

Airport's T3 terminal to open for passengers only in Dec. '26

It was initially set to open in July 2025, but only 27% of the facility has been constructed so far, say AAI officials. CCTV surveillance cameras have been installed to keep track of the work's progress

PORT CALL

Sunitha Sekar
CHENNAI

The T3 international terminal at Chennai airport will be opened for passengers only by December 2026.

As part of the Phase II modernisation project being implemented at ₹2,467 crore to enhance the airport's capacity to 35 million passengers per annum, the construction of an integrated terminal building has been on since 2018.

The first phase of this building, the T2 international terminal, was opened for passengers two and a half years ago.

The second phase, comprising the T3 terminal, which was set to be opened in July 2025 will now open for passengers only by December 2026.



The under-construction T3 international terminal at Chennai airport as part of the Phase II modernisation project. B. VELANKANNI RAJ

Airports Authority of India (AAI) officials said the inauguration of the terminal could happen in November 2026. Following that, a month will be needed to start operations for passengers, they noted. So far, 27% of construction of the terminal has been completed.

"The contractor wanted to do a safety audit to check the structural load. Also, we had to check the safety of the route to carry materials from the city side

of the terminal to the construction site. The project management consultant recently completed the audit, and the issues have been resolved. Now, the work will be on in full swing, and we will be able to meet the deadline," an official said.

Closed-circuit television (CCTV) surveillance cameras have been installed to keep track of the progress of the terminal.

A few months ago, the AAI also issued a show

cause notice to the contractor over delays in completing the building. One of the major reasons was also the contractor underquoting the project value back then.

With the prices of materials rising rapidly, cost escalation became an issue, and there were several rounds of discussions between the AAI and contractor to solve the problem. "There is an issue with another contractor in charge of carrying out interior work too, which the AAI is trying to sort out," a source added.

Sources in the AAI, New Delhi, said they had not foreseen one of the key challenges.

"It has become very difficult to bring materials and equipment via the city side (passenger route) safely and then take them to the construction site. It has been far tougher than anticipated," a source said.



Corporate Communications Directorate

THE ASIAN AGE

DELHI

10 DECEMBER 2025

GMR Airports to raise funds via bond issue

India's GMR Airports is set to raise funds via its longest-tenor bond issue before the end of this month, according to Reuters. The airport operator aims to raise around ₹2,200 crore through sales of bonds maturing in 15 years. The proceeds will be used to refinance debt of another group entity, GMR Hyderabad, and for general corporate purposes. In August, it had raised an aggregate of ₹5,900 crore via bond sales.



Corporate Communications Directorate

DAINIK JAGRAN

DELHI

10 DECEMBER 2025

आइजीआइ एयरपोर्ट पर इंडिगो एयरलाइंस की 152 उड़ानें आठवें दिन भी कर दी गईं रद्द

जासं, नई दिल्ली: इंदिरा गांधी इंटरनेशनल (आइजीआइ) एयरपोर्ट पर इंडिगो एयरलाइंस का परिचालन संकट मंगलवार को भी कम नहीं हुआ और इंडिगो की 152 उड़ानें रद्द कर दी गईं, जिनमें 76 आगमन और 76 प्रस्थान की उड़ान थीं। विशेषज्ञों के अनुसार, यह संकट विमानन क्षेत्र में कैस्केडिंग इफेक्ट (एक चेन रिएक्शन) के नाम से जाना जाता है। यानी एक दिन को तकनीकी गड़बड़ी से उड़ानों के रद्द होने के बाद अगले

कई दिनों तक क्रू उपलब्धता पर नकारात्मक प्रभाव पड़ता है, इससे उड़ानें रद्द होती रहती हैं। दो दिसंबर को बड़ी संख्या में उड़ानों के रद्द होने के बाद यह स्थिति अभी तक नहीं सामान्य हो पाई है।

हालांकि इंडिगो की ओर से अब यात्रियों को पहले ही उड़ानों के रद्द होने की सूचना दी जा रही है। इस कारण अब इंडिगो के काउंटर पर भीड़ धीरे-धीरे कम हो रही है। उधर, नागरिक उड्डयन महानिदेशालय

(डीजीसीए) के सख्त हस्तक्षेप के बाद शीतकालीन शेड्यूल में इंडिगो की उड़ानों में पांच प्रतिशत की कटौती की गई है। इसके बाद इंडिगो की उड़ानों (प्रस्थान) की संख्या 15,014 से घटकर 14,263 साप्ताहिक हो गई है। इसके बावजूद मंगलवार को प्रस्थान की 76 उड़ानें रद्द की गईं। आठ दिसंबर को 143 उड़ानें रद्द कर दी गई थीं। इसकी वजह क्रू की कमी को माना गया था।

Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

9 DECEMBER 2025

Pune District Collector meets farmers on Purandar airport

INSIGHTS FROM THE MEETING:

- Around 3,000 acres of land from seven villages will be acquired for the airport.

- Farmers have shown a generally positive response to the land acquisition process.

- Officials assured complete transparency and fair treatment in all procedures.

- Regular updates will be provided regarding land acquisition and crop surveys.

- Skill-based training programmes will be made available to farmers and villagers.

- Administration committed to ensuring no affected person is left out during implementation.

Varad Bhatkhande PUNE

Pune District Collector Jitendra Dudi held discussions on Monday afternoon with project-affected farmers and villagers regarding land price, compensation and various demands linked to land acquisition for the Chhatrapati Sambhajiraje International Airport project in Purandar tehsil. The meeting took place at the Collector's Office.

Speaking to the farmers, Dudi assured them that the state government is positive regarding the demands raised and that Chief Minister Devendra Fadnis would soon hold a meeting with the farmers' delegation to discuss further decisions.

The agenda was to finalise the payable land price and

compensation for land acquisition for the Purandar Airport.

The project has faced significant delays due to strong resistance from villagers and farmers whose land is earmarked for acquisition. More than 800 objections have been submitted against the project. Affected residents have cited loss of agricultural land, homes and traditional livelihoods. Recent drone surveys and land-mapping activities triggered protests, leading to clashes with police and a temporary suspension of survey work. Compensation remains a major concern, with villagers arguing that the monetary payout and plots in the planned AeroCity are inadequate. They have demanded higher compensation and rejected the existing offers.

During the meeting,

detailed discussions were held on the major demands of the project-affected people. These demands included land price and compensation, plots for houses, exemption from income tax on compensation, concession in stamp duty for rehabilitation, project-affected person and landless certificates, Nambi certificates, increased Floor Space Index, planning for plot development through the Pune Metropolitan Region Development Authority (PMRDIA), an infrastructure development plan for the area, naming developed areas around the airport after eminent personalities, evaluation of agricultural crops, permanent job opportunities for locals at the airport, reservation in plots, guaranteed houses, concession in interest rates on business loans and

concession in educational fees.

The Purandar International Airport is a proposed greenfield project coming up in Purandar tehsil, around 45 km from Pune city. The airport is designed as a full-scale international hub to address Pune's growing aviation needs through multiple runways, modern passenger terminals and cargo facilities. The plans include an integrated AeroCity with commercial, residential and logistics zones intended to build a large economic ecosystem around the airport.

Deputy Collector Kalyan Pandhare, Sub-Divisional Officer Varsha Landge and Regional Officer of Baranati MIDC Hanuman Patil, along with a large number of project-affected farmers and villagers, were present.



Resolving stalemate: Pune District Collector Jitendra Dudi held discussions on Monday afternoon with project-affected farmers and villagers. —Photo: Sourabh



Corporate Communications Directorate

MINT

DELHI

10 DECEMBER 2025

GMR Airports plans long-tenor bonds

GMR Airports is set to raise funds via its longest-tenor bond issue before the end of this month, three persons aware of the developments said on Tuesday.

The airport operator aims to raise around ₹22 billion (\$245 million) through the sale of bonds maturing in 15 years, the persons said, requesting anonymity as the talks are still private. The proceeds will be used to refinance debt of another group entity, GMR Hyderabad International, and for general corporate purposes, one of the persons said.

GMR Airports did not respond to a *Reuters* email seeking comment. The company has been refinancing the expensive foreign-currency borrowings with local debt for some time and is expected to continue doing so. In August, the company had raised an aggregate of ₹59 billion through bonds maturing in 18 months and in three years, at an annual coupon of 10.50% on both tenors.

REUTERS



Corporate Communications Directorate

THE MORNING STANDARD

DELHI

10 DECEMBER 2025

Fog window in airports begins today, to continue till February 10

EXPRESS NEWS SERVICE @Gurgaon

THE fog window will officially begin for airports across the country, including Indra Gandhi International Airport (IGIA), on Wednesday and will continue up to February 10.

Air India briefed newsmen on Tuesday at its Gurgaon headquarters with a presentation on the proactive steps it has taken to ensure minimum impact on flights this year. A senior operations official said the northern parts of India, in-

cluding Air India's primary hub Delhi, experience low visibility due to dense fog, with the potential to cause cascading disruptions across the network.

The airline has strengthened internal SOPs and adopted proactive measures to address potential fog-related delays and disruptions. "We worked in close coordination with all stakeholders and have initiated measures such as CAT III B crew rostering, aircraft readiness, network-wide airport preparedness, tech-enabled passenger assistance

and proactive communications to minimise passenger inconvenience," the official said.

Another official elaborated that crew readiness was prioritised. Crews were trained in Low Visibility Operations (LVO) with CAT III B or specific Instrument Landing System (ILS) qualifications, enabling flights to operate during the critical fog window. Trained crew members will be on standby. CAT III B-certified aircraft will be deployed strategically at locations prone to fog impact.

Air India has strengthened partnerships with airport authorities. "We are coordinating closely with airport partners and have put in place measures to ensure minimum inconvenience to passengers during the fog season," an official said. This includes adequate ground support teams, ready care packages with refreshments at origin and diversion airports, regular announcements, and proactive rebooking for impacted passengers.

Flight schedules have been

adjusted to reduce inconvenience on long-haul and metro-to-metro services with onward connections. The airline's Integrated Operations Control Centre and teams at key airports will work round-the-clock.

Air India has set up dedicated Customer Contact teams to guide passengers on fog-related queries and will send alerts via SMS, WhatsApp and email. Under its Fog Care initiative, passengers affected by fog may avail complimentary rescheduling or a full refund without penalty.



Corporate Communications Directorate

THE PIONEER

LUCKNOW

9 DECEMBER 2025

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 Rammohan 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 ASIAN AGE

DELHI

10 DECEMBER 2025

Govt orders IndiGo to cut 10% of flights

■ New flying rules won't be relaxed: Naidu in LS ■ Airline cancels 422 flights: 'Ops stable'

VINEETA PANDEY
NEW DELHI, DEC. 9

The Centre has asked IndiGo to cut flights by 10 per cent to help restore order. Speaking in the Lok Sabha, Union aviation minister K. Ram Mohan Naidu on Tuesday emphasised that the crisis-ridden airline is being held fully accountable for the chaos and added that new flying rules are non-negotiable and will not be revoked for any airline. He asserted that the government will remain vigi-

lant until full normalcy is achieved. Posting a picture of IndiGo CEO Pieter Elbers sitting with folded hands in front of him, Mr Naidu, in a post on X, said that the airline management was summoned to the

ministry to provide an update. In a notice to IndiGo, the Directorate General of Civil Aviation (DGCA) on Tuesday said the airline has not demonstrated an ability to operate the earlier approved winter schedule flights efficiently. "Therefore, it is directed to reduce the schedule by 10 per cent across sectors, especially on high-demand, high-frequency flights, and to avoid single-flight operation on a sector IndiGo," the notice

Turn to Page 4



An IndiGo Airlines aircraft prepares to take off at Kempegowda International Airport on a hazy day in Bengaluru on Tuesday. IndiGo said its operations had stabilised after it cancelled thousands of flights over the past few days. — AFP

Govt orders IndiGo to cut 10% of flights

Continued from Page 1

said. The airline has been asked to submit a revised schedule by December 10. As part of the winter schedule for 2025-26, the airline has been operating over 2,200 flights per day.

"During the last week, many passengers faced severe inconvenience due to IndiGo's internal mismanagement of crew rosters, flight schedules and inadequate communication. While the enquiry and necessary actions are underway, another meeting with IndiGo's top management was held to review the substitution measures. Today again, IndiGo CEO Pieter Elbers was summoned to the Ministry to provide an update..." Mr Naidu posted on X after meeting with the IndiGo team.

"A strict instruction regarding the completion of the remaining refunds and baggage handover was given. The ministry considers it necessary to curtail the overall IndiGo routes, which will help in stabilising the airline's operations and lead to reduced cancellations," Mr Naidu said.

The aviation minister added: "A curtailment of 10 per cent has been ordered. While abiding by it, IndiGo will continue to cover all its destinations as before. IndiGo has been instructed to comply with all the directives of the ministry, including fire-capping and passenger convenience measures, without any exception."

IndiGo, on its part, said there was "steady improvement across the network", as it reinstated flights to all 136 stations. It flew more than 1,900 flights on

Tuesday, which will go up to nearly 1,960 on Wednesday, IndiGo said in a statement. On Tuesday the airline cancelled 422 flights from six metro airports. Delhi airport witnessed 152 flight cancellations, Bengaluru 125, Hyderabad 58, Mumbai 41 and Chennai over 30.

Earlier in the day, Mr Naidu told the Lok Sabha that no airline, however large, will be permitted to cause hardship to passengers through planning failures and non-compliance with regulations. The minister made it clear that "strict and appropriate action will be taken" against IndiGo, which is accountable for the mass disruptions in its flight schedules.

The Union minister said the DGCA has already issued notices to IndiGo and that the airline is being held fully accountable for the chaos caused by its internal crew-rostering failures.

"Safety in civil aviation is completely non-negotiable," Mr Naidu said, adding that IndiGo had assured to comply with the revised flight duty time limitations (FDTL) directed by the DGCA. He added that despite these assurances, prima facie, it was observed that internal rostering disruptions led to large-scale cancellations, causing inconvenience to thousands of passengers.

"The government is determined to build a more robust and competitive aviation ecosystem. Through our policies, we are encouraging more new airlines to start and operate in India, ensuring fair access to airport capacity and eliminating any

possibility of a duopoly controlling connectivity and pricing in our skies. More airlines mean more choice, more affordability and more resilience for passengers," Mr Naidu said.

The aviation minister added the government will remain vigilant until full normalcy is achieved and will continue to ensure that every passenger in India travels safely, comfortably and with the respect they deserve.

Mr Naidu asserted that airports across the country are reporting normal conditions, with no crowding or distress. "Refunds, baggage tracing and passenger support measures remain under the supervision of the ministry," he said. The minister added that the DGCA has issued show-cause notices to IndiGo's senior leadership and commenced a detailed investigation.

"Depending on the outcome, strict and appropriate action empowered under the Aircraft Act and Rules will be taken. No airline, however large, will be permitted to cause such hardship to passengers through planning failures, non-compliance or non-adherence to statutory provisions," Mr Naidu said.

"Also, IndiGo has been directed to restructure its operations, add reserve crew capacity, improve passenger handling and restore normal schedules without delay. Enhanced oversight on the ground continues," the minister said. He said passengers' interests have been at the centre of every decision taken by the government, which intervened to cap fares after sudden demand spikes and opportunistic pricing.



Corporate Communications Directorate

THE ASSAM TRIBUNE

GUWAHATI

9 DECEMBER 2025

Aviation crisis closely mirrors long-standing issues faced by loco pilots in Railways: Union

NEW DELHI, Dec 8: The crisis caused in the aviation sector by the disruption in IndiGo's operations closely mirrors the long-standing issues faced by loco pilots in Indian Railways due to a similar demand for a scientifically-designed working atmosphere for operational safety, a prominent loco pilot union said on Monday.

The All India Loco Running Staff Association, which represents a significant section of running crew, said that the IndiGo controversy is not just an aviation issue, it is a "warning" for all high-risk industries.

"Whether in the skies or on the rails, worker fatigue

directly translates into dangers to passenger safety. Regulations based on modern sleep science are not mere 'union demands' to skip from duty. But, they are demands of safety standards," KC James, Secretary General, AILRSA, said in a statement.

"The present aviation crisis should become an eye-opener to railway management. The lives of millions of passengers depend more on the alertness of loco pilots than on airlines, because technical advancement in Railways is far inferior to airways," he said.

Amidst the aviation crisis, the union reiterated its demands like a maximum of

two continuous night duties; rational duty hours aligned with human physiology and adequate rest after every duty, along with weekly rest. It also cited various rail accident investigations that have flagged the odd working hours of the crew.

"Many high-level committees – from the Anil Kakodkar Safety Review Committee 2012, to parliamentary panels like the Tripathi committee (HPC 2013) – have repeatedly recommended scientific working hour regulations for loco pilots. Yet the Railway Board has refused to implement them, citing operational constraints," James said.

He claimed that the 172-year-old Railways has never ventured to conduct a job analysis on the duties of its Loco Pilots.

Referring to a judgement pronounced on 26/04/2022 by the High Court of Chennai in writ petition No. 23389 of 2013, James said that the Railway management submitted that they never conducted a job analysis of Loco Pilots.

"The High Court ordered Deputy Chief Labour Commissioner (Central) Chennai to conduct a job analysis within 6 weeks from 26/04/22. Railway administration refused permission to the labour department, claiming Railways alone have the

competency to conduct job analysis, and the Railway management refused to do that also," James claimed.

He also highlighted the "unlawful curtailment of daily rest" which, according to him, was prohibited by the High Court of Karnataka in 2010.

Questioning the government's handling of the aviation crisis, James said that every agitation by workers in any public sector or government-run industry is often met with disciplinary action, charge sheets or suppression by "invoking all sorts of black rules" and citing the convenience of the travelling people or transportation of essential goods. – PTI

इंडिगो पर नकेल, उड़ानों में रोजाना 10 फीसदी की कटौती के आदेश

उड्डयन मंत्री नायडू बोले, एयरलाइन को सभी निर्देशों का करना होगा पालन

अमर उजाला ब्यूरो/एजेंसी

नई दिल्ली। देशभर के हवाई अड्डों पर आठ दिनों से जारी अफरा-तफरी को देखते हुए नागरिक उड्डयन मंत्रालय ने इंडिगो को अपनी उड़ानों में 10 फीसदी कटौती करने का आदेश दिया है। इससे संकट का सामना कर रही एयरलाइन को परिचालन को स्थिर करने में मदद मिलेगी, जो पापलटों के लिए नए उड़ान ड्यूटी मानदंडों के दूसरे चरण के अमल में आने के कारण बाधित हुई है। इंडिगो ने कहा कि वह मंत्रालय के 10% उड़ान कटौती के आदेश का पालन करते हुए सभी गंतव्यों के लिए सेवाएं जारी रखेगी। देश की सबसे बड़ी एयरलाइन रोजाना 2,200 उड़ानें संचालित करती है। अब उसे 220 उड़ानें कम करनी होंगी।

नागरिक उड्डयन मंत्री राम मोहन नायडू, उड्डयन मंत्रालय के सचिव समीर सिन्हा और इंडिगो के सीईओ पीटर एल्बर्स के बीच मंगलवार शाम हुई बैठक के बाद यह आदेश दिया गया। नायडू ने बयान में कहा, इंडिगो के सीईओ को अपडेट देने के लिए मंत्रालय में बुलाया गया। उन्होंने पुष्टि की कि 6 दिसंबर तक प्रभावित उड़ानों के लिए 100 फीसदी रिफंड



नागरिक उड्डयन मंत्री राम मोहन नायडू ने उड्डयन मंत्रालय के सचिव समीर सिन्हा और इंडिगो के सीईओ पीटर एल्बर्स से कई महम मुद्दों पर बात की।

प्रतिस्पर्धी विमानन पारिस्थितिकी तंत्र बनाएंगे

सरकार अधिक मजबूत और प्रतिस्पर्धी विमानन पारिस्थितिकी तंत्र बनाने के लिए प्रतिबद्ध है। अधिक एयरलाइन होने से एकाधिकार को संभावना खत्म होगी और यात्रियों के लिए भी अधिक विकल्प होगा। -राम मोहन नायडू, नागरिक उड्डयन मंत्री

5,000 उड़ानें रद्द...10 लाख यात्री प्रभावित

डोजीसीए का यह नवीनतम आदेश इंडिगो को ओर से 2 दिसंबर से लगभग 5,000 उड़ानें रद्द करने के बाद आया है। उड़ानें रद्द होने से अब तक दस लाख से अधिक यात्री परेशान हुए हैं। इससे पहले, निवामक ने इंडिगो के मुख्य कार्यकारी अधिकारी और मुख्य परिचालन अधिकारी को व्यवधानों के बारे में स्पष्टीकरण देने के लिए कारण बताओ नोटिस जारी किया था। खर्चों को जॉच के लिए चार सदस्यीय पैनल का गठन किया है।

पूरा हो चुका है। उन्होंने यह भी कहा कि इंडिगो को बिना किसी अपवाद के किराया सोमा और यात्री सुविधा उपायों सहित मंत्रालय के सभी निर्देशों का पालन करने का निर्देश दिया गया है।

यात्रियों को परेशानी में नहीं डालने देंगे : नायडू

नागरिक उड्डयन मंत्री राम मोहन नायडू ने मंगलवार को लोकसभा में कहा कि किसी भी एयरलाइन को, चाहे वह कितनी भी बड़ी क्यों न हो, योजना को विफलताओं और नियमों का पालन करने के कारण यात्रियों को परेशानी में डालने की इजाजत नहीं दी जाएगी।

नायडू ने कहा कि इंडिगो अपनी उड़ान अनुसूची में बड़े पैमाने पर व्यवधान के लिए जवाबदेह है। इसके लिए उसके खिलाफ कड़ी और उचित कार्रवाई की जाएगी। उड्डयन क्षेत्र में सुरक्षा के साथ कोई सम्झौता नहीं किया जा सकता है।

आठवें दिन भी 400 से अधिक उड़ानें रद्द

पापलट और चालक दल की कमी से जुड़ रही इंडिगो ने मंगलवार को 400 से अधिक उड़ानें रद्द कीं। वहीं, इंडिगो के सीईओ एल्बर्स ने दावा किया कि एयरलाइन पुरानी स्थिति में वापस आ गई है व परिचालन स्थिर है। सूत्रों ने बताया, दिल्ली हवाई अड्डे पर 152, बंगलुरु में 121, हैदराबाद में 58, मुंबई में 41, चेन्नई में 50 से अधिक उड़ानें रद्द की गईं।

Corporate Communications Directorate

AMAR UJALA

DELHI

10 DECEMBER 2025

परेशानी

संकट की घड़ी में यूजर्स का ह्यूमर बरकरार, कार्टून, पोस्टरों से सोशल मीडिया पर बना इंडिगो का रनवे, लोगों ने बनाए मीम

इंडिगो धरती पर आसमान में उड़ रहे मीम्स

संवाद न्यूज एजेंसी

नई दिल्ली। हकीकत में भले ही इंडिगो की फ्लाइट रनवे पर खड़ी है लेकिन सोशल मीडिया पर कंपनी को लेकर बनाए जा रहे जोकस और मीम्स उड़ान भर रहे हैं। इंडिगो की लगातार फ्लाइट कैसिल होने से कई लोगों ने अपनी मीटिंग्स, किसी ने परीक्षा, किसी ने अपनी खुद की शादी तक मिस कर दी, लेकिन इस बीच उनका ह्यूमर बरकरार है। इतना ही नहीं सोशल मीडिया के कई सिटारों ने भी तंज बनाया है। जॉनी लीवर और फेस्टिवल



मंगलवार को नई दिल्ली के इंदिरा गांधी इंटरनेशनल एयरपोर्ट टर्मिनल (T1) पर यात्री अपनी फ्लाइट्स का इंतजार करते हुए। जे वॉल

के विलय समेत कई कॉमेडी वीडियो कायम हो रहे हैं।

सोशल मीडिया पर मीम्स का

संभाव : देशभर के कई एयरपोर्ट्स पर यात्रियों की लंबी कतारें, बढ़ती कैसिलेशन और देरी से इंडिगो यात्रियों

की परेशानी लगातार बढ़ती जा रही है। लोग इंटेल चुक करने को मजबूर हुए। एयरलाइन ने आठवें दिन भी उड़ानें रद्द कीं और छे दिनों में 700 से अधिक फ्लाइटें नहीं उड़ सकीं।

एक वीडियो में यूजर्स ने बचपन में खेले जा रहे खेल का अभिनय करते हुए कहा, खेला उड़, मैसा उड़, कौबा उड़, लेकिन इंडिगो...? ओ पे तो रनवे पे ही रुक गईं। इंडिगो की लगातार फ्लाइट कैसिलेशन और देरी से परेशान यूजर्स ने लिखा "IndiGo ItDintGo" वहीं दूसरे ने

लिखा "Fear of flight is Indigo"।

जॉनी लीवर का वीडियो कायम : कॉमेडियन जॉनी लीवर को एक नहीं बल्कि कई कॉमेडी वीडियो कायम हो रही हैं। इन वीडियो का प्रयोग कर यूजर्स इंडिगो पर सौधा तंज करते दिखे। उन्होंने एक वीडियो साझा की जिसमें जॉनी एक फोन कॉल उठाते हुए कहते हैं- कौन बाटा? टाटा... मंडे को फोन करना, मंडे को। इस वीडियो के कैप्शन में यूजर्स ने लिखा इंडिगो कस्टमर केयर के हालात।

इंडिगो फ्लाइट संकट पर फराह खान का तंज

अभिनेता गुन पनाम और जब भानुशाली समेत कई सेलिब्रिटीज इस अवसर पर जवाबदेगी जता चुके हैं। फिल्ममेकर फराह खान ने भी इस मुद्दे पर कटाक्ष किया है। फराह ने इंस्टाग्राम पर इंडियन आइडल सीजन-1 का एक मीम साझा किया, जिसमें वह खुद, सोनू निगम और अनु मलिक इंडिगो स्ट्राक को तंज दिखाए गए हैं, जबकि एक कमेंट 'बाबी' के रूप में जवाब आता है। मीम में फराह कहती हैं, कि मेरे रिश्ते से आप मुंबई नहीं आ सकते, जिस पर कमेंट 'क्या बेटा देना है- मैं मुंबई जाने नहीं आया, मैं आपसे मिलने आया हूँ। मैं 24 घंटे से जाम रहा हूँ। अब मैं सो जाऊंगा।

Corporate Communications Directorate

AMAR UJALA

DELHI

10 DECEMBER 2025

मनमानी की उड़ान



सरकार के निर्देशों की अवहेलना ने देश की सबसे बड़ी एयरलाइन को अराजकता में धकेल दिया। कठोर कार्रवाई ही इसका समाधान है।

डॉ. विवेक एस अग्रवाल

मुद्रण

पि

छले एक हफ्ते से हर किसी की जुबान पर विमान यात्रा में आ रही रुकावट, यात्रियों की परेशानी और देश की सबसे बड़ी एयरलाइन कंपनी को संचालन विफलताओं को लेकर कई तरीके की

बातें हैं। ये चर्चाएं इस पूरे प्रकरण में सरकार को दोषी ठहराने या बड़े औद्योगिक घटनाओं द्वारा रणनीति के तहत संचालन को विफल कर भविष्य में व्यापार को हथियाने की साजिश के इर्द-गिर्द घूमती रहती हैं, पर विमान संचालन की विफलता की जड़ में जाने का कोई भी प्रयास नहीं किया जा रहा है। विमानन कंपनियों को एकाधिकारवादी प्रकृति को भी दोष दे दिया जाता है। ऐसे में, यदि समय रहते उन पर कार्रवाई नहीं की गई, तो वह दिन दूर नहीं जब आमजन अपने जीवन से हो रहे खिलवाड़ की कौमल चुका बैठेगा।

इस विफलता के लिए विपक्षी दलों द्वारा सरकार पर दोष मढ़ते हुए आक्रामक किए जा रहे हैं। देश में विमान संचालन पूर्णतया निजी क्षेत्र में है, ऐसे में सरकार मात्र कानूनी रूप से ही नियंत्रण कर सकती है। विमानन क्षेत्र



में निजीकरण मत दस वर्षों में हुआ हो, ऐसा नहीं है। पिछली सरकारों ने इन्हें खुलेआम कानून की अवहेलना करने की छूट दे रखी थी। यदि पहले ही इन्हें कानून मानने के लिए विवश कर दिया जाता, तो आज ऐसी स्थिति उत्पन्न नहीं होती। सरकार पर कर्मचारियों संबंधी दिशा-निर्देश के मूल में भी यात्री सुरक्षा ही है। ऐसे में, यह तय करना होगा कि सुरक्षा महत्वपूर्ण है या एयरलाइन का वार्षिकिक पक्ष? इस परिप्रेक्ष्य में नगर विमानन के क्षेत्र में सुधारों और यात्री सुरक्षा के मद्देनजर पायलट एवं कू सदस्यों के लिए श्रम कानूनों के अनुरूप मासिक अवकाश व निरंतर श्रमिकजालीन पारियों पर रोक अनुचित

नहीं ठहराया जा सकता। महत्वपूर्ण प्रश्न यह है कि क्या विमान संचालन में श्रम कर्मचारी मानव नहीं है तथा क्या इन कंपनियों पर किसी भी प्रकार की श्रम संहिता लागू नहीं होती? इन दोनों प्रश्नों के उत्तर में यह तो स्पष्ट है ही कि विमानन कर्मचारी भी मानव हैं तथा उन्हें श्रम संहिता के परिभाषा मिलने भी चाहिए। कोई भी वार्षिकिक अथवा गैर-वार्षिकिक प्रतिष्ठान शुरुआत से ही श्रम कानूनों के दायरे में आ जाता है। ऐसे में, क्या विमानन कंपनी प्रतिष्ठान को श्रेणी में नहीं आती? इस बाबत एक मूलभूत प्रश्न यह भी उठता है कि यदि नगर विमानन मंत्रालय के कर्मचारी संबंधी निर्देश अनुपालना योग्य नहीं थे अथवा पूर्व में पालन नहीं किए जा रहे थे, तो क्या यह प्रत्यक्ष रूप से कर्मचारियों के शोषण की श्रेणी में नहीं आता है? विमानन कर्मचारियों की अन्य कारणों के अतिरिक्त बंद केबिन और ऊंचाई पर चलने के कारण होने वाली व्याधिर्षा अत्यधिक कष्टप्रद हो जाती है। अतएव, श्रमिक संगठनों और सामाजिक हितों की पैरोकार बनने वाली स्वैच्छिक संस्थाओं द्वारा साथी गई चुप्पी भी दुखद ही है। पुनः यह स्पष्ट हुआ कि सरकार का दंभ भरने वाला एक्टिविज्म मात्र अनुदानित प्रकल्पों तक ही सीमित है।

वर्तमान स्थिति का यदि गहराई से अभ्ययन किया जाए, तो उसके लिए एयरलाइन के अलावा किसी को भी दोषी नहीं ठहराया जा सकता। कर्मचारियों से संबंधित दिशा-निर्देश संचालन अवरोध के लगभग पांच सप्ताह पूर्व समस्त विमानन कंपनियों को अधिसूचित कर दिए गए थे, जो किसी भी रूप में न तो अतिरिक्त थे और न ही इनका मकसद किसी कंपनी विरोध को आहत करना था।

कंपनियों द्वारा उनका विरोध न किए जाने के कारण सरकार को सकारात्मक धारणा बनना स्वाभाविक था। दिशा-निर्देशों की अवहेलना करते हुए टिकट बुकिंग करना व धम की स्थिति कायम करते हुए यात्रियों को कष्ट पहुंचाना आपराधिक श्रेणी से कम नहीं आंका जा सकता। उचित तो यह होता कि विमानन कंपनी द्वारा स्व-आकलन कर कर्मचारियों के अभाव के दृष्टिगत संचालन को सीमित कर नई भागी स्थिति कर दी जाती, ताकि यात्री असमंजस में न रहते हुए वैकल्पिक व्यवस्था तलाशते। इस संदर्भ में यह तथ्य भी उल्लेखनीय है कि वैश्विक और भारतीय संदर्भ में छुट्टियों, वार-न्योहार तथा शादियों को छोड़कर अधिकतर आरक्षण या टिकट खरीद यात्रा से एक सप्ताह के भीतर की जाती है। अतः, इसे आसानी से नियंत्रित किया जा सकता था। दूसरा पक्ष जो इससे भी गंभीर है वह है कंपनी द्वारा खुद को कानून से ऊपर मानते हुए सरकार के अस्तित्व व नियंत्रण पर प्रश्नचिह्न लगाने का अवसर विरोधियों के समक्ष परोस कर रख दिया।

यह प्रकरण मात्र संबंधित एयरलाइन द्वारा उत्पन्न अराजक स्थिति को ही उद्दिष्ट नहीं करता, बल्कि देश की सबसे बड़ी विमान सेवा के दंभ को भी चकनाचूर कर देता है। हाल ही में, 35 फीसदी तक ही संचालन क्षमता की स्वैकारोक्षित पूर्व में स्थापित क्षमता के दौगुने से भी अधिक संचालन की कलाई भी खोलती है। सरकार द्वारा यात्री सुरक्षा को लक्षित कर्मचारियों संबंधी दिशा-निर्देशों के क्रियान्वयन को स्थगित करने का निर्णय अत्यंत दुर्भाग्यशाली है। इससे कानून का उल्लंघन करने वालों के हौसले बुलंद हो जाएंगे। उचित होता कि यात्री सुरक्षा के हित में अवहेलना करने के उत्तरदायी प्रबंधन पर आपराधिक कार्रवाई की जाती, ताकि भविष्य में कोई भी नियम-कानून को हल्के में नहीं लेता।

वैश्विक एयरलाइंस उद्योग को 2026 में होगा रिकॉर्ड 41 अरब डॉलर का फायदा

एशिया प्रशांत क्षेत्र में भारत व चीन यात्री मांग को देंगे बढ़ावा, शुद्ध लाभ 6.6 अरब डॉलर

जिनेवा। आपूर्ति भूखला समस्याएं बनी रहने के बावजूद भी वैश्विक एयरलाइंस उद्योग 2026 में रिकॉर्ड 41 अरब डॉलर यानी 3.69 लाख करोड़ रुपये का फायदा कमाएगा। यह इस वर्ष के अनुमानित 39.5 अरब डॉलर से बहुत अधिक होगा।

अंतरराष्ट्रीय वायु परिवहन संघ (आईएटीए) ने कहा, भारत और चीन एशिया प्रशांत क्षेत्र में यात्री मांग को सबसे ज्यादा बढ़ावा देंगे। इनका मुनाफा इस दौरान बढ़कर 6.6 अरब डॉलर होगा। साथ ही, प्रति यात्री शुद्ध लाभ 3.20 डॉलर रहने का अनुमान है। वैश्विक स्तर पर अगले साल पैसेंजर लोड फैक्टर रिकॉर्ड 83.8 प्रतिशत पर आंका गया है। शुद्ध लाभ मार्जिन 3.9 प्रतिशत रहने की उम्मीद है। मंगलवार को जिनेवा में आईएटीए ने जारी रिपोर्ट में कहा, उद्योग का कुल राजस्व 2026 में 1.05 लाख करोड़ डॉलर तक पहुंचने की उम्मीद है। 2025 में अनुमानित एक लाख करोड़ डॉलर से अधिक है। अगले वर्ष राजस्व परिचालन खर्च से आगे निकलने का अनुमान है। इसे 981 अरब डॉलर आंका गया है। एजेसी



प्रति यात्री शुद्ध लाभ यथावत रहेगा

2026 में प्रति यात्री शुद्ध लाभ 2025 के बराबर 7.90 डॉलर होने की उम्मीद है। 2023 के 8.50 डॉलर से कम होगा। आईएटीए ने कहा, 2026 का लागत परिदृश्य एक अधिक संतुलित वातावरण की ओर इशारा करता है, क्योंकि महंगाई में कमी लागत आधार को स्थिर करने में मदद कर रही है। आपूर्ति भूखला की समस्याएं बेड़े के नवीनीकरण में बाधा डाल रही हैं। इससे विमानों की औसत आयु 15 वर्ष से अधिक हो गई है। यह अब तक का उच्च स्तर है।

आईफोन कवर बेच यात्रियों से ज्यादा लाभ कमाएगी एपल

एपल एक आईफोन कवर बेचकर अगले साल एयरलाइंस के प्रति यात्री के 7.90 डॉलर के मुनाफे से भी ज्यादा कमाएगी। इसका मतलब उद्योगस्तर पर मार्जिन अब भी नगण्य है।

ईंधन की खपत बढ़ेगी

आईएटीए की जारी रिपोर्ट में कहा गया है कि ईंधन की खपत 2026 में बढ़कर 106 अरब गैलन होगी। 2025 में 103 अरब गैलन से 2.7 प्रतिशत अधिक होने की उम्मीद है। ईंधन की लागत 2026 में थोड़ी घटकर 252 अरब डॉलर रहेगी जो 2025 के 253 अरब डॉलर से कम है। यात्री टिकट राजस्व 716 अरब डॉलर से बढ़कर 751 अरब डॉलर तक पहुंचने की उम्मीद है।

5.2 अरब डॉलर

हवाई यात्री अगले साल दुनियाभर में



अगले वर्ष यात्रियों की संख्या 5.2 अरब तक पहुंचने का अनुमान है। यह इस वर्ष की तुलना में लगभग 4.4 प्रतिशत अधिक है। हाल के वर्षों में एयरलाइंस उद्योग कई चुनौतियों से जूझ रहा है। इनमें आपूर्ति भूखला की लगातार समस्याएं, विमानों की डििलीवरी में देरी और देशों के बीच तनाव शामिल हैं। -बिली वॉल्फ, आईएटीए के महानिदेशक

राजनीतिक कारणों से दुनियाभर में हवाई क्षेत्र बंद न हों

आईएटीए के प्रमुख विली वॉल्फ ने कहा, राजनीतिक कारणों से हवाई क्षेत्र को बंद करना पूरी तरह से अस्वीकार्य है। हवाई क्षेत्र सभी एयरलाइनों के लिए खुला होना चाहिए। वॉल्फ ने यह टिप्पणी भारत और पाकिस्तान की ओर से एक दूसरे की उड़ानों के लिए अपने हवाई क्षेत्र बंद करने के संबंध में की। अर्थिक और राजनीतिक रूप से हवाई क्षेत्र के उपयोग में वृद्धि देखना हमारे लिए निराशाजनक है।



Corporate Communications Directorate

AMAR UJALA

DELHI

10 DECEMBER 2025

सरकार ने इंडिगो पर कसी नकेल, उड़ानों में रोजाना 10 फीसदी की कटौती नागरिक उड्डयन मंत्री नायडू ने कहा-एयरलाइन को सभी निर्देशों का पालन करना होगा

अतिरिक्त शुल्क दिए बिना ही एअर इंडिया के यात्री करा सकेंगे फ्लाइट रीशेड्यूल

अमर उजाला नेटवर्क

नई दिल्ली। नागरिक उड्डयन मंत्रालय ने इंडिगो को अपनी उड़ानों में 10 फीसदी कटौती करने का आदेश दिया है। इससे संकट का सामना कर रही एयरलाइन को परिचालन को स्थिर करने में मदद मिलेगी, जो पायलटों के लिए नए उड़ान ड्यूटी मानदंडों के दूसरे चरण के अमल में आने के कारण बाधित हुई है।

इंडिगो ने कहा कि वह मंत्रालय से निर्धारित 10% उड़ान कटौती आदेश का पालन करते हुए अपने सभी गंतव्यों के लिए सेवाएं जारी रखेगी।



उड्डयन मंत्रालय के सचिव व इंडिगो के सीईओ ने मंगलवार को मंत्री नायडू से मुलाकात की

देश की सबसे बड़ी एयरलाइन रोजाना 2,200 उड़ानें संचालित करती है, इस आदेश के बाद उसे इसमें से 220 उड़ानें कम करनी होंगी। नागरिक उड्डयन मंत्री राम मोहन नायडू, उड्डयन

मंत्रालय के सचिव समोर सिन्हा और इंडिगो के सीईओ पीटर एल्बर्स के बीच मंगलवार शाम हुई बैठक के बाद यह आदेश दिया गया। बैठक बाद नायडू ने कहा, इंडिगो के सीईओ को अपडेट देने के लिए मंत्रालय में बुलाया गया। उन्होंने पुष्टि की कि 6 दिसंबर तक प्रभावित उड़ानों के लिए 100% रिफंड पूरा हो चुका है। उन्होंने बताया कि इंडिगो को बिना किसी अपवाद के किराया सीमा और यात्री सुविधा उपायों सहित मंत्रालय के सभी निर्देशों का पालन करने का निर्देश दिया गया है। बताया चले कि इंडिगो ने मंगलवार को 400 से अधिक उड़ानें रद्द कीं।

मुरुगाम। एयर इंडिया एयरलाइंस ने यात्रियों के लिए एअर इंडिया फॉग फंड शुरू किया है। कोडरे के कारण अमर फ्लाइट का संचालन

फॉग विंडो शुरू की, टिकट का पैसा रिफंड का भी विकल्प

अगर यात्री फ्लाइट का रीशेड्यूल नहीं करना चाहते हैं तो उनको टिकट की राशि का पूरा रिफंड लेने का विकल्प दिया जाएगा। यह सुविधा 10 दिसंबर से 10 फरवरी 2026 तक चलने वाले फॉग विंडो के दौरान लागू रहेगी। फॉग विंडो का समय डीजीसीपी की ओर से तय किया जाता है। कोडरे के दौरान कम दूरवर्त से फ्लाइट रद्द होने को ध्यान में रखते हुए यह कदम उठाया गया है।

प्रभावित होता है तो प्रभावित यात्री बिना किसी अतिरिक्त शुल्क के वैकल्पिक उड़ान को रीशेड्यूल करा सकेंगे।

Centre orders 10% cut in IndiGo services to stabilise operations

Our Bureau
New Delhi

The Centre has directed IndiGo to reduce its flight schedule by 10 per cent across sectors to help stabilise operations and reduce cancellations.

According to Civil Aviation Minister Ram Mohan Naidu, a 10 per cent service curtailment has been ordered.

The Minister said on his X handle that while complying with the directive, IndiGo will continue to cover all its destinations as before.

Naidu also reviewed IndiGo's recovery effort with Chief Executive Officer Pieter Elbers, who was summoned to the Ministry of Civil Aviation to provide a detailed status report.

According to Naidu, Elbers confirmed that 100 per cent of refunds for flights affected till December 6 had been completed.

The Minister stated that strict instructions were issued to expedite the remaining refunds and baggage handover.

