



Corporate Communications Directorate

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MUMBAI

11 NOVEMBER 2024

'GST leviable on AAI-Adani concessionaire pact for Thiruvananthapuram airport'

PTI

NEW DELHI

The concessionaire agreement between the AAI and Adani Thiruvananthapuram International Airport Ltd (ATIAL) is not a 'transfer of business', but supply of services and hence is liable to GST, the Kerala-bench of the GST Authority for Advance Ruling (AAR) has said. The Kerala AAR ruling is contrary to the rulings passed by the Rajasthan and Gujarat Appellate Authority for Advance Ruling (AAAR) in the case of transfer of Jaipur and Ahmedabad airports and Uttar Pradesh AAR in the case of Chaudhary Charan Singh International Airport in Lucknow. These authorities had exempted such transfers from GST.



The Airports Authority of India (AAI) in its application before the AAR said it has entered into a concessionaire agreement with Adani Thiruvananthapuram International Airport Ltd for the operation, management, and development of the airport for 50 years.

The AAI sought rulings from the AAR on a set of queries, including whether the agreement involves transfer of business and whether such a transfer would be treated as 'supply as going concern' and be exempt from GST.

The AAR ruled that it does not constitute 'transfer of business' by the applicant to the concessionaire and the transaction cannot be treated as 'transfer as going concern'.

The concessionaire is supplying the service of developing the airport of the applicant who is providing manpower, leasing, etc, to the concessionaire and both constitute supply under Section 7 of the GST Act, the AAR said in a ruling passed on January 10. On whether GST is leviable on transfer of existing assets, aeronautical/non-aeronautical assets and capital work in progress by M/s AAI to ATIAL, the AAR said that the "assets have not been transferred" and GST is payable on the amounts received as a consideration for leasing/supply of the assets to the concessionaire.



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MILLENNIUM POST

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The bench also said GST will be levied on the annual concession fees charged by the applicant from the concessionaire.

Also, 18 per cent GST will be leviable on the invoices raised by the applicant for reimbursement of salary/staff cost of the concessionaire.

The Rajasthan and Gujarat AAAR had upheld AAR decisions stating that transfers of airports, such as Jaipur and Ahmedabad, qualifies as "going concern" transfers, and would, therefore, be exempt from GST.

Similarly, the Uttar Pradesh AAR ruled that the transfer of Chaudhary Charan Singh International Airport in Lucknow to Adani Lucknow International Airport Ltd is also a "going concern" and GST will not be levied on it.



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KOLKATA

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हवाई अड्डों पर अब सस्ती मिलेंगी खाने-पीने की चीजें

नई दिल्ली। एयरपोर्ट पर खाने-पीने की चीजें किफायती दाम पर भी मिलेंगी। एयरपोर्ट अथॉरिटी ऑफ इंडिया (एआई) इसके लिए हवाई अड्डों पर किफायती जोन अनिवार्य करने जा रहा

■ रु. 200 में मिलने वाली
चाय रु. 60 में ले सकेंगे



है। यानी हर एयरपोर्ट पर कुछ स्थान किफायती जोन के रूप में आरक्षित होगा, जहां यात्री सस्ते में खाने-पीने का सामान खरीद सकेंगे।

एआई के अधिकारियों का कहना है कि इन आउटलेट्स पर खाने-पीने का सामान लगभग 60-70 फीसदी तक सस्ता मिलेगा। अभी एयरपोर्ट पर एक चाय लगभग 125-200 रुपए तक की मिलती है, लेकिन किफायती जोन में यह 50-60 रु. के बीच मिल सकेंगी।

इतना जरूर है कि महंगे रेस्तरां की तरह सर्विस और क्वालिटी का अंतर होगा। यानी बैठने की जगह स्टैंडिंग टेबल लगी होगी। छोटे कप या गिलास में चाय दी जाएगी। फुल मील की जगह कॉम्पैक्ट मील होगा। पैकिंग की बेसिक क्वालिटी में सामान उपलब्ध होगा। नागरिक उड्डयन मंत्रालय के एक अधिकारी का कहना है, लंबे समय से यात्री और हर राज्य के जनप्रतिनिधि शिकायत करते रहे हैं कि एयरपोर्ट पर खाने-पीने का

सामान इतना महंगा होता है कि आम यात्री नहीं खरीद पाते। सामान्य यात्रियों को घर से एयरपोर्ट पहुंचने और फिर यात्रा पूरी करके गंतव्य तक पहुंचने में लगभग छह से सात घंटे का औसत समय लगता है। चूंकि एयरपोर्ट और विमान दोनों ही जगह ऐसी हैं जहां यात्री चाय-पानी या भोजन कर सकता है। मगर कीमतें इतनी ज्यादा होती हैं कि लोग कुछ खाने-पीने से ज्यादा भूखा रहना ही बेहतर मानते हैं।



Corporate Communications Directorate

THE TRIBUNE

DELHI

11 NOVEMBER 2024

Man claims bomb on plane at Kolkata airport, detained

KOLKATA, NOVEMBER 10

Security personnel at Kolkata airport were placed on high alert on Sunday after they received information from a passenger who suspected that a bomb could be planted on a private airline plane.

According to sources at the

airport, the passenger told CISF and IndiGo staff that he suspected that a bomb might be planted on Kolkata-Chennai IndiGo flight 6E 892.

The passenger, seated near gate number 18 at the airport, suspected that a bomb was ticking inside a

bag, an Airports Authority of India (AAI) spokesperson said. It was later discovered that the bag actually belonged to a woman employee of IndiGo.

"The passenger's claim was found to be a hoax. There was no bomb in the woman's bag.

The passenger was detained by the CISF for giving false information. The CISF will conduct a medical examination of the passenger before handing him over to Netaji Subhas Chandra Bose airport police station, the AAI spokesperson said.—PTI



Corporate Communications Directorate

DAINIK JAGRAN

DELHI

12 NOVEMBER 2024

नोएडा एयरपोर्ट पर 15 से होगी रनवे टेस्टिंग

जागरण संवाददाता, ग्रेटर नोएडा: नोएडा इंटरनेशनल एयरपोर्ट पर रनवे टेस्टिंग शुरू करने की तैयारी है। 15 नवंबर से अगले एक माह तक नियमित रूप से एयरपोर्ट पर विमान उड़ान भरेंगे और लैंडिंग करेंगे। 30 नवंबर को यात्रियों को बैठाकर विमान की रनवे पर लैंडिंग की जाएगी।

इससे पहले 25 नवंबर तक नागर विमानन महानिदेशालय (डीजीसीए) से फ्लाइट ट्रायल के लिए अनुमति लेनी अनिवार्य होगी। एयरपोर्ट पर नेविगेशन व रडार उपकरणों की जांच करा ली गई है।

सीईओ डा. अरुणवीर सिंह ने बताया कि एयरपोर्ट पर कैट-1 और कैट-3 उपकरण स्थापित करा दिए गए हैं। यह उपकरण कोहरे में विमान की ऊंचाई और दृश्यता बताते हैं।

अगले एक माह तक नियमित रूप से उड़ान और लैंडिंग करेंगे विमान, 30 नवंबर को यात्रियों को बैठाकर रनवे पर लैंडिंग की जाएगी

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डीजीसीए ने उपकरणों का निरीक्षण किया था। एयरपोर्ट पर इंस्ट्रूमेंट लैंडिंग सिस्टम (आइएलएस) भी स्थापित कर दिए गए हैं। सीईओ ने बताया कि आइएलएस एक रेडियो नेविगेशन सिस्टम है, जो कम दृश्यता की स्थिति में दृष्टिकोण और लैंडिंग

के दौरान पायलट को सही जानकारी देता है। इस प्रणाली में दो मुख्य घटक होते हैं, जिनमें लोकलाइजर और ग्लाइड पाथ पंटीना शामिल हैं। आइएलएस आवश्यक सुरक्षा प्रणाली है, जो पायलटों को कोहरे, वर्षा या अन्य प्रतिकूल मौसम स्थितियों के कारण दृश्यता काफी कम होने पर भी सुरक्षित रूप से उतरने में सक्षम बनाती है।

अब उड़ान के लिए जरूरी लाइसेंस का आवेदन और रनवे की टेस्टिंग 15 नवंबर से शुरू हो जाएगी। इसे लेकर तैयारियां तेज कर दी गई हैं। बताया कि अगले वर्ष 17 अप्रैल से विमान की उड़ान प्रस्तावित है। इससे पहले लाइसेंस संबंधी सभी प्रक्रिया पूरी करनी हैं। एयरपोर्ट पर पहले दिन से 30 विमान यात्री सेवा के लिए उपलब्ध होंगे।



Corporate Communications Directorate

HINDUSTAN

DELHI

12 NOVEMBER 2024

नोएडा एयरपोर्ट पर 15 नवंबर से ट्रायल की तैयारी

ग्रेटर नोएडा। नोएडा अंतरराष्ट्रीय एयरपोर्ट पर इसी सप्ताह से रनवे की जांच शुरू करने की तैयारी है। 15 नवंबर से एक महीने तक एयरपोर्ट पर विमान उतरेंगे। इसके बाद 30 नवंबर को यात्रियों के साथ विमान की लैंडिंग की जाएगी। हालांकि, इससे पहले 25 नवंबर तक डीजीसीए से फ्लाइट ट्रायल के लिए अनुमति लेनी जरूरी होगी।

एयरपोर्ट पर नेविगेशन और रडार उपकरणों की जांच भी हो चुकी है। प्राधिकरण के अधिकारी ने बताया कि नोएडा एयरपोर्ट पर कैट-1 और 3 उपकरण स्थापित हो चुके हैं, जो कोहरे में विमान की ऊंचाई और दृश्यता की जानकारी देते हैं। एयरपोर्ट पर इंस्ट्रूमेंट लैंडिंग सिस्टम (आईएलएस) को स्थापित किया जा चुका है, जिसकी एयरक्राफ्ट बीच किंग एयर 360 ईआर के जरिए 10 से 14 अक्टूबर तक जांच की गई थी। एयरपोर्ट पर अगले वर्ष 17 अप्रैल से व्यावसायिक विमानों की उड़ानें शुरू हो जाएंगी। ऐसे में 15 नवंबर से 15 दिसंबर तक ट्रायल के लिए विभिन्न एयरलाइंस के खाली विमान रनवे पर उतारे जाएंगे।



Corporate Communications Directorate

HINDUSTAN

DELHI

12 NOVEMBER 2024

हवाई अड्डों पर यात्रियों के लिए सस्ते फूड कोर्ट बनाए जाएंगे

नई दिल्ली, एजेसी। एयरपोर्ट पर अब चाय-समोसा या अन्य खान-पान आपकी जेब पर भारी नहीं पड़ेगा। सरकार बहुत जल्द एयरपोर्ट पर सस्ते खान-पान की दुकानें खोलने की तैयारी कर रही है।

नए बन रहे हवाई अड्डों पर ऐसे फूड प्वाइंट बनाए जाएंगे। मौजूदा हवाई अड्डों पर इनके लिए जगह का चुनाव

बाद में होगा। सूत्रों के मुताबिक य विशेष खान-पान क्षेत्र मॉल्स के फूड कोर्ट जैसा ही होगा। यहां पर काउंटर से खाना मिलेगा, साथ ही खाने व पैक करवाने की सुविधा भी होगी।

हालांकि, वहां बैठकर खाने व मजा नहीं ले पाएंगे। यह एयरपोर्ट के आकार और विमान और यात्रियों व संख्या के हिसाब से तय किए जाएंगे।



Corporate Communications Directorate

MILLENNIUM POST

KOLKATA

11 NOVEMBER 2024

Hoax bomb threat at Kolkata airport

KOLKATA: A man was reportedly detained by the security agencies at Kolkata airport for allegedly making false claims that there was a bomb on the plane. He was held from the boarding area. Security agencies searched the plane concerned.

An AAI spokesperson shared that a bomb threat call was received at 3:17 pm where the caller informed that one passenger informed

CISF and IndiGo staff at gate no.18 that he was suspecting a bomb threat for flight 6E-892. The passenger sitting beside gate no.18 suspected a ticking inside a bag of a co-passenger. The boarding was complete for 6E-892 at 2:44 pm.

A Bomb Threat Assessment Committee was formed at 3:40 pm and at 4 pm it was declared as “non-specific threat”. BTAC was over by 5:28 pm.

MPOST

भगवान की निकली सवारी : समुद्र में पवित्र स्नान के बाद लौटे पद्मनाभस्वामी मंदिर धार्मिक जुलूस के लिए एयरपोर्ट पर पांच घंटे तक विमानों का उतरना और उड़ना रहा बंद

पत्रिका न्यूज नेटवर्क
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तिरुवनंतपुरम, केरल में अल्पसी उत्सव के 'अराट्टू' जुलूस के कारण तिरुवनंतपुरम हवाई अड्डे पर शनिवार को सभी सेवाएं पांच घंटे बंद रही। जुलूस पद्मनाभस्वामी मंदिर लौटने के बाद रात करीब नौ बजे उड़ान सेवाएं बहाल हुईं। हर साल मंदिर से शंकुमुघम समुद्र तट तक यह धार्मिक जुलूस निकाला जाता है। एयरपोर्ट रास्ते में होने से विमानों का उड़ना और उतरना रोक दिया जाता है। जुलूस में बड़ी संख्या में श्रद्धालुओं ने हिस्सा लिया।

पांच सजे-धजे हाथी जुलूस का आकर्षण रहे। हवाई अड्डा परिसर में जुलूस की एंट्री के बाद पद्मनाभस्वामी, नरसिम्हा मूर्ति और कृष्ण स्वामी की मूर्तियों को कुछ समय के लिए रनवे के पास अराट्टू



भगवान पद्मनाभस्वामी मंदिर से शंकुमुघम समुद्र तट के लिए जाती प्रभु की सवारी

राजा को 92 साल पहले दिया वचन

पद्मनाभस्वामी मंदिर से धार्मिक जुलूस निकालने की शाही परंपरा सदियों से चल रही है। तिरुवनंतपुरम एयरपोर्ट 1932 में बना था। तब जुलूस के रास्ते में इसे बनाने का विरोध होने पर ब्रावणकोर के तत्कालीन राजा चिथिरा थिरुनल को वचन दिया गया था कि जुलूस के दौरान एयरपोर्ट का परिचालन बंद रहेगा।

मंडपम में रखा गया। बाद में अनुष्ठानों के लिए पास के समुद्र तट ले जाया गया। वहां इन्हें नहलाने के बाद पारंपरिक मशालों के साथ वापस मंदिर लाया गया।

साल में दो बार: हर साल दो बार पवित्र स्नान के लिए भगवान विष्णु

की मूर्तियों को पद्मनाभस्वामी मंदिर से शंकुमुघम समुद्र तट ले जाया जाता है। पहला स्नान मार्च-अप्रैल में पंगुनी उत्सव और दूसरा अल्पसी उत्सव के दौरान अक्टूबर-नवंबर में होता है। दोनों मौकों पर एयरपोर्ट की सेवाएं कुछ घंटे रोक दी जाती हैं।



Corporate Communications Directorate

THE TIMES OF INDIA

HYDERABAD

11 NOVEMBER 2024

Ranthambore's missing tigers: A tale of turf wars and human threat

Ajay Singh Ugras
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Jaipur: Tigers may be disappearing from Ranthambore national park due to a complex mix of territorial disputes, human-related threats, and natural aging, as per according to wildlife experts.

Recently, chief wildlife warden Pavan Kumar Upadhyay issued an order regarding 25 tigers missing from the park. A search committee could trace 10 of them within three days. Dharmendra Khandal, a conservation biologist with Tiger Watch, noted that among remaining 15 missing tigers, territorial conflicts and human threats appear to be sig-



'CATASTROPHIC DECLINE

nificant factors. Forest department's report reads, "These younger males were frequently observed roaming in search of unclaimed territories. Territorial disputes with dominant males could be the cause of their disappearance. However, human-related factors must also be considered.

These young males may

have been exposed to threats from locals, such as poisoning or other manmade risks."

Five older tigers are believed to have died of natural causes due to their advanced age, ranging from 18 to 19 years.

The report adds, "Tigers typically live up to around 15 years, making survival beyond that age increasingly difficult. While it is remarkable that these tigers survived in Ranthambore for so long, once they passed the age of 15, they faced immense challenges.

Their breeding ceased, and they struggled to maintain their health and territories in the face of mounting competition from younger, dominant tigers."

Apollo aircraft case: Begumpet airport says no CCTV footage

Notice Served To Local Airport Authorities

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Hyderabad: Investigation into the Apollo Hospital chairman's aircraft damage has hit a roadblock. Cops probing the case have found that the CCTV storage of the Begumpet airport — where the aircraft was parked at the time of the alleged damage — has run out of capacity. Hence, footage of the day when the damage is suspected to have happened, is not available.

