AIRPORTS ECONOMIC REGULATORY AUTHORITY OF INDIA (AERA)

MINUTES OF THE STAKEHOLDERS' CONSULTATION MEETING HELD ON 27.10.2026 AT 2:30 PM AT AERA STAKEHOLDER CONSULTATION ROOM, UDAAN BHAWAN, SAFDARJUNG AIRPORT, NEW DELHI ON THE CONSULTATION PAPER NO. 07/2026-27 ISSUED ON 12.10.2026 REGARDING THE DETERMINATION OF AERONAUTICAL TARIFF FOR COCHIN INTERNATIONAL AIRPORT, COCHIN FOR THE 4th CONTROL PERIOD (01.04.2026 TO 31.03.2031)

1. Section 13(4)(a) of the Airports Economic Regulatory Authority of India Act, 2008, provides that for ensuring transparency in the tariff determination process for aeronautical services, due consultations be held with all stakeholders and all stakeholders be allowed to make their submissions to the Authority. In pursuance of the same, for determination of aeronautical tariff for the 4th Control Period (01.04.2026 to 31.03.2031) of Cochin International Airport, a stakeholders' consultation meeting was convened by the Authority on 27.10.2026 at 2:30 PM in hybrid mode at AERA Office, Udaan Bhawan, Safdarjung Airport, New Delhi-110003 to elicit the views of the stakeholders on the proposals made in Consultation Paper No. 07/2026-27 issued by the Authority on 12.10.2026 in response to the MYTP (Multi Year Tariff Proposal) submitted by the Cochin International Airport for the said 4th Control Period (2026-31).

   The list of participants is enclosed in Annexure – I.

2. At the outset, the Secretary, AERA extended a warm welcome to all the stakeholders participating in the meeting, both physically and online, including the airport operators, airlines and airline associations, independent service providers, industry bodies (IATA & FIA), oil companies, members of the public and the Authority's consultants. He highlighted that stakeholder consultation is an integral part of the tariff determination process of the Authority, as mandated under Section 13(4) of the AERA Act, 2008, and ensures transparency and meaningful participation. He informed that the meeting had been convened, as part of the structured regulatory process of tariff determination undertaken by the Authority, to seek the views and comments of the stakeholders on the Consultation Paper issued by the Authority for Cochin International Airport for the 4th Control Period (FY 2026-27 to FY 2030-31). He expressed hope for a very constructive discussions and valuable suggestions from the stakeholders, and thereafter requested the Chairperson, AERA to deliver his opening remarks.

3. The Chairperson, AERA, on behalf of the Authority, extended a very warm welcome to all the participants and the team of Cochin International Airport Limited (CIAL). He briefly outlined the regulatory framework under the AERA Act, 2008, which emphasizes transparency in all tariff determination work and proper documentation of all decisions of the Authority. It was highlighted that this Consultation Paper on Cochin Airport is a comprehensive document covering an elaborate analysis

by AERA on all the regulatory building blocks and had been placed in the public domain on the Authority's website on 12.10.2026. The stakeholders' consultation meeting on the said Consultation Paper is now being held on the fifteenth day since its issuance. He outlined the format of the meeting, wherein the airport operator would first make a presentation from the airport side after which the floor would be opened for the participants to share their views and comments. He further informed that, besides sharing their inputs during the meeting, stakeholders should also submit their written comments latest by 10.11.2026, after which the airport operator would be given 10 days time to submit their counter-comments subsequent to which the Tariff Order would be issued.

Chairperson observed that Cochin International Airport, with its unique ownership and institutional structure, has demonstrated over the years how an airport can be operated efficiently and economically. It was highlighted that the Airport has undergone progressive terminal development, starting with T1 followed by the general aviation terminal and T3, and presently has a terminal capacity of approximately 14 MPPA (Million Passengers Per Annum), against which passenger traffic of 11.44 million was achieved in the last year of the 3rd Control Period, representing utilisation of approximately 82% of Terminal Building Capacity. It was further noted that aggregate passenger traffic during the 3rd Control Period was 46.86 million against the AERA projection of 51.23 million.

