

# Elevating Customer Experience





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## Flight Inclusive Holidays

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starting @ ₹59 200.00

**Bhutan** 6 Days  
starting @ ₹61 990.00

**Singapore** 5 Days  
starting @ ₹69 800.00

**Bali** 7 Days  
starting @ ₹72 100.00

**Vietnam** 7 Days  
starting @ ₹1 15 800.00

**Hong Kong** 5 Days  
starting @ ₹1 31 400.00

**Turkey** 9 Days  
starting @ ₹1 58 400.00

**Australia** 8 Days  
starting @ ₹2 32 700.00

Terms & conditions apply.

**Inclusions:** Airfare, Hotels, Meals, Visa, Insurance, Sightseeing & Services of our Tour Manager as per itinerary.

Prices are indicative as of 31<sup>st</sup> July, 2023.  
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For more information,  
please, visit our website  
[www.thomascook.in](http://www.thomascook.in)





# About the report

The Thomas Cook India Group is pleased to present its Integrated Annual Report (IAR) for FY 2023, aiming to provide comprehensive and transparent information about the company's performance, significant trends, and underlying business strategies to our stakeholders. This Group's IAR has been designed to facilitate effective communication with our financial capital providers while also considering the requirements of all our stakeholders. We have therefore developed this report embedding guiding principles and fundamental concepts in the International Integrated Reporting Council (IIRC) framework.

## Reporting period

The Integrated Report, published annually, contains essential information concerning the progress and advancements of the organisation during the period from April 1, 2022, to March 31, 2023. It presents material details about the Company's developments and activities within this timeframe.

## Our Capitals



↓  
Financial Capital



↓  
Manufactured Capital



↓  
Intellectual Capital



↓  
Human Capital



↓  
Social and Relationship Capital



↓  
Natural Capital

## Reporting boundary and scope

This report encompasses comprehensive information about the Thomas Cook India Group, including its main entity, Thomas Cook (India) Limited (TCIL), as well as its subsidiary companies and significant investments both in India and globally. It offers a thorough evaluation of the Group's business model, strategic priorities, and associated risks, with the aim of presenting a holistic view of its long-term sustainability.

## Reporting principle

This report adheres to the Integrated Reporting framework established by the International Integrated Reporting Council (IIRC). This report's financial and statutory information complies with the necessary regulations, including the Companies Act, 2013, Indian Accounting Standards, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, and the Secretarial Standards. For detailed independent auditor's reports on both the standalone and consolidated financial statements, please refer to pages 164 and 244, respectively.

## Non-financial reporting

In addition to financial reporting, this report encompasses a wide range of information, including non-financial performance indicators, opportunities, risks, and strategies for risk mitigation. It also highlights outcomes that are attributable to or connected with our key stakeholders and significantly impact our value creation. The report provides a comprehensive view of our organisation's performance and the various factors that contribute to our overall success, extending beyond traditional financial aspects.

## Board and management assurance

The Board of Directors and our Management are fully committed to ensuring the accuracy and reliability of this Integrated Report. They are confident that the report provides a fair and comprehensive representation of the overall performance of our Group and its impact. All financial statements included in this report pertain to the period ending on March 31, 2023, and cover the entirety of the fiscal year up until that date.

## Forward-looking statements

Some information in this report may contain forward-looking statements which include statements regarding Company's expected financial position and results of operations, business plans and prospects etc. and are generally identified by forward-looking words such as "believe," "plan," "anticipate," "continue," "estimate," "expect," "may," "will" or other similar words. Forward-looking statements are dependent on assumptions or basis underlying such statements. We have chosen these assumptions or basis in good faith, and we believe that they are reasonable in all material respects. However, we caution that actual results, performances or achievements could differ materially from those expressed or implied in such forward-looking statements. We undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.





# Customer-centricity

Is embedded in our culture and the way we conduct our business. Over the years, we have tapped into existing market potential and forged new growth avenues through our customer-focused approach and commitment to operational excellence.



This customer-centric approach also serves as a catalyst for innovation, driving us to seek timely solutions that cater to the evolving preferences of customer. By leveraging an insight-driven and research-based framework, we ramp up tech-enabled growth and identify areas for improvement. This facilitates the development of our innovative packages and services that foster client satisfaction.

As the industry has evolved with the adoption of new technologies, so has our product and service portfolio. Digitisation has transformed the way in which we extend our offerings to customers. Considering this, we are consistently empowering ourselves digitally to enhance productivity and operational efficiency. Concurrently, we are serving our clients through both physical and digital channels.

Our brand affinity, customer centricity, innovative packages and omnichannel approach have positioned us as the preferred partner for our discerning patrons. Building on our strengths, we will continue navigating disruptions in our operating environment with agility, delivering innovative offerings and embracing best-of-breed technologies.

# Corporate snapshot

With a rich legacy spanning well over a century, we at Thomas Cook, have evolved into one of the world's leading travel companies, catering to the diverse needs of travellers across the globe. We are passionate about creating memorable travel experiences and have an extensive network of destinations and expertise in all aspects of travel. This enables us to offer a comprehensive range of services to suit every traveller's preferences.

From relaxing beach getaways to adventurous safaris, cultural explorations, or business trips, we have something for everyone. We endeavour to provide exceptional customer experiences, ensuring that every journey is seamless and memorable. We understand that travel is about the joy of discovery, the thrill of new experiences, and the connections made along the way. That is why we go above and beyond to tailor our services to individual needs, making every trip with us truly extraordinary.

We are committed to sustainable and ethical tourism practices as a responsible travel company. We strive to minimise our environmental impact, support local communities, and promote cultural preservation in all the destinations we operate.

Building on our strong legacy since  
**1881**

No of Countries  
**28**

Collective travel expertise of over  
**650 years**



## Built on our core values

**P** ● — Pioneering our Future

**R** ● — Respect for Individuals and United as a team

**I** ● — Integrity

**D** ● — Delighting the customer

**E** ● — Excellence

### Key Business Enablers

**28**  
Countries

**5**  
Continents

**16**  
Brands

**822**  
Touch points

**1.65 Mn**  
Pax handled during FY 2023

**1 Million+**  
Forex prepaid cards issued



Introducing our Capitals

Financial Capital



Our financial capital comprises diverse financial resources, acquired through equity, debt and investments. This enables us to achieve sustained growth, maintain a strong balance sheet and excel in operational performance.

Key highlights

₹51,112 Mn  
Total income

₹2,752 Mn@  
Operating EBITDA

@ Excluding Quess Corp Limited MTM, non-cash, non-operational loss of INR 353 mn

Manufactured Capital



Our business operations are supported by robust infrastructure, including an extensive network of retail outlets, business partners and representatives' offices, and customer service centres.

Key highlights  
Income from operations

₹36,432 Mn  
Travel and Related Services

₹2,464 Mn  
Forex

₹3,684 Mn  
Leisure Hospitality and Resorts (Sterling Holidays)

₹7,897 Mn  
Digital Imaging Solutions (DEI)

Intellectual Capital



We leverage intangible assets, technology investments and a strong digital presence to drive innovation, enhance brand recall, and deliver exceptional customer experiences.

Key highlights

19.5%  
Digital Forex Center Adoption rate in FY23

9.2%  
FX Mate tool Adoption rate in FY23

Human Capital



To ensure our long-term growth, we nurture our talent pool, foster motivation, and prioritise talent management. We invest in our people by providing them with comprehensive benefits, wellness programmes and a safe workplace.

Key highlights (TCIL standalone)

1,935  
Total Members

27.44%  
Diversity ratio

30,621  
Training Hours

Natural Capital



We prioritise natural Capital, safeguarding and enhancing Earth's resources, ecosystems, and biodiversity for a sustainable travel industry. Through responsible practices and environmental support, we champion the preservation and promotion of natural Capital for the well-being of present and future generations.

Key highlights

Developed  
'Green Carpet'  
a Software-as-a-Service (SaaS) platform to address emission related challenges

Social and Relationship Capital



We endeavour to gain the trust of our stakeholders, improve the quality of life of our local communities and achieve sustainable growth. Additionally, to make a meaningful impact on society, we implement several CSR initiatives and ensure responsible governance.

Key highlights

30%  
Rural population offered dialysis, closer to home

325  
Dialysis Centres

1200  
Dialysis Machines Installed

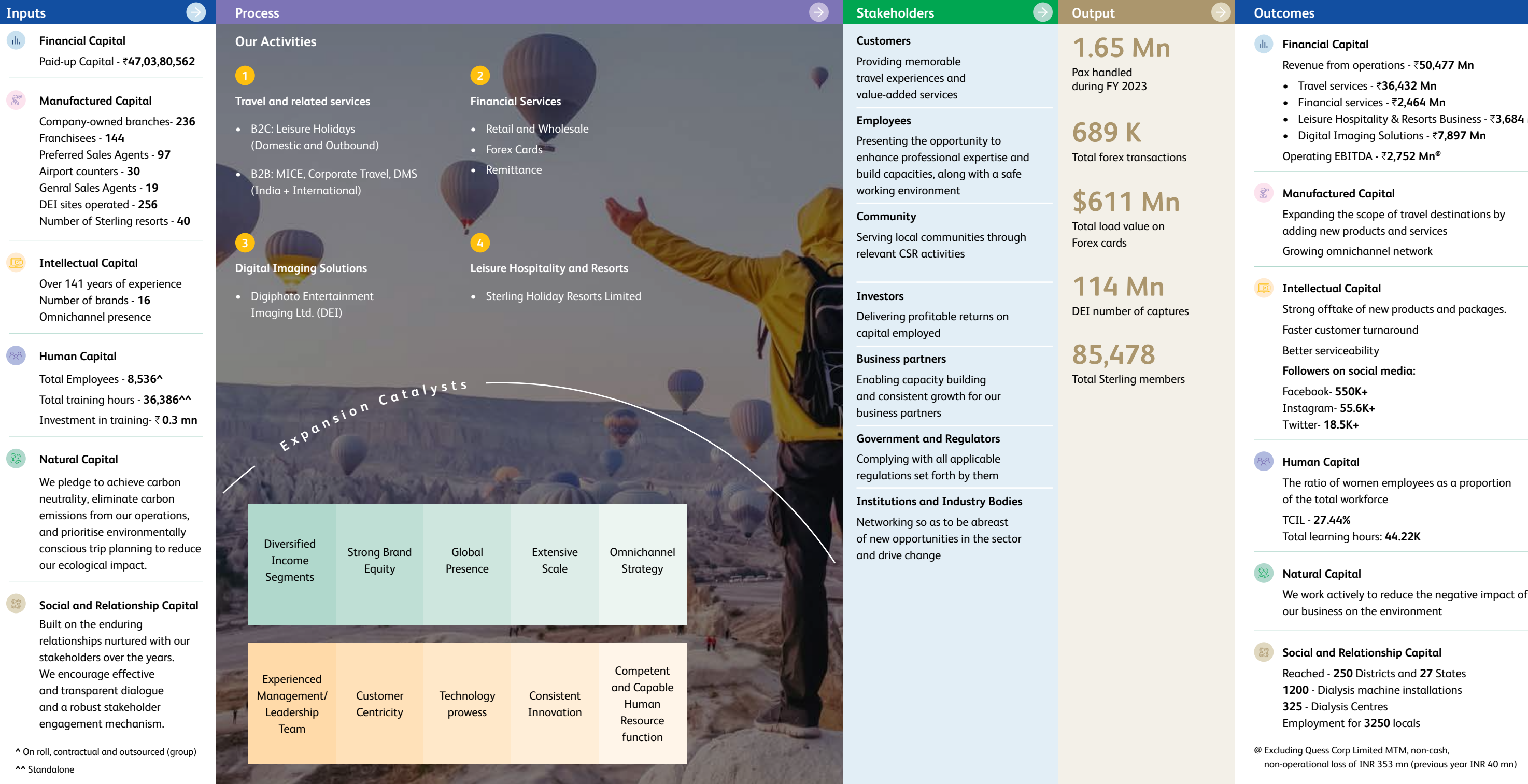
16.5 Mn  
Free dialysis sessions

₹3,300 Mn  
Saved by patients



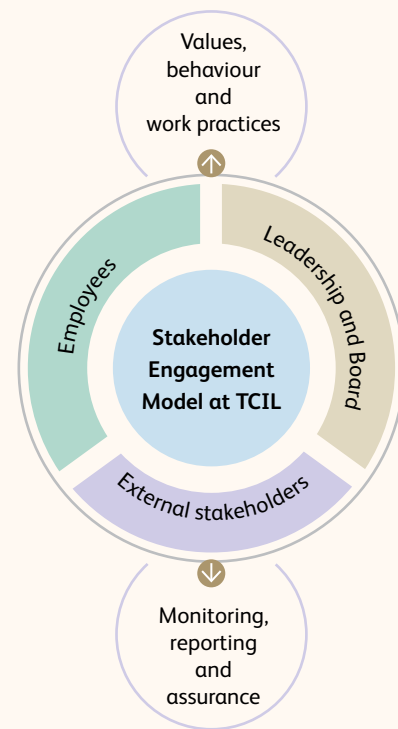
Value-creation model
















We are enhancing our business model by adopting an integrated capital approach that incorporates comprehensive evaluations of both financial and non-financial performance throughout the reporting period. This reflects our commitment to upholding responsible business practices.



# Engaging with our stakeholders

We understand the crucial role our stakeholders play in ensuring our long-term success. Through effective stakeholder engagement, we gain valuable insights into their material concerns and expectations. By addressing these concerns and developing mutually beneficial solutions, we strive for inclusive progress that balances growth aspirations with a steadfast commitment to stakeholder integrity.



	Customers	Employees	Community	Business Partners (Suppliers/ Franchises/Agents)	Investors	Governments and Regulators	Institutions & Industry Bodies
Engagement Motto	<ul style="list-style-type: none"> <li>We value each of our customers and their customer experience journey with us as they create the demand for our business</li> <li>This includes our existing and potential customers whom we hope to convert into long-term relationships</li> <li>Customers are at the centre of our ecosystem and hence we are committed to delivering optimum performance to meet customer needs and expectations</li> </ul>	<ul style="list-style-type: none"> <li>Group/Company news</li> <li>Intranet portal</li> <li>Training programmes</li> <li>Online learning tools and other learning sessions</li> <li>Newsletters</li> <li>Engagement initiatives by the Human Resources function</li> <li>Employee performance review</li> <li>Holistic growth initiatives</li> <li>Special wellness events</li> <li>Sports tournaments</li> <li>Festive celebrations</li> <li>Rewards and Recognition - PRIDE</li> </ul>	<p>The Group is proactive in its public role and as part of its citizenship initiatives, the aim is to create a positive impact and contribute to the well-being of the society</p>	<ul style="list-style-type: none"> <li>Our partners provide us business critical products and services that enable us to deliver the best value for our operations</li> <li>Our aim is to share our complementary strengths and expertise to elevate capabilities and create shared value</li> <li>Ensure the business is conducted professionally while adhering to high standards of governance</li> </ul>	<ul style="list-style-type: none"> <li>Our shareholders provide the financial capital required to sustain our business growth</li> <li>It is our endeavour to continuously keep them apprised of developments in the Group and bring transparency in corporate reporting and disclosures through multiple platforms</li> <li>Regular, consistent, and regulatory-based reporting of our plans and results</li> <li>Bridge the gap between management and the investor community</li> </ul>	<p>Regulatory bodies help keep our operations in compliance with regulatory guidelines that protect other stakeholders' interests while creating and maintaining a fair and transparent environment</p>	<ul style="list-style-type: none"> <li>Optimise the various platforms to communicate with our key stakeholders and communities</li> <li>Publicise new products and services launched</li> </ul>
Frequency of Engagement	Frequent and as and when required	As and when required	As and when required	As and when required	As and when required	As and when required	As and when required
Mode of Engagement	<ul style="list-style-type: none"> <li>E-mailers/SMS</li> <li>Promotions/advertisements</li> <li>Omnichannel customer service points</li> <li>Customer self-service app</li> <li>Customer satisfaction assessment</li> <li>Virtual/physical roadshows and carnivals</li> <li>Corporate engagement initiatives</li> <li>Industry conferences</li> <li>Website and social media</li> <li>Delight our guests, resulting in word-of-mouth referrals, offering virtual and digital conferences, and R&amp;Rs for corporate customers.</li> </ul>	<ul style="list-style-type: none"> <li>Group/Company news</li> <li>Intranet portal</li> <li>Training programmes</li> <li>Online learning tools and other learning sessions</li> <li>Newsletters</li> <li>Engagement initiatives by the Human Resources function</li> <li>Employee performance review</li> <li>Holistic growth initiatives</li> <li>Special wellness events</li> <li>Sports tournaments</li> <li>Festive celebrations</li> <li>Rewards and Recognition - PRIDE</li> </ul>	<ul style="list-style-type: none"> <li>CSR interventions through dialysis centres</li> <li>Swachh Bharat Abhiyan (maintenance of prefabricated toilet)</li> </ul>	<ul style="list-style-type: none"> <li>Dialogues with business partners across functions through formal and informal partner meetings and feedback</li> <li>Branch visits</li> <li>Participation at trade fairs/roadshows</li> <li>Social Media</li> </ul>	<ul style="list-style-type: none"> <li>Active engagement through various channels to ensure proper information dissemination</li> <li>Email correspondences</li> <li>Regulatory disclosures</li> <li>Annual General Meetings</li> <li>Corporate disclosures on the investor relations section of the website</li> <li>Integrated annual reports</li> <li>Quarterly reporting</li> <li>Earnings calls and presentations</li> <li>One-on-one/group meetings/conference calls</li> <li>Roadshow and conferences.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> <li>Regular filings</li> <li>Press releases</li> <li>Industry-level meetings and interactions</li> <li>Policy dialogues and consultations</li> </ul>	<ul style="list-style-type: none"> <li>Press releases</li> <li>Interviews</li> <li>Media conferences and briefings</li> <li>Social media</li> </ul>
Purpose and scope of engagement including key topics and concerns raised during such engagement	To acquire new customers and service the existing ones	To keep employees abreast of key developments happening in the company and also address their grievances	Support CSR projects	To update suppliers with the latest information	To inform on how the company is currently doing and what it plans to do in the near future	Discussions with regard to various regulations, amendments, inspections, approvals and assessments	Networking so as to be abreast of new opportunities in the sector and drive change
Capital linkages	  	  	 	  	 		



