



*Life is a journey.
Travel smooth.*



Travel Smooth
thomascook.in

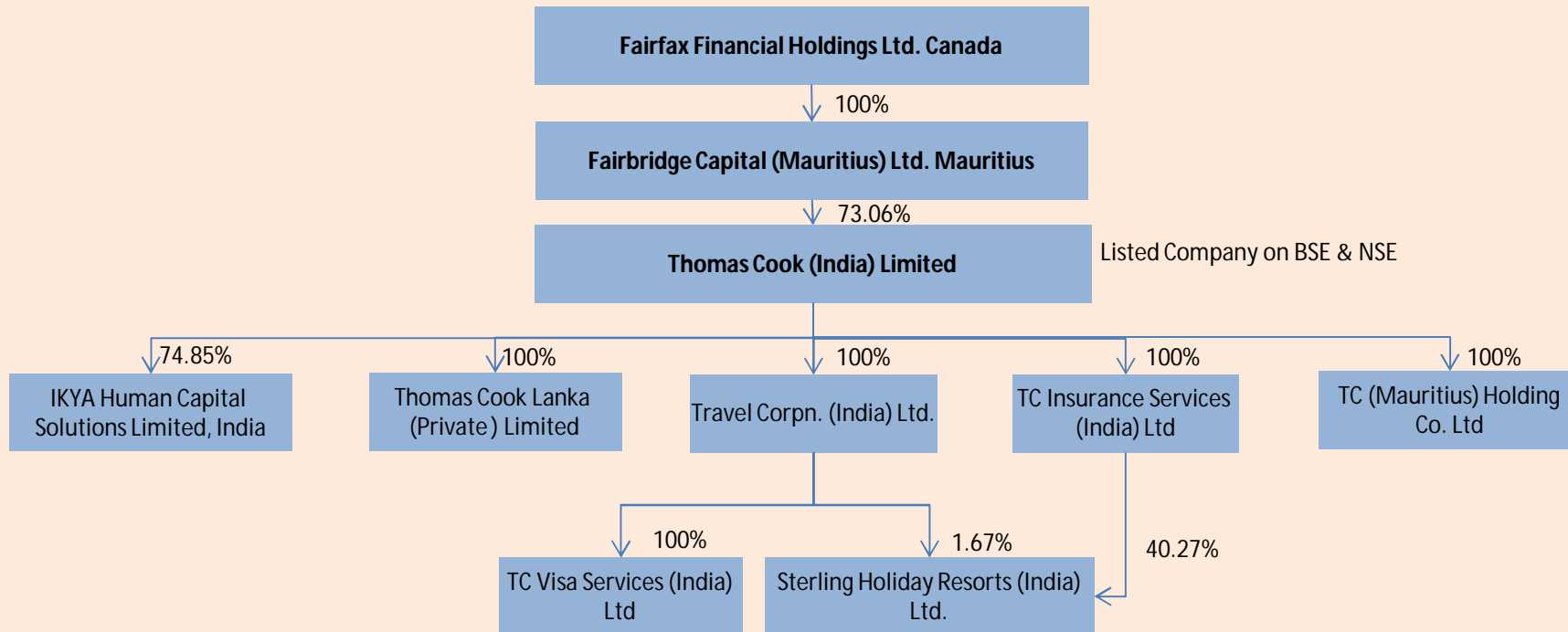
Corporate & Investor Presentation

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Thomas Cook Shareholding Structure

As on 4 Aug 2014



IKYA subsidiaries:

- Avon Facility Management Services Limited
- Magna Infotech Limited
- CoAchieve Solutions Private Limited
- Hofincons Infotech & Industrial Services
- Magna IKYA Infotech Inc Philippines

Sterling Holiday Resorts: Will be subsequently merged with TCISL through part equity part merger deal

Sterling subsidiaries

- Sterling Holidays (Ooty) Limited,
- Sterling Holiday Resorts (Kodaikanal) Limited
- Manchanda Resorts Private