It was further highlighted that, for the 4th Control Period, the Authority has considered aggregate passenger traffic of 74.65 million against 71.41 million projected by CIAL, with traffic in the final year considered at 17.99 million against 16.58 million projected by CIAL. The proposed expansion of T3 by 1.4 MPPA and T1 by 4 MPPA would increase the overall capacity of the Airport from 14 MPPA to 19.4 MPPA.

The Chairperson, AERA further elaborated that, after undertaking due diligence and prudence check of the proposed capital expenditure and other regulatory building blocks, the Authority has considered capital expenditure of approximately ₹3,243 crore against approximately ₹3,770 crore proposed by CIAL. It was also noted that, while CIAL had proposed an ARR (Aggregate Revenue Requirement) of approximately ₹4,183 crore (PV terms) and the Authority has considered an ARR of approximately ₹2,748 crore (PV terms).

The Chairperson by explaining the concept of Incremental ARR and distinction between the conventional ARR and the baseline ARR further elaborated that for Cochin Airport for the 4th Control Period (2026-31), the T1 and T3 expansion projects as given in the MYTP with the estimated timelines for completion have been included separately under the Incremental ARR framework. He further informed that the baseline ARR works out to approximately ₹2,549 crore, and the Yield Per Passenger (YPP) to approximately ₹368 under the conventional ARR approach and ₹342 under the baseline ARR approach.

4. The Chairperson reiterated that AERA undertakes the tariff determination exercise in accordance with established regulatory principles through a transparent and consultative process. He highlighted that stakeholders may provide their views, comments and suggestions during the meeting as well as through written submissions within the stipulated timelines i.e. by 10.11.2026. He assured that all submissions would be duly examined and considered by the Authority while finalizing the Tariff Order. It was again emphasized that stakeholder consultation is an integral part of the tariff determination process and plays a vital role in ensuring a balanced and transparent regulatory outcome.

5. Subsequently, Cochin International Airport Limited (CIAL) was invited to make its presentation including its submissions on the Consultation Paper.

6. **Cochin International Airport Limited (CIAL)**

Mr. Saji Daniel, Executive Director and Chief Financial Officer, CIAL, made a detailed presentation about Cochin International Airport, encompassing the following:

6.1. Background Information

- CIAL was developed as a greenfield airport under the PPP model, with a broad shareholder base and participation of the Government of Kerala. The Chief Minister of Kerala chairs the company, the Managing Director is appointed by the State Government, and the Board includes Directors from the Government of Kerela, Independent Directors and Investor Directors.

  On a query from the Chairperson on Board composition and decision-making process of the Board, CIAL explained that investment decisions are taken by the Board and day-to-day operations are managed by the Managing Director. Independent Directors participate in committees including the Audit Committee etc. Chairperson requested for more information on CIAL's governance and functioning and the good practices they follow in operating the airport, which CIAL agreed to send in due course.

- T1 serves domestic operations, T2 handles general aviation and VVIP movements, and T3 serves international operations. T1 has an area of approximately 63,000 sq. m and T3 approximately 1,46,000 sq. m.

- Airside facilities include a 3,400 m runway, a full-length parallel taxiway and 37 aircraft parking bays.

- CIAL follows a modular expansion approach linked to demonstrated traffic demand.

6.2. Traffic Evolution

Mr. Daniel informed that, while the Airport has historically demonstrated strong traffic growth, its traffic has been affected over the years by several external events, including the Kerala floods, the commissioning of Kannur Airport and the cessation of Jet Airways operations, followed by the

COVID-19 pandemic in the initial years of the 3rd Control Period and, more recently, geopolitical developments in the Middle East and airline fleet shortages. He highlighted that, since a significant portion of the Airport's international traffic is linked to the Middle East, developments in the region continue to influence passenger growth, and that these factors remain key risks that could affect traffic growth and revenue realisation during the 4th Control Period.