# Executive Chairman’s message



“During the fiscal year, our Digital First strategy witnessed sustained momentum. We reaffirmed our commitment to becoming more customer-focused and achieved operational efficiencies.”

Madhavan Menon  
Executive Chairman, Thomas Cook (India) Limited

## Dear Shareholders,

The crisis of the pandemic represented both a challenge and an opportunity for your Company.

I am sure that all of you have actively tracked our journey through the pandemic and our significant recovery emerging out of the pandemic and for the FY 2022-23. I am going to take this opportunity to talk about some parts of the incredible journey that the team undertook, that brought your company back from the brink.

We saw results reflecting as early as Q2 FY23, culminating in a record performance for the year ended March 31, 2023. This transformed your Company from zero to hero!

## Highlights of our FY 2022-23 performance:

- Thomas Cook India delivered the highest operating profit in a decade: Operating EBITDA at Rs. 1.2 Bn for FY23; Operating PBT at Rs. 560 Mn Vs a loss of Rs. 1.14 Bn in FY22.
- The growth drivers were your Foreign Exchange & Travel Businesses (Thomas Cook); Hospitality (Sterling Holidays)
- Sterling Holidays registered its highest EBITDA & PBT since inception: EBITDA at Rs 1.1 Bn for FY23; PBT at Rs. 659 Mn Vs Rs. 436 Mn in FY22
- At a Group level, Operating EBITDA grew significantly to Rs. 2.7 Bn for FY23 against a loss of Rs. 1.2 Bn in FY22