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Ownership: Fairfax

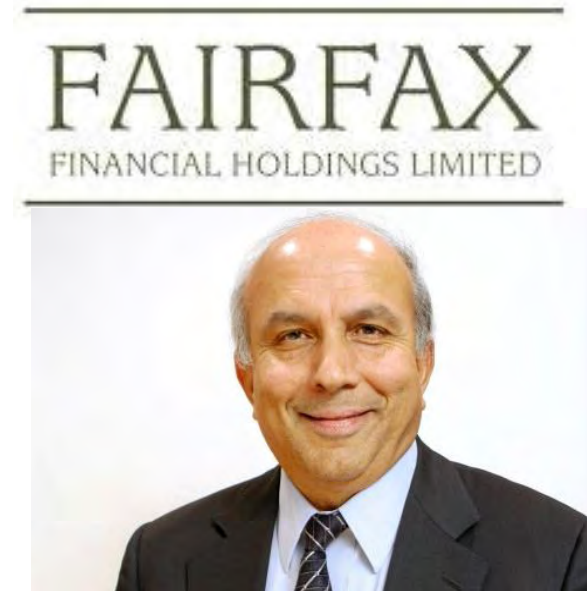
Thomas Cook (India) Limited (TCIL) is promoted by Fairfax Financial Holdings Limited through its wholly-owned subsidiary, Fairbridge Capital.

Fairfax Financial Holdings Limited is a Toronto-based financial services holding company with a global presence in insurance and reinsurance and a portfolio of assets in excess of \$38 bn invested worldwide.

The Company, founded in 1985 by the, present **Chairman and CEO, Prem Watsa** has over the past 29 years, demonstrated a strong financial track record to achieve an annual appreciation in Book Value per Share of 21%.

Fairfax is engaged in long term investments from its own resources, with a focus to delivering long term capital appreciation through a flexible and value oriented approach.

Fairfax has almost 20 general insurance subsidiaries and joint ventures globally, including several market leading companies, such as Odyssey Re USA, Crum & Forster USA, First Capital Singapore, Fairfax Brazil, Gulf Insurance (Kuwait), ICICI Lombard India.



Prem Watsa – CEO, Fairfax

Fairfax History

- Prem Watsa acquired Fairfax in 1985
- Acquired Federated Insurance and Commonwealth Insurance : 1988 – 1990
- Acquired Hamblin Watsa, Ranger Insurance and Continental Canada (later renamed Lombard Insurance): 1991 – 1993
- Acquired Skandia America (Odyssey Re), Falcon Insurance, Compagnie Transcontinentale de Reassurance: 1994 – 1996
- Acquired Crum & Forster, TIG Holdings, The Resolution Group and co-created ICICI Lombard (India) with ICICI Bank: 1997 – 1999
- Fairfax privatized Odyssey Re, Northbridge and established Fairfax Brasil in 2008
- Further series of acquisitions made in post 2008: Bank of Ireland, BlackBerry Zenith, National Insurance, General Fidelity, Brit Insurance, Polish Re, First Mercury, Hartville Group, Thai Reinsurance Public Company, American Safety Insurance Holdings
- Fairfax acquired 73% stake in TCIL in 2012 and continues acquisitions in India through TCIL (IKYA, Sterling)

TCIL– Corporate Profile

History

Thomas Cook is widely acclaimed as the

Founder of World Tourism

- ❖ Inventor of first package tour (1841)
- ❖ Designed the first holiday brochure (1858)
- ❖ Conceptualized first Travellers Cheque (1874)

In 1881, Thomas Cook commenced its India operations, (Mumbai) and since then Thomas Cook India Ltd has been the **leading integrated Travel and Financial services Company**

Post an open offer in Aug 2012, TCIL became part of Fairfax Group, Canada



Lines of Business

- Thomas offers a broad spectrum of services
 - Foreign Exchange services
 - Leisure Outbound Travel
 - Leisure Inbound Travel
 - Corporate Travel
 - Meetings, Incentives, Conferences & Events (MICE)
 - Domestic Travel
 - E-Business
 - Others – Visa, Insurance, Centre of Learning

Network & Reach

- **Leading integrated Travel & Travel Related Services Network**
 - 233 locations (18 airport counters)
 - 98 Cities & Towns with branches
 - Franchises- 111 Gold Circle Partners
 - PSAs- 165 (Preferred Sales Agents)
- Caters to over 180,000 leisure travellers, 1.6 mn foreign exchange transactions, 400+ Corporate client base together generating an annual turnover of over USD 3.7 bn

Awards & Achievements

- Best Tour Operator – Outbound: CNBC AWAAZ Travel Awards 2014 & 2013
- Best Company providing Foreign Exchange : CNBC AWAAZ Travel Awards 2014
- Superbrand 2014 & 2013 by consumers for excellence in travel services
- Best Tour Operator by Lonely Planet Travel Awards 2013
- Retailer of the Year – Leisure & Holidays by ET NOW 2013

