



Corporate Communications Directorate

THE ASSAM TRIBUNE

GUWAHATI

23 SEPTEMBER 2024

Airport lounge access disrupted

MUMBAI, Sept 22: Adani Group's subsidiary Adani Airport Holdings Ltd (AAHL) on Sunday said passengers at airports across the country have been experiencing disruptions in airport lounge access, owing to the abrupt suspension of the services by Dreamfolks.

AAHL, in a statement, said it is "actively working" with the banks to facilitate the immediate resumption of

services, which have not yet been restored.

AAHL operates seven airports in the country - Mumbai, Ahmedabad, Lucknow, Jaipur, Guwahati, Thiruvananthapuram and Mangaluru.

AAHL is working with banks to facilitate the immediate resumption of services, it said, adding, "Despite our requests, services through Dreamfolks have not yet been restored." - PTI



Corporate Communications Directorate

AMAR UJALA

DELHI

24 SEPTEMBER 2024

पुणे एयरपोर्ट का बदलेगा नाम प्रस्ताव को दी गई मंजूरी

मुंबई। महाराष्ट्र सरकार ने पुणे एयरपोर्ट का नाम जगदगुरु संत तुकाराम महाराज पुणे अंतरराष्ट्रीय हवाईअड्डा करने के प्रस्ताव को मंजूरी दे दी है। एक अधिकारी ने बताया कि सोमवार को राज्य मंत्रिमंडल की बैठक में यह निर्णय लिया गया। अब इस प्रस्ताव केंद्र को भेजा जाएगा। यह प्रस्ताव केंद्रीय नागर विमानन राज्य मंत्री मुरलीधर मोहोले ने भेजा था। मोहोले पुणे से ही हैं। उन्होंने ने भाजपा, शिवसेना और राकांपा की महायुति सरकार को इस निर्णय के लिए धन्यवाद दिया। एजेसी

यूईआर-2 • 5 पैकेज में से 4 का निर्माण कार्य 90 फीसदी से अधिक पूरा अलीपुर से एयरपोर्ट तक का सफर अगले साल 20 मिनट में होगा तय

अभी इस सफर को तय करने में लगता है दो से ढाई घंटे तक का समय

भास्कर न्यूज़ | नई दिल्ली

दिल्ली के वाहन चालकों के लिए बेहद खुश करने वाली खबर है। अगले साल से दिल्ली के अलीपुर से नजफगढ़ होते हुए एयरपोर्ट तक का सफर दो से ढाई घंटे के बदले कुल 20 मिनट में पूरा कर लिया जाएगा। दिल्ली की तीसरी रिंग रोड कही जाने वाली ये रोड अलीपुर के पास दिल्ली-पानीपत हाईवे से शुरू हो रहे अर्बन एक्सप्रेसन रोड (यूईआर)-2 रोहिणी, मुंडका, नजफगढ़, द्वारका से होते हुए महिपालपुर के पास राष्ट्रीय राजमार्ग-48 पर दिल्ली-गुरुग्राम एक्सप्रेस-वे पर समाप्त होगी। इसके 3 पैकेज की लंबाई 38 किलोमीटर है।

इसमें पहला पैकेज एनएच-1 दिल्ली-पानीपत हाईवे इंटरसेक्शन से कराला-कंडावला रोड तक (15.70 किलोमीटर), दूसरा पैकेज कराला-कंडावला रोड से नांगलोई-नजफगढ़

रोड (13.45 किलोमीटर), तीसरा पैकेज नांगलोई-नजफगढ़ रोड से द्वारका सेक्टर-24 (9.66 किलोमीटर) का है। वहीं, 37.29 किलोमीटर लंबाई की दो सड़क का भी निर्माण कार्य जा रहा है। इसमें बवाना इंडस्ट्रियल एरिया से बरवासनी बाईपास सोनीपत (29.60 किलोमीटर) और डिचाऊ कला से बहादुरगढ़ बाईपास (7.2 किलोमीटर) हैं। इन दोनों सड़कों के जरिए वाहन चालक सोनीपत और बहादुरगढ़ से वाहन बिना किसी बाधा के एयरपोर्ट और गुरुग्राम की तरफ जा सकेंगे।

एनएचएआई के अधिकारियों का कहना है कि पैकेज 1, 3, 4 और 5 का निर्माण कार्य अंतिम चरण में हैं, जबकि पैकेज 2 कराला-कंडावला रोड से नांगलोई-नजफगढ़ रोड (13.45 किलोमीटर) का निर्माण कार्य थोड़ी धीमी गति से चल रहा है। यहां पर निर्माण कार्य के दौरान कुछ तकनीकी जटिलताएं हैं। हालांकि अधिकारियों का कहना है कि इस पैकेज को जल्द पूरा कर लिया जाएगा।



मार्ग पर 27 फ्लाईओवर और 11 अंडरपास होंगे

लगभग 8 हजार करोड़ की लागत में तैयार की जा रही यूईआर-2 में 27 फ्लाईओवर, दो आरओबी, 11 अंडरपास, 27 छोटे और बड़े ब्रिज, 17 सबवे, 31 बस बाय और 111 किलोमीटर की सर्विस रोड शामिल है। इस परियोजना को दिल्ली की तीसरी रिंग रोड के नाम से भी जाना जाता है। मालवाहक वाहनों को दिल्ली की भीतरी सड़कों पर नहीं आना पड़ेगा। प्रदूषण नियंत्रित होगा साथ ही समय और ईंधन की भी बचत होगी। हरियाणा, पंजाब, चंडीगढ़ की ओर से आने वाले वाहन जिन्हें एयरपोर्ट, गुरुग्राम, जयपुर की तरफ जाना है। उन्हें सिग्नाल फ्री सफर मिलेगा।

सर्विलांस सिस्टम से किया जाएगा लैस

यूईआर-2 आधुनिक सर्विलांस सिस्टम से लैस किया जाएगा, जिससे हर वाहन को आसानी से ट्रैक किया जा सकेगा। नियम तोड़ने वाले वाहनों का तत्काल चालान काटेगा। इसके लिए एडवॉंस ट्रेफिक मैनेजमेंट सिस्टम (एटीएमएस) लगाया जाएगा, जो दोपहिया वाहन की जानकारी भी आसानी से निकालने में मदद करेगा। इसके लिए ऑटोमेटिक नंबर प्लेट रीडर (एनएपीआर) कैमरे लगाए जाएंगे।

नोएडा एयरपोर्ट से इंटरनेशनल व घरेलू विमानों के उड़ान का शेड्यूल एक अक्टूबर को होगा तय

- नोएडा एयरपोर्ट से अप्रैल 2025 से कार्गो विमानों का उड़ान शुरू की तैयारी में जुटा केंद्रीय नागरिक उड्डयन मंत्रालय
- केंद्रीय नागरिक उड्डयन मंत्रालय ने विमानों के भरने का शेड्यूल तय करने के लिए बुलाई बैठक

ग्रेंटर नोएडा, 23 सितम्बर (देशबन्धु)। जेवर में निर्माणाधीन नोएडा इंटरनेशनल एयरपोर्ट से कार्गो विभागों का संचालन शुरू करने के लिए केंद्रीय नागरिक उड्डयन मंत्रालय सभी विभागों से तालमेल बनाने की प्रक्रिया तेज कर दी है। मंत्रालय की तरफ से नोएडा इंटरनेशनल लिमिटेड, यमुना इंटरनेशनल एयरपोर्ट लिमिटेड,



डीजीसीए, एएआई, निर्माण का निर्माण कार्य कर रही टाटा इंजीनियरिंग लिमिटेड के साथ जल्द बैठक कर एयरपोर्ट के निर्माण कार्यों के प्रगति की समीक्षा करने के साथ विमानों के संचालन का शेड्यूल तय करने के लिए बैठक बुलाई है। आगामी एक अक्टूबर को नागरिक उड्डयन मंत्रालय सभी विभागों के साथ बैठक करेगी। जिसमें यह तय होगा कि कितने विमान इंटरनेशनल और कितने घरेलू उड़ान भरेंगे और उनके उड़ान भरने का क्या शेड्यूल होगा उसे अंतिम रूप दिया

जाएगा।

बता दें कि जेवर में नोएडा इंटरनेशनल एयरपोर्ट का निर्माण कार्य फेस-एक में 1334 हेक्टेयर में किया जा रहा है। जिसमें एक रनवे और टर्मिनल बिल्डिंग का निर्माण किया जा रहा है। 3.9 किमी लंबे रनवे का निर्माण कार्य पूरा हो चुका है। टर्मिनल बिल्डिंग का भी निर्माण कार्य अंतिम चरण चल में है। उसके फिनिशिंग किया जा रहा है। एयर ट्रैफिक कंट्रोल बिल्डिंग का भी निर्माण कार्य करीब पूरा हो चुका है। जिसमें उपकरण लगाने का कार्य चल रहा है। उम्मीद है कि अक्टूबर तक उपकरण लगाने का भी कार्य पूरा हो जाएगा। एयरपोर्ट का संचालन करने के लिए कई एजेंसियां जुड़ी होती हैं। एयरपोर्ट संचालन के लिए सभी एजेंसियों का अलग-अलग काम है। यमुना इंटरनेशनल एयरपोर्ट लिमिटेड अब तक इंडिगो और आकाश के साथ विमान संचालन के लिए अनुबंध कर