6.3. Awards and Accolades

He informed that the Airport had received the 2018 UN recognition for its solar-powered operations, the Wings India 2022 COVID Champion recognition and an ACI Airport Service Quality award in the 5–15 million passenger category in the Asia-Pacific region. During the 3rd Control Period, departure ASQ ratings ranged from 4.77 to 5 and arrival ASQ ratings from 4.97 to 5.

6.4. Green Initiatives

He informed that installed solar capacity at the Airport had increased from 0.1 MWp in 2013 to approximately 50 MWp in 2022, with east–west panel orientation, floating solar installations and use of canal tops and embankments for solar generation.

6.5. Ongoing Projects

- **T3 International Apron and Terminal Expansion:** It is intended to increase international handling capacity, improve passenger flow and introduce CT-based baggage screening. The project includes a three-level pier with aerobridge connectivity, two MARS stands and four additional Code C aircraft parking bays, with approximate investments of ₹196 crore for apron works and ₹779 crore for terminal expansion. Concept renderings and photographs of ongoing site works were displayed for the information of stakeholders.
- **Security systems:** CCTV surveillance upgrades with advanced analytics and procurement of body scanners for BCAS compliance.
- **GPU and PCA systems:** Installation at T3 to reduce aircraft emissions.
- **Rescue and firefighting:** Procurement of aircraft crash fire tenders and emergency rescue vehicles to support airport rescue and firefighting requirements.

6.6. Proposed Infrastructure Facilities for the 4th Control Period

- Expansion of T1 by approximately 50,000 sq. m to address operational constraints and support future domestic traffic growth, along with associated airside works including additional aircraft parking bays;
- Runway recarpeting and airfield ground lighting upgrades;
- Relocation of the isolation parking position to facilitate expansion near T1; and

- Construction of four additional parking bays with associated taxiway connectivity.

6.7. Annual Tariff Proposal

He informed that CIAL's annual tariff proposal has been prepared on the basis of the baseline ARR and the traffic projections considered by the Authority in the Consultation Paper. Under the proposal, CIAL has proposed landing charges and UDF (User Development Fee) at levels that would enable recovery of the baseline ARR, and would result in a reduction of approximately 54% in tariffs as compared with the current levels.

He further explained that, in line with the Incremental ARR framework proposed by the Authority, the costs of the T3 and T1 expansion projects would be recovered separately through project-specific tariffs, which would become applicable only after commissioning of the respective projects. Upon commissioning, these incremental charges would be levied over and above the baseline tariffs, thereby ensuring that the additional revenue requirement associated with each project is recovered separately while maintaining a gradual tariff trajectory over the Control Period.

He also informed that, apart from landing charges and UDF, the tariff proposal includes charges for parking, inline baggage screening, aerobridges, CUTE/CUPPS and other aeronautical services, while cargo tariffs are proposed to remain unchanged to ensure stability and predictability for cargo operators.

- **Variable Tariff Plan**

He informed that CIAL has proposed incentives for new domestic and international routes, aircraft upgauging and cargo freighter operations, along with a strategic partnership programme offering concessions to existing airlines linked to incremental traffic growth and enhanced international connectivity.

7. CIAL submission on Consultation Paper No. 07/2026-27

CIAL thereafter presented its submissions on the Consultation Paper, encompassing the following:

7.1. Traffic Projections

He submitted that, while CIAL appreciated the Authority's detailed traffic assessment, the Authority has considered approximately 74.7 million passengers for the 4th Control Period, including 41.9 million domestic passengers, as against 38.6 million domestic passengers projected by CIAL. He stated that recent traffic trends up to September 2026 show negative growth in both domestic and international traffic, with international traffic being affected by developments in the Middle East and airline operations being constrained by fleet shortages and capacity limitations. He requested the Authority to review the traffic assumptions, particularly the traffic considered for

the base year (FY 2026-27), in line with the actual traffic trends. He further requested that CIAL be allowed to submit a revised annual tariff proposal, if required.

