

DREAMFOLKS SERVICES LIMITED

Issue highlights

- **Dreamfolks Services Limited ("Dreamfolks")** was incorporated on April 24, 2008. Dreamfolks is a dominant player and India's largest airport service aggregator platform (with a share of over 80% in the domestic lounge access market) facilitating an enhanced airport experience to passengers leveraging a technology driven platform.
- Company's asset-light business model integrates global card networks operating in India, credit card and debit card issuers and other corporate clients, in India, including airline companies with various airport lounge operators and other airport related service providers on a unified technology platform.
- Dreamfolks facilitates customers of Clients' access to the following airport related services (i) lounges, (ii) food and beverage (iii) spa, (iv) meet and assist, (v), airport transfer (vi) transit hotels /nap room access, and (vii) baggage transfer.
- Company's platform and services portfolio allows Card Networks, Card Issuers, and Corporate Clients to build bespoke solutions addressing disparate aspects of airport services for Consumers.
- They facilitate access to 100% of the 54 lounges currently operational in India, and also enjoyed a market share of over 95% of all India issued credit card and debit card access to airport lounges in Fiscal 2022.
- As at March 31, 2022, Dreamfolks had 50 Clients including the Card Networks and many of India's prominent Card Issuers. As of March 31, 2022, 9.79 million Paxes, cumulatively, had availed of their services, since Fiscal 2020.

Brief Financial Details*

(₹ In Cr)

	For the year ended Mar' 31,		
	2022	2021	2020
Share Capital	10.45	4.75	4.75
Reserves	71.72	59.55	60.76
Net worth as stated	82.17	64.30	65.51
Revenue from Operations	282.50	105.63	367.04
Revenue Growth (%)	167.44%	(71.22)%	-
EBITDA	24.04	2.09	45.85
EBITDA Margin (%) as stated	8.46%	1.94%	12.47%
Profit before Tax	20.48	(0.20)	43.56
Profit for the period	16.25	(1.45)	31.68
Net Profit Margin (%) as stated	5.75%	(1.37)%	8.63%
EPS - Diluted (₹) #	2.98	(0.28)	6.06
RoNW (%) #	19.78%	(2.25)%	48.36%
ROCE (%) as stated	23.99%	0.74%	63.46%
Net Asset Value (₹)#	15.73	12.31	12.54

Source: RHP, *Restated Consolidated; EBITDA Margin calculated on Total Income; # calculated on increased share capital.

Issue Details

Offer for sale of 17,242,368 Equity shares

Issue size: ₹ 531 – 562 Cr

No. of shares: 17,242,368 Equity Shares

Face value: ₹ 2/-

Price band: ₹ 308 – 326

Bid Lot: 46 Shares and in multiple thereof

Post Issue Implied Market Cap =

₹ 1,609 – 1,703 Cr

BRLMs: Equirus Capital, Motilal Oswal
Investment Advisors

Registrar: Link Intime India Pvt. Ltd.

Issue opens on: Wednesday, 24th Aug'2022

Issue closes on: Friday, 26th Aug'2022

Indicative Timetable

Activity	On or about
Finalisation of Basis of Allotment	01-09-2022
Refunds/Unblocking ASBA Fund	02-09-2022
Credit of equity shares to DP A/c	05-09-2022
Trading commences	06-09-2022

Issue break-up

	No. of Shares	₹ In Cr		% of Issue
		@ Lower	@ Upper	
QIB	12,931,777	398.30	421.58	75%
NIB	2,586,355	79.66	84.32	15%
RET	1,724,236	53.11	56.21	10%
Total	17,242,368	531.06	562.10	100%

Listing: BSE & NSE

Shareholding (No. of Shares)

	Pre-Offer and Post-Offer Equity Shares
No of shares	52,250,000

Shareholding (%)

	Pre-Issue	Post-Issue
Promoters	100.00%	67.00%
Promoters Group	-	-
Public	-	33.00%
Total	100.00%	100.00%

BACKGROUND

Company and Directors

The Company was incorporated as “Believe Tradelink Private Limited”, at New Delhi’ on April 24, 2008. Liberatha Peter Kallat, Dinesh Nagpal and Mukesh Yadav are the promoters of the company. Currently, Promoters collectively hold 52,249,600 Equity Shares, representing 100% of the pre-Offer issued, subscribed and paid-up Equity Share capital of the company.

