



Investor Conference

Mumbai, 25th May 2016

Mahindra Holidays &
Resorts India Ltd.



INTRODUCTION



JOURNEY SO FAR



FINANCIAL
PERFORMANCE



ACCOLADES

Introduction

Established in 1996, Mahindra Holidays is today a leading player in the leisure hospitality industry in India. Our brand assures customers of an unflinching quality and memorable family experiences

Our Credo

- Make Every Moment Magical

A large blue arrow pointing downwards, indicating a flow from the Credo to the Mission.

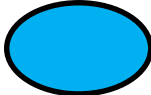

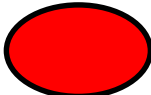

Our Mission

- Good Living, Happy Families.

Our Product

25 year memberships for 7 nights/8 days every year in any of our 44 resorts in India & abroad

Season

Blue <i>Off Peak</i>	
White <i>Medium</i>	
Red <i>Peak</i>	
Purple <i>Super Peak</i>	

Apartment Size

Studio (2 adults, 1 child)
1 BR (2 adults, 2 children)
2 BR (4 adults, 2 children)

Our Target Member Profile



35+ years of age
Married; 1-2 children (Age 3-15 years)
SEC A+ & A
Owns a car

Appreciates quality family time
Takes regular vacation
Seeking variety
Plans in advance



Format Suited to Consumer Needs

Indian Consumer Needs

Flexibility of choosing time of holiday

Destination Variety : Won't go to the same place every year

Complete family experience Holidays with entire family



Our Product Design

"Floating Week" – members can choose from a wide range of time intervals in the year (Season Band)

"Diversity of Resort locations" – members can holiday in any resort

Full Service Resorts. Cater to needs of all members in the family

Our Proposition different from conventional VO



Basis of our Inventory Model

- Large format resorts owned, rest leased
- Why leasing?
 - Testing destination: Ganapatipule, Srinagar
 - Completing circuits: Kerala, Himachal
 - Restriction on fresh regulatory approvals (Mahabaleshwar, Gir)
- From a financial perspective
 - We have leveraged downturn in hotel industry to get good long term leases

Resort Diversity

Hill Stations

- Manali, Shimla, Srinagar
- Dharamshala, Kanatal
- Mussorie, Kandaghat, Naukuchiatal,
- Munnar, Ooty, Kodaikanal, Coorg
- Gangtok, Baiguney
- Mahabaleshwar, Lonavala

Beaches

- Varca, Goa
- Emerald Palms, Goa
- Acacia Palms, Goa
- Cherai
- Pondicherry
- Ganapatipule

Backwaters

- Ashtamudi
- Kumarakom
- Poovar
- Allepey

Wildlife

- Corbett
- Gir
- Kanha
- Yercaud,
- Thekkady

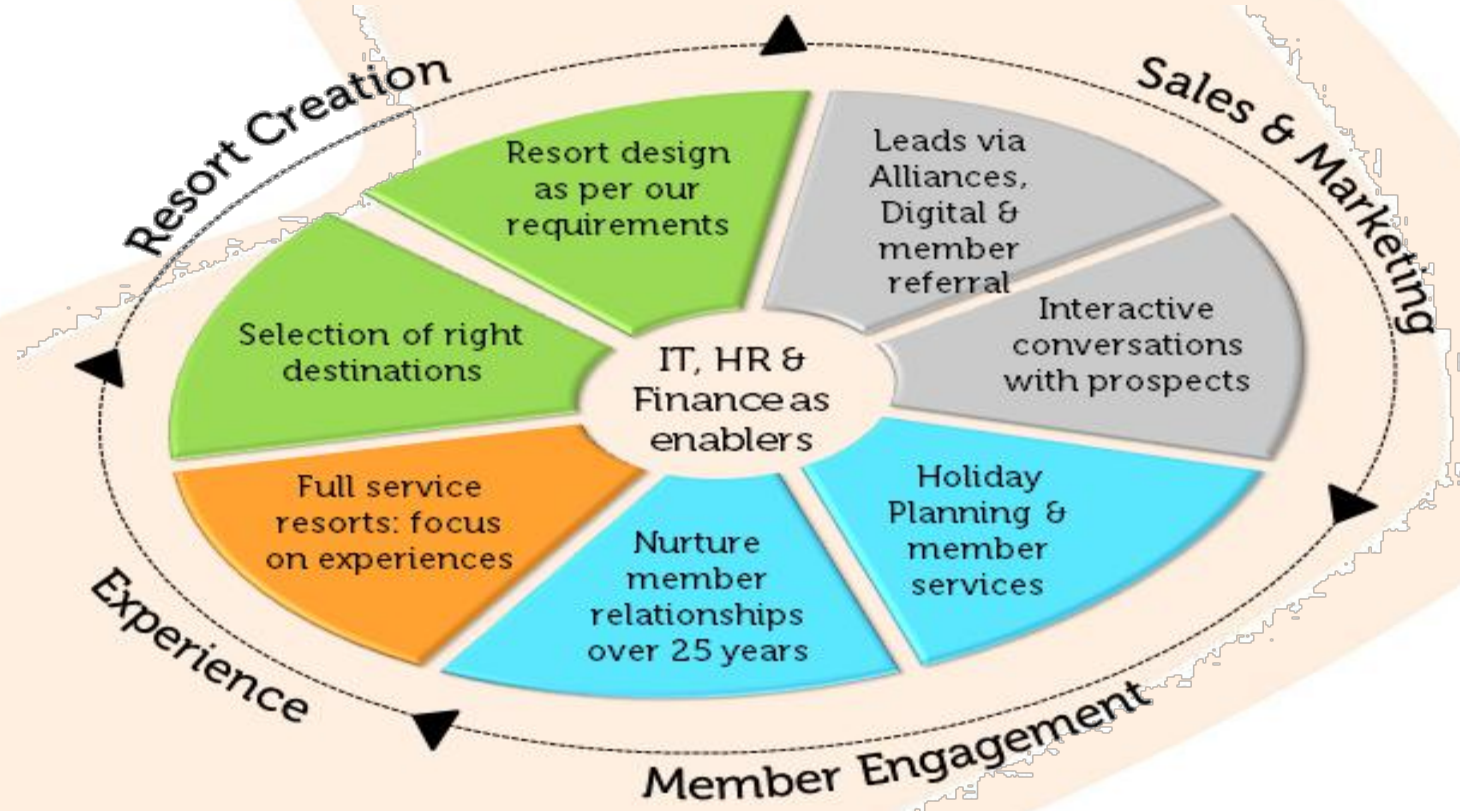
Forts & Heritage

- Kumbhalgarh
- Udaipur
- Jaisalmer

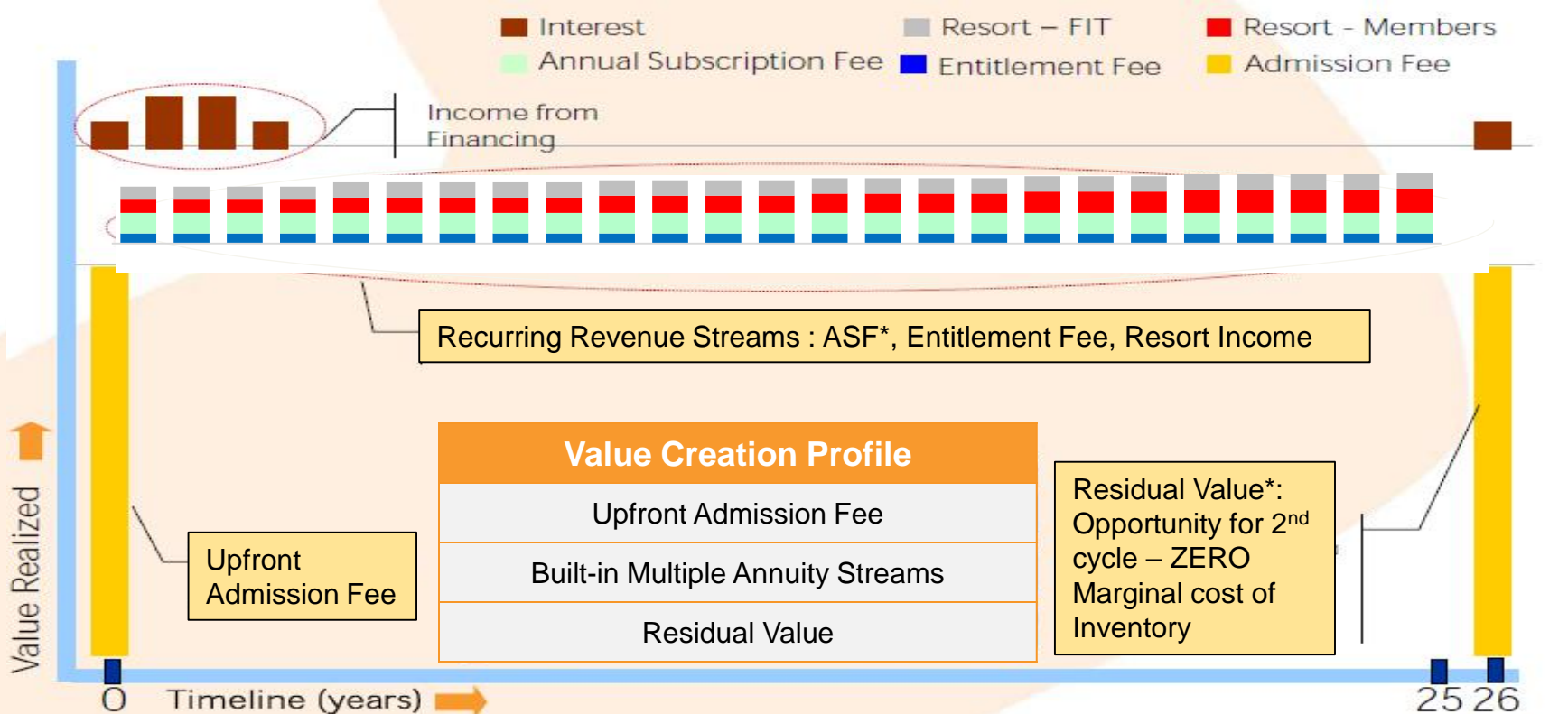
International

- Bangkok
- Innsbruck (Austria)
- Kuala Lumpur
- Dubai

Fully Integrated Value Chain



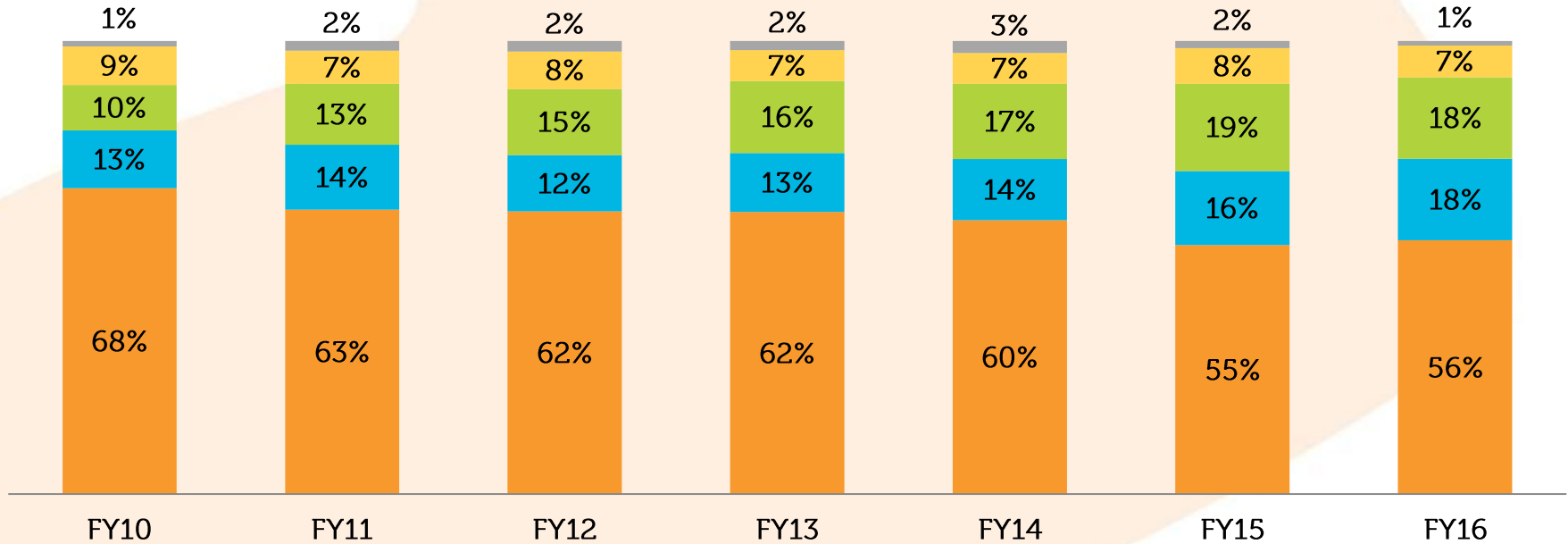
Revenue Model



*Inflation not considered 11

Revenue Split

■ VO Income
 ■ Resorts Income
 ■ ASF Income
 ■ Interest & Others
 ■ Others



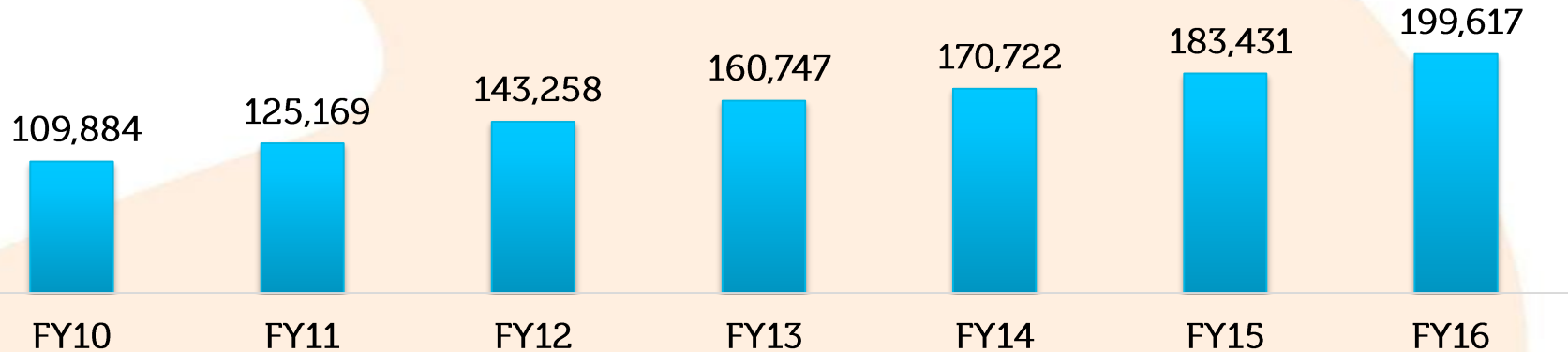
Journey so far



Club Mahindra by Numbers

- Part of the leisure & hospitality sector of 17 Billion USD Mahindra Group
- Currently in its 20th year of operation (Founded in 1996)
- Along with HCR number 1 Vacation Ownership Company outside of the USA
- 44 resorts in India and internationally
- Inventory of 2800+ rooms as of Mar 16
- Over 1,99,000 members
- 4000+ affiliated resorts across the globe through RCI
- 81% resort occupancy in FY16
- 6000+ Employees
- Top line growth of 19.2% and bottom line growth of 25.5% in FY 16 over FY 15

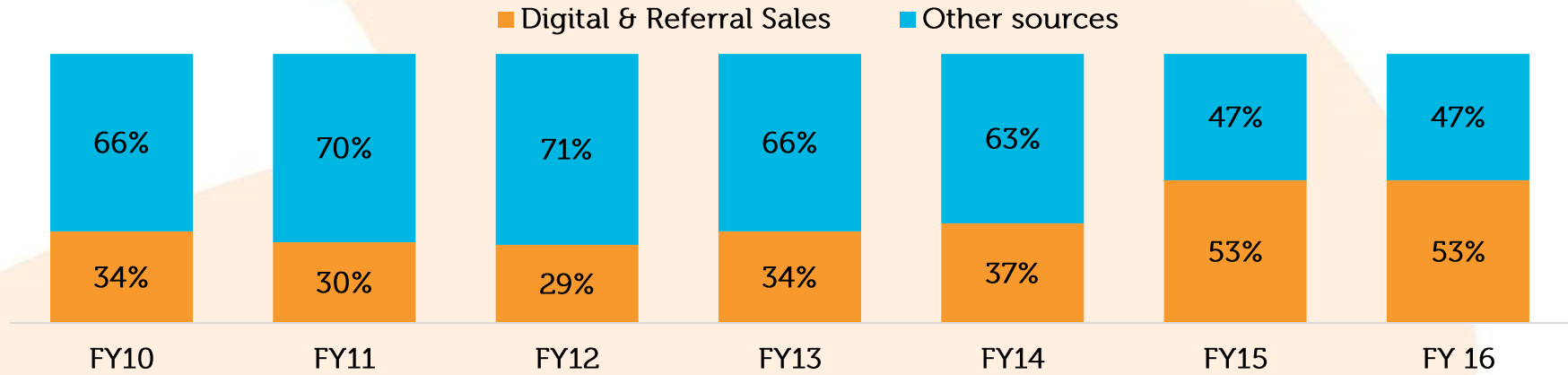
Consistent Increase in Member Base



- Geographical expansion and channel partners in tier 2 cities
- Focus on international markets of Middle East (UAE, Oman, Kuwait, Qatar etc.)
- Increasing contribution of resorts as a channel for new sales
- Emphasis on pull based approach towards prospects

Growth through Digital & Referrals

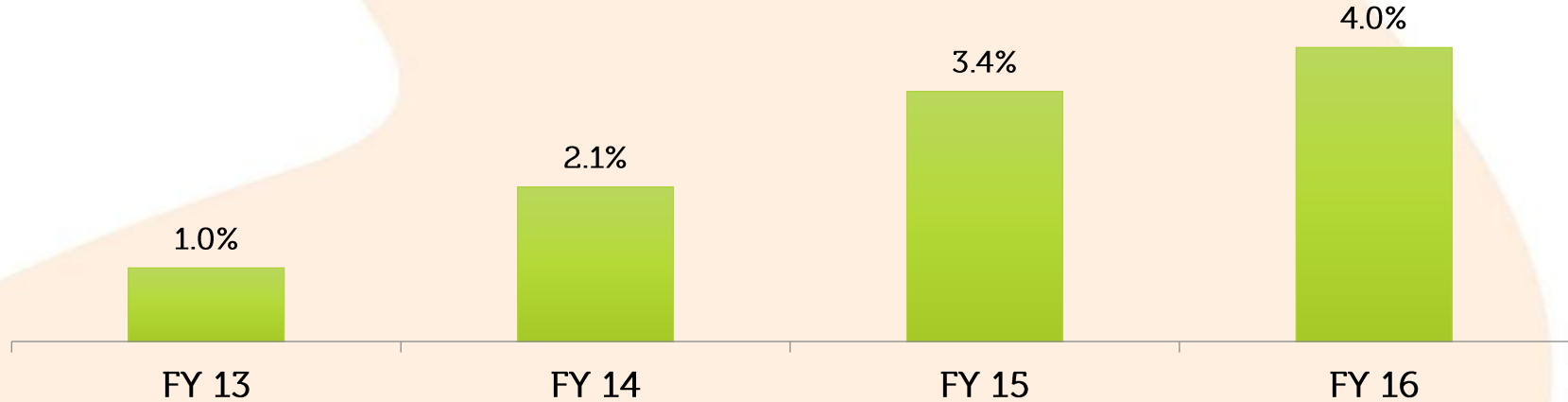
Sales Mix by source of lead



- Segmented approach towards member referral generation
- Sharper digital targeting
- 'Heart to Heart' scale up and enhanced engagement with members
- Innovative and Aspirational offers for the prospects
- Use of 'Above the Line' medium for communication
- These initiatives have helped us in creating 'Pull Leads' for our product

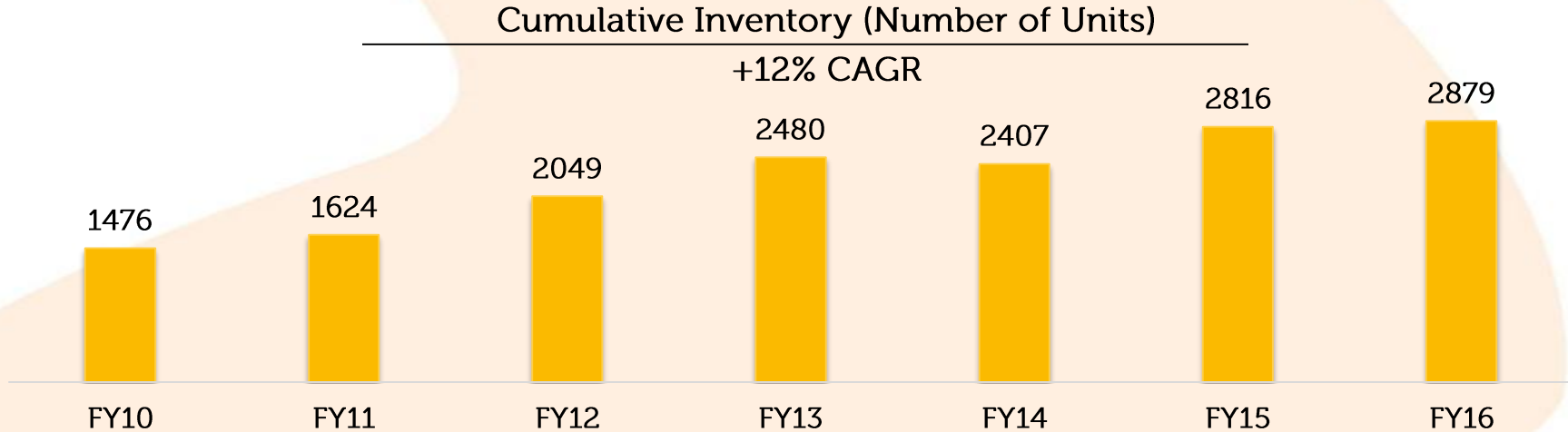
Growth in International Markets

International markets Contribution



- Focus on international markets is beginning to pay-off
- Leveraging right business partnerships
- High engagement alliances leading to better conversions
- Base location as UAE with partners in Bahrain, Qatar, Oman & Saudi Arabia

