



# Corporate Communications Directorate

HINDUSTAN TIMES

PATNA

10 DECEMBER 2025

 Hindustan Times

## AAI gets WRD nod to ease flight operations at Darbhanga airport

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**DARBHANGA:** Clearing a key hurdle for the installation of the CAT-II approach lighting system at the Darbhanga airport, the Water Resources Department (WRD) has granted the long-pending No Objection Certificate (NOC) sought by the Airports Authority of India (AAI). The NOC was sought for modification of an earthen embankment so that it could ensure better control of flood water and ease the flight operations.

The approval, issued a couple of days ago, comes shortly after Hindustan Times reported delays in NOC issuance affecting critical winter preparedness at the airport.

Superintending engineer Abrar Arshad confirmed on Tuesday that the department has formally approved the AAI's proposal to modify a portion of the earthen embankment. "The NOC has been granted," he said, adding that the decision follows a detailed technical examination and a site inspection carried out by the flood control division.

The NOC was crucial for lowering a stretch of the earthen bund to facilitate two new link taxiways and the CAT-II approach lighting system — both essential to ensure safe aircraft operations during low-visibility winter conditions. AAI's request, submitted on October 21, had assured that the proposed modifications

would not compromise flood protection for either the airport or the adjoining Air Force area.

Engineer-in-chief, flood control and drainage (WRD), Warun Kumar said that the department has adopted a prompt and efficient work culture to ensure that such approvals do not face unnecessary delays. "We prioritise timely decisions, especially when proposals come with clear technical justifications. The aim is to support critical infrastructure while ensuring that safety parameters remain intact," he said.

AAI had earlier clarified that the new terminal building's higher plinth level and the ongoing drainage system development would effectively mitigate any flood-related concerns.

Flood control officials who recently inspected the site had also expressed satisfaction with the safety measures.

With the NOC now in place, the AAI is expected to expedite work on the link taxiways and the installation of CAT-II lighting—a facility that will significantly reduce winter flight disruptions and enhance operational reliability.

Darbhanga airport, one of the busiest RCS-UDAN airports with over 3 million passengers served so far, has long struggled with fog-related cancellations.

Incumbent airport director (APD) Dilip Kumar, however, didn't respond to calls when contacted.



# Corporate Communications Directorate

MILLENNIUM POST

KOLKATA

10 DECEMBER 2025

## MoCA DIRECTOR INSPECTS NSCBI AIRPORT

# IndiGo reports normal ops in city; no morning cancellations

### OUR CORRESPONDENT

**KOLKATA:** IndiGo's operations at Netaji Subhas Chandra Bose International Airport (NSCBI), Kolkata, remained normal on Tuesday, with no flight cancellations reported in the first half of the day.

Data for the 12:00 am to 12:00 pm window showed the airline operated its full schedule of 91 arrivals and 90 departures, with only a small number of delays of more than 30 minutes.

The Ministry of Civil Aviation (MoCA) continued monitoring the situation following recent operational issues involving the airline. Tanvi Sundriyal, director, MoCA visited the airport on Tuesday to review passenger-handling arrangements and overall preparedness.

During the inspection, she checked IndiGo's helpdesk, airline booking counters, check-in counters, the security hold



Tanvi Sundriyal, director, MoCA visits the airport on Tuesday to review passenger-handling arrangements. PIC/MPOST

area and departure gates, and interacted with passengers to understand their experience firsthand.

A review meeting was subsequently held with senior officials of AAI Kolkata Airport, CISF and airline representatives. The discussions focused on actions already taken and

further steps required to streamline flight operations, strengthen manpower deployment and improve passenger facilitation.

Sundriyal acknowledged the proactive measures introduced at the airport, including additional staff, special facilitation counters, real-

time passenger updates and improved coordination among stakeholders.

AAI Kolkata Airport said coordinated efforts with the ministry and airlines were underway to maintain smooth operations across all touch-points and ensure timely assistance for passengers.

### Highlights

- Data for the 12:00 am to 12:00 pm window showed the airline operated its full schedule of 91 arrivals and 90 departures, with only a small number of delays of more than 30 minutes
- A review meeting was subsequently held with senior officials of AAI Kolkata Airport, CISF and airline representatives
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# Corporate Communications Directorate

THE TIMES OF INDIA

CHENNAI

10 DECEMBER 2025

## Airport multiplex to continue ops until Centre takes a call

TIMES NEWS NETWORK

**Chennai:** Madras high court on Tuesday permitted PVR INOX multiplex to function at city airport's Aerohub until Centre takes a policy decision on permitting cinema halls in airports.

Justice M Dhandapani passed the order on a plea moved by PVR INOX challenging the proposed closure of its multiplex at Aerohub. Aggrieved by an order issued by Airports Authority of India (AAI) dated June 20, refusing permission to operate the multiplex at the Aerohub, PVR approached the court.

### IN THE COURTS

When the plea came up for hearing, PVR submitted that the petitioner was a sub-licensee of Meenambakkam Realty Private Limited, with which AAI entered into a development contract for the construction of Aerohub.

While AAI prematurely terminated the development contract with Meenambakkam Realty, it did not order

the closure of any of the commercial establishments run by sub-licensees. However, it insisted upon the closure of the multiplex alone on the ground that a cinema hall was not permissible under the Airports Authority of India Act.

Pointing out that PVR invested ₹20 crore in the multiplex, it submitted that AAI could not project the operation of a cinema hall in the airport as an illegal activity and that it is bound by the doctrine of promissory estoppel since the construction of the cinema hall was done with the full consent of AAI, which approved the building plan.

PVR added that the AAI Act does not contain any express prohibition on the operation of cinema halls at the airports, as it states that the functions of AAI would include the establishment and maintenance of hotels, restaurants, or restrooms either at the airports or near the airports. Opposing the plea, the AAI submitted that it did not sign any direct contract with PVR.

# Corporate Communications Directorate

AMAR UJALA

DELHI

11 DECEMBER 2025

## एआई संग नई उड़ान... कोहरे को मिलेगी मात और सफर होगा आसान

फॉग-प्रूफ बना आईजीआई एयरपोर्ट, एआई देगा कोहरे की अपडेट, अब धुंध में कैंसल नहीं होंगी फ्लाइट

ज्योति सिंह

नई दिल्ली। दिल्ली एयरपोर्ट अब एआई और कुछ खास तकनीकों की मदद से कोहरे को मात देने के लिए तैयार है। इन तकनीकों की मदद से धुंध के कारण फ्लाइट कैन्सल होने की दुविधा से छुटकारा मिलेगा।

देश के सबसे व्यस्त हवाईअड्डे दिल्ली के आईजीआई एयरपोर्ट ने दावा किया है कि इस बार सर्दियों



की घनी धुंध के बावजूद उड़ानों में न्यूनतम रुकावट होगी। एयरपोर्ट के संचालन की

जिम्मेदारी संभालने वाली डायल का कहना है कि अगली पीढ़ी की आर्टिफिशियल इंटेलिजेंस, प्रेडिक्टिव एनालिटिक्स और रनवे अपरोच की मदद से आईजीआई को लगभग फॉग-प्रूफ बना दिया गया है। इसके लिए आईजीआई में एयरपोर्ट प्रेडिक्टिव ऑपरेशंस सेंटर (एपीओसी) बनाया गया है। इसकी मदद से रिपल-टाइम मौसम डेटा, हवाई यातायात की स्थिति और

ग्राउंड ऑपरेशंस को एक ही प्लेटफॉर्म पर जोड़कर सेक्टरों में ही अपडेट मिलेगा, जिससे तुरंत फैसले लिए जा सकेंगे। यहाँ तक की इससे रनवे का बेहतरीन इस्तेमाल, गेट आवंटन में तेजी और प्लाइट सीक्वींसिंग में सटीकता भी आएगी। रिपल-टाइम फैसलों के लिए एपीओसी की शुरुआत : एयरपोर्ट पर एयरपोर्ट प्रेडिक्टिव ऑपरेशंस सेंटर (एपीओसी) तैयार किया

गया है, जिसमें रिपल-टाइम मौसम डेटा, हवाई यातायात की स्थिति, और ग्राउंड ऑपरेशंस को एक डिजिटल प्लेटफॉर्म पर जोड़ दिया गया है। इससे सेक्टरों में ऑपरेशंसल फैसले लिए जा सकेंगे, रनवे का अधिकतम उपयोग होगा, और गेट आवंटन व फ्लाइट सीक्वींसिंग पहले से अधिक तेज और सटीक हो जाएगी।

### 36 घंटे पहले पता चलेगा कोहरा

दिल्ली एयरपोर्ट ने पूर्ण स्थापित आईजीआई के बिंदु फॉग एक्सपोजिचर (वायवॉयएस) मॉडल को अपने सिस्टम में जोड़ा है, जिसकी 85 पीसटै मटीकल गारंटी है। यह मॉडल 36 घंटे पहले घने कोहरे का अलर्ट दे देता है, जिससे एयरलाइंस, एटीसी, और ग्राउंड स्ट्राफ पहले से तैयारी कर लेते हैं और उड़ान संचालन बाधित नहीं होता।

जीरो विजिबिलिटी में भी लैंडिंग : डायल के अनुसार आईजीआई के तीन मुख्य रनवे 11L/29R, 11R/29L और 10/28 अब दोनों दिरों से कैट-III इंस्ट्रुमेंट लैंडिंग सिस्टम से सुसज्जित हैं। डायल ग्राउंड पर रनवे 10/28 के अपरोच के बाद जीरो विजिबिलिटी में भी सुरक्षित लैंडिंग संभव है। यहाँ, अब प्रति घंटे 30 लैंडिंग हो सकेंगी। यहाँ पहले घन कोहरा छंटने के बाद संचालन संचालन शुरू करने में 6 घंटे लगते थे, लेकिन अब यह समय घटकर सिर्फ 2 घंटे रह जाएगा।



# Corporate Communications Directorate

DAINIK BHASKAR

DELHI

11 DECEMBER 2025

## आईजीआई एयरपोर्ट पर अब घने कोहरे में भी होगी सेफ लैंडिंग

दिल्ली एयरपोर्ट ने सर्दियों के लिए  
की मजबूत तैयारी

भास्कर न्यूज़ | नई दिल्ली

दिल्ली इंटरनेशनल एयरपोर्ट लिमिटेड (डायल) ने आईजीआई एयरपोर्ट पर कोहरे से होने वाली दिक्कतों को कम करने के लिए अपनी तैयारियों को और मजबूत किया है। एयरपोर्ट पर अत्याधुनिक आर्टिफिशियल इंटेलिजेंस (एआई) सिस्टम, उन्नत डेटा-आधारित पूर्वानुमान तकनीक और रनवे पर

बेहतर सुविधाओं को शामिल किया गया है, ताकि कम दृश्यता के दौरान भी फ्लाइट संचालन सुरक्षित और सुचारू रहे। डायल पायलट परियोजना के तहत विंटर फॉग एक्सपेरिमेंट का उपयोग भी करेगा, जो 85 फीसद सटीकता के साथ कोहरे की भविष्यवाणी करने का दावा करता है।

डायल के अनुसार, एयरपोर्ट प्रेडिक्टिव ऑपरेशंस सेंटर रियल-टाइम डेटा, मौसम की भविष्यवाणी और एयरसाइड संचालन की जानकारी को एक प्लेटफॉर्म पर जोड़कर तेज और सही निर्णय लेने में मदद करता है। इससे

रनवे का बेहतर उपयोग, गेट और विमान खड़े करने की जगहों का सही आवंटन, विमानों के सही क्रम में आवाजाही और सभी साझेदारों से समय पर समन्वय सुनिश्चित होता है। डायल के मुख्य कार्यकारी अधिकारी विदेह कुमार जयपुरियार ने कहा, इस साल हमने एआई, प्रेडिक्टिव एनालिटिक्स और वाइफेक्स डेटा की मदद से कोहरे के पूर्वानुमान की क्षमता बढ़ाई है। तीनों रनवे को कैट-3 सक्षम बनाना भी एक बड़ी उपलब्धि है। इससे घने कोहरे में भी सुरक्षित लैंडिंग और सुचारू संचालन संभव होगा।



# Corporate Communications Directorate

DAINIK BHASKAR

DELHI

11 DECEMBER 2025

## पटना एयरपोर्ट पर 20 से चालू होगा एयरोब्रिज

पटना। पटना एयरपोर्ट पर तीसरा एयरोब्रिज बन कर तैयार हो गया है। यह 20 दिसंबर से चालू होगा। एयरपोर्ट प्रशासन ने डीजीसीए से अनुमति मांगी है। इसे डिपार्चर गेट नंबर 11 से जोड़ा जाएगा। विमान पार्किंग नंबर 9 पर रहेगा। फिलहाल यहां दो एयरोब्रिज की सुविधा मिल रही है। पहला डिपार्चर के गेट नंबर 9 और दूसरा गेट नंबर 10 पर है। पहला उद्घाटन के समय ही इसी साल जून में स्थापित किया गया था, वहीं दूसरा 15 नवंबर से शुरू हुआ था। पटना एयरपोर्ट पर पांच एयरोब्रिज लगने हैं। चौथा गेट नंबर 12 और पांचवां गेट नंबर 12-ए पर लगेगा। इन दोनों के अगले साल जनवरी-फरवरी में शुरू होने की संभावना है। एयरोब्रिज का सबसे बड़ा फायदा यह है कि यात्री 2-3 मिनट में ही डिपार्चर से विमान में सीधे पहुंच जाएंगे। एयरोब्रिज से जाने में धूप, बारिश का असर नहीं पड़ेगा। एयरोब्रिज नहीं रहने से यात्री सिन्क्रोमिटी के बाद बस में बैठते हैं। बस विमान के पास जाती है। वहां यात्री उतरते हैं।



# Corporate Communications Directorate

DESHBANDHU

DELHI

11 DECEMBER 2025

## दिल्ली हवाई अड्डे पर इस बार घने कोहरे में भी कम बाधित होंगी उड़ानें



■ डीजीसीए जे टल फरवरी तक किया है कोहटा काल घोषित

नई दिल्ली, 10 दिसम्बर (देशबन्धु)। दिल्ली के इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डे पर इस बार जाड़े के मौसम में उड़ानें कम बाधित होंगी, और बाधित होने के बाद भी दो घंटे में ही स्थिति सामान्य हो जाएगी। नागर विमानन महानिदेशालय (डीजीसीए) ने 10 दिसम्बर से 10 फरवरी तक फॉग सीजन (कोहटा काल) घोषित किया है। दिल्ली अंतरराष्ट्रीय हवाई अड्डा लिमिटेड

### राजधानी दिल्ली में वायु गुणवत्ता में सुधार

नई दिल्ली। दिल्ली की हवा की गुणवत्ता बुधवार सुबह थोड़ी बेहतर हुई, लेकिन सुबह 9:10 बजे वायु गुणवत्ता सूचकांक (एक्यूआई) 220 दर्ज किया, जिससे यह अब भी 'गंभीर' श्रेणी में बनी रही। केंद्रीय प्रदूषण नियंत्रण बोर्ड ने मंगलवार को शाम को एक्यूआई 282 दर्ज किया था, जिसमें बुधवार की सुबह गिरावट दर्ज की गयी, लेकिन फिर भी राजधानी में धुएँ-कोहरे (स्मॉग) की परत बनी रही। यहां पर 10 किलोमीटर प्रति घंटे की रफ्तार से चलती हवा और इसमें 71 प्रतिशत की नमी ने स्थिति को गंभीर बना दिया। बुधवार यहां पीएम 2.5 का स्तर 144 माइक्रोग्राम प्रति घन मीटर और पीएम 10 का स्तर 187 माइक्रोग्राम प्रति घन मीटर मापा गया।

(डावल) ने बुधवार को एक प्रेस विज्ञप्ति में बताया कि रनवे 10/28 अब द्वारका की तरफ भी कैट-3 उपकरण समर्पित लैंडिंग प्रणाली से लैस हो गया है। दिल्ली के तीनों रनवे (10/28, 11एल/29आर और 11आर/29एल) दोनों छोरों पर कैट-3 से लैस हैं। इससे घने कोहरे की स्थिति में भी हवाई अड्डे पर प्रति घंटा 30 लैंडिंग संभव हो सकेंगी। डावल ने दावा किया है कि अब

कोहरे से संबंधित देरी के बाद स्थिति सामान्य होने में छह को जगह दो ही घंटे लगेंगे। इससे यात्रियों की परेशानी कम होगी।

डावल के मुख्य कार्यकारी अधिकारी विदेह कुमार जयपुरिया ने कहा, 'दिल्ली में जाड़े के मौसम में कोहटा एक सामान्य बात है। हम यात्रियों पर इसके प्रभाव को कम से कम करने के लिए प्रतिबद्ध हैं।'

## पश्चिमी उत्तर प्रदेश की अर्थव्यवस्था को नई गति प्रदान करेगा नोएडा एयरपोर्ट

ग्रेटर नोएडा, 10 दिसम्बर (देशबन्धु)। नोएडा इंटरनेशनल एयरपोर्ट (एनआईए) की शुरुआत से ही इसका मुख्य उद्देश्य पश्चिमी उत्तर प्रदेश के आर्थिक विकास को मजबूत करना रहा है। इस परियोजना को इस सिद्धांत पर विकसित किया गया है कि हवाई अड्डे का निर्माण और संचालन सभी हितधारकों, विशेष रूप से जेवर क्षेत्र के उन परिवारों पर सकारात्मक एवं दीर्घकालिक प्रभाव डाले, जिन्होंने अपनी भूमि प्रदान कर इस महत्वाकांक्षी योजना को वास्तविकता का रूप दिया। यह एयरपोर्ट न केवल क्षेत्रीय कनेक्टिविटी बढ़ाएगा, बल्कि रोजगार सृजन, कौशल विकास और स्थानीय समुदायों के सशक्तिकरण के माध्यम से समग्र विकास को बढ़ावा देगा।

यमुना इंटरनेशनल एयरपोर्ट प्राइवेट लिमिटेड (वाईआईएपीएल) और नोएडा इंटरनेशनल एयरपोर्ट लिमिटेड (एनआईएएल) की प्रमुख भूमिका आईआईएपीएल हवाई अड्डे के विकास, निर्माण और संचालन की जिम्मेदारी संभालने वाली कंसेशनर कंपनी है। यह एक निजी क्षेत्र की कंपनी है, जो पब्लिक-प्राइवेट पार्टनरशिप (पीपीपी) मॉडल पर आधारित है और न्यूरेख एयरपोर्ट इंटरनेशनल एजेंसी की पूर्ण सहायक इकाई है।

एनआईएएल उत्तर प्रदेश सरकार की ओर से परियोजना की क्रियान्वयन एजेंसी है। यह उत्तर प्रदेश सरकार, नोएडा, ग्रेटर नोएडा इंडस्ट्रियल डेवलपमेंट अथॉरिटी (जीएनआईडीए) और यमुना एक्सप्रेसवे इंडस्ट्रियल डेवलपमेंट अथॉरिटी (वाईआईडीए)



### ■ एयरपोर्ट क्षेत्र में बड़े पैमाने पर रोजगार के अवसर पैदा करने की तैयारी

का संयुक्त उपक्रम है, जो परियोजना को निगरानी और समन्वय सुनिश्चित करता है।

### रोजगार सृजन व रणनीतिक साझेदारियां

नोएडा इंटरनेशनल एयरपोर्ट क्षेत्र में बड़े पैमाने पर रोजगार अवसर पैदा करने की दिशा में अग्रसर है।

वाईआईएपीएल ने टाटा प्रोजेक्ट्स, टीएफएस, इंडियन ऑयल, एयर इंडिया एमएटीएस और बर्ड ग्रुप जैसी 30 से अधिक अनुभवी और प्रतिष्ठित कंपनियों के साथ मजबूत साझेदारियां की हैं।

इन सहयोगों से हवाई अड्डे पर 5,000 से अधिक प्रत्यक्ष रोजगार सृजित होने की उम्मीद है, जो विभिन्न क्षेत्रों जैसे ग्राउंड हैंडलिंग, सुरक्षा, रखरखाव और यात्री सेवाओं में फैले होंगे।

सभी पदों पर सरकारी न्यूनतम मजदूरी, बोनस, प्राविडेंट फंड (पीएफ), कर्मचारी राज्य बीमा (ईएसआई), ग्रेच्युटी तथा छुट्टी लाभ जैसी सुविधाएं अनिवार्य रूप से प्रदान की जाएंगी, जिससे कर्मचारियों को

सुरक्षित और सम्मानजनक रोजगार मिलेगा।

### परियोजना प्रभावित परिवारों के लिए समर्पित विशेष प्रयास

वाईआईएपीएल, एनआईएएल और जिला प्रशासन के संयुक्त प्रयास से एक ऑनलाइन करियर पोर्टल विकसित किया गया है। जहां पीएफ सदस्य आसानी से नौकरियों के लिए आवेदन कर सकते हैं। अब तक 180 से अधिक पीएफ उम्मीदवारों ने इस पोर्टल पर पंजीकरण कराया है। 11 सितंबर, 31 अक्टूबर और 2 दिसंबर 2025 को तीन विशेष भर्ती शिविरों का आयोजन किया गया, जिनमें 300 से अधिक उम्मीदवारों ने सक्रिय भागीदारी की।

इन प्रयासों का सकारात्मक परिणाम यह है कि अब तक 24 उम्मीदवारों को ऑफर लेटर जारी किए जा चुके हैं, जो स्थानीय समुदायों के लिए प्रेरणादायक है।

### कौशल विकास व प्रशिक्षण की मजबूत पहल

स्थानीय युवाओं को एविएशन क्षेत्र के लिए तैयार करने पर विशेष जोर दिया जा रहा है। आईआईएपीएल ने आईटीआई जेवर में दो कक्षाओं एवं शीचालर्यों का नवीनीकरण किया तथा उन्हें आधुनिक प्रशिक्षण उपकरणों से सुसज्जित किया। 19 अगस्त से 15 अक्टूबर 2025 तक आईटीआई जेवर में एविएशन से संबंधित दो विशेष कोर्स आयोजित किए गए।

### पैसेंजर हैंडलिंग रैंप ऑपरेशंस

इन कोर्सों को कुल 28 छात्रों ने

सफलतापूर्वक पूरा किया, जिनमें से 24 छात्रों को तत्काल नौकरी के प्रस्ताव प्राप्त हुए। संचार कौशल, स्मोकन इंग्लिश, व्यवहार तथा सॉफ्ट स्किल्स पर केंद्रित प्रशिक्षण कार्यक्रमों से लगभग 100 पीएफ युवाओं को लाभान्वित किया गया। ये कार्यक्रम आईटीआई जेवर में नियमित रूप से जारी रहेंगे।

प्रयासों को और अधिक सुव्यवस्थित बनाने के लिए एनआईएएल, जिला प्रशासन और आईआईएपीएल की एक संयुक्त समिति का गठन किया गया है, जो निरंतर निगरानी और सुधार सुनिश्चित करेगी।

### नोएडा इंटरनेशनल एयरपोर्ट की प्रमुख विशेषताएं

नोएडा इंटरनेशनल एयरपोर्ट (आईटीए कोड: डीएक्सएन) एक आधुनिक ग्रीनफील्ड एयरपोर्ट है, जो दिल्ली-एनसीआर तथा पश्चिमी उत्तर प्रदेश को देश-विदेश के प्रमुख शहरों से जोड़ेगा। यह स्विस् दक्षता और भारतीय आतिथ्य के अनोखे संयोजन के साथ विश्वस्तरीय सुविधाएं प्रदान करेगा। एयरपोर्ट नेट-जोरो उत्सर्जन के लक्ष्य के प्रति पूर्णतः प्रतिबद्ध है, जो पर्यावरण संरक्षण की दिशा में एक मिसाल कायम करेगा।

उद्घाटन के समय एक रनवे और एक टर्मिनल होगा, जिसकी वार्षिक यात्री क्षमता 1.2 करोड़ होगी। कंसेशन अवधि 1 अक्टूबर 2021 से शुरू होकर 40 वर्ष तक रहेगी, जो दीर्घकालिक विकास की मजबूत नींव प्रदान करेगी।



# Corporate Communications Directorate

DECCAN CHRONICLE

HYDERABAD

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

DECCAN HERALD

BANGALORE

10 DECEMBER 2025

DH

## Airport-bound Vayu Vajra buses run nearly empty

ASHWIN BM  
BENGALURU, DHNS

The mass cancellations of IndiGo flights directly impacted the Bangalore Metropolitan Transport Corporation's (BMTC) affordable Vayu Vajra airport bus service.

While the number of buses deployed has remained steady, the outbound passenger load from the city to the airport has seen a big drop, according to senior officials with the BMTC.

The BMTC operates around 150 Vayu Vajra services daily to the airport, maintaining a fixed schedule of over 1,000 one-way trips to cater to an average of 14,000 passengers, a senior BMTC official told *DH*.

Despite the disruption in air travel, the BMTC has maintained existing service schedules, with no increase or deviation of buses to other routes.

"We are running empty for the last one week," said the conductor of a BMTC Vajra bus. He added, "On one route, we had only four seats occupied. The bus ran empty on Monday and only a handful of seats were occupied on different trips last week."

The conductor confirmed that the low footfall is a direct result of the IndiGo crisis.

"People are not coming after the news broke about the flight cancellations," he said. The commitment to run the service remains for airport employees relying on monthly passes.

While buses heading to the airport leave with vacant seats, those arriving from the airport are filled. Stranded or delayed passengers are still opting for cheaper modes of public transport to exit KIA. However, the conductor said there has been no route deviation, as the ticket system relies on fixed routes.



On Tuesday, this *DH* reporter boarded an almost deserted Vayu Vajra bus bound for the airport. *DH* PHOTO: ASHWIN BM



# Corporate Communications Directorate

HINDUSTAN

DELHI

11 DECEMBER 2025

## अधिकारी 11 एयरपोर्ट का निरीक्षण करेंगे

मुंबई/नई दिल्ली। नागरिक उड्डयन महानिदेशालय (डीजीसीए) के वरिष्ठ अधिकारी अगले दो-तीन दिनों तक देश के 11 घरेलू एयरपोर्ट का निरीक्षण करेंगे। डीजीसीए ने बुधवार को जारी आदेश में कहा कि इस दौरान इंडिगो संकट के कारण एयरपोर्ट पर मौजूदा स्थिति का आकलन किया जाएगा। डीजीसीए ने बताया कि अधिकारी लखनऊ, देहरादून, नागपुर, जयपुर, भोपाल सहित अन्य एयरपोर्ट पर जाएंगे।

# Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

11 DECEMBER 2025



## DGCA deploys officials in IndiGo office, airports

**Neha LM Tripathi**  
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**NEW DELHI:** India's civil aviation regulator on Wednesday installed officers at IndiGo's corporate office and airports to oversee and report on the airline's flying operations even as the company's board said external technical experts will be brought in to determine what caused the scheduling meltdown that affected millions of flyers.

The airline warned of the crisis impacting its third quarter revenue, as officials aware of the matter said the carrier could face hefty fines in the coming days.

After nine days of scrapped flights, stranded passengers and airports overflowing with misdirected pieces of baggage, cancellations continued on Wednesday, though on a lower scale, despite assurances to the contrary by the carrier as well as the government.

The Directorate General of Civil Aviation (DGCA) set up an eight-member team of senior flight operations inspectors and said they will scrutinise IndiGo's total fleet, the number of pilots, network details and crew utilisation, amid a crisis that has led to the airline, India's largest, cancelling thousands of flights and leaving millions in lurch since December 2. A two-member team, also deployed at IndiGo's corporate office, will monitor the status of cancellations, on-time performance, refunds and baggage returns to flyers.

continuation - 113

### Screws tighten, cancellations continue

#### Panel to oversee IndiGo ops

DGCA sets up an eight-member team of senior flight operations inspectors to scrutinise:

- IndiGo's total fleet
- The number of pilots
- Network details
- Crew utilisation

219

Flights cancelled on Wednesday

2 members to be stationed at IndiGo's Gurugram office



### Ministry teams to inspect 11 airports

Civil aviation ministry teams to inspect operations at 11 smaller airports - in Nagpur, Jaipur, Bhopal, Surat, Tirupati, Vijayawada, Shirdi, Cochin, Lucknow, Amritsar and Dehradun

### DGCA summons IndiGo CEO

DGCA summoned IndiGo chief executive officer Peter Dillen to appear before it on Thursday and submit comprehensive data and updates regarding the operational crisis

### GOVT PROBES HOW MAYHEM SPARED INDIGO'S INTL OPS

**Neha LM Tripathi**  
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**NEW DELHI:** The government is examining how IndiGo's international operations remained relatively unaffected even as its domestic network collapsed in the first week of December as the airline failed to keep up with new crew rostering rules aimed at reducing pilot fatigue and improving safety, officials aware of the matter said.

### 'Are you helpless? Who is at fault?' HC raps govt

**Shruti Kakkar**  
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**NEW DELHI:** The Delhi high court on Wednesday criticised the Centre and the Directorate General of Civil Aviation (DGCA) for not acting promptly against IndiGo over its failure to deploy sufficient manpower to meet the new Flight Duty Time Limit (FDTL) norms, resulting in operational disruptions that left sev-

eral passengers stranded at airports nationwide.

"It's quite a crisis. Are you helpless? The question is why did such a situation precipitate? Who is responsible?" the bench of chief justice DR Upadhyay and justice Tushar Ban Gokula said.

The bench also asked "How could the other airlines start charging?" referring to instances of airlines inflating their rates during the mayhem.





# Corporate Communications Directorate

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THE HINDUSTAN TIMES

DELHI

11 DECEMBER 2025

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## DELHI AIRPORT GEARS UP FOR FOG WEATHER OPS

**NEW DELHI:** The Indira Gandhi International Airport has strengthened its winter preparedness to minimise disruptions during low visibility, with advanced AI systems, predictive analysis, and upgraded runways. Delhi International Airport Limited (DIAL) said the airport predictive operations centre will integrate real-time data, weather models and airside inputs to support faster decision-making, optimise runway use and improve aircraft sequencing during fog.

The Dwarka end of Runway 10/28 has now been upgraded with CAT-3 capability, enabling safe landings in dense fog.

As a pilot, DIAL will also use winter fog experiment (WiFEX) data to enhance fog prediction accuracy. **JASJEEV GANDHIOK**

## नोएडा इंटरनेशनल एयरपोर्ट पश्चिमी यूपी की अर्थव्यवस्था का नया आधार

नोएडा, लोकसत्या। नोएडा इंटरनेशनल एयरपोर्ट को शुरू से ही पश्चिमी उत्तर प्रदेश की अर्थव्यवस्था को मजबूत करने के उद्देश्य से विकसित किया गया है। इस एयरपोर्ट का मुख्य सिद्धांत यह है कि इसका निर्माण और संचालन सभी हितधारकों पर, विशेषकर जेवर क्षेत्र के उन परिवारों पर, सकारात्मक और दीर्घकालिक प्रभाव डालें जिन्होंने अपनी भूमि देकर इस परियोजना को साकार किया।

यमुना इंटरनेशनल एयरपोर्ट प्रा. लि. हवाई अड्डे के विकास और संचालन की कंसेशनायर कंपनी है। यह एक निजी कंपनी है जो पब्लिक-प्राइवेट पार्टनरशिप मॉडल पर कार्यरत है। वहीं, नोएडा इंटरनेशनल एयरपोर्ट लि. उत्तर प्रदेश सरकार की ओर से परियोजना क्रियान्वयन एजेंसी के रूप में काम कर रही है। यह यूपी सरकार, नोएडा जीएनआईडीए और योडा का



संयुक्त उपक्रम है।

परियोजना प्रभावित परिवारों के लिए यमुना इंटरनेशनल एयरपोर्ट प्रा. लि, नोएडा इंटरनेशनल एयरपोर्ट लि. और जिला प्रशासन ने ऑनलाइन करियर पोर्टल विकसित किया है, जहां उम्मीदवार नौकरियों के लिए आवेदन कर सकते हैं। अब तक 180 से अधिक उम्मीदवार पंजीकृत हो चुके हैं। 11 सितंबर, 31 अक्टूबर और 2 दिसंबर 2025 को तीन विशेष भर्ती शिविर

आयोजित किए गए थे, जिनमें 300 से अधिक उम्मीदवारों ने भाग लिया। अब तक 24 ऑफ़र लेटर जारी किए जा चुके हैं। कौशल विकास के क्षेत्र में 19 अगस्त से 15 अक्टूबर 2025 तक ITI जेवर में एविप्रेशन के दो विशेष कोर्स—पैसेंजर हैंडलिंग और रैम्प ऑपरेशन्स—आयोजित किए गए। कुल 28 छात्रों ने कोर्स सफलतापूर्वक पूरा किया, जिनमें से 24 को नौकरी के प्रस्ताव मिले।



# Corporate Communications Directorate

THE STATESMAN

KOLKATA

10 DECEMBER 2025

## *Milestone Systems bets big on data centre growth, airport infra*

**RITWIK MUKHERJEE**  
Kolkata, 9 December

Milestone Systems, a leading provider of open platform video management software, is betting big on the fast growing data centre infrastructure across the country, development of airport infrastructure and last but not the least, "Make in India"-driven growth of manufacturing sector. Milestone Systems is a world leader in data-driven video technology used in industries as diverse as manufacturing, airports, law enforcement, retail and traffic management, is also working to build and earn customers' trust and public trust, in general, said Diya Girish, Sales Head & Director, India and SAARC, Milestone Systems. Interestingly, Milestone, an independent company, currently under Canon Group, is Europe's

leading provider of video technology and the second largest worldwide.

"Our open platform approach enables integration with the industry's widest choice of cameras, devices, and best-in-class analytics, empowering partners and customers to build tailored solutions," said Girish. "Milestone's software stores, shares, retrieves, displays and analyses video footage, supporting everything from queue management in supermarkets to rapid response in emergencies, optimising traffic and enhancing public safety. With our technology, organisations, can replay the past, monitor the present, and leveraging AI-predict the future."

The company has its offices in 26 countries across the world with more than 1500 employees. In India, at present, it has offices in



Mumbai, Delhi, Bangalore and Kolkata, which are sales offices, but all Indian customisations are done there.

Girish said that the company is working on adoption of next-generation video technology across key sectors and drawing up strategies for video technology landscape including secure sourcing, digital sovereignty, responsible surveillance, AI-driven video intelligence, and Milestone's expansion in the East India region. All

these will have to be seen in light of the India's shift toward secure, transparent, standards-aligned surveillance - including sourcing transparency, STQC-aligned practices, and digital sovereignty.

The company is also bullish about what it christens as Project Hafnia - Milestone's next-generation AI training platform, designed for high-quality, traceable, and ethically sourced video data.

Meanwhile, the Indian arm of the transnational company, has taken up an initiative at Calcutta Rescue's Pathshala School in North Kolkata, reaffirming its commitment to supporting education and child wellbeing in India. As part of the initiative, Milestone Systems extended meaningful support to Calcutta Rescue to help enhance classroom resources

and improve health support for underprivileged children. The programme benefited students enrolled at the Pathshala School, which provides free education, healthcare, and nutrition to children from marginalised communities.

"We strongly believe in giving back to the communities we are part of. Our association with Calcutta Rescue reflects our commitment to supporting children in need and helping build a brighter, more equitable future. We are grateful to Calcutta Rescue for their unwavering dedication to this noble cause," said Girish.

The initiative underscores Milestone Systems' ongoing mission of "Making the World See" not only through its technology but through sustained community engagement that drives positive social change.



# Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

10 DECEMBER 2025

## Ire over airport baggage bedlam

DEBRAJ MITRA

Calcutta: IndiGo flight operations improved further on Tuesday, but several passengers were still waiting to find their missing luggage, a visit to the Calcutta airport suggested.

The lack of clear communication from IndiGo staff compounded their misery, passengers alleged.

"Most of the bags stuck at the airports have already been delivered back to your homes. Our teams are working very hard on delivering the remaining ones very soon," IndiGo CEO Peter Elbers said in a video message on Tuesday.

Hazra resident Rashmi Goenka was having an animated discussion with an IndiGo staff member in front of the airline's counter at gate 3C in the departure level of the airport on Tuesday afternoon.

Her husband, father-in-law and sister-in-law were supposed to reach Aurangabad via Mumbai on an IndiGo flight on December 3. The connecting flight got cancelled at the last moment. However, they were told that the luggage, comprising four bags, was in transit. "When



Suitcases at a counter near Gate 3C of the Calcutta airport on Tuesday

the flight was cancelled at the Mumbai airport, my husband requested IndiGo staff to hand over the luggage, which they refused," said Goenka.

Her family members took a train to Aurangabad on December 4.

"On December 7 (Sunday), we got a call from an IndiGo representative at the Mumbai airport saying all four bags have been traced. The caller said the luggage would be delivered wherever we wanted. We gave our home address. On December 8 (Monday), another IndiGo representative

from Calcutta airport called, saying three of the four bags have been traced. I told him about the call the day before. He said he would check and get back, but never did. When I called in the evening, he said his shift was over and shared another number. Nobody answered calls on that number," said Goenka.

Not willing to take any more chances, Goenka was at the airport on Tuesday. She went to the IndiGo counter but was taken to another counter where dozens of bags were stacked. But her luggage

was not among them. After a while, she got a call from her husband, who said a man had reached their home with two bags. But he could not say anything about the remaining two bags. "However, he said many more bags were stacked at a godown near the airport building and shared a number of a man at the godown," she said.

Goenka called that number, and the man who answered the call asked her to come over. Before going there, Goenka went to the IndiGo counter. "I was advised against

going to the godown. But I still went there and found another bag. But the fourth bag is still missing," she said. Goenka said she would revisit the IndiGo counter on Wednesday.

"IndiGo has been claiming that they have returned thousands of bags to passengers. I seriously doubt these claims. My experience has been traumatic," said Goenka.

Lalita Modi flew into Calcutta from Bangalore on December 5, but not before a cancellation. She was rescheduled on another flight. Her luggage did not reach Calcutta. She also got a call from IndiGo. She was told that her luggage had been traced. Modi had come to attend a ceremony at a private resort in Taki in North 24-Parganas. She shared the resort's address. But the luggage never arrived.

She checked out on Tuesday and went straight to the airport. "They said they are looking for my luggage. Nothing more. I don't know what to do. They can't even confirm if my luggage is out for delivery. If it reaches the resort, I will have to somehow get it back," said Modi, who was scheduled to fly out of Calcutta on Wednesday.



# Corporate Communications Directorate

THE TIMES OF INDIA

CHENNAI

10 DECEMBER 2025

## Flight disruptions continue for 9th day

TIMES NEWS NETWORK

**Chennai:** The city airport continued to witness disruptions in IndiGo's operations for the ninth consecutive day. After nearly 150 cancellations—both arrivals and departures—in the initial days of the crisis, the situation persisted on Dec 9, with at least 18 departures and 23 arrivals cancelled, according to Airports Authority of India.

The cancellations, which stretched from early morning to late night, affected major domestic routes including Bengaluru, Mumbai, Hyderabad, Kolkata, Pune, Jaipur, and Kochi, leaving hundreds of passengers scrambling for alternatives. Cancellations were recorded



across both Airbus A320 and A321Neo aircraft types.

Airline and airport sources indicated operational constraints triggered by a cascading effect from crew shortage and aircraft rotation issues. Among the cancelled departures were flights scheduled as early as 2.20am to Pune, 5.25am to Mumbai, and 7.10am to Ben-

galuru, leaving several passengers stranded or forced to reschedule at short notice. The disruption continued through the evening, with the last cancelled departure listed at 9.20pm to Kochi.

Arrivals also suffered significant impact. Flights from Kolkata, Delhi, Hyderabad, Pune, Jaipur, Ahmedabad, Coimbatore, and Singapore were among those cancelled. The first cancellation recorded was at 12.10am from Kolkata, and the last at 11.35pm from Bengaluru. Meanwhile, an official statement from IndiGo said: "Today we are operating more than 1,800 flights, connecting all 138 stations in our network, and plan to fly nearly 1,900 flights tomorrow. We have optimized our operations, and

our on-time performance is also back to normal levels."

The airline claimed that nearly all bags that were stuck at airports have been delivered to the respective customers, and that teams are working on delivering the remaining at the earliest. The airline has also automated the procedure for customers to get full refunds upon cancellations ("no questions asked") through a simple process on their website.

Customers can check the latest flight status at <https://www.goindigo.in/check-flightstatus.html> before heading to the airport. Refund assistance, if any can be sought at <https://www.goindigo.in/refund.html> or through customer support channels.



# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

11 DECEMBER 2025

## IGI to fight fog with AI's help for smoother ops

**TIMES NEWS NETWORK**

**New Delhi:** Delhi Airport has integrated AI systems, advanced predictive analytics and enhanced runway capabilities this winter to reduce the impact of fog on flight operations.

A combination of these upgrades and technology should help ensure safer, more efficient flight operations and minimal disruption during low-visibility conditions (LVPs), Delhi International Airport Limited (DIAL), the airport operator, said on Wednesday.

The Airport Predictive Operations Centre (APOC), which plays a central role, has integrated real-time data, predictive weather models and airside operational inputs into a single command environment. "It will enable faster decision-making and more accu-

rate resource deployment during fog. It helps optimise runway utilisation, improves gate and stand allocation, prioritises aircraft sequencing, and ensures timely communication with all partners. This coordinated, data-driven approach significantly enhances the airport's ability to maintain operational continuity even during rapid visibility fluctuations," DIAL said.

The airport has also completed an airside upgrade in association with the Airports Authority of India (AAI). The Dwarka end of runway 10/28 (the second runway) has now been equipped with a CAT III Instrument Landing System. "With this enhancement, three runways (10/28, 11L/29R, and 11R/29L) at Delhi Airport are now CAT-III compliant at both ends, enabling safe landings even in den-



**HOPING FOR FEWER DISRUPTIONS**

se fog. The newly upgraded runway, along with the existing runway, enables around 30 landings per hour during low-visibility conditions," DIAL said.

The airside upgrade is expected to cut fog-related recovery time by nearly four hours.

Delhi Airport will also use the Winter Fog Experiment (WIFEX) data on fog, which claims to provide 85% prediction accuracy. The Pune-based Indian Institute of Tropical Meteorology (IITM), in collaboration with the India Meteorological De-

partment (IMD) and DIAL, has launched a decade-long collaborative research programme on fog — WIFEX.

"Data related to temperature, humidity, wind profiles, aerosols, pollution particles, radiation, microphysics of fog droplets, and visibility changes are collected through instruments... This will help in building advanced fog prediction models (1 to 36 hours in advance), understand local meteorology behind dense fog, improve airport operations and safety through accurate visibility forecasts, and create long-term datasets for fog research," DIAL added.

Videh Kumar Jaipuria, CEO-DIAL, said: "While weather-related disruptions cannot be eliminated, these upgrades will greatly improve our ability to plan, respond and recover quickly."



# Corporate Communications Directorate

THE TRIBUNE

DELHI

11 DECEMBER 2025

## Jammu airport worked normally despite nat'l disruptions: Director

### OUR CORRESPONDENT

JAMMU, DECEMBER 10

The Director of Jammu Airport, Devender Yadav, on Wednesday said that despite disruptions on most of the airports across the country, Jammu airport was minimally affected.

"Flight operations at Jammu airport have remained stable and were minimally affected during the recent IndiGo flight cancellations and delays reported across the country. All other airlines operated normally, with no stranded passengers or aircraft at the airport," said Yadav.

While briefing mediaper-

sons, Yadav said that airport stakeholders, including Airport Authority of India, Central Industrial Security Force (CISF), airlines, ground handling teams and housekeeping personnel, worked in close coordination to ensure smooth facilitation. "Special assistance was provided to senior citizens, children, pregnant women and passengers with reduced mobility (PRMs). Additional housekeeping staff was deployed to maintain enhanced cleanliness and all food and beverage outlets were directed to keep sufficient supplies," the Airport Director said.

He informed that IndiGo

Airlines arranged hotel accommodation for passengers impacted by cancellations, provided refreshments during delays and processed full refunds for all cancelled flights. Timely announcements, display updates and fully manned airline counters ensured clear communication with passengers.

"No security issues, medical emergencies or left-behind baggage cases were reported during this period," he said.

Yadav said, "Despite disruptions at various airports across the country, Jammu airport remained stable due to strong teamwork and proactive coordination among all agencies."

## DGCA launches audit of IndiGo, ops under probe

*Forms 8-member team, calls CEO*

VINEETA PANDEY  
NEW DELHI, DEC. 10

Initiating a crackdown on IndiGo, the Directorate General of Civil Aviation (DGCA) has set up an eight-member oversight team to look into the airline's day-to-day operations. These members will be positioned at IndiGo's corporate office in Gurgaon to monitor various operations and will submit a report to the DGCA daily. The team will look into the fleet, pilot and crew leaves, staff available for flights per day, etc.

The oversight team will comprise a deputy chief flight operations inspector, five senior flight operations inspectors (FOIs) and two FOIs. Of these, two will be deployed at the airline's corporate office on a daily basis. They have been mandated to look at the airline's total fleet, average stage length (distance that an aircraft travels in one leg), total number of pilots, network details, crew utilisation in hours and crew under training, among others.

### Delhi HC flags loss to eco, questions Centre

New Delhi: Terming the IndiGo flights cancellation as a crisis, the Delhi high court on Wednesday questioned the Centre as to why the situation precipitated to such a level causing trouble and harassment to stranded passengers, besides hitting the country's economy.