Brief Biographies of Directors

Liberatha Peter Kallat is the Promoter, Chairperson and Managing Director of the company. She has been associated with the company since 2014 and is responsible for the strategy and overall management of the company. She has experience in the hospitality sector and has, in the past, been associated with Indian and global multinational companies such as Taj GVK Hotels & Resorts Ltd, PepsiCo India, Premium Port Lounge Management Co Pvt Ltd, and Pernod Ricard India (P) Ltd.

Mukesh Yadav is the Promoter and a Non-Executive Director of the company. He has been associated with the company since 2011. He has more than 20 years of experience. He has been associated with a residential project ‘Amangani Peaceful Homes’, located in Rewari, Gurugram.

Dinesh Nagpal is the Promoter and Non-Executive Director of the company. He has been associated with the company since 2011. He has been associated with a residential project ‘Amangani Peaceful Homes’, located in Rewari, Gurugram. He has more than 20 years of experience.

Balaji Srinivasan is an Executive Director and Chief Technology Officer of the company. He has been associated with the company since 2019. He has experience in the technology sector.

Sharadchandra Damodar Abhayankar is the Independent Director of the company. He is a Solicitor and Advocate with more than 33 years of experience

Mario Anthony Nazareth is the Independent Director of the company. He has served the Mahindra & Mahindra Limited for over 4 decades in various positions.

Aditi Balbir is the Independent Director of the company. She has over 7 years of experience in the sustainability and travel sector.

Sudhir Jain is an Independent Director of the company. He was associated with Minda Industries Ltd for over 20 years.

Key Managerial Personnel

Giya Diwaan is the Chief Financial Officer of the company. She has significant experience in business operations, corporate finance, accounting and strategy across fintech, internet commerce and consumer technology companies. She joined the company on September 24, 2021.

Rangoli Aggarwal is the Company Secretary and the Compliance Officer of the company. She joined the company on October 19, 2021.

OFFER DETAILS

Offer for Sale: Name of Selling Shareholder	Upto 17,242,368 Equity Shares	Weighted Average Cost of Acquisition (₹ per Equity Share)
The Promoter Selling Shareholder:		
Liberatha Peter Kallat	Upto 6,531,200 Equity Shares	0.02
Mukesh Yadav	Upto 6,531,200 Equity Shares	Negligible
Dinesh Nagpal	Upto 4,179,968 Equity Shares	0.04

SHAREHOLDING PATTERN

Shareholders	Pre-offer		No. of Shares offered	Post-offer	
	Number of Equity Shares	% of Total Equity Share Capital		Number of Equity Shares	% of Total Equity Share Capital
Promoter	52,249,600	100.00%	17,242,368	35,007,232	67.00%
Promoters Group	300	0.00%	-	300	0.00%
Total for Promoter and Promoter Group	52,249,900	100.00%	17,242,368	35,007,532	67.00%
Public	100	0.00%	-	17,242,468	33.00%
Total for Public Shareholder	100	0.00%	-	17,242,468	33.00%
Total Equity Share Capital	52,250,000	100.00%	17,242,368	52,250,000	100.00%

BUSINESS OVERVIEW

Dreamfolks Services Limited (“Dreamfolks”) is a dominant player and India's largest airport service aggregator platform facilitating an enhanced airport experience to passengers leveraging a technology driven platform. Their asset-light business model integrates global card networks operating in India (**Card Networks**), credit card and debit card issuers (**Card Issuers**) and other corporate clients, in India, including airline companies (**Corporate Clients**) and along with Card Networks and Card Issuers, the **Clients**) with various airport lounge operators and other airport related service providers (collectively, the **Operators**) on a unified technology platform. They facilitate customers of clients’ (**Consumers**) access to the following airport related services (i) lounges (ii) food and beverage (iii) spa (iv) meet and assist (v) airport transfer (vi) transit hotels /nap room access and (vii) baggage transfer, (collectively, the **Services**).

Their dominance is underpinned by facilitating access to 100% of the 54 lounges currently operational in India, and they also enjoyed a market share of over 95% of all India issued credit card and debit card (**Card Based**) access to airport lounges in Fiscal 2022. Additionally, in Fiscal 2022 they also accounted for around 68% of the overall lounge access volume in India. Further, as at March 31, 2022 through their partnerships with other service providers, Dreamfolks has a global footprint extending to 1,416 Touch-points in 121 countries across the world out of which, 244 Touch-points are present in India and 1,172 Touch-points overseas.

