

August 13, 2024

Listing Manager,

**National Stock Exchange of India Limited** 

Exchange Plaza, C-1 Block G

Bandra Kurla Complex, Bandra (E)

Mumbai - 400051, India

**Symbol: YATRA** 

ISIN No.: INEOJR601024

Manager - CRD BSE Limited

**Phiroze Jeejeebhoy Towers** 

Dalal Street,

Mumbai – 400001, India Scrip Code: 543992

ISIN No.: INEOJR601024

Dear Sir/Madam,

<u>Sub: Intimation to Stock Exchange – Investor Presentation in connection with the Un-audited Standalone and Consolidated Financial Results for the quarter ended June 30, 2024.</u>

Pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, please find enclosed herewith the Investor Presentation in connection with the Un-audited Standalone and Consolidated Financial Results for the quarter ended June 30, 2024.

The above information will also be made available on the website of the Company at www.yatra.com.

This is for your information and records.

Thanking You,

Yours sincerely, For Yatra Online Limited

Darpan Batra
Company Secretary and Compliance Officer
M. No. A15719

Encl.: as above



## **Yatra Online Limited**

**Investor Presentation** 

**Q1-FY25** 

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## FINANCIAL PERFORMANCE Q1-FY25

## **Q1-FY25 Financial Performance**



Gross Booking	Adjusted Revenue	Revenue from Operations	Revenue less Service Cost	Total Transactions	Air Pax ('000)
INR 16,509 Mn	INR 1,388 Mn	INR 1,008 Mn	INR 804 Mn	1,747	1,330
(17%) YoY	(16%) YoY	(9%) YoY	(9%) YoY	(25%) YoY	(27%) YoY

Adjusted EBITDA	EBITDA	EBITDA Margin	Net Profit	PAT Margin	Corporate Client Wins*	Diluted EPS
INR 105 Mn	INR 70 Mn	9%	INR 40 Mn	4%	34	INR 0.26
(40%) YoY	(61%) YoY		(33%) YoY		INR 2,028 Mn	

<sup>\*</sup>Expected annual volume of business

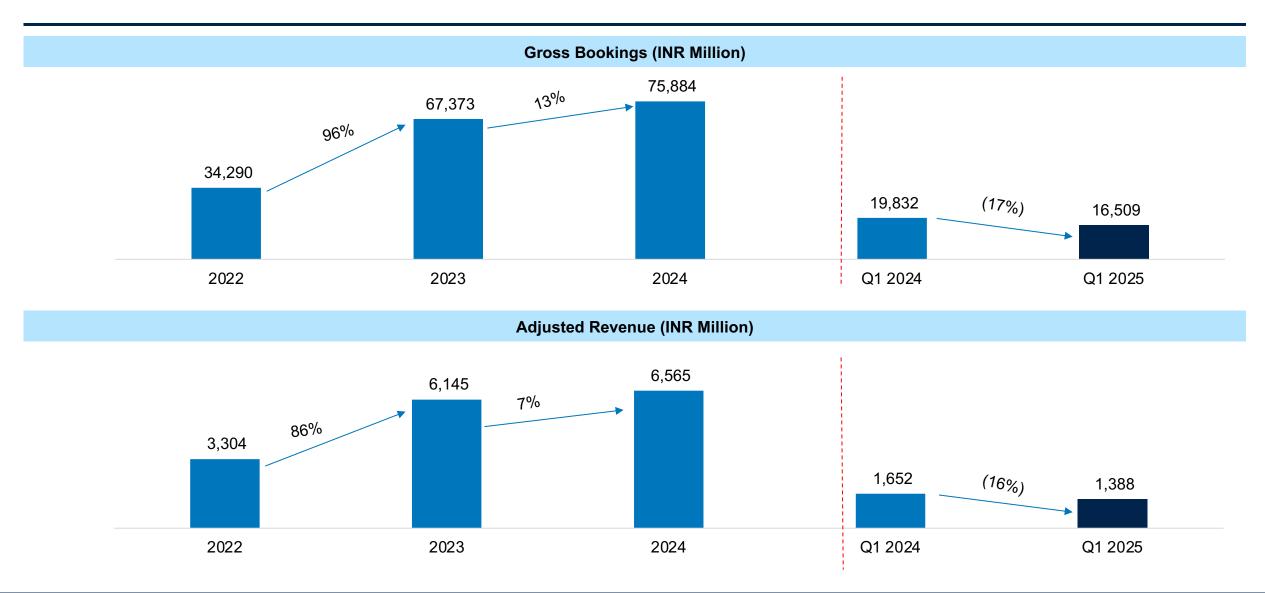
## **Q1-FY25 Financial & Operational Highlights**



- For Q1-FY25, Yatra reported revenue of INR 1,008 million, down 9% YoY largely due to the impact of reduced volumes in the B2C segment, as the company optimized discounts amid intensifying price competition in the market.
- Yatra continued to expand its corporate client base and closed 34 new corporate accounts during the quarter with billing potential of INR 2,028 million with average billing potential up 77% sequentially.
- Yatra made significant strides in its newly launched MICE business with a newly onboarded team that began ramping up operations during the quarter. While MICE contributions were muted for the June quarter, early indicators for the current quarter are positive, with meaningful business already secured.
- Yatra's cash and cash equivalent and term deposit stands at 4,355 million as on 30<sup>th</sup> June 2024 compared to 1,059 million as on 30<sup>th</sup> June 2023.
- Yatra's gross debts stands at 210 million as on 30<sup>th</sup> June 2024 compared to 1,707 million as on 30<sup>th</sup> June 2023.

