AIRPORTS ECONOMIC REGULATORY AUTHORITY OF INDIA (AERA)

MINUTES OF THE STAKEHOLDERS' CONSULTATION MEETING HELD ON 27.10.2026 AT 02:30 PM AT AERA STAKEHOLDER CONSULTATION ROOM, UDAAN BHAWAN, SAFDARJUNG AIRPORT, NEW DELHI ON THE CONSULTATION PAPER NO. 08/2026-27 ISSUED ON 12.10.2026 REGARDING THE DETERMINATION OF AERONAUTICAL TARIFF FOR CALICUT INTERNATIONAL AIRPORT, CALICUT 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 Calicut 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. 08/2026-27 issued by the Authority on 12.10.2026 in response to the MYTP (Multi Year Tariff Proposal) submitted by the Calicut International Airport for the said 4th Control Period (2026-31).

   The list of participants is enclosed at 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 marketing companies, members of the public and the Authority's Tariff 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 Calicut 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 Calicut International Airport (CIA). 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 Calicut 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 15th 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 input during the meeting, stakeholders should 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.

It was highlighted that Calicut International Airport is a medium sized airport having a terminal capacity of 5.58 MPPA but having the highest International Traffic viz-a-viz the overall traffic at the airport i.e. almost 76% of the traffic at Calicut Airport. The airport achieved an actual Passenger Traffic of 3.86 MPPA during FY 2025-26 and has projected 6.29 MPPA traffic to be achieved during FY 2030-31. The airport remains highly dependent on international traffic, with a significant concentration of traffic linked to the Middle East region.

It was brought to the notice of all that no major capacity expansion or augmentation projects have been envisaged by the airport operator during the 4th Control Period. The proposed CAPEX is primarily focused on safety enhancements and airside infrastructure improvements including Embankment and RESA-related works. The CAPEX proposed by AAI for the 4th Control Period amounting to ₹533.41 crore has been rationalized to ₹463.88 crores after due diligence and prudence check by the Authority. Further, for the 4th Control Period the Aggregate Revenue Requirement (ARR) in PV terms of ₹1,832.43 crore and Yield Per Passenger (YPP) of ₹850.72, as proposed by AAI have been rationalized to ₹1,033.16 crore (PV terms) and ₹398.54, respectively after detailed examination and prudence check by the Authority.

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.

Subsequently, Calicut International Airport (CIA) was invited to make its presentation including its submissions on the Consultation Paper.

Airports Authority of India (AAI)

4. Mr. Mukesh Yadav, Airport Director, Calicut International Airport (CIA), made a detailed presentation, about Calicut International Airport, encompassing the following:

4.1 Background Information

- CIA is located at Karipur, Malappuram district, Kerala. It commenced operations as a domestic airport on 13 April 1988 and was accorded International Airport status on 2 February 2006. The Airport is situated approximately 28 km from Kozhikode (Calicut) city centre, serving as the primary gateway to the Malabar region of Kerala.

- Kozhikode, the nearest major city, is the nineteenth-largest urban agglomeration in India and the second-largest in Kerala. It was recognised by UNESCO as India's first City of Literature in 2023. The

Airport's catchment also covers Malappuram district, identified as one of the fastest-growing cities globally.

- CIA is the third busiest Airport in Kerala, after Kochi and Thiruvananthapuram Airports. The Airport has implemented a Green Airport Initiative and currently operates entirely on 100% green electricity, reflecting its commitment to environmental sustainability.

4.2 Airport Infrastructure and Characteristics

He informed that the Airport has the following key infrastructure characteristics:

Particulars	Existing Facilities
Land Area	395.95 Acres
Runway Length	2860 M × 45 M (Declared: 2700 M × 45 M)
Runway Orientation	10-28
Critical Aircraft	A 321
Parking Bays	12
Taxiways	04
Terminal Building Area	52,637 Sq.M
Annual Handling Capacity	5.80 MPPA
Peak Hour Pax Capacity	2,950 (International: 2,230 & Domestic: 720)
Check-In Counters	61
Boarding Gates / Aerobridges	6 / 8
Car Park Capacity	900 Cars and 410 Two Wheelers

