



Thomas Cook

Thomas Cook (India) Limited (TCIL)



Capital Market Day 23 August 2024



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Speakers For The Event



Mr. Madhavan Menon

Executive Chairman
Thomas Cook (India) Limited



Mr. Mahesh Iyer

Managing Director & Chief Executive Officer
Thomas Cook (India) Limited



Mr. Vishal Suri

Managing Director
SOTC Travel Limited



Mr. Dipak Deva

Managing Director,
Travel Corporation (India) Limited



Mr. Vikram Lalvani

Managing Director & Chief Executive Officer
Sterling Holiday Resorts Limited



Mr. K S Ramakrishnan

Managing Director and CEO
DEI Holdings Limited



Mr. Debasis Nandy

President & Group Chief Financial Officer
Thomas Cook (India) Limited

Mr. Madhavan Menon

Executive Chairman



- **Introduction**
- **Overview of the Group**

A Company with Brand Pedigree & Global Presence

16

Brands

28

Countries

FAIRFAX
FINANCIAL HOLDINGS LIMITED



Part of Fairfax Group (63.83%)#

An Industry Unique Portfolio Set-up

- Travel and related services – B2C & B2B
- Financial Services
- Digital Imaging Solutions
- Leisure Hospitality and Resorts

5

Continents

858

Touch Points



Financial Resilience*

- Total Income From Operations (Growth) - Rs. 74.4 bn.
- Profitability - PBT Rs. 3.5 bn.
- Cash and Cash Equivalents - Rs. 15.2 bn.
- ROE - 14%

Preferred partner for customers

Travel & Related Services



Financial Services



Leisure Hospitality & Resorts



Digital Imaging Solutions



Aligning Our Business for Growth and Stability - FY25 & Beyond

Strengthen our Core

Develop a more robust, higher earnings and more sustainable company



New Technology Platforms



Agile Organisation



Experienced, Committed and Diverse teams

Enhanced Customer Experience

Driving loyalty and growth through continuous innovation and a customer-centric approach



Innovative offerings

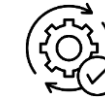


Omnichannel Platforms



Global Partnerships and Ecosystem

Build long term resilience



Robust balance sheet



Operating Efficiency



Growth through customer experience

Our Partners



Our Customers

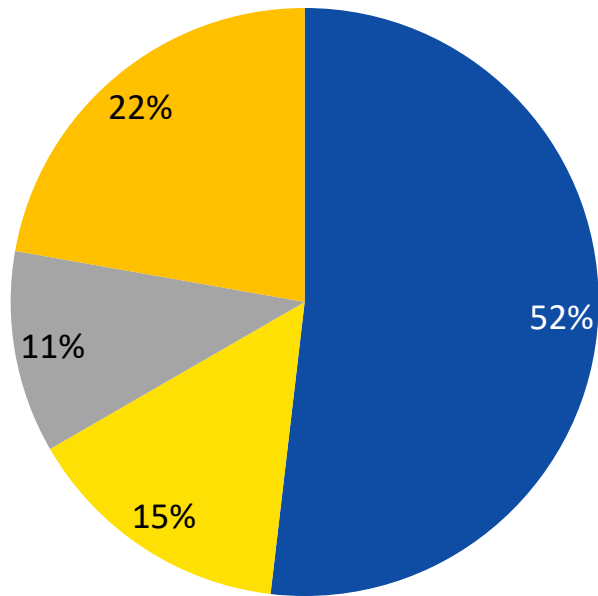




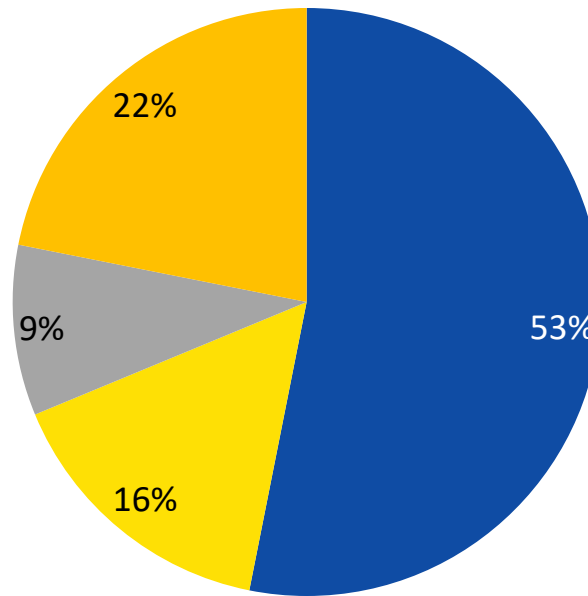
- **Financial Services Business (Forex)**

~\$17 Bn. - Total Overseas travel remittances by Indians in 2023-24, under the RBI's LRS; **+24.4%** compared with \$13.6 Bn. in the previous year

2022-23 (\$ Billion)



2023-24 (\$ Billion)

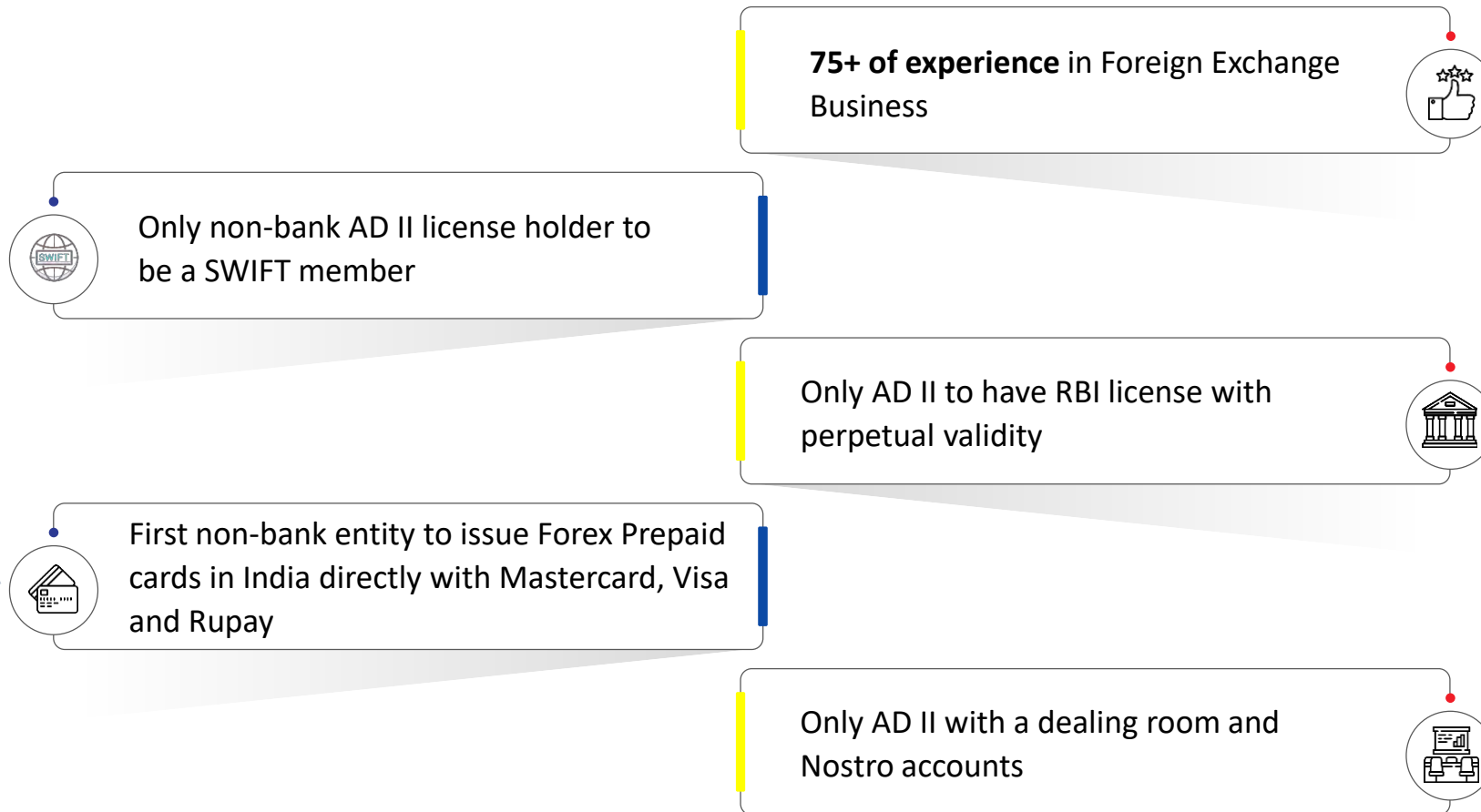


■ Travel ■ Studies Abroad
■ Maintenance of close relatives ■ Others

Year on Year Growth

| Segments | (%) |
|--------------------------------|------------|
| Travel | 24% |
| Maintenance of close relatives | 10% |
| Studies Abroad | 1% |
| Others | 13% |
| Total | 17% |

Leading the Space as India's Forex Specialist



Potential Regulation to Drive Growth

- The RBI planning to introduce a new category of money changers who can conduct money changing business through an agency model.
- Under the model, the money changers can become Forex Correspondents (FxCs) of Category-I and Category-II Authorized Dealers (ADs).
- RBI is considering allowing AD-II entities to additionally facilitate trade-related transactions up to a value of ₹15 lakh (per transaction)
- Move aimed at improving the ease with which foreign exchange transactions can be undertaken by users.

Largest non-bank forex services provider in India : Leading the Space as India's Forex Specialist

#IndiaKaForexSpecialist

1.2 mn+

Forex prepaid cards issued till date

Leader in Prepaid Card Segment with **~26% Market Share**

\$800+mn

Load Value in Prepaid Cards (annually)

\$4.5 bn+

Total Load value since launch

750,000+

No of Transactions annually

1,000+

Corporate Clients

\$170+ mn

Prepaid Card Float

22%

FX Digital Adoption

4,000+

Touch Points

1,900+

Partner Agents

150+

Forex Stores

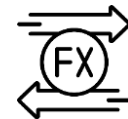
Bouquet of services offered



Prepaid Travel Cards



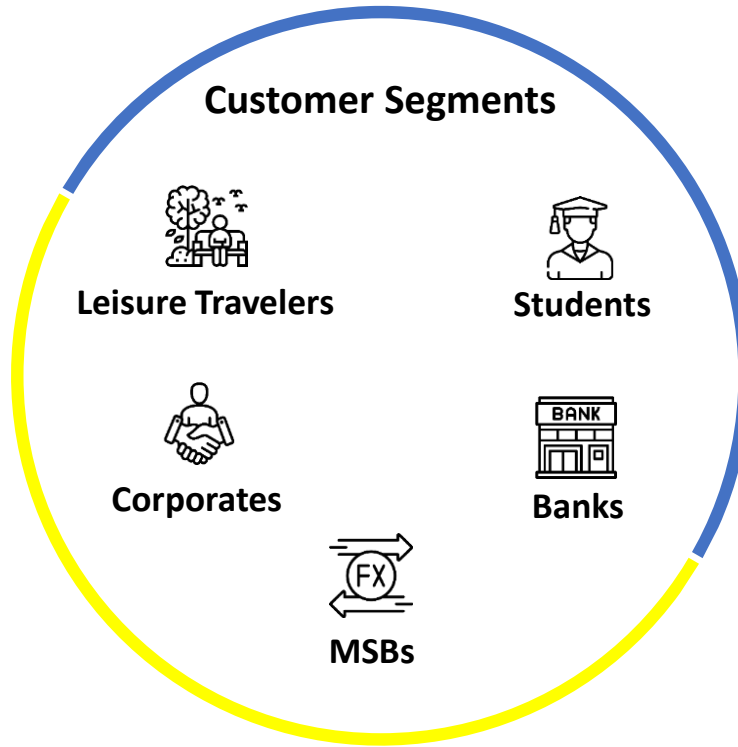
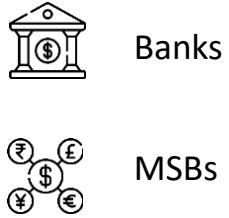
Remittance



