

**DIRECTORS' REPORT**

The Shareholders,

On behalf of the Board of Directors, it gives me immense pleasure in presenting to you, the Tenth Annual Report on the performance of the Company together with the Audited Accounts, Auditors' Report and Comments of the Comptroller and Auditor General of India on the accounts for the financial year ended 31 March 2017.

1. REVIEW OF PERFORMANCE – HIGHLIGHTS**1.1 Financial Performance**

The financial performance of the Company during the year 2016-17 was as under:

(Rupees in Million)

Particulars	2016-17	2015-16
Total Revenue	221776.8	206103.3
Total Expenses	257974.6	243613.3
Profit/(Loss) before Exceptional and Extraordinary Items & Tax	(36197.8)	(37510.0)
Exceptional Items	(12981.6)	-
Profit/(Loss) before Extraordinary Items & Tax	(49179.4)	(37510.0)
Extraordinary Items	(8472.3)	(857.8)
Profit/(Loss) before Tax	(57651.7)	(38367.8)
Less: Provision for Tax	-	-
Net Profit/(Loss)	(57651.7)	(38367.8)

1.2 Physical Performance

Particulars	Unit	2016-17	2015-16
ASKMs (Scheduled Services)	Million	54155	51208
ASKMs (Total)	Million	54519	51517
PKMs (Scheduled Services)	Million	41316	8694
PKMs (Total)	Million	41316	38695
ATKMs (Scheduled Services)	Million	7272	6881
ATKMs (Total)	Million	7313	6916
RTKMs (Scheduled Services)	Million	4748	4327
RTKMs (Scheduled Services)	Million	4748	4327
RTKMs (Total)	Million	4748	4327
Passenger Load Factor	%	76.3	75.6
Overall Load Factor	%	65.3	62.6
Number of Passengers Carried (Scheduled Services)	Million	19.1	18.0
Number of Passengers Carried (Total)	Million	19.4	18.4
Freight Carried	Tonnes	196918	192809
Total Revenue Hours Flown	No.	405164	356182

**2. OTHER FINANCIAL INFORMATION****2.1 Share Capital****Authorised Share Capital**

The Authorised Share Capital of the Company is Rs.30,000,00,00,000/- divided into 3,000,00,00,000 equity shares of Rs.10/- each.

Issued, Subscribed & Paid-up Share Capital

As on 31 March 2017 the Issued, Subscribed & Paid-up Share Capital of the Company was Rs.26,753,00,00,000/- divided into 26,753,000,000 fully paid up equity shares of Rs.10 each. During the year 2016-17, Government of India infused Rs.24652.1Million towards equity capital.

2.2 Debentures

The Company has issued 136,000 Redeemable, Unsecured Non-Convertible Debentures of face value of Rs.1 Million each guaranteed by Government of India. Details regarding Maturity Profile and Rate of Interest have been given in Note 4.1 of the Financial Statement.

Debenture Redemption Reserve, as required under Section 71 (4) of the Companies Act, 2013, has not been created in view of the absence of any profits earned by the Company.

Debentures of the Company are listed on Bombay Stock Exchange (BSE) and National Stock Exchange (NSE). The address of the Transfer Agent of the Company is M/s Link Intime India PvtLtd., C101, 247 Park, LBS Marg, Vikhroli (West), Mumbai 400 083.

2.3 Aircraft Project Loans

As on 31 March 2017, the position of aircraft loans, including future lease obligations in respect of finance leases and Non Convertible Debentures issued for Aircraft financing, was as under :

	(Rupees in Million)
Total Loan due as on 1 April 2016	222,035.22
Add: Amount drawn during 2016-17	29,056.40
Less: Amount repaid during 2016-17	72,158.41
Less: Exchange adjustments due to revision in rates of Currencies	5,334.20
Balance as on 31 March 2017	173,599.01

2.4 Annual Plan Outlay 2016-17

	(Rupees in Million)	
	Approved	Actual
Aircraft Projects		
Payment to aircraft/spare engine manufacturers	1,120.00	3,145.20
Non-Aircraft Projects		
Other capital expenditure	2,400.00	2,252.10
Equity infusion by Government of India **	17,130.00	24,652.10
TOTAL PLAN OUTLAY	20,650.00	30,049.40



** An additional amount of Rs.7,522.1 Million was received from the Government by way of Final Supplementary Grants for FY 2016-17.