चुका है। एयर इंडिया के साथ बातचीत चल रही है। बताया जाता है कि जिस दिन एयरपोर्ट का संचालन होगा उसी दिन से इंटरनेशनल और घरेलू विमानों का एक साथ परिचालन किया जाएगा। इससे पहले कई औपचारिकताएं पूरी करनी होंगी। एक अक्टूबर को होने वाली बैठक में केंद्रीय नागरिक उड्डयन मंत्रालय उन औपचारिकताओं को पूरा करने का भी शेड्यूल निर्धारित करेगा। अक्टूबर तक वाणिज्यिक परिचालन शुरू होने से पहले सुरक्षा और सटीकता सुनिश्चित करने के लिए नेविगेशन सहायता, रनवे प्रकाश व्यवस्था और हवाई क्षेत्र की पुष्टि और सुधार किया जाना है। जिसकी जिम्मेदारी एएआई और सीएनएस की है। दिसम्बर 2024 तक यह सुनिश्चित किया जाना है कि उड़ान प्रक्रिया के लिए सुरक्षित है। यह सब होने के लिए दिसम्बर 2024 में एयरड्रम लाइसेंस के लिए आवेदन किया जाएगा।



Corporate Communications Directorate

DAINIK JAGRAN

DELHI

24 SEPTEMBER 2024

संत तुकाराम होगा पुणे हवाई अड्डे का नाम

मुंबई: पुणे हवाई अड्डे का नाम जल्द ही बदल जाएगा। महाराष्ट्र सरकार ने इस हवाई अड्डे का नाम बदलकर जगद्गुरु संत तुकाराम महाराज पुणे अंतरराष्ट्रीय विमानपत्तन करने के प्रस्ताव को सोमवार को मंजूरी दे दी है। राज्य सरकार के मंत्रिमंडल की बैठक में यह निर्णय लिया गया। इस प्रस्ताव को केंद्र को भेजा जाएगा। राज्य मंत्रिमंडल ने हवाई अड्डे का नाम बदलने के केंद्रीय नागर विमानन राज्यमंत्री मुरलीधर मोहोल के प्रस्ताव को मंजूरी दे दी। (प्र.ट.)

सिंगापुर की उड़ान के साथ नोएडा एयरपोर्ट का होगा उद्घाटन

जागरण संवाददाता, ग्रेटर नोएडा : सिंगापुर व दुबई की अंतरराष्ट्रीय उड़ान सेवा से नोएडा इंटरनेशनल एयरपोर्ट की शुरुआत हो सकती है। देश के कई शहरों के लिए उड़ान शुरू करने पर फैसला बैठक में होगा।

नागर विमानन मंत्रालय ने नोएडा इंटरनेशनल एयरपोर्ट से यात्री सेवा का संचालन शुरू करने के लिए समय सारिणी तय करने के निर्देश नोएडा इंटरनेशनल एयरपोर्ट लि. को दिए हैं। इसके लिए कंपनी ने एक अक्टूबर को बैठक बुलाई है। इसमें भारतीय विमान पत्तन प्राधिकरण, महानिदेशक नागरिक विमानन, यमुना इंटरनेशनल एयरपोर्ट प्रा. लि. के प्रतिनिधि शामिल होंगे।

नोएडा इंटरनेशनल एयरपोर्ट पर यात्री सेवाओं का संचालन अप्रैल 2025 से शुरू होगा। इससे पहले

● वाइआइएपीएल, डीजीसीए, एएआइ, नियाल की बैठक एक को

● ट्रायल, लाइसेंस समेत फ्लाइट की संख्या तय करने पर होगी चर्चा



निर्माणाधीन नोएडा इंटरनेशनल एयरपोर्ट ● जागरण आर्काइव

एयरपोर्ट के संचालन के लिए केंद्रीय विभागों की अनापत्ति, ट्रायल आदि होने हैं। इनकी समय सारिणी तय करने की जिम्मेदारी केंद्रीय मंत्रालय ने नियाल को सौंपी है। एक अक्टूबर को होने वाली बैठक में यह भी तय हो जाएगा कि पहले दिन एयरपोर्ट से

कितनी फ्लाइट होंगी। इनका संचालन देश के किन शहरों के लिए होगा। इसके साथ ही पहले ही दिन नोएडा एयरपोर्ट से अंतरराष्ट्रीय उड़ान सेवा शुरू होने की भी संभावना है। सिंगापुर व दुबई के साथ अंतरराष्ट्रीय उड़ान सेवा की शुरुआत हो सकती

शुरुआत में 65 फ्लाइट के संचालन की संभावना

एयरपोर्ट से शुरुआत में एक दिन में 65 फ्लाइट की संभावना है। हालांकि एक अक्टूबर को होने वाली बैठक में इनकी संख्या अंतिम रूप से निर्धारित की जाएगी। 1334 हे. में बन रहे एयरपोर्ट की शुरुआत में एक रुपये से यात्री सेवाओं की शुरुआत होगी। रुपये, एटीसी का काम तकरीबन पूरा हो चुका है। टर्मिनल बिल्डिंग का निर्माण कार्य जारी है।

है। बैठक में शामिल होने वाले एएआइ, डीजीसीए, विकासकर्ता कंपनी वाइआइएपीएल के अधिकारी यात्री सेवाओं की शुरुआत के लिए जरूरी एयरो इरोम लाइसेंस के लिए आवेदन व लाइसेंस जारी करने के लिए समय अवधि पर

भी चर्चा करेंगे। इसके अतिरिक्त केलिब्रेशन सर्टिफिकेट, फ्लाइट प्रोसेजर का निर्धारण एवं डीजीसीए को सौंपने, ट्रायल के लिए डीजीसीए की स्वीकृति, फ्लाइट ट्रायल के लिए डीजीसीए की अनुमति, कार्मिशियल फ्लाइट का ट्रायल, एयरपोर्ट पर लगाए गए उपकरणों का प्रमाणीकरण, एयरोड्रोम लाइसेंस के लिए आवेदन के अलावा यात्री सेवाओं की शुरुआत के जानकारी जारी करने आदि प्रक्रिया को पूरा करने के लिए समय सारिणी विभागों के प्रतिनिधियों की सहमति से तय की जाएगी। नियाल के मुख्य कार्यपालक अधिकारी डा. अरुणवीर सिंह का कहना है कि एक अक्टूबर को होने वाली बैठक में एयरपोर्ट के संचालन से संबंधित कई अहम फैसले लिए जाएंगे।



Corporate Communications Directorate

FREE PRESS JOURNAL

MUMBAI

23 SEPTEMBER 2024

Adani Airport Holdings expands lounge access amid Dreamfolks disruption

PTI
MUMBAI

Adani Group's subsidiary Adani Airport Holdings Ltd (AAHL) on Sunday said passengers at airports across the country have been experiencing disruptions in accessing airport lounge, owing to suspension of services by Dreamfolks. AAHL, in a statement, said it is "actively working" with banks to facilitate the immediate resumption of services, which



have not yet been restored.

Acknowledging the "temporary disruption" in its services, Dreamfolk Services Ltd said its team is working to resolve the issue but clarified that the company is in compliant with all its obligations.

AAHL operates seven air-

ports in the country -- Mumbai, Ahmedabad, Lucknow, Jaipur, Guwahati, Thiruvananthapuram and Mangaluru. "Passengers at airports across India have been experiencing disruptions in lounge access. This is due to the unexpected suspension of services by Dreamfolks Services Ltd, a lounge access provider partnered with several banks, in violation of its service agreements with the affected airports," AAHL said.



Corporate Communications Directorate

HINDUSTAN

DELHI

24 SEPTEMBER 2024

एयरपोर्ट संचालन को लेकर बैठक जल्द

ग्रैंटर नोएडा। नोएडा इंटरनेशनल एयरपोर्ट से अप्रैल 2025 में विमानों की उड़ान प्रस्तावित है। ऐसे में एयरपोर्ट संचालन को लेकर एक अक्टूबर को सुबह 11 बजे नागरिक उड्डयन महानिदेशालय (डीजीसीए) की अध्यक्षता में विभिन्न विभागों के प्रतिनिधियों की बैठक होगी। इसमें वाणिज्यिक उड़ानें शुरू होने से पहले उड़ान अनुसूची निर्धारित करने और जरूरी अनापति प्रमाणपत्र (एनओसी) प्राप्त करने को समय सीमा निर्धारित की जाएगी।



भारतीय विमानपत्तन प्राधिकरण
AIRPORTS AUTHORITY OF INDIA

Corporate Communications Directorate

HINDUSTAN

DELHI

24 SEPTEMBER 2024

पुणे हवाई अड्डे का नाम संत तुकाराम महाराज होगा

मुंबई। महाराष्ट्र सरकार ने पुणे हवाई अड्डे का नाम जगद्गुरु संत तुकाराम महाराज पुणे अंतरराष्ट्रीय विमानपत्तन करने के प्रस्ताव को सोमवार को मंजूरी दे दी। एक अधिकारी ने बताया कि राज्य सरकार के मंत्रिमंडल की बैठक में यह निर्णय लिया गया और प्रस्ताव केंद्र को भेजा जाएगा। राज्य मंत्रिमंडल ने हवाई अड्डे का नाम बदलने के केंद्रीय नागर विमानन राज्य मंत्री मुरलीधर मोहोले के प्रस्ताव को मंजूरी दे दी।

Corporate Communications Directorate

HINDUSTAN TIMES

MUMBAI

23 SEPTEMBER 2024

Airport lounge closure affects travellers

Ateeq Shaikh

ateeq.shaikh@hindustantimes.com

MUMBAI: The sudden closure of 49 lounges in 34 airports across the country on Sunday has affected thousands of travellers who accessed them using debit and credit cards. Dreamfolks, an airport service aggregator company which operates the lounges, said the closure

was temporary while Adani Airports Holdings Limited (AAHL), which operates seven airports in the country including in Mumbai, stepped in to offer some relief to passengers by allowing them access to their lounges.

Vaibhav Khandelwal, who flew out of Chennai on Sunday morning, posted on X, "Denied access to airport lounge at

Chennai airport on SBI Vistara and ICICI Coral credit card due to some issue at @DreamFolks_Srv. Also, the lounge wasn't sure if @prioritypasscom will charge for domestic lounge access on my existing pass."

