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

A FAIRFAX Company

Thomas Cook Travel Smooth thomascook.in

27th May, 2019

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

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

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.: 2659 8237/38

Dear Sir/ Madam,

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, 2019.

This is for your information and records.

Thank you,
Yours faithfully,
for **Thomas Cook (India) Limited**

AMIT JYOTINDRA PAREKH
Digitally signed by AMIT JYOTINDRA PAREKH
Date: 2019.05.27 19:07:43 +05'30'

Amit J. Parekh
Company Secretary and Compliance Officer

Encl: a/a

Q4 & FY19 Earnings Presentation

27 May, 2019

Thomas Cook India Limited (TCIL)

BSE: 500413 | NSE: THOMASCOOK

Thomas Cook
Travel Smooth
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Thomas Cook at a glance

- **Thomas Cook is a leading integrated Travel and Financial services Company in India, part of the Fairfax group which owns 66.93% 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 29 countries across 5 continents**
- **Thomas Cook Retail Outlets**
  600+ Retail network
  - *273 owned branches*
  - *231 franchise /Gold Circle Partner outlets*
  - *~ 100 Preferred Sales Agents*

Thomas Cook Group

Forex	Thomas Cook Travel Smooth thomascook.in	SOTC		
Outbound	Thomas Cook Travel Smooth thomascook.in	SOTC	KUONI 勝景遊	
MICE	Thomas Cook Travel Smooth thomascook.in	SOTC		
Corporate Travel	Thomas Cook Travel Smooth thomascook.in	SOTC	KUONI 勝景遊	
Domestic	Thomas Cook Travel Smooth thomascook.in	SOTC		
Inbound	tci	sita	distant frontiers	GoVacation India
DMS	asian trails	desert adventures	allied·t·pro	private safaris South Africa; private safaris East Africa; luxe asia
Portfolio Investments	DEI	Quess	Sterling Holiday Differently!	ithaka

MICE- Meetings, Incentives, Conferences, Events*

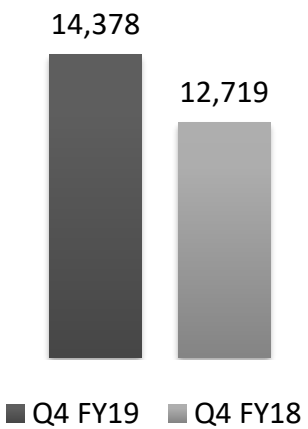
Q4 & FY19 Financial Performance

Q4 & FY19 Consolidated Performance Summary*

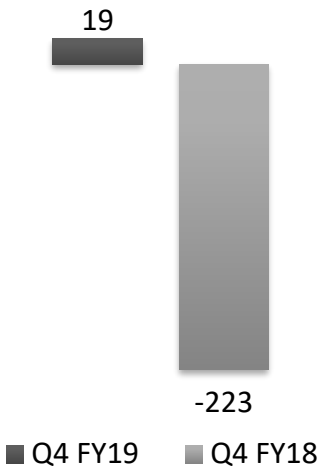
All figures in Rs mn

Q4 FY19

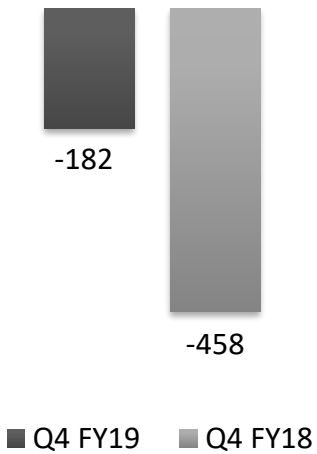
Total Income from Operations



EBIT

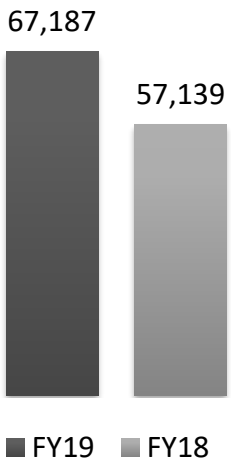


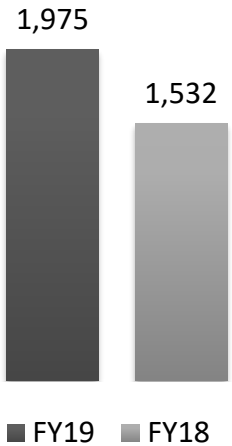
PBT

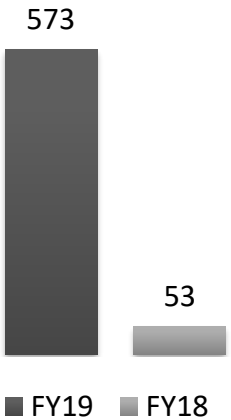


Due to the nature & seasonality of the outbound travel segment, Q4 is typically a high investment quarter with significant initiatives targeted towards sales and marketing ahead of the peak summer travel season

FY19





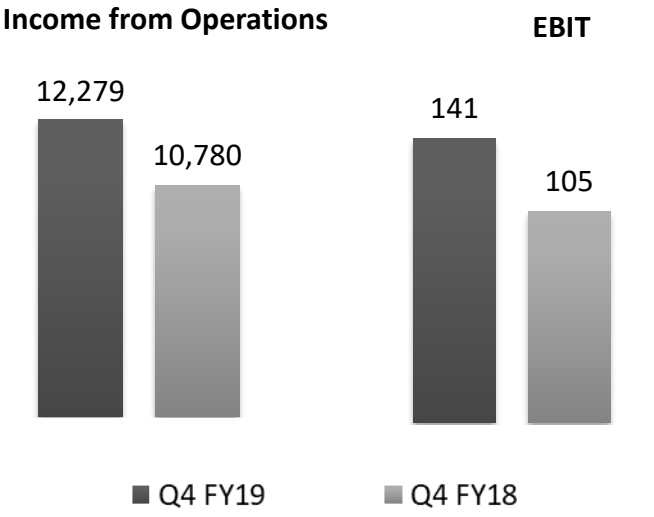


*Note- *Excluding Quess Corp and exceptional items; TCIL consolidated FY18 & FY19 results are not comparable as the former includes 11 months of Quess results. TCIL's FY 18 consolidated results also include a one-time accounting gain of Rs. 5.3 Bn. on account of the Quess deconsolidation.*

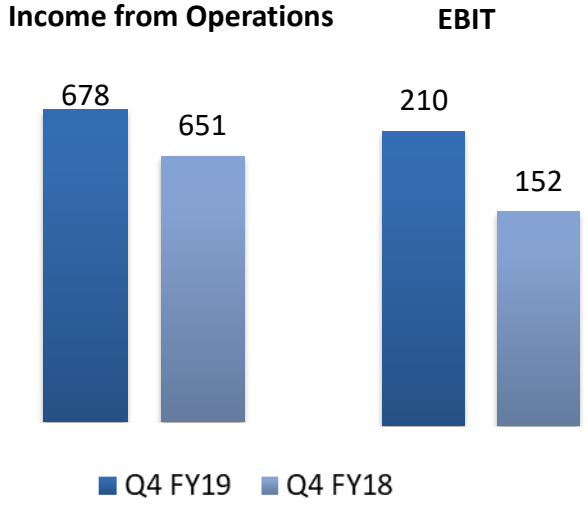
Q4 & FY19 Performance Summary

All figures in Rs mn

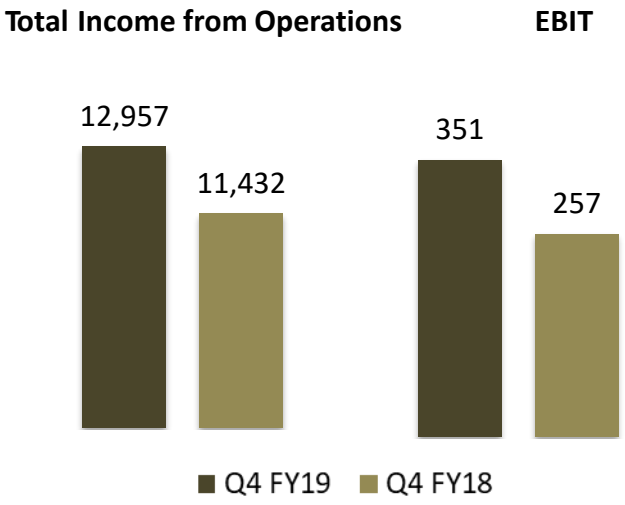
Travel Segment (a)

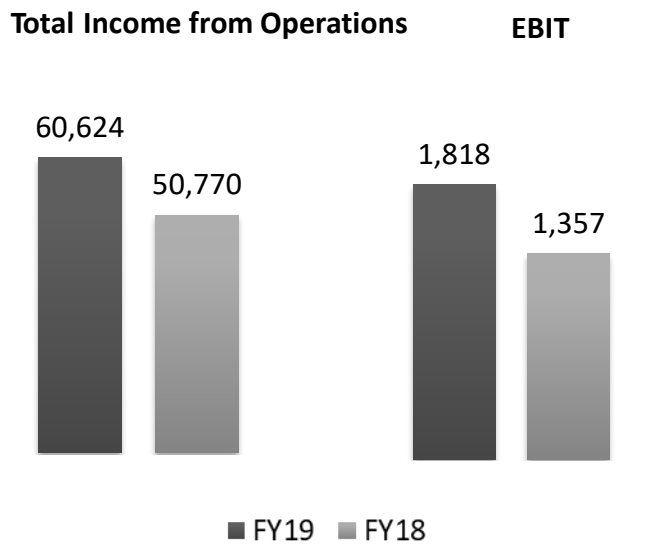


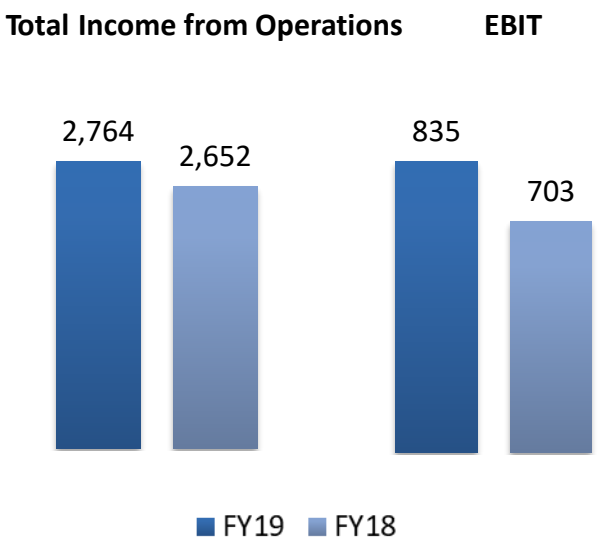
Forex Segment (b)

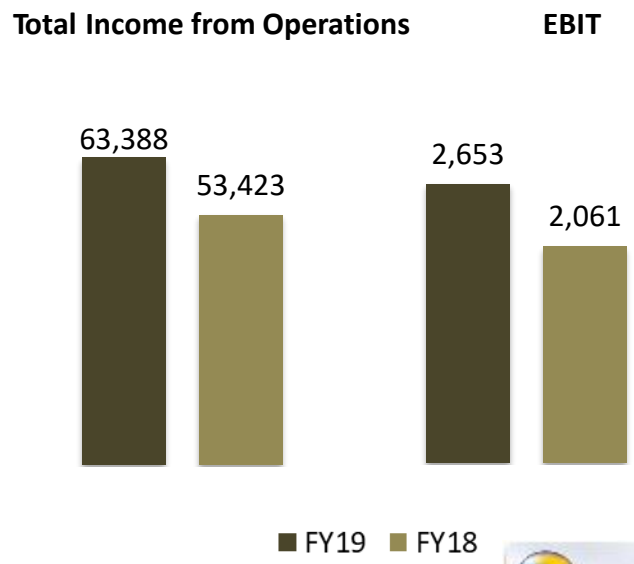


Total (a+b)









Results Background

Group Consolidated

FY19

- Consolidated revenue from operations for FY19 increased by 18% from Rs.56 bn to Rs.66 bn
- Consolidated PBT increased by 985% from Rs. 53 Mn. in FY18 to Rs. 573 Mn. in FY19*
- Strong revenue growth of 19% in Travel & 14% in retail Forex for the FY and registers healthy forward bookings of 15%
- EBIT for Foreign Exchange and Travel Services increased by 29% from Rs. 2061 Mn. in FY18 to Rs. 2653 Mn. in FY19

Q4FY19

- Income from operations grew by 14% from Rs. 12.0 bn. to Rs. 13.6 bn.
- Strong forward booking position for the Outbound businesses with a YoY growth of 15%

** w.e.f. March 1, 2018 Quess has been deconsolidated*

Note: TCIL's 48.82% stake in Quess corp accounts for a share of profit of Rs 495.7 Mn. for the FY, post adjusting for the amortization of intangibles as a result of the Quess deconsolidation.

TCIL Standalone

FY19

- Led by strong trading across businesses, revenue from operations for FY19 increased by 18% from Rs.19 bn. to Rs. 23 bn.
- Adjusting for a one-time accounting gain Rs. 5.3 Bn. on account of the Quess deconsolidation, TCIL standalone PBT increased by 875% from Rs. 41 Mn. in FY18 to Rs. 395 Mn. in FY19The year saw strong revenue growth across Holiday businesses (17%) & MICE (50%)

Q4FY19

- Due to strong trading across businesses, Revenue from operations for Q4 FY19 increased by 13 % YoY from Rs. 3.3 Bn. to Rs. 3.7 Bn.
- The quarter saw strong performances across Holiday businesses (20%), MICE (89%) Corporate Travel (19%) Foreign Exchange revenues increased by (7%)
- The Company's E-Business witnessed strong growth in sales across business lines with an increase of 49% in Outbound, 30% in Domestic, 14% in Forex and 36% in Visa

Results Background

Other key developments

- Completed the acquisition of a 51% stake in Digiphoto Entertainment Imaging (DEI), one of the world's leading imaging solutions and services providers at an enterprise value of US$ 40.6 Mn. (Rs. 289 crores)

- Thomas Cook India's investment in the travel tech space through Ithaka is witnessing growth with over 4000 trips planned and a 100% growth in bookings over the last quarter. New destinations introduced include UAE, France, Netherlands, Spain, Germany, Switzerland, Austria, Czech Republic and Italy in the last quarter

- TCIL opened a total of 66 new outlets in FY 2018-19: 10 owned branches and 31 franchise outlets for its holiday businesses; 14 foreign exchange branches and 3 implants, also 8 Foreign Exchange airport counters at Varanasi, Madurai, Guwahati and Jaipur. This network expansion extends the company's visibility across both metros/mini metros like Mumbai, Delhi, Bangalore, Hyderabad, Chennai and Kolkata; equally across Regional India's Tier II & III source markets like Bareilly, Jodhpur Jaipur, Lucknow, Nashik, Sri Ganganagar, Faridabad, Shimla, Guntur, Shivmoga, Cuttack and Ranchi.

- Innovation:
    - Launched its exclusive Ladies First, women-only group tours, to popular domestic and international destinations with the inclusion of a dedicated Thomas Cook woman Tour Manager
    - Launched a dedicated app for Borderless multicurrency prepaid card users in partnership with MasterCard
    - SOTC launched On the Go, a portal that helps customers curate their travel itinerary with inimitable experiential aspects and guided journeys- from sightseeing tours, day trips, unique experiences, shows/concerts, popular activities to handpicked hotels, transportation, etc.
    - SOTC launched its first ever cashless travel insurance product in association with online travel insurance company GoDigit, offering a range of insurance plans with quick and easy purchase online.

- Customer Experience: Focused on improving customer experience, Thomas Cook India's Project Udaan was launched across lines of business. Scope ranging from improving staff skills across retail and online channels, improving processes for better engagement with customers during their journey from booking to travel & tracking key integrated experience metrics of customer experience - all focused on delivering industry leading customer experience

Business Segments – Travel

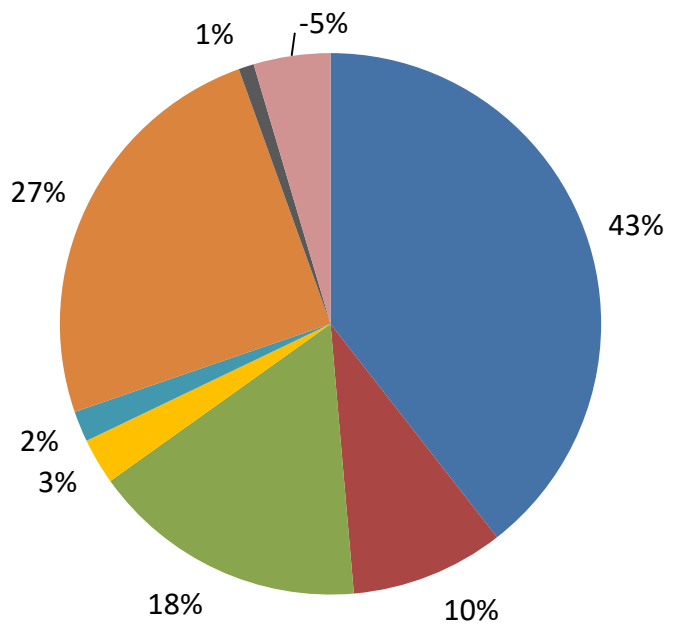
B2C

Outbound	Domestic	Visa
Outbound business comprises of Leisure Outbound, E-business of TCIL, SOTC, Kuoni Hong Kong and TC Travel	*Domestic Travel comprises of domestic focussed activities of TCIL & SOTC*	*Caters to corporate clients, walk-ins & package tour clients, innovative technical and on-the-ground processes*

B2B

MICE	Corporate Travel	India DMS (Inbound)	International DMS
Caters to the rising demand for new destinations and experiential offerings	*Focused on corporate customers utilizing the online Booking Tool- Click2Book*	*Comprises the Inbound Travel business conducted under TCI and SITA brands*	*Comprises of DMS Entities which are Asian Trails, Desert Adventures, Private Safari (SA), Private Safari (EA) , Allied T Pro and Luxe Asia*

Revenue Mix - FY19



Outbound | Inbound | MICE | Domestic | Corporate Travel | DMS | Others | Elimination

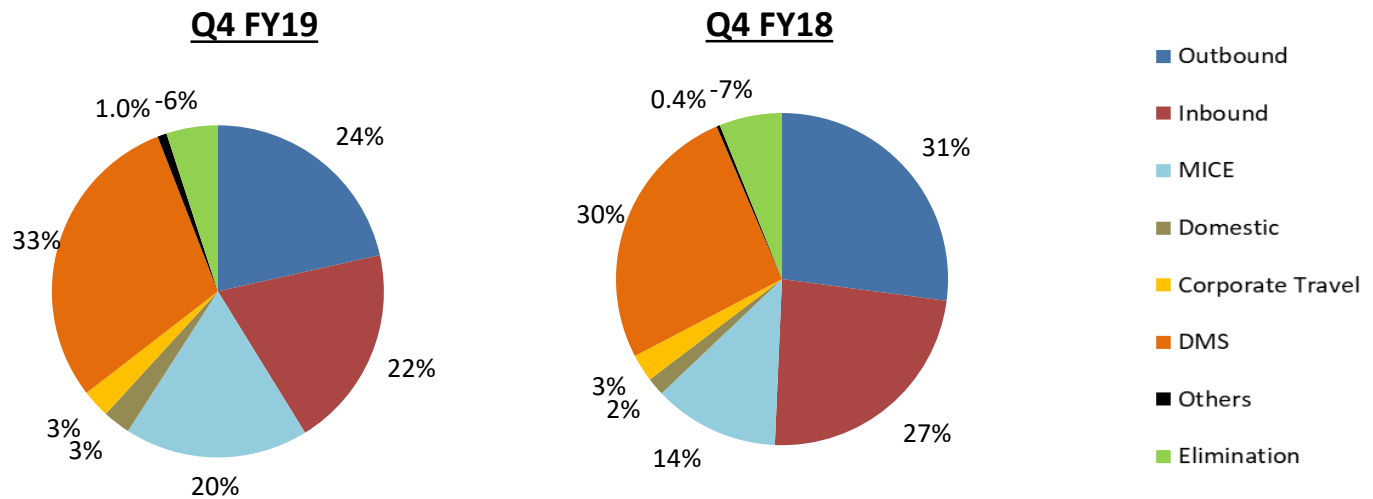
In accordance with Ind AS, revenue reporting for leisure travel (inbound, outbound, DMS, MICE, domestic) is recognized on gross basis and whilst corporate travel (with gross margin of 7%) is reported on net basis

Business Segments – Travel

Travel segment gross operating margins

Segment	Q4 FY19
Outbound	12%
Inbound	28%
MICE	8%
Domestic	18%
Corporate Travel	6%
DMS	14%

Revenue mix



FY19:

- The revenue from operations from the Travel increased by 19% in FY19; EBIT registered a growth of 34% from Rs. 1357 mn. to 1818 mn
- The Destination Management Services (DMS) companies have reduced losses significantly from Rs. 374 mn to Rs. 128 mn
- Service Exports from India Scheme (SEIS) Income for the inbound segment in FY19 stood at Rs 382 mn as compared to Rs 248 mn in FY18

Q4 FY19: The revenue from operations from the Travel Businesses increased 14% from Rs. 11 Bn. to Rs. 12 Bn y-o-y; EBIT registered a growth of 36% from Rs. 105 mn. to 141 mn. for the corresponding period

Outbound: Due to the nature & seasonality of the outbound travel segment, Q4 is typically a high investment quarter with significant initiatives targeted towards sales and marketing ahead of the peak summer travel season Strong forward booking position for the Outbound businesses with a YoY growth of 15%
Inbound: Sales in the quarter were slightly moderated growth on account decline in Charter Business in Goa as compared to Q4FY18. However, contribution margin from leisure improved over last year. SEIS income stood at Rs 336 mn as compared to Rs 116 mn in Q4 FY18
MICE: Robust sales growth led by increase in overall trading
Domestic: Segment reported increase driven by higher focus on key markets and improved marketing
Corporate Travel: Segment witnessed an improvement led by a mix of higher volume and value
DMS: Revenues increased 25% led by improved performance across entities and increased average transaction value

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.

Update on International DMS entities

- TCIL acquired this business in June 2017, and has since then been committed to increasing volumes and containing losses.
- DMS as a segment achieved EBITDA level breakeven in FY19, staging a smart turnaround driven by
  - Continuous focus on business growth and cost efficiencies, increasing productivity as well as utilising TCIL's shared service centre
  - Technology enhancements which have led to improved connectivity and operational efficiencies
  - New segments explored during the year contributing to growth in Middle East
  - Robust growth in Asian market to support organic growth of DMS units
  - Synergistic benefits with Thomas Cook group as well as taking advantage of the wide group network

	Asian Trails	Desert Adventures	Allied T Pro	Private Safari South Africa	Private Safari Eastern Africa
	• *Headquartered in Bangkok, it operates in Thailand, Vietnam, China, Malaysia, Myanmar, Indonesia, Cambodia and Laos & Australia*	• *Operated in Middle East along with partners in the UAE, Oman, Jordan and Qatar*	• *Allied T Pro has been a leader in the US inbound market*	• *It is one of the top 5 DMS in the Southern Africa*	• *Focused on Eastern Africa offering a gamut of destination management services*
FY19 Sales	Rs 7,231.8 mn	Rs 5,013.9 mn	Rs 2,750.5 mn	Rs 689.9 mn	Rs 647.7 mn
Gross Margins	17%	11%	14%	19%	18%

Progressive improvement with responsible changes to enable profitability in the coming quarters

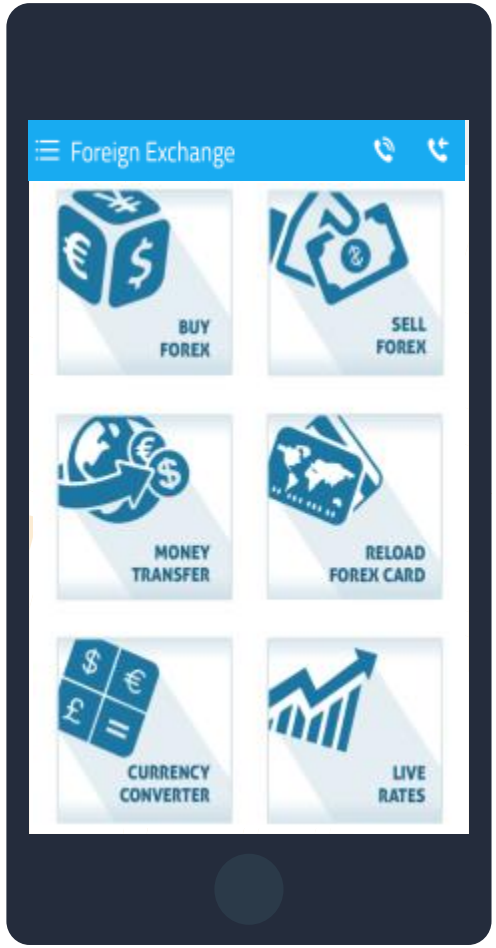
Business Segments – Travel Related Financial Services

Forex

- One of India's largest foreign exchange dealers with dominance in the wholesale segment and keen focus on the retail market as well
- AD-II license holder
- Only non bank in the country to issue Prepaid Travel cards
- Member of SWIFT
- One of the largest exporters of bank notes globally
- The segment is a consolidation of Foreign Exchange business of TCIL, TC Lanka and TC Forex
- The Reserve Bank of India had granted SOTC a Full Fledged Money Changer (FFMC) license in February, 2018.

Insurance

- Focus on Travel Insurance with the strategy of being a complete travel solutions provider for domestic as well as overseas travel

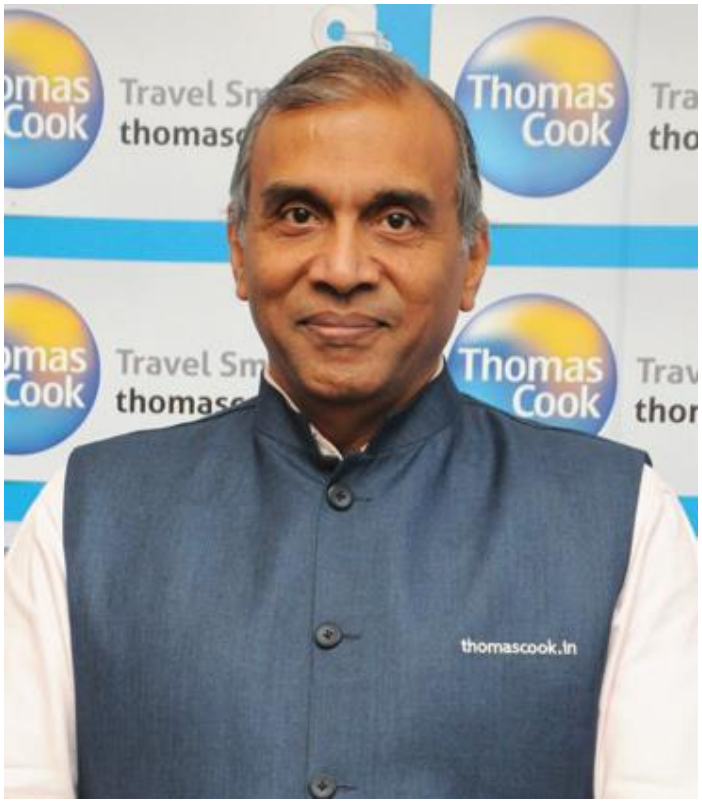


- Retail business revenue growth of 14% YoY in FY19
- The Thomas Cook Borderless Prepaid Card (BPC) sales increased by 12% YoY in FY19
- Wholesale -Retail revenue Mix 15:85
- Launched a dedicated app for Borderless multicurrency prepaid card users in partnership with MasterCard

Well positioned with requisite scale and expertise to leverage growth in the segment

Management comments- Q4 & FY19

Commenting on the results, ***Mr. Madhavan Menon, Group Chairman and Managing Director****, said: ""The strong all round performance of the Thomas Cook India Group for FY19 demonstrates the width and diversification of the Group, not only across geographies, but business segments. This is the result of a journey we embarked on since 2012, when Thomas Cook India's ownership transferred entirely from the British parent to Fairfax Financial Holdings. Today the TC India Group operates across 29 countries and 5 continents, straddling across travel services, financial services, DMS and portfolio investments like Ithaka and more recently Digiphoto Entertainment Imaging (DEI). We will remain focused on 1) Continued investments in technology & analytics to deliver top notch customer experience and 2) Driving economies of scale and efficiency from shared services and backend integration with a view to grow stakeholder value. On the back of the strong mandate for continuity given to the Govt. in this Indian election, we are confident that the pro travel & tourism focus will continue and nurture a growth stimulating macro environment."*



Results – Q4 FY19 Consolidated

	Comparable			Reported	
Particulars (Rs. mn)	**Q4 FY19**	**Q4 FY18**	**Shift (%)**	**Q4 FY19**	**Q4 FY18**
Revenue from Operations	13,632.8	12,058.8	13.1%	13,632.8	25,722.9
Other Income	744.9	660.2	12.8%	744.9	878.0
Total Income from Operations	**14,377.8**	**12,719.0**	13.0%	**14,377.8**	**26,601.0**
Total Costs	14,178.5	12,802.0	10.8%	14,178.48	25,650.8
EBITDA	199.3	(83.0)	-	199.28	950.2
Depreciation / Amortization	180.5	140.9	28.1%	180.5	381.7
EBIT	18.8	(223.9)	-	18.8	568.6
Interest and Finance cost	200.9	234.5	(14.4)%	200.9	358.6
PBT	**(182.1)**	**(458.4)**	-	**(182.1)**	**210.0**

Note : Q4 comparable numbers are post exclusion of Quess Corp

Results – Q4 FY19 Consolidated

	Comparable			Reported	
Particulars (Rs. mn)	**Q4 FY19**	**Q4 FY18**	**Shift (%)**	**Q4 FY19**	**Q4 FY18**
Segment Revenue					
(a) Financial Services *	678.2	651.4	4.1%	678.2	651.4
(b) Travel and Related Services *	12,279.2	10,780.2	13.9%	12,279.2	10,780.2
(c) Human Resource Services	6.1	(27.7)	-	6.1	13,636.4
(d) Vacation Ownership and Resorts Business	669.4	654.9	2.2%	669.4	654.9
Total	**13,632.8**	**12,058.8**	13.1%	**13,632.8**	**25,722.9**
Segment Results (EBIT)					
(a) Financial Services	209.8	152.1	37.9%	209.8	152.1
(b) Travel and Related Services	140.8	104.8	34.3%	140.8	104.8
(c) Human Resource Services	1.2	(107.5)	-	1.2	635.4
(d) Vacation Ownership and Resorts Business	(76.5)	(34.3)	-	(76.5)	(34.3)
Total	**275.3**	**115.2**	139.0%	**275.3**	**858.1**
Less : Interest and Finance expenses	200.9	234.5	(14.4)%	200.9	358.6
Less : Common Expenditure	256.5	339.1	(24.4)%	256.5	288.7
PBT	**(182.0)**	**(458.4)**	-	**(182.0)**	**210.0**

Note : Q4 comparable numbers are post exclusion of Quess Corp, TCIL consolidated FY18 & FY19 results are not comparable as the former includes 11 months of Quess results. TCIL's FY 18 consolidated results also include a one-time accounting gain of Rs. 5.3 Bn. on account of the Quess deconsolidation.

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.

