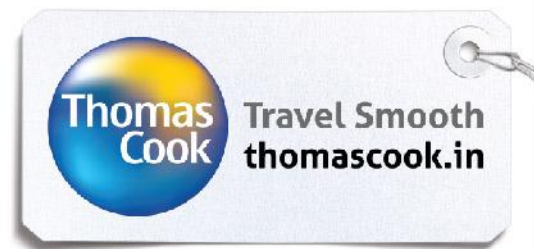


**Thomas Cook (India) Ltd.**  
Thomas Cook Building, Dr. D. N. Road,  
Fort, Mumbai - 400001  
Board: +91-22-6160 3333  
CIN: L63040MH1978PLC020717  
A FAIRFAX Company



06<sup>th</sup> August, 2020

The Manager,  
Listing Department  
**BSE Limited**  
Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai – 400 001  
**Scrip Code: 500413**

The Manager,  
Listing Department  
**National Stock Exchange of India Limited**  
Exchange Plaza, 5th Floor, Plot No. C/1,  
G Block, Bandra-Kurla Complex, Bandra (E),  
Mumbai – 400 051  
**Scrip Code: THOMASCOOK**

Fax No.: 2272 2037/39/41/61

Fax No.: 2659 8237/38

Dear Sir/ Madam,

**Ref: Submission of information pursuant to Regulation 30 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015**

**Sub: Investors Presentation**

Pursuant to Regulations 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we herein enclose copy of Investor Presentation for quarter ended 30<sup>th</sup> June, 2020.

This is for your information and records.

Thank you,

Yours faithfully,  
For **Thomas Cook (India) Limited**

**Amit J. Parekh**  
*Company Secretary and Compliance Officer*

Encl: a/a



# TCIL Q1 FY21 Earnings Presentation

**Thomas Cook (India) Limited (TCIL)**

BSE: 500413 | NSE: THOMASCOOK



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Thomas Cook India Group at a glance

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# Thomas Cook India Group at a glance

- Thomas Cook (India) Ltd is a leading integrated Travel and Financial services Company in India, part of the Fairfax group which owns 65.6% stake in Thomas Cook India

- Integrated business model creates value through scale and flexibility

- Premier brand portfolio with multi-format strategy

- Our business is uniquely positioned to provide true value for our customers and shareholders

- Spread across 25 countries across 5 continents

## Thomas Cook Group

Forex



Outbound



Domestic



### India DMS

Destination Management Specialists (DMS)



### International DMS



MICE\*



Corporate Travel



Strategic Investments



Portfolio Investments



MICE\*- Meetings, Incentives, Conferences, Events





## Key Highlights



## Summary: Q1 FY21

- TCIL standalone reported a loss of Rs. 27 Mn. (after a non-cash gain of Rs. 212 Mn. on account of increase in the market value of shares of Qess Corp) Vs the EBT of Rs. 548 Mn. in the quarter ended June 2019
- At a consolidated level, the loss stood at Rs. 1,361 Mn. (after a non-cash gain of Rs. 212 Mn. on account of increase in the market value of shares of Qess Corp) Vs the EBT of Rs. 399 Mn. in the quarter ended June 2019
- The fixed costs at a consolidated level reduced to Rs 2,579 Mn. for the quarter as compared to Rs 4,821 Mn. for Q1 FY20 (savings of Rs 2,242 Mn. at 47%) The fixed costs at a standalone level stood at Rs. 729 Mn. for the quarter compared to Rs. 1,443 Mn. for Q1 FY20 (savings of Rs. 714 Mn. at 49%)
- The company continues to focus on cost reduction initiatives and reducing monthly cash burn rate. The cost savings resulting from these initiatives on a consolidated basis (excluding Sterling) are estimated at Rs. 5.6 Bn. for FY 2020-21, representing approximately 41% savings YoY.
- Enhanced focus on cash conservation across the enterprise to maintain short-term liquidity & balance sheet strength given the uncertain environment. The Group's cash and bank deposits are at Rs. 9,177 Mn. as of June 30, 2020 and is adequate to deal with the commitments for the coming quarters
- The Company is tracking favorably versus internal targets that were reset for the quarter in light of the pandemic in terms of financial performance, business recovery and on costs



