

Date: 9<sup>th</sup> August, 2023

To, Corporate Relationship Department BSE Limited P, J. Tower, Dalal Street Mumbai – 400001 Scrip Code: 543591	To, National Stock Exchange of India Limited Exchange plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E), Mumbai- 400051 Script Symbol: DREAMFOLKS
---	--

**Sub: Investor Presentation on Unaudited Financial Results for the quarter ended 30<sup>th</sup> June, 2023**

Dear Sir/ Madam,

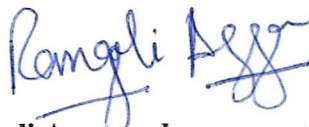
Pursuant to Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in continuation to our letter dated 9<sup>th</sup> August, 2023 intimating the outcome of the Board Meeting held today, Investor Presentation for the Investors' call scheduled for Wednesday, 9<sup>th</sup> August, 2023 at 05:00 p.m. on the Unaudited Financial Results of the Company for the quarter ended 30<sup>th</sup> June, 2023 is attached herewith.

This is for your information and records.

Thanking You,

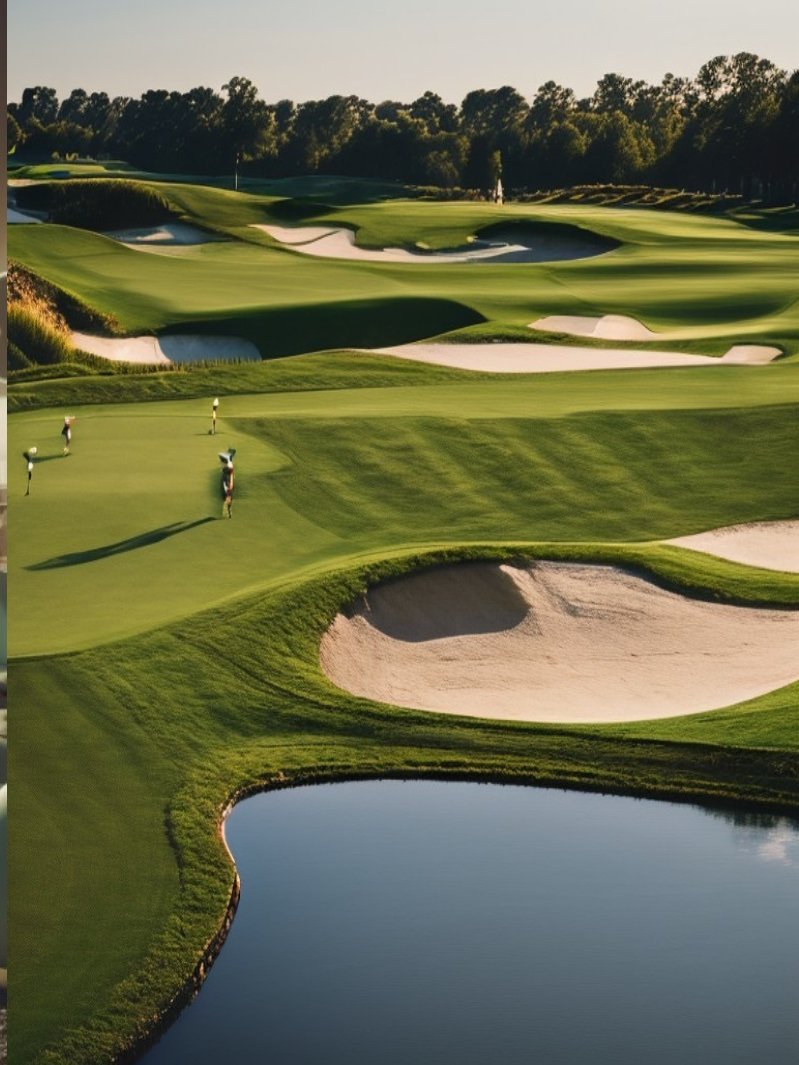
Yours faithfully,

For Dreamfolks Services Limited



**Rangoli Aggarwal**  
Company Secretary and Compliance Officer

Encl: As above



# Dreamfolks Services Limited

## Investor Presentation - Q1FY24

---

*This presentation and the accompanying slides (the “Presentation”), which have been prepared by DreamFolks Services Limited (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.*

*This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded.*

*Certain matters discussed in this Presentation may contain statements regarding the Company’s market opportunity and business prospects that are individually and collectively forward-looking statements. Such forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. These risks and uncertainties include, but are not limited to, the performance of the Indian economy and of the economies of various international markets, the performance of the industry in India and world-wide, competition, the company’s ability to successfully implement its strategy, the Company’s future levels of growth and expansion, technological implementation, changes and advancements, changes in revenue, income or cash flows, the Company’s market preferences and its exposure to market risks, as well as other risks.*

*The Company’s actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this Presentation. The Company assumes no obligation to update any forward-looking information contained in this Presentation. Any forward-looking statements and projections made by third parties included in this Presentation are not adopted by the Company and the Company is not responsible for such third-party statements and projections.*



# Quarterly Performance

---



**Liberatha Kallat**

Chairperson and Managing Director

*“We started the current financial year on an extremely strong note, with record high air traffic numbers clocked each month and a growing propensity of passengers to access lounges. We continue to maintain our 100% coverage of airports and railway lounges in the country and have been instrumental in driving majority of the traffic to these lounges. In addition to lounge access, we now offer a bouquet of premium service offerings like Meet & Assists, Airport transfers, Golf sessions, and much more.*

*Towards the end of this quarter, we signed a collaboration with the Plaza Premium Group to expand our Global Lounge coverage network. This expanded network offers members unparalleled access to premium lounges across the world, across 4 continents, including key travel hubs, ensuring a seamless and enhanced travel experience. With increased lounge coverage and access to an extensive network of touchpoints, travelers can look forward to enjoy unparalleled comfort and hospitality at key travel locations worldwide. With this new development, DreamFolks' global touchpoints will increase to an impressive 1700+.*

