the CEO's office. In promoter-led enterprises, it often stops earlier. In such structures, the management rarely has full strategic authority and independent directors have less of a say any-

way. Boards may exist in form, but their role in shaping risk mitigation plans, questioning operational design and preventing an over-concentration of power is limited.

In more mature markets, failures of this scale typically result in sustained board-level examination. In India, attention tends to dissipate once operations stabilize and headlines move on. That reflex has consequences. It converts disruption into an episode rather than an institutional lesson and allows governance weaknesses to persist.

Sectoral concentration magnifies responsibility. A business with a market

share larger than all other players combined in an important sector must play a different role in society than a regular firm. Continuity, transparency and risk containment become public obligations.

What unfolded at IndiGo should trigger institutional consequences. Boards must begin to assess resilience with the same seriousness as they assess growth. Apologies do not suffice.

Airline boards routinely monitor exposure to fuel price volatility and foreign-exchange risk arising from dollar-denominated leases and maintenance contracts. More active directors would insist on stress-testing supply chains for aircraft parts and engines, cybersecurity vulnerabilities in operational systems and dependence on outsourced ground services. Weather volatility, airspace restrictions, geopolitical flux, airport capacity constraints and regulatory changes must also be treated as top-order risks.

Of course, regulators also carry a share of responsibility. Aviation regulation has long been oriented towards aircraft safety and price competition, but appears not to cover organisational strength. The IndiGo episode offers a lesson: organizations that operate public utilities, like airports, ports and expressways, must be governed as such. How well they are managed matters to more than just shareholders.

# Corporate Communications Directorate

MINT

DELHI

9 DECEMBER 2025

## Aviation market failure: We require visible institutions

RAJAT KATHURIA



is dean, school of humanities and social sciences, and professor of economics, Shiv Nadar University.

Last week was yet another education in how fragile markets truly are. When one private airline faltered, schedules collapsed, weddings were disrupted, families struggled, students fought to reach exam venues and businesses scrambled. A logistical nightmare became a stark reminder of something even more profound: markets, especially concentrated ones, can turn predatory in a crisis unless they're regulated well.

Let us look at the symptoms. Airfares shot up overnight. A ticket that cost ₹10,000 a few days earlier was suddenly ₹40,000 or more. Hotels around airports quietly doubled rates as stranded passengers looked for overnight rooms. It is all demand and supply, say market purists—as supply responds, markets will settle. Meanwhile, greed smells an opportunity in markets dominated by a few and a crisis becomes a bonanza for those who can raise prices and a nightmare for those who have no choice.

Try telling someone who has missed an exam or a wedding that prices send signals

and that intervention distorts markets. Nobel laureate Milton Friedman's famous quote, "There is no free lunch," does not get more ironic. Who is feasting on the free lunch? In the real world, especially in sectors like aviation, markets do not resemble textbook models. They are rigid, capital-intensive and profoundly uncompetitive, with high entry barriers. While you may start a dog-escort service and compete with other platforms offering the same, starting an airline is an entirely different undertaking. Aircraft, pilots, engineers, ground crew and safety approvals require more than price spikes as incentives to trigger fresh supply. When supply is not contestable, price hikes are not signals, but penalties. So when someone tells a stranded passenger that this is how a market works, one can offer a better turn of phrase: this is how a market exploits.

The consequences of market failure can be brutal. During the global financial crisis, a former prime minister famously quipped that markets need morals. Without them, they will fail. Unfortunately, morals in markets are 'endogenous'—they need to be incentivized by a culture of regulation and enforcement. In other words, markets need independent and credible regulation; morals will follow. And yet, regulating complex

markets is as hard as getting them to be competitive in the first place for various reasons, including the political economy.

Consider Big Tech. In the last decade or so, we have witnessed their genius, innovation, speed to market and mind-boggling stock market performance. Of the world's top ten listed companies, seven are digital. What began as a marketplace has transformed into infrastructure. Platforms are not mere markets anymore; they are public exchanges, advertising displays, news distributors and social spaces all rolled into one. Big Tech has become, well, big—perhaps too big—and on occasion it behaves like a law unto itself. The industry's algorithms determine how

commerce is conducted, including airline pricing, and more often than not these reinforce societal biases around gender and race, though that is another story for another day. For now, suffice to say that regulators are often behind the curve. By the time they understand a technology, it changes.

Enforcement, where it exists, is slow. Legal challenges are persistent, but tech firms have the smartest lawyers around.

The problem with regulation may not always be intent, since regulators are thoughtful and principled, but capacity. The state needs specialist multidisciplinary skills

**The Invisible Hand fails all too frequently for us to risk weak regulatory systems prone to capture**

if it is to effectively govern sophisticated markets. Economics, law, data science, behavioural psychology, to name a few, along with honesty, must inform their toolkit. Without it, we risk regulatory capture.

Schumpeterian capitalism often treats regulation as an enemy of markets. This view is misleading. A market without rules is not free but lawless. Joseph Stiglitz, a Nobel-winning economist, has made a sim-

ilar point about international trade. He argues that its current rules favour rich countries because they wrote them. And when rules cease to matter, the outcome is the same: the powerful gain and weaker countries suffer. The same applies within domestic markets. When there are no rules,

or when governments step back in the name of *laissez-faire*, powerful firms sharpen their advantage. They can raise prices in the name of demand and supply. But this is opportunism. Such markets compensate dominance, not innovation, and favour size over creativity. Airfares rose not because costs did, but airlines had the power to—with fare caps imposed only later. Morals, unfortunately, are a footnote in the regulatory toolkit. They only work if regulation has teeth.

So what is the point? Let me hark on Sir Humphrey Appleby's quip on regulation from the *Yes, Prime Minister* series. He said regulation is what governments do when they do not know what is happening but are determined to stop it. It was satire, of course, but drives home the argument. Too often do we regulate after the damage is done. We improvise rules because our institutions are not ready for their purpose. The lesson from Sir Appleby's cynicism is that real regulation is the antithesis of a panicked gesture. It sets boundaries through rules, honed by skills and supported by insulation from political and commercial capture. When monopolies grow, we need countervailing forces. We cannot outsource fairness to the Invisible Hand. We need visible institutions.

*These are the author's personal views.*

**DGCA NOTICE RESPONSE**

## IndiGo attributes chaos to 5 factors; govt vows to set an example



Luggage of passengers piled up at the Indira Gandhi International Airport amid IndiGo flight disruptions, in New Delhi, on Monday. PTI

**MPOST BUREAU**

**NEW DELHI:** India's largest airline is under mounting regulatory and political pressure after a week of unprecedented flight cancellations that left hundreds of thousands of passengers stranded, drew rare public apologies from IndiGo's top leadership and triggered a wide-ranging government investigation into its operational preparedness and compliance with new pilot duty rules. The Directorate General of Civil Aviation is examining a detailed but "profusely apologetic" response from the carrier, as ministers warn that strict action will follow disruptions that grounded more than two-thirds of IndiGo's daily schedule at their peak and

**CLOSER LOOK**

- Airline blamed five overlapping factors including winter schedule changes, minor technical issues, weather congestion and new FDTL Phase 2 rules effective November 1, 2025
- Government says IndiGo failed to manage the new pilot duty norms due to an "internal crisis" while other airlines coped
- Civil Aviation Minister R M Naidu warned of "very, very strict action" to set an example for all carriers

forced the airline into what it called a drastic network "reboot." *Continued on P4*

## IndiGo attributes chaos to 5 factors; govt vows to set an example

*Continued from Page 1*  
IndiGo submitted its reply to the DGCA's show cause notices on Monday evening, shortly before the extended deadline expired. The notices had been issued last Saturday after the regulator sought explanations for sweeping cancellations that began in early December and culminated on December 5 when over 1,000 flights, nearly half of the airline's roster for the day, were affected. While acknowledging the chaos caused to passengers, IndiGo said it was realistically not possible to identify precise causes within the notice period and sought more time, pointing out that the DGCA manual normally allows 15 days for such responses.

The airline attributed its troubles to what it described as the compounding impact of five coinciding factors. These included minor technical issues, schedule shifts linked to the onset of winter, adverse weather that led to congestion across the aviation system, the updated Flight Duty Time Limitation rules that came into force on November 1, 2025, and the operational adjustments needed under the new roster framework. According to the aviation ministry, IndiGo told the regulator that it had been engaging with officials for months about difficulties in implementing the Phase 2 FDTL rules and had sought variations or extensions before the revised norms took effect.

The rules classify all duties between midnight and 6 am as night duty and sharply reduce the number of landings allowed in a 24-hour period from six to two or three. They aim to mitigate crew fatigue and enhance safety but are considered among the strictest globally. Industry sources said the new requirements proved particularly challenging for an airline as tightly scheduled as IndiGo, which has over 65 per cent domestic market share. Without additional hiring, IndiGo faced crew shortages as on time delays rippled through its network, triggering a collapse in availability and eventually the large scale cancellations that paralysed its operations.

The government has already granted airlines temporary exemptions from parts of the new rules until February 10, 2026, but said the relief does not dilute the obligation to demonstrate proper preparedness. A four member DGCA panel has been formed to assess IndiGo's manpower planning, rostering practices and its readiness to meet the stricter duty and rest provisions. IndiGo CEO Pieter Ebers and COO Lucrè Potqueras, who is also the accountable manager approved by the regulator, have been asked to appear before the panel on December 10 as part of its inquiry into compliance gaps and responsibility.

Civil Aviation Minister R M Naidu told Parliament that the scale of the disruption required decisive intervention. "We are not taking this situation lightly. We are doing an inquiry and will take very, very strict action. We will set an example for all the other airlines," he said in the Rajya Sabha. He added that while other carriers were able to manage the transition to the revised duty norms, IndiGo had struggled due to what he called an "internal crisis". Officials said enforcement action could include financial penalties and even measures affecting senior positions that require DGCA approval.

The financial hit to the airline is already substantial. According to government data presented in Parliament, 5,86,705 tickets were cancelled between December 1 and 7, resulting in refunds of Rs 569.65 crore. Between November 21 and December 7, cancellations reached 9,55,591 tickets and refunds totalled Rs 827 crore. Credit agency Moody's said the disruptions were credit negative because IndiGo could face additional losses from refunds, compensation and potential penalties.

IndiGo has argued that the December 5 cancellations constituted a deliberate step to stabilise its system. The aviation ministry cited the airline as saying the move was intended to "recover stranded customers, ease airport congestion and reposition crew and aircraft." The carrier has since been gradually rebuilding its operations. After operating around 1,650 flights on Sunday, IndiGo increased its count to 1,800 on Monday, though it still cancelled more than 500 flights. At the height of the crisis, it typically operates around 2,300 daily flights.

In its public statements, IndiGo said it had recorded steady improvements in the days following the turmoil, reporting an on time performance of 91 per cent across the network. It also said it had delivered more than 4,500 bags that were checked in before the cancellations were announced and expected to return an equal number within 36 hours.

The DGCA said it is reviewing IndiGo's response and will decide on enforcement measures after analysing the material. The ministry added that given strong public outrage at both the disruptions and the regulatory handling of them, it remains to be seen whether the airline will be granted additional time for a more detailed root cause analysis.

Investor concerns were reflected in markets, where IndiGo's shares fell more than 8 per cent on Monday, the airline's steepest drop since February 2022, extending a week of declines that have together erased about USD 4.5 billion in market value. Shares of rival SpiceJet rose 5 per cent.

# 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 Porguena, 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. 40001



# Corporate Communications Directorate

THE MORNING STANDARD

DELHI

9 DECEMBER 2025

## INDIGO MESS A PLANNING FAILURE FOR BOTH AIRLINE AND THE AUTHORITIES

**A**N airline that carries almost two-thirds of India's domestic passengers has thrown the plans of lakhs of Indians off course for nearly a week. And the return to normalcy is still not in sight. The IndiGo mess is not just about a low-cost carrier sticking to its high-margin model. It is about a market leader that failed to prepare and about regulators who did not see trouble building up until it spilled over into the public domain.

The government relaxed the flying-time norms meant to reduce pilot fatigue only after the crisis became unmanageable. IndiGo had known for more than a year that the Directorate General of Civil Aviation's revised flight-duty limits would come into effect on November 1. Yet it claimed to be blindsided. The fallout was more than 2,000 cancelled flights, long queues at airports, and passengers stranded for up to 36 hours. When the largest player in the market says it cannot cope, it raises uncomfortable questions about basic operational planning that cannot be brushed aside.

This crisis did not arrive overnight. The immediate trigger was an Airbus advisory that required A320 aircraft to update their flight-management systems. Newer planes needed a simple software patch, while older aircraft required hardware changes. That set off the first round of delays and cancellations. A seasonal surge in travel and an expanded schedule stretched the system further. IndiGo continued to push new routes—26 of them this financial year—without adding enough pilots and co-pilots. When the new duty-time norms kicked in, the network simply buckled, exposing long-standing cracks.

The government acted only after lakhs of citizens had a miserable weekend. It moved to cap ticket prices, ordered quick refunds and baggage returns for IndiGo passengers, and set up a central monitoring cell. When the matter reached the Supreme Court, Chief Justice Surya Kant noted that many stranded passengers may even need medical attention, underlining the human cost of the chaos.

Such an operational failure cannot be glossed over. Accountability is needed, both from IndiGo and from the DGCA. The episode is also a warning about the dangers of an aviation market where one airline is overwhelmingly dominant. India has seen too many carriers collapse, leaving just two major players to carry the load of nationwide connectivity. That must change. So must the cost structures, regulatory vigilance, and lopsided market forces that have repeatedly held back Indian aviation.



# Corporate Communications Directorate

THE MORNING STANDARD

DELHI

9 DECEMBER 2025

## Over 10L hit by IndiGo fiasco: Officials

S LALITHA @ New Delhi

OVER 10 lakh passengers were affected as IndiGo cancelled multiple flights in the first week of December. On Monday, the airline cancelled 500 flights, and operated up to 1,800 aircraft across its domestic network. The Directorate General of Civil Aviation (DGCA) is currently examining the airline's response to a show-cause notice issued to its CEO before taking any enforcement action, sources said.

Officials from the Ministry of Civil Aviation said that between December 1 and 7, 5,86,705 ticket PNRs (Passenger Name Records) were cancelled. Since each PNR can include multiple passengers—up to nine in standard bookings and more in bulk bookings, the actual number of impacted passengers is significantly higher. Including cancellations from late November, a total of 9,55,591 PNRs were affected between November 21 and December 7.

An IndiGo spokesperson said that by Monday the airline had restored operations across all 138 destinations on its network. In a statement, the airline noted that it operated over 1,800 flights on Monday, up from 1,650 on Sunday, achieving 90% on-time performance com-



### 'Combination of factors caused cancellations'

In its preliminary explanation, IndiGo attributed the disruptions to a combination of factors: minor technical glitches, schedule changes linked to the start of the winter season, adverse weather, increased congestion in the aviation system, and implementation of updated crew rostering rules under the Flight Duty Time Limitation Phase II. The airline said these compounding factors caused a drop in performance.

pared with 75% the previous day. Several internal processes were expedited to resume normal operations and reduce passenger inconvenience.

IndiGo has refunded ₹827 crore to customers for cancellations up to December 15. Regarding baggage handling, the airline said 50% of delayed luggage had already been delivered, with over 4,500 bags returned to customers and the remainder expected within 36 hours. Additionally, the airline arranged more than 9,500 hotel rooms and nearly 10,000 cabs

and buses for affected passengers between December 1 and 7, assisting over 2 lakh customers daily through various communication channels. For the first time, IndiGo acknowledged sending advance notifications about cancellations, stating that all changes to Monday's schedule were communicated a day in advance.

Meanwhile, the DGCA said IndiGo had requested a fortnight to conduct a comprehensive Root Cause Analysis (RCA) of the disruption. A preliminary explanation was submit-

ted on Monday evening, and it is reviewing it before deciding on enforcement action.

IndiGo told the DGCA that pinpointing the exact causes of the disruption was "realistically not possible" at this stage due to the scale and complexity of operations. The airline cited the DGCA manual, which allows a 15-day response period for show-cause notices as the basis for the extended timeline.

In its preliminary explanation, IndiGo attributed the disruptions to a combination of factors: minor technical glitches, schedule changes linked to the start of the winter season, adverse weather, increased congestion in the aviation system, and implementation of updated crew rostering rules under the Flight Duty Time Limitation Phase II. The airline said these compounding factors caused a drop in on-time network performance, which in turn affected crew availability.

