



# Corporate Communications Directorate

BUSINESS STANDARD

DELHI

12 DECEMBER 2025

## IndiGo crisis: House panel may summon DGCA, MoCA officials

ARCHIS MOHAN  
New Delhi, 11 December

A parliamentary panel is likely to summon top officials of the Directorate General of Civil Aviation (DGCA), Ministry of Civil Aviation (MoCA) and Airports Authority of India (AAI) to discuss the recent crisis that has hit India's civil aviation sector due to flight cancellations by the country's largest airline IndiGo.

Sources aware of the matter said that the Parliamentary Standing Committee on Transport, Tourism and Culture, headed by Janata Dal (United) Rajya Sabha member Sanjay Jha, is likely to meet on Wednesday.

The committee expects MoCA to ensure the attendance of the representatives of India's private carriers, including those of IndiGo, at the meeting, they said.

The committee is expected to take up issues such as upgrading Air Traffic Controls (ATCs), paucity of pilots, flight duty time limitations (FDTL), and lack of competition in the aviation sector.

In its report tabled on August 20 in Parliament on the 'overall review of safety in the aviation sector', the com-



IndiGo's recent flight disruptions left thousands of travellers stranded across the country

mittee had flagged some of the above issues in the context of the crash of the Air India 171 flight in June.

The report identified 12 key areas that required systemic improvement to ensure continued safety and sustainable growth of India's civil aviation sector. Significantly, the committee recommended strengthening human factors and fatigue management for flight crew. It said there should be rigorous implementation and continuous evaluation of human factors initiatives.

"This includes ensuring strict com-

pliance with updated FDTL regulations for pilots and promoting mental health awareness and support for both flight crews and ATCOs, as outlined in recent DGCA circulars," the committee.

The committee also recommended a time-bound plan to grant the DGCA full administrative and financial autonomy. "This is imperative to address critical technical staff shortages caused by an ineffective recruitment model," it said, adding that autonomy is essential for the regulator to attract talent, set industry-commensurate salaries, and effectively enforce compliance in a rapidly expanding sector.

The committee recommended mitigating ATC fatigue and staffing deficits by developing a national fatigue risk management system (FRMS) for Air Traffic Controllers (ATCOs) and a comprehensive staffing audit. This is to end the long-standing and high-risk practice of seeking exemptions from mandatory duty time limitations, it said.

"The current mismatch between recruitment and training capacity, coupled with operational overload, poses a direct and ongoing threat to air-space safety," the committee observed.



# Corporate Communications Directorate

THE ASSAM TRIBUNE

GUWAHATI

11 DECEMBER 2025

## PM Modi to inaugurate LGBI Airport's state-of-the-art Bamboo Orchids Terminal

### Capacity to manage 13.1 million passengers per annum

SIVASISH THAKUR

GUWAHATI, Dec 10: With the Lokpriya Gopinath Bordoloi International Airport (LGBI)'s state-of-the-art Bamboo Orchids Terminal (T2) scheduled to be inaugurated by Prime Minister Narendra Modi on December 20, the region's aviation sector stands on the threshold of sweeping transformation by directly linking India's Northeast to Southeast Asia.

This will position Assam's capital Guwahati as the gateway for commerce, culture and connectivity and also mark a turning point for India's Act East vision – transforming an aspiration into tangible connectivity.

"The Bamboo Orchids Terminal,



with the capacity to manage 13.1 million passengers per annum (MPPA), will bring this ambition closer to the

skies with enhanced air links to Thailand, Singapore, Indonesia, Bangladesh, etc., connecting Guwahati to

key Asian gateways. Not just this, cargo connectivity will receive a fillip with both connectivity and state-of-the-art processing facilities," official sources told *The Assam Tribune*.

When the Guwahati International Airport Limited (GIAL)-operated T2 becomes operational in the first quarter of next year, it will become the Northeast's defining landmark – a space where culture meets connectivity and policy meets possibility.

The new routes are expected to extend beyond air travel by enabling the Northeast to participate more deeply in transnational economic flows.

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## PM Modi ...

(Contd from page 1)  
Faster cargo and passenger connectivity will support Assam's export ecosystem, from tea and agri-produce to handloom and floriculture, while drawing inbound tourism and investment from the ASEAN region.

"The existence of world-class infrastructure will offer people of the Northeast India the opportunity to explore new regions for tourism, trade and economic activity," sources added.

Under India's Act East Policy, the Northeast is envisioned as a corridor of trade and people-to-people engagement with the Association of Southeast Asian Nations (ASEAN), a regional grouping of ten countries.

"LGBI Airport's T2 is envisioned as more than an aviation

hub. It is a strategic bridge that will link the Northeast's entrepreneurial energy with Southeast Asia's growth markets. For trade and commerce, it means quicker market access; for travellers, smoother routes into the Northeast's eco-tourism circuits across Kaziranga, Majuli and Sualkuchi and neighbouring States such as Meghalaya, Arunachal Pradesh and Nagaland and a neighbouring country like Bhutan, known for its Gross Happiness Index," sources said.

By unlocking this connectivity, LGBI is catalyzing regional growth – placing Assam and its neighbours on the map of Asia's emerging logistics and tourism networks.

The aesthetically-designed Bamboo Orchids Terminal draws from the natural and cultural wealth of Assam — its

forests, rivers, and artistry. Bamboo, a motif of resilience and renewal, intertwines with the *hopou phool* (foxtail orchid), a flower of grace and celebration, while the *gamosa* and *jaapi* echo Assamese warmth and identity.

"This design philosophy embodies 'design as diplomacy' – architecture that speaks a universal language of openness. The terminal invites the world into the Northeast not just through routes, but through experience – turning local heritage into a statement of India's soft power," sources said.

"As Guwahati ascends as India's eastern gateway, the Northeast ceases to be a periphery and becomes a pivot – connecting India to ASEAN through the shared skies of trade, tourism, and trust," sources added.



# Corporate Communications Directorate

AMAR UJALA

DELHI

12 DECEMBER 2025

## नोएडा एयरपोर्ट से खुला हजारों नौकरियों का रास्ता

नई दिल्ली। नोएडा इंटरनेशनल एयरपोर्ट (एनआईए) मुख्यमंत्री योगी आदित्यनाथ के मजबूत नेतृत्व और दूरदर्शी सोच का श्रेष्ठ उदाहरण बनने जा रहा है। यह विश्वस्तरीय ग्रीनफील्ड एयरपोर्ट न सिर्फ दिल्ली-एनसीआर की वैश्विक कनेक्टिविटी को नई दिशा देने वाला है, बल्कि पश्चिमी उत्तर प्रदेश की अर्थव्यवस्था को भी नई गति देने के लिए तैयार है।

मुख्यमंत्री ने परियोजना की प्रगति की लगातार समीक्षा करते हुए इसके समयबद्ध निर्माण को सर्वोच्च प्राथमिकता दी है, ताकि जिन किसानों और परिवारों ने अपनी भूमि देकर इस सपने को साकार किया है, उन्हें अधिकतम लाभ मिल

**परियोजना में टाटा प्रोजेक्ट्स  
इंडियन ऑयल और बर्ड ग्रुप  
सहित 30 से अधिक  
कंपनियों की सहभागिता**

सके। यमुना एक्सप्रेसवे औद्योगिक विकास प्राधिकरण (गोडा) के सीईओ राकेश कुमार सिंह ने बताया कि मुख्यमंत्री योगी आदित्यनाथ की पहल पर परियोजना प्रभावित परिवारों (पीएफ) को लाभ पहुंचाने के लिए विशेष कार्यक्रम लागू किए गए हैं।

यमुना इंटरनेशनल एयरपोर्ट प्रा. लि. (वाईआईएपीएल) और नोएडा इंटरनेशनल एयरपोर्ट लि. (एनआईएएल) के नेतृत्व में पीपीपी मॉडल के तहत चल रही इस परियोजना में टाटा प्रोजेक्ट्स, इंडियन ऑयल और बर्ड ग्रुप सहित 30 से अधिक प्रतिष्ठित कंपनियों की सहभागिता है। लगभग 5,000 से अधिक रोजगार के अवसर उपलब्ध कराए जा रहे हैं, जिनमें न्यूनतम मजदूरी, पीएफ, ईएसआई और ग्रेजुटी जैसे सभी सरकारी लाभ शामिल हैं। व्यूरो

## जेवर एयरपोर्ट से सराय काले खां दिल्ली तक सीधे प्रस्तावित नया आरआरटीएस कॉरिडोर

- एयरपोर्ट कनेक्टिविटी में बड़ा बदलाव
- गाजियाबाद की जगह सराय काले खां से बनेगा नया आरआरटीएस रूट



राजधानी से एयरपोर्ट तक बनेगा सीधा हाई-स्पीड लिंक

ग्रेटर नोएडा, 11 दिसम्बर (देशबन्धु)। नोएडा इंटरनेशनल एयरपोर्ट (जेवर) तक तेज, सुविधाजनक और हाई-स्पीड कनेक्टिविटी उपलब्ध कराने की दिशा में बड़ा फैसला लिया गया है। प्रस्तावित गाजियाबाद-जेवर आरआरटीएस कॉरिडोर की दिशा बदलते हुए अब इसे दिल्ली के सराय काले खां से जोड़ने पर सहमति बन गई है। उच्चस्तरीय बैठक में इस नए मार्ग को बेहतर, उपयोगी और यात्री सुविधा के लिहाज से ज्यादा उपयुक्त माना गया। अब नेशनल कैपिटल रीजन ट्रांसपोर्ट कॉरपोरेशन (एनसीआरटीसी) इसके लिए विस्तृत फिजिबिलिटी रिपोर्ट तैयार करेगा।

सराय काले खां, दिल्ली का प्रमुख इंटरचेंज प्वाइंट है जहां आरआरटीएस, मेट्रो और बस टर्मिनल पहले से मौजूद हैं। यहीं से एक नया आरआरटीएस कॉरिडोर शुरू करने की योजना है, जो इस रूट से होकर गुजरेगा- सराय काले खां- नोएडा सिटी सेंटर- फेज-2- सूरजपुर - नोएडा इंटरनेशनल एयरपोर्ट (जेवर)।

इस लिंक के बन जाने से दिल्ली एनसीआर के यात्रियों को सीधे एयरपोर्ट तक तेज, सुरक्षित और आरामदायक यात्रा का विकल्प मिलेगा। साथ ही, एयरपोर्ट एक मल्टी-मॉडल ट्रांसपोर्ट हब में बदल जाएगा, जहां मेट्रो, एक्सप्रेस बसें और आरआरटीएस- तीनों कनेक्टिविटी

उपलब्ध होंगी।

क्यों बदला गया कॉरिडोर का रूट?

पहले आरआरटीएस को गाजियाबाद से जेवर एयरपोर्ट तक जोड़ने की योजना थी, लेकिन विशेषज्ञों का मानना है कि-दिल्ली से डायरेक्ट लिंक अधिक यात्रियों को लाभ देगा, सराय काले खां इंटरचेंज पहले से विकसित और सुविधाजनक, एयरपोर्ट को इंटरनेशनल स्तर की मल्टी-मॉडल कनेक्टिविटी मिलेगी, नोएडा-ग्रेटर नोएडा के साथ दिल्ली वालों को भी तेज पहुंच होगी। एनसीआरटीसी अब नए मार्ग का विस्तृत अध्ययन करेगा। रिपोर्ट केंद्र और राज्य सरकारों को

### आरआरटीएस जुड़ने से क्या बदल जाएगा?

- ❖ दिल्ली-जेवर एयरपोर्ट सिर्फ 3.5-4.5 मिनट की दूरी पर
- ❖ नोएडा, ग्रेटर नोएडा और यीडा में तेज ट्रांजिट कनेक्शन
- ❖ एयरपोर्ट का आकर्षण बढ़ेगा, निवेश और विकास को गति
- ❖ पब्लिक ट्रांसपोर्ट नेटवर्क होगा और मजबूत
- ❖ ट्रेफिक जाम में कमी, अधिक पर्यावरण-हितैषी ट्रांजिट सिस्टम।

भेजी जाएगी, जिसके बाद परियोजना को मंजूरी मिलेगी।

#### पहले प्रस्तावित था गाजियाबाद-जेवर कॉरिडोर

पहली डीपीआर के अनुसार, गाजियाबाद से एयरपोर्ट तक 72.2 किलोमीटर का एलिवेटेड कॉरिडोर प्रस्तावित था। इसमें दो चरणों में काम होना था।

**पहला चरण:** मिदुधार्थ विहार (गाजियाबाद) - ग्रेटर नोएडा इकोटेक-6 लंबाई : 39.39 किलोमीटर

**यात्री ट्रेनें :** फास्ट नमो भारत- 114 किमी/घंटा, सामान्य नमो भारत- 80 किमी/घंटा

**दूसरा चरण :** इकोटेक-6 - नोएडा इंटरनेशनल एयरपोर्ट, नमो भारत और मेट्रो

दोनों संचालित होने का प्रस्ताव, दोनों के 11-11 स्टेशन तय किए गए थे

#### पहले प्रस्तावित नमो भारत के स्टेशन

गाजियाबाद साठथ, ग्रेनो वेस्ट सेक्टर-4, ग्रेनो वेस्ट सेक्टर-2, ग्रेनो वेस्ट सेक्टर-12, मलकपुर, अल्फा-1, इकोटेक-6, दनकौर, यीडा सेक्टर-18, यीडा सेक्टर-21

#### पहले प्रस्तावित मेट्रो स्टेशन

गाजियाबाद मिदुधार्थ विहार, ग्रेनो वेस्ट सेक्टर-16सी, इकोटेक-12, ग्रेनो वेस्ट सेक्टर-3, ग्रेनो वेस्ट सेक्टर-10, नॉलेज पार्क-5, पुलिस लाइन मूरजपुर, इकोटेक-2, नॉलेज पार्क-3, ओमेगा-2, इकोटेक-1ई।



# Corporate Communications Directorate

HINDUSTAN

DELHI

12 DECEMBER 2025

**| सुविधा | एनसीआरटीसी ने गाजियाबाद के सिद्धार्थनगर से चलाने के लिए डीपीआर बनाई थी, केंद्र की आपत्तियों के बाद अब नए रूट से चलाने का प्रस्ताव**

## दिल्ली से नोएडा एयरपोर्ट तक नमो भारत चलाने की तैयारी

ग्रेटर नोएडा, वरिष्ठ संवाददाता। नोएडा इंटरनेशनल एयरपोर्ट तक गाजियाबाद के सिद्धार्थ विहार के बजाय अब दिल्ली के सराय काले खां से सीधे नमो भारत और मेट्रो ट्रेन चलाने की तैयारी है। इसके लिए फिजिबिलिटी रिपोर्ट तैयार की जाएगी।

रूट में परिवर्तन का कारण नोएडा एयरपोर्ट को दिल्ली से सीधी कनेक्टिविटी न होना बताया गया है। राष्ट्रीय राजधानी क्षेत्र परिवहन निगम (एनसीआरटीसी) ने नोएडा एयरपोर्ट तक सिद्धार्थ विहार से नमो भारत और मेट्रो के 72.4 किलोमीटर ट्रैक का डिटेल्ड प्रोजेक्ट रिपोर्ट (डीपीआर) तैयार किया था। इस रूट पर 22 स्टेशन

निर्धारित किए गए, जिनमें 11 स्टेशन नमो भारत और 11 मेट्रो के थे। यह रूट दो हिस्सों में तैयार होना था।

पहला गाजियाबाद के सिद्धार्थ विहार से शुरू होकर चारमूर्ति होते हुए इकोटेक-6 और दूसरा इकोटेक-6 से यमुना सिटी के सेक्टर-17, 18 और 21 (फिल्म सिटी) होते हुए एयरपोर्ट तक जाता। परियोजना पर 20,637 करोड़ रुपये होने का आकलन किया गया। डीपीआर को उत्तरप्रदेश सरकार ने सैद्धांतिक सहमति देते हुए नवंबर 2024 में आवासन एवं शहरी कार्य मंत्रालय, भारत सरकार (महुआ) को भेजा था। 14 नवंबर 2024 को महुआ ने 10 आपत्तियां लगाकर इसे वापस

### यहां से चलाने का प्रस्ताव

नमो भारत का नया रूट सराय काले खां से शुरू होकर नोएडा सिटी सेक्टर, एनएसईजेड से सूरजपुर, नॉलेज पार्क-3 और परी चौक से इकोटेक-6, दनकौर, योडा के सेक्टर-18, 21 होते हुए एयरपोर्ट तक ले जाने का प्रस्ताव तैयार किया गया है। हालांकि, यह रूट कितना किलोमीटर लंबा होगा और इस पर कुल कितने स्टेशन बनेंगे, यह फिजिबिलिटी रिपोर्ट के बाद तय किया जाएगा।

कर दिया। बुधवार को दिल्ली में अर्बन ट्रांसपोर्ट को बैटक हुई। इसमें योडा, नायल, एनएमआरसी, एनसीआरटीसी एवं सरकार के अधिकारी शामिल रहे।

### ग्रेनोवेस्ट से रूट अलग होगा

प्रस्ताव के अनुसार नमो भारत ग्रेनो वेस्ट से कट जाएगी। अधिकारियों का कहना है कि एक्वा लाइन के विस्तार को सेक्टर-51 से ग्रेनो वेस्ट के चार मूर्ति होते हुए नॉलेज पार्क-5 तक लाना प्रस्तावित है। नमो भारत को उसी ट्रैक से जोड़कर सूरजपुर लेकर जाना धन की बर्बादी होगी। यात्रियों को भी दिल्ली से नोएडा एयरपोर्ट पहुंचने में वक्त लगेगा। नए रूट को ग्रेनो वेस्ट से काटकर नोएडा ले जाते हुए सीधे दिल्ली से जोड़ने पर विचार किया गया है।

बैटक में परियोजना की डीपीआर पर लगी आपत्तियों पर चर्चा की गई।

महुआ की तरफ से कहा गया कि डीपीआर के अनुसार नोएडा एयरपोर्ट

की सीधी कनेक्टिविटी दिल्ली के बजाय गाजियाबाद से हो रही है। इसका परिवहन व यात्रियों की सुविधा पर असर पड़ेगा। ऐसे में एयरपोर्ट को सीधे दिल्ली आईजीआई से जोड़ने के लिए नए रूप पर विचार होना चाहिए, ताकि दिल्ली के मूल यातायात को नोएडा एयरपोर्ट की तरफ डायवर्ट किया जा सके। योडा के एसीईओ शैलेंद्र भाटिया ने बताया कि अर्बन ट्रांसपोर्ट की बैटक में नोएडा एयरपोर्ट से दिल्ली को जोड़ने के लिए नए रूट पर विचार किया गया। इस रूट को फिजिबिलिटी रिपोर्ट तैयार करने की जिम्मेदारी एनसीआरटीसी को सौंपी गई है। रिपोर्ट के आधार पर आगे की कार्रवाई की जाएगी।



A total of 629 flights of IndiGo were cancelled between December 1 and December 9 at the Chennai airport. B. VELANKANNI RAJ

## Chennai airport faces minor dip in revenue after IndiGo fiasco

**The Hindu Bureau**  
CHENNAI

Chennai airport has suffered a minor dip in the revenue following the mayhem caused by the recent flight cancellations by IndiGo.

M. Raja Kishore, Chennai airport director, said that while there have been revenue loss this past week, they are yet to ascertain the exact amount of loss. "This disruption was only for a few days. The impact of this issue on Airports Authority of India (AAI) will not be much," he said. The airport operations are steadily returning to normalcy, he added.

### **Cancellations reduce**

From a total of 186 flight cancellations on December 5, the number of cancellations came down to 70 flights on Wednesday. AAI officials said, the operations will return to normalcy in a couple of days.

A total of 629 flights of IndiGo were cancelled bet-

ween December 1 and 9 at the Chennai airport and a total of 1,317 flights were delayed, according to the data released by AAI.

On Wednesday, Ambuj Sharma, deputy secretary, Ministry of Civil Aviation inspected the Chennai airport along with the AAI officials.

### **Inspection ordered**

Following IndiGo's flight cancellations fiasco, the ministry had nominated a team of officials to inspect major airports in the country including Chennai, Bengaluru, Ahmedabad, Mumbai, Pune and Hyderabad to take stock of the ground reality and check if the flight operations had returned to normalcy.

Feedback was obtained from some of the passengers. While most of the passengers were happy with the airport, a few of them raised issues regarding toilet maintenance and the walk to the multi-level car parking facility to board cabs, he said.

## Job portal for those who gave up land for Jewar airport

### Jobs in ground op, hospitality and housekeeping sectors available

**Neetika Jha**

*Noida, December 11*

THE YAMUNA International Airport Private Limited (YIAPL), the Noida International Airport Limited (NIAL) and the Gautam Buddha Nagar district administration have developed an online career portal to provide jobs for the project affected families (PAFs), officials said Thursday.

All eligible candidates, said officials, can submit their resume for jobs available within the airport ecosystem. "We had 334 families that were directly affected by the project. A total of 181 candidates have already applied for jobs. The jobs would mainly be in the domains related to the operation of terminal and airlines, civil and electrical works, housekeeping, and hospitality. Apart from this, candidates will also be employed in ground operations, and as airline security agents. While the vacancies are open for the general public too, priority will be given to PAFs. In case they are hired and not employed later, the YIAPL has to justify the decision to the NIAL," Rakesh Singh, Chief Executive Officer, NIAL, told *The Indian Express*.

He added, "YIAPL and its partners have organised three recruitment drives for the candidates on September 11, October 31 and December 2. Over 300 candidates participated and we have rolled out 24 offer letters to the eligible ones."

Singh said that the initiative would also help map vacancies with the available pool of talent. "All job opportunities at the airport would offer minimum wages, as notified by the gov-

ernment including bonus, provident fund contribution, Employees State Insurance (ESI) contribution, gratuity and leave benefits," said the CEO.

Bachoo Singh, Additional District Magistrate (Law and Order), said, "We have identified the list of people and sent the names to the NIAL. It is their job to train them and provide them the job. When the land acquisition was done, those affected had two options — to apply for a job at the airport site or take Rs 5.5 lakh. The names of those who opted for jobs with the airport site in Jewar were shortlisted and sent."

In this regard, officials also said that YIAPL had also renovated two classrooms and washrooms at Jewar and organised a skill development programme covering two specialised courses in aviation — passenger handling and ramp operations. "We are also focusing on development of communication skills and spoken English. To make efforts to provide jobs to PAFs in a more effective and coordinated manner, a joint committee was constituted, which had representation from NIAL, Noida administration and YIAPL," said an official.

"From the outset, NIA was developed with the vision of becoming a strong economic anchor for western UP. One of the core principles of the NIA was that this airport must create a long term impact for all stakeholders, especially for the families in and around Jewar who contributed their land to help make this project a reality. This is an initiative in that direction," the official added.



# Corporate Communications Directorate

MILLENNIUM POST

DELHI

12 DECEMBER 2025

## Noida Airport poised to be UP's new growth hub



**DIPIKA KIROLA**

**NOIDA:** The Noida International Airport (NIA) is soon set to become a major economic centre for western Uttar Pradesh. Under the leadership of Chief Minister Yogi Adityanath, the airport project is moving forward quickly and is expected to boost development, connectivity and job opportunities in the region.

YEIDA CEO Rakesh Kumar Singh said that the Chief Minister has been regularly reviewing the project to ensure that it is completed on time. Special programmes have also been launched to support Project Affected Families (PAF), especially the farmers and villagers who gave their land for the airport.

The airport is being built under the PPP model by Yamuna International Airport Pvt. Ltd. (YIAPL) and Noida International Airport Ltd. NIAL, with support from more than 30 leading companies such as Tata Projects, Indian Oil and the Bird Group. So far, over 5,000 jobs have been created. Workers are also receiving

government benefits including minimum wages, PF, ESI and gratuity.

To help local youth find jobs, more than 180 candidates have registered on the career portal. Around 300 young people attended three special job camps, and 24 of them were given offer letters. ITI Jewar has been upgraded to provide training in passenger handling, ramp operations and other airport-related skills. Of the 28 trainees who completed the courses, 24 have already been placed in jobs. Nearly 100 PAF youths have also received training in English and soft skills. All these programmes are being monitored by NIAL, YIAPL and the district administration.

Noida International Airport aims to operate as a modern, eco-friendly airport with a goal of achieving net zero emissions.

With an initial capacity to handle 1.2 crore passengers every year, the airport is expected to boost business, create new opportunities and become a major growth engine for western Uttar Pradesh.

## नोएडा एयरपोर्ट तक जाएगी नमो भारत!

■ NBT रिपोर्ट, ग्रेटर नोएडा

नोएडा एयरपोर्ट अब गाजियाबाद नहीं बल्कि दिल्ली के सराय काले खां से रीजनल रैपिड ट्रांजिट सिस्टम (RRTS) से कनेक्ट होगा। इस नए रूट की फिजबिलिटी रिपोर्ट बनाने के लिए नेशनल कैपिटल रीजन ट्रांसपोर्ट कॉरपोरेशन (NCRTC) को जिम्मेदारी दी गई है। रिपोर्ट बनाने से पहले यमुना अथॉरिटी की एनसीआरटीसी के साथ बैठक होगी, ताकि रूट के बारे में बताया जा सके। अगर सराय काले खां से दिक्कत होगी तो यह कॉरिडोर न्यू अशोक नगर से भी शुरू किया जा सकता है। पहले गाजियाबाद से नोएडा एयरपोर्ट तक नमो भारत कॉरिडोर बनाने के लिए डीपीआर बनी और यूपी सरकार ने इसे सैद्धांतिक सहमित भी दे दी थी। हालांकि, आवासन एवं शहरी कार्य मंत्रालय ने



डीपीआर को लेकर 10 बिंदुओं पर रिपोर्ट मांगी थी। मसलन, कॉरिडोर को गाजियाबाद से क्यों जोड़ना है, डेस्टिनेशन सर्वे क्यों नहीं हुआ, जब इस रूट पर एक्वा लाइन मेट्रो प्रपोज्ड है तो इसकी क्या जरूरत? एक ही कॉरिडोर पर नमो भारत और मेट्रो नहीं चलाई जा सकती आदि बिंदु शामिल थे। यमुना अथॉरिटी ने अपनी रिपोर्ट मंत्रालय को भेज दी थी।

दिल्ली के सराय काले खां से नोएडा एयरपोर्ट तक RRTS कॉरिडोर बनने की योजना है। इस रूट की फिजबिलिटी रिपोर्ट नेशनल कैपिटल रीजन ट्रांसपोर्ट कॉरपोरेशन बनाएगा। रिपोर्ट बनने के बाद आगे की कार्रवाई होगी।  
- शैलेन्द्र भाटिया, एसीईओ, यमुना अथॉरिटी

हाई लेवल मीटिंग में लिया गया फैसला

इस प्रॉजेक्ट को लेकर बुधवार को आवासन एवं शहरी कार्य मंत्रालय में अरबन ट्रांसपोर्ट के ओएसडी की अध्यक्षता में हाई लेवल मीटिंग हुई। इसमें यूपी सरकार, नोएडा इंटरनेशनल एयरपोर्ट लि., यमुना इंटरनेशनल एयरपोर्ट प्रा. लि. और एनसीआरटीसी के अफसर शामिल थे। इसमें बात उठी कि गाजियाबाद से आरआरटीएस कॉरिडोर बनाने पर नोएडा एयरपोर्ट की दिल्ली से सीधी कनेक्टिविटी नहीं हो सकेगी और जरूरी है। डीपीआर वाले कॉरिडोर से यह जरूरत पूरी नहीं हो रही है। तय किया गया कि अब सराय काले खां से नोएडा एयरपोर्ट के लिए कॉरिडोर बनाया जाए। इससे दिल्ली के साथ नोएडा-ग्रेनो की कनेक्टिविटी भी नोएडा एयरपोर्ट से हो सकेगी।



# Corporate Communications Directorate

THE PIONEER

DELHI

12 DECEMBER 2025

## Noida International Airport to reflect Indian culture

### PIONEER NEWS SERVICE

■ Greater Noida

Nearing inauguration, Noida International Airport (NIA) is designed to reflect Indian culture and will offer passengers an immediate sense of the state's identity the moment they arrive.

Combining Swiss efficiency with Indian hospitality, NIA promises a seamless, comfortable, and world-class travel experience with state-of-the-art technology and facilities, it said.

Shailendra Kumar Bhatia, Additional CEO of the Yamuna Expressway Industrial Development

Authority, said the airport will enhance UP's and India's global profile.

"NIA will offer passengers a fast, smooth, and memorable journey at every stage. The Chief Minister is personally monitoring progress and recently visited the site to review the work and provide directives," he said.

The airport's terminal will feature carved elements like lattice screens that will also regulating natural light and airflow, he said.

The grand entrance is inspired by the iconic ghats of Varanasi and Haridwar, reflecting the region's spiritual and historical heritage,

the statement said.

Inside, a spacious haveli-style courtyard will create an open, welcoming environment, underscoring the importance of courtyards in Indian architecture.

The terminal's white, flowing roof symbolises the calm, continuous movement of UP's major rivers, embodying a harmonious blend of nature and modernity.

Noida International Airport will also offer a cutting-edge, digital-first travel environment.

Advanced systems such as self-bag-drop machines, self-boarding gates, and biometric-based DigiYatra at all

entry points will reduce waiting time and simplify the passenger journey. Smart signage, intuitive interfaces, and fully digitised processes have been integrated to ensure maximum convenience and efficiency, it said.

The authorities' said the airport's retail area will showcase a mix of local handicrafts, artwork, modern brands, and exclusive souvenirs. Duty-free stores, premium outlets, and UP's signature crafts such as Banarasi silk, chikankari, and attar will be on sale.

Noida International Airport has been developed as a green airport, with sus-

tainability integrated into every stage from construction to daily operations, the statement said.

The airport complex will rely extensively on renewable energy, particularly solar power and off-grid wind systems, to minimise dependence on conventional sources. Rainwater harvesting, advanced waste management, and modern sewage treatment plants will further strengthen its environmental safeguards.

EV charging stations will be available across the campus to encourage electric mobility and reduce carbon emissions.

## नोएडा एयरपोर्ट से पश्चिमी यूपी की अर्थव्यवस्था को मिलेगी नई रफ्तार, हजारों नौकरियों का रास्ता खुला



पायनियर समाचार सेवा। जेवर (गौतमबुद्धनगर)

नोएडा इंटरनेशनल एयरपोर्ट (ठकअ) मुख्यमंत्री योगी आदित्यनाथ के मजबूत नेतृत्व और दूरदर्शी सोच का श्रेष्ठ उदाहरण बनने जा रहा है। यह विश्वस्तरीय ग्रीनफील्ड एयरपोर्ट न सिर्फ दिल्ली-एनसीआर की वैश्विक कनेक्टिविटी को नई दिशा देने वाला है, बल्कि पश्चिमी उत्तर प्रदेश की अर्थव्यवस्था को भी नई गति देने के लिए तैयार है। मुख्यमंत्री ने परियोजना की प्रगति की लगातार समीक्षा करते हुए इसके समयबद्ध निर्माण को सर्वोच्च प्राथमिकता दी है, ताकि जिन किसानों और परिवारों ने अपनी भूमि देकर इस सपने को साकार किया है, उन्हें अधिकतम लाभ मिल सके।

यमुना एक्सप्रेसवे औद्योगिक विकास प्राधिकरण (यीडा) के सीईओ राकेश कुमार सिंह ने बताया कि मुख्यमंत्री योगी आदित्यनाथ की पहल पर परियोजना प्रभावित परिवारों को लाभ पहुंचाने के लिए विशेष कार्यक्रम लागू किए गए हैं। यमुना इंटरनेशनल एयरपोर्ट प्रा. लि. और नोएडा इंटरनेशनल एयरपोर्ट लि. (ठकअछ) के नेतृत्व में पीपीपी मॉडल

❖ परियोजना में टाटा प्रोजेक्ट्स, इंडियन ऑयल और बर्ड ग्रुप सहित 30 से अधिक प्रतिष्ठित कंपनियों की सहभागिता

के तहत चल रही इस परियोजना में टाटा प्रोजेक्ट्स, इंडियन ऑयल और बर्ड ग्रुप सहित 30 से अधिक प्रतिष्ठित कंपनियों की सहभागिता है। लगभग 5,000 से अधिक रोजगार के अवसर उपलब्ध कराए जा रहे हैं, जिनमें न्यूनतम मजदूरी, पीएफ, ईएसआई और ग्रेच्युटी जैसे सभी सरकारी लाभ शामिल हैं। पीएफ युवाओं को रोजगार से जोड़ने के लिए ऑनलाइन करियर पोर्टल पर 180 से अधिक उम्मीदवारों का पंजीकरण किया जा चुका है। तीन विशेष भर्ती शिविरों में 300 से अधिक युवाओं ने प्रतिभाग किया, जिनमें से 24 युवाओं को ऑफर लेटर जारी हुए हैं। यही नहीं, कौशल विकास को बढ़ावा देने के लिए आईटीआई जेवर को आधुनिकीकृत किया गया है, जहां पैसेंजर हैंडलिंग और रैप ऑपरेशंस जैसे कोर्स संचालित किए गए।



# Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

11 DECEMBER 2025

## Deserted airport, 'like the 90s'

**SANJAY MANDAL**

Calcutta: A frequent flier from the city found the airport strikingly different on Wednesday morning.