Buy & Sell Forex

Offering End To End Forex Solutions

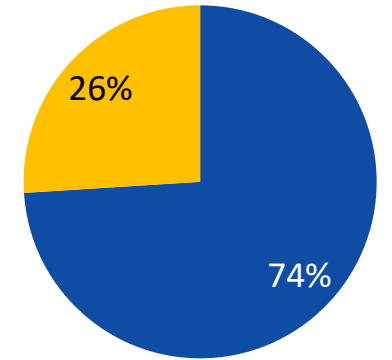
Wholesale Segment



Retail Segment

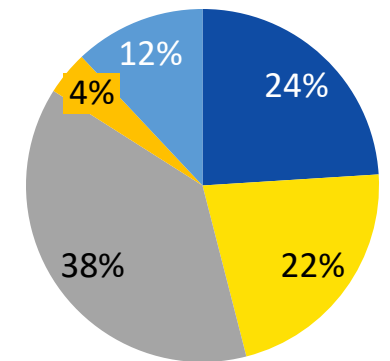


FY24 Turnover Mix (%)



■ Retail ■ Wholesale

FY24 Retail Segment Mix (%)



■ Holidays ■ Airport
 ■ Education ■ Others
 ■ Corporates

| Y-o-Y Growth | 35% | 57% | 24% | 10% |
|--------------|---------------|----------------|-------------------|------------------|
| | Prepaid Cards | Fx for Leisure | Fx for Corporates | Fx for Education |

Accelerating Distribution & Omni Channel Presence

(RETAIL FOOTPRINT | AIRPORT COUNTERS | ONLINE FOREX STORE | VIRTUAL FOREX BRANCH | M-APP FX-NOW APP | FOREX VIA WHATSAPP | CONTACT CENTRE)

Thomas Cook's Ghar pe Forex commitment of doorstep delivery in 2 hours anywhere in the country

B-2-B Agents Tech Enabled

2,000

Counters Across 7 Airports

23

Partner Forex Agents

1,900+

Stores Across 65 cities

150+

India's largest forex network of over **4,000** touchpoints



Hospitals



High Street



Malls



Airports

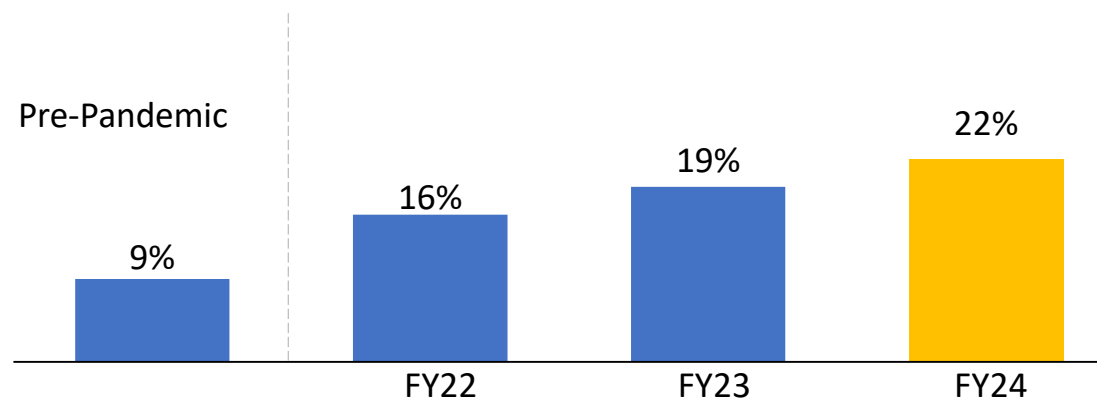


Implants



Call Centre

Increasing Digital Penetration Trend (2020 – 2024)



Access Multiple Cards in single app on the go

FX Now

First Brand to Provide Buy / Sell

Forex via WhatsApp

Send Money Aboard in Few clicks

TC Pay

FX Now

Manage your Forex Card on the go



Video KYC

Thomas Cook

Ab Forex, Ghar Baithe.

Introducing **Video KYC. Easy & Paperless.**

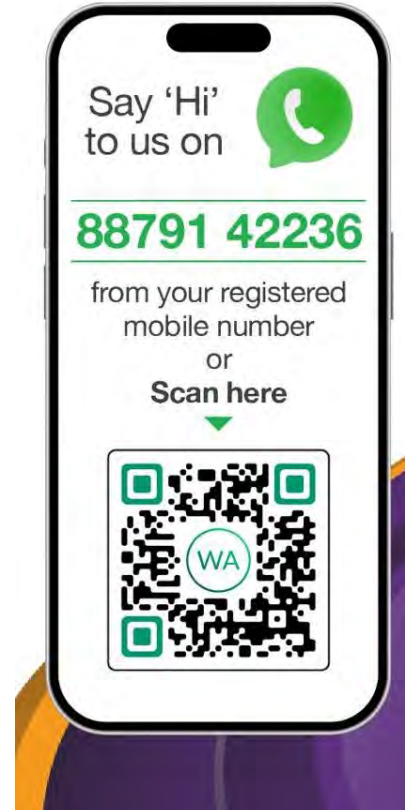
- 1 - Visit thomascook.in
- 2 - Choose your currency.
- 3 - Select 'Video Kyc' with 'Home Delivery' option.
- 4 - Upload your documents.
- 5 - Verify your Identity to our rep.
- 6 - Get Forex home delivered.

India Ka Forex Specialist | thomascook.in



Forex via WhatsApp

Buy / Sell Forex on WhatsApp



First Brand to Provide forex services on WhatsApp



TC Pay

Send Money Aboard in Few clicks



New frontiers in Card segmentation

(ONE CURRENCY CARD | MULTI CURRENCY CARD | RUPAY CARD | STUDYBUDY CARD | FX-NOW APP)

One Currency Card

- First such card in **India**.
- Load 1 Currency (**USD**) and travel the World.
- No **Cross Conversion** Charges.
- Load in USD and **do transactions in any local currency**.

Multicurrency Card

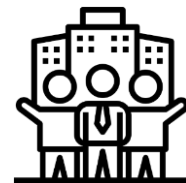
- The unique **smart multi-currency card** enables you to use the appropriate currency loaded on the card based on the **country being visited**
- **Loadable Currencies:** Mastercard (10 currencies) & Visa (9 currencies)
- Settle transaction from multiple currency purses in a single transaction

Key Customer Segments

Individual traveller



Corporate



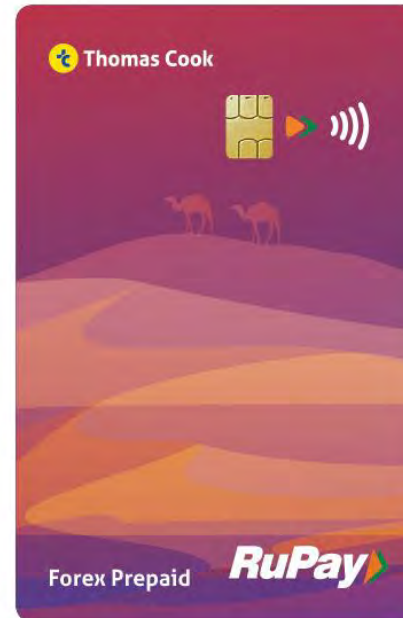
Student



New frontiers in card segmentation

- Needs-based segmentation
- Fine-tuning offers to meet distinct customer needs
- Leveraging Digital forex centre

Currency specific card RuPay AED card



Education / Student Study Buddy Card



Corporates EnterpriseFX

A Forex card with the power to plant trees.

Presenting

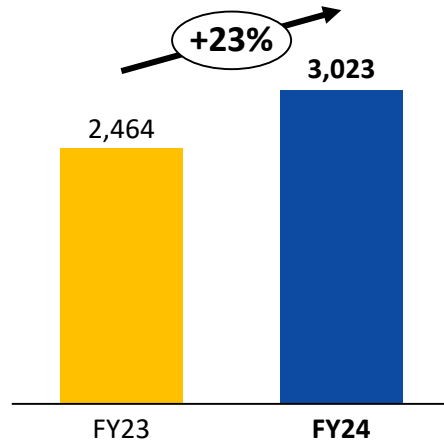
**INDIA'S FIRST
RECYCLED
FOREX CARD**

EnterpriseFx by Thomas Cook.

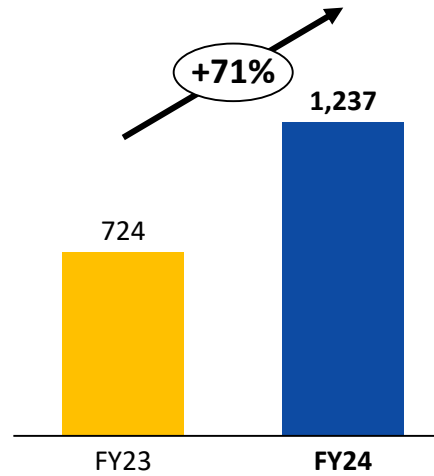


Financial Highlights (Forex) : FY24

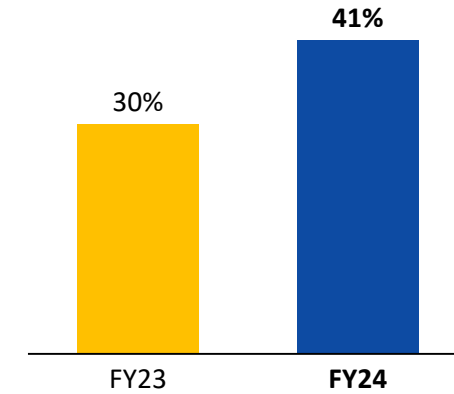
Income From Operations
(INR Million)



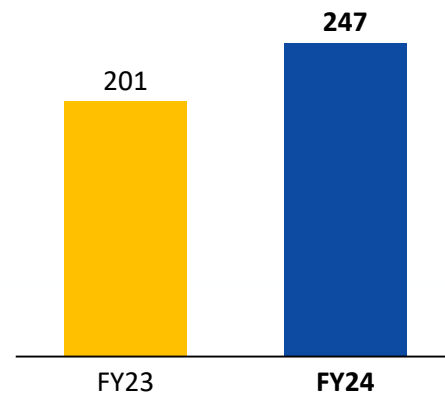
EBIT
(INR Million)