# Key Business Developments

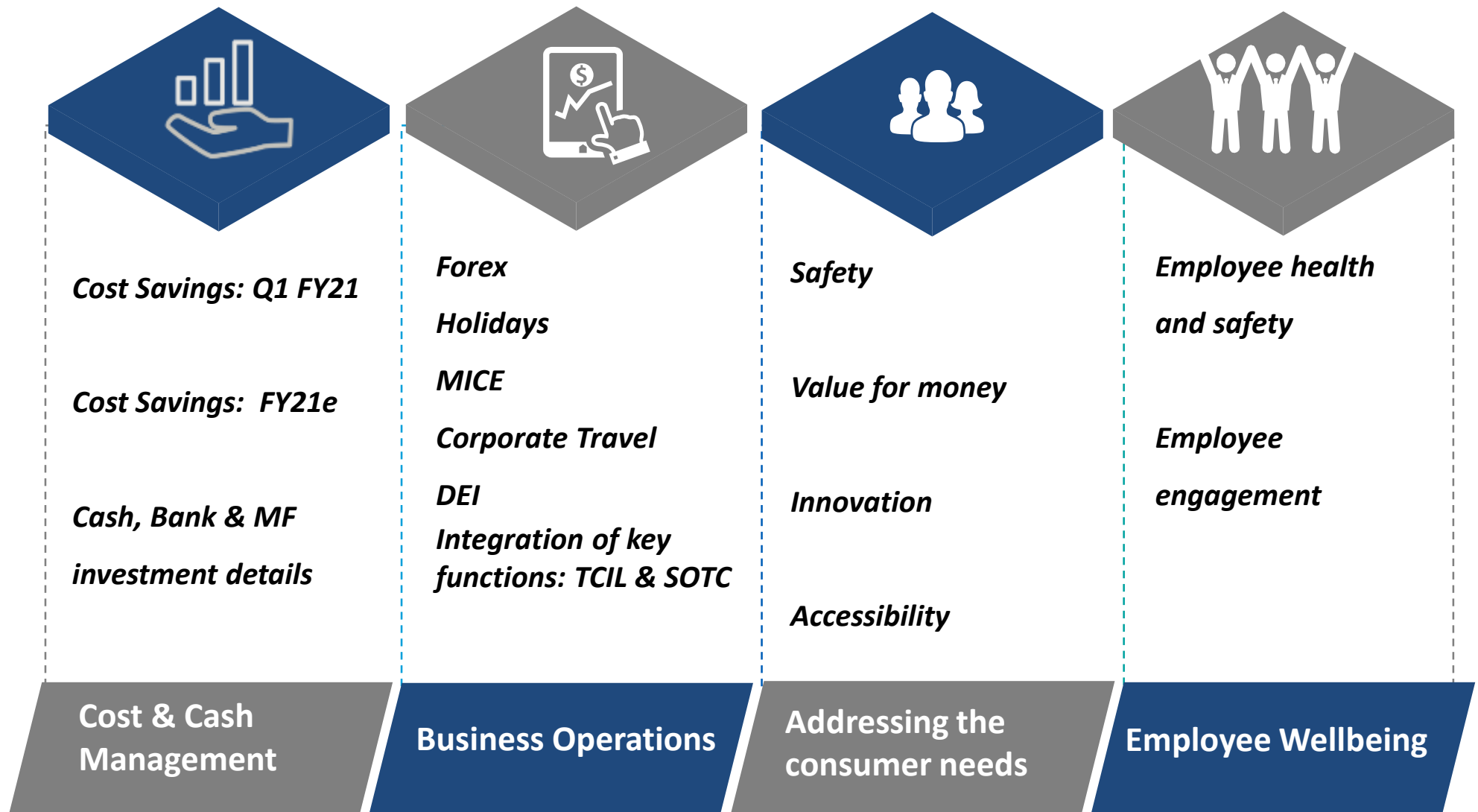
## Dnata Travel India's Corporate Travel business (TMC)

- Thomas Cook (India) Limited signed an agreement to take over dnata Travel's extensive Corporate Travel portfolio of 130 corporate houses in India on July 16, consolidating its leadership position in the space.
- The now enlarged client portfolio is expected to add approximately 20% to the Corporate Travel business topline of TCIL.
- The company remains bullish on the Corporate Travel opportunity and is focused on sustainable growth, enabled by cutting edge service-leadership

## "COVID-negative" certification

- **Partnered with ICMR accredited medical centres pan India, becoming the first travel service providers to offer seamless, end-to-end COVID-negative certification services**
- This pioneering initiative to support customers, is an extension of the Thomas Cook & SOTC Assured Safe Travel Program in partnership with Apollo Clinics
- The Thomas Cook & SOTC COVID-negative certification services include:
  - Assistance on requirements/procedures for COVID testing via ICMR accredited centres
  - Information on multiple locations / options available for the test
  - Scheduling appointment for the test pan India
  - Making payment to the medical centre on behalf of the customer
  - Coordination between customer and medical centre for end-to-end process
  - Test report sent on email

# Update on Business operations & COVID-19 Management Strategy





# Update on COVID-19 Management Strategy

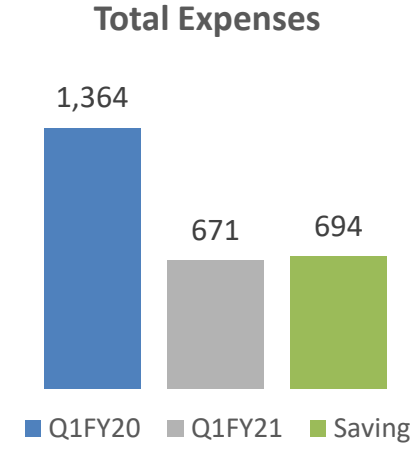
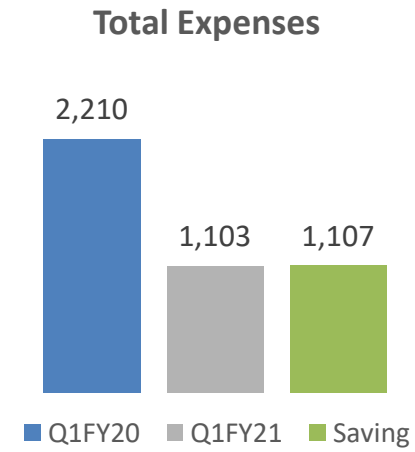
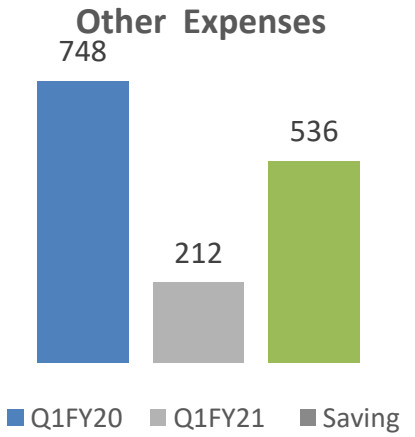
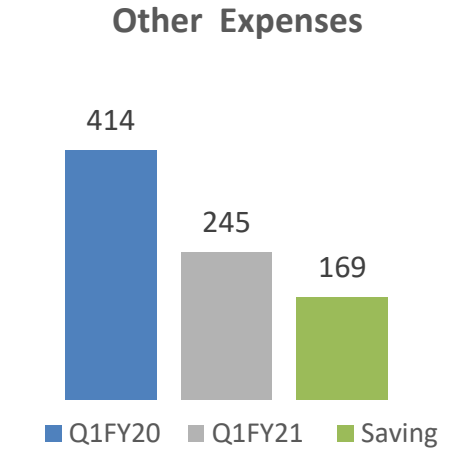
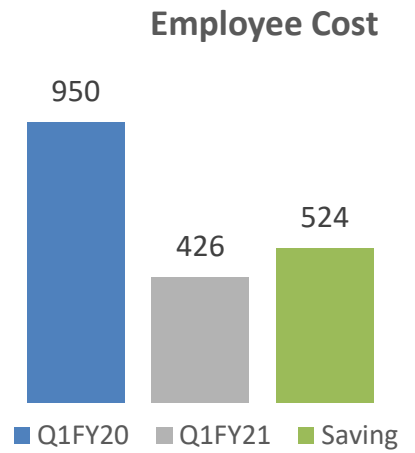
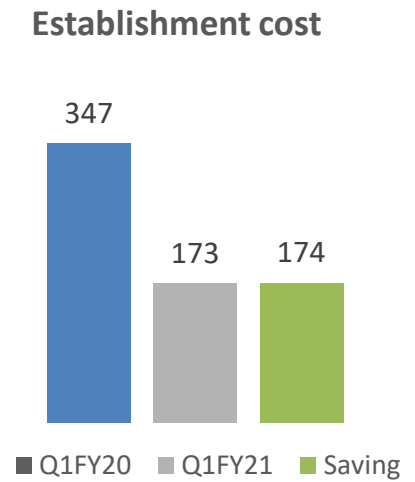
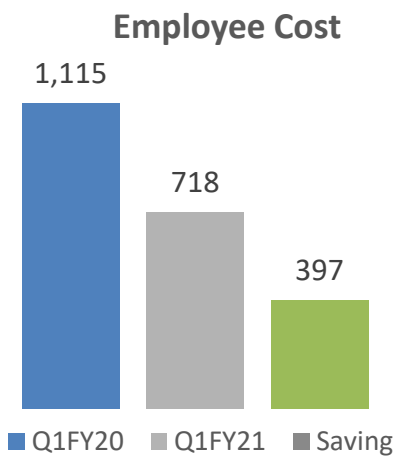


