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**YATRA ONLINE LIMITED**

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**IPO NOTE**

*September 2023*

## ISSUE HIGHLIGHTS

- Yatra Online Limited (“Yatra”) was incorporated on December 28, 2005. Yatra is India’s largest corporate travel services provider in terms of number of corporate clients and the 3<sup>rd</sup> largest online travel company in India among key OTA players in terms of gross booking revenue and operating revenue, for Fiscal Year 2023. Yatra has largest number of hotel and accommodation tie-ups amongst key domestic OTA players of over 2,105,600 tie-ups, as on March 31, 2023.
- Yatra is the leading corporate travel service provider in India with 813 large corporate customers and over 49,800 registered SME customers and the 3<sup>rd</sup> largest consumer online travel company (OTC) in the country in terms of gross booking revenue for Fiscal 2023.
- Company’s go-to-market strategy spans the entire value chain of travel and hospitality covering B2C (business to consumer) and B2B (business to business which includes business to enterprise and business to agents). The combination of their B2C and B2B channels enable them to target India’s most frequent and high spending travellers, namely, educated urban consumers, in a cost-effective manner.
- Leisure and business travellers use Company’s mobile applications, their website, [www.yatra.com](http://www.yatra.com), and their other offerings and services to explore, research, compare prices and book a wide range of travel-related services. These services include domestic and international air ticketing on nearly all Indian and international airlines, as well as bus ticketing, rail ticketing, cab bookings and ancillary services within India.
- They also provide access through their platform to hotels, homestays, and other accommodations, with about 105,600 hotels in 1,490 cities and towns in India, as on Fiscal 2023 and more than 2 million hotels globally, which is the highest hotel inventory amongst key Indian OTA players.
- The company business is based on a common technology platform that serves their customers through multiple mobile applications as well as their website [www.yatra.com](http://www.yatra.com). Their technology platform has been designed to deliver a high level of reliability, security, scalability, integration and innovation.
- During the 2<sup>nd</sup> quarter of fiscal year 2018 and 4<sup>th</sup> quarter of fiscal year 2019, they completed the acquisition of a majority stake in **Yatra For Business Pvt Ltd** and the corporate division of **PL Worldways known as Travel.co.in Ltd, or TCIL**, which strengthen leadership position in the B2B category.

## BRIEF FINANCIAL DETAILS\*

(₹ IN CR)

	As at Mar’ 31,		
	2023	2022	2021
Share Capital	11.45	11.19	11.09
Reserves	158.07	89.74	112.40
Net Worth	169.52	100.93	123.49
Revenue from Operations	380.16	198.07	125.45
Revenue Growth (%)	91.93%	57.89%	-
Adj. EBITDA	66.97	32.15	(5.06)
Adj. EBITDA Margin (%)	17.62%	16.23%	(4.04)%
Profit/Loss before Tax	12.18	(29.27)	(112.23)
Net Profit/Loss for the year	7.63	(30.79)	(118.86)
Net Profit Margin (%) as stated	2.01%	(15.54)%	(94.75)%
EPS – Basic & Diluted (₹)	0.69	(2.76)	(11.08)
RONW (%) as stated	4.50%	(30.50)%	(96.26)%
Net Asset Value (₹) as stated	15.04	9.04	11.51

Source: RHP, \*Summary Statement

## Issue Details

**Fresh Issue of Equity Shares aggregating upto ₹602 Cr and Offer for Sale of 12,183,099 Equity Shares**

### Issue summary

**Issue size: ₹ 766 - 775 Cr**

**No. of shares: 56,775,691 – 54,577,465 Shares**

**Face value: ₹ 1/-**

**Price band: ₹ 135 - 142**

**Bid Lot: 105 Shares** and in multiple thereof

**Post Issue Implied Market Cap = ₹ 2,148 – 2,228 Cr**

**BRLMs:** SBI Capital Markets, DAM Capital, IIFL Securities

**Registrar:** Link Intime India Pvt Ltd

**Issue opens on:** Friday, 15<sup>th</sup> Sept’2023

**Issue closes on:** Wednesday, 20<sup>th</sup> Sept’2023

### Indicative Timetable

Activity	On or about
Finalisation of Basis of Allotment	25-09-2023
Refunds/Unblocking ASBA Fund	26-09-2023
Credit of equity shares to DP A/c	27-09-2023
Trading commences	29-09-2023

