

Info Edge (India) Ltd.

India's Online Classified Company

Helping People & Businesses Meet

Safe harbor

Statements contained in this presentation concerning our growth prospects may constitute forward-looking statements. The Company believes that its expectations are reasonable and are based on reasonable assumptions. However, such forward looking statements by their nature involve a number of risks, and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition in the businesses we operate in including those factors which may affect our cost advantage, wage increases, our ability to attract and retain highly skilled professionals, client concentration, disruptions in telecommunication networks, disruptive technology, liability for damages on any of our contracts/ subscriptions, withdrawal of governmental fiscal incentives, political instability, unauthorized use of our intellectual property and general economic conditions affecting our industry. The Company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the company.

The equity shares of the company are regulated by the laws of India. Please refer to the applicable laws of your jurisdictions before dealing in equity shares of the company.

“The equity shares of the company have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the “Securities Act”) or with any securities regulatory authority of any state or other jurisdiction of the United States and may not be offered, sold, pledged or otherwise transferred except (1) in accordance with Rule 144A under the Securities Act to a person that the holder and any person acting on its behalf reasonably believes is a Qualified Institutional Buyer within the meaning of Rule 144A purchasing for its own account or for the account of a Qualified Institutional Buyer in a transaction meeting the requirements of Rule 144A, (2) in an offshore transaction in accordance with Rule 903 or Rule 904 of regulations under the Securities Act, (3) pursuant to an exemption from registration under the Securities Act provided by Rule 144 thereunder (if available) or (4) pursuant to an effective registration statement under the Securities Act, in each case in accordance with any applicable securities laws of the states of the United States. No representation can be made as to the availability of the exemption provided by Rule 144 under the Securities Act for re-sales of these equity shares.”

All Financial figures mentioned are as on September 30, 2010 or for the quarter ended September 30, 2010 unless indicated otherwise

Q2 FY11 means the period July 1, 2010 to September 30, 2010

FY11 or FY 10-11 or FY 2011 means the Financial Year starting April 1, 2010 and ending March 31, 2011

INR M means Indian Rupees in million

“Helping Businesses and People Meet”

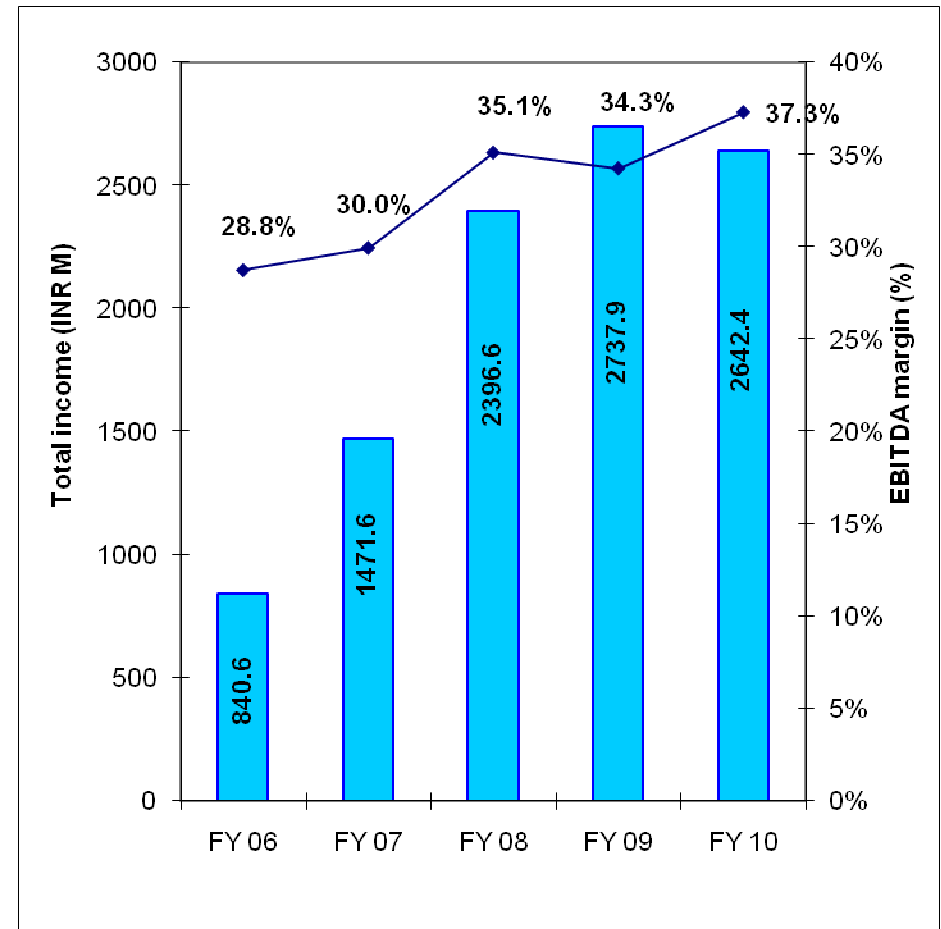
India’s premier on-line
classifieds company in
recruitment, matrimony, real estate and
education

Strong performance track record

Highlights

- An online classifieds company with
 - Strong brands
 - Experienced management team
 - Growth coming back
- Rapid growth historically
 - Revenue CAGR of 33% over FY06-10
 - INR 2.64 billion revenue in FY2010
- ~ INR 35 billion market capitalization
- Strong cash flow generation
 - Cash & liquid assets INR 4 Billion
 - Negative working capital
- Diversified business portfolio
 - Share of revenues from verticals other than recruitment grown from 5% in FY06 to 16% in FY10

Info Edge Revenue and EBITDA margin
(2006 – 2010)



Our brands

 **naukri**gulf.com



Firstnaukri.com
A jobsite for campus hiring!

brijj.com
Bringing People

 **naukri**.com[®]
India's No.1 Job Site

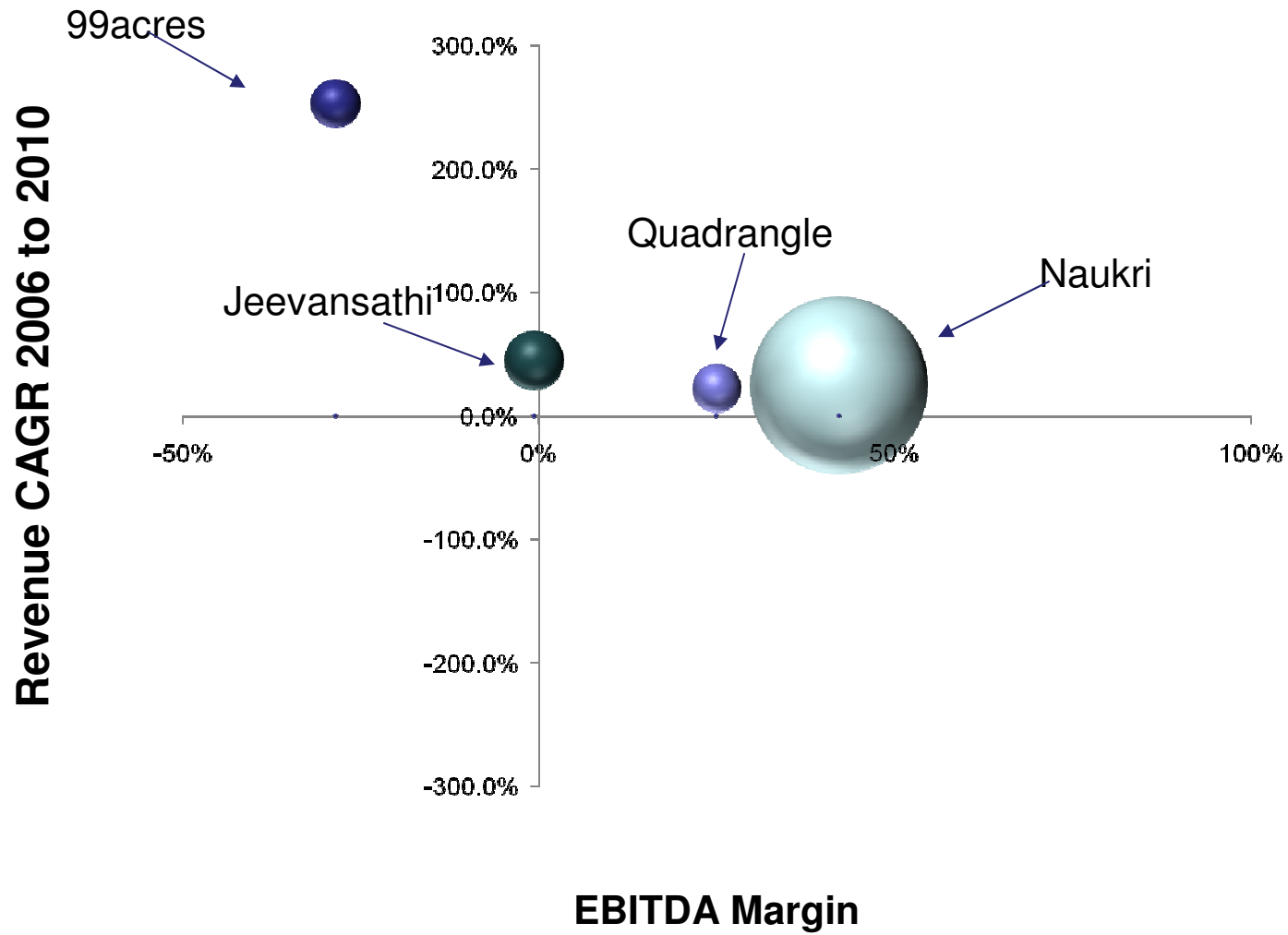
Jeevasathi.com
We Match Better

shiksha.com


99acres.com[®]
Buy, Rent, Sell

 **allcheckdeals**.com[™]
Property deals made Simple & Transparent

Our portfolio



Note:- For FY06-FY10 the data for other brands is not relevant.

Virtuous circle

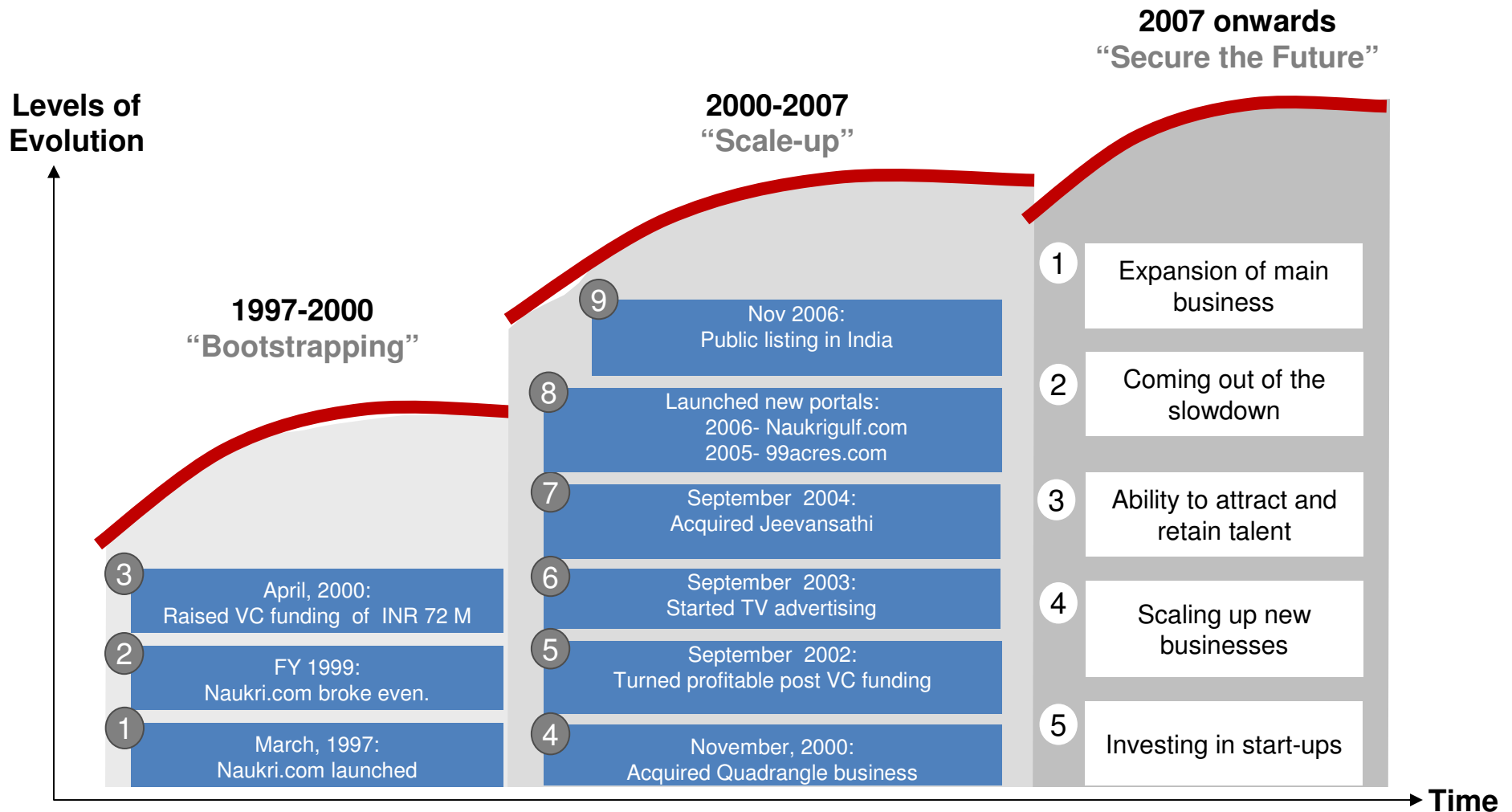
Example : Naukri.com



Imperatives

- Hire and retain quality talent
- Product and technology innovation
- Superior sales and service execution
- Build the brand

Milestones



Key drivers of success

Naukri

- Consolidate traffic share gained over the last 24 months
 - Garner higher market share as growth comes back
 - Specific product innovations to combat the threat of Linked In and semantic search (Trovix) from Monster
 - Reap gains from sales team efficiencies – Restructuring, ERP, Newer sales channels
 - Continue to invest in brand, sales team, customer service, tech product innovation, people
-

Jeevansathi

- Leverage the IP built over last 3 years through increased investment in brand building
 - Scale up business by increasing growth rate from current 20% in the next 3 – 5 years
 - Continued investment in analytics /algorithms
-

99acres

- Market witnessing growth – activity in most real estate clusters
 - Product innovation and evangelizing the space concept
 - Increase traffic share and monetize traffic share gains of last 2 years
 - Continue to improve the user experience
-

New brands

- Establish and evangelize the value proposition of Shiksha & FirstNaukri
 - Naukrigulf- Ride after the meltdown in the Middle East
 - Invest in potential big businesses for the future - Meritnation, Allcheckdeals, Policy Bazaar
 - Explore more opportunities (startups, M&A) actively
 - Improve traction and engagement on Brijj.com
-

Leveragable sales/customer interface infrastructure

Indo Edge Sales Offices illustrative Map












Key Observations

- ~ 1260 Sales staff or 79% of the company's workforce
- Nation wide coverage through 46 company branch offices in 31 cities in India
- Only "dot com" player with this kind of sales organization
- Sales force currently under – leveraged....