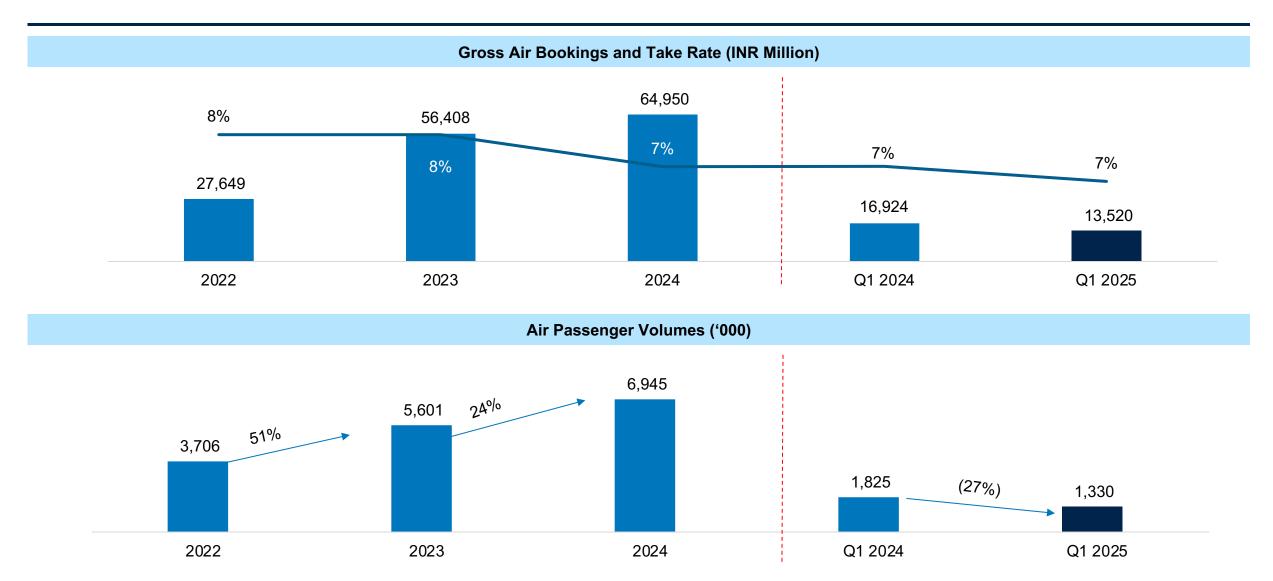
## **Historical Performance Trending**





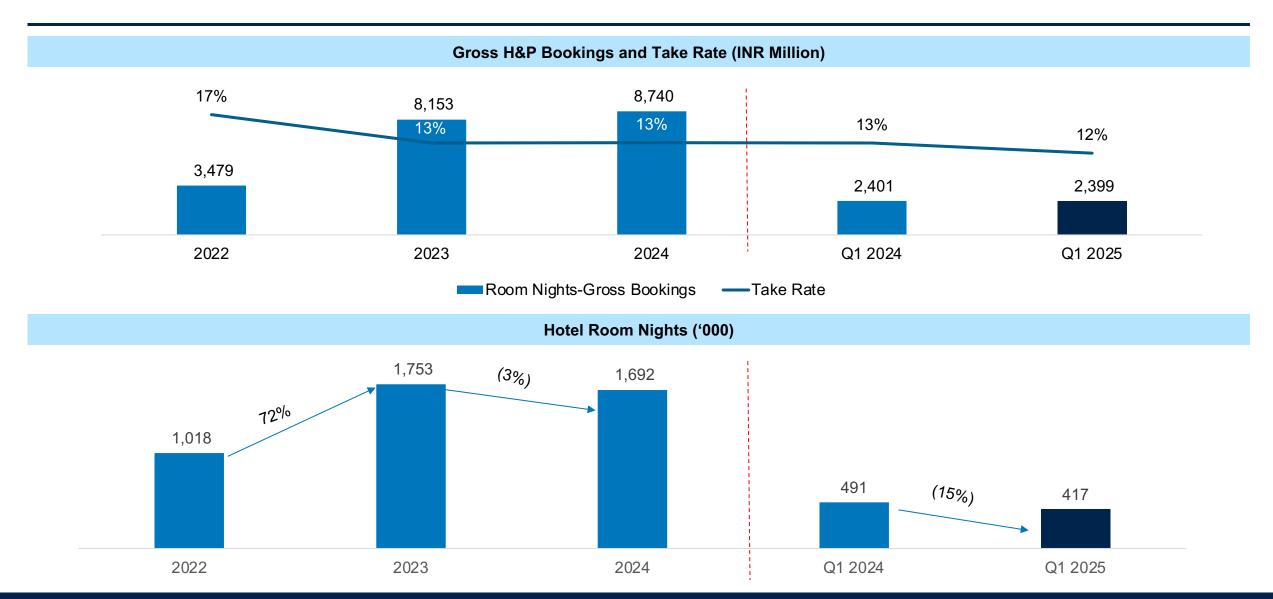
## **Historical Performance Trending**





## **Historical Performance Trending**





## **Quarterly Consolidated Financial Performance**



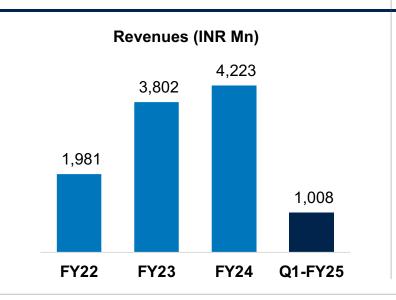
PARTICULARS (INR Mn)	Q1-FY25	Q1-FY24	YoY
Revenue from Operations (A)	1,008	1,102	(9%)
Revenue less service cost (B)	804	885	(9%)
Other Income* ('C)	19	17	13%
Operating Expenses* (D)	718	729	(1%)
Adjusted EBITDA (E = B+C-D)	105	173	(40%)
Adjusted EBITDA Margin (%) (F= E/B)	13%	20%	
ESOP cost** (G)	35	11	233%
Listing expenses (H)	-	-14	(100%)
EBITDA (I = E -G-H )	70	177	(61%)
EBITDA Margin (%) (J = I/B)	9%	20%	
Finance Cost	29	63	(54%)
Depreciation	61	48	26%
Finance Income	64	8	(719%)
PBT (K)	43	73	(41%)
Tax	3	13	(78%)
PAT (L)	40	60	(33%)
PAT Margin (%) (M= L/A)	4%	5%	
Other Comprehensive loss/ (Income)	2	-0	NA
Total Comprehensive Income	39	60	(35%)
Diluted EPS (INR)	0	1	(51%)

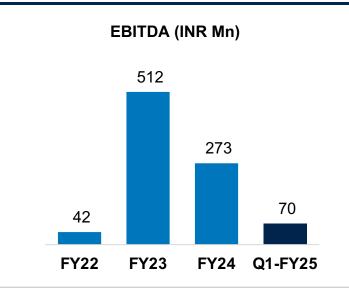
<sup>\*</sup> Other income is excluding finance income and operating expenses excluding forex cost (forex cost is part of finance cost)

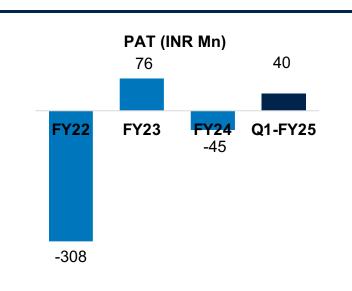
<sup>\*\*</sup> ESOP cost is non dilutive to YOL shareholding

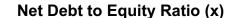
### **Consolidated Historical Financial Performance**

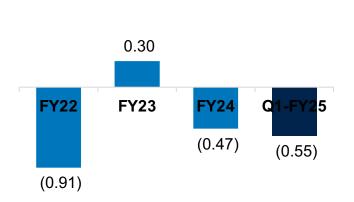


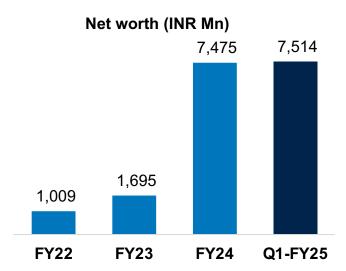




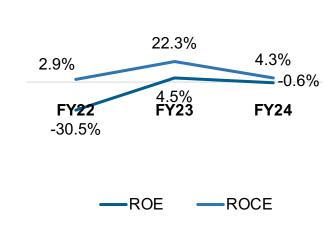














## **Recent Developments**

## **RECAP - Expense Management Solution Gen Al-powered Expense Management for SMEs and Large Enterprises**



#### SUPPORTING BUSINESSES TO MANAGE EMPLOYEE TAX BENEFITS AND EXPENSES AT ONE PLACE

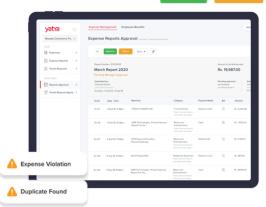


#### **Automatic expense reporting**

- · OCR converts printed text to data
- Prepaid cards and mobile app enable instant reimbursements.
- Forward Email receipts to automatically initiate the reimbursement process.

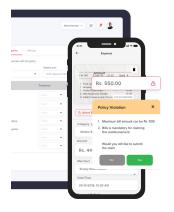


96% Reduction in Paperwork



#### Approve expenses in real-time

- · Review and Approve / Reject with a click
- Filter and view the reports based on requirement
- · View / Download Bills of the expense