2.5 Annual Plan Outlay 2017-18

The Annual Plan Outlay for the year 2017-18 is Rs.23,080.00 Million. The Company has spent Rs.21,975.30 Million up to December 2017. In addition to this, an amount of Rs.30,038.3 Million has also been spent on the acquisition of 4 B787 aircraft. This was because as per the approved TAP / FRP, all aircraft acquisition by Air India were to be done through Sale and Lease Back (SLB) mode. However, subsequent to Government of India's decision to disinvest Air India, it has now been decided that all remaining aircraft will be financed through Bridge Loan / Bank Financing. Accordingly, 4 B787 aircraft which have been received during the current Financial Year 2017-18 have been capitalized in the books till December 2017.

2.6 Twelfth Five Year Plan – 2012-13 to 2016-17 (Approved)

(Rupees in Million)

Aircraft Projects	11,730.00
Non-Aircraft Projects	18,650.00
Budgetary support from Government	1,50,960.00
Total Plan Outlay	1,81,340.00

2.7 Financial Accounting

The Financial Statements have been prepared in compliance with Accounting Standards issued by The Institute of Chartered Accountants of India (ICAI) and provisions of the Companies Act, 2013.

3. MEETINGS OF THE BOARD OF DIRECTORS

Five Meetings of the Board of Directors were held during the year, the details of which are given in the Corporate Governance Report that forms part of this Report. The intervening gap between the Meetings was within the limit prescribed under the Companies Act, 2013.

4. INFORMATION ABOUT SUBSIDIARY AND JOINT VENTURE COMPANIES

The following are the wholly owned subsidiaries of the Company :

Air India Air Transport Services Limited

Air India Express Limited (Formerly known as Air India Charter Limited)

Air India Engineering Services Limited

Airline Allied Services Limited

The Company also holds 80.38% Equity Shares of Hotel Corporation of India Limited and remaining 19.62% Shares are held by the President of India.



Further AISATS Airport Services Pvt. Ltd. is a Joint Venture between Air India Limited and Singapore Airport Terminal Services (SATS) in the ratio of 50:50. AISATS provides ground handling services to airlines at certain Metro airports in pursuance of Government of India Notification on the Ground Handling Policy.

5. INDUSTRIAL RELATIONS

Relations with the work force continued to be cordial during the year 2016-17.

6. ENCOURAGEMENT/ASSISTANCE TO SMALL SCALE INDUSTRIAL UNITS

The Company continued to support the MSME Units / Social Welfare/ Charitable Organizations. The procurement from MSME Units and the selective sourcing / procurement from social / charitable organisations amounted to Rs.651.90 Million during the year.

7. ENVIRONMENT PROTECTION

Environment Management System

Green Week was celebrated from 5 - 10 June 2016 to spread awareness about environment protection and also promote Swachh Bharat. Tree Plantation drives and Swachh Bharat campaigns were launched in which employees across different levels and departments at various locations participated.

In Delhi, a 50KWH Solar Power Plant was inaugurated on 10 June 2016 followed by a Tree Plantation Drive.

Our Corporate EMS Department is responsible for monitoring the Fuel Efficiency and Environment emissions reporting to meet regulatory compliance of various regulatory bodies such as EU-ETS, IATA and DGCA.

The Company was able to reduce its fuel consumption by 93154 tonnes as compared to the previous year. Fuel efficiency had improved by 12.17% in 2016 as compared to 2015 by utilising fuel efficient aircraft, implementation of fuel efficiency measures and better load factors.

EU-ETS

Air India was audited by M/s Verifavia, an EU accredited verifier for emissions due to European flights under the European Union Emissions Trading Scheme (EU-ETS) in March 2017. Air India successfully met the audit requirements which covered EMS, Flight Operations, Engineering and Finance Departments, submitted its Emissions Report and surrendered the Carbon credits due to emissions from intra-Europe flights before the deadline of 31 March 2017. Air India is now fully compliant with EU-ETS Emissions Regulations.

8. VIGILANCE

Vigilance Department of Air India performs important Managerial functions which can broadly be divided into Preventive and Proactive. Vigilance Department works consistently towards building a Corruption-free Organisation and also aims to achieve good Corporate Governance.

Guided by the Central Vigilance Commission, Air India has been making continuous reviews of Rules, Procedures and Standard Practices with an endeavour to promote integrity, transparency and accountability in public life.