## Cost and Cash Management

### Cost Savings – Q1 FY21

#### Thomas Cook business across India

#### ROW business



**50% Savings in Q1FY21 (India+ ROW)**

\* Note : Numbers discussed are excluding Sterling, Rest of World business includes – DMS entities, DEI and Kuoni HK



### Cost Savings – FY21e

Costs (Rs mn)	Thomas Cook business across India			Rest of the World businesses		
	FY20	FY21e	Variance	FY20	FY21e	Variance
Payroll & Employee costs	4,067	2,534	-38%	4,230	2,851	-33%
Establishment	1,420	781	-45%	1,531	804	-48%
Marketing Cost & other Expenses	2,532	1,183	-53%			
Total Operating costs	8,019	4,499	-44%	5,761	3,654	-37%
<b>Total Savings in FY21e *</b>	<b>Rs 5,627 mn</b>					

#### Key Focus areas

- **Aligning payroll costs** by way of rationalizing salary: salary cut in the range of 10% to 30% from March 2020 onwards for India operations and up to 50% across overseas group units.
- **Manpower rationalization** across entities and functions; hiring frozen indefinitely
- **Integration of key functions of TCIL & SOTC**
- **Scaling down marketing spends and discretionary expenses** such as marketing, IT and administrative costs
- **Re-negotiating rental payments** and seeking waivers (especially at airports)
- **Strict monitoring of fixed costs** has been implemented across entities
- **Branch network realignment:** Closure of 41 TCIL branches
- **DSO realignment:** for better debtor management and to reduce interest cost

*Disclaimer: "The above statements and numbers may be forward-looking within the meaning of applicable securities laws and regulations. Actual results may differ materially from those expressed in the statements on account of the highly uncertain environment."*

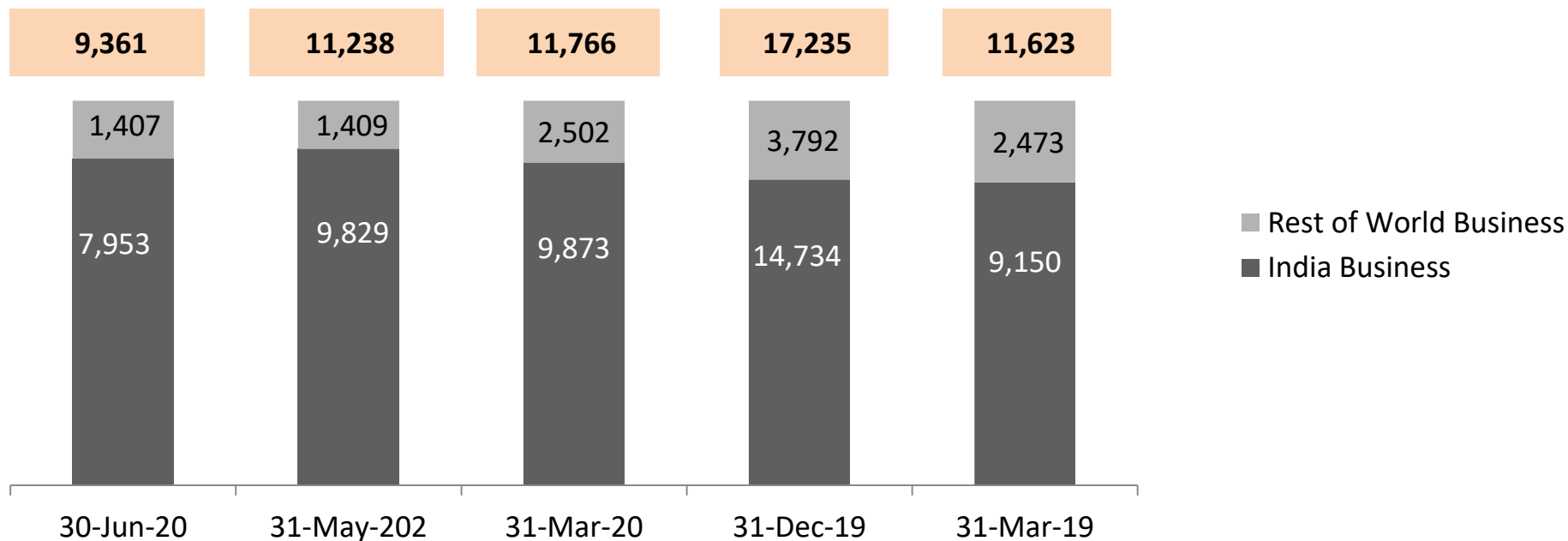
*\* Note : Numbers discussed are excluding Sterling*