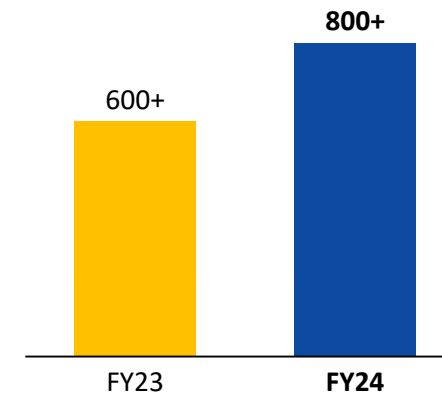
EBIT
(%)



New Prepaid Card Issuance
(Nos. 000)



Card Loads Value
(\$ Million)



WHY we WIN

We Earn Trust

Trust and transparency form the foundation of everything we do



We Think Customer

Our partnership and service set us apart



We Adapt and Adopt

We are innovative on the growth edge

HOW we WIN

Customer behaviour is changing

- Rapid Innovation
- Deep Vertical Expertise
- Differentiated product specialization

Scalable Ecosystem

- Digital penetration + Retail network = Enhanced reach
- Technology driven – Improved efficiency and TAT
- Trust and transparency

Industry Dynamics

Travel, Maintenance of close relative & studies abroad contributed **79%** of the total remittances in 2023-24

India among top two sources of students going abroad for education, accounting **40%** of the total international higher education expenditure

Preference for digital Fx services is gaining momentum in the backdrop of India's rapid strides towards digital financial inclusion

Uber trips data suggest Indians travelling like never before, with number of overseas travelers being second only to Americans

Our Positioning

Dominant player in the prepaid card segment

Focus on student and remittances as growth enablers

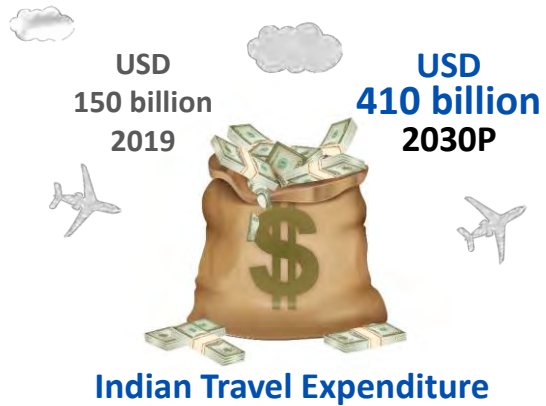
Enhance customer segmentation in a highly undifferentiated product market



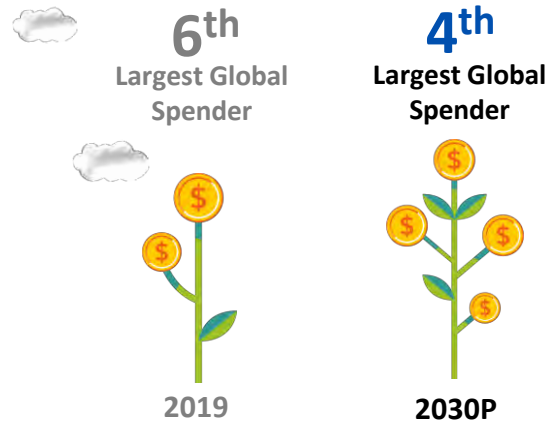
- **Group's Travel Ecosystem**
- **B2C Travel**

Indian Travel Industry Landscape

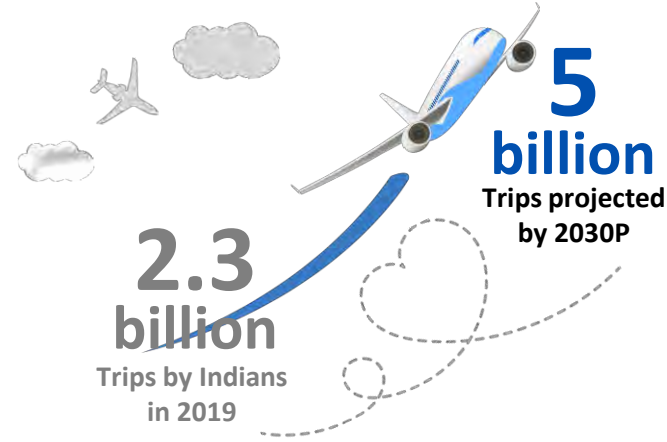
Travelers' total expenditure to grow 173% by 2030 from 2019 levels



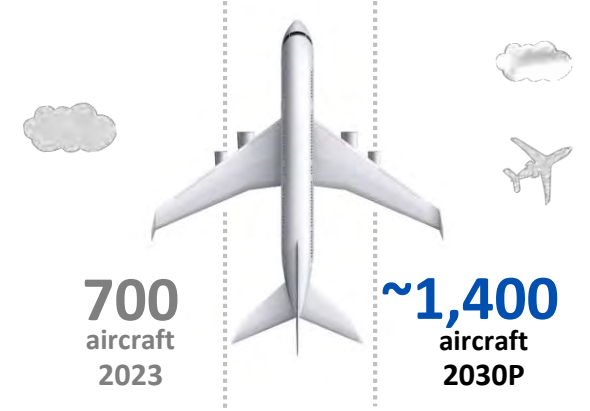
India to be among top 5 global spender on travel by 2030



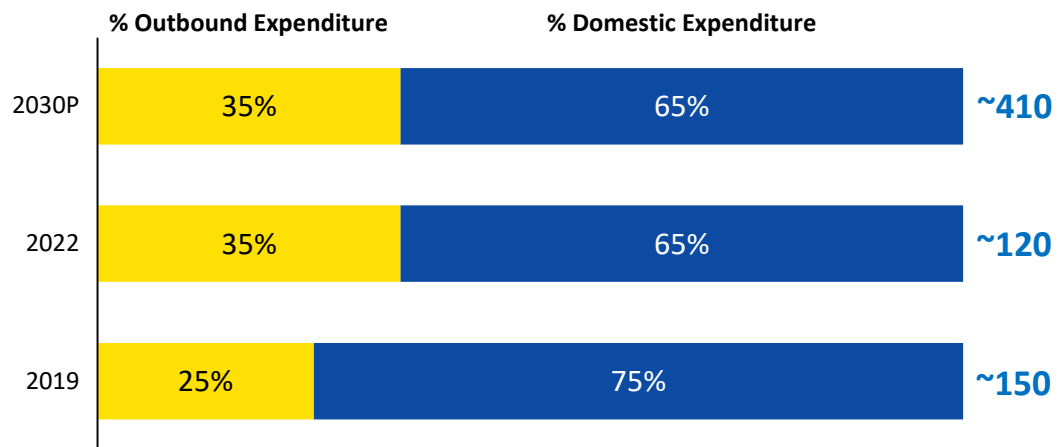
Aggregate trips to grow Over 2X by 2030



Highest aircrafts addition to match growing demand

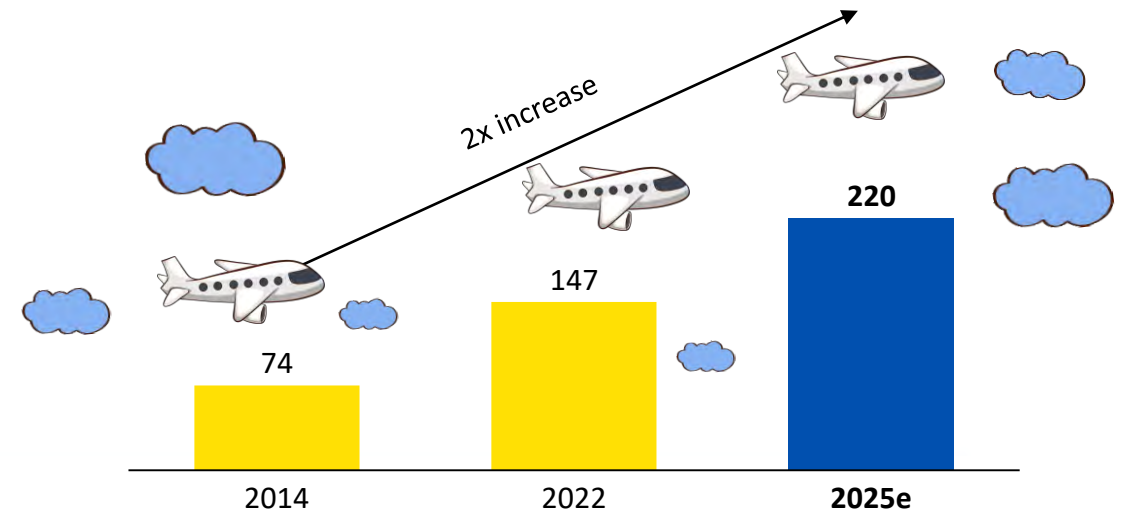


Travel expenditure by Indians, domestic & outbound



Source: WTTC & How India Travels 2023

Number of Airports in India



Strong Leadership Positions in Multiple Segments, spanning across geographies

% mix – FY24 Reported Income from Operations^{\$}

B2C Travel

26%

Holidays
(Domestic + International)

 **+89%**

B2B Travel

50%

DMS
(India + International)

 **+38%**

25%

MICE
(Meetings, Incentives, Conferences, Events)

 **+46%**

2%

Corporate Travel*
(Air & Non- Air)

 **+12%**

Income From Operations
(INR Million)

Rs.56,187

 **+54%**

EBIT
(INR Million)

Rs.1,926

 **+21X**

Explore the World with Us...

500+

Customer Touchpoints

249

Stores

145

Franchises

107

Preferred Sales Agent

26%

Digital Adoption Rate*

* PAX Booked Online in FY 2023-24

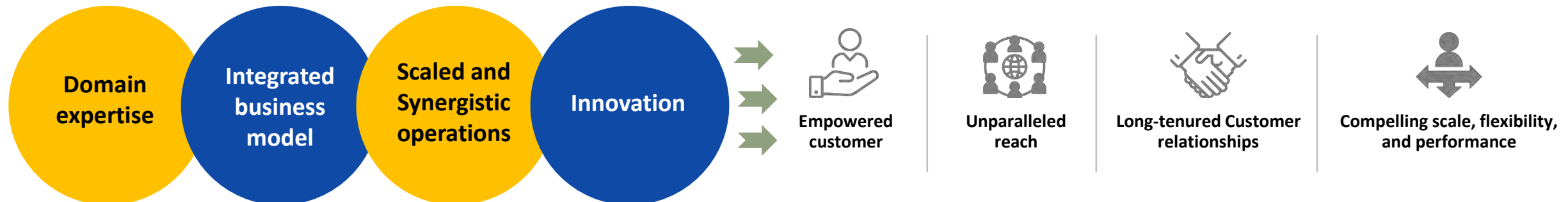
| | |
|------------------|-----|
| 26-35 years | 39% |
| 36-45 years | 27% |
| 46 years & above | 34% |

Customer Age Profile

2.2 Mn.

Pax Handled during FY24

Our Sustainable Competitive Advantages of

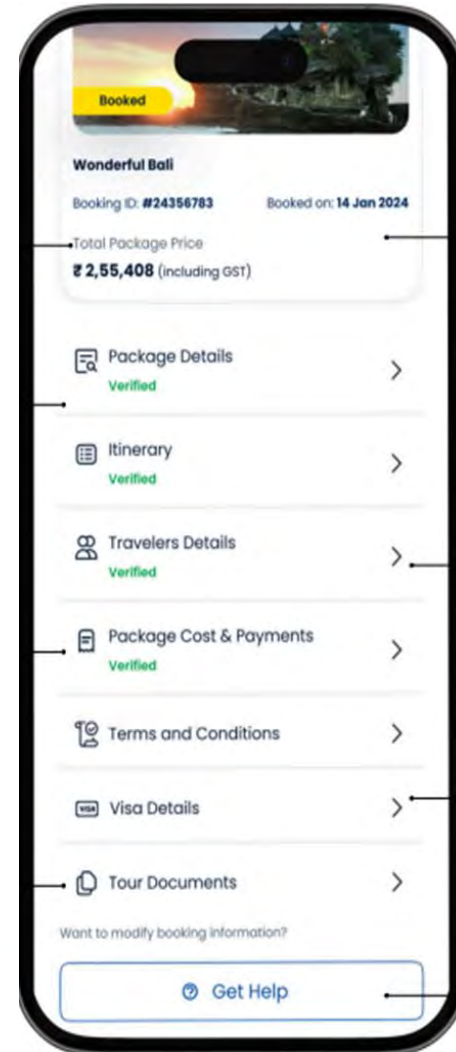


Launch of AI-powered platform to help customers plan their customised holidays



- **AI-driven suggestions** to optimize time and budget based on customer interests
Swift Personalization: Build a customized trip in just minutes with tailored recommendations
- **Speed:** Turnaround time reduced - to under 10 minutes
- **Convenience:** Curate a trip at ease - anytime, any day
- **Flexible Customizations:** Book recommended options or adjust every element of the itinerary to suit individual preferences.

Customer Self Service App



- **Booking details**
- **Traveller Details**
- **Package Details & Itinerary**
- **Cost and payments**
- **Tour Documents**
- **Visa Details**
- **Modification requests**

Next Steps

Use of generative AI

To provide innovative solutions using Generative AI, Machine Learning, Large Language Models etc. in optimizing business workflows:

- **Enhances Employee Productivity**
By reducing employee training time, improving decision making process while reducing costs and boosting efficiency
- **Improves Customer Experience**
By providing real-time assistance and delivering personalized experiences.

Varied Offerings

Customer Cohorts



Family



Occasions



Experiences



Family Memory Builder



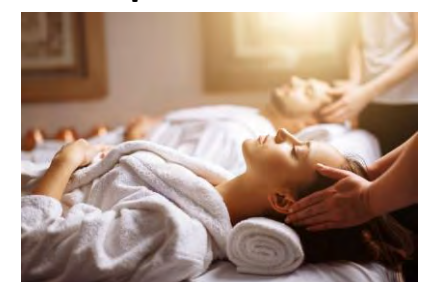
Explorer



Romantic



Spiritual



Wellness



Convenience Seeker



Mellow Vacationer



Cruises



Wildlife



Festivals



The Bang-for-the-Buck Traveler



Outgoing Mature Couple

Europe Tour Packages

HOLIDAYS, BEST EXPERIENCED WITH THOMAS COOK
Europe 2024

- Over 145 years of Travel Expertise
- Widest Global partner network
- Highest rated Travel brand on Google and Social Media
- Most Experienced Tour Managers
- Specially curated Indian and local meals

Shout Out To Champions
Holiday Around The World to Celebrate India's Historic Win

Great Deals on the Widest Range of Holidays

India Tour Packages

Kashmir
Packages Starting @ ₹ 14 900.00

BOOK NOW

Himachal
Packages Starting @ ₹ 17 990.00

BOOK NOW

Ladakh
Packages Starting @ ₹ 22 490.00

BOOK NOW

SAARE jahan se ACHHA INDIA HUMARA

SAARE jahan se ACHHA INDIA HUMARA
5 Days Kanha Bandhavgarh Special
Package starts at ₹ 43 000.00

SAARE jahan se ACHHA INDIA HUMARA
10 Days Tamil Nadu Temple Trail
Package starts at ₹ 70 000.00

SAARE jahan se ACHHA INDIA HUMARA
6 Days Pleasant Kerala
Package starts at ₹ 25 600.00

Honeymoon Packages

kashmir
Honeymoon Packages
₹39 900.00
Starting Price

Kerala
Honeymoon Packages
₹50 399.00
Starting Price

Himachal
Honeymoon Packages
₹26 900.00
Starting Price

Andaman
Honeymoon Packages
₹59 900.00
Starting Price

Introducing



One can use 20% & 30% of the total points on a single flight & hotel transaction respectively

1 Point = 1 INR
Points remain valid for 18 months.

100% of the points available can be used for any holiday package

Key highlights

Oracle CRM to track and manage customer lifecycle management, ensuring seamless engagement and oversight throughout all stages

To drive repeats & help measure it too

Boost our standalone Flights & Hotels business

Industry Dynamics

Domestic Travel

- Travel operators to see **15-17%** revenue growth in FY25: CRISIL
- Growing Middle Class, Improving infrastructure, Rising disposable incomes, Behavioral shift in travel patterns
- **'Micro Holidays'** (e.g., quick getaways or staycations over long weekends), growing spiritual tourism
- Govt's increasing focus on boosting domestic tourism

International Travel

- Outbound tourism market expected to reach **\$55.4 Bn.** by 2034, annual growth of over **11%**, according Indian commerce body FICCI
- Visa-free destinations across **50+** countries, simplified visa processes, visa-on-arrival and e-visa facilities
- Improved aviation connectivity, Increased focus of Indian airlines on new destinations in Asia, Middle East and Eastern Europe are spurring international trips

Our Positioning

| | | | |
|---|--|--|-------------------|
| Focus on select key growth markets | Domestic: Andaman, Kashmir, Rajasthan, Kerala, Bhutan | International : Emerging destinations like Azerbaijan, Georgia, Vietnam Japan; Long haul destinations such as Australia, New Zealand, America, Europe | |
| Product portfolio | Regionalism provides an avenue to penetrate and expand markets | GenZ and millennial targeted products | Spiritual Tourism |
| Technology | AI-powered platform for driving FIT segment | TC app for Customer Self Service | |



- **Corporate Travel**
- **MICE Business**

Indian Business Travel Market



The Asia Pacific business travel market size reached \$ 478.2 bn. in 2023 and expected to reach \$ 816.2 billion by 2032, exhibiting a growth rate (CAGR) of 5.9% during 2024-2032

Source: IMARC Group

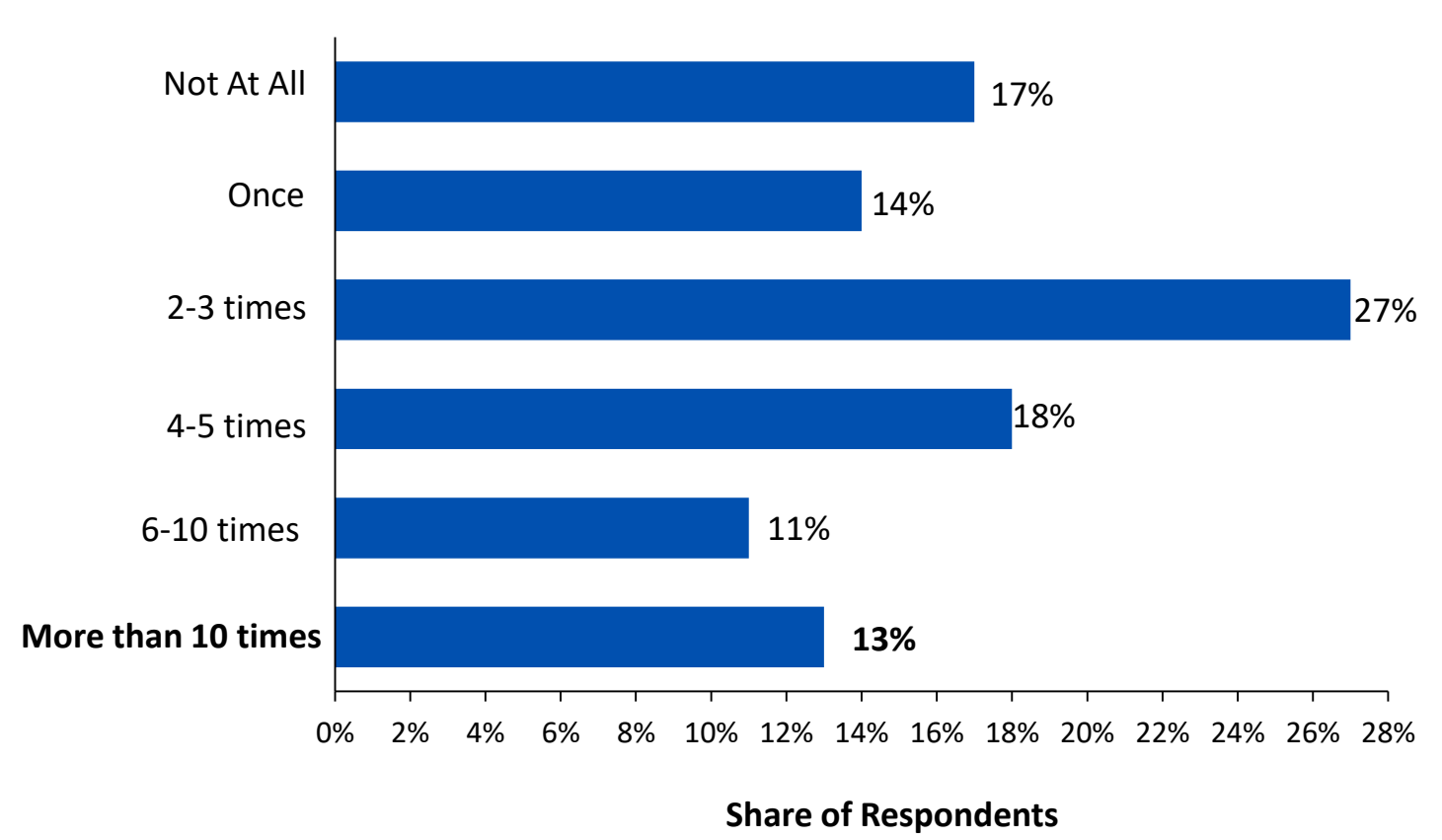


India accounts for almost 6% of business travel in Central Asia and the Pacific



India's business travel spending is estimated to reach \$38 billion in 2024, fully recover its pre-covid business travel expenses by 2025 and exceed pre-covid levels by 20% in 2027

Travel frequency for business purposes in India as of June 2024



Source: Statista 2024

Note: Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness .

Services offered



Air Travel Online and offline



Hotel Bookings



Car Bookings



Train Bookings



Technology

- Customized Online Booking Tool
- Mobile Booking App
- Booking Bot



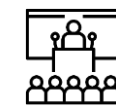
Potential to Cross Sell



Foreign Exchange



Holidays



MICE

530+

No. of Corporates

>37%

Touchless transactions

9+

Years of Average Corporate Tenure

>25%

Adoption by clients on the corporate self-booking

Core Competencies

- High Transaction accuracy rate
- Deep entrenchment with client's ERP
- Robust travel desk
- Ability to integrate and implement new technology
- Extensive use of global and locally sourced content/tech

Industry Dynamics

India's business travel set to grow **12%** in 2024, rebounding to pre-COVID levels by 2025, with strong economic outlook, Global Business Travel Association

> **80%** of Business travelers consider travel necessary for meeting business needs

India **9th** largest market globally for business travel expenditure and **4th** largest in APAC region

Improved aviation connectivity from India, better domestic infrastructure also aiding to more business travel

Our Positioning

Strategic focus on

- Increasing wallet share from existing customer
- Acquisition of new customers

Grow presence in SME/MSME segment with digital first strategy

Greater focus on improving share of non-air revenue streams like car booking, hotels which have a better margin profile

Indian MICE Market



- Indian MICE has less than 1% share in the estimated global MICE business despite the natural & cultural advantages of India and being one of the highest growing economies



- India is ranked 23rd with 123 meetings in the 2024 ICCA ranking of countries



- India's MICE tourism market valued at \$3.3 bn in 2023 is expected to reach \$10.5 bn in 2030 – a CAGR of 18%

Key Factors for MICE growth in India

Economic Growth



Rise in popularity of eco-friendly and sustainable travel options

Increasing Connectivity



Increasing Incentive Programs

Government Support



Diverse Sectors engaging in MICE

Infrastructure Development



Core Competencies

Specialized and dedicated team

Proven track record

Leaders in the segment

Execution on Large scale

Experienced tour managers

End-to-end planning

Service Oriented & Customer Driven

85,000+

FY24 Total Number of Customers Handled

650+

Number of Groups

100 - 3,000

Group Size

Corporate event & travel management



Hospitality services related to conferences / meetings, team outings, family days



Award ceremony & Gala Dinners



Experiential destinations



Weddings

Weddings



Industry Dynamics

- Global MICE Industry valued at **\$805.0 Bn.** in 2017 and estimated to reach **\$1,337.4 Bn.** by 2028, led by both Domestic and International
- India's MICE tourism market valued at \$3.3 bn in 2023 is expected to reach \$10.5 bn in 2030 – a CAGR of 18%
 - Overseas markets like Turkiye, Dubai, Vietnam, Malaysia, Eastern Europe and more betting big on hosting meetings and conferences.
 - Destinations like New Zealand, Australia, Iceland, Scandinavia too witnessing high demand for corporate MICE travel
 - On the domestic front, the Indian hotel industry is on track to witness robust growth in revenue in FY25 with domestic travel and MICE segment as key demand drivers during the fiscal

Our Positioning

Innovation with respect to destination and creating experiences.

“Art of Travel”

Expertise in managing and executing large groups with differentiated offering and unique experiences

Technology to blend automation with experiences to ensure smooth customer flow and improve productivity



- **Destinations Management
Specialist Business : India**

60+

Year old legacy

2,000+

Network of Global Partners

24

Offices in India: Largest network of any DMC

19

Overseas sales reps

21%

Contribution to the Group's DMS business (FY24 Revenue)

Source Markets

UK, US, France, Germany, Japan

85%

Recovery in Pax CY24 (E)

Top producers

for IHCL, Oberoi, ITC and CGH

Destination Knowledge Centre

to support product development and create immersive experiences



Focused on Leisure Segment
Established in 1961 and 1963



Focussed on MICE and tailor-made FIT
Established in 1994



Joint Venture with DER Germany
Established in 2017



Caters to the Luxury segment
Established in 2024



Joint Venture with Authenticities
Established in 2024



Outlook - DMS India

Industry Dynamics

Foreign tourist arrivals (FTAs) is projected to grow **19.59% year-on-year** in 2024 according to a report by Noesis. In 2023, 9.23 million foreign tourists visited India

India, as a destination, is in high demand among key source markets such as the **USA, UK, France, Germany, and Japan**. **Air India's fleet expansion** will help grow inbound business to India, as it will connect many key destinations directly

Luxury and wellness are expected to be the biggest drivers for the high-end market, and India is well-positioned for these segments

Sustainability will become one of the key drivers for travel choices. Between 2024 and 2034, the global demand for sustainable tourism services is expected to exhibit a compound annual growth rate (CAGR) of 23.8%

Our Positioning

With **innovating products and delivering quality services** through a strong network of offices on the ground we are well-positioned to take advantage of Tourism India growing double-digits

Technology – Travart, our transformation project, is an end-to-end solution that is going live on June 2025

Focus on sustainability

TCI - signatory to the Glasgow Declaration

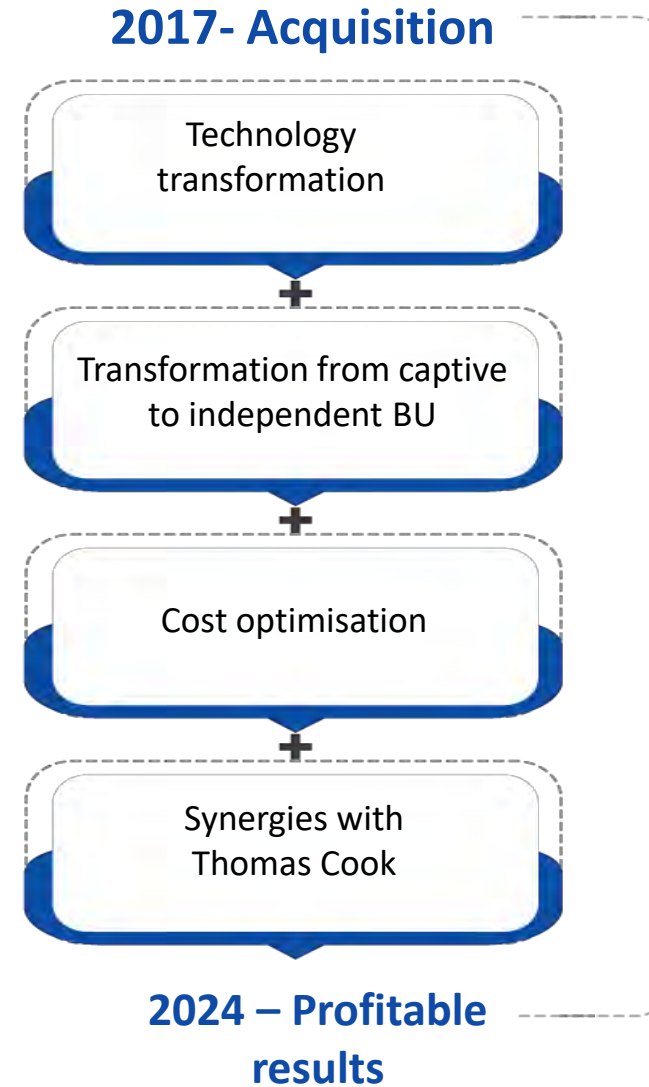
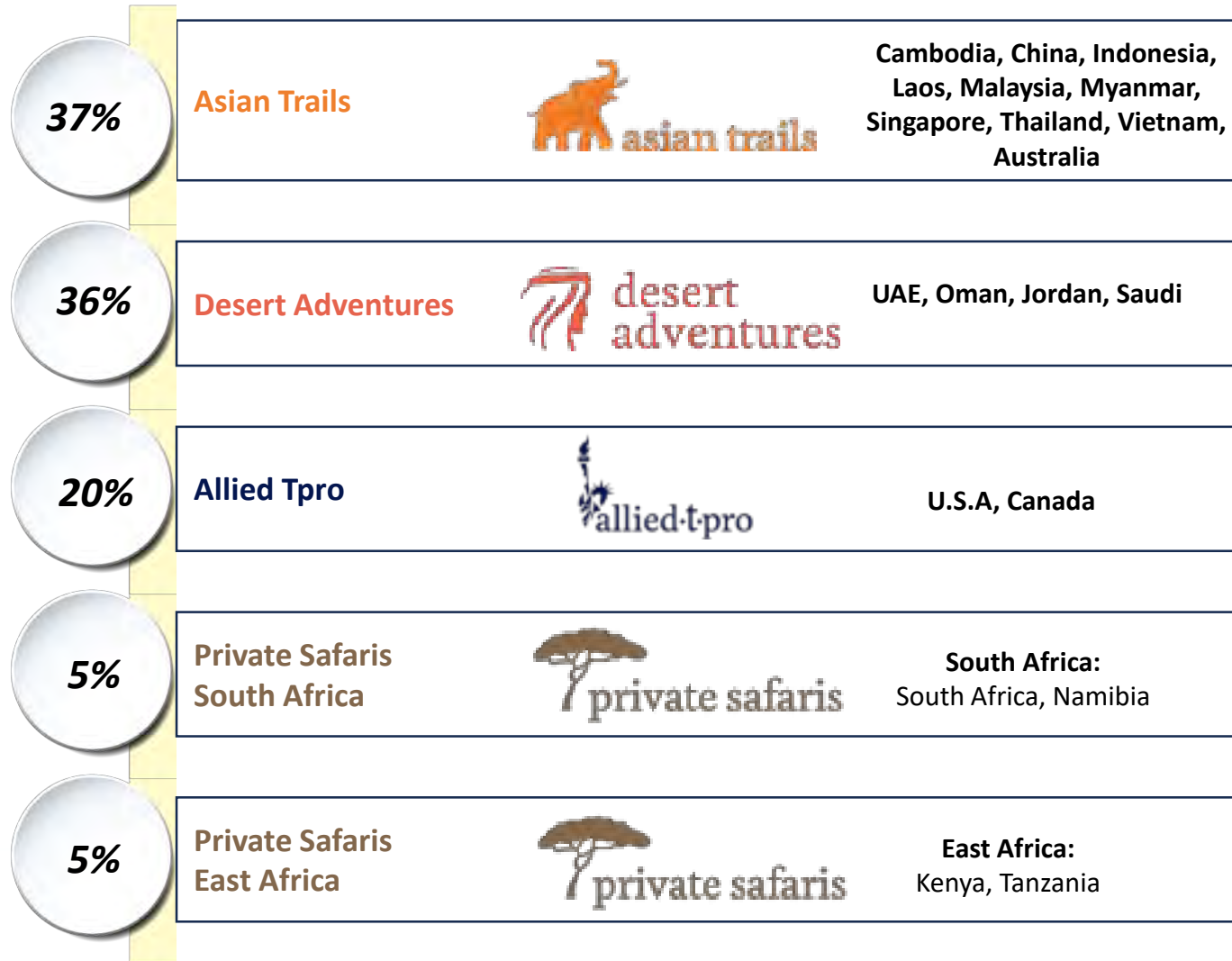
Travelife certification is awaited



- **Destination Management Specialist Business : International**

What have we achieved so far?