- See the list of Reports awaiting your approval



## Compliance with Company policies made easy

- Define your expense policies & approval settings once and automate the rest
- Greater control results in reduced expenditure, saving time for approvers and the finance team.

>50%
Increase in employee productivity

100% Digitization of expenses

96

100%
Visibility and Control over expenditure

## **Launched MICE for Corporates**



#### **Launched MICE**

- With our focus on the Corporate segment and our commitment to expanding our presence and offerings we recently onboarded a team in the Meetings,
   Incentives, Conferences, and Exhibitions (MICE) segment.
- Early signs from this business are encouraging, with significant business already secured.

## Right Fit With Corporate Offerings

• The MICE industry presents a compelling growth opportunity with its attractive margin profile, making it a strategic addition to our corporate portfolio alongside our Visa facilitation and Car Rental services.

#### **India MICE TAM**

• The India MICE market was valued at approximately USD 3.3 billion in 2023 and is projected to grow to USD 10.5 billion by 2030, reflecting a compound annual growth rate (CAGR) of 18% from 2023 to 2030.

### **Scheme of Amalgamation**



- On 12th August 2024, the Board of Directors of Yatra Online Limited approved a Composite Scheme of Amalgamation ("Scheme") involving Yatra Online Limited (the "Amalgamated Company") and its six wholly-owned subsidiaries (collectively referred to as the "Amalgamating Companies"). The primary objective of this amalgamation is to simplify management, operational, and corporate structures, thereby enhancing efficiencies and generating synergies.
- The management of Yatra Online Limited believes that, among other benefits, the amalgamated entity will achieve greater operational
  and economic efficiency. This will be accomplished through the pooling and more effective utilization of combined resources, reducing
  overhead costs and expenses, achieving economies of scale, eliminating duplication of work, and rationalizing compliance
  requirements.
- The Scheme is subject to requisite approvals/consents, as may be required in this regard.