According to the complaint, the incident took place over six months ago in April this year. "After receiving the complaint from the Apollo Hospital in Oct, we approached Begumpet airport au-

CCTVS LOW ON STORAGE

- Footage of day when damage likely happened to Apollo Hospital chairman's aircraft not available
- Issue likely due to CCTV camera running out of storage capacity, find cops
- Cameras can store footage only for brief while, Begumpet airport authorities tell cops
- Video of specific days mentioned by complainant not available, say airport authorities
- Notice served to airport authorities to furnish available information



Photo for representation

thorities to verify the CCTV footage, which covers the parking area of the private aircraft. But now we have been told that the cameras have limited space and can store footage only for a brief while. So, the video of the specific days mentioned by the complainant is not available," a local police official told TOI.

Despite the lack of avail-

able footage, police have served a notice to local Begumpet airport authorities to furnish available information in connection with this aircraft. The Begumpet airport is protected by central security forces.

Cops are also contemplating seeking the assistance of technical experts to ascertain the cause of damage. "We

are also gathering details about the aircraft and agencies involved in its maintenance," said a senior Hyderabad police officer, adding, "The case is still in the early stages of investigation."

In his complaint to the police, Apollo Hospital group's chief security officer, Jagjeet Singh, claimed that the chairman's private aircraft was parked for 15 days at Begumpet airport in April. When the concerned staff of the private aircraft observed damage, the issue was raised.

However, since it was under the minimum equipment list, the plane was used to reach Chennai from Hyderabad, which allegedly worsened the damage in the engine and avionics.

When the issue was raised with Begumpet airport security officials, the complainant allegedly did not receive any help and subsequently approached the police.



Corporate Communications Directorate

THE ASSAM TRIBUNE

GUWAHATI

11 NOVEMBER 2024

Vistara merger: Section of AI pilots unhappy over different retirement age

MUMBAI, Nov 10: A section of Air India pilots is unhappy in the run-up to the Vistara merger over different retirement age limits for pilots of the two Tata Group-owned airlines as the management is yet to address the issue, according to sources.

At Air India, which was owned by the government since the 1950s and came into the Tata fold in 2022, the retirement age for pilots and other staff is 58 years, whereas at Vistara it is 60 years.

Vistara – jointly owned by Tata Group and Singapore Airlines – is set to be merged with Air India on November 11 as part of the salt-to-steel conglomerate's consolidation of its aviation business.

The sources said resentment is brewing among a section of Air India pilots as the management is yet to formulate a common superannuation age for the integrated entity.

Air India did not comment on the issue.



“There is a lot of resentment among a section of Air India pilots ahead of the Vistara merger over the retirement age limit. While the management was prompt in bringing parity in terms of salary structure and other working conditions of the employees of the two airlines as part of the merger process, it is yet to address the issue of two different retirement age limits,” a source said on the condition of anonymity.

The sources said the anomaly puts the Air India pilots at a “disadvantage” vis-a-vis their Vistara counterparts, who will be getting two more years of service.

Under the current DGCA regulations, a pilot can serve up to the age of 65 years. In August this year, Air India announced a policy stating that it will retain select pilots on a contract basis for a period of five years after retirement with a provision to extend it till the age of 65 years. – PTI

Seaplane tourism takes off in Kerala, first plane touches down



THIRUVANANTHAPURAM, Nov 10: With the first seaplane landing in the Kochi backwaters on Sunday, seaplane tourism is set to take off in Kerala.

The seaplane, which took off from Vijayawada, touched down at the Bolgatty backwaters in Kochi on Sunday.

Tourism Minister PA Muhammad Riyas will officially flag off the trial seaplane service from Bolgatty to the Mattupetty reservoir near Munnar on Monday.

This marks a major milestone in Kerala's ambitious plan to link its scenic waterways through aerial routes. Cochin International Airport Limited (CIAL) has played a crucial role by providing technical expertise and infrastructure for the seaplane project.

With its extensive network of rivers, lakes, and lagoons, Kerala is well-suited for seaplane tourism, offering travellers a unique experience of the waterways combined with the thrill of flight.

The new seaplane services are expected to open up

fresh tourism avenues, enabling visitors to enjoy stunning aerial views. Kerala, famed for its backwaters and extensive coastline, stands to gain significantly from this tourism innovation.

This initiative is anticipated to boost tourism and contribute to Kerala's economic growth by creating jobs and improving connectivity to some of the State's most remote and scenic areas.

Tourism department officials highlighted that seaplanes offer the advantage of large windows, providing passengers with breathtaking views over Kerala's landscapes, particularly the Western Ghats and Munnar.

The amphibious aircraft, capable of taking off and landing on both land and water, can carry up to nine passengers. While the tourism sector is enthusiastic about the seaplane project, Kerala faces challenges in making the initiative sustainable in the long term.

The seaplane project has been introduced under the Civil Aviation Ministry's Re-

gional Connectivity Scheme (RCS) UDAN.

Kerala Tourism had proposed launching seaplane services from various locations, including Kovalam, Ashtamudi Lake, Kumarakom, Idukki Dam, Mattupetty Dam, Punnamada, Malampuzha Dam, Banasura Sagar Dam, and Chandragiri River in Kasaragod.

The government identified these water bodies for seaplane operations after the Civil Aviation Ministry simplified regulations set by the Directorate General of Civil Aviation (DGCA).

These changes allow non-scheduled operators to enter the market by eliminating the need for waterdrome licences and easing compliance requirements.

Notably, in 2013, the Kerala government invested Rs 14 crore to set up waterdromes on Ashtamudi and Punnamada lakes. However, the project was halted due to protests from the fishing community, primarily led by pro-Left unions. — IANS



Corporate Communications Directorate

AMAR UJALA

DELHI

12 NOVEMBER 2024

जेट एयरवेज के संस्थापक नरेश गोयल को मिली स्थायी जमानत

मुंबई। बॉम्बे हाईकोर्ट ने धनशोधन मामले के आरोपी जेट एयरवेज के संस्थापक नरेश गोयल को चिकित्सा आधार पर स्थायी जमानत दे दी। जस्टिस एनजे जमादार की एकल पीठ ने सोमवार को मई महीने में चिकित्सा आधार पर मिली अंतरिम जमानत को स्थायी जमानत में परिवर्तित करने का आदेश दिया। नरेश गोयल (75) कैंसर से पीड़ित हैं और उन्होंने इलाज के लिए जमानत मांगी थी। ब्यूरो

Air India-Vistara merger expected to save over ₹500 crore annually

ROAD TO PROFITABILITY. Unified entity aims to achieve larger footprint, ₹1,800-crore savings by FY27

Rohit Vaid
New Delhi

The merger of Air India and Vistara is estimated to result in annual savings of over ₹500 crore for the unified entity as it attains a larger global and domestic footprint, sources close to the development told *businessline*.

According to sources, these savings are primarily derived from renegotiated contracts in areas such as operations, fuel, lounges and ground infrastructure, as well as catering.

VIHAAN.AI

Air India had embarked on a five-year transformation journey that it calls “Vihaan.AI”. Under this, the airline has completed the first two phases called “Taxi” and “Take-off” and entered the final phase — Climb — earlier this year.

In the “Climb” phase, the focus of the airline is to create a fully integrated airline with the merger of Air India

and Vistara, improve customer value propositions and drive profitability.

One of the most compelling aspects of this merger is its alignment with Air India’s “Road to Profitability” strategy.

The airline has set a clear goal to return to profitability by FY27, and the merger with Vistara is a pivotal move in this direction, especially to achieve an overall cost savings of ₹1,800 crore by FY27.

As per sources, the estimated ₹500 crore annual savings represent a tangible impact on the airline’s bottom line, particularly in the high-cost aviation sector.

The merger allows Air India to streamline operations and reduce redundancies, which are critical for improving efficiency and reducing costs.

The combined entity will be better positioned to withstand industry challenges, from fluctuating fuel prices to pressures from competition, in both domestic and international markets, sources added.



Time to soar under one sky

Comparative table on Air India-Vistara merged entity

Airlines	Air India	Vistara	Unified Air India
Aircraft	138	70	208
Domestic routes	80	61	103 unique
International routes	58	24	71 unique
Domestic destinations	44	32	49 unique
International destinations	35	18	42 unique
Total passengers ferried in the last one year*	28.3 million	17.5 million	45.8 million

October 2023 to October 2024

Notably, the consolidated Air India can now negotiate bulk procurement at better rates, thereby improving the

overall cost-efficiency of its operations. On their own, both airlines haven’t made profits; however, a consolid-

ated Air India, with large and synergised domestic and international operations, plans to change the balance sheet from red to black by FY27.

MERGING FOR SUCCESS

“The financial discipline achieved through cost savings will lay the foundation for sustainable profitability, allowing the airline to reinvest in key areas, such as fleet expansion, customer service, and technology,” sources told *businessline*.

As the merger approached, Air India said the Vistara experience would continue for customers while it retrofits Air India’s legacy aircraft, starting with the narrow body fleet, which is expected to be completed by mid-2025.

Last week, Singapore Airlines, a shareholder in Vistara, said it expects a non-cash accounting gain of approximately SGD 1.1 billion (\$832.45 million) once the merger is completed. Post-merger, Singapore Airlines will hold 25.1 per cent share in the unified Air India.



Corporate Communications Directorate

BUSINESS LINE

DELHI

12 NOVEMBER 2024

AI Express to rejig planes from April with biz class seats

Press Trust of India
New Delhi

Air India Express plans to start reconfiguring planes with business class seats from April 2025, as the airline focuses on operating narrow-body planes with only economy class seats, according to a senior official.

The Tata Group-owned airline has rationalised its network and currently has an operational fleet of 90 planes, which includes over 30 aircraft with dual-class seats.

Amid supply chain woes impacting fresh aircraft deliveries, the airline has, so far, inducted 35 white-tail Boeing 737-8 planes.

Their count will rise to 50 in the coming months.

FLYING INTO THE SUNSET



BRAND INTEGRATION. A Vistara aircraft preparing to land at the Thiruvananthapuram International Airport on Monday. From Tuesday, Vistara will fully be integrated with Air India, and all its flights will operate under the Air India brand »

Revenue under stress, airlines innovate to attract flyers

From AI chatbots to inflight Wi-Fi, carriers compete for loyalty to drive margins

Aneesh Phadnis
Mumbai

From refreshed menus to revamped lounges and AI-backed chatbots to inflight Wi-Fi, airlines are going the extra mile to win customers. These initiatives come amid increased capacity and intensifying competition in the Indian skies.

Take for instance, Air India's latest offering. Under the 'Fly Prior' service, customers can opt for an earlier flight on the same travel date. While the service will be offered free of charge to top-tier members of its loyalty programme, others can opt for it by paying a fee.

The move will help Air India generate ancillary revenue and enhance customer loyalty.

For airlines, including Air India, this is crucial. Domestic passenger demand has normalised after the high base of 2023.

Fresh capacity is being added in the winter schedule, which is pressuring yields. Typically, Indian carriers earn most of their ancillary revenue from cancellation and seat selection fees, as also excess baggage charges.

By offering new services, airlines are providing more convenience to customers and diversifying their revenue sources.

According to aviation analytics firm Cirium, airlines are scheduled to operate nearly 3,200 domestic flights daily in November, which is 7 per cent higher



TACKLING HEADWINDS. Faced with rising competition, airlines are personalising products to stay ahead NAGARA GOPAL

on a year-on-year (y-o-y) basis. On the international side, scheduled flights in November will see a 9.4 per cent increase compared to last year.

"Airlines are trying to differentiate themselves by introducing new offerings to widen their customer base and tap new markets. Service reliability and consistency are also essential to ensure passenger loads. The new offerings will make sense if the cost of providing them is lower than the incremental revenue they generate for the company," said a former Chief Commercial Officer of a domestic airline.

TAILORED PRODUCTS

From Thursday, IndiGo will launch its "tailor-made business product" on the Delhi-Mumbai route. This comprises new premium seats and curated meals.

By January, all flights between Delhi and Mumbai will have a new product called 'IndiGoStretch.' The service will extend to Delhi-Bengaluru and Delhi-Chennai flights from March.

"IndiGoStretch will create a desired option for many who are aiming to travel business, some of them seasoned and some perhaps for the first time in their life," the airline's Chief Executive Pieter Elbers said in a statement last week.

"IndiGo is strategically positioning its business class offering to compete with Air India. Given its strong domestic network and flight schedules — critical factors for corporate travellers — IndiGo now aims to capture a portion of the premium business travel segment. This shift will not only help boost revenue but also provide greater stability to IndiGo's performance," said Sunny Sodhi, Managing Director, FCM Travel India.

While IndiGo has pivoted to a hybrid model, Akasa Air is sticking to an all-economy product on its Boeing 737 Max aircraft. This meant replacing comfortable business seats that came on its 11 aircraft with standard economy class seats.

The Mumbai-headquartered airline is trying to win over customers with unique and varied meals options. Akasa Air, which introduced 45 meal options in June, said an extensive exercise was undertaken to understand customer preferences and dining trends.

Another unique initiative is 'QuietFlights'. On board announcements are kept to a minimum and cabin lighting is adjusted for a peaceful experience on its late-night flights.

Last month, Akasa Air collaborated with TripFactory to sell holiday packages on its website. Air India Express, too, has partnered with MakeMyTrip to offer travel and stay options on its website and mobile apps.

"We are consistently working on enhancing our guest comfort and convenience through technology-driven services," said an official from Air India Express.

In the past few months, it has also introduced baggage tracking, fare lock and online visa services.

A former CEO of an airline said that introducing internet and additional services could only have a marginal impact on revenue, and the scope to increase fares too is limited due to the heightened competition.

"Airlines will need to target costs and sharpen their revenue management strategies to improve earnings," he said.



Corporate Communications Directorate

BUSINESS STANDARD

DELHI

12 NOVEMBER 2024

Jet Airways founder gets bail on medical grounds



The Bombay High Court on Monday granted medical bail to Jet Airways founder Naresh Goyal (*pictured*), who is an accused in a money laundering case. In May this year, a single Bench of Justice N J Jamadar granted interim bail to Goyal on medical grounds. Justice Jamadar on Monday made the interim order permanent. **PTI**

PHOTO: PTI



THE FINAL CALL: A Vistara aircraft prepares to land at Thiruvananthapuram airport on Monday, the airline's last day in service ahead of its merger into Air India

Farewell Vistara: With cabin mood lights and selfies

AJINKYA KAWALE

Bengaluru/Mumbai, 11 November

As boarding gates closed at the Kempegowda International Airport in Bengaluru and final passenger calls were made, flyers settled into their aubergine-coloured seats. Captain Adarsh Mohan informed passengers that the aircraft under the Vistara brand was being piloted by him for "one last time".

The caveat was necessary as the 10-year-old brand Vistara, having merged with Air India, was flying into the sunset on Monday.

The announcement by Captain Adarsh Mohan prompted some of the young flyers to click photographs of the cabin with dim purple-orange mood lights. Selfies on the plane were also taken. On this special day, the menu featured a special complimentary dessert. Alongside its usual meals and beverages, the flight crew served a strawberry pastry topped with vanilla sauce as a parting gesture.

Earlier in the day, the farewell mood had set in at terminal 2 of the Bengaluru airport itself, where this reporter was waiting to board a Vistara flight on its final day. Vistara flight UK 854 was flying behind schedule with boarding delayed by close to an hour.

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▶ FROM PAGE 1

'What are the things that will change?' Flyers ask on last day of Vistara flight

The ground staff attributed the lag to air traffic congestion in Mumbai, resulting in a delayed arrival of the flight in Bengaluru.

A commotion between the Vistara ground staff and passengers travelling to Mumbai, over the delay, was contained quickly: After all, it was no ordinary day.

"Some delays can be excused for the airline today since it's one of its last operations as Vistara. It's one of the few brands that flyers will miss booking from now on," a 50-year old finance professional travelling in the Bengaluru-Mumbai flight said.

The change of guard was visible at the check-in counters at the airport. Long queues near the airline's

check-in counters prompted the Vistara staff to seek assistance from team Air India. Consequently, personnel donning Air India lanyards stepped in, opening two of the counters to ease pressure.

"From tomorrow, it's only Air India for us even though operational integration may take some more time. We're excited to see how we can serve as a merged entity," a Vistara employee said. Starting November 12, Vistara aircraft will be operated under the Air India banner, to be identified by a special four-digit flight code beginning with "2".

Once the flight took off, there were questions and more. "Is it Vistara's last day

today? What are the things that will change? I have been flying for the past 40 years within India, and only a few have come close to international standards," said K N Prabhashankar, a Bengaluru-based chartered accountant. He's preferred Vistara over others on his frequent trips to Mumbai.

To ensure flyers like Prabhashankar face minimal interruption, majority of the airline's in-flight experience including routes, schedules, cabin crew, menu, cutlery and device would continue to remain the same for some time.

"It's a day filled with mixed emotions for me. We are amongst the best airlines globally. What's heart-

ening is I would still be able to wear the aubergine-coloured uniform until February next year," a member of the cabin crew said.

"Vistara set new standards in Indian skies and pioneered premium economy in domestic aviation. The food and service standards set it apart for most parts," said Ameya Joshi, founder of aviation blog Network Thoughts.

