

**Consultation Paper No. 24/2011-12**



**Airports Economic Regulatory Authority of India**

**Multi Year Tariff Proposal submitted by M/s  
Bird Worldwide Flight Services (India) Private  
Limited, for Ground Handling Services at IGI  
Airport, New Delhi.**

**New Delhi: 4<sup>th</sup> October, 2011**

**AERA Building  
Administrative Complex  
Safdarjung Airport  
New Delhi – 110 003**

M/s Bird Worldwide Flight Services (India) Pvt. Ltd. (hereinafter referred to as BWFS) have submitted their Multi Year Tariff Proposal (MYTP), for the first control period of 5 years w.e.f. 01.04.2011 for providing Ground Handling Services at IGI Airport, New Delhi vide their proposal dated 30.04.2011 and subsequent submission made on 30.06.2011.

2. As per clause 4.4 of the Airports Economic Regulatory Authority of India (Terms and Conditions for Determination of Tariff for Services Provided for cargo facility, Ground Handling and Supply of Fuel to the Aircraft) Guidelines, 2011 [the Guidelines], in respect of ground handling services, the materiality shall be assessed based on international aircraft movements at the major airport as a percentage of total international aircraft movements at all major airports. The percentage share of international aircraft movements for IGI Airport, New Delhi, as per April-2010 to **March'2011 AAI statistics**, is 26.3% which is greater than the 5% Materiality Index fixed for the subject service. Hence the ground handling service being provided at IGI Airport, **New Delhi by BWFS, is deemed 'material' as materiality index is more than 5%.**

3. As per the information furnished by BWFS in Form F 1(b) on the Competition Assessment, the following other service providers are rendering similar services at Delhi airport:

- (i) Cambata Aviation Pvt. Ltd.
- (ii) NACIL (Air India)
- (iii) Celebi Ground Handling Delhi Pvt. Ltd.

4. The Guidelines provide that where a regulated service is being provided at a major **airport by two or more service providers(s), it shall be deemed 'competitive' at that airport.** In the instant case with the total number of players being more than two the **service is deemed 'material' but 'competitive'.**

5. As per Clause 3.2 (ii) of the Guidelines, wherever the regulated services provided **are deemed "material but competitive", the Authority shall determine tariff(s) for service providers(s) based on a light touch approach for the duration of the control period.**

6. BWFS vide letter no. Nil dated 30.06.2011, have furnished a list of the documents/information to be kept as confidential. Further, vide e-mail dated 26.09.2011 they have furnished following list of documents/information which may be uploaded on the public domain for stakeholders consultation:

- (i) Certificate of Incorporation
- (ii) Form F1(b) : Indicating names of the competitors
- (iii) Form F7 : Initial RAB (regulatory assets base)
- (iv) Form F8(a) :Format for providing asset wise information on stakeholder contribution
- (v) Form F8(b) :Format for providing exclusions from RAB
- (vi) Form F9 :Format for Forecast and actual roll forward RAB
- (vii) Form F10(a) :Capital projects
- (viii) Form F10(b) :Capital project plan
- (ix) Form F10(c) :Year-wise capital expenditure financing plan
- (x) Form F10(d) :Summary statement of expenditure
- (xi) Form F 10(e) :Additional Projects summary
- (xii) Form F11(a) :Employee strength (resubmitted)
- (xiii) Form 14(b) :Annual Tariff Proposal for Tariff Year 1

7. In terms of Clause 7.3 & 7.4 of the Guidelines, the Authority shall upon due consideration of the MYTP and stakeholder consultations thereon make a Multi Year Tariff Order (MYTO) for a Control Period. After issuance of the MYTO, the service provider shall submit its Annual Tariff Proposal (ATP). The ATP for the first tariff year of the first control period is required to be submitted within 75 days of the issue of MYTO. As per Clause 11.2, the ATP is required to be submitted in the manner and form provided in AI.8.1 of Appendix-I and is required to be supported by the following: -

- (i) Details of consultations with stakeholders
- (ii) Evidence of User Agreements clearly indicating the Tariff proposal by the service provider and agreed to by the User.

8. BWFS have also furnished Forms F14 to Form F21 towards ATP, but most of the forms are incomplete except Form F14(a). Hence, their ATP may not be considered at this stage and Form F14(b) is not uploaded in public domain.