4.3 Air Connectivity

The Airport Director informed that the Airport has extensive connectivity to both domestic and international destinations. Domestic destinations include Chennai, Bengaluru, Hyderabad, Mumbai, and Delhi, operated primarily by IndiGo, Air India Express, and Akasa Air on daily or frequent services. International operations are concentrated in the Gulf region, with services to Abu Dhabi, Dubai, Sharjah, Doha, Muscat, Riyadh, Jeddah, Dammam, Bahrain, Kuwait, Ras Al Khaimah, Al Ain, and Salalah. Key operators include IndiGo, Air India Express, Etihad Airways, Air Arabia, Qatar Airways, Oman Air, Salam Air, Flynas and Saudi Arabian Airlines.

4.4 Traffic Evolution

- Mr. Yadav informed that ATM traffic increased from approximately 15,008 in FY 2020-21, post-COVID, to 25,699 aircraft movements (ATMs) in FY 2025-26. International traffic dominates the passenger mix, accounting for approximately 76% of total passengers in FY 2025-26, underpinned by the strong NRI/Gulf diaspora connectivity, which is projected to increase 32,320 aircraft movements

(ATMs) in FY 2030-31.

- He also informed that passenger traffic increased from approximately 0.90 million passengers in FY 2020-21, post-COVID, to 3.86 million passengers in FY 2025-26. International traffic dominates the passenger mix, accounting for approximately 76% of total passengers in FY 2025-26, underpinned by the strong NRI/Gulf diaspora connectivity, which is projected to increase 5.01 MPPA in FY 2030-31.

4.5 Airport Service Quality

- He informed that the Airport Service Quality (ASQ) scores, as measured through ACI surveys, have remained consistently high. The average ASQ score has been above 4.70 across all quarters from 2023 onwards, with the most recent available scores for FY 2026 (QTR-1 and QTR-2) at 4.88 and 4.82 respectively, reflecting high levels of passenger satisfaction.

4.6 Commercial Facilities and Passenger Amenities

- He informed that commercial offerings include a Master Concessionaire for Food & Beverage, retail concessionaires, an Executive Lounge, Duty Free Shops, vehicle parking, pre-paid taxi services, EV charging stations, ATMs, Money Exchange Counters and International SIM card services.

- He informed that Passenger amenities include Immigration Fast Track/Trusted Traveller-Programme (FTI-TTP) counters, laptop workstations, a Kids' Play Zone, free high-speed Wi-Fi kiosks for international arrival passengers, and mobile charging stations.

- He also informed that Facilities for Divyangjan (Persons with Reduced Mobility) include dedicated seating in the Special Handling Area (SHA), accessible routes with ramps and tactile paths, buggy/wheelchair services, priority check-in/security, and dedicated PRM-accessible restrooms.

4.7 Completed Works and Proposed CAPEX

- He informed that significant capital works were executed during the 3rd Control Period (2021-2026) aggregating to a total of approximately ₹164.90 Crore.

- He informed that the proposed investments for the 4th Control Period (2026-31) is approximately ₹ 533.41 crore, of which ₹502.73 crore is planned in FY 2026-27 and ₹30.68 crore in FY 2027-28.

- He informed about the current status of RESA (Runway End Safety Area) Project:

  - The additional RESA Project is the single largest capital investment planned during the 4th Control Period. As of date, the overall physical progress stands at 67.47% against a planned completion date (PDC) of 31.03.2027.

  - RESA at Runway 10 side: Approximately 57% complete. Reinforced earth filling with Geogrid completed up to a height of approximately 44 m from Ground Level (achieved top bed level: 75.395

m against target level of 94.269 m). Approximately 20 m of filling remains. Slope protection using double-twisted hexagonal mesh (mechanically woven) and biodegradable mat is in progress.

- RESA at Runway 28 side: Approximately 78% complete. Embankment filling of approximately 34 m from Ground Level completed (achieved top bed level: 92.285 m against target level of 98.40 m). Approximately 7 m of filling remains. Slope protection using erosion control blanket and hydro-mulching is in progress.