7.2. Incremental ARR for the T3 Expansion Capex

He submitted that the T3 expansion project had already been awarded and was under active construction. Referring to the Authority's assumed commissioning in FY 2028-29, around the middle of the Control Period, he submitted that sufficient recovery time remained and requested that the project be included in the regular ARR instead of the Incremental ARR mechanism.

He concluded the presentation by reiterating CIAL's commitment to developing safe, resilient and sustainable airport infrastructure while maintaining high standards of passenger service, and thanked the Authority and all the stakeholders for their continued engagement and support.

8. AERA then invited the stakeholders, including those who joined online besides those who were present physically, to share their views/comments/suggestions/inputs on the tariff proposals and analysis as reflected in the Consultation Paper. Airport operators, airlines and airline associations, industry bodies and other members present in the stakeholder meeting were accordingly requested one by one.

8.1. Airport Operators

i. GMR Group

Mr. Raman Gulati, Associate General Manager – Regulatory, GMR Group, thanked the airport operator for the comprehensive presentation on the Consultation Paper for the airport. He submitted that GMR Group was still going through the Consultation Paper and will submit its written comments within the stipulated timelines.

ii. Noida International Airport

Ms. Trisha Bedi, Head Regulatory, Noida International Airport, submitted that Noida International Airport did not have any comments at this stage and was still going through the Consultation Paper and will submit its written comments for the airport within the stipulated timelines.

iii. Adani Airports

Mr. Chirag, Adani Airports, submitted that Adani Airports was still going through the Consultation Paper and will provide its written comments within the stipulated timelines.

iv. Bangalore International Airport Limited (BIAL)

Mr. Bhaskar Venkatramani, GM, BIAL, thanked the airport operator for the presentation and submitted that BIAL was still going through the Consultation Paper and will submit its written responses within the stipulated timelines.

8.2. Airlines and Airlines Associations

i. **Federation of Indian Airlines (FIA)**

Mr. Ujjwal Dey, Director, FIA, thanked the Authority for organising the stakeholders' consultation for the Cochin airport and appreciated the Authority's continued efforts towards a transparent, structured and consultative regulatory process through detailed examination of financial information, traffic projections, capex and operating costs. He stated that, from the airlines' perspective, a predictable, transparent and balanced tariff framework is essential for operational efficiency, long-term fleet planning and sustainable growth of the aviation sector. He further informed that FIA's member airlines were undertaking their due diligence on the Consultation Paper and that FIA will submit its written comments within the stipulated timelines.

ii. **IndiGo Airlines**

Ms. Prakriti Nambiar, Senior Executive – Aero Political & Industry Affairs, IndiGo Airlines, submitted that IndiGo will submit its written comments within the stipulated timelines and requested that the presentations made during the meeting be shared with the member airlines. The Authority informed that the presentation will be uploaded on its website.

iii. **Air India**

Mr. Shashi Chetia, VP & Head Airport Planning, Air India, thanked the Authority for the opportunity and the Airport Operator of Cochin for its presentation. He submitted that Air India was still going through the document and will revert with its inputs in due course.

iv. **Air India Express**

Mr. Sunil Joshi, Senior Manager, Air India Express, submitted that Air India Express will submit its comments within the stipulated timelines.

v. **Alliance Air**

Mr. Sajeesh, Representative of Alliance Air, submitted that Alliance Air will discuss the proposals and will submit its response within the stipulated timelines.

8.3. Independent Service Providers and Oil Companies

i. **Air India Airport Services Limited (AIASL)**

Mr. Amit Mishra, Senior Assistant General Manager, AIASL, raised a concern regarding access to ground handling at the general aviation terminal at Cochin Airport. He submitted that three ground handling agencies operate at the Airport, and indicated that currently only one agency was permitted to handle flights at General Aviation Terminal while the other two were restricted.

