Annexures

Annexures

Annexure 1

(Referred to in Para 3.5)

City	Location	Area	Leased/ Owned
Chennai	Freehold land and Residential flats at Palavanthangal Village and IA Staff Housing Colony	19.13 acres	Owned
Chennai	Freehold vacant no. 504, Annasalai/Teynampet, Chennai	63897 sqft	Owned
Delhi	Airlines House, 113, Gurudwara Rakabganj Road	0.77 Acres	Owned
Delhi	Baba Kharak Singh Marg, Connaught Place, New Delhi	16,188 sqmtr	Owned
Delhi	Staff Quarters, Vasant Vihar, Delhi	30 Acres	Owned
Delhi	Unit no. 264, 297, 310, 489, 631, 678, 684, 714, Asiad Village Complex, New Delhi	1900 sqft each	Owned
Hyderabad	Freehold Land (CTE Complex) and Buildings in Central Training Establishment	20 Acres	Owned
Mumbai	Air India building, Nariman Point	449000 sqft	Land leased/ Building Owned
Mumbai	Building at old airport, Kalina, Santacruz	23989 sqmtr	Owned
Mumbai	Office building, NITC, Santacruz, Mumbai	NA	Owned
Mumbai	Land at CIDCO plot, Nerul	NA	Leased
NCR, Gurgaon	DLF, Qutab enclave, Phase-III, Gurgaon, Haryana	420 sqmtr	Owned

Annexure 2

(Referred to in Para 3.7)

Achievement against TAP milestones as reported to Oversight Committee with audit remarks

TAP milestones to be achieved by March 2015	Status of Achievement of milestones by March 2015 (position upto 2015-16 in related chapters)
HUMAN RESOURCES	
Entitlement to productivity linked incentive (PLI) to cease until profit before taxes (PBT) is generated	Though AIL reported to OC that PLI has been discontinued wef 1st July 2012, Audit noted that a significant component of PLI continued to be paid as 'adhoc pay'. Details are reported at para 8.1A
VRS package to be worked out by the end of December 2011	AIL reported to the OC that VRS was dropped considering transfer of employees to subsidiary companies, projected retirement over next five years and owing to Ministry of Finance not acceding to the Company's request for additional financial outlay on this account. Implementation of VRS was an assumption of the TAP and its non-implementation may render the achievement of TAP targets difficult. (para 8.1 B)
HIVING OFF SUBSIDIARIES	
MRO and Ground Handling (GH) to be hived off and operationalised by January 2012	Though AIL reported to OC that MRO and GH subsidiaries have been operationalised wef 01 February 2013, the MRO subsidiary was operationalised only wef January 2015 and GH subsidiary wef April 2014. Details are reported at para 9.1.
IT INTEGRATION	
Implementation of all relevant IT systems for ticket pricing and sales, network planning, crew scheduling and operational efficiency by December 2011	AIL has reported to OC that IT systems have been implemented. During the course of the present audit, it was noticed that Central Planning and Control System as well as Flight Planning System have only been partially implemented is reported at chapter 10 of this report.
FINANCIAL RESTRUCTURING	
Asset monetisation plan to be prepared and the timelines and action for monetisation should be initiated by December 2011. ₹500 crore was estimated to be earned annually through monetisation over 2012-13 to 2021-22.	Till March 2016, revenue of Rs. 64.06 crore was earned through monetisation. There was thus a shortfall of ₹1935.94 crore over the three year period (2012-13 to 2015-16). AIL has informed the OC that it has entered into a JV with NBCC to develop properties and monetize them. A detailed analysis of delay in monetisation is at para 3.5 of this report.

To bring down cash losses on a day to day basis. The FRP had envisaged that AIL would achieve positive EBIDTA by 2012-13	AIL has informed OC that its cash losses have been reduced by ₹8 crore from ₹3014 crore in April-December 2013 to ₹3006 in April-December 2014. The Company has also reported that its EBIDTA has turned to a positive ₹166 crore (April-December 2014) from a negative ₹191 crore (April-December 2013). The assertions of the Company, may, however be seen in light of the fact that audit (both statutory auditors and CAG audit) have expressed qualified opinion on the accounts of AIL for all the three years (2012-13 to 2014-15) pointing out significant understatement of losses in the financial statements presented by the Company. The understatement of losses were ₹1455.8 crore (2012-13), ₹2966.66 crore (2013-14) and ₹1992.77 crore (2014-15). If these qualifications (as expressed in the comments of the statutory auditors and CAG audit) are considered, the Company is yet to achieve a positive EBITDA as on March 2015.

OPERATIONAL PERFORMANCE

On time performance (OTP) to be improved from 71.7 *percent* (Oct 2011) to 90 *percent* within two years	AIL has reported to OC that it has achieved an OTP of 71.9 *percent*. The reasons for shortfall in OTP has been analysed and reported in para 11.3.In 2015-16, OTP achieved was 78 *percent*.
Passenger load factor (PLF) of 73 *percent* to be achieved by 2015 and 75 *percent* PLF to be achieved by 2020	While AIL has achieved its overall PLF target overall, the target for international operations is yet to be achieved. As against the target of 73.3 *percent*, AIL could achieve 72.6 *percent* by March 2015. In 2015-16, AIL achieved PLF of 74.5 *percent*.
A network yield to be achieved which is higher of the following: As envisaged in the FRP 5 *percent* less than the network yield of market leader in the domestic and international market in FY 13 3 *percent* less than the network yield of market leader in the domestic and international market starting FY 14	The actual achievement of yield as per target has been: Against a network target of 3.76, the actual achievement is 4.32(2015-16-4.04 against 3.77) Against a domestic operations target of 4.39, the actual achievement is 5.92(2015-16 - 5.34 against 4.40) Against an international operations target of 3.36, the actual achievement is 3.68(2015-16-3.52 against 3.38) As can be seen the yield has been achieved as per the FRP targets. In absence of data pertaining to market leader (domestic and international), Audit is unable to comment on the achievement of the other criteria laid down in the TAP.

AIRCRAFT UTILISATION

To achieve a fleet utilisation (no. of flying hours) which is higher of the following: As envisaged in the FRP 3 *percent* less than the fleet	The achievement has been lower than the targets:

Aircraft type	Target (Hours)		Achievement (Hours)	
	2014-15	2015-16	2014-15	2015-16

utilisation of market leader in the domestic and international market in FY 13 3 *percent* less than the fleet utilisation of market leader in the domestic and international market starting FY 14	A-319	12.25	12.25	10.34	9.75
	A-320	12.25	12.25	9.57	9.22
	A-321	12.25	12.25	10.97	11.16
	B-787	13.0	13.0	12.97	12.07
	B-777-300ER	14.0	14.0	12.6	11.78
	B-777-200LR	15.0	15.0	2.04	6.89
	Thus against the TAP target of 12.25 hours for narrow body aircraft, AIL could achieve 9.57-10.97 hours in 2014-15 and 9.22 to 11.16 in 2015-16. Similarly, against a target of 13-15 hours for wide body aircraft, the Company could achieve 2.04-12.97 hours in 2014-15 and 6.89-12.07 hours. In absence of data pertaining to market leader (domestic and international), Audit is unable to comment on the achievement of the other criteria laid down in the TAP.

Source: Presentation to tenth OC meeting.

Annexure 3

Details of grounding of aircraft for more than six months

Type of Fleet	Aircraft	Reason for grounding	Duration of grounding	Total Days Grounding	Excess days grounding*
A319	VT-SCV	Due to removal of engines and other critical spares	12 March 2012 to 09 May 2014	789	586
	VT-SCX	Check 4A+P1+P2+P6+ P7 and engine removal	14 November 2012 to 28 January 2014	441	438
	VT-SCO	Check-C and engine and spare parts removed from this aircraft	08 February 2011 to 29 August 2012	569	544
	VT-SCQ	Checks-A+2A+P checks And engine and other spares removed for other aircraft	17 August 2012 to 15 August 2013	364	361
	VT-SCM	Check-A+2A+4A+P2+P12 and engine and other spears removed from this aircraft.	24 August 2014 to 16 Oct 2015	419	416
	VT-SCD	A+P Checks and lease return and engines and other components were cannibalised	14 Dec 2010 to 27June 2011	196	156
A-320	VT-EPB	Check-4C+1B+6Y+12Y and engine removed and installed in other aircraft	25 February 2009 to 01 Oct 2011	949	909
		Due to non-availability of serviceable engine and cannibalisation of parts.	26 July 2013 to 18 April2014	267	243