Results – FY19 Consolidated

	Comparable			Reported	
Particulars (Rs. mn)	**FY19**	**FY18**	**Shift (%)**	**FY19**	**FY18**
Revenue from Operations	66,032.5	56,054.2	17.8%	66,032.5	1,12,483.4
Other Income	1,154.4	1,084.9	6.4%	1,154.4	1,632.1
Total Income from Operations	**67,186.9**	**57,139.1**	17.6%	**67,186.9**	**1,14,115.5**
Total Costs	65,211.9	55,607.5	17.3%	65,211.9	1,08,771.9
EBITDA	1,975.0	1,531.6	29.0%	1,975.0	5,343.7
Depreciation / Amortization	672.3	615.8	9.2%	672.3	1,367.2
EBIT	1,302.7	915.7	42.3%	1,302.7	3,976.4
Interest and Finance cost	729.7	862.9	-15.4%	729.7	1,490.0
PBT	**573.0**	**52.8**	985.1%	**573.0**	**2,486.4**

Note : FY comparable numbers are post exclusion of Quess Corp. TCIL consolidated FY18 & FY19 results are not comparable as the former includes 11 months of Quess results. TCIL's FY 18 consolidated results also include a one-time accounting gain of Rs. 5.3 Bn. on account of the Quess deconsolidation

Results – FY19 Consolidated

	Comparable			Reported	
Particulars (Rs. mn)	**FY19**	**FY18**	**Shift (%)**	**FY19**	**FY18**
Segment Revenue					
(a) Financial Services *	2,763.8	2,652.4	4.2%	2,763.8	2,652.4
(b) Travel and Related Services *	60,624.1	50,770.4	19.4%	60,624.1	50,770.4
(c) Human Resource Services	33.5	(90.8)	-	33.5	56,338.5
(d) Vacation Ownership and Resorts Business	2,611.1	2,722.2	(4.1)%	2,611.1	2,722.2
Total	**66,032.5**	**56,054.2**	17.8%	**66,032.5**	**1,12,483.4**
Segment Results (EBIT)					
(a) Financial Services	835.5	703.5	18.8%	835.5	703.5
(b) Travel and Related Services	1,817.5	1,357.2	33.9%	1,817.5	1,357.2
(c) Human Resource Services	13.3	(107.5)	-	13.3	2,954.0
(d) Vacation Ownership and Resorts Business	(445.3)	(181.9)	-	(445.3)	(181.9)
Total	**2,221.0**	**1,771.3**	25.4%	**2,221.0**	**4,832.8**
Less : Interest and Finance expenses	729.7	862.9	(15.4)%	729.7	1,490.0
Less : Common Expenditure	918.3	855.5	7.2%	918.3	855.5
PBT	**573.0**	**52.8**	985.1%	**573.0**	**2,486.4**

Note : FY comparable numbers are post exclusion of Quess Corp

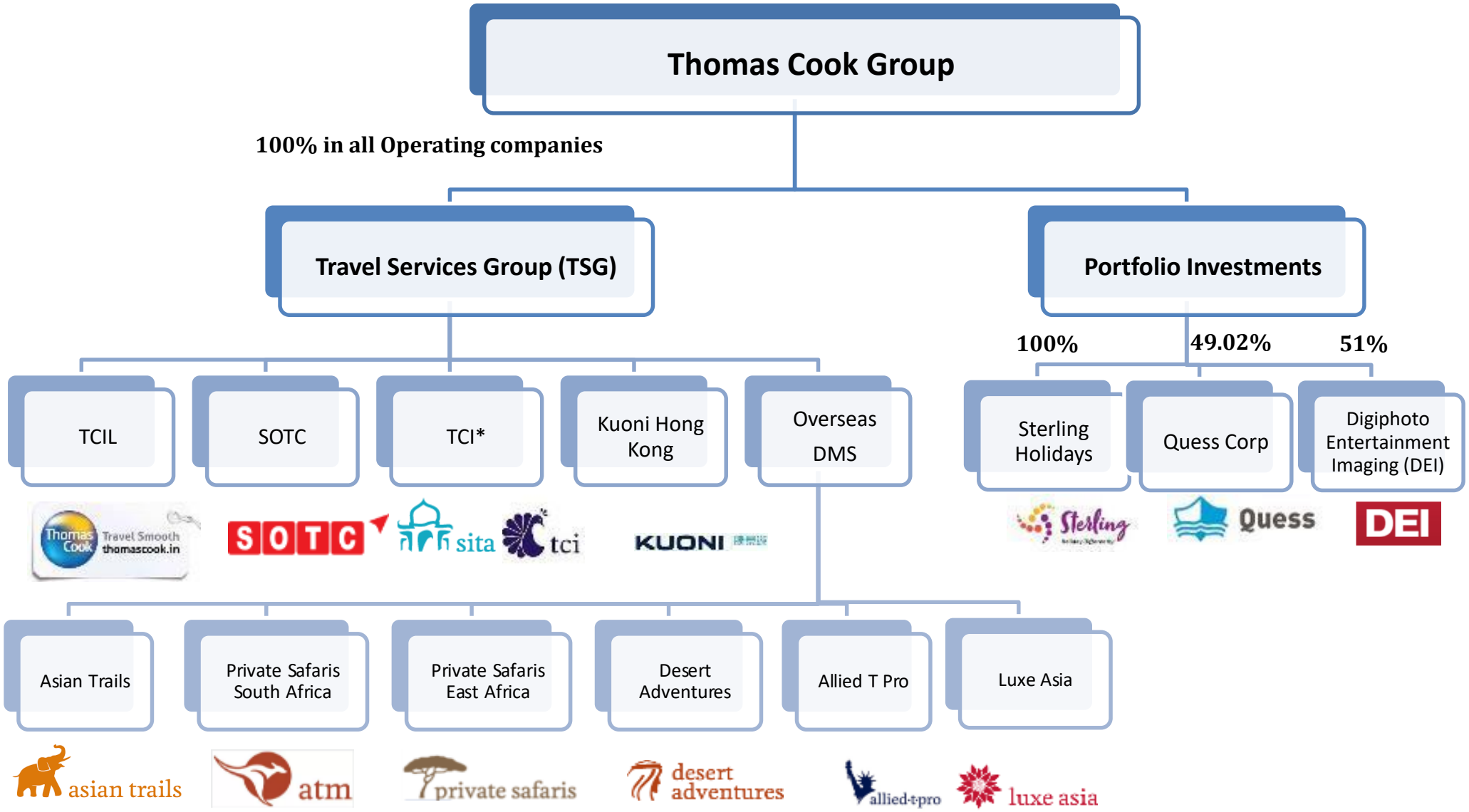
** In accordance with Ind AS, revenue reporting for leisure travel (inbound, outbound, DMS, MICE, domestic) is recognized on gross basis and whilst corporate travel (with gross margin of 7%) is reported on net basis. Income from forex and insurance are on the basis of net margins earned.*