Dreamfolks began effective operations in 2013 by facilitating lounge access services for the consumers of Mastercard and, currently, provide services to over the years, they have transformed from being an airport lounge access aggregator to an end-to-end technology solutions provider for designing and delivering services that enhance the airport experience. They have crafted their service proposition to provide clients the option of offering a wide ranging bouquet of services to the consumers. Currently, they facilitate consumers’ access to a host of services: from door-step to the airport, within the airport, and again from the airport to the door-step at the destination. Company’s first mover advantage in the lounge access aggregator industry in India has enabled them to become a dominant player in the industry with a share of over 80% in the domestic lounge access market in India.

COMPANY BUSINESS



Company’s platform and services portfolio allows Card Networks, Card Issuers and Corporate Clients to build bespoke solutions addressing disparate aspects of airport services for consumers. Card networks and card issuers can avail of any of the services and may provide complimentary lounge access and complimentary access to other services to the consumers as part of their offerings under eligible credit and debit cards programmes, and they

enable this access across services. Corporate clients also leverage their solutions to extend benefits to their user base and facilitate access to services.

They provide clients the option of providing the consumers different mechanisms to access certain airport related services like lounges via the more traditional mechanisms like credit cards or debit cards, membership cards, or via digital solutions such as mobile applications using their hybrid technology.

They also focus on the operators who provide the Services and give them the option of a single point access to the Consumers along with consolidated footfall and revenue, while also providing them technology to validate the benefits available to consumers, provide card based and digital access, and billing.

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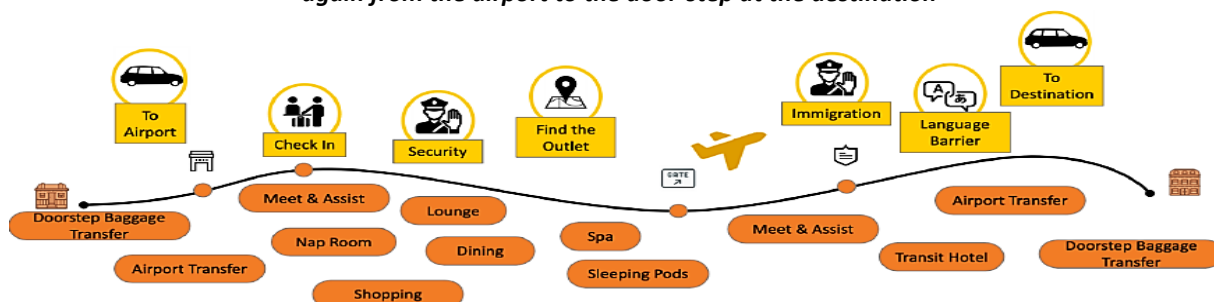
Card Networks operating in India	India's prominent Card Issuers
<ul style="list-style-type: none"> • Visa, • Mastercard, • Diners/ Discover, • RuPay. 	<ul style="list-style-type: none"> • ICICI Bank Ltd., • Axis Bank Ltd., • Kotak Mahindra Bank Ltd., • HDFC Bank Ltd. (in respect of debit card lounge program), • SBI Cards and Payment Services Ltd.

COMPANY SERVICES

As at March 31, 2022, Dreamfork had 50 Clients including the Card Networks and many of India's prominent Card Issuers. Further, they have had long association with number of their clients, and their Top-5 Clients, as of March 31, 2022, having been associated with them for over 3 years out of the 9 years that they have been operational. Their client portfolio also includes prominent airlines, a telecommunication company, an online travel agency (OTA) and other corporates in India who generally make available these services to customers of their choice. As of March 31, 2022, 9.79 million Paxes, cumulatively, had availed of their services, since Fiscal 2020.

Company's revenues are primarily based on and are driven by the number of unique times Consumers avail the Services (Pax).