Dreamfolks, which counts among major airport lounge operators in India, claims it commands 90% market share in the country's domestic lounge

access market for debit and credit card holders. The company has partnerships with major debit and card providers, banks, airlines, enterprises and travel agencies, through which passengers are provided access to their lounges.

A Dreamfolks statement acknowledged the disruption in their services, but said it was "temporary".



Corporate Communications Directorate

NAVBHARAT TIMES

DELHI

24 SEPTEMBER 2024

पुणे एयरपोर्ट का नाम बदलने की मिली मंजूरी

■ **भाषा, मुंबई** : महाराष्ट्र सरकार ने पुणे एयरपोर्ट का नाम जगद्गुरु संत तुकाराम महाराज पुणे इंटरनैशनल एयरपोर्ट करने के प्रस्ताव को सोमवार को मंजूरी दे दी। एक अधिकारी ने बताया

कि राज्य सरकार के मंत्रिमंडल की बैठक में यह फैसला लिया गया और प्रस्ताव

महाराष्ट्र सरकार ने दी मंजूरी, अब प्रस्ताव केंद्र के पास जाएगा

केंद्र को भेजा जाएगा। राज्य मंत्रिमंडल ने एयरपोर्ट का नाम बदलने के केंद्रीय नागर विमानन राज्य मंत्री मुरलीधर मोहोले के प्रस्ताव को मंजूरी दे दी। मोहोले ने BJP, शिवसेना और NCF की महायुति सरकार को इस निर्णय के लिए धन्यवाद दिया।



Corporate Communications Directorate

RASHTRIYA SAHARA

DELHI

24 SEPTEMBER 2024

पुणे हवाई अड्डे का नाम बदलने को मंजूरी

मुंबई। महाराष्ट्र सरकार ने पुणे हवाई अड्डे का नाम जगद्गुरु संत तुकाराम महाराज पुणे अंतरराष्ट्रीय विमानपत्तन करने के प्रस्ताव को सोमवार को मंजूरी दे दी। एक अधिकारी ने बताया कि राज्य सरकार के मंत्रिमंडल की बैठक में यह निर्णय लिया गया और प्रस्ताव केंद्र को भेजा जाएगा। राज्य मंत्रिमंडल ने हवाई अड्डे का नाम बदलने के केंद्रीय नागर विमानन राज्य मंत्री मुरलीधर मोहोले के प्रस्ताव को मंजूरी दे दी। मोहोले पुणे से ही हैं। मोहोले ने भाजपा, शिवसेना और राकांपा की महायुति सरकार को इस निर्णय के लिए धन्यवाद दिया। उन्होंने 'एक्स' पर लिखा, 'धन्यवाद महायुति सरकार। धन्यवाद देवेद्र (फडणवीस) जी। पुणे में अंतरराष्ट्रीय हवाई अड्डे का नाम जगद्गुरु संत तुकाराम महाराज विमानपत्तन करने के लिए आज पहला कदम उठाया गया है और मेरे प्रस्ताव को कैबिनेट की बैठक में स्वीकृति मिल गई।

Air train ahoy! Tender issued, may be ready by end of 2027

Saurabh.Sinha@timesofindia.com

New Delhi: Transiting between Delhi airport's Terminal 3 & T2 on one side and T1 on the other will finally be a breeze before the end of 2027.

Delhi International Airport Limited (DIAL) has issued a tender to build an air train or automated people mover (APM) that will have four stops — T2/3, T1, Aerocity and Cargo City.

The GMR-backed DIAL has given the alignment for this 7.7-km route. Once ready, trudging by DTC buses between these two distant terminals from the city side will become a thing of the past.

Sources said the airport operator is likely to get bids in Oct and Nov for what will be India's first air train at an airport. The winning bidder will be decided based on the cost quoted by different parties and whether they offer a revenue share model or seek a viability gap funding for the project.

"If all goes well, the contract will be awarded before the end of this fiscal. Work will then begin and is targeted to be over before end of calendar year 2027. That is what has been conveyed to the Union civil aviation ministry by DIAL," a source said.

The tender document says: "DIAL proposes to implement an elevated-cum-at-grade APM system at Delhi International Airport on design, build, finance, operate and transfer (DBFOT) model. The APM system is intended to provide reliable, fast and seamless connectivity between T1 and T3/2, spanning a route length of around 7.7km via Aerocity and Cargo City. In addition to providing required connectivity between terminals, the APM system will enhance passenger convenience, improve ASQ score and reduce carbon footprint."

The ministry in Modi 2.0 had told DIAL it



A representative image of the planned air train

will not allow levying of any development fees to fund the project before it is ready. While the cost of making the air train service is not known, it could be under Rs 2,000 crore, sources said.

Govt had earlier asked DIAL to drop its plan for six stops on route as it would have been "too long with higher connecting time between T1 and T2/3."

"DIAL's model for having so many stops, including two at Aerocity, will not only mean higher travel time between T1 and T2/3 but also require foolproof security at non-terminal stops," a senior govt official said last Nov.

Delhi airport desperately needs the air train. It is estimated 25% travellers at IGIA will be transit flyers, hence the need for seamless transfers between T1 and T3/2.

Air trains globally are free for passengers. However, the cost of augmenting airport infrastructure is recovered through two means — Airports Economic Regulatory Authority (AERA) deciding aeronautical charges for airlines like landing and parking fees; and through user development fees (UDF).

84 butterfly species in Powai: Study

Vijay Singh@timesofindia.com

Mumbai: A pilot study to determine the urban butterfly diversity of Powai Lake and the adjoining Hiranandani township, carried out over a span of two years, recorded a whopping 84 species of butterflies in the central Mumbai suburb.

The study, published in 'Ela Journal of Forestry and Wildlife', an online science journal of the Ela Foundation and forest department, Maharashtra, has once again highlighted the importance of wetlands, forests, grasslands, and shrubs among other green zones for healthy biodiversity.

Wildlife biologist and naturalist, Javed Ahmed, said, "In our two-year study, we were pleasantly surprised to re-



Some of the butterfly species found around Powai lake

cord 84 varieties of butterflies in the urban settings close to Powai Lake. A rare and protected species like the Black Rajah butterfly was also spotted in Hiranandani,

although this butterfly is normally found in forest areas."

Ahmed added, "While the role of butterflies as pollinators is largely well understood, what isn't as widely

known is that unlike bees, butterflies are more adaptable to altered habitats, being particularly important pollinators in urban areas."

Some other interesting butterflies noticed in the urban areas were Dark Palm Dart and the Apefly, among others.

The other researchers for this study are butterfly expert Bhushan Jadhav, Thane-based naturalist and wildlife expert Noel Ramteke, and Karnataka-based environmentalist and surgeon, Dr Krishna Mohan (posthumously), in collaboration with London-based naturalist and paleontologist Dr Anke Marsh, Belgium-based naturalist Mattis Michel, and Scotland-based ecologist and wildlife biologist Chris Cathrine.

Adani airports allow lounge access to major card holders amid disruption

Saurabh.Sinha
@timesofindia.com

New Delhi: Credit card holders eligible for lounges at some airports, including Mumbai and Ahmedabad, are facing more than usual trouble in accessing this facility. While there have always been long queues given the number of eligible card holders, in the past few days the lounge service provider - DreamFolks - is facing some issue with card companies due to which access is not being provided. Now, Adani Group airports has allowed all major debit and credit cards from other access providers lounge access "as an interim alternative". The group currently runs airports in Mumbai, Ahmedabad, Lucknow, Mangaluru, Jaipur, Guwahati and Thiruvananthapuram.

In a statement, Adani Airport Holdings Ltd (AAHL,



People stand outside an airport lounge on Sept 20, unable to access the same due to issues with service provider DreamFolks

which runs Mumbai and Ahmedabad airports among many others, said: "Passengers at airports across India have been experiencing disruptions in lounge access. This is due to the unexpected suspension of services by DreamFolks Services Ltd, a lounge access provider partnered with several banks, in

violation of its service agreements with the affected airports. AAHL is actively working with the banks to facilitate the immediate resumption of services. Despite our requests, services through DreamFolks have not yet been restored."

Till this issue is resolved, Adani Group airports have

started accepting all major debit and credit cards from other access providers "as an interim alternative". "We are committed to fully supporting passengers during this period," AAHL spokesperson said.

On its part, DreamFolks Services Ltd says it is "currently addressing a temporary disruption in our services. Our dedicated team is working diligently with our partners to identify the root cause and implement solutions as quickly as possible. We would like to clarify that all our contractual agreements remain in full force. We are fully compliant with our obligations and are executing our services accordingly."

The post-Covid travel resurgence has seen lounges emerge as the newest long entry point at many airports — after terminal entry, check-in, security and immigration.



Corporate Communications Directorate

BUSINESS LINE

DELHI

24 SEPTEMBER 2024

'SpiceJet will induct new aircraft, expand network'

Aneesh Phadnis

Mumbai

SpiceJet will acquire new aircraft, invest in new technologies and expand into new markets, the airline's Chairman Ajay Singh said on completion of its ₹3,000 crore share sale.

In addition to the ₹3,000 crore raised through a qualified institutional placement, SpiceJet will receive ₹736 crore that was committed in a previous funding round.

"SpiceJet aims to restore its reputation for efficiency and reliability, ensuring passengers have access to improved connectivity and wider range of travel options," Singh said on Monday.

While the statement did not give out exact details, Singh told another newspaper the airline will scale up to 100 aircraft in two years. Currently the airline is operating around 20 planes.

The fund raise has come at a critical time for the airline which has been struggling to pay its employees, lessors and vendors.