He said IndiGo had been instructed to comply with all directives of the Ministry, including fare capping and passenger convenience measures, without any exception.

Additionally, top executives of all other domestic airlines were called to the Ministry to discuss fare caps and schedules.

"The present situation on flight cancellations, air fares, etc., was discussed," sources said.



SEEKING STATUS REPORT. Civil Aviation Minister Ram Mohan Naidu (right) with IndiGo Chief Executive Pieter Elbers.

OPERATES 1,800 FLIGHTS
IndiGo operates flights to 138 destinations. On Tuesday, it operated over 1,800 flights. Prior to the crisis, the airline operated around 2,300 flights.

It has approval to operate 15,014 flights per week during the winter schedule of 2025.

WINTER SCHEDULE

The Ministry of Civil Aviation directed the Directorate General of Civil Aviation (DGCA) to curtail IndiGo's 'winter schedule' by a minimum 10 per cent.

Earlier in the day, DGCA had directed IndiGo to reduce its flight schedule by 5 per cent across sectors, especially in the high-demand routes.

In the notification, the DGCA asked the airline to avoid flights on high-demand, high-frequency routes and single-flight sectors. The regulator instructed the airline to submit a revised flight schedule by 5 pm on December 10.

The DGCA notice stated that IndiGo was allowed a six per cent enhancement in its winter schedule 2025 com-

pared with the summer schedule 2025, with 403 aircraft allocated versus 351 earlier. The airline operated 339 aircraft in October and 344 in November.

The DGCA inferred that while IndiGo increased its departures by 9.66 per cent over winter schedule 2024 and by 6.05 per cent over summer schedule 2025, it had not demonstrated the capability to operate the enhanced schedule efficiently.

On Tuesday afternoon, Naidu informed Parliament that IndiGo's operations were stabilising, while other airlines were functioning normally. Speaking in the Lok Sabha, the Minister said IndiGo's flights, which dropped to 706 on December 5, had recovered to over 1,800 and were expected to rise further.

BACK ON TRACK CEO

On IndiGo's part, Elbers said the airline's operations were back on track after the week-long flight disruption. The airline had optimised its operations and on time performance was back to normal levels, he added.

More reports p12



Corporate Communications Directorate

BUSINESS LINE

DELHI

10 DECEMBER 2025

‘IndiGo’s ops stabilising; other airlines are functioning normally’

IN RECOVERY MODE. Airline now operates over 1,800 flights from 706 on Dec 5: Aviation Minister tells LS

Our Bureau
New Delhi

Embattled airline IndiGo’s operations are stabilising, while other airlines are functioning normally, said Civil Aviation Minister Ram Mohan Naidu on Tuesday.

Speaking in the Lok Sabha, he said IndiGo’s flights, which dropped to 706 on December 5, had recovered to over 1,800 and were expected to rise further.

He pointed out that other airlines as well as airports are operating normally without crowding.

Accordingly, the Minister informed the House that refunds, baggage tracing and passenger support measures remain under continuous supervision of the Ministry.

Besides, he said, accountability will be ensured as the Directorate General of Civil Aviation (DGCA) has issued show cause notices to IndiGo’s senior leadership and



SAFETY IS KEY. Civil Aviation Minister Ram Mohan Naidu speaking in the Lok Sabha on Tuesday

commenced a detailed enforcement investigation.

Further, Naidu said depending on the outcome of the investigation, strict and appropriate action, as empowered under the Aircraft Rules and the Aircraft Act, will be taken.

He reiterated that no airline, however large, would be permitted to cause hardship to passengers through planning failures, non-compliance or non-adherence to

statutory provisions.

The Minister said that safety in civil aviation is non-negotiable.

SAFETY STANDARDS

According to Naidu, India is a founding member of the International Civil Aviation Organisation and remains committed to the highest global safety standards.

Notably, he said that the revised flight duty time limitations (FDTL) norms were

scientifically designed to prevent pilot fatigue. He added that the DGCA had adopted a phased-wise implementation plan for FDTL in consultation with stakeholders.

FULL COMPLIANCE

IndiGo, Naidu said, had assured full compliance with these norms and confirmed its preparedness to undertake its winter schedule.

However, *prima facie*, it was observed that internal rostering disruptions led to large-scale cancellations, causing inconvenience to thousands of passengers, the Minister said.

Consequently, IndiGo has been directed to restructure its operations, add reserve crew capacity, improve passenger handling and restore normal schedules without delay.

Apart from this, enhanced oversight on the ground continues, he said, adding that passengers’ interests had

been at the centre of every decision taken by the government.

Till now, the Centre had intervened to cap fares so that no passenger would be exploited due to sudden demand spikes and opportunistic pricing.

Meanwhile, the airline was ordered to issue refunds promptly, and more than ₹750 crore had already reached passengers. For passengers who opted for re-bookings, the same were completed without any additional charges.

The Ministry of Civil Aviation, he said, is monitoring each case of baggage handling and ensuring that communication with passengers is timely and dignified.

As per the Minister, the process of refunds and baggage handling is in its final stages. Going forward, the Minister said the Centre is determined to build a more robust and competitive aviation ecosystem.



Corporate Communications Directorate

BUSINESS LINE

DELHI

10 DECEMBER 2025

'IndiGo pilot rest rule exemption raises concerns'

Reuters

India's decision to ease stricter rules on pilot rest following a wave of flight cancellations by the country's largest carrier should be reversed due to the adverse effect of fatigue on safety, the head of the global pilot union group IFALPA said.

IndiGo said it failed to plan adequately for a November 1 deadline to implement stricter rules on night flying and weekly rest for pilots.

Captain Ron Hay, president of the Montreal-based International Federation of Air Line Pilots' Associations (IFALPA), said the decision to grant the exemption to the rest rules was concerning because it was not based on scientific evidence. "We are informed that the change is due to staffing issues," he said on Monday. "This is troubling as fatigue clearly affects safety."

Hay warned that the decision could exacerbate staffing issues given that working conditions account for one of the reasons pilots depart airlines based in the country.

Flight operations back to normal, says IndiGo

Our Bureau
Mumbai

IndiGo's operations are back on track after a week-long disruption that saw cancellation of thousands of flights.

The airline said it has optimised its operations and on-time performance is back to normal levels. On Tuesday, IndiGo scheduled 1,800 flights connecting all its 138 destinations; on Wednesday, it plans to operate 1,900 flights. These are lower than the 2,200 plus flights it operated prior to the disruption that was caused by non-availability of well-rested pilots.

LESS CANCELLATIONS

While cancellations were reported at all major airports, these were lesser compared to last week.

For instance, 58 flights were cancelled at Hyderabad, a significant reduction compared to previous week. A similar trend was witnessed at Chennai, which saw 41 fewer IndiGo flights on Tuesday compared to 71 cancellations on Monday.

"I can confirm that as on Tuesday our operations are

fully stabilised which means the flights reflecting on our website are scheduled to operate with an adjusted network," IndiGo CEO Pieter Elbers said in a video message. Most of the bags stuck at the airports have already been delivered to affected customers.

AIRPORTS INSPECTED

Meanwhile, even as IndiGo announced normalisation of flights, the Civil Aviation Ministry dispatched officials to 10 airports to do an on ground assessment of schedule recovery and check if facilities and amenities are being provided to customers as promised. Civil Aviation Secretary Samir Kumar Sinha said the officials will assess on ground situation for flight delays/cancellation, congestion, manpower availability, information dissemination, provision of essential facilities such as drinking water.

Joint Secretary Madhu Sudana Sankar, who visited Mumbai airport, said discussions were held with all stakeholders. While flight cancellations had reduced, number of held up bags too had come down.



Corporate Communications Directorate

BUSINESS LINE

DELHI

10 DECEMBER 2025

Aircraft shortage a significant constraint for airline industry growth, says IATA

T E Raja Simhan
Chennai

The International Air Transport Association (IATA), the global industry body for various airlines, said that aircraft shortage remains one of the most significant constraints to the airline industry growth.

Delivery shortfall is around 5,300 aircraft with the order backlog surpassing 17,000 aircraft, a number equal to almost 60 per cent of the active fleet.

Historically, this ratio was steady at around 30-40 per cent.

GLOBAL OUTLOOK

This backlog is equivalent to nearly 12 years of the current production capacity, the global aviation industry body noted in its global outlook.

While deliveries of new aircraft began to pick up in late 2025 and production is



expected to accelerate in 2026, demand is forecast to outstrip the availability of aircraft and engines.

The average fleet age has risen to 15.1 years (12.8 years for aircraft in the passenger fleet, 19.6 years for cargo aircraft, and 14.5 years for the wide-body fleet).

SUPPLY CHAIN ISSUES

"Airlines are feeling the impact of the aerospace supply chain challenges across their business. Higher leasing costs, reduced scheduling flexibility, delayed sustainab-

The backlog is equivalent to nearly 12 years of the current production capacity, the global aviation industry body noted

ility gains, and increased reliance on suboptimal aircraft types are the most obvious challenges. Airlines are missing opportunities to strengthen their top-line, improve their environmental performance, and serve customers. Meanwhile, travellers are seeing higher costs from the resulting tighter demand/supply conditions. No effort should be spared to accelerate solutions before the impact becomes even more acute," said Willie Walsh, IATA's Director General.

Tariffs on metals and elec-

tronics resulting from US-China trade tensions have worsened some supply chain bottlenecks and raised some maintenance costs.

A shortage of skilled labour, especially in engine and component manufacturing, is constraining production ramp-up plans, is a major issue, the industry body said.

Indian aviation players have a large number of aircraft orders. IndiGo has an order book of nearly 900 aircraft, including A320NEO, A321NEO and A321XLR.

Air India had early this year placed an additional order for 100 Airbus aircraft, which included 10 wide-body A350s and 90 narrow-body A320 family jets. This was in addition to 470 aircraft ordered in 2023.

Akasa Air has a firm order for a total of 226 Boeing 737 MAX planes and has been facing aircraft delivery delays.

Corporate Communications Directorate

BUSINESS LINE

DELHI

10 DECEMBER 2025

Travel agents seek air ticket compensation regulations, SOPs for cancelled flights

Our Bureau
Mumbai

Travel agents want the Directorate General of Civil Aviation (DGCA) to revise its rules regarding compensation for cancelled flights. The agents have also asked for a new standard operating procedure (SOP) that would enable passengers to leave airport terminals quickly upon cancellation of flights.

These demands come as IndiGo flight cancellations grounded passengers across India. The disruption, which impacted the travel plans of thousands, also affected hotels across country.

"In the last few days, we have seen an airline (IndiGo) cancelling more than 1,000 flights without any compensation offered. The SOP for airlines in India is to keep revising departure times of flights rather than cancelling the flight. This SOP misleads

the travellers and authorities on the status designating as delayed and not cancelled and thus escaping the responsibility of compensating the traveller," Travel Agents Federation of India president Abbas Moiz wrote to the DGCA on Monday.

Moiz said a policy must be framed for all domestic and foreign airlines to protect customers in such situations.

CERTAIN CONDITIONS

At present, DGCA rules do provide for compensation for denied boarding and cancellations under certain conditions.

In case a passenger is informed of cancellation 24 hours in advance or prior, the airline must provide an alternate flight or refund.

In case a passenger is not provided intimation, the airline has to offer an alternate flight or provide compensation in addition to ticket re-



fund. The compensation payable is ₹5,000-10,000 or the basic one way fare plus fuel surcharge, whichever is lower. "Another, very important aspect, is that if the flight is cancelled, one must be able to leave the airport. There is a procedure which takes about two hours, if the traveller has not checked in baggage or it could take up to six hours, if the check in baggage is also to be retrieved," Moiz said.

INDIGO CRISIS

With holiday plans and business meets cancelled, hotels

are revising their occupancy forecast for the month.

"We have seen some cancellations in the first week to the tune of around 1,600 room nights. There is a 30 per cent recovery as there were extensions by guests. We are seeing lesser impact in the past couple of days but cancellations are still trickling in. We have changed our room occupancy forecast and expect 4-5 per cent decline in December," said Jatin Khanna, CEO, Sarovar Hotels.

The disruption of travel plans affected other players in the ecosystem too, like bus and taxi service providers.

Vijay Kalantri, President of the All India Association of Industries, said the disruption impacted not only the movement of passengers but also has wider ramifications on the hospitality and tourism sector, which focus on connectivity and travel experience.

इंडिगो को 10% उड़ानें कम करने का निर्देश

दीपक पटेल
नई दिल्ली, 9 दिसंबर

नागर विमानन मंत्री राममोहन नायडू ने आज इंडिगो के सीईओ पीटर एल्बर्स को तलब किया और पूरी सर्दियों के लिए घरेलू उड़ानों में 10 फीसदी की कमी करने के लिए कहा। निर्धारित उड़ानें कम करने से संकट से जूझ रही कंपनी को अपना परिचालन सामान्य करने में मदद मिलेगी। उड़ानों में कटौती उन मार्गों पर की जाएंगी जहां ज्यादा उड़ानें हैं।

इंडिगो ने कहा कि आज उसने 1,800 उड़ान संचालित कीं और कल 1,900 उड़ान संचालित करने की योजना है। इस महीने की शुरुआत तक इंडिगो रोजाना तकरीबन 2,300 उड़ान संचालित

कर रही थी। पिछले महीने पायलटों के लिए उड़ान समय सीमा के नए नियम (एफडीटीएल) लागू होने के बाद परिचालन में समस्या का सामना करना पड़ रहा है। नायडू ने एक्स पर बताया कि उन्होंने अद्यतन जानकारी के लिए इंडिगो के सीईओ पीटर एल्बर्स को मंत्रालय बुलाया था। उन्होंने कहा, 'मंत्रालय का मानना है कि इंडिगो की कुल निर्धारित उड़ानों में कटौती करना जरूरी है जिससे उसे परिचालन स्थिर करने में मदद मिलेगी। उसे 10 फीसदी की कटौती का आदेश दिया गया है।'

(शेष पृष्ठ 2 पर)



नियामक का निर्देश

■ मार्च तक कंपनी को अपनी निर्धारित उड़ानों में 10 फीसदी की कटौती करने का आदेश

■ परिचालन हो रहा सामान्य, मंगलवार को 1,800 उड़ानों का हुआ संचालन

■ एल्बर्स ने मंत्रालय को बताया कि 6 दिसंबर तक प्रभावित उड़ानों के लिए दिए जा चुके सौ फीसदी रिफंड

इंडिगो को अपनी 10 प्रतिशत उड़ानें घटाने का दिया निर्देश

पृष्ठ 1 का शेष

भारत में प्रत्येक विमान कंपनी को सर्दी और गर्मी के मौसम के लिए अपनी उड़ान समय-सारणी नगर विमानन महानिदेशालय (डीजीसीए) से मंजूर करानी होती है। अक्टूबर में डीजीसीए ने इंडिगो को विभिन्न मार्गों पर रोजाना 2,145 उड़ान भरने की मंजूरी दी थी। इसका मतलब है कि इंडिगो को अब अपनी समय सारणी से रोजाना करीब 215 उड़ानें हटाने का निर्देश दिया गया है, जिससे वह हर दिन करीब 1,930 उड़ान संचालित करने में सक्षम होगी।

नायडू ने कहा कि इंडिगो के सीईओ ने पुष्टि की है कि 6 दिसंबर तक प्रभावित उड़ानों के लिए 100

फीसदी रिफंड दिए जा चुके हैं। बाकी रिफंड और बैग को यात्रियों तक पहुंचाने का काम जल्द पूरा करने के सख्त निर्देश दिए गए हैं।

उन्होंने कहा कि पिछले हफ्ते इंडिगो के क्रू रोस्टर, उड़ान समय सारणी और संचार में आंतरिक खामी के कारण कई यात्रियों को काफी परेशानी हुई। नायडू ने बताया कि मामले की जांच और जरूरी कार्रवाई चल रही है। इस बीच संचालन स्थिर करने के लिए इंडिगो के शीर्ष प्रबंधन के साथ एक और बैठक हुई।

डीजीसीएस ने अपने आदेश में कहा, 'विमान कंपनी ने समय सारणी को कुशलता से संचालित नहीं किया। इसलिए उसे सभी मार्गों

में 10 फीसदी उड़ानें कम करने का निर्देश दिया जाता है, खास तौर पर ज्यादा मांग और ज्यादा उड़ानों वाले मार्गों पर मगर उन मार्गों पर उड़ानें घटाने से बचने की सलाह दी गई है जहां इंडिगो अकेली विमान कंपनी है।' नियामक ने इंडिगो को बुधवार शाम 5 बजे तक उड़ानों की संशोधित समय सारणी जमा करने के लिए कहा।

इस बीच ग्राहकों को एक वीडियो संदेश में इंडिगो के सीईओ ने कहा, 'पहले, हमने बताया था कि हम 10 से 15 दिसंबर के बीच अपने संचालन को सामान्य कर देंगे। अब मैं पुष्टि कर सकता हूँ कि आज, 9 दिसंबर तक हमारे परिचालन पूरी तरह से स्थिर हो गए हैं।'



It's the regulator, stupid!

Not adequately empowering the DGCA despite its statutory status is a mistake that needs to be corrected

Imagine a huge residential complex in a city with thousands of apartments. Several months after these apartments have been built and residents have moved in, the municipal authorities of the area wake up to the reality that these flats do not have an adequate number of security guards to ensure residents' safety.

So, the municipal authorities ask the real estate company that had built those apartments to put the required number of security guards in place within a given time frame. The real estate company requests for an extension of the deadline for fulfilling the condition and the municipal authorities agree to it initially. However, they later enforce the guidelines once the extended deadline comes to an end.

Left with no option, the real estate company decides that till such time as it can fulfil the condition imposed by the municipal authorities, it will ask some of the families to move out of the residential complex. The selective approach is adopted because the real estate company has to maintain a minimum ratio of security guards to the number of families that stay in the complex. Hiring security guards could take some time. So, it decides to evict many families residing in those apartments. Chaos ensues.

For most Indians, this story must be bringing a bell. Yes, we are talking about thousands of flights that were cancelled last week by India's largest airline, IndiGo. The comparison between an airline and a real estate company is not proper. Yet, the comparison helps us understand what exactly hit IndiGo and, by implication, what is ailing the regulatory system for India's civil aviation sector.

There is nothing wrong per se about a company's desire to grow fast. But that pace has to be sustainable. When the Directorate General of Civil Aviation (DGCA), the regulator, decided to increase the minimum mandatory weekly resting hours for pilots by 33 per cent, all airlines, including IndiGo, should have realised that they had no option but to increase their

pilot headcount significantly, even if they were to keep their daily flight schedules unchanged.

The DGCA announced its new guidelines in January 2024 to be enforced from June 2024. But as the airlines were not ready, the regulator deferred the implementation of the new norms in two phases, enforcing them partially from July 2025 and fully by November 2025. Air India managed this situation with less turbulence probably because it had quite a few of its aircraft already grounded, resulting in greater pilot availability, and also because it is a much less lean organisation compared to IndiGo.

In contrast, IndiGo, which had a daily schedule of 2,000 flights in January 2024, increased it to 2,200 a year later. For a real estate company, hiring security guards is relatively easy. But for an airline, employing pilots is significantly more difficult. Apart from strict rules that prohibit poaching of pilots from rival airlines (12 months' notice for a commander and six months' notice for a co-pilot), the pool of available pilots is very limited and the certification procedures to be followed before a pilot is qualified to fly an aircraft are time-consuming and not easy. Even hiring foreign pilots means a wait of several months.

It should, therefore, have become clear to IndiGo that its problem of pilot shortage was not likely to be solved easily. The deferment of these guidelines by DGCA to February next year will be of little help unless IndiGo decides to reduce its daily number of flights. So what was the top management of IndiGo doing in the last 23 months? Perhaps, the IndiGo management was supremely confident of its ability to persuade the regulator to defer the norms for Flight Duty Time Limitations (FDTL) and continue to operate its flights without reducing their frequency.

That is where the role of the regulators becomes extremely critical, perhaps as critical as that of the airline. If the airline failed to act responsibly in light of the

new guidelines, the regulators did not cover themselves with glory either. It was not just the aviation regulator that was found wanting in discharging its regulatory functions. Even the competition regulator paid little heed to the market dominance of an airline that by this year had acquired a share of 65 per cent of total flights in the country.

Did the Competition Commission of India examine if IndiGo was abusing its market dominance to exploit consumers under Section 4 of the Competition Act? Did it notice that in spite of the looming pilot shortage after the enforcement of the new FDTL norms, IndiGo was merrily increasing its flights and was not ready with a credible plan for hiring more pilots to service its flights under the new guidelines? Would not have such negligence been tantamount to abusing its market dominance to exploit consumers? Eventually, consumers did get exploited with the large-scale cancellation of flights. If only the competition regulator had been a little more alert and aware of its responsibilities!

A bigger problem was caused by DGCA, the aviation regulator. In 1994, the Air Corporations Act, which was passed in 1953 to nationalise civil aviation in India, was repealed to facilitate the entry of the private sector to run scheduled airlines in the country. The DGCA, which has been in existence even prior to

the nationalisation, continued to function as an attached office of the Ministry of Civil Aviation.

Strangely, it was only in 2020 that the DGCA was given statutory powers to regulate the civil aviation sector along with carrying out the safety oversight. What were the reformist governments of P V Narsimha Rao, Atal Bihari Vajpayee, Manmohan Singh and even Narendra Modi in his first term doing? The decision in 2020 by the Modi government in its second term, however, made little difference. The DGCA website continues to describe the organisation as an attached office of the civil aviation ministry, run mostly by serving government officers. Not only that, the DGCA suffers from an acute staff shortage, with half its approved posts remaining vacant.

Isn't it time to empower the DGCA as an independent statutorily-approved regulator and not just as an attached office of the civil aviation ministry? With the DGCA's statutory status remaining only on paper, the civil aviation ministry is making a bigger noise about what action should be taken against IndiGo. The most problematic aspect of the IndiGo controversy is how the regulators have acted weakly and ineffectively, without proper monitoring, while the civil aviation ministry has become more active and voluble in threatening to impose punitive costs on IndiGo and a fare cap on all other airlines.

The government and Parliament are within their rights to address the concerns of air travellers, but their primary job is to frame the right policies, ensure that the regulators are empowered to implement them, and that they don't go scot-free for not having anticipated such problems and taken advance remedial measures.

It is, therefore, time that the government undertook the much-delayed regulatory fix by adequately empowering the DGCA so that such chaos in civil aviation did not recur. IndiGo was irresponsible, but equally irresponsible and ineffective was the regulatory system. The current crisis in the aviation sector is an opportunity to reform that regulatory architecture in the country.



8वें दिन भी 422 फ्लाइट्स रद्द • कंपनी को निर्देश- जहां मांग ज्यादा, वहां कम उड़ान रखें

सरकार ने इंडिगो की उड़ानें 10% घटाईं; मोदी ने कहा- ऐसा संकट नहीं आने देंगे

भास्कर न्यूज़ | नई दिल्ली

देश की सबसे बड़ी घरेलू विमानन कंपनी इंडिगो के खिलाफ केंद्र सरकार ने एक्शन शुरू कर दिया है। मंगलवार को विमानन मंत्री के. राममोहन नायडू ने बताया कि इंडिगो के विंटर शेड्यूल में 10% की कटौती कर दी है। खासकर उन रूट्स पर जहां उड़ानों की मांग और संख्या ज्यादा है।

दिन में डीजीसीए ने इंडिगो से 5% कटौती को कहा था। उसने इंडिगो से बुधवार तक नया शेड्यूल मांगा है। कंपनी हर दिन 2200 उड़ानें ऑपरेट करती है। 10% कटौती के बाद करीब 220 उड़ानें ही कम होंगी। कटौती वाले शेड्यूल दूसरी एयरलाइंस को मिलेंगे। वहीं, 10 बड़े हवाई अड्डों पर आईएम अफसर तैनात किए गए हैं।

वहीं, एनडीए सांसदों की बैठक में प्रधानमंत्री नरेंद्र मोदी ने दो टुक कहा कि इंडिगो जैसा संकट दोबारा नहीं आने देंगे। सरकार कड़े कदम उठाएगी, चाहे कंपनियां इसे फंड करे या नहीं।

• मंगलवार को भी 422 फ्लाइट्स रद्द हुईं। 8 दिन में 4950 रद्द हो चुकी हैं।



एयरलाइन टेकओवर

इंडिगो के सीईओ पीटर फ्लेबर्स शाम को मंत्री नायडू से मिले। मंत्री ने उन्हें सरकार के एक्शन की जानकारी दी।

भास्कर इनसाइट

इंडिगो ने 403 विमान बताकर विंटर में 6% उड़ानें ले ली, लेकिन 345 भी नहीं उड़ा सकी... क्योंकि क्षमता कम

एम. रिवाज हारामी, नई दिल्ली। इंडिगो की परिचालन क्षमता और उसके वास्तविक विमान उपयोग के बीच भारी अंतर है। कंपनी ने 403 विमान होने की बात कर 6% अधिक विंटर शेड्यूल मंजूर कराया, लेकिन अक्टूबर में उसके 339 और नवंबर में 344 विमान ही उड़ सके। कंपनी को नवंबर के लिए 64,346 उड़ानों का शेड्यूल मिला था, लेकिन 59,438 ही उड़ानें, यानी 4900 कम। डीजीसीए निर्देशक रॉबिंट ठाकुर के मूलाधिक कंपनी ने 26 अक्टूबर से शुरू हुए विंटर शेड्यूल में पिछले साल के मुकाबले 9.66% बढ़ोतरी की है, लेकिन यह स्थिति नहीं कि यह इतनी उड़ानें संभाल सकती थी। विंटर में पहले ही दबाव रहता है। ऐसे में क्षमता से ज्यादा उड़ानों से सिस्टम पर अतिरिक्त बोझ बन गया।

कैप्टन रंधावा बोले- 80 विमान ग्राउंडेड, पायलट्स पर उड़ान का दबाव ज्यादा

- फेडरेशन ऑफ इंडियन पायलट्स के अध्यक्ष कैप्टन सी.एस. रंधावा ने 'भास्कर' को बताया कि इंडिगो के पास 360 एयरबस A320 विमान हैं। इनमें 80 विमान इंजन रिपेयर के कारण ग्राउंडेड थे। 320 विमान भी मान लें तो हर विमान पर कम से कम 7 कैप्टन और 7 फर्स्ट ऑफिसर चाहिए। यानी कुल 4480 पायलट चाहिए थे, जबकि एयरलाइन इस संख्या तक नहीं पहुंच पाई है। इसके अलावा, कुछ तकनीकी टिकटों भी हैं। इंडिगो ने 65 कैप्टन की कमी बताई, लेकिन 2 से 8 दिसंबर के बीच हालात उल्टे थे। पायलट एयरपोर्ट पर आते रहे, पर फ्लाइट डिस्पैच ही नहीं हुआ। विमान ही नहीं थे। शेष पेज 10 पर

इंडिगो ने 403 विमान बताकर...
दोसरी बात, पायलट्स पर काम का दबाव। लाइन कैप्टन आम तौर पर 70 घंटे प्रति माह उड़ान भरते हैं, यानी लगभग 770 घंटे प्रतिवर्ष। अंतरराष्ट्रीय मानकों के हिसाब से एक पायलट साल में 1000 घंटे तक उड़ान भर सकता है और सामान्यतः 800-850 घंटे उड़ान होती है। इंडिगो में दबाव काफी ज्यादा है। खासकर जब शेड्यूल तंग और कू कम हो। थकान जोखिम आक्रान्त पर रंधावा ने कहा, पायलट फॉर्म भरते हैं, रिपोर्ट करते हैं, लेकिन इस पर कोई वास्तविक रेगुलेटरी निगरानी

नहीं है। अब संकट ने इस विषय को फिर से उठाया है, लेकिन सिस्टम में अभी भी ठोस सुधार नहीं।
• रंधावा कहते हैं कि डीजीसीए को 6% शेड्यूल कटौती तो वही करनी चाहिए थी, जो इंडिगो की पिछले विंटर सेशन की तुलना में ज्यादा थी और इसके बाद हालात सामान्य करने के लिए 10-15% अतिरिक्त कटौती करके दूसरी एयरलाइंस को अवॉटन करना चाहिए था। अभी भी दूसरी एयरलाइंस की क्षमता का डीजीसीए उपयोग कर सकता है, जो उनका अधिकार है।

इंडिगो के ऑपरेशंस में आ रही स्थिरता, एयरलाइन की जवाबदेही तय की जाएगी : राम मोहन

नई दिल्ली, 9 दिसम्बर (एजेंसियां)। नागर विमानन मंत्री राम मोहन नायडू ने लोकसभा में मंगलवार को कहा कि बजट एयरलाइन इंडिगो के ऑपरेशंस में स्थिरता आ रही है और देश की बाकी की अन्य सभी एयरलाइंस का परिचालन सामान्य बना हुआ है। साथ ही उन्होंने हाल ही में बड़े संख्या में इंडिगो द्वारा फ्लाइट्स रद्द किए जाने पर कहा कि किसी भी एयरलाइन को यात्रियों के साथ यह करने की अनुमति नहीं दी जा सकती है।

निचले सदन में बोलते हुए, केंद्रीय मंत्री ने कहा, 'देश भर के हवाई अड्डों पर सामान्य स्थिति है, कोई भीड़भाड़ या परेशानी नहीं है।' उन्होंने आगे बताया कि डीजीसीए ने इंडिगो के वरिष्ठ अधिकारियों को कारण बताओ नोटिस जारी किया है और एक विस्तृत जांच



'देश भर के हवाई अड्डों पर सामान्य स्थिति है, कोई भीड़भाड़ या परेशानी नहीं है।' डीजीसीए ने इंडिगो के वरिष्ठ अधिकारियों को कारण बताओ नोटिस जारी किया है और एक विस्तृत जांच शुरू की है। राम मोहन नायडू

शुरू की है। रिपोर्ट के आधार पर, सख्त और उचित कार्रवाई की जाएगी।

केंद्रीय मंत्री ने सदन में कहा, 'इंडिगो को जवाबदेह ठहराया जा रहा है। किसी भी एयरलाइन को, चाहे वह कितनी भी बड़ी

क्यों न हो, योजना की विफलताओं या नियमों का पालन न करने के कारण यात्रियों को ऐसी परेशानी देने की अनुमति नहीं दी जाएगी।'

नायडू ने यह भी स्पष्ट किया कि संशोधित पायलट और क्रू रोस्ट्रिंग नियमों पर कोई समझौता नहीं किया जा सकता। मंत्री ने आगे कहा, '5 से 15 दिसम्बर के बीच रह कर गई उड़ानों के लिए रिफंड, सामान की खोज और यात्री सहायता उपाय नागर विमानन मंत्रालय की निगरानी में हो रहे हैं।' केंद्रीय मंत्री ने कहा कि संकट से निपटने के उपायों के तहत, 'इंडिगो को तुरंत रिफंड जारी करने का आदेश दिया गया था और 750 करोड़ रुपये से अधिक की राशि यात्रियों तक पहुंच चुकी है।' ड

स्पाइसजेट के बेड़े में शामिल हुए दो और बोइंग 737

नई दिल्ली। देश के उड़ान क्षेत्र में जारी संकट के बीच किफायती विमान सेवा कंपनी स्पाइसजेट के बेड़े में दो और बोइंग 737 विमान शामिल हो गये हैं। स्पाइसजेट ने एक प्रेस विज्ञप्ति में बताया कि दोनों विमान 26 और 29 नवंबर से वाणिज्यिक उड़ान भरनी शुरू कर चुके हैं। इनका उपयोग दिल्ली-बैकॉक, अहमदाबाद-दुबई और अहमदाबाद-कोलकाता मार्गों पर किया जा रहा है। पीक मांग वाले समय में दो विमानों का बेड़े में शामिल होना कंपनी के लिए काफी लाभदायक है। स्पाइसजेट के मुख्य वाणिज्यिक अधिकारी देवेंद्र महर्षि ने इसे घरेलू वृद्धि तरीके से क्षमता विस्तार की तरफ एक और कदम बताया। उन्होंने उम्मीद जतायी कि इससे परिचालन को मजबूत बनाने में मदद मिलेगी।



Corporate Communications Directorate

DECCAN HERALD

BANGALORE

9 DECEMBER 2025

DH

Airline crisis, festive rush send private bus fares soaring

BENGALURU, DHNS: With the festive season approaching and IndiGo cancelling flights in large numbers, private bus operators have sharply increased fares on major long-distance routes.

While fares for travel next week have risen by Rs 200-Rs 300, passengers planning to travel after December 20 may have to shell out up to Rs 3,000 more. The most impacted routes include Bengaluru-Kerala, Bengaluru-Goa, Bengaluru-Hyderabad, and Bengaluru-Mumbai.

An AC sleeper bus ticket to Thiruvananthapuram, which typically costs around Rs 1,200, is currently priced between Rs 1,550 and Rs 1,850 for travel next week. After December 20, the fare jumps to Rs 4,000.

"Most Malayalees go home during Christmas. Trains are fully booked and airlines are cancelling flights, so people don't want to take a risk. That's why we have increased the fares," a private bus operator told *DH*.

Fares to Mumbai have seen similar spikes. A Seabird Tourist bus ticket for December 20 is priced at Rs 4,425, with the operator citing the festive season as the reason for the surge.

Another operator justified the hike, saying that uncertainty around air travel has led more passengers to rely on buses this year.

Tickets to Goa have also shot up steeply — a Varad Lines AC bus ticket for December 20 costs Rs 4,000, while IntraCity SmartBus is charging Rs 3,100 for the same day.

Sreejaya K, who is travelling to Kerala around December 20, said, "I booked my ticket for Rs 4,000. I don't want to fly because of the recent incidents. The government should put a cap on prices."

Another Kerala-bound traveller added: "At times like this, when the government knows we depend on buses, it should control private operators. I've cancelled my trip home — I had to spend Rs 8,000 to Rs 9,000 just on travel."

Corporate Communications Directorate

DECCAN HERALD

BANGALORE

9 DECEMBER 2025

DH
INDIGO'S 'ROGUE BEHAVIOUR'

Weak regulation and tainted capitalism

The IndiGo fiasco is not an aviation story, but a governance story of weak institutions

AJITH NARADE

When IndiGo cancelled three hundred flights in December, it was tempting to blame it all on one company's 'rogue behaviour'. Scrutinising the case reveals a deeper analysis: a systemic weakening of India's regulatory institutions, and a form of tainted capitalism where dominant private players face little real accountability. The crisis was not an aberration; it was an inevitability.

India's regulators are meant to be quasi-judicial bodies — independent, evidence-driven, and powerful enough to discipline the biggest corporations. In principle, they play a role analogous to courts: interpreting rules, enforcing compliance, and promoting public interest. In practice, most regulators resemble departments: weak institutions, staffed by junior officers who cannot stand up to billion-dollar incumbents.

Contrast this with the United States, where even a junior federal judge could sue a powerful company against sitting President Donald Trump's whimsical tariffs. In India, the media regulator's staff is neither empowered nor funded. They are expected to regulate conglomerates whose influence spreads to each department of the government.

The result is predictable: regulatory hesitation, delayed enforcement, and a culture of looking away until a crisis becomes impossible to ignore.

Take the case of telecom, which has moved sharply. Over the past two decades, spectrum auctions were repeatedly followed by post-hoc rule changes — in pricing, revenue sharing, adjusted gross revenue (AGR), and merger terms. Policy shifts came not through transparent processes, but through continuous lobbying and lobbying.

When rules are unstable, discretionary and reversible under pressure, firms learn that the real game is not competition or efficiency, but regulatory capture.

The NITI Aayog CRISIL report on airport public-private partnerships shows the same lesson: India needs \$30 billion in airport investments over the next decade. Yet heritage participation is declining, not because investors fear arbitrary regulation, delayed clearances, unpredictable tariffs, and lengthy disputes.

AERA, air regulator of airports, is theoretically an independent, quasi-judicial authority. But its staff setting — its composition — has become a high-stakes political mine. Contention agreements,

corporate disputes, while serious despite legal and political influences.

When regulators are weak, the system becomes the real policymaker.

The IndiGo meltdown was not 'bad luck' or a 'perfect storm'. The roots go back to 2005, when the pilot union challenged explosive rostering and larger norms in court. The legal battle eventually led to DGCA's stricter Flight Duty Time Limitations (FTL). The story is sharp: a labour union led to step in where the regulator failed. The corrective action came from outside the system, suggesting a troubling lesson: that IndiGo did not resolve proactively.

In aviation, safety decisions are



paramount. Yet IndiGo helped as if compliance was optional. The DGCA knew of these lapses internally, but its junior staff had no direct recourse or felt unable to push back. Moral, how does a 20-year-old legacy director 'wait' for India's largest airline?

This is an actual substance. When one company becomes too big to regulate, the public becomes hostage.

The IndiGo crisis also reveals something uncomfortable about India's political economy: labour cannot regulate except through courts. Firms could not achieve basic labour protections through bargaining. They needed a judicial intervention.

If this is the fate of pilots, imagine the condition of informal workers, gig workers, or teachers in private colleges. In India's unbroken growth story, capital has become organised, concentrated, and politically entrenched, labour has become fragmented, precarious, and voiceless.

A society where only capital can speak consistently organised — it is unstable.

Another example of quasi-regulatory failure is in the higher education sector: India's education regulators — AICTE, UGC, state councils — have long been unable to discipline powerful private institutions. Excellence and fidelity to education goals is by exception, not the rule. Corruption fees, faculty shortages,

infrastructure violations, and quality lapses persist because regulators fear big game, political backlash, or simply administrative overload.

The result is a parallel system where rules exist but only for the weak. Big institutions invent new ways to bypass norms, while smaller ones collapse.

There are far too many examples across sectors, of how regulators lose the title of judges, but the autonomy of clerks.

India's development narrative often celebrates private enterprise, and rightly so. But when regulatory checks are weak, capitalism becomes tainted, especially aggressively through excessive regulatory behaviour. What follows are discretionary concessions and selective enforcement, monopolistic dominance that stifles competition, or regulatory capture that substitutes private interest for public interest.

The IndiGo episode is an economic governance story. A system with a strong rule of law would have compelled airlines to disclose staffing adequately months earlier, penalised schedule overruns, ensured transparent tariff and cost allocation, protected whistleblowers inside the DGCA, and institutionalised clear action remedies for passengers.

Instead, passengers bore the cost, airlines deflect the blame, and regulators were blamed to respond after the damage was done.

India does not suffer from a lack of regulations. Strengthening the regulatory spine will need: (1) institutional autonomy with fixed tenures, independent budgets, non-transferable leadership; (2) professionalised cadres with domain specialisation; (3) Legal empowerment that leads to swift penalties, binding directions, and statutory protection for staff acting in good faith; (4) Transparency and accountability by publishing all concessions and enforcing open consultations; (5) Preserving dominance in sectors like airlines, telecom, and digital markets.

IndiGo's meltdown, which is a big policy history, the fragility of airport PPPs, the helplessness of education regulators — all point to one truth: India's regulatory state is not performing enough to discipline the games it has created, nor can they rein in monopolies.

Until regulators regain independence, authority, and credibility, India will continue to oscillate between private excess and public helplessness. Regime competition will be limited, but the deeper fault will lie in a system where rules are flexible for the powerful and rigid for others.

Strengthening the rule of law is not anti-business. It is the only way to build a capitalism that is fair, stable, and genuinely transformative.

(The author is an economic journalist. The Indian Press)



Corporate Communications Directorate

DECCAN HERALD

BANGALORE

9 DECEMBER 2025



IndiGo's 'pressure tactics' shake India's aviation credibility

MARK D MARTIN

Never in India's aviation history has an airline held passengers hostage and threatened to compromise India's air safety credibility, as seen in the ongoing chaos involving IndiGo, the Directorate General of Civil Aviation (DGCA), and India's travelling public.

As someone closely following the aviation sector, it was clear that the airline was not in favour of the DGCA's revised Flight Duty Time Limitation (FDTL) in 2023, especially two key clauses: the mandatory crew rest of two days a week, and limitations on non-stop consecutive night flights.

Safety limits restrict overworking of crew and limit crew fatigue, which had some clear objectives—to improve safety, crew alertness, better cockpit decision making, and improved flight operations performance.

According to our analysis, owing to the grounding of its Pratt & Whitney-affected fleet, average fleet utilisation increased

from 13 hours per aircraft to 15.5 hours on the A320 fleet. That indicates that the existing pilot pool was already being stretched to its limits.

Industry sources, which this author spoke to, confirmed that there was a hiring freeze by the airline, and if any new hires happened, it would be from existing cadet pilot programmes. If the DGCA's FDTL regulation had been implemented, IndiGo would have needed to induct ~974 pilots (commanders and co-pilots), provide for additional reservations for hotel bookings, crew transport, and crew rest areas. Our estimates are that additional simulator checks and recurrent costs would have pushed up costs by at least 60%.

What makes its current actions appear like a 'pressure tactic' on the DGCA? IndiGo continues its on-time schedule with its international flights, international flight connections, and international routings. The mass cancellations and disruptions were in the domestic sector. Why is this the case?

One also understands that the FDTL regulations will affect the airline's flight deck crew, but, the DGCA stays far away from airport staff and cabin crew. If IndiGo was really the victim in all of this, it could have deployed all its off-roster cabin crew and airport staff to support and facilitate stranded passengers while making amends. Sorrowfully, IndiGo passengers were left waiting for hours without proper information, or being able to recover their luggage, with very little, if no, help in sight.

The current standoff boiled down to who blinked first, and frankly, none of us saw it coming when the DGCA, one of the most rigid, ruthless aviation safety enforcement and regulators, blinked. This, after the revised FDTL regulation was implemented by Air India, Akasa, and SpiceJet, by October.

The DGCA does make provisions for regulations that pertain to airworthiness for a limited time or flight hours, but never has

a safety-centred regulation been retracted at the behest of pressure from an airline.

The DGCA's retraction of its FDTL regulation is not an act to support the industry. Around the world, safety regulations are cast in stone, and can't be bent or stretched. That's because crew and passenger safety is sacred.

Managing airline staff fatigue has been under severe scrutiny after an IndiGo pilot collapsed and died in Nagpur shortly before he was to fly in October 2023. Given this, for the DGCA to go back on its stance sends the wrong message that air safety regulations in India are bendable, and can be distorted to suit the industry.

By going back on its safety regulations, even though it is an extension, the DGCA stands to risk unwarranted downgrades, disrespect, and prejudice from influential global aviation regulators such as the ICAO, the EASA, and the FAA.