*Staying true to our DNA, we work on an asset-light model, lean team structure and continue to be debt-free. We aspire to continue working on adding services to our portfolio, invest in R&D efforts to have a world-class proprietary tech platform and thereby enhance our end-user experience.*

*We closed the quarter with a strong growth of 66% YOY and the revenue stood at Rs. 2,663 Mn as compared to Rs. 1,603 Mn in Q1FY23. We will continue to focus on growth and maintain our leadership position in India while spreading our wings globally”.*

**Q1FY24 (Y-o-Y)**

**66%**

Revenue  
Growth y-o-y

**13%**

Gross Profit  
Growth Y-o-Y

**(3)%**

Profit After Tax  
Growth Y-o-Y

**Q1FY24 (in Millions)**

**2,663**

Revenue

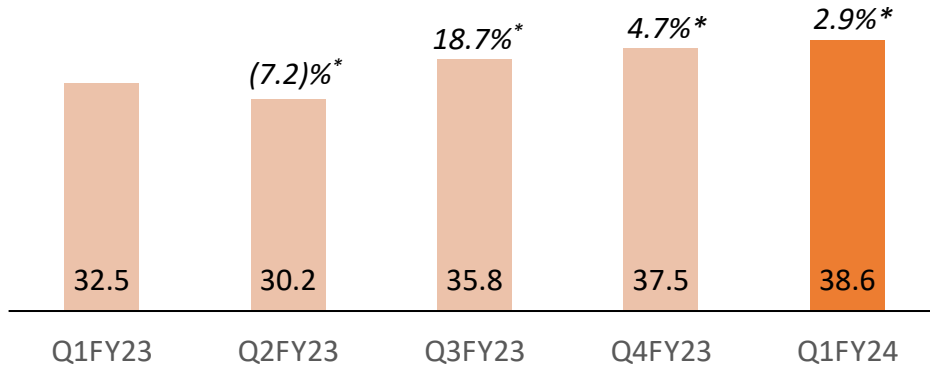
**284**

Gross Profit

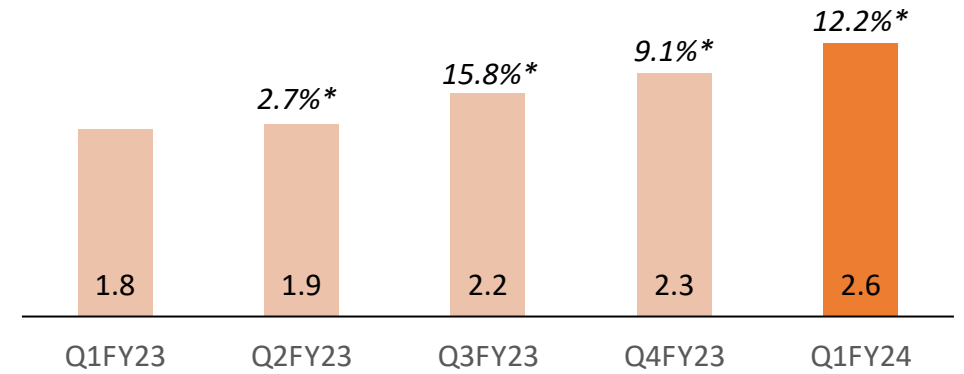
**130**

Profit After Tax

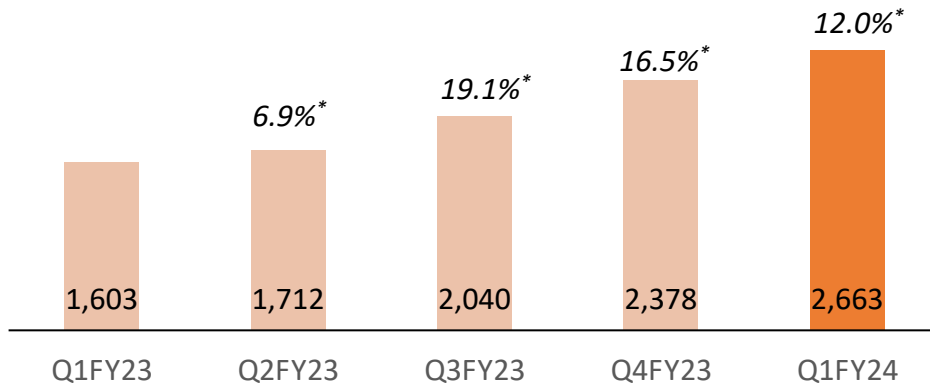
**Domestic Passenger Traffic**  
(Count in Mn)



**DreamFolks Pax**  
(Count in Mn)



**Revenue from Operations**  
(INR Mn)



Note: \* represents QoQ growth

**1,700+**

Touch Points across Globe

**100+**

Countries Covered

**95%**

Market share in card-based lounge access in India

**100%**

Lounge coverage across Indian airports

**68%**

Share of the overall lounge access volume in India

**500+**

Cities Covered

**73**

Employees







# Business Updates

---

## Strategic Partnership with Plaza Premium Group:

The company collaborated with Plaza Premium Group, a global leading airport hospitality provider with the world's largest network of independent airport lounges, to include over 340+ Plaza Premium Lounges in over 70+ major international airports into the DreamFolks global lounge network, offering an enhanced travel experience to its members worldwide starting July 24, 2023.

This collaboration will facilitate extensive coverage of Plaza Premium Lounges across 4 continents including key travel hubs such as Australia, Canada, the United Kingdom, Hong Kong, Florida, Brazil, Italy, Indonesia, Malaysia, Singapore, Dubai, Saudi Arabia, Jordan and more.

With the inclusion of Plaza Premium Lounges, the expanded network will offer members unparalleled access to premium lounges across key travel destinations worldwide, ensuring a seamless and comfortable travel experience.

With India, being one of the biggest growing fastest outbound markets in Asia, this strategic collaboration also enables PPG to further its mission to 'Make Travel Better' by curating unique airport hospitality solutions to meet the evolving needs of Indian travelers. The airport hospitality space presents a significant opportunity for growth, given the country's large population, rising purchasing power, and fast-growing outbound travel market.



