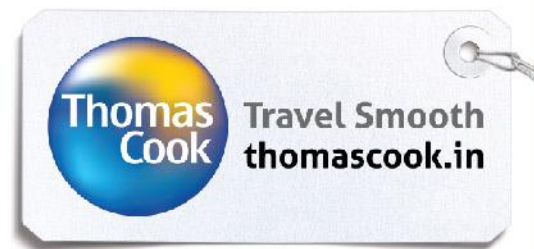


**Thomas Cook (India) Ltd.**  
Thomas Cook Building, Dr. D. N. Road,  
Fort, Mumbai - 400001  
Board: +91-22-6160 3333  
CIN: L63040MH1978PLC020717

A FAIRFAX Company



1st July, 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 and year ended 31st March, 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



# Response to COVID-19 and Q4 & FY20 Earnings Presentation

Thomas Cook India Limited (TCIL)

BSE: 500413 | NSE: THOMASCOOK





## Table of contents

Thomas Cook India Group at a glance

COVID-19 & Our Response

Cash and Cash Equivalents

Measures taken for Cash Conservation

Cost Savings

Outlook

Q4 & FY20 Performance

Material events

Annexures

## Slide No

03

04

06

07

08

09

10

19

21



# Thomas Cook India Group at a glance

● Thomas Cook is a leading integrated Travel and Financial services Company in India, part of the Fairfax group which owns 66.9% 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						
<u>India DMS</u>						
Destination Management Specialists (DMS)						
	<u>International DMS</u>					
						
MICE*						
Corporate Travel		 				
Strategic Investments						
Portfolio Investments						





# COVID-19 & Our Response



# Our response during COVID-19

March 2020

April 2020

May 2020

June 2020

- India suspended all visas on 11 March w.e.f. 13th March
- International flights stopped from 22 March; Domestic flights stopped from 24 March
- Lockdown 1.0 Initiated on 24 March, 2020

- TCIL resumed operations from Apr 16 onwards at select branches for remittance only (categorized as other essential services)

- Domestic airlines resume operation in calibrated manner from 25 May
- Airlines are permitted to operate at up to 33% of the earlier approved summer flights schedule for 2020

- Lockdown 5.0 to continue till June 30 with a constrained Unlock 1.0 initiated on June 08, 2020



## People

Maintaining the health and wellbeing of our employees



## Customers

Driving **Contactless customer engagement**

**Adapting to new normal**

Launched Thomas Cook and SOTC's **"Assured" Safe Travel Program**



## Company

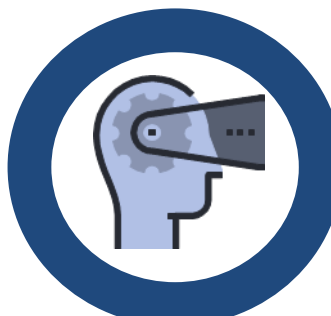
Prudently managing our Costs: **Estimated Group Total Savings of Rs 5.6 bn in FY21**

**Integration of key functions of TCIL & SOTC**



## Technology

**Leveraging and scaling existing online infrastructure**



## Innovation & Reimagining Business

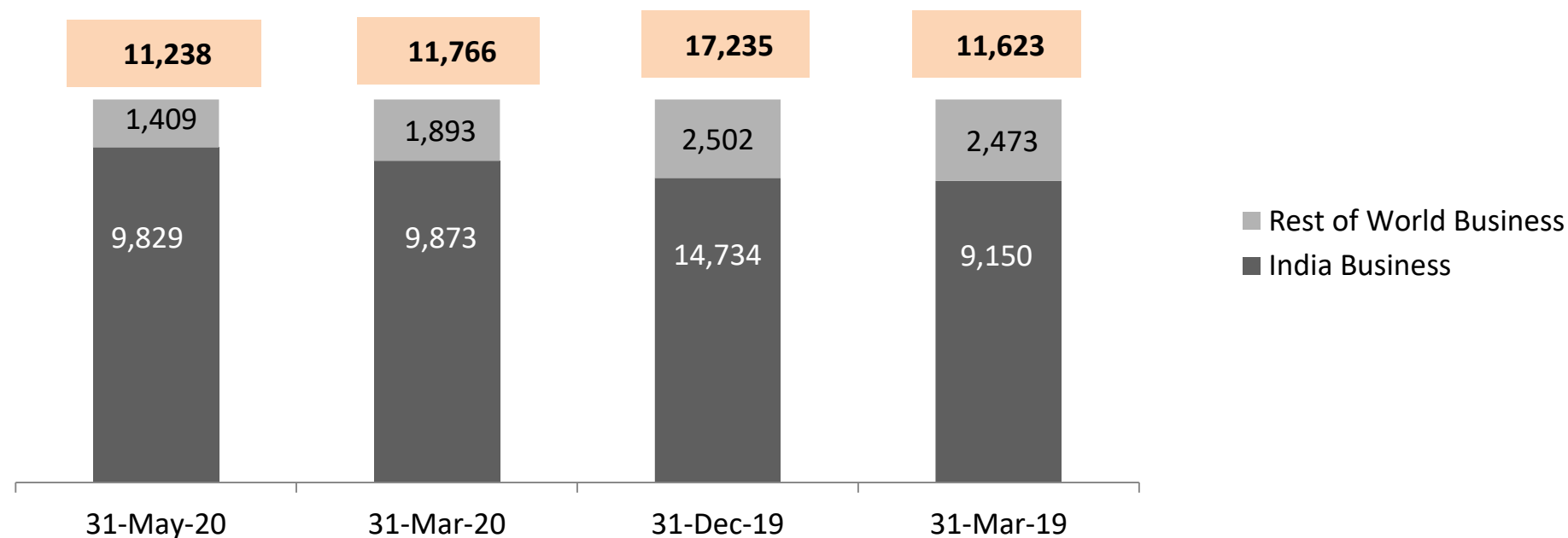
**Comprehensive "Reimagine Program" implemented across businesses & processes, to adapt to the COVID-19 era of travel**