The merger with Air India comes nearly a decade after Vistara launched operations with three Airbus jets in 2015. The airline was a 51:49 joint venture between the Tata group and Singapore Airlines, and has seen an infusion of ₹9,900 crore. It now operated about 2,400 weekly flights and

had a fleet of 70 planes.

The conclusion of the merger comes near two years after it was announced.

In 2022, the Tata group and Singapore Airlines (SIA) said that they had agreed to merge Vistara with Air India to drive synergies and grab market share in the fast-growing aviation market.

The process came with its own turbulence including pilot agitation.

However, for passengers, the "Vistara feel" would remain important. Even after the merger. Some said they would cherish their boarding passes since it would be the last time they were flying with the brand.

"Today even if their tagline says 'Fly a new feeling', I hope the old feeling (of flying with them) continues to remain the same," another passenger added.

बदलाव • दो कंपनियों के बीच प्रतिस्पर्धा से किराए में कमी के आसार मर्जर से एअर इंडिया का ऑपरेशन सुधरेगा, इंडिगो भी करेगी विस्तार

विजनेस संवादता | नई दिल्ली

विस्तार के मर्जर से एअर इंडिया को अपनी फ्लीट सुचारू रूप से चलाने में मदद मिलेगी। दरअसल टाटा सन्स की होल्डिंग वाली ये दोनों एयरलाइंस देश-विदेश के प्रमुख मार्गों पर एक-दूसरे के साथ प्रतिस्पर्धा में थीं। इस मर्जर के बाद टाटा समूह ने एअर इंडिया और एअर इंडिया एक्सप्रेस के साथ स्पष्ट रणनीति बनाई है, ताकि समूह नेटवर्क का अधिक से अधिक इस्तेमाल कर सके और आपस में प्रतिस्पर्धी न बने। एविएशन एक्सपर्ट्स का मानना है कि ऐसे में आने वाले समय में एअर इंडिया और इंडिगो के बीच वर्चस्व की लड़ाई शुरू हो सकती है। इससे ग्राहकों को न सिर्फ ज्यादा विकल्प मिलेंगे, बल्कि किराया भी प्रतिस्पर्धी हो सकता है, क्योंकि दोनों एयरलाइंस एक-दूसरे के ग्राहकों को लुभाने की कोशिश करेंगी।

5 साल में एअर इंडिया को पुनर्जीवित करने का लक्ष्य: टाटा समूह की विमान.एआई योजना का लक्ष्य अगले 5 वर्षों में एअर इंडिया को पुनर्जीवित करना है। इसके तहत 140 वाइड-बॉडी विमानों सहित 470 नए विमानों के ऑर्डर दिए हैं।

रणनीति: एअर इंडिया का फोकस बड़े शहरों पर

टाटा समूह ने अपनी दोनों एअरलाइंस के लिए अलग-अलग भूमिकाएं तय की हैं। इसके तहत देश की एकमात्र फुल सर्विस कैरियर एअर इंडिया देश-दुनिया के प्रमुख मार्गों पर फोकस करेगी। वहीं, उसकी लो कॉस्ट कैरियर एअर इंडिया एक्सप्रेस टियर2 और टियर3 मार्गों पर ध्यान देगी। खासकर मेट्रो-से-गैर-मेट्रो मार्गों और छोटी दूरी के अंतरराष्ट्रीय कनेक्शन के रूप में टियर2 और 3 शहरों से लेकर मध्य पूर्व और दक्षिण पूर्व एशिया तक होगी। दुनियाभर की तमाम बड़ी एअरलाइंस इस मॉडल पर काम करती हैं। जैसे सिंगापुर एयरलाइंस सिंगापुर और प्रमुख भारतीय शहरों के बीच पूर्ण-सेवा उड़ानें तैनात करती है, जबकि इसकी लो कॉस्ट कैरियर स्कूट सिंगापुर को छोटे भारतीय एयरपोर्ट्स से जोड़ती है।

	300 विमान 30000 कर्मी		214 विमान 20 हजार कर्मी		90 विमान 3,200 कर्मी
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यह बेड़े को आधुनिक और क्षमता विस्तार की दिशा में बड़ा कदम है। एअर इंडिया में 25% हिस्सेदारी वाली सिंगापुर एयरलाइंस की भागीदारी से अंतरराष्ट्रीय सेवा में सुधार करने में मदद मिलेगी। साथ ही, दुनियाभर में विस्तार करने में मदद मिलेगी। दो प्रमुख एयरलाइनों के समर्थन से, एयर इंडिया इंटरनेशनल एविएशन मार्केट में अहम खिलाड़ी बन सकता है। इंडिगो के बिजनेस मॉडल को चुनौती देना आसान नहीं: मौजूदा वक्त में इंडिगो की भारतीय मार्केट

में 62% हिस्सेदारी है। इंडिगो का बिजनेस मॉडल ऑपरेशन कैपिसिटी, कम किराया और विशाल नेटवर्क पर आधारित है, जिसे चुनौती देना आसान नहीं है। इंडिगो की आक्रामक अंतरराष्ट्रीय विस्तार योजनाएं और इस साल बिजनेस-श्रेणी सेवाओं की शुरुआत ने प्रतिस्पर्धी परिदृश्य को और जटिल बना दिया है। 1000 नए विमानों का भी ऑर्डर दिया है। अकासा एयर जैसे खिलाड़ियों के प्रवेश और स्पाइसजेट के मार्केट में फिर आने की संभावना से प्रतिस्पर्धा बढ़ेगी।

एअर इंडिया का विदेशी मार्गों पर बढ़ेगा दबदबा

बिजनेस संवाददाता | मुंबई

विस्तारा सोमवार को आखिरी बार उड़ान भरेगी। कंपनी का मंगलवार को एअर इंडिया में मर्जर पूरा हो जाएगा। इसी के साथ एअर इंडिया देश की इकलौती फुल सर्विस कैरियर बन जाएगी। बीते 17 वर्षों में फुल सर्विस कैरियर की संख्या 5 से घटकर सिर्फ एक रह गई। साथ ही, इंटरनेशनल रूट्स पर मर्जर से एअर इंडिया की हिस्सेदारी दोगुनी होकर 50% से ऊपर निकल जाएगी। इस मर्जर के बाद सिंगापुर एयरलाइंस की एअर इंडिया में हिस्सेदारी 25.1% होगी। एअर इंडिया के एमडी कैपबेल विल्सन के अनुसार, एयरलाइन नए मैनेजमेंट के तहत अपने यात्रियों के लिए समान प्रीमियम अनुभव सुनिश्चित करते हुए विस्तारा के उच्च सेवा मानकों को बनाए रखेगी।

एअर इंडिया का मार्केट शेयर 10% बढ़कर 25% होगा

एयरलाइन	मार्केट शेयर
इंडिगो	62.5%
एअर इंडिया	14.7%
विस्तारा	10.1%
अकासा एयर	4.5%
एआईएक्स कनेक्ट	4.3%
स्पाइसजेट	2.5%
अलायंस एयर	0.9%
स्टार एयर	0.4%
फ्लाई९1	0.1%

मार्केट शेयर जुलाई-सितंबर 2024 में।
(स्रोत: डीजीसीए)

विस्तारा के 5 अहम रूट्स पर एअर इंडिया का दबदबा बढ़ेगा...

दिल्ली: ये विस्तारा का हब है। रोज 170 फ्लाइट्स 36 डेस्टिनेशन को जोड़ती हैं। विस्तारा के दबदबे वाले क्षेत्र में एअर इंडिया की शक्ति बढ़ेगी।

मर्जर के बाद इंटरनेशनल रूट्स पर आधी से ज्यादा फ्लाइट महाराजा की

- देश में इंडिगो एविएशन सेक्टर में लीडर है, लेकिन एअर इंडिया उसे चुनौती देने के लिए खुद को तैयार कर रही है। विस्तारा का मर्जर इसी रणनीति का हिस्सा है।
- इस मर्जर से एअर इंडिया का इंटरनेशनल रूट्स पर दबदबा बढ़ेगा, जहां वो पहले से लीडर है। वह एयरलाइन लगातार विदेशी नेटवर्क बढ़ा रही है।
- विदेश से भारत आने वाले पैसेंजर में एअर इंडिया की हिस्सेदारी 54% हो जाएगी। साथ ही, भारत से बाहर जाने वाली

यात्रियों में कंपनी की हिस्सेदारी 55% तक पहुंच जाएगी। मर्जर से पहले इंटरनेशनल रूट्स पर एअर इंडिया की हिस्सेदारी 27% थी। वहीं, इंडिगो की हिस्सेदारी क्रमशः 40% और 41% है।

- मर्जर से एअर इंडिया का फ्लीट 144 से बढ़कर 214 विमानों का हो जाएगा। ग्रुप की लो कॉस्ट कैरियर एअर इंडिया एक्सप्रेस के पास भी 90 विमान हैं। साथ ही एअर इंडिया ने 470 विमानों का ऑर्डर दिया है। इसकी डिलीवरी जल्द शुरू होने जा रही है।

- फिलहाल विस्तारा का लोगो, सुविधाएं जारी रहेंगी
- विस्तारा का अनुभव उन्हीं एयरक्राफ्ट, प्रोडक्ट और सर्विसेज के साथ जारी रहेगा। इसमें फ्लाइट मेनू, कटलरी आदि हैं। विस्तारा का लोगो भी नहीं बदलेगा। ट्रैवल इंश्योरेंस, सीट, पर्पल गिफ्ट कार्ड, फ्लाईंग रिटर्न प्रोग्राम, एक्स्ट्रा लगेज स्पेस जैसी सुविधाएं रहेंगी।
- विस्तारा के 2.7 लाख ग्राहकों के टिकट एअर इंडिया को ट्रांसफर हुए हैं। लॉयल्टी मेंबर के प्रोग्राम महाराजा क्लब में ट्रांसफर होंगे।

मुंबई: रोजाना 139 फ्लाइट्स 31 डेस्टिनेशन से जोड़ती हैं।
बंगलुरु: हर रोज 67 फ्लाइट्स।
13 एयरपोर्ट्स से कनेक्टिविटी।

हैदराबाद-कोलकाता: दोनों जगह से रोजाना 26 और 24 फ्लाइट्स।
4 डेस्टिनेशन से जुड़ी हैं। ये 5 क्षेत्र इसे रीजनल पावरहाउस बनाती हैं।



Corporate Communications Directorate

DAINIK BHASKAR

JAIPUR

11 NOVEMBER 2024

एअर इंडिया का विस्तार • देश की पहली प्रीमियम एयरलाइंस की आखिरी उड़ान आज

• 1990 के दशक में टाटा संस और सिंगापुर एयरलाइंस ने जॉइंट वेंचर के लिए आवेदन दिया था। लेकिन भारत सरकार से मंजूरी नहीं मिली।

• विस्तार ने इंडस्ट्री में कई नई शुरुआत की। यह एशिया की पहली एयरलाइन थी जो फ्लाइट में स्टारबक्स कॉफी परोसती थी।

• 2012 में एविएशन सेक्टर में 49% एफडीआई को मंजूरी मिली। दोनों कंपनियों ने फिर जॉइंट वेंचर एयरलाइंस लाने का फैसला किया।

• ये बेड़े में एयरबस ए321एलआर जोड़ने वाली देश की पहली कंपनी। विमानों की सफाई रोबोट्स से करने वाली भी देश की पहली एयरलाइन।



• इंटरनेशनल फ्लाइट में वाई-फाई इंटरनेट कनेक्टिविटी शुरू की। लॉयल्टी मेंबर्स को फ्री वाई-फाई देने वाली पहली एयरलाइन थी।

• 2013 में वेंचर सामने अस्तित्व में आया। विस्तार प्रीमियम इकोनॉमी क्लास शुरू करने वाली पहली डोमेस्टिक एयरलाइन बनी।

• विस्तार आज भारत के भीतर और विदेश में 50 से ज्यादा स्थानों के लिए उड़ानें संचालित करती है। इसके पास 70 विमानों का बेड़ा है।

• 9 जनवरी 2015 से ऑपरेशन शुरू किया। महज सात महीने में ही 5 लाख से ज्यादा ग्राहकों को आकर्षित किया।

• अपनी शुरुआत से अभी तक विस्तार ने 6.5 करोड़ यात्रियों को उड़ान सेवाएं दी हैं। करीब 12 देशों के लिए सीधी उड़ान भरी।

रामकथा के जरिये लुभा रही श्रीलंका की एयरलाइन

जेएनएन, नई दिल्ली: जीवन के झंझावाती भवसागर को पार करने के लिए हम सभी राम कथा को सुनते-सुनाते हैं। अब इसका मर्म समझते हुए श्रीलंका की एयरलाइंस अपनी कमाई बढ़ाने और पर्यटकों को लुभाने के लिए राम नाम का अनुकरण कर रही है। कंपनी के विज्ञापन में राम कथा की अमृतवाणी भारतीयों के मन-मस्तिष्क में गहरा असर भी छोड़ रही है। प्राचीन संस्कृति का इतना सुंदर, भावपूर्ण और मनमोहक चित्रण शायद ही पहले कभी किसी कंपनी ने किया हो। मात्र पांच मिनट में सारी दुनिया को विश्वास दिला दिया गया कि रामायण कोई कथा नहीं बल्कि भारतीय व श्रीलंकाई इतिहास का प्रामाणिक दस्तावेज है जो श्रीलंका यानी लंका की मनोरम यात्रा के लिए प्रेरित करता है।

इस अद्भुत विज्ञापन ने भारतीयों ही नहीं बल्कि विश्व भर के पर्यटकों के मन में कम से कम एक बार श्रीलंका जाकर इतिहास के इन दुर्लभ पन्नों को पलटने की ललक जगा दी है। इंटरनेट पर इस विज्ञापन को मिले

- विज्ञापन में लंका के रामायणकालीन स्थलों को दर्शाकर सबको मोह लिया
- दादी-पोते के जरिये हिंदू धर्म ग्रंथ की प्रामाणिकता समझायी, इंटरनेट मीडिया पर हिट



विज्ञापन में पोते को रामायण के बारे में बताती दादी ● वीडियो: @एलआईश्रीलंका

करोड़ों हिट इसके साक्ष्य हैं। एक्स पर साझा किए गए इस वीडियो में एक भारतीय दादी मां अपने पोते को कहानी की एक किताब से रामायण के बारे में बताती हैं। वह बताती हैं कि श्रीलंका में आज भी वह स्थान मौजूद हैं जो रामायण में बताए गए हैं। वह यह भी बताती हैं कि माता सीता का अपहरण कर राक्षस राजा रावण उन्हें लंका में कहां ले गया था। कहानी सुनाते हुए एनिमेशन की सहायता ली गई है जो कुछ ही क्षणों में लंका के मूल स्थान में बदल जाते

हैं। मनोरम दृश्यों वाली इस यात्रा में इला के निकट स्थित रावण की गुफा को भी दिखाया गया है जहां रावण सीता को अशोक वाटिका ले जाने से पहले ले गया था। प्रसिद्ध तीर्थ सीता अम्मन मंदिर दिखाया गया है। फिर दादी मां बताती हैं कि कैसे भगवान राम की वानर और भालुओं की सेना ने भारत को लंका से जोड़ने वाला राम सेतु बनाया था जो आज भी भारत में रामेश्वरम से श्रीलंकाई समुद्र तक देखा जा सकता है। विज्ञापन में यह भी बताया गया है कि

लक्ष्मण के जीवन की रक्षा के लिए हनुमान जी संजीवनी वृद्धि लाने के लिए पूरा पहाड़ उठा लाए थे।

इंटरनेट पर अंग्रेजी भाषा के इस विज्ञापन के वीडियो को दुनिया भर में लोगों ने सराहा है। एक यूजर ने कमेंट में कहा कि वह अगले साल अपने दोस्तों के साथ जापान जाने की योजना बना रहे थे, लेकिन अब वह सब श्रीलंका जाएंगे। एक अन्य व्यक्ति ने कहा कि वह नहीं जानते थे कि श्रीलंकाई लोगों ने अब तक रामायणकालीन स्थानों को इतना संजो कर रखा है। इस विज्ञापन में इन ऐतिहासिक स्थलों को खूबसूरत अंदाज में दिखाया गया है। एक अन्य ने कहा कि इस शानदार विज्ञापन ने बचपन की राम कथा को यादों को फिर से ताजा कर दिया। श्रीलंकाई एयरलाइंस ने अपने विज्ञापन के जरिये प्राचीन हिंदू ग्रंथ रामायण को लोगों के दिलों में जीवंत कर दिया। साथ ही इन प्राचीन ऐतिहासिक स्थलों के हवाई भ्रमण के लिए पर्यटकों की रुचि अनुरूप पैकेज का भी उल्लेख किया है।