The long queues and chaos were absent. Instead, the domestic departure area of the terminal was almost deserted around 7am. Businessman Gaurav Agarwal, who took an Air India flight from Calcutta to Delhi on Wednesday morning, narrated his unusually calm experience. He also took a video.

I was feeling nostalgic. It was like in the 1990s when flights were few at the Calcutta airport, so were passengers.

### Few vehicles

I take morning flights from Calcutta at least once a week, usually between 7am and 9am. There are long queues, vehicles standing randomly in front of the entry gates creating traffic snarls, and no place to sit in the security hold area where we wait to board the flight.

On Wednesday, the airport was empty.



The near-empty departure area of the airport around 7am on Wednesday.

Picture courtesy: Gaurav Agarwal

My driver could take the car smoothly in front of Gates 1A and 1B and park it peacefully. There were only a few vehicles, unlike other days when there are fleets of app cabs along with personal vehicles, and one struggles to find a place to park and get off the car.

### Security check in seconds

The check-in counters were also deserted. There was not a single passenger even at the DigYatra security check-in counter. I was the only passenger at that time, and it took me exactly 30 seconds to clear the

security check. I have never had this experience in the past 15 years.

Normally, it takes 15 to 20 minutes for the security check. I would be behind 20 people, and it takes time despite the security personnel working fast.

### Concern for vendors

However, fewer passengers means worry for the food and beverage and retail stores. I was having coffee at a store and the man at the counter looked worried. He said the passenger count had dropped in the past few days and he had been told he would have to take a pay cut till the count goes up.

### Baggage surprise

At the Delhi airport, there was another surprise. My registered luggage had arrived before I reached the baggage belt. It was also the first time. Usually, at the Delhi airport, it takes 15 to 20 minutes for the baggage to arrive at the belt.

At the Calcutta airport, it takes about 40 minutes. I hope this time, I will get it faster when I return to Calcutta.

## RRTS to link Sarai Kale Khan with Jewar airport via Noida City Centre?

Aditya.Dev@timesofindia.com

**Noida:** The Union ministry of housing and urban affairs has objected to National Capital Region Transport Corporation's (NCRTC) proposal to connect Noida International Airport by rapid rail via Ghaziabad. The ministry wants the corridor to be built directly from Sarai Kale Khan, which is the terminal station of the Delhi-Meerut corridor.

It has directed NCRTC to conduct a fresh survey and prepare a new project report for a revised alignment starting from Sarai Kale Khan and terminating at Jewar via Noida City Centre and Surajpur.

The decision followed a review meeting on Wednesday, where it was decided that Noida airport needs stronger long-term connectivity with Delhi, one that the proposed 72km Ghaziabad-Jewar corridor would fail to deliver and would require major technical modifications.

NCRTC had earlier prepared a detailed project report (DPR) for an elevated rapid-rail-cum-metro corridor with 22 stations, split evenly between rapid rail and metro. The alignment ran from Siddharth Vihar to Ecotech-6 via Char Murli, before heading to the airport through YEIDA sectors 17, 18 and 21. Estimated at Rs 20,637 crore, the project had in-principle approval from the state govt before being sent to MoHUA last year.

The Centre, however, returned the DPR with multiple objections, flagging the absence of any Delhi link, the lack of a destination survey, duplication with NMRC's proposed Aqua Line extension, and doubts over whether rapid rail and metro co-

uld safely share a single elevated corridor. YEIDA submitted clarifications, but MoHUA maintained that the alignment did not meet airport-connectivity norms.

During the review meeting, officials said the Ghaziabad route would not generate the ridership projected by NCRTC because most airport-bound passengers would originate from Delhi and Noida, areas left unserved by the proposed alignment. As a result, all agencies agreed that the line must begin at Sarai Kale Khan, the terminal point of the Delhi-Meerut RRTS.

The meeting was attended by officials from the UP govt, Noida International Airport Ltd (NIAL), Yamuna International Airport Pvt Ltd (YIAPL), the Noida Metro Rail Corporation, and NCRTC.

A preliminary alignment now under study would run through the DND Flyway corridor, Noida City Centre, Noi-

da Phase-2 (NSEZ), Surajpur, Knowledge Park-3, Pari Chowk, Ecotech-6, Dankaur and YEIDA sectors 18 and 21 before terminating at the airport. If operational or land-use challenges arise at Sarai Kale Khan, New Ashok Nagar may be evaluated as an alternative origin. The final route and station locations will be fixed after NCRTC completes the feasibility study.

Officials added that routing the corridor through Greater Noida West would have overlapped with NMRC's proposed Aqua Line extension from Sector 51 to Knowledge Park-5, creating duplication and longer travel times for Delhi-bound airport passengers. The revised alignment therefore avoids Greater Noida West and prioritises a direct, high-speed Delhi to Jewar link.

The Centre had earlier rejected plans to integrate metro and rapid rail operations on a

shared elevated structure between Film City and the airport, noting that mixing semi-high-speed and metro systems could have technical issues. The DPR prepared in mid-2024 attempted to cut costs by integrating a 10km Aqua Line section and linking the corridor to the shelved pod-taxi project, a design the state cleared in 2023, but the Centre sought further technical clarification, slowing approval.

"A decision has been taken to explore the feasibility of developing an RRTS corridor from Sarai Kale Khan to Noida International Airport. NCRTC will prepare the feasibility report, and further action will follow," said Shailendra Bhatia, additional CEO, YEIDA.

The original Ghaziabad link, approved by the state in Dec 2023 and tentatively targeted for completion by 2030, will now remain on hold until the Centre clears the revised alignment.

### WHY GZB-JEWAR PLAN IS UNDER SCRUTINY

- No direct Delhi to Noida Airport connectivity
- Absence of destination survey

**Proposal to run Rapid Rail and Metro on same elevated track**

- Duplication with proposed Aqua Line extension
- Lower projected ridership on Ghaziabad alignment



### What new alignment proposes

- Corridor proposed from Delhi Sarai Kale Khan to Noida International Airport
- To link DND, Noida City Centre, NSEZ, Surajpur, Pari Chowk, Ecotech-6, Dankaur, YEIDA sectors 18 and 21
- Feasibility report to be prepared by NCRTC
- Alternative origin point under review at New Ashok Nagar



# Corporate Communications Directorate

THE ASIAN AGE

DELHI

12 DECEMBER 2025

## ■ Top brass quizzed, CEO called again ■ Keeping vigil: Naidu DGCA steps up scrutiny of IndiGo ops

AGE CORRESPONDENT  
NEW DELHI, DEC. 11

The Directorate General of Civil Aviation (DGCA)'s investigation team on Thursday questioned IndiGo's top brass and scrutinised papers of the airline to determine the cause of the lapse that led to massive disruptions in flights in the first week of December.

The probe team had summoned IndiGo chief executive Pieter Elbers and sought a complete report, along with comprehensive data and updates, relating to the

recent operational disruptions. Mr Elbers has been called again on Friday.

The parliamentary panel on transport and tourism has also called the IndiGo CEO on December 17. The panel has also invited the pilot community, represented by associations like ALPA-India, to present the realities of flight duty time limitations (FDTL) implementation, pilot availability, operational stress, and the safety risks emerging from recent disruptions.

Enhancing oversight, a team of DGCA officials

■ **SENIOR DGCA officials have also been told to carry out immediate on-site inspections to assess IndiGo's operations across 11 domestic airports**

began monitoring IndiGo's operations, refunds, and other processes from the airline's headquarters. On Wednesday, the DGCA had deployed an eight-member team to keep an eye on the day-to-day functioning of the airline at IndiGo's Gurgaon headquarters. The team is monitoring cancellation

status, crew deployment, unplanned leave, and routes hit by staff shortages, among other aspects.

Senior DGCA officials have also been told to carry out immediate on-site inspections to assess IndiGo's operations across 11 domestic airports. All assigned officers will visit their respective airports in the next 2-3 days and submit a comprehensive report to the director of operations for the flight safety department at the DGCA in New Delhi within 24

■ **Turn to Page 4**

## DGCA steps up scrutiny of IndiGo airlines ops

■ **Continued from Page 1**  
hours of their visit.

"Even as IndiGo operations across the country have stabilised, we continue to closely oversee the operations through the ministry's control room. A regular vigil is being maintained for real-time resolution of passenger grievances and the control room team is making all efforts to further enhance response time for prompt and effective redressal of passenger concerns," civil aviation minister K. Ram Mohan Naidu said.

Adding to IndiGo's woes, the IndiGo pilots have demanded termination of their vice-president flight operations Akshay Mohan, saying the airline urgently needs to improve pilot and management relations. The demand comes amid allegations that the IndiGo management is harassing pilots.

"The harassed and fatigued pilots of IndiGo demand immediate and decisive action. There is ample documented evidence clearly establishing his guilt. We call for (his) immediate termination. Continued inaction is no longer acceptable. He has become the primary reason behind the deteriorating health,

morale and work-life balance of pilots across organisations. Our patience has been stretched beyond its limit. Any further delay will reflect a complete failure of accountability and leadership," the pilots have said. Earlier in the day, IndiGo said it expected to operate 1,950 flights out of 2,300 with no same-day cancellations. The airline said all destinations are fully connected and operations have stabilised.

To compensate passengers for the inconvenience due to cancellations, IndiGo announced that it would offer travel vouchers worth ₹10,000 to each passenger whose flights were cancelled or delayed for a long time during December 3-5. The vouchers will be valid for 12 months. The compensation will be in addition to the amount that needs to be provided to passengers for flight cancellations under the DGCA norms.

In a statement, IndiGo said it regrettably acknowledges that part of its customers travelling on December 3, 4 and 5 were stranded for many hours at certain airports, and a number of them were severely impacted by congestion.



# Corporate Communications Directorate

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THE ASSAM TRIBUNE

GUWAHATI

11 DECEMBER 2025

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## DGCA sets up 8-member oversight team

2 members to be deployed at airline's corporate office

MUMBAI, Dec 10: Tightening the screw on Rahul Bhatia-controlled IndiGo, aviation safety regulator DGCA has set up an eight-member oversight team, following the airline cancelling flights in large numbers due to crew shortage.

According to an order issued by the Directorate General of Civil Aviation (DGCA) on Wednesday, the oversight team will comprise a Deputy Chief Flight Operations Inspector, senior FOIs (Flight Operations Inspector), and two FOIs.

Of them, two members will be deployed at the airline's corporate office on

a daily basis, and they have been mandated to look at the airline's total fleet, average stage length (distance that an aircraft travels in one leg), total number of pilots,

### INDIGO CRISIS

network details, crew utilisation in hours, and crew under training, among others.

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

cabin crew on standby per day per base, the DGCA order said.

Besides, two more officers from the DGCA office will also be deployed at IndiGo corporate office to monitor the status of domestic and international cancellations, refund status, on-time performance, compensation to the passengers as per the civil aviation requirement and baggage return, the order said. Both teams will submit a daily report by 6 pm to Jt DG (Admin) Harish Kumar Vashishth and Jt DG Jai Prakash Pandey. - PTI

# असुविधा के लिए यात्रियों को 10 हजार रुपये अतिरिक्त मुआवजा देगी इंडिगो

■ एक साल तक टिकट खरीदने में इस्तेमाल कर सकेंगे वाउचर

अमर उजाला नेटवर्क

नई दिल्ली। इंडिगो पिछले कुछ दिनों में बड़े पैमाने पर रद्द हुई उड़ानों से प्रभावित हुए यात्रियों को 10,000 रुपये तक अतिरिक्त मुआवजा देगी। यह मुआवजा यात्रा वाउचर के रूप में होगा। इसे अगले 12 महीनों में इंडिगो की किसी भी उड़ान में इस्तेमाल किया जा सकता है। एयरलाइन के प्रवक्ता ने बृहस्पतिवार को यह जानकारी दी। उसने यह भी बताया कि इंडिगो ने सभी रद्द उड़ानों के लिए यात्रियों को रिफंड की प्रक्रिया पूरी कर दी है। यदि किसी का बकाया है, तो वह भी जल्द दे दिया जाएगा।

एयरलाइन ने कहा, 10 हजार रुपये का यह मुआवजा मौजूदा सरकारी दिशा-निर्देशों के तहत व्यक्त की गई प्रतिबद्धताओं के अतिरिक्त है। इसके तहत इंडिगो उन यात्रियों को उड़ान के ब्लॉक टाइम के आधार पर 5,000 रुपये से 10,000 रुपये तक का मुआवजा देगी, जिनकी उड़ानें प्रस्थान समय से 24 घंटे के भीतर रद्द हो गई थीं।

इंडिगो ने कहा कि अपने यात्रियों की देखभाल उसकी सर्वोच्च प्राथमिकता है। एयरलाइन के प्रवक्ता ने बताया, परिचालन में आई बाधा के मद्देनजर हमने रद्द हुई उड़ानों के लिए सभी आवश्यक रिफंड की प्रक्रिया शुरू कर दी है। इनमें से अधिकांश रिफंड लोगों के खातों में आ चुके हैं और शेष जल्द ही मिल जाएंगे।

यदि बुकिंग किसी ट्रेवल पार्टनर प्लेटफॉर्म के माध्यम से की गई थी, तो रिफंड की आवश्यक प्रक्रिया शुरू कर



सीईओ से दो घंटे पूछताछ, आज भी जारी रहेगी

इस बीच इंडिगो के मुख्य कार्यकारी अधिकारी पीटर एल्वर्स बृहस्पतिवार को नागरिक उड़्डयन महानिदेशालय (डीजीसीए) में एक बैठक के लिए पहुंचे। यहां उनसे डीजीसीए की चार सदस्यीय टीम ने पूछताछ की। डीजीसीए ने पिछले सप्ताह इस टीम का गठन किया था। इसमें संयुक्त महानिदेशक संजय ब्रह्माने, उप

महानिदेशक अमित गुप्ता, वरिष्ठ उड़ान संचालन निरीक्षक कौपल मांगलिक और उड़ान संचालन निरीक्षक लोकेश रामपाल शामिल हैं। एल्वर्स दो घंटे तक डीजीसीए कार्यालय में रहे जहां उनसे इंडिगो के परिचालन में आई गंभीर रुकावट को लेकर सवाल किए गए। उन्हें शुक्रवार को फिर से बुलाया गया है।

घोर कुप्रबंधन का नामला: नायडू



केंद्रीय नागरिक उड़्डयन मंत्री राम मोहन नायडू ने इंडिगो एयरलाइंस के सीज़ल स्ट्रेट को घोर कुप्रबंधन का मामला बताया। एक मीडिया समूह के कार्यक्रम में मंत्री ने कहा, गलती इंडिगो और उसके प्रबंधन की है। पायलटों को विश्राम दिए जाने संबंधी आदेश के बारे में उन्होंने कहा कि लंबा समय दिए जाने के बावजूद इंडिगो ने इस बारे में पर्याप्त कदम नहीं उठाए। कंपनी ने पिछले छह महीने में एक भी पायलट को नियुक्ति नहीं की। उन्होंने सरकार की ओर से एयरलाइन पर दबाव डालने के दावों को खारिज करते हुए कहा, डीजीसीए यात्रियों की सुरक्षा को प्राथमिकता दे रहा है।

दी गई है। प्रवक्ता ने कहा, चूंकि हमारे सिस्टम में यात्रियों की पूरी जानकारी उपलब्ध नहीं है। लोगों से अनुरोध है कि customer.experience@goindigo.in पर लिखें ताकि हम आपको शीघ्र सहायता कर सकें। इंडिगो

ने स्वीकार किया है कि 3,4 व 5 दिसंबर, 2025 को यात्रा करने वाले उसके कई ग्राहक कुछ हवाई अड्डों पर घंटों तक फंसे रहे और भीड़भाड़ के कारण उनमें से कई बुरी तरह प्रभावित हुए।

इंडिगो मुख्यालय में परिचालन और रिफंड की निगरानी शुरू

डीजीसीए के सूत्रों ने बताया कि उसके अधिकारियों ने बृहस्पतिवार को इंडिगो मुख्यालय से एयरलाइन के परिचालन, रिफंड और अन्य प्रक्रियाओं की निगरानी शुरू कर दी। अधिकारियों को एयरलाइन की स्थिति पर दैनिक रिपोर्ट प्रस्तुत करने के लिए कहा गया है। डीजीसीए के बुधवार को आदेश जारी कर घरेलू और अंतरराष्ट्रीय उड़ानों के रद्द होने, रिफंड की स्थिति, समय पर उड़ान संचालन, नागरिक उड़्डयन नियमों के अनुसार यात्रियों को मुआवजा देने और सामान वापसी की निगरानी के लिए एक वरिष्ठ सांख्यिकी अधिकारी और एक उप निदेशक को इंडिगो के कॉरपोरेट कार्यालय में तैनात किया था। इन दोनों ने बृहस्पतिवार से काम निगरानी शुरू कर दी है।

11 घरेलू हवाई अड्डों की निगरानी करेंगे अधिकारी

इसके अलावा डीजीसीए के वरिष्ठ अधिकारी 11 घरेलू हवाई अड्डों पर इंडिगो के संचालन का आकलन करने के लिए तत्काल मौके पर निरीक्षण करने के लिए नियुक्त किए गए हैं। यह सभी अधिकारी अगले 2-3 दिनों में अपने-अपने निर्धारित हवाई अड्डों का दौरा करेंगे और इसके 24 घंटों के भीतर नई दिल्ली स्थित डीजीसीए के उड़ान सुरक्षा विभाग के संचालन निदेशक को एक विस्तृत रिपोर्ट प्रस्तुत करेंगे।



# Corporate Communications Directorate

AMAR UJALA

DELHI

12 DECEMBER 2025

## असुविधा के लिए यात्रियों को 10 हजार रुपये अतिरिक्त मुआवजा देगी इंडिगो

वाउचर के रूप में होगा, टिकट खरीदने में इस्तेमाल कर सकेंगे

नई दिल्ली। इंडिगो एयरलाइन बड़े पैमाने पर रद्द उड़ानों से प्रभावित यात्रियों को 10 हजार रुपये तक अतिरिक्त मुआवजा देगी। यह यात्रा वाउचर के रूप में होगा। इसे अगले 12 महीनों में इंडिगो की किसी भी उड़ान में इस्तेमाल किया जा सकता है। बृहस्पतिवार को एयरलाइन के प्रवक्ता ने यह जानकारी दी। उसने यह भी बताया कि इंडिगो ने सभी रद्द उड़ानों के लिए यात्रियों को रिफंड की प्रक्रिया पूरी कर दी है। यदि किसी का बकाया है, तो वह भी जल्द दे दिया जाएगा।

एयरलाइन ने कहा, यह मुआवजा मौजूदा सरकारी दिशा-निर्देशों के तहत व्यक्त की गई प्रतिबद्धताओं के अतिरिक्त है। इसके तहत इंडिगो उन यात्रियों को उड़ान के ब्लॉक टाइम के आधार पर 5 हजार से 10 हजार तक का मुआवजा देगी, जिनकी उड़ानें प्रस्थान समय से 24 घंटे के भीतर रद्द हो गई थीं। इंडिगो ने



राम मोहन नायडू

### घोर कुप्रबंधन का मामला : नायडू

नागरिक उड्डयन मंत्री राम मोहन नायडू ने इंडिगो के मौजूदा संकट को घोर कुप्रबंधन का मामला बताया। मंत्री ने कहा, गलती इंडिगो प्रबंधन की है। पायलटों को विश्राम दिए जाने संबंधी आदेश पर लंबा समय दिए जाने के बावजूद इंडिगो ने पिछले छह महीने में एक भी पायलट को नियुक्ति नहीं की। मंत्री ने कंपनी के अध्यक्ष विक्रम मेहता पर आरोप लगाया कि वह संकट की समीक्षा के समय कई सवालियों के जवाब नहीं दे पाए।

कहा कि अपने यात्रियों की देखभाल उसकी सर्वोच्च प्राथमिकता है।

प्रवक्ता ने बताया, परिचालन में आई बाधा के मद्देनजर रद्द हुई उड़ानों के लिए सभी आवश्यक रिफंड की प्रक्रिया शुरू कर दी है। अधिकांश रिफंड लोगों के खातों में आ चुके हैं और शेष जल्द ही मिल जाएंगे। यदि बुकिंग किसी ट्रेवल पार्टनर प्लेटफॉर्म के माध्यम से की गई थी, तो रिफंड की

आवश्यक प्रक्रिया शुरू कर दी गई है। चूंकि हमारे सिस्टम में यात्रियों की पूरी जानकारी उपलब्ध नहीं है, इसलिए लोगों से अनुरोध है कि हमें [customer.experience@goindigo.in](mailto:customer.experience@goindigo.in) पर लिखें ताकि हम शीघ्र सहायता कर सकें। इंडिगो ने स्वीकार किया है कि 3, 4 व 5 दिसंबर को उसके कई ग्राहक कुछ हवाई अड्डों पर घंटों तक फंसे रहे। व्यंग्य

### सीईओ से दो घंटे पूछताछ

इंडिगो के मुख्य कार्यकारी अधिकारी (सीईओ) पीटर एल्बर्स बृहस्पतिवार को नागरिक उड्डयन महानिदेशालय (डीजीसीए) पहुंचे। यहां उनसे डीजीसीए की चार सदस्यीय टीम ने करीब दो घंटे पूछताछ की। डीजीसीए ने पिछले सप्ताह इस टीम का गठन किया था। इसमें संयुक्त महानिदेशक संजय ब्रह्माने, उप महानिदेशक अमित गुप्ता, वरिष्ठ उड़ान संचालन निरीक्षक कपिल मांगलिक और उड़ान संचालन निरीक्षक लोकेश रामपाल शामिल हैं। एल्बर्स से इंडिगो के परिचालन में आई गंभीर रुकावट को लेकर सवाल किए गए। उन्हें शुक्रवार को फिर बुलाया गया है।

डीजीसीए ने रिफंड की निगरानी शुरू की सूत्रों ने बताया कि डीजीसीए के अफसरों ने इंडिगो मुख्यालय से एयरलाइन के परिचालन, रिफंड व अन्य प्रक्रियाओं की निगरानी शुरू कर दी है। अधिकारियों को एयरलाइन की स्थिति पर रोजाना रिपोर्ट देने को कहा गया है। डीजीसीए ने वरिष्ठ सांख्यिकी अधिकारी व उपनिदेशक को इंडिगो मुख्यालय में तैनात करने का आदेश दिया था।



# Corporate Communications Directorate

AMAR UJALA

DELHI

12 DECEMBER 2025

## हवाई जहाज : जीपीएस में हस्तक्षेप के दो साल में सामने आए 1,951 मामले

नई दिल्ली। पिछले दो वर्षों में देश के हवाई जहाजों के जीपीएस सिस्टम में हस्तक्षेप के कुल 1,951 मामले सामने आए हैं। नागरिक उड़्डयन राज्य मंत्री मुरलीधर मोहोले ने लोकसभा को लिखित जवाब में बताया कि नेविगेशन को गलत सिग्नल देना की घटनाएं दिल्ली, मुंबई, कोलकाता समेत कई प्रमुख हवाई अड्डों पर दर्ज हुई हैं। डीजीसीए के निर्देश के बाद नवंबर, 2023 से इन घटनाओं की रिपोर्टिंग शुरू की गई। जो विमानन सुरक्षा के लिए गंभीर चिंता का विषय बन रहे हैं।

मंत्री मुरलीधर ने स्पष्ट किया कि यह एक अंतरराष्ट्रीय मुद्दा है, जिसकी जांच वायरलेस मॉनिटरिंग ऑर्गनाइजेशन कर रहा है। सुरक्षा सुनिश्चित करने के लिए निवारक उपाय और सख्त मानक संचालन प्रक्रिया (एसओपी) लागू की गई हैं। व्यूट

■ डीजीसीए ने 10 नवंबर को दिल्ली एयरपोर्ट के आसपास वास्तविक समय में जीपीएस स्पाफिंग और ग्लोबल नेविगेशन सैटेलाइट सिस्टम में हस्तक्षेप की रिपोर्टिंग के लिए विशेष एसओपी जारी किया। इसका उद्देश्य पायलटों और एटीसी को तुरंत जानकारी देना व किसी भी संभावित खतरों को समय रहते टालना है।

■ अंतरराष्ट्रीय नागरिक उड़्डयन संगठन ने स्पाफिंग को रेडियो फ्रीक्वेंसी इंटरफेरेंस का हिस्सा बताया है। वायरलेस मॉनिटरिंग ऑर्गनाइजेशन इस मामले की जांच कर रहा है ताकि इन घटनाओं को जड़ तक पहुंचा जा सके और भविष्य में रोकथाम की रणनीति बनाई जा सके।



# Corporate Communications Directorate

AMAR UJALA

DELHI

12 DECEMBER 2025

## गोवा व इस्त्राइल के बीच शुरू हो सकती है सीधी उड़ान सेवा

पणजी। गोवा और इस्त्राइल के बीच सीधी उड़ान सेवा शुरू हो सकती है। इस्त्राइल के पर्यटन मंत्रालय (आईएमओटी) ने हाल ही में गोवा के पर्यटन मंत्री रोहन ए खाउंटे के साथ बैठक की। इसमें दोनों पर्यटन स्थलों के बीच सहयोग को मजबूत करने की दिशा में चर्चा हुई। इस दौरान आईएमओटी प्रतिनिधिमंडल में भारत की पर्यटन मामलों की काउंसल गैलिट हॉफमैन और आईएमओटी इंडिया की मार्केटिंग निदेशक अमृता बंगेरा शामिल थीं।

गोवा से सीधी उड़ानों के प्रस्ताव पर भारत और इस्त्राइल के बीच बढ़ती यात्रा मांग को पूरा करने और पहुंच में सुधार लाने के अवसर के रूप में



इस्त्राइल पर्यटन विभाग के प्रतिनिधि मंडल से मुलाकात करते गोवा के पर्यटन मंत्री रोहन ए खाउंटे।

चर्चा की गई। खाउंटे ने कहा, यदि कोई एयरलाइन इस मार्ग के मूल्यांकन के लिए आगे बढ़ती है, तो वह परिचालन प्रक्रिया को सुगम बनाने के लिए तत्पर है। गोवा वैश्विक पर्यटन साझेदारी को मजबूत करने के हर मौके का स्वागत करता है। व्यूरो

## IndiGo CEO updates DGCA on disruptions; to appear again today

Our Bureau  
New Delhi

IndiGo Chief Executive Officer Pieter Elbers has been summoned for the second consecutive day on Friday by the Directorate General of Civil Aviation after he presented detailed facts on the mass flight cancellations on Thursday.

Elbers met DGCA officials on Thursday as the airline is under investigation for large-scale operational disruption. IndiGo submitted a revised winter schedule to the DGCA on Wednesday. The regulator is examining the airline's proposal.

With operations stabilising, IndiGo said it operated more than 1,950 flights on Thursday, ferrying nearly 3 lakh passengers.

### GRADUAL IMPROVEMENT

The airline's operational data showed a gradual improvement, with more than 1,700 flights operated on December 8, over 1,800 on December 9, and more than 1,900 on December 10.

### TRAVEL VOUCHERS

The airline has simultaneously moved to compensate



IndiGo Chief Executive Officer Pieter Elbers ■■

passengers who were severely affected during the disruptions.

The carrier said travel vouchers of ₹10,000 are being issued to impacted travellers, in addition to statutory refunds starting at

₹5,000. According to the airline, travellers who were stranded for several hours on December 3, 4 and 5 due to airport congestion will get the ₹10,000 travel voucher valid for any IndiGo journey over the next 12 months.

### STABILISATION EFFORTS

- IndiGo operated more than 1,950 flights on Thursday
- ₹10,000 travel vouchers being issued to impacted travellers
- Full connectivity across all 138 domestic and international destinations restored

This amount, the airline said, is in addition to the compensation mandated under government rules, which ranges from ₹5,000 to ₹10,000 depending on block time.

### FULL CONNECTIVITY

IndiGo said that full connectivity across all its 138 domestic and international destinations has been restored since December 8.

The airline said the overall operations stabilised from December 9, with no same-day cancellations for the past three days except a few cases due to weather, technical or other external factors.

The carrier also stated that its on-time performance had returned to normal IndiGo standards.

## Cuts Q3 capacity, revenue outlook

Aneesh Phadnis  
Mumbai

IndiGo has lowered its capacity and revenue guidance for the third quarter of financial year 2026 in line with the Civil Aviation Ministry mandated 10 per cent reduction in schedules post the widespread flight disruptions. While originally the

airline had guided for a high-teen capacity growth for Q3, that has now been revised to a high single-digit to low double-digit. The unit revenue estimate, too, has been revised downwards. The airline now estimates mid-single digit moderation instead of flattish or slight growth.

Details p10



# Corporate Communications Directorate

BUSINESS LINE

DELHI

12 DECEMBER 2025

## DGCA clears AEI's passenger-to-freighter conversion

**T E Raja Simhan**  
Chennai

The US-based Aeronautical Engineers Inc (AEI), a global leader in aircraft passenger-to-freighter conversion, will foray into India with the Director General of Civil Aviation (DGCA) approving its B737-800SF freighter conversion.

The Chennai-based Afcom Holding Ltd, a cargo airline, will be AEI's first customer by taking a B737-800SF on lease and will operate the aircraft out of India. The conversion involves removing seats, modifying doors, reinforcing the floor from the passenger aircraft, installing a main deck cargo door, and adding cargo loading systems and smoke detection.

AEI has FAA (US), CAAC (China), EASA (Europe), TCCA (Canada), UK CAA, CAACI (Cayman Islands), Brazilian, Argentinian



**NEW MAKEOVER.** A converted freighter with all interiors, including seats, removed

ANAC, and now Indian DGCA approval for its B737-800SF, Robert T Convey, AEI Senior Vice-President of Sales and Marketing, told *businessline*. The Afcom transaction was the impetus for AEI to gain approval with the Indian Director General of Civil Aviation, he said.

### RIGHT BLEND

"With India's e-commerce and express markets continuing to grow, the B737-800SF will provide operators with the right blend of payload, volume, and economics

to compete in an ever-changing world," said Convey.

Deepak Parasuraman, Chairman & Managing Director, Afcom Holdings, confirmed that the company will be AEI's first customer in India and will take delivery of the PTF within days. This will be the third PTF with the earlier two being Boeing Converted Freighter (B737-800), he told *businessline*.

"We use Chennai as our hub and operate to destinations like Vietnam, Thailand, Maldives and Sri Lanka. We will soon add Dubai," he said.

Convey expects several more to be ordered now that they are certified in India. Globally, AEI has converted 85 B737-800SFs for operators around the world.

The AEI converted B737-800SF freighter offers a main deck payload of up to 23 tonnes and incorporates eleven full height 88" x 125" container positions, plus an additional position for an AEP/AEH.

The conversion also incorporates new floor beams aft of the wing box, a large 86" x 137" Main Cargo Door with a single vent door system. The conversion from passenger to freighter takes between 100 and 120 days.