**DreamFolks has joined hands with VFS Global, the world's largest travel visa facilitator for travellers worldwide**

The service offering includes –

- Access to Premium Lounges at VFS Visa Centres across the country which will provide end-to-end Visa processing. These lounges will be available at all VFS VISA centres across India (currently 16 such VFS centres) and will offer a peaceful and plush environment to ensure a smooth and hassle-free visa application process.
- Visa at Your Doorstep (VAYD) services which will allow customers to conveniently submit their visa applications from the comfort of their homes or offices.



### Seamless Connectivity for International Travelers: With DreamFolks' enabled E-SIM services

Gone are the days of waiting for physical SIM cards to arrive. With international E-SIMs, travellers can enjoy immediate connectivity without any delays.

By partnering with top E-SIM solution providers like **Matrix**, the service offering allows customers to purchase International SIM Cards at affordable rates for global destinations in a hassle-free manner.





# Detailed Financials

---

# Consolidated Profit and Loss Statement

Particulars (Rs. in Mn)	Q1FY24	Q1FY23	YoY	FY23
Revenue from operations	2,663.21	1,602.60	66.18%	7,732.52
Other income	10.70	2.00	434.06%	32.96
<b>Total income</b>	<b>2,673.91</b>	<b>1,604.60</b>	<b>66.64%</b>	<b>7,765.48</b>
Cost of Services	2,379.11	1,350.78	(76.13)%	6,453.78
<b>Gross Profit</b>	<b>284.10</b>	<b>251.82</b>	<b>12.82%</b>	<b>1,278.74</b>
Employee benefits expenses	74.09	38.38	(93.04)%	174.41
Other expenses	33.79	21.45	(57.54)%	115.10
<b>EBITDA</b>	<b>186.91</b>	<b>193.98</b>	<b>(3.65)%</b>	<b>1,022.19</b>
Depreciation and amortization	8.58	8.16	(5.09)%	34.98
Finance costs	2.14	3.37	36.56%	12.86
<b>Profit / (loss) before tax</b>	<b>176.20</b>	<b>182.46</b>	<b>(3.43)%</b>	<b>974.35</b>
Tax Expense	46.58	48.11	3.18%	249.08
<b>Profit After Tax</b>	<b>129.62</b>	<b>134.35</b>	<b>(3.77)%</b>	<b>725.27</b>
<b>PAT Margin (%)</b>	<b>4.87%</b>	<b>8.38%</b>	-	<b>9.38%</b>
<b>EPS</b>	<b>2.45</b>	<b>2.57</b>	<b>(0.12)</b>	<b>13.88</b>

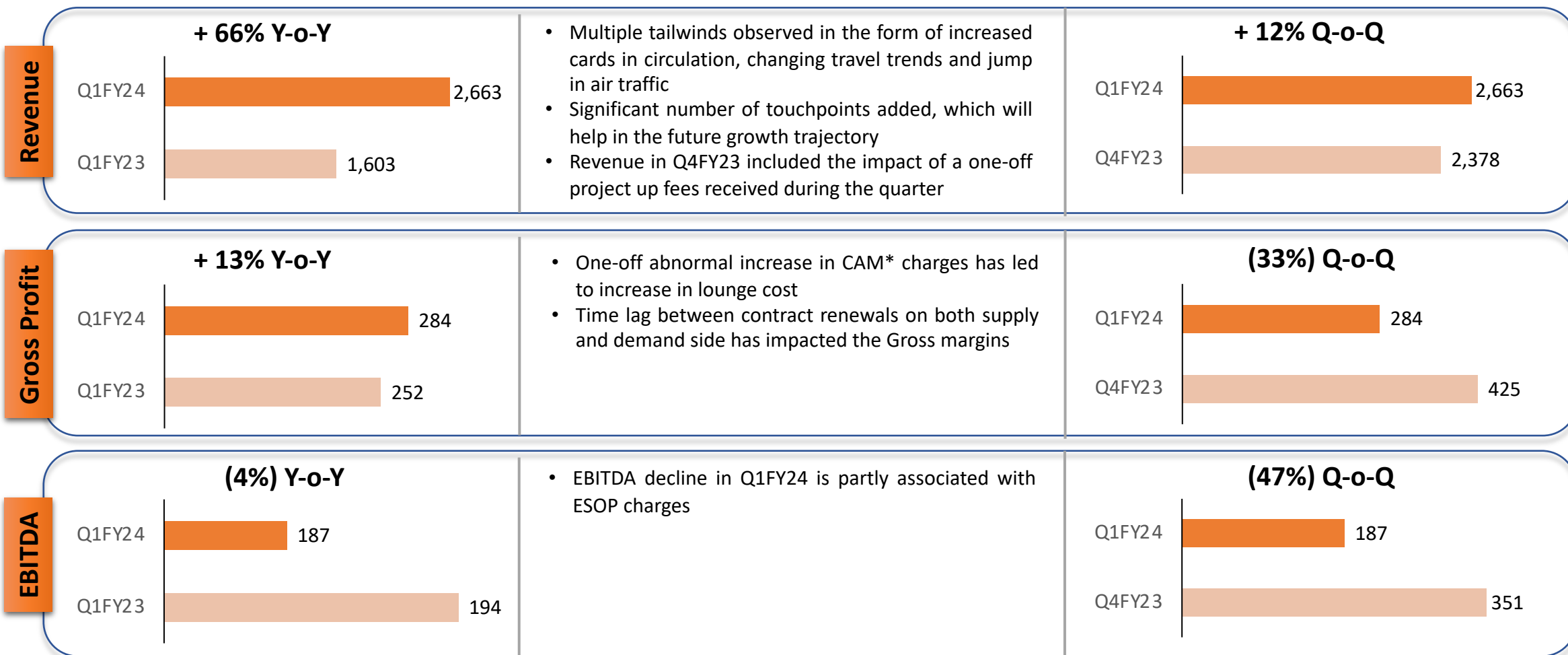
Note: Q1FY24 financials Include the impact of GolfKlik acquisition