Revenue split



22%
Contribution to travel segment



41%
Contribution to travel segment

Outlook - DMS International

Industry Dynamics

APAC - International visitor arrivals (IVAs) to Asia Pacific are expected to increase from 619 mn in 2024 to 762 mn in 2026, with a recovery rate of 111.6% compared to the 2019 level

USA - IVAs in US from Jan to May 2024 were 13.2mn (20% YoY growth), As per the National Travel and Tourism Office (NTTO), IVAs to the US in 2024 are estimated at 77.7 mn a 17% YoY increase

Middle East - WTTC expects tourism's GDP contribution to reach \$507 billion in 2024. International travel to GCC countries- air connectivity increased 11% y-o-y, meaning an extra 8.5 mn seats were available than in the same period in 2023, contributing to increasing demand

South Africa - International tourist arrivals from January to March 2024 totaled 2.4 mn, 15.4% increase compared with 2023
East Africa - In 2023, international arrivals into the region reached their pre-pandemic level, 12 mn travelers and is anticipated to reach 15.2 mn visits in 2027, growing at a CAGR of 6.09% from 2023 to 2027

Our Positioning

New Destinations/ Partnerships

- Expansion in Saudi Arabia –Kanoo
- New World Travel

Technology

- Enable wider range of choice
- Improve TAT
- Enhance productivity

Expand B2B Touch
points to increase source market reach

Synergies

Drive captive sales between TCIL/SOTC and DMS units



- **Leisure & Hospitality
Business Overview**

Operational Highlights



52

First Milestone of Resorts**
(2,900 Spacious Rooms)

16

Consecutive Profitable
Quarters

34%

EBITDA Higher than Industry
Average

69%

Guest Ratio

2,000+

Healthy Cash Reserves (Rs. Mn.)
Zero Debt Company

Rs. 6,406

Average Room Rate (ARR)

5,00,000+

Happy Guests & Members
Holidaying Every Year

Rs. 7,016

Total RevPAR

85%

Resorts rated 4.5 or more on TA
Sterling Kanha TA Best of the Best
for 2nd consecutive year.

Customer Propositions

VACATIONS



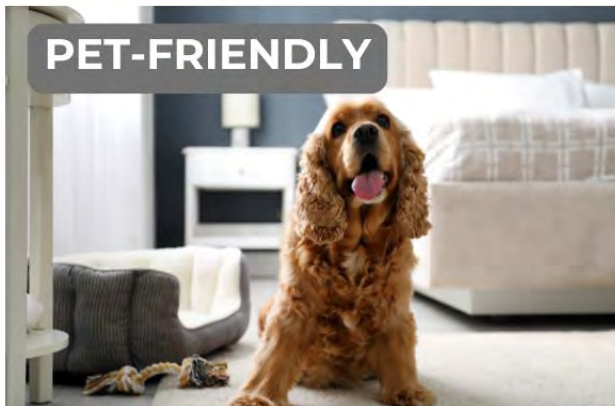
WEDDINGS



PICNICS



PET-FRIENDLY



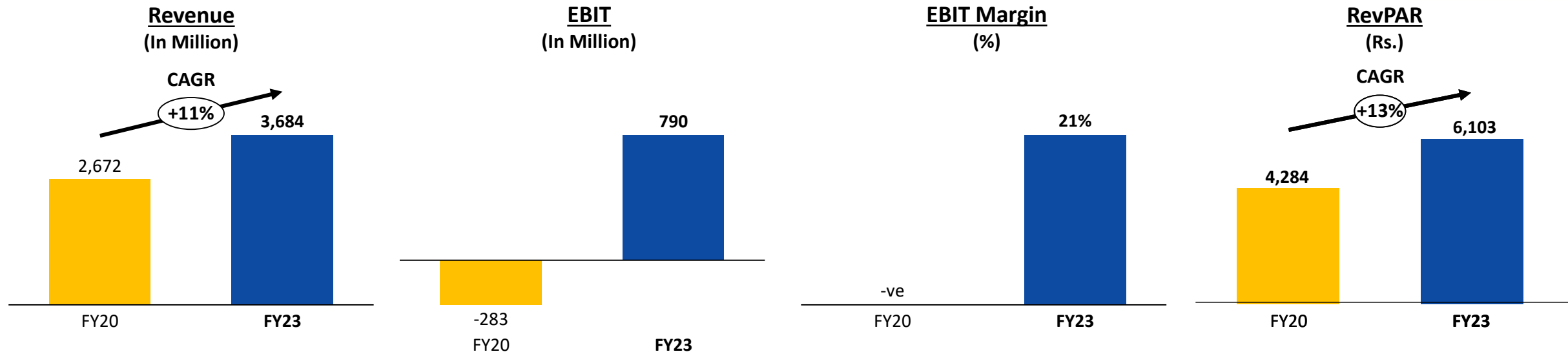
REUNIONS



CONFERENCES



Our Transformation : FY20 – FY23



Key Enablers:

Business-Model

- ✓ Swift transition from Member-led to Hospitality-led Model
- ✓ Guest Ratio increased from 47% to 62%

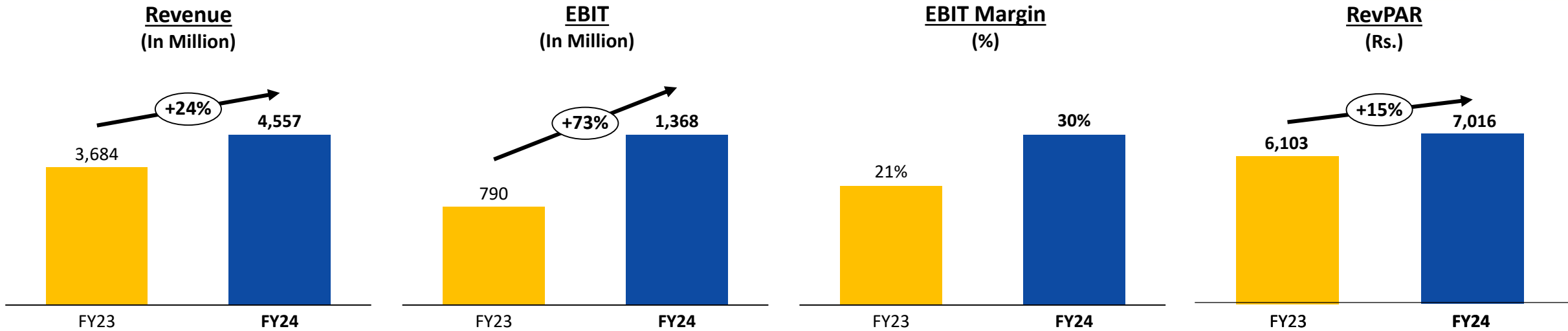
Re-jigged the Resort Portfolio

- ✓ De-flagged 8 loss-making lease resorts
- ✓ Introduced 16 new resorts on Asset-Light Management Contract Model

Membership

- ✓ Reduced Fixed Costs in Membership vertical
- ✓ Increased Acquisition on Variable Cost Channels (11% to 52%)

Strong Growth : FY24



Key Enablers:

Business Model

- ✓ Hospitality Dominant Model
- ✓ Sunset the Acquisition of Long-term Membership

Rapid Expansion

- ✓ Added 9 resorts in Asset-Right Model
- ✓ Guest Ratio increased from 62% to 69%
- ✓ Occupancy stable with room capacities increasing 8%

Customer Focus: (TripAdvisor)

- ✓ 85% Resorts rated > 4.5/5.0
- ✓ 23 Resorts awarded "Traveler's Choice"
- ✓ Kanha "Best of the Best" 2 years in a row

Tech-Enabling

- ✓ Sterling ONE Platform: caters to 4,000+ travel partners & corporates
- ✓ ORACLE NetSuite ERP & hospitality PMS setup

Outlook Leisure Hospitality

Industry Dynamics

- The Indian hotel industry is poised to witness a revenue growth of **9%-11%**
- Industry focus remains on Tier II and Tier III cities, with **75%** of the total number of upcoming rooms expected to come in cities like **Jaipur, Indore, Surat, and Ayodhya**, among others
- Domestic Travel - Indian travelers are projected to conduct **5 Bn.** leisure trips by 2030. **99%** will be domestic

Our Positioning

FY25 - Year of Investments

- Plan to add **20+ resorts ~1,200 rooms** in the next **18 months** on Asset-Right Model
- Sweat existing assets & add Inventory
- Adding new resort facilities & soft-refurbishments

Thrust on Hospitality Segments

- Build dominance in key markets: **Rajasthan, Karnataka**
- Tap hospitality segments: **MICE, Weddings**
- Introduce new products: **What-A-Trip**

Future ready

- Growing strength of Sterling Brand
- Leadership Development
- Digitization of processes
- Leverage scalable Distribution Platform

Our Presence



STERLING ARAVALLI UDAIPUR: 2.5 Acres | 70 Rooms | 40,000 sft Lawns | Multiple Banquets



STERLING MARBELLA DEHRADUN: Spanish-inspired Architecture | 37 Rooms | 500 Artefacts



Sterling
48

Nature Trails
4

Indicative
22

* As of Aug 2024

Note: Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness.



- **Digital Imaging Business**

We Are The **World's Largest** Tech-Driven Imaging Services & Solutions Enterprise



Our Tech-Enabled Services Include:

- Imaging Solutions
- Experiential Products
- Innovative Technology

Our Presence

Headquartered
Dubai

Countries Operated
18

Regional Offices
8

- Orlando
- Hong Kong SAR
- Singapore
- Kuala Lumpur
- Shanghai
- Mumbai
- Bali
- Male



Total Partnerships
180+

Number of Sites Operated
265

No of Captures (FY24):
500 mn+

Full time Professionals
2,400+

Note: Maps not to scale. All data, information, and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness

We Work With The World's Best Attractions

DEI



At the Top Burj Khalifa
World's Tallest Tower



Atlantis Dubai
World's Most Instagrammed Hotel



Shanghai Disney Resort
World's Largest Disney Castle



Universal Beijing Resort
World's Largest Minion Land



Burj Al Arab
World's Only 7 Star Hotel



SKI Dubai
World's Largest Indoor Ski Slope



Marina Bay Sands
World's Longest Elevated Swimming Pool



Mandai Bird Paradise
World's Largest Bird Park

Our Portfolio Consists Of The Leading Brands In The World...



Singapore Flyer



KL Tower



Singapore Cable Car



Bali Zoo



Waterbom Bali



Venetian Macao



Dubai Aquarium & Underwater Zoo



Dubai Frame



Jumeirah Beach Hotel



Ramoji Film City

...with a renewal rate of ~95%

Our Expertise is Spread Across Categories

Aquariums



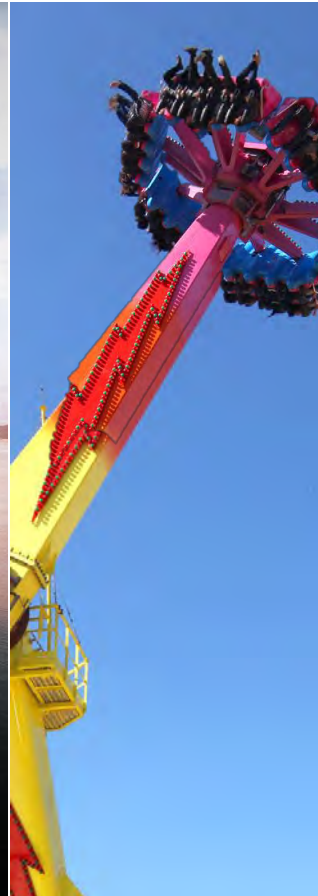
Tall Towers



Cable Cars



Theme & Amusement Parks



Snow Parks



Luxury Hotels & Resorts



Animal & Bird Parks



Water Parks



A Two Decade Consistent Growth

DEI

2005

Bootstrapped in the UAE.