*Note: Supplementary information on these initiatives are mentioned in slides 21 to 28 in annexures*



# Cash & Cash Equivalents

## Cash & Cash Equivalents (Closing Balance - Rs mn)



Particulars (INR mn)	31 May 2020	31 March 2020	31 Dec 2019	31 March 2019
Cash and cash equivalents (Including FD less than 12 months)	10,317	10,608	13,443	10,588
Investment in FDs (Non current) & MF	921	1,158	3,792	1,035
<b>Total</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

# Measures taken for Cash Conservation

## Cash Conservation

- Rigorous monitoring mechanism for conserving cash and reviewing cash-flows with senior management
- Intensified **cost rationalization measures** since March 2020.
  - Tighter control on payments
  - Debtors: The collections were driven by regular follow ups
  - Cash flows were managed through daily monitoring of Collections and Payments to optimize the same
  - Release of all airline blocks in beginning of March, 2020
  - Cost savings – Salaries, rental, marketing – details in the subsequent slide
  - All expansion and capex activities has been kept on hold
- The Board also decided not to pay a dividend this year with a view to conserve cash, given the extraordinary business challenges



# Cost Savings

	Thomas Cook business across India			Rest of the World businesses		
Costs (Rs mn)	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 along with** freezing hiring for unlimited period of time
- **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

# 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*



## Q4 & FY20 Performance



# Results – Q4 FY20 Consolidated

Particulars (Rs. mn)	Q4 FY20	Q4 FY19	Shift (%)	
<b>Revenue from Operations</b>	10,898.9	13,632.8	-20%	
Other Income	191.3	744.9	-74%	Other income decline is largely due to lower SEIS and commission income
<b>Total Income from Operations</b>	<b>11,090.3</b>	<b>14,377.8</b>	-23%	
Total Costs	11,254.9	14,178.5	-21%	Operating expenses include a non-cash charge of Rs 377 Mn. on account of reduction in the value of shares in Quess Corp Ltd. (mark to market)in Q4 FY20
<b>EBITDA</b>	(164.6)	199.3	-	
Depreciation / Amortization	404.7	180.5	124%	Depreciation increase due to consolidation of DEI group along with Ind AS 116 impact of Rs 182 Mn, DEI Intangibles amortization impact +11 Mn
<b>EBIT</b>	(569.33)	18.8	-	
Interest and Finance cost	241.3	200.9	20%	Increase in Interest due to consolidation of DEI, IND AS 116 impact of Rs 51 Mn along with increase in bank charges.
<b>PBT before exceptional items</b>	<b>(810.6)</b>	<b>(182.1)</b>	-	
Exceptional Items	(389.5)	-	-	One-time cost of Rs. 250 Mn. on account of stamp duty payable pursuant to the Composite Scheme of Arrangement and Amalgamation and Rs 139.5 mn due to DEI-Impairment on Intangible Assets
<b>PBT</b>	<b>(1,200.1)</b>	<b>(182.1)</b>	-	
Tax expense	(1,040.6)	10.9	-	Tax expense – On account of the reversal of Deferred Tax Liability created in previous years on undistributed profits due to amendment in Tax regime.
<b>PAT</b>	<b>(159.5)</b>	<b>(192.9)</b>	-	

# Results – Q4 FY20 Consolidated

Particulars (Rs. mn)	Q4 FY20	Q4 FY19	Shift (%)
<b>Segment Revenue</b>			
(a) Financial Services *	646.3	678.1	(5)%
(b) Travel and Related Services *	8,647.7	12,279.2	(30)%
(c) Human Resource Services	-	6.1	-
(d) Vacation Ownership and Resorts Business	576.4	669.4	(14)%
(e) Digiphoto Imaging Services	1,028.5	-	-
<b>Total</b>	<b>10,898.9</b>	<b>13,632.8</b>	<b>(20)%</b>
<b>Segment Results (EBIT)</b>			
(a) Financial Services	140.4	209.8	(33)%
(b) Travel and Related Services	35.7	140.8	(75)%
(c) Human Resource Services	-	1.2	-
(d) Vacation Ownership and Resorts Business	(14.1)	(76.5)	-
(e) Digiphoto Imaging Services	(182.3)	-	-
<b>Total</b>	<b>(20.3)</b>	<b>275.3</b>	<b>-</b>
<b>Less : Interest and Finance expenses</b>	<b>241.3</b>	<b>200.9</b>	<b>20%</b>
<b>Less : Common Expenditure</b>	<b>549.1</b>	<b>256.5</b>	<b>114%</b>
<b>PBT</b>	<b>(810.6)</b>	<b>(182.1)</b>	<b>-</b>
<b>Add: Exceptional Items</b>	<b>(389.5)</b>	<b>-</b>	<b>-</b>
<b>Profit / (Loss) before tax</b>	<b>(1,200.1)</b>	<b>(182.1)</b>	<b>-</b>