- Drain work and vegetation works are ongoing on both sides.

4.8 AAI's Submissions on Consultation Paper No. 08/2026-27

i. International Traffic (Passenger) Projection

Airport Director, Calicut Airport submitted that AERA has considered a growth of 8% for international passenger traffic in FY 2026-27 against AAI's submission of -10% (negative growth). He submitted that the first six months of FY 2026-27 have recorded actual international traffic of 1.28 million passengers, which is lower than even AAI's proportionate projection of 1.32 million and significantly below AERA's proportionate projection of 1.57 million for the same period. Further, He submitted that AERA has considered a Year-on-Year (YoY) growth of 11% from FY 2027-28 onwards on a higher base, as against AAI's submission of 8% YoY growth. Based on historical data, international passenger average annual growth at Calicut Airport has been approximately 7% over the last three years. The difference in international passenger projection between AERA and AAI amounts to 4.25 million passengers over the entire 4th Control Period (AERA: 19.64 mn v/s AAI: 15.39 mn), resulting in significant over-estimation of aeronautical revenue.

He requested the Authority to accept AAI's traffic submission or, at minimum, consider actual traffic for FY 2026-27 as the base for future projections, given the current prevailing geo-political situation impacting Gulf-bound traffic.

ii. International Aircraft Movement (ATM) Projection

He submitted that AERA has assumed NIL growth (0%) for international ATM in FY 2026-27 against AAI's submission of -8% growth, thereby setting a higher base for future projections. Actual international ATM for the first five months of FY 2026-27 stood at 6,729 as against AAI's proportionate projection of 6,956 and AERA's projection of 7,561 for the same period. The difference in total international ATM over the 4th Control Period between AERA and AAI amounts to approximately 8,554 movements (AERA: 1,04,359 vs AAI: 95,805), leading to over-estimation of aeronautical revenue.

He requested the Authority to consider actual ATM or at least AAI's submission for FY 2026-27 as the appropriate base for future projections.

iii. CHQ/RHQ Overhead Allocation

He submitted ₹120.89 crore as allocation of CHQ/RHQ Overhead for the true-up of the 3rd Control Period. AERA has proposed only ₹90.60 crore in the Consultation Paper for the same period. For the 4th Control Period, AERA has considered only ₹69.88 crore, which is 50% of AAI's submission of ₹139.77 crore, representing a significant reduction.

He submitted that the CHQ/RHQ overhead allocation is based on the scientific methodology recommended by the Institute of Cost Accountants of India (ICMAI), which revised the allocation from a single Revenue-based approach to four cost drivers: (a) Revenue (40%), (b) ATM (20%), (c) Passenger Throughput (20%), and (d) Employee count (20%).

He submitted that this ICMAI study and methodology has been applied by AERA in Tariff Orders for Raipur Airport and Port Blair Airport (vide Orders No. 24/2025-26 and 13/2025-26 respectively).

He requested AERA to approve the entire CHQ/RHQ Overhead Allocation as submitted, in consonance with the ICMAI methodology.

iv. Restriction of Repair & Maintenance (R&M) to 6% of Opening RAB

He submitted that AERA has reduced R&M costs from ₹86.49 crore to ₹81.50 crore for the 3rd Control Period and from ₹145.94 crore to ₹139.41 crore for the 4th Control Period, on the grounds of capping R&M at 6% of Opening Regulatory Asset Base (RAB, i.e., Net Block).

He submitted that capping R&M at 6% of Opening RAB (net of depreciation) is not appropriate, since R&M costs generally increase with the age of the asset while the RAB depreciates with time. It is requested to consider the actual R&M expenses submitted for the 3rd and 4th Control Period.

He further submitted that R&M expenses against Electrical Installations and Bird Control Equipment are inclusive of manpower costs for operation of the equipment, which account for approximately 50% of the overall R&M cost. Such operational manpower costs should be kept outside the R&M capping.

v. Issue related to Pay & Allowance revision

He submitted that the upcoming pay revision due on 01.01.2027 resulting in a hike in Pay & Allowances should also be factored in while determining the employee costs for the 4th Control Period.

vi. Other submission by CIA on Consultation Paper No. 08/2026-27

He stated that the above submissions are limited in scope and that detailed written comments and supporting data would be submitted to the Authority within the stipulated timeline. They concluded by reiterating AAI's commitment to developing Calicut International Airport to meet future traffic requirements while ensuring safe and reliable operations, and thanked the Authority, its consultants, and the assembled stakeholders for their participation.