IndiGo reportedly took the "drastic measure" of rebooting its network on December 5, by cancelling a significant number of flights to recover stranded passengers, ease airport congestion, and reposition crew and aircraft. The airline, which is the market leader in the country, expressed regret over the inconvenience caused.

## IndiGo faces big revenue losses due to refunds

Airline says ₹827 cr has been disbursed against cancellations; remaining amount to be transferred by December 15

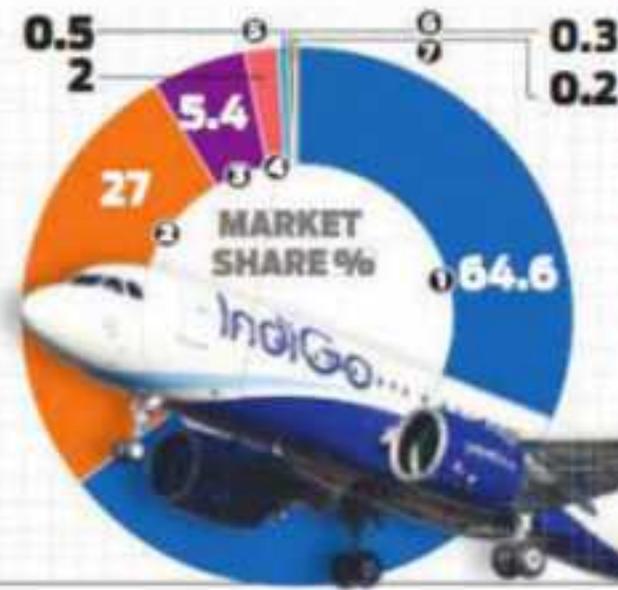
ARSHAD KHAN @ New Delhi

CRISIS-hit IndiGo will face significant financial damage from loss of revenue due to flight cancellations, refunds and other compensation, said global ratings firm Moody on Monday, while highlighting that disruptions are credit negative for the country's largest airline.

IndiGo cancelled nearly 5,000 flights since last Tuesday due to a severe crew shortage, following revised Flight Duty Time Limitations norms introduced last month. These cancellations stranded thousands of passengers.

"Recent flight disruptions underscore significant lapses in planning, oversight and resource management by IndiGo because the new regulations had been known to the industry for more than a year. The airline's lean operations, which provide cost efficiencies in stable times, lacked the resilience needed for this change in regu-

MARKET MONOPOLY



AIRLINE	FLEET SIZE	PILOTS & CO-PILOTS	CABIN CREW
IndiGo	403	5,450	10,212
Tata Group	307	4,542	13,077
Akasa	27	764	790
SpiceJet	43	439	867
Star Air	15	73	99
Alliance Air	21	154	160
FLY91	2	12	19

Market share as on Oct 2025, rest of the data as on March 2025

Source: DGCA

lations, leading to the need for a system-wide reboot that led to the cancellation of around 1,600 flights on December 5," said Moody in a statement.

Aviation regulator DGCA has issued IndiGo a show-cause notice, with possible stern action looming over the airline for the widespread disruption. The ministry of civil aviation

(MoCA) directed IndiGo to process all customer refunds by December 7 without any levies. IndiGo said on Monday that ₹827 crore has already been refunded, and the rest is under process for cancellations up to December 15. It added that over 1,800 flights will be operated on Monday, nearly 400-450 fewer than the usual daily number.

IndiGo is already grappling with weakening rupee, and the recent flight disruptions will add further pressure on the country's only profitable airline. InterGlobe Aviation, IndiGo's parent company, reported a net loss of ₹2,582 crore in Q2FY26 due to adverse currency movements.

Investors are now reassess-

ing IndiGo's long-term growth amid concerns over its near-term outlook. Its share price crashed nearly 9% on Monday to close at ₹4,907.50 apiece on the NSE.

Global brokerage Investec maintained its 'Sell' rating on the stock with a price target of ₹4,040, warning that hopes of a strong third-quarter recovery are diminishing after a weak first half of FY26. It stated that costs are rising sharply for the airline, with ATF prices up 6% quarter-on-quarter and the rupee sliding to 90 per dollar. The subsequent wave of flight cancellations has further eroded expectations of an earnings rebound. With IndiGo required to fully comply with the updated norms by February 10, 2026, it may need about 20% more pilots per aircraft, a shift that could raise costs by ₹0.10 per available seat kilometres (ASK) and, without fare hikes, potentially shave off nearly 25% of PBT, stated Investec.

# 7वें दिन भी 500 से ज़्यादा उड़ानें रह, यात्री परेशान

IGI पर सोमवार को इंडिगो की 143 फ्लाइट्स कैंसल

21 नवंबर से 7 दिसंबर तक 9.55 लाख PNR रह

एयरलाइन ने 827 करोड़ रुपये रिफंड कर दिए

इंडिगो संकट की गूज संसद में भी

## मंत्री बोले- ऐक्शन लेंगे जो दूसरी एयरलाइंस के लिए उदाहरण होगा

■ NBT रिपोर्ट, नई दिल्ली

इंडिगो संकट की गूज संसद में मंत्री बोले- ऐक्शन लेंगे जो दूसरी एयरलाइंस के लिए उदाहरण होगा। मंत्री ने कहा कि सरकार इस संकट को गंभीरता से ले रही है और इसे निपटाने में तैयार है। उन्होंने कहा कि एयरलाइंस के खिलाफ कड़ा कार्रवाई की जाएगी यदि एयरलाइंसों के द्वारा उदाहरण गढ़ा जा सके। उन्होंने कहा कि एयरलाइंस के एक समूह के जवाब में कहा कि इंडिगो संकट के पीछे अंतर्राष्ट्रीय एयरलाइंस और कैंसेलमेंट विधायक की विफलता है।



राज्यसभा में संसदीय मंत्री रामचंद्र राव ने विपक्ष के सदस्यों का जवाब दिया।

इंडिगो संकट को गूज संसद में मंत्री बोले- ऐक्शन लेंगे जो दूसरी एयरलाइंस के लिए उदाहरण होगा। मंत्री ने कहा कि सरकार इस संकट को गंभीरता से ले रही है और इसे निपटाने में तैयार है। उन्होंने कहा कि एयरलाइंस के खिलाफ कड़ा कार्रवाई की जाएगी यदि एयरलाइंसों के द्वारा उदाहरण गढ़ा जा सके। उन्होंने कहा कि एयरलाइंस के एक समूह के जवाब में कहा कि इंडिगो संकट के पीछे अंतर्राष्ट्रीय एयरलाइंस और कैंसेलमेंट विधायक की विफलता है।

■ NBT रिपोर्ट, नई दिल्ली

इंडिगो इंडिगो के बीच यात्रियों को परेशान करने दिन भी जारी रही। सोमवार को एयरलाइंस का दिक्कत दौर प्रारंभ रही। एयरलाइंस संकट से जुड़ा रही एयरलाइंस इंडिगो ने सोमवार को 500 से ज्यादा उड़ानें रद्द कर दीं। केटीए अंतर्राष्ट्रीय विमान सेवाएं भी रद्द करवा दीं।

दिल्ली के IGI एयरपोर्ट पर सोमवार को इंडिगो की करीब 143 फ्लाइट्स कैंसल हो गईं। इनमें दिल्ली से आने वाले 83 और दिल्ली जाने के लिए 60 फ्लाइट्स शामिल थीं। एयरलाइंस को यह होने वाली फ्लाइट्स की संख्या 109 थी। इंडिगो ने घोषणा की कि यह इंडिगो को बंद करके या उड़ानें रद्द होने पर 'आई अफर बक-अप-नॉटिंग' पर एयरलाइंस का जवाब दिया गया है और यह इस पर उचित कार्रवाई करेगा। इंडिगो ने यह भी कहा कि एयरलाइंस को उड़ानें रद्द होने के बाद यात्रियों को पूरे परिवारों और परिवारों के लिए मुफ्त अंतर्राष्ट्रीय और इतर विमान उड़ानें 'बक-अप-नॉटिंग' करवा दीं।



संघीय मंत्रालय ने एक बयान में कहा कि एयरलाइंस ने यात्रियों के लिए 9,000 करोड़ से 4,500 करोड़ रुपये का रिफंड किया है और बाकी के रूप में 35 करोड़ से अधिक को भी रिफंड करेगा। मंत्रालय ने यह भी कहा कि एक से कम दिनों की अवधि के लिए मुफ्त रिफंड 5,38,705 यात्रियों के परिवारों पर किया गया और उनका पैसा सीधे बैंक खाते में जमा किया गया। इसकी कुल राशि 569.65 करोड़ रुपये है।

### नोर्वे पर रेलवे, चलाई 26 से ज़्यादा ट्रेनें

■ NBT रिपोर्ट, नई दिल्ली - इंडिगो की रद्द उड़ानें रद्द होने के बाद देशभर में बहुत संख्या में यात्री परेशान हुए। एयरपोर्ट और स्टेशन में बड़ी संख्या में यात्री इंतज़ार में बनें। 26 से ज्यादा एयरलाइन ट्रेनें चलाई गईं। इंडिगो की रद्द उड़ानों के कारण यात्री परेशान हुए। एयरलाइंस को उड़ानें रद्द करने के बाद यात्री परेशान हुए। एयरलाइंस को उड़ानें रद्द करने के बाद यात्री परेशान हुए।

### ट्रेन की टिकट नहीं तो सड़क का सहारा बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर

■ NBT न्यूज़, रीवा

इंडिगो की फ्लाइट कैंसल होने पर यात्री ने बेटे को चलाई सड़क की सहायता से। बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।



राज्यसभा अध्यक्ष (विपक्ष) जयदीप सिंघानी।

यदि वे सड़क यात्रा के लिए तैयार हैं तो वे सड़क का सहारा लेंगे। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।

### हालात अमानवीय... HC कल सुनेगा याचिका

■ NBT रिपोर्ट, नई दिल्ली

इंडिगो की फ्लाइट कैंसल होने पर यात्री ने हालात अमानवीय... HC कल सुनेगा याचिका। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।

### 87 साल के हॉकी ओलंपियन 12 घंटे फंसे रहे

87 साल के हॉकी ओलंपियन 12 घंटे फंसे रहे। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।

87 साल के हॉकी ओलंपियन 12 घंटे फंसे रहे। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।

87 साल के हॉकी ओलंपियन 12 घंटे फंसे रहे। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।

### खिलाड़ी की मां नहीं देख सकी ताज

■ भास्कर, केन

खिलाड़ी की मां नहीं देख सकी ताज। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।



जुनियर हॉकी खिलाड़ी के पिताजी को उड़ाने एयरपोर्ट पर प्रवेश दिये।

खिलाड़ी की मां नहीं देख सकी ताज। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।

खिलाड़ी की मां नहीं देख सकी ताज। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।

खिलाड़ी की मां नहीं देख सकी ताज। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर। यात्री ने कहा कि एयरलाइंस की फ्लाइट कैंसल होने पर बेटे का एग्जाम न छूटे, 800 Km. ड्राइव कर पहुंचे इंदौर।



## IndiGo की साख पर बढ़ा: Moody's



■ NBT रिपोर्ट, मुंबई: इंडिगो की उड़ानों में चल रही भारी उपल-पुषल पर मूडीज रेटिंग्स (Moody's Ratings) ने सख्त टिप्पणी की है। सोमवार को जारी एक नोट में मूडीज ने कहा कि यह संकट एयरलाइन कंपनी को खराब प्लानिंग का नतीजा है। मूडीज का कहना है कि यह पूरा घटनाक्रम एयरलाइन के लिए 'क्रेडिट नैगेटिव' है। इसका मतलब है कि इससे बाजार में कंपनी की साख कमजोर होगी। एजेंसी ने चेतावनी दी है कि इंडिगो को इसकी भारी कीमत चुकाने पड़ सकती है। उड़ानें रद्द होने से कर्माई का नुकसान होगा। यात्रियों को टिकट का रिफंड और मुआवजा देना पड़ेगा। इसके अलावा, डीजीसीए (DGCA) की तरफ से जमाना भी लगाया जा सकता है। पिछले एक हफ्ते से इंडिगो की उड़ानें लगातार लेट या कैंसल हो रही हैं। मूडीज ने कहा कि इस संकट की मुख्य वजह इंडिगो की प्लानिंग, देखरेख और रिसेस मैनेजमेंट में भारी चूक है। एजेंसी ने कहा कि जब नियम एक साल पहले ही बत दिए गए थे, तो एयरलाइन को उसके हिसाब से इंतजाम करना चाहिए था।

# इंडिगो की 562 उड़ानें रद्द

सुप्रीम कोर्ट ने तत्काल सुनवाई से किया इनकार



सुप्रीम कोर्ट ने इंडिगो की ओर से सैकड़ों उड़ानें रद्द किए जाने के मामले में न्यायिक हस्तक्षेप के अनुरोध वाली याचिका पर सोमवार को तत्काल सुनवाई से इनकार कर दिया और कहा कि केंद्र ने स्थिति का संज्ञान लिया है और इसके समाधान के लिए कदम उठाए हैं। शीर्ष अदालत ने यह भी कहा कि वह इस तथ्य से अवगत है कि लाखों लोग परेशानी झेल रहे हैं।



नई दिल्ली, 8 दिसम्बर (संजीव यादव/वसुदेव तटवर्धन): परिचालन संकट से जूझ रही एयर इंडिया इंडिगो ने सोमवार को 562 उड़ानें रद्द कर दी हैं और उसी दिन भी 1,802 उड़ानों के संचालन की योजना है। नगर विमानन संस्थान ने यह जानकारी दी। संचालन ने कहा कि इंडिगो 138 में 137 गंतव्यों के लिए 1,802 उड़ानें संचालित करने की योजना बना रही है। उसकी 562 उड़ानें रद्द हुई हैं। साथ ही 9,000 कैबिनेट में 4,500 बैग ग्राहकों को सौंप दिए गए। एयरलाइन ने अगले 26 घंटों में यात्री बैग भी शीपिंग का लक्ष्य तय किया है। संस्थान ने यह भी बताया कि 1 से 7 दिसम्बर की अवधि के लिए कुछ किए गए 5,86,705 टिकटों के पीएनआर रद्द किए गए और उनका पैसा लौटा दिया गया। इसकी कुल राशि 564.65 करोड़ रुपये है। इसके अलावा 21 नवम्बर से 7 दिसम्बर के लिए कुल 9,55,591 पीएनआर रद्द किए गए और उनका रिफंड किया गया। इसकी कुल राशि 827 करोड़ रुपये है।

नई दिल्ली: उड़ानें रद्द होने के बीच इंडिगो ग्राहकों को परेशानी झेल रहे हैं।

## गड़बड़ी का तत्काल कारण बता पाना मुश्किल: इंडिगो

**डी** नैशनल डेज इंडिगो को दिए गए क्वेरिज का जवाब सोमवार को सोमवार 1 मिनट को जारी। इंडिगो सीईओ पीटर एल्बर्स और सीओओ के इरादार मुक्त जवाब में कहा गया है कि यात्रियों को सूरी परेशानी का उन्हें अफसोस है। समस्या कई कारणों के एक साथ होने से हुई। एयरलाइन ने कहा कि इससे बड़ी गड़बड़ी का खती कारण तुरंत तय कर पना मुश्किल है। उन्हें पूरी जांच के लिए और समय चाहिए। कोकोवेज के नियम भी उन्हें 15 दिन का समय देते हैं। इंडिगो ने समस्या के कुछ कारण भी बताए हैं। प्रचालन को-ऑर्डिनेटर केबी सुने, सॉफ्टवेयर का गड़बड़पूर्ण काम होना, खराब मौसम, हवाई यातायात में जटिल भीड़, नए कर्मचारी नियुक्त (एयरलाइन फेज 2) लागू करना।

इंडिगो के सीईओ व सीओओ तटवर्धन



पीटर एल्बर

की उड़ानों में हो रही गड़बड़ी की जांच के लिए कुलकर्णी इंडिगो के सीईओ पीटर एल्बर्स और सीओओ इन्डिगो के को-ऑर्डिनेटर केबी सुने के साथ मिलकर कर रहे हैं। कंपनी को पैस होने के लिए समय देना पड़ेगा है। इसी समस्या के संकट में निरस्त कुलकर्णी की जा सकती है।