Crew fatigue, overworking pilots, and not providing adequate rest cofacilitated with

lowering safety standards centred as the core of the new FDTL regulation. IndiGo's answer to the DGCA's diktat appears to focus on the airline not being willing to spend more money on crew.

IndiGo, which is the current leader of India's domestic aviation sector, should have shown leadership and maturity by complying with the regulation and not being at loggerheads with the DGCA. In the DGCA's temporary retraction of its FDTL regulation and the continuing airport chaos and uncertainty, IndiGo doesn't win. On the contrary, it loses credibility, trust, and integrity, and will be perceived as unethical.

The deeper and broader impact of IndiGo's rebuttal to safety regulations is the message that the airline is willing to compromise safety for profits. This could have a ripple effect with shareholders, banks, aircraft lessors, Airbus, ATR, and practically all OEMs and vendors connected with the airline.

The DGCA has issued a show-cause notice to IndiGo's CEO demanding an

explanation on the non-compliance with regulations. In the coming weeks and months, public distrust towards IndiGo is likely to grow, while Air India and Akasa are expected to increase flights, fly to more destinations, and enhance capacity—developments that could significantly drop IndiGo's passenger loads.

As someone with over three decades of experience in the aviation sector and having been closely involved in the operations of five airlines, I am aghast at the stunt pulled off by the airline I once held in high esteem for its efficiency and smooth systems, now seemingly caught in an identity crisis. I often brushed aside the occasional jibes from politicians who claimed IndiGo's market was too large and powerful, insisting that something had to be done to reduce its share. Ironically, it appears that IndiGo has done this already.

(The writer is a member of the Royal Aeronautical Society and founder and CEO of an aviation safety firm)



भारतीय विमानपत्तन प्राधिकरण
AIRPORTS AUTHORITY OF INDIA

Corporate Communications Directorate

DECCAN HERALD

BANGALORE

9 DECEMBER 2025

DH

'Profusely apologetic': IndiGo seeks more time to respond to DGCA notices

Cites technical glitches, new duty norms for flight disruptions

SHEMIN JOY
NEW DELHI, DHNS

IndiGo on Monday sought more time from the Directorate General of Civil Aviation (DGCA) to respond to its show-cause notices to top officials on disruption in its services, claiming that it is "realistically not possible to pinpoint the exact cause(s)" within a short span of time even as it was 'profusely apologetic' about the hardship caused to passengers.

The civil aviation regulator had on Saturday issued notices to IndiGo CEO Pieter Elbers and Chief Operating Office Isidre Porqueras on the massive cancellation of flights owing to the implementation of new Flight Duty Time Limitation (FTDL) norms.

The initial response signed by both the CEO and COO



A Buddhist nun holds prayer beads as she sits in the waiting area after her IndiGo flight was delayed, at Terminal 1 of Indira Gandhi International Airport in New Delhi. REUTERS

were submitted to the DGCA on Monday evening, after a 24-hour extension to reply.

A DGCA statement said IndiGo was 'profusely apologetic' and 'deeply regrets' the inconvenience and hardship caused to customers while attributing the disruption to the 'compounding effect of multiple factors', which operated in an 'unfortunate and unforeseeable confluence'.

The airline has sought more time for reply in detail saying it is "realistically not possible to pinpoint the exact cause(s)" at this time due to the complexity and vast scale of operations.

They said the DGCA's man-

ual allows a 15-day response timeline for show-cause notices, suggesting more time is needed to conduct a comprehensive 'Root Cause Analysis' (RCA).

On the 'preliminary contributing factors', the DGCA said the airline suggested that the disruption resulted from a combination of the following factors, which coincided in lesser or greater measure.

It includes "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".

IndiGo also said they had been "engaging with the DGCA regarding challenges in implementing the Flight Duty Time Limitations (FTDL) Phase II and were seeking variations, exemptions, or extensions."

"The disruptions began in early December when the compounding factors resulted in a lower On-Time Network Performance, which affected crew availability," it said.

The airline also said it took the 'drastic measure' of 're-booting' the network by taking a significant number of cancellations to recover stranded customers, ease airport congestion, and reposition crew/aircraft. "This allowed services to progressively restore and normalise from December 6," the airline said.

IndiGo also claimed they have provided timely notifications and facilitations — meals and refreshments, hotels and local transport. Substantial refunds have been processed for most affected customers. DGCA said it is in the process of examination the response and enforcement action as deemed appropriate will be taken.



Flight cancellations credit negative, to hit IndiGo financially, says Moody's

Warns airline could face revenue loss, penalties

NEW DELHI, PTI

The widespread disruptions in IndiGo flights, resulting from the airline's failure to plan for aviation regulations communicated to the 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 on Monday.

In a note, Moody's said the disruptions are "credit negative" for the airline. "Despite temporary reprieve, failure to effectively plan for new aviation regulations is credit negative."

The disruptions, which coincided with peak winter schedules, resulted in over 1,600 flight cancellations on December 5, after similar operational issues in November left more than 1,200 flights grounded. Flight 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 compensa-

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 the DGCA for its Flight Duty Time Limitation (FDTL) rules, effective until February 10, 2026.

This followed a week-long period of IndiGo reporting massive delays and cancellations of its flights caused by a mix of regulatory changes and weather conditions that exacerbated the company's lapses in planning, amid a peak winter-schedule for the airline.

IndiGo's lean operational model, effective under normal conditions, lacked resilience to absorb the regulatory changes, triggering a system-wide schedule reset.

DGCA has issued show-cause notices to IndiGo CEO Pieter Elbers and COO Hidro Poqueiras, raising questions about leadership continuity.



Luggage of passengers whose IndiGo flight was cancelled on trolleys at an airport in Pune, earlier this week.

Key observations

- Despite temporary reprieve, failure to effectively plan for new aviation regulations is credit negative
- Recent flight disruptions underscore significant lapses in planning, oversight and resource management
- IndiGo may face reputational damage, which may affect its code-sharing arrangements

(MoCA) has directed the airline to process all customer refunds by December 7, without levies, while potential penalties remain under consideration.

"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

provide cost efficiencies in stable times, lacked the resilience needed for this change in regulations, leading to the need for a system-wide reboot that led to cancellation(s)," Moody's said.

It said, following a schedule reset over December 5-6, IndiGo has gradually restored services. The CEO confirmed that 1,650 of its 2,200 daily flights are operational, and expected a return to full schedules by mid-December.

"Although the fundamentals of IndiGo's Baa3 rating remain intact, including its dominant market share, low penetration rates for air travel in India, strong macro growth fundamentals and IndiGo's long-term leverage sustainable below 3.5x, the airline's profitability will be negatively impacted in the current fiscal year ending March 31, 2026," it said.

Moreover, there will be some reputational damage for IndiGo, which may hurt the company, especially in its code-shar-

Complying with MoCA directive on airfares, says Air India

HRITHIK KIRAN BAGADE
BENGALURU, DHNS

Air India, on Monday said it is complying with the government's directive to cap economy class fares, following widespread criticism over sharply inflated ticket prices by carriers, particularly on major domestic routes, after IndiGo's cancellation of more than a thousand flights brought the aviation sector to near standstill.

In a statement on X, Air India said: "In compliance with the Ministry of Civil Aviation's (MoCA) directive issued on the evening of 6 December regarding the capping of Economy Class base fares, Air India Group commenced the rollout of the new prescribed fares across its reservation systems immediately." The airline added that Air India Express has already completed implementation, and Air India is applying the caps in phases, expected to be fully effective soon.

Government-mandated caps restrict fares to Rs 7,500 for distances up to 500 km and Rs 18,000 for routes above 1,500 km, with intermediate slabs of Rs 12,000 and Rs 15,000 for journeys of 500-1,000 km and 1,000-1,500 km, respectively. The

order applies only to economy class, and remains in force until the situation stabilises.

Air India noted that since the process involves third-party system dependencies, a phased rollout is required to ensure accuracy and stability without disrupting guest bookings. "Guests who may have booked Air India flights in economy class during the transition period, at base fares above the prescribed caps, are entitled to refunds of the differential amounts," it confirmed.

Responding to claims of continued inflated pricing online, an Air India spokesperson clarified, "We are aware of screenshots of last-minute itineraries with one-stop or two-stop flights, or a combination of economy and premium economy or business cabins, taken from third-party platforms. It is not technically possible to cap all such permutations, but we are engaging such platforms to exercise oversight."

Also, Air India and Air India Express seek to add capacity to help travellers and their baggage reach their destinations quickly.

For now, travel platforms and airlines say they are waiting for flight operations to normalise across the country.



IndiGo chaos: Govt talks of strict action to set example

Civil Aviation Minister blames airline for inept handling of rostering

SHEMIN JOY
NEW DELHI, DHNS

An investigation is underway to establish the reasons for the IndiGo fiasco and strict action will be taken to set an example for any non-compliance in future, Civil Aviation Minister K Ram Mohan Naidu on Monday told the Rajya Sabha, blaming the airline for bungling the crew rostering and internal planning.

In his first comments in Parliament on the issue, Naidu responded to queries from MPs during the Question Hour insisting that there will be no compromise on the issue of safety, even as the Opposition walked out of the House claiming that they were unsatisfied with the minister's response.

The issue was also raised in the Lok Sabha, with the Opposition demanding an immediate statement by the minister. Speaker Om Birla said Naidu will make a detailed statement.



An IndiGo official works next to heaps of luggage piled up at the Indira Gandhi International Airport in New Delhi. PTI

MINISTER NAIDU IN PARLIAMENT

Ministry had multiple meetings with stakeholders before the implementation of new FDTL norms

- Some airlines had sought some variations owing to the nature of operations and they were allowed
- There were "a lot of internal complications" with IndiGo and the airline should have maintained its affairs properly
- Ministry had a meeting with IndiGo on Dec 1 on FDTL implementation but airline had not flagged any issue

IndiGo services went into a tailspin after the new norms of Flight Duty Time Limitations (FDTL), which mandated 48 hours of uninterrupted rest for pilots, kicked in.

In the Rajya Sabha, Naidu highlighted the first phase of new FDTL norms that were implemented on July 1 this year and the second phase on November 1. Everything was running normal for a month

from November 1 when the second phase was implemented but, suddenly, they observed disruption from December 3, prompting the ministry's intervention, he said.

"The IndiGo crisis happened due to problems in its crew rostering and internal planning system. We are not taking the situation lightly. We are conducting an investigation and we will take very strict action

IndiGo 'profusely apologetic'

IndiGo on Monday sought more time from the DGCA to respond to its show-cause notices to its top officials on disruption in its services, claiming that it is "realistically not possible to pinpoint the exact cause(s)" within a short span of time even as it was "profusely apologetic" about the hardship caused to passengers.

not only for them but also for all airlines. We will take very strict action so that we set an example in the industry," he said.

Naidu said the ministry had multiple meetings with stakeholders before the implementation of new FDTL norms. They said some airlines had sought some variations owing to the nature of operations and they were allowed only after taking into consideration the overall air safety parameters, as there can be no compromise on the issue of safety.

► **Indigo, Page 6**
Airport defers overstay fee till further notice, Page 2
More reports, Pages 10 & 13



Corporate Communications Directorate

DECCAN HERALD

BANGALORE

9 DECEMBER 2025

Flight chaos triggers hotel price surge near KIA

BENGALURU, DHNS: Widespread IndiGo flight cancellations have left thousands stranded at the Kempegowda airport, triggering a revenue boom for hotels and nearby businesses, as stranded flyers face soaring room rates and steep cab fares.

A surge in demand for accommodation, especially on Thursday night when hundreds of flights were cancelled — many on busy routes such as Delhi and Mumbai — has sent prices for rooms and local transport soaring.

While hotels gain, flyers face distress as they were forced to pay unexpected costs to stay



They call Bengaluru world-class. But when one airline fails, everything — from hotels to cabs — becomes daylight robbery.

Senthil Kumar
(trying to reach Jaisalmer)

near the airport and reschedule. Managers of nearby hotels confirmed a rapid sell-out.

One hotel, about 5 km from the airport, usually charging Rs 3,938 (for a standard room), quoted Rs 11,000 per night on December 4. “Last Thursday night, it was fully packed and completely sold out,” said the manager, adding that only two

or three vacancies remained on Monday.

Another hotel, which charges Rs 3,300, demanded over Rs 10,000 for a single night during the cancellations.

Preeti, a techie attempting to reach Delhi for a family emergency, said, “The money I paid to the cab was equal to a hotel room rent for Rs 2,500 in the city. As I could not afford the hotels near the airport, which were quoting Rs 7,000 to Rs 10,000, I took a cab to the city. It felt like the city is punishing us for IndiGo’s failures. I demand that the airlines bear the cost of our lodging and alternate transportations.”

इंडिगो की उड़ानों में 10% कटौती

नागरिक उड़डयन मंत्री की इंडिगो के सीईओ के साथ हुई बैठक के बाद किया गया बड़ा फैसला | एयरलाइन प्रतिदिन करीब 2,300 उड़ानों का करती है परिचालन, अब 230 घट जाएंगी

जागरण न्यूरो, नई दिल्ली : नागरिक उड़डयन मंत्रालय ने मंगलवार को इंडिगो एयरलाइन को अपनी उड़ान समय-सारिणी में 10 प्रतिशत की कटौती करने का आदेश दिया। यह निर्णय उड़ान संबंधी नए रजिस्टर नियम यानी फ्लाइट ड्यूटी टाइम लिमिटेशन (एफडीटीएल) लागू होने के बाद इंडिगो की हजारों उड़ानों के रद्द होने के कारण लिया गया है। नए सुरक्षा नियम लागू होने के बाद इंडिगो के परिचालन में गंभीर अव्यवस्था पैदा हुई है। परिणामस्वरूप सप्ताहभर में 4,000 से अधिक उड़ानें निरस्त की गईं और सीकड़ों फ्लाइटों देरी से रवाना हुईं। यात्री हलका रहें और हवाई अड्डों पर अफरातफरी का माहौल रहा। मंगलवार को यानी आठवें दिन इंडिगो ने छह बड़े हवाईअड्डों से 422 उड़ानें रद्द कीं।

विमानन नियामक नागरिक उड़डयन महानिदेशालय (डीजीसीए) ने यह फैसला इंडिगो के सीईओ पीटर एल्बर्स को नागरिक उड़डयन मंत्री राममोहन नायडू के साथ मुलाकात के बाद लिया। एल्बर्स को मंत्रालय ने समन किया था। इस बीच, इंडिगो प्रबंधन ने बताया कि छह दिसंबर तक के यात्रियों के पूरे पैसे रिफंड किए जा चुके हैं। 750 करोड़ रुपये से ज्यादा की राशि यात्रियों के खातों में पहुंच चुकी है। बता दें कि इस संकट से पहले इंडिगो प्रतिदिन करीब 2,300 उड़ानों का परिचालन करती थी। इस लिहाज से प्रतिदिन लगभग 230 उड़ानों की

● मंगलवार को भी इंडिगो ने 422 उड़ानें रद्द कीं, आठ दिन में अब तक 4,000 से अधिक उड़ानें रद्द

● इंडिगो ने कहा- रिफंड के तौर पर 750 करोड़ से ज्यादा की रकम यात्रियों के खातों में पहुंच चुकी



नई दिल्ली में मंगलवार को नागरिक उड़डयन मंत्री राममोहन नायडू के साथ बैठक के दौरान इंडिगो के सीईओ पीटर एल्बर्स ● अइएनएस

विमानों के साथ ही पायलटों की कमी गंभीर समस्या

देश के विमान उद्योग में विमानों के साथ ही पायलटों की कमी गंभीर समस्या है। जून 2025 तक 694 विमान संचालन में थे, जोकि साल के अंत तक 800 से ऊपर पहुंच चुके हैं। विमानन कंपनियां जो नए विमान ले रही हैं वह नैरोबॉडी वाले हैं। यही नहीं, हर नए विमान के लिए 10-15 पायलट की जरूरत होती है। विमानन कंपनियों के लिए तत्काल 1,500-2,100 पायलटों की भर्ती को जरूरी बताया जा रहा है।

कटौती होगी।

मंत्रालय के अनुसार, फ्लाइटों में कटौती आपरेशन को स्थिर करने और रद्दीकरण रोकने के लिए जरूरी है। कटौती मुख्य रूप से उन रूटों में की गई है जहां सबसे ज्यादा मांग और जो सबसे ज्यादा व्यस्तता रहती है। जहां इंडिगो अकेली उड़ान भरती है, यहां प्रतिस्पर्धा सुनिश्चित की जाएगी। इस बीच, इंडिगो ने

मंगलवार को दावा किया है कि उड़ानों की स्थिति पूरी तरह से सामान्य हो रही है। सरकार ने भी माना है कि स्थिति तेजी से सुधरी है, लेकिन डीजीसीए को इस बात का भरोसा नहीं है कि देश की सबसे बड़ी यह विमानन कंपनी सर्दियों के व्यस्त मौसम में अपने यादों के मुताबिक उड़ानें संचालित कर सकेगी। लिहाजा नियामक ने

बड़ा सवाल : इंडिगो की उड़ानों में कटौती की कौन सी एयरलाइन करेगी भरपाई

सरकार के स्तर पर सख्ती दिखाने के बावजूद सवाल यह है कि क्या देश की दूसरी एयरलाइनें इंडिगो की जगह लेने को तैयार हैं। एअर इंडिया, स्पाइसजेट और अकासा एयर जैसी कंपनियां खुद जूझ रही हैं। एअर इंडिया पर विस्तार का बोझ है तो स्पाइसजेट के पास सितंबर 2025 तक सिर्फ 19 सक्रिय विमान हैं जबकि अकासा पायलटों और रखरखाव की कमी से परेशान है। विशेषज्ञों का कहना है कि बिना तैयारी के इतनी उड़ानों को दूसरी कंपनियों को स्वामत्तरित किए जाने से किराया बढ़ने का खतरा है। बड़ी संख्या में उड़ानें रद्द होने की भी आशंका है। एअर इंडिया एक्सप्रेस का विटर शेड़यूल शीघ्र काल के मुकाबले छह प्रतिशत कम है। अकासा ने पहले ही 5.7 व स्पाइसजेट ने 26 प्रतिशत बढ़ोतरी की है।

विंटर सांजन (मार्च, 2026 तक) की सूची से इंडिगो की उड़ानों में 10 प्रतिशत की कटौती करने का फैसला किया है। यह कदम एयरलाइन को आपरेशनल क्षमता को लेकर सरकार के स्तर पर अड़ रही चिंता को बताता है।

इंडिगो की उड़ानों में पहले पांच प्रतिशत कटौती की थी घोषणा >> पेज 8

स्वस्थित >> पेज 8

Corporate Communications Directorate

DAINIK JAGRAN

DELHI

10 DECEMBER 2025

कोई एयरलाइन यात्रियों को परेशान नहीं कर सकेगी: नायडू

जगरण न्यूज़, नई दिल्ली: इंडिगो एयरलाइन की वजह से घरेलू हवाई उड़ान सेवाओं के प्रभावित होने का मामला लगातार दूसरे दिन संसद में उठा। नागरिक उड्डयन मंत्री राममोहन नायडू ने मंगलवार को लोकसभा को बताया कि चाहे कोई एयरलाइन कितनी भी बड़ी क्यों न हो, उसे नियमों को



राममोहन नायडू

अनदेखी करने या उसकी प्रवृत्ति को असफलता की वजह से यात्रियों को किसी सूरत में परेशान नहीं करने दिया जाएगा। नायडू ने इस पूरे विवाद के लिए फिर से इंडिगो को पूरी तरह जिम्मेदार ठहराया और चेतावनी दी कि सख्त कार्रवाई की जाएगी। इंडिगो के सीईओ एल्बर्स को नागरिक उड्डयन मंत्रालय ने समन भी किया था जिसके बाद वह मंगलवार को नायडू से मिलने पहुंचे। फलं भी नायडू ने उन्हें यही संदेश दिया कि जो हुआ उसका हर्जा-ब मुमकिन ही पड़ेगा। लेकिन उससे पहले यात्रियों के सभी पैरो, बैगेज आदि लौटाने संबंधी मंत्रालय के निर्देश का पालन करने को कहा।

इंडिगो ने मंगलवार को टाया किया कि एयरलाइन अब पैरो पर खड़ी हो चुकी है और उसके अपरेरेशंस अब स्थिर हो गए हैं। साथ ही एयरलाइन हर प्रभावित यात्री को जरूरतों को पूरा करने में जुटी हुई है। इंडिगो के सीईओ पीटर एल्बर्स ने मंगलवार को जारी अपने जरूरी संदेश में एक बार फिर यात्रियों से उन्हें

● इंडिगो की वजह से हवाई सेवाओं के प्रभावित होने का मामला लगातार दूसरे दिन संसद में उठा

● नागरिक उड्डयन मंत्री ने इंडिगो को पूरी तरह जिम्मेदार ठहराया, कस-सख्त कार्रवाई की जाएगी



आइजीआइ एयरपोर्ट टर्मिनल एक पर इंडिगो फ्लाइट रुक होने के बाद चेन्नई के 25 सदस्यीय परिवार वापस लौटते हुए ● हूड कुंभार

हुई असुविधा के लिए माफी मांगी है। एल्बर्स ने अपने संदेश में कहा- 'पहले हमने अनुमान लगाया था कि 10-15 दिसंबर तक सब सामान्य हो जाएगा लेकिन अब मैं उसके तौर पर कह सकता हूँ कि आज यानी 10 दिसंबर को ही हमारा परिचालन पूरी तरह स्थिर हो गया है। वेबसाइट पर दिखा रही सभी फ्लाइट्स तब समय के साथ उड़ान भर रही हैं हालांकि कुछ मार्गों में अभी समावधान किया जाना बाकी है।' एल्बर्स ने बताया कि सबसे पहले प्राथमिकता यह थी कि जिसने भी बाकी एयरपोर्ट पर फंसे थे, उन्हें सुरक्षित उनके माता-पिता या घर पहुंचाया जाए। उसके बाद रिफंड प्रक्रिया शुरू की गई।

नेटवर्क बहाली के बारे में उन्होंने बताया कि पांच दिसंबर को सिर्फ 700 फ्लाइट्स उड़ा पाए थे, जो अब 1,500, सात को 1,650 और सोमवार व मंगलवार को 1,800। इंडिगो सीईओ का उक्त बयान आने से पहले मंगलवार को दोनों सदन में इंडिगो की तरफ से हवाई सेवाओं के रुक करने का मुद्दा विपक्षी दलों ने बताया। राज्य सभा में कौंसिल की तरफ से नागरिक उड्डयन सेक्टर में इंडिगो के एक्सीक्यूटिव का मुद्दा उठाया गया और सरकार को घेरने की कोशिश की गई। लोकसभा में प्रत्यक्षतः नागरिक उड्डयन मंत्री ने इंडिगो विवाद पर सरकार की तरफ से बयान दिया।

उड़ान रुक होने से 25 सदस्यीय परिवार आइजीआइए पर फंसा

जगरण न्यूज़, नई दिल्ली: चेन्नई निवासी फैजल और उनका 25 सदस्यीय संयुक्त परिवार उत्तराखंड के हिल स्टेशनों के एक समूह के भ्रमण से लौटने के बाद मंगलवार को आइजीआइ एयरपोर्ट पर फंसा गया। उन्हें उस समय बड़ा झटका लगा जब उन्हें पता चला कि चेन्नई के लिए उनकी शाम चार बजे की निर्धारित उड़ान रुक गई है। मजबूरी में उन्हें लगभग दोघुनी कीमत चुकाकर 11 दिसंबर को हिल्टन से उड़ान भरने वाली फ्लाइट का टिकट लेना पड़ा। सिंगपुर में एक कंसल्टेंट कंपनी में कार्यरत फैजल, पत्नी सहित परिवार के 24 सदस्यों

के साथ 30 नवंबर को उत्तराखंड भ्रमण पर निकले थे। फैजल ने कहा कि उड़ान के रुक होने से एक तो उन्हें दोघुनी कीमत पर हवाई टिकट लेना पड़ा है। दूसरा, अब उन्हें 11 दिसंबर तक दिल्ली में सभी 25 लोगों के लिए ठहरने, खाने-पीने और दिल्ली से गाजिपुड़ा स्थित हिल्टन एयरपोर्ट तक जाने के लिए परिवहन का अतिरिक्त खर्च उठाना पड़ रहा है। परिवार में 10 बच्चों के साथ बुजुर्ग सदस्य भी शामिल हैं, जो पहले से ही कसौ शकें हुए हैं। फ्लाइट रुक होने और दिल्ली में रुकने की मजबूरी ने उनकी परेशानी को और बढ़ा दिया है।

इंडिगो की उड़ानों में पहले की गई थी पांच प्रतिशत कटौती की घोषणा

जगरण न्यूज़, नई दिल्ली : डीजीसीए ने सोमवार को टेरिस्ट्रियल एविएशन को नियंत्रित करने के दौरान इंडिगो की उड़ानों में पांच प्रतिशत की कटौती की घोषणा की थी। इसे मंगलवार को बढ़ाकर 10 प्रतिशत कर दिया गया। सरकार का मानना है कि इस कदम से एयरलाइन के परिचालन को सुचारु करने में मदद मिलेगी और रोकथाम कम होगी।

नागरिक उड्डयन मंत्रालय के डाटा के मुताबिक, इस बार सर्दियों के सीजन में इंडिगो की तरफ से हर हफ्ते 15,014 उड़ानों की तैयारी की थी। नागरिक उड्डयन मंत्रालय ने इंडिगो के समग्र कूट नेटवर्क में दस प्रतिशत की कटौती को जरूरी माना है। उड्डयन मंत्री नायडू ने एक्स पर लिखा- 'इंडिगो के अंतरिक क्रू रेस्टॉरिंग, गैटवेयू मैनेजमेंट और कर्मचारीकरण में सुधारों से यात्रियों को भारी परेशानी हुई।



Corporate Communications Directorate

DAINIK JAGRAN

DELHI

10 DECEMBER 2025

भारत में अमेरिका व चीन से कम हवाई जहाज

राजीव कुमार • जगरण

नई दिल्ली: भारत में हवाई जहाज से चलने वाले यात्रियों की संख्या दुनिया में सबसे तेज गति 12 प्रतिशत की दर से बढ़ रही है, लेकिन इस अनुपात में हवाई जहाज की संख्या में बढ़ोतरी नहीं हो रही है। हवाई यात्रा के मामले में भारत वैश्विक रूप से दुनिया का तीसरा सबसे बाजार बन गया है, पर उस हिसाब से भारत में हवाई जहाज की संख्या नहीं है।

हवाई यात्रा के मामले में भारत से आगे अमेरिका व चीन हैं जहां यात्री हवाई जहाजों की संख्या क्रमशः 8,000 और 7,300 है। भारत में यह संख्या सिर्फ 810 है। भारत में घरेलू व विदेशी दोनों मिलाकर 30 करोड़ से अधिक यात्री हवाई जहाज की यात्रा करते हैं। चीन में सालाना 70 करोड़ से अधिक यात्री हवाई

हवाई यात्रा की कीमतों पर अंकुश का कोई नियम नहीं

सरकार के मुताबिक हवाई जहाज में यात्रा से जुड़े टिकट की कीमतों पर अंकुश लगाने का कोई नियम नहीं है। टिकट का मूल्य मांग व पूर्ति पर निर्भर करता है। हालांकि समय-समय पर जरूरत के मुताबिक सरकार टिकट मूल्य की सीमा तय करती है, लेकिन यह हमेशा के लिए नहीं हो सकता है।

यात्रा करते हैं जो भारत के मुकाबले दोगुना से अधिक है, लेकिन चीन में हवाई जहाज की संख्या भारत के मुकाबले आठ गुना से अधिक है। अमेरिका में सालाना 90 करोड़ यात्री हवाई यात्रा करते हैं।

इंटरनेशनल एयर ट्रांसपोर्ट

अथॉरिटी (आइएटीए) के मुताबिक हवाई जहाज की कमी वैश्विक स्तर पर है और अगले पांच साल से पहले इसमें सुधार होने की उम्मीद भी नहीं है। कोरोनाकाल के दौरान हवाई जहाज का निर्माण प्रभावित हुआ जिसे मांग के मुताबिक अब तक नहीं लाया जा सका है।

आइएटीए के मुताबिक दुनिया भर में सालाना 16,004 हवाई जहाज की जरूरत है और निर्माता कंपनियों को इसके आर्डर भी मिल चुके हैं, लेकिन निर्माता कंपनियां सालाना सिर्फ 10,720 हवाई जहाज का ही उत्पादन कर पा रही हैं। 17,000 से अधिक का बैकलॉग है। इसकी सबसे बड़ी वजह है कि दुनिया में सीमित कंपनियां यात्री हवाई जहाज का निर्माण करती हैं। मुख्य रूप से दो कंपनियां ही हवाई जहाज का निर्माण करती हैं।

एयरलाइन चाहे कितनी बड़ी हो, यात्रियों को परेशान नहीं कर सकेगी : नायडू

- इंडिगो की वजह से घरेलू हवाई सेवाओं के प्रभावित होने का मामला लगातार दूसरे दिन संसद में उठा
- नागरिक उड़्डयन मंत्री ने इंडिगो को पूरी तरह जिम्मेदार ठहराया, कहा-सख्त कार्रवाई की जाएगी
- इंडिगो के सीईओ ने यात्रियों से फिर माफी मांगी, कहा-अब हमारा परिचालन पूरी तरह स्थिर हो गया

जगरण खुरी, नई दिल्ली

इंडिगो एयरलाइन की वजह से घरेलू हवाई उड़ान सेवाओं के प्रभावित होने का मामला लगातार दूसरे दिन संसद में उठा। नागरिक उड़्डयन मंत्री राममोहन नायडू ने मंगलवार को लोकसभा को बताया कि चाहे कोई एयरलाइन कितनी भी बड़ी क्यों न हो, उसे नियमों की अनदेखी करने या उसकी एग्रेसिविटी की असफलता की वजह से यात्रियों को किसी स्तर में परेशान नहीं करने दिया जाएगा। नायडू ने इस पूरे विवाद के लिए फिर से इंडिगो को पूरी तरह जिम्मेदार ठहराया और चेतावनी दी कि सख्त कार्रवाई की जाएगी। इंडिगो के सीईओ एल्बर्स को नागरिक उड़्डयन मंत्रालय ने समन भी किया था जिसके बाद वह मंगलवार को नायडू से मिलने पहुंचे। वहां भी नायडू ने उन्हें वही संदेश दिया कि जो हुआ उसका हर्जाना भुगतना ही पड़ेगा। लेकिन उससे पहले यात्रियों के सभी पैसे, बैगेज आदि लौटाने संबंधी मंत्रालय के निर्देश का पालन करने की



राममोहन नायडू। फाइल फोटो

इंडिगो ने मंगलवार को दावा किया कि एयरलाइन अब पूरी तरह अपने पैरों पर खड़ी हो चुकी है और उसके आपरेटिंग अब स्थिर हो गए हैं। साथ ही एयरलाइन हर प्रभावित यात्री की जरूरतों को पूरा करने में जुटी हुई है। इंडिगो के सीईओ पीटर एल्बर्स ने मंगलवार को जारी अपने नए वीडियो संदेश में एक बार फिर

यात्रियों से उन्हें हुई अस्विकृति के लिए माफी मांगी है। एल्बर्स ने अपने संदेश में कहा- 'पहले हमने अनुमान लगाया था कि 10-15 दिसंबर तक सब सामान्य हो जाएगा लेकिन अब मैं पक्के तौर पर कह सकता हूँ कि आज यानी नौ दिसंबर को ही हमारा परिचालन पूरी तरह स्थिर हो गया है। वेबसाइट पर दिख रही सभी फ्लाइट्स तब समय के साथ उड़ान भर रही हैं हालांकि कुछ मार्गों में अभी समायोजन किया जाना बाकी है।' उन्होंने यह भी बताया है कि जिन यात्रियों की उड़ानें रद्द हुई हैं या विलंब हुआ है, उन्हें रिफंड देने की प्रक्रिया जारी है और यह रोजाना आधार पर हो रहा है।

एल्बर्स ने बताया कि सबसे पहले प्राथमिकता यह थी कि जितने भी यात्री एयरपोर्ट पर फंसे थे, उन्हें सुरक्षित उनके गंतव्य या घर पहुंचाया जाए। उसके बाद रिफंड प्रक्रिया शुरू की गई। लाखों यात्रियों को पूरा रिफंड मिल चुका है। सामान भी यात्रियों के घर पहुंचा दिया गया है, बाकी बचे सामान को भी बहुत

जल्द हिलीवर कर दिया जाएगा। हम हर यात्री को हर जरूरत को पूरा करने में जुटे हैं। नेटवर्क बहाली के बारे में उन्होंने बताया कि विगत पांच दिसंबर को सिर्फ 700 फ्लाइट्स उड़ा पाए थे, छह दिसंबर को 1,500, सात दिसंबर को 1,650 और सोमवार और मंगलवार को 1,800 से ज्यादा। इंडिगो सीईओ का उक्त बयान आने से पहले मंगलवार को दोनों सदन में इंडिगो की तरफ से हवाई सेवाओं के रद्द करने का मुद्दा विपक्षी दलों ने बताया।

स्पाइस जेट एयरलाइंस के निदेशक के विरुद्ध गिरफ्तारी वारंट

जस, सिवान : बिहार के सिवान में जिला उपभोक्ता फोरम ने आठ वर्ष पूर्व स्पाइस जेट एयरलाइंस पर रिफंड मामले में बड़ा फैसला किया है। फोरम ने यह, 2025 में यात्री को टिकट रिफंड का पूरा पैसा स्टूट समेत वापस करने का निर्देश दिया था, इसका अनुपालन नहीं होने पर मंगलवार को स्पाइस जेट एयरलाइंस के निदेशक के विरुद्ध गिरफ्तारी वारंट जारी कर दिया।



Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

10 DECEMBER 2025

Turbulence, But Flight Path's Clear

Demand for air travel, cargo still booms

It has not been a good year for Indian aviation. The country experienced its deadliest air disaster in decades this June when an Air India Boeing Dreamliner crashed immediately after take-off from Ahmedabad, killing 242 passengers and crew. IndiGo, the market leader among domestic airlines, is in the middle of widespread flight cancellations after new pilot rostering rules were introduced. Both events have major financial implications for the Indian airline industry. The crash will increase insurance premiums across the board at a time when Air India and IndiGo have placed large orders with aircraft makers Boeing and Airbus. Operational issues with IndiGo, over which it faces regulatory strictures, have, predictably, hurt the airline's stock price.

Yet, neither issue is likely to cause extended pain in the world's fastest-growing aviation market. Higher insurance



premiums will be spread across large fleet acquisition plans, and airlines will be able to absorb them. Decline in market capitalisation should be temporary, and IndiGo's valuation is likely to right itself as operations normalise with the new safety protocols in place.

Air India being an unlisted entity in the Tata Group, too, should recover from valuation concerns. India's airlines have emerged from decades of capital drought and are much better placed to take on international competitors. Their strength can only grow as India's vast population of first-time flyers takes to the sky.

Most flights in India are nearly full, even though airline fleet strength is rising and airport infrastructure grows at a rapid pace. Sustained demand, helped with a quick recovery from the pandemic disruption and growth rates, have remained robust since. This scenario is projected to continue as aviation capacity, both aircraft and airport, expand to meet the latent demand for air travel and cargo. Aviation is in a structural bull market as supply-side issues are addressed. The sector can weather the current turbulence. Because the outlook for Indian skies is by and large sunny.

Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

10 DECEMBER 2025

Clip Wings for Errant Flyers



Dhanendra Kumar

Given by DGCA data, IndiGo controls 60-65% of India's domestic airline market, with Air India a distant second at around 20%. When such a market leader controls hundreds of flights, thousands of passengers are left stranded and held hostage to price-level ticket prices.

In the last two years, DGCA has fined IndiGo ₹20 lakh for 41 air-traffic incidents, and another ₹2 lakh for using unqualified candidates for pilot training, penalties that the airline itself said it would have no material impact on its financial performance. Pilot associations have gone further, accusing IndiGo of long-standing 'lean manpower' strategies, and suggesting that widespread cancellations are being used to 'test pilots' DGCA into diluting new working norms.

So far, this has been treated as a regulatory and operational issue. It is also a competition law story. Under Section 4 of the Competition Act 2002, abuse of dominant position is prohibited. Competition Commission of India (CCI) is empowered to investigate and remedy such abuse. IndiGo's market share, network reach and control over slots at key metros justify a fresh look at whether it enjoys dominance in at least one market for domestic air passenger services.

CCI is no stranger to aviation. In 2016, it penalised IndiGo, Jet Airways and SpiceJet a combined ₹200 odd for the cartelisation in fuel surcharges on air cargo. If the commission were to find that a dominant carrier deliberately ran its operations in a way that stymied highlighting of safety norms, related zero-cost cancellations, or used its position to push for regulatory relaxations that competitors couldn't replicate, that would fit into the categories of abuse.

The IndiGo goes well beyond fares. After the 2020 amendments, the Competition Act allows for settlements and commitments in abuse-of-dominance and vertical-restraint cases (Sections 4A and 4B). At the outer edge of the IndiGo site Section 20 — power to order disclosure of an enterprise regarding a dominant position to ensure it doesn't abuse that dominance. And, then, there's the state's 'track record' option: CCI can seek a dominant undertaking.

This IndiGo story has never been looked at the previous two years of its drastic return and complexity of splitting a large enterprise. But credit to the Section 30 matters. If reports of safety and compliance lapses by a dominant airline continue

despite several fines and wider competition remedies, a structural break-up — for instance, separating domestic and international businesses, or carving out dot-line services separately — can be on the table.

Structural remedies in network industries are neither unprecedented nor fatal to growth. In the US, Standard Oil's decision in 1911 and AT&T's divestiture in 1982 used structural break-ups to ensure that anticompetitive practices and open the door to new competitors, with long-run benefits in prices, innovation and consumer choice.

EU and Israel authorities have routinely issued structural remedies. Korean Air's acquisition of Asiana was blocked only after agreeing to divest Asiana's entire global cargo business and fund a rival country on overlapping routes. Lufthansa's investments in TWA Airways and IAG's bid for Air Europa have been nullified on handling over a substantial share of slots and routes to competing airlines. Section 30 is India's way of saying we, too, are prepared to go that far if we have to.

So, what should happen next? DGCA must finish its investigation into airline disruptions, and identify airline safety and passenger rights violations — including refunds, compensation, transparent rebooking and rescheduling policies.

As the ministry or DGCA should formally refer the matter to CCI, inviting it to examine whether IndiGo's conduct and business model amount to abuse of dominance in a market where it caters to nearly two-thirds of India's air passengers.

CCI should use its new competition framework to demand and enforce operational and governance changes prompted by rigorous monitoring.

Dominant undertakings must stop treating Section 30 as only a second-class case.

If IndiGo, or any future market leader, knows that persistent disregard for regulatory limits could ultimately result in being structurally broken up, it may change overnight. Competition law is not about punishing success. It's about ensuring that success does not morph into unassailable power.

—The writer is former chairman, CCI

ENHANCING COMPETITION



Two close to the sun

Corporate Communications Directorate

THE ECONOMIC TIMES DELHI 10 DECEMBER 2025

Saare Zameen Par

A crisis born of complacency and cost cuts has shaken IndiGo's reliability halo, raising uncomfortable questions about governance, preparedness and brand sincerity, writes Sonali Krishna

For 17 years, IndiGo has sold one thing above all else — discipline. Not warmth, not luxury, not differentiated service. The airline's brand was built on a simple but insidious promise of predictability. Flights would take off on time. Operations ran like clockwork. IndiGo was the dependable, data-led machine in a chaotic aviation market. Last week, that machine splintered, and it all came crashing down.

A wave of flight cancellations, the worst punctuality performance in its history, and images of stranded passengers across terminal A left IndiGo facing its most severe reputational blow since inception. But the chaos itself was not the real story. The real story was how IndiGo handled it — or to be even more precise, how it failed to respond. The meltdown exposed a culture unprepared for shock, a leadership class when it mattered, and a brand that forgot what it stood for.

"The cancellations over the past week have severely tarnished IndiGo's reputation," says business strategist Uday Mathias. "A reputation built over 17 years has been scuffed."

A Brand Moment Lost

A crisis forces a brand to live its values in real time. And for IndiGo, the crisis struck at its core identity — reliability. The airline was never a luxury or emotional brand. It earned trust through discipline, efficiency and operational mastery. Customers did not expect pampering — they expected the absence of surprises. That expectation collapsed overnight.

"The high ground of punctuality has taken a bad beating," observes brand strategist Harish Bhat. "Opaque explanations don't work. A ticket is a contract, and the contract demands respect."

Brand strategists call this the most corrosive breach: a functional threat disguised as a defining function.

Failure Beneath the Failure

The Directorate General of Civil Aviation (DGCA) knew that trust and time norms may have triggered the chaos, but they did not cause it. The real failure was cultural.



The scrums were announced almost two years ago. Enforcement was always a possibility. Yet IndiGo, the airline with the most to lose, behaved as if implementation would never come.

There was no hiring urgency, no expanded buffers, no avianoid captain upgrades, no worst-case scenario modelling. Internal control reportedly rested on flawed utilization averages. Management waited too long, planned too little and executed too much.

"This is unlike IndiGo's razor-sharp focus," says aviation analyst Ananya Joshi. "The airline looked yesterday's news, and the implications are far more than anyone anticipated."

Some consultant CEOs like Chiranjeev are blunt: "IndiGo is a money-relating airline, but when CEOs get their fingers tangled in ego-driven and pilot-centric decisions, something goes wrong."

IndiGo Lost Its Core

A brand built on punctuality stumbled on the very thing it promised above all: predictability.

Working with sludgy costs always leads to snafus. With capacity market slumps, perhaps they imagined rules would bend for them.

For Chiranjeev, the failure began just operational but structural. "A professional board is expected to ask hard questions. Two years is enough to align costs with regulations. The silence is telling."

This was not an accident. It was systemic neglect.

If operations were shaky, customer communication was catastrophic. Passengers discovered cancellations only after reaching airports. Call centres collapsed. Compensation was inconsistent. Rebooking queues snaked across terminals.

"The crisis again highlights the weakness of India's crisis management capabilities," says Mathias. "IndiGo's response lacked clarity, empathy and action."

The airline's statement blamed weather, congestion and "technology issues" — a deflection that only compounded the backlash. This was not a tech glitch but a planning failure.

Chiranjeev's broader point about India's

overpriced crisis culture feels apt. "In India, brands are often slow and defensive," he says. "Top management fears visibility and anything that could attract governmental ire. But that silence leads to more damage, not less."

Systemic Neglect

Two years of regulatory warnings went unheeded. The crisis wasn't triggered — it was brewed.

Customer Was the Last to Know

Perhaps the most damaging element was the absence of leadership. The CEO's public response arrived four days into the meltdown — and even then, it was an unqualified apology.

"Perhaps for an airline that prided itself on efficiency," Mathias says. "They clearly had no crisis plan."

Chiranjeev is equally blunt: "The CEO's apology did not sound like an apology. Calling a network-wide meltdown a minor 'technical glitch' was unacceptable."

Global comparisons only amplified the

A Crisis Without a Leader

contrast. When Southwest, British Airways or Qantas faced crises, leadership appeared immediately. IndiGo offered silence, spokespersons and completed ads.

The response was unmistakable — the cockpit was empty.

Meltdowns Become Brand Erosion

A brand like IndiGo, built almost entirely on functional efficiency, has an emotional voiding. Startups can survive a crisis. Apple can survive a crisis. IndiGo cannot. Once national trust breaks, switching becomes instinctive.

The timing is particularly damaging as IndiGo eyes long-haul expansion into Europe and Australia — markets with strict passenger rights frameworks. A meltdown of this magnitude on those routes could result in compensation to travelling events.

Culture of Cost and Its Consequences

Did IndiGo's cost obsession contribute to the crisis? Bhat believes the airline lost sight of empathy. "If safety is the body of an airline and punctuality its heart, empathy is the soul. Brands without empathy don't remain."

Chiranjeev sees a deeper pattern: "This was a highly profitable airline unwilling to spend on customer comfort even during meltdowns. That tells you everything about priorities."

Mathias adds that while cost-cutting wasn't the trigger, it reinforced perceptions of rigidity. "Enforcement without empathy," he says. "Customer resentment."

A Wake-Up Call for Indian Brands

The public crisis is also a commentary on India's broader corporate crisis culture. The contrast with global standards was stark. Indian corporations often mistake silence for safety; global brands respond with visibility, transparency and action.

Chiranjeev highlights another dimension — regulatory laxity. "The rules were diluted under the guise of an emergency. Both the airline and the regulator dropped the ball."

Can IndiGo Recover?

Yes, but not without deep change. IndiGo must fix what breaks at every level — culture, planning, governance, communication and, above all, leadership and delivery.

As Bhat puts it, "Crisis is not about what happens. It's about how you behave when it happens. IndiGo behaved like a brand that forgot its own values."

Chiranjeev is sharper still. "This crisis still needs handling. Accountability must begin at the top — board and management."

The Verdict

IndiGo's meltdown was not an external accident. It was a self-inflicted breakdown of planning, governance, communication and customer care. It has exposed vulnerabilities in a brand long considered India's gold standard. And it raises a fundamental question — can a brand built on discipline recover after exposing such vulnerabilities?

The answer will shape not just IndiGo's next decade, but the future of trust in India's aviation ecosystem.

www.economictimes.com



Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

10 DECEMBER 2025

Ministry Orders IndiGo to Cut Flights by 10%

Over 5,000 cancellations so far, but more aircraft have been taking off as ops stabilise

Our Bureau

New Delhi: The government ordered IndiGo to slash flights by 10% after the week-long paralysation that ensued after India's biggest airline cancelled more than 5,000 flights after failing to hire enough pilots to meet the increased requirement for them under new rest rules. IndiGo, which operated about 2,300 daily flights before Tuesday's stricture, had been gradually increasing them over the past few days as it stabilised operations. On Tuesday, it operated about 1,900 flights, more than 1,800 on Monday. The

highest number of cancelled flights was on December 5 at more than 1,600. ET was first to report on Monday that the airline was likely to be ordered to cut flights. The carrier had a dominant 60% market share prior to the latest development. The Directorate General of Civil

Aviation (DGCA) had on Tuesday morning ordered the airline to reduce flights by 5% following a meeting between civil aviation minister Ram Mohan Naidu and IndiGo CEO Pieter Elbers.

Winter Schedule Till March → 12

POTENTIAL ABUSE OF MARKET DOMINANCE

Antitrust Inquiry Likely into IndiGo

The Competition Commission may initiate an inquiry against IndiGo to see if it broke antitrust rules, especially those on abuse of market dominance to restrict services or impose unfair conditions. **Banikankar Pattanayak** reports. → 17

Winter Schedule Till March

→ From Page 1

Later on in the day the minister announced that the curtailment had been extended to 10%.

"It has been observed that the airline has not been able to adequately manage its operational resources, including aircraft and pilot crew," the civil aviation regulator said in an order reviewed by ET. "Accordingly the approved winter schedule of IndiGo be reviewed and curtailed by minimum 10%."

The winter schedule runs until March. Elbers and the airline's top management had been summoned by the minister and asked to present a road map on how many flights it could operate with the current pilot strength.

DGCA told the airline to reduce flights on routes where passengers have alternative options and avoid those where there are only one or two flights. Elbers insisted on Tuesday that the airline was "back on its feet" with stable operations. "While we cannot undo the cancellations, I want to reassure that ever since our team has been working very hard. We are close to normalcy," he said in a video message.

The government decided to be cautious and extend the cuts to 10% as north India is expected to be hit by fog, which typically causes disruption and delay every winter.

OTHERS TO INCREASE FLIGHTS

The DGCA has informed airlines that it expects foggy conditions to prevail from Tuesday night

with the season running until February 10. During this period, airlines have to deploy pilots trained in low visibility conditions at airports in north India.

A senior IndiGo official said that it will be able to shore up the number of pilots within three months to operate the existing schedule. Increasing the number of captains is a complex task as they undergo months of in-flight and on-ground training before being allowed to command aircraft.

The government has also asked other airlines including Air India to increase flights to meet the spillover that will stem from IndiGo cutting its schedule. The DGCA has also capped airfares that had been surging following the disruption. One-way fare for a journey up to 500 km cannot be more than ₹7,500. For distances of 1,000-1,500 km, such as the New Delhi-Mumbai route, the limit is ₹15,000, the DGCA said in an order to carriers.

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

Executives warned that they may not have adequate capacity to fully cover the gap. Among other constraints, the delivery of new planes has slowed due to global supply chain challenges.





Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

10 DECEMBER 2025

Fresh Troubles Loom for IndiGo as CCI Likely to Launch Inquiry

Antitrust regulator could look into potential abuse of market dominance

Banikinkar Pattanayak

New Delhi: India's antitrust regulator may initiate an inquiry against IndiGo to ascertain if the country's largest airline broke antitrust rules, especially those related to abuse of market dominance to restrict services or impose unfair conditions on passengers, said a senior government official.

There is a "strong case" for launching an inquiry by the Competition Commission of India (CCI), the official told ET, though emphasising that the Directorate General of Civil Aviation (DGCA) will continue to lead the government's broader probe into the IndiGo crisis. The official said the CCI is closely tracking the matter and will take a final decision soon on whether to launch an inquiry

It Isn't Over Yet

Legal Provision

Competition law bars abuse of dominant position by a firm

Regulatory Power

If CCI finds prima-facie violation, it starts a formal probe

Why IndiGo may come under CCI lens

- It's the biggest airline with a 65% market share
- CCI may view its sudden cancellation of flights negatively

on issues within its remit.

IndiGo, which controls about 65% of the domestic aviation market, cancelled more than 5,000 flights so far this month, triggered by a severe crew shortage following its failure to implement new rest rules for pilots. This left thousands of passengers stranded at airports across the country in the middle of the peak travel season. While the airline required 2,422 captains, it only had 2,357.

The DGCA on Saturday sent a show-cause notice to IndiGo CEO Pieter Elbers and COO Isidre Por-

queras, giving them 24 hours to respond. However, both informed the aviation regulator on Monday that it wasn't possible to find the exact reasons behind the network collapse so early on due to the carrier's large and complex operations. The officials sought more time to respond, citing DGCA rules that allow 15 days to reply to a show-cause notice.

CCI didn't respond to queries emailed on Monday.

Section 4 of the Competition Act bars a dominant enterprise from abusing its position if it imposes

unfair or discriminatory condition on the purchase or sale of goods or service; or "limits or restricts" production or services; or imposes unfair or discriminatory conditions on consumers, among other things.

The law empowers the antitrust regulator to start an inquiry on its own or after receiving a complaint or information from stakeholders or others, or a reference from the Centre or state governments.

After examining the matter, if the CCI finds a prima facie case of anti-competitive practices by a company, it directs its director general to launch a formal investigation and submit its report for further action. If it doesn't find any prima facie reason, it closes the matter.

IndiGo had come under the CCI lens for alleged anti-competitive behaviour in the past. However, two of the cases—one filed by an individual (mainly for imposing unfair conditions on passengers) and another by Air India (for predatory ways of recruitment) against the airline were dismissed by the antitrust regulator in 2015 and 2016, respectively.

Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

10 DECEMBER 2025

Airlines Hit Hard by Closed Airspace, Blocked Supply Lines: IATA

IATA director-general Willie Walsh says disruptions are adding operating costs at a time when airlines need stability to meet rising demand

Forum Gandhi

Geneva: Airlines face a double whammy from "politically" driven airspace closures and an "enormous" supply chain backlog that is affecting delivery of new aircraft and availability of critical parts, International Air Transport Association (IATA) director-general Willie Walsh said. The disruptions are adding operating costs at a time when airlines need stability to meet rising demand, he said.

The industry will face a \$11 billion impact in 2025 because of lost fuel efficiency savings, higher maintenance costs, excess engine leasing and the need to stockpile parts, Walsh said, adding that airlines have "got no choice" but to operate older aircraft until the

Sky-high Costs

Supply-chain bottlenecks will cost airlines over \$11 billion in 2025*, driven by:

Excess fuel costs (~\$4.2 billion): Delayed new aircraft deliveries

Additional maintenance costs (\$3.1 billion): Older aircraft require more frequent expensive maintenance.

Increased engine leasing costs (\$2.6 billion): Lease rates have also risen by 20-30% since 2023

(*Study by IATA and Oliver Wyman)

Surplus inventory holding costs (\$1.4 b) to offset supply-chain delays

supply chain stabilises.

Walsh said governments are increasingly closing airspace "as an economic and political weapon", something he called unacceptable because several of these closures have no security or safety

justification.

The ripple effect has been particularly visible in India. The closure of Pakistani airspace to Indian-registered aircraft has forced many flights from northern India to take longer oceanic or Gulf routes.

This affected flights to Europe, Central Asia, Russia and the Middle East. Walsh said such closures introduce unpredictability that airlines can neither plan for nor absorb easily.

For Indian carriers, longer routes mean more fuel burn, increased block times and tighter crew rostering. Fuel accounts for a major part of airline costs in India, so even small increases in flying time affect the economics of a route. Extended flight times can also disrupt aircraft rotation, delay connections and force airlines to add buffer time in schedules. Industry executives say that when this happens repeatedly fares tend to rise because airlines attempt to recover operational costs.

Beyond Pakistan, airlines have faced closures over Ukraine, Russia, Belarus, parts of the Middle

East, and Venezuela, where several carriers were barred from operating due to security and political concerns.

Longer routings also impact cargo uplift because flights may need to carry more fuel. This can reduce revenue on wide-body and narrow-body flights operating to Europe and West Asia. Airlines that depend on tight aircraft utilisation lose flexibility when block times rise, which can hurt yields.

Walsh said another major concern, which is "annoying" is the aircraft delivery backlog. He said the aircraft backlog has crossed 60% of the active fleet, which he described as unprecedented. The total backlog is 17,000 aircraft.

The financial hit is significant even though the industry is projected to earn \$39 billion in profit in 2025 and \$41 billion in 2026. He said

the burden of supply chain delays is "eye watering" and requires urgent reform from manufacturers and maintenance providers.

He said if an airline orders an aircraft today, the expected delivery time is around 6.8 years. In 2018, this was around 4.5 years. "We have unprecedented waits for aircraft, engines and parts and unpredictable delivery schedules," he said.

Engine overhauls now take about 75 days and landing gear work has increased from 90 to 120 days. This means airlines must keep more aircraft on the ground, which increases maintenance expenses and reduces available capacity. Many carriers are holding older aircraft longer than planned because new jets are delayed, which also pushes up fuel use and carbon emissions, he added.

'IndiGo to Resume Normal Operations by Next Week'



GENEVA IndiGo is expected to return to full and normal operations by next week, IATA director-general Willie Walsh said, adding that the airline appears to be recovering from disruptions linked to new pilot duty time and flight time limitations. Walsh said he is aware of the issues facing IndiGo but added that the details lie with the airline. "It appears to be making progress in getting back to full operations. I do expect it to be back at full production by next week," he said.

The correspondent is in Geneva at the invitation of IATA



Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

10 DECEMBER 2025

IndiGo, Akasa flights from Navi Mumbai start Dec 25

NITIN KUMAR
New Delhi, November 15

INDIGO AND AKASA Air will launch operations from the newly inaugurated Navi Mumbai International Airport (NMIA) starting December 25. This makes them among the first airlines to begin services at the Mumbai Metropolitan Region's second airport, which was inaugurated on October 8.

Both airlines have announced their initial operational schedules, with IndiGo planning connectivity to 10 domestic destinations and Akasa Air rolling out a multi-phase launch covering four

cities. Akasa Air has already opened reservations, becoming one of the first carriers to offer services from the new facility.

IndiGo said it will commence services on December 25 and link NMIA to Delhi, Bengaluru, Hyderabad, Ahmedabad, Lucknow, North Goa (Mopa), Jaipur, Nagpur, Kochi, and Mangalore.

The airline noted that NMIA is designed to complement Chhatrapati Shivaji Maharaj International Airport and cater to rising air travel demand in the region, adding that it plans to progressively expand its operations by introducing more direct routes.

Continued on Page 2

Navi Mumbai flights from Dec 25

INDIGO HIGHLIGHTED THAT the addition strengthens its wider domestic network of 95 airports. Akasa Air will operate its first Delhi-NMIA flight on December 25, followed by direct services to Goa on the same day, and to Kochi and Delhi from December 26. A Navi Mumbai-Ahmedabad service will begin on December 31.

According to the airline, this marks a significant stage in its expansion, as it now operates 34 weekly flights in MMR.

Akasa said it will progressively scale up operations from NMIA to 300 domestic and 50 international weekly departures, as part of a broader network strategy that includes expanding to 10 parking bases by FY2027.

"For Akasa Air, NMIA strengthens our strategic presence in MMR and western India, allowing us to capture new demand pools across," Praveen Iyer, co-founder & CCO, Akasa Air, said.



Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

10 DECEMBER 2025

Huge opportunities in Indian aviation market: Embraer

AGENCIES
November 15

BRAZILIAN AEROSPACE MAJOR Embraer is looking to tap the "huge opportunities" in the Indian aviation market as its aircraft can provide competitive seat cost for the operators, according to a senior executive. Currently, Embraer, whose E-jets began operations in India in 2005, has nearly 50 aircraft in the country serving the Indian Air Force, government agencies, business jet operators and commercial airline Star Air. At a briefing on Saturday, Raul Villaron, Senior Vice President — head of Region for Asia Pacific at Embraer, said the aircraft maker is targeting the Indian market because it is an untapped market in Asia. "India is a market with lowest yields worldwide... if you don't have seat cost that is competitive, then it is very difficult to make it work. With E195-E2 (aircraft) and high density seat configuration, the seat cost is very competitive..." he said.

He was speaking on the sidelines of 69th Assembly of Presidents of the Association

ROBUST MARKET



Arjan Meijer, president and CEO of Embraer Commercial

- Embraer inaugurated Delhi office in October to strengthen its presence in India
- Embraer's E-Jets began operations in India in 2005, and it has nearly 50 aircraft in India, serving the Indian Air Force and government agencies
- The company feels its aircraft can provide competitive seat cost for the operators in Indian market

of Asia Pacific Airlines (AAPA). Embraer's E195-E2 can have up to 146 seats. India is seen as a cost-conscious aviation market and airlines are of the view that airfares in the country are quite competitive. According to Villaron, in

India, there is also a sizeable turboprop fleet that can be replaced while the biggest opportunity is the blue ocean opportunity or markets where nobody is flying.

On October 17, Embraer inaugurated its office in

Delhi as the company seeks to strengthen its presence in the country's commercial aviation, defence, business aviation, services and support, and urban airmobility segments.

Embraer SA says it won't be rushed into a decision on committing to the launch of a new aircraft to compete with Airbus SE and Boeing Co.

"Whatever we do, it's going to be another big decision for the company and we are going to take the time it needs to make a decision," Arjan Meijer, president and chief executive officer of Embraer Commercial, told *Bloomberg News* at the annual meeting of Asian airlines gathering in Bangkok.

Development of a new commercial aircraft is likely to cost tens of billions, a drain on Embraer's financial resources, which have recently been bolstered by record revenue and its highest-ever backlog of orders.

The Brazilian aircraft manufacturer, best known for its regional jets such as the E-Series, has scrapped plans for development of a next-generation turboprop plane.



Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

10 DECEMBER 2025

Airbus: APAC region will require 19,560 planes over 20 years

PRESS TRUST OF INDIA
Bangkok, November 15

THE ASIA PACIFIC region is projected to require 19,560 new narrow-body and wide-body planes over the next 20 years, majorly driven by demand from India and China, aircraft maker Airbus said

on Saturday. The demand, Airbus said, represents 46% of the global requirement for 42,520 new aircraft over the timeframe of 20 years. India and China are driving a major portion of the growth, Airbus Asia Pacific President Anand Stanley said. With rising passenger traffic, the Asia-Pacific

region is expected to see an annual passenger growth of 4.4%, higher than the global average of 3.6%. India is one of the world's fastest growing civil aviation markets and airlines have placed huge orders as they expand their fleets to cater to the rising traffic demand.

Srinagar Airport hit again as Monday's all 8 IndiGo flights cancelled

Saqib Malik
Srinagar, Dec 8

Just a day after Srinagar International Airport saw partial resumption of IndiGo flights, with eight out of its 11 flights operating on Sunday, all eight flights of this airline scheduled to operate in the summer capital of J&K on Monday were cancelled owing to operational disruptions faced by the low-cost carrier.

A Srinagar Airport spokesperson said the total number of scheduled flights for Srinagar on Monday were 32, of which

→ Spiralling of air traffic uncertainty impacting Umrah travel: Tour operators

→ Umrah travel may be hit if crisis continues after Dec 15

→ Jammu Airport also saw major IndiGo cancellations

eight flights were of IndiGo, which were cancelled by the airline on Sunday night itself.

Thousands of IndiGo flights across the country have been cancelled during the last week after its pilots did not turn up for duty due to issues in the roster system, leaving passengers stranded. Monday was the third day of air traffic being hit at the Srinagar Airport, while flight disruptions across the country have been witnessed since last week.

Aggrieved passengers said their travel plans
» See **Srinagar Airport...** on Pg-06

IndiGo claims operations improving with 1800 flights, 90% OTP



« Cancellations stem from nationwide pilot-roster crisis

» 3rd straight day of disruptions at Srinagar Airport

» Airfares spike to Rs 20,000 on Srinagar-Delhi route

Srinagar Airport...

had been badly hit.

"I had booked a connecting IndiGo flight from Srinagar to Delhi today, but I received a message from the airline on Sunday night saying the flight had been cancelled. I was offered rescheduling, but would now prefer to travel once this fiasco is over," said Hamid Ahmed, a flyer.

The cancellation of IndiGo flights has led to skyrocketing airfares, with a one-way Srinagar-Delhi flight costing between Rs 15,000 and Rs 20,000.

The Jammu Kashmir Association of Hajj and Umrah Companies (JKAHUC) on Monday held a news conference and said the IndiGo flight cancellations have till now not had a "major impact" on Umrah-related travel, as a limited number of groups of pilgrims were at present leaving for the holy pilgrimage.

However, President of the JKAHUC, Sheikh Feroz, said the trend seen for the last several years is that maximum people prefer travelling for Umrah only after mid-December.

He said that in case the IndiGo cancellations continue to occur next week onwards, "it will have a damaging effect on this year's Umrah travel from Kashmir."

"Most of the groups for Umrah leave after December 15, and if the IndiGo fiasco continues till then, it will be a huge problem. We also urge the people to cooperate with the travel agents in this time of distress," Feroz said.

Commenting on the crisis caused by the disruption, Jammu Airport Director Devender Yadav, said eight IndiGo flights were cancelled at the airport while three flights of this airline operated. Providing statistics of Sunday's travel, Yadav said the Jammu Airport saw eight IndiGo flights operate on December 7, of the scheduled 11 flights and recorded 1694 passenger arrivals and 1672 passenger departures.

Meanwhile, IndiGo issued a statement from its corporate office in Delhi, which said, "After the recent disruptions, IndiGo has recorded considerable and consistent improvement across the network. 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."

Quoting the airline's spokesperson, the statement said that across India, over 1800 flights operated on Monday, up from 1450 on Sunday.

"Ninety percent OTP across the entire network, up from 75 percent yesterday. Network coverage is fully restored. All cancellations in today's schedule were executed yesterday, ensuring advance notifications were sent to customers," it said.



Corporate Communications Directorate

GREATER KASHMIR

JAMMU

9 DECEMBER 2025

Soaring airfares

**When airfares soar unchecked,
all are affected**

Just when Kashmir's tourism industry was beginning to sense a long-awaited winter rebound, domestic airfares have once again skyrocketed. The Union government's temporary cap on airfares, issued to contain the fallout of IndiGo's ongoing operational crisis, was meant to offer relief. Instead, travellers continue to report ticket prices that are far beyond the notified ceilings, raising serious questions about compliance and enforcement.

For days now, passengers booking flights to and from Srinagar have been confronted with fares that are unaffordable. A Srinagar-Delhi ticket priced between Rs10,000 and 15,000 is no longer an exception; it has become the norm. The government may have stepped in with fare caps, but the ground reality suggests that airlines are either unwilling or unable to implement them.

This matters far beyond the inconvenience of individual travellers. Air connectivity is the lifeline of Kashmir's tourism economy, especially in winter, when road travel is unpredictable and peak-season events, from Christmas to the snow season, attract visitors from across the country. The Valley's tourism stakeholders hope for a strong revival this winter, compensating for a very lean summer. Instead, exorbitant ticket prices may turn potential visitors away at the very moment the industry needs momentum.

Tourism accounts for a major share of Jammu and Kashmir's economy, supporting hotels, restaurants, transporters, guides, handicraft sellers, adventure operators, and thousands of small businesses. When airfares soar unchecked, all are affected. Hoteliers report a rise in cancellations. Travel agents say bookings to Kashmir are being diverted to cheaper destinations. Even local residents, many of whom rely on air travel for work or medical reasons, find themselves priced out.

This is not a new problem. Every winter, airline pricing becomes a pain point for Kashmir. A cap is meaningless unless it is enforced. The Directorate General of Civil Aviation must monitor fares in real time, penalise violations, and ensure transparency in how airlines manage fare buckets during capacity disruptions. Affordable and fair air pricing is not merely an economic requirement, it is a lifeline for the thousands who depend on tourism.

Corporate Communications Directorate

HINDUSTAN

DELHI

10 DECEMBER 2025

व्यस्त मार्गों पर 10 फीसदी विमान कम होंगे, मंत्री ने दोहराया- कड़ी कार्रवाई की जाएगी

सरस्ती: इंडिगो की उड़ानों में कटौती

नई दिल्ली/मुंबई, वि.सं, एजेंसी। परिचालन संकट से गुजर रही विमानन कंपनी इंडिगो पर केंद्र सरकार ने मंगलवार को कड़ी कार्रवाई की। केंद्रीय नागरिक उड्डयन मंत्रों के. राम मोहन नायडू ने बताया कि इंडिगो को आदेश दिया गया है कि वह फुल उड़ानों में दस फीसदी की कटौती करे। इस बीच, मंगलवार को भी इंडिगो को 560 उड़ानें रद्द रहीं।

इंडिगो रोजाना औसतन 2200 उड़ानें संचालित करती है। खानी कटौती के बाद इंडिगो को करीब 220 उड़ानें कम हो जाएंगी। मंत्री नायडू ने लोकसभा में कहा कि यात्रियों को हुई परेशानी के लिए इंडिगो पर कड़े और उचित कार्रवाई की जाएगी। किसी भी विमानन कंपनी को यात्रियों के लिए परेशानियों खड़ी करने की अनुमति नहीं दी जाएगी। उड़ान परिचालन तभी से स्थिर हो रहा है। नायडू ने कहा कि इंडिगो की दैनिक उड़ानें पांच दिनों के तुरंत से कम होकर 706 रह गई थीं, जो सोमवार और मंगलवार को 1800 से अधिक हो गई।

मंत्री नायडू ने इंडिगो संकट को लेकर मंगलवार को उच्च अधिकारियों के साथ बैठक की। इसके बाद एक्स पर पोस्ट में उड़ानों में कटौती की जानकारी देते हुए कहा कि नई व्यवस्था में इंडिगो हलों की तरह सभी मतलों को कवर करता रहेगा। उन्होंने बताया कि उड़ानों में कटौती के फैसले से समय पर संचालन का स्तर बढ़ेगा। यात्रियों को राहत होगी।

संशोधित शेड्यूल बताना होगा: केंद्रीय मंत्रों के बयान से पहले डीजीसीए ने इंडिगो को पांच फीसदी कटौती करने को कहा था। डीजीसीए ने नोटिस में कहा कि इंडिगो सभी क्षेत्रों में शेड्यूल कम करे। खासकर उच्च मांग वाले रूट पर, जिससे उड़ानें समय पर और सही क्षमता



नई दिल्ली में मंगलवार को केंद्रीय मंत्री के. राममोहन नायडू ने इंडिगो के सीईओ पीटर एल्बर्स के साथ बैठक की। • एजेंसी

यात्रियों को 750 करोड़ कारिफंड

मंत्री नायडू ने कहा कि अब तक 750 करोड़ रुपये से अधिक यात्रियों को लौटा दिए गए हैं। बिना उचित शर्तों के पुनः बुकिंग की सुविधा यात्रियों को दी जा रही है। सरकार के नियंत्रण कक्ष 24 घंटे संचालित है और यात्रियों को मदद कर रहे हैं। नायडू ने कहा कि सरकार स्थिति सामान्य होने तक नजर रखेगी और सुनिश्चित करेगी कि हर यात्री सुविधा, सुरक्षा और सम्मान से यात्रा करे।

एयर इंडिया को मिल सकता है मौका

इंडिगो की उड़ानों में दस फीसदी की कटौती के आदेश के बाद एयर इंडिया को मौका मिल सकता है। मामले से जुड़े एक अधिकारी ने बताया कि एयर इंडिया ने सर्दियों के समय अपनी उड़ान सेवाओं को बढ़ाने के लिए अनुमति मांगी थी। ऐसे में इंडिगो को लेकर हुए फैसले के बाद डीजीसीए एयर इंडिया को मांग को अनुमति दे सकता है। इसके अलावा दूसरी विमान कंपनियों को भी मौका मिल सकता है।

10 दिसंबर शाम तक संशोधित शेड्यूल बताने का आदेश | 560 उड़ानें मंगलवार को रद्द रहीं विभिन्न हवाई अड्डों से

अब तक क्या कदम उठाए

1. इंडिगो के मुख्य कार्यालय अधिकारी (सीईओ) और मुख्य परिचालन अधिकारी (सीओओ) को कारण बताओ नोटिस भेजा गया
2. यात्रियों की जांच के लिए चार सदस्यीय समिति का गठन किया गया

कब, कितनी उड़ानें रद्द

तारीख	संख्या
03 दिसंबर	100
04 दिसंबर	550
05 दिसंबर	1600
06 दिसंबर	800
07 दिसंबर	650
08 दिसंबर	500
09 दिसंबर	422

शहर और विमानों पर असर

शहर	विमानों पर असर
दिल्ली	80
बंगलुरु	121
हैदराबाद	58
मुंबई	41
चेन्नई	50
अमरावती	05
अहमदाबाद	16

(आंकड़े रविवर तक)

सामान्य संचालन की ओर बढ़ रही कंपनी: आईएटीए

अंतरराष्ट्रीय वायु परिवहन संघ (आईएटीए) के निदेशक जनरल विली वॉल्फ ने कहा कि इंडिगो पूरी तरह से सामान्य संचालन की दिशा में आगे बढ़ रही है। उन्होंने कहा कि ऐसा लगता है कि पलायन इंडिगो के नए नियमों की वजह से एयरलाइन में ऑपरेशनल चुनौतियां पैदा आ रही हैं।

के साथ चलाई जा सके। इंडिगो को 10 दिसंबर शाम पांच बजे तक संशोधित शेड्यूल बताने को कहा गया है।

सर्दियों में कम हुई उड़ानें: नोटिस में कहा गया कि सर्दियों के शेड्यूल की तुलना में सर्दियों के शेड्यूल के लिए इंडिगो के विमानों की संख्या 351 से बढ़ाकर 403 की गई थी। अक्टूबर में 339 विमान ही उड़ सके। नवंबर में यह संख्या 344 विमान रही। इससे यात्रियों को परेशानी हुई। इंडिगो संकट के कारण 800 वैगेंज देश के अलग-अलग 45 स्थानों पर फंसे हैं। **➤ उड़ानें प्रभावित PO2**

रद्द टिकटों का पैसा लौटाया, मुआवजे पर चुप्पी

नई दिल्ली, प्रमुख संवाददाता। इंडिगो ने मंगलवार को दावा किया कि कंपनी का विमान परिचालन पटरी पर लौट आया है। साथ ही वह प्राइकों को रद्द एवं क्लिंकिंग उड़ानों के टिकट का शुल्क लौटाने सहित सभी मुद्दों का समाधान करने में जुटी है। हालांकि, यात्रियों को मुआवजे के मुद्दे पर कंपनी ने कुछ नहीं कहा।

- सीईओ ने वीडियो संदेश में दावा किया, पटरी पर लौट रही सेवाएं
- कहा, यात्रियों के वैगेंज लौटाने का काम जल्द पूरा किया जाएगा

इंडिगो के मुख्य कार्यकारी अधिकारी (सीईओ) पीटर एल्बर्स ने अपने नए वीडियो संदेश में कहा कि प्राइकों को टिकट का पूरा शुल्क लौटाने की प्रक्रिया दैनिक आधार पर जारी है। ऐसे लाखों प्राइकों को पूरा शुल्क लौटाया जा चुका

है। एल्बर्स ने बताया कि इंडिगो का परिचालन पटरी पर लौट आया है। उन्होंने कहा, परिचालन में बड़ा व्यवधान उत्पन्न होने से हमने आपको निराश किया और हमें इसके लिए खेद है। एल्बर्स ने कहा कि पांच दिसंबर को

हम 700 उड़ानों का संचालन कर पाए थे। इसके बाद स्थिति में सुधार हुआ और छह दिसंबर को संचालित उड़ानों की संख्या 1,500, सात दिसंबर को 1,650, आठ दिसंबर को 1,800 और नौ दिसंबर को 1,800 से अधिक हो गई। उन्होंने कहा, हवाई अड्डों पर फंसा ज्यादातर सामान यात्रियों के घर पहुंचा जा चुका है। शेष भी जल्द पहुंच जाएगा।

Corporate Communications Directorate

HINDUSTAN

DELHI

10 DECEMBER 2025

◀ गड़बड़झाला | विमान कंपनियों की ओर से यात्रा रद्द करने के बाद उन्हें सी प्रतिशत रिफंड के साथ ही होटल की व्यवस्था करने का है नियम

सही जानकारी नहीं देकर कंपनियां खेल रही मुनाफे का खेल

■ अठण घंटा

नई दिल्ली। एयरपोर्ट पहुंचने पर आपको अचानक जानकारी दी जाती है कि आपकी फ्लाइट पूर्व निर्धारित समय से देरी से उड़ान भरेगी तो समझ लें कि विमान कंपनी आपके साथ ही नहीं, बल्कि नागरिक उड्डयन महानिदेशालय (डीजीसीए) के नियमों से भी खिलावाड़ कर रही है।

इस मनमानी के पीछे कंपनियां मुनाफे और पैसा बचाने का खेल खेलती हैं। बीते कुछ दिनों में इंडियों समेत अन्य विमानन कंपनियों ने उड़ान सेवा देरी से शुरू होने पर यात्रियों को दी जाने वाली सुविधाओं से बचने और कमाई बढ़ाने के लिए

भरने की तय समय पर जानकारी नहीं दी है। कई विमानन कंपनियों पर आरोप है कि यह डीजीसीए के नियमों से बचने के लिए फ्लत ख देरी से जानकारी दे रही है। विमानन कंपनियां रिफंड, भोजन व होटल की लागत से बचने के लिए यात्रियों को योजनाबद्ध तरीके से देरी से जानकारी देने का तरीका अपना रही हैं। विमानन कंपनियां एक योजनाबद्ध तरीका अपनाकर यात्रियों को फंसाती हैं, जिससे उन्हें 100 फीसदी रिफंड व अन्य सुविधाएं न देने पड़ें। बीते सात दिनों में इंडियों से जुड़े यात्रियों ने शिकायत की है कि उन्हें समय पर फ्लाइट के देरी से उड़ान भरने की

कंपनियों द्वारा अपनाए जा रहे तरीके

- ऐप और पोर्टल पर फ्लाइट को ऑनटाइम दिखाया जाता है, जिससे यात्री समय पर एयरपोर्ट पहुंचे और एयरलाइन को खाने-पीने की व्यवस्था नहीं करनी पड़े
- एयरपोर्ट पहुंचने पर तय समय से थोड़ा पहले बताया जाता है कि उड़ान 2 घंटे की देरी। उड़ान में दो घंटे की देरी पर खाने-पीने की सुविधा देनी होती है, लेकिन कंपनियां इससे बचना चाहती हैं
- दो घंटे के बाद फिर बताया जाता है कि अभी फ्लाइट दो घंटों और देरी से उड़ान भरेगी
- चार घंटे के बाद फ्लाइट को रद्द किया जाता है। ऐसी स्थिति में कई यात्री खुद टिकट कैसिल कर देते हैं। यात्रियों द्वारा कैसिल कराए जाने वाले टिकट पर कंपनी शुल्क काटती है



यात्रियों के लिए अनिवार्य सुविधाएं

- 2 घंटे तक देरी: पीने का पानी
- 2 से 4 घंटे की देरी: चाय/कॉफी व हल्का नाश्ता
- 4 घंटे से अधिक की देरी: भोजन
- ओवरनाइट डिले: होटल व ट्रांसफर की सुविधा
- 6 घंटे से ज्यादा की अपेक्षित देरी: वैकल्पिक फ्लाइट का विकल्प या पूरा रिफंड



यह है नियम

अगर विमानन कंपनी अपनी तरफ से विमान सेवा रद्द होने पर टिकट रद्द करेगी तो उसे 100 फीसदी रिफंड देना पड़ता है। इसके साथ ही होटल भोजन का पूरा खर्च उठाना पड़ता है, जिसका बोझ कंपनी पर पड़ता है। अगर यात्री खुद टिकट रद्द करता है तो कंपनी उससे टिकट रद्द करने का शुल्क काटती है।



उड़ान में देरी से जुड़े नियम जानने जरूरी



इस वर्ष मार्च में नागरिक उड्डयन राज्यमंत्री मुरलीधर मोहंतेल ने लोकसभा में उड़ान सेवा देरी से शुरू होने पर यात्रियों को विमानन कंपनियों द्वारा दी जाने वाली अनिवार्य सुविधाओं के

बारे में जानकारी दी। उन्होंने बताया कि सरकार देरी से उड़ान सेवा संभलित होने के मामले में आवश्यक कार्रवाई करती है। साथ ही, जानकारी दी कि कितने देरी में यात्रियों को क्या सुविधाएं देनी अनिवार्य हैं।



Corporate Communications Directorate

HINDUSTAN

DELHI

10 DECEMBER 2025

मानसिक दबाव में रह रहे कर्मचारी इंडिगो पर तंज के साथ ही 'यात्रियों को 36 घंटे में मिलेंगे बैग'

नई दिल्ली, प्रमुख संवाददाता। इंडिगो के हालिया परिचालन संकट के दौरान जहां यात्रियों को भारी परेशानी, देरी और खर्च उठानों का सामना करना पड़ा, वहीं एयरलाइन के प्रचलित स्ट्राइक से लेकर घात की सुरक्षा व्यवस्था देना से कर्मचारी भी मानसिक दबाव दिखे।

हालांकि अग्रेज पर पूरासाहस करंटों के सामने लंबी लाइनें, घुसघाट यात्री, बैग डिलेवरी में देरी और उड़ानों की अनिश्चितता के बीच इंडिगो के कर्मचारियों ने निष्ठा को संभालने में अग्रणी भूमिका निभाई। एक कर्मचारी ने जवाब देते हुए कहा कि इस

बीते दिनों का समय काफी कठिन रहा

कर्मचारियों के अनुसार, पिछले कई दिनों तक लगातार सेक्टर में बदलाव, उड़ानों की रद्दीकरण, कर्तव्य अडॉप्ट करना, यात्रियों को विवरण देना, रिस्क प्रक्रिया समझाना और बैगों से जुड़ी समस्याओं को हल करना एक बड़ी चुनौती थी। कई यात्रियों ने देरी पर नाराजगी जताई, कुछ ने स्ट्राइक से बकाया भी की, लेकिन कर्मचारियों ने सबम बनाए रखते हुए निष्ठा को संभालने की कोशिश की। सबसे कठिन समय उन दिनों ने आया जब यात्रियों को यह समझाना पड़ा था कि देरी या रद्दीकरण के पीछे उनकी कोई भूमिका नहीं है।

तब जो चुनौतीपूर्ण स्थितियों में निपटना उनके प्रशिक्षण का हिस्सा है, लेकिन इतने बड़े स्तर पर आई परेशानी ने सभी के धैर्य और क्षमता की परीक्षा ले ली। उन्होंने कहा कि हमें कठिन परिस्थितियों में निष्ठा को संभालने के

लिए प्रशिक्षित किया जाता है। जब हमारे यात्रियों की उड़ानें प्रभावित होती हैं और हम कोई सुराज समाधान ढूँढते हैं, तब राष्ट्रीय सेवा हमें सहायता देता है। देरी में संक्रम के साथ ही उन्हें समझाना बहुत कठिन होता है।

इंडिगो पर तंज के साथ ही सरकार पर उठा रहे सवाल

नई दिल्ली, एजेसी। इंडिगो संकट को लेकर सोशल मीडिया पर मोमस और घुटकुलों की बाढ़ आ गई है। लोग इंडिगो पर तंज कर रहे हैं तो सरकार पर भी सवाल उठा रहे हैं।

इंटरनेट पर खबरों एक बोलचाल में विमान यात्री हावर्ड अट्टे पर 'चिन्ने उड़ान' खेल रहे हैं। इसी दौरान एक यात्री ने 'इंडिगो उड़' बोलकर अंगुली उठाई तो सभी खींच हंस पड़े। एक दूसरे वापस बोलने में एक-दूसरे को जल्दी इंडिगो उड़ान के लिए खाना पैक कर रहा

स्पेशल मीडिया पर कई मोमस और घुटकुलों की बाढ़ आई

जिसमें सच, कंचन, वीन टिफिन, संभारिता टॉमिनल। पर किनेट मैच के लिए एक काल, और एक मिटर भी शामिल है जिसे यह बनाना तो नहीं जानता लेकिन जो कह रहा कि एयरपोर्ट पर इतना समय मिलेगा कि वह घुटकुल से मिटर बनाना सीख लेगा। इसी तरह के कई मोमस बनाए गए हैं।

सहायता

नई दिल्ली, प्रमुख संवाददाता। इंडिगो ने खान जारी कर कहा है कि हालिया व्यवधान के बाद एयरलाइन संभालने अब तेजी से सामान्य हो रहा है। कंपनी ने कहा कि अतिरिक्त यात्रियों को बैग लौटा दिए गए हैं। जिसको नहीं मिले है, उन्हें 36 घंटे में बैग मिल जाएगा। वहीं, सोमवार तक कंपनी द्वारा 827 करोड़ रुपये का रिफंड जारी किया जा चुका है, जबकि 3 से 15 दिसंबर 2025 के बीच रहने वाले उड़ानों के बचे हुए रिफंड को प्रक्रिया जारी है। यात्रियों को सुनिश्च

इंडिगो को तत्काल रिफंड देने का आदेश

केंद्रीय मंत्री के. राममोहन रावू कहा कि इंडिगो को रिफंड तत्काल देने का आदेश दिया गया और उनकी सुचना के मुताबिक 750 करोड़ रुपये से अधिक यात्रियों को पैसे दिए गए हैं। बिना अतिरिक्त शुल्क के पुनः बुकिंग की सुविधा यात्रियों को दी जा रही है। हम खान के लेकर हर मामले में निरामी कर रहे हैं और इंडिगो ने सुनिश्च कि रिफंड और 'रेजिन हेबलिंग' अंतिम तराप में है। सरकार के निर्देशन कक्ष 24 घंटे संभारित है और यात्रियों को मदद कर रहा है। सरकार निष्ठा सामान्य होने तक नजर रखेगी।

के लिए एक से सात दिसंबर के बीच 9,500 से अधिक होटल कमरे उपलब्ध कराए गए और करीब 10,000 बैग व बसों की व्यवस्था की गई। 4,500 से ज्यादा वैन यात्रियों को सॉरिज चुके हैं और बाकी को टिडीवरी

36 घंटे के भीतर करने का लक्ष्य है। कंपनी ने बताया कि वाजा वैनव भी में बदलाव होने पर सभी टिकटों के लिए 15 दिसंबर तक पूर्ण शुल्क वापस (पुनः केंद्र) दी जा रही है। यात्री बैगसट पर जबकि जवाबदारी ले सकते हैं।



Corporate Communications Directorate

HINDUSTAN

DELHI

10 DECEMBER 2025

यात्रियों की सुरक्षा से कोई समझौता नहीं करेंगे: नायडू

सख्ती

नई दिल्ली, विशेष संवाददाता। इंडिगो एयरलाइंस के परिचालन में व्यवधान से यात्रियों को हो रही परेशानियों के बीच नागरिक उड्डयन मंत्री राम मोहन नायडू ने साफ कहा कि यात्रियों की सुरक्षा की से कोई समझौता नहीं किया जाएगा।

नायडू ने कहा कि डीजीसीए ने सभी हितधारकों से परामर्श करके चरणबद्ध तरीके से सुधारों को लागू किया था। इंडिगो ने इन सभी सुधारों को पूरी तरह अपनाने का स्पष्ट आश्वासन दिया था, लेकिन देखा गया कि इंडिगो के आंतरिक रोस्टरिंग प्रणाली में व्यवधान

केंद्र सरकार पर आप नेता ने साधा निशाना

आम आदमी पार्टी के राष्ट्रीय संयोजक अरविंद कैजरीवाल ने मंगलवार को आरोप लगाया कि इंडिगो संकट पर केंद्र सरकार का रुख बड़े घोटाले की ओर इशारा करता है। उन्होंने आरोप लगाया कि केंद्र में बैठे लोग या तो सरकार नहीं चला पा रहे हैं या फिर वह प्रकरण में शामिल हैं। जांच समिति के नाम पर हमें गुमराह किया जा रहा है।

से बड़े स्तर पर ठगाने निरस्त करनी पड़ीं और हजारों यात्रियों को अमुविधा झेलनी पड़ी।

Corporate Communications Directorate

HINDUSTAN

DELHI

10 DECEMBER 2025

सोशल मीडिया से

इंडिगो उड़ानों के लगातार रद्द होने से लोगों की परेशानी बढ़ी है। अब उड़ानों में 10 फीसदी की कटौती का खामियाजा भी आने वाले दिनों में आम जन को ही भुगतना होगा।

उड़ानों में दस फीसदी की कटौती का मतलब रोजाना औसतन 200 विमान रद्द रहेंगे। एयर इंडिया, आकाश और स्पाइसजेट को खुद को मजबूत करने का अवसर मौका है।

-मोक्ष बन्सु

इंडिगो संकट से आमजन परेशान है। उड़ानों की तुलना में प्रायलट का संकट है। अतिरिक्त भार ठालकर काम कराया जा रहा। ये कहीं न कहीं सुरक्षा से समझौता है। डिम्बन टिकटों का किराया पहले कहीं नहीं तय किया गया।

-रंजीत कुमार

दो दिन दूर नहीं जब भारत में एकाधिकार की व्यवस्था अभिशाप बन जाएगी। दूसरे क्षेत्रों में भी इस तरह की स्थिति बन सकती है। जब विकल्प खत्म होंगे तो दाम बढ़ेंगे। सेवा और सुविधा में गिरावट आएगी और इसका खामियाजा जनता भुगतेंगी। -अक्षय तिवारी

कस्टमर केयर पर नहीं मिल रही जानकारी

संकट

नई दिल्ली, एरिफ्ट सेवाएदाता। दिल्ली के अहमदाबाद अंतरराष्ट्रीय हवाई अड्डे में मंगलवार को सुबह से लेकर सात के समय यात्री पोलो व अंतरराष्ट्रीय टर्मिनल पर विभिन्न समस्याओं को लेकर इंडिगो एयरलाइन्स के काउंटर पर पहुंचे।

बाई यात्री एरिफ्ट के रिफंड राशि, बैग्स में जुड़ी समस्याओं को लेकर पहुंचे। कई यात्रियों ने शिकायत की कि इंडिगो को कस्टमर केयर सेवा के लिए जारी किया गए नंबर पर लगातार निराकार करने के लिए कलिंग किया जा रहा है, लेकिन कोई जवाब नहीं मिल

दूसरी एयरलाइन का रुख कर रहे यात्री

कुछ यात्रियों ने बीते कुछ दिनों से संकट की स्थिति को देखते हुए दूसरी एयरलाइन का रुख किया। यात्रियों ने बताया कि दूसरी एयरलाइन की टिकट को बुक किया है। इसमें कई का यात्री शामिल है, जिन्हें नदिरी की छुट्टियों में देश के विभिन्न राज्यों में घूमने के लिए जाना है। इसमें कई यात्रियों ने राय, केरल, अरुणाचल, लक्षद्वीप और उत्तरी पूर्वी राज्यों में असम, मेघालय व अरुणांचल के द्वारा दूसरी एयरलाइन की टिकट बुक कराई है।

रहा है। इसके लिए जारी बिजु या कस्टमरसेप नंबर पर भी कई बार शिकायत दर्ज की गई, लेकिन इसका निवारण नहीं हो रहा है।

एक टैलरिंग सेक्टरवार को इंडिगो के काउंटर पर दोपहर 3.30 बजे के बाद अपने बैग्स को समस्या लेकर पहुंचा। एरिफ्ट के अनुस्मर टिकटों को कलिंग और न मिल रहा। इसके लिए उन्हें डेड

पंटा का इंतजार करना पड़ा। इसके बाद एयरलाइन के प्रोडिगिने ने उनसे बात करते हुए इसका समाधान करने का प्रयास किया।

समस्या लेकर काउंटर पर आ रहे यात्री: मंगलवार को दिल्ली निवासी लीटी यात्री इंडिगो एयरलाइन्स के काउंटर पर पहुंचा अड्डे में पहुंचे। उन्होंने बताया कि कुछ दिनों में भी साथ-बाई अन्य यात्री

जोधपुर के लिए फ्लाइट से इंडिगो एयरलाइन पर रवाना होंगे। मैं अपने कुछ साथियों के नाम को बदलवाने के लिए काउंटर पर पहुंचा था। फ्लाइट की टिकट बुक कराने समय कुछ नाम के अक्षर गलत हो गए। इसे बदलवाने के लिए मैं अहमदाबाद अड्डे में आया। मैंने कई बार कस्टमर केयर सेवा के लिए जारी नंबर पर फोन किया, लेकिन उसमें जवाब नहीं मिल रहा है। मुझे काउंटर में मौजूद प्रतिनिधियों ने इस समस्या के निवारण के लिए सहयोग दिया। कस्टमर केयर पर सहयोग नहीं मिला। ऐसे में कान्फे टिकटकों का सामना कई अन्य यात्रियों को करना पड़ा। इन कथनों के लिए एरिफ्टों पर रुख करना सुलभ नहीं है।



दिल्ली के इंदिरा गांधी अंतरराष्ट्रीय एयरपोर्ट के टर्मिनल-1 स्थित इंडिगो के काउंटर पर मंगलवार को टिकट के बारे में जानकारी प्राप्त करने यात्री। • रंजीत कुमार

इंडिगो : इंतजार, इम्तिहान और इलाज

भारत के विमानन क्षेत्र में एक ऐसा अभूतपूर्व संकट पैदा हुआ कि जिसे आसानी से भुलाया न जा सकेगा। यात्रियों को ऐसी परेशानी कभी नहीं हुई थी। डीजीसीए के आंकड़े बताते हैं कि इंडिगो ने नवंबर में 1,232 उड़ानें रद्द की थीं, जो अब तक दिसंबर में बढ़कर लगभग पांच हजार हो गईं। छोटे शहरों से बड़े शहरों तक समय व संसाधन के नुकसान का अनुमान लगाया जा रहा है। आखिर ऐसा क्यों हुआ और उपाय क्या हैं? पेश है जवाब तलाशती **मंजुल पॉल** की खास रिपोर्ट...



यंत्रिणी व बाहरी दोनों स्तरों के हिसाब से बॉर्डर में रोक चलनी चाहिए। विपरीत में रोक में विपरीत एक कंपनी का बहुत ज्यादा एकाधिकार होने देना ठीक नहीं।



2,300

के लक्ष्य उड़ानें इंडिगो एयरलाइन को हर दिन होती हैं, जिससे वह लगभग 60 प्रतिशत बाजार हिस्सेदारी के साथ भारत की सबसे बड़ी एयरलाइन सेवा है। इसका विस्तार भी सबसे तेज से हुआ है।

इंडिगो ने क्या किया : सरकार से ज्यादा रियायत या उदारता की उम्मीद

सरकार ने एयरलाइन कंपनियों को विमान सेवा शुरू करने के लिए प्रतीक समर्थन दिया, लेकिन लगभग कम करने के लिए डिजाइन किए गए कम कर्मचारियों वाले विमान पर काम कर रही इंडिगो इसके लिए पैसा नहीं ली। इंडिगो बॉर्डर में कम कर्मचारियों के साथ काम कर रही है, जिससे वह एक सफल काम लगान वाली एयरलाइन बन गई है। कंपनी अपने सर्विस लागत बचाने में काम नहीं करती; कंपनी ने जलवायु या नए विमानों के हिसाब से खर्च को नहीं बढ़ाया और निष्ठा की उम्मीद कभी नहीं की।

पायलटों ने क्या कहा : इंडिगो ने पर्याप्त पायलट की नहीं की मर्ती

एयरलाइन जॉब इंडिगो एयरलाइन ने अत्यंत लचीले हैं कि इंडिगो ने अधिक मात्रा में काम कराने के लिए उड़ानों के बावजूद पर्याप्त बॉर्डर पर रोक लगा दी। विकासक इंडिगो स्ट्रैटेजिक सर्विसेज ने प्रिंटिंग है। एयरलाइन ने 2023 में प्रति विमान 14-15 पायलट रखे, पर गिनती 2025 तक यह संख्या घटकर 12-13 रह गई। भारत में इंडिगो के पास 3,456 पायलटों का सबसे बड़ा स्टाफ है, पर वह उनकी जलवायु से काफी कम है।

इंडिगो ने अपनी विमान सेवा का लगातार विस्तार किया, लेकिन पायलट मर्ती में पिछड़ गई

इंडिगो एयरलाइन में प्रति विमान पायलट का अनुपात उच्च के साथ पर्याप्त नहीं बढ़ा, बल्कि घट गया...



भारतीय विमानन सेवा ने एक अभूतपूर्व संकट का सामना किया है और उसमें अभी भी पूरी तरह से उबर नहीं है। पिछले सातह में इंडिगो ने 1,232 उड़ानें रद्द की हैं और देश भर में यात्रियों के पैकेजों के बाद, केन्द्र सरकार ने एयरलाइन को भारत की सबसे बड़ी एयरलाइन इंडिगो के खिलाफ कड़ी कार्रवाई का संकेत दिया है। हालांकि, सरकार ने यह दावा किया कि इंडिगो ने पहले नए एयरलाइन विमानों को लेकर कभी कोई फिल्टर नहीं करवाया था। दूसरी ओर, एयरलाइन ने कहा है कि इन्होंने इतना जलवायु और सफाई नहीं की।

यह स्पष्ट है कि पूरी समस्या इंडिगो की अंतर-परिचालन विफलताओं के कारण है। इसके लिए निष्ठात्मक कार्रवाइयों की विवेचना नहीं करनी चाहिए। एयरलाइन के अनुसार, दिसंबर में जब विमानों की संख्या कम थी, तो इंडिगो ने नए एयरलाइन मॉडलों को लेकर कोई फिल्टर नहीं लगाया था, लेकिन नए नए विमान आते हुए, जब इंडिगो को सेवा बाधक हो गई। अगर कहा जा रहा है कि उच्च इंडिगो को समस्या का जवाब नहीं था, तो यह एक बहुत बड़ा संकेत है और एयरलाइनों को यह पता था कि समस्याएं होने वाली हैं, जब उसे समय रहते सरकार को सूचित करना चाहिए था। इंडिगो ने न सरकार को बताया और न यात्रियों को सूचना दी। उच्च ने क्वॉरंटी पूरी तरह खोला है, जब भी इंडिगो ने क्वॉरंटी को लागू करना शुरू किया।

यह मानना ​​गया कि इंडिगो ने नए विमानों के साथ आरंभ किया था, पर इंडिगो प्रबंधन ने पूरी तरह से निष्ठा किया। हालांकि, यह भी सरकार ने माना है कि यह एक टैकटिक परिचालन प्रक्रिया है, जिसे इंडिगो को बचाव रखना चाहिए था।

जल्द से ज्यादा रियायत

यह विस्तार प्रवृत्ति है कि विमानन सेवा कंपनियों को जल्द से ज्यादा रियायत दी जाती है। एयरलाइन, नए विमानों के साथ सबसे एयरलाइन सेवाओं में डोमिनैटिंग या सरकार से संबंधित किया था। यह भी ध्यान देने की बात है कि मुद्रा बाजार में अस्थिरता के बाद, एयरलाइन सेवाओं को अस्थिरता के कारण के लिए जल्दी रियायत प्रदान हो रही है।

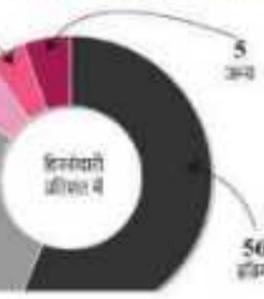
यह ध्यान रखना है कि सरकार इस संकट को हल करने में नहीं ले रही है। सरकार के रुकने से उम्मीद है कि एयरलाइन बाजार के बाद सरकार कुछ ऐसे कदम उठाएगी, जिससे सभी एयरलाइन के लिए एक विकास प्रदान होवे। एयरलाइन को उच्च से यह भी कहा जा रहा है कि अगर एयरलाइनों के विमानों की संख्या नहीं होती है, तो सरकार कार्रवाई करेगी।

आजकल की जलवायु

इंडिगो के हवाले देश की 56 प्रतिशत उड़ानें: इसीलिए राष्ट्रीय विमानन संकट पैदा हुआ

इंडिगो को रोक देने हुए 20 साल भी पूरे नहीं हुए हैं। साल 2005 में इंडिगो की शुरूआत करने वाली इंडिगो एअर लाईंस में ही भारत की सबसे बड़ी विमान सेवा बन गई थी। यात्रियों की मांग के मामले में यह दूसरी सबसे बड़ी एयरलाइन एयरलाइन है और दुनिया की सबसे बड़ी एयरलाइन में एक है। इंडिगो 2025 की सीएफ़ी रिपोर्टों में 31.9 प्रतिशत से ज्यादा बाजार हिस्सेदारी है। नवंबर 2025 तक इंडिगो 2,700 से अधिक टैकटिक उड़ानें 107 घण्टों के लिए संचालित करती थी -

14 दिसंबर को उड़ानें रोकने से उड़ानों का प्रतिशत



नए इयूटी समय संबंधी नियमों के चलते बड़ी संख्या में उड़ानें रद्द हुईं

वर्ष	उड़ानें रद्द की संख्या	कुल उड़ानें प्रतिशत (%)
वर्षाकाल और उड़ानें शुरू करने के लिए (एयरलाइंस)	755	61.3
एयरलाइन या एयरलाइन सेवा संबंधी परिवर्तन	258	20.9
अन्य कारणों से उड़ानें रद्द की गईं	92	7.5

नवंबर में इंडिगो की उड़ानों के रद्द होने का कारण और प्रतिशत

कारण	प्रतिशत
अवकाश	4.4%
अन्य	5%
अवकाश	6%
अन्य	28%
अवकाश	56%



Corporate Communications Directorate

HINDUSTAN

DELHI

10 DECEMBER 2025

विमानन क्षेत्र का लाभ रिकॉर्ड स्तर पर पहुंचेगा

जिनेवा, एजेंसी। अंतरराष्ट्रीय वायु परिवहन संघ (आईएटीए) ने वैश्विक एयरलाइन उद्योग का शुद्ध लाभ वर्ष 2026 में 41 अरब अमेरिकी डॉलर के रिकॉर्ड स्तर पर पहुंच जाने का मंगलवार को अनुमान जताया। यह मौजूदा साल के लिए अनुमानित लाभ 39.5 अरब डॉलर से अधिक है।

उद्योग निकाय ने कहा कि एशिया-प्रशांत क्षेत्र में यात्री मांग को भारत और चीन आगे ले जाएंगे। इस क्षेत्र में 2026 के दौरान शुद्ध मुनाफा 6.6 अरब डॉलर और प्रति यात्री शुद्ध लाभ 3.20 डॉलर रहने का अनुमान है। अगले साल कुल

आईफोन के कवर बेचने में ज्यादा कमाई

आईएटीए ने कहा कि एप्पल, आईफोन का कवर बेचकर अगले साल एयरलाइंस के हर यात्री पर होने वाले 7.90 डॉलर के लाभ से ज्यादा कमाएगी। उन्होंने कहा कि विमान उद्योग के स्तर पर मार्जिन बहुत कम है। उसके मुताबिक 2026 का मुनाफा पिछले साल के मुकाबले समान है जबकि 2023 में यह 8.50 डॉलर था।

क्षमता के मुकाबले यात्रियों की संख्या 83.8 प्रतिशत के रिकॉर्ड स्तर पर रहने का अनुमान है।

आपूर्ति श्रृंखला को चुनौतियों के बावजूद शुद्ध लाभ मार्जिन 3.9 प्रतिशत

रहने की उम्मीद है। आईएटीए ने यहां 2026 के लिए वित्तीय परिदृश्य की घोषणा करते हुए कहा कि एयरलाइन उद्योग का कुल राजस्व अगले साल बढ़कर 1,053 अरब डॉलर रहने का

झटके से उबर इंडिगो वापसी कर रही

आईएटीए के डायरेक्टर जनरल विली वॉल्था ने कहा कि इंडिगो पूरी तरह से काम पर वापस आने की दिशा में आगे बढ़ रही है, और ऐसा लगता है कि फ्लाइट ह्यूटी के नियमों की वजह से एयरलाइन में ऑपरेशनल चुनौतियां आ रही हैं। भारत की सबसे बड़ी एयरलाइन, इंडिगो, पिछले एक हफ्ते से ऑपरेशनल दिक्कतों का सामना कर रही है।

अनुमान है, जो 2025 के अनुमानित 1,008 अरब डॉलर से अधिक है। अगले साल राजस्व 981 अरब डॉलर के अनुमानित परिचालन खर्चों से अधिक रहने की उम्मीद है।



Corporate Communications Directorate

THE HINDU

CHENNAI

9 DECEMBER 2025



B. VELANANDI RAJ

IndiGo flight cancellations fall gradually at the city airport

The operation of IndiGo flights has been slowly stabilising at the Chennai airport, with the number of cancellations falling gradually. On Monday, IndiGo flight cancellations stood at 71 – 38 departures to cities including Kolkata, Mumbai, Jaipur, Ahmedabad, Bengaluru, Kochi, and Bhubaneswar and 33 arrival flights from cities including New Delhi, Mumbai, Coimbatore, Ahmedabad, Hyderabad, Bengaluru, and Kochi. The people who had booked tickets with the airline operator were an anxious lot, with many of them taking to social media platforms, such as X, to ask for the status of their flights.

IndiGo set to reduce 400-500 flights daily to stabilise schedule

Jagriti Chandra
NEW DELHI

IndiGo will slash 400 to 500 flights to fully stabilise its daily schedule, nearly double the number of cuts the government ordered after the airline's failure to allocate enough pilots after the new night-flying rules crippled its operations and led to the cancellation of hundreds of flights over the past week.

The airline will now operate 1,800 to 1,900 flights daily instead of 2,300 it was operating earlier, an IndiGo executive told *The Hindu*.

This implies that nearly 81,000 passengers a day will be affected until full capacity is restored, according to back-of-the-envelope calculations assuming 90% seat occupancy on its 180-seat aircraft. The airline did not provide any clarity on how long it would take to return to full capacity, but the executive said the airline would inform passengers about cancellations 72 hours in advance.

IndiGo's decision to curtail flights came even as Civil Aviation Minister K. Ram Mohan Naidu said in a post on X that the airline had been ordered to slash 10% of its flights. This was up from the 5% the government ordered earlier in the day. However, the final tally means IndiGo is slashing 17%-21% of its daily flights.

IndiGo chief executive officer (CEO) Pieter Elbers, who met Mr. Naidu on Tuesday, said in a recorded video statement before the meeting that the airline's operations had "fully stabilised, which means the flights reflecting on our website are scheduled to



Passengers exit the airport in Kanpur, following cancellation of flights to Delhi and Mumbai on Tuesday. PTI

operate with an adjusted network".

The airline also said it was now flying to all the 138 destinations in its network, and its on-time performance (OTP) had improved to 85% to 90% of flights adhering to their arrival and departure slots; the figure had dropped to as low as 3.5% last week.

'Safety non-negotiable'
Earlier in the day, Mr. Naidu said in the Lok Sabha that the airline had been directed to restructure its operations and reserve crew capacity.

"No airline, however large, will be permitted to cause such hardship to passengers through planning failures, non-compliance or non-adherence to statutory provisions. Safety in civil aviation is completely non-negotiable," he said. The airline was also directed to ensure reserve crew capacity.

A four-member committee has been set up to inquire into the large-scale flight disruptions at IndiGo, and the airline's CEO and COO have been issued show-cause notices warning of enforcement action.

IndiGo to reduce 400-500 flights

Since November, over 5,000 flights have been cancelled, including 951 in November. A total of 9.5 lakh tickets were cancelled from November 21 to December 7, for which the airline maintains it has released refunds totalling 2827 crore.

Earlier, the airline had sought permission to fly nearly 10% more flights in the winter season, effective from October 26, 2025 till March 28, 2026, compared with the 2024 winter season. This has raised questions about how the airline made such a demand, and why the aviation regulator, the Directorate General of Civil Aviation, agreed without assessing whether IndiGo had adequate crew.

The airline has admitted to "planning gaps and misjudgement" in estimating crew requirements under the government's revised norms governing night flying for pilots, including for the first time capping the number of landings allowed per night shift to two in response to concerns over mounting fatigue.

As per the airline's own submission, it currently has 45 fewer captains than required - 2,357 available against 2,422 needed to comply with the new rule that came into effect from November 1.

Could IndiGo have hired more pilots to prevent the crisis?

Even adding 900 more pilots would have cost IndiGo just a fraction of the airline's annual profits

DATA POINT

Vignesh Radhakrishnan
Sambavi Parthasarathy
Nitika Francis
Devyanshi Bihani

Starting this month, IndiGo's operations unravelled as thousands of flights were cancelled. The primary trigger was the airline's failure to prepare for the new pilot rest and duty norms (Phase II), which came into full effect on November 1, 2025. These stricter mandates – specifically raising the weekly rest period of pilots from 36 to 48 hours and capping night landings – effectively shrank the available pool of pilot hours. The company informed officials that “misjudgement and planning gaps” led to the fiasco.

IndiGo is managing the current crisis by contracting its daily operations from 2,300 to approximately 1,800-1,900 flights. This creates a distinct ‘lose-lose’ scenario: the airline limits its output, and passengers face reduced connectivity. The impact is magnified by IndiGo's sheer dominance; its market share – measured in Revenue Passenger Kilometers – has climbed from under 40% in 2015-16 to over 60% in 2024-25 (Chart 1). Its nearest competitor, Air India, trails significantly at roughly 14%. With rivals grappling with their own aircraft shortages and scale limitations, the broader industry is ill-equipped to bridge the supply gap left by the market leader.

Could IndiGo have averted this fiasco by aligning its hiring strategy with the impending regulatory shifts? According to a recent report by *Mint*, the airline intends to onboard over 900 pilots by next December, with an initial intake of about 160 by February. Could this have been done before?

To understand the crisis, consider IndiGo's massive operational expansion. Chart 2 plots IndiGo's share in total industry pilots versus total flying hours. In 2019-20, Indi-

Go had 44.6% of all pilots and contributed to 42.1% of total flight hours. By 2023-24, its pilot share dipped to 43.6% while flight hours surged to 50.9%. While this does not strictly prove that pilots are ‘overworked’, it hints at a divergence of operations scaling up significantly, but the pilot workforce not keeping pace.

Capt. A. Ranganathan, a former airline instructor pilot and aviation safety adviser, confirms this. “IndiGo knew very well that they should have hired more pilots by November 1 this year. Despite not doing that, they applied for approval for the winter schedule this year. They actually increased the number of flights, which was approved by the DGCA.”

Would hiring more pilots erode the bottom line of IndiGo, the only consistently profitable Indian carrier? To answer this, we analysed pilot expenditures. In 2023-24, IndiGo spent ₹31,217 million on 5,038 pilots, averaging ₹6.2 million per pilot annually (Chart 3A). This figure is slightly lower than Air India's, yet higher than SpiceJet's (Chart 3B). With plans to onboard 900 new pilots by next year, a back-of-the-envelope calculation projects an additional annual cost of roughly ₹5,500 million.

This additional ₹5,500 million outlay constitutes merely 6-8% of IndiGo's Profit After Tax, which stood at ₹81.6 billion in 2023-24 and ₹72.5 billion in 2024-25 (Chart 4). Even if we assume these hires are strictly for compliance rather than expansion, the trade-off is stark: the airline had to forego less than 8% of its surplus to insulate itself from this fiasco. It remains to be seen if the actual losses from the current crisis will outweigh this expense.

According to Capt. Ranganathan, IndiGo will in fact struggle to complete these additional hires. He noted that the airline delayed promoting many Senior First Officers to Captains, prompting an exodus of pilots. He also highlighted that allowances have been cut.

Penny wise, pound foolish?

The data for the charts were sourced from the Handbook on Civil Aviation Statistics and other reports published by the Directorate General of Civil Aviation



Chart 1: Market share of select airlines measured in terms of passenger kilometres (figures in %)

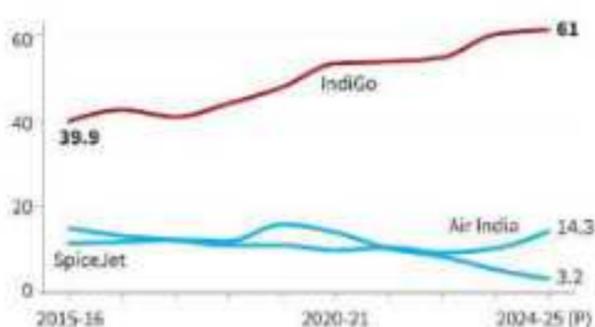


Chart 3A: Average expenditure incurred by IndiGo per pilot, annually (Figures in ₹ Million)



Figures in Chart 3A and Chart 3B include expenditure incurred by airlines on pilots and co-pilots

Chart 3B: Average expenditure incurred by airlines per pilot in 2023-24 (Figures in ₹ Million)

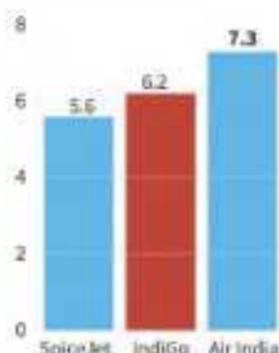
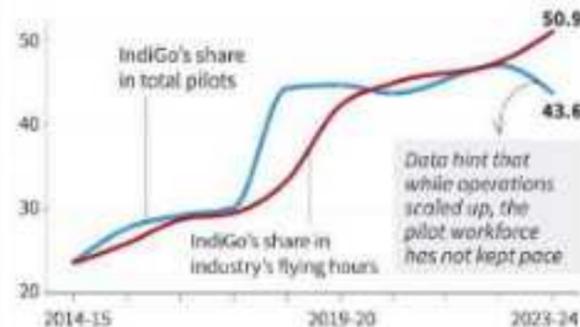
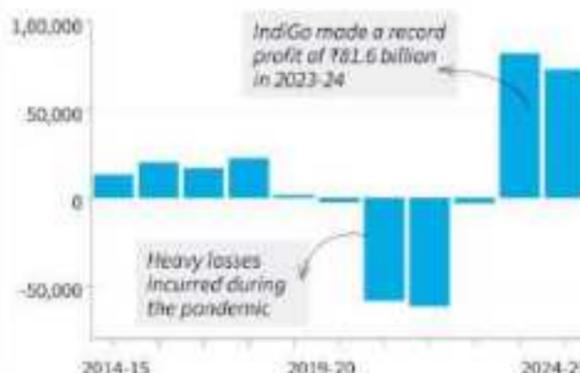


Chart 2: IndiGo's share in total pilots and total flying hours of all airlines. Figures in %



Data hint that while operations scaled up, the pilot workforce has not kept pace

Chart 4: Net profit or loss recorded by IndiGo after income tax in the last decade (Figures in ₹ Million)





भारतीय विमानपत्तन प्राधिकरण
AIRPORTS AUTHORITY OF INDIA

Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

10 DECEMBER 2025

Hindustan Times

DGCA orders IndiGo to cut flights by 10%

By LM Tripathi

NEW DELHI: The government on Tuesday ordered IndiGo to cut 10% of planned flights following days of massive disruptions in operations, saying the airline's overall mismanagement of pilots and aircraft had caused severe inconvenience to passengers across the country.

The move will reduce at least 20 daily flights from IndiGo's network, based on the number of aircraft India's largest airline operated before new pilot rules which came into effect on November 1. The stability of the sector is seen to have improved after the airline cut its flight schedule to about 1,500 flights in the first nine days of December.

The civil aviation regulator said these instructions will be used across all the airlines that the airline operates especially on high demand, high frequency routes and routes that are solely served by IndiGo.

Civil aviation minister K. Jagan Mohan Reddy said on X that his ministry considered it necessary to reduce IndiGo's routes to help stabilise operations. "A curtailment of 10% has been ordered. While dealing with it, IndiGo will continue to cover all its destinations as before," the minister said.

During the severe inconvenience caused by IndiGo passengers on "overall mismanagement of crew issues, flight schedule and baggage communication," he said another meeting with IndiGo's top management was held to review the substitution measures.

IndiGo CEO Peter Dinkov, who was summoned to the ministry, confirmed that 10% of the scheduled flights offered in 10th December has been completed. The minister said asking for strict instructions were given to expedite the completion of the remaining refunds and baggage handling.

The regulator, the Directorate General of Civil Aviation (DGCA) had earlier in the day ordered 1% of IndiGo flights to be cancelled. The notice stated that the airline is expected to submit its revised schedule by Wednesday evening.

The DGCA had on October approved 4% more flights to IndiGo this year's winter schedule with 400 aircraft against 390 aircraft in the summer one. The



Passengers (above) wait after cancellation of flights at Kargpur airport on Tuesday, and an IndiGo staff member helps a disabled passenger with luggage at the Delhi airport.

DGCA observed that the airline could operate only 20 aircraft in October 2025 and 300 aircraft in November 2025.

The minister had said on Monday that IndiGo had held a meeting with the DGCA to discuss the new Flight Duty Time Limitation (FDTL) rules on December 1, but did not mean that it was having trouble meeting the new norms.

On December 2, IndiGo cancelled over 200 flights leaving thousands stranded.

The government has said it "took control" on December 3 - but the airline continues to dispute. On December 5, the Directorate General of Civil Aviation suspended IndiGo's Airbus A320 fleet from certain routes on pilot duty hours at night, after a representation from the airline a day earlier. It also ordered IndiGo's local pilot pilots departed elsewhere by flying duties. Separately, it withdrew a rule that prevented airlines from operating pilot lines as weekly rest to meet flying duty norms.

400, the DGCA was criticised 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 blamed the interruption was granted "solely to facilitate operational stabilisation and to no way compromise on the safety requirements".

The airline was supposed to submit a detailed response by Monday evening to a show cause notice from the regulator. But IndiGo requested for an extension of 15 days for a detailed response while submitting a brief reply to the DGCA in which it attributed the move cancellation to a "compounding effect of multiple factors".

The airline blamed a combination of "minor technical glitches," schedule changes linked to the onset of the winter season, adverse weather conditions, increased competition in the market, the implementation of updated crew rostering norms under FDTL and requested additional time to conduct a comprehensive Root Cause Analysis (RCA).

Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

10 DECEMBER 2025

IndiGo scaled up ops but pilot count dipped: Data

Neha LM Tripathi

nehatri@hindustantimes.com

NEW DELHI: Weeks after the country's aviation regulator approved a 6% increase in flights for IndiGo, as part of the airline's winter schedule, the ministry of civil aviation said there would be a 10% reduction instead, a consequence of the inability of India's largest carrier to meet new flight rostering norms that saw it cancelling more than 5,500 flights in the first nine days of December.

Numbers presented in the Lok Sabha on December 8 highlighted just why the airline was unable to meet the new flight duty timing limits, first mooted in January 2024, although the airlines got enough time to prepare with some of the norms coming into effect this July, and the rest on November 1. The numbers show a 7% reduction in the number of pilots at IndiGo between March and December.

Contrary to what its Chief Operating Officer (COO) Indro Proqueyas had said in the airline's submission to the aviation regulator Directorate General of Civil Aviation (DGCA) in December last year that "the overall impact of implementing the proposed changes above would amount to an approximate 3% increase in crewing

continued on p13

Pilot drop worsens turbulence

5,500+ IndiGo flights cancelled this month

220 Daily IndiGo flights reduced by govt

NUMBER OF PILOTS

In March In December



Hindustan Times

INDIGO CRISIS

requirements", IndiGo has actually seen its number of pilots fall to 5,463 (December 9 reply) from 5,803 (according to a March 2025 reply), as per government data.

Air India saw the number of pilots on its rolls increase from 3,280 to 6,350 in this period and SpiceJet from 369 to 385.

The December chaos (coming after the airline cancelled over 1,200 flights in November, with around 750 being cancelled because of the new norms) prompted India's civil aviation ministry to relax the norms for IndiGo, a move that some analysts have said is akin to giving it a lifeline, and which was criticised by an international pilot's body on Tuesday.

Captain Ran Hay, president of the Montreal-based International Federation of Air Line Pilots' Associations (IFALPA), said India's decision to grant the exemption to the rest rules was concerning because it was not based on scientific evidence.

"We are informed that the change is due to staffing issues," he said further. "This is resulting in fatigue clearly affects safety." Hay warned the government's decision could also exacerbate staffing issues given that working conditions across the one of the reasons pilots depart airlines based in the country.

The new crew rostering norms were in keeping with international standards, and aimed at reducing pilot fatigue and improving safety.

The reduction in its pilot strength at a time when the airline needs more pilots is strange, a former airline executive said.

"This is ridiculous, and most unjustified when you know the new FDTL (flight duty time limitation) would require at least 20% more pilots to be hired. The reduction in the number of pilots at IndiGo is wasteful and has no logic making it seem like a deliberate move," this person added, asking not to be named.

Indeed, some, including the airline's own staff in well-publicised open letters, have claimed that the airline deliberately allowed the chaos to play out hoping that this would force the ministry to relax the new norms.

Pilot Jody Ailene Pilot Association of India (ALPI) India on earlier this month, alleged that "this situation points to a failure of proactive measures planning by dominant airlines, potentially exacerbated by an effort to pressure the regulator to dilute the

promulgated FDTL norms for commercial gain."

Another pilot body, the Federation of Indian Pilots (FIP), said the current disruption at IndiGo was the direct consequence of the airline's "prolonged and unorthodox lean manpower strategy across departments, particularly in flight operations".

Despite the two-year preparatory window before full FDTL implementation, the airline "unwisely adopted a hiring freeze, entered non-poaching arrangements, maintained a pilot pay freeze through cost-cutting measures, and demonstrated other short-sighted planning practices," FIP said.

"To be sure, IndiGo is by far the largest operator in India's skies. It has captured more than 60% of the domestic market.

IndiGo did not flag any concerns about adapting to the revised crew fatigue rules during a meeting with the DGCA on December 1, a day before operational problems at India's largest airline became apparent, civil aviation minister Purnima Naidu told Parliament on Monday.

Between December 1 and December 5, the airline cancelled around 4,500 flights.

In January 2024, the DGCA introduced new pilot duty norms, including an increase in weekly rest from 36 to 48 hours and limits on the number of flight hours a pilot can operate. However, these changes were put on hold due to severe resistance from airlines, pressuring pilots unions to approach the union. After several rounds of court-backed mediation between airlines and pilot associations, the regulator agreed to a staggered implementation of the revised FDTL norms.

S.L.R. DEBATE

ment and the Opposition over a discussion on electoral reforms and especially SRR, which led to disruptions in the first week of the current session. It also coincided a nationwide political storm over the SRR process currently underway in 12 states and Union Territories. The previous SRR process in Bihar led to the deletion of 6.9 million names and the addition of 2.15 million.

In his 20-minute speech, Gandhi alleged that the BJP and RSS had captured India's institutions. "The biggest anti-national act you can do is vote (here)". Because when you destroy the vote, you destroy the fabric of this country, you destroy modern India, you destroy the idea of India. These



Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

10 DECEMBER 2025

NOW, GLOBAL PILOTS BODY WARNS OF SAFETY IMPACT AFTER RULE EXEMPTION

Reuters

letters@hindustantimes.com

MONTREAL/NEW DELHI: India's decision to ease stricter rules on pilot rest following a wave of flight cancellations by the country's largest carrier should be reversed due to the adverse effect of fatigue on safety, the head of global pilot union group IFALPA said.

IndiGo, which controls about 65% of India's domestic aviation market, has said it failed to plan

continued on →13

Govt tells airline to cut 10% of scheduled flights

Neha LM Tripathi

letters@hindustantimes.com

NEW DELHI: The government on Tuesday ordered IndiGo to cut 10% of planned flights following days of massive disruptions in operations, saying the airline's internal mismanagement of pilots and aircraft had caused severe inconvenience to passengers across the country.

The move will remove at least 220 daily flights from IndiGo's network, based on the number of services India's largest airline operated before new

pilot rest and duty rules took effect on November 1. The inability of the carrier to meet the new norms saw it cancelling at least 5,500 flights in the first nine days of December.

Civil aviation minister K Ram Mohan Naidu said on X that his ministry considered it necessary to reduce IndiGo's routes to help stabilize operations.

"A curtailment of 10% has been ordered. While abiding with it, Indigo will continue to cover all its destinations as before," the minister said. →P9

GLOBAL PILOTS' BODY

adequately for a November 1 deadline to implement stricter rules on night flying and weekly rest for pilots.

on Hay, president of the Montreal-based International Federation of Air Line Pilots' Associations (IFALPA), said India's decision to grant the exemption to the rest rules was concerning because it was not based on scientific evidence.

"We are informed that the change is due to staffing issues," he told Reuters on Monday. "This is troubling as fatigue clearly affects safety." Hay warned the government's decision could also exacerbate staffing issues given that working conditions account for one of the reasons pilots depart airlines based in the country.

India's civil aviation ministry did not immediately respond to a request for comment outside regular business hours. Hay's comments come as IFALPA is pushing for a more specific global standard that would combat pilot fatigue evenly across regions, as aviators in other countries also press back against exemptions.



Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

10 DECEMBER 2025

Air India readies winter operations as fog window begins from today

NEW DELHI: Tata Group-owned Air India on Tuesday said it has put in place a series of measures, including rostering CAT-III B trained crew in adequate numbers and deploying aircraft compliant with low-visibility operations to mitigate disruption and minimise passenger inconvenience during the fog season, which begins from Wednesday, December 10. The fog window will go on till February 10 2026.

IndiGo told to restructure its operations: Min in Parl

Neha LM Tripathi

ntimes@hindustantimes.com

NEW DELHI: No airline, however large, will be permitted to cause hardship to passengers through planning failures and non-compliance with regulations, Union civil aviation minister Ram Mohan Naidu said on Tuesday, blaming IndiGo's internal roster disruptions for the scheduling meltdown that left millions of passengers stranded across India.

Speaking in the Lok Sabha, the minister said that the airline had assured regulators about obeying the new pilot rest rules

but internal roster disruptions led to the scheduling meltdown, adding that "strict and appropriate action will be taken" against IndiGo.

His comments came even as the flight disruptions were yet to fully normalise — more than a week after glitches first started grounding planes — amid rising questions about the role of the government and the aviation regulator in not just implementing the flight duty time limitation (FDTL) rules but also in ensuring accountability.

IndiGo had clearly assured full compliance with these norms and also confirmed its preparedness to undertake its winter schedule. Despite these assurances, prima facie, it was observed that internal rostering disruptions led to large-scale cancellations, causing inconvenience to thousands of passengers. The ministry advised the regulator to act immediately," Naidu said.

He informed the House that the disruption caused by IndiGo's recent operational failures was "rapidly stabilising."

"IndiGo has been directed to restructure its operations, add reserve crew capacity, improve passenger handling and restore normal schedules without any delay. Enhanced oversight on the ground continues," he added.

"IndiGo's daily flights, which had fallen drastically to 706 on 5th of December, have recovered to over 1,800 flights yesterday (on Monday) and are expected to rise further today," he said.



assuring that all other airlines continue to operate smoothly across the country and the airports are reporting normal conditions without crowding or distress. The crisis affected at least 5,500 flights and millions of passengers since December 2.

After the crisis spiralled on December 2, the government has said it "took control" on December 3 — but the crisis continued to deepen. On December 5, the Directorate General of Civil Aviation 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 deputed 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 insisted the exemption was granted "solely to facilitate operational stabilisation and in no way amounts to dilution of safety requirements".

The minister again spoke about the aviation ecosystem, a day after saying in the Rajya Sabha that India needs to have five big airlines. "Going forward, the government is determined to build a more robust and competitive aviation ecosystem. Through our policies, we are encouraging more new airlines

to start and operate in India, ensuring fair access to airport capacity and eliminating any possibility of duopoly, controlling connectivity and pricing in our skies," Naidu said.

"More airlines mean more choice, more affordability and more resilience for the passengers. In the last one decade, Indian aviation has evolved to become more inclusive. India has emerged as the world's fastest-growing aviation market, with year-on-year passenger growth of around 12%," 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.

In his 5 minute 15 seconds speech in the Lower House, Naidu said that refunds, baggage tracing and passenger support measures were under continuous supervision by the ministry. This came even as thousands of passengers continued to vent on social media about unreturned baggage and unprocessed claims. The minister said accountability will be ensured, adding that the Directorate General of Civil Aviation had issued showcause notices to IndiGo's senior leadership and commenced a detailed enforcement investigation. "Depending on the outcome, strict and appropriate action, as empowered under the Aircraft Rules and Act, will be

taken. No airline, however large, will be permitted to cause such hardship to passengers through planning failures, non-compliance or non-adherence to statutory provisions," the minister said.

Safety in civil aviation is completely non-negotiable, he assured Parliament.

"India is a founding member of the International Civil Aviation Organization and remains firmly committed to the highest global standards of safety. Revised flight duty time limitations, scientifically designed to prevent pilot fatigue, are being implemented. These reforms are

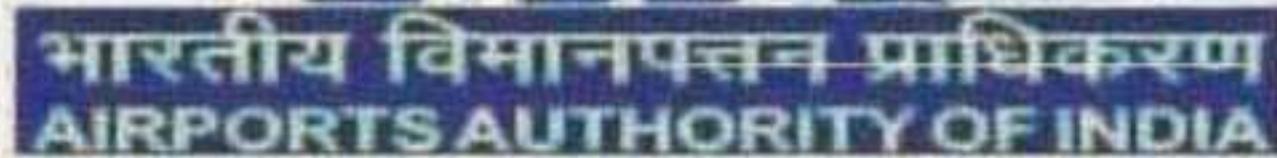
essentially for passenger safety," the minister stated.

Explaining the process of implementing the new rules, Naidu said, "DGCA adopted a phased-wise implementation plan in consultation with all the stakeholders. Phase 1 from 1st July 2025. Phase 2 from 1st November 2025."