As a result of systemic improvements suggested by the Vigilance Department, most of the Departments have either developed SOPs for their Departments or are in the process of developing such SOPs. Already existing procedures are being supervised and adhered to, to minimise anomalies and procedural lapses.

Vigilance Department is consistently following up the proceedings with the concerned Disciplinary Authority for early disposal of cases / submission of Action Taken Reports (ATRs). Constant follow-up is also being done for CVC referred cases with all the Regional Directors / Departmental Heads .

A total of 53 Station Inspections and 495 Surprise Checks were conducted by Vigilance Teams during the year across the network. This resulted in substantial recovery of Rs.73.26 million due to Vigilance Activities during the year.

9. OFFICIAL LANGUAGE IMPLEMENTATION

In order to monitor progressive use of Hindi in the office, meetings of 57 Official Language Implementation Committees constituted on all India level were held regularly.

In order to facilitate officers/employees in doing their official work in Hindi and to work on computers in Hindi, Desk-to-Desk workshops were organized for various Departments of Headquarters, Delhi and at Varanasi and Kochi Stations. 127 officers and employees were trained in these workshops. Moreover, a motivational talk in Hindi was organised for higher level officers on 27 June 2016 in which 40 officers participated. Further, 81 Desk-to-Desk programmes / workshops were organised at Regional level to address difficulties confronted by officers / employees in doing their official work in Hindi and 374 officers / employees were imparted training.

Chairman & Managing Director was awarded for excellent writings in Hindi by the Ministry of Civil Aviation. Under the category of Hindi Magazines published by subordinate organisations of Ministry of Civil Aviation, Air India's Hindi Magazine "Vimanika" was awarded First Prize and General Manager (Commercial), Eastern Region was awarded for excellent work in Hindi. "Vimanika" was also awarded with a third prize by Town Official Language Implementation Committee (Undertakings), Delhi.

Information given on website and online reservation system was updated in Hindi on regular basis. Material related to inflight entertainment system in Hindi was also updated from time to time. Hindi Fortnight was celebrated on all India level and competitions were organized for employees. In addition, selected pilots and cabin crew from all the regions were awarded for the best Hindi announcements.

10. IMPLEMENTATION OF RESERVATION POLICY

The Reservation Policy has been implemented as per the Presidential Directives issued in the year 1975, along with the revised Directives effective 1991 and 1996.

SC/ST/OBC – Number of employees as on 31 March 2017

Total No. of employees	Total No. of SC employees	% of SC employees	Total No. of ST employees	% of ST employees	Total No. of OBC employees	% of OBC employees
17677	3667	20.74	1311	7.41	1254	7.09



11. CORPORATE GOVERNANCE

The Company's Corporate Governance philosophy is to continuously strive to attain higher levels of accountability, transparency, responsibility and fairness in all aspects of its operations. The Company remained committed towards protection and enhancement of overall long term value for all its stakeholders – customers, lenders, employees and the society. The Company also acknowledges and appreciates its responsibility towards the society at large and has embarked upon various initiatives to accomplish this.

During the year under review, the Company continued its pursuit of achieving these objectives through adoption of competitive corporate strategies, prudent corporate and business policies and plans, strategic monitoring and mitigation of risks, while at the same time, creating checks and balances in an organization that values people, propriety, equity and fair play. The Company follows sound business practices and conducts its business in a transparent manner. The Company remained committed towards ensuring observance of Corporate Governance principles in all its dealings.

Integrity Pact Programme was implemented effective 8 February 2008. It has been made mandatory to incorporate Integrity Pact in respect of all contracts with a value of Rs.100 Million and above.

The detailed Corporate Governance Report attached separately forms part of this Annual Report.

12. CHANGE IN NATURE OF BUSINESS

There is no change in the nature of business of the Company.

13. DIVIDEND

In view of the losses suffered during the year 2016-17, the Directors have not recommended any dividend.

14. TRANSFER OF UNCLAIMED DIVIDEND TO INVESTOR EDUCATION AND PROTECTION FUND

Since there was no unpaid / unclaimed dividend for the past years, the provisions of Section 125 of the Companies Act, 2013 did not apply.

15. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

The Company has provided loans / guarantees to its Subsidiaries and has made investment in compliance with the provisions of the Companies Act, 2013. The details of such investments made and loans / guarantees provided as on 31 March 2017 are given in the Stand-alone Financial Statements under Notes 9, 10 and 25B.

