

# Thunderbird

R E S O R T S



## INTERIM MANAGEMENT STATEMENT THIRD QUARTER 2012

**Thunderbird Resorts Inc. (“Thunderbird” or “Group”)** (NYSE Euronext Amsterdam: TBIRD, and FSE: 4TR) reports the following.

### **To our Shareholders, Customers, Partners and Employees:**

Thunderbird Resorts Inc. (“Thunderbird” or the “Group”) owns and operates integrated resorts anchored by casinos, standalone casinos with some destination amenities, and slot parlors with limited service. In all formats, we work every day to entertain and to provide social experiences to our over one million gaming, food and beverage and hotel guests annually.

Thunderbird is known for the quality of its products and services. The strength of our repeat business is our greatest success story. Our vulnerabilities have not come from customer-facing activities, but rather from too much short term leverage and from excessive risk in certain of our markets.

As mentioned in our Q2 2012 Half-yearly Report, Management is evaluating adjustments to its business strategy. Three underlying keys to any strategy adjustment will include: play to our strengths, mitigate our vulnerabilities and shape the business to optimize shareholder returns.

While evaluating strategy considerations, the Group is working hard to improve results and we believe that within this Q3 2012 Interim Management Statement (“Q3 2012 IMS”) there are signs that we are building a foundation for growth and profitability.

## **PROGRESS ON OUR TOPLINE**

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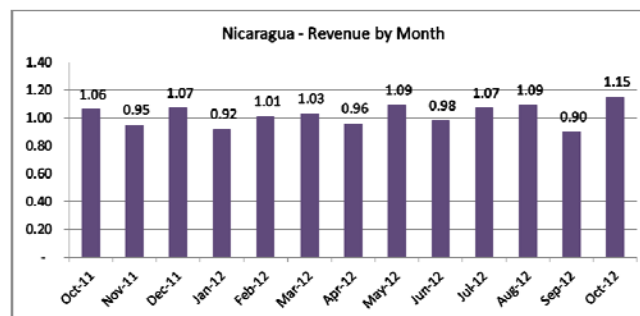
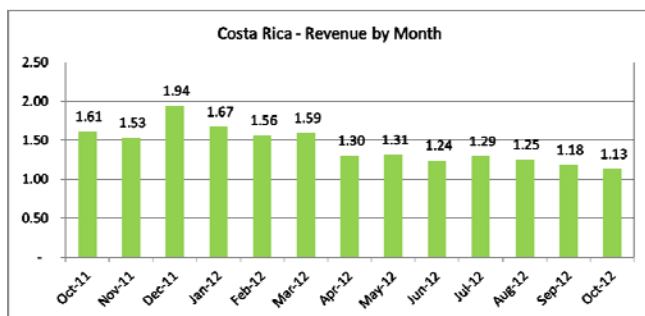
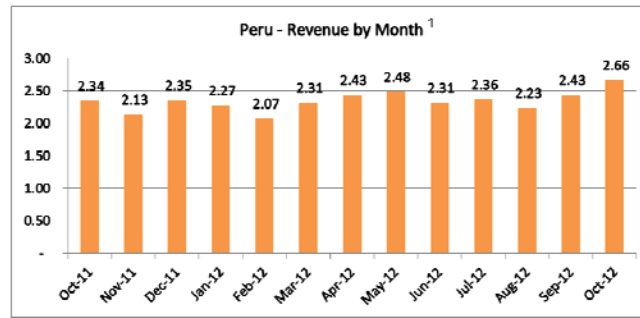
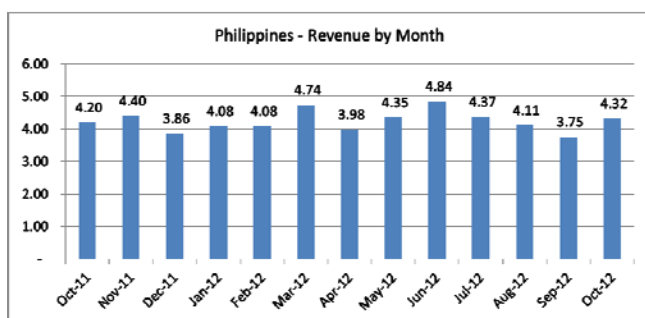
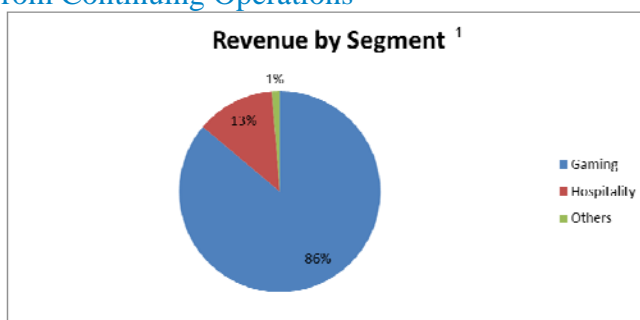
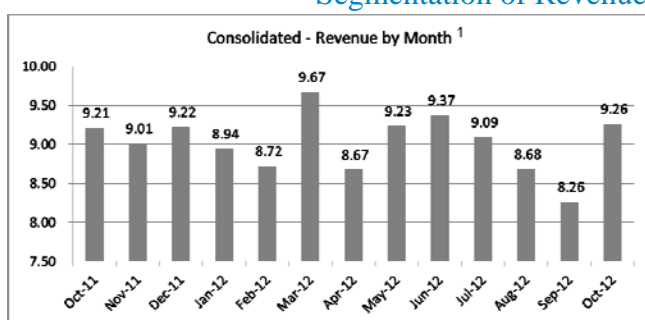
Thunderbird has had real challenges to growing revenue since 2009. The global financial crisis hurt many of our customers and stalled demand growth. We then faced smoking bans in our three largest markets, which reduced the length of play time of many of our customers. Due to stalled revenues and high-amortizing leverage, we had only minimal resources to invest into our products and this further contributed to flat revenues.