5. 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.

5.1 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 Limited (NIAL)

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

5.2 Airlines and Airlines Association

i. Federation of Indian Airlines (FIA)

Mr. Ujjwal Dey, Director, FIA, thanked the Authority for organising the stakeholders' consultation for the Calicut 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 Calicut 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.

5.3 Independent Service Providers

i. AI Airport Services Ltd. (AIASL)

Mr. Amit Mishra, Senior Assistant General Manager, AIASL submitted that will submit its written comments within the stipulated timelines.

5.4 Oil Companies

i. Bharat Petroleum Corporation Ltd. (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.

5.5 Other 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. 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 further stated that they are still going through the Consultation Paper and would provide its written comments within the stipulated timelines.

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.

5.6 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.

6. Conclusion

6.1 **Member II, AERA,** congratulated the team of CIA 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 confronting the Authority, namely, how to ensure the financial viability of airport`s operations and enable recovery of legitimate costs, while keeping aeronautical charges reasonable, transparent and affordable for the users. She noted that this challenge assumes particular significance in the context of small and medium airports, where passenger volumes, traffic composition, operational requirements and non-aeronautical revenue potential may differ considerably from those at larger metropolitan airports, notwithstanding that such airports play an important role in regional connectivity, tourism, trade and economic development of their catchment areas.

Referring specifically to Calicut International Airport, she observed that the Airport serves an important economic and social constituency in Kerala, with significant passenger traffic and distinct operational and commercial characteristics, and emphasised that the Authority's assessment must take into account the specific circumstances of the Airport rather than relying on a uniform approach based solely on airport size or passenger volumes.

She stated that the Authority has a responsibility to ensure that tariff determination is grounded in 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 corresponding responsibility of the airport

operator, being best placed to assess infrastructure needs, plan investments, manage procurement and control operating expenditure, to demonstrate the need for proposed expenditure, the reasonableness of cost and the expected benefits. She emphasised that prudence must begin at the stage of planning and decision-making and cannot be left entirely to the tariff determination process. She requested all stakeholders to share suggestions on innovative approaches to cost control and efficiency enhancement, including measures the Authority may consider to strengthen transparency, predictability and consistency in its regulatory framework, noting that such outcomes serve the long-term interests of airport development, airlines and passengers.

6.2 **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. Whereas, Calicut International Airport is a Table top airport with structural constraints, leading to high operation and maintenance cost due to safety related compliances. She stated that the Traffic is highly skewed with ~76% of the Traffic being International Traffic whereas Domestic Traffic is 24 %, the international traffic is majorly traffic from Middle-East. She further, requested to explore ways to balance the Traffic and improvement of the situation. She reiterated that the primary objective of the Authority is to balance the interests of all stakeholders and stated that the comments and submissions received during the meeting had been duly noted.

She reiterated the importance of stakeholder participation in the Tariff Determination process and urged the stakeholders to submit their written comments within the stipulated timelines. She noted that Calicut International Airport is an important Airport in terms of connectivity for the Malabar region to the middle east, and for the region's economic growth, and that the tariff determination will be conducted in line with the established regulatory framework of AERA.

6.3 **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 Airport Director, Calicut Airport. 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 maintain transparency in the tariff setting process through engagement

with the stakeholders and allowing them to make written submissions.

He also 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.

(Ram Krishan) 3/10/25
Director (P&S)

Annexure - I

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)

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.)

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

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. Prakash Chandra Sharma

Air Cargo Agents Association of India (ACAAI)

1. Mr. Suresh Kumar

Public

1. Mr. Rajesh Sehgal, Director
2. Mr. A K Raman
3. Mr. Sujit Kumar
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 Fitchner for Calicut Airport

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

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

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