*\*In accordance with Ind AS, revenue reporting for leisure travel (inbound, outbound, DMS, MICE, domestic) is recognized on gross basis and whilst corporate travel (with gross margin of 7-8%) is reported on net basis. Income from forex and insurance are on the basis of net margins earned.*

# Results – FY20 Consolidated

Particulars (Rs. mn)	FY20	FY19	Shift (%)	
<b>Revenue from Operations</b>	68,325.6	66,032.5	3%	
Other Income	1,157.4	1,154.4	0.3%	
<b>Total Income from Operations</b>	<b>69,483.0</b>	<b>67,186.9</b>	3%	
Total Costs	67,265.1	65,211.9	3%	Operating expenses include a non-cash charge of Rs. 295 Mn. on account of reduction in the value of shares in Quess Corp Ltd. (mark to market)in FY20
<b>EBITDA</b>	2,217.9	1,975.0	12%	
Depreciation / Amortization	1,505.8	672.3	124%	Depreciation increase due to consolidation of DEI along with Ind AS 116 impact of Rs 659 mn, DEI Intangibles amortization impact 44 Mn
<b>EBIT</b>	712.1	1,302.7	(45)%	
Interest and Finance cost	1,010.3	729.7	38%	Increase in Interest due to consolidation of DEI in current year, IND AS 116 impact of Rs 191 Mn.
<b>PBT before exceptional items</b>	<b>(298.3)</b>	<b>573.0</b>	-	
Exceptional Items	(389.5)	-	-	One-time cost of Rs. 250 Mn. on account of stamp duty payable pursuant to the Composite Scheme of Arrangement and Amalgamation and Rs 139.5 mn due to DEI-Impairment on Intangible Assets
<b>PBT</b>	<b>(687.8)</b>	<b>573.0</b>	-	
Tax expense	(509.9)	214.5	-	Tax expense – On account of the reversal of Deferred Tax Liability created in previous years on undistributed profits due to amendment in Tax regime.
<b>PAT</b>	<b>(177.9)</b>	<b>358.5</b>	-	

# Results –FY20 Consolidated

Particulars (Rs. mn)	FY20	FY19	Shift (%)
<b>Segment Revenue</b>			
(a) Financial Services *	2,927.3	2,763.8	6%
(b) Travel and Related Services *	57,428.6	60,624.1	(5)%
(c) Human Resource Services	-	33.5	-
(d) Vacation Ownership and Resorts Business	2,672.1	2,611.1	2%
(e) Digiphoto Imaging Services	5,297.7	-	
<b>Total</b>	<b>68,325.6</b>	<b>66,032.5</b>	<b>3%</b>
<b>Segment Results (EBIT)</b>			
(a) Financial Services	959.0	835.5	15%
(b) Travel and Related Services	1,374.5	1,817.5	(24)%
(c) Human Resource Services	-	13.3	-
(d) Vacation Ownership and Resorts Business	(282.7)	(445.3)	-
(e) Digiphoto Imaging Services	(50.8)	-	-
<b>Total</b>	<b>1,999.9</b>	<b>2,221.0</b>	<b>(10)%</b>
<b>Less : Interest and Finance expenses</b>	<b>1,010.3</b>	<b>729.7</b>	<b>38%</b>
<b>Less : Common Expenditure</b>	<b>1,287.9</b>	<b>918.4</b>	<b>40%</b>
<b>PBT</b>	<b>(298.3)</b>	<b>573.0</b>	<b>-</b>
<b>Add: Exceptional Items</b>	<b>(389.5)</b>	<b>-</b>	<b>-</b>
<b>Profit / (Loss) before tax</b>	<b>(687.8)</b>	<b>573.0</b>	<b>-</b>

*\*In accordance with Ind AS, revenue reporting for leisure travel (inbound, outbound, DMS, MICE, domestic) is recognized on gross basis and whilst corporate travel (with gross margin of 7%) is reported on net basis. Income from forex and insurance are on the basis of net margins earned.*