Instead, the Group went about the business of fixing its balance sheet and reducing expenses so we could reach a point at which we could reinvest. While not yet optimal, we are now finally starting to reinvest, including recent investment in new slot machines and in maintenance capex to improve customer experience.

While our topline results are still mixed, revenue from continuing operations is now showing promise as described below. Specifically, as of October 2012:

- **Consolidated revenues** have reversed a four-month downward revenue trend and achieved our third highest consolidated revenue in 12 months.
- **Philippines revenues** have reversed a four-month downward revenue trend (see page 8).
- **Peru revenues** from continuing businesses were the highest in over two years and have achieved three months of month-over-month growth (see page 10).
- **Costa Rica revenues** have continued to be negatively impacted from the effects of the smoking ban imposed in Q2 and from certain other recent challenges described herein, but we now believe that revenues are at or near bottom (see page 11).
- **Nicaragua revenues** were the highest in over a year (see page 13).

### Segmentation of Revenue from Continuing Operations



These improving results come after a hard year. The Group reports the following revenues for October 2012. For a more detailed analysis of October 2012 revenue, please go to the Company's web page at: [www.thunderbirdresorts.com](http://www.thunderbirdresorts.com) and click on "October 2012 Revenue Report - Analysis" located under "News and Press Releases".

<b>Thunderbird Resorts Inc. – Group-wide sales results by country (unaudited, in millions)</b>	<b>Oct 2012</b>	<b>Oct 2011</b>	<b>Year-over-year increase/(decrease)</b>
<b>Philippines<sup>1</sup></b>	4.32	4.20	2.86%
<b>Peru<sup>2</sup></b>	2.66	2.34	13.68%
<b>Costa Rica<sup>3</sup></b>	1.13	1.61	-29.81%
<b>Nicaragua<sup>4</sup></b>	1.15	1.06	8.49%
<b>Total Consolidated Revenues</b>	<b>9.26</b>	<b>9.21</b>	<b>0.54%</b>

<sup>1</sup> Please see page 8 for a description of items that have impacted Philippines revenues.

<sup>2</sup> Please see page 10 for a description of items that have impacted Peru revenues. 2012 revenues consist of revenue from the Fiesta Hotel only plus management fees for the Thunderbird Hotel – Pardo, Thunderbird Hotel – Carrera and Thunderbird Hotel - El Pueblo; 2011 revenues consist of revenue from the Fiesta Hotel only plus management fees for the Thunderbird Hotel – Pardo, Thunderbird Hotel – Carrera, Thunderbird Hotel - Bella Vista, and Thunderbird Hotel - Principal.

<sup>3</sup> Please see page 11 for a description of items that have impacted Costa Rica revenues.

<sup>4</sup> Please see page 13 for a description of items that have impacted Nicaragua revenues.

As can be seen in the year-to-date Q3 2012 summary income statement below, revenue through September 30, 2012, as compared to revenue through the same period of 2011, is down \$7.4 million, of which \$3.4 million was revenue sold (via the sale of a hotel asset in Peru) while the remaining \$3.4 million represents revenue decreases in continuing operations. However, based on the revenue trends described in the pages above, Management is hopeful that a positive reversal is underway.

## PROGRESS ON EXPENSE AND DEBT

While renewing our efforts to grow our topline, Management has also continued to make progress on expenses and debt:

- **Cost of goods sold** fell by \$2.0 million through Q3 2012 as compared to through Q3 2011, though this largely correlates to year-over-year revenue losses as described above.
- **Operating, general and administrative expenses** were driven down by \$3.4 million through Q3 2012 as compared to through Q3 2011.
- **Finance costs<sup>1</sup>** were reduced to \$8.1 million through Q3 2012 as compared to \$8.7 million through Q3 2011. One-time refinancing costs (from Peru-related debt restructuring) were \$1.4 million, meaning that the annual run rate of financing costs is approximately \$6.7 million or approximately \$2.0 million less than through Q3 2011.
- **Gross debt<sup>2</sup>** was reduced to \$65.9 million as of Q3 2012 from \$78.7 million as of Q3 2011, a reduction of \$12.8 million in the last 12 months.