फोटो - नील कुमर



**भारतीय विमानपत्तन प्राधिकरण**  
**AIRPORTS AUTHORITY OF INDIA**

# Corporate Communications Directorate

NAVODAYA TIMES

DELHI

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## क्या कहती है रिपोर्ट, और क्या है इंडिगो का असली सच

नए एयरपोर्टों के निर्माण के मुद्दे पर इंडिगो कंपनी को पिछले 124 घण्टों की कार्यवाही के बारे में, जिसमें उत्तर उत्तर और पड़ोस की मात्रा 2.7 बीघर, यानि केवल 200 उड़ानें, लेकिन तीन दिन में 3000 यात्री से ज्यादा फ्लाइटें रद्द करके केवल दक्षक का हिस्सा था।

रिपोर्ट के तहत इंडिगो ने सिर्फ 665 फैशन और 59 को घण्टा की कार्यवाही के बारे में रिपोर्ट नहीं बल्कि पूरे भारत को घिरेकर रख दिया। इंडिगो की मात्रा 2200 से ज्यादा उड़ानें ऑपरेट करती है। 12357 फैशन, 2194 फ्लाइट ऑपरेशन और 4551 घण्टा हैं, लेकिन सिर्फ 124 घण्टा की कार्यवाही सिर्फ 2.7 बीघर की कार्यवाही के मुद्दे पर ही रखा गया। ऐसा नहीं हो सकता। रिपोर्ट में से भी पता चलता है कि कंपनी की आकाश में 60 बीघर की कार्यवाही है, यानि

में उड़ानें आरंभ कर करीब 10 घण्टों की कार्यवाही के मुद्दे पर ही रखा गया। रिपोर्ट में से भी पता चलता है कि कंपनी की आकाश में 60 बीघर की कार्यवाही है, यानि

**किस हवाई अड्डे पर रहा कितना असर**

- **बेंगलुरु**: 150 उड़ानें ( 76 आगमन और 74 प्रस्थान)
- **दिल्ली**: 143 उड़ानें ( 83 प्रस्थान और 60 आगमन)
- **मुंबई**: 98 उड़ानें ( 50 आगमन और 48 प्रस्थान)
- **हैदराबाद**: 112 उड़ानें ( 58 आगमन और 54 प्रस्थान)
- **चेन्नई**: 56 उड़ानें ( आगमन और प्रस्थान मिलाकर)
- **कोलकाता**: 2 उड़ानें

### उड़ानें रद्द होने से लाखों यात्री हुए प्रभावित



उड़ानें रद्द करने के अलावा 1,802 उड़ानों के संकलन की योजना बंद रखी है।

'इंडिगो' ने सोमवार को मद्रास के 186 हवाई अड्डे पर 562 उड़ानें रद्द कर दीं, जिसमें से 150 उड़ानें अफिल के बंगलुरु हवाई अड्डे पर रद्द की गईं। रिपोर्ट के अनुसार से निष्कर्ष बंद करने के कारण सीकरी उड़ानें रद्द होने के बाद लाखों यात्री प्रभावित हुए। एयरलाइन परिचालन संचालन करने के लिए संघर्ष कर रही है। सूबे ने बताया कि 'इंडिगो' ने सोमवार को मद्रास के 186 हवाई अड्डे से अपनी 2,300 टैक्सि उड़ानों में से 560 उड़ानें रद्द कर दीं। एयरलाइन लगभग 90 घण्टों हवाई अड्डे और 40 से अधिक अंतरराष्ट्रीय हवाई अड्डे के लिए उड़ानों का संकलन करती है। अन्य हवाई अड्डे से रद्द होने वाली उड़ानों की संख्या उल्लेख नहीं की। यह संख्या नैतिक उद्घोषन मंत्रालय द्वारा दिए गए अनुसंधान से अधिक है, जिसमें आज कहा जा कि विमानन कंपनी सोमवार को 500 उड़ानें रद्द करने के अलावा 1,802 उड़ानों के संकलन की योजना बंद रखी है।



# यात्रियों ने कहा हमें तो लूट लिया टिकट, होटल और कैब वालों ने...

नई दिल्ली, 8 दिसम्बर (प्रदीप कुमार मिश्र / सीएस पीएन): इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डे पर सोमवार को भी इंडिगो के डेलीय डेम्बक पर यात्रियों की भीड़ ही दिखाई दी। कोई टिकट के बारे में जानकारी ले रहा था तो कोई अपने लगेज के बारे में, तो कोई फ्लाई पर ही सामान के साथ बैठा हुआ था। सोमवार को भी सोशल मीडिया पर लोग अपनी आप खेती करते रहे। इंडिगो ने आईजीआई एयरपोर्ट से कुल 134 फ्लाइट्स रन की हैं। इनमें 75 प्रस्थान करने वाली और 59 आगमन वाली उड़ानें शामिल हैं। फ्लाइट की विलंबता की वजह से यात्रियों की दिक्कतें बढ़ गई हैं। हालांकि को देखते हुए दिल्ली एयरपोर्ट में यात्रियों को लिए एडवाइसरी जारी की है, कहा है कि इंडिगो की उड़ानों में देरी नहीं हो सकती है।

यात्रियों को सुझाव दिया गया है कि किसी भी परेशानी से बचने के लिए एयरपोर्ट जाने से पहले अपनी फ्लाइट का लेटेस्ट स्टेटस एयरलाइन से जरूर चेक करें और घर से समय से पहले ही निकलें। वहीं इंडिगो का कहना है कि हमारी टीम सभी स्टेक होल्डर्स के साथ मिलकर काम कर रही है, ताकि यात्रियों को कम किया जा सके और यात्रियों को सुविधाजनक अनुभव मिले। चिकित्सा सहायता या मदद के लिए इन्फॉर्मेशन डेस्क से संपर्क करने की सलाह दी गई है। साथ ही एयरपोर्ट जाने-जाने के लिए मेट्रो, बस और कैब जैसे कई पब्लिक ट्रांसपोर्ट विकल्प उपलब्ध हैं। अगर इनके बीच होटल और कैब चारों की भी खोजी जा रही है। इसके बीच यात्रियों का कहना है कि वो इन जगह से लूट रहे हैं। मंत्रालय ने एक बयान में कहा कि एयरलाइन ने यात्रियों के कुल 9,000 बेंग में 4,500 बेंग उन्हें खरस कर दिए हैं और बाकी बेंग भी अगले 36 घंटों में यात्रियों को सौंप दिए जाएंगे।



## 124 पायलट की कमी और हिल गया पूरा सिस्टम

एयरपोर्ट अथॉरिटी के जानकारों की माने तो अभी इंडिगो दावा कर रहा है कि वे जो हालत किंगड रहे हैं उसकी वजह एकाईटीएल है। अगर सच्चाई इसके पुरा उल्ट है। 124 पायलटों की कमी दिखाकर इंडिगो ने एयरपोर्ट पर अपना वर्कस दिखाने की कोशिश की है। बता दें कि इंडिगो संजाना 22 से ज्यादा उड़ानें ऑपरेट करता है। 2357 कैप्टन, 2194 फर्स्ट ऑफिसर्स और 4551 पायलट हैं, लेकिन सिर्फ 124 पायलट की कमी यानी सिर्फ 2.7 फीसदी की कमी के पूरा सिस्टम हिल गया। अगर असंख्यत यह है कि 124 ही पायलट की कमी अगर होती है तो उसकी उड़ान में पांच से सात प्रतिशत की ही कमी आती। जबकि इससे पूरा सिस्टम कॉलैप्स हो गया।

मिसटम हिल गया। अगर असंख्यत यह है कि 124 ही पायलट की कमी अगर होती है तो उसकी उड़ान में पांच से सात प्रतिशत की ही कमी आती। जबकि इससे पूरा सिस्टम कॉलैप्स हो गया।

## होटल कारोबार पर भी बुरा असर

होटल जगत से जुड़े कारोबारियों का कहना है कि इंडिगो संकट की वजह से देशभर के होटल कारोबार में कई करोड़ का नुकसान हो रहा है। मौजूदा अभियंताओं के कारण लोगों में हवाई यात्रा को लेकर भरोसा कम हुआ है। नाइल हॉस्पिटैलिटी ग्रुप के चलस्टर महाप्रबोधक मनुज बहल ने कहा, होटलों की बुकिंग में 20 प्रतिशत से ज्यादा की गिरावट आयी है। लोग होटल इसलिए बुक नहीं कर रहे हैं क्योंकि हवाई यात्रा को लेकर उनका भरोसा कम हुआ है। बता दें कि नाइल हॉस्पिटैलिटी ग्रुप उत्तर भारत में शहीद समारोह के लिए एक लोकप्रिय स्थल उदरपुर में हवाई जॉनसन और रमाज पनवोर होटल चलाता है।

## एविएशन सेक्टर में इंडिगो की हिस्सेदारी 65 फीसदी, तभी दबदबा कायम

जानकारी की माने तो एविएशन सेक्टर में इंडिगो की मॉनोपोलीएयर इंडिया, स्पाइसजेट, गो एयर समेत भारत में 7 एयरलाइंस कंपनियां हैं, जिसमें इंडिगो की हिस्सेदारी सबसे बड़ी है। भारत के एविएशन सेक्टर में इंडिगो की हिस्सेदारी 65 फीसदी की है, वहीं इंडिगो की सबसे बड़ी लाइन है। इंडिगो की इस मॉनोपोली ने पूरे देश को लगभग कंठक बना दिया।

जानकार बताते हैं कि इंडिगो एविएशन सेक्टर का किंग एक साल में नहीं बल्कि पहले में बना है, जिस समय इंडिगो की शुरुआत हुई, उस समय भारत के एविएशन सेक्टर में जेट एयरवेज, किंगडोमर, गो एयर जैसे कई एयरलाइंस थे, जिससे इंडिगो की प्रतिस्पर्धा की

और इसी वजह से उसने अपने किंगड, सुविधाओं को निर्मित कालस को ध्यान में रखकर तय किया। अगर समय के साथ वे एयरलाइंस बंद होती गईं। हाल के समय में स्पाइसजेट टिकाविलेय होने के कारण पर खड़ा है।

## लगा रिटायन व खोया जबर इन्सुरिफ इंडिगो ले रहे उब किया

जानकार बताते हैं कि जब सरकार ने गया नियम लागू किया। उसके बाद ही वे क्रॉसवेज आया। उससे पहले सब कुछ ठीक ठीक चल रहा था। जानबूझकर ऐसे हालात बनाए गए और नियमों को तोड़ा गया, जिससे सरकार उनके सामने झुक जाए। जानबूझकर एयरलाइन ने स्टैंडबाय रॉयटर खाली रखा, पायलटों को अखिरी घंटे पर कौन किया जाने गया, जबकि नियम 5 से 6 घंटे पहले करने का है।



फुल रिफंड या फ्लाइट री-शेड्यूल आसानी से कर सकते हैं

## होटलों में प्राइवेट बुकिंग भी कैसिल हो रही

जानकार बताते हैं कि इंडिगो एयरलाइंस की वजह से आलम यह हो गया है कि दिल्ली के होटलों में सिर्फ निजी बुकिंग ही रन नहीं हो रही, बल्कि कारोबारी सम्मरोह और सम्मेलन रद्द हो गए हो गये हैं, क्योंकि इनमें शामिल होने वाले लोग यात्रा नहीं कर पा रहे हैं। होटल अधिकारियों ने बताया कि हालात को संभालना थोड़ा मुश्किल हो गया है, क्योंकि यह देश में सबसे ज्यादा यात्रा करने वाले समय में हुआ है। हमें टिकटनें हुई क्योंकि जिन मेहमानों को चेक आउट करने के जना था, वे अब नहीं पाए और जिन्होंने कमरे बुक किए थे, वे यात्रा नहीं कर पाए। जैसे ही हवाई टिकटों के कम बहुत ज्यादा बढ़ गए, जिन मेहमानों को चेक आउट करने का उन्होंने कुछ और दिनों तक खी रखने का फैसला किया।

जानकार बताते हैं कि अब फुल रिफंड या फ्लाइट री-शेड्यूल दोनों आसानी से कर सकते हैं। इसके लिए अब इंडिगो की वेबसाइट पर जाएं और नोबे स्थोल करें। वहां आपको सर्वेट ऑपशन मिलेगा। उस पर क्लिक करें। अब प्लान बी का ऑपशन चुनें। वह ऑपशन आपको फ्लाइट बदलने, कैसिल करने और रिफंड देने की सुविधा देता है। अपनी बुकिंग नंबर और ईमेल आईडी / लास्ट नेम डालें। अब यहां दो ऑपशन होंगे। फ्लाइट री-शेड्यूल या फ्लाइट कैसिल करें और रिफंड ले। अब यहां ले नो लेनोव व नो टाइम लुन सकते हैं या फिर फ्लाइट कैसिल कर पैसे वापस ले सकते हैं। छात्रका रिफंड पूरा होने के बाद अगस्त पर 7 वकिंग डे रिफंड आपके बैंक अकाउंट में आ जाता है। अगर अपने फ्लाइट टिकट किसी ट्रेवल एजेंसी से बुक की थी तो रिफंड के लिए उसी एजेंसी से संपर्क करना होगा।



# Corporate Communications Directorate

NAVODAYA TIMES

DELHI

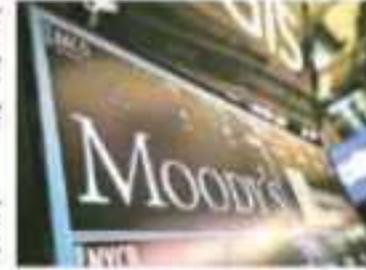
9 DECEMBER 2025

## उड़ानें रद्द होना इंडिगो की साख के लिए नकारात्मक, वित्तीय नुकसान भी होगा: मूडीज

नई दिल्ली, 8 दिसम्बर (एजेंसी): देश की सबसे बड़ी एयरलाइन इंडिगो की उड़ानों में व्यापक स्तर पर हुई अव्यवस्था राजस्व हानि के साथ ही उड़ानों के रद्द होने पर संभावित जुर्मानों की वजह से वित्तीय नुकसान का कारण बन सकती है। मूडीज रेटिंग्स ने यह बात कही।

रेटिंग एजेंसी ने कहा कि एयरलाइन एक साल से अधिक पहले विमानन उद्योग के लिए निर्धारित नियमों के लिए सही योजना नहीं बना पाई, जिसके चलते उसे इस विफलता का सामना करना पड़ा। मूडीज ने एक टिप्पणी में कहा कि ये अव्यवस्थाएं एयरलाइन की साख के लिए भी नकारात्मक हैं। इसमें कहा गया, "अस्थायी राहत के बावजूद नए विमानन नियमों के लिए प्रभावी योजना न बना पाना एयरलाइन की साख के लिए नकारात्मक है।"

यह अव्यवस्था बेहद व्यस्त शीतकालीन उड़ान सत्र की वजह से और बिगड़ गई। इस बार उड़ानें रद्द होने का सिलसिला 2 दिसंबर से शुरू हुआ और एयरलाइन ने 5 दिसंबर को 1,600 से अधिक उड़ानों को रद्द किया। एयरलाइन अभी तक सामान्य स्थिति बहाल नहीं कर पाई है।





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PIONEER

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9 DECEMBER 2025

सरकार ने इंडिगो की चालक दल की कमी पर कड़ी कार्रवाई की दी चेतावनी

## हर एयरलाइन के लिए कायम करेंगे मिसाल

एजेंसी। नई दिल्ली

राज्यसभा में सोमवार को नागर विमानन मंत्री के. राममोहन नायडू ने कहा कि सरकार ने इंडिगो की बड़े पैमाने पर उड़ान रद्द किए जाने के संबंध में जांच शुरू कर दी है और एयरलाइन के खिलाफ सख्त कार्रवाई की जाएगी ताकि अन्य एयरलाइनों के लिए उदाहरण पेश किया जा सके। उच्च सदन में

**इंडिगो के खिलाफ जांच जारी, एयरलाइन पर होगी कार्रवाई**

प्रश्नकाल के दौरान एक पूरक प्रश्न का जवाब देते हुए नायडू ने इंडिगो एयरलाइंस को उसके दिन-प्रतिदिन के संचालन के दौरान खालक दल और ड्यूटी रोलर को प्रभावित करने में विफल करार दिया। उन्होंने कहा, हम इस स्थिति को हल्के में नहीं ले रहे हैं।