### Issue break-up

	No. of Shares		₹ In Cr		% of Issue
	@Lower	@Upper	@Lower	@Upper	
QIB	42,581,770	40,933,100	574.85	581.25	75%
NIB	8,516,353	8,186,619	114.97	116.25	15%
-NIB2	5,677,569	5,457,746	76.65	77.50	
-NIB1	2,838,784	2,728,873	38.32	38.75	
RET	5,677,568	5,457,746	76.65	77.50	10%
<b>Total</b>	<b>56,775,691</b>	<b>54,577,465</b>	<b>766.47</b>	<b>775.00</b>	<b>100%</b>

NIB-1=NII Bid between ₹ 2 to 10 Lakhs

NIB-2 =NII Bid Above ₹ 10 Lakhs

Category	Retail Category	NII-Bid between ₹ 2 - 10 Lakhs	NII - Bid Above ₹ 10 Lakhs
Minimum Bid Lot (Shares)	105 Shares	1,470 Shares	7,140 Shares
Minimum Bid Lot Amount (₹)	₹ 14,910 <sup>^</sup>	₹ 2,08,740 <sup>^</sup>	₹ 10,13,880 <sup>^</sup>
Appl for 1x	51,979 Applications	1,856 Applications	3,713 Applications

## Listing: BSE & NSE

### Shareholding (No. of Shares)

Pre-Issue	Post Issue <sup>~</sup>	Post Issue <sup>^</sup>
114,521,827	159,114,419	156,916,193

<sup>~</sup>@Lower price Band <sup>^</sup>@ Upper Price Band

### Shareholding (%)

	Pre-Issue	Post-Issue
Promoters	98.59%	64.46%
Non-Promoter Non-Public	1.41%	0.76%
Public	0.00%	34.78%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>

## BACKGROUND

### Company and Directors

The Company was originally incorporated as 'Yatra Online Private Limited' on December 28, 2005, at Mumbai. THCL Travel Holding Cyprus Ltd, ("THCL") and Asia Consolidated DMC Pte. Ltd., ("ACDPL") are the promoters of the company. Currently promoters (along with their nominee) hold a total of 112,901,597 Equity Shares, representing 98.59% of the pre-Offer issued, subscribed and paid-up equity share capital of the company.

**Yatra Online, Inc.**, a Cayman Islands limited company with shares listed in the United States of America on NASDAQ Capital Market under the symbol "YTRA", is the holding company of the Promoters, THCL and Asia Consolidated DMC Pte. Ltd.

### Brief Biographies of Directors and Key Managerial Personnel

**Dhruv Shringi** is the Whole-time Director and Chief Executive Officer of the company. He was previously associated with Fords Motor Company, Arthur Anderson & Co., Ebookers.Com Plc as well as with the Internet and Mobile Association of India as its vice-chairman.

**Murlidhara Kadaba** is the Non-Executive Director of the company. Prior to joining the company, he was associated with American Express Bank Ltd, Citibank N.A. and Reliance Industries Ltd.

**Neelam Dhawan** is the Non-Executive Director of the company. She was previously associated with Hewlett-Packard Enterprise India Pvt Ltd, HP India Sales Pvt Ltd, Hewlett-Packard India Pvt Ltd, Microsoft Corporation (India) Pvt Ltd

**Deepa Misra Harris** is the Independent Director of the company. Prior to joining the company, she was employed with Indian Hotels Co Ltd for over 3 decades. She is currently serving as an independent non-executive director on the board of Jubilant FoodWorks Ltd, ADF Foods Ltd, TCPL Packaging Ltd and Prozone Realty Ltd.

**Rohit Bhasin** is the Independent Director of the company. Prior to joining the company, he was associated with PricewaterhouseCoopers Pvt Ltd and Standard Chartered Bank. He is also currently serving as the independent director of Tanla Platforms Ltd, Tanla Digital Labs Pvt Ltd, Tanla Digital (India) Pvt Ltd, Karix Mobile Pvt Ltd, Indira IVF Hospital Pvt Ltd, Dr. Lal Pathlabs Ltd and Star Health and Allied Insurance Co Ltd.

**Ajay Narayan Jha** is the Independent Director of the company. He is serving as an Independent Director on the Board of JK Cements Ltd, India Shelter Finance Corporation Ltd and SBL Pvt Ltd.

**Darpan Batra** is the Company Secretary and Compliance Officer of the company. He joined the company on November 9, 2011.

**Rohan Mittal** is the Group Chief Financial Officer of the company. He was appointed with effect from September 23, 2022.