"There are no new narrowbody freighters available from either Boeing or Airbus. If the OEM's did build a new freighter, it would cost around \$50,000,000 compared with around \$20,000,000 for a converted 20-year-old freighter," Convey said.

## Learnings from IndiGo crisis

Top management should prevent operational risks

K Srinivasa Rao

**M**anaging operational risks involving people, technology, processes, systemic controls, and internal or external factors is critical. If not addressed early, they can be devastating and threaten organisations' survival. The IndiGo crisis serves as a lesson for many entities across sectors. It exposes gaps in monitoring, controls, and corrective actions.

It appears from the sequence of massive disruptions that the

giant IndiGo airline has grown too large without a commensurate expansion of its operational risk management framework, exposing it to enormous backlash from stakeholders. Moody's has already stated that the IndiGo crisis is 'credit negative', highlighting serious planning failures and a material financial hit for the airline.

### REGULATORY CHALLENGES

The root cause of the crisis is IndiGo's failure to prepare for compliance with the revised Flight Duty Time Limit (FDTL) standards for pilots' flight duty periods, officially announced in January 2024. Initially, compliance was due by June 1, 2024, but a phased transition was later allowed, extending the deadline to November 1, 2025.

In practice, this meant airlines had about 16-22 months from the issuance date (January 2024) and at least four months from July to November 2025 to adjust rosters to meet the most restrictive requirements, such as 48-hour weekly rest and the extended night-duty window.

Any high-impact regulatory change, such as FDTL, is initiated and prescribed through a consultative process, with a well-defined transition period to ensure seamless compliance with the norms. Any upgraded regulatory norms, particularly in the sensitive aviation sector, are intended to improve safety standards, which remain non-negotiable.

Every enterprise, including airlines, should develop a strategic plan to transition its entire ecosystem to new systems and comply with the improved regulations designed to protect the interests of all stakeholders.

Enterprises should view the



INDIGO. Luggage pile-up in

implementation of such long-term regulations as a risk-mitigation project. PERT charts should be created to guarantee timely execution, accounting for lead times and potential disruptions. Monitoring and control tools, outcome management, and progress tracking need regular updates to ensure a smooth transition to new standards.

The governance, risk, and compliance framework should be well established within organisations, with the board and its risk management subcommittee overseeing progress in preparedness. Best corporate governance practices recommend that any strategic shift driven by significant regulatory changes be monitored at the board level, with ongoing oversight and guidance on progress.

Any delay in complying with critical regulations could create an operational risk, leading not only to regulatory penalties but also to disruptions on a scale that could damage the reputation carefully built over decades of hard work.

The crisis at IndiGo indicates that the board's has insufficient oversight of critical compliance systems, putting the airline at operational risk. IndiGo should ensure that the financial impacts of the crisis do not convert operational risk into liquidity risk, which will be more challenging to manage. This could serve as a learning for businesses across various sectors, demonstrating that continuous management of operational risks and awareness of them should be deeply embedded in the risk governance framework for sustainable growth.

The writer is Adjunct Professor, Institute of Insurance and Risk Management, Hyderabad. Views are personal.



# Corporate Communications Directorate

BUSINESS LINE

DELHI

12 DECEMBER 2025

## IndiGo lowers capacity, revenue guidance for third quarter of FY26

**DOWNWARD REVISION.** Capacity expansion has now been revised to high single to early double-digit growth

**Aneesh Phadnis**  
Mumbai

IndiGo has lowered its capacity and revenue guidance for third quarter of financial year 2026 following flight disruption and Civil Aviation Ministry mandated 10 per cent reduction in schedules.

While originally the airline had guided for a high-teens capacity growth for Q3, that has now been revised to high single to early double-digit growth.

### REVENUE ESTIMATE

The unit revenue estimate too has been revised downward.

The airline now estimates mid-single per cent moderation instead of flattish or slight growth.

IndiGo has been the fastest growing and most profitable domestic airline but it's financial results have come under pressure in the past two quarters due to rupee depreciation. Last week's



**MOMENTUM SLOWS.** The airline now estimates mid-single per cent moderation instead of flattish or slight growth

disruption has resulted in revenue loss.

Travel firms say bookings are also slower with many customers holding back on their plans.

The Directorate General of Civil Aviation too has also keeping a strict vigil on IndiGo's operations.

### OPTIMISED NETWORK

"While IndiGo has reinstated its operations across its optimised network, during the first week of December we experienced significant disruption in our

operations. Measures undertaken to reset our operations resulted in cancellation of around 4,500 flights during that week. These cancellations have resulted in loss of revenue and we also continue to provide passenger support services for the operational disruptions for which additional expenses are being incurred," IndiGo said in a stock exchange notification.

IndiGo has submitted a revised schedule for winter season operations to the Directorate General of Civil Avi-

ation on Wednesday and the regulator is examining the airline's proposal. IndiGo said the flight cuts will impact fourth quarter and full year growth guidance too.

IndiGo's stock price was in a free fall ever since the crisis broke out in early December and rating agency Moody's has called the development credit negative.

### STRONG HEADWINDS

Brokerages too have cut their earning forecasts. HSBC Global Investment Research said IndiGo faces strong headwinds from mass cancellations, permanent cost burden and reputational damage.

"Given its continued cost advantage and muted capacity growth by peers, we don't see any structural damage for IndiGo," the brokerage said as it lowered earning before interest tax depreciation amortisation (EBITDA) estimate for FY26 and FY27 by

4 per cent and 5 per cent respectively.

Emkay Global Financial Services said while IndiGo runs the risk of lost reputation, its position in the Indian aviation market is vital and quick normalisation of operations should revive the momentum.

"A penalty could be a near-term action by the government; IndiGo may also be directed to further compensate the affected parties. Government may want to bring in more players, though the global aviation supply-chain scenario remains challenging," the brokerage said.

Emkay Global too is projecting a cut in IndiGo's revenue, EBITDA and pre-tax profit (excluding forex) for FY26.

While revenue estimate has been lowered by 3 per cent, the brokerage has reduced EBITDA and pre tax profit estimate by 8 per cent and 17 per cent respectively.

## IndiGo to give ₹10,000 travel vouchers to affected passengers

**Our Bureau**  
Mumbai

IndiGo will offer travel vouchers worth ₹10,000 to passengers whose flights were cancelled after long wait time.

The vouchers will be given to all such passengers impacted by disruption between December 3 and 5. These vouchers can be used for any future IndiGo flight in 12 months.

The travel vouchers will be in addition to compensation payable under government norms. The Directorate General of Civil Aviation norms require airlines to pay compensation of ₹5000-10,000 to passengers whose flights are cancelled within 24 hours of departure time.

Over 2,500 IndiGo flights were cancelled between December 3 and 5. The maximum cancellations — over 1,600 — were on December 5.

IndiGo's decision to offer compensation comes as it faces flak from various quarters. The announcement



comes a day after Delhi High Court asked why the airline was not paying compensation. The court also questioned the government for its failure to prevent the chaos.

"At IndiGo, we are committed to restoring the experience you expect from us — safe, smooth, and reliable," the airline said in a statement.

"We have ensured that all necessary refunds for cancelled flights have been initiated, most of which have already reflected in your accounts, with the remainder following shortly," it added.

According to government data, over 9.5 lakh tickets were cancelled and ₹827 crore were refunded to passengers whose flights were cancelled between November 21 and December 7.

# इंडिगो देगी 10,000 रु. का 'वाउचर'

दीपक पटेल  
नई दिल्ली, 11 दिसंबर



## प्रभावित यात्रियों को यात्रा वाउचर

■ 3 से 5 दिसंबर के दौरान उड़ानें रद्द होने से प्रभावित यात्रियों को कंपनी देगी यह वाउचर

■ यह वाउचर डीजीसीए के मानदंडों के तहत उड़ान रद्द होने पर यात्रियों को दी जाने वाली राशि के अतिरिक्त होगा

■ यात्री इस वाउचर का उपयोग अगले 12 महीनों में इंडिगो की टिकट बुक करने में कर सकते हैं

परिचालन संबंधी व्यवधानों से जूझ रही विमानन कंपनी इंडिगो उड़ानें रद्द होने या विलंब के कारण प्रभावित यात्रियों को 10,000 रुपये के यात्रा 'वाउचर' देगी। यह वाउचर 3 से 5 दिसंबर के दौरान उड़ानें रद्द होने से प्रभावित यात्रियों को दिया जाएगा। यह नागर विमानन महानिदेशालय (डीजीसीए) के मानदंडों के तहत उड़ान रद्द होने पर यात्रियों को दी जाने वाली राशि के अतिरिक्त होगा। इंडिगो ने कहा कि यात्री इस वाउचर का उपयोग अगले 12 महीनों के दौरान इंडिगो की उड़ान को बुक करने में कर सकते हैं।

डीजीसीए के नियमों के तहत इंडिगो को उन यात्रियों को 5,000 रुपये से 10,000 रुपये का भुगतान करना होगा जिनकी उड़ानें निर्धारित प्रस्थान से 24 घंटे से भी कम समय पहले रद्द कर दी गई थीं और यह राशि उड़ान की अवधि के अनुसार अलग-अलग होगी।

1 और 9 दिसंबर के बीच इंडिगो ने 4,200 से अधिक उड़ानें रद्द की

हैं। इस बीच विमानन कंपनी ने कहा कि उसने मंगलवार से अपने उड़ान कार्यक्रम को स्थिर कर दिया है। कंपनी ने कहा कि आज 1,950 से अधिक उड़ानें संचालित हुईं। कंपनी ने बुधवार को 1,900 से अधिक उड़ानें और मंगलवार को 1,800 से अधिक उड़ानें संचालित कीं।

इंडिगो ने कहा कि उसका समय पर प्रदर्शन (ओटीपी) शीर्ष-स्तरीय

उद्योग मानकों पर वापस आ गया है।

विमानन कंपनी ने कहा, 'इंडिगो अफसोस के साथ स्वीकार करती है कि 3 से 5 दिसंबर को यात्रा करने वाले यात्रियों को कुछ हवाई अड्डों पर कई घंटों तक फंसे रहना पड़ा और उनमें से कई भीड़भाड़ के कारण बुरी तरह प्रभावित हुए। हम ऐसे यात्रियों को 10,000 रुपये का यात्रा वाउचर देंगे। इन वाउचर का

उपयोग अगले 12 महीनों में इंडिगो में टिकट बुक करने में किया जा सकता है।'

संकट से पहले विमान कंपनी रोजाना 2,300 उड़ानें संचालित करती थीं। डीजीसीए ने मंगलवार को एयरलाइन को मार्च तक अपने उड़ान कार्यक्रम में 10 फीसदी की कटौती करने के लिए कहा था।

इस बीच डीजीसीए ने लगातार उड़ानों में हो रही गड़बड़ी के बीच इंडिगो के सीईओ पीटर एल्बर्स को शुक्रवार को फिर से पेश होने के लिए कहा है। डीजीसीए ने पिछले सप्ताह संयुक्त डीजी संजय ब्राह्मणे, उप महानिदेशक अमित गुप्ता, वरिष्ठ उड़ान संचालन निरीक्षक कपिल मांगलिक और एफओआई लोकेश रामपाल को मिलाकर चार सदस्यीय पैनल का गठन किया था, जिसका उद्देश्य इंडिगो में परिचालन संबंधी गड़बड़ियों के मूल कारण का पता लगाना था। सूत्रों ने कहा कि डीजीसीए के अधिकारियों ने इंडिगो के मुख्यालय से संचालन, रिफंड और अन्य प्रक्रियाओं की निगरानी शुरू कर दी है।

■ संबंधित समाचार: पृष्ठ 6

# इंडिगो संकट में नियामक की भूमिका पर सवाल

**वैधानिक दर्जा प्राप्त होने के बाद भी नागर विमानन महानिदेशालय को पर्याप्त अधिकार नहीं दिया जाना एक भूल है जिसे दुरुस्त किया जाना चाहिए। बता रहे हैं एके भट्टाचार्य**

**ज**रा एक शहर में हजारों अपार्टमेंट के साथ एक विशाल आवासीय परिसर की कल्पना करें! इन अपार्टमेंट के बनने और लोगों के रहने के लिए पहुंचने के कई महीनों बाद उस क्षेत्र के नगर निगम अधिकारियों को अचानक इस बात का एहसास होता है कि निवासियों की सुरक्षा सुनिश्चित करने के लिए इस आवासीय परिसर में सिक्योरिटी गार्ड पर्याप्त संख्या में नहीं हैं।

इसके बाद नगर निगम के अधिकारी इन अपार्टमेंट का निर्माण करने वाली रियल एस्टेट कंपनी से कहते हैं वह एक निश्चित समय सीमा के भीतर आवश्यक संख्या में सुरक्षा गार्डों की व्यवस्था करें। रियल एस्टेट कंपनी यह शर्त पूरा करने के लिए समय सीमा बढ़ाने का अनुरोध करती है और नगर निगम के अधिकारी शुरू में इस पर सहमत भी हो जाते हैं। मगर बाद में वे विस्तारित समय सीमा समाप्त होने के बाद नगर निगम दिशानिर्देश प्रभावी कर देते हैं।

कोई विकल्प नहीं देख रियल एस्टेट कंपनी इस नतीजे पर पहुंचती है कि जब तक वह नगर निगम के अधिकारियों द्वारा तय शर्त को पूरा नहीं कर लेती तब तक कुछ परिवारों को आवासीय परिसर से बाहर निकलने के लिए कहेगी। इस तरह, एक यह खास उपाय अमल में लाया जाता है क्योंकि रियल एस्टेट कंपनी के लिए परिसर में रहने वाले परिवारों की संख्या के अनुपात में सुरक्षा गार्डों का न्यूनतम अनुपात बनाए रखना जरूरी है। चूंकि सुरक्षा गार्ड रखने में कुछ समय लग सकता है, इसलिए यह उन अपार्टमेंट में रहने वाले कई परिवारों को बेदखल करने का फैसला करती है। इसके बाद चारों तरफ अफरा-तफरी मच जाती है।

अधिकांश भारतीयों के लिए यह कहानी कुछ जानी-पहचानी लग रही है। जी हां, हम भारत की सबसे बड़ी विमानन कंपनी इंडिगो द्वारा पिछले सप्ताह रद्द की गई हजारों उड़ानों के बारे में बात कर रहे हैं। एक विमानन कंपनी और एक रियल एस्टेट कंपनी के बीच तुलना उचित नहीं है। फिर भी यह तुलना हमें यह समझने में मदद करती है कि वास्तव में इंडिगो को क्या हुआ और भारत के नागर विमानन क्षेत्र की नियामक प्रणाली में क्या खामी है। तेजी से कारोबार फैलाने की चाह रखने में कोई हर्ज नहीं है मगर यह बेतरतीब ढंग से नहीं किया जाना चाहिए। जब विमानन क्षेत्र के नियामक नागर विमानन महानिदेशालय (डीजीसीए) ने पायलटों के लिए न्यूनतम अनिवार्य साप्ताहिक आराम के घंटे 33 फीसदी बढ़ाने का निर्णय लिया तो इंडिगो सहित सभी विमानन कंपनियों को यह अवश्य समझ लेना चाहिए था कि उनके पास अपने दैनिक उड़ान कार्यक्रम अपरिवर्तित रखते हुए अपने पायलटों की संख्या बढ़ाने के सिवा कोई अन्य विकल्प नहीं है।

डीजीसीए ने जनवरी 2024 में अपने नए दिशानिर्देशों की घोषणा की जिन्हें जून 2024 से लागू किया जाना था। मगर विमानन कंपनियों तुरंत इनका क्रियान्वयन करने की स्थिति में नहीं थीं इसलिए नियामक ने दो चरणों में इन्हें लागू करने की व्यवस्था दी। ये दिशानिर्देश आंशिक रूप से जुलाई 2025 और पूर्ण रूप से नवंबर 2025 तक लागू किए गए। एयर इंडिया ने बिना किसी खास परेशानी से हालात संभाल लिया क्योंकि उसके काफी विमान पहले से ही उड़ान नहीं भर रहे थे। इससे उसके पास पायलट पर्याप्त संख्या में उपलब्ध थे और दूसरी बात यह थी कि

यह इंडिगो की तुलना में कम उड़ानों का परिचालन करती है।

दूसरी तरफ, इंडिगो जनवरी 2024 में रोजाना 2,000 उड़ानों का परिचालन कर रही थी और उसने एक साल बाद यह संख्या बढ़ाकर 2,200 तक पहुंचा दी। एक रियल एस्टेट कंपनी के लिए सुरक्षा गार्डों को काम पर रखना अपेक्षाकृत आसान है मगर किसी विमानन कंपनी के लिए पायलट नियुक्त करना काफी कठिन है। प्रतिद्वंद्वी विमानन कंपनियों से पायलटों को झटकना भी आसान नहीं है क्योंकि इनके लिए सख्त नियम हैं (कमांडर के लिए 12 महीने सह-पायलट के लिए छह महीने की नोटिस अवधि)। इसके अलावा उपलब्ध पायलटों की संख्या भी सीमित है और एक पायलट को विमान उड़ाने के लिए पात्र होने में कई लंबी जटिल प्रमाणन प्रक्रियाओं से गुजरना होता है। यहां तक कि विदेशी पायलट नियुक्त करने में भी कई महीनों का इंतजार करना पड़ता है।

इन तथ्यों को ध्यान में रखते हुए इंडिगो को यह पहले ही समझ लेना चाहिए था कि पायलटों की कमी की समस्या आसानी से हल होने वाली नहीं है। डीजीसीए द्वारा इन दिशानिर्देशों को अगले साल फरवरी तक स्थगित करने से बहुत मदद नहीं मिलेगी जब तक कि इंडिगो अपनी दैनिक उड़ानों की संख्या कम करने का फैसला नहीं करती है। आखिर इंडिगो का शीर्ष प्रबंधन पिछले 23 महीनों में क्या कर रहा था? शायद, इंडिगो प्रबंधन को उड़ान ड्यूटी समय सीमा (एफडीटीएल) के मानदंडों को स्थगित करने और अपनी उड़ानों की संख्या कम किए बिना उन्हें जारी रखने के लिए नियामक को मनाने की अपनी क्षमता पर बहुत अधिक विश्वास था।

इन हालात में नियामक की भूमिका बेहद महत्वपूर्ण हो जाती है और शायद उतनी ही विमानन कंपनी की भी। अगर इंडिगो नए दिशानिर्देशों का जिम्मेदारी से पालन करने में विफल रही तो नियामकों ने भी कोई उल्लेखनीय कदम नहीं उठाए। केवल विमानन नियामक ही नहीं अपने उत्तरदायित्वों के निर्वहन करने में विफल रहा बल्कि प्रतिस्पर्द्धा नियामक ने भी एक विमानन कंपनी के बाजार में दबदबे पर ध्यान नहीं दिया। इस वर्ष तक देश में कुल हवाई उड़ानों का 65 फीसदी हिस्सा इंडिगो ने अपने पाले में कर लिया था। क्या भारतीय प्रतिस्पर्द्धा आयोग (सीसीआई) ने इस बात की जांच की कि कहीं इंडिगो प्रतिस्पर्द्धा अधिनियम की धारा 4 के तहत उपभोक्ताओं का शोषण करने के लिए अपने बाजार प्रभुत्व का दुरुपयोग तो नहीं कर रहा? क्या उसने इस पहलू पर ध्यान दिया कि नए एफडीटीएल मानदंड लागू होने के बाद आने वाले समय में पायलटों की संभावित कमी के बावजूद किस तरह इंडिगो खुशी-खुशी अपनी उड़ानें बढ़ा रही थी और नए दिशानिर्देशों के तहत अपनी उड़ान सेवाएं देने के लिए अधिक पायलटों को काम पर रखने की एक ठोस योजना के साथ तैयार नहीं थी? क्या ऐसी लापरवाही उपभोक्ताओं का शोषण करने के लिए अपने बाजार प्रभुत्व का दुरुपयोग करने जैसा नहीं है? आखिरकार, उड़ानों के बड़े पैमाने पर रद्द होने के कारण उपभोक्ताओं (यात्रियों) का शोषण हुआ। अगर प्रतिस्पर्द्धा नियामक थोड़ा अधिक सतर्क रहता और अपनी जिम्मेदारियों के प्रति सचेत होता तो ऐसी नौबत नहीं आती!

एक बड़ी समस्या डीजीसीए के कारण हुई। वर्ष 1994 में वायु निगम अधिनियम देश में अधिसूचित निजी विमानन कंपनियों को परिचालन की सुविधा देने के लिए निरस्त कर दिया गया था। यह अधिनियम 1953 में भारत में नागर विमानन का राष्ट्रीयकरण करने के लिए पारित किया गया था। डीजीसीए राष्ट्रीयकरण से पूर्व भी अस्तित्व में था और वह नागर विमानन मंत्रालय के एक संलग्न कार्यालय के रूप में कार्य करता रहा। अचरज की बात है कि डीजीसीए को वर्ष 2020 में सुरक्षा निरीक्षण करने के साथ-साथ नागर विमानन क्षेत्र को विनियमित करने के लिए वैधानिक शक्तियां भी दी गईं।

सुधारों को बढ़ावा देने वाली पीवी नरसिम्हा राव, अटल बिहारी वाजपेयी,

मनमोहन सिंह और यहां तक कि नरेंद्र मोदी (अपने पहले कार्यकाल में) सरकारें क्या कर रही थीं? मोदी सरकार द्वारा दूसरे कार्यकाल के दौरान वर्ष 2020 में लिए गए निर्णय से थोड़ा ही फर्क पड़ा। डीजीसीए अपनी वेबसाइट पर अब भी स्वयं को नागर विमानन मंत्रालय के एक संलग्न कार्यालय के रूप में परिभाषित करता है। डीजीसीए का संचालन ज्यादातर सेवारत सरकारी अधिकारी ही कर रहे हैं। इतना ही नहीं, डीजीसीए में कर्मचारियों की भारी कमी है और स्वीकृत पदों में आधे रिक्त हैं। क्या डीजीसीए को नागर विमानन मंत्रालय के केवल एक संलग्न कार्यालय के रूप में नहीं बल्कि एक स्वतंत्र वैधानिक रूप से अनुमोदित नियामक के रूप में सशक्त करने का समय नहीं आ गया है? डीजीसीए का वैधानिक रुतबा केवल कागजों पर है और इस बीच नागर विमानन मंत्रालय इस बात पर अधिक ऊंचे स्वरों में बात कर रहा है कि इंडिगो के खिलाफ क्या कड़ी कार्रवाई की जानी चाहिए।

इंडिगो विवाद का सबसे अधिक जटिल पहलू यह है कि नियामकों ने किस तरह बिना उचित निगरानी के कमजोर और अप्रभावी ढंग से काम किया है। वहीं नागर विमानन मंत्रालय इंडिगो के खिलाफ सख्त कार्रवाई करने और अन्य विमानन कंपनियों के लिए हवाई किराए की सीमा तय करने की धमकी देने में अधिक सक्रिय और मुखर हो गया है। सरकार और संसद हवाई यात्रियों की चिंता दूर करने के लिए अपने अधिकारों की सीमा में हैं लेकिन उनका प्राथमिक कार्य उपयुक्त एवं ठोस नीतियां बना कर यह सुनिश्चित करना है कि नियामक उन्हें लागू करने में पूरी तरह सशक्त एवं सक्षम हों। इसके साथ ही सरकार को यह सुनिश्चित करना चाहिए कि ऐसी समस्याओं को भांपने और अग्रिम उपचारात्मक उपाय करने में विफल रहने के लिए उन्हें बख्शा नहीं जाए।

समय आ गया है कि सरकार डीजीसीए को पर्याप्त रूप से सशक्त बनाकर नियामक स्तर पर खामियां दूर करे ताकि नागर विमानन क्षेत्र में दोबारा ऐसी अराजकता की स्थिति उत्पन्न न हो। इंडिगो का व्यवहार गैर-जिम्मेदाराना था मगर नियामक तंत्र भी उतना ही गैर-जिम्मेदार और अप्रभावी साबित हुआ। विमानन क्षेत्र में वर्तमान संकट देश में नियामक ढांचे में सुधार करने का एक अवसर है।

# इंडिगो के रिफंड को कंपनियां मुस्तैद

## ऑनलाइन ट्रेवल कंपनियों ने ग्राहकों को दोबारा बुकिंग और रिफंड में सहूलियत देने की कोशिश की

रोशनी शेखर और अक्षरा श्रीवास्तव  
मुंबई/नई दिल्ली, 11 दिसंबर

इंडिगो की उड़ानों के अचानक रद्द होने से यात्रियों को भारी परेशानी का सामना करना पड़ रहा है और पूछताछ के स्तर में तेजी दिख रही है। ऐसे में ऑनलाइन ट्रेवल परिचालन कंपनियां जैसे कि मेकमाईट्रिप, इजमाईट्रिप और क्लियरट्रिप ने यात्रियों की मदद के लिए कमर कस ली है। इन कंपनियों ने अपने ग्राहक सहायता स्तर को बढ़ा दिया है ताकि यात्रियों को रिफंड करने और टिकट को रीशेड्यूल करने में आसानी हो।

मेकमाईट्रिप ने तो बुधवार शाम तक ही 150 करोड़ रुपये से ज्यादा का रिफंड यात्रियों के खाते में वापस भेज दिया और इस तरह बुधवार शाम कैसिल हुई कुल 96 फीसदी टिकटों के रिफंड को कवर किया गया है। नैस्टैक में सूचीबद्ध कंपनी के प्रवक्ता ने कहा कि इंडिगो के साथ मिलकर रिफंड की प्रक्रिया तेजी से पूरी की जा रही है।

वहीं दूसरी ओर, इक्सिगो ने आर्टिफिशल इंटेलिजेंस (एआई) का इस्तेमाल करते हुए 'तारा' नाम के एक चैटबॉट को मैदान में उतारा है। ये चैटबॉट यात्रियों को रिफंड, टिकट कैसिल होने की स्थिति में और यात्रा के दूसरे विकल्प ढूंढने में मदद कर रहा है। इस बीच इजमाईट्रिप ने भी सीधे ग्राहकों से संपर्क किया और विमानन कंपनी के साथ मिलकर टिकटों को तेजी से रीशेड्यूल करने और रिफंड जल्द



### आज फिर डीजीसीए के समक्ष पेश होंगे सीईओ

उड़ानों में व्यवधान के मद्देनजर इंडिगो के सीईओ पीटर एल्बर्स को शुक्रवार को फिर डीजीसीए के समक्ष पेश होने को कहा गया है। एयरलाइन में उपजे संकट के कारणों की पहचान करने के लिए डीजीसीए ने चार सदस्यीय पैनल का गठन किया था। इस बीच, डीजीसीए के अधिकारियों ने गुरुवार से इंडिगो के मुख्यालय से विमानन कंपनी के संचालन, 'रिफंड' और अन्य प्रक्रियाओं की निगरानी शुरू कर दी है

### अफसरों के साथ संकट पर चर्चा करेगी समिति

इंडिगो उड़ानों के रद्द होने से उपजे संकट पर चर्चा करने के लिए संसदीय समिति डीजीसीए, उड्डयन मंत्रालय और भारतीय विमानपत्तन प्राधिकरण के शीर्ष अधिकारियों के साथ बैठक करेगी। जदयू के राज्य सभा सदस्य संजय झा की अध्यक्षता वाली परिवहन, पर्यटन और संस्कृति संबंधी संसदीय स्थायी समिति के सूत्रों ने बताया कि यह बैठक आगामी बुधवार को हो सकती है।

द देने की प्रक्रिया में जुटा रहा और ग्राहकों की तरफ से स्पष्टीकरण भी दिया है।

मेकमाईट्रिप के प्रवक्ता ने कहा, 'हमारी पहली प्राथमिकता यात्रियों की मदद करना है और इसके लिए तकनीकी और मानवीय

सहयोग, दोनों का इस्तेमाल किया जा रहा है। कॉल सेंटर पर काम करने वाले कर्मचारियों की संख्या भी 2.5 गुना बढ़ा दी गई है। कैसिंग के ताजा मामले आने के साथ ही उनका निपटान करने की दर बढ़ रही है। हम हालात पर नजर

बनाए हुए हैं और सभी प्रभावित यात्रियों को समय पर समर्थन देना सुनिश्चित कर रहे हैं।'

इक्सिगो के समूह मुख्य कार्यकारी अधिकारी (सीईओ) आलोक वाजपेयी ने बताया कि उनकी कंपनी इस अनिश्चितता के दौर में एआई की मदद से तेजी से यात्रियों की समस्याओं का समाधान कर पा रही है। वाजपेयी ने कहा कि इक्सिगो ने 3 दिसंबर से 8 दिसंबर के बीच इंडिगो की उड़ान रद्द होने वाले सभी यात्रियों को सुविधा शुल्क और निश्चित शुल्क का पूरा रिफंड करने का फैसला किया है। ये दिक्कतें ऐसे समय पर आई हैं, जब क्रिसमस, नए साल और सर्दियों की छुट्टियों की वजह से पर्यटन उद्योग में सबसे ज्यादा कारोबार होता है। आधिकारिक बयान में इक्सिगो ने कहा है कि उड़ानों के रद्द होने से हवाई किराये में और बढ़ोतरी हो सकती है क्योंकि दूसरी विमानन कंपनियां इतनी जल्दी इस कमी को पूरा नहीं कर पाएंगी। गुडगांव मुख्यालय वाली कंपनी का कहना है कि कुछ यात्री बढ़ते घरेलू हवाई किराये की वजह से वापस ट्रेन और बस से यात्रा करने का विकल्प चुन रहे हैं। इसके अलावा, अंतरराष्ट्रीय यात्रा भी बढ़ रही है क्योंकि विदेश के कई जगहों के टिकट घरेलू मार्ग के उड़ानों से सस्ते मिल रहे हैं। क्लियरट्रिप के एक प्रवक्ता ने कहा कि हालांकि ये दिक्कत अप्रत्याशित है लेकिन कंपनी हर साल दिसंबर-जनवरी में होने वाली ऐसी परेशानियों से निपटने के लिए अतिरिक्त क्षमता बढ़ाकर तैयार रहती है।

## IndiGo to offer ₹10,000 travel vouchers to impacted Dec 3-5 flyers

DEEPAK PATEL  
New Delhi, 11 December

India's largest airline, IndiGo, hit by major operational disruption last week, on Thursday said it would offer travel vouchers worth ₹10,000 to passengers who were stranded for several hours at some airports between December 3 and December 5.

The airline said the vouchers, which could be used to book any IndiGo flight in the next 12 months, would be in addition to the compensation it was required to pay under Directorate General of Civil Aviation (DGCA) rules. Under these rules, IndiGo must pay ₹5,000 to ₹10,000 to passengers whose flights were cancelled less than 24 hours before the scheduled departure, with the amount varying by the duration of the flight.

Between December 1 and December 9, IndiGo cancelled over 4,200 flights as it



struggled to manage its pilot duty roster under new, stricter rest and duty regulations fully implemented by the DGCA on November 1. The rules increase weekly rest requirements and reduce the hours pilots can fly at night.

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EDIT: RISK FACTOR 13 ▶

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#### Travel operators ramp up refund process

Online travel operators (OTAs), including MakeMyTrip, EaseMyTrip, and Cleartrip, have increased their capacities by expanding human support and technology to enable quick refunds or rescheduling of traveller bookings amid a massive surge in inquiries due to IndiGo flight cancellations, write

RISHNI SHEKHAR & AKSHARA SRIVASTAVA

### BACK

■ House panel likely to summon DGCA, AAI, MoCA officials

■ 'Dark patterns' hit 8 in 10 flyers

formance had been restored to "top-tier industry standards".

"IndiGo regrettably acknowledges that part of our customers travelling on December 3, 4 and 5 were stranded for many hours at certain airports and a number of them were severely impacted due to congestion. We will offer travel vouchers worth ₹10,000 to such severely impacted customers. These travel vouchers can be used for any future IndiGo journey for the next 12 months," the airline said.

"This compensation is in addition to the commitment under the existing government guidelines under which IndiGo will provide compensation of ₹5,000 to ₹10,000, depending on the block time of the flight, to those customers whose flights were cancelled within 24 hours of departure time."

Before the disruption began, the airline operated a total of 2,300 flights per day — about 2,000 domestic and 300 international. On Tuesday, the DGCA asked it to reduce its flight schedule till March by 20 per cent.

The DGCA, which had summoned IndiGo CEO Peter Illies on Thursday, asked

him to appear before it again on Friday. Last week, the regulator had formed a four-member panel — comprising Joint Director General Sanjay Bisharam, Deputy Director General Anil Gupta, Senior Flight Operations Inspector (FOI) Rajit Manglik and FOI Lokesh Ramani — to identify the root causes of widespread operational disruptions at the Rajahmundry-controlled domestic carrier.

Enhancing oversight, the DGCA on Thursday began monitoring IndiGo's operations, refunds and other processes from the airline's headquarters, sources said. The officials were expected to submit daily reports on the situation at the airline, they added.

A senior IndiGo executive told Business Standard that passengers on flights cancelled due to the reduced schedule till March had either been refunded or accommodated on other IndiGo flights. The executive added that the truncated schedule had been shared with all airports in India and would start reflecting on terminal display boards shortly.

## IndiGo to offer ₹10K vouchers to impacted Dec 3-5 flyers

The airline said it had "stabilised" its flight schedule since Tuesday, reporting no same-day cancellations in the past three days other than "negligible" ones due to weather, technical issues or other operational factors beyond its control. It added it had operated over 1,800 flights on Tuesday and 1,900 on Wednesday, and expected to operate more than 1,950 flights on Thursday. IndiGo also said its on-time per-

**इंडिगो संकट • 5 हजार से ज्यादा उड़ान रद्द करने के बाद कंपनी का ऐलान**

# कष्ट की कीमत... कूपन!

**इंडिगो 'गंभीर प्रभावित यात्री' को 10 हजार का ट्रेवल वाउचर मुआवजा देगी**

भास्कर न्यूज | नई दिल्ली

9 लाख से अधिक यात्रियों को कष्ट देने और 5 हजार से ज्यादा फ्लाइट रद्द कर खेद जता चुकी इंडिगो ने अब कूपन ऑफर दिया है। मुआवजा दिए जाने का दबाव बढ़ने के बाद कंपनी ने गुरुवार को 10 हजार रुपए के वाउचर (कूपन) की घोषणा की है। कंपनी ने कहा कि 3, 4 और 5 दिसंबर को एयरपोर्ट पर फंसे रहे 'गंभीर रूप से प्रभावित' यात्रियों को कंपनी ट्रेवल वाउचर देगी। इनका उपयोग अगले 12 महीनों में इंडिगो की किसी भी यात्रा में किया जा सकेगा।

यह डीजीसीए के मानदंडों के तहत दिए जाने वाले अनिवार्य मुआवजे के अतिरिक्त होगा। इस नियम के अनुसार 24 घंटे के भीतर उड़ान रद्द होने पर यात्री को इंडिगो 5,000 से 10,000 रुपए अनिवार्य मुआवजा अलग से देगी। यह राशि उड़ान के ब्लॉक टाइम पर निर्भर करेगी। इस बीच, डीजीसीए ने इंडिगो की जांच तेज कर दी है। गुरुवार को उसके अफसर कंपनी के हेडक्वार्टर में निगरानी के लिए तैनात हो गए। सीईओ पीटर एल्बर्स भी दोपहर में 10% कटौती के कॉम्प्रोमिसिव विंटर शेड्यूल के साथ डीजीसीए दफ्तर पहुंचे। उन्हें शुक्रवार को फिर बुलाया गया है, जहां चार सदस्यीय कमेटी जवाब-तलब करेगी।

• इंडिगो ने गुरुवार को दिल्ली, मुंबई और बंगलुरु की 220 उड़ानें रद्द कीं।

**डीजीसीए के नियम के अनुसार रद्द उड़ान पर 5-10 हजार रु. अलग मुआवजा देगी**



**बड़ा सवाल...**

**कंपनी ने यह नहीं बताया गंभीर प्रभावित यात्री कौन, मुआवजा... नकद क्यों नहीं?**

- इंडिगो के वाउचर पर अहम सवाल खड़े हो गए हैं। कंपनी ने 'गंभीर प्रभावित यात्री' की परिभाषा नहीं बताई, न ये बताया कि कितनी देरी, मिस्ट कनेक्शन या रातभर फंसे यात्रियों को स्वतः पात्र माना जाएगा?
  - डीजीसीए के सीएआर-सिविल एविएशन रिव्वायरमेंट के अनुसार मुआवजा नीति वेबसाइट पर बतानी होती है। इंडिगो ने नहीं किया।
  - सीएआर यह भी कहता है कि मुआवजा नकद, बैंक ट्रांसफर या यात्री की सहमति पर ही वाउचर के रूप में दिया जा सकता है। एकतरफा वाउचर ऑफर नियमों के अनुरूप नहीं माना जाता।
- प्रभावित यात्री 5 लाख तक संभव :** एक अनुमान के मुताबिक तीन दिनों (3 से 5 दिसंबर) के दौरान 2.5 से 5 लाख यात्रियों को 'सीवियरली इम्पैक्टेड' के दायरे में रखा जा सकता है।

**भास्कर विचार यह मुआवजा है या मजाक... 'लूट' की रकम कौन दिलाएगा?**

सबसे बड़ी हवाई अराजकता के बाद इंडिगो पर भारी जुर्माने और यात्रियों को वाजिब मुआवजे का मुद्दा जोर फूट रहा है। इस बीच, इंडिगो ने सशर्त वाउचर घोषित कर बहलाने की कोशिश की है। क्या सरकारी तंत्र भी यात्रियों के अपार कष्ट की कीमत इतनी ही मान स्वीकार कर लेगा, क्या अदालत इसे मान्य करेगी, ये देखना बाकी है। अफरा-तफरी के दौर में लूटे गए यात्रियों की पीड़ा का हल भी जरूरी है। संकट का

फायदा उठाकर सभी कंपनियों ने 80-90 हजार रु. तक किराया वसूला। दुस्साहस इतना कि किराया फ्रॉज के आदेश के बाद भी ये बाज नहीं आई। बुधवार को दिल्ली हाईकोर्ट ने भी इस पर सवाल उठाया। लूट की ये रकम वापस करानी होगी। डीजीसीए, सेबी, कॉम्पटीशन कमीशन... सभी संस्थाओं से ये अपेक्षा तो की ही जाती है कि कम से कम वे तो यात्रियों का हक देखें! या मान लें कि अदालत ही रोशनी दिखाएगी।

**सेबी और एनएसई ने भी इंडिगो की जांच शुरू की**

एम. रियाज हाशमी | नई दिल्ली

इंडिगो का गवर्नेंस मॉडल भी संदेह के दायरे में है। 'सेबी' जांच रहा है कि कंपनी ने डीजीसीए के नोटिस के बारे में स्टॉक एक्सचेंज को बताया या नहीं? नियमानुसार, लिस्टेड कंपनियों को संवेदनशील जानकारी बतानी होती है। डीजीसीए ने 11 अगस्त के नोटिस में अनअप्लूड फ्लाइट सिम्युलेटर का मुद्दा उठाया था। 6 दिसंबर 2025 को संकट बढ़ने पर दूसरा नोटिस दिया। - शेष पेज 10 पर

**सिर्फ इंडिगो मुनाफे में:** केंद्र ने गुरुवार को संसद में बताया कि 2024-25 में सिर्फ इंडिगो 7,253 करोड़ के मुनाफे में रही। बाकी चाटे में रहीं।



# Corporate Communications Directorate

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DESHBANDHU

DELHI

12 DECEMBER 2025

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## वियतजेट लेकर आया 12.12 मेगा डील

नई दिल्ली। वियतजेट 2025 का समापन अपने अब तक के सबसे बड़े 'डबल डे' सेल के साथ कर रहा है। एयरलाइन की 12.12 मेगा डील भारतीय यात्रियों के लिए एक खास अवसर लेकर आई है, जिसके तहत 12 दिसंबर को केवल एक दिन के लिए लाखों टिकटों पर बेस फेयर पर 100% छूट (टैक्स और फीस अलग) उपलब्ध होगी। यह ऑफर यात्रियों को 2026 में वियतनाम तथा अन्य गंतव्यों की यात्रा बेहद किफायती रूप से योजना बनाने में मदद करेगा। जश्न को और विशेष बनाते हुए, वियतजेट इको श्रेणी में यात्रा करने वाले यात्रियों को 20 किग्रा तक का मुफ्त चेकड बैगेज प्रदान करेगा।

## IndiGo cancels 77 flights in Hyd; pilgrims affected

### Airline crisis puts Sabarimala devotees in dilemma

SANJAY SAMUEL  
PAUL | DC  
HYDERABAD, DEC. 10

IndiGo on Wednesday cancelled 77 flights — 40 arrivals and 37 departures — from the Rajiv Gandhi International Airport in Hyderabad, affecting the plans of Ayyappa devotees planning to go to Sabarimala.

Nikhil, a resident of Shah Ali Banda in the Old City, had booked flight tickets for himself and a group of others to visit Sabarimala on December 30.

"We must visit the Sabarimala temple during this season. As the crisis is still on, we cannot take the risk of relying on this airline. But we are still confused about whether to take the train or a private vehicle," he said.

A group of Sabarimala devotees, who were spotted at the airport traveling on Air India, thanked civil aviation minister Ram



Ayyappa devotees at Shamshabad airport on Wednesday.

— P. SURENDRA

Mohan Naidu's decision to allow devotees to carry 'Irrumudi', a sacred coconut, in the cabin. "This is the second time that the ministry has

taken this decision," said Gorantla Rajashekar, a resident of Vanastalipuram.

Dr H. Balaji, a professor in an engineering college, said, "Irrumudi is sacred

for us; we cannot separate it from us till we are in deeksha. This will encourage many devotees to take up air travel to Sabarimala."



**TROUBLE IN THE SKY:** Oversight panel to track cancellations, refunds and crew deployment

## DGCA sets up team to monitor IndiGo ops

NEW DELHI, DHNS

The Directorate General of Civil Aviation (DGCA) on Wednesday set up an eight-member oversight team to monitor the activities of IndiGo as the beleaguered airline's services went into a tailspin over rostering norms.

The order by the regulator said that the oversight team will comprise eight senior officials, will be stationed at IndiGo's headquarters in Gurgaon to monitor cancellation status, crew deployment, unplanned leave and routes hit by staff shortages.

Both teams will submit a daily report to Joint Director General (Administration) Harish Kumar Vashishth and Joint Director General Jai Prakash Pandey by 6 pm.

The DGCA has also summoned IndiGo Chief Executive Officer Pieter Elbers on Thursday to submit a complete report, along with comprehensive data and updates, relating to the recent operational disruptions, a statement said.

At least 220 IndiGo flights were cancelled on Wednesday in Delhi, Mumbai and Bengaluru. While 137 were cancelled at the Delhi airport, 61 services were cancelled in Bengaluru and 21 in Mumbai.

Senior DGCA officials will carry out immediate on-site inspections to assess IndiGo's operations across 11 domestic airports over the next few days and submit a comprehensive

### FLIGHT CHAOS

- IndiGo under regulator's watch after rostering chaos hits services
- 220 flights cancelled on Wednesday; Delhi, Bengaluru, Mumbai hit
- Airline CEO summoned; asked to submit report
- DGCA to carry out on-site inspections at 11 airports

report to the Director of Operations for the flight safety department at the DGCA in New Delhi within 24 hours of their visit, the order said.

The personnel deployed at IndiGo's corporate office will monitor "cancellation status (domestic and international), refund status, on-time performance, compensation to passengers and baggage return", the DGCA order said.

The two captains deployed at IndiGo's corporate office will look into the airline's total fleet, average stage length, total number of pilots, network details, crew utilisation in hours, all unplanned leaves per day, flights per day and available crew, total number of sectors affected on account of crew shortage and standby crew per day per base.

The DGCA said it has decided to constitute the oversight team "in view of passenger inconvenience caused due to large-scale disruptions in the operations of IndiGo".

(With PTI inputs)

### VIKRAM SINGH MEHTA IndiGo Chairman

On December 3, an unexpected chain of events led to large-scale flight cancellations... Thousands of our passengers were left stranded... I know how much distress this has caused. I want to say very simply and very clearly, we are sorry. The fair criticism is that the airline let you down. We owe answers to our customers, to our government, to our shareholders and, equally importantly, to our employees. We assure you that we will examine every aspect of what went wrong and we will learn from it.

### ABHAY KUMAR PATNA

My wife and I were waiting anxiously for December 3, the day we would finally meet our only son, who is pursuing his doctoral programme in Kozhikode.

Our tickets were booked with IndiGo. The evening flight was set to leave Patna at 6.35 pm, reach Hyderabad at 8.40 pm, and connect onwards to Kozhikode at 10.35 pm, landing at midnight.

A few hours before leaving home, we had received a message from IndiGo:

## Why we may never fly IndiGo again

"Thank you for completing your web check-in... We can't wait to welcome you on board."

Just before boarding a taxi to the airport, another message arrived: IndiGo had delayed the flight due to "operational reasons". Hours later, it was cancelled. After long queues, tickets were rebooked for December 4 via Chennai.

But December 4 proved no smoother. Scheduled to depart at 11.20 pm, the flight kept slipping until takeoff finally at 2.20 am. Relieved to be seated, we landed in Chennai at 4.50 am at Terminal 1, while their

Kozhikode connection was at 5.50 am from Terminal 4. We had to sprint through security to make it.

Awake through the night, from waiting halls to dawn boarding, we prayed the journey would end without further hindrance.

The pleasure of meeting our son quickly dissolved when news broke that 400 flights had been cancelled, with thousands stranded.

On Dec 7, a day before our return, our worst fear arrived as a message: "We regret to inform you that your flight is cancelled due to operational reasons."

Our tickets were shifted

to the next day. An extra day meant added expenses for accommodation and food. But in the chaos — passengers crying, shouting, scrambling for seats, and paying astronomical fares — who was counting anymore?

The next day, another message arrived: our Dec 9 IndiGo flight to Patna was cancelled. No alternatives offered — only a promise of refund within five days.

Eventually, we purchased an Air India Express ticket via Bengaluru at a steep premium. The only relief: after multiple cancellations, sleepless waits and stress, we finally made it home.

## Parliamentary panel to grill IndiGo, aviation officials on December 17

### SHEMIN JOY NEW DELHI, DHNS

A Parliamentary Standing Committee meeting on December 17 to discuss the IndiGo crisis is expected to ask the Ministry of Civil Aviation and the Directorate General of Civil Aviation (DGCA) about their monitoring of the rollout of the new rostering norms, even as the issue again echoed in Parliament with an MP claiming that the cap on airfare is not being adhered to by airlines.

Sources said the Parli-

amentary Standing Committee on Transport, Tourism and Culture, headed by a senior JD(U) MP, will question IndiGo officials on how its services collapsed despite the airline having sufficient time to implement the new Flight Duty Time Limitation (FDTL) norms.

At the same time, sources said the panel is also likely to ask the Ministry and the DGCA how they allowed the crisis to escalate, and to explain how their monitoring mechanisms failed to anticipate the situation, as the airline alone could



The panel also will examine other developments, including GPS spoofing. AFP

not be held responsible for the developments.

Sources said that besides the IndiGo crisis, the panel will also examine other developments in the sector, including GPS

spoofing and interference incidents reported from airports. Officials of the Airports Authority of India have also been summoned for the meeting.

In the Rajya Sabha, CPM lawmaker A A Rahim referred to the capping of airfare following the IndiGo crisis and said that he had attempted to book a Delhi-Thiruvananthapuram ticket for Thursday, which was costing an "absolutely shocking" Rs 64,783 for an economy-class seat. He said the cap for air travel above 1,500 km for an economy-class ticket is

Rs 18,000.

"The government propagated the idea that the privatisation of Air India would create a miracle, but what is the reality today? In terms of safety, quality of service and quality of aircraft, the situation is extremely poor. The government has created a perception that the public sector is useless. What is Tata-led Air India doing during this so-called IndiGo crisis? It is profiting from human distress," he said, referring to his experience of booking a ticket.



CONCENTRATION OF CONTROL

## IndiGo crisis shows perils of India's corporate dominance

BLOOMBERG

Flight chaos triggered by India's largest airline IndiGo in the past few days has raised questions about how an industry came to be dominated by one company, and the risks faced in other key sectors controlled by a few, powerful conglomerates.

IndiGo controls two-thirds of the country's domestic aviation market, operating about 2,200 flights daily. The budget airline failed to prepare in time for new government rules giving pilots more resting time, resulting in a shortage of crew last week. That caused the airline to cancel about 3,000 flights in the span of a few days, impacting half a million travellers, and wiping out billions from the company's stock value.

Opposition parties, industry experts and economists say IndiGo's fiasco highlights a deeper problem in the aviation

sector about the concentration of control. IndiGo, with 65.6% market share, and its closest rival Air India Group with 25.7%, mean the industry operates as a near-duopoly, they say. In any industry where competition is limited, consumers tend to lose out because of higher prices, poorer service and the risk of failure.

"There's a huge consumer consequence to this, where the main people who suffer are ultimately the Indian consumers," said Rohit Chandra, assistant professor of public policy at the Indian Institute of Technology in Delhi. "IndiGo brings that out front and centre."

The Opposition says the IndiGo turmoil is a result of market concentration, and the government should take stronger action to combat that kind of dominance.

"Monopoly kills competition,"



said Shiv Sena (UBT) leader Priyanka Chaturvedi, adding, "It has an unfair advantage. It takes away level-playing fields for new entrants."

The Centre acknowledges there's a problem of concentration in the sector, but has criticised the Opposition for politicising the matter. On Tuesday, the Aviation Minister said it was using its policies to encourage more airlines to enter

the market, without elaborating on what those measures are. The sector has room for at least five big airlines, he said.

The fast-expanding aviation industry has been hailed by Prime Minister Narendra Modi as a symbol of India's growing economy and middle-class. The number of airports in India has more than doubled since Modi came to power in 2014, with the number of air passengers growing 10-12%

a year.

The domination of India's two airlines is a far cry from a decade ago, when more than nine players shared the market. IndiGo led with just 36.8% at the time.

That all changed over time as several airlines collapsed because of over-ambitious growth plans and financial and supply-chain challenges. IndiGo's growth was organic, while rivals Kingfisher Airlines, Jet Airways, and GoAir all folded between 2012 and 2023. Financial troubles continue to dog India's third-largest domestic airline, SpiceJet.

IndiGo didn't respond to an email requesting further information. Chief Executive Officer Pieter Elbers said in a video message on Tuesday that the airline has stabilised operations and is working with the government on next steps.

Conglomerates' share Elsewhere in India's economy,

a handful of conglomerates dominate in key industries. Reliance Group's Jio controlled 40.7% of the market share in telecommunications, as of March 2025. The Adani Group controls more than 20% of India's ports capacity, second only to the government, and is also the largest airport operator with a market share of 23% in passengers in 2024.

Former RBI deputy governor Viral Acharya estimated in a 2023 paper that the top five conglomerates — Reliance, Tata Group, Aditya Birla Group, Adani, and Bharti Telecom — made up almost 18% of total assets in the non-financial sector in 2021. That's up from 10% in 1991.

Brajesh Singh, a senior adviser at management consultancy Arthur D. Little, said it was common practice the world over for industries to consolidate, but it's the responsibility of authorities to guard against market dominance.

"From the rules and regulations perspective, the government shouldn't allow more than a sizable pie of the kitty," he said. There has to be a "limitation that you can't take more than 25-30% of the market share," he added. "That has not happened."

For now, consumers will continue to bear the brunt of the fallout from the IndiGo chaos. India's aviation regulator on Tuesday ordered the airline to cut flights by 10% to stabilise its operations. The directive is part of a suite of actions by the government, including an investigation into the company that could result in penalties.

"The problem right now is that a lot of the national champions are being created at the cost of domestic consumers," said Chandra. "Ultimately, the government can regulate its way out of these things by encouraging more entry."

**DH**

## IndiGo crisis: Court raps govt for delayed action

Delhi HC asks govt what it had been doing, seeks steps to compensate flyers

NEW DELHI, PTI

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

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

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

It said that besides the trouble caused to the stranded passengers, the question is of the losses caused to the country's economy.

The bench also asked how



### DGCA to deploy officials at IndiGo office

The DGCA on Wednesday set up an eight-member oversight team to monitor activities of IndiGo. An order by the aviation regulator said the team will comprise eight senior captains. Two of them along with two government officials will be stationed at IndiGo's headquarters in Gurugram to monitor cancellation status, crew deployment, unplanned leave, and routes hit by staff shortages.

Details on Page 7

other airlines could take advantage of the crisis and charge hefty sums from the passengers.

"The ticket which was available for Rs 5,000, the prices went up to Rs 30,000 to Rs 35,000. If there was a crisis, how could other airlines be permitted to take advantage? How can it (ticket price) go up to Rs 35,000 and Rs 39,000? How could other airlines start charging? It's like a pound of flesh, how could this happen," asked the bench.

IndiGo, Page 6

**DH**

## IndiGo crisis: Delhi HC questions govt over delay...

IndiGo, from Page 1

The bench directed that by January 22, the next date of hearing, if the inquiry initiated by a committee into the disruption in flight operations over the past week is complete, its report should be submitted to the court in a sealed cover.

"We appreciate the steps taken by the Ministry of Civil Aviation and the DGCA, but what bothers us is how such a situation was allowed to precipitate, leading to the stranding of lakhs of passengers unattended at airports across the country," the bench said.

The court was informed by counsel for the Union government and the Directorate General of Civil Aviation (DGCA) that the statutory mechanism was fully in place, and a show-cause notice was issued to IndiGo, which apologised profusely.

Additional Solicitor General Chetan Sharma, representing the ministry and DGCA, said the crisis was precipitated by various non-compliances with the guidelines issued by the authorities from time to time, including crew mem-

bers' flight duty hours.

He said the unprecedented price surge has been controlled and capped, which had never been done before. He added that from time to time, the authorities have asked IndiGo for the timely implementation of Civil Aviation Requirements (CAR) provisions.

To this, the bench said, "In case any airline failed to adhere, what is the provision available to you? Are you helpless? So you are expressing your inability. What action could you have taken against them for failure to adhere?"

The court, which was hearing a PIL seeking directions to the Centre to provide support and refunds to passengers affected by the cancellation of hundreds of flights by IndiGo, said these steps have been taken by the government once the crisis erupted.

Senior advocate Sandeep Sethi, representing IndiGo, informed the court that the crisis occurred on account of a multitude of factors, including unforeseen issues like technical glitches and adverse weather conditions in North India.



# Corporate Communications Directorate

DECCAN HERALD

BANGALORE

11 DECEMBER 2025

## IndiGo cancellations at KIA drop below 100 for first time in a week

**BENGALURU, DHNS:** For the first time in a week, IndiGo saw fewer than 100 cancellations at the Kempegowda International Airport (KIA) on Wednesday.

Despite claims of stabilised operations by the IndiGo CEO, KIA saw 62 cancellations until Wednesday evening. This included 36 arrivals and 26 departures.

With operations having been stabilised to a large

extent, no particular sectors were impacted, shared an airport representative.

The airline did not witness any noticeable instances of passenger crowding throughout the day.

Communication from IndiGo's end has also got better, passengers said.

"We had a morning flight to Delhi, which was cancelled. Thankfully, we were told about the cancellations more than 12 hours in

advance," said a passenger.

A well-placed source said the current cancellations have also been impacted by the ongoing discussions with the DGCA.

The DGCA has slashed IndiGo's winter schedule by 10%. Bengaluru is likely to see more cancellations in the future, he said.

Until 7 pm on December 9, IndiGo had delivered 8,500 bags across the country.

A section of the bags remain undelivered due to faulty addresses.



## तीन से पांच दिसंबर तक परेशान हुए यात्रियों को इंडिगो देगी 10-10 हजार के वाउचर

जागरण ब्यूरो, नई दिल्ली : एक दिन पूर्व दिल्ली हाई कोर्ट द्वारा कड़ी फटकार लगाए जाने के बाद देश की सबसे बड़ी एयरलाइन इंडिगो ने हाल ही में हजारों उड़ानें रद्द होने से प्रभावित यात्रियों के जख्मों पर गुरुवार को मरहम लगाने की कोशिश की। इंडिगो ने तीन से पांच दिसंबर तक प्रभावित होने वाले यात्रियों को 10,000-10,000 रुपये के ट्रेवल वाउचर देने की घोषणा की है। यात्री अगले एक वर्ष के भीतर इस वाउचर से इंडिगो की किसी भी फ्लाइट में टिकट बुक करा सकते हैं। हाई कोर्ट ने इंडिगो को फ्लाइटें रद्द करने और यात्रियों को हुई असुविधा के लिए उन्हें हर्जाना देने का भी आदेश दिया था। कहा था कि यह काम जल्द से जल्द शुरू हो। इस बीच विमानन निवामक नागरिक उड्डयन महानिदेशालय (डीजीसीए) ने इंडिगो के अधिकारियों के साथ हुई बैठक में उसे आपरेशनल विफलताओं के लिए कड़ी चेतावनी भी दी।

एयरलाइन के सीईओ पीटर एल्वर्स को समन कर बुलाया गया था और आपरेशनल विफलताओं पर विस्तृत रिपोर्ट मांगी गई थी। एल्वर्स अपने साथ पूरी कार्ययोजना और हाल में हुई गड़बड़ियों से जुड़ी सारी जानकारी लेकर आए थे। वहीं, डीजीसीए की तरफ से इंडिगो मुख्यालय में तैनात अधिकारियों ने अपना काम शुरू कर दिया है। डीजीसीए ने यह फैसला एक दिन पहले किया था। ये अधिकारी कंपनी के संचालन, ग्राहकों की दिक्कतों



- हाई कोर्ट की फटकार के बाद उठाया कदम, वाउचर से एक वर्ष में इंडिगो की फ्लाइट में बुक करा सकेंगे टिकट
- डीजीसीए के समक्ष फिर पेश हुए इंडिगो के सीईओ, अव्यवस्था के लिए जिम्मेदार कारणों की दी जानकारी

### डीजीसीए के समक्ष एल्वर्स की आज फिर पेशी

डीजीसीए ने इंडिगो के सीईओ पीटर एल्वर्स को शुक्रवार को भी उसके सम्मुख पेश होने के लिए कहा है। इस दौरान डीजीसीए की चार सदस्यीय टीम हाल के समय में एयरलाइन की उड़ानों के रद्दीकरण के बारे में उनसे सवाल करेगी, ताकि परिवालन में आई बाधा के मूल कारणों की तह तक पहुंचा जा सके।

को दूर करने के लिए किए जा रहे प्रयासों, किराये की वापसी जैसे मामले को देख रहे हैं। ये अधिकारी रोजाना उच्च स्तर पर रिपोर्ट भेजेंगे, जहां उनकी अलग से समीक्षा होगी। साथ ही डीजीसीए के अधिकारी 11 घरेलू हवाई अड्डों (नागपुर, जयपुर, भोपाल, सुरत, तिरुपति, विजयवाड़ा, शिरडी, कोच्चि, लखनऊ, अमृतसर, देहरादून) पर तत्काल निरीक्षण शुरू करेंगे। संबंधित हवाई अड्डों की सुरक्षा से संबंधित जांच डीजीसीए में संचालन निदेशक को भेजी जाएगी।

डीजीसीए ने एयरलाइन को उड़ान बहाली प्रयासों, पायलट-केबिन क्रू भर्ती योजनाओं, रिफंड-मुआवजा स्थिति, ब्रेगेज रिटर्न और यात्री सुविधाओं पर विस्तृत डाटा और रिपोर्ट प्रस्तुत करने का निर्देश दिया। उधर सूत्रों ने बताया है कि प्रधानमंत्री कार्यालय की ओर से भी इस मुद्दे पर लगातार समीक्षा हो रही है और डीजीसीए को रोजाना सुबह

व शाम को अपनी रिपोर्ट पीएमओ भेजनी पड़ रही है।

इंडिगो के प्रवक्ता ने बयान जारी कर कहा कि रद्द उड़ानों के लिए रिफंड प्रक्रिया शुरू हो चुकी है और अधिकांश यात्रियों के खातों में राशि पहुंच चुकी है। यदि बुकिंग ट्रेवल पार्टनर के माध्यम से हुई थी तो प्रभावित ग्राहकों को ग्राहक सेवा केंद्र से संपर्क साधने को कहा गया है। प्रवक्ता ने कहा- 'ट्रेवल वाउचर मौजूदा सरकारी निर्देशों के अतिरिक्त है, जिसके अनुसार जिनकी उड़ानें प्रस्थान के 24 घंटे के भीतर रद्द कर दी गईं हों, उन ग्राहकों को 5,000 से 10,000 रुपये का मुआवजा देना होगा।' उधर, एयरलाइन का कहना है कि उसके परिचालन काफी हद तक सामान्य हो गए हैं। जैसे गुरुवार को भी 80 से अधिक उड़ानें रद्द होने की सूचना है। अकेले बेंगलुरु हवाई अड्डे से 60 फ्लाइटें रद्द हुईं।

# अब सिंगापुर से 70 से ज्यादा शहरों के लिए एअर इंडिया की सीधी कनेक्टिविटी

सिंगापुर एयरलाइंस की लो-कास्ट कंपनी स्कूट से हुआ समझौता

गोतम कुमार मिश्रा • जागरण

नई दिल्ली: एअर इंडिया ने सिंगापुर एयरलाइंस की लो कास्ट कंपनी स्कूट के साथ नया इंटरलाइन समझौता किया है। यह पार्टनरशिप एकतरफा है यानी सिर्फ एअर इंडिया के पैसेंजर स्कूट की फ्लाइट ले सकेंगे। स्कूट के पैसेंजर एअर इंडिया की फ्लाइट नहीं ले पाएंगे। इस समझौते से भारतीय यात्रियों को दक्षिण पूर्व एशिया, उत्तरी एशिया और आस्ट्रेलिया के कई नए और अनेखे शहरों तक आसानी से पहुंच मिल जाएगी। दिल्ली, मुंबई या चेन्नई से सिंगापुर आने के बाद स्कूट की फ्लाइट से सीधे इन शहरों तक जा सकेंगे। इसमें चीन का मकाऊ, इंडोनेशिया का पीडॉंग और लाबुआन बाजो, मलेशिया के 12 छोटे-बड़े शहर जैसे कोटा किनाबालू, कुचिंग, लंगकावी, ईपोह, कुआंतान, मीरी, सिबू, मलक्का, कोटा भरू, फिलीपींस का दावाओ और इलोइलो, थाईलैंड का कोह समुई, चियांग राय और चियांग माई, वियतनाम का न्हा त्रांग और फु क्वोक शामिल है।

कुल मिलाकर एअर इंडिया और स्कूट के नेटवर्क में 18 देशों के 70 से ज्यादा शहर जुड़ गए हैं, जिनमें से कई शहरों का पहले एअर इंडिया

**18** देश इस स्कूट के साथ हुए इस समझौते के बाद अब एअर इंडिया के नेटवर्क से जुड़ गए हैं

**49** फ्लाइट का परिचालन एअर इंडिया हर हफ्ते भारत से सिंगापुर के लिए फिलहाल कर रही है



उड़ान के लिए आइजीआई एयरपोर्ट पर खड़ा एअर इंडिया का विमान • जागरण

से कोई डायरेक्ट कनेक्शन नहीं था। सबसे बड़ी सुविधा यह है कि अब पूरा टिकट एक ही बार में बुक होगा।

दिल्ली-मुंबई-चेन्नई से सिंगापुर तक एअर इंडिया और सिंगापुर से आगे स्कूट की फ्लाइट। दोनों का बोर्डिंग पास पहले एयरपोर्ट से ही मिल जाएगा। लगेज भी आखिरी डेस्टिनेशन तक चेक इन हो जाएगा। सिंगापुर में लगेज का ट्रांसफर भी बहुत आसान हो जाएगा। फिलहाल एअर इंडिया हर हफ्ते भारत से सिंगापुर 49 फ्लाइट का परिचालन कर रही है। एअर इंडिया के

कमर्शियल हेड निपुण अग्रवाल ने कहा कि एशिया पैसिफिक दुनिया का सबसे तेज बढ़ता एविएशन मार्केट है। इस पार्टनरशिप से भारतीय यात्री मलेशिया के जंगलों, वियतनाम के तटीय क्षेत्र और इंडोनेशिया के नए शहरों तक आसानी से पहुंच पाएंगे।