SpiceJet's domestic market share slipped to 2.3 per



Ajay Singh, Chairman, SpiceJet

cent in August from over 3 per cent a month earlier and had barely 30 per cent of flights take off or leave on time.

FLEET ADDITION WOES

The airline has been unable to induct Boeing 737 Max aircraft (in addition to 13 in service) and has been relying on short term leases to sustain operations.

Analysts are skeptical about SpiceJet's growth plans.

"The biggest problem is the non-availability, especially Boeing which is facing problems from supply-chain issues but also delays in FAA approvals.," HSBC Global Research remarked in an investor note on September 4.



Corporate Communications Directorate

BUSINESS STANDARD DELHI 24 SEPTEMBER 2024

स्पाइसजेट ने क्यूआईपी के जरिये जुटाए 3,000 करोड़ रुपये

किफायती विमानन सेवा कंपनी स्पाइसजेट ने सोमवार को ऐलान किया कि उसने वैश्विक निवेशकों और म्युचुअल फंडों से पात्र संस्थागत नियोजन

(क्यूआईपी) के जरिये 3,000 करोड़ रुपये जुटाए हैं। फर्म ने कहा है कि वह अपनी दक्षता व भरोसे को लेकर अपनी साख वापस पाना चाहती है।

कंपनी ने यह भी कहा कि उसे फंडिंग के पिछले दौर से अतिरिक्त 736 करोड़ रुपये मिलेंगे, जो उसकी वित्तीय स्थिरता में सुधार और वृद्धि की योजना को सहारा देने

को ध्यान में रखते हुए हो रहा है। ताजा पूंजी निवेश से फर्म की योजना अपने परिचालन को मजबूत बनाने, बेड़े का विस्तार और देश में यात्रियों की मांग के हिसाब से नेटवर्क में विस्तार करने की है। स्पाइसजेट का शेयर सोमवार को कारोबारी सत्र के

दौरान 7.45 फीसदी चढ़कर 71 रुपये पर पहुंच गया।

16 सितंबर को खुला क्यूआईपी 18 सितंबर को बंद हुआ और इसमें वैश्विक निवेशकों व म्युचुअल फंडों मसलन गोल्डमैन सैक्स (सिंगापुर), मॉर्गन

स्टैनली एशिया, बीएनपी पारिबा फाइनैशियल मार्केट्स ओडीआई, नोमूरा सिंगापुर लिमिटेड ओडीआई, टाटा म्युचुअल फंड, डिस्कवरी ग्लोबल ऑपरच्युनिटी लिमिटेड आदि ने भागीदारी की। बीएस

SpiceJet raises ₹3K cr via QIP from global investors

Stock surges 7.45% in intraday trade on fresh fund infusion

AJINKYA KAWALE
Mumbai, 23 September

Low-cost airline SpiceJet on Monday announced that it has raised ₹3,000 crore through a qualified institutional placement (QIP) from global investors and mutual funds, as the firm said it wants to restore its reputation for "efficiency and reliability".

The airline also said it will receive an additional ₹736 crore from a previous funding round to improve its financial stability and support growth plans.

With the latest capital infusion, the firm plans to strengthen its operations, expand its fleet, and extend its network to service passenger demand in the country.

The SpiceJet stock surged 7.45 per cent in intraday trades on Monday to ₹71.

The QIP, which opened on September 16 and closed on September 18, saw the participation of global investors and mutual funds including players such as Goldman Sachs (Singapore), Morgan Stanley Asia, BNP Paribas Financial Markets ODI, Nomura Singapore Ltd ODI, Tata Mutual Fund, Discovery Global Opportunity Ltd, among others.

Authum Investment & Infrastructure was the investor in the QIP process with investing around 9.3 per cent of the total issue size. This was followed by Discovery Global Opportunity (Mauritius) and Troo Capital Ltd investing 8.3 per cent and 6.7 per cent of the total issue size, respectively.

Following the QIP issue, promoters' shareholding reduced from 47.66 per cent to 29.15 per cent. The shareholding of foreign portfolio investors (FPIs) expanded to 29.87 per cent from 9.53 per cent.

The airline added that it aims to restore its reputation for "efficiency and reliability", and ensure that passengers have access to improved connectivity with the recent capital

SPICEJET QIP: TOP 5 SHARE ALLOTTEES

Firms	Equity shares allotted (in mn)	% of issue size	Value as on Sep 23 (₹ cr)	Post-issue shareholding (%)
Authum Investment & Infra	45.4	9.3	319.4	3.6
Discovery Global Opportunity*	40.6	8.3	285.2	3.2
Troo Capital Ltd	32.5	6.7	228.2	2.5
Société Générale - ODI	29.4	6.0	206.6	2.3
Goldman Sachs** - ODI	26.0	5.3	182.6	2.0

*Mauritius **Singapore; Compiled by BS Research Bureau

Source: Company

POST-ISSUE SHAREHOLDING PATTERN

As on Sep 20, 2024 (%)



Compiled by BS Research Bureau Source: Capitaline

infusion.

"We extend our deepest gratitude to the Ministry of Civil Aviation, the regulators, and all those who supported us throughout this challenging journey," said Ajay Singh, chairman and managing director (CMD), SpiceJet.

The QIP comes as the airline's domestic market share continues to shrink and it faces financial difficulties.

The domestic passenger market share of the airline had shrunk to just 2.3 per cent in August this year, according to data released by the Directorate General of Civil Aviation (DGCA).

It carried a total of 302,000

domestic passengers in August, which was 44.2 per cent lower year-on-year.

In January last year, the airline held a 7.3 per cent market share.

For the last several quarters, the low-cost carrier has been grappling with a cash crunch amid multiple legal battles over unpaid dues to aircraft lessors, engine lessors and lenders.

The Gurugram-headquartered airline reported a 20 per cent year-on-year (Y-o-Y) decline in consolidated net profit to ₹158.1 crore in the first quarter (Q1) of 2024-25 (FY25).

The decrease was attributed to a reduction in flight operations due to financial challenges.

टर्नअराउंड • गोल्डमैन सैक्स जैसे निवेशकों की दिलचस्पी स्पाइसजेट ने जुटाए 3 हजार करोड़, अब 100 विमान खरीदेगी कंपनी

बिजनेस संवाददाता | नई दिल्ली

स्पाइसजेट ने संस्थागत निवेशकों को शेयर जारी करके (क्यूआईपी) 3,000 करोड़ रुपए जुटाए हैं। पिछले फंडिंग राउंड में भी कंपनी को 736 करोड़ मिले थे। इससे उत्साहित कंपनी 2026 तक 100 विमान खरीदने वाली है। एस्पाइसजेट को मिली नई पूंजी को बाजार कंपनी की हालत सुधरने का संकेत मान रहा है। यही वजह रही कि सोमवार को बीएसई पर स्पाइसजेट के

87 घरेलू, विदेशी संस्थाओं ने स्पाइसजेट में लगाई पूंजी



स्पाइसजेट के क्यूआईपी में जिन विदेशी निवेशकों को शेयर जारी किए गए, उनमें गोल्डमैन सैक्स और मॉर्गन स्टेनली के अलावा, सोसाइटी जनरल, नोमुरा सिंगापुर और डिस्कवरी ग्लोबल अर्पोच्युनिटी (मॉरीशस) शामिल हैं। यह इश्यू ओवर सब्सक्राइव हुआ। इसमें 87 भारतीय और अंतरराष्ट्रीय संस्थाओं ने हिस्सा लिया।

शेयर 6% उछाल के साथ 70 रुपए पर बंद हुए। विदेशी ब्रोकरेज कंपनियां भी उत्साहित हैं। गोल्डमैन सैक्स और

मॉर्गन स्टेनली कंपनी की मौजूदा माली हालत को नजरअंदाज करते हुए बड़ा दांव लगा रही हैं।



Corporate Communications Directorate

DAINIK BHASKAR

DELHI

24 SEPTEMBER 2024

एअर इंडिया: उड़ानों में मिलेगा वाई-फाई एअर इंडिया नई दिल्ली

एअर इंडिया नवंबर से अपनी अंतरराष्ट्रीय उड़ानों में वाई-फाई की सुविधा शुरू करने जा रही है। रिपोर्टों के अनुसार, दिल्ली से लंदन हीथ्रो मार्ग पर ए350 विमान अपने यात्रियों को वाई-फाई सेवाएं देने वाला पहला विमान होगा। इसके अलावा कंपनी अपने बेड़े में ए-350 विमानों को भी शामिल करेगी। टाटा समूह द्वारा पिछले साल जनवरी में एअर इंडिया का नियंत्रण संभालने के बाद एयरलाइन में कई बदलाव किए जा रहे हैं। इन बदलावों में 9 हजार नए क्रू की भर्ती भी शामिल है। कंपनी लगातार बेड़े और नेटवर्क को बढ़ाने, ग्राहक सेवाओं में सुधार और संचालन में विश्वसनीयता बढ़ाने ध्यान दे रही है।

Minister Urges Airlines to Counter Stress, Fatigue Among Employees

Ram Mohan Naidu says industry players need to come up with robust stress and crew management solutions

Our Bureau

New Delhi: Airlines should take a close look at psychological and fatigue management of their employees, civil aviation minister Ram Mohan Naidu said on Monday.

“The industry players need to come up with robust stress management programmes, crew resource management programmes and fatigue management solutions. This is important to ensure that there is a lot of focus on safety also,” Naidu said at a seminar of Aircraft Accident Investigation Bureau, a central agency under the civil aviation ministry.