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Largest Integrated Travel Services Company

FOREX

- **Wholesale:** Banks & Money changers
- **Corporate Houses**
- **Retail:** Leisure/ Medical/Education Travel
- **Airport:** 18 counters
- International Currencies (26)
- Travellers Cheques, Drafts (American Express)
- Wire transfers
- Inward & outward remittances (Money Gram, Xpress Money)
- Multicurrency Borderless Prepaid Card (Master Card)
- Incredible India Card (INR prepaid card for Inbound travellers – Yes Bank)

LEISURE

- **International & Domestic Leisure Travel-** Group (GIT), Personalized Holidays, Cruises, Luxury - Indulgence, Hotels & Rail , Sports Holidays, Youth - Rock On, Adventure, Students - Travel & Learn
- **MICE:** Meetings, Incentives, Conferences & Events
- **Inbound Destination Management –** Leisure, Cruises, Charters, MICE

BUSINESS TRAVEL

- Domestic & International Ticketing
- Car, Hotel, Rail
- Off-shore travel management
- Meet & assist services/Consulting
- Meetings, Conferences, Events
- Corporate Implants
- Online Module
- Service Excellence Centre
- MNCs, India Corporates, SME

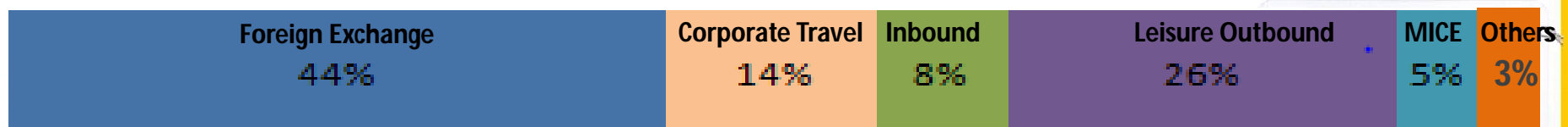
E-BUSINESS & TECHNOLOGY

- E- business & 24X7 Call Centre to facilitate faster and seamless sales of tickets, holiday packages, foreign exchange, insurance
- www.thomascook.in: End to end travel & financial services portal
- Mobile website
- Integrated Tablet app for Sales Team
- Online Forex Store & Forex on Mobile
- CRM (Customer Relationship Management): Central repository for TCIL customer interactions
- Integrated Platforms (Operations & Sales): Corporate Booking Tool , Corporate Travel Module, Click to Book, Mudra for Forex, Travel Assist for Inbound Business

SERVICES

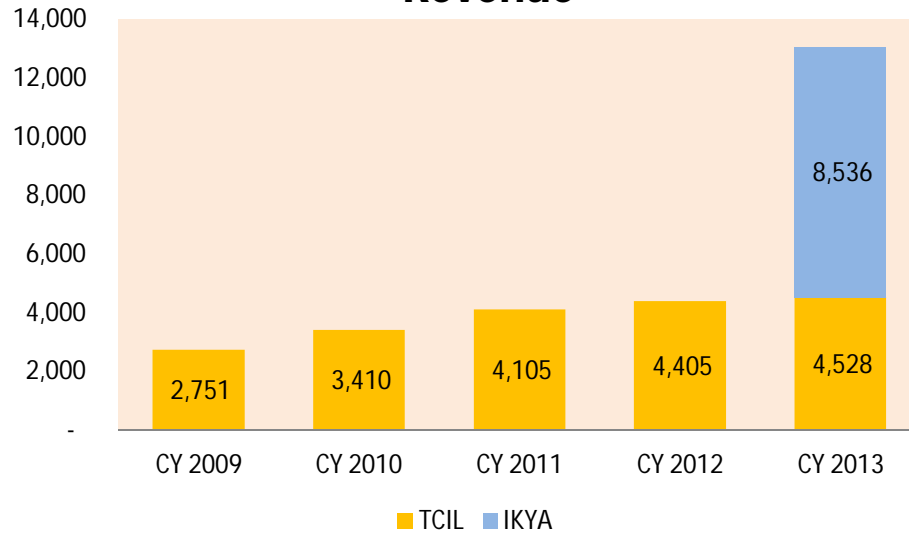
- **Travel Services:**
- Visas
- Insurance (Alliance with ICICI Lombard)
- Overseas education counseling and immigration facilitation
- **Centre of Learning:**
- Certificate Courses in Tourism Management (Domestic & International Tours)
- First Recognized Tourism MBA by Pondicherry University
- IATA Foundation/Consultant courses
- Corporate Training
- Tourism Board Training