# Cash, Bank & MF investment details



**Cost and Cash Management**

## Closing Balance - Rs mn



Particulars (INR mn)	30 June 2020	31 May 2020	31 March 2020	31 Dec 2019	31 March 2019
Cash and cash equivalents (Including FD less than 12 months)	8,737	10,317	10,608	13,443	10,588
Investment in FDs (Non current) & MF	624	921	1,158	3,792	1,035
<b>Total</b>	<b>9,361</b>	<b>11,238</b>	<b>11,766</b>	<b>17,235</b>	<b>11,623</b>

*Rest of World business includes – DMS entities, DEI and Kuoni HK*

# Update on COVID-19 Management Strategy



## Business Operations

### Forex

- The Foreign Exchange business, classified as an essential service, restarted operation on April 16, 2020 completing over 25,000 transactions for the period since.
- The business registered a gross volume of Rs. 6.35 bn. since with a revenue recovery of 29%
- Trading volumes recovery is at 12% Vs pre pandemic volumes - across retail (recovery of 11%), corporate (recovery of 9%) and wholesale segments (recovery of 14%) while Revenue margin was at a healthy 3.2% Vs 1.3% during the same period last year
- Over 86% of the Foreign Exchange branch network is operational
- A unique Virtual Branch model has been successfully implemented to facilitate contactless customer servicing.
- Corporate and B2B Booking Tool operationalized- to extend reach and seamless transactions

### MICE

- MICE verticals across Thomas Cook & SOTC have re-aligned with a focus on digital models, automation to enhance customer experience and productivity; as well as domestic.
- An innovative product line of Gourmet Genie & Experiential Concierge was launched.
- Digital R&R events were successfully completed for top corporates in addition to 2 physical events.

### Holidays

- The Holidays business across Thomas Cook & SOTC reopened in phases post May 4, 2020 tapping into the pent up travel demand, clocking bookings of over 1,630 customers since reopening - with a focus on domestic and short haul outbound breaks.
- Holiday booking run rates for the upcoming festive season right through Summer 2021 have been doubling week on week since June and both brands are seeing a healthy pipeline of enquiries
- As of August 04, 2020 reopened 175 retail travel outlets across 78 cities
- Gone live with a unique Virtual Outlets & Virtual Agent Network model to ensure a contactless customer experience basis customer requirement in the COVID environment.
- Over 100+ new holiday packages have been launched at affordable price points with attractive offers.
- Joint Products-Contracting-Operations (PCO) Team set up for Thomas Cook & SOTC – to leverage buying efficiencies and productivity
- Launched end to end “COVID negative certification” services in partnership with ICMR as a part of TCIL & SOTC Assured Safe Travel Programme – ensures health and safety protocols at every stage of customer journey

# Update on COVID-19 Management Strategy



## Business Operations

### Corporate Travel

- The Corporate Travel business that restarted in June after the resumption of domestic flights, has registered a revenue recovery of 12%.
- The business issued over 10,000 tickets since reopening, handled the repatriation of around 10,000 Canadian citizens in partnership with the Canadian High Commission and Vande Bharat flights & also managed charter flights for some clients.
- The business is witnessing an over 366% increase in transactions in July Vs May 2020, and a very encouraging forward pipeline
- Commenced implementation of a new booking tool to facilitate smooth digitization of customer experience; bots being developed to enhance customer experience.
- E-submissions are under implementation - initiated for select customers.
- A model of Centralized Service Delivery Hubs will ensure seamless remote delivery.

### DMS

- TCI Inbound India: Over 50,000 man hours of training conducted during the quarter. Operational and Financial Transformation Project in progress: leveraging technology to improve productivity and efficiency
- ATM - Australia: Focused on upskilling, with all members now certified Aussie Specialists. New itinerary development across Australia, to enable first mover advantage for once tourism restarts. Client engagement with overseas clients, using this opportunity to understand their requirements. Active engagement on social media with information on Australia's status on COVID-19
- Asian Trails Ltd. - Asian Trails China has obtained Travelife Partner status this May 2020.
- Desert Adventures - Dubai: Moved to Oracle Cloud Infrastructure, boosting scalability and lowering costs. Implemented Robotics Process Automation platform (UiPath) to increase productivity/speed to market

### DEI









- Starting mid-May, services have resumed in 10 out of 16 countries. China's early re-opening has seen revenue increase by 30% w-o-w; July gross revenues are over 50% of Jan pre pandemic
- Till international travel reaches normalcy, focus has shifted to the local/ expat residential population, families on staycations, etc. Experiential photography introduced to ensure unique engagement has resulted in 30 - 50% better yield/ per person spend.
- With lifting of lockdown and rise in tourists in various parts of the world, top line revenue has increased 120% m-o-m from May.
- Instead of targeting volumes, efforts to increase per person spend have been fruitful.
- All partner contracts renegotiated to more favorable terms; over 76% success rate.

# Integration of key functions of TCIL & SOTC



Business Operations

Consolidation  
of non-  
customer  
facing  
operations

-  **Integration of Product, Contracting and Operations** to drive operational efficiencies, higher productivity and margin expansion
-  **Integrated Group Products**, will drive higher operating strength led by higher volumes
-  **Single centralized contracting team** to provide competitive advantage in pricing and value along with scale
-  **Ability to provide a wider range of products / offerings**
-  **Integrated call centres** for both brands enabling greater efficiencies and ability to scale up on demand
-  **Common CRM** and customer acquisition to provide synergies in process and cost savings
-  **Standardisation** across both brands in processes, reporting, MIS, SOPs etc
-  **Common platform** for all channels of sales across both organizations, enabling a seamless customer experience whichever channel the customer reaches out to.



