Today, India’s internet economy is at an interesting juncture. The intersection of the data revolution, pandemic induced large-scale digital adoption at a rapid pace and the rise of forward-looking entrepreneurs has brought forward immense potential for the country’s digital economy. Data traffic in India has shown the highest growth of 60x globally in the last five years, and the number of online shoppers in the region has grown by over 175% during the same period.2 With Indian consumers and businesses adopting digital channels for their day-to-day activities, the e-commerce and consumer internet sector is poised to showcase tremendous growth in the next three to five years.

The past few years have witnessed the rise of nimble, innovation-focused start-ups that are challenging traditional ways of doing things. These digital native businesses are spread across sectors such as edtech, agritech, fintech, logistics tech and online retailing. They create new categories of products and services and differentiate existing ones through the disruptive use of next-gen technologies. Many more technological innovations and enabling capabilities are likely to emerge, while the ability to connect many more people and things and engage them more deeply will continue to expand exponentially.

The internet economy has already shown it’s potential to increase productivity growth in a variety of distinct, but mutually reinforcing ways such as

- significantly reducing the cost of many transactions necessary to produce and distribute goods and services;
- increasing management efficiency, especially by enabling firms to manage their supply chains more effectively and communicate more easily both within the firm and with customers and partners;
- increasing competition, making prices more transparent, and broadening markets for buyers and sellers;
- increasing the effectiveness of marketing and pricing; and increasing consumer choice, convenience and satisfaction in a variety of ways.

All these factors together not only make India a huge market for Internet services, but also one of the largest ecosystems for E-commerce and Consumer Internet companies, placing it among the most attractive investment destinations globally. Private equity and venture capital investments in the sector has grown more than 6x from in the last three years, exceeding US$38 billion in 2021.

And with no signs of investor or consumer interest (both nationally and globally) slowing down, 2022 is poised to be another peg in India’s disruptive digital decade to come. India’s breakneck progress in the digital space is changing the landscape of traditional industry while creating new ones that are likely to lead us into the future. With increased support, push for innovation and encouraging consumption patterns the segment continues to be an pathbreaking one!
Table of contents

01
Indian consumer internet and e-commerce in 2021: hotbed of growth

02
Sectoral view: story of unique opportunities

03
Path to growth: consolidation and collaboration

04
2021: the year of unicorns and IPOs

05
Future outlook
Indian consumer internet and e-commerce in 2021: hotbed of growth
India’s burgeoning digital economy to drive growth in internet and e-commerce

The internet and e-commerce sector in India has emerged as one of the fastest growing sectors in the country, with growth further accelerated by the shift in consumer behaviour as a result of the COVID-19 pandemic. According to industry estimates, India's consumer digital economy is expected to be a US$800 billion market in 2030, registering a ~10x growth from 2020. Rapid growth in the internet penetration and increasing smartphone usage are driving growth in online activities such as e-commerce and digital payments. The pandemic has further accelerated the rise of the new-age digital consumer, positioning India among the fastest growing digital economies globally.

### Digital infrastructure across key growth economies

<table>
<thead>
<tr>
<th>Digital Economy Metrics</th>
<th>USA</th>
<th>China</th>
<th>Southeast Asia</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet penetration</td>
<td>89%</td>
<td>72%</td>
<td>64%</td>
<td>43% (Huge penetration potential)</td>
</tr>
<tr>
<td>Internet users growth (2016-21)</td>
<td>8.3%</td>
<td>43%</td>
<td>33.3%</td>
<td>124% (Bharatnet to drive growth)</td>
</tr>
<tr>
<td>Smartphone growth 2016-21 (no. of connections)</td>
<td>17.0%</td>
<td>30.7%</td>
<td>55.3%</td>
<td>132.2% (Highest-ever smartphone revenue, shipments in 2021)</td>
</tr>
<tr>
<td>Real-time online transactions 2020</td>
<td>1.2 b</td>
<td>15.7 b</td>
<td>5.6 b</td>
<td>25.5 b (Highest real-time transactions globally in 2020)</td>
</tr>
<tr>
<td>Retail e-commerce growth 2021</td>
<td>17.9%</td>
<td>18.5%</td>
<td>14.3%</td>
<td>27.0% (Fastest growing e-commerce market; among top 10 in sales)</td>
</tr>
<tr>
<td>Network Readiness Rank*</td>
<td>4</td>
<td>29</td>
<td>NA</td>
<td>67 (Among top 3 countries in lower middle income group)</td>
</tr>
</tbody>
</table>

Source: ACI Worldwide, World Bank, InternetWorldStats, eMarketer, TRAI, EY analysis

*Network Readiness Rank is based on four pillars of Technology (Access, Future technologies), People (Individuals, businesses, government), Governance (Trust, regulation, inclusion) and Impact (Economy, quality of life)
Evolving consumer behaviour, businesses embracing innovation and start-up surge powering the digital growth

Even before the pandemic disrupted our day-to-day activities, India had started moving towards the digital way of doing things – be it online shopping, cashless transactions, telemedicine, online learning or OTT media. With the COVID-19 crisis restricting movements, disrupting traditional supply chains and physical business operations, the shift to digital became essential for businesses to ensure business continuity and for consumers to carry out their day-to-day activities. The emergence of a new generation of innovation-driven entrepreneurs, supported by rapid digital infrastructure development in the country is fostering the growth of the digital economy.

As India develops a conducive ecosystem to cater to digital demands on the back of robust digital infrastructure, next-gen digital platforms, last mile distribution systems and digital payments, it is well placed to be among the leading digital economies globally, which also makes it an attractive investment destination for investors from across the world.

### Rise of the digital consumer

Indian consumers are fairly positive of the way they think technology and Internet will change their lives.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Global</th>
<th>India</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking</td>
<td>70%</td>
<td>81%</td>
</tr>
<tr>
<td>Shopping</td>
<td>67%</td>
<td>81%</td>
</tr>
<tr>
<td>Work/Study</td>
<td>66%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Source: EY analysis, Snapbizz, Kantar, Cowin website, Digilocker website, media articles

### Digital-first businesses

Indian businesses across different sectors are also taking a digital route to growth.

- **50%**: Corporates in India have a digital strategy in place
- **2x**: Growth in micro businesses actively transacting online
- **75%**: Kirana stores in metros are working towards going online

### Emerging entrepreneurs

The past two years have seen significant growth in the Indian start-up ecosystem.

- **3rd**: Largest start-up ecosystem globally, with 60k+ start-ups
- **90+**: Unicorns in India, with 30+ Internet and e-comm unicorns
- **$38b**: Funding raised by Indian start-ups in 2021

### Digital India

The Government of India has rapidly adopted digital platforms for e-governance initiatives.

- **UPI**: $100b+ in transactions
- **CoWin**: 1.6b vaccinations
- **Digilocker**: 4.9b documents issued

As India develops a conducive ecosystem to cater to digital demands on the back of robust digital infrastructure, next-gen digital platforms, last mile distribution systems and digital payments, it is well placed to be among the leading digital economies globally, which also makes it an attractive investment destination for investors from across the world.
PE/VC investments in Indian internet and e-commerce witnessed 370% y-o-y growth in 2021

Indian internet start-ups come of age

The year 2021 was the year of start-ups in India with increased capital deployment in start-ups across different growth stages. Consumer internet and e-commerce companies raised US$38 billion in 2021, increasing from US$8 billion in 2020, driven by large-size investments across fintech, hyperlocal and e-commerce sectors as the Indian start-up ecosystem continues to mature.

Rise in late-stage investments also resulted in creating Indian tech unicorns, giving rise to 30+ unicorns across fintech, B2C and B2B e-commerce and payments.

As internet and e-commerce companies look to expand globally, invest in technology and increase their customer base, they are also seeking and attracting venture capital.

Rapid adoption of digital payments by businesses and consumers is driving growth in fintech and e-commerce sectors. As consumers embrace B2C platforms across sectors such as health and fitness, education, wealth and asset management and financial trading, the sector is expected to witness broad-based growth. This has strengthened investor confidence in the sector for both Indian and foreign investors, driving up the funding for internet start-ups.

E-commerce and Internet Investment overview

- **$38b** PE/VC Capital raised by Internet and E-commerce companies across 640 deals
- **370%** Y-o-y growth in Internet and E-commerce investments
- **$60m** Average investment ticket size, growing 228% y-o-y

Highest funded sectors

- FinTech
- Logistics
- Social

Highest growth sectors

- FinTech
- B2C E-commerce
- EDTech
Fintech remains the largest and fastest growing in terms of PE/VC investment

E-commerce and consumer internet sectors: investment overview

- **B2C e-commerce**: 5.6
- **EdTech**: 3.6
- **Social**: 3.4
- **Hyperlocal**: 2.5
- **Wallets/Payment**: 2.5
- **B2B E-commerce**: 2.4
- **Online Classifieds and services**: 1.8
- **HealthTech**: 1.7
- **Mobility**: 1.6
- **Gaming**: 0.9
- **Agritech**: 0.6
- **Logistics Tech**: 1.4
- **Travel and hospitality**: 1.2
- **Others**: 0.3

Investment growth over 2018-21
Notable growth in big ticket investments drives up the average ticket size

Shift from small ticket to large ticket investments

While small ticket investments in Indian e-commerce and Internet sector continue to account for over 60% of total PE/VC investments, there has been a notable increase in large ticket investments, with growth in late-stage funding.

The payments and wallets segment saw the largest share of 100m+ deals in 2021, with payment providers aggressively looking to expand in contactless payments. BNPL has also become a hot segment as the reach of e-commerce and payments continues to expand.

The deployment of capital has broadened in 2021, with 100m+ funding growing its share in total internet and e-commerce investments from 5% in 2020 to 13% in 2021. This has also resulted in an increase in the average ticket size, signaling Segway into the next phase of maturity in the India internet start-up ecosystem.
Sectoral view: story of unique opportunities

EdTech, fintech, gaming, B2C e-commerce, B2B e-commerce, logistics tech, online classifieds and services, agritech, hyperlocal, healthtech, social commerce, travel and hospitality, mobility, payments and wallets
EdTech
Challenging the traditional

Compelled by COVID-19 pandemic and its subsequent lockdowns, a hybrid model of education has led to expansion of EdTech companies in India. EdTech companies are expanding product offerings, establishing offline touchpoints and adopting gamification-based learning.

In 2021, EdTech companies raised ~2x PE/VC funding and witnessed ~4x increase in M&A activities, as compared to 2020. This led to the creation of four new Unicorns during 2021-2022. Following their rapid success in India, four EdTech firms made strategic acquisition to help them expand presence in international markets.
Edtech helped democratize access to high-quality education and facilitate student engagement.

**Key market drivers**
- Increased internet penetration
- Availability of smartphones
- Growth of B2B segment
- Cost effectiveness in online learning
- Government push for e-learning

EdTech market witnessed strong adoption in 2021, driven by increased digitization, growth in start-up ecosystem, evolving consumer base, demand for non-academic courses from tier II & III cities and the need for personalisation. Start-ups looked beyond traditional segments to expand offerings in doubt solving, coding, gamification and employability segments. They upgraded their offering through investments into artificial intelligence (AI), virtual reality (VR) and blockchain. This was enabled by higher PE/VC investments into the sector, which led to EdTech emerging as the third most funded sector in 2021. India added four new EdTech Unicorns in 2021 and is home to the largest EdTech start-up in the world.10

As schools and colleges reopen with the normalization of the pandemic situation, there is expected to be a lower demand for online education services. However, market is expected to witness a growing trend over the coming years driven by use of AI and machine learning to provide enhanced offerings such as accurate progress tracking, personalized assessment and career counselling. The test preparation segment is estimated to expand at a robust pace driven by shift in preference, while the language and casual learning segment is projected to expand at a steady rate, owing to improved revenue generation from advertisements.

**Expected industry revenue in 2025**
- US$10.4b

**Key India EDTECH STATS**
- US$3.6b PE/VC investments in 2021 across 75 deals
- 6,950+ No. of start-ups
- 6 No. of unicorns

**Outlook**
- Increased internet penetration
- Availability of smartphones
- Growth of B2B segment
- Cost effectiveness in online learning
- Government push for e-learning

**EdTech Product Categories**
- Primary and secondary supplemental education
- Test preparation
- Reskilling and upskilling
- Higher education
- Language and casual learning
EdTech companies are leveraging gamification, adaptive learning to provide hybrid modes for content delivery; planning global expansion

Innovative delivery models
- Hybrid models of delivery: A leading edtech firm acquired offline coaching provider to help add online learning with offline immersions
- Technology innovation with gamification, adaptive learning to improve user experience and learning outcomes

Strategic partnerships
- Edtech companies are partnering with start-ups, media firms and government agencies to help expand their offerings and customer base
- A leading edtech firm made strategic investment in a start-up to expand product portfolio

Global expansion
- Following rapid growth in India, Edtech companies are aiming to expand into international markets
- In 2021, four Indian Edtech firms made strategic acquisitions to help them expand within US market and enter new markets including US, UK, Australia, Brazil, Indonesia and Mexico

Focus on vernacular education
- Focus on vernacular, non-academic content amid surging demand for personalization
- Edtech start-ups have raised over ~US$35 million (2020 - 2021) to help develop vernacular language courses

Government support
- The FY22 budget announced plans to launch a digital ecosystem for reskilling and upskilling citizens through online training
- In 2021, Indian government set up National Digital Educational Architecture to strengthen educational digital infrastructure, while in Nov'20, AICTE* inaugurated 46 online training academy to train its faculty†¹
Private equity and venture capitalists are realizing the huge potential in Indian EdTech sector

PE/VC investments in the EdTech sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment (US$M)</th>
<th>#Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>28</td>
<td>59</td>
</tr>
<tr>
<td>2020</td>
<td>1,833</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>3,641</td>
<td>75</td>
</tr>
</tbody>
</table>

Top Investors
- Accel
- Tiger Global
- UBS
- MC Global

Key PE/VC deals in EdTech sector in 2021

Target and funding

- **Eruditus**
  - US$650 million

- **Byju’s**
  - US$460 million
  - Investors: MC Global Edtech Investment Holdings, B Capital, Baron Global Advantage Fund, XN Exponent Holding, Arison Holdings, TCDS, and TIGA

- **Sorting Hat**
  - US$440 million

- **Byju’s**
  - US$400 million
  - Investors: UBS, Blackstone, ADQ, Phoenix Rising, Eric Yuan, IIFL, Maitri Edtech

- **Byju’s**
  - US$296 million
  - Investors: Oxshott Venture Fund, Edelweiss, IIFL, Veriton Fund, XN Exponent Holdings, and MarketX Ventures

Top funded sub-segments
- Test preparation
- Online certification
- K12

Key investment rationale
- Growing customer base over the next five years, with 54% Indian students comfortable with online learning
- Pandemic induced lockdown to mandate increased EdTech adoption by conventional institutions
- Test preparation emerging as a key growth segment

Source: EY analysis, Tracxn
EdTech firms are looking for M&As to enhance product portfolio and drive geographical expansion

M&A/Strategic investments in the EdTech sector (US$ million)

Key M&A/Strategic investments in EdTech sector in 2021

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aakash Byju’s</td>
<td></td>
<td>US$1 billion</td>
</tr>
<tr>
<td>Great Learning</td>
<td>Byju’s</td>
<td>US$600 million</td>
</tr>
<tr>
<td>epic</td>
<td>Byju’s</td>
<td>US$500 million</td>
</tr>
<tr>
<td>Tynker Byju’s</td>
<td></td>
<td>US$200 million</td>
</tr>
<tr>
<td>Toppr Byju’s</td>
<td></td>
<td>US$150 million</td>
</tr>
<tr>
<td>Toppr Upgrad</td>
<td></td>
<td>US$53.2 million</td>
</tr>
</tbody>
</table>

Key investment rationale

- Expand product portfolio and add technology capabilities
- Enter new markets and geographies
- Expand customer base and consolidate market position

Source: EY analysis, Tracxn
FinTech
Building future-ready banks

With one of the world's fastest-growing economies, India has also emerged as the third largest fintech ecosystem in the world. Paperless lending, mobile banking, WealthTech, InsurTech, buy now pay later and other fintech concepts are already being adopted in India. The industry is also supported by Indian government’s focus on creating a cashless economy and RBI’s adoption of blockchain to launch a digital currency.

In 2021, the industry witnessed ~10x increase in PE/VC investments. India also accounted for four out of top 10 fintech deals in the Asia-Pacific region in 2021.
Indian FinTech industry continues to outpace the world with rising adoption

**Key market drivers**
- Increased adoption of mobile banking
- Rising financial awareness
- Focus on financial inclusion
- Rising investor interest
- Focus on digital economy

Indian fintech industry is estimated at US$31b in 2021 and is amongst the fastest growing fintech markets in the world. Over 67% fintech companies having been setup in the last five years. Major economic interventions such as demonetization, promotion of digital payments through the Digital India initiative, and focus on cashless economy have led to high growth. While digital payment and lending tech received the maximum funding in 2021, Insurtech is expected to witness rapid growth driven by increased adoption of non-life insurance covering health, education and vehicle. In 2021, the Indian government also increased FDI in the Insurtech segment from 49% to 74%.

Fintech is expected to dominate the payment system given the scope for innovation, ease of implementation and wider ecosystem support. Ease in regulations regarding online mutual fund transactions and investments through e-wallet are anticipated to fuel the segment’s growth. The development of open banking ecosystem further will help increase the demand for digital financial services.

The FinTech industry is also expected to welcome several new unicorns, soonicorns and smaller start-ups as well as traditional incumbents who are keen on innovating with them.

<table>
<thead>
<tr>
<th>FinTech Product Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>LendingTech</td>
</tr>
</tbody>
</table>

**Outlook**

**Expected industry value by 2025**: US$150b

**PE/VC investments in 2021 across 122 deals**: US$9.0b

**No. of start-ups**: 1,860

**No. of unicorns**: 19

**Key India FINTECH STATS**
- Increased adoption of mobile banking
- Rising financial awareness
- Focus on financial inclusion
- Rising investor interest
- Focus on digital economy
New uses cases including digital lending, wealthtech and insurtech continue to grow; RBI to launch Digital Rupee

- Rising ticket sizes and higher demand from Tier-II, III and IV markets, along with better risk management and service-delivery models is being witnessed increasingly over the last few years
- Buy now pay later: New-age consumer lending products like BNPL and payday loans fuelled investor interest in Lending tech start-ups

Digital Lending

- Emergence of Micro-lending platforms: There is an uptrend in micro-lending start-ups that work with banks to process personal loans digitally

2 Blockchain

- A coalition of 15 banks launched Indian Banks’ Blockchain Infrastructure Company Private Limited (IBBIC) to use blockchain to process letters of credit, GST invoices and e-way bills
- India also accounted for four out of top 10 fintech deals in the Asia-Pacific region in 2021

3 Emerging Use-Cases

- Emergence of Neobanks: The year 2021 saw the advent of neobanks, financial service providers entirely digital with no branches.

4 Market collaboration

- WealthTech: India currently has 440+ WealthTech start-ups providing personal finance management, digital brokerage, financial research and robo advisors
- InsurTech: India is also witnessing higher investments into the segment along with leveraging AI and ML to create customized product segments

- Banks are collaborating with FinTech to clear irregularities and provide a frictionless customer experience

5 Government support for digital economy

- Continuous efforts by the GoI through initiatives such as the Inter-Ministerial Steering Committee (IMSC) on Fintech, Joint Working Groups on Fintech and GIFT City to create platform for growth and innovation in the Fintech sector
- Focus on cashless economy: High growth expected toward digital payments (led by UPI)

- India Stack: Open API platforms including Aadhar, UPI, Bharat Bill Payments, GSTN
Digital payments and lending tech emerge as most funded fintech sub-segments

Source: EY analysis, Tracxn

Key PE/VC deals in FinTech sector in 2021

**Digital payments Investment tech**

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indialideas.com</td>
<td>Prosus NV (PayU)*</td>
</tr>
<tr>
<td>US$4700 million</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PhonePe</th>
<th>Walmart, Tencent, Tiger Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$350m million</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bitcipher Labs</th>
<th>Coinbase Ventures, a16z, Tiger Global, Sequoia Capital India and Paradigm</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$260 million</td>
<td></td>
</tr>
</tbody>
</table>

| Acko Technology    | Intact Ventures Inc., Munich Re Ventures, General Atlantic, Multiples Private Equity Fund, CPP Investment Board, Lightspeed Venture Partners IX |
| and Services       |                                                            |
| US$255 million     |                                                            |

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>US$251 million</td>
<td></td>
</tr>
</tbody>
</table>

* Considered under PE as investment is done via holding company

Top funded sub-segments

<table>
<thead>
<tr>
<th>Digital payments</th>
<th>Lending tech</th>
<th>Investment tech</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,391</td>
<td>982</td>
<td>9,015</td>
</tr>
<tr>
<td>9,015</td>
<td></td>
<td>122</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key investment rationale

- India is the fastest growing FinTech market globally and leader in real-time online transactions
- Growth in addressable market, innovation and fast pace of adoption presents a high market opportunity
- High growth expected in Insurtech and buy now pay later segments

Prosus NV (PayU)*
Industry players are collaborating to drive joint innovation and enter into new markets

**M&A/Strategic investments in the FinTech sector (US$ million)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$ M)</th>
<th>Number of deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>2020</td>
<td>185</td>
<td>7</td>
</tr>
<tr>
<td>2021</td>
<td>242</td>
<td>14</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

**Key investment rationale**

- Shift in build-everything-yourself approach
- Access to new markets and geographies through acquisitions
- Legacy financial services providers increasing focus on technology

**Key M&A/Strategic investments in FinTech sector in 2021**

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paytm Insurtech</td>
<td>Swiss Re</td>
<td>US$122.8 million</td>
</tr>
<tr>
<td>ZestMoney</td>
<td>Zip</td>
<td>US$50 million</td>
</tr>
<tr>
<td>Kfin Technologies</td>
<td>Kotak Mahindra Bank</td>
<td>US$42.1 million</td>
</tr>
<tr>
<td>Dinero Innovations (Finin)</td>
<td>Open</td>
<td>US$10 million</td>
</tr>
<tr>
<td>Online PSB Loans</td>
<td>Investor Group</td>
<td>US$6.6 million</td>
</tr>
</tbody>
</table>

Deal amount (US$ M) | Number of deals | Source: EY analysis, Tracxn

Key investment rationale

- Shift in build-everything-yourself approach
- Access to new markets and geographies through acquisitions
- Legacy financial services providers increasing focus on technology
AgriTech
a move towards digitization

The pandemic has acted as a catalyst for agritech industry to shift from traditional markets towards innovative and digital ones. On-ground advisory services, small agri-retailers, and equipment manufacturers took a hit in pandemic paving the way for digital transformation. During peak of the pandemic, AgriTech sector not only outperformed other sectors, but also experienced increased pace of digitization. In the last three years, start-ups in agritech space observed significant growth alongside rising interest from investors. In 2021, agritech experienced ~1100% increase in funding compared to 2020.
Agritech start-ups are redefining farming by leveraging modern technologies

In the last two years, pandemic brought various challenges in agricultural sector such as lack of market access, inadequate storage facilities and poor credit facility, to the forefront. Emergence of agritech start-ups initiated technology disruption, thereby mitigating these challenges and facilitating growth and improvement in farm output, supply chain and reduction in post-harvest waste.

Evolving consumer dynamics creating the need for transparency in food supply chains, imperative to reduce food wastage, rising interest from investors along with cost and operational issues with the traditional supply chain are some of the demand-side drivers that are propelling the sector’s growth. In India, demand has become organized at a much rapid pace than supply, which has attracted more interest in upstream areas such as the supply chain and services around farms and farmers.

In the last three years, funding has grown nearly three times and is expected to reach US$10 billion by 203014. Yet the potential of the agritech sector in India has barely been tapped. Current penetration of agritech in India is less than 1% of overall Indian agritech potential14. Post-harvest platform solutions connecting different parts of the value chains, embedded with next-gen technologies are expected to be the future growth engines. The output market linkage and precision farming are expected to contribute close to 68% to total agritech market by 202518.
Greater tech-driven innovation and deployment across value chains in the coming year

- Firms in AgriTech space can plan significant role in empowering farmers, promoting sustainable agricultural practices and reducing crop wastages
- Firms in AgriTech space are providing one-stop SaaS-based solutions platform enabling agribusinesses to increase efficiency, productivity and sustainability
- Government of India (GOI) collaborated with firms in agritech sector to help remote farmers sell their produce directly in the market using blockchain and artificial intelligence (AI) platforms
- The government partnered with AgriTech start-ups to streamline the CCE (Crop Cutting Experiment) process

- Adoption of next-gen tech in agricultural industry is on rise with increasing accessibility of AI, smart apps, mobile apps and IoT
- Agtech firms are leveraging blockchain, to enable seamless transactions between supply chain participants thereby reducing cost
- Changing consumer needs and evolving agri-food ecosystem made AgriTech firms to adopt B2B and F2B models
- Leading agritech firm in India started as a farmer-to-consumer (F2C) venture moved onto farmer-to-business (F2B), recognising the need to address the challenges that confront the agrifood ecosystem and achieve greater scale effects
- In Union Budget 2022, GOI announced a new PPP scheme for the delivery of digital and hi-tech services to farmers, aiming to channelize public-sector research along with private AgriTech players in the agricultural value chain
- Proposed to increase drone-based technologies in agriculture, digitization of land records, and spraying of insecticides and nutrients
Transaction spaces continue to witness increased investments, with market linkage the top funded segment.

**PE/VC investments in the AgriTech sector (US$ million)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment (US$M)</th>
<th>#Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>14</td>
<td>156</td>
</tr>
<tr>
<td>2020</td>
<td>17</td>
<td>49</td>
</tr>
<tr>
<td>2021</td>
<td>42</td>
<td>865</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

**Key PE/VC deals in AgriTech sector in 2021**

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ninjacart US$145 million</td>
<td>Walmart</td>
</tr>
<tr>
<td>DeHaat US$115 million</td>
<td>Sequoia Capital India VI Ltd., Prosus Ventures, RTP Global Fund III, Sofina SA, Temasek Holdings Pvt. Ltd., Lightrock India</td>
</tr>
<tr>
<td>Agrostar US$70m million</td>
<td>Aavishkaar Bharat Fund, Aavishkaar India II Co. Ltd., Accel Growth Fund V L.P., Accel India V LP, Bertelsmann Corporate Services India Pvt. Ltd., Chiratae Ventures Fund II, Chiratae Ventures Fund III, Rabo Frontier Ventures, CDC Group Plc, Evolve India Fund, Hero Enterprise, Schroders Plc</td>
</tr>
<tr>
<td>Freshvnf US$50 million</td>
<td>Sixth Sense Ventures Advisors LLP, Apar Industries Ltd., Westbridge Capital Partners LLC, Equanimity Investments Fund, Manish Choksi Family Office</td>
</tr>
<tr>
<td>Captain Fresh US$40 million</td>
<td>Ankur Capital Fund II, Incubate Capital Partners, Prosus Ventures, Tiger Global Management LLC, Accel India VI L.P., Matrix Partners India III</td>
</tr>
</tbody>
</table>

**Top Investors**

Sequoia Capital | Accel | RTP Global | Prosus Ventures | AgFunder

**Top funded sub-segments**

Market linkage | Agriculture equipment | Advisory
Huge market potential in agrarian India is a key investment driver while the entry of traditional players into agritech is leading to M&As

**Investment drivers**

- **Huge untapped market in India, with only 2% farmers using mobile app for farming**
- **Emergence of output market linkage firms, that have higher potential due to the presence of big players**
- **Growth potential in emerging segments of fresh fish and seafood segments**

**Key deal rationale**

<table>
<thead>
<tr>
<th>Traditional business entering into technology-enabled agri and food business</th>
<th>Enhance market linkage outreach to small traders, farmer producer organisations</th>
</tr>
</thead>
</table>

**Key M&A/Strategic investments in AgriTech sector in 2021**

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>PayAgri</td>
<td>Suumaya Innovations</td>
<td>US$0.035 million</td>
</tr>
<tr>
<td>Kamatan</td>
<td>Samunnati</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn
The hyperlocal delivery sector witnessed steady growth after facing some obstacles during the start of pandemic. The online grocery market observed 70% growth in 2021 while online food delivery witnessed 19% growth in 2021. Factors such as urbanization, tech-savvy consumers and changing consumer behaviour with more shift towards convenience fuelled by the pandemic are driving the growth of hyperlocal sector. Initiatives such as ‘no-contact delivery’ and ‘online payments’ further made it more convenient for customers to use hyperlocal platforms.
Increasing demand from tier-2 and tier-3 cities and the growing acceptance of online delivery are key drivers in hyperlocal marketplace

Key market drivers
- Changing consumer behavior with focus on convenience
- Rising demand from tier-2 and tier 3 cities
- Growing acceptance of online delivery
- Rising digital adoption by SMEs and unorganized retail

Currently, ~23% of the internet subscribers in India are online shoppers compared to ~10% last year. This indicates an increasing trust of customers on online shopping which is eventually increasing the usage of hyperlocal e-commerce. Hyperlocal economy experienced a drastic change due to the pandemic as companies and consumers relied on locally available products and resources, thereby increasing demand on hyperlocal platforms.

Customer expectation of quick deliveries is driving e-commerce giants to enter into hyperlocal business. Firms in hyperlocal space are integrating with e-commerce companies to deliver goods across different categories which not only enhance customer experience, ensuring safety, comfort and speed, but also saves time and cost related to supply chain.

Rising adoption of digital technologies such as blockchain, AI, ML and big data is expected to drive future growth, equipping hyperlocal players with the capability of providing superfast deliveries coupled with hyper-personalized customer experience. While hyperlocal deliveries saw a boom during the pandemic, the trend is expected to continue in the long-term even in the post-pandemic world, with rapid urbanization and changes in consumer lifestyles. The online grocery market is expected to grow at CAGR of 29% during 2021-26 to reach US$1,311 billion by 2026 while online food delivery market is forecasted to grow at CAGR of 30% during same period to reach US$1,515 billion by 2026.

Outlook
Rising adoption of digital technologies such as blockchain, AI, ML and big data is expected to drive future growth, equipping hyperlocal players with the capability of providing superfast deliveries coupled with hyper-personalized customer experience. While hyperlocal deliveries saw a boom during the pandemic, the trend is expected to continue in the long-term even in the post-pandemic world, with rapid urbanization and changes in consumer lifestyles. The online grocery market is expected to grow at CAGR of 29% during 2021-26 to reach US$1,311 billion by 2026 while online food delivery market is forecasted to grow at CAGR of 30% during same period to reach US$1,515 billion by 2026.

Key India HYPERLOCAL STATS

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online grocery market in 2021</td>
<td>US$367b</td>
</tr>
<tr>
<td>Online food delivery market in 2021</td>
<td>US$406b</td>
</tr>
<tr>
<td>Number of active users in online grocery market</td>
<td>23m</td>
</tr>
<tr>
<td>PE/ VC investments in 2021 across deals</td>
<td>US$2.2b</td>
</tr>
</tbody>
</table>

Hyperlocal Product Categories
- Quick commerce / Grocery delivery
- Food delivery
- Home utility
- Logistics services
- Others

23m

21
22
23
24
Firms in hyperlocal space are expanding into adjacent segments and restructuring deliveries to drive growth

Restructuring deliveries
► During the pandemic, firms in hyperlocal space, restructured the management of deliveries and leveraged automation in the process to a greater extent
► Hyperlocal delivery companies are exploiting technology for route optimization, maintaining delivery associate compliance, demand forecasting, order planning and to automate the logistics operations

Changing consumer behavior
► The pandemic has shifted the consumer behavior from value seeking to convenience seeking, leading to daily/weekly and small sized purchases, rather than monthly and large sized.
► India’s leading e-com conglomerate has experienced 2x growth in revenue and customers in its hyperlocal delivery platform while clocked 25x increase in hyperlocal orders in 2021\textsuperscript{25}

Portfolio diversification
► Firms in hyperlocal space revamped their strategy by diversifying their product portfolio in order to enhance growth
► One of the firms in electric e-rickshaw ride sharing business, diversified into hyperlocal delivery business, creating an option for their driver partners to use e-rikshaws for both ride and delivery business

Focus on building SuperApp
► Many hyperlocal e-commerce firms are building SuperApp to bundle all their services which can be offered to customers
► India’s top business groups are scouting for acquisition targets to offer additional goods and services under their “super app” umbrella
Transactions activity witnessed increased investments in 2021 with focus on food and grocery delivery.

**Key PE/VC deals in hyperlocal sector in 2021**

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swiggy US$450 million</td>
<td>Softbank Vision Fund 2</td>
</tr>
<tr>
<td>Zomato US$319 million</td>
<td>YV Capital, D1 Capital, Steadview, MVP Fund</td>
</tr>
<tr>
<td>Zomato US$250 million</td>
<td>Tiger Global, Kora Investments, Steadview, Fidelity, Bow Wave, Vy Capital, Dragoneer Group</td>
</tr>
<tr>
<td>Zepto US$100 million</td>
<td>Y Combinator, GFC Global Founders Capital GmbH, Contrary Capital Management II LLC, Glade Brook Capital Partners LLC, Nexus India Capital Advisors Pvt. Ltd., Breyer Capital LLC, Lachy Groom</td>
</tr>
</tbody>
</table>

**Top Investors**

- Tiger Global
- Accel
- Softbank Vision Fund
- Prosus Ventures

**Top funded sub-segments**

- Food delivery
- Grocery delivery
- Packed foods
Digitization of unorganized retail makes hyperlocal attractive for investments; industry players collaborate for portfolio expansion

**Investment drivers**

- Presence of huge unorganized retail providing a large target addressable market
- Increasing understanding of consumer behaviour leading to successful business models
- Potential use of automation and autonomous deliveries to help achieve unit economics

**Key deal rationale**

- Expanding product portfolio in adjacent segments
- M&As by large conglomerates to build a super app

**Key M&A/Strategic investments in AgriTech sector in 2021**

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grofers</td>
<td>Zomato</td>
<td>US$100 million</td>
</tr>
<tr>
<td>Milkbasket</td>
<td>Reliance Retail</td>
<td>US$40 million</td>
</tr>
<tr>
<td>Localbuy</td>
<td>First Cheque</td>
<td>US$0.8 million</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn
Gaming competition in the digital era

India has emerged as one of the fastest-growing gaming markets in the world driven by ~450 million gamers, 20% paying user conversion rate, and a world leading new time paying users rate at 50%. Start-ups leveraged emerging use cases such as in-app purchases, real money gaming, virtual gifting, tipping, and subscriptions to further drive this growth. 2021 saw the emergence of India’s second gaming unicorn as the sector witnessed increased PE/VC investments.

Overall, the Indian gaming industry is expected to grow 3x by 2027 as the country transitions from a net importer of global gaming titles to a global exporter of content and intellectual property.
Emerging gaming segments and increase in paying user base will drive market growth; Real gaming segment leads by market share

Indian gaming market grew by 22% YoY to reach US$2.2 billion in 2021. Real money gaming accounted for 54% market share by revenue stream, followed by in-app purchases at 26% and ad revenue at 15%. This rapid growth is enabled by ~450 million gamers (2021) and a paying user conversion rate of 20%. India’s percentage of first new time paying users in gaming is the fastest growing in the world at 50% (2021), up from 40% in 2020. Novel forms of monetization such as virtual gifting, tipping, and subscriptions are also seeing traction. Newforms of gaming such as hyper casual, social games, esports, real money games, increased local production and Indianization of content to include vernacular language options has further expanded the user base.

Indian gaming market is expected to grow at ~30% CAGR over FY21-FY26. This growth will be driven by in-app purchases (CAGR 40%) and real money gaming (CAGR 30%) segments. While Indian gaming population is expected to increase by 1.75x over CY20-CY25E, paid gamers are expected to reach ~240 million by 2026, from 96 million in 2021. This rapid growth will be enabled by successful upscaling in gaming firms and their ability to popularize and mainstream mobile gaming among Indians.
Real money games and e-sports to drive future growth; gaming companies plan international expansion

Growth in Esports
► E-sports and streaming expected to grow at 40-45% CAGR during 2022-2027
► The prize money from e-sports tournaments is expected to increase 4x to reach US$14.3 million in 2021 in India

Real money games
► Banking on the familiarity of the Indian 13 card poker game (rummy), several game publishers have taken this version of mobile gaming and found success with a few applications crossing 10 million downloads
► Capitalizing on the popularity for cricket in India, fantasy sports with real money betting has one of the largest paying user bases in India

Focus on game development
► In the past 2-3 years, more than 200 game development companies have been launched, creating their own intellectual properties (IPs) in games
► Technological innovations such as artificial intelligence, machine learning and cloud services are also democratizing game development, helping enhance the gameplay experience

International expansion
► Gaming companies plan to scale up internationally after validating their business models in India
► A leading India-based gaming company entered the US market in 2021 and plans to continue its global expansion

Vernacular content
► Introduction of vernacular languages and Indian themes are expanding the addressable user base
► Monetizable vernacular user base is estimated at ~400 million by 2023
► More than 60% gamers are willing to play games with an Indian central theme or characters like from mythology or celebrities
Gaming sector witnessed ~2.5x increase in PE/VC deals; mobile gaming and Social gaming platforms lead

**PE/VC investments in the Gaming sector (US$ million)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$ M)</th>
<th>No. of deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>114</td>
<td>10</td>
</tr>
<tr>
<td>2020</td>
<td>346</td>
<td>10</td>
</tr>
<tr>
<td>2021</td>
<td>914</td>
<td>18</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

**Key PE/VC deals in Gaming sector in 2021**

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nazara Technologies US$68 million</td>
<td>Plutus Wealth Management</td>
</tr>
<tr>
<td>Galactus Funware Technology US$150 million</td>
<td>Composite Capital Management HK, Moore Capital Management, Telstra Ventures, Base Partners, Go Ventures, RTP Global Advisors, SIG Global India Fund I, LLP, Founders Circle Capital LP, Play Ventures</td>
</tr>
<tr>
<td>Tictok Skill Games US$65 million</td>
<td>Makers Fund, Griffin Gaming Partners</td>
</tr>
<tr>
<td>Sporta Technologies US$400 million</td>
<td>Steadview Capital Master Fund, Tiger Global Management, TPG Tech Adjacencies, ChrysCapital Investment Advisors India, Footpath Ventures SPV I LP, TCMI, Inc., D1 Capital Partners, Falcon Edge Capital</td>
</tr>
</tbody>
</table>

**Top Investors**

- Steadview Capital Management
- Plutus Wealth Management
- Go Ventures
- Composite Capital
- Makers Fund

**Top funded sub-segments**

- Mobile gaming platform
- Social gaming platform
- Real money quizzing

**Key investment rationale**

- Presence of huge unorganized retail providing a large target addressable market
- Potential growth in customer traction driven by awareness and engagement
- Under-indexed market in terms of consumer spends presents high future opportunity
Gaming M&A witnessed exponential rise primarily led by MTG’s acquisition of PlaySimple Games

M&A/Strategic investments in the Gaming sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$ M)</th>
<th>Number of deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>5</td>
<td>61</td>
</tr>
<tr>
<td>2020</td>
<td>4</td>
<td>11</td>
</tr>
<tr>
<td>2021</td>
<td>744</td>
<td>13</td>
</tr>
</tbody>
</table>

Key M&A/Strategic investments in Gaming sector in 2021

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>PlaySimple Games</td>
<td>Modern Times Group</td>
<td>US$510.6 million</td>
</tr>
<tr>
<td>Moonfrog</td>
<td>Stillfront Group</td>
<td>US$90 million</td>
</tr>
<tr>
<td>Junglee Games</td>
<td>Flutter Entertainment</td>
<td>US$67.3 million</td>
</tr>
<tr>
<td>OpenPlay</td>
<td>Nazara Technologies</td>
<td>US$25.1 million</td>
</tr>
<tr>
<td>Nodwin Gaming</td>
<td>Krafton</td>
<td>US$22.4 million</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key deal rationale

- **Strategic value creation:** build a portfolio that is diversified in terms of genres, audiences, and revenues
- **Expand/ enter Indian market**
- **Expand product portfolio:** Expand offering in real money gaming segment
Health-tech reshaping Indian healthcare

The Covid-19 pandemic has highlighted the gaps in the healthcare system and also brought in opportunities for health-tech firms to address these gaps. It acted as a catalyst to accelerate acceptance of digital healthcare in India. Low doctor to patient ratio and lack of proper health infrastructure further provide a huge opportunity for start-ups to dive into healthcare space.

HealthTech start-ups dwelling in online medicine delivery, digital consultation and technology solutions became popular in last two years which attracted investors attention. Currently, India ranks fourth globally for VC investments in HealthTech as funding increased by 630% in 2021. In M&A activities, sector witnessed ~2x growth in 2021 as compared to 2020. These transactions led to the creation of four unicorns in HealthTech space in 2021.31
Health-tech firms saw tremendous increase in consumer adoption in e-pharmacy and teleconsulting space

Key market drivers
- Increased people focus on health & fitness
- Rising demand from tier-2 and tier-3 cities
- Robust M&As in the sector
- Focus on digital economy

Covid-19 exposed the dire state of India’s health care system but measures taken such as lockdown and social distancing turned out to be blessing in disguise and a growth driver for HealthTech start-ups. The digital technology played a vital role to make healthcare accessible and affordable for the masses. HealthTech start-ups gain strong foothold as pandemic pushed acceptance of online delivery of medicines, digital and tele-health, and remote patient monitoring. More than 85% of doctors adopted teleconsultation platforms which was less than 10% prior to the pandemic. Number of teleconsults increased by 300%, with 45% of them coming from non-metro cities indicating inclination towards digital consultation by patients. The number of e-pharmacy users increased to nine million households during pandemic from 3.5 million households before pandemic and is forecasted to reach 75 million households in next five years as more than 70% e-pharmacy users are willing to stick to the online platforms.32

The India’s HealthTech market is valued at US$2 billion, which is less than 1% of the total healthcare industry, showcasing huge untapped market in the space.35 Funding has increased threefold in last three years indicating growing interest of investors in the sector. Changing consumer perspective towards digital healthcare, government initiatives and usage of next-gen technologies by HealthTech firms are some of the factors which will drive growth in HealthTech space.

HealthTech Product Categories
- Telemedicine
- E-pharmacy
- Fitness & wellness
- Healthcare IT and Analytics
- Home healthcare
- Personal health management

Outlook
The India’s HealthTech market is valued at US$2 billion, which is less than 1% of the total healthcare industry, showcasing huge untapped market in the space.35 Funding has increased threefold in last three years indicating growing interest of investors in the sector. Changing consumer perspective towards digital healthcare, government initiatives and usage of next-gen technologies by HealthTech firms are some of the factors which will drive growth in HealthTech space.
In last two years, health-tech space has been in the spotlight with rapid advancements in technology and increasing adoption of digital healthcare.

**OPENNESS TOWARDS HEALTHTECH SOLUTIONS**
- Pandemic highlighted the influence of technology on healthcare system to the people, amazing them with its features and advanced applications.
- Patients are actively looking to access HealthTech solutions while hospitals are adopting virtual care setup and digital care management platforms as patients are desperately seeking them.

**ADOPTION OF CLOUD TECHNOLOGY**
- HealthTech firms are increasingly adopting cloud computing to improve patient care, collaboration, data accessibility and enhanced security.
- One of the firm in HealthTech space with extensive focus on critical care, has developed ICU management cloud platform, which helps in managing critically ill patients remotely.

**INCREASING USAGE OF PREVENTIVE HEALTHCARE AND TELEMEDICINE**
- Pandemic propelled demand for preventive healthcare among people as HealthTech firms operating in preventive healthcare witnessed 30X growth since 2020[^36].
- With people turning more towards digital consultation supported by increasing digitization in the country, the Indian telemedicine market stood at US$1.3 billion in 2021[^37] which is further forecasted to reach US$7.1 billion in 2026[^38].

**GOVERNMENT INITIATIVES**
- GOI promoted various initiatives to boost technology adoption in healthcare system; launched Ayushman Bharat Digital Mission (ABDM) to develop the foundation necessary to support the integrated digital health infrastructure of the country.
- Government launched eSanjeevani, a web-based online telemedicine initiative, to provide healthcare services to patients at home.
HealthTech start-ups have significantly attracted investors, resulting in a sharp rise in PE/VC investments in the space.

**Investment Drivers**
- Growing demand for technology platforms from pharmaceutical, biotechnology and medical device companies
- Increasing focus on healthcare and physical & mental wellbeing
- Underpenetrated insurance market, with digital distribution accounting only 1% of the industry showcasing opportunity for health insurance

**Key PE/VC deals in HealthTech sector in 2021**

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharmeasy US$300 million</td>
<td>TPG, Singapore’s Temasek, Facebook co-founder Eduardo Saverin’s B Capital, Prosus (previously Naspers) and Think Investments, Kotak PE</td>
</tr>
<tr>
<td>Curefit US$145 million</td>
<td>Accel, Temasek, South Park Commons, Zomato</td>
</tr>
</tbody>
</table>

**PE/VC investments in the HealthTech sector (US$ million)**

- **2019**
  - Investment (US$M): 31
  - #Deals: 34

- **2020**
  - Investment (US$M): 236
  - #Deals: 236

- **2021**
  - Investment (US$M): 597
  - #Deals: 1,724

**Top Investors**
- Tiger Global
- Accel
- Steadview Capital
- TPG Global
- Prosus Ventures

**Top funded sub-segments**
- Healthcare platform
- Online retailing
- Fitness platform
Firms in HealthTech space are looking for M&As to enhance product portfolio

M&A/Strategic investments in the HealthTech sector (US$ million)

Key M&A/Strategic investments in HealthTech sector in 2021

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1mg</td>
<td>Tata Digital</td>
<td>US$230 million</td>
</tr>
<tr>
<td>Aknamed</td>
<td>Pharmeasy</td>
<td>US$190 million</td>
</tr>
<tr>
<td>Curefit</td>
<td>Zomato</td>
<td>US$100 million</td>
</tr>
<tr>
<td>Curefit</td>
<td>Tata Digital</td>
<td>US$75 million</td>
</tr>
<tr>
<td>Fitso</td>
<td>Zomato</td>
<td>US$50 million</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key deal rationale

Creating integrated digital ecosystem addressing consumer needs
Expanding product portfolio in adjacent segments
To facilitate, enable and promote efficient supply chain and distribution IT ecosystem
Driven by innovative business models such as direct to consumer (D2C), Q-commerce and social commerce, and a focus on providing an omni-channel experience, B2C e-commerce continued its rapid growth. While fashion and personal care witnessed frequent purchases, the growth was also led by emerging segments including healthcare, pharma, home décor and sports equipment.

In 2021, the segment witnessed increased investor interest, with PE/VC funding increasing by 15x while the M&A activities increased by 4.5x on a yearly basis. This led to the creation of seven new Unicorns during 2021-2022. Further, over US$300 million has been invested in Indian start-ups based on the innovative Thrasio concept.
E-commerce market continues its rapid growth driven by innovative use cases, omni-channel presence and growing consumer awareness

Key market drivers
- Innovative business models
- Increasing disposable income
- Rise of mobile commerce
- Payments modernization
- Growth of logistics and warehousing

The Indian B2C e-commerce market is expected to reach US$56.6 billion in 2021 driven by increase in number of online shoppers and increasing market penetration in tier 2 and 3 cities. This growth is further supported by rising popularity of the D2C model, emergence of the Thrasio model, focus on omni-channel presence, and growing popularity of content commerce. During 2021 festive season, online sales grew by 23% in gross merchandise value, reaching US$9.2 billion, as compared to US$7.4 billion in the previous year.40

In 2021, several Indian start-ups launched their own online platforms as search interest in D2C brands rose by 533% YoY. While several big conglomerates are investing in e-commerce start-ups, they also plan to launch their own marketplace models.

Technology-enabled innovations, such as digital payments, warehousing and logistics, customer engagement, and increasing consumer awareness, are likely to support this growth.

B2C E-commerce Categories
- D2C
- Social commerce
- Marketplace (Vertical)
- Marketplace (Horizontal)
- Ecommerce enabler
- Recommerce

E-commerce is expected to capture 11.4% of total Indian retail market by 2026. D2C segment is expected to grow at CAGR 25% during 2021-2025 with the fashion market expected to have 53% share within the segment. Social commerce and live commerce are expected to reach US$16 billion and US$4 billion gross merchandise value by 2025.44

Key India B2C E-COMMERCE STATS

Market opportunity by 202641
US$200.0b

PE/VC investments in 2021 across 62 deals
US$5.8b

4,658
No. of start-ups42

4,658
No. of unicorns43

Outlook

Innovative business models
Increasing disposable income
Rise of mobile commerce
Payments modernization
Growth of logistics and warehousing
D2C and Thrasio model present huge opportunity; e-commerce firms focus on customer experience and increased penetration in tier 2, 3 cities

**D2C**
- The pandemic has accelerated growth of major D2C brands and those with dedicated websites recorded an 88% rise in consumer demand.
- Traditional FMCG companies have also started investing to develop their own websites.
- India’s D2C sector is expected to be worth US$100 billion by 2025.\(^46\)

**Assisted commerce**
- Retail brands are partnering with e-commerce organizations allowing customers to place order online through a merchant shop and the product is delivered either to the shop or to the customer’s address.

**Content commerce**
- E-commerce firms are leveraging short-format videos, influencer marketing as social media consumption continues to rise.

**Fashion and Personal care**
- Fashion segment witnessed a 368% YoY growth while beauty e-commerce apps grew by 64% YoY in 2021.\(^49\)
- Factors such as high repeat purchase cycles, and frequent purchase during lockdown has led to habit formation, resulting in continuous segment growth.

**Emerging business models**
- The Thrasio model, which includes acquisition of well-performing private label businesses and scaling them, is witnessing growing interest from investors.
- Over US$300 million has been invested in Indian start-ups based on the Thrasio concept.\(^47\)

**Omni-channel strategy**
- According to a survey in 2021, 74% shoppers in India are omni-channel buyers.\(^48\)

**Vernacular offerings**
- E-commerce companies have adopted voice search technology and are creating vernacular offerings.
- The share of Indian-language users on a leading e-commerce marketplace increased from 12% in 4Q20 to 18% in 4Q21 with Hindi, Tamil, Telugu and Bengali being the most widely used languages on the platform.\(^51\)

**Increasing market penetration**
- E-commerce transactions in Tier II cities reached an all-time high, rising by 82% in 2021.\(^50\)

**Fashion and Personal care**
- E-commerce transactions in Tier II cities reached an all-time high, rising by 82% in 2021.\(^50\)
B2C witnessed ~15x increase in PE/VC funding in 2021, marketplace and D2C segments lead

**Top Investors**

<table>
<thead>
<tr>
<th>Qatar Investment Authority</th>
<th>Amazon</th>
<th>Tiger Global</th>
<th>CPP Investment Board</th>
<th>Chrys Capital</th>
</tr>
</thead>
</table>

**Top funded sub-segments**

<table>
<thead>
<tr>
<th>Marketplace</th>
<th>D2C</th>
</tr>
</thead>
</table>

**Key investment rationale**

- Huge market opportunity for D2C, social commerce and live commerce
- Increasing penetration of e-commerce within retail market
- Growing market for healthcare, pharma and grocery

**Key PE/VC deals in B2C E-commerce sector in 2021**

- **Flipkart**
  - Target and funding: US$3,600 million

- **FSN E-Commerce Ventures (Nykaa)**
  - Target and funding: US$324m million
  - Investors: CPPIB, GIC, Blackrock and Fidelity

- **BrainBees Solutions (Firstcry)**
  - Target and funding: US$313 million
  - Investors: Chryscapital, TPG Growth V LP, PremjiInvest

- **Delightful Gourmet Pvt. Ltd. (Licious)**
  - Target and funding: US$192 million

- **Sanghvi Beauty and Technologies**
  - Target and funding: US$150 million
  - Investors: Amazon.com, Amazon.com NV Investment Holdings, Ascent Capital Advisors India, Bessemer Venture Partners, Locietane International SA, Mankekar Family Office, Prosus Ventures, Warburg Pincus, Alteria Capital Advisors

**PE/VC investments in B2C E-commerce sector (US$ million)**

- **2019**
  - Deal amount (US$ M): 1,241
  - No. of deals: 45

- **2020**
  - Deal amount (US$ M): 360
  - No. of deals: 36

- **2021**
  - Deal amount (US$ M): 62
  - No. of deals: 5,801

Source: EY analysis, Tracxn
B2C market witnessed acquisition of top grocery delivery platforms as companies plan to expand into quick commerce market

M&A/Strategic investments in the B2C e-commerce sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$ M)</th>
<th>Number of deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>196</td>
<td>3</td>
</tr>
<tr>
<td>2020</td>
<td>351</td>
<td>2</td>
</tr>
<tr>
<td>2021</td>
<td>1,566</td>
<td>15</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key deal rationale

| To create a large consumer digital ecosystem and expand in the fast growing grocery business |
| Expand grocery segment offerings |
| Enter quick commerce market |

Key M&A/Strategic investments in HealthTech sector in 2021

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bigbasket</td>
<td>Tata Digital</td>
<td>US$1.3 billion</td>
</tr>
<tr>
<td>Grofers</td>
<td>Zomato, Tiger Global</td>
<td>US$120 million</td>
</tr>
</tbody>
</table>
B2B e-commerce bringing in efficiencies

As traditional supply chains that served Indian businesses dried up amid Covid-imposed restrictions, well-capitalized B2B e-commerce players grabbed the market by coming to the aid of raw material-starved businesses. They provided digital supply chains and offered higher capital efficiencies, helping improve margins for traditional B2B companies. Emerging segments such as pharma products and COVID-protective equipment witnessed up to 5x growth in 2021.

Driven by this growing traction, the segment witnessed ~18x YoY increase in PE/VC funding, which also led to the creation of four new unicorns.
B2B e-commerce witnessed increased traction driven by rapid digitization and credit offerings; low market penetration presents huge growth opportunity

2021 highlighted the importance B2B e-commerce as businesses relied on B2B firms/enablers to avail their products pan-India. These start-ups helped remove inefficiencies in the traditional B2B commerce with effective digital supply chains and by offering higher capital efficiencies. Small business owners also leveraged B2B offerings such as digital cataloguing, online payments and logistics. The pandemic-induced limited access to capital and financing options further helped achieve this rapid growth.

Several Indian B2B start-ups have witnessed 100% - 300% growth in order volume and revenue since the start of pandemic. These firms are also evincing considerable investment interest from institutional investors, leading to creation of four new B2B e-commerce unicorns in 2021.52

In India, B2B e-commerce has 8x larger market opportunity as compared to B2C e-commerce market, presenting a huge growth potential.55 Manufacturers and retailers are adopting a digital and automated supply chain ecosystem through platform-driven methods to help them drive business growth.

Further, in a nationwide survey of MSMEs, more than 90% respondents reported that online B2B e-commerce platforms customized for their sector, would help them grow their business faster in terms of getting better rates to procure goods, accessing cheaper and faster credit, and increasing sales.56

Key market drivers

- Automated supply chain
- New payments and financing methods
- Digital marketing
- Growth of mobile commerce
- Growth of logistics and warehousing

B2B E-commerce Categories

- Industrial supplies and machinery
- Building and construction
- Electronics and electrical
- Healthcare/ life sciences
- Fashion and accessories
B2B e-commerce companies are focusing on digitization, SaaS and AI to optimize supply chain and operations; niche segments drive market growth

Focus on digitization
- B2B e-commerce companies are adopting digital and automated supply chain ecosystem through platform-driven methods.
- Improving online finance and credit options also support market growth.

Entry of established players
- Leading Indian conglomerates are entering the B2B e-commerce space through their e-commerce ventures.
- Traditional B2C e-commerce retailers are also entering the segment through partnerships and organic growth.

Niche categories
- For a leading B2B company, pharma became the fastest growing segment in 2021 and witnessed 5x growth since the segment's launch over one and half years ago.
- The company also witnessed 5x growth for items like protective masks, face shields, and PPE suits.

SaaS solutions
- B2B SaaS solutions saw increased adoption due to evolved remote working habits and consumption patterns.
- A Japanese e-commerce company launched its SaaS product for B2B firms in India to provide end-to-end visibility of IT environment.

Government's e-Marketplace portal
- As of Sep’21, the Government e-marketplace portal fulfilled 7.6 million orders worth US$18.7 billion from over 2.7 million registered sellers and service providers for 54,000 government buyers.

AI and big data
- B2B e-commerce companies are adopting AI, Big Data and Blockchain technologies for real time tracking of orders and to reduce the overall cost of operations.
B2B funding increased ~18x driven by financial services and online marketplace segments

PE/VC investments in B2B E-commerce sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$ M)</th>
<th>No. of deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>923</td>
<td>22</td>
</tr>
<tr>
<td>2020</td>
<td>22</td>
<td>138</td>
</tr>
<tr>
<td>2021</td>
<td>44</td>
<td>2,339</td>
</tr>
</tbody>
</table>

Key PE/VC deals in B2B E-commerce sector in 2021

- **OFB Tech**
  - **US$325 million**

- **Trustroot Internet (Udaan)**
  - **US$280 million**
  - Investors: Altimeter Capital Management, LP, GGV Capital, DST Global, Lightspeed India Partners I, Lightspeed Venture Partners X, Tencent Holdings, Octahedron Capital Management

- **Zetwerk Manufacturing**
  - **US$210 million**
  - Investors: Greenoaks Capital Partners, D1 Capital Partners, IIFL Asset Management, Iconiq Capital, Steadview Capital Management

- **OFB Tech**
  - **US$207 million**
  - Investors: Tiger Global and Alpha Wave Incubation

- **OFB Tech**
  - **US$160 million**
  - Investors: Matrix Partners India II, SoftBank Vision Fund 2, Falcon Edge Capital

Top Investors:
- Matrix Partners
- Altimeter Capital
- Tiger Global
- Greenoaks Capital
- Softbank Vision Fund

Top funded sub-segments:
- Financing services
- Online marketplace

Source: EY analysis, Tracxn
Low market penetration and presence of profitable businesses make B2B attractive for investments; M&A is led by the need to enter gig economy

Key investment rationale

- Niche categories such as construction and industrial supplies, are expected to achieve exponential growth
- Presence of profitable businesses
- Low market penetration presents high growth potential

Key deal rationale

Enter digital gig economy

Augment HR services to provide skilled professionals for permanent, temporary and on-demand basis

Key M&A/Strategic investments in B2B sector in 2021

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taskmo</td>
<td>Quess Corp</td>
<td>US$1.4 million</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn
In India, currently, there are more than 620 million digital audience, with 0.6 million searches taking place for social commerce per month which is also on increasing trend month-on-month.\(^5\) Pandemic further increased users time on social commerce sites, with each user on an average spending more than two hours a day on these sites. To encash these trends, firms in the social commerce space are leveraging next-gen tech, short videos and user generated content to provide better engagement experience for users.

India also witnessed ~6x increase in funding, highest in last four years, indicating rising interest of investor in the space.
Widening social media influence and increasing social commerce shoppers will drive social commerce market growth in near future

Key market drivers
- Increased internet penetration in tier 2 & 3 cities
- Rising demand from tier-2 and tier 3 cities
- Rising number of online shoppers
- Burgeoning investments
- Increasing social media influence

In India, social commerce shoppers, which account for 53% of total online shoppers, are expected to reach 228 million at the end of 2022, a 45% increase from the current consumer base, as consumers are exploring new ways of shopping for products online through social media apps.61 Currently, 55% of the social commerce customer base is from tier 2 and 3 towns which contributed close to 80% of the gross merchandise value.63 Increased internet penetration, growing impulse purchases and accelerated adoption from smaller metros and towns is driving the growth for social commerce. To take advantage of this growing opportunity, social commerce players are offering convenient and hassle free process of product discovery for consumers in their local language with the help of engagement platforms.

Key India SOCIAL COMMERCE STATS

- Expected market by 203060
  - US$70b
- PE/VC investments in 2021 across 56 deals
  - US$3.4b
- Number of social commerce shoppers61
  - 157m
- No. of unicorns62
  - 1

Social Commerce Models

Reseller model
Group buying
Video commerce (short content)

Outlook

The share of social commerce in India’s e-commerce market is forecasted to increase to 4-5% of the projected US$140 billion market by 2025 from the existing 1-2%.64 Consumer generated content, instant gratification and personalized content for various audience will drive the growth for social commerce in India in coming years. The live commerce market is forecasted to reach US$4-5 billion gross merchandise value by 2025.65
Live commerce to drive the future growth; SMEs adopting social commerce as a new business model

- Pandemic encouraged SMEs to leverage social commerce thereby creating new business opportunities.
- One of the key SMEs in the space, with the help of social media sites, experienced 3X growth compared to pre-COVID levels and also expanded footprints worldwide.

- Increasing partnerships between E-com and short form video apps helps them to leverage strengths in logistics and catalogue of e-commerce and driving intent in product through social commerce.
- Leading e-commerce players are launching live video platforms where content creators showcase products and interact with users.

- GOIs ‘Aatmanirbhar Bharat’ initiative is augmenting social commerce space by encouraging domestic producers to embrace digital strategy.
- The ‘Vocal for Local’ initiative has increased inclination toward promoting local products, thereby inspiring local producers to use social media for online deliveries.

- With small town India becoming a majority audience base for online shopping, vernacular is major growth driver for social commerce.
- Currently, 78% of the active internet users are using social media in vernacular languages, showcasing opportunity for social commerce firms to target customers.

SMEs turning towards social commerce
Live commerce
‘Make in India’ initiative
Vernacular content
Social commerce witnessed ~6x increase in PE/VC deals; social networking platforms and short-form video apps lead

PE/VC investments in the social commerce sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment (US$M)</th>
<th>#Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>41</td>
<td>53</td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>3,426</td>
<td>56</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key PE/VC deals in social commerce sector in 2021

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meesho Inc.</td>
<td>Prosus Ventures (Naspers), Facebook Inc., SoftBank Vision Fund 2, FMR LLC (Fidelity), B Capital Group Partners L.P.</td>
</tr>
<tr>
<td>Mohalla Tech</td>
<td>India Quotient Fund II, Lightspeed India Partners I LLC, Twitter Ventures LLC, Tiger Global Management LLC, Snap Inc.</td>
</tr>
<tr>
<td>VerSe Innovation</td>
<td>Siguler Guff India Advisors Pvt. Ltd., The Qatar Investment Authority, B Capital Group Partners L.P., Sofina SA, Baillie Gifford and Company, Carlyle Asia Partners Growth II</td>
</tr>
<tr>
<td>Mohalla Tech</td>
<td>Alkeon Capital Management, LLC, Temasek Holdings Pvt. Ltd., India Quotient Opportunities Fund, HarbourVest Partners LLC, Moore Capital Management LP</td>
</tr>
</tbody>
</table>

Top Investors

Platforms leveraging next-gen tech like AI, ML and data science to widen their positions across user base

Potential growth in live commerce driven by engagement

To tap vernacular content market, one of the largest untapped opportunities in the country
Social commerce sector witnessed steep decline in M&As transaction value; downward trend in last three years

M&A/strategic investments in the social commerce sector (US$ million)

Key M&A/Strategic investments in FinTech sector in 2021

Key investment rationale

- Strategic value creation: build a synergy across platforms and diversify across demographics and geographies
- Expand into Indian market - scaling up presence in various regions in India
- Expand product portfolio in adjacent segments

Source: EY analysis, Tracxn

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>The News Minute</td>
<td>Quint Digital</td>
<td>US$24.5 million</td>
</tr>
<tr>
<td>Matrimony.com</td>
<td>Infoedge</td>
<td>US$5.5 million</td>
</tr>
<tr>
<td>Adda 247</td>
<td>Matrimony.com</td>
<td>US$1.5 million</td>
</tr>
<tr>
<td>Parijat Technologies</td>
<td>Hindustan Times</td>
<td>US$15.8 million</td>
</tr>
<tr>
<td>Entroq Technologies</td>
<td>Kotak Securities</td>
<td>US$0.4 million</td>
</tr>
</tbody>
</table>
Travel and hospitality
Transforming through innovation

COVID-19 pandemic brought series of lockdowns which adversely affected the travel and hospitality industry. However, firms in the space took this as an opportunity to streamline the process by embracing technology for processes that were human resource intensive. Firms automated processes like seat booking, meal booking, cancellation and customer services which helped them bring down costs. With the sector reviving from the pandemic, it witnessed ~9X increase in VC investment in 2021 compared to last year. In M&A activities, sector witnessed significant growth in 2021 as compared to 2020 but still was comparatively less than pre-pandemic levels.
Firms in the travel and hospitality sector are recovering from the pandemic with ease in lockdown curbs

<table>
<thead>
<tr>
<th>Key market drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Changing behavior of people post pandemic</td>
</tr>
<tr>
<td>- Rising domestic travel</td>
</tr>
<tr>
<td>- Government initiatives to promote tourism</td>
</tr>
<tr>
<td>- Increasing digital adoption &amp; consumption</td>
</tr>
</tbody>
</table>

Travel and hospitality space remain one of the worst hit sector due to the COVID-19 pandemic as it impacted demand for travelling by affecting sentiments of consumers and their willingness to travel. E-travel aggregators saw mass cancellations of bookings during the pandemic period. In first quarter of FY2021, some firms had no business while some saw 15-20% decrease in booking of flights in comparison to same period before the pandemic.68 The online travel services saw decrease in market size by 25% in 2021 and was valued at INR834 billion in 2021 compared to INR1,116 billion in 2020.68 However, the pandemic forced contactless travel engagement which is expected to accelerate online booking adoption even faster. Domestic travels in India are showing early signs of recovery with firms reaching 40-50% of the pre-pandemic levels primarily led by increasing pace of vaccination and lifting of the lockdown curbs.68 E-travel aggregators are offering domestic packages such as ‘workation’ and ‘staycation’ to make up for the losses they suffered during pandemic.

The travel and hospitality market in India is expected to show sharp recovery in 2022 and beyond with easing of pandemic restrictions and ongoing successful vaccination drive. The Indian travel market is forecasted to grow at CAGR of 7.5% during 2020-2767 while online travel market is expected to grow at CAGR of 12.6% during 2021-27.68 The increasing investors interest in the space can be observed as funding reached to pre-pandemic levels in 2021.

### Key India TRAVEL AND HOSPITALITY STATS

<table>
<thead>
<tr>
<th>Expected travel market by 202767</th>
<th>US$125b</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected online travel services market by 202668</td>
<td>INR 1,508b</td>
</tr>
<tr>
<td>PE/ VC investments in 2021 across 12 deals</td>
<td>US$1.2b</td>
</tr>
</tbody>
</table>

### Travel and Hospitality Product Categories

- Hotel booking
- Ticketing
- Homestays
- Packages

### Outlook

The travel and hospitality market in India is expected to show sharp recovery in 2022 and beyond with easing of pandemic restrictions and ongoing successful vaccination drive. The Indian travel market is forecasted to grow at CAGR of 7.5% during 2020-2767 while online travel market is expected to grow at CAGR of 12.6% during 2021-27.68 The increasing investors interest in the space can be observed as funding reached to pre-pandemic levels in 2021.
Innovative packages and flexible booking options are driving the growth in the space; firms making additional tech-investments

**Innovative packages**
Start-ups in the sectors are offering various innovative packages such as 'Workation' and 'Drivable Holidays' as people are seeking to move out of monotony of being at home.

**Flexible booking options**
With changing scenarios due to various variants of COVID, firms are offering flexible options for consumers such as last minute cancellation and booking modifications to provide convenience and hassle free engagement for consumers.

**Trends in Travel and Hospitality sector**
Firms in the hospitality space clocked 25-30% growth week over week in leisure guests through their staycation offerings.

**Investments in technology**
After being cooped up inside during the pandemic, people are taking revenge of it by moving out and travelling to beach side hotels, resorts or hill homestays.

**Revenge travel**
Leading online travel company experienced increase in advance bookings from 5% last year to 10% in 2021.

Firms in the space grab the opportunity provided by pandemic to make tech-investments such as customer service chatbots.

Leading e-travel aggregators automated various booking processes and are looking forward to add WhatsApp chatbots which will provide an easy interface for consumers.

Changing scenarios due to various variants of COVID, firms are offering flexible options for consumers such as last minute cancellation and booking modifications to provide convenience and hassle free engagement for consumers.
Travel and hospitality start-ups witnessed sharp increase in funding; led by OYO hotels and Dtwelve spaces

PE/VC investments in the travel and hospitality sector (US$ million)

Key PE/VC deals in travel and hospitality sector in 2021

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>OYO Hotels and Homes US$660 million</td>
<td>Fidelity, Citadel Capital Management and Varde Partners</td>
</tr>
<tr>
<td>Oyo Hotels (Singapore) US$200 million</td>
<td>Softbank Ventures</td>
</tr>
<tr>
<td>Dtwelve Spaces US$102 million</td>
<td>Falcon Edge India I LP, Alpha Wave Incubation Fund, Matrix Partners India II LLC, Sequoia Capital India VI Ltd.</td>
</tr>
<tr>
<td>Dtwelve Spaces US$100 million</td>
<td>Sequoia Capital; Redwood Trust Inc.; Matrix Partners India; Falcon Edge Capital LP; SCI investments</td>
</tr>
</tbody>
</table>

Investment Drivers

- Accelerating industry transformations and innovation in the space
- Massive growth opportunity in vacation rental segment
- Pre-IPO funding

Top funded sub-segments

- Online hotel booking platform
- Online travel portal
- Vacation rental

Top Investors

- Fidelity
- Investments
- Sequoia Capital
- Matrix Partners
- Softbank Vision Fund

Source: EY analysis, Tracxn
The travel and hospitality sector witnessed increase in deals and deal amount in 2021 compared to 2020

M&A/strategic investments in the travel and hospitality sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$ M)</th>
<th>Number of deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>3,915</td>
<td>13</td>
</tr>
<tr>
<td>2020</td>
<td>5</td>
<td>65</td>
</tr>
<tr>
<td>2021</td>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key M&A/strategic investments in the travel and hospitality sector in 2021

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleartrip</td>
<td>Flipkart</td>
<td>US$40 million</td>
</tr>
<tr>
<td>Meru Cabs</td>
<td>Mahindra Logistics</td>
<td>US$13.2 million</td>
</tr>
<tr>
<td>Oyo</td>
<td>Investors Group</td>
<td>US$7.4 million</td>
</tr>
<tr>
<td>Hashtag Loyalty</td>
<td>Jubilant Foodworks</td>
<td>US$3.1 million</td>
</tr>
<tr>
<td>Confirmkt</td>
<td>ixigo</td>
<td></td>
</tr>
</tbody>
</table>

Key deal rationale

- Expanding product portfolio in adjacent segments: expanding business in enterprise mobility space
- To consolidate presence in Tier II, III, IV markets
- Strategic investments in start-ups and emerging business
With India aiming to be a $5 trillion economy, the logistics sector is expected to be a crucial enabler in achieving this. The sector is currently highly fragmented, and at ~14%, the logistics costs in India are among the highest in the world (compared to a global average of ~8%). Given this large economic opportunity, start-ups have launched innovative business models to disrupt the sector. They are offering solutions that enable an open marketplace, logistics fulfilment and support, provide fleet management, warehousing operations and demand forecasting. This has led to increased PE/VC funding with the sector witnessing ~2.5x YoY funding growth.
Logistics Tech market in India remains highly fragmented; innovative business models such as open marketplace present high growth opportunity

Key market drivers
- Rise of D2C market
- Growing retail market
- Same/one day delivery expectations
- Government focus on Logistics infrastructure
- Growing demand from Tier 2 cities

In 2021, the E-commerce Logistics market is estimated at US$211 billion. This growth is driven by changing consumer shopping preferences from physical stores to online market places and rising expectations for fast delivery services. Further, with the rise of D2C e-commerce, the on-demand inter-city road logistics market accounted for 63% of the total spend, while the contract market accounted for the remaining 37%.71

The Indian logistics sector incurs a cost of 14% of the GDP against the global average of ~8%, creating a competitiveness gap of US$180 billion per annum.74 Given the massive economic opportunity, start-ups are disrupting this sector with innovative business models such as open marketplace, allowing truck owners to get instant booking from verified and trusted transporters. Start-ups are also developing solutions aimed at improving multiple facets such as productivity, transparency, visibility and operational and cost effectiveness.

The E-commerce Logistics industry is expected to grow at 23.6% CAGR by revenue during FY20 - FY25.75 This growth will be driven by increased demand from Tier 2 and below cities owing to increased internet penetration in these areas, changing shopping patterns, increasing requirement of fast delivery services and usage of AI, big data analytics, and blockchain technology to improve the customer experience. As the D2C market gains further traction, they will seek out platforms that offer end-to-end logistics and fulfilment services.
On-demand logistics, usage of AI, IoT, growing warehousing demand and government support drive demand for Logistics Tech solutions

1. On-demand logistics
   - Indian intracity logistics tech market is currently valued at US$43 billion.
   - On-demand models, which are paid only when they are used, are becoming increasingly common, offering a flexible and individualized service that adapts to the fluctuations of the economic activity of each company.

2. Increased use of technologies
   - Logistics platforms are deploying technologies such as AI, IoT, and Big Data to garner insights into consumer preferences and customize their experience.
   - Advanced technologies are also being adopted to automate logistics processes such as order taking, inventory, and warehouse management, to packaging, shipping, and last-mile delivery.

3. Growing warehousing demand
   - Placing customer-centricity at the heart of their strategy, logistics players are prioritizing last-mile deliveries. Hassle-free, efficient last-mile deliveries are one of the keys to customer satisfaction.
   - A large logistics tech firm in India invested ~US$20 million in a start-up that makes warehousing automation products and acquired a drone start-up.

4. Government support
   - The government outlaid US$100 billion for major industrial corridors in India, creating a strong adoption case for logistics as-a-service in India.
   - The government announced US$13.3 million for Gati Shakti plan to accelerate development of transportation and logistics infrastructure in India.

5. Rise of sustainable logistics
   - To ensure sustainable practices, platforms have switched to eco-friendly, sustainable packaging material and are even opening warehouses closer to the customer’s location.
   - An India-based Logistics tech company plans to deploy e-three-wheelers to enable last mile operations and delivery of food, fruits and vegetables and for FMCG sector.

6. Contactless Deliveries
   - The logistics industry is offering contactless deliveries that can be verified by the customer via an OTP sent to their phones.
**PE/VC funding increased by ~2.5x in 2021, led by Delhivery and NetraDyne**

PE/VC investments in Logistics Tech sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$M)</th>
<th>#Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>984</td>
<td>24</td>
</tr>
<tr>
<td>2020</td>
<td>463</td>
<td>23</td>
</tr>
<tr>
<td>2021</td>
<td>1,174</td>
<td>33</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key PE/VC deals in Logistics Tech sector in 2021

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhivery US$277 million</td>
<td>Baillie Gifford and Company, FMR LLC, GIC Pvt. Ltd., Chimera Investments LLC</td>
</tr>
<tr>
<td>Delhivery US$125 million</td>
<td>Addition LLC</td>
</tr>
<tr>
<td>SmartShift Logistics US$100 million</td>
<td>Sequoia Capital, Tiger Global Management LLC, Vitruvian Investments Pty Ltd., Lightrock</td>
</tr>
<tr>
<td>ElasticRun US$75 million</td>
<td>Avataar Venture Partners I, Kalaari Capital Advisors Pvt. Ltd., Prosus Ventures</td>
</tr>
</tbody>
</table>

Top Investors

- Baillie Gifford
- Tiger Global
- Eight Roads
- Addition LLC
- Softbank Vision Fund

Top funded sub-segments

- Logistic fulfilment
- Fleet management
High growth potential and improvement in logistics infrastructure drive investments in the sector; increased cross-selling opportunities drive M&As

Key investment rationale

- High growth potential in the sector given the rise of D2C market
- Improvement in logistics and warehousing infrastructure
- Highly fragmented market presents funding and M&A opportunities

Key deal rationale

- To offer software-as-a-service (SaaS) solutions for businesses
- Increase cross-selling and upselling opportunities; move up the value chain in global third party logistics market

Key M&A/Strategic investments in Logistics sector in 2021

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shipway</td>
<td>Indimart (Tradezeal Online)</td>
<td>US$2.4 million</td>
</tr>
<tr>
<td>Vonken Technologies (Quifers)</td>
<td>Sitics</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn
Online classifieds and services in demand

Following favourable demographics and growth of online advertising market, the online classifieds and services segment witnessed rapid growth in FY21. While start-ups developed innovative use cases such as interview-as-a-service and online parking system, vertical players within home rental, used car buying and urban lifestyle witnessed growing market traction. With both millennials and Generation Z embracing the concept of purchasing second-hand goods, recommerce segment is expected to drive market growth in the future. In 2021, the sector witnessed ~4.5x growth in PE/VC funding and 39x growth in M&A driven by one of the largest acquisition within the segment.
Online classifieds and services market is witnessing innovative use cases and emergence of vertical players

**Key market drivers**
- Online advertisement
- Emergence of vertical players
- Affordable pricing
- Certified sellers and dealers

The digital classified industry has shown a high growth of 20.0% YoY to reach US$2.5 billion in FY21. This was driven by favourable demographics and the rapid growth in the business services sector. The presence of a sizeable online advertising market further helped in market growth. Start-ups in the sector are developing innovative use cases such as interview-as-a-service, global positioning systems, community events, online auctions and parking systems. **Vertical players** in the home rental, used car buying and urban lifestyle are also witnessing growing market traction.

Driven by growing popularity of interactive content, classifieds industry will leverage immersive technologies like 3D visualizations of items, augmented reality, and virtual try-on to provide high-resolution quality images of the product, helping increase customer engagement and online conversion.

**Digital classified industry is expected to grow by 25.0% YoY in 2022.** Within this, the online recruitment classifieds segment is expected to reach US$200 million in FY23E driven by strong market recovery post the pandemic. With new real estate expected to increase by 15% YoY in 2022, there is also a substantial growth opportunity in online property classifieds. Further, despite growing competition, online matrimonial classifieds are also expected to grow at 15% CAGR in revenues during FY22 - FY26E. This industry growth will be supported by rising penetration of E-Commerce, growing investments in artificial intelligence and integration of big data in advertising strategies.
Growth of C2C is driving online classifieds industry; companies aim to leverage mobile marketing and enhance customer experience

1. **Growth of C2C sale**
   - India is witnessing the unprecedented growth of C2C with both millennials and Generation Z embracing the concept of purchasing second-hand goods.
   - The pre-owned auto market in India is expected to grow to 10 million used car transactions by 2030.
   - In Jan’22, a large e-commerce company in India acquired a smartphone repair and refurbishing start-up to help strengthen its recommerce business.

2. **Subscription based services**
   - As people are moving to digital channels to avail the various services, companies have started subscription based services and value added services for service providers.
   - A leading classified company announced plans to increase the provision of value-added services such as warranty, insurance, road-side assistance and financing.

3. **Mobile marketing**
   - Mobile advertising has emerged as the fastest growing digital medium due to increased penetration of internet, reduced data prices and improved 3G and 4G infrastructure.
   - The share of mobile in India’s digital media spends increased to 76% in FY21 from 45% in FY19, growing at a CAGR of 45% to reach US$1.9 billion.

4. **Customer experience**
   - With 54% of the sellers looking for value and convenience, and 32% for product value, digital classified companies are leveraging artificial intelligence and machine learning to understand consumer requirements.
   - A leading classified company in India is leveraging customer relationship management tools to enhance their customer experience, leading to 35% increase in customer visits per sales person per day.
PE/VC funding grew ~4.5x in 2021; untapped market potential and growth in recommerce present huge growth opportunity

Key PE/VC deals in Online classifieds and services sector in 2021

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cars24 Services US$300 million</td>
<td>Alpha Wave Global</td>
</tr>
<tr>
<td>NoBroker Technologies US$210 million</td>
<td>General Atlantic Pvt. Ltd., Tiger Global Management LLC, Moore Capital Management LP</td>
</tr>
<tr>
<td>Urbanclap Technologies US$188 million</td>
<td>Tiger Global Management LLC, Prosus Ventures (Naspers), Wellington Management Company LLP, Steadview Capital Master Fund Ltd., Vy Capital Management Company Ltd., DF International Group</td>
</tr>
</tbody>
</table>

Top Investors
- General Atlantic
- Tiger Global
- Leapfrog Investments
- Alpha Wave Incubation Fund
- Lifestyle services

Top funded sub-segments
- Used car/ bike buying
- Home rental platform
- Lifestyle services

Key investment rationale
- Untapped market compared to global peers
- Growth in recommerce segment
- Presence of matured business models
M&A growth was led by Reliance Retail’s acquisition of Just Dial

**M&A/Strategic investments in the Online classifieds and services sector (US$ million)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$M)</th>
<th>#Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>2020</td>
<td>25</td>
<td>4</td>
</tr>
<tr>
<td>2021</td>
<td>469</td>
<td>3</td>
</tr>
</tbody>
</table>

**Key M&A/Strategic investments in Online classifieds and services sector in 2021**

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Justdial</td>
<td>Reliance Retail</td>
<td>US$469.2 million</td>
</tr>
<tr>
<td>TapChief</td>
<td>Unacademy</td>
<td>-</td>
</tr>
<tr>
<td>Paymatrix (Speckle Internet)</td>
<td>Muthoot Fincorp</td>
<td>-</td>
</tr>
</tbody>
</table>

**Source:** EY analysis, Tracxn

**Key deal rationale**

- Boost digital ecosystem for partner merchants and SMEs
- To build new products and platforms
- Enhance focus on digital payment solutions
Mobility gearing up for EV

The pandemic hampered mobility market in India but soon firms took this as an opportunity to expand into adjacent segments and to bring innovative solutions on the table. As commuters are avoiding public transportation due to pandemic, mobility firms are adopting best practices such as new rental plans, vehicle design modification and new business avenues. End of travelling curbs, inclusion of EVs in fleet, increasing partnerships with OEM and growing funding support will drive the growth of the mobility market in India. Sector also witnessed ~6x increase in funding indicating rising interest of investor in the space particularly in e-mobility.
New allied services in E-commerce and food delivery are areas of interest for mobility firms

Key market drivers

- Rising disposable income
- Growing urbanization
- Rising demand for used cars
- Burgeoning investments
- Increasing digital savvy

The pandemic adversely impacted the mobility market resulting in decrease in daily ridership mainly due to lockdown curbs. This forced firms in the mobility space to embrace innovative solutions and diversify into adjacent segments. Firms expanded into B2C and C2C customer logistics in order to generate revenue during pandemic.

The shared mobility GMV in India stood at US$11.1 billion in 2021 from US$6.9 billion in 2020. Rikshaw sharing remain the highest contributing segment to the market, generating close to 65% of GMV in 2021. Commuters are opting for single-rider, open-air transit options generating huge potential for micromobility start-ups in India. Changing vehicle ownership trends such as millennials opting for shared transport and used cars rather than investing in new car, provides opportunity for start-ups in shared mobility and pre-owned car market.

The shared mobility market in India is expected to grow at a CAGR of 25% during period 2021-27. The growth will be driven by ride-hailing and micromobility. The used car market is forecasted to grow at 12-14% during period 2025-26 to reach a size over 70 lakh vehicles from 38 lakh in 2020-21. The growth will be driven by increasing digitization, first time buyers, changing demographics and aspirations, and convenience of payment options.

Mobility Product Categories

- App based cab booking
- Micromobility
- Self-drive rentals
- Subscription based ride services

Outlook

Key India MOBILITY STATS

| Expected shared mobility market by 2027 (GMV) | US$42.9b |
| PE/VC investments in 2021 across 21 deals | US$1.6b |
| Expected shared mobility vehicles in operation by 2027 | 9.7b |
Firms in the sector are looking for new business partnerships, planning for all electric fleet in near future

**Key Trends in Mobility**

1. **Acceleration in fleet electrification**
   - With government pushing for vehicle electrification, ride hailing as well as bike taxi aggregators are moving towards addition of e-vehicles in the fleet
   - Firms in the micromobility space are aiming for an all-electric fleet while some are introducing their own eScooters in the market

2. **Emergence of new cases**
   - Ride hailing firms in space are partnering with e-commerce and food delivery firms to support last mile delivery of groceries
   - Leading firm in mobility sector diversified into adjacent segments by entering into used car market, offering various convenient options for customers

3. **Shift in mobility patterns**
   - The pandemic has shifted mindsets of passengers more towards social distancing, considering safety, resulting in under utilization of public transport and increased preference for private transportation
   - Leading mobility player witnessed 150% recovery from its pre-covid levels in auto business
Mobility sector saw steep rise in PE/VC investments; led by OLA and Spinny

PE/VC investments in the Mobility sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$M)</th>
<th>#Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>883</td>
<td>20</td>
</tr>
<tr>
<td>2021</td>
<td>1,610</td>
<td>21</td>
</tr>
</tbody>
</table>

Key PE/VC deals in Mobility sector in 2021

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANI Technologies (Ola) US$150 million</td>
<td>Temasek Holdings Pvt. Ltd., Warburg Pincus</td>
</tr>
<tr>
<td>Yellow Drive Technologies (Spinny) US$248 million</td>
<td>Arena Holdings, Avenir Growth Capital, Tiger Global Management LLC, Abu Dhabi Growth Fund</td>
</tr>
<tr>
<td>Droom Technology US$200 million</td>
<td>Seven Train Ventures, 57 Stars LLC, Beenext Pte. Ltd., BEENOS Asia Pte. Ltd., Lightbox India Advisors Pvt. Ltd., Toyota Tsusho Corporation</td>
</tr>
<tr>
<td>Yellow Drive Technologies (Spinny) US$108 million</td>
<td>General Catalyst Partners, Tiger Global Management LLC, F J Labs LLC, Avenir Growth Capital, Kaiser Foundation Health Plan, Inc</td>
</tr>
</tbody>
</table>

Top Investors

- Temasek Holdings
- 57 Stars
- Tiger Global
- Arena Holdings

Top funded sub-segments

- Online cab aggregator
- Online rental platform

Key investment rationale

- Potential growth of electric vehicles market in India
- Potential growth in pre-owned car market driven by pandemic induced demand for personal mobility and affordability
- Unique business model of car subscription which provides hassle free car ownership
Payment and Wallet contactless to cashless

The pandemic drove a trend away from cash and cheque and more towards adoption of digital payments. In addition to this, increasing smartphone penetration and growing awareness regarding convenient online payment options is driving the market forward. E-commerce players are introducing their own payment solutions and launching differentiating schemes to attract the customer base, thereby making market increasingly competitive.

Industry witnessed seven fold increase in VC investment in 2021 compared to last year with major investments in payment services. In M&A activities, sector witnessed more than twice the number of deals in 2021 as compared to 2020.
Pandemic intensified the demand for digital payments as contactless payments emerged as the new normal

Key market drivers

- Increasing internet penetration
- Rising online shopping
- Government initiatives for cashless economy
- Increasing digital adoption & consumption

With more than 2 billion prepaid payment instruments such as internet wallets, mobile wallets and digital payment modes, India is one of the fastest growing and largest market for digital payments in the world. Pandemic further increased online shopping thereby boosting virtual transactions in the country.

40% of Indian users prefer UPI and digital wallet while making payments online. During the pandemic, nine out of ten Indians preferred digital wallets citing it made shopping easier as the main reason. This rapid adoption of digital payments supplemented by rising e-commerce transactions is fuelling the payment gateway market growth in India.

In 2021, sector also witnessed several decisions on regulatory front such as tokenisation, UPI on feature phones and offline payments.

The value of digital payment in India is forecasted to grow three-fold to reach US$1t by 2026 primarily driven by increasing online purchases and digital adoption in the country. By 2026, close to 44% of payments will be accepted through payment gateways & aggregators, 34% through QR codes while 22% through point of sales machines.
Rising interest in Buy Now Pay Later and adoption of wearable payment devices are some of the trends to look out in future

Emerging Trends

1. Pay later picking pace
   - Out of total digital payments, buy now pay later (BNPL), EMI and purchase lending represents only 5-6% which is expected to reach 10% or US$100 billion by 2026 showcasing huge opportunity for the firms in this space\textsuperscript{93}
   - India is ahead in terms of average usage of BNPL in e-com purchases, representing 3% versus 2.1% of global average\textsuperscript{90}

2. Increasing competition due to new entrants
   - E-commerce and Telecom firm are entering the payments and wallet market by launching their own payment solutions as they have added advantage of existing customer base thereby increasing the competition in the market
   - In order to stand out from its competitors, firms are offering unique value proposition to its customer base through discounts, bundles, cashbacks, etc
   - India’s leading telecom firm are attracting customers by offering cashback on opening wallet account as well as on first transaction

3. Adoption of wearable payment devices
   - With rising trend for contactless payments, wearable devices such as smartwatches and bands has come up with another smart and secure way for making payments thereby ensuring better customer experience
   - Financial institutions and payment gateway companies are partnering with tech firms to incorporate wearable payment devices in their arsenal
   - Wearable devices is forecasted to contribute close to 10% of the small ticket payments in next two years\textsuperscript{94}

4. UPI’s ‘On device’ digital wallet
   - RBI is planning to launch ‘On device’ digital wallet within UPI applications that would work even without internet
   - This will solve the problem of transaction failure thereby ensuring convenience for customers and eventually reducing stress on financial institutions
   - RBI also plans for launching UPI based digital payment solution for feature phone users, who are more than 440 million, unlocking huge market for the companies in the sector\textsuperscript{95}
Payment and wallet start-ups witnessed ~7X increase in funding; led by Razorpay, BharatPe & Paytm

PE/VC investments in the Payment and Wallet sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$M)</th>
<th>#Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>1,275</td>
<td>15</td>
</tr>
<tr>
<td>2020</td>
<td>334</td>
<td>21</td>
</tr>
<tr>
<td>2021</td>
<td>2,471</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key PE/VC deals in Payment and Wallet sector in 2021

<table>
<thead>
<tr>
<th>Target and funding</th>
<th>Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resilient Innovations US$370 million</td>
<td>Ribbit Capital LP, Amplio, Coart Management LLC, Insight Venture Management LLC, Sequoia Capital India VI Ltd., Dragoneer Investment Group LLC, Tiger Global Management LLC, Steadfast Capital GmbH</td>
</tr>
<tr>
<td>One 97 Communications US$338 million</td>
<td>BlackRock, CPPIB and GIC</td>
</tr>
</tbody>
</table>

Top Investors

- Sequoia Capital
- BlackRock
- Tiger Global
- Softbank Vision Fund

Top funded sub-segments

- Online payment services
- Online merchant portal

Key investment rationale

Increasing adoption of technology by financial institutions (FI) - 61% of FI executives believe investment in tech is important for better customer experience.

Pre-IPO funding

Huge opportunity in the credit and payments space
Payment and wallet space witnessed ~2X increase in deals 2021 compared to 2020

M&A/Strategic investments in the Payment and Wallet sector (US$ million)

<table>
<thead>
<tr>
<th>Year</th>
<th>Deal amount (US$M)</th>
<th>Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>2020</td>
<td>89</td>
<td>721</td>
</tr>
<tr>
<td>2021</td>
<td>588</td>
<td>19</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key M&A/Strategic investments in Payment and Wallet sector in 2021

<table>
<thead>
<tr>
<th>Target</th>
<th>Acquirer</th>
<th>Deal Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airtel Africa Plc-Mobile Money Business</td>
<td>Qatar Investment Authority</td>
<td>US$200 million</td>
</tr>
<tr>
<td>Ola Financial Services</td>
<td>ANI Technologies</td>
<td>US$104.8 million</td>
</tr>
<tr>
<td>Airtel Mobile Commerce Bv</td>
<td>Mastercard</td>
<td>US$100 million</td>
</tr>
<tr>
<td>Fave</td>
<td>Pine Labs</td>
<td>US$45 million</td>
</tr>
<tr>
<td>Airtel Payments Bank</td>
<td>Bharti Enterprises</td>
<td>US$40.1 million</td>
</tr>
</tbody>
</table>

Source: EY analysis, Tracxn

Key deal rationale

- **Strategic divestments to reduce costs and to invest in other segments**
- **Expanding product portfolio-diversifying in financial services business**
- **To strengthen product portfolio in domestic and international market**
Path to growth: consolidation and collaboration
The e-commerce and internet space continues to witness consolidation as businesses leverage collaborations to drive growth.

Consolidation appears to be the theme running across different e-commerce sectors as industry players continue to drive inorganic growth through partnerships, acquisitions and alliances. The key drivers for increasing M&A activity include acquisition of technology capabilities, expansion into new markets and geographies and diversification of portfolio. In 2021, the industry saw increased M&A deals as businesses returned back to growth and strategic investments and collaborations came back onto their agenda.

Convergence and consolidation in the sector is reinforced by the need to innovate, expand, diversify and differentiate.

---

**E-commerce and Consumer Internet M&A**

<table>
<thead>
<tr>
<th>Year</th>
<th>Investment (US$B)</th>
<th>#Deals</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>5.3</td>
<td>90</td>
</tr>
<tr>
<td>2020</td>
<td>3.6</td>
<td>91</td>
</tr>
<tr>
<td>2021</td>
<td>7.2</td>
<td>163</td>
</tr>
</tbody>
</table>

---

**Creation of industry ecosystems**

---

**Partnerships around data and technology**

---

**Investments in new (hybrid) technologies**

---

**Expansion in adjacent areas**

---

**Exploring new business models**

---

Source: EY analysis, Tracxn
The industry is witnessing increased M&As as every business strives to become a technology company

Legacy businesses such as traditional banks and financial institutions, retail chains, healthcare and logistics companies are joining hands with internet and e-commerce start-ups to transition from a product or a service-based business to a technology-based product/service business. While some of these traditional players are leveraging M&As to enter into the online markets and increase their total addressable markets, others are looking to acquire technology capabilities to digitize their operations, enhance customer experience, optimize internal processes and improve employee experiences. M&A among internet and e-commerce businesses also shows continued momentum with consolidation in some segments, and portfolio expansion and diversification in others.

Expand
- A leading Indian retail chain has acquired an online shopping platform to expand its presence in the e-commerce space
- The EdTech space is witnessing increased consolidation with big ticket size deals as existing players continue to expand
- E-commerce firms acquiring online pharmacy to expand into adjacent segments
- Fintech start-ups forayed into payments/wallet landscape through acquisitions

Innovate
- An Indian healthcare firm acquired a health services firm to digitize health infrastructure in India
- Leading banks are acquiring payments solutions to provide digital payment services to their account holders
- An NBFC operating in rural areas acquired a digital platform to provide financial services to the unbanked through digital channels

Create
- Indian conglomerates are acquiring platform-based start-ups across different sectors such as online retail, online pharmacy, payments, hyperlocal etc. and offering an integrated experience
- A leading Indian e-commerce platform has already integrated multiple offerings on its platforms across fintech, online travel, OTT content and logistics technology segments in its efforts to build a super app

Expand product portfolio, customer base or geographical presence
Innovate across business model, customer experience, internal processes
Build an integrated network of offerings through a ‘super-app’
2021: The year of unicorns and IPOs
India is becoming a unicorn hub, led by E-commerce and Internet start-ups

The Indian start-up ecosystem saw 46 unicorns in 2021, more than doubling the total number of unicorns to 90. The e-commerce and Consumer Internet sector was a major contributor in the unicorn space, led by the B2C and B2B e-commerce, fintech and edtech segments. Internet-based businesses have seen exponential growth in the past 18-24 months, acquiring many first time customers as well as witnessing increased activity from existing customers, as consumption models evolved and consumers went digital as a result of the COVID-19 pandemic. And these trends do not seem to be short-lived. Two months into 2022, and we already have nine unicorns in the country, out of which four are E-commerce and Internet companies.

E-commerce unicorns in 2021 by sectors

- B2C E-commerce: 8
- Fintech: 8
- B2B E-commerce: 4
- Edtech: 3
- Healthtech: 2
- Others: 6

Source: EY analysis

Another indication of the maturing digital ecosystem in the industry is the increase in speed with which start-ups are turning unicorns. While start-ups founded in or before 2011 took 9.3 years on an average to become a unicorn, those founded in or after 2012 took an average of 4.8 years to enter the billion dollar club. The year 2021 also saw one of the fastest unicorns ever, with B2C e-commerce firm turning unicorn in six months.

1 out of 13 unicorns globally have been born in India.

30+ E-commerce and Internet unicorns in India out of total 46 unicorns in 2021.

60 E-commerce and Internet start-ups in the soonicorn club as of January 2022, poised to become unicorns by the end of 2022.

48% decrease in average time to turn unicorn for start-ups founded after 2012 compared to before 2012.

2021 saw the fastest Indian unicorn ever, a B2C e-commerce firm.
India has witnessed a strong influx of E-commerce and Consumer Internet IPOs in 2021

The year 2021 has been a landmark year for IPOs in India, with record proceeds of US$17 billion (up 300% y-o-y) for the first time in twenty years. The E-commerce and Internet sector witnessed multiple IPO listings across the fintech, B2C e-commerce, gaming and travel and hospitality segments in 2021, with household names such as Zomato, Paytm and Nykaa making their stock market debut.

What makes the Indian IPO market hot for start-ups?

<table>
<thead>
<tr>
<th>Young investors</th>
<th>Ease of investing</th>
<th>Regulatory reforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Decrease in median age of investors to ~30, who resonate with new-age start-ups and have higher risk appetite&lt;br▶ More and more investors from tier 2 and tier 3 cities&lt;br▶ Demat account penetration rose from 3% in FY20 to 5% in FY22</td>
<td>▶ UPI added as a mode of subscribing in 2019, now making 40% of retail IPO subscriptions&lt;br▶ Emergence of multiple investment brokering platforms to simplify investments for retail investors</td>
<td>▶ Innovators Growth Platform by SEBI to make IPO more accessible for start-ups&lt;br▶ Threshold trigger for open offer relaxed from 25% to 49%&lt;br▶ Easing delisting requirements and relaxation in guidelines for migrating to main board</td>
</tr>
</tbody>
</table>

Key Internet and E-commerce IPOs in 2021

<table>
<thead>
<tr>
<th>IPO date</th>
<th>Nazara</th>
<th>Zomato</th>
<th>Nykaa</th>
<th>Paytm</th>
<th>Policybazzar</th>
<th>Easemytrip</th>
<th>RateGain</th>
<th>CarTrade</th>
<th>Fino Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPO date</td>
<td>March</td>
<td>July</td>
<td>Oct-Nov</td>
<td>November</td>
<td>November</td>
<td>March</td>
<td>December</td>
<td>August</td>
<td>Oct-Nov</td>
</tr>
<tr>
<td>Valuation sought</td>
<td>$460 mn</td>
<td>$10 bn</td>
<td>$7.4 bn</td>
<td>$19 bn</td>
<td>$6.1 bn</td>
<td>$275 mn</td>
<td>$600 mn</td>
<td>$1 bn</td>
<td>$500 mn</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>175.46</td>
<td>38.25</td>
<td>81.78</td>
<td>1.89</td>
<td>16.59</td>
<td>159.33</td>
<td>17.41</td>
<td>20.29</td>
<td>2.03</td>
</tr>
<tr>
<td>Market cap*</td>
<td>$728 mn</td>
<td>$8.4 bn</td>
<td>$8.3 bn</td>
<td>$6.7 bn</td>
<td>$3.9 bn</td>
<td>$789.1 mn</td>
<td>$424.2 mn</td>
<td>$319.7 mn</td>
<td>$282.7 mn</td>
</tr>
</tbody>
</table>

Source: Inc42, EY analysis, company filings, Capital IQ
*As on listing day
With companies taking the public route, evaluation of IPO readiness becomes a key success factor

The IPO trends in the E-commerce and Internet sector are expected to continue in the next couple of years, with 10+ companies preparing for their listing in 2022, and a few more in talks with advisors and in early stages for their IPO preparation. With a public listing on the radar of multiple start-ups and given the unpredictable nature of IPO markets, it is essential for businesses to assess their IPO readiness as part of the IPO preparation. There are multiple factors that need to be taken into consideration as part of an IPO readiness assessment to understand whether going to the public markets is the right strategy for an organization to achieve its business objectives. We have explored some of the key questions here that every company needs to ask before taking the IPO route to growth.

**Key questions to ask when planning for an IPO**

1. Have you evaluated other alternatives (sale to corporate, PE/VC, private placement) to be sure IPO is the right strategy to raise capital?
2. Have you chosen the right stock exchange and listing option to determine regulatory requirements?
3. Do you have an alternative financing strategy to execute instead of an IPO?
4. Do you have a management team with experience in IPOs?
5. Have you created the corporate governance policies that inspire shareholder confidence?
6. Do you have a strong infrastructure to meet new regulatory requirements around finance, tax, and IT processes?

A thorough IPO readiness assessment will guide the company through a successful transformation from private to public status and help achieve a strong debut in the capital markets. Getting IPO readiness right means implementing change throughout the business, organization and the corporate culture.
Future outlook
The future of Indian E-commerce and Internet will be driven by innovation and expansion

The E-commerce and Internet sector in India has seen phenomenal growth in recent years, as some segments such as B2C e-commerce, payments and hyperlocal continue to mature while others such as agritech, social commerce are rapidly scaling. The emergence of a new generation of entrepreneurs building world-quality platforms and products is further propelling the growth of the sector. And supporting these efforts is the strong support from the Government of India through initiatives such as Startup India, Digital India and Aatmanirbhar Bharat as well as focus on building a favourable regulatory environment. All these factors are expected to drive strong double-digit growth for the Indian E-commerce and Consumer Internet Sector.

The industry players have been leveraging innovative methods of service and product delivery to the consumers and with evolving consumption models, this trend is expected to continue. E-commerce and Consumer Internet companies are not only looking to drive broad-based growth from within the country but are also expanding into international markets, creating global brands from India. As companies expand into newer markets, they are collaborating to create a digital ecosystem offering a network of integrated services and offerings to create a one-stop-shop experience for customers.

Future growth engines for E-commerce and Consumer Internet in India

- **Innovative models**
  Industry players are leveraging innovative business models (subscription, on-demand), coupled with next-gen tech (AI, ML, blockchain) to solve unique challenges in a differentiated manner

- **Broad-based growth**
  The sector is witnessing wide-ranging adoption and growth from across different income-groups, age-groups and regions as demand from tier 2 and tier 3 cities increases

- **Going global**
  Indian brands across segments such as B2C e-commerce and travel and hospitality are already expanding across Southeast Asia and Middle East, creating a global presence

- **Collaborative growth**
  Industry players are leveraging alliances and partnerships to expand into multiple e-commerce segments and provide an integrated experience to consumers

India is poised to be among the leading e-commerce and Consumer Internet markets globally in the next few years both by being a leading consumer of Internet-based products and services, as well as the leading producer of companies catering to these demands and competing at a global level.
Annexures
### Annexure I: Overall funding summary

#### PE/VC Summary

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ of Funding</td>
<td># of Deals</td>
<td>$ of Funding</td>
<td># of Deals</td>
<td>$ of Funding</td>
<td># of Deals</td>
<td>$ of Funding</td>
<td># of Deals</td>
</tr>
<tr>
<td>EdeTech</td>
<td>742</td>
<td>18</td>
<td>325</td>
<td>28</td>
<td>1,833</td>
<td>59</td>
<td>3,641</td>
<td>75</td>
</tr>
<tr>
<td>Hyperlocal</td>
<td>1,637</td>
<td>15</td>
<td>617</td>
<td>23</td>
<td>1,642</td>
<td>30</td>
<td>2,274</td>
<td>23</td>
</tr>
<tr>
<td>FinTech</td>
<td>348</td>
<td>23</td>
<td>1,391</td>
<td>68</td>
<td>982</td>
<td>63</td>
<td>9,015</td>
<td>122</td>
</tr>
<tr>
<td>Social</td>
<td>200</td>
<td>14</td>
<td>481</td>
<td>41</td>
<td>565</td>
<td>53</td>
<td>3,428</td>
<td>56</td>
</tr>
<tr>
<td>Logistics Tech</td>
<td>78</td>
<td>10</td>
<td>984</td>
<td>24</td>
<td>463</td>
<td>23</td>
<td>1,451</td>
<td>34</td>
</tr>
<tr>
<td>B2C (Horizontal &amp; Vertical)</td>
<td>1,002</td>
<td>32</td>
<td>1,241</td>
<td>45</td>
<td>360</td>
<td>36</td>
<td>5,801</td>
<td>62</td>
</tr>
<tr>
<td>Online Classifieds &amp; Services</td>
<td>236</td>
<td>11</td>
<td>426</td>
<td>34</td>
<td>417</td>
<td>18</td>
<td>1,828</td>
<td>27</td>
</tr>
<tr>
<td>Gaming</td>
<td>104</td>
<td>4</td>
<td>114</td>
<td>10</td>
<td>346</td>
<td>10</td>
<td>914</td>
<td>18</td>
</tr>
<tr>
<td>Wallets/Payments</td>
<td>564</td>
<td>8</td>
<td>1,275</td>
<td>15</td>
<td>334</td>
<td>21</td>
<td>2,471</td>
<td>25</td>
</tr>
<tr>
<td>Mobility</td>
<td>387</td>
<td>16</td>
<td>883</td>
<td>35</td>
<td>252</td>
<td>20</td>
<td>1,610</td>
<td>21</td>
</tr>
<tr>
<td>HealthTech</td>
<td>260</td>
<td>22</td>
<td>537</td>
<td>31</td>
<td>236</td>
<td>34</td>
<td>1,724</td>
<td>59</td>
</tr>
<tr>
<td>B2B</td>
<td>540</td>
<td>16</td>
<td>923</td>
<td>32</td>
<td>138</td>
<td>22</td>
<td>2,339</td>
<td>44</td>
</tr>
<tr>
<td>Travel &amp; Hospitality</td>
<td>1,026</td>
<td>8</td>
<td>1,152</td>
<td>19</td>
<td>131</td>
<td>10</td>
<td>1,170</td>
<td>12</td>
</tr>
<tr>
<td>Agritech</td>
<td>41</td>
<td>1</td>
<td>156</td>
<td>14</td>
<td>49</td>
<td>17</td>
<td>869</td>
<td>42</td>
</tr>
<tr>
<td>Others</td>
<td>229</td>
<td>16</td>
<td>163</td>
<td>20</td>
<td>435</td>
<td>28</td>
<td>318</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,652</strong></td>
<td><strong>196</strong></td>
<td><strong>10,341</strong></td>
<td><strong>401</strong></td>
<td><strong>8,183</strong></td>
<td><strong>444</strong></td>
<td><strong>38,864</strong></td>
<td><strong>641</strong></td>
</tr>
</tbody>
</table>
## Annexure II: Breakdown of ticket sizes

