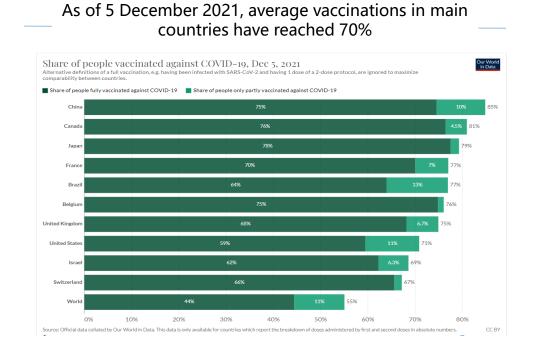


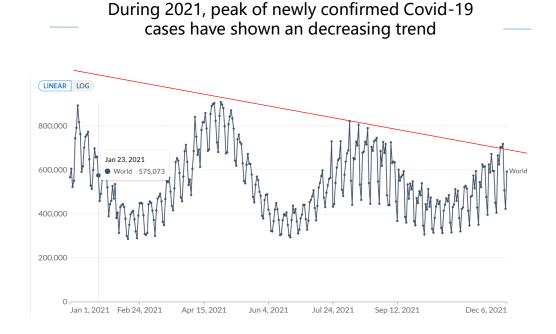
## FOLIDAY 复星旅文



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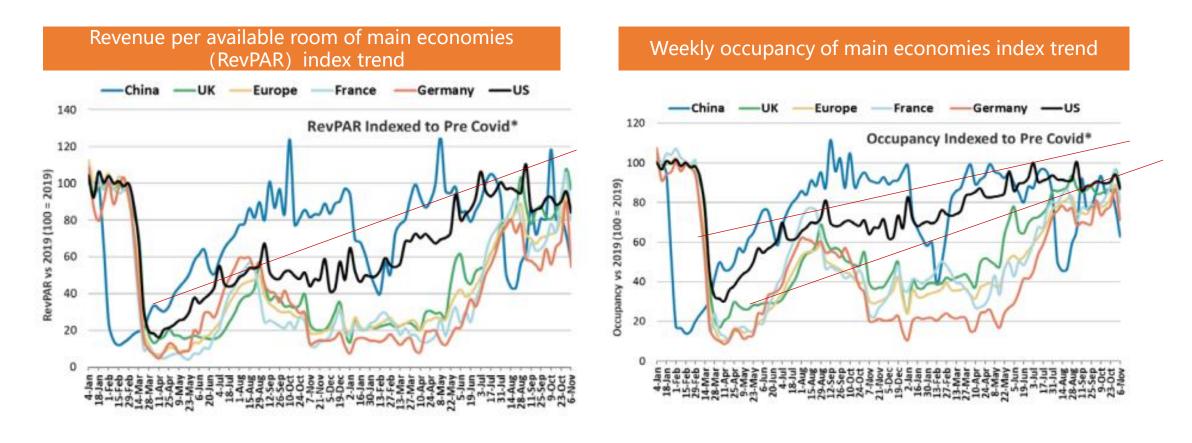
## Global Pandemic prevention and control enter a New Normal as progress of COVID-19 vaccination boosted the recovery of global tourism





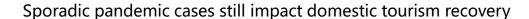
According to the 11<sup>th</sup> report "COVID-19 Related Travel Restrictions-A Global Review of Tourism" (UNWTO), 85 destinations (39% of all destinations worldwide) have eased restrictions for fully vaccinated international tourists, and 20 destinations (9% of all destinations worldwide) have made a full COVID-19 vaccination mandatory for entering a destination for tourism purposes. By far, four destinations had removed all restrictions related to COVID-19 (Columbia, Costa Rica, Dominican Republic and Mexico)

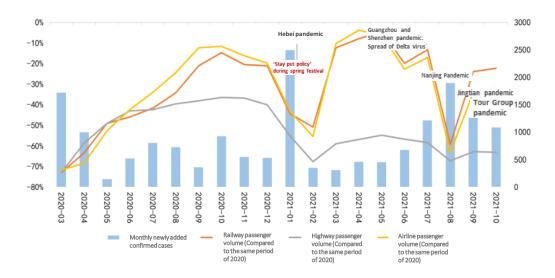
## Reginal tourism markets recover place by place and shown a sequential upward momentum amid some fluctuations



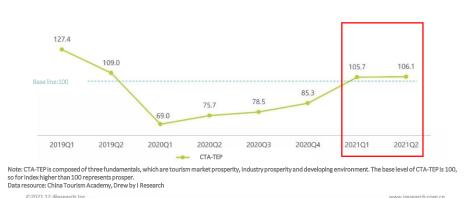
• According to Morgan Stanley Research report, current year tracking data of global main economies' RevPAR index (to pre COVID RevPAR) and weekly occupancy index, although some places were impacted by pandemic, indexes underwent continuing fluctuations, the overall trend shows that global tourism has entered recovery period and the growing trend is obvious. China still stays in a leading position, while recently the recovery momentum of European and American markets is notable.

## Benefited from the government's effective COVID-19 control and the progress of vaccination, resilience of recovery of domestic tourism industry strengthened gradually





2009-2021Q3 (CTA-TEP\*)



During the first three quarters of current year, CTA-TEP stepped from 'Relative Prosperity' interval to 'Prosperity' interval, average CTA-TEP was 105.82 in the 'prosperity' interval, increased by 31.45 points YOY.

<sup>\* (</sup>CTA-TEP) Composed of three fundamentals, which are tourism market prosperity, industry prosperity and developing environment.