	VT-EPF	Check-5C+2B+6Y and removal of engine and other components and Board of Director approved in February 2014 operational.	03 January 2011 to 13 Nov 2014	1411	1371
	VT-EPJ	Check-5C+2B+6Y and removal of engine and other components and Board of Director approved in February 2014 for operational.	04 April 2011 to 13 March 2015	1440	1400
	VT-ESE	Check-3C+1B and engine removal alongwith other components.	25 February 2013 to 19 November 2013	268	247
	VT-ESD	4C+2B and awaiting corrosion repair and components were cannibalised	05 Jul 2014 to 27 May 2015	327	306
	VT-EPG	5C and engine and other components were removed for other aircraft	12 Nov 2012 to 23 July 2013	254	233
	VT-ESL	3C+1B+6Y+12Y+20Y and awaiting corrosion repair and engine and other components were cannibalised	17 Sep 2014 to 01 May 2015	227	206
	VT-EPC	DSG Extension + 4A	10 Apr 2015 to 22 Oct 2015	196	193
	VT-EPF	4A	07 Aug 2015 to 11 March 2016	218	215
A-321	VT-PPF	2A+6000+12000+18M and engine, APU and other critical spares were transferred to other aircraft	06 Feb 2012 to 10 Sept 2012	218	214
	VT-PPG	Check-4A and cannibalization of various components/parts and non-availability of engine.	14 February 2014 to 31 December 2014	321	296
	VT-PPX	Check-4A and engine remove this aircraft.	21August 2012 to 08	261	257

		May 2013		
VT-PPK	Check-2A and due to removal of engine and other components in this aircraft.	22 August 2014 to 23 February 2015	186	161
VT-PPB	Check-A and cannibalisation of various components/parts/engines.	13 September 2011 to 15 April 2012	216	212
VT-PPD	Structural repairs+4A+20mts+24mts Insp	15 February 2015 to 26 October 2015	254	247,

Source: Data received from AIL/Engineering

* *Excess grounding days deduced from Performance report/ Turnaround time fixed by Engineering department*

Annexure 4

(Referred to in Para 6.1 and 6.1.2)

Bilateral entitlements where terms altered during 2010-11 to 2015-16

Sl No	Country	Entitlements up to 2010-11			Revised entitlements				Utilization		
		Year of signing MOU/ ASA	Capacity entitlements (per week in each direction)	Points of call	Year of signing MOU /ASA	Capacity entitlements (per week in each direction)	Additional Points of call	Total Points of call	By AIL	By Indian carriers	By Indian carriers (%)
1	Oman	2007-08	11550 seats	**India:** Muscat, Salalah (2) **Oman:** Thiruvananthapuram, Mumbai, Chennai, Delhi, Kochi, Hyderabad,	2010-11	11550 seats	**India:-** (0) **Oman:** Goa and Kolkata (2)	**India:** (2) **Oman:** (12)	NA	NA	NA

				Lucknow, Jaipur, Bangalore and Calicut. **(10)**							
					2012-13	Seats: 16016 Limited for Oman: 104 frequencies **(16016-pwed-W-14-15)**	**India**: (0) **Oman**: Kolkata dropped as point of call	**India**: (2) **Oman** : (11)	6258 seats /week	10212 seats /week	88.42 %
					2015-16	Seats: 21,147			2678 seats/ week	NA	NA
2	Dubai (UAE)	2008-09	54200 seats +2%	**India:** Dubai (1) **Dubai:** Mumbai, Delhi, Chennai, Kolkata,	2011-12		**India**:- (0) **Dubai:** Ahmedabad and Hyderabad for	**India**: (1) **Dubai** : (12)	--	--	--

				Kochi, Hyderabad, Thiruvananthapuram, Bangalore, Ahmedabad, Kozhikode. (10)			'Fly Dubai' operations				
					2013-14	59700 seats w.e.f. Summer 2014 63000 seats + 2% (64260) w.e.f. Winter 2014-15 and 65200 + 2% (66504) seats w.e.f. Summer 2015	**India: (0)** **Dubai:** Lucknow (1)	**India**: (1) **Dubai**: (13)	5615	42683	78.75 %
3	Abu	Up to	13330 seats	**India**:- Abu Dhabi, Al Ain	2009-		**India**:-	**India** (02)	--	--	--

	Dhabi	2010-11		(2) **Abu Dhabi:-** Mumbai, Delhi, Kochi, Thiruvananthapuram, Chennai, Calicut, Jaipur and Kolkata **(8)**	10		Nil **Abu Dhabi:** Hyderabad, Bangalore and Ahmedabad through NV by transferring balance unutilized entitlements **(3)**	**Abu Dhabi:** (11)			
					2013-14	50000 seats + 2% (=51000)			1096 seats/week	9208 seats/week	69.08 %
4	Iran	10.06.80 (ASA) Revised ASA	23 frequency per week with any type of aircraft	**India:** Tehran, Bandar-abbas **(2)**	2010-11	31 frequency **(12400)** with any	**India**: 2 more points **(2) +**	**India** : (4)	Nil	Nil	0.00

		initialled and MOU signed on 29-30 April 2008 Agreed minutes dt. May 2008	with capacity not exceeding B747 aircraft	**Iran**: Mumbai, Delhi, Cochin and Amritsar **(4)**		type of aircraft with capacity not exceeding B747 aircraft	2 more points **+** Approval was granted to designated airlines of Iran to operate on Mashhad-Hyderabad vv sector**. (3)**	**Iran** : (6)				
5	Egypt	2006-07	7 frequency with any type of aircraft with capacity not exceeding that of a B-	**India:** Cairo, one additional point of choice and a 3rd point to be agreed.(3)	2014-15	14 frequency with any type of aircraft with capacity not		**India** (3)	Nil	Nil	0.00

			747/400.	**Egypt:** Mumbai, Delhi and a 3rd point to be agreed.(3)		exceeding that of a B-747/400		**Egypt**: (3)			
6	France		35 frequency	**India:** Paris, Nice, Lyon and Epinal (4) **France:** Delhi, Mumbai, Chennai, Kolkata, Bangalore and Hyderabad (6)				**India**: (4) **France**: (6)	--	--	--
					2014-15		**India:** Nil **France:** Amritsar, Ahmeda bad, Kochi and Goa for the	**India**: (4) **France**: (10)	1342 Seats/w eek	NA	NA

							purpose of domestic code share				
7	Italy	2005-06	24 Frequency	**India:** Rome, Milan (2) **Italy:** Mumbai, Delhi, Kolkata (3)				**India**: (2) **Italy**: (3)	NA	NA	NA
					2011-12	24 Frequency	**India:** Rome, Milan and 2 other points to be specified later. (2) **Italy :** Mumbai, Delhi and 2 other	**India**: (4) **Italy**: (4)	NA	NA	NA

							points to be specified later. (2)				
8	Canada	2005-06	35 Frequency with an aircraft with capacity up to B-747 subject to maximum 14 services to/from any single designated point limited to 14000 seats	**India:** Toronto, Montreal, Edmonton, Vancouver, Calgary, Ottawa **(6)** **Canada:** Delhi, Mumbai, Bangalore, Kolkata, Chennai, Hyderabad **(6)**	2011-12	In addition to the existing entitlements, six additional points to be selected shall be available to the designated airlines + both sides agreed for a separation of capacity for own aircraft services and code		**India**: (6) **Canada**: (6)	NA	NA	NA

					share services as well as expansion of rights for all cargo services allowing unrestricted third, fourth and fifth freedom rights with no limitation on points in accordance with the discussion in the IMG as per Ministry's note. Approval of code					

				share services of Air Canada with Lufthansa German Airlines to/from Mumbai/Delhi via Munich. Code share between Air Canada and British Midland International on route London-Amritsar.							
9	Singapore	2006-07	51.8 units + 1650 seats to Chennai + 5 frequencies to Kolkata + unlimited to 18 Tourist	**India:** Singapore (1) **Singapore:**	2011-12	**India:** Additional entitlements - increase in services to the extent of		**India**: (1)	5215	13356	48.25 %

destinations	Mumbai, Chennai, Kolkata, Delhi, Bangalore, Hyderabad and Coimbatore and 18 tourist destinations (7+18=25)		4.3 units between points in India and Singapore. **Singapore:** Additional entitlements - 1.5 weekly B747 units and 2.8 weekly B747 units to Mumbai and Hyderabad respectively		**Singapore**: (25)			
			2013-14	**Singapore:** 28700 seats			2936 Seats/ week	NA	NA

						India : 29400seats					
					2013-14	No change in entitlements. MoU was amended by omitting the phrase "except the A380"					
10	Hong Kong	2007-08	**India:** 4 services with any type of subsonic aircraft + 1250 seats + 27 frequencies with any type of aircraft of a capacity not exceeding	**India:** Hongkong (1)	2011-12	**Hong Kong:** 7 additional frequency to Kolkata, Chennai and Hyderabad taken together w.e.f. Summer 2012 and	**India:** (0)	**India:** (1) Hong Kong: (6)	2394	8771	60.65 %

			that of a B747-400 (430 seats) on separate routes			another 7 additional frequency taken together w.e.f. Winter 2012. **India:**7 additional frequency w.e.f. Summer 2012 and another 7 additional frequency w.e.f. Winter 2012; w.e.f. Summer 2012 HK:17470 India: 17910; w.e.f. Winter					

						2012: HK: 20480, India: 20920					
			Hong Kong: 4 frequency with any type of aircraft + 1250 seats + 27 frequencies with any type of aircraft of a capacity not exceeding that of a B747-400 (430 seats) on separate routes.	**Hong Kong:** Delhi, Mumbai, Kolkata, Chennai and Bangalore (5)			**Hong Kong:** Hyderabad (1)		--	--	--
11	Iraq	1983	2 frequency	**India**: Baghdad, Basrah (2)	2010-11	12 frequency	**India**: Al Najaf + One more	**India**: (4)	NA	Nil	0.00

