Building a high growth company

Wisdom in hindsight from Naukri.com
India’s largest internet company

- Best known for our flagship brand – naukri.com, India leading job site
- Also running the leading classifieds portals in real estate, education and matrimony
- Business was growing extremely fast till October 2008
- The last twelve months have been challenging but growth is returning now
The History I

• Quit job and became entrepreneur in 1990 at age 27
• Drifted for seven years doing small stuff
• Launched Naukri.com as a small idea within existing company in 1997
• Idea came from a simple observation that turned out to be a deep customer insight
• Naukri got traction almost without trying
The History II

- Put together small team – paid more with equity than salary
- Bootstrapped naukri for 3 years and then raised VC in response to entry of funded competition
- Grew all through the dotcom bust and after
- Listed in India in 2006
- Current Market Cap – USD 400 to 450 mill.
- India’s largest internet company
The idea came from a simple observation

• Why does everybody read Business India backwards?
• Why are there so many head hunters?
• Why are most jobs not advertised?
Build a virtuous circle – and hit a hot button

• The most jobs leads to....
• The most traffic (without advertising) which leads to ...
• The most response which leads to ...
• The most clients which leads to ...
• The most jobs which leads to ....
Building a traffic magnet - content strategy

• Massive aggregation of content (jobs)
• Unique content
• Need to know content not nice to know
• Dynamic content
Pricing was low as we needed to...

- Reduce perceived risk by clients
- Aggregate jobs to jump start virtuous circle
- Sell by direct mail
- Collect money in advance
Two major revenue streams

• Major
  – Job listing and Employer Branding / Visibility
  – Resume Database Access

• Others
  – Job Seeker services
  – Google Ad Sense
  – Advertising other than for jobs
  – Mobile revenues
  – Resume short listing and screening
## Job Listings

### Jobs by Role/Designation

<table>
<thead>
<tr>
<th>Role/Designation</th>
<th>Company</th>
<th>Location</th>
<th>Experience</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Sales</td>
<td>HCL Infosystems Ltd.</td>
<td>Delhi/NCR</td>
<td>5-10 yrs.</td>
<td>Experience in account management, account assessment, selection, profiling, mapping, business development, planning and receivables.</td>
</tr>
<tr>
<td>Institutional Sales</td>
<td>Sesa International Pvt. Ltd./Art Flamenta</td>
<td>Delhi</td>
<td>1-5 yrs.</td>
<td>Sales of Luxury Goods / Paintings to Bluechip Cos. Institutions, Architects, Builders. Independently manage sales to Corporates.</td>
</tr>
</tbody>
</table>

### Additional Links

- Sponsored Links: [Corporate Sales](#), [Free Whitepapers on Partner Development Best Practices](#), [AmazonConsulting.com](#), [ManagePartners](#), [Sales Consulting](#)

- Form Us To Sell a Business: Complete set of contracts to buy & sell a business. Immediate access to partners.
Recruiters Login

Please enter your username & password to access your eApps, Resdex, INSTAhire and/or Job Posting account.

Username
Password
Forgot Username / Password

Submit

New Clients Register here

RESDEX Search Resumes

» Reach over 8 million Job Seekers today.

INSTAhire SMS Candidates

» Innovative recruitment solutions now on mobile.
» Hire the right, relevant candidates instantly through SMS.

Post Jobs

» Over 2 Lakh Jobs attracting the maximum traffic.
» Tie ups with leading publications for increased response.

Manage Resumes

» Manage thousands of resumes and filter out junk in minutes.
» Increase recruiter productivity by 400%.