## PROGRESS ON OUR BOTTOM LINE

Profit (loss) for the period rose to \$400 thousand through Q3 2012 as compared to a loss of \$1.4 million through Q3 2011. Excluding other gains and losses in both periods, primarily comprised of asset sales, there would have been a loss of \$2.6 million through Q3 2012 as compared to a loss of \$6.1 million through Q3 2011. These results, excluding other gains and losses, would represent a \$3.5 million turnaround in profit (loss) for the period.

	Nine months ended			
	September 30			
	2012	2011	Variance	% Change
Net gaming wins	\$ 69,851	\$ 74,420	\$ (4,569)	-6.1%
Food, beverage and hospitality sales	13,926	16,783	(2,857)	-17.0%
<b>Total revenue</b>	<b>83,777</b>	<b>91,203</b>	<b>(7,426)</b>	<b>-8.1%</b>
Cost of goods sold	(32,674)	(34,707)	2,033	-5.9%
<b>Gross profit</b>	<b>51,103</b>	<b>56,496</b>	<b>(5,393)</b>	<b>-9.5%</b>
<b>Other operating costs</b>				
Operating, general and administrative	(37,824)	(41,226)	3,402	-8.3%
Project development	(332)	(353)	21	-5.9%
Depreciation and amortization	(10,660)	(11,144)	484	-4.3%
Other gains and (losses)	2,963	4,810	(1,847)	-38.4%
<b>Operating profit</b>	<b>5,250</b>	<b>8,583</b>	<b>(3,333)</b>	<b>-38.8%</b>
<b>Financing</b>				
Foreign exchange gain / (loss)	1,333	(229)	1,562	-682.1%
Financing costs	(8,051)	(8,704)	653	-7.5%
Financing income	2,619	296	2,323	784.8%
Other interest	(256)	(471)	215	-45.6%
Finance costs, net	(4,355)	(9,108)	4,753	-52.2%
<b>Profit / (loss) before tax</b>	<b>895</b>	<b>(525)</b>	<b>1,420</b>	<b>-270.6%</b>
<b>Income taxes expense</b>				
Income taxes expense	(396)	(711)	315	-44.3%
<b>Profit / (loss) for the period from continuing operations</b>	<b>\$ 499</b>	<b>\$ (1,236)</b>	<b>\$ 1,735</b>	<b>-140.4%</b>
Loss for the period from discontinued operations	(103)	(73)	(30)	41.1%
<b>Profit / (loss) for the period</b>	<b>\$ 396</b>	<b>\$ (1,309)</b>	<b>\$ 1,705</b>	<b>-130.3%</b>



## CHALLENGES AND MATERIAL PENDING BUSINESS

As described above, Thunderbird has been successful at building a more efficient organization and at improving its balance sheet. And, as stated, we believe that revenues are starting to grow again. There are, however, some fundamental challenges that remain to be addressed as we evaluate adjustments to our business strategy.

- **Cash generation** remains tight at \$5.6 million through Q3 2012 as compared to \$5.6 million through 2011. “Cash generation” indicates cash available to stake holders (principal pay down to lenders, income tax authorities and shareholders), and is defined as adjusted EBITDA<sup>3</sup> less net finance costs less project development expense.
- **Risk** in our business model has been a challenge historically. Rather than scaling in a reasonably predictable manner, the Group has achieved material spurts of growth fueled mostly by high-amortizing leverage and intermittently has faced market risks that forced write downs or stunted growth in ways not easily sustainable under such leverage.
- **Share liquidity** remains a challenge, with trading volume less than desired. Management believes that market conditions, flat revenue and perceived risk in our portfolio have impacted liquidity in the Group’s shares, resulting in a loss of market capitalization during a period when bottom line and balance sheet fundamentals have materially improved.

Apart from solving these fundamental challenges, Management is focused on the material pending business summarized below:

- **India Loan Guarantees:** The Group announces that its corporate guarantees provided to support financing of Daman Hospitality Private Ltd (“DHPL”) in India must be released though the efforts of DHPL and or the controlling shareholder, Delta Hospitality and Leisure Private Limited (“Delta”), otherwise the Group must be indemnified from any claims under the guarantees referenced below. As previously announced, the private equity fund company, Madison India Real Estate Fund (“MIREF”), called upon DHPL and/or its shareholders to purchase its fully convertible debentures (“FCDs”) that DHPL had issued MIREF for a face amount of approximately \$7.5 million plus accrued return. MIREF’s FCDs contained conversion rights into a 76% voting equity shareholder in DHPL. Recent Bombay Stock Exchange filings by Delta disclose that Delta has acquired MIREF’s FCDs along with its converted shares to increase its total equity holding in DHPL to 87.16% from its earlier 51% ownership. As a result of the conversion of the MIREF FCDs into DHPL shares and the termination of all DPHL obligations to MIREF along with other factors, the Group no longer has any liability to MIREF. Furthermore, pursuant to the parties’ Shareholders’ Agreement, the Group believes its equity holding has been reduced to approximately 5.5% in DHPL and that, as a result, Delta and DHPL are now obligated to obtain a release of the Group’s remaining guarantees of: a) senior secured debt in the face amount of approximately \$21.3 million to a consortium of Indian Banks; and b) fully

convertible debentures to Maravege Limited and one other party in the face amount of \$2.9 million. If no such releases are obtained, both DHPL and Delta are required to fully indemnify Thunderbird from any claims arising under said guarantees. Delta and others may dispute their respective obligations and the legal positions taken by the Group. The outcome of any potential litigation, including the liability pursuant to these corporate guarantees, is not known at this time. For more information, see page 14.