Company's Services cover the entire consumer journey - from door-step to the airport, within the airport, and again from the airport to the door-step at the destination



The description of company's services:

- **Lounge Access:** Dreamfolks has 100% coverage of operational lounges in Indian airports, and they offer a unique value proposition to their clients by enabling access to the Consumers to a network of all operational airport lounges in India. Consumers have access to lounges including in Bengaluru, Chennai, Mumbai and New Delhi operated by various entities including Premium Port Lounge Management Co Pvt Ltd, Travel Food Services Pvt Ltd and Saptagiri Restaurant Pvt Ltd. As at March 31, 2022, they had exclusivity to provide access to 12 domestic lounges across 11 airports in India constituting around 22.22% domestic lounges for India issued credit cards and debit cards.
- **Food and Beverage offerings:** Dreamfolks has tied up with various entities to facilitate access to around 57 restaurants / F&B outlets at 18 airports across India, as at March 31, 2022. At these restaurants / F&B outlets, Consumers can select from the curated 'Dreamfolks' menu a variety of vegetarian and non-vegetarian food and beverage combinations ('combo' offerings).
- **Spa Services:** As part of their focus on making air travel as enjoyable and relaxing as possible, Consumers can avail of specified massage therapies such as head, neck and shoulder massage, and foot reflexology. They facilitate access to this service in tie-up with O2 Spa Salon Pvt Ltd.

- **Meet and Assist:** Dreamfolks facilitates end-to-end assistance to the Consumers at the airport. The services are available at select airports to consumers at arrival and departure terminals of select airports in India. The '**meet and assist**' services are available at different price points and encompass a wide variety of services, depending on the airports in India. They have also entered into an agreement with an international airport concierge service provider facilitating the '**meet and assist**' services at various airports across countries such as Australia, Austria, Canada, Belgium, Brazil, France, Germany, United Kingdom, United Arab Emirates and United States of America.

The following services form part of the '**meet and assist**' service offering:

- **On departure:** Receiving consumers, assisting with baggage, assisting in check-in, immigration (where permissible) security check and, where personnel are permitted to accompany passengers beyond the security check point, assisting in obtaining lounge access, and escorting Consumers upto the boarding gate;
- **On arrival:** Receiving Consumers at the aero-bridge, assisting in immigration clearance (where permissible), baggage assistance, and escorting consumers to their transport.

Dreamfolks also provides an option to facilitate '**medical meet & assist**' at arrivals at select airports in India.

- **Airport transfer services:** Dreamfolks facilitated airport transfer, i.e., airport 'pick-up and drop' facilities in 47 cities across India and in 145 cities outside India, as at March 31, 2022.
- **Transit Hotels / Nap Room Access:** In Mumbai and New Delhi, through their tie up with Niranta Airport Transit Hotel & Lounge (a unit of International Airport Hotels & Resorts Pvt Ltd) and Holiday Inn Express New Delhi International Airport T-3 (a unit of Devaryaa Hospitalities Pvt Ltd), Dreamfolks facilitates access to hotel rooms. Further, in Bengaluru, Cochin and Mumbai, they also facilitate access to 'nap rooms' or 'sleeping pods', i.e., specialised facilities which allow passengers, particularly transit passengers, access to private rooms / compartmentalised sleeping quarters, with rest-room access.
- **Baggage Transfer:** Dreamfolks has tied up with a service provider to provide baggage pick-up and drop-off facility to and from airports across Bengaluru, Hyderabad, Mumbai, and New Delhi.
- **Other:** In addition to providing Services at airports, Dreamfolks has also, in the current Fiscal, forayed into the railways sector and, they have entered into contracts to provide lounge access at 8 railway stations in India.

Company's experienced Promoters and senior management team have contributed significantly to their growth. Their Promoters, Liberatha Peter Kallat, Dinesh Nagpal and Mukesh Yadav, have conceptualised, and have been instrumental in formulating, their business model and continue to be involved in different aspects of their business. Their business is ably supported by an experienced team of professionals such as Balaji Srinivasan, Executive Director and Giya Diwaan, CFO. Liberatha Peter Kallat, has significant experience in the hospitality industry and she has worked with Indian and global multinational companies such as Indian Hotels Co Ltd.

REVENUE FROM OPERATIONS

Particulars	For the year ended March 31,		
	2022	2021	2020
Lounge Fees	278.77	102.73	362.72
Other Service Fees	3.73	2.90	4.32
Total Revenue from Operations	282.50	105.63	367.04