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These two members of the oversight team will also keep a watch on flights per day, unplanned leave per day and the total number of sectors affected on account of crew shortage, as well as cockpit and cabin crew on standby per day per base, the DGCA order said.

Besides, two more officers from the DGCA—a senior statistics officer and a deputy director—will also be deployed at the IndiGo corporate office to monitor the status of domestic and international cancellations.

■ Turn to Page 4

## DGCA launches audit of IndiGo, ops under probe

■ Continued from Page 1

refund status, on-time performance, compensation to the passengers as per the civil aviation requirement and baggage return, the order said.

Both teams will submit a daily report by 6 pm to the joint director-general (administration) Harish Kumar Vashishth and joint director-general, Jai Prakash Pandey. This comes after the government on Tuesday ordered IndiGo to cut down flights by 10 per cent from its winter schedule.

The DGCA has also summoned IndiGo's chief executive officer Pieter Elbers, along with other senior officials from all relevant departments, to its office on Thursday with the necessary documents. It has asked the airline to submit a complete report, along with comprehensive data and updates, relating to the recent operational disruptions.

The airline has been asked to present information on the flight restoration and recruitment plan of pilots and crew, with updated positions about pilot and cabin crew strength, the number of flights cancelled and refunds processed, among others.

The Prime Minister's Office also held a review meeting with the ministry of civil aviation on the IndiGo incident on Tuesday evening. The government had on Tuesday ordered IndiGo to cut down flights by 10 per cent.

Meanwhile, on Wednesday the airline cancelled nearly 220

flights between Delhi, Mumbai and Bengaluru alone. The airline said its board has been closely monitoring the situation while the crisis management group has been meeting every day and actively working with the CEO, the senior management and various teams deployed on the ground to restore normalcy in operations.

Chairman of the board of directors of InterGlobe Aviation Limited Vikram Singh Mehta issued a statement saying last week's events have been a blemish on the airline's pristine record. He said the disruptions were not because of any deliberate actions, and the board of directors were involved all along the day after the disruptions started.

Amid the developments, CPI(M) Rajya Sabha MP A.A. Rahim held the Union government responsible for the recent IndiGo crisis, arguing that it was the direct result of unchecked privatisation and deregulation that has turned India's aviation sector into a duopoly. He urged the government not to dilute the flight duty time limits rule to accommodate the airline.

Raising the issue during Zero Hour in the Rajya Sabha, Mr Rahim said the crisis was not IndiGo's alone. "The sole culprit behind this huge crisis is the Union government. This is the direct outcome of the government's neoliberal economic policies, privatisation and deregulation of the Indian aviation sector," he said.



# Corporate Communications Directorate

THE ASSAM TRIBUNE

GUWAHATI

10 DECEMBER 2025

## *Supply chain woes to persist longer for airline industry; 5,300 aircraft deliveries shortfall: IATA*

GENEVA, Dec 9: The supply chain woes for the airline industry are likely to persist for up to 8 more years, as there is already a delivery shortfall of at least 5,300 aircraft, and costs for airlines are also escalating, according to industry grouping IATA.

IATA Director General Willie Walsh, who has been vocal that engine manufacturers make huge margins whereas airlines operate with thin margins, on Tuesday said airlines are also evaluating legal opportunities with respect to supply chain issues, which have been significantly impacting the industry for the past few years.

In a reflection of how severe the supply chain situation is,

the International Air Transport Association (IATA) said that if an airline orders an aircraft today, it will take around 6.8 years to get the aircraft delivered, and the backlog of aircraft orders is over 17,000.

IATA represents around 360 airlines that account for over 80 per cent of the global air traffic.

Deliveries of new planes have started to pick up in late 2025, and aircraft production is expected to accelerate in 2026, but demand outstrips the availability of aircraft and engines.

"The normalisation of the structural mismatch between airline requirements and production capacity is unlikely before 2031-2034 due to irreversible losses on deliveries

over the past five years and a record-high order backlog," IATA said on Tuesday.

While the shortfall in delivery of planes is now at least 5,300, the aircraft order backlog is over 17,000 aircraft, which is equal to almost 60 per cent of the active fleet. Historically, this ratio was steady at around 30-40 per cent. This backlog is equivalent to nearly 12 years of the current production capacity, IATA said.

The average fleet size is now 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.

More than 5,000 aircraft are in storage, mainly due to

the lack of availability of parts, engines and seats.

There are engine production issues, longer time for aircraft certification, tariffs and shortage of skilled labour, especially in engine and component manufacturing segments, which are among the key challenges.

"Tariffs on metals and electronics resulting from US-China trade tensions have worsened some supply bottlenecks and raised some maintenance costs," IATA said.

According to Walsh, it is going to take much longer to address the supply chain issues than anticipated.

Mentioning the huge margins made by engine makers GE Aerospace and Safran,

Walsh said, "These guys have been using supply chain disruption to increase their prices to the airline industry ... they're making massive margins at the same time as imposing huge additional costs on the airline industry. This is unacceptable, and it has got to stop. And that's why we have got to challenge these guys."

A recent study by IATA and consultancy Oliver Wyman estimated that supply chain bottlenecks are expected to cost the global airline industry more than USD 11 billion this year, driven by four factors – excess fuel costs, additional maintenance expenses, increased engine leasing costs and surplus inventory holding expenses. – PTI

## केंद्र बताए, इंडिगो का संकट क्यों पैदा हुआ टिकट 39 हजार रुपये के कैसे हुए : हाईकोर्ट

कहा, यह सिर्फ यात्रियों की परेशानियों का नहीं, देश की अर्थव्यवस्था का भी सवाल

अमर उजाला ब्यूरो

नई दिल्ली। इंडिगो एयरलाइन्स के मामले में दिल्ली हाईकोर्ट ने केंद्र सरकार से कई बड़े सवाल पूछे हैं। अदालत ने जानना चाहा कि आखिर ऐसा क्या हुआ कि इंडिगो को कई उड़ानों को रद्द करने की स्थिति पैदा हो गई और 5,000 रुपये का टिकट 39,000 तक कैसे पहुंच गया। हाईकोर्ट ने कहा, उड़ानें रद्द होने से न सिर्फ यात्रियों को परेशानी हुई, बल्कि देश की अर्थव्यवस्था भी प्रभावित हुई क्योंकि आज के समय में यात्रियों को तेज आवाजाही अर्थव्यवस्था को प्रतिष्ठान रखने का अहम पहलू है।

मुख्य न्यायाधीश जस्टिस देवेन्द्र कुमार उपाध्याय व जस्टिस तुषार राव गेटेला की पीठ ने पूछा कि अन्य एयरलाइंस संकट की स्थिति का फायदा उठाकर यात्रियों से टिकटों के लिए भारी रकम कैसे वसूल सकती हैं। पीठ ने कहा, जो टिकट पहले 5,000



जांच रिपोर्ट तलाब

पीठ ने कहा कि यदि किसी स्थिति को जांच पूरी हो जाती है, तो उसकी रिपोर्ट सोल्सबंद रिपोर्ट में 22 जनवरी तक अदालत में पेश की जाए। कोर्ट उड़ानें रद्द होने से प्रभावित यात्रियों को भंडार और रिफंड के लिए केंद्र को निर्देश देने की मांग खासी जर्नलिल याचिका पर सुनवाई कर रही थी।

### परेशानी के लिए यात्रियों को मुआवजा देने की व्यवस्था करे इंडिगो

अदालत ने एयरलाइन्स को निर्देश दिया कि वह फंसे हुए यात्रियों को न केवल उड़ानों के रद्द होने, बल्कि उन्हें हुई परेशानियों के लिए भी मुआवजा देने की व्यवस्था करे। पीठ ने कहा, पहले से बतित स्थिति के समक्ष इंडिगो को पक्ष रखने का अवसर मिलेगा, इन्हें हम उड़ान संकटों में व्यवधान के कारण पर कोई टिप्पणी नहीं करेंगे। अदालत ने अधिकारियों को यह भी निर्देश दिया कि वे यह सुनिश्चित करें कि जल्द से जल्द उड़ानें सामान्य हो जाएं और सभी एयरलाइंस पर्याप्त संख्या में पायलटों को नियुक्ति करें।

रुपये में उपलब्ध था, उसकी कीमत बढ़कर 30,000 से 39,000 रुपये तक हो गई। दूसरी एयरलाइंस को संकट का फायदा उठाने की अनुमति कैसे दी जा सकती है। टिकट की कीमत 39,000 रुपये तक कैसे बढ़ सकती है?

पीठ ने कहा, हम नगरिक उड्डयन मंत्रालय व नगरिक उड्डयन महानिदेशालय (डीजीसीए) के कदमों को सराहना करते हैं। हमें चिंता इसकी है कि ऐसी स्थिति कैसे आने ली गई, जिसके कारण हवाई अड्डों पर लाइनों वाली फंसे रह गए।

### दिशा-निर्देशों के उल्लंघन से संकट

केंद्र व डीजीसीए के बकीलों ने अदालत को बताया कि वैधानिक तंत्र पूरी तरह से लागू था। इंडिगो को कारण बताओ नोटिस जारी किया है। इंडिगो ने हालात के लिए माफी मंजी है। सरकार के बकील ने यह भी कहा, संकट अधिकारियों की ओर से जारी दिशा-निर्देशों के उल्लंघनों के कारण हुआ, जिसमें जलक दल के सदस्यों के उड़ान कार्य के घंटे भी शामिल हैं।

■ किराने में केतहाया वृद्धि पर कहा, तत्काल कदम उठाने हुए इसे नियंत्रित किया। इंडिगो के बकील ने बताया, अप्रत्याशित समस्याओं स्थित कई कारणों से संकट पैदा हुआ।

## डीजीसीए ने सीईओ को किया तलब

आठ सदस्यीय निगरानी दल बनाया, दो सदस्य इंडिगो मुख्यालय में बैठेंगे

अमर उजाला न्यूरो

**नई दिल्ली/मुंबई।** विमानन सुरक्षा निष्पक्ष नगरिक उड़ानपन महानिदेशालय (डीजीसीए) ने संकटग्रस्त इंडिगो के मुख्य कार्यकारी अधिकारी (सीईओ) पीटर एल्बर्स को बृहस्पतिवार दोपहर तीन बजे तलब किया। डीजीसीए ने एयरलाइन के हालिया परिचालन व्यवधानों से जुड़े व्यवस्था डाटा और अपडेट सहित रिपोर्ट पेश करने का निर्देश दिया है। इस बीच, डीजीसीए ने आठ सदस्यीय निगरानी दल का गठन किया है। इनमें से दो सदस्यों को इंडिगो के मुख्यालय में तैनात किया है।

महानिदेशालय ने फाइर, पार्लर्स को सभी संबंधित विभागों के परीष्ठ अफसरों के साथ बैठक में आने का निर्देश दिया गया है। एयरलाइन को उड़ानें बहाल करने, पायलटों और चालक दल की भर्ती योजना, पायलट व केबिन क्रू की नवीनतम संख्या, रद्द उड़ानों की संख्या और यात्रियों को बिगू एर रिफंड और लीटअप सामान के बारे में जानकारी देने के लिए निर्देशित किया गया है। >> हर शाम की रिपोर्ट: पृष्ठ 15

### नौवें दिन भी 220 उड़ानें निरस्त

इंडिगो की उड़ानों में नौवें दिन भी व्यवधान का सामना रहा और 220 उड़ानें रद्द हुईं। एयरलाइन के सीईओ ने एक दिन पहले परिचालन के पट्टे पर लौट आने का दावा किया था। दिल्ली से सबसे जल्द 137 उड़ानें रद्द हुईं। बंगलुरु में संख्या 61 और मुंबई में 21 थी।

केन्द्र सरकार ने एक दिन पहले ही एयरलाइन को निर्बंधित उड़ानों में 10 फीसदी की कटौती का आदेश दिया था, ताकि परिचालन में स्थिरता आए। इंडिगो रोजाना 2,200 उड़ानें संभाल करती है।

**हर काम पर रहेगी नजर:** डीजीसीए के दल को एयरलाइन के कुल बेड़े, पायलटों की संख्या, नेटवर्क विवरण, चालक दल के उपयोग और प्रतिबंध ले रहे चालक दल की निगरानी का दायित्व सौंपा है। इंडिगो के दफ्तर में दो सदस्य प्रतिदिन उड़ानों, ऑनबोर्डिंग सुविधाओं, चालक दल की कमी से प्रभावित क्षेत्रों एवं केबिन क्रू की संख्या पर नजर रखेंगे। डीजीसीए ने दो और अफसर इंडिगो मुख्यालय में तैनात किए हैं, जो उड़ानें रद्द होने की स्थिति, धन वापसी, जसुरतों के अनुसार यात्रियों को मुआवजा और सामान वापसी की निगरानी करेंगे।



### 19 दिनों में 12.5 लाख टिकट रद्द, 1,100 करोड़ रुपये का रिफंड

21 नवंबर से 9 दिसंबर के बीच 19 दिन में कुल 12.5 लाख टिकट रद्द किए गए और 1,100 करोड़ रुपये रिफंड किए गए। इंडिगो की बात यह है कि न तो इंडिगो और न ही सरकार मुआवजे की बात कर रही है। रद्द उड़ानों के कारण यात्रियों को हुई असुविधा के लिए उन्हें मात्र 10 हजार रुपये मुआवजा दिया जा रहा है, जबकि उड़ान की अवधि 2 घंटे से अधिक थी, उसका कोई ठिक भी नहीं कर रहा।

## फ्लाइट रद्द होने से 1000 करोड़ रुपये का नुकसान



### संवाद न्यूज़ एजेंसी

नई दिल्ली। चैबर ऑफ ट्रेड एंड इंडस्ट्री (सीटीआई) ने बुधवार को दावा किया कि इंडिगो के हल में बड़े पैमाने पर फ्लाइट्स कैंसिल होने से दिल्ली के व्यापार, उद्योग, पर्यटन और एंग्लो-विस्तन सेक्टर को करीब 1000 करोड़ रुपये का नुकसान हुआ है। इससे शहर के मार्केट में विजिटर्स की संख्या में गिरावट आई।

साथ ही होटल, रेस्तरां, रिजॉर्ट और बैंकवेट बुकिंग पर भी असर पड़ा। सीटीआई के अनुसार, 1 दिसंबर से अब तक इंडिगो की 4,000 से ज्यादा फ्लाइट्स कैंसिल हो चुकी हैं। इसका असर व्यापारियों और टूरिस्ट्स पर पड़ा है। सीटीआई के चेयरमैन बृजेश गोपाल ने कहा कि हर दिन लगभग 1.5 लाख लोग दिल्ली एयरपोर्ट से यात्रा करते हैं,

### 1 दिसंबर से अब तक इंडिगो की 4,000 से ज्यादा फ्लाइट्स हुई कैंसिल

जिनमें 50 हजार से अधिक व्यापारी हैं। लगातार फ्लाइट कैंसिलेशन की खबरों के कारण दिल्ली आने वाले विजिटर्स की संख्या में कमी आई है, जिससे व्यापारिक गतिविधियां प्रभावित हुई हैं।

यहाँ, एक ट्रेवलर्स के टापोरेक्टर मनोज खंडेलवाल ने कहा कि दिल्ली में पौक टूरिज्म सीजन पर इसका बुरा असर पड़ा है। क्रिसमस और नए साल के लिए एडवॉंस बुकिंग पर भी असर दिखने लगा है। सीटीआई ने अधिकारियों से अपील की है कि यात्रा को आगमन बनाया जाए और विभिन्न सेक्टर में कैंसिलेशन से हो रहे नुकसान को कम करने के लिए कदम उठाए जाएं।

## इंडिगो की हर जानकारी की शाम को रिपोर्ट देगा डीजीसीए का निगरानी दल डीजीसीए की ओर से गठित आठ सदस्यीय दल में वरिष्ठ अधिकारी शामिल

मुंबई। विमानन सुरक्षा निषामक डीजीसीए ने इंडिगो एयरलाइन पर शिकंजा कसते हुए निगरानी बढ़ा दी है। नागरिक उड़्डयन महानिदेशालय (डीजीसीए) की ओर से गठित आठ सदस्यीय निगरानी दल रोबाना शाम को छह डीजीसीए के वरिष्ठ अधिकारियों को रिपोर्ट देगा।

निगरानी दल में उप मुख्य उड़ान संचालन निरीक्षक (सीएफओआई) कैप्टन विक्रम शर्मा, पांच वरिष्ठ उड़ान संचालन निरीक्षक (एसएफओआई)-कैप्टन जयंत मंगलिक, कैप्टन योगी सिंह, कैप्टन अर्पिता अग्रवाल, कैप्टन स्वति लुंका और कैप्टन अमन मुहाग शामिल हैं। इनके अलावा दो उड़ान संचालन निरीक्षक (एफओआई) कैप्टन नित्या जैन और कैप्टन एनजे सिंह भी टीम के सदस्य हैं। इनमें से दो सदस्य प्रतिदिन एयरलाइन के गुरुग्राम स्थित कॉर्पोरेट कार्यालय में तैनात रहेंगे। उन्हें एयरलाइन के कुल बड़े, और प्रतिक्षण प्राप्त कर रहे चालक दल की निगरानी करने का दायित्व सौंपा गया है।

आदेश में कहा गया है कि यह दो सदस्य प्रतिदिन की उड़ानों, चालक दल की कमी के कारण प्रभावित क्षेत्रों की कुल संख्या पर भी नजर रखेंगे। इसके अलावा, डीजीसीए कार्यालय से दो और अधिकारियों उप निदेशक (एईडी) ऐशवीर सिंह और वरिष्ठ संचालकी अधिकारी मीरा भूषण को इंडिगो के मुद्रगांव स्थित कॉर्पोरेट कार्यालय में तैनात किया गया है। दोनों टीमों शाम 6 बजे तक संयुक्त महानिदेशक



11 हवाई अड्डों का निरीक्षण करेगी टीम आदेश में कहा गया है कि डीजीसीए के वरिष्ठ अधिकारी 11 परेलु हवाई अड्डों पर इंडिगो के संचालन का आकलन करने के लिए तत्काल मौके पर जाकर निरीक्षण करेंगे। साथ ही अगले 2-3 दिनों में अपने-अपने हवाई अड्डों का दौरा करेंगे और अपने दौर के 24 घंटों के भीतर नई दिल्ली स्थित डीजीसीए के उड़ान सुरक्षा विभाग के संचालन निदेशक को एक विस्तृत रिपोर्ट प्रस्तुत करेंगे। इन 11 हवाई अड्डों में नागपुर, जयपुर, भोपाल, सूरत, तिरुपति, विजयवाड़ा, सिरडी, कोचीन, लखनऊ, अमृतसर और देहरादून शामिल हैं।

(प्रशस्न) हरीश कुमार वरिष्ठ और संयुक्त महानिदेशक जय प्रकाश चौंडे को दैनिक रिपोर्ट प्रस्तुत करेंगी। नए क्रू रोटेशन नियम के लागू होने के बाद से इंडिगो को एक सप्ताह से अधिक समय से परिचालन संबंधी कठिनाई का सामना करना पड़ रहा है, जिसके तहत पायलटों और अन्य कर्मचारियों के लिए अग्राम की अवधि बढ़ा दी गई है। इसके परिणामस्वरूप सैकड़ों उड़ानें रद्द और देर हुई हैं। एजेंसी

### इंडिगो ने डीजीसीए उड़ानों की संशोधित सूची भेजी

इंडिगो ने अपने शीतकालीन उड़ानों में 10 प्रतिशत की कटौती करने के बाद विमानन निषामक डीजीसीए को अपना संशोधित उड़ान कार्यक्रम भेज दिया है। हालांकि, यह पता नहीं चल पाया है कि एयरलाइन ने अपने किन मार्गों में उड़ानों में कटौती की है। 10 प्रतिशत की कटौती करने से प्रतिदिन लगभग 220 उड़ानों की कमी आएगी। डीजीसीए ने उसे बुधवार शाम 5 बजे तक संशोधित कार्यक्रम प्रस्तुत करने का निर्देश दिया था।

### स्याइस जेट रोजाना 100 उड़ानें बढ़ाएगी

परेलु विमानन कंपनी स्याइसजेट ने कहा कि इस सदी में प्रमुख मार्गों पर बढ़ती मांग को देखते हुए रोजाना कर 100 अतिरिक्त उड़ानें शुरू करने की योजना बना रही है, चर्च में डीजीसीए से मंजूरी मिल जाए। सरकार की इंडिगो के शीतकालीन शेड्यूल में 10 प्रतिशत की कटौती की घोषणा के एक दिन बाद स्याइसजेट का यह वाक्य अर्थ है। मौजूदा शीतकालीन कार्यक्रम के तहत, स्याइसजेट को प्रति सप्ताह 1,568 उड़ानें या प्रति दिन 224 उड़ानें संचालित करने की अनुमति दी गई है, जो पिछले शीतकालीन सत्र में एयरलाइन को प्रति सप्ताह 1,297 उड़ानों की तुलना में 20.89 प्रतिशत अधिक है।

## मीडिया गोलमेज सम्मेलन में आईएटीए महानिदेशक ने कहा- विमानन कंपनियों के लिए भारत में है शानदार बाजार

जिनेवा। भारत विमानन कंपनियों के लिए ऐतिहासिक रूप से चुनौतीपूर्ण रहा है लेकिन इसमें एक शानदार बाजार बनने के सभी पहलू मौजूद हैं और वर्तमान में दिखाई दे रही कुछ समस्याएं अस्थायी हैं। यह बात अंतरराष्ट्रीय वायु परिवहन संघ (आईएटीए) के महानिदेशक विली वॉल्श ने एक मीडिया गोलमेज सम्मेलन में कही। वह बोले, भारत में एक शानदार बाजार बनने की सभी बातें मौजूद हैं और भारत का घरेलू बाजार 2020 की तुलना में 2025 में 32 प्रतिशत बढ़ा हो गया है।

वॉल्श ने कहा, वृद्धि की अपार संभावनाओं और हवाई यातायात की बढ़ती मांग को देखते हुए भारतीय विमानन कंपनियां अपनी क्षमता बढ़ाने की योजना बना रही हैं और 1,500 से अधिक विमानों का ऑर्डर दिया जा चुका है। इसके अलावा नए हवाई अड्डों का निर्माण भी हो रहा है। हवाई अड्डों के बुनियादी ढांचे में निवेश और विमानन कंपनियों द्वारा अतिरिक्त विमानों में निवेश का स्वागत करते हुए वॉल्श ने कहा, यात्रियों द्वारा तय की गई कुल दूरी के हिसाब से अर्जित राजस्व में (भारतीय घरेलू बाजार में) एक तिहाई से अधिक की वृद्धि हुई है। ऐसा नहीं कि यह वृद्धि हासिल करने में चुनौतियां नहीं आईं। भारत ने इस वृद्धि के लिए अनुकूल माहौल तैयार किया जो एक बेहतरीन मिसाल है। यह आकर्षक वैश्विक बाजारों में एक है। उन्होंने कहा, कई चुनौतियों के बाद भी भारत का बाजार पूरी दुनिया के लिए आकर्षक है। एजेसी



विली वॉल्श

### हवाई अड्डों की क्षमता बढ़ने से नई कंपनियों को लाभ

आईएटीए के महानिदेशक ने तेजी से बढ़ते भारतीय बाजार में दृग्बधिकार प्रवृत्तियों पर किए गए एक सत्र के जवाब में कहा भारत में इंडिगो और एयर इंडिया समूह घरेलू बाजार में 90% से अधिक उड़ानों का संचालन करती हैं। मुझे लगता है कि हवाई अड्डों की क्षमता बढ़ने से नई कंपनियों को बाजार में प्रवेश करने में आसानी होगी। आने वाले वर्षों में हम यही देखेंगे। भारत में पिछले कई वर्षों में कई विमानन कंपनियां महत्वाकांक्षी योजनाओं के साथ शुरुआत करने के बावजूद बंद हो गईं।

### इंडिगो संकट अस्थायी, समय के साथ बाजार भी बदलेगा

इंडिगो की उड़ानों में व्यवधान और अन्य चुनौतियों के मद्देनजर आईएटीए प्रमुख ने कहा कि उन्हें भारतीय बाजार में सामने आ रही कुछ संकट अस्थायी प्रतीत होते हैं। आईएटीए करीब 360 विमानन कंपनियों का एक वैश्विक समूह है जो वैश्विक हवाई यातायात के 80% से अधिक का प्रतिनिधित्व करता है। आईएटीए के सदस्यों में एयर इंडिया, इंडिगो और स्पाइसजेट शामिल हैं। मुझे नहीं लगता कि इस बात के लिए उनकी आलोचना हो कि अन्य विमानन कंपनियों ने बाजार में प्रवेश नहीं किया है। वे हर स्थिति में डटे रहे हैं और अच्छा प्रदर्शन करते रहे हैं इसलिए मुझे लगता है कि समय के साथ बाजार में बदलाव आएगा।

आईएटीए प्रमुख ने यह स्वीकार किया कि भारत ऐतिहासिक रूप से विमानन कंपनियों के लिए एक चुनौतीपूर्ण बाजार रहा है। उन्होंने कहा, कई विमानन कंपनियों को विकास हुआ, फिर उन्हें वित्तीय रूप से संघर्ष करना पड़ा और वे गायब हो गईं। वॉल्श ने कहा, जेट एयरवेज और किंगफिशर वैश्विक

### भारत में कई कंपनियों चुनौतियों से जूझीं

महत्वाकांक्षी वाली वैश्विक विमानन कंपनियों के दो स्पष्ट उदाहरण हैं जिन्होंने बड़े निवेश किए और बढ़ने की कोशिश की लेकिन वित्तीय रूप से व्यवहार्य होने के लिए संघर्ष किया और दुर्भाग्य से अस्तित्व से बाहर हो गईं। उन्होंने कहा कि एयर इंडिया का निजीकरण एक बहुत ही सकारात्मक कदम है क्योंकि विमानन कंपनियों के सरकारी स्वामित्व ने इसके वाणिज्यिक परिचालन को बिगाड़ दिया था।

■ अंतरराष्ट्रीय विमानन परिवहन संघ के महानिदेशक ने कहा कि एयर इंडिया का निजीकरण एक बहुत ही सकारात्मक कदम है क्योंकि विमानन कंपनी के सरकारी स्वामित्व ने इसके वाणिज्यिक परिचालन को बिगाड़ दिया था। टाटा समूह ने घाटे में चल रही एयर इंडिया का भारत सरकार से अधिग्रहण किया था।

## केंद्र बताए, इंडिगो का संकट क्यों पैदा हुआ, टिकट 39 हजार तक के कैसे हुए : हाईकोर्ट

नई दिल्ली। इंडिगो एयरलाइन के मामले में दिल्ली हाईकोर्ट ने केंद्र सरकार से कई कड़े सवाल पूछे। अदालत ने जानना चाहा कि आखिर ऐसा क्या हुआ कि इंडिगो की कई उड़ानों को रद्द करने की स्थिति पैदा हो गई और 5,000 रुपये वाला 39,000 तक कैसे पहुंच गया। हाईकोर्ट ने कहा, उड़ानें रद्द होने से न केवल यात्रियों को परेशानी झेलनी पड़ी, बल्कि देश की अर्थव्यवस्था भी प्रभावित हुई क्योंकि आज के समय में यात्रियों की तेज आवाजाही अर्थव्यवस्था को गतिमान रखने का अहम पहलू है।

मुख्य न्यायाधीश जस्टिस देवेन्द्र कुमार उपाध्याय और जस्टिस तुषार राव गोंडाला की पीठ ने पूछा कि अन्य एयरलाइंस संकट की स्थिति का फायदा उठाकर यात्रियों से टिकटों के लिए भारी रकम कैसे वसूल सकती है। पीठ ने कहा, जो टिकट पहले 5,000 हजार रुपये में उपलब्ध था, उसकी कीमत बढ़कर 30,000 रुपये से 39,000 रुपये तक हो गई। अगर संकट की स्थिति आती है, तो अन्य एयरलाइंस को इसका फायदा उठाने की अनुमति कैसे दी जा सकती है। टिकट की कीमत 35,000 रुपये और 39,000 रुपये तक कैसे बढ़ सकती है। पीठ ने कहा कि यदि किसी सर्मिति की जांच पूरी हो जाती है, तो उसकी रिपोर्ट सौलबंद लिफाफे में 22 जनवरी को अगली सुनवाई तक अदालत में पेश की जाए। पीठ ने कहा, हम नागरिक उड़डपन मंत्रालय और डीजीसीए की ओर

- कहा, यह सिर्फ यात्रियों को हुई परेशानियों का नहीं, देश की अर्थव्यवस्था का भी सवाल



### परेशानी के लिए यात्रियों को मुआवजा दे इंडिगो

अदालत ने एयरलाइन को निर्देश दिया कि वह फंसे हुए यात्रियों को न केवल उड़ानों के रद्द होने, बल्कि उन्हें हुई परेशानियों के लिए भी मुआवजा देने की व्यवस्था करे। पीठ ने कहा, पहले से गठित सर्मिति के समक्ष इंडिगो को पक्ष रखने का अवसर मिलेगा, इसलिए हम उड़ान सेवाओं में व्यवधान के कारण पर कोई टिप्पणी नहीं करेंगे। अदालत ने अधिकारियों को यह भी निर्देश दिया कि वे यह सुनिश्चित करें कि स्थिति जल्द से जल्द उड़ान सामान्य हो जाए और सभी एयरलाइंस पर्याप्त संख्या में पायलटों को नियुक्त करें।

से उठाए गए कदमों की सराहना करते हैं। हमें चिंता इसकी है कि ऐसी स्थिति कैसे आने दी गई, जिसके कारण देशभर के हवाई अड्डों पर लाखों यात्री फंसे रह गए।

### दिशा-निर्देशों के उल्लंघनों के कारण हुआ संकट : केंद्र

केंद्र और डीजीसीए के वकीलों ने अदालत को बताया कि वैधानिक तंत्र पूरी तरह से लागू था। इंडिगो को कारण बताओ नोटिस जारी किया गया है। इंडिगो ने हालात के लिए माफी मांगी। सरकार के वकील ने यह भी कहा कि संकट समय-समय पर अधिकारियों की ओर से जारी दिशा-निर्देशों के उल्लंघनों के कारण हुआ, जिसमें चालक दल के सदस्यों के उड़ान कार्य के घंटे भी शामिल हैं। किराये में बतहाशा वृद्धि पर कहा कि तत्काल कदम उठाते हुए इसे नियंत्रित किया गया। इंडिगो के वकील ने अदालत को बताया कि अप्रत्याशित समस्याओं सहित कई कारणों से संकट पैदा हुआ।

## डीजीसीए ने 8 सदस्यीय निगरानी दल बना दो सदस्यों को इंडिगो कार्यालय में बैठाया

उड़ान से लेकर चालक दल की इयूटी और कर्मचारियों की संख्या पर रखेंगे नजर

अमर उजाला नेटवर्क

मुंबई। इंडिगो पर शिकंजा कसते हुए, विमानन सुरक्षा नियामक डीजीसीए ने चालक दल की कमी के कारण एयरलाइन की ओर से बढ़ी संख्या में उड़ानें रद्द करने के बाद आठ सदस्यीय निगरानी दल का गठन किया है। इनमें से दो सदस्यों को इंडिगो के कॉर्पोरेट कार्यालय में तैनात किया है।

नागरिक उड्डयन महानिदेशालय (डीजीसीए) की ओर से बुधवार को जारी आदेश के अनुसार, निगरानी दल में उप मुख्य उड़ान संचालन निरीक्षक (सीएफओआई) कैप्टन विक्रम शर्मा, पांच चरिष्ठ उड़ान संचालन निरीक्षक (एसएफओआई)-कैप्टन कपिल मंगलिक, कैप्टन वीपी सिंह, कैप्टन अपूर्वा अग्रवाल, कैप्टन स्वाति लुंबा और कैप्टन अमन सुहाग शामिल हैं। इनके अलावा दो उड़ान संचालन निरीक्षक (एफओआई) कैप्टन नित्या जैन और कैप्टन एनजे सिंह भी टीम के सदस्य हैं। इनमें से दो सदस्य प्रतिदिन एयरलाइन के गुरुग्राम स्थित कॉर्पोरेट कार्यालय में तैनात रहेंगे। उन्हें एयरलाइन के कुल बेड़े, औसत चरण लंबाई (एक उड़ान में विमान द्वारा तय की गई दूरी), पायलटों की कुल संख्या, नेटवर्क विवरण, चालक दल का उपयोग (घंटों में), और प्रशिक्षण प्राप्त कर रहे चालक दल आदि की निगरानी करने का दायित्व सौंपा गया है।

आदेश में कहा गया है कि यह दो सदस्य प्रतिदिन की उड़ानों, प्रतिदिन की अनियोजित छुट्टियों, चालक दल की कमी के कारण प्रभावित क्षेत्रों की कुल संख्या, साथ ही प्रति बेस प्रतिदिन स्टैंडबाय पर रहने वाले कॉकपिट

**यातायात संकट : नौवें दिन भी 220 उड़ानें निरस्त**



परिचालन में स्थिरता आए। देश की सबसे बड़ी एयरलाइन इंडिगो प्रतिदिन 2,200 उड़ानें संचालित करती है।

इंडिगो की उड़ानों में नौवें दिन भी व्यवधान बरकरार रहा और 220 उड़ानें रद्द हुईं। एयरलाइन के सीईओ ने एक दिन पहले परिचालन के पट्टी पर लौट आने का दावा किया था। सूत्रों के अनुसार, दिल्ली हवाईअड्डे पर सबसे ज्यादा 137 उड़ानें रद्द हुईं। बंगलूरु में यह संख्या 61 और मुंबई में 21 रही। केंद्र सरकार ने एक दिन पहले ही एयरलाइन को नियोजित उड़ानों में 10 फीसदी की कटौती करने का आदेश दिया था, ताकि

### 11 हवाई अड्डों का निरीक्षण

आदेश के मुताबिक, डीजीसीए के चरिष्ठ अधिकारी 11 धरेलु हवाई अड्डों पर इंडिगो के संचालन का आकलन करने के लिए तत्काल मौके पर निरीक्षण करेंगे। अगले 2-3 दिनों में अपने-अपने हवाई अड्डों का दौरा करेंगे और दौरों के 24 घंटों के भीतर नई दिल्ली स्थित डीजीसीए के उड़ान सुरक्षा विभाग के संचालन निदेशक को एक विस्तृत रिपोर्ट प्रस्तुत करेंगे। इन 11 हवाई अड्डों में नागपुर, जयपुर, भोपाल, सूरत, तिरुपति, विजयवाड़ा, शिरडी, कोचीन, लखनऊ, अमृतसर व देहरादून शामिल हैं।

और केविन क्रू की संख्या पर भी नजर रखेंगे। इसके अलावा, डीजीसीए कार्यालय से दो और अधिकारियों उप निदेशक (एईडी) ऐश्वर्य सिंह और चरिष्ठ सांख्यिकी अधिकारी मणि भूषण को इंडिगो के गुडगांव स्थित कॉर्पोरेट कार्यालय में तैनात किया गया है। यह दोनों अधिकारी एयरलाइन के धरेलु और अंतरराष्ट्रीय उड़ानों के रद्द होने की स्थिति, धन वापसी की स्थिति, समय पर प्रदर्शन, नागरिक उड्डयन आवश्यकताओं के अनुसार यात्रियों को मुआवजा और सामान वापसी की निगरानी

### उड़ानों की संशोधित सूची भेजी

इंडिगो ने अपनी शीतकालीन उड़ानों में 10 प्रतिशत की कटौती करने के बाद विमानन नियामक डीजीसीए को अपना संशोधित उड़ान कार्यक्रम भेज दिया है। हालांकि, यह पता नहीं चल पाया है कि एयरलाइन ने अपने किन मार्गों में उड़ानों में कटौती की है। 10 प्रतिशत की कटौती करने से प्रतिदिन लगभग 220 उड़ानों की कमी आएगी। डीजीसीए ने उसे बुधवार शाम 5 बजे तक संशोधित कार्यक्रम प्रस्तुत करने का निर्देश दिया था।

दोनों टीमों शाम 6 बजे तक संयुक्त महानिदेशक (प्रशासन) हरीश कुमार वशिष्ठ और संयुक्त महानिदेशक जय प्रकाश पांडे को दैनिक रिपोर्ट प्रस्तुत करेंगी। नए क्रू रोस्टिंग नियम के लागू होने के बाद से इंडिगो को एक सप्ताह से अधिक समय से परिचालन संबंधी बाधाओं का सामना करना पड़ रहा है, जिसके तहत पायलटों और अन्य कर्मचारियों के लिए आराम की अवधि बढ़ा दी गई है। इसके परिणामस्वरूप सैकड़ों उड़ानें रद्द और देर हुई हैं।



# Corporate Communications Directorate

BUSINESS LINE

DELHI

11 DECEMBER 2025

## DGCA launches audit of IndiGo, asks CEO for all operational info

Our Bureau  
New Delhi

The aviation safety regulator on Wednesday said it will conduct onsite inspections of IndiGo's safety measures, operational preparedness and passenger facilitation systems.

The inspections will be carried out at multiple airports in view of the passenger inconvenience caused by the largescale disruption.

Simultaneously, the Directorate General of Civil Aviation (DGCA) summoned IndiGo Chief Executive Pieter Elbers on Thursday to seek facts on the recent mass flight cancellations, even as it stationed officers at the airline's corporate office to review key operational parameters.

The DGCA directed Elbers to present comprehensive data and updates on the operational disruptions. Elbers was instructed to submit a complete report and appear before the DGCA on December 11, along with senior officials from all relevant departments.

**ENQUIRY COMMITTEE**  
The regulator has constituted a four-member com-



IndiGo CEO Pieter Elbers

mittee with a mandate to identify the root causes behind the operational breakdown at IndiGo.

Further, IndiGo has been asked to present information on several key operational areas, such as flight restoration, progress in re-accommodating affected passengers, priority handling for vulnerable travelers, and details of monitoring mechanisms used to ensure timely completion.

**RECRUITMENT PLAN**  
The airline will also be required to share its plan for recruiting pilots and cabin crew, including the updated strength, the recruitment and training pipeline for the coming months, measures taken to prevent roster

shortages and issues linked to Flight Duty Time Limitations (FDTL).

**CANCELLATION DATA**  
The DGCA also sought detailed data on cancellation refunds, including the number of flights cancelled, refunds processed and turnaround timelines for direct and online travel agency bookings.

Apart from all this information, IndiGo has been asked to present a summary of delayed or misrouted baggage and the steps taken for tracing and returning them.

The airline will need to explain its re-routing policy after cancellations, including the process for accommodating passengers on alternative flights.

On Monday, while giving an explanation on the flight chaos, IndiGo told the regulator that it is currently unable to "pinpoint the exact cause" behind the widespread disruption.

In its response to the show cause notice that was issued to Elbers and Chief Operating Officer Isidre Porqueras, the airline cited the complexity of its operations and requested more time to complete a full root-cause analysis.



# Corporate Communications Directorate

BUSINESS LINE

DELHI

11 DECEMBER 2025

## Akasa Air and Air India Express have no plans to induct additional aircraft

**GROWTH TRAJECTORY.** The airlines will stick to their original expansion plans as they see a short-term reduction in IndiGo's schedules

**Aneesh Phadnis**  
Mumbai

Akasa Air and Air India Express are not planning to lease additional aircraft and will stick to their original growth plans as they anticipate a short-term reduction in IndiGo's schedules.

The two airlines expect to receive around 10-11 Boeing 737 Max aircraft by next March. These are part of their existing order book.

SpiceJet, which is operating 35 planes, is looking to add several more aircraft, maximise utilisation and strengthen connectivity.

The airline has not disclosed how many planes it intends to add, but said it will add 100 extra daily flights in the winter schedule.

"In the past two months, we have inducted 17 aircraft into active operations through a mix of damp-leased aircraft and the return of our own aircraft to service. This enhanced fleet availability gives us the operational flexibility to deploy incremental capacity on high-demand routes and improve overall network resilience," SpiceJet said.

All these airlines are expected to give an update on their expansion plans to the Directorate General of Civil Aviation on Thursday.

### EXTRA FLIGHTS

On Wednesday, Akasa Air received its 31st Boeing 737 Max aircraft.

Additional six-seven aircraft are expected by next March and will enable the



**FLEET BOOST.** The two airlines expect to receive around 10-11 Boeing 737 Max aircraft by next March

airline to launch flights from Navi Mumbai and Jewar airports.

Akasa Air had not taken approval for these extra flights during the finalisation of the winter schedule in October. The airline carried out certain tweaks to its schedule and added more flights from Delhi.

However, the overall number of daily services remained range bound

between 145 and 150. Air India Express has 110 aircraft now and will receive one more this month. By March, another three-four planes are expected, sources said. In October, the Chief Executive Officer Alok Singh said the airline will receive 20-24 737 Max planes.

A source familiar with Air India's planning said there is no point to add aircraft unless the restriction on In-

diGo is imposed for a longer period. "Fresh capacity addition by leases is not easy. How do we add flights if IndiGo does not scale back. How will other airlines grow unless there is some restriction on IndiGo. The cap should not be on schedules but on market share," he said.

### TEMPORARY BASIS

On Tuesday, the Civil Aviation Ministry ordered a 10 per cent reduction in IndiGo's schedule for its inability to manage operations. The airline has to reduce schedule by 10 per cent across sectors especially on high-demand and high-frequency flights.

"We suspect IndiGo would cut many red-eye flights, that is those depart-

ing late at night," said an executive.

"A reduction in 200-plus operating flights of IndiGo would require an additional 30-35 planes on an industry wide basis. Where is the capacity available to add flights," another executive asked. "This will lead to an increase in fares," he remarked.

Ameya Joshi, Founder of aviation blog Network Thoughts, offers a different take.

According to Joshi, IndiGo will lose over 200 domestic and international slots but the impact on actual operation would be lower. The DGCA notice asks IndiGo to reduce its schedule by 10 per cent and it did not say a reduction in actual operation.



# Corporate Communications Directorate

BUSINESS LINE

DELHI

11 DECEMBER 2025

## 'IndiGo flights chaos handled well by Govt'

**Our Bureau**  
Chennai

"The IndiGo flight cancellations crisis was well handled from our side and things are slowly returning to normal," said Ambuj Sharma, Deputy Secretary, MoCA, at the Chennai airport, on Wednesday.

He was here to meet with various stakeholders, including airlines as part of a ground-level check on the status of operations.

The Ministry of Civil Aviation (MoCA) has deputed officials to visit 10 major airports to study the situation. He inspected the airport and spoke to passengers at the terminals to get their feedback on the operations.

Many passengers at the Chennai airport provided positive feedback on the operations, while some had issues with basic facilities, which are being looked at and action will be taken at



Ambuj Sharma, Deputy Secretary, Ministry of Civil Aviation

the earliest, said Sharma, who is also the Public Grievances Officer in the Ministry.

### DIP IN REVENUE

Raja Kishore, Chennai Airport Director, said that there was a dip in revenue for the airport due to the cancellations but did not give a number. "We are still working on this," he added.

In the last nine days, a total of 629 IndiGo flights were cancelled and 1,317 flights were delayed, he said.



# Corporate Communications Directorate

BUSINESS LINE

DELHI

11 DECEMBER 2025

## IndiGo followed flight duty norms, didn't engineer disruption: Chairman

Our Bureau  
Mumbai

IndiGo did not engineer last week's flight disruptions and did not bypass the revised flight duty time norms, the airline's Chairman, Vikram Singh Mehta, said in a video message on Wednesday.

IndiGo is now under increased regulatory scrutiny following last week's mass cancellations and pilot associations have accused the airline of staging the disruption to arm twist the government for relaxations.

### FLIGHT SAFETY

Mehta said allegations of IndiGo engineering the crisis and compromising flight

**Pilot associations have accused the airline of staging the disruption to arm twist the government for relaxations**

safety are incorrect. "IndiGo has followed the pilot fatigue rules as they came into effect. We operated under the new rules throughout, both in July and in November. We did not attempt to bypass them nor did we do anything that impacted our unblemished track record of safety," Mehta said. The government maintains that the disruption was result of a lack of ef-

fective planning and the airline did not have requisite pilot numbers to operate its 2,200-plus daily flights.

IndiGo, however, maintains that disruption was a result of combination of factors including minor technical glitches, schedule changes linked to the start of winter, adverse weather conditions, increased congestion and implementation of updated flight duty time limitations rules.

Mehta said the company's board has decided to involve external technical experts to work with the management to determine the root causes of disruption and ensure corrective action so that such disruption do not occur again.

## Delhi HC demands answers to airline ticket price surge

Our Bureau  
New Delhi

The Delhi High Court on Wednesday termed the situation that led to mass cancellation of IndiGo flights as a "crisis" and asked the Central government how it was allowed to precipitate.

The observations by a division bench comprising Chief Justice Devendra Kumar Updhyaya and Justice Tushar Rao Gedela came on a PIL praying for a judicial inquiry into the causes of IndiGo's en masse flight cancellations and direction to the government to establish a mandatory compensation mechanism for passengers affected by mass cancellations.

The PIL was filed by advocates Abhil Rana and Utkarsh Sharma. Though the

bench noted that an inquiry process is already underway and asked the government to submit the report on January 22 when the matter is to be heard again, the judges asked how the other airlines were allowed to take advantage of the crisis situation and escalate ticket prices.

### COST ESCALATION

"The ticket which was available for ₹5,000, the prices went up to ₹30,000 to ₹35,000, if there was a crisis, how could other airlines be permitted to take advantage? How can it (ticket price) go up to ₹35,000 and ₹39,000? How could other airlines start charging," asked the bench, which heard the matter for more than one-and-a-half hours.

