



Corporate Communications Directorate

DESHBANDHU

DELHI

18 DECEMBER 2025

एयरपोर्ट की अधिसूचित जमीन पर निर्माण करने के आरोप में 7 नामजद समेत अज्ञात पर मुकदमा दर्ज

रबूपुरा, 17 दिसम्बर (देशबन्धु)। नोएडा इंटरनेशनल एयरपोर्ट विस्तार के लिए अधिसूचित एरिया में अवैध निर्माण कार्य करने पर जिला प्रशासन ने गांव कुरैब, मुकौमपुर शिवारा, बनवारीवास, किशोरपुर और नगला जाहनू के 7 नामजद समेत अज्ञात ग्रामीणों के खिलाफ केस दर्ज कराया गया है। आरोप है कि एयरपोर्ट के फेस 3 के विस्तारीकरण में अधिग्रहण का अवैध और अनुचित लाभ लेने के लिए इन ग्रामीणों द्वारा अवैध निर्माण कार्य किया जा रहा है। जिला प्रशासन की तरफ से हल्का लेखपाल ने पुलिस से इसकी शिकायत की थी। तहरीर पर जेवर पुलिस ने केस दर्ज कर जांच शुरू कर दी है। जिला प्रशासन की तरफ से गांव किशोरपुर के लेखपाल निरंजन मिश्रा ने पुलिस को सौंपी शिकायत में कहा है कि, नोएडा इंटरनेशनल एयरपोर्ट के तीसरे चरण के विस्तारीकरण की परियोजना गांव कुरैब, मुकौमपुर शिवारा, बनवारीवास, किशोरपुर और नगला जाहनू के निवासी ग्रामीण मुकेश, राज खां, साजिद, वंशी, कुसुम देवी, पीयूष शर्मा समेत कुछ अज्ञात लोग पुनर्वास नीति का अवैध और अनुचित लाभ लेने के उद्देश्य से निर्माण कार्य कर रहे हैं।

Taxi drivers stage protest against new airport pickup rules

400 of them try to block toll gate; cops resort to lathicharge

ASRA MAVAD
BENGALURU, DHNS

Hundreds of taxi drivers protested on Tuesday morning near the Sadahalli toll against new pickup restrictions at the Kempegowda International Airport (KIA). Around 400 drivers from unions such as Karnataka Chalakara Okkuta, Peace Auto Union and Bruhat Bengaluru Auto and Taxi Drivers Union attempted to block the toll gate at 9 am, demanding that airport authorities revoke the new pickup rules.

The protest turned tense as some individuals became aggressive, prompting police to carry out lathicharge. The protest caused brief traffic congestion near the toll plaza.

Under the new rules, private vehicles get eight minutes of

free stay at both terminals. Stay between 8-13 minutes is charged Rs 150, and 13-18 minutes Rs 300. Vehicles overstaying 18 minutes will be towed and fined.

Commercial vehicles must wait at designated parking zones, with 10 minutes of complimentary parking.

After this, cab drivers pay Rs 100 for 30 minutes and Rs 50 for each additional hour.

G Narayanaswamy, president of Karnataka Chalakara Okkuta, said, "These rules were introduced without consulting us; 10 minutes is not enough, and the airport authorities know this. They must increase the wait time or withdraw the rules."

Narayanaswamy, who called for the protest, said, "We spoke with the Joint Commissioner of Police (East) and the Depu-



Taxi drivers of various unions protested near the airport toll on Tuesday. PHOTO: KARNATAKA CHALAKARA OKKUTA

'Unfair to drivers, passengers'

The drivers' union has the support of Transport Minister Ramalinga Reddy, who has written to BIAL to either reduce or revoke the fees. Reddy told *DH* he is yet



Ramalinga Reddy

to receive a response from BIAL.

"The letter was sent to the authorities on December 3.

"The new rules are unfair to both drivers and passengers. If needed, I will consult other ministers to protect drivers' livelihoods and passenger comfort," he said.

ty Commissioner, who assured us the issue would be resolved in two days. However, we have

given them four days. If this is not settled, next we will protest at Terminal 1."

'Right move'

BIAL MD and CEO Hari Marar said he would personally oversee the implementation of the new rules.

"We are monitoring the situation, and I am confident the system will stabilise over the

next month. Importantly, this change improves passenger safety. For years, we received serious complaints, including from single women, about harassment and extortion by unauthorised taxi operators — risks far greater than a short walk of 500-700 metres," he said, adding a return to the earlier system would be a step backwards.

"This is the right move, and we are committed to refining it further."



Hari Marar



Corporate Communications Directorate

RS DAINIK JAGRAN

DELHI

18 DECEMBER 2025

20 उड़ानें रद्द और 100 से ज्यादा रहीं विलंबित

जगरण संवाददाता, नई दिल्ली: राष्ट्रीय राजधानी में लगातार तीसरे दिन बुधवार को घने कोहरे के कारण इंदिरा गांधी इंटरनेशनल (आइजीआइ) एयरपोर्ट से 20 उड़ानें रद्द की गईं और 100 से अधिक उड़ानें विलंबित रहीं। कोहरे का कहर इस कदर हावी है कि पिछले तीन दिनों में रद्द होने वाली उड़ानों की संख्या 276 पहुंच गई है। आंकड़ों पर नजर डालें तो मंगलवार को 131 उड़ानें रद्द हुई थीं, जबकि सोमवार को 126 उड़ानों को रद्द करना पड़ा था।

एयरलाइंस अधिकारियों के अनुसार, खराब मौसम और दिल्ली में बढ़ते प्रदूषण के कारण आइजीआइ एयरपोर्ट पर कई उड़ानों की लैंडिंग भी प्रभावित हुई। दिल्ली पहुंचने वाली पांच उड़ानों को लैंडिंग की अनुमति नहीं मिलने के कारण नजदीकी हवाई अड्डों की ओर डायवर्ट करना पड़ा। बुधवार को भी एयरपोर्ट पर दृश्यता का स्तर 50 मीटर दर्ज किया गया। कुछ घंटों के लिए शून्य के करीब पहुंच चुकी दृश्यता के कारण विमानों का परिचालन ठप रहा।

Drivers' union protests against BIAL parking fees

NT Correspondent

BENGALURU

Members of the Karnataka Drivers' Union on Tuesday staged a protest condemning the recent change in pick-up locations at Kempegowda International Airport here.

The protest was held near the Sadahalli Gate toll plaza near the airport under the leadership of G Narayanaswamy, founder and state president of the union.

Police resorted to mild lathi charge as protesters attempted to block other taxis from entering the airport premises.

The protesters alleged that the revised pick-up arrangements at the airport have caused inconvenience to drivers as well as passengers, leading to congestion and operational difficulties.

They also criticised the parking fee structure, claiming it places an unfair financial burden on drivers who depend on airport trips for their livelihood.

However, the Kempegowda International Airport, which is operated by Bengaluru International Airport Limited (BIAL) said in a statement on Tuesday that the new pick-up measures are designed to create a safer, smoother, and more predictable experience for passengers.



"At BLR Airport, passenger safety and convenience are our top priorities. With daily passenger and vehicle volumes continuing to rise, it became necessary to bring greater discipline and clarity to arrival pick-up areas to prevent congestion, unsafe halts, and confusion at the kerbside," it said in a statement.

According to the BIAL statement, private vehicles have a dedicated pick-up lane with a generous free time window, while commercial vehicles operate from designated parking and supervised pick-up zones to ensure orderly movement.

"These systems are standard practice at leading global airports. This is not about enforcement or revenue generation. Our focus is on behaviour change,

safety, and ensuring that pick-up zones remain available for genuine, quick boarding. We have rolled this out with extensive on-ground guidance, signage, and coordination with cab operators," the statement added.

According to BIAL officials, as per the new lane segregation system, entry to the designated arrival pick-up zone in T1 and T2 will be free for all private cars (white board), however, there will be a charge for misusing or overstaying inside the zone beyond the prescribed time limits.

"The airport will give eight minutes (much higher than international standards) of free use of the zone for all the users, beyond which there will be Rs 150 charges for overstay from 8-13 minutes.



Corporate Communications Directorate

MILLENNIUM POST

DELHI

18 DECEMBER 2025

Noida Airport: Two police stns approved

NOIDA: The Uttar Pradesh government has approved the construction of two new police stations near the upcoming Noida International Airport in Jewar. The stations will be designated as the International Terminal Police Station and the Domestic Terminal Police Station.

"The airport is in its final stage of construction, and once operational, it is expected to witness daily footfall of thousands of passengers, including a significant number of international travellers.

Ensuring the safety and security of passengers and the general public will be the police's top priority," said Noida Police Commissioner Laxmi Singh.

To provide seamless security and prevent any inconvenience to travellers,

comprehensive arrangements are being made, including the establishment of two dedicated police stations near the airport, Singh added.

The Domestic Terminal Police Station will have 35 sanctioned police personnel, while staffing for the International Terminal Police Station will also be provided.

Trained officers, around 100 in number, have already been prepared for deployment at these stations, which will be equipped with modern facilities and resources.

Soon after staffing, both stations will become fully operational.

In addition to the new police stations, four police outposts are being established in the airport vicinity to strengthen patrolling and rapid response.

MPOST

कोहरे के कारण 20 फ्लाइट कैंसिल, 100 से अधिक डिले

नई दिल्ली, 17 दिसम्बर (नवोदय टाइम्स): इंदिरा गांधी इंटरनेशनल (आईजीआई) एयरपोर्ट पर कोहरे के चलते कम दूरगता की स्थिति उत्पन्न होने से बुधवार को 20 फ्लाइट को कैंसिल कर दी गई जबकि 100 से अधिक फ्लाइट डिले चल रही थीं। फ्लाइट लेट होने के चलते यात्रियों को एयरपोर्ट पर इंतजार करना पड़ा। कई फ्लाइट तो तीन से चार घंटे तक देरी से चल रही थीं। इससे एयरपोर्ट पर फंसे यात्रियों को काफी परेशानी उठानी पड़ी। उड़ानों में हो रही देरी को लेकर कई यात्रियों ने सोशल मीडिया पर भी अपनी भड़ास निकाली। हालांकि विभिन्न एयरलाइंस तथा नागरिक उड्डयन मंत्रालय ने यात्रियों के लिए एडवाइजरी जारी कर कहा कि घने कोहरे व खराब मौसम की वजह से फ्लाइंग संभालन प्रभावित हो रहा है इसलिए संबंधित एयरलाइन से अपनी फ्लाइट का स्टेटस चेक करके की धरों से बाहर निकलें।

एयरपोर्ट अधिकारियों से मिली जानकारी के अनुसार तड़के एयरपोर्ट पर स्थिति तब और गंभीर हो गई जब देर रात से सुबह तक दूरगता का स्तर 50 मीटर से भी नीचे गिर गया। शून्य के करीब पहुंच चुकी विजिबिलिटी के कारण विमानों का परिचालन पूरी तरह ठप होने की

कगार पर पहुंच गया था। रनवे पर विमानों को सुरक्षित उतारने के लिए कैट-3 लैंडिंग सिस्टम को सक्रिय किया गया, मगर विजिबिलिटी इतनी कम थी कि कई विमानों को टेक-ऑफ के लिए घंटों इंतजार करना पड़ा। सुबह करीब 10 बजे के बाद जब सूरज की रोशनी तेज हुई और कोहरा छंट, तब जाकर उड़ानों का संचालन धीरे-धीरे सामान्य हो पाया। कई उड़ानें जो दिल्ली पहुंचने वाली थीं, वे लैंड नहीं कर सकीं और उन्हें दूसरे एयरपोर्ट की तरफ ट्रांसफर किया गया। बुधवार को आईजीआई एयरपोर्ट पर 20 फ्लाइट को कैंसिल कर दिया गया। इसके अलावा करीब 100 से अधिक फ्लाइट अपने निर्धारित समय से देरी से रवाना हुईं। कुछ फ्लाइट तो दो से तीन घंटे की देरी से रवाना हुईं। इससे यात्रियों को काफी परेशानी का सामना करना पड़ा।

हालांकि यात्रियों की मदद के लिए एयरपोर्ट प्रशासन के अलावा संबंधित एयरलाइन कर्मचारी हर संभव मदद के लिए मौजूद थे। कुछ यात्रियों ने शिकायत की कि देरी के चलते उनका आगे का प्रोग्राम गड़बड़ गया। वहीं अधिकारियों ने बताया कि एयरलाइन की तरफ से कैंसिल की गई फ्लाइट की सूचना समय से यात्रियों को दे दी गई थी। इस वजह से यात्रियों को ज्यादा असुविधा का सामना नहीं करना पड़ा।

टेक-ऑफ के लिए घंटों इंतजार करना पड़ा



Corporate Communications Directorate

SWATANTRA BHARAT

LUCKNOW

17 DECEMBER 2025

खराब मौसम के कारण दिल्ली एयरपोर्ट से 131 उड़ानें रद्द

नई दिल्ली। घने कोहरे और कम दृश्यता के कारण मंगलवार को दिल्ली एयरपोर्ट पर हवाई उड़ानें बुरी तरह प्रभावित रहीं। दिल्ली इंटरनेशनल एयरपोर्ट लिमिटेड (डीआईएल) के एक अधिकारी ने बताया कि खराब मौसम के चलते अब तक कुल 131 उड़ानें रद्द करनी पड़ीं। अधिकारी के अनुसार, इनमें 52 उड़ानें प्रस्थान और 79 उड़ानें आगमन की थीं। उत्तर भारत में सर्दियों के मौसम में घना कोहरा आम बात है, जिसका सबसे ज्यादा असर राजधानी दिल्ली पर पड़ता है। दिल्ली एयर इंडिया का प्रमुख हब भी है, इसलिए यहाँ की बाधाओं का असर पूरे देश के उड़ान नेटवर्क पर पड़ता है। नागर विमानन नियामक डीजीसीएम ने इस साल सर्दियों के लिए 10 दिसंबर से 10 फरवरी तक के समय को आधिकारिक फॉग विंडो



घोषित किया है। इस दौरान कोहरे की वजह से उड़ानों में देरी और रद्द होने की संभावना अधिक रहती है। बीच, मौसम की मार से जुड़ा रही एयरलाइन इंडिगो ने भी बताया कि उसने मंगलवार को अपने पूरे नेटवर्क में 113 उड़ानें रद्द कीं। इसके अलावा, दिल्ली एयरपोर्ट पर खराब मौसम के कारण

बुधवार को भी 42 उड़ानें संचालित नहीं की जाएंगी। इंडिगो ने सोशल मीडिया प्लेटफॉर्म एक्स पर कहा कि सर्दियों में उत्तर भारत में सुबह के समय कोहरा छा जाता है, जिससे कभी-कभी उड़ानों की रफ्तार धीमी पड़ जाती है। एयरलाइन ने यह भी बताया कि उसकी टीम में हल्लात पर लगातार नजर बनाए हुए हैं और जहाँ संभव हो, यात्रियों की असुविधा कम करने के लिए जमीन पर जरूरी बदलाव किए जा रहे हैं। कोहरे के दौरान उड़ान संचालन के लिए कैटेगरी-III मानकों का पालन जरूरी होता है। इसके तहत एयरलाइंस को ऐसे पायलट और कू तैनात करने होते हैं, जिन्हें कम दृश्यता में उड़ान भरने और लैंडिंग का विशेष प्रशिक्षण मिला हो, साथ ही ऐसे विमान इस्तेमाल करने होते हैं जो इन मानकों के अनुरूप हों।

Row over KIA rule: Drivers' protest ends in lathicharge

They Say Skewed Pick-up Policy Favours App-Based Operators

Suchith.Kidlyoor
@timesofindia.com

Bengaluru: Hundreds of taxi drivers staged a protest near Sadahalli toll plaza on the Bengaluru-Hyderabad highway Tuesday morning, demanding rollback of the parking and pick-up rules for pre-booked private cabs at Kempegowda International Airport (KIA).