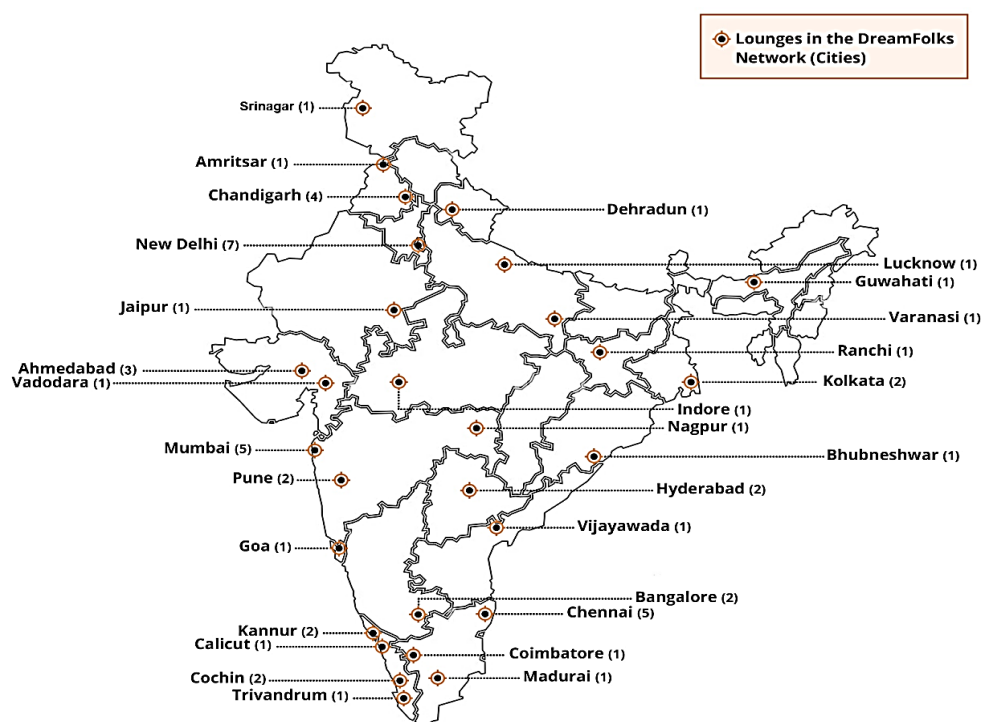
(₹ in Cr)

Key performance indicators

Particulars	Fiscal 2022	Fiscal 2021	Fiscal 2020	Fiscal 2019	Fiscal 2018
No. of direct touch-points*	1,416	587	223	239	107
- In India	244	223	223	239	107
- Overseas	1,172	364	0	0	0
No. of cities covered	536	219	57	57	23
No. of countries covered	121	59	1	1	1
No. of Clients [^]	50	43	38	26	14

*Touch-point - Refers to a service fulfilment point in airports across India and overseas with service providers with whom the company has a contractual arrangement. For instance, each lounge and F&B outlet at an airport would be a touch-point and each city where the airport transfer facility is available would count as a touch-point. [^] The number has been considered based on ongoing agreements.

GEOGRAPHICAL REACH – LOUNGE COVERAGE



The details pertaining to the total number of passengers accessing lounges in India and company's contribution:

Particulars	Fiscal 2022	Fiscal 2021	Fiscal 2020
Total Pax accessing Lounges in India (estimated) (No. in million)	5.2	3.1	7.5
Total Pax accessing lounges through Dreamfolks in India (No. in million)	3.53	1.38	4.88
Total Pax through Dreamfolks as a % of Pax in India (estimated) (%)	67.88%	44.51%	65.10%

COMPETITIVE STRENGTHS

- Dominant player in the airport lounge aggregation industry in India with strong tailwinds**

Dreamfolks is the largest and dominant airport lounge access provider in India. Their dominant position is underpinned by their estimated market share of over 95% in Fiscal 2020 of all India issued card based access to domestic lounges in India.

Moreover, they have coverage across 54 operational airport lounges constituting 100% of airport lounges in India. Further, as at March 31, 2022, they had an exclusive arrangement for card based transactions at 12 lounges across 11 airports in India constituting 22.22% of the domestic lounges for credit cards and debit cards issued in India. Further, in Fiscal 2020, they catered to approximately 68% of the overall lounge traffic in volume across all lounges in Indian airports (both the domestic and international lounges).

Moreover, they also provide access to various other Services such as F&B offerings, spa services, 'meet and assist' airport transfer services, transit hotels/nap rooms access, and baggage transfer to Consumers. Their constant endeavour to provide incremental value-added services to enhance the experience of consumers of their clients has helped them make strong in-roads and expand their business. As at March 31, 2022 they provided consumers access to 244 Touchpoints in India and 1,172 Touch-points overseas. They have through these services also broadened the scope of their offering to address the disparate needs of consumers and to provide consumers with multiple options to enhance their ease of travel.

- Entrenched relationships with marquee Clients including global card network providers in India and prominent Indian and global banks and corporates**

Dreamfolks has tie-ups with some of India's prominent corporates including airline companies, telecommunications company, OTA, loyalty aggregators, and other corporates such as Interglobe Aviation Ltd, Go Airlines Ltd, Air Asia (India) Ltd, Vodafone Idea Ltd, Jet Privilege Pvt Ltd, Hettich India Pvt Ltd, Easy Trip Planners Ltd and Mahindra

Holidays and Resorts India Ltd. This enables them to broaden their customer base. They have also provided meet-and-assist solutions to a pan-India hospital chain.

Company's clients rely on their services to provide the airport enhancement experience to their customers as a part of their customer acquisition and engagement endeavours. Their industry dominance, partner eco-system and service offerings coupled with their robust technology platform enables them to attract new clients. Their total number of clients has grown from 14 during Fiscal 2018 to 50 as at March 31, 2022. Moreover, their Top-5 clients for the Fiscal 2022 have been associated with them for over 3 years. They have been associated with the airport lounge programmes of clients such as RuPay, ICICI Bank Ltd, HDFC Bank Ltd (in respect of debit card lounge program), Axis Bank Ltd, and Standard Chartered Bank. They were the launch partner for Rupay's domestic lounge access programme.

One of the systemic changes that they introduced was to move to a system of establishing direct ties with the card issuers and moving away from the model of network sponsorship. They have also, over the years, broad based their client profile by bringing in more corporate clients into their fold by augmenting their bouquet of services which they could add onto their product offerings for their customer engagement programs.

- **Strong business moat due to flywheel effect led by Clients and Operators network**

Given their dominant position in the airport lounge access market, they have been successful in building a bridge between their clients and airport lounge operators. Their position in the industry enables them to create interdependencies for their service offerings through their unique value proposition enabling them to attract newer clients and operators, which helps them further strengthen their position in the market.

For their clients, their comprehensive airport lounge coverage in India and a single point access to all lounge operators in India is a vital link to manage customer loyalty and retention / enables them to provide consumers value added services as part of their customer engagement and loyalty management programs. Moreover, their platform is, to the extent relevant, integrated with the information technology systems of their clients.

Similarly, for lounge operators, their tie-ups with all card networks with operations in India and some of India's largest card issuers facilitate a steady stream of lounge users being routed through them. In fact, at certain airport lounges in cities such as Ahmedabad, Bengaluru, Cochin and Mumbai, they account for more than 80% of the total lounge traffic. Further, 34% of lounges in India have been associated with them for over 6 years, and as at March 31, 2022, they were the exclusive service provider for India issued card based passenger traffic for about 12 domestic lounges across 11 airports in India constituting around 22.22% of the total access of the domestic lounges for India issued credit cards and debit cards.



The convergence of their dominant market position, prominent Client base, extensive presence in the airport lounge market in India and diverse service offerings helps create a network flywheel effect.

- **Ability to capitalize on growing Consumer base with no associated costs of direct Consumer acquisition**

Dreamfolks is able to capitalize on the growing consumer base of air traffic passengers and card users without incurring any direct, consumer acquisition cost. Given the nature of their business model, the acquisition of the consumers is done by their clients.

The accretion in their consumers occurs with a growth in (a) their client base, (b) the number of outstanding credit cards and debit cards, (c) frequency of lounge access:

- Since Fiscal 2018 till as at March 31, 2022, their client base has increased from 14 to 50. During the same period, they have also added 24 Corporate Clients.
- In India between September 2017 and September 2021, (i) the number of outstanding credit cards increased from 33 million to 65 million and (ii) the number of outstanding debit cards issued increased from 819 million to 920 million, at a CAGR of 18.17% and 2.93%, respectively.
- In India, air travel passengers are increasingly using lounges at airports. For instance, the total number of passengers using lounge facilities at airports in India increased from 5.1 million in Fiscal 2018 to 7.5 million in Fiscal 2020 (pre-COVID-19), at a CAGR of 21.27%.