"We appreciate the steps taken by the Ministry of Civil



Aviation and the Directorate General of Civil Aviation (DGCA) but what bothers us is how such a situation was allowed to precipitate, leading to stranding of lakhs of passengers at airports across the country," the bench observed.

"This has not only caused trouble to the passengers but also affected the economy of the country as in the present day, fast movement of pas-

sengers is an important aspect to keep the economy moving," the bench said.

### REGULATORY STEP

The Additional Solicitor General representing the Centre informed the Court that fare caps were introduced as a regulatory step and that the Ministry had intervened after the situation escalated. He added that IndiGo's challenges were partly due to repeated extensions sought in implementing revised flight duty time limitations (FDTL) norms.

The DGCA, through its counsel, explained that duty-time regulations had been under discussion for years and that several rounds of consultations were held with airlines. Smaller airlines had already complied, the Court was told, while IndiGo and

Air India had sought additional time.

The Bench observed that pilot-rest guidelines were to be implemented in phases and noted that the final stage, scheduled for November 2024, had not been completed. Emphasising passenger safety, the Court highlighted concerns about pilots exceeding night-landing limits and asked what steps regulators could take when airlines faced staffing shortages.

The ASG also informed the Court that an inquiry was underway, with the government empowered under Section 19 of the Aircraft Act to consider stronger measures if required. The DGCA added that fare surges had stabilised and that steps were being taken to ensure transparency in pricing.

# इंडिगो मुख्यालय में डीजीसीए के कर्मी

दीपक पटेल  
नई दिल्ली, 10 दिसंबर

विमानन नियामक नागर विमानन महानिदेशालय (डीजीसीए) ने आज देश की सबसे बड़ी विमानन कंपनी इंडिगो के गुरुग्राम मुख्यालय में अपने कुछ अधिकारियों को तैनात किया ताकि उसके अंदरूनी कामकाज पर नजर रखी जा सके। साथ ही डीजीसीए ने हालिया संकट के बारे में जानकारी लेने के लिए इंडिगो के सीईओ पीटर एल्बर्स को भी गुरुवार को तलब किया है।

विमानन नियामक डीजीसीए ने इंडिगो के दैनिक कामकाज पर अंदरूनी नजर रखने के लिए दो विशेष टीम बनाई हैं। पहली टीम 8 सदस्यों वाली है जिसमें वरिष्ठ फ्लाइट ऑपरेशंस इंस्पेक्टर शामिल हैं। वे विमान चालक दल के प्रबंधन की समीक्षा करेंगे।

दूसरी टीम दो वरिष्ठ अधिकारियों की है जो रिफंड जैसे यात्रियों से जुड़े मुद्दों पर नजर रखेगी। दोनों टीमों के सदस्यों को रोजाना इंडिगो के गुरुग्राम मुख्यालय में तैनात किया गया है। उन्हें हर दिन शाम 6 बजे तक डीजीसीए के दो संयुक्त महानिदेशकों को रिपोर्ट फाइल करने के लिए कहा गया है।



## विमानन नियामक की सख्ती

- इंडिगो के अंदरूनी कामकाज पर नजर रखेंगे के डीजीसीए के कर्मचारी
- विमानन नियामक ने इंडिगो के मुख्य कार्य अधिकारी पीटर एल्बर्स को तलब किया
- डीजीसीए ने अपने अधिकारियों को देश भर के बड़े हवाई अड्डों पर निरीक्षण करने का निर्देश दिया

# इंडिगो मुख्यालय में डीजीसीए के कर्मचारी

पृष्ठ 1 का शेष

डीजीसीए ने अपने एक आदेश के तहत इंडिगो के सीईओ एल्बर्स को गुरुवार को 3 बजे नियामक के सामने पेश होने के लिए बुलाया है। उन्हें विमानन कंपनी की हालिया परिचालन संबंधी दिक्कतों के बारे में पूरी जानकारी देने का निर्देश दिया गया है। साथ ही इंडिगो के सभी संबंधित विभागों के वरिष्ठ अधिकारियों को भी बैठक में शामिल होने और एक पूरी रिपोर्ट जमा करने के लिए कहा गया है।

डीजीसीए ने अपने अधिकारियों को निर्देश दिया है कि वे देश भर के बड़े हवाई अड्डों पर तुरंत जाकर निरीक्षण करें। उसने कहा कि इन दौरों का मकसद सुरक्षा, परिचालन संबंधी तैयारी, पैसेंजर-हैंडलिंग के उपायों और हालिया संकट के दौरान इंडिगो की तत्परता का आकलन करना है। विमानन कंपनी को 9 दिसंबर तक नौ दिनों में 4,200 से अधिक उड़ानों को रद्द करना पड़ा है।

इस महीने की शुरुआत तक इंडिगो रोजाना करीब 2,300 उड़ानों का संचालन कर रही थी। इसमें से करीब 2,000 उड़ान घरेलू मार्गों पर और 300 उड़ानें अंतरराष्ट्रीय मार्गों पर संचालित किए जा रहे थे। मगर विमानन कंपनी पिछले महीने लागू हुए फ्लाइट ड्यूटी टाइम लिमिटेशन (एफडीटीएल) नियमों के तहत अपने पायलट ड्यूटी रोस्टर तैयार करने में विफल रही जिससे उसका परिचालन संकट में फंस गया।

हालांकि कम फ्लाइट शेड्यूल के तहत अब इंडिगो का दैनिक कामकाज स्थिर हो गया है, लेकिन हालिया गड़बड़ी ने न केवल यात्रियों को बल्कि नियामक को भी परेशान कर दिया है।

# इंडिगो मामले में केंद्र को फटकार

भाविनी मिश्रा

नई दिल्ली, 10 दिसंबर

दिल्ली उच्च न्यायालय ने हाल ही में इंडिगो की उड़ानों में हुई गड़बड़ियों को लेकर बुधवार को केंद्र सरकार को फटकार लगाई। अदालत ने सवाल किया कि कैसे सरकार ने इस स्थिति को अराजकता में बदलने दिया। अदालत ने विमानन कंपनी इंडिगो को यात्रियों को हुई परेशानी के लिए मुआवजा देने का भी निर्देश दिया।

मुख्य न्यायाधीश डी.के. उपाध्याय और न्यायमूर्ति तुषार राव गेडेला का एक पीठ प्रभावित यात्रियों के लिए रिफंड और सहायता की मांग वाली एक जनहित याचिका पर सुनवाई कर रहा था।

न्यायाधीशों ने विमानन कंपनी द्वारा संचालन का प्रबंधन करने में नाकाम रहने और सरकार द्वारा समय पर हस्तक्षेप करने में असफल रहने, दोनों ही बातों पर ध्यान दिलाया। मुख्य न्यायाधीश उपाध्याय ने विमानन कंपनी से कहा कि जहां तक मुआवजे का संबंध है विमानन कंपनी को '2010 के परिपत्र के अनुसार इसे तुरंत शुरू करना होगा।'

अदालत ने कहा, 'उन लोगों के बारे में सोचें जो उन दिनों एक सप्ताह के लिए फंसे रहे और उन्हें आक्रामक स्टाफ का सामना करना पड़ा। अर्थव्यवस्था पर इसका क्या प्रभाव पड़ता है जिसका आकलन नहीं किया गया है? मुआवजा न केवल उड़ाने रद्द करने के लिए बल्कि यात्रियों को उससे हुई दिक्कतों जैसे अन्य नुकसान के लिए भी होना चाहिए।'

अदालत ने इंडिगो को 6 अगस्त, 2010 को जारी किए गए नागरिक उड्डयन महानिदेशालय



(डीजीसीए) के परिपत्र का पालन करने के लिए कहा, जिसमें बोर्डिंग से वंचित, रद्द या देरी का सामना करने वाले यात्रियों के लिए मुआवजे का प्रावधान है। इसने डीजीसीए और नागरिक उड्डयन मंत्रालय को भी इसका पूर्ण पालन सुनिश्चित करने का भी निर्देश दिया।

न्यायमूर्ति गेडेला ने सवाल किया कि इस दौरान अन्य विमानन कंपनियों को स्थिति का फायदा उठाने की अनुमति कैसे दी गई। उन्होंने कहा, 'अगर कोई संकट है, तो दूसरी विमानन कंपनियां इसका फायदा कैसे उठा सकती हैं? टिकट की कीमतें 30,000-40,000 रुपये तक कैसे हो सकती हैं?' अदालती कार्यवाही के दौरान, पीठ ने निगरानी में कमी के लिए केंद्र सरकार की भी आलोचना की।

डीजीसीए और नागरिक उड्डयन मंत्रालय का प्रतिनिधित्व कर रहे अतिरिक्त सॉलिसिटर जनरल (एसजी) चेतन शर्मा से मुख्य न्यायाधीश उपाध्याय ने पूछा कि ऐसी स्थिति क्यों आई। अदालत ने कहा, 'ऐसी स्थिति क्यों आई? यह महज यात्रियों के फंसे होने का सवाल नहीं है बल्कि सवाल अर्थव्यवस्था को हुए नुकसान का भी है। ये सभी कदम संकट आने के बाद उठाए गए हैं। सवाल यह है कि यह संकट आया ही क्यों और आप क्या कर रहे थे?'

# उड़ानों में 10 फीसदी की कटौती

## फिर भी इंडिगो का सर्दियों के मौसम का शेड्यूल पिछले साल के स्तर पर

सुरजीत दास गुप्ता  
नई दिल्ली, 10 दिसंबर

देश में किफायती विमानन सेवाएं देने के लिए मशहूर इंडिगो को अपनी रोजाना समय-सारणी के आधार पर 26 अक्टूबर, 2025 से 28 मार्च, 2026 के बीच अपनी शीतकालीन अवधि के दौरान घरेलू उड़ान संचालन की संख्या में 8.8 प्रतिशत की वृद्धि की मंजूरी मिली है। यह वृद्धि पिछले वर्ष की इसी अवधि (27 अक्टूबर, 2024 से 29 मार्च, 2025) की तुलना में है। प्रमुख वैश्विक विमानन विश्लेषण कंपनी सिरियम के डेटा के अनुसार, इंडिगो ने 25,166 उड़ानें जोड़ी हैं जिसके कारण कुल उड़ानों की संख्या 309,790 तक हो गई है।

सीटों के संदर्भ में, यह पिछले साल के मुकाबले इस बार सर्दियों की अवधि में 12 फीसदी की बड़ी बढ़ोतरी हुई है। लगभग 61 लाख अतिरिक्त सीटें उपलब्ध होंगी। यदि घरेलू और अंतरराष्ट्रीय दोनों उड़ानों को एक साथ लिया जाए तब विमानन कंपनी के शीतकालीन कार्यक्रम की उड़ानों में 9.5 प्रतिशत से अधिक की वृद्धि है क्योंकि



कुल 30,720 उड़ानें जोड़ी जाएंगी।

हालांकि, नागरिक उड्डयन मंत्रालय द्वारा अब इंडिगो के शीतकालीन शेड्यूल में 10 प्रतिशत की कटौती करने की योजना के साथ आंकड़े प्रभावित हो सकते हैं। यदि यह कटौती पूरे शीतकालीन महीने की समय-सारणी पर लगाई जाती है तब इसका अर्थ यह है कि 30,000 निर्धारित उड़ानें ग्रीड से बाहर हो सकती हैं, जिससे यह संख्या पिछले शीतकालीन समय-सारणी के करीब आ जाएगा। इसके अलावा, शीतकालीन शेड्यूल के दो महीने पहले ही समाप्त हो चुके हैं, यदि यह निर्देश केवल मार्च तक की शेष उड़ानों के लिए है तब ग्रीड से बाहर उड़ानों की संख्या बहुत कम हो सकती है।

इंडिगो की शीतकालीन क्षमता में पर्याप्त

वृद्धि का अनुमान इस तथ्य से लगाया जा सकता है कि शीतकालीन शेड्यूल में उड़ानों की कुल वृद्धि (इंडिगो के अलावा) पिछले शेड्यूल की तुलना में केवल 4.4 प्रतिशत थी जिसके लिए सरकार द्वारा अनुमति दी गई थी। इसलिए, अन्य सभी विमानन कंपनी ने मिलाकर केवल 22,441 उड़ानें जोड़ी हैं।

इंडिगो के आक्रामक विस्तार के कारण एक गंभीर संकट पैदा हो गया क्योंकि विमानन कंपनी के पास बढ़ी उड़ानों के लिए पर्याप्त पायलट नहीं थे क्योंकि नए एफडीटीएल (उड़ान ड्यूटी समय सीमा) नियमों के कारण आराम के लिए अधिक घंटे देना अनिवार्य हो गया था, वहीं विमानन क्षेत्र के अन्य प्रतिस्पर्धियों ने उड़ानों के मामूली शीतकालीन विस्तार के

साथ, नियमों में बदलाव को सुचारू रूप से पार कर लिया। एयर इंडिया और एयर इंडिया एक्सप्रेस दोनों मिलकर भी इंडिगो के आकार के आधे से भी कम हैं, लेकिन इन्होंने शीतकालीन उड़ान शेड्यूल में 4.4 प्रतिशत की मामूली वृद्धि की है जिसमें पिछले शीतकालीन उड़ान शेड्यूल में केवल 5,977 उड़ानें जोड़ी गई हैं। यहां तक कि एयर इंडिया एक्सप्रेस ने विस्तार का नेतृत्व किया और इसकी निर्धारित उड़ानों की संख्या में 24 प्रतिशत से अधिक की तेजी से वृद्धि हुई, जबकि एयर इंडिया की उड़ानों में 1.8 प्रतिशत की मामूली गिरावट आई। सीटों के संदर्भ में भी, वृद्धि 4.5 प्रतिशत पर मामूली है और यह कुल मिलाकर 2.45 करोड़ सीटें होती हैं।

वहीं दूसरी दो विमानन कंपनियां स्पाइस जेट और अकासा एयर ने आक्रामक विस्तार के लिए कोई कोशिश नहीं की। अकासा ने पिछले वर्ष की 20,000 उड़ानों तुलना में इस सर्दी के मौसम में घरेलू यात्राओं के लिए केवल 1470 उड़ानें ही जोड़ीं। वहीं स्पाइस जेट ने अपने शेड्यूल में 1,136 उड़ानें जोड़ी और इस सर्दी में इसकी कुल उड़ान केवल 20,635 है।



# Corporate Communications Directorate

BUSINESS STANDARD

DELHI

11 DECEMBER 2025

## IndiGo board to hire external specialist to trace root cause of disruption

**DEEPAK PATEL**  
New Delhi, 10 December

The board of directors at IndiGo, formally known as InterGlobe Aviation, will involve an external technical expert to work with the airline's management and help determine the root causes and ensure corrective action so that such a disruption never occurs again, Chairman Vikram Singh Mehta said on Wednesday.

He dismissed allegations that IndiGo engineered the crisis, tried to influence the government's flight duty time limitation (FDTL) rules, compromised safety, or that the airline's board was not involved. "These claims are incorrect," Mehta said in a video message on Wednesday evening.

IndiGo had been operating about 2,500 daily flights — roughly 2,000 domestic and 500 international — until the beginning of this month, when it plunged into an operational meltdown after failing to manage its pilot duty roster under the new FDTL rules that came into effect last month. The airline cancelled a total of 4,290 flights between December 1 and December 9.

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

"The disruptions of last week did not happen because of any deliberate



IndiGo Chairman Vikram Singh Mehta dismissed allegations that IndiGo engineered the crisis

action. They happened because of a combination of internal and unanticipated external events including minor

technical glitches, schedule changes linked to the start of the winter season, adverse weather conditions, increased congestion in the aviation system, and implementation of operation under the updated crew rostering rules. "This is not an excuse. This is simply the truth. Clearly, this combination of events pushed our systems beyond their limits," he added.

Mehta said he had been urged to make a statement for the last several days but chose to wait because the board felt its first duty was to support IndiGo Chief Executive Officer Pieter Elbers and his team, restore operations, and help passengers who were affected. "Pieter has already announced that operations are now stable," he observed.

He said: "On December 3, an unex-

pected chain of events led to large-scale flight cancellations. This continued on December 4 and 5... I know how much distress this has caused. I want to say, very simply and very clearly, we are sorry."

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

Addressing the claim that the board was not engaged with this crisis, he said: "This is not correct. The board has been closely involved with this matter for many months."



# Corporate Communications Directorate

BUSINESS STANDARD

DELHI

11 DECEMBER 2025

## With 10% reduction in flights, IndiGo winter schedule at last year's level

**SURAJEET DAS GUPTA**  
New Delhi, 10 December

IndiGo Airlines increased its domestic flights by 8.8 per cent for its winter schedule between October 26, 2025 and March 28, 2026 over the same period of previous year (October 27, 2024 to March 29, 2025), adding 25,166 flights to hit a total of 309,790 flights, according to data from leading global aviation analytics company Cirium.

However, from last year, it wet-leased some planes (where you get crew members too) from Smartlynx and Corendon Airlines for a short while in order to boost its fleet. If that number is taken into account, the increase in the winter schedule this year comes to over 4 per cent, adding 12,136 flights. The company which wet-leased planes for 13,158 flights from Smartlynx last winter schedule has now brought the number down to just 108 flights. It, however, continues to use the planes from Corendon this winter. In terms of seats, IndiGo's own fleet (without the ones from the wet lease) represents an increase of a sub-



stantial 12 per cent in the winter schedule over the previous one, with as many as 6.1 million scheduled additional seats on offer. And if both domestic and international flights are taken together, the airline sees an increase in winter schedule flights by over 9.5 per cent, adding 30,720 flights.

However, the numbers could get impacted with the civil aviation ministry now planning to cut IndiGo's winter schedule by 10 per cent. If that cut is imposed on the entire winter

Airline	Sum of flights	
	26 Oct '25 to 28 Mar '26	27 Oct '24 to 29 Mar '25
IndiGo*	309,790	284,624
Air India	81,448	82,979
Air India Express	59,793	48,085
SpiceJet	20,635	19,499
Akasa	21,600	20,000
<b>Total</b>	<b>522,407</b>	<b>499,966</b>

Note: Air India group consists also of AI Express and last year winter schedule included Vistara.  
\* This does not include flights by wet leased aircraft with IndiGo. Source: CIRIUM

month schedule, it could mean over 30,000 scheduled flights off the grid, bringing its schedule close to the previous winter schedule. Moreover, with two months of the winter schedule already over, if the directive is only for the remaining flights till March, the number of flights off the grid could be much lower.

While the aggressive expansion of IndiGo led to a serious crisis as the airline did not have enough pilots to fly the enhanced number of flights due to

the new FDTL (Flight Duty Time limitations) rules making it mandatory for more hours of rest, other airline competitors managed to tide over the change in rules smoothly.

Air India and Air India Express, which together are less than half the size of IndiGo, on the other hand, have gone for a modest increase of 4.4 per cent in winter flight schedule, adding only 5,977 flights to the previous winter schedule. Even here, it is Air India Express which led the expansion, with its number of scheduled flights going up sharply by over 24 per cent while that of Air India fell marginally by 1.8 per cent. In terms of seats also, the growth is modest at 4.5 per cent, translating to 24.5 million seats.

The other two players, SpiceJet and Akasa Air, have made no attempt to go for an aggressive expansion. Akasa has added only 1,470 flights in the domestic skies this winter over the previous year when it was at 20,000 flights. And SpiceJet has added just 1,136 flights to its schedule, going up to only 20,635 flights for this winter.



# Corporate Communications Directorate

BUSINESS STANDARD

DELHI

11 DECEMBER 2025

## Delhi HC pulls up Centre over flight crisis, asks airline to compensate flyers

**BHAVINI MISHRA**  
New Delhi, 10 December

The Delhi High Court on Wednesday pulled up the Centre for what it called its "inaction" leading up to the recent IndiGo flight disruptions, and questioned how such a situation was allowed to snowball into chaos.

The court directed IndiGo to 'immediately' start compensating affected passengers.

A bench of Chief Justice DK Upadhyaya and Justice Tushar Rao Godeja was hearing a petition seeking refunds and assistance for affected passengers.

Chief Justice Upadhyaya told the airline that as far as compensation was concerned, the airline will have to "immediately start it as per the 2010 circular".

"What about the agony? Because they faced hostile staff... think of those who got stranded for a week... in these times, what is the impact on the economy which

is unassessed... (There has to be) compensation not only for cancellations but also other damages (for the passengers') sufferings and agony," the court observed.

The court told IndiGo to comply with the Directorate General of Civil Aviation (DGCA) circular issued on August 6, 2010, which lays out compensation for passengers facing denied boarding, cancellations, or delays. It directed the DGCA and the Ministry of Civil Aviation to ensure full compliance.

Justice Godeja questioned how other carriers were allowed to exploit the situation. "If there is some crisis, how can the other airlines take advantage of it? How can it go to ₹30,000-₹40,000... it's like a pound of flesh, how can it happen?"

During the proceedings, the bench also criticised the Centre saying there was a lack of oversight.

Addressing Additional Solicitor General (ASG) Chetan Sharma, representing the DGCA

and the Civil Aviation Ministry, Chief Justice Upadhyaya asked, "Why did such a situation precipitate? ... It is not a question of individual passengers being stranded... The question is, loss to the economy... All these steps have been taken once the crisis erupted... question is, why, at all, this crisis arose, and what have you been doing?"

ASG Sharma explained that airlines were repeatedly given extensions to implement the Flight Duty Time Limitations (FDTL) norms, but IndiGo failed to comply even after the deadline of November 1. "... When November 1 came, other airlines fell in line, this one (IndiGo) did not," he said, adding that "It was going smoothly until this turbulence hit, they hit an air pocket because of their ineptitude."

The chief justice, however, questioned the regulator's passivity.

"It (flight duty time limitations) was to be implemented by November 1... in case of failure (to implement) by these airlines, are you helpless? If they failed to come true to their assurance, what did you do..."



# Corporate Communications Directorate

DAINIK BHASKAR

DELHI

11 DECEMBER 2025

## भास्कर मुद्दा ऐसा हो नया कानून... एक्सपर्ट बोले- इंडिगो जैसे संकट में हर यात्री को 75 हजार रु. मुआवजा मिले

**कानून के तहत ट्रिब्यूनल बने, तबकि विमान कंपनियों का एकाधिकार खत्म हो सके**



विमान यात्रियों का हित सुनिश्चित करने के लिए, जब कानून के तहत ट्रिब्यूनल बने। वे विमान कंपनियों का एकाधिकार भी खत्म करेंगे।  
- पी.विलसन, मोरारजी देसाय एवं पूर्व एडिटर इन चार्ज, एयरलाइंस

**500 करोड़ का 'यात्री सहित कोष' बने, हर यात्री को 75,000 रु. मुआवजा मिले**



संसार 500 करोड़ रु. का कोष बनाए, तबकि इंडिया जैसे संकट में प्रत्येक यात्री को 75 हजार रु. अनिवार्य मुआवजा मिल सके।  
- कैप्टन अमित सिंह, सीईओ, एयर इंडिया

**पूर्ण बहुमत की सरकार है, चाहे तो अगले ही सत्र में नए कानून का बिल ले आए**



उपरोक्तों को बिल में रखकर कानून बनाने चाहिए। इसके लिए राज्य सभा का मत नहीं रखना। पूर्ण बहुमत की सरकार है, अगले सत्र में बिल ले आए।  
- अश्विनी कुमार, पूर्व कानून मंत्री

**विमान सेवा को राइट टू सर्विस के दायरे में लाएं, मुआवजा-हर्जाना दोनों सुनिश्चित होंगे**



राइट टू सर्विस जरूरी है, इसी समय मुआवजा या हर्जाने के लिए आला सलैव बनाने होंगे। विमान कंपनियों के पास बचपने के विकल्प नहीं होंगे। - विवेक तन्ना, सीपीएम काँग्रेस मुख्यालय

विस्तार से पूरी रिपोर्ट देश-विदेश पेज पर

## इंडिगो संकट • फ्लाइट कैंसिल होने और हालात बिगड़ने देने पर दिल्ली हाई कोर्ट सख्त यात्रियों को तुरंत मुआवजा दे इंडिगो; मनमाना किराया सरकार ने क्यों वसूलने दिया : कोर्ट

**भास्कर न्यूज | नई दिल्ली**  
देश की सबसे बड़ी विमान कंपनी इंडिगो के सबसे देरदार में भीषण परिवर्तन से जुड़ी यात्रियों को कोर्ट पर दिल्ली हाई कोर्ट ने सख्त रुख दिखाया है। सुप्रीम कोर्ट ने कोर्ट सरकार से भी एक के बाद एक कई सख्त आदेश दिए। मुख्य न्यायाधीश देवेंद्र कुमार उदयमान और न्यायाधीश तुकार राम देडेला की बेंच ने सरकार से पूछा कि अखिर हालात इस तरह बिगड़ने कैसे हुए कि विदेश के एयरपोर्ट्स पर लक्ष्मी यात्री फंसे गए। कोर्ट ने इसे एक रणनीति संकट माना और कहा कि इससे सिर्फ यात्रियों को परेशानी नहीं हुई, बल्कि देश की अर्थव्यवस्था को भी नुकसान पहुंचा है। कोर्ट ने यह आदेश भी उठाया कि जब इंडिगो की फ्लाइट्स बैकलि

हुई, तब एयरलाइंस ने कोर्ट के तम 5 हजार से बढ़कर 30 से 35 हजार रुपए तक कैसे कर दिए? सरकार ने इस पर क्या किया? कोर्ट ने कहा कि अगर यह संकट था, तो दूसरी एयरलाइंस को इसका फायदा उठाने की इजाजत कैसे दी गई? कोर्ट ने निर्देश दिया कि इस यात्रियों की जांच कर रही कमीटी की रिपोर्टें 22 जनवरी को सुनवाई में सीलबंद लिफाफे में पेश करें। साथ ही कि हाई कोर्ट 'जर्नलिस्ट यात्रियों' की सुनवाई कर रहा था। इसी मांग की गई थी कि इंडिगो संकट की स्वतंत्र न्यायिक जांच की जाए और जिन लोगों की फ्लाइट रद्द हुई या जो एयरपोर्ट पर फंसे, उन्हें मुआवजा दिया जाए।  
• बुधवार को भी तीन मेट्रो एयरपोर्टों में इंडिगो की करीब 220 फ्लाइट रद्द हुईं।

### कोर्ट लाइव: मुआवजा केवल उड़ान रद्द होने के लिए नहीं, यात्रियों को हुई असुविधा के लिए भी हो

इंडिगो के कर्जाल संदीप मेठी, कोर्ट सरकार व डीजीसीए की ओर से अतिरिक्त सॉलिसिटर जनरल चेतन शर्मा ने पक्ष रखा।

- इंडिगो: 19 साल से संकटकाल कर रहे हैं। पहले सांख्यिकी रिपोर्ट बनी। इन्फ्लेक्शन एयरलाइंस के खिलाफ कोई फैसला नहीं आया चाहिए।
- कोर्ट: आपके तर्क को नहीं मानेंगे। इंडिगो: यह संकट कई अनपेक्षित कारणों से पैदा हुआ। एयरलाइंस अपनी 90% क्षमता पर वापस भी आ गई है।
- कोर्ट: अच्छी बात है, लेकिन उन लोगों के बारे में सोचिए, जो एक तर्क तक फंसे हैं। इन परिस्थितियों में देश की अर्थव्यवस्था पर क्या प्रभाव पड़ा? कोर्ट ने अभी तक अपने आदेशों में इंडिगो के बारे में कुछ नहीं कहा, लेकिन एयरलाइंस की यात्रियों को तुरंत मुआवजा देना शुरू करना चाहिए। मुआवजा केवल उड़ान रद्द होने के कारण ही नहीं, बल्कि यात्रियों की असुविधा के लिए भी होना चाहिए।
- इंडिगो: 10 साल से हम दक्षिण एशिया में भी सर्वोत्कृष्ट एयरलाइंस हैं।
- कोर्ट: यह तथ्य एयरलाइंस को बर्दाश्त पहुंचाड़ी से बचा नहीं करेगा। - श्रेय पेज 10 पर

### भास्कर ट्रेकिंग डीजीसीए का आदेश

## नए नियम लागू: विमान की उड़ान में 15 मिनट की देरी भी अब जांच के दायरे में

एक विमान कब तक नहीं छिले। देश के विमान संकट में पहले बार डीजीसीए की रिपोर्टों की निगरानी का पूरा दायरा हाइलाइट प्रभाव से बदल दिया गया है। उड़ानों में लगातार देरी, कैमिलेन और इन्फ्लेक्शन मुद्दा यात्रियों ने डीजीसीए को डिफेंस रिपोर्टिंग सिस्टम को जड़ में रखने के लिए मजबूर किया है। 12 पेज के नए आदेश के मुताबिक अब किसी भी निर्धारित उड़ान में डीजीसीए का समय 15 मिनट या उससे ज्यादा की देरी होती है तो उसकी जांच अनिवार्य होगी। कंपनी को मानना होगा कि देरी क्यों हुई? उसे कैसे ठीक किया गया? दोषदा न होने के लिए क्या उपाय किए? ये ऐसे प्रश्न होंगे, जो पहले लागू नहीं थे। कंपनी को किसी भी 'मिजर डिफेंस' की तुरंत सूचना डीजीसीए को फोन पर देनी होगी। 72 घंटे में विस्तृत रिपोर्ट भेजनी होगी। डिफेंस तीन बार टेस्ट करेगा जो कि 'रिपोर्टिंग डिफेंस' माना जाएगा और उस पर अलग से विशेष जांच शुरू होगी। डीजीसीए ने यह सख्त इच्छा की क्योंकि अब तक डिफेंस रिपोर्टिंग व्यवस्था कमजोर थी। अभी तक 15 मिनट की देरी की जांच जैसी व्यावसायिक व्यवस्था नहीं थी और रिपोर्ट डिफेंस को स्पष्ट परिभाषा भी अनुपलब्ध थी। - श्रेय पेज 10 पर

## लाखों यात्री परेशान... 17 दिन में 9 लाख से ज्यादा पीएनआर कैंसिल और रिफंड हुए

• उड़ान मंत्रालय के आंकड़े बताते हैं कि 21 नवंबर से 7 दिसंबर तक इंडिगो के 9.55 लाख से ज्यादा टिकट, फ्लाइंग बैकलि या टिकट या पैस रिफंड हुआ। इन्हें से 5.86 लाख एक से 7 दिसंबर के बीच हुए एक पीएनआर में एक से अधिक यात्री भी हो सकते हैं।

• अकेले मुंबई के उलटा विमानों मद्रास एयरपोर्ट पर 2.6 लाख टिकट बैकलि हुए। पैसा और ट्रेड एंड इंडस्ट्री को माले से इंडिगो संकट से दिल्ली के क्वारा, पर्यटन और तमिस्र संकटों को 1 हजार करोड़ रु. के कालेज का नुकसान हुआ है। 10 दिन में कुलमिल 2514 घण्टा है।

**इंडिगो पर सख्त बड़ी: दफ्तर में तैनात होंगे डीजीसीए अफसर**  
डीजीसीए ने इंडिगो के मुख्यालय में अफसर तैनात किए हैं। वे विमानों टैम है, जिसमें 2 कैप्टन हैं। वे अतिरिक्त एयरलाइंस के मंचालन, कू की हैबली, स्टॉक की बनी का नगर रखेंगे। डीजीसीए ने भीषण, जयपुर संघर्ष 11 एयरपोर्ट पर क्वारा और राइट जांच के आदेश दिए हैं।

### 9 दिन बाद सामने आए इंडिगो चेयरमैन... यात्रियों से माफी मांगी

संकट के 9 दिन बाद इंडिगो चेयरमैन विक्रम सिंह गैलात सामने आए। उन्होंने यात्रियों से माफी मांगी। उन्होंने कहा कि हम हर पल की जांच करेंगे। इसमें भारी तकनीकी त्रुटि भी थी, जो गलतफहमी की आशंका जगा रहा था।



# सुर्खियों से आगे • ऐसे सख्त नियम बनाए जाएं कि कोई यात्रियों की भावनाओं का मजाक न उड़ा पाए आसमान में संकट, जमीन पर चीख-पुकार

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बड़ा अचछ लगता है जब आसमान में उड़ते हैं।  
उत्तरे विशाल देश के किसी भी कोने से कहीं भी डेढ़-पौने दो घंटे में पहुंच जाते हैं।  
ऊपर से नीचे बादलों को देखने का आनंद अलग से।  
रुई के फाड़े जैसे बादल। देखकर लगता है जैसे ऊपर वाले ने अपने खेत में झुक सफेद कपास बीज बो।  
कहीं-कहीं पहाड़ जैसा रुई का ढेर नुमा नजर आता है। लगता है कपास किसी जिनिंग फैक्टरी में पड़ा है। ढेर का ढेर।  
...और अब इसे मशीनों में पीसा जाएगा।  
इस बीच कहीं नीला आसमान भी नजर आता है जैसे कपास के ढेरों के बीच-बीच, छोटा-मोटा समंदर पसर पड़ा हो।  
हल में आए विमान संकट ने ये सारा लुक खरा कर दिया। लोग घोरान होते रहे। किसी को अगली विदेशी फ्लाइट छूट गई। किसी का परिजन जो कहीं अंतिम सांस ले रहा था, वह उससे मिल तक नहीं पाया। किसी के लाखों के सौदे अटक गए। किसी का कोई और जरूरी काम होने से छ गया।  
लेकिन विमान कंपनी, डीजीसीए या सरकार को कोई फर्क नहीं पड़ा।  
एक सख्त पहले नियम में फिर नए संशोधन का इंडिगो जैसी बड़ी विमान कंपनी ने कोई पालन नहीं

किया और अचानक से देश में इतना बड़ा संकट खड़ा कर दिया कि अब दो हफ्ते भीत जाने के बावजूद कहीं कोई समाधान दिखाई नहीं दे रहा है।  
आसमान में उड़ने का किस्सा आसमान झू रहा है। पांच-पांच, छह-छह हजार रुपए की जगह पचास हजार तक किराया बसूला गया।  
किसी की कोई बंदिश नहीं। किसी पर कोई लगाम नहीं।  
बचने को बड़े-बड़े अंकड़े सामने लहर जा रहे हैं कि इंडिगो कंपनी ने पिछले पांच-सबत दिनों में छह सौ करोड़ का रिफंड किया।  
सवाल रिफंड का नहीं है। अखिर यात्री का जो नुकसान हुआ है, उसकी भरपाई कौन करेगा?  
ऊपर से सरकार ने अपना नियम वापस तक कर लिया। एक तरह से इंडिगो ने सरकार को अंधेपित हड़ताल के जैरे ब्लैकमेल किया। न सरकार को कोई फर्क पड़ा, न इंडिगो पर फर्क पड़ता दिखाई दे रहा है।  
पहले दिन जब तीन दिसंबर को यह संकट आया तो अफवाह यह भी उड़ गई कि रूसी राष्ट्रपति पुतिन भारत आ रहे हैं, इसलिए सुरक्षा की दृष्टि से फ्लाइटें कैसिल की जा रही हैं। लोग हैरा में थे कि ये कैसी व्यवस्था है कि पहली बार किसी देश के राष्ट्रपति के भारत आने पर पूरे हवाई अड्डों और वहां की उड़ानों पर संकट मंडरा रहा है।  
लेकिन हकीकत दूसरे दिन सामने आई। यह सब इंडिगो के अपने संकट का परिणाम था। उसका अपना झू और उसके अपने फायलट नर नियमों के तहत दो से ज्यादा फ्लाइट उड़ाने को तैयार नहीं थे और यह कंपनी एक के बाद एक लगाकर फ्लाइटें कैसिल करती जा रही थी।  
यात्रियों की सुविधा, उनकी अजैसी से किसी को कोई



## संकट आने पर ही जिम्मेदारों की आंख क्यों खुलती है?

सब कुछ शुरू से ही नियमों के अधीन क्यों नहीं चलता? आम आदमी को तो नियमों से ऐसे बांध दिया जाता है कि वो हिल भी नहीं पाता, लेकिन इन बड़ी कंपनियों का हाल यह है कि नियम-कानून इन सब की ताक पर रखे रहते हैं।

मउलम नहीं था।

लोग हवाई अड्डों पर लड़ रहे थे। मारपीट कर रहे थे। रो रहे थे। सरकार सोई रही और कंपनी मजे से अपनी फ्लाइट्स कैसिल करती जा रही थी।  
इतने दिन के संकट के बाद अब बात फल रही है कि ऐसे संकटों में विमान यात्रियों को हर्नान देने का प्रावधान किया जाए। ये भी सिर्फ बात ही है। नियम का बनेगा और कब लागू होगा, फल नहीं।

नियम बन भी गया तो विमान कंपनीयां उसे मानेंगी भी या इसी तरह का संकट पैदा करके फिर अपनी बातें मन्था लेंगी?

जबदा विमान संकट बतकर इंडिगो कंपनी जबदा उड़ानों की अनुमति लेती रही। डीजीसीए बड़ी सान से यह इजाजत देता भी रहा। न कोई देखने वाला, न कोई सुनने वाला।

हैरा इस बात की है कि बड़े से बड़ा संकट आने पर ही हमारे विमेटरों की आंख क्यों खुलती है? सब कुछ शुरू से ही नियमों के अधीन क्यों नहीं चलता?

आम आदमी को तो नियमों से ऐसे बांध दिया जाता है कि वो हिल भी नहीं पाता, लेकिन इन बड़ी कंपनियों का हाल यह है कि नियम-कानून इन सब की ताक पर रखे रहते हैं।

रुई भी क्यों नहीं, पूरा देश तो इस बका एसआईआर में लग हुआ है। उससे फुरसत मिले। उसके विरुद्ध या पक्ष में बयानबाजी से फुरसत मिले तो दूसरे किसी काम के बारे में सोचा जाए।

बादला, यह सरकार की जिम्मेदारी है कि देश में आए इस बड़े विमान संकट का तुलत निदान करे और आगे के लिए ऐसे सख्त नियम बनाए जाएं कि कोई विमान कंपनी इस तरह यात्रियों की भावनाओं का मजाक न उड़ा पाए। उनके अधिकारों, उनकी जरूरतों के साथ इस तरह का खेल न खेल पाए।



इस लेख को मोबाइल पर सुनने के लिए QR कोड को स्कैन करें।

**भास्कर मुद्दा** विमान यात्रियों को हर्जाने का हक दिलाने वाला कानून देश में जरूरी

## नया एविएशन कानून: कंपनियों की मोनोपॉली तोड़े, यात्री को ज्यादा मुआवजा जल्द दिलाए

भास्कर मुद्दा | नई दिल्ली. सबसे बड़ी घरेलू विमान कंपनी ने इंडिगो ने देश के सामने मुश्किल हालात पैदा कर दिए हैं। 9 दिन में कंपनी की करीब 5000 फ्लाइट्स रद्द हुई हैं। दोबारा ऐसा एविएशन संकट न हो, इसलिए देश में एक नए सख्त कानून की मांग जोर पकड़ रही है। दैनिक भास्कर ने प्रख्यात कानूनविदों, एविएशन एक्सपर्ट्स से जाना कि इस कानून में ऐसे कौन-कौन से प्रावधान होने चाहिए, जो विमान कंपनियों को मनमानी पर नकेल कस सके और यात्रियों को हर्जाने का हक दिला सके।

**पी. विलसन**, पूर्व अतिरिक्त सल्लिसिटर जनरल

### ट्रिब्यूनल कानून को सही से लागू और अमल में लाने का जरिया है

अभी देश में विमान यात्रियों के हितों की रक्षा के लिए जो नियामक प्रावधान हैं, उनसे सिर्फ खानापूर्ति होती है। हम जिस नए एविएशन कानून की मांग कर रहे हैं, उसका सही उपयोग कानून के अधीन बनने वाले ट्रिब्यूनल के जरिए ही हो सकता है। इसमें टिकट रद्द होने, रिफंड में दिक्कत आने, तुरंत मुआवजा नहीं मिलने, विमान कंपनियों की अमुविधाओं और व्यवहार के खिलाफ सीधे ट्रिब्यूनल में याचिका लगा सकेंगे। ट्रिब्यूनल के पास सजा का अधिकार भी होगा। यदि याचिकाकर्ता या कंपनी आदेश से असंतुष्ट है तो उनके पास ऊपरी अदालत में जाने का रास्ता होगा। ट्रिब्यूनल ही इस कानून को सही ढंग से लागू करने का अच्छा जरिया है।

**अरिजी कुमार**, पूर्व कानून मंत्री

### नए कानून के केंद्र में उपभोक्ता हो, न कि कंपनियों का हित...

नए कानून को जल्द संसद में लाने और लागू करने के लिए पूरा दृष्टिकोण बदलना होगा। अभी बहुत से नियामक प्रावधान हैं, लेकिन वो कंपनियों पर ठोस कार्रवाई के लिए कमजोर हैं। इसलिए एयरलाइंस से लेकर सभी तरह के परिवहन तक यात्री पीड़ा भुगत रहे हैं। हम जिस नए कानून को लाना चाहते हैं, उसके केंद्र में उपभोक्ता को लाना होगा। हम यात्री हित का ध्यान रखें तो टाइम फ्रेम माफने नहीं रखता, ऐसे कई विधेयक हैं जिन्हें सरकार ने एलेजेंडर तैयार किए और पारित करवाए हैं। संसद प्रक्रिया के तहत इसे जल्द से जल्द लागू कराया जा सकता है। अगर संसद के भीतर पूर्ण बहुमत वाली सरकार है तो कानून बनाने से कौन रोक्ता है। इस सत्र में नहीं तो अगले सत्र में सरकार इस दिशा में कानून लाना चाहिए।

**विशेष तन्ना**, कांग्रेस रासद और सुप्रीम के वरिष्ठ वकील

### मुआवजे-हर्जाने के प्रावधानों को एक समान नहीं किया जा सकता

वर्तमान में नागरिक उड्डयन कानून है, उन्हें संशोधित कर यात्री हितों को प्रावधान जोड़े जा सकते हैं, लेकिन नए कानून में यदि राइट टू सर्विस होगा, तो इसमें सेवा में कमी की स्थिति में मुआवजे और हर्जाने के प्रावधानों के तहत अलग-अलग व्याख्या करनी होगी। दअसल, यात्रियों की जरूरत अलग-अलग किस्म की होती है। इसलिए एक समान मुआवजा या हर्जाना की जगह अलग-अलग स्लैब रहेंगी, जिसकी जैसी पीड़ा, उसे वैसा मुआवजा। अब चूंकि मामला सेवा प्रदाता का है इसलिए मोनोपॉली खत्म करना ही होगा। किसी भी कानून में आम लोगों के हित सर्वोपरि होने चाहिए। बीते कुछ दिन इंडिगो संकट के चलते हजारों यात्रियों ने बड़ी परेशानी में बितए है।

### हर 12 घंटे की देरी पर यात्री को 10 हजार रु. मिलें

दुनिया के तीसरे सबसे बड़े एविएशन मार्केट भारत में आज भी यात्रियों के हक यूरोप और अमेरिका की तुलना में बेहद कमजोर है। मैंने नागरिक उड्डयन मंत्री को भेजे गए विस्तृत प्रतिवेदन में मांग की है कि सरकार 72 घंटे में 500 करोड़ रु. का 'तत्काल यात्री राहत एवं मुआवजा कोष' बनाने का निर्देश दे। एयरलाइंस की गलती से रद्द हुई हर उड़ान पर प्रति यात्री 75,000 रु. का अनिवार्य मुआवजा मिले। बुजुर्ग, दिव्यांग, मेडिकल ट्रेवलर और रातभर फंसे यात्रियों के लिए यह राशि 2 लाख रु. होनी चाहिए। इंडिगो को सुनिश्चित करना चाहिए कि जरूरत पड़ने पर यात्रियों को दूसरी एयरलाइंस में नि:शुल्क वैकल्पिक यात्रा, होटल, भोजन और हर 12 घंटे की देरी पर 10,000 रुपए की क्षमता मिले।

**डॉ. अमित सिंह**,  
सीईओ सेपटी  
मैटर्स

### फ्लाइट रद्द होने पर कंपनी पर भारी जुर्माने की नीति हो

इंडिगो का मौजूदा संकट ऑपरेशनल नहीं, नियामकीय विफलता है। यह देखना चाहिए कि इंडिगो को क्या हुआ रोड़पूल दिया गया या उसने लिया। किंगडोम, जेट एयरवेज, गो फर्स्ट और स्पाइसजेट- हर कम्पनी अलग, लेकिन पैटर्न एक। भारत में न तो ऐसा धैर्य मिलता है, न तंत्र, फिर उम्मीद ये कि 999 रु. में एयरटैक्स जैसी सेवा दे। समस्या बाजार में नहीं, नीति में है। किराया बँद, सिविसी हस्तक्षेप और टेक्स मिलकर प्रतिस्पर्धा को सस्ती टिकट की कीं बन्द देते हैं। समाधान है एटीएफ को जीएसटी में लाना, एयरपोर्ट फीस का पुनर्गठन। साथ ही ऐसी पॉलिसी बने जो फ्लाइट रद्द करने पर एयरलाइंस पर भारी जुर्माना लगाए। अमेरिकन और यूरोप जैसे मानक उपभोक्ता हित में बनाए जाएं।

**प्रदीप एस. मेहता**,  
फ्लिक्त पॉलिसी  
स्त्राटिजिस्ट व एडवोकेट



# Corporate Communications Directorate

DESHBANDHU

DELHI

11 DECEMBER 2025

## स्पाइसजेट ने की 100 अतिरिक्त उड़ानों की घोषणा

नई दिल्ली। इंडिगो संकट के बीच किफायती विमान सेवा कंपनी स्पाइसजेट ने विंटर शिड्यूल के दौरान रोजाना 100 अतिरिक्त उड़ानें शुरू करने की घोषणा की है। स्पाइसजेट ने बुधवार को एक बयान में कहा कि 'महत्वपूर्ण मार्गों पर बढ़ती मांग' के मद्देनजर उसकी योजना रोजाना 100 अतिरिक्त उड़ानें शुरू करने की है। निवामकीय मंजूरीया मिलने के बाद ये उड़ानें शुरू की जा सकेंगी। उल्लेखनीय है कि इंडिगो संकट के बीच नागर विमानन महानिदेशालय ने इंडिगो को विंटर शिड्यूल की उड़ानों में 10 प्रतिशत की कटौती करने का आदेश दिया है। इस आदेश के बाद उसे रोजाना 210 से अधिक उड़ानें कम करनी होंगी। उनकी जगह दूसरी एयरलाइंस को मौका दिया जाएगा। स्पाइसजेट की ओर से जारी बयान में बताया गया है कि पिछले दो महीने में उसके वेड़े में विमानों की संख्या में 17 की वृद्धि हुई है। इसके कारण उसके पास इस अवसर का लाभ उठाने की क्षमता है। साथ ही, विंटर शिड्यूल के दौरान कई और विमानों को वेड़े में शामिल करने की उसकी योजना है।



# Corporate Communications Directorate

DECCAN CHRONICLE

HYDERABAD

10 DECEMBER 2025

## IndiGo passengers face trouble getting baggage

**SANJAY SAMUEL**  
PAUL I DC  
HYDERABAD, DEC. 9

Continuing the flight disruption for the eighth day, IndiGo on Tuesday cancelled 58 flights— 43 departures and five arrivals — from the Shamshabad airport, causing avoidable trouble to passengers. However, airport officials informed passengers about the cancellation in advance to prevent them travelling to the airport only to find the flight cancelled. There were no queues at the airline counters.