They alleged that the "skewed" policy — which seems to unduly favour app-based aggregators — is negatively impacting the livelihood of 30,000 independent and traditional taxi drivers, who have been servicing the airport for decades, including the years at HAL airport. They claimed they are forced to shell out "a penalty of Rs 100" while exiting KIA almost always.

The flash demonstration briefly turned tense when a section of protesters attempted to disrupt traffic on the national highway and damaged a few taxis, prompting police to resort to a mild lathicharge to disperse the crowd. Police said though the protesters had not sought permission for the demonstration, they were allowed to stage a sit-in. Around 150 protesters were taken into preventive custody and released later.

The protesters alleged the overall cab fare would shoot up if the new rules were not withdrawn, and airport users would end up paying a steep price.

Ramesh H, honorary president of Bruhat Bengaluru Taxi Drivers' Union, said the rules were "framed to benefit" aggregators at the expense of conventional taxi operators. "Without proper application of mind, BIAL has shifted us to the P4 pick-up zone, 1km from the arrival point. Passengers — especially those travelling with luggage, children and elderly family members — are finding it difficult to access the pick-up point," he said.

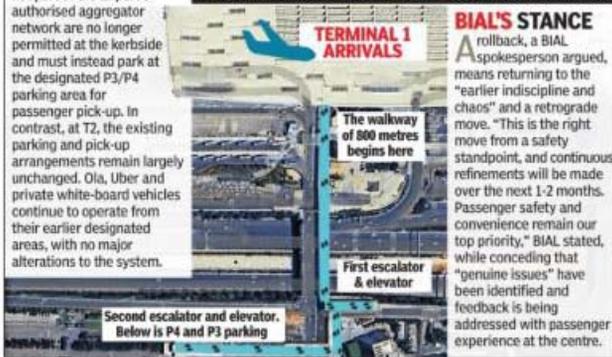
Ramesh added that passengers have begun voicing objections and that drivers using P4 are being penalised

VEHICLE LANES, KERBSIDE PAIN

At T1, the arrivals' kerb has been reorganised with specific lanes earmarked for different vehicle categories. The first lane is reserved for govt vehicles, the second for airport-aggregated taxis, the third for private whiteboard vehicles, and the sixth lane for Ola and Uber Black services. However, private yellow-board taxis that are not part of the airport's authorised aggregator network are no longer permitted at the kerbside and must instead park at the designated P3/P4 parking area for passenger pick-up. In contrast, at T2, the existing parking and pick-up arrangements remain largely unchanged. Ola, Uber and private white-board vehicles continue to operate from their earlier designated areas, with no major alterations to the system.



FLASHPOINT: Hundreds of taxi drivers staged a protest near Sadahalli toll plaza Tuesday, seeking rollback of KIA's parking & pick-up rules



BIAL'S STANCE

A rollback, a BIAL spokesperson argued, means returning to the "earlier indiscipline and chaos" and a retrograde move. "This is the right move from a safety standpoint, and continuous refinements will be made over the next 1-2 months. Passenger safety and convenience remain our top priority," BIAL stated, while conceding that "genuine issues" have been identified and feedback is being addressed with passenger experience at the centre.

“ BIAL wants us to drop passengers to the airport, but imposes discriminatory rules for pick-up. Traffic management at P4 zone is designed in a way it forces drivers to pay a penalty of Rs 100 while exiting

Yogesh Reddy | CABDR

as it is nearly impossible to complete boarding within the stipulated time. "We've been operating airport services for 10 years. Earlier, one airport trip would cover fuel and toll cost. Now, after paying toll, waiting charges and penalties at P3 and P4, we are going back with losses," said Ramesh Gowda, a cab driver from Yelahanka. "This rule is hitting us." Driver Mohammed Ismail expressed the fear traditional operators are being pushed out of the airport ecosystem.



Corporate Communications Directorate

THE TIMES OF INDIA

HYDERABAD

17 DECEMBER 2025

Bad weather in Delhi forces flight cancellations at RGIA

29 City Flights Grounded On Tuesday Alone

TIMES NEWS NETWORK

Hyderabad: Flight cancellations have returned to Rajiv Gandhi International Airport (RGIA), just days after flight operations stabilised following the IndiGo meltdown.

Bad weather in Delhi and other parts of India is now severely affecting air traffic and disrupting travel plans for passengers.

On Tuesday alone, at least 29 flights operating to and from Hyderabad were cancelled, affecting major routes including Delhi, Mumbai, Patna, Ahmedabad, Chennai, and Pune. The disruption be-

TRAVEL PLANS GO TOPSY-TURVY

Trigger: Poor visibility, weather constraints in New Delhi

Impact: Cascading delays, cancellations across several cities including Hyd

MAJOR ROUTES AFFECTED

- Delhi ● Mumbai ● Patna
- Ahmedabad ● Chennai ● Pune

● Airport issues advisory, asks passengers to check with airline for latest update before travel



gan on Monday when 18 flights were cancelled and nearly 60 others were delayed, airport officials said.

The impact was particularly severe as majority of flights connecting Hyderabad to other cities operate via the Delhi sector.

With poor visibility and weather-related constraints in the national capital forcing aircraft to remain grounded, cascading delays and

cancellations were felt across Hyderabad's flight network.

Passengers once again reported long waits, last-minute cancellations, and uncertainty over rebooking, adding to travel anxiety during the peak winter travel season. "Due to heavy fog in the northern parts, certain flights may be affected. Passengers are requested to check their airlines for the latest updates," said RGIA.

1st look: TOI touches down at Mumbai's 2nd airport

TIMES NEWS NETWORK

Cidco Orders 3rd Runway Study As NMIA Prepares For Dec 25 Takeoff With Phased Flight Rollout, Targeting 90 A Day From Feb

Pics: S. Shanth Kumar & Sandeep Sarkar

As Navi Mumbai International Airport (NMIA) readies for its first commercial takeoff on Dec 25, planners are looking beyond the inaugural runway and terminal to the next phase of expansion. With Mumbai region's air traffic set to surge over the coming decades, Cidco has kicked off a techno-commercial feasibility study to examine whether a third parallel runway can be stitched into NMIA's master plan. The report can be expected in eight to ten months after the study begins, said Cidco managing director Vijay Singhal on Tuesday. The agency has invited bids to appoint a consultant to carry out the study. Currently the NMIA project plan has four terminals and two parallel runways. On Dec 25, one runway and one terminal will open to passengers.

Singhal said the study would examine runway separation, land requirements and viability. Cities such as London and New York operate multiple airports and Mumbai Metropolitan Region's long-term growth requires similar planning, he said. The existing Mumbai airport handles 35 million passengers per annum and NMIA when complete in 2037 will handle 90 million, taking the combined capacity of MMR's two airports to 140-150 million passengers per annum.

"NMIA marks the dawn of India's first true dual-airport ecosystem. We are ending decades of congestion to create a new economic engine that will generate three lakh jobs, drive massive value appreciation across the region and give our farmers a direct export corridor to the world," said chief minister Devendra Fadnis. Early this week, rail connectivity to NMIA was established with stops introduced at Targhar and Gavan stations on the Uran line. Targhar is about a kilometre from the new airport. NMIA's first terminal offers several Maharashtra-themed on-screen art displays and installations, among which is an immersive experience of Warli art in 3D.

NMIA is expected to serve passengers beyond MMR. "Make no mistake, this is Pune's airport too. Once the Expressway 'Missing Link'



tribute 25% of India's GDP. This airport is the launchpad for our \$1-trillion economy goal. It is not just flights taking off - it is the vision of a 'Viksit Maharashtra' taking flight," Fadnis said.

Meanwhile at terminal 1 of NMIA, work is on in preparation for the d-day, barely nine days away. "The airport will open on Dec 25 with four arrivals in the first 15 mins and a total of 48 flights in the 12 hours from 8am to 8pm," said an aviation source. From Feb the airport will operate 24/7 with 90 flights a day. No flights will be moved from the existing Mumbai airport to NMIA.

project is over, industries in Pimpri-Chinchwad and Tale-

gaon will be barely two hours from the tarmac. For the

wider region of Satara and Kolhapur, we are slashing lo-

gistics costs and integrating Western Maharashtra direct-

ly into the global supply chain," the CM said. "We are

building concrete infrastructure for Maharashtra to con-



Corporate Communications Directorate

THE ASIAN AGE

DELHI

18 DECEMBER 2025

Parl panel grills IndiGo COO & DGCA staff, report Dec. 28

Committee finds airline and DGCA replies 'evasive'

AGE CORRESPONDENT
NEW DELHI, DEC. 17

The chief operating officer of the IndiGo airlines, Isidro Porqueras, on Wednesday appeared before the parliamentary standing committee on transport, tourism and culture.

The committee had summoned the official to explain the reasons behind mass flight cancellation in December first week. Civil aviation secretary Samir Kumar Sinha led the team of the ministry and Directorate General of Civil Aviation (DGCA).

Representatives of Air India, Air India Express, Akasha and SpiceJet and Airports Authority of India (AAI) and office bearers from the pilot associations also attended

the meeting that went on for nearly four-hours.

Sources said both the COO and the DGCA officials were not very forthcoming and the committee found their replies to be "evasive and unconvincing".

The IndiGo CEO and COO are already facing inquiry by a DGCA formed a four-member team and the committee has decided to wait for its outcome. Its report is expected to be submitted on December 28.

Sources said a few MPs questioned if the ministry was unprepared for such a situation following the implementation of the revised Flight Duty Time Limitation (FDTL) norms or if it was an "arm-twisting technique" adopted by IndiGo to get the exemption for the new

routine, the sources said.

Sources claimed that it appeared that the representatives of the Indigo and DGCA tried to put the blame on technical issues rather than taking responsibility.

The ministry has constituted a four-member committee to review the circumstances leading to the massive operational disruptions. Its report is expected to be submitted on December 28.

Sources said the panel has taken serious note of the difficulties faced by thousands of passengers due to disruption in air services. Even parliamentarians, who were in the national capital for the Winter Session, faced the brunt of flight cancellations by IndiGo and delays by other airlines, a panel member said.



Corporate Communications Directorate

AMAR UJALA

DELHI

18 DECEMBER 2025

शीर्ष-10 सेल्फमेड उद्यमियों की सूची में पहुंचे इंडिगो के प्रमोटर, दीपिंदर पहले और दमानी दूसरे स्थान पर

मुंबई। घरेलू विमानन कंपनी इंडिगो के प्रमोटर राहुल भाटिया और राकेश गंगवाल शीर्ष-10 सेल्फमेड उद्यमियों की सूची में शामिल हो गए हैं। इन दोनों ने कम लागत वाली एयरलाइन इंडिगो को 2025 तक 2.2 लाख करोड़ रुपये के मूल्यांकन तक पहुंचाया है, जिससे वे सूची में तीसरे स्थान पर पहुंच गए हैं। इटर्नल के दीपिंदर गोयल शीर्ष पर हैं। इनकी कंपनी का मूल्यांकन 3.2 लाख करोड़ रुपये है, जो पिछले वर्ष की तुलना में 27 फीसदी अधिक है।

आईडीएफसी फर्स्ट प्राइवेट एवं हरुन इंडिया ने इस वर्ष 25 सितंबर तक की गणना के आधार पर शीर्ष-200 सेल्फमेड उद्यमियों की सूची जारी की है।



दीपिंदर गोयल राधाकिशन राहुल भाटिया राकेश गंगवाल

■ सूची में शामिल कंपनियों का मूल्यांकन 2025 में 42 लाख करोड़ रुपये पहुंचा

एवेन्यू सुपरमार्ट्स के राधाकिशन दमानी की कंपनी का मूल्यांकन पिछले वर्ष से 13 फीसदी घटकर 3 लाख करोड़ रुपये रह गया है। सूची में शामिल दीपिंदर ने दमानी को पीछे छोड़ दिया है। मैक्स हेल्थकेयर इंस्टीट्यूट के अभय सोय सूची में चौथे और स्विगी के सह-संस्थापक श्रीहरशा मजेटी एवं नंदन रेड्डी पांचवें स्थान पर पहुंच गए हैं। मेकमायटिप के

दीप कालरा एवं राजेश मगो छठे, पॉलिसी बाजार के याशिप दहिया एवं आलोक बंसल सातवें स्थान पर हैं। पेटोएम का मूल्यांकन बढ़ने से इसके संस्थापक विजय शेखर शर्मा आठवें स्थान पर पहुंच गए हैं। फाल्गुनी नायर 9वें और लेंसकार्ट के सह-संस्थापक पीयूष बंसल, अमित चौधरी, नेहा बंसल एवं सुमीत कपाही 10वें स्थान पर हैं। एजेसी



Corporate Communications Directorate

AMAR UJALA

DELHI

18 DECEMBER 2025

इंडिगो मामले में संसदीय समिति सख्त डीजीसीए का जवाब असंतोषजनक बैठक में इंडिगो, एअर इंडिया, अकासा, स्पाइसजेट और एअर इंडिया एक्सप्रेस के प्रतिनिधि भी हुए शामिल

नई दिल्ली। हाल में इंडिगो की ओर से बड़े पैमाने पर उड़ानें रद्द किए जाने और इससे हजारों यात्रियों को हुई परेशानी के मामले में संसदीय समिति ने कड़ा रुख अपनाया है। परिवहन, पर्यटन और संस्कृति संबंधी संसदीय स्थायी समिति के सामने बुधवार को इंडिगो के मुख्य परिचालन अधिकारी (सीओओ) इमिट्रो पोर्कियास, नागरिक उड़्डयन मंत्रालय और डीजीसीए के वरिष्ठ अधिकारी पेश हुए, लेकिन समिति को उनके जवाब असंतोषजनक लगे।

जदयू सांसद संजय झा की अध्यक्षता वाली समिति ने बैठक के दौरान उड़ान व्यवधान के लिए

जिम्मेदारी तय करने की कोशिश की, हालाँकि किसी अंतिम निष्कर्ष पर नहीं पहुंच सकी। सूत्रों के अनुसार, समिति ने नागरिक उड़्डयन मंत्रालय द्वारा गठित जांच समिति की रिपोर्ट आने तक किसी पर जिम्मेदारी तय न करने का फैसला किया है। बैठक में कई सांसदों ने सवाल उठाया कि संशोधित फ्लाइट ड्यूटी टाइम लिमिटेशन (एफडीटीएल) नियम लागू होने के बाद क्या मंत्रालय इस स्थिति से निपटने के लिए तैयार नहीं था, या फिर यह इंडिगो की ओर से नए शेड्यूल को लेकर छूट हासिल करने की कोशिश थी। व्यूरो



Corporate Communications Directorate

BUSINESS STANDARD

DELHI

18 DECEMBER 2025

IndiGo COO, DGCA officials appear before House panel

Committee finds replies 'evasive, unconvincing'

BS REPORTER & PTI
New Delhi, 17 December

A parliamentary panel examining the recent air traffic disruptions tried to fix accountability for IndiGo's mass cancellation of flights as senior aviation officials and IndiGo Chief Operating Officer (COO) Isidro Porqueras appeared before it on Wednesday. However, the committee found the replies of the airline and aviation watchdog Directorate General of Civil Aviation (DGCA) 'evasive and unconvincing', according to sources.

The Parliamentary Standing Committee on Transport, Tourism and Culture, chaired by Janata Dal (United) leader Sanjay Jha, did not come to any conclusion, and decided to wait for the report of the ongoing inquiry of the Civil Aviation Ministry before fixing the onus for the chaos, which left thousands of travellers stranded across the country's airports, the sources added. The ministry has constituted a four-member committee to review the circumstances leading to the massive operational disruptions. Its report is expected to be submitted on December 28.

Some of the MPs questioned whether the ministry was unprepared for such a situation following the implementation of the revised Flight Duty Time Limitation (FDTL) norms or if it was an 'arm-twisting technique' adopted by IndiGo to get the exemption for the new routine, the sources said.

The replies of the representatives of the IndiGo and Directorate General of Civil Aviation (DGCAO) were 'evasive and unconvincing' and they tried to put the blame on technical issues rather



A TEAM OF OFFICIALS LED BY COO ISIDRO PORQUERAS REPRESENTED INDIGO BEFORE A PARLIAMENTARY PANEL

than taking responsibility, a source privy to the discussions in the meeting said.

A team of officials led by Porqueras represented the airline, while Civil Aviation Secretary Samir Kumar Sinha led the team of the ministry and DGCA. Representatives of Air India, Air India Express, Akasha and SpiceJet also attended the nearly four-hour-long meeting. Representatives of pilots were also represented at the meeting, according to sources, and they pointed out that despite being domain experts, their views go unheeded by the DGCA on crucial issues such as FDTL.

The members said the panel has taken serious note of the difficulties faced by thousands of passengers due to disruption in air services.

Even parliamentarians, who were in the national capital for the Winter Session, faced the brunt of flight cancellations by IndiGo and delays by other airlines, a panel member said.

HC refuses to hear PIL seeking increased compensation to flyers

The Delhi High Court on Wednesday refused to entertain a Public Interest Litigation (PIL) seeking to direct the Centre and IndiGo airline to pay four times the compensation of the full ticket price to all passengers whose tickets were cancelled during November and December after the new flight duty time limitation (FDTL) rollout. A Bench of Chief Justice Devendra Kumar Upadhyaya and Justice Tushar Rao Gedela said it has already taken cognisance of the issue in another PIL and granted liberty to the petitioner to seek intervention in the pending petition. PTI

Several MPs also received complaints from people about air fares shooting up due to the scenario.

IndiGo cancelled hundreds of flights for days beginning December 2 across the country. The DGCA has served notices to IndiGo Chief Executive Officer (CEO) Pieter Elbers and COO Porqueras, seeking their explanation.

In a statement, IndiGo had said the Board of Interglobe Aviation, its parent company, has set up a Crisis Management Group, "which is meeting regularly to monitor the situation".

"The company's board of directors is doing everything possible to take care of the challenges faced by its customers and ensure refunds to passengers," it added.



Corporate Communications Directorate

BUSINESS STANDARD

DELHI

18 DECEMBER 2025

HURUN INDIA TOP-200 SELF-MADE ENTREPRENEURS OF THE MILLENNIA 2025

Eternal's Goyal on top, IndiGo promoters fly to 3rd spot

PRACHI PISAL
Satara, 17 December

Deepinder Goyal of Eternal has topped the IDFC FIRST Private Banking-Hurun India Top-200 Self-made Entrepreneurs of the Millennia 2025 list with a valuation of ₹3.2 trillion, up 27 per cent from last year.

Radhakishan Damani of Avenue Supermarts, last year's leader, slipped to second place with a valuation of ₹3.1 trillion, down 13 per cent year-on-year. Rahul Bhatia and Rakesh Gangwal of InterGlobe Aviation debuted at third place with a company valuation of ₹2.2 trillion.

The list featured self-made Indian entrepreneurs who created the most valuable companies of the millennial, post-2000. The combined value of all companies on the list stood at ₹4.2 trillion, up 15 per cent year-on-year, with entrepreneurs from 51 cities. Bengaluru led with 88 entrepreneurs, followed by Mumbai (83) and New Delhi (52), together accounting for more

The top 5 founders



Youngest entrepreneurs

Rank	Founders	Age	Company	Founded year
1	Kaivalya Vohra	22	Zepto	2021
2	Aadit Palicha	23	Zepto	2021
3	Shashvat Nakrani	27	BharatPe	2018
4	Manik Garg	30	Saatvik Green Energy	2015
5	Hardik Kothiyia	31	Rayzon Solar	2017

India's Top 200 Self-made Entrepreneurs of the Millennia 2025

Big employers

Rank	Company	Total employees	Value (₹ cr)	Industry
1	Avenue Supermarts	90,280	2,97,800	Retail
2	InterGlobe Aviation	42,887	2,19,300	Transportation & logistics
3	Jana Small Finance Bank	25,381	4,900	Financial services
4	MedPlus Health Services	25,007	9,600	Healthcare
5	Policybazaar	23,427	80,300	Financial services

than half the list. Collectively, these companies paid ₹8,030 crore in direct taxes, up from ₹4,570 crore last year, and employed around 800,000

people, roughly equal to the population of Fiji. The average age of founders on the list is 48. According to the fiscal year 2025 numbers, the most

profitable companies from the list were InterGlobe Aviation (₹7,258 crore), Avenue Supermarts (₹2,707 crore) and Groww (₹1,824 crore), while

the highest spenders on employee benefits were InterGlobe Aviation (₹7,473 crore), Paytm (₹3,288 crore) and Eternal (₹2,558 crore).

इंडिगो के मामले पर जवाब से संसदीय समिति संतुष्ट नहीं

अर्चिस मोहन और एजेसियां
नई दिल्ली, 17 दिसंबर

हाली में हवाई यातायात में हुई गड़बड़ियों की जांच कर रही एक संसदीय समिति ने बड़े पैमाने पर इंडिगो द्वारा उड़ान रद्द किए जाने के मामले में जवाबदेही तय करने की कोशिश की। वरिष्ठ विमानन अधिकारी और इंडिगो के मुख्य परिचालन अधिकारी (सीओओ) इसिद्रो पोरक्वेरस बुधवार को समिति के सामने पेश हुए। हालांकि सूत्रों के अनुसार, समिति को विमानन कंपनी और नागर विमानन महानिदेशालय (डीजीसीए) के जवाब 'टालमटोल वाले और अविश्वसनीय' लगे।

जनता दल (यूनाइटेड) के नेता संजय झा की अध्यक्षता वाली परिवहन, पर्यटन और संस्कृति संबंधी संसदीय स्थायी समिति किसी निष्कर्ष पर नहीं पहुंची और सूत्रों के मुताबिक देश के हवाई अड्डों पर हजारों यात्रियों के फंसे रहने से फैली अराजकता के लिए जिम्मेदारी तय करने से पहले, नागर विमानन मंत्रालय की चल रही जांच की रिपोर्ट का इंतजार करने का फैसला किया।



संसदीय समिति ने इंडिगो और नागर विमानन महानिदेशालय के जवाबों को टालमटोल वाला और अविश्वसनीय पाया है

सूत्रों ने बताया कि कुछ सांसदों ने सवाल किया कि क्या मंत्रालय संशोधित उड़ान ड्यूटी समय-सीमा (एफडीटीएल) मानदंडों के क्रियान्वयन के बाद ऐसी स्थिति के लिए तैयार नहीं था या क्या यह इंडिगो द्वारा नई दिनचर्या के लिए छूट पाने के लिए अपनाया गया

'हथकंडा' था।

बैठक में हुई चर्चाओं से अवगत एक सूत्र ने कहा कि इंडिगो और नागर विमानन महानिदेशालय (डीजीसीएओ) के प्रतिनिधियों के जवाब टालमटोल वाले और अविश्वसनीय थे और उन्होंने जिम्मेदारी लेने के बजाय तकनीकी

पहलुओं पर सारा दोष डालने की कोशिश की। सूत्रों ने कहा कि समिति ने कोई विचार नहीं लिया और नागर विमानन मंत्रालय द्वारा दिए गए जांच के आदेश की रिपोर्ट आने तक इंतजार करने का फैसला किया। मंत्रालय ने बड़े पैमाने पर इंडिगो के परिचालन बाधाओं के कारणों की समीक्षा के लिए चार सदस्यीय समिति का गठन किया है। इसकी रिपोर्ट 28 दिसंबर को सौंपी जानी है।

इंडिगो के मुख्य परिचालन अधिकारी इसिद्रो पोरक्वेरस के नेतृत्व में अधिकारियों की एक टीम ने विमानन कंपनी का प्रतिनिधित्व किया, जबकि नागर विमानन सचिव समीर कुमार सिन्हा ने मंत्रालय और डीजीसीए की टीम का नेतृत्व किया। एयर इंडिया, एयर इंडिया एक्सप्रेस, अकासा और स्पाइसजेट के प्रतिनिधियों ने भी लगभग चार घंटे तक चली बैठक में भाग लिया।

बैठक में पायलटों का भी प्रतिनिधित्व किया गया और सूत्रों के अनुसार, उनके प्रतिनिधियों ने बताया कि डोमेन विशेषज्ञ होने के बावजूद, डीजीसीए द्वारा एफडीटीएल जैसे महत्वपूर्ण मुद्दों पर उनके विचारों पर ध्यान नहीं दिया जाता है।



Corporate Communications Directorate

DAINIK JAGRAN

DELHI

18 DECEMBER 2025

इंडिगो से जुड़ी याचिका पर विचार करने से हाई कोर्ट का इन्कार

जासं, नई दिल्ली : इंडिगो गड़बड़ी के लिए डायरेक्टोरेट जनरल आफ सिविल एविएशन (डीजीसीए) के खिलाफ जांच और फ्लाइट रद्द होने के कारण एयरपोर्ट पर फंसे यात्रियों को चार गुना मुआवजा देने की मांग वाली जनहित याचिका पर विचार करने से दिल्ली हाई कोर्ट ने इन्कार कर दिया। मुख्य न्यायाधीश देवेंद्र कुमार उपाध्याय व न्यायमूर्ति तुषार राव गेडेला की पीठ ने कहा कि इस मामले में अदालत पहले ही एक अन्य जनहित याचिका का संज्ञान ले चुकी है। ताजा याचिका पर विचार नहीं किया जा सकता है। पीठ ने सवाल किया कि याचिकाकर्ता ने उक्त याचिका में पक्षकार बनाने की मांग क्यों नहीं की। सेंटर फार अकाउंटेंटेबिलिटी एंड सिस्टेमिक चेंज ने याचिका दायर की थी।



Corporate Communications Directorate

DAINIK JAGRAN

DELHI

18 DECEMBER 2025

अराजकता पर इंडिगो व डीजीसीए के जवाब कपटपूर्ण

नई दिल्ली, प्रेस : बड़ी संख्या में इंडिगो की उड़ानों के रद्द होने से यात्रियों को हुई कठिनाई के मामले का परीक्षण अब संसदीय समिति कर रही है। बुधवार को समिति के समक्ष इंडिगो के सीओओ इसिद्रो पोरकुएरस और नागरिक उड्डयन मंत्रालय के सचिव समीर कुमार सिन्हा ने पेश होकर हफ्ते भर से ज्यादा समय तक रहीं मुश्किल स्थिति पर पक्ष रखे। इस मामले में संसदीय समिति ने एयरलाइन कंपनी और नागरिक उड्डयन के महानिदेशक (डीजीसीए) के जवाबों को कपटपूर्ण और अस्पष्ट-दुविधा में डालने वाला माना है।

- उड़ानें रद्द होने से पैदा स्थिति पर संसदीय समिति की सुन्वाई
- शीर्ष अधिकारियों के जवाब से संतुष्ट नहीं हुई स्थायी समिति

परिवहन, पर्यटन और संस्कृति मामलों की संसद की स्थायी समिति के प्रमुख जदयू नेता संजय झा अभी मामले को लेकर किसी निष्कर्ष पर नहीं पहुंचे हैं। उन्होंने मामले में नागरिक उड्डयन मंत्रालय की जांच रिपोर्ट आने तक इंतजार करने का फैसला किया है। सूत्रों के अनुसार, समिति के कई सदस्य सांसदों ने पूछा कि इस तरह की स्थिति का

सामना करने के लिए नागरिक उड्डयन मंत्रालय क्या तैयार नहीं था? यह स्थिति फ्लाइंग ड्यूटी टाइम लिमिटेशन व्यवस्था लागू करने से हुई या फिर इंडिगो ने इस व्यवस्था से छूट पाने के लिए जान-बूझकर अराजक स्थिति पैदा होने दी? स्थायी समिति की बैठक में पाया गया इंडिगो और डीजीसीए के जवाबों में उड़ानों के रद्द होने और पैदा हुई अराजकता के लिए तकनीक कारणों को जिम्मेदार ठहराने की कोशिश की गई। चार घंटे चली बैठक में एयर इंडिया, एयर इंडिया एक्सप्रेस, अकासा व स्पाइस जेट के अधिकारी मौजूद रहे।



बेंगलुरु की फ्लाइट 44 और मुंबई की 21 मिनट रही लेट

जागरण संवाददाता, कानपुर: कोहरे का असर मंगलवार को फ्लाइट पर नहीं रहा। तीनों उड़ानें आईं और गईं। बेंगलुरु की फ्लाइट 44 मिनट और मुंबई की 21 मिनट देर से आ सकी। दिल्ली की उड़ान समय से रही।

पिछले दिनों की अपेक्षा यात्रियों की संख्या भी बढ़ी है। सबसे ज्यादा बेंगलुरु से आने और जाने वाले यात्री रहे। बेंगलुरु से 193 यात्री आए और 224 गए। कोहरे के कारण सोमवार को दिल्ली की फ्लाइट नहीं आ सकी थी। यात्री बेंगलुरु, हैदराबाद और मुंबई की फ्लाइट आईं थीं। मंगलवार को कोहरे का कोई असर नहीं रहा। शहर में तीनों फ्लाइट आईं। इससे यात्रियों को कोई दिक्कत नहीं हुई। हवाई अड्डा निदेशक प्रदीप यादव ने बताया कि बेंगलुरु की फ्लाइट का समय दोपहर 12:50 बजे आने और 1:25 पर जाने का है। यह फ्लाइट दोपहर 1:34 बजे आई और 2:18 बजे चली गई। दिल्ली को उड़ान आने का समय और जाने का समय है। दिल्ली की फ्लाइट दोपहर दो बजे आती और 2:40 बजे जाती है।

- कोई फ्लाइट निरस्त नहीं हुई तीनों आईं और गईं
- बेंगलुरु की उड़ान को मिले सबसे ज्यादा यात्री



193 यात्री बेंगलुरु से आए और 224 गए

दिल्ली की फ्लाइट 2:04 बजे आई और 2:45 बजे गई। मुंबई की फ्लाइट दोपहर 2:35 बजे आकर 3:15 बजे वापस उड़ान भरती है। मुंबई की फ्लाइट दोपहर 2:1 मिनट देरी से 2:54 बजे आई और 3:36 बजे गई। बुधवार को शहर से हैदराबाद, बेंगलुरु, दिल्ली और मुंबई की चारों फ्लाइट प्रस्तावित हैं।



Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

18 DECEMBER 2025

House Panel Slams IndiGo, DGCA Over Flight Disruptions

Parliamentary committee flags poor coordination, awaits ministry probe before fixing blame

Jatin Takkar

New Delhi: A parliamentary panel probing recent air traffic disruptions has sought to fix responsibility for IndiGo's mass flight cancellations that triggered days of chaos at airports nationwide, but found the explanations offered by the airline and aviation regulator DGCA to be "evasive and unconvincing", with both sides allegedly attempting to pass the buck, sources said.

The panel was dissatisfied with responses from both IndiGo and the DGCA for lacking accountability, noting that submissions leaned heavily on technical explanations rather than passenger-centric solutions.

The Parliamentary Standing Committee on Transport, Tourism and Culture, chaired by JD(U) MP Sanjay Jha, also flagged a serious communication gap among key stakeholders in the civil aviation ecosystem. Officials from the civil aviation ministry told the panel they first learnt of the scale of the crisis through media reports.

IndiGo was represented by chief operating officer Isidro Porqueiras, while civil aviation secretary Samir Kumar Sinha and senior DGCA officials were also present. Representatives from Air India, Air India Express, Akasa Air and SpiceJet attended the nearly four-hour meeting.

Committee members said they took serious note of the hardship faced by thousands of passengers due to widespread flight disruptions. To get a clearer picture, the panel questioned officials from the ministry, DGCA and airline operators together, sources said.

However, the committee stopped short of fixing responsibility, deciding to await the findings of an ongoing inquiry ordered by the civil aviation ministry before assigning accountability for the disruption that left thousands of travellers stranded across the country.

According to sources, IndiGo defended its position, citing a combination of system-related issues, including a software glitch that required rebooting, as well as weather-related disruptions at some locations.

Some MPs questioned whether the ministry had been unprepared for such a crisis following the implementation of revised Flight Du-

HC Refuses PIL Seeking 4x Refund from IndiGo

NEW DELHI: The Delhi High Court on Wednesday declined to entertain a public interest litigation (PIL) filed by the Centre for Accountability and Systemic Change, a think tank, seeking directions to IndiGo to pay compensation amounting to four times the full ticket price to passengers whose flights were cancelled following the implementation of new flying norms.

A bench comprising Chief Justice Devendra Kumar Upadhyaya and Justice Vashar Rao Godola asked the petitioner to join proceedings in an already pending case that seeks a judicial probe into IndiGo's flight delays and cancellations, as well as issues related to ticket refunds. "We decline to entertain this petition, with liberty to the petitioner to seek intervention in the pending petition," the bench said.

The think tank had sought the Centre's intervention to initiate a class action against IndiGo for the hardship and losses suffered by passengers due to recent mass cancellations and delays. It argued that lapses by IndiGo, coupled with the Directorate General of Civil Aviation's (DGCA) failure to enforce regulatory compliance, had exposed vulnerabilities in the aviation sector that could hamper the growth ambitions of "Viksit Bharat". — **Indu Bhan**

ty Time Limitation (FTTL) norms. A few members also raised the possibility that the cancellations were an "arm-twisting tactic" by IndiGo to seek exemptions from the new duty schedule.

A pilots' body, in its deposition, urged strict enforcement of FTTL norms and expressed concern that the DGCA does not adequately consult pilot associations while framing regulations, nor respond to repeated communications.

The committee has deferred its conclusions until the ministry's probe is completed. The four-member committee constituted by the civil aviation ministry is expected to submit its report by December 28, which is likely to guide the panel's next course of action.

The panel is expected to hold one more meeting with all stakeholders on the issue.

Skанray to enter aviation, eyes smaller towns

NARAYANAN V
Chennai, December 17

MYSURU-BASED MEDICAL devices manufacturer Skанray Technologies is planning an entry into the aviation sector, targeting smaller towns to tap the government's push for regional air connectivity and rising middle-class travel demand.

"For the past five years, we have been engaging with aircraft manufacturers, operators, investors and aggregators to study the sector and assess its viability. We believe the timing is now right," Vishwaprasad Alva, managing director of Skанray Technologies, told *FE*.

Skанray has submitted applications to the civil aviation authorities and other regulators and expects approvals shortly. "Our plan is to start operations of Skанjet Aviation from April," Alva said.

Skанjet Aviation proposes to begin operations from Mysuru, with Amaravati in Andhra Pradesh planned as a connectivity hub for both domestic and international routes. Alva said he has been in discussions with state and central governments over the past five years, adding that policy conditions are now more favourable, without elaborating.

"The government also wants to break the duopoly in the aviation space, so we feel this is an appropriate time to enter," he said. The move comes amid renewed scrutiny of market concen-

TAKING OFF



■ Medical devices maker plans to launch Skанjet Aviation from Mysuru in April

■ **Fleet:** Will start with 3 ATR 72 aircraft; aims to double to six within a year

■ Initial operations require ₹150–200 crore via leases, equity, and debt from HNIs

tration in Indian aviation following recent disruptions at IndiGo, whose large-scale flight cancellations last week stranded thousands of passengers. IndiGo currently commands about 64% of the domestic market.

"IndiGo is presently operating flights from Mysuru, but services have been uncertain and unreliable. During the recent crisis, Mysuru was completely cut off when flights were suspended," Alva wrote in Skанjet's proposal to civil aviation minister Ram Mohan Naidu, reviewed by *FE*.

The airline plans to start with three ATR 72 aircraft, connecting Mysuru with Hyderabad, Goa, Mangaluru, Kochi, Chennai, Tirupati and Mumbai. The fleet is expected to double to six aircraft within a year.





Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

18 DECEMBER 2025

IndiGo COO appears before House panel

PRESS TRUST OF INDIA
New Delhi, December 17

A PARLIAMENTARY PANEL examining the recent air traffic disruptions tried to fix responsibility for IndiGo's mass cancellation of flights as senior aviation officials and IndiGo COO Isidoro Porqueras appeared before it on Wednesday, but found the replies of the airline and DGCA "evasive and unconvincing", according to sources.

The Parliamentary Standing Committee on Transport, Tourism and Culture, chaired by

ID(U) leader Sanjay Jha, did not come to any conclusion and decided to wait for the report of the ongoing inquiry of the Civil Aviation Ministry before fixing the onus for the chaos that left thousands of travellers stranded across the country's airports, the sources said.

Some of the MPs questioned whether the ministry was unprepared for such a situation

The standing committee found the replies of IndiGo and DGCA representatives as "evasive and unconvincing"

following the implementation of the revised Flight Duty Time Limitation (FDTL) norms or if it was an "arms-twisting technique" adopted by IndiGo to get the exemption for the new routine, the sources said. The replies of the representatives of the IndiGo and Directorate General of Civil Aviation (DGCA) were "evasive and unconvincing" and they tried to put the

blame on technical issues rather than taking responsibility, a source privy to the discussions in the meeting said.

The committee did not take any view and decided to wait till the report of the ongoing investigation ordered by the civil aviation ministry comes, the sources said.

The ministry has constituted a four-member committee to review the circumstances leading to the massive operational disruptions. Its report is expected to be submitted on December 28.



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THE FINANCIAL EXPRESS

DELHI

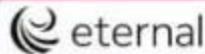
18 DECEMBER 2025

IndiGo duo in self-made bizmen list

INDIGO PROMOTERS RAHUL Bhatia and Rakesh Gangwal have debuted in a list of top-10 self-made entrepreneurs, according to IDFC First Private and Hurun India's Top 200 Self-made Entrepreneurs of the Millennia 2025. The airlines was valued at ₹2.2 lakh crore in 2025. Eterna's Deepinder Goyal topped the list overtaking Radhakishan Damani of DMart.



DEEPIINDER GOYAL



3.2

₹ LAKH CR



RADHAKISHAN DAMANI



3.0

₹ LAKH CR



RAHUL BHATIA & RAKESH GANGWAL



2.2

₹ LAKH CR



ABHAY SOI



1.1

₹ LAKH CR



SRIHARSHA MAJETY & NANDAN REDDY



1.06

₹ LAKH CR



Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

17 DECEMBER 2025

As fog continues to disrupt ops in north, a man's 20-hr ordeal of flying Air India

FPJ News Service

MUMBAI

Air travel across North India remained heavily disrupted for the second consecutive day on Tuesday, as a thick blanket of dense fog enveloped the region, severely curtailing visibility and leading to hundreds of flight delays and cancellations.

Last night, a passenger called us to narrate the 20-hour ordeal he had to face flying an Air India flight from Delhi to Mumbai. He is a senior executive with a large conglomerate who did not wish to be named. He left home from Delhi at 1am on Sunday to take Air India flight AI 887 to Mumbai at 3.20am. The following is his first person account:

"There was fog on the highway but not dense enough to raise an alarm. Boarding was smooth and I was comfortably seated by 2.40am. I dozed off, trying to catch some precious sleep with a full day at work ahead of me! After a while, I looked outside, having been woken up by the captain's voice, announcing that we couldn't take off due to almost zero visibility... At 4.30am, they asked all passengers to disembark, carrying our respective cabin luggage.

"Not a single flight had taken off from Delhi, they said. We had to go through the security check once again after disembarking and then were led to the same departure gate. The take-off time kept shifting from 6.30 to 7.30 to 9am. The airline staff were very kind and arranged for packed noodles, chhole chawal, fruit juice and water. But then it turned into bedlam when the next update mentioned the ETD as 11am. The passengers went berserk and kept taking out their frustration and anger of the inordinate delay on the poor staff. As fog began to clear, they shouted, 'What are we waiting for? Where are your seniors?', with some choice expletives thrown in! 'Sir, we don't have any crew to operate the flight', came the sheepish response from one of the ground staff.

"Amidst all the chaos and shouting, another half an hour passed... It was still the two ground staff who kept suffering all the abuses with commendable patience! Then, a smart passenger checking the airline website alerted the rest that the flight had been cancelled!

"More chaos, more expletives, now with a higher decibel level! Some people had now started live-streaming the

chaos on social media. At around 12.30pm, one of the ground staff announced that the same flight would operate, and would take off at 2.30pm from the same gate (32)... this was greeted with much applause and whistles by the passengers.

"By 2pm, the departure gate was again crowded but there was no sign of any crew or any boarding activity for the next 45 minutes! The shouting and abuse returned with a far bigger fury! Then it transpired that a different aircraft will fly, so it would take time to transfer the luggage. And then the next update: the airline had lost all passenger data as the original flight had been cancelled, so all that data had to be now manually fed into the computer before the new boarding passes could be issued!

"After another hour of more chaos and confusion, the passengers started receiving the new boarding passes on their registered emails and WhatsApp! And yet, no sign of the crew!! At 3.30pm an airline staff came to the gate with physical boarding passes... soon, two pilots and the cabin crew also turned up.

"Boarding started at 4.15pm. Completely exhausted at the ordeal of the past 14 hours, I

immediately dozed off, before being woken up by shouting passengers. It was 5.30pm and I realised we were still at the parking bay. Apparently, a couple of passengers were yet to turn up.

"The fog was setting in again. It seemed visibility would again get worse in a few minutes.

"Some passengers got up from their seats and demanded that the plane be flown without the remaining passengers. And then, the two missing passengers turned up. We took off a few minutes past 6pm and landed in Mumbai at 7.40pm. I reached home in Bandra at exactly 9pm on Monday. As I dragged my exhausted body to bed after a nice warm shower, I kept wondering what happened!!

"Was it the winter fog of Delhi which could not have been helped, or was it the lack of anticipatory preparation on the part of the airline? Was it the lack of adequate night vision technology in these aircraft or the near complete absence of communication from the airline? Was there any single factor that made the entire experience so painful; or a combination of all these factors that made it so emotionally and physically draining?"