स्कूट के कमर्शियल हेड कैल्विन चान ने कहा कि भारत से आने वाले मेहमानों को स्कूट के नेटवर्क में कई नए और अलग तरह के डेस्टिनेशन मिलेंगे। हम उन्हें खुशी-खुशी स्वागत करेंगे।

आइजीआई एयरपोर्ट पर स्थिति सामान्य, सिर्फ 12 उड़ानें हुई रद

जास नई दिल्ली: आइजीआई हवाई अड्डे पर उड़ानों की स्थिति में बृहस्पतिवार को उल्लेखनीय सुधार देखा गया। शुरुआती अनुमानों के विपरीत रद हुई उड़ानों की कुल संख्या 12 के आसपास रही। इसमें इंडिगो, स्पाइसजेट (मुंबई-दिल्ली), एअर इंडिया (दिल्ली-लेह) और ब्रिटिश एयरवेज (लंदन रूट) की उड़ानें शामिल थीं। हालांकि किसी भी एयरलाइंस की ओर से रद उड़ानों की संख्या की पुष्टि नहीं की गई है।

आठ दिसंबर को 143, नौ को 152 और 10 को 137 उड़ानें रद हुई थीं। वहीं 11 को 12 उड़ानें ही रद हुईं जो 10 दिसंबर की तुलना में करीब 90 प्रतिशत से भी कम है। रद हुई उड़ानों की संख्या में हुई कमी से आशा जागी है कि यात्रियों को हो रही असुविधाओं का सिलसिला अब खत्म हो जाएगा। इंडिगो एयरलाइंस के आधिकारिक बयान के अनुसार, अब नेटवर्क कनेक्टिविटी 95 प्रतिशत से अधिक बहाल हो गई है। यह सुधार नागर विमानन महानिदेशालय (डीजीसीए) के हस्तक्षेप और इंडिगो के शीतकालीन शेड्यूल में 10 प्रतिशत कटौती के बाद आई है।



भारतीय विमानपत्तन प्राधिकरण  
AIRPORTS AUTHORITY OF INDIA

## Corporate Communications Directorate

RS DAINIK JAGRAN

DELHI

12 DECEMBER 2025

# तीन से पांच दिसंबर तक परेशान हुए यात्रियों को इंडिगो देगा 10-10 हजार के वाउचर

जागरण ब्यूरो, नई दिल्ली

एक रोज पूर्व दिल्ली हाई कोर्ट द्वारा कड़ी फटकार लगाए जाने के बाद देश की सबसे बड़ी एयरलाइन इंडिगो ने हाल ही में हजारों उड़ानें रद्द होने से प्रभावित यात्रियों के जख्मों पर गुरुवार को मरहम लगाने की कोशिश की। इंडिगो ने तीन से पांच दिसंबर तक प्रभावित होने वाले यात्रियों को 10-10 हजार रुपये मूल्य के ट्रेवल वाउचर देने की घोषणा की है। यात्री अगले एक वर्ष के भीतर इस वाउचर से इंडिगो की किसी भी फ्लाइट में टिकट बुक कर सकते हैं। हाई कोर्ट ने इंडिगो को फ्लाइटें रद्द करने और यात्रियों को हुई असुविधा के लिए हर्जाना देने का भी आदेश दिया था। साथ ही कहा था कि यह काम जल्द से जल्द शुरू हो। इस बीच नागरिक उड्डयन महानिदेशालय

यात्री अगले एक वर्ष के भीतर इस वाउचर से इंडिगो की किसी भी फ्लाइट में टिकट बुक करा सकेंगे



(डीजीसीए) ने इंडिगो के अफसरों के साथ बैठक में उसे आपरेशनल विफलताओं के लिए चेतावनी भी दी। एयरलाइन के सीईओ पीटर एल्बर्स को समन कर बुलाया गया था और उनसे आपरेशनल विफलताओं पर विस्तृत रिपोर्ट मांगी गई थी। एल्बर्स पूरी

डीजीसीए के समक्ष फिर पेश हुए इंडिगो के सीईओ, हाल की अव्यवस्था के लिए जिम्मेदार कारणों की दी जानकारी

### डीजीसीए के समक्ष एल्बर्स की आज फिर पेशी

डीजीसीए ने इंडिगो के सीईओ पीटर एल्बर्स को शुक्रवार को भी उसके सम्मुख पेश होने के लिए कहा है। इस दौरान डीजीसीए की चार सदस्यीय टीम हाल के समय में एयरलाइन की उड़ानों के रद्दीकरण के बारे में उनसे सवाल करेगी ताकि परिचालन में आई बाधा के मूल

कार्ययोजना और हाल में हुई गड़बड़ियों से जुड़ी सारी जानकारी लेकर आए थे। साथ ही डीजीसीए की तरफ से इंडिगो मुख्यालय में तैनात अफसरों ने अपना काम शुरू कर दिया है। डीजीसीए ने यह फैसला एक दिन पहले किया था। ये अधिकारी कंपनी के संचालन, ग्राहकों की

डीजीसीए की तरफ से इंडिगो मुख्यालय में तैनात अधिकारियों ने अपना काम शुरू किया, रोजाना दैनिक रिपोर्ट

कारणों की तह तक पहुंचा जा सके। डीजीसीए ने पिछले सप्ताह इस समिति का गठन किया था। इसमें संयुक्त महानिदेश संजय ब्रह्माने, उप महानिदेशक अमित गुप्ता, वरिष्ठ उड़ान संचालन निरीक्षक कपिल मांगलिक और उड़ान संचालक निरीक्षक लोकेश रामपाल शामिल हैं।

दिवक्तों को दूर करने के लिए किए जा रहे प्रयासों, किराये की वापसी जैसे मामले को देख रहे हैं। ये अधिकारी रोजाना अपनी रिपोर्ट उच्च स्तर पर भेजेंगे, जहां उनकी अलग से समीक्षा होगी। साथ ही डीजीसीए के अधिकारी 11 घंटे लंबे हवाई अड्डों (नागपुर, जयपुर, भोपाल,

सूरत, तिरुपति, विजयवाड़ा, शिरडी, कोच्चि, लखनऊ, अमृतसर, देहरादून) पर तत्काल निरीक्षण शुरू करेंगे। सुरक्षा से संबंधित जांच डीजीसीए में संचालन निदेशक को भेजी जाएगी। डीजीसीए ने एयरलाइन को उड़ान बहाली प्रयासों, पायलट-केबिन क्रू भर्ती योजनाओं, रिफंड-मुआवजा स्थिति, बैगैज रिटर्न व यात्री सुविधाओं पर विस्तृत रिपोर्ट पेश करने का निर्देश दिया। सूत्रों ने बताया है कि प्रधानमंत्री कार्यालय की ओर से भी इस मुद्दे पर लगातार समीक्षा हो रही है। डीजीसीए को रोजाना सुबह व शाम को रिपोर्ट पौपुआ भेजनी पड़ रही है।

इंडिगो के प्रवक्ता ने बयान जारी कर कहा, 'हमारी सबसे पहली प्राथमिकता हमेशा ग्राहकों की सेवा की रही है।' रद्द उड़ानों के लिए रिफंड प्रक्रिया शुरू हो चुकी है। अधिकांश यात्रियों के खातों में

राशि पहुंच चुकी है। यदि बुकिंग ट्रेवल पार्टनर के जरिये हुई थी तो ग्राहकों को ग्राहक सेवा केंद्र से संपर्क साधने को कहा गया है। 'इंडिगो खेद के साथ स्वीकार करता है कि तीन, चार और पांच दिसंबर को हमारे कुछ ग्राहक विभिन्न हवाई अड्डों पर घंटों फंसे रहे। कइयों को गंभीर परेशानी हुई। हम प्रभावित ग्राहकों को 10,000 रुपये मूल्य के ट्रेवल वाउचर दे रहे हैं। यह मुआवजा सरकारी निर्देशों के अतिरिक्त है, जिसके अनुसार जिनकी उड़ानें प्रस्थान के 24 घंटे के भीतर रद्द हुईं हो तो ग्राहकों को पांच-दस हजार रुपये मुआवजा देना होगा।'

उधर, एयरलाइन का कहना है कि उसके परिचालन काफी हद तक सामान्य हो गए हैं। जैसे गुरुवार को भी 80 से अधिक उड़ानें रद्द होने की सूचना है। अकेले बंगलुरु से 60 फ्लाइटें रद्द हुईं।

## IndiGo Offers ₹10k Voucher to 'Severely Impacted' Flyers in Addition to Refunds

Move adds to massive refund bill after 2,000+ flight cancellations; cost may top ₹500 crore

Our Bureau

**New Delhi:** IndiGo announced it will give travel vouchers of ₹10,000 each to passengers who were "severely impacted" on December 3, 4 and 5, the peak of the crisis that saw the country's biggest airline cancel more than 2,000 flights resulting in the cancellation of over 2,50,000 tickets while thousands of others faced hours of delay at airports. This could cost the carrier over ₹500 crore, it said.

The airline didn't define the criteria for considering a traveller "severely impacted" but said the voucher would be in addition to refunds and reimbursements, which could run into hundreds of crores of rupees. Passengers are entitled to compensation of up to

### Flight Fallout

₹10,000 travel voucher for passengers "severely impacted" on Dec 3-5  
Over 2,000 flights cancelled during crisis; 2.5 lakh+ tickets affected

Estimated cost: ₹500 crore+, besides refunds & reimbursements

**DGCA rules:** Passengers eligible for compensation up to ₹10,000 for cancellations

### PERCENTAGE OF FLIGHTS ON TIME



Source: Ministry of Civil Aviation

₹10,000 for cancelled flights under Directorate General of Civil Aviation (DGCA) rules. The cost to the airline will also depend on how many people file claims for reimbursements as many remain unaware about the rules.

To understand how costs can add up, consider the case of Pravin Singru, a professor at the Birla Institute of Technology at Pilani in Rajasthan, who was travelling from Jaipur on December 5. After Singru spent hours trying to re-

schedule his flight at the airport, he had to spend the night at a hotel. He took an Air India flight the next day for which he paid three times the price of his original ticket. The current regulations however have no provisions for Singru to claim such added expenses.

The airline will face further financial losses as the government has reduced its flights by 10% in the winter schedule, which will hit expansion plans. IndiGo on Wednesday lowered its capacity

and revenue guidance for the October-December period, which has historically been a profitable quarter due to the year-end travel boom.

While the airline had previously said the third quarter would see capacity growth in the "high teens," that's been revised to high single or barely double-digit growth. The estimated unit revenue has also been lowered.

IndiGo had been forced to cancel flights as it didn't have enough pilots under new rest and night flying rules.

The airline said on Thursday that it had returned to full operational stability and operated over 1,950 flights with 80% of those flying on time after the DGCA relaxed multiple conditions of the new rules. Flight operations have steadily improved since December 8, when more than 1,700 flights were operated across the country.

"Our on-time performance has been restored to top-tier industry standards," the airline said.

IndiGo CEO Pieter Elbers appeared before a DGCA investigation committee on Thursday. The civil aviation regulator has launched an extensive investigation into the disruption.

# DGCA steps up scrutiny, calls Elbers again today

NITIN KUMAR  
New Delhi, December 11

**AVIATION REGULATOR**  
DGCA (Directorate General of Civil Aviation) on Thursday intensified its scrutiny of IndiGo, directing CEO Pieter Elbers to appear before it again on Friday as the airline continues to struggle with operational disruptions. Elbers was summoned on Thursday, and sources said the regulator has sought further clarifications from him after reviewing the airline's latest submissions.

IndiGo, in a regulatory filing, said that Elbers has been asked to appear before the DGCA committee again on December 12 as part of the ongoing examination into the disruptions.

Meanwhile, DGCA officials on Thursday began on-site monitoring of IndiGo's operations from the airline's Gurugram headquarters. Officials are tracking cancellations, crew deployment, unplanned leave, on-time performance, refunds, and compensation, and are required to file daily reports. Two officers – a senior statistics official and a deputy director – have been stationed at the headquarters to oversee domestic and international cancellations, refund status and baggage handling, according to an order issued on Wednesday.

The regulator has also directed senior DGCA personnel to conduct immediate inspections across 11 domestic airports. Officers assigned to these airports are expected

## ON THE RADAR

■ Aviation regulator officials monitoring cancellations

■ 4,000-plus flight cancellations since Dec 2

■ Winter schedule cut 10% after a civil aviation ministry directive on Dec 10

■ Airline claims operations are returning to normal levels



to file their reports to the Director of Operations within 24 hours of each visit. The oversight move follows a sharp spike in cancellations after IndiGo failed to adequately plan for the rollout of revised flight duty time limitations for pilots and crew.

The DGCA had last week set up a four-member committee to identify the root causes of the turmoil at the airline. The panel, comprising Joint Director General Sanjay Brahamane, Deputy Director General Amit Gupta, senior Flight Operations Inspector Kapil Manglik and FOI Lokesh Rampal, has been examining IndiGo's manpower planning, fluctuating rostering systems and the carrier's preparedness to comply with new duty and rest norms for pilots that took effect on November 1.

IndiGo has cancelled more than 4,000 flights since December 2, with disruptions peaking on December 5 when the airline scrapped 1,600 services in a single day. While the airline said on Tuesday that operations had stabilised, cancellations continued through the week, including 60 flights at Bengaluru airport on Thursday. The carrier, which controls over 65% of the domestic market, has already cut its winter schedule by 10% following a Civil Aviation Ministry directive on December 10.

On its part, the airline has maintained that operations are returning to normal levels, though the regulator's escalating oversight indicates continuing concerns over its internal processes and compliance with safety-related requirements.

# IndiGo's ₹10K coupons to flyers hit during Dec 3-5

NITIN KUMAR  
New Delhi, DEcember 11

**INDIGO ON THURSDAY** said it will offer travel vouchers worth ₹10,000 to each "severely impacted" passenger whose flights were cancelled or delayed during the airport chaos between December 3 and 5.

However, the airline has not yet defined what constitutes "severely impacted" or how it plans to identify eligible passengers. Civil Aviation Minister Kinjarapu Rammohan Naidu said the government is examining whether IndiGo's compensation measures are adequate and whether airlines engaged in unfair pricing practices during the disruption.

IndiGo has also not disclosed the number of PNRs cancelled specifically between December 3 and 5, when the crisis peaked. However, according to the Ministry of Civil Aviation, 955,591 passenger name record (PNR) bookings were cancelled between November 21 and December 7, 2025. Around 5,000 IndiGo flights were cancelled during

## HELPING HAND



■ IndiGo hasn't defined how it will identify impacted passengers

■ Airline hasn't disclosed PNR cancellations from December 3-5

these three days alone.

The airline said the travel vouchers will remain valid for any future IndiGo journey for the next 12 months.

IndiGo added that this compensation is over and above the ₹5,000-₹10,000 payout mandated under government guidelines for passengers whose flights were cancelled within 24 hours of departure.

The airline also said its services have been fully restored for the past four days. It said it expects to operate over 1,950 flights on Thursday, carrying

nearly 300,000 passengers.

However, around 100 flights were still reported to have been cancelled on Thursday.

"IndiGo continues to strengthen its operations, improving its services day by day to now operating 1,900+ flights that seamlessly connect all 138 destinations across our network. Our commitment to operational excellence has led to significant efficiency gains, and our on-time performance has been restored to top-tier industry standards," the airline said. The government recently cut IndiGo's winter schedule by 10% after the airline's inadequate preparation for implementing new flight safety norms resulted in a major crew shortage.

Meanwhile, Naidu on Thursday said that despite continuous communication with the airline, IndiGo's top leadership had not addressed key public concerns. "The IndiGo chairman (Vikram Singh Mehta) has not answered many questions in his video on Wednesday," Naidu said.





# Corporate Communications Directorate

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## Akasa gets first purpose-built Boeing 737 Max plane

**AKBAR MERCHANT**  
Mumbai, December 11

**AKASA AIR HAS** taken delivery of its first purpose-built Boeing 737 Max 8-200, marking a shift from its earlier strategy of inducting aircraft originally built for other carriers.

The jet, registered VT-YBH, arrived in Bengaluru on

December 10 and becomes the 31st Boeing 737-8 Max in the airline's fleet. The newest addition is the first built from the ground up to the airline's specifications.

Akasa has a firm order for 226 Boeing 737 Max aircraft powered by CFM LEAP-1B engines.

The Max 8-200 is a high-

density variant tailored for low-cost operators, featuring extra emergency exits that enable capacity of up to 200 passengers. Akasa's latest jet is configured with 197 Safran Z200 slimline seats, offering a four-inch recline, contoured backrests and both USB-C and USB-A charging ports at every seat.

Vinay Dube, founder and CEO of Akasa Air, said the new induction reaffirms the airline's commitment to service excellence. "Every addition to our fleet represents much more than capacity; it reflects our ongoing promise to offer the highest levels of service — comfortable, modern and uniquely warm," he added.

Akasa currently operates three cabin layouts across its 737 Max 8 fleet: a standard 189-seat all-economy configuration, a dual-class model with 177 economy seats and eight business-class seats, and the high-density Max 8-200 variant. With VT-YBH, the airline now has seven Max 8-200s in service.



# Corporate Communications Directorate

FREE PRESS JOURNAL

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11 DECEMBER 2025

## *Airport runs operations without disruption*

**Ankit Shukla**

**PUNE**

Pune's airport continued to function smoothly on Wednesday, maintaining seamless movement of aircraft and passengers despite airline-specific schedule adjustments. Airport officials said all 10 aircraft-parking bays were fully available and efficiently used, with no IndiGo or other airline aircraft stranded or occupying apron spots unnecessarily.

For Dec 10, IndiGo scheduled 53 arrivals and 53 departures, of which four arrivals

and four departures were pre-planned cancellations. Officials said these cancellations were communicated to passengers well in advance, with no incidents of last-minute cancellations at the terminal.

On Dec 9, the airport handled a heavy passenger load efficiently with 13,838 arriving passengers and 13,799 departing passengers, and additionally 84 arrivals and 84 departures in total.

Santosh Dhoke, Managing Director of Pune Airport, said airside operations ran optimally throughout the day,



enabling uninterrupted handling of arrivals and departures. "All airlines, including Air India, Air India Express, IndiGo, SpiceJet, Akasa Air,

Fly91 and others, operated without disruption to terminal activities, passenger services or ground-handling processes. The airport also

**Officials report full bay use, no stranded aircraft, normal passenger flow and proactive coordination despite airline schedule adjustments**

maintained close coordination with airline and operational partners to uphold stability and ensure convenience for travellers," he said.

Despite minor schedule adjustments from some airlines, airport officials said terminal and airside operations remained unaffected, allowing passengers a smooth, hassle-free journey.

Passenger-engagement teams were active across the terminal, gathering feedback and receiving appreciation for the efficient travel experience. Airport authorities said these initiatives reflect their commitment to enhancing passenger-centric services and providing a consistently seamless travel environment.

Meanwhile, railway officials

Airline-wise flight operations	(arrivals/departures)	
Air India	8	8
IndiGo	48	48
SpiceJet	6	6
Air India Express	14	14
Akasa Air	8	8
Fly91	3	3

from the Pune Division have started four special trains on various routes for the smooth flow of passengers.

The four additional trains named are: (1413) PUNE SEC SPL, (1409) PUNE NZM SPECIAL, (6264) PUNE BNC SPL, and (4726) KK HSR SF SPL.

Speaking to The Free Press Journal, Divisional

Commercial Manager Hemant Behra said, "Four additional trains have been scheduled on various routes for passengers after the crisis at Pune Airport. Trains are scheduled on the busiest and in-demand routes for passengers. However, the situation is under control. Additional trains could be scheduled if required in the future."



*Fiscal Prudence*

AJIT RANADE

## IndiGo's rogue behaviour, but roots lie in tainted capitalism

Strengthening the rule of law is not anti-business; it is the only way to build a capitalism that is fair, stable, and genuinely democratic

**W**hen IndiGo cancelled thousands of flights this December—stranding lakhs of passengers, destroying travel plans, and exposing India's vulnerability to a quasi-monopoly airline—it was tempting to blame it all on one company's "rogue behaviour". But scratching the surface reveals a deeper malaise: a chronic weakening of India's regulatory institutions and a form of tainted capitalism where dominant private players face little real accountability. The crisis was not an aberration; it was an inevitability. Indian regulators are meant to be quasi-judicial bodies—independent, evidence-driven, and powerful enough to discipline the biggest corporations. In principle, they play a role analogous to courts: interpreting rules, enforcing compliance, and protecting public interest. In practice, most regulators resemble departments inside ministries, staffed by junior officers who simply cannot stand up to billion-dollar incumbents.

Contrast this with the US, where even a junior federal judge could issue adverse rulings against the sitting President Donald Trump and his whimsical tariffs. In India, the median regulatory staffer is neither empowered nor insulated. They are expected to regulate conglomerates, whose annual profits exceed the regulator's entire budget and whose influence networks reach deep within the government. The result is predictable: regulatory hesitation, delayed enforcement, and a culture of looking away until a crisis be-

comes impossible to ignore.

Long before the present airline fiasco, take the case of telecom, inching toward duopoly, which also offers a clear example. Over the past two decades, spectrum auctions were repeatedly followed by post-hoc rule changes—in pricing, revenue sharing, Adjusted Gross Revenue (AGR), and merger norms. Policy shifts came not through transparent processes but through continuous firefighting and lobbying. This is the antithesis of the rule of law. When rules are unstable, discretionary, and revisable under pressure, firms learn that the real game is not competition or efficiency but regulatory capture. The NITI Aayog-CRISIL report on airport PPPs (Public Private Partnerships) shows the same tension. India needs nearly \$50 bn in airport investment over the next decade. Yet foreign participation is declining, not because the sector is unattractive, but because investors fear arbitrary regulation, delayed clearances, unpredictable tariffs, and lengthy disputes. AERA, our regulator of airports, is theoretically an independent, quasi-judicial authority. But tariff-setting, its core mandate, has become a high-stakes litigation maze. Concession agreements contain ambiguities, while operators, often part of large conglomerates, deploy legal and political influence. As the NITI report notes, even basic issues like expansion triggers, equity lock-in, and termination payments remain unresolved or inconsistently applied.

**When regulators are weak, operators become the real po-**

**licymaker.** The December meltdown of IndiGo was not "bad luck" or a "perfect storm". The roots go back to 2019, when the pilot union challenged exploitative rostering and fatigue norms in court. That legal battle eventually led to the DGCA's stricter Flight Duty Time Limitations (FDTL)—a long-delayed reform aligned with global safety norms. The irony is sharp: a labour union had to step in where the regulator failed. And the corrective action that came five years too late triggered a staffing crisis that IndiGo did not resolve proactively.

In aviation, safety decisions are paramount. Yet IndiGo behaved as if compliance was optional, dragging its feet on inventorying crew shortages and adjusting schedules. The DGCA learnt of these lapses internally, but its junior staff either did not escalate or felt unable to push back. This is a structural imbalance. When one company becomes too big to regulate, the public becomes a hostage. The IndiGo crisis also reveals something uncomfortable about India's political economy: labour cannot negotiate except through courts. Pilots, highly skilled professionals, could not achieve basic fatigue protections through bargaining. They needed a judicial intervention.

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

**A society where only capital can speak is not merely unequal;** it is unstable. Another example of a quiet regulatory failure is in the higher education sector. India's education regulators—AICTE, UGC, and state councils—have long been unable to discipline powerful private institutions. Excellence and fidelity to education goals is by exception, not the rule. Capitation fees, faculty shortages, infrastructure violations, and quality lapses persist because regulators fear litigation, political backlash, or simply administrative overload.

The result is a parallel universe, where rules exist but only for the weak. Big institutions innovate new ways to bypass norms, while smaller ones collapse. Parents and students have no real grievance redressal. The problem is not only rogue institutions. There are far too many examples across sectors of how regulators have the title of judges but the autonomy of clerks.

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

The IndiGo episode is not an aviation story; it is an economic governance story. A system with a strong rule of law would have the following: (a) compelled airlines to disclose staffing adequacy months

earlier; (b) penalised schedule over-extension; (c) ensured transparent tariff and slot allocation; (d) protected whistleblowers inside the DGCA; (e) institutionalised class-action remedies for passengers.

Instead, passengers bore the costs, airlines deflected the blame, and regulators scrambled to respond after the damage was done.

**The Way Forward:** India does not suffer from a lack of regulations. Strengthening the regulatory spine will need the following reforms: (1) Institutional autonomy with fixed tenures, independent budgets, and non-transferable leadership. (2) Professionalised cadres with domain specialists, not just bureaucrats. (3) Legal empowerment that leads to swift penalties, binding directives, and statutory protection for staff acting in good faith. (4) Transparency and accountability by publishing all concessions and enforcing open consultations. All approvals should be digitised. (5) Preventing dominance in sectors like airlines, telecom, and digital markets.

IndiGo's meltdown, telecom's flip-flop policy history, the fragility of airport PPPs, and the helplessness of education regulators—all point to one truth: India's regulatory state is not yet strong enough to discipline the giants it has created, nor can they rein in monopolies.

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

Dr Ajit Ranade is a noted Pune-based economist. Syndicate: The Billion Press (email: editor@thebillionpress.org)



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## DGCA to deploy personnel at IndiGo HQ

**A** viation watchdog DGCA will station its personnel at IndiGo's headquarters as it steps up oversight on India's largest airline, which continues to cancel dozens of flights despite saying operations have stabilised. The Directorate General of Civil Aviation (DGCA) has formed an oversight team that will be stationed at IndiGo's Gurgaon headquarters.



## चिंतन

### यात्रियों की सुरक्षा-विश्वास को भी प्राथमिकता दें एयरलाइंस

इंडिया एयरलाइंस पर स्टाफ की कमी से आया परिचालन संकट एक सबक है। सरकार के लिए भी और एयरलाइंस के लिए भी। पिछले आठ दिनों में करीब 4,800 से अधिक उड़ानें रद्द हुईं। इसके कारण आसमान में उड़ने के लिए किराया भी आसमान छू रहा है। इस दौरान 5-6 हजार की जगह 35-40 हजार रुपये किराया वसूला गया। इस पर न किसी की बर्दाश थी और न ही लगाम। हालांकि सरकार के आदेश के बाद इंडिगो ने पिछले 5-6 दिनों में करीब 600 करोड़ रिफंड भी किए, लेकिन यहाँ सवाल रिफंड का नहीं, यात्रियों का जो नुकसान हुआ उसका है, उनकी सुरक्षा और विश्वास का है। एक एयरलाइंस की लापरवाही के कारण लाखों लोगों को जो परेशानी झेलनी पड़ी, उसको भरपाई कौन करेगा। इंडिगो की उड़ानें रद्द होने से न सिर्फ यात्रियों को परेशानी और उत्पीड़न का सामना करना पड़ा, बल्कि इससे अर्थव्यवस्था को भी नुकसान हुआ। सवाल यह भी है कि जब इंडिगो की फ्लाइटें बंद थीं, तो अन्य एयरलाइंस ने मौके का फायदा उठाते हुए टिकटों के दाम क्यों बढ़ा दिए? ऐसे में दूसरी एयरलाइंस द्वारा दाम बढ़ाए जाने को कैसे जायज ठहराया जा सकता है। दिल्ली हाईकोर्ट ने भी इंडिगो के चल रहे संकट को लेकर केंद्र सरकार, नागरिक उड्डयन महानिदेशालय (डीजीसीए) की खिंचाई की और उड़ानें रद्द और देरी की बढ़ती घटनाओं को गंभीर संकट बताते हुए सवाल उठाए। आखिर हालात इस कदर कैसे बिगड़ गए? कोर्ट ने भी निर्देश दिया है कि यात्रियों को तुरंत मुआवजा देने के लिए जरूरी कदम उठाए जाएं। दूसरी तरफ, इंडिगो ने कहा कि वह उड़ानें रद्द होने से प्रभावित यात्रियों को रिफंड के अलावा मुआवजे में ट्रेवल वाउचर भी देगी। 3-5 दिसंबर के बीच ज्यादा परेशान हुए यात्रियों को 10,000 रुपये का ट्रेवल वाउचर मिलेगा। इसे अगले 12 महीने तक किसी भी इंडिगो फ्लाइट की बुकिंग के लिए इस्तेमाल किया जा सकेगा। दूसरी तरफ, हाल ही में आए एक सर्वे पॉपुलर कम्युनिटी प्लेटफॉर्म (लोकलसर्कल) के अनुसार इंडिगो, एयर इंडिया, स्पाइसजेट, अकासा एयर जैसी 8 प्रमुख एयरलाइंस पिछले 12 महीनों में यात्रियों के साथ धोखाधड़ी में शामिल मिली है। 1.24 लाख से ज्यादा यात्रियों के डेटा से यह खुलासा हुआ है कि इन एयरलाइंस ने टिकट बुकिंग से लेकर कैंसिलेशन तक में कई तरह के अनैतिक तरीके अपनाए और यात्रियों के विश्वास का हनन किया है। सर्वे के अनुसार ड्रिप प्राइसिंग (छुपी हुई फीस), बैट एंड स्विच (वादा करके बदलना), फोर्ड एक्शन (जबरदस्ती) और कन्फर्म शेमिंग के नाम पर यात्रियों के साथ धोखाधड़ी की गई है। रिपोर्ट के मुताबिक 70% यात्रियों ने पिछले एक साल में इस तरह की धोखाधड़ी महसूस की। सर्वे में यात्रियों ने बताया कि कैसे उन्हें एयरलाइंस की वेबसाइट या एप पर गलत जानकारी दी गई, जिससे वे मजबूरन ज्यादा पैसे खर्च करने पर मजबूर हुए। बता दें कि केंद्र ने 2023 में यात्रियों के साथ होने वाली धोखाधड़ी (डाक पैटर्न्स) पर दिशा-निर्देश जारी किए थे। हालांकि इसके बाद भी ज्यादातर एयरलाइंस पर उसका कोई खास असर नहीं पड़ा। ग्राहक अभी भी इससे परेशान हैं और सोशल मीडिया पर अक्सर शिकायतें करते देखे जा सकते हैं। ऐसी घटनाएं दर्शाती हैं कि देश में यात्री सुरक्षा और पारदर्शिता की कमी है। एयरलाइंस को सिर्फ मुनाफे को नहीं, बल्कि यात्रियों के विश्वास व सुरक्षा को भी प्राथमिकता देनी होगी। सरकार को तुरंत जांच करनी चाहिए और दोषी एयरलाइंस पर जुर्माना लगाना चाहिए। भविष्य में ऐसा न हो इसके लिए डीजीसीए, सरकार और एयरलाइंस की जवाबदेही तय होनी चाहिए।

**इंडिगो संकट:** कंपनी 10 हजार का वाउचर और नकद देगी

# यात्रियों को यातना पर हर्जाना मिलेगा

नई दिल्ली, विशेष संवाददाता। विमानन कंपनी इंडिगो उड़ानें रद्द होने के कारण प्रभावित यात्रियों को हर्जाने के तौर पर 10 हजार रुपये का यात्रा वाउचर देगी। यह वाउचर तीन से पांच दिसंबर के दौरान उड़ानें रद्द होने से प्रभावित यात्रियों को दिया जाएगा। इसका इस्तेमाल अगले 12 महीने में किया जा सकेगा।

**वाउचर डीजीसीए के मुआवजे से अलग:** इंडिगो ने यह भी कहा कि सरकार के मौजूदा नियमों के तहत 24 घंटे के भीतर रद्द हुई उड़ानों के यात्रियों को उड़ान के ब्लॉक टाइम के आधार पर पांच से 10 हजार तक का मुआवजा भी दिया जाएगा। यात्रा वाउचर इस मुआवजे के अतिरिक्त होगा।

**रिफंड प्रक्रिया जारी :** विमानन कंपनी ने बयान में कहा कि बड़े संचालन व्यवधान के बाद रद्द की गई उड़ानों का रिफंड शुरू कर दिया गया है। ज्यादातर यात्रियों के रिफंड उनके खातों में पहुंच चुके हैं, बाकी राशि जल्द भेज दी जाएगी।

**ई-मेल से मदद :** जिन यात्रियों ने ट्रेवल पार्टनर के जरिए टिकट बुक किए थे, उनके रिफंड की प्रक्रिया भी शुरू हो गई है। ऐसे यात्री मदद के लिए customer.experience@goin-digo.in पर ई-मेल कर सकते हैं। कंपनी ने कहा कि तीन दिनों के व्यवधान में कुछ यात्रियों को कई घंटों तक एयरपोर्ट पर फंसे रहना पड़ा और भारी भीड़ के कारण उन्हें परेशानी झेलनी पड़ी। इन यात्रियों के लिए एयरलाइन वाउचर दे रही है।

**परिचालन पटरी पर लौटने का दावा :** इस बीच, एयरलाइन ने बताया कि उसका ऑन-टाइम परफॉर्मिस फिर से मानकों पर लौट रहा है। परिचालन सेवा स्तर में लगातार सुधार आ रहा है। गुरुवार को करीब 1,950 से ज्यादा



पटना हवाईअड्डे पर गुरुवार को उड़ान का इंतजार करते यात्री। • सतीश कुमार

**03** से पांच दिसंबर के बीच जिनकी यात्रा रद्द हुई उन्हें मिलेगा हर्जाना

**24** घंटे के भीतर रद्द उड़ानों पर दिया यह मुआवजा

## अधिकारियों ने शुरु की निगरानी

डीजीसीए अधिकारियों ने इंडिगो के मुख्यालय से विमानों के संचालन की निगरानी शुरू कर दी है। सूत्रों ने बताया कि आठ सदस्यीय टीम के दो सदस्य गुरुग्राम स्थित मुख्यालय से हर गतिविधि पर नजर रख रहे हैं। उड़ान संचालन से जुड़ी हर जानकारी जुटाई जा रही है। डीजीसीए ने आदेश दिया था कि उसके अधिकारी इंडिगो कार्यालय से उड़ान से जुड़ी हर गतिविधि पर नजर रखेंगे और शाम छह बजे विस्तृत रिपोर्ट पेश करेंगे।

उड़ानें संचालित की गईं। अधिकारियों के साथ मिलकर ऑपरेशन को पूरी तरह सामान्य करने पर काम जारी है। मौसम एवं तकनीकी कारणों को छोड़ दिया जाए तो बीते तीन दिनों से एक भी 24 घंटे में उड़ान रद्द नहीं हुई है।

**देशभर में 218 से अधिक उड़ानें रद्द :** इंडिगो विमानों के रद्द होने का सिलसिला लगातार 10वें दिन भी जारी

## डीजीसीए के समक्ष पेश हुए सीईओ एलबर्स

विमानन कंपनी इंडिगो के सीईओ पीटर एलबर्स गुरुवार को नागरिक उड्डयन महानिदेशालय (डीजीसीए) के समक्ष पेश हुए। उच्च पदस्थ सूत्रों ने बताया कि गुरुवार को भी उन्हें मुख्यालय में तलब किया गया है। इंडिगो ने बताया कि डीजीसीए द्वारा मामले में गठित जांच समिति ने उड़ान संकट से जुड़ी जानकारी ली। इससे पहले डीजीसीए ने सीईओ एलबर्स को बुधवार को अपने मुख्यालय में तलब किया था।

रहा। गुरुवार को दिल्ली और बेंगलुरु हवाईअड्डे से दो सौ से अधिक उड़ानें रद्द रहीं। वहीं, अहमदाबाद से भी 18 विमान उड़ान नहीं भर सके। बता दें कि सर्दियों के शिड्यूल में कंपनी रोजाना औसतन 2200 उड़ानों का संचालन करती थी, लेकिन सरकार ने कंपनी को उड़ानों में दस फीसदी कटौती का आदेश दिया है।



# Corporate Communications Directorate

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THE HINDU

DELHI

12 DECEMBER 2025

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## IndiGo offers vouchers to affected passengers

**Press Trust of India**

NEW DELHI

IndiGo on Thursday announced that it will offer travel vouchers worth ₹10,000 to each passenger whose flights were cancelled or delayed for long during December 3-5.