Addressing concerns of passengers the about difficulty in retrieving checked-in baggage, IndiGo officials said the baggage will be sent to their respective addresses. This flight dis-



IndiGo on Tuesday cancelled 58 flights- 43 departures and five arrivals - from the Shamshabad Airport, continuing the flight disruption for the eighth day.



ruption had a cascading effect on cab services, affecting those working in the airport ecosystem.

Private cab drivers, who are dependent on the airport for business, had a "no meter down" day. Mohammed Akbar, a cab driver,

said, "During the first two or three days, business was good. Customers whose flights were cancelled were travelling. For the last four days, business has been really bad. On Tuesday it was the worst. We have been here since morning. It's 3

pm now, but there is zero business."

Satish, another cab driver, said, "This airport provides a lot of business to us. We are waiting for the situation to get normal so that we can have regular business."

Three passengers — Simran, Harmeet and Lal Singh — who were waiting for their 9.30 pm flight to Kuwait, said, "We are coming from Amritsar. We reached Hyderabad at 12.30 pm, on time. We were so worried. If we miss this fl-

ight, we will be missing our international flight. We are going abroad for jobs."

Explaining their ordeal over the last eight days, IndiGo airhostesses and ground staff said, "Passengers were in rage, using all sorts of unparliamentary language. We had no clue about the situation. We were attacked. Our hearts were pounding, and had tears in our eyes. With the limited information, we managed the unmanageable."

A group of airhostesses said, "After the long delays and cancellations, when passengers entered the flight they were mostly tired and in a mood of anger. We didn't know how to manage. Our cabin crew didn't even know when we were flying. We reached home after three or four days."

— P. SURENDRA

DH



At the Kempegowda airport, the crisis hit ground staff hardest — many say the stress and abuse were overwhelming.



A passenger waits outside the IndiGo.

ASRA MHAID  
BENGALURU DWHS

Passengers who faced multiple flight delays and cancellations with IndiGo remain furious after not receiving the full refund amount from the airline.

While IndiGo has offered a full waiver on cancellations and rescheduling for bookings till December 15, several Bengaluru passengers claim to have lost between Rs 400 and Rs 3,000 due to cancellations.

Despite the airline promising a full waiver, passengers said that when cancelling on the IndiGo website, cancellation charges and convenience fees are still levied.

"We attempted to cancel two tickets for an upcoming flight to Delhi, but the website says we will be charged deductions worth Rs 1,200. The customer support has not been helpful," said Ravi, a retired accountant.

Third-party websites such as MakeMyTrip, ClearTrip and Iqigo also continue to charge cancellation and convenience fees, customers said.

"While there is no cancellation fee, these websites have all

sorts of hidden fees such as a convenience fee and an ancillary fee, and it turns out they cannot be waived. So, for three tickets, we have lost about Rs 3,000 due to this fee," said Aditya, an IT employee.

However, a few passengers did say that they had received the full refund.

**Anger spills online**  
Social media remains flooded with similar grievances.

Karisha, a media professional, shared that about Rs 430 was deducted from her refund.

"We had booked a ticket from Bengaluru to Bhubaneswar on December 8 for Rs 8,147, but we received an automated email that we would receive a refund of Rs 7,712. What happened to the rest of the amount?"

"The irony is, after we received the message about the cancellation, we called the call centre, and they told us the flight had not been cancelled. There is serious communication," she said.

An IndiGo source clarified that while the airline fee will be fully refunded, the convenience fee will be deducted.

## Airline staff bear the brunt of rising passenger fury



IndiGo staff tend to waiting passengers at Terminal 1 on Tuesday, providing snacks and juice.

ASRA MHAID  
BENGALURU DWHS

As IndiGo disruptions dragged into a second week, ground staff and pilots remain the biggest target of passenger anger. Amid the chaos at the Kempegowda International Airport (KIA), ground staff were the worst affected.

Speaking to DH, employees recalled being victims of verbal abuse and stress-related treat-

ment during the crisis. "We repeatedly told people to remain calm, as they continued to pounce on us. Passengers were understandably angry, but there was little we could do to help them. It was exhausting, and I was in tears at the end of my shift. It has made me rethink my career," an employee said.

Angry passengers targeted everyone, from IndiGo staff to airport security, and even

### 'No shortage of pilots'

Claims of a pilot shortage at IndiGo are false, say Bengaluru-based pilots.

They described being ready for duty last week, with aircraft prepared for dispatch, but not receiving clearance from the management.

"Several members from IndiGo have clarified that it was not a crew shortage that led to the disruptions. Pilots were ready for duty. There were errors in the rostering system, which eventually led to the disruptions. IndiGo had enough

time to prepare for the new norms. The DGCA must strictly look into how and why this happened," said Captain Anil Rao, General Secretary of the Airline Pilots' Association of India.

He added that disruptions provided by the DGCA to various operators were dangerous, as they could potentially put the lives of thousands of passengers at risk.

IndiGo did not respond to DH's queries about safeguards put in place to protect employees.

ground staff of other airlines. The bad treatment was not limited to ground staff, but also extended to cabin crew.

The IndiGo crew remain apoplectic at not receiving enough support from the management, as they were left to han-

dle irate passengers alone.

"We had to face angry fliers without the higher management stepping in. While a few sensible passengers helped calm the situation, most took their anger out on us," another staff member said.

# Corporate Communications Directorate

DECCAN HERALD

BANGALORE

10 DECEMBER 2025

DH

## Govt: Zero tolerance on flight disruptions

Says IndiGo flight services stabilising swiftly

SHREYA JYU  
NEW DELHI, 10/12/25

**N**o airline, however large, will be permitted to cause hardship to passengers through planning failures or non-compliance with statutory provisions. Civil Aviation Minister K Hanumanthiah said the Lok Sabha on Tuesday as he emphasised that India's operational disruptions are 'stabilising swiftly'.

Amid the Opposition asking the government of pressing changes in the civil aviation sector, Hanumanthiah said the government is determined to build a more robust and competitive aviation ecosystem while ensuring every new airline to operate in India, "ensuring fair access airport capacity and eliminating any possibility of monopoly in our skies".

Increased competition will lead to "more choices, more affordability and more resilience" for passengers, he said.

Not satisfied with his brief statement, the Opposition walked out of the House during a debate against the minister. The minister, however, noted that IndiGo's daily flights, which had dropped sharply to 70% on December 5, have now returned to more than 1,200 flights on Monday while all other airlines are operating normally.

"Operations are stabilising fast, safety remains fully assured, IndiGo is being held accountable and passenger safety and convenience are being protected. The government will continue to fully explore and complete statutory in return and will ensure that every passenger travels safely, comfortably and with the utmost efficiency," he said.

K RAM MOHAN NAIDU  
Civil Aviation Minister



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 or non-compliance.

Emphasising that safety is civil aviation's "irrelinquishable mandate", he said the revised Flight Duty Time Limitations (FDTL) norms, which were initially designed, were aimed at preventing pilot fatigue and were implemented in phases on July 1 and November 1.

"IndiGo had assured full compliance with these norms and outlined preparations for the winter schedule. Despite these assurances, it was grossly late observed that several morning disruptions led to large-scale cancellations, inconveniencing thousands of passengers," he said.

He said the DGCA has constituted a probe and issued show-cause notices to IndiGo's CEO Pawan Oberoi and Chief Operating Officer Sridhar Perumattur, while directing the airline to restructure operations, increase resource levels, improve passenger handling and restore schedules promptly.

"Depending on the nature, extent 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 or non-compliance."



## Global airline industry set for record \$41 b profit in 2026: IATA

HRITHIK KIRAN BAGADE  
BENGALURU, DHNS

The global airline industry is projected to stabilise profitability in 2026, posting a record net profit of \$41 billion, higher than the \$39.5 billion expected this year, according to the International Air Transport Association (IATA). This growth comes despite continued headwinds including supply chain disruptions, regulatory cost burdens, infrastructure challenges and geopolitical tensions, the global airline trade body said in its latest financial outlook released in Geneva on Tuesday.

Passenger demand is expected to remain strong, particularly in the Asia-Pacific region, with India and China emerging as key drivers. IATA forecasts the region will post a net profit of \$6.6 billion in 2026, with profit per passenger estimated at \$3.20. "Passenger demand remains robust, with India and China leading regional expansion, driven by rising tourism and a growing middle-class," the report states.

Industry margins, however, are expected to remain unchanged. The net profit margin for 2026 is forecast at



Willie Walsh

3.9%, with profit per passenger at \$7.90 — the same as 2025 and slightly below the 2023 peak of \$8.50. "Airlines are expected to generate a 3.9% net margin and a \$41 billion profit in 2026. That's extremely welcome news, considering the headwinds the industry faces — rising costs from bottlenecks in the aerospace supply chain, geopolitical conflict, sluggish global trade, and growing regulatory burdens," IATA Director General Willie Walsh reiterated.

Supply chain challenges continue to constrain capacity growth and profitability. Aircraft delivery delays and manufacturing issues have resulted in a shortage of at least 5,300 aircraft globally, with the order backlog now exceeding 17,000 units — nearly

60% of the world's active fleet. Airbus' recent A320 delivery adjustment, following fuselage panel inspections, has further contributed to constraints.

Operational inefficiencies linked to conflicts and restricted airspace are expected to persist. "Airspace closures, GNSS (Global Navigation Satellite System) interference, and re-routing for both political and safety reasons are constraining operations and reducing efficiencies," the report notes.

### \$1 trillion revenues

On the revenue front, the industry is expected to cross the \$1 trillion threshold for a second consecutive year. Total revenues are projected to rise 4.5% to \$1.053 trillion in 2026, with operating expenses forecast at \$981 billion. Passenger numbers are expected to rise 4.4% to 5.2 billion, with ticket revenues projected at \$751 billion. Air cargo revenue is forecast at \$158 billion, supported by strong e-commerce flows and semiconductor shipments.

Regionally, Europe is forecast to deliver the highest profit at \$14 billion in 2026, followed by North America at \$11.3 billion.



# Corporate Communications Directorate

DECCAN HERALD

BANGALORE

10 DECEMBER 2025

## Fuming govt curtails IndiGo's services by 10%

NEW DELHI, DHNS: The Directorate General of Civil Aviation (DGCA) on Tuesday curtailed IndiGo's winter schedule by 10%, up from 5% ordered 24 hours ago, after the Civil Aviation Ministry observed the airline has "not been able to adequately manage" its operational resources following the "abnormal"



cancellation of services.

The DGCA's fresh order came after Civil Aviation Minister K Ram Mohan Naidu

summoned IndiGo CEO Pieter Elbers for a review, even as the airline said it has "optimised our operations" by operating around 1,800 flights by the end of the day and hoping to operate 1,900 on Wednesday. On Tuesday, around 500 flights were cancelled.

► **IndiGo, Page 6**



# Corporate Communications Directorate

DECCAN HERALD

BANGALORE

10 DECEMBER 2025

## Day 8 of IndiGo crisis: 121 flights cancelled

ASHWIN BM  
BENGALURU, DHNS

**T**he operational turmoil gripping IndiGo entered its eighth consecutive day on Tuesday.

Despite the severe cancellations, the ground situation at KIA on Day 8 was less crowded than earlier in the crisis.

Many passengers were notified

earlier about cancellations, leading to reduced footfall.

The frustrated long faces seen last week were replaced with expressions of slight relief, perhaps due to IndiGo's efforts to manage the situation.

Stranded foreign backpackers and uncertain pilgrims were scarcely present at the terminal.

To ease passenger inconvenience, IndiGo has increased its hospitality

measures. The airline now provides snacks, including namkeens and juice.

"IndiGo is providing snacks and has assigned a person to tend to the waiting passengers," said a staff member at the terminal.

Passengers, though still facing



time on Tuesday.

A British backpacker, Mark J, said,

delays, expressed satisfaction with the improved support. "I had resigned myself to a chaotic day, but I was informed about the cancellation yesterday," said Sunita, whose flight was on

"It is still an inconvenience to wait, but the staff today seem more organised and helpful. At least we are being notified about our flights a day before."

### Work in progress

IndiGo representatives were unavailable for comment on the future operational schedule, but official releases assure efforts are underway to normalise services.

# Corporate Communications Directorate

DAINIK JAGRAN

DELHI

11 DECEMBER 2025

## असुविधा के लिए भी मुआवजा दे इंडिगो : हाई कोर्ट

मुआवजा के लिए मंत्रालय, डीजीसीए व इंडिगो उठाए पर्याप्त कदम

जगरण समाज, नई दिल्ली: विमान रद्द व असुविधा होने पर यात्रियों को मुआवजा देने के मामले पर दिल्ली हाई कोर्ट ने कहा कि ऐसी स्थिति में डीजीसीए के कुछ अधिकारियों के तहत मुआवजा देने का विषय है। मुख्य न्यायाधीश देवेंद्र कुमार दयाश्याम व न्यायमूर्ति तुषार राव वेडेला की पीठ ने कहा कि इंडिगो मुआवजा के भुगतान संबंधी इन अधिकारियों का कड़ाई से पालन करे और इसकी पुष्टि मंत्रालय और डीजीसीए द्वारा भी की जाएगी। यदि कोई अन्य दाय्य उपाय उपलब्ध है, तो प्रतिवादियों द्वारा उनकी पुष्टि सुनिश्चित की जाएगी।

अदालत ने इंडिगो से कहा कि वह तुरंत मुआवजा देना शुरू करे। साथ ही यह भी कहा कि इंडिगो सुनिश्चित करे कि मुआवजा सिर्फ रद्द होने के लिए देने के बजाय लोगों को हुई असुविधा के लिए भी दिया जाए। पीठ ने कहा कि सम्भव है कि मंत्रालय, डीजीसीए और इंडिगो द्वारा लंबाई अड्डों पर फंसने वाले यात्रियों को जल्द से जल्द मुआवजा देने के लिए पर्याप्त कदम उठाए जाएंगे।

इंडिगो की तरफ से मामले की सुनवाई के दौरान पेश किए गए दाय्यों को दिल्ली हाई कोर्ट ने फिलहाल सिरे से मानने से इनकार कर दिया। इंडिगो की तरफ से पेश हुए करिप्ट अधिकांश संदीप सेठी ने कहा कि एयरलाइंस के खिलाफ अभी कोई निष्कर्ष निकाला जाए। उन्होंने कहा कि वह

### कोर्ट ने केंद्र सरकार से पूछे तीखे सवाल

- एयरपोर्ट पर प्रभावित हुए यात्रियों की मदद के लिए सरकार द्वारा क्या कदम उठाए गए
- यह सुनिश्चित करने के लिए क्या कार्रवाई की गई है कि एयरलाइंस के कर्मचारी उनके साथ ठीक से व्यवहार करें
- सरकार ने लोगों की मदद करने और उन्हें मुआवजा देने के लिए क्या कार्रवाई की है?
- एयरलाइंस द्वारा पर्याप्त संख्या में पावलों की भर्ती न करने पर क्या कार्रवाई की गई?

### पर्याप्त संख्या में पावलों के लिए उठाए उचित कदम

अदालत ने कहा कि भारतीय वायुयान अधिनियम-2014 के तहत सरकार व डीजीसीए को नियमों का पालन न करने वाली एयरलाइंस के खिलाफ कार्रवाई करने का अधिकार देता है। इससे तहत लाइसेंस या अनुमति प्रमाणपत्र को प्रतिबंधित, निलंबित या रद्द करने का भी अधिकार है। पीठ ने यह सुनिश्चित करने के लिए उचित कदम उठाने को कहा कि सभी एयरलाइंस में पर्याप्त संख्या में पावलों हों। साथ ही स्थिति को जल्द सामान्य किया जाए।

स्थिति उड़ान रैस्टर को बजह से नहीं पीठ हुई। इसके कई कारण थे और इंडिगो जांच समिति के खर्च सहयोग कर रही है। कंपनी 19 सालों से विमानों का संचालन कर रही है और यह स्थिति पहली बार आई है। हालांकि, पीठ ने कहा कि रैस्टर से जुड़े दाय्य सभी दूसरी एयरलाइंस ने लागू किए हैं, लेकिन

इंडिगो के साथ ही यह समस्या आई। इन लोगों के बारे में सोचना होगा, जो एक हमले तक विभिन्न एयरपोर्ट पर फंसे रहे। पीठ ने स्पष्ट किया कि अदालत ने अभी तक आरोप में इंडिगो के बारे में कुछ नहीं कहा गया है, लेकिन जांच संबंधित है और अपना जवाब जांच समिति के सामने पेश करें।



आइजीआईएयरपोर्ट टर्मिनल एक पर इंडिगो प्लाट रद्द होने के बाद परेशान यात्री \* पूर तुषार

## नौवें दिन इंडिगो की रद्द उड़ानों की संख्या सबसे कम

जबसे, नई दिल्ली: देश की सबसे बड़ी एयरलाइन कंपनी इंडिगो का परिचालन संकट नौवें दिन भी चला रहा। हालांकि पिछले दो दिनों की तुलना में बुधवार को रद्द हुई उड़ानों की संख्या सबसे कम रही। बुधवार को आइजीआईएयरपोर्ट से इंडिगो की कुल 137 उड़ानें (प्रस्थान की 75 और आगमन की 62) रद्द हुईं। यह कमी आम यात्रियों को हो रही परेशानियों को देखते हुए डीजीसीए के निर्देश पर इंडिगो की उड़ानों में 10 प्रतिशत कटौती के कारण आई है। डीजीसीए के निर्देश के बाद विमानों के परिचालन में थोड़ा सिंबलेकरण देखने को मिल रहा है। 72 घंटों में सिर्फ दिल्ली से रद्द होने वाली इंडिगो की उड़ानों की कुल

30 मिनट से ढाई घंटे तक उड़ानें रहीं विलंबित		
शहर	अनुमानित देरी (औसत)	प्रभावित उड़ानें (लगभग)
मुंबई	45 मिनट से ढाई घंटे	38 से अधिक उड़ानें
बैंगलुरु	30 मिनट से ढेढ़ घंटे	15 से अधिक उड़ानें
हैदराबाद	45 मिनट से दो घंटे	15 से अधिक उड़ानें
चेन्नई	30 मिनट से एक घंटा	आठ से अधिक उड़ानें
अहमदाबाद	45 मिनट	सात से अधिक उड़ानें
कोलकाता	30 मिनट से ढेढ़ घंटे	10 से अधिक उड़ानें
गोवा	45 मिनट	पांच से अधिक उड़ानें

संख्या 433 हो गई है। अंकड़ों को देखा जाए तो आठ दिसंबर को 143 उड़ानें और नौ दिसंबर 153 उड़ानें रद्द हुईं थीं। बुधवार को देशभर में इंडिगो की कुल 422 उड़ानें रद्द हुईं, जिनमें दिल्ली के अलावा बैंगलुरु में सबसे अधिक 137 उड़ानें रद्द हुईं

हैं। बुधवार को आइजीआईएयरपोर्ट से इंडिगो को 200 से अधिक उड़ानें 30 मिनट से लेकर ढाई घंटे तक विलंबित हों। यात्रियों को एयरलाइन के एए और वेबसाइट से सही समय पर जानकारी मिलने से एयरपोर्ट पर भी स्थिति कम हुई है।

## डीजीसीए ने इंडिगो मुख्यालय में बैठाया अपना निगरानी दल

मुंबई ब्रेक: एअल इंडिया के निबंधन वाली एयरलाइन इंडिगो द्वारा चालक दल की कमी के कारण बड़ी संख्या में उड़ानें रद्द करने के कारण विमानन निष्पन्न संख्या नागरिक उड़ानें भारतीय विमानपत्तन प्राधिकरण (डीजीसीए) ने इस एयरलाइन पर सख्त कसौटी लगाई और चारिफ्ट केन्द्रों की एक निगरानी टीम बनाई है। इनमें से दो केन्द्रों के अलावा दो अन्य सरकारी अधिकारी भी योजना इंडिगो के मुख्य मुख्यालय में तैनात रहेंगे। ये टीम रबीकरण की स्थिति, कू की तैनाती, अनिश्चित छुट्टियाँ और स्टाफ की कमी से प्रभावित मार्गों की निगरानी करेंगे।

डीजीसीए द्वारा बुधवार को जारी आदेश के मुताबिक केन्द्रों की टीम एयरलाइन के पूरे बेड़े, औसत उड़ान दूरी (एक उड़ान में विमान द्वारा तय की गई दूरी), कुल यात्रियों की संख्या, नेटवर्क विवरण, चालक दल के सेवा के घंटे, प्रशिक्षण में लगे चालक दल और अन्य संबंधित मामलों की निगरानी करेंगे। डीजीसीए के आदेश में कहा गया कि ये दो सदस्य प्रतिदिन की उड़ानों, अनिश्चित छुट्टियाँ, चालक दल की कमी के कारण प्रभावित क्षेत्रों की कुल संख्या, स्वयं ही प्रत्येक आखर पर प्रतिदिन स्टैटिस्टिक पर होने वाले कर्फ्यूट और केबिन चालक दल की संख्या पर भी नजर रखेंगे।

आदेश में कहा गया कि इसके अलावा, डीजीसीए कार्यालय के दो और अधिकारी एक चरिफ्ट सखिष्की अधिकारी और एक उप निदेशक इंडिगो के मुख्य कार्यालय

11 परंतु हवाई अड्डों का निरीक्षण और इंडिगो के परिचालन का करीब आकलन

2 से तीन दिन के भीतर अपने निर्धारित एयरपोर्ट पर पहुंचेंगे, उसके 24 घंटे के भीतर रिपोर्ट देंगे

220 उड़ानें बुधवार को दिल्ली, मुंबई सहित तीन प्रमुख हवाई अड्डों से रद्द की गईं, अकेले दिल्ली एयरपोर्ट से 137 फ्लाइट कैसिल हुईं

10 प्रतिशत की कटौती के बाद अपना संशोधित उड़ान कार्यक्रम इंडिगो ने डीजीसीए के सामने पेश किया। बुधवार शाम घां बजे तक का समय दिया गया था एयरलाइन को।

2025-26 के शीतकालीन शेड्यूल के तहत, एयरलाइन प्रतिदिन 2200 से अधिक उड़ानें संचालित करती है।

में तैनात किए जाएंगे ताकि वे परेलु और अंतरराष्ट्रीय उड़ानों की रद्द होने की स्थिति, धनवापसी की स्थिति, समय पर उड़ान परिचालन, नागरिक उड़ानें निषमों के अनुसार यात्रियों को सुआवजा और सामान की वापसी की निगरानी कर सकें। दोनों दल प्रतिदिन शाम छह बजे तक संयुक्त भारतीय विमानपत्तन प्राधिकरण (प्रशासन) हरिषा कुमार वशिष्ठ और संयुक्त भारतीय विमानपत्तन प्राधिकरण जय प्रकला पंडेय को रिपोर्ट देंगे।

## डीजीसीए ने इंडिगो मुख्यालय में बैठाया अपना निगरानी दल

**मुंबई प्रेट:** राहुल भाटिया के निवंत्रण वाली एयरलाइन इंडिगो द्वारा चालक दल की कमी के कारण बड़ी संख्या में उड़ानें रद्द करने के कारण विमानन नियामक संस्था नागरिक उड्डयन महानिदेशालय (डीजीसीए) ने इस एयरलाइन पर सिकंजा करसते हुए आठ वरिष्ठ कैप्टनों की एक निगरानी टीम बनाई है। इनमें से दो कैप्टन के अलावा दो अन्य सरकारी अधिकारी भी रोजाना इंडिगो के मुख्यालय में तैनात रहेंगे। ये टीम रदीकरण की स्थिति, क्रू की तैनाती, अनियोजित छुट्टियों और स्टाफ की कमी से प्रभावित भागों की निगरानी करेंगी।

डीजीसीए द्वारा बुधवार को जारी आदेश के मुताबिक कैप्टनों की टीम एयरलाइन के पूरे बेड़े, औसत उड़ान दूरी (एक उड़ान में विमान द्वारा तय की गई दूरी), कुल पायलटों की संख्या, नेटवर्क विवरण, चालक दल के सेवा के घंटे, प्रशिक्षण में लगे चालक दल और अन्य संबंधित मामलों की निगरानी करेंगी। डीजीसीए के आदेश में कहा गया कि ये दो सदस्य प्रतिदिन की उड़ानों, अनियोजित छुट्टियों, चालक दल की कमी के कारण प्रभावित क्षेत्रों की कुल संख्या, साथ ही प्रत्येक आधार पर प्रतिदिन स्टैंडबाय पर रहने वाले कर्कपिट और केबिन चालक दल की संख्या पर भी नजर रखेंगे।

आदेश में कहा गया कि इसके अलावा, डीजीसीए कार्यालय के दो और अधिकारी एक वरिष्ठ सांख्यिकी अधिकारी और एक उप निदेशक इंडिगो के मुख्य कार्यालय

**11** घरेलू हवाई अड्डों का निरीक्षण और इंडिगो के परिचालन का करेंगे आकलन

**2** से तीन दिन के भीतर अपने निर्धारित एयरपोर्टों पर पहुंचेंगे, उसके 24 घंटे के भीतर रिपोर्ट देंगे

**220** उड़ानें बुधवार को दिल्ली, मुंबई सहित तीन प्रमुख हवाई अड्डों से रद्द की गई, अकेले दिल्ली एयरपोर्ट से 137 फ्लाइट कैरिस्त हुईं

**10** प्रतिशत की कटौती के बाद अपना संशोधित उड़ान कार्यक्रम इंडिगो ने डीजीसीए के सामने पेश किया। बुधवार शाम पांच बजे तक का समय दिया गया था एयरलाइन को।

**2025-26** के शीतकालीन शेड्यूल के तहत, एयरलाइन प्रतिदिन 2200 से अधिक उड़ानें संचालित करती है।

में तैनात किए जाएंगे ताकि वे घरेलू और अंतरराष्ट्रीय उड़ानों की रद्द होने की स्थिति, घनवापसी की स्थिति, समय पर उड़ान परिचालन, नागरिक उड्डयन नियमों के अनुसार यात्रियों को मुआवजा और सामान की वापसी की निगरानी कर सकें। दोनों दल प्रतिदिन शाम छह बजे तक संयुक्त महानिदेशक (प्रशासन) हरीश कुमार वशिष्ठ और संयुक्त महानिदेशक जय प्रकाश पांडेय को रिपोर्ट देंगे।



# इंडिगो के मुख्यालय में बैठाया निगरानी दल

**डीजीसीए की सख्ती** ▶ आठ सदस्यीय टीम गठित, गुरुग्राम कार्यालय में तैनात रहेंगे दो कैप्टन

दोनों टीमों प्रतिदिन शाम छह बजे तक संयुक्त महानिदेशक-प्रशासन और संयुक्त महानिदेशक को रिपोर्ट सौंपेंगी

मुंबई ब्रेक : राहुल भाटिया के निबंधन वाली एयरलाइन इंडिगो द्वारा चालक दल की कमी के कारण बढ़ी संख्या में उड़ानें रद्द करने के कारण विमानन नियामक संस्था नागरिक उड्डयन महानिदेशालय (डीजीसीए) ने इस एयरलाइन पर शिकंजा करते हुए आठ वरिष्ठ कैप्टनों की एक निगरानी टीम बनाई है। इनमें से दो कैप्टन के अलावा दो अन्य सरकारी अधिकारी भी योजना इंडिगो के गुरुग्राम मुख्यालय में तैनात रहेंगे। ये टीम रद्दीकरण की स्थिति, क्रू की तैनाती, अनियोजित झुट्टियाँ और स्टाफ की कमी से प्रभावित मार्गों की निगरानी करेंगी।

डीजीसीए द्वारा बुधवार को जारी आदेश के मुताबिक कैप्टनों की टीम एयरलाइन के पूरे बंडे, औसत उड़ान दूरी (एक उड़ान में विमान द्वारा तय की गई दूरी), कुल पायलटों की संख्या, नेटवर्क विवरण, चालक दल के सेवा के घंटे, प्रशिक्षण में लगे चालक दल और अन्य संबंधित मामलों की निगरानी करेगी। डीजीसीए के आदेश में कहा गया कि ये दो

**220** उड़ानें बुधवार को दिल्ली, मुंबई सहित तीन प्रमुख हवाई अड्डों से रद्द की गईं, अकेले दिल्ली एयरपोर्ट से 137 फ्लाइट कैसिल हुईं



नागरिक उड्डयन महानिदेशालय। फाइल

**11** घरेलू हवाई अड्डों का तात्कालिक निरीक्षण करेंगे डीजीसीए अधिकारी, इंडिगो के परिचालन का आकलन करेंगे

**2025** - 26 के शेड्यूल में एयरलाइन 2,200 से अधिक उड़ानें संचालित करती है रोजाना

**2** से तीन दिन के भीतर अपने निर्धारित एयरपोर्टों पर पहुंचेंगे, उसके 24 घंटे के भीतर उड़ान सुरक्षा विभाग के संचालन निदेशक को एक व्यापक रिपोर्ट पेश करेंगे

**10** प्रतिशत कटौती के बाद संशोधित उड़ान कार्यक्रम इंडिगो ने डीजीसीए के सामने पेश किया। बुधवार शाम तक का समय दिया गया था

## डीजीसीए ने इंडिगो के सीईओ को आज पेश होने का दिया निर्देश

डीजीसीए ने इंडिगो के सीईओ पीटर एल्बर्स को बुधवार को अपने कार्यालय में उपस्थित होने और हालिया परिचालन बाधाओं से संबंधित एक अपडेट रिपोर्ट प्रस्तुत करने का निर्देश दिया है। डीजीसीए की ओर से जारी बयान में कहा गया कि एल्बर्स को दोपहर तीन बजे डीजीसीए कार्यालय में उपस्थित होने के

लिए कहा गया है। नियामक के आदेशानुसार, एयरलाइन को उड़ानें बहाल करने, पायलटों तथा चालक दल की भर्ती योजना, पायलट व चालक दल की अपडेट संख्या, रद्द की गई उड़ानों की संख्या और रिफंड आदि से संबंधित जानकारी प्रस्तुत करने के लिए कहा गया है। डीजीसीए ने संयुक्त महानिदेशक

संजय ब्राह्मण, उप महानिदेशक अमित गुप्ता, वरिष्ठ उड़ान परिचालन निरीक्षक (सीनियर एफओआइ) कपिल मांगलिक और एफओआइ लोकेश रामपाल वाली चार सदस्यीय समिति को इंडिगो की उड़ानों के परिचालन में व्यापक व्यवधानों के मूल कारणों का पता लगाने का काम सौंपा है।

सदस्य प्रतिदिन की उड़ानों, अनियोजित झुट्टियाँ, चालक दल की कमी के कारण प्रभावित क्षेत्रों की कुल संख्या, साथ ही प्रत्येक आधार पर प्रतिदिन स्टैंडबाय पर रहने वाले काकपिट और केबिन चालक दल की संख्या पर भी नजर रखेंगे।

आदेश में कहा गया कि इसके अलावा, डीजीसीए कार्यालय के दो और अधिकारी एक वरिष्ठ सॉल्यूबकी अधिकारी और एक

उप निदेशक इंडिगो के मुख्य कार्यालय में तैनात किए जाएंगे ताकि वे घरेलू और अंतरराष्ट्रीय उड़ानों की रद्द होने की स्थिति, धनवापसी की स्थिति, समय पर उड़ान परिचालन, नागरिक उड्डयन नियमों के अनुसार यात्रियों की मुआवजा और सामान को वापसी की निगरानी कर सकें। दोनों दल प्रतिदिन शाम छह बजे तक संयुक्त महानिदेशक (प्रशासन)

हरीश कुमार वशिष्ठ और संयुक्त महानिदेशक जय प्रकाश पांडेय को रिपोर्ट देंगे। बता दें कि उड़ान संबंधी नए रीस्टर नियम यानी फ्लाइट ड्यूटी टाइम लिमिटेशन (एफडीटीपल) लागू होने के बाद इंडिगो की हजारों उड़ानें रद्द हुई हैं। सैकड़ों फ्लाइटों देरी से रवाना हुईं। यात्रियों को परेशानी झेलनी पड़ी। हवाई अड्डों पर अफरातफरी का माहौल रहा।



# Corporate Communications Directorate

RS DAINIK JAGRAN

DELHI

11 DECEMBER 2025

## सिर्फ विमान रद्द होने के लिए नहीं, असुविधा पर भी मुआवजा दे इंडिगो

जागरण संग्रहालय, नई दिल्ली: विमान रद्द व असुविधा होने पर यात्रियों को मुआवजा देने के मामले पर दिल्ली हाई कोर्ट ने कहा कि ऐसी स्थिति में डीजीसीए के कुछ प्रावधानों के तहत मुआवजा देने का नियम है। मुख्य न्यायाधीश देवेन्द्र कुमार उपाध्याय व न्यायमूर्ति तुषार राव गेटेला की पीठ ने कहा कि इंडिगो मुआवजे के भुगतान संबंधी इन प्रावधानों का कड़ाई से पालन करे और इसकी पुष्टि मंत्रालय और डीजीसीए द्वारा भी की जाएगी। यदि कोई अन्य उपाय उपलब्ध है, तो प्रतिवादियों द्वारा उनकी पुष्टि सुनिश्चित की जाएगी।

अदालत ने इंडिगो से कहा कि वह तुरंत मुआवजा देना शुरू करे। साथ ही वह भी कहा कि इंडिगो सुनिश्चित करे कि मुआवजा सिर्फ रद्द होने के लिए देने के बजाय लोगों को हुई असुविधा के लिए भी दिया जाए। पीठ ने कहा कि उम्मीद है कि मंत्रालय, डीजीसीए और इंडिगो द्वारा हवाई अड्डों पर फंसने वाले यात्रियों को जल्द से जल्द मुआवजा देने के लिए पर्याप्त कदम उठाए जाएंगे।

इंडिगो के दावों को हाई कोर्ट ने मानने से

दिल्ली हाई कोर्ट ने कहा- मुआवजा के लिए मंत्रालय, डीजीसीए और इंडिगो उठाए पर्याप्त कदम

किया इन्कार: इंडिगो की तरफ से मामले की सुनवाई के दौरान पेश किए गए दावों को दिल्ली हाई कोर्ट ने सिरे से मानने से इन्कार कर दिया। इंडिगो की तरफ से पेश चरिफ्त अधिवक्ता संदीप सेठी ने कहा कि एयरलाइंस के खिलाफ अभी कोई निष्कर्ष न निकाला जाए। संदीप सेठी ने कहा कि यह स्थिति उड़ान रोस्टर की वजह से नहीं पैदा हुई। इसके कई कारण थे और इंडिगो जांच समिति के साथ सहयोग कर रही है। कंपनी 19 सालों से विमानों का संचालन कर रही है और यह स्थिति पहली बार आई है। हालांकि, पीठ ने कहा कि रोस्टर से जुड़े उपाय सभी दूसरी एयरलाइंस ने लागू किए हैं, लेकिन इंडिगो के साथ ही यह समस्या आई। पीठ ने स्पष्ट किया कि अदालत ने अभी तक आदेश में इंडिगो एयरलाइंस के बारे में कुछ नहीं कहा गया है, लेकिन जांच लंबित है और अपना जवाब जांच समिति के सामने पेश करें।



# Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

11 DECEMBER 2025

## Disruptions were Not Deliberate: IndiGo Chairman

Our Bureau

**New Delhi:** IndiGo's board has been closely engaged with the airline's management over pilot rest-hour regulations, chairman Vikram Singh Mehta said on Wednesday, rejecting allegations that the carrier orchestrated recent flight cancellations to pressure the government into easing the rules.

"The disruptions of last week did not happen because of any deliberate action. They happened because of a combination of internal and unanticipated external events, including minor technical glitches, scheduled changes and implementation of the updated crew rostering rules," Mehta said in a video statement. "This is not an excuse. This is simply the truth."

He said the board has decided to involve an external technical expert to work with the management, determine the root causes and ensure corrective action so that a disruption of this magnitude "never occurs again."

Directors have faced severe criticism after a meltdown in operations forced the airline to cancel more than 5,000 flights last week. The issue stemmed from the airline's inability to hire adequate pilots to comply with new rest rules, which among other changes, cap the number of landings allowed between 12 am and 6 am.

## AIRLINE'S INTERNAL PROBE REPORT

# 'Systemic' Issues Behind Air India Flights without Permit

Insufficient checks to blame; compliance must be prioritised, says the report

Arindam Majumder

New Delhi: An internal probe by Air India has blamed a series of systemic failures and insufficient cross-checks in its engineering unit following an incident where the Tata-owned airline used an aircraft to operate eight scheduled flights in November without having the requisite licence, potentially risking safety of passengers. The investigation report, reviewed by ET, said the Continuing Airworthiness Management Organisation (CA-MO) unit responsible for maintaining airworthiness of an aircraft approved flying the plane despite a senior manager informing earlier about the expiry.

ET exclusively reported last week about the violation, which led to suspension of multiple Air India staff. The aircraft continued flying for two days before an engineer noticed that the license

### Flight Plan

Certificate of Airworthiness of Aircraft issued by DGCA\* & is renewed every year

Operating an aircraft without valid licences & certificates is a serious offence

Air India likely to face heavy penalties including suspension of top officials

Report submitted by airline's COO to DGCA

Directorate General of Civil Aviation



had expired.

"We have done an internal investigation and implemented immediate measures to prevent similar instances and will continue to review systemic defences to further enhance our processes," an Air India spokesperson said.

The certificate of airworthiness of an aircraft is issued by the Directorate General of Civil Aviation (DGCA) and is renewed every year to ensure that a particular aircraft has undergone periodic

maintenance and is in a safe condition for flight operations.

The report has been submitted by the airline's chief operations officer Basil Kwauk to the DGCA. Senior officials at the aviation regulator told ET that they will now verify the report and take action against those responsible for the violation.

"That the plane flew eight times with an expired licence raises a lot of questions about Air India's safety culture. There will be strict action," said an inspector at DGCA.

The Airbus A320 aircraft was grounded for maintenance for a month when its license expired. When a query was raised by the flight operations department whether any approval was required for returning the plane to service, the head of defect-cell, responsible for highlighting any maintenance issues, closed the query without proper checks. Aircraft maintenance engineers conducting night checks after every flight also failed to notice the violation.

"Critical information was not shared as there was a fundamental breakdown of communication between multiple departments," according to the Air India report.

The report suggested Air India needs to promote a culture where regulatory compliance is prioritised over operational convenience.



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## SpiceJet Plans to Add 100 Daily Flights for Winter

Press Trust of India

Mumbai: Domestic carrier SpiceJet on Wednesday said it is planning to introduce up to 100 additional daily flights during the current winter schedule.

The airline said it is looking to ramp up its flight operations amid the growing demand across key routes this winter, and also to ensure adequate capacity in the market.

The statement came a day after the government announced a 30% cut in India's winter schedule as a bid to help the volatile airline stabilise its operations and lead to reduced congestion following the large-scale disruptions that started on December 1. "As part of this ramping-up operational effort, we plan to introduce up to 100 additional daily flights during the current winter schedule, subject to regulatory approvals," SpiceJet said in a statement. Under the current winter schedule, SpiceJet has been allowed to operate 1,280 flights per week or 224 per day, which was 26.80% higher compared to 1,207 flights per week, operated by the carrier during the last winter.

As compared to the summer schedule (1,340 flights per week) of this year, the growth was 26.40%.

SpiceJet said in the past two months it has inducted 17 aircraft into active operations through a mix of lease buy and the return of its own aircraft to service. "This enhanced fleet availability gives us the operational flexibility to deploy incremental capacity on high-demand routes and improve overall network resilience," the airline said.

SpiceJet had a total of 32 aircraft - 20 Boeing 737 and Embraer jets - in operations while 36 are grounded as on December 9, as per aircraft fleet tracking website planeplotter.net. This is up from 30 aircraft, which were in operations as on September 30.

## EXPANSION HURDLE

### Only 70 Less IndiGo Flights Daily; Fares may Not be Hit

Arindam Majumder &  
Anumeha Chaturvedi

**New Delhi:** The government's directive to IndiGo to curtail capacity by 10% is unlikely to have a sweeping impact on domestic airfares as effective reduction will only be around 70 domestic flights for which tickets are on sale. However, this would dent expansion plans of the country's largest airline as it won't be able to launch new flights planned for the winter schedule. There will be no reduction of the around 190 international flights it operates per day.

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## Airline Facing Intensified Scrutiny

▶▶ From Page 1

The Centre had directed IndiGo to undertake the flight reduction exercise after the carrier cancelled more than 5,000 flights last week, impacting thousands of passengers, throwing India's civil aviation industry into turmoil.

The Directorate General of Civil Aviation (DGCA) had approved 2,145 domestic flights per day for IndiGo in the current winter schedule. A 10% cut would mean the airline can now operate around 1,930 flights per day. However, IndiGo was already running a little over 2,000 flights since November, which means an effective cancellation of around 70 flights, said an airline official.

The civil aviation regulator has also intensified scrutiny on IndiGo and, in a rare intervention, formed an eight-member team of inspectors which will be stationed at the airline's corporate headquarters at Gurgaon to review daily operational parameters like crew availability and training schedules.

The government has also directed the airline to reduce flights only on high-frequency routes where there are multiple alternate options available to flight passengers instead of those with scarce flights.

DGCA has also pushed IndiGo's rivals to enhance capacity to address the demand spill and has implemented a cap on airfares based on the flying distance.

A travel industry executive said there could be a mixed impact on fares. On high-demand routes, especially flights connecting metros, fares may stay elevated over the next 2-3 days as other airlines are expected to operate at their maximum capacity. "However, on routes where demand is relatively softer, fares could trend lower than the upper cap," the person said.

Rival airline executives however cautioned they may not have adequate capacity to fully cover the gap due to a shortage of aircraft and slow addition of new planes. Air India CEO Campbell Wilson recently said the airline's overall capacity will remain unchanged in 2026 even though it is slated to induct 27 planes during the year.

People familiar with IndiGo's operations said the flight disruptions happened because the carrier didn't hire adequately nor accelerated training, leaving pilots stretched thin through frequent reassignments, longer workdays, and extended deadheading where they travel as passengers to operate flights at another location.

The new pilot rest rules were implemented by DGCA in two parts to tackle pilot fatigue—one in June and the second phase from 1 November which capped the number of landings a pilot can perform between 12 am and 6 am.

The regulator has also directed immediate on-site inspections of IndiGo's operations at 11 airports. According to a DGCA order, the inspections are aimed at assessing safety preparedness, operational readiness, quality of passenger facilitation, and the airline's responsiveness during the flight disruptions.

DGCA has also summoned IndiGo CEO Pieter Elbers at its office on Thursday to submit a complete report, along with comprehensive data and updates, relating to the operational disruptions.

Shares of IndiGo continued their losing streak, closing 3.1% lower at Rs 4,808.35 apiece on Wednesday. Rating agency Crisil has placed InterGlobe Aviation, the parent company of IndiGo, on 'Rating Watch with Developing Implications,' revising it from the earlier Positive outlook.



# Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

11 DECEMBER 2025

## IndiGo Crisis: HC Questions Govt, Directs Co to Issue Compensation

Indu Bhan

**New Delhi:** Flagging serious concerns over the largescale flight cancellations by IndiGo this month, the Delhi High Court on Wednesday questioned the Centre on how such a crisis was allowed to escalate to the point of leaving "lakhs of passengers unattended" at airports.