Infrastructure to be leveraged for Growth

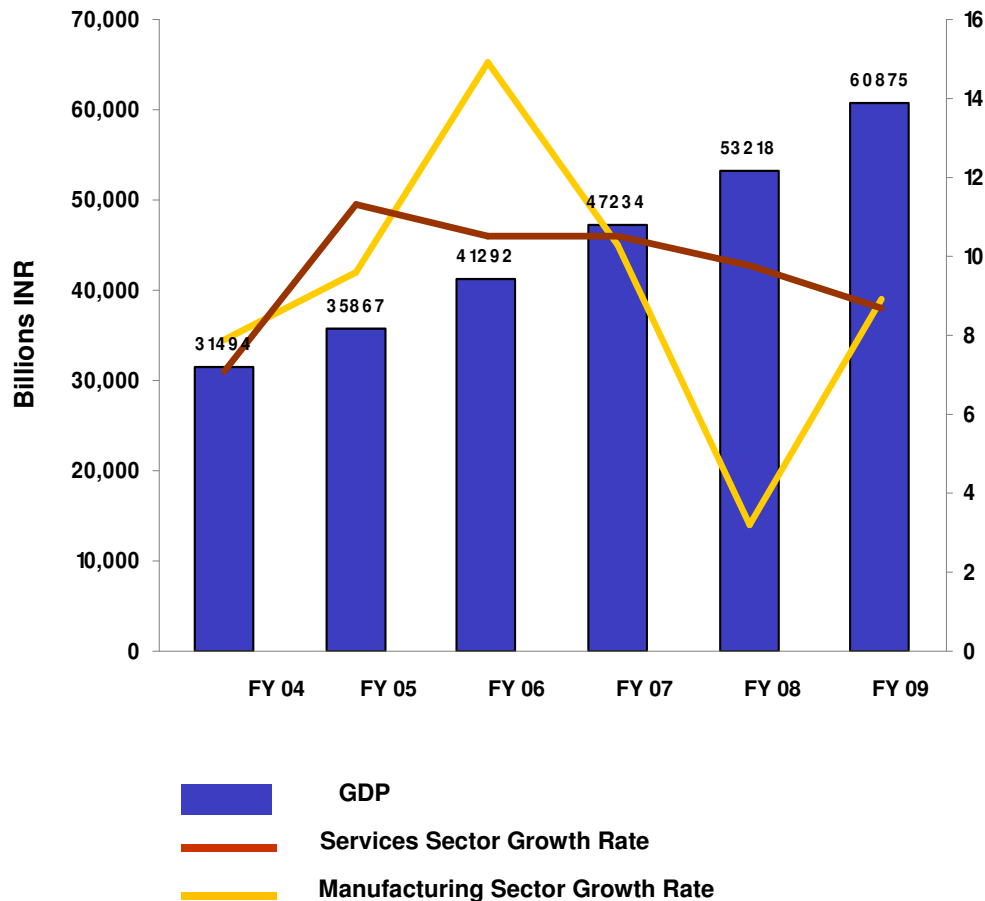
Environment

Environment overview

	Business cycle and Economic Environment	Demographics and GDP per capita	Internet penetration	Competition
 naukri.com India's No. 1 Job Site	✓		✓	✓
 Quadrangle	✓		✓	✓
 naukri.gulf.com	✓			✓
 brijj.com BETA Bringing People			✓	✓
 Firstnaukri.com A jobsite for campus hiring!		✓	✓	✓
 Jeevansathi.com We Match Better		✓	✓	✓
 99acres.com Buy, Rent, Sell	✓		✓	✓
 allcheckdeals.com Property deals made Simple & Transparent	✓		✓	✓
 shiksha.com		✓	✓	✓

Business cycle and economic environment

India's GDP growth ~8%



Highlights

- India less impacted by the meltdown.
- Indian recovery faster than rest of the world.
- India's GDP CAGR(%) of 6.2% from 1991-2008, in sharp contrast to the developed world
- Indian economy expected to clock ~8.5% GDP growth this fiscal year
- India estimated to be a \$4 trillion economy by 2019.
- Government planning to pump \$100 billion into infrastructure development, thereby creating a cascade of jobs

Demographics

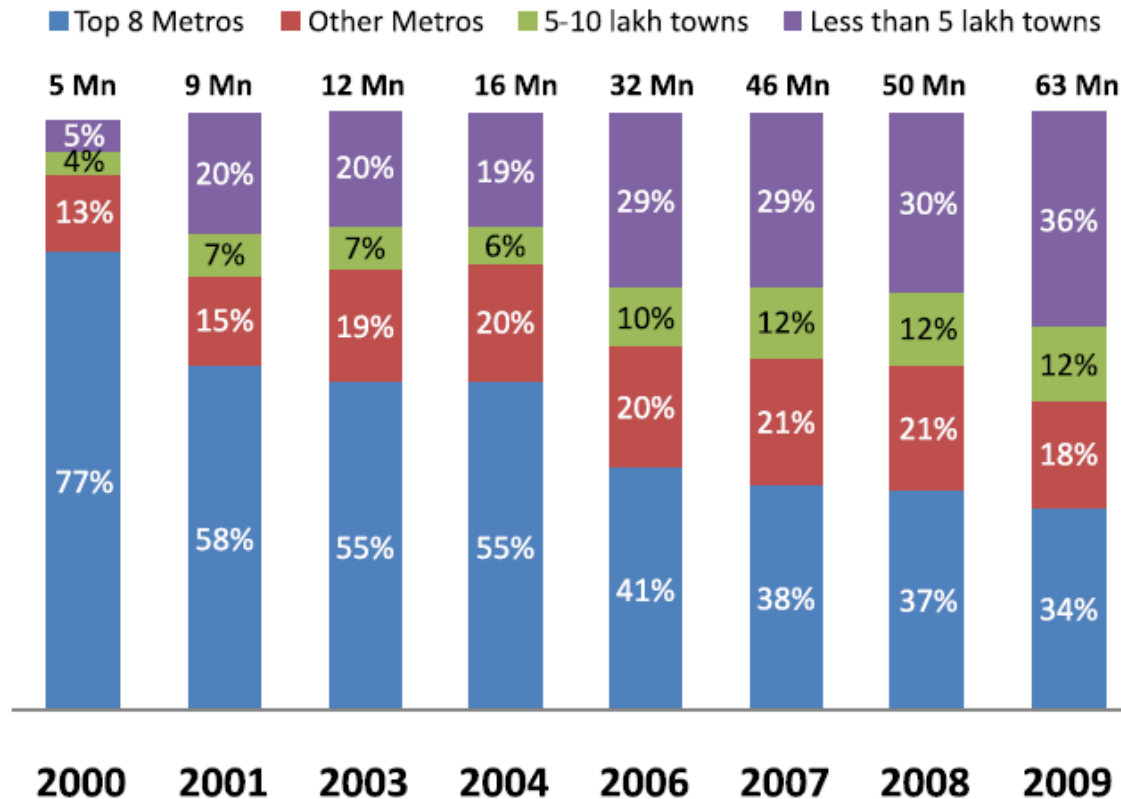


Highlights

- India is among the world's youngest nations with a median age of 25 years.
- 65% of Indian population estimated to be below 35 years of age
- Youth population(15-35) of India is growing at a rate of almost 37.9%.
- According to the World Fact Book, India is projected to have 70% of its population in the working class category by 2030.
- India will see 70 million new entrants to its workforce over the next 5 years.

Internet penetration (1/2)

**Base: All India Internet Ever Users (Urban)
(All figures in Million)**

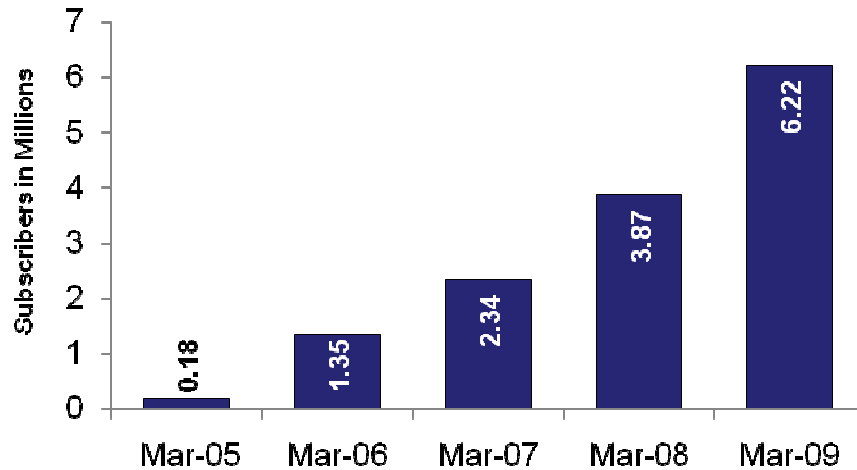


Highlights

- From 5% in 2000 to 36% in 2009, internet has made an impact in lives of small town.
- Given the continuous growth of internet users over the years, the smaller town have overtaken Top 8 Metros in Internet Usage (indicates that internet has reached to rural masses in India).
- Government initiatives of e-kiosks and increasing number of cyber cafes has created interest among small town people.

Internet penetration (2/2)

Growth Picture of Broadband in India

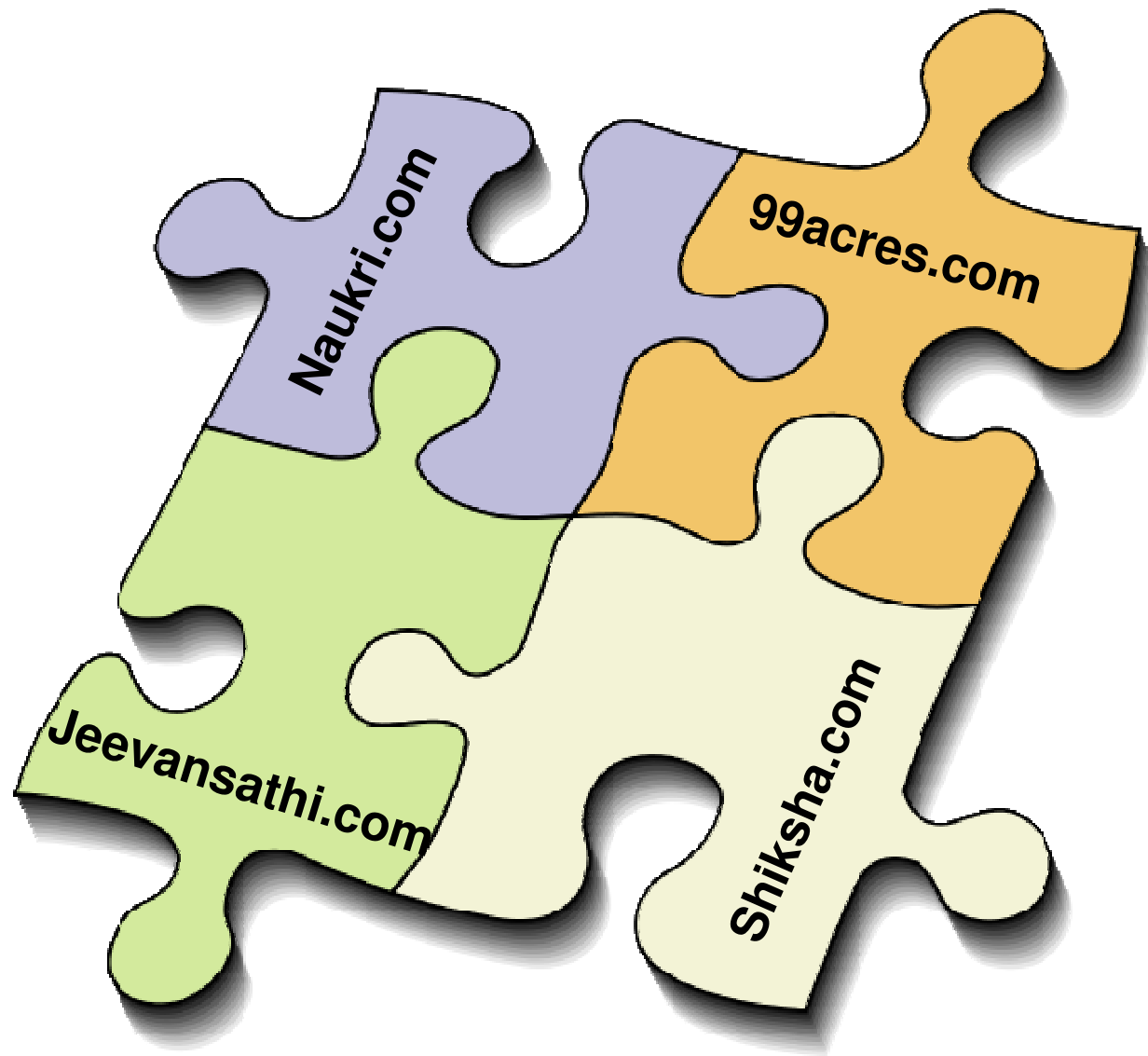


- India's Internet consumer profile mix is changing to broadband and heavier usage
- About 2.35 subscribers added in 2008-09 with growth rate of 60.72%
- Government of India plans 250 M broadband connections by 2012