आज से एअर इंडिया समूह का हिस्सा हो जाएगी विस्तारा

मुंबई, 10 नवंबर: सोमवार को विस्तारा का एअर इंडिया समूह में विलय हो जाएगा। इसी के साथ 17 सालों में भारतीय विमानन क्षेत्र में पूर्ण सेवा वाहक कंपनियों की संख्या पांच से घटकर एक रह जाएगी। चूंकि सिंगापुर एयरलाइंस की विस्तारा में 49 प्रतिशत हिस्सेदारी है, इसलिए विलय के बाद विदेशी विमानन कंपनी को एअर इंडिया में 25.1 प्रतिशत हिस्सेदारी होगी। प्रत्यक्ष विदेशी निवेश (एफडीआई) मानदंडों के उदारीकरण के बाद एक विदेशी विमानन कंपनी द्वारा संयुक्त रूप से स्वामित्व वाली एक अन्य भारतीय एयरलाइन का अस्तित्व खत्म हो जाएगा। पूर्ण सेवा वाहक कंपनी उन्हे माना जाता है, जिनके टिकट किराये में सहायक सेवाएं शामिल होती हैं। वह कम लागत वाली विमानन कंपनियों के विपरीत है, जहाँ सभी अतिरिक्त सेवाओं के लिए अतिरिक्त शुल्क के साथ कम किराये पर सेवा प्रदान करते हैं।

जून, 2012 में प्रधानमंत्री मनमोहन सिंह के नेतृत्व वाली संघ सरकार ने विदेशी विमानन कंपनियों को एक परिलु कंपनी में 49 प्रतिशत तक हिस्सेदारी खरीदने की अनुमति दी थी। जिसके परिणामस्वरूप अक्टूबर की एतिहाद एयरवेज ने अब बंद हो चुकी जेट एयरवेज में 24 प्रतिशत हिस्सेदारी खरीदी थी। इसके अलावा एअर एशिया इंडिया और विस्तारा का जन्म हुआ। पिछले 10 सालों में परिचालन शुरू करने वाली विस्तारा एकमात्र पूर्ण सेवा वाहक कंपनी थी। 2007 में पूर्ण सेवा वाहक (फुल सर्विस कारियर-एफएससी) इंडियन एयरलाइंस के एअर इंडिया में विलय के बाद कम से कम पांच एफएससी परिचालन में थी। समय बीतने के साथ 2012 में किंगफिशर बंद हो गई, जबकि एअर सतय का जेट एयरवेज ने अधिग्रहण कर लिया और उसका नाम बदलकर जेटलाइट कर दिया, लेकिन वह चल नहीं सकी और 2019 में जेट एयरवेज के साथ डूब गई। वहीं एक अन्य एफएससी जेट एयरवेज वित्तीय अस्थिरताओं में फंसाकर अप्रैल 2019 में बंद हो गई। अब सुप्रीम कोर्ट ने उसकी संपत्ति बेचने का आदेश दिया है। इस तरह 12 नवंबर से एअर इंडिया एकमात्र एफएससी रह जाएगी।



17 सालों में पूर्ण सेवा वाहक कंपनियों की संख्या पांच से घटकर एक जाएगी एक

● विलय के बाद सिंगापुर एयरलाइंस की एअर इंडिया में होगी 25.1 प्रतिशत हिस्सेदारी

3,194.5 करोड़ रुपये का अतिरिक्त निवेश करेगी सिंगापुर एयरलाइंस एअर इंडिया में

भारत में कम किराये वाली विमानन कंपनियाँ हावी

बढ़ते हवाई यातायात के बीच इस समय कई कम कीमत वाली विमानन कंपनियाँ स्पेटर में हावी हो रही हैं और इस तरह की एक प्रमुख कंपनी इंडिया की भारत के बाजार में हिस्सेदारी 60 प्रतिशत के आसपास है। एक वरिष्ठ एयरलाइन अधिकारी के अनुसार, एक पूर्ण सेवा और एक कम लागत वाली एयरलाइन के बीच अंतर करना बहुत मुश्किल हो रहा है।

अलग सेवानिवृत्ति आयु पर एअर इंडिया में नाराजगी

सोमवार से विस्तारा का एअर इंडिया में विलय प्रभावी हो जाएगा, लेकिन टाटा समूह की दो विमानन कंपनियों के पायलटों ने अलग-अलग सेवानिवृत्ति आयु सीमा को लेकर नाखुशी जताई है। दरअसल, एअर इंडिया में जहाँ पायलटों और अन्य कर्मचारियों के लिए सेवानिवृत्ति आयु 68 वर्ष है, जबकि विस्तारा में यह 60 वर्ष है। वर्तमान डीजीसीपी नियमों के तहत, एक पायलट 65 वर्ष की आयु तक सेवा प्रदान कर सकता है। इस साल अगस्त में, एअर इंडिया ने कहा था कि यह सेवानिवृत्ति के बाद पांच साल की अवधि के लिए अनुभव के आधार पर बुनियादी पायलटों को रखने का विकल्प चुन सकता है और उनकी सेवा अवधि को 65 वर्ष तक बढ़ा सकता है।

Jet set wait

The airline's liquidation exposes the shortcomings of India's much-vaunted insolvency resolution process

THE SUPREME COURT'S (SC) order to liquidate Jet Airways will not have any material impact on the country's aviation sector as the airline was grounded in 2019. Another airline, Go First, which had filed for voluntary insolvency on May 2, 2023, is also close to being liquidated with its committee of creditors recommending the same, but the final decision is stuck with the National Company Law Tribunal (NCLT). The general apprehension that with Jet or Go First not flying, the civil aviation sector would become a duopoly and fares would skyrocket with consumers being left at the mercy of the carriers, hasn't exactly come true. If two carriers died, a new one — Akasa — was born, and its prospects look promising. The civil aviation ministry is also proactive — the moment fares start rising abnormally, an advisory is enough to rein in the profiteers.

So the problem is not the carriers dying and fares shooting up. The problem is India's much-vaunted insolvency resolution process which has led to inordinately long delays in either the resolution plans getting approvals, or in taking the final decision regarding liquidation of firms in cases where revival plans do not work. The Jet case is a prime example. It went bankrupt in 2019 and the committee of creditors (CoC) approved the resolution plan in 2020. Thereafter issues relating to non-payment by the successful resolution applicant (SRA) and the CoC changing its mind, led to prolonged litigation, with the National Company Law Appellate Tribunal (NCLAT) ordering in favour of the SRA. With lenders challenging it, the SC finally overturned its order. Such long delays are not an exception but have almost become a norm. The corporate insolvency resolution process (CIRP) against Jaypee Infratech was started way back in 2017, however, the final nod by the NCLAT to the SRA was accorded only in June this year. Interestingly, a SC-monitored plan of Amrapali Group's housing projects in the National Capital Region, outside the CIRP, saw a much faster resolution.

According to the Insolvency and Bankruptcy Code (IBC), 2016, a resolution process must be completed by 180 days, with the NCLT having the power to extend it to a maximum of 330 days. If there is no resolution even at the end of 330 days, the NCLT has to order liquidation of the company. However, as of March, the average time taken by courts for approving the resolution plans is more than 600 days. And this is happening even as the government and the Insolvency and Bankruptcy Board of India are constantly coming out with a number of suggestions and amendments to fine-tune the process. As of March, the IBC has helped recover around ₹3.3 lakh crore, against admitted claims of ₹10.46 lakh crore, which reflects an overall recovery rate of 32%. While this is an improvement over FY20 to FY22, structural and procedural issues continue to impede the IBC's aim of both maximising value and timely resolution.

Apart from the companies concerned gaming the system and leveraging the legal loopholes, a big problem is the inconsistent interpretation and application of law by the NCLT and NCLAT. Despite the SC ruling that the CoC is supreme in matters of commercial wisdom and its decisions cannot be overruled by the tribunals, this does not seem to be happening. The apex court should ensure that the NCLT and the tribunal stick to the letter and spirit of the law.



● Why was Vistara merged into Air India?

THE IDEA BEHIND having one large full-service carrier (FSC), was to create an Indian airline that will rub shoulders with the best in the world. After the grounding of Jet Airways and the subsequent takeover of Air India, the Tata group has enjoyed complete monopoly of the FSC segment.

The decision to merge Vistara with Air India was taken in 2022 after the Tata Group acquired Air India from the government. Instead of fulfilling the separate ambitions of both Vistara and Air India which flew on common routes, flying nearly similar aircraft while managing identical day-to-day operations, the Tata group decided to merge Vistara into Air India. A joint venture between the Tata group and Singapore Airlines, Vistara was not very well known outside of India, whereas brand Air India resonates strongly with not just the Indian diaspora but foreign customers as well. Singapore Airlines, which held 49% stake in Vistara, will hold 25.1% of Air India following the merger.



Air India-Vistara merger: Changes flyers can expect

Nearly 10 years after its first flight, Vistara took to the skies for the final time yesterday. *Swaraj Baggonkar* explains how and why the Tata-Singapore Airlines carrier got merged into the much larger Air India and whether flyers will continue to enjoy the Vistara experience post the merger

● What happens to the fleet, pilots and crew?

VISTARA CONNECTED 50 destinations in and outside of India, operating over 300 flights a day with a fleet of 70 aircraft including 53 Airbus A320neo, 10 Airbus A321neo and 7 Boeing 787-9 Dreamliner.

The airline had around 5,500 employees, including more than 1,000

pilots and cabin crew, ground staff and engineers. Since all of Vistara's planes have transitioned to Air India, its employees are also now under the Air India umbrella.

While mergers in the Indian aviation sector have been common — Jet-Sahara, Kingfisher-Air Deccan, Air India-Indian

Airlines — this remains a complex process. Pilots at Air India have voiced their dissent over the Vistara integration as the new policies favour Vistara pilots. Promotion, salary, duty hours and retirement age limit were some of the points of disagreement ahead of the merger.

● Changes in flight operations

THE IN-FLIGHT EXPERIENCE remains unchanged on Vistara's fleet which can be identified by the number '2' added to the flight code. For instance, UK 955, operating from Delhi to Mumbai, will transition to AI 2955. Vistara's uniforms also stay till the crew gets Air India livery. Starting November 12, all Vistara aircraft will be operated by Air India, and bookings for the routes operated by these aircraft will be redirected to Air India's website. Passengers flying November 12 onwards on tickets booked earlier will receive an Air India ticket with a new E-ticket number; however, the PNR will remain the same as before. They can web check-in via the Air India website and mobile app. In case of missing a flight, Air India no-show charges will be applicable. The lounge access purchased while booking on Vistara will not be valid anymore and a refund will be processed by Vistara.

● What's there for loyal Vistara flyers

VISTARA'S CUSTOMER LOYALTY programme, Club Vistara, has been merged into Air India's Flying Returns programme. All frequent flyer miles (CV points), One Class Upgrade vouchers, and complimentary ticket vouchers are being transferred to linked Flying Returns accounts on November 12 in a 1:1 ratio.

Those holding existing co-branded credit cards will continue to enjoy current benefits until March 31, 2026. From November 12, co-branded card holders will earn Flying Returns points and complimentary ticket vouchers besides the existing card benefits. They will also continue to enjoy their Tier status for a year from the date of merger. With transition to Flying Returns, members will be able to earn and redeem with all 24 Star Alliance Airline partners (Air India is a member of Star Alliance) and also avail Star Alliance status for gold and platinum members that grants status across the Star Alliance network globally.

> 4.5 mn

LOYALTY PROGRAMME MEMBERS HAVE BEEN MIGRATED FROM VISTARA TO AIR INDIA'S DIGITAL SYSTEMS

90%

OF THE DOMESTIC MARKET IS NOW CONTROLLED BY INDIGO AND AIR INDIA

● Top bosses reshuffled

JUST BEFORE THE merger, the top deck across all the airlines within the Tata group was reshuffled to ensure a smoother integration process. Vinod Kannan, CEO of Vistara, who has been holding the position of chief integration officer for the full-service airlines' merger, continues in the latter role after the merger. Deepak Rajawat, chief commercial officer of Vistara, has taken on the role of CFO in the enlarged Air India Express. Several other senior officials were also given new responsibilities.

● Potential impact on airfares

FROM TWO FULL-SERVICE carriers, India's domestic aviation market is now down to just one FSC after the merger, that is Air India. While several business groups have evinced interest to start an airline, there is no proposal to have any more full-service carriers. This will give the Tata Group full control of the FSC market. The merger also results in a duopolistic situation where market leader IndiGo and Air India group will control 90% of the domestic aviation market.



● TO OPERATE UNDER AIR INDIA BRAND

Vistara bids farewell as it flies final flight before merger

SUKALP SHARMA
New Delhi, November 11

IN ITS ONE decade of operations, Vistara made a mark for its product and service quality as India's foremost full-service carrier, setting itself apart in a market dominated by no-frills airlines. The airline will fly its final flight on Monday before its merger with Tata group's flagship carrier Air India on Tuesday.

It would not be an understatement to say that Vistara was able to carve a unique space for itself in the mind of the Indian flyer, which is evident from flyers' reactions on social media, many brimming with nostalgia.

The wheels for the merger were set in motion in 2022 after the Tata group acquired Air India from the government. Singapore Airlines, which held a 49% stake in Vistara, will own 25.1% of Air India following the merger.

With Air India being a much

older airline and its brand having greater recall value globally, it was decided to retain the Air India brand and retire the Vistara brand for the merged airline. The merger is a critical part of Air India's transformation programme Vihaan.Ai, that seeks to build the airline into one of global repute.

But the announcement of the merger brought with it concerns for consumers about Vistara's product and service quality after the merger. Under government control, Air India was under financial stress, and this reflected in its product and service quality which was seen as below the standards expected from a full-service carrier. While the now-privatised airline has undertaken a mammoth fleet modernisation and expansion plan, it still has a large number of legacy aircraft that are in a rundown state.

Perhaps that is one of the reasons why the Air India



A Vistara aircraft prepares for landing at the Trivandrum International Airport, on Monday. From November 12 onwards, Vistara will fully be integrated with Air India. PTI

BIDDING ADIEU

■ Singapore Airlines, which held a 49% stake in Vistara, will own 25.1% of Air India following the merger.

■ The announcement of the merger brought with it concerns for consumers about Vistara's product and service quality after the merger

■ All existing Vistara flights will continue to be operated using Vistara's existing fleet of aircraft and by the existing Vistara crew, although the flight numbers will change to those of Air India

group has decided to keep the "Vistara experience" unchanged for consumers in the initial months of the merger. All existing Vistara flights will continue to be operated using Vistara's existing fleet of aircraft and by the existing Vistara crew, although the flight numbers will change

to those of Air India. The standard Vistara has set is expected to be the benchmark for the new and enlarged Air India.

"...the intention and plan is to bring Air India up to the same levels as Vistara. I would say that the expertise at Vistara is crucial for that to happen, because we've actually burnt

our fingers, we've learnt things the hard way, and it's only fair that we transfer that knowledge since the shareholders are the same," Vistara CEO Vinod Kannan, who is also the chief integration officer for the merger, had said in an interaction with *The Indian Express* earlier this year.

Vistara experience to stay

To enable passengers to identify Vistara flights while booking, Air India will use four-digit flight numbers for the flights beginning with "2", against its three-digit flight numbers. For instance, UK 955 (UK is the current airline identifier code for Vistara flights)

will become AI 2955.

"The routes and schedule operated by Vistara aircraft will continue to be the same, alongside the Vistara in-flight experience that includes the product and service such as menu and cutlery on the Vistara aircraft. It will also be serviced by the same crew... In parallel, Air India's narrowbody fleet continues to be upgraded with new aircraft being delivered, legacy aircraft being refitted with entirely new interiors and Vistara's catering now also extended to Air India," Air India had said in October.

Sources indicated that the product differentiation is likely to continue at least till June, when the \$400-million retrofit programme for Air India's legacy narrow-body fleet is scheduled to be completed. With new aircraft coming in and older aircraft undergoing refurbishment, Air India will eventually be able to offer a uniform product across its

fleet and the planes will largely become fungible.

Air India also plans to minimise the overlap between its older aircraft and Vistara planes at the individual route level after the carriers' impending merger in a bid to provide certainty to flyers regarding the quality of product they are likely to experience, *The Indian Express* had reported on October 24.

The Tata group airline will try and ensure that each route has consistency in its product offering, which would mean that the carrier will look to deploy Vistara's aircraft and its own new aircraft on certain priority routes like those connecting metropolitan cities with one another, and deploy Air India's older aircraft on certain other routes, per sources. The idea is to set the customer's expectations right and offer a consistent product on that route irrespective of the flight booked.



Corporate Communications Directorate

THE FINANCIAL EXPRESS

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12 NOVEMBER 2024

Exports of solar PV products skyrocket

“FOCUSSING ON THE US market can benefit the Indian PV manufacturing ecosystem. The exposure to the US market will enable Indian PV manufacturers to attain economies of scale, ultimately enhancing their product quality and competitiveness,” said Vibhuti Garg, director-South Asia, Institute for Energy Economics and Financial Analysis (IEEFA).

However, she cautioned that to truly establish India as a global manufacturing hub for solar products in the long run, Indian PV manufacturers must focus on upstream backward integration.