The comments came at a time when the civil aviation regulator has yet to implement the new rest rules for pilots. In March, the Directorate General of Civil Aviation (DGCA) had put the new rules in indefinite abeyance due to severe resistance from airlines which said that the rules would force

Matter of Concern

DGCA hasn't yet set a date to implement the new rest rules for pilots

DGCA, in March, put the new rules in indefinite abeyance due to severe resistance from airlines saying that the rules would force them to cancel 20% flights at peak of summer travel season

Civil aviation minister said the government was working on the new rules with all stakeholders

Federation of Indian Pilots had written to DGCA saying airlines indulge in malpractice while preparing their duty schedules, leading to mental stress and cumulative fatigue for a significant portion of the crew

them to cancel 20% flights at the peak of summer travel season.

The DGCA's reversal of position came within days after the regulator acknowledged fatigue among pilots as a concern, saying that multiple incidents of death of pilots due to punishing schedules and its adverse impact on the health of pilots was an urgent wake-up call to address these issues

es without further delay.

When asked about it, the minister said that the government was working on the new rules with all stakeholders. He said India's aviation sector was undergoing rapid growth and the safety measures of all stakeholders like airlines and airports should keep pace with it. “While in the last 50 years, the overall number of accidents has collectively decreased due to mechanical failure, most of the causes are now attributed to human factors. We want to bring it down to zero incidents and zero accidents,” Naidu said.

A pilot group had written to the DGCA saying that airlines indulged in malpractices while preparing their duty schedules, leading to mental stress and cumulative fatigue for a significant proportion of the crew. “Operators might publish rosters, but in practice, these are only nominal. Crew members are compelled to review their rosters every evening, even during rest periods or days off, and are mandated to accept daily changes or risk facing disciplinary measures,” said the Federation of Indian Pilots.



Airlines Load Big Cargo Plans for India

Rising exports, booming ecomm, China Plus One strategy behind move

Forum Gandhi

Mumbai: Indian and international airlines are ramping up cargo operations in India, driven by booming exports, the “China Plus One” strategy, and the rapid growth of ecommerce.

Key export sectors include electronics, pharmaceuticals, and perishables, with companies like DHL predicting a 20% annual growth rate in the industry. “We’re bullish,” said Etihad CEO Antonio Neves, highlighting that cargo potential from India.

DHL CEO Pablo Ciano also identified significant growth areas in contract logistics and cross-border trade, emphasising that India’s finished goods exports are growing at “20% year over year.” The logistics landscape is evolving, with increased investments in warehousing and fulfillment centers tailored to sectors like life sciences and healthcare.

Virgin Atlantic has also ramped up its services, launching a new route from London Heathrow to Bengaluru and adding a second daily flight

Full Throttle

Virgin Atlantic calls India its fastest-growing cargo market

Etihad operates 5 freighters, exploring potential JVs

IndiGo’s CarGo is expecting **17% VoY** growth in operations for FY25



SpiceJet spun off cargo division, last year, to realise full potential

23.9%
India’s air cargo penetration is below global avg of **35%**

to Mumbai, “After Covid, people have become accustomed to buying online, including from international sources.” The airline plans to increase cargo capacity significantly, citing India as its fastest-growing cargo market. Its chief commercial officer, Juha Järvinen, said, “What is really changing in cargo is the ecommerce space; it’s booming.” With the pandemic accelerating online shopping, traffic from international sources is expected to increase. Virgin Atlantic recently launched new services to Bengaluru and Mumbai, pointing to India’s potential as a major cargo hub.

Etihad is expanding its cargo operations, operating five freighters alongside passenger services and ex-

ploring potential joint ventures in India. Neves noted, “The airline’s operations in India have performed well,” leading to optimism about the market’s future. Etihad is restructuring its cargo into four regions, with India as a “top priority.” Neves emphasised that the integration of freighters with passenger services enhances overall operations and expressed confidence in India’s cargo potential, especially with “heavy investments in manufacturing.”

Despite this growth, India’s air cargo penetration remains below the global average, with only 23.9% in FY24 compared to approximately 35% globally. This indicates a significant opportunity for expansion. Järvinen explained, “We are now su-

spending our Shanghai operation. So India will be an increasingly significant cargo origin for us.”

Key airports like Kempegowda International Airport in Bengaluru are crucial in this expansion. The airport reported exporting 47,041 metric tonnes of chicken products in FY24, capturing 44% of the perishable cargo market in South India. Satyaki Raghunath, COO of Bangalore International Airport, said, “Our focus is on improving infrastructure and services to meet the increasing demand.”

However, the domestic air cargo market remains dominated by belly cargo, which accounts for around 80% of traffic, while dedicated cargo airlines like Blue Dart and Quikjet operate on a limited scale.

Although, Indian carriers, such as IndiGo, are capitalising on this upward trend by expanding their freight operations to meet the rising demand from e-commerce, pharmaceuticals, manufacturing, electronics, and agriculture. Mark Justin Patrick Sutch, Chief Commercial Officer of CarGo, said, “Our cargo operations have shown positive momentum,” with domestic tonnage up 10% and international tonnage rising 4%, particularly on routes to Istanbul. He explained the importance of increasing cargo in “lean” sectors outside peak demand.



Corporate Communications Directorate

THE ECONOMIC TIMES

DELHI

24 SEPTEMBER 2024

SpiceJet Faces Another Insolvency Plea

Press Trust of India

New Delhi: The National Company Law Tribunal (NCLT) on Monday issued notice to debt-ridden air carrier SpiceJet over the plea filed by one of its operational creditors.

A two-member NCLT bench, comprising Mahendra Khandelwal and Sanjeev Tanjan, has directed SpiceJet to file a reply and list the matter for the next hearing on November 14.

SpiceJet is already facing several insolvency petitions from creditors, including Willis Lease, Air-castle Ireland Ltd, Wilmington and Celestial Aviation at NCLT and the

appellate tribunal NCLAT.

The latest petition is by Techjockey Infotech Pvt Ltd, an operational creditor, filed under section 9 of the Insolvency & Bankruptcy Co-

de, through Karanjawala & Co.

Techjockey Infotech claimed a default of nearly Rs 1.2 crore owed by SpiceJet against software services availed by them and requested to initiate a corporate insolvency resolution process (CIRP) against the air carrier.

It contended that its debt has been acknowledged by SpiceJet, though it has not been yet complied.

Earlier in June, NCLT had issued notice to SpiceJet over the petition filed by Engine Lease Finance (ELF).

Airline Raises ₹3,000 cr Through QIP

Mumbai: SpiceJet on Monday said it has raised ₹3,000 crore through a Qualified Institutional Placement (QIP). The QIP, which opened on September 16

and closed on September 18, received an overwhelming response from qualified investors and got significantly oversubscribed. —PTI



Corporate Communications Directorate

THE FINANCIAL EXPRESS

DELHI

24 SEPTEMBER 2024

QIP: SpiceJet raises ₹3K cr

FE BUREAU
New Delhi, September 23

SPICEJET ON MONDAY said it has raised ₹3,000 crore through a qualified institutional placement (QIP), which opened on September 16 and closed on September 18, demonstrating strong confidence in the firm's growth prospects.

It also said the QIP attracted a diverse pool of top-tier institutional investors and mutual funds, including Goldman Sachs (Singapore), Morgan Stanley Asia, BNP Paribas Financial Markets, Nomura Singapore, Tata Mutual Fund, Discovery Global Opportunity, among others.

SpiceJet said it will also

AJAY SINGH,
CMD, SPICEJET

THE STRONG
RESPONSE FROM
INVESTORS &
INSTITUTIONS
IS A
TESTAMENT
TO THEIR
FAITH



receive an additional ₹736 crore from the previous funding round, further boosting its financial stability and growth plans. The newly raised capital

will be used to operationalise grounded aircraft, acquire new planes, invest in technology and expand into new markets, the airline said.

"The strong response from investors and institutions is a testament to their faith in SpiceJet's potential to rapidly scale and become a formidable player in India's burgeoning aviation market," said Ajay Singh, chairman and MD of SpiceJet.

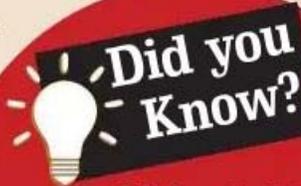
Meanwhile, NCLT on Monday issued notice to SpiceJet over a plea filed by Techjockey Infotech. The operational creditor claimed a default of nearly ₹1.2 crore owed by SpiceJet against software services availed by them.

MALABAR PRINCESS HAD FLOWN TO LONDON 72 YRS BACK

Air India's A350 takes 1948 route on debut flight

Air India's Malabar Princess created history on June 10, 1948, when it touched down in London - the 40-seater Lockheed Constellation 749A aircraft that flew from Mumbai was the airline's first international flight. Seventy-six years later Air India has chosen the same destination for the international debut of its flagship A350 aircraft and its new soft product called "Vista Verve".

A350 is the first new aircraft type to be introduced by any Indian airline in over a decade. For Air India which has been facing flak on many of its ageing legacy fleet, these swanky



Of the 40 A350s ordered by the airline in 2023, six have already joined its fleet. These planes feature Air India's new soft products including chinaware, tableware and glassware.

planes and the new onboard experience could well be the indication that its story of transformation is finally taking off. The airline changed ownership from the government to Tata Group in January 2022.

"It has not been easy to transform an organisation which needed large investments, both in terms of infrastructure, people and processes," says Rajesh Dogra, Chief Customer Experience Officer, Air India.