Implications for Info Edge

- Significant user base coupled with headroom for growth.
- Penetration of broadband increasing.
- 3G and wireless broadband expected to go live soon.
- Mobile phone penetration already exceeds 600M – with 3G expected to explode for high end applications.
- Broadband Users engage in multiple internet activities on a daily basis & their consumption behavior.
- Penetration of wireless in telecom has enabled a growth of 0.06 per cent of the GDP in India whereas it has contributed 0.04 per cent of GDP in China.

Businesses



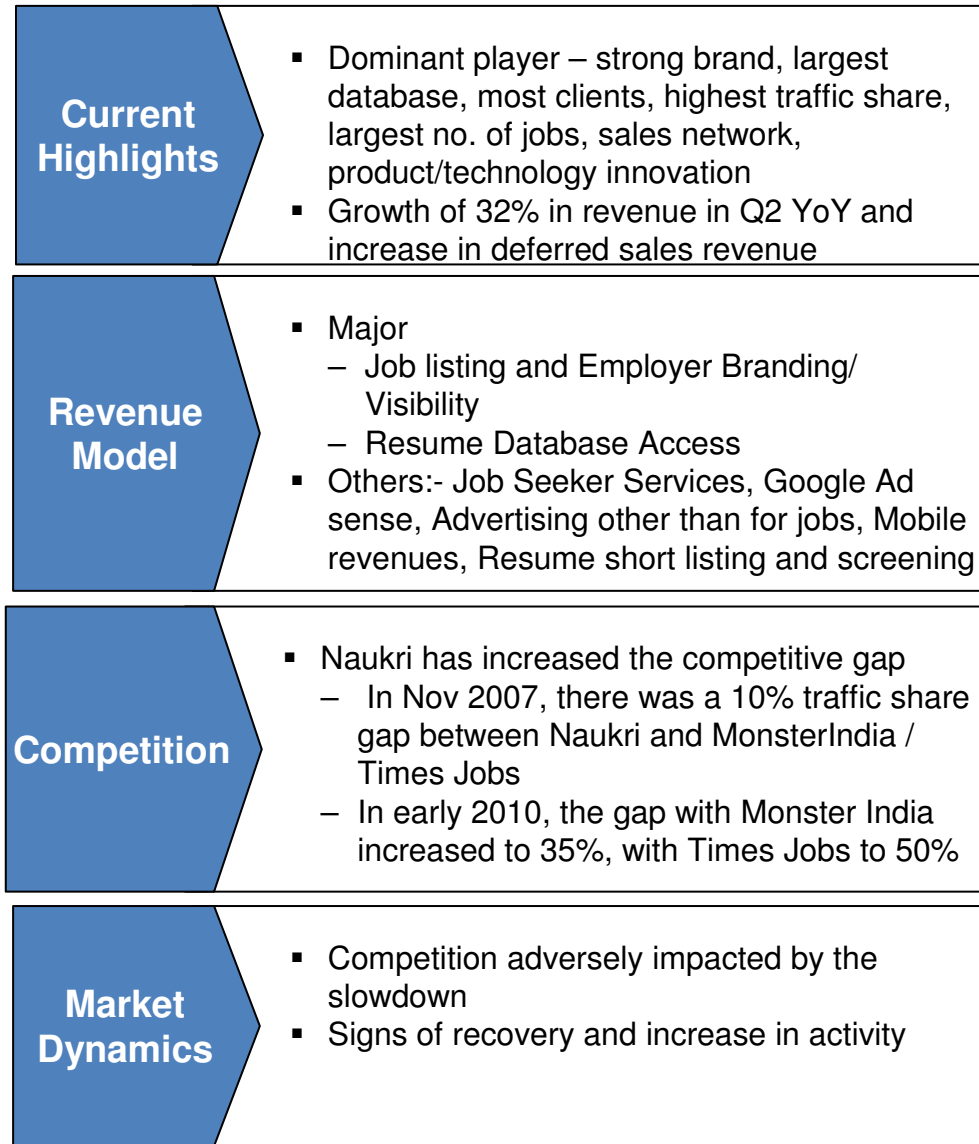
Naukri

The image shows a screenshot of the Naukri.com website interface. Several key sections are highlighted with red circles and labeled with blue arrows:

- Panels:** Points to the top navigation bar and search filters.
- Job Seeker Services:** Points to the 'New Job Seeker?' box on the right.
- Resume Database:** Points to the 'Resume Services' section on the right.
- Banner Ad:** Points to a banner advertisement for 'Plarman HR'.
- Job Listings:** Points to the search results section at the bottom left.

The website layout includes a top navigation bar with links like 'Search Jobs', 'Post Resume', and 'Jobseeker Login'. A search bar is prominently displayed with filters for 'Keywords', 'Location', 'Functional Area', 'Exp.', and 'Salary Expectation'. On the right, there's a 'New Job Seeker?' section with a 'Post your Resume' button. Below the search bar, there are sections for 'Top Employer' (listing companies like Patni, Larsen & Toubro, Sungard, Deloitte) and 'Best Places to Work' (listing various IT and manufacturing companies). A 'Resume Services' section offers options like 'Resume Display', 'Resume Development', and 'Resume Flash'. At the bottom, there's a 'Job Listings' section showing search results for 'Sr. Executive - Conference Sales' and a 'Banner Ad' for 'Plarman HR'.

Naukri - Overview



Market Size and Potential

- Large market
- Growth in economy/IT/ITES to drive online job market
- Naukri flagship product flanked by 4 support products
- Overall growth to continue due to internet penetration & India demographics

Risks

- Threat from Monster's semantic search (Trovix) technology proposition and LinkedIn becoming active in India.

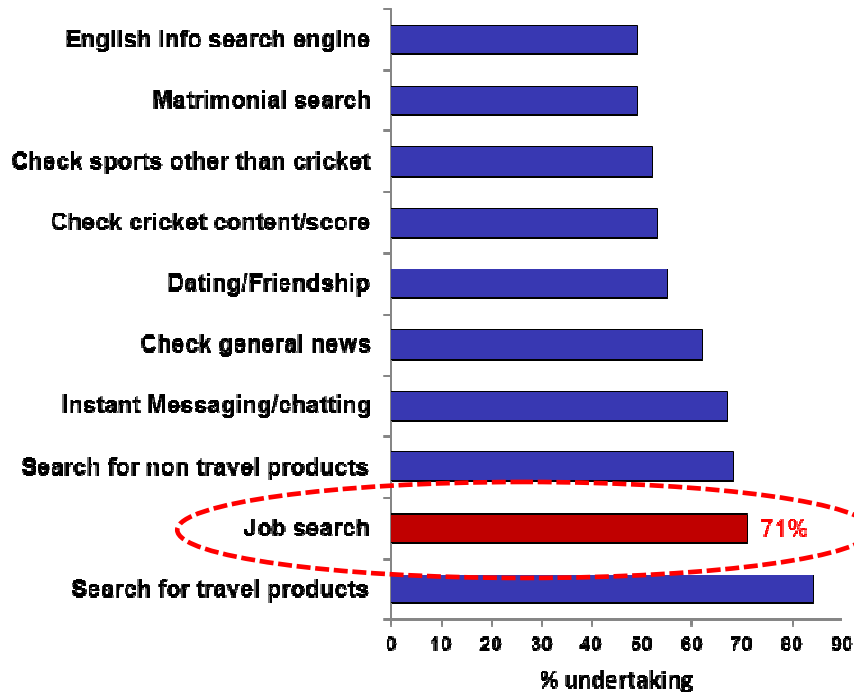
The Indian job market is a US\$ 1 billion opportunity

Indian job search market overview

Key Components	Trends and Outlook	Sectoral Employment Trends	E-recruitment Trends
<ul style="list-style-type: none"> ▪ Types of Recruitment Channels: <ul style="list-style-type: none"> - Employee referrals - Recruitment Agencies - Print - E-recruitment - Others ▪ Largest Market share ⇔ Recruitment Agencies ▪ Market share of Print is declining while that of E-recruitment is growing ▪ 10-12% jobs are generated online of which 75% can be found in other distribution channels ~ Print, Recruitment Agencies 	<ul style="list-style-type: none"> ▪ Stimulus Packages generated 20% new jobs (white collar and blue collar) in Oct'09-Jan'10. ▪ Net Employment Outlook in Q1 2010 is 36%. One of the highest in the world ▪ India has over 350 universities and 17,600 colleges ▪ Over 2 Mn Graduates every year 	<ul style="list-style-type: none"> ▪ Top 5 sectors which recorded highest growth in job-creation (white collar and blue collar) in Oct'09-Jan'10: <ul style="list-style-type: none"> - Academics - Advertising/Event Management - IT/Hardware - Research/Consultancy - Engineering 	<ul style="list-style-type: none"> ▪ The estimated Market-size had increased from INR 1450 M (2005-06) to INR 5060 M (2008-09), a 36% CAGR ▪ The online job-seeking population has logged an increase of a 39% CAGR, from 6 M (2005-06) to 23 M (2008-09) ▪ More than 50% contribution comes from Recruitment Consultants ▪ IT / ITeS Sectors have the largest job-listings ~ > 24%

Online job search is a popular activity and Naukri has the dominant position

**Most Popular Online Activities
(other than e-mails)**



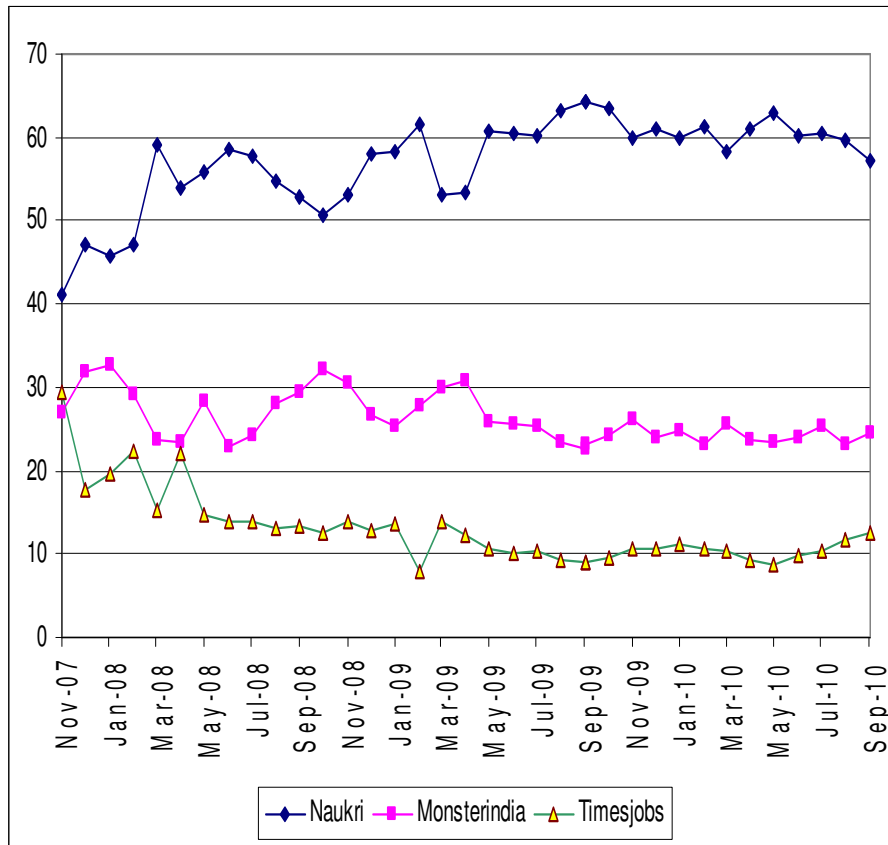
Most used websites in India



- Job Search is second popular activity on the Internet in India
- Naukri is one of India's most used websites