He submitted that the Authority has consistently encouraged healthy competition among service providers at airports, which also helps keep ground handling charges in check, and accordingly all

three authorised ground handling agencies should be permitted to serve the general aviation terminal. He requested clarification from CIAL in this regard and further stated that AIASL will submit its written comments within the stipulated timelines.

ii. **Bharat Petroleum Corporation Limited (BPCL)**

Mr. N. Srinivasa Rao, BPCL, submitted that BPCL did not have any comments at this stage. They were still going through the Consultation Paper and will submit its written comments within the stipulated timelines.

In response to a query from the Authority, he informed that BPCL is operating the fuel farm at Cochin, and that BPCL is also a stakeholder in CIAL with a shareholding of approximately 3.4%.

8.4. Industry Bodies

i. **International Air Transport Association (IATA)**

Mr. Ujjwal Bakshi, Industry Affairs Manager, IATA, thanked the airport operator for its presentation and appreciated the intense scrutiny and cost discipline being continually exercised by the Authority. With regard to Cochin, he submitted that IATA supports the necessary capital expenditure and appreciates the Incremental ARR mechanism introduced by the Authority, while emphasising that the recovery should be linked to the timely delivery of the projects. He further stated that IATA will submit its detailed written comments within the stipulated timelines.

ii. **Centre for Civilisational Study (CCS)**

Mr. Prakash Chandra Sharma, CCS, appreciated the Authority for its transparent, balanced and progressive regulatory approach. He also appreciated CIAL for its overall operational efficiency and passenger facilities. He submitted that CCS supports the UDF proposed by CIAL as a long-term, affordable and sustainable model, and appreciated CIAL's non-aeronautical revenue generation which enables cross-subsidisation of airport charges.

iii. **Lord Krishna Productions**

Mr. Rajesh Sehgal, Director, Lord Krishna Productions, offering suggestions from a passenger's perspective, submitted that an airport should not only be economical but also comfortable for passengers. He suggested maximum use of solar energy and provision of sufficient golf carts for senior citizens. He also suggested that, given Cochin's proximity to tourist destinations, tourism-related opportunities may be leveraged to enhance the income of the Airport.

8.5. Individual Participants

i. Mr. Akshay Guwarikar thanked the Authority for the opportunity to participate in the discussion and also thanked the airport operator for the presentation made. He submitted that he will review the proposal and will provide his comments, if any.

ii. Mr. A K Raman thanked the Authority for the opportunity and submitted that he will send his comments in writing.

iii. Mr. Sujit Kumar congratulated the CIAL team and described the Cochin PPP model and its governance structure as one that could be replicated across India, noting CIAL's cost discipline and its traffic projections based on realistic volumes. He requested the Authority to take into account the significant decline in traffic at the Airport, owing to their high dependence on the Middle East market, and suggested that the traffic assumptions may be reviewed accordingly. He submitted that he will be submitting his written comments too.

9. **Conclusion**

9.1. Member II, AERA, congratulated the management team of CIAL on its detailed presentation and observed that the Chairperson's observations had already covered most of the important issues emerging from the Consultation Paper. She highlighted a broader regulatory challenge, namely, how to ensure the financial viability of airport operations and the recovery of legitimate costs, while keeping airport charges reasonable, transparent and affordable for users. She noted that this issue assumes particular significance for small and medium airports, where passenger volumes, traffic composition, operational requirements and the potential to generate non-aeronautical revenue may differ considerably from those of larger metropolitan airports, even as such airports play an important role in regional connectivity, tourism, trade and the economic development of their catchment areas. Referring to Cochin International Airport, she observed that the Airport serves important economic and social constituent in Kerala, with significant passenger traffic and distinct operational and commercial characteristics, and emphasised that the Authority's approach should take into account the specific circumstances of the Airport rather than relying on a uniform assessment based merely on airport size or passenger volumes.

She stated that the Authority has an important responsibility to ensure that tariff determination is based on a rigorous assessment of costs and revenues in accordance with the applicable regulatory framework, which requires going beyond accepting expenditure as reported and examining its necessity, reasonableness and efficiency. She further highlighted the role of other stakeholders, especially the airport operator, in ensuring prudence, and emphasised that prudence must begin at the stage of planning and decision-making and cannot be left entirely to the tariff determination process. She stated that the airport operator, being best placed to assess its infrastructure needs, plan investments, manage procurement and control operating expenditure, must be able to demonstrate the need for the expenditure, the reasonableness of its cost and the benefits it is expected to deliver. She requested all stakeholders to share suggestions on innovative ways of controlling costs and bringing in efficiencies, including any platforms that need to be strengthened and measures that the Authority

may consider to strengthen transparency, predictability and consistency in its regulatory approach, as these outcomes will serve the long-term interests of airport development, airlines and passengers.

9.2. **Member I, AERA,** thanked the participants for their valuable inputs and the airport operator for their comprehensive presentation. She observed that, although there is no like-for-like comparison between airports, Cochin International Airport, owing to its higher traffic volumes, has achieved economies of scale over a period of time, resulting in comparatively lower tariffs. She noted that Cochin's traffic mix is relatively balanced, at approximately 53% domestic and 47% international, which provides the Airport greater resilience to adapt to international geopolitical shifts. She further noted that Cochin's international traffic is diversified beyond the Middle East, with connectivity to Europe and America and a mix of students, professionals and leisure travelers. She also observed that the Airport's fully solar-powered operations, efforts to reduce operating expenditure and focus on augmenting non-aeronautical revenue, including through land monetisation, would help it withstand external shocks and move towards greater operational efficiency. She reiterated that the main objective of the Authority is to balance the interests of all stakeholders and stated that the comments received during the meeting had been duly noted.

9.3. **The Chairperson, AERA,** in his concluding remarks thanked all the participants for their active participation in the stakeholders' consultation and appreciated the comprehensive presentation made by CIAL. He observed that a majority of the participants submitted that they will be sending their detailed written comments on the Consultation Paper and hence all the participants were again requested to submit their written comments/inputs within the stipulated timeline, i.e. by 10.11.2026. It was again highlighted that stakeholder consultation plays a very important role in the entire tariff determination process and is conducted in pursuance of the guiding principles enshrined under the AERA Act, 2008 for maintaining transparency in the tariff setting process through engagement with the stakeholders and allowing them to make written submissions.

The Chairperson noted that many useful suggestions have emerged during the course of the discussions. With regard to the submission made by CIAL on the T3 Expansion capital project, he stated that based on the facts submitted by CIAL and the comments from the stakeholders, the Authority shall re-examine the project timeline and its treatment under the Incremental ARR framework.

The Chairperson observed that Cochin International Airport presents a time-tested and successful institutional and governance model. He noted that, the Airport handled over 11 million passengers in the last year of the 3rd Control Period (2021-26) and falls under a medium-sized airport category but still its user development fee, over a period of time, remained within a specified band though its capacity has progressively increased. CIAL's efficient operations, cost management and non-aeronautical revenue generation has played a vital role in keeping the airport charges within reasonable limits. He stated that the Authority has requested CIAL to share further details on their governance

model, so that the good practices of CIAL can be shared with all airports, particularly small and medium-sized airports, for bringing in greater cost efficiency in their overall operations.

The Chairperson emphasised that, in its role as the economic regulator of airports, the Authority continually strives to strike an appropriate balance between facilitating necessary infrastructure investments and ensuring reasonable and affordable airport charges for users. He observed that the endeavour of every airport operator should be the growth of the airport, which comes not only through capacity enhancement and upgradation of infrastructure but also through improved cost efficiency, as this is essential for the long-term growth of the airport.

In the end, the Chairperson, AERA thanked all stakeholders for their active participation and valuable contributions and for making today's stakeholder consultation very interactive and constructive. He informed the participants that the issues, concerns, and suggestions raised during the consultation proceedings have been duly noted by the Authority for its consideration and for taking further necessary action while finalising the regular Tariff Order. The Chairperson also requested all the stakeholders to submit their detailed written comments, views, and suggestions within the stipulated timeline, i.e. by 10.11.2026.

The meeting concluded with a vote of thanks.