Corporate Communications Directorate

HINDUSTAN

DELHI

24 SEPTEMBER 2024

एयर इंडिया के तीन कर्मियों पर कार्रवाई

मुंबई। एयर इंडिया ने बोइंग 777 विमान का दरवाजा खोलने में चूक के लिए चालक दल के तीन सदस्यों को ड्यूटी (रोस्टर) से हटा दिया है। इस चूक से आपातकालीन स्लाइड अपने आप खुल गई थी। घटना 15 सितंबर को बेंगलुरु हवाई अड्डे पर बोइंग 777 विमान के साथ हुई, जो सैन फ्रांसिस्को से आया था।

एयर इंडिया के प्रवक्ता ने कहा कि तकनीकी समस्या की सूचना मिली थी कि विमान उतरते समय एक दरवाजा ठीक से नहीं खुल रहा था और मामले को तुरंत सुलझा लिया गया। इस मामले को गंभीरता से लेते हुए एयर इंडिया ने कर्मचारियों को हटाने की कार्रवाई की है।

Brace for the new threat to air passenger safety

The recent and startling incidents in West Asia of exploding pagers and walkie-talkies have had another effect. A question mark now hangs over the safety of flights. The Israelis, with the blessings of the Americans and the western world, have been running amok. Do the powers realise that the backlash is going to affect innocent air travellers? When the COVID-19 pandemic grounded flights worldwide, the world pointed the finger at China. It is now obvious that Israel has escalated matters and its tactics may pose risks to aviation.

The VVIP loophole in India

In the 1970s and 1980s, hijacking was the method used to settle political scores. It fizzled out slowly until the 9/11 tragedy that set off worldwide paranoia. The security checks introduced took the pleasure out of flying. The International Civil Aviation Organization (ICAO) came up with several safety standards to prevent another 9/11 event. The world, except India, exempted only a limited number of dignitaries from the mandatory security checks. In 1989, in India, there were just five categories of persons exempt from security checks (even Union Cabinet ministers were not exempt; the Governors of States were added to the list later). But India is the only country where individuals with very suspect and shady antecedents get VVIP status



Captain A. (Mohan) Ranganathan

a former airline instructor pilot and aviation safety adviser. He is also a former member of the Civil Aviation Safety Advisory Council (CASAC), India

The carriage of electronic devices could now face scrutiny, and India needs to take proactive steps to ensure air safety given its flawed security system

because of the illogical exemption granted by the government to please its political colleagues.

The new Israeli-designed threat is going to be a major issue in India's perforated safety shield. It is perforated as government agencies are alleged to have infiltrated the phones of several citizens, including those in the judiciary, with the repeated use of Pegasus spyware.

Those of us who have travelled by air will be aware of safety announcements requiring you to put your mobile phone in 'flight mode' before the aircraft moves out of the bay. The announcement to turn off flight mode is made only after landing. But there are many passengers who do not observe this rule ever in India. If this happened elsewhere, they could be arrested as it is a criminal offence.

The restriction on cellphones came into effect after an airline crash was identified to have been induced by an incoming signal to a live phone on board. This triggered a wrong input to the aircraft autopilot. Only a few survived that crash. Since then, mobile phones have become more advanced and airliners now have built-in shields for the systems to prevent cell phone interference. Even so, all airlines continue to observe this restriction as a safety precaution in case there is a shield failure.

The issue of decompression

The latest threat, from West Asia, has the potential to mushroom into a major problem. The explosions that could be triggered in small electronic devices, as seen in Lebanon, may cause damage only to a few in the proximity of the device, due to the miniature size of the device. These explosions were obviously triggered by an implanted code.

But has anyone imagined the consequences if a few of these explosions in small devices are triggered in an aircraft cabin during flight at high altitude? They could start a cabin fire. A series of small explosions could damage the pressure bulkhead and the resultant decompression would require oxygen masks to be deployed for use by passengers. When there is a cabin fire and there is also oxygen, the result is a catastrophe and a catch-22 situation. If you use the oxygen, you are dead due to the fire. If you do not use the oxygen,

you are brain dead. There is only a small window of time for one to become brain dead if you do not get your oxygen mask on immediately (*see table*).

By turning a blind eye to the 'battlefield' activities of Israel, the western world is only causing irreparable damage to safe air travel. Does the West realise the consequences?

There are many restrictions on checking in electronic devices in one's baggage, but what happens to vulnerable electronic devices in the cabin that can now be a potential safety threat? Will airlines now ban the carriage of these devices? It is obvious that it is an external signal that triggers the explosions in these electronic devices. Airlines will now have to ban the use of Wi-Fi on board so that no coded device can be triggered. One cannot prevent a determined terrorist from masquerading as an innocent air traveller – 9/11 showed us what can happen.

The ICAO safety manual makes it mandatory that hand baggage has to be carried on board by the passenger concerned only. In India, so-called VVIPs and even government officials have their bags brought on board by others. This is a serious offence. How difficult will it be for a terrorist to pay one to place something inside one of these VVIP bags that has bypassed security? Imagine the result if such a bag is triggered when the aircraft is about to land in crowded cities such as Mumbai, Delhi, or Chennai?

Have a safety net

After the incidents in Lebanon, one can expect enhanced security, worldwide, soon. In fact, all passengers flying from Beirut have now been banned from carrying pagers and walkie-talkies and this applies to checked and carry-on luggage and cargo. The airline industry will suffer until governments wake up to the dangerous path that Israel is treading.

Meanwhile, the Indian government has to take proactive steps such as banning Wi-Fi on board and even consider having signal shields in and around airport terminals. After all, when 5G was being introduced, several safety steps were introduced before they were permitted in the vicinity of airports. Proactive action is what is required for air safety.

Time of useful consciousness (TUC)

The TUC, or the time a person can remain conscious at a given altitude, decreases drastically as altitude increases

Altitude (feet)	Flight level	Pressure (hpa)	Temperature (C) (ISA)	Consciousness
15,000	150	571.8	-14.7	30 minutes or more
18,000	180	—	—	20 to 30 minutes
22,000	220	—	—	5 to 10 minutes
25,000	250	376	-34.5	3 to 5 minutes
28,000	280	—	—	2.5 to 3 minutes
30,000	300	300.9	-44.4	1 to 3 minutes
35,000	350	238.4	-54.2	30 to 60 seconds
40,000	400	147.5	-56.5	15 to 20 seconds
45,000	450	—	—	9 to 15 seconds
50,000	500	—	—	6 to 9 seconds



Corporate Communications Directorate

THE INDIAN EXPRESS

DELHI

24 SEPTEMBER 2024

With ₹3K-cr fund raise, SpiceJet hopes to 'restore its reputation'

ENS ECONOMIC BUREAU
NEW DELHI, SEPTEMBER 23

FOLLOWING ITS Rs 3,000-crore fund raise through the qualified institutional placement (QIP) route, budget airline SpiceJet on Monday said that with the cash in hand, it is ready to accelerate its fleet expansion and growth. With cash in hand, the airline hopes to "restore" its reputation that has taken a beating over the past couple of years due to severe financial stress hitting operations.

"The fresh capital raised will be instrumental in ungrounding SpiceJet's fleet, acquiring

new aircraft, investing in technology and expanding into new markets. SpiceJet aims to restore its reputation for efficiency and reliability, ensuring passengers have access to improved connectivity and a wider range of travel options," SpiceJet said Monday.

The QIP, which closed on September 18, was oversubscribed, which SpiceJet sees as a demonstration of investor confidence in the airline's growth prospects. Apart from the Rs 3,000 raised through the QIP route, the airline said that it will receive another Rs 736 crore from its earlier funding round.

स्पाइसजेट के परिचालन ऋणदाता की दीवाला याचिका पर एनसीएलटी ने नोटिस जारी किया

मुंबई, एजेंसी। राष्ट्रीय कंपनी विधि न्यायाधिकरण (एनसीएलटी) ने कर्ज में डूबी एयरलाइन कंपनी स्पाइसजेट को उसके एक परिचालन ऋणदाता की याचिका पर नोटिस जारी किया। महेंद्र खंडेलवाल और संजीव तंजन की दो सदस्यीय एनसीएलटी पीठ ने स्पाइसजेट को जवाब दाखिल करने और मामले की अगली सुनवाई के लिए 14 नवंबर की तारीख तय की।

स्पाइसजेट पहले ही एनसीएलटी और अपीलीय न्यायाधिकरण एनसीएलएटी में विलिस लीज, एयरकैसल आयरलैंड लिमिटेड, विलमिंगटन और सेलेस्टियल एविएशन सहित कई लेनदारों की ओर से दीवाला याचिकाओं का सामना कर रही है। ताजा याचिका टेकजॉकी इन्फोटेक प्राइवेट लिमिटेड ने दायर की है, जो एक परिचालन ऋणदाता है। याचिका करंजवाला एंड कंपनी के जरिये दिवाला एवं ऋणशोधन



■ एनसीएलटी ने कर्ज में डूबी एयरलाइन कंपनी स्पाइसजेट को उसके एक परिचालन ऋणदाता की याचिका पर नोटिस जारी किया। महेंद्र खंडेलवाल और संजीव तंजन की दो सदस्यीय एनसीएलटी पीठ ने स्पाइसजेट को जवाब दाखिल करने और इस मामले की अगली सुनवाई के लिए 14 नवंबर की तारीख तय की है।

अक्षमता संहिता की धारा-9 के तहत दायर की गई है। टेकजॉकी इन्फोटेक ने स्पाइसजेट को दी गई सॉफ्टवेयर सेवाओं के लिए लगभग 1.2 करोड़ रुपये का भुगतान न करने का दावा किया और एयरलाइन के खिलाफ

कॉर्पोरेट दिवाला समाधान प्रक्रिया (सीआईआरपी) शुरू करने की अपील की। स्पाइसजेट ने पात्र संस्थागत खरीदारों को शेयर बेचकर 3,000 करोड़ रुपये जुटाए हैं, जिससे उसे जरूरी पूंजी मिलेगी।



Corporate Communications Directorate

MINT

DELHI

24 SEPTEMBER 2024

SpiceJet refuels

SpiceJet on Monday said it has raised ₹3,000 crore through a qualified institutional placement that attracted marquee investors, including Goldman Sachs, Morgan Stanley and Societe Generale. The embattled low-cost airline will also receive an additional ₹736 crore from an earlier round of funding. The news sent shares of the company up more than 6% on the BSE. The financial refill should help the airline regain lost altitude. Its profitability has weakened amid a sharp decline in market share to just over 2% from above 10% back in 2021. Its woes stemmed mostly from the pandemic. Service disruptions and engine troubles forced the grounding of many aircraft. Fresh funds for it should be welcomed by India's aviation market, which has seen three air carriers fold up over the past decade, leaving it dominated by IndiGo and the Tata-owned Air India with its other airlines. Two players effectively hold more than four-fifths of the market. Thankfully, with fuel prices stable and India's airport infrastructure in expansion mode as more people take to the skies, opportunities for growth abound. But the market needs to be competitive. This calls for more airlines, not less.