In Fiscal 2021 and Fiscal 2022 number of Pax was 1.38 million and 3.53 million respectively. With Client accretion, and more importantly, the expected increase in the number of outstanding cards and the frequency of lounge access, the number of consumers they can service increases. As their primary revenue model is on a per Pax basis the aforementioned increase in footfalls witnessed an increase in their consolidated revenue from operations which increased from ₹105.63 crore in Fiscal 2021 to ₹282.50 crore in Fiscal 2022. This combined with no direct consumer acquisition cost reduces their cost of services and results in higher profitability.

The enhanced integration of new services increases client engagement and, over the long-term, client loyalty. For instance, they have been able to increase their engagement with clients by offering newer Services in addition to the airport lounge service as and when they launch new services and features or when their clients expand their Card Based products and operations.

- **Asset and human resource light business model with a strong track record of delivering consistent growth**

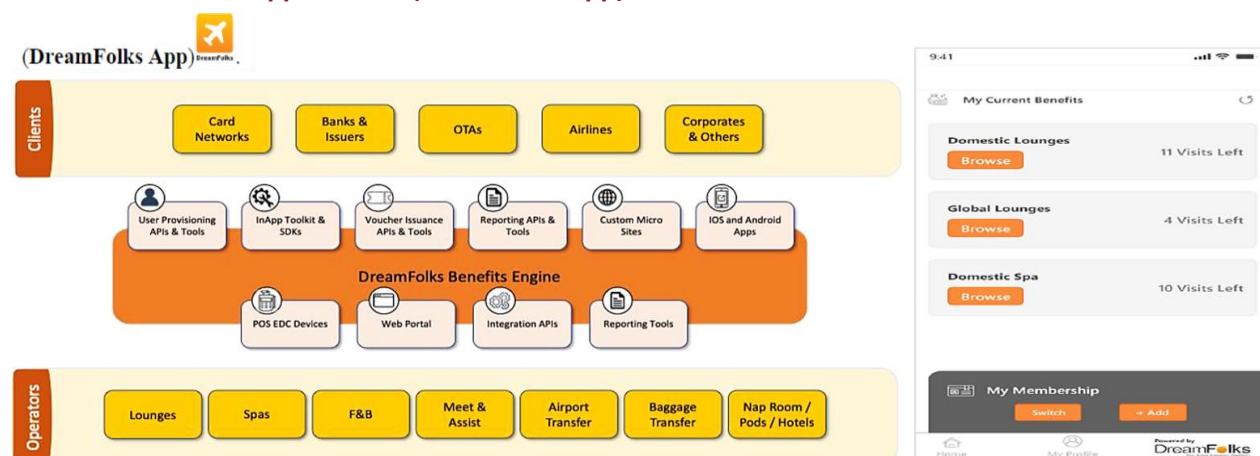
Dreamfolks's business model, by design, is asset-light and their ability to scale up their business requires minimal incremental capital deployment resulting in high operating leverage. This is one of the key reasons that they have a strong track record of delivering consistent growth along with high capital efficiency.

Apart from their cost towards operators including lounge operators, their operational expenses are also relatively minimal. Additionally, their business model is not human resource intensive. As at March 31, 2022, their work force comprised 60 full time employees including their senior management team. Their technology and employee related expenses during Fiscal 2022, Fiscal 2021 and Fiscal 2020, was ₹17.34 crore, ₹14.75 crore and ₹18.87 crore, constituting 6.58%, 13.62% and 5.82% respectively, of their total consolidated expenses.

- **Proprietary technology platform that ensures scalability**

Company's technology platform is aimed at ensuring that all entities on or availing of their platform i.e., Client, Operators and Consumer, have a 'hassle-free' experience. Their platform addresses aspects such as benefits calculation and accounting, provides real time visibility of transactions to clients and consumers, reduces potential fraud and abuse, as well as provide the platform for clients to run usage and spend based campaigns for their users. They leverages their configuration-driven extendible platform with solution templates for flexibility, reliability and customization, to provide solutions for multiple access models. Their hybrid model enables omni-channel access for Card Based transactions, through membership cards, and also facilitates digital access like their client's banking apps (called 'in-app'), or their Dreamfolks App.

Dreamfolks mobile Application - (Dreamfolks App)



In addition, Consumers can use either their credit cards or debit cards, the Client's app in certain cases, or company's Dreamfolks App to purchase additional visits over and above the benefits available on their credit cards or debit cards and get access to lounges and other Services. Integration with their platform also enables the consumers to track the benefits available across their various credit cards and debit cards, using either the client's app/website or the Dreamfolks App. The company has, over the years, deployed significant resources in developing a scalable proprietary technology platform for managing the entitlements of each card variant, and real time accounting of consumers' benefits, along with integration with client systems through the entire life cycle of onboarding and managing the benefits.