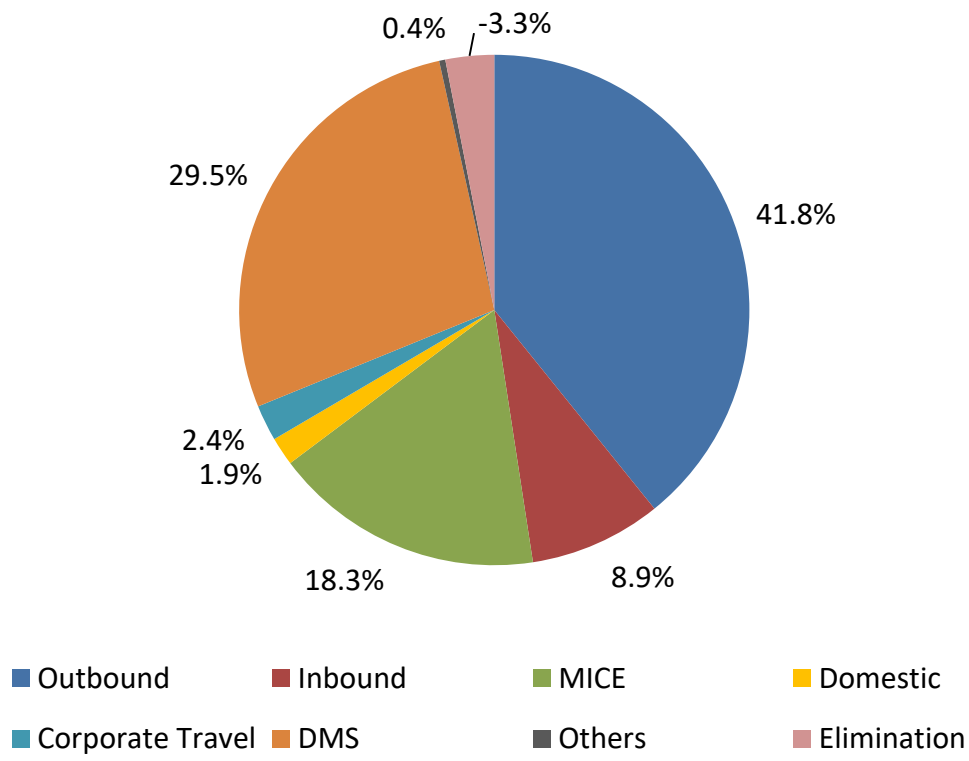


# PBT Q4 & FY20 breakup

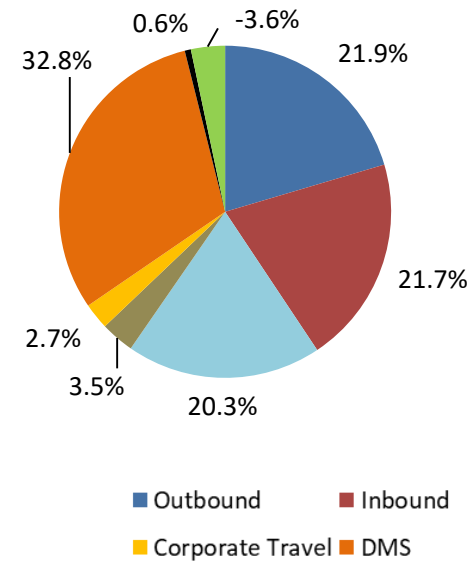
PBT (Rs. mn)	9M FY20	9MFY19	Q4FY20	Q4FY19	FY20	FY19
Thomas Cook business across India	796.3	944.7	8.2	56.8	804.5	1,001.5
Rest of the world business	(12.4)	257.4	(177.6)	(142.6)	(190.0)	114.8
Total	783.9	1,202.1	(169.4)	(85.8)	614.5	1,116.3
Sterling	(408.8)	(447.1)	(57.0)	(96.3)	(465.9)	(543.3)
DEI	108.34	-	(196.6)	-	(88.3)	-
<b>Total</b>	<b>483.4</b>	<b>755.0</b>	<b>(423.0)</b>	<b>(182.1)</b>	<b>60.4</b>	<b>573.0</b>
One time costs	28.96	-	(777.1)	-	(748.2)	-
<b>Reported PBT</b>	<b>512.3</b>	<b>755.0</b>	<b>(1,200.1)</b>	<b>(182.1)</b>	<b>(687.8)</b>	<b>573.0</b>

# Business Segments – Travel

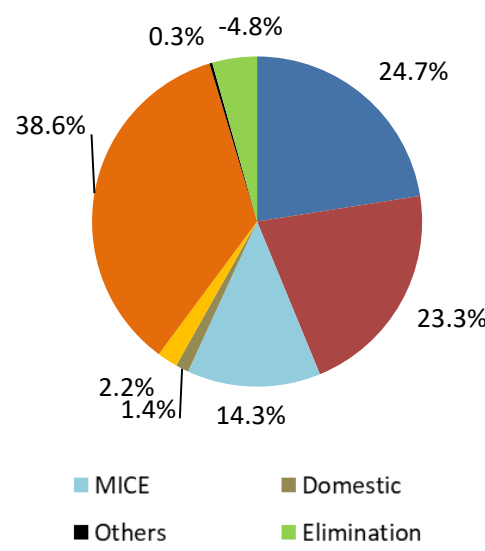
Revenue Mix - FY20



Q4 FY19\*



Q4 FY20



Segment	Gross Margins – Q4FY20
Outbound	16%
Inbound	26%
MICE	17 %
Domestic	19%
Corporate Travel	5%
DMS	15%

In accordance with Ind AS, revenue reporting for leisure travel (inbound, outbound, DMS, MICE, domestic) is recognized on gross basis and whilst corporate travel (with gross margin of 7-8%) is reported on net basis

\*Outbound revenue in Q4 FY19 is adjusted for a change in accounting for airline revenues

# Business Segments

## Update on International DMS entities

### Asian Trails

- Headquartered in Bangkok, it operates in Thailand, Vietnam, China, Malaysia, Myanmar, Indonesia, Cambodia and Laos & Australia

### Desert Adventures

- Operated in Middle East along with partners in the UAE, Oman, Jordan and Qatar

### Allied T Pro

- Allied T Pro has been a leader in the US inbound market

### Private Safari South Africa

- It is one of the top 5 DMS in the Southern Africa

### Private Safari Eastern Africa

- Focused on Eastern Africa offering a gamut of destination management services

FY20 Sales	Rs 6,473 mn	Rs 5,660 mn	Rs 3,073 mn	Rs 907 mn	Rs 1069 mn
Gross Margins	17%	9%	9%	15%	17%

## Travel Related Financial Services

### Forex

Retail Foreign Exchange counters & Wholesale Forex business restarted in May 2020, while Virtual Branches were activated to extend reach for contactless services and to serve customers anywhere

## Digiphoto Imaging Services

Thomas Cook India Group, had announced its acquisition of a 51% stake in Digiphoto Entertainment Imaging (DEI), in March 2019.