This will help India maintain its foothold in existing markets while unlocking untapped markets like Europe, Africa, Latin America, etc, she

added. <

With the US move to withdraw duty-free access to PV products from Southeast Asian countries, and even impose countervailing duties on them, India can potentially replace these countries to become the leading PV exporting country to the US, Garg added.

The increasing demand for Indian PV products abroad and the attractive incentive structure under the Inflation Reduction Act (IRA) have also pushed many Indian manufacturers to establish manufacturing facilities overseas, particularly in the United States of America..

Some prominent players are Waaree Energies, Vikram Solar, Saatvik Energy and Navitas Solar.

Waaree Energies is setting



up a 5 GW per annum integrated PV cell and module manufacturing capacity in Texas, US.

The first phase of 3 GW is expected to be commissioned by the end of 2024.

Vikram Solar has also announced a 4 GW PV module manufacturing facility in Colorado, which will be commissioned by the end of 2024. Saatvik Energy, Navitas Solar, and Premier Energies have

announced that they will set up three units of 1.5 GW, 1.2 GW and 1 GW of PV module manufacturing capacity in the US.

However, analysts also note that it is important for the country to balance the need of a growing export market with domestic availability, given the government's focus on increasing the share of renewable energy to 500 GW by 2030 and schemes like PM Suryaghar that mandate the use of domestic modules.

“During periods of domestic supply shortage, certain distributed renewable energy segments, such as residential rooftop solar, could be affected due to their smaller order sizes,” according to Jyoti Gulia, founder, JMK Research.

“This can make it difficult

for developers to secure enough supplies to execute their projects.

The supply-demand gap also affects solar module prices, which is a critical factor for the price-sensitive residential rooftop solar segment.”

As per the report, the country's annual solar module production is likely to grow to 28 gigawatt (GW) in FY25 and 35 GW in FY26.

“After accounting for exports, the resultant supply by Indian PV manufacturers in the next two years will be only 21 GW and 25 GW, respectively, which is less than the requirement of approximately 30 GW per annum to meet India's 2030 renewable energy target,” said Prabhakar Sharma, senior consultant, JMK Research.



SA to invest addl ₹3,195 cr in AI post-Vistara merger

PTI

NEW DELHI

Singapore Airlines (SA) will make an additional investment of Rs 3,194.5 crore in Tata Group-owned Air India post-merger of Vistara in November.

The merger, announced on November 29, 2022, and set to be completed on November 11, 2024, will result in Singapore Airlines having a 25.1 per cent stake in the enlarged Air India.

Full-service carrier Vistara, which started flying on January 9, 2015, is a joint venture between Tatas and Singapore Airlines, where the latter holds a 49 per cent shareholding.

Singapore Airlines (SIA) Group on Friday said its consideration for the merger comprises the 49 per cent interest in Vistara and Rs 20,585 million (Rs 2,058.5 crore) in cash in exchange for a 25.1 per cent equity interest in the enlarged Air India.

Post-merger, SIA expects to recognise a non-cash accounting gain of around 1.1 billion Singapore dollars and also start equity accounting for its share of Air India's financial results.

According to a release on Friday, the merger includes an agreement for SIA to contribute its share of any funding



The govt has tasked the central bank to ensure that Consumer Price Index (CPI) based retail inflation remains at 4%

previously provided by Tata prior to the completion of the merger, together with relevant funding costs up to Rs 5,020 crore that would allow it to maintain 25.1 per cent stake in Air India.

"SIA's additional capital injection is expected to be Rs 31,945 million (equivalent to SGD 498 million), based on Tata's funding to Air India to date. This will occur after the completion of the merger and within November 2024 through subscription to new Air India shares.

"Future capital injections

will be considered based on Air India's requirements and available funding options," according to the release issued while announcing the airline's financial performance for the six months ended September 2024. The merger of Vistara with Air India will mark a major consolidation in the fast-growing Indian aviation space.

SIA said the merged entity will have a significant presence across all key Indian air travel segments, including domestic, international, full-service, and low-cost operations.

"This will strengthen SIA's multi-hub strategy, allowing it to continue participating directly in India's large and fast-growing aviation market," it added.

Recently, Air India and SIA recently agreed to significantly expand their codeshare agreement, adding 11 Indian cities and another 40 international

Section of AI pilots unhappy over different retirement age

A section of Air India pilots is unhappy in the run-up to the Vistara merger over different retirement age limits for pilots of the two Tata Group-owned airlines as the management is yet to address the issue, according to sources.

At Air India, which was owned by the government since the 1950s and came into the Tata fold in 2022, the retirement age for pilots and other staff is 58 years, whereas at Vistara it is 60 years.

Vistara -- jointly owned by Tata Group and Singapore Airlines -- is set to be merged with Air India on November 11 as part of the salt-to-steel conglomerate's consolidation of its aviation business.

The sources said resentment is brewing among a section of Air India pilots as the management is yet to formulate a common superannuation age for the integrated entity.



Corporate Communications Directorate

HINDUSTAN

DELHI

12 NOVEMBER 2024

देर रात अंतिम उड़ान के साथ विस्तारा इतिहास में दर्ज

विलय

नई दिल्ली, एजेंसी। एयर इंडिया से विलय के बाद करीब 10 साल पुरानी एयरलाइन विस्तारा ने आसमान को अलविदा कह दिया। इस प्रतिष्ठित पूर्ण सेवा एयरलाइन कंपनी ने सोमवार देर रात अपनी आखिरी घरेलू और अंतरराष्ट्रीय उड़ानों का परिचालन किया।

एयर इंडिया और विस्तारा के विलय के बाद अस्तित्व में आने एकीकृत इकाई अपनी पहली उड़ान मंगलवार रात 12.15 बजे दोहा से

मुंबई के लिए संचालित करेगी। विस्तारा की उड़ान संख्या 'यूके 986' मुंबई से दिल्ली के लिए रात लगभग 10.50 बजे रवाना हुई। वहीं, 'यूके 115' ने दिल्ली से सिंगापुर के लिए रात लगभग 11.45 बजे उड़ान भरी। यह आखिरी बार था, जब उड़ान कोड 'यूके' आसमान में दिखाई दिया। मंगलवार से विस्तारा की उड़ानों का नया कोड 'एआई2एक्सएक्सएक्स' होगा।

दिलचस्प बात यह है कि जब एयरलाइन ने नौ जनवरी, 2015 को परिचालन शुरू किया था, तो पहली उड़ान दिल्ली से मुंबई के लिए



संचालित हुई थी। विस्तारा ने सोशल मीडिया मंच 'एक्स' पर पोस्ट भी किया। कंपनी ने लिखा, इस अविस्मरणीय यात्रा का हिस्सा बनने और हमें प्यार देने के लिए आपका धन्यवाद। हम इन यादों

10 साल पुरानी विस्तारा ने आसमान को अलविदा कह दिया

को हमेशा संजोकर रखेंगे। अब सभी नवीनतम जानकारी के लिए एयर इंडिया को 'फॉलो' करें।

दो लाख से अधिक टिकट बुकिंग : बीते कुछ महीनों में दो लाख 70 हजार यात्रियों ने विस्तारा

एयर इंडिया पूर्ण सेवा वाली सेवा

विलय के बाद पूर्ण सेवा भारतीय एयरलाइन के रूप में केवल एयर इंडिया ही रह जाएगी। पूर्ण सेवा एयरलाइन कंपनी कई प्रकार की सेवाएं प्रदान करती है, जिनमें उड़ान के दौरान भोजन, नाश्ता, पेय, तकिए, कंबल, और मनोरंजन आदि शामिल होते हैं। इसके अलावा हवाई अड्डे के लाउंज, संपर्क उड़ान और मल्टी क्लास सर्विस शामिल होते हैं।

में बुकिंग थी, जिन्हें एयर इंडिया में स्थानांतरित कर दिया गया है। विलय के बाद पहले महीने में विस्तारा की टिकट वाले 1,15,000 से अधिक यात्री एयर इंडिया के विमान में उड़ान भरेंगे।

यात्रीगण कृपया ध्यान दें

1. एयर इंडिया के पास 208 विमानों का बेड़ा होगा, जो 103 घरेलू और 71 अंतरराष्ट्रीय मार्गों पर उड़ान भरेगा।
2. जिन यात्रियों ने विस्तारा की टिकट बुक की थी, उन्हें उसी सुविधा के साथ एयर इंडिया में सफर कराया जाएगा।
3. कंपनी ने हवाई अड्डों पर सहायता केंद्र और कियोस्क लगाए हैं ताकि यात्रियों के सभी सवालों और शंकाओं को दूर किया जा सके।
4. जो विस्तारा की हेल्पलाइन पर कॉल करेंगे, उनका फोन एयर इंडिया के ग्राहक सेवा केंद्र के पास जाएगा।
5. क्लब विस्तारा के मौजूदा सदस्यों को एयर इंडिया के फ्लाइंग रिटर्न्स कार्यक्रम में स्थानांतरित कर दिया जाएगा। फ्लाइंग रिटर्न्स 'महाराजा क्लब' के रूप में जाना जाएगा।



Corporate Communications Directorate

HINDUSTAN

DELHI

12 NOVEMBER 2024

जेट एयरवेज के संस्थापक नरेश गोयल को जमानत

मुंबई, एजेसी। बॉम्बे हाईकोर्ट ने धन शोधन के आरोपी जेट एयरवेज के संस्थापक नरेश गोयल को चिकित्सा आधार पर सोमवार को स्थायी जमानत दे दी।

इस साल मई महीने में न्यायमूर्ति एन.जे. जामदार की एकल पीठ ने गोयल को चिकित्सा आधार पर अंतरिम जमानत दी थी। न्यायमूर्ति जामदार ने सोमवार को अंतरिम जमानत को स्थायी जमानत में परिवर्तित करने का आदेश दिया। गोयल (75) कैंसर से पीड़ित हैं और इलाज के लिए उन्होंने जमानत देने का अनुरोध किया था। प्रवर्तन

निदेशालय (ईडी) ने गोयल की जमानत अर्जी का विरोध करते हुए दलील दी कि उन्हें उनकी पसंद के अस्पताल में भर्ती कराया जा सकता है और हिरासत में रहते हुए भी वह अपना इलाज करा सकते हैं।

हाईकोर्ट ने गोयल को दी थी दो माह की अंतरिम जमानत : हाईकोर्ट ने मई में गोयल को दो महीने के लिए अंतरिम जमानत दी थी जिसे बाद में चार सप्ताह के लिए और फिर दो और महीने के लिए बढ़ा दिया गया। ईडी ने गोयल को सितंबर 2023 में धनशोधन के मामले में गिरफ्तार किया था।

Vistara flies for the last time before Air India merger

Neha LM Tripathi

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NEW DELHI: Vistara operated its final flights on Monday night, marking the end of a nine-year journey that redefined premium air travel in a market dominated by low-cost airlines.

The airline's Mumbai-Delhi service (UK 986) and Delhi-Singapore route (UK 115) were its last flights under the Vistara brand before its operational merger with Air India on November 12, marking the end of a significant chapter. "It's a mixed feeling. We at Vistara are excited to be a part of Air India but Vistara was our identity and will always remain our pride," a Vistara official said, capturing the bittersweet sentiment surrounding the merger.

Launched in January 2015 as a joint venture between Tata Sons and Singapore Airlines, Vistara quickly established itself as a premium carrier, notably becoming the first domestic airline to introduce Premium Economy class — a

move that helped cement its position in the market vacated by the collapse of Jet Airways.

The merger also completes the second major wave of consolidation in the sector that has already taken place. Once Vistara comes under the Air India banner, India will have only one full service carrier in the market, with the Tata Group running what were previously Air India (now the sole brand), Vistara and Air India express.

In 2006-07, then Indian Airlines merged with Air India and Air Sahara merged with Jet Airways. During the same period, Air Deccan amalgamated with Kingfisher Airlines.

Today, Air India will keep the company of IndiGo, SpiceJet and Akasa Air as the only nationwide service providers.

The merger, however, will keep Vistara alive — albeit not in name — until at least the next summer. Starting Tuesday, all Vistara flights will operate under Air India's code, with Vistara flight numbers being prefixed with "2" — for exam-

How to still choose a Vistara flight

Officials said beginning Tuesday, the switch over - of Vistara flights becoming AI2XXX flights will be complete

Flyers can then look up these numbers during booking. If they are used to flying a particular Vistara route, the same Vistara flight will continue to show up under the new nomenclature

Bookings will happen on AirIndia.com. Customers going to Vistara.com will be redirected to AirIndia.com



ple, UK 955 will become AI 2955. Air India has confirmed that approximately 115,000 customers who purchased pre-merger Vistara tickets will fly on the unified carrier in the first month.

To ensure a smooth transition, Air India has implemented several measures, including deploying additional staff at airports wearing distinctive Air India and Vistara branded

t-shirts with "How may I assist you?" messaging.

For international airports, "directions and information for customers will be placed near check-in desks, customers calling the Vistara contact centre will be automatically directed to Air India representatives, who will ensure a seamless experience during this transition, the official added.

"Air India is undertaking

multiple steps to ensure a smooth on-ground experience for customers as Vistara merges with Air India on November 12, 2024," an Air India official said.

The merger's impact extends beyond operations - over 4.5 million members of Vistara's loyalty programme will be migrated to Air India's Flying Returns, which will be rebranded as 'Maharaja Club'.

The combined entity will serve over 90 domestic and international destinations, with access to more than 800 additional destinations through codeshare partnerships.

While the Vistara brand will fade away, its distinctive livery is expected to remain visible in the skies until May 2025, preserving a temporary reminder of what was once India's premier private full-service carrier.

But, over time, the Air India official added, Vistara airport ticketing offices will slowly become Air India offices and Vistara check-in terminals will become Air India.



Corporate Communications Directorate

HINDUSTAN TIMES

PATNA

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SIA to invest ₹3,195 cr after AI-Vistara merger

Press Trust of India

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NEW DELHI: Singapore Airlines will make an additional investment of ₹3,194.5 crore in Tata Group-owned Air India (AI) post-merger of Vistara in November.

The merger, announced on November 29, 2022, and set to be completed on November 11, 2024, will result in Singapore Airlines having a 25.1% stake in the enlarged Air India. Full-service carrier Vistara, which started flying on January 9, 2015, is a joint venture between Tatas and Singapore Airlines, where the latter holds a 49% shareholding. Singapore Airlines (SIA) Group on Friday said its consideration for the merger comprises the 49% interest in Vistara and ₹20,585 million (₹2,058.5 crore) in cash in exchange for a 25.1% equity interest in the enlarged Air India.

Post-merger, SIA expects to recognise a non-cash accounting gain of around 1.1 billion Singapore dollars and also start equity accounting for its share of Air



The merger will result in Singapore Airlines having a 25.1% stake in the enlarged Air India. AFP

India's financial results.

According to a release on Friday, the merger includes an agreement for SIA to contribute its share of any funding previously provided by Tata prior to the completion of the merger, together with relevant funding costs up to ₹5,020 crore that would allow it to maintain 25.1% stake in Air India.

"SIA's additional capital injection is expected to be ₹31,945 million (equivalent to SGD 498 million), based on Tata's funding to Air India to date. This will occur after the completion of the merger and within November 2024 through subscription to

new Air India shares.

"Future capital injections will be considered based on Air India's requirements and available funding options," according to the release issued while announcing the airline's financial performance for the six months ended September 2024.

The merger of Vistara with Air India will mark a major consolidation in the fast-growing Indian aviation space.

SIA said the merged entity will have a significant presence across all key Indian air travel segments, including domestic, international, full-service, and low-cost operations.



Corporate Communications Directorate

HINDUSTAN TIMES

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AI Express fleet to reach 110 after AIX merger

Neha LM Tripathi

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NEW DELHI: Air India Express plans to expand its fleet to 110 aircraft by the end of this fiscal year, adding 20 new planes following its merger with AIX Connect, senior airline officials said.

The carrier is optimising its network as part of the Air India group with a strategy to connect passengers from smaller cities and towns with metro cities, particularly focusing on international routes.

"We have rationalised the network between the two carriers to focus more on the tier two, tier three-Metro to non-Metro connectivity, and also smaller towns to the Gulf and



An Air India Express currently operates 525 daily flights. PTI

Middle East," Alok Singh, managing director of Air India Express, told media on Friday.

The airline has begun integrating its network with Air India to provide seamless con-

nections.

"A passenger can buy an Air India ticket, which will have, for instance, London-Delhi, and then Delhi-Ranchi on Air India Express, but they will get one document, one ticket within Air India," Alok Singh, managing director of Air India Express explained.

Air India Express, which currently operates 525 daily flights and served 2.4 million passengers in financial year 2025 across 55 stations till now, is expanding its international footprint.

"On our regional international network, we will primarily connect Tier 2 and tier 3 cities to destinations in the Gulf, Middle East, Southeast Asia, and eventually South Asia, with plans to expand to

the Far East in the coming years," Alok Singh, managing director of Air India Express said.