				Iraq: Mumbai, Delhi (2)			point (2) **Iraq**: Hyderab ad + One more point (2)	**Iraq**: (4)			
12	Bhutan	2008-09	Bhutan: 49 services to /from the points specified in Routes 1 to 4 of section I of Route schedule with any type of aircraft not exceeding capacity of 200 seats. Within	**India:** points in Bhutan (1) **Bhutan:** Delhi Mumbai Chennai, Kolkata, Hyderabad, Bangalore, Bagdogra+ 18 Tourist destinations	2012-13	Any number of services with any type of aircraft of capacity not exceeding that of B 747-400 on 3rd /4th freedom sectors specified in their respective		**India:** (1) **Bhutan:** (25)	NA	Nil	0.00

			these entitlements maximum 7 frequency to/ from each point in India. India: 9800 seats on Route 1 + unlimited frequency on Route 2.	(7+18=25)		route schedules. The designated airlines of Bhutan shall not exercise 5th freedom traffic rights on more than 14 frequency per week each to/from Bangkok.					
13	Slovenia	2003-04	ASA Confidential record of discussion and the Horizontal Agreement between GoI	Nil	2011-12	Pending finalisation of the revised ASA, the two delegations agreed on	**India:** Ljubljan a	**India:** (1)	NA	NA	NA

			and European Commission and the aeronautical authorities of EU member states on 8.4.2008			the four clauses relating to liberalisation of all-cargo services, co-operative marketing arrangements, routing flexibility and inter-modal services which did not exist earlier	**Sloveni a:** New Delhi (2014-15)	**Slovenia:** (1)			
14	Kazakhsta n	2007-08	3 services subject to maximum 600 seats	**India** : Almaty (1)	2012-13	14 services subject to capacity of B-747 (400 seats) not more than 7 frequency	**India**: Astana, Karagan da, Shymke nt (3)	**India**: (4)	NA	Nil	**0.00**

				Kazakhstan: Delhi, Kolkata (2)		from one point- 23747 seats maximum	**Kazakhstan**: Mumbai, Goa (2)	**Kazakhstan**: (4)			
15	New Zealand	2005-06	7 services per week (2800 seats)	**India** - Auckland; Code share points: Auckland, Wellington, Christchurch, Qyeenstownand Dunedin (5) **New Zealand** : Mumbai Code share points: Mumbai, Kolkata, New Delhi, Hyderabad and	2015-16			**India** : (1) **New Zealand** : (1)	NA	NA	NA

					Chennai.(5)						
16	Sri Lanka	-	-	-	2011-12	112 frequency and unlimited entitlements to/from 18 tourist destinations			1032	4504	10.05
					2013-14	ASA revised regarding inclusion of provision of code sharing with carriers of third countries.					

Source:-Data received from MoCA

Annexure 5

Details of passenger traffic to/from India carried by leading International airlines during April 2014 to March 2015 and April 2015 to March 2016

			Breakup of passenger traffic to/ from India during April 2014 to March 2015					*Breakup of passenger traffic to/ from India during April 2015 to March 2016*				
Region	*Name of foreign airline*		*Total passengers (in lakh) carried from/to India*	*'Point to point' passengers (in lakh) carried from/ to India*	*5th freedom passengers (in lakh) carried from/ to India*	*6th freedom passengers (in lakh) carried from/ to India*	*Percentage of 6th freedom carriage*	*Total passengers (in lakh) carried from/to India*	*'Point to point' passengers (in lakh) carried from/ to India*	*5th freedom passengers (in lakh) carried from/ to India*	*6th freedom passengers (in lakh) carried from/ to India*	*Percentage of 6th freedom carriage*
A. Gulf Region	*Air Arabia*	*G9*	*14.17*	*6.01*	*0.00*	*8.16*	*57.59*	*15.65*	*6.11*	*0.00*	*9.54*	*60.96*
	El Al Israel Airlines	*LY*	*0.55*	*0.29*	*0.00*	*0.26*	*47.27*	*0.67*	*0.33*	*0.00*	*0.33*	*49.25*
	Emirates	*EK*	*47.29*	*17.99*	*0.00*	*29.3*	*61.96*	*54.10*	*18.07*	*0.00*	*36.03*	*66.60*
	Etihad Airways	*EY*	*16.49*	*5.07*	*0.00*	*11.42*	*69.25*	*27.86*	*8.08*	*0.00*	*19.79*	*71.03*
	FlyDubai	*FZ*	*2.88*	*0.9*	*0.00*	*1.98*	*68.75*	*4.77*	*1.39*	*0.00*	*3.38*	*70.86*
	Gulf Air	*GF*	*7.11*	*1.39*	*0.00*	*5.72*	*80.45*	*8.70*	*1.66*	*0.00*	*7.05*	*81.03*
	Kuwait Airways	*KU*	*4.28*	*1.14*	*0.00*	*3.14*	*73.36*	*5.94*	*3.48*	*0.00*	*2.47*	*41.58*
	Oman Air	*WY*	*10.99*	*5.85*	*0.00*	*5.14*	*46.77*	*15.08*	*6.24*	*0.00*	*8.84*	*58.62*
	Qatar Airways	*QR*	*15.23*	*2.65*	*0.00*	*12.58*	*82.60*	*18.27*	*3.77*	*0.00*	*14.50*	*79.37*
	Royal Jordanian Airlines	*RJ*	*0.32*	*0.06*	*0.00*	*0.26*	*81.25*	*--*	*--*	*--*	*--*	*--*

	Turkish Airlines	TK	3.22	0.84	0.00	2.38	73.91	4.26	1.14	0.00	3.12	73.24
	Yemen Airways	IY	0.38	0.19	0.00	0.19	50.00	0.02	0.02	0.00	0.00	0.00
	Total		122.91	42.38	0.00	80.53	65.52	155.33	50.28	0.00	105.04	67.62
B. Asia	Air China	CA	0.97	0.59	0.00	0.38	39.18	1.28	0.73	0.00	0.55	42.97
	Asiana Airlines	OZ	0.61	0.37	0.00	0.24	39.34	0.59	0.39	0.00	0.20	33.90
	Cathay Pacific	CX	6.93	2.78	0.00	4.15	59.88	7.95	3.08	0.00	4.87	61.26
	China Airlines	CI	0.47	0.09	0.21	0.17	36.17	0.40	0.07	0.15	0.18	45.00
	Hong Kong Dragon	KA	1.45	0.79	0.00	0.66	45.52	1.74	0.94	0.00	0.80	45.98
	Korean Air	KE	0.54	0.31	0.00	0.23	42.59	0.57	0.37	0.00	0.20	35.09
	Malaysia Airlines	MH	9.4	3.48	0.00	5.92	62.98	8.86	3.66	0.00	5.20	58.69
	Mihin Lanka	MJ	1.07	0.49	0.00	0.58	54.21	1.85	1.20	0.00	0.65	35.14
	Singapore Airlines	SQ	13.21	6.16	0.00	7.05	53.37	14.99	6.25	0.00	8.74	58.31
	SriLankan Airlines	UL	11.16	6.82	0.00	4.34	38.89	13.04	7.79	0.00	5.25	40.26
	Thai Airways	TG	10.34	7.23	0.00	3.11	30.08	13.30	8.53	0.00	4.77	35.86
	Total		56.15	29.11	0.21	26.83	47.78	64.56	33.02	0.15	31.40	48.64
C. Europe	Air France	AF	3.05	1.22		1.83	60.00	3.79	1.47	0.00	2.32	61.21
	Austrian Airlines	OS	0.96	0.24	0.00	0.72	75.00	1.09	0.36	0.00	0.73	66.97
	British Airways	BA	9.25	3.52	0.00	5.73	61.95	10.00	4.43	0.00	5.57	55.70

	Finnair	*AY*	*0.73*	*0.18*	*0.00*	*0.55*	*75.34*	*0.94*	*0.36*	*0.00*	*0.58*	*61.70*
	KLM	*KL*	*1.74*	*0.38*	*0.00*	*1.36*	*78.16*	*1.81*	*0.47*	*0.00*	*1.33*	*73.48*
	Lufthansa	*LH*	*9.16*	*2.02*	*0.00*	*7.14*	*77.95*	*10.47*	*2.41*	*0.00*	*8.05*	*76.89*
	Swiss	*LX*	*2.35*	*0.81*	*0.00*	*1.54*	*65.53*	*2.53*	*0.88*	*0.00*	*1.65*	*65.22*
	Virgin Atlantic	*VS*	*2.59*	*1.64*	*0.00*	*0.95*	*36.68*	*1.66*	*1.32*	*0.00*	*0.35*	*21.08*
	Total		*29.83*	*10.01*	*0.00*	*19.82*	*66.44*	*32.29*	*11.71*	*0.00*	*20.58*	*63.73*
D. North America	*United Airlines*	*UA*	*4.27*	*4.07*	*0.00*	*0.2*	*4.68*	*4.61*	*4.41*	*0.00*	*0.20*	*4.34*
	Total		*5.98*	*5.6*	*0.00*	*0.27*	*4.52*	*4.61*	*4.41*	*0.00*	*0.20*	*4.34*
E.CIS	*Aeroflot*	*SU*	*1.25*	*0.66*	*0.00*	*0.59*	*47.20*	*1.44*	*0.56*	*0.00*	*0.88*	*61.11*
	Air Astana	*KC*	*0.53*	*0.33*	*0.00*	*0.2*	*37.74*	*0.51*	*0.30*	*0.00*	*0.22*	*43.14*
	Uzbekistan Airways	*HY*	*1.3*	*0.63*	*0.00*	*0.67*	*51.54*	*1.12*	*0.57*	*0.00*	*0.55*	*49.11*
	Total		*3.08*	*1.62*	*0.00*	*1.46*	*47.40*	*3.07*	*1.43*	*0.00*	*1.64*	*53.42*
	Grand Total		*217.95*	*88.72*	*0.21*	*128.91*	*59.15*	*259.86*	*100.84*	*0.15*	*158.87*	*61.14*

Source:- Data received from AIL from management.