## Cost Optimization

- As early as June 2020, with signs that the pandemic would continue unabated, we took a difficult but crucial step to right-size the organization. This was managed with sensitivity – by careful analysis of overlapping roles/ redundancies and creating common resource pools, that reduced bench strength by approx. 30% . Additionally, your senior and mid-management took a sizable pay cut across both the India businesses & overseas subsidiaries.
- After years of building infrastructure, we scaled down our physical network basis criticality & profitability, reducing outflows on lease rentals. We relocated SOTC Travel from its earlier premises to a separate floor in the Thomas Cook head office building in Mumbai, significantly reducing costs. We also terminated or paused many service agreements towards controlling cash outflows.
- Your Company’s overall costs saw an immediate reduction by approx. 50% starting June-July 2020, which we sustained through the two-year period of the pandemic. As we emerged from the pandemic and scaled up businesses and resultant costs, our continued focus on cost optimization delivered significant annualized savings of Rs.3.71 Bn for FY23 - a 30% reduction in costs Vs FY20 (pre-pandemic).

## Re structuring the Enterprise

**Travel Services:** To drive economies of scale by joint contracting and bulk buying, we integrated the backend of our holiday business at Thomas Cook and SOTC Travel, creating a consolidated product-contracting operations unit. This equipped us with a unique competitive advantage - of operating combined group tours, increase profitability, with improved margins and efficiencies.

At the front end, we took a strategic decision to operate as distinct entities for marketing, sales & distribution. This created healthy competition between our brands, while simultaneously enhancing our visibility, market share and leadership.

We replicated this for our Corporate Travel units across Thomas Cook India & SOTC: integrating to form a leaner consolidated back end, while keeping individual customer-facing teams intact – ensuring better contracting and a fungible team able to serve more customers.



**Foreign Exchange:** We reimaged our Foreign Exchange business by setting up a central team for lead capture to sale, with a seamless handover to the closest retail outlets for last-mile delivery of #Ghar pe Forex - within 2 hours! The ease/convenience for customers, coupled with the speed and efficiencies of a consolidated team continues to give your Company a compelling advantage.

**Sterling Holidays:** also restructured its business model by pivoting away from its timeshare business, toward its more asset-light and profitable hotel & resort business. Accordingly, the company merged the vacation ownership team with their existing network. To capitalize on the strong and growing domestic demand, Sterling embarked on aggressive expansion, adding 184 rooms and 6 new resorts, and is set to add a resort a month for the second half of the year!



Accelerated Digital First Strategy

Your Company maximized on the downtime to accelerate its digital transformation. This was done to elevate customer experience and increase productivity by reducing processing time, minimizing costs and eliminating errors.

In addition to our self-booking and servicing apps, we introduced an innovative dynamic holiday bundler to help customers choose their air and land components basis their preferences.

To empower its Partner/Agent, your Company developed digital tools for its Holidays and Foreign Exchange businesses - providing seamless access to our products/ services, booking and payment systems – to help Partners serve their customers better. Over 1600 forex partners have been onboarded with the business of Rs 1000 crores generated since the launch.

For today’s business traveller, your Company has deployed and enhanced corporate self-booking tools for both its Business Travel and Foreign Exchange segments - customized basis respective corporate requirements/ policies. The high adoption by over 50 % of corporates highlights the success of the model.

A state-of-the-art Vendor Management System was introduced across businesses to streamline processes from procurement to settlement. For improved customer experience, our enhanced CRM integration and a common UI for sellers & customers alike – significantly simplify the user & seller experience.

“Sterling One” a self-help booking platform, for Sterling Holidays’ partners and customers was launched to significantly enhance customer experience while expanding/scaling the distribution of resort inventory and room rates.

Productivity

As a result of restructuring, cost optimization and digitization, your Company continues to witness significant productivity gains across each line of business.

Holidays: Digitising our processes has reduced turnaround time for a customized holiday plan and booking from around 4 days to merely 15 mins! This has resulted in strong growth in our customized holiday segment - by 55 % Vs pre-pandemic volumes.

Foreign Exchange: At a turnover level, per-person productivity has seen an increase of 77 % YoY; 5 % Vs pre-pandemic. The retail segment saw a 97 % recovery Vs pre-pandemic; card loads grew by 172 % YoY and 107 % recovery Vs pre-pandemic. The overseas education segment was at a robust 162 % YoY; surpassing pre-pandemic levels by 38 % . Your Foreign Exchange business has reiterated its leadership – standing tall as the largest non-bank forex services provider in India, and second only to HDFC from a pre-paid cards perspective.