9. The MYTP submitted by BWFS was considered by the Authority in its 54<sup>th</sup> Meeting held on 29.09.2011 and after careful consideration of the submissions made by BWFS, the assessment of the materiality and competition of the subject service, the Authority has decided to make the following proposal for stakeholder consultation:

- (i) The service for ground handling being provided by BWFS at IGI Airport, New Delhi is **“material but competitive”**. Therefore, the Authority may tentatively decide to adopt a **“Light Touch Approach”** for determination of tariff for the 1st Control period w.e.f 01.04.2011.

10. In accordance with the provisions of Section 13(4) of the AERA Act 2008, the proposal contained in para 9 above, is hereby put forth for stakeholder consultation. To assist the stakeholders in making their submissions in a meaningful and constructive manner, necessary documents are enclosed (**Annexure-I**). For removal of doubts, it is clarified that the contents of this Consultation Paper may not be construed as any Order or Direction of this Authority. The Authority shall pass an Order, in the matter, only after considering the submissions of the stakeholders in response hereto and by making such decision fully documented and explained in terms of the provisions of the Act.

11. The Authority welcomes written evidence-based feedback, comments and suggestions from stakeholders on the proposal made in para 9 above, latest by **18.10.2011** at the following address:

**Capt. Kapil Chaudhary**  
**Secretary**  
**Airports Economic Regulatory Authority of India**  
**AERA Building,**  
**Administrative Complex,**  
**Safdarjung Airport,**  
**New Delhi- 110003**  
**Email: [kapil.chaudhary@aera.gov.in](mailto:kapil.chaudhary@aera.gov.in)**  
**Tel: 011-24695042**  
**Fax: 011-24695039**

**Yashwant S. Bhawe**  
**Chairman**

## Kind Attn: Mr. AB Saxena\_MYTP Forms for operations at Delhi

From: **sundeep jain** (sj@bird.in)  
Sent: 26 September 2011 01:37AM  
To: anil.saxena@aera.gov.in; igi1955@hotmail.com  
2 attachments  
BWFS Incorporation Certificate.pdf (42.8 KB) , Forms for publishing.pdf (446.3 KB)

**Subject: Submission of MYTP for and on behalf of Bird Worldwide Flight Services (I) Pvt. Ltd. (BWFS) for its operations at Indira Gandhi International Airport Limited**

Dear Mr. Saxena,

Further to our letter dated June 30, 2011 and subsequent discussion on phone on the captioned subject we maintain our request made in the above letter and accordingly the following information may be published at AERA website:

1. Certificate of Incorporation
2. Materiality Assessment
3. Form F1(b) – Indicating names of the competitors
4. Form F7 – Initial RAB (regulatory assets base)
5. Form F8(a) – Format for providing asset wise information on stakeholder contribution
6. Form F8(b) – Format for providing exclusions from RAB
7. Form F9 – Format for Forecast and actual roll forward RAB
8. Form F10(a) – Capital projects
9. Form F10(b)- Capital project plan
10. Form F10(c) - Year-wise capital expenditure financing plan
11. Form F10(d) – Summary statement of expenditure
12. Form F10(e) - Additional Projects summary
13. Form F11(a) – Employee strength (resubmitted and enclosed as Annexure 2)
14. Form 14(b) – Annual Tariff Proposal for Tariff Year 1

We believe that the above will suffice the requirement of the Guidelines issued by AERA.

Yours sincerely

Best regards

Sundeep Kr Jain

**Bird Worldwide Flight Services (I) Pvt. Ltd.**

E-9, Connaught House, Connaught Place, New Delhi 110 001

Tel: +91 11 2341 8199

Mobile: 09810004326



प्रारूप 1  
पंजीकरण प्रमाण-पत्र

कॉर्पोरेट पहचान संख्या : U62200DL2008PTC184155

2008 - 2009

मैं एतद्वारा सत्यापित करता हूँ कि मैसर्स

Bird Worldwide Flight Services (India) Private Limited

का पंजीकरण, कम्पनी अधिनियम 1956 (1956 का 1) के अंतर्गत आज किया जाता है और यह कम्पनी प्राइवेट लिमिटेड है।

यह निगमन-पत्र आज विनांक दस अक्टूबर दो हजार आठ को मेरे हस्ताक्षर से दिल्ली में जारी किया जाता है।

Form 1  
Certificate of Incorporation

Corporate Identity Number : U62200DL2008PTC184155

2008 - 2009

I hereby certify that Bird Worldwide Flight Services (India) Private Limited is this day incorporated under the Companies Act, 1956 (No. 1 of 1956) and that the company is private limited.