### Safety

### Value for money

### Innovation

### Accessibility

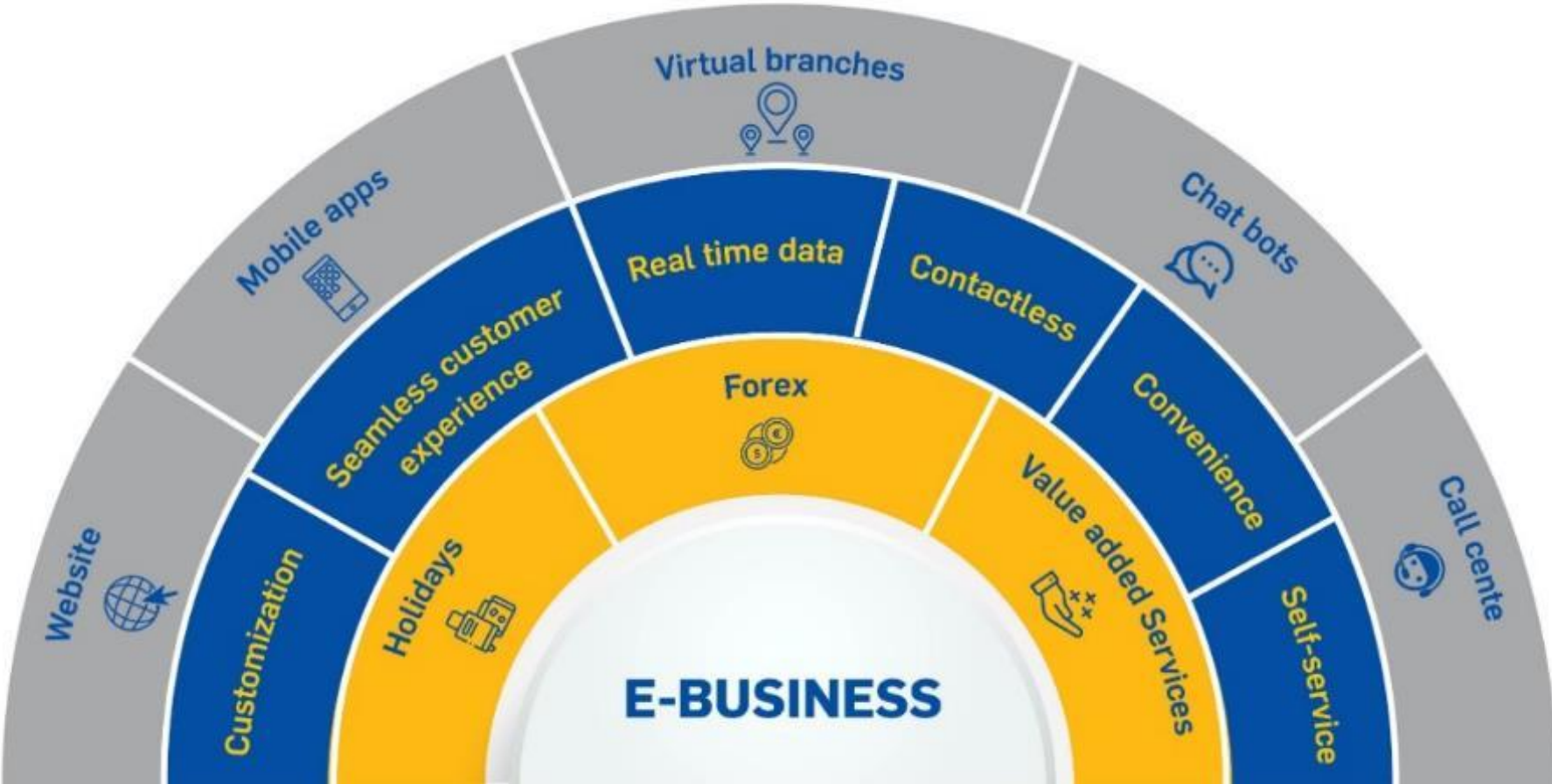
- **Assured” Safe Travel Program in association with Apollo Clinics, which** defines a series of comprehensive health and safety measures in place across every travel touch-point from airports, airlines, local transportation, hotels, restaurants and attractions and encompasses employees and suppliers, sellers and channels, including franchisees & customers
- Partnered with ICMR accredited medical centres pan India, becoming the first travel service providers to offer seamless, end-to-end **COVID-negative certification** services
- Range of short-haul, land-only international destinations starting at an affordable price of Rs 8,200
- Affordable luxury holidays
- Private Journeys: premium, chauffeured van tours, strategically designed for smaller groups of family, extended family or friends
- e Live It Up holiday packages offering benefits such as flexibility of date change, zero cancellation charges etc
- **Innovative packages around themes like :**
  - Workations,
  - Staycations
  - Self Drive Packages
  - Honeymoon Packages
  - Wellness packages
  - Jungle Safaris
  - Live It Up
  - Back To Life Holidays
- **Omni channel accessibility**
  - Retail stores
  - Web /online
  - Mobile apps
  - Social Media
  - Call centers





### Driving Business through Digitization

Accelerated deployment of end to end Digital solutions & processes completed across business lines to ensure seamless delivery of contactless, scalable, secure solutions to customers in line with the new normal



# Update on COVID-19 Management Strategy



- Emphasis on Employee **health and safety** remained key. **Work From Home** being continued with seamless remote working provisions
- High frequency employee engagement, constant training and upskilling sessions conducted across functions and teams

### Phased approach to Reopening branches



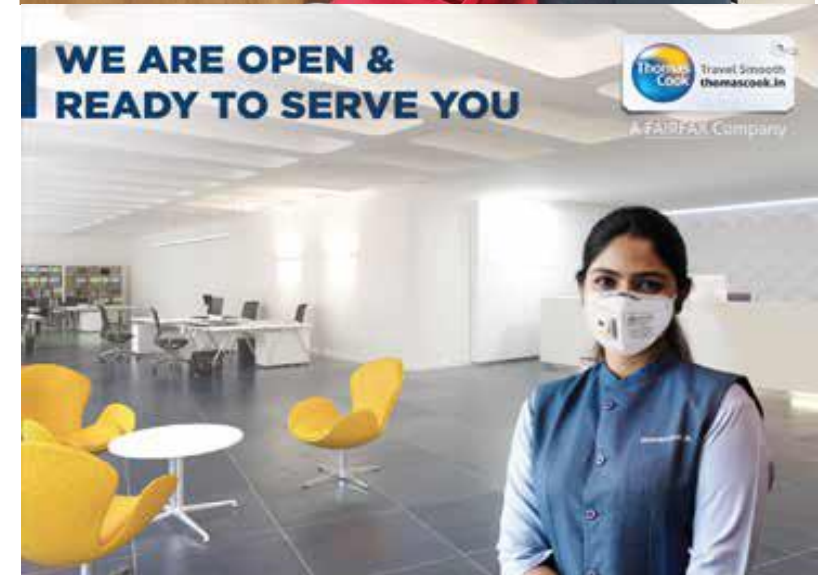
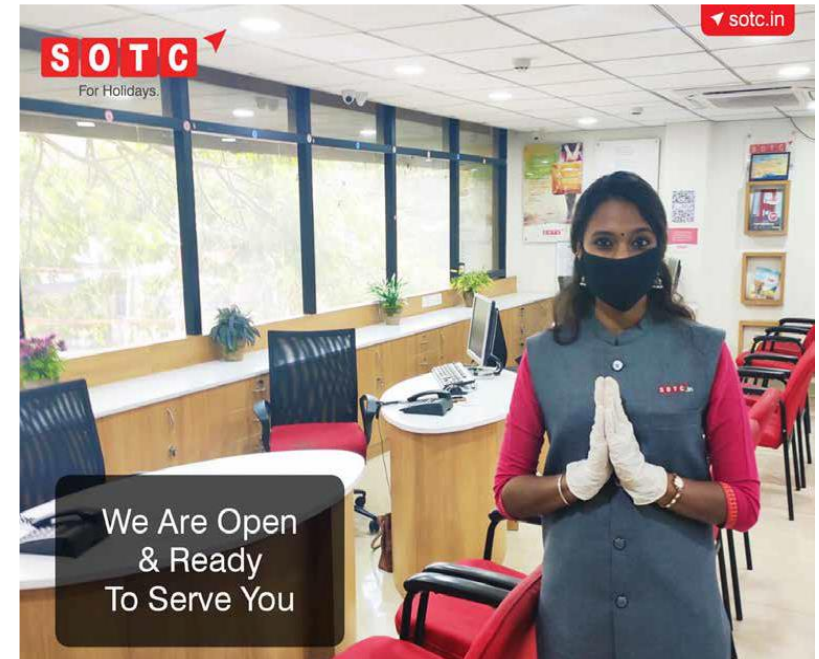
Reopening of branches with concerted efforts to balance between business continuity and safety



Where allowed by State and local governments



Providing for the safety and wellbeing of employees and costumers





## Q1 FY21 Performance



# Results – Q1 FY21 Consolidated

Particulars (Rs. mn)	Q1 FY21	Q1 FY20	Shift (%)
Revenue from Operations	850.6	23,168.8	(96%)
Other Income*	458.1	181.5	152%
<b>Total Income from Operations</b>	<b>1,308.8</b>	<b>23,350.3</b>	(94%)
Total Costs	2,112.1	22,314.6	(91%)
<b>EBITDA</b>	<b>(803.3)</b>	<b>1,035.7</b>	-
Depreciation / Amortization	403.3	365.1	10.5%
<b>EBIT</b>	<b>(1,206.6)</b>	<b>670.6</b>	-
Interest and Finance cost	154.3	271.2	(43.1%)
<b>PBT</b>	<b>(1,361.0)</b>	<b>399.4</b>	-
Tax expense	(275.6)	252.1	-
<b>PAT</b>	<b>(1,085.3)</b>	<b>147.4</b>	-

Particulars (Rs. mn)	Q1 FY21	Q1 FY20	Shift (%)
<b>Segment Revenue</b>			
(a) Financial Services	236.7	811.8	(71%)
(b) Travel and Related Services	350.4	20,390.0	(98%)
(c) Vacation Ownership and Resorts Business	181.4	788.2	(77%)
(d) Digiphoto Imaging Services	82.1	1,178.8	(93%)
<b>Total</b>	<b>850.6</b>	<b>23,168.8</b>	(96%)
<b>Segment Results (EBIT)</b>			
(a) Financial Services	(1.5)	355.6	-
(b) Travel and Related Services	(930.1)	632.8	-
(c) Vacation Ownership and Resorts Business	(143.5)	(47.3)	-
(d) Digiphoto Imaging Services	(172.7)	1.7	-
<b>Total</b>	<b>(1,247.7)</b>	<b>942.9</b>	-
<b>Less : Interest and Finance expenses</b>	<b>154.3</b>	<b>271.2</b>	<b>(43%)</b>
<b>Less : Common Expenditure</b>	<b>(41.1)</b>	<b>272.3</b>	-
<b>Profit / (Loss) before tax</b>	<b>(1,361.0)</b>	<b>399.4</b>	-

\*Other income increase is due to non-cash gain of Rs. 212 Mn. on account of increase in the market value of shares of Qess Corp



# Management comments- Q1 FY21

**Mr. Madhavan Menon, Chairman and Managing Director, Thomas Cook (India) Ltd.**, said, *“Despite the stark backdrop of the Covid-19 pandemic that impacted our core businesses significantly during this period, the teams across the Group demonstrated leadership and resilience. Our proactive & sustainable restructuring program, combined with reimagining of our businesses have helped us put the worst behind us. With clear signs of retail travel revival visible now, we have drawn up a focused Product, Marketing & Sales plan to accelerate recovery.*