Particulars (INR Mn)	FY2023	FY2022	FY2021
<b>ASSETS</b>			
Property, plant and equipment	30.48	29.77	38.30
Capital work in progress	0.43	-	0.43
Other intangible assets	30.85	45.47	2.61
Right of use assets	52.92	64.17	73.66
Investment property	17.05	17.92	271.01
Goodwill	8.87	-	-
Other financial assets	39.01	27.19	24.72
Deferred tax assets (net)	24.80	12.38	7.75
Other non-current assets	5.93	210.06	186.61
<b>Total non - current assets</b>	<b>210.34</b>	<b>406.96</b>	<b>605.09</b>
Investments	444.12	-	-
Trade receivables	2,018.89	906.56	395.49
Cash and cash equivalents	189.65	10.96	100.00
Other bank balances	178.69	134.72	-
Other financial assets	131.58	82.74	50.91
Other current assets	42.01	61.97	18.98
Current tax assets	13.89	82.92	54.55
<b>Total current assets</b>	<b>3,018.83</b>	<b>1,279.87</b>	<b>619.93</b>
<b>Total assets</b>	<b>3,229.17</b>	<b>1,686.83</b>	<b>1,225.02</b>

Particulars (INR Mn)	FY2023	FY2022	FY2021
<b>EQUITY AND LIABILITIES</b>			
Share capital	104.50	104.50	47.50
Other equity	1,462.58	717.15	595.49
Non-controlling Interest	4.01	-	-
<b>Total equity</b>	<b>1,571.09</b>	<b>821.65</b>	<b>642.99</b>
<u>Non - current liabilities</u>			
Borrowings	8.83	10.22	12.85
Lease Liabilities	56.65	64.30	63.33
Provisions	29.39	16.96	18.36
<b>Total non - current liabilities</b>	<b>94.87</b>	<b>91.48</b>	<b>94.54</b>
<u>Financial liabilities</u>			
Borrowings	1.40	2.53	7.34
Lease Liabilities	6.11	5.46	11.10
<u>Trade payables</u>			
(i) Total outstanding dues of M&SE	718.12	422.27	211.81
(ii) Total outstanding dues of creditors other than M&SE	675.10	290.80	97.10
Other financial liabilities	89.51	14.01	26.59
Other current liabilities	70.55	35.84	130.14
Provisions	2.42	2.79	3.42
<b>Total current liabilities</b>	<b>1,563.21</b>	<b>773.70</b>	<b>487.49</b>
<b>Total equity and liabilities</b>	<b>3,229.17</b>	<b>1,686.83</b>	<b>1,225.02</b>

Particulars (INR Mn)	FY2023	FY2022	FY2021
<b>Cash Flow from Operating Activities</b>			
Profit / (loss) before tax	974.35	204.76	-2.01
Adjustments for Non-Operating Items	46.87	40.28	4.51
<b>Operating Profit before Working Capital changes</b>	<b>1021.22</b>	<b>240.86</b>	<b>2.50</b>
Changes in Working Capital	-337.29	-285.79	41.94
<b>Cash (used)/generated from Operating</b>	<b>683.93</b>	<b>-44.93</b>	<b>44.44</b>
Less: Direct Tax paid	-187.81	-76.42	18.12
<b>Net Cash from Operating Activities</b>	<b>496.12</b>	<b>-121.35</b>	<b>62.56</b>
Net Cash from Investing Activities	-302.03	58.74	-268.54
Net Cash from Financing Activities	-20.61	-26.42	-15.36
<b>Net increase / (decrease) in cash &amp; cash equivalents</b>	<b>173.48</b>	<b>-89.04</b>	<b>-221.34</b>
Cash and cash equivalents at the beginning of the period	10.96	10.96	321.34
Add: Cash and Cash Equivalents on acquisition of Subsidiary	5.21	-	-
<b>Cash and cash equivalents at the end of the period</b>	<b>189.65</b>	<b>10.96</b>	<b>100.00</b>





- Multiple tailwinds observed in the form of increased cards in circulation, changing travel trends and jump in air traffic
- Significant number of touchpoints added, which will help in the future growth trajectory
- Revenue in Q4FY23 included the impact of a one-off project up fees received during the quarter

- One-off abnormal increase in CAM\* charges has led to increase in lounge cost
- Time lag between contract renewals on both supply and demand side has impacted the Gross margins

- EBITDA decline in Q1FY24 is partly associated with ESOP charges

**Way Forward:**

- Positive industry dynamics along with company’s differentiated products and right investments in people & technology will augment **strong revenue growth** in the medium term
- As we are operating in extremely dynamic and growing market, we believe our **gross margins** would settle in the range of 11-13% for FY24

Note: Q1FY24 financials Include the impact of GolfKlik acquisition

\* CAM – Common Area Maintenance



# Industry Overview

---

## Privatization & Premiumization 01

Strong trend of premiumization seen in the country for luxury goods and services – same is evident in the case of lounges

New & advanced premium lounges coming up owing to increase in number of passengers willing to pay a premium for availing best-in-class services on a high priority basis



## 02 Infrastructure Development

Strong thrust in the Budget and as part of the UDAN Scheme to build new airports, increase the number of routes to boost connectivity and to improve the existing Airport infrastructure and thereby



## Tech Adoption 03

Airport lounge operators are increasingly adopting tech to drive higher revenues, faster reconciliation of backend processes and to drive loyalty programs



## 04 Strong Growth in Air Traffic

With a complete market recovery, even beyond pre-Covid levels, major events across the globe and rising leisure travel, Air Traffic around the globe is rapidly increasing alongside a growing preference for comfort and luxury

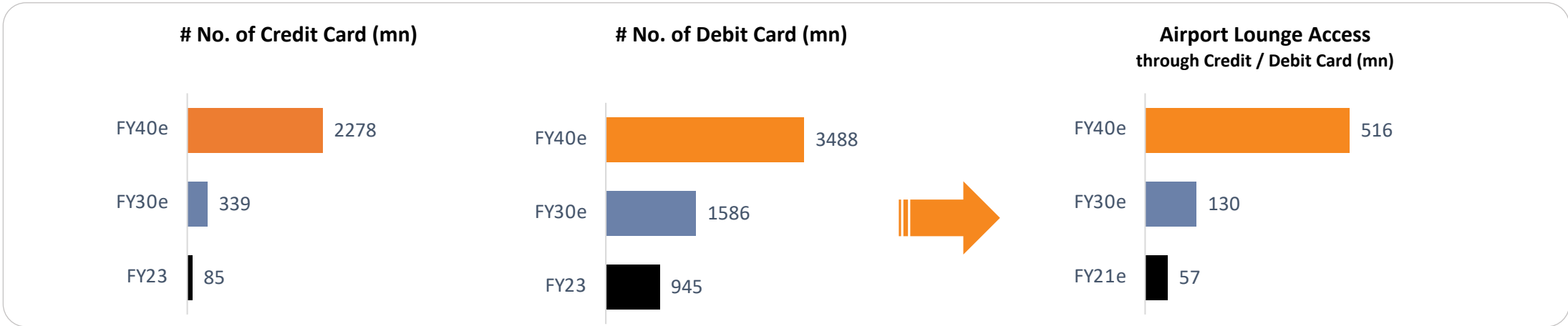


## Higher Propensity for Air Travel 05

Significant uptick in the number of people preferring Air Travel over Road and Rail travel, owing to better connectivity, falling differential in fares and improving experience

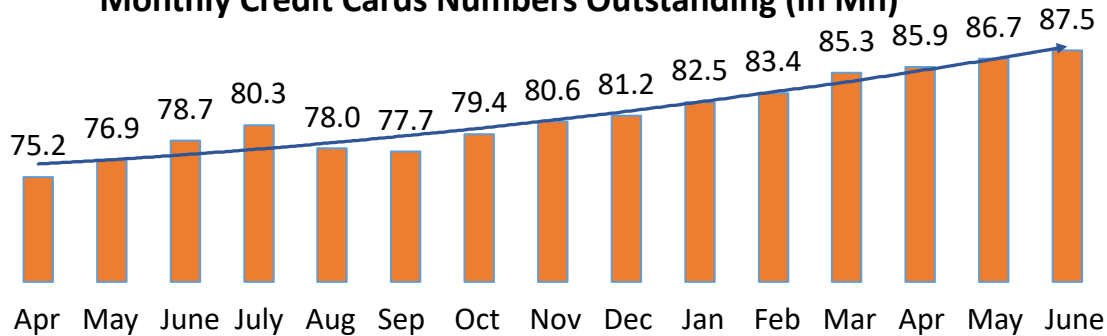


*For Card Issuers, providing lounge access to their Consumers at Airport is increasingly becoming a key aspect of their customer acquisition and loyalty program*



Expected Growth for Next 2 Decades ~33x ~4x ~10x

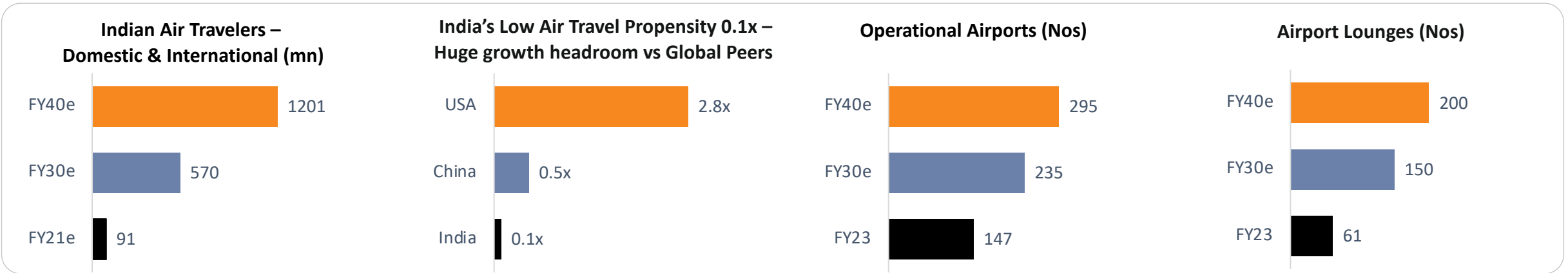
**Monthly Credit Cards Numbers Outstanding (in Mn)**



Source: Frost & Sullivan Report; RBI Data

**Both Debit & Credit Card Base is expected to ascend at Global Average**

- Rising Disposable Income
- Favorable Demographic
- Digital Penetration
- Low, but steadily increasing Credit Card Penetration
- Increase in standard of Living



## Increase in

Air Traffic



Numbers of Fleets



Number of Airports



Number of Lounges

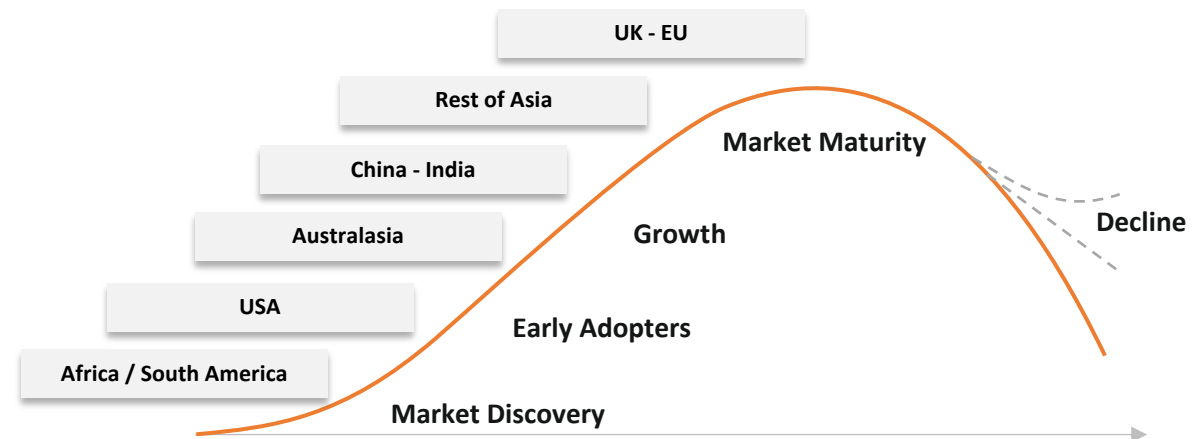


Size of Lounges

### Future of the Airport Lounge Market

- Focus on Profitability per Guest by getting deeper insights into Product and Customer type
- Dynamic pricing to stimulate demand during off-peak periods, whilst maximizing yield during peak periods
- Establishing and retaining Customer Loyalty
- BI & Analytics to predict consumer buying behaviour and measure price elasticity to optimise occupancy and yield
- Work with consolidators/aggregators to adopt their systems and leverage their data pools

### Global Market Maturity



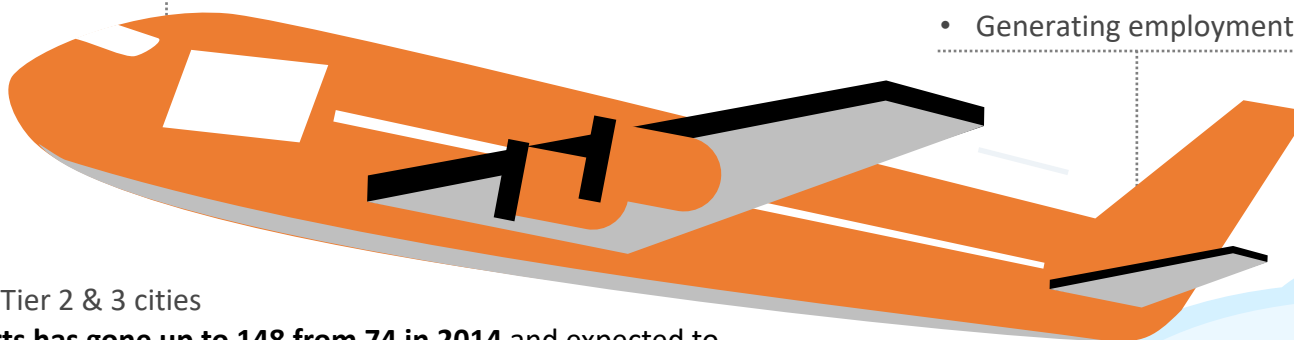
Sector has significant potential to accommodate more growth given voids in the market.

## About

- Launched by the Ministry of Civil Aviation
- Part of National Civil Aviation Policy 2016
- Applicable for a period of 10 years

## Objective

- Improve the air connectivity to remote and regional areas
- Development of remote areas, enhancing trade, commerce, & tourism
- Generating employment



## Achievements

- Improved air connectivity for Tier 2 & 3 cities
- Number of operational **airports has gone up to 148 from 74 in 2014** and expected to **cross 200** in the **next 4 years**
- No. of Airplanes to rise from the **current 700 to 1,200 – 1,500** in **next 4 years**
- **68 underserved/unserved destinations** which include 58 Airports, 8 Heliports & 2 Water Aerodromes have been connected under UDAN scheme
- With 425 new routes initiated, **UDAN has provided air connectivity to more than 29 States/ UTs** across the country
- **More than one crore passengers** have availed the benefits of this scheme

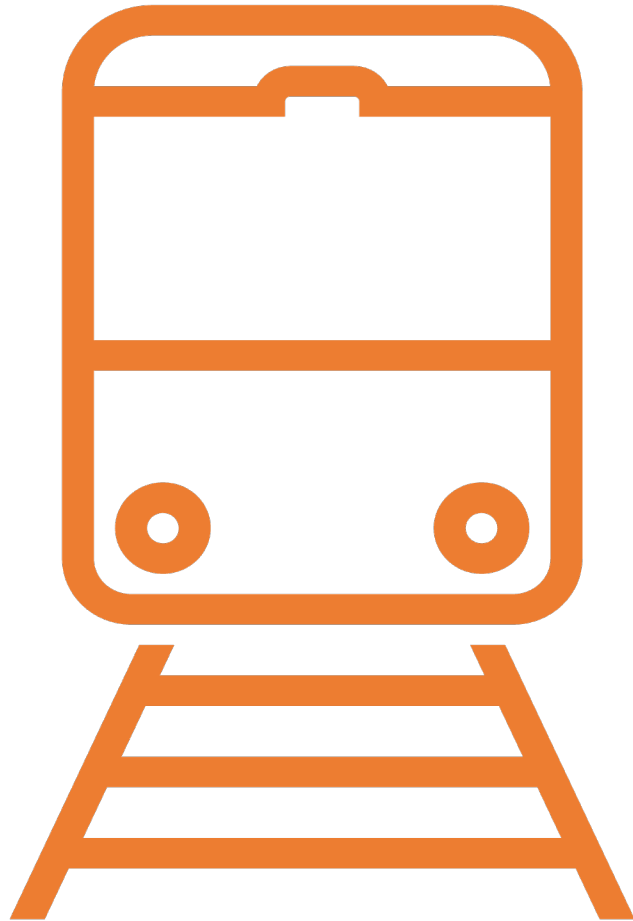
## Air Travel Growth in India

Rising preference for Air Travel over rail and road due to decrease in fare differential between travel modes

Sharp increase in Leisure Travel

50 new airports, helipads, announced recently to improve connectivity across the country

Allocated budget of Rs 4,500 crores for the revival of Airports would provide an impetus to infrastructure development in Tier-2 & Tier-3 cities



## About

- Launched by the Ministry of Railways in February 2023
  - Aim to enhance and modernise 1,309 railway stations across India
- 

## Objective

- Improve facilities beyond minimum essential
  - Offer world-class amenities for passengers at stations to enhance overall travel experience
  - Every Amrit Station will follow Green Building standards, promoting environmental sustainability
  - Each station will represent a fusion of timeless heritage and modern aspirations, showcasing the country's abundant cultural history.
- 

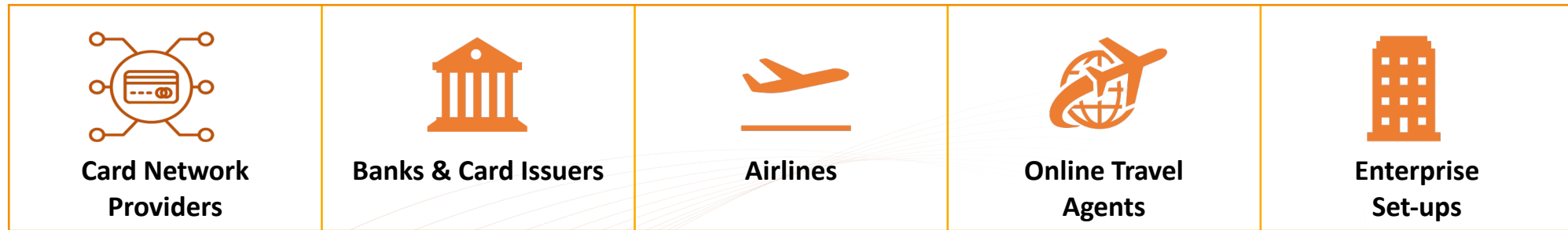
## Progress

- Foundation stone of 508 railway stations across 27 states was laid on 6<sup>th</sup> August 2023 by Hon. PM Narendra Modi at a cost of more than Rs 24,470 crores
-



# Company Overview





Clients tie-up with DreamFolks...

## DreamFolks

...to enable their end-Consumers access services via Omni-channel mode...

In-house developed Proprietary Tech Platform

... to get multiple services during their journey at the Airport

Provided by Operators



Issuer's Physical Card



DreamFolks Card



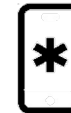
Web check-in



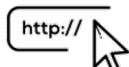
Self check-in Kiosk



DreamFolks App



Issuer's App



Issuer's Website

**2013<sub>1</sub>**

Launch of flagship 'Lounge Access Programme' with one of world's largest Card Networks.

**2016**

Tied up directly with prominent Indian Card Issuers for lounge programs.

Got ISO 27001 & PCI DSS certification for the first time.

Tied up with prominent Indian Corporate Clients including a prominent airline company

**2018**

DreamFolks' Membership card unveiled as part of the Global lounge program with a prominent Card Issuer.

**2019**

Launched our in-house technology platform

Launched real time voucher issuance through APIs

Launched first program for a prominent telecom company with complimentary lounge benefits as part of mobile billing plan.

**2020**

Expanded into a new global operating model with direct contracts with operators across the globe.

Launched first In-app integrated solution for Clients.

**2022**

Forayed into the railways sector to provide lounge access at 8 railway stations in India.

Conversion of our Company into a public limited company.

Stellar listing on Stock Exchanges

**2023**

Launched Self check-in Kiosks at major Indian Airports

Launched Golf services as a premium segment offerings to Clients

Launched web-access

**2024**

Expanded our Global footprint with the incorporation of a Subsidiary in Singapore & tie-up with Plaza Premium Group

**Initial Phase**

**Expansion Phase**

**Growth Phase**

<sup>1</sup> The years represent financial year



# Proprietary technology platform that ensures Scalability...

In-house developed proprietary technology platform designed and aimed at 'hassle-free' experience

Clients

Card Networks

Banks & Issuers

OTAs

Airlines

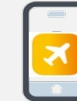
Enterprise Set-ups

Issuer's Physical Card

DreamFolks Card

DreamFolks App

Issuer's App



Hybrid Model: Pick & Choose mode of Access



Web check-in



Self check-in Kiosk



Issuer's Website

Partners

Lounges

Spas

F&B

Meet & Assist

Airport Transfer

Golf Access

Nap Room / Pods / Hotels

Duty Free Outlets

DreamFolks proprietary technology platform



Enabled scale in business by increasing levels of automation

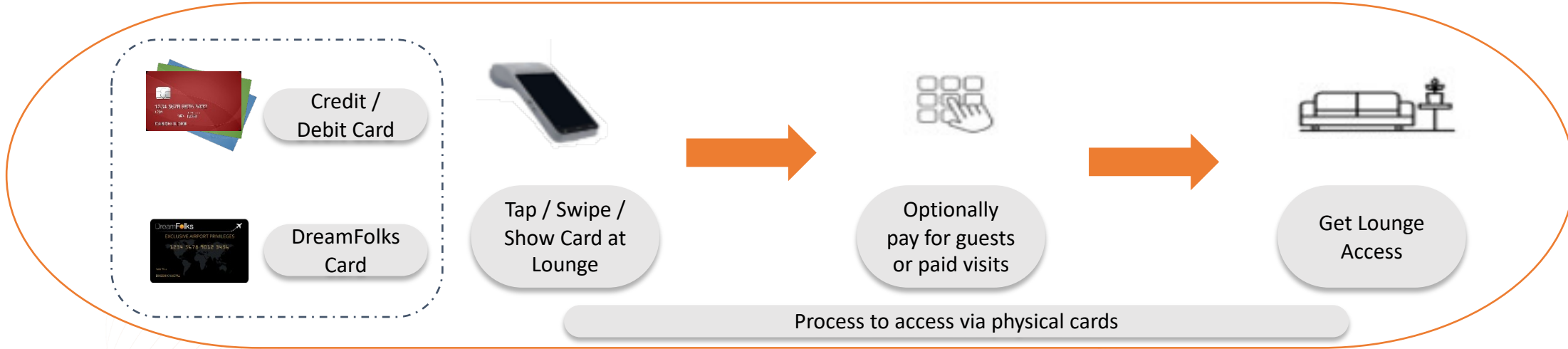
Simplified transactional & process aspects