Naukri has gained market-share and is a clear # 1 with 60% traffic-share

Traffic Share of various recruitment sites from Comscore



Traffic Share of various recruitment sites from Alexa.com



Source: Comscore.com, Alexa.com

Hiring is back

Naukri Job Speak Index (New Jobs)

	Jul-09	Aug-09	Sep-09	Dec 09	Jul-10	Aug-10	Sep-10
Index	783	743	773	776	963	956	943

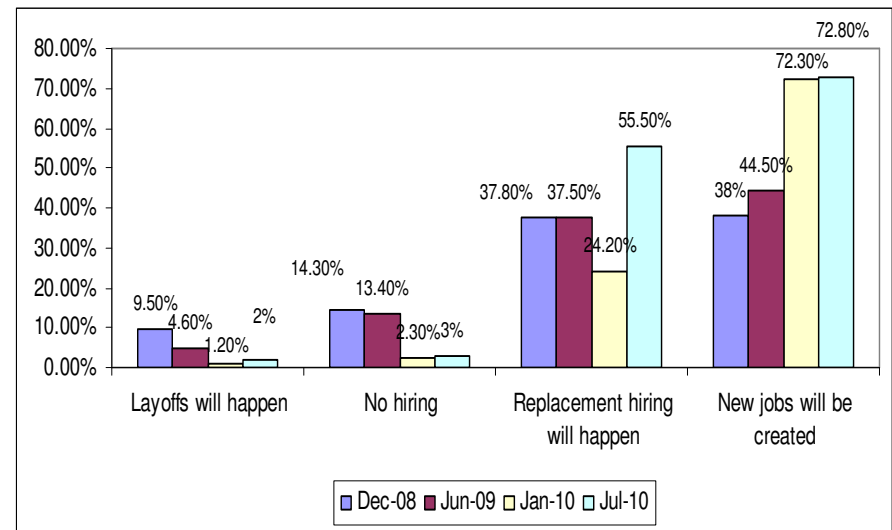


Total no. of new jobs posted in July 2008 was scaled to 1000. Index for subsequent months is relative to July 08.

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- Naukri created an in-house index based on utilisation of listings on its site (“Naukri Job Speak Index”)
- The index continues to move up with bumps though

Naukri hiring survey

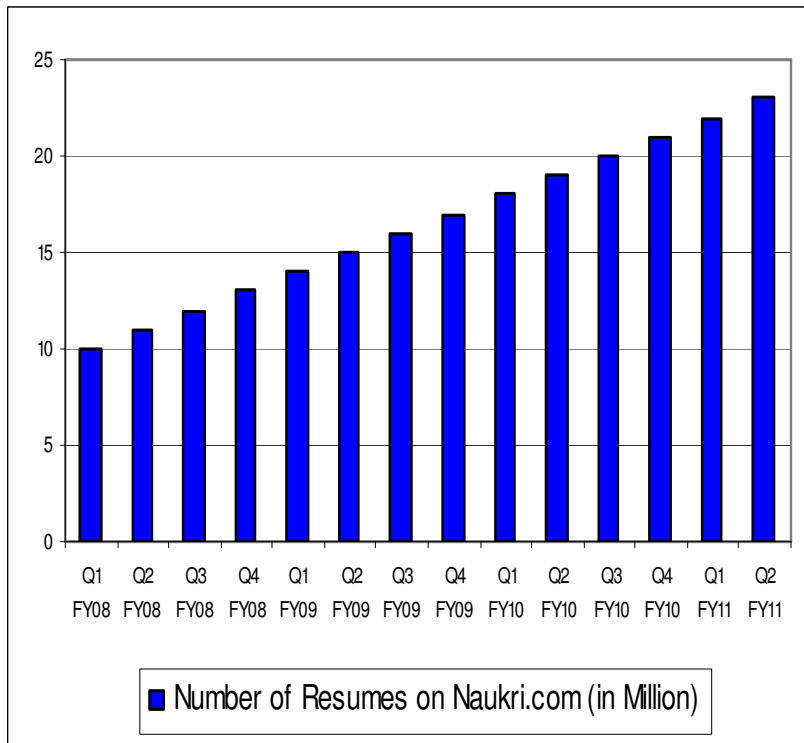


- Survey of recruiters conducted by Info Edge India Limited:-

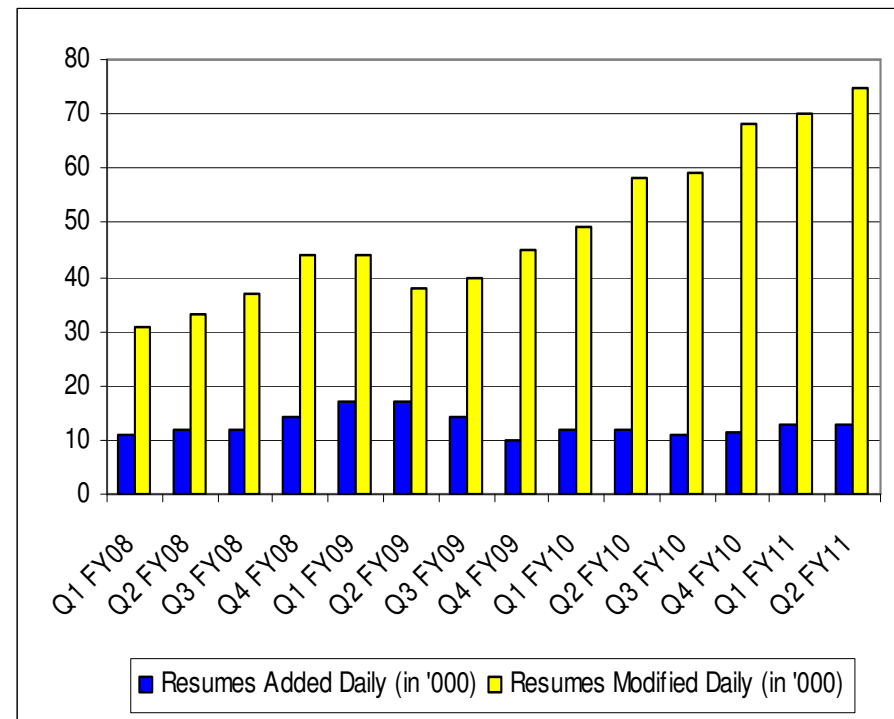
- ✓ January 2010 (sample size of 900)
- ✓ June 2009 (sample size of 922)
- ✓ December, 2008 (sample size of 1600) on hiring outlook for calendar year 2009.
- ✓ July, 2010 (sample size of 698)

Naukri.com has performed on key-metrics

Number of candidate resumes has grown consistently



Average daily resumes added and modified



Naukri is supported by four recruitment offerings thereby creating a full service in the jobs space



- Offline placement services for middle & senior management
- Revenues based on success fee model
- Complements online model



- Focuses on hiring of freshers from campus
- Launched commercially in last quarter
- Campus hiring is a fast growing segment in India
- Potential seen for shift from offline to online



- Focus on jobs in the Middle-East market
- Used by job seekers from various nationalities
- Large addressable market currently using print medium
- Supported by office in Dubai, Bahrain and Riyadh, Saudi Arabia



- Professional networking site
- 3.6 Million registered profiles

99acres

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99acres.com
Buy, Rent, Sell

Contact for Commercial / Rented Space in Delhi/NCR
Call:-9811164770, 9811144560
US Ph No: 732 5938 168

starting @ 58 Lacs
10% DP Discount
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Residential Commercial

I am: Builder Dealer Individual

[New Projects](#) [Advertise Property](#) [Search Dealers](#) [Post Requirements](#) [Buy Our Services](#) [Home Finance](#) [My99Acres](#)

Search Properties To: Buy Rent PG

Property Type: All Residential

Price Range (Rs.): INR

Bedroom: Select

City: Delhi / NCR (All)

Keyword: Eg: Locality, Builder, Project

Posted By: All Dealer Builder Individual

Search Properties

[Advanced Search](#)

42 + New Projects in Delhi

Advertise Your Property Free
Get response over Phone, Email, SMS
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Post Your Requirements Free
Get contacted by sellers/landlords.
[Post Now](#)

Residential Plots at Jaypee Wish Town, sector 131 Noida
Hot Investment Opportunity starting @ 58 Lacs*

Exclusively Marketed By – Better Option Propmart Pvt. Ltd.
Call: 9650772299 / 9650833337

Property Gallery

- ELDECO SHARANAM**
Sumangalam Propmart
Sector-107, Noida
- KDP Infrastructure**
Sector 6, Noida

Featured Projects - Delhi / NCR

- Residential Apartment**
 - Hansmukhi Garden Estate - Dehradun
 - Era Divine Court - Faridabad
 - ORS Royal Residency - Sec-89 - Faridabad
 - Sai Vatika - Faridabad
 - Crossings Republik (Ready To Move) - Ghaziabad
 - KDP Grand Savanna - Ghaziabad
 - DesignArch eHomes - Greater Noida
 - Jaypee Sports City - Greater Noida
 - Jaypee Sports City - Greater Noida
- Residential Apartment Contd.**
 - Supertech Eco Village - Noida Ext. **New**
 - Amrapali Smart City - Noida Extension
 - Amrapali Smart City - Noida Extension **New**
 - Casa Royale - Noida Extension
 - Supertech Eco Village - Noida Extension
 - Prateek Laurel - Noida Sec 120
 - Jaypee Kensington Heights - Noida Sec 131
 - Eldeco Sharanam - Noida sector 107
 - Eldeco Sharanam - Noida sector 107 **New**
 - Amrapali Silicon City - Noida - Sector 76

99acres Exclusive Property

JAYPEE GREENS Kensington PARK @ SEC 131 / 133, NOIDA

Hurry!! Last Chance to Book Prime Plots
HOT INVESTMENT OPPURTUNITY
STARTING @ 58 LACS*
10% Down Payment Discount
MKT. by **Better Option Propmart**
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Real Estate in India
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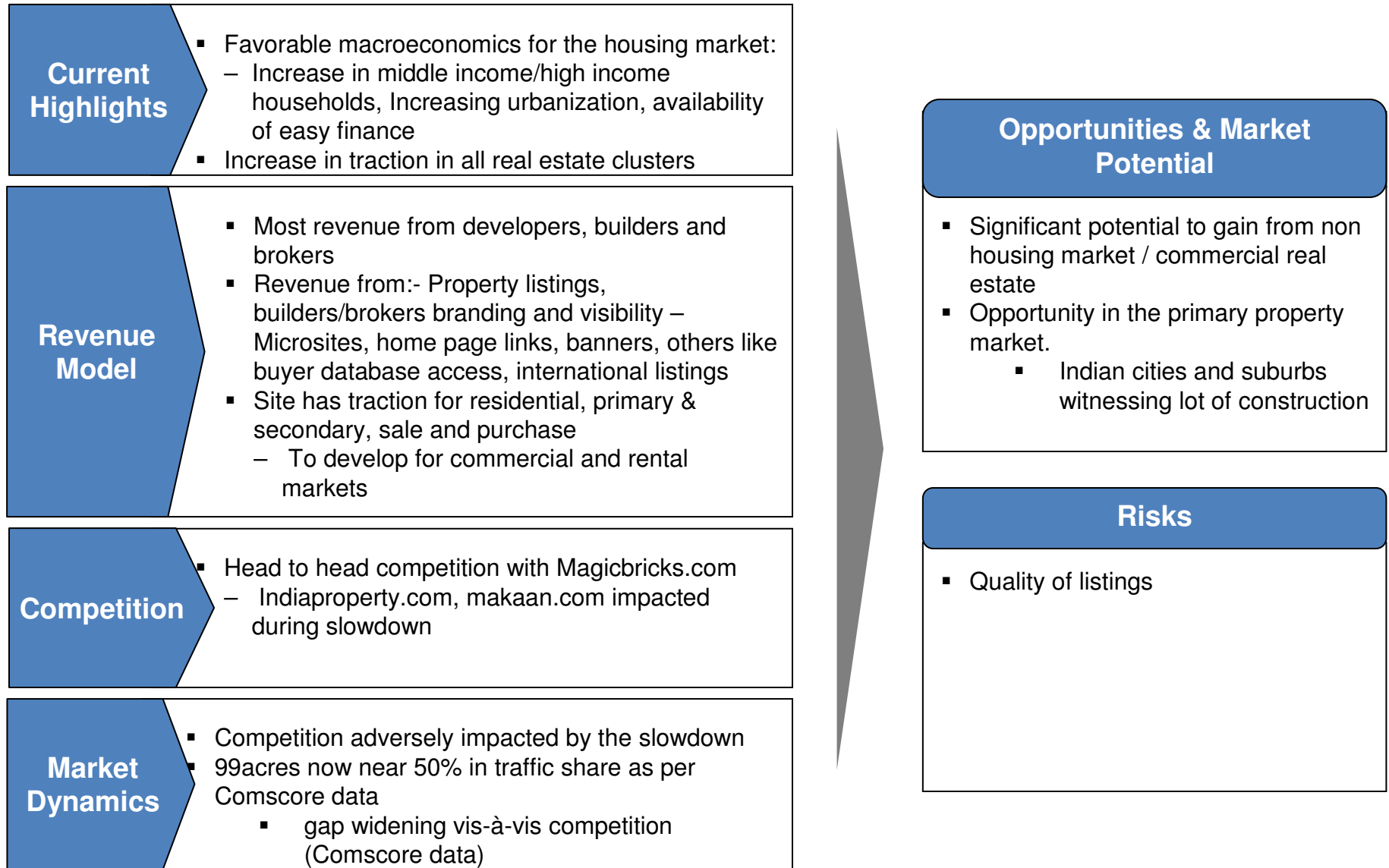
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Jeevansathi.com - Matchmaking
Auknauti - GSA on Career
Eng.com - Professional networking
Shiksha.com - Education Career Info
Policybazaar.com - Insurance India
Meritnation.com - Online Educational Assessment