The airline's Chief Commercial Officer Ankur Garg said they are planning to launch services to Bangkok from tier-2 cities in India and Phuket from metro cities. However, Singh emphasised a focused approach: "We aim to remain focused and not spread ourselves too thin."

The integration has already shown positive results.

"When we started the integration exercise, we made small tweaks to the network...we tried to provide domestic international connectivity and saw a little bump up in the carriage," Alok Singh further said.



Corporate Communications Directorate

THE HINDU

CHENNAI

11 NOVEMBER 2024

Heavy fog affects 21 flights in Bengaluru

The Hindu Bureau
BENGALURU

A thick layer of fog engulfed Bengaluru and the Kempegowda International Airport on Sunday, leading to delay and diversion of several flights.

India Meteorological Department officials said the visibility was between 50 m and 100 m at the airport. Airport officials told *The Hindu* that more than 15 flights were delayed and six diverted.

“There were more than 15 delays, and six flights diverted, four of them to Chennai and two to Hyderabad. Of these, two were domestic flights, one was an international flight and another a cargo flight,” officials said. They added that the lowest visibility was between 5.08 a.m. and 7.25 a.m.

The IMD classifies fog into different types based on general visibility. It is classified as shallow fog when visibility falls up to 500 m, moderate up to 200 m, dense up to 50 m and very dense less than 50 m.

The fog at KIA is known as radiation fog. It is anticipated during the four months from November to February between 3 a.m. and 8.30 a.m. During this period, flight operations are affected.

IMD data recorded at 8.30 a.m. show that the minimum temperature at Bengaluru city was 19.4 degrees Celsius. At the international and HAL airports, the minimum temperatures were 17.9 and 18.2 degrees Celsius, respectively.



Corporate Communications Directorate

THE INDIAN EXPRESS

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As Vistara flies into the sunset, its legacy sets a benchmark for expanded Air India

SUKALP SHARMA

NEW DELHI, NOVEMBER 11

IN ITS one decade of operations, Vistara made a mark for its product and service quality as India's foremost full-service carrier, setting itself apart in a market dominated by no-frills airlines. On Monday (November 11), Vistara flew into the sunset, merging with Tata group's flagship airline Air India. It would not be an understatement to say that Vistara was able to carve a unique space for itself in the mind of the Indian flyer, which is evident from flyers' reactions on social media, many brimming with nostalgia.

The wheels for the merger were set in motion in 2022 after



A Vistara aircraft prepares for landing at Thiruvananthapuram International Airport on Monday. *PTI*

the Tata group acquired Air India from the government. Singapore Airlines, which held a 49 per cent stake in Vistara, will own 25.1 per cent of Air India following the merger.

With Air India being a much older airline and its brand having greater recall value globally, it was

decided to retain the Air India brand and retire the Vistara brand for the merged airline. The merger is a critical part of Air India's transformation programme *Vishan.Ai*, that seeks to build Air India into an airline of global repute.

But the announcement of the merger brought with it concerns

for consumers about Vistara's product and service quality after the merger with Air India. Under government control, Air India was under financial stress, and this reflected in its product and service quality, which was seen as below the standards expected from a full-service carrier. While the now-privatised airline has undertaken a mammoth fleet modernisation and expansion plan, it still has a large number of legacy aircraft that are in a run-down state.

Perhaps that is one of the reasons why the Air India group has decided to keep the "Vistara experience" unchanged for consumers in the initial months of the merger.

FULL REPORT ON

www.indianexpress.com

17 साल में पांच भारतीय फुल सर्विस एयरलाइन बाजार से गायब

सिंगापुर एयरलाइन की अब एयर इंडिया में 25.1 फीसदी हिस्सेदारी

नई दिल्ली, एजेंसी। देश में एक और फुल सर्विस एयरलाइन की विदाई हो गई है। देश में कभी पांच फुल सर्विस एयरलाइन थे, अब इनकी संख्या महज एक रह जाएगी। विस्तारा के एयर इंडिया में विलय के बाद मंगलवार से इसका स्वतंत्र अस्तित्व समाप्त हो जाएगा और यह एयर इंडिया के ब्रांड नेम के तहत उड़ान भरने लगेगी। विलय के बाद एयर इंडिया में सिंगापुर एयरलाइंस की 25.1 प्रतिशत हिस्सेदारी होगी। देश के विमानन क्षेत्र में यह एक बड़ा बदलाव साबित होगा। आइए इस बारे में विस्तार से जानें। विस्तारा का एयर इंडिया समूह में विलय की प्रक्रिया सोमवार को पूरी हो जाएगी। मंगलवार से विस्तारा के विमान एयर इंडिया के नाम पर उड़ान भरेंगे। इस बदलाव के साथ ही भारतीय विमानन क्षेत्र में पूर्ण सेवा प्रदाता एयरलाइन (फुल सर्विस एयरलाइन्स) की संख्या सिर्फ एक रह जाएगी। आज से करीब



17 साल पहले देश में फुल सर्विस एयरलाइन की संख्या पांच थी। अब यह संख्या घटकर महज एक रह गई है। एयर इंडिया में विलय के बाद विस्तारा में 49 प्रतिशत हिस्सेदारी वाले सिंगापुर एयरलाइंस के पास अब देश में एकमात्र बची फुल सर्विस एयरलाइन एयर इंडिया में 25.1 प्रतिशत हिस्सेदारी होगी। सिंगापुर एयरलाइंस (एसआईए) विस्तारा के विलय के बाद एयर इंडिया में 3,194.5 करोड़ रुपये का अतिरिक्त निवेश कर रही है।

अंतरराष्ट्रीय विमानन कंपनी ने पिछले शुक्रवार को अपने वित्तीय परिणाम जारी करते हुए कहा कि वह एयर इंडिया की आवश्यकताओं के आधार पर अधिक पूंजी निवेश के लिए तैयार है। अंतरराष्ट्रीय वाहक ने शुरू में 2,058.5 करोड़ रुपये (360 मिलियन सिंगापुर डॉलर या 250 मिलियन अमेरिकी) का निवेश करने पर सहमति व्यक्त की थी। यह आश्वासन उसने 2022 में विस्तारा के एयर इंडिया के साथ पर सहमति देने दौरान दिया था। इस डील के

मारुति सुजुकी ने लॉन्च की नई डिजायर

नई दिल्ली। कॉम्पैक्ट सेडान सेगमेंट में एक नया बेंचमार्क स्थापित करते हुए मारुति सुजुकी इंडिया लिमिटेड ने आज शानदार नई डिजायर को पेश किया है। मारुति सुजुकी के पोर्टफोलियो में सबसे सफल और प्रतिष्ठित ब्रांड्स में से एक के रूप में डिजायर ने देशभर में 27 लाख से ज्यादा ग्राहकों का भरोसा हासिल किया है। शानदार नई डिजायर को इसकी विरासत और बेजोड़ स्टाइल, आराम और विश्वसनीयता की मजबूत नींव पर फिर से तैयार किया गया है।

जरिए विस्तारित एयर इंडिया समूह में सिंगापुर एयरलाइन को 25.1 प्रतिशत हिस्सेदारी मिल गई थी। अब सिंगापुर एयरलाइंस (एसआईए) नवंबर में विस्तारा के विलय के बाद एयर इंडिया में 3,194.5 करोड़ रुपये का अतिरिक्त निवेश कर रही है। 2007 में पूर्ण-सेवा वाहक (एफएससी) इंडियन एयरलाइंस के एयर इंडिया के साथ विलय के बाद, कम से कम पांच एफएससी यानी फुल सर्विस एयरलाइन भारतीय आकाश में उड़ान भर रहे थे। अब

विस्तारा के एयर इंडिया में मर्जर के साथ ही देश में फुल सर्विस एयरलाइन की संख्या महज एक (एयर इंडिया) रह गई है। विदेशी स्वामित्व वाली भारतीय विमानन कंपनियों की बात करें तो सबसे पहले इस मामले में जेट एयरवेज ने बाजी मारी थी, जिसमें अबू धाबी की एतिहाद एयरवेज ने 24 प्रतिशत हिस्सेदारी खरीदी थी। इसके बाद एयरएशिया इंडिया में 49 प्रतिशत हिस्सेदारी मलेशिया की एयरएशिया के पास है और शोप टाटा के पास है।



Corporate Communications Directorate

MINT

DELHI

12 NOVEMBER 2024

Integrated Air India-Vistara entity to operate first flight today

The integrated entity of Air India and Vistara is scheduled to operate its first flight from Doha to Mumbai at 12.15am on Tuesday, according to a source. Vistara was merged with Air India on Monday night, and from Tuesday onwards, the Vistara flight code will change from 'UK' to 'AI2XXX'.

In the international segment, the first flight of the integrated entity will be AI2286 from Doha to Mumbai. On the domestic route, the first scheduled flight will be AI2984 from Mumbai to Delhi at 1.20 am, the source told *PTI*. Both are scheduled Vistara flights that will be operated by Air India post-merger. Meanwhile, the last flight of Vistara, UK115 from Delhi to Singapore, was scheduled to depart at 11.45pm on Monday.

Both, Air India and Vistara, are part of the Tata group. Vistara is a joint venture between Tata and Singapore Airlines.

"As an unforgettable legacy takes its final flight, a new journey on the horizon awaits. Goodbye, @airvistara. Here's #ToLimitlessPossibilities ahead. #goIndiGo," the airline said in a post.



Vistara operated its last flights as an independent airline on Monday.

PTI

REUTERS



Corporate Communications Directorate

MILLENNIUM POST

DELHI

11 NOVEMBER 2024

Post-Vistara merger: Singapore Airlines to invest additional ₹3,195 crore in Air India

The merger set to be completed on November 11, 2024, will result in Singapore Airlines having a 25.1 per cent stake in the enlarged Air India

OUR CORRESPONDENT

NEW DELHI: Singapore Airlines (SIA) will make an additional investment of Rs 3,194.5 crore in Tata Group-owned Air India post-merger of Vistara in November.

The merger, announced on November 29, 2022, and set to be completed on November 11, 2024, will result in Singapore Airlines having a 25.1 per cent stake in the enlarged Air India.

Vistara, which started flying on January 9, 2015, is a joint venture between Tata and Singapore Airlines, where the latter holds a 49 per cent shareholding.

Singapore Airlines Group on Friday said its consideration for the merger comprises the 49 per cent interest in Vistara and Rs 20,585 million (Rs 2,058.5 crore) in cash in exchange for a 25.1 per cent equity interest in the enlarged Air India.

Post-merger, SIA expects to recognise a non-cash accounting gain of around 1.1 billion Singapore dollars and also start equity accounting for its share of Air India's financial results.

According to a release on Friday, the merger includes an agreement for SIA to contribute its share of any funding previously provided by Tata prior to the completion of the merger, together with relevant



Vistara, which started flying on January 9, 2015, is a joint venture between Tata and Singapore Airlines, where the latter holds a 49 per cent shareholding

funding costs up to Rs 5,020 crore that would allow it to maintain 25.1 per cent stake in Air India.

"SIA's additional capital injection is expected to be Rs 31,945 million (equivalent to SGD 498 million), based on Tata's funding to Air India to date.

This will occur after the completion of the merger and within November 2024 through subscription to new Air India shares.

"Future capital injections

will be considered based on Air India's requirements and available funding options," according to the release issued while announcing the airline's financial performance for the six months ended September 2024.

The merger of Vistara with Air India will mark a major consolidation in the fast-growing Indian aviation space.

SIA said the merged entity will have a significant presence across all key Indian air travel segments, includ-

Key Points

- » SIA Group on Friday said its consideration for the merger comprises the 49% interest in Vistara and Rs 2,058.5 crore in cash in exchange for a 25.1% equity in Air India
- » Post-merger, SIA expects to recognise a non-cash accounting gain of around 1.1 billion Singapore dollars
- » 'The merged entity will have a significant presence across Indian air travel segments, including domestic, international, full-service, and low-cost operations'

ing domestic, international, full-service, and low-cost operations.

"This will strengthen SIA's multi-hub strategy, allowing it to continue participating directly in India's large and fast-growing aviation market," it added.

Recently, Air India and SIA recently agreed to significantly expand their codeshare agreement, adding 11 Indian cities and another 40 international destinations to their network.



Corporate Communications Directorate

MILLENNIUM POST

DELHI

11 NOVEMBER 2024

AI to remain only full service carrier after Vistara merger

Since the merger of FSC Indian Airlines with Air India in 2007, at least five FSCs dotted the Indian skies

MUMBAI/NEW DELHI: When Vistara folds up into the Air India Group on Monday, the number of full service carriers in the fast-growing Indian aviation space will come down to just one from five in a span of over 17 years.

Also, the merger — that will see Vistara's 49 per cent owner Singapore Airlines holding 25.1 per cent stake in Air India post the merger — will mark the sunset of another Indian airline jointly owned by an overseas carrier after the liberalisation of foreign direct investment norms.

In 2012, Prime Minister

Manmohan Singh-led UPA government allowed foreign airlines to buy up to 49 per cent in a domestic carrier, which later resulted in the now defunct Jet Airways securing 24 per cent stake from Gulf carrier Etihad besides the birth of AirAsia India and Vistara.

Vistara is also the only full-service carrier to start operations in the last 10 years. Since the merger of full-service carrier (FSC) Indian Airlines with Air India in 2007, at least five FSCs dotted the Indian skies. As years passed by, Kingfisher and Air Sahara faded away while Vistara took flight in January

Highlights

- ▶ As years passed by, Kingfisher and Air Sahara faded away while Vistara took flight in January 2015
- ▶ Kingfisher went belly up in 2012 while Air Sahara, which was acquired by Jet Airways and renamed as JetLite, sank with Jet Airways in 2019
- ▶ From November 12, the enlarged Air India will remain the country's lone full-service player

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FSC Jet Airways that flew for 25 years before getting

grounded in April 2019 due to financial turbulence is set to be liquidated. From November 12, the enlarged Air India will remain the country's lone full-service player.

Coming to Indian carriers

with foreign ownership, the first was Jet Airways where Abu Dhabi's Etihad Airways snapped up 24 per cent stake.

Then came AirAsia India — 49 per cent owned by Malaysia's AirAsia and the rest was with Tata — followed by Vistara — where Singapore Airlines holds 49 per cent stake and 51 per cent is with Tata Group.

With rising air traffic and changing travel patterns, many no-frills airlines are dominating the skies worldwide and India's dominant carrier is IndiGo. According to a senior airline official, the line differentiating a full service and a low-cost

carrier is somewhat blurred. For instance, some of the budget airlines also offer business class seats. Among others, FSCs strive to provide more comfort to passengers during travel and the services, including meals, are included in the ticket price.

Also, they mostly operate different types of aircraft and broadly, these airlines focus more on overall network profitability. In the case of low-cost carriers route-specific profitability, ancillary revenues and mostly single type of planes are among the key elements that help in ensuring cost-effective operations.

PH

AIR INDIA-VISTARA MERGER TO BE REALITY FROM NOV 12

From 'UK' to 'AI': Vistara flies into history

MPOST BUREAU

NEW DELHI/ MUMBAI: After nearly a decade of redefining Indian aviation, Vistara bid farewell as an independent airline. Late Monday night, the well-regarded full-service carrier operated its last domestic and international flights under the iconic flight code 'UK'. From Tuesday, Vistara flights will operate under Air India's new code, 'AI2XXX', marking the end of an era.

The airline's last domestic flight, UK 986, departed from Mumbai to Delhi at 10:50 pm. Meanwhile, the final international service, UK 115, left Delhi for Singapore at 11:45 pm. The routes symbolise a full-circle moment, as Vistara's inaugural flight on January 9, 2015, connected Delhi to Mumbai.

CLOSER LOOK

- » Air India CEO assures continuity of Vistara's in-flight experience
- » Club Vistara members transferred to Air India's 'Maharaja Club'
- » SIA invests Rs 3,194 crore, holds 25.1% stake in Air India
- » Merger integrates 2.7 lakh bookings, 45 lakh loyalty members
- » Expanded Air India fleet to operate 174 domestic, international routes
- » 6,500 Vistara employees transition seamlessly to Air India



"Thank you for being part of this unforgettable journey and showering us with your #VistaraLove. We will forever cherish these memories," Vistara said in a heartfelt message on social media, urging followers to stay updated via Air India's channels.

Vistara is a joint venture between the Tata Group and Singapore Airlines (SIA). Following its merger with Air

India, SIA will hold a 25.1 per cent stake in the expanded entity. This consolidation is part of a broader strategy by Tata Group, which acquired Air India from government ownership in January 2022.

Continued on P4

From 'UK' to 'Air India': Vistara flies into history

Continued from Page 1

The merger represents the second major wave of consolidation in India's aviation sector since 2006-07. Back then, Indian Airlines merged with Air India, while Air Sahara was absorbed by Jet Airways, and Air Deccan integrated with Kingfisher Airlines.

Post-merger, Air India will be the sole full-service Indian carrier, boasting an enlarged fleet of 208 aircraft.