SpiceJet faces new insolvency case filed by Techjockey

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NEW DELHI

Software solutions startup Techjockey Infotech Pvt. Ltd has filed an insolvency case against cash-strapped airline SpiceJet for an alleged default of around ₹1.18 crore.

The National Company Law Tribunal (NCLT) admitted the case for consideration and issued a notice to SpiceJet. The case is scheduled to be heard in November.

The insolvency plea, filed under Section 9 of the Insolvency and Bankruptcy Code (IBC), aims to initiate proceedings against the airline for default that stems from a 2021 agreement wherein SpiceJet availed cloud services.

According to Techjockey's counsel, the company sent several invoices and raised demands for payment, to which SpiceJet did not respond, prompting the filing of the insolvency petition.

It adds to a list of insolvency cases against SpiceJet for unpaid dues to various vendors and aircraft lessors. However, none of these pleas have resulted in insolvency proceedings against the airline to date.

Some have been dismissed by the NCLT, while others have been withdrawn after settlements, with some still pending final decisions.

The parties filing various insolvency cases include Wilmington Trust SP Services (Dublin), Willis Lease Finance, Celestial Aviation, Aircastle, and Alterna Aircraft.

The plea is filed against the airline for a default that stems from a 2021 deal under which SpiceJet availed cloud services



The insolvency case pertains to SpiceJet's alleged default of around ₹1.18 crore. **MINT**

Three entities—AWAS 36698 Ireland, AWAS 36694 Ireland, and AWAS 36695—along with Shannon Engine Support Limited and Engine Lease Finance B.V., and Raymach Technologies Pvt., have also filed cases.

The NCLT rejected the pleas of Willis Lease Finance and Wilmington Trust SP, while SpiceJet settled with Celestial Aviation, Alterna Aircraft, and Raymach Technologies Pvt., all of which have withdrawn their cases against the airline.

The pleas from Aircastle, AWAS 36698 Ireland, AWAS 36694 Ireland, and AWAS 36695 remain pending, as do those from Shannon Engine Support Limited and Engine Lease Finance B.V.

Wilmington Trust and Willis Lease Finance have moved the National Company Law Appellate Tribunal (NCLAT) to challenge the NCLT's dismissal of their insolvency pleas.

For an extended version of this story, go to [livemint.com](https://www.livemint.com)

Electronic warfare spooks airlines, pilots and air-safety officials

Hundreds of daily flights globally are running into GPS spoofing, a hazard that poses new risks

Andrew Toppel, Drew Filiz/Globe
Airlines/Tony A. Galic/Reuters

American Airlines Capt. Dan Carey knew his cockpit equipment was lying to him when an alert began blaring "pull up!" as his Boeing 777 passed over Pakistan in March—at an altitude of 32,000 feet, far above any terrain.

The warning stemmed from a kind of electronic warfare that hundreds of civilian pilots encounter each day: GPS spoofing. The alert turned out to be false but illustrated how fake signals that militaries use to ward off drones and missiles are also permeating growing numbers of commercial aircraft, including U.S. airlines' international flights.

"It was concerning, but it wasn't startling, because we were at cruise altitude," Carey said. Had an engine failure or other in-flight emergency struck at the same time, though, the situation "could be extremely dangerous."

Pilots, aviation industry officials and regulators said spoofed Global Positioning System signals are spreading beyond active conflict zones near Ukraine and the Middle East, confusing cockpit navigation and safety systems and taxing pilots' attention in commercial jets carrying passengers and cargo.

The attacks started affecting a large number of commercial flights about a year ago, pilots and aviation experts said. The number of flights affected daily has surged from a few dozen in February to more than 1,000 in August, according to analyses from Skat Data Services and the Zurich University of Applied Sciences.

Modern airlines' heavy reliance on GPS means that fake data can cascade through cockpit systems, creating glitches that last for a few minutes or an entire flight. Pilots have reported clocks resetting to earlier times, false warnings and misdirected flight paths, according to anonymized reports shared with government and industry groups.

Aviation safety officials said spoofing has disrupted some flights but hasn't posed major safety risks. While pilots are trained on how to use non-GPS navigation systems as a backup, managing the bogus GPS signals and alerts risks dividing pilots' attention if a more serious problem strikes.

"If we lose an airplane because of these problems we're encountering, compounded with an emergency, that is going to be a horrendous event," said Ron Alexander, the Federal Aviation Administration's chief scientist for satellite navigation, during a pilot union forum this month in Washington, D.C.

Airlines are battling with aircraft makers, suppliers and air-safety regulators to develop short-term workarounds and longer-term fixes. Equipment standards designed to harden civilian air-



Pilots, aviation industry officials and regulators said spoofed GPS signals are spreading beyond active conflict zones near Ukraine and the Middle East, confusing cockpit navigation and safety systems.

craft against spoofing won't be issued until next year at the earliest, according to people familiar with the matter.

Pilots are meanwhile getting pre-flight briefings about how to identify potential spoofing and respond—which may at times include turning off certain features or ignoring false "pull up!" commands from a safety system heralded for sharply reducing crashes.

Pilots in some cases have pulled up unnecessarily, according to industry officials. Other aircraft systems, including pilot messaging services, have been thrown off when cockpits draw false time and position data from spoofed signals.

Researchers said the volume of faked GPS signals has surged over the past six months. Most spoofing attacks come from powerful electronic-warfare transmitters in Russia, Ukraine and Israel, said Todd Humphreys, a professor of aerospace engineering at the University of Texas at Austin. Handheld devices can also spoof GPS signals in a smaller area.

Civilian flights apparently haven't been targets, though that is little comfort to commercial pilots flying through some of the world's busiest air corridors.

"These pilots are doing double duty in the cockpit," Humphreys said, citing pilot reports. He said the industry and regulators should fast-track work to harden planes against spoofing before one has an accident. "This is embarrassing for the airline industry, for the carriers and for the FAA," he said.

The variety of attacks across different locales have caused a range of problems, according to anonymized reports collected by Opus Group, an aviation-safety organization that includes pilots, dispatchers and other airline staff.

A spoofed GPS signal in September 2023 nearly sent a private Embraer jet

into Iran without clearance, a misadventure that could have led the plane into hostile airspace. The crew of an Airbus A320 departing from Cyprus in July reported a "severe map shift" in the cockpit and the failure of a separate navigation system. A Boeing 787 the same month aborted two landings, one of them 50 feet above the ground, after the loss of a GPS signal kicked off a series of instrument problems.

The FAA said it knew of no spoofing events in the U.S., though industry and government officials said there have been sporadic reports in recent years of possible spoofing or other types of GPS interference that can cause similar disruptions.

In October 2022, GPS interference disrupted air traffic at Dallas Fort Worth International Airport. Some planes went off course, and one got too close to another aircraft on final approach in a minute violation of federal

rules that keep planes safely apart, according to a government official. Pilots had to rely on conventional navigation systems for their approaches for about two days.

The FAA earlier this year said it found no proof of intentional interference and was continuing to examine the cause.

GPS spoofing has disrupted operations in Europe but hasn't endangered flights, said Florian Guillemet, executive director of the European Union Aviation Safety Agency. Pilots have had to divert to airports they weren't intending to land at, and earlier this year an airline temporarily halted operations to an Estonian airport that wasn't equipped with ground-based navigation as a backup for GPS.

"The risk is growing in terms of the number of occurrences," Guillemet said in June.

Industry and government officials

are weighing how to address the immediate risks.

Carriers including United Airlines and American Airlines have been discussing new procedures that would allow pilots to reset cockpit circuit breakers when confronted with false GPS data.

Airlines and regulators are generally reluctant to let pilots reset systems using circuit breakers, a step that could require them to stand up or introduce other risks such as electrical issues. Boeing hasn't endorsed the procedure on its 777 aircraft, people familiar with the matter said. The FAA declined to comment on the procedures.

Boeing said manufacturers, carriers and regulators globally are contributing GPS expertise for solutions to ensure safety. Boeing and Airbus are working with airlines to help develop procedures to assist pilots, the companies said.

United and American said their pilots are equipped with several ways to navigate with precision, even with GPS interference. American said it hasn't experienced disruptions or significant safety concerns from GPS interference.

Industry officials are urging pilots to stick to manufacturers' and regulators' procedures, given the absence of uniform guidance. "We don't want a do-it-yourself approach," said Andy U'he, an aviation security expert with the Air Line Pilots Association union, during a panel discussion last week.

Christopher Behnam, who retired in August as a Boeing 777 captain at United, said he frequently encountered GPS interference flying into the Middle East.

"We are trained for these things, so you stay calm and you just follow the procedure," Behnam said. Still, he said, when pilots rely on GPS to land in low-visibility conditions, spoofing "could get very, very, very alarming."

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Corporate Communications Directorate

MILLENNIUM POST

DELHI

24 SEPTEMBER 2024

Spicejet faces another insolvency plea



OUR CORRESPONDENT

NEW DELHI: The National Company Law Tribunal (NCLT) on Monday issues notice to debt-ridden air carrier Spicejet over the plea filed by one of its operational creditors.