Recruiter Blogs now

» Speak directly to candidates about your organization and processes.
The Growth

• April 2000
  – 16 people
  – 1 office at home
  – ~ USD 80,000 turnover
  – 5 products
  – 1 server
  – 1 m page views monthly
  – 2000 clients
  – 1 lakh job seekers
  – Just raised first round of VC investment

• September 2009
  – ~ 18.7 mill CVs, 11,500 being added daily
  – ~ 1500 people
  – 52 offices in 34 cities
  – 9 businesses
  – ~ USD 60 m annual sales
  – Over 100 products
  – 61 servers
  – Over 200 m page views monthly
  – Over 34,000 clients
We didn’t start out to create a category

- There was no vision – “If we can get 1000 companies to list one job every month for Rs. 500/- the company grows by 500%”
- Can we do what people are already doing offline a little bit for efficiently and so build a financially viable product
- Vision evolves – and frequently it is what others attribute to successful people in hindsight
We spent the VC investment carefully

• Initially put the money in fixed deposits
• Invested in technology, servers, product development, sales offices and staff
• Did not advertise much in the beginning
• Retained a frugal mindset and compensated senior management with more ESOP than cash
Building the brand slowly

- Brands are not built by advertising alone but by managing all touch points.
- Advertising is merely an accelerator.
- There is no point in spending a fortune to shake a tree if you do not have the wherewithal to gather the fruit that falls.
- Product innovation did more than advertising – but we finally advertised.
What I know now

• Solve an unsolved problem and address a scalable opportunity
• Talk to customers – great businesses are usually built on deep customer insights
• Focus – go deep and narrow. Be the best in the world at one thing
• The best kept secret of most market leaders is early mover
• Improve continuously – you don’t have to build a Taj Mahal on Day 1
• Build great teams and share the wealth
• Get lucky
Building great teams

- I am merely the public face of the company – others have done more than me
- You cannot build a valuable high growth business without great leadership at every level in the company
- You have to personally be a magnet for talent – the kind of person who people want to work with
Building great teams

• Set the bar for quality real high when hiring
• Recruit believers - missionaries not mercenaries
• Empower and have a high tolerance for dissent
• Share the wealth and pay for performance
• Constantly communicate
• Be a friend, mentor, coach and only then a professional colleague
• Punish lack of commitment and poor learning ability - not failure
• Reward innovation
The DNA of scalability I

• Is the market potential large
• Are you early mover, do you have demonstrable relevant product superiority
• What is the nature of your offering, business model, delivery / production method – product vs. service, standardised vs. customised, self service vs. high touch, assembly line or batch process or job shop, does it scale proportionately with head count, is the revenue model one time, annual, pay per use, do you need many offices etc. etc.
The DNA of scalability II

• Are you likely to create dependency among customers
• Do you benefit from positive network effects, pricing power, creation of IP, a virtuous cycle, economies of scale
• Finally – do you have the team that can build and run all this
sanjeev@naukri.com

http://bikhchandani.blogspot.com
Info Edge (India) Ltd.
India’s Online Classifieds 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, 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 resales of these equity shares."

All figures mentioned are as on June 30, 2009 or for the quarter ended June 30, 2009 unless indicated otherwise.
Q1 FY10 means the period April 1, 2009 to June 30, 2009
FY10 or FY 09-10 or FY 2010 means the Financial Year starting April 1, 2009 and ending March 31, 2010
INR mm means Indian Rupees in million
mm means million
The company

- India’s leading internet classifieds company
- Bouquet of leading websites
  - Recruitment: Naukri, Naukrigulf, Asknaukri, Brijj, Firstnaukri
  - Real estate: 99acres, Allcheckdeals
  - Matrimonial: Jeevansathhi
  - Education: Shiksha
- Rapid growth historically *(growth currently impacted by slowdown)*
  - Revenue grew from INR 38 mm in FY02 to INR 2,737 mm in FY09
  - Profitable since FY03
  - Cash in bank fixed deposits and debt mutual funds ~ INR 3,309 mm (as on June 30, 2009)
  - Negligible debt
- VC funding in 2000 and public listing in India in 2006
- 53 offices in 34 cities in India + 2 in Dubai + 1 each in Bahrain & Riyadh
- 1,562 employees (~ 1,164 in sales)
Our businesses