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Banner Ad
Panels

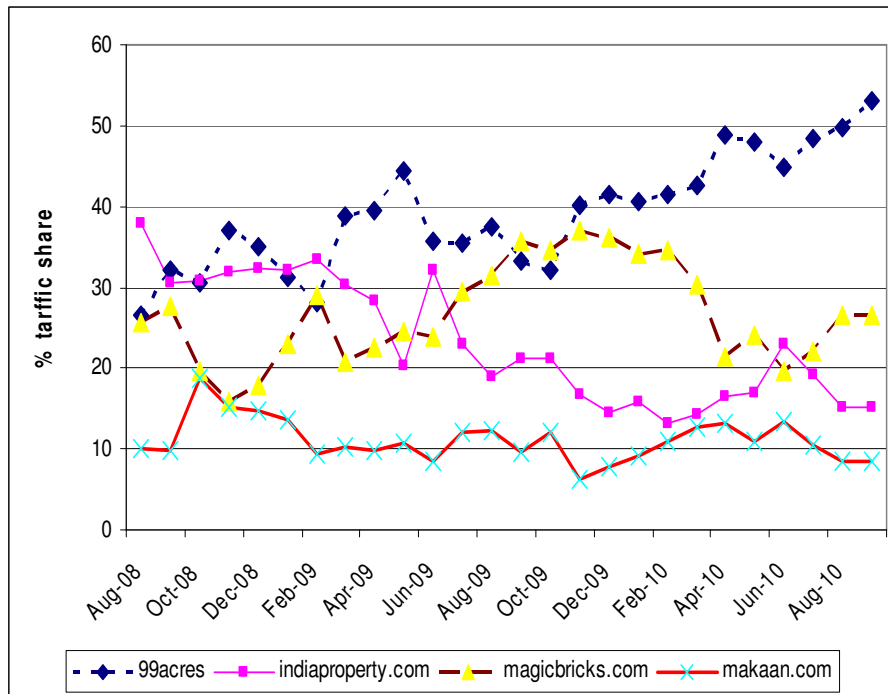
Banner Ad

99acres : Overview

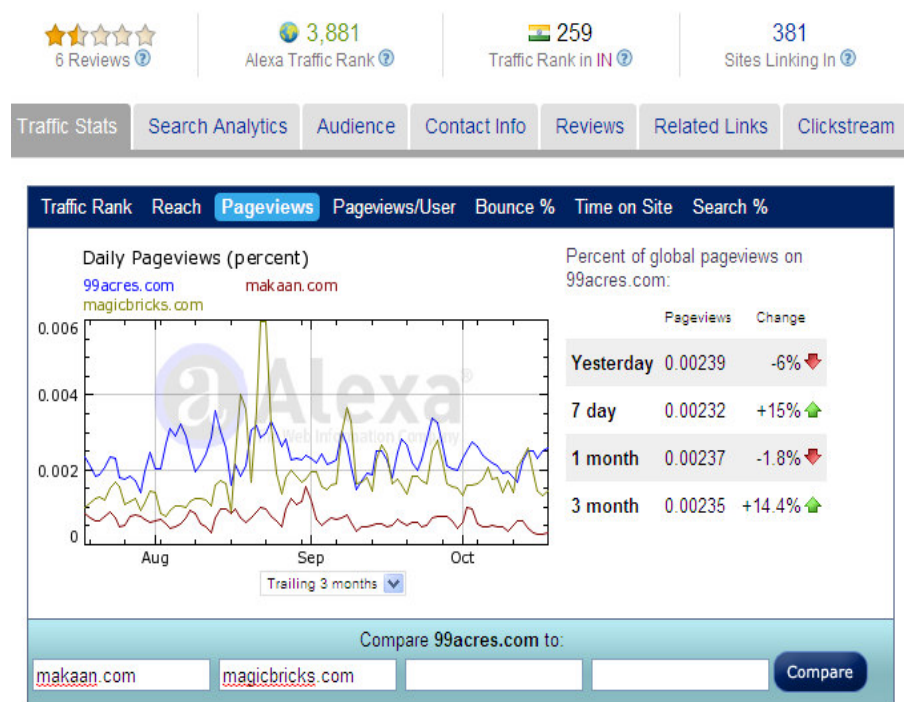


99acres is emerging to be the largest brand in its segment

Traffic Share of various Real estate/ Property sites based on Comscore data



Traffic Share of various Real estate Property sites from Alexa



Highest traffic share amongst all the real estate/ property sites


99acres is currently gaining traffic share

Market drivers


- Rising disposable incomes, financing terms and growing population
- Powerful demographic impetus, infrastructural development, IT/ITES Industry, increasing urbanisation
- Growing economy, increased commercial activity coupled with rising number of business and leisure travelers
- Growing middle class, consumerism, macro economic policy decisions such as allowing FDI

Allcheckdeals.com

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Property deals made Simple & Transparent
a naukri.com venture



starting 3.5 Cr onwards

India : 0999999 8663
1860 500 5559
USA : 1-646-367-2921
UK : 44-208-819-3959

Residential Commercial Corporate Leasing
Refer & Win
Rewards Scheme

Browse New Projects Search Properties on Map (New / Resale)

Gurgaon Noida **Delhi** Mumbai Bangalore Chennai Kolkata Pune
Hyderabad Goa Kochi Chandigarh More Cities ▾

City* Budget* Bedrooms
 Min To Max New Projects only

Refine Results You can select Multiple Options


<p>Locality:</p> <p><input type="checkbox"/> Vasant Vihar (3) <input type="checkbox"/> Shivaji Marg (3) <input type="checkbox"/> Defence Colony (2)</p> <p><input type="checkbox"/> Golf Links (2) <input type="checkbox"/> Subash Nagar (1) <input type="checkbox"/> Civil Lines (1)</p> <p><input type="checkbox"/> Okhla (1) <input type="checkbox"/> NH-24 (1) More Localities ▾</p>	<p>Budget:</p> <p><input type="checkbox"/> 0 - 25 Lac <input type="checkbox"/> 25 - 40 Lac</p> <p><input type="checkbox"/> 40 - 60 Lac <input type="checkbox"/> 60 - 90 Lac</p> <p><input type="checkbox"/> 90 Lac - 1.5 Cr <input type="checkbox"/> > 1.5 Cr</p>	<p>Bedrooms:</p> <p><input type="checkbox"/> 2 BR <input type="checkbox"/> 3 BR</p> <p><input type="checkbox"/> 4 BR <input type="checkbox"/> 5 BR</p> <p><input type="checkbox"/> > 5 BR</p>
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New Residential Projects in Delhi (19)

Showing results for: Locality: All Budget: All Bedroom: All [\[Clear All \]](#)

« Previous **1** 2 Next »


DLF Capital Green - III
Delhi



Location : Shivaji Marg
Plans : 4 Bedroom Apartments


Commonwealth Games Village
Delhi

Hot Deal



Location : National Highway - 24
Plans : 2, 3, 4 & 5 bedroom apartments

Vasant Vihar Builder Floor
Delhi



Location : Vasant Vihar
Plans : 5 Bedroom

Enquiry Form

Thanks for showing your interest in **Delhi**.
Please register in the form below and our Sales Team will contact you shortly.

Name*:

Email*:

EXCLUSIVE PROPERTY EXCLUSIVELY FOR YOU

- Real estate brokerage business
 - A subsidiary of Info Edge India Limited
- Commission based revenue model
 - Determined on transaction value
- Focus on primary residential market
 - Large parts of Indian cities/ suburbs getting built
- Growing middle class and higher disposable income
 - Need for transactional ease
- Closed 755 deals in Q2
- Coverage in 12 cities

Jeevansathi

Search

Jeevansathi.com
Indian Matrimonials - We Match Better

Call us on **1-800-419-6299 (Toll-Free)**

Quick Search: Bride, 21 Yrs to 35 Yrs, Select a Religion, Select a Marital Status, Select a Mother tongue, Select a City/Country, Select a Caste, With photos only **Search**

Existing User - Login Now
Email ID/User ID
Password
 Remember me
Login [Forgot Password?](#)
New User? [Register Now!](#)

1 Register Create your matrimonial profile to receive matches
2 Search By your criteria of Caste, Religion, Manglik status
3 Contact View contact details & contact by mail, Chat, SMS

Register Free

Matched by Jeevansathi.com

Shivali weds VYX1665	Deepa weds Kaushtubh	XVA9874 weds Abhishek	Flavian Quadros weds Savio D'Souza

Advertisement: **Call Chat E-mail Prospective Matches**

JS Home Page

Hi Guest, [Login](#) | [Register](#) [Live Help](#) [Home](#) | [Membership](#) | [Success Stories](#) | [Contact us](#)

Jeevansathi.com
Indian Matrimonials - We Match Better

My Jeevansathi My Contacts My Profile **Membership**

Quick Search: Bride, 21 Yrs to 35 Yrs, Select a Religion, Select a Marital Status, Select a Mother tongue, Select a City/Country, Select a Caste, With photos only **Search**

Membership Options
Choose Service → Choose Payment Mode → Secure Payment

Benefits	Free Member	eVista	Value
Create Profile ,Create Album ,Define Partner Profile , Search and Express Interest	✓	✓	✓
Contact Members	X	✓	✓
View Contact Details of accepted members	X	✓	✓
Send Messages along with your Contact Details	X	✓	✓
Start Online Chat	X	✓	✓
Contact instantly with Direct Calls	X	✓	✓
Let others see your contact details	X	X	✓
Feature in special searches for members with contact details visible	X	X	✓

Services eVista Value

JS Membership Options page

Jeevansathi : Overview

Current Highlights

- The matrimonial market in India is highly fragmented
- It presents a fundamentally large opportunity, unlike the West the dominant form continues to be “arranged” marriages by parental consent

Revenue Model

- Website
 - Free to list
 - Free to search
 - Free to express interest
 - Free to express others expression of interest
 - Pay to get contact details
- Offline centres (14 centres operational)
 - Walk in sales for matching services

Competition

- Shaadi.com leads the market
- Jeevansathi is #3
- Competition with Bharatmatrimony , Simplymarry and lot of small players online.

Market Dynamics

- Online payments can be made only via credit cards – Credit card penetration issue
- The moment user finds a partner, he or she has no reason to visit the site again - One time transaction

Opportunities & Market Potential

- Around 450 million people in India are below the age of 21 – Young Population
- The dominant tradition is that of arranged marriages– Socio-Cultural factors
- Rapid Internet growth and broadband penetration

Risks

- Lot of players entering market with specific focus on communities in India
- More players depend on traditional sources like marriage houses, print and relatives contacts.

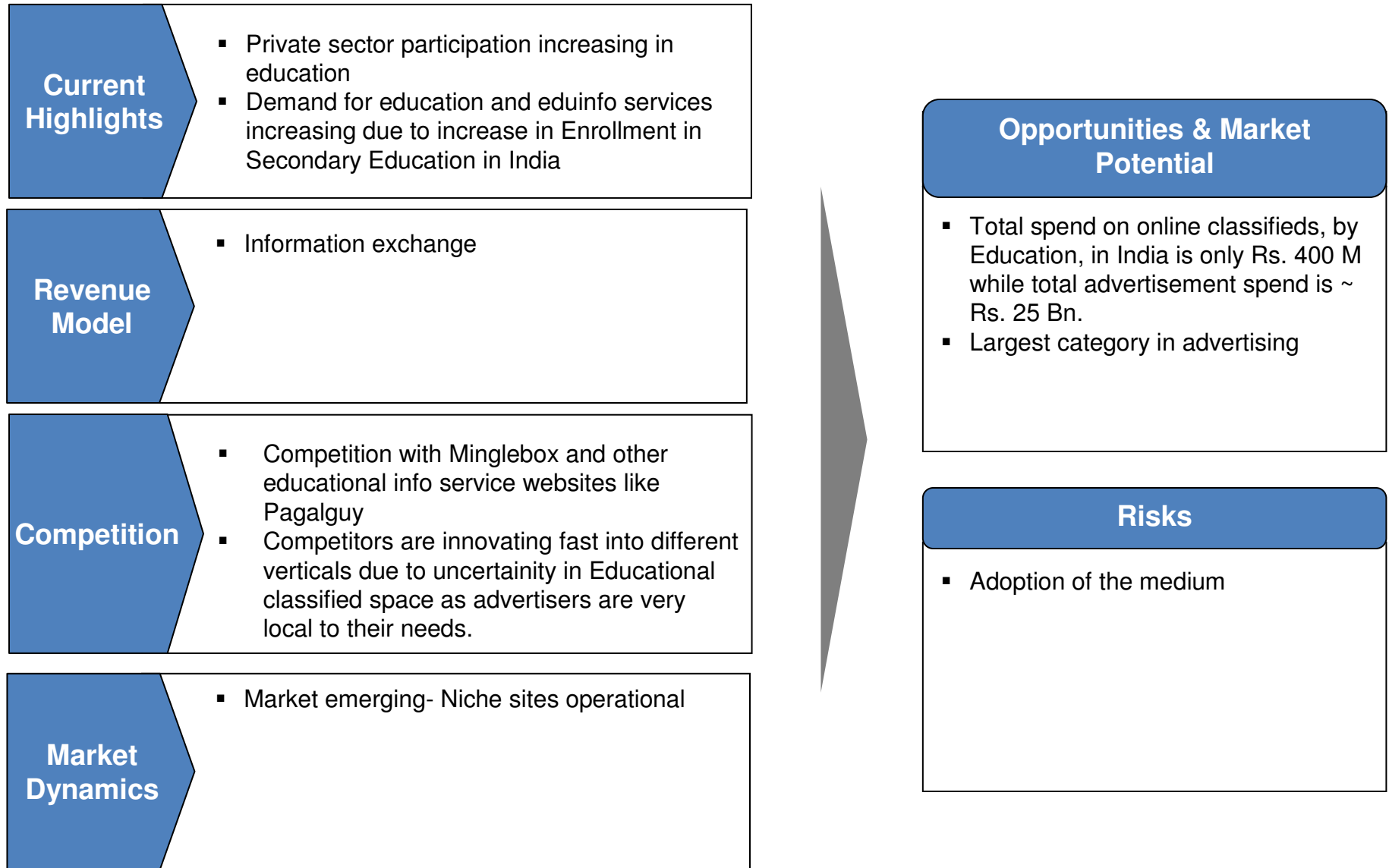
Shiksha

Space for education providers

Banner Ad

The screenshot displays the Shiksha.com website interface. At the top, there is a navigation bar with links for Home, Ask & Answer, Admission Deadlines, Study Abroad, and Career Options. A search bar is prominently featured, with the search term 'fashion designing' and location 'delhi-NCR'. Below the search bar, there are filters for 'Mode of Learning' and 'Course Level'. The search results section shows 'Total 25 Institutes found offering 160 Courses'. One result is highlighted: 'Delhi Institute of Fashion and Technology - New Delhi', which offers 'Fashion Designing' courses. Annotations include arrows pointing to 'courses and institutes here' and 'Banner Ad', and a red circle around the search results.

Shiksha : Overview



Shiksha : Competitive scenario and traffic share

Traffic Comparison between Shiksha and Minglebox, a close competitor

☆☆☆☆☆
(No reviews yet)

🌐 11,981
Alexa Traffic Rank [?](#)

🇮🇳 792
Traffic Rank in IN [?](#)

245
Sites Linking In [?](#)

Key Features of Shiksha

- Launched in May 2008
- Overall 110,000 listings aggregated
- Product feedback encouraging
- Offices in 11 cities

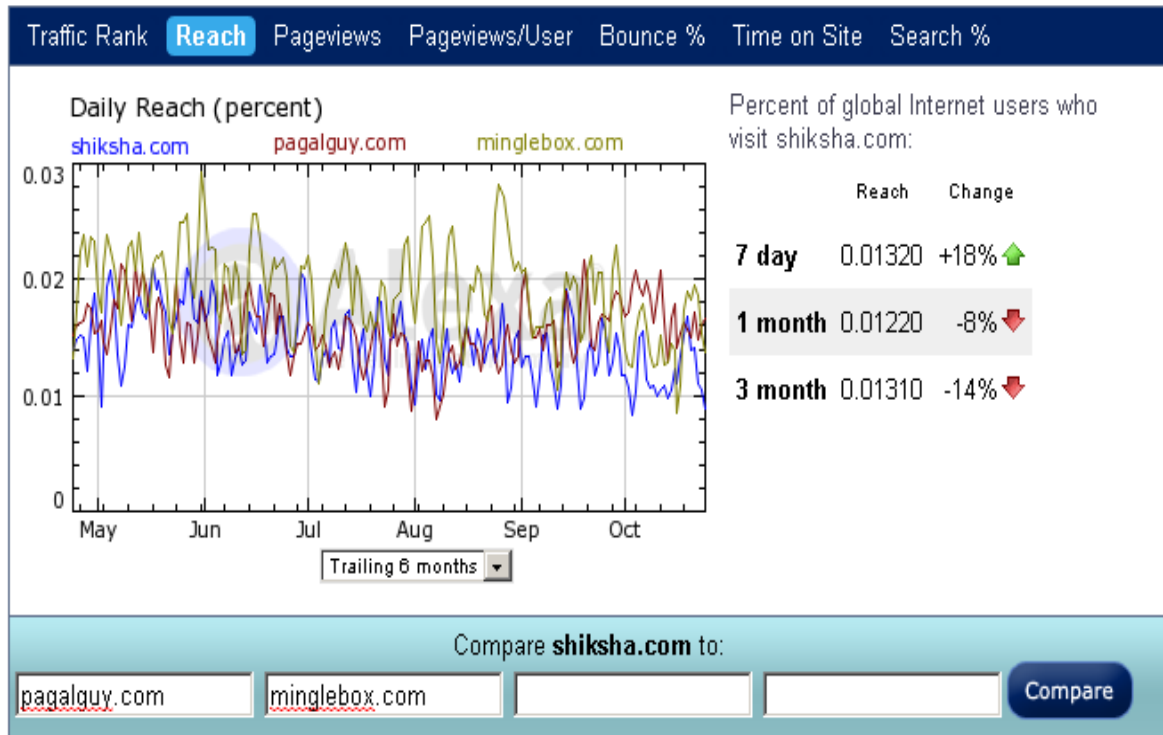
Challenges :

- Large market dominated by Print
- Weekly supplement in English dailies
- Three categories of Advertisers
 - Indian education players (Universities and Institutes)
 - Test Prep and Coaching institutes and
 - Overseas Universities/Colleges targeting Indian Students

Advantages:

- Advertising spend bigger than real estate
- Likely to be affected in current slowdown

Traffic Stats Search Analytics Audience Contact Info Reviews Related Links Clickstream

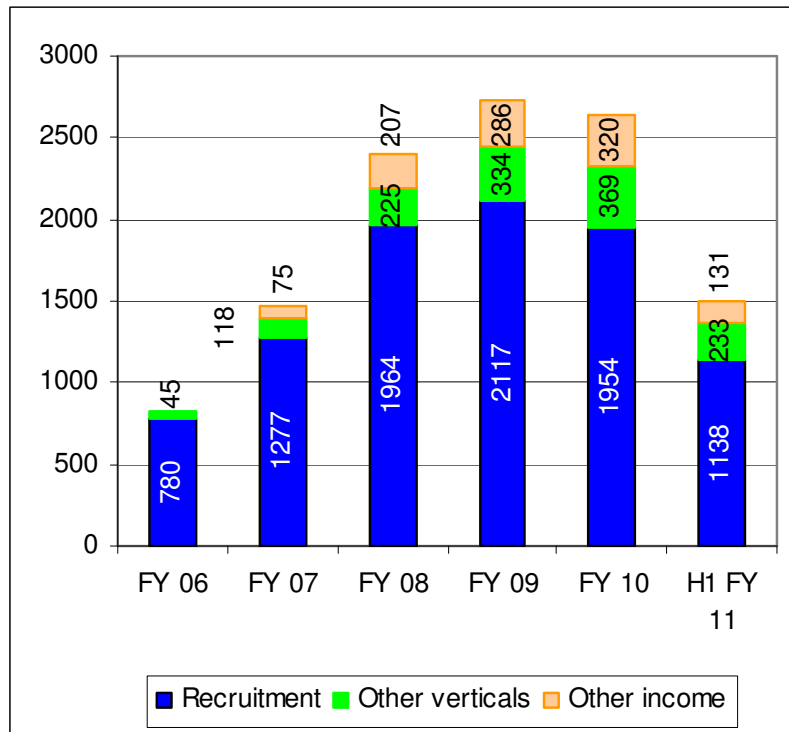


Company Financials

Consistent long-term growth in Revenue / Profitability

Revenue trend

INR Million

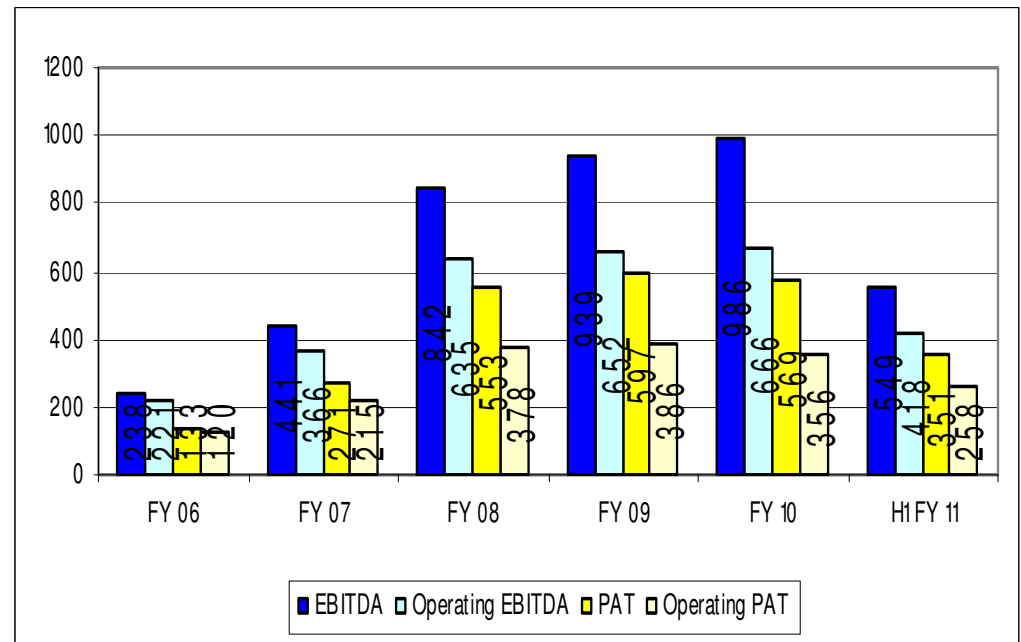


In FY 10 Recruitment was 85% of Operating Revenue and Other Verticals 15%

Other Income is treasury income

Profitability

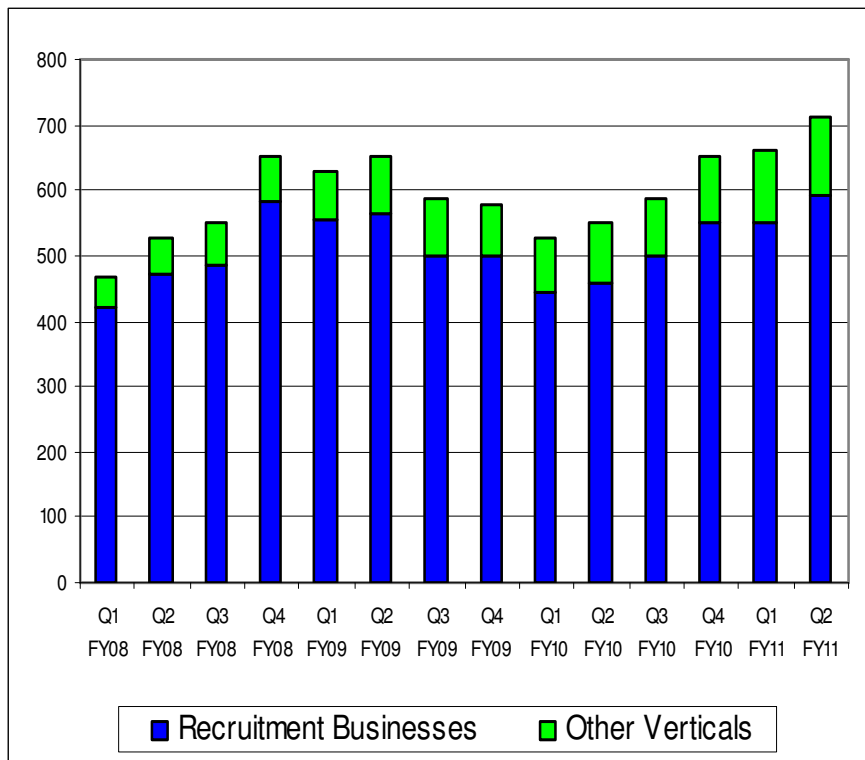
INR Million



Growth momentum interrupted by slowdown; Clear signs of recovery in last 3 quarters

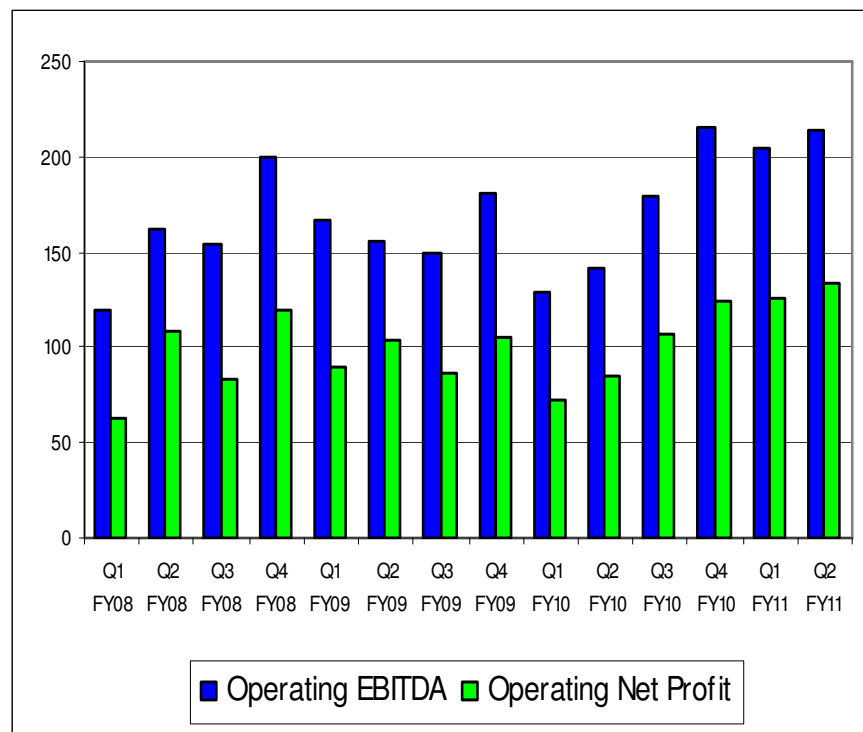
Quarterly Operating Revenue Trend Last 3 Years

INR Million



Quarterly Operating Profitability

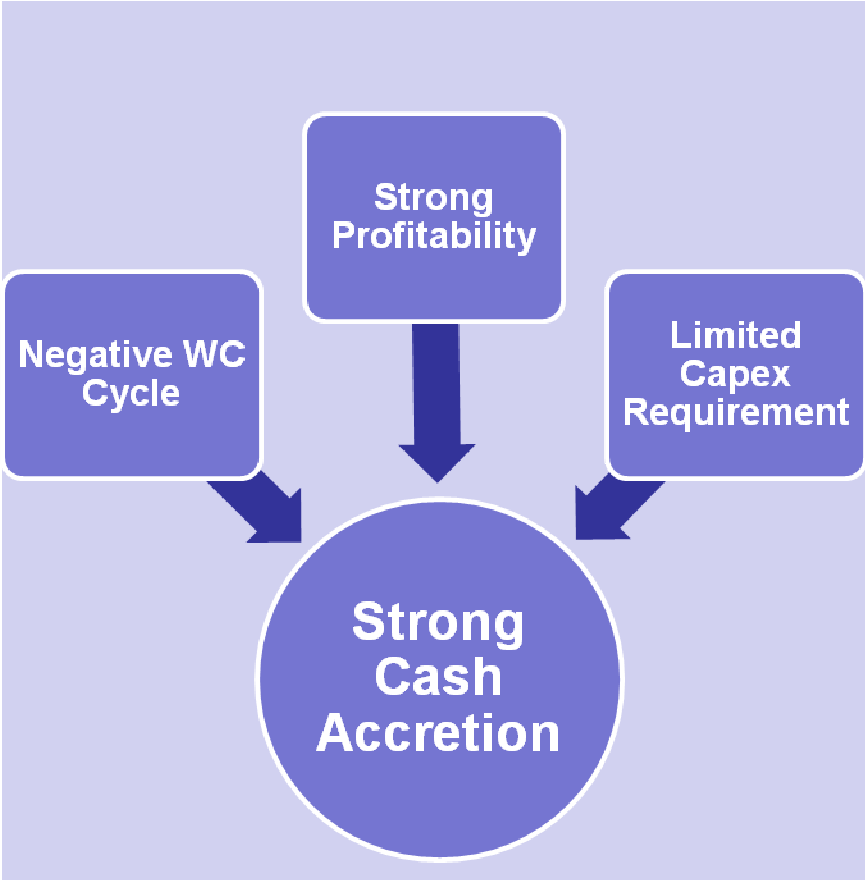
INR Million



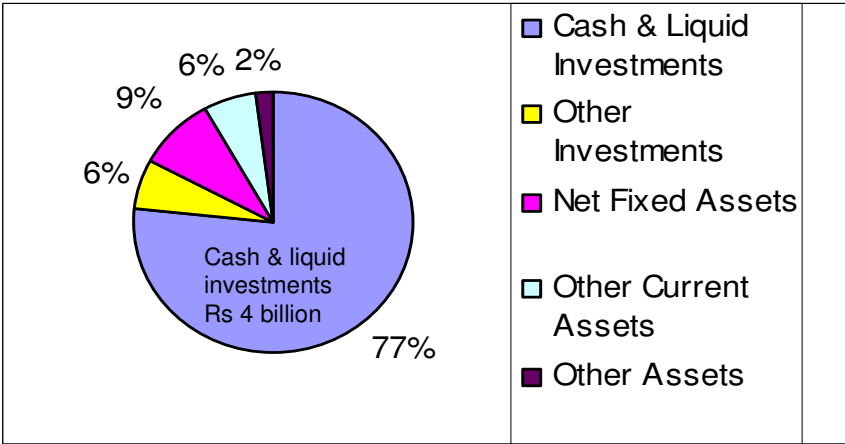
Margins were sustained during the downturn

Info Edge has always maintained a strong balance sheet and strong cash flows

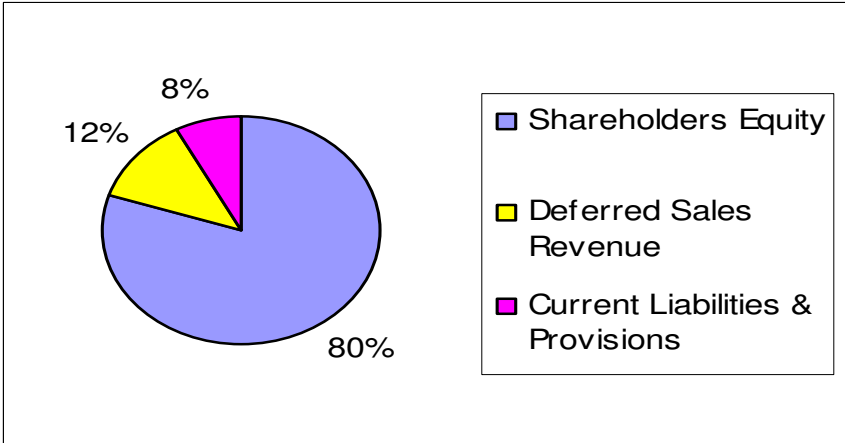
Fixed Cost Model and Profitability has led to a strong cash accretion



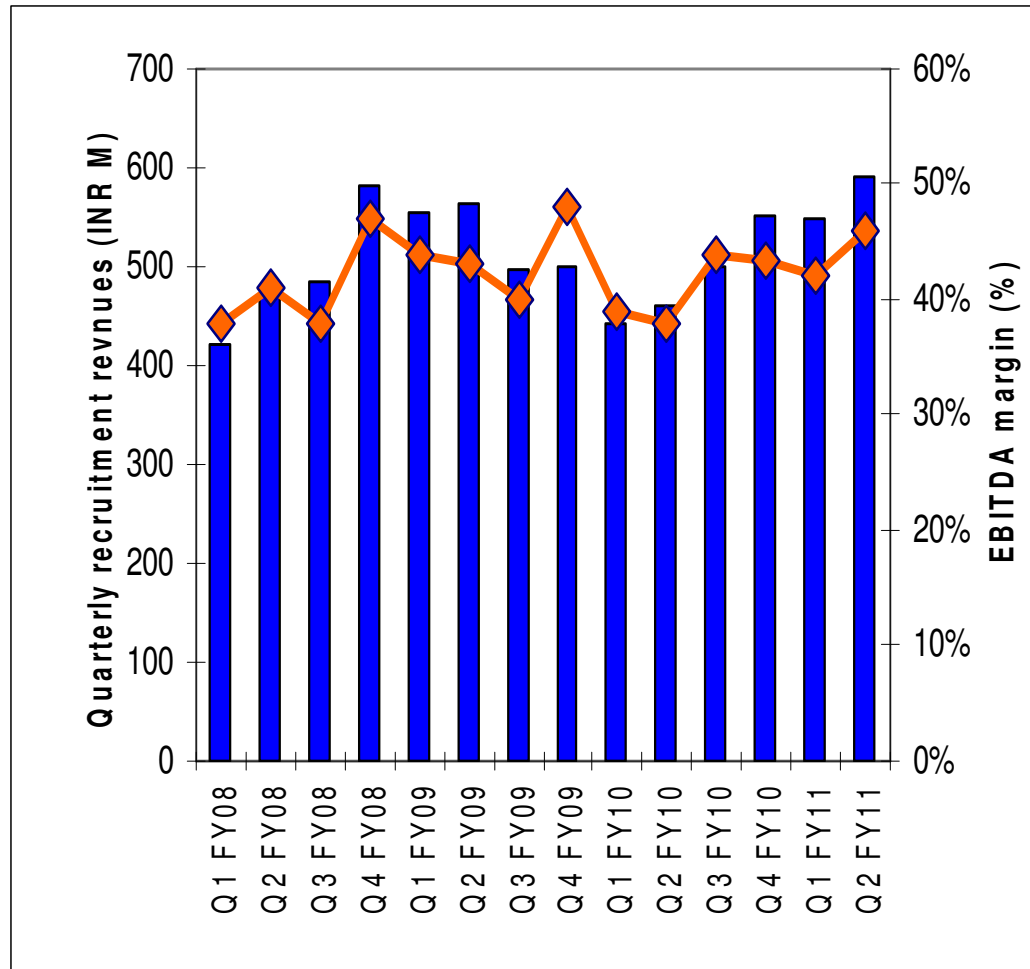
Assets



Liabilities



Recruitment: Profitability to start improving



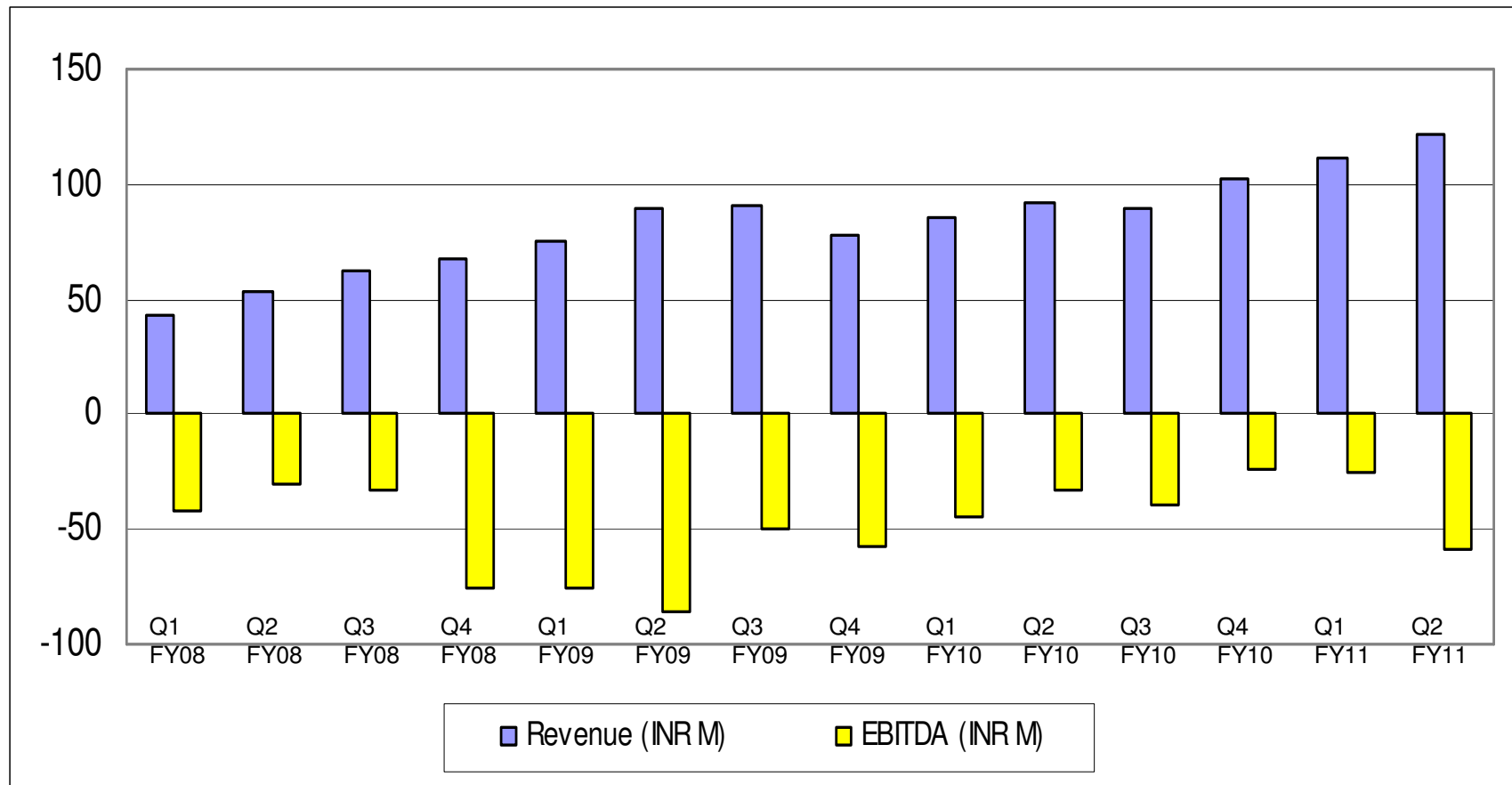
Highlights

- Consistent growth in recruitment revenue for last 4 quarters.
- Revenues & margins impacted by economic slowdown in FY 09.
- Back on growth track in FY 10

Improving financial performance of Non Recruitment Businesses

EBITDA losses reduced in FY10

INR M



Investee Companies

Policybazaar.com

Etechaces

- Currently selling insurance online through [www. policybazaar.com](http://www.policybazaar.com)
 - Loan products added (home, personal, car, education)
- Comparison shopping of financial products
- Experienced Team
- Large market with annuity income
- Propose to invest INR 200 mm, in tranches, for a 49% stake
 - Invested INR 150 mm as on September 30, 2010

Meritnation.com

meritnation
now school is easy

A naukri.com Group Venture

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[Register now!](#)

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can now be yours with
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Register now! **FREE**

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Password*
Email*
Board*
Class*
Mobile*
You are a*
 to [terms & conditions](#)

[Testimonials](#) >> [Why meritnation.com?](#) >> [Blog](#) >>

Applect

- Launched www.meritnation.com
 - Commenced paid services for online educational assessment.
 - Provides free solutions mainly for mathematics and science for standard 6 to 12 of popular curriculum's viz. CBSE and ICSE.
 - Some State Board's curriculum added.