Pioneers the souvenir imaging business through partnership with Kodak

2008

Achieved \$25 million in annual revenue within 3 years of launch.

Second Expansion to Malaysia

2019

Became a part of Fairfax Financial Holdings Limited, via Thomas Cook India

Presence in 15 countries

2007

Expanded from UAE to profitable pastures in APAC

Launched Operations in Singapore

2014

Phenomenal growth led to the reverse acquisition of Kodak's souvenir imaging solution

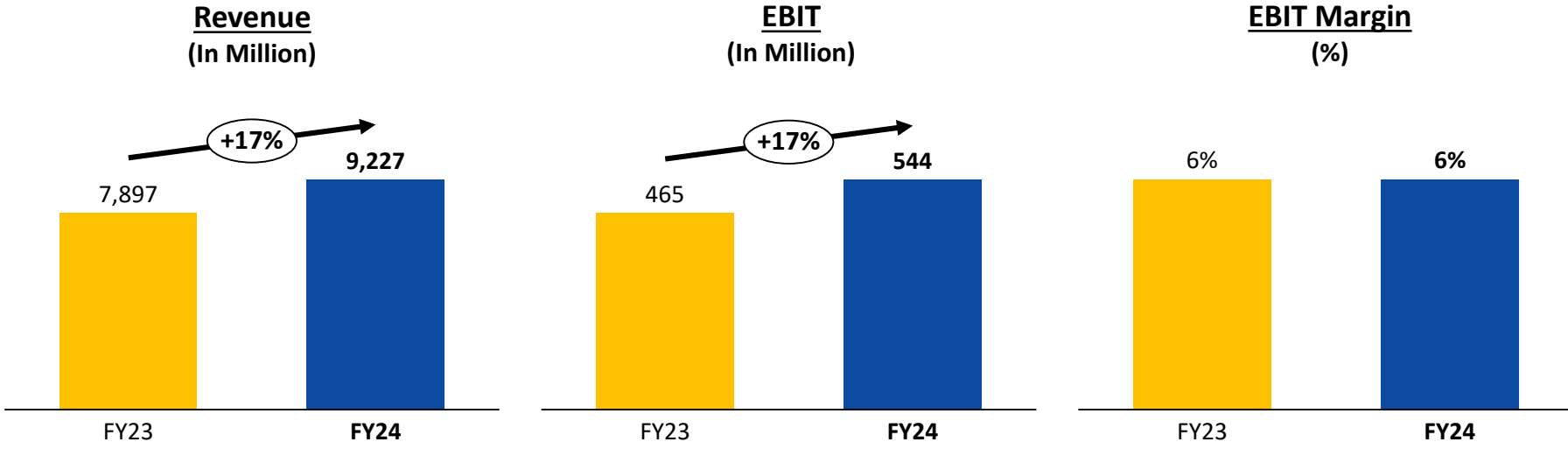
Presence expands to 11 countries including USA

2023

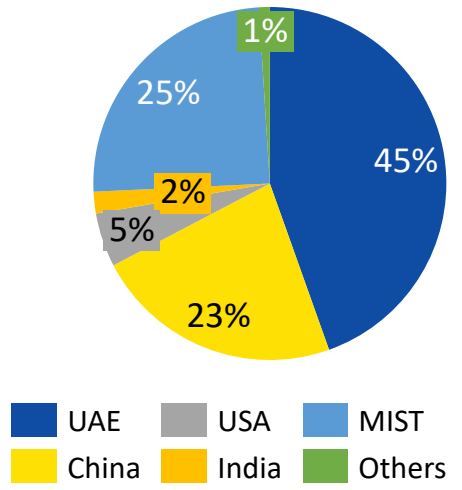
DEI becomes the world's single largest Souvenir Imaging Technology Company, by far. With a top line of \$113M

Now Present in 18 countries

Financial Highlights (DEI) : FY24



Geographical Revenue Split (Rs.)

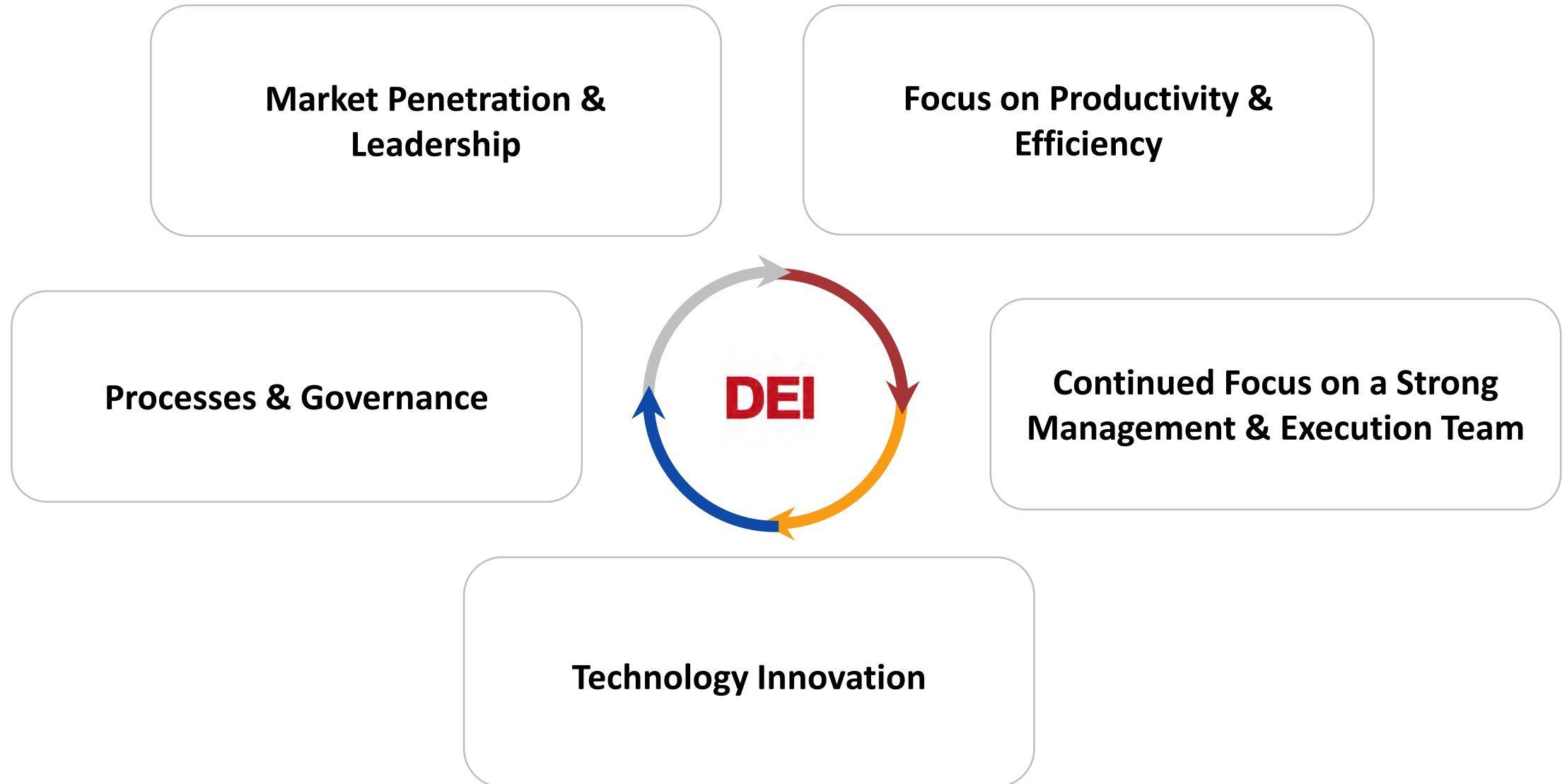


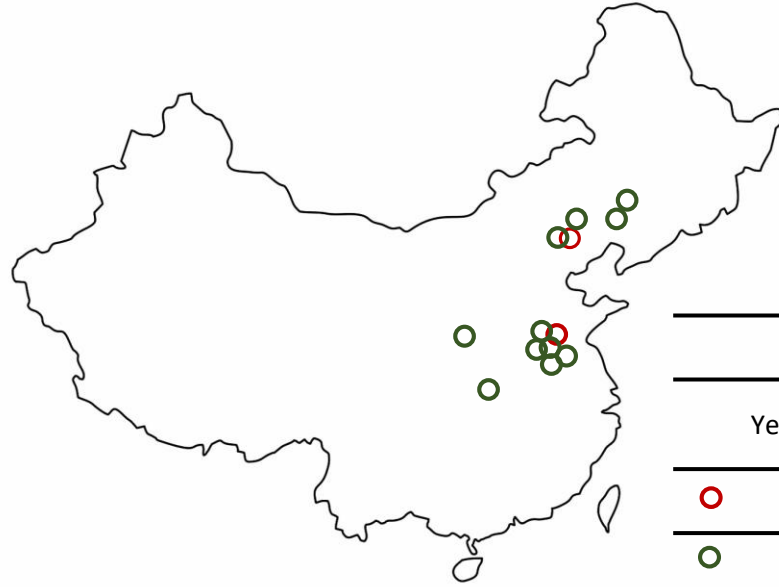
Revenue recovered strongly after a difficult 2 years post FY20

FY25 – a year focused on development and investment in technology

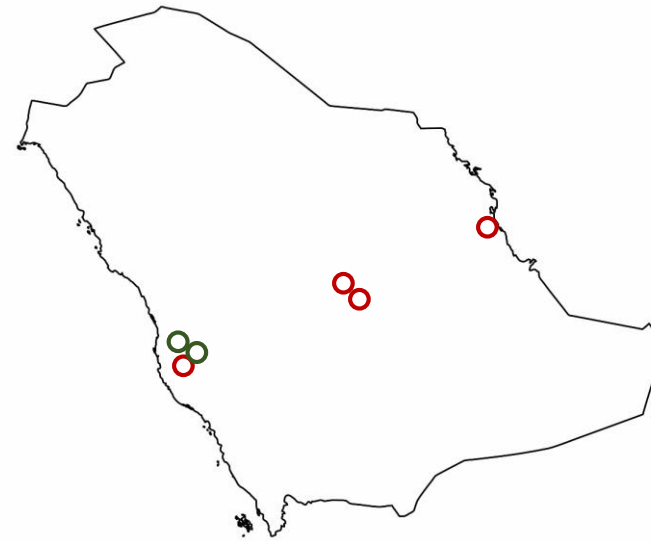
In FY23 and FY24 we have consolidated our position in our industry