Info Edge

Recruitment & Careers
- Launch in March 1997
- 83.6% of company's net sales in Q1 FY10 vs 88.2% in FY 09
- No. 1 job portal in India – more than 50% share of page views among top 3 job sites
- 17.6 mm resumes, 12,000 added daily in Q1 FY10
- About 65,000 job listings, 17,700 clients in Q1 FY10
- Quadrangle in offline recruitment services

Real Estate
- Launch in Sept 2005
- Leader in emerging online market
- Over 271,000 listings (241,000 paid)
- Pan India listings covering over 25 cities
- Quadrangle in offline brokerage services

Matrimonials
- Acquired in September 2004
- No. 3 matrimony website in India
- 3.1 mm profiles ever registered
- Av. 1,860 profiles added daily in Q1 FY10

Education
- Launch in May 2008
- To be the hub for educational classifieds
- Large market
  - Advertising
  - Lead generation
- Some initial revenue traction
Our team

Sanjeev Bikhchandani (46)
Managing Director and CEO
BA Econ. St. Stephen’s. PGDM IIM-A
Previously with Glaxo SmithKline

Ambarish Raghuvanshi (47)
Whole Time Director and Chief Financial Officer
CA, PGDBM XLRI
Previously with Bank of America & HSBC

Hitesh Oberoi (37)
Whole Time Director and Chief Operating Officer
B.Tech IIT - Delhi, PGDM IIM-B
Previously with HLL (Unilever)

Vivek Khare (38)
Sr. VP - Jeevansathi
M.Sc (Physics) IIT - Kanpur, PGDBA, Birla Institute of Management Technology
Previously with Pioneer

Shalabh Nigam (37)
Sr. VP - Technology – Brij, Shiksha, 99acres
B Tech IIT - Kanpur
Previously with Baypackets

Vibhore Sharma (35)
Sr. VP – Technology – Naukri, Firstnaukri
B.Sc IGNOU
Previously with Pioneer

Sharmeen Khalid (38)
Sr. VP – Human Resources
MBA IRMA
Previously with Polaris

Vineet Singh (37)
Sr. VP – 99acres, Naukrigulf
PGDBA, IPM
Previously with Xerox

Deepali Singh (35)
Sr. VP – Firstnaukri
Bachelor of Science, Law Degree, Delhi University. PGDBA, IPM
Previously with Aptech

V.Suresh (37)
Sr. VP – Naukri
B.E. (Instr. and Control). Masters in Mgmt, Sathya Sai Institute of Management. Previously with Xerox
Recruitment classifieds and services
Naukri, Quadrangle, Naukrigulf
Asknaukri, Brijj, Firstnaukri
The recruitment market

- Over 330 universities and 17,600 colleges
- Over 3 mm graduates every year
- Over 120,000 IT professionals every year
- Over 1 mm employed by IT & ITES
- 35 cities > 1 mm population

Naukri is the hub
Market currently impacted by slowdown.
Job search is popular

Source: Juxtconsult’s India Online 2009 Report, Sample size ~ 28,000 households

Job Search the second most popular activity of Internet Users
Two major revenue streams

• Major
  – Job listing and Employer Branding / Visibility
  – Resume Database Access

• Others
  – Job Seeker services
  – Google Ad Sense
  – Advertising other than for jobs
  – Mobile revenues
  – Resume short listing and screening
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<th>Banner Ad</th>
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</table>

**Banner Ad**

**Panels**

**Job Seeker Services**

**Mobile Revenues**
Strategy – strengthen virtuous circle

Naukri.com benefiting from a virtuous cycle

- We’ve got the most jobs
- So we get the most response
- So we get the most traffic
- So we get the most clients

Imperatives

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

We've got the most jobs

So we get the most response

So we get the most traffic

So we get the most clients

Info Edge India
India’s Online Classifieds Company
Competitive activity resulted in market expansion

- **Online**
  - Monsterindia and Jobsahead
  - Timesjobs – from Times of India, India’s leading newspaper group
  - Others – Jobstreet, Clickjobs, Ndtvjobs, Shine