## OBJECTS OF THE ISSUE

Objects	Amount ( ₹ Cr)
• Strategic investments, acquisitions, and inorganic growth;	150.00
• Investment in customer acquisition and retention, technology, and other organic growth initiatives;	392.00
• General Corporate Purposes	[ • ]
<b>Total</b>	<b>[ • ]</b>

## OFFER DETAILS

The Offer	No. of Shares	
Fresh Issue (₹ 602 Cr)	Approx. upto 44,592,592~ - 42,394,366^ Equity Shares	
The Offer for Sale by:	Upto 10,449,816 Equity Shares	WACA Per Equity Share (₹)
Promoter Selling Shareholder:		
THCL Travel Holding Cyprus Ltd – Promoter Selling Shareholder	Upto 11,751,739 Equity Shares	138.92
Non-Promoter Non-public:		
Pandara Trust- Scheme-I represented by its trustee Vistra ITCL (India) Ltd	Upto 431,360 Equity Shares	180.77

(~ at lower price band and ^ upper price band) WACA=Weighted Average Cost of Acquisition

## SHAREHOLDING PATTERN

Shareholders	Pre-offer		Fresh Issue and Offer for Sale of Shares	Post-offer	
	Number of Equity Shares	% of Total Equity Share Capital		Number of Equity Shares	% of Total Equity Share Capital
Promoter	112,901,597	98.59%	11,751,739	101,149,858	64.46%
<b>Total for Promoter and Promoter Group</b>	<b>112,901,597</b>	<b>98.59%</b>	<b>11,751,739</b>	<b>101,149,858</b>	<b>64.46%</b>
Public	0	0.00%		54,577,465	34.78%
<b>Total for Public Shareholder</b>	<b>0</b>	<b>0.00%</b>	<b>42,394,366</b>	<b>54,577,465</b>	<b>34.78%</b>
Non-Promoter Non-Public - Vistra ITCL (India) Ltd acting as the trustee for Pandara Trust Scheme-I	431,360	0.38%	431,360	0	0.00%
Non-Promoter Non-Public - Network 18 Media & Investment Ltd	1,093,480	0.95%	0	1,093,480	0.70%
Non-Promoter Non-Public - Reliance Retail Ltd	95,390	0.08%	0	95,390	0.06%
<b>Total for Non-Promoter Non- public</b>	<b>1,620,230</b>	<b>1.41%</b>	<b>431,360</b>	<b>1,188,870</b>	<b>0.76%</b>
<b>Total Equity Share Capital</b>	<b>114,521,827</b>	<b>100.00%</b>	<b>54,577,465</b>	<b>156,916,193</b>	<b>100.00%</b>

## BUSINESS OVERVIEW

Yatra Online Limited (“Yatra”) is India’s largest corporate travel services provider in terms of number of corporate clients and the 3<sup>rd</sup> largest online travel company in India among key OTA players in terms of gross booking revenue and operating revenue, for Fiscal Year 2023. Yatra has largest number of hotel and accommodation tie-ups amongst key domestic OTA players of over 2,105,600 tie-ups, as on March 31, 2023.

Given the size and growth dynamics of the India travel market, Yatra has strategically focussed both on the corporate and consumer markets. They are the leading corporate travel service provider in India with 813 large corporate customers and over 49,800 registered SME customers and the 3<sup>rd</sup> largest consumer online travel company (OTC) in the country in terms of gross booking revenue for Fiscal 2023.

Company’s go-to-market strategy spans the entire value chain of travel and hospitality covering B2C (business to consumer) and B2B (business to business which includes business to enterprise and business to agents). The combination of their B2C and B2B channels enable them to target India’s most frequent and high spending travellers, namely, educated urban consumers, in a cost-effective manner. Over 800 large corporate customers of the company employ over 7 million people who along with their families form a large part of the consuming upper middle class of India. In addition, their travel agent network provides additional scale to their business by leveraging their integrated technology platform in order to aggregate consumer demand from over 29,800 travel agents in above 1,000 cities across India as of March 31, 2023.

Leisure and business travellers use Company’s mobile applications, their website, [www.yatra.com](http://www.yatra.com), and their other offerings and services to explore, research, compare prices and book a wide range of travel-related services. These services include domestic and international air ticketing on nearly all Indian and international airlines, as well as bus ticketing, rail ticketing, cab bookings and ancillary services within India. They also provide access through their platform to hotels, homestays, and other accommodations, with about 105,600 hotels in 1,490 cities and towns in India, as on Fiscal 2023 and more than 2 million hotels globally, which is the highest hotel inventory amongst key Indian OTA players. To ensure that their service is a “one-stop shop” for travellers, they also provide their customers with access to holiday packages and other activities such as visa facilitation, tours, sightseeing, shows, and events.