- Team experienced in development of education content, assessment modules and delivery.

- Large addressable market.

- Invested Rs 65 mn for a 40% stake
- Invested Rs 50 million by way of optionally convertible debenture

Foodiebay.com

FOODIEBAY.COM

Delhi/NCR Change Location: Mumbai | Bangalore | Kolkata | Pune

FIND RESTAURANTS BY LOCALITY
Zone: All Subzone: Select zone first Go

OR FIND RESTAURANTS BY CUISINE
Zone: All Cuisine: Select cuisine Go

OR SEARCH BY RESTAURANT NAME / LOCATION / CUISINE
Go

MENU PAGES RESTAURANT SEARCH FOOD GUIDE

Newly Added Restaurants in Delhi/NCR

Chalchitra Cafe, Greater Kailash (G...
Multi Cuisine, Pub
Cost for two: Rs. 1000

Featured Reviews in Delhi/NCR

Chopsticks, Khel Gaon Marg ★★★★★
by Adi, yesterday
Well-Known for its food, it surly satisfies the taste buds.Offers good sea food and surely one

Foodiebay

- Website operational
 - Commenced coverage in Delhi and adding cities like Mumbai, Bangalore etc
 - Revenues from advertising and lead sales

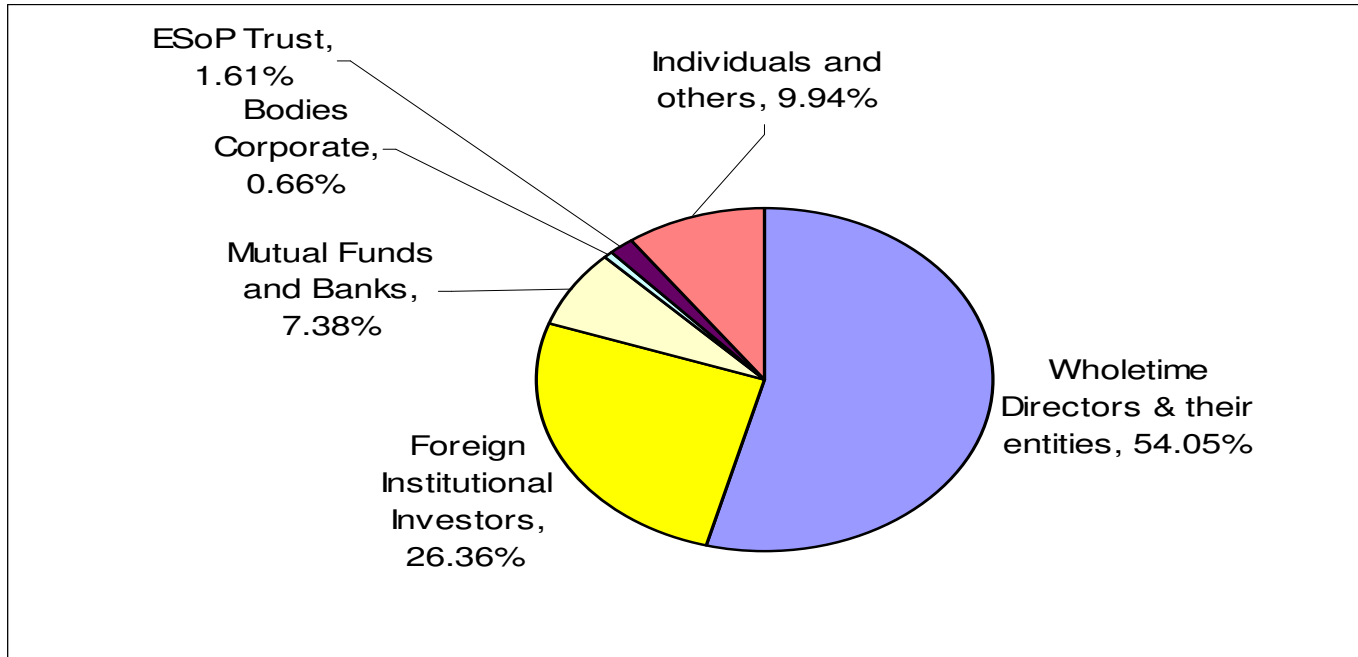
- Experienced team

- Large addressable market

- Committed Rs 47 mn
 - Rs 6 million disbursed

Team and Governance

> 50% share-holding with the Founding management group and ~26% with FIIs



Reliance Mutual Fund	4.68%
Fidelity Funds	4.10%
Equinox	4.07%
Matthews	3.91%
T Rowe Price	2.51%
DSP Blackrock Mutual Fund	2.15%
Acacia Partners	1.03%

Founders committed to growing the company

Total issued and paid up shares of Rs 10 each were 54.59 million as on 30.9.10 (post 1:1 bonus in Sept, 2010)

Board of Directors

Whole time

Sanjeev Bikhchandani (47)

Founder and Executive Vice
Chairman
BA Econ. St. Stephen's.
PGDM IIM-A
Previously with GlaxoSmithKline

Hitesh Oberoi (38)

Managing Director and CEO
B.Tech IIT Delhi,
PGDM IIM-B
Previously with HLL (Unilever)

Ambarish Raghuvanshi (49)

Group President - Finance
and Chief Financial Officer
CA, PGDBM XLRI
Previously with Bank of
America and HSBC

Non Executive

Kapil Kapoor (46)

Chairman & Non Executive
Director

B.A.Econ, PGDM IIM-A

Global COO, Timex Group

Independent

Saurabh Srivastava (64)

Independent Director
B.Tech IIT Kanpur,
M.Sc Harvard
Founder IIS Infotech
(Now Xansa)
NASSCOM, TIE

Arun Duggal (63)

Independent Director
B.Tech IIT Delhi,
PGDM IIM-A
Previously with
Bank of America &
HCL Technologies

Ashish Gupta (43)

Independent Director
B.Tech IIT Kanpur,
Ph.D. Stanford
Partner, Helion Venture
Partners

Naresh Gupta (43)

Independent Director

B Tech IIT Kanpur, Ph.D,
University of Maryland

MD, Adobe India

Bala Deshpande (44)

Independent Director
MA Econ., MMS JBIMS

Sr. MD, New Enterprise
Associates (NEA)

Management Team

- ❖ **Sanjeev Bikhchandani**, 47, **Founder and Executive Vice Chairman**, BA Economics St. Stephens, PGDM IIM-A. Previously with Glaxo Smith Kline. Year of joining 1995
- ❖ **Hitesh Oberoi**, 38, **Managing Director & CEO**, B Tech, IIT Delhi PGDM, IIM-B. Previously with HLL (Unilever). Year of joining 2000
- ❖ **Ambarish Raghuvanshi**, 49, **Group President - Finance and CFO**, CA, PGDBM XLRI, Previously with Bank of America and HSBC. Year of joining 2000
- ❖ **Sudhir Bhargava**, 41, **EVP - Corporate Finance**, BE, MBA, FMS, Delhi University. Previously with HSBC, ICICI Bank. Year of joining 2006
- ❖ **Vivek Khare**, 40, **EVP - Corporate Development**, M. Sc (Physics) IIT – Kanpur, PGDBA-Birla Institute of Management Technology. Year of joining 2000
- ❖ **Shalabh Nigam**, 38, **EVP - Technology - 99acres, Jeevansathi, Shiksha, Brijj**, B Tech, IIT Kanpur. Previously with Baypackets. Joined in 2007
- ❖ **Vibhore Sharma**, 36, **EVP - Technology and Product Development - Naukri, Firstnaukri**, B Sc, IGNOU. Previously with Pioneer. Year of joining 2001
- ❖ **Vineet Singh**, 38, **EVP and Business Head - 99acres, Naurkigulf**, PGDBA – IPM. Previously with Xerox. Year of joining 2000
- ❖ **V Suresh**, 38, **EVP and National Head Sales - Naukri**, BE, Masters in Management, Sathya Sai Institute of Management. Previously with Xerox. Year of joining 2001
- ❖ **Harveen Bedi**, 39, **SVP - Quadrangle**, PGDBA-Birla Institute of Management Technology. Previously with Nestle. Year of joining 2002
- ❖ **Vivek Jain**, 37, **SVP – Analytics and Algorithms**, B Tech, IIT Delhi, PGDM IIM – B. Previously with Isoft, Adobe, IBM, ICICI Securities. Year of joining 2010
- ❖ **Sharmeen Khalid**, 39, **SVP - HR**, MBA, IRMA. Previously with Polaris. Year of joining 2006

Management Team contd.

- ❖ **Rajesh Khetarpal**, 37, **SVP - Finance**, CA. Previously with Bharti. Year of joining 2007
- ❖ **Rohit Manghnani**, 35, **SVP and Business Head - Jeevansathi**, B Com, MBA, FMS, Delhi University. Previously with Home Shop 18. Year of joining 2010
- ❖ **Manoj. P**, 36, **SVP - Sales Naukri**, MBA - Xavier Institute of Management and Technology, Bangalore. Previously with Taal Software. Year of joining 2002
- ❖ **Dinesh Padmanabh Kumar**, 35, **SVP Sales - 99acres**, MBA. Previously with Notre Advtg, Year of joining 2002
- ❖ **Nishant Pandey**, 35, **SVP Product Development - Naukri**, B Tech IIT, MBA ISB. Previously with Schlumberger. Year of joining 2008
- ❖ **Arif Ismail Parker**, 35, **SVP Sales - Naukri**, BA. Previously with ITNation.com. Year of joining 2000
- ❖ **Prakash Sangam**, 34, **SVP and Business Head – Shiksha, Ad Sales and Mobility**, BE, PGDM - IIM C. Previously with Bharti, HLL (Unilever). Year of joining 2008
- ❖ **Deepali Singh**, 37, **SVP - Firstnaukri**, B Sc, LLB, Delhi University, PGDBA, IPM. Previously with Aptech, Year of joining 2000
- ❖ **Sumeet Singh**, 37, **SVP – Marketing, Corporate Communications and Alliances**, BBA, MBA. Previously with CII. Year of joining 2007
- ❖ **Maneesh Upadhaya**, 32, **SVP and Business Head – Resume Services**, B Sc, MBA, FMS, Delhi University. Previously with Bain & Co. Year of joining 2010

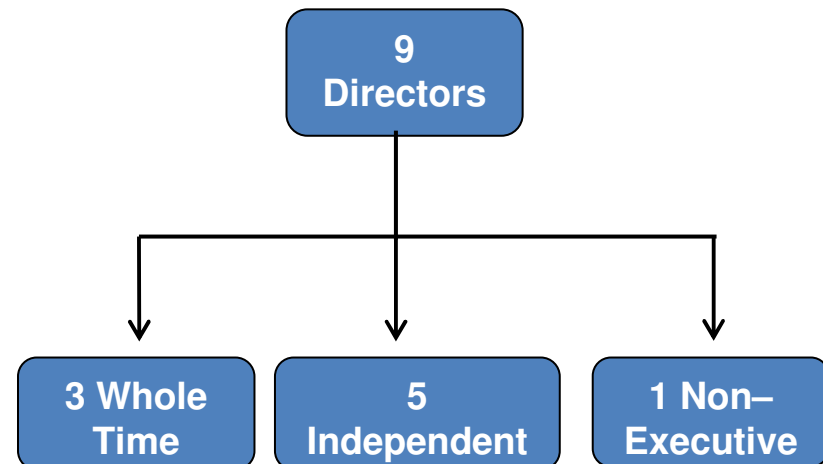
- ❖ **Amit Gupta**, 35, **Company Secretary**, CS, LLB, Previously with Indraprastha Gas Ltd. Year of joining 2006

Corporate Governance

Key Features of Governance

- Separation of Chairman and CEO role.
- Statutory Audit performed by PWC
- Internal audit performed by an external firm
- 5 Independent Directors out of 9 Directors.
- Audit committee comprises of only Independent Directors.
- Disclosure of financial statements viz. balance sheet and cash flow statements every quarter even though not mandatory.

Governance at Info Edge



Investor Relations Contacts

Name	Ambarish Raghuvanshi	Sudhir Bhargava
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