- **Print**
  - Times of India, Hindustan Times, Hindu, others

- **Recruitment consultants and search firms**
  - Highly fragmented
  - Many are our clients
Coping with slowdown

• Improved sales force efficiency
• Utilize telesales more effectively
• Product innovation
• Better marketing / focused ad spend
• Gradually bringing head count down
• Cost control continues
Quadrangle

Quadraingle

About us  Our leadership team  Recent Assignments  Our Offices  Job Opportunities  Careers with Quadrangle

Executive Search

Management Search

IT Search

International Search

KPO/BPO

WELCOME TO QUADRANGLE
India’s Leading Executive Search and Selection Firm

Quadrangle provides expert and innovative recruitment services to leading global and Indian organizations through its network of offices in major cities across India.

We have been servicing executive talent requirements of corporate clients across the globe for over a decade now. With highly qualified recruitment professionals in every industry and virtually every functional discipline, we provide global clients with high-quality, seamless service. We have built and sustained a reputation of excellence in all our verticals - executive search, management search, IT search, international search and KPO/BPO vertical. Read more..

The Quadrangle Brand
Quadrangle’s logo is synonymous to the philosophy of our

TESTIMONIALS

OLAM

We are delighted that team Quadrangle has been accomplishing our Mission Critical Requirements at global scale & locations, fully up to our expectations. I wish them Higher Grounds

Michael Joseph
Head - Resourcing
Olam International Ltd.

Offline head hunting business. Success based revenue model.
Asknaukri

A career guidance site. To develop a repository of questions and answers.
Brijj

A professional networking site with about 2 mm registrations.
Real estate
99acres, Allcheckdeals
Surge in demand during 2004 to 2007 for real estate

**Market characteristics**

- 2003: 181 mm Hhlds
  - 131 Rich; >US$4,675pa
  - 46 Aspirers; US$975–4,675 pa
  - 3 Strivers; <US$975pa

- 2013: 231 mm Hhlds
  - 124 Rich; >US$4,675pa
  - 11 Aspirers; US$975–4,675 pa
  - 96 Strivers; <US$975pa

**Reasons for boom**

- Home ownership valued in India
- Increasing incomes
- Growing middle class
- Nuclear families
- Urbanization
- Easier home finance
- Supply creation with aggressive marketing

Source: Registrar General of India; RBI, NCAER.
Revenue streams

• Most revenue from developers, builders and brokers

• Site has traction for residential, primary & secondary, sale and purchase
  – To develop for commercial and rental markets

• Revenue from
  – Property listings
  – Builders/Brokers Branding & Visibility – Microsites, home page links, banners
  – Others – buyer database access
  – International listings
24

Banner Ads

Panels

Buyer Database
Competition

• Online
  – Magicbricks, Indiaproperty, makaan

• Print
  – Times of India, Hindustan Times, Hindu, others

• Other mass media – TV, Radio, Outdoor

• Real estate brokers
  – Large population, highly fragmented, no license requirements, unregulated
  – Many are our clients
Coping with slowdown

• Growth impacted due to market conditions
  – Some traction in economy housing segment
• Continue to reach out to builders/developers/brokers
  – They are working harder to get customers
  – Internet a cost effective media
    • More evangelizing needed
• Product innovation
  – Improved display of results
  – SEO
• Site revamp
• Investment to continue through the slowdown
  – Emerge stronger when market rebounds
  – Increase in traffic share as competition is severely impacted
Broking services. Success based revenue model. Over 300 transactions closed in Q1 FY 10
Matrimonial classifieds & services
Jeevansathi
Large market with many segments

- Over 300 mm people estimated to be in 10 to 30 years age bracket over next 10 years
  - A steady growth market

- Urbanization and increased economic activity
  - increased mobility of work force
  - nuclear families
  - breakdown of traditional networks

- Arranged marriages are mostly within castes and communities

- Important to segment the market and focus
  - A discovery led process

- Improve reach through Jeevansathis Match Points
  - Outlets in select cities
Revenue model