Company's platform also includes connectors and application programming interfaces (API) which facilitates integration with client systems, or the use any of hybrid access modes depending on client's preference. They also have an entire set of APIs and solutions to cater to non-BFS clients where access vouchers can be issued by clients to the consumers.

- **Experienced promoters and management team with strong domain expertise**

Company's promoters have led from the front in establishing and growing their business and operations capabilities. Their senior management group comprises their Chairperson and Managing Director, Liberatha Peter Kallat, Chief Technical Officer and Executive Director Balaji Srinivasan, and Chief Financial Officer Giya Diwaan. Each member of their senior management team has over 2 decades of experience in different aspects of their business operations and across industries sectors.

KEY BUSINESS STRATEGIES



- **Increase wallet share with existing Clients**

The company intends to focus on increasing their wallet share with their existing clients by identifying cross-selling opportunities that their diversified set of Services offer. They plan to continue to nurture their relationships with their clients, to expand their association beyond airport lounge services to the full bouquet of services that they offer including F&B, spa and 'meet and assist' and increase their contribution to their total revenue from operations. They plan to increase the stickiness of their clients through deeper integration of their systems with their platform, which will allow them to generate recurring revenue and aid the aim to increase their wallet share from each Client.

- **To maintain 100% coverage of airport lounges by expanding the coverage across new airport lounges in India**

Dreamfolks has coverage across 54 operational airport lounges constituting 100% of airport lounges in India. However, the number of lounges in India is expected to grow to 295 lounges by 2040. They plan to consistently establish new relationships or extend existing relationships as and when the opportunity arises to capitalize on the expected growth in airport lounges driven by *inter alia* the growing air traffic and passenger traffic, development of new airports and government initiatives. They will continue to strive to maintain their 100% coverage of airport lounges by expanding their coverage across new airport lounges.

- **Expanding into newer sectors to create customer engagement and provide loyalty management solutions**

In addition to specific solutions for Card Networks and Card Issuers and the other sectors Dreamfolks caters to, they also want to focus on customer engagement and loyalty solutions for corporate clients and build specific solutions for, amongst others, loyalty companies, e-commerce companies, new age digital companies, companies in the hospitality sector, and neo banks. They also plan to create ancillary revenue opportunities for clients in the online travel agency and airlines industries.

- **Continued focus to expanding their client base in current sectors**

Dreamfolks intends to penetrate deeper into their existing sectors that they cater to by expanding their client base. They plan to increase the number of their clients in the banking, telecommunications, OTA, airlines sector. While some of these sectors such as banking have a number of entities that they could focus on, other sectors such as telecommunications despite not having many players are critical since each player added could significantly increase the number of Pax that they could cater to. Further, they propose to cater to the diverse requirements of these disparate entities by continuing to develop and build bespoke domain-specific solutions, tools, and portals for integration and management of the various airport services.

- **Capitalize on the dominance in the airport lounge access market and target new high growth markets globally**

Dreamfolks has an established presence amongst their clients, and their technology driven solutions are one of the key elements that enables their clients to provide value added services to the consumers as part as a part of their customer engagement and loyalty management programmes. They provide lounge access across all operational lounges at airports in India. Further, in June 2021, they augmented their service offering by adding airport baggage transfer to their spectrum of services.

Dreamfolks plan to replicate their deep knowledge of the industry, technology innovation, process expertise, and business model across new high growth markets. They are in the process of leveraging their well-entrenched relationships with their global clients for expanding their footprint to geographies like the CEMEA (Central and Eastern Europe, Middle East, and Africa) and South-East Asia.

- **Continue to invest and leverage the technological platform and ability to offer bespoke solutions**

Dreamfolks intends to continue to develop bespoke solutions for their clients using their platform that focus on both maximising the value for the consumer, and better manage the overall program and engagement cost for the Client. Their technology driven solutions and tools are geared *inter alia* towards providing their clients the option of tailoring and creating different products for the Consumers. They intend to focus on improving the ability for their clients' product managers to design customised solutions using their platform toolset, reduce time to market for them, focus on consumer experience, and track effectiveness and usage of such programs.

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