Given under my hand at Delhi this Tenth day of October Two Thousand Eight.



(MAHESH CHANDRA SAXENA)

सहायक कंपनी रजिस्ट्रार / Assistant Registrar of Companies  
राष्ट्रीय राजधानी क्षेत्र दिल्ली एवं हरियाणा  
National Capital Territory of Delhi and Haryana

कम्पनी रजिस्ट्रार के कार्यालय अभिलेख में उपलब्ध पत्राचार का पता :

Mailing Address as per record available in Registrar of Companies office:

Bird Worldwide Flight Services (India) Private Limited  
1ST FLOOR, J.K. BUILDING, VIPPS CENTRE, 2-LSC, MASJID MOTH, GREATER KAILASH-II,  
NEW DELHI - 110048,  
Delhi, INDIA

**Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi**

Form 1 (b) - Competition Assessment (ref: Section A1.3 Appendix i)

S No.	Details of competitive facilities
1	The Company is operating as a Ground Handling Agency at Delhi International Airport along with Air India, Cambata Aviation and Celebi. Therefore, in aggregate there are four services providers at Indira Gandhi International Airport, New Delhi.
2	The Company is providing services to its Airlines Customers based on multiple discussions on desired service levels followed by negotiations with them. During this negotiations, factors like types of services required by the airline customers, associated costs, prices offered by the competitors are always considered.
3	Due to this perfect competition, the unit rate(s) are competitively low and have been determined by independent market forces.
4	Almost all of its services are covered through signed contracts with its customers.



Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi

Form F7: Format for identifying Initial Regulatory Asset Base (ref: Section A1.5 of Appendix I)

Fixed Asset already commissioned as on ....								
S.N.	Asset Name	Asset Type	Description of the asset	Commission Date	Useful Life In Years	Original Cost of Asset	Depreciation Rate	Accumulated Depreciation
1	Plant & Machinery	Ground Handling Equipment	Baggage Conveyor	Various Dates	7.96	7,484,918	4.75%	288,732
	Plant & Machinery	Ground Handling Equipment	Baggage Trolleys	Various Dates	18.95	3,046,450	4.75%	99,202
	Plant & Machinery	Ground Handling Equipment	Container Dollies	Various Dates	18.95	6,638,208	4.75%	305,436
	Plant & Machinery	Ground Handling Equipment	Deck Loader	Various Dates	18.95	14,521,466	4.75%	527,249
	Plant & Machinery	Ground Handling Equipment	Other Mechanical Asset	Various Dates	18.95	86,940,755	4.75%	5,762,256
	Plant & Machinery	Ground Handling Equipment	Pallet Dollies	Various Dates	18.95	8,859,284	4.75%	356,939
	Plant & Machinery	Ground Handling Equipment	Passenger Step	Various Dates	7.96	20,959,926	4.75%	760,243
	Plant & Machinery	Ground Handling Equipment	Toilet Cart	Various Dates	7.96	675,000	4.75%	19,852
	Plant & Machinery	Ground Handling Equipment	Tractors	Various Dates	7.96	24,778,186	4.75%	1,039,596
	Plant & Machinery	Ground Handling Equipment	Water Cart	Various Dates	7.96	540,000	4.75%	15,882
2	Data Processing Devices	Various Items	Computers at airport offices	Various Dates	5.55	2,302,239	16.21%	271,786
3	Furniture & Fixture	Various Items	Furniture at airport offices	Various Dates	14.22	418,502	6.33%	7,063
4	LeaseHold Improvements	Various Items	Leasehold furniture at airport offices	Various Dates	18.00	1,817,061	1.63%	85,145
5	Office Equipments	Various Items	Office Equipments at airport offices	Various Dates	18.95	629,763	33.33%	36,006
6	Vehicles	Various Items	Vehicles at airport offices and to Operation Team	Various Dates	9.47	4,529,910	9.5%	161





Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi

Form F8(a): Format for providing asset-wise information stakeholder contributions (ref; Section A1 5 of Appendix I)

Details of User Contributions for the assets

S.N.	Contribution name	Asset Name	Extent of user Contribution approved for the project	Year Of approval	Tenure for User Contribution Collection	Actual Accumulated Collection till Beginning of	Accumulated Collection estimated till the beginning of first	Total Collection proposed in Tariff Year 1	Total Collection proposed in Tariff Year 2	Total Collection proposed in Tariff Year 3	Total Collection proposed in Tariff Year 4	Total Collection proposed in Tariff Year 5
1	Grant	Asset A										
2		Asset B										
3		...										
4		Asset C										
5		...										

\* Projected values to be provided  
 # Fields in italics are indicative only



Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi

Form F8(b): Format for providing providing proposed exclusions from RAB (ref; Section AI 5 of Appendix I)

Details of Proposed Excluded Assets from RAB

S.N.	Asset Name	Book Value	Accumulated Depreciation	Justifications for exclusion	Any Land associated with asset	If yes, Details of land
1	Asset A					
2	Asset B					
3	.....					
4	.....					
5						

# Fields in italics are indicative only

Note: In view of the fact that the assets of the Company (other than Plant and Equipment) are used by the Operational staff to provide regulated services, there are no asset that are considered by the Company for exclusion.



Form F9: Format for Forecast and Actual Roll-Forward RAB (ref: Section AI 5 OF Appendix I)

	09-10	010-11	Forecast for the Control Period				
	Last available audited year	Financial Year before Tariff Year**	Tariff Year 1	Tariff Year 2	Tariff Year 3	Tariff Year 4	Tariff Year 5
<b>A Opening RAB</b>							
Plant & Machinery	-	165,268,806					
Data Processing Devices	-	2,030,453					
Furniture & Fixture	-	411,439	190,998,428	326,916,345	309,084,261	291,252,178	273,420,095
LeaseHold Improvements	-	1,731,916					
Office Equipments	-	593,757					
Vehicles	-	4,529,749					
	-	174,566,120	190,998,428	326,916,345	309,084,261	291,252,178	273,420,095
<b>B Additions - WIP Capitalisation</b>							
Plant & Machinery	174,444,193						
Data Processing Devices	2,302,239						
Furniture & Fixture	418,502	22,500,000	150,000,000	-	-	-	-
LeaseHold Improvements	1,817,061						
Office Equipments	629,763						
Vehicles	4,529,910						
	184,141,668	22,500,000	150,000,000	-	-	-	-
<b>C Disposal/ Transfers</b>							
Plant & Machinery	-	-	-	-	-	-	-
Data Processing Devices	-	-	-	-	-	-	-
Furniture & Fixture	-	-	-	-	-	-	-
LeaseHold Improvements	-	-	-	-	-	-	-
Office Equipments	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
<b>D Depreciation Charges</b>							
Plant & Machinery	9,175,387						
Data Processing Devices	271,786						
Furniture & Fixture	7,063	6,067,692	14,082,083	17,832,083	17,832,083	17,832,083	17,832,083
LeaseHold Improvements	85,145						
Office Equipments	36,006						
Vehicles	161						
	9,575,548	6,067,692	14,082,083	17,832,083	17,832,083	17,832,083	17,832,083
<b>E Closing RAB (A+B-C-D)</b>							
Plant & Machinery	165,268,806						
Data Processing Devices	2,030,453						
Furniture & Fixture	411,439	190,998,428	326,916,345	309,084,261	291,252,178	273,420,095	255,588,011
LeaseHold Improvements	1,731,916						
Office Equipments	593,757						
Vehicles	4,529,749						
	174,566,120	190,998,428	326,916,345	309,084,261	291,252,178	273,420,095	255,588,011
<b>F Average RAB</b>	87,283,060	95,499,214	163,458,172	154,542,131	145,626,089	136,710,047	127,794,006



Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi

Form F10 (a): Capital Projects Completed Before Current Review for Roll-Forward of RAB (ref: Section A1 5 Appendix I)