- **Solar Transaction in the Philippines:** Thunderbird has announced in several press releases beginning in August 2011 that its Philippines operations had entered into, an equity transaction with a local media conglomerate called Solar Entertainment (“Solar”). As of the date of the Q3 IMS, we continue to work with Solar and with applicable regulatory bodies for appropriate filings, compliance and approvals of a transaction with Solar.

## CONCLUSIONS

As noted in our 2012 Half-yearly Report, the great opportunity of our business model is its potential for high cash flows. We can more quickly achieve our potential through addressing our challenges head on and by definitively resolving our material pending business. Management is working on these issues every day so that it has more time and resources to invest in the growth of what is otherwise an exciting business for our customers, shareholders, partners and employees alike.

Sincerely,



Peter LeSar  
Interim Chief Executive Officer and President  
Thunderbird Resorts Inc.  
November 16, 2012

<sup>1</sup> “Finance costs” is the line item from our income statement called finance costs and does not refer to net finance costs, which is the sum of financing costs, financing income, and other interest.

<sup>2</sup> “Gross debt” has previously been called “Debt from continuing and discontinued operations”. Gross debt is defined as the aggregate of borrowings, obligations under leases and hire purchase contracts and derivative financial instruments, associated with the Group’s continuing, discontinued and held for sale segments.

<sup>3</sup> “EBITDA” is not an accounting term under IFRS, and refers to earnings before net interest expense, income taxes, depreciation and amortization, equity in earnings of affiliates, minority interests, development costs, other gains and losses, and discontinued operations. “Property EBITDA” is equal to EBITDA at the country level(s). “Adjusted EBITDA” is equal to property EBITDA consolidated from all operations less “corporate expenses”, which are the expenses of operating the parent company and its non-operating subsidiaries and affiliates.

## Philippines Update

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### Material Developments and Contracts

**Philippines gaming licenses renewed:** As announced in our 2012 Half-yearly Report, the Philippine Amusement and Gaming Corporation (“PAGCOR”) has recently granted each of the Company’s two Philippine’s affiliates a new 15-year authority to operate (“ATO”) their respective casinos. All legal proceedings between PAGCOR and the Company have been or are in the process of being dismissed.

**Opening of new slot machines:** PAGCOR has also recently authorized that Thunderbird open 109 additional slot positions as soon as certain inspections have been completed. As of the date of this Q3 2012 IMS, 65 of these slots have now been put into operation at our Thunderbird Resorts Rizal location. The remaining 44 slot positions are going through repairs and/or inspections, which we hope will be completed in December 2012. There are also 28 table positions that await regulatory approval and discussions with the regulator are ongoing.

### Financial Performance through Q3 2012

The Philippines has been our largest contributor in 2012 to both Group revenue and consolidated property EBITDA. Below, please see our analysis of material variances from our 2011 Thunderbird Philippines segment results.

- **Profit (loss) before tax** increased by 47.7% to \$2.3 million through Q3 2012 as compared to \$1.5 million through Q3 2011.
- **Revenue for Q3 2012** decreased by 3.0% as compared to September 2011. Revenues remained relatively flat partially due to a major storm and typhoon in September 2012, which had a negative impact on revenues in Q3. The Group believes that the operations should return to growth in the fourth quarter.
- **Costs of goods sold** decreased by 0.6% and **operating, general and administrative expenses** were reduced by 3.3%. Management’s goal was to better control expenses in 2012 and so far has been successful in doing so.
- **Finance costs** were driven down 31.0% as the Group continued to pay down debt.

Management believes that the underlying fundamentals of these operations are strong, that expense controls have been strengthened and that there should be optimism for stronger bottom line performance in the periods ahead.

Below is a summary P&L for September 2012 as compared to September 2011, which can be compared against the notes provided above.



	Nine months ended			
	September 30			
	2012	2011	Variance	% Change
Net gaming wins	\$ 34,011	\$ 34,968	\$ (957)	-2.7%
Food, beverage and hospitality sales	3,380	3,577	(197)	-5.5%
<b>Total revenue</b>	<b>37,391</b>	<b>38,545</b>	<b>(1,154)</b>	<b>-3.0%</b>
Cost of goods sold	(17,007)	(17,103)	96	-0.6%
<b>Gross profit</b>	<b>20,384</b>	<b>21,442</b>	<b>(1,058)</b>	<b>-4.9%</b>
<b>Other operating costs</b>				
Operating, general and administrative	(13,968)	(14,449)	481	-3.3%
Project development	(3)	(4)	1	-25.0%
Depreciation and amortization	(4,019)	(4,002)	(17)	0.4%
Other gains and (losses)	(149)	-	(149)	100.0%
<b>Operating profit</b>	<b>2,245</b>	<b>2,987</b>	<b>(742)</b>	<b>-24.8%</b>
<b>Financing</b>				
Foreign exchange gain	674	246	428	174.0%
Financing costs	(1,174)	(1,701)	527	-31.0%
Financing income	536	12	524	4366.7%
Other interest	-	-	-	0.0%
Finance costs, net	36	(1,443)	1,479	-102.5%
<b>Profit before tax</b>	<b>2,281</b>	<b>1,544</b>	<b>737</b>	<b>47.7%</b>

## Peru Update

### Material Developments and Contracts

**New Machine Purchases:** During Q3 2012, the Group's Peruvian operations executed contracts to acquire approximately 89 new slot machines (plus 3 machines purchased in Q4 2012) for approximately \$1.7 million. The financings are secured by the slot machines, pay interest between 5.25% and 7.0%, and amortize over 34 and 12 monthly installments.