Corporate Communications Directorate

HARI BHUMI

DELHI

18 DECEMBER 2025

इंडिगो प्रवर्तक अपना कारोबार ऊंचाई तक पहुंचाने वालों में शीर्ष पर

एजेसी ►► मुंबई

इंडिगो के प्रवर्तक राहुल भाटिया और राकेश गंगवाल अपने दम पर कारोबार को ऊंचाई पर पहुंचाने वाले 10 शीर्ष उद्यमियों में शामिल हैं। दोनों ने विमानन कंपनी को 2025 तक

2.2 लाख करोड़ रुपये के मूल्यांकन तक पहुंचाया है। हरुन इंडिया की बुधवार को जारी एक रिपोर्ट में यह कहा गया।

इस सूची में इटर्नल के दीपेंद्र गोयल शीर्ष पर हैं। उनके व्यवसाय का मूल्यांकन 3.2 लाख करोड़ रुपये है जो पिछले वर्ष की तुलना में 27 प्रतिशत अधिक है। उन्होंने एवेन्यू सुपरमार्ट्स के राधाकिशन दमानी को पीछे छोड़ दिया जिनके व्यवसाय का मूल्यांकन पिछले वर्ष की तुलना में 13 प्रतिशत घटकर तीन लाख करोड़ रुपये रहा।

हरुन इंडिया ने जारी की शीर्ष उद्यमियों की सूची, इस सूची में इटर्नल के दीपेंद्र गोयल शीर्ष पर

इंडिगो की देश के विमान बाजार में 65 प्रतिशत हिस्सेदारी

हरुन की रिपोर्ट के अनुसार, इंडिगो के संस्थापक भारत के विमानन बाजार में घरेलू क्षेत्र में 65 प्रतिशत हिस्सेदारी के साथ इस शीर्ष सूची में जगह खाने में कामयाब रहे। रिपोर्ट में कहा गया, "विमानन कंपनी ने अंतरराष्ट्रीय स्तर पर तेजी से विस्तार किया है और सतत विमानन फ़्लोट को भी अपनाया है जिनमें जेट ईंधन का परीक्षण और ईंधन-कुशल विमानों की तैयारी शामिल है।" इसमें कहा गया कि गोयल पहली बार इस सूची में शीर्ष पर आए हैं।



सूची 25 सितंबर 2025 तक के आंकड़ों पर तैयार आईडीएफसी फ़र्स्ट प्राइवेट एंव हरुन इंडिया की अपने दम पर कारोबार को नई ऊंचाई पर पहुंचाने वाले 200 शीर्ष उद्यमियों की सूची को 25 सितंबर 2025 तक के आंकड़ों के आधार पर तैयार किया गया है। इंडिगो के संस्थापक इस सूची में तीसरे स्थान पर हैं।

विमानन में अवसरों का आकाश

हवाई यात्रा के मामले में भारत दुनिया का तीसरा सबसे बड़ा बाजार बन गया है। विमानन या उड्डयन या एविएशन सेक्टर में आई इस तेजी से अनुमान है कि साल 2030 तक 10,000 पायलट और 15,000 एअरक्राफ्ट मेंटेनेंस इंजीनियरों की जरूरत होगी। साथ ही, इस क्षेत्र में प्रबंधन, सुरक्षा में करिअर के अवसर बनेंगे। ऐसे अवसरों के बारे में बता रही हैं **तृप्ति मिश्रा**

एविएशन सेक्टर वर्तमान में 77 लाख से अधिक नौकरियां प्रदान कर रहा है। वहीं, अनुमान है कि इस सेक्टर में वर्तमान में लगभग पांच और विमानन कंपनियों की जरूरत है। इसके साथ ही, जो विमान कुछ समय बाद इस सेक्टर में शामिल होने वाले हैं, उनके लिए अगले 10-15 सालों में 30 हजार से ज्यादा पायलटों की जरूरत होगी। समय के साथ इंजीनियर, ग्राउंड स्टाफ और लॉजिस्टिक्स पेशेवरों की मांग भी तेजी से बढ़ेगी। इस तरह आने वाले कुछ वर्षों में इस सेक्टर में लगभग 2.5 करोड़ नई नौकरियां बनने की उम्मीद है। इस क्षेत्र से संबंधित कौशल और ट्रेनिंग ग्रेजुएट युवाओं को एक मजबूत भविष्य दे सकते हैं।

पलाइंट से जुड़ी नौकरियां

पायलट: 12वीं में भौतिकी और गणित आवश्यक हैं। इसके बाद डीजीसीए मान्यता प्राप्त फ्लाइंग स्कूल से कमर्शियल पायलट लाइसेंस लेना अनिवार्य है। प्रमुख संस्थानों में इंदिरा गांधी राष्ट्रीय उड़ान अकादमी (रायबरेली), सीएई और चिमनलाल एविएशन अकादमी प्रमुख हैं।

केबिन क्रू: ये कर्मचारी यात्रियों की सेवा और सुरक्षा सुनिश्चित करते हैं। इसके लिए न्यूनतम योग्यता 12वीं है। संवाद कौशल, अंग्रेजी ज्ञान और मेडिकल फिटनेस जरूरी है। एयर इंडिया और विस्तारा के साथ ही एविएशन के कई संस्थान इसके प्रशिक्षण कोर्स चला रहे हैं।

एअर ट्रेफिक कंट्रोलर (एटीसी): उड़ानों के मार्ग तय करने और सुरक्षित संचालन में महत्वपूर्ण भूमिका निभाते हैं। इसके लिए बीएससी/बीटेक के बाद एअरपोर्ट अथॉरिटी ऑफ इंडिया की परीक्षा पास करना अनिवार्य है। परीक्षा पास करने के बाद एअरपोर्ट पर कड़ी ट्रेनिंग दी जाती है।

तकनीकी कौशल के पद

एअरक्राफ्ट मेंटेनेंस इंजीनियर (एईई): एएमई मरम्मत, तकनीकी जांच और सुरक्षा क्लीयरेंस के लिए जिम्मेदार होते हैं। इसके लिए डीजीसीए से मान्यता प्राप्त 2-3 वर्षीय कोर्स और लाइसेंस



जरूरी है। प्रमुख संस्थानों में स्कूल ऑफ एविएशन साइंस एंड टेक्नोलॉजी और राजीव गांधी एविएशन अकादमी शामिल हैं।

मेंटेनेंस रिपेयर एंड ओवरहॉल तकनीशियन (एमआरओ): इसके अंतर्गत विमान के इंजन, पुंज और हाई-टेक सिस्टम की सर्विंसिंग होती है। इसके लिए एरोनॉटिकल, मैकेनिकल, इलेक्ट्रॉनिक्स या एवियोनिक्स इंजीनियरिंग की पढ़ाई फायदेमंद है। इस क्षेत्र में आईटीआई ग्रेड के भी कुछ पद निकलते हैं। अपस्किलिंग के लिए ऑनलाइन प्लेटफॉर्म जैसे कोर्सेरा, उडेमी और स्किल इंडिया पर एविएशन इलेक्ट्रॉनिक्स और मेंटेनेंस बेसिक्स जैसे छोटे कोर्स उपलब्ध हैं।

ग्राउंड इयूटी में अवसर

ग्राउंड स्टाफ और एअरपोर्ट ऑपरेशंस स्टाफ

चेक-इन, बोर्डिंग, रैप ऑपरेशन और सुरक्षा जैसे जिम्मेदारियों को संभालते हैं। एअर कार्गो और लॉजिस्टिक्स का भी काम होता है। इसके लिए 12वीं या स्नातक के बाद 6-12 माह का एअरपोर्ट ग्राउंड हैंडलिंग या एविएशन डिप्लोमा पर्याप्त है। इंदिरा गांधी अंतरराष्ट्रीय विमानन अकादमी, फ्रेंचफिन इंस्टीट्यूट ऑफ एविएशन एंड हास्पिटैलिटी, एप्टेक एविएशन, राजीव गांधी एविएशन अकादमी और जेटकिंग एविएशन प्रमुख संस्थान हैं।

प्रबंधन और मार्केटिंग के पद

हर एअरलाइंस को एअरपोर्ट मैनेजमेंट, एअरलाइन ऑपरेशंस, क्रू शेड्यूलिंग, सिक्वोरिटी, एचआर विभाग आदि के लिए लोगों की जरूरत होती है। इसके लिए बीबीए/एमबीए

विशेषज्ञ की राय



एविएशन सेक्टर में सबसे ज्यादा अवसर केवल उड़ान से जुड़ी भूमिकाओं में नहीं, बल्कि एअरपोर्ट ऑपरेशंस, मेंटेनेंस, ट्रेनिंग, सेफ्टी और टेक्नोलॉजी से जुड़े क्षेत्रों में देखने को मिलेंगे। इस क्षेत्र में आगे बढ़ने के लिए डिग्री के साथ-साथ स्कूल-आधारित ट्रेनिंग, डीजीसीए/एएआई से मान्यता प्राप्त कोर्स और शुरुआती स्तर पर व्यावहारिक अनुभव पर ध्यान देना होगा। जो छात्र पढ़ाई के साथ सिम्प्युलेटर ट्रेनिंग, इंटरशिप और जमीनी स्तर पर अनुभव लेते हैं, उनके लिए एविएशन में स्थिर और लंबे समय तक टिके रहना ज्यादा आसान हो जाता है।

कैप्टन निलेश निलय, ग्राउंड इंस्ट्रक्टर (एविएशन ट्रेनिंग), ब्रह्मस्थली विश्वविद्यालय, गुरुग्राम

प्रमुख संस्थान

- राजीव गांधी राष्ट्रीय विमानन विश्वविद्यालय rgnau.ac.in/hi
- इंदिरा गांधी राष्ट्रीय उड़ान अकादमी igrua.gov.in
- जामिया मिल्लिया इस्लामिया jmi.ac.in
- भारतीय विमानन एकेडमी iaa.edu.in
- सिविल एविएशन ट्रेनिंग कॉलेज, प्रयागराज catc.aai.aero
- फ्रेकलिन एविएशन एकेडमी

इसके लिए एलएलबी, सेफ्टी मैनेजमेंट, एविएशन लॉ और क्वालिटी/कंप्लायंस कोर्स करने होंगे। प्रमुख संस्थानों में नालसार, नेशनल लॉ यूनिवर्सिटी, एमिटी और हिंदुस्तान विश्वविद्यालय शामिल हैं। आईएटीए और अन्य ऑनलाइन प्लेटफॉर्म पर सेफ्टी और रेगुलेशन के प्रोफेशनल सर्टिफिकेट भी उपलब्ध हैं।

एआई और भविष्य की तकनीकें

ड्रोन और एअरोस्पेस टेक्नोलॉजी एविएशन का तेजी से बढ़ता हिस्सा है। ड्रोन पायलट और आरपीएएस ऑपरेटर बनने के लिए डीजीसीए से मान्यता प्राप्त ट्रेनिंग जरूरी है, जबकि एअरोस्पेस डिजाइन और मैनुफैक्चरिंग में बीटेक/एमटेक पढ़ाई जरूरी है। एआई ऑपरेशंस, सुरक्षा और मेंटेनेंस को तेज और भरोसेमंद बनाता है, जिससे फ्लाइंग प्लानिंग, एअर ट्रेफिक मॉनिटरिंग और प्रीडिक्टिव मेंटेनेंस सुरक्षित और प्रभावी हुए हैं। एमआरओ, चैटबॉट/वर्चुअल असिस्टेंट आधारित ग्राहक सेवा, डाटा एनालिटिक्स, साइबर सुरक्षा और ऑटोनोमस ड्रोन जैसी नई तकनीकी भूमिकाएं भी एआई से सीधे जुड़ी हैं।

कितना होगा वेतन

शुरुआत कर रहे पायलट को 7-10 लाख रुपए तक का पैकेज मिल सकता है। वहीं, केबिन क्रू 3-5 लाख और एअर ट्रेफिक कंट्रोलर 6-8 लाख प्रतिवर्ष कमा सकते हैं। एएमई, एमआरओ, डाटा एनालिटिक्स और एअरपोर्ट मैनेजमेंट जैसी तकनीकी व प्रबंधन की भूमिकाओं में शुरुआती वेतन 3-6 लाख रुपये होता है, जो अनुभव और जिम्मेदारी बढ़ने के साथ 15-20 लाख रुपये सालाना तक पहुंच सकता है।



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HINDUSTAN

DELHI

18 DECEMBER 2025

विमान में कनेक्टिविटी देना प्राथमिकता: सिंधिया

नई दिल्ली, विसं। केंद्र सरकार का कहना है कि इन फ्लाइट कनेक्टिविटी (विमान के हवा में होने के दौरान यात्रियों और क्यू को इंटरनेट सेवा) उसकी प्राथमिकताओं में शामिल है।

दूरसंचार मंत्रालय इससे जुड़े नियमों को अंतिम रूप देने में जुटा है। सरकार का कहना है कि 5जी तकनीक के मामले में भारत की सफलता केवल देश की नहीं बल्कि पूरे विश्व की कहानी बन गई है। भारत 6जी में भी विश्व का नेतृत्व करेगा। संचार मंत्री ज्योतिरादित्य सिंधिया ने कहा कि देश के 778 जिलों में से 767 में 5जी की कनेक्टिविटी



कहा, 5जी की तरह 6जी में भी विश्व का नेतृत्व करेगा भारत

उपलब्ध है। देश में कुल 36 करोड़ 5जी उपभोक्ता हैं और इनकी संख्या 2026 तक बढ़कर 42 करोड़ और 2030 तक 100 करोड़ होने का पूर्वानुमान है। यह भी कहा कि 5जी के आधार पर 6जी की दिशा में निरंतर काम चल रहा है। डीएमके सांसद कलानिधि मारन के प्रश्नों का उत्तर देते हुए यह जवाब दिया।

THE HINDU

DELHI

18 DECEMBER 2025

Pilot bodies complain to House panel on 'corruption' in DGCA and Ministry

Sobhana K. Nair
Jagriti Chandra

NEW DELHI

Pilot bodies have alleged deep-rooted corruption in the Directorate General of Civil Aviation (DGCA) and the Ministry of Civil Aviation before the parliamentary panel that met to discuss the operational meltdown at IndiGo since early December, which led to the cancellation of over 5,000 flights affecting at least 12.5 lakh passengers.

The department-related Parliamentary Standing Committee on Transport, Tourism and Culture chaired by Sanjay K. Jha called a meeting to review the impact of revised rest and duty norms for pilots that triggered the large-scale flight cancellations because of gaps in planning adequate crew.

Officials of the Ministry of Civil Aviation, DGCA, senior executives of IndiGo, including its Chief Opera-



The panel met to discuss the recent operational meltdown at IndiGo, that led to large-scale flight cancellations.

tions Officer Isidre Porqueiras, and Senior Vice President (Flight Operations), Ashim Mitra, and various pilot associations such as Airlines Pilots Association India (ALPA-I), Indian Pilots Guild (IPG) and Federation of Indian Pilots (FIP) were present.

The meeting lasted nearly three hours.

During the meeting, it is learnt that ALPA's presi-

dent Captain Sam Thomas said there was "corruption at every level" in the Ministry of Civil Aviation and the DGCA following which members of the panel asked them to furnish proof.

Regulatory scrutiny

Questions have been raised on how the regulator granted IndiGo permission to deploy 10% more flights in the winter schedule and whether it assessed the airline's preparedness for implementing the new duty norms.

The pilot bodies also discussed the exacting conditions under which pilots have to perform their flying duties and how airlines have been misinterpreting rules in their own favour, sources said.

IndiGo reiterated that the large flight cancellations were due to a "combination of factors", which it has explained in its earlier statements as minor tech-

nical glitches, winter schedule changes, adverse weather, and aviation system congestion as well as implementation of new rest and duty norms for pilots.

The DGCA was asked whether it had consulted all sides before implementing the norms, to which it answered in the affirmative and added that airlines were also granted selective exemptions on the norms that came into effect from November 1 to make it easier for them to proceed with their implementation.

The Ministry of Civil Aviation informed the panel members that an enquiry was being conducted into IndiGo's operational collapse and a four-member committee was appointed to identify the underlying causes.

The parliamentary panel will be meeting again on the matter once the Aviation Ministry's inquiry is concluded.



Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

18 DECEMBER 2025

House panel questions IndiGo CEO, Civil Aviation Secy, DGCA

Deeptiman Tiwary
New Delhi, December 17

DAYS AFTER mass cancellation of IndiGo flights led to chaos at airports across the country, the Parliamentary Committee on Transport, Tourism and Culture Wednesday questioned the CEO of IndiGo, the Civil Aviation Secretary and representatives of the Directorate General of Civil Aviation (DGCA) on the disruption in flight operations and the inconvenience caused to passengers.

The committee, headed by JD(U) MP Sanjay Kumar Jha, was said to have asked the DGCA how it could not anticipate mass cancellation of flights and not prepare for such an eventuality.

Parliamentary committee proceedings are privileged and details of exchanges between members during meetings are not made public.

The DGCA was said to have made a detailed presentation on how the problem was precipitated and the subsequent steps taken to mitigate the problem.

Civil Aviation Secretary Samir Kumar Sinha too was asked about the role played by the ministry and whether it was aware of a problem building up in the sector. He was said to have pointed out that an investigation was underway and would be completed within 15 days.

The committee, it is learnt, will call the stakeholders again once the probe is over.

IndiGo CEO Pieter Elbers was said to have provided details on how the new norms of rest for pilots led to pilots being stuck in different places and the collapse of operations. There was also a presentation by Captain Sam Thomas, president of Bengaluru-based Airline Pilot Association of India.



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JANSATTA

DELHI

18 DECEMBER 2025

इंडिगो उड़ान संकट कोर्ट का मुआवजा और जांच की मांग वाली याचिका पर सुनवाई से इनकार

नई दिल्ली, 17 दिसंबर (भाषा)।

दिल्ली हाई कोर्ट ने बुधवार को उस जनहित याचिका पर सुनवाई करने से इनकार कर दिया जिसमें केंद्र सरकार और विमानन कंपनी इंडिगो को उन सभी यात्रियों को पूरे टिकट मूल्य का चार गुना मुआवजा देने का निर्देश दिए जाने का अनुरोध किया गया था जिनके टिकट नवंबर और दिसंबर के दौरान नई उड़ान ड्यूटी समय सीमा के लागू होने के बाद रद्द कर दिए गए थे।

मुख्य न्यायाधीश देवेन्द्र कुमार उपाध्याय और न्यायमूर्ति तुषार राव गेडला की पीठ ने कहा कि यह इसी

मुद्दे पर पहले से दायर एक अन्य जनहित याचिका पर संज्ञान ले चुकी है और उसने याचिकाकर्ता 'सेंटर फॉर अकाउंटैबिलिटी एंड सिस्टमिक चेंज' को लंबित याचिका में हस्तक्षेप करने की छूट दी। पीठ ने अपने आदेश में कहा कि हमें इस बात का कोई कारण नहीं दिखता कि इस मामले में उठाई गई चिंताओं पर पहले से लंबित याचिका पर सुनवाई के दौरान विचार नहीं किया जा सकता। जनहित याचिकाओं को लेकर उच्चतम न्यायालय और उच्च न्यायालयों द्वारा विकसित न्यायशास्त्र अदालत को सार्वजनिक हित में याचिका के दायरे का विस्तार करने की अनुमति देता है।



Corporate Communications Directorate

MILLENNIUM POST

DELHI

18 DECEMBER 2025

Pakistan extends airspace ban for Indian aircraft by another month

ISLAMABAD/LAHORE: Pakistan on Wednesday extended its airspace ban for Indian aircraft by another month till January 23.

Pakistan closed its airspace to India's airlines in April after the Pahalgam attack. India too has imposed a similar ban on Pakistan.

The previous extension was set to expire on December 24 but the Pakistan Airports Authority (PAA) extended the restrictions on Wednesday till January 23.

"Pakistan airspace will remain closed to Indian-registered aircraft, including all aircraft owned, operated, or leased by Indian airlines, as well as Indian military flights," the PAA said.

According to the NOTAM (Notice to Airmen), the restriction, which has already been in force, "will continue until January 23, 2026, as per the specified timings."

Pakistan's airspace is divided into two flight information regions (FIRs) — Karachi and Lahore, according to a **Continued on P4**

Pakistan

Pakistan Civil Aviation Authority (PCAA) document from 2022.

The NOTAM applies to both Karachi (OPKR) and Lahore (OPLR) FIRs.

A terror attack in April in Jammu and Kashmir's Pahalgam that killed 26 people led to a four-day conflict in May between India and Pakistan, Islamabad has several times extended its ban on Indian airlines flying over its airspace. India too has imposed a similar ban on Pakistan.

AGENCIES



Corporate Communications Directorate

MILLENNIUM POST

DELHI

18 DECEMBER 2025

IndiGo promoters fly into top-10 list of self-made businessmen

Eternal's Deepinder Goyal leads the list

MUMBAI: Rahul Bhatia and Rakesh Gangwal, the promoters of IndiGo have debuted in a list of top-10 self-made entrepreneurs by piloting the low-cost carrier to a valuation of Rs 2.2 lakh crore in 2025, a report said on Wednesday.

Eternal's Deepinder Goyal leads the list as the business built by him is valued at Rs 3.2 lakh crore, which is up 27 per cent from last year. He pips Radhakishan Damani of Avenue Supermarts, who's business valuation dropped by 13 per cent over the last year to Rs 3 lakh crore.

The IndiGo founders are third on the 'IDFC First Private and Hurun India's Top 200 Self-made Entrepreneurs of the Millennia 2025' list, which has been computed as on September 25 this year.

The stock of Interglobe Aviation, IndiGo's parent, took a hit lately because of severe issues around flight cancellations as the carrier failed at implementing a new set of aviation rules earlier this month. Hurun said the IndiGo founders have debuted



Hurun said the IndiGo founders have debuted into the top list because of their dominance of India's aviation market with a 65 per cent market share in the domestic sector

into the top list because of their dominance of India's aviation market with a 65 per cent market share in the domestic sector.

"The airline has expanded aggressively internationally and introduced sustainable aviation

initiatives, including testing bio-fuels and deploying fuel-efficient aircraft," the report said.

Goyal is leading the list for the first time, as per a report, which commended the food delivery entity for operating in 800 cities.

Competing brand Swiggy's co-founders Sriharsha Majety and Nandan Reddy come fifth on the list on the back of a 5 per cent increase in the enterprise's valuation to Rs 1.06 lakh crore.

Paytm founder Vijay Shekhar Sharma witnessed one of the biggest jumps at 67 per cent and occupied the eighth position in the list with his business valued at Rs 72,900 crore.

The recently listed Lenskart also saw a 60 per cent jump in valuation to Rs 67,000 crore, leading co-founders Peyush Bansal, Amit Chaudhary, Neha Bansal, and Sumeet Kapahi to occupy 10th position in the list.

The cumulative value of all companies on the list stands at Rs 42 lakh crore in 2025, up 15 per cent from Rs 36 lakh crore last year.

AGENCIES



Corporate Communications Directorate

MILLENNIUM POST

DELHI

18 DECEMBER 2025

MASS FLIGHT CANCELLATIONS

IndiGo and DGCA officials appear before Parl panel; replies 'evasive, unconvincing'

MPOST BUREAU

NEW DELHI: A parliamentary panel examining the recent air traffic disruptions tried to fix responsibility for IndiGo's mass cancellation of flights as senior aviation officials and IndiGo COO Isidro Porqueras appeared before it on Wednesday, but found the replies of the airline and DGCA "evasive and unconvincing", according to sources.

The Parliamentary Standing Committee on Transport, Tourism and Culture, chaired by JD(U) leader Sanjay Jha, did not come to any conclusion and decided to wait for the report of the ongoing inquiry of the Civil Aviation Ministry before fixing the onus for the chaos that left thousands of travellers stranded across the country's airports, the sources said.

Some of the MPs questioned whether the ministry was unprepared for such a situation following the implementation of the revised Flight Duty Time Limitation (FDTL)



norms or if it was an "arms-twisting technique" adopted by IndiGo to get the exemption for the new routine, the sources said.

The replies of the representatives of the IndiGo and Directorate General of Civil Aviation (DGCAO) were "evasive and unconvincing" and they tried to put the blame on technical issues rather than taking responsibility, a source privy to the discussions in the meet-

ing said.

The committee did not take any view and decided to wait till the report of the ongoing investigation ordered by the civil aviation ministry comes, the sources said.

The ministry has constituted a four-member committee to review the circumstances leading to the massive operational disruptions. Its report is expected to be submitted on December 28.

Highlights

» Panel withheld conclusions, awaiting Civil Aviation Ministry's inquiry report due on December 28

» MPs questioned whether cancellations stemmed from FDTL-related unpreparedness or an "arms-twisting" tactic for exemptions

A team of officials led by IndiGo's Chief Operating Officer (COO) Isidro Porqueras represented the airline, while Civil Aviation Secretary Samir Kumar Sinha led the team of the ministry and DGCA.

Representatives of Air India, Air India Express, Akasha and SpiceJet also attended the nearly four-hour-long meeting.

The members said the panel has taken serious note of the

difficulties faced by thousands of passengers due to disruption in air services.

Even parliamentarians, who were in the national capital for the Winter Session, faced the brunt of flight cancellations by IndiGo and delays by other airlines, a panel member said.

Several MPs also received complaints from people about air fares shooting up due to the scenario.

IndiGo cancelled hundreds of flights for days beginning December 2 across the country. Aviation regulator DGCA has served notices to IndiGo CEO Pieter Elbers and COO Porqueras, seeking their explanation.

In a statement, IndiGo had said the Board of Interglobe Aviation, its parent company, has set up a Crisis Management Group, "which is meeting regularly to monitor the situation".

"The company's Board of Directors is doing everything possible to take care of the challenges faced by its customers and ensure refunds to passengers", it said.



Corporate Communications Directorate

THE MORNING STANDARD

DELHI

18 DECEMBER 2025

Pak extends airspace ban for Indian planes, Delhi likely to reciprocate

EXPRESS NEWS SERVICE @ New Delhi

AFTER closing its airspace to India's airlines in April following the Pahalgam attack, Pakistan on Wednesday extended the ban by another month till January 23.

According to the Pakistan Airports Authority (PAA), the previous extension was set to expire on December 24 but it extended the restrictions till January 23. "Pakistan airspace will remain closed to Indian-registered aircraft, including all aircraft owned, operated, or leased by Indian airlines, as well as Indian military flights," the PAA said.

The restriction, which has already been in force, will continue until January 23, 2026, as per the specified timings, as per the NOTAM (Notice to Airmen). Pakistan's airspace is divided into two flight information regions (FIRs) - Karachi and Lahore, according to a Pa-



kistan Civil Aviation Authority (PCAA) document from 2022. The NOTAM applies to both Karachi (OPKR) and Lahore (OPLR) FIRs.

Notably, a terror attack in April in Jammu and Kashmir's Pahalgam killed 26 people led to a four-day conflict in May between India and Pakistan. This led to Islamabad closing its airspace to India and has since, extended the ban several times. India too has imposed a similar ban on Pakistan.



Corporate Communications Directorate

NAVBHARAT TIMES

DELHI

18 DECEMBER 2025

इंडिगो से जुड़ी अर्जी पर सुनवाई से इनकार



■ **NBT रिपोर्ट, नई दिल्ली:** दिल्ली हाई कोर्ट ने बुधवार को उस जनहित याचिका पर सुनवाई करने से इनकार कर दिया जिसमें केंद्र सरकार और इंडिगो एविएशन कंपनी को उन सभी यात्रियों को पूरे टिकट मूल्य का चार गुना मुआवजा देने का निर्देश दिए जाने का अनुरोध किया गया था जिनके टिकट नवंबर और दिसंबर के दौरान नयी उड़ान इयूटी समय सीमा (एफडीटीएल) के लागू होने के बाद रद्द कर दिए गए थे।



Corporate Communications Directorate

THE PIONEER

DELHI

18 DECEMBER 2025

Delhi HC asks DGCA to reply to contempt plea of pilots' body

PIONEER NEWS SERVICE
New Delhi

The Delhi High Court on Tuesday sought response of the Directorate General of Civil Aviation on a plea by the Indian Pilots Guild seeking contempt action against authorities for allegedly not fully implementing the new flight duty time limitation norms approved by the court earlier this year.

The plea alleged that airlines were granted extensions and relaxations in pilot fatigue management rules in violation of the Civil Aviation Requirement (CAR) 2024 framework.

Justice Amit Sharma issued notice to the Directorate General of Civil Aviation (DGCA) on Indian Pilots Guild's contempt petition and asked it to file a response.

The court listed the matter for further hearing on April 17.

The association, in its plea, sought initiation of contempt proceedings against the authorities for their alleged wilful and deliberate non-compliance with the court's earlier orders.

It said the new Flight Duty Time Limitation (FDTL) norms were meant to address fatigue management of the flying crew, however, by granting variations, exemptions and relaxations to the airlines, DGCA has defied the undertaking and directions of the High Court and also jeopardised the flight and passenger safety.

"By approving non-compliant FDTL schemes and granting variations, exemptions and relaxations to the airlines, the actions of the respondents in the implementation of the FDTL CAR constitute wilful non-compliance of the directions of this court..." the plea said.

DGCA's counsel opposed the contempt plea saying the court had not frozen the contents of the CAR.

While implementation timelines were binding, the regulator retained statutory powers under the Aircraft Act and Rules to grant temporary, case-specific exemptions. DGCA's counsel argued that such relaxations were limited, subject to review, and that the CAR remains in force.

Earlier this year, DGCA, in its affidavit before the High Court in another matter, said the new FDTL norms will be implemented in a phased manner. Of the 22 proposed clauses, 15 were implemented from July 1 and the remaining are to be effective from November 1, 2025.

The watchdog's revised CAR 2024 related to the FDTL provides for more rest time for pilots amid concerns over pilot fatigue. Initially, the new norms were to come into force from June 1, 2024.

The court's decision followed pleas filed by Indian Commercial Pilots Association, Indian Pilots Guild and Federation of Indian Pilots relating to the regulator's revised FDTL norms.

Forget flying, is IndiGo grounded?

Three incidents explain what is wrong with the airline

OUR TAKE



Sutanu Guru
Author, Journalist
and Academician

Three seemingly-unrelated events may explain why IndiGo stalled in midair, and made life miserable for the thousands of passengers this month. More importantly, they may indicate why the airline is likely to get away with the brazen mistreatment of passengers. They highlight the issues that are wrong with it. The first dates to November 2023. A flight took off from Amritsar, with its destination being Chennai, via a stopover in Bengaluru. It landed in Bengaluru. Most passengers got off, but six of them, four elderly, had booked the tickets to Chennai, and paid the full fares to the destination.

Suddenly, the six were asked to disembark in Bengaluru, and told that another flight would immediately take them to Chennai. Unsuspectingly, they got down, and then were told that since no alternate flight was available, they would need to spend the night in Bengaluru. They flew down to Chennai the next morning. There were media reports about the seemingly-outrageous behaviour by the airline staff, and callous manner they treated the elderly customers. But this was it. After a couple of days, the story died down, possibly due to the pressures of the news cycle, and faded away.