"We intervened to cap fares so that no passenger would be exploited due to the sudden demand spikes and opportunistic pricing. IndiGo was ordered to issue refunds promptly and, as informed by IndiGo, more than ₹750 crore has already reached the passengers," the minister said. Naidu said that re-bookings, if needed, were done without any additional charges to the passengers. "We are monitoring each and every case of baggage handling and ensuring that communication with passengers is both timely and dignified. As informed by IndiGo, the process of refunds and baggage handling are over in its final stages," the minister assured the parliament.

The Opposition hit back.

"The government has given statements in the Rajya Sabha and the Lok Sabha on the issue of IndiGo for the past 2 days. According to the government, the entire responsibility is of the owner of a private company... The entire opposition was dismissed with the (civil aviation) minister's statement in the Lok Sabha, which is why we staged a walkout... We demand that a discussion be held on this," Congress leader Gaurav Gogoi said.



Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

10 DECEMBER 2025

INDIGO CANCELS 422 FLIGHTS FROM SIX METRO CITIES

HT Correspondent

letters@hindustantimes.com

MUMBAI: At least 422 IndiGo flights got cancelled from six metro airports as the airline battles crisis for the eighth consecutive day on Tuesday, officials familiar with the matter said.

The number of IndiGo flight cancellations at Hyderabad stood at 58 and 41 in Mumbai, over 50 flights from the Chennai Airport, they noted.

Meanwhile, the government has announced a 10% reduction in the number of IndiGo flights during the ongoing winter schedule. IndiGo has been operating over 2,200 daily flights under the airline's Winter Schedule for 2025-26, which commenced from the last week of October and will last up to late March 2026.

 Hindustan Times

[INTERVIEW] RAM MOHAN NAIDU, CIVIL AVIATION MINISTER

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

Neha LM Tripathi

nehalm@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 Excerpt:

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 operators 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 not 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.



Corporate Communications Directorate

HINDUSTAN TIMES

MUMBAI

9 DECEMBER 2025

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

Snehashish Roy

snehashish@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 Sarver, Union minister of state (MoS) for civil aviation Mauldhar Mohol 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," Mohol 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.



Corporate Communications Directorate

HINDUSTAN TIMES

MUMBAI

9 DECEMBER 2025

[CHALLENGING MONOPOLY IN AVIATION SECTOR]

Prithviraj Chavan demands splitting IndiGo into 2 entities

Faisal Malik

faisal.malik@httimes.com

MUMBAI: Veteran Congress leader and former Maharashtra chief minister Prithviraj Chavan demanded on Monday that IndiGo Airlines be split into two companies and the market share of each be capped by around 20 percent to ensure fair competition. He underscored that the monopoly of private players in the aviation sector is dangerous and urged the government to start a national airline.

Chavan also demanded a joint parliamentary committee (JPC) to probe ₹56 crore given to the Bharatiya Janata Party (BJP) by IndiGo as electoral bonds ahead of the Lok Sabha elections and Adani Group's purchase of a pilot training company con-

nected to the IndiGo crisis.

Chavan said, "The government should break IndiGo into companies to reduce its monopoly in the aviation sector." He said that the central government has the power to do so by invoking the Competition Act 2002. "They can break a company into two by invoking section 20 of the Competition Act. We have an example of the United States (US) which did the same with the Standard Oil Company and broke it into seven companies by invoking the Sherman Antitrust Act back in 1911," Chavan told reporters.

He said that this was the right time to invoke the act and break the airline's monopoly to ensure competition as it controls 65 percent of India's aviation market and Tata controls 30 percent.

"This is the perfect example of crony capitalism," he remarked.

He also alleged that the aviation ministry allowed exemptions to IndiGo for not implementing Flight Duty Time Limitation (FDTL) for over a year until December when a crisis related to IndiGo flights occurred. "I demand JPC to probe if the ₹56 crore given by IndiGo's owner to BJP in the form of electoral bonds, Adani purchasing PSTC and IndiGo crisis are connected to each other," he said. He also sought to know why the airline fare cap was lifted by then aviation minister Jyotiraditya Scindia on August 31, 2022. He said that if the cap was not removed the airlines would not have dared to increase ticket fares exorbitantly during the IndiGo crisis.

AFTER DIRECTORATE GENERAL OF CIVIL AVIATION ORDERED 5% CUT

Govt orders IndiGo to cut down flights by 10%, summons CEO

Ops reinstated, delivered nearly all bags stuck at airports, says airline

Sukalp Sharma
New Delhi, December 9

A DAY after the Directorate General of Civil Aviation (DGCA) ordered IndiGo to reduce its flight schedule by 5 per cent, the government on Tuesday doubled the curtailment of the airline's domestic flights to 10 per cent. The decision was communicated by the Ministry of Civil Aviation (MoCA) in a meeting with IndiGo CEO Pieter Ebers.

IndiGo is India's largest airline with a domestic market share of nearly 65 per cent, and its daily schedule has over 2,300 flights, including about 2,150 domestic flights. A 10 per

cent curtailment in domestic flights would mean that its daily scheduled flights within the country would fall to less than 1,950. According to sources, the freed-up slots may be offered to other carriers if they have additional capacity that can be deployed.

In a post on X, Civil Aviation Minister K Ram Mohan Naidu said Ebers was "summoned" to the ministry to provide an update on the airline's stabilisation measures. "The Ministry considers it necessary to curtail the overall IndiGo routes, which will help in stabilising the airline's operations and lead to reduced cancellations. A curtailment of



Civil Aviation Minister K Ram Mohan Naidu posted a photo of his meeting with IndiGo CEO Pieter Ebers (left). [@govtindia](#)

10% has been ordered. While abiding with it, IndiGo will continue to cover all its destinations as before," Naidu said on X.

"During the last week, many passengers faced severe inconvenience due to IndiGo's inter-

nal mismanagement of crew rosters, flight schedules and inadequate communication. While the enquiry and necessary actions are under way, another meeting with IndiGo's top management was held to

review the stabilisation measures. Today again, @IndiGoE CEO Pieter Ebers was summoned to the Ministry to provide an update. He confirmed that 100% of the refunds for flights affected till 9th December have been completed. A strict instruction to expedite the completion of the remaining refunds and baggage hand-over was given," Naidu said.

Meanwhile, in a statement earlier in the day, IndiGo announced that its operations had stabilised and normalised. The airline operated over 1,900 flights on Tuesday, covering all destinations on its network, and its on-time performance (OTP) was back at over 80 per cent.

"IndiGo can confirm that after days of significant and steady improvement across the network, we have reinstated

—CONTINUED ON PAGE 2

IndiGo

our operations across our network. This means all flights published on our website are scheduled to operate within an adjusted network. Also, nearly all bags that were stuck at airports have been delivered to our customers and the teams are working on delivering the remaining at the earliest," it said.

The airline expects to operate around 1,900 flights on Wednesday. Sources close to the airline said that IndiGo was looking to gradually increase its flights to its regular levels over the next few days. But it will now have to abide by the 10 per cent curtailment in flight schedule ordered by the government.

In an order dated December 8, the DGCA had ordered the curtailment of IndiGo's flight schedule by 5 per cent, or around 110-115 flights daily, especially on high-demand and high-frequency routes. The airline was directed to submit the truncated schedule by 5 pm on Wednesday. Following the ministry's announcement, the DGCA revised the curtailment to 10 per cent. A further rationalisation of IndiGo's flight schedule could be on the cards and will depend on its daily flight operations, sources said.

The airline's weekly domestic flights had increased to 25,014 in the winter schedule — which took effect from October 26 — from 24,158 in the summer schedule. IndiGo, however, faced crew shortages, primarily

due to inadequate preparation for the second phase of the new Flight Duty Time Limitation (FDTL) rules that came into effect on November 1. This led to network-wide disruptions in the airline's operations.

Following the disruptions, pilot associations and aviation experts have questioned the DGCA's earlier decision to allow an increase in flights in the airline's winter schedule.

The new FDTL rules stipulate more rest for pilots and rationalisation of their flying duties — particularly late night operations — in a bid to better manage pilot fatigue, which is a key risk to aviation safety. These new norms, which were stipulated in January last year, took effect in two phases — from July 1 and November 1.



Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

10 DECEMBER 2025

Won't allow any airline to cause hardship to flyers: Aviation Minister

New Delhi: No airline, however large, will be permitted to cause hardship to passengers through planning failures and non-compliance with regulations, Civil Aviation Minister Ram Mohan Naidu said Tuesday asserting that IndiGo was being accountable for the mass disruptions in its flight schedules.

Making a statement in Lok Sabha, he said "strict and appropriate action will be taken" against IndiGo for the flight disruptions that have affected thousands of passengers, and that the DGCA has already issued notices to IndiGo.

"Safety in civil aviation is completely non-negotiable," he said, adding that IndiGo had assured to comply with Revised Flight Duty Time Limitations.

"... We are encouraging more new airlines to start and operate in India, ensuring fair access to airport capacity and eliminating any possibility of a duopoly controlling connectivity and pricing in our skies," he said.

"No airline, however large, will be permitted to cause such hardship to passengers through planning failures, non-compliance or non-adherence to statutory provisions." PTI



Corporate Communications Directorate

JANSATTA

DELHI

10 DECEMBER 2025

इंडिगो के खिलाफ उचित कार्रवाई होगी : नायडू

जनसत्ता व्यूरे
नई दिल्ली, 9 दिसंबर।

नागर विमानन मंत्री के रामवीरन नायडू ने मंगलवार को कहा कि किसी भी एअरलाइन को यात्रियों के लिए परेशानियां खड़ी करने की अनुमति नहीं दी जाएगी। नायडू ने मंगलवार को लोकसभा में इंडिगो एअरलाइंस के परिचालन में व्यवधान से यात्रियों को हो रही परेशानियों पर सरकार की तरफ से उठाए गए कदमों की जानकारी दी।

उन्होंने कहा कि सरकार स्थिति सामान्य होने तक नजर रखेगी और सुनिश्चित करेगी कि हर यात्री सुविधा, सुरक्षा और सम्मान से यात्रा



करे। मंत्री के बयान से नाराज कांग्रेस और द्रमुक समेत विपक्ष के सदस्य अपने स्थान पर खड़े हो गए और हंगामा शुरू कर दिया। लोकसभा अध्यक्ष ओम बिरला ने कहा कि मंत्री ने अपना विस्तृत बयान दिया है। सारी स्थिति को स्पष्ट किया है। संबंधित एजेंसी को नोटिस दिए गए हैं, कार्रवाई चल रही है। मुझे लगता है कि सारे विषय को मंत्री ने विस्तार से सदन के सामने रखा है।

बिरला ने कहा कि इस तरह विरोध का तरीका उचित नहीं है और संसदीय परंपराओं के अनुकूल नहीं। इससे नाराज विपक्ष ने सदन से धाक अटोट किया। विपक्षी सदस्यों ने सदन में मोदी सरकार जवाब दो और तानाशाही नहीं चलेगी जैसे नारे लगाए।



Corporate Communications Directorate

LOKSATYA

DELHI

10 DECEMBER 2025

इंडिगो संकट

विमानन मंत्री ने कड़ी कार्रवाई का भरोसा दिलाया

इंडिगो की उड़ानों में दस प्रतिशत की कटौती का आदेश

नई दिल्ली, लोकसत्थ। परिचालन संकट से गुजर रही एयरलाइन इंडिगो को लेकर नागर विमानन मंत्रालय का मानना है कि इंडिगो के कुल रूट्स में दस प्रतिशत कटौती करना जरूरी है, जिससे एयरलाइन के ऑपरेशंस को स्थिर करने में मदद मिलेगी और कैसलेशन कम होगा।

कड़े सुरक्षा नियमों के लिए योजना बनाने में नाकाम रहने की वजह से इंडिगो को देश भर में हजारों उड़ानें रद्द करनी पड़ी हैं। डीजीसीए ने आठ दिसंबर के अपने आदेश में इंडिगो को बुधवार तक संशोधित उड़ान कार्यक्रम प्रस्तुत करने को कहा।

वित्त वर्ष 2025-26 के



शीतकालीन कार्यक्रम के तहत विमानन कंपनी प्रतिदिन 2,200 से अधिक उड़ानें संचालित कर रही है। इंडिगो ने दो दिसंबर से 4,000 से भी अधिक उड़ानें रद्द की हैं जिससे हजारों यात्री फंस गए हैं। इससे उनकी छुट्टियों की योजनाएं, महत्वपूर्ण बैठकें व शारिणा तक

प्रभावित हुईं। विमानन कंपनी की बाजार हिस्सेदारी 65 प्रतिशत से अधिक है। डीजीसीए ने इससे पहले इंडिगो के मुख्य कार्यपालक अधिकारी (सीईओ) और मुख्य परिचालन अधिकारी (सीओओ) को व्यवधानों के बारे में स्पष्टीकरण देने के लिए कारण वक्तव्य नोटिस जारी

लोकसभा में भी गुंजा मुड़ा

इस बीच, नागर विमानन मंत्री के. राममोहननायडू ने मंगलवार को लोकसभा में कहा कि किसी भी विमानन कंपनी को चाहे वह कितनी भी बड़ी क्यों न हो, योजना की विफलताओं एवं नियमों का पालन न करने के कारण यात्रियों को परेशानी में डालने की इजाजत नहीं दी जाएगी। उन्होंने कहा कि इस पर कड़ी एवं उचित कार्रवाई की जाएगी। नायडू ने कहा कि डीजीसीए ने इंडिगो को पहले ही नोटिस जारी कर दिया है और उसको चालक दल के 'रोस्टर' के सही न होने के कारण उत्पन्न अराजकता के लिए पूरी तरह से जिम्मेदार ठहराया जा रहा है। उन्होंने कहा कि इंडिगो को तुरंत 'रिफंड' जारी करने का आदेश दिया गया था और 750 करोड़ रुपये से अधिक की राशि यात्रियों को लौटाई जा चुकी है। नायडू ने कहा कि टिकट रिफंड, सामान का पता लगाने और यात्री सहायता संबंधी उपायों पर मंत्रालय नजर रख रहा है।

किया था। साथ ही यात्रियों की जांच के लिए घाट सदस्यीय समिति का

गठन भी किया है। नियामक ने नए नोटिस में कहा कि इंडिगो के शीतकालीन कार्यक्रम से पता चलता है कि विमानन कंपनी ने पिछले साल की तुलना में अपनी उड़ानों में 9.66 प्रतिशत की वृद्धि की है जबकि शीतकालीन कार्यक्रम की तुलना में यह वृद्धि 6.05 प्रतिशत है। नोटिस में कहा गया कि हालांकि, विमानन कंपनी ने इन सेवाओं के कुशलतापूर्वक निर्वहन की क्षमता प्रदर्शित नहीं की। इसलिए सभी क्षेत्रों में खासकर उच्च मांग वाले मार्गों पर उड़ानों को दस प्रतिशत तक कम करने और इंडिगो द्वारा एक क्षेत्र पर एकल-उड़ान संचालन से बचने का निर्देश दिया जाता है।

Govt asks IndiGo to slash flights by 10%, Air India set to gain

Dipal Bhatia, Abhishek Lashk
Sankha Das, Sharma

MUMBAI/NEW DELHI

In a rare intervention, India's civil aviation regulator and the aviation ministry have moved to rein in IndiGo after a week-long operational meltdown that disrupted travel for thousands of passengers.

On Tuesday, the directorate general of civil aviation (DGCA) and Union civil aviation minister Ram Mohan Naidu separately announced a 10% reduction in IndiGo's overall schedule, a move that could open up valuable flying rights for rival carriers at the expense of India's largest airline.

DGCA had initially ordered a 5% cut in its 8 December order that was released on Tuesday morning, but reviewed its order on Tuesday evening.

"The matter has been examined in the Ministry," DGCA's evening release said. "In view of the recent abnormal cancellations of IndiGo flights resulting in substantial disruption to air traffic across the country, it has been observed that the airline has not been able to adequately manage its operational resources, including aircraft and pilot crew. Accordingly, the



Freed-up slots are expected to benefit Air India. *ANAND*

approved winter schedule of IndiGo be reviewed and curtailed by minimum 10%."

Earlier in the day, Naidu had posted on X, "The Ministry considers it necessary to curtail the overall IndiGo routes, which will help in stabilizing the airline's operations and lead to reduced cancellations. A curtailment of 10% has been ordered. While abiding with it, IndiGo will continue to cover all its destinations as before."

The curtailed flights are likely to be awarded to other airlines, according to an executive aware of the development, a fact that was later confirmed by the minister in an interview

TURN TO PAGE 6

Air India may gain as DGCA, govt cut IndiGo flights

FROM PAGE 1

to *DD News*.

"We will definitely reduce the 2,200 routes in the winter schedule of IndiGo. We will give these routes to other airlines and once IndiGo indicates it can operate additional, we will give it to them also," the minister said in the interview.

The executive cited above, who spoke on the condition of anonymity, said the beneficiary of these cuts is likely to be its rival airline, Air India, which has requested to increase daily flights by 60-70 in its winter schedule. The request is likely to be approved by DGCA, the executive added.

A 10% reduction in flights for IndiGo could potentially reduce its market share by 4 percentage points to about 60%, according to Karan Khanna, lead analyst for hotels, aviation, property and small & midcaps at Ambit Capital. This would see its market share drop to lowest in the country's aviation market since 2023, he added.

The 10% cut follows IndiGo's cancellation of more than 2,000 flights over the past week, leaving thousands of passengers stranded. The airline

cited a multitude of "unforeseen operational challenges", primarily crew shortages triggered by new flight duty time limitation (FDTL) rules, which are designed to prevent pilot fatigue by capping flying hours and mandating rest periods.

The executive cited earlier said the routes where IndiGo has a monopoly won't be cut as much as high-traffic ones. Monopoly routes go from tier-I cities to tier-II or tier-III cities, such as, say, from Bombay to Bhubaneswar. Fares for such routes tend to be higher because of the lower frequency of flights.

According to Gagan Dixit, senior vice president oil & gas and aviation at Elara Securities, airlines typically earn 5-7% higher fares from monopoly routes. Dixit added that Elara has estimated a 5% hit on IndiGo's domestic revenue if the monopoly routes slots remain intact.

Queries sent to Air India, the DGCA and the civil aviation ministry were unanswered.

IndiGo expanded its winter schedule from around 14,158 weekly flights to over 15,014, adding 900 flights. The winter schedule runs from 26 October to 28 March, 2026. Air India has 600 daily departures in the winter schedule and 800 in the summer schedule.

dipal.bhatia@economint.com



Corporate Communications Directorate

MINT

DELHI

10 DECEMBER 2025

IndiGo courts rivals' pilots as flight chaos sparks talent war

Dipali Banka, Abhishek Law &
Devina Sengupta

MUMBAI/NEW DELHI

Under fire for mass cancellation of flights, India's largest air-carrier IndiGo has started calling up pilots at rival airlines who can fly Airbus planes, dangling hefty bonuses and asking them to join, as it struggles to stabilize operations.

However, it may not be easy for IndiGo to persuade pilots at rivals to make the switch amid concerns the company's troubles are far over, as the government launched a probe into the fiasco and vowed action, industry executives and pilots said.

Moreover, the war for pilots is set to intensify, as the Tata Group-owned rival Air India has advertised a recruitment drive just when IndiGo is desperately looking to hire pilots.

"Pilots of Air India got calls over the last weekend from IndiGo, and some of these pilots were junior officers. On offer are hefty joining bonuses, but given the long notice periods and the turmoil



It may not be easy for IndiGo to persuade pilots to come. **SEEK**

within IndiGo, one is unsure how many will make the move," said a senior aviation industry official aware of the calls to the Air India pilots.

IndiGo's scramble for pilots began after the airline, with more than 60% domestic market share, cancelled approximately 4,000 flights in the first week of December, leaving thousands of passengers across major airport hubs stranded.

India's aviation industry is effectively a two-horse race, dominated by IndiGo, and a distant-second Air India that has about 27% market share. A struggling SpiceJet and an

upstart Akasa Air are only minor players.

IndiGo has an ambitious hiring plan as it seeks to overcome pilot shortages, fuelled by the government's 2024 rules that seek to give pilots more time to rest and recover, ensuring flight safety. Inter-Globe Aviation Ltd, which runs IndiGo, in its submissions to aviation regulator last week said that it aims to recruit 158 pilots by 10 February and another 742 by December next year. It has reviewed IndiGo's submissions to the DGCA.

Industry executives, however, say that recruiting these 900 pilots will be a tall order.

"About 40 pilots resigned around September because of the rostering system. Some have joined international airlines, specially those in the Middle East. Now, if IndiGo brings in pilots from outside at a higher pay, it will widen the rift within the pilots who are working for the airline," said a former IndiGo pilot.

dipali.banka@live-mint.com

For an extended version of this story, go to [livemint.com](https://www.livemint.com)



Corporate Communications Directorate

MINT

DELHI

10 DECEMBER 2025

'Airlines' net profit likely \$41 bn next yr'

Global airline trade body IATA said on Tuesday the airline sector would post record profits next year despite ongoing supply chain issues leading to slower aircraft deliveries and a delay in rolling out more fuel-efficient jets. The projection comes as plane manufacturer Airbus cut its plane delivery target for 2025, citing a quality issue with some metal fuselage panels on its A320 planes.

The world's leading jetmakers Airbus and Boeing have both faced delivery delays to their airline clients in recent years.

Without newer, more efficient planes, airlines say they cannot cut back fuel costs while flying more people. Still, IATA struck an optimistic note for the year to come, pointing to Europe in particular as it overtakes the U.S. as the region with the highest net profit per passenger. "Airlines have successfully built shock-absorbing resilience into their businesses that is delivering stable profitability," said International Air Transport Association director general Willie Walsh in a statement. **REUTERS**

Corporate Communications Directorate

MILLENNIUM POST

DELHI

10 DECEMBER 2025

AIRLINE SAYS OPERATIONS STABLE

Centre orders 10% curtailment of IndiGo flights

OUR CORRESPONDENT

NEW DELHI/MUMBAI
The Civil Aviation Ministry has ordered IndiGo to scale back its planned winter flight operations by 10 per cent after a week of severe nationwide disruptions that led to thousands of cancellations and left passengers stranded across major airports. The directive, announced on Tuesday, is aimed at restoring stability at India's largest carrier, which struggled to manage tighter pilot rest regulations introduced in November and failed to anticipate the impact on its crew scheduling.

Union Civil Aviation Minister Ram Mohan Naidu posted a photograph on X showing IndiGo Chief Executive Officer Pieter Elbers seated with folded hands during a meeting at the ministry. In his accompanying message, the minister said the airline's leadership had been called in to explain the continuing operational disorder. According to him, "the Ministry considers it necessary



People look on as an IndiGo airplane prepares for takeoff even as several flights of the airline were cancelled or delayed, at Birsa Munda Airport in Ranchi, on Tuesday

to curtail the overall IndiGo routes, which will help in stabilising the airline's operations and lead to reduced cancellations. A curtailment of 10 per cent has been ordered. While abiding by it, IndiGo will continue to cover all its destinations as before." The cut is twice

the reduction mandated by the Directorate General of Civil Aviation on Monday.

IndiGo had been operating more than 2,200 flights a day under the winter schedule for 2025-26. The airline said on Tuesday that its network was showing "steady improvement"

and that services had resumed across all 138 stations. It operated over 1,800 flights that day, a figure it expects to raise to almost 1,900 on Wednesday. The carrier said it had "optimised our operations, and our on-time performance is also back to normal levels."

CLOSER LOOK

- ▶ Minister Ram Mohan Naidu summons IndiGo CEO after thousands of cancellations since Dec 2
- ▶ Cut is double the DGCA's earlier 5 per cent directive; airline must still serve all destinations
- ▶ IndiGo cancelled 422 flights on Tuesday, eighth straight day of disruption
- ▶ DGCA probes crew-rostering failures; four member panel set up, multiple notices issued
- ▶ IndiGo says operations improving, flying 1,800 plus flights and restoring service to all 138 stations

CEO SAYS NETWORK "FULLY STABILISED" AS OF DEC 9; REFUNDS FOR FLIGHTS TILL DEC 6 100 PER CENT COMPLETED

said, confirming that DGCA notices had already been issued to IndiGo and that the carrier was being held "fully accountable" for the disruptions triggered by its crew rostering lapses. He added that schedules were stabilising and that other airlines were operating normally across the country.

In his X post following the meeting with IndiGo's chief executive, the minister said that over the past week many travellers had faced "severe inconvenience due to IndiGo's internal mismanagement of crew rosters, flight schedules and inadequate communication". A further review of the airline's stabilisation measures was held on Tuesday evening. According to him, Elbers "confirmed that 100 per cent of the refunds for flights affected till 6th December have been completed. A strict instruction to expedite the completion of the remaining refunds and baggage handover was given." IndiGo has also been directed to comply with fare caps and all passenger *Continued on P4*

IndiGo

convenience measures without exception.

The situation remained unsettled earlier on Tuesday as IndiGo cancelled 422 departures across six metro airports, marking the eighth consecutive day of disruptions. Before meeting the minister, Elbers released a video message stating that the airline's operations had stabilised. "IndiGo is back on its feet, and our operations are stable. We've let you down when a major operational disruption happened, and we're sorry for that," he said. The CEO said the carrier had expected to normalise services between December 10 and 15 but could now confirm that by December 9 the network had been fully stabilised. Only flights displayed on the website would operate under the adjusted schedule, he added.

The DGCA, which has been scrutinising the airline's planning processes, instructed IndiGo in a December 8 notice to submit a revised schedule by Wednesday. The regulator has also formed a four member committee to examine the operational lapses. IndiGo, which controls more than 65 per cent of the domestic market, has cancelled over 4,000 flights since December 2, affecting tens of thousands of passengers during a peak travel period. Its winter schedule reflected a 9.66 per cent rise in departures over last year, with a further 6.05 per cent increase over the preceding summer timetable. The DGCA said the airline had not demonstrated an ability to operate these expanded schedules reliably and directed it to cut flights by 5 per cent across sectors, focusing particularly on high-frequency routes and avoiding situations where a single daily flight was offered on a route.

The turmoil followed the introduction of stricter safety regulations that extended mandatory weekly rest for pilots and sharply curtailed permissible night landings and extended night duties. IndiGo's model of heavy scheduling and high nighttime utilisation faltered under the new rules, triggering widespread delays and cancellations. The carrier cited congestion in the aviation system, adverse weather, minor technical issues and the shift in pilot rest

norms from November 1 as contributing factors.

DGCA data shows that the regulator had approved 15,014 weekly IndiGo departures for the winter season. The airline had cancelled 951 flights in November out of 64,346 scheduled for the month. InterGlobe Aviation shares fell two per cent on Tuesday and have dropped more than 17 per cent so far this month.

Elbers said the airline moved quickly to assist stranded travellers and begin refunds. "Thousands of you could not travel, and we are profusely apologetic about that," he said. He added that lakhs of customers had already received their money back and that most misplaced baggage had been returned. According to him, the network restoration was being carried out on a "war footing". On December 5 the carrier operated only 700 flights, then increased to 1,500 on December 6, 1,650 on December 7 and more than 1,800 on both Monday and Tuesday. By Monday, IndiGo had resumed operations across all 138 destinations and reported that its on-time performance had returned to normal.



Corporate Communications Directorate

THE MORNING STANDARD

DELHI

10 DECEMBER 2025

How Air India managed to escape crisis

S LALITHA @ New Delhi

PLANNING in advance helped Tata-owned Air India Group to ensure that both Air India and Air India Express sailed through smoothly after DGCA's revised crew roster came into effect from November 1.

This is in stark contrast to the shoddy management by IndiGo, which resulted in 1,232 cancellations last month that cascaded into a full-blown crisis from December 1.

Back in October, when the Union civil aviation ministry finalised the winter schedule (October 26, 2025 to March 28, 2026) for all domestic airlines, IndiGo was permitted to oper-



ate 15,014 departures per week, the maximum permitted for any airline. Air India and Air India Express were allotted 4,277 and 3,171 flights, respectively, per week.

Sources in Air India said the the new Flight Duty Time Limitations (FDTL) were a huge challenge as literally everything had to be changed. Also, Air India was trying to rebuild its image after the Ahmedabad

disaster. Air India began recruitment of Captains and Flying Officers quite early, said a source. "We went all out to recruit pilots ...we understood the new roster would require a massive increase in operational crew," sources said.

IndiGo on Monday told DGCA that a software glitch was also a contributory reason for the crisis. Air India had figured this two months ago.

"When it was made known clearly to all of us that the new rules will fully come into effect by November 1, we began work on it by October. The software involved in it is very complicated. It took us two months to ready it," an AI source said. P7



IndiGo will face action for mass disruption of flights triggered by crew rostering failures

Ram Mohan Naidu, Minister



Corporate Communications Directorate

THE MORNING STANDARD

DELHI

10 DECEMBER 2025

Cut flights by 10% to tide over crisis, DGCA tells IndiGo

S LALITHA @ New Delhi

STARTING Wednesday, as many as 214 flights of IndiGo will officially become non-operational daily. The Civil Aviation Ministry on Tuesday ordered the airline to curtail its daily operations by 10% against the backdrop of wide disruptions across the country, announced Civil Aviation Minister Ram Mohan Naidu.

Following the Ministry's order, the Directorate General of Civil Aviation (DGCA) issued a revised show cause notice to the airline ordering it to reduce its winter flights by ten per cent. IndiGo was asked to submit its revised winter schedule to the DGCA on December 10 by 5 pm. Sectors facing high demand need to be reduced, it added. It was a day of fast paced developments with the aviation regulator issuing a notice to Indigo on "significant lapses in planning and oversight" and ordering it to cut its flight schedule by 5%.

Naidu's statement made public said, "The Ministry considers it necessary to curtail the overall Indigo routes which will help in stabilising the airline's operations and lead to reduced cancellations. A curtailment of 10% has been ordered. While abiding with it, IndiGo will continue to cover all its destinations as before."

As per the winter schedule 2025, effective from October 2025 to March 28, 2026) announced by the Ministry two months ago, IndiGo was permitted to operate 15,014 departures per week during winter, which works out to a daily average of 2,145 flights per day. This is the maximum permitted for any airline with Air India and Air India Express permitted 4,277 and 3,171 flights respectively per week.



Corporate Communications Directorate

THE MORNING STANDARD

DELHI

10 DECEMBER 2025

IndiGo crisis hits tourism sector hard

Top destinations have seen rise in hotel booking cancellations; Oyo to give refund to clients

ARSHAD KHAN @ New Delhi

FLIGHT cancellations and delays caused by operational disruptions at IndiGo have significantly impacted the tourism and hospitality sectors during the peak festive and holiday season. The country's largest airline has cancelled over 5,000 flights in just one week, stranding thousands of passengers and forcing many to alter their travel plans.

"Festive season travel is extremely sensitive to timing. Even a single cancellation can break an entire itinerary—missed hotel nights, forfeited bookings, additional transfer costs, and loss of sightseeing days. The distress for travellers is real, and the reputational impact on India's travel experience is significant," said Ravi Gosain, President of the Indian Association of Tour Operators (IATO). He added that tour operators and travel agents are running 24/7 'war rooms' to re-book passengers, protect onward travel plans and minimise losses.

The CEO of a leading tours and travel company told *TNIE* that popular winter and wed-



India's largest airline cancelled 5,000 flights

IndiGo has cancelled more than 5,000 flights since last Tuesday due to a severe crew shortage, especially pilots, following revised Flight Duty Time Limitations (FDTL) norms introduced last month. India's aviation regulator DGCA on Monday slashed IndiGo's winter schedule, reducing the number of flights by 10%

ding destinations like Goa, Jaipur, and Udaipur have seen a sharp rise in hotel booking cancellations since the disruption at IndiGo began. He added that both inbound and outbound tourism have been affected, as IndiGo is a key player on short-haul international routes. "Passengers who booked tickets in advance at lower prices are unlikely to travel now, as fares have surged. We have seen significant can-

cellations over the past week," he said, requesting anonymity. IndiGo, the airline with a 63% domestic market share, exclusively operates over 60% of domestic routes, leaving many passengers with no alternative but to fly with it.

Jatin Khanna, CEO of Sarovar Hotels, said they have seen some cancellations in the first week of December to the tune of nearly 1,600 room nights, but recovered 30% back due to ex-

tensions and all. "We do see a lesser impact in the past couple of days, but cancellations are still trickling in. We have cut our forecast by 4% to 5% and are monitoring the situation," Khanna said.

Oravel Stays, the parent firm of Oyo (now PRISM), announced that it will fully refund travellers who are unable to use their hotel bookings from December 5 to 15 due to the flight disruptions. The refund applies to travellers whose flights were delayed by more than four hours or cancelled due to the ongoing operational difficulties.

IndiGo has cancelled more than 5,000 flights since last Tuesday due to a severe crew shortage, especially pilots, following revised Flight Duty Time Limitations (FDTL) norms introduced last month.

India's aviation regulator DGCA on Monday slashed IndiGo's winter schedule, reducing the number of flights by 10%. IndiGo is about to operate more than 1800 flights on Tuesday, connecting all 138 stations in its network, and plans to fly nearly 1,900 flights on Thursday.

वैश्विक एयरलाइन उद्योग को 2026 में 41 अरब डॉलर के रिकॉर्ड मुनाफे की उम्मीद: आई.ए.टी.ए.

जिनेवा, 9 दिसम्बर (एजेंसी): अंतर्राष्ट्रीय वायु परिवहन संघ (आई.ए.टी.ए.) ने वैश्विक एयरलाइन उद्योग का शुद्ध लाभ वर्ष 2026 में 41 अरब अमरीकी डॉलर के रिकॉर्ड स्तर पर पहुंच जाने का अनुमान जताया। यह मौजूदा साल के लिए अनुमानित लाभ 39.5 अरब डॉलर से अधिक है।

उद्योग निकाय ने कहा कि एशिया-प्रशांत क्षेत्र में यात्री मांग को भारत और चीन आगे ले जाएंगे। इस क्षेत्र में 2026 के दौरान शुद्ध मुनाफा 6.6 अरब डॉलर और प्रति यात्री शुद्ध लाभ 3.20 डॉलर रहने का अनुमान है। अगले साल वैश्विक स्तर पर कुल क्षमता के मुकाबले यात्रियों की संख्या 83.8 प्रतिशत के रिकॉर्ड स्तर पर रहने का अनुमान



है। आपूर्ति श्रृंखला की चुनौतियों के बावजूद शुद्ध लाभ मार्जिन 3.9 प्रतिशत रहने की उम्मीद है।

आई.ए.टी.ए. ने यहां 2026 के लिए वित्तीय परिदृश्य की घोषणा करते हुए कहा कि एयरलाइन उद्योग का कुल राजस्व अगले साल बढ़कर 1,053 अरब डॉलर रहने का अनुमान है, जो 2025 के अनुमानित 1,008 अरब डॉलर से अधिक है। अगले साल राजस्व 981 अरब डॉलर के अनुमानित

परिचालन खर्चों से अधिक रहने की उम्मीद है। वर्ष 2026 में प्रति यात्री शुद्ध लाभ 7.90 डॉलर रहने की उम्मीद है, जो 2025 के समान है।

आई.ए.टी.ए. के महानिदेशक विलो वाल्श ने कहा, "एयरलाइंस 2026 में 3.9 प्रतिशत का शुद्ध मार्जिन और 41 अरब डॉलर का मुनाफा दर्ज कर सकती हैं। एयरलाइंस ने अपने व्यवसाय में झटके को सहने वाली क्षमता विकसित करने में सफलता पाई है, जिससे स्थिर लाभप्रदता मिल रही है।" आई.ए.टी.ए. ने कहा कि अगले साल हवाई यात्रियों की संख्या 52 अरब रह सकती है जो वर्ष 2025 के अनुमानित स्तर से 4.4 प्रतिशत अधिक है।



Corporate Communications Directorate

PIONEER

DELHI

10 DECEMBER 2025

विमानन नियामक डीजीसीए का इंडिगो पर कड़ा एक्शन

एयरलाइन की उड़ानों में 5 प्रतिशत की कटौती

एजेंसी। मुंबई

विमानन नियामक डीजीसीए ने परिचालन संकट से गुजर रही एयरलाइन इंडिगो को सर्दियों के दौरान अधिक मांग वाले मार्गों पर नियोजित उड़ानों में पांच प्रतिशत की कटौती करने का आदेश दिया है। नागर विमानन महानिदेशालय (डीजीसीए) देश की सबसे बड़ी एयरलाइन इंडिगो की सेवाओं को

विमानन मंत्री ने कड़ी कार्रवाई का दिलाया भरोसा

सुव्यवस्थित करने की कोशिश कर रहा है।

कड़े सुरक्षा नियमों के लिए योजना बनाने में नाकाम रहने की वजह से इंडिगो को देश

भर में हजारों उड़ानें रद्द करनी पड़ी हैं। डीजीसीए ने आठ दिसंबर के अपने आदेश में इंडिगो को बुधवार तक संशोधित उड़ान कार्यक्रम प्रस्तुत करने को कहा। वित्त वर्ष 2025-26 के शीतकालीन कार्यक्रम के तहत विमानन कंपनी प्रतिदिन 2,200 से अधिक उड़ानें संचालित कर रही है। इंडिगो ने दो



दिसंबर से 4,000 से भी अधिक उड़ानें रद्द की हैं जिससे हजारों यात्री फंस गए हैं। इससे उनकी छुट्टियों की योजनाएं, महत्वपूर्ण बैठकें व शादियां तक प्रभावित हुईं। विमानन कंपनी की बाजार हिस्सेदारी 65 प्रतिशत से अधिक है। डीजीसीए ने इससे पहले इंडिगो के सीईओ और मुख्य परिचालन अधिकारी (सीओओ) को व्यवधानों के बारे में स्पष्टीकरण देने के लिए कारण बताओ नोटिस जारी किया था।

इंडिगो ने छह हवाई अड्डों पर 422 उड़ानें की रद्द

मुंबई। इंडिगो की उड़ानों में व्यवधान आठवें दिन भी जारी रहा और विमानन कंपनी ने मंगलवार को छह हवाई अड्डों से 422 उड़ानें रद्द कर दीं। सूत्रों ने यह जानकारी दी। सूत्रों ने बताया कि कुल 422 उड़ानों में से दिल्ली हवाई अड्डे पर 152 और बंगलुरु हवाई अड्डे पर 121 उड़ानें रद्द हुईं। सूत्रों ने बताया कि हैदराबाद में इंडिगो की 58 उड़ानें रद्द हुईं, जबकि मुंबई में 41 उड़ानें रद्द की गईं। उन्होंने बताया कि इंडिगो ने चेन्नई हवाई अड्डे से 50 से अधिक उड़ानें रद्द कर दी हैं। इस बीच, सरकार ने शीतकालीन कार्यक्रम के दौरान इंडिगो की उड़ान सेवा की संख्या में पांच प्रतिशत की कटौती की घोषणा की है तथा विमानन कंपनी द्वारा स्वीकृत कार्यक्रम के अनुसार उड़ाने संचालित करने में विफल रहने के बाद उड़ानों को अन्य हवाई अड्डों को देने का निर्णय लिया है।

इंडिगो का परिचालन पटरी पर लौटा : सीईओ

मुंबई। इंडिगो ने दावा किया कि कंपनी का विमान परिचालन पटरी पर लौटा आया है और वह ग्राहकों को रद्द एवं विलंबित उड़ानों के टिकट का शुल्क लौटाने सहित सभी मुद्दों का समाधान करने में जुटी है। इंडिगो के सीईओ पीटर एल्बर्स ने अपने नए वीडियो संदेश में कहा कि उन ग्राहकों को टिकट का पूरा शुल्क लौटाने की प्रक्रिया दैनिक आधार पर जारी है, जिनकी उड़ानें रद्द कर दी गई थीं या विलंबित थीं। ऐसे लाखों ग्राहकों को उनके टिकट का पूरा शुल्क लौटाया जा चुका है। हालांकि, एल्बर्स ने उन ग्राहकों को दिए जाने वाले मुआवजे के बारे में कुछ नहीं कहा, जिनकी उड़ानें अंतिम समय में रद्द कर दी गईं या जिनमें काफी देरी हुई।



Corporate Communications Directorate

PIONEER

DELHI

10 DECEMBER 2025

‘इंडिगो फ्लाइट प्रकरण आधुनिक ईस्ट इंडिया कंपनी का आभास’

पावनियर समाचार सेवा। गुरुग्राम

कश्मिर के प्रदेश प्रवक्ता सुखवीर तंवर ने आगामी 14 दिसंबर को दिल्ली के रामलीला मैदान में प्रस्तावित ऐतिहासिक चोट चोर गद्दी छोड़ महारैली के लिए फर्रुखनगर खंड के गांवों में जनसंपर्क किया।

खुरमपुर, खेड़ा खुरमपुर, हरिनगर डूमा, मुशेदपुर, जराऊ सुंदरपुर, सिवाड़ी ढाणी, सिवाड़ी, भाजरी, बिरहेड़ा, पालडी एवं अलीमुहम्मदपुर में जनसंपर्क के दौरान उन्होंने कहा कि यह महारैली राष्ट्र के संविधान, लोकतंत्र और लोकतांत्रिक संस्थाओं की निरंतर निरती हुई गरिमा की सुरक्षा के लिए आयोजित की जा रही है। उन्होंने विश्वास व्यक्त किया कि यह

■ 14 को दिल्ली की चोट चोर गद्दी छोड़ महारैली मील का पत्थर साबित होगी

महारैली देश के सामाजिक, राजनीतिक और आर्थिक परिदृश्य को परिवर्तित करने की दिशा में एक मील का पत्थर साबित होगी। सुखवीर तंवर ने नागरिक उड्डयन क्षेत्र की स्थिति की ओर ध्यान आकर्षित करते हुए इंडिगो हवाई सेवा में लगातार सामने आ रही अव्यवस्थाओं, यात्रियों के साथ हो रहे अमानवीय व्यवहार और केंद्र सरकार की नीतिगत विफलता पर चिंता जाहिर की। उन्होंने कहा कि ईस्ट इंडिया कंपनी भी व्यापार के नाम पर आई थी। पहले सुविधाओं, फिर एकाधिकार और फिर शासन तथा गुलामी।



Corporate Communications Directorate

THE PIONEER

DELHI

10 DECEMBER 2025

Govt Orders IndiGo to Cut 10% Flights

RAJESH KUMAR ■ New Delhi

The Union aviation minister on Tuesday announced that IndiGo has been directed to trim its flight schedule by 10 per cent. The announcement comes a day after the aviation regulator had ordered carrier to cut down its flights by five per cent.