Business –wise Top line Contribution



TCIL Growth

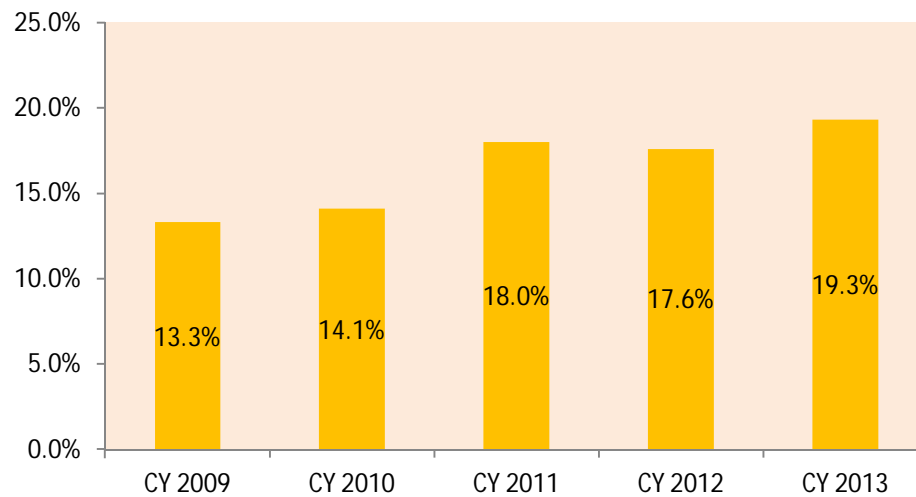
Revenue



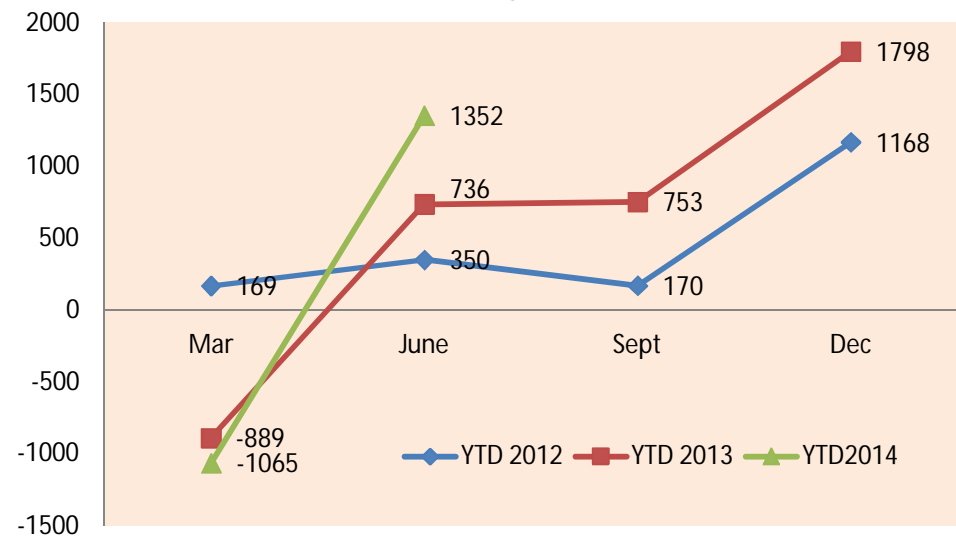
EBITDA *All amounts in INR mn*



ROCE



Quarterly Free Cash



IKYA – Company Profile

History

Established in 2007; is the fastest growing HR solutions company in India, with specialized service offerings in

TCIL acquired a 74.85 % stake (on a fully diluted basis) in IKYA Human Capital Solutions Ltd (IKYA) in May 2013

Ajit Isaac, Chairman and Managing Director has transformed IKYA from an HR services company into a diversified provider of business services



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Lines of Business

- HR Services
 - HR Outsourcing – General Staffing, Payroll, Compliance
 - Consulting – Search, Recruitment
 - Managed Services
 - Training & Development
- IT Services
 - IT Staffing
 - Application Development
- Asset Management
 - Industrial Assets
 - Facility Management
 - Food & Hospitality & Security Services

Network & Reach

- Group Headcount : 80,000+
- Consolidated Client Base of 850+
- Pan India presence with 34 offices across 22 cities along with operations in Middle East and South East Asia
- 110 million sq. ft. of real estate under management
- Serving over 1.4 million meals a month through Catering Services
- Placement linked skill training programs for more than 10,000 youths p.a.