## New forms of consumption upgrade and high-end tourism consumption reflow jointly boost Chinese tourism industry into a new golden era

Continually increase of Chinese middle class population brings enormous leisure holiday demand



Percentage of Well-off and above population<sup>1</sup> to urban resident population

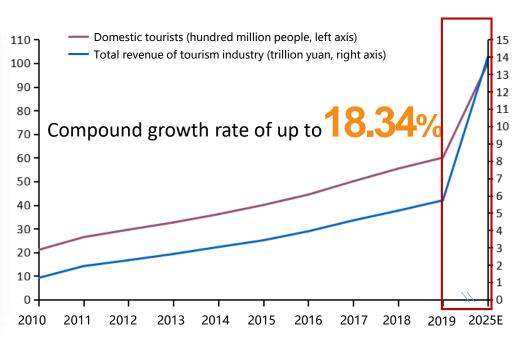
# 4 hundred million

Well-off and above population<sup>1</sup>



Percentage for leisure holiday in the survey of the demand of middle class people

## Chinese tourism industry kept super rapid increase in the past ten years



It is estimated that by 2025 domestic tourism revenue will achieve 14 trillion, there will be more than 10 billion tourists and market scale of Chinese leisure tourism will exceed 4 hundred million.

<sup>&</sup>lt;sup>1</sup> Household disposable income exceeds 138 thousand (2018);

Data resource: National Bureau of Statistics, Ministry of culture and tourism 'the 14th 5-year delopment plan regarding culture and tourism', China Tourism Academy, 'Analysis report on markey prospect and investment strategic planning of Chiinese tourism industry', Mckinsey Global Institute, statista, US travel organization, FOLIDAY reserch

## China Tourism market faces restructuring Company boast the capability of launching innovative products will be the core asset of the capital market

Upscale **Digitaliz** ation -Online and off--Be able to design **Characteristics** high-end products line integrated -Stand out in the operating system of high-quality homogenized and digitalization tourism tourism market products **Globalization Ecosystem** -Well-known -Product system international that meets brands with comprehensive strong market

travel needs

#### **Atlantis Sanya hits record high against the** economy downtrend

Y2019

No. of visits

5.2million

**Business Volume** 

RMB1,312 million

No. of visits

4.6million

**Y2020** 

 Business Volume RMB1,227 million

Business volume of 2H2020

+36.5%

on a YOY comparison basis

1H2021

No. of visits

2.6million

Business volume with that of

2020

+152%

Business volume with that of

+27%

2019

presence

## Nowadays, High-end resort is still rare in China Project development and operation still face a bunch of challenges

#### **Challengesws**

High initial investment

Long payback period

**Vague position** 

**Serious** homogenization

- Large demand of funds, average investment in one cultural tourism town is 3.5-4.0 billion
- Percentage of profitable projects accounts for less than 10%
- Tourism revenue from most asset-heavy projects accounts for less than 10% of total revenue.
- The average payback period for one sightseeing town is 15-20 years.
- 30 thousand scenic spots and tourism projects under development are mostly for sightseeing. Most of projects have the challenges of lacking leisure and culture contents.
- In 2019, 15 cultural and tourism integrated projects with serious homogeneity and poor operation were suspended or "disappeared".

Lay emphasis on real estate

Look down on culture and tourism

• There have been 70% of top 100 sales revenue in characteristic towns of real estate enterprises,40% of them appear to arrange towns specialized in cultural and tourism. But some real estate enterprises engage in real estate construction in the name of cultural tourism characteristic town, deviating from the original intention of cultural tourism industry.

#### **Solutions**

Capital operation capability

 Cultural and tourism project investment has the characteristics of long time period and large amount of assets, so it is particularly important to choose the appropriate financing mode and to have a sustainable and stable source of funds.

Brand power and Innovation power

Cultural and tourism project development should be based on regional natural and cultural endowment, with high-quality IPs and industry introductions as the core, combined with constantly innovative and iterative products and business models, to establish characteristic market positioning.

**Operational** capability

Supporting real estate helps cultural and tourism projects to reflow funds quickly in the early stage. But high-quality tourism and leisure products as well as solid operation are the guarantees for cultural and tourism projects to activate capital vitality and achieve sustainable development.

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## **Business highlights since the pandemic**

-Accelerated growth against the economy down trend in China -Continue to expand market share

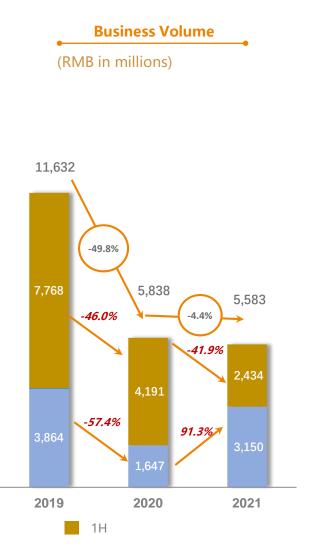
-Strong summer recovery overseas -Bookings continue to increase