Ensuring Healthy Inventory Addition

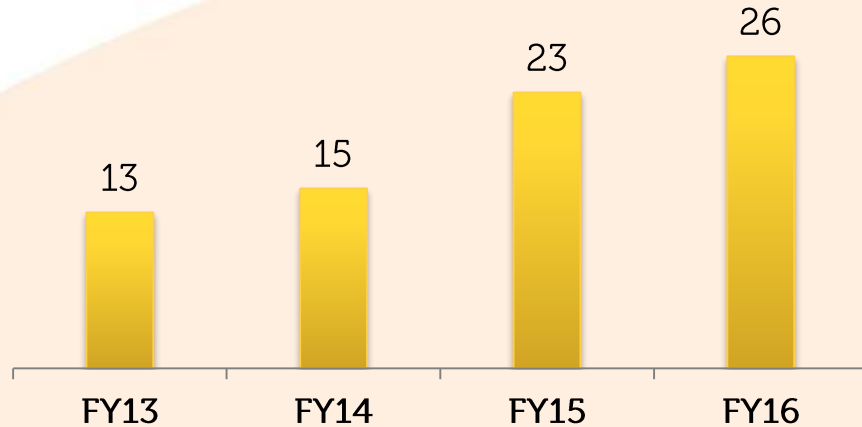


- Planned inventory addition of around 700 units in the next few years.