### Financial Performance through Q3 2012

Peru was our second largest contributor in 2012 to both Group revenue and consolidated property EBITDA. Below, please see our analysis of material variances from our Q3 2011 Thunderbird Peru segment results.

- **Profit (loss) before tax** decreased by 34.7% to \$2.3 million through Q3 2012 as compared to \$3.5 million through Q3 2011, a difference of \$1.2 million. The difference is attributed to the \$2.0 million reduction in other gains as compared to Q3 2011, when the Group sold more assets than

through Q3 2012. When eliminating other gains, profit before tax would have actually improved between Q3 2012 and Q3 2011.

- **Revenue through Q3 2012** decreased by 14.0% over those through Q3 2011 as the Group liquidated non-strategic assets in order to reduce debt. Management believes that efforts to upgrade our gaming floors in late 2012 (with approximately 103 conversion kits and 92 new slot machines being deployed between Q3 2012 and Q1 2013) have already begun to promote growth as can be seen from our revenue report in the opening pages of this Q3 2012 IMS.
- **Cost of goods sold** fell by 12.5% and **operating, general and administrative expenses** were reduced by 5.6%. Management continues to focus on cost controls and operational efficiencies.
- **Finance costs** temporarily increased by 34.3% as the Group paid refinance fees and transaction costs in relation to the restructurings, but which have resulted in post Q3 2012 reduced debt and improved cash flow. We believe that post Q3 2012 finance costs will have a run rate of less than \$2.0 million based on current Peru debt levels.

The Group believes that its aggressive reduction of Peru debt has already enabled Management to focus on growth and that this has directly resulted in the month-to-month increases in revenue for the last three months.

Below is a summary P&L for September 2012 as compared to September 2011, which can be compared against the notes provided above.

	Nine months ended			
	September 30			
	2012	2011	Variance	% Change
Net gaming wins	\$ 16,511	\$ 17,769	\$ (1,258)	-7.1%
Food, beverage and hospitality sales	8,064	10,802	(2,738)	-25.3%
<b>Total revenue</b>	<b>24,575</b>	<b>28,571</b>	<b>(3,996)</b>	<b>-14.0%</b>
Cost of goods sold	(9,697)	(11,084)	1,387	-12.5%
<b>Gross profit</b>	<b>14,878</b>	<b>17,487</b>	<b>(2,609)</b>	<b>-14.9%</b>
<b>Other operating costs</b>				
Operating, general and administrative	(10,937)	(11,580)	643	-5.6%
Project development	(1)	(6)	5	-83.3%
Depreciation and amortization	(4,399)	(4,705)	306	-6.5%
Other gains and (losses)	3,049	5,037	(1,988)	-39.5%
<b>Operating profit</b>	<b>2,590</b>	<b>6,233</b>	<b>(3,643)</b>	<b>-58.4%</b>
<b>Financing</b>				
Foreign exchange gain / (loss)	586	(218)	804	-368.8%
Financing costs	(3,107)	(2,314)	(793)	34.3%
Financing income	2,195	82	2,113	2576.8%
Other interest	(1)	(318)	317	-99.7%
Finance costs, net	(327)	(2,768)	2,441	-88.2%
<b>Profit before tax</b>	<b>2,263</b>	<b>3,465</b>	<b>(1,202)</b>	<b>-34.7%</b>

## Costa Rica Update

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### Financial Performance through 2012

Costa Rica has been our third largest contributor in 2012 to both Group revenue and consolidated property EBITDA. Below, please see our analysis of material variances from our Q3 2011 Costa Rica segment results.

- **Profit (loss) before tax** increased by 423.3% to \$1.1 million through Q3 2012 as compared to a loss of \$339 thousand through Q3 2011. The improvement was largely due to our cost management program in Costa Rica, whereby reductions in cost of goods sold and other operating costs accounted for most of the increase and completely offset the reduction in revenues described below.
- **Revenue through Q3 2012** decreased by 15.6% year-over-year due to: a) a smoking ban that went into effect in early April 2012; b) improvements and construction of escalators in our Fiesta Presidente property, which should be completed by year-end 2012; c) roads under construction closures since early 2012 and that have made it very difficult for clients to access the Alajuela and Herradura properties and which we believe will be completed by Q1 2013; and d) construction of a Hard Rock Café by third parties that has impacted on our parking lot at our Herradura property that we believe should be completed by Q2 2013.
- **Cost of goods sold** decreased by 26.0% and **operating, general and administrative expenses** were cut back dramatically by 23.1% as our local team reacted aggressively to its loss of revenue. The Group believes that this aggressive reduction of expenses in Costa Rica will positively impact our bottom line if and as revenues recover.
- **Financing costs** have marginally increased by 3.0% or \$18 thousand through Q3 2012 as compared to the same period in 2011 as the Group added \$2.1 million in debt to purchase 260 slot machines.