Annexure 6

Utilisation of seats capacity by AIL (Summer 2016)

(Referred to in Para 6.1.3.2)

Sl. No.	Country	Summer – 2016					
		Allocation of Traffic Rights		Utilization of Traffic Rights (Actual)		Air India (AI)	Air India Express (IX)
		Air India (AI)	Air India Express (IX)	Air India (AI)	Air India Express (IX)	% Utilization	% Utilization
		Seats	Seats	Seats	Seats	Seats	Seats
1	UAE-Abu Dhabi	1869	7030	854	6048	45.69	86.03
2	UAE-Dubai	12612	11532	8622	15687	68.36	136.03
3	UAE-Sharjah	3780	6426	2310	5103	61.11	79.41
4	Saudi Arabia	11663	3330	10793	1890	92.54	56.76
5	Oman	2928	7045	3768	3969	128.69	56.34
6	Qatar	0	4422	0	3402	Allocation not available	76.93
7	Kuwait	2968	1116	1260	1512	42.45	135.48
8	Bahrain	1015	5735	488	2646	48.08	46.14
9	Iran	0	1302	0	567	Allocation not available	43.55
10	Iraq	725	0	0	0	Non utilised	Allocation not available
11	USA	8848	0	7896	0	89.24	Allocation not available
12	Canada	2394	0	0	0	Non utilised	Allocation not available
13	UK	10038	0	8834	0	88.01	Allocation not available
14	France	1792	0	1792	0	100.00	Allocation not available
15	Germany	1792	0	1792	0	100.00	Allocation not available
16	Italy/Spain	1792	0	1792	0	100.00	Allocation not available
17	Russia	1792	0	540	0	30.13	Allocation not available
18	China	1792	0	1280	0	71.43	Allocation not available
19	Japan	2434	0	1792	0	73.62	Allocation not available
20	South Korea	1024	0	1024	0	100.00	Allocation not available

21	Hongkong	1792	0	1792	0	100.00	Allocation not available
22	Singapore	6153	3885	5376	1323	87.37	34.05
23	Thailand	4011	707	3584	0	89.35	Non utilised
24	Australia	1792	0	1792	0	100.00	Allocation not available
25	Malaysia	3584	1295	0	756	Non utilised	58.38
26	Kenya	1792	0	0	0	Non utilised	Allocation not available
27	Afghanistan	900	0	750	0	83.33	Allocation not available
28	Bangladesh	1015	2590	854	0	84.14	Non utilised
29	Maldives	2037	0	1708	0	83.85	Allocation not available
30	Myanmar	816	0	600	0	73.53	Allocation not available
31	Nepal	3430	0	2250	0	65.60	Allocation not available
32	Sri Lanka	2548	2590	2548	0	100.00	Non utilised
33	Austria	1792	0	1792	0	100.00	Allocation not available
34	Kazakistan/Uzbekistan	0	744	0	756	Allocation not available	101.61
35	UAE-AL Ain/Ras AL Khaimah	0	744	0	756	Allocation not available	101.61

Source:- Data obtained from allocation and utilization traffic rights received from management.

Annexure 7

List of Level 3 International Airports where Air India operates

(Referred to in Para 6.2.2)

Sl.No.	Air India International Destinations
1	Bangkok
2	Colombo
3	Dubai
4	Frankfurt
5	Hong Kong
6	Jeddah
7	London
8	Melbourne
9	Milan
10	Newark
11	New York
12	Paris
13	Rome
14	Seoul
15	Shanghai
16	Singapore
17	Sydney
18	Tokyo

Annexure 8

Utilisation of pilots of wide body aircraft

(Referred to in Para 8.5.1)

B-787 fleet

Year	% of pilots flying less than 480 hours	Pilots flying more than 480 hours in Six Month period	Pilots flying less than 480 hours in Six Month period	Excess hours paid @ 1.5 times and 2 times of normal flying allowance	Unutilized hours of available pilots who have flown less than 480 hour in a 6 month	Flying allowance paid at a higher rate (In ₹)
Jul-Dec-13	100%	0	150	0	30102:37	0
Jan-Jun-14	75%	46	139	1216:10	22399:14	6040901
Jul-Dec-14	75%	58	170	1891:58	22839:32	9050534
Jan-Jun-15	81%	47	195	1980:24	23689:45	7728223
Jul-Dec-15	74%	68	190	2498:58	24913.48	10007175
	Total					32826833

Source: Crew utilisation data received from AIL

B-777 fleet

Year	Number of pilots flying more than 480 hours per 6 month period (No. of pilots)	Number of pilots flying less than 480 hours per 6 month period (No. of pilots)	Unutilized hours	Average utilized flying hour per pilot (in hours)	Average unutilized flying hour per pilot (in hours)
Jul-Dec12	0	360	85734:03	241:51	238:09
Jan-Jun13	2	391	76056:06	286:31	193:31
Jul-Dec-13	0	367	73681:24	279:14	200:46
Jan-Jun-14	0	360	85714:26	241:54	238:05
Jul-Dec-14	0	335	74030:01	259:00	220:59
Jan-Jun-15	0	312	63545:53	276:19	203:40
Jul-Dec-15	2	281	36733:30	368:23	129:48

Source: Crew utilisation data received from AIL

Annexure 9

Uutilisation of pilots of narrow body aircraft

(Referred to in Para 8.5.1)

Year	Average number of pilots flying more than 72 hours per month (No. of pilots)	Average number of pilots flying less than 72 hours per month (No. of pilots)	Total Excess hours paid @ 1.5 times and 2 times of normal flying allowance (in hours)	Total un-utilized hour of available pilots who have flown less than 72 hours in a month(in hours)	Total flying allowance paid at a higher rate (in ₹)
2012-13 (July '12 - Mar'13)	103	361	7356	60846	4.69 crore
2013-14	229	359	31363	81639	16.49 crore
2014-15	193	386	27679	94385	15.30 crore
2015-16 (Upto December 2015)	211	353	16559	35212	9.13 crore
Total			82597	272084	45.61crore

Annexure 10

Analysis of Delhi-Mumbai Flights (domestic)

(Referred to in Para 11.3.3)