The airline will operate on 103 domestic and 71 international routes, covering 49 domestic and 42 international destinations. More aircraft, including wide-body jets, are expected to join the fleet in the

coming months.

This merger follows Tata's earlier consolidation of AirAsia India (now AIX Connect) with Air India Express, creating a unified low-cost airline.

Concerns have been raised about whether Vistara's exceptional service standards will persist under Air India, which is undergoing a transformation phase.

However, both airlines have assured customers that the "Vistara in-flight experience" will remain intact.

In a message to Vistara customers, Air India CEO Campbell Wilson emphasised continuity: "With the merger on the horizon, we assure you

that your Vistara in-flight experience is not going away. You can continue to enjoy the same world-class fleet, exceptional service, and familiar faces under the new code AI2XXX."

The merger involves a massive operational and technological integration.

Over 2.7 lakh passenger reservations and more than 45 lakh loyalty program members have already been migrated to Air India's digital systems. Nearly 140 systems, including IT contracts and supply chains, have been harmonised to ensure seamless operations.

Vistara's 70 aircraft, 320 daily flights, and over 3,300 crew members are now part

of Air India's ecosystem. Additionally, around 6,500 Vistara employees have transitioned to Air India.

The merger will also integrate loyalty programs. Club Vistara members will be automatically enrolled in Air India's Flying Returns program, which will be rebranded as the 'Maharaja Club'.

Singapore Airlines views the merger as a strategic move to strengthen its presence in India's fast-growing aviation market.

The airline recently announced an additional investment of Rs 3,194.5 crore in Air India.

Post-merger, SIA's con-

sideration includes a 49 per cent stake in Vistara and Rs 2,058.5 crore in cash, culminating in a 25.1 per cent equity stake in the enlarged Air India. Future capital injections will depend on Air India's growth requirements.

Despite the extensive groundwork, certain issues remain unresolved. Notably, there is discontent among some Air India pilots regarding differences in retirement age.

Air India's retirement age is currently 58, while Vistara's is 60. Concerns have also been raised about pilot seniority post-merger.

However, the leadership remains optimistic. Last

month, Vistara Chairman Bhaskar Bhat remarked that the integration would combine the best practices of both airlines. The iconic Vistara livery will remain visible for some time, maintaining a visual link to the brand's rich legacy.

As Vistara embarks on its final flights tonight, its legacy will live on in the newly integrated Air India. The merger symbolizes a new chapter in Indian aviation, one that seeks to compete on a global scale.

For passengers, it's the end of one journey and the beginning of another. And for Indian aviation, it marks a bold step toward consolidation and excellence.



Corporate Communications Directorate

MILLENNIUM POST

KOLKATA

11 NOVEMBER 2024

AI to remain only full service carrier after Vistara merger

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PTI



Corporate Communications Directorate

MILLENNIUM POST

KOLKATA

11 NOVEMBER 2024

Singapore Airlines to invest ₹3,195 cr in AI post-Vistara merger

OUR CORRESPONDENT

NEW DELHI: Singapore Airlines (SIA) will make an additional investment of Rs 3,194.5 crore in Tata Group-owned Air India post-merger of Vistara in November.

The merger, announced on November 29, 2022, and set to be completed on November 11, 2024, will result in Singapore Airlines having a 25.1 per cent stake in the enlarged Air India.

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31,945 million (equivalent to SGD 498 million), based on Tata's funding to Air India to date. This will occur after the completion of the merger and within November 2024 through subscription to new Air India shares. "Future capital injections will be considered based on Air India's requirements and available funding options," according to the release issued while announcing the airline's financial performance for the six months ended September 2024.

The merger of Vistara with Air India will mark a major consolidation in the fast-growing Indian aviation space.

SIA said the merged entity will have a significant presence across all key Indian air travel segments, including domestic, international, full-service, and low-cost operations. "This will strengthen SIA's multi-hub strategy, allowing it to continue participating directly in India's large and fast-growing aviation market," it added. Recently, Air India and SIA recently agreed to significantly expand their codeshare agreement, adding 11 Indian cities and another 40 international destinations to their network.

Corporate Communications Directorate

THE MORNING STANDARD

DELHI

12 NOVEMBER 2024

As you read this column today, Air Vistara is no more. Yet another airline brand has moved on into the graveyard of Indian aviation brands. Lying dead in this graveyard is a veritable set of well-loved brands. Damania, Modiluft, Air Deccan, Sahara, Jet, GoAir and Kingfisher are but a few of the bigger ones who bade goodbye to passengers, who seemed to have loved them to no end.

Each of these airlines had their die-hard fans. While Damania was an airline that shot to fame as it offered alcohol on its domestic routes (I have seen whisky being served and guzzled on early morning flights), Sahara promised of being Indian, patriotic and wanted to be "emotionally yours". Air Deccan asked you to "Simplify" and Kingfisher Airlines offered you glamour and red livery that spoke of luxury. The airline even had a separate business class coach with leather sofas mounted on buses to ferry their passengers from the terminal to the aircraft.

Every airline India has had the privilege to host has made an impact unique to its own customers. Many of us remember each one lovingly even as we wistfully ask why they had to go.

Each airline had its own set of compulsions. The one common reason for the death of an airline is a bleeding bottomline. All of them bled to death in more ways than one. Some left a huge debt. Some declared bankruptcies, and some ran away without paying their debtors and employees alike.

Promoters of many airline ventures have had it rough as well. If you run an airline, you run the risk of not only burning up money, but you run the risk of burning your reputation as well. Each of them tried hard, had larger than life images built over time, but the business got them down.

Which, then, is the one airline that has shown tenacity to date? The one airline that has just gone on and on? The answer is out there clearly. Air India is today an amalgam of what was Indian Airlines, Vayudoot and a whole host of experiments that seem to have seamlessly merged into the Air India brand imagery. There is a little bit of everything in Air India.

Air India has emerged to be the mother brand that has been there and done that. Within the stream of managers that today make up the Air India enterprise, there is experience of every kind, good and bad. Add to it

India has seen many beloved airline brands get swallowed up or shut down. As Vistara merges with Air India, a look at what has kept some of them flying

GRAVEYARD OF BRANDS IN THE SKY

HARISH BUOOR



Brand Guru & Founder, Harish Buoor Consults



© 2024/09

whole sets of aviation folk who served every other airline that burnt out and joined the airline.

While Air India has lasted since 1932, starting with Tata Air Services, the biggest aviation startup success in India is, however, IndiGo. It has built experiences consistently in a flat 18 years, the airline has cobbled together the largest fleet in India and occupies the biggest market share.

As of today, if you see 10 flights in the air, six would be IndiGo, three would be Air India and the remaining one could be any one of the others, Akasa and SpiceJet included. What does this say? The IndiGo model is a success. In just under two decades, the airline has made its full-economy low-

cost model a success. Its branding is unique and peppy, and its service is patchy at times, but it delivers. Flyers have somehow embraced the airline and its offerings with gusto.

As brand Vistara merges into Air India seamlessly, there are many questions being asked. Vistara was undoubtedly the superior airline in the offering from the Tata post the acquisition of Air India. It was a smaller one though. Air India, on the other hand, is still busy getting its act right. While the brand identity has been sorted out beautifully, its service standards, food, upkeep of interiors still remain contentious issues. While work is in progress, it seems to be taking forever. The question then, should Air India have sorted these is-

ssues first before addressing the cosmetic issue of brand and label?

Other questions rage. Should Vistara and its painstakingly built reputation (over a decade of dedicated work) be kept intact and separate? Should it have been run as 'Air India Vistara', at least till Air India was able to match up to the gold standard offering set up by Vistara? Or could it have been a separate entity altogether? A 'Vistara by Air India' kind of offering?

While it is easy for an outsider, flyer and layperson to pontificate on these options, Air India has done what it thinks is best for its business. Time alone will tell whether it was the right way to go. As Vistara merges into Air India, I am sure it is an emotional moment for many an employee, vendor and frequent flyer.

Does it mean that Cinderella turned into a Cinder girl in a pumpkin at the stroke of the midnight hour last night? Not really. Hopefully, the Vistara standards will find their way into the larger organisation of Air India. Hopefully, the customer-first view will take centre-stage at Air India. Hopefully, the team that evangelised the Vistara brand will have its say in the new merged entity as well. Hopefully the big will not gobble up the small. Hopefully David will win as always and Goliath will imbue the David mindset as Air India takes on its IndiGo competition.

Managing a merger is a difficult task. When it comes to a merger of unequals, it is even more difficult. Air India is the bigger one on the count of size and heritage. Vistara is the bigger one in terms of quality standards and delivery imagery. Who will lead and who will follow?

In the cockpit of a merged Air India flight, you are quite likely to have a mix of pilots. The same is likely with the crew. Who will set the culture within the airline eventually? Will Air India rule? Or will Vistara? The answer is certainly blowing in the winds, and it shall all be clear within a few months. Mergers have a way and even this shall have its way.

I am typing this piece on an Airbus A320 flight from Kolkata to Bengaluru, one of the last few Vistara flights before its merger with Air India on the midnight of November 11. As the aircraft touches down, I wish the merger the very best. I will miss Vistara like a dear friend. I have flown it ever so often. I will not fly it again though—not my choice. Farewell, dear friend.

(Views are personal)
(harishb@buoor@hotmail.com)



Corporate Communications Directorate

THE MORNING STANDARD

DELHI

12 NOVEMBER 2024

Vistara ends 9-year journey; operates last flight before merger with Air India

ARSHAD KHAN @ New Delhi

VISTARA, the Tata Group and Singapore International Airline (SIA) joint venture carrier, flew for the last time on Monday, thus marking an end to its glorious nine-year journey. Vistara is now getting merged with Air India, which has ambitions to establish itself as India's premier full-service airline.

Vistara's last domestic voyage was a Mumbai-Delhi flight, UK986, an Airbus A321, flew from Mumbai airport at 10.50 pm on November 11, 2024. The airline's last foreign journey was New Delhi-Singapore flight, UK 115, an Airbus A321 Neo, departed from Delhi at 11.45 pm on Monday.

"Thank you to our 75 million passengers for your support, patronage and touching testimonials. Humbled and honoured to have been part of this team. Onwards and upwards towards our new chapter. The new feeling has a new home," said Vinod Kannan, CEO at Vistara - TATA



SIA Airlines in a LinkedIn post. Many passengers and former employees associated with Vistara shared their delightful experiences with the airline. "As the sun sets on one of the most loved brands in the country, I wear this Uniform one last time, with a mix of pride and emotions in my heart. In the words of our CEO, "We made a DAMN GOOD AIRLINE"!!!

Goodbye Vistara! You shall be missed dearly...." wrote Nehal, a pilot with Vistara on X.

Vistara was launched in January 2015. Tata Sons owns a 51% stake with SIA holding the remaining 49%. Vistara's inaugural flight took off on January 9, 2015, from Delhi to Mumbai.

After establishing a strong presence on key metro routes, Vistara expanded to tier-2 and tier-3 cities. In August 2019, Vistara launched its first international flight from Delhi to Singapore. Vistara's Premium Economy a rare feature on Indian flights, became popular with corporate travellers. The airline's focus on premium services, curated meals, personalized entertainment, and spacious seating distinguished it from other carriers.

Due to its strong financial backing, Vistara survived and thrived in the challenging Indian aviation market even as competing airlines such as Jet Airways Go First collapsed.



Corporate Communications Directorate

NAVBHARAT TIMES

DELHI

12 NOVEMBER 2024

'कल हो ना हो'...10 साल का सफर, विस्तारा का अलविदा

Maneesh.Aggarwal
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■ **नई दिल्ली :** करीब 10 साल पुरानी एयरलाइन विस्तारा ने सोमवार आधी रात को अपने सफर को अलविदा कह दिया। 5 जनवरी 2015 को दिल्ली से मुंबई के बीच अपनी पहली उड़ान भरने वाली विस्तारा ने सोमवार को आधी रात को मुंबई से दिल्ली के लिए अपनी अंतिम डोमेस्टिक उड़ान भरी। वहीं, 6 अगस्त 2019 को दिल्ली से सिंगापुर के लिए अपनी पहली अंतरराष्ट्रीय उड़ान भरने वाली विस्तारा ने उसी रूट पर अपनी आखिरी उड़ान भरी। इस भावुक मौके पर रविवार को गोवा से दिल्ली जाने वाली विस्तारा की फ्लाइट में 'कल हो ना हो' गाने बजाए गए। मंगलवार को विस्तारा का एयर इंडिया ग्रुप के साथ विलय हो गया है।

अब हम विस्तारा नहीं कहलाएंगे:
पायलट: विस्तारा एयरलाइंस की शुरुआत के साथ जुड़े एक पायलट ने बताया कि हमें खुशी इस बात की है कि अब हम विस्तारा से भी बड़ी एयरलाइंस का हिस्सा बन रहे हैं, लेकिन दिल इसलिए भर गया, क्योंकि अब हम विस्तारा नहीं कहलाए जाएंगे। विस्तारा जैसा काम करने का माहौल शायद ही किसी और एयरलाइंस में हो। एयर इंडिया में जाकर



हम बहुत अच्छा महसूस करेंगे, लेकिन विस्तारा की बात ही कुछ और थी...।

कू और यात्रियों ने मिलकर किया सलिब्रेट:

सोमवार को विस्तारा के अंतिम दिन की उड़ान भरने वाली तमाम फ्लाइटों में कू मेंबर्स ने यात्रियों की हर तरह की खाने-पीने की जरूरतों को पूरा करने की कोशिश की। फ्लाइटों में पायलट से लेकर एयर होस्टेस तक अपनी भावनाओं को जाहिर करते दिखे। यात्रियों ने भी इस खास दिन पर पायलट और कू को मायूस नहीं होने दिया और सोशल मीडिया से लेकर फ्लाइट के अंदर तक, दिल खोलकर विस्तारा के प्रति अपनी भावनाओं का इजहार किया। 12 नवंबर रात 12 बजे के बाद से ही विस्तारा की सभी फ्लाइटों ने एयर इंडिया के बेड़े से उड़ान भरना शुरू कर दिया। शुरुआत में, विस्तारा की फ्लाइट्स को कोड एआई-2 दिया जाएगा, लेकिन कुछ ही दिनों में ये सभी फ्लाइट्स एयर इंडिया के कोड एआई में बदल जाएंगी।



Corporate Communications Directorate

THE PIONEER

DELHI

11 NOVEMBER 2024

Air India stands alone, five Indian full service carriers exited in 17 years

PTI ■ MUMBAI/ NEW DELHI

When Vistara folds up into the Air India Group on Monday, the number of full service carriers in the fast-growing Indian aviation space will come down to just one from five in a span of over 17 years.

Also, the merger that will see Vistara's 49 per cent owner Singapore Airlines holding 25.1 per cent stake in Air India post the merger will mark the sunset of another Indian airline jointly owned by an overseas carrier after the liberalisation of foreign direct investment norms.

In 2012, Prime Minister Manmohan Singh-led UPA government allowed foreign airlines to buy up to 49 per cent in a domestic carrier, which later resulted in the now defunct Jet Airways



securing 24 per cent stake from Gulf carrier Etihad besides the birth of AirAsia India and Vistara.

Vistara is also the only full-service carrier to start operations in the last 10 years. Since the merger of full-service carrier (FSC) Indian Airlines with Air India in

2007, at least five FSCs dotted the Indian skies.

As years passed by, Kingfisher and Air Sahara faded away while Vistara took flight in January 2015. Kingfisher went belly up in 2012 while Air Sahara, which was acquired by Jet Airways and renamed as JetLite, sank with Jet

Airways in 2019.

FSC Jet Airways that flew for 25 years before getting grounded in April 2019 due to financial turbulence is set to be liquidated.

From November 12, the enlarged Air India will remain the country's lone full-service player.

Coming to Indian carriers with foreign ownership, the first was Jet Airways where Abu Dhabi's Etihad Airways snapped up 24 per cent stake. Then came AirAsia India, 49 per cent owned by Malaysia's AirAsia and the rest was with Tatas followed by Vistara where Singapore Airlines holds 49 per cent stake and 51 per cent is with Tata Group. With rising air traffic and changing travel patterns, many no-frills airlines are dominating the skies worldwide and India's

dominant carrier is IndiGo.

According to a senior airline official, the line differentiating a full service and a low-cost carrier is somewhat blurred.

For instance, some of the budget airlines also offer business class seats.

Among others, FSCs strive to provide more comfort to passengers during travel and the services, including meals, are included in the ticket price.

Also, they mostly operate different types of aircraft and broadly, these airlines focus more on overall network profitability.

In the case of low-cost carriers route-specific profitability, ancillary revenues and mostly single type of planes are among the key elements that help in ensuring cost-effective operations.