The company business is based on a common technology platform that serves their customers through multiple mobile applications as well as their website [www.yatra.com](http://www.yatra.com). Common technology platform is a common user interface platform that ensures a single common user view across various channels and a single customer/client interface on both the web and mobile interfaces so that users have a consistent experience irrespective of the channel via which they come to them. Their common platform approach provides them with a scalable, comprehensive, and consistent user experience across each of their go-to-market channels and helps them innovate effectively. This approach drives user familiarity with their service and encourages cross sell and repeat usage by their customers, which further enhances customer loyalty for the business.

This approach has enabled them to reduce development costs and accelerate “time-to-market” as new features and services can be launched simultaneously across channels. Their technology platform has been designed to deliver a high level of reliability, security, scalability, integration and innovation.

## A Common Platform Linking All Channels, Products and Customers

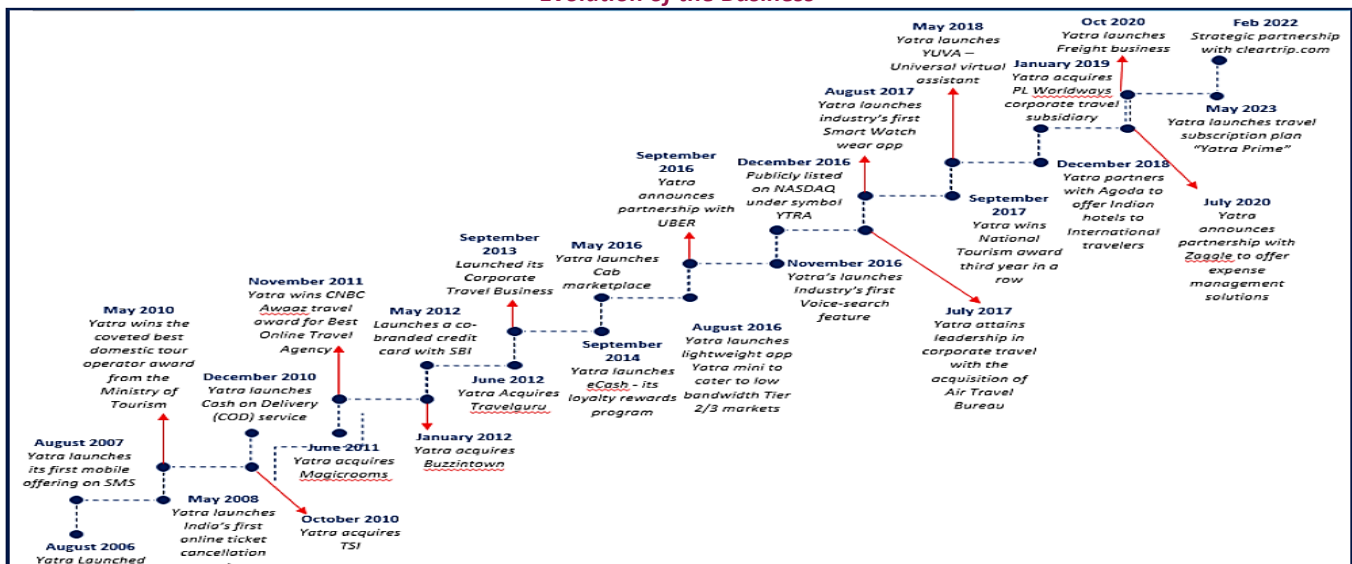


1. Data for the 12 months ended March 31, 2023 for flagship brand Yatra.com only and excludes data from B2B businesses; 2. Cumulative as of March 31, 2023; does not include data for B2B businesses; 3. Approximate count as of March 31, 2023

In order to further strengthen customer loyalty and provide an incentive to the employees of their corporate customers to transact with them as B2C customers, Yatra operates a proprietary **eCash loyalty program** that enables travellers that book through their platform to accumulate and redeem points, where applicable. The eCash loyalty program acts as a surrogate and fills the loyalty gap that exists across product categories such as air travel ("Air") and hotels ("Hotel") in the travel market in India. They currently have about 7 million eCash registered users on their platform. In last 3 fiscals, over 90% of their customers' visits have been from direct and organic traffic. They have moved towards a "Mobile First" business and have experienced rapid user growth on their platform with mobile being the primary channel for customers to engage with them.

Leveraging the brand and technology platform, Yatra intends to continue to expand and enhance their offerings through innovative travel solutions that will grow their business, improve the customer experience, and meet the changing needs of business and leisure travellers. They have opened up their holidays booking platform to third-party vendors enabling them to sell holiday products alongside those packaged by Yatra using their platform as a marketplace, providing the customers with a wide selection of products and services.

### Evolution of the Business



Company's intellectual property rights include trademarks and domain names associated with the name "Yatra", Yatra for business and "Travelguru" primarily, as well as copyrights and rights arising from confidentiality agreements relating to their website content and technology.