Flight no.	Total Departure	Cancelled	Operated	Flight on Time (STD +15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code-01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (IT System Failure) (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code-61 to 70)	Weather (Delay Code-71 to 80)	Air Traffic Flow Management Restrictions (Delay Code-81 to 84)	Airport and Government Authorities (Delay Code- 85 to 90)	Reactionary (Delay Code 91 to 96 exclude 93K)	Rectionary 93A to 93M	Miscellaneous (Delay Code- 97 to 99)	Total
AI0317	206	0	206	111	95	54	0	3	0	0	2	0	0	4	2	1	1	60	22	0	
			Delay Reason backwar analysis (93)				1	0	0	0	1	0	0	3	1	0	2	4	9	1	
			Total after adding 93				**1**	**3**	**0**	**0**	**3**	**0**	**0**	**7**	**3**	**1**	**3**	**64**	**9**	**1**	
AI0602	365	9	356	259	97	73	0	2	0	0	4	0	0	2	0	4	2	37	45	1	
			Delay Reason backwar analysis (93)				0	0	0	2	2	0	1	8	7	6	3	4	12	0	
			Total after adding 93				**0**	**2**	**0**	**2**	**6**	**0**	**1**	**10**	**7**	**10**	**5**	**41**	**12**	**1**	
AI0624	365	15	350	198	153	57	0	0	0	1	6	2	0	0	1	8	1	23	111	0	
			Delay Reason backwar analysis (93)				0	1	0	2	15	0	2	7	8	17	3	12	43	1	
			Total after adding 93				**0**	**1**	**0**	**3**	**21**	**2**	**2**	**7**	**9**	**25**	**4**	**35**	**43**	**1**	
AI0659	365	5	360	226	134	63	0	1	0	0	4	0	0	6	1	3	0	25	94	0	
			Delay Reason backwar analysis (93)				0	5	0	8	8	0	1	4	6	6	11	17	28	0	
			Total after adding 93				**0**	**6**	**0**	**8**	**12**	**0**	**1**	**10**	**7**	**9**	**11**	**42**	**28**	**0**	
AI0805	365	35	330	247	83	75	1	1	0	0	2	0	0	2	2	2	0	24	49	0	
			Delay Reason backwar analysis (93)				0	2	0	1	0	0	0	6	9	7	3	11	10	0	
			Total after adding 93				**1**	**3**	**0**	**1**	**2**	**0**	**0**	**8**	**11**	**9**	**3**	**35**	**10**	**0**	
AI0810	366	105	261	159	102	61	0	3	0	1	3	0	1	4	1	2	1	10	76	0	
			Delay Reason backwar analysis (93)				0	5	0	1	7	0	1	7	6	10	3	17	19	0	
			Total after adding 93				**0**	**8**	**0**	**2**	**10**	**0**	**2**	**11**	**7**	**12**	**4**	**27**	**19**	**0**	
AI0863	**365**	**2**	**363**	**201**	**162**	55	1	1	0	2	2	1	0	2	0	27	0	6	120	0	
			Delay Reason backwar analysis (93)				0	2	0	3	6	0	1	5	9	31	17	11	35	0	
			Total after adding 93				1	3	0	5	8	1	1	7	9	58	17	17	35	0	
AI0865	365	0	365	291	74	80	0	2	0	0	4	1	1	16	6	16	1	11	16	0	
			Delay Reason backwar analysis (93)				0	4	0	0	3	0	1	1	1	1	2	0	3	0	
			Total after adding 93				**0**	**6**	**0**	**0**	**7**	**1**	**2**	**17**	**7**	**17**	**3**	**11**	**3**	**0**	
Total before reactionary	**2762**	**171**	**2591**	**1692**	**900**		**2**	**13**	**0**	**4**	**27**	**4**	**2**	**36**	**13**	**63**	**6**	**196**	**533**	**1**	**900**
				Entirely Controllable			**84**	**9%**	**Beyond Control**		**87**	**10%**			**Partially Controllable**			**22%**	**59%**		
				Delay reason backward ananlysis			1	19	0	17	42	0	7	41	47	78	44	76	159	2	**533**
				Entirely Controllable				**24%**	**Beyond Control**		**171**	**32%**			**Partially Controllable**			**14%**	**30%**		
				Total After Adding 93K			3	32	0	21	69	4	9	77	60	141	50	272	159	3	
				Entirely Controllable			**211**	**23%**	**Beyond Control**		**258**	**29%**			**Partially Controllable**			**30%**	**18%**		**900**

Annexure-10A

Analysis of Delhi-Mumbai Flights (domestic) 2015-16

(Referred to in Para 11.3.3)

Flight no.	Total Departure	Cancelled	Operated	Flight on Time (STD +15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code-01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (IT System Failure) (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code-61 to 70)	Weather (Delay Code-71 to 80)	Air Traffic Flow Management Restrictions (Delay Code-81 to 84)	Airport and Government Authorities (Delay Code-85 to 90)	Reactionary (Delay Code 91 to 96 exclude 93K)	Rectionary 93A to 93M	Miscellaneous (Delay Code- 97 to 99)	Total
AI0315	156	0	156	65	91	42	0	4	0	2	2	0	0	2	0	3	1	46	31	0	
					Delay Reason backward analysis (93)		0	1	0	0	3	0	0	0	0	3	3	11	10		
					Total after adding 93		0	5	0	2	5	0	0	2	0	6	4	57	10	0	
AI0317	209	0	209	84	125	40	0	8	0	0	2	0	0	0	0	4	0	72	39		
					Delay Reason backwar analysis (93)		0	1	0	1	1	0	0	3	0	1	2	19	11	0	
					Total after adding 93		0	9	0	1	3	0	0	3	0	5	2	91	11	0	
AI0602	334	0	334	245	89	73	0	1	0	1	3	1	0	2	0	6	0	41	34	0	
					Delay Reason backward analysis (93)		0	1	0	1	3	1	0	2	3	8	2	6	7	0	
					Total after adding 93		0	2	0	2	6	2	0	4	3	14	2	47	7	0	
AI0624	334	14	320	218	102	68	0	0	0	0	3	0	0	4	0	10	1	21	63	0	
					Delay Reason backward analysis (93)		0	1	0	4	9	1	0	3	1	8	5	12	18	1	
					Total after adding 93		0	1	0	4	12	1	0	7	1	18	6	33	18	1	
AI0659	320	7	313	198	115	63	2	1	0	0	1	0	0	6	1	8	5	19	72	0	
					Delay Reason backward analysis (93)		0	1	1	0	4	0	0	3	0	26	13	7	17	0	
					Total after adding 93		2	2	1	0	5	0	0	9	1	34	18	26	17	0	
AI0805	355	8	347	251	96	72	0	1	0	1	7	0	0	4	0	3	1	43	36	0	
					Delay Reason backward analysis (93)		0	0	0	1	5	0	0	4	4	6	4	5	7	0	
					Total after adding 93		0	1	0	2	12	0	0	8	4	9	5	48	7	0	
AI0810	208	31	177	94	83	53	0	3	0	0	3	1	0	2	0	9	0	3	62	0	
					Delay Reason backward analysis (93)		0	3	0	3	3	0	0	3	3	16	4	8	19	0	
					Total after adding 93		0	6	0	3	6	1	0	5	3	25	4	11	19	0	
AI0863	366	1	365	202	163	55	0	4	0	0	2	0	1	8	0	34	2	9	102	1	
					Delay Reason backward analysis (93)		0	0	0	6	4	1	0	4	11	28	10	8	30	0	
					Total after adding 93		0	4	0	6	6	1	1	12	11	62	12	17	30	1	
Total before reactionary	**2282**	**61**	**2221**	**1357**	**864**		**2**	**22**	**0**	**4**	**23**	**2**	**1**	**28**	**1**	**77**	**10**	**254**	**439**	**1**	**864**
					Entirely Controllable	80	9%	**Beyond Control**		91	11%		**Partially Contralable**		29%	51%					
					Delay Reason backward analysis (93)	0	8	1	16	32	3	0	22	22	96	43	76	119	1		**439**
					Entirely Controllable	79	18%	**Beyond Control**		165	38%		**Partially Contralable**		17%	27%					
					Total After Adding 93K		**2**	**30**	**1**	**20**	**55**	**5**	**1**	**50**	**23**	**173**	**53**	**330**	**119**	**2**	**864**
					Entirely Controllable	159	18%	**Beyond Control**		256	29%		**Partially Contralable**		38%	14%					**864**

Annexure 11

Analysis of Mumbai- Delhi Flights 2014-15

(Referred to in Para 11.3.3)

Flight no.	Operated	Flight on Time (STD +15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code-01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code-61 to 70)	Weather (Delay Code-71 to 80)	Air Traffic Flow Management Restrictions (Delay Code-81 to 84)	Airport and Government Authorities (Delay Code-85 to 90)	Reactionary (Delay Code 91 to 96)	Reactionary (Delay Code 93)	Miscellaneous (Delay Code- 97 to 99)	Total
AI0310 (20:00)	209	119	90	57	0	1			2	1	1	14			1	27	43		
Delay Reason backward analysis (93)					0	0	0	0	3	0	0	4	2	3	5	8	18	0	
Total after adding 93					0	1	0	0	5	1	1	18	2	3	6	35	18	0	
AI0314 (20:00)	155	89	66	58	0	3		4	1		1	14			2	14	27		
Delay Reason backward analysis (93)					0	1	0	2	2	0	0	0	1	3	0	6	12	0	
Total after adding 93					0	4	0	6	3	0	1	14	1	3	2	20	12	0	
AI0605 (21:00)	225	127	98	56	0	1	0	1	1	1	0	6	0	14	0	13	61	0	
Delay Reason backward analysis (93)					0	2	0	2	4	0	3	3	7	8	3	10	19	0	
Total after adding 93					0	3	0	3	5	1	3	9	7	22	3	23	19	0	
AI0660 (17:00)	363	208	155	57	0	4	0	2	5	0	2	1	0	26	3	0	112		
Delay Reason backward analysis (93)					1	4	0	2	4	4	0	7	6	17	7	14	46	0	
Total after adding 93					1	8	0	4	9	4	2	8	6	43	10	14	46	0	
AI0677 (13:00)	361	280	81	78	0	1	0	0	8	0	0	11	0	2	0	13	46		
Delay Reason backward analysis (93)					0	0	0	2	1	0	0	5	8	0	0	1	29	0	
Total after adding 93					0	1	0	2	9	0	0	16	8	2	0	14	29	0	
AI0866 (09:00)	362	160	202	44	0	2	0	2	3	0	1	2	3	55	2	6	126		
Delay Reason backward analysis (93)					1	6	0	16	8	0	0	5	6	3	30	16	35	0	
Total after adding 93					1	8	0	18	11	0	1	7	9	58	32	22	35	0	
AI0888 (19:00)	322	174	148	52	0	4	0	1	0	0	0	0	1	40	4	14	84		
Delay Reason backward analysis (93)					0	2	0	3	11	0	2	12	7	3	2	23	18	1	
Total after adding 93					0	6	0	4	11	0	2	12	8	43	6	37	18	1	
Total before reactionary	1997	1157	840		0	16	0	10	20	2	5	48	4	137	12	87	499	0	840
					Entirely Controllable		99	12%	Beyond Control		155	18%	Partially Controllable			10%	59%		
	Delay Reason backward analysis (93)				2	15	0	27	33	4	5	36	37	37	47	78	177	1	499
					Entirely Controllable		118	24%	Beyond Control		126	25%	Partially Controllable			16%	35%		
	Total after adding 93				2	31	0	37	53	6	10	84	41	174	59	165	177	1	
					Entirely Controllable		217	26%	Beyond Control		281	33%	Partially Controllable			20%	21%		840