16. DEPOSITS

The Company has not accepted any deposits during the year under review.

17. NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee formulates and review policies related to remuneration / perquisites / incentives within the parameters of Guidelines issued by the Government of India. Air India being a Government Company, appointment / nomination of all the Directors is made by the President of India through the Ministry of Civil Aviation including fixation of remuneration of Directors and Employees.



As required under Section 178(1) of the Companies Act, 2013, as on 31 March 2016, the Nomination and Remuneration Committee comprised of three Non-Executive Directors :

Name of the Director	Position held in the Committee	Category of the Director
Prof Ravindra Dholakia	Chairman	Part-time Non-Official Director
Prof Prem Vrat	Member	Part-time Non-Official Director
Jt Secretary, Ministry of Civil Aviation	Member	Non-Executive Part-time Director
Shri Ashwani Lohani	Member	Executive Non-Independent Director

On completion of their tenure, Prof Ravindra Dholakia and Prof Prem Vrat ceased to be Independent Directors on the Board of the Company. Shri Syed Zafar Islam and Dr R K Tyagi were appointed as Independent Directors on the Board of the Company effective 31 May 2017 and the Nomination and Remuneration Committee was reconstituted as under :

Name of the Director	Position held in the Committee	Category of the Director
Dr. R. K. Tyagi	Chairman	Part Time Non Official Director
Shri Syed Zafar Islam	Member	Part Time Non Official Director
Jt Secretary, Ministry of Civil Aviation	Member	Non Executive Part-time Director
Chairman & Managing Director	Member	Executive Non Independent Director
Director (Personnel)	Member	Functional Director

Air India is a Government Company and as per Ministry of Corporate Affairs' Notification dated 5 June 2015, exemptions have been given to Government Companies from the applicability of Section 178 (2) / (3) / (4) pertaining to Directors.

18. AUDIT COMMITTEE

In compliance with the provisions of Section 177 of the Companies Act, 2013 and DPE Guidelines, the Company has constituted the Audit Committee of the Board. As on 31 March 2017, the following were the Members of the Audit Committee :

Name of the Director	Position held in the Committee	Category of the Director
Ms. Gargi Kaul	Chairperson	Non Executive Part-time Director
Shri Ashwani Lohani	Member	Chairman & Managing Director
Shri Satyendra Kumar Mishra	Member	Non Executive Part-time Director
Director (Finance)	Special Invitee	Functional Director
GM-Internal Audit	Special Invitee	General Manager



However, on appointment of Shri Syed Zafar Islam and Dr R K Tyagi as Independent Directors on the Board of the Company effective 31 May 2017, the Audit Committee was reconstituted as under :

Name of the Director	Position held in the Committee	Category of the Director
Shri Syed Zafar Islam	Chairperson	Part Time Non Official Director
Dr R K Tyagi	Member	Part Time Non Official Director
Jt Secretary & Financial Advisor, MOCA	Member	Non Executive Part-time Director
Chairman & Managing Director	Permanent Invitee	Chairman & Managing Director
Director (Finance)	Special Invitee	Functional Director
ED-Internal Audit	Special Invitee	Executive Director

19. MANAGEMENT DISCUSSION & ANALYSIS REPORT

A detailed Management Discussion and Analysis Report is given separately.

20. PERFORMANCE EVALUATION OF BOARD, ITS COMMITTEES AND INDIVIDUAL DIRECTORS

As per the Notification dated 5 June 2015 of the Ministry of Corporate Affairs, provisions of Section 134(3)(p) of the Companies Act, 2013 shall not apply in case the Directors are evaluated by the Ministry, which is administratively in charge of the Company as per its own evaluation methodology. Air India being a Government Company, the performance evaluation of the Directors is carried out by the Administrative Ministry (MOCA), Government of India, as per applicable Government guidelines.

21. POLICY FOR SELECTION AND APPOINTMENT OF DIRECTORS AND THEIR REMUNERATION

Air India being a Government Company, is exempted to furnish information under Section 134 (3) (e) of the Companies Act, 2013 as per the Notification dated 5 June 2015 of the Ministry of Corporate Affairs.

22. DECLARATION OF INDEPENDENCE

There were no Independent Directors on the Board of the Company on 31 March 2017.