As of March 31, 2023, they had 1,086 employees in India. As on March 31, 2023 they have 179 employees in customer service, including supervisors, sales representatives, quality assurance and process control teams

## COMPANY'S PRODUCT AND SERVICES

Yatra offers a comprehensive range of travel and travel-related products and services catering to the needs of passengers traveling domestically, as well as traveling to and from international destinations. They provide customers with various tools



and information that they need to research, plan, book and purchase travel products and services in India as well as outside India.

Their products and services are organized primarily in the following segments:

- **Airline tickets**, which consists of the sale of airline tickets as well as airline tickets sold as part of the holiday packages; The airline ticketing business is primarily targeted to domestic air passengers and international travel from India. Currently, Yatra provides their customers with access to 7 domestic airlines, as well as for major airlines for international travel.
- **Hotels and holiday packages**, which consists of standalone sales of hotel rooms as well as travel packages (which may include hotel rooms, cruises, travel insurance and visa processing); they have 105,600 hotel accommodations and tie ups in about 1,490 cities across India in Fiscal 2023, which is highest amongst the key players in domestic OTA market. In fiscal year 2023, more than 1.7 million standalone hotel room nights were booked through their platform. The holiday packages offerings consist of both fixed departure and customized holiday packages. As of March 31, 2023, they have 803 holiday packages across destinations within India, Asia, the Middle East and Europe and have established ground handling operations and partnerships in Dubai, Singapore, Thailand and Malaysia.
- **Other services**, which consists of rail tickets, bus tickets, taxi rentals and ancillary value-added services such as travel insurance, visa processing and tickets for activities and attractions.

## COMPANY'S WEBSITE AND MOBILE APPLICATIONS

Yatra has developed a common technology platform approach that enables a consistent user experience across multiple channels and different products, supporting their go-to-market strategy across their B2C and B2B channels. Their customer "touchpoints" include their mobile applications, website and call centres as well as 'embedded' teams within some of their B2B clients. In addition, through their platform, they address the needs of a large fragmented market of travel agents, empowering over 29,800 agents in above 1,000 cities across India as of March 31, 2023.

Company's website and mobile applications provide the following capabilities:

- **Exploring & Searching:** Company's web and mobile platforms enable customers to explore and search flights, hotels, holiday packages, buses, trains, and activities. They have developed NLP/ML based text/voice search engine on their website and their Facebook Bot to optimize search results. They also have a NLP/ML-based customer support knowledge engine to address users' queries. To further engage consumers, they have a number of features such as "Lowest Fare Finder," "Super Saver," "Things To Do" and notifications.
- **Total Visibility:** Using company's platform, customers are able to search for the lowest price available on any given date, identify dates with public holidays and widely celebrated events, and obtain additional information such as tripadvisor.com reviews, information on refundable or non-refundable fares, number of stops on airline bookings, and hotel and room amenities.
- **Booking:** Once a customer has decided to book travel, Yatra offers a range of payment options, which include bank transfers, credit cards, debit cards and online payment through third-party online payment platforms as well as buy-now-pay-later facility.
- **Carbon Emission for Flights:** A customer will be provided flight specific and seat specific details of carbon emissions next to the price and duration of the flight. This will help the customer to make more sustainable choices and will help customers track their footprint.
- **Virtual Assistance:** In March 2018 Yatra launched "YUVA", which stands for Yatra Universal Virtual Assistant. This feature allows the customer to use both voice and text to communicate Yatra support on the go.
- **Meta Search Tool:** In April 2022, Yatra launched a Meta Search Tool for their corporate customer base. This will help large corporate customers with multiple vendor partners to search across those vendors and display the best available option for their employees on a single screen along with the rates directly contracted by the corporates with the airlines and the hotels. This option is available across domestic and international flights and hotels.
- **Strategic Partnership with Cleartrip.com:** In February 2022 Yatra entered into a strategic association with Flipkart (part of Walmart group) owned Cleartrip.com, wherein Cleartrip's customers would have access to Yatra.com's network of about 105,600 hotel accommodations and tie-ups, as on Fiscal 2023 and home stays of various kinds ranging from 5 Star luxury properties to alternative accommodation such as villages, guesthouses and service apartments in about 1,490 cities in India.

- **Yatra Prime:** During May 2023, Yatra launched a travel subscription plan “Yatra Prime” to target high spending frequent travellers and family travellers. The program provides variety of benefits to customers such as no convenience fee, special fares on domestic offers, access to dedicated and on-priority VIP customer support. The endeavour of program is to make travel more affordable, convenient, and enjoyable for customers.