### Key Facts – FY20

Partners	130+
Sites operated	250+
No of transactions	2.7 mn

# Management comments- Q4 FY20

Speaking on the results and the “Reimagine Program”, **Mr. Madhavan Menon – Chairman & Managing Director of Thomas Cook (India) Limited** said *“The Global pandemic which the world continues to deal with over the past few months has challenged all of us - especially, those of us in the travel sector. Our immediate focus obviously has been on cost optimization & cash conservation across various aspects of business. Across Thomas Cook and SOTC, we also invested the last two months to completely reimagine and re-engineer every business and process through integration and the enhanced use of technology. We will continue to focus on safety & hygiene for customers and employees using contactless, technology driven systems and processes across all distribution and delivery channels.”*



# Material Events

## CRISIL Rating:

- CRISIL has reaffirmed the rating on debt programmes and bank facilities of Thomas Cook (India) Ltd at 'CRISIL AA-/Negative on the long-term bank facilities of TCIL and CRISIL A1+ rating on the short-term bank facilities and short-term debt of the Company

## Going Concern:

- The lockdowns and restrictions imposed on various activities due to COVID – 19 pandemic have posed challenges to all the businesses of TCIL and its subsidiaries and associates. Lockdown guidelines issued by Central/State governments mandated cessation of air traffic and other forms of public transport as well as closure of hotel operations.
- With the lifting of the partial lockdown restrictions, the Group has started re-opening its branches and other establishments. The Group expects all the operations becoming normal in a phased manner after the lockdown is lifted and the confidence of corporates / travelers is restored. The Group expects the demand for its services to pick up albeit at a slower pace once lockdown is lifted.
- The Group has assessed the impact of COVID-19 on the carrying amount of its assets and revenue recognition. In developing the assumptions relating to the possible future uncertainties, the Group, as on date of approval of the Consolidated financial results has used internal and external sources of information to the extent available. The Group, based on current estimates and information, expect the carrying amount of these assets to be recovered. Company has assessed the impact for existing and anticipated effects of COVID-19 on the future cash flow projections on the basis of significant assumptions as per the available information.
- The Group has comfortable liquidity position to meet its commitments and in addition to this funds are expected to be generated from the operating activities as well as availability of assets (land, buildings, trade receivables etc.) for securitization/monetization for additional funds.
- The Group has undertaken various cost saving initiatives to maximise operating cash flows and conserve cash position in the given situation. Accordingly, the Board has not recommended any final dividend for the FY 2019- 2020.
- Based on aforesaid assessment management believes that as per, estimates made conservatively, the Group will continue as a going concern. The Group continues to monitor any material changes to its COVID-19 impact assessment, resulting from the future economic conditions and future uncertainty, if any.

# Material Events

## Innovation and new products-services:

- TCIL entered into a strategic long term agreement with Experience Hub, the trade and promotion arm of Yas Island-Abu Dhabi, one of the world's fastest growing leisure and entertainment destinations
- TCIL and SOTC launched Holiday Plus enabling customers book land packages bundled with real time flight inventory
- TCIL launched Smart Weekends 2020, micro-cations across domestic & international destinations; also Bike Trips across spectacular routes within India and Bhutan
- TCIL's unique #BingeOnBharat campaign offered Indians the benefit of 15 domestic holidays in 2020 at a truly affordable price of Rs 1.5 lakhs per person

## India Network expansion:

- TCIL opened a total of 44 new outlets in FY 2020: 3 owned branches and 32 franchise outlets for its holiday businesses; 2 foreign exchange implants/extension counters and 6 new Forex outlets at Bengaluru Airport and 1 at Delhi Airport. This network expansion extends the company's visibility across metros like Mumbai, Delhi, Kolkata, Bengaluru, Chennai and Hyderabad; equally across Regional India's Tier II & III source markets like Aurangabad, Ambala, Bhopal, Chandigarh, Nashik and Salem, among others.

## Awards:

- Best Outbound Tour Operator award at the Outlook Traveller Awards 2020
- Thomas Cook India was honoured with the Best Outbound Tour Operator 2019 award by SATTE, South Asia's leading B2B travel and tourism trade exhibition

3

## Supplementary Information

- COVID-19 Response initiatives





# Key initiatives

## People

- **Work From Home** was initiated before the Govt. instructions with comprehensive guidelines, with **Seamless remote** working provisions
- Focused **Business continuity planning**' strategy
- **High frequency employee engagement, constant training and upskilling sessions** conducted across functions and teams

## Customer Engagement

- **Sharpen consumer focus** by rethinking on engagement via surveys to gauge consumers and their preferences & needs
- **Emergency Foreign Exchange Services**
- **Online consumer engagement**
  - MICE- newsletter series
  - Virtual Lockdown Travel Awards with Boman Irani
  - Story telling session with Marathi actor Subodh Bhawe

## Business Update

- **Forex:** Urgent outward remittances to overseas family; college fees; top-up transactions for the Thomas Cook Borderless Prepaid Card, etc., have been made available for customers as an extension of essential services from April 16 2020.
  - From May 04 onwards, select Forex outlets were re-opened and we have completed 2000+ transactions – including some of your crucial and urgent requests
  - **Forex segment achieved breakeven levels in May and expected to turn positive in June despite achieving 40% normal volumes.**
- The company **partnered the Canadian High Commission** to repatriate over 8030 Canadian citizens across 25 flights from Delhi, Mumbai, Bengaluru, Amritsar and Ahmedabad
- **Bookings in the leisure holidays** segment are starting to witness an uptick
- The **E-Commerce business** adapted to the new norm via a virtual agent network for contactless customer interactions across Holidays, Forex and Visa - sales & service
- As of June 17th, **Thomas Cook and SOTC have reopened 157 retail travel outlets across 77 cities.** A wide range of domestic offerings were launched on June 1st, that have resulted in a steady enquiry funnel and some early confirmed bookings. Demand is expected to pick up going forward

# Integration of key functions of TCIL & SOTC

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.