Figures may not add up due to rounding off

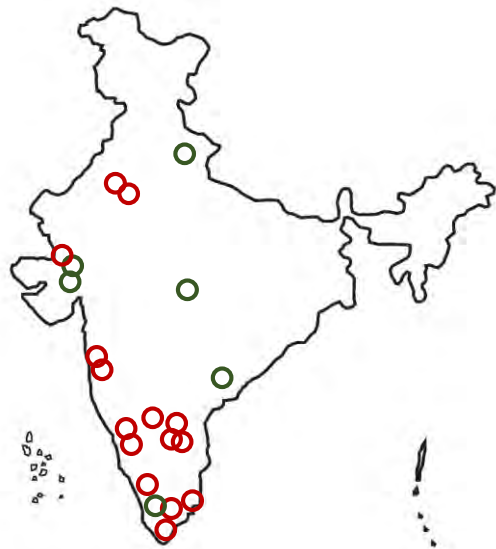




| China | | |
|-------|-------|--------------------|
| Year | | No. of attractions |
| ○ | FY 24 | 2 |
| ○ | FY 25 | +11 |



| Saudi Arabia | | |
|--------------|-------|--------------------|
| Year | | No. of attractions |
| ○ | FY 24 | 4 |
| ○ | FY 25 | +2 |



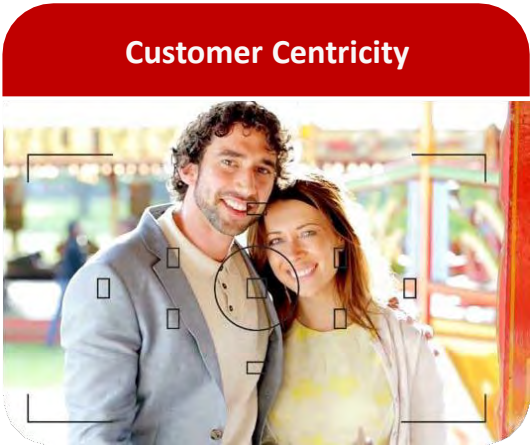
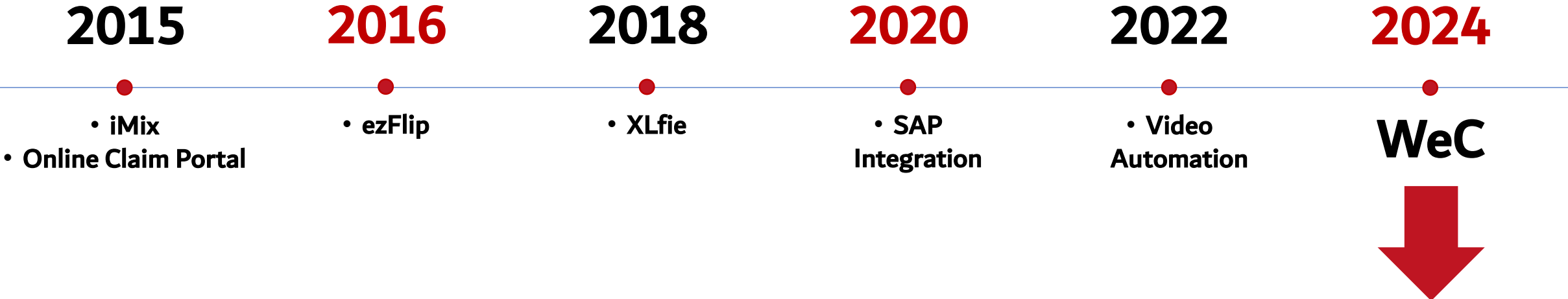
| India | | |
|-------|-------|--------------------|
| Year | | No. of attractions |
| ○ | FY 24 | 15 |
| ○ | FY 25 | +6 |



| Indonesia | | |
|-----------|-------|--------------------|
| Year | | No. of attractions |
| ○ | FY 24 | 20 |
| ○ | FY 25 | +8 |

Road Ahead- Introducing a New Software

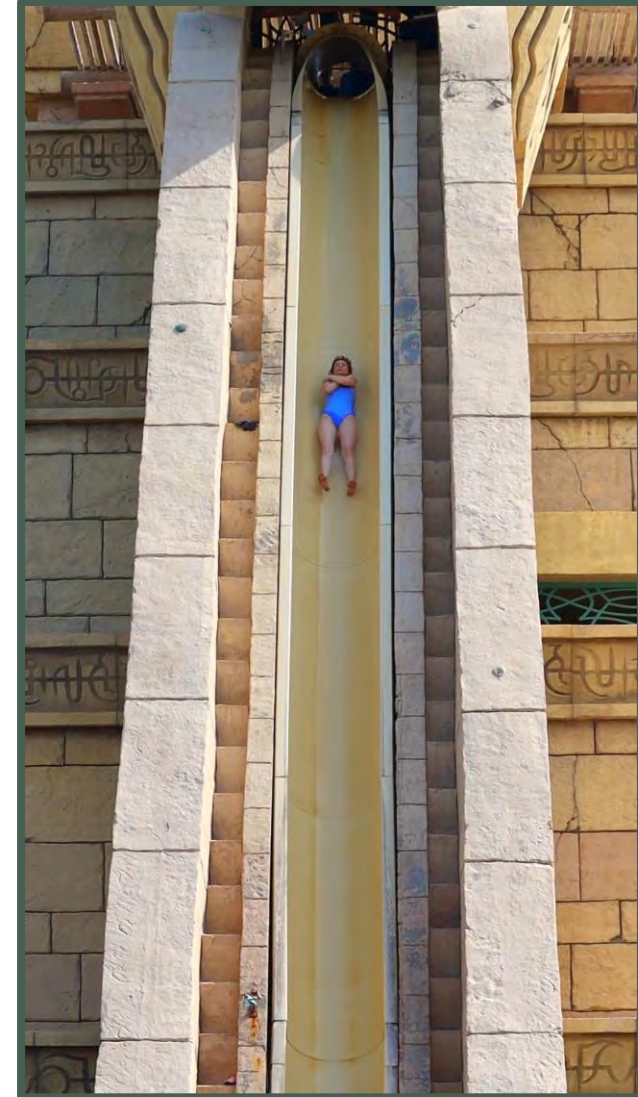
DEI's tech story so far



Bespoke Edits



High-Speed Motion Sensor Cameras



360-degree Captures



High-speed, Motion-Overlay Animations

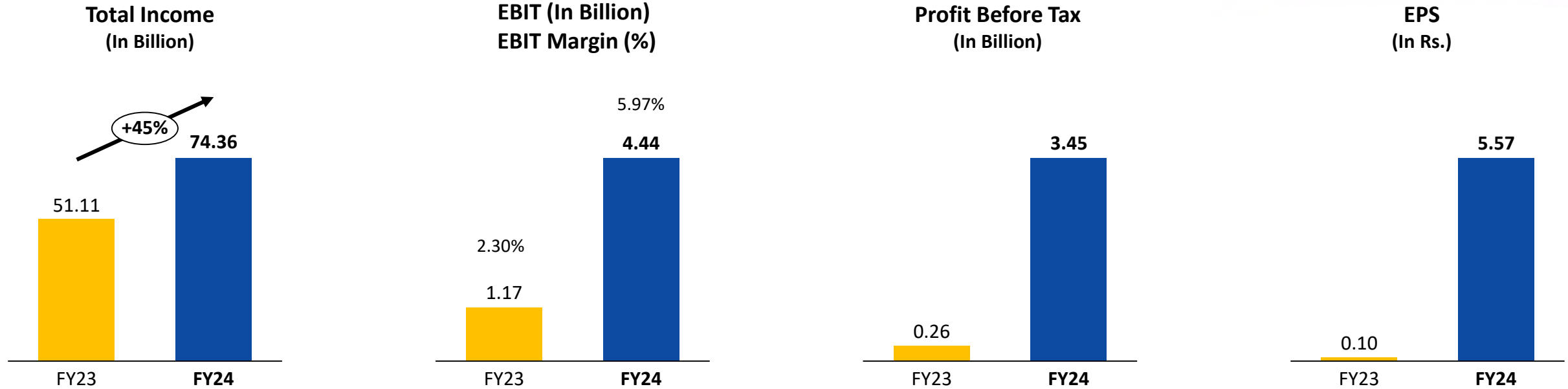






- **Financial Highlights**
- **Outlook & Way Forward**

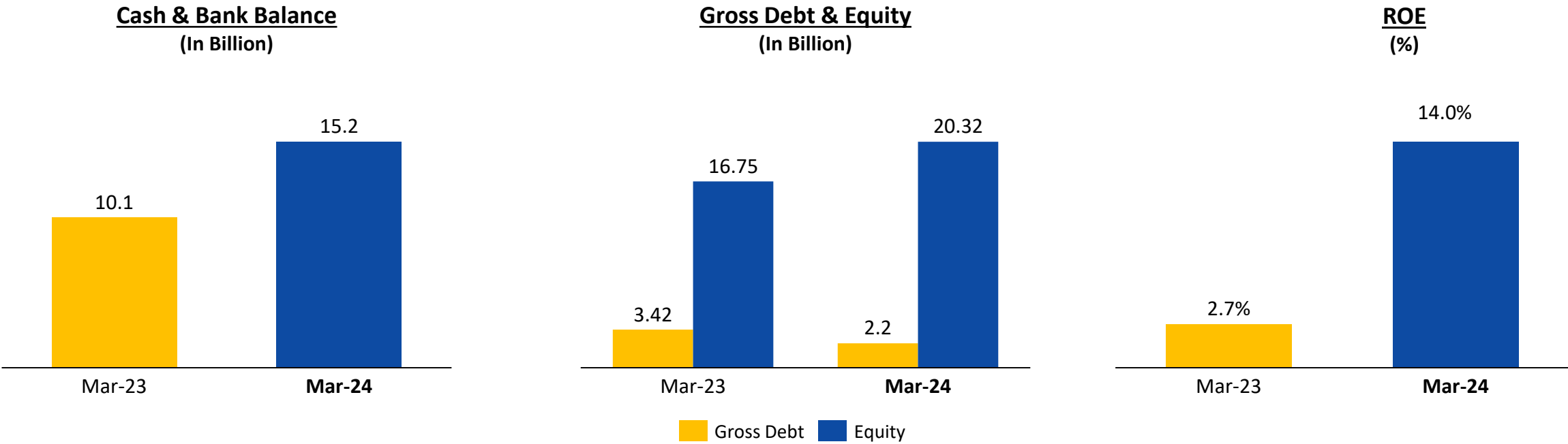
Consolidated Financial Performance



Operating Performance, driven by strong revenue growth, diligent focus on cost management and improved margins

Maintain a disciplined spending approach across the group

Balance Sheet Overview



Prudent financial management evident from its robust position

The balance sheet strength provides capacity to drive growth

Shared ownership to boost performance and accelerate growth

Our operating model is a key enabler to achieve our ambitions

- Sustainable cost efficiencies
- Growth through customer centricity
- Growth through innovation

Strengthen Profitability and Cash Flow

- Margin : Focused spends and operating leverage
- Working Capital Optimization
- Debt reduction
- Organic CAPEX

Drive ROE and Shareholder value

Travel to discover



Thank You



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