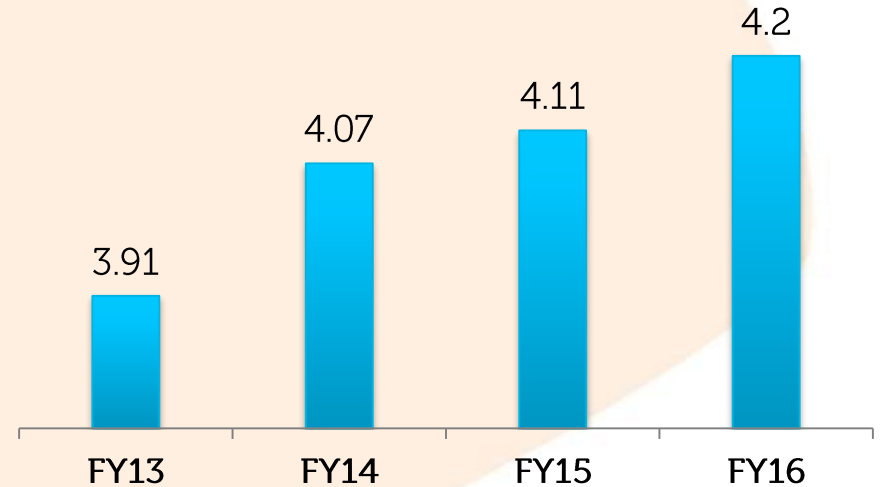


Continuously Enhancing Customer Experience

Number of RCI Gold Crown Properties



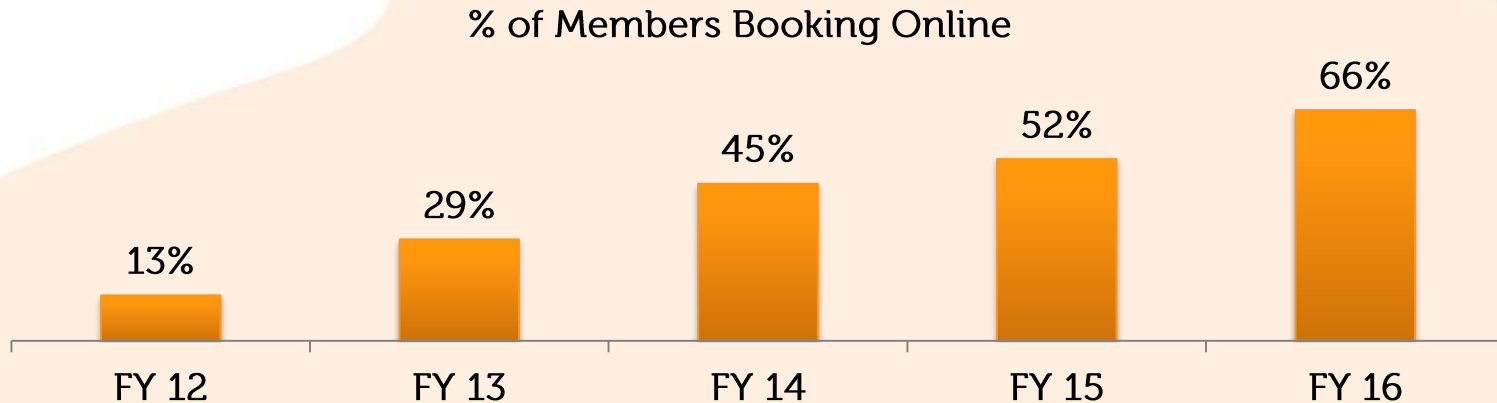
Post Holiday Feedback Score





Seamless Online Booking Experience

Launched Complete online booking solution for members in Dec 2011

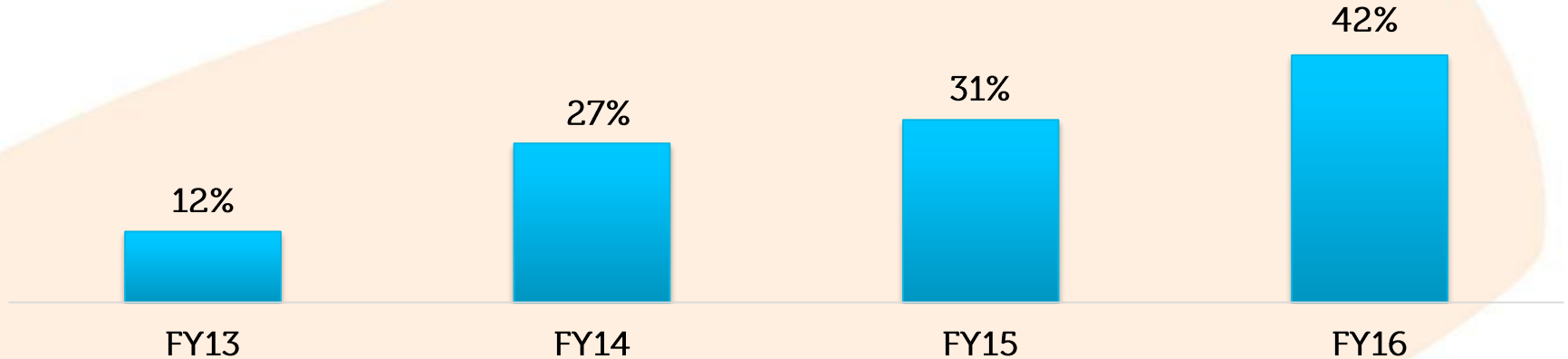


Online Booking features

1. Instant booking in 4 simple steps
2. Customized Offers based on member holidaying habits

Improving Customer Satisfaction

Transactional CAPS of members



*CAPS score is determined by IMRB

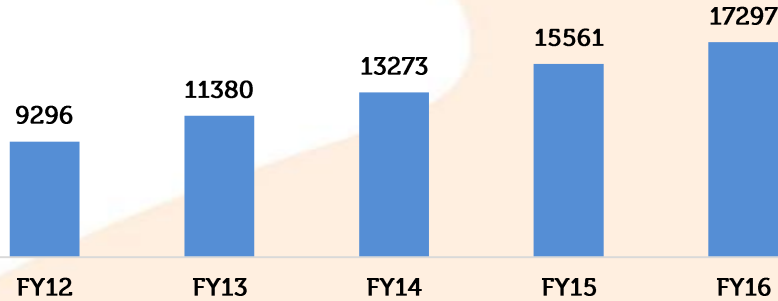
Financial Performance



Consistent Financial Performance

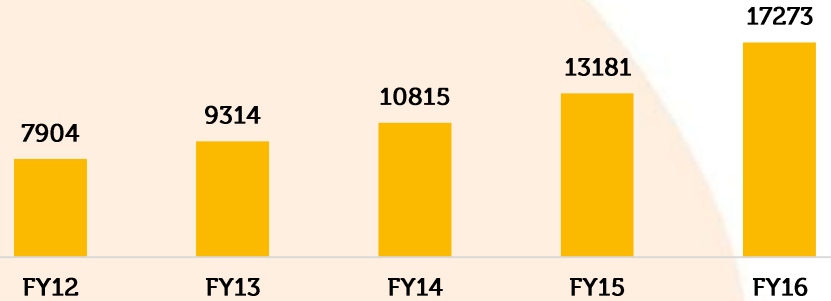
Income from ASF (in Lacs)