He added, *“We are tracking favourably versus our internal targets that were reset in light of the pandemic, and are now witnessing doubling of enquiries and paid bookings week-on-week for the upcoming Festive Season and right through to Summer 2021. In July we took over dnata Travel’s extensive Corporate Travel portfolio - reinforcing the Group’s continued leadership in the Corporate Travel space. The launch of “Assured”, our comprehensive Safe Travel Program in partnership with Apollo Clinics and our recent pan India COVID-negative certification services partnering ICMR accredited labs, have been successful in reinforcing customer confidence to travel again”*



# Outlook

## Sales

- We believe based on the current scenario and aligned with the new norms of business, Travel segment sales in FY21 are anticipated to be at approximate 29% of FY20 performance
  - Bookings in the leisure holidays segment are starting to witness an uptick. Based on estimates, the B2C travel segment sales in FY21 expected to stand at approximate 35% of sales in FY20
- Forex segment in FY21 anticipated to stand at approximate 60% of sales in FY20
  - Forex segment achieved breakeven levels in May and expected to turn positive in June despite achieving 40% normal volumes

Recovery in Business segments in FY21 over FY20	
Travel	~29%
B2B (Inbound+CT+MICE)	~28%
B2C Leisure (Outbound+ Domestic)	~35%
Forex	~60%
Rest of World (DMS+DEI)	~30%

- **In our view, this along with the cost saving program (as stated in slide 08) , will enable the group to contain losses in the coming year**

*Disclaimer: "The above statements and numbers may be forward-looking within the meaning of applicable securities laws and regulations. Actual results may differ materially from those expressed in the statements on account of the highly uncertain environment. "*

*\* Note : Numbers discussed are excluding Sterling*



## Supplementary Information

- COVID-19 Response
- New initiatives





# Innovation & Reimagining Business

The company has taken several measures adapting to the new normal by re-imagining businesses and capabilities with a primary focus on ensuring health and safety at every stage

FOREX	MICE	Holidays	Business Travel
<b>Re-imagine</b>			
<ul style="list-style-type: none"> <li>▪ <b>Omni – Channel solution</b> for a <b>contactless journey</b> for customers to transact</li> <li>▪ <b>B2B Tool</b> to increase footprints and customer touch-points.</li> <li>▪ <b>Virtual Branches</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Focus on Domestic destinations</b></li> <li>▪ <b>Innovative customer engagement</b> (Dream Voucher, Digital events and engagements, Staycations, Gourmet genie)</li> <li>▪ <b>Contactless customer experience</b></li> <li>▪ Virtual incentive platforms, advanced health &amp; safety measures &amp; new age technologies</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Omni Channel sales</b></li> <li>▪ <b>Contactless customer experience</b></li> <li>▪ <b>Virtual branches</b></li> <li>▪ <b>Innovative products</b>(Workations, Wellness, Staycations, Experiential Stays, Pilgrimage Tours &amp; Affordable Luxury )</li> <li>▪ <b>Integration across SOTC and TCIL</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Process reinvention:</b> Digitization of sales lifecycle                             <ul style="list-style-type: none"> <li>▪ off-site model with bots for invoicing, refunds</li> <li>▪ streamlined processes &amp; automated credit flow on a single platform</li> </ul> </li> <li>▪ <b>Contactless customer experience</b></li> <li>▪ <b>Technological integration with clients</b></li> </ul>
<p>The E-Commerce business to support the growth of virtual agent network for contactless customer interactions across Holidays, Forex and Visa - sales &amp; service coupled with integration of shared services of TCIL/SOTC will drive potential savings</p>			
<b>Rebuild &amp; Grow</b>			
<ul style="list-style-type: none"> <li>▪ <b>Technology driven business growth</b></li> <li>▪ <b>Build Scale</b></li> <li>▪ <b>Quality service</b></li> <li>▪ <b>Improve productivity/Efficiency</b></li> <li>▪ <b>Frugal Mindset</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Opening up of a few international destinations</b></li> <li>▪ <b>Leverage capability &amp; connect</b></li> <li>▪ <b>Drive automation</b> to improve cost efficiency &amp; productivity</li> <li>▪ <b>Multi skilled human resource base</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Cost Focus &amp; Improved productivity</b></li> <li>▪ <b>Drive automation</b> to optimize the integration.</li> <li>▪ <b>Rebuild scale</b> as market bounces back</li> <li>▪ <b>Leverage national and regional presence</b> to drive domestic business</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Cost Focus &amp; Improved efficiency</b></li> <li>▪ <b>Drive Automation</b> to optimize opportunities of cost reduction</li> <li>▪ <b>Rebuild scale</b> as market bounces back</li> </ul>

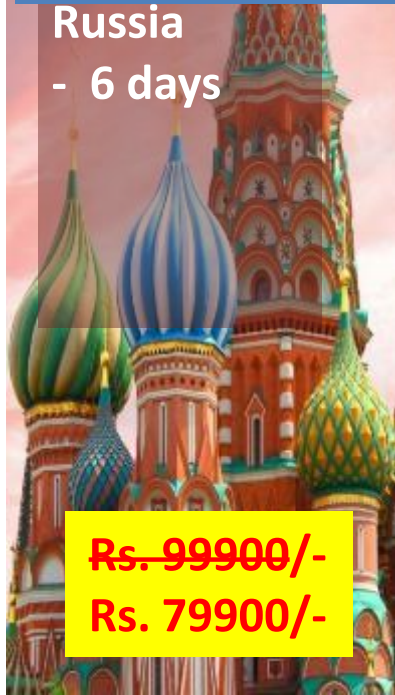
# New Product Launches – Short Haul



# New Product Launches – Long Haul

## Cash Generation Packages starting from Rs 79900

**Russia**  
- 6 days



~~Rs. 99900/-~~  
Rs. 79900/-

**Egypt**  
- 6 days



~~Rs. 99900/-~~  
Rs. 79900/-

**Italy**  
- 6 days



~~Rs. 1,09,900/-~~  
Rs. 89,900/-

**Europe Trio**  
- 6 days



~~Rs. 1,19,900/-~~  
Rs. 99,900/-

**Eastern Europe**  
- 6 days



~~Rs. 99900/-~~  
Rs. 79900/-

Introducing  
**Thomas Cook Private Journeys**  
It's Time To Explore The World!