Website
• Free to list
• Free to search
• Free to express interest
• Free to accept others expression of interest
• Pay to get contact details

Offline centres (14 centres operational)
• Walk in sales for matching services
Key metrics

Website

• Daily profile acquisition rate
• Cost per profile acquired
• Percentage conversion from free to paid
• Average bill per paying customer
• Important to nudge key metrics in the right direction through smart brand building and superior product experience

Offline centres (Jeevansathithi Matchpoint)

• Footfall
• Monetisation
Competition

• Online players
  – Shaadi, Bharatmatrimony, Simplymarrry
  – Offline centres

• Print classifieds
  – Times of India, Hindustan Times, others

• Marriage Bureaus and matchmakers
  – Community focused, fragmented, unorganized, geographically constrained
Education
Shiksha
Educational classifieds

- www.shiksha.com launched May, 2008
- Over 85,000 listings aggregated
- Product feedback encouraging
- Market receptive
  - Offices in 15 cities
- Large market dominated by print
  - One of the weekly supplements 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
- Spend on TV, radio and outdoor increasing
- Advertising spend bigger than real estate
  - likely to be less affected in current slowdown
Coping with the slowdown

• A startup business
  – Investment to continue in
    • Sales force
    • Product
  – Key deliverables
    • Traffic share
    • Customer acquisition
    • Consumer experience
Investee Companies
Applect

• Launched www.meritnation.com
  – Commenced paid services for online educational assessment
  – Also providing free solutions for mathematics and science for standard 6 to 12 of a popular curriculum (CBSE) and 6 to 8 for another (ICSE)

• Large addressable market
• Experienced team
• Propose to invest INR 65 mm, in tranches, for a 40% stake
  – Invested ~ INR 39 mn as on June 30, 2009
Etechaces

- Comparison shopping of financial products
- Currently selling insurance online through www.policybazaar.com
  - Loan products added (home, personal, car, education)
- Experienced team
- Large market with annuity income
- Propose to invest INR 200 mm, in tranches, for a 49% stake
  - Invested INR 60 mm as on June 30, 2009
"Your service is great and I loved the convenience value"

Yasun Bhatia, Hyderabad

**INSURANCE**
- Car Insurance
- Health Insurance
- Life Insurance
- Travel Insurance
- Corporate Insurance

**LOANS**
- Home Loans
- Personal Loans
- Car Loans
- Education Loans
- Loans Against Property

**PRODUCT OF THE MONTH**

**SPECIAL OFFERS**

---

PolicyBazaar.com, Your one stop shop for all insurance related services

Whether you are looking for free insurance quotes for Car Insurance, Health Insurance or Mediclaim Insurance, Life Insurance, Travel Insurance or information on these products, PolicyBazaar is your one stop destination for a variety of free, reliable and cheapest insurance quotes.

Compare Insurance Quotes with PolicyBazaar

Save up to 40% on your insurance premiums by comparing insurance quotes from all the leading insurance companies. Just follow 3 steps to get the cheapest and best insurance.

1. Enter your details, 2 minutes to enter basic details required for insurance quotes. No irrelevant questions asked.
2. Compare. Get free quotes and product features from all the leading insurance companies. Choose the best suitable cover.
3. Buy Online. Instant Purchase with complete transparency, no extra or hidden charges. Buy with confidence.

Simple & Smart. You will be saving time and money, you will get the same cheap insurance quotes if you went directly to insurers. Our service is absolutely free to use. Why go anywhere else?
Studyplaces

• Online education information site
• Large addressable market
  – Education a path for upward mobility
• Experienced promoter
• Invested INR ~ 40 mn for a minority stake
Governance
# Board of Directors

<table>
<thead>
<tr>
<th>Independent</th>
<th>Non Executive</th>
<th>Whole time</th>
</tr>
</thead>
</table>
| **Saurabh Srivastava (63)**  
Indepedent Director  
B.Tech IIT Kanpur, M.Sc Harvard  
Founder IIS Infotech (Now Xansa), NASