

Travel & Leisure



Entering the AI orbit!

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TBO Tek: CMP: INR1,353 | TP: INR1,765 (+30%) | Buy

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Le Travenues Technology: CMP: INR175 | TP: INR217 (+24%) | Buy

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Yatra Online: CMP: INR103 | TP: INR125 (+21%) | Buy

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Technology



Entering the AI orbit!

We reiterate our BUY rating on [TBO Tek](#) and initiate coverage on [Le Travenues Technology](#) ([Ixigo](#)) and [Yatra Online](#) with a BUY rating

Indian travel marketplace evolution

The Indian travel agent market has evolved from a fragmented, agent-led offline model (CY00-10) to a digitally driven ecosystem anchored by Online Travel Agencies, better known as OTAs (CY10-20), which transformed discovery, aggregation, and price transparency. The OTAs further expanded over CY20-25 with super-app integrations, enabling seamless, end-to-end travel journeys across booking, payments, and local services. The OTAs are now entering an AI-driven phase, evolving into intelligent platforms that offer hyper-personalized, real-time planning, dynamic packaging, and assisted decision-making. Meanwhile, human intervention is shifting toward addressing high-touch and complex travel needs.

The travel distribution landscape is intricate

Travelers' requirements are extremely diverse and depend on travel purposes. At the same time, the travel ecosystem remains highly fragmented, comprising numerous organized and unorganized travel suppliers worldwide, including more than 5,000 airlines and 3.5-4.0m hotels globally. Such large fragmentation creates multiple inefficiencies and friction points across the travel value chain. Hence, suppliers collaborate with aggregators and OTAs to build an ecosystem that enables a seamless experience for travelers.

Structural tailwinds for both the online and offline travel markets

Rising disposable income, favorable demographics, a working population, improving air, rail, road, and water infrastructure and connectivity, changing consumption and spending patterns (prioritizing experiences over ownership of physical assets), and easing global travel regulations and other factors are providing enough growth levers for both online and offline travel markets.

Market sizing

The Indian OTA market is emerging as one of the fastest-growing travel markets globally and is likely to expand from INR2,079b in FY23 to 3,835b in FY28E (at a CAGR of ~13%) vs. the global OTA market CAGR of 6.1%. This growth will be aided by structural tailwinds and an underpenetrated online travel ecosystem. Notably, the market share of the online travel channel is expected to reach 65%, up from the current 54% level.

Key players

Global OTA players include Booking Holdings, Expedia Group, Airbnb, and Trip.com, which have established strong international travel ecosystems across flights, hotels, and alternative accommodations. In India, the OTA market is led by dominant domestic players such as TBO TEK, MakeMyTrip, Ixigo, Yatra, Cleartrip, and EaseMyTrip, catering to the rapidly growing domestic travel and mobility demand.

TBO TEK

Market-cap (INR b)	150
CMP (INR)	1,353
TP (INR)	1,765
Upside (%)	30

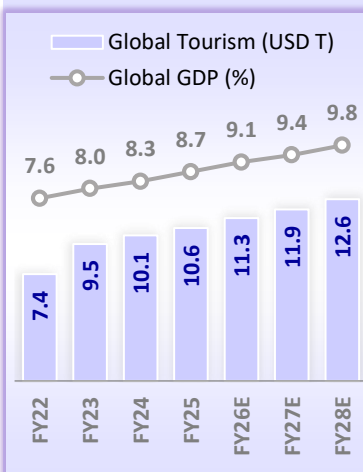
IXIGO

Market-cap (INR b)	78
CMP (INR)	175
TP (INR)	217
Upside (%)	24

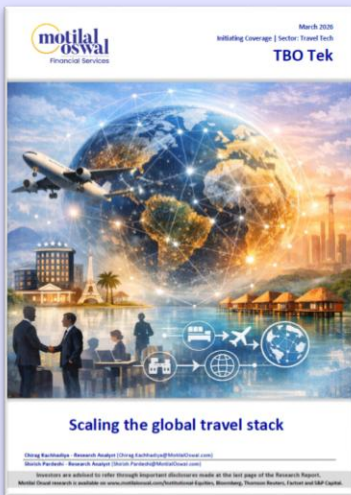
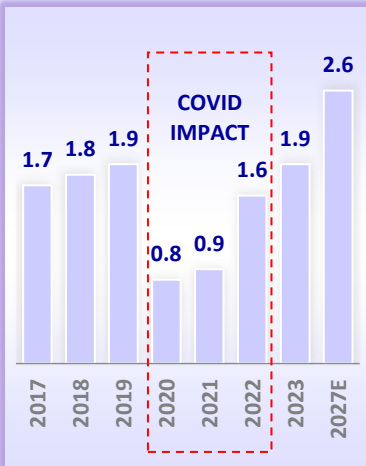
YATRA

Market-cap (INR b)	16
CMP (INR)	103
TP (INR)	125
Upside (%)	21

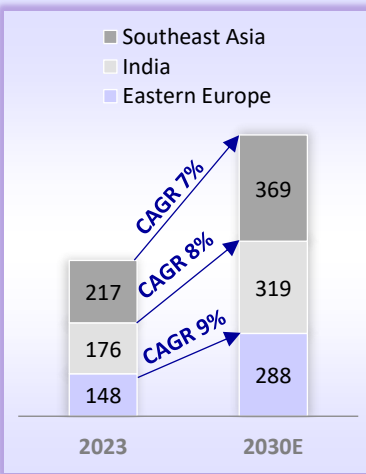
Global Tourism contribution



Global travel and tourism industry (USDt; CY17-27E)



Outbound Travel Spending USD\$b



Scalability of the OTA business

Based on our study of various global and domestic OTAs, we conclude that key attributes from a scalability perspective in any OTA business are its tech architecture, supplier network, unit economics, customer acquisition, automation level, and its ability to add complementary products to increase revenue per user.

Valuation and view: We reiterate our BUY rating on TBO TEK and initiate coverage on Ixigo and Yatra with a BUY rating

- **TBO TEK: We reiterate BUY on the stock with a TP of INR1,765, implying a 30% upside potential.** We value TBO Tek at 38x P/E on FY28E EPS. We expect the company to deliver a GTV CAGR of 23% over FY26-28, alongside margin expansion to over 16% by FY28 from the current 14%, driving an EPS CAGR of 43% over FY26-28.
- **Ixigo: We initiate coverage on the stock with a BUY rating and a TP of INR217; our TP implies a 24% potential upside.** We value Ixigo at 55x P/E on FY28E EPS. We expect its Flight/Train/Bus segments to deliver a GTV CAGR of 22/17/34% and an overall GTV CAGR of 22% over FY26-28E. We also project its margin to reach ~10% by FY28E, up from the current 6% level, and an EPS CAGR of 51% during FY26-28E.
- **Yatra: We initiate coverage on the stock with a BUY rating and a TP of INR125; our TP implies a 21% potential upside.** We value Yatra at 21x P/E on FY28E EPS. Our positive stance is underpinned by an EPS CAGR of 41% over FY26-28E. This growth will be led by the continuous expansion of hotels and packages in overall revenue, and the GTV mix is likely to provide a relatively higher margin and profitability mix.

Key risks: 1) competition from other OTAs, 2) Supply concentration, 3) third-party, 4) economic slowdown, 5) technology, 6) AI disruption, and 7) seasonal.

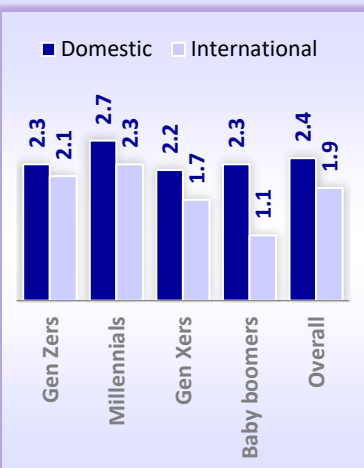
The M&A blueprint for global and domestic OTAs

The OTAs, both global and domestic, have consistently used mergers and acquisitions as a strategic lever to scale their platforms. These acquisitions typically aim to strengthen technological capabilities, expand supply inventory, increase customer reach, and enable cross-selling across various travel segments.

Global OTAs have followed a multi-pronged M&A strategy focused on building an integrated travel ecosystem:

- **Booking Holdings** has pursued acquisitions such as Etraveli Group, Getaroom, HotelsCombined, FareHarbor, Momondo & Cheapflights, OpenTable, Kayak, Rentalcars, Agoda, and Active Hotels. These deals helped enhance metasearch capabilities, add alternative accommodation and activity supply, and strengthen global distribution.
- **Expedia Group** has similarly expanded through acquisitions, including CarTrawler, Tiqets, HomeAway, Orbitz Worldwide, Travelocity, Trivago, Hotwire, TripAdvisor (early stake/association), Hotels.com, and Travelscape. The focus has been on broadening booking options across lodging, experiences, and transportation while improving global market penetration.

Average number of trips taken in the past year, by trip type



Indian OTAs have mirrored the strategies of global OTAs by adapting them to local market dynamics and using them for adjacency expansions.

- **MakeMyTrip (MMT)** has acquired Flamingo Transworld, Savaari Car Rentals, Happay, Ibibo Group, Quest2Travel, BookMyForex, and MyGola. It has also expanded internationally through acquisitions such as ITC's travel business and the ETB Group, strengthening its presence in Southeast Asia and parts of Europe. These moves enabled diversification into corporate travel, forex, and international leisure segments.
- **Ixigo** has focused on rail and bus ecosystems through acquisitions like ConfirmTkt, AbhiBus, FreshBus, Zoop, and Trenes. This strategy targets user base expansion, improved multimodal offerings, and enhanced end-to-end travel experience, particularly for value-conscious travelers
- **Yatra** has taken a more corporate and MICE-focused approach, acquiring entities such as Globe All India Services, Travel Co., Air Travel Bureau, mGaadi, TravelGuru, BuzzInTown, MagicRooms, and Travel Services International. These acquisitions have helped expand enterprise travel solutions, increase inventory, and deepen presence in Meetings, Incentives, Conferences, and Exhibitions (MICE).

Reiterate BUY on TBO TEK and Initiate coverage on Ixigo and Yatra with a BUY rating

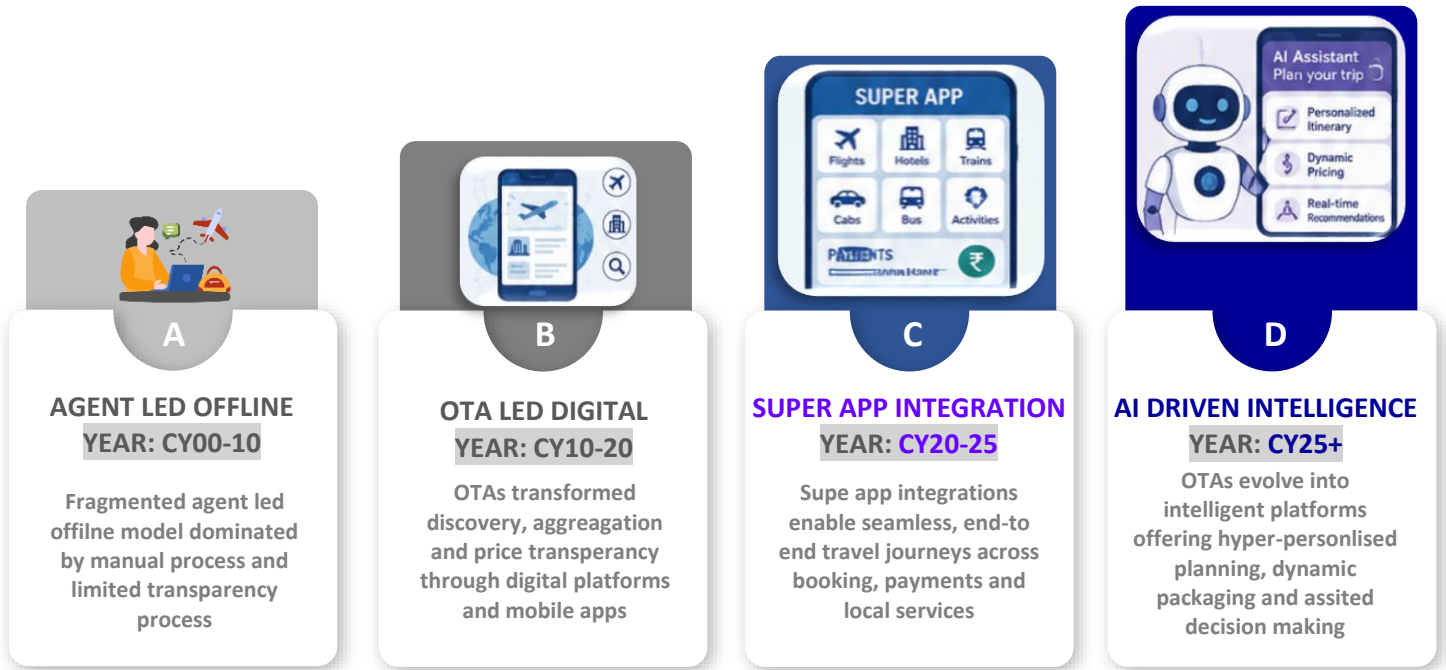
- TBOTEK is a leading B2B travel platform while Ixigo, and Yatra are key players in India's OTA market, each have built a strong brand recall through distinct strategic positioning. MakeMyTrip, the market leader, and Ixigo, the second-largest in the B2C segment, have established a broad consumer presence across rail, road, and air travel.
- Indian OTAs are well-positioned for sustained growth, led by a structural uptrend in domestic travel, rising disposable incomes, and rapid digital adoption across Tier 2 and Tier 3 cities. Considering India's travel market is still underpenetrated relative to global benchmarks.
- Notably, margin expansion and profitable growth potential remain strong as platforms scale high-margin segments such as hotels, holiday packages, MICE, and ancillary services to contribute meaningfully to the Industry's bookings, and by leveraging data analytics for personalized offerings, B2B and B2C OTAs can improve conversion rates. To participate in this decadal theme, **we reiterate our BUY on TBO TEK and initiate coverage on Ixigo and Yatra with a BUY rating.**

Key risks

- **Industry slowdown and macroeconomic sensitivity:** Growth in the travel technology industry is closely linked to overall travel demand, consumer spending, and economic activities.
- **High competition and pricing pressure:** The industry remains highly competitive with the presence of established OTAs.
- **Supplier dependency and margin pressure:** Online travel companies rely heavily on airlines, hotels, railways, and other travel suppliers for inventory access and pricing.
- **Operational and service quality risk:** Delivering a seamless customer experience is critical in the travel industry.
- **Currency and international exposure risks:** Companies with international travel exposure are vulnerable to currency fluctuations.

STORY IN CHARTS

From Agent led Offline to AI driven platforms



Structural tailwinds for both online and offline markets

Market sizing (Indian OTA market - INR b)



Key players

INDIAN OTA PLAYERS
Leading domestic players catering to the rapidly growing domestic travel and mobility demand

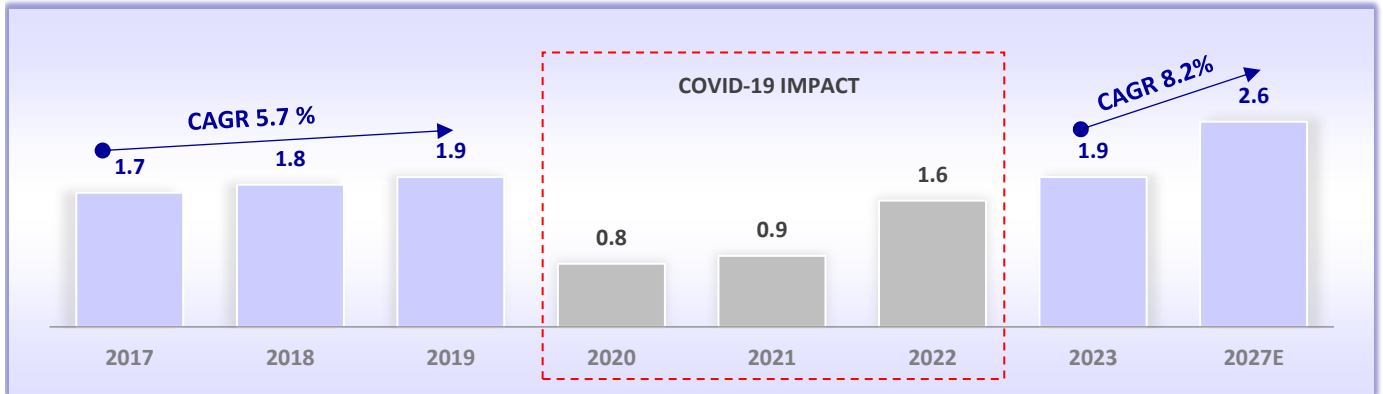


GLOBAL OTA PLAYERS
Strong international travel ecosystems across flights, hotels and alternative accommodations



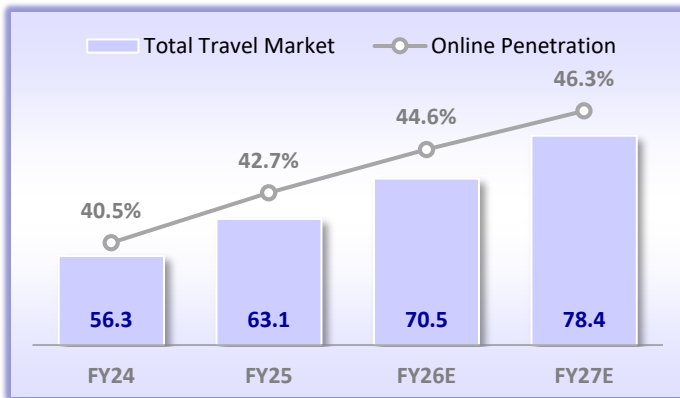
STORY IN CHARTS

Global travel and tourism industry (USDt; CY17-27E)

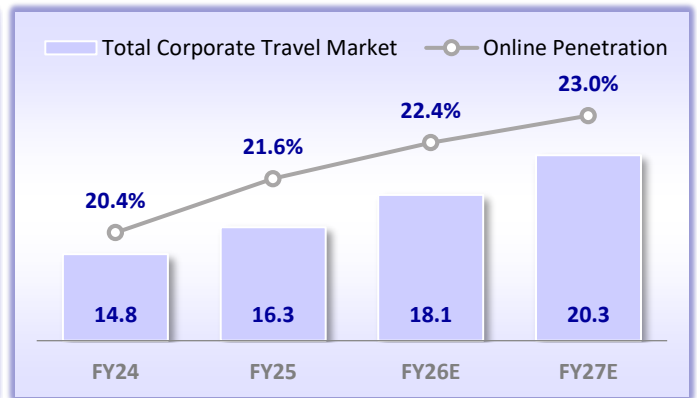


Source: Company, MOFSL

Indian total travel market (USD b) & online penetration FY24-27E

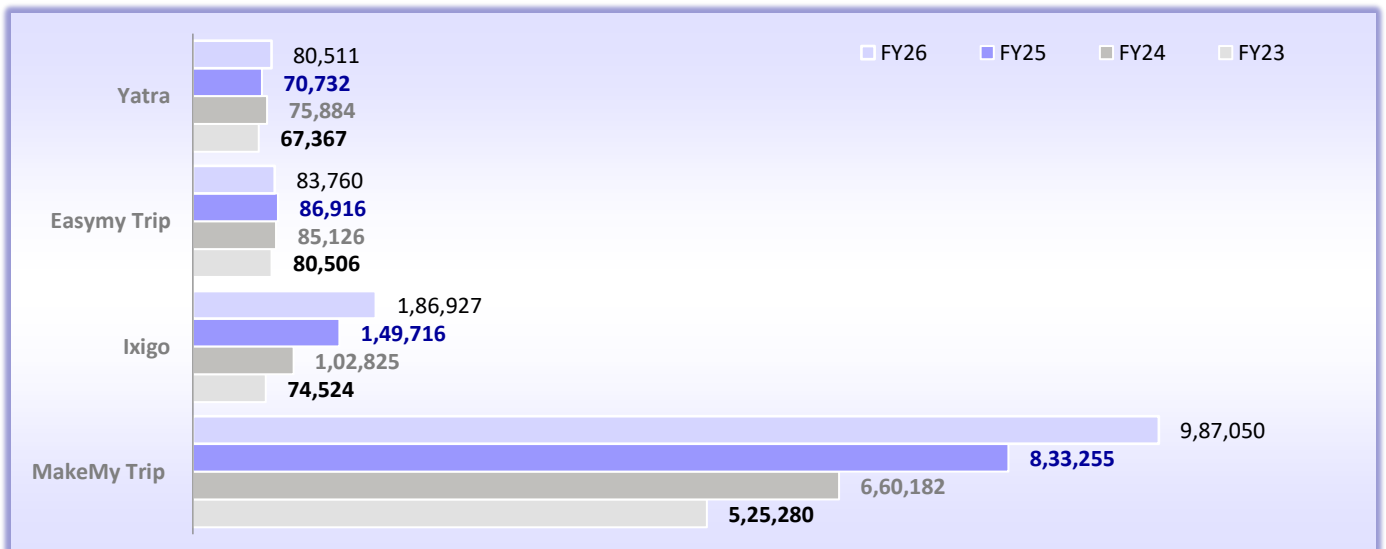


Indian total corporate travel market (USD b) & online penetration FY24-27E



Source: Videc Report

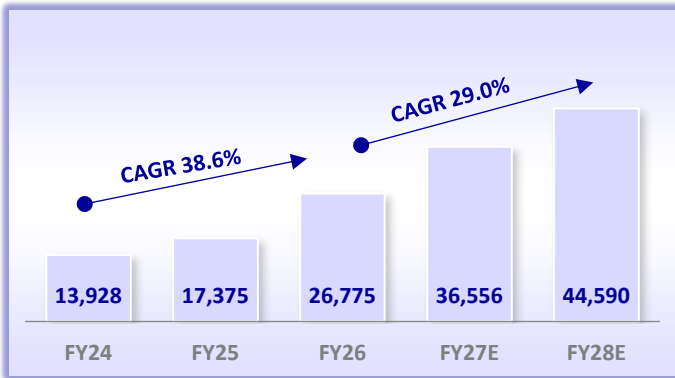
Indian OTA – gross booking trends (INR m)



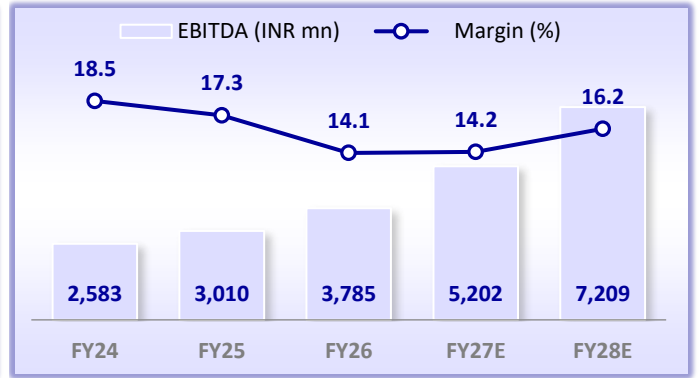
Source: Company, MOFSL

STORY IN CHARTS

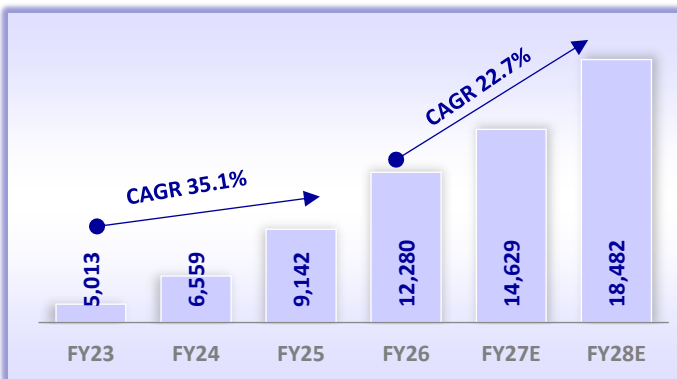
TBO's revenue CAGR of ~29.0% over FY26-28E (INR m)



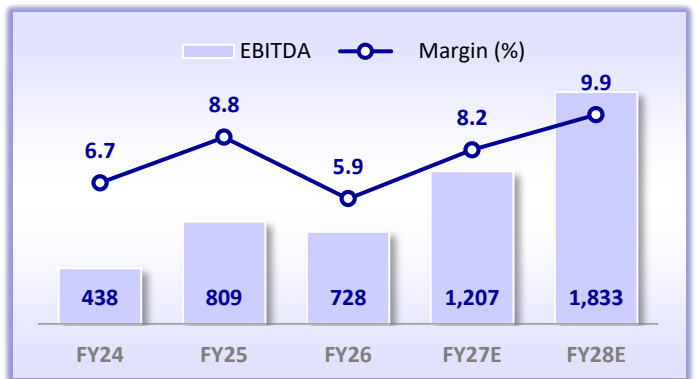
TBO's EBITDA margin to improve amid operating leverage



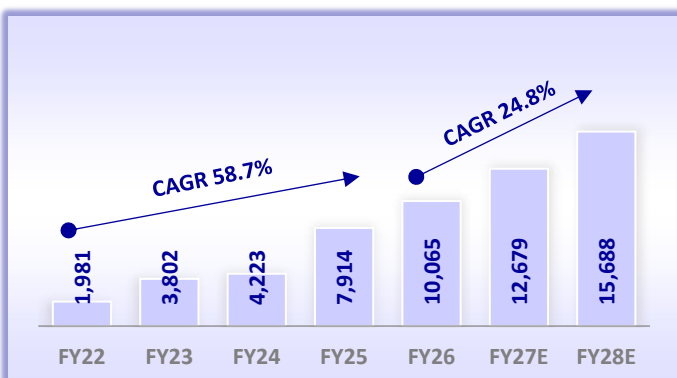
Ixigo's revenue CAGR of 22.7% over FY26-28E (INR m)



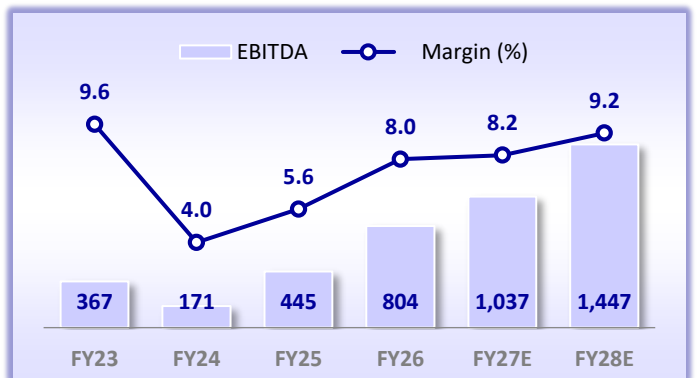
Ixigo's EBITDA margin to improve amid operating leverage



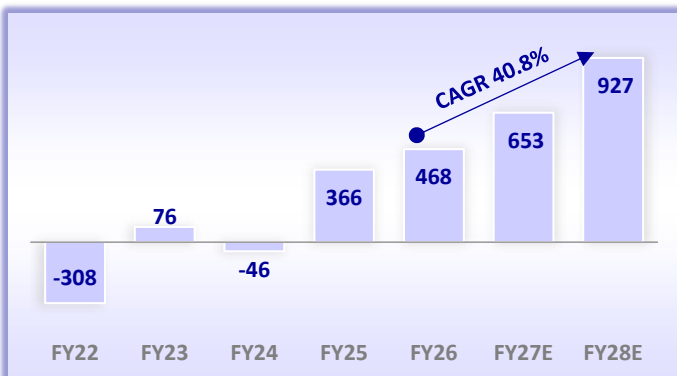
Yatra's revenue CAGR of 24.8% over FY26-28E (INR m)



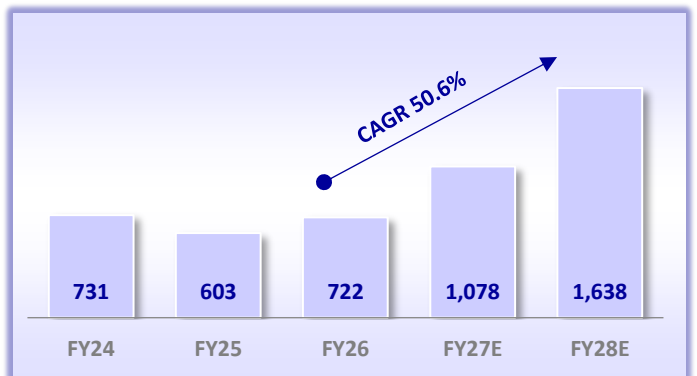
Yatra's margin to improve amid a change in GTV mix



Yatra's PAT CAGR of 40.7% over FY26-28E (INR m)



Ixigo's PAT CAGR at 50.6% over FY26-28E (INR m)



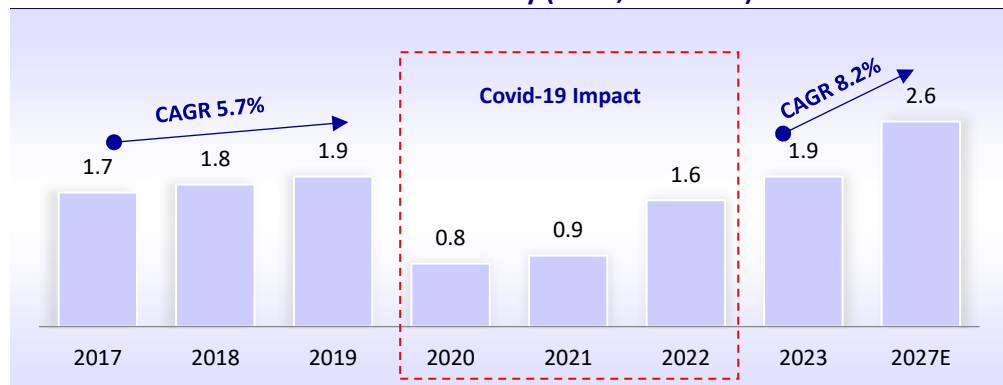
Industry overview

The global travel and tourism industry is likely to expand at an 8.2% CAGR over CY23–27E.

The global travel and tourism industry has evolved from simple point-to-point transportation into a comprehensive ecosystem serving both B2C (individual) and B2B (business) segments. Today, it provides integrated, end-to-end solutions that address diverse traveler needs across the entire journey—from discovery and booking to fulfillment and post-travel services.

Exhibit 1: Global travel and tourism industry (USDt; CY17-27E)

Key growth enablers for the global travel industry include demographic shifts, flexible work hours, staycation models, adoption of e-visas, improved value propositions, social media influence on exploring new destinations, and rising prosperity in emerging economies.



Source: UNWTO, ILattice, MOFSL

In CY22, global outbound departures reached 963m, surging 111% YoY.

The global travel services market comprises airlines, hotels, online travel agencies (OTAs), tour operators, corporate travel management companies, rail and bus ticketing platforms, car rentals, cruise operators, visa and insurance providers, and ancillary travel service providers catering to both leisure and business travelers. Notably, the majority of the travel services market is fragmented and serviced by unorganized players. Therefore, demand is originating from both online and offline modes.

Exhibit 2: Category-wise global travel market

Market Size	CY17	CY18	CY19	CY20	CY21	CY22	CY23	CY27E	CAGR (CY23-27E, %)
Global Travel & Tourism Market (USDb)	1,696	1,795	1,881	766	941	1,581	1,869	2,557	8.2
Growth (%)		5.8	4.8	-59.3	22.8	68.0	18.2		
as % of Global GDP	8.3	8.9	9.2	4.7	5.8	7.7	9.5	12.0	
Global Air Market (USDb)	700	729	740	230	288	518	709	885	5.7
Growth (%)		4.1	1.5	-68.9	25.2	79.9	36.9		
as % of Total Travel Market	41.3	40.6	39.3	30.0	30.6	32.8	37.9	34.6	
Global Accommodation Market (USDb)	732	787	846	401	499	813	855	1,250	10.0
Growth (%)		7.5	7.5	-52.6	24.4	62.9	5.2		
as % of Total Travel Market	43.2	43.8	45.0	52.3	53.0	51.4	45.7	48.9	
Global Ancillary Market (USDb)	264	279	295	135	154	250	305	422	8.5
Growth (%)		5.7	5.7	-54.2	14.1	62.3	22.0		
as % of Total Travel Market	15.6	15.5	15.7	17.6	16.4	15.8	16.3	16.5	
Global Transfer and sightseeing	143	152	159	63	79	133	156	231	10.3
Global Car Rental	79	82	85	58	71	82	99	121	5.1
Global Cruise Market	42	45	51	14	4	35	50	70	8.8

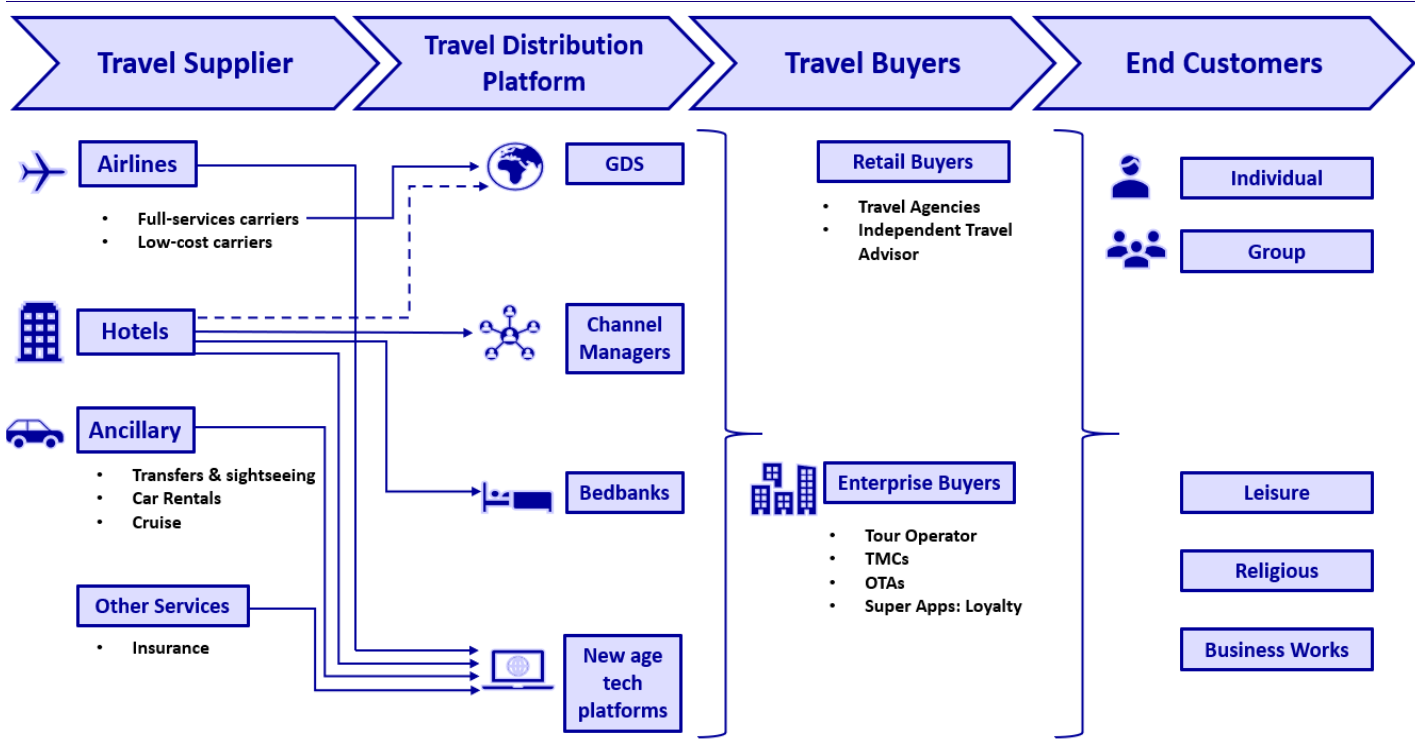
Source: Company, WTTC, IATA, ILattice analysis, MOFSL

Travel planning involves balancing multiple trade-offs, starting from destination preferences, budget constraints, travel dates, convenience, accommodation choices, and experiences, and several other factors such as the mode of travel, visa, and

forex, which at the end collectively influence the overall travel decision-making process.

Leading global OTAs include Booking.com, Expedia Group, Airbnb, and Trip.com. These players dominate global online travel bookings across flights, hotels, holiday packages, and experiences. In India, leading OTAs include MakeMyTrip, Ixigo, Yatra, Cleartrip, and so on.

Exhibit 3: Travel sector ecosystem



Source: Company, MOFSL

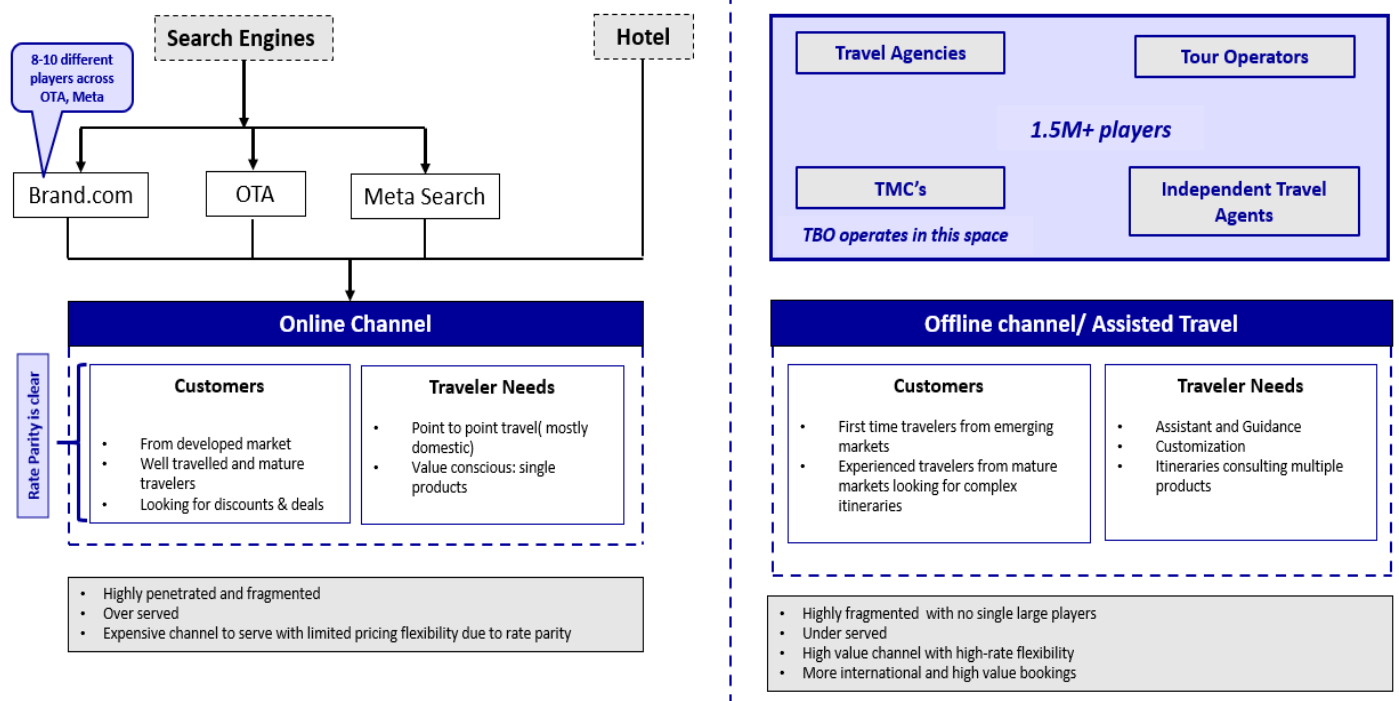
GDS acts as a distribution channel for full-service carriers (flight tickets).

Bedbanks conduct wholesale buying and selling of hotel rooms.

Channel managers address the specific needs of hotels and accommodation providers.

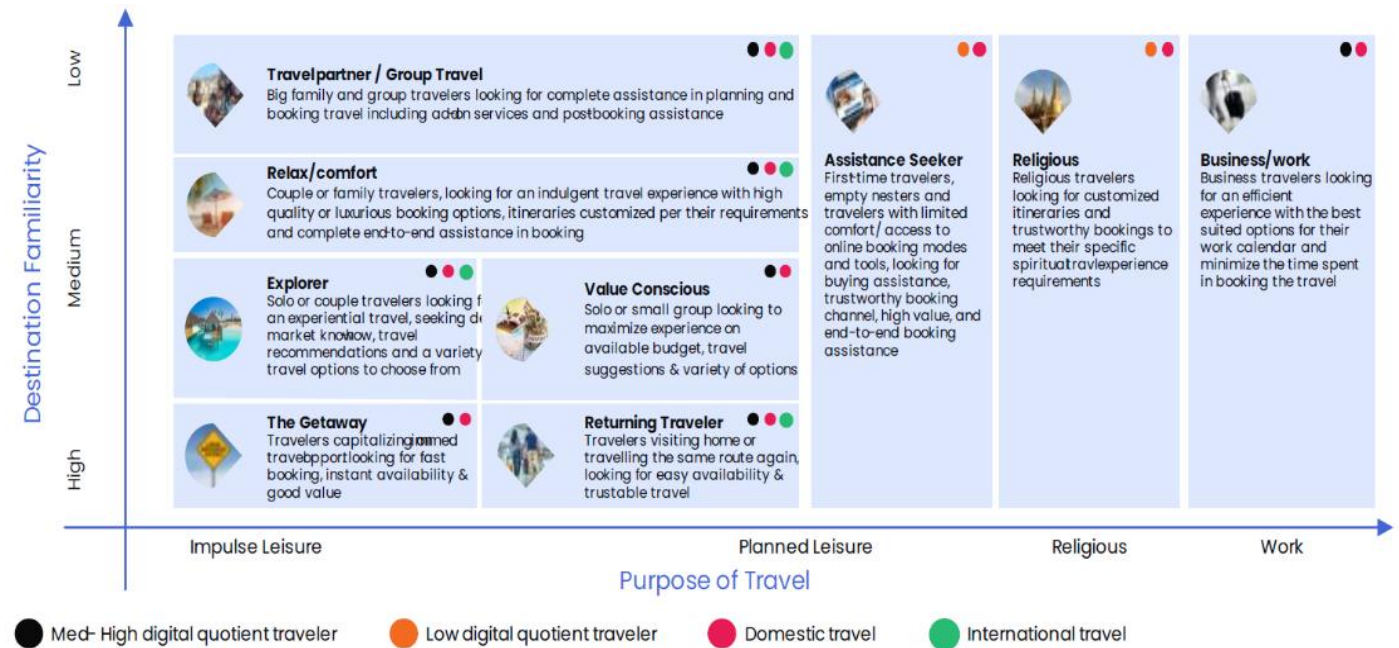
- Customers in the online channel are generally price-sensitive and discount-driven, with the ability to easily compare rates across platforms, resulting in a highly competitive and marketing-intensive landscape. While major OTAs dominate the segment, the broader industry remains fragmented. Pricing flexibility is limited by rate parity agreements. The channel is more popular for domestic travel, typically involving low-value, single-product, point-to-point bookings.
- Offline channel customers are generally either first-time travelers from emerging markets or experienced travelers from mature markets with complex itineraries. These customers often seek assistance and customization for their travel requirements. The offline channel plays a significant role in international travel, where friction points such as visa, forex, and travel insurance require support. Transactions in this segment are generally high-value and involve multi-product bookings.
- Globally, the travel ecosystem comprises ~1.5–2.0m intermediaries, including travel agents, independent advisors, tour operators, and travel management companies. These intermediaries account for ~52% of the overall market and are anticipated to maintain a similar share going forward.

Exhibit 4: Online vs. offline travel channels



Source: Company, MOFSL

Exhibit 5: Broad traveler categories



Source: Study on Gen Z Travellers-EU travel Commission, MOFSL

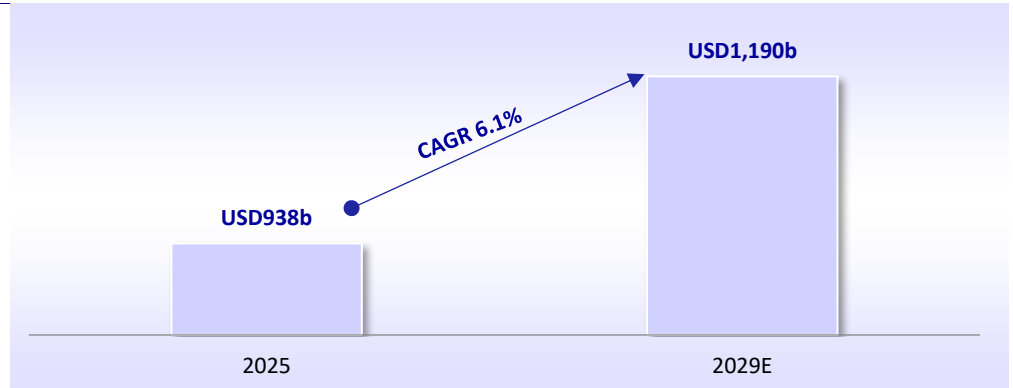
- Travelers' needs are highly diverse and complex, necessitating different types of travel buyers to address them effectively. Additionally, the travel supply market is highly fragmented, with numerous organized and unorganized suppliers worldwide, including over 5,000 airlines and between 3.5 and 4 million hotels. This fragmentation creates multiple friction points throughout the travel value chain.

OTAs now account for >50% of the global travel booking market and have evolved into sophisticated digital marketplaces.

Global OTA market

The global OTA industry is experiencing strong growth and digital transformation due to evolving consumer preferences and a resurgence in global travel demand post-Covid. The global OTA market is valued at ~USD938b in CY25 and is likely to reach USD1,190b by CY29E, registering a CAGR of 6.1%.

Exhibit 6: Global Online Travel Agent Market



Source: Research & Market Analysis, MOFSL

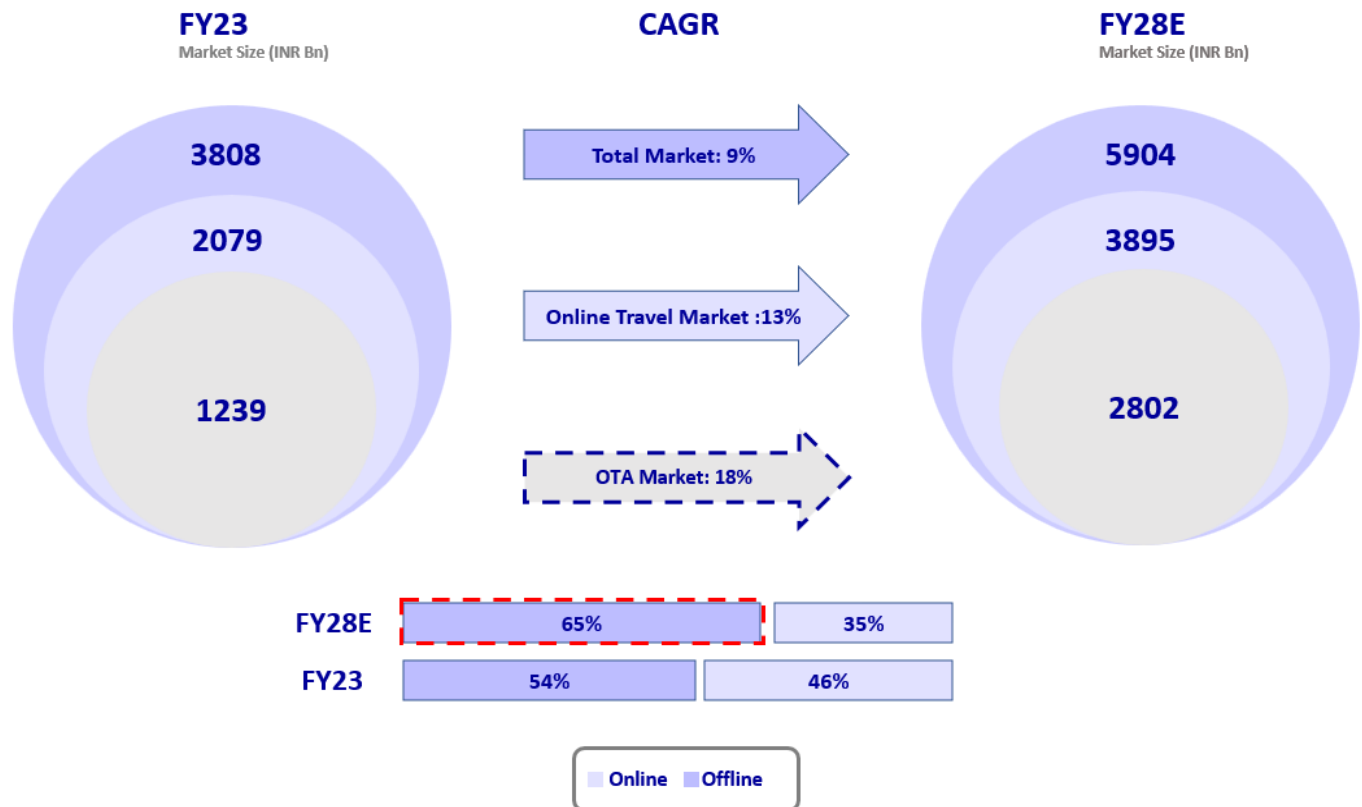
OTA came out in the late CY90 as the internet changed travel distribution, with Expedia launched in CY96 as part of Microsoft, and Booking.com began in CY96 as a Dutch startup.

- We believe the reason behind the rapid growth of digital platforms is convenience, real-time price comparisons, and seamless payment options. OTAs are leveraging AI-ML and big data analytics to deliver personalized recommendations, dynamic pricing, and frictionless booking experiences.
- Innovations such as AI-powered itinerary planning and predictive fare algorithms are redefining convenience and user engagement. Notably, AI-driven chatbots and automated customer service tools have become standard across platforms and provide 24/7 support.
- Booking-wise, flights, trains, car rentals, and intercity buses account for the largest share of OTA transactions at ~45% and vacation packages at ~30% as demand from travelers keeps increasing for bundled and customizable solutions. Geo-wise, APAC is the fastest-growing market due to a growing middle class, increased internet penetration, and government initiatives to promote tourism.

Indian travel and OTA market

The Indian travel industry is rapidly growing, and online travel agencies are playing a key role in enabling this expansion. Domestic tourism, foreign tourist arrivals, massive infrastructure upgrades, including airport expansion in Tier II and Tier III cities, and the development of major tourist corridors are enhancing accessibility.

Exhibit 7: The Indian OTA market is likely to outpace the overall travel and online travel market growth



Source: Frost & Sullivan Analysis, Company

OTA's growth in India is likely to outpace the growth of the overall travel market, fueled by increasing penetration of OTAs across categories and the expansion of the overall travel market. OTAs are expected to gain market share faster than direct suppliers and IRCTC as they aggregate more inventory in one place, enable easier comparison, bundle ancillaries, and offer better and stronger loyalty and retention funnels.

Key growth drivers

- Digital adoption:** Telecom providers are expanding their 4G/5G offerings with better speed and connectivity in remote areas, and that at a low cost, which enables bookings from OTAs.
- Shifting travel patterns:** A noticeable shift in travel motivations is clearly visible, as spiritual tourism is now also gaining widespread popularity among younger travelers. Destinations such as Ayodhya and Prayagraj are witnessing a surge in demand, reflecting a growing cultural and spiritual curiosity. At the same time, a cultural shift towards concerts and sports tourism is taking place. Significant rise in travel linked to major events, with fans flying across the country to attend live shows by global artists like Coldplay and Dua Lipa. During such weekends, flight bookings in select cities spiked by over 350% YoY, indicating the growing appetite for experience-led travel.

- Rising premiumization:** India's expanding middle class is reshaping the travel landscape, particularly in Tier II and III cities. As purchasing power increases, so does the demand for better travel experiences and higher-quality services. Mid and upscale hotels, restaurants, and service providers are scaling rapidly in response to this shift.

According to the [BCG report](#), India's rising middle class and its young, travel-savvy population are placing the country at the forefront of the next global leisure travel boom. Travelers are increasingly choosing flights over trains and AC buses over non-AC options, and even substituting once-aspirational domestic destinations such as Goa with international getaways such as Vietnam, Thailand, Dubai, Abu Dhabi, and Singapore.

Exhibit 8: Features of B2B, B2C and B2E platforms

Parameters	B2B Platform	B2C Platform	B2E Platform
Clients	✓ Travel agents, tour operators, and corporates	✓ Retail customers	✓ Enterprise (SME & MSME)
Focus	✓ Global outbound	✓ Primary domestic and India-bound	✓ As per corporate needs
Client addition & retention	✓ Relationship-led, slow to scale, highly sticky	✓ Ad/discount led, high TV spend, high churn, easy to scale, but high churn	✓ Slow to scale but highly sticky
CAC	✓ Low	✓ High	✓ Low
Business interest	✓ Wholesale rates, value-added services, and global supply depth	✓ UI/UX, branding, domestic supply depth, loyalty programs, and customer reviews	✓ Supply depth and value addition
Network effect	✓ Strong	✓ Limited	✓ Strong
Competition	✓ Fragmented	✓ Oligopolistic	✓ Fragmented
Take rate	✓ Shared with travel agents	✓ Higher, but high CAC and brand-building impact costs	✓ Higher as almost negligible CAC

Source: Company, MOFSL

Exhibit 9: Air ticketing take rates – B2B vs. B2C (%)

Air Ticketing (as % of GTV)	B2B2C	B2C	B2E
Supplier commission & incentives	2-3	2-3	2-3
Deposit incentives	0.2-1.5	0-1.5	0.2-1.5
Portion retained by agents	(1-1.5)	0	0
Economic value retained by the platform	1.2-3	2.2-4.5	1-2.5
Convenience/service fees	0	2-3	1-2
Cancellation/rescheduling/unclaimed credits	0-0.5	1.5-2.5	0-0.5
Gross take rate (platform level)	2.5-3.5	6-8	4-5
Discounts	0	3-4	0
Branding & promotion	0.2-0.5	1-2	0.2-0.5
Payment gateway/financing costs	0.2-0.5	0.7-1.5	0.5-1
Net take rate (platform level)	1-1.5	2-3	3-4

Source: Company, MOFSL

Exhibit 10: Hotels and ancillaries take rates – B2B vs. B2C (%)

Hotels and Ancillary (as % of GTV)	B2B2C	B2C	B2E
Supplier commission & incentives	15-20	15-20	7-9
Portion retained by agents (incl. incentives)	(10-13)	0	0
Economic value retained by the platform	4-5	15-20	7-9
Convenience/service fees	0-1	2-4	0-1
Gross take rate (platform level)	5-6	17-24	8-9
Discounts	0	10-12	0
Branding & promotion	0.2-0.5	1-2	0.2-0.5
Payment gateway/financing costs	0.2-0.5	0.7-1.5	0.5-1
Net take rate (platform level)	2.5-3.5	3-4	6-7

Source: Company, MOFSL

Why do we like the travel tech sector?

- **Large and growing market opportunity:** The global travel and tourism industry represents a multi-trillion-dollar market, supported by rising disposable incomes, increasing business and leisure travel, and growing internet penetration. Online travel booking penetration continues to increase globally, particularly in emerging markets such as India, where digital adoption and smartphone usage are accelerating rapidly. The industry benefits from long-term structural growth in domestic travel, outbound tourism, and corporate travel demand.
- **Shift from offline to online bookings:** The travel ecosystem continues to witness a strong migration from traditional offline travel agents to digital platforms. Consumers increasingly prefer online channels due to convenience, transparency, competitive pricing, and seamless user experience. Online travel agencies (“OTAs”) and travel-tech platforms are gaining market share across flights, hotels, railways, buses, holiday packages, and ancillary services, creating a long runway for sustained growth.
- **Asset-light and scalable business model:** Travel-tech companies operate largely platform-based and asset-light models, enabling scalability with limited capital intensity. Companies such as **MakeMyTrip, Yatra, Ixigo, and TBO Tek** leverage technology infrastructure to process large transaction volumes while benefiting from operating leverage and improving margins over time.
- **Fragmented market with consolidation opportunities:** The travel ecosystem remains highly fragmented across hotels, travel agents, transport operators, and regional service providers. Scaled platforms are increasingly consolidating market share through technology integration, supplier partnerships, acquisitions, and cross-selling capabilities. Organized players with strong brands and technology platforms are well-positioned to gain share from smaller offline operators.
- **Technology and AI-driven tailwinds:** Increasing adoption of AI, machine learning, automation, and data analytics is enhancing customer experience, pricing optimization, recommendation engines, and operational efficiency. Personalized travel recommendations, dynamic pricing, chatbot-based customer service, and automated itinerary planning are strengthening the value proposition of online travel platforms and supporting long-term scalability.

Key emerging trends

- **Super-app and integrated travel ecosystems:** Leading platforms are evolving into integrated travel ecosystems offering flights, hotels, trains, buses, cabs, holiday packages, insurance, forex, and experiences within a single app. This increases customer stickiness, improves monetization opportunities, and drives higher lifetime customer value.
- **Growth in corporate and B2B travel solutions:** Corporate travel digitization and B2B travel distribution are emerging as significant growth drivers. Platforms such as TBO Tek are benefiting from increasing adoption of technology-enabled travel management solutions by travel agents, SMEs, and enterprises.
- **Rising penetration in Tier-2 and Tier-3 markets:** Improving digital infrastructure, affordable smartphones, UPI adoption, and increasing aspirational spending are driving online travel demand from smaller cities. This represents a large untapped customer base for travel-tech companies in India and other emerging markets. As per the F&S study, over the next five years, 50% of Next Billion Users are expected to come from Tier2/3 cities, 30% from rural India, and just 20% from Tier 1 cities.
- **Ancillary monetization and fintech integration:** Travel platforms are increasingly monetizing through add-on services such as travel insurance, visa processing, forex, premium subscriptions, airport transfers, and BNPL/travel financing solutions. These ancillary revenue streams improve profitability and diversify business models.
- **Experience-led and flexible travel demand:** Consumers are increasingly prioritizing experiences, short vacations, remote-work travel, and customized itineraries. Flexible booking options, dynamic packaging, and curated travel experiences are becoming key differentiators for travel-tech platforms.

Key risks and concerns

- **Macroeconomic and travel demand sensitivity:** Growth in the travel-tech industry remains linked to overall economic activity, discretionary spending, and travel demand trends. Any prolonged slowdown in consumer sentiment, corporate travel, or global economic conditions could impact booking volumes and revenue growth.
- **Competitive intensity and margin pressures:** The industry continues to witness strong competition from OTAs, supplier-owned platforms, and emerging digital players. Higher customer acquisition costs, promotional spending, and pricing competition may moderate margin expansion across the sector.
- **Cyclical nature of the travel industry:** Travel demand can be affected by external events such as geopolitical tensions, health-related disruptions, fuel price volatility, or regulatory restrictions, which may temporarily impact customer activity and sector growth.
- **Technology, cybersecurity, and execution risks:** Sustained growth depends on continuous investment in technology platforms, AI-led innovation, and a seamless customer experience. Platform outages, cybersecurity incidents, or delays in adapting to evolving customer preferences could affect competitiveness and brand perception.
- **Supplier and regulatory dependencies:** Travel-tech platforms rely on partnerships with airlines, hotels, and other travel service providers. Changes in commission structures, direct booking strategies by suppliers, or evolving regulatory frameworks related to data privacy, taxation, and digital compliance may impact operational efficiency and profitability.

Peer Group Comparison

Company Name	Currency	M Cap (b)	Sales (b)				Sales Growth (%)			EBITDA (b)				EBITDA Margin (%)				EPS				EPS CAGR (FY26-28) (%)
			FY25	FY26	FY27E	FY28E	FY26	FY27E	FY28E	FY25	FY26	FY27E	FY28E	FY25	FY26	FY27E	FY28E	FY25	FY26	FY27E	FY28E	
TBO Tek	INR	147.8	17.4	26.8	36.6	44.6	54.1	36.5	22.0	3.0	3.8	5.2	7.2	17.3	14.1	14.2	16.2	21.5	22.7	30.2	46.4	43.0
Le Travenues Technology	INR	78.1	9.1	12.3	14.6	18.5	34.3	19.1	26.3	0.8	0.7	1.2	1.8	8.8	5.9	8.3	9.9	1.6	1.7	2.6	3.9	51.5
Yatra	INR	16.2	7.9	10.1	12.7	15.7	27.2	26.0	23.7	0.4	0.8	1.0	1.4	5.6	8.0	8.2	9.2	2.3	3.0	4.2	5.9	40.2
MakeMy Trip	USD	4.0	1.0	1.1	1.2	1.4	6.9	13.8	17.0	0.2	0.2	0.2	0.3	15.7	20.3	17.9	19.2	0.8	0.5	0.5	1.0	33.9
Web Travel Group	AUD	0.9	0.3	0.4	0.4	0.5	15.9	5.9	15.2	0.1	0.1	0.2	0.2	35.7	38.3	38.1	40.8	0.2	0.2	0.2	0.3	27.5

Company Name	Currency	M Cap (b)	Sales (b)				Sales Growth (%)			EBITDA (b)				EBITDA Margin (%)				EPS				EPS CAGR (FY26-28) (%)
			CY25	CY26E	CY27E	CY28E	CY26E	CY27E	CY28E	CY25	CY26E	CY27E	CY28E	CY25	CY26E	CY27E	CY28E	CY25	CY26E	CY27E	CY28E	
Bookings Holdings	USD	126.8	26.7	29.4	32.0	34.6	10.0	9.1	8.0	9.9	10.9	12.3	13.5	37.2	37.2	41.8	39.1	6.7	10.4	12.1	14.1	16.2
Expedia	USD	27.0	14.6	16.0	17.1	18.4	9.7	7.1	7.5	3.5	4.0	4.4	4.8	24.0	25.0	27.3	26.0	11.0	15.7	20.1	23.9	23.4
Airbnb	USD	77.7	12.2	14.0	15.4	17.0	14.7	10.4	10.3	4.3	4.9	5.6	6.3	35.3	35.4	40.0	37.3	4.1	5.1	6.0	7.0	16.9
Trip.com	CNY	233.9	61.9	70.9	80.1	90.2	14.6	12.9	12.7	18.9	20.7	24.1	27.1	30.5	29.2	34.0	30.0	45.7	25.3	29.1	33.2	14.7

Company Name	Currency	M Cap (b)	P/E				EV/EBITDA				ROE (%)			
			FY25	FY26	FY27E	FY28E	FY25	FY26	FY27E	FY28E	FY25	FY26	FY27E	FY28E
TBO Tek	INR	147.8	61.6	58.0	43.6	28.4	48.8	38.8	28.2	20.4	26.4	17.8	19.0	23.5
Le Travenues Technology	INR	78.1	113.4	102.3	67.9	44.7	90.3	100.3	60.5	39.8	11.1	5.4	5.1	7.3
Yatra	INR	16.2	44.2	34.5	24.8	17.8	36.2	20.0	15.5	11.1	4.8	5.8	7.6	9.8
MakeMy Trip	USD	4.0	31.5	27.3	24.5	20.6	28.6	25.9	20.9	15.8	10.6	27.5	-259.7	204.5
Web Travel Group	AUD	0.9	11.4	10.1	9.8	7.4	14.1	4.3	3.5	3.0	9.8	13.4	13.0	15.7

Company Name	Currency	M Cap (b)	P/E				EV/EBITDA				ROE (%)			
			CY25	CY26E	CY27E	CY28E	CY25	CY26E	CY27E	CY28E	CY25	CY26E	CY27E	CY28E
Bookings Holdings	USD	126.8	19.4	16.0	13.6	11.8	17.9	12.1	10.7	9.7	-146.5	-123.7	-10.2	-101.0
Expedia	USD	27.0	14.7	11.5	9.8	8.2	12.9	6.8	6.2	5.6	87.6	119.3	161.4	92.5
Airbnb	USD	77.7	32.4	26.2	22.1	15.8	27.2	14.4	12.7	11.2	29.4	35.3	33.0	31.1
Trip.com	CNY	233.9	7.1	11.6	10.2	9.0	17.1	7.9	6.8	6.1	18.9	9.8	10.3	10.5

Source: Bloomberg, MOFSL

COMPANY-WISE INDEX

TBO Tek: CMP: INR1,353 | TP: INR1,765 (+30%) | Buy

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Le Travenues Technology: CMP: INR175 | TP: INR217 (+24%) | Buy

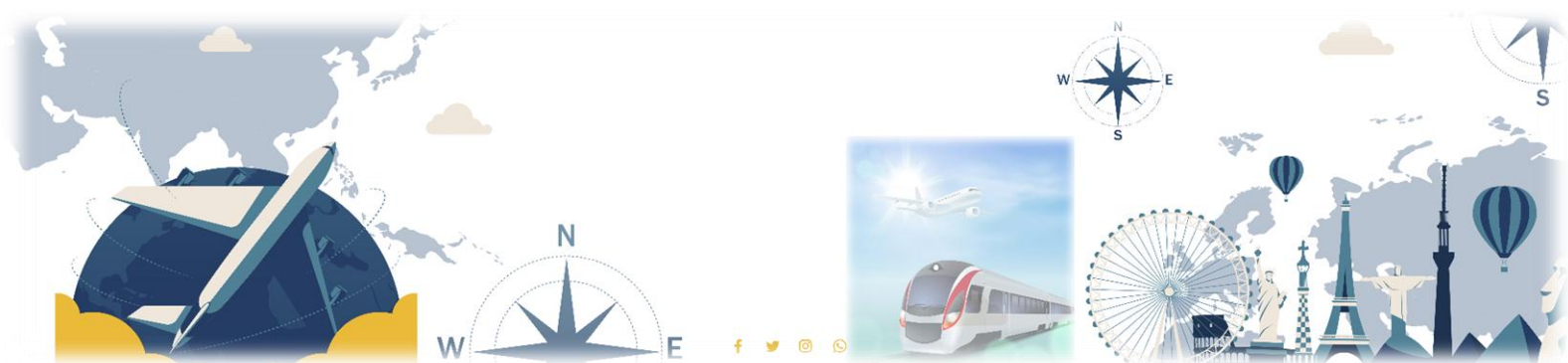
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BSE Sensex 75,528 S&P CNX 23,623

CMP: INR1,353 TP: INR1,765 (+30%) Buy



Stock Info

Bloomberg	TBOTEK IN
Equity Shares (m)	109
M.Cap.(INRb)/(USDb)	146.9 / 1.5
52-Week Range (INR)	1765 / 1004
1, 6, 12 Rel. Per (%)	15/-9/9
12M Avg Val (INR M)	316
Free float (%)	55.6

Financials Snapshot

Y/E MARCH	FY26	FY27E	FY28E
Sales	26,775	36,556	44,590
Sales Gr. (%)	54.1	36.5	22.0
EBITDA	3,785	5,202	7,209
EBITDA Margin %	14.1	14.2	16.2
Reported PAT	2,443	3,251	4,994
EPS (Rs)	22.7	30.2	46.4
EPS Gr. (%)	5.7	33.1	53.6
BV/Share	144	174	221

Ratios

RoE	17.8	19.0	23.5
RoCE	13.8	14.9	19.3
RoIC	13.0	14.1	18.4

Valuations

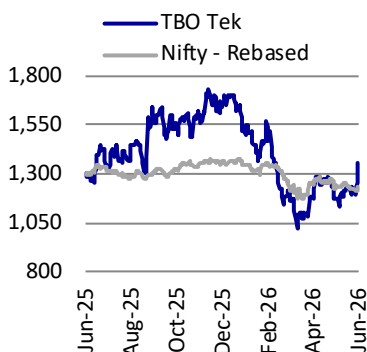
EV/Sales	5.5	4.0	3.3
EV/EBITDA	38.8	28.2	20.4
P/E (X)	58.0	43.6	28.4
P/BV (X)	9.4	7.8	6.1

Shareholding Pattern (%)

As On	Mar-26	Dec-25	Mar-25
Promoter	44.4	44.4	44.4
DII	20.3	19.0	17.9
FII	31.4	32.7	33.7
Others	3.9	3.9	4.0

FII Includes depository receipts

Stock performance (one-year)



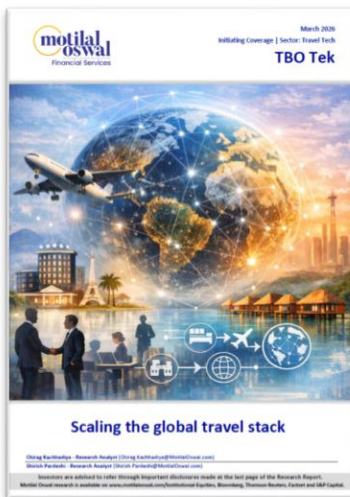
Scaling the global travel stack

Niche B2B global travel aggregator: Connecting supply, compounding growth

- TBOTEK is a technology-driven B2B travel platform that connects over 750 airlines, more than 1m hotels, and travel buyers worldwide. Its platform offers a one-stop solution for travel buyers, having evolved from a simple air ticketing platform for agents into a comprehensive global travel booking platform, with an annual GTV of INR368b (~16% from airlines and ~84% from hotels and ancillaries) and over 50k transacting partners.
- TBOTEK has built strong moats in the global B2B travel distribution ecosystem over time through deep supply aggregation across airlines, hotels, and ancillaries (transfers and sightseeing, car rentals, and cruises), targeting a highly fragmented travel agent universe of ~2m, spanning freelancers, home-based consultants, small independent agencies, and full-time professional firms.
- The global travel and tourism market, valued at ~USD1,869b, is expected to clock a CAGR of 8.2% over CY23–27E. Within this, the hotel segment is likely to expand at a faster CAGR of ~10%, while the ancillary and air segments are expected to record a CAGR of 8.5% and 5.7%, respectively. In terms of market composition, the segment mix currently stands at: 46% for Hotels, 38% for Air, and 16% for Ancillary Services. Notably, the hotels segment is highly fragmented, with over 80% of hotels (~4m) being independently owned, making it extremely difficult for intermediaries to establish direct reach.
- TBOTEK addresses the structural challenges faced by fragmented travel intermediaries by providing an integrated global travel distribution platform. It aggregates travel supply across 4,25,000+ source-destination pairs, supported by payment rails in 88 currencies, localized solutions, and 24x7 near-shore support in 16 languages. A multi-market compliance layer and streamlined booking infrastructure enable travel agents to broaden product access, improve operational efficiency, and compete more effectively, ultimately enhancing the end-traveler experience.
- We expect TBOTEK to deliver Revenue/EBIT/PAT CAGR of 29%/45%/43% over FY26-28E, primarily on the back of increased contribution from high-take-rate hotels and ancillary segments in the GTV mix, increasing to 70%. Contribution from CV, which is focused on luxury and premium hotel properties, is expected to drive overall profitability. We value the stock at 38x FY28E EPS of INR46.4 to arrive at a TP of INR1,765.
- On the operating profitability front, we expect EBITDA margins to expand gradually from FY27E onwards, led by operating leverage as the business continues to scale and a gradual tapering of SG&A expenses, with EBITDA margins rising from 14.1% as of FY26 to ~16.2% by FY28E end. A structurally negative working capital model is expected to support a strong FCF generation over FY25-28.

A B2B play in the fragmented global travel ecosystem

- The B2B model provides structural advantages over OTAs, allowing agents to access highly fragmented travel inventory at B2B pricing with lower mark-ups. This enables agents to match OTA prices while maintaining healthy margins.



Scalable asset-light model

- In FY25, TBOTEK expanded into over 15 new countries and 40 cities to strengthen its distribution reach. Its cost-efficient India back-end, combined with localized front-end operations and local support across 55 countries, enhances agent stickiness.
- Notably, travelers often rely on offline agents for on-trip assistance and the convenience of paying in local currencies. This is particularly relevant for first-time international travelers from Tier-2/3 towns, who typically require support with forex arrangements and complex multi-destination itineraries. Platforms like TBOTEK support agents in navigating these operational hurdles effectively.

Acquisition-led growth strategy

- Acquisitions strengthen TBOTEK's premium supply and increase wallet share in the fragmented global travel ecosystem. For instance, the acquisition of CV provides entry into the large US luxury outbound market, adding ~1,500 premium hotel contracts and a network of ~10K advisors.
- While CV currently operates at lower margins, TBOTEK expects to unlock synergies through cross-selling global premium destinations, integrating luxury supply into its platform, and reducing costs via tech integration and offshore operations. Interestingly, this strategy mirrors global OTA leaders, such as Expedia Group and Booking Holdings, which have historically leveraged acquisitions to scale supply, expand into new markets, and drive cross-platform growth.

Focus on high-margin hotel play

- TBOTEK is shifting its business away from low-margin air ticketing to higher-margin hotels and ancillaries by strengthening its international supply of luxury hotels, cruises, car rentals, and Eurorail products. Hotel GTV contribution increased from 45% to 64% over FY23-26.

Resilient performance in a challenging time

- TBO Tek reported a resilient 4QFY26 performance despite geopolitical disruptions across key travel corridors. Revenue jumped 83% YoY to INR8.14b aided by the consolidation of Classic Vacations, while organic revenue grew 21% YoY to INR5.42b.
- TBO Tek's 4Q MTB reached 32,751 (+15% YoY) on a reported basis and 30,063 (+6% YoY) organically.
- Its 4Q EBITDA stood at INR1.05b, and margin came in at 12.9% and FY26 EBITDA stood at INR3.78b, and margin came in at 14.1%.
- During 4Q, PAT increased 2% YoY to INR601m. FY26 PAT was INR2.44b.
- 4QFY26 organic EBITDA margin stood at 15.4% vs. 17.7% in 4QFY25.
- During FY26, consolidated GTV grew 19% YoY to INR368b, while organic GTV grew by 13% YoY to INR347b.

Our view: We expect a strong rebound in travel demand once the global geopolitical situation stabilizes

- The Middle East crisis impacted TBO's EBITDA by ~INR300-500m (run-rate-wise), and in certain ME markets, cancellations exceeded new bookings.
- ME remains one of the largest source markets, and though it is recovering, it has not yet returned to pre-war levels. Management expects that once demand fully normalizes, it is likely to surpass previous peak levels. In Europe, demand remains strong as the diversion of travel from the Middle East to Southern European destinations like Italy, Greece, and Spain has benefited TBO, supported by its broad supply network. Notably, Europe, being a higher take-rate market, has contributed positively to blended margins.
- Domestic airline capacity cuts are temporary, attributed to the oil price surge. International route changes are shifting demand to EU/APAC carriers, and TBO can capture this shift. HNI and luxury travelers are still going to Europe, while budget travelers are showing a shift to APAC.
- Management expects 1QFY27E to end positive on YoY and QoQ on both GTV and GP sides, assuming no escalation in geopolitics.
- Debt repayment will commence from 3QFY27E and will continue for four years, and management is open to early repayment if cash generation allows.
- Classic Vacation: In the past two quarters, ~50% integration has been completed across platforms and supply and demand channels. TBO expects full integration by the end of 3QFY27.

Key Management Highlights from FY26

- TBO delivered a resilient 4Q performance despite severe geopolitical disruptions in the Middle East, reporting growth in revenue and profit. Management highlighted that recovery trends improved sharply whenever geopolitical conditions stabilized, including after the April ceasefire announcement.
- Management expects 1QFY27 to perform better QoQ and YoY, supported by improving travel demand across most geographies outside directly impacted war regions. While Middle East demand remains below pre-war levels, several pockets are already approaching normalized booking volumes.
- FY26 investments in market development activities are now beginning to scale meaningfully, with strong growth in monthly transacting buyers and improved productivity from newly onboarded travel agents. Management reiterated that new agents generally take six to nine months to become materially productive.
- The company front-loaded investments in sales team expansion, onboarding of travel agencies, and strengthening the T1 to T10 transaction journey during the first three quarters of FY26. Investment intensity started tapering in 4Q, supporting improving operating leverage trends.
- January and February witnessed strong EBITDA growth, operating leverage, and margin expansion before March disruptions linked to the war offset part of these gains. Management indicated that 4Q would have been materially stronger in the absence of geopolitical disruptions.
- TBO continues to strategically focus on premium, luxury, and ultra-luxury travel segments, which management believes are structurally more resilient during geopolitical disruptions, inflationary environments, and periods of airfare volatility.

- Management highlighted that premium and luxury travelers remain relatively less sensitive to elevated airfares and macro disruptions, while high-value bookings in affected geographies have already started recovering faster than lower-end travel categories.
- The company launched 'Voya,' an AI-first workflow platform designed for luxury travel advisors. The platform enables advisors to build complex itineraries using AI tools, access curated luxury inventory, and accelerate customer conversion through AI-led workflows.
- Management views Voya as an important long-term strategic adjacency that expands TBO beyond standalone hotel and flight bookings into integrated luxury travel experiences and itinerary management.
- The acquisition of Classic Vacations remains a key strategic priority for strengthening TBO's North American presence. Management stated that integration across platforms, supply, and demand channels is progressing steadily and is expected to complete by the end of 3QFY26.
- Internally, TBO North America and Classic Vacations are now being managed as a unified business platform, with management expecting significant long-term growth opportunities and strong operating leverage from the combined business.
- Management highlighted that Classic Vacations is already operationally optimized, implying that future revenue growth from the business is expected to translate meaningfully into profitability and margin expansion.
- Hotels and ancillary growth in 4Q was driven by market share gains, ramp-up in productivity from newly onboarded agents, and activation of several large partners during the quarter.
- The company stated that high airfares and airline capacity reductions impacted travel flows, particularly across Middle Eastern corridors. However, demand shifted to alternative destinations such as Europe and Asia Pacific, while short-haul and inter-regional travel remained strong.
- Management highlighted that higher airfare continues to support GTV growth even if ticket volumes moderate, while premium travelers continue to travel despite pricing pressure due to strong summer travel demand.
- In APAC, strong growth momentum continues to be driven by investments in Australia and the expansion of large API partnerships. However, management acknowledged that the region remains highly competitive from a pricing standpoint.
- Management stated that operating leverage is expected to improve gradually as revenue growth begins to outpace cost growth. Margin expansion is expected to be supported by stronger growth in higher-margin hotel businesses and tapering market development investments.
- While sales force expansion remains core to TBO's market share-led strategy, management clarified that investment intensity in FY27E will be lower than FY26, which should support better margin expansion and operating leverage going forward.
- Operating cash flow and free cash flow in FY26 were impacted by temporary factors, including Brazil receivable experiments, delayed collections due to geopolitical disruptions, and timing-related working capital movements. Management expects cash conversion metrics to normalize in FY27E.

We reiterate our BUY rating on TBO with a TP of INR1,765, valued at 38x FY28E EPS.

- Management reiterated that the B2B travel market is currently growing faster than the B2C market globally and emphasized that TBO remains focused on market share gains, scaling North America operations, strengthening its luxury travel positioning, and driving long-term operating leverage through business mix improvements.
- The effective tax rate for FY27E is 18.0-18.5%.

Valuation and view





We believe TBO Tek has delivered a strong set of numbers despite a challenging operating environment. Over FY26-28E, we expect it to deliver a CAGR of 29%/45%/43% in revenue/EBIT/PAT, mainly on the back of increased contribution from high-take-rate hotels and ancillary segments in the GTV mix. **We reiterate our BUY rating on TBO with a TP of INR1,765, valued at 38x FY28E EPS.**

Key risks and concerns

1) Extreme weather may impact destination accessibility; 2) rising travel costs could impact airfares and accommodation prices; and 3) Geopolitical uncertainty may influence traveler sentiment and route planning.

STORY IN CHARTS

Investment arguments

-  **A. B2B play on the fragmented global travel ecosystem**
-  **B. Scalable asset-light model**
-  **C. Acquisition-led growth strategy**
-  **D. Focus on high-margin hotel play**



Growth drivers

A

International Expansion: Diversifies revenue & increases market access

B

Tech & AI Innovation: Improves platform utility and operational efficiency

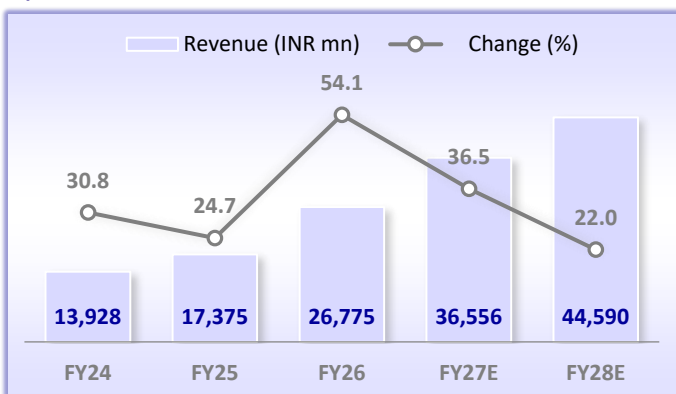
C

Industry Digitalization: Sustains rising user adoption and online transactions

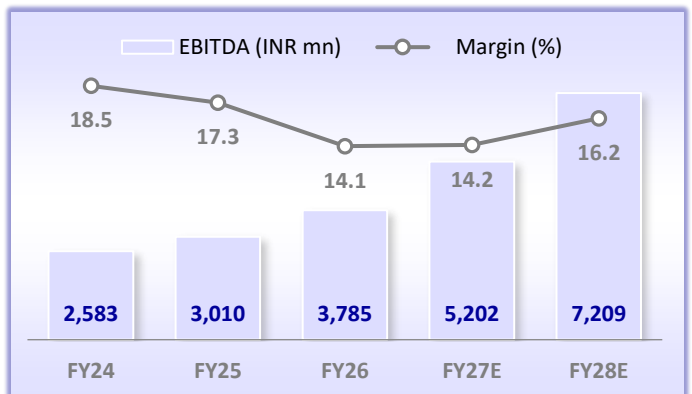
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Premium Product Focus: Boosts margins and increases GTV

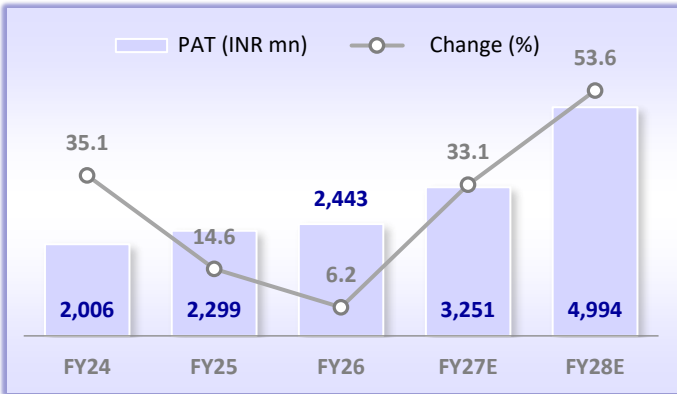
Expect revenue CAGR of ~29% over FY26-28E



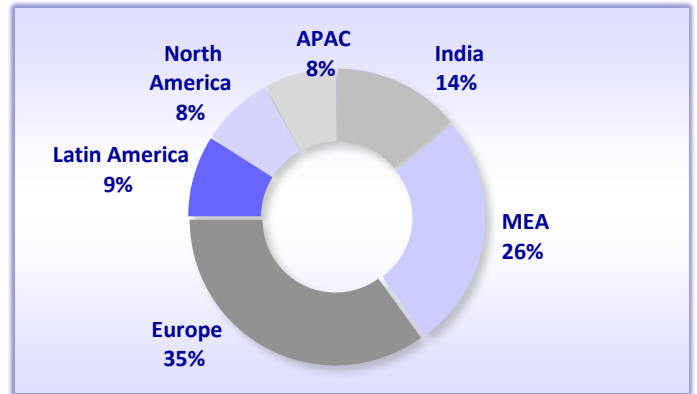
Expect EBITDA CAGR of ~38% over FY26-28E



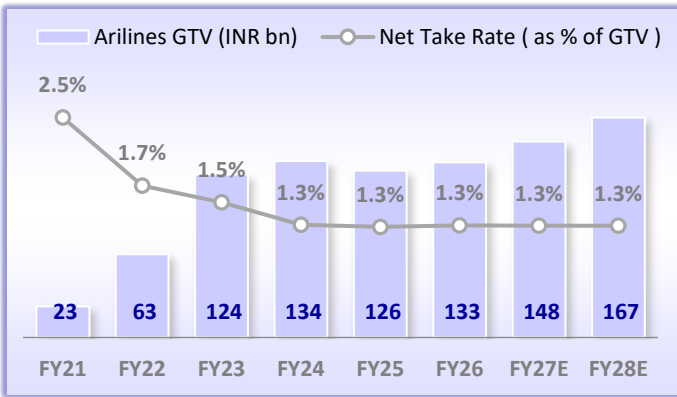
Expect PAT CAGR of ~43% over FY25-28E



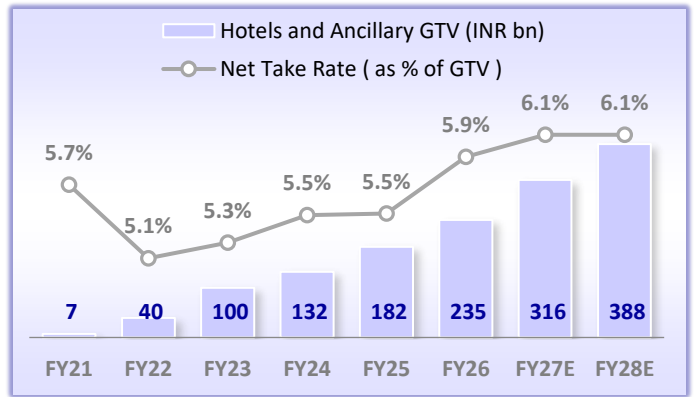
Hotel GTV (by geography) FY26



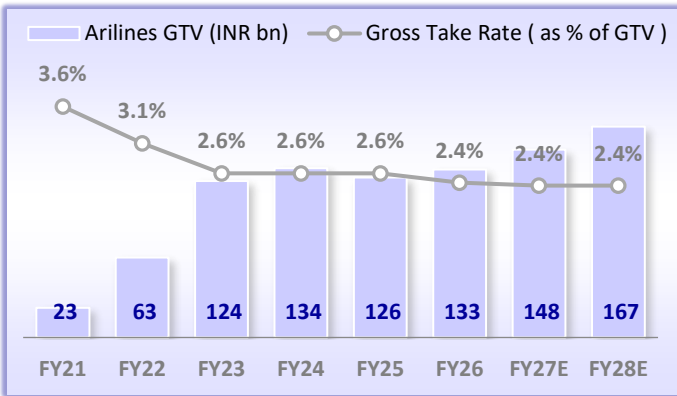
Airlines - GTV and net take rate (% of GTV)



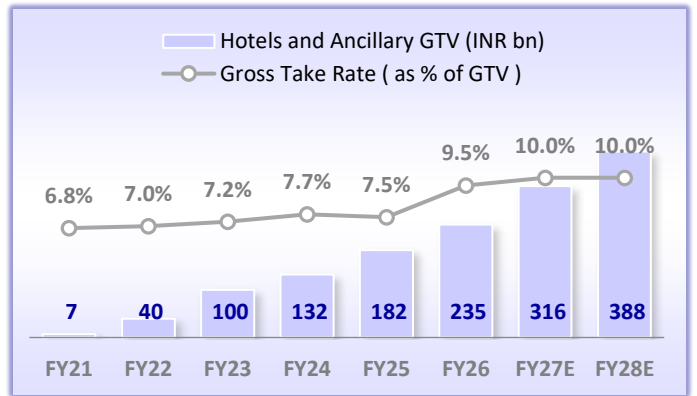
Hotels and ancillary - GTV and net take rate (% of GTV)



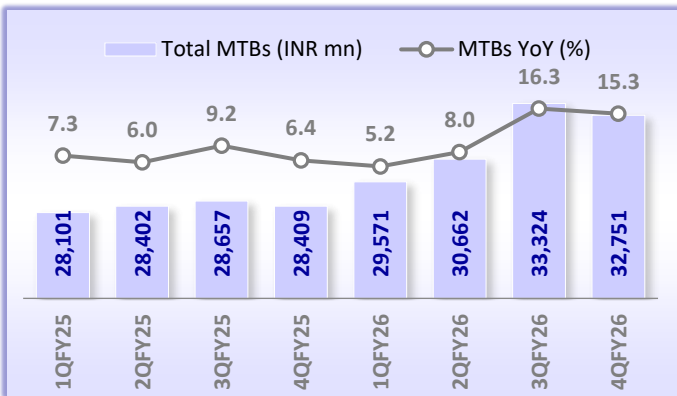
Airlines - GTV and gross take rate (% of GTV)



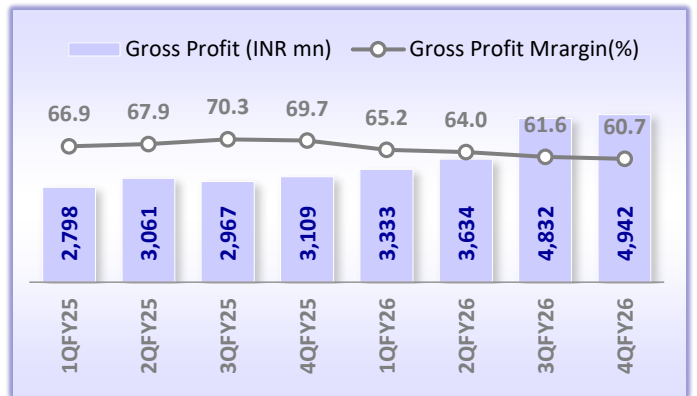
Hotels and ancillary - GTV and gross take rate (% of GTV)



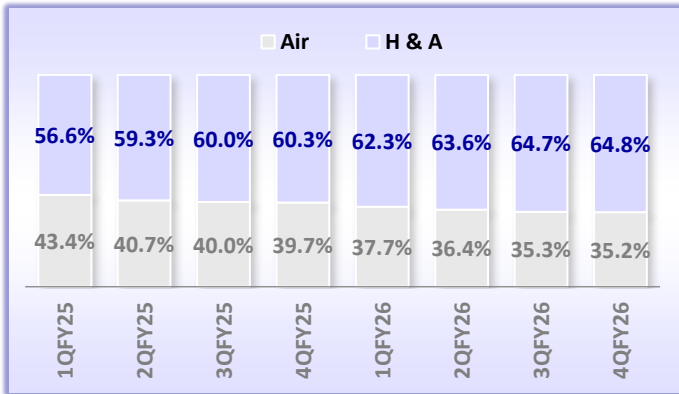
Monthly transacting buyers trend (agents)



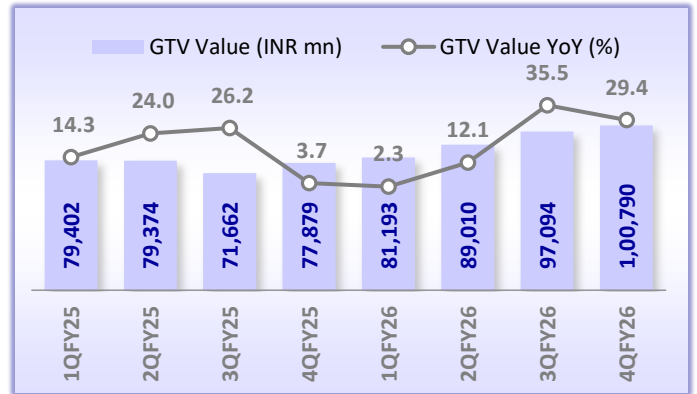
Gross profit and gross profit margin



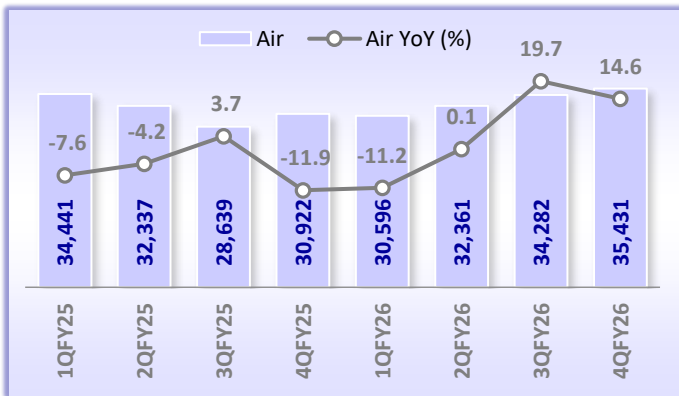
Segment-wise GTV mix



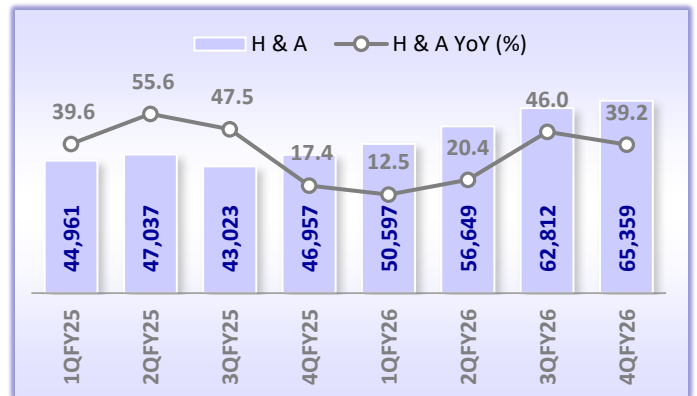
Consolidated GTV trend



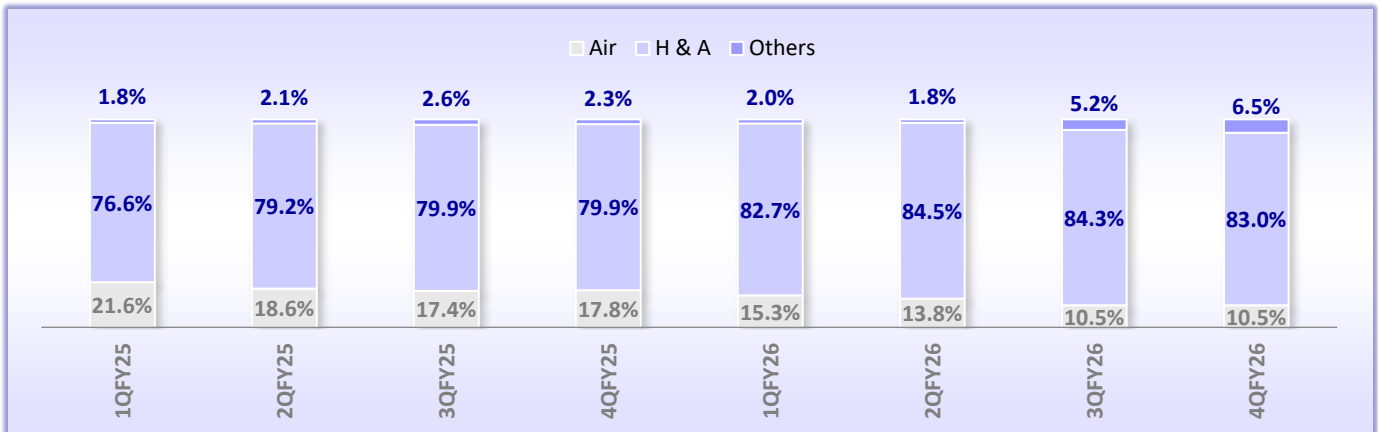
Air ticketing segment GTV trend (INR m)



Hotel & Ancillary segment GTV trend (INR m)



Segment-wise revenue mix



Financials and valuations

Consolidated -Income Statement

(INR m)

Y/E March	FY24	FY25	FY26	FY27E	FY28E
Revenue from Operations	13,928	17,375	26,775	36,556	44,590
Change (%)	30.8	24.7	54.1	36.5	22.0
Service Fees	4,707	5,440	10,035	14,139	16,712
Gross Profit	9,221	11,935	16,740	22,417	27,878
Margin (%)	66.2	68.7	62.5	61.3	62.5
Other Expenses	6,638	8,925	12,955	17,214	20,669
Total Expenditure	11,346	14,365	22,990	31,353	37,381
% of Sales	81.5	82.7	85.9	85.8	83.8
EBITDA	2,583	3,010	3,785	5,202	7,209
Margin (%)	18.5	17.3	14.1	14.2	16.2
Depreciation	362	519	864	994	1,031
EBIT	2,221	2,491	2,921	4,208	6,178
Margin (%)	15.9	14.3	10.9	11.5	13.9
Int. and Finance Charges	107	233	436	585	496
Other Income	227	361	424	366	446
PBT bef. EO items	2,341	2,619	2,909	3,989	6,128
EO Items	71.9	-127	-24	0	0
PBT after EO items	2,269	2,746	2,933	3,989	6,128
Total Tax	263	447	490	738	1134
Tax Rate (%)	11.6	16.3	16.7	18.5	18.5
Reported PAT	2,006	2,299	2,443	3,251	4,994
Adjusted PAT	2,006	2,299	2,443	3,251	4,994
Change (%)	35.1	14.6	6.2	33.1	53.6
Margin (%)	14.4	13.2	9.1	8.9	11.2

Consolidated - Balance Sheet

(INR m)

Y/E March	FY24	FY25	FY26	FY27E	FY28E
Equity Share Capital	104	109	109	109	109
Total Reserves	5,344	11,842	15,398	18,649	23,643
Net Worth	5,448	11,951	15,507	18,758	23,752
Total Loans	1,351	1,363	6,451	5,337	4,446
Deferred tax liabilities	138	176	208	208	208
Other liabilities	1,074	749	1,186	1,186	1,186
Capital Employed	8,010	14,239	23,352	25,489	29,592
Gross Block	259	315	485	587	713
Less: Accum. Deprn.	130	188	277	397	542
Net Block	130	128	208	190	171
Goodwill	886	912	5,546	5,546	5,546
Other intangible assets	1,805	1,763	9,498	9,498	9,498
Intangible assets under development	139	389	143	143	143
Right of use assets	669	650	933	933	933
Other non-current assets	186	309	563	563	563
Curr. Assets, Loans&Adv.	44,760	57,992	76,197	93,788	1,12,298
Account Receivables	33,067	40,613	53,143	67,011	80,083
Cash and Bank Balance	7,515	9,617	10,216	13,938	19,376
Other Current Assets	4,178	7,762	12,839	12,839	12,839
Curr. Liability & Prov.	40,564	47,904	69,737	85,172	99,559
Account Payables	36,033	43,212	54,220	68,698	82,093
Other Current Liabilities	4,531	4,692	15,517	16,474	17,466
Net Current Assets	4,196	10,088	6,461	8,616	12,738
Application of Funds	8,010	14,239	23,352	25,489	29,592

Financials and valuations

Ratios

Y/E March	FY24	FY25	FY26	FY27E	FY28E
Basic (INR)					
EPS	19.7	21.5	22.7	30.2	46.4
Cash EPS	23.0	26.3	30.7	39.5	56.0
BV/Share	53.0	111.7	144.1	174.3	220.7
DPS	0.0	0.0	0.0	0.0	0.0
Payout (%)	0.0	0.0	0.0	0.0	0.0
Valuation (x)					
P/E	70.6	61.6	58.0	43.6	28.4
Cash P/E	58.7	51.4	44.0	34.3	24.2
P/BV	25.5	12.1	9.4	7.8	6.1
EV/Sales	10.5	8.5	5.5	4.0	3.3
EV/EBITDA	56.9	48.8	38.8	28.2	20.4
FCF per share	18.3	22.0	-8.1	47.0	59.3
Return Ratios (%)					
RoE	45.5	26.4	17.8	19.0	23.5
RoCE	38.4	20.7	13.8	14.9	19.3
RoIC	32.3	18.7	13.0	14.1	18.4
Working Capital Ratios					
Fixed Asset Turnover (x)	63.7	60.4	66.9	68.2	68.6
Asset Turnover (x)	0.4	0.3	0.3	0.4	0.4
Debtor (Days)	638	774	639	600	602
Creditor (Days)	885	1,026	780	720	740
Leverage Ratio (x)					
Current Ratio	1.1	1.2	1.1	1.1	1.1
Interest Cover Ratio	20.9	10.7	6.7	7.2	12.5
Net Debt/Equity	-1.1	-0.7	-0.2	-0.5	-0.6

Consolidated - Cash Flow Statement

Y/E March	FY24	FY25	FY26	FY27E	FY28E
(INR m)					
Profit before Tax	2,269	2,746	2,933	3,989	6,128
Depreciation & Amortisation	362	519	864	994	1,031
Net Interest Exp. /Inc.(-)	-104	-351	-321	220	50
Inc(-)/Dec in WC	-152	-123	-3,681	610	323
Others	155	410	528	0	0
Taxes paid	-265	-312	-531	-738	-1,134
Operating Cash Flow	2,264	2,888	-208	5,074	6,399
Capex	-383	-531	-667	-18	-20
Free Cash Flow	1,881	2,357	-875	5,056	6,379
Others	-1,190	-3,878	-3,510	366	446
Cash Flow from Investing	-1,573	-4,409	-4,177	347	426
Inc/Dec(-) in Debt	1,289	-120	4,585	-1,699	-1,387
Others	-136	3,767	-173	0	0
Financing Cash Flow	1,153	3,648	4,412	-1,699	-1,387
Inc/Dec (-) Cash	1,844	2,127	28	3,722	5,438
Opening Cash Balance	5,634	7,514	9,616	10,216	13,938
Closing Cash Balance	7,514	9,616	10,216	13,938	19,376

Le Travenues Technology

 BSE Sensex
75,528

 S&P CNX
23,623

CMP: INR175
TP: INR217 (+24%)
Buy

Stock Info

Bloomberg	IXIGO IN
Equity Shares (m)	438
M.Cap.(INRb)/(USDb)	78.2 / 0.8
52-Week Range (INR)	339 / 147
1, 6, 12 Rel. Per (%)	13/-21/4
12M Avg Val (INR M)	881

Financials Snapshot (INR m)

Y/E MARCH	FY26	FY27E	FY28E
Sales	12,280	14,629	18,482
Sales Gr. (%)	34.3	19.1	26.3
EBITDA	728	1,207	1,833
EBITDA Margin (%)	5.9	8.2	9.9
Reported PAT	722	1,078	1,638
EPS (Rs)	1.7	2.6	3.9
EPS Gr. (%)	10.8	50.6	52.0
BV/Share	49.2	51.8	55.7

Ratios

RoE	5.4	5.1	7.3
RoCE	4.0	4.3	6.5

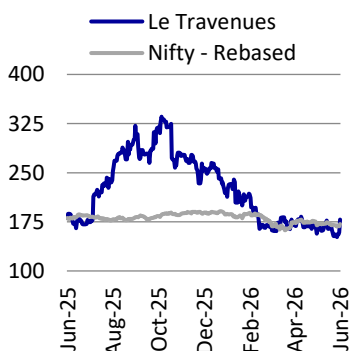
Valuations

EV/Sales	5.9	5.0	4.0
EV/EBITDA	100.3	60.5	39.8
P/E (X)	102.3	67.9	44.7
P/BV (X)	3.6	3.4	3.2

Shareholding Pattern (%)

As On	Mar-26	Dec-25	Mar-25
Promoter	0.0	0.0	0.0
DII	10.1	9.3	9.7
FII	64.2	63.7	59.5
Others	25.7	27.0	30.8

FII Includes depository receipts

Stock performance (one-year)


Domestic multi-brand OTA scaling to new heights

- Le Travenues Technology (Ixigo) is the second-largest online travel agency (OTA) in terms of FY26 gross transaction value of INR187b, (includes flight~75b, Train:83b, Bus:26b and others:3b), with a monthly active user base of 85m largely coming from Tier-2 and Tier-3 towns. Notably, it is a market leader among OTAs in train ticketing with a market share of ~60% and is also consolidating its position in flight and bus ticketing.
- Ixigo's differentiated multi-app, multi-brand strategy has enabled it to strengthen consumer engagement at a structurally lower customer acquisition cost. Its user base is widely distributed across lower-tier markets, with ~94% of bookings having either origin or destination in non-tier-1 cities, highlighting strong penetration beyond metro markets.
- Over time, the engaged user base of its train segment, which is the largest contributor in GTV (~44%: FY26), naturally converts into transaction customers across flights, trains, buses, and ancillary services, creating a high-conversion, low-CAC funnel, supporting profitable and scalable growth.
- The Indian travel market, valued at ~INR3.8t, is expected to expand at a CAGR of 9.0% over FY23-28E, (as per F&S report) Within this, the OTA segment is likely to expand at a faster CAGR of ~18% and reach INR2.8t from INR1.2t due to the focus of players on improving supply quality and customer demand for value-added services available on their platforms.
- We estimate Ixigo to deliver a CAGR of ~23%/59%/51% in revenue/EBITDA/PAT and grow its overall GTV by 22% during FY26-28E and EBITDA margin is expected to improve by 400bp to 10% by FY28E on the back of operating leverage and potential reductions in operating expenses. We initiate coverage on Ixigo with a Buy rating and a TP of INR217. We value the company at 55x P/E on FY28E EPS, indicating a 24% upside.
- We estimate flight/train/bus GTV to clock a CAGR of 22%/17%/34% and a 22% CAGR in overall GTV over FY26-28E.
- Ixigo has established a competitive edge through its superior app experience and customer service in commoditized price parity driven OTA market.
- AI-led initiatives: PLAN -- provides Generative trip planner, which creates personalized itineraries, travel discoveries and real-time recommendations; TARA -- AI multilingual chatbot handling automated customer support and solve queries; Crowd-sourced info and utility features -- provides live train running status, PNR predictions, train reviews, etc.; Flight Tracker Pro -- offers real-time updates on flight delays, terminals, gates, check-in counters, etc.; and Bus insights -- View of booked bus.

Diversified business model

- Ixigo has a presence across key segments (trains, flights, and bus ticketing). In terms of GTV, flight/train/bus segments delivered a CAGR of 46%/22%/49% during FY24-26. Interestingly, this growth has come from new user additions and market share gains. In Dec'23, Ixigo launched a separate hotel booking segment, allowing users to search, compare and book both domestic and international hotels and sourcing inventory from third-party aggregators.

Acquisition and partnership-led growth model

- Acquisitions remain a key growth lever for Ixigo, as it has strengthened its position in the train and bus mobility ecosystem while broadening its reach in tier-2 and below markets.
- Ixigo's acquisition-led, multi-brand strategy has enabled it to build category leadership across key travel use-cases (rail, bus, ancillary services), deepen penetration in underpenetrated markets, and create a broader ecosystem that improves cross-selling opportunities, customer retention, and long-term monetization.

Investment from Prosus, a multi-dimensional growth catalyst

- Dutch technology investor Prosus is known for its long-term strategic vision and deep understanding of consumers' internet businesses and for building meaningful businesses in online classifieds, food delivery, payments, Ed-tech, and fintech in India.
- Prosus owns ~16.2% in Ixigo (10.1% stake through preferential allotment and the rest from open market purchases). Notably, the fund will be used for investments in AI initiatives, acquisitions, working capital, and expansion in the hotel vertical.

Valuation and view

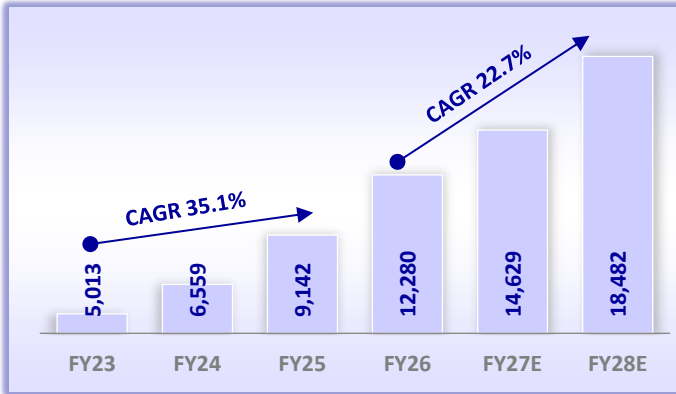
- We expect Ixigo to deliver a CAGR of ~23%/59%/51% in Revenue/EBITDA/PAT over FY26-28E and expect flat contribution margins amid growth investments (discounts, branding expenses, distribution costs, and performance marketing). In the longer run, as the scale of operations expands, operating leverage will support margin expansion. We expect margins to reach ~10% by FY28E from ~6% at the end of FY26.
- We estimate a flight/train/bus GTV CAGR of 22%/17%/34% and an overall GTV CAGR of 22% over FY26-28E.
- We expect Ixigo's contribution margin in flight/train/bus to stabilize at 40%/30%/51%. We initiate coverage on Ixigo with a Buy rating and a TP of INR217. We value the company at 55x P/E on FY28E EPS, indicating a 24% upside potential.

Key risks

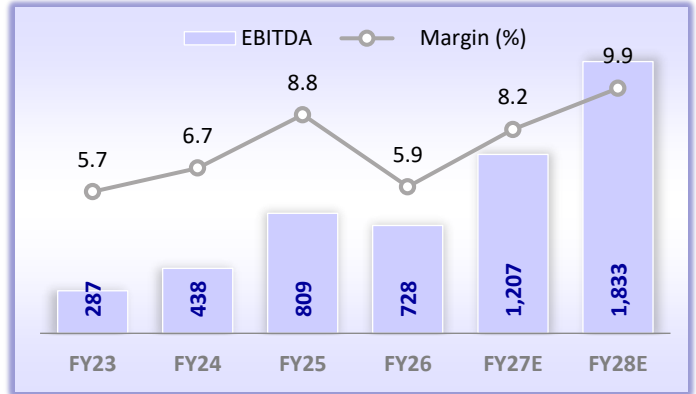
- **Intense competition:** Faces strong competition from OTAs, offline agents, meta-search platforms, payment apps, e-commerce players, and direct supplier channels.
- **Travel industry disruptions:** Demand remains vulnerable to economic slowdowns, pandemics, geopolitical events, and natural disasters.
- **IRCTC dependence:** Train ticketing (~45-50% of gross ticketing revenue) remains dependent on its non-exclusive partnership with IRCTC.
- **Supplier dependency:** Changes in supplier relationships, inventory access, or commission structures could impact revenue and margins.
- **Limited OTA track record:** Transitioned from meta-search to OTA only in FY20, implying a relatively shorter operating history in full-stack OTA execution.

STORY IN CHARTS

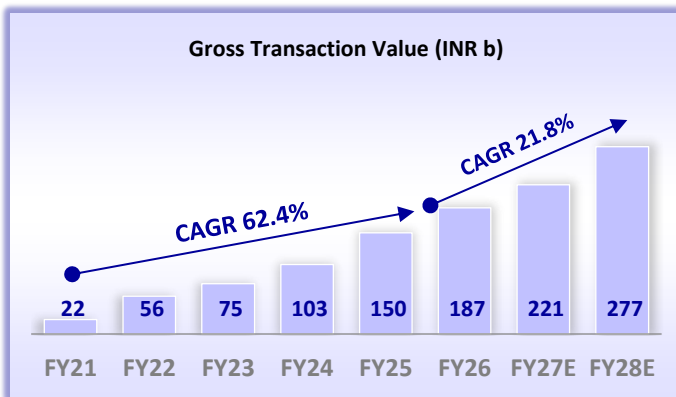
Expecting revenue CAGR of 23% over FY26-28E (INR m)



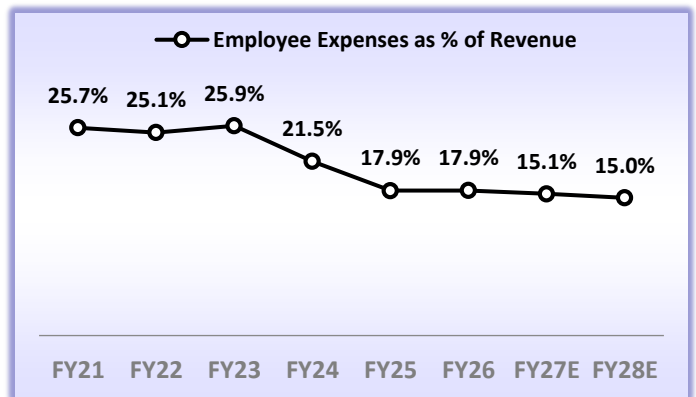
Expecting EBITDA CAGR of 59% over FY26-28E (INR m)



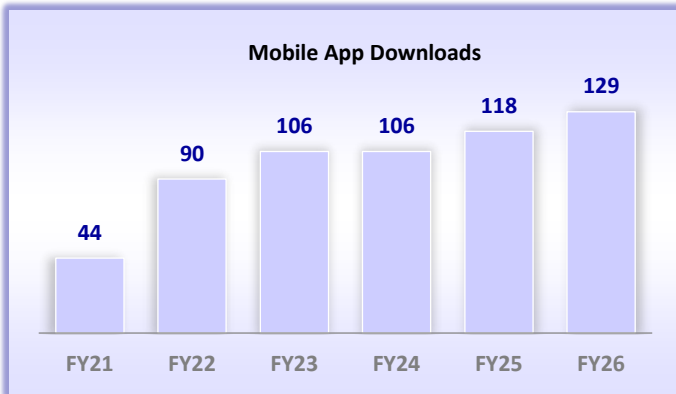
Expecting GTV CAGR of 22% over FY26-28E (INR b)



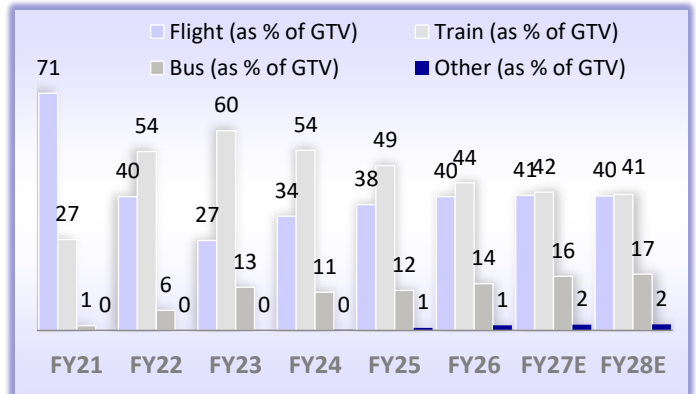
Expecting employee expenses to come down



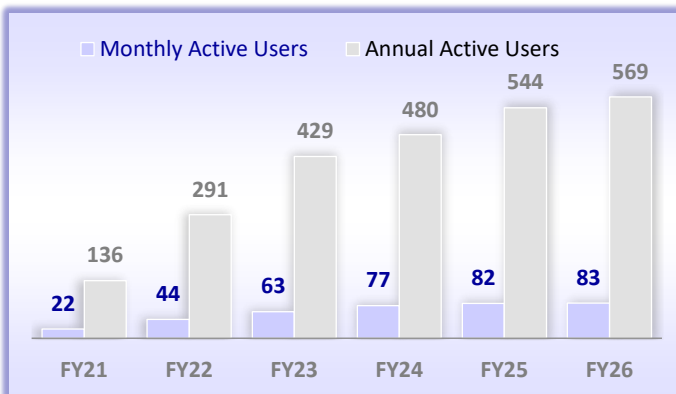
Popularity of Ixigo's own app continuously rising



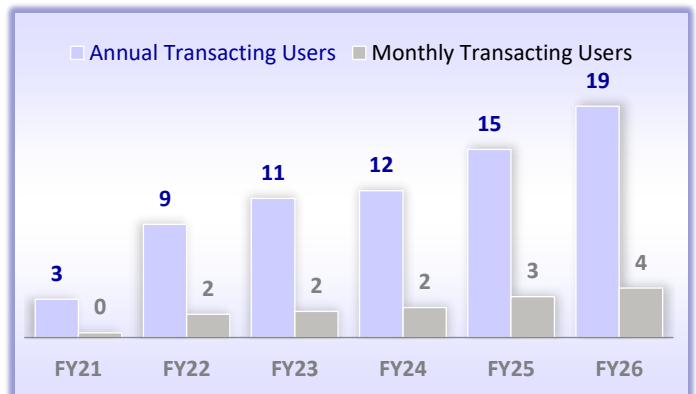
Expecting Bus segment GTV to increase



Annual active users continuously increasing



MTUs keep expanding



A combination of organic and inorganic investments supported Ixigo's growth.

Next billion internet users (NBU), which include new internet users from Tier 2/3 cities and middle- and lower-income groups in Tier 1 cities, accounted for 60%+ of the total travel market in CY23. As per the F&S study, over the next five years, 50% of NBUs are expected to come from Tier2/3 cities, 30% from rural India, and just 20% from Tier 1 cities.

Train ticketing has the highest online penetration, with 80%+ of reserved seats booked online. Notably 70%+ of all train seats remain in the unreserved category, which indicates strong growth potential in the reserved ticket market.

Tier 1 to non-Tier 1 air traffic has increased in the past one decade amid improved air connectivity, airport infrastructure and rising disposable income.

Investment thesis

A) One-stop high-growth OTA

Ixigo is the second-largest Indian OTA with a presence across key segments (trains, flights, and bus ticketing). In terms of GTV, flight/train/bus delivered a CAGR of 46%/22%/49% during FY24-26. Interestingly, **this growth has come from new user additions and market share gains.**

Ixigo's user-friendly and easy-to-use application tech interface is gaining ground in Tier 2/3 cities. More than 90% of transactions on apps today have tier-2 cities as either source or destination, and on a combined basis, it generates the highest monthly user traffic among all OTAs in excess of 85m as of FY26, with a market share of ~62%, although it is a low-margin segment but **provides access to a large user base to upsell air, bus and hotel segments.**

Exhibit 11: Supported by accelerated growth in the rest of the client base

Particulars	FY23	FY24	FY25	FY26	CAGR% (FY 24-26)
Flight Segment					
Ixigo GTV (INR b)	20	35	57	75	46
Contribution Margin (%)	55.1	48.5	45.6	41.0	
Gross Take Rate (%)	11.0	8.2	8.1	9.0	
Train Segment					
Ixigo GTV (INR b)	45	56	74	83	22
Contribution Margin	32.3	34.9	33.4	30.4	
Gross Take Rate	6.4	6.5	6.0	6.1	
Bus Segment					
Ixigo GTV (INR b)	10	12	18	26	49
Contribution Margin	63.4	66.1	65.9	51.4	
Gross Take Rate	10.3	11.1	11.5	12.0	

Source: Company, MOFSL

Exhibit 12: Our GTV expectations over FY27E-28E

GTV (INR b)	FY25	FY26	FY27E	FY28E	CAGR% (FY26-28E)
Flight GTV	57	75	90	112	22
Train GTV	74	83	92	113	17
Bus GTV	18	26	36	47	34
Others GTV	1	3	4	5	34
Total GTV	150	187	221	277	22

Source: Company, MOFSL

Segment-wise economics:

Flight (32% of FY26 revenue): In this segment, Ixigo's earnings come from airline commissions, convenience fees, advertising income, ancillary and value-added products such as free cancellation, last-minute rescheduling, and a price-locking feature in exchange for a fixed initial fee. In this segment, take rates and contribution margin have declined amid rising marketing spends and variable costs, but overall revenue contribution has increased.

We expect flight segment GTV to clock a CAGR of 22% over FY26-28E on the back of cross-selling to a large pool of train segment passengers, improved air connectivity, airport infrastructure, and rising disposable income, while gross take rates and contribution margin to remain in the current range only.

In the flight segment, international business forms ~20%+ of GTV in 3QFY26

In the train segment, Ixigo enjoys 60%+ market share.

Train (42% of FY26 revenue): In this segment, Ixigo’s earnings come from agent service charges, payment gateway charges, advertisement fees, and other value-added services like Ixigo Assured flex, alternate trip plan, travel guarantee, etc.

We expect train segment GTV to post a CAGR of 17% over FY26-28E, as more than 60% of total train seats remain in the unreserved category, indicating strong growth potential in the overall reserved market. Interestingly, demand for AC tickets is continuously increasing, which offers higher commissions to OTA, and being a market leader, Ixigo is placed well to capture these trends. Here also, we expect gross take rates and contribution margin to remain in the current range only.









Bus (24% of FY26 revenue): In this segment, Ixigo’s earnings come from convenience fees charged to customers, commissions, advertisements and ancillary products such as Abhi Assured. This segment grew at a stronger pace, along with higher gross take rate and contribution margin.

Ixigo offers a loyalty program, Ixigo Money, to promote repeat bookings and enhance customer stickiness, increasing the repeat transaction rate to over 85%.

We expect bus segment GTV to see a CAGR of 34% over FY26-28E on the back of growth in the passenger segment, below-30% digital booking penetration, improving infrastructure and market consolidation.

Broadly, in terms of travel demand, non-tier 1 cities are expected to outpace tier 1 markets amid government infrastructure push, such as Gati Shakti, UDAN, and promotion of spiritual tourism. Moreover, customized value-added travel needs of Gen Z and millennials should drive strong traction for market leader OTAs like Ixigo.

Exhibit 13: Segment-wise unique apps

Ixigo		MakeMyTrip	
App Name	Target Segment	App Name	Target Segment
	Train Ticketing		Flights, hotels, and packages, etc.
	Flight Ticketing		OTA focused on deals
	Train Ticketing		Bus Ticketing
	Bus Ticketing		Train Ticketing

Source: Company, MOFSL

B) Operating leverage and new segment to drive margin expansion

We expect a CAGR of 23% in revenue and 22% in GTV over FY26-28E and a flat contribution margin amid growth investments (discounts, branding expenses, distribution costs, and performance marketing). In the longer run, as the scale of operations expands, operating leverage will drive margin expansion. We expect margins to reach 10% by FY28E from 6% as of FY26 end. We expect its contribution margin in train/flight/bus to stabilize at 30%/40%/51%.

Hotels: Though this is a new segment, we expect it to be a long-term growth driver. Earlier, Ixigo used to redirect users from its apps to a third-party hotel booking provider, but from Dec'23, it launched a separate hotel booking segment, allowing users to search, compare and book both domestic and international hotels and source inventory from third-party aggregators. At present, growth in the hotel segment is centered around cross-selling to the existing user base with minimal reliance on external marketing.

Exhibit 14: Margin trajectory

	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Segment Margin (%)							
Train	27.0	32.3	34.9	33.4	30.4	30.4	30.4
Flight	31.9	55.1	48.5	45.6	41.0	41.0	41.0
Bus	67.9	63.4	66.1	65.9	51.4	51.4	51.4
Consolidated contribution Margin (%)	32.0	43.5	44.8	43.9	38.6	38.6	38.6
EBITDA Margin (%)	1.6	5.7	6.7	8.8	5.9	8.2	9.9

Source: Company, MOFSL

Over FY26–28E we anticipate employee expenses to decline by ~200-300bp, technology costs to moderate and advertising and branding expenses should remain stable, hence improvement in cost structure, combined with continued growth in revenue and GTV may enhance operating efficiency and leads to margin expansion.

Exhibit 15: Segment-wise gross and net take rate (%)

Segment-wise - Mix	FY22	FY23	FY24	FY25	FY26	FY27E	FY28E
Gross take rate (%)							
Flight	8.8	11.0	8.2	8.1	9.0	8.5	8.5
Train	6.8	6.4	6.5	6.0	6.1	6.1	6.1
Bus	8.7	10.3	11.1	11.5	12.0	12.0	12.0
Net take rate (%)							
Flight	5.9	5.1	4.1	4.5	5.2	5.2	5.2
Train	7.2	6.7	6.7	6.2	6.2	6.2	6.2
Bus	8.5	10.1	11.2	10.9	11.4	11.4	11.4

Source: Company, MOFSL

C) Acquisition and partnership-led growth model

Acquisitions remain a key growth lever for Ixigo, as it has strengthened its position in the train and bus mobility ecosystem while broadening its reach in tier-2 and below markets.

- ConfirmTkt (Train ecosystem expansion):** Strengthened Ixigo's rail franchise through differentiated capabilities such as waitlist prediction, real-time seat availability, train status tracking, platform/coach information, direct booking integration, and alternative travel recommendations. The acquisition materially improved Ixigo's presence in South India while retaining ConfirmTkt as a standalone brand, preserving customer loyalty and brand equity.

- **AbhiBus (scaling bus vertical):** AbhiBus accelerated Ixigo’s bus segment growth by adding a scaled booking platform with strong operational capabilities, including live bus tracking, delay prediction, and customer-centric offerings such as *Abhi Assured*, improving user trust, service reliability, and retention.
- **Zoop (adjacency monetization):** Zoop has expanded Ixigo’s rail ecosystem into onboard food delivery, an underserved but large whitespace opportunity (~USD1bn TAM, per management). Zoop’s IRCTC-authorized network of ~400 restaurant partners across 192 stations in 18 states strengthens Ixigo’s ancillary monetization potential and enhances end-to-end train travel convenience.
- **FreshBus (emerging mobility optionality):** Ixigo’s 26% stake in FreshBus provides exposure to the fast-emerging electric inter-city bus segment, offering long-term optionality in sustainable mobility.
- **Trenes:** Ixigo’s 60% stake in this platform provides ticketing services in the Spanish market and certain other parts of southern Europe.

Exhibit 16: Acquisition history

Target	Description	Stake	Fiscal Year	Strategic Rationale	Consideration
Online Travel Solutions S.L. (Trenes)	❖ Spain-based online train ticketing platform (Trenes.com)	60%	FY26	❖ Entry into the European rail OTA market; leverage Ixigo’s AI capabilities with Trenes’ local rail integrations and customer base	INR1250m
Zoop	❖ Train food catering platform	51%	FY25	❖ Enhances end-to-end train travel experience and aligns with Ixigo’s customer-first strategy	INR125m
Fresh Bus	❖ Electric inter-city bus service	41.4%	FY23	❖ Investment to leverage synergies in the bus segment and expand multimodal offerings	INR160m
AbhiBus	❖ Bus ticketing platform + SaaS solutions for operators	100%	FY22	❖ Strengthens bus vertical through combined user base, supply network, and tech capabilities	INR1890m
Confirm Ticket	❖ Train utility & ticketing platform	100% (later amalgamated)	FY21	❖ Enhances train segment via user base expansion and improved tech stack	INR1,505m
Confirm Ticket Online Solutions	❖ (Post-acquisition) merged into Ixigo	—	FY24	❖ Corporate restructuring to simplify group structure and consolidate operations	Not applicable

Source: Company, MOFSL

We believe Ixigo’s acquisition-led, multi-brand strategy has enabled it to build category leadership across key travel use-cases (rail, bus, ancillary services), deepen penetration in underpenetrated markets, and create a broader ecosystem that improves cross-selling opportunities, customer retention, and long-term monetization.

Exhibit 17: Campaigns and initiatives to increase user base

Sr. No.	Campaign / Initiative	Brand / Vertical	Year / Timing	Objective / Theme	Key Details
1	RCB Collaboration – #TrainTicketKing & #TravelKiFullGuarantee	ConfirmTkt	IPL 2024–26	Cricket-led brand recall & engagement	❖ Partnership with Royal Challengers Bengaluru as official train ticketing partner. Multi-channel campaign (TVCs, digital, print, jersey branding) featuring players like Virat Kohli. Included contests, games, and fan engagement to merge cricket with train travel convenience.
2	Regional Influencer Campaign (Festive Travel)	ConfirmTkt	2024–25	Regional engagement & booking behavior	❖ Collaborated with regional influencers during festivals (Dussehra, Diwali, Ganesh Chaturthi). Content integrated ConfirmTkt into relatable travel scenarios, encouraging advance bookings and organic traction.
3	Celebrity Campaign – Rana Daggubati (#TrainTicketTiger)	ConfirmTkt	2024	Feature awareness & aspirational branding	❖ Campaign featuring Rana Daggubati showcasing app features like simplified booking and real-time updates, positioning ConfirmTkt as a seamless travel solution.
4	Celebrity Campaign – Mahesh Babu	AbhiBus	Ongoing (since 2016, continued 2023–24)	Regional dominance & trust	❖ Long-term association with Mahesh Babu driving strong brand recall in Andhra Pradesh and Telangana through 360° campaigns across TV, OOH, digital, and social media.
5	Regional Celebrity Campaign – Simbu	AbhiBus	2024	Market expansion in Tamil Nadu	❖ Collaboration with Simbu to strengthen brand visibility and local relevance in Tamil Nadu through tailored regional messaging.
6	Product Campaign – Abhi Assured (Gadbad Singh)	AbhiBus	2023–24	Reliability & service assurance	❖ Digital campaign using humorous storytelling to promote the “Abhi Assured” feature, emphasizing guaranteed quality, reliability, and improved customer confidence.
7	AbhiBus Cricket League	AbhiBus	2023–24	Gamified engagement & offers	❖ Cricket-integrated campaign offering real-time discounts (SUPER40, SUPER60) based on match events. Included contests and ticket giveaways to boost engagement and conversions.
8	Regional Branding – Sindhi Camp Metro Station	AbhiBus	2024	Offline visibility & market penetration	❖ Secured semi-naming rights for Jaipur metro station, strengthening daily commuter visibility and regional brand presence.
9	Maha Kumbh Campaign (Microsite + AI Tools)	Ixigo + AbhiBus	2025	Spiritual travel enablement	❖ Campaign built around Maha Kumbh Mela 2025 with AI-powered itineraries, booking tools, and cultural content. Supported by the AbhiBus video series, positioning Ixigo as a travel companion.
10	Sports Sponsorship – Asia Cup Co-Sponsorship	Ixigo	2023	Mass visibility & audience expansion	❖ Co-sponsor of Asia Cup 2023, gaining exposure across stadiums, OTT, and TV. Enhanced reach among cricket fans and diverse demographics.
11	Outdoor Campaign – Uttar Pradesh रेलवे Focus	Ixigo	2024	Brand awareness & utility positioning	❖ Outdoor campaign around Ayodhya राम मंदिर inauguration across railway hubs (Ayodhya, Prayagraj, Varanasi, Lucknow), highlighting Ixigo as both a booking and utility app.
12	Brand Strategy – Elevating Brand Recall	Ixigo	FY24	Awareness, trust & user growth	❖ Increased brand marketing investment (₹551.98 Mn, +157.6% YoY) focused on boosting unaided recall, expanding reach to the next billion users, and driving organic growth via feature-led marketing and word-of-mouth.

Source: Company, MOFSL

Exhibit 18: Partnership and collaboration to increase users across different platforms

Sr. No	Partnership	Year / Date
1	Ixigo (Le Travenues Technology) Expands Exclusive Partnership With PhonePe to Flight, Bus & Train Bookings	24-Jun-2024
2	FlixBus, Europe's Largest Intercity Bus Service, Partners with AbhiBus to Expand its Reach in India	10-Sep-2024
3	Ixigo announces The Grand Travel Utsav Sale, exclusive discounts on Flights and Hotels	4-Oct-2024
4	Ixigo Launches "Travel Guarantee": Offering 3X Refund on Unconfirmed Waitlisted Train Tickets	18-Dec-2024
5	ConfirmTkt Renews Partnership with Royal Challengers Bengaluru (RCB) as the Official Train Ticketing Partner for T20 Season 2025	18-Mar-2025
6	Ixigo and Amadeus Sign an Enhanced Travel Distribution Partnership	19-Mar-2025
7	AbhiBus Becomes the Official Bus Travel Partner of Chennai Super Kings for the T20 Season 2025	24-Apr-2025
8	Ixigo's 'Food on Train' Crosses 10,000 Daily Meal Deliveries with Zoop	29-May-2025
9	AbhiBus and CheckMyBus Announce Partnership to Expand Global Access to India's Bus Network	26-Jun-2025
10	AbhiBus Launches Industry-First Filter Helping Travelers Find and Book 'New Buses' on Every Route	30-Jul-2025
11	Ixigo Announces Tricolour Travel Sale with Exciting Discounts on Flights & Hotels	8-Aug-2025
12	AbhiBus (Ixigo Group) Expands SRTC Partnerships, Now Offering 17 State Road Transport Services Across India	4-Sep-2025
13	Ixigo Trains Joins Hands with Delhi Metro (DMRC) & ONDC Network to Launch Metro Ticket Booking Services	12-Sep-2025
14	Ixigo Partners with CRED to Power Flight Bookings for the Newly Launched CRED IndusInd Bank RuPay Credit Card	16-Sep-2025
15	AbhiBus (Ixigo Group) Partners with OSRTC to Expand State Transport Bus Coverage in Odisha	25-Sep-2025
16	Ixigo Launches Airport Cab Booking Service Across India	11-Feb-2026
17	AbhiBus Partners with Uber to Power Intercity Bus Bookings on the Uber App	9-Mar-2026
18	AbhiBus and Fleetx Partner to Bring AI-Powered Safety & Fleet Intelligence to Buses	26-Mar-2026
19	Ixigo Trains & ConfirmTkt Partner with Swiggy to offer On-Train Food Delivery	8-Apr-2026
20	Ixigo Launches Native Travel Apps on ChatGPT; Brings Conversational Travel Planning Across Flights, Trains, Buses and Hotels	29-Apr-2026


Source: Company, MOFSL

Product innovation FY26

- In FY26, ixigo transformed into an AI-native travel platform with the launch of its redesigned app and TARA, a multimodal AI travel assistant supporting voice, text, and multilingual interactions for seamless trip planning and booking.
- The company introduced Agentic AI and Trip Mode features that proactively manage travel journeys by providing real-time updates on delays, gates, terminals, baggage belts, traffic-based airport timing, boarding passes, and disruption alerts.
- Ixigo significantly strengthened AI-led customer support, with TARA Voice autonomously resolving a majority of customer queries and handling large-scale disruptions efficiently, while also reducing refund processing time to under four hours.
- The platform expanded AI-driven personalization and ancillary services through smart recommendations, bundled travel products, travel insurance, flexible refunds, visa protection, and enhanced fintech offerings to improve convenience and monetization.
- Across marketing and ecosystem expansion, ixigo leveraged AI automation for low-cost personalized campaigns while continuing to scale services such as Food on Train, travel guarantees, and integrated offerings across flights, trains, and buses, reinforcing its end-to-end digital travel ecosystem.

Exhibit 19: New launches in FY26

Dynamic AI-based Pricing for Value Added Services

 <p>Assured</p> <p>No Question Asked Full Refunds</p>	 <p>Assured Flex</p> <p>Fully Flexible and Freely Reschedulable</p>	 <p>Price Lock</p> <p>Lock Fare Now, Pay Later</p>
 <p>Abhi Assured</p> <p>Upto 150% Assured Refund and Roadside Assistance</p>	 <p>Alternate Travel Plan</p> <p>Upto 3X Refund on Unconfirmed Waitlisted Train Tickets</p>	 <p>Travel Guarantee</p> <p>Upto 3X Refund on Bus Tickets if canceled by bus operator</p>

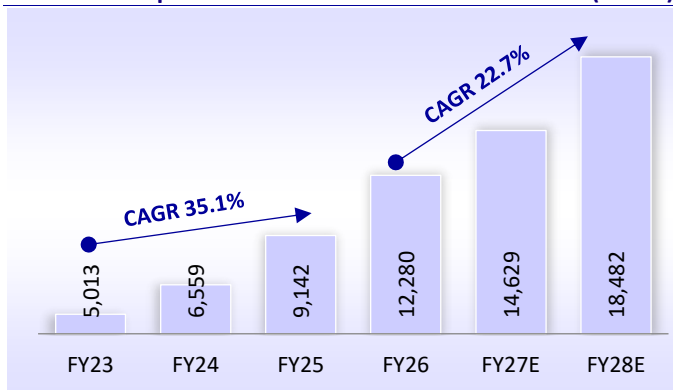
Source: Company, MOFSL

Financial outlook - Ixigo

Expect GTV and revenue CAGR of 22% and 23%, respectively, over FY26-28

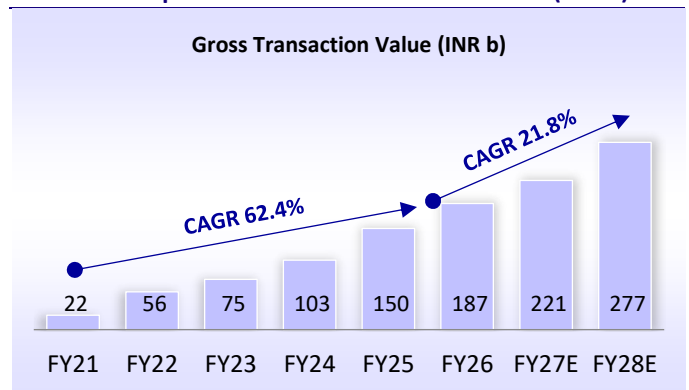
We expect Ixigo to sustain its strong growth trajectory in GTV and revenue. As highlighted earlier, its presence across multiple travel segments, including trains, buses, and flights, along with its expanding user base, mainly from Tier-2 and Tier-3 cities, positions it well to offer travelers a wide range of options across diverse price points. Moreover, increasing demand for customized and value-added travel experiences among Gen Z and millennial consumers is expected to drive strong traction for leading OTAs.

Exhibit 20: Expect ~23% revenue CAGR over FY26-28 (INR m)



Source: Company, MOFSL

Exhibit 21: Expect ~22% GTV CAGR over FY26-28 (INR b)

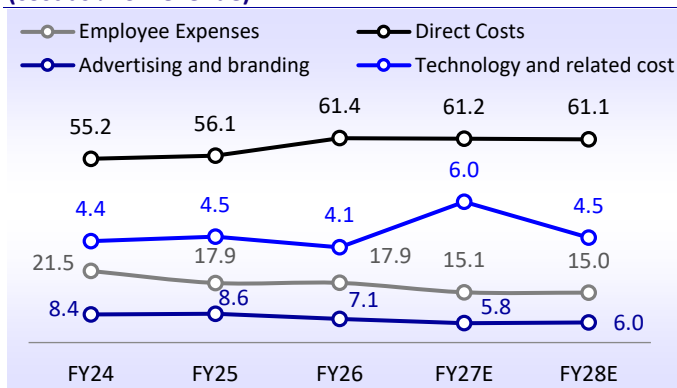


Source: Company, MOFSL

EBITDA margin expected to reach ~10% by FY28

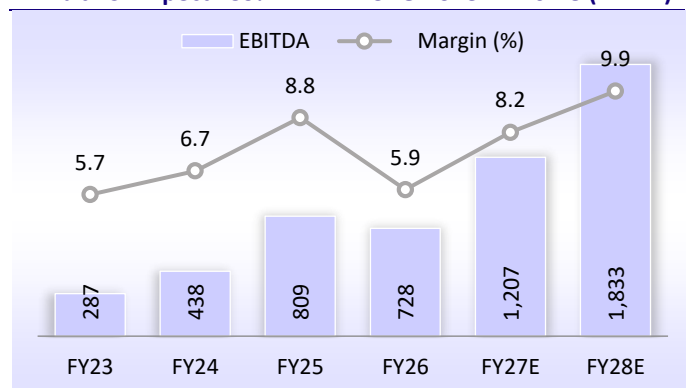
As operations scale, we expect operating leverage to meaningfully support margin expansion. Over FY26-28, we anticipate employee expenses to decline ~200-300bp, technology costs to moderate, and advertising and branding expenses to remain stable. Consequently, an improved cost structure, coupled with continued growth in revenue and GTV, should enhance operating efficiency and support margin expansion.

Exhibit 22: Cost rationalization to drive margin expansion (cost as % of revenue)



Source: Company, MOFSL

Exhibit 23: Expect ~59% EBITDA CAGR over FY26-28 (INR m)

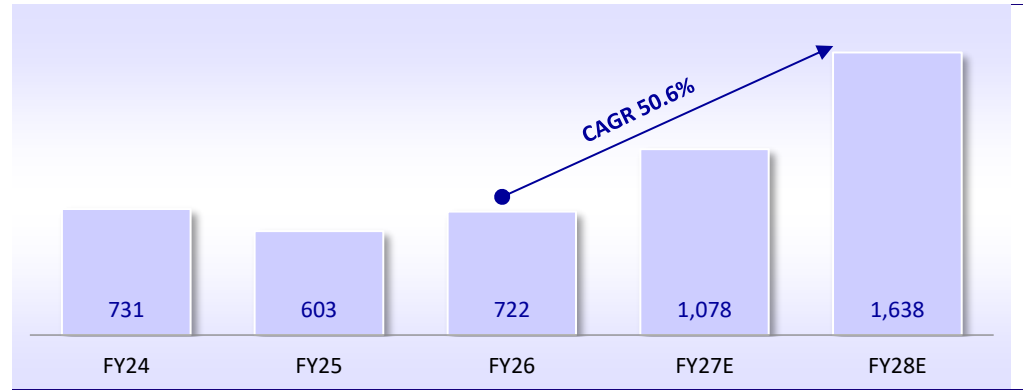


Source: Company, MOFSL

Expect PAT CAGR of 51% over FY26-28

We expect PAT to expand significantly, driven by strong topline growth and continued margin expansion. Given Ixigo’s asset-light and technology-driven business model, fixed overheads are expected to increase at a relatively slower pace. Consequently, incremental EBITDA is likely to largely flow through to PAT.

Exhibit 24: PAT expected to witness significant improvement

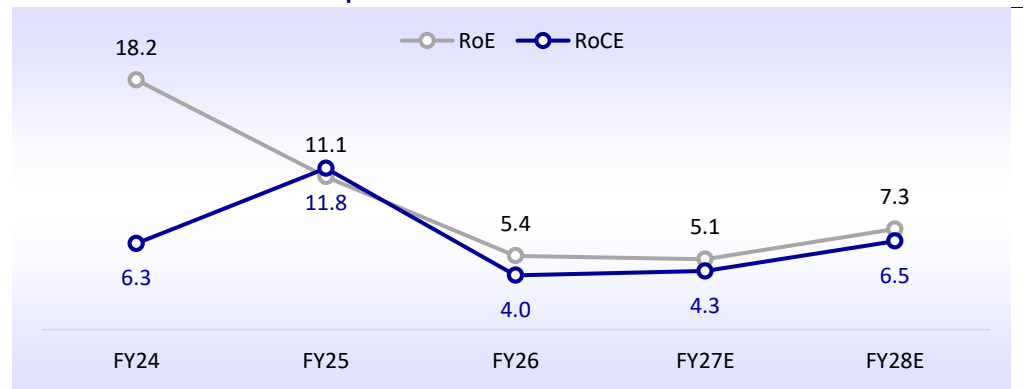


Source: Company, MOFSL

Expect gradual expansion in RoE and RoCE

Ixigo's return ratios came under pressure due to margin contraction amid investments in growth initiatives. However, we expect a meaningful improvement over the near-term, supported by strong topline growth and robust earnings performance. Consequently, RoE and RoCE are likely to improve gradually.

Exhibit 25: Return ratios to improve



Source: Company, MOFSL

Valuation and view: Initiate coverage with a BUY rating

- We believe Ixigo offers a structural opportunity in travel-tech platform space and placed well to capitalize it on the back of improving rail, road and air infrastructure in the country and its strong brand value among NBU.
- It has differentiated its business model through value-added services and easy to use UI/UX interface-led platform experience.
- We believe the key pillar of Ixigo's competitive positioning is its focus on solving real consumer pain points through a combination of innovative ancillary products and AI-driven travel solutions. Offerings, such as ixigo Assured, Assured Flex, Alternate Travel Plan, Flight Tracker Pro, and TARA, have enhanced user stickiness, lifted ancillary penetration (28.4% attachment rate), and created incremental revenue streams.
- Ixigo's acquisition-led, multi-brand strategy has enabled it to build category leadership across key travel use-cases (rail, bus, ancillary services), deepen penetration in underpenetrated markets, and create a broader ecosystem that improves cross-selling opportunities, customer retention, and long-term monetization.
- We expect ixigo to deliver a CAGR of ~23%/59%/51% in revenue/EBITDA/PAT and a 22% CAGR in GTV over FY26-28E amid a moderation in take-rates and an increase in customer incentives. We believe contribution margin to be flat amid growth investments (discounts, branding expenses, distribution costs and performance marketing). In the longer run, as the scale of operations expands, operating leverage will support margin expansion, and we expect margins to reach ~10% by FY28E from ~6% as of FY26. We expect its contribution margin in flight/train/bus to stabilize around 40%/30%/51%. **We initiate coverage on ixigo with a Buy rating and a TP of INR217.** We value the company at 55x P/E on FY28E EPS.

We initiate coverage on ixigo with a Buy rating and a TP of INR217. We value the company at 55x P/E on FY28E EPS.

Bull & Bear cases



Bull Case

- ☑ Strong pickup in revenue and earnings on the back of synergy benefits from the flywheel and cross-selling impact of other segments.
- ☑ Low operational costs are beginning to reflect in margin expansion.
- ☑ Revenue CAGR of over 30% and margin expansion of 400+bp.
- ☑ Valuation re-rating toward 60x P/E, supported by continued margin expansion and higher-than-expected revenue growth.



Bear Case

- ☑ Weaker revenue and earnings momentum, with delays in synergy realization from other segments.
- ☑ Inflationary cost pressure impacting margins.
- ☑ Revenue CAGR of below 15%, leading to a de-rating toward 35x P/E.
- ☑ Increased competition from other OTAs can impact earnings.

Scenario analysis: Base | Bull | Bear

INR m	Bull			Base			Bear		
	FY27E	FY28E	FY29E	FY27E	FY28E	FY29E	FY27E	FY28E	FY29E
Revenue	15,965	22,350	31,290	14,629	18,482	23,362	14,122	15,535	17,088
Gr (%)	30	40	40	19	26	26	15	10	10
EBIT	1,118	2,012	3,442	973	1,556	2,428	847	932	854
EBIT Margin (%)	7.0	9.0	11.0	6.6	8.4	10.4	6.0	6.0	5.0
PAT	1,277	2,235	3,442	1,078	1,638	2,449	847	932	854
EPS (INR)	3.0	5.3	8.2	2.6	3.9	5.9	2.0	2.2	2.0
Gr (%)	77.2	75.0	54.0	50.6	52.0	49.5	17.6	10.0	-8.3
Target PE (x)		60			55			35	
TP (FY28E EPS)		320			217			78	

Key Risk

- **Intense competition:** Faces strong competition from OTAs, offline agents, meta-search platforms, payment apps, e-commerce players, and direct supplier channels.
- **Travel industry disruptions:** Demand remains vulnerable to economic slowdowns, pandemics, geopolitical events, and natural disasters.
- **IRCTC dependence:** Train ticketing (~45% of gross ticketing revenue) remains dependent on its non-exclusive partnership with IRCTC.
- **Supplier dependency:** Changes in supplier relationships, inventory access, or commission structures could impact revenues and margins.
- **Limited OTA track record:** Transitioned from meta-search to OTA only in FY20, implying a relatively shorter operating history in full-stack OTA execution.

Company background

Le Travenues Technology (Ixigo) is one of India's fastest-growing OTAs, focused on serving the next billion users in Tier II, III, and IV markets. The company operates a multi-brand, multi-platform ecosystem that enables travelers to plan, book, and manage journeys across trains, flights, buses, and hotels. Founded in 2007, Ixigo has grown into India's second-largest OTA by consolidated revenue in FY23.

The company uses AI, machine learning, and data science to deliver innovative, user-focused solutions through its platforms. Operating Ixigo Trains, Ixigo Flights, ConfirmTkt, and AbhiBus, it offers ticket booking, real-time updates, personalized recommendations, and other value-added services. These capabilities make Ixigo a comprehensive, one-stop travel solution for India's expanding market. The company has also strengthened its brand and performance marketing across its portfolio, building a strong foundation for organic growth. High-visibility campaigns, including collaborations with a prominent Indian cricketer for Ixigo Trains and promotions at railway stations, television channels, and major events like the Maha Kumbh, have further enhanced its presence and engagement with travelers.

Exhibit 26: Ixigo transitions from meta search to OTA

Year	Key Events
2006	❖ The company was incorporated on 3 rd June as Le Travel Technology Private Limited.
2007	❖ Launched ixigo.com as India's first flight meta-search engine.
2008	❖ Introduced a hotel meta-search engine, expanding its travel discovery offerings. ❖ In Feb'08, it raised seed funding of USD1m.
2011	❖ It raised USD18.5m Series A from SAIF Partners and MakeMyTrip
2013	❖ The company launched the Ixigo train app (Android), targeting the railway segment.
2014	❖ Rolled out a train ticket booking app, becoming a top app for train info/booking in India.
2015	❖ In Jul'15, it received strategic investment from Micromax Informatics.
2017	❖ Shifted from travel meta-search to OTA model; began direct train bookings as IRCTC B2C partner. ❖ Unveiled TARA: AI-Driven Travel Assistant. ❖ Launched Bus Bookings (Transitioned to bus OTA).
2019	❖ Completed the transaction to Flight OTA
2020	❖ Launched Value-added services (Abhi Assured, Assured Flew, and Assured).
2021	❖ In Feb '21, it acquired ConfirmTkt, a leading train ticketing & discovery platform (cash + stock). ❖ In Jul'21, it raised a USD53m pre-IPO round led by GIC. ❖ On 1 st Aug'21, it acquired AbhiBus (bus, train & hotel booking platform) via slump sale. ❖ On 3 rd Aug'21, Converted into a public company and renamed Le Travenues Technology Limited.
2022	❖ Ixigo Trains app ranked 8 th globally in travel & navigation downloads (Data.ai). ❖ Launched Price Lock.
2023	❖ In Jul'23, it launched ixigo PLAN, a Generative AI itinerary & travel recommendation tool. ❖ September 2023 Surpassed 83 million Monthly Active Users (MAUs) across all ixigo apps.
2024	❖ On 18 th Jul'24, it completed internal integration of Confirm Ticket Online Solutions Pvt. Ltd. ❖ On 18 th Jul'24, it completed IPO & listing on NSE & BSE. ❖ In Oc'24, it acquired a 51% stake in Zoop India, a leading train food delivery & e-catering platform. ❖ Launched Price Lock. ❖ Launched Flight Tracker Pro.
2025	❖ Launched an Alternate Travel Plan (Foreign Travel Guarantee). ❖ Reached INR15,000cr GTV in FY25. ❖ Launched Delhi Metro Ticketing (with DMRC and OMD). ❖ Launched Assured Stay.

Product portfolio

The company's diversified portfolio of travel services, including train, flight, bus, and hotel bookings, positions it as a strong player in the Indian online travel market. Its apps cater to a broad and growing customer base by covering the full spectrum of travel needs. This end-to-end offering enhances customer satisfaction, drives engagement, and strengthens its competitive advantage.



Train bookings

Since launching the Ixigo Trains app in 2013, the company has continuously enhanced the rail travel experience through innovations such as live running status, waitlist and PNR prediction, free cancellations, and an AR-based coach position locator across 7,000+ stations. Its AI-powered multilingual voice assistant, TARA, and Siri shortcuts improve customer support and accessibility. The ecosystem has further expanded with offerings like Travel Guarantee for waitlisted passengers and the acquisition of Zoop for seamless food delivery on trains, reinforcing the company's focus on smarter and more comprehensive travel solutions.



Flight bookings

The company began its journey in 2007 with the launch of a flight meta-search website that enabled travelers to compare and purchase airline tickets from trusted third-party platforms. Over time, it evolved into a full OTA model, allowing customers to book flights directly by partnering with airlines and suppliers for domestic and international travel, supported by IATA accreditation. In recent years, the company has introduced AI-powered features such as intelligent price locks and real-time tracking through Flight Tracker Pro, enhancing the booking experience and supporting growth in transaction value and margins.



Bus bookings

The company introduced bus ticketing services on its platform in 2016 as part of its vision to become a comprehensive one-stop travel solution. In 2021, it strengthened its presence in this segment by acquiring AbhiBus through a business transfer agreement. The company also holds a minority stake in FreshBus, which provides intercity travel using eco-friendly electric buses. Additionally, it has expanded its Abhi Assured program by adding more operators, offering free cancellations and service guarantees.

Others – Hotel bookings and other services

The company launched its hotel business in FY24, quickly gaining traction through cross-selling within its extensive user base. It also acquired a majority stake in Zoop Web Services, adding food delivery on trains to its offerings.

The AI-powered PLAN by Ixigo tool provides personalized itineraries and real-time travel recommendations. Growth in this segment is driven by rising adoption of bundled services, travel protection awareness, and AI-driven personalization, helping the company increase wallet share and deepen engagement across its platforms.

Exhibit 27: The Ixigo flywheel



Source: Company, MOFSL

Management Team


Mr. Alope Bajpai (Chairman, MD and Group CEO)

Mr. Bajpai holds a bachelor's degree in technology (electrical engineering) from the Indian Institute of Technology, Kanpur, Uttar Pradesh, India, and a master's degree in business administration from INSEAD. He worked as a software development engineer and subsequently as a system and network engineer at Amadeus in France before co-founding ixigo.com in India in 2007.


Mr. Rajnish Kumar (Director and Group Co-CEO)

Mr. Kumar has been serving on the Board since Apr'10. He advises on product development, technology, marketing, AI initiatives, and global talent acquisition. He holds a B.Tech in Computer Science from IIT Kanpur and previously worked at Amadeus, playing a key role in launching ixigo.com and the Ixigo-trains mobile app.


Mr. Dinesh Kumar Kotha (CEO, Ixigo Trains and ConfirmTkt)

Mr. Kotha is responsible for business development, daily operations, and talent acquisition. He is also the co-founder of ConfirmTkt. He holds a B.Tech (Hons.) in Electronics and Communication Engineering from NIT Jamshedpur and previously worked at Solutions Management India.


Mr. Lenin Koduru (Ixigo Bus Business)

Mr. Koduru is in charge of technology and growth for the bus division. He holds a bachelor's degree in Engineering from Karunya Institute of Technology and has experience across technology, banking, and telecommunications. Before joining the company, he worked with firms such as Impulse Systems, Unisoft India, Inatech InfoSolutions, and Buzznet Sdn. Bhd.


Mr. Saurabh Devendra Singh (Group CFO)

Mr. Singh is responsible for finance, investor relations, and strategic planning. He holds a Chemical Engineering degree from IIT Delhi and a management degree from IIM Ahmedabad. Before joining the company, he served as Chief Business Officer (India) at Sanford C. Bernstein (India) in the research services division, with experience in corporate finance and M&A.

ESG Initiatives



Environment

- Ixigo platform is built to reduce dependency on physical infrastructure by promoting a digital-first travel experience, significantly lowering environmental impact. By enabling paperless bookings, e-tickets, and digital receipts across flights, trains and buses, the company actively contributes to reducing both paper waste and carbon emissions. **Ixigo holds a 25.66% stake in FreshBus**, an inter-city electric bus service offering digital-first, eco-friendly travel to and from 17 cities, including Bengaluru, Tirupati, Hyderabad, Vijayawada, Visakhapatnam and more.

Social

- Ixigo’s hybrid work model has enabled it to build a more diverse and inclusive team that mirrors the wide range of travelers it serves. Ixigo provides opportunities to upskill through courses, seminars, and workshops, reflecting its commitment to creating an equitable workplace and investing in the long-term growth of people.

Governance

- The company maintains strict adherence to SEBI and Companies Act requirements by ensuring timely disclosures, accurate records, and seamless compliance.
- This layered approach underscores the company's dedication to maintaining the highest standards of governance and data protection.

SWOT analysis

- ☑ Strong presence in non-metro markets with multilingual, user-friendly platform
- ☑ Comprehensive multi-modal ecosystem (trains, flights, buses, hotels) enabling cross-selling

S

STRENGTH



- ☑ High dependence on price-sensitive customers, impacting margins
- ☑ Limited differentiation in a highly competitive OTA market

W

WEAKNESS



- ☑ Expansion in Tier-II & Tier-III markets driven by increasing smartphone and internet penetration
- ☑ Rising demand for multi-modal and flexible travel planning
- ☑ Growth in spiritual, leisure, and wellness tourism in India

O

OPPORTUNITY



- ☑ Intense competition from established OTA players with aggressive pricing strategies
- ☑ High customer acquisition costs due to cashback and discount-led competition
- ☑ Data privacy and cybersecurity risks impacting brand trust

T

THREATS



Financials and valuations

Consolidated - Income Statement					(INR m)
Y/E March	FY24	FY25	FY26	FY27E	FY28E
Revenue from operations	6,559	9,142	12,280	14,629	18,482
Change (%)		39.4	34.3	19.1	26.3
Employees Cost	1,410	1,636	2,200	2,208	2,772
Other Expenses	4,710	6,698	9,352	11,213	13,878
Total Expenditure	6,120	8,334	11,552	13,422	16,649
% of Sales	93.3	91.2	94.1	91.8	90.1
EBITDA	438	809	728	1,207	1,833
Margin (%)	6.7	8.8	5.9	8.2	9.9
Depreciation	129	103	148	234	277
EBIT	309	705	580	973	1,556
Margin (%)	4.7	7.7	4.7	6.6	8.4
Int. and Finance Charges	29	23	27	27	27
Other Income	92	180	473	585	739
PBT bef. EO Exp.	373	862	1,026	1,531	2,268
EO items	297	46	-28	0	0
Associate P/L, net of tax	-59	-91	-112	-112	-112
Minority interest	-27	1	-7	0	0
PBT	638	817	892	1,418	2,155
Total Tax	-120	214	171	340	517
Tax Rate (%)		26.2	19.1	24.0	24.0
PAT	758	602	722	1,078	1,638
Change (%)		-20.5	19.8	49.3	52.0
Margin (%)	11.6	6.6	5.9	7.4	8.9
Adjusted PAT	461	556	750	1,078	1,638

Consolidated - Balance Sheet					(INR m)
Y/E March	FY24	FY25	FY26	FY27E	FY28E
Equity Share Capital	373	390	438	438	438
Total Reserves	4,087	5,971	20,041	21,106	22,744
Net Worth	4,460	6,361	20,479	21,544	23,183
Minority Interest	0	0	0	0	0
Total Loans	401	324	245	245	245
Deferred Tax liabilities (net)	-365	-202	-151	-151	-151
Other liabilities	428	592	1,656	1,656	1,656
Capital Employed	4,924	7,074	22,229	23,294	24,932
Gross Block	45	71	103	129	167
Less: Accum. Deprn.	30	30	42	56	75
Net Block	16	42	61	73	92
Right of use assets	30	48	138	138	138
Goodwill	2,483	2,596	4,445	4,445	4,445
Other intangible assets	182	179	634	634	634
Investments	893	2,922	13,881	13,881	13,881
Other Non-Current Assets	334	300	238	238	238
Curr. Assets, Loans&Adv.	2,019	2,754	5,821	7,324	9,706
Account Receivables	276	367	467	556	702
Cash and Bank Balance	646	811	3,445	4,320	6,041
Other Current Assets	1,097	1,576	1,910	2,447	2,963
Curr. Liability & Prov.	1,033	1,767	2,989	3,438	4,201
Account Payables	569	1,035	1,924	2,235	2,773
Other Current Liabilities	348	580	828	965	1,191
Provisions	116	152	237	237	237
Net Current Assets	987	987	2,832	3,886	5,505
Misc Expenditure	0	0	0	0	0
Appl. of Funds	4,924	7,074	22,229	23,294	24,932

Financials and valuations

Ratios

Y/E March	FY24	FY25	FY26	FY27E	FY28E
EPS	2.0	1.6	1.7	2.6	3.9
Cash EPS	2.3	1.8	2.1	3.2	4.6
BV/Share	11.6	16.4	49.2	51.8	55.7
Valuation (x)					
P/E	88.9	113.4	102.3	67.9	44.7
Cash P/E	76.0	96.8	84.2	55.8	38.2
P/BV	15.1	10.7	3.6	3.4	3.2
EV/Sales	11.1	8.0	5.9	5.0	4.0
EV/EBITDA	166.6	90.3	100.3	60.5	39.8
FCF per share	0.9	3.0	4.2	2.8	4.2
Return Ratios (%)					
RoE	18.2	11.1	5.4	5.1	7.3
RoCE	6.3	11.8	4.0	4.3	6.5
Working Capital Ratios					
Fixed Asset Turnover (x)	211.1	317.4	239.1	218.7	224.6
Asset Turnover (x)	0.9	0.5	0.5	0.5	0.6
Debtor (Days)	15	15	14	14	14
Creditor (Days)	34	45	61	61	61
Leverage Ratio (x)					
Current Ratio	1.5	2.2	2.9	3.0	3.0
Interest Cover Ratio	10.7	30.3	21.2	35.6	56.9
Net Debt/Equity	0.0	-0.3	-0.2	-0.2	-0.3

Consolidated - Cash Flow Statement

Y/E March	FY24	FY25	FY26	FY27E	FY28E
Profit before Tax	611	817	885	1,531	2,268
Depreciation & Amortisation	129	103	148	234	277
Net Interest Exp. /Inc.(-)	-24	-71	-318	-558	-712
Inc(-)/Dec in WC	-127	310	789	75	231
Others	-162	123	510	220	220
Taxes paid	5	-60	-57	-340	-517
Operating Cash Flow	432	1,223	1,957	1,161	1,767
Capex	-73	-41	-206	-12	-19
Free Cash Flow	359	1,182	1,752	1,150	1,748
Inc(-)/Dec in Investments	-62	-1,932	-11,171	0	0
Others	0	0	0	0	0
Investing Cash Flow	-446	-2,030	-12,112	-12	-19
Inc/Dec (-) Capital	-396	1,116	12,967	0	0
Dividend + Tax thereon	0	0	0	0	0
Inc/Dec (-) Loans	0	0	0	0	0
Others	-71	-67	-101	-27	-27
Financing Cash Flow	-467	1,050	12,866	-27	-27
Inc/Dec (-) Cash	-481	242	2,711	1,122	1,720
Opening Cash Balance	1,127	252	487	3,198	4,320
Closing Cash Balance	245	487	3,198	4,320	6,041

E: MOFSL Estimates

BSE Sensex
75,528

 S&P CNX
23,623

CMP: INR103
TP: INR125 (+21%)
Buy

Stock Info

Bloomberg	YATRA IN
Equity Shares (m)	157
M.Cap.(INRb)/(USDb)	16.2 / 0.2
52-Week Range (INR)	202 / 82
1, 6, 12 Rel. Per (%)	5/-32/14
12M Avg Val (INR M)	465

Financials Snapshot (INR m)

Y/E MARCH	FY26	FY27E	FY28E
Sales	10,065	12,679	15,688
Sales Gr. (%)	27.2	26.0	23.7
EBITDA	804	1,037	1,447
EBITDA Margin.%	8.0	8.2	9.2
Reported PAT	468	653	927
EPS (INR)	3.0	4.2	5.9
EPS Gr. (%)	28.0	39.4	42.1
BV/Share	52.9	57.1	63.0

Ratios

RoE	5.8	7.6	9.8
RoCE	4.4	6.3	8.8
Payout	0.0	0.0	0.0

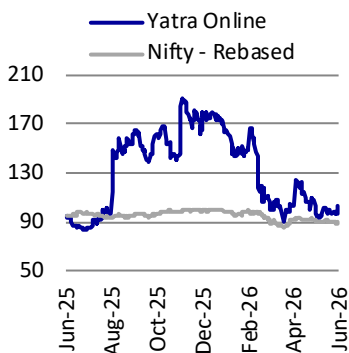
Valuations

EV/Sales	1.6	1.3	1.0
EV/EBITDA	20.0	15.5	11.1
P/E (x)	34.5	24.8	17.4
P/BV (x)	1.9	1.8	1.6

Shareholding Pattern (%)

As On	Mar-26	Dec-25	Mar-25
Promoter	62.7	64.5	64.5
DII	11.9	11.1	20.3
FII	4.3	5.1	2.8
Others	21.3	19.4	12.5

FII Includes depository receipts

Stock performance (one-year)

Play on India's enterprise travel market

- Yatra Online Limited (YATRA) is India's largest corporate online travel agency (OTA), serving over 1,300 large and medium enterprise clients along with 58,000 SME customers. The company provides a comprehensive travel offering, enabling bookings across more than 400 domestic and international airlines, access to ~80k Indian hotel properties, a growing base of homestays across ~1,497 cities, and ~2m contracted hotels globally. It also offers end-to-end booking solutions for rail, bus, activities, and other travel services through a single platform.
- YATRA has ~15.6m registered users and 21m mobile app downloads. Notably, ~59% of bookings come from repeat users, while ~81% of traffic is generated through direct and organic channels, indicating strong brand recall value.
- The sizeable ~USD27b B2C travel market (43% online penetration; ~15.6m registered users) and the underpenetrated ~USD16.3b corporate travel market (~22% online penetration) together indicate a structural growth opportunity for the company.
- We expect YATRA to deliver Revenue/EBITDA/PAT CAGR of ~25%/34%/41% over FY26-28E. EBITDA margins are expected to reach 9.2% by FY28E, supported by a favorable shift in GTV and revenue mix, with higher contributions from the Hotel and Packages segment.
- We expect a GTV CAGR of 12%/33%/13% for Air/Hotel/Others, and an overall GTV CAGR of 16% over FY26-28E.
- YATRA's strategic pivot toward the B2B segment is clearly reflected in its revenue mix, with B2B now contributing ~65% of overall gross booking value (GTV) vs just 21% in FY22. Given management's continued focus on corporate travel, MICE, and enterprise solutions, this share is likely to expand further and potentially cross 80% over the medium term.
- The new CEO has outlined several strategic priorities: 1) focusing on the SME client segment to drive demand, 2) establishing an elite team with a focus on acquiring large corporate accounts every quarter, and 3) creating a specialized team to retain the existing client base over the long term and increase wallet share through upselling and cross-selling initiatives.
- AI initiatives, such as DIYA AI, are expected to optimize workforce headcount by 70-75 employees in the near term and ~200 employees in the long run.

Play on a highly fragmented enterprise travel market

- We believe YATRA is well placed to gain market share from smaller agents and unorganized players due to its strong supply network and comprehensive offering.
- ~22% of corporates rely on travel management companies like Yatra and others, while ~30% use captive and semi-organized modes. This implies that ~48% of enterprises still rely on small and unorganized travel agents, representing a large addressable opportunity for YATRA and other OTAs.

Focus on high-growth, high-margin segment

- The Hotels and Packages vertical reported a GTV CAGR of 26.7% over FY23-26, significantly outpacing the 3.1% CAGR for Air Ticketing, indicating a clear strategic focus on scaling the hotel vertical.

- Online booking in the hotel category remains below 25%, largely due to the fragmented nature of supply. However, increasing digitization and rising chain affiliations are expected to accelerate the shift toward online bookings over time. Increasing contribution from Hotels & Holiday Packages is expanding overall margins, and we expect this momentum to further improve.

Acquisition-led growth model

- Acquisitions remain a key growth lever for YATRA, strengthening its position in the B2B segment, enhancing supply, improving capabilities, and enabling entry into high-growth MICE segment.
- Most acquired businesses have a strong B2B presence and offerings that support YATRA's B2B vertical. In CY24, the company acquired a 100% stake in Globe Travels for a cash consideration of INR1.3b to expand its corporate client base and enter into the MICE business within the broader B2B segment.

View and valuation

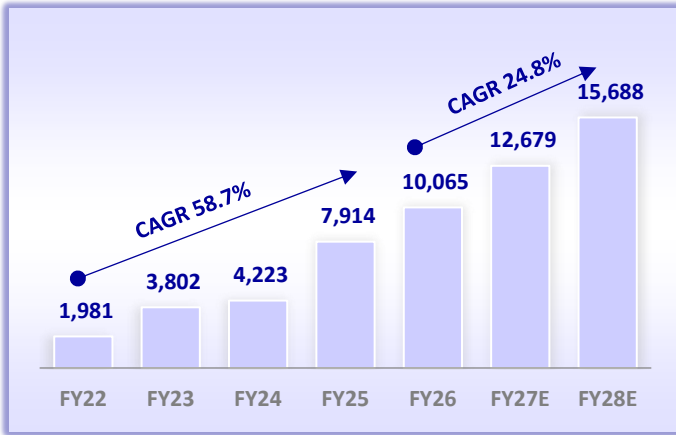
- We believe YATRA is uniquely positioned as a top-tier franchise in the B2B OTA and MICE space, while its B2C segment offers attractive cross-selling and monetization opportunities.
- The company's strategic focus on expanding high-margin and sticky B2B revenue streams is clearly evident from its GTV contribution, which increased from ~32% in FY23 to 65% by 4QFY26. We believe there is still significant runway for growth, as only ~22% corporates currently rely on digital travel management companies like Yatra for booking needs.
- YATRA's B2B segment caters to ~1,300 large and mid-sized enterprises, with an addressable employee base of ~9m, providing substantial cross-selling opportunities at significantly lower customer acquisition costs while supporting the scale-up of its B2C business.
- Notably, the continued expansion of the Hotel & Packages segment in overall revenue and GTV mix is expected to support higher margins and improve profitability going forward.
- We expect YATRA to deliver Revenue/EBITDA/PAT CAGR of ~25%/34%/41%, and GTV growth of 16.4% over FY26-28E. We believe contribution margins will expand 100bp amid changes in GTV and revenue mix, with EBITDA margins likely to expand to 9.2% by FY28E from 8.0% in FY26. We initiate coverage on YATRA with a BUY rating and a TP of INR125. We value the company at 21x P/E on FY28E EPS, indicating a 21% upside.

Risks and concerns

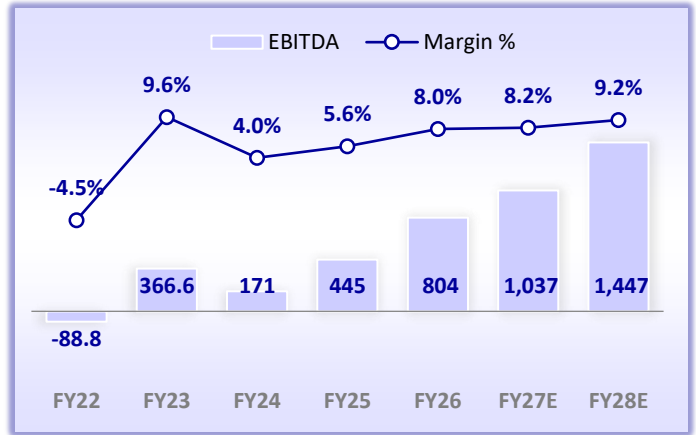
- **Competition:** Intense competition from domestic and global OTAs may pressure pricing, market share, and profitability.
- **Concentration:** Dependence on air ticketing and a limited client/geographic base increases exposure to demand volatility.
- **Third-Party:** Heavy reliance on airlines, hotels, and other partners creates operational and service delivery vulnerabilities.
- **Economic:** Macroeconomic headwinds, currency volatility, and global disruptions can materially impact travel demand.
- **Seasonal:** Seasonal travel patterns can lead to revenue volatility and uneven margin performance across periods.
- **Technology:** Cybersecurity threats, platform disruptions, and rapid technological change may affect operations and customer trust.

STORY IN CHARTS

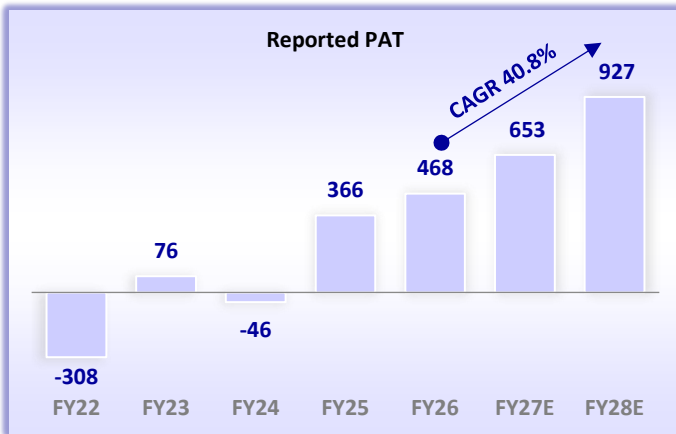
Expect revenue CAGR of 24.8% over FY26-28E (INR m)



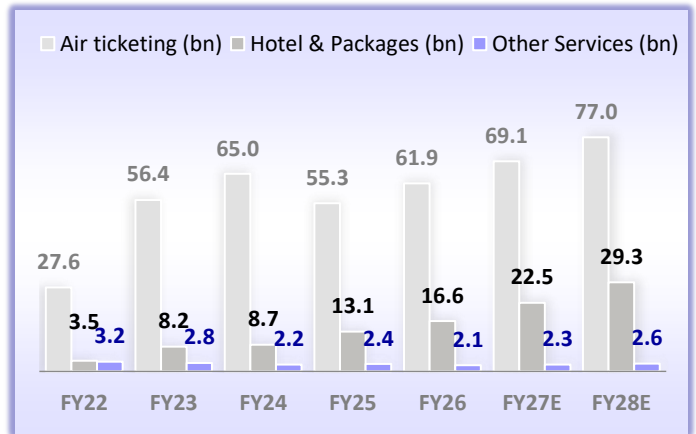
Expect EBITDA margin to expand amid changes in the GBV and revenue mix (INR m)



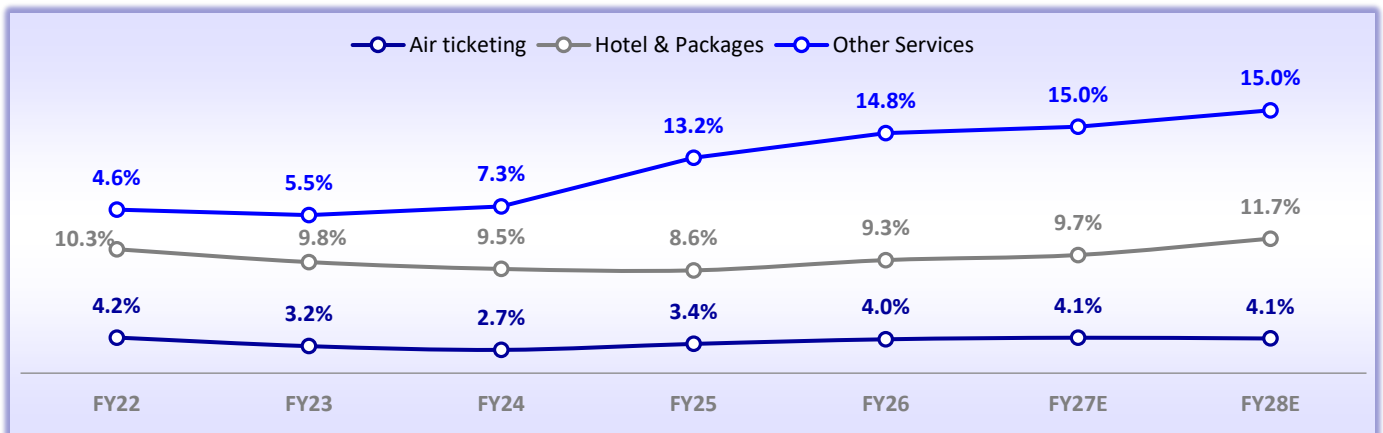
Expect PAT CAGR of 40.8% over FY26-28E (INR m)



Hotel & Packages' GTV growth to outpace Air Ticketing GTV growth (INR b)



Net take rate expected to improve



Source: Company, MOFSL

Investment thesis

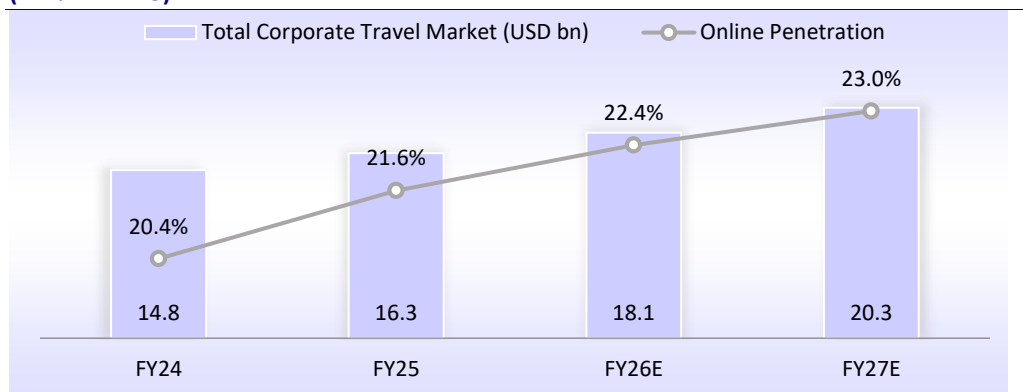
A) Play on the highly fragmented enterprise travel market

YATRA’s B2B segment serves ~10% out of the total 1.3k large and medium-sized corporates.

YATRA has emerged as India’s largest enterprise travel platform, serving over 1,300 large and medium-sized corporate customers with an addressable employee base exceeding 9m. The company also caters to ~58k SME customers. Its enterprise-grade platform offers real-time booking capabilities, comprehensive expense management, and policy compliance tools, helping it establish a leadership position in the high-value enterprise segment.

Exhibit 28: Large addressable B2E OTA opportunity driven by low online adoption (~22% in FY25)

~22% of corporates rely on travel management companies like YATRA, while ~30% use captive and other semi-organized modes, implying that ~48% of enterprises still rely on small and unorganized travel agents.



Source: Videc, Company, MOFSL

YATRA’s network of over 55k travel agents and 97% customer retention rate, with 73% of the top 100 customers associated for more than five years and 80% for over three years, indicates strong brand recall value.

We believe YATRA is well-placed to gain market share from smaller agents and unorganized players, supported by its comprehensive travel offering. Its Air segment allows bookings across 400+ domestic and international airlines, while the Hotels & Packages segment provides access to ~80k Indian properties (including a growing base of homestays in ~1,497 cities and ~2m contracted hotels globally). Additionally, the platform enables end-to-end booking solutions for rail, bus, activities, and other travel services on a single platform.

Sustainable growth is likely to be driven by its ability to scale and penetrate deeper into tier 2 and 3 markets while cross-selling travel solutions to employees of its large corporate client base.

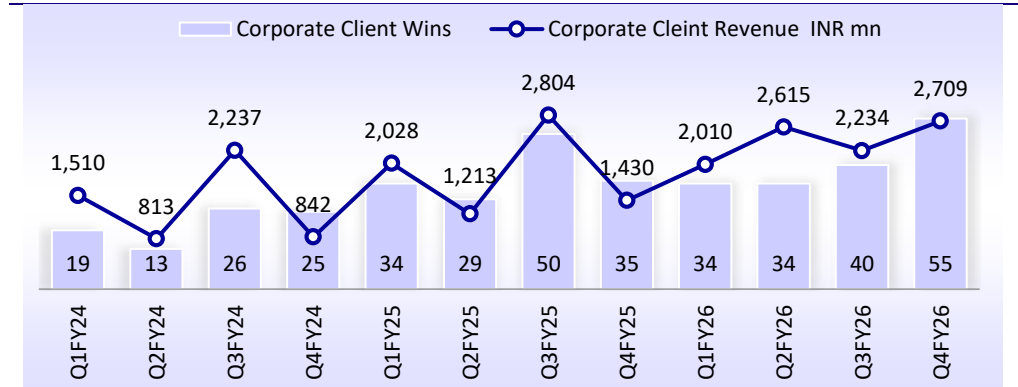
YATRA’s proprietary technology platform leverages artificial intelligence, machine learning, and advanced analytics to deliver personalized travel recommendations and dynamic pricing strategies. These technological advancements enable the company to maintain competitive advantages in inventory management, customer acquisition, and retention across all business segments.

In FY25, YATRA onboarded 163 new corporate clients (including giant enterprises like Cipla), with potential annual business of ~INR7.5b from these new accounts. The growing sales team contributed significantly to pipeline growth across sectors like information technology, manufacturing, and consulting. Further, new initiatives like dedicated teams and new services like visa processing and business-focused car rental solutions are expected to enhance YATRA’s full-service value proposition and drive incremental demand across the B2B ecosystem and mid-market.

Strong addition of enterprise clients across quarters to strengthen the revenue pipeline

Exhibit 29: Healthy addition of enterprise clients and revenue pipeline across quarters

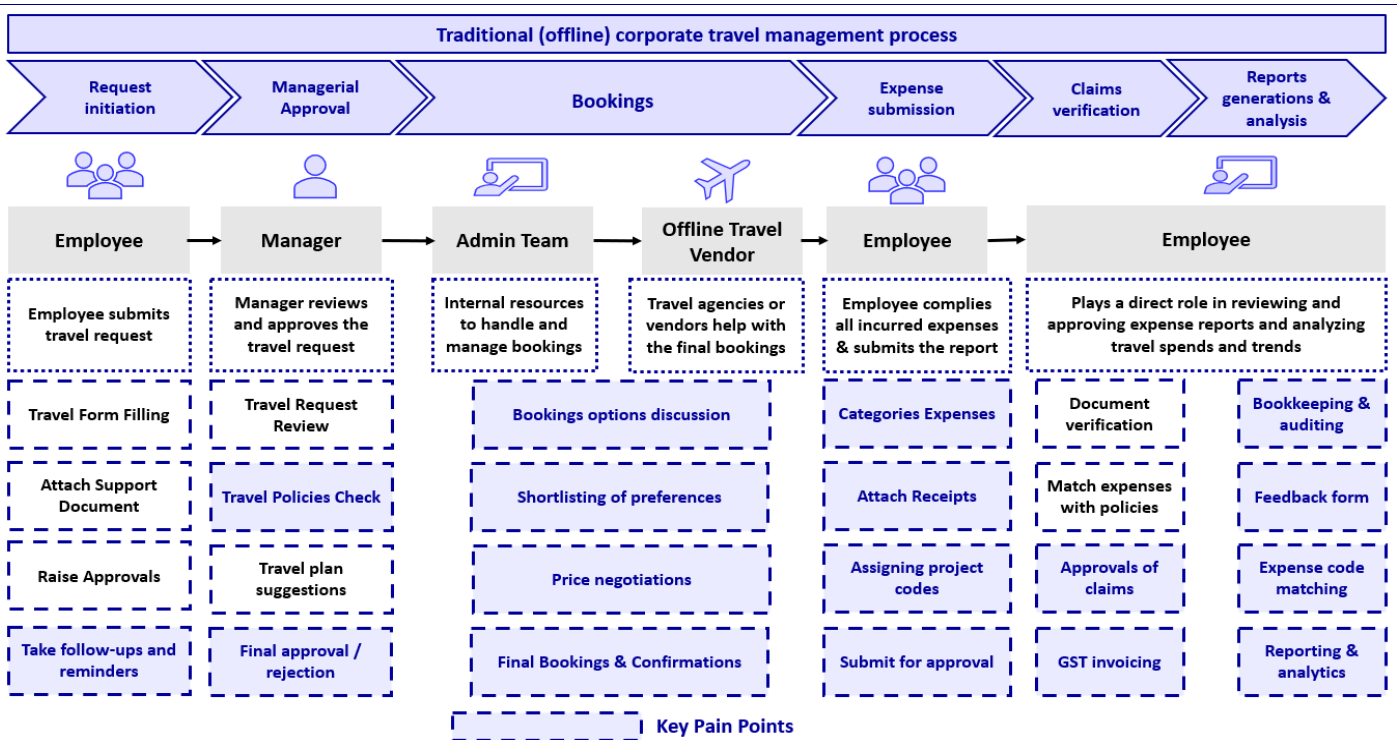
The company is targeting double-digit RoCE in FY27-28E, supported by incremental business from corporate clients



Source: Company, MOFSL

To assess the opportunity within YATRA’s B2B segment, we first evaluated the key reasons why corporates require travel management systems.

Exhibit 30: Traditional offline travel management process in corporates very complex and manual



Source: Company, MOFSL




















EBITDA margin in the Enterprise segment stood at ~20% vs low single digits in B2C. Further, management expects ~80% profitability to be driven by the Enterprise segment, supported by operating leverage, wherein a 20% increase in gross bookings could translate into 35-40% EBITDA growth.

This illustration highlights the complexity of corporate travel workflows, where employees often navigate multiple approval layers while processing visa requests and booking air tickets and hotel accommodations.

A dedicated corporate travel platform streamlines these processes by simplifying approvals, centralizing bookings, and improving the efficiency of expense tracking and account management.

The Enterprise segment delivers relatively higher margins, lower earnings volatility, and higher retention rates, supported by operating leverage benefits. Hence, we expect the Enterprise segment to remain the growth and margin driver.

Exhibit 31: Yatra’s wide range of service offerings for corporate travel

Ticketing – Domestic / International 	Hotel Booking - Domestic/ International 	24X7 Dedicated Support 	Customized Self Booking Tool 
Onsite / Offsite Travel Desk 	Cab Integration 	Full Bouquet of Ancillary Services including MICE 	Visa & Passport Services 
Travel Insurance & Forex 	User Friendly Self Booking Platform 	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 	Globalized Scalable Tech Platform 	Rail / Bus Services 	

Key features of YATRA’s booking platform across consumers and corporates

- Frictionless checkout:** The platform enables one-click booking with integrated payments, including UPI, EMI, and BNPL, for convenience and accessibility.
- Post-booking fare optimization:** Its proprietary fare recheck engine enables cost-saving rebookings up to six hours before departure.
- Deep enterprise integration:** Over 70% of corporate bookings now flow through the SaaS travel management platform, seamlessly embedded within client ERP and HRMS environments. It automates travel approvals, enforces policy compliance, and integrates with expense systems.
- NDC-enabled transparency:** As an early adopter of IATA’s new distribution policy, YATRA delivers real-time inventory access, dynamic pricing, and enhanced personalization for corporate travelers.

Although the B2B segment is relatively working capital-intensive due to the credit terms extended to corporate clients, it offers compelling downstream benefits. For

instance, enterprise partnerships open up a low-cost customer acquisition channel, enabling OTAs to cross-sell personal travel services to employees within these organizations, increase wallet share, drive repeat usage, and reduce blended acquisition costs over time.

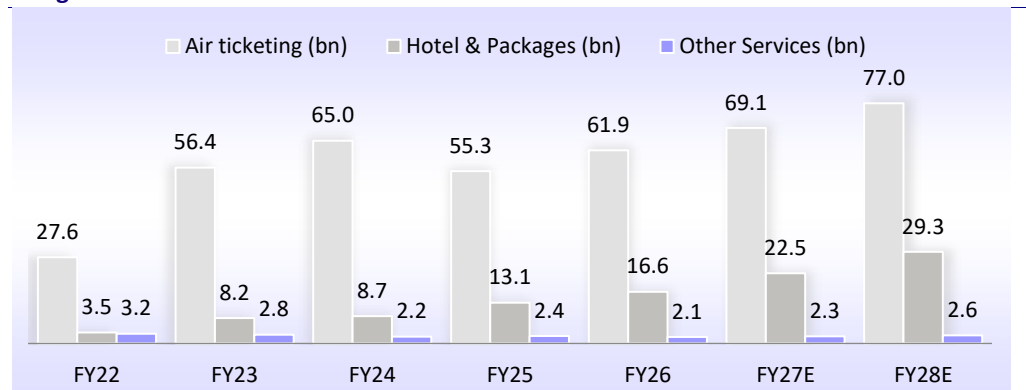
B) Focus on high-growth, high-margin segment

YATRA generates revenue through three key business segments: 1) Air Ticketing - commissions, incentives, and fees from airline ticket sales; 2) Hotel & Packages - commissions and incentives from hotel reservations, along with revenue from tours and packages, and 3) Other Services - sale of cab services, rail and bus tickets, and freight forwarding services.

The revenue contribution across these segments stood at ~47%/38%/4% (for FY23), while the balance ~11% came from advertising revenue. Notably, the mix has shifted to ~24%/67%/3% (for FY26), with advertising revenue contributing ~5% of total revenue.

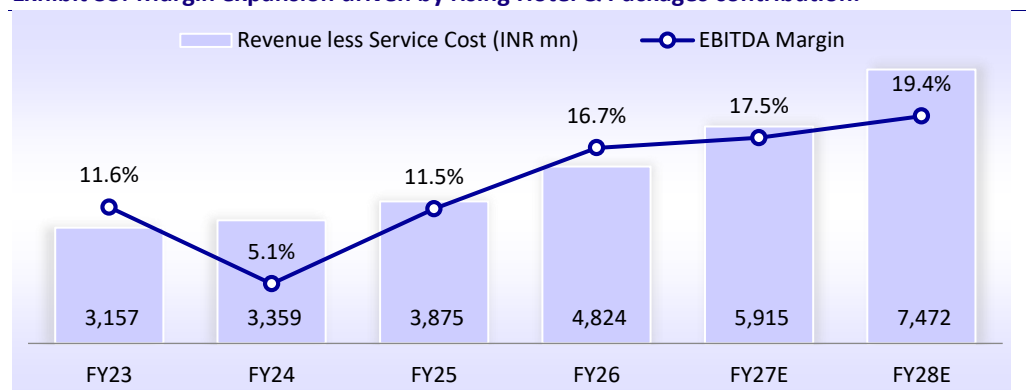
Exhibit 32: Hotel GTV outpacing Air; YATRA targets a balanced 50:50 GTV mix to maximize margins.

The Hotel & Packages vertical’s GBV CAGR stood at 55% over FY22-25, while Air Ticketing CAGR was 26%, indicating a clear focus on scaling the hotel vertical.



Source: Company, MOFSL

Exhibit 33: Margin expansion driven by rising Hotel & Packages contribution.

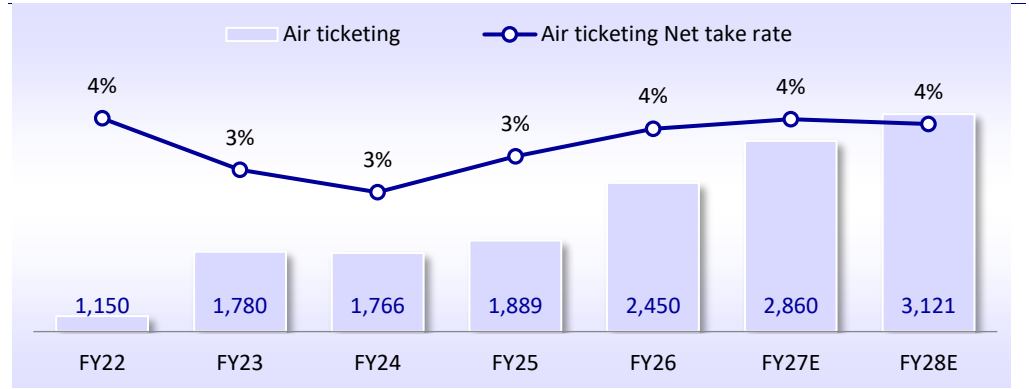


Source: Company, MOFSL

Note: EBITDA margin (%), calculated on an RLSC basis.

In the Hotel & Packages segment, YATRA operates its business through two modes: a) the standalone hotel booking business, and b) integrated holiday packages, which include hotels with flights, transport, sightseeing, and other services.

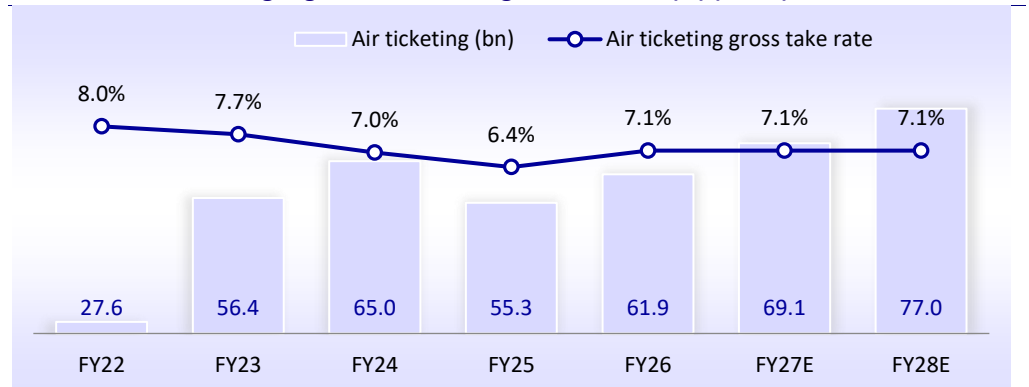
Exhibit 34: Air ticketing segment revenue and net take rate (%) (INR m)



Source: Company, MOFSL

The Air Ticketing segment serves both domestic passengers and outbound international travelers from India. Customers access its services through the website, mobile app, and SaaS software for corporate clients. Its platform provides a seamless booking experience, allowing users to select from the best options.

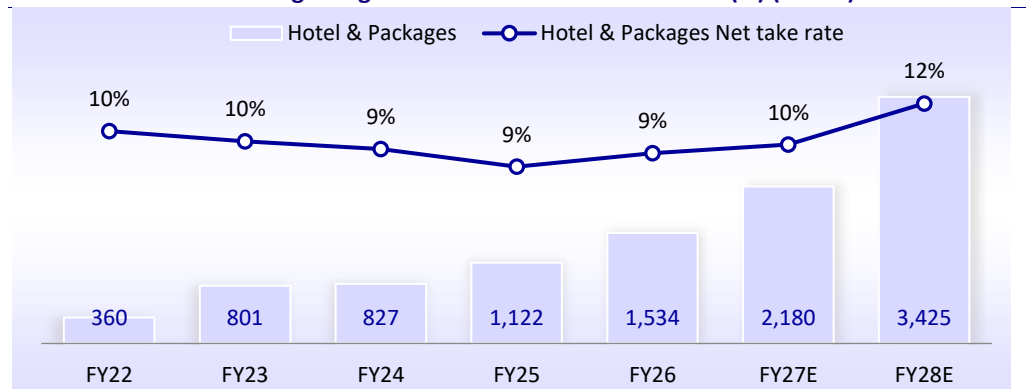
Exhibit 35: Air Ticketing segment's GBV and gross take rate (%) (INR b)



Source: Company, MOFSL

Take rates in the Air Ticketing segment have declined from FY22-25 due to airlines increasingly driving traffic through their own direct booking channels, along with heightened competitive intensity among OTAs through higher discounts and elevated sales and marketing spends.

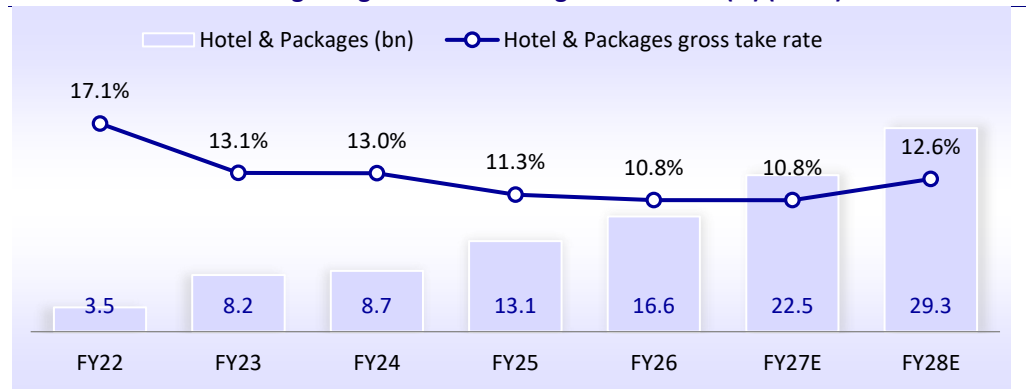
Exhibit 36: Hotel & Packages segment revenue and net take rate (%) (INR m)



Source: Company, MOFSL

YATRA has partnered with ~80k domestic properties and >2m international hotels across ~1,500 cities, which can be considered among the widest hotel coverage networks across Indian OTAs. Notably, its strong hold in budget-category hotels across Tier 2 and Tier 3 cities aligns well with the preference of Indian travelers seeking affordable and reliable accommodation.

Exhibit 37: Hotel & Packages segment’s GBV and gross take rate (%) (INR b)



Source: Company, MOFSL

The holiday packages business is structured around two offerings: fixed-departure packages and customized packages. Fixed-departure packages are curated group tours with pre-defined itineraries and scheduled travel dates, allowing customers to join planned departures. In contrast, customized packages are designed around individual preferences, offering flexibility in travel dates, accommodation, flights, and sightseeing options.

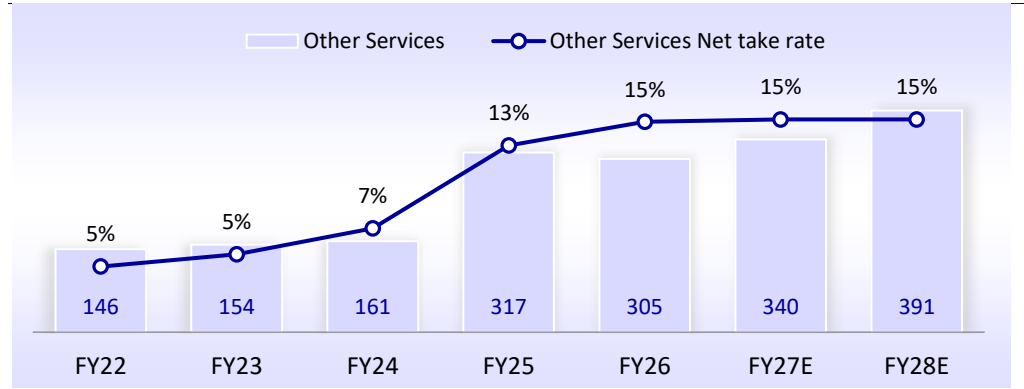
These offerings primarily cater to India’s middle-class travelers seeking end-to-end travel solutions, including flights, hotels, visas, airport transfers, and sightseeing arrangements.

In FY25, YATRA offered nearly 887 holiday packages spanning domestic destinations as well as key international markets across Asia, the Middle East, and Europe.

To expand its reach, the company has built operational partnerships in destinations such as Dubai, Singapore, Thailand, and Malaysia. Additionally, the platform enables third-party holiday operators to list their packages, thereby expanding customer choice beyond YATRA’s in-house offerings.

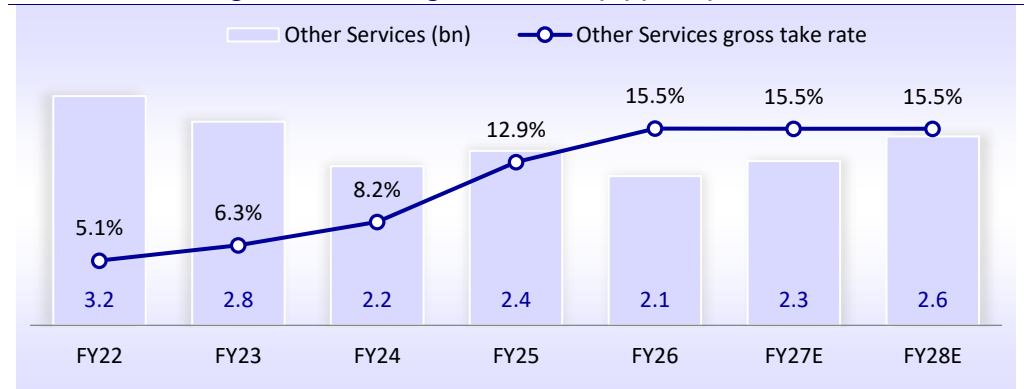
From an accounting perspective, holiday package revenue is recognized on a gross basis, as YATRA acts as the principal service provider responsible for the overall travel experience.

Accordingly, the full package value is recorded as revenue, while associated costs, including hotels, flights, and destination services, are booked as service expenses. Revenue is recognized upon completion of the holiday package.

Exhibit 38: Other segment revenue and net take rate (%) (INR m)


Source: Company, MOFSL

Other segment includes various ancillary services like rail and bus ticketing, cab rental, visa and forex assistance, freight forwarding, and curated activities. These services enhance traveler convenience and increase engagement on the platform.

Exhibit 39: Other segment's GBV and gross take rate (%) (INR b)


Source: Company, MOFSL

Exhibit 40: Segment-wise gross booking and take rate expectations

	FY24	FY25	FY26	FY27E	FY28E
Gross Bookings (INR mn)					
Air Ticketing	64,950	55,272	61,874	69,064	77,047
Hotels & Packages	8,740	13,054	16,578	22,546	29,346
Total	73,690	68,326	78,452	91,610	106,393
Air ticketing Gross Take rate (%)	7.0	6.4	6.7	6.9	7.0
H&P Gross Take rate (%)	13.0	11.8	11.1	11.1	11.3
Air Ticketing RSLC	1,766	1,889	2,450	2,860	3,121
Net Take Rate (%)	2.7	3.4	4.0	4.1	4.1
H&P Ticketing RSLC	827	1,122	1,534	2,180	3,425
Net Take Rate (%)	9.5	8.6	9.3	9.7	11.7
EBITDA	171	445	804	1,037	1,447
Margin on RLSC (%)	5.1	11.5	16.7	17.5	19.4

Source: Company, MOFSL

C) Acquisition-led growth model

Acquisitions remain the key growth lever for YATRA, enabling the company to strengthen its position in the B2B segment alongside enhancing supply, capability, and entry into the high-growth MICE segment.

Exhibit 41: Acquisition history

Target / Deal	Segment	Year / Date	Type	Stake	Consideration	Strategic Purpose
TSI & Subsidiaries (Travel Services International)	Air Travel (B2B)	2010	Acquisition	Majority	Not disclosed	❖ Entry into B2B travel segment; strengthen international ticketing
MagicRooms	Hotels	2011	Acquisition	NA	Not disclosed	❖ Expand hotel inventory & aggregation capabilities
Buzzintown	Events	Jan-12	Acquisition	NA	Not disclosed	❖ Diversify into events & entertainment
Travelguru	Hotels	2012	Acquisition	NA	Not disclosed	❖ Expand hotel supply & direct hotel relationships
TSI Yatra Pvt Ltd	Air Travel	Mar-12	Acquisition	100%	INR 330 million	❖ Strengthen B2B segment
Yatra TG Stays Pvt Ltd (Travels Guru)	Hotels	July-12	Acquisition	100%	USD 19.9 million	❖ Build hotel + homestay supply ecosystem
Yatra Hotel Solutions Pvt Ltd	Hotels	Jul-12	Acquisition	100%	Not disclosed	❖ Strengthen hotel distribution network
mGaadi	Mobility	2016	Acquisition	NA	Not disclosed	❖ Enter ride-hailing / last-mile mobility
Business Combination with Terrapin 3 Acquisition Corp.	Corporate	2016	Merger (SPAC)	—	Not disclosed	❖ Nasdaq listing; access to growth capital
Air Travel Bureau Limited	Corporate Travel	2017	Acquisition	100%	INR 1,510 million	❖ Strengthen corporate travel leadership
Travel.Co.In Pvt Ltd (PL Worldways)	Corporate Travel	Feb-19	Acquisition	100%	INR 58.27 million	❖ Expand corporate presence in South India
Agreement with Ebix Inc.	Corporate	2019	Acquisition Agreement	—	Not completed	❖ Intended global expansion (deal terminated later)
Globe All India Services	Corporate Travel	2024	Acquisition	Majority	Not disclosed	❖ Expand corporate travel & MICE segment

Source: Company, MOFSL

In FY25, YATRA executed over 600 MICE trips for 80K+ travelers.

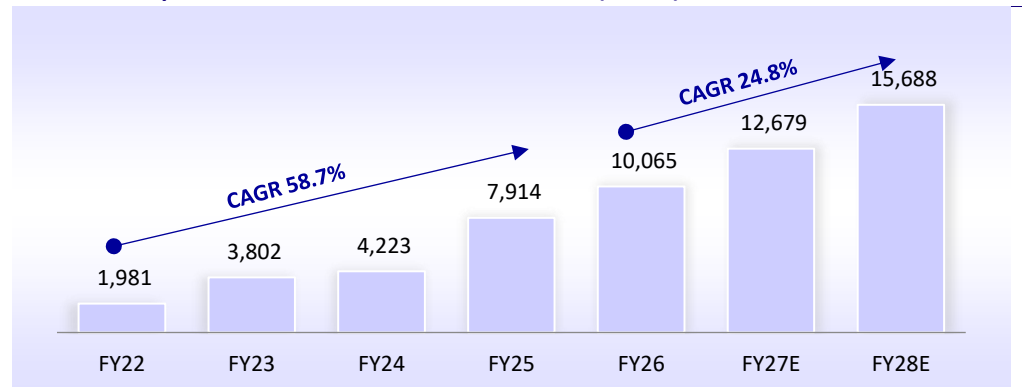
- Most of these acquired businesses have a strong B2B hold and offerings to support the company's B2B vertical. In CY24, the company acquired a 100% stake in Globe Travels for a cash consideration of INR1.3b to strengthen its corporate client base and enter into the MICE business within the broader B2B segment.
- This acquisition added ~360 corporate clients and expanded YATRA's overall customer base. Notably, there was minimal overlap between YATRA's existing clientele and Globe Travels' customer base. Globe Travels catered to clients with an average annual billing of INR10m.
- The Indian MICE market was valued at USD38b as of CY25 and is expected to reach INR74b by CY31E, implying a CAGR of 12%.
- YATRA's key priorities for FY25-26 included: 1) scaling its corporate and MICE leadership, 2) unlocking synergies from Globe Travels, 3) driving a broader adoption of RECAP across India and select international markets, 4) accelerating next-gen AI deployments to create seamless, personalized journeys, and 5) deepening engagement across consumer and cross-sell ecosystems.
- MICE represents a structured, high-value segment within corporate travel, where a single event combines multiple services, including flights, hotel stays, venue bookings, local transportation, event production, and on-ground execution support. Since each engagement spans several travel and event categories, MICE typically delivers higher blended take rates and larger transaction values compared with routine corporate travel bookings. Additionally, such engagements are often secured through annual or multi-year contracts, providing stronger revenue visibility, recurring business, and deeper client relationships.

Financial outlook - Yatra

Expecting revenue and GTV CAGR of 25% and 16%, respectively, over FY26-28

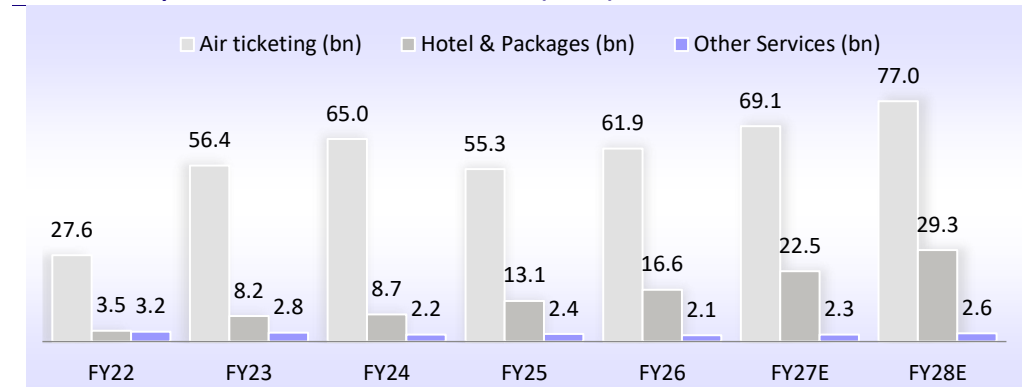
We believe Yatra is well-positioned to sustain strong growth in GTV and revenue, supported by its entrenched corporate client base, deepening enterprise penetration, and technology-led booking platform, which enhances switching costs and operational efficiency. Moreover, the continued expansion of its consumer travel business, coupled with rising contributions from higher-margin product lines, such as hotels and holiday packages, and ancillary services, is expected to strengthen both topline momentum and earnings.

Exhibit 42: Expect ~25% revenue CAGR over FY26-28 (INR m)



Source: Company, MOFSL

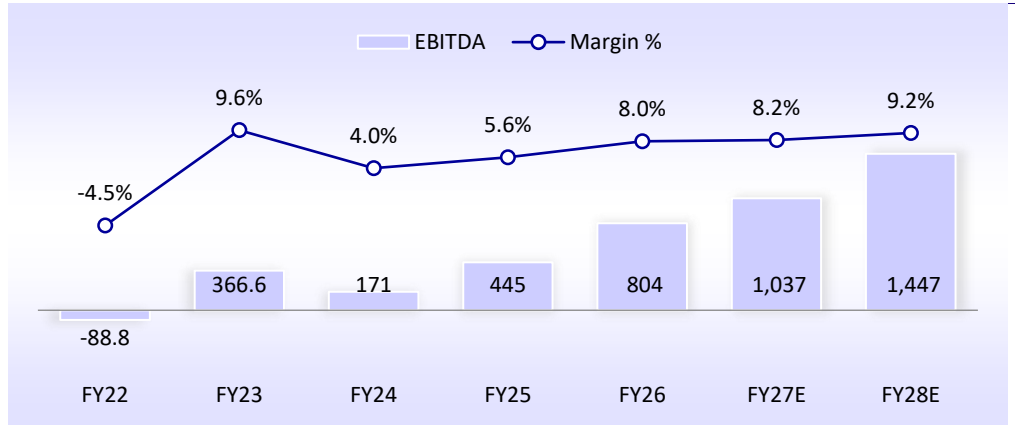
Exhibit 43: Expect 16% GTV CAGR over FY26-28 (INR b)



Source: Company, MOFSL

We expect Hotel GTV to expand at ~33% CAGR over FY26-28, backed by management’s strategic focus on increasing the contribution from high-margin hotel offerings. Meanwhile, Air Ticketing GTV is likely to expand at ~12% CAGR, while the Other Services segment is expected to expand at ~13% CAGR over FY26-28.

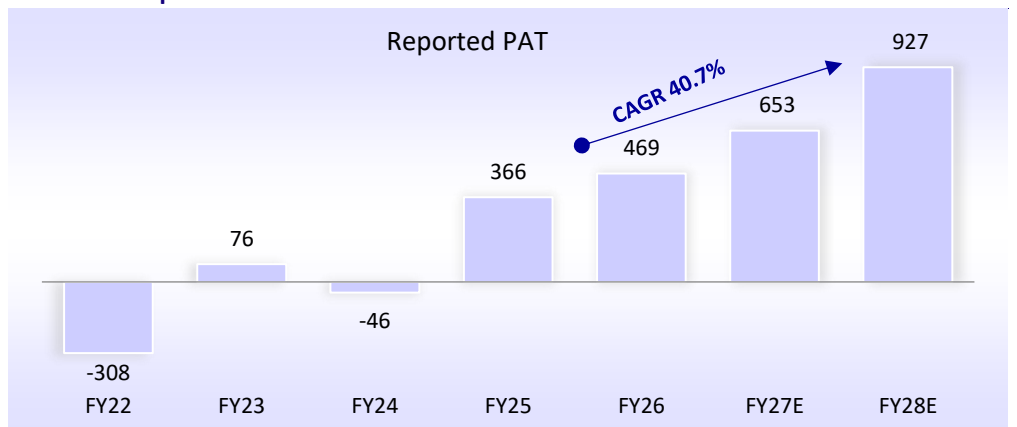
Exhibit 44: Expect 34% EBITDA CAGR over FY26-28



Source: Company, MOFSL

Yatra delivered significant improvement in EBITDA and margins over the past few years, driven by operating leverage, disciplined cost management, and growing scale across its platform. We expect margin to expand further by ~100-200bp, exceeding 9% over the next two years, supported by lower relative fixed costs and continued growth in the higher-margin hotel booking business.

Exhibit 45: Expect PAT CAGR of 41% over FY26-28



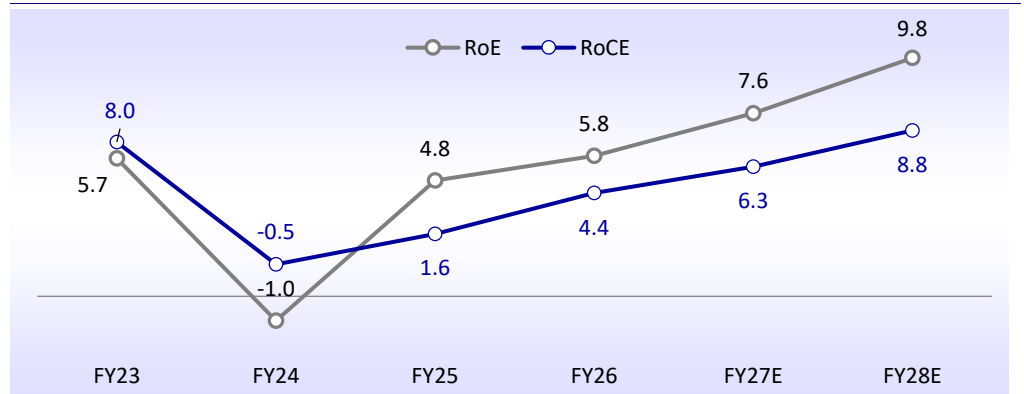
Source: Company, MOFSL

We expect PAT to expand significantly on the back of strong topline growth and continued margin expansion. Considering Yatra’s asset-light and technology-driven business model, fixed overheads are expected to increase at a relatively slower pace. Consequently, incremental EBITDA is likely to largely flow through to PAT.

Gradual expansion in RoE and RoCE likely

Yatra's return ratios have improved steadily over the past few years, driven by improving profitability. Its asset-light business model enables attractive returns without requiring significant capex. We expect RoE to improve from 5.8% in FY26 to 9.8% in FY28E, while RoCE is likely to increase from 4.4% to 8.8% over the same period, mainly due to robust earnings growth, margin expansion, efficient working capital management, and better utilization of technology investments.

Exhibit 46: Return ratios to improve



Source: Company, MOFSL

Valuation and view: Initiate coverage with a BUY rating

We initiate coverage on YATRA with a BUY rating and a TP of INR125. We value the company at 21x on FY28E EPS.

- We believe YATRA is uniquely positioned as a top-tier franchise in the B2B OTA and MICE segments, with its B2C segment offering attractive cross-sell monetization opportunities.
- YATRA's strategic focus on expanding its high-margin and sticky B2B segment is evident, with the gross booking value contribution increasing from ~32% in FY23 to 65% by 4QFY26. We believe there remains significant growth runway, as only ~22% of corporates currently rely on digital travel management companies such as YATRA for their booking needs.
- The company's B2B segment caters to ~1,300 large and mid-sized enterprises with an addressable employee base of ~9m, providing substantial cross-sell opportunities at significantly lower customer acquisition costs while also supporting scale-up of the B2C business.
- Notably, the company's continued expansion in the Hotel & Packages segment, both in revenue and GTV mix, is expected to support relatively higher margins and profitability going forward.
- We expect YATRA to deliver Revenue/EBITDA/PAT CAGR of ~25%/34%/41% over FY26-28E, while GTV is projected to grow at 16%. Contribution margin is expected to expand 100bp amid a shift in GTV and revenue mix, with EBITDA margin likely to increase to 9.2% by FY28E from 8.0% in FY26. **We initiate coverage on YATRA with a BUY rating and a TP of INR125.** We value the company at 21x on FY28E EPS.

Bull & Bear cases



Bull Case

- ✓ Strong pickup in revenue and earnings, driven by a pick-up in B2B travel demand, MICE portfolio, and B2C verticals
- ✓ Low operational costs beginning to reflect in margin expansion
- ✓ Revenue CAGR of over 30% and margin expansion of 400bp
- ✓ Valuation re-rating toward 30x P/E, supported by continued margin expansion and revenue growth exceeding expectations

Bear Case

- ✓ Weaker revenue and earnings momentum amid rising competitive intensity and lower-than-expected traction in MICE and B2C
- ✓ High discounts and advertisement expenses could impact take rates and margin profile
- ✓ Revenue CAGR below 10%, leading to a de-rating toward 15x P/E
- ✓ Slowdown in the economy could weigh on discretionary spending

Scenario analysis: Base | Bull | Bear

INR m	Bull			Base			Bear		
	FY27E	FY28E	FY29E	FY27E	FY28E	FY29E	FY27E	FY28E	FY29E
Revenue	13,588	18,344	24,764	12,679	15,688	19,611	11,072	12,179	13,397
Gr (%)	35	35	35	26	24	25	10	10	10
EBIT	815	1,376	2,353	593	898	1,275	554	609	603
EBIT Margin (%)	6.0	7.5	9.5	4.7	5.7	6.5	5.0	5.0	4.5
PAT	747	1,192	1,981	653	927	1,177	443	487	536
EPS (INR)	4.8	7.6	12.6	4.2	5.9	7.5	2.8	3.1	3.4
Gr (%)	59.6	59.5	66.2	39.4	42.1	26.9	-5.4	10.0	10.0
Target PE (x)		30			21			15	
TP (FY28E EPS)		228			125			47	

Key Risk

- **Competition:** The company operates in a highly competitive OTA landscape, facing pressure from both domestic and global players. Elevated competition could intensify pricing pressures, erode market share, weaken customer loyalty, and constrain profitability over time.
- **Concentration:** The business remains dependent on air ticketing revenues and a limited set of large clients and geographies, exposing it to demand volatility and sector-specific downturns.
- **Third-Party:** Operations are significantly reliant on external suppliers such as airlines, hotels, and ground transport providers. Any disruption, inconsistency in service quality, or contractual changes by these partners may adversely affect customer experience and operational reliability.
- **Economic:** Macroeconomic uncertainties, including inflationary pressures, currency volatility, and global disruptions such as pandemics, could significantly impact discretionary travel spending and overall demand growth.
- **Seasonal:** The travel industry is inherently cyclical, with pronounced peaks during holiday periods and seasonal troughs affecting revenue consistency and margin stability.

Company background

YATRA is one of India’s leading online travel platforms, founded in 2005 by Dhruv Shringi, Manish Amin, and Sabina Chopra, and headquartered in Gurugram, Haryana. Built to simplify travel for Indian consumers, the company operates a multi-channel digital ecosystem, serving individual travelers, families, and corporate clients across India, the US, and the UK. The company has scaled rapidly, achieving over USD1b TTV within 10 years, while building a diversified customer ecosystem comprising 1,300+ large corporate clients, ~58,000 SMEs, ~55,000 travel agents, and 15.6m registered consumers. Its platform drives ~106m annual consumer visits, 81% via direct and organic traffic, supported by 21m mobile app downloads and ~80,000 hotel listings—the largest among Indian OTAs. The company’s reputation is anchored in reliability, innovation, and customer-centric service, making it a dominant player in India’s online travel market.

Exhibit 47: Major evolution over the years

Year	Key Events
2006	❖ Commenced operations with the launch of its website, www.yatra.com
2007	❖ Launched its first mobile offerings via SMS
2010	❖ Launched India’s first online ticket cancellation services ❖ Acquired ticket-consolidator Travel Services International (TSI) ❖ Introduced cash-on-delivery services for bookings
2011	❖ Acquired Magicrooms
2012	❖ Acquired Buzzintown ❖ Launched a co-branded credit card with SBI ❖ Acquired a 100% stake in travelguru.com
2013	❖ Launched a corporate travel business
2014	❖ Launched a loyalty rewards program, eCash
2015	❖ Diversified its offerings to include homestays
2016	❖ Launched ‘Yatra mini’ for low-bandwidth markets ❖ Partnered with Uber for integrated travel solutions ❖ Introduced the industry’s first voice search feature ❖ Publicly listed on NASDAQ under the ticker symbol YTRA
2017	❖ Acquired Yatra for Business Private Limited (Formerly known as Air Travel Bureau Private Limited) ❖ Launched the industry’s first Android smartwatch wear app
2018	❖ Launched YUVA - Universal Virtual Assistant ❖ Partnered with Agoda to offer Indian hotel inventory to international travelers
2019	❖ Acquired TCIL, the corporate division of PL Worldways
2020	❖ Partnered with Zaggle to offer expense management solutions ❖ Launched its freight business
2023	❖ Launched Yatra Prime, offering benefits like zero cancellation fees, exclusive offers, and partner bank offers on domestic flights ❖ Partnered with Delhi Capitals Women's Premier League (WPL) as an associate sponsor ❖ Consummated the IPO with the listing of its equity shares on BSE and NSE
2024	❖ Acquired Globe All India Services Limited (Globe Travels), a premier corporate travel service provider ❖ Launched RECAP, a Gen AI-powered expense management solution for SMEs and large enterprises ❖ Recognized as India's Biggest Brand Mover by YouGov

Product portfolio

YATRA offers a comprehensive suite of travel solutions tailored for both leisure and business travelers. These offerings are integrated within its easy-to-use platforms and supported by advanced technology solutions.

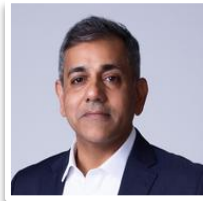
- **Flight Reservations:** Domestic and international bookings across all major airlines, offering competitive pricing, flexible cancellation, and 24/7 support
- **Hotel Bookings:** Access to over 80,000 hotels in India and more than 2m properties globally, with options across price points and segments
- **Holiday Packages:** Curated packages for domestic and international travel, combining flights, stays, sightseeing, and activities
- **Train & Bus Tickets:** Integration with IRCTC and multiple bus operators to offer seamless multi-modal travel
- **Cab & Car Rentals:** Local and intercity transport services with real-time availability and dynamic pricing
- **Cruise Holidays:** Bookings for both domestic and international cruise experiences
- **Travel Insurance & Visa Services:** End-to-end support for secure travel, including documentation and policy coverage
- **Experiences & Activities:** On-platform booking for events, local attractions, and curated travel experiences.

Management Team



Dhruv Shringi, Whole-time Director and Chairman

Dhruv Shringi, co-founder of Yatra.com, scaled the company to 1,000+ employees and established it as one of India's leading online travel brands. An INSEAD MBA and Chartered Accountant, he previously held senior roles at Ebookers, Ford, and Arthur Andersen. He also serves on FICCI's Tourism Committee and has been recognized among India's 'Top 40 CEOs under 40'.



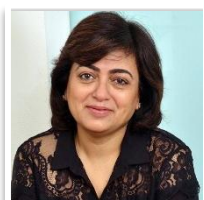
Siddhartha Gupta, Chief Executive Officer

Siddhartha Gupta brings over 25 years of experience in enterprise technology, B2B SaaS, and digital transformation, with prior leadership roles at SAP, HP, Mercer India, and Mercer Mettl. He leads YATRA's business operations, growth strategy, and technology expansion across domestic and global travel markets.



Manish Amin, Chief Information and Technology Officer

Manish Amin, co-founder of YATRA, brings over 30 years of experience in travel and technology, including senior roles at Ebookers, where he managed global operations. At YATRA, he oversees product innovation, mobile technology, and data center management, driving technology-driven solutions that enhance customer experience and operational efficiency.



Sabina Chopra COO (Corporate)

Sabina Chopra oversees sales, fulfillment, and after-sales operations for YATRA's corporate hotel business, leveraging over 16 years in travel, aviation, and BPO operations. With prior leadership at Ebookers, Japan Airlines, RAC, and Hewitt, she drives client expansion, operational excellence, and customer retention.



Anuj Sethi CFO

Anuj Kumar Sethi has served as CFO of YATRA since April 2025 and brings more than 25 years of experience in travel and corporate services. His expertise spans financial management, P&L leadership, and operational efficiency. He has previously held senior finance roles at YATRA and Carlson Wagonlit Travel India, providing strong institutional knowledge and driving strategic growth, cost optimization, and M&A initiatives.

ESG Initiatives



Environment

YATRA’s digital-first business model naturally reduces its environmental footprint through paperless transactions and cloud-based operations. The company promotes eco-friendly travel choices by partnering with hotels and airlines that follow sustainability practices. Its continued investments in data centers and technology modernization also aim to improve energy efficiency and reduce emissions.

Social

The company has a strong focus on customer trust, safety, and service quality, augmented by its large B2B corporate travel network. It invests in employee development, diversity, and skill-building, while also maintaining partnerships with hospitality and travel suppliers built on long-term relationships. The company supports responsible tourism and has initiatives focused on traveler safety and community engagement.

Governance

The company maintains a professional board structure with experienced industry leaders and strong internal controls. It adheres to transparent reporting, risk management practices, and regulatory compliance across markets. Its governance structure is designed to ensure accountability, data protection, and alignment with stakeholders’ long-term interests.

SWOT analysis

- ✓ End-to-end travel platform (flights, hotels, buses, trains, holidays, corporate travel)
- ✓ Leadership in corporate travel segment, supported by 1,300+ clients
- ✓ Omni-channel model (combining digital platforms with a network of over 55,000 travel agents, enabling stronger reach across Tier II & III cities)

S

STRENGTH



- ✓ High dependence on third-party suppliers (airlines, hotels) and low control over pricing
- ✓ Low margins due to intense competition in the online travel space
- ✓ Heavy reliance on the Indian market (limited global diversification)
- ✓ High customer acquisition costs due to competition

W

WEAKNESS



- ✓ Rising corporate travel demand and digitization of enterprise travel workflows present significant growth potential
- ✓ Increasing adoption of online hotel bookings and curated travel experiences in Tier 2–3 cities
- ✓ Ability to cross-sell and upsell through improved loyalty programs, AI-driven personalization, and mobile-led innovations

O

OPPORTUNITY



- ✓ Economic slowdowns, geopolitical uncertainties, or industry disruptions could impact bookings
- ✓ Regulatory changes in travel, data privacy, or airline policies may increase compliance costs
- ✓ Technological disruptions and cybersecurity risks remain key concerns in a high-traffic digital ecosystem

T

THREATS



Financials and valuations

Consolidated - Income Statement

	(INR m)					
Y/E March	FY23	FY24	FY25	FY26	FY27E	FY28E
Revenue from operations	3,802	4,223	7,914	10,065	12,679	15,688
Change (%)		11.1	87.4	27.2	26.0	23.7
Employees Cost	1,090	1,286	1,482	1,670	2,126	2,636
Other Expenses	2,345	2,767	5,988	7,592	9,516	11,605
Total Expenditure	3,435	4,053	7,470	9,261	11,642	14,241
% of Sales	90.4	96.0	94.4	92.0	91.8	90.8
EBITDA	367	171	445	804	1,037	1,447
Margin (%)	9.6	4.0	5.6	8.0	8.2	9.2
Depreciation	183	197	309	412	444	549
EBIT	184	-26	136	392	593	898
Margin (%)	4.8	-0.6	1.7	3.90	4.7	5.7
Int. and Finance Charges	234	246	102	126	126	126
Other Income	173	259	318	258	258	258
PBT bef. EO Exp.	123	-14	351	524	725	1,030
EO Items	-1	0	0	-38	0	0
PBT after EO Exp.	122	-14	351	486	725	1,030
Total Tax	45	32	-14	18	73	103
Tax Rate (%)	37.4			3.8	10.0	10.0
Reported PAT	76	-46	366	468	653	927
Change (%)				27.9	39.5	42.1
Margin (%)	2.0	-1.1	4.6	4.6	5.1	5.9
Adjusted PAT	77	-46	366	506	653	927

E: MOFSL Estimates

Consolidated - Balance Sheet

	(INR m)					
Y/E March	FY23	FY24	FY25	FY26	FY27E	FY28E
Equity Share Capital	115	157	157	157	157	157
Total Reserves	1,580	7,318	7,681	8,145	8,798	9,725
Net Worth	1,695	7,475	7,838	8,302	8,955	9,882
Total Loans	1,531	638	546	716	716	716
Deferred tax liabilities (net)	7	5	143	129	129	129
Capital Employed	3,233	8,118	8,526	9,147	9,800	10,727
Gross Block (incl. intangibles)	2,568	2,824	3,888	4,269	4,650	5,031
Less: Depreciation and Amortization	2,314	2,445	2,754	3,166	3,609	4,158
Net Block	254	379	1,134	1,104	1,041	873
ROU	201	160	183	257	257	257
Goodwill	691	691	1,415	1,415	1,415	1,415
Capex	42	80	96	269	269	269
Other non-current asset	565	712	813	781	781	781
Curr. Assets, Loans&Adv.	5,059	10,152	9,592	9,539	10,454	11,927
Account Receivables	2,875	4,502	5,453	5,353	5,906	6,877
Cash and Bank balance	1,023	4,021	987	914	1,276	1,778
Other Current Assets	1,161	1,629	3,152	3,271	3,271	3,271
Curr. Liability & Prov.	3,579	4,056	4,707	4,217	4,416	4,794
Account Payables	1,385	1,731	2,265	2,148	2,347	2,725
Other Current Liabilities	2,194	2,325	2,442	2,070	2,070	2,070
Net Current Assets	1,480	6,096	4,885	5,321	6,037	7,132
Appl. of Funds	3,233	8,118	8,526	9,147	9,800	10,727

Financials and valuations

Ratios

Y/E March	FY23	FY24	FY25	FY26	FY27E	FY28E
Basic (INR)						
EPS	0.7	-0.3	2.3	3.0	4.2	5.9
Cash EPS	2.3	1.0	4.3	5.6	7.0	9.4
BV/Share	14.7	47.6	49.9	52.9	57.1	63.0
Valuation (x)						
P/E	153.6	-350.0	44.2	34.5	24.8	17.4
Cash P/E	45.5	107.2	24.0	18.4	14.7	10.9
P/BV	7.0	2.2	2.1	1.9	1.8	1.6
EV/Sales	4.2	3.8	2.0	1.6	1.3	1.0
EV/EBITDA	43.9	94.4	36.2	20.0	15.5	11.1
FCF per share	-14.6	-10.8	-7.5	2.0	1.5	2.4
Return Ratios (%)						
RoE	5.7	-1.0	4.8	5.8	7.6	9.8
RoCE	8.0	-0.5	1.6	4.4	6.3	8.8
Working Capital Ratios						
Fixed Asset Turnover (x)	7.9	7.6	7.8	6.6	7.9	10.6
Asset Turnover (x)	0.6	0.4	0.6	0.8	0.9	1.1
Debtor (Days)	231	319	230	196	170	160
Creditor (Days)	165.6	180.0	107.8	88.6	79.5	69.8
Leverage Ratio (x)						
Current Ratio	1.4	2.5	2.0	2.3	2.4	2.5
Interest Cover Ratio	0.8	-0.1	1.3	3.1	4.7	7.2
Net Debt/Equity	0.3	-0.5	-0.1	0.0	-0.1	-0.1

Consolidated - Cash Flow Statement

(INR m)

Y/E March	FY23	FY24	FY25	FY26	FY27E	FY28E
Profit Before Tax	122	-13	351	486	725	1,030
Depreciation & Amortization	183	197	309	412	444	549
Net Interest Exp. /Inc.(-)	182	-157	-128	-70	-132	-132
Inc(-)/Dec in WC	-1,905	-1,357	-1,384	79	-353	-594
Others	14	2	-60	-83	0	0
Taxes paid	-126	-97	25	-64	-73	-103
Operating Cash Flow	-1,531	-1,424	-886	761	611	750
Capex	-145	-265	-285	-449	-123	-123
Free Cash Flow	-1,675	-1,689	-1,172	311	488	627
Inc(-)/Dec in Investments	-22	-2,073	1,222	0	0	0
Cash flow from Investing	-167	-2,337	937	-449	-123	-123
Inc/Dec (-) Capital	620	6,021				
Dividend + Tax thereon						
Inc/Dec (-) Loans	333	-902	-829	-124		
Others	431	-456	-193	-421	-126	-126
Financing Cash Flow	1,384	4,663	-1,022	-544	-126	-126
Inc/Dec (-) Cash	-313	901	-971	-233	363	502
Opening Cash Balance	759	469	1,401	552	723	1,086
Adjustments	24	31	122	404		
Closing cash & cash equivalents	469	1,401	552	723	1,086	1,588

E: MOFSL Estimates



Transitioning from a booking portal to an integrated 'Travel Super-App'

- MakeMyTrip has solidified its status as the undisputed leader in India's online travel market by successfully pivoting from a simple ticketing platform to a comprehensive digital ecosystem. Operating under three powerhouse brands—MakeMyTrip, Goibibo, and redBus—the company effectively segments the market, catering to premium, value-conscious, and ground transportation users simultaneously.
- At the end of 2025, MakeMyTrip had surpassed 83m lifetime transacted users, a feat driven by its "Customer-First" philosophy. This strategy is anchored in features that mitigate traveler anxiety, such as "Zero Cancellation" and "Fare Lock," which have proven vital in retaining high repeat-booking rates in a price-sensitive market.
- The company's business model is now a high-margin "Super-App" architecture. While air ticketing remains a high-volume anchor, the shift toward hotels and packages has become the primary driver of profitability.
- By 2025, MMT's hotel network reached over 2,000 directly contracted international hotels across 50 cities, complementing a domestic inventory that is unparalleled in its depth, particularly in Tier 2 and Tier 3 cities.
- The platform has also expanded into "experience-led" travel, offering over 200,000 activities—from local heritage walks to global theme park tickets—accessible through a single rupee-denominated interface, effectively removing the friction of foreign currency and fragmented planning.
- 'Happy' integration and global footprint expansion
- MakeMyTrip's recent strategic trajectory is defined by a bold push into the high-yield corporate travel and global outbound sectors. A landmark move in late 2024 was the acquisition of Happay's expense management platform from CRED. This acquisition has transformed MMT into an end-to-end solution provider for enterprises.
- By integrating Happay's 900+ corporate clients with its existing myBiz (SME-focused) and Quest2Travel (Enterprise-focused) platforms, MMT now serves over 60,000 corporate entities. This allows the company to own the entire travel lifecycle—from the moment an employee books a flight to the final automated reimbursement of their meal expenses—creating a "sticky" corporate ecosystem that is difficult for competitors to penetrate.
- On the global stage, MMT has transitioned from a domestic giant to an international contender. Following its 2021 entry into the UAE, the company made a power move in 2025 by fully acquiring MMT UAE to dominate the Gulf Cooperation Council (GCC) region.
- Further, strategic partnerships with global hospitality leaders like the UK's Premier Inn signify a long-haul expansion strategy. MMT is no longer just selling international tickets; it is actively shaping the outbound journey for Indians traveling to the UK, Europe, and the US.
- This global scaling is supported by a robust balance sheet and a manageable debt profile, allowing the company to "dial up" its international presence whenever domestic demand faces short-term volatility.

Generative AI "Myra" and the vision for personalized discovery

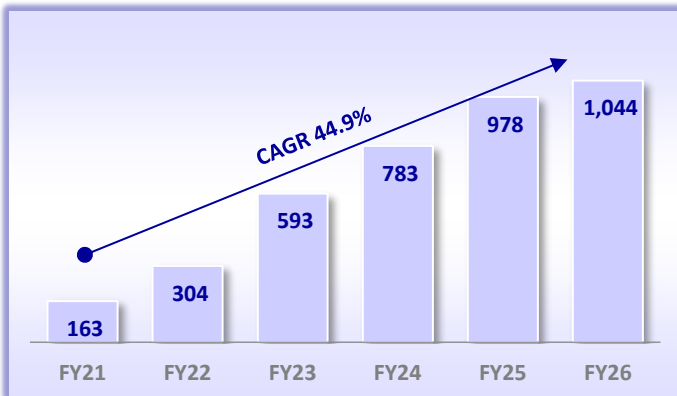
- The future outlook for MakeMyTrip is inextricably linked to its mastery of AI. In 2025, the company unveiled **Myra**, a next-generation beta version of its AI-powered travel assistant. Myra represents a shift from "search-based" travel to "conversation-based" discovery.
- Over 35% of MMT travelers now begin their engagement with the platform up to 90 days before their trip, using AI to build complex, multi-city itineraries and navigate visa queries.
- This technology has particularly unlocked growth in "Bharat" (Tier 2/3 cities), where **multilingual GenAI assistants** have simplified the booking process for non-English speakers, leading to a 42% surge in hotel bookings from these regions.
- Looking forward, MMT is positioning itself at the intersection of travel and lifestyle. The launch of the "**Travel Ka Muhurat**" campaign and the integration of wildlife tourism mapping—linking over 100 national parks to specific hotel entry zones—showcase a deep commitment to "micro-segment" targeting.
- As the Indian middle class continues to expand, MMT's focus on "**Sustainable and Experiential Travel**" will likely be its next big growth engine. With a leadership team reinforced by strategic elevations in 2025, the company is geared toward scalable, institutional growth.

Key risks and concerns

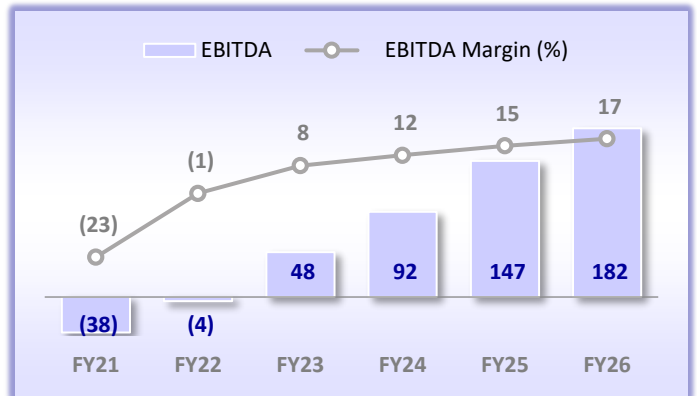
- MakeMyTrip is highly dependent on the travel and tourism industry, making it vulnerable to economic slowdowns, pandemics, geopolitical tensions, natural disasters, and changing travel behavior.
- The company faces intense competition from players such as EaseMyTrip, Ixigo, Yatra, Booking.com, and Cleartrip, resulting in pricing pressure and higher customer acquisition costs.
- A significant portion of MakeMyTrip's revenue depends on airlines, hotels, bus operators, and other travel suppliers, making profitability sensitive to changes in commissions and supplier agreements.
- The company faces cybersecurity and technology risks such as cyberattacks, data breaches, system outages, and payment security issues that could impact operations and customer trust.
- MakeMyTrip operates across multiple jurisdictions and is exposed to regulatory risks related to data privacy, taxation, consumer protection, travel policies, and ESG compliance requirements.
- Heavy discounting and promotional spending in the online travel industry may continue to pressure operating margins and profitability.
- International operations expose the company to foreign exchange fluctuations and geopolitical uncertainties in global travel markets.
- The business heavily relies on mobile applications, internet infrastructure, digital payments, and search engine visibility, making it vulnerable to digital disruptions and technology failures.
- Past and future acquisitions, including Goibibo and redBus, may create operational, integration, and execution risks.

STORY IN CHARTS

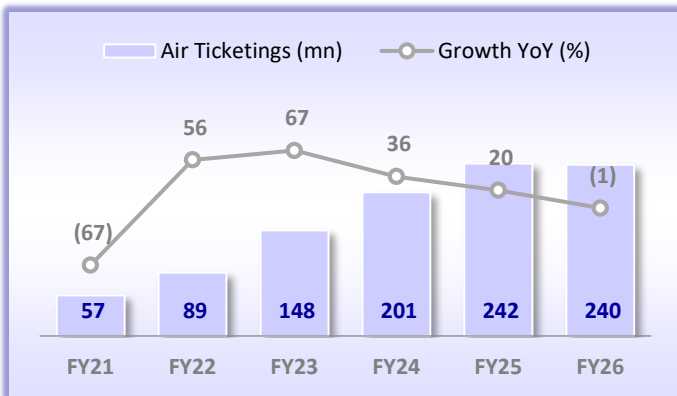
Revenue CAGR of 44.9% over FY21-26 (USD m)



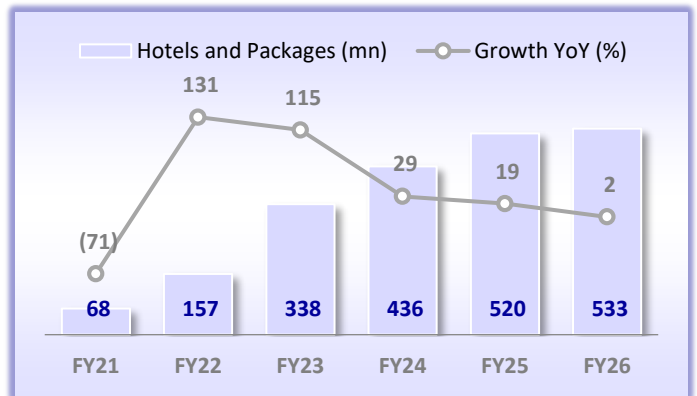
EBITDA margin improving on the back of a change in service mix (USD m)



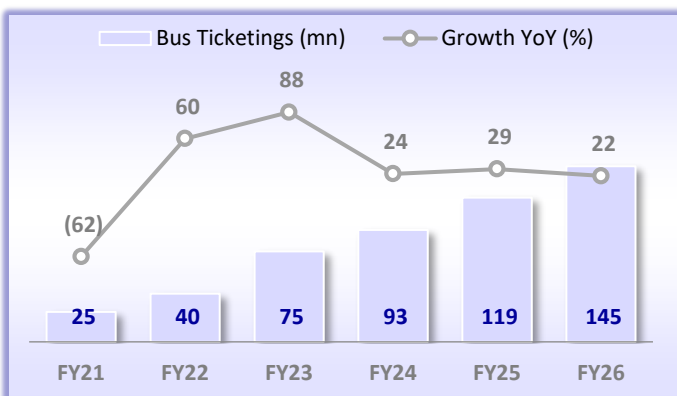
Air Ticketing revenue normalizing (USD m)



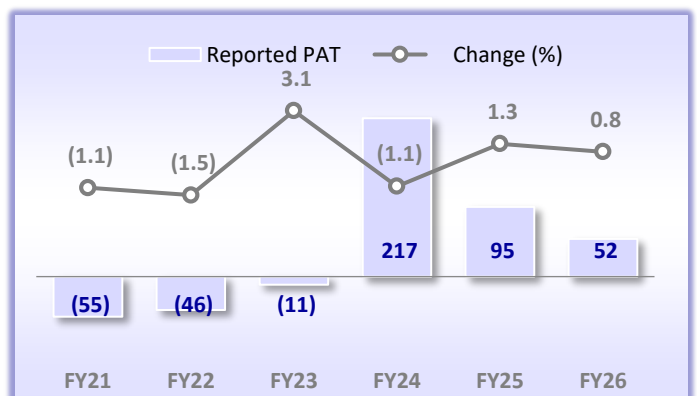
Hotels and Packages' revenue contribution increasing (USD m)



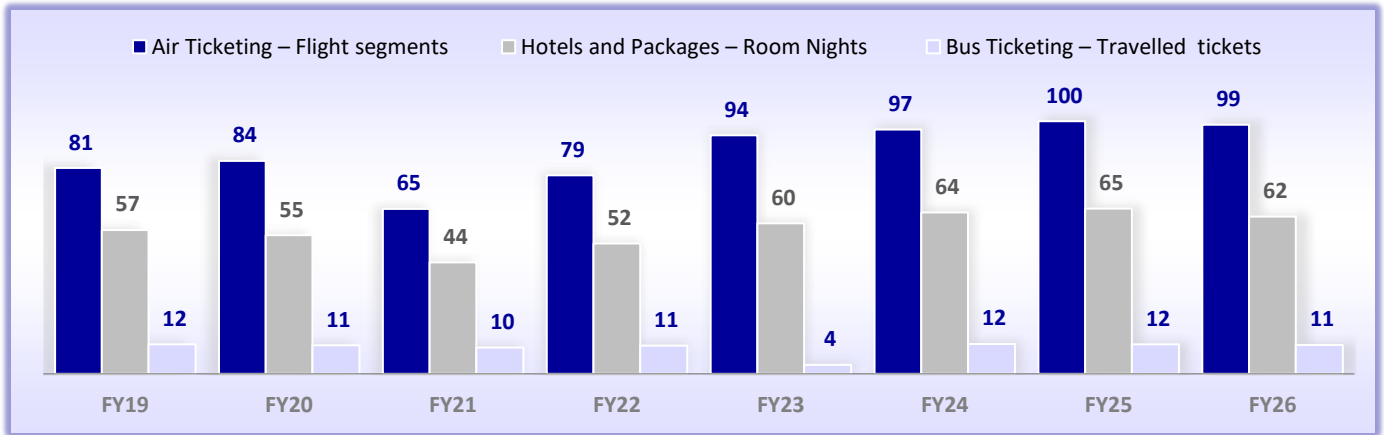
Bus Ticketing revenue has increased and doubled in the past five years (USD m)



It turned profitable since FY24 (USD m)

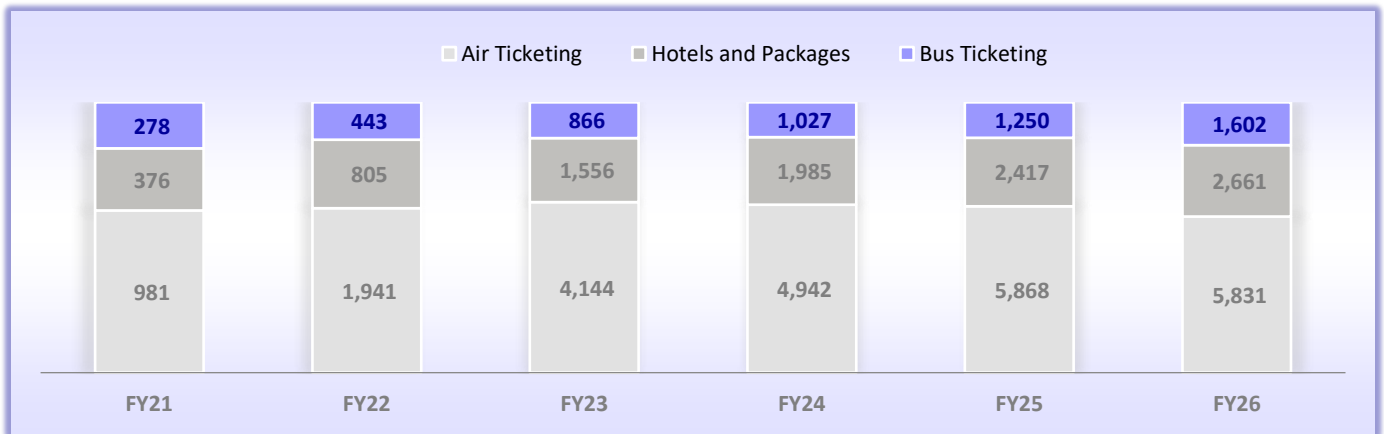


Average transaction value (USD m)



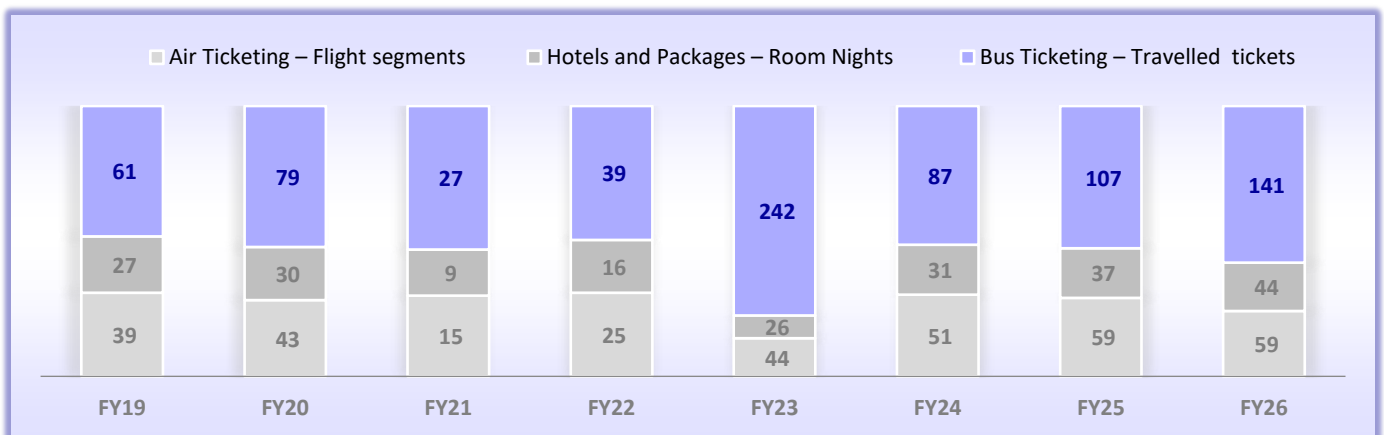
Source: Company, MOFSL

Gross bookings (USD m)



Source: Company, MOFSL

Unit metrics (no. of transactions) (000)



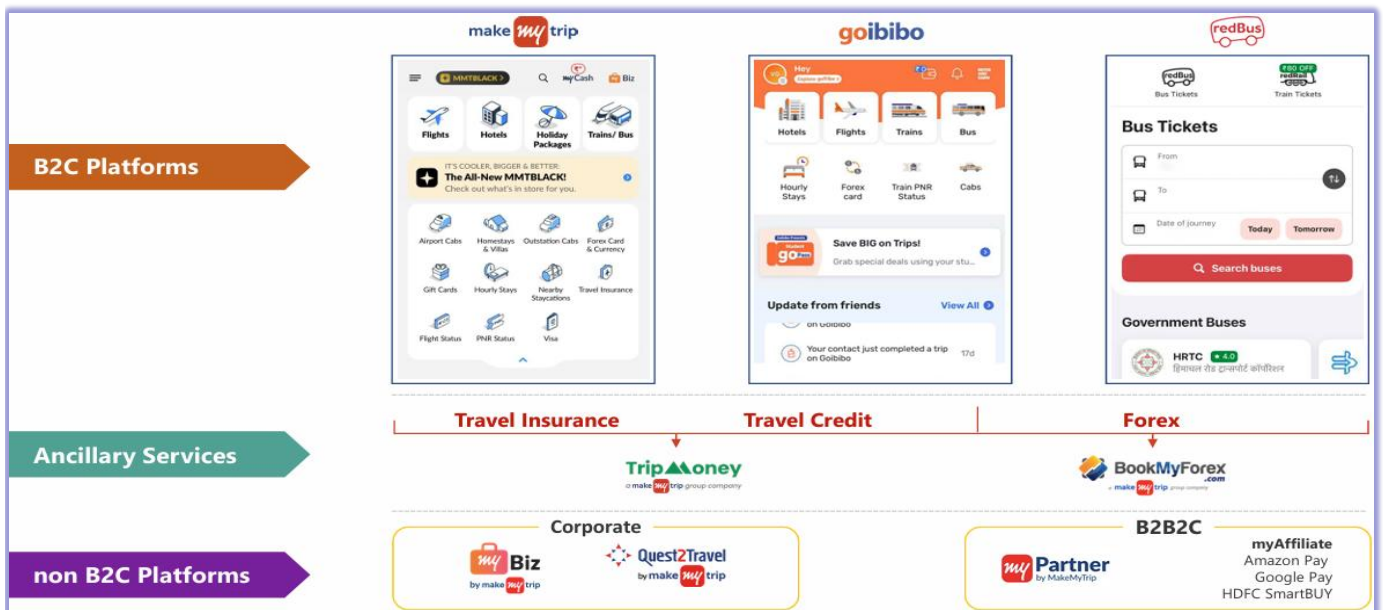
Source: Company, MOFSL

Exhibit 48: MMYT amongst the largest travel platforms in India (MakeMyTrip, Goibibo, and redBus)



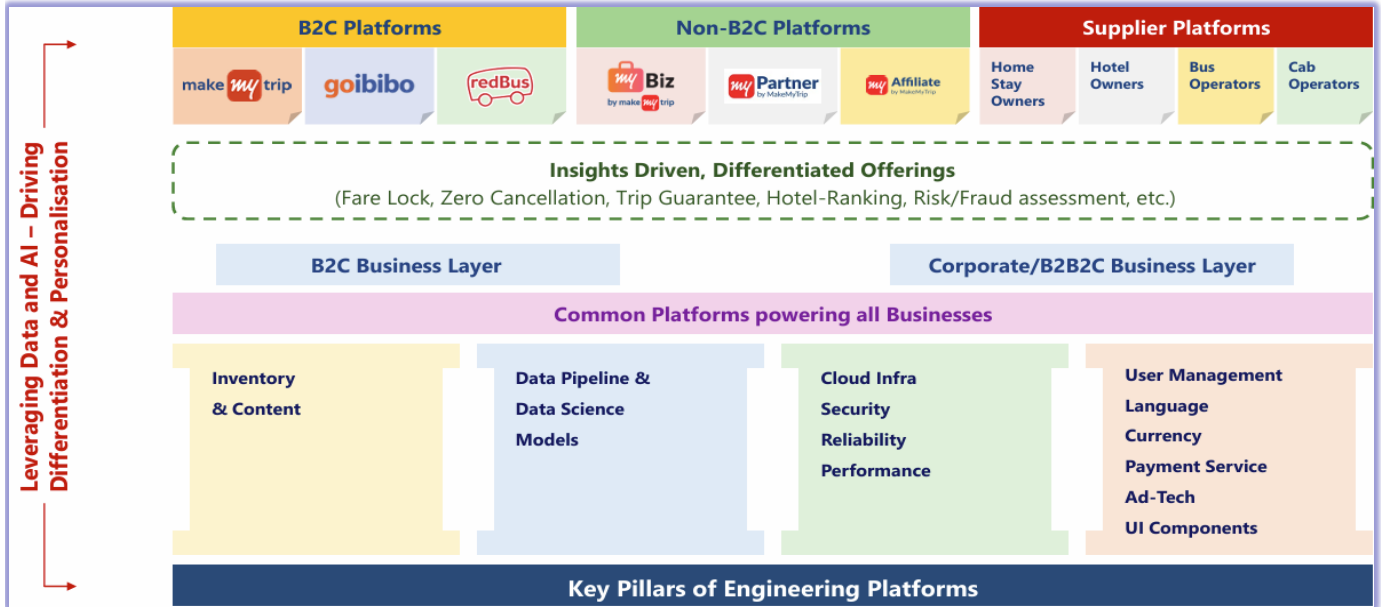
Source: Company, MOFSL

Exhibit 49: Travel Super-App – catering to all travel use cases across demand segments



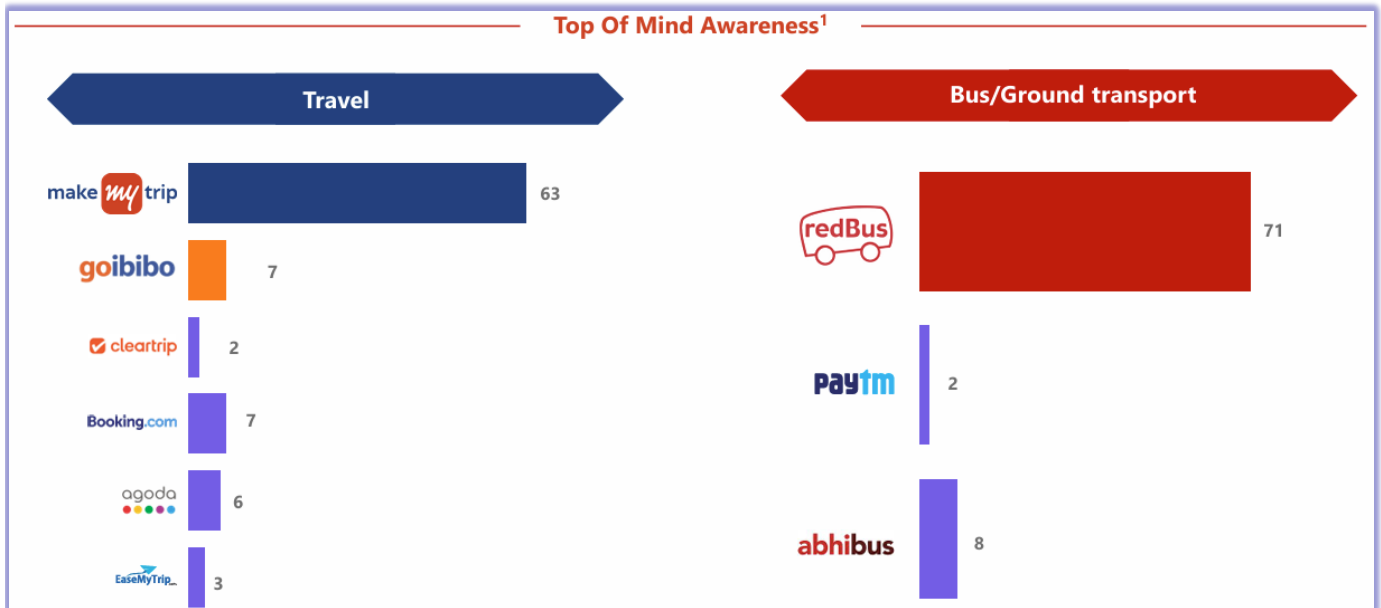
Source: Company, MOFSL

Exhibit 50: Technology – driving growth & scale



Source: Company, MOFSL

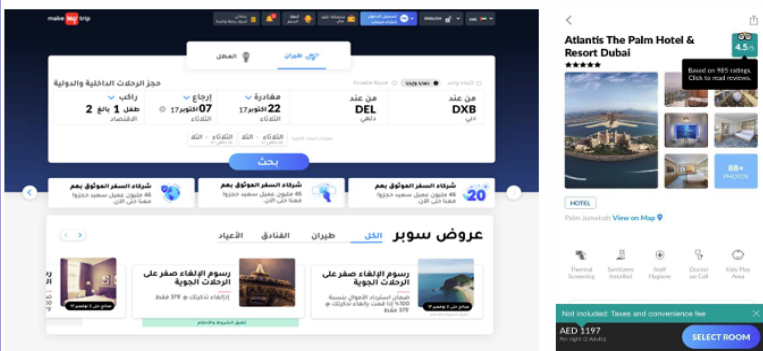
Exhibit 51: Market leader with superior domestic brand awareness



Source: Company, MOFSL

Exhibit 52: International expansion – new growth markets

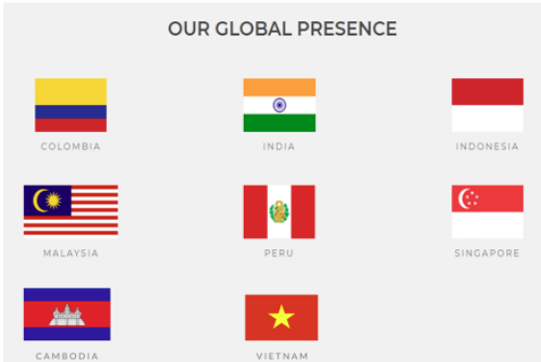
UAE OTA Platform- International Platform with Localized Offerings



- ✓ High Digital Reach & GDP
- ✓ Scope for increasing online penetration in Travel Booking
- ✓ Brand Bleed effect
- ✓ Providing a Localized Booking Experience (UAE Sites Supply, Traffic, Payments, Arabic Language)

redBus

OUR GLOBAL PRESENCE




- ✓ Large and fragmented bus inventory
- ✓ Multiple suppliers & competition between bus operators in a route
- ✓ High internet penetration & increasing digital payments
- ✓ Conducive regulatory environment

Source: Company, MOFSL

Exhibit 53: Ground Transport – Cabs & Trains Extending Customer Reach


Outstation Cabs

- Convenience of online booking
- Market largely fragmented and offline
- Ability to compare prices & cab categories
- Expert & verified drivers
- Catering Short drive holidays & Staycations
- Assuring safety & sanitization using machine learning algorithm



Airport Cabs

- Convenience of attaching cab while booking a flight
- Easy and quick hop on experience - customers board cabs from partner kiosks
- Fare lock - no surge pricing
- Safety & sanitization assurance provided



Train Ticketing

- Capturing next 100 million users
- One of the most frequently used travel method in India - help extend reach
- Targeting users from Tier 3 & Tier 4 cities and introducing them to online travel at an early stage of internet adoption
- Build lifetime value of onboarded users - cross selling other travel products
- High frequency use case helps in user retention
- Standalone redRail App; one of the lightest App with a size of 7.2 MB

Company background

MakeMyTrip is one of India's leading online travel companies and a pioneer in the country's digital travel industry. Founded in 2000 by Deep Kalra, the company was established with the vision of simplifying travel bookings through technology-driven and customer-centric solutions.