हम एक जांच कर रहे हैं। हम न केवल इस मामले में बल्कि एक मिसाल पेश करने के लिए भी बहुत, बहुत कड़ी कार्रवाई करेंगे। कांग्रेस सांसद प्रमोद तिथारी ने पूरक प्रश्न पूछते हुए यह जानना चाहा कि क्या इंडिगो संकट ऑटोमैटिक मैसेज सिस्टम



(एएमएसएस) में गलती के कारण हुआ था? यह एक तकनीकी समस्या है जिसने नवंबर 2025 की शुरुआत में उड़ान सेवाओं को बाधित किया था। विमानन मंत्री ने स्पष्ट किया कि इंडिगो संकट एएमएसएस से संबंधित नहीं था बल्कि इंडिगो की ऑनरिंक जू रोलर प्रणाली में विसंगतियों और कुप्रबंधन के कारण हुआ था। अप्रैल 2025 के उच्च न्यायालय के आदेश के बाद तैयार किए गये नये उड़ान ड्यूटी समय पाबंदी (एफडीटीएल)

### इंडिगो ने 500 उड़ानें कीं रद्द

नई दिल्ली। परिचालन संकट से जूझ रही घरेलू एयरलाइन इंडिगो ने सोमवार को 500 उड़ानें रद्द कर दी हैं और उसकी दिन भर में 1,802 उड़ानों के संचालन की योजना है। नागर विमानन मंत्रालय ने यह जानकारी दी। मंत्रालय ने एक बयान में कहा कि एयरलाइन ने यंत्रियों के कुल 9,000 बैग में 4,500 बैग उन्हें वापस कर दिए हैं और बाकी बैग भी अगले 36 घंटों में यंत्रियों को सौंप दिए जाएंगे। मंत्रालय ने कहा, आज (सोमवार) इंडिगो 138 में 137 संभाव्यों के लिए 1,802 उड़ानें संचालित करने की योजना बना रही है। उसकी 500 उड़ानें रद्द हुई हैं। साथ ही 9,000 बैग में 4,500 बैग बाहकों को सौंप दिए गए। एयरलाइन ने अगले 36 घंटों में बाकी बैग भी सौंपने का लक्ष्य रखा है। मंत्रालय ने यह भी बताया कि एक से सठ दिसंबर की अवधि के लिए बुक किए गए 5,86,705 टिकटों के पीएनआर रद्द किए गए और उनका पैसा लौटा दिया गया। इसकी कुल राशि 569.65 करोड़ रुपये है।

दिरानिर्देश की विस्तार से जानकारी देते हुए नायडू ने कहा कि कुल 22 एफडीटीएल दिरानिर्देश थे, जिनमें से 15 को एक जुलाई 2025 से और शेष सात को एक नवंबर 2025 से लागू किया गया।

नायडू के अनुसार, एफडीटीएल के कार्यान्वयन के संबंध में इंडिगो सहित कई हितधारकों से परामर्श किया गया था और सरकार ने यह बहुत स्पष्ट कर दिया था कि सभी एयरलाइनों को सुरक्षा से समझौता किए बिना

निर्णयों का पालन करना होगा। उन्होंने कहा कि एक नवंबर 2025 को जब एफडीटीएल पूरी तरह से लागू हुआ, उसी समय नागर विमानन महानिदेशालय (डीजीसीए) सभी एयरलाइनों के साथ निरंतर परामर्श करता रहा है, क्योंकि उन्होंने अपने संचालन में विविधताओं के कारण कुछ एल्ट का अनुरोध किया था। नायडू ने कहा, व्यापक परामर्श और सुरक्षा जोखिम मूल्यांकन के बाद, आवश्यक विविधताएं और एल्ट पहले ही दे दी गई थीं।



# Corporate Communications Directorate

THE PIONEER

DELHI

7 DECEMBER 2025

## Parliament panel to summon IndiGo, DGCA amid flight chaos

PIONEER NEWS SERVICE

■ New Delhi

With air travel chaos continuing for the sixth consecutive day, the Parliamentary Standing Committee on Transport, Tourism and Culture is set to summon top executives of IndiGo and key officials of the Directorate General of Civil Aviation (DGCA) and the Ministry of Civil Aviation to explain about the cause of disruption in air services and possible solutions.

The committee, chaired by JD(U) leader Sanjay Jha, has taken serious note of the hardships faced by thousands of passengers stuck at airports nationwide. According to a panel member, even several parliamentarians travelling to the national Capital for the Winter Session were affected by IndiGo cancellations and delays by other carriers.



Union Minister of Civil Aviation Ram Mohan Naidu Kinjarapu chairs a meeting to address the disruption caused by the recent IndiGo operational crisis.

PTI

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.

Civil aviation minister Ram Mohan Naidu, in response to Rahul Gandhi's remark, stated that the Government has consistently promoted competition in the aviation sector to promote the entry of more airlines in the market. He highlighted recent legislation aimed at

reducing leasing costs, noting that it will make it easier for airlines to expand their fleets. In his Statement, Naidu pointed out that the IndiGo crisis is an issue of public concern rather than a political issue.

Several MPs also received complaints from people about air fares shooting up due to the scenario. Meanwhile, CPI(M) Rajya Sabha member John Brittas, 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.

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.

The Directorate General of Civil Aviation (DGCA) has held IndiGo's top manage-

ment accountable for ongoing flight disruptions, issuing a show-cause notice to its CEO Pieter Elbers, as the low-cost airlines cancelled more flights on Sunday amid an ongoing crisis.

The aviation regulator has sought explanation from him within 24 hours on why enforcement action should not be initiated against him after widespread IndiGo delays and cancellations disrupted air travel across the country.

The rules the airline failed to comply with are 42A of the Aircraft Rules, 1937, and Civil Aviation Requirements which pertain to fatigue management of pilots.

According to the DGCA notice, "Whereas such large-scale operational failures indicate significant lapses in planning, oversight, and resource management, and prima facie non-compliance on the part of the airline".



भारतीय विमानपत्तन प्राधिकरण  
AIRPORTS AUTHORITY OF INDIA

# Corporate Communications Directorate

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DELHI

9 DECEMBER 2025

## Government turns heat on IndiGo

RAJESH KUMAR ■ New Delhi

The civil aviation minister on Monday informed the Parliament that the Government has initiated a probe into aviation disruptions caused by IndiGo and warned of action against the airline to set an example for other airlines. Union Civil Aviation Minister K Ram Mohan Naidu was replying to a question in the Rajya Sabha.

"We are doing an inquiry. We will take very, very strict action not only for this situation but also as an example,"

ON MONDAY, INDIGO'S CRISIS ENTERED ITS EIGHTH DAY, WITH 562 FLIGHTS CANCELLED ACROSS AIRPORTS

Naidu said adding that the disruption was a result of IndiGo failing to manage its crew and duty roster. On Monday, IndiGo's crisis entered its eighth day, with 562 flights cancelled across airports.

The revised flight duty time limitation (FDTL) was introduced after a high court order

in April 2025. Of the 22 guidelines, 15 were implemented on July 1 and the remaining seven on Nov 1. The minister stressed that multiple consultations were held with all stakeholders, including IndiGo, and rules had to be followed without any compromise on safety.

"After thorough consultation and safety risk assessment, necessary variations and exemptions have been given beforehand," the minister said, adding that the crisis took place almost one whole month of operation in the new FDTL.

## IndiGo replies, DGCA action likely

RAJESH KUMAR ■ New Delhi

IndiGo on Monday apologised for the nationwide aviation disruption caused by the carrier while seeking more time to respond to a show cause notice issued by the sector regulator. The Directorate General of Civil Aviation (DGCA) had given the airline, its CEO and COO time till 6pm Monday evening to respond to its notice issued on Saturday.

In its response, the airline has claimed it is "realistically not possible to pinpoint the exact cause(s)" in the timeline issued by the DGCA. It also noted that the regulator's manual allows a 15-day response time for show-cause notices.

The airline further claimed that the disruption was the result of compounding effect of multiple factors that came together in an unfortunate and unforeseeable confluence, "including minor technical glitches, schedule changes linked to the start of the winter

season, adverse weather conditions and increased congestion in the aviation system as well as implementation of operation under the updated crew rostering rules (Flight Duty Time Limitation Phase II) — which coincided in lesser or greater measure, as per the statement.

"IndiGo is "profusely apologetic" and deeply regrets the inconvenience and hardship caused to customers," it said.

In a statement, the DGCA said it has received the airlines' response and it is in the process of examining the response, and enforcement action, as deemed appropriate, will be taken in due course. The two top executives of the airline were given until 6 pm on Monday to file replies to the notices.

Additionally, CEO Piter Elbers and COO Isidro Proqueras are likely to be summoned on Wednesday by the four-member probe panel set up by the DGCA as part of the investigations.



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## Former CM Prithviraj Chavan slams Modi Govt over aviation monopoly

TN RAGHUNATHA ■ Mumbai

Maharashtra's former chief minister Prithviraj Chavan on Monday came down heavily on the Narendra Modi Government for enabling "unprecedented monopoly" in the aviation sector — an unhealthy development that may prove to be "dangerous" for the country in the long-run.

Chavan — who was a Minister of State in the Prime Minister's Office (PMO) in the Manmohan Singh Government — said that the growing dominance of a single airline like IndiGo posed a "serious threat" to the national economy and adversely affected passenger interests.

Talking to media persons

here, Chavan alluded to the IndiGo crisis that has resulted in wide-spread flight disruptions and severe passenger distress and rooted for splitting the 20-year old private airline into two companies to ensure fair competition.

Averring that two major players now dominate India's air travel — IndiGo with 65 per cent market share and the Tata Group (Air India and AI Express) with nearly 30 per cent share, Chavan said that "a dominance by just two carriers "is extremely dangerous" for a sector that once had 10 competing airlines. Chavan said that time had come for the Government to set up its own national airline to prevent monopolies in the sky.

Chavan said the current situation in the country's aviation sector was a fallout of the 'systemic indulgence' granted to IndiGo by the Government and the Directorate General of Civil Aviation (DGCA).

"Both Government and DGCA have failed to enforce their own rules and regulations, compounding the operational failures and the nationwide breakdown," he said.

"Today, 40 crore passengers depend on these two mega-airlines, leaving the public vulnerable to cascading crises whenever one system falters. The Government must balance the situation by launching a national carrier. It was a wrong policy to let a crucial

sector like aviation fall entirely into private hands," Chavan said. Hitting out at the Competition Commission of India (CCI), the former Union Minister said that the CCI had "miserably failed" in safeguarding consumer rights, demanding it should be dismantled and replaced by a stronger watchdog with real authority.

Referring to reports in a section of media, Chavan demanded to know if the IndiGo's Rs 56 crore donation to the ruling BJP through electoral bonds had influenced regulatory decisions.

"Was it a contribution or a bribe for a quid pro quo? The public deserves answers," Chavan asked, while

demanding a probe into the allegation.

Dwelling upon the Adani Defence & Aerospace (ADA)'s November 25, 2025 purchase of the Flight Simulation Technique Centre Pvt Ltd (FSTC), India's largest pilot training academy, Chavan chose to link this with the Civil Aviation Minister's recent statements that India will require 30,000 pilots within the next decade.

"Within days after the FSTC takeover by Adani Group, IndiGo crisis started. The acquisition of FSTC by the Adani group is likely to consolidate its control over yet another critical part of the aviation ecosystem, Chavan said.

Among other things,

Chavan made seven specific demands — including the resignation of Civil Aviation Minister K Rammohan Naidu, splitting up of IndiGo and the Government to establish a national carrier to demolish aviation monopoly and removal of DGCA officers responsible for failing to avert the IndiGo crisis.

Chavan's other demands include: immediate suspension of IndiGo CEO Pelter Eibers, setting up of a high-level inquiry with a 15-day deadline to submit its report, disbanding/restructuring the CCI watchdog and implementing the long-pending Civil Aviation Authority (CAA) proposed during the UPA era.

# Corporate Communications Directorate

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9 DECEMBER 2025

## India goes, India grounded

*Why does competition invariably crash in the aviation sector?*



acquire aircraft. In most cases, the planes are purchased before the demand increases, which create a lag time before the investments pay off. Despite the lucrative finance-and-lease deals offered by the manufacturers, airlines can find themselves in a tailspin, and get stuck in financial air-pockets. Several airlines are in trouble because either they buy too many planes, and are forced to operate them on low-profit routes, or buy too less, and lose volumes, and market shares on high-profit ones. It is a delicate balance that keeps changing, and needs to be tweaked.

Thus, the levers to control and manage costs fall on manpower since most other expenses are necessary, and continuous. This forces even the dominant and successful airlines, or rather only these ones, to short-circuit salaries and benefits. This implies that they understaff certain areas, overwork others, and underpay most. This creates a vice-like cycle of safety concerns combined with apathy and unhappiness among the employees. Morale is down, even as the senior management claims profitability over a few years. The medium-term

impact is quite like what happened to IndiGo.

Policies, regulations, and external non-controllable factors play a part. For instance, the global prices of crude oil and, hence, aviation fuel fluctuates, and eats into profits. In several quarters, IndiGo went from profits to losses, largely because of the prices of aviation fuel. Sudden policy changes impact operational and business models, especially for low-cost airlines. Regulations can create havoc, and force the planes to fly off the radar. The flight-schedule rules imposed by the regulator after the recent crash in Ahmedabad apparently forced IndiGo's delays, and cancellations. The low-cost structure spun out of control, which was blamed on management errors.

According to experts, aviation fuel accounts for 20-30 per cent of the total costs, and the prices can be highly-volatile. Leased engines, and aircraft result in "significant fixed monthly rent payment," which is around 15 per cent of the revenues. Add the various taxes such as landing fees, gate charges, and navigation fees, which account for another nine per cent of the revenues.

Under such a rigid structure, regular so-called fixed expenses can account for almost 60-70 per cent of the costs, not revenues. There is little leeway for the airlines to immediately counter shifting changes.

Profit margins are wafer-thin despite high volumes, or market shares. During competition, there are downward pressures on ticket prices. This happens even when there is minimal competition as the airlines scamper to sell more seats on relatively-low traffic routes. Unexpected events like wars and pandemics, policy and regulation changes, and economic slowdowns can rapidly change things. "This pushes down profit margins to low levels, typically 2-5 per cent globally, which makes it difficult to absorb financial shocks, or support high capital investments." It is a typical catch-22 situation. You need to spend more to grab volumes. This creates cost pressures.

Consider the case of Southwest Airlines, which faced a huge crisis during the winter holiday season in the US in 2022. While other airlines recovered from the severe winter effect within days, Southwest went south for days and weeks. It was its unique and, till then, highly successful business and operational model that was unable to react to the new unusual challenges. According to a case study (2024), the IndiGo-like crisis, which led to the cancellations of thousands of flights, "provides an opportunity to dig deeply into the need for scalability, challenges of risk management... and the wide variety of challenges of managing airline supply chains."

Concludes the same case study, "Airlines are not easy businesses to run. They are capital and labour intensive, they are subject to impact from weather, politics, public health, and other unexpected issues. And they are competitive, seeking not only to provide good price and performance for customers but also an appropriate yield for every seat on the plane, and to keep planes in the air, and generate revenues." Thus, competition, and five airlines, as the civil aviation minister desires, may be the wrong solution for the wrong pinpointed problems. IndiGo did not crash because of lack of competition. It could not take off because of its straitjacketed business model.

**The Pioneer**  
SINCE 1869

Even as IndiGo Airline grounds flights, passengers go crazy, regulators take refuge behind inquiries, pilots blame managers, and the country's civil aviation sector goes for a six, the central minister, K Ram Mohan Naidu claims that this is the best "time to start an airline in India." He adds that the country needs "five big airlines," and the ministry encourages competition, and wants "more airlines to join the industry" with the Government's support. He predicts that the demand is likely to grow at a rapid pace in the future. While the desires are noble, the in-air realities are turbulent.

Of course, there is a difference between a need, desire, or wish, and what the market dynamics can accommodate. In the past three decades, each time, the Indian skies became competitive, airlines either nosedived, and crashed, or found it difficult to take off, and were forced into a competitor's lap. Despite the growing demand, competition curtailed ticket prices, and profitability which, in turn, ended up killing competition. Thus, closures, mergers, and acquisitions became the regular norms in the aviation sector. Higher the number of airlines, the more the pressures that grounded them.