# 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



# 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>

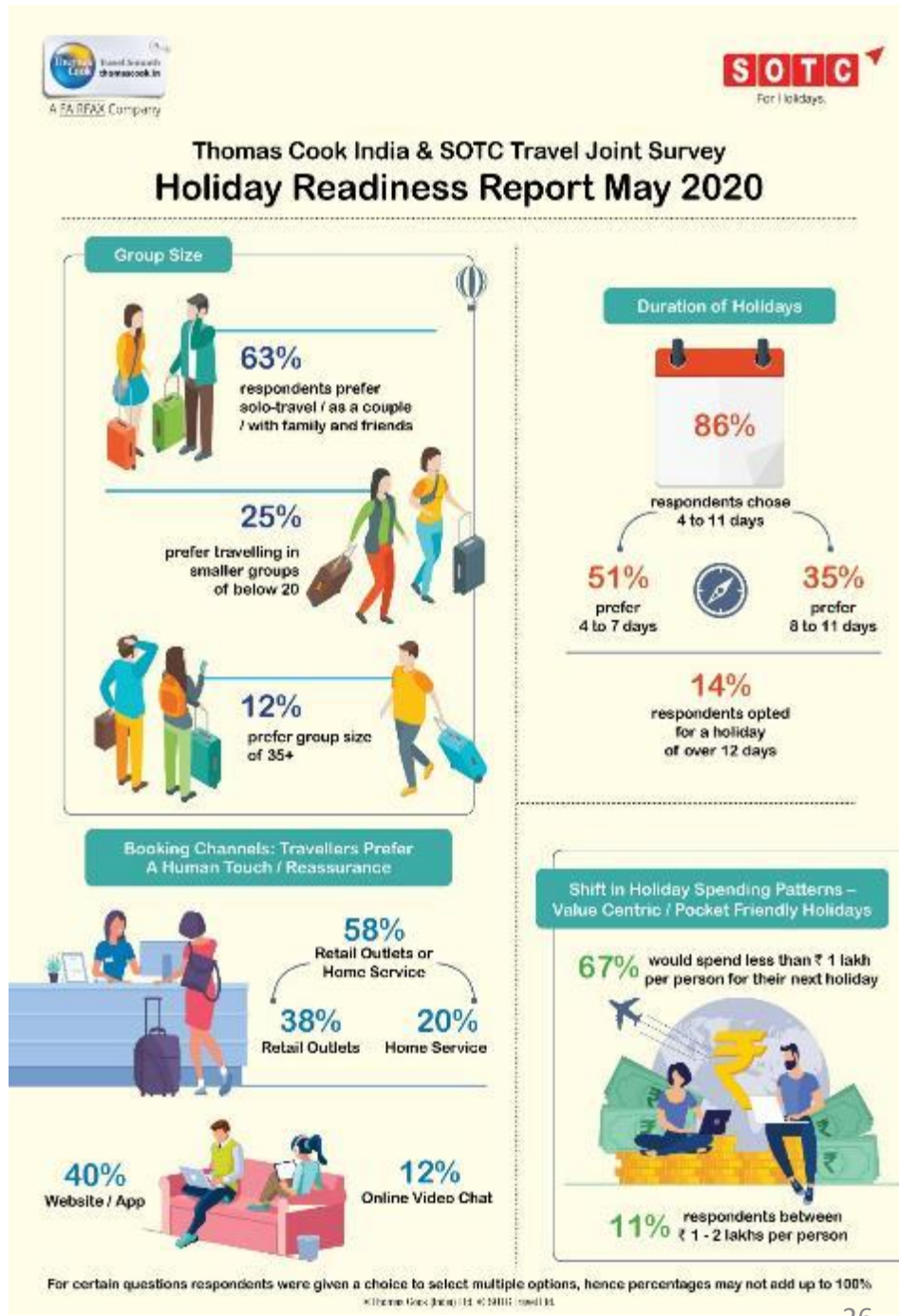
# Customer engagement initiatives



Story telling session with Marathi actor Subodh Bhave



Virtual Lockdown Travel Awards with Boman Irani





# Customer engagement initiatives

**Thomas Cook Mice Ideates**

**5 SMART WAYS**  
to Achieve your Next Customer Engagement Objectives!

**DREAM VOUCHER**  
An exclusive selection of travel vouchers to delight your customers or channel partners. The voucher covers an exciting journey of destination, flight options, hotels and all on recreational packages. We have also collated some unique and exotic destinations within India for domestic travel preferences. The validies are made flexible to suit your specific needs.

**DIGITAL EVENTS & ENGAGEMENTS**  
Wonder no more how to engage and reward your performers & achievers. We strategically designed and curated a set of digital events and engagements with cutting technology to deliver precise objectives and inspire channel partners.

**STAYCATION / MEETINGS AROUND THE CORNER**  
We have curated experiential venues within driving distance from all major metros in India. This reduces considerably the hassle of flight or train travel and provides safer and easier avenues to plan your essential meetings, engagements and events.