Annexure 11A

Analysis of Mumbai-Delhi Flights 2015-16

(Referred to in Para 11.3.3)

Flight no.	Operated	Flight on Time (STD +15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code-01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code-61 to 70)	Weather (Delay Code-71 to 80)	Air Traffic Flow Management Restrictions (Delay Code-81 to 84)	Airport and Government Authorities (Delay Code- 85 to 90)	Reactionary (Delay Code 91 to 96)	Reactionary (Delay Code 93)	Miscellaneous (Delay Code- 97 to 99)	
AI0310 (20:00)	207	128	79	62	0	0	0	0	5	0	1	4	0	5	1	37	26	0	
Delay Reason backward analysis (93)					0	0	0	0	1	0	0	1		3	2	3	16		
Total after adding 93					0	0	0	0	6	0	1	5	0	8	3	40	16	0	
AI0314 (20:00)	155	89	66	57	0	0	0	2	4	0	0	7	0	3	2	26	22	0	
Delay Reason backward analysis (93)					0	0	0	0	1	0	0	2	0	2	0	1	16		
Total after adding 93					0	0	0	2	5	0	0	9	0	5	2	27	16	0	
AI0605 (21:00)	230	76	154	33	0	0	0	2	5	0	0	1	0	11	0	15	120	0	
Delay Reason backward analysis (93)					0	1	0	1	10	0	1	6	3	30	4	24	40	0	
Total after adding 93					0	1	0	3	15	0	1	7	3	41	4	39	40	0	
AI0660 (17:00)	361	228	133	63	0	0	0	3	5	0	0	5	0	17	6	7	90	0	
Delay Reason backward analysis (93)					0	0	1	4	3	1	1	6	7	27	1	9	30		
Total after adding 93					0	0	1	7	8	1	1	11	7	44	7	16	30	0	
AI0677 (13:00)	343	240	103	70	0	1	0	5	11	0	0	5	0	11	3	17	50	0	
Delay Reason backward analysis (93)					0	2	0	1	11	0	1	4	3	5	1	8	14		
Total after adding 93					0	3	0	6	22	0	1	9	3	16	4	25	14		
AI0866 (09:00)	359	250	109	70	0	0	0	1	6	2	1	5	2	26	5	5	56	0	
Delay Reason backward analysis (93)					0	1	0	1	5	0	0	4	3	1	22	5	14	0	
Total after adding 93					0	1	0	2	11	2	1	9	5	27	27	10	14	0	
AI0888 (19:00)	354	251	103	71	0	0	0	3	3	0	0	9	0	20	7	31	30	0	
Delay Reason backward analysis (93)					0	0	0	0	8	1	0	0	1	2	0	3	15		
Total after adding 93					0	0	0	3	11	1	0	9	1	22	7	34	15	0	
Total Before rectionary	2009	1262	747		0	1	0	16	39	2	2	36	2	93	24	138	394	0	747
				Entirley Controllable		94	13%	Beyond Control		121	16%		Partially Controllable		18%	53%			
			Delay Reason backward analysis (93)		0	4	1	7	39	2	3	23	17	70	30	53	145	0	394
				Entirley Controllable		77	20%	Beyond Control		119	30%		Partially Controllable		13%	37%			
			Total after adding 93K		0	5	1	23	78	4	5	59	19	163	54	191	145	0	
				Entirley Controllable		171	23%	Beyond Control		240	32%		Partially Controllable		26%	19%		747

Annexure 12

Analysis of Ex-Delhi International Flights 2014-15

(Referred to in Para 11.3.4)

Flight No.		Total Departure	Cancelled	Operated	Flight in Time (STD+15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code-01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (IT System Failure) (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code 61 to 70)	Weather (Delay Code 71 to 80)	Air Traffic Flow Management Restrictions (Delay Code 81 to 84)	Airport and Govt. Authorities (Delay Code 85 to 90)	Reactionary (Delay code 91 to 96)	Reactionary (Delay Code 93)	Miscellaneous (Delay Code 97 to 99)	Total
AI0010		338	13	325	158	167	49	0	7	0	0	0	0	1	31	1	3	4	31	89	0	167
AI0016		364	6	358	246	112	69	0	9	1	3	7	0	1	13	3	4	1	26	44	0	112
AI0020		365	0	365	242	123	66	0	4	0	2	23	1	0	44	0	0	2	22	25	0	123
AI0101		363	2	361	262	99	73	1	7	0	1	5	2	2	30	3	1	8	23	15	1	99
AI0111		365	0	365	266	99	73	0	11	0	2	12	1	0	27	0	4	8	29	4	1	99
AI0113		252	3	249	133	116	53	0	8	0	4	4	0	2	45	0	1	6	18	27	1	116
AI0114		251	2	249	115	134	46	0	11	0	5	7	0	0	34	2	3	3	34	35	2	136
AI0121		365	0	365	240	125	66	1	10	0	6	16	0	1	44	0	3	6	24	13	1	125
AI0123		295	1	294	170	124	58	0	5	0	1	11	1	0	68	0	3	4	25	5	1	124
AI0127		365	2	363	284	79	78	0	6	0	1	9	4	1	24	0	0	11	15	7	1	79
AI0143		365	0	365	234	131	64	0	5	0	4	14	0	0	52	2	1	10	37	6	0	131
AI0215		365	4	361	230	131	64	0	12	0	5	2	1	1	38	0	5	17	26	22	2	131
AI0302		356	0	356	174	182	48	0	9	0	4	19	0	2	93	0	2	9	36	5	3	182
AI0306		157	1	156	109	47	70	0	0	0	3	9	0	0	19	0	0	2	7	7	0	47
AI0310		208	0	208	100	108	48	0	4	0	2	6	1	1	15	1	2	1	47	27	1	108
AI0314		156	0	156	87	69	56	0	0	0	1	5	0	0	12	0	0	1	35	15	0	69
AI0332		365	0	365	272	93	75	0	6	0	10	6	0	1	26	0	1	14	15	13	1	93
AI0991		157	0	157	104	53	66	0	5	0	1	2	0	1	15	0	1	4	15	8	1	53
AI0995		365	1	364	212	152	58	0	10	0	2	14	0	1	48	2	0	22	31	22	0	152
Total		**5817**	**35**	**5782**	**3638**	**2144**		**2**	**129**	**1**	**57**	**171**	**11**	**15**	**678**	**14**	**34**	**133**	**496**	**389**	**16**	**2146**
								Entirely Controllable		1053	49%	**Beyond Control**		208	10%		**Partially Controllable**		23%	18%		

Annexure 12A

Analysis of Ex-Delhi International Flights 2015-16

(Referred to in Para 11.3.5)

Flight No.	Destination	Time	Total Departure	Cancelled	Operated	Flight on Time (STD +15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code-01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (IT System Failure) (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code-61 to 70)	Weather (Delay Code-71 to 80)	Air Traffic Flow Management Restrictions (Delay Code-81 to 84)	Airport and Government Authorities (Delay Code- 85 to 90)	Reactionary (Delay Code 91 to 96 except 93)	Reactionary (Delay Code 93)	Miscellaneous (Delay Code- 97 to 99)
AI0010	AMD	18:10	361	0	361	257	104	71	0	1	0	3	7	0	2	6	0	6	2	35	42	0
AI0048	COK	18:05	366	0	366	251	115	69	1	9	0	2	3	0	0	8	0	8	0	28	56	0
AI0101	JFK	1:45	366	0	366	270	96	74	0	21	0	3	7	0	1	11	1	2	13	18	19	0
AI0111	LHR	14:05	366	0	366	290	76	79	0	8	0	7	7	0	4	12	1	1	4	28	3	1
AI0113	BHX	13:35	366	0	366	262	104	72	0	13	0	3	9	0	1	14	0	2	5	18	39	0
AI0114	ATQ	12:05	365	0	365	235	130	64	0	8	0	4	4	0	2	14	2	2	8	71	15	0
AI0121	FRA	13:45	366	0	366	278	88	76	0	11	0	5	10	0	1	10	2	1	14	33	1	0
AI0123	FCO	14:25	283	1	282	210	72	74	0	7	0	2	7	1	1	32	1	0	5	14	2	0
AI0127	ORD	2:20	366	0	366	291	75	80	1	14	0	3	6	1	2	10	1	0	16	13	7	1
AI0142	MAA	12:35	363	6	357	232	125	65	0	7	1	7	7	0	0	11	0	19	4	31	38	0
AI0143	CDG	13:15	366	0	366	249	117	68	0	8	0	1	8	0	2	10	1	1	8	73	5	0
AI0155	DME	19:55	153	1	152	90	62	59	0	4	0	0	2	0	0	29	1	4	6	14	2	0
AI0156	GOI	4:30	304	0	304	235	69	77	0	3	0	3	16	1	0	3	0	4	5	11	23	0
AI0213	KTM	7:20	349	0	349	258	91	74	0	2	0	2	4	1	0	4	70	1	3	3	0	1
AI0215	KTM	12:55	344	1	343	243	100	71	0	6	0	8	1	0	1	12	2	7	17	19	26	1
AI0302	SYD	13:25	222	0	222	141	81	64	0	10	0	1	9	0	1	25	2	3	6	22	2	0
AI0310	HKG	23:15	209	0	209	109	100	52	0	1	0	2	4	0	0	7	0	0	1	82	3	0
AI0314	HKG	23:15	157	0	157	69	88	44	0	3	0	0	5	0	0	2	0	0	2	70	6	0
AI0991	JED	16:50	157	1	156	104	52	67	0	4	0	1	2	0	0	4	0	0	5	36	0	0
Total			**5829**	**10**	**5819**	**4074**	**1745**		**2**	**140**	**1**	**57**	**118**	**4**	**18**	**224**	**84**	**61**	**124**	**619**	**289**	**4**
								Entirely Controllable		**560**	**32%**	**Beyond Control**		**277**	**16%**			**Partially Controllable**		**35%**	**17%**	

Annexure 13

Analysis of International Ex-Mumbai Flight 2014-15

(Referred to in Para 11.3.4)

Before Reactionary

Flight No.	Total Departure	Cancelled	Operated	Flight in Time (STD+15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code-01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (IT System Failure) (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code 61 to 70)	Weather (Delay Code 71 to 80)	Air Traffic Flow Management Restrictions (Delay Code 81 to 84)	Airport and Govt. Authorities (Delay Code 85 to 90)	Reactionary (Delay code 91 to 96)	Reactionary (Delay Code 93)	Miscellaneous (Delay Code 97 to 99)	Total
AI131	365	3	362	281	81	78	0	1	0	4	13		1	28			8	21	5	0	81
AI191	363	5	358	241	117	67	0	13	0	13	15	1	1	13	2	0	19	27	13	0	117
AI330	365	0	365	277	88	76	0	1	0	11	20	1	1	26	0	2	8	7	11	0	88
AI342	364	2	362	263	99	73	1	7	0	12	16	0	0	21	0	0	10	11	21	0	99
AI931	208	1	207	130	77	63	0	4	0	3	7	1	1	9	0	3	8	36	5	0	77
AI983	365	0	365	254	111	70		8		11	14	1	1	10		2	15	7	42		111
AI985	364	0	364	158	206	43	3	9		5	48			7		2	17	11	103	1	206
Total	**2394**	**11**	**2383**	**1604**	**779**		4	43	0	59	133	4	5	114	2	9	85	120	200	1	779
					Entirely Controllable			358	**46%**	**Beyond Control**		97	**12%**			**Partially Controllable**		**15%**	**26%**		
			AI983	Before Reactionary				8		11	14	1	1	10		2	15	7	42		
				Delay Reason backward analysis (93)			0	0	0	0	7	2	0	5	5	4	2	10	7	0	
				Total after adding 93			0	8	0	11	21	3	1	15	5	6	17	17	7	0	
			AI985	Before Reactionary			3	9		5	48			7		2	17	11	103	1	
				Delay Reason backward analysis (93)			0	2	0	3	11	0	0	1	6	14	2	10	54	0	
				Total after adding 93			3	11	0	8	59	0	0	8	6	16	19	21	54	1	

After Reactionary Final

Flight No.	Total Departure	Cancelled	Operated	Flight in Time (STD+15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code-01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (IT System Failure) (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code 61 to 70)	Weather (Delay Code 71 to 80)	Air Traffic Flow Management Restrictions (Delay Code 81 to 84)	Airport and Govt. Authorities (Delay Code 85 to 90)	Reactionary (Delay code 91 to 96)	Reactionary (Delay Code 93)	Miscellaneous (Delay Code 97 to 99)	Total
AI131	365	3	362	281	81	78	0	1	0	4	13	0	1	28	0	0	8	21	5	0	81
AI191	363	5	358	241	117	67	0	13	0	13	15	1	1	13	2	0	19	27	13	0	117
AI330	365	0	365	277	88	76	0	1	0	11	20	1	1	26	0	2	8	7	11	0	88
AI342	364	2	362	263	99	73	1	7	0	12	16	0	0	21	0	0	10	11	21	0	99
AI931	208	1	207	130	77	63	0	4	0	3	7	1	1	9	0	3	8	36	5	0	77
AI983	365	0	365	254	111	70	0	8	0	11	21	3	1	15	5	6	17	17	7	0	111
AI985	364	0	364	158	206	43	3	11	0	8	59	0	0	8	6	16	19	21	54	1	206
Total	**2394**	**11**	**2383**	**1604**	**779**	67	4	45	0	62	151	6	5	120	13	27	89	140	116	1	779
					Entirely Controllable			387	**50%**	**Beyond Control**		136	**17%**			**Partially Controllable**		**18%**	**15%**		

Annexure 13A
Analysis of International Ex-Mumbai Flight 2015-16

(Referred to in Para 11.3.5)

Before Reactionary (Referred to in Para 11.3.5)

Flight No.	Sector	Time	Total Departure	Cancelled	Operated	Flight on Time (STD +15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code- 01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (IT System Failure) (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code-61 to 70)	Weather (Delay Code-71 to 80)	Air Traffic Flow Management Restrictions (Delay Code- 81 to 84)	Airport and Government Authorities (Delay Code- 85 to 90)	Reactionary (Delay Code 91 to 96 except 93)	Reactionary (Delay Code 93)	Miscellaneous (Delay Code- 97 to 99)
AI0921	BOM-RUH	12:30	366	0	366	275	91	75	0	4	0	4	18	0	0	13	0	6	7	22	15	2
AI0191	BOM-EWR	1:30	366	1	365	249	116	68	0	11	0	2	20	0	2	10	0	15	19	32	5	0
AI0945	BOM-AUH	23:30	366	1	365	212	153	58	0	4	0	5	13	0	2	6	0	0	16	100	6	1
AI0342	BOM-SIN	0:01	367	1	366	279	87	76	0	1	0	4	22	0	0	9	0	1	13	28	9	0
AI0931	BOM-JED	17:00	208	0	208	125	83	60	0	3	0	1	15	0	0	8	0	1	12	37	5	1
AI0983	BOM-DXB	20:10	366	0	366	210	156	57	0	4	0	5	19	1	0	12	0	8	24	12	71	0
AI0985	BOM-MCT	21:50	366	0	366	202	164	55	0	4	0	5	38	0	0	8	0	3	9	13	84	0
Total			**2405**	**3**	**2402**	**1552**	**850**		**0**	**31**	**0**	**26**	**145**	**1**	**4**	**66**	**0**	**34**	**100**	**244**	**195**	**4**
								Entirely Controllable		272	32%	Beyond Control		139	16%		Partially Controllable			29%	23%	
				AI983	Before Reactionary				0	4	0	5	19	1	0	12	0	8	24	12	71	0
					Delay Reason backward analys				1	1	0	3	5	0	0	3	2	12	7	8	29	0
					Total after adding 93				1	5	0	8	24	1	0	15	2	20	31	20	29	0
				AI985	Before Reactionary				0	4	0	5	38	0	0	8	0	3	9	13	84	0
					Delay Reason backward analys				0	2	0	2	9	1	0	8	0	7	1	3	51	0
					Total after adding 93				0	6	0	7	47	1	0	16	0	10	10	16	51	0

After Reactionary Final

Flight No.	Sector	Time	Total Departure	Cancelled	Operated	Flight on Time (STD +15 min)	Flights delayed (STD + More than 15 min)	% OTP	Air India Specific (Delay Code- 01 to 10)	Passenger & Baggage (Delay Code 11 to 20)	Cargo and Mail (Delay Code 21 to 30)	Aircraft & Ramp Handling (Delay Code 31 to 40)	Technical and Aircraft Equipment (Delay Code 41 to 50)	Damage to Aircraft (Delay Code 51 to 54)	EDP/Automated Equipment Failure (IT System Failure) (Delay Code 55 to 60)	Flight Operations and Crewing (Delay Code-61 to 70)	Weather (Delay Code-71 to 80)	Air Traffic Flow Management Restrictions (Delay Code- 81 to 84)	Airport and Government Authorities (Delay Code- 85 to 90)	Reactionary (Delay Code 91 to 96 except 93)	Reactionary (Delay Code 93)	Miscellaneous (Delay Code- 97 to 99)
AI0921	BOM-RUH	12:30	366	0	366	275	91	75	0	4	0	4	18	0	0	13	0	6	7	22	15	2
AI0191	BOM-EWR	1:30	366	1	365	249	116	68	0	11	0	2	20	0	2	10	0	15	19	32	5	0
AI0945	BOM-AUH	23:30	366	1	365	212	153	58	0	4	0	5	13	0	2	6	0	0	16	100	6	1
AI0342	BOM-SIN	0:01	367	1	366	279	87	76	0	1	0	4	22	0	0	9	0	1	13	28	9	0
AI0931	BOM-JED	17:00	208	0	208	125	83	60	0	3	0	1	15	0	0	8	0	1	12	37	5	1
AI0983	BOM-DXB	20:10	366	0	366	210	156	57	1	5	0	8	24	1	0	15	2	20	31	20	29	0
AI0985	BOM-MCT	21:50	366	0	366	202	164	55	0	6	0	7	47	1	0	16	0	10	10	16	51	0
Total			**2405**	**3**	**2402**	**1552**	**850**		**1**	**34**	**0**	**31**	**159**	**2**	**4**	**77**	**2**	**53**	**108**	**255**	**120**	**4**
								Entirely Controllable		306	36%	Beyond Control		169	20%		Partially Controllable			30%	14%	