Not just this but each time an airline attained a dominant position vis-a-vis domestic market share, the cost structures ate into its financials, which bankrupted it, or forced it on the auction block. Look at Jet Airways, which ruled the skies, and was sold under the insolvency laws. Sahara and Deccan aimed big, and flew into competitor's hangars. The state-owned Indian Airlines, and Air India were prisoners of their monopolistic successes, until they were merged, and then sold to the Tata Group. Today, the largest airline, IndiGo, faces a similar situation, and critics blame its seemingly-successful business model as the reason for its problems.

Globally, airlines grapple with volumes, costs, market shares, apart from the impact of policies and regulations on them. Volumes are obviously critical but they cannot be universal, national, or international. The trick is to acquire passengers on select, highly-profitable, and fast-churning routes. For example, domestically, Delhi-Mumbai, Bangalore-Delhi, and local regional routes are more coveted given the number of passengers who travel to these cities. Internationally, Delhi-London, Delhi-Hong Kong, and India-US journeys are crowded, and desired by the airlines. Getting overall volumes, as national share is irrelevant, and dicey.

However, volumes imply huge one-time investments, and capital costs to buy and

# Corporate Communications Directorate

PUNJAB KESARI

DELHI

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## इंडिगो के यात्रियों के लिए राहत भरी खबर...



**टिकट बदलने या कैंसिल करने पर नहीं लगेगा अब कोई चार्ज, एयरलाइंस ने सोमवार को एक्स पर दी जानकारी**

# पांच नहीं अब तीन दिसंबर से मिलेगा रिफंड

**नई दिल्ली, (पंजाब केसरी)** - भारी अभ्युत्थान और हजारों यात्रियों की परेशानी के बाद इंडिगो की ओर से सोमवार मॉडिफा पर उनके लिए कुछ राहत भरी खबर आयी। इंडिगो ने सोमवार को कहा है कि हम तीन से 15 दिसंबर के बीच कैंसिल हुई फ्लाइट्स के रिफंड प्रोसेस कर रहे हैं। इसके साथ ही इंडिगो ने यह भी बताया कि टिकट बदलने या कैंसिल करने पर अब कोई चार्ज नहीं लगेगा। कंपनी ने एक्स पर पोस्ट कर कहा कि हम आपको परेशानी के लिए बेहद खेद जताते हैं। हमारी टीमें हालात सामान्य करने में लगी हैं। इंडिगो के नए अपडेट में एक बड़ा बदलाव यह है कि एयरलाइंस ने रिफंड की तारीख 48 घंटे पहले कर दी है। यानी अब पांच दिसंबर के बजाय तीन दिसंबर से रिफंड दिया जा रहा है। इससे पहले सोमवार को एयरलाइंस ने कहा था कि पांच

से 15 दिसंबर के टिकटों पर 'नो फ्लैचरन अलम्ब पॉलिसी' लागू होगी और पूरा रिफंड दिया जाएगा। उधर, नागरिक उड्डयन मंत्रालय ने बताया कि इंडिगो अब तक 9.5 लाख टिकटों के रिफंड दे चुका है जिनकी कीमत 827 करोड़ रुपये है। इनमें से ज्यादातर करीब छह लाख टिकट (569 करोड़ रुपये) एक से सव दिसंबर के बीच की फ्लाइट्स के थे। मंत्रालय ने एयरलाइंस को निर्देश दिया था कि सभी लॉन्ग रिफंड तुरंत क्लियर किए जाएं और जिन यात्रियों को यात्रा प्रभावित हुई है उनसे रीसेड्यूलिंग चार्ज न लिया जाए।

**उड्डयन मंत्री ने दिए इंडिगो पर कड़ी कार्रवाई के संकेत**  
उड्डयन मंत्री राममेहन नायडू ने कहा कि इंडिगो पर कड़ी कार्रवाई की जा सकती है ताकि एक उदाहरण पैदा हो सके। इस संकेत की जाई उन नए फ्लाइट सेप्टी नियमों से जुड़ी है जो सरकार ने लगभग दो साल पहले जारी किए थे। इन नियमों का मकसद घायलत भ्रमण कम करना था, जिसके लिए ज्यादा आराम का समय अनिवार्य किया गया। नए नियम लागू होते ही इंडिगो जो रोज 2200 फ्लाइट चलाती है और कम डाउन्टाइम पर जोर देती रही है और घायलतों की कमी से जुड़ने लगी।



## डीजीसीए ने इंडिगो के सीईओ को किया तलब

**नई दिल्ली, (पंजाब केसरी)** - इंडिगो एयरलाइंस के मामले में अब नए पकड़ लिया है। एयरलाइंस की उड़ानों में हो रही गड़बड़ी की जांच के लिए डीजीसीए की टीम बुधवार को इंडिगो के सीईओ पीटर लुक्मर और सीईओ डीरिडे फेरिक्विन को तलब कर सकती है। यह जानकारी सोमवार को एक सूत्र ने दी। यह चार सदस्यीय पैनल इंडिगो की उड़ानों में चले पैमाने पर हो रही गड़बड़ों के असरती कारणों का पता लगाने के लिए गठित किया गया है। इस बीच एडिशनल रेगुलेटर को इंडिगो का जवाब मिल गया है।

**इंडिगो की उड़ानों में बड़े पैमाने पर हो रही गड़बड़ों के असरती कारणों का पता लगाएगा चार सदस्यीय पैनल**



छोटो: नीरज

डीजीसीए के महानिदेशक फैल अहमद किल्लेई ने पांच दिसंबर को इस पैनल की घोषणा की थी। इस पैनल में ज्यादातः डीजी मंत्रालय, डिप्टी डायरेक्टर जनरल अमित गुप्ता, सैनिजर फ्लाइट ऑपरेशंस इन्फ्रस्ट्रक्चर कॉर्पोरेशन ऑफ इंडिया और एफओआई लोकेशन रजिस्ट्रार शामिल हैं। पैनल का काम यह देखना है कि कहीं घायलतों के काम करने के घंटों और अराम के नियमों का पालन ठीक से हो रहा है या नहीं। यह पैनल इस बात की भी जांच करेगा कि इंडिगो ने घायलतों के तटुती पीरियड और रेस्ट नीमर्स (काम के घंटे और अराम के नियम) को लागू करने की कितनी तैयारी की थी। साथ ही, यह भी देखा जाएगा कि क्या कंपनी ने संशोधित एफओटीएल

घायलतों (घायलतों के तटुती और अराम से जुड़े बटले हुए नियम) का पालन किया है। पैनल उन कारणों का भी विश्लेषण करेगा जिन्हें खूद एयरलाइंस ने स्वीकार किया है। इसका मकसद यह पता लगाना है कि परिचालन में अर्द्ध अस्थिरता के लिए कौन जिम्मेदार है और पालन कमाने में कहां गलती हुई। एक सूत्र ने बताया

कि पैनल बुधवार को इंडिगो के मुख्य कार्यकारी अधिकारी पीटर लुक्मर और सीईओ डीरिडे फेरिक्विन राम को तलब कर सकता है। यह एयरलाइंस की उड़ान सेवाओं में बड़े पैमाने पर अर्द्ध गड़बड़ों की चल रही जांच का हिस्सा है। यह जांच इंडिगो की उड़ानों में लघुता हो रही है और रद्द होने की घटनाओं के बाद की जा रही है।

## इंडिगो संकट: दिल्ली हाईकोर्ट करेगा 10 दिसंबर को सुनवाई

**नई दिल्ली, (पंजाब केसरी)** - इंडिगो द्वारा सैकड़ों उड़ानें रद्द किए जाने से प्रभावित यात्रियों को सहायता और टिकट के पैकेज प्रदान करने के लिए केंद्र को निर्देश देने का अनुरोध करने वाली यात्रिका को दिल्ली हाईकोर्ट ने 10 दिसंबर को सुनवाई के लिए सूचीबद्ध किया है।



मुख्य न्यायाधीश देवीद कुंभार उपाध्यक्ष और न्यायमूर्ति तुषार राव गेटेल की पीठ के समक्ष यात्रिका को यात्रिका पर तत्काल सुनवाई का अनुरोध किया गया। यात्रिकाओं की ओर से पैर कमील ने कहा कि

उन्होंने इंडिगो संकट के मुद्दे पर एक जनहित याचिका दायर की है। उन्होंने कहा कि कई लोग फंसे हुए हैं। हावाई अड्डे पर जघेरी हालात अभयनीय हैं। हम उम्मीद कर रहे हैं कि अदालत हावाई अड्डे पर फंसे लोगों के लिए इंडिगो और जर्मनी स्तर पर सहायक कर्मचारियों को अटेंशन देगी। पैकेज प्रदान करने की कोई तर्जित व्यवस्था नहीं है। जब अदालत ने कहा कि सरकार इस मामले में पहले ही कुछ निर्देश दे चुकी है तो बंकोल ने सकारात्मक जवाब दिया। पीठ ने कहा कि जनहित याचिका बुधवार को सुनवाई

के लिए सूचीबद्ध की जाएगी। सूत्रों ने बताया कि सोमवार को दिल्ली और कोलकता हावाई अड्डे से इंडिगो की 250 से अधिक उड़ानें रद्द कर दी गईं क्योंकि संकटग्रस्त विमान कंपनी के उड़ान संचालन में व्यवधान सातों दिन भी जारी रहा। उन्होंने बताया कि दिल्ली हावाई अड्डे पर 134 उड़ानें रद्द की गईं, जिनमें 75 प्रस्थान और 59 अगमन उड़ानें थीं। वहीं कोलकता हावाई अड्डे पर एयरलाइंस ने 127 सेवाएं रद्द कीं। इंडिगो को घायलतों की उड़ान तटुती और विनियमन घायलतों में नियंत्रक परिचालन का हाकला देते हुए दो दिसंबर से सैकड़ों उड़ानें रद्द करने के लिए सरकार और यात्रियों दोनों को आलोचना का सामना करना पड़ रहा है।

# छठे दिन इंडिगो की 650 और फ्लाइट्स रद्द

नई दिल्ली। इंडिगो एयरलाइन में परिचालन संकट को दूर कर हलका सामान्य करने की कोशिशों की जा

■ सरकार ने इंडिगो को नोटिस देकर पूछ-कारवाई क्यों न की जाए?



रही है, लेकिन संकट लगातार छठे दिन जारी रहा। रविवार को भी देश

के प्रमुख हवाई अड्डों पर 650 उड़ानें रद्द हुईं। इंडिगो में जारी संकट

के चलते बीते छह दिनों में करीब 3000 उड़ानें रद्द हुईं हैं, जिससे देश में हवाई यातायात चुरी तरह से प्रभावित हुआ है और लाखों यात्रियों को भारी परेशानी उठाने पड़ी। अब सरकार ने इंडिगो के खिलाफ सख्त एक्शन लेने की तैयारी कर ली है। डोनेल्डो ने इंडिगो के सीईओ पीटर एल्बर्स और सीओओ और अकाउंटेंटल मैनेजर जेम्स को रविवार को डोनेल्डो ने कारण बताओ नोटिस जारी कर परिचालन संकट पर 24 घंटे के अंदर जवाब मांगा। डोनेल्डो ने नोटिस में कहा है कि बड़े पैमाने पर परिचालन योजना बनाने की अस्मत्कता और संसाधन प्रबंधन की ग़ुर्क दिखाई देती है।

एल्बर्स और सीओओ और अकाउंटेंटल मैनेजर जेम्स को रविवार को डोनेल्डो ने कारण बताओ नोटिस जारी कर परिचालन संकट पर 24 घंटे के अंदर जवाब मांगा। डोनेल्डो ने नोटिस में कहा है कि बड़े पैमाने पर परिचालन योजना बनाने की अस्मत्कता और संसाधन प्रबंधन की ग़ुर्क दिखाई देती है।

नोटिस में कहा गया कि इंडिगो में जारी संकट का मुख्य कारण नए एकाउंटेंटल नियमों को लागू करने के लिए सही इंतजाम न करना है, ऐसे में एयरलाइन के खिलाफ कार्रवाई क्यों न की जाए। इंडिगो के परिचालन में लगातार पांचवें दिन रुकावट जारी रहने पर,

## संकट पर संसदीय समिति सख्त

संसद की एक समिति निजी एयरलाइनों और विमानन नियामक के शीर्ष अधिकारियों को जवाब दे सकती है, क्योंकि इंडिगो की रोकटोक उठाने रद्द होने की वजह से देशभर में हवाई अड्डों पर हजारों यात्री फंसे हुए हैं। समिति के एक सदस्य ने कहा कि समिति ने हवाई सेवाओं में व्यवधान के कारण हजारों यात्रियों को हुई परेशानियों की गंभीरता से लिया है। सदस्य ने बताया कि संसद के शीतकालीन सत्र के लिए राष्ट्रीय राजधानी में मौजूद संसदों को भी इंडिगो की उड़ान रद्द होने और अन्य एयरलाइनों की देरी का सामना करना पड़ा। कई संसदों से लोगों ने शिकायत की कि इस स्थिति के कारण हवाई किराया काफी बढ़ गया है।

सागरिक उड्डान नवी के समर्थन नायरू ने रविवार को मंत्रालय के वरिष्ठ अधिकारियों के साथ और पीटर एल्बर्स के साथ बैठक की और हलका की समीक्षा की। बैठक में इंडिगो के सीईओ से यह भी पूछा करने को कहा गया कि एयरलाइन एक तब समयसमय में नए एकाउंटेंटल नियमों का पालन करें।

## यात्रियों ने सीसीपीए से की क्लास एक्शन की मांग

नई दिल्ली। बीते पांच दिनों में इंडिगो की 2000 से ज्यादा उड़ानें रद्द होने के चलते यात्रियों को कई परेशानियों का सामना करना पड़ रहा है। यात्रियों ने केंद्रीय उपभोक्ता संरक्षण प्राधिकरण (सीसीपीए) से इंडिगो एयरलाइन पर उपभोक्ता संरक्षण अधिनियम, 2019 के तहत सख्त कार्रवाई करने की मांग की है। लोकल सर्विसेस की ओर से किए गए एक सर्वे में शामिल 32547 लोगों में से 87 फीसदी का मानना है कि इंडिगो के खिलाफ सख्त कार्रवाई की जानी चाहिए। वहीं, 10 फीसदी लोगों ने कुछ कह नहीं सकते का विकल्प चुना। इसमें शर 3 फीसदी लोगों का मानना है कि इसकी कोई जरूरत नहीं है।

### क्या है क्लास एक्शन?

क्लास एक्शन एक तरह की कानूनी प्रक्रिया है, जिसमें एक या ज्यादा व्यक्ति अपने समान दावे के साथ एक समूह के रूप में एक ही मुकदमा दर्ज कर सकते हैं। इस प्रक्रिया के तहत आरोपित कंपनी पर कुप्रबंधन और भोलापट्टी जैसे कुत्तों के के लिए सामूहिक मुकदमा दर्ज कराया जा सकता है। सर्वे के मुताबिक अमेरिका की डेल्टा एयरलाइंस, स्टारबेस्ट एयरलाइंस और अमेरिकन एयरलाइंस पर इस तरह के मुकदमे किए गए थे। क्लास एक्शन का मतलब न्याय की प्रक्रिया को सरल और अधिक प्रभावी बनाना है, जिससे समान मामलों में एक ही निर्णय लिया जा सके और न्यायालयों पर बोझ कम हो।

## पायलटों ने कहा शीर्ष प्रबंधन कुप्रबंधन का जिम्मेदार

देश की सबसे बड़ी एयरलाइन इंडिगो इन दिनों बड़े परिचालन संकट से जूझ रही है। इसे बीच सेगल पीडिब पर इंडिगो पायलटों का एक कथित ओपन लेटर आया है, जिसमें सीईओ पीटर एल्बर्स समेत कई शीर्ष अधिकारियों पर एयरलाइन को डूबने की कगार पर पहुंचने का आरोप लगाया गया है। यह पत्र किसी अनाम कर्मचारी द्वारा लिखा गया किया गया है, जो खुद को वर्षों से इंडिगो की अंदरूनी स्थिति का गवाह बताता है। पत्र में कहा गया है कि इंडिगो एक दिन में नहीं गिरे, यह गिरावट कई वर्षों से बन रही थी। कथित ओपन लेटर की शुरुआत 2006 में इंडिगो की स्थापना के जिक्र से होती है। लेखक का दावा है कि वर्षों के साथ कंपनी को शुरुआती प्रोफ लालच में और गौरव अहंकार में बदल गई। पत्र के अनुसार, एयरलाइन की बढावती की जड़ वहीं से शुरू हुई, जब प्रबंधन ने अनुभव और योग्यता की अनदेखी करते हुए ऐसे लोगों को बड़े पद सौंप दिए, जिनके पास न विशेषज्ञता थी और न ही संभालने की समझ।

## Govt to take strict action against IndiGo, Civil Aviation Minister tells RS

STATESMAN NEWS SERVICE  
New Delhi, 8 December

Amid the ongoing IndiGo crisis, Civil Aviation Minister K Rammohan Naidu on Monday informed the Rajya Sabha that the Union government will take strict action against the low-cost airline over the massive disruption of flights to "set an example" for all airlines.