### Mobile Applications

As smartphone penetration has grown in India, company’s mobile apps have become a critical component of their consumer offerings. They have multiple applications for a variety of consumer categories and services including:

- **Yatra:** The primary mobile interface to their core platform, which has been downloaded over 2.6 crore times, as on March 31, 2023.
- **Yatra Web Check-In:** An application designed to ease the flight check-in process for travellers.
- **Yatra Corporate:** A self-booking application for their business customers.

Since the launch of their mobile apps, they have experienced rapid growth in the traffic on their mobile platforms and as of fiscal year 2023, their mobile platforms accounted for 84% of their total consumer visits.

### Key Performance Indicators - Operational and Financial Metrics

(in ₹ Cr, except percentages)

	March 31, 2023	March 31, 2022	March 31, 2021
Total income	397.47	218.81	143.62
Restated profit/(loss) from operations before share of loss from joint venture, exceptional items and tax	12.28	(26.16)	(66.80)
Restated profit/(loss) for the year	7.63	(30.79)	(118.86)
<b>Adjusted Margin</b>			
Adjusted Margin - Air Ticketing	433.53	221.11	148.75
Adjusted Margin - Hotels and Packages	106.47	59.76	33.60
Adjusted Margin - Others services	17.77	16.15	4.72
Other operating income	42.17	17.20	17.34
Other income	17.31	20.74	18.17
Total expenses	385.19	244.97	210.42
Adjusted Earnings before interest, taxes, depreciation, and amortization expenses (Adjusted EBITDA)	66.97	32.15	(5.06)
<b>Gross Bookings</b>	<b>6,737.27</b>	<b>3,428.99</b>	<b>1,581.58</b>
Air Ticketing	5,640.84	2,764.88	1,300.18
Hotels and Packages	815.32	347.88	170.45
Other Services	281.10	316.23	110.96
<b>Adjusted Margin%</b>			
Air Ticketing	7.69%	8.00%	11.44%
Hotels and Packages	13.06%	17.18%	19.71%
Other Services	6.32%	5.11%	4.25%
<b>Quantitative details (in '000)</b>			
Air Passengers Booked	5,601	3,706	2,623
Stand-alone Hotel Room Nights Booked	1,753	1,018	547
Packages Passengers Travelled	19	9	3

### COMPETITIVE STRENGTHS

- **Trusted brand with a proven track record and targeted marketing strategy**

Yatra is a leading, full-service online travel company in India and one of the well-recognised travel brands in the country, addressing the needs of both leisure and business travellers. The strength of the brand is reflected in the fact that over 90% of their total traffic has come from direct and organic traffic for Fiscal 2023. To further strengthen the brand, they have, from time to time, signed up some of India’s leading celebrities as their brand ambassadors in the past. As on March 31, 2023, their mobile applications have been downloaded over 2.6 crore times.

The company incurred customer inducement and acquisition costs and marketing and sales promotion expenses:

(in ₹ crore, except percentages)

Customer inducement and acquisition costs and marketing and sales promotion expenses	Year ended March 31, 2023	Year ended March 31, 2022	Year ended March 31, 2021
Customer inducement and acquisition costs	284.25	131.36	80.96
Marketing and sales promotion expenses	33.64	12.41	7.96
<b>Total</b>	<b>317.88</b>	<b>123.78</b>	<b>88.92</b>

- Large and Loyal Customer Base**

Yatra has served over 1.4 crore cumulative travel customers as of March 31, 2023, with over half of them having signed up for their eCash loyalty program. Company’s websites, and mobile applications have been designed to provide customers with flexibility in choosing travel options. They recorded a booking success rate of 97.8% on their websites and mobile applications in the B2C channel for domestic transactions during fiscal 2023.

- Synergistic Multi-Channel Go to Market approach for Business and Leisure Travelers**

Yatra has designed a unique “go-to-market” strategy that is a mix of B2C and B2B. This comprehensive approach creates a robust network effect resulting in cross-sell between business and leisure travellers, which addresses the entire travel market in India. B2C distribution channel focuses on the growing Indian middle-class population and their increasing travel requirements, B2B channel includes corporate travel and company’s travel agent business.

- Integrated Technology Platform**

The company utilizes a single data centre with an active data centre backup in a separate location and utilize cloud services with an ability to restore all site operations within 48 hours in case of a complete shut-down. They use an integration layer for high-scale, fault tolerance and configurability with connectivity to multiple GDS and hosting systems for low-cost carriers. To ensure smooth integration of their inventory, they have a marketplace platform that enables them to sell their own inventory and the inventory of third-party vendors. Their integrated platform approach provides them with a scalable, comprehensive, and consistent user experience across each of their 3 go-to-market channels.