The court also asked IndiGo to take steps for paying monetary compensation to the affected passengers, while also questioning how airfares on other carriers surged to unprecedented levels following the mass cancellation of IndiGo flights.

A bench comprising Chief Justice Devendra Kumar Upadhyaya and Justice Tushar Rao Geda asked why the government did not implement the guidelines on pilot working hours on time and why it acted only when the crisis had erupted. "You allowed the situation to precipitate, and only

then did you take action," the court said. "Why did you allow all this to happen? What action have you taken to provide help to people and compensate them? It's not just a question of individual passengers stuck at the airport. The question is also about loss to the economy. How could other airlines take

an adequate number of pilots.

Referring to a circular dated August 6, 2010, issued by the Directorate General of Civil Aviation (DGCA) dealing with facilities and compensation in cases of denied boarding, cancellations and delays, the court directed IndiGo to strictly adhere to

### STEPPING IN



Why did you allow all this to happen? What action have you taken to help people? the court asked

advantage of the situation and start charging ₹10,000 or more for tickets from passengers," it said.

The court asked the Centre to ensure that the situation returns to normal at the earliest, without compromising passenger safety. Further, the court called for taking suitable measures to ensure that all airlines employ

provisions on payment of compensation to passengers.

If there are any other provisions for payment of damages to passengers, those should also be ensured by IndiGo and others, the court said, noting that Bharatiya Vayuan Adhiniyam empowers the DGCA and Centre to take action against non-complying airlines.

## IndiGo looks to hire 50 expat pilots to meet FDTL deadline

YARUQHULLAH KHAN  
New Delhi, December 10

**BELEAGUERED INDIGO** is preparing to tap pilot pools in South Africa, Indonesia and the Philippines as it races to meet the February 10 deadline to comply with the Directorate General of Civil Aviation's revised flight duty time limitations (FDTL) rules, multiple people familiar with the airline's planning told *FE*. The carrier needs to secure around 160 additional pilots by the cut-off date, and a sizeable share of that requirement may now be met through expatriate hiring.

A senior IndiGo executive said the airline is looking at bringing in as many as 50 foreign commanders. IndiGo, he said, wants to avoid bidding wars with Indian carriers for the limited number of available domestic commanders and does not want to risk delays trig-

gered by long notice periods or potential litigation arising from poaching. It has conveyed this position to the government and begun discussing faster clearances for foreign a/c crew.

A senior government official confirmed that IndiGo has approached both the DGCA and the ministry of civil aviation with a plan to induct up to 50 foreign pilots by February 20, 2026, and has requested timely issuance of foreign a/c crew temporary authorisation

(FATA). The official said the government is examining the proposal in the context of ongoing operational strain. IndiGo did not respond to queries sent by *FE* till the time of going to press. The airline has been grappling with disruptions since December 1, including over 3,500 flight cancellations, after failing to prepare adequately for stricter FDTL regime.

Continued on Page 7



**INSIDE**  
BOARD WILL DETERMINE ROOT CAUSE CHARMAN  
PHO REVIEWS AIRLINE CRISIS  
NEWSPOINT: WHEN A COMMANDER LOST CONTROL

## IndiGo looks to hire 50 expat pilots to meet FDTL deadline

To stabilise the carrier's operations, the government has granted a one-time relaxation until February 10, 2026.

Last week, IndiGo submitted a detailed manpower plan to the DGCA outlining its target of adding 158 pilots by February 10 and a further 742 pilots by December 2026. Overall, the airline has projected the need to hire about 300 captains and 600 first officers over the next year. In its submission, IndiGo acknowledged that it requires 2,422 captains and 2,290 first officers to operate its Airbus fleet under the new FDTL norms, but currently has only 2,357 captains and 2,194 first officers.

Foreign pilots working in India are required to undergo medical evaluation, an English-language oral test and security vetting by the home ministry before receiving FATA that is valid for one year. As of March 2025, the DGCA had granted FATA to 260 pilots, up from 236 a year earlier, according to official data. These figures exclude pilots flying for charter and helicopter operators.

Air India Express remains the largest employer of expatriate cockpit crew, with 151 foreign pilots on its rolls, accounting for more than 60% of the total. Air India employs 67 expat pilots and IndiGo 42. The higher numbers at Air India group airlines follow the induction of 50 Boeing 737 Max aircraft at Air India Express and 13 Boeing 777s at Air India over the past year. IndiGo has also relied on wet-leased wide-body aircraft, including two Boeing 777-300ERs from Turkish Airlines and two Boeing 787-9 Dreamliners from Norse Atlantic Airways, adding to its immediate crew requirements.

AIRLINE TEAM TO PRESENT COMPREHENSIVE DATA ON FLIGHT DISRUPTIONS

# IndiGo CEO Elbers set to appear before DGCA today

Regulator forms 8-member team to monitor operations

NITIN KUMAR  
New Delhi, December 10

THE DIRECTORATE GENERAL of Civil Aviation (DGCA) has directed IndiGo CEO Pieter Elbers to present comprehensive data and updates on the severe, network-wide disruptions affecting the airline's flight operations. Elbers has been directed to appear before the regulator on Thursday at 3 pm, accompanied by senior officials from all relevant departments. On Wednesday, the DGCA formed an eight-member oversight team to monitor IndiGo's operations amid the ongoing large-scale disruptions.

The decision to call the management comes a day after the government ordered a 10% curtailment in IndiGo's schedule on Tuesday. On Wednesday, the DGCA also granted IndiGo's CEO a one-day extension to submit a detailed report on the recent operational disruptions.

According to the DGCA, the airline will present information on key aspects of the disruption and the mitigation measures adopted. These include the restoration of flights, recruitment plans for pilots and cabin crew, passenger refunds for cancelled flights, clearance of piled-up baggage at airports, timely communication to passengers, and re-routing arrange-

## CHAOS CONTINUES

10% flight cut mandated after ongoing cancellations

Nearly 220 flights cancelled on Dec 10 despite CEO's recovery claims

Airline's report on mitigation to include passenger refunds, clearance of piled-up baggage



ments for those affected by cancellations.

Both the aviation regulator and the Ministry of Civil Aviation (MoCA) have been holding frequent meetings with IndiGo in light of the crisis, which has resulted in numerous daily flight cancellations since the middle of last week, severely impacting airline operations nationwide. Despite the IndiGo CEO's claim that the airline's operations were back on track, IndiGo cancelled nearly 220 flights on Wednesday.

On Tuesday, the airline had stated that it would operate 1,900 flights on Wednesday. Following the mandated 10% reduction, the airline will now have 1,980-2,070 daily flying slots. According to the order, the team comprises senior flight operations inspectors: Capt Vikram Sharma, Capt Kapil Mangalik, Capt VP Singh, Capt Apoorva Agarwal, Capt Swati Loomba and Capt Aman Suhag.

## PMO reviews IndiGo flight disruptions

NITIN KUMAR  
New Delhi, December 10

SENIOR OFFICIALS FROM the DGCA, the Airports Authority of India, and the Ministry of Civil Aviation met with the Prime Minister's Office (PMO) late on Tuesday to discuss IndiGo's recent flight disruptions. The meeting focused on reviewing measures to address passenger complaints related to refunds, missing baggage, and crowd management at airports.

Officials updated the PMO on steps taken so far, including a mandatory 10% schedule cancellation, reinforcing the requirement for

airlines to inform passengers 72 hours in advance, the creation of an investigation team, and an order directing IndiGo to share details and the root cause of the disruptions. The PMO convened the meeting as the country faced an unprecedented cancellation of 5,000 flights over the past 10 days.

Union Parliamentary and Minority Affairs Minister Kiren Rijiju on Tuesday also highlighted Prime Minister Narendra Modi's concern regarding the chaos caused by the mass cancellation of IndiGo flights.

He said the PM stressed that passengers must not face inconvenience.

## Are you helpless? Delhi HC asks Centre

PRESS TRUST OF INDIA  
New Delhi, December 10

THE DELHI HIGH Court on Wednesday questioned the central government for not taking timely action to check the crisis caused by IndiGo flight cancellations and asked why the situation was allowed to precipitate, with lakhs of passengers stranded and other airlines charging hefty fares.

"The question is why, at all, this crisis arose and what have you been doing?" a bench of Chief Justice Devendra Kumar Upadhyaya and Justice Tushar Rao Gedela said and directed the government and the airline to take steps to adequately compensate the affected persons.

The court asked the authorities if they were "helpless" or they could have taken action against IndiGo after it failed to implement Flight Duty Time Limitation (FDTL) rules, including pilot rest rules, by November 1, which they blamed for the crisis.

The high court said that besides the trouble and harassment caused to the stranded passengers, the question is of the losses caused to the country's economy. Raising the issue of surge pricing, the bench also asked how other airlines could take advantage of the crisis situation and charge hefty sums for tickets from the passengers.

The HC directed that by Jan 22, the next date of hearing, if the inquiry initiated by a panel into the disruption is complete, its report should be submitted to the court in a sealed cover.

## 'Board to bring in external experts to probe disruption'

PRESS TRUST OF INDIA  
Mumbai, December 10

INDIGO CHAIRMAN VIKRAM Singh Mehta on Wednesday said that the airline's board will examine every aspect of the recent flight disruptions at the carrier.

In a video message, he also said that the board has decided to involve external technical experts to work with the management and help determine the root causes that led to the disruption.

"On December 3, an unexpected chain of events led to large-scale flight cancellations ... Thousands of our passengers were left stranded ... I know how much distress this has caused. I want to say very simply and very clearly, we are sorry," Mehta said.

Since last week, IndiGo has cancelled thousands of flights nationwide after failing to plan for tighter safety regulations. The cancellations peaked on December 5 and have declined since. The airline on Tuesday said its operations have stabilised and were back to normal levels.

However, nearly 220 flights were cancelled at three major airports, including Delhi and Mumbai, on Wednesday. "We did not meet your expectations during those days. And for that, we are truly, truly sorry," he said. Over the past week, there has

been a lot of criticism, "some fair, some not," Mehta said.

"The fair criticism is that the airline let you down. We owe answers to our customers, to our government, to our shareholders and, equally importantly, to our employees. We assure you that we will examine every aspect of what went wrong and we will learn from it," he said.

The board has decided it will involve external technical experts to work with the management and help determine the root causes and ensure "corrective action" so that this level of disruption never occurs again, he stated.

He, however, said that there are some allegations like IndiGo engineering the crisis and "compromising safety" are "untrue".

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

"The disruptions of last week did not happen because of any deliberate action. They happened because of a combination of internal and unanticipated external events, including minor technical glitches, scheduled changes linked to the start of the winter season, adverse weather conditions," he added.



IndiGo Chairman Vikram Singh Mehta



# Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

11 DECEMBER 2025

## Airbus CEO: Boeing likely to win order race this year

TIM HEPHER  
Paris, December 10

**AIRBUS CEO GUILLAUME** Faury conceded likely defeat in the annual order race against Boeing on Wednesday, saying it was possible Boeing would win for the first time in six years, helped by settlement over U.S. tariff disputes.

Airbus remains ahead of its US rival in deliveries and the pipeline of outstanding orders, Faury told France Inter. Buoyed by strong demand for its 787 long-haul jet, Boeing on Wednesday posted 908 net orders after cancellations between January and November, compared with 700 for Airbus.

"The fact that we have been ahead on orders for five years means our order backlog is much higher than that of our main competitor," Faury told the French radio station.

"But it is true that they have been helped by the American

president as part of tariff negotiations with several countries, where plane orders became part of the resolution of trade disputes."

Analysts say several airlines either placed Boeing orders or timed previously planned order announcements to soothe trade tensions with the United States this year.

Guillaume Faury, CEO, Airbus



particularly in Asia.

US industry officials say the long-haul 787 is selling well regardless of trade matters. Airbus is leading on smaller jets, such as the A321.

Airbus orders have lagged for months, but Faury's comments confirm a probable change in the ranking for new business, while Airbus is expected to retain its title as the world's largest manufacturer through higher deliveries.

Asked about reports of a large pending order from China, Faury said he did not expect an imminent new order for hundreds of jets but spoke of clearances for previous orders. On Wednesday, Airbus said it had secured Chinese agreement to go ahead with the delivery of 120 previously ordered jets.

REUTERS

PIETER ELBERS, CEO, INDIGO

## When a commander lost control

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

YARUQHULLAH KHAN

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

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

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

being on pace to 110 million passengers in 2025.

He also spearheaded IndiGo's expansion into international long-haul markets with temporary leasing agreements, including those with Turkish Airlines and Norse Atlantic Airways.

Then turbulence hit in December 2025. Shakti Lumba, who was IndiGo's head of operations when it first began operating in 2006, alleged in an open letter last week that IndiGo was harbouring a "toxic culture", and that the airline's management fostered fear, overwork and arrogance long before the December 2025 crisis.

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

office of KLM.

During his time as KLM's CEO, the airline hit record passenger numbers in 2019, serving more than 35 million travellers through KLM and its subsidiary Transavia. Operational performance improved, with customer satisfaction

ratings and operating margins rising from 2% to 10%.

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

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

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

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

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

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

NEWS  
POINT



## Surprise check at CSMIA amid 14 IndiGo flight cancellations

MoCA jt secretary Madhu Sudan Shankar says things in control; alerts now six hours prior to all flights

**Dhanya Gajara**

MUMBAI

Mumbai's Chhatrapati Shivaji Maharaj International Airport (CSMIA) recorded a disruption of 2,380 IndiGo flights from December 1-8, affecting more than three lakh passengers. The Ministry of Civil Aviation's (MoCA) joint secretary Madhu Sudan Shankar visited the airport on Tuesday to review the situation.

IndiGo's mismanagement of crew rostering led to one of the biggest aviation chaos in the history of India, affecting lakhs of people across the country's major airports. While Delhi's Indra Gandhi International Airport suffered the worst hit due to the crisis, Mumbai's CSMIA was the second-most affected airport in the country.

According to CSMIA's operator Mumbai International Airport Ltd, IndiGo had scheduled 3,171 flights from December 1-8 but cancelled 905 flights, resulting in 28.53% flights cancelled and stranding 40,789 passengers. The airline also recorded a severe delay of more than 30 minutes on 1,475 flights, resulting in



46.51% of the total flights, affecting over 2.66 lakh passengers.

The worst effect was recorded on sectors connecting Mumbai to Ahmedabad, Delhi, Bangalore, Hyderabad, Chennai, Kolkata, Cochin, Goa and Lucknow as well as Istanbul and Amsterdam, whereas the peak disruption was recorded on December 4-5.

On Tuesday, IndiGo recorded cancellations of 14 flights and delays on 17 flights. Close to 780 pieces of baggage were pending at CSMIA and the airline claimed they will clear 90% of them by Wednesday morning.

Shankar's surprise check on Tuesday morning came

after the ministry instructed senior officials to assess airline operations and ensure passenger service standards are being upheld following nearly a week of massive flight cancellations and delays by the country's largest carrier. The joint secretary met IndiGo's ground staff as well as the airline's passengers at the airport and said that the situation was under control.

Talking to the media, he said, "We discussed with all the stakeholders, especially the airport operators, ATC control managers and other operators. Things are in control. We are giving intimations to the passengers six hours prior so they don't proceed to the airport."

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# Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

10 DECEMBER 2025

## Apple will earn more selling iPhone cover than airlines transporting passenger, says IATA chief

PTI  
BNSCA

Apple will earn more by selling an iPhone cover than the USD 700 profit per passenger that airlines will make next year, IATA chief Willie Walsh said on Tuesday, as he highlighted that industry-level margins remain a pittance.

The International Air Transport Association (IATA), which represents around 300 carriers worldwide, on Tuesday announced the industry's financial outlook



for 2026, wherein the total net profit is projected at USD 41 billion.

"Industry-level margins are still a pittance considering the value that airlines create by connecting people and economies. They stand at the core of a value chain that underpins nearly 4 per cent of the global economy and supports

87 million jobs.

"Yet Apple will earn more selling an iPhone cover than the USD 700 airlines will make transporting the average passenger," Walsh, the Director General of IATA, said. He also mentioned that even within the air transport value chain, airline margins are totally out of balance, particularly when compared to margins of engine and avionics manufacturers and many of our service suppliers.

For 2026, the net profit per passenger transported is

expected to be USD 7.90, unchanged from 2025 and lower than USD 8.50 recorded in 2023.

The global airline industry has been grappling with various headwinds, including supply chain woes, aircraft delivery delays and geopolitical uncertainties.

Fuel efficiency gains are expected to be just 1 per cent as supply chain issues continue to hamper fleet renewal and push the average aircraft age to over 15 years, as per IATA.

**हाईकोर्ट सख्त : उड़ानों के संकट के बीच विमानन कंपनी और केंद्र सरकार को निर्देश**

# ‘यात्रियों को हर्जाना दे इंडिगो’

नई दिल्ली, प्रमुख संवाददाता। दिल्ली उच्च न्यायालय ने विमानन कंपनी इंडिगो और केंद्र सरकार को बुधवार को निर्देश दिया कि वे फंसे हुए यात्रियों को बिना देरी मुआवजा दें। साथ ही कहा कि यात्रियों को मदद और रकम वापसी से जुड़े नियमों का सख्तों से पालन हो। उधर, हवाई संकट के चौथे दिन बुधवार को भी दिल्ली समेत तीन बड़े हवाईअड्डों से 220 उड़ानें रद्द रहीं। मुख्य न्यायाधीश देवेन्द्र कुमार उपाध्याय एवं न्यायमूर्ति तुषार राव वेदेल्ला की पीठ ने कहा कि हमारी मुख्य चिंता यात्रियों के हितों को सुरक्षित रखना और ऐसे संकट को दोबारा होने से रोकना है। सुनवाई के दौरान पीठ ने सरकार से यात्रियों को मदद के लिए एयरपोर्ट पर फिएर गए इंतजामों की जानकारी भी मांगी।

**माँके का फायदा उठाने पर चिंता जताई :** पीठ ने हवाई संकट के दौरान किराए में अचानक बढ़ोतरी पर भी चिंता जताई। पीठ ने मौजूदा निगरानी प्रक्रिया पर संबंधित विभागों को पक्ष रखने को कहा। एडिशनल सॉलिसिटर जनरल (एएसजी) ने पीठ को बताया कि किराये की सीमा एक निवामक कदम के तौर पर शुरू की गई थी। स्थिति बिगड़ने के बाद मंत्रालय ने दखल दे दिया। अदालत ने इन हालात को ‘संकट’ करार देते हुए कहा कि यात्रियों को हुई परेशानी और उल्टीहून के अलावा वह अव्यवस्था को होने वाले नुकसान का भी सवाल है। हम नागर विमानन मंत्रालय और डीजीसीए द्वारा उठाए गए कदमों को सराहना करते हैं, लेकिन हमारी चिंता यात्रियों के हितों को सुरक्षित रखना और ऐसे संकट को दोबारा होने से रोकना है।

पीठ ने कहा कि इंडिगो को चुनौतियाँ कुछ हद तक बदले हुए एफ़डीटीएल



पटना हवाईअड्डे पर बुधवार को उड़ानें प्रभावित होने के कारण यात्रियों को कई घंटे इंतज़ार करना पड़ा। • ए.एस.सी.

**22** जनवरी, 2026 को उच्च न्यायालय में मामले की अगली सुनवाई होगी

**220** उड़ानें देश के तीन बड़े हवाईअड्डे से बुधवार को रद्द रहीं इंडिगो को

## डीजीसीए ने कंपनी के सीईओ को तलब किया

नागरिक उड्डयन मान्यदेशालय (डीजीसीए) ने इंडिगो के सीईओ पीटर एल्बर्स समेत छह अधिकारियों को बुधवार को डीजीसीए कार्यालय में पेश होने को कहा है। निवामक ने कहा है कि बैठक के दौरान वे विमान सेवा सुचारु बनने से जुड़े आंकड़ों, फायरट और क सदन्यों की भर्ती योजना के साथ मौजूदा समय में फ़ायरट और क सदन्यों की संख्या, कितने विमान रद्द हुए और रिफ़िट की स्थिति समेत अन्य जरूरी जानकारी पेश करेंगे।

नियमों को लागू करने में बार-बार मांगी गई मोहलत के कारण थीं। इस पर डीजीसीए ने इंडिगो और एयर इंडिया ने और समय मांगा था।

**आखिरी तारीख के बाद भी नियम लागू नहीं :** सुनवाई के दौरान पीठ ने पाया कि पाकलटी के लिए आराम संबंधी दिशानिर्देश को पिछले चरण में लागू किया जाना था। लेकिन नवंबर, 2024 के लिए तब तारीख के एक वर्ष बाद भी वह लागू नहीं हुआ। पीठ ने पूछा

कि जब एयरलाइंस को स्टाफ की कमी का सामना करना पड़े तो रेगुलेटर क्या कदम उठा सकते हैं। इस पर एएसजी ने बताया कि सरकार को जरूरत पड़ने पर कड़े उपायों पर विचार का अधिकार है।

**डीजीसीए बोला - कीमतें स्थिर:** डीजीसीए ने पीठ को बताया कि हवाई किराये में बढ़ोतरी स्थिर हो गई है। कीमतों में निष्पक्षता सुनिश्चित करने के लिए कदम उठाए जा रहे हैं। पीठ ने यह भी कहा, जर्नीट यात्रियों का विचारणीय

नहीं थी। लेकिन यात्रियों को होने वाली दिक्कतों को देखते हुए सुनवाई की।

**...तो सीलबंद रिपोर्ट सौंपें:** इंडिगो को ओर से अधिवक्ता संदीप सेठी ने कहा कि एयरलाइन के 19 साल के इतिहास में पहली बार ऐसी स्थिति पैदा हुई है। पीठ ने इस बात पर ज़ोर दिया कि उन यात्रियों को राहत दी जाए जिन्हें लंबे समय तक दिक्कतों का सामना करना पड़ा। इंडिगो ने कहा, कई अनजाने कारणों से मुश्किलें आईं। पीठ ने कहा,

## कोर्ट की सख्त टिप्पणी

1. अखिर ऐसी स्थिति क्यों उत्पन्न हुई जिसके कारण इंडिगो की कई उड़ान रद्द करनी पड़ी
2. हालात का फायदा उठाकर अन्य कंपनियों को ममाना किराया कैसे वसूलने दिया गया
3. किराए में अभूतपूर्व बढ़ोतरी को पहले निवामित क्यों नहीं किया
4. स्थिति जल्द सभ्य हो और सभी कंपनियों पर्याप्त फ़ायदों की निवामित सुनिश्चित करे

## संचालन की हर दिन बारीकी से जांच होगी

इंडिगो संकट को लेकर डीजीसीए ने कंपनी की हर गतिविधि पर नज़र रखने का फैसला किया है। डीजीसीए ने इसके लिए दो टीम बनाई है। पहली आठ सदन्यों की टीम होगी, जिसके दो सदस्य रोज मुक़ाबल सख्त मुख्यालय में तैनात रहेंगे। टीम देखेगी कि वेड़े में कितने विमान हैं और कितने फ़ायरट उपलब्ध हैं। प्रति दिन कितनी उड़ानें और क उल्लस हैं। कितनी उड़ानें प्रभावित हुईं। दूसरी टीम में दो रिफ़िट अधिकारी होंगे जो यात्रियों से जुड़े मुद्दों की निगरानी करेंगे। **POS**

इसकी जांच पहले से जारी जांच प्रक्रिया के ज़रिए होगी। यदि जांच कमेटी अगली सुनवाई से पहले काम पूरा कर लेती है, तो सीलबंद रिपोर्ट सौंपी जाए।

**स्पाइसजेट उड़ानें बहाएगी:** इंडिगो की उड़ानों में कटौती के बाद स्पाइसजेट ने कहा है कि सर्दियों में मांग पूरा करने के लिए सौ अतिरिक्त विमानों का संचालन करने की योजना है। डीजीसीए से मंजूरी का इंतज़ार है।

**> 1000 करोड़ का नुकसान POS**



# Corporate Communications Directorate

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HINDUSTAN

DELHI

11 DECEMBER 2025

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## डीजीसीए को नया शेड्यूल दिया

मुंबई/नई दिल्ली। नागरिक उड्डयन मंत्रालय द्वारा इंडिगो विमानों की उड़ानों में 10 फीसदी कटौती के निर्देश के बाद कंपनी ने डीजीसीए को उड़ान का नया शेड्यूल भेजा है। कंपनी ने नए शेड्यूल में मंत्रालय को भविष्य की उड़ानों से जुड़ी जानकारी दी है। मालूम हो डीजीसीए ने मंगलवार को इंडिगो को निर्देश दिया था कि वो नया शेड्यूल शाम पांच बजे तक सौंपे। कंपनी ने पूरा ज़बोरा दिया है।

होटल, रेस्तरां, बैंक्वेट हॉल, रिजॉर्ट की बुकिंग निरस्त होने से बाजार के कारोबार पर पड़ा असर, व्यापारी भी राजधानी नहीं आ पाए

# दिल्ली में इंडिगो संकट से 1000 करोड़ का नुकसान: सीटीआई



नई दिल्ली, चरिष्ठ संवाददाता। इंडिगो की उड़ानें निरस्त होने से दिल्ली के सिर्फ होटल-रेस्तरां ही प्रभावित नहीं हुए, बल्कि व्यापार और पर्यटन सेक्टर को भी बहुत झटका लगा है। व्यापारिक संगठन चैंबर ऑफ ट्रेड एंड इंडस्ट्री (सीटीआई) का कहना है कि इंडिगो संकट की वजह से दिल्ली के विभिन्न सेक्टरों को तत्कालीन 1000 करोड़ का नुकसान हुआ है।

सीटीआई के चेयरमैन वृंदेश गोपल का कहना है कि रोजाना दिल्ली एयरपोर्ट से 1.5 लाख से ज्यादा लोग यात्रा करते हैं। इनमें से लगभग 50,000 व्यापारी और उद्यमी होते हैं। इंडिगो की उड़ानें रद्द होने के कारण अन्य राज्यों से दिल्ली में आने वाले कारोबारियों की संख्या में कमी आई है और इसका असर व्यापार पर पड़ा है। उन्होंने कहा कि दिल्ली के विभिन्न बाजारों के दुकानदारों से मिले फीडबैक के आधार पर अनुमान है कि बीते 10 दिनों में दिल्ली के बाजारों में कारोबार 25 फीसदी कम हुआ है।

**पर्यटन उद्योग को नुकसान :** मनेज ट्रेवल्स के डायरेक्टर मनोज खडिलवाल ने बताया कि दिल्ली में यह मौसम पर्यटन का होना है। इंडिगो के लागा घटनाक्रम के कारण ब्रिजमस, न्यू ईयर को लेकर हुई बुकिंग पर भी इसका असर पड़ने लगा है। पर्यटकों के होटल, पर्यटन स्थलों पर घूमने के लिए टूरिस्ट वाहन, गाइड, रेस्तरां की बुकिंग के लिए लोग सामने नहीं आ रहे हैं।



विमान परिचालन सामान्य होने के बाद बुधवार को बंगलुरु के कैपेगौड़ा अंतरराष्ट्रीय एयरपोर्ट पर इंडिगो का विमान लैंडिंग के लिए उतरता हुआ। • एजेटी

## ट्रेन से 36 घंटे सफर किया

इंडिगो संकट के कारण यात्रियों को भारी आर्थिक नुकसान हुआ है। सौराष्ट्र मूसीब ने एक्स पर लिखा कि मेरी पत्नी को शही में शामिल होने के लिए गांव जाना था। संकट के कारण पत्नी ने टिकट रद्द कर दी और ट्रेन से 36 घंटे का सफर किया। पत्नी के टिकट को कंपनी ने खुद रद्द कर दिया।

## विमान परिचालन में कमी

आईजीआई पर इंडिगो की पूर्व निर्धारित 68 उड़ानें बुधवार को रद्द कर दी गईं और 69 आने वाले विमान भी यहां नहीं पहुंचे। एक अधिकारी ने बताया कि यह एक सप्ताह पूर्व की गई विमान परिचालन कटौती का हिस्सा है, जिसकी पूर्व सूचना दी जा चुकी है। इसमें बुधवार का शुरुआत उड़ानें नहीं हैं।

## आईजीआई पर इंडिगो का परिचालन सामान्य

इंदिरा गांधी अंतरराष्ट्रीय हवाई अड्डा (आईजीआई) पर बुधवार को इंडिगो का परिचालन सामान्य हो गया। सिर्फ एक उड़ान रद्द हुई। बीते कुछ दिनों से उड़ान संचालन में जारी चुनौतियों के बीच इंडिगो ने सामान्य स्थिति बहाल करने के लिए कई कदम उठाए हैं। बुधवार को आईजीआई पर किसी तरह की भीड़ या अफरातफरी नहीं देखी गई।

## राज्यों का हाल

### बिहार: दस उड़ानें रद्द

घटना। लगातार नौ दिनों से घटना आने-जाने वाली दस उड़ानें रद्द रही। यात्रियों को इसकी सूचना उपलब्ध होने के कारण अफरातफरी कम रही।

### उत्तराखंड: ट्रेन का सहारा

देहरादून। एयरपोर्ट पर यात्रियों की मुश्किलें थम नहीं रही हैं। खासि बस, टैक्सी और ट्रेनों का सहारा ले रहे हैं।

### यूपी: भ्रम की स्थिति रही

लखनऊ। लखनऊ से कुल 6 फ्लाइटें निरस्त रही। वहीं अन्य शहरों में विमानों को लेकर भ्रम की स्थिति रही।

## सोशल मीडिया से

### यात्रियों ने एक्स पर बयां की अपनी परेशानी

इंडिगो की उड़ानों में दस फीसदी की कटौती के कारण यात्रियों को अभी परेशानी का सामना करना पड़ रहा है। कई लोगों के टिकट रद्द हो रहे हैं।

इंडिगो संकट के कारण जो परेशानी हुई उसके लिए इंडिगो के सीईओ, निदेशक, हेड ऑफ ऑपरेशन्स को जवाबदेह बनाया जाना चाहिए। - श्रीनाथ राव

इंडिगो पर सरकारी सख्ती बहुत जरूरी है। संकट के दिनों में विमानों के देरी के कारण यात्रियों को हुए नुकसान का मुआवजा भी इंडिगो से दिलवाना चाहिए। - अमिषा त्रिपाठी

संकट के बीच इंडिगो उड़ानों को रद्द करने के फैसले से यात्रियों की मुश्किल और बढ़ सकती है। ऐसे में यात्रियों की सुविधाओं का पूरा ध्यान रखा जाना चाहिए। - दिव्या टंडन

उड़ानों में कटौती कंपनी को करारा जवाब है, लेकिन कंपनी की लापरवाही के चलते लोग अपनी शादी में नहीं पहुंच पाए। कंपनी को मुआवजा देना चाहिए। - राधाकृष्णन नायक

उड़ानों में कटौती के कारण मेरा टिकट रद्द कर दिया गया। अब मुझे उससे ज्यादा कीमत देकर टिकट खरीदनी पड़ी है। इसके लिए जवाबदेह कौन होगा। - समीर झेलिया

कंपनी पर भारी जुर्माना लगाना चाहिए। कंपनी के सीईओ को नौकरी से निकालने के साथ भारत में उन्हें सेवा का अधिकार नहीं दिया जाना चाहिए। ये संकट कड़ा जवाब देने का मौका है। - ईश्वर अय्यर

# विमानों के संचालन की सधन जांच होगी

नई दिल्ली, विशेष संवाददाता। इंडिगो संकट को लेकर डीजीसीए ने कंपनी को हर गतिविधि पर नजर रखने का फैसला किया है।

डीजीसीए ने इसके लिए दो टीमों का गठन किया है। पहली आठ सदस्यों की एक विशेष ओवरसाइट टीम बनाई गई है। जबकि दूसरी टीम में दो चरिष्ठ अधिकारी रखे गए हैं। आठ सदस्यीय टीम के दो सदस्य रोज कंपनी के मुख्यालय स्थित इंडिगो के एम्मार कैम्पल मुख्यालय में तैनात रहेंगे।

डीजीसीए के आदेश के अनुसार टीम हर दिन संचालन की चारोंकी से जांच करेगी। दोनों टीमों रोज शाम 6 बजे

- 8 सदस्यीय टीम में चरिष्ठ फायलट को शामिल किया गया
- 2 सदस्यीय दूसरी टीम यात्री सुविधाओं पर पैनी नजर रखेगी

अपनी विस्तृत रिपोर्ट डीजीसीए को सौंपेगी। आदेश में कहा है कि इंडिगो एयरलाइंस के सीईओ पीटर एल्बर्स और सीओओ इंसिदे पोरम्बेरास यह सुनिश्चित करें कि टीम को सभी जरूरी जानकारी समझ से मिले और नियमों का पालन किया जाए। आठ सदस्य वाली

टीम में चरिष्ठ पायलटों को शामिल किया गया है। टीम में से दो अधिकारी रोज इंडिगो के मुख्यालय स्थित कॉर्पोरेट एयरपोर्ट में तैनात रहेंगे। यह टीम यह भी देखेगी कि कुल बेड़े में कितने विमान चाल रहे हैं। औसत उड़ान दूरी और कुल किलोने पायलट उपलब्ध हैं।

**यात्रियों से जुड़े मामलों की करेंगे निगरानी :** डीजीसीए ने दूसरी टीम में शामिल ऐश्वर सिंह शिंदे डायरेक्टर और सीनियर स्टैंडिस्टकल ऑफिसर मणि भूषण को भी इंडिगो एयरपोर्ट में तैनात करने का आदेश दिया है। यह अधिकारी यात्रियों से जुड़े मुद्दों को निगरानी करेंगे और निर्देश देंगे।

# इंडिगो संकट से क्या हम सबक सीखेंगे



श्रीनाथ श्रीधरन | लेखक व स्तंभकार

**इंडिगो प्रकरण सबक देता है कि हवाई अड्डों, बंदरगाहों और एक्सप्रेस-वे जैसी सेवाओं का संचालन करने वाले नियामकों को अतिरिक्त सतर्कता से इनको संचालित करना चाहिए।**



कर्मचारी को दिखाता है। इंडिगो के तंत्र ने विमान परिचालन के बारे में जो वस्तुस्थिति बताई, वह हवाई अड्डा प्राधिकरण के आंकड़ों से सर्वथा भिन्न थी।

बात-बत की सूरचना देने के इस अल्पाधुनिक जमाने में सूरचनाओं में ईमानदारी बहुत जरूरी होती है। बोर्ड अगर इसे सिर्फ एक ब्रांडिंग डिटेल् मानता है, तो वह इसकी अर्धव्यवस्था और प्रतिष्ठा पर पड़ने वाले असर से नावाकफ है। एयरलाइन की इन गहरी खासियों का सबसे बड़ा नुकसान समूह की अग्रिम पंक्ति में तैनात कर्मचारियों को उठाना पड़ा। ये कर्मचारी उन फैसलों और नाकामियों के लिए जिम्मेदार ठहराए जाने लगे, जो उन्होंने नहीं लिए या जिनको उन्होंने डिग्राइन ही नहीं किया था। बोर्ड इसलिए होते हैं कि बड़ी समस्याओं को वे ऊपर ही निपटा दें। माना जा रहा है कि इस पूरी घटना पर नजर रखने वाले बड़े निवेशक और विश्लेषक प्रबंधकों से बहुत सारे सख्त सवाल पूछेंगे, लेकिन ये ऐसे सवाल हैं, जो बोर्ड को खुद ही बहुत पहले पूछने चाहिए थे।

क्या बदले हुए ड्यूटी-टाइम नियमों से पहले 'नॉमिनेशन ऐंड रेफुनेशन कमेटी' ने कंपनी के

कार्यबल की समीक्षा की थी? क्या इस कार्यबल को बोर्ड के सामने उपलब्ध मानव संसाधन के बजाय परिचालन संबंधित जोखिम के तौर पर पेश किया गया

था? क्या बोर्ड के स्तर से परिचालन को प्रभावित करने वाले प्रक्रियागत सॉफ्टवेयर की जांच की गई थी? किसी नाकाम स्थिति या अति ज्वलंत परिस्थितियों को झेलने में ग्राहक सूचना प्रणाली के सक्षम होने की क्या जांच की गई थी? और क्या बोर्ड ने विमानों में बदौतरी की तरह ही व्यावसायिक निरंतरता का भी उसी गंभीरता से मूल्यांकन किया? या क्या जोखिम को इस सोच के आधार पर अनौपचारिक तरीके से नजरअंदाज कर दिया गया था कि प्रमोटर का असर, नियामक रतिविधि और राजनीतिक वरदहस्त विमानन कंपनी को आसानी से चलाता रहेगा?

भारत में कॉर्पोरेट जांच-पड़ताल अक्सर सीईओ के ऑफिस तक सीमित रहती है। ऐसी ढांचगत प्रणाली में प्रबंधन के पास शायद ही आत्म रणनीतिक शक्ति होती है, स्वतंत्र निदेशकों की तो बात कैसे हो कम सुनी जाती है। बोर्ड सक्रिय तो हो सकते हैं, लेकिन जोखिम कम करने की योजना बनाने, परिचालन संबंधी

रतिविधियों पर सवाल उठाने और सत्ता के अति-केंद्रीकरण को रोकने में उनकी भूमिका सीमित होती है। पुराने और सक्रिय बानारों में इस तरह की नाकामियों की जांच आम तौर पर बोर्ड स्तर पर लगातार होती रहती है, लेकिन भारत में एक बार व्यवस्था सुधरी नहीं कि ध्यान भटक जाता है। इसके प्रभाव बुरे पड़ते हैं। यानि खाधाओं से संस्थागत सबक लेने के बजाय उसे एक घटना भर मान लिया जाता है और प्रशासनिक कमजोरियां जिस की तस बनी रह जाती हैं।

क्षेत्रगत एकाग्रता से जिम्मेदारी बढ़ती है। किसी भी महत्वपूर्ण क्षेत्र में अधिक बानार हिस्सेदारी रखने वाले व्यवसाय को एक सामान्य कंपनी से भिन्न भूमिका निभानी चाहिए। निरंतरता, पारदर्शिता और जोखिम नियंत्रण उसकी सार्वजनिक जिम्मेदारी होती है। इंडिगो में जो हुआ, उसके व्यवस्थित परिणाम समझे आने चाहिए। बोर्ड को चाहिए कि वह जिस गंभीरता से विकास पर ध्यान केंद्रित करता है, उसी गंभीरता से व्यवस्था को पुनः पटरी पर लाने के बारे में भी आकलन करे, केवल माफ़ी मांगना काफी नहीं है।

एयरलाइन के बोर्ड नियमित रूप से ईंधन की कीमतों में उतार-चढ़ाव, डॉलर के घटने-बढ़ने से उत्पन्न विदेशी मुद्रा भंडार की चुनौतियों और रखरखाव पर नजर रखते हैं। बोर्ड के ज्यादा सक्रिय निदेशक तो विमान के पुर्जों और इंजन की आपूर्ति भूखल, परिचालन प्रणाली में साइबर सुरक्षा की कमजोरियों

और आउटसोर्स की सेवाओं में निर्भरता पर पैनी नजर रखने की जरूरत रेखांकित करते हैं। ठीक इसी तरह मौसम की अस्थिरता, हवाई क्षेत्र पर प्रतिबंध, भू-राजनीतिक उथल-पुथल, हवाई अड्डों की क्षमता संबंधी बाधाओं और नियमों में बदलाव को भी शीर्ष स्तर के जोखिमों के रूप में मानना चाहिए।

निस्संदेह, नियामकों की भी कुछ जिम्मेदारियां होती हैं। विमानन विनियमन लंबे समय से विमान सुरक्षा और मूल्य प्रतिस्पर्धा पर केंद्रित रहा है। ऐसा लगता है कि इसमें संगठनात्मक मजबूती को शामिल नहीं किया गया है। इंडिगो प्रकरण एक सबक देता है कि हवाई अड्डों, बंदरगाहों और एक्सप्रेस-वे जैसी सार्वजनिक सेवाओं का संचालन करने वाले नियामकों को पूरी सतर्कता से संचालित किया जाना चाहिए। उनका प्रबंधन कितना कुशल है, यह केवल शेषभारकों के लिए नहीं, बल्कि अन्य लोगों के लिए भी काफी मायने रखता है।

(ये लेखक के अपने विचार हैं)

**ब**ड़ी कंपनियां सिर्फ मुनाफे के लिए ही नहीं, बल्कि कारोबार को निरंतर जारी रखने के लिए भी चलाई जाती हैं। ऐसे में, जब राष्ट्रीय वायुमार्ग पर दबदबा रखने वाली कोई विमानन कंपनी सिस्टम में खराबी का शिकार बनती है, तो उसके परिचालन संबंधी पहलुओं से आगे जाकर भी सवाल पूछे जाने चाहिए, खासकर बोर्ड की जवाबदेही को लेकर प्रश्न पूछे ही जाने चाहिए।

यह सच है कि बोर्ड किसी कारोबार के दिन-प्रतिदिन के क्रिया-कलाप में हस्तक्षेप नहीं करते, लेकिन इंडिगो के मामले में बोर्ड की भूमिका जांच से परे नहीं है। विमानन कंपनियों को नए सुरक्षा नियमों के बारे में काफी पहले बता दिया गया था। कुशल कर्मचारियों की कमी का असर साफ था। सॉफ्टवेयर में बदलाव भी पहले से तय थे। शादी के मौसम की गहमागहमी का अंदाजा भी लगाया जा सकता था। ये कोई अचानक आ गई चुनौतियां नहीं थीं, बल्कि परिचित दबाव थे, जो हर बार इसी समय आते ही हैं। बोर्ड ऐसे चुनौतियों को देखने और उनसे निपटने लिए ही होते हैं। उनका काम सिर्फ कमाई या विस्तार योजना की समीक्षा करना भी नहीं है। उनका काम यह देखना भी है कि क्या कंपनी प्रबंधन ने परिचालन संबंधी योग्यता और संकट के समय तैयार रहने के लिए अतिरिक्त क्षमता तैयार की है या नहीं?

इंडिगो का ताजा संकट कई धुनियादी सवाल खड़े करता है। क्या स्टाफ के बारे में जांच तब की गई, जब यह साफ हो गया कि सुरक्षा के नियम कड़े होंगे? क्या बड़े पैमाने पर प्रौद्योगिकी को शामिल करने से पहले अचानक बढ़ने वाले उपरोक्त दबावों का आकलन किया गया था? क्या संचार प्रणाली पर पड़ने वाले दबाव पर गौर किया गया था? क्या कंपनी के डिप्लोमेट को परिचालन में होने वाली दिक्कतों के संकेत लगातार मिले थे? अगर मिले, तो क्या उन्होंने प्रबंधन को आपात मोड में डाला?

उड़ानों के बाधित होने के सबसे बुरे दौर में यात्रियों के साथ एयरलाइन का बुरा व्यवहार निगरानी की



# Corporate Communications Directorate

THE HINDU

CHENNAI

10 DECEMBER 2025

## IndiGo trims schedule, to cut 400-500 flights a day

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 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



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

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.

The planned cut of 400 to 500 flights by IndiGo will shrink passenger options during peak season and spike airfares, with competitors lacking spare aircraft to fill the void.

The last available monthly figures on the Directorate General of Civil Aviation (DGCA) website for October show that IndiGo ferried 91.96 lakh pas-

sengers or 65% of the total 1.4 crore fliers. Extrapolated to daily figures, this works out to 2.96 lakh passengers per day in a month that witnessed a festive rush due to Dasara and Deepavali.

Back-of-the-envelope calculations – assuming a seat capacity of 180 per A320 aircraft, of which 90% were possibly sold – indicate that reducing daily flights from 400 to 500 would affect 65,000 to 81,000 daily passengers, who had probably booked their seats weeks in advance.

"In the middle of the high season for travel, just before the Christmas-New Year break, it is unfortunate that we have a situation where there will be a capacity shortfall on de-

mand, resulting in a further increase in airfares," Alok Bajpai, founder and chief executive officer of travel booking portal ixigo, told *The Hindu*.

He said other airlines would not find it easy to bridge the shortfall quickly. "We are already seeing signs of passengers switching back to train and bus as modes of travel, given how high the domestic airfares are getting," he added.

As the dominant player, IndiGo is the sole operator on 20 to 25 of the nearly 96 domestic destinations it serves. These include Allahabad, Kanpur, Bareilly, and Purnea, where travellers will have no alternative but to book a train ticket or travel by bus, industry insiders explained.

In its order directing the airline to cut flights by 10%, the DGCA has mandated reductions on high-frequency routes and those where IndiGo is the sole operator to boost competition and passenger choice. But rival airlines such as Air India Group, Akasa, and SpiceJet are themselves facing aircraft shortages due to post-COVID supply chain delays, making it unprofitable to shift capacity from trunk routes to smaller

destinations during peak season. Booking close to the departure date is becoming more expensive despite government-imposed fare caps, ranging from ₹7,500 for a 500-km flight to ₹18,000 for distances over 1,500 km, as shrinking availability drives up fares 15 days before travel.

### Inadequate norms

While IndiGo will refund cancelled tickets, taxes and fees paid to the Central Industrial Security Force and airports remain non-refundable. Indian compensation norms are woefully inadequate and don't cover additional costs incurred for new tickets at higher prices and hotel stays. Nor do they account for the hardship caused to passengers.

Under the European Union (EU) Regulation 261, in cases of denied boarding, delays of over three hours, and cancellations, passengers are entitled to automatic compensation of €250 to €600 (₹26,000 to ₹62,400). The amount depends on the flight distance and the delay. For delayed, damaged, or missing baggage, the compensation is €1,300 or ₹1,35,000.

## In crackdown, DGCA to deploy 9 officials at IndiGo headquarters in Gurugram

**Jagriti Chandra**  
NEW DELHI

Launching a crackdown on IndiGo, the Directorate General of Civil Aviation said on Wednesday that it will deploy nine senior officials to the airline's headquarters in Gurugram, Haryana, to monitor its fleet, pilot roster, network planning, and crew utilisation.

The aviation regulator has also summoned IndiGo chief executive officer (CEO) Pieter Elbers for a meeting on Thursday to explain the massive flight disruptions that have plagued India's largest airline since early December after it failed to plan for new rules that reduced night-time flying by pilots and increased their rest periods.

Mr. Elbers is likely to be quizzed on efforts to restore flights, pilot and cabin crew recruitment plans,



**Travel chaos:** Luggage piled up at the Indira Gandhi International Airport in New Delhi on Monday. SHASHI SHEKHAR KASHYAP

refunds, and baggage return, among other passenger-centric concerns.

Two of the nine DGCA officials will monitor the status of refunds and compensation issued by the airline to passengers as well as flight delays and cancellations. The airline has not yet made any numbers public regarding the compensation amount. The DGCA's rules mandate ₹10,000 in compensation for cancella-

tions when the flying time is two hours, and ₹20,000 for delayed, missing, and damaged baggage.

They will also carry out inspections at airports within the next two or three days and prepare a comprehensive report on the status of flight operations and the airline's handling of passengers.

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### DGCA to deploy officials at IndiGo headquarters

Wednesday's decision follows a meeting held by the Prime Minister's Office with officials from the Civil Aviation Ministry, the DGCA, and the Airports Authority of India (AAI) to review the redress of passenger complaints related to refunds, missing baggage, and crowd management at airports due to the massive flight disruptions at IndiGo. IndiGo has so far released a total of ₹1,158 crore in refunds, the airline told the government.

The government has also formed a four-member panel to carry out an inquiry into the disruption and the DGCA has issued notices to the airline's CEO and chief operating officer Isidre Porqueras.

In response to criticism on social media on the board's role in maintaining oversight, the airline on Wednesday released a video message from the chairman of its board, Vikram Singh Mehta. He rubbished allegations that the airline "engineered" the operational disruption and that there were attempts to bypass the rules governing pilot rest and duty times.

# Delhi HC directs IndiGo to compensate passengers

Court cites DGCA rules on flight delays and cancellations; it raised concerns over the steep rise in airfares during disruptions; Centre told the court that it had intervened by imposing a fare cap

**Soibam Rocky Singh**  
NEW DELHI

**T**he Delhi High Court on Wednesday told IndiGo to take steps for payment of compensation to passengers left stranded after the large-scale flight disruptions, while also questioning how airfares on other carriers surged to unprecedented levels during the crisis.

On the issue of compensation for passengers, a Bench of Chief Justice Devendra Kumar Upadhyaya and Justice Tushar Rao Geda referred to a circular dated August 6, 2010, issued by the Directorate General of Civil Aviation (DGCA) dealing with facilities and compensation in cases of denied boarding, cancellations and delays.

The court ordered that the provision "for payment of compensation will be strictly adhered to by Respondent 3 (IndiGo) and shall be ensured by the Ministry of Civil Aviation and DGCA".



**Stern warning:** The court says that IndiGo must take into account the agony of passengers who faced flight cancellations. AFP

"In addition to the presence of the circular, if there are any other measures available for payment of damages, in such situation, the same shall also be ensured by authorities," the court said.

"Please start making the payment of compensation. It is not only in respect of the cancellation, but also because of the other suffering," the court added. When IndiGo submitted that the incident had "dented" the reputation it had built over many years,

the court responded that such submissions had no legal basis. "That we don't know... We will pass an order directing you to make compensation," it said.

"...What about the agony passengers had to endure as they stood stranded, facing what they described as a hostile staff," the court asked, while clarifying that it had not passed any order yet but underscored that compensation is payable under the 2010 circular and should be followed by the

airline. The Bench also expressed concern over the sharp rise in ticket prices on other airlines at the height of the disruptions. "Air tickets that were available for ₹4,000-₹5,000 went up to ₹25,000-₹30,000... How could the fare go to ₹39,000-₹40,000? How can it happen," the court asked.

Additional Solicitor-General Chetan Sharma, representing the Centre, informed the court that it had intervened for the first time by issuing fare caps.

However, the court also questioned how such a crisis was allowed to escalate to the point of leaving "lakhs of passengers unattended" at airports. "Such situation is not confined to inconvenience to passengers but also affects the economy of the country as in the present day, fast movement of passengers is an important aspect to keep economy functioning," the Bench remarked.

The matter has been listed for further hearing on January 22, 2026.

# Corporate Communications Directorate

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## HC raps Centre, DGCA for not acting promptly in IndiGo crisis

Shweta Kulkarni

**NEW DELHI:** The Delhi High Court on Wednesday criticised the Centre and the Directorate General of Civil Aviation (DGCA) for not acting promptly against IndiGo over its failure to deploy sufficient resources to meet the new flight duty time limit (FDTL) norms, leading to operational disruptions that left several passengers stranded at airports nationwide.

A bench of chief justice DR Jindal and justice Indira Banerjee issued the judgment while dealing with petitions filed by two airlines — Air India and United Airlines — seeking a judicial inquiry into the mass cancellation of flights, and the compensation and ground support for the stranded passengers.

Describing the situation as a crisis, the bench remarked that the government took action only after the situation turned into a crisis. It said that large-scale cancellations not only resulted in causing inconvenience to the passengers but also affected the country's economy. The bench also noted that the government is an important aspect to ensure its events functioning.

"It's quite a crisis. Are you helped? The question is whether such a situation is preventable? Who is responsible? Who has been held responsible on the part of the government or the DGCA which permitted this situation to persist? The situation is what it is, but instead of containing the situation in the first place, the government is working hours of disruption. It was with an objective. Why did you not ensure that a suspension of flights didn't take place?" the bench asked the Centre.

This was after the Centre said the DGCA issued an additional order to ground support and flight crew. The bench also noted that the situation had arisen after the airline's failure to arrange adequate manpower, despite the warnings given to comply with the FDTL norms.

Sharma explained that the FDTL norms, which were first introduced in January 2024, were implemented in two phases from July 1 and November 1. He said that while all the other airlines adopted management to comply with the norms, IndiGo, despite its assistance to the DGCA, failed to do so.

The law officer said that following the disruptions, the DGCA granted a one-time compromise from one-fifth to one-third of the FDTL norms, but the situation could be resolved after only 10 days. He said that such a decision was taken to ensure continuity of operations in the absence of passengers. He added that the Centre



but also issued directions even during action to automatically issue full refunds in case of cancellations, provide level accommodation to the stranded passengers and give lounge access to the pilots.

In terms of the action taken in the situation, AIR Sharma said that the DGCA has constituted a committee for review and assessment of the situation leading to disruptions and an inquiry into the matter.

IndiGo's counsel, however, said that the airline's operations were not disrupted as a result of the FDTL norms. He further stressed the point that the airline had already issued refunds amounting to ₹1,000 crore.

"Even if they failed to do so, the airline is not responsible for the situation. Why did the situation arise? What have you been doing? The law officer said that the airline did not ensure that the crisis does not persist? Instead of taking any other action, you extended the time period."

In addition, "We appreciate the steps taken by the Ministry of Civil Aviation and the Director General of Civil Aviation, however, whether there is such a situation was allowed to persist, leaving with passengers stranded at airports, such a situation is not only a matter of causing inconvenience to the passengers but also into the economy of the country, as in the present days, but involvement of the passengers to an important aspect to ensure its events functioning."

The court, during the hearing, also questioned the Centre for allegedly cancelling the flight

### Chaos settles at Delhi's IGI airport

Gargi Shukla

NEW DELHI:

Following days of disruptions caused by IndiGo's operations, the chaos settled at Delhi's Indira Gandhi International (IGI) Airport on Wednesday, with the airline's operations gradually returning to normalcy and flight cancellations decreasing significantly.

On Wednesday, the airline cancelled 62 departures and 61 arrivals at IGI airport. The number is only for handling one customer but in the past few days we were around 100 people lined up to help passengers and were really angry," an IndiGo employee, speaking on condition of anonymity, said. "Now, it's clear and we are able to help our passengers."

One of the reasons for the chaos was the airline's failure to comply with the FDTL norms. The airline's operations were not disrupted as a result of the FDTL norms. He further stressed the point that the airline had already issued refunds amounting to ₹1,000 crore.

The bench also noted that the government is an important aspect to ensure its events functioning. The bench also noted that the government is an important aspect to ensure its events functioning.

The court, during the hearing, also questioned the Centre for allegedly cancelling the flight

## Govt probing IndiGo's stable int'l ops amid domestic meltdown

Neha (AI T) Gupta

NEW DELHI:

The government is examining how IndiGo's international operations remained relatively unaffected even as its domestic network collapsed in the first week of December as the airline failed to comply with new crew rostering rules aimed at reducing pilot fatigue and improving safety efficiency across its routes.

Between December 1 and 5, IndiGo cancelled 4,290 domestic flights, while it managed only 14 international flights, downed data submitted by the airline to the government, which HT has reviewed.

On December 6, two days after the scale of the problem became apparent, IndiGo cancelled 50 domestic flights but only 14 international arrivals. At the peak of the disruptions on December 5, the airline cancelled 1,100 domestic flights, about 75% of its domestic schedule. The same day, only 25 international flights — 2% of the overseas schedule — were cancelled, the data showed.

IndiGo, on average, was able to operate around 1,100 domestic flights and 300 international flights daily between December 1 and 5, according to the data. "We are investigating closely how the airline managed to have the least impact on its international flights when their entire network was severely disrupted," one of the officials said.

IndiGo, the country's largest airline, is being increasingly criticised over the ongoing disruptions that left thousands of passengers stranded at airports across the country.

The examination of the domestic international operations in cancellations across airports has shown that the airline deliberately allowed the chaos to play out, hoping that this would force the civil aviation ministry to relax the new norms that were fully implemented from November 1.

The civil aviation regulator did not issue any of the Flight Duty Time Limitation (FDTL) rules, including those on night flights by pilots, on December 5 but the cancellations and delays continued over the weekend.

The government's Parliament showed how far the airline had strayed by itself from

### THE GOVERNMENT IS EXAMINING WHETHER CREW ROSTERING OR COMMERCIAL CONSIDERATIONS CONTRIBUTED TO THE IMBALANCE

operations structure — IndiGo's pilot strength saw a 7% reduction between March and December even as the airline was scheduled to fly 7% more flights in the winter season compared to the summer schedule.

Officials said the government is examining whether rostering, crew deployment, training, fatigue or commercial considerations contributed to the imbalance. "The consistency of international operations during a period of widespread domestic disruption is an important aspect of the review," a source official said.

After passengers reported long delays, late arrivals, cancellations and limited compensation across airports in the past week, the government issued a directive to review the airline, as well as how it managed 20% of the airline's flights scheduled for the winter season.

IndiGo is yet to give a detailed explanation to the show-cause notice. But in an initial response, the airline said the cancellations were caused by a "compounding effect of multiple factors", including crew unavailability, some technical glitches, which changed rapidly in the month of the winter season, adverse weather conditions, increased competition in the aviation sector, and the implementation of revised FDTL norms.

Over the weekend, the airline continued to operate a substantial share of its international flights even as domestic cancellations remained high, the data submitted by the airline showed. On December 5, IndiGo cancelled 260 domestic flights compared to just 5 international ones. The next day, 650 domestic flights were cancelled, while no international arrivals were allowed.

International cancellations remained minimal on Monday with four, and none on Tuesday. The airline cancelled 200 domestic flights on Monday and 57 on Tuesday, according to data submitted by IndiGo to the government.



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THE HINDUSTAN TIMES

DELHI

11 DECEMBER 2025

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## Flights to be added by SpiceJet to meet winter demand

**100** Domestic carrier SpiceJet said that it is planning to introduce up to 100 additional daily flights during the winter schedule. The statement came a day after the government announced a 10% cut in IndiGo's winter schedule. ❏

COMPILED BY THE HINDU DATA TEAM



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HINDUSTAN TIMES

PATNA

10 DECEMBER 2025

## 22 INDIGO FLIGHTS FROM AND TO PATNA CANCELLED

**HT Correspondent**

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

**PATNA:** As many as 11 pairs of flights of IndiGo operating to and from Patna were cancelled among over 400 across the country, on Tuesday, the eighth consecutive day of the airline's operational chaos, said airport officials.

Earlier in the day, the DGCA directed the airline to cut its operations by 5 per cent, which the aviation ministry increased to 10 per cent.

Among the flights cancelled to Patna on Tuesday were those from New Delhi (three), Hyderabad (two), Chennai (two), Bengaluru (three) and Kolkata (one).

The cancellations left passengers, many with connecting flights, stranded in Patna.

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THE INDIAN EXPRESS

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NEARLY ALL BAGS STUCK AT AIRPORTS DELIVERED TO CUSTOMERS, WORKING ON DELIVERING THE REST: AIRLINE OFFICIALS

## Harried IndiGo passengers make rounds of 'Lost Property Room' at Delhi Airport

Neetika Jha

New Delhi, December 10

AKASH CHAUHAN rushed to the 'Lost Property' counter at Delhi's Indira Gandhi International (IGI) Airport late Tuesday evening. Handing over a white paper to the officials seated inside, he said, "My brother-in-law's baggage went missing on December 6. He has asked me to collect it."

A lawyer from Ahmedabad, the 35-year-old said he was sent to multiple counters after being told the baggage had "likely been transferred". "My brother-

in-law was travelling to Ahmedabad from Delhi. His baggage was left behind in the entire IndiGo's chaos... I have my flight at 8 pm from another terminal. I don't know what to do."

"These people do not understand the problem. There is no support and guidance. I have been running from one counter to another... I cannot miss another flight," he added.

Over a week after India's aviation sector saw massive disruptions as IndiGo cancelled scores of flights on a daily basis, Delhi's Airport Terminal 1 was still grappling with luggage left

behind amid the chaos.

Several passengers who flew into Delhi have alleged unresponsive helpdesks, and delays in identity verification and baggage release procedures.

On Tuesday, airport staffers informed travelers that unclaimed luggage would be held only until 6 pm and the process would take an hour to finish. "From December 11, it will be shifted to Terminal 2," said a staffer.

Another passenger, Umar Qazi, spent several minutes inside the lost property office, explaining to staff why he did not



Outside the Lost Property Room at IGI Airport. ANINDIA/ANAL

**Several passengers who flew into Delhi have alleged unresponsive helpdesks, and delays in identity verification and baggage release procedures**

have his Aadhaar card on him. Qazi, an employee with a US-based company and a resident of Jammu & Kashmir's Anant-

nag, was attempting to retrieve his colleague's misplaced luggage while in transit to Ahmedabad. "Her bag contains a laptop and an iPad. All of us work from home. Our work has been hit because of this," Qazi said. He added, "I carried my PAN, my Aadhaar is at home... they are not accepting any other ID card."

By Tuesday evening, the luggage was cleared from Terminal 1. Asked how many passengers had reached the Lost Property counter during the day, staff denied having the information.

For some passengers, their

luggage was left in other cities. Nikhil, a Delhi-based engineer, who goes by a single name, said he flew into Delhi from Udaipur.

"Airport staff have directed me to call the Udaipur office... but all helpline numbers listed on official websites are non-functional or switched off. Now, there are no staff available at the counters. I don't even know who to seek help from," he said.

When contacted, IndiGo officials said that "nearly all bags that were stuck at airports had been delivered to their customers and the teams were working on delivering the re-

maining at the earliest." "We have optimised our operations, and our on-time performance is also back to normal levels."

In a post on X Monday, IndiGo had said 71,300+ bags were delivered; remaining deliveries to be done within 36 hours.

The airline, India's largest with a domestic market share of nearly 63%, faced crew shortages, primarily due to its inadequate preparation for the second phase of the new crew rest and duty norms that took effect on November 1. This led to widespread network-wide disruption in its operations.

PIL OVER REFUNDS, SUPPORT TO AFFECTED PASSENGERS

## ‘Are you helpless?’ HC pulls up Centre over IndiGo crisis

**Tells airline to  
compensate  
passengers; flags  
issue of price hike**

**Sohini Ghosh**  
*New Delhi, December 10*

THE DELHI High Court Wednesday pulled up the central government for failing to take action before the IndiGo crisis unfolded, and flagged the aspect of damages for the “agony” passengers went through to the airline. It also flagged the issue of surge pricing, asking how other airlines could take advantage of the situation and charge hefty sums for tickets from the passengers.

The court was hearing a PIL seeking its direction for refunds and support to affected passengers. A division bench of Chief Justice D K Upadhyaya and Justice Tushar Rao Gedela directed IndiGo Airlines to strictly adhere to guidelines on compensation for passengers due to denied boarding/cancellation of flights/delays in flights as stipulated in a 2010 circular of the Director General Of Civil Aviation (DGCA).

Addressing IndiGo, C J Upadhyaya orally remarked, “So far as compensation is concerned, you’ve to immediately start it as per the 2010 circular... What about the agony? Because they faced hostile staff... think of those who got stranded for a week... in these times, what is the impact on the economy which is unassessed?... [there has to be] compensation not only for cancellations but also other damages [for the passengers] sufferings and agony.”

Clauses under the DGCA circular of August 6, 2010, includes stipulations and conditions under which airline service providers have to pay

compensation to travellers.

The division bench also noted that DGCA and the Ministry of Civil Aviation shall ensure that stipulations under the circular are strictly adhered to by IndiGo to recompense those affected in the recent spate of cancellations last week.

Justice Gedela also flagged orally, “If there is some crisis, how can the other airlines take advantage of it? How can it go to Rs 30,000-40,000... it’s like a pound of flesh, how can it happen?” The bench also pulled up the government during the hearing.

While the union government and DGCA listed a slew of measures that have been taken since the cancellations disrupted flight operations, C J Upadhyaya, addressing Additional Solicitor General (ASG) Chetan Sharma, representing the ministry and the DGCA, inquired orally, “Why did such a situation precipitate?... it is not a question of individual passengers being stranded... The question is, loss to the economy... All these steps have been taken once the crisis erupted... question is, why, at all, this crisis arose, and what have you been doing?”

Pointing out to the court that repeated extensions had been given to airlines to implement Flight Duty Time Limitations rules, including extension by a court until November 1, ASG Sharma said, “... When November 1 came, other airlines fell in line, this one (IndiGo) did not.”

While the court pressed on action taken by the regulatory body and government, ASG Sharma added, “It was going smoothly until this turbulence hit, they hit an air pocket because of their ineptitude.”

C J Upadhyaya, however, remarked orally, “It [flight duty time limitations] was to be implemented by November 1... in case of failure [to implement] by these airlines, are you helpless? If they failed to come true

to their assurance what did you do?... What action could you take against them for those not adhering?... They ought to have recruited an adequate number of pilots... You (DGCA) say you’ve been monitoring it [implementation of FDTL by all airlines], are in constant touch [with airline providers over implementation of FDTL]... if they did not recruit enough pilots, what action can be taken in such a case, if they are not giving correct figures of pilots?”

The Centre also submitted before the court that to check unreasonable surge in fares charged by other airlines, the Ministry of Civil Aviation issued a letter on December 6 mandatorily providing fare caps.

It also said in a first, it has invoked Section 8 of the Bharatiya Vayuyan Adhiniyam (earlier known as the Aircraft Act). Section 8 vests superintendence of DGCA, Bureau of Civil Aviation Security and the Aircraft Accidents Investigation Bureau with the central government, giving it powers to issue directions to each of these bodies — including on safety oversight and regulatory functions.

IndiGo, represented by senior advocate Sandeep Sethi, submitted orally before the court that while it did implement the new FDTL rules on November 1, “it was a multitude of factors, including a technical glitch, adverse weather conditions in North India... for reasons beyond our control” that pushed the airlines to cancel flights.

Meanwhile, with a high-level committee expected to conclude its inquiry into the disruption in flight operations over the past week on December 20, the Delhi HC directed that if by next date of hearing, scheduled for January 22, 2026, the inquiry is complete, “reports of same shall also be produced before court in sealed cover”.



## IndiGo chairman denies airline engineered crisis; says board engaged on FDTL rules for months

Sukalp Sharma

New Delhi, December 10

IN HIS first public statement since widespread operational disruptions hit IndiGo last week, the chairman of the airline's board Vikram Singh Mehta rejected allegations that the crisis was engineered and that the airline tried to influence the government over the revised Flight Duty Time Limitation (FDTL) rules. Mehta also said that claims that the airline's board was not engaged on the FDTL issue are "not correct". The IndiGo chairman announced that the airline's board will involve an external technical expert to work with the management and help determine the root causes and ensure corrective action, "so that this level of disruption never occurs again".

Apologising for the disruption that impacted tens of thousands of passengers, Mehta said that while he had been urged to make a statement on the issue, he chose to wait because the airline's board felt that its first duty was to support IndiGo CEO Pieter Elbers and his team, restore operations, and help passengers who were affected. With the airline's operations now stabilised, Mehta said that he felt it was the right time for him to speak.

"The disruptions of last week did not happen because of any deliberate action. They happened because a combination of internal and unanticipated external events including minor technical glitches, scheduled changes linked to the start of the winter season, adverse weather conditions, in-



**"The disruptions of last week did not happen because of any deliberate action. They happened because a combination of internal and unanticipated external events..."**

**VIKRAM SINGH MEHTA,**  
CHAIRMAN AND NON-EXECUTIVE  
INDEPENDENT DIRECTOR, INDIGO

creased congestion in the aviation system, and implementation of and operation under the updated crew rostering rules. This is not an excuse. This is simply the truth. Clearly this combination of events pushed our systems beyond their limits," Mehta said in a video message released by IndiGo on Wednesday evening.

According to Mehta, IndiGo has followed the FDTL rules as they came into effect and did not attempt to bypass them. 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 were delayed in their implementation, and took effect in two phases—from July 1 and November 1—with the second phase rollout hitting IndiGo considerably. The new norms meant that airlines either had to have more pilots to maintain their schedule, or curtail their schedules in line with the new requirements.

On questions raised on the

airline's board, Mehta said, "There has also been a claim that the board was not engaged. This is not correct. The board has been closely involved with this matter for many months. Both the board and the (board's) risk management committee have received relevant information from the management on the implementation of the rules."

Some aviation sector experts and former bureaucrats had questioned the effectiveness of the airline's high-profile board and whether it did enough in the months leading up to a massive operational crisis that brought the country's aviation system to its knees. While Mehta mentioned that the board was involved and had received the necessary information about the new crew rest rules from the airline's management, he did not say whether the board was aware that IndiGo was underprepared for the new rules and whether it made any intervention in the run-up to the rollout of the second phase of the FDTL norms from November 1.

FULL REPORT ON

[WWW.INDIANEXPRESS.COM](http://WWW.INDIANEXPRESS.COM)





# Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

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REGULATOR DIRECTS INDIGO CEO, SENIOR OFFICIALS TO APPEAR TODAY

## DGCA sets up oversight team to monitor network, crew ops at IndiGo headquarters

Sukalp Sharma  
& Dheeraj Mishra  
New Delhi, December 10

AVIATION REGULATOR Directorate General of Civil Aviation (DGCA) on Wednesday constituted an eight-member oversight team to monitor IndiGo's network and crew operations as the airline recovers from severe disruption in its flight operations.

Two members of the oversight team will be deployed at the IndiGo headquarters in Gurgaon on a daily basis and will submit daily reports on various operational parameters to the regulator.

Additionally, another two-member team has been de-

**E.** EXPLAINED

### Members to be at IndiGo HQ

Members of the oversight team will be deployed at the IndiGo headquarters in Gurgaon on a daily basis and will submit daily reports to the regulator.

ployed at the IndiGo office to monitor flight cancellations, refunds and compensation to affected passengers, the airline's on-time performance, and return of baggage stranded during the disruption.

The DGCA has also ordered its officers to carry out "immediate on-site inspections" at 11 airports to assess "safety, operational preparedness, passenger facilitation measures, and airline responsiveness during the ongoing disruption". These 11 airports are Nagpur, Jaipur, Bhopal, Surat, Tinapat, Vijayawada, Shirdi, Kochi, Lucknow, Amritsar and Dehradun.

Earlier on Wednesday, the regulator ordered IndiGo CEO Pieter Elbers to present comprehensive data and updates pertaining to the network-wide severe disruption in the flight operations of India's largest airline.

Elbers has been instructed

to appear before the DGCA on Thursday (December 11) at 3 pm, and senior officials from all relevant departments of the airline have also been directed to attend the meeting.

The eight-member oversight team, which consists the regulator's flight operations inspectors (FOIs), will look into the airline's overall aircraft fleet, average stage length of flights, pilot numbers, network details, crew utilisation levels and other crew scheduling related matters, daily flights and crew availability, sectors affected to crew shortage, and standby crew per day per base, as per the DGCA order.

FULL REPORT ON

[WWW.INDIANEXPRESS.COM](http://WWW.INDIANEXPRESS.COM)



# दस फीसद की कटौती के बाद इंडिगो की 220 उड़ानें रद्द

## डीजीसीए ने इंडिगो के सीईओ को तलब किया, हवाई अड्डों के हालात पर नजर रखेगी आठ सदस्यीय टीम

जनसत्ता ब्यूरो  
नई दिल्ली, 10 दिसंबर।

इंडिगो एअरलाइंस ने बुधवार को दिल्ली, मुंबई, कोलकाता सहित प्रमुख हवाई अड्डों पर करीब 220 उड़ानें रद्द कर दीं। सरकार ने एक दिन पहले ही इंडिगो के सीएलएलए उड़ान कार्यक्रम में दस फीसद की कटौती कर दी है।

विमानन सुरक्षा विभागक डीजीसीए ने संकटग्रस्त इंडिगो के मुख्य कार्यालयक अधिकारी (सीईओ) पीटर एल्बर्स को बुधवार को उनके कार्यालय में उपस्थित होने और तात्कालिक परिचालन व्यवधानों से संबंधित सलाहक एवं अद्यतन जानकारी से लैस एक रपट प्रस्तुत करने का निर्देश दिया है। विभागक के आदेशानुसार, विमानन कंपनी को उड़ानें बहाल करने, पायलटों तथा चालक दल को भर्ती प्रक्रिया, पायलट व चालक दल को अद्यतन संख्या, रद्द की गई उड़ानों की संख्या और 'रिफंड' आदि से संबंधित जानकारी प्रस्तुत करने के लिए कहा गया है। सीईओ संकट के बीच यात्रियों की उत्प्रेषण के लिए नगर विमानन महानिदेशालय (डीजीसीए) ने आठ सदस्यीय विमानन टीम गठित की है जो

*टीम के सदस्य परिचालन मानकों की रोजाना भेजेंगे रपट*



गंभीर संकट से उबर रही इंडिगो मुख्यालय पर टीम के दो सदस्यों को तैनात किया जाएगा जो रोजाना परिचालन मानकों के पहलू से संबंधित रपट डीजीसीए को भेजेंगे। टीम के सदस्य उड़ानों के रद्द होने, चालक दल की कमी के कारण समस्या, पायलटों की संख्या, टिकट की रकम वापसी और इन्वेंट्री यात्रियों के मुआवजे सहित एअरलाइंस के आश्वासन के समय और रुकावट के दौरान कमी यात्रियों के सामान वगैरह पर भी नजर रखेगी। विमानन विभागक ने उड़ान अधिकारियों को 11 हवाई अड्डों का तात्काल निरीक्षण करने के भी निर्देश दिए हैं। इनमें जयपुर, नगपुर, सूरत, भद्राचल, तिरुपती, शिवडी, लखनऊ, अमृतसर, केरलपुर के अलावा दूसरे स्थान भी शामिल हैं।

लखनऊ प्रमुख हवाई अड्डे समेत एअरलाइंस के मुख्यालय पर हालात पर लगातार नजर रखेगी। एक दिसंबर से जारी इंडिगो संकट के कारण देर के तमाम हवाई अड्डों पर यात्रियों की चली प्रोत्तानियों का सामना करना पड़ रहा है। विमानन मंत्रालय के हस्तक्षेप के बाद हालात में लगातार सुधार जारी है। मंत्रालय ने पहले ही स्पष्ट कर दिया है कि मुख्य यात्रियों की अत्यंतशीघ्र पर रपट कार्यवाही की जाएगी। इस मामले की जांच के लिए एक कमेटी भी गठित कर दी गई है। इंडिगो के मुख्य कार्यकारी अधिकारी (सीईओ) पीटर एल्बर्स ने दावा किया था कि

एअरलाइंस का परिचालन योजना बदरी पर अब गया है। सबसे आखिरी को उनके टिकट का पूरा मुल्य लौटाया जा चुका है। हालांकि, अमानक रद्द बहुत देरी से और सहमति के पुनर्निर्धारित की गई उड़ानों के परिणामों के मुआवजे पर एल्बर्स ने चुप्पी साधे रखी। भारतीय उड़ान मंत्रालय के अधिकारियों के निष्पक्ष के मुताबिक, अगर कोई विमानन कंपनी प्रत्यान से कम से कम दो हफ्ते पहले यात्री को उसकी उड़ान रद्द होने की सूचना देने में विफल रहती है, तो मुआवजा पेंस कराने रूप से अनिश्चित है और इसकी रकम उड़ान की अवधि पर निर्भर करती है।

*इंडिगो ने नियामक को सीपी संशोधित समय-सारिणी*

इंडिगो ने हवाई उड़ानें रद्द होने के बाद उसकी उड़ानों की संख्या में 10 फीसद की कटौती के बाद अपनी संशोधित शीतकालीन समय-सारिणी विमानन विभागक को सौंप दी है। एअरलाइंस को नगर विमानन महानिदेशालय (डीजीसीए) ने बुधवार शाम पांच बजे तक संशोधित समय-सारिणी जमा करने का निर्देश दिया था। इंडिगो चालक दल की कमी के कारण संकट में व्यवधान को लेकर डीजीसीए की कड़ी निगरानी में है। इंडिगो ने मंगलवार के आदेश के मुताबिक संशोधित शीतकालीन समय-सारिणी, विमानन विभागक को सौंप दी है। हालांकि योजना के तहत इंडिगो ने दिन नार्थ पर उड़ानें कम करने पर सहमति दी है, यह कितनाह तक नहीं है। नगर विमानन मंत्री के सम्मोहन नाचू ने मंगलवार को कहा था कि 10 फीसद कटौती का उद्देश्य इंडिगो की समय-सारिणी को एअरलाइंस में उपलब्ध पायलटों के अनुरूप बनाना है।

*'जांच में बाहरी विशेषज्ञ भी किए जाएंगे शामिल'*

इंडिगो संकट को लेकर विमानन कंपनी के अध्यक्ष विजय सिंह मेहत ने माली मंगते हुए कहा, कंपनी इस संकट की पूरी जिम्मेदारी लेती है। तीन दिसंबर को हुई अत्यंतशीघ्र बटनअप की बुद्धता की वजह से उड़ानों का परिचालन प्रभावित होने से यात्रियों को हुई असुविधा खेद जताया। संकट के कारणों की जांच में कंपनी के अंदरूनी तंत्र के अलावा बाहरी विशेषज्ञों को भी शामिल करने का इंडिगो बार्ड ने निर्णय लिया है। इसका उद्देश्य संकट के कारणों का पता लगाने सहित परिचालन के प्रभावित होने के कारणों की जांच को जल्दी। यह जानना जरूरी है कि गलती कहाँ हुई, ऐसी रिकॉर्डें बंधारा न हो। वहीं दूसरी ओर माकमा सदस्य एए सीएम ने बुधवार को राज्यसभा में इंडिगो संकट के लिए केंद्र सरकार को जिम्मेदार ठहराते हुए कहा कि यह संकट केवल इंडिगो का नहीं है। इस पूरे बड़े संकट के लिए एकमात्र दोषी केंद्र सरकार है।

# Corporate Communications Directorate

MINT

DELHI

11 DECEMBER 2025

## IndiGo may see 10% revenue hit

Alfonso Law & David Garcia  
NEW DELHI/MUMBAI

A ten-day turmoil and a compulsory flight reduction will slam the financials of IndiGo, three equity analysts said, even as the regulator stepped up scrutiny of India's largest airline. IndiGo, they said, may witness a 10% decline in full-year revenue and a 17-30% lower profitability in FY26, as it makes a halting recovery from its biggest disruption.

The Directorate General of Civil Aviation (DGCA) on Wednesday formed an eight-member team to monitor IndiGo's daily operations, including two officials who will be stationed at the airline's Gurugram headquarters. The team will submit daily reports



IndiGo may also witness lower profitability in FY26.

to the aviation regulator on IndiGo's fleet, average stage length, number of pilots, network details and crew utilization.

TURN TO PAGE 8

Read more on the IndiGo crisis  
→ P4, 15, 16

## IndiGo may see 10% revenue hit, DGCA steps up scrutiny

FROM PAGE 1

tion, among other details.

Despite a 10% cut in daily flights on Tuesday, the airline may find it challenging to control costs, since it still needs more pilots, IndiGo shares are down 17% between 1 and 10 December.

"There's a flat 30% top-line impact that we foresee now. The airline will continue to bear maintenance costs, lease payments and fuel costs. These will grow. So, the hit on Ebitda is around 30-35% for the full year," said Gagan Dhot, vice-president, oil & gas and aviation at Elera Capital. In FY25, the airline recorded a revenue of 180,801 crore.

IndiGo does not give a full-year guidance beyond stating that the company was expecting capacity growth in the "mid teens" in a late-evening disclosure to the exchanges. IndiGo said it expects passenger growth in Q1 to decline in the "mid single" range, compared to its 4 November guidance at best "slight growth". Further, IndiGo expects "high single to early double-digit % growth" in capacity, "compared to the management's earlier guidance of "high teens growth".

A Kotak Institutional Securities report on 8 December said "warnings from the Southwest Airlines incident from December 2022 indicate sharp cost-



IndiGo may find it challenging to keep costs under control given that it still needs to hire more pilots.

cuts for IndiGo in the near term," Kotak analysts lowered IndiGo's profit after tax estimate by 25% to 16,096 crore; however, the decline may be

deeper as it does not factor in the 10% cut announced on Tuesday. IndiGo reported 17236.4 crore in profit last year, suggesting the airline's net

income may be lower this fiscal year than it was in the year ended March 2025.

Emkay Research analysts said in a 9 December note. "As of now, we estimate a 17% effective PBT cut due to a 2% impact each on volume and yield."

The airline could also see its CASK (cost per available seat kilometre), a measure of operating cost per seat, go up. The brokerage, however, adds that the situation remains volatile. Its 9 December note projects IndiGo's FY26 revenue to be 3% lower, revising it down to 187,508 crore from its earlier estimate of 190,546.5 crore.

"There is an 8-10% hit in top-line for FY26 we expect if the airline continues to oper-

ate at 10% lower routes. And if a proportionate ticket price rise is not initiated by IndiGo, then we see a 20-30% impact on profitability in the coming quarter (January-March)," said Prashanth Tapse, research analyst at Mehta Equities, a brokerage firm.

For IndiGo, aircraft lease payment, maintenance costs and fuel account for 70% of its costs. Pilot hiring is part of their employee costs, accounting for nearly 10% of total costs. "You will need those pilots, if not now, then within the next year. And pilot hiring is an overnight process because of extended and rigid notice periods," Elera's Dhot said.

On Wednesday, IndiGo's

chairman Vikram Singh Mehta said that the airline is sorry for the inconvenience to passengers. "The board has been closely involved with this matter for many months," said Mehta, former CEO of Shell India. Last week's events are a blemish on the airline's pristine clean record. The company Internet," Mehta added.

On Wednesday, PTI reported that IndiGo cancelled nearly 220 flights at three major airports.

The turmoil drew criticism from the Delhi High Court on Wednesday. Hearing a public interest litigation, the court questioned the Centre why the situation was allowed to escalate into a crisis.

## Is IndiGo a good bet amid crisis?

Manish Joshi  
feedback@live.mint.com

Shares of InterGlobe Aviation Ltd, parent of IndiGo, have dropped about 17% since 1 December, as flight cancellations jumped from roughly 200 at the start of the crisis to over 1,000 by 5 December.

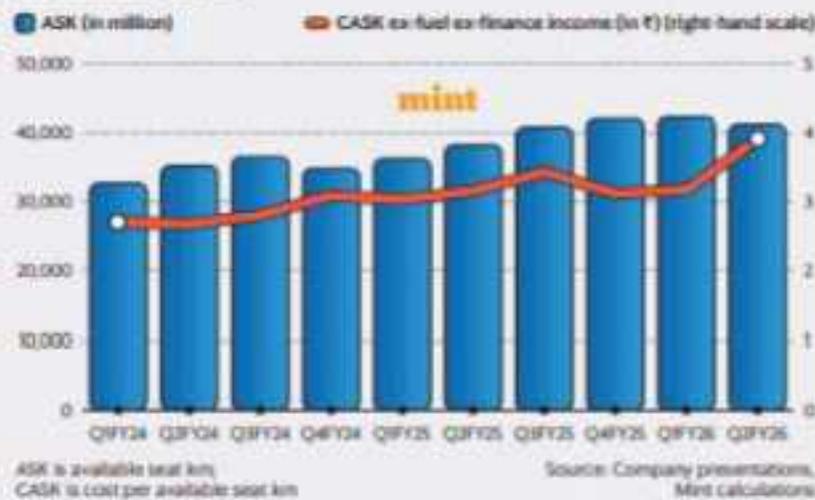
IndiGo cited a multitude of "unforeseen operational challenges", primarily crew crunch due to the new flight duty time limitations (FDTL) rules rolled out for all airlines in November. These aim to prevent pilot fatigue by capping flying hours and mandating rest periods.

As India's largest airline with roughly 67% of the domestic market share—and therefore the highest pilot requirement—IndiGo has been hit the hardest. The carrier's long-standing model of maximum utilization of existing pilots and aircraft to maintain cost leadership may have compounded the strain.

For investors, though, the financial impact is the key concern. Is the recent dip in IndiGo's stock a buying opportunity? Some insight can be

### Speed breaker

InterGlobe Aviation's CASK increased 24% year-on-year in Q2FY26 and could inch up further.



LATISH KUMAR/MINT

drawn from past examples. In December 2022, Southwest Airlines in the US experienced a similar operational meltdown, resulting in massive flight cancellations. Its stock plunged sharply but has since recovered, now trading nearly 20% above its December 2022 level.

JM Financial Institutional Securi-

ties estimates IndiGo's FY26 earnings could take an 8-9% hit if the disruption lasts for about 15 days, excluding any penalties. While operations have stabilized—daily flights have rebounded to roughly 1,800, short of the typical 2,300 flights per day—the financial impact of the Directorate General of Civil Aviation's penalty,

which mandates a 10% cut in daily flights, is yet to be ascertained.

IndiGo could see a rise in cost per available seat kilometre (CASK), excluding fuel and finance income, as crew requirement goes up. This parameter rose 24% year-on-year in the September quarter (Q2FY26) to ₹3.9L. It could rise more as IndiGo moves to comply with the new FDTL rules.

IndiGo has the pricing power to pass on the rise in costs to passengers, given its market leadership and the lack of sufficient alternative airlines, at least in the near future, until competition increases. It would need to lift its revenue per available seat kilometre (RASK) of ₹4.5 in Q2 to offset higher operating expenses.

Apart from higher ticket prices, lower fuel cost per available seat kilometre could also help cushion the rise in operating CASK. Average Brent crude prices are down about 7% sequentially in Q3 so far, and

could save on aviation turbine fuel (ATF) expenses. Even after accounting for a roughly 3% depreciation of the rupee against the dollar, the net effect should remain positive. The outlook for crude could turn even more benign if the Russia-Ukraine conflict moves toward resolution.

### STUCK ON GROUND

INDIGO shares have dropped about 17% since 1 Dec, as flight cancellations surged to over 1k by 5 Dec

THE airline cited operational hurdles due to crew crunch after FDTL rules rolled out in Nov

IndiGo remains the only viable option to participate in the Indian aviation growth story, given the lack of listed alternatives of a significant size. Thus, its valuation at an 17.5 times price-to-earnings multiple, based on estimated FY28 Bloomberg consensus earnings, doesn't look expensive. But if earnings estimates are sharply cut after the current event, the valuation perspective could change.

"Even as the FY26 earnings hit has been priced in, the stock is yet to price in structural cost increase driven by regulatory actions, one-time penalty, and management change, if any," said a 7 December report by JM Financial.

# Corporate Communications Directorate

MINT

DELHI

11 DECEMBER 2025

## ‘IndiGo a good opportunity now’

Satish Kumar & Deepa Sharma  
MUMBAI

For nearly three decades, market veteran Raamdeo Agrawal has published his annual Wealth Creation Study, a project that began in 1996 as a simple 25-slide statistical review that happened to spotlight Hero MotoCorp. In its early years, it was largely a data-gathering exercise with a few market observations. But by the mid-2000s, the study had evolved into a thematic exploration, shaped by the investment books Agrawal was immersed in at the time. Each year, one book—from Value Migration to Quality Investing—became the study’s anchor, tested rigorously against Indian market data.

Agrawal, the chairman and co-founder of Motilal Oswal Financial Services Ltd, broke down the highlights of this year’s study, shared his outlook on India for the next few years and explained why he’s convinced the country is only getting wealthier hence.

*Editorial excerpt*

**What is the book you’ve read this year, on which the latest wealth creation study is based?**



INTERVIEW

The primary inspiration for this study comes from two books by Professor John Edmunds of Babson College—*The Wealthy World* (2008) and *Brave New Wealth World* (2023). Hence, the key takeaways from this year’s Wealth Creation Study are clear: the world is getting wealthier, and India is getting wealthier even faster.

**How did his book inspire you?**

I read this book last year, and it completely changed the way I think about wealth. It shows how the idea of wealth has shifted over the last 300 years—from land, gold and palaces to what is essentially paper wealth. Today, people aren’t wealthy because they own vast estates; they’re wealthy because their companies are valued at billions. Elon Musk doesn’t need gold or land—his wealth sits in the market cap of Tesla.

The book basically argues that there’s no real limit to how much financial wealth can be created. Securitization has made it possible to “have your cake and eat it too”—you can own an asset, sell a part of it and keep expanding. That’s how the US

has compounded wealth for over a century.

Asset wars and global chaos, his larger point still holds—financial wealth keeps rising unless the economic machine itself breaks down.

**You mentioned war, and history shows what investors often focus on is the rebound that follows. After World War II, countries such as Germany and Japan saw massive investment, rapid industrialization and extraordinary progress...**

For me, the real story isn’t about individual businesses; it’s about the scale of wealth being created. The first big conclusion is that the world is getting wealthier, and India is getting wealthier even faster. The world is growing at around 1%, but we are growing at about 14%, which means we’re doubling every five years. From a \$5 trillion market cap today, India could easily reach \$10 trillion by 2030.

What these books make clear is that the financial system, especially stock markets, has become the new invisible hand. It decides who gets capital and how much.

The most significant insight is that there is no upper limit to the financial wealth that can be created.

The only question is how well you play the game. But this wealth creation benefits only about 5% of Indians, people like us who invest in equities. If someone has 10 crore in assets and those assets grow to 100 crores, their wealth doubles. The remaining 95% depend entirely on GDP-linked incomes from jobs, farms or small businesses. So, the link between financial wealth and broader income flows comes through the wealth effect.

Between 2020 and 2023, the stock market created nearly ₹300 trillion of wealth, which is roughly one year’s GDP, but it sits largely with the top 5%. This money is not being spent on homes, premium consumption, travel, weddings and lifestyle upgrades. As that spending trickles through the economy, others benefit indirectly. In the US, this cycle has been running for a century; in India, it’s just beginning.

**Where will the wealth effect come through, and how?**

So, the basic needs today are *rozi, kapde, madam food*, clothing and shelter and entertainment... *Rozi, kapde bh*



*sub bhoga le paise hai, bhite madam note kharid gade bharcha bhag, aur phir gand... Gadi subhi paise hai ki nahi, public entry-level bhag, phir discretionary level’* (everyone has food and clothing, but housing is very expensive, and then there’s the car... Everyone does not have a car—at first, there will be an entry-level car and then one at the discretionary level.)

In 2008, China produced 4 million cars; today it produces 25 million. A similar pattern will play out in India: first a car boom, then a luxury car boom. Five-star hotels are also already packed, and some of the world’s most expensive five-star hotels are in India.

**Isn’t paper wealth notional?**

It is. Nobody is holding any one type of things the way they have. People are buying and selling; buyers beware. It’s not manipulation; these are *profit-savak*, and some will make a lot of money. This is exactly where securitization helps.

When something sits in your pocket, like a pen, it feels like a 1000 pen. But the moment you say it has some “atomic system”, its value becomes whatever the market believes. It’s the same with companies. When a company is unlisted, it’s your baby, completely unsecuritized. Once it gets securitized, the market gets the right to judge its value. And you can’t really

argue with the market’s view. The market’s thinking in India is increasingly global. And honestly, who can say definitively what’s right or wrong?

**Then why isn’t any of this showing up in the behaviour of other foreign investors?**

They’re global investors with endless options. They can deploy money across 70-plus markets. Their home market, US, is doing well, so there’s little incentive to move out of it. For them, it’s a simple split between DMs (developed markets) and EMs (emerging markets), and they’re not even exiting DMs right now. Even when they look at EMs, China still commands a share, though many have burnt their fingers there. EM allocation is low, and within that, India appears expensive.