## **About Yatra**

#### Yatra – At a Glance



#### **Business Overview**

Zero to billion \$ TTV in 10 years

- Founded in 2006 having a long demonstrable history of building scalable businesses
- Go-to-market strategy that **spans the entire value chain of travel** and hospitality covering B2C and B2B segments
- Yatra's multi-channel approach is a competitive advantage in the emerging Indian market

Largest corporate travel player in India

- Customer base of ~849 large corporates with addressable employee base of 7+ million employees
- Well diversified corporate customer base

Integrated Corporate Tech player in India

- Real-time and Integrated Tech Platform that meets all the needs of corporate travelers in a seamless way
- Accessible through Desktop & Mobile apps.

**Superior Corporate Governance** 

- Experienced management team and strong corporate governance comprising industry executives with deep roots in the travel industry with 90+ years of accumulated experience
- Experience of being a NASDAQ listed company and managing public shareholders

## **Key Highlights**





Unique "go-to-market" strategy that spans across the entire value chain of travel and hospitality

- Largest Corporate travel services provider;
- One of the largest OTA

Comprehensive and scalable Tech platform providing seamless customer experience



2 Co

Corporate Business – Driven by deep tech capabilities and customer stickiness

Strong Corporate Governance and seasoned management team with proven execution capabilities



3

Scaled Up B2C business – Yatra one of the most well recognized travel brands in India

Multiple growth levers to deliver sustainable growth



4

Emerged Stronger Thru Covid – Poised for Margin Expansion

### Unique Multi channel approach



While other Indian OTAs focus mainly on the B2C segment, we deliver a full suite of leisure and corporate offering that enables us to target travelers holistically and get better leverage on customer acquisition and technology cost

The Yatra Platform



- (1) Research done by Strategy& for the company- Market in 2017
- (2) Phocuswright; Online Travel in India: 10th Edition (2017); online refers to online leisure / unmanaged business travel in India consumer market
- (3) Cumulative as of March 31, 2024; does not include data for B2B businesses
- (4) Research done by Strategy& for the company- Market in 2017
- (5) Management estimates for India online penetrations for corporate travel
- (6) Count as of March 31, 2024 (To be Updated)
- (7) Phocuswright Offline Market percentage for Air & Hotels for 2017E in India consumer market

#### India's Leader in B2B Travel



- 18 years of travel experience with 10 years of specialization in Corporate Travel
- India's leading B2B Corporate platform by total spend and number of customers
- Proprietary end-to-end digital solution powering an omnichannel service platform
- Real-time and Integrated SaaS Platform that meets all the needs of corporate travelers in a seamless way
- Customer base of ~849 large corporate customers with addressable employee base of 7+ million employees
- Highly diversified customer base
- Customer touchpoints include website, mobile applications, travel agents and call centers

Industry overview

Overview

Yatra

**US\$32B** 

Indian Corporate Travel Market Size

13,000+

**Total Corporate Customers** 

400,000+

**SMEs** 

~10%

Online penetration for corporate travel market

~56K

SME customers<sup>(1)</sup>

~98%

Customer Retention<sup>(1)</sup>

~849

Corporate Customers(1)

68% of Top 100

Customers with tenure > 5 years

~53K

Travel Agents<sup>(1)</sup>

91% of Top 100

Customers with tenure > 3 years

(1) Data as of 31 March 2024



## One of India's Largest OTA Platform



- Yatra is one of the most well recognized travel brands in the country, having won numerous awards
- A one-stop-shop for customers leisure travel needs
- ~90% of our total traffic comes from direct and organic channels testament to our strong brand recall
- Comprehensive and scalable tech platform providing seamless customer experience
- Customer touchpoints include website, mobile applications, retail stores and call centers
- Largest platform among all Indian OTAs with ~108k domestic hotels and homestays contracted in ~1506 cities, with strong presence across Tier II & III cities
- Supplier of choice for Hotel inventory to other players in the industry including Domestic & International OTA's and B2B players.

Industry

Overview

Yatra

**US\$19B** 

**B2C Travel Market Size** 

~38%

Online penetration for Air and Hotel

~15M

Registered Customers(1)

~54%

Business from Repeat Customers(3)

~140M (22% YoY)

Total Consumer Visits(2)

~46%

Business from New Customers<sup>(3)</sup>

~108K

Largest Hotel Listings among all OTAs<sup>(3)</sup>

~93%

Direct and Organic traffic<sup>(3)</sup>

~28M

Mobile App Downloads

97.8%

Booking Success rate<sup>(3)</sup>

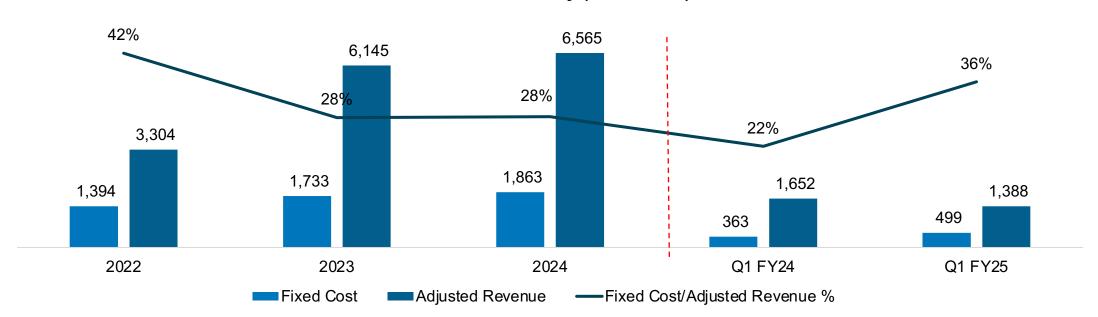
<sup>(1)</sup> Cumulative as of March 31, 2024; does not include data for B2B businesses (2) For the period April 2023 to March 2024 (3) For the period Fiscal year FY24



## **Continued Improvement in Operating Leverage**



#### **Fixed Cost Summary (INR Million)**



1

#### Reduction in headcount -

Significantly rationalized headcount through backend service automation; headcount down from ~2,514 in March 2019 to ~1,330 in June 2024

2

Delivering ~75% of Pre Covid (2019)
Revenue
with 48% of headcount

3

Total fixed cost down from **42%** of Adjusted Revenue to **36%** of Adjusted Revenue from March 2022 to June 2024

4

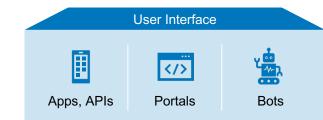
Cost structure also aided by secular change in corporate consumer behavior with self book adoption at an all time high of ~65% of domestic corporate air bookings



## Comprehensive and Scalable Tech Platform Providing Seamless Customer Experience



#### Dedicated team with domain expertise focused on evolving technologies



- Website and mobile app that have exploring, searching and booking capabilities
- Virtual assistance for real-time customer assistance
- Automated technology for customer refunds, seat and meal bookings

#### **Yatra Apps:**

- Yatra Consumer app and Yatra web check in app
- Yatra for Business

# Real-time Connectivity Data replication Data Analytics

- Links suppliers' systems and delivers real-time availability and pricing information
- Streamlined software across all distribution channels B2B, B2C, Web & Mobile
- Data analytics capabilities to offer personalized experience to customers

**Technology Stacks** 











- Single data center with cloud-based back-up:
  - Ability to **restore all site operations within 48 hours** in case of complete shut down
  - Supports traffic spike of 4.5x across travel categories

Yatra has invested heavily in developing a secure, advanced and scalable Technology Infrastructure



## **Strong Management Team with Proven Execution Capabilities**



#### **Management Team**



**Dhruv Shringi**Whole-time Director and CEO

- He is a chartered accountant and also holds a master's degree in business administration from INSEAD
- He was previously associated with Fords Motor Company, Arthur Andersen & Co. and ebookers



Manish Amin
Chief Information and Technology Officer

- He holds a general certificate in business studies from Business Technician and Education Counsel
- He was associated with ebookers and Flightbookers Limited



Rohan Mittal

- Appointed as the CFO in September 2022
- He is an MBA from IIM Lucknow and was previously the CFO of Rivigo and Gati Limited.



Sabina Chopra COO (Corporate)

- Brings over 32 years of experience in Travel & Hospitality
- Prior to joining the company, she headed India based operations of ebookers



**Darpan Batra**Company Secretary

- Previously associated with Punj Lloyd Limited
- He holds a bachelor's degree in law from the University of Delhi

- 90 years of accumulated Senior management team experience
- Previous team experience with





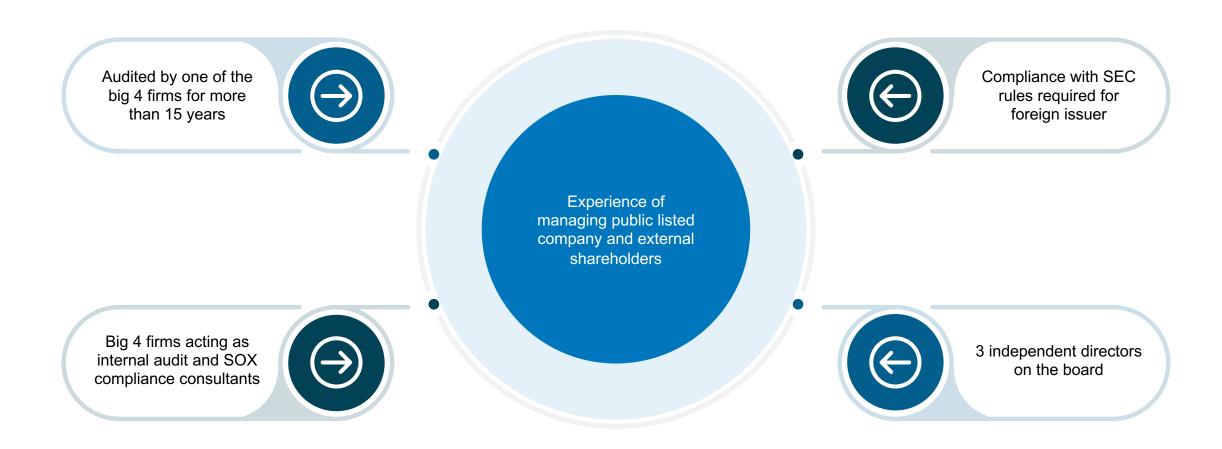




Professionally managed company by seasoned travel professionals

## **Ensuring Highest Level of Corporate Governance**







### **Multiple Levers to Deliver Sustainable Growth**



#### Key levers driving business growth

Levers to deliver sustainable growth

1

#### **Sticky Corporate Business**

- Market Leader in large Corp Travel Management Segment
- High Retention rates driven by deep Tech Integration
- Self book platform leads to higher operating leverage
- Best in Class Corp Travel Management Platform