For the seventh consecutive day, the airline's services remained disrupted. Air travel across India has been in chaos with widespread IndiGo flight disruptions on Monday, and major airports across the country reported extensive cancellations. The airline has cancelled 500 flights and plans to operate 1,802 services today, the civil aviation ministry said. In a statement, the airline has delivered 4,500 bags to the passengers out of the total 9,000, and will deliver the remaining in the next 36 hours.

The minister in the Rajya Sabha said that the Union government has initiated a thorough probe into the issue.

"We care for pilots, crew, and passengers. We made it clear to all the airlines. IndiGo was supposed to manage the crew and roster. Passengers faced a lot of difficulties. We are not taking the situation lightly. We will take strict action. We will set an example



for every airline. If there is any non-compliance, we will take action," he said in the Rajya Sabha.

The minister said the chaos that led to the cancellation of hundreds of flights and stranded thousands of people was the result of IndiGo's "internal crisis" after the new passenger safety norms came into force. He said over five lakh PNR cancellations had been recorded, and Rs 569 crore had been provided to affected passengers.

In the Rajya Sabha, Naidu said the issues faced by passengers were linked to the airline's internal crew rostering and operational planning, and not the Aircraft Maintenance and Scheduling System (AMSS).

The Aviation Minister emphasised that "there will be no compromise on safety".

Speaking in the Rajya Sabha, Naidu stated that stringent Civil Aviation Requirements (CARs) exist to protect passengers affected by flight delays and cancellations.

"For all passengers who have faced difficulties due to delays and cancellations, strict Civil Aviation Requirements (CARs) are in place. Airline operators have to follow these requirements. Regarding the software issue, an inquiry has been made. Continuous technology upgradation happens in this sector. Our vision from the government is to have top global standards for the aviation sector in the country," he said.

The Minister Naidu explained that the problems at IndiGo were related to crew rostering and internal operational planning, which the airline is responsible for managing on a day-to-day basis. He added that thorough consultations have been held with all stakeholders concerning Flight Time Limitations (FTTL) guidelines, and emphasised that there will be no compromise on safety.

**IndiGo refunds Rs 827 crore to passengers; returns 4,500 bags amid stern govt warning:** Facing intense government scrutiny, low-cost airline IndiGo on Monday said it has so far refunded Rs 827 crore to affected passengers, and the rest is under process for cancellations up to December 15.

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# Corporate Communications Directorate

THE STATESMAN

DELHI

9 DECEMBER 2025

## Widespread disruptions in IndiGo flights are 'credit negative' for airline: Moody's Ratings

**STATESMAN NEWS SERVICE**  
*New Delhi, 8 December*

Amid the ongoing cancellation fiasco at the IndiGo Airlines, the Moody's Ratings on Monday said the widespread disruptions in IndiGo flights are 'credit negative' for the airline.

"Despite temporary reprieve, failure to effectively plan for new aviation regulations is credit negative."

The frequent cancellations could result in financial damage from loss of revenue as well as potential penalties for cancellations, Moody's Ratings said.

"The disruptions are credit

negative because IndiGo could face significant financial damage from loss of revenue because of flight cancellations, refunds and other compensation to affected customers, along with potential penalties imposed by DGCA," Moody's said.

The rating agency cited the airline's significant lapses in planning, oversight and resource management as the primary cause, noting that the regulations had been communicated to the industry more than a year in advance.

IndiGo is currently rated Baa3 with a stable outlook.

Releasing a statement, the airlines has said it has expedite

the refund processes with Rs 827 crores refunded till now, and rest is under process for cancellations up to 15 December 2025.

"Over 4500 bags have been delivered to respective customers, and we are on track to deliver the rest in the next 36 hours," the airlines said.

In its statement, the airlines said it has facilitated stranded customers and arranged over 9,500 hotel rooms, and close to 10,000 cabs/buses between 1 to 7 December.

"Today, we are all set to operate over 1800 flights, connecting all stations that we operate to. We have



optimised our operations and managed to reduce the number of cancellations which are being notified to customers in advance, and our on-time performance (OTP) has also improved to 91 percent across the network," the statement read.





# Corporate Communications Directorate

THE STATESMAN

DELHI

9 DECEMBER 2025

## IndiGo refunds ₹827 cr, clears 4,500 lost bags

### AGENCIES

New Delhi, 8 December

Facing intense government scrutiny, low-cost airline IndiGo on Monday said it has so far refunded Rs 827 crore to affected passengers, and the rest is under process for cancellations up to 15 December.

IndiGo said it was set to operate over 1,800 flights on Monday, up from 1,650 on Sunday, adding that more than 4,500 bags have been delivered to respective customers, and "we are on track to deliver the rest in the next 36 hours".

"Today, we are all set to operate over 1,800 flights, connecting all stations that we operate to. We have optimised our operations and managed to reduce the number of cancellations which are being notified to customers in advance, and our on-time performance (OTP) has also

improved to 91 per cent across the network," said the airline.

The statement came as the government said it will take strict action against low-cost airline over the massive disruption of flights to "set an example" for all airlines.

Earlier, Union Civil Aviation Minister K. Ram Mohan Naidu said in the Parliament on Monday that the government has initiated a thorough inquiry into the matter.

"IndiGo was supposed to manage the crew and roster. Passengers faced a lot of difficulties. We are not taking the situation lightly. We will take strict action. We will set an example for every airline. If there is any non-compliance, we will take action," he said on the floor of the Rajya Sabha. According to the airline, all cancellations in Monday's schedule were executed on Sunday, ensuring advance notifications being sent to customers.



# Corporate Communications Directorate

THE STATESMAN

KOLKATA

8 DECEMBER 2025

## More IndiGo flights cancelled at Kolkata airport, passengers face severe hardship

STATESMAN NEWS SERVICE

Kolkata, 7 December

Flight operations at Netaji Subhas Chandra Bose International Airport (NSCB) remained severely disrupted on Sunday as IndiGo cancelled several dozen services for the fourth consecutive day, plunging passengers into acute hardship and triggering widespread anger against the airline.

According to airport sources, 76 IndiGo flights were cancelled from Kolkata on Sunday. As per the carrier's published schedule for the day, 129 departures and 97 arrivals were originally planned. However, 53 departures and 23 arrivals



were withdrawn without prior public notification, passengers alleged.

The disruption also extended to evening operations. Of 43 scheduled departures, 14 were cancelled, while 2 of 17 incoming flights were called off. At least two arriving flights were delayed

by over 30 minutes. Many passengers complained that they learnt of the cancellations only after reaching the airport, accusing the airline of failing to provide timely information or alternative arrangements.

While neither the airport authorities nor IndiGo issued

an official statement explaining the cancellations, sources indicated that a combination of technical snags, operational lapses and crew-related shortages could be responsible.

With the situation likely to persist through the day, officials feared further interruptions to travel plans during the peak weekend rush.

The cascading disruption has led to mounting resentment among flyers, several of whom staged protests at the terminal. Travellers described long queues, confusion at airline counters and inadequate support for rebooking or refunds.

Reacting to the unfolding crisis, Vijay Kumar Singh, a

member of the Asian Front of Human Rights, criticised what he termed the airline's "arbitrary" conduct. "A private carrier has sharply increased fares and pushed passengers into extreme difficulty. I am not aware of any such large-scale aviation collapse in recent times," he said.

"The government has taken no effective steps yet to resolve the issue and restore normalcy," Mr Singh added, urging regulatory intervention to ensure passenger rights. With uncertainty clouding operations, thousands of passengers remain stranded or forced to make last-minute, costly changes to their travel plans as the IndiGo crisis persists.

# Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

8 DECEMBER 2025

## IndiGo employees face passenger backlash

**SANDY MISHRA AND  
SIBRANJANA**

Calcutta Airport is a busy hub for passengers, and a group of angry passengers, accused of harassing the staff members at the airport, were seen in the vicinity.

The number of cancellations and delays at the airport has increased in the last few days, and the staff members are facing a lot of pressure. The passengers are also facing a lot of inconvenience.

"We are expecting the staff to be on their feet for another week. Some have been working for 12 hours straight. They are not getting any rest. They are also facing a lot of harassment from the passengers."

The staff members are also facing a lot of harassment from the passengers. Some of the passengers are also facing a lot of inconvenience.

"I have been here for 10 years. I have seen a lot of changes. But the staff members are still the same. They are still working hard for the passengers."

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A group of the Calcutta airport's staff members on Monday afternoon. Photo: Sandhya Mishra

passengers charged of late. "We think we are happy because we are getting the staff members. We are getting the staff members. We are getting the staff members."

"I have been here for 10 years. I have seen a lot of changes. But the staff members are still the same. They are still working hard for the passengers."

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## A family's woes: 2 days, 2 cities, 3 cancellations

**SANDY MISHRA**

December 5 flight cancelled. December 6 flight cancelled. December 7 flight cancelled.

December 8 flight cancelled. December 9 flight cancelled. December 10 flight cancelled.

December 11 flight cancelled. December 12 flight cancelled. December 13 flight cancelled.

December 14 flight cancelled. December 15 flight cancelled. December 16 flight cancelled.

December 17 flight cancelled. December 18 flight cancelled. December 19 flight cancelled.

December 20 flight cancelled. December 21 flight cancelled. December 22 flight cancelled.

December 23 flight cancelled. December 24 flight cancelled. December 25 flight cancelled.

December 26 flight cancelled. December 27 flight cancelled. December 28 flight cancelled.

December 29 flight cancelled. December 30 flight cancelled. December 31 flight cancelled.



Subhojit Agarwal with wife and daughter Subho and son of the family on Monday morning at Calcutta on Monday morning.

Subhojit Agarwal was travelling with his wife and daughter Subho and son of the family on Monday morning at Calcutta on Monday morning.

"I have been here for 10 years. I have seen a lot of changes. But the staff members are still the same. They are still working hard for the passengers."

The passengers are also facing a lot of inconvenience. Some of the passengers are also facing a lot of harassment from the staff members.

## IndiGo staff face flyer backlash

**SANDY MISHRA**

The number of cancellations and delays at the airport has increased in the last few days, and the staff members are facing a lot of pressure. The passengers are also facing a lot of inconvenience.

"We are expecting the staff to be on their feet for another week. Some have been working for 12 hours straight. They are not getting any rest. They are also facing a lot of harassment from the passengers."

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## Family stranded

**SANDY MISHRA**

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## Stuck In Fiasco: Souvenirs And Bridal Outfits Of Flyers

### No End To IndiGo Woes; 83 Departures, 80 Arrivals Cancelled

Keshava Dixit  
@timesofindia.com

**New Delhi:** At Terminal 1 of Indira Gandhi International Airport, there are dozens of tagged but unclaimed suitcases. There are also travellers desperate to reunite with their luggage.

Among them is a new bride who flew from Switzerland to Udaipur, married her Swiss fiancé on Dec 5 and took the flight to Delhi from there on Dec 7. She was supposed to go to Raipur, but her IndiGo flight was cancelled, as were hundreds that day in Delhi and elsewhere.

Oddly — or maybe not, gi-

ven the scale of the fiasco — the luggage flew out, but not to Raipur. Three suitcases landed in Dehradun, the bride found out later. Two suitcases are yet to be traced.

Her challenge now is to get all her bags to Delhi before flying out of India.

For passengers like her, the distress of losing almost all their travel possessions — whether are souvenirs, bridal wear or essentials — is perhaps heavier than the weight of the suitcases.

"I requested them that I'll collect the bags here in Delhi, or even if they send them to Raipur," the woman said, exhausted after two days of lug-

gage hunting. "So why on earth did they send them to Dehradun?"

Monday night is her flight back to Switzerland. The bags that were found are on their way to Delhi, she's been told. She's not sure if they will reach on time.

Another passenger, in a similar state of despair, stood nearby: Vishal Jain was there to claim his and his wife's luggage. Their journey started in Dublin. They landed in Delhi on Dec 7 from Istanbul on a connecting flight. Their onward flight to Indore with IndiGo was cancelled. Since then, the couple has been hunting

for their two checked-in bags.

"They are trying to help. I understand," Jain said wearily, "but all I want is our bags. I'll claim them here if need be, or even if we end up taking another flight."

The plight of the passengers started on Dec 3. The airline has described its current challenge as a mix of minor technical glitches, schedule adjustments, adverse weather, congestion in the system and an update in its crew rosters.

The flight situation worsened quickly. Many were forced to book expensive last-minute tickets for emergencies.

Since Dec 3, at least 475 departures and 371 arrivals were cancelled in Delhi alone, affecting both domestic and international operations. Airports are filled with stranded travellers and unclaimed baggage. There is also mounting rage targeted at the country's largest domestic airline.

The ministry of civil aviation stepped in and ordered IndiGo to trace and deliver all the unclaimed or lost baggage within 48 hours.

In a statement on Monday IndiGo said it has delivered around 4,500 of an estimated 9,000 misplaced bags and aims to return the rest within 36 hours.

The airlines also claimed improvements in operations, network restoration.

The airline has claimed that it has refunded Rs 825 crore. It has said that it would expedite the rest of the refunds up to Dec 15. But IGI airport recorded cancellations of at least 83 departures and 60 arrivals on Monday, indicating the strain on the system has remained.



IGI Airport is filled with stranded travellers, unclaimed baggage — and mounting anger

# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

9 DECEMBER 2025

## Slapped, abused, heckled: How IndiGo's frontline staff rode out turbulence

They are young, some barely out of their teens. They have no training in crisis-management. And yet, they were the ones who faced the brunt of passengers' anger as the IndiGo crisis spiralled.

Saurabh Sinha & Manju V spoke to several IndiGo ground staff to figure out what they went through

I took no time for the WhatsApp forward to go viral. 'Fear of flight is IndiGo' scrolls lit up screens as the meme spread. After days of utter chaos, maybe it was time to lighten up a bit. The past few days had been all about stranded, frustrated, angry passengers, shouting, venting their wrath, and almost abandoned IndiGo frontline staff, young and vulnerable, trying their best to control a situation which was not of their making.

### Banking On A CISF Jawan

The two of them inside the information kiosk at Delhi Airport's T3 terminal were barely out of their teens. This was Friday morning. The weather was cool, but the two women were sweating. They were surrounded by hundreds of angry IndiGo passengers who wanted to know the status of their flights. Deserted by their management and having no answers to offer, they kept drawing close to the armed CISF jawan who was seated beside them. He was their only protection from the agitated passengers. That day not a single IndiGo flight took off from Delhi.

"Aaj Apni pati janyee (I thought we would get beaten up today). The passengers were justified in getting angry as they needed to travel. We were both scared and also feeling bad that we did not have the answers they deserved to get," said one of the women who did not want to be named.

Multiple IndiGo flight announcements also heard angry passengers onboard delayed flights. "But we were better off than our ground staff at the boarding gates. We would observe how they were surrounded by angry passengers wanting to know when the plane would take off. They are all very young girls, 19-22 years of age. We felt bad for them, but could do nothing. We simply waited to silently board the aircraft and said a silent prayer for them," a flight attendant said.