Below is a summary P&L for Q3 2012 as compared to Q3 2011, which can be compared against the notes provided above.

	Nine months ended			
	September 30			
	2012	2011	Variance	% Change
Net gaming wins	\$ 11,222	\$ 13,395	\$ (2,173)	-16.2%
Food, beverage and hospitality sales	1,232	1,354	(122)	-9.0%
<b>Total revenue</b>	<b>12,454</b>	<b>14,749</b>	<b>(2,295)</b>	<b>-15.6%</b>
Cost of goods sold	(2,474)	(3,344)	870	-26.0%
<b>Gross profit</b>	<b>9,980</b>	<b>11,405</b>	<b>(1,425)</b>	<b>-12.5%</b>
<b>Other operating costs</b>				
Operating, general and administrative	(7,000)	(9,101)	2,101	-23.1%
Project development	(96)	(216)	120	-55.6%
Depreciation and amortization	(1,688)	(1,771)	83	-4.7%
Other gains and (losses)	(3)	(17)	14	-82.4%
<b>Operating profit</b>	<b>1,193</b>	<b>300</b>	<b>893</b>	<b>297.7%</b>
<b>Financing</b>				
Foreign exchange gain / (loss)	332	(48)	380	-791.7%
Financing costs	(610)	(592)	(18)	3.0%
Financing income	181	1	180	18000.0%
Other interest	-	-	-	0.0%
Finance costs, net	(97)	(639)	542	-84.8%
<b>Profit / (loss) before tax</b>	<b>1,096</b>	<b>(339)</b>	<b>1,435</b>	<b>423.3%</b>

## Nicaragua Update

### Material Developments and Contracts

As previously announced in July 2012, the Group opened a casino located at a new shopping mall in the town of Chinandega, an approximately two-hour drive from Managua. The casino opened with approximately 90 slot machines (now up to 95 slots), 21 table positions and a sports bar.

### Financial Performance through Q3 2012

Nicaragua was our smallest contributor as of Q3 2012 to both Group revenue and consolidated property EBITDA. Below, please see our analysis of material variances from our Q3 2011 Thunderbird Nicaragua Segment Result.

- **Profit (loss) before tax** decreased to a loss of \$63 thousand as compared to a gain of \$395 thousand through Q3 2011. The difference was largely due to promotional expense growth outpacing revenue growth.

- **Revenue for Q3 2012** increased by 0.2% year-over-year as win per gaming position was relatively flat.
- **Costs of goods sold** increased by 10.1% and **operating, general and administrative expenses** were flat. The Group is working to mitigate this increase that largely resulted from extraordinary promotional expenses.
- **Financing costs** increased by 0.8% as the Group continued to pay down debt. As announced in our 2012 Half-yearly Report, we anticipate our Nicaragua affiliate will acquire the real estate and improvements on which its new Chinandega operation is located for approximately \$1.1 million via a \$1.4 million local bank loan that will also be used to pay down other short-term debt.

Below is a summary P&L for Q3 2012 as compared to Q3 2011, which can be compared against the notes provided above.

	Nine months ended			
	September 30		Variance	% Change
	2012	2011		
Net gaming wins	\$ 8,107	\$ 8,288	\$ (181)	-2.2%
Food, beverage and hospitality sales	1,092	895	197	22.0%
<b>Total revenue</b>	<b>9,199</b>	<b>9,183</b>	<b>16</b>	<b>0.2%</b>
Cost of goods sold	(3,496)	(3,174)	(322)	10.1%
<b>Gross profit</b>	<b>5,703</b>	<b>6,009</b>	<b>(306)</b>	<b>-5.1%</b>
<b>Other operating costs</b>				
Operating, general and administrative	(4,928)	(4,796)	(132)	2.8%
Project development	(164)	(88)	(76)	86.4%
Depreciation and amortization	(400)	(444)	44	-9.9%
Other gains and (losses)	(22)	(13)	(9)	69.2%
<b>Operating profit</b>	<b>189</b>	<b>668</b>	<b>(479)</b>	<b>-71.7%</b>
<b>Financing</b>				
Foreign exchange loss	(139)	(164)	25	-15.2%
Financing costs	(119)	(118)	(1)	0.8%
Financing income	6	9	(3)	-33.3%
Other interest	-	-	-	0.0%
Finance costs, net	(252)	(273)	21	-7.7%
<b>(Loss) / profit before tax</b>	<b>(63)</b>	<b>395</b>	<b>(458)</b>	<b>-115.9%</b>



## Other Group Updates

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**India Update:** Please see the following summary of past announcements and of recent events in relation to the Group's interest in Daman Hospitality Private Ltd ("DHPL"):