2

#### **Strong Brand Recall**

- Benefitting from India's consumption story & revenge travel
- Ability to scale deeper into Tier II/III Markets

3

## Ability to cross-sell to large corporate base

- Other Travel Products like Hotels, Cabs, Insurance, etc and software services eg. Expense Management Solutions
- Personnel Travel for Employees

4

## Industry Leading Supply of domestic hotels

 Supplier of choice for other players in the Industry (within and outside India)

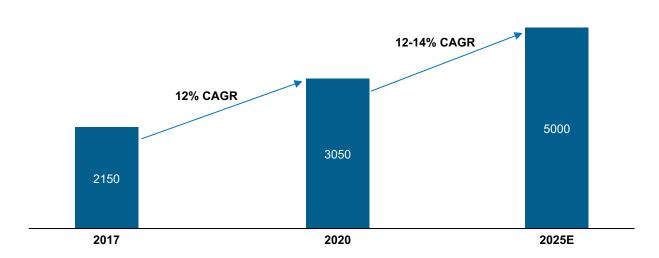


**Yatra Corporate Business** 

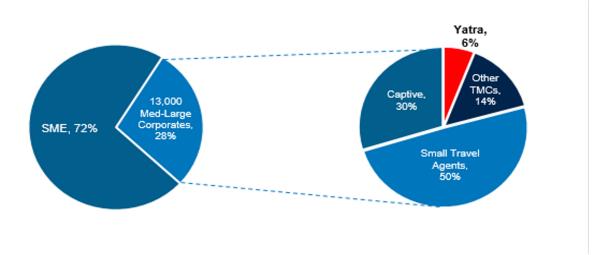
## Highly fragmented Corporate travel market, Massively Underpenetrated – Yatra largest player



#### Indian Corporate Total Travel and Entertainment Spends (INR Bn)



#### **Highly Fragmented Corporate Travel Market**



## B2B Market expected to grow at 2x the overall travel market and approximately double over the next 5 years driven by:

- GDP growth: RBI projects 7% growth in GDP for India in FY25, implying higher business activity, and related travel
- GST implementation: ~10 Mn companies in India with registered GSTIN greater scope for organized TMCs
- Growth in MICE: High margin (~20%) & high demand frequency; expected growth in off-sites, dealer meets

#### Highly fragmented market shifting towards online & organized segment

- Extremely fragmented and a large population of corporates are handled in an analog, inefficient manner with no digitization
- Top 13k companies account for 28% of volume
- Yatra is the largest player with 6% share of the 13,000 Mid-Large Enterprises

Note: The above is based on management estimate and Strategy& report prepared by management

## **Corporate Business – Driven by Deep Tech Capabilities** and Customer Stickiness



#### Multi platform-based cloud system







Web based solution accessible across platforms and updated real-time





- User Friendly Self Booking Platform
- ~98% corporate customer retention rate
- Cost reduction improving profitability for customers
- Integrations with major HRMIS solutions and customer ERP systems to provide end to end solution
- Special Yatra Air Fares and largest hotel supply in the country
- Customizable reports and MIS
- VIP desk for senior management
- Dedicated tech for GST reconciliation, ensuring no credit loss
- Dedicated **implementation team**, for quick go live
- Integrated T&E solutions, along with expense management
- Full bouquet of **ancillary services such as** Visa, Insurance, MICE etc.
- **24\*7** Help desk
- Globalized scalable Tech platform

#### Corporate travel – Range of services



Ticketing
Dom / Intl



Hotel Booking

Dom/ Intl



24X7 Dedicated Support



Customized Self Booking tool



Onsite / Offsite Travel Desk



Cab Integration



Rail / Bus Services



Visa & Passport Services



Expense Management



Travel Insurance & Forex

## The Platform Delivers Compelling Value to Customers and Suppliers



#### What We Do for Customers



#### Fully integrated travel and expenses management platform

- Integrated end to end solutions enabling full travel spends visibility, cost savings and compliances
- Detailed reporting insights such as MIS, expenses summary etc.
- Ability to book multiple services such as Air, Hotels, Cabs and Rail through one common platform



- Wide access to different customer bases
- Access to consumer, corporate and travel agent base for the air and hotel suppliers

What We Do for Suppliers

Distribution reach to Tier 2 and Tier 3 locations through our tie ups with 53k + travel agents



#### Complete travel experience

- High touch, 24\*7 services enabling seamless search and booking experience. change of travel plans
- VIP assistance for CXO's at airports.
- Location tracking and duty of care



#### Higher yields and sticky business

- Higher yields and more sticky business for Air and Hotels bookings as compared to consumer segment due to higher mix of corporate business
- Yields for corporate customers ~1.5x of OTA
- High return distribution channel for suppliers



#### Savings through Yatra exclusive supplier content

- · Access to savings through Yatra Special fares for corporate customers where customers don't have direct deals with suppliers. Yatra Special / tactical fares on an average lower by 35-40% as compared to normal fares
- · Access to GST invoices for both Air and hotel enabling smoother input credit availment for the customers
- Reducing environmental impact through EV based cab services and tracking of carbon emissions of flights, along with ability to offset.