The compensation will be in addition to the amount that needs to be provided to passengers for flight cancellations under DGCA norms.

In a statement, IndiGo said it regrettably acknowledges that part of its customers travelling on December 3, 4 and 5 were severely impacted by congestion. "We will offer travel vouchers worth ₹10,000 to such severely impacted customers. These can be used for any future IndiGo journey for the next 12 months," it said.

## Minister slams IndiGo, says it didn't comply with new norms

HT Correspondent

letters@hindustantimes.com

**NEW DELHI:** The Union government appeared to harden its stance against embattled airline IndiGo on Thursday as civil aviation minister Ram Mohan Naidu blamed the airline's "gross mismanagement" and issues with the crew rostering system for the scheduling meltdown that affected millions of flyers this month.

The comments came on a day IndiGo chief executive officer Pieter Elbers appeared before the Directorate General of Civil Aviation (DGCA) and was asked to come back on Friday before the regulator's four-member committee.

After 10 days of scrapped flights, stranded passengers and airports overflowing with misdirected pieces of baggage, cancellations continued on Thursday, with the airline cancelling 200 pre-planned flights and 60 more at airports, despite assurances to the contrary by the carrier as well as the government.

"The crisis was a result of gross mismanagement by IndiGo only. There were some issues with their internal crew rostering system, which could have been avoided in compliance with the new norms under the Flight Duty Time Limitation (FDTL) guidelines, which unfortunately did not happen," Naidu told news channel India



Stranded passengers at the Jaiprakash Narayan Airport in Patna amid IndiGo flight disruptions on Thursday. SANTOSH KUMAR BHATT PHOTO

Today at the Agenda AajTak programme.

The minister also called the situation "shocking" and said the ministry was not relying on the airline's explanations and conducting its own inquiry through DGCA. "Why were IndiGo's pilots on a freeze for the past six months? Six months, no pilot hiring," he said, according to the India Today transcript of the programme.

HT reported earlier this week on data presented in Parliament that showed how far the airline had stretched its self-touted lean operations structure — IndiGo's pilot strength saw a 7% reduction between March and December even as the airline was scheduled

to fly 6% more flights in the winter season compared to the summer schedule.

For decades, the low-cost carrier that controls 65% of India's domestic aviation market relied on aggressive scheduling and maximum night-flight utilisation — a business model that collapsed when new safety regulations increased the mandatory weekly rest period for pilots. The crisis became apparent on December 2, when IndiGo, which prides itself on its heady on-time performance numbers, cancelled over 100 of its 2,300-odd flights. Between then and December 9, the airline cancelled an estimated 5,500 flights and delayed much of the rest. These were largely domestic

flights as its international operations remained relatively unscathed.

People scrambled to reschedule their flights, struggled to get refunds and find their luggage as the airline stonewalled passengers and offered little transparency. As the turbulence deepened, the ministry and regulator also came under fire for not doing enough to mitigate the crisis.

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

As the ministry and the regulator came under fire, DGCA on Wednesday installed officers at IndiGo's corporate office and airports to oversee and report on the airline's failing operations. An eight-member team of senior flight operations inspectors will scrutinise IndiGo total fleet, the number of pilots, network details

and crew utilisation. A two-member team, also deployed at IndiGo's corporate office, will monitor the status of cancellations, on-time performance, refunds and baggage returns to fliers.

The government also trimmed the airline's winter schedule by 10% on Tuesday.

"We wish to inform you that Mr. Pieter Elbers, CEO of the company, has been asked to appear on December 12, 2025, before the committee of officers at Directorate General of Civil Aviation (DGCA) which is examining the matter relating to flight disruptions," the airline said in a regulatory filing.

Elbers spent more than an hour at DGCA on Wednesday, officials aware of the development said. "Apart from the meeting held with the CEO, DGCA also conducted a meeting with other airlines," an official said.

A second official said that DGCA is likely to make a decision on the slot allocation "in a couple of days."

The airline, meanwhile, announced compensation to passengers who were stranded, and booked their travel between December 3 and 5 in the form of travel vouchers of ₹10,000. These vouchers, it said, will remain valid for 12 months. The compensation, IndiGo clarified, is in addition to the commitment under the existing government guidelines.



# Corporate Communications Directorate

THE HINDUSTAN TIMES

DELHI

12 DECEMBER 2025

## Gross mismanagement, fault lies with IndiGo: Govt on crisis

**HT Correspondent**

letters@hindustantimes.com

**NEW DELHI:** The Centre appeared to harden its stance against embattled airline IndiGo on Thursday as civil aviation minister Ram Mohan Naidu blamed the airline's "gross mismanagement" and issues with the crew rostering system for the scheduling meltdown that affected millions of flyers this month.

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After 10 days of scrapped flights, stranded passengers and airports overflowing with misdirected pieces of baggage, cancellations



Passengers waiting at the Jaiprakash Narayan Airport in Patna on Thursday.

SANJOSH KUMAR/HT PHOTO

continued on Thursday, with the airline cancelling 200 pre-planned flights and 60 more at airports, despite assurances to the contrary by the carrier as well as the government. "The crisis was a

result of gross mismanagement by IndiGo. There were some issues with their internal crew rostering system, which could have been avoided in compliance with the new norms," Naidu said. **4PT**

• **WHAT THE OTHERS SAY**  
Human rights organisations have again painted a sobering picture of the state of rights in Bangladesh.  
— *The Daily Star, Bangladesh*

THE INDIAN EXPRESS

# The Ideas Page

FRIDAY, DECEMBER 12, 2025

**DIS/AGREE**  
THE BEST OF BOTH SIDES

A weekly column, which offers not this-versus-that, but the best of both sides, to inform the debate

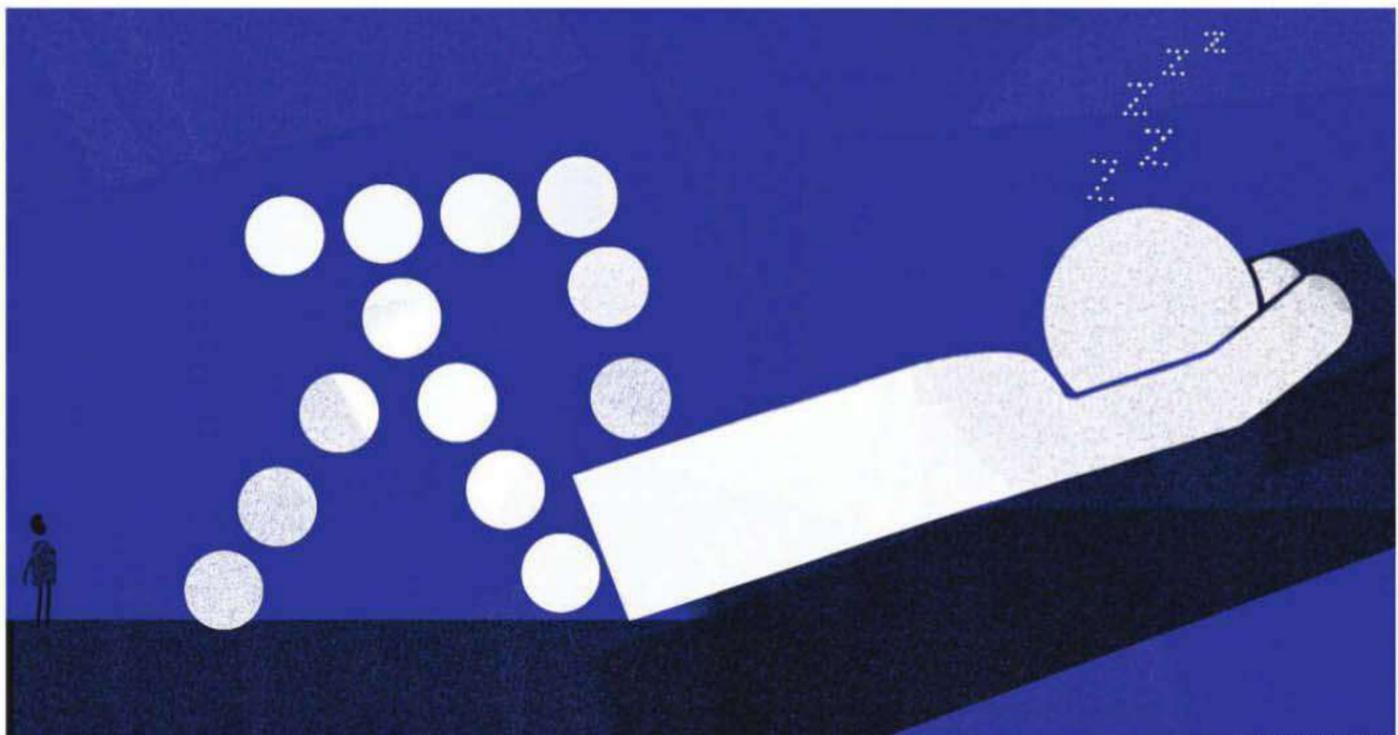


ILLUSTRATION: C.R. SASIKUMAR

Will the questions being asked in the ongoing IndiGo crisis lead to reform or backsliding?

## IndiGo is too big. It will call the shots



OMKAR GOSWAMI

**T**HERE ARE duopolies and then there are duopolies. Consider a hypothetical case of two firms, each accounting for 25 per cent of a market, with scores of other small players taking care of the rest. It is, for all intents and purposes, a duopoly, but with relatively constrained pricing power thanks to the other players who together account for half the market. Now, consider a very different ball game where one firm, IndiGo, takes up more than 65 per cent of the market — with Air India accounting for less than 27 per cent. Here, it becomes a brutal duopoly, almost veering to a monopoly. There lies the heart of the issue.

There is no doubt that IndiGo is an efficient and profitable airline. However, with its sheer scale and dominance, IndiGo always believed that rules could be bent in its favour. The DGCA initially introduced its Flight Duty Time Limitations (FDTL) in January 2024. The aviation industry, led by IndiGo, managed to get this rolled back on several occasions. Eventually, FDTL was implemented this year by the DGCA in two phases, July and November.

The FDTL rules mandated: (i) 48 hours of weekly rest for crew — up from 36 hours; (ii) a longer night duty window (00:00-06:00); (iii) a sharp cut in night landings — only two per week per pilot; and (iv) a cap of eight flying hours at night.

IndiGo believed, as before, that it could sidestep these rules. Instead of preparing for these by hiring more pilots and reducing the number of flights, it decided on a “*dekha jayega*” approach, convinced that it could get away with it. It couldn’t, and was struck with a monumentally embarrassing crisis that it chose not to comprehend.

It will take over a month to get things back in place. But has IndiGo paid the price for intentionally creating this horrendous situation for its passengers? I would argue not. Yes, its CEO has apologised; yes, it is gradually reimbursing those who could not fly; and yes, it has can-

celled and re-rostered several hundred flights. But, believe me, let some time pass, and it will be back to square one.

Why so? Because with over 65 per cent market share, IndiGo effectively calls the shots — with Air India as a convenient price taker. Will the DGCA seriously financially penalise IndiGo to a point where it hurts, as it hurt the hapless passengers? I bet not. Will IndiGo permanently reduce the number of flights to accommodate the FDTL rules? Well, already, the DGCA has given it exemptions based on a national mandate. Will IndiGo hire more cockpit staff to accommodate its pre-crisis flight timetables? I think not in the near future. Where necessary, more accommodation will follow. From the DGCA, in “national interest”.

The lesson is simple. When one player accounts for almost two-thirds of the passenger market and when it is often the only carrier to many airports, the shoe is firmly on IndiGo’s foot. Not the government’s, irrespective of what the DGCA may claim.

IndiGo has become too big to regulate. It effectively calls the shots. So, in a duopoly where one player controls 65 per cent of the market, passengers will have to suck their thumbs. After its righteous noise-making, the DGCA will quieten down. Come the second half of December and early January 2026, IndiGo will be back to having an envious load factor at high ticket prices — and thus deliver great profits for its shareholders.

Is there a near-term solution? I’m afraid not. This grossly one-sided duopoly isn’t going to disappear in the near or even medium term. Consider two simple facts: First, that air travel in India is growing by leaps and bounds, and will continue doing so over an increasing base. And second, almost two-thirds of this growing traffic is catered to by a single airline, IndiGo. Nobody — be it the regulator or the government — can credibly call the shots. And what shots can they call without threatening to recreate bits of the licence-control-permit raj? Perhaps the DGCA may force the CEO and COO to step down. But besides that, what else?

IndiGo will continue ruling the skies. Give it another month, and all will forget about the December chaos that the airline created. *C’est la vie.*

*The writer is an economist, an independent director and chairman of CERG Advisory Private Limited*

## Don’t kill aviation’s shining success story



SHELLEY VISHWAJEET

**A**VIATION IS a very fragile sector. Beyond the glamour and allure, it is one of the most challenging businesses to run. No wonder that both globally and in India, we have seen many airlines biting the dust even as new ones took off. Very few airlines across the world have been able to develop a model that is both sustainable and profitable.

Europe is currently witnessing record closures of airlines, one after another — almost one every month. India has been no exception to this fragility. In the past two decades, we have seen many national and regional airlines go under. And when everything appears to be under control, something unexpected crops up, disrupting the entire process. From volcanic disruptions thousands of miles away to flash strikes by disgruntled air traffic control staff in Europe, anything can trigger global waves of disruptions.

This brings us to the latest and one of the worst disruptions in India’s aviation sector. It was sparked on December 2 by IndiGo, an airline that controls over 60 per cent of the domestic market share. A never-before-seen mayhem was unleashed among millions of travellers, denting India’s image as a credible aviation economy. A lot has been said and written already about the ongoing crisis, and a lot of blame has been exchanged, but it may help us to deconstruct the episode dispassionately.

While India’s aviation sector has grown — and quite phenomenally — in the past 25 years, it has not really matured as an accountable and ethical aviation economy. With every crisis, whether the grounding of major airlines like Kingfisher or Jet Airways or smaller regional airlines, in hindsight, we have discovered that it was not only the airlines that were defaulting, but the watchdogs as well. The Directorate General of Civil Aviation (DGCA), the Ministry of Civil Aviation (MoCA), and financial institutions were

caught either napping or conniving. Against the backdrop of the current disruption, questions should be asked about the DGCA and the MoCA. “Who will regulate the regulators?” becomes a burning question. Does the MoCA have any committee, comprising not only palatable sahibs but also industry veterans, to review the DGCA’s decisions? It’s time to wake up.

The most important issue is this: Can India, at this juncture, afford a sacrificial goat — and that too its biggest success story in aviation?

IndiGo is not only India’s biggest and most profitable airline, but also one of the most remarkable aviation stories globally in the past three decades. It is symbolic of India’s rise as an aviation superpower. Its dominant domestic market share is not the result of manipulations or unethical wheeling-dealing but largely of sound commercial decisions, helped by some good fortune. More importantly, it happened to be in the right place at the right time and was best prepared to leverage the gap and opportunity created by grounded airlines. IndiGo had the mind, machine and money to fill the vacant slots and catapult itself to the top. Without wishing to sound like an unsolicited solicitor of IndiGo, resentment against its current size and dominance is unjustified.

But is this good enough to let IndiGo go off the hook? Not at all. IndiGo must realise that the weight of its success and size creates its own gravity that can pull it down. You can’t be a leader only in numbers; you have to lead by example, too. Growth at any cost cannot be the only mantra of success, and profit at any cost cannot be the only motivation.

IndiGo needs to remember that the world is watching its conduct and practices. While admired for its amazing growth and financial successes, the world is also observing what lies in between — ethical conduct, corporate governance, and treatment of employees and flyers — something that will really make or mar IndiGo’s credibility and reputation. Finally, this crisis must be converted into an opportunity to make the entire aviation sector more accountable, ethical and service-oriented.

*Vishwajeet is the author of The IndiGo Story and an independent business journalist*



FAMILIES NOW MORE FOCUSED ON FINDING THE TRUTH: ATTORNEY

## Six months after plane crash, victims' kin wait for answers

Ritu Sharma & Parimal Dabhi  
Ahmedabad, December 11

THE ONE question that nags 46-year-old Madan Singh Rajpurohit is — Why did the plane flying his newly-married eldest daughter Khushbu to London crash?

It is a question bothering several other families who lost their dear ones exactly six months ago when the Boeing 787 flight carrying 242 to London's Gatwick crashed, killing all but one person. Nineteen other people on the ground were also killed in the crash.

Rajpurohit's son-in-law Vipul Singh has taken legal recourse in London seeking justice and answers.

"I cannot explain... We are still upset. What feeling one has when a family member suddenly vanishes?... There will be compensation, but that's not enough... *Bas yeh tasalli honi chahiye ki kaise hua, kyon hua, kiski galti se hua, yeh jannana zaroori hai* (There should be satisfactory answers to how and why did it happen..." Rajpurohit, who runs a sweets shop, tells *The Indian Express*. Khushbu was going to her

Family members of one of the victims still paying his education loan



The crash on June 12 had left 260 people dead. FILE

in-laws' place in London for the first time after her marriage in January when the plane crashed.

The family of a budding cricketer Dirth Patel, 24, are still settling down in their lives that had changed "360 degree" following that fateful day.

Krutik Patel and his wife were all prepared to receive his younger brother Dirth, a gold medalist in Masters in Artificial

Intelligence. Dirth had got a job as a research associate at University of Huddersfield in West Yorkshire.

Dropping all plans to settle down in London, Krutik and his wife returned to their native, Kapadvanj in Kheda district of Gujarat, two months back.

Krutik is left with a Rs 15 lakh education loan to pay up for his brother. "...we are still

paying an EMI of Rs 22,000. Despite repeated requests to the bank, we were offered a maximum of 10% discount on the principal amount," Krutik tells *The Indian Express*.

Krutik is among the 130 families whose case aviation attorney Mike Andrews from US law firm Beasley Allen will be representing. Andrews, who is in Gujarat — his third visit since June 12 — meeting the families, tells *The Indian Express* that the families are more "focused on finding the truth".

"Very early on, the emotions were very raw... And now they seem much more resolved to be patient and find the truth. Every single family I've met seemed much more resolved now," says Andrews.

Pramukh Nanda, founder of Cargo Motors Group, his wife Neha and their younger son Prayash were among the victims. Pramukh's brother Pranav said their ailing parents were informed about the tragedy only two months ago.

"Only two months ago, the news was shared with them and last week, he (their father) was again in the hospital," says Pranav.

## ADJUSTED SCHEDULE LIKELY TILL MARCH

# With operations stabilised, IndiGo expects to gradually scale up to 2,200 total daily flights

Sukalp Sharma

New Delhi, December 11

INDIGO is likely to gradually scale up its operations over the coming days to around 2,200 daily flights in all, of which around 1,900 will be domestic and roughly 300 international, according to sources in the know. This truncated schedule is expected to last the entire Winter Schedule, which ends on March 28, 2026. These flight volumes would be in line with the government's cap on the airline's domestic operations.

IndiGo, which usually operated over 2,300 daily flights, was ordered by government on Tuesday to curtail its domestic flight schedule by 10 per cent following network-wide disruptions at the country's largest airline, which led to scores of flights cancellations on a daily basis since the middle of last week. Currently, the airline is operating over 1,900 flights—domestic as well as inter-



An IndiGo airplane at Birsa Munda Airport in Ranchi.

PTI

national. The widespread operational disruption that hit IndiGo—India's largest airline with a domestic market share of nearly 65 per cent—had largely impacted the airline's domestic network, with little impact on its international operations.

Meanwhile, the airline announced Thursday that it will offer travel vouchers worth Rs 10,000 each to passengers severely impacted by the disruption in the December 3-5 period, the worst three days of the worst. This will be in addition to compensation of Rs 5,000-10,000 to passengers whose

flights were cancelled within 24 hours of departure time.

"IndiGo regrettably acknowledges that part of our customers travelling on 3/4/5 December 2025 were stranded for many hours at certain airports and number of them were severely impacted due to congestion. We will offer travel vouchers worth INR 10,000 to such severely impacted customers. These travel vouchers can be used for any future IndiGo journey for the next 12 months," the carrier said.

FULL REPORT ON  
[WWW.INDIANEXPRESS.COM](http://WWW.INDIANEXPRESS.COM)

## Elbers to appear before DGCA again today

Mumbai: IndiGo CEO Pieter Elbers, who appeared before the DGCA-constituted inquiry panel on Thursday, has been asked to appear again on Friday as the watchdog delves deep into the factors that led to the massive flight disruptions.

The four-member panel comprises Joint Director General Sanjay Brahamane, Deputy Director General Amit Gupta, senior Flight Operations Inspector Kapil Manglik, and FOI Lokesh Rampal, with a mandate to identify the root causes of widespread operational disruptions at the carrier. IndiGo, in a regulatory filing, said that Elbers has been asked to appear on December 12 before the Committee of Officers at DGCA, which is examining the matter. PTI

JANSATTA

DELHI

12 DECEMBER 2025

## इंडिगो प्रभावित यात्रियों को देगी दस हजार रुपए मूल्य के यात्रा 'वाउचर'

जनसत्ता ब्यूरो  
नई दिल्ली, 11 दिसंबर।

परिचालन संबंधी व्यवधानों से जुड़ा रही विमानन कंपनी इंडिगो उड़ानें रद्द होने या विलंब के कारण प्रभावित यात्रियों को 10,000 रुपए के यात्रा 'वाउचर' देगी। यह वाउचर तीन से पांच दिसंबर के दौरान उड़ानें रद्द होने से प्रभावित यात्रियों को दिया जाएगा। यह नागर विमानन महानिदेशालय (डीजीसीए) के मानदंडों के तहत उड़ान रद्द होने पर यात्रियों को प्रदान की जाने वाली राशि के अतिरिक्त होगा। वहीं, इंडिगो ने बंगलुरु हवाई अड्डे से 60 उड़ानें रद्द कर दीं। ये उड़ान ऐसे समय में रद्द की गई हैं जब एअरलाइन ने विमानन सुरक्षा नियामक डीजीसीए की निगरानी में आज 1,950 से अधिक उड़ानें संचालित करने की अपनी योजना की घोषणा की है।

इंडिगो ने बंगलुरु हवाई अड्डे से 32 आगमन और 28 प्रस्थान सहित 60 उड़ानें रद्द कर दी हैं।

इंडिगो ने बयान में खेद जताते हुए कहा कि तीन, चार और पांच दिसंबर को यात्रा करने वाले उसके कुछ ग्राहक कई घंटों तक कुछ हवाई अड्डों पर फंसे रहे और उनमें से कई भौड़भाड़ से बुरी तरह प्रभावित हुए। इसमें कहा गया कि हम ऐसे गंभीर रूप से प्रभावित ग्राहकों को 10,000 रुपये मूल्य के यात्रा 'वाउचर' प्रदान करेंगे। इन यात्रा 'वाउचर' का उपयोग अगले 12 महीनों के दौरान इंडिगो की किसी भी यात्रा के लिए किया जा सकता है। देश की सबसे बड़ी विमानन कंपनी को नियामकीय दबाव का भी सामना करना पड़ रहा है। अधिकारियों ने परिचालन को स्थिर करने के लिए इसे शीतकालीन उड़ानों में 10 फीसद की कटौती करने का निर्देश दिया है।

इंडिगो दो दिसंबर को व्यवधान शुरू होने से पहले तक प्रतिदिन लगभग 2,300 उड़ानें संचालित कर रही थी। यह वाउचर मौजूदा सरकारी दिशानिर्देशों के तहत की गई प्रतिबद्धता के अतिरिक्त है जिसके अनुसार इंडिगो उन ग्राहकों को उड़ान के 'अवरुद्ध' समय के आधार पर 5,000 रुपए से 10,000 रुपए तक का मुआवजा प्रदान करेगी जिनकी उड़ानें प्रस्थान समय से 24 घंटे के

विमानन कंपनी ने बंगलुरु से 60 उड़ानें रद्द कीं

आज 1,950 से अधिक उड़ानें संचालित करने की योजना



भीतर रद्द कर दी गई थीं।

वहीं, नागर विमानन महानिदेशालय (डीजीसीए) के अधिकारियों ने इंडिगो मुख्यालय से विमानन कंपनी के संचालन, रकम वापसी और अन्य प्रक्रियाओं की निगरानी शुरू कर दी। विमानन नियामक डीजीसीए ने बुधवार को इंडिगो के गुरुग्राम मुख्यालय में एक निगरानी समिति के दो सदस्यों को तैनात करने का फैसला किया था ताकि रद्द उड़ानों की स्थिति, कर्मचारियों की तैनाती, अनियोजित अवकाश एवं कर्मचारियों की कमी से प्रभावित मागों की निगरानी की जा सके।

डीजीसीए ने इंडिगो के मुख्य कार्यपालक अधिकारी (सीईओ) पीटर एल्चर्स को गुरुवार दोपहर तीन बजे अपने कार्यालय में तलब किया और हाल में परिचालन व्यवधानों से संबंधित व्यापक एवं अद्यतन जानकारी की एक पूरी रपट मांगी। विमानन नियामक के बुधवार को जारी आदेश के मुताबिक, डीजीसीए कार्यालय के दो अधिकारियों, एक वरिष्ठ सांख्यिकी अधिकारी और एक उप निदेशक को इंडिगो के कारपोरेट कार्यालय में तैनात किया जाएगा ताकि घरेलू एवं अंतरराष्ट्रीय उड़ानों के रद्द होने की स्थिति, धन वापसी की स्थिति, समय पर प्रदर्शन, नागर विमानन आवश्यकताओं के अनुसार यात्रियों को मुआवजा एवं सामान वापसी की निगरानी की जा सके।

MINT

DELHI

12 DECEMBER 2025

## Sensex entry may cushion IndiGo's tumbling stock

Dipal Banka  
dipal.banka@livemint.com  
MUMBAI

Shares of InterGlobe Aviation Ltd, which runs IndiGo, are unlikely to stage a major recovery once the stock joins the Sensex on 22 December as investors await clarity on regulatory overhang, but its inclusion in the benchmark index could provide downside protection, several analysts told *Mint*.

IndiGo shares are down

about 17% since the start of the month, after the airline cancelled more than 4,500 flights last week due to an acute crew shortage that resulted from its failure to adapt to new, stricter flight duty time limitations (FDTL) rules for pilots. Following this, the civil aviation regulator ordered India's largest airline to cut its winter schedule by 10%. The stock's price-to-earnings ratio was 25.5 on 11 December, compared to 30.8 on 1 December and 32.7 on 20 August, when it hit a record high of ₹6,155.50.

Analysts at JMF Financial and rating firm Iera Ltd have speculated whether there could be leadership changes at IndiGo, increasing uncertainty.

However, five market analysts have said a further erosion of the share price was unlikely, even though the airline expects revenue to fall in the December quarter because of last week's cancellations. Inclusion in the Sensex typically increases demand for a stock as passive funds which track the index and other mutual funds look to include it in their portfolios, driving the share price higher.

On 21 November, BSE Index Services announced that InterGlobe Aviation would replace



Indigo stock is down about 17% since the start of the month.

Tata Motors Passenger Vehicles Ltd in the 30-stock Sensex on 22 December.

IndiGo's inclusion in the index should at least offer support on the downside, said Nirav Karkera, head of research at Fisdom, a wealth management firm. "Investors will still be cautious because the regulatory overhang isn't gone. But index investors don't get to pick and choose; they buy the basket, and that automatically brings flows into the stock."

**On 21 Nov, it was announced that InterGlobe Aviation would replace Tata Motors PV in the Sensex on 22 Dec**

A b h i l a s h Pagaria, head of Nuvama Alternative & Quantitative Research, said, "The day of the Sensex rebalancing could see \$315 million of inflows into the counter." He

added that while a 2-3% uptick on the day of inclusion or before that was possible, fundamental issues would catch up sooner or later.

Anil R., senior analyst at Geojit Investments Ltd, said, "Overall, the inclusion should offer support, even if not a sharp rally after IndiGo's recent correction, which has already priced in most of the near-term operational issues. But investors may remain cautious on regulatory developments..."

For an extended version of this story, go to [livemint.com](https://www.livemint.com).



## Corporate Communications Directorate

MINT

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# IndiGo jolt: Is the megacorp becoming the new state?

SHUBHRANSHU SINGH



is a marketing strategist and former chief marketing officer, Tata Motors.