**Why are you saying large caps are going to perform better?**

During 2020-25, the top 100 wealth-creating companies generated ₹148 trillion of wealth. But if you look at the share of the top 10, it has dropped to 3%—earlier it used to be 10-50%. Four big companies didn’t make the cut this time. Essentially, the weight has shifted: 69% is mid-cap and only 3% is large-cap, which is unusual. *Kuch zyada hi mid-cap rally har gese* (mid-caps rallied a bit too much). So, a correction and rotation are natural.

That’s why we’re seeing the market fall 2%, while mid- and small caps drop 3%—it reflects this imbalance. This data strongly suggests that the cycle is likely turning back in favour of large caps.

**But what about small caps?**

At times, PE multiples shoot up to 50-70 for small caps, where you don’t even know the registered office—that is wrong. And when fresh money pours into small cap funds, what do they do? They just keep buying the same stocks every day. These are tiny companies, so large inflows push prices up sharply. It becomes a cycle—prices rise, NAV (net asset value) looks great, the fund becomes a “best performer”, more money flows in, and small caps rise more. This is what led to overvaluation, creating a bubble-like situation.

**It’s quite striking that Reliance Industries, with the heaviest weight in the index—doesn’t feature among the top 10 wealth creators. Even Tata Consultancy Services, Infosys and HDFC are missing. What explains this?**

The criteria is simple: if a stock hasn’t outperformed the market over the past five years, it doesn’t make it to the list. If it’s underperforming, investors would have been better off just buying the index. That’s why even big names like these haven’t appeared; their wealth creation hasn’t outpaced the market.

**Bharti Airtel tops the list this time because it had been underperforming for a while. That means other companies could feature in the list for next year or the year after?**

All these companies can return to the list. When a company drops out, it simply means it couldn’t keep pace with the market. But I expect Reliance Industries to make a comeback. Since this cycle covers 2020-25, the covid-hit base in 2020 made it harder for large companies to bounce back as sharply as others.

**And even Adani has not made it?**

No. So Adani Power and Adani Enterprises rank at 8th and 9th position in the top 10 fastest wealth creators.

**Which is at the top of this list?**

ISE.

**When you look at these companies, it**

**reminds me of how you once said you’d missed buying Asian Paints two or three times. Do you see any similar opportunities in this list today?**

Yes, that was one example. The idea is to study the theme for the year. At that time, the theme was Diversified Blue Chips. Similarly, now you can see companies like IndiGo—it is “broken”, it has fallen a lot. So just like Asian Paints was “broken” last year, this year it’s IndiGo, right?

I think it’s a good opportunity. It’s an excellent company. It’s just dealing with some issues that are tough to manage now. **And why is it that Indian corporates are not investing in capex?**

Demand *like us* are firing on the demand! The issue isn’t supply, it is demand. In India, whenever there’s demand, the private sector delivers. Even in aviation, despite flying 140-150 million passengers, everyone still got tickets. Prices may go up, but availability is never an issue.

The government’s real job is to create healthy demand. GST (Goods and Services Tax) 2.0 will help with that. Demand also depends on income—if your income is at one level, you can’t demand beyond it. As incomes rise 5-8% and goods get cheaper, people naturally start spending.

The first big spend is always housing. A house is a big-ticket item, larger than a car and drives every thing. **Among today’s entrepreneurs, people such as Sunil Mittal, Dilip Shanghvi and others have been real wealth creators. Do you see anyone on the horizon following that path?**

Look at Bengaluru—Lenskart, Groww—both heading for ₹1 trillion listings. And their companies are just 30-35 years old, with decades ahead of them. Another thing is that these companies are already global. Lenskart is in 15-17 countries, India’s digital strength is a new kind of power: young, hungry, innovative. And with deep capital markets, there’s plenty of risk capital.

Give a founder 100 crore today, and they aim to create billions.

*satish.johna@livemint.com*  
For an extended version of this interview, go to [livemint.com](http://livemint.com).



# Corporate Communications Directorate

MINT

DELHI

11 DECEMBER 2025

## Probe finds major lapses in AI's A320 permit breach

[feedback@live-mint.com](mailto:feedback@live-mint.com)  
NEW DELHI

An Air India investigation into why one of its Airbus planes conducted eight commercial flights without an airworthiness permit found "systemic failures", with the airline admitting it needed to do better on compliance, a company document showed.

An Airbus A320 flew passengers between New Delhi, Bengaluru, Mumbai and Hyderabad on 24 and 25 November without the mandatory Airworthiness Review Certificate, or ARC, a key permit issued annually by the regulator after a plane passes safety and compliance checks, according to the document.

Air India found engineers and pilots had failed to check the aircraft's documents and that changes were needed to bolster compliance protocols, it said.

"Critical information was not shared with all relevant stakeholders, and opportunities for timely intervention were missed," said the internal investigation report, which was reviewed by *Reuters*.

"The incident highlights the need for urgent improvements in process discipline, communication, and compliance culture," added the report, which was dated 6 December.

The findings, with a cover letter signed by chief operations officer Captain Basil Kwank, have been submitted to Indian aviation authorities, but have not been made public.

The report is a stark admission from an airline that suffered its worst disaster when a Boeing Dreamliner crashed moments after take-off in June killing 260 people.



# Corporate Communications Directorate

MINT

DELHI

11 DECEMBER 2025

## INDIGO CRISIS: LIBERALIZATION IS NOT ENOUGH IF CONSUMER TRUST IS ERODED



POWER  
POINT

ANTONY JACOB

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Over the past three decades, India's economy has transformed as several sectors, including aviation and insurance, were opened to private players. Both industries, along with others such as telecom and banking, are essential to India's GDP (gross domestic product) trajectory, national competitiveness, and global ambition. They touch the daily lives of millions of Indians and require deep infrastructure, robust regulation, and sustained capital to serve a rapidly expanding market.

Yet, their journeys could not have been more different. Aviation was among the first sectors to be liberalized in the 1990s. The promise was immense: improved connectivity, stronger tourism, and global mobility. Private carriers delivered much of this—expanding tier 2 and 3 networks and improving service standards.

But the sector has witnessed repeated turbulence. Kingfisher Airlines collapsed under the weight of debt and inefficiencies. Jet Airways, once the industry leader, shut down following sustained

financial stress. More recently, flight delays, staffing shortages and operational disruptions at IndiGo have again placed the spotlight on the fragility of airline operations.

Aviation remains capital-intensive, operationally complex, and acutely vulnerable to shocks—fuel prices, exchange rates, geopolitical developments, and airport bottlenecks. India still lacks the repair, maintenance, training, and airport infrastructure required for sustainable growth. Without deeper long-term capital and infrastructure investment, cycles of crisis may continue.

The insurance sector opened to private participation in 2000. At the time, India had only six insurers, almost entirely government-owned. Today, there are more than 60 insurers across life, general, health, and specialized segments.

From day one, insurance regulation brought clarity: minimum capital requirements, fit-and-proper promoters, solvency norms, and a commitment to long-term capital. Reinsurance arrangements were carefully structured and approved to ensure stability in the event of large losses.

The Insurance Regulatory and Development Authority of India (IRDAI) put in place a framework built on financial discipline, governance, and consumer protection.

However, insurance is not absolutely painless for consumers. There is no systemic risk, but individual customers do face real challenges. Health insurance disputes involving claim delays, deductions, and hospital rises every year. Motor and crop insurance claims cycles have similar pain points.

Private insurance is structurally stable and well-capitalized, but the customer experience has significant room for improvement.



Both aviation and insurance are retail-heavy and job-creating sectors that attract foreign direct investment and are essential for nation-building. But their divergent outcomes highlight one truth: aviation scaled faster than infrastructure and governance capacity; insurance grew steadily under strong regulatory guardrails.

India's insurance sector is seen as stable and earning increasing credibility, while aviation continues to wrestle with sustainability and operational resilience. Yet, customers have suffered in both—whether through delayed flights or delayed insurance claim settlements. Liberalization alone does not guarantee service quality.

Despite the progress, India remains one of the most underper-

forming insurance markets in the world. Life and health insurance coverage is improving but still limited, leaving millions exposed to financial shocks. Catastrophe are also significantly uninsured.

Aviation, too, has immense potential—India is poised to be among the world's top three aviation markets. But this will require modern airports, maintenance, repair and overhaul (MRO) facilities, trained manpower, and predictable policy.

In insurance, the need of the hour is to strengthen consumer protection. This involves mechanisms to fast-track claims settlement standards, improve interoperability between insurers and hospitals and mandate greater transparency in deductions and claim status.

In aviation, it's important to accelerate airport and MRO capacity creation, increase training capacities and create a predictable regulatory and cost environment.

For India's emerging middle class, trust in a policy or a flight is the ultimate currency. And reforms need to be in that direction.

The liberalization of aviation and insurance marked a defining step in India's economic modernization. But the last 25 years show that liberalization is only the beginning. What matters just as much is the quality of governance, the depth of infrastructure, and the long-term commitment of capital and promoters.

Antony Jacob has led one of India's leading health insurance companies and advised organizations across the healthcare and insurance sectors.

## IndiGo: Legal remedies exist to address any abuse of dominance

*The airline's market grip must be undone if Indian skies are to be kept open and fair to everyone*



**DHANENDRA KUMAR**  
is chairman, Competition Advisory Services India, and former chairman, Competition Commission of India.

In the bustling skies of India, where air travel has become the lifeblood of a rapidly growing economy, a single airline's dominance can destabilize the entire nation. December 2025 will long be remembered as the month when IndiGo, India's undisputed aviation giant, triggered the country's worst ever flight crisis with its disregard for regulation. In the past few days, this air carrier, boasting a fleet of over 350 aircraft and a domestic market share of around 64%, descended into chaos amid the cancellation of thousands of its flights that left tens of thousands of Indian passengers stranded. Families got separated, business executives lost deals and medical evacuations had to be re-routed. The sight of women and children in distress became routine.

Meanwhile, flight fares rose astronomically and hotels too jumped into the fray. What began as a routine implementation of fatigue-mitigating crew rest rules snowballed into a historic aviation disaster. It is a stark reminder of the perils of aviation dominance in the world's third-largest market for air travel services. Fortunately, the government acted with exemplary swiftness, running trains, capping fares and providing temporary relief from rules.

The rules being implemented were the Directorate General of Civil Aviation's (DGCA) revised Flight Duty Time Limitations (FDTL), the second tranche

of which was rolled out on 1 November following a Delhi high court directive to reduce pilot fatigue and enhance safety. These rules capped night landings by pilots, extended mandatory rest periods and tightened flight time restrictions—measures long overdue for safety in an industry plagued by overworked crews. While smaller carriers like SpiceJet and Akasa Air adapted with minimal hiccups, IndiGo's failure to comply is a reflection of its arrogance and abuse of market dominance.

At the heart of the fiasco lies IndiGo's alleged procrastination. According to reports, the airline lobbied for exemptions until late October, diverting resources from roster overhauls and software updates needed for the new FDTL regime. It transpires that back in August, a Parliamentary panel had cautioned against letting airlines bypass these new rules for pilots. In a report to the Parliament, the Standing Committee on Transport, Tourism and Culture stated that India's aviation sector was approaching "a critical inflection point" due to a mismatch between the growth of aircraft fleet, which was rapid, and the enrolment of pilots and manpower for air-traffic control, which was slower. The sector was nearing a dangerous tipping point, driven by pilot fatigue, an air-traffic-control overload, human resource shortages and rapid business expansion.

As a *Mint* editorial observed, it is apparent that IndiGo had used its market dominance to blackmail authorities into giving it relief, albeit temporary. While the DGCA issued IndiGo a show-cause notice and is working to enforce its regulations, it is relevant to place the case under the lens of India's competition regime. With the airline in control of nearly two-thirds of the market in a near-duopoly scenario, there is little doubt over its dominance, although due process would have to establish it. Antitrust laws provide that stiff penalties, as stipulated under Section 27 of the Competition Act of "up to 10% of the average

turnover for the last three preceding financial years" may be considered for "abuse of dominance" by an enterprise. 'Dominance' and 'abuse' may have to be examined under a procedure laid out in Section 26 of the Act.

One section relevant for all dominant undertakings, though, has gone relatively unnoticed and has not been used so far in India. This must also be brought to the table. According to Section 28 of the law, the Competition Commission of India may—notwithstanding anything contained in any other law in force—direct the division of an enterprise in a dominant position to ensure that such

an enterprise does not abuse its dominance. The mechanism for such a division has been elaborated upon in various sub-sections of Section 28(2).

There are several instances around the world where such action has been taken. Major US examples of dominant undertakings being broken up by anti-trust authorities include Standard Oil in 1911 and AT&T in 1982; the latter case resulted in the creation of smaller regional telecom operators popularly referred to as 'Baby Bells.' Other examples include Korean Air's acquisition of Asiana Airlines and Lufthansa's investment in ITA Airways.

IndiGo's market share in India, its control of airport slots at key metros, its network reach and disregard of DGCA directives could all be examined to see whether it dominates domestic air passenger services and has been guilty of 'abuse.' The possibility of it being split into two or more airlines could also be looked at as a solution.

Ultimately, this meltdown demands a reckoning. Aviation isn't just another business. It's the connective tissue of our growth story. This is not a question of punishment, but of a sustainable re-takeoff. Regulators must enforce rules strictly, prioritizing passenger convenience and safety over scale. Watchdogs like the DGCA and CCI must ease the airline's market grip. Only then can we speak of open skies.

# Corporate Communications Directorate

MILLENNIUM POST

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## TIGHTENING SCRUTINY OF AIRLINE

### DGCA stations staff at IndiGo HQ, orders on-site checks at 11 airports

#### OUR CORRESPONDENT

**NEW DELHI/MUMBAI:** Aviation regulator DGCA has deployed its personnel inside IndiGo's corporate headquarters in Gurgaon as part of an expanded oversight effort, with the airline continuing to cancel flights despite its assertion earlier this week that operations had returned to normal levels. The move follows days of widespread disruption that have affected tens of thousands of passengers across the country.

According to a two-page order, the Directorate General of Civil Aviation has set up an oversight team comprising eight senior captains. Two of these captains, along with two government officials, will be stationed at IndiGo's headquarters to monitor cancellation trends, crew deployment patterns, unplanned leave, and routes hit by shortages of cockpit and cabin staff. "Both these teams will submit a daily report," the regulator said. *Continued on P4*



Why situation precipitated, are you helpless? HC tears into Centre

#### OUR CORRESPONDENT

**NEW DELHI:** The Delhi High Court on Wednesday sharply questioned the central government for not acting sooner to contain the crisis triggered by widespread IndiGo flight cancellations, which left lakhs of passengers stranded across airports and sent ticket prices on other carriers surging to

unprecedented levels. A bench of Chief Justice Devendra Kumar Upadhyaya and Justice Tushar Rao Godeja asked why the situation was permitted to deteriorate despite clear warnings about non-compliance with Flight Duty Time Limitation rules, including mandatory pilot rest norms, that were to take effect from November 1. *Continued on P4*

## DGCA stations staff at...

*Continued from Page 1*  
The inspections will extend beyond the airline's head office. DGCA officials have been instructed to conduct immediate on-site assessments at 11 domestic airports. The order states that the assigned officers will visit their respective airports within the next two to three days and file detailed reports to the Director of Operations for the flight safety department in New Delhi within 24 hours of each inspection.

The regulator has also summoned IndiGo Chief Executive Peter Elbers to appear on Thursday with a complete report that includes updated crew strength, data on cancelled flights, refunds processed, the airline's plan to restore operations, and future recruitment requirements.

IndiGo, which commands over 65 per cent of India's aviation market and runs more than 2,200 daily flights during the winter schedule for 2025 to 26, has cancelled more than 4,000 flights since December 2. The disruptions stemmed from its failure to adjust its schedules in time for new safety rules that expanded mandatory weekly rest periods for pilots and significantly reduced permissible night landings and extended duty hours. The tight-

norms undermined the airline's long-standing model of aggressive scheduling and high night time utilisation.

The fallout has been severe. Cancellations peaked on December 5 and have since declined, yet significant disruption continued on Wednesday with nearly 220 flights grounded at major airports, including Delhi and Mumbai. The erratic schedule triggered long queues, overloaded terminals, and thousands of stranded travellers whose holiday plans, business meetings, and family events were thrown into disarray.

The DGCA said its personnel at the airline's headquarters will track cancellation status for both domestic and international services, refund progress, on-time performance indicators, compensation to affected passengers, and baggage return metrics. The two captains assigned to the office will also review fleet strength, average stage length, pilot numbers, crew utilisation in hours, daily unplanned absences such as sick or emergency leave, flights scheduled per day and available crew, sectors disrupted due to staff shortages, and the count of standby cockpit and cabin crew at every base.

Civil Aviation Minister Ram-

adhan Naik has directed IndiGo to reduce its planned services by 10 per cent to ensure schedules align with the number of pilots available. The DGCA has already issued a show cause notice to the airline's CEO and chief operating officer and formed a four-member panel to investigate the lapses that triggered the crisis.

The turmoil has also drawn judicial scrutiny. The Delhi High Court on Wednesday questioned the central government over the delay in responding to the situation. "The question is why, at all, this crisis arose and what have you been doing," a bench of Chief Justice Devendra Kumar Upadhyaya and Justice Tushar Rao Godeja observed. The court asked authorities and the airline to ensure adequate compensation for passengers. It further directed that by January 22, the next date of hearing, a committee's inquiry report into the weeklong disruption should be submitted in a sealed cover, if the probe is complete. With scrutiny mounting on multiple fronts, the DGCA said the oversight team was constituted "in view of passenger inconvenience caused due to large-scale disruptions in the operations of IndiGo Airlines at various airports across the country."

## HC tears

"The question is why, at all, this crisis arose and what have you been doing?" The bench remarked, directing both the government and IndiGo to ensure adequate compensation is paid to affected passengers. The court also asked whether authorities were "helpless" or unwilling to act against IndiGo after the airline failed to comply with the FDTL requirements by the stipulated deadline.

The judges noted that the issue extended beyond the hardship faced by travellers stranded for hours or days. The disruption, they said, had caused losses to the wider economy, which relies heavily on timely and efficient air travel. They further voiced concern over "harassment" reported by passengers and pointed out that the mobility of people is central to economic functioning.

The bench also scrutinised the steep surge in ticket prices charged by other airlines during the crisis, questioning how airlines could jump from about Rs 5,000 to Rs 30,000 to Rs 35,000 and even touch Rs 39,000. "If there was a crisis, how could other airlines be permitted to take advantage? It is like a pound of flesh. How could this happen?" the court asked during a hearing that continued for more than ninety minutes.

The judges instructed that the report of the committee probing the disruption in flight operations, if completed, should be submitted in a sealed cover by January 22, the next date of hearing. While acknowledging that the Ministry of Civil Aviation and the Directorate General of Civil Aviation had taken steps once the crisis unfolded, the bench said it remained troubled by the failure to prevent such an escalation.

Appearing for the Centre and the DGCA, Additional Solicitor General Chetan Sharma told the court that a statutory framework was already in place and a show-cause notice had been issued to IndiGo, which had "apologised profusely". Sharma said the crisis emerged due to several instances of non-compliance with guidelines issued over time, including limits on crew duty hours. According to him, authorities had repeatedly urged IndiGo to implement Civil Aviation Requirements, and while other airlines complied with the November 1 deadline for FDTL norms, IndiGo did not.

Sharma asked that the sudden fare spike had now been controlled and capped, a step he noted had not been taken before. This prompted the bench to ask what action the government could have taken earlier if an airline did not adhere to the rules. "Are you expressing your inability? What action could you have taken against them for failure to adhere?" the court asked.

Senior advocate Sandeep Sethi, representing IndiGo, said the airline's operational breakdown resulted from several factors, including unexpected technical problems and adverse weather conditions in North India. The court responded by directing IndiGo to arrange immediate compensation not only for cancellations but also for the additional hardships passengers endured. "What about the agents? Because they faced hostile staff. Think of those who got stranded for a week," the bench told Sethi.

The court said it would refrain from making observations on the causes of the disruptions since a committee has already been constituted, and IndiGo will get an opportunity to present its case. It clarified that its interventions seek to ensure that public interest is protected by both the government and the airline.

# Corporate Communications Directorate

THE MORNING STANDARD

DELHI

11 DECEMBER 2025

## HC pulls up Centre on IndiGo, asks how can ticket prices be at ₹35-₹38K...

EXPRESS NEWS SERVICE @ New Delhi

THE Delhi High Court on Wednesday questioned the Centre for failing to prevent the nationwide chaos sparked by mass IndiGo flight cancellations, asking why the crisis was "allowed to precipitate" and leave lakhs of passengers stranded while other airlines hiked fares to shocking levels.

"Why, at all, this crisis arose, and what have you been doing?" a bench of Chief Justice Devendra Kumar Upadhyaya and Justice Tushar Rao Gedela said, directing the Centre and IndiGo to take steps to adequately compensate affected passengers.

The court asked whether authorities were "helpless" to act when IndiGo failed to implement Flight Duty Time Limitation rules—especially pilot rest norms—by the November 1 deadline, even as the government blamed this non-compliance for the collapse in operations. The bench also pulled up the petitioner for filing a PIL

### 'Non-compliances'

The counsel for the Centre said statutory mechanism was in place. Additional Solicitor General Chetan Sharma said crisis arose from "various non-compliances of the guidelines", mainly violations of crew duty-hour norms.

"without any research."

They reserved sharp words for the fare spiral. "The ticket, which was available for ₹5,000, the prices went up to ₹30,000 to ₹35,000. If there were a crisis, how could other air-

lines be permitted to take advantage? How can it go up to ₹35,000 and ₹39,000? It's like a pound of flesh, how could this happen,"

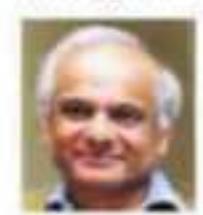
the bench asked.

The judges directed that if the panel probing disruptions completes its inquiry before January 22, the report must be submitted in a sealed cover. "We appreciate the steps taken by the Ministry of Civil Aviation and DGCA, but what bothers us is how such a situation was allowed to precipitate..."

### ... IndiGo to rope in external tech experts for help

EXPRESS NEWS SERVICE @ New Delhi

INDIGO'S top management has broken its silence on the largescale flight disruptions caused by the airline. Late on Wednesday night, the airline's chairman Vikram Singh Mehta said that external experts would be roped in to ensure no disruption occurs again.



"The Board will involve external technical experts to... identify root causes and ensure corrective action so

that this disruption never occurs again," Mehta said.

"On 3rd December, an unexpected chain of events led to large-scale flight cancellations... I know how much distress this caused. I want to say, We are sorry!" he said.





# Corporate Communications Directorate

THE MORNING STANDARD

DELHI

11 DECEMBER 2025

## Trade, tourism sectors face ₹1K crore loss due to IndiGo crisis: Trade body

AGENCIES @ New Delhi

DELHI'S trade, industry, tourism and exhibition sectors have suffered an estimated loss of ₹1,000 crore due to widespread flight cancellations by IndiGo, which disrupted the movement of visitors, a statement by the Chamber of Trade and Industry (CTI) claimed on Wednesday.

CTI, an umbrella body for Delhi's market associations, reported a 25 per cent drop in foot-fall at major markets across the city over the past ten days. There was no immediate response from IndiGo. More than 4,000 IndiGo flights have been cancelled since December 1, causing significant disruption to travel plans, the statement added.

"Every day, more than 1.5 lakh people travel through Delhi Airport, of which nearly 50 thousand are traders and businessmen," CTI Chairman Brjesh Goyal said in statement.

He further added that due to

the ongoing news of cancellations, the number of traders arriving in Delhi has drastically reduced, directly impacting business activity.

The cancellations have also led to a sharp decline in hotel, restaurant, banquet, and resort bookings, with thousands of reservations being cancelled, CTI said. Goyal said the past week had been "dreadful for IndiGo" and distressing for both tourists and business visitors.

Manoj Khandelwal, Director of Manoj Travels, in the statement said the peak tourism season in Delhi, usually lasting until mid-January, has been severely impacted, with advance bookings for Christmas and New Year's travel already showing signs of being affected.

The market association urged the authorities to ensure smooth travel operations and mitigate the ongoing fallout from the cancellations across multiple sectors.



# केंद्र से सवाल, ₹5000 का टिकट ₹39,000 में कैसे?

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■ नई दिल्ली: इंडिगो की बढ़ी संख्या में उड़ानें रद्द होने, लाखों यात्रियों के फंसने और कई गुना महंगे हवाई किराये के मुद्दे पर दिल्ली हाई कोर्ट ने बुधवार को केंद्र और एयरलाइन से तीखे सवाल किए। कोर्ट ने इन हालात को संकट बताया और कहा कि ऐसी स्थिति पैदा हो क्यों हुई? कोर्ट ने कहा कि यात्रियों के इन्फोर्मेशन के अलावा यह देश की इकोनमी को पहुंचे नुकसान का भी सवाल है। कोर्ट ने केंद्र से पूछा, जो टिकट 5 हजार रु. का मिल रहा था, वह अचानक 39,000 तक कैसे पहुंच गया? अन्य एयरलाइंस हालात का फायदा उठाकर भारी कोमल कैसे

**कोर्ट ने कहा, 22 तक जांच रिपोर्ट को सीलबंद पेश करे**

बसूल सकती है? हालात को इतना भूखंडल क्यों बनने दिया गया। समय रहते कदम क्यों नहीं उठाए गए। क्या आप लाचार थे? कोर्ट ने यात्रियों को मुआवजा देने पर इंडिगो को गंभीरता से विचार करने को कहा, जिसमें टिकट रद्द होने के साथ लंबे इंतजार, बदसलूकी जैसे पहलू भी शामिल हो। ➔ पेज 18

## इंडिगो संकट पर कोर्ट सख्त

**मुआवजा देने का निर्देश**  
उड़ानें रद्द होने से प्रभावित यात्रियों को इंडिगो मुआवजा देने पर विचार करे।

**नियमों में छूट पर सवाल**  
पायलट को रात में 2 लैडिंग करनी है, यह 6 कर रहा है, तो सुरक्षा से सम्बन्धित नहीं है?



**400 से ज्यादा** इंडिगो की उड़ानें बुधवार को भी रद्द हुईं। यात्रियों को हो रही परेशानी को देखते हुए डीजीसीए ने लखनऊ, भोपाल, जयपुर समेत 11 एयरपोर्ट पर जांच के आदेश दिए।

## इंडिगो की निगरानी बढ़ी, आज CEO तलब

इंडिगो के खड़े किए संकट पर रेगुलेटर DGCA ने इसके CEO पीटर एल्बर्स समेत टॉप अफसरों को गुरुवार दोपहर 3 बजे तलब किया है। उनसे उड़ानें बहाल करने, पायलट और केबिन कू की संख्या, इनकी भर्ती योजना, रद्द उड़ानों की संख्या और रिफंड आदि की जानकारी पेश करने को कहा गया है। इस बीच, इंडिगो पर निगरानी कड़ी करते हुए DGCA ने 8 सदस्यों की टीम बनाई है। ये इंडिगो की रोजाना की उड़ानें, केबिन कू की कमी, उड़ानों की रद्द होने की स्थिति और रिफंड वापसी, मुआवजा आदि की निगरानी करेंगे।

रनवे अपग्रेड होने से दिल्ली एयरपोर्ट बना फॉग प्रूफ ➔ पेज 3



# इंडिगो की उड़ानों की निगरानी करेगा DGCA

## परिचालन पर नजर रखने के लिए आठ-सदस्यीय दल का गठन

नई दिल्ली, 10 दिसम्बर (संजीव यादव/नवोदय टाइम्स): परिचालन व्यवधान से गुजर रही एयरलाइन इंडिगो पर विमानन नियामक डीजीसीए ने निगरानी कड़ी कर दी है। इंडिगो के परिचालन पर नजर रखने के लिए नागर विमानन महानिदेशालय (डीजीसीए) ने आठ सदस्यीय निगरानी दल का गठन किया है।

बुधवार को जारी आदेश के मुताबिक, इस निगरानी दल में एक उप मुख्य उड़ान संचालन निरीक्षक, वरिष्ठ उड़ान संचालन निरीक्षक और दो अन्य उड़ान संचालन निरीक्षक शामिल होंगे। डीजीसीए के आदेश के मुताबिक, निगरानी दल के दो सदस्य रोजाना इंडिगो के मुख्य कार्यालय में तैनात रहेंगे। उन्हें एयरलाइन के पूरे चेड़े, ऑसत उड़ान दूरी, कुल पायलटों की संख्या, नेटवर्क विवरण, चालक दल के सेवा के घंटे, प्रशिक्षण में लगे चालक दल और अन्य संबंधित मामलों की



निगरानी करनी होगी। डीजीसीए के आदेश में कहा गया कि ये दो सदस्य प्रतिदिन की उड़ानों, अनियोजित छुट्टियों, चालक दल की कमी के कारण प्रभावित क्षेत्रों की कुल संख्या, साथ ही प्रत्येक आधार पर प्रतिदिन स्टैंडबाय पर रहने वाले कॉकपिट और कैबिन चालक दल की संख्या पर भी नजर रखेंगे। उधर इंडिगो संकट ने देश के एविएशन सेक्टर को एक नई दिशा दे दी है। जल्द आसमान में कई नई एयरलाइंस देखने को मिलेंगी। इनमें दक्षिण भारत की कंपनी का नाम अभी से सुर्खियों में आ गया है।

## आज पूरी रिपोर्ट के साथ पेश हों सीईओ

नियामक ने इंडिगो के मुख्य कार्यकारी अधिकारी पीटर एल्बर्स को वीरवार को अपने कार्यालय में पेश होने और हालिया परिचालन बाधाओं से जुड़ी पूरी रिपोर्ट, आंकड़ों और अन्य सूचनाओं के साथ जमा करने को भी कहा है। इस बीच, इंडिगो लगातार दर्जनों उड़ानें रद्द कर रही है जबकि उसने परिचालन सामान्य होने का दावा किया था।

## दो अधिकारी इंडिगो मुख्यालय में तैनात होंगे

इसके अलावा, डीजीसीए कार्यालय के दो और अधिकारी एक वरिष्ठ सांख्यिकी अधिकारी और एक उप निदेशक इंडिगो के मुख्य कार्यालय में तैनात किए जाएंगे ताकि वे घरेलू और अंतरराष्ट्रीय उड़ानों की रद्द होने की स्थिति, धनवापसी की स्थिति, समय पर उड़ान परिचालन, नागरिक उड्डयन नियमों के अनुसार यात्रियों को मुआवजा, और सड़मान की वापसी की निगरानी कर सकें। दोनों दल प्रतिदिन शाम छह बजे तक संयुक्त महानिदेशक (प्रशासन) हरीश कुमार वरिष्ठ और संयुक्त महानिदेशक जय प्रकाश पांडेय

को रिपोर्ट देगे। डीजीसीए के वरिष्ठ अधिकारी देश के 11 घरेलू हवाईअड्डों पर इंडिगो के परिचालन का निरीक्षण भी करेंगे। सभी नियुक्त अधिकारी अगले दो-तीन दिनों में अपने-अपने हवाईअड्डों का दौरा करेंगे और दौरे के 24 घंटे के भीतर डीजीसीए के नई दिल्ली स्थित उड़ान सुरक्षा विभाग के संचालन निदेशक को विस्तृत रिपोर्ट सौंपेंगे। इन 11 हवाई अड्डों में नागपुर, जयपुर, भोपाल, सूरत, तिरुपति, विजयवाड़ा, शिरडी, कोचीन, लखनऊ, अमृतसर और देहरादून शामिल हैं।

संबंधित खबरें पेज-8



भारतीय विमानपत्तन प्राधिकरण  
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# Corporate Communications Directorate

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## शिकंजे में इंडिगो

# हाईकोर्ट सख्त, कहा-तुरंत मुआवजा दे इंडिगो

### सेबी की रडार पर इंडिगो, भारतीय प्रतिस्पर्धा आयोग भी रख रहा नजर

नई दिल्ली, 10 दिसम्बर (संवाद) दिल्ली हाईकोर्ट के मुख्य न्यायाधीश देवेन्द्र कुमार उपाध्याय और न्यायमूर्ति तुषार राज वेदोला की पीठ ने इंडिगो विमानों के रद्द और अस्थायी होने पर यात्रियों को मुआवजा देने के मामले पर कहा कि ऐसी स्थिति में डीसीबीए के कुछ प्रावधानों के तहत मुआवजा देने का नियम है। अदालत ने कहा कि इंडिगो मुआवजे के भुगतान संबंधी इन प्रावधानों का पालन करे और इसकी पुष्टि संवैधानिक और डीसीबीए द्वारा भी की जाएगी। हाईकोर्ट ने कहा कि यदि कोई अन्य उपाय उपलब्ध है तो प्रतिस्पर्धियों द्वारा उनकी पुष्टि सुनिश्चित की जाएगी।

इंडिगो की तरफ से मामले की सुनवाई के दौरान पेश किए गए दायों को हाईकोर्ट ने भंग करने में इनकार कर दिया। इंडिगो की तरफ से पेश हुए अपिक्लर ने कहा कि एयरलाइंस के खिलाफ अभी कोई निष्कर्ष न निकाला जाए। उन्होंने कहा कि पर स्थिति बदलने के बाद ही फैसला किया जा सकता है। इसके बाद अदालत ने इंडिगो समिति के साथ सहयोग कर रहे हैं। उन्होंने कहा कि कंपनी 10 सालों से संभालते हुए रही है और यह स्थिति बदलने का अवसर है।

कोर्ट ने इंडिगो से कहा कि वह तुरंत मुआवजा देना शुरू करे। साथ ही कहा कि इंडिगो सुनिश्चित करे कि मुआवजा मिलने पर होने के लिए देने के बजाय लोगों को हुई अस्थायी के लिए भी दिया जाए। अदालत ने कहा कि उम्मीद है कि संवैधानिक, डीसीबीए और इंडिगो द्वारा इच्छा अनुसार पर कंपनी वाले यात्रियों को जल्द से जल्द मुआवजा देने के लिए बलवत् प्रयास करेंगे।

अदालत ने उल्टे कहा कि अभी तक अदालत में इंडिगो के बारे में कुछ नहीं कहा गया है, लेकिन जांच लंबित है और अपना जवाब समिति के सामने पेश करें। साथ-साथ इंडिगो के जवाब और जांच रिपोर्ट पर निर्भर करेगा। रिपोर्ट देखने के बाद अदालत अपना फैसला और प्रस्ताव करेगी।



### इंडिगो के पेश किए गए दायों को कोर्ट ने नहीं माना



### प्रतिस्पर्धा के माहौल से यात्रियों का फायदा : राम मोहन नायडू



राष्ट्रिय उद्योग मंत्री राम मोहन नायडू संसद में इस बात को बल देते हैं कि नई एयरलाइन अपने से प्रतिस्पर्धा का माहौल बनेगा। सिस्टम पर बड़ा काम होने के लिए यह जरूरी भी है। एयरलाइन सेक्टर में कम से कम पांच नई एयरलाइंस की अभी क्षमता है। प्रतिस्पर्धा से यात्रियों को सुविधा मिलेगी। इससे माना जा रहा है कि जल्द ही नई एयरलाइन कर्मियों नजम आ सकती है। इससे उद्योग भारत की कंपनी को लेकर अभी से चर्चाएं का दौर शुरू हो गया है।

### नोटिस की जानकारी एक्सचेंज को नहीं दी: सेबी

उपर, इंडिगो पर सेबी का विवेक भी कायम आ रहा है। सेबी पर कहना है कि इंडिगो ने डीसीबीए की ओर से जारी किए गये अग्रिम पुनः फाइट सिम्पुलेंट्स पर जारी नोटिस की जानकारी एक्सचेंज को नहीं दी। यह एयरलाइंसर खाने कि निरन्तर अधिनियम एवं डिस्कलैजर रिकवरेमेंट्स का उल्लंघन है। इंडिगो की मुश्किलें अब और भी बढ़ सकती हैं। सेबी की ओर से एयरलाइंसर के उल्लंघन को लेकर जांच की जा सकती है।

### सीसीआई भी कर सकता है जांच

भारतीय प्रतिस्पर्धा आयोग (सीसीआई) ने भी यह जांच शुरू कर दी है कि क्या इंडिगो ने एयरलाइंसर के नियमों का उल्लंघन किया है। खासकर यह देख जाएगा कि क्या कंपनी ने कांजूर में अपनी मजबूत स्थिति का गुरा इस्तेमाल करते-करते सीसीआई को सीमित विषय का खर्चों पर अनुचित शक्ति दी है। सीसीआई इस मामले पर बारीकी से नजर रख रहा है और जल्द ही यह तय करेगा कि क्या वह अपने अधिनियम क्षेत्र में अपने कानूनी अधिकारों का उपयोग करे। प्रतिस्पर्धा अधिनियम की धारा 4 एयरलाइंसर रखने वाली किसी भी हवाई कंपनी को अपनी स्थिति का दुरुपयोग करने से रोकती है।



इंडिगो यात्री अंतरराष्ट्रीय हवाई अड्डों पर फाइट के इंतजार में बैठे एक दृश्य।



## इंडिगो की गड़बड़ी : पी.एम.ओ. के तुरंत एक्शन ने कैसे आम यात्री को बचाया

**आज** भारत में जो भी हवाई यात्रा करता है, वह एक सीधी-सी बात जानता है- सबसे ज्यादा परेशानी हमेशा आसमान में नहीं होती, यह जमीन पर होती है। और अभी, इस परेशानी का ज्यादातर हिस्सा इंडिगो की वजह से है। चाहे वह अचानक देरी हो, आखिरी मिनट में कैसिलेशन हो, काउंटर पर बुरा बर्ताव हो, या यात्रियों को बिना किसी जानकारी के घंटों इंतजार करवाना हो, इंडिगो बार-बार शिकायतों का केंद्र बन गया है। एयरलाइन खुद को 'समय पर' कह सकती है लेकिन कई यात्रियों के लिए यह 'हमेशा एक समस्या' बन गई है।

लेकिन इन बार-बार होने वाली समस्याओं के पीछे एक बड़ी समस्या है -कमजोर और ढीली एक्विजिशन नीतियां जो एयरलाइंस को खराब परफॉर्मिस के बावजूद बचने देती हैं। और हर बड़े संकट में, यह प्रधानमंत्री कार्यालय (पी.एम.ओ.) ही है जिसे व्यवस्था, अनुशासन लाने और पीड़ित आम आदमी को राहत देने के लिए दखल देना पड़ता है।

एक सिस्टम को ऐसे नहीं चलना चाहिए लेकिन आज ये पी.एम.ओ. के तेज फैसले ही हैं जो एक्विजिशन सैक्टर को पूरी तरह से अराजकता में गिरने से बचा रहे हैं।

**इंडिगो की खराब परफॉर्मिस और आम आदमी का रोजाना का संघर्ष :** इंडिगो भारत की सबसे बड़ी एयरलाइन है। स्वाभाविक रूप से, जब यह फेल होती है तो इसका असर बहुत बड़ा होता है। हाल ही में, देश भर के यात्रियों को इन जैसी

समस्याओं का सामना करना पड़ा है-

-लंबी देरी जिसे 'अप्रिशनल समस्याओं' का नाम दिया गया।

-ओवरबुक फ्लाइट्स, तब भी जब यात्रियों के पास कन्फर्म टिकट होते हैं।

-बिना किसी साफ वजह के आखिरी मिनट में कैसिलेशन।

-सामान को गलत हैंडलिंग लगभग आम बात हो गई है।

-परिवारों, सीनियर सिटीजन और पहली बार यात्रा करने वालों के प्रति असंवेदनशील व्यवहार।



आम आदमी के लिए, ये

**देवी एम. चेरियन**

समस्याएं सिर्फ असुविधा से कहीं ज्यादा हैं। एक छुटी हुई फ्लाइट का मतलब नौकरी का मौका खोना, मेडिकल अप्पॉइंटमेंट छूटना या परिवार का कोई फंक्शन खराब होना हो सकता है। कई यात्री एक फ्लाइट के लिए महीनों तक पैसे बचाते हैं। लेकिन जब चीजें गलत होती हैं तो एयरलाइंस अक्सर बहुत कम जिम्मेदारी दिखाती हैं।

**कमजोर नीतियां ही इस गड़बड़ी की जड़ हैं :** बड़ा सवाल यह है कि एयरलाइंस ऐसा व्यवहार क्यों करती हैं? क्योंकि हमारे एक्विजिशन नियम बहुत नरम, बहुत पुराने और एयरलाइंस के लिए बहुत ज्यादा फ्रेंडली हैं।

-देरी के लिए पैनल्टी बहुत कम है।

-मुआवजे के नियम पुराने हो चुके हैं।

-गड़बड़ी के दौरान एयरलाइंस को ठीक से बात करने के लिए मजबूर नहीं किया जाता।

-शिकायत सिस्टम धीमे और कम्प्यूजिंग हैं।

-डी.जी.सी.ए. तभी कार्रवाई करता है जब जनता का दबाव बनता है।

आसान शब्दों में कहें तो, एयरलाइंस को नतीजों का डर नहीं है। और जब सजा का डर नहीं होता तो सर्विस ड्रास्टिकी अपने आप गिर जाती है।

-आम आदमी हमेशा कीमत चुकाता है।

-हर दिन, सैकड़ों यात्री खुद को बेबस पाते हैं।

एक युवा छात्र जो परीक्षा के लिए यात्रा कर रहा है।

एक परिवार जो छोटे बच्चों के साथ साल में एक बार छुट्टी पर है।

-एक सीनियर सिटीजन जो मेडिकल इलाज के लिए हवाई यात्रा कर रहा है।

-एक प्रवासी मजदूर जो आखिरकार घर लौट रहा है।

उनके लिए देरी या कैसिलेशन कोई छोटी बात नहीं है। यह उनकी जिंदगी पर गहरा असर डालता है। फिर भी उन्हें घंटों इंतजार करना पड़ता है, एयरपोर्ट की कुर्सियों पर सोना पड़ता है, जरूरी काम छूट जाते हैं और खाने और ट्रांसपोर्ट पर ज्यादा पैसे खर्च करने पड़ते हैं। यह सब सिर्फ इसलिए

क्योंकि एक एयरलाइन ठीक से प्लान बनाने में नाकाम रही और जब ये शिकायत करते हैं तो उन्हें अक्सर एक जेनेरिक ई-मेल के अलावा कुछ नहीं मिलता जिसमें लिखा होता है, "हमें हुई असुविधा के लिए खेद है।"

**जब पी.एम.ओ. दखल देता है तो काम तेजी से होता है :** पिछले कुछ सालों में, एक पैटर्न साफ हो गया है कि जब भी एक्विजिशन सिस्टम खराब होता है पी.एम.ओ. उसे ठीक करता है।

जब भी यात्रियों की परेशानी के वीडियो वायरल होते हैं, जब भी एयरपोर्ट पर भीड़-बड़ जाती है, जब भी एयरलाइंस बार-बार फेल होती हैं, पी.एम.ओ. दखल देता है और चीजें तुरंत बदल जाती हैं।

-अचानक इंस्पेक्शन शुरू हो जाती है।

-डी.जी.सी.ए. एक्टिव हो जाता है।

-एयरलाइंस को अर्जेंट मीटिंग के लिए बुलाया जाता है।

-सख्त निर्देश जारी किए जाते हैं।

-यात्रियों की समस्याएं तेजी से हल होने लगती हैं।

अगर पी.एम.ओ. का दखल नहीं होता तो स्थिति और भी खराब होती। प्रधानमंत्री के अनुशासन, जवाबदेही और जनसेवा पर जोर ने बार-बार एक ऐसे सैक्टर में व्यवस्था लाई है जो अक्सर अव्यवस्था में चला जाता है। इंडिगो की गड़बड़ी सिर्फ कस्टमर सर्विस का मामला नहीं है। यह इस बात का संकेत है कि हमारी नीतियों को मजबूत करने की जरूरत है और जब तक ऐसा नहीं होता, पी.एम.ओ. की समय पर कार्रवाई ही एकमात्र ऐसी ताकत है जो यह सुनिश्चित करती है कि आम आदमी की बात सुनी जाए, उसे सुरक्षा मिले और उसका सम्मान हो।

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# Corporate Communications Directorate

THE PIONEER

DELHI

11 DECEMBER 2025

## IndiGo pulls DGCA into cockpit

RAJESH KUMAR ■ New Delhi

The aviation regulator has constituted an oversight team to monitor IndiGo's daily operations. The team of eight experts comprises of senior Government official and flight operations inspectors. While four members of the team will be stationed at the carrier's corporate office in Gurugram, remaining will inspect operations at 11 airports across the country. The team will submit daily reports to the regulator at 6pm every day.

The Directorate of Civil Aviation (DGCA) has also summoned on Thursday the airline CEO, Pieter Elbers and sought a report on recent disruptions. The moves by the regulator come a day after the Prime Minister's Office reviewed chaos at airports.

Officials deputed to the airline's corporate office will review daily operational details such as total fleet, network, number of pilots, crew availability, standby crew strength, split duties, training status and unplanned leave taken by



Aviation minister Ram Mohan Naidu Kinjarap with IndiGo's CEO Pieter Elbers during a meeting regarding company's flight disruptions

PTI

crew. They will also track domestic and international cancellation status, refunds, on-time performance, compensation provided to passengers under Civil Aviation Requirements (CAR) and baggage return timelines.