#### **Extension of supplier teams**

- · Act as extension of supplier marketing teams, making joint bids to corporates
- Detailed insights on various consumer trends and preferences to suppliers

"Yatra has been instrumental in significantly reducing our opex cost especially given that travel is a large part of our overall spend" - A leading IT Services Company CFO

## **Access to Multiple Revenue Streams**





Convenience fee

Management fee

Product and services revenue

Fees, incentives and extras

GDS revenue

Marketing and other revenue



1

Less dependency on transaction fee as compared to competitors due to higher corporate mix 2

Diversified revenue base – No customer accounting for more than 2% of total transaction value in FY23. 3

Revenue mix -

~70% of revenue contributed by Air, ~16% from H&P while balance is contributed from other services such as Cabs, rail, advertisement income etc. 4

Income such as Deposit incentive, Target linked bonuses and special tactical discounts, upsell etc. are received from LCCs

Ability to grow this income further, post the funds received from India IPO.

5

GDS income -

Yatra is paid a fixed fee for each booking made through the GDS system

6

Revenue received from services such as advertisement, tactical partnerships with other brands, insurance etc.

### **Growing Catalogue of Loyal, Blue-Chip Customers**





~98%

Corporate customer retention rate<sup>(1)</sup>

1 of 4

Top 100 listed companies in India are served by Yatra





~65%

Transactions for domestic travel done by employees of corporates on the platform



Big 4 Accounting firms





91%

of top 100 customers have tenure of 3+ years

3 of 5

Largest technology companies of India



(1) Data for the period April 31 2023 to March 31 2024

## **Cross-Sell Opportunity Driving Down Customer Acquisition Costs**



#### **Future Growth Opportunities**

#### Cross Sell -

- 7.5+ Mn educated individuals employed by the corporates that we service
- Pertaining to high income service sectors such as consulting, IT and banking
- Ability to cross sell leisure travel, refer case studies alongside

#### SaaS opportunity -

- Significant opportunity for international expansion through our proprietary Corporate Platform Partner (CPP) program
- Initial partnerships signed in high growth regions such as with Nirvana Travel & Tourism LLC in the Middle East and Sabron Tech Ltd. In Africa

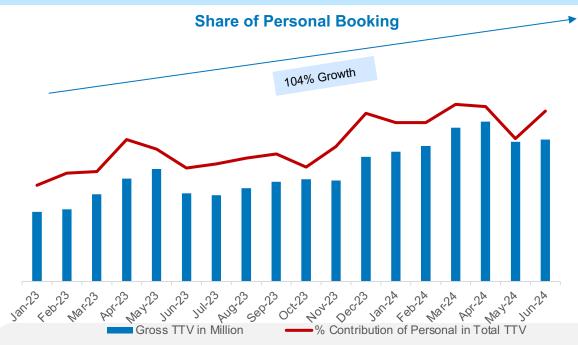
#### Fintech opportunities -

 Opportunities of partnering with banks / financial institutions to launch co branded T&E cards which will provide seamless automated transaction flow from booking to invoicing to payment to recording of transactions in the customer accounts, through integration with our expense management tool

Green Initiatives – Working towards various green initiatives such as

- Shift towards EV based cabs for Corporate customers from traditional ICE cabs
- Displaying of carbon footprint of flight options on the platform along with ability to offset the same

#### **Cross Utilization of Corporate Tool for Personal Bookings by Employees**



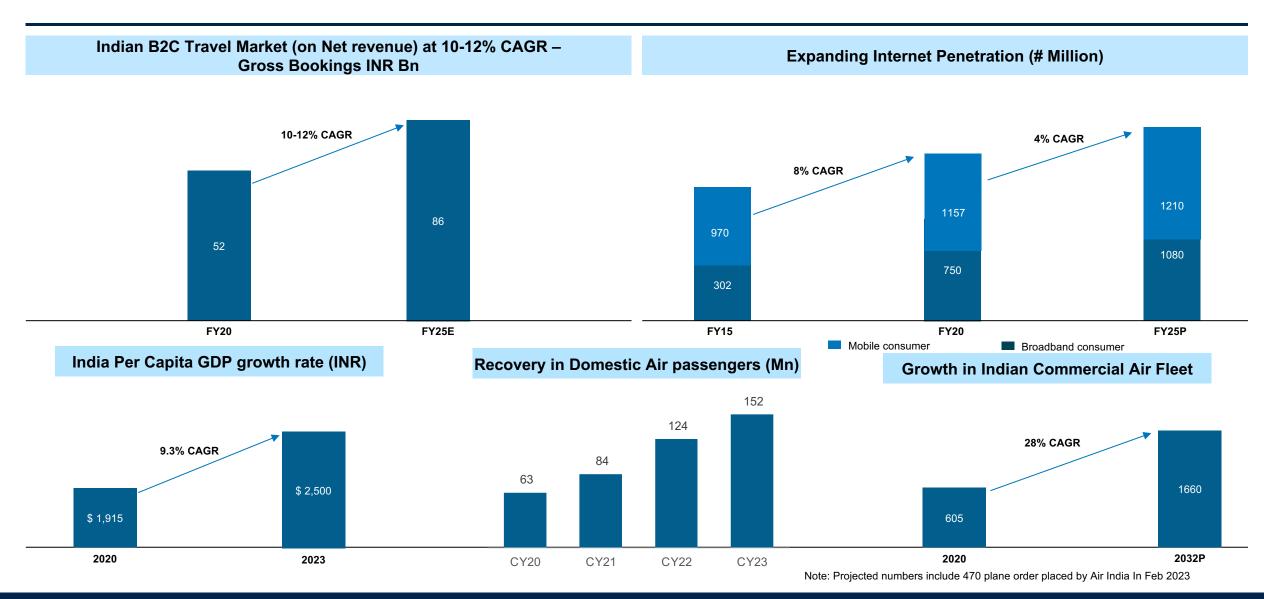
Access to personal bookings from large corporate employee base at negligible cost vs consumer business, resulting in higher profitability per booking