-Digitalization is under rapid development -Century-old name brand restart

-Plan against the economic down trend in the post-pandemic era

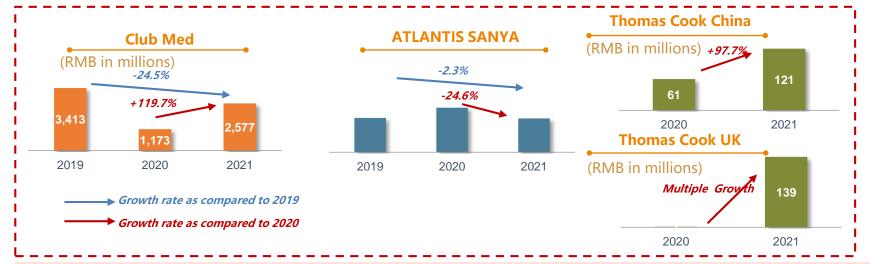
- Sanya Atlantis achieved a cumulative Business Volume of RMB1.73 billion in 2H2020 and 1H2021 when the pandemic was controlled, showed an increase against the economy down trend of 32% compared with 2019; Adjusted EBITDA¹ was APPROX. RMB9.1 million, represented a upward against the economy down trend of 61% compared with 2019.
- Business Volume of Club Med resorts in China for 4Q2021 increased by 35.3% compared with the same period of 2019; and for 1H2021 increased by 171.9%<sup>2</sup> compared with 2019.
- As for 31 July 2021, Taicang FOLIDAY Town has accumulatively pre-sold 823 saleable units.
- Business volume of FOLIDAY Ecosystem continually grows. Business volume of **Albion, Fanxiu Entertainment and Miniversity** for 2H2020 and 1H2021 increased by **73.5%** compare with 2019, owing to **continuous innovation of products** and **Iterative upgrade of service.**
- The recovery is on track. The capacity of Club Med recovered to 71.9% in 3Q2021 compared with the same period of 2019, with a worldwide occupancy rate of 64.8%.
- Effectiveness of value strategy. ADBR of Club Med resorts in 2021Q3 is expected to increase 17.0% compared to the same period in 2019
- Bookings continue to increase. As of October 16, 2021, resort bookings for 2H2021 Business Volume recovered to 83.8% compare with the same period in 2019; bookings for 1H2022 recovered to 95.4% compared with the same period of 2019.
- In July 2020, we launched the "Thomas Cook Lifestyle Platform " in China, which was under a century-old tourism brand "Thomas Cook". On September 2020, Thomas Cook wad launched on the travel agency website in the UK on a trial-run basis.
- As of September 30, 2021, Thomas Cook lifestyle platform in China gained more than 2 million APP users.
- In the first three quarters of 2021, **Thomas Cook** achieved Business Volume of **RMB 26.8 million** in China and **RMB 252 million** in the UK, representing a multiple increase compared with 2020.
- In early 2021, we laid out a plan to open 16 new resorts by the end of 2023,
- we plan to further expand Casa Cook Series Brands worldwide, with not less than 30 hotels by the end of 2023
- The group is already the largest high-end resort provider in Sanya, and is also actively seeking opportunities in tourism destinations, resort operations, leisure services and solutions, as well as new business in the areas of travel retail and lifestyle products.
- Club Med has operated 19 mountain(ski) resorts. By the end of 2023, we would have opened 6-8 mountain resorts.

## **Operation overview for 2021Q3**



O3

#### **Business Volume (BY OPERATING SEGMENTS)**



#### 2021Q3:

- ✓ As a combined result of **value strategy** and **effective cost-saving** efforts, the **unaudited net profit** of Club Med was even better than the same period in 2019.
- Club Med Lijiang Resort (Club Med 麗江度假村), one of the key assets of the Group's second tourism destination project, Lijiang FOLIDAY TOWN, opened on 25 September 2021.
- The Group experienced a **turnaround** in its **unaudited profit attributable to the equity holders** for 2021Q3, in spite of the negative impact from the Pandemic in the Asia Pacific.

2: The Business Volumes of 2019 Q3, 2020 Q3 and 2021 Q3 are adjusted on a comparable basis at the exchange rate of 112021.

<sup>1:</sup> The Business Volumes of 1H2019, 1H2020 and 1H2021 are adjusted on a comparable basis at the exchange rate of 1H2021.

## FOLIDAY 复星旅文



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## 

- International leading and unique tourism brand
- Own 63 resorts, sale and operate in 40+ countries and regions
- Focus on the experience of tourists, customized products for tourists in Asia-Pacific region
- Possess large market customer base and excellent performance

#### 63 Resorts in Operation Globally



#### Accumulated BV of global resorts(16.0ct, 2021)

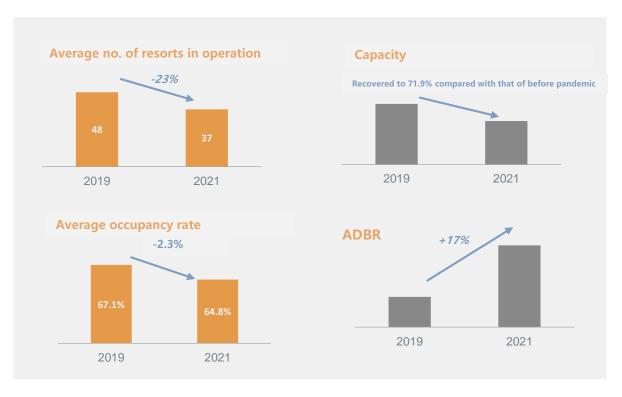
2H2021



Restored to **83.8%** of 2019

Restored to **95.4%** of 2019

#### 2021Q3



#### Business recover rapidly in China, surpass the industry

- During the Mid-Autumn Festival in 2021, the average hotel occupancy rate was 94%. The Business Volume recovered to pre-pandemic levels, outperforming the industry by 21%1.
- During the National Day holiday in 2021, the average hotel occupancy rate was 74%. The Business Volume increased by 5% YOY, outperforming the industry by 50%<sup>2</sup>.
- 1. According to data from the Ministry of Culture and Tourism, domestic tourism revenue reached RMB37.149 billion during Mid-Autumn Festival holiday in 2021, recovering to 78.6% of that of 2019.
  - According to data from the Ministry of Culture and Tourism, domestic tourism revenue reached RMB389.061 billion during the seven-day National Day holiday in 2021, recovering to 59.9% of the pre-pandemic period.

## **Resorts and Hotels-Club Med**

## Club Med<sup>‡</sup>











- $\triangleright$  We plan to open 16 new resorts by the end of 2023, 9of them will be located in China.
- > Seychelles resort opened in 1H2021, Club Med Lijiang resort opened in 25 September 2021, Quebec Charlevoix resort opened in 3 December 2021, Changbaishan resort will be opened in the upcoming winter.
- > By 30 June 2024, 12 existing resorts are planned to complete renovation.

Made at the beginning of 2021, new resorts pipeline by the end of 2023



Sevchelles/ Indian Ocean



Club Med Lijiang / China



Québec Charlevoix /Canada



Club Med Changbaishan / China



Club Med Thai Woo/ China



Club Med Marbella /Spain



Club Med Joyview Nanjing /China



Club Med Joyview Qiandao Lake /China



Val d' Isère / France



Club Med Kiroro /Japan



Club Med Joyview Heilongtan/ China



Club Med Tignes / France



Club Med Joyview Sanlang/ China



Club Med Grand Massif Chalet (Phase 2) /France



Club Med Joyview Taicana /China



Club Med Joyview Foshan/ China

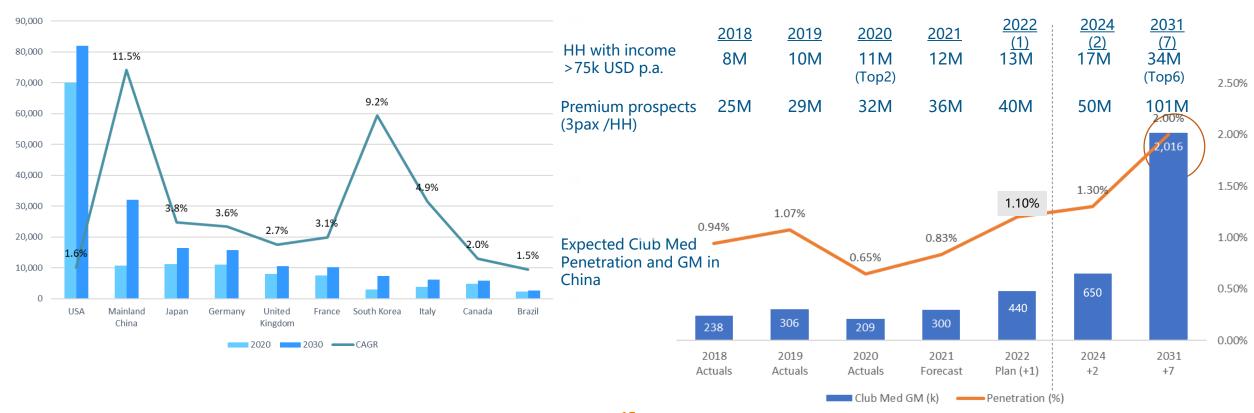
## **Resorts and Hotels-Club Med China**

By 2031, there will be 3 times of high-end customers in China, Club Med clients base could reach 2 million.

- In China, the number of households earning more than 75k USD/year (Top2 wealthiest HH today) will grow from 11 million in 2020 to 34 million in 2031; It represents a CAGR of 11.5% over the next 10 years, by far the fastest growth rate of all developed countries (Korea 9%, Japan/Germany/France 3-4%, US 1.6%).
- Considering that Club Med currently has a penetration rate of 3% in France, 1% in China, and 2% in other emerging markets such as Brazil, it is reasonable that Club Med set the goal of 2% penetration rate among High Incomes in China in the next 10 years. Therefore, in China, Club Med clients base could increase from 300,000 in 2019 to nearly 500,000 in 2024 and APPROX. 2 million in 2031.



Market potential and Club Med penetration (2018-2031)



## Resorts and Hotels-Club Med China Club Med Growth Booster

Maximize customer lifetime value

Business
Potential:
- GM: 2 million
- BV: increase by
more than 10 times

Optimize channel structure, especially the growth of direct distribution

Digital marketing

Accelerate the development of Chinese and Southeast Asian resorts to meet the multi-level and diversified needs of customers

		Leisure trips in 2024 (M)	<u>CAGR</u> (2015-2024)	Domestic and Asia Pacific mainstream tourist destinations
1	Greater Shanghai (Shanghai,Zhejiang, Jiangsu)	877	9%	Anji / Thousand Islands / Xianlin / Tangshan / Taicang
2	<b>Greater Guangzhou</b> (Guangdong)	478	8%	Shanwei / Foshan
3 4	(Beijing, Hebei, Tianjing) (Sichuan)	434 299	7% 15%	Yanqing / Golden Coast / Thaiwoo
5	Fujian	297	14%	Sanlang / Heilongtan
6	Henan	256	10%	1
7	Shandong	248	10%	_17 identified projects
8	Shaanxi	189	10%	incl. 2 TS / 2 TSA signed
9	Guangxi	170	12%	J
10	Anhui	158	6%	Guilin
11	Yunnan	107	9%	
12	Shanxi	85	6%	
13	Hainan	65	8%	Lijiang
14	Others	1,619	<b>9</b> %	
15	<b>Grand Total</b>	5,281	9%	Sanya

		Leisure trips in 2024 (M)	<u>CAGR</u> (2015-2024)	<u>Domestic and Asia Pacific main</u> <u>tourism</u> destinations
1	Thailand	11,299	8%	Phuket
2	Japan	8,562	10%	Tomamu / Sahoro / Kabira / Kiroro
3	Korea	6,382	5%	Pyeong Chang
4	Vietnam	5,850	20%	
5	Singapore	3,484	12%	
6	Malaysia	3,377	12%	Cherating / KK
7	Cambodia	2,635	21%	
8	Philippines	1,661	19%	
9	Indonesia	1,647	10%	Bali / Bintan
10	Australia	1,522	9%	

### **Tourism Destinations – Overview**

#### Atlantis Sanya

Started construction in 2014 with an investment of nearly RMB10 billion. Opened for trial operation in February 2018 and officially opened in April the same year. It has become a landmark of Sanya facing global tourists.

> Has 1,314 hotel rooms, 200,000 square meters of Theme Water World, Aguarium, 20+ restaurants, 5,000 m<sup>2</sup> MICE, 3,000 m<sup>2</sup> retail businesses and a C-show arena that can accommodate more than 1,700 people.

> Salable units for RMB160,000 were almost sold out, with the average transaction value of RMB70,000+ per square meter, of which APPROX. 150 units were managed by Albion;

In the first year of operation, it recorded the Business Volume of RMB1.32 billion, and in the pandemic year of 2020, it also recorded RMB1.23 billion. In 2019, EBITDA margin was as high as 43%, and in 2020, despite the pandemic, EBITDA margin was 49%, significantly higher than the profitability of hotels and theme parks around the world.









### Lijiang FOLIDAY Town

- > It includes three core IPs, Club Med Lijiang Resort, "Flying Over the Hump" theme business Street and "Snow Mountain Secret Land" theme park, as well as APPROX. 3,000 units of vacation inns.
- > Club Med Lijiang has been opened on 25 September 2021.
- > Construction of the saleable vacation inns has been partially completed since late 2020. The whole project will be fully completed from 2022 to the end of 2023

### Albion Brand



> Zhejiang, Hainan, Guangdong, **Chongging** and other places.



#### Taicang **FOLIDAY Town**

East China's large-scale indoor ski resort, "Alpine Snow World" (designed by "Sports Park", Club Med CDA), Joyview Taicang Resort, European **Business Blocks** and saleable holiday property units.

As of 30 June 2021, Taicang FOLIDAY Town has accumulatively obtained sales permit for GFA of approx. 143,000m<sup>2</sup>, and all of which were used for pre-sale. **750** sets of saleable units in aggregate were pre-sold, with the pre-sold value of RMB1,954.7 million

Construction of the indoor ski resort "Alpes Snow World" has started in **January 2021** 

> Alpes Time Town and Club Med Joyview Taicang resort have entered the full construction phase in June 2021



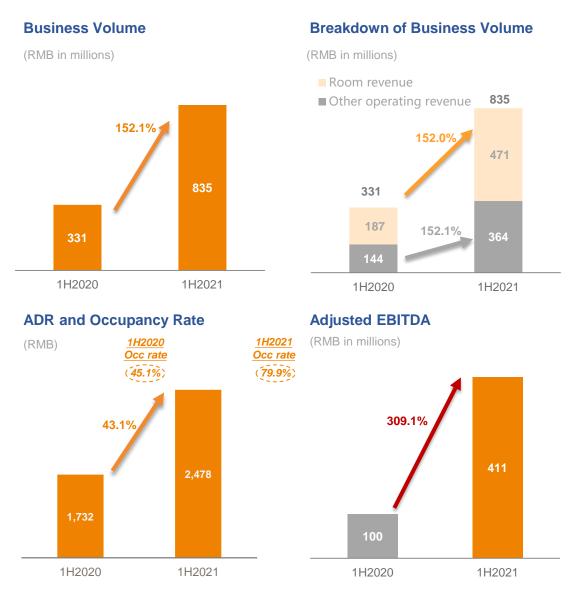








## **Tourism Destinations – Atlantis Sanya**



#### Commentary

- Business Volume of Atlantis Sanya increased by 152.1% to RMB835.2 million in 1H2021, with room revenue and other operating revenue growing by 152.0% and 152.1% respectively
- Adjusted EBITDA of Atlantis Sanya was RMB410.9 million in 1H2021, which increased by 309.1% YOY
- The number of visitors visiting Atlantis Sanya increased to approximately **2.6 million** compared with **1.4 million** in the same period of 2020. The average daily rate increased by **43.0%** YOY and occupancy rate increased by **34.8%**
- Resident vacation units Tang Residence: **7 units** were delivered and recognized revenue of **RMB627.9 million** for six months ended 30 June 2021. As of 30 June 2021, we still have **2** villas available for sale or delivery

## **Tourism Destinations – Lijiang FOLIDAY Town**



#### Lijiang FOLIDAY Town

(Total GFA: approx. 310,000 m<sup>2</sup>)

#### **Overview**

■ Three core IPs including Club Med Lijiang resort, "Flying Over the Hump" themed commercial street and "Mysterious Forest Park" theme park, and over 3,000 vacation houses

#### **Timeline**

- Club Med resort is in the preparation for opening, and expected to open in the autumn of 2021
- Construction of the saleable vacation inns has been partially completed since late 2020. The whole project will be fully completed from 2022 to the end of 2023
- As of 30 June 2021, Lijiang FOLIDAY Town has accumulatively obtained sales permit for GFA of approximately 28,500 square meters, with the number of pre-sale sets of 482

#### **Costs and Funding Plan**

- As of 30 June 2021, the total cost incurred for the Lijiang FOLIDAY Town was approximately RMB1,197.3 million. The project development costs (mainly including the cost to acquire the land use right and construction cost) is expected to be approximately RMB4,000.0 million
- A project development loan amounted to RMB1,300.0 million was granted to Lijiang FOLIDAY Town, of which RMB596.0 million has already been used in the project











### Club Med Lijiang



Number of beds:



Trident:



Number of GOs:



Number of vacation guest rooms: 302



GFA: 56,000 m<sup>2</sup>



Opening date: autumn 2021

## **Tourism Destinations – Taicang FOLIDAY Town**



#### Overview

■ A large scale indoor ski domain in East China "Alpes Snow World" (designed by CDA), a sports park, Club Med Joyview Taicang resort, a European style commercial street, and saleable vacation units

#### **Timeline**

- The construction of the project commenced in January 2019. The display center for commercial sites and marketing showrooms of saleable properties have been opened to public since the end of 2019
- The construction of the indoor ski resort "Alpes Snow World" started in January 2021, which includes five ski trails and seven "Magic Carpets" serving as conveyor belts
- Alpes Time Town and Club Med Joyview Taicang resorts are under full-scale construction from June 2021
- The construction of Taicang FOLIDAY Town is expected to be completed in stages starting from 2021 and achieve full completion in the following three to four years
- As of 30 June 2021, Taicang FOLIDAY Town has accumulatively obtained sales permit for GFA of approximately 143,000 m² (1,260 sets of saleable property units, 396 sets of which were obtained in June 2021), and all of which were used for pre-sale. 750 sets of saleable units in aggregate were pre-sod, representing an accumulative area of 82,457.2 m² and value of 1,954.7in millions. As of 31 July 2021, 823 sets of saleable property units in aggregate were sold

#### Costs

As of 30 June 2021, the total cost incurred, mainly used for land acquisitions and construction costs, in the Taicang Project was approximately RMB3,549.4 million. The project development costs (mainly including the cost to acquire the land use right and construction cost) is expected to be approximately RMB13,200.0 million





### Alpes Snow World

- Construction started in January 2021
- Expected trial operation in 2023





"Magic Carpets": 7





Sport Experience: More than

20

## Club Med Joyview Taicang

- Construction started in June 2021
- Expected trial operation in the end of 2023



Number of beds: Trident: Opening time: 770 4 Full Year

Number of vacation guest rooms: 308

**GFA:** 50,000 m<sup>2</sup>

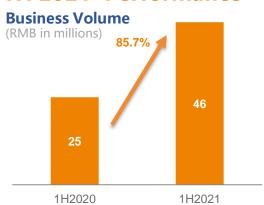
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## **Tourism Destinations - Albion Brand**



- In 2016, we established the Albion brand with the aim of packaged management and operation of **tourist destinations**, **resorts**, **holiday apartments and resorts** in China.
- As of June 30, 2021, the number of rooms under management reached 920, and the number of rooms will be under management increased by 915.
- With the delivery of **Taicang FOLIDAY Town** and **Lijiang FOLIDAY Town**, Albion will further expand its operations in the FOLIDAY ecosystem.

#### 1H 2021 Performance















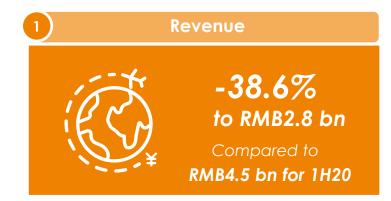


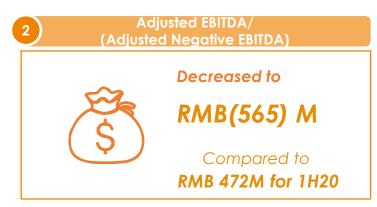
## FOLIDAY 复星旅文

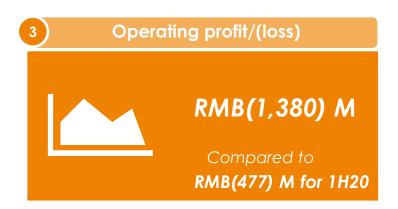


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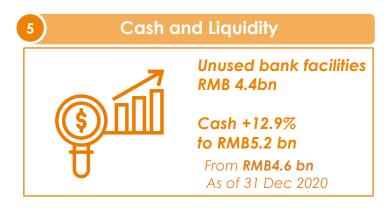
## **1H2021 Financial KEY SUMMARY**