Wadhwa 30/10/26

(Mukesh Wadhwa)
Director (P&S)

List of Participants:

Airports Economic Regulatory Authority of India

1. Shri S.K.G. Rahate, Chairperson
2. Ms. V. Vidya, Member -I
3. Ms. Reema Prakash, Member -II
4. Shri Suyash Narain, Secretary
5. Shri Ram Krishan, Director (P&S)-I
6. Shri Mukesh Wadhwa, Director (P&S)-II
7. Shri Rajan Gupta, Jt.GM (Fin)-Tariff
8. Shri Satish Kumar, Jt.GM (Fin)-Tariff
9. Ms. Laxmi, Manager (Tariff)

Cochin International Airport Limited (CIAL)

1. Mr. Manu Gopalakrishna Pillai, Airport Director
2. Mr. Saji Daniel, ED & CFO
3. Mr. Pran K Pillai, Assistant Manager-Finance

Airports Authority of India (AAI)

1. Mr. Sujoy Dey, ED (Arch)
2. Mr. T K Dey GM (Engg.) SR – CHQ
3. Mr. Mukesh Yadav, APD Calicut
4. Mr. R Prabhakar, GM Finance RHQ, SR
5. Mr. Rajesh Khanna, GM, Tariff/JVC
6. Mr. Khurram Naseem, GM, CP&MS
7. Mr. Rakesh Dembla JGM - Tariff
8. Mr. K Basava Raj, JGM (Engg) Civil – Calicut Airport
9. Mr. Ravi Kanojia, Sr Mgr. (Fin.)

GMR Group

1. Mr. Raman Gulati, Associate General Manager – Regulatory
2. Ms. Garima Bhura, Junior Manager

Noida International Airport

1. Ms. Trisha Bedi - Head Regulatory
2. Mr. Gautam Gariyali, Lead Regulatory

Adani Airports

1. Mr. Chirag

Bangalore International Airport Ltd.

1. Mr. Bhaskar Venkatramani- GM

Airlines & Associations:

Federation of Indian Airlines (FIA)

1. Mr. Ujjwal Dey, Director

Indigo Airlines

1. Mr. Sarada Prasanna Khatua, Associate Director – Aero Political & Industry Affairs
2. Ms. Prakriti Nambiar, Senior Executive – Aero Political & Industry Affairs
3. Mr. Tarun Raina

Air India

1. Mr. Shashi Chetia, VP & Head Airport Planning

Air India Express

1. Mr. Sunil Joshi, Senior Manager

Alliance Air

1. Representative of Alliance Air

Independent Service Providers

AI Airport Services Ltd. (AIASL)

1. Mr. Shanker Mahto, CEO
2. Mr. Amit Mishra, Sr. AGM

Menzies Aviation

1. Representative of Menzies Aviation

Oil Companies

Bharat Petroleum Corporation Ltd. (BPCL)

1. Mr. N. Srinivasa Rao

Other Industry Bodies

International Air Transport Association (IATA)

1. Mr. Ujjwal Bakshi, Industry Affairs Manager

Centre for Civilisational Study (CCS)

1. Mr. Vijay Kumar Singh, Assistant Director
2. Mr. Prakash Chandra Sharma

Air Cargo Agents Association of India (ACAAI)

1. Mr. Suresh Kumar

Lord Krishna Productions

1. Mr. Rajesh Sehgal, Director

Public

1. Mr. A K Raman
2. Mr. Sujit Kumar
3. Ms. Seethalakshmi M
4. Ms. Nidhi V

5. Ms. Sree
6. Mr. Ankit
7. Mr. Akshay K S
8. Mr. Sounik
9. Mr. Akshay Guwarikar

AERA's Consultant – M/s PwC for Cochin Airport

1. Mr. Sahil Mahajan
2. Mr. Vishal Sadangi
3. Mr. Prashant Mishra

AERA's Consultant – M/s Fitchner for Calicut Airport

1. Mr. M S Dahiya
2. Mr. Dinesh Kumar Yadav
3. Mr. Sunil Kumar Sharma
4. Mr. Rohit Negi