"The Ministry considers it necessary to curtail the overall IndiGo routes, which will help in stabilising the airline's operations and lead to reduced cancellations. A curtailment of 10 per cent has been ordered. While abiding by it, IndiGo will continue to cover all its destinations as before," the minister said.

Posting a picture of IndiGo CEO Pieter Elbers, sitting with folded hands in front of him, Minister Ram Mohan Naidu,



Aviation minister Rammohan Naidu with IndiGo CEO Pieter Elbers PTI

in a post on X, said that the airline management was summoned to the ministry to provide an update.

In its flight curtailment order, the Directorate General of Civil Aviation (DGCA) said, compared to its summer schedule, IndiGo was allowed an enhance-

ment of the schedule by 6 per cent with 403 aircraft as against 351. However, the airline could operate only 339 aircraft in October and 344 in November.

"The airline has not demonstrated an ability to operate these schedules efficiently. Therefore, it is direct-

ed to reduce the schedule by 10 per cent across sectors, especially on high-demand, high-frequency flights, and to avoid single-flight operations on a sector by IndiGo," the regulator said. It has asked the airline to submit a revised schedule by Wednesday.

IndiGo is India's largest airline with a domestic market share of nearly 65 per cent with operations across 950 routes. Notably, 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.

Shares of InterGlobe Aviation Ltd, IndiGo's parent company, were down 2 per cent on Tuesday. The shares have lost over 17 per cent of their value this month.

Bihar cabinet approves 3 new departments

PRESS TRUST OF INDIA

Patna

The cabinet of Bihar Chief Minister Nitish Kumar on Tuesday approved proposals to create three new departments and change the names of three others, officials said.

The decision was taken at a cabinet meeting chaired by Kumar on Tuesday. The newly created departments are the Youth, Employment and Skill Development Department, the Higher Education Department and the Civil Aviation Department, they said.

The CM had recently announced on X the state Government's decision to create three new departments. "We have set a target to provide jobs to one crore youth in the next five years (2025-30). For this, it's essential that more youth be trained for skill development. Instructions have been given to create three new departments: Youth, Employment and Skill Development Department, Higher Education Department, and Civil Aviation Department," the



CM had said. On the need for a dedicated Higher Education Department, Kumar had said its objective was to "bring about qualitative improvement in learning, promote research and innovation, develop technical and vocational education, and ensure that youth from all sections of society receive quality employment-oriented education".

On the Civil Aviation Department, the CM had

written: "All of you know that the construction of several new airports is underway in the State, and in the future, under the UDAN scheme, construction of many new airports has been proposed.

The creation of the Civil Aviation Department will accelerate this, enhance the industrial environment, create employment opportunities, and help in the export of products man-

ufactured in the State."

The cabinet also approved the proposal to change the names of three departments. The Animal and Fisheries Resource Department was renamed as Dairy, Fisheries and Animal Resources Department; the Labour Resources Department as Labour Resources and Overseas Workers Welfare Department, and Art, Culture and Youth Department as Art and Culture Department, the

officials added. Speaking to reporters, Additional Chief Secretary, Cabinet Secretariat, Arvind Kumar Chaudhary said that an increase in dearness allowance, from 252 per cent to 257 per cent, has been approved for Bihar Government employees and pensioners receiving wages or pensions under the Sixth Pay Commission, with effect from July 1, 2025.

Similarly, DA will be increased for employees and pensioners receiving remuneration under the Fifth Pay Commission from 466 per cent to 474 per cent with effect from July 1, 2025, he added. According to an official statement, approval for several MoUs has been granted, which include an MoU for the facilitation of funds under the National Infrastructure Fund Limited (NIFL) to assist various projects of the State Government, and an MoU with the National Stock Exchange of India Limited (NSEIL), Mumbai, to conduct a student skilling programme for Bihar's youth to empower them, among others. Chaudhary said that approval

was granted to declare Gaya and Munger as "civil defence districts". The cabinet approved the renaming of the Directorate of Technical Development, which falls under the Industries Department, as the Directorate of Micro, Small and Medium Enterprises (MSMEs).

The official said that the Directorate of Mines and Geology will be reorganised into two directorates -- Directorate of Mines and the Directorate of Exploration.

"The Directorate of Mines will further be reorganised into two sub-directorates, namely the Sub-Directorate of Mining and the Sub-Directorate of Safety," he said. Approval was granted for the proposal to constitute the Bihar Electronic Warrant (Issuance, Service, and Execution) Rules, 2025, under Section 64(1) and Section 530(i) of the BNSS. Approval was also granted to the proposal for the Bihar e-Evidence Management Rules, 2025 to promote digital unification under the Interoperable Criminal Justice System (ICJS) in line with the relevant provisions of BNSS.

Corporate Communications Directorate

THE PIONEER

DELHI

10 DECEMBER 2025

IndiGo messed up, but so did the IBC

The spectacular failure of airline bankruptcy proceedings in India has perversely crippled the start-up airline market in India



KUSHAN MITRA

IndiGo's spectacular meltdown in the first week of December left people stranded across the country. I was attending the media drive of the Tata Sierra in Chandigarh last weekend and many of my friends had severely delayed flights or cancelled flights. And stories of weddings and holidays being ruined filled social media.

But airlines can have meltdowns, earlier this year when operations were severely restricted at Delhi Airport due to fog, planes and passengers found themselves all over the country. And this is not just an Indian thing, across the world, every so often an airline has a massive flight meltdown. Sometimes triggered by weather, sometimes by strikes or sometimes by software.

It is possibly true that IndiGo's poor planning of the Flight Duty Time Limitations (FDTL) issue was a major factor in the meltdown. But it is also true that the meltdown impacted an abnormal number of people simply because of IndiGo's massive network and the fact that they have nearly two-thirds of the Indian aviation market.

I am a well-wisher of the airline, not only because I take 15-20 flights with the airline every year, I am a shareholder in the airline and have been one ever since the Initial Public Offering. I also believe that IndiGo is an important instrument for the Indian Government because I feel that it is India's interest as a major global economy to have an airline, actually multiple airlines with global reach. We surrendered our aviation industry to middle-eastern carriers such as Emirates in particular, whose global dominance was achieved with Indian rupees.

But it will take a few years for Tata Sons to stabilise things at Air India and IndiGo's growth over the past few years, particularly in the short and medium haul international sectors, has been stunning. Just look at connectivity to countries like Thailand, Cambodia, Vietnam and now China.

Early next year when IndiGo gets their first Airbus A321neo XLR aircraft with a much longer range, they will start flights between Delhi/Mumbai and Athens in Greece. India has



become extremely close to Greece over the past few years, especially if you look at projects like the Indian Middle-East Europe Economic Corridor (IMEC) where Greece plays a pivotal role. Whether you like it or not, IndiGo plays a role in India's diplomacy.

There is also the fact that IndiGo has been adversely impacted by the high rate of failure of the American Pratt and Whitney 700G Geared Turbofan engine and over 40 IndiGo aircraft are still grounded for no fault of the airline. The failure of the American company to make 'dependable engines' as they promise on their logo was a major reason for the collapse of Go First.

This neatly brings me to the fact that the bankruptcy proceedings of Go First airlines. This was a completely and totally botched process. The airlines promoters and then administrators abused the process to not return the leased aircraft operated by the airline. While the Resolution

Professional of Go First tried to argue that without planes the airline is worthless, it was nothing short of stealing assets.

The leasing companies stopped supporting the aircraft, many of which couldn't fly anyway thanks to Pratt and Whitney. It is true that Go First had severe financial issues before the engine failures, but that was truly the straw that broke the camels back. And even when some engines were repaired, the aircraft lessors refused, rightly, to give them to Go First.

But here is where the Directorate General of Civil Aviation (DGCA) did not deregister the aircraft and did not allow leasing companies to take back their assets. A similar situation also occurred with Spicejet which has been taken to court in India and the United Kingdom for not returning or paying leasing firms.

While Spicejet still survives today, many of their aircraft are still grounded and they are mainly operating wet-leased aircraft. This is not

the only story, the botched bankruptcy process of Jet Airways is well known. Many planes owned by the Naresh Goyal promoted airline are still gathering dust on the tarmacs of Delhi and Mumbai airport, assets that at one point of time worth almost two billion dollars and withering away.

A similar story played out with Kingfisher airlines, although all Airbus aircraft owned by the airline managed to be ferried out before the govt end and one plane, VT-VJM, Vijay Malya's personal private jet is believed to have been taken over by the Indian Air Force. That said, many ATR turboprops rotted away at Chennai airport and when the airport flooded they were not airworthy anymore.

The reason I am mentioning botched airline bankruptcies and the legal issues faced by Spicejet here is that India's reputation among global leasing companies is pathetic. Only IndiGo backed by its vast scale and Air India

backed by the financial muscle of Tata Sons and Singapore Airlines can lease aircraft at globally competitive rates. Other airlines can only grow slowly, Akasa for example has been holding off on taking deliveries of ready aircraft allegedly because they are still negotiating leasing deals at globally competitive rates.

The other airlines in the Indian market such as Star Air and Fly91 are small and other start-up airlines are finding it impossible to lease new planes unless they either pay exorbitant monthly rentals or have massive deposits. Starting up with older, less economical planes is the only option some have but even then, the amount that they pay is higher than start-up airlines in most parts of the world. This will not allow them to be economically competitive with the likes of IndiGo.

Let us face the facts, while business passengers prioritise timings and frequency over fares, tourists prefer cheaper flights. And on both these sides, no start-up can compete with IndiGo and Air India to an extent, unless they are willing to burn money for half a decade.

And if a well-capitalised conglomerate and promoter like Bombay Dyeing and the Wadia family can't keep an airline going, what hope do startup airlines have? Even if the Government gave startup airlines breaks on landing and navigation fees, if they cannot get planes at competitive rates, or at all for that matter, how will they fly and compete.

The only solution is if Indian financial institutions get into the business of aircraft leasing. Given Indian aviation's massive growth and continued prospects, this actually makes sense, if the Finance Ministry gave some incentives to Indian leasing companies, some breaks are being provided through GIFT City in Gujarat. Indian financial institutions might be better placed to deal with the Indian legal and bureaucratic system, especially the IBC.

To blame IndiGo for 'becoming' a monopoly is unfair, it was enabled to become a quasi-monopoly. And likely due to no intention of theirs but thanks to the circumstances listed above. India needs globally-competitive airlines and IndiGo is important towards that end, but India also needs a few more large airlines because we cannot be so reliant on one airline alone. How and when that will happen, remains to be seen.

इंडिगो उड़ानों में 10% कटौती

डीजीसीए का कड़ा एक्शन, एयरपोर्टों पर भेजे अफसर, सीईओ ने मंत्री के आगे जोड़े हाथ

पंजाब केसरी/नई दिल्ली

देश की सबसे बड़ी एयरलाइन इंडिगो में लगातार 8 दिन से चल रहे संकट के बीच सरकार ने इंडिगो पर भी सख्त एक्शन लिया है। सिविल एविएशन मंत्रालय की हाई लेवल मीटिंग के दौरान एयरलाइन को 10% फ्लाइट्स में कटौती का निर्देश जारी किया गया। यह कटौती हाई-डिमांड, हाई-ट्रैफिकसेल रूट पर फ्लाइट में गई है। इसका असर इंडिगो की रोजाना ऑपरेट होने वाली 2300 फ्लाइट्स पर पड़ेगा। यानी लगभग 230 फ्लाइट्स घट जाएगी। यह रूट अन्य विमानन कम्पनियों को अल्ट्रा किफ्ट जाएंगे। इंडिगो के सीईओ एल्बर्स ने उड़ान मंत्री नायडू से भेंट की और बार-बार उनके सामने हाथ जोड़ते हुए स्थिति स्पष्ट की और कहा कि हम 750 करोड़ का रिफंड दे चुके हैं परंतु नायडू ने कहा कि नियमों की अनदेखी बर्दाश्त नहीं होगी और इंडिगो इस संकट के लिए जिम्मेवार है। जबकि



केंद्रीय विमानन मंत्री के. राममोहन नायडू के समक्ष इंडिगो के सीईओ पीटर एल्बर्स दोनों हाथ जोड़ते हुए। (छाया : एएनआई)

सीईओ बार-बार सफाई ही देते रहे। इस बीच 6 उड़ानें अगुं से आज भी 422 उड़ानें रद्द कर दी गईं। केंद्र ने 10 बड़े एयरपोर्ट पर सैनियर अफसरों को तैनात किया है। ये लोग पता लगाएंगे कि यात्रियों को कौन-कौन से परेशाने आ रही है। इंडिगो

एयरलाइन्स के परिवारतन में व्यवधान से यात्रियों को हो रही परेशानियों पर सरकार की तरफ से कदम उठाये जाने का अंशवासन देते हुए नागर विमानन मंत्री के. राममोहन नायडू ने मंगलवार को कहा कि किसी भी एयरलाइन को यात्रियों के लिए परेशानिचं खड़ी करने

की अनुमति नहीं दी जाएगी। नायडू ने लोकसभा में इस मुद्दे पर बयान देते हुए कहा, "देशभर में विमान परिवहन में खामियों से यात्रियों को होने वाली परेशानियों के लिए इंडिगो के खिलाफ कड़ी कार्रवाई की जाएगी।" (पृष्ठ-5 भी देखें)

इंडिगो संकट पर पीएम मोदी सख्त कानून लोगों की सुविधा के लिए होने चाहिए

प्रधानमंत्री नरेंद्र मोदी ने मंगलवार को कहा कि कानून या नियम आम लोगों की सुविधा के लिए होने चाहिए और उनके वजह से किसी निरदोष भारतीय को अमुकिया नहीं होने चाहिए। यहां राष्ट्रीय जनतांत्रिक गठबंधन (राजग) संसदीय दल की बैठक को संबोधित करते हुए मोदी ने कहा कि सुधार सिर्फ अर्थव्यवस्था में ही नहीं, बल्कि समाज के



हर क्षेत्र में किए जाने चाहिए। बैठक के बाद पत्रकारों को जानकारी देते हुए केंद्रीय संसदीय कार्य मंत्री किरन रीजीजू ने कहा कि प्रधानमंत्री मोदी ने सांसदों को "बहुत अच्छे दिशानिर्देश" दिए। इस बैठक में राजग के सभी सांसद शामिल हुए। रीजीजू के अनुसार, प्रधानमंत्री ने कहा कि किसी भी भारतीय नागरिक को किसी कानून या नियम की वजह से कोई परेशानी नहीं होने चाहिए और सभी को यह सुनिश्चित करव चाहिए कि नियम-कानून आम लोगों की सुविधा एवं उनके जीवन को बेहतर बनाने के लिए हों।

अभी भी नहीं टला इंडिगो का संकट, 152 फ्लाइटें टप हिंडन टर्मिनल पर भी संचालन प्रभावित, यात्रियों की बढ़ी परेशानी

एयरलाइंस ने यात्रियों से आग्रह किया है कि वाज्रा पर निगरानी से पहले उड़ान की स्थिति अवरुध आंच लें, ताकि एयरपोर्ट पहुंचने से पहले सही अपडेट मिल सके

नई दिल्ली, (पंजाब केसरी) : इंडिगो एयरलाइंस के संचालन का संकट गहराता जा रहा है। दिल्ली के इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डे से 152 उड़ानें रूट होने के बाद बढ़ी संख्या में यात्री प्रभावित हुए हैं। इनमें 76 उड़ानें दिल्ली से उड़ान भरने वाली थीं, जबकि 76 उड़ानें दिल्ली पहुंचने वाली थीं। 1 दिसंबर से शुरू हुई उड़ान निरस्तकरण की यह स्थिति लगातार जारी है, जिससे यात्रियों को अपनी यात्रा योजनाएं बदलनी पड़ रही हैं। एयरलाइंस ने बयान जारी कर कहा है कि 3 दिसंबर से 15 दिसंबर 2025 के बीच रूट की गई सभी उड़ानों के लिए रिफंड प्रक्रिया शुरू कर दी गई है। कंपनी ने यह भी स्पष्ट किया है कि यदि यात्रियों की यात्रा योजनाओं में बदलाव हुआ है, तो 15 दिसंबर तक की बुकिंग पर बिना किसी अतिरिक्त शुल्क बदलाव और कैन्सिलेशन की सुविधा दी जा रही है। इंडिगो संकट का अंतर यात्रियों के हिंडन टर्मिनल पर भी संचालन प्रभावित रहा है। 5 दिसंबर को हिंडन में इंडिगो की सभी

उड़ानें रूट थीं। 6 दिसंबर को मुंबई को उड़ान निरस्त की गई और कोलकाता को उड़ान को दिल्ली एयरपोर्ट भेज दिया गया। इसके बाद 7 दिसंबर को पटना और बंगलुरु, 8 दिसंबर को कोलकाता और 9 दिसंबर को चेन्नई को उड़ानें रूट कर दी गईं। हिंडन एयरपोर्ट प्रबंधन ने बताया कि वे एयरलाइंस के साथ लगातार संपर्क में हैं और यात्रियों को समय पर जानकारी देने की कोशिश कर रहे हैं। प्रबंधन के अनुसार, अधिकतर यात्री उड़ान रूट होने की जानकारी मिलने पर एयरपोर्ट नहीं आते, जबकि कुछ यात्री समय पर सूचना न मिलने के कारण पहुंच जाते हैं। ऐसी स्थिति में एयरपोर्ट पर बैठने की संख्या बढ़ा दी गई है ताकि यात्रियों को असुविधा न हो। अचानक उड़ानों के बड़े पैमाने पर रूट होने से लोग वैकल्पिक यात्रा साधन तलाशने को मजबूर हैं।

एयरलाइंस ने यात्रियों से आग्रह किया है कि वाज्रा पर निगरानी से पहले उड़ान की स्थिति अवरुध आंच लें, ताकि एयरपोर्ट पहुंचने से पहले सही अपडेट मिल सके।



Corporate Communications Directorate

PUNJAB KESARI

DELHI

10 DECEMBER 2025

उड़ान कंपनियों से सख्ती से निपटे सरकार



प्रभु चावला
एडिटोरियल डायरेक्टर
द न्यू इंडियन एक्सप्रेस
newindianexpress.com

जो बाजार टै कंपनियों के अधिकार या एकाधिकार में बदल जाता है, वहां उपभोक्ता के संरक्षक भागीदार होने का दर्जा मिल जाता है और वह आपूर्ति करने वाले में बदल जाता है और इस तरह अपनी शक्ति और चुनने के अधिकार से वंचित हो जाता है। ऐसे में उसके हिस्से में जो भी जाता है, वह उसे लेने को मजबूर होता है। हवाई यात्रा में खुले चुनाव का धम तो उसी दिन हवा हो गया था, जब राष्ट्रीय उड्डयन की शर्तें तो बड़े खिलाड़ी लगाने लगे थे, जब निजी सर्विस सार्वजनिक प्राधिकार की आभा धूमिल करती है, तब राज्य का अपना सिक्कड़ने लगता है।

पिछले सप्ताह भारत के नागरिक उड्डयन के परिपूरण में खी देखने को मिले, जब एक एयरलाइन द्वारा ऑपरेशन की क्षमता ब्यस्त होती ही पूरा देश विभ्रम, उथल-पुथल और शोषण में गर्के हो गया। देश के विमान क्षेत्र में 63 फीसदी की खीकाने वाली हिस्सेदारी रखने वाली इंडिगो अपने ऑपरेशन को लापरवाही के हद तक ले गई। नवंबर, तीन दिन में उसकी 2,000 से अधिक उड़ानें रद्द करनी पड़ीं और 10 लाख से अधिक यात्रियों के लिए जीवन जैसे एकाएक ठहर गया- शक्तिवंत रुक गई, अतिथिगत गंतव्य तक नहीं पहुंच सके और असंख्य परिवार अंध में लटक गए। हवाई अड्डे देखते-देखते भारी अकावट

और असाहनीय क्षेत्र के केंद्र बन गये।

जब पूरा देश उथल उठा, तब सरकार ने प्रतिक्रिया दिखाई। दोषी उड्डयन दिग्गज से जवाबदेही मांगने के बजाय सरकार ने पायलटों को आराम देने से संबंधित अपने 18 मांगों

पुनः निपटों की फौरी तौर पर वापस ले लिया। रेगुलेशन से जुड़े निर्णयक कदम उठाने का समय राजनीतिक रूप से कटप खींचने का उदाहरण बन गया जिससे यह संदेश गया कि ताकतवर सरकार ने एयरलाइन के अधिकार और उसकी आक्रामकता के आगे समर्पण कर दिया है। इसका नतीजा सिर्फ असुविधाजनक नहीं, बल्कि

डराने रहा। सिंगापुर के उच्चायुक्त अपने एक कर्मचारी की शहरी में शामिल नहीं हो सके। उड़ानों के लगातार रद्द होने के बीच एक नये-नकेले जोड़े ने अपने ही रिसेप्शन में ऑनलाइन हिस्सेदारी की और इन असुविधाओं के बदले उस एयरलाइन ने क्या दिया?

उसने कॉरपोरेट शब्दावली में सिकके बहाने बनाये। उसने तकनीकी परेशानियों, मौसम संबंधी दिक्कतों, हवाई अड्डों की भीड़ और एफटीडीएल-वानी पायलटों के आराम संबंधी नये नियमों को टोप दिया, जबकि एफटीडीएल नियम रतौंगत नहीं लग हुआ था, इसका फैसला महीनों पहले लिया गया था। एयरलाइंस के

पास पायलटों और कू की विद्युतिकरण के लिए और रोस्टर की नवी व्यवस्था बनाने के लिए पर्याप्त समय था लेकिन उन्होंने कुछ नहीं किया। उन्होंने सरकार को अपनी इच्छा के मुताबिक स्थिति बनाने के बारे में सोच और इसमें कामयाब हो। नागरिक उड्डयन मंत्रालय की प्रतिक्रिया ने इस घौमारी के बारे में ही बताया। हवाई अड्डों पर खण्ड अराजकता पर जब लोगों का गुस्सा बढ़कर, तब भी वह निष्क्रिय थे। जब



संघर्ष में इस पर सवाल उठे, तब वह समझे आपे। वह इंडिगो की माफूसी पेशवांनी देते, निष्पत्त बेटकें करते और प्रतिक्रियात्मक निरोधन करते दिखे। सरकार द्वारा पायलटों के आराम के लिए बनाये गये अपने ही नियम से पीछे हटना शक्तिहीनता और कॉरपोरेट दबाव के आगे झुकने का स्पष्ट उदाहरण था। इस बीच एम इंडिगो की कर्मचारी भी समझे आईं। मुंबई, पुणे पहुंच चुके विमान और अपने ऑनलाइन दुर्बलाह के लिए कुख्यात एयर इंडिया ने भी इस दौरान अपने उड़ानें रद्द कीं। विपक्ष ने यह मौका लपका और सरकार से कुछ असुविधाजनक सवाल पूछे। उसने केंद्र की अकावट सरकार की उड्डयन क्षेत्र में

एकाधिकार की स्थिति पैदा करने का जिम्मेदार बताया।

असबता मौजूद संकट को देश की उड्डयन क्षमता की कमी से अलग करके नहीं देखा जा सकता। एक अरब चालीस करोड़ के देश में कम्युनिकल आधा दर्जन एयरलाइंस हैं। कुल 639 इंडिगो विमानों में से 680 ही सक्रिय हैं। इनमें से आधे से अधिक का स्वामित्व इंडिगो के पास है। तबखीर का दूसरा सख यह है कि परेनु यात्रियों का

जो कड़ा 2019 के 14 करोड़ से बढ़कर 2025 में 40 करोड़ हो चुका है। भारत को सा सा सि ठ ने पायलटों को जकरत है, देश उसके

अधे से भी कम पैदा करता है। ऐसे में पायलटों का संकट तो एफटीडीएल के शुरू होने के पहले से ही था। इस संकट के लिए डीजेलीय भी उत्तरा ही जिम्मेदार है। उसके द्वारा जारी सन्तारों को एयरलाइंस खीरित करती आई हैं। उड़ानें रद्द हो जाती हैं और यात्रियों के लिए भरपाई की व्यवस्था नहीं होती।

किता समीक्ष के ही किराने खड़ जाते हैं और रिफंड कधे समय पर नहीं मिलता। एयरलाइंस निरर हैं, क्योंकि डीजेलीय उनके बचाव में खड़ा रहता है। रेगुलेटर वानी विनियमक को इस विफलता की गान्धीय कीमत खूत अधिक है। हवाई अड्डों पर फंसे असहाय यात्रियों की महान आकांक्षी में नहीं सपा जा सकता। इसे पेशवा देने से वंचित

रह गये छात्रों की पैदा, मजदूरी से वंचित रह गये श्रमिकों के दर्द, समय पर इलाज न कर पाये मरीजों की ज्यथा, और परिवार के बीच उपस्थित न हो सकने वाले सख-पिताओं के काप के रूप में देखा जात चाहिए। दुखद यह भी है कि कम वेतन जाने वाले और अपने नियोजकों की माप से वंचित हवाई अड्डों के कर्मचारीगत मुकाभितों के गुस्से का निशान बने।

भारत इस जेखिम भी रस्ते पर पात्र जारी नहीं रख सकता। नागरिक उड्डयन विनियमिता से अब अर्धक गतिविधियों, सभासिक गतिशीलता और राष्ट्रीय एकीकरण की जेखनरीखा बन चुका है। इलाज, इसे आवश्यक डांचगत प्रणाली के बचाव आक्रामक व्यवसायिक क्षेत्र सख्यह तथवाी को न्येता देना होगा। एक स्वापल उड्डयन प्राधिकरण का गठन भी समय की पंग है, जिसके पास जांच करने की स्वापता, विलोपस्वांजत और टैंडित करने की क्षमता हो। विमानों के पैड़े में अणकट तरीके से कुटि करवा और पायलटों के प्रशिक्षण की गति देने की आवश्यकता है। और सबैथी, सरकार को सखती दिखानी होगी। एक अरब चालीस करोड़ की आवादी वाला देश उन दो निजी उड़ान कंपनियों का बंधक नहीं बन सकता, जिन्हें संकट के समय मुकाभा कमाने में महारत हासिल है। भारत के आसमान को कॉरपोरेट के सहाने समर्पण की निशानी बनने नहीं दिया जा सकता।

देश को स्पष्टत, सहस और दृढ़ विधानका परिपूरण देना होगा, अन्यथा उसे अपने सहायकांक्षी को उन ताकतों द्वारा ब्यस्त होते देखना होगा, जिन पर इन्हें रपतार देने की जिम्मेदारी थी।

(ये लेखक के निजी विचार हैं।)

IndiGo crisis: PM Modi expresses his concern

STATESMAN NEWS SERVICE
New Delhi, 9 December

Prime Minister Narendra Modi on Tuesday said that ordinary citizens must not be inconvenienced by systems meant to serve them, referring to the ongoing IndiGo Airlines crisis.

Briefing on the NDA Parliamentary Party meeting, Union Parliamentary and Minority Affairs Minister Kiren Rijiju told media persons that PM Modi expressed concern over the chaos triggered by the mass cancellation of IndiGo flights, and stressed that passengers must not face inconvenience under any circumstances. "The Prime Minister also told MPs that people should not be troubled or inconvenienced. Rules and laws are important, but in the process of correcting the system, it is not right to harass people," Mr Rijiju said.

PM Modi also asked MPs to strengthen their connection with the public and reiterated



the government's commitment to reforms that improve daily life. "Rules and regulations must be for improving the system, not to harass people. The purpose of rules is to ease people's lives, not harass them," Mr Rijiju said, quoting the Prime Minister.

Coming against the backdrop of IndiGo's continuing flight cancellations, the PM's statements hold significance. The government has already warned of strict action against IndiGo, with the airline losing flight schedules.

The PM also honoured the supreme sacrifice of Guru

Gobind Singh's sons - Sahibzada Zorawar Singh and Sahibzada Fateh Singh - and urged nationwide observance of Veer Bal Diwas on 26 December, which commemorates the martyrdom of the Sahibzadas.

Mr Rijiju said the PM told MPs to focus on reforms for the betterment of people and stressed that ease of life and ease of doing business were top priorities of his government. Reforms should be brought in all aspects of society and not just in the economy, the PM said.

Mr Rijiju said the PM told all NDA MPs to work together

and accelerate development works at triple the speed and connect with youths, sports and other activities.

"All NDA leaders congratulated PM Modi for the NDA's victory in the Bihar elections. PM Modi guided all the NDA MPs to work for their respective constituencies. He emphasised undertaking reforms across all sectors to ease the public's lives and ensure they face no problems. He also urged the MPs to connect with the youth," the minister said.

Mr Rijiju also dismissed allegations levelled by the opposition regarding the 'Vande Mataram' debate being held in Parliament keeping in mind the forthcoming West Bengal elections, arguing that the government does not decide the dates of historical events. "Vande Mataram completed 150 years in November. How can we decide on that date? We don't set the dates for such events, we celebrate them," Mr Rijiju said.

• Another report: Page 8



Govt cuts IndiGo's flight schedule by 10 per cent



STATESMAN NEWS SERVICE
New Delhi, 9 December

Civil Aviation Minister K Ram Mohan Naidu (Photo) on Tuesday informed Parliament that the flight disruptions caused by low-cost carrier IndiGo's operational failures is now rapidly stabilising. Speaking in the Lok Sabha, Naidu said IndiGo's daily

flight count, which had fallen drastically to 706 on 5 December, recovered to 1,800 yesterday and is expected to rise further today.

"A curtailment of 10 per cent (in IndiGo's flight schedule) has been ordered. While abiding with it, IndiGo will continue to cover all its destinations as before," Naidu said. Earlier in the day, aviation safety regulator DGCA had

issued an order, saying that IndiGo's flight schedule was being cut by 5 per cent.

Meanwhile, IndiGo CEO Pieter Elbers has claimed that the airline's operations have stabilised after days of widespread flight disruptions that left passengers stranded at major airports nationwide, as the low-cost carriers' planes were grounded due to an acute shortage of pilots under the new flight duty limitation norms. Elbers claimed in a statement on X that "IndiGo is back on its feet", with efforts to restore the network progressing on a "war footing".

He said the airline is now flying more than 1,800 flights a day, restoring its full network of 138 destinations. "As of 9 December, our operations are fully stabilised," the CEO said. Elbers further said IndiGo has "started to focus internally on what led to the issue," indicating a deeper review of processes and resource planning.

Speaking in the Lok Sabha, the civil aviation minister said the Directorate General of Civil Aviation has issued show-cause notices to IndiGo's senior leadership and commenced a detailed enforcement investigation. Based on the report, strict and appropriate action will be taken. "IndiGo is being held accountable. No airline, however large, will be permitted to cause such hardship to passengers through planning failures, non-compliance," he assured the House.

Naidu also made it clear that the revised pilot and crew rostering rules were non-negotiable. "Refunds for flights cancelled between 5 to 15 December, baggage tracing and passenger support measures remain under the supervision of the Ministry of Civil Aviation," the minister added.

He explained: "IndiGo was ordered to issue refunds promptly, and as informed by them, more than Rs 750 crore has already reached passengers."



Global airline industry's revenue projected to rise 4.5 per cent to over \$1 trillion in 2026



AGENCIES

New Delhi, 9 December

The total revenues of the global airline industry are expected to reach \$1.053 trillion in 2026, up 4.5 per cent from \$1.008 trillion expected in 2025, the International Air Transport Association (IATA) said on Tuesday.

Meanwhile, return on invested capital (ROIC) is expected to be 6.8 per cent, unchanged from 2025.

"Despite deleveraging and

improved operating profitability, ROIC is expected to remain below the weighted average cost of capital (WACC) estimated to be 8.2 per cent in 2026," IATA noted in a statement.

The association said that in the upcoming year, airlines' combined total net profit is projected at \$41 billion, up from \$39.5 billion in 2025. Profit numbers would set a new record, the net profit margin may remain unchanged at 39 per cent from the current year. Net profit per passenger transported is expected to be \$790, down from the 2023 high of \$8.50.

At the same time, operating profit in the industry would be \$72.8 billion, up over 8 per cent from \$67.0 billion in 2025 for a net operating margin of 6.9 per cent (improved on the 6.6 per cent expected for 2025).

The number of passengers is also expected to grow 4.4

per cent to 5.2 billion in 2026. As per the global air transport body, the load factors are expected to continue setting new record highs as airlines' seat accuracy is expected to be 83.8 per cent in the coming year (2026). Cargo volumes are expected to reach 71.6 million tonnes, up 2.4 per cent in 2025. "Airlines are expected to generate a 39 per cent net margin and a \$41 billion profit in 2026. That's extremely welcome news considering the headwinds that the industry faces - rising costs from bottlenecks in the aerospace supply chain, geopolitical conflict, sluggish global trade, and growing regulatory burdens among them," said Willie Walsh, IATA's Director General.

Meanwhile, according to IATA, deliveries of new aircraft began to pick up in late 2025, and production is expected to accelerate next year.





Corporate Communications Directorate

THE STATESMAN

KOLKATA

9 DECEMBER 2025

Mamata blames Centre for chaos over Indigo flight crisis

STATESMAN NEWS SERVICE
Kolkata, 8 December

Chief Minister Mamata Banerjee on Monday launched a sharp attack on the BJP-led central government over the ongoing Indigo flight disruptions, accusing it of enforcing new aviation rules without any contingency planning and pushing thousands of passengers into chaos.

Speaking to reporters outside Kolkata airport before leaving for a two-day visit to North Bengal, Banerjee said the flight crisis could have been avoided had the Centre allowed airlines 15-20 days to prepare alternative arrangements.

"Most flights have been stopped without any planning. It is very unfortunate," she said, adding that airfares on the few operational flights had shot up drastically. "A ticket that normally costs Rs 3000 is now Rs 50000. How will common people travel?"

Miss Banerjee cited the recent case of a couple who failed to reach their wedding reception due to the disruption and had to join the event over a video call.

"I have never seen such paralysis. This is a disaster," she said, demanding compensation for all affected



passengers.

The Chief Minister, who delivered most of her comments in English "to reach out to victims across the country," accused the Centre of negligence.

"How can you push people into such hardship? Thousands and lakhs of passengers are stuck in airports, frustrated, and mentally harassed," she said.

She urged the Centre to ensure that "at least half the flights remain operational" until airlines stabilise their staffing and scheduling.

Miss Banerjee also attacked the BJP government, alleging that it was more focused on elections than governance.

"They have no interest in the country's problems. Their only concern is how to control votes, EVMs, the Election Commission and central agencies. They don't think about people. That is their biggest problem," she said.

The disruptions stem from the implementation of new Flight Duty Time Limitations (FDTL) — rules notified by aviation regulator DGCA in January and enforced from November 1.

Indigo, which operates a large number of late-night flights and offers relatively low fares, has been hit the hardest. The airline lacks the required number of pilots and crew to operate its schedule under the new norms, triggering massive cancellations and leaving passengers stranded nationwide.

Explaining the ground reality, Banerjee said, "Pilots need rest — that I fully understand. But before enforcing such rules, the Centre should have given 15-20 days to build an alternative plan. They knew the public would suffer the most."

Without naming Prime Minister Narendra Modi, she

added, "Some people spend more time abroad than dealing with the country's problems. Those who have caused such losses must compensate the people."

She also advised affected passengers to seek legal remedy.

Asked about Modi's comments in Parliament during a discussion marking 150 years of 'Vande Mataram', Banerjee criticised the BJP for "distorting history" and disrespecting icons like Netaji Subhas Chandra Bose, Bankim Chandra Chattopadhyay, Raja Ram Mohan Roy and Ishwar Chandra Vidyasagar.

"Do they even know Bengal's contribution?" she asked.

Labelling the Gita-chanting event in Kolkata as "a BJP event", the chief minister said, "I respect all religions and all castes. But how can I go to a programme directly organised by the BJP? I belong to a party with its own ideals."

"Those who insult Netaji and Gandhi — I cannot join them. Neither my parents nor my teachers nor the soil of Bengal taught me that," she added.

Banerjee reiterated that her government is monitoring the aviation crisis closely as the situation "is going from bad to worse."

CM prays for peace & communal harmony at Madan Mohan temple

Chief Minister Mamata Banerjee on Monday evening said that the sacred land of Bengal should be blessed with peace and harmony through the unity of all faiths.

After concluding an administrative meeting in Gooch Behar, the Chief Minister visited the historic Madan Mohan temple, a revered pilgrimage site located in the heart of the town.

"I prayed to the Almighty for the well-being of all citizens of the state, seeking His blessings for peace and prosperity in everyone's life. The Madan Mohan temple is an important part of Gooch Behar's spiritual and cultural heritage. My prayer is that, by the grace of the Almighty, all forms of hatred disappear from my motherland and that every evil force is destroyed," Ms Banerjee said.

Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

9 DECEMBER 2025

Strong action for IndiGo planning lapse: Govt

AMIYA KUMAR KUSHWAHA AND BASANT KUMAR MOHANTY

New Delhi: Civil aviation minister Kinjarapu Rammo-han Naidu on Monday told Parliament that the government would take strong action against IndiGo for the large-scale flight disruptions of the past few days, attributing the cancellations to "problems in their internal planning".

He said that in the first week of December, over 7.3 lakh flight tickets had been cancelled because of the IndiGo fiasco. The carrier has processed refunds totalling ₹745 crore for cancelled flights between December 1 and December 8, and handed back 6,000 pieces of luggage to customers, Naidu said in response to questions from the Opposition in the Rajya Sabha.

He said the government would curtail IndiGo's winter flight schedule and allocate them to other operators.

The minister said the government's Flight Duty Time Limitations (FDTL) came into force on November 1 and IndiGo had been operating under the new regime for a month.

"IndiGo was supposed to



IndiGo staff tag stranded luggage of passengers at Delhi airport on Monday. (Reuters)

manage its crew and suddenly we observed this (flight disruptions) on December 3. We consulted all stakeholders. We are conducting an inquiry. Strict action will be taken, which will set an example. For non-compliance, we will take very strict action," Naidu said.

IndiGo cancelled over 3,000 flights last week and many more were delayed because of a shortage of pilots and crew members that has been attributed to poor preparation for implementing the new crew roster norms, among others. Over 700 flights had been cancelled last month.

According to the government, 955,591 IndiGo tickets

were cancelled between November 21 and December 7, and the airline processed refunds totalling ₹827 crore.

Over 6,000 bags have been returned to customers and another 3,000 will be handed over in the next 36 hours, the minister said.

IndiGo said it was processing refunds for cancellations up to December 15.

Many social media users complained they were yet to receive the refunds, while others said IndiGo had made deductions while returning their money.

CONTINUED ON PAGE 3 ►

Strong action for IndiGo planning lapse: Govt

► FROM PAGE 1

IndiGo said it had arranged over 9,500 hotel rooms and around 20,000 cabs and buses for stranded passengers between December 1 and 7.

The airline cancelled around 500 flights on Monday, but operated over 1,800 flights across all its 130 networks.

"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," an IndiGo spokesperson said.

"All cancellations in today's schedule were executed yesterday, ensuring advance notifications being sent to customers," the airline added.

In Parliament, Shiv Sena (Shinde) member Milind Doora suggested that the government facilitate more competition and break IndiGo's dominance.

Naidu, the aviation minister, said the government was working on encouraging competition and that the country needed five big airline operators.

A IADMK member M. Thambidurai said he had to wait about eight hours last week to board a flight to Chennai. He asked about the exorbitant fares being charged by airlines amid the crisis.

Naidu replied: "As regulators, our duty is to see that guidelines are followed. We capped the fares across the country in four slabs."

Not satisfied with the reply, members of Opposition parties like the Congress, Trinamool Congress, CPM, CPI



Luggage piled up at the Indira Gandhi International Airport in New Delhi on Monday. (PTI)

and the DMK staged walkouts.

Showcuse reply

IndiGo's chief executive officer and chief operating officer have submitted replies to the showcuse notice issued by the Directorate General of Civil Aviation (DGCA) in connection with the crisis.

The airline said it was "profusely apologetic" and deeply regretted the inconvenience and hardship caused to customers. It attributed the disruption to the "compounding effect of multiple factors" that ended in an "unfortunate and unforeseeable confluence".

IndiGo said it was not

possible to pinpoint the exact cause at this moment because of the complexity and vast scale of operations and sought more time to conduct a comprehensive "Root Cause Analysis".

The DGCA said it was examining the response and that enforcement action as deemed appropriate would be taken.

AI 'kindness'

Air India CEO Campbell Wilson, in an internal message to employees, urged them to show kindness to industry colleagues.

"Whether competitor or service partner, regardless of the colour of the uniform, everyone is sharing the same goal of helping travellers to reach their destinations safely," he said, urging Air India employees to lend a helping hand wherever possible.

The promise of taste and p



হাত বাড়ালেই
Suvida
সুবিদা
শুষ্ক করে পোশাক
শুকনো পোশাক
শুকনো পোশাক
Toll Free : 1800 102 7447



Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

9 DECEMBER 2025

SC declines pleas against airline

OUR BUREAU

New Delhi: The Supreme Court on Monday expressed concern over the hardships faced by flyers in the wake of flight cancellations by IndiGo but declined to urgently list two separate pleas to take action against the carrier, saying the government had already taken note of the situation.

The pleas for urgent listing came up before two separate benches headed by Chief Justice Surya Kant and Justice Vikram Nath.

During the morning mentioning time, a counsel sought urgent listing of his PTL, seeking action against IndiGo, saying over 2,500 flights had been cancelled since December 2. The counsel added that ticket prices of other airlines had skyrocketed.

However, the CJI said: "We understand it is a serious issue. Lakhs of people have been affected... But we are also awarded that the government has taken some proactive measures. The government has already taken cognisance. We are not doing anything at this point of time. There is no need for urgent listing."

Around the same time, another advocate made a plea for urgent hearing before a bench led by Justice Nath. The counsel made the request by way of an interim application in an existing case in which the court had last month issued notice to the Centre on a plea to check rising airfares.

Justice Nath told the counsel that the apex court did not entertain any oral requests for urgent hearing.



Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

9 DECEMBER 2025

Mamata blames Modi govt for IndiGo mess

MEGHDEEP
BHATTACHARYYA

Calcutta: Mamata Banerjee on Monday placed the blame of the IndiGo fiasco squarely on the Narendra Modi government at the Centre, advising affected passengers to move court, and tearing into the saffron regime for its lack of planning.

Airline IndiGo cancelled thousands of flights since December 2 because of pilot shortages, stranding thousands of passengers at airports across the country.