Project Details				Projected Capital Expenditure																			
S.N.	Project Name	Project Type	Comn. Date	Tariff Year 1				Tariff Year 2				Tariff Year 3				Tariff Year 4				Tariff Year 5			
				Capex	Comn	C Date	WIP	Capex	Comn	C Date	WIP	Capex	Comn	C Date	WIP	Capex	Comn	C Date	WIP	Capex	Comn	C Date	WIP
1	Project 1	Buildings																					
2	Project 2	Vehicles																					
3	Project 3	P& M																					
4	Project 3	F& F																					

  

		Actual Capital Expenditure																			
Project Type	Comn. Date	Tariff Year 6				Tariff Year 7				Tariff Year 8				Tariff Year 9				Tariff Year 10			
		Capex	Comn	C Date	WIP	Capex	Comn	C Date	WIP	Capex	Comn	C Date	WIP	Capex	Comn	C Date	WIP	Capex	Comn	C Date	WIP
Buildings																					
Vehicles																					
P& M																					
F& F																					

Legend	
Project name	Project Name should be a unique name or a primary key assigned to a capex project
Project Type	Type of the project and the asset class to which the capex project belongs
Comn. Date	Date on which the capital project was commenced
Capex	Year-wise Capex incurred on the project excluding any capital receipts like grants, user contributions etc.
WIP	Work-in-Progress at the end of every tariff Year
Comn	Commissioning in a particular Tariff Year
C Date	Date of Commissioning in a particular Tariff Year



# Fields in italics are indicative only

**Note:** For the purpose of this submission, since start of operations at new airports is not certain due to various factors, the Company has assumed that it will continue to operate only at Bangalore International Airport.

Bird WorldWide Flight Services, Indira Gandhi International Airport, New Delhi

Form F10 (b) Capital Expenditure Projected Plan -10 Year (ref ALS Of Appendix)

Note :- Information to be provided for 10 year period for all projects either spilling into the period or starting during the period

Project Details				Estimated WIP Capex and Commissioning in each Year																											
S.N.	Project Name	Project Type	Comm. Date	Financial Year Before Tariff Year 1*			Tariff Year 1 2011-12					Tariff Year 2 2012-13					Tariff Year 3 2013-14					Tariff Year 4 2014-15					Tariff Year 5 2015-16				
				TCAPEX	TComm	WIP	Capex	FinAwh	Com.	C Date	WIP	Capex	FinAwh	Com.	C Date	WIP	Capex	FinAwh	Com.	C Date	WIP	Capex	FinAwh	Com.	C Date	WIP	Capex	FinAwh	Com.	C Date	WIP
1	Delhi International Airport	GH Services GH Services GH Services GH Services	Various dates in respective years	Please refer annexure F7 for details as at 31 March 2011.			150,000,000	-	-	1-Oct-12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
							Tariff Year 6 2016-17					Tariff Year 7 2017-18					Tariff Year 8 2018-19					Tariff Year 9 2019-20					Tariff Year 10 2020-21				
							Capex	FinAwh	Com.	C Date	WIP	Capex	FinAwh	Com.	C Date	WIP	Capex	FinAwh	Com.	C Date	WIP	Capex	FinAwh	Com.	C Date	WIP	Capex	FinAwh	Com.	C Date	WIP
							-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Legend	
Project	Project Name should be a unique name or a primary key assigned to a capex project
Project Type	Type of the project and the asset class to which the capex project belongs
Comm Date	Date on which the capital project was commenced
Capex	Year-wise Capex incurred on the project excluding any capital receipts like grants, user contributions etc.
WIP	Work-In-Progress at the end of every tariff year
Comm	Estimated date of Commissioning in a particular Tariff Year
C Date	Estimated Date of Commissioning In a particular Tariff Year
TCAPEX	Total Capex incurred on the project till the end of previous Control Period excluding any capital receipts like grants user contributions etc.
TComm	Total commissioning on the project till the end of previous Control Period
FinAN	Project-wise Financing Allowance for the year



\* Projected value to be provided  
# Field in italics are indicative only

Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi

Form F10 (C) Year wise Capital Expenditure Financing Plans for next 10,year (ref: section A1.5 of Appendix I)