**SOTC**  
For Holidays.

**We Are Open & Ready To Serve You**



**Thomas Cook**

**CATCH-UP**

**MICE NEWSLETTER | MAY 2020**

**Thomas Cook** Travel Smooth thomascook.in  
A FAIRFAX Company

**SOTC**

**CONNECT**

**Holidays Newsletter | May 2020**

**INDIAN COOK TRAVEL TRIVIA**

**Thomas Cook** Travel Smooth thomascook.in  
A FAIRFAX Company

**WE ARE OPEN & READY TO SERVE YOU**

**Thomas Cook** Travel Smooth thomascook.in  
A FAIRFAX Company



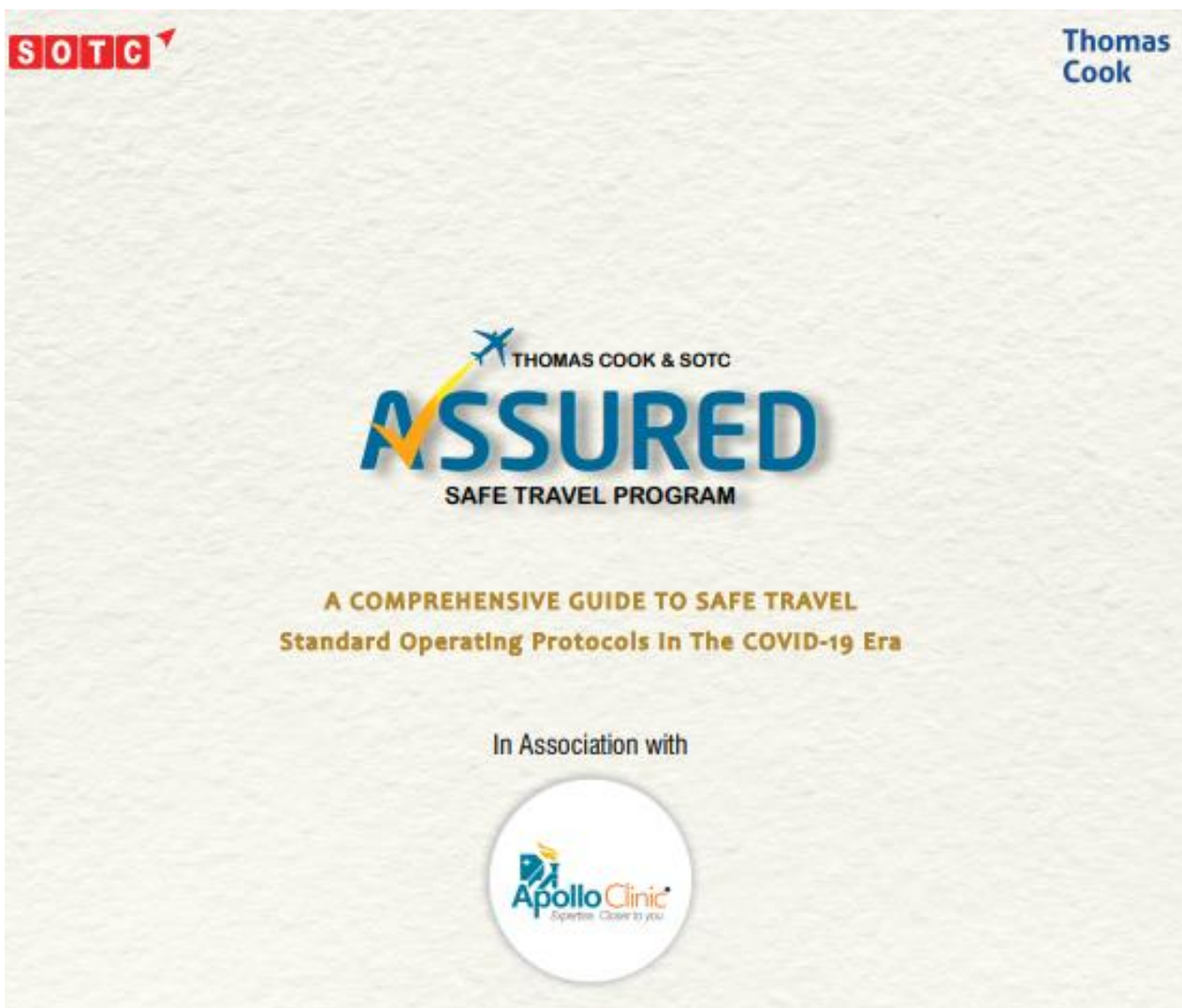
**Theme park is said to be home to the world's longest rollercoaster in the world?**

- 1 The Waterworld Abu Dhabi
- 2 Ferrari World Abu Dhabi
- 3 Warner Bros World Abu Dhabi



# “Assured” Safe Travel Program

Thomas Cook and SOTC in association with Apollo Clinics launch the “Assured” Safe Travel Program



- Across Thomas Cook India & SOTC, customers have been clear that health, hygiene and safety is their prime concern when it comes to travel in the COVID-19 era.
- Hence, the teams have spent a significant time at the drawing board and worked jointly with key travel partners/stakeholders to create this very comprehensive initiative.
- Launched ‘Assured’ - a comprehensive program to safe travel in the COVID-19 era. The companies have partnered with Apollo Clinics - a member of the Apollo Hospitals Group, the expert in the healthcare sector, to jointly set a benchmark for safety in travel.
- Our intent is that the Assured Program, serves as a handy guide/reference point that would assist all our stakeholders in the Travel & Tourism Industry achieve a single common goal i.e. ‘Safe travel for all Indians’
- The Assured Program 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.