- Comprehensive Selection of Service and Product Offerings**

Company’s travel-related inventory in India includes access to all major domestic and international airlines operating within India. Further, they have hotel and accommodation tie-ups of over 105,600 domestic hotels, in about 1,490 cities in India in Fiscal 2023, which is highest amongst the key players in domestic OTA market. This comprehensive selection of travel-related services makes them a “one-stop shop” for their customers’ business and leisure travel needs,

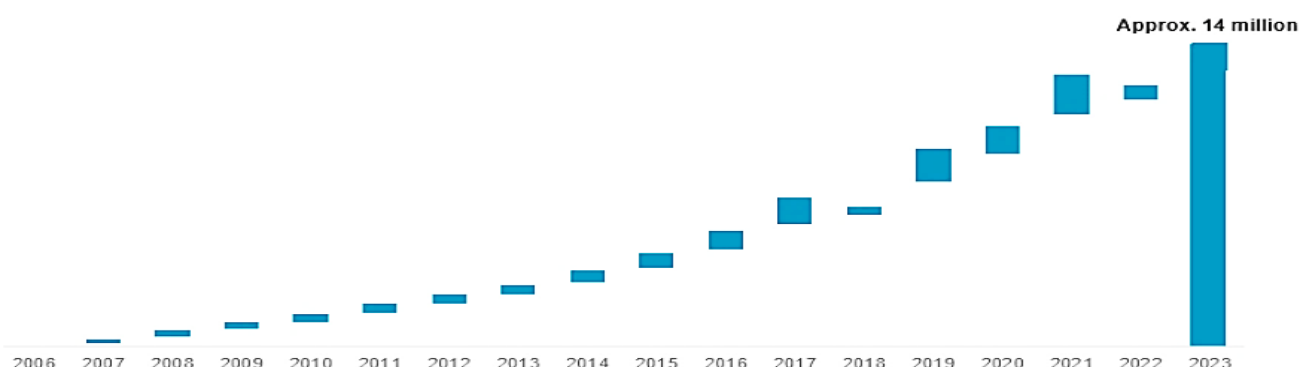
- Experienced management team with an established track record**

Yatra is a professionally managed company established by seasoned travel professionals. Their senior management team comprises of industry executives with deep roots in the travel industry combining over 90 years of accumulated experience having previously worked with companies such as Ebookers.com, Ford Motors, and Arthur Andersen and Carlson Wagonlit. Their founders are actively involved in the operations and have been instrumental in implementing their growth strategies since incorporation.

## KEY BUSINESS STRATEGIES

- Growth in the customer base using cost-effective technology solutions**

Consistently adding new customers<sup>1</sup>





Yatra intends to grow their customer base by continuing to provide business and leisure travellers, a seamless and integrated technology platform that meets all their travel needs. Their corporate customers collectively employ 7 million workers who form part of a vibrant, fast-growing customer base with disposable income. The cross-pollination enables the company to service this audience in a cost-effective way while ensuring increasing ARPU (Average Revenue Per User).

- **Grow “Share Of Wallet” With Existing Customers—Leverage the Multi-Channel Approach and the Loyalty Programs**

The company has developed and incorporated number of initiatives that help them drive and reward customer loyalty. These are specifically targeted on B2C and B2B channels, where they have integrated features, such as (a) loyalty programs (eCash); (b) additional features on the product level to ensure comprehensive travel solutions coupled with value added services and (c) to incentivize their corporate travel customers to utilise their services for their travel needs. The company plans to continue to use eCash program as an incentive to drive repeat rates from their B2C customers and to incentivize B2B customers to transact with them on the B2C platform.

- **Further Strengthen the focus on Corporate business**

Company’s corporate travel business commenced operations in 2013 and now provides an end-to-end SaaS-based travel solution to corporates. As of March 31, 2023, they had over 800 large corporate customers and over 49,800 SME customers. The B2B is expected to grow on gross revenue basis at a CAGR of 15-16 % between Fiscal 2023 to 2028 to reach Rs. 89-93 billion in Fiscal 2028 from Rs. 42-46 billion in Fiscal 2023. They have launched a freight forwarding business through Yatra Online Freight Services Pvt Ltd (“**Yatra Freight**”), their indirect subsidiary in October 2020, to further expand their corporate service offerings.