As per the Notification dated 31 May 2017 issued by the Ministry of Civil Aviation, Government of India, Dr R.K. Tyagi and Shri Syed Zafar Islam were appointed as Independent Directors on the Board of the Company for a term of 3 years.

The Board of Directors confirms that the Independent Directors duly appointed by the Company have given the declaration and they meet the criteria of independence as provided under Section 149(6) of the Companies Act, 2013.

23. DIRECTORS AND KEY MANAGERIAL PERSONNEL

During 2016-17, the following changes have occurred in the constitution of the Board of Directors of the Company :



Sr. No.	Name	Designation	Date of Appointment	Date of Cessation	Mode of Cessation
1	Shri B S Bhullar	Nominee Director (MOCA)	01.01.2015	02.02.2017	Nomination not extended by MOCA
2	Shri Satyendra Kumar Mishra	Nominee Director (MOCA)	02.02.2017		
3	Shri N K Jain	Director (Personnel)	05.07.2012	03.02.2017	Ceased to be Director
4	Smt Renuka Ramnath	Independent Director	29.05.2013	28.05.2016	Ceased to be Director
5	Shri Ravindra Dholakia	Independent Director	29.05.2013	28.05.2016	Ceased to be
6	Shri Prem Vrat	Independent Director	29.05.2013	28.05.2016	Ceased to be
7	Shri Gurcharan Das	Independent Director	29.05.2013	28.05.2016	Ceased to be Director
8	Shri K K Nohwar	Independent Director	29.05.2013	28.05.2016	Ceased to be Director

24. SEXUAL HARASSMENT

The Company has in place an Anti Sexual Harassment Policy in line with the requirements of The Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013. Internal Complaints Committee (ICC) has been set up to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary, trainees) are covered under this policy.

The following is a summary of sexual harassment complaints received and disposed off during the year 2016-17:

No. of Complaints received	14
No. of Complaints disposed off	13

25. DIRECTORS' RESPONSIBILITY STATEMENT

The Board of Directors of the Company confirm :

- that in the preparation of the annual accounts, the applicable accounting standards had been followed and wherever there are deviations, necessary disclosures have been given;
- that the selected accounting policies were applied consistently, other than disclosed in the Notes to Accounts, and the Directors made judgments and estimates that were reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at 31 March 2016 and of the profit or loss of the Company for the period ended on that date;



- that proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safe guarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- that the annual accounts have been prepared on a 'Going Concern' basis; and
- the Directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

26. COMMENTS OF COMPTROLLER AND AUDITOR GENERAL OF INDIA

The comments of the Comptroller and Auditor General of India under Section 619(4) of the Companies Act, 1956 on the accounts of the Company for the year ended 31 March 2017 and the replies of the Management are annexed to this report.

27. AUDITORS

M/s Varma & Varma, Kochi, M/s Thakur Vaidyanath Aiyar & Co., Delhi and M/s Sarda & Pareek, Mumbai were appointed Joint Statutory Auditors for the year 2016-17 by the Comptroller & Auditor General of India.

Management clarifications / explanations to the qualifications or adverse remarks in the Auditors' Report is annexed to this Report. The Notes on financial statements are self-explanatory and need no further explanation.

28. SECRETARIAL AUDITORS

The Board has appointed M/s Jiwan Parkash Saini, Company Secretaries, New Delhi to conduct the Secretarial Audit for Financial Year 2016-17. The Secretarial Audit Report for the Financial Year ended 31 March 2017 along with Management clarifications / explanations to the qualifications or adverse remarks of the Auditor is annexed to this Report.

29. EXTRACT OF ANNUAL RETURN

Pursuant to Section 92(3) of the Companies Act, 2013 read with Rule 12(1) of the Companies (Management and Administration) Rules, 2014, extract of Annual Return is annexed to this Report in specified Form MGT-9.

30. MATERIAL CHANGES AND COMMITMENTS

As required under the provisions of Section 134(3)(l) of the Companies Act, 2013, following changes have occurred between 31 March 2017 and the date of the Directors' Report which have affected the financial position of the Company :

Government of India has infused Rs.18000 Million as Equity in the Company during May - September 2017.

