

Peter Fankhauser
Group Chief Executive Officer

8 August 2018

Ms Kathleen Dezio
AMMPA President & CEO

Dear Ms Dezio

Thank you for your letter. I understand more than most that this is a highly emotive subject and I am sorry that you disagree with the decision that we have taken with regard to attractions which keep orcas in captivity. I can only assure you that this is not a decision that we made lightly.

Thomas Cook takes the welfare of animals in captivity very seriously and we have been working proactively to improve welfare standards across our supply chain. We launched our new animal welfare policy in December 2016 and since that time we have gained a lot more insight into the attractions we sell and what our customers want. We keep this policy continually under review this policy and the decision around orcas in captivity was taken after much discussion and debate right up to the plc Board level – and, above all, taking into account the views of our customers.

Our decision is made and I am confident it is the right decision for our business. However, I also respect the relationship that we have had with the affected organisations over the past years. Which is why I have instructed the team to phase this decision over the period of 12 months to give them time to prepare for our exit. I believe this was the fair and reasonable thing to do in the circumstances.

I should also make clear that at no point are we preventing our customers from visiting these attractions or ‘denying our customers’ the chance to visit them. We have been very factual and simply said that we as Thomas Cook will not sell the tickets – and therefore earn the commission we had been making previously from those sales. Our customers are entirely free to make up their own minds should they wish to go to these attractions direct.

I am sorry that we are not aligned on this issue. But I trust also that in your positions as CEO and President you both understand that as a leader you sometimes have to take tough decisions in the interests of your business.

Your sincerely



Peter Fankhauser

CC: Mr Grey Stafford
IMATA President