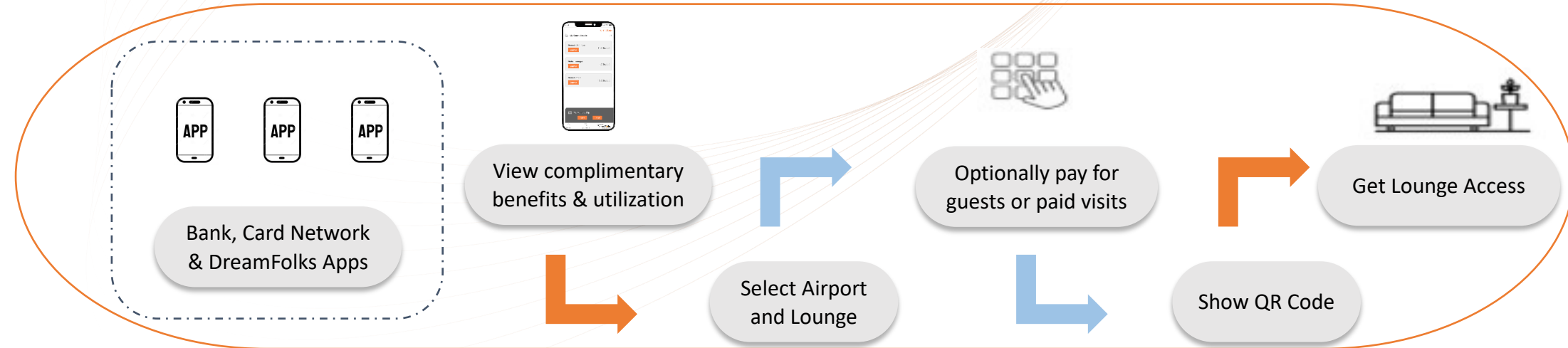
Lounge Access Mode

## How DreamFolks' technology platform enables Lounge Access at an Airport?

*via physical cards*



*Via digital modes*



# Awards and Accolades



**ET Ascent – Business Leader of the Year Awards 2023**  
DreamFolks Services Limited



**ET Ascent**  
Liberatha Kallat – Chairperson & MD



**Economic Times**  
Liberatha Kallat – Chairperson & MD



**Indian Achievers' Forum**  
Liberatha Kallat – Chairperson & MD



**Entrepreneur India**  
Liberatha Kallat – Chairperson & MD



**TAFI Convention**  
Liberatha Kallat – Chairperson & MD



**Economic Times**  
Liberatha Kallat – Chairperson & MD



**Women Empowerment Summit & GIWL Awards**  
Giya Diwaan - CFO



**Financial Express**  
Best Use of Technology to Revolutionise Customer Experience



**Elets Banking & Finance**  
Balaji Srinivasan – ED & CTO



**BIG CIO Show & Awards, Trescon**  
Balaji Srinivasan – ED & CTO



**Economic Times**  
DreamFolks Services Limited

Large and growing Indian travel market driven by an **increased infrastructure development** and **card penetration**

**Market leader in the airport lounge aggregation industry in India** with diversified service portfolio across travel assistance value spectrum

**Asset light business model** with track record of consistent growth and high ROCE

**100% coverage of 58 lounges** in India & **1,700+ touch points** across **500+ cities**

**Proprietary technology platform** ensuring scalability and customized client solutions

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

**Experienced and Professional Management Team**

**Seasoned Board of Directors** aided by professional partners

Strong growth trajectory with **industry leading margins & return metrics**



## Service Offerings

**Aim to maintain leadership position in terms of proactively providing high-quality service offerings.**

**Look to move towards more premium offerings while further increasing ease of use and improving customer experience**



## Industry Tailwinds

**With the significant rise in air travel, the number of airports, lounges and size of existing lounges is continuously rising.**

**This augurs well for the industry and for the company going forward**



## Geographic Expansion

**Company is looking to expand in the Middle-East and South Asia**

**Recent tie-up with Plaza Premium Group, Aspire Lounges, Australia and incorporation of Subsidiary in Singapore will help expand global footprint**

# Historical Financial Performance

---





# Profit and Loss Statement

Particulars (Rs. in Mn)	FY2023	FY2022	FY2021	FY2020
Revenue from operations	7,732.52	2,824.98	1,056.33	3,670.43
Other income	32.96	14.91	24.76	7.65
<b>Total income</b>	<b>7,765.48</b>	<b>2,839.89</b>	<b>1,081.09</b>	<b>3,678.08</b>
Cost of Services	6,453.78	2,372.66	875.41	2,995.62
Employee benefits expenses	174.41	165.53	126.39	179.28
Other expenses	115.10	61.34	58.31	44.68
<b>EBITDA</b>	<b>1,022.19</b>	<b>240.36</b>	<b>20.98</b>	<b>458.50</b>
<b>EBITDA Margin (%)</b>	<b>13.16%</b>	<b>8.46%</b>	<b>1.94%</b>	<b>12.47%</b>
Depreciation and amortization expenses	34.98	21.29	15.54	15.88
Finance costs	12.86	14.31	7.45	7.05
<b>Profit / (loss) before tax</b>	<b>974.35</b>	<b>204.76</b>	<b>-2.01</b>	<b>435.57</b>
Tax Expense	249.08	42.24	12.49	118.74
<b>Profit After Tax</b>	<b>725.27</b>	<b>162.52</b>	<b>-14.50</b>	<b>316.83</b>
<b>Profit After Tax (%)</b>	<b>9.38%</b>	<b>5.75%</b>	<b>-1.37%</b>	<b>8.63%</b>



# Thank You

DreamFolks

**Dreamfolks Services Limited**  
CIN: L51909DL2008PLC177181

**Investor Relations Team**  
Email id: [investor.support@dreamfolks.in](mailto:investor.support@dreamfolks.in)

[www.dreamfolks.in](http://www.dreamfolks.in)

---

**SGA** Strategic Growth Advisors

**Strategic Growth Advisors Pvt Ltd.**  
CIN: U74140MH2010PTC204285

Mr. Aakash Mehta / Mr. Shrikant Sangani  
Email id: [aakash.mehta@sgapl.net](mailto:aakash.mehta@sgapl.net) / [shrikant.sangani@sgapl.net](mailto:shrikant.sangani@sgapl.net)  
Tel No: +91 98191 78243 / +91 96195 95686