The aviation regulator, the Directorate General of Civil Aviation (DGCA) did not take stringent action. The incident shows that despite being positioned as an airline that offered the best services to passengers, things were not quite normal. Most flyers thronged to IndiGo because of the low prices. But the low-price structure possibly nudged, or even forced, the airline to take shortcuts when it came to passenger services. The feeling among the airline and its staff was that they can get away with such things without any fallout.

Let us turn to the second event, which happened a few days ago. On December 10, 2025, a

week or so after the IndiGo's crisis erupted, Vikram Mehta, a well-known professional who was the CEO of several firms including MNCs, and is chairman, IndiGo, released a video. He was apologetic about the sufferings to the passengers. He swatted away the allegations that the airline deliberately engineered the flight delays and cancellations crisis because it did not want to follow the new and stringent norms related to the working hours for pilots and crew that were imposed by the DGCA.

If you have not seen the video, please do. If you have seen it, take another look. In the first few seconds, Mehta casually says that the crisis lasted for only three days between December 3-5, 2025. He mentions these dates so subtly to inform the world that after December 5, things were back to normal. The fact is that the day the video was released, December 10, IndiGo canceled more than 400 flights. Similar, or more, number of flights were cancelled or delayed every day since December 6, and this continued after December 10.

To give Mehta the benefit of doubt, one can presume that the dates were a slip-of-the-tongue, and he genuinely forgot or mistakenly assumed that the crisis phase was over. A more unfriendly explanation may be that Mehta assumed that the airline is too big to fail, has a commanding domestic market share of 65 per cent, and is unlikely to face the consequences that any other corporate entity may. If the second is correct, and we hope it is not, it smacks of over-confidence and arrogance. For some years now, critics have charged that IndiGo believes that it sets the aviation norms.

However, the first and second events may be related to the third one. In 2019, Jet Airways, which was a dominant player, ceased operations.

This was a moment of triumph for IndiGo, which was launched in 2006. The two co-founders were Rakesh Gangwal, an aviation sector veteran from the US, and his Indian partner, Rahul Bhatia, who owned InterGlobe Aviation, and other travel-related enterprises. After Jet's crash-landing, the market share of IndiGo shot up beyond 50 per cent in the domestic market, and it captured the lucrative global routes that were flown by Jet.

At this moment of instant success, dark clouds hovered around IndiGo. Gangwal wrote a scathing letter to the stock market regulator, securities and exchange Board of India, which accused Bhatia, his partner, of running the airline like a 'pan ki dukaan,' or a roadside paan shop. One of the charges related to related-party deals and, according to Gangwal, these inter-company transactions benefited Bhatia's other businesses, and were harmful to the airline business. He raised issues of corporate ethics, corporate governance, and passengers' well-being. The matter went to the courts.

Eventually, a court in London did pass an order in favour of Gangwal. By then, however, Bhatia, claimed his partner, had taken control over the airline's board. Hence, Gangwal decided to exit IndiGo. In 2021, he and his family held 36.5 per cent in the airline; by 2025, the stake dropped below five per cent. Gangwal had sold equity shares worth ₹45,000 crore. In retrospect, it seems odd that a co-founder sold the shares of a highly-successful and profitable entity. Possibly, he knew more than what he wrote in the letters, and told the courts. But back then, no one gave it importance, and felt that these steps indicated the moves of an angry co-founder.

Gangwal's prediction turned out to be correct although it took another crisis in the form of a regulation that required airlines to give pilots and crew adequate rest periods. In the worst phase of the ongoing crisis, IndiGo cancelled almost 50 per cent of its flights on a single day. Going by the December events, and linking them to Gangwal's allegations, one can possibly conclude that there were issues of mismanagement, operational failures, and corporate governance. Clearly, the pilots and cabin crew were pushed to cut down costs, even as the hiring were slow, and low.

Of course, the Government and regulator have maintained that the strictest-possible action will be taken against the management. Such decisions will set precedents, and lessons for others, who disregard the public interests, and customers' needs. If one looks at the track records of the Executive, and regulators across sectors, including aviation, one is astonished by their seemingly-lackadaisical attitude. Policy-makers may change laws and regulations, but minimal action is taken against the powerful business entities. The IndiGo crash is a case study for managers, customers, policy-makers, and regulators. The early signs were there, one noticed the red flags, but no one took concrete action until thousands of flights were grounded.

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Corporate Communications Directorate

PUNJAB KESARI

DELHI

18 DECEMBER 2025

इंडिगो के सीओओ संसदीय समिति के सामने पेश

नई दिल्ली, (पंजाब केसरी) : हाल ही में विमान सेवाओं में आई बाधाओं की पड़ताल कर रही एक संसदीय समिति ने इंडिगो द्वारा बड़े पैमाने पर उड़ानें रद्द किए जाने की जिम्मेदारी बुधवार को तय करने की बुधवार को कोशिश की। इस दौरान इंडिगो के मुख्य परिचालन अधिकारी (सीओओ) इसिड्रो पोर्केरास और वरिष्ठ विमानन अधिकारी समिति के समक्ष पेश हुए। हालांकि, सूत्रों के अनुसार, समिति को एयरलाइन और नागरिक उड्डयन महानिदेशालय (डीजीसीए) द्वारा दिए गए जवाब टालमटोल भरे और असंतोषजनक लगे। सूत्रों ने कहा कि जद (यु) नेता संजय झा की अध्यक्षता वाली

परिवहन, पर्यटन और संस्कृति संबंधी स्थायी संसदीय समिति फिलहाल किसी निष्कर्ष पर नहीं पहुंची और उसने देश भर के विभिन्न हवाई अड्डों पर हजारों यात्रियों के फंसे रहने की वजह बनी अराजकता के लिए जिम्मेदारी तय करने से पहले नागरिक उड्डयन मंत्रालय की जांच रिपोर्ट का इंतजार करने का फैसला किया। सूत्रों के अनुसार, कुछ सांसदों ने सवाल उठाया कि क्या संशोधित उड़ान ड्यूटी समय सीमा (एफडीटीएल) नियमों के लागू होने के बाद मंत्रालय ऐसी स्थिति के लिए तैयार नहीं था या इंडिगो ने नए नियमों से छूट पाने के लिए दबाव बनाने की रणनीति अपनाई थी।

आकाश में उड़ान भरना जोखिम भरा

डि. डिगो और स्पाइसजेट जैसी भारतीय एयरलाइनों को, जो कि ए320 पर निर्भर हैं, इस संकट से सबक लेना चाहिए। लागत कम करने के चक्र में सुरक्षा से कोई भी समझौता नहीं करना चाहिए। एयरलाइनों को विविधोकरण अपनाना चाहिए,

- रजनीश कपूर

केवल एक निर्माता पर निर्भर न रहें। हवाई यात्रा ने आधुनिक युग में दुनिया को गांव बनाया है। यह न केवल यात्रियों को दुनिया के कोने-कोने से जोड़ती है, बल्कि व्यापार, पर्यटन और वैश्विक अर्थव्यवस्था का रफ्तार बनाती है। लेकिन क्या नागरिक उड़ान उद्योग उतना मजबूत है जितना दिखता है? हाल के वर्षों में, विभिन्न संकटों ने इसकी कमजोरियों को उजागर किया है। 2025 में एयरबस के हलिया संकट ने इस बहस को फिर से जीवित कर दिया है।

एयरबस, जो बोइंग के साथ मिलकर विश्व के अधिकांश यात्री विमानों का निर्माण करता है, ने हाल में अपने ए320 फैमिली एयरक्राफ्ट में एक गंभीर सॉफ्टवेयर में गड़बड़ी की वजह से वैश्विक स्तर पर उथल-पुथल मचा दी है। इससे कई सवाल उठने लगे कि क्या हवाई यात्राएं सुरक्षित हैं? नवंबर 2025 में, एयरबस ने घोषणा की कि ए320 फैमिली के एक विमान में हुई घटना के विश्लेषण से पता चला कि तोड़ सौर विकिरण (रेडिएशन) महत्वपूर्ण डेटा को बिगाड़ सकता है। यह गड़बड़ी फ्लाइंग कंट्रोल सिस्टम को प्रभावित करती है, जो विमान को सुरक्षा के लिए अत्यंत महत्वपूर्ण है। परिणामस्वरूप, कंपनी ने लगभग 6,000 ए320 सीरीज के विमानों के लिए तत्काल सॉफ्टवेयर अपडेट और पूर्व-सतर्कता कार्रवाई का आदेश दिया। इसने वैश्विक विमान यात्राओं में भारी व्यवधान पैदा किया। हजारों यात्री हवाई अड्डों पर फंस गए, उड़ानें रद्द हुईं और एयरलाइनों को करोड़ों का नुकसान हुआ। दिसंबर की शुरुआत तक, एयरबस ने दावा किया कि अधिकांश विमानों को ठीक कर

लिया गया है, लेकिन अभी भी कई विमानों पर काम चल रहा है। इससे भी ज्यादा चिंताजनक बात यह है कि सॉफ्टवेयर समस्या के ठीक बाद, कंपनी ने ए320 के कुछ विमानों के धातु पैनलों में औद्योगिक गुणवत्ता की समस्या पाई, जो पयुजलेज को प्रभावित करती है। यह कुछ ही विमानों तक सीमित है, लेकिन यह दर्शाता है कि एक समस्या दूसरी को जन्म दे सकती है। यह संकट हवाई उद्योग की कमजोरियों को स्पष्ट रूप से उजागर करता है। सबसे बड़ी कमजोरी है बाजार का एकाधिकार। एयरबस और बोइंग मिलकर 90% से अधिक यात्री विमानों का उत्पादन करते हैं। यदि एक कंपनी में कोई समस्या आती है, तो पूरा उद्योग प्रभावित होता है। उदाहरण के लिए, 2019 में बोइंग 737 मैक्स की दुर्घटनाओं

जोखिम है। कुल मिलाकर, यह उद्योग एक जटिल जाल में फंसा है जहां एक छोटी गड़बड़ी वैश्विक संकट पैदा कर सकती है। वहीं नियामक संस्थाएं जैसे यूरोपीय यूनियन एविएशन सेफ्टी एजेंसी (ईएएसए), फेडरल एविएशन एडमिनिस्ट्रेशन (एफएए) अमेरिका में और भारत में डायरेक्टरेट जनरल ऑफ सिविल एविएशन (डीजीसीए) उद्योग के मानकों को बनाए रखने में केंद्रीय भूमिका निभाती हैं। एयरबस संकट में, ईएएसए ने तत्काल कार्रवाई की मांग की और सॉफ्टवेयर अपडेट को अनिवार्य किया। नियामकों का काम है विमानों के डिजाइन, निर्माण और संचालन की जांच करना। वे सर्टिफिकेशन प्रक्रिया के माध्यम से सुनिश्चित करते हैं कि कोई भी नया विमान या अपडेट सुरक्षा मानकों को

एयरलाइनों की भूमिका भी कम महत्वपूर्ण नहीं है। वे अंतिम उपयोगकर्ता हैं और यात्रियों की सुरक्षा की जिम्मेदारी उठाती हैं। एयरबस संकट में, अमेरिकन एयरलाइंस जैसी कंपनियों ने तत्काल अपने बेड़े को अपडेट किया। एयरलाइनों को नियमित रखरखाव, पायलट प्रशिक्षण और सुरक्षा प्रोटोकॉल पर जोर देना चाहिए। वे निर्माताओं से पार्ट्स और अपडेट प्राप्त करती हैं, लेकिन अपनी जांच भी करनी चाहिए। उदाहरण के लिए, इंडिगो और स्पाइसजेट जैसी भारतीय एयरलाइनों को, जो कि ए320 पर निर्भर हैं, इस संकट से सबक लेना चाहिए। लागत कम करने के चक्र में सुरक्षा से कोई भी समझौता नहीं करना चाहिए। एयरलाइनों को विविधोकरण अपनाना चाहिए,



ने पूरे उद्योग को हिला दिया था और अब एयरबस का संकट उसी कड़ी का हिस्सा लगता है। दूसरी कमजोरी है तकनीकी निर्भरता। आधुनिक विमान सॉफ्टवेयर, सेंसर और इलेक्ट्रॉनिक सिस्टम पर आधारित हैं। सौर विकिरण जैसी बाहरी घटनाएं, जो जलवायु परिवर्तन के साथ बढ़ रही हैं, इन सिस्टमों को प्रभावित कर सकती हैं। वैश्विक आपूर्ति श्रृंखला की कमजोरी भी एक बड़ा मुद्दा है। रिपोर्ट के अनुसार, 2025 में हवाई यात्रा में 5% की वृद्धि की उम्मीद थी, लेकिन एयरबस संकट ने इसे प्रभावित किया। एयरलाइनों की लाभप्रदता कम हो गई और निवेशकों का विश्वास डगमगाया। पर्यावरणीय दबाव भी बढ़ रहा है; कार्बन उत्सर्जन को कम करने के प्रयासों में, नई तकनीकों को अपनाने में

पूरा करे। लेकिन क्या वे पर्याप्त हैं? बोइंग 737 मैक्स मामले में एफएए की आलोचना हुई कि उन्होंने निर्माता पर ज्यादा भरोसा किया। एयरबस मामले में भी, यदि सौर विकिरण की समस्या पहले पता चल जाती, तो संकट टाला जा सकता था। नियामकों को अधिक सक्रिय होना चाहिए, नियमित ऑडिट, स्वतंत्र जांच और उभरते जोखिमों जैसे साइबर हमलों या ट्रीय होते हैं। भारत जैसे विकासशील देशों में, डीजीसीए को मजबूत बनाना चाहिए ताकि स्थानीय एयरलाइनों पर सख्ती से मानक लागू हों। नियामकों की भूमिका न केवल संकट प्रबंधन में है, बल्कि सकारात्मक उपायों में भी, जो उद्योग की कमजोरियों को कम कर सकती है और हवाई यात्राओं को सुरक्षित बना सकती है।

केवल एक निर्माता पर निर्भर न रहें। साथ ही, यात्री संचार में पारदर्शिता रखें, ताकि विश्वास बना रहे। कुल मिलाकर, एयरलाइनों की जिम्मेदारी है कि वे नियामकों के साथ मिलकर मानकों को लागू करें और संकटों में त्वरित प्रतिक्रिया दें। एयरबस संकट ने साबित किया कि हवाई उद्योग कितना संवेदनशील है। तकनीकी, आर्थिक और पर्यावरणीय चुनौतियों से घिरा हुआ है। लेकिन मजबूत नियामक ढांचा और जिम्मेदार एयरलाइंस इसकी रक्षा कर सकती हैं। सरकारों को अनुसंधान में निवेश करना होगा, उद्योग को अधिक लचीला बनाना होगा, ताकि भविष्य के संकटों से निपटा जा सके। आखिरकार सुरक्षा सर्वोपरि है, क्योंकि आकाश में उड़ान भरना जोखिम भरा है, लेकिन इसे सुरक्षित बनाना सभी की जिम्मेदारी है।

Corporate Communications Directorate

THE STATESMAN

KOLKATA

17 DECEMBER 2025

Airline crisis and after

After the liberalisation of 1991, the Government replaced controllers with regulators in most sectors. They were expected to guide their respective sectors to accelerated growth by promoting competition - with the additional mandate of protecting the interests of all stakeholders. Sadly, none of these goals has been realised, with virtual duopolies emerging in many sectors, including critical ones like telecom and aviation



Cancellation of around 5,000 flights in a week's time in peak season, resulted in widespread chaos, with irate passengers venting their ire on hapless airline staff in overcrowded airport terminals, mountains of luggage clogging airports, airlines skyrocketing for flights that were taking off, tariffs of hotels going through the roof - leading to disruptions in wedding celebrations, concerts, meetings, conferences, sports events, and the like. Strange scenes unfolded, like a bride and groom attending their own wedding reception virtually, and glitterati, who would rather die but not travel by train, begging for train tickets.