### Exposed On The Frontline

Clearly when chaos swept through airports during IndiGo's mass flight delays and cancellations this week, it was the airline's ground staff — passenger service executives handling check-in and reservations, loaders and cleaners — who stood exposed on the frontlines. With no information on flight status, no back-up and hardly any crisis-management



CHENNAI | DEC 5



NEW DELHI | DEC 7



MUMBAI | DEC 6



BENGALURU | DEC 5



LUCKNOW | DEC 5

training, they faced hours of anger from stranded passengers, some of whom turned violent, slapping and manhandling the employees in IndiGo uniforms. Pilots at airports also bore the brunt early last week. Some of them say an angry passenger of a delayed flight threw coffee at a female pilot. "It was around last Friday that people got to know the reality that pilots were reporting for duty but were not being able to operate flights. Then public ire shifted from us to the airline management," a pilot said.

Last Friday was the turning point when IndiGo did not

operate a single flight out of Delhi and it became clear to all that the fault lay with those managing the airline. The same day CEO Peter Dillier wrote to employees, saying: "... I am reaching out with a heartfelt appreciation during this challenging time. These past few days have been so extremely testing to many colleagues, cockpit and cabin crew, airport operations & customer services teams, operations

control centre teams, customer services, and all others. Your resilience, dedication and commitment are exemplary!"

This did not cut much ice with employees as IndiGo is not a house firmly divided, with a section blaming the top management for "destroying brand IndiGo". "We have been telling the top management to hire more pilots for a long time but they didn't listen... They just wanted to keep posting record profits in good times and cut losses in bad times like when the rupee falls or when jet fuel prices rise. Also, when they made record profits, they never shared anything with us. They remember us only during this unprecedented turbulence," said a crew member, a sentiment shared by many among them.

### No Help From Top Management

The massive flight disruptions left thousands of checked-in bags piling up across the terminal, operational areas and the ramps, while flight after flight was cancelled with little clarity for passengers or employees. "We ourselves didn't know which flight was going or not going," the staffer said. "There was no help from the top management. We had to deal with passengers on our own."

As tempers rose, several IndiGo employees were verbally abused. And, in a few sporadic incidents on Thursday and Friday at the Mumbai airport, some employees were even manhandled or assaulted, the staffer said. A cleaner in his 20s was allegedly hit at a remote bay at Mumbai airport on Friday. "He was wait-

ing for the passengers to disembark so that he could board to clean the cabin. Suddenly a male passenger walked up to him and slapped him hard before walking away. He was too shocked to react," said a source, requesting anonymity.

Another source said: "An IndiGo security manager was hit in the departure area. Passenger service employees and loaders, many of them contracted ground handling staff working in uniform, bore the brunt of the confrontations," he said. In another incident, a loader intervened when a passenger attempted to assault a staff member. "He stepped in to protect him and the situation escalated," the staffer said.

Then there was chaos during a boarding announcement. Passengers of an Abu Dhabi-bound Friday flight waited in the security hold area for hours without food or water as the delay mounted. When an IndiGo flight to London was finally ready for boarding, the Abu Dhabi passengers blocked access. "Eventually we took help from the CISF, made a fake announcement that the boarding gate for the Abu Dhabi flight had been changed and diverted the angry crowd to let the London flyers board," said another source.

One incident involved a defence personnel whose flight was diverted to Pune while he was travelling for his father's funeral. After reaching Mumbai eight hours later the officer confronted the employees and hit one of them.

IndiGo old timers recall an instance many years ago when a big cricket match was taking place on Valentine's Day. "Crew members took mass leave and lots of flights were cancelled, though not as many as now. We weren't so big then. We then got an angry letter from the top management of that time, saying they were ashamed of us. Today we feel ashamed of them," said a crew member.

### Facing Flyers With No Help From Above

Cases of irate passengers assaulting IndiGo ground staff were reported at airports across the country. In one instance, a cleaner in his 20s was allegedly hit at a remote bay at Mumbai airport on Friday. According to a source:

“He was waiting for the passengers to disembark so that he could board to clean the cabin. Suddenly, a male passenger walked up to him and slapped him hard before walking away. He was too shocked to react.”

### No Crisis-Management Training

The strain was made worse by the lack of crisis management training, the source said. "Unlike cabin crew, ground staff hardly get trained to handle crises. Our training is largely module-based learning which tells us to stay calm in all situations. Supervisors manage only from experience," he said.

"In the worst situations, they call CISF. That is the only fallback. The management handled the crisis poorly," the staffer said. "There was no support for the staff on the ground. The situation should never have been allowed to reach this point."

"Usually passenger rules were of little use during the disruption because the scale of anger was far beyond what formal norms can contain," an airline executive said. "With scores of travellers upset, stranded and demanding answers, frontline staff had no practical protection," he said. "In the West, passengers typically stay calm and wait out the delay. But once they are at their destination, they file a detailed complaint against the airline with the regulatory bodies seeking compensation. That hasn't come to India yet."

With no guidance from higher-ups, ground staff claimed, they were left to improvise on their feet when things threatened to get out of hand. That's what happened when passengers of an Abu Dhabi-bound flight on Friday — they'd waited for hours without food or water — blocked the gate when an IndiGo flight to London was boarding. Another source said:

“We made a fake announcement that the boarding gate for the Abu Dhabi flight had been changed and diverted the angry crowd to let the London flyers board.”

### THOUSANDS OF FLIGHTS CANCELLED

18 days in Nov | 1 day in Dec  
1,232 | 7,000\*

\*Approximate, till Dec 7



## Stock Stall: IndiGo dives 17%, \$4bn mcap wiped off this mth

Moody's Flags Fin Impact | Analysts Divided On Stock Path

Partha Sinha  
@timesofindia.com

**Mumbai:** The stock price of InterGlobe Aviation, the company that runs IndiGo, slid another 8.3% on Monday as govt is seen to be taking a tough stance amid the airline's flight operations crisis.

The crisis has left IndiGo's investors poorer by a little over Rs 37,700 crore, or about \$4.2 billion, with the market capitalisation of India's leading airline now at Rs 1.9 lakh crore, down from nearly Rs 2.3 lakh crore on Nov 28, just before the current crisis started.

While brokerages are divided about the stock's trajectory in the medium term, global ratings major Moody's said Monday that the disruptions were credit negative for the airline as it could face significant financial damage from loss of revenue. Since the crisis started on Dec 1, IndiGo's stock price has lost 16.5% of its value to Rs 4,927 on Monday from Rs 5,903 at Nov 28 close.

Despite the crisis, a host of leading brokerage houses have maintained their bullish stance on the stock. Jeffries, Citi and UBS have all

### PROFIT-EROSION: CANCELLATIONS, ADD'L CREW COSTS

IndiGo stock fell over 8% on Monday; it is up nearly 7% this year



CAUGHT IN A HAZE



IndiGo is the 5th largest airline in terms of market cap

It lags in earnings...

...which in a way gives it higher valuation

	Market cap (\$ bn)	Earnings* (\$ bn)	PE ratio*
Delta	43.5	6.6	9.4
Ryanair	35.3	3.1	5.5
United	33.8	5.5	10.4
IAG (British Airways, Iberia)	22.8	4.9	4.8
<b>IndiGo</b>	<b>\$21.1bn</b>	<b>\$1.5bn</b>	<b>28.2</b>

(Source: CompaniesMarketCap.com; \*Earnings in last 4 quarters \*PE = price-to-earnings ratio; Compiled by Aseem Gujar)

maintained their 'buy' ratings on IndiGo, along with Morgan Stanley that maintained its overweight rating. Jeffries has a Rs 7,025 price target for the stock, a 43% upside from the current level.

In its report, Morgan Stanley said that although IndiGo was faced with rising

cost headwinds, the same is true for all the other players in the airline industry.

Investec, another leading brokerage house, however, is bearish on IndiGo. Analysts at the foreign broking house has a 'sell' rating on the airline with a price target of Rs 4,040, an 18% slide from the current

level. In its report, Investec said that after a weak performance during the first half of the current fiscal, hopes for a strong Q3 recovery are fading. It added that the airline must comply with the new FDTL norms by Feb 10, 2026, which may require about 20% more pilots per aircraft.

## Why IndiGo Will Get Away With It

*A highly concentrated market, with no penalties for failure and no passengers' rights, leaves flyers with no options & no remedies. Contrast with Europe or US, where disruptions are a costly affair for airlines*

Manjiv@timesofindia.com



Weeklong disruption across IndiGo's network has exposed a structural truth India has ignored for far too long - passengers have no power. Airline industry knows this well. This crisis was the predictable outcome of a system in which airlines face no financial penalty for failure, and a market so concentrated that passengers have no option but to return to the carrier that disrupted their journey.

IndiGo disruption followed a script familiar to airlines across mature markets.

- In 2017, Ryanair entered winter with minimal reserve pilots, compressed lease patterns, and rising attrition. A rostering error cascaded across Europe, ultimately causing about 20,000 cancellations over six months.

- In 2022, in US, Southwest's outdated crew-scheduling software met a winter storm. Weather was only the spark; the system could not track or re-position crew - 16,700 flights were cancelled in 10 days.

- British Airways suffered IT failures in 2017 and 2022 when data-centre faults halved check-in, baggage and dispatch functions - hundreds of flights were cancelled in a single day.

Across these episodes the structure is the same: high utilisation, lean staffing, no slack. A single weak point (such as a rostering error, an IT outage, a storm hitting an outdated system) triggered collapses that spread across entire networks. IndiGo fits this pattern with one crucial difference: its trigger was predictable. It had 18 months to prepare for the Nov 1 deadline to implement the revised pilot-duty-rest.

Airlines with deeper crew reserves or more flexible fleet structures do not unravel all at once when regulations are altered. The industry pattern is clear: when airlines optimise for efficiency with minimal buffers, they become vulnerable to shocks, and larger the airline, wider the ripple when the system breaks. Here too, there is a crucial difference in IndiGo's case.

Unlike Europe and US, India offers no financial compensation for airline-caused delays. No matter how long the wait or how preventable the disruption, passengers cannot claim compensation. But under EU261, Ryanair paid €250-400 per passenger, plus it covered meals, hotels, re-routing, and refunds. British Airways paid €250-600 per passenger, in addition to duty-of-care support. In US, Southwest issued refunds, reimbursed expenses like hotel accommodation, and

awarded loyalty points worth about \$300 per passenger.

India's Charter of Passenger Rights, by contrast, is a slender document, closer to humanitarian guidelines than an enforceable bill of rights. The 'refund and meals only' solution for even an airline's wilful negligence is an open invitation to carriers to behave as though operational responsibility is optional. Last week proved that without ambiguity: A highly concentrated market, condoned with zero penalties for failure, leaves passengers with no options, no remedies.

Market structure dictates passenger power. India's is shaped by a high Herfindahl-Hirschman Index, the



global standard for market concentration. HHI is the sum of the squares of each airline's market share. Closer the score is to 10,000, more monopolistic is a market. A score towards zero suggests vigorous competition. Aviation is capital-intensive everywhere, but India's competitive architecture is unusually narrow.

India's domestic aviation HHI is 4,506, reflecting an ultra-concentrated domestic market, dominated by IndiGo's 61% share and Tata group's 27%. By contrast, US, despite large carriers, sits closer to 1,000. Brazil around 2,400, and China roughly 2,500. India's figure signals a sky that resembles a narrow corridor rather than an open marketplace. Smaller airlines exist, but are more like neighbourhood shops on a long highway - they offer

service but cannot meaningfully shape flow of traffic.

This concentration directly affects how airlines behave during crises, because a passenger who has no other carrier to fly is a passenger whose anger carries no financial consequence. Europe recognised this decades ago and created EU261, a compensation framework that forces airlines to internalise failure's cost. This changed airline behaviour continent-wide. Carriers invested in rostering buffers, spare aircraft, and crisis-communication systems. Not out of goodwill but because every hour of operational chaos meant money flowing from airline to passenger.

India's solution was to grant IndiGo relaxations, on certain provisions of the new pilot duty and rest rules. Done to minimise passenger inconvenience, but at what cost? The revised rules were introduced to curb pilot fatigue - repeatedly identified worldwide as a contributor to accidents. But when a rule designed to keep tired pilots out of cockpits becomes negotiable, the question writes itself: What is the worst that can happen when fatigue meets a permissive system? A fatal accident.

India has seen three major commercial airline crashes in the last 15 years. Accident investigations are carried out under International Civil Aviation Organization provisions, which make it explicit that a probe should be carried out only to understand what went wrong and prevent a repeat, not to assign blame. Fixing responsibility a criminal investigation, is police's task.

Assigning blame in air accidents is complicated, often an interplay of contributing causes. These could be flight dynamics, human factors, automation traps, cockpit decision chains influenced by fatigue, brought on by exemptions granted to an FDP doctrine. It's too complicated for police. So while local police register a case, it is closed after some months. One investigation explains the accident but cannot point fingers. The other can point fingers but doesn't fully understand what it is pointing at.

Pilots and passengers pay the price. Passengers shouldn't be expected to trust a system that demands everything from them - money, patience, silence in adversity - while demanding almost nothing from the industry barring heavy taxes. Until that changes, Indian passengers will remain what they were this week: stranded observers of an aviation system that keeps moving without them, confident that no matter how deeply it fails, they will always return to the same check-in counter, because the sky offers them nowhere else to go.

# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

9 DECEMBER 2025

## Govt may give 5% of IndiGo flight share to other airlines

Carrier Blames New Rules, Winter Schedule For Mess

Saurabh Saha@timesofindia.com

New Delhi: IndiGo may have its schedule cut by 5% and the same — roughly about 100 daily flights — could be given to other airlines that have the resources to add capacity. A livid govt is mulling incremental

**FULL COVERAGE: P 5, 15, 20**  
**▶ EDIT PAGE: Why IndiGo will get away with it, P 14**

cuts to the schedule starting with 5%, followed by another 5% in coming days if need be, say sources, adding that other actions are also being considered in the wake of the severe disruptions caused by flight cancellations.

Meanwhile, a “profusely apologetic” IndiGo has in its reply to the DGCA’s show-cause notice blamed a combination of five factors, including new flight duty time limita-



Fliers at IGIA continued to face delays and cancellations, with IndiGo fixing around 500 flights across airports on Monday

tion (FDTL) rules and winter schedule-related changes, for its massive flight disruptions.

The airline said given the scale of its operations, it is “realistically not possible to pinpoint the exact cause(s)” in the time given. It sought more time for a “comprehensive root-cause analysis”, citing DGCA’s manual that allows a 15-day response time.

**▶ ‘May scale down ops,’ P 20**

Minister vows ‘very, very strict action’

Govt would set an “example” for other airlines with “very very strict action” against IndiGo once the probe into flight disruptions is complete, Union aviation minister Ram Mohan Naidu said in Rajya Sabha Monday. On the Air India-IndiGo ‘duopoly’, Naidu said India needs more airlines and has the capacity for five big ones. **P 20**

Baggage anxiety mounting at IGIA

With hundreds of IndiGo flights being cancelled, in some cases the checked-in baggage flew out while passengers didn’t. Scores of travellers at IGIA were desperate to reunite with their luggage. A newly married woman who was to fly to Switzerland late Monday was anxiously waiting for five pieces of baggage; only three had been traced. **P 5**

## DGCA may scale down IndiGo ops to make room for others

▶ Continued from P 1

DGCA is in the process of examining the response and enforcement action as deemed appropriate will be taken in due course,” the aviation ministry said regarding the responses submitted at 6.01pm Monday by CEO Pieter Elbers and COO Isidre Porqueras, who is also the accountable manager.

Given the public anger at aviation authorities, it remains to be seen whether IndiGo will be granted more time. The DGCA could now scale down IndiGo’s flights in proportion to its crew strength and make the slots available to other airlines depending on their resource availability. Apart from a hefty financial penalty, the top executives, who are approved by the DGCA, including the airline’s accountable

Parl standing panel to summon airlines & DGCA next week over IndiGo fiasco

The parliamentary standing committee on transport, tourism and culture will summon airlines and aviation regulator DGCA next week over the IndiGo fiasco.

Sources said the panel, headed by JDU’s Sanjay Kumar Jha, will hold the meeting on Dec 15 or 16 with all stakeholders. “We will examine all aspects of the developments that led to mass cancellation of flights by IndiGo, and subsequently other airlines charging exorbitant fares,” said a source. He added that the episode has pointed to serious issues that need to be fixed.

manager (the COO), may face action. The airline, too, may either seek resignations or sack key people seen as responsible for the huge mess.