Business Travel: has increased per person productivity by 62 % and a reduction in the receivables cycle to 21 days, from approx. 35 days pre-pandemic.

MICE: Increased per-person productivity by 26 %; growth by 711 % YoY; recovery

by 85 % Vs pre-pandemic. The business managed sizeable corporate movements - with over 600 groups between 100 -3000 delegates per group. Additionally, the team handled large inbound groups totaling over 6700 delegates from across 130 countries. Your Company was empaneled by the Government of India as Event Partner for India’s prestigious G20 preparatory meetings and has managed over 37 events across 29 cities. We have also handled over 20,000 customers for the Khelo India Games 2023 and successfully managed several pioneering government initiatives like the Digital Yoga Exhibition and the groundbreaking ceremony for the world’s first WHO Global Centre for Traditional Medicine.

Sterling: witnessed a 42 % growth in the average room rate and a 53 % growth in F&B YoY. The guest ratio increased to 62 % Vs 47 % (pre-pandemic). Rapid expansion with 184 rooms added in FY23 and 6 new resorts. Per-person productivity increased by a strong 59 % during pre-pandemic.

Digital Imaging Solutions (DEI): FY23 saw the renewal of 34 existing and 28 new partnerships; operational launch of 8 key projects. A milestone was achieved with the launch of the Dubai Balloon Project – DEI’s first B2C attraction.

Outlook/Trends and Our Strategy:

The pandemic has accelerated some major shifts in the Indian market. Let me focus on 4 of them:

Shift from Savers to Spenders: The Indian consumer has shifted from being a Saver to a Spender, and this changed mindset will continue to have a cascading impact on holidays. We are already seeing higher travel spending and frequency and have launched a portfolio of short breaks and attractive new holiday options. Our focus on the domestic cruise potential has seen your Company book over 8000 customers – achieving top-seller status with Cordelia Cruises.

Rise of Young India/Digital India: Youth power bodes well with India being the world’s youngest demography with 65 % of its population under 35 years. Our digital focus has resulted in a drop in our average consumer age by a significant 10 years. With this segment being passionate about travel, our specially designed Gen Z tours offer experiences like sky diving, deep sea diving; exploring local cuisine and nightlife; also, unbeatable offers including best price guarantee and No Cost EMIs.

Rise of Bharat/Regional Markets given increased disposable incomes, connectivity due to new flights/regional airports and a highly aspirational market. Your Company’s network expansion into Tier 2-4 towns and regional marketing intends to capitalize on this sizeable opportunity.

Demand for Experiential Travel: The pandemic has given rise to the ‘YOLO - You Only Live Once’ outlook, with an increased desire to tick off bucket-list experiences.

Our pivot to personalized programs has resulted in a 40-50 % increase in our customized holidays business compared to pre-pandemic with accelerated demand for unique, shareable experiences versus only exploring popular tourist locales and regular sightseeing tours.

Bullish about the future

While all seems to be going well, there are also some challenges ahead that the teams are working to mitigate and manage.

Visa challenges for long-haul destinations like Europe and USA have created a strong opportunity for both our domestic and short-haul businesses that we have leveraged well through our portfolio of Easy Visa Holidays. We also expect that these visa challenges will ease off as more consulates shore up their capabilities and start offering simpler, online visa applications.

Elevated airfares for both domestic and international that are currently causing

some pain to holiday planners should also ease off steadily as more airline capacity is added by airlines like Air India and Indigo over the next couple of years.

Acknowledgements

Before I end, I would like to take this opportunity to place on record my sincere gratitude to all those who have supported our eventful journey back from the brink:

Firstly, to all our employees & their families – thank you for your hard work & for your incredible support right through.

To our Board of Directors - each of you has been pillar of support and guidance throughout this journey. Thank you.

Finally to our promoter Fairfax Financial Holdings & its leadership team – a big thank you for standing with us & demonstrating your belief & trust through these most difficult times.

Thank you,  
Madhavan Menon