31. RELATED PARTY TRANSACTIONS

All related party transactions that were entered into during the financial year were on an arm's length basis and were in the ordinary course of business. There are no materially significant related party transactions made by the Company with Promoters, Directors, Key Managerial Personnel or other designated persons which may have a potential conflict with the interest of the Company at large. Exemption from the first and



second proviso to sub-Section (1) of Section 188 with regard to obtaining approval of the Company in General Meeting, has been provided to a Government Company in respect of contracts or arrangements entered into by it with any other Government Company. The Company has obtained approval of the Board in its 83rd Meeting held on 29 December 2017 to enter into contracts / arrangements with its subsidiary companies (Government Companies) and its JV Company for an estimated amount of approximately Rs.70000 Million during 2016-17.

32. RISK MANAGEMENT

Periodic assessments to identify the risk areas are carried out and the Management is briefed on the risks in advance to enable the Company control risk through a properly defined plan. The risks are classified as financial risks, operational risks and market risks. The risks are taken into account while preparing the annual business plan for the year. The Company is also periodically informed of the business risks and the actions taken to manage them.

33. ORDERS OF COURT

No significant and material orders were passed by the Regulators or Courts or Tribunals impacting the Going Concern status and Company's operations in future.

34. ANNUAL REPORT OF SUBSIDIARIES AND CONSOLIDATED FINANCIAL STATEMENT

In accordance with the provisions of Section 134 of the Companies Act, 2013 and the AS-21 on Consolidated Financial Statements read with AS-23 on Accounting for Investments in Associates and AS-27 on Financial Reporting of Interests in Joint Ventures, audited Consolidated Financial Statement for the year ended 31 March 2017 of the Company and its Subsidiaries form part of the Annual Report.

35. PARTICULARS OF EMPLOYEES AND RELATED DISCLOSURES

As per Ministry of Corporate Affairs Notification dated 5 June 2015, provisions of Section 134(3)(e) are not applicable to a Government Company. Consequently, details on Company's policy on Directors' appointment and other matters are not provided under Section 178(3). Similarly, Section 197 shall not apply to a Government Company. Consequently, disclosure of the ratio of the remuneration of each Director to the median employee's remuneration and other such details including the statement showing the names and other particulars of every employee of the Company, who if employed throughout / part of the Financial Year, was in receipt of remuneration in excess of the limits set out in the Rules, are not provided in terms of Section 197(12) read with Rule 5(1) / (2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014. The Chairman & Managing Director and the Whole-time Directors of the Company did not receive any remuneration or commission from any of its Subsidiaries. Air India being a Government Company, its Directors are appointed / nominated by the Government of India as per the Government / DPE Guidelines which also include fixation of pay criteria, determining qualifications and other matters.

36. CAUTIONARY STATEMENT

Statement in the Management Discussion and Analysis describing the Company's objectives, projections, estimates, expectations may be "forward-looking" statements within the meaning of applicable laws and regulations. Actual results may differ materially from those expressed or implied. The important factors that could make a difference to the Company's operations include economic conditions affecting demand/supply, global economic condition and pricing in the domestic and overseas markets in which the Company operates, changes in the Government policies, regulations, tax laws and other statutes and other incidental factors. Fuel is a major determinant of the airline's profitability



constituting nearly 24% of its total costs and any major variation in its prices could impact the airline's profitability. Besides this, global and economic factors like slowdown, liquidity crisis in the global markets, geo-political conditions and stability, exchange fluctuations in the US dollar in which most of the debts/expenses of the Company are denominated could also influence the airline's performance.

37. ACKNOWLEDGEMENTS

The Board sincerely appreciates the Company's valued customers in India and abroad for using the services of the Company and looks forward to their continued support and confidence. The Board also expresses its deep sense of appreciation for the sincere and devoted service rendered by the employees of the Company at all levels.

The Board also gratefully acknowledges the support and guidance received from various Ministries of the Government of India, the Ministry of Civil Aviation and Ministry of Finance in relation to the implementation of the Company's operations, Financial Restructuring Plan and growth plans. The Board expresses its gratitude to the DGCA, Comptroller and Auditor General of India, Ministry of Corporate Affairs, the Statutory Auditors, Airports Authority of India, other Government Departments, Airlines, Agents, Oil Companies, Reserve Bank of India, Indian and International Financial Institutions and Banks including the EXIM Bank, USA and KfW Bank.

For & on behalf of the Board

Sd/-
(Pradeep Singh Kharola)
Chairman & Managing Director

Place : New Delhi
Date : 19 March 2018