Speaking to journalists outside the Calcutta airport on her way to north Bengal, the chief minister and Trinamool Congress supreme said people were suffering because of flight cancellations.

"I believe if additional pressure is put on pilots, a proper mechanism should

have been in place. Before any decision is taken, the authorities should think of alternatives. If something is abruptly stopped, what options do people have?" she asked.

"I am feeling genuinely sad. This situation is extremely unfortunate. Without any planning, so many flights stopped and fares simply skyrocketed. Tickets of ₹3,000 have now reached ₹50,000," she said. "I found out that a bride and a groom were stranded and could not reach their wedding venue. They had to greet guests over a video-call. Never before this had I witnessed such complete stagnation."

There has been a major operational disruption in Indian civil aviation over the past few days, caused by IndiGo's failure to adequately plan for new, stricter pilot rest and duty-time regulations.

The crisis resulted in thousands of flight cancellations in one of the biggest aviation crises in the country.

Mamata's party and others in the national Opposition space have blamed the Modi government for the mess.

They have alleged regulatory oversight, faulty aviation policies and the fostering of a virtual duopoly between IndiGo and Air India that made the sector fragile, creating risks when one of the two falters.

Mamata said time was key for filers travelling on business or for emergencies. She said passengers were helplessly sitting inside the airports. "They are being mentally tortured. I request the Centre to devise a plan so that at least half the flights can operate with the number of pilots available, and alternative arrangements be made," she said.

"How can anyone say that



Chief minister Mamata Banerjee at the Madanmohan Temple Complex in Cooch Behar on Monday.

Picture by Main Uddin Chisti

these passengers should take trains instead? A flight takes two hours, a train takes 24-36 hours. Even for trains, tickets are not available," she added.

"How can you harass people like this?" asked Mamata. "They knew common people would suffer. That is happening. Their attitude is to let the suffering continue, and address it only when elections are close. This is not how a country should function," she said. "More time is spent on (Prime Minister Modi's) foreign tours, but there is no time for internal matters."

Mamata said the victims had a right to compensation. "They should receive compensation. They can approach courts," she said. "If a person buys a ticket and the plane does not fly, the airline must bear the expenses. But the airline is saying that the Centre has asked them to stop," she added.

"The BJP-led Centre is only concerned about elections and how to capture votes, (misusing) the Election Commission, the EVMs and the agencies. They don't care about people," Mamata added.

Turmoil to hit IndiGo finances

New Delhi: The widespread disruptions to IndiGo flights, resulting from the airline's failure to plan for aviation regulations communicated to the industry more than a year in advance, could lead to financial damage from lost revenue and potential penalties for cancellations, Moody's Ratings said on Monday.

In a note, Moody's said the disruptions are "credit negative" for the airline. "Despite a regretful failure to effectively plan for new aviation regulations, credit negative."

The disruptions, which coincided with peak winter schedules, resulted in over 1,000 flight cancellations on December 5, after similar operational issues in November left more than 1,200 flights grounded. Flight cancellations started on December 2, and the airline has 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.

"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,



IndiGo aircraft stationed at Kempegowda International Airport in Bengaluru on Friday. (PTI)

which provide cost efficiencies in stable times, lacked the resilience needed for this change in regulations, leading to the need for a system-wide reboot that led to cancellations," Moody's said.

"We have downgraded IndiGo's issuer category score for human capital to 4 from 3, reflecting the adverse impact of slower hiring on the airline's operations. Although IndiGo does not have employee unions, its pilots, through broader pilot associations in India, possess significant collective bargaining power. "IndiGo's governance issuer category score of 3 the management track record captures management's lack of judgment and preparedness for the impending regulatory changes," it said.

Stock tumbles

Shares of Inner Globe Aviation, the parent company of IndiGo, tanked nearly 9 per cent on Monday, wiping out ₹17,064.78 crore from its market valuation. The stock plunged 2.62 per cent to settle at ₹4,507.50 apiece on the NSE. On the BSE, the scrip slumped by 0.26 per cent to close at ₹4,026.55.

During the session, the company hit an intraday low of ₹4,542.30 and ₹4,542.50 apiece on the BSE and NSE, respectively, a fall of nearly 10 per cent.

Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

9 DECEMBER 2025

Woes ease, but fliers still stranded

Counters calmer, staff more responsive

SANJAY MANDAL,
DEBRAJ MITRA AND
SAMARPITA BANERJEE

Calcutta: IndiGo disruptions continued on Monday, though the scale of the problem shrunk compared to previous days. At the Calcutta airport, officials said cancellations still occurred, but far fewer than on Sunday.

Many passengers arrived hoping to reach their destinations after earlier cancellations. Unlike recent days, airline staff were able to assist; several passengers were re-booked, luggage returned, and refunds processed.

About 200 pieces of registered luggage still remain in the terminal basement. "We are expecting all the luggage to be cleared in another four days," said an airport official.

Around 1pm, the IndiGo counter at Gate 3C was crowded but calmer than Sunday. Additional plastic chairs arranged for stranded passengers were removed. "We had arranged for around 600 chairs. Half of them were removed on Monday because the situation improved. The additional retiring rooms allocated to IndiGo are also being restored to their original condition," the official said.

Among those stranded were two Bulgarians, Radina Dobrova, 23, and her moth-



Display boards at the Calcutta airport show cancelled and delayed IndiGo flights on Saturday and (right) on-time departures on Monday. (Rishwanth Datta)

er Ivolina, 54. Their flight to Mumbai on Sunday night was cancelled, causing them to miss onward connections to Istanbul and Sofia.

They eventually left on an 8.30pm flight to Mumbai on Monday. Radina said: "We did not receive any compensation from IndiGo. We do not know anyone here, and it has been extremely difficult without enough cash."

Sundar G from Chennai, who arrived from Ho Chi Minh City on December 5 with his wife, faced multiple cancellations. Their daughter's Calcutta-Mumbai flight was also cancelled. They were rebooked — the couple on a Chennai-bound flight scheduled at 11.10pm on December 5 and their daughter on an 11.30pm flight to Mumbai on December 6. The three heaved a sigh of relief but it was short-lived. Both flights got cancelled again.

"We did not want to take another chance with IndiGo and looked for other airlines. There were hardly any seats available. Finally, we booked tickets on Akasa Air. Our daughter left on Sunday night. We have a flight at 8.30pm on

Monday. But it will go to Bengaluru. We will have to hire a car from Bengaluru to Chennai," said Sundar.

He was at the airport early to press for a refund from IndiGo. After a long wait, he was promised that the partial amount — the flight from Vietnam to Calcutta, was on schedule — would be processed but was not given a timeline. "What about the extra money I had to spend on hotel accommodation and other expenses here?" asked Sundar.

Aishwarya Mitra, an advertising professional, was one of the lucky ones.

Mitra works in the creative team of an international advertising, public relations, and digital marketing company in Delhi. She was booked on a flight to the capital at 7am on Monday. Late on Sunday night, she got a message that the flight had been cancelled. It was after she did a web check-in and was issued the boarding pass.

"I have a very important client meeting on Tuesday. I have to reach Delhi before that," said Aishwarya, who was at the IndiGo counter on Monday.

After more than an hour, she was finally slotted on a 7.30pm flight to Delhi. It departed on schedule.

Not all fared as well. Swapnil Rakshit and his wife, travelling back to Bengaluru, faced a cancellation of their 4am flight. Their pet Beagle, ill in Bengaluru, necessitated urgent travel. The couple booked a SpiceJet flight via Chennai at four times the original ticket cost, arriving later than the direct IndiGo service would have.

Officials said IndiGo has recorded "considerable and consistent improvement across the network."

A spokesperson said the airline was set 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, and our on-time performance has also improved to 91 per cent across the network," the spokesperson said.

"All cancellations in today's schedule were executed yesterday, ensuring advance notifications sent to customers," the spokesperson added.

IndiGo refunds ₹827cr, some left waiting

SANJAY MANDAL AND
SUBHAJOY BOY

Calcutta: IndiGo on Monday said it had refunded ₹827 crore so far to passengers whose flights were cancelled in recent days, but many travellers are still awaiting their money. The airline has contacted some passengers over the past few days and promised to expedite refunds.

"While IndiGo is progressing further on the path to full recovery, we remain committed to assisting our customers and addressing their queries and requests on a war footing. To this end, we have expedited several internal processes," the airline said in a statement. "₹827 crore already refunded, and the rest is under process for cancellations up to 15 December 2025."

IndiGo sources said registered tour operators were receiving instant refunds, but individual passengers who paid via cards or online platforms would have to wait, as these refunds are routed through banks and can take a week.

Kari Sen Chaudhuri, whose Goa-Calcutta flight was cancelled on December 5, received a message on Monday: "Dear 8E customer, we have initiated your refund of INR 14,300. The amount will reflect in your bank account within 5-7 working days."

A travel agent in Calcutta

said he had received ₹5 lakh from IndiGo for his passengers.

Some also reported receiving partial refunds. Abhishek Roy, who had booked a "zero cancellation fee" Bengaluru ticket for ₹9,990 on December 2, received just ₹1,327. After persistent emails and social media posts, IndiGo requested her PNR and said they were "looking into the matter." Her friend, booked on the same flight, has not received any refund.

Antara Ray, an associate professor at Presidency University, whose Patna-Calcutta flight on December 5 was cancelled, has yet to receive a refund. She booked a car for ₹14,000 after facing delays, cancellations and minimal communication from the airline.

She was scheduled on a Delhi-Calcutta flight with a stopover in Patna. Her Delhi-Patna flight on December 4 departed 12 hours late. "The Patna-Calcutta flight was supposed to leave at 9.45am, but we were informed at 9.35am that it had been cancelled," she said. "I had no choice — IndiGo is the only carrier on this route, and both the Vande Bharat and Patna-Howrah Jan Shatabdi trains had left by then."

The uncertainties forced her to book an expensive Air India flight on December 6 evening, which cost ₹21,000, though she later received a partial refund after ₹1,500 cancellation charges were deducted.



Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

9 DECEMBER 2025

IndiGo struggles to win back trust after chaos

SANJAY MANDAL

Calcutta: IndiGo's cancellations have come down, but many passengers are still not trusting the airline, tour operators said on Monday.

They said that despite the government's price cap, fares in some sectors were high, and only a few seats were available.

Sources said IndiGo officials met several tour operators on Monday to seek their support, stating that things were getting normal.

However, many passengers are choosing other airlines for important meetings, cancelling the IndiGo tickets purchased earlier.

A group of five corporate executives is scheduled to fly from Calcutta to Delhi on Tuesday morning.

"They bought tickets on an IndiGo flight 10 days ago, for ₹7,000 each. The flight is scheduled as operational, but the group is not convinced that it will finally take off," said their travel agent. So, on Monday morning, they cancelled the IndiGo tickets and booked seats on an Air India flight, paying ₹17,000 for each ticket.

"They have an urgent meeting and so did not want to take a chance," said the travel agent.

"It will take time for IndiGo to regain the confidence of passengers. Till then, the fares are likely to remain high," said Anil Purohit, chairman, Travel Agents Federation of India, eastern region.



The crowded IndiGo counter at the Calcutta airport on Monday afternoon. Photos by Ishwarip Dutta

He mentioned that for certain flights to Delhi scheduled for Tuesday, the prices were displayed as ₹22,000 on Monday evening, while for Mumbai, they were ₹25,000.

The government on Saturday issued an advisory calling for airfare caps of ₹7,500 to ₹15,000 to contain the ticket price hike triggered by the IndiGo flight cancellations.

The caps apply only to domestic flights. The cap is ₹7,500 for distances up to 500km, ₹12,000 for travel between 500km and 1,000km, ₹15,000 for travel between 1,000km and 1,500km, and ₹18,000 for distances beyond 1,500km.

These figures exclude the user development fee, passenger service fee and taxes on the air tickets. There are no caps on business-class or the already subsidised UDAN fares. The fare caps will remain in force until the situation stabilises, the civil aviation

ministry said.

"The fares are still high, and seats are also not available in several sectors because many flights are still cancelled. It would remain so for the next few days until the travel backlog is cleared," said Anjali Dhatnoka, chairman of the Travel Agents Association of India, eastern region.

He said a business-class seat on a Calcutta-Mumbai flight was ₹60,000 on Monday.

Many passengers are paying more because they are forced to take connecting flights after direct IndiGo flights were cancelled.

A lawyer and his wife were scheduled to take an IndiGo flight from Mumbai to Calcutta on Monday morning.

"The flight was cancelled, and he had important work, so he had to return. So we booked him on an Air India Express flight with a stopover at Bagdogra. The tickets cost ₹30,000 each," said his travel agent.

DEBRAJ MITRA AND SAMARPITA BANERJEE

Calcutta: The struggle to trace missing registered baggage continued for IndiGo passengers on Monday.

Many vented their ire on social media, which was flooded with pictures of bags piled up at airports across the country, following the large-scale disruptions to India's largest domestic carrier over the last few days.

IndiGo said on Monday that the baggage return process had been expedited. "Over 4,500 bags have been delivered to respective customers, and we are on track to deliver the rest in the next 20 hours," said a spokesperson.

Missing bags continue to hurt

The spokesperson said IndiGo has formed a separate team to track undelivered registered baggage.

At the Calcutta airport, many people, standing in a queue outside the IndiGo counter inside gate 3C at the departure area on Monday, had come to trace missing luggage.

P.K. Das, 45, who travelled from Sweden via Istanbul and Delhi, landed in Calcutta on December 8. Both his bags were missing.

had been found, but the other one is still untraceable. I have come to collect the bag. But there is no update on the other bag," said Das, who lives in Sweden and is scheduled to return on December 22.

Another man from Uttarakhand had come looking for a relative's missing bags. The relative came to Calcutta from Delhi on December 6. "He is very stressed. The bags contained expensive gifts," said the man, who did not want to be named.

Over the past two days, CISF officials have allowed some passengers into the arrival section and the basement, where unclaimed bags are kept, to look for their missing items.

JOBS

 GET HEAD HUNTED

EILM-KOLKATA

Unfolds **सत्यमेव जयते** (Rajarshi) - Wisdom Leader in You



Creating Global Citizens for Global Corporates

REQUIRES - Assistant Professors

EILM - Kolkata the leading Business - School of India having 50+ University and Industry collaborations worldwide invites applications for the position of Assistant Professor in different areas of Management and allied Studies for both UG and PG categories of students as follows :

Several lives upended after AI 171 crash, says US lawyer

Parth Shastri
@timesofindia.com

Ahmedabad: The devastating crash of AI 171 in June in Ahmedabad claimed 260 lives — 241 passengers and crew on board and 19 people on the ground — but its impact continues to reverberate across families in India and abroad.

Mike Andrews, an aviation lawyer from the US-based Beasley Allen Law Firm, told TOI on Monday that hundreds of families are still grappling with emotional trauma and severe financial distress as the six-month anniversary of the tragedy approaches.

Andrews, who now represents more than 130 relatives of the victims, is visiting Ahmedabad, Vadodara, Surat, and Mumbai to meet affected families.

Sharing the case from his recent visit to the UK, he said: "We met in Leicester with a family — a woman who, before the crash, lived with her husband and children in the Wembley area. Her husband was the primary breadwinner and was killed in the crash. Without his income, they had to move to a more affordable neighbourhood. She has had to start working, and their three children, aged 17, 18 and 20, have drop-



Andrews shows the old and new coupling used in the aircraft

ped out of school to support the family. That is a huge change."

Reflecting on the long-term impact, he added: "It's a big change when you think about where that family might have been otherwise. Who would they have become? What opportunities are they missing because of the loss of their husband and father? That is just one example."

On the investigation front, Andrews said they have filed a Freedom of Information Act (FOIA) request with the Federal Aviation Administration (FAA) in US seeking aircraft data. "They acknowledged the request and said they would respond. Then the govt shutdown took everything of-

fine for a while. The govt is back up, we have renewed the request, but we still have not received any information from the FAA," he said.

He added that the recent visit by an Indian delegation seeking information from US authorities was "very encouraging."

DREAMLINER NIGHTMARE

IndiGo fracas: We were unprepared, say ground staff

Venkadesan.S
@timesofindia.com

Chennai: IndiGo's ground staff spent the past few days absorbing the fury of stranded passengers who lashed out at them for disruptions in flight operations, missing baggage, last-minute updates. "We have faced similar issues, but not at this scale," said an IndiGo ground staff member, requesting anonymity. They say the ordeal cut far deeper than what they are trained for.

Over the past few days, videos of angry passengers shouting at the ground staff have gone viral, while the staff remained composed. "We didn't even know about the disruptions until we reported to work," said another worker. But some still felt it is what they get paid for. "We have been trained to face such situations. The management stood by us and guided us on what to do. We just passed on whatever information we received from the top to the struggling passengers," said a senior ground staffer. They said the situation became a lot better Sunday onwards and hoped



'HOW MAY WE HELP?': Videos of passengers shouting at ground staff have gone viral on social media

things would return to normalcy at the earliest. Others were not willing to talk, worried about their identity getting exposed.

Passengers also expressed sympathy for the ground staff. "It was unfair on the part of passengers to shout at ground staff. I know they can't do anything, so I stayed quiet, waiting for further updates," said Amit Krishan.

An IndiGo pilot, requesting anonymity, said the ground staff have no role in taking the blame from passengers. "If accountability has to be fixed on something, it is the

automation of deploying both the fleet and the manpower, including pilots, for optimal operation. The system just needed a few things such as software glitches and disruptions due to weather to trigger the problem, and the whole operation went for a toss. The problem was that all the pilots, flights, and ground staff were available 100%, but the system lost track of them and did not know how to bring the operation back to normalcy. Everyone was stuck somewhere, and nobody knew how to go about the situation," said the pilot.

Boarding Now...Queries For IndiGo Board

Ex-Sebi executive director lays out questions DGCA must ask the airline's parent company. DGCA can also use the Sebi concept of 'disgorging', to retrieve profits from skyhigh ticket prices from all airlines

J N Gupta



There's a lot of criticism being directed DGCA's way for giving IndiGo extra room to comply with its new Flight Duty Time Limitation requirement. It was faced, of course, with Hobson's choice, given the horrible chaos across Indian airports. But the question remains, did IndiGo cause passengers innumerable miseries, deliberately? The suspicion is that, unlike other airlines, it made a conscious choice not to properly onboard the FDTL rules. These increase passenger safety, but at a commercial cost. As the situation normalises, it is time to ask IndiGo's management tough questions.

Was its board of directors aware of the new FDTL requirement? Did they monitor compliance? And is the company being transparent in accepting its failure?

● IndiGo, in a Dec 7 press release, said that in a board meeting held on day 1 of the crisis, it set up a high-level Crisis Management Group (CMG). But, why didn't the board see that the problem of cancellations and delayed flights would follow from the airline's choices, and why didn't it avert the crisis proactively?

It's difficult to believe that the stalwarts on IndiGo's board were FDTL-unaware. The more reasonable supposition is that they were monitoring compliance. And would have come to know that a certain crisis was looming. What did they do? It would be interesting to see the minutes of board meetings, to know what was discussed and how the company planned to manage the FDTL issue. Perhaps a 'weil manage' attitude prevailed over the tough decision-making needed to comply with the new pilot-duty-rest rules. Perhaps they were confident that DGCA would have to come to their rescue.

● IndiGo has a Risk Management Committee (RMC), which is a sub-committee of its board, which is tasked to evaluate and manage business risks. What did RMC do in assessing the risk and mitigating it? After all, but for the vulnerability of DGCA, to alleviate passenger distress, IndiGo did run the risk of its operations coming to a halt.

● That DGCA is so vulnerable is because a public utility has been allowed to operate as a near duopoly. Even worse, these airlines operate like fully commercial private businesses but with very little accountability,

even though they provide an essential public service.

Free enterprise only brings efficiency if there is competition. The moment a duopoly develops and limits the entry of new players, the ills of monopoly start getting embedded in the industry. Of course, India has tough anti-monopoly laws. Unfortunately, the airline business is considered too tough (is it so? Or is it only made out to be?) and lawmakers have not been able to tame the operators.

Indeed, this business can make merry even out of its failure, like Ripley's Believe It or Not. IndiGo failed to maintain its schedule, cancelled its flights,



dramatically reduced the capacity available in all. And fares skyrocketed. So, failure brought a bounty.

● In the securities market, regulator Sebi has a concept of disgorgement. Any profit earned by creating an abnormal situation must be disgorged. The least DGCA can do is to order disgorgement of all supernormal fares charged from hapless consumers. Formula can be simple: average of last 7 days' fare on each route prior to disturbance (undisturbed price) can be treated as the rightful fare and any amount charged higher

must be disgorged, not only from IndiGo but from all airlines. Plus, it should disgorge all the expenses it saves by not following FDTL, with a hefty penalty, until it enters full compliance. It is time we price public inconvenience in money terms, to bring efficiency in utilities.

● Law also mandates a Stakeholders Relationship Committee (SRC), another board sub-committee, for all listed companies. For a utility like IndiGo, employees (including pilots, cabin crew, front desk) and passengers are the two largest stakeholders. It failed both. As the safety of stakeholders was compromised by not implementing the new FDTL, as hapless passengers were fleeced in the aftermath of its mess...there was a failure of all SOPs, which IndiGo has oft said are key to its operational excellence. Alongside DGCA, shareholders must also ask tough questions of the board, as they are also counting losses.

It is a fact that transparency, just like sunlight, acts as disinfectant. Therefore, it is a must that IndiGo provides a full explanation as to why it failed to implement the new pilot-duty-rest rules in time.

Its Dec 3 press statement said, "A multitude of unforeseen operational challenges including minor technology glitches, schedule changes linked to the winter season, adverse weather conditions, increased congestion in the aviation system and the implementation of FDTL had a negative compounding impact on our operations in a way that was not feasible to be anticipated."

No, this doesn't suffice. IndiGo still wants the public to believe that disruption was not caused by its failure to prepare for FDTL, alone. If so, why didn't other airlines descend into chaos?

The present crisis must draw from DGCA a structural solution. It has to be able to enforce rules, without public inconvenience being manipulated to force a relaxation of rules.

Further, Sebi should examine whether under LODR requirements, IndiGo should have disclosed the show cause notice issued by DGCA on Aug 11. This was for using "non approved full flight simulators". Even the show-cause issued by DGCA on Dec 6 has not been disclosed to the exchanges. Hopefully, IndiGo will not turn around and deny receipt of notice, saying that it is addressed to IndiGo instead of InterGlobe Aviation. That's the listed parent company.

The writer is managing director of a not-for-profit proxy advisory firm

DGCA slashes IndiGo flights by 5%, govt doubles cut to 10%

Airline To Fly 216 Fewer Flights Per Day This Winter

Times News Network

New Delhi: There will be fewer domestic flights this winter as the civil aviation ministry Tuesday evening decided to slash IndiGo's schedule at

► EDIT PAGE: Queries for IndiGo Board

least by 10% — doubling it from the 5% cut ordered earlier in the day by the Directorate General of Civil Aviation.

This is govt's first punitive action after India's largest domestic carrier saw operations grind to a near halt last week over failure to comply with new flying norms for crew.

The airline operated over 2,200 daily flights in the summer schedule and the govt decision will translate to a



IndiGo check-in counters were empty at 8am due to cancelled flights at Goa's Manohar International Airport on Tuesday

minimum 216 fewer flights. The cuts will remain under periodic review for further necessary action, govt said.

"The ministry considers it necessary to curtail the overall IndiGo routes, which will help stabilise its operations and reduces cancellations. A curtailment of 10% has been ordered. While abiding by it, IndiGo will continue to cover all its destinations," said aviation minister Ram Mohan Na-

idu, facing flak for the way the crisis was handled last week.

IndiGo CEO Pieter Elbers "was summoned (Tuesday) to provide an update... passengers faced severe inconvenience due to IndiGo's mismanagement of crew rosters, flight schedules and inadequate communication... an inquiry and necessary actions are underway," Naidu posted on X.

► 'Modify showcase', P 24

Probe will also cover DGCA, says minister

The probe into the IndiGo fiasco will also look into regulator DGCA's handling of the situation, civil aviation minister K Ram Mohan Naidu said in an interview. Apologising for the problems faced by flyers, he added that govt would take strict and appropriate action against the airline, including removal of the CEO, if required. **P 24**

'Over 800 pieces of luggage pending'

The IndiGo meltdown has resulted in hundreds of cancellations and over 800 stranded pieces of baggage across 45 destinations. While IndiGo claimed it'll deliver 8,500 luggage to passengers by 7pm Tuesday, it added that "around 800 pieces of luggage are still pending". **AN**

Modify showcase, issue fresh notice to IndiGo: Govt to DGCA

► Continued from P 1

Earlier in the day Directorate General of Civil Aviation's (DGCA) 5% cut order had stated the airline has "not demonstrated an ability to operate" its previously approved winter schedule of 15,014 weekly departures "efficiently". The airline was directed to reduce operations "across sectors, especially on high-demand, high-frequency flights, and to avoid single-flight operations on a sector by IndiGo".

Doubling that hours later, civil aviation ministry said the airline "has not been able to adequately manage its operational resources, including aircraft and pilot crew". It asked DGCA to modify its showcase notice and issue a fresh notice to IndiGo.

IndiGo's summer schedule was for operating 14,518 weekly domestic flights which was increased 6% in the winter schedule starting Oct 26. This translated to the airline having an approval to operate 64,136 domestic flights in Nov. "As per operational data submitted by IndiGo, it (actually operated) 58,438 flights during Nov 2025, with 951 flight cancellations recorded during the month," the DGCA notice issued to the airline about flight cuts on Monday night says.

The regulator had increased IndiGo's winter flights based on an estimated higher aircraft availability at 401 against 351 this summer. "However, it has been observed that the airline could operate only 329 aircraft in Oct 2025 and 344 aircraft in Nov 2025. IndiGo increased its departures by 9.86% in comparison to winter schedule 2024 and by 6% in relation to summer schedule 2025," DGCA's Tuesday notice says.

In a statement IndiGo said: "...reinstated our operations across our network... all flights published on our website are scheduled to operate with an adjusted network... nearly all bags stuck at airports have been delivered to our customers and the teams are working on delivering the remaining at the earliest. (Tuesday) we are operating over 1,800 flights, connecting all 135 stations in our network, and plan to fly nearly 1,900 flights (on Wednesday)... our on-time performance is also back to normal levels."

FLIGHT CRISIS



Trains come to rescue of 6k stranded flyers

Kolkata: Railways came to the rescue of passengers affected by IndiGo crisis. Between eastern & southeastern railways, at least 6,000 stranded flyers travelled from Kolkata to Mumbai, Delhi, Hyderabad and Guwahati since Saturday. "During last week, we noticed a sudden surge in waiting lists of key trains connecting Mumbai, Hyderabad, Chennai & Bengaluru. Rising to the need of the hour, special trains were provided wherever extra rolling stock was available," Souendra Majumdar, AGM, SER, said. Uday Shankar Iya, principal chief commercial manager of ER, said Saturday to Tuesday, 130 extra coaches with 7,992 berths were created. **AN**

Nov 1. On the one hand IndiGo did not gear up for that and on the other, its daily flights increased 6%.

Air India and AI Express, on the other hand, saw their weekly domestic schedule being reduced by 0.8% and 0%, respectively from summer to winter schedule. India's second biggest airline group saw its weekly summer domestic flights at 1,685 reduce overall by 3% to 1,635 in winter. Akasa Jet, which is ramping up operations, saw an increase of over 28% with the number increasing from 1,240 to 1,590.



Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

10 DECEMBER 2025

Uncertainty looms over winter travel as IndiGo is set to cut 200-400 flights daily

TIMES NEWS NETWORK

New Delhi: Uncertainty shrouds holiday plans of lakhs of domestic flyers this winter. India's biggest airline, IndiGo, will cut anywhere between 200 and 400 flights daily for the foreseeable future.

Which means, don't be surprised if the flight you booked to Goa and back this Yuletide are cancelled. While you will get a refund and domestic airfares are capped, making a new booking won't be easy as other airlines cannot fill in the void created by IndiGo cancellations at such a short notice. Which means, India is staring at a sharp demand-supply gap this winter.

"All our resources are fully deployed and we are operating at maximum capacity. Ever since IndiGo crisis happened, our aircraft occupancies have gone through the roof. Also for a short term no one can add capacity just like that. If govt says they are un-



HOLIDAY BLUES: You'll get a refund & domestic airfares are capped. But don't be surprised if the flights you booked this Yuletide get cancelled

comfortable with a single airline having 60% plus domestic market share and are capping the same, we can increase capacity. Otherwise, who will add capacity and be faced with a growing giant," said a top executive of another Indian carrier. Govt may permit short term wet leases — something IndiGo has availed off — but finding aircraft at such short notice is not easy, said airline executives.

The situation has left holidaymakers nervous. Multiple people said they have bookings on IndiGo this winter. "Aviation ministry is in full damage-control mode for themselves. But the uncertainty they have left us with is not funny. This was a completely preventable situation by allowing airlines' schedules based on their actual ability to mount flights," said Priya Singh, a Delhi-based writer.

Airline cancels over 400 flights across 6 metros

Mumbai: IndiGo cancelled 422 flights from six metro airports on Tuesday, as disruption in the crisis-hit airline prolonged for the eighth consecutive day. Of the 422 flights cancelled, Delhi witnessed 152 flight cancellations, Bengaluru 121, Hyderabad 58, Chennai 50, and Mumbai 41. As per Mumbai International Airport Ltd, the major affected sectors from Mumbai included Ahmedabad, Delhi, Bengaluru, Hyderabad, Chennai, Kolkata, Cochin, Goa, and Lucknow on the domestic routes, and Amsterdam and Istanbul on the international side, with Dec 4 and 5 seeing the peak disruptions. At the same time, the airline also delayed (beyond 30mins), a total of 1,475 flights since Dec 1. 

Flyers Cry Foul Over Promise ■ Airline Says Refunds Being Processed

IndiGo crisis: Flyers pay the price, still await full refunds

Sunny.Baski@timesofindia.com

Hyderabad: Despite IndiGo's assurance of issuing full refunds for flights cancelled during its ongoing operational meltdown, several passengers say they have still lost significant amounts of money due to various deductions, cancellation fees charged by portals, and long delays in processing refunds.

Travellers who booked through online travel platforms say their experience has been even more stressful, with refunds delayed for more than four days and portals deducting non-refundable convenience fees, despite passengers being told that they would receive the entire fare back. One of the affected passengers, Anil Kumar, told TOI that he has neither received his refund nor located his missing baggage.

"It's been four days since our tickets were cancelled. We booked Hyderabad-Jabalpur tickets via Indore and paid about Rs 20,000. After reaching Indore, IndiGo cancelled the connecting flight to Jabalpur and promised a full refund. So far, there has been no message or email from the airline. When I called customer care, there was no clear

CAUGHT IN LIMBO

- Flyers say refunds delayed for more than four days
- Say portals deducting fees, despite passengers being told they would receive entire fare back
- Confusion persists despite directive from ministry of civil aviation
- IndiGo says refunds for flights cancelled between Dec 3 & 15 are already being processed



I booked a Hyd-Mumbai flight on Dec 3. At the airport, they clearly told me I would get a full refund. But I received only ₹2,756. More than ₹6,700 was deducted without explanation —Anand Patel | PASSENGER

response. On top of that, they are unable to even trace my missing baggage," he said.

'Airline misled us'

Many passengers say they feel misled by the airline's assurances. "I booked a Hyderabad-Mumbai flight on Dec 3. At the airport, they clearly told me I would get a full refund. But I received only ₹2,756, more than ₹6,700 was deducted without explanation," said Anand Patel, another passenger.

The confusion persists despite a directive from the mi-

nistry of civil aviation (MoCA) stating that no additional fee may be charged for rescheduling travel affected by cancellations or operational disruptions. MoCA also said that dedicated support cells have been set up to help passengers resolve refund and rebooking issues without delay or inconvenience.

However, passengers say the on-ground reality remains different. Many complain that online travel portals continue to deduct standard convenience or service fees, claiming these charges are non-

refundable even in cases of involuntary airline cancellations. Meanwhile, on Tuesday, IndiGo said refunds for flights cancelled between Dec 3 and 15 are already being processed.

"In case your plans changed due to the disruption, we are also offering a full waiver on change and cancellation requests for all bookings valid for travel till Dec 15. Refunds will be credited to the original payment method and may appear as one or two transactions," said IndiGo in a statement.



Corporate Communications Directorate

THE TIMES OF INDIA

HYDERABAD

9 DECEMBER 2025

3 Hyd-bound flights get bomb threat, declared hoax

TIMES NEWS NETWORK

Hyderabad: The Rajiv Gandhi International Airport (RGIA) received bomb threat emails for three flights arriving from different cities. The threat was declared hoax after security checks, police said.

In the mail, the unidentified person mentioned that subversive activities were planned targeting Hyderabad-bound flights — IndiGo flight 6E-7178 from Kannur; Lufthansa flight LH-752 from Frankfurt and the British Airways flight from London.

Safe landing

All three aircraft were allowed to make safe landings at the airport, following which officials immediately evacuated the passengers and shifted them to isolation areas for safety checks. Security teams, including the bomb squad and dog squad, had thoroughly inspected all three planes. Additional CISF security personnel were deployed around the airport premises.

However, it turned out to be a hoax. In the last one week, the RGIA received several threat mails, and the police registered five FIRs. Authorities are verifying the source of the threat mails.



Corporate Communications Directorate

THE TIMES OF INDIA

HYDERABAD

9 DECEMBER 2025

Airlines flout govt's fare cap rules, prices still sky high

Sunny.Baski
@timesofindia.com

Hyderabad: Despite the ministry of civil aviation (MoCA) capping airfares amid the ongoing IndiGo crisis, airlines are ignoring the guidelines and continuing to hike ticket prices.

For instance, on the Hyderabad-Delhi and Hyderabad-Mumbai routes, both of which fall under the 1,500 km category, the maximum fare cap is ₹15,000. However, airlines were found to be quoting ₹22,000 for Mumbai and ₹27,000 for Delhi during the evening peak hours until the weekend.

Direct connectivity

The situation is even worse on routes where IndiGo cancellations have wiped out direct connectivity. Passeng-

TIMES VIEW: In a free economy, it is natural for businesses to hike prices of products and services when there is a supply-gap. But there is no justification for charging astronomically high airfares in the midst of a crisis. Given the market share Indigo enjoyed before the crisis, and given that flying is no longer a luxury, airlines must immediately bring down their fares and not cash in on the ordinary flyer's desperation.

ers travelling to cities such as Jaipur, Bhopal, Patna, Kolkata, Ahmedabad, Lucknow, and Guwahati are being forced to book connecting flights, with fares ranging between ₹40,000 and ₹50,000, four to five times the normal price.

Flyers said that the govt's fare caps are already on the higher side, noting that the maximum capped fares are still nearly three times the regular fare. Yet, even after capping, airlines are openly charging beyond the limit. "I was planning to travel to Del-

hi this weekend to meet my family after work on Friday. But the fare shown was ₹27,737. How can a domestic flight cost this much even after the govt capped fares?" said Rahul Sharma, a private firm employee from Begumpet.

Another passenger, C Lokesh, said that airfares on the Chennai-Hyderabad route shot up sharply, with airlines charging over ₹10,000, more than double the usual fare of ₹5,000. "If airlines keep hiking fares like this, even sleeper buses will steeply increase the charges," he said.

Flight chaos: Counsel gets high court relief

Pinto.Deepak
@timesofindia.com

Hyderabad: The high court granted an adjournment to a counsel after he informed the court that he was not ready to argue the case since he could not get time to prepare.

He told the court that he travelled out of Hyderabad last week and was supposed to return to the city, but due to the ongoing disruption of flight services, he could not return as scheduled and was therefore unable to prepare in the matter. When the matter came up for hearing on Monday, the counsel sought one more week to present his arguments, citing these reasons. Acknowledging the severity of the situation, the division bench of Chief Justice Aparesh Kumar Singh and Justice GM Mohiuddin obser-



The counsel told the court that due to disruption of flight services, he could not return to Hyd as scheduled and was therefore unable to prepare in the matter

ved, "That's a valid ground."

The court then adjourned the matter to Dec 17 for further hearing. The observations were made while hearing an appeal filed by a group of doctors challenging a single judge's order of Dec 2024, which dismissed their plea-seeking relief over the hiked fee structure.

Corporate Communications Directorate

THE TIMES OF INDIA

MUMBAI

9 DECEMBER 2025

A/c of Air India attached for its failure to honour contract

Mumbai: An account of Air India maintained with a nationalised bank has been attached after the national airline failed to honour an arbitral award granted to a tours and travels operator for alleged breach of contract, reports Ahmed Ali.

Harold Anthony Buthello, proprietor of Buthello Travels, had secured a three-year contract to provide staff transportation services. The contract stipulated around 47,000km per month, with a permissible variation of up to 20%. However, in 2017, Air India slashed the allocation to 23,400km per month, well below the agreed limit.

On April 9, 2025, the arbitral tribunal held that Air India's unilateral reduction in kilometres amounted to breach of contract. It awarded Rs 17.02 lakh with 10% interest from August 31, 2018, and Rs 3 lakh towards legal costs. Air India neither challenged the award nor made the payment, and Buthello filed an application in the court to execute the award, his advocate Dev Galani said.



Corporate Communications Directorate

THE TIMES OF INDIA

MUMBAI

9 DECEMBER 2025

IndiGo cancellations down to 98 in city but flyers anxious

TIMES NEWS NETWORK

Mumbai: IndiGo's flight cancellations have been scaling down with each passing day and on Monday the airline cancelled 98 flights at the Mumbai airport, including 50 arrivals and 48 departures. A day before the number was 121 cancellations and prior to that it was 117. While the cancellations have been coming down, the big task before the airline is returning the checked-in bags of passengers of cancelled flights.

IndiGo has managed to return 4,500 of about 9,000 check-in bags left at airports across India, said civil aviation minister Ram Mohan Naidu in the Rajya Sabha on Monday. Flight delays too have come down with evening departures from Mumbai airport late by only an average of 30 minutes on Monday. While the airline CEO said the flight schedules will return to normalcy by Dec 15, the chaos has left passengers

IndiGo must set up ₹1k-cr payout fund: Prithviraj

Mumbai: Former chief minister and Congress leader Prithviraj Chavan said IndiGo should establish a Rs 1,000 crore compensation fund for passengers affected by the airline's crisis, and the govt should enforce it under the Competition Act, which contains provisions for imposing penalties. He added impacted flyers should receive compensation worth 10 times the cost of tickets.

Chavan also demanded a joint parliamentary committee (JPC) probe into why the govt lifted airfare caps in 2022. — **Vijay V Singh**

anxious. "My parents are booked to fly on Tuesday morning to Delhi and we have checked in and printed their boarding passes, but the stress of a possible flight delay has been looming over the family," said Anita Rajan. Earlier in the week IndiGo said it has been

Aaditya takes on CM, chartered flight travel

Nagpur: Shiv Sena (UBT) MLA Aaditya Thackeray on Monday criticised the state govt over IndiGo disruption, accusing CM Devendra Fadnis of "diverting attention".

"Did Fadnis speak about the IndiGo crisis? Did he speak about the passengers? Or was his tweet meant only to divert attention so that the Centre is not questioned?" he asked, referring to a post the CM deleted. Thackeray alleged while flyers were scrambling to adjust travel plans, senior BJP leaders were moving around unhindered in chartered aircraft. **TNN**

trying to inform its passengers about cancellations in advance so they do not leave for the airport.

The turbulence in IndiGo's operations began late last month after the tightening of flight duty time limitations (FDTL) rules narrowed rostering flexibility.



Corporate Communications Directorate

THE TIMES OF INDIA

MUMBAI

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 TRIBUNE

DELHI

10 DECEMBER 2025

Centre prunes IndiGo wings, orders 10% cut in operations

TRIBUNE NEWS SERVICE

NEW DELHI, DECEMBER 9

The Centre has asked for a 10 per cent cut in planned IndiGo flights to help restore order at the country's biggest airline that cancelled thousands of flights nationwide after failing to plan for tighter safety regulations.

Union Civil Aviation Minister K Ram Mohan Naidu today said the airline management was summoned to the ministry to provide an update.

Posting a picture of IndiGo CEO Pieter Ebers, sitting



IndiGo CEO Pieter Ebers sits with folded hands in front of Civil Aviation Minister K Ram Mohan Naidu at his office. COURTESY: X

with folded hands in front of him, Naidu, in a post on X, said. "The ministry considers it necessary to curtail the

overall IndiGo routes, which will help in stabilising the airline's operations and lead

CONTINUED ON PAGE 8

Govt prunes IndiGo wings, cuts 10% flights

to reduce cancellations. A curtailment of 10 per cent has been ordered. While abiding by it, IndiGo will continue to cover all its destinations as before."

The flight curtailment is double of what the sector regulator DGCA had ordered on Monday. As part of the winter schedule for 2025-26, the airline has been operating over 2,200 flights per day.

The minister said IndiGo had been instructed to comply with all government directives, including fare capping and passenger convenience measures without any exception.

The airline, on its part, said there was "steady improvement across the network", as it reinstated flights to all 138 stations.

It flew more than 1,800 flights on Tuesday, which would go up to nearly 1,900 on Wednesday, IndiGo said in a statement. Earlier in the day, Naidu said in the Lok Sabha that no airline, however large, would be permitted to take hardship to passengers through planning failures and non-compliance with regulations. "IndiGo operations are returning to normal. No crowding or distress is being reported from airports. Refunds, baggage tracing and passenger support measures remain under continuous supervision by the ministry," he said.

The statement came amid the government's crackdown against IndiGo for the chaos at airports after hundreds of

flights were cancelled and thousands of passengers left stranded last week due to the airline's internal mismanagement of crew rosters, flight schedules and inadequate communication. Naidu said, "IndiGo CEO Ebers confirmed that 100 per cent of the refunds for the affected flights till December 6 have been completed. A strict instruction to expedite the completion of the remaining refunds and baggage handover was given."

Inside Parliament, the minister said the DGCA had commenced detailed enforcement investigation. "Depending on the outcome, strict and appropriate action, as empowered under aircraft rules, will be tak-

en. The revised flight duty time limitations, which are at the centre of IndiGo's crew crisis, are scientifically designed to prevent pilot fatigue and are being implemented.... These reforms are meant to enhance passenger safety."

On the growing concerns of big airlines having the ability to disrupt the market, Naidu said the government was determined to build a robust and more competitive aviation ecosystem. "The government is encouraging more new airlines to start and operate in India, ensuring fair access to airport capacity and eliminating any possibility of duopoly, controlling connectivity and pricing in our skies," the minister said.