The airline has attributed the disruption to the “compounding effect of multiple factors which coincided in lesser or greater measure” in an “unfortunate and unforeseeable confluence”. It listed these as minor technical glitches, schedule changes linked to the start of the win-

ter season, adverse weather conditions, increased congestion in the aviation system, and implementation of and operation under the updated crew rostering rules (FDTL phase II) that came into force on Nov 1, 2025.

“IndiGo notes they had been engaging with the DGCA regarding challenges in implementing FDTL phase II and were seeking variations, exemptions or extensions. The disruptions

began in early Dec when the compounding factors resulted in a lower on-time network performance, which affected crew availability,” the aviation ministry said.

IndiGo termed the Dec 6 large-scale cancellations, when over 1,000 IndiGo flights — almost half its daily schedule — were affected, as a “drastic measure” of “re-booting” the network “to recover stranded customers, ease airport congestion, and reposition crew/aircraft”.

Meanwhile, the four-member DGCA panel probing IndiGo disruption, headed by joint DG Sanjay Brahmam, could summon CEO Pieter Elbers and COO Isidre Porqueras. This panel has been mandated to pinpoint the root cause of this disruption and will examine manpower planning, rostering and IndiGo’s preparedness to implement the new FDTL rules.



# Corporate Communications Directorate

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THE TIMES OF INDIA

DELHI

9 DECEMBER 2025

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## HC to examine plea on IndiGo refunds on Dec 10

**New Delhi:** Delhi High Court on Monday agreed to examine on Dec 10 a plea seeking directions to the Centre to provide support and refunds to passengers affected by the cancellation of hundreds of flights by IndiGo.

The PIL was mentioned for urgent hearing before the bench of Chief Justice DK Upadhyaya and Justice Tus-

har Rao Gedela.

"Several people are stuck. The ground situation in airports is inhumane. We are expecting the court to pass orders to IndiGo and ground support staff for people stranded at the airports. There is no proper system for refunds," the petitioner's counsel said.

While listing the matter for

later this week, the court pointed out that govt had passed some directions in the matter.

IndiGo has been facing heat from both the Centre and the passengers for cancelling hundreds of flights since Dec 2, citing regulatory changes in pilots' flight duty and regulation norms.

Over 250 IndiGo flights were cancelled from Delhi

and Bengaluru airports on Monday as the disruptions in the crisis-hit airline's flight operations entered the seventh day, sources told PTL. At the Delhi airport, 134 flights were cancelled — 75 departures and 59 arrivals — while at the Bengaluru, the carrier cancelled 127 services — 65 arrivals and 62 departures — they said. 100



# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

9 DECEMBER 2025

## Will take 'very, very strict action' against IndiGo, set an example for other airlines: Naidu in Parl

TIMES NEWS NETWORK

**New Delhi:** Under fire for its handling of the IndiGo crisis, govt said on Monday it would set an "example" for other airlines with "very, very strict action" against the budget carrier once the probe into the massive flight disruptions is complete. The unprecedented disruption was caused by an "internal crisis" in the airline, Union aviation minister **Ram Mohan Naidu** said in the Rajya Sabha Monday.

Also, with the duopoly situation — Air India Group and IndiGo — being blamed for making the bad situation even worse, Naidu said India needs more airlines. "We have envisioned the demand to be growing at such a rate that we want to have more airlines in the picture... India today has the capacity of five big airlines. We are talk-

ing about two airlines, but the capacity, the demand that India is creating, we need to have five big airlines," he said, adding that this was "the time to start an airline in India". Naidu said govt wants "more pillars" in the industry to counter concentration and build resilience. "There is so much growth that is happening. So let us all encourage more airlines to come into this industry along with govt," he said.

"We are not taking this situation easily. We are conducting an inquiry... Revised flight duty time limitation (FDTL) was introduced after an April 2025 HC order. Of the 22 guidelines, 15 were implemented on July 1 and remaining seven on Nov 1. Multiple consultations were held with all stakeholders, including In-

diGo, and rules had to be followed without any compromise on safety," Naidu said.

The DGCA "has been in continuous discussions with airlines since FDTL came fully into force, and had granted limited exemptions based on operational variations and safety assessments", he said. The crisis erupted "almost one whole month" after the Nov 1 implementation and IndiGo did not flag any imminent issues during a meeting with the ministry on Dec 1. "This is a day-to-day operation, something that IndiGo should have maintained... We care for pilots, crew and passengers. We made it clear to all the airlines. IndiGo was supposed to manage the crew and roster. Passengers faced a lot of difficulties. We are not taking the situation lightly"



**Current situation:** IndiGo is fast returning to near normal, with the airline saying it expected to operate over 1,800 flights on Monday. "We have optimised our operations and managed to reduce the number of cancellations which are being notified to customers in advance. Our on-time performance has improved to 91% across the network."

"Rs 827 crore already refunded, and the rest is under process for cancellations up to Dec 15, 2025. Over 4,500 bags have been delivered to respective customers, and we are on track to deliver the rest in the next 36 hours," IndiGo said.

The Union aviation ministry said about 5.9 lakh PNRs for travel between Dec 1 and 7 have been cancelled and refunds of about Rs 570 crore have been issued.

# Corporate Communications Directorate

THE TIMES OF INDIA

HYDERABAD

8 DECEMBER 2025

## Flyers reach destinations, but luggage still a no-show

[Deviy.Baski@timesofindia.com](mailto:Deviy.Baski@timesofindia.com)

Hyderabad: Amid massive cancellations and delays at the Rajiv Gandhi International Airport (RGIA) for six consecutive days, a new crisis has plunged passengers into distress — missing luggage.

Thousands of flyers are still waiting for days — some as long as four days after reaching their destinations — to get back their checked-in baggage. Lack of clear communication from IndiGo has only added to their frustration, passengers said.

While a majority of them filed Property Irregularity Reports (PIRs), they claim that the process has been futile.

### INDIGO CRISIS

Passengers told TOI that they are anxious because their missing bags contain valuables, gifts, and other essentials. “There are valuable items in my luggage including costly shoes and dresses bought for my family from Vietnam. We were assured that the baggage would be handed over upon landing in India. But it has been over two days, and there is zero update from the airline,” said Mrital Khare, a flyer who is now in Dehradun, Madhya Pradesh.

Mrital said she, along with her husband, was to fly from Hyderabad to Jaipur on Dec 4. But they were told about the cancellation only after they checked in. After hours of uncertainty, IndiGo re-routed them to Indore and told them to take another flight to Jaipur, assuring them that their baggage would follow.

“After landing in Indore and waiting an entire day, there was still no sign of our baggage. The staff said they had never received any baggage from Hyderabad. What’s worse is when we cancelled the onward Indore-Jaipur flight



**LOST IN TRANSIT:** Thousands of flyers are still waiting to get back their baggage

due to reported delays, IndiGo told us our PIR can't be tracked because we had cancelled the ticket,” she asked.

### “No response from IndiGo”

A student sightseeing awaited Swaha Mukherjee, who flew from Abu Dhabi to Kolkata via Hyderabad. “We landed in Hyderabad at 5:30 am on Dec 1 and were stranded at the airport for 15 hours before boarding Kolkata flight at 8 pm,” she said. “There were around 20 passengers on the flight to Kolkata. Not a single one received their baggage even after two days,” said Swaha.

Another distressed passenger, Kriti Agarwal, said she had to return home to Lucknow without luggage. “The airline is not responding to emails, calls, or chat. Forget about delivering, it has been three days, and my baggage is not even traced,” she said.

Meanwhile, on Sunday, the ministry of civil aviation instructed IndiGo to trace and deliver all baggage separated from passengers due to disruptions within 48 hours. In addition, IndiGo told passengers that the refund and baggage process is underway.



# Corporate Communications Directorate

THE TIMES OF INDIA

HYDERABAD

8 DECEMBER 2025

## Passengers fear more weekend cancellations

**Sunny.Baski@timesofindia.com**

**Hyderabad:** The large-scale cancellations triggered by IndiGo's ongoing operational meltdown have left thousands of passengers booked to travel between Dec 13 and 15—the upcoming weekend—in a state of panic. Many travellers say they are constantly refreshing their booking apps and airline websites on an hourly basis, unsure whether their flights will take off or be abruptly cancelled at the last minute.

IndiGo has assured passengers that operations are expected to stabilise between Dec 10 and 15. The airline said it is on track to operate 1,650 flights on Sunday, an improvement on the 1,500 flights operated on Saturday.

But for passengers who have witnessed six days of cancellations, these assurances offer little comfort.

"We are a group of 50 people travelling to Dehradun for

a conference, and now we are unsure whether our flight will even take off. If we cancel the tickets, we will lose money because the fares were booked in bulk. But if we don't cancel and IndiGo scraps the flight at the last minute, the entire conference schedule will collapse. As an alternative, we are planning to take a train to Delhi and then travel by road to Dehradun," said a senior official in South Central Railway.

**On Sunday, IndiGo scrapped over 100 additional flights, pushing the total number of cancellations to nearly 500 since the crisis began—one of the worst disruptions in recent years. Passengers say the uncertainty is more stressful than the cancellations.**

According to the Ministry of Civil Aviation, airport directors in Delhi, Mumbai, Bengaluru, Chennai, Hyderabad, Ahmedabad and Goa have confirmed normal conditions across terminals today.

## IndiGo failed to comply: MoS civil aviation Mohol

[ajay.kanapureddy@timesofindia.com](mailto:ajay.kanapureddy@timesofindia.com)

Pune Minister of state (MoS) for civil aviation Mohol on Sunday said that despite being aware of the revised Flight Duty Time Limitation (FDTL) norms, IndiGo had failed to comply. The statement was made in the aftermath of days of chaos after several flights of the airline were delayed and cancelled, sparking widespread outrage among travellers.

Speaking to the media in Pune, Mohol said, "This problem happened because IndiGo didn't pay attention to FDTL regulations. The airline had knowledge of the norms but didn't act. At present, we have issued a show cause notice to the airline's CEO on the same. After knowing about the revised FDTL norms, IndiGo should have acted immediately but failed to do so."

Centre had revised FDTL guidelines last year, and airlines were initially required to comply with the same by June 2024. However, it was deferred, and a phased rollout started on July 1, 2025. The Director General of Civil Aviation (DGCA) fully implemented the revised guidelines from Nov 1 this year.

"In order to normalise air services and end problems to commuters, we have put a stay on the new FDTL guidelines until Feb 2026," informed Mohol, adding, "A four-member inquiry committee has been set up, and its report will also come soon, according to which action will be initiated. We have also capped the gross weight of aircraft so that people don't face issues. IndiGo will definitely face action, and therefore, the show cause notice has been sent to the CEO."

He reiterated that all attempts are being made to fully normalise the air services. "The conditions were grim a couple of days ago, but now even with the situation not fully normalised, improvements are evident. Regarding baggage, instructions have been passed to ensure passengers receive their baggage within 48 hours," the MoS re-

### RLY HELP DESKS AT T1 & T2 TO AID FLYERS OVERCOME INDIGO CRISIS



Mumbai: The Railways set up 24-hour train help desk from Sunday at terminals T1 and T2 of Mumbai's Chhatrapati Shivaji Maharaj International Airport for travellers seeking seamless transitions from air to rail in view of the IndiGo airline crisis, reports [Sonia Sen](#). The initiative, a collaboration between the Railways and the airport authorities, aims to allay the stress of last-minute travel arrangements, especially during peak transactions, an official from Western Railway said, adding that teams are on the ground at airport terminals to help passengers make on-the-spot railway bookings.

### Flight cancellations continue, but no drop; normal ops expected by Dec 15

Mumbai: IndiGo flight cancellations continued on Sunday with the airline cancelling 121 flights, which was lower compared to 148 cancellations the day before. The cancellations included 69 arrivals and 52 departures. IndiGo flights continued to be delayed throughout the day, largely by an hour or two. Among the severe delays was the IndiGo flight to Dhaka, which left about four hours late. However, the number of stranded passengers at the airport decreased. IndiGo CEO stated that the airline was able to execute cancellations at an earlier stage so that passengers did not show up at the airport even when their flights were cancelled. The airline's flight schedule is expected to return to normal by December 15.

The airline urged passengers to check their flight status on the airline website before proceeding to the airport. The gate face caps that came into effect kept the air ticket prices largely stable. For instance, the Mumbai-Delhi cheapest fare for travel on the same day was priced around Rs 6,500, while the Delhi-Mumbai fare was around Rs 1,700.

assured. Mohol's version of events was dismissed by senior aviation experts, who said that the Union ministry of civil aviation bowed down before IndiGo. "It is shocking that the civil aviation minister got a stay on the DGCA order without indicating what Civil

Aviation Rules will be applicable. The DGCA has also failed to police airlines and approved IndiGo's increased winter schedule when the airline didn't have enough pilots," pointed out [Sandeep Lata](#), a senior aviation expert and CEO of Aviation Consultants.

# Corporate Communications Directorate

THE TRIBUNE

DELHI

9 DECEMBER 2025

## Centre to act tough against IndiGo to 'set an example'

Airline deeply apologetic: Ministry | 500 flights scrapped

TRIBUNE NEWS SERVICE

NEW DELHI, DECEMBER 8

IndiGo's operational meltdown stretched into the seventh straight day on Monday, with nearly 500 flights cancelled, fresh delays reported across major airports and the Civil Aviation Ministry disclosing refunds running into hundreds of crores as stranded passengers scrambled for alternatives and rival airlines stepped in to absorb the shock.

The government plans to take strict action against IndiGo to "set an example" for airlines that violate regulations, the Civil Aviation Minister said.

"We are not taking this situation lightly. We are doing an inquiry and will take very, very strict action... we will set an example for all the other airlines," Civil Aviation Minister Ram Mohan Naidu said in reply to questions in the Rajya Sabha.

India's largest airline has been grappling with mass cancellations and rescheduling since last Tuesday, triggering a cascading impact on travel plans nationwide. Despite assurances that operations are expected to stabilise by



A Buddhist nun in the waiting area after her IndiGo flight was delayed at Terminal 1 of Indira Gandhi International Airport in New Delhi. *AP/PTI*

### SERIOUS MATTER, BUT LET GOVT HANDLE IT: SC

The Supreme Court has termed the chaos created by such large number of flight cancellations a "serious matter", but refused to intervene immediately. "Lakhs of people are stranded at airports... the government is working on it. Let them handle the matter," CJI Surya Kant said, while refusing urgent listing of a plea on the issue.

December 10, disruption remained severe on Monday, with IndiGo planning to operate 1,802 flights to 137 of its 138 destinations while cancelling close to 500 services for the day.

The knock-on effect was most visible at major hubs. Delhi's Indira Gandhi International Airport recorded 134 cancellations, Bengaluru 127, Hyderabad 77 and Chennai 71, compounding passenger frustration amid long

queues, missed connections and delayed luggage delivery. Of the nearly 9,000 bags impacted, only about 4,500 had been delivered so far, with the airline aiming to clear the remaining backlog within the next 36 hours.

The Civil Aviation Ministry, meanwhile, said IndiGo had submitted its response to the show-cause notice issued over the large-scale operational

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## Centre to act tough against IndiGo..

disruptions and flight cancellations across its network. According to the ministry, the airline filed replies signed by both its Chief Executive Officer and the Chief Operating Officer on December 8 at 6.01 pm.

In its response, IndiGo has said it is "profusely apologetic" and deeply regrets the inconvenience and hardship caused to passengers. The airline attributed the disruption to what it described as a compounding effect of multiple factors that came together in an unfortunate and unforeseeable manner.

IndiGo has sought additional time to carry out a detailed

root-cause analysis, stating that given the complexity and scale of its operations, it is not realistically possible to pinpoint the exact causes at this stage.

It pointed out that DGCA regulations allowed a 15-day timeline for replies to show-cause notices, and said a comprehensive root-cause report would be shared once completed.

As part of its preliminary assessment, IndiGo told the ministry that the disruption was triggered by a combination of factors, including minor technical glitches, schedule changes linked to the winter season, adverse weather conditions and increased congestion

across the aviation system. It also cited challenges arising from the implementation of updated crew rostering norms under flight duty time limitations (FDTL) Phase II.

The airline claimed it provided timely passenger notifications and facilities such as meals, refreshments, hotels and local transport to the best extent possible, in line with the DGCA requirements, and that substantial refunds had already been processed. The ministry said the DGCA was currently examining IndiGo's response and that enforcement action, if warranted, would be taken in due course.