<table>
<thead>
<tr>
<th>Segment</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Deals</td>
<td>Companies</td>
</tr>
<tr>
<td>Ed-Tech</td>
<td>48</td>
<td>45</td>
</tr>
<tr>
<td>Hyperlocal</td>
<td>16</td>
<td>15</td>
</tr>
<tr>
<td>Fintech</td>
<td>45</td>
<td>39</td>
</tr>
<tr>
<td>Social</td>
<td>45</td>
<td>42</td>
</tr>
<tr>
<td>Logistics Tech</td>
<td>19</td>
<td>13</td>
</tr>
<tr>
<td>B2C (Horizontal &amp; Vertical)</td>
<td>31</td>
<td>25</td>
</tr>
<tr>
<td>Online Classifieds &amp; Services</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Gaming</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Wallets/Payments</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Mobility</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>HealthTech</td>
<td>31</td>
<td>28</td>
</tr>
<tr>
<td>B2B</td>
<td>19</td>
<td>16</td>
</tr>
<tr>
<td>Travel &amp; Hospitality</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Agritech</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Others</td>
<td>23</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>354</td>
<td>315</td>
</tr>
</tbody>
</table>
Annexure III: Bibliography

1 “Nokia MBIT 2021 reports nearly 60 times data traffic growth in India in 5 years,” Nokia Press release, accessed 16 February 2022
“Online retail consumers to cross 100 million by 2017: ASSOCHAM-Resurgent India study,” Economic Times, accessed 16 February 2022


3 “How can digital government connect citizens without leaving the disconnected behind?,” EY, accessed 16 February 2022

4 “One in two corporates in India have a digital transformation strategy in place: Report,” The Hindu Business Line, accessed 28 February 2022
“Small businesses up digital quotient: Kantar,” The Economic Times, accessed 28 February 2022
“State of Kirana Retail in 2020,” SnapBizz, February 2021


6 “With 3 New Unicorns, India’s Edtech Startups Raised $4.7 Bn In 2021,” Inc42, accessed 16 February 2022
“Lead School becomes third unicorn of 2022 after $100 million funding,” Economic Times, accessed 16 February 2022

7 EDUCATION AND TRAINING, IBEF report, March 2021

8 EdTech Solutions are Setting Itself Up for Brighter Days in 2022 With Signs of Growth in 2021,” Digest, accessed 16 February 2022

9 “Lead School becomes third unicorn of 2022 after $100 million funding,” Economic Times, accessed 16 February 2022

10 “How Byju’s became the world’s biggest ed-tech company during the Covid-19 pandemic,” Scroll, accessed 16 February 2022

11 “Union Minister of Education inaugurates 46 online ATAL Faculty Development Programmes (FDPs) organised by AICTE,” Press Information Bureau, Government of India, accessed 16 February 2022

12 “54% of Indian students comfortable with online learning: Survey,” Times of India, accessed 16 February 2022

13 “Fintech industry expected to be valued over $150 billion by 2025, says NITI Aayog CEO,” BusinessLine, accessed 16 February 2022

14 “Government Puts in Place Measures to Boost Investment Inflows in the Fintech Sector,” Cleartax, accessed 16 February 2022

15 “India’s FinTech market size at $31 billion in 2021, third largest in world: Report,” Economic Times, accessed 16 February 2022
Annexure III: Bibliography

16 “74% FDI in insurance sector: Boost in insurance distribution, jobs creation; what it means for consumers,” Financial Express, accessed 16 February 2022
17 “Agritech in India: Industry Overview and Scope for Investments,” India Briefing, accessed 16 February 2022
18 “AgriTech Startups in India,” Tracxn, accessed 16 February 2022
19 “AGRITECH TO DRIVE THE NEXT GREEN REVOLUTION IN INDIA,” Arthur D. Little, accessed 16 February 2022
20 “Just 2% farmers use mobile app in field; little IoT post-harvest: Nasscom,” Business Standard, accessed 16 February 2022
21 “Online Grocery Market in India 2021,” Netscribes, 16 February 2022, via Factiva
22 “Online Food Delivery Market in India 2021,” Netscribes, 16 February 2022, via Factiva
23 “India's e-commerce sector to clock USD 55 billion sales in 2021,” The New Indian Express, accessed 16 February 2022
“TRAI, accessed 16 February 2022
24 “Online grocery segment clocks 23 million active users: Redseer,” Live Mint, accessed 16 February 2022
25 “Flipkart records 47% y-o-y customer growth in tier 3+ cities this past year: Report,” The Hindu Business Line, accessed 16 February 2022
26 Leveling Up: India's Gaming Market 2021, Lumikai report, November 2021
27 “Gaming Startups in India” Tracxn, accessed 18 February 2022
28 “MPL becomes India’s second gaming unicorn after Dream11,” BusinessToday, accessed 18 February 2022
30 “Indian mythological figures set to light up gaming screen as demand booms,” Economic Times, accessed 18 February 2022
31 “With 4 Unicorns And $2.2 Bn In Investments, Healthtech Funding Shoots Up,” Inc42, accessed 18 February 2022
32 “HealthQuad raises India’s largest dedicated healthcare VC fund of $150 mn,” Live Mint, accessed 18 February 2022
Annexure III: Bibliography

33 “Health-tech start-ups in India get pandemic booster,” The New Indian Express, accessed 18 February 2022
34 “HealthTech Startups in India,” Tracxn, accessed 18 February 2022
35 “India's health-tech industry may reach $50 billion by 2033: RBSA, Express Healthcare, accessed 18 February 2022
36 “What does India's evolving healthtech revolution mean for the healthcare industry?,” Your Story, accessed 18 February 2022
38 “GLOBAL TELEMEDICINE MARKET,” Mordor Intelligence, accessed 18 February 2022, via EMIS
39 “Indian health insurance startup plum raises 15.6 million in a Tiger Global led investment,” Tech Crunch, accessed 18 February 2022
40 “$9.2 billion worth of goods were sold online during the Festive Sales in 2021: RedSeer,” Business Insider, accessed 21 February 2022
43 “Venture Intelligence Unicorn Tracker,” Venture Intelligence, accessed 21 February 2022
45 “Growth of D2C Brands in India,” Next Big Brand, accessed 21 February 2022
46 “India quick commerce market to reach $5 bn by 2025: RedSeer report,” Business Standard, accessed 21 February 2022
47 “Growth of Thrasio Model Startup in India,” Next Big Brand, accessed 21 February 2022
48 “Majority of Indians are omni-channel shoppers,” Indian Online Seller, accessed 21 February 2022
49 “E-commerce transactions surge 82% between 2020 and 2021 in Tier II cities, fashion segment big gainer,” Financial Express, accessed 21 February 2022
Annexure III: Bibliography

50 “E-commerce transactions surge 82% between 2020 and 2021 in Tier II cities, fashion segment big gainer: Study,” Financial Express, accessed 21 February 2022

51 “Flipkart study reveals Tier-3 customers, vernacular language tech, hyperlocal services are boosting Indian e-commerce,” Best Media Info, accessed 21 February 2022


54 “Tiger Global is now an investor in three of the five B2B ecommerce unicorns in India,” Business Insider, accessed 23 February 2022


56 “Majority of MSMEs favour daily EMIs, automatic deduction from bank accounts for credit repayment, data from Solv reveals,” PR Newswire, accessed 23 February 2022


58 “India’s GeM portal pips global MNCs for procurement excellence: Govt,” Hindustan Times, accessed 23 February 2022

59 “Pandemic sees Indians spend more than two hours a day on social commerce sites,” The Drum, accessed 23 February 2022

60 “How social commerce will fuel growth in the retail sector,” Grant Thorton, accessed 23 February 2022

61 “India to have 228 mn social commerce shoppers by 2022-end; 45% growth from current user base,” Afaqs, accessed 23 February 2022

62 “The Indian Unicorn Landscape,” Invest India, accessed 23 February 2022

63 “Social media platforms lead social commerce in India: Report,” Live Mint, accessed 23 February 2022

64 “INDIA’S EMERGING SOCIAL COMMERCE POISED FOR GROWTH,” IBEF, accessed 23 February 2022

65 “India's live commerce industry to reach $4-5 billion by 2025: report,” Business Standard, accessed 23 February 2022

Annexure III: Bibliography

67 "Tourism & Hospitality Industry in India," IBEF, accessed 23 February 2022

68 "E-commerce Market in India 2021," Netscribes, accessed 23 February 2022, via EMIS

69 "Revenge travel a shot in the arm for India’s bleeding hospitality sector;" Deccan Herald, accessed 23 February 2022

70 “Budget 2022: Why tech-driven warehousing, transport facilities need of hour to become $5 tn economy,” First post, accessed 25 February 2022


72 "India E-commerce Logistics Industry is expected to reach INR 492.4 Bn by 2025: Ken Research," PR Newswire, accessed 25 February 2022

73 “Venture Intelligence Unicorn Tracker,” Venture Intelligence, accessed 25 February 2022

74 “Budget 2022: Why tech-driven warehousing, transport facilities need of hour to become $5 tn economy,” First post, accessed 25 February 2022

75 “India E-commerce Logistics Industry is expected to reach INR 492.4 Bn by 2025: Ken Research,” PR Newswire, accessed 25 February 2022

76 “Intracity Logistics Startup Porter Raises INR 750 Cr; Eyes Expansion To 35+ Cities,” Inc 42, accessed 25 February 2022


78 “PM Modi unveils Rs 100 lakh crore Gati Shakti plan to boost infra,” Economic Times, accessed 25 February 2022

79 Digital Advertising in India: 2021, Dantsu report, 2021

80 Digital Advertising in India: 2021, Dantsu report, 2021

81 “Venture Intelligence Unicorn Tracker,” Venture Intelligence, accessed 25 February 2022

82 Revisiting risk reward; Reiterate Sell with a higher PT report, UBS Equities, January 2022

83 “The Pre-owned car market propelled to grow with digital platforms gaining traction, says industry experts at OLX Auto Talk 4.0,” The Print, accessed 25 February 2022
Annexure III: Bibliography

84 “Mobile-led digital advertising growth in India likely to remain high,” Economic Times, accessed 25 February 2022

85 “OLX India is driving efficiency and simplifying customer service with Salesforce,” Express Computer, accessed 25 February 2022

86 “OLX India is driving efficiency and simplifying customer service with Salesforce,” Express Computer, accessed 25 February 2022

87 “Indian Shared Mobility Growth Opportunities,” Frost & Sullivan, accessed 24 February 2022, via EMIS

88 “Indian used car market to grow 12-14% in next few years,” Economic Times, accessed 24 February 2022

89 “Ola's cab business recovers to pre-pandemic levels ahead of IPO,” Economic Times, accessed 24 February 2022

90 “Explained: How India is outpacing the world in digital payments,” Times of India, accessed 25 February 2022


92 “Nine in 10 Indians prefer shopping with digital wallets; 54% say they tend to shop more: Survey,” Free Press Journal, accessed 25 February 2022


94 “RBI to have on-device wallets in UPI apps for small-ticket transactions,” Business Standard, accessed 25 February 2022


96 “Indian Start-ups IPOs and Earnings Report 3Q21,” Inc 42, accessed 28 February 2022

97 “IPO Diary CY2021,” IIFL Securities, accessed via Thomson One on 28 February 2022

98 “UPI added as a mode of subscribing in 2019, now making 50% of retail IPO subscriptions,” Livemint, accessed 28 February 2022
Contributors

Ankur Pahwa
(Ankur.Pahwa@in.ey.com)
Partner and National Leader, E-commerce and Consumer Internet,
Ernst & Young LLP

Divya Sinha
(Divya.Sinha@gds.ey.com)
Assistant Manager,
EY Knowledge

Harshal Motilal Patil
(Harshal.Motilal.Patil@gds.ey.com)
Analyst,
EY Knowledge

Swati Goenka
(Swati.Goenka@gds.ey.com)
Assistant Director,
EY Knowledge

Harshit Mor
(Harshit.Mor@gds.ey.com)
Senior Analyst,
EY Knowledge
Our Offices

Ahmedabad
22nd Floor, B Wing, Privilon
Ambli BRT Road, Behind Ikon
Temple, Off SG Highway
Ahmedabad - 380 059
Tel: + 91 79 6608 3800

Bengaluru
12th & 13th floor
"UB City", Canberra Block
No.24 Vittal Mallya Road
Bengaluru - 560 001
Tel: + 91 80 6727 5000
Ground Floor, 'A' wing
Diyasree Chambers
# 11, O'Shaughnessy Road
Langford Gardens
Bengaluru - 560 025
Tel: + 91 80 6727 5000

Chandigarh
Elante offices, Unit No. B-613 & 614
6th Floor, Plot No- 178-178A
Industrial & Business Park, Phase-I
Chandigarh - 160 002
Tel: + 91 172 6717800

Chennai
Tidel Park, 6th & 7th Floor
A Block, No.4, Rajiv Gandhi Salai
Taramani, Chennai - 600 113
Tel: + 91 44 6654 8100

Delhi NCR
Golf View Corporate Tower B
Sector 42, Sector Road
Gurugram - 122 002
Tel: + 91 124 443 4000
3rd & 6th Floor, Worldmark-1
IGI Airport Hospitality District
Aerocity, New Delhi - 110 037
Tel: + 91 11 4731 8000
4th & 5th Floor, Plot No 2B
Tower 2, Sector 126
Gautam Budh Nagar, U.P.
Noida - 201 304
Tel: + 91 120 671 7000

Hyderabad
The SKYVIEW 10
18th Floor, “SOUTH LOBBY”
Survey No 83/1, Rайдurgam
Hyderabad - 500 032
Tel: + 91 40 6736 2000

Jamshedpur
1st Floor, Shantiniketan Building
Holding No. 1, SB Shop Area
Bistupur, Jamshedpur - 831 001
Tel: + 91 657 663 1000

Kochi
9th Floor, ABAD Nucleus
NH-49, Maradu PO
Kochi - 682 304
Tel: + 91 484 433 4000

Kolkata
22 Camac Street
3rd Floor, Block 'C'
Kolkata - 700 016
Tel: + 91 33 6615 3400

Mumbai
14th Floor, The Ruby
29 Senapati Bapat Marg
Dadar (W), Mumbai - 400 028
Tel: + 91 22 6192 0000
5th Floor, Block B-2
Nirlon Knowledge Park
Off: Western Express Highway
Goregaon (E)
Mumbai - 400 063
Tel: + 91 22 6192 0000

Pune
C-401, 4th Floor
Panchshil Tech Park, Yerwada
(Near Don Bosco School)
Pune - 411 006
Tel: + 91 20 4912 6000
EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EYG member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

Ernst & Young LLP is one of the Indian client serving member firms of EYGM Limited. For more information about our organization, please visit www.ey.com/en_in.

© 2022 Ernst & Young LLP. Published in India. All Rights Reserved.

This publication contains information in summary form and is therefore intended for general guidance only. It is not intended to be a substitute for detailed research or the exercise of professional judgment. Neither EYGM Limited nor any other member of the global Ernst & Young organization can accept any responsibility for loss occasioned to any person acting or refraining from action as a result of any material in this publication. On any specific matter, reference should be made to the appropriate advisor.