Awards & Achievements

- Largest Technology staff augmentation company in India
 - 9500+ consultants specializing in 450+ skill sets
- 7 ISO certified lines of businesses
- Accorded 'Largest Staffing Firms' status by Staffing Industry Analysts
 - 300 recruiters to meet the requirements of 400 + clients



Sterling Holidays – Company Profile

History

Sterling Holidays & Resorts India Limited;

The pioneer in vacation ownership and a leading leisure hospitality company in India, incorporated in 1986

The Company is led by **Ramesh Ramanathan** current **Managing Director** who was one of the pioneers of Vacation Ownership in India

TCIL announced its merger with Sterling Holiday Resorts (India) Ltd in Feb, 2014; the transaction is expected to close by Q1 2015

Lines of Business

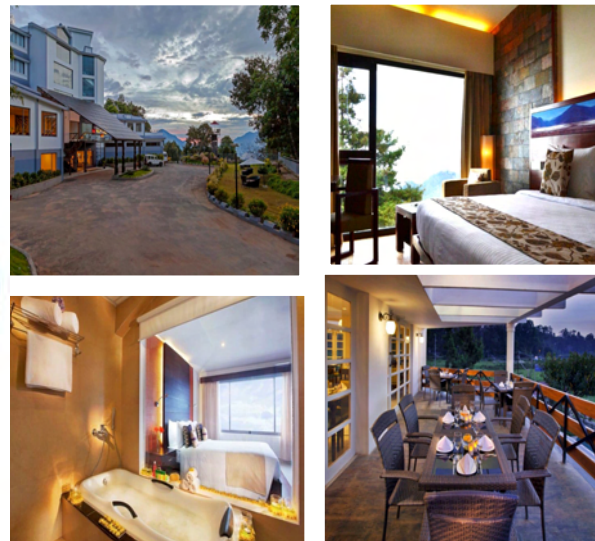
- Delivers great holiday experience through
 - **Vacation Ownership:** 3rd generation contemporary product modeled on the international points system
 - **Hotel Stays & Holiday Packages :** For Individuals & Groups
 - **MICE Conferences**

Network & Reach

- 19 Resorts (5 are upcoming resorts)
- 16 Destinations
- 1512 Rooms (1109 are owned rooms)
- 4000 RCI Resorts worldwide
- Land Bank Network spreading across ~150 acres
- Mixed use model: time share+ FIT+ MICE
- Revenue upside: potential to generate significant cash flows upfront
- Sales Network extended to 12 offices & 20 DSAs

Awards & Achievements

- 5 RCI Crowned Resorts
- Winner of Certificate of Excellence by Tripadvisor in 2013
- Winner of World Travel Brands in 2012



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Research & Technology

At TCIL, we believe in research & analysis and have tracked trends and consumer behaviour to deliver impactful solutions-



- **Borderless Prepaid Multicurrency Forex Travel Card** - the first by a non-bank in India
- **Incredible India Card** a prepaid Rupee Card in partnership with Yes Bank & Ministry of Tourism targeting the Inbound segment and returning Indian traveler
- **Forex On the Go**- via call, sms or a tweet! Also, an Online Forex Store & Forex-on-Mobile
- **Tablet App** a handy tool to equip our frontline holiday sales teams with virtual tours, detailed itineraries, travel tips and booking capabilities.
- **Business Travel Solutions: Corporate Booking Tool, Corporate Travel Module, Click to Book**

Research:

- **Disha** – a platform for research in the field of tourism via TCIL's **Centre of Learning** (papers covered tourism, conceptual developments and articles with practical application to tourism segments)
- **Through The Crystal Ball Online Survey** on emerging trends for India's Gen Next traveler

The image displays three screenshots from the Thomas Cook website. The left screenshot shows the 'FOREX ONLINE' section with a 'Buy currencies @ live rates' table listing various currencies and their exchange rates. The middle screenshot shows a 'Group Tours' page for 'Fusion Europe - 09 Nights / 10 Days', featuring a map of Europe and a list of inclusions like flights, breakfast, and sightseeing. The right screenshot shows a 'Super Budget America - 09 Nights / 10 Days' package with a starting price of ₹ 1,51,500 per person and a list of inclusions.

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THANK YOU

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Thank you

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