Note :- Information to be provided for 10 year period for all projects either spilling into the period or starting during the period

Project Details		Tariff Year 1				Tariff Year 2				Tariff Year 3				Tariff Year 4				Tariff Year 5				
		2011-12				2012-13				2013-14				2014-15				2015-16				
S.N.	Total Capex Planned	Internal Accrual	Equity infused	User Contribution	Total Debt	Internal Accrual	Equity infused	User Contribution	Total Debt	Internal Accrual	Equity infused	User Contribution	Total Debt	Internal Accrual	Equity infused	User Contribution	Total Debt	Internal Accrual	Equity infused	User Contribution	Total Debt	
	Plant, Machinery etc.	-	-	-	150,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Tariff Year 6				Tariff Year 7				Tariff Year 8				Tariff Year 9				Tariff Year 10				
		2016-17				2017-18				2018-19				2019-20				2020-21				
		Internal Accrual	Equity infused	User Contribution	Total Debt	Internal Accrual	Equity infused	User Contribution	Total Debt	Internal Accrual	Equity infused	User Contribution	Total Debt	Internal Accrual	Equity infused	User Contribution	Total Debt	Internal Accrual	Equity infused	User Contribution	Total Debt	
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Legend	
Total Capex	Total Capex Planned indicates the total forecasted capex for all assets during the next 10,year
Internal Accrual	Internal Accrual (from free reserves and surplus) in the year
Equity Infused	Equity Infusion planned during the year
User Contributions	Representing Development Fees/User Contribution/ Capital Grants/ Subsidies etc. planned during the year for the capital project
Total Debt	Total Debt planned for funding capex during the year



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**Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi**

**Form F10 (d): Summary Statement of Expenses Capitalised (ref; Section A1.5 OF Appendix I)**

Sl. No.	Particulars	Last available audited year#	Financial Year before Tariff Year 1*	Tariff Year 1	Tariff Year 2	Tariff Year 3	Tariff Year 4	Tariff Year 5
A	Interest and Finance Charges Capitalised							
B	Cost of raising finance & Bank Charges							
C	Other Expenses Capitalised							
	Employees Expenses							
	Administrative and General Expenses							
	Utilities and Outsourcing Expenses			Nil				
	Any Other expenses being capitalised							
D	Total Expenses Being Capitalised (A+B+C)							

\* Projected values to be provided

# Information for the financial year for which audited accounts are available



✓

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Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi

Form F10(e) Additional Capital Project Summary (ref: Section A1.5 of Appendix I)

		Forecast WIP Assets				
		Tariff Year 1	Tariff Year 2	Tariff Year 3	Tariff Year 4	Tariff Year 5
E	Opening WIP Assets					
	Building	-	-	-	-	-
	Plant & Machinery	-	-	-	-	-
	Electrical Instalation	-	-	-	-	-
	Furniture and Fittings	-	-	-	-	-
	...					
F	Additions - New WIP					
	Building	-	-	-	-	-
	Plant & Machinery	-	-	-	-	-
	Electrical Instalation	-	-	-	-	-
	Furniture and Fittings	-	-	-	-	-
	....					
G	WIP Capitalization					
	Building	-	-	-	-	-
	Plant & Machinery	-	-	-	-	-
	Electrical Instalation	-	-	-	-	-
	Furniture and Fittings	-	-	-	-	-
	....					
H	Closing WIP Assets					
	Building	-	-	-	-	-
	Plant & Machinery	-	-	-	-	-
	Electrical Instalation	-	-	-	-	-
	Furniture and Fittings	-	-	-	-	-
	...					

# Fields in italics are indicative only





**Bird WorldWide Flight Services\_Indira Gandhi International Airport, New Delhi**

**Form F11 (a) Employee Strength (ref; Section A1.5 of Appendix I)**

Sl. No.	Particulars - with detailed breakup	As at 31 March 2010	As at 31 March 2011	Tariff Year 1	Tariff Year 2	Tariff Year 3	Tariff Year 4	Tariff Year 5
	Full-Time Employees	932	1418	1418	1418	1418	1418	1418
	....							

\* Projected values to be provided

# Fields in italics are indicative only

^ Information for last financial year for which audited accounts are available