- **Invest in Technology “One-Stop Shop” For All Travel Needs**

To ensure that the company remains a market leading Travel-Technology platform, Yatra will continue investing in their common technology platform in order to ensure that they can introduce new product offerings in an efficient and timely manner and deliver on their vision of being a ‘one-stop-shop’ for their customers when it comes to travel and travel related products. Their efforts includes - Creating a real-time and fully integrated B2C Booking Platform which aggregates & integrates airline inventory with customer access in a seamless way and Aggregating Corporate Travel demand through a dedicated and integrated into ERP/ ERIS systems of the corporates. **Yatra adopts a platform approach in their corporate business by offering their full suite of travel products such as air, hotel, bus, rail, cabs and insurance on a common technology platform.**

- **Fuel Growth Through Innovative Acquisition Strategies**

The acquisition of companies, intellectual property and talented individuals has been central to company’s growth strategy.

- In 2010, Yatra acquired TSI and its subsidiaries in order to expand their travel agent business.
- In 2012, Yatra acquired the Travelguru group of companies from Travelocity, which remain well-established hotel aggregators in India.
- Yatra has also leveraged their leading position in the Indian travel ecosystem to make several “acqui-hires,” including the teams from mGaadi and dudgeenie.
- During the 2<sup>nd</sup> quarter of fiscal year 2018 and 4<sup>th</sup> quarter of fiscal year 2019, they completed the acquisition of a majority stake in **Yatra For Business Pvt Ltd** and the corporate division of **PL Worldways known as Travel.co.in Ltd, or TCIL**, which strengthen leadership position in the B2B category.
- **Leverage the existing travel agent network in Tier II and Tier III cities**

With the development of airport infrastructure in Tier 2 and 3 cities, many domestic and international carriers have started direct flights on international routes, to/from these cities. Even further improvement in internet penetration, coupled with rising disposable incomes and growing business travel in tier 2 and 3 cities, is expected to push their combined share of online bookings up to 40-45% in fiscal 2028, even as the share of tier 1 cities drops to 55-60%. Yatra expects increased travel within and between Tier 2 and Tier 3 cities to drive growth in air and hotels, by leveraging their existing travel agent networks.

## COMPETITION

Company’s success depends upon their ability to compete effectively against numerous established and emerging competitors, including other online travel agencies, or OTAs, traditional offline travel companies, travel research companies, payment wallets, search engines and meta search companies, both in India and abroad, such as **Cleartrip Pvt Ltd, Easy Trip Planners Ltd, Thomas Cook India Ltd, FCM Travel Solutions (India) Pvt Ltd, GBT India Pvt Ltd, CWT India Pvt Ltd, MakeMyTrip (India) Pvt Ltd, and Le Travenues Technology Ltd**. Factors affecting their competitive success include price, availability of travel products, ability to package travel products across multiple suppliers, brand recognition, customer service and customer care, fees charged to customers, ease of use, accessibility, reliability and innovation.

## COMPARISON WITH LISTED INDUSTRY PEERS (AS ON 31<sup>ST</sup> MARCH 2023)

Name of the Company	Consolidated/ Standalone	Face Value	Total Revenue for Fiscal 2023 (₹ in Cr)	EPS	NAV	P/E	P/B	RoNW (%)
				Basic & Diluted				
Yatra Online Ltd	Consolidated	1	397.47	0.69	15.04	[ • ]	[ • ]	4.50%
Easy Trip Planners Ltd	Consolidated	1	464.20	0.77	2.13	56.53	20.43	36.21%

Source:RHP; P/E ratio has been calculated as closing price as on March 31, 2023 divided by EPS as on March 31, 2023.

### Key segments for different OTA players

Players	Consumer (B2C)											Corporate travel	Freight
	Flights		Hotels		Holiday packages		Trains	Buses		Cabs	Others		
	Domes- tic	Internat ional	Domes- tic	Internat ional	Domes- tic	Internat ional		Private	State Transport				
Yatra Online, Inc.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MakeMyTrip Ltd	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Cleartrip Pvt. Ltd	✓	✓	✓	✓	✓	✓	✓				✓	✓	
Easy Trip Planners Ltd	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Ixigo (Le Travenues Technology Ltd)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		

### Operational performance for fiscal 2023

Players	Gross booking revenue (₹ Cr)	Gross bookings onyear growth for FY23 (%)	Gross bookings CAGR for FY21-23 (%)	Operating revenue (₹ Cr)	Take rate (operating revenue/ gross booking revenue)	Operating revenue onyear growth for FY22 (%)	Operating revenue CAGR for FY21-23 (%)
Yatra Online Ltd	6,740	96.5%	106.4%	380	5.7%	92.2%	73.8%
MakeMyTrip Ltd	52,790	122.2%	108.5%	4,790	9.1%	111.2%	98.0%
Easy Trip Planners Ltd	8,050	116.7%	94.5%	450	6.0%	90.7%	104.8%

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