Thomas Cook Private Journeys are premium holidays curated keeping in mind the safety of your family & friends. Enjoy the local scenery, culture & cuisine while traveling in the safe luxury of Private Chauffeur Driven Vehicles. You also have the flexibility to book only and have a phone until September 2021. So go ahead and plan that much needed break for your family!



Thomas Cook Travel Smoother  
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Jarkey

**LIVE IT UP**  
INTERNATIONAL CITY ESCAPES

The world is opening its doors again and our introductory offers are irresistible.



Thomas Cook Travel Smoother  
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**THOMAS COOK**  
*durga puja*  
HOLIDAYS  
2020



Thomas Cook Travel Smoother  
thomascok.in  
A TUI/REDFLUX Company



# MICE

## DIGITAL EVENTS EXECUTED

### ICICI PRUDENTIAL PARTNERSHIP MEET



### ICICI LOMBARD DIGITAL UDAAN 2020



### HAVELLS REO FAN LAUNCH



### MAHA CEMENT JOSH



### TATA AIG POSSIBLE MINDS



### RELIANCE LEAGUE OF LEGENDS



### UPL DIGITAL ANNUAL CONVENTION



### CEAT PLAY TO WIN 2.0





# PHYSICAL EVENTS EXECUTED



# Entrenching technology for perpetuity in savings

## Tech enabled customer journey



### Interact

- **Contactless booking capabilities across products and services** to provide omni channel experience
- **Virtual Agents** for Forex services
- **Web and mobile Apps** for customer interactions
- **Chat BOTS**

### Analyze

- **Advanced analytics** for
  - Sales lead prioritization and management
  - Focused CRM
  - Efficient inventory management

### Service

- **Efficient Lead Management**
  - Customization Tool for sales force
- **Automation driven operational** management
- **Self-service** using website & mobile apps
- **Contactless services** in Forex
- **Robotics** for quality checks & reconciliations

## Leverage & Enhance Existing technology

- **Thomas Cook India group has been consistently driving its agenda towards automation and digitalization**
  - This created a strong foundation to implement additional technology driven scalability across functions

- **Adoption of cloud based technology to drive agility and scalability** in the digital journey driven by an opex led investments

- **Drive centralization** of business processes and functions by way of intelligent automation and virtual robotic workforce

- **Consolidation of CRM & product teams** across TCIL & SOTC

- **Process reinvention interlaced with** digital solutions





## Supplementary Information

- Portfolio Investment
  - Sterling Holiday Resorts Limited





# Portfolio Investments – Vacation Ownership & Resorts

Key Indicators	FY 17	FY 18	FY19	FY20	Q1FY21
New members additions (Nos)	5,295	4,065	2,985	3,253	44
Cumulative member base	80,036	84,101	87,086	90,339	90,383
Average unit realization (Rs lacs)	2.88	2.99	2.99	3.52	4.0
<b>Resort Occupancy</b>	63%	64%	63%	64%	<b>24%</b>
<b>Average Room Rent (ARR) (Rs)</b>	3,123	3,529	3,756	4,392	<b>4,201</b>
<b>No of Rooms</b>	2,034	1,977	2,278	2,368	<b>2,254</b>

Key financial Indicators (Rs mn)	FY 17	FY 18	FY19 (IndAs 115)	FY20 (Ind AS 116)	Q1 FY21 (Ind AS 116)
Total Income	2,560.07	2,746.12	2,619.13	2,690.8	181.4
EBITDA including Other Income	(129.7)	27.62	(191.21)	182.3	(20.7)
PAT (after exceptional items)	(426.61)	(295.78)	(228.54)	(491.1)	(183.1)

Total Revenue (excluding Nature Trails) in Q1FY21 is Rs. 230.19 Mn as compared to Q1 FY20 is Rs. 795.41 Mn.

## Key Highlights – Q2

- Reopening of 6 Resorts in Jun'20
- Launched --“Sterling CARES” A new hygiene and sanitation program, In association with Apollo Clinics
  - New Comprehensive Hygiene and Sanitation Program
  - Protocols for Customers, Associates and Vendors
- Other initiatives:
  - Complimentary Holiday Insurance
  - QR codes for menus
  - Minimal contact check ins
  - Contact less F&B services: Mini buffets served by staff, Takeaways instead of in room dining service
  - New set of Holiday activities: In room and in resort with social distancing guidelines
- In-house developed Virtual and Digital sales process for Membership

# Current Resort Network



Riverfront & Heritage	Jungle	Beach	Mountain
Anaikatti (L)	Corbett (L)	Puri (O)	Dharamshala (L)
Palavelli (L)	Sariska (MC)	Goa (L)	Manali (O)
Guruvayur (MC)	Thekkady (MC)	Karwar (L)	Mussoorie ((O)
Jaipur (MC)	Kanha (L)		Nainital (L)
			Kufri (L)
			Gangtok (MC)
			Darjeeling (O)
			Lonavala (L)
			Ooty (O)+(O)
			Yercaud (O)
			Kodai (O)+(O)
			Yelagiri (MC)
			Munnar (O)
			Wayanad (O)
			Mount Abu (L)
			Srinagar (MC)
			Rajakkad (MC)

- 26 Resorts of Sterling received the Traveller's Choice Award for Excellence in Service.
- Two of the resorts ranked in the TOP 25 Hotels for Families in India and one is placed in the Top 25 Hotels for Families in Asia.
  - Sterling Ooty Elk Hill – Ranked 4th in India and Ranked 12th in Asia.
  - Sterling Nainital – Ranked 22nd in India.



Indicates resorts reopened as of Aug 04, 2020

Resort operating models: Owned, Leased & Management Contract

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As one of the largest travel service provider networks headquartered in the Asia-Pacific region, The Thomas Cook India Group spans 29 countries across 5 continents, a team of over 9700 and a combined revenue in excess of Rs. 6718.7 Cr. (over \$ 0.96 Bn.) for the financial year ended March 31, 2019.

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