The fact that this nation-wide mayhem was caused by a minor change in pilot rest rules, and the cancelled flights were of only one airline, Indigo, points to a deeper malaise. To recount, the Directorate General of Civil Aviation (DGCA), the designated regulator for the aviation sector, notified an amendment in Flight Duty Time Limitation (FDTL) rules in January 2024, that provided for more rest period for pilots. The amended rules were supposed to apply from 1 June 2024. All airlines opposed DGCA's move, and it was decided that the new rules would be rolled out in two stages - partly on 1 July 2025, and the rest on 1 November 2025. Again, an extension till December was given.

It appears that during the last two years, Indigo had added more routes and aircraft, but instead of hiring more pilots to implement the new rules, Indigo lobbied to nullify implementation of the rules, or at least have them delayed. With no advance preparation, implementation of the new rules was not possible for Indigo faced with a greatly reduced availability of pilots, Indigo had no option but to cancel thousands of flights.

The corporate greed of Indigo - an attempt to operate more flights, with fewer pilots - can be easily understood, but the present crisis brought into sharp focus the failure of institutions, specifically designed to see that things ran smoothly. At the first stage, the star-studded board of directors of Indigo airlines, failed to provide proper guidance

to its CEO, and other top executives, to implement regulatory directives. However, this does not absolve DGCA of not monitoring the implementation of its own directions, that were issued in consequence of an order of the Delhi High Court. Because, long before the actual crisis, it should have been crystal clear to the DGCA that with no plans of hiring extra pilots, Indigo would not be able to maintain its schedule once the new FDTL rules kicked in.

As the airline crisis grabbed headlines, many organisations, individuals and bus bodies jumped into the fray. Parliament debated the issue, with the Aviation Minister promising strict action against Indigo; a Parliamentary panel reminded everyone that it had flagged this issue much earlier; the Competition Commission promised an anti-trust inquiry; a pilots' body moved the Delhi High Court against DGCA; and someone approached the Supreme Court by way of a PIL. Meanwhile, to buy peace, DGCA instructed Indigo to process refunds for cancelled flights explicitly, and other airlines to cap fares. DGCA also exempted Indigo from the new FDTL rules till 10 February 2026, in what may provide a better understanding of the crisis, everyone in the aviation regulatory sphere, the aviation secretary, and the DGCA downwards - all are from a generalist, non-aviation background and the top management of Indigo is almost totally non-Indian.

A similar lame duck regulatory regime turned a blind eye to non-observance of fire safety norms that precipitated the tragedy at Blich by Romeo Lane nightclub in Goa, leading to the death of 25 people. This was a tragedy waiting to happen; the club's structure was largely built of wood with a thatched roof, which caught fire when fireworks were set off inside the building.

It emerged that the nightclub had been served with a demolition order by the local Aporna-Nagao Village Panchayat for violation of multiple rules several months before the tragedy. The demolition order had been stayed by the Deputy Director of Panchayats,

allowing the club to continue its operations. Significantly, the local MLA had raised the issue of continued operation of the club, without mandatory permissions, and with multiple demolition orders against it, in the Goa Legislative Assembly in August 2025. Environmentalists had also petitioned the Goa Government, on similar lines. However, contrary to evidence, authorities claimed that only after the disaster, did they realise that the high-end nightclub was operating without licences and lacked mandatory safety infrastructure.

Post-tragedy, along with the club's staff, and the erstwhile Deputy Director of Panchayats, the police moved to arrest the Sarpanch of the Aporna-Nagao Village Panchayat, who was rescued with difficulty by increased villagers. Meanwhile, owners of the nightclub went incommunicado, having boarded an Indigo flight to Phuket, which departed on time. It has also been reported that the nightclub had been shielded from action against it by a former top officer of Goa police. Another example of poor regulation was pointed out by the Chief Economic Advisor, in the presence of the SEBI chief, namely that promoters of IPO-bound companies were making a killing by offloading their shares to the public at hundreds of times of their cost (Gilling Fields, 25 November 2025). With a slight modification, the aforesaid can be still on.

After the liberalisation of 1991, the Government replaced controllers with regulators in most sectors. They were expected to guide their respective sectors to accelerated growth by promoting competition - with the additional mandate of protecting the interests of all stakeholders. Sadly, none of these goals has been realised, with virtual duopolies emerging in many sectors, including critical ones like telecom and aviation - in which Indigo controls 64 per cent of the

market. Seemingly, Indigo has become too big to fail i.e., the aviation sector may crash if Indigo underperforms.

Regulators have repeatedly let down the common man, the small guy, who is the biggest stakeholder in all enterprises. DGCA took steps to ameliorate the crisis only on the fourth day - after lakhs of passengers had been inconvenienced and many had paid close to a lakh of rupees for domestic travel of a thousand odd kilometres. Asked about a plan to compensate the felled passengers, the Aviation Minister cryptically replied that he would consider it. Absolutely no compensation would be forthcoming, for passengers inconvenienced by flight delays, and cancellations.

Contrast it with the SOP for cancelled or delayed flights in the EU, under Regulation 261 of 2004, a passenger is entitled to claim compensation, ranging between €250 and €600, for flight delays, cancellations, and overbooking on EU territory. Additionally, food and meals have to be provided for severe delays, and accommodation and transportation for overnight delays.

Other sectoral regulators have similarly failed to protect the interests of consumers; the RBI started the Banking Ombudsman (BO) scheme with much fanfare, but it hardly takes cognisance of customer complaints; statistics show that in FY 2016-17, BO offices across the country received over 1,97,786 complaints, but there was an award in only 24 cases - that is only 0.02 per cent of complaints. The number of complaints increased to 2,90,567 in FY 2024-25, but the number of awards increased only to 36.

Ombudsman posts in many other sectors, like insurance, suffer from vacancies. Tribunals, established to provide quick and inexpensive justice, have withered away, with eight tribunals abolished at one go in 2021. Despite frequent directions by the Supreme Court, most tribunals continue to suffer from debilitating vacancies.

Recently, in a scathing indictment, the Supreme Court struck down key provisions of the Tribunal Reforms Act, 2021 deeming them unconstitutional for giving the Union Government excessive control over tribunals, and thereby undermining judicial independence. In the coming days, the Indigo crisis will be discussed through various solutions would emerge, but a lasting solution could be only one, that puts the interests of citizens first. Otherwise, similar crises would recur, and citizens would continue to suffer - caught between corporate greed, bureaucratic apathy and corruption.

Finally, what Edward Kennedy, US President John F. Kennedy's younger brother, and a US Senator from 1962 to 2009, had said about US regulators, appears to hold true about Indian regulators: "Regulation has gone astray... Either because they have become captives of regulated industries or captains of (ormed) administrative agencies, regulators all too often encourage or approve unreasonably high prices, inadequate service, and anti-competitive behaviour. The cost of this regulation is always passed on to the consumer. And that cost is astronomical."



The writer is a retired Principal Chief Commissioner of Income-Tax



Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

18 DECEMBER 2025

Panel questions IndiGo, DGCA babus, gets 'unconvincing' replies

Kumar.Rakesh
@timesofindia.com

New Delhi: IndiGo was quizzed on Wednesday by a parliamentary committee over the misery inflicted on passengers by its mass-cancellation of flights, but it blamed a variety of factors, including system glitch and adverse weather conditions, while DGCA and the aviation ministry parried off criticism of their role in the fiasco.

Some committee members termed replies of different stakeholders as "unconvincing" and aimed at washing their hands of the crisis, encapsulated by the response of a govt official that he first came to know of the unfolding ordeal through media reports.

The panel, headed by JDU's Sanjay Jha, decided to wait for the report of an inquiry ordered by DGCA before coming to a conclusion and make its recommendation. It will hold another meeting and is expected to call these stakeholders again. The DGCA-ordered committee was consti-

tuted on Dec 5 and was asked to submit its report in 15 days.

Captain Sam Thomas, president of Bengaluru-based Airline Pilots Association of India, created flutter at the meeting by alleging corruption in DGCA and was asked by members to refrain from making sweeping allegations without producing evidence. He alleged that one can commit any wrong, but stay safe if he touched right feet.

MASS CANCELLATIONS

A committee member said IndiGo, which has offered apology for the ordeal, was far from apologetic in its response before the panel.

It told the panel that several factors combined to derail its operation, including a glitch in system, which needed rebooting, and adverse weather that had their pilots stuck in different zones.

IndiGo was represented by its COO Isidre Porqueras, while officials of Air India, Akasa Air, Spice Jet and Air India Express appeared be-

fore the panel as well. Civil aviation secretary Samir Kumar Sinha and top functionaries of other stakeholders were part of the deliberations.

Replying to a query, IndiGo said all luggage, except 52 which remained unclaimed, have already been delivered.

The panel's meeting came against the backdrop of the suspicion, subject of investigation, that IndiGo remained resistant to the implementation of guidelines (Flight Duty Time Limitation) that allowed more rest for pilots in line with global norms aimed at ensuring flyers' safety.

It has been accused of engineering the disruption, leveraging its market dominance, to force the ministry to roll back the regulation as implementing it would have required the airline to hire more pilots. Faced with chaos caused triggered by disruption of IndiGo's operations, DGCA had to relax the implementation of the guidelines.

IndiGo management is reported to have denied allegation in meetings with ministry

IndiGo pips AI Group to be India's largest int'l carrier

Carries 41.4L Flyers In July-Sept Against 41L By Tata Grp Airlines

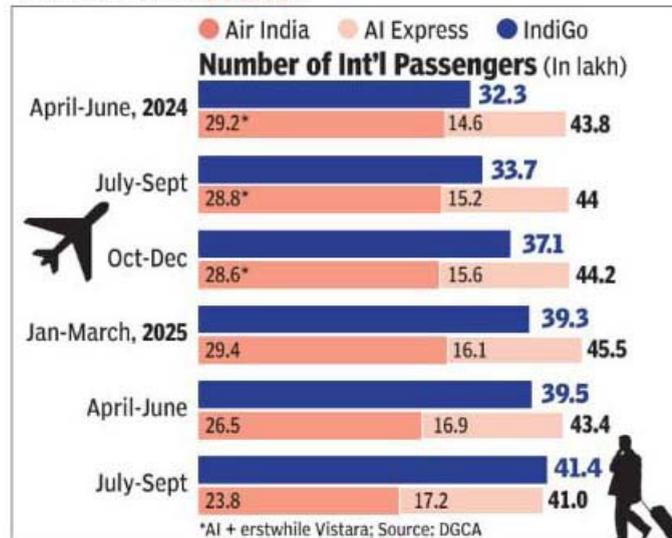
Saurabh.Sinha
@timesofindia.com

New Delhi: In a direct fallout of the June 12 AI 171 crash, IndiGo has for the first time flown more international passengers than Air India group (AI plus AI Express).

DGCA data for July-Sept 2025 shows the two Tata Group airlines flew 41 lakh international passengers, while IndiGo was at 41.36 lakh. This was because of the 15% reduction in AI flights — mostly on wide body international routes — after the Ahmedabad Dreamliner crash and a general reluctance from flying AI among travellers for some weeks.

Even during India's worst ever flight disruption seen earlier this month with IndiGo, the budget carrier had cancelled only 2.4% of its 2,702 international flights between Dec 1 and 9. Domestic cancellations were 10 times higher at almost 25% of the 17,404 scheduled flights not being operated

THE FLIGHT PATH



during the same time. The Directorate General of Civil Aviation's (DGCA) probe into the IndiGo fiasco is specifically examining this disparity in disruptions too. Clearly, the airline wanted to protect its international flights even as domestic ones were in complete disarray.

On a standalone basis, IndiGo had overtaken Air India earlier. In 2019, it had become the single largest Indian airline in terms of carrying international passengers when Jet Airways shut down in April of that year. In its last quarter of flying (Jan-March 2019), Jet was the second largest stan-

dalone Indian carrier after AI, with IndiGo at the third spot. In Jet's prime days, the pecking order for Indian carriers in terms of foreign traffic for many years was Jet, AI, AI Express, IndiGo and SpiceJet (Jan-March 2018 as per DGCA data).

How things play out in coming few quarters remains to be seen as Air India's legacy Boeing wide bodies are now being pulled out for revamp and some will be returned to lessors, leading to a fall in its wide body international capacity in the short-to medium-term. On the other hand, the aviation ministry is finalising at least 10% cut in IndiGo flights till such time the dominant low-cost carrier gets its house in order. The cuts in terms of how many international and how many domestic flights are not yet known.

For AI, the biggest shock in contemporary times was crash of Boeing 787 Dreamliner in Ahmedabad on June 12 killing 260 people.



Corporate Communications Directorate

THE TRIBUNE

DELHI

18 DECEMBER 2025

Parl panel raps IndiGo, DGCA for flight chaos

SHEKHAR SINGH
TRIBUNE NEWS SERVICE

NEW DELHI, DECEMBER 17

Members of the parliamentary Standing Committee on Transport, Tourism and Culture on Wednesday expressed dissatisfaction with the explanations offered by IndiGo and the DGCA, describing their responses as unclear and lacking credibility, sources said.

The nearly four-hour interaction, chaired by JD(U) MP Sanjay Jha, was convened against the backdrop of mass cancellation of IndiGo flights earlier this month, which left thousands of passengers stranded across major airports. Senior officials from the Civil Aviation Ministry, DGCA and IndiGo's top management were summoned to explain how the situation spiralled so rapidly after the rollout of revised Flight Duty Time Limitation norms.

However, the panel refrained from fixing responsibility at this stage. It chose to wait for the findings of a separate inquiry ordered by the ministry, which is examining the circumstances that led to the breakdown. That report is expected by December 28.