Meanwhile, the remaining officers have been ordered to visit designated airports within two to three days and submit a comprehensive report to the DGCA within 24 hours of completing their inspections. The airports include Nagpur, Jaipur, Bhopal, Surat, Tirupati, Vijayawada, Shirdi, Cochin, Lucknow, Amritsar and Dehradun.

### INDIGO CHIEF APOLOGISES

**New Delhi:** IndiGo Board Chairman and Non-Executive Director Vikram Singh Mehta on Wednesday publicly apologised for last week's large-scale flight disruptions, acknowledging that the airline failed to meet customer expectations and pledging corrective measures. In a video message, Mehta rejected claims that IndiGo engineered the crisis or compromised safety, emphasising that the airline adhered to updated Pilot Fatigue Rules (FDTL).

इंडिगो संकट पर दिल्ली उच्च न्यायालय ने पूछा सवाल

# ऐसी स्थिति क्यों पैदा हुई, इसका जिम्मेदार कौन

एजेंसी। नई दिल्ली

दिल्ली उच्च न्यायालय ने केंद्र सरकार से बुधवार को सवाल किया कि आखिर ऐसी स्थिति क्यों उत्पन्न हुई जिसके कारण इंडिगो की कई उड़ान रद्द करनी पड़ीं। अदालत ने इन हालात को संकट करार दिया। उच्च न्यायालय ने कहा कि फंसे हुए यात्रियों को हुई परेशानी और उल्पीड़न के अलावा, यह अर्थव्यवस्था को होने वाले नुकसान का भी सवाल है।

5 हजार  
का टिकट  
30 से 35  
हजार का  
कैसे हुआ

मुख्य न्यायाधीश देवेन्द्र कुमार उपाध्याय और न्यायमूर्ति तुषार राव गेडेला की पीठ ने यह सवाल भी किया कि ऐसी संकटपूर्ण

स्थिति में दूसरी विमानन कंपनियां हालात का फायदा उठाकर यात्रियों से टिकटों के लिए भारी कीमत कैसे वसूल सकती हैं। अदालत ने सवाल किया, जो टिकट 5,000 रुपये में मिल रहा था, उसका मूल्य 30,000 से 35,000 रुपये तक कैसे पहुंच गया? यदि यह संकट की स्थिति थी तो दूसरी विमानन कंपनियों को इसका लाभ कैसे उठाने दिया गया? किराया 35,000 और 39,000 रुपये तक कैसे पहुंच



गया? अन्य विमानन कंपनियों ने शुल्क लेना कैसे शुरू कर दिया? पीठ ने इस मामले पर डेढ़ घंटे से अधिक समय तक सुनवाई की। पीठ ने कहा कि यदि समिति द्वारा शुरू की गई जांच पूरी हो जाती है तो उसकी रिपोर्ट अगली तारीख 22 जनवरी को अदालत में सीलबंद लिफाफे में पेश की जाए। अदालत ने कहा, हम नागर विमानन मंत्रालय और डीजीसीए द्वारा उठाए गए कदमों की सराहना करते हैं, लेकिन हमें यह चिंता है कि आखिर ऐसी स्थिति कैसे उत्पन्न होने ली गई, जिसके कारण पूरे देश के हवाई अड्डों पर लाखों यात्री फंसे रहे।

## डीजीसीए ने आठ सदस्यीय निगरानी दल का किया गठन

मुंबई। राहुल भाटिया के नियंत्रण वाली एयरलाइन इंडिगो पर निगरानी कड़ी करते हुए विमानन सुरक्षा नियामक डीजीसीए ने चालक दल की कमी के कारण बड़ी संख्या में उड़ानें रद्द होने के बाद आठ सदस्यीय निगरानी दल का गठन किया है। डीजीसीए द्वारा जारी आदेश के अनुसार, इस दल में एक उपमुख्य उड़ान संचालन निरीक्षक, वरिष्ठ उड़ान संचालन निरीक्षक और दो अन्य उड़ान संचालन निरीक्षक शामिल होंगे। इनमें से दो सदस्य रोजाना इंडिगो के मुख्य कार्यालय में तैनात रहेंगे। उन्हें एयरलाइन के पूरे बेड़े, औसत उड़ान दूरी, कुल पायलटों की संख्या, नेटवर्क विवरण, चालक दल के सेवा के घंटे, प्रशिक्षण में लगे चालक दल और अन्य संबंधित मामलों की निगरानी करनी होगी। दो सदस्य प्रतिदिन की उड़ानों, अनियोजित छुट्टियों, चालक दल की कमी के कारण प्रभावित क्षेत्रों की कुल संख्या, साथ ही प्रत्येक आधार पर प्रतिदिन स्टैंडबाय पर रहने वाले कॉकपिट और केबिन चालक दल की संख्या पर भी नजर रखेंगे।

## इंडिगो के सीईओ को फिर किया तलब

मुंबई। विमानन सुरक्षा नियामक डीजीसीए ने संकटग्रस्त इंडिगो के मुख्य कार्यपालक अधिकारी (सीईओ) पीटर एल्बर्स को बृहस्पतिवार को उनके कार्यालय में उपस्थित होने और हालिया परिवर्तन व्यवधानों से संबंधित व्यापक एवं अद्यतन जानकारी से लैस एक रिपोर्ट प्रस्तुत करने का निर्देश दिया है। बुधवार को जारी बयान में यह जानकारी दी गई। एल्बर्स को बृहस्पतिवार को दोपहर तीन बजे डीजीसीए कार्यालय में उपस्थित होने के लिए कहा गया है। नागर विमानन महानिदेशालय (डीजीसीए) ने कहा कि सीईओ को सभी संबंधित विभागों के वरिष्ठ अधिकारियों के साथ बैठक में उपस्थित होने का निर्देश दिया गया है। नियामक के आदेशानुसार, विमानन कंपनी को उड़ानें बहाल करने, पायलटों तथा चालक दल की भर्ती योजना, पायलट व चालक दल की अद्यतन संख्या, रद्द की गई उड़ानों की संख्या और रिफंड आदि से संबंधित जानकारी प्रस्तुत करने के लिए कहा गया है।

## Corporate Communications Directorate

THE PIONEER

DELHI

11 DECEMBER 2025

# IndiGo crisis: Trade, tourism sectors suffer ₹1,000 crore loss

PIONEER NEWS SERVICE  
■ New Delhi

The ongoing operational crisis at IndiGo has begun to ripple far beyond airport terminals, inflicting a massive blow on Delhi's economy.

The Chamber of Trade and Industry (CTI) has estimated that the airline's large-scale flight cancellations have already resulted in a business loss of nearly ₹1,000 crore to the capital's trade, industry, tourism and exhibition sectors. CTI, an umbrella body for Delhi's market associations, reported a 25 per

cent drop in footfall at major markets across the city over the past 10 days.

CTI Chairman Brijesh Goyal said that daily flight disruptions have severely impacted the movement of traders, tourists and business travellers, leading to a sharp fall in market activity across the city.

According to him, footfall in Delhi's markets has dropped by almost 25 per cent over the past 10 days as travellers from outside the city have stayed away due to uncertainty around air travel. He said that over 1.5

lakh passengers normally travel daily from Delhi airport, nearly 50,000 of whom are traders and business travellers. However, news of repeated IndiGo cancellations has drastically reduced this movement, resulting in direct losses for wholesale markets, retail hubs and commercial districts. He added that hotels, restaurants, banquets and resorts have seen thousands of cancellations over the past week alone.

The impact has been particularly severe on Delhi's exhibition and events ecosys-



tem. Over the last 10 days, large exhibitions covering automobiles, handloom, textiles, home furnishing and

auto components have been underway at Pragati Maidan and Anand Mandapam. These events had drawn thousands

of traders and visitors from across the country, but a significant number were unable to reach Delhi due to last-minute flight cancellations.

Travel industry executives say the crisis has now begun spilling into the peak tourism season. Manoj Khandelwal, Director of Manoj Travels, said this period usually marks the start of Delhi's strongest tourism window, running till mid-January. However, the current disruption has already begun to hit Christmas and New Year bookings. Destination weddings have also taken a hit,

with entire wedding parties unable to reach venues in some cases, causing cascading losses to hotels, transport operators, caterers and event planners.

On Tuesday, the government ordered a 10 per cent cut in the airline's winter schedule. "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," Civil Aviation Minister K Ramnathan Naidu said. The move is also intended to send a strong signal to the aviation industry that passengers cannot be taken for granted, and that operational failures will directly impact market share.

IndiGo has been facing operational disruptions for more than one week after the new crew rostering rule came into effect allowing increased rest periods for pilots and other staff, resulting in hundreds of flight cancellations and delays.



# Corporate Communications Directorate

THE PIONEER

DELHI

11 DECEMBER 2025

## We let you down, and we are sorry: IndiGo board chairman

**RAJESH KUMAR**  
■ New Delhi

IndiGo Board Chairman and Non-Executive Independent Director Vikram Singh Mehta on Wednesday issued an unconditional apology to passengers for last week's large-scale flight disruptions, acknowledging that the airline failed to meet customer expectations and pledging corrective action to prevent this from happening again.

Addressing speculation around the cause of the chaos, Mehta rejected allegations that the airline had manipulated circumstances or compromised safety standards in the apology video. "The claims that IndiGo engineered the crisis, tried to influence government rules, that we compromised safety, that the board

was not involved, are incorrect," he said in the video. He said IndiGo followed the Pilot Fatigue Rules as and when they came into effect.

In his first public remarks in a video message since the disruptions last week, Mehta said that the board has decided to involve external technical experts to work with the management and help determine the root causes that led to the disruption.

However, Mehta attributed the crisis to a combination of internal and external factors, including technical glitches, scheduling shifts linked to winter operations, weather disruptions, **aviation** congestion, and the transition to updated crew rostering rules. "This is not an excuse," he said. "It is the truth."

"On December 3, an unex-

pected chain of events led to large-scale flight cancellations ... Thousands of our passengers were left stranded ... I know how much distress this has caused. I want to say very simply and very clearly, we are sorry," Mehta said.

He emphasised that IndiGo complied with updated pilot fatigue rules (FDL) and operated under them in both July and November. "We did not attempt to bypass them," he added.

The Chairman explained that he had delayed making a public statement until the airline achieved operational stability. "The board and I felt our first duty was to support the CEO, Peter Elbers, and his team in restoring operations and helping passengers," he said.



# Corporate Communications Directorate

THE PIONEER

DELHI

11 DECEMBER 2025

## IndiGo crisis: Delhi HC pulls up Govt, airlines

PIONEER NEWS SERVICE  
New Delhi

The Delhi High Court on Wednesday questioned the central Government for not taking timely action to check the crisis caused by IndiGo flight cancellations and asked why the situation was allowed to precipitate, with lakhs of passengers stranded and other airlines charging hefty fares.

"The question is why, at all, this crisis arose and what have you been doing?" a bench of Chief Justice Devendra Kumar Upadhyaya and Justice Tushar Rao Gedda said and directed the Government and the airline to take steps to adequately compensate the affected persons.

The court asked the authorities if they were "helpless" or they could have taken action against IndiGo after it failed to implement Flight Duty Time Limitation (FDTL) rules, including pilot rest rules, by November 1 — which they blamed for the crisis.

The High Court said that besides the trouble and harassment caused to the stranded passengers, the question is of the losses caused to the country's economy.

Raising the issue of surge pricing, the bench also asked how other airlines could take advantage of the crisis situation and charge hefty sums for tickets from the passengers.

"The ticket which was available for ₹5,000, the prices went up to ₹30,000 to ₹25,000. If there was a crisis, how could other airlines be permitted to take advantage? How can it (ticket price) go up to ₹35,000 and ₹39,000? How could other airlines start charging? It's like a pound of flesh, how could this happen," asked the bench, which heard the matter for more than one-and-a-half hours.

The bench directed that by January 22, the next date of hearing, if the inquiry initiated by a



committee into the disruption in flight operations over the past week is complete, its report should be submitted to the court in a sealed cover.

"We appreciate the steps taken by the Ministry of Civil Aviation and the DGCA, but what bothers us is how such a situation was allowed to precipitate, leading to the stranding of lakhs of passengers unattended at airports across the country.

"This has not only caused inconvenience to the passengers but also affected the economy, as in the present day, fast movement of passengers is an important aspect to keep the economy functioning," the bench said.

The court was informed by the counsel for the Centre and the Directorate General of Civil Aviation (DGCA) that the statutory mechanism was totally in place and a show-cause notice was issued to IndiGo, which apologised

profusely. Additional Solicitor General Chetan Sharma, representing the ministry and DGCA, said the crisis precipitated on account of various non-compliances of the guidelines issued by the authorities from time to time, including flight duty hours of crew members.

He said the unprecedented price surge has been controlled and capped, which had never been done before. He added that from time to time, the authorities have asked IndiGo for the timely implementation of Civil Aviation Requirements (CAR) provisions.

He said repeated extensions were given to airlines to implement FDTL rules, which include pilot rest rules, and when the deadline of November 1 came, other airlines fell in line but IndiGo did not.

To this, the bench said, "In case any airline failed to adhere, what is the provision available to you? Are you helpless? So you are expressing

your inability. What action could you have taken against them for failure to adhere?"

The court, which was hearing a PIL seeking directions to the Centre to provide support and refunds to passengers affected by the cancellation of hundreds of flights by IndiGo, said these steps have been taken by the Government once the crisis erupted. "The question is why, at all, this crisis arose and what have you been doing?" it said.

Senior advocate Sandeep Sethi, representing IndiGo, informed the court that the crisis occurred on account of a multitude of factors, including unforeseen issues like technical glitches and adverse weather conditions in North India.

The court directed the airline to make immediate arrangements for compensating the stranded passengers, not only for the cancellation of flights but for other troubles caused to them.

"What about the agony? Because they faced hostile staff. Think of those who got stranded for a week," it told Sethi.

"Since a committee has already been constituted where IndiGo will have an opportunity to put forth its case, we refrain from making any observation as to the reason for the disruptions of flight operations of the airline.

"While we have taken cognisance of the issue in public interest, we make it clear that the observations are aimed to ensure that best public interest is served both by the Government and IndiGo," the bench said.

The court directed the authorities to ensure that the situation normalises soon and all airlines employ an adequate number of pilots so that FDTL provisions are followed.

It further asked the Government why it did not implement FDTL rules in time and questioned whether the failure to timely implement the rules would not compromise passengers' safety.

"If a pilot is supposed to make two landings in a night and he is doing six. This means he is compromising with passengers' safety," the bench said.

The court was hearing a PIL filed by advocates Akhil Rana and Utkarsh Sharma seeking a judicial inquiry into the IndiGo crisis. The plea also sought fair compensation to people whose flights were cancelled and relief for people stuck at the airports.

The court, however, expressed dissatisfaction over the manner in which the PIL was filed without any research and documentation.

On Wednesday, IndiGo cancelled nearly 220 flights at three major airports. IndiGo has been facing heat from both the Government and the passengers for cancelling hundreds of flights since December 2, citing regulatory changes in the pilots' flight duty.

## इंडिगो फेल हुई तो सरकार ने क्या किया?

**हाईकोर्ट की केन्द्र को फटकार, पूछे कई सवाल, 4,000 का टिकट 30,000 तक कैसे पहुंचा**

पंजाब केसरी/नई दिल्ली

इंडिगो संकट पर दिल्ली हाईकोर्ट ने बुधवार को केंद्र सरकार को फटकार लगाई। अदालत ने पूछा कि जब एयरलाइन फेल हो गई थी, तब सरकार ने क्या किया। कैसे फ्लाइट्स को टिकट की कीमतें 4-5 हजार रुपये से बढ़कर 30,000 रुपये तक कैसे पहुंच गईं। अन्य एयरलाइंस ने इसका फायदा कैसे उठाया। आपने क्या कार्रवाई की? आपने ही स्थिति को इस हाल तक पहुंचने दिया। कोर्ट ने कहा कि ये यात्रियों की समस्या के साथ अर्धव्यवस्था से जुड़ा है। कोर्ट ने केंद्र सरकार से पूछा कि लोगों को मुआवजा देने के लिए कोई कदम उठाया गया है।

केंद्र सरकार की तरफ से पेश हुए एएसजी चेतन शर्मा ने कहा कि सरकार ने किराया पर कैपिंग की है और इसे सख्ती से लागू किया गया



### एयरलाइन पायलटों की भर्ती नहीं कर सका

कोर्ट ने यह भी रिकॉर्ड पर लिखा कि अप्रैल 2025 में पारित इस न्यायलय के कुछ आदेश के बाद, एफटीटीएल को वरिष्ठतः तैयारी से लागू किया जाना था। जहां तक तब तक एफटीटीएल से संबंधित प्रविष्टि का संबंध है, इसे एक नवंबर से लागू किया जाना था और अधिकारी संवाद कर रहे हैं, समन्वय कर रहे हैं और निगम नहीं कर रहे हैं कि (इंडिगो) यह सुनिश्चित करने के लिए कदम उठाए कि पायलट द्वारा तब तक तैयारी की खिंचाव लागू की जाए। हालांकि, एयरलाइंस एफटीटीएल का चलन और अवलोकन सुनिश्चित करने के लिए अर्धव्यवस्था में पायलटों की भर्ती नहीं कर सका। लांचिंग के तर्कों में गति कमी रही है, जिसके कारण व्यवधान हो सकता है।

है। कोर्ट ने कहा ये पांच दिन बाद किया गया और जो टिकट 5 हजार में उपलब्ध थी वो 30 से 35 हजार की हो गई। कोर्ट ने यह भी कहा कि अगर कोई आपात स्थिति थी तो

दूसरी एयरलाइंस को इसका फायदा उठाने की अनुमति क्यों दी गई।

एएसजी चेतन शर्मा ने इस संबंध में उठाये गए कदम के संबंध में कोर्ट को दस्तावेज पेश किए। यह भी कहा

कि एकल पीठ ने इस संबंध में एयरलाइन को एक नवंबर तक का समय दिया था, लेकिन उसकी तरफ से कोई कदम नहीं उठाया गया। यह भी कहा कि इसका मंत्रालय से कोई लेना देना नहीं है। कोर्ट में पूछा ऐसी स्थिति न आये इसके लिए केंद्र सरकार ने क्या किया? एएसजी ने कहा कि इस संबंध में कारण बताने और नोटिस जारी किया गया था और एयरलाइंस ने माफी मांगी थी। यह भी कहा कि एफटीटीएल योजना 2024 से लंबित है और बार बार इसकी समय सीमा बढ़ाई गई। कोर्ट ने पूछा अगर वो ऐसा करने में नाकाम रहे तो सरकार ने क्या किया? मामले में ऑर्डर डिक्लेट करते हुए कोर्ट ने कहा कि उक्त व्यवधानों के कारण, जो आज भी जारी है, यात्रियों को विमान में चढ़ने से वंचित कर दिया गया है और वे देश के विभिन्न हवाई अड्डों पर फंसे हुए हैं।

**इंडिगो के विमानों पर नजर रखने के लिए कमेटी गठित**

परिचालन व्यवधान से गुजर रही एयरलाइन इंडिगो पर निगरानी कड़ी करते हुए विमान नियामक डीजीसीए ने चलक दल की कमी के कारण बड़ी संख्या में उड़ानें रद्द होने के बाद आठ सदस्यीय निगरानी दल का गठन किया है। नागर विमानन महानिदेशालय (डीजीसीए) के कुचवर्त को जारी आदेश के मुताबिक, इस निगरानी

दल में एक उप मुख्य उड़ान संचालन निरीक्षक, वरिष्ठ उड़ान संचालन निरीक्षक और दो अन्य उड़ान संचालन निरीक्षक शामिल होंगे। नियामक ने इंडिगो के मुख्य कार्यकारी अधिकारी पीटर एल्बर्ट को बुधवार को अपने कार्यालय में पेश होने और हरिद्वार परिचालन कक्षाओं से जुड़ी प्रतीति, आंकड़ों और अन्य सूचनाओं के साथ जमा करने को भी कहा है।

## IndiGo crisis: DGCA forms oversight team, summons CEO

**STATESMAN NEWS SERVICE**  
*New Delhi, 10 December*

Aviation regulator Directorate General of Civil Aviation (DGCA) on Wednesday constituted an eight-member special team to monitor IndiGo's operations as the airline battles sustained disruptions across its network.

The DGCA also summoned IndiGo CEO Pieter Elbers to appear before it on 11 December afternoon.

This comes a day after the Ministry of Civil Aviation issued an order cutting the number of flights that IndiGo can operate by 10 per cent after the massive cancellation of flights by the crisis-ridden airline due to an acute pilot shortage under the new flight duty limitation rules.

The DGCA on Wednesday issued an order stating that in view of passenger inconvenience caused due to large-scale disruptions in the operations of IndiGo Airlines at various airports across the



country, it has been decided to constitute an Oversight Team comprising eight members.

As per reports, two officials from the team would be stationed at IndiGo's corporate headquarters and look into daily processes to identify gaps that are affecting flight operations.

As the disruption of IndiGo's services continued to cause passenger congestion, the Ministry of Civil Aviation earlier started a thorough, round-the-clock evaluation of airport operations nationwide. Senior officials have been sent to key airports, according to Civil Aviation Minister K.

Rammohan Naidu, to evaluate ground conditions and make sure that passengers who are stuck or delayed have their issues promptly addressed.

Meanwhile, the DGCA has directed Mr Elbers to appear before the regulator on 11 December afternoon, officials said. The DGCA has also directed Elbers to submit comprehensive data and updates regarding the airline's recent operational disruptions.

According to the DGCA directive, the CEO, along with senior officials from all relevant departments, has been instructed to attend the meeting and present detailed information across key operational areas.





# Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

10 DECEMBER 2025

## Govt cuts IndiGo flights to ease crisis

ANIYA KUMAR  
KUSHWAHA

New Delhi: The civil aviation ministry on Tuesday asked IndiGo to curtail its overall winter flight schedule by 10 per cent to stabilise operations and reduce cancellations.

IndiGo, which operates about 2,300 domestic and international flights daily, will have to shear its schedule by 230 flights. This will help the airline run a leaner and more efficient fleet whose numbers will be less than the unrealised official capacity and ease the crisis that has led to thousands of cancellations in the past few days.

The decision was taken following a meeting between civil aviation minister Kinjarapu Ram Mohan Naidu and IndiGo CEO Pieter Elbers. Naidu, who had on Monday said IndiGo's winter flight schedule would be cut and its slots assigned to other airlines, did not mention any such plan on Tuesday.

CONTINUED ON PAGE 4 ►

## IndiGo flights

► FROM PAGE 1

The winter schedule covers the period between October 26, 2025, and March 28, 2026.

Elbers was summoned to the ministry to provide an update on the aviation crisis stemming from IndiGo's mass cancellations and flight delays that have been attributed to the airline's failure to align its operations with the government's new Flight Duty Time Limitations (FDTL).

Naidu said Tuesday's meeting was to review 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 10 per cent has been ordered. While abiding by this, IndiGo will continue to cover all its destinations as before," Naidu said.

Elbers told the aviation ministry that IndiGo had completed refunding passengers for flight cancellations till December 6. "A strict instruction to expedite the completion of the remaining refunds and baggage handover was given," Naidu said.

Earlier on Tuesday, the Opposition parties staged a walk-out in the Lok Sabha, calling the aviation minister's announcement of mitigation measures unconvincing. Naidu reiterated the government's assurance that strict and appropriate action would be taken against IndiGo for causing inconveniences to lakhs of passengers.

Addressing the Lok Sabha, Naidu asserted that no airline, however large, would be permitted to cause hardship to passengers through planning failures and non-compliance with regulations.

IndiGo controls over 45 per cent of the domestic aviation market share.

Naidu informed Parliament that prima facie, it had been observed that IndiGo's internal rostering "disruptions" had led to the large-scale flight cancellations.

Early on Tuesday, aviation regulator DGCA had directed IndiGo to cut its overall winter operations by 5 per cent with priority on high-demand and high-frequency routes, taking strong note of the fact that the carrier had failed to run the current schedule efficiently. The DGCA cautioned IndiGo not to reduce flights on routes where the carrier operates a single flight daily.

IndiGo is to submit a revised schedule to the aviation regulator by Wednesday evening.

The IndiGo crisis eased further on Tuesday with over 400 flight cancellations.

IndiGo said in a statement: "Today (Tuesday), we are operating more than 1,800 flights, connecting all 138 stations in our network, and plan to fly nearly 1,900 flights tomorrow. We have optimised our operations, and our on-time performance is also back to normal levels."

In a video message, CEO Elbers said lakhs of customers had already received full refunds for the cancelled flights and the process was ongoing.

"IndiGo is back on its feet, and our operations are stable. We have let you down when a major operational disruption happened and we are sorry for that," he said.

Elbers said many bags stuck at airports had been returned to their owners and teams were working to deliver the rest of the stranded baggage soon.



# Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

10 DECEMBER 2025

## Operations recover, 75% flights back

SANJAY MANDAL AND  
DEBRAJ MITRA

Calcutta: IndiGo's flight disruptions eased further on Tuesday, but passengers continued to face cancellations, delayed refunds, and missing luggage at the Calcutta airport, keeping the terminal busy with concerned fliers.

Officials at the airport said IndiGo operated 180 flights on Tuesday — 91 departures and 89 arrivals. Before last week's operational crisis, the airline ran more than 240 flights daily from the city.

Tanvi Sundriyal, director at the ministry of civil aviation, visited the Calcutta airport on Tuesday to review the situation. "She spoke to a dozen IndiGo passengers and sought their feedback," said an airport official.

Sundriyal also inspected ticket booking counters, check-in areas, departure gates and queue management zones. A review meeting was held to discuss ongoing measures and additional steps needed to stabilise flight operations, officials added.

Despite the easing of disruptions, problems persisted.

The IndiGo counter at Gate 3C on the departure level was relatively quiet on Tuesday afternoon, a stark contrast to last week when agitated passengers had filled the area. Many still came to the airport

to follow up on refunds or retrieve lost luggage.

Chiranjib Dey and Tapas Saha, employees at a pharmaceutical company, were scheduled to fly to Delhi on Tuesday evening. Their 6pm flight was cancelled, prompting a visit to the airline counter for assistance. "They said they were trying to slot us on the 7.30pm flight, but it's usually packed. So we bought tickets on a SpiceJet flight at 4.15pm," said Dey.

The new tickets cost ₹12,000 each, almost double the original IndiGo fare. "We have sought a refund. The executive at the counter said it would take three to four working days," Dey added.

Similarly, Shambo Nayek, 30, from Belaghata, whose Monday afternoon flight to Mumbai was cancelled, visited the airport on Tuesday seeking a refund. He was informed that the process would take "three to five working days".

IndiGo CEO Peter Eibers posted a video message on Tuesday, apologising for the disruptions and outlining the carrier's response. "Your airline, IndiGo, is back on its feet and our operations are stable. We've let you down when a major operational disruption happened and we are sorry for that," he said.

CONTINUED ON PAGE 9 ►

## Operations recover, 75% flights back

► FROM PAGE 7

"While we cannot undo the cancellations, I want to reassure you that ever since, our entire IndiGo team has been working very hard... Initially, our first priority was to get all stranded and delayed customers safely to their destinations or back home. Then we started our refunds. No questions asked. Lakhs of customers have already received their full refunds and we continue to do so on a daily basis...," IndiGo CEO Eibers said.

"On December 5, we could only fly 700 flights. Thereafter, gradually, yet steadily, improving to 1,500 on December 6, 1,650 on December 7, 1,800 yesterday, and today, more than 1,900. As of yesterday, we are back to flying to all the 138 destinations in our network and our on-time performance has also been normalised. Earlier, we had indicated to normalise between the 10th and 15th of December. I can confirm now that today, as of December 9th, our operations are fully stabilised...," he added.



Tanvi Sundriyal, director, ministry of civil aviation (centre), at the Calcutta airport on Tuesday



A few customers at the IndiGo counter at the airport on Tuesday. Picture by Bishwarup Dutta



# Corporate Communications Directorate

THE TIMES OF INDIA

BANGALORE

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 132 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. PH

## Didn't engineer chaos to bypass pilot rest rules: IndiGo chairman

TIMES NEWS NETWORK

**New Delhi:** Under govt scrutiny for unprecedented flight disruptions, IndiGo chairman Vikram Singh Mehta on Wednesday denied the chaos was deliberate. Apologising multiple times in his about 8-minute video message, he said "external technical experts (will) work with the management; help determine the root causes, and ensure corrective action so that this level of disruption never occurs again".

DGCA is probing whether the airline caused the disruptions to avoid abiding by the new pilot rest rules. Mehta denied it. "Over the past week there has been a lot of criticism. Some fair. Some not. The fair criticism is that the airline let you down. We owe answers to customers, govt, shareholders, employees. We will examine every aspect of what went wrong. We will learn from it," he said.

"However, there are some allegations that are untrue. That IndiGo engineered the crisis. That we tried to influence govt rules. That we compromised safety. That the board wasn't involved. These claims are incorrect. IndiGo has followed pilot fatigue rules as they came into effect. We operated under new rules throughout, both in July and in Nov



“On Dec 3, an unexpected chain of events led to large-scale flight cancellations. This happened because of a combination of internal and external events. This is not an excuse, it is simply the truth. This combination of events pushed our systems beyond their limits

VIKRAM SINGH MEHTA | IndiGo chairman

We did not attempt to bypass them. Nor did we anything that impacted our unblemished track record of safety. The disruptions of last week did not happen because of any deliberate actions," said the former chairman of Shell Group of companies in India.

"On Dec 3, an unexpected chain of events led to large-scale flight cancellations. This continued into Dec 4 and 5. Thousands of our passengers were left stranded. We did not meet your expectations during those days. This happened because of a combination of of internal & external events including minor technical glitches; schedule changes linked to start of winter; adverse weather; increased con-

gestion in aviation system and implementation of and operation under updated crew rostering rules. This is not an excuse, this is simply the truth. This combination of events pushed our systems beyond their limits," Mehta said.

He said the board was constantly involved in tackling the issue and that things were back on track much before expected. IndiGo operated 1,900 flights to 138 destinations with normal punctuality, he said.

Although he admitted: "Last week's events are a blemish on this company's pristine record. Our company has erred. It has to win back your trust. It will not be easy. It will depend on actions and not words. It will be a journey"



# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

11 DECEMBER 2025

## HC: Why did you let crisis precipitate? Failure on part of govt, DGCA

**Abhinav.Garg@timesofindia.com**

**New Delhi:** Delhi HC reprimanded Union govt Wednesday for its failure to prevent the turbulence caused by mass cancellation of IndiGo flights, wondering why it "let the crisis precipitate" and left flyers at the mercy of rival airlines "taking their pound of flesh".

"What bothers us is how such a situation arose, stranding lakhs of passengers across airports. It affects the economy... In the present day, fast movement of passengers for many reasons is an important aspect of keeping the economy functioning," Chief Justice DK Upadhyaya and Justice Tushar Rao Gedela said.

"Another issue we are concerned with is the payment of compensation to stranded, unattended passengers due to disruption in flights," the bench said, specifying that it expected IndiGo to not just refund the ticket money but also pay damages.

The judges put the onus on

Centre to ensure that affected flyers received compensation for what they had to face.

On fares skyrocketing as a result of the IndiGo crisis, HC demanded to know "how (domestic) fares could shoot up to Rs 40,000" and whether "other airlines start taking advantage of the crisis".

When the Centre's counsel blamed IndiGo for not preparing for the new Flight Duty Time Limitation (FDTL) norms, the court sought to know if the authorities were "helpless" in taking action.

"The question is why, at all, did such a situation, such a crisis arise, and what have you been doing? Why did you not ensure flight duty norms are implemented in time? There was a failure on part of govt and DGCA," the bench said.

The high court questioned the Centre's submission that IndiGo misled it about adherence to the norms, saying authorities could have acted against the airline after it failed to implement FDTL by Nov 1.

## In a first, DGCA eight-member team to oversee IndiGo flight ops

New Delhi: In a first-of-its-kind move, DGCA on Wednesday set up an eight-member "oversight team" of senior flight operations inspectors to oversee IndiGo's operational aspects, including monitoring flights, crew availability and pilot shortage situation on a daily basis, reports Saurabh Sinha.

### ► Chaos not engineered: IndiGo chairman, P 15

Two officials (not pilots) will oversee the cancellation and refund status; payment of compensation to passengers for deficiency in services as per norms and status of baggage return. Two senior FOIs (who are pilots) will remain at the airline's Gurgaon office on a daily basis to keep a close vigil. Both teams will submit a daily report to DGCA. The order came as it emerged IndiGo had cancelled a fourth of 17,404 domestic flights it was to operate from Dec 1-9 (both days included), as per govt data released Wednesday.

### ► Scrapped 25%, P 24

# IndiGo scrapped 25% of over 17k domestic flights from Dec 1-9

► Continued from P 1

IndiGo had cancelled a fourth of 17,404 domestic flights between Dec 1 and 9, which explains the unprecedented chaos witnessed at Indian airports. On the other hand, just a shade over 2% of the 2,702 international flights it was to operate in the same time were cancelled.

The scale of disruption has seen multiple steps taken by DGCA and govt with the airline's CEO Pieter Elbers and his team again summoned to the regulator's office at 3 pm on Thursday to submit "comprehensive" data and also state the steps being taken to steady the ship through steps like hiring of pilots to meet crew shortage. SpiceJet and Air India could operate additional 160-170 daily flights.

DGCA officials will be carrying out inspections at 11 airports, including Nagpur, Jaipur, Bhopal, Vijaywada, Co-

## TURBULENT SKIES



chin, Lucknow, Amritsar and Dehradun to assess the oper-

ational preparedness of IndiGo at these places and also see

the airline's "responsiveness during the disruption".

Despite inducting a plane every week and increasing its flights, IndiGo has gone slow on pilot hiring leading to the current mismatch between the requirement and availability of crew members. Now the airline has to submit its entire operational details to govt and then its schedule will accordingly be approved to avoid a rerun of the disruption being seen this month.

Elbers and his team on Thursday will have to tell the regulator on Thursday the status of flight restoration, how affected passengers are being accommodated and the monitoring mechanism to ensure timely completion of restoration. They will be asked about the status of refunds, baggage return, how is its improving timely communication about delays and cancellations and the policy on re-routing passengers on alternate flights.

## ‘Will definitely sack IndiGo CEO if it comes to that’

*In an interview to Times Now, civil aviation minister K Ram Mohan Naidu vowed to take strict action against IndiGo management if it was found to have intentionally caused chaos. Excerpts*

### Should somebody apologise for the IndiGo mess?

■ Yes, I’m apologising. I’m also responsible as a minister to ensure that this sector is flying high. When this kind of incidents happen, it puts extra responsibility on me. To ensure things are normalised. To ensure people who are responsible for this are held accountable. And to ensure that such situations don’t arise in the future. While keeping safety and passenger rights intact, if not strengthened.

### Do you believe this was deliberately done by IndiGo?

■ There seems to be some kind of intentional thing. The way they have been operating, the way they have control over their operations, this shouldn’t have happened... Why has it come at that specific point of time? How did it lead us into that situation? This is something we are thoroughly investigating. And it will be followed by very strict & appropriate enforcement action.

### Will you sack the CEO?

■ If it comes to that, definitely I will do it. I will charge them with all the penalties that are there. Definitely, I will look into all of those aspects... For past



Naidu meets IndiGo CEO Pieter Elbers over flight disruption review

seven days, I have not slept properly. I’ve just been sitting in the office doing continuous review meetings. My focus was on the passengers.

**I also want to ask you about DGCA. Staffing is part of the problem. There are experts & NGOs in court who have said that IndiGo actually runs DGCA. Are you aware of this situation?**

■ When the investigation is there, we are going to look into DGCA as well.

**In your investigation so far, is there a criminal liability case made up?**

■ Criminal liability, whatever

is there within the act and rules, everything will be taken, keeping into account the distress that has been faced by the passengers.

**What will you say to those people who had to pay Rs 92,000 for a Delhi-Bengaluru flight because there was surge pricing? And the regulator was literally sleeping on the wheel.**

■ Whoever has faced these hardships, I also want to say that we regret the inconvenience that has happened. We sympathise with them.

**Will you compensate them?**

■ We’ll take that into account.



# Corporate Communications Directorate

THE TIMES OF INDIA

HYDERABAD

10 DECEMBER 2025

## IndiGo ops at RGIA limp back to normalcy

TIMES NEWS NETWORK

**Hyderabad:** In a major relief for passengers, flight operations at the Rajiv Gandhi International Airport (RGIA) began stabilising on Tuesday, with cancellations dropping by nearly 50 per cent compared to the previous day.

A total of 58 flights were cancelled, a significant improvement from the 100-plus cancellations reported on Monday amid IndiGo's ongoing operational crisis.

### **'Back on its feet'**

Airport officials said that while delays are still occurring, the sharp reduction in cancellations indicates that IndiGo is gradually restoring normalcy to its schedules. IndiGo chief executive officer (CEO) Pieter Albers said that IndiGo is back on its feet and its operations are stable.

"We let you down when a major operational disruption happened, and we are sorry for it," he said.

## IndiGo disruption directly hit 2.6L city flyers from Dec 1 to 8

TIMES NEWS NETWORK

**Mumbai:** More than 2.6 lakh passengers were directly affected at Mumbai airport last week as IndiGo's operations went into sustained disruption, with 905 cancellations and 1,475 delays of over 30 minutes recorded between Dec 1 and 8, according to the ministry of civil aviation.

"IndiGo now informs passengers about potential cancellations at least six hours before the scheduled departure time," said Madhu Sudan Shankar, joint secretary, ministry of civil aviation, speaking to the media at Mumbai airport.

A week after the turbulence left lakhs of IndiGo passengers stranded in airports across India, the ministry of civil aviation ordered senior officers to inspect 10 major airports, including Mumbai, Bengaluru, Hyderabad, Kolkata, Chennai, Ahmedabad, Pune, Guwahati, Goa and Thiruvananthapuram. Early on Tuesday the officials landed at these airports to carry out surprise audits.

IndiGo had 3,171 scheduled movements or flights planned from Mumbai during the eight-day period but managed to operate only 2,266 flights, with the sharpest deterioration seen on Dec 4 and 5, said the ministry. The cancellations escalated from 14 on Dec 1 to 295 on Dec 5 before easing through the weekend. Delay figures also remained elevated, peaking at 281 on Dec 3. Aviation officials said the operational strain creat-

### 905 CANCELLATIONS, 1,475 DELAYS

IndiGo operations at Mumbai Airport from Dec 1 to 8, 2025

Dec date	Total scheduled movements	Operated	Cancelled	Delayed (> 30 min)
1	396	382	14	230
2	397	369	28	244
3	400	335	65	281
4	396	268	128	245
5	396	101	295	98
6	398	245	153	211
7	395	271	124	111
8	393	295	98	55
<b>Total</b>	<b>3,171</b>	<b>2,266</b>	<b>905</b>	<b>1,475</b>



ed a cascading impact across terminals as flight disruptions piled up through the week. Around 700 check-in bags belonging to passengers of cancelled flights were pending delivery; the official said 90% of these will be delivered by Wednesday to passengers' addresses.

Passenger impact was substantial. A total of 40,789 travellers were hit by cancellations and 2,66,567 by delayed departures from Mumbai, the data showed. Officials noted these figures represent primary disruption and do not capture secondary consequences such as missed connections, exams or medical appointments.

The heaviest domestic dis-

ruption from Mumbai was on routes to Ahmedabad, Delhi, Bengaluru, Hyderabad, Chennai, Kolkata, Cochin, Goa and Lucknow, while long-haul operations to Amsterdam and Istanbul also saw significant delays and cancellations. Sectoral imbalance in crew and aircraft positioning contributed to uneven recovery across the network, officials said. "We went and saw all the places, including a cargo handling area, baggage handling area and spoke with passengers. A lot of improvements have happened," said Shankar. Airports have been told to ensure essential facilities like drinking water and minimise inconvenience.



# Corporate Communications Directorate

THE TRIBUNE

DELHI

11 DECEMBER 2025

## DGCA summons IndiGo CEO, sets up oversight team

TRIBUNE NEWS SERVICE

**NEW DELHI, DECEMBER 10**  
The Directorate General of Civil Aviation (DGCA) has summoned IndiGo Chief Executive Officer (CEO) Pieter Elbers to appear before it at 3 pm on Thursday. The development comes a day after Civil Aviation Minister Ram Mohan Naidu had met Elbers over the ongoing flight cancellation fiasco.

### Seeks report on cancellations, refunds, baggage delays

#### 220 FLIGHTS CANCELLED

IndiGo on Wednesday cancelled nearly 220 flights at three major airports, including Delhi and Mumbai, despite CEO Elbers claiming that the airline's operations were back on track.

Despite the CEO claiming that the operations were back on track, the airlines on Wednesday cancelled nearly 220 flights at three major airports.

The regulator has also set up an eight-member oversight team. Of them, two members will be deployed at the airline's corporate office on a daily basis. They have been mandated to look at the airline's total fleet, average stage length (distance that an aircraft travels in one leg), total number of pilots, network details, and crew utilisation and training, among others. The DGCA has directed Elbers to present comprehensive data and updates

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## DGCA summons IndiGo CEO, posts...

relating to the recent operational disruptions. The CEO must provide detailed information across key operational areas, it said. The DGCA has sought multiple updates, including the status of flight restoration, recruitment plans, progress in the refunds process and baggage return, effective information dissemination, re-accommodation of affected passengers and priority handling for vulnerable travellers such as the elderly, medical passengers and unaccompanied minors. It has also asked for details of the monitoring mechanism being used to ensure timely completion of the restoration effort.

The regulator has additionally asked for the number of cancelled flights and refunds processed, refund timelines for direct and OTA bookings and adherence to Civil Aviation Requirements (CAR) provisions. The DGCA has separately issued a formal inspection order for immediate on-site assessments at several major airports. Officials have been instructed to visit their assigned airports within two to three days and submit reports to headquarters within 24 hours.

The Tribune



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DELHI

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## Are you helpless? Delhi High Court pulls up Centre on IndiGo crisis

### Tells airline to compensate passengers

**TRIBUNE NEWS SERVICE**

**NEW DELHI, DECEMBER 10**

Questioning the Centre for not taking timely action to check the crisis caused by IndiGo flight cancellations, the Delhi High Court on Wednesday wondered why the situation was allowed to precipitate, leading to lakhs of passengers getting stranded and other airlines charging hefty fares.

"The question is why, at all, this crisis arose and what have you been doing?" a Bench of Chief Justice DK Upadhyaya and Justice TR Gedda said. It directed the government and the airline to take steps to compensate the affected persons.

The court asked the authorities if they were "helpless" or they could have taken action against IndiGo after it failed to implement Flight Duty Time Limitation rules by

November 1, which they blamed for the crisis. Besides the trouble and harassment caused to the stranded passengers, the question was of the losses caused to the country's economy, it said.

The court was hearing a PIL filed by advocates Akhil Rana and Utkarsh Sharma seeking a judicial inquiry into the IndiGo crisis and fair compensation to those affected by flight cancellations. The HC sought to know how other airlines could take undue advantage of the crisis and charge hefty sums for tickets from the passengers.

"For a ticket that was available for Rs 5,000, the prices went up to Rs 30,000 to Rs 35,000. If there was a crisis, how could other airlines be permitted to take advantage," it asked. It posted the matter for further hearing on January 22.

*(With PTI inputs)*

## Air India gears up for fog season, to deploy specialised crew, aircraft

RAHUL GAHLAWAT  
TRIBUNE NEWS SERVICE

NEW DELHI, DECEMBER 10

The country's federal aviation regulator, the DGCA, has announced December 10 to February 10 as the official fog window for the season. Keeping this in view, Air India has initiated special preparations and is working in coordination with stakeholders, including CAT III B crew rostering, CAT III B aircraft readiness, network-wide airport readiness, tech-enabled passenger assistance and proactive communications, to minimise passenger inconvenience during the season.

CAT III (Category III) primarily refers to advanced aviation systems, allowing aircraft to land safely in extremely low visibility (dense fog, smog) using instrument landing systems (ILS), but it also denotes safety ratings for electrical test equipment like multi-meters, indicating their capacity to handle high-energy transient voltages in distribution systems. In aviation, it's a precision approach for bad weather (CAT IIIA, B, C).

The initiative by the country's biggest global carrier includes crew, aircraft, station readiness, schedule planning and disruption monitoring.

The airline stated that it



The DGCA has announced December 10 to February 10 as the official fog window for the season.

would ensure adequate cockpit crew trained in low visibility operations (LVO) through CAT III B or specific ILS, is in place to operate flights during the critical fog window. This also includes trained crew on stand-by for any exigency.

Moreover, Cat III B certified aircraft will be deployed for operations during the fog window at strategic locations that are prone to fog impact.

Air India has also initiated measures to minimise inconvenience to passengers during the season which will include ensuring there are adequate ground support teams to aid passengers and keeping ready care packages with refreshments and other resources at origin as well as diversion airports.

Airport teams will monitor delays, make regular announcements, and proactively rebook impacted passengers on alternative flights.

Moreover, dedicated teams have been set up as part of the customer contact team to guide passengers on fog-related queries. Passengers will also receive alerts over SMS, WhatsApp and email before arriving at the airport and real-time updates will continue across the Air India website and social channels.

Air India has also activated its fog care initiative to help passengers in scenarios where there are delays or schedule changes due to situations beyond their control. Under the initiative, flights that are likely to be affected by fog, based on met forecast, are proactively identified and passengers are alerted about any delay or a change in schedule. Passengers also have the option to avail complimentary rescheduling or opt for full refund without penalty through Air India Fog Care.