A two-member NCLT bench, comprising Mahendra Khandelwal and Sanjeev Tanjan, has directed Spicejet to file a reply and list the matter for the next hearing on November 14. Spicejet is already facing several insolvency petitions from creditors, including Willis Lease, Airastle Ireland Ltd, Wilmington and Celestial Aviation at NCLT and the appellate tribunal NCLAT.

The latest petition is by Techjockey Infotech Pvt Ltd, an operational creditor, filed under section 9 of the IBC, through Karanjawala & Co.

Techjockey Infotech claimed a default of nearly Rs 1.2 crore owed by Spicejet against software services availed by them and requested to initiate a corporate insolvency resolution process (CIRP) against the air carrier.

It contended that its debt has been acknowledged by Spicejet, though it has not been yet complied.

Earlier in June, NCLT has issued notice to Spicejet over the petition filed by Engine Lease Finance (ELF). Based in Ireland, ELF is the world's leading independent engine financing and leasing company and claimed a payment default of over \$12 million (around Rs 100 crore).

The NCLT rejected the pleas of Willis Lease Finance and Wilmington Trust. Spicejet settled the case with Celestial Aviation.



Corporate Communications Directorate

THE MORNING STANDARD

DELHI

24 SEPTEMBER 2024

SpiceJet raises ₹3,000 crore via QIP, faces another insolvency plea

ARSHAD KHAN @ New Delhi

SPICEJET said on Monday that it has raised ₹3,000 crore via qualified institutional placement (QIP). In addition to ₹3,000 crore, SpiceJet claims it will receive an additional ₹736 crore from the previous funding round, boosting its financial stability and growth plans.

"The QIP, which opened on September 16 and closed on September 18, received an overwhelming response from qualified investors, demonstrating strong confidence in the company's growth prospects," the airline said in a statement.

It said the QIP attracted a diverse pool of top-tier institutional investors and mutual funds, "reaffirming the market's belief in SpiceJet's ability to navigate industry challenges and capitalise on the growing



demand in the aviation sector."

The fundraising development comes on the same day when the National Company Law Tribunal (NCLT) issued notice to the carrier over the plea filed by one of its operational creditors. An NCLT bench has directed Spicejet to file a reply and list the matter for the next hearing on November 14.

New insolvency plea
The latest petition is by Techjockey Infotech, an operational creditor, filed under section 9

of the Insolvency & Bankruptcy Code, through Karanjawala & Co. Techjockey Infotech claimed a default of ₹1.2 crore owed by SpiceJet against software services availed by them and requested to initiate a corporate insolvency resolution process (CIRP) against the carrier. It contended that its debt has been acknowledged by SpiceJet, though it has not been yet complied. SpiceJet is already facing several insolvency petitions from creditors.



Corporate Communications Directorate

THE PIONEER

DELHI

24 SEPTEMBER 2024



Naidu calls for focus on human factors, aviation psychology

PTI ■ NEW DELHI

Civil Aviation Minister K Rammohan Naidu on Monday highlighted the need for developing the area of aviation psychology as well as robust stress and fatigue management systems for the safety of aircraft operations. Ensuring continued safety is a collective responsibility as human factors are contributors to aircraft accidents, he said. The minister was speaking at the national seminar on

Human Factors in Aircraft Accidents organised by the Aircraft Accident Investigation Bureau (AAIB) in the national capital. Safety measures need to keep pace with the Indian aviation sector's rapid growth, Naidu said and called for continuous skilling and upskilling of people. He also pitched for robust stress management and fatigue management programmes, including for pilots. There is a lack of formal

programmes for aviation psychology and advanced psychological aspects need to be integrated into training programmes, Naidu said. India is one of the fastest-growing civil aviation markets in the world and more than 1,200 planes have been ordered by the country's airlines. Naidu also stressed on the need for technical and cognitive skills for personnel in the aircraft maintenance segment as more planes will be coming into the country.



Corporate Communications Directorate

RASHTRIYA SAHARA

DELHI

24 SEPTEMBER 2024

स्पाइसजेट ने पूंजी जुटाई

मुंबई। घरेलू विमानन कंपनी स्पाइसजेट ने पात्र संस्थागत नियोजन (व्यूआईपी) के जरिये 3,000 करोड़ रुपये जुटाए हैं। स्पाइसजेट ने बयान में कहा, व्यूआईपी 16 सितम्बर को खुला और 18 सितंबर को बंद हुआ। इसमें योग्य निवेशकों की अच्छी प्रतिक्रिया के साथ काफी अधिक अभिदान मिला। यह कंपनी की वृद्धि संभावनाओं में मजबूत विश्वास को दर्शाता है। कंपनी ने कहा, 3,000 करोड़ रुपये के वित्तपोषण के अलावा उसे पिछले वित्तपोषण दौर से 736 करोड़ रुपये की अतिरिक्त राशि भी मिली। इससे उसकी वित्तीय स्थिरता तथा वृद्धि योजनाओं को और बढ़ावा मिलेगा। यह जानकारी स्पाइसजेट के चेयरमैन एवं प्रबंध निदेशक अजय सिंह ने दी।



Corporate Communications Directorate

THE TIMES OF INDIA

MUMBAI

23 SEPTEMBER 2024

SpiceJet to clear employee dues by next month: CMD

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New Delhi: SpiceJet is back from the brink after yet another near-collapse by getting a Rs 3,000-crore funding from investors, including mutual funds, and is now aiming to have a fleet of 100 narrow-body aircraft before the end of 2026.

Airline CMD Ajay Singh told **TOI** that it will now clear all its dues to employees latest by early next month, improve on time performance to bring back flyers, add flights by getting the 30-odd grounded aircraft back in the air and pay off statutory dues.

"We are in dialogue with Boeing to resume delivery of the Boeing 737 MAX ordered by us. Since the last two days, we have been flooded with job applications. We will rededicate all efforts to be an efficient and on-time airline," he said. SpiceJet had ordered 200 B737 MAX

and got 13 of them before 2019. Now, determined to clean up the "balance sheet" and "honourably clear all dues," it wants deliveries to resume again.

"We will revamp our existing fleet. The turboprop Q400s are owned by us and will be used on regional UDAN routes. We will expand very quickly now and look at wide body operations too," Singh said.

The airline, which "refuses to die", clearly has its task cut out with these funds over for the next few weeks. It will keep some funds in reserve for the next black swan event/s.

"After acquiring SpiceJet (from Kalanidhi Maran) in 2015, we had improved its operational and financial metrics in a very short time. With highest aircraft occupancy, there were profitable quarters on the trot. We ordered 200 Boeing 737 MAX aircraft. Everything was going just fine when two black swan

events happened in quick succession: Global grounding of the 737 MAX in March 2019 and then Covid in 2020," Singh, whose stake is now diluted to 35% from the earlier 48% after this QIP, said.

While the airline ventured into cargo in a big way during Covid, its payables to all stakeholders and liabilities kept mounting. PF and TDS of employees could not be paid for over two years. Engine & aircraft lessors dragged it to court for repossessing their assets. Things came to a head this summer when it nearly completely ran out of cash and SpiceJet obits were being written.

So in this situation how did he convince investors to put money? "We just told them the truth about our airline. They saw what we had done after 2015... They saw potential in us to grow. At no time did I feel that it is curtains for the airline," Singh said.

Behind Air India cockpit: Rebuilding brand image

From New Aircraft To IT Revamp, Tata Group Kicks Off Five-Year Transformation Plan

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London: A lot has been going on at Air India which, under the management of the Tata Group has set in motion a five-year transformation plan.

From spending billions of dollars on adding new aircraft to the fleet, revamping IT systems, overhauling internal processes and investing heavily to better the consumer experience, the group is trying to rebuild the brand's image and shed the tag of a legacy airline riddled with issues — which it has earned over the years.

"To transform an organisation which needed large investments both in terms of the infrastructure, people, processes, in every possible area and to build it up and bring it to this level and to continue to work towards building it to a world class airline is a tough and interesting journey... but we are moving at a very good pace," Rajesh Dogra, chief customer experience officer at Air India, told media at a briefing here.

According to Dogra, the first year following the airli-

ne's acquisition by the Tata Group in 2022 was spent fixing the basics — or the "bare minimum" required — to make sure that Air India started looking like what was expected of it by customers and the industry alike. "The idea is to transform it from a legacy or-

“The idea is to transform it from a legacy organisation which has had several issues into a new world-class airline. A lot of focus was put on training programmes, recruitment
— Rajesh Dogra | CHIEF CUSTOMER EXPERIENCE OFFICER, AIR INDIA

ganisation which has had several issues into a new world class airline. A lot of focus was put on training programmes, recruitment," he added.

The stakes are high for Air India, which is attempting to position itself as a "world class global airline" in a competitive \$908 billion (industry revenue estimates as of 2023 by IATA) global aviation market. Hence, the urgency to overhaul the brand and the experience it offers is understandable. With the total number

of travellers expected to reach a record high of 4.9 billion in 2024 globally, it is a big market opportunity if it can be tapped well. In the local market, rival Indigo is set to launch business class for fliers from mid-Nov on 12 domestic routes.

In its new A350-900 aircraft — which have already been deployed on routes including the Delhi-London long haul flights — Air India has been rolling out new bedding, chinaware, tableware and updated amenity kits for business and premium economy customers.

"By Feb-March 2025, we will have it all over the world," Dogra said. All its refurbished legacy aircraft will offer the new in-flight experience over time too, he added. Of the 40 A350 aircraft ordered by Air India as part of its \$70 billion aircraft purchase deal, six of them have been delivered while the rest are expected to be added to the fleet in phases starting from 2026, Dogra said.

(The writer was in London at the invitation of Air India)