**Yatra Consumer Business** 

## Consumer Travel Market Growing at ~2x of GDP



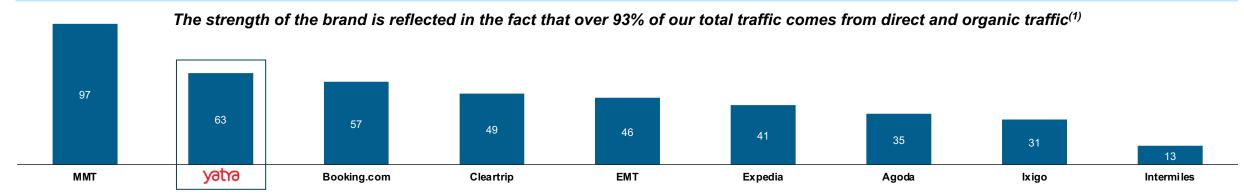


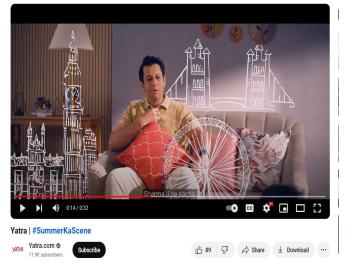
## Scaled Up B2C Business – Yatra One of the Most Well Recognized Travel Brands in India



Our Leading Market Position and Operational History have led to Widescale Recognition of the "Yatra" Brand

#### **Superior Brand Awareness**











(1) For FY24

## **B2C Growth Driven by Deeper Online Penetration and Category Expansion**

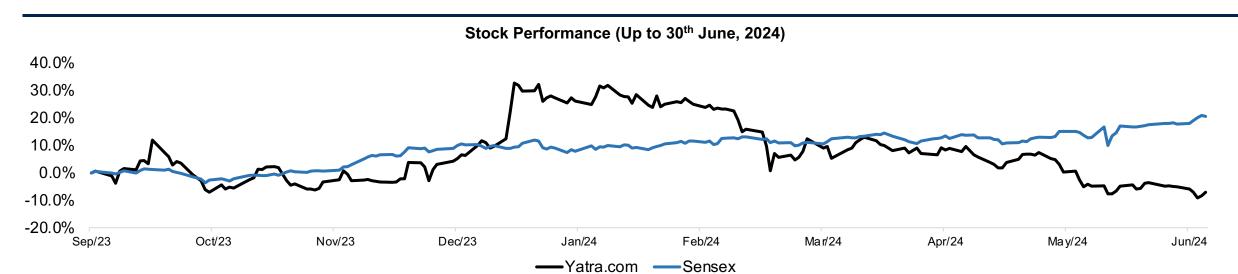


Yatra Well Capitalized to Take Advantage of Growth in Consumer Segment Through Existing Infrastructure and Tie Ups



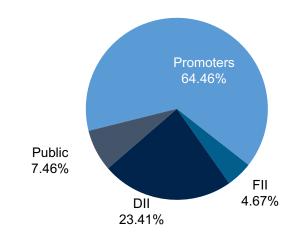
## **Capital Market Data**





Price Data (As on 30 <sup>th</sup> June, 2024)	INR	
Face Value	1.00	
CMP	126.4	
Market Cap (INR Mn)	19,826.4	
No. of Share outstanding (Mn)	156.9	

#### Shareholding Pattern as on 30<sup>th</sup> June, 2024



## **Glossary**



Term	Description	Term	Description	
B2B	Business to Business	Gross Booking Revenue	Gross booking revenue is defined as the total amount paid by customers for travel services and products booked through the OTAs including taxes, fees and other charges, and is net of cancellations, discounts and/or refunds.	
B2C	Business to Consumer	HRIS	Human Resource Information System	
CAGR	Compounded Annual Growth Rate (as a %): (End Year Value/ Base Year Value) ^ (1/No. of years between Base year and End year) –1 [^ denotes 'raised to']	Net Operating Revenue	Net operating revenue is defined as revenue from sale of goods or services less excise duties and other indirect taxes, plus income from activities related to core business. Financials have been reclassified as per CRISIL Standards.	
CRISIL	CRISIL Limited	OFS	Offer for Sale	
EBITDA	EBITDA is calculated as profit for the year/period plus income tax expense/(credit), finance cost, depreciation and amortisation expense less finance income	ОТА	Online Travel Agency	
EBITDA Margin	EBITDA as a percentage of revenue from operations less Service Cost	PAT	Profit After Tax	
ERP	Enterprise Resource Planning	SaaS	Software as a Service	
GDS	Global Distribution System	ТТА	Traditional Travel Agent	
Adjusted EBITDA	Adjusted EBITDA is calculated as profit for the year/period plus income tax expense/(credit), finance cost, depreciation and amortisation expense less finance income Less ESOP cost and listing expenses	PAT Margin	Net profit as a percentage of Revenue from operations	
Revenue Less Service Cost	Revenue from Operations – Service Cost	Adjusted Revenue	Adjusted revenue is defined as the sum of Adjusted margin (of Air, Hotel & packages and other Services), other operating income and other income excluding finance income	

#### **Investor Relations Contact**



#### For further details please feel free to contact our Investor Relations Representatives:



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**Thank You**