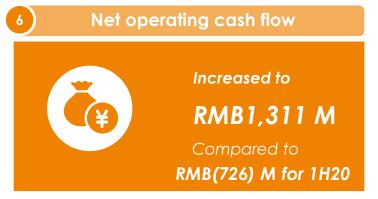




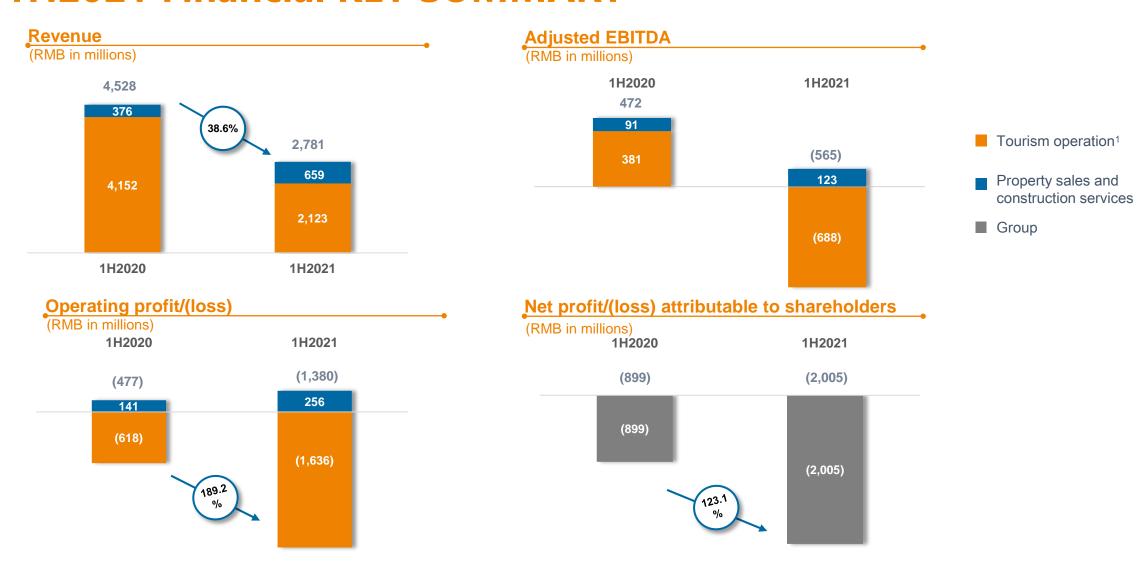








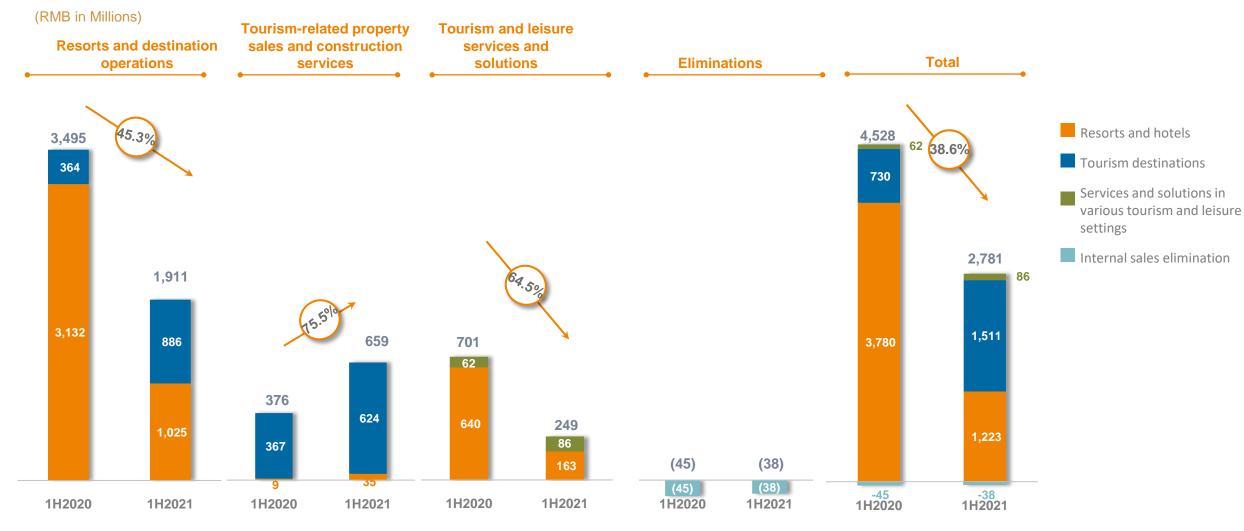
## **1H2021 Financial KEY SUMMARY**



Note: 1.Tourism operation includes Resorts, Tourism Destinations and Services and solutions in various tourism and leisure settings

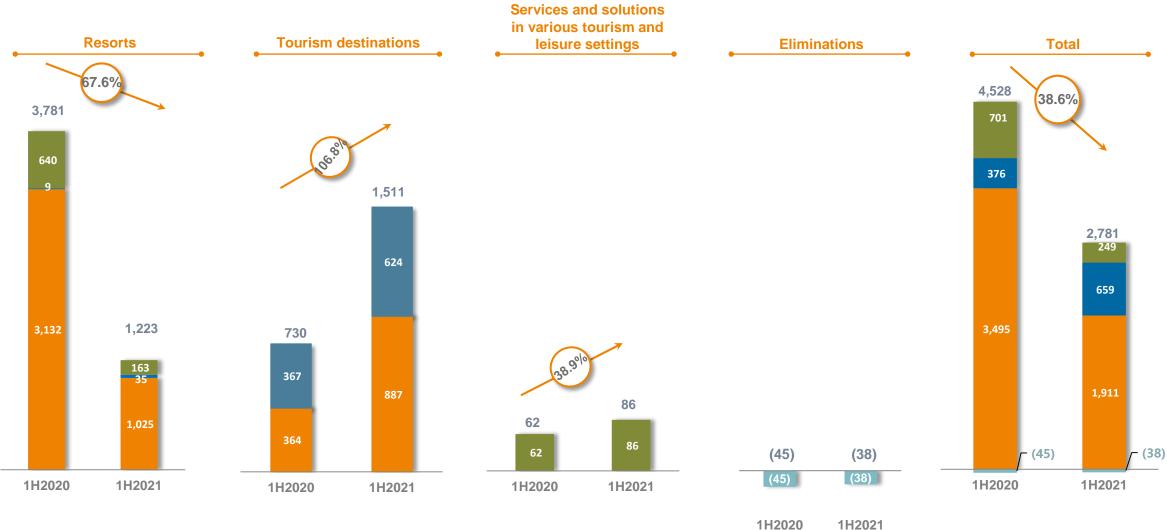
## **REVENUE BY FUNCTIONS**

#### breakdown by functions and by operating segments



### **REVENUE BY OPERATING SEGMENTS**

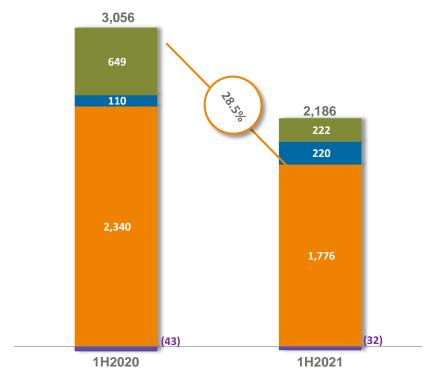




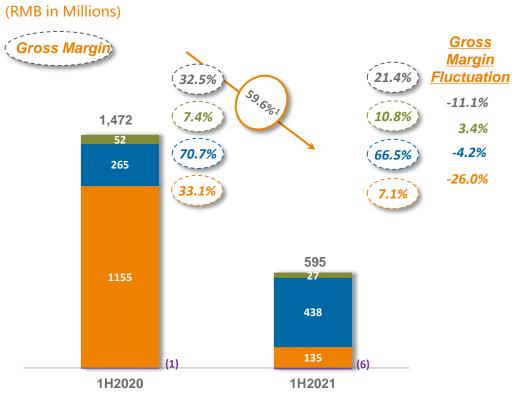
## COST OF REVENUE, GROSS PROFIT AND MARGIN

#### **Cost of revenue**

(RMB in Millions)



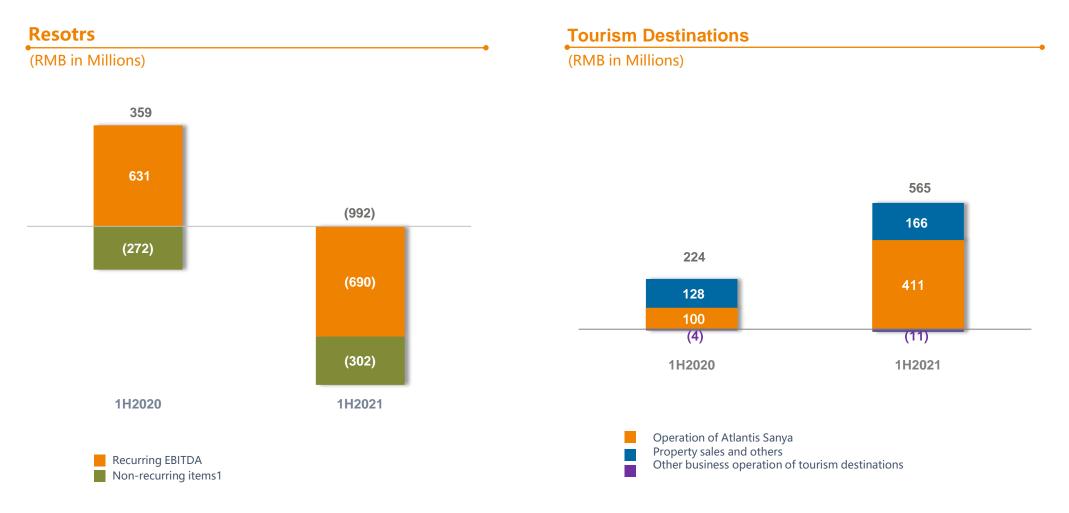
#### **Gross Profit and Margin**



- Resorts and destination operations
- Tourism-related property sales and construction services
- Tourism and leisure services and solutions
- Internal transaction elimination

## **Adjusted EBITDA for Major Segment Business**

Group Adjusted EBITDA decreased from RMB 472 million in 1H2020 to RMB (565) million in 1H2021



Note: 1. Non-operating items, including the costs of the business during their closure when they are supposed to be open in normal time, and additional operation costs such as transportation to bring our customer back home due to the epidemic outbreak, gain on disposal of subsidiary and associate, gain (loss) on the fair value change of investments measured at fair value through profit or loss, impairment loss on long term assets etc

## Operating profit/(loss) for Major Segment Business

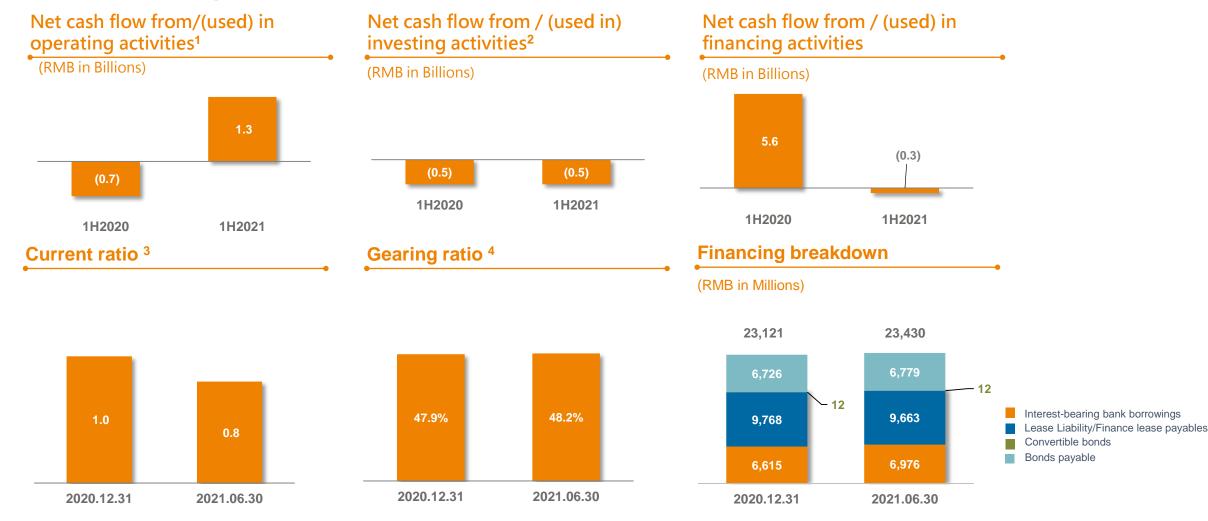
Operating loss increased from RMB(477) million in 1H2020 to RMB (1,380) million in 1H2021



Note: 1. Non-operating items, including the costs of the business during their closure when they are supposed to be open in normal time, and additional operation costs such as transportation to bring our customer back home due to the epidemic outbreak, gain on disposal of subsidiary and associate, gain (loss) on the fair value change of investments measured at fair value through profit or loss, impairment loss on long term assets etc

## **Cash flow and financing structure**

Cash flow from operating activities turns positive, improved by 20 Billion YOY



Note: 1.Excluding flow of pledged bank balances and restricted pre-sale proceeds; 2.Excluding flow of time deposits with original maturity of more than three months. Because the Group can freely use the time deposits if we waived the interest from income receivable related to the time deposits; 3.Current ratio equals current liabilities as of the end of the period; 4.Gearing ratio equals net debt as a percentage of total assets as of the end of the period. Total debt includes interest-bearing bank borrowings, finance lease payables, convertible bonds, bonds payable, Net debt equals total debt less cash and cash equivalents

#### **About Fosun Tourism Group**

Fosun Tourism Group ("Fosun Tourism" or "the Group", stock code: 1992), the world's leading leisure-focused integrated tourism group, was listed on the main board of the Hong Kong Stock Exchange in December 2018. Fosun Tourism is the largest leisure tourism resorts group worldwide in terms of revenue in 2019\*. Currently, the Group has three main business segments: Resorts and Hotels, Tourism Destination as well as Tourism related Services and Solutions. In terms of Resorts and Hotels, Fosun Tourism operates more than 60 all-inclusive Club Med resorts in more than 40 countries and regions. The Group manages hotels under the Casa Cook and Cook's Club brands in franchise model; in terms of Tourism Destination, the Group develops and owns Atlantis Sanya, as well as the self-owned brand "FOLIDAY Town", currently Lijiang FOLIDAY Town and Taicang FOLIDAY Town are under construction; the Group owns one of the world's oldest travel agency brands "Thomas Cook", and operates the online "Thomas Cook Lifestyle Platform" in China and operates the online travel agent in UK, forming an open internet platform based on quality vacation and life products.

Through the lifestyle proposition "Every day is FOLIDAY", Fosun Tourism seeks to infuse concepts of tourism and leisure into everyday living, and provides tailor-made one-step solutions through FOLIDAY global ecosystem.

\*Frost & Sullivan report, an independent market research report prepared by a global market research and consulting company, which is an independent third party