- **Lack of Hotel Permit Continues to Delay Opening:** The Group is a minority shareholder and Delta Hospitality and Leisure Private Limited ("Delta") is the controlling shareholder in DHPL. DHPL is the owner of land and improvements for a hotel project in Daman, India. The Group previously announced the continued delay in the opening of DHPL's hotel because the local authorities had not yet granted a hotel occupancy permit. The Group had previously announced that effective December 31, 2011, it wrote down to zero the remaining \$5.2 million book value of the India investment partially because of these delays. Through the date of the release of this Q3 2012 IMS, DHPL has still not received its hotel operating license.
- **Substantial Completion of Construction:** Based on information provided by Delta, the number of hotel rooms projected to be built was raised from 176 hotel rooms to 186 of which approximately 183 hotel rooms have been completed.
- **Thunderbird Corporate Guarantees:** The Group previously announced that it had jointly and severally guaranteed (together with the KP Group, another Indian shareholder group of DHPL) the following (all figures based on recent exchange rates or were USD transactions): (i) senior secured debt in the face amount of approximately \$21.3 million to a consortium of Indian Banks; (ii) fully convertible debentures to Madison India Real Estate Fund ("MIREF") in the face amount of \$7.5 million (the "MIREF FCD"); and (iii) fully convertible debentures to Maravege Limited and one other party in the face amount of \$2.9 million.
- **Recent Dilution of Interests:** As previously announced, following the partial disposal of the Group's investment in DHPL on May 12, 2011 (at which point Delta entered DHPL as its controlling shareholder), the Group retained an interest of 23% of the share capital of DHPL.
- **MIREF Conversion Rights and Further Dilution:** As previously announced, MIREF had called upon DHPL and/or its shareholders to purchase the MIREF FCDs for \$14.3 million (which includes the minimum return on its investment) within 180 days of the date of the notice. Said deadline expired in late October 2012 with no payment, resulting in the MIREF FCD automatically converting into 76% of the issued and outstanding capital stock of DHPL. While reducing the debt of DHPL materially, the conversion and dilution described above further diluted the Group to approximately 5.5% of the issued shares of DHPL.
- **Acquisition of Converted Shares:** Based on recent filings by Delta with the Bombay Stock Exchange, Delta recently acquired the converted shares from MIREF and thus increased its total equity holding in DHPL to 87.16%.
- **Group's position on relief from Loan Guarantees:** The conversion of the MIREF FCDs into 76% of DHPL's issued and outstanding stock and the termination of all DHPL obligations to MIREF

along with the payment made by Delta to MIREF has the following ramifications: (a) the Group has no liability to MIREF pursuant to the MIREF FCDs or other instruments issued to MIREF relating to the MIREF FCDs, including the guaranty; and (b) the DHPL Shareholders' Agreement provides that Delta is now required to obtain a release of the Group's remaining guarantee of: (i) senior secured debt in the face amount of approximately \$21.3 million to a consortium of Indian Banks; and (ii) fully convertible debentures to Maravege Limited and one other party in the face amount of \$2.9 million. In any event, if the releases are not obtained, both DHPL and Delta are required to fully indemnify Thunderbird from any claims arising under said guarantees. Delta and others may dispute their respective obligations and the legal positions taken by the Group. The outcome of any potential litigation, including the liability pursuant to these corporate guarantees, is not known at this time.

**Election of Directors:** The board of directors has appointed a new director, Marie Madeleine Linter. Ms. Linter is a licensed attorney since 1982. In addition, she received a Master of Comparative Law from the University of San Diego along with a Master of Business Administration from the University of St. Gall in Switzerland. Over the years Ms. Linter has been heavily engaged in corporate development and strategic planning with several companies and has taken on the role of an "engagement manager" for a health care company. Ms. Linter set up a consulting firm to coach privatization projects, and has headed due diligence teams on various projects. Since 2012, she has been on the board of LC Partners AG in Switzerland. Her combined know-how of law and economy and the management of international companies will certainly add international expertise to the Group's business.

## Capital Resources and Liquidity

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Liquidity is a measure of our ability to meet potential cash requirements, including ongoing commitments to repay borrowings, fund and maintain investments and other general business needs. Our primary source of liquidity has historically been cash provided by our operating activities, including cash provided by distributions from joint ventures, subsidiaries, and management fees, as well as debt and equity capital raised at the corporate or subsidiary level, from private investors, banks and other similar credit providers. Currently, our primary liquidity and capital requirements are for the expansions of existing properties, the completion of existing projects under construction, and for the repayment of existing debt.

Achieving cost efficient financing under current market conditions is still difficult, particularly given the markets in which the Group operates. Accessing the public markets to raise equity is a costly and uncertain process, and could be highly dilutive. While the Group is in a materially better position, we continue to focus on improvements to our cash position.

Over the last several years we have focused on the refinancing or restructuring of our existing debt or the sale of assets to reduce debt. This strategy has resulted in a significant reduction in our debt from \$172.3 million as of December 31, 2008 to \$65.9 million as of September 30, 2012. As we move forward, we will continue to monitor the capital resources available to us to meet our future financial obligations and planned capital expenditures. Our future success in growing our existing operations will be highly dependent on capital resources available to us. Although the worldwide

trends of tightening credit and capital markets have eased somewhat, we anticipate paying our obligations with cash flow generated from operations. Based upon our current expectations for 2012, we anticipate that our available cash balances, our cash flow from operations and available borrowing capacity under our existing credit arrangements will be sufficient to fund our liquidity requirements for the next 12 months.