3

## Supplementary Information

- Portfolio Investment
  - Sterling Holiday Resorts Limited



# Portfolio Investments – Vacation Ownership & Resorts

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

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

Total Revenue (excluding Nature Trails) stood at Rs 2,696.0 mn in FY20 as compared to Rs 2,571.2 million in FY19

# Current Resort Network (2300+ Operational rooms)



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

**34 Resorts +  
4 Nature Trail Resort  
33 Destinations**



# Contact Us

For further information please contact

## **Debasis Nandy**

President and Group CFO

Tel: +91 22 4242 7000

Email: [Debasis.Nandy@in.thomascook.com](mailto:Debasis.Nandy@in.thomascook.com)

## **Urvashi Butani**

General Manager- Investor Relations

Tel: +91 22 4242 7095

Email: [Urvashi.Butani@in.thomascook.com](mailto:Urvashi.Butani@in.thomascook.com)

Corporate Identification No: L63040MH1978PLC020717

Investor e-mail id: [sharedept@in.thomascook.com](mailto:sharedept@in.thomascook.com)

Regd. Office: Thomas Cook India Ltd, Marathon Futurex, A Wing, 11Th & 13th Floor, N.M.

Joshi Marg, Lower parel (E), Mumbai 400013

Website : [www.thomascook.in](http://www.thomascook.in)

**About Thomas Cook (India) Limited:** Set up in 1881, Thomas Cook (India) Ltd. (TCIL) is the leading integrated travel and travel related financial services company in the country offering a broad spectrum of services that include Foreign Exchange, Corporate Travel, MICE, Leisure Travel, Insurance, Visa and Passport services and E-Business. It operates leading B2C and B2B brands including Thomas Cook, SOTC, TCI, SITA, Asian Trails, Allied T Pro, Australian Tours Management, Desert Adventures, Travel Circle International Limited, Digiphoto Entertainment Imaging (DEI), Private Safaris East & South Africa.

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

# Disclaimer

- This presentation has been prepared by Thomas Cook (India) Limited ("Company") solely for information purposes without any regard to any specific objectives, financial situations or informational needs of any particular person. This presentation may not be copied, distributed or disseminated, directly or indirectly, in any manner. Failure to comply with this directive may result in a violation of the applicable law in certain jurisdictions. By reviewing this presentation, you agree to be bound by the restrictions contained herein, and to maintain absolute confidentiality, regarding the information disclosed in these materials
- This presentation does not constitute or form part of and should not be construed as, directly or indirectly, any offer or invitation or inducement to sell or issue, or any solicitation of any offer to purchase or subscribe for, any securities of the Company by any person in any jurisdiction, including in India, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any investment decision or any contract or commitment therefore
- This presentation contains statements that may constitute forward looking statements. These statements include descriptions regarding the intent, belief or current expectations of the Company or its directors and officers with respect to the results of operations and financial condition of the Company. These statements can be recognized by the use of words such as "expects", "plans", "will", "estimates", "projects", or other words of similar meaning. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ materially from those in such forward-looking statements as a result of various factors and assumptions which the Company believes to be reasonable in light of its operating experience in recent years. The risks and uncertainties relating to these statements include, but not limited to, risks and uncertainties, regarding fluctuations in earnings, our ability to manage growth, competition, our ability to manage our international operations, government policies, regulations, etc. The Company does not undertake any obligation to revise or update any forward looking statement that may be made from time to time by or on behalf of the Company including to reflect actual results, changes in assumptions or changes in factors affecting these statements. Given these risks, uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward looking statements. This presentation may contain certain currency exchange rates and the same have been provided only for the convenience of readers. No representation is made that the Rupee amounts actually represent such USD amounts or could have been, or could be, converted into USD at the indicated rates
- This presentation is not a complete description of the Company and may not be all inclusive and may not contain all of the information that you may consider material. The information contained in this presentation has not been independently verified. No representation, warranty, guarantee or undertaking, express or implied, is or will be made as to, and no reliance should be placed on, the accuracy, completeness, correctness or fairness of the information, estimates, projections and opinions contained in this presentation. Viewers of this presentation must make their own assessment of the relevance, accuracy and adequacy of the information contained in this presentation and must make such independent investigation as they may consider necessary or appropriate for such purpose. Such information and opinions are in all events not current after the date of this presentation. Further, past performance is not necessarily indicative of future results. Any opinions expressed in this presentation or the contents of this presentation are subject to change without notice. This presentation should not be construed as legal, tax, accounting, investment or other advice
- Any person placing reliance on the information contained in this presentation or any other communication by the Company does so at his or her own risk and none of the Company nor any of its affiliates, advisers or representatives, any placement agent, promoters or any other persons that may participate in any offering of any securities of the Company shall have any responsibility or liability whatsoever, whether arising in tort, contract or otherwise, for any errors, omissions, insufficiencies or inaccuracies in such information or opinions or for any loss, cost or damage suffered or incurred howsoever arising, directly or indirectly, from any use of this presentation or its contents or otherwise in connection with this presentation
- This presentation has not been and will not be registered as a prospectus with any Registrar of Companies in India. This presentation is not a prospectus, a statement in lieu of a prospectus, an offering circular, an advertisement, a private placement offer letter or an offer document under the Companies Act, 2013 and the rules made thereunder, the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009, as amended, or any other applicable law