3

Supplementary Information

- Thomas Cook Group Structure
- Portfolio Investments
  - Digiphoto Entertainment Imaging (DEI)
  - Sterling Holiday Resorts Limited

Thomas Cook Group Structure



Travel Corporation (India) Limited

Portfolio Investments – Digiphoto Entertainment Imaging (DEI)

DEI

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

Business Operations

Imaging Solution and Services

- DEI has been successfully end to end solutions to its partners including equipment, software and the talent/ workforce
- Poised for growth given the increasing trends in travel and tourism, technology and digitisation
- Long standing and expanding partner relations to fortify growth plans
- Solid foundation of knowledge and expertise presents opportunities to grow offerings

School photography –KlassAkt

- Launched in 2017- an innovative service with the ability to capture and archive every photo captured during school years & allows access to them at any time
- Enables DEI to expand its offering with its expertise to the education sector
- Potential to leverage current portfolio of products and services offered by existing technology, skills and infrastructure
- At present tied up with 90 schools across Mumbai, Dubai and Abu Dhabi

Key Strengths

Robust Financial profile

- *Consistent GOP Margin- 23% in 2014 ; 24% in 2018*
- *EBITDA margin improved from 7.2% in 2014 to 9.6% in 2018*
- *PAT CAGR from 2014 to 2018 at a healthy 10%; from $2.8 mn to $4 mn*

Attractive sector dynamics

- *The imaging industry is a factor of tourism and spending patterns by these tourists in the specific countries.*
- *The prime focus areas for imaging are theme parks, tall towers, aquariums, iconic destinations and integrated resorts*

Strong partner network

- *Strong association with 120+ partners the 90% renewal rate over the last decade*

Robust business capabilities & workforce

- *Deep domain and industry capabilities across the value chain ranging from image creation, flagging, fulfilment to sales*
- *DEI's overall employee headcount of c. 1800 includes close to 1600+ trained photographers*

State of the art technology

- *DEI owns 14 Intellectual Properties which form the backbone of DEI's imaging program*
- *In-house, customized, cloud based imaging solution known as i-Mix*

Exceptional leadership team

- *The promoters have been with the company since inception*
- *The rest of the leadership team at DEI has remained stable for more than 3 years, with a majority having spent more than 7 years with the company*

Portfolio Investments – Vacation Ownership & Resorts

- Sterling Holiday Resorts Limited (Sterling Holidays) is a leading holiday lifestyle company in India and the pioneer of Vacation Ownership (VO) in India
- It has a current inventory of 2,278 rooms spread across 34 resorts

Key Indicators	FY 14	FY 15	FY 16	FY 17	FY 18	FY19
VO new members additions (Nos)	3,651	5,481	6,233	5,295	4,065	2,985
Cumulative member base *	70,494	75975	74741	80,036	84,101	87,086
Average unit realization (Rs lacs)	2.21	2.38	2.52	2.88	2.99	2.99
Resort Occupancy	49%	56%	57%	63%	64%	63%
Average Room Rent (ARR) (Rs)	2,291	2,730	2,982	3,123	3,529	3,756
No of Rooms	1,512	1,254	1,914	2,034	1,977	2,278

Key financial Indicators (Rs mn)	FY 14	FY 15	FY 16	FY 17	FY 18	FY19 (IndAs 18)	FY19 (IndAs 115)
Total Income	1,318.89	1,680.64	2,058.64	2,560.07	2,746.12	2,826.66	2,619.13
EBITDA	(94.80)	(46.29)	(423.44)	(295.50)	(108.45)	(108.58)	(272.02)
PAT (after exceptional items)	(159.75)	5.23	(1,271.70)	(426.61)	(295.78)	(62.74)	(228.54)

Current Resort Network (2000+ Operational rooms)

Riverfront	Heritage	Jungle	Beach	Mountain
Dindi	Shridi	Corbett	Puri	Dharamshala
Anaikatti	Agra	Sariska	Goa	Manali
	Jaipur	Thekkady	Karwar	Mussoorie
		Kanha	Daman	Nainital
				Kufri
				Gangtok
				Darjeeling
				Lonavala
				Ooty
				Yercaud
				Kodai
				Yelagiri
				Munnar
				Wayanad
				Mount Abu

31 Resorts +

4 Nature Trail Resort

32 Destinations

Resort operating models: Owned, Leased & Mgmt Contract

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The Thomas Cook India Group spanning 29 countries across 5 continents, a team of over 8226 and a combined revenue in excess of Rs. 11,411.6 Cr. (over $ 1.75 Bn), 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, Private Safaris East & South Africa. The Group is today one of the largest travel service provider networks headquartered in the Asia-Pacific region.

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