Initially focused on the US-India travel market for NRIs, MakeMyTrip provided convenient flight booking services supported by strong technology infrastructure and 24/7 customer support. After successfully building a trusted brand, the company launched its India operations in 2005, benefiting from the rapid rise of internet adoption and low-cost airlines in the country.

Over the years, MakeMyTrip expanded its offerings from flight bookings to hotels, holiday packages, homestays, villas, cab services, bus ticketing, and train reservations, thereby creating a comprehensive travel ecosystem for Indian travelers.

The company further strengthened its market position through strategic partnerships, acquisitions, and technological innovation. The merger with Goibibo and the integration of redBus helped MakeMyTrip become one of India's largest online travel platforms with a diversified multi-brand portfolio.

In addition to leisure travel, the company expanded into corporate travel and travel agent solutions through platforms such as myBiz and myPartner, while also entering Gulf markets to cater to the growing Indian diaspora. MakeMyTrip has increasingly focused on artificial intelligence, mobile technology, fintech services, and personalized customer experiences to drive growth and operational efficiency.

Today, with millions of customers, hundreds of millions of app downloads, and strong brand recognition, MakeMyTrip continues to play a major role in the digital transformation of India's travel and tourism industry.

Exhibit 54: MakeMyTrip's timeline of success, spanning 22 years

Year	Key Events
2000	❖ The company was incorporated in the year 2000 as MakeMyTrip Limited
2005	❖ MakeMyTrip officially launched full-scale India operations on the makemytrip.com website.
2010	❖ MakeMyTrip became the first Indian online travel company to list on NASDAQ. ❖ The IPO raised approximately USD80m. ❖ The listing significantly improved brand credibility and investor confidence.
2015	❖ Native Mobile App Launched on iOS & Android ❖ MMYT invested in MyGola (travel planning startup), HolidayIQ (travel review platform), and Simplotel (hotel technology platform).
2017	❖ MakeMyTrip and Goibibo merger
2018	❖ MakeMyTrip acquired Bitla (Bitla is a SaaS platform for bus operators and strengthened the redBus ecosystem)
2019	❖ Launched myBiz & acquired Quest2Travel for corporate travel
2020	❖ Launched myPartner, catering to B2B2C demand ❖ Surpassed USD6b GMV
2021	❖ MakeMyTrip expanded into the UAE and Gulf markets, strengthening its flight and hotel offerings for Indian diaspora customers. ❖ The company also partnered with Amazon Pay to integrate travel services and expand its digital customer reach.
2022	❖ TripMoney became MakeMyTrip's fintech platform, offering travel insurance, forex, EMI solutions, and other financial products. ❖ The acquisition of BookMyForex strengthened its forex business. ❖ The company also expanded its AI and machine learning capabilities through personalized recommendations, dynamic pricing, voice-enabled search, and multilingual travel support.
2023	❖ MakeMyTrip introduced generative AI features such as AI trip planning, hotel summaries, voice-assisted bookings, and AI-based customer support through integration with OpenAI Technologies. Growth was supported by strong tourism recovery, rising app usage and digital payments, and corporate travel recovery. ❖ The acquisition of a majority stake in Savaari.
2025	❖ MakeMyTrip launched the Myra AI Assistant, an AI-powered multilingual travel assistant that manages thousands of customer interactions daily, while also expanding experiential tourism through hotels and homestays near national parks. ❖ The company additionally repurchased shares from Trip.com Group, significantly reducing Trip.com's ownership stake.
2026	❖ MakeMyTrip began evaluating a potential India listing and carried out internal restructuring by merging key businesses, including redBus India, into the main India entity. ❖ The move was aimed at accessing Indian capital markets, strengthening domestic brand visibility, reinforcing market leadership, and supporting long-term growth.

Product Portfolio

Air travel services

- Flights
- International flights
- Charter flights
- Cheap tickets to India
- Book flights from the US
- Book flights from the UAE

Accommodation services

- Hotels
- International hotels
- Homestays and villas
- Book Hotels in the UAE

Holiday & tourism packages

- Holidays in India
- International holidays
- Trip planner
- Trip ideas
- Activities

Ground Transportation

- Book online cabs
- One-way cab
- Book bus tickets
- Book train tickets

Corporate & B2B Travel Solutions

- myBiz for corporate travel
- MakeMyTrip advertising solutions

Fintech & Travel Financial Services

- Trip money
- Gift cards

Travel Utility & Information Services

- PNR status
- Travel blog

Digital Travel Ecosystem & Customer Engagement

- Personalized travel recommendations
- AI-enabled trip planning
- Mobile app-based booking ecosystem
- Loyalty and customer engagement services

Management Team



Mr. Deep Kalra (Founder & Chairman)

Deep is the Founder & Chairman of India's leading online travel company, MakeMyTrip Limited. Deep is the Chair of the World Travel and Tourism India Chapter and the co-chair of CII's National Committee on Tourism and Hospitality. He is a founding member of IndiaTech.Org, an industry body representing the interests of Indian digital companies. Deep is on the Board of the TiE NCR Chapter and served as President from 2013 to 2016. Deep has been recognized by Ernst & Young as Entrepreneur of the Year—Business Transformation (2011), and as the most powerful Digital influencer in India (2012) by KPMG. He holds an MBA degree from IIM, Ahmedabad, and a Bachelor's degree in Economics from St. Stephen's College, Delhi.



Mr. Rajesh Magow (Co-Founder & Group CEO)

Rajesh is the Co-Founder & Group Chief Executive Officer of MakeMyTrip Limited, India's leading online travel company. He also serves as the Chairman of the FICCI Tourism Committee. Rajesh has received multiple industry awards, including the Ernst & Young Entrepreneur of the Year — Services (2024), Times Now India's Impactful CEO (2024), The Economic Times Human Capital Awards as the People-Focused CEO of the Year (2023), and ET Retail eDNA E-commerce Leader of the Year (2023). Rajesh has also served as Director on the Board of Flipkart.



Mr. Mohit Kabra Group Chief Operating Office

Mohit Kabra leads operational strategy at MakeMyTrip, driving innovation, scalability, operational excellence, and enhanced customer experiences to support sustainable growth. With nearly three decades of experience, he previously served as Group CFO, overseeing financial strategy, acquisitions, governance, and risk management. His leadership journey includes senior roles at Kohler India, PepsiCo, Colgate-Palmolive, Nagarjuna Fertilizers and Chemicals Limited, and Seagram's, where he built deep expertise in finance and operations. As a Chartered Accountant and Cost Accountant, he combines strong financial acumen with strategic business leadership.



Mr. Dipak Bohra (Group CFO)

Dipak Bohra is the Group Chief Financial Officer of MakeMyTrip Ltd. With over three decades of rich experience in financial leadership, strategy, and scaling businesses, Dipak has led large teams and finance functions in Wipro. He holds Cost Accountant certification from the Institute of Cost Accountants of India and Chartered Accountant certification from the Institute of Chartered Accountants of India (ICAI).



Mr. Prakash Sangam (CEO at RedBus)

Prakash Sangam is the CEO of redBus, India's leading online bus ticketing platform and part of MakeMyTrip. He has led the company since 2014 and driven its expansion across India and international markets. Before redBus, he worked with Info Edge, Bharti Airtel, and Hindustan Unilever. He holds an MBA from the Indian Institute of Management Calcutta. He is known for his expertise in digital businesses, consumer marketing, and mobility platforms.

ESG Initiatives



Environment

MakeMyTrip recognizes climate change as a major challenge for the travel and tourism industry and is committed to reducing its environmental impact through multiple sustainability initiatives. The company has measured its Scope 1 and Scope 2 greenhouse gas emissions in accordance with the GHG Protocol and is developing strategies to assess Scope 3 emissions to better manage its overall carbon footprint.

Social

MakeMyTrip actively focuses on community development, employee well-being, and diversity initiatives through various social and workplace programs. Through the MakeMyTrip Foundation, the company has positively impacted over a million lives across 13 Indian states through disaster relief, climate action, healthcare support, and community empowerment initiatives, including assistance to flood-affected regions in Himachal Pradesh and extensive COVID-19 relief efforts such as support for the Aarogya Setu app, oxygen concentrators, meals, and livelihood assistance.

Governance

MakeMyTrip follows strong corporate governance practices under the supervision of its Board of Directors, which is responsible for safeguarding shareholder interests, overseeing management, and ensuring compliance with applicable laws and regulations.

SWOT Analysis

- ✔ Strong brand in India's online travel market.
- ✔ Diversified services across flights, hotels, buses, trains, and holidays.
- ✔ Ownership of Goibibo and redBus strengthens market position.
- ✔ Large customer base and strong app presence.

S
STRENGTH



- ✔ High dependence on the travel industry.
- ✔ Heavy discounting pressures profitability.
- ✔ Reliance on third-party travel suppliers.
- ✔ Customer service issues may affect brand image.
- ✔ Exposure to foreign exchange fluctuations.

W
WEAKNESS



- ✔ Rising digital payments and internet usage in India.
- ✔ Growth in domestic and international tourism.
- ✔ Expansion in corporate travel and fintech services.
- ✔ Increasing demand for personalized travel experiences.
- ✔ Growth opportunities in Gulf and global markets.

O
OPPORTUNITY



- ✔ Intense competition from OTAs and global players.
- ✔ Economic slowdowns and pandemic-related disruptions.
- ✔ Cybersecurity and data privacy risks.
- ✔ Regulatory and taxation changes.
- ✔ Margin pressure due to price competition.

T
THREATS



Financials and valuations

Consolidated Income statement

(USD Millions)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26
Revenue	163	304	593	783	978	1,044
Air Ticketing	57	89	148	201	242	240
Hotels and Packages	68	157	338	436	520	533
Bus Ticketing	25	40	75	93	119	145
Other Revenues	14	18	33	53	97	126
Change (%)	-68.0	86.0	95.1	32.0	25.0	6.7
Operating Expenses	202	308	545	691	832	862
Total Expenditure	202	308	545	691	832	862
% of Net Sales	123	101	92	88	85	83
EBITDA	-38	-4	48	92	147	182
Margin (%)	-23	-1	8	12	15	17
Depreciation	33	29	27	27	27	28
EBIT	-71	-34	21	64	120	154
Finance income	12	10	11	24	28	27
Finance Cost	5	26	47	(3)	32	105
Other Income	3.67	3.49	2.80	0.77	0.32	2.04
PBT Before EO Exp	-60	-47	-12	93	116	78
EO Items	(0.17)	0.03	0.01	0.05	(0.06)	(0.00)
PBT After EO Exp	-61	-47	-12	93	116	78
Tax	5	1	1	124	(21)	(27)
Rate (%)	-7	-2	-8	133	-18	-34
Reported PAT	-56	-46	-11	217	95	52
Change (%)	7	0	3	-1	1	1

Consolidated - Balance Sheet

(USD Millions)

Y/E March	FY21	FY22	FY23	FY24	FY25	FY26
Equity Share Capital	0.05	0.05	0.05	0.06	0.06	0.05
Total Reserves	887	894	870	1,111	1,203	(68)
Net Worth	888	894	870	1,111	1,203	(68)
Minority Interest	4	2	6	6	5	9
Total Loans	202	214	16	217	14	1,400
Other liabilities	216	212	468	327	606	414
Capital Employed	1,309	1,323	1,360	1,660	1,828	1,755
Net Block	22	19	25	26	26	22
Right-of-use asset	-	-	-	-	-	-
Intangible assets and goodwill	721	686	629	613	598	552
Other Non-Current Assets	65	26	34	164	139	134
Curr. Assets, Loans&Adv.	501	591	672	857	1,065	1,046
Account Receivables	25	36	69	92	141	163
Cash and Bank Balance	295	213	284	327	509	425
Other Current Assets	181	342	319	438	415	459
Curr. Liability & Prov.	245	251	324	411	501	473
Account Payables	54	63	90	119	147	136
Other Current Liabilities	161	188	234	293	354	337
Provisions	31	-	-	-	-	-
Net Current Assets	256	340	348	446	564	573
Appl. of Funds	1,309	1,323	1,360	1,660	1,828	1,755



Expedia Group: Unified travel platform for travelers and partners worldwide

- Expedia Group is a US-based company that operates a diversified online travel platform, spanning B2C, B2B, and advertising businesses.
- Its retail segment serves travelers directly through a broad portfolio of brands such as Brand Expedia, Hotels.com, Vrbo, Orbitz, Travelocity, ebookers, and Wotif Group. It provides access to flights, accommodations, vacation rentals, and related travel services and contributed ~64% to its revenue in CY25.
- The B2B segment, led by Expedia Partner Solutions, extends the company's supply, technology, and distribution capabilities to a wide network of global partners and contributed ~33% to revenue in CY25.
- The Trivago segment primarily generates advertising revenue by directing referral traffic from its hotel metasearch platforms to online travel agencies and other travel providers. It has contributed ~3% to revenue in CY25.
- Expedia currently focuses on acquiring high lifetime value customers. Hence, it supports margin expansion in long-term and for that, it is making investments in marketing.
- The market positioning of Expedia is defined by its ability to serve the traveler through a dual focus on leisure and premium vacation segments.
- The company primarily operates in the US, where large hotel chains are predominant, leading to lower bargaining power to charge higher commission rates. The US accounted for ~60% of revenue in CY25. However, across regions, the US remains the weakest geography, with low single-digit growth, in contrast to mid-single digits in EMEA and mid-teens in the rest of the world.
- In CY25, total gross bookings stood at ~USD120b, with the B2C Retail segment contributing nearly 70% of the overall bookings, while the remaining ~30% was generated through the B2B segment.
- For CY26, Expedia has guided gross bookings of USD127-129b, revenue of USD15.6-16.0b, and adjusted EBITDA margin expansion of 100-125bp.
- The company announced an agreement to acquire Tiqets, an Amsterdam-based platform for booking museum tickets, tours, and attractions.
- In the past, Expedia pursued multiple acquisitions (including Trivago) to deepen its global footprint and particularly enhance its presence across Central and Western Europe. Wotif is likely to penetrate Australia, Malaysia, New Zealand, Singapore, and the UK; Travelocity is anticipated to expand across Europe, APAC, and South America; HomeAway is projected to strengthen its vacation rental footprint in the US, the UK, Europe, New Zealand, and South America; and CanadaStays is likely to build a presence in Canada, the Caribbean, Mexico, and South America.

Consolidated Income Statement					(USD m)
Y/E Dec	CY21	CY22	CY23	CY24	CY25
Gross Bookings					
B2C	NA	NA	79,525	81,149	83,867
B2B	NA	NA	24,554	29,772	35,723
Total Gross Bookings	72,425	95,049	1,04,079	1,10,921	1,19,590
Segment Revenue					
B2C	6,821	8,741	9,113	9,274	9,474
B2B	1,460	2,546	3,388	4,102	4,842
Trivago (Third-party Revenue)	317	380	338	315	417
Total Revenue	8,598	11,667	12,839	13,691	14,733
Gross Take Rate %					
B2C	NA	NA	11.5	11.4	11.3
B2B	NA	NA	13.8	13.8	13.6
Total Operating Expenses	7,598	9,790	10,999	11,534	11,975
EBITDA	1,000	1,877	1,840	2,157	2,758
Margin (%)	11.6	16.1	14.3	15.8	18.7
Depreciation and Amortization	814	792	807	838	887
EBIT	186	1,085	1,033	1,319	1,871
Margin (%)	2.2	9.3	8	9.6	12.7
Net Other Income	-224	-547	-15	223	-280
PBT	-38	538	1,018	1,542	1,591
Tax Expenses	53	195	330	318	290
Rate (%)		36.2	32.4	20.6	18.2
Reported PAT	15	343	688	1,224	1,301

Bookings Holdings Inc



Booking.com: Redefining the OTA blueprint through APAC-First Digital Excellence

- Booking Holdings Inc. delivered a strong finish to 2025, reinforcing its position as a global leader in online travel through consistent execution, resilient demand, and continued margin expansion.
- Performance was supported by healthy travel demand across regions and solid operational discipline, with efficiencies from its transformation program enabling cost savings that were reinvested into key strategic priorities.
- This combination of growth and efficiency highlights the strength of its business model and its ability to scale profitably in a dynamic environment.
- Strategically, Booking.com continues to benefit from a diversified global platform and a robust two-sided marketplace, with a significant portion of supply coming from independent hotels and alternative accommodations.
- The company's "Connected Trip" vision is gaining traction, as more travelers adopt multi-product bookings across accommodations, flights, and attractions.
- Its Genius loyalty program remains a key differentiator, driving higher engagement, repeat usage, and direct bookings.
- Regionally, Asia continues to be a major growth opportunity supported by the complementary strengths of Agoda and Booking.com, while the U.S. business is showing improving momentum driven by targeted marketing and stronger direct channel performance.
- A central pillar of future growth is Booking's continued investment in advanced technologies, particularly artificial intelligence, through partnerships with leading players such as OpenAI, Google, Microsoft, and Amazon.
- Looking ahead, the company expects to maintain positive momentum while navigating a more normalized demand environment. Growth is likely to moderate compared to the post-pandemic recovery phase, with macroeconomic conditions influencing consumer travel behavior.
- To sustain long-term performance, Booking is focused on disciplined reinvestment across areas such as AI, fintech, advertising, and ecosystem expansion, while continuing to enhance customer engagement and loyalty.
- With strong cash generation, a proven operating model, and a clear strategic roadmap, the company remains well-positioned to drive durable growth and long-term value creation in the evolving online travel landscape.
- Booking Holdings Inc. remains the market leader in a structurally expanding online travel industry, supported by long-term tailwinds such as technological advancements, rising internet and smartphone penetration, and increasing global connectivity.
- In contrast, Expedia's heavier reliance on the US market, where large hotel chains dominate, limits its pricing power. This structural difference creates a durable competitive gap that is difficult to close, as replicating Booking's global scale, supply depth, and operational efficiency would require significant investment and time.
- Going forward, Booking's ability to sustain leadership will depend on continued execution across its strategic priorities, including expanding its Connected Trip ecosystem, strengthening customer loyalty, and leveraging advanced technologies such as AI to enhance user experience and drive deeper engagement.

Consolidated Income Statement

(USD m)

	CY22	CY23	CY24	CY25
Revenue	17,090	21,365	23,739	26,917
Merchant revenues	7,193	10,936	14,142	17,755
Agency revenues	9,003	9,414	8,524	7,968
Advertising and other revenues	894	1,015	1,073	1,194
Change (%)	NA	25	11	13
Operating Expenses	11,537	15,026	15,593	17,469
Total Expenditure	11,537	15,026	15,593	17,469
% of Net Sales	160	137	110	98
EBITDA	5,553	6,339	8,146	9,448
Margin (%)	32	30	34	35
Depreciation	451	504	591	623
EBIT	5,102	5,835	7,555	8,825
Interest	-172	123	-181	-696
Other Income	-1,007	-477	-82	-1,297
PBT Before EO Exp	3,923	5,481	7,292	6,832
EO Items	0	0	0	0
PBT After EO Exp	3,923	5,481	7,292	6,832
Tax	865	1,192	1,410	1,428
Rate (%)	22	22	19	21
Reported PAT	3,058	4,289	5,882	5,404
Change (%)	NA	-0.29	-0.27	0.09



HBX Group: Connecting the world of travel

- HBX Group is a Europe-based, asset-light global B2B travel technology marketplace for fragmented hotel supply and distribution.
- It connects ~300K hotels and ~60K distribution partners, which include global and regional OTAs, tour operators, airlines, loyalty programs, and travel agencies across Europe, the US, and MEAPAC.
- Europe serves as a central hub of activity, underpinned by deep supplier partnerships and an extensive distributor network that drives scale and operational strength. The Americas, spanning both North and Latin America, represent a significant and steadily expanding growth market for the company. Meanwhile, the MEAPAC region offers strategic exposure to some of the world's fastest-growing travel corridors, positioning HBX to capitalize on rising demand across Asia-Pacific and Middle Eastern markets.
- HBX aggregates supply, optimizes pricing and availability, and distributes inventory globally through a robust technology stack, earning revenue via a take rate on total transaction value.
- The business model is such that it benefits from strong direct supplier relationships, deep data insights, favorable working capital dynamics, and recurring B2B transaction volumes, creating a structurally high-margin and cash-generative model.
- Strategically, HBX operates under three reinforcing pillars: grow accommodation, expand the ecosystem, and drive profitability. In accommodation, the focus is on strengthening direct sourcing agreements, expanding high-potential corridors, improving pricing analytics, and enhancing distribution penetration. The ecosystem expansion strategy aims to increase cross-sell and attachment rates across Mobility and Experiences, Fintech and Insurance, and Hoteltech services.
- These adjacencies deepen customer engagement, diversify revenue streams, and increase lifetime value while leveraging the same core technology infrastructure.
- AI is being embedded across sourcing, pricing, customer service, and product personalization. AI-driven dynamic pricing models enhance reaction speed to market shifts; automation reduces operational costs; content mapping improves inventory accuracy; and personalized packaging solutions increase conversion and average order value.
- Beyond hotel distribution, HBX Group plays a central role in enabling the sale of additional travel services, including airport transfers, mobility solutions, car rentals, and curated travel experiences such as attractions and tours.
- For HBX Group, technology is core to its strategy, with ~10–12% of revenue reinvested behind it. It also pursues selective M&A to add scale, capture synergies, and acquire proprietary technology that strengthens its business. For FY26, HBX expects TTV growth of 12-18% and revenue growth of 2-7% YoY.

Consolidated Income Statement				(EUR m)
Y/E Sep	FY22	FY23	FY24	FY25
Total Transaction Value (TTV)	4,977	6,860	7,667	8,178
Total Revenue	434	656	693	720
Take Rate%	8.7	9.6	9	8.8
Total Operating Expenses	309	360	380	549
EBITDA	125	296	313	171
Margin (%)	28.8	45.1	45.2	23.8
Depreciation and Amortization	108	101	103	100
EBIT	17	195	210	71
Margin (%)	3.9	29.7	30.3	9.9
Net Other Income	-210	-259	-258	-122
Share of Net Loss of Associate				-2
PBT	-193	-64	-48	-53
Tax Expenses	1	11	24	-17
Rate (%)				
Reported PAT	-192	-53	-24	-70

Web Travel Group



Web Travel Group: Connects hotels with travel buyers

- Web Travel Group is an Australia-based aggregator that started B2B distribution in CY13 under the name WebBeds. It is the world's second-largest bedbank after HotelBeds. It is also TBO's closest global peer. It is a global marketplace for the travel trade, providing powerful hotel distribution solutions that make selling and buying accommodation and ground travel services easier.
- It sources hotel inventory from travel suppliers, and connects, aggregates, and merchandises content on its platform, the WebBeds marketplace.
- It has 50K+ transacting buyers across Europe, MEA, APAC, North America, and LatAm.
- It has a global supply base of 500K+ hotels, which includes 62K+ directly contracted properties, 32K+ directly contracted independent properties, and 70+ integrated third-party wholesalers from 190+ countries.
- This one-stop shop model enhances convenience for travel agents and strengthens the company's value proposition as a comprehensive B2B travel partner.
- To grow its base and expand reach, WebBeds focuses on acquiring new clients, deepening relationships with existing ones, and expanding geographical presence in the untapped markets.
- A multi-supply aggregation strategy has been established for global growth, as it enables WebBeds to source hotel rooms through a diversified mix of directly contracted properties, hotel chains, and third-party wholesalers, thereby providing travel buyer customers with extensive breadth and depth of global inventory. Over the past 18 months, expansion into new markets has resulted in a higher reliance on third-party inventory, which has led to pressure on TTV margins. As global expansion continues, the inventory mix is being recalibrated to better balance supply sources and optimize margins. In particular, contracting capabilities are being strengthened through the expansion of teams to increase directly contracted content, especially across key APAC and American markets.
- WebBeds has been investing in people, systems, and equitable opportunities to create a high-performing workforce that drives success.
- In FY25, it has gained market share in the EU, and its TTV was up 20%. APAC TTV rose 26% due to the strong growth in China and India and market share gain in the rest of Asia. The US TTV was up 20%, aided by new client wins and market share gains, and MEA TTV rose 23% amid higher point-of-sale product revenue.
- WebBeds' strong economies of scale enable the processing of significantly higher volumes at lower marginal costs and drive meaningful back-office efficiencies.
- WebBeds scaled its operation through organic growth and multiple acquisitions such as JacTravel, Sunhotels, FIT Ruums, Totalstay, and DOTW.
- In CY24, Webjet demerged its B2C business into a newly created entity, Webjet Group, while the existing company was rebranded as Web Travel Group to focus exclusively on its B2B operations.
- By FY30, the company aims to reach AUD10b in GTV (FY25 TTV: AUD4.9b), indicating a 15% CAGR.

Consolidated Income Statement

(AUD million)

Y/E Mar	FY24	FY25	FY26
Total Transaction Value (TTV)	3,994	4,868	5,832
Total Revenue	326	328	394
Take Rate%	8.2	6.7	6.8
Total Operating Expenses	187	208	246
EBITDA	139	121	148
Margin (%)	42.7	36.7	37.7
Depreciation and Amortization	19	23	32
EBIT	120	98	116
Margin (%)	36.9	29.8	29.5
Net Other Income	-8	-4	-13
PBT	112	94	104
Tax Expenses	11	15	17.8
Rate (%)	10	16	17
Reported PAT	101	79	86



TripJack: Emerging Indian B2B travel aggregator

- TripJack is an India-based B2B online travel distribution platform catering primarily to travel agents, sub-agents, and small distributors.
- The company operates as an inventory aggregator and technology intermediary, enabling agents to access real-time flight and hotel content through a single integrated portal. Unlike consumer-facing online travel agencies, TripJack follows a pure B2B marketplace model, which allows it to avoid heavy marketing expenditure and instead concentrate on relationship-led distribution.
- Revenue is generated through commissions from airlines and hotels, service fees, supplier incentives, and, in certain cases, foreign exchange margins.
- It provides real-time access to over 800 airlines and a massive inventory of more than 0.6m hotels across over 40 countries.
- TripJack has diversified into high-margin ancillary services, including travel insurance (branded as TripSafe), rail bookings, cruises, car rentals, and visa assistance. TripJack has built a base of more than 40,000 registered travel agents, with particular strength in Tier 2 and Tier 3 cities across India.
- A key differentiator is its extended credit model, which provides working capital flexibility to agents and enhances platform stickiness. In the Indian travel ecosystem, where trust and liquidity are critical, this credit support acts as both a growth accelerator and a retention tool.
- TripJack has emerged as the fastest-growing domestic challenger, scaling nearly ninefold between FY21 and FY24, though it remains roughly one-fifth the size of TBO in terms of scale. TBO benefits from international offices, proprietary hotel contracting, and diversified geographic revenue streams, while TripJack remains primarily India-focused. Other domestic participants, such as Otilla and Riya, are comparatively smaller, with narrower product breadth and limited global integration capabilities.
- Continued penetration into Tier 2 and Tier 3 cities is expected to remain a key growth vector. Improvement in hotel attach rates and cross-selling of ancillary services can support margin expansion.

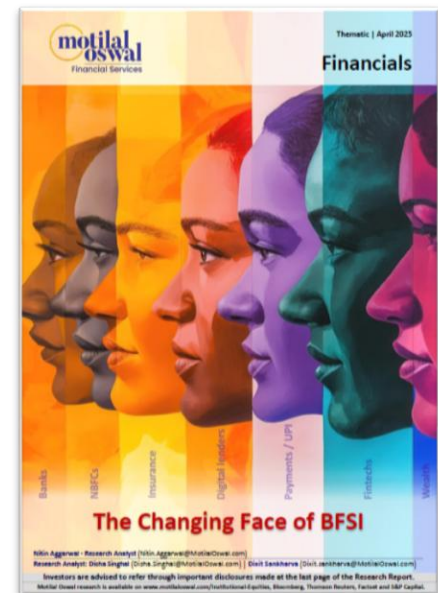
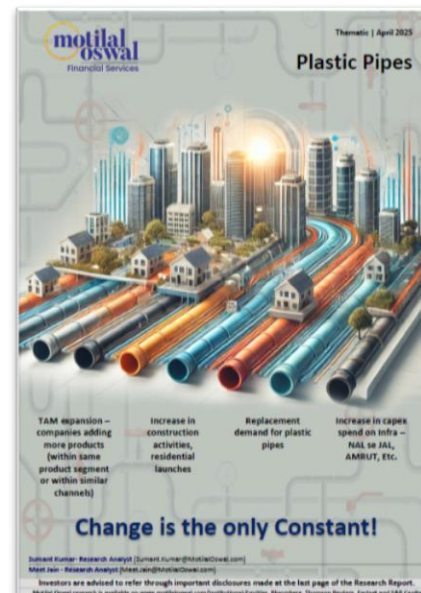
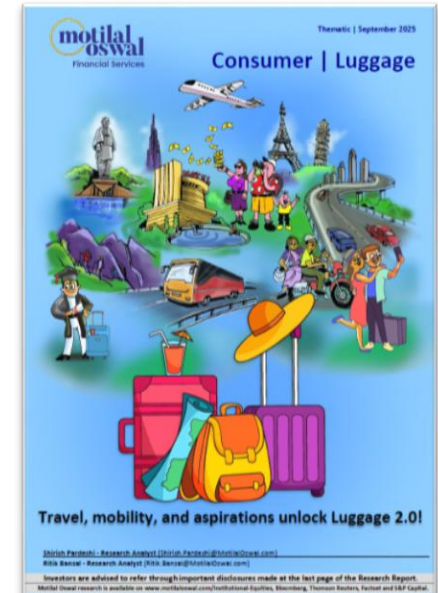
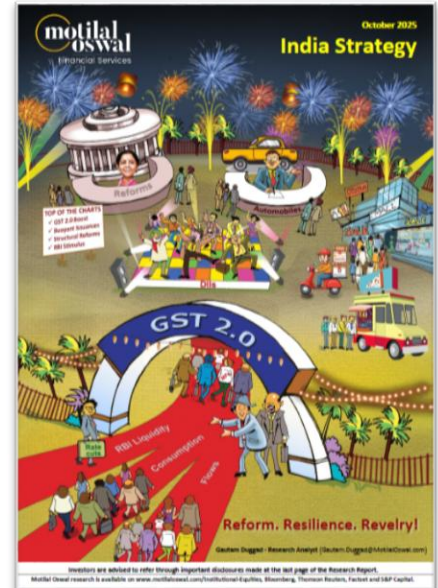
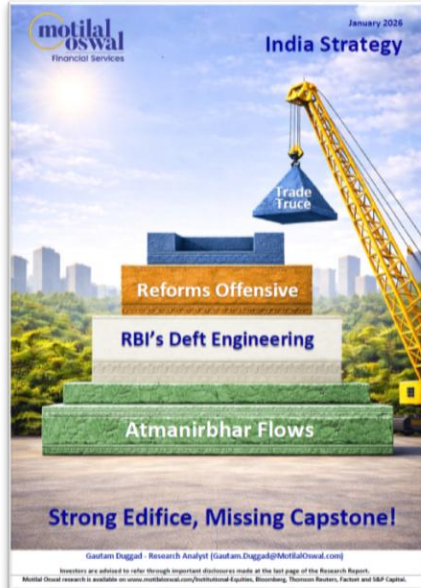
Consolidated Income Statement

(INR m)

	FY20	FY21	FY22	FY23	FY24	FY25
Revenue	20	322	1,185	2,810	3,041	3,172
Change (%)	138	1,539	268	137	8	4
Employee Costs	0	61	185	423	564	730
Other Expenses	19	210	797	1,819	1,951	2,135
Total Expenditure	19	270	982	2,242	2,515	2,865
% of Net Sales	97	84	83	80	83	90
EBITDA	1	52	203	568	526	308
Margin (%)	3	16	17	20	17	10
Depreciation	0	0	7	10	28	66
EBIT	1	52	196	558	498	241
Margin (%)	5.0	16.1	16.5	19.9	16.4	7.6
Interest	0	0	0	17	13	5
Other Income	2	0	1	10	21	34
PBT Before EO Exp	3	52	197	551	507	270
EO Items	0	0	0	0	0	8
PBT After EO Exp	3	52	197	551	507	278
Tax	0	13	50	142	138	56
Rate (%)	14	25	26	26	27	20
Reported PAT	2	39	146	409	369	222

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