**Borrowings:** As of September 30, 2012, our total borrowings and obligations under leases for continuing operations was \$65.7 million compared to \$77.1 million as of December 31, 2011.

**Cash and cash equivalents:** Cash and cash equivalents, including restricted cash, decreased to \$9.3 million at September 30, 2012 from \$11.4 million at June 30, 2012. The key items reducing cash during Q3 were principal payments on debt of approximately \$2 million and reduced cash inflows due to sold revenues in our Peru operations, as well as, lower revenues at our Philippines and Costa Rica operations.

**Risks and Regulatory Environment:** The Group's management has reviewed the risk profile and regulatory environment throughout Q3 2012 and will continue to do so during the remainder of 2012. No new material risks have been identified that have not already been disclosed in this IMS, 2012 Half-yearly Report or the 2011 Annual Report, Chapter 5, "Regulatory" and Chapter 10, "Risk Factors".

## About the Group

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Thunderbird Resorts Inc. (a British Virgin Islands company limited by shares, with its registered office in Tortola, British Virgin Islands) is an international provider of branded casino and hospitality services in Asia and Latin America. Our mission is to "Create extraordinary experiences for our guests." As of September 31, 2012, we had: a) more than 4,534 gaming positions; b) ownership interests in 4 hotels in operation with 163 hotel rooms and also manage 3 hotels with 398 rooms. In our operations, we have approximately 3,045 highly valued employees spread over 5 countries.

Our principal executive offices are located at Calle Alberto Navarro, El Cangrejo, Apartado 0823-00514, and Panama City, Panama. Our telephone number is (507) 223-1234. Our website is [www.thunderbirdresorts.com](http://www.thunderbirdresorts.com).

**For queries:** Peter LeSar, Interim Chief Executive Officer at [plesar@thunderbirdresorts.com](mailto:plesar@thunderbirdresorts.com)

### Cautionary Note with regard to "forward-looking statements"

This Interim Management Statement ("IMS") contains certain forward-looking statements within the meaning of the securities laws and regulations of various international, federal, and state jurisdictions. All statements, other than statements of historical fact, included herein, including without limitation, statements regarding potential sales and future plans and objectives of the Thunderbird Resorts Inc. (the "Group" or the "Company") are forward-looking statements that involve risk and uncertainties. There can be no assurances that such statements will prove to be accurate and actual results could differ materially from those anticipated in such statements. Important factors that could cause actual results to differ materially from the Group's forward-looking statements include competitive pressures, unfavorable changes in regulatory structures,

and general risks associated with business, all of which are disclosed under the heading "Risk Factors" and elsewhere in the Group's documents filed from time-to-time with the Euronext Amsterdam by NYSE Euronext ("Euronext Amsterdam"), the regulated market of Euronext Amsterdam N.V. and with various Canadian Securities commissions as well as other regulatory authorities.

### **Important information**

This is Thunderbird Resorts Inc.'s Interim Management Statement for the nine month period ended September 30, 2012. Thunderbird Resorts Inc. is a designated foreign issuer with respect to Canadian securities regulations and this Interim Management Statement is intended to comply with the rules and regulations for the Euronext Amsterdam by Euronext Amsterdam, the regulated market of Euronext Amsterdam N.V. and with Canadian securities laws.

No person has been authorized to give any information or to make any representation other than those contained in this Interim Management Statement and, if given or made, such information or representations must not be relied upon as having been authorized by us. This Interim Management Statement does not constitute an offer to sell or a solicitation of an offer to buy any securities. The delivery of this Interim Management Statement shall not under any circumstances, create any implication that there has been no change in our affairs or that information contained herein is correct as of any time subsequent to the date hereof.

Unless otherwise specified or the context so requires, "Thunderbird Resorts Inc.", the "Company", the "Group", "it" and "its" refer to Thunderbird Resorts Inc. and all its Group companies as defined in Article 24b Book 2 of the Dutch Civil Code. Thunderbird Resorts Inc. accepts responsibility for the information contained in this Interim Management Statement. To the best of our knowledge and belief (having taken all reasonable care to ensure that such is the case), the information contained in this Interim Management Statement is in accordance with the facts and does not omit anything likely to affect the import of such information.

The information included in this Interim Management Statement reflects our position at the date of this IMS and under no circumstances should the issue and distribution of this Interim Management Statement after the date of its publication be interpreted as implying that the information included herein will continue to be correct and complete at any later date.

Thunderbird Resorts Inc. has adopted the U.S. Dollar ("USD") as its reporting currency. As required by EU regulation, Thunderbird Resorts Inc.'s annual consolidated financial statements have been prepared in accordance with international financial reporting standards ("IFRS"). The interim consolidated financial information has been prepared in accordance with generally accepted accounting principles. They do not include all of the information and disclosures required by IAS 34, Interim Financial Reporting, or in annual financial statements in accordance with IFRS, and should be read in conjunction with the consolidated financial statements of the Group for the year ended December 31, 2011.