Glossary of Technical Terms

Sr.No.	Technical Term	Meaning
1	**Available Seat Kilometre**	Available seat kilometre (ASKM) is a measure of the passenger carrying capacity of an airline. It is defined as the number of seats available on an aircraft multiplied by the number of kilometres flown by it.
2	**Bilateral agreements**	The sovereignty of a country over the airspace above its territories is recognized by the International Civil Aviation Organisation (ICAO). Bilateral agreements are air service agreements signed between two countries which provide the legal framework for operation of air services between them.
3	**Block hours**	Total time from the moment aircraft first moves from loading point until it stops at unloading point; Flight hours – Time between take off and touchdown.
4	**Change of gauge**	In air transport, a change of gauge for a passenger or cargo flight is a change of aircraft while retaining the same flight number. The term is borrowed from the rail transport practice of gauge change.
5	**Credit hold**	If an account is put on credit hold, all subscriptions that belong to the account are also put on hold. Placing new Orders is blocked. If the account is released, all its Subscriptions are released.
6	**Dead Head Cost**	In case the crew is to be positioned or transshipped for flight operations, Staff on Duty (SOD) allowance @ 65 percent of the scheduled block hours is paid to them. Such Expenditure incurred for positioning the crew is considered as Dead Head Cost.
7	**Freedoms**	
	1st Freedom	The right to fly over a foreign country without landing.

	2nd Freedom	The right to refuel or carry out maintenance in a foreign country without embarking or disembarking passengers or cargo.
	3rd Freedom	The right to fly from one's own country to another.
	4th Freedom	The right to fly from another country to one's own.
	5th Freedom	The right to fly between two foreign countries on a flight originating or ending in one's own country.
	6th Freedom	The right to fly from a foreign country to another while stopping in one's own country.
	7th Freedom	The right to fly between two foreign countries while not offering flights to one's own country
	8th Freedom	The right to fly inside a foreign country, continuing to one's own country.
	9th Freedom	The right to fly inside a foreign country without continuing to one's own country.
8	**Hub and Spoke**	All traffic moves along spokes connected to the hub at the centre with very few direct flights between other destinations.
9	**Level of Airport**	
	Level 1	Airports where the capacity of the airport infrastructure is generally adequate to meet the demands of airport users at all times.
	Level 2	Airports where there is potential for congestion during some period of the days, week or season which can be resolved by schedule adjustments mutually agreed between the airlines and facilitator
	Level 3	Airports where capacity providers have not developed sufficient infrastructure or where governments have imposed conditions that make it impossible to meet demand.
10	**Rotable Exchange**	AIL had signed an agreement for support of removed unserviceable line replaceable units of 787 aircraft wherein Boeing will exchange inventory for smooth operation of 787 aircraft.

11	**Re-despatch**	The contingency fuel from the origin to the initial destination is essentially used to fly to the destination from the Re-despatch point (RP). Hence determination of the initial destination and RP decides the quantum of benefit in terms of payload or fuel saving achieved for the flight.
12	**Yield**	Yield is revenue per passenger kilometre
13	**PLF**	Passenger Load Factor is revenue passenger kilometers' flown as a percentage of seat kilometers' available.
14	**SESF**	Special Extra Section Flight

List of Abbreviations

Sl. No	Abbreviations	Description
1	AAI	Airports Authority of India
2	AC	Air Canada
3	ACARS	Aircraft Communications Addressing and Reporting System
4	AIATSL	Air India Air Transport Service Ltd
5	AIESL	Air India Engernering Services Ltd
6	AIL	Air India Limited
7	AME'S	Aircraft Maintenance Engineers
8	AOG	Aircraft On Ground
9	APU	Auxiliary Power Unit
10	ARMS	Airlines Resource Management System
11	ASG	Aviation Specialist Group
12	ASKM	Available Seat Kilometers
13	ATF	Aviation Turbine Fuel
14	AUD	Australian Dollor
15	BG	Bank Guarantee
16	CA	Civil Aviation
17	CALC	China Aircraft Leasing Company
18	CCEA	Cabinet Committee on Economic Affairs
19	CCS	Central Civil Services
20	CMD	Chairman & Managing Director
21	CMS	Crew Management System
22	C of A	Certificate of Airworthiness
23	COS	Committee of Secretaries
24	CPCS	Central Planning & Control System
25	CTC	Cost to the Company
26	DCS	Departure Control System
27	DGCA	Directorate General of Civil Aviation
28	DIAL	Delhi International Airport Ltd
29	DPE	Department of Public Enterprises
30	EADS	European Aeronautic Defence and Space Company N.V.
31	EASA	European Aviation Safety Agency
32	EBITDA	Earning Before Interest, Taxes, Depreciation & Amortisation
33	EFH	Engine Flight Hour
34	EGOM	Empowered Group of Ministers

35	EOI	Economic Opportunity Institute
36	ERP	Enterprise Resource Planning
37	FAA	Federal Aviation Administration
38	FCNR	Foreign Currency Non-Resident
39	FDI	Foreign Direct Investment
40	FMS	Flight Management System
41	FRP	Financial Restructuring Plan
42	GDD	Global Data Dictionary
43	GE	General Electric
44	GF	Guarantee Fee
45	GH	Ground Handling
46	GHIAL	GMR Hyderabad International Airport Limited
47	GOI	Government of India
48	GOM	Group of Ministers
49	GOO	Group of Officers
50	GTA	General Teams of Agreement
51	HCC	Hub Control Center
52	HCI	Hotel Corporation of India Ltd
53	HR	Human Resource
54	IAL	Indian Airlines Ltd
55	IARC	Implementation and Anomaly Rectification Committee
56	IATA	International Air Transport Association
57	ICAO	International Civil Aviation Organization
58	ICPA	Indian Commercial Pilot Association
59	IFE	In Flight Entertainment
60	IFS	In Flight Service
61	IOCC	Integrated Operation Control Centre
62	IP	Initial Provision
63	ISS	Indian Shuttle Service
64	IT	Information Technology
65	JDC	Justice Dharmadhikari Committee
66	JEOC	Jet Engine Overhaul Complex
67	JFK	New York
68	JVC	Joint Venture Company
69	L&DO	Land & Development Office
70	LCC	Low Cost Carrier
71	LD	liquidated Damages
72	LHR	London
73	LTC	Leave Travel Concession
74	LTL	Long Term Loan
75	LX	Swiss AIR

76	MADC	Maharashtra Airport Development Corporation
77	MCLR	Medium capacity Long Range
78	MIAL	Mumbai International Airport Limited
79	MM	Movement Manager
80	MMD	Material Management Department
81	MoCA	Ministry of Civil Aviation
82	MOF	Ministry Of Finance
83	MOU	Memorandum Of Understanding
84	MOUD	Ministry of Urban Development
85	MRA	Master Restructuring Agreement
86	MRO	Maintenance, Repair and Overhaul
87	MTOW	Maximum Take Off weight
88	NACIL	National Aviation Company of India Limited
89	NCD	Non-convertible Debentures
90	NOC	No Objection Certificate
91	O&D	Origin and Destination
92	OC	Oversight Committee
93	OCC	Operations Control Centre
94	OMC	Oil Marketing Companies
95	OTP	On Time Performance
96	PAC	Public Accounts Committee
97	PAX IS	Passenger Intelligence Services
98	PDEW	Per Day Each Way
99	PIC	Pilot in Command
100	PLF	Passenger Load Factor
101	PLI	Productivity Linked Incentive
102	PMC	Project Management Consultant
103	PMO	Prime Minister Office
104	PMS	Passenger Market Share
105	PSS	Passenger Service System
106	RBP	Revised Basic Pay
107	PRS	Passenger Reservation System
108	RPKMS	Revenue Passenger Kilometers
109	RSPL	Recommended Spares Provisioning LIST
110	RT	Return Trip
111	SBI	State Bank Of India
112	SBICAP	SBI Capital Markets Limited
113	SBU	Strategic Business Unit
114	SEZ	Special Economic Zones
115	SITA	Society for Information Technology Agency
116	SLB	Sale & Lease Back
117	SME	Subject Matter Experts

118	SOD	Staff on Duty Allowance
119	STL	Short Term Loans
120	TAP	Turn Around Plan
121	UAE	Dubai (United Arab Emirates)
122	VRS	Voluntary Retirement Scheme
123	WC	Working Capital