Corporate Communications Directorate

THE PIONEER

LUCKNOW

11 NOVEMBER 2024

Air India stands alone, five Indian full service carriers exited in 17 years

PTI ■ MUMBAI/ NEW DELHI

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Corporate Communications Directorate

RASHTRIYA SAHARA

DELHI

12 NOVEMBER 2024

नरेश गोयल को मिली बेल



मुंबई (भाषा)। बंबई हाईकोर्ट ने धन शोधन के आरोपी जेट एयरवेज के संस्थापक नरेश गोयल को चिकित्सा आधार पर सोमवार को जमानत दे

दी। इस साल मई महीने में न्यायमूर्ति एन.जे. जामदार की एकल पीठ ने गोयल को चिकित्सा आधार पर अंतरिम जमानत दी थी। न्यायमूर्ति जामदार ने सोमवार को अंतरिम जमानत को स्थायी जमानत में परिवर्तित करने का आदेश दिया। गोयल (75) कैंसर से पीड़ित हैं और इलाज के लिए उन्होंने जमानत देने का अनुरोध किया था। प्रवर्तन निदेशालय (ईडी) ने गोयल की जमानत अर्जी का विरोध करते हुए दलील दी कि उन्हें उनकी पसंद के अस्पताल में भर्ती कराया जा सकता है और हिरासत में रहते हुए भी वह अपना इलाज करा सकते हैं।



Corporate Communications Directorate

THE STATESMAN

DELHI

11 NOVEMBER 2024

Singapore Airlines to invest ₹3,194.5 crore in Air India post-merger of Vistara

STATESMAN NEWS SERVICE

NEW DELHI, 10 NOVEMBER

Singapore Airlines is set to make an additional investment of Rs 3,194.5 crore in Tata Group-owned Air India post-merger of Vistara in November.

Singapore Airlines (SIA) Group said its consideration for the merger comprises the 49 per cent interest in Vistara and Rs 20,585 million (Rs 2,058.5 crore) in cash in exchange for a 25.1 per cent equity interest in the enlarged Air India. Further, post-merger, SIA expects to recognise a non-cash accounting gain of around 1.1 billion Singapore dollars and also start equity accounting for its share of Air India's financial results.

The merger includes an agreement for SIA to contribute its share of any funding previously provided by Tata prior

to the completion of the merger, together with relevant funding costs up to Rs 5,020 crore that would allow it to maintain a 25.1 per cent stake in Air India.

"SIA's additional capital injection is expected to be Rs 31,945 million (equivalent to SGD 498 million), based on Tata's funding to Air India to date. This will occur after the completion of the merger and within November 2024 through subscription to new Air India shares," the airlines had said.

"Future capital injections will be considered based on Air India's requirements and available funding options," it added. It is to be noted that the merger of Air India and Vistara, announced on November 29, 2022, and set to be completed on November 11, 2024, will result in Singapore Airlines having a 25.1 per cent stake in the enlarged Air India.





Corporate Communications Directorate

THE STATESMAN

KOLKATA

11 NOVEMBER 2024

Seaplane tourism takes off in Kerala after first plane touches down

AGENCIES

THIRUVANANTHAPURAM,
10 NOVEMBER

With the first seaplane landing in the Kochi backwaters on Sunday, seaplane tourism is set to take off in Kerala.

The seaplane, which took off from Vijayawada, touched down at the Bolgatty backwaters in Kochi at 2:30 p.m. on Sunday.

Tourism Minister P.A. Muhammad Riyas will officially flag off the trial seaplane service from Bolgatty to the Mattupetty reservoir near Munnar at 9:30 a.m. on Monday.

This marks a major milestone in Kerala's ambitious plan to link its scenic waterways through aerial routes. Cochin International Airport Limited (CIAL) has played a crucial role by providing technical expertise and infrastructure for the seaplane project.

With its extensive network of rivers, lakes, and lagoons, Kerala is well-suited for sea-



plane tourism, offering travellers a unique experience of the waterways combined with the thrill of flight.

The new seaplane services are expected to open up fresh tourism avenues, enabling visitors to enjoy stunning aerial views. Kerala, famed for its backwaters and extensive coastline, stands to gain significantly from this tourism innovation.

This initiative is anticipated to boost tourism and contribute to Kerala's economic growth by creating jobs and improving connectivity to some of the

state's most remote and scenic areas.

Tourism department officials highlighted that seaplanes offer the advantage of large windows, providing passengers with breathtaking views over Kerala's landscapes, particularly the Western Ghats and Munnar.

The amphibious aircraft, capable of taking off and landing on both land and water, can carry up to nine passengers. While the tourism sector is enthusiastic about the seaplane project, Kerala faces challenges in making the initiative sustainable in the long term.



Corporate Communications Directorate

THE STATESMAN

KOLKATA

11 NOVEMBER 2024

Bomb scare on Indigo flight, declared non-specific after probe

STATESMAN NEWS SERVICE

KOLKATA, 10 NOVEMBER:

A bomb threat was reported by a sub-inspector from the Security Operations Control Centre (SOCC) today at NSCBI airport after a passenger informed CISF personnel and Indigo staff at gate 18 of a suspicious situation.

The passenger, noticed unusual "tickling" noises from the bag of a fellow passenger. This prompted concerns of a potential threat for Indigo flight 6E-892, which had completed boarding at 2.44 PM. Following the report, a Bomb Threat Assessment Committee (BTAC) was formed at 3.40 PM to assess the situation. At 4.00 PM, the threat was classified as "non-specific," indicating no immediate evidence of danger.



Corporate Communications Directorate

THE TELEGRAPH

KOLKATA

11 NOVEMBER 2024

SIA invests ₹3,194cr in Air India

OUR SPECIAL CORRESPONDENT

Mumbai: Singapore Airlines (SIA) is making an additional investment of ₹3,194.5 crore in Air India after the merger of Vistara in November.

It is open to more capital injection based on Air India's requirements, the international carrier said last Friday, while releasing its financial results.

The international carrier initially agreed to invest ₹2,058.5 crore (Singapore \$360 million, US \$250 million/\$250 million) when it agreed to merge Vistara with Tata-owned Air India in 2022, giving it a 25.1 stake in the enlarged Air India group.

SIA and Tata held a 49 per cent and 51 per cent stake in Vistara, respectively, while Air India was wholly owned by the Tatas, including low-cost

carriers Air India Express and AirAsia India. The merger was expected to be completed by March 2024.

The airline said the merger deal in 2022 also included an agreement to contribute its share to any funding provided by the Tatas before the completion of the merger that would allow it to maintain a 25.1 per cent stake in Air India — which will be up to ₹5,020 crore (Singapore \$880 million, based on the prevailing exchange rates at that time).

As part of this agreement, SIA's "additional capital injection" is expected to be ₹3,194.5 crore (Singapore \$498 million), based on Tata's funding to Air India.

According to the SIA group, this will occur after the completion of the merger and within November 2024, through subscription to new

MATCH FUNDING WITH TATAS

- Initial plan to invest ₹2,058.5 crore
- Agreement envisaged greater funding if Tatas did likewise before merger
- This will enable it to keep its stake at 25.1 per cent in merged Air India-Vistara
- A 25.1 stake in Air India will enable the airline to fulfil its multi-hub strategy
- Air India and SIA have expanded their codeshare agreement, adding 11 Indian cities and 40 international destinations ensuring seamless connectivity

Air India shares.

SIA said the merged entity will have a significant presence across all key Indian air travel segments including domestic, international, full-service and low-cost operations.

The amalgamation will strengthen its multi-hub strategy, allowing it to continue participating directly in India's large and fast-growing aviation market.

iAir India and SIA recently agreed to significantly expand their codeshare agreement, adding 11 Indian cities and another 40 international destinations to their network.

It marked the first extensive expansion of codeshare arrangements between the airlines since 2010, offering customers enhanced travel options between Singapore and

India, as well as beyond.

SIA disclosed both the carriers will continue to explore ways to deepen their commercial partnership.

On the outlook for the aviation sector, SIA said while the demand for air travel is expected to be robust in the second half of the financial year, the operating landscape will continue to be competitive.

"The Group will remain nimble and agile, adjusting its passenger network and capacity to match evolving demand patterns. Heading into the year-end peak, air freight demand is expected to stay healthy. The Group will monitor key trade lanes and adapt its capacity accordingly," the carrier added.

"As the aviation industry grapples with geo-political tensions, macroeconomic uncertainty, increased

competition, and inflationary cost pressures, the group remains well-positioned to navigate these from a position of strength."

During the second quarter of 2024-25, the SIA Group posted revenues of \$84,779 million against \$84,683 million in the same period of the previous year, while net profits during the same period stood at \$290 million and \$870 million respectively.

Pilot gripe

A section of Air India pilots is unhappy in the run-up to the Vistara merger over different retirement age limits for pilots of the two Tata Group-owned airlines as the management is yet to address the issue, according to sources, PTI reports. The retirement age of pilots in AI is 58, whereas at Vistara it is 60 years.



Corporate Communications Directorate

THE TIMES OF INDIA

DELHI

12 NOVEMBER 2024

Private jet carbon emissions soar 46%: Study

The carbon footprint from private jet travel grew 46% between 2019 and 2023 and will keep rising unless the ultra-luxury industry is regulated, according to new research published Thursday. Private aviation was responsible for 15.6 million tonnes of CO2 emissions in 2023 and caters to about 0.003 per cent of the world's adult population – meaning significantly higher emissions per passenger than commercial travel.

Researchers assessed flight tracker data from roughly 18.7 million individual charters flown between 2019 and 2023 representing the vast majority of global private aviation. They found roughly half these trips were less than 500 kilometres (310 miles)



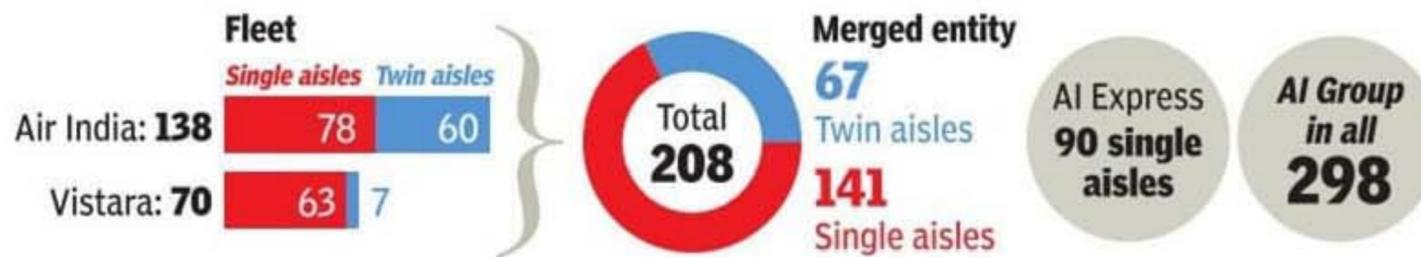
Kim Kardashian's private jet - named Kim Air - often ferries her and her family over short distances

and many were empty, en route to pickup or undertaking a delivery. They also noted that private jets on very short trips “in many instances appear to replace cars for time gains or convenience”.

In 2023, considerable private jet traffic was associated with the Super Bowl, the World Economic Forum in Davos and (ironically) the COP28 climate conference in Dubai. Such gala events can attract “hundreds of individual flights” that generate “considerable emissions”, the study said. There was also “a clear seasonal trend of visitation peaking in summer” in luxury coastal locations like Ibiza and Nice, with journeys clustered around weekends. AFP

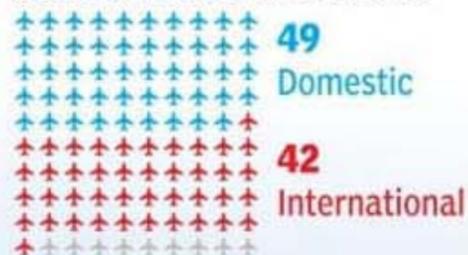
MAKING OF A MEGA AIR INDIA: VISTARA MERGES INTO AI TODAY

Tata Group's Vistara will on Tuesday merge into Air India to create the country's only full-service carrier, over a month after forming a big low-cost airline when AirAsia India merged into Air India Express. Here's what Air India, which will be part-owned by Singapore Airlines for the first-time ever, will mean in numbers and how together with AI Express, Tatas plan to become a force to reckon with...



Network

Destinations for AI & Vistara



For AI Express



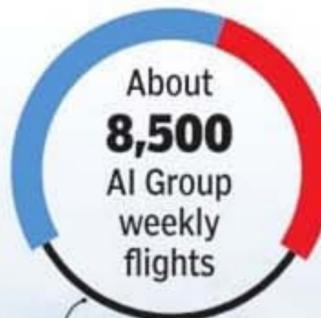
With AI Express, Tata Group to have **55 domestic & 48 international destinations**

Tata Group has placed firm order for 555 planes – 475 narrow body & 85 wide bodies

Text: Saurabh Sinha

Flight per week

3,200 AI + 2,400 Vistara = 5,600



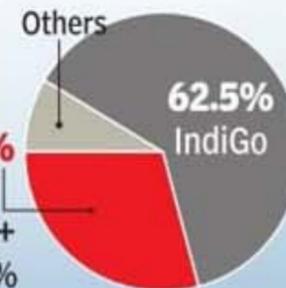
AI Express has **2,700** flights per week

Routes

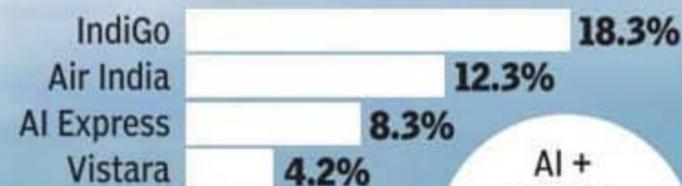
138 for AI } 174 for merged entity
85 for Vistara }
312 for AI Group } 176 for AI Express

Domestic market share (Sept 2024)

AI Grp: **29.1%**
AI 14.7% + Vistara 10.1% + AI Express 4.3%



Mkt share for travel in & out of India (April-June 2024)



AI + Vistara to have over **23,000** employees





Corporate Communications Directorate

THE TIMES OF INDIA

BANGALORE

11 NOVEMBER 2024

15 flights delayed, 6 diverted as fog hits B'luru airport

Bengaluru: Early-morning fog enveloping Kempegowda International Airport (KIA) led to delay of 15 flights and diversion of six flights between 5.08am and 7.25am Sunday, leaving many passengers frustrated by the unexpected interruptions.

Four flights — two from Mumbai, and one each from Hyderabad and Abu Dhabi — were rerouted to Chennai. Additionally, two flights, including one from Delhi, were diverted to Hyderabad.

The affected airlines were Akasa, SpiceJet, Air India, Air India Express, and Quickjet Cargo. TNN

► 'Check with airlines', P 4

Flyers told to check with airlines

► Continued from page 1

Ravi Kumar, a business traveller from Mumbai, said, "I was on a tight schedule for a meeting in Bengaluru... We were mid-flight when they announced the diversion to Chennai. By the time we landed and they organised alternative transport, hours had passed, throwing my entire day off track."

Similarly, Priya Sharma, who was to attend a family function in Bengaluru from Hyderabad, missed it as her flight didn't take off. Airport officials confirmed the early-morning fog, a common seasonal challenge, caused visibility issues that hindered safe landings and take-offs. Passengers are advised to check with their airlines for updated flight information.



Corporate Communications Directorate

THE TRIBUNE

DELHI

11 NOVEMBER 2024

Weather plays foul, all flights to Kangra airport cancelled

RAGHAV GULERIA

DHARAMSALA, NOVEMBER 10

All five flights to the Kangra airport were cancelled on Sunday due to poor visibility conditions — as reported by the Meteorological Department, which measures visibility every half hour. The cancellations affected services from airlines, including SpiceJet, IndiGo and Alliance Air, leaving passengers stranded in Delhi, looking for alternate modes of travel.

The flight cancellation was especially frustrating for those who had planned their trips well in advance. The uncertainty surrounding flight schedules has been a long-standing issue, impeding the growth of tourism in the region. With the wedding season in full swing, the flight cancellations have left those

attending weddings in limbo.

Aishwarya Katoch, the scion of Kangra royal family, expressed his concern over the impact on the high-profile guests attending his son Ambikeshwar Katoch's wedding. Talking to *The Tribune*, Ambikeshwar Katoch said, "My friends from the UK are stranded in Delhi as all flights have been cancelled. There are so many guests lined up for tomorrow and the day after. I am really worried for them."

According to airport authorities, the current Visual Flight Rules (VFR) mandate that a minimum visibility of 5 km is required for landings. This has highlighted the lack of an instrument landing system (ILS) at the airport, which would facilitate landings in low visibility conditions. The existing runway at Kangra airport is 1,376m-long, which

is insufficient for the installation of an ILS system, pointing towards the immediate expansion of the runway to the proposed 3,010 m.

Kangra airport Director Dhirender Singh said with the Indian Air Force (IAF) bases at Pathankot and Adampur, the control zone has been marked for the Air Traffic Control (ATC). Highlighting the need for expansion, he said, "Instrument Flight Rules (IFR) would allow landings even with reduced visibility." He added that discussions were underway with the IAF to relax the visibility requirements from 5,000 m to 3,000 m, which could facilitate landings in adverse weather conditions.

MP Rajiv Bhardwaj has also assured to take up the matter with the authorities concerned on priority.