+17% CAGR



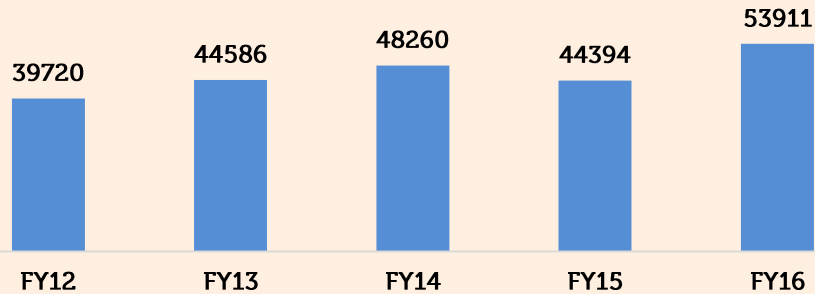
Income from Resorts (in Lacs)

+22% CAGR



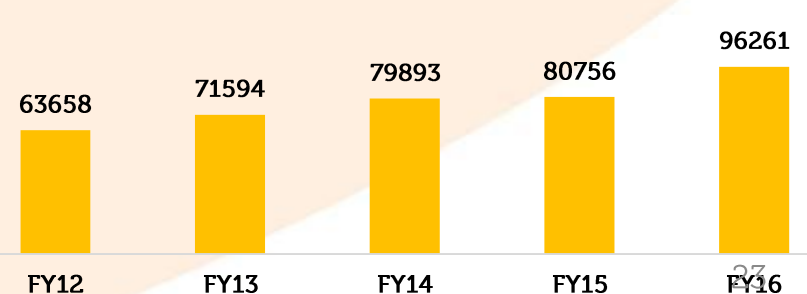
Income from VO (in Lacs)

+8% CAGR



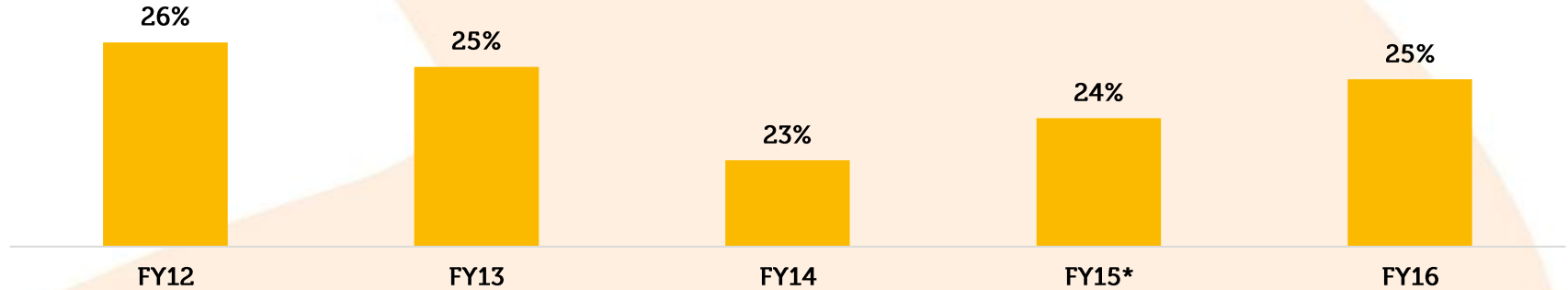
Total Income (in Lacs)

+11% CAGR

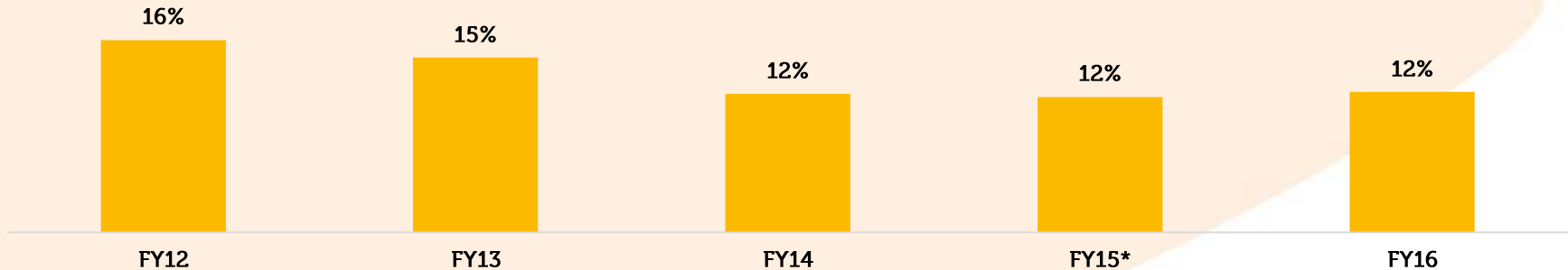


Consistent Financial Performance

EBITDA (% of total income)



PAT (% of total income)



Accolades

And, here are our Awards along the way!



Thank you

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