Under India's new economic order, consumption has become a dependency, mediated—beyond choice—by ownership of infrastructure. Last week, at Mumbai airport, I saw IndiGo's embattled yet intact front-line. Yet, real authority was up in some cloud that no individual seemed able to override.

A generation ago, you were courted by multiple companies vying for your money. Today, you sit within an ecosystem where opting out is costly, inconvenient and often practically impossible. Be it insurance renewals, broadband service packs or credit card rewards, you are trapped. Legalese aside, the choices on offer are hardly volitional. It happens when scale, technology and capital converge faster than regulation.

In India, the social implications feel more acute because the private sector is running systems once expected of the state. Telecom coverage, digital-payment rails, data distribution, identity-linked credit and logistics

networks are all public goods. They offer extraordinary convenience but lock citizens into corporate interfaces that resemble those of a passport office more than a marketplace.

When switching costs turn prohibitive, loyalty is indistinguishable from captivity. An exit is not a right but a loss. You can raise your voice or plead, but the system need not listen. An uneasy question then arises. Has private-sector ascendancy left Indian consumers weak? We are witnessing a new form of dependence. It does not stem from scarcity, as it once did, but from abundance delivered through a single gatekeeper.

Competition exists, but substitutability does not. Consumers no longer choose between providers but adopt bundled lives across telecom, media content, shopping, travel and payments. Leaving involves too much friction. So you optimize your routines around a single platform ecosystem by renewing subscriptions, aligning payments and syncing deliveries. You gain orderliness but lose spontaneity. Even the recommendations you get are motivated.

What once made consumers powerful has receded as India flirts with a *chaebol* or *zaibatsu* model. South Korea created *chaebols* or large conglomerates to accelerate its

industrialization. Japan's *zaibatsu* emerged when private capital filled gaps in state capacity. We increasingly seem to have an 'industrial-commercial complex' in India that controls not only markets, but the conditions under which they function.

Old-world industries look jaded. Digital infrastructure has taken the place of steel plants. Data centres have replaced textile mills. Supply chain coordination is the new management mantra. A mega-corporation is one that owns payments, data and identity integration.

India can afford such concentration, provided we create supporting conditions that are yet to fully materialize. These include interoperability mandates, consumption portability and firewalls between platform ownership and marketplace participation where this enables more rivalry. Without these, we could find ourselves at the mercy of monopoly power all around.

End-to-end consolidation has a paradoxical effect on the consumer experience. In the short term, customer value improves sharply as prices fall and convenience rises. Ordering, paying, streaming, scheduling—all this becomes easier. However, the character of the experience changes. What once came from competition now comes from standardization. When a single platform defines what 'good service' means, it is no longer an aspiration but a template. Can templates be allowed to evolve without consumer inputs? Let's think about that.

### QUICK READ

When switching costs turn prohibitive for consumers, loyalty is the same as captivity. Has the ascent of private-sector providers of crucial services left us weak and dependent?

Sure, we need big businesses, but the test of empowerment is whether consumers can walk away painlessly. Value-delivering corporations often differ from those we simply can't do without.

A customer experience that is uniform and predictable may also be non-negotiable. If what's valuable to a business is caged, loyalty becomes just a computation. This raises the uncomfortable question of whether convenience cramps our agency as individuals, and if so, at what point?

In India, convenience comes bundled with a loss of privilege. If you

leave a platform, besides access, you lose the accumulated privileges of delivery tiers, cashback currency, subscription parity and stored identity authentication.

It turns out that we, as consumers, have traded agency for efficiency, optionality for reliability and diversity of providers for consistency of experience. And power rarely flows back to people once it is ceded.

We are at a pivotal moment. India has what it takes to build the world's most open commercial ecosystem in the world, as we did with UPI by enforcing interoperability, making consumer data portable and setting up regulatory firewalls that separate infrastructure from commerce. But we may just as easily drift into a future where a few corporations dictate the operating system of everyday life.

Does India need mega-corporations? Of course it does. Our country is too large and ambitious not to seek the benefits that arise from large-scale operations. The question is one of public accountability. The difference between empowerment and dependence is whether consumers can walk away painlessly. We must decide whether we want value-delivering corporations or ones we simply cannot do without.



# Corporate Communications Directorate

MILLENNIUM POST

DELHI

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## DGCA steps up IndiGo scrutiny; airline announces Rs 10,000 compensation

**MPOST BUREAU**

**NEW DELHI/ MUMBAI:** Aviation regulator DGCA intensified its supervision of IndiGo on Thursday as the airline continued to struggle with large-scale operational disruptions. Officials from the watchdog were stationed at the carrier's Gurugram headquarters to track daily operations, refund processing, crew deployment, and routes affected by staffing issues. The move comes a day after the regulator assigned two members of an oversight panel to remain on site.

IndiGo, which normally runs around 2,300 flights a day, said it expects to operate 1,950 flights on Thursday, carrying nearly 3 lakh passengers. Airports, however, continued to report cancellations, with more than 200 flights grounded across Delhi and Bengaluru, according to sources. The civil aviation ministry has instructed the airline to trim its winter schedule by 10 per cent as disruptions persist.

**Continued on P4**

## IndiGo

Chief Executive Officer Pieter Elbers appeared before a four-member inquiry panel set up by the DGCA to review the causes of the widespread cancellations. He has been directed to return on Friday as the committee continues to examine manpower planning, rostering practices, and IndiGo's readiness to apply the revised duty-time and rest regulations for pilots that took effect on November 1.

The panel consists of Joint Director General Sanjay Brahma-manee, Deputy Director General Amit Gupta, senior Flight Operations Inspector Kapil Manglik and FOI Lokesh Rampal. According to a regulatory filing, Elbers has been asked to present information again on December 12 as part of the ongoing review of flight disruptions.

Sources said DGCA personnel will file daily reports on the airline's condition as IndiGo attempts to stabilise operations after thousands of cancellations stemming from planning lapses tied to the rollout of new crew duty norms.

In an effort to address passenger grievances, IndiGo announced travel vouchers of Rs 10,000 for those whose flights were cancelled or faced extensive delays between December 3 and 5. The vouchers will remain valid for a year. The airline said this offer is separate from the compensation required under government rules. "This compensation is in addition to the commitment under the existing government guidelines, as per which, IndiGo will provide compensation of Rs 5,000 to Rs 10,000 depending on the block time of the flight, to those customers whose flights were cancelled within 24 hours of departure time," the statement said. While thousands were affected, the number of eligible passengers was not immediately known.

# रह उड़ानों की रोजाना रिपोर्टिंग शुरू

## DGCA के सामने पेश हुए इंडिगो के CEO, सभी कटौती रूट्स और डेटा सौंपे

Maneesh Aggarwal  
@timesofindia.com

### साढ़े पांच लाख यात्रियों के लिए हुई खाने-पीने की व्यवस्था

■ नई दिल्ली: एविएशन रेगुलेटर DGCA ने गुरुवार को इंडिगो के सीईओ पीटर एल्बर्स को तलब किया था। उनसे इतनी बड़ी संख्या में कैसल और डिले हुई फ्लाइटों के कारणों की डिटेल जानकारी के साथ आने के लिए कहा गया था। इसमें उन्होंने अपनी फ्लाइटों में कटौती की गई 10% के रूट समेत अन्य तमाम डिटेल डीजीसीए को सौंप दी। मामले में डीजीसीए ने सीईओ समेत अन्य एयरलाइंस को कोशुक्रवार को बुलाया है। इसका मुख्य अजेंडा खाली हुए 230 फ्लाइटों के स्लॉट को अन्य एयरलाइंस को बांटने का होगा ताकि ये फ्लाइट्स दूसरी एयरलाइंस को दी जा सकें।

इंडिगो की फ्लाइटों में की गई 10% की कटौती वाली फ्लाइटों का अभी तक दूसरी एयरलाइंस में बंटवारा नहीं हो सका है। इधर, सूत्रों ने बताया कि डीजीसीए के अधिकारियों ने गुरुवार से इंडिगो के मुख्यालय से उसके ऑपरेशन, रिफंड और अन्य प्रक्रियाओं को निगरानी शुरू कर दी। डीजीसीए अब इंडिगो की हर दिन के हिसाब से रिपोर्ट ले रहा है। इस बारे में डीजीसीए ने बुधवार को ही इंडिगो के गुरुग्राम स्थित मुख्यालय में एक निगरानी समिति के दो सदस्यों को तैनात करने का फैसला किया था ताकि रह उड़ानों की स्थिति, कर्मचारियों की तैनाती, अनियोजित अवकाश और कर्मचारियों की कमी से प्रभावित मार्गों की निगरानी की जा सके।

डीजीसीए के दोनों यह अधिकारी फ्लाइटों के कैसल और डिले होने के बाद प्रभावित यात्रियों के रिफंड का अपडेट, फ्लाइटों का समय से उड़ान भरना और यात्रियों को मुआवजा और सामान वापसी की निगरानी करने का काम कर रहे हैं। इसके साथ ही डीजीसीए के खरिष्ट 11 अधिकारी 11 एयरपोर्ट पर भी तैनात किए गए हैं। सभी अधिकारी आगले दो से तीन दिन में हवाई अड्डों का दौरा करेंगे। इसके बाद डीजीसीए को अपनी रिपोर्ट सौंपेंगे।

डीजीसीए ने CEO समेत अन्य एयरलाइंस को आज बुलाया

### 3 से 5 दिसंबर

के बीच इंडिगो की समस्याओं की वजह से देशभर में लाखों यात्री घंटों एयरपोर्ट पर फंसे रहे।

### एयरलाइन ने ₹30 करोड़ खर्च किए

इसमें खाना, पीना, होटल स्टे और यात्रियों को उनके शहरों तक भेजने का खर्च शामिल है।

देश भर के एयरपोर्ट्स पर 2.5 लाख से ज्यादा यात्रियों को चाय-नारता और 3 लाख से ज्यादा को पूरा खाना (लंच/डिनर) दिया गया।



दिल्ली, मुंबई, बेंगलुरु, हैदराबाद, पुणे जैसे बड़े एयरपोर्ट्स पर हालत ऐसी रही कि कई फूड आउटलेट पर खाना खत्म हो गया।

### एयरलाइन ने यात्रियों के लिए 70 लाख से ज्यादा पानी की बोतलें उपलब्ध कराईं।

फंसे यात्रियों की स्टे के लिए देशभर में 10,000 से अधिक होटल रुम बुक किए गए। दिल्ली के सहिपालपुर, एरोसिटी में रुम के दाम बढ़ गए।



जिन यात्रियों का घर एयरपोर्ट से 200-300 किमी या उससे ज्यादा दूरी पर था, उन्हें एयरलाइन ने कार और बसों से घर पहुंचाया।



(इंडिगो अधिकारी ने माना कि एयरलाइन से हुई गलती के कारण यात्रियों को परेशानी हुई, लेकिन पूरी कोशिश की गई कि हर फंसे यात्री को खाना, स्टे और घर पहुंचाने की सुविधा मिल सके।)

### 10 में से 8 हवाई यात्रियों ने 'डार्क पैटर्न' झेले: सर्वे

एयरलाइंस की वेबसाइट और ऐप पर यात्रियों को भ्रमित करने वाले डार्क पैटर्न लगातार बढ़ रहे हैं। लोकल सर्कलस के अनुसार, एक वर्ष में 80% यात्रियों ने टिकट बुकिंग, सीट चयन और विशेषकर कैसिलेशन और रिफंड प्रक्रिया में किसी न किसी तरह के डार्क पैटर्न का सामना किया है।

### इंडिगो की शिकायतें ज्यादा

■ इंडिगो द्वारा 5000 से अधिक उड़ानें रह करने के बाद, यात्रियों ने कहा कि पूर्ण रिफंड का आश्वासन मिला, लेकिन टिकट रह करने पर कई शुल्क कटे। कैसिलेशन बटन से किया गया।



### ड्रिप प्राइसिंग स्पाइसजेट, एयर इंडिया और अकासा पर भी शिकायतें

■ ड्रिप प्राइसिंग में बुकिंग के समय कम किराया दिखाया जाता है, लेकिन अंतिम चरण में सुविधा शुल्क, प्लेटफॉर्म शुल्क, या अन्य चार्जज जोड़ दिए जाते हैं।  
■ सर्वे में 80% उपभोक्ताओं ने इस समस्या को 'बार-बार होने वाली' बताया।

### कन्फर्म शेमिंग 35% ने अनुभव किया

■ ऐसा संदेश दिखाना, जिससे लोगों पर नैतिक दबाव पड़े।  
■ उदाहरण: बैंगलूर/इशरोरेस में लेने पर लिखा जाना- 'अगर इसे नहीं लेते तो आपका सामान सुरक्षित नहीं रहेगा।'

### फोर्सर्ड ऐक्शन 24% ने अनुभव किया

■ यात्री किसी विकल्प को छोड़ न सके और उसे मजबूरी में स्वीकार करना पड़े।  
■ उदाहरण: रह करने के बजाय केवल 'Modify Booking' का विकल्प दिखाना।

### अन्य डार्क पैटर्न

■ False Urgency (56%)- 'सीट तेजी से भर रही है' जैसे संदेश  
■ Nagging (40%)- बार-बार पॉप-अप कर एक ही सेवा को खरीदने के लिए कहना

## 'दिल्ली-मुंबई टिकट ₹42,000 से ज्यादा का'



दिल्ली एयरपोर्ट पर 10 दिन बाद भी इंडिगो की स्थिति संभली नहीं है। गुरुवार को 144 उड़ानें कैसल हुईं।

■ NBT रिपोर्ट, नई दिल्ली

इंडिगो संकट के बीच विमानन कंपनियों यात्रियों से मनमाना किराया वसूल रही है। सरकार की ओर से एयर टिकट के दाम तय किए जाने के बावजूद कई मामलों में तीन गुने से अधिक शुल्क लिया गया। इस पर JDU के खरिष्ट नेता और पूर्व सांसद सी. त्यागी ने संसदीय स्थायी समिति के अध्यक्ष और JDU के कार्यकारी अध्यक्ष संजय झा से शिकायत की। त्यागी ने पत्र में कहा कि इंडिगो का वर्तमान

JDU नेता संसदीय स्थायी समिति से शिकायत की

प्रबंधन नागरिक उड्डयन क्षेत्र में अराजकता और एकाधिकारवाद को दर्शाता है। उन्होंने डीजीसीए अधिकारियों को मिलीभगत और 2024 के हाई कोर्ट आदेश की अवमानना का आरोप भी लगाया। अपनी बेटी के 7 दिनों को दिल्ली-मुंबई यात्रा के एयर इंडिया टिकट का उदाहरण देते हुए बताया कि टिकट का मूल किराया 39,758 रुपये था, जबकि कुल राशि 42,151 रुपये वसूली गई। अतिरिक्त राशि लौटाने और अधिकारियों को स्पष्ट आदेश देने का अनुरोध किया ताकि अन्य यात्रियों को भी राहत मिल सके।



# Corporate Communications Directorate

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## इंडिगो संकट को इन युवाओं ने अकेले झेला

इंडिगो संकट की वजह से देशभर के एयरपोर्ट पर हजारों यात्री घंटों फंसे रहे, उनके जरूरी काम छूट गए। एयरलाइन को लेकर यात्रियों का गुस्सा कई जगह हद पार कर गया। यात्रियों का यह गुस्सा फूटा इंडिगो के फ्रंटलाइन स्टाफ पर।

सप्ताह की शिल्सयत

### भीड़ के सामने डटे रहे

चेक-इन काउंटर, बोर्डिंग गेट, सूचना डेस्क पर जो युवा कर्मचारी दिखते हैं, वही हैं जो संकट के समय यात्रियों के सवालों और गुस्से का सीधा सामना कर रहे थे। इनमें से कईयों की उम्र बमुरिकल 20-22 साल रही होगी, लेकिन सामने यात्रियों की भीड़ देखकर भी वे अपनी जगह से हटे नहीं। हालांकि टॉप मैनेजमेंट की तरफ से उनके पास न तो सही जानकारी थी और न कोई स्पष्ट निर्देश।



### बोझ ग्राउंड स्टाफ पर

कुछ जगहों से खबर आई कि कर्मचारियों के साथ बदसलूकी हुई है। हालांकि इसके बाद भी किसी फ्रंटलाइन स्टाफ ने संयम नहीं छोड़ा। पायलट और फ्लाइट अटेंडेंट्स ने भी माना कि असली बोझ ग्राउंड स्टाफ पर था, खासकर शुरु में जब लोगों को पता नहीं था कि संकट की वजह क्या है। इस घटना का एक सबक यह भी है कि किसी एयरलाइन की ताकत उसके वे कर्मचारी भी हैं, जो सीधे यात्रियों के टच में होते हैं।

## क्राइसिस के बाद भंवर में इंडिगो का शेयर, क्या करें निवेशक?

Akhilesh.Singh1  
@timesofindia.com

■ नई दिल्ली : पिछले हफ्ते से शुरू हुए इंडिगो क्राइसिस के बाद से इसकी मालिक कंपनी इंटरग्लोब एविएशन का शेयर 13% से ज्यादा गिर चुका है। गुरुवार को यह मामूली बढ़त के साथ 4819 रुपये पर बंद हुआ। हालांकि DGCA और सरकार की ओर से जांच के लिए उठाए गए कदमों से बना माहौल शेयर पर दबाव दिख रहा है। इस बीच, जुलाई-सितंबर तिमाही में घटा बढ़कर 2582 करोड़ रुपये पर पहुंचने के बाद कंपनी ने फ्लाइंग से जुड़ी दिक्कों के चलते तीसरी तिमाही में भी दबाव रहने की आशंका जताई है। इसे देखते हुए इंटरग्लोब का शेयर खरीदने के बारे में निवेशकों के मन में सवाल उठ रहे हैं।



AI Image

### क्या कह रहे विशेषज्ञ?

मिराए असेट शेयरशांन के रिसर्च एनालिस्ट कुणाल शाह ने कहा, 'इंडिगो 5220 के अहम सपोर्ट से नीचे जाने के बाद एक कमजोर टेक्निकल जोन में आ गया है। अगला सपोर्ट 4700-4650 पर है। वहां खरीदारों दिख सकती है और टेक्निकल पुलबैक आ सकता है। इससे ऊपर लगातार क्लोसिंग होने पर 5200 की ओर एक रिलीफ रैली दिख सकती

है।' शाह ने कहा, 'अगर यह 4700-4650 से ऊपर बना रहे तो क्लोसिंग बेसिस पर 4650 रुपये के स्टॉप लॉस के साथ इसे खरीद सकते हैं। जो लॉन्ग ट्रेडर पोजिशन ले चुके हैं, वे इसी स्टॉप लॉस के साथ होल्ड करें। फिलहाल यह शेयर 4600-5200 की रेंज में रह सकता है।'

एमके ग्लोबल ने 6300 रुपये के टारगेट प्राइस के साथ बाय रेटिंग दी है। वहीं, कोटक सिक्योरिटीज ने इंडिगो का टारगेट प्राइस 5700 से घटाकर 5350 रुपये कर दिया है। जेएम फाइनेंशियल ने इंडिगो को रिड्यूस रेटिंग देते हुए 5570 रुपये का टारगेट प्राइस तय किया है। उसने कहा कि मौजूदा वित्त वर्ष में कंपनी के मुनाफे को 8-9% की चपत लग सकती है।

# 10 हजार तक का मुआवजा देगी इंडिगो

■ परेशान हुए यात्रियों को 10 हजार का वाउचर भी देगी कंपनी

■ इंडिगो के सीईओ आज फिर होंगे डीजीसीए के समक्ष पेश

■ फ्लाइट 15 मिनट भी देर हुई तो होगी जांच बड़ी खामी पर 72 घंटे में देनी होगी रिपोर्ट

नई दिल्ली, 11 दिसम्बर (प्रदीप कुमार सिंह/नवोदय टाइम्स): अब कोई फ्लाइट अगर किसी कारण से 15 मिनट भी देर हो जाए तो उसकी जांच की जाएगी। नागर विमानन निदेशालय (डीजीसीए) ने तत्काल प्रभाव से नियमों में बदलाव किया है। देश के विमानन क्षेत्र में यह पहली बार है जब तकनीकी समस्याओं की निगरानी के पूरे ढांचे को बिना देरी परिवर्तित कर दिया गया है। इतना ही नहीं किसी भी एयरलाइंस को बड़ी खामी पर 72 घंटे में विस्तृत रिपोर्ट जमा करवानी होगी। वही, इंडिगो ने एयरपोर्ट पर फ्लाइट कैंसिल होने का दर्द झेल चुके यात्रियों के लिए 5 से 10 हजार रुपए तक के मुआवजे का एलान किया है। हालांकि यह मुआवजा 3, 4 और 5 दिसम्बर को कैंसिल फ्लाइट यात्रियों को दिया जाएगा।

इसके अलावा एयरलाइन ने 10 हजार रुपए के ट्रेवल वाउचर देने की घोषणा भी की है। डीजीसीए ने इंडिगो के सीईओ पीटर एल्बर्स को शुक्रवार को फिर से पेश होने को कहा है। सूत्रों ने बताया कि निगरानी बढ़ाने के उद्देश्य से, डीजीसीए के अधिकारियों ने वीरवार को एयरलाइन के मुख्यालय से इंडिगो के संचालन, रिफंड और अन्य प्रक्रियाओं की निगरानी शुरू कर दी।

डीजीसीए अधिकारियों के अनुसार फ्लाइट्स में देरी के अलावा उड़ानों के रद्द होने व हालिया सुरक्षा घटनाओं को देखते हुए डिफेक्ट रिपोर्टिंग सिस्टम में आमूलचूल बदलाव करने के लिए सख्ती करनी पड़ी है। इस संबंध में 12 पेज का नया निर्देश जारी किया है। इसके अनुसार अब किसी भी निर्धारित उड़ान में तकनीकी दिकत की वजह से 15 मिनट अथवा इससे अधिक की देरी होती है इसकी जांच अनिवार्य कर दी गई है। कंपनी का देरी का कारण बताना होगा। साथ इसे कैसे दुरुस्त किया गया और भविष्य में ऐसी खामी न आए इसके लिए क्या उपाय किए गए यह भी बताना होगा।



## रद्द उड़ानों के लिए मुआवजा

इंडिगो ने घोषणा की कि 3, 4 और 5 दिसम्बर को रद्द हुई उड़ानों के प्रभावित यात्रियों को नियमों के अनुसार 5 से 10 हजार रुपए तक का मुआवजा दिया जाएगा। यह

मुआवजा उन सभी यात्रियों को दिया जाएगा जिनकी फ्लाइट एयरलाइन की गलती से रद्द हुई या जिन्हें निर्धारित समय से कई घंटे अधिक प्रतीक्षा करनी पड़ी।

## 12 महीने में कर सकेंगे वाउचर का उपयोग

एयरलाइन ने प्रभावित यात्रियों को 10 हजार का ट्रेवल वाउचर भी देने की घोषणा की है। जिन यात्रियों के टिकट बार-बार बदले गए, लगातार रीशेड्यूल होते रहे या जिनको एयरपोर्ट पर लंबा इंतजार करना पड़ा था उन्हें 10,000 रुपए तक का अतिरिक्त ट्रेवल वाउचर दिया जाएगा। यह वाउचर 12 महीनों तक कभी भी उपयोग किया जा सकेगा। इन वाउचर का प्रयोग घरेलू या अंतरराष्ट्रीय दोनों तरह की फ्लाइट में किया जा सकेगा।

## कंपनी भेज रही यात्रियों को जानकारी

इंडिगो यात्रियों के रजिस्टर्ड ईमेल और मोबाइल नंबर पर जानकारी भेज रही है। यात्रियों को सलाह दी गई है कि वे अपने ईमेल और एसएमएस को चेक करें और निर्देशानुसार प्रक्रिया पूरी करें। ऑफलाइन टिकट कराने वाले यात्री एयरलाइन के काउंटर या एजेंसी से जानकारी प्राप्त कर सकेंगे। कंपनी की वेबसाइट पर भी स्टेटस ट्रेक किया जा सकता है।

## वाउचर के पीछे सेवाओं का खेल

इंडिगो ने ऐसे समय में वाउचर का ऐलान किया है, जब उसपर सरकार की तलवार लटकी हुई है। इस क्राइसिस के चलते एयरलाइन की साख भी प्रभावित हुई है। उसी साख का सुधारने और यात्रियों को लुभाने के लिए इंडिगो ने वाउचर देने का ऐलान किया। इसका इस्तेमाल सिर्फ यात्रा के दौरान किया जा सकेगा। ऐसे में एयरलाइन चाहती है कि लोग फिर से उस पर भरोसा करके उसकी सेवाओं का फायदा लें।

## संकट जानबूझकर नहीं था: इंडिगो के चेयरमैन

इंडिगो एयरलाइन के चेयरमैन विक्रम सिंह मेहता ने स्वीकार किया कि 3-5 दिसम्बर के बीच हुई गड़बड़ियों ने हजारों यात्रियों को परेशानी में डाला। उड़ानें अचानक रद्द हुईं, कई लोग एयरपोर्ट पर फंसे रहे और बैगेज समय पर नहीं मिल पाया। लेकिन अब स्थिति काफी हद तक स्थिर है और एयरलाइन रोजाना 1,900 से ज्यादा उड़ानें संचालित कर रही है। मेहता ने उन आरोपों को खारिज किया जिनमें कहा जा रहा था कि इंडिगो ने जानबूझकर संकट पैदा किया या सरकार के नियमों में बदलाव करवाए। उन्होंने साफ किया कि सुरक्षा मानकों से कोई समझौता नहीं हुआ और बोर्ड पूरी तरह इस मामले में शुरुआती दिन से शामिल था।

## इंडिगो में चल रहा क्राइसिस सेबी के रडार पर

इंटरग्लोब एविएशन के खिलाफ डिसक्लोजर नियमों के उल्लंघन की कर रहा जांच

नई दिल्ली, 11 दिसम्बर (एजेंसी): इंडिगो में चल रहा क्राइसिस सेबी के रडार पर आ गया है। रेगुलेटर ने मामले की जांच शुरू कर दी है। सेबी इस बात की जांच कर रहा है कि क्या इंडिगो की पैरेंट कंपनी इंटरग्लोब एविएशन जरूरी डिसक्लोजर करने में नाकाम रही।

सेबी को मामले की शुरूआती जांच में अगर इंडिगो की लापरवाही नजर आती है तो वह कंपनी से औपचारिक जवाब मांग सकता है। एक सूत्र ने यह जानकारी दी।

एक सूत्र ने कहा, "डिसक्लोजर इश्यू को सेबी देख रहा है। बोर्ड की कमेटीज की भूमिका की भी जांच हो रही है। संबंधित बोर्ड कमेटीज की मीटिंग के मिनट्स को देखा जा रहा है।" सूत्र ने कहा कि स्टॉक एक्सचेंजों को भी अपने स्तर पर यह देखने को कहा गया है कि क्या किसी तरह की लापरवाही हुई है। उन्हें जांच के बाद रेगुलेटर को रिपोर्ट सौंपने को कहा गया है। स्टॉक एक्सचेंज शुरूआती रेगुलेटर्स हैं और यह देखना उनका काम है कि लिस्टेड कंपनियां सेबी के एल.ओ.डी.आर. नियमों का पालन कर रही हैं या नहीं।

इस मामले की जानकारी रखने वाले एक दूसरे व्यक्ति ने कहा, "बोर्ड और कमेटीज के मिनट्स से यह पता चलेगा कि उन्हें आने वाले संकट का अंदाजा था या नहीं। अगर बोर्ड को इस बारे में जानकारी थी तो उसने स्थिति से निपटने के लिए किन उपायों पर चर्चा की और उसका क्या प्लान था?" डिसक्लोजर के नियमों के उल्लंघन का संदेह सबसे पहले सेबी के पूर्व एग्जिक्यूटिव डायरेक्टर और स्टैकहोल्डर्स इम्पावरमेंट सर्विसेज (एस.ई.एस.) के फाउंडर

जे.एन. गुप्ता ने व्यक्त किया।

### कंपनी ने कारण बताओ नोटिस को डिसक्लोज नहीं किया

एस.ई.एस. की रिपोर्ट में कहा गया है, "सेबी को इस बात की जांच करनी चाहिए कि क्या एल.ओ.डी.आर. नियमों के तहत इंडिगो को डी.जी.सी.ए. की तरफ से कारण बताओ नोटिस को डिसक्लोज करना चाहिए था?"

डी.जी.सी.ए. ने 11 अगस्त, 2025 को 'नॉन-एप्रूव्ड फुल फ्लाइट सिमुलेटर्स' के इस्तेमाल पर कारण बताओ नोटिस इश्यू किया था। यहां तक कि डी.जी.सी.ए. की तरफ से 6 दिसंबर को इश्यू किए गए कारण बताओ नोटिस का डिसक्लोजर एक्सचेंजों को नहीं किया गया।"

### एस.ई.एस. की रिपोर्ट में कंपनी के बोर्ड की तीखी आलोचना

एस.ई.एस. की रिपोर्ट में इंटरग्लोब एविएशन के बोर्ड की भी तीखी आलोचना की गई है। एस.ई.एस. ने कहा है कि स्पष्ट चेतावनी के संकेतों और रेगुलेटरी ऑब्लिगेशंस के बावजूद बोर्ड और उसकी सब-कमेटी खासकर रिस्क मैनेजमेंट कमेटी और स्टैकहोल्डर्स रिलेशनशिप कमेटी क्राइसिस का अंदाजा लगाने और उसे मैनेज करने में नाकाम रही। इसमें यह सवाल उठाया गया है कि स्थिति गंभीर हो जाने पर क्यों क्राइसिस मैनेजमेंट ग्रुप बनाया गया। इस बारे में प्रतिक्रिया के लिए सेबी और इंटरग्लोब एविएशन को भेजे ई-मेल के जवाब नहीं मिले।





# Corporate Communications Directorate

PUNJAB KESARI

DELHI

12 DECEMBER 2025

## आज फिर इंडिगो सीईओ की पेशी

**मुंबई, (पंजाब केसरी):** विमानन नियामक डीजीसीए ने उड़ानों में जारी व्यवधान के मद्देनजर इंडिगो के मुख्य कार्यपालक अधिकारी (सीईओ) पीटर एल्बर्स को शुक्रवार को फिर से उसके समक्ष पेश होने को कहा है। सूत्रों ने यह जानकारी दी। डीजीसीए ने पिछले सप्ताह संयुक्त महा निदेशक संजय ब्रह्मणे, उप महा निदेशक अमित गुप्ता, वरिष्ठ उड़ान संचालन निरीक्षक कपिल मंगलिक और लोकेश रामपाल सहित चार सदस्यीय पैनल का गठन किया था, जिसे राहुल भाटिया के नियंत्रण वाली घरेलू एयरलाइन में व्यापक परिचालन व्यवधानों के मूल कारणों की पहचान करने का दायित्व सौंपा गया था। सूत्रों के अनुसार एल्बर्स को बृहस्पतिवार को डीजीसीए ने तलब किया था, वह

डीजीसीए  
के समक्ष रखनी  
होगी पूरी  
जानकारी

शुक्रवार को अधिकारियों के समक्ष फिर से पेश होंगे सूत्रों ने दिन में बताया कि निगरानी बढ़ाने के उद्देश्य से, डीजीसीए के अधिकारियों ने बृहस्पतिवार को एयरलाइन के मुख्यालय से इंडिगो के संचालन, रिफंड और अन्य प्रक्रियाओं की निगरानी शुरू कर दी। विमानन नियामक के बुधवार को जारी आदेश के मुताबिक, डीजीसीए कार्यालय के दो अधिकारियों, एक वरिष्ठ सांख्यिकी अधिकारी और एक उप निदेशक को इंडिगो के कॉर्पोरेट कार्यालय में तैनात किया जाएगा ताकि घरेलू एवं अंतरराष्ट्रीय उड़ानों के रद्द होने की स्थिति, धन वापसी की स्थिति, समय पर प्रदर्शन, नागर विमानन आवश्यकताओं के अनुसार यात्रियों को मुआवजा एवं सामान वापसी की निगरानी की जा सके।

## IndiGo to offer additional ₹10,000 travel vouchers to severely affected passengers; Elbers appears before DGCA

NIKHIL VYAS

New Delhi, 11 December

IndiGo Chief Executive Officer Pieter Elbers on Thursday appeared before aviation regulator Directorate General of Civil Aviation (DGCA) for a meeting, amid the low-cost airline's ongoing efforts to address customer grievances and operational disruptions reported earlier in December.

The low-cost airline said it expects "to operate more than 1950 flights with approximately 300,000 customers".

The aviation regulator on Wednesday had directed Elbers to submit comprehensive data and updates regarding the low-cost airline's recent operational disruptions.

Meanwhile, the low-cost airline will offer travel vouchers worth Rs 10,000 to such



severely impacted customers over the past few days, and those vouchers can be used for any future IndiGo journey for the next 12 months.

This compensation is in addition to the commitment under the existing government guidelines, as per which IndiGo will provide compensation of Rs 5000 to Rs 10000, depending on the block time of the flight, to those customers whose

flights were cancelled within 24 hours of departure time, a spokesperson from the airline said in a statement.

"As part of this, following the operational disruption, we have ensured that all necessary refunds for cancelled flights have been initiated, most of which have already been reflected in your accounts, with the remainder following shortly," the spokesperson

said.

If the booking was made through a travel partner platform, the necessary actions for the refund have also been initiated.

"As we may not have your complete details in our system, we request you to write to us at [customerexperience@goindigo.in](mailto:customerexperience@goindigo.in) so we can continue to assist you promptly," the spokesperson said.

IndiGo has acknowledged that part of its customers travelling on 3/4/5 December 2025 were stranded for many hours at certain airports, and a number of them were severely impacted due to congestion.

"At IndiGo, we are committed to restoring the experience you expect from us - safe, smooth, and reliable. Thank you for giving us the opportunity to serve you again," the statement concluded.





# Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

11 DECEMBER 2025

## Govt monitor for IndiGo

AMIYA KUMAR  
KUSHWAHA

**New Delhi:** Aviation regulator DGCA on Wednesday set up an eight-member oversight committee to monitor the day-to-day functioning of IndiGo, tightening the screws further on the airline a day after it reduced its winter flight schedule.

The committee has been mandated to keep a watch on IndiGo's pilot strength, fleet, crew utilisation and flight cancellations and delays, among other things. It will have to submit daily reports to the aviation ministry.

The panel has as members DGCA deputy chief flight operations Inspector, Captain Vikram Sharma, senior flight operations Inspectors Kapil Mangalik, V.P. Singh, Apoorva Agarwal, Swati Loomba and Aman Suhag, and flight operations Inspectors Nitya Jain and N.J. Singh.

The DGCA also asked the IndiGo CEO to appear before it on Thursday with a complete report on what caused the crisis that led to the cancellation of thousands of flights in the past few days and left lakhs of passengers stranded. The fiasco has been largely attributed to the failure of India's

mainstay airline to align its operations with the government's new Flight Duty Time Limitations.

The oversight team will supervise IndiGo's fleet, the total number of pilots, network details, flights per day and available crew, total number of sectors affected on account of crew shortage, standby crew per day and per base (cockpit and cabin), hourly, daily and monthly utilisation of crew, employees receiving training, split duties, and all unplanned leaves per day.

CONTINUED ON PAGE 4 ►

## IndiGo

► FROM PAGE 1

In a separate directive, the DGCA sought the appearance of IndiGo CEO Pieter Elbers at its office on Thursday to submit a report, along with comprehensive data and updates, relating to the recent operational disruptions.

Apart from the CEO, other senior airline officials from all relevant departments have been instructed to attend the meeting with the aviation regulator.

The DGCA has asked IndiGo about the measures taken to prevent roster shortages and its efforts towards restoring operations fully, the progress in re-accommodating affected passengers, priority handling of vulnerable passengers, updated position of pilot and cabin crew strength and the recruitment and training plan for the upcoming months.

IndiGo on Wednesday submitted its revised flight schedules to the DGCA after the government trimmed its winter timetable by 10 per cent.

In a statement, IndiGo lauded all its 65,000 employees and said they were working to address the issues and "restore normalcy in operations".

Delhi High Court on Wednesday pulled up the Centre on the IndiGo crisis, asking why the situation was allowed to fester. The court also directed the government and IndiGo to take steps to adequately compensate affected passengers.

"The question is why, at all, this crisis arose and what have you been doing?" the court asked the government, also flagging the surge in air ticket prices following the crisis.

## Connectivity takes a hit as IndiGo cuts flights

SANJAY MANDAL

- Delhi: Five flights less
- Mumbai: Three flights less
- Bengaluru: Three flights less

**Calcutta:** The city's connectivity with major cities has been significantly impacted after IndiGo curtailed daily flights, airport sources said on Wednesday.

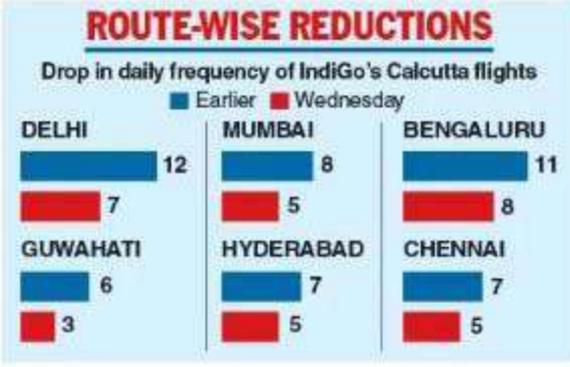
According to airport officials, the airline operated 202 flights in and out of Calcutta on Wednesday, down from an average of over 240 flights per day.

Flight frequencies were reduced to several key destinations, including Delhi, Mumbai, Bengaluru, Chennai, Hyderabad, Guwahati, and Bagdogra, officials said.

The curbs come after the civil aviation ministry on Tuesday directed IndiGo to reduce its overall winter flight schedule by 10 per cent to stabilise operations and limit cancellations.

With around 2,300 domestic and international flights daily, the airline will now cut about 230 flights. The aim is to operate a leaner, more efficient fleet and ease the crisis that led to thousands of cancellations in the past week.

The cutbacks, combined with passenger apprehensions, have led to a sharp fall in domestic passenger traffic



at the Calcutta airport. On Tuesday, officials said the airport handled 22,010 arrivals and 22,794 departures in the domestic sector. In contrast, on November 30 — before the surge of cancellations — it handled 29,000 arrivals and 28,000 departures.

"Usually, the daily average of domestic passengers is 60,000, rising to 65,000 during the festive season. Now, it has dropped below 45,000," said an airport official. International passenger numbers have remained steady.

Frequent fliers noted the unusually quiet departure areas in the domestic section. "I went around 4.30pm and found one block of IndiGo counters completely empty. It was unthinkable even a week ago," a passenger said.

IndiGo operates two check-in portals, B and C, each with 20 counters. On Wednesday

afternoon, half of the counters at both portals were empty.

IndiGo sources said passenger numbers are gradually picking up, with Delhi and Mumbai flights showing strong occupancy. However, officials pointed out that these figures reflect reduced flight numbers.

In a social media post, IndiGo said: "Over the past few days... we have had all hands on deck. The CEO and his team have been leading from the front... to normalise flight operations and secure network stability."

It added: "The Board has been closely monitoring the situation while the Crisis Management Group... has been meeting every day, and actively working with the CEO, the senior management and various teams deployed on the ground to restore normalcy in operations."

## Battle for IndiGo baggage rages on

SANJAY MANDAL AND SAMARPITA BANERJEE

Calcutta: The chaos of flight cancellations is precipitating, but the trouble with missing luggage persists.

Officials at the Calcutta airport said the number of unclaimed bags of IndiGo passengers came down on Tuesday night. However, another 25 pieces of unclaimed registered luggage have been brought to the airport.

On Wednesday, several passengers were seen searching desperately for their missing bags.

The day started calmly for the staff at the IndiGo counter near gate 3C at the departure level. As the day progressed, the number of passengers looking for their baggage kept climbing. IndiGo staff were seen moving briskly between counters and trolleys, calling out tag numbers, matching claim stubs and handing over suitcases to relieved travellers.

Zeeshan Ashraf, 32, was one of such passengers, but he was told that his luggage had not reached Calcutta.

Zeeshan flew from Abu Dhabi to Calcutta via Hyderabad on Friday after his flight was rescheduled on December 5.



Unclaimed luggage at the GOFirst ticket counter in the departure area of the Calcutta airport on Wednesday

"I had a connecting flight from Hyderabad to Calcutta at 8am, which was rescheduled to 9pm on Friday. I reached Calcutta at 11pm. I was assured that my luggage would reach my address within 48 hours, but it's been more than that," he said.

"They are neither receiving my calls nor replying to my emails, so I had to come to the airport to check for my luggage," he said. Zeeshan drove 18km to the airport from his home in Picnic Garden.

"IndiGo has been claiming on social media that they have returned many bags to passengers. I have been tracking their posts. It is very disappointing that they couldn't find mine even after five days," he said.

"I come to India only once

a year. I had gifts for my relatives in the bags. I have lost almost a week because of this chaos," he added.

Inside the terminal, piles of unclaimed luggage were stacked at the GOFirst ticket counter in the departure area.

"All 65,000 IndiGo employees in various roles across the organisation have come together to restore normalcy in our operations," said an IndiGo spokesperson.

Among those affected were 13 pilgrims who returned after performing Umrah (a voluntary Islamic pilgrimage to Mecca that can be performed at any time of the year) on Tuesday.

Amir Sohail, 27, who came to the airport with his father and uncle, said: "My father

and uncle returned on Tuesday, but their luggage could not be traced. They were part of a group of 13 pilgrims. They were told in Saudi Arabia that their luggage was in transit, but it did not arrive," he said.

On Wednesday, two bags belonging to his uncle were located. His father's luggage remained untraceable.

"We have been waiting since morning. My father had brought holy water from Umrah, and there were dates and dry fruits for family members," Amir said.

"We have been told we will get a call from the airline, but they cannot assure us when," he said.

Some of the passengers alleged "harassment" during boarding.

Selkh Saraf, whose son was scheduled to fly to Bahrain via Mumbai, said his son could not board the flight after the connecting flight from Mumbai was delayed by nearly 12 hours.

"My son could not board the flight today (Wednesday). His connecting flight was at 10.40pm, but it was delayed by almost 12 hours," said Saraf, who works at a hotel in Kerala. They were forced to book another ticket for Thursday.

Purnendu Mahata, who had come with his daughter Shreya to the airport, said they missed their flight to Dehradun on Wednesday after the airline failed to issue boarding passes despite their baggage being checked in.

"We were asked to go near boarding gate 25. During the final boarding call, security staff asked for our boarding passes and found they had not been issued. We were sent back for re-checking, and in that chaos, we missed our flight," said Shreya, alleging that the IndiGo staff did not help.

An airport official said between December 5 and 7, IndiGo provided food packets to more than 17,000 stranded passengers and provided around 700 hotel rooms near the airport.



# Corporate Communications Directorate

THE TIMES OF INDIA

CHENNAI

11 DECEMBER 2025

## IndiGo crisis not deliberately engineered, says chairman

TIMES NEWS NETWORK

**New Delhi:** Under govt scrutiny for unprecedented flight disruptions, IndiGo chairman Vikram Singh Mehta on Wednesday denied the same were deliberate.



Apologising multiple times in his about eight-minute video message, he said "external technical experts (will) work with the management; help determine the root causes, and ensure corrective action so that this level of disruption never occurs again."

The DGCA is probing IndiGo's fiasco that unfolded this month. It is examining whether the airline caused the same to avoid abiding by the new pilot rest rules. Mehta denied the same.

"We did not meet your expectations on Dec 3,4,5. This happened because of a combination of internal and external events including minor technical glitches; schedule changes linked to start of winter; adverse weather conditions; increased congestion in the aviation system and implementation of and operation under the updated crew rostering rules. This is not an excuse, this is simply the truth. This combination of events pushed our systems beyond their limits," chairman Mehta said.



## Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

12 DECEMBER 2025

### IndiGo offers ₹10k voucher to some flyers

**New Delhi:** The unprecedented scale of IndiGo flight disruptions this month will now lead to record compensation payout by the airline. IndiGo said Thursday it would issue a travel voucher of Rs 10,000 to each “severely impacted” flyer “stranded at airports for many hours” on Dec 3, 4 and 5. A conservative estimate of just over 2,500 flights and 150 flyers each comes to Rs 376 crore.

#### ► Dec 6-7 left out, P 20

# Flyers affected on Dec 6-7 won't get additional relief

#### ► Continued from P 1

This will be in addition to the Rs 5,000-Rs 10,000 to be paid as per govt norms. The vouchers can be used on IndiGo in the next 12 months. Between Dec 1 and 9, IndiGo cancelled 4,354 flights — 64 international and the remaining domestic. Of these, 90% or 3,920 flights were cancelled from Dec 3 to 7 (both days included). Affected passengers of Dec 6 and 7 are left out despite the high number of cancellations, more than those on Dec 4-5.

The number of domestic flights cancelled on Dec 3, 4 & 5 was 2,456 domestic and 51 international. Estimating 150 passengers per flight of just these 2,507 cancelled flights and not those on the delayed ones whose flyers may also be eligible for vouchers, the airline may have to issue vouchers to more than 3.8 lakh travellers. Even this conservative estimate takes the payout beyond Rs 376 crore. The real number could be way higher.

“IndiGo regrettably acknowledges that (some) of our

customers travelling on Dec 3/4/5, 2025, were stranded for many hours at certain airports & number of them were severely impacted due to congestion. We will offer travel vouchers worth Rs 10,000 to such severely impacted customers,” the airline said.

“This is in addition to the commitment under existing govt guidelines as per which, IndiGo will provide compensation of Rs 5,000 to Rs 10,000 depending on the block time of the flight, to those customers whose flights were cancelled within 24 hours of departure time,” the statement added. The airline’s fiasco is being probed by multiple govt agencies and some affected passengers have moved court too. The final compensation payout for IndiGo remains to be seen.

IndiGo views the three days between Dec 3 and 5 as the period of major disruptions. Dec 6 and 7, it sees as “execution of network adjustments as per guidance from the authorities”; Dec 8 as “day of transition”, and from Dec 9, it sees operations as stabilising.

## Market share to market power: Where regulators draw the line

The IndiGo crisis has revived fears of duopolies across the Indian economy, from airlines and telecom to UPI and e-commerce. Data does show heavy concentration in a few hands, but experts and regulators say high market share isn't a problem by itself. However, things can go wrong when dominant firms shut out rivals or exploit consumers, writes **Sidhartha**

**W**ithin hours of the IndiGo delays turning into a full-blown crisis, especially with rivals jacking up fares to astronomical levels, flyers blamed the duopoly in the aviation sector for the mess. After all, their options to travel were limited.

Soon, social media users and politicians waded in, arguing that duopolies existed across the economy — from digital payments to depositories, DTH services, cement and telecom. Some went to the extent of adding food delivery, ride hailing and even cola to the list.

TOI looked at data for some of the prominent sectors where consumer choice was limited, including domestic airlines and telecom, which did confirm that the bulk of the market in at least two crucial consumer-facing sectors was concentrated in a few hands.

For instance, IndiGo controls 65% of the domestic air traffic, while Air India has consistently retained over a quarter of the pie, according to the latest DGCA data. Exactly 19 years ago, in a crowded market with Air India, Jet Airways, SpiceJet and GoAir for competition, IndiGo's share was hovering around 25%, with Jet a distant second at 13%.

In telecom, Reliance Jio (41.4%) and Bharti Airtel (33.6%) account for three-quarters of the 1.2 billion mobile subscribers, with Vodafone Idea (17.1%) a distant third.

While there are sectors where two players have a significantly large share of the market, they do not necessarily have complete sway over the segment. For instance, between themselves, Google Pay and PhonePe account for more than 80% of UPI transactions. Yet millions of consumers use apps offered by their banks or third-party apps without their choice getting restricted. Besides, there is cash, credit cards or bank transfers, with UPI being just another payment method.



Sector	Parameter	Companies	Share Of Top 2 (%)	Share Of Top 3 (%)	Share Of Top 5 (%)
Depositories	Active client accounts	CDSL, NSDL	100		
Airlines (domestic)	Passenger, distance	Indigo, Air India	91	96	100
UPI	Transaction value	PhonePe, Google Pay	84	90	94
Telecom	Mobile subscribers	Jio, Airtel	75	92	100
Airports	Passengers	Adani, GMR	64	87	100
DTH	Subscribers	TataPlay, Airtel	60	81	100

Source: Crisil, Isha@genex

"UPI differs from duopolistic markets because its design prevents market power from arising out of market share. The system is fully interoperable, allowing users to install and use multiple UPI apps interchangeably at no cost. There are no switching fees or lock-ins, and users routinely shift between apps based on preference, offers, or outages, ensuring uninterrupted payments. Transactions are free for consumers, removing the scope for price discrimination. UPI runs on open public digital infrastructure, letting any qualified entity build an app on the same rails, so competition depends on service quality rather than exclusivity or network effects.

As a result, high usage of a particular app reflects user preference, not structural dominance, and does not create barriers to entry or dependency," said an executive at a leading company in the UPI space.

Similarly, Tata Play (31.4%) and Bharti Telemedia (30.2%) control over 60% of DTH subscribers but consumers have the option to watch TV through cable networks or hook up to WiFi, a more preferred medium of late.

Datum Intelligence estimated that Flipkart (28.1%) and Amazon (28.7%) controlled close to 60% of the online retail market in 2024. But that does not mean that consumers have no choice. The share

of e-commerce in the Indian retail market was seen at 1%, with brick-and-mortar stores dominating with a 29% share, leaving 14% to organised retail. While there have been allegations of e-commerce players burning cash and indulging in predatory pricing, the charges are yet to be proved. Even in the case of food delivery, consumers can order directly from restaurants. Or, there are alternatives to booking a cab instead of relying only on Uber, Ola or Rapido.

Besides, there are businesses which will remain duopolies, if not monopolies, because they are utilities: depositories being a case in point. Globally there are other sectors, such as card service providers,

where there should be no smell of abuse," said Ashok Chawla, a former civil aviation secretary who went on to head the Competition Commission of India (CCI).

"India's emerging duopolies reflect structural economics rather than pure market abuse. Aviation and telecom naturally consolidate because of high fixed costs and thin margins; UPI, e-commerce and DTH concentrate because network effects and data advantages pull users towards one or two dominant platforms. The real question is not whether two players exist, but whether those players can shut out rivals or quietly reduce consumer choice. Regulators should treat concentration as a warning signal, not a violation. A two-player market can still be competitive if entry is possible, switching is easy and incumbents cannot weaponise data, interoperability or exclusive control over essential facilities," said Raheel Patel, partner at Gandhi Law Associates.

"There are powers available with the Competition Commission, including the option to break a dominant undertaking," said former CCI chairman Dhaneendra Kumar.

### Did IndiGo Abuse Market Dominance?

With IndiGo controlling almost two-thirds of the domestic air traffic and enjoying a virtual monopoly status, there have been calls to review its status as a "dominant player".

"Natural growth in a competitive market cannot be faulted by a regulator, including CCI. What the CCI has to look into is not gaining a dominant position through competitive forces, but that there is no abuse of dominance. An entity can abuse its dominance if it erects entry barriers for its competitors. That's an area where the Competition Commission can step in, provided there is concrete evidence of abuse. Other issues such as punctuality, refund or quality of services are largely consumer issues, which have to be dealt with primarily by the sectoral regulator or the consumer courts. The IndiGo issue is thus more about regulatory compliance and a failure to plan and ensure such compliance," said Vinod Dhall, who set up CCI and was its first member.

Chawla said that sectoral regulators too need to play their part in ensuring smooth operations and check against concentration risks. Most experts argued that more than a violation of the competition law, it was a failure on the part of the regulator to ensure smooth implementation of the flying norms for crew.

And there was governance failure at IndiGo, at the level of the board and management.

"Theoretically, entry in the sector is not restricted, but you need deep pockets. It is not easy. There is no threshold to establish dominance. (But) there should be no smell of abuse

**Regulators should treat concentration as a warning signal, not a violation. A two-player market can still be competitive if entry is possible, switching is easy and incumbents cannot weaponise data, interoperability or exclusive control over essential facilities**  
— Raheel Patel | PARTNER, GANDHI LAW ASSOCIATES

**High market share alone is not a problem... Market share alone is not an indicator of an enterprise's ability to act independently of market forces**  
— RAVISEKHAR NAIR, PARTNER, ECONOMIC LAWS PRACTICE

**Theoretically, entry in the sector (aviation) is not restricted, but you need deep pockets. It is not easy. There is no threshold to establish dominance. (But) there should be no smell of abuse**  
— ASHOK CHAWLA, FORMER HEAD OF COMPETITION COMMISSION OF INDIA

**UPI differs from duopolistic markets because its design prevents market power from arising out of market share. The system is fully interoperable, allowing users to install and use multiple UPI apps interchangeably at no cost**  
— AN EXECUTIVE AT AN UPI FIRM



# Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

12 DECEMBER 2025

## Parl panel to quiz IndiGo, DGCA, min officials Wed

**New Delhi:** Top representatives of airlines, aviation ministry and regulator DGCA will appear on Dec 17 before a parliamentary committee, which is set to question them on the days long ordeal faced by thousands of fliers due to mass-cancellation of flights by IndiGo due to its unpreparedness after a new rule for more rest for pilots kicked in.

The meeting of standing committee on transport, tourism & culture headed by JDU MP Sanjay Jha is expected to pose tough questions to not only IndiGo, India's largest airline that commands 63% market share, over the fiasco but also DGCA over its inability to anticipate the crisis that derailed travel plans of people, including Parliamentarians.

The committee's deliberations will happen against the backdrop of the widely held suspicion, subject of investigation by directorate general

of civil aviation and the ministry that IndiGo remained resistant to the implementation of guidelines which are consistent with global norms and are aimed at ensuring flyers' safety by allowing pilots enough resting time, and sought the determent of their implementation. It has been accused of engineering the

### TERMINAL TROUBLE

disruption to force, leveraging its market dominance, the ministry to roll back the Flight Duty Time Limitation regulation as implementing them would have required it to hire more pilots. Faced with chaos caused by the disruption of IndiGo's operations, DGCA had to relax the implementation of the guidelines.

Airlines management is reported to have denied the allegation in the meetings with the civil aviation ministry. 7/18

## 6 mths on, families struggle with fallout of AI 171 crash

Parth.Shastri@timesofindia.com

**Ahmedabad:** A lullaby. A video call. A mother flying alone for the first time. Six months later, those final moments haunt Hiren Dayani, one of dozens of Gujaratis whose lives were ripped apart when Air India Flight 171 crashed seconds after take-off in Ahmedabad on June 12.

The fallout is pulling families back from the UK, leaving them to rebuild amid grief, mounting costs and visa troubles. At least 10 families have already returned.

Hiren's mother Kailashben had been talking to him constantly from the airport, asking strangers for help with immigration through

**“I've nobody there anymore. What would I do there? We emigrated with dreams of a better life. That day took my whole world”**

**—Harish Godhaniya, WHO LOST HIS WIFE RIDDHI AND SON**

the video call. “She would create *halarda* (lullaby) for my son and sing them,” he said. “All these memories flood back every time I think about that day.” Hiren has moved to Surat with his wife Namrata and their three-year-old son Vaastu, abandoning seven years of life in London. Namrata, a former NHS employee, has opened a clinic.

► **‘...All that is lost’, P 16**

## We dreamed of building a life in UK, but all that is lost now: Victim's wife

► Continued from P 1

**H**iren Dayani, a clinical research scientist, is searching for work. “I was months away from Indefinite Leave to Remain,” he says. “But everything changed.”

Mike Andrews, an aviation lawyer with Beasley Allen Law Firm in US, who represents over 130 affected families, met survivors in Ahmedabad, Vadodara and Surat. He recounted how a family in Leicester lost its main earner and could no longer stay in Wembley. The widow and her three children — 17, 18 and 20 — moved to a cheaper neighbourhood. The children quit school to work.

“There has been a fundamental shift in their life trajectory,” Andrews said. “We've met many who moved to the UK seeking opportunities but are now returning to India because they simply cannot afford to remain.”

Among them is Mobbashera Vahora. Her husband Parvez and their four-year-old daughter Zuveriya died in the crash. Parvez held a full-time job with a major e-commerce company and worked part-time with multiple delivery platforms. He supported his



**SIX MONTHS OF AHMEDABAD AIR INDIA CRASH:** For families of the victims, the worst is not behind them

parents in India while trying to secure a future for his young family in East London.

Mobbashera was pregnant when the crash happened. Her baby is now five months old. “We migrated for better prospects for our children,” she said from her brother's home. “We dreamed of building a life there, but all of that is lost now.” With UK immigration rules tightening, she sees no path back.

For Harish Godhaniya from Devbhumi Dwarka, the decision was blunt. “I have nobody there anymore,” he said. He lost his wife Riddhi and three-year-old son Kri-

yansh. “What would I do there? We emigrated with dreams of a better life. That day took my whole world.” He has not returned to work since coming home.

The immigration struggle is sharpest for Mohammadmiya Mohammadasif Shethwala from Vadodara, who lost his wife Sadikabanu — the primary visa holder — and their daughter Fatima, who was born in the UK. Mohammadmiya works with a logistics firm in Britain, but he must secure qualifying employment by Jan 26 to remain legally.

His friend Yusuf said: “He came back for the last

rites, but life in Vadodara was too painful. In the UK, at least he isn't confronted with memories constantly. But without a qualifying job by Jan, he'll have to return.”

They are appealing at every forum. “We have our fingers crossed,” Yusuf added.

Another family in Anand is battling a financial crunch. Their daughter — who held the primary visa — had taken a personal loan from a private bank two years earlier.

After her death, they discovered the interest was still accruing. According to a member of the legal team, bank officials have assured a speedy resolution. One after another, stories across Gujarat trace the same arc — lives built slowly abroad collapsing overnight, savings gone, futures uncertain.

It has been six months since the Ahmedabad-Gatwick flight carrying 242 people crashed — killing all 12 crew members and 229 of the 230 passengers. Nineteen more died on the ground. For their families, the worst is not behind them. They are still piecing together futures in a world where their most important hopes never made it off the runway.



## Corporate Communications Directorate

THE TRIBUNE

DELHI

12 DECEMBER 2025

### After 2-hr meet, IndiGo CEO called again by DGCA

**SHEKHAR SINGH**  
TRIBUNE NEWS SERVICE

NEW DELHI, DECEMBER 11

IndiGo's worst operational crisis in years escalated further on Thursday, with Chief Executive Officer Pieter Elbers pulled into back-to-back meetings with aviation watchdog and now ordered to appear before a four-member DGCA committee on Friday. Also, the airline rolled out compensation ranging from Rs 5,000 to Rs 10,000 for cancelled flights and Rs 10,000 travel vouchers for passengers stranded in the chaos.

The back-to-back summons

#### Airline rolls out ₹10K vouchers for affected flyers

##### **NATION CAN'T DEPEND ON 2 BIG AIRLINES: NAIDU**

Civil Aviation Minister K Ram Mohan Naidu said the turmoil that swept through airports was the direct result of IndiGo's internal failures, warning that India's aviation network could not remain vulnerable to the breakdown of one or two dominant carriers.

came even as IndiGo briefed senior officials in a nearly two-hour, closed-door meeting on how the airline planned to stabilise operations after days of delays, baggage pile-ups and widespread cancellations. Officials were told that "IndiGo had deliberately throttled its network down to just over 1,950

flights a day, a trimmed schedule designed to ensure it could operate every published flight without last-minute collapse".

But regulators were far from convinced. Elbers' meeting with the DGCA on Thursday was described by officials as "exhaustive", covering the chain of failures that paral-

ysed the airline since December 3, from planning lapses around the implementation of new Flight Duty Time Limitation (FDTL) norms to sudden crew shortage, mismanaged rosters and terminal-level congestion that left hundreds stranded for hours.

Within hours of that meeting, Elbers was summoned to appear on Friday before a DGCA committee constituted specifically to investigate IndiGo's failures and determine whether deeper structural lapses were concealed behind the airline's explanations.

CONTINUED ON PAGE 8

### After 2-hr meet, IndiGo CEO called again...

In a rare move, two DGCA officers—a senior statistics officer and a deputy director—have been stationed inside IndiGo's Gurugram headquarters to monitor every operational variable that contributed to the crisis. This includes cancellation patterns, on-time performance, crew deployment, unplanned leave, refund progress, allocation of compensation and routes affected by staffing shortages. They will file daily reports to the regulator.

Simultaneously, DGCA field teams have been dispatched to 11 domestic airports served by IndiGo. Each officer will

conduct on-site inspections of aircraft rotations, passenger handling, baggage timelines, crew reporting, delays and cancellations, and submit a detailed report to the regulator's Flight Safety Directorate within 24 hours of the visit.

Facing public fury, IndiGo announced a layered compensation package. Under government rules, passengers whose flights were cancelled within 24 hours of departure will receive Rs 5,000 to Rs 10,000 depending on block time.

Separately, the airline acknowledged that many passengers on December 3, 4

and 5 were "severely impacted and trapped for several hours amid airport congestion". These flyers will be issued Rs 10,000 travel vouchers valid for any IndiGo journey for the next 12 months, over and above the statutory compensation.

"Our foremost priority remains the care of our customers," the airline said, noting that refunds for most cancelled flights had already been issued and the remainder were being processed. IndiGo also said customers who booked via travel partners had had refund instructions transmitted to the

respective platforms.

As per sources, IndiGo told the government that all destinations across its network had been fully reconnected since December 8 and that operations stabilised from December 9. The airline claimed no same-day cancellations in the last three days except for weather or technical issues, and said its on-time performance was "back to IndiGo standards".

However, officials said the DGCA would verify these claims independently through its embedded officers and airport-level audits, given the scale of the collapse and the continuing passenger complaints.



# Corporate Communications Directorate

THE TRIBUNE

DELHI

12 DECEMBER 2025

## IndiGo emerges as lone profit engine: Govt

**SHEKHAR SINGH**  
TRIBUNE NEWS SERVICE

NEW DELHI, DECEMBER 11

The Centre on Thursday listed three years of financial data in Parliament showing deep and persistent losses for almost every carrier, except IndiGo, which has emerged as the only airline reporting massive profits even as the rest of the industry continues to bleed.

Responding to a question, Minister of State for Civil Aviation Murlidhar Mohol, in a written reply in Lok Sabha, placed airline-wise profit and loss figures for FY 2022-23 to FY 2024-25 on record. The numbers expose an industry still struggling to regain altitude, with IndiGo's perform-

### AIR INDIA FACES LOSSES IN CONSECUTIVE FISCALS

- In FY 2023-24, IndiGo posted a staggering net profit of ₹81,674.9 million, followed by ₹72,533 million profit (provisionally) in FY 2024-25.
- In contrast, Air India reported losses of ₹44,441 million in 2023-24 and ₹39,757.5 million in 2024-25.

ance standing in stark contrast to the turbulence faced by its competitors.

For FY 2023-24, IndiGo posted a staggering Rs 81,674.9 million in net profit, followed by another Rs 72,533 million profit provisionally in FY 2024-25, a rare run of back-to-back profitability in a sector known for thin margins. In comparison, almost every other scheduled airline remained in the red.

Air India reported losses of

Rs 44,441 million in 2023-24 and Rs 39,757.5 million in 2024-25. Akasa Air, despite aggressive expansion, also posted consecutive losses. Regional operators too reflected similar stress, with Alliance Air and FlyBig both recording year-after-year deficits. SpiceJet, caught in a prolonged financial storm, reported a steep Rs 15,131.3 million loss in 2022-23 before narrowing it marginally in

the subsequent years.

The financial figures for the current fiscal (2025-26) remain unavailable as the year is still underway.

The reply further revealed that domestic passenger traffic has indeed slowed. Data from FY 2022-23 through September 2025 confirms a year-on-year dip, with month-wise numbers showing repeated periods of contraction.

This marks a reversal from the post-pandemic boom that airlines had relied on to offset rising costs. The softening demand comes at a time when fares remain elevated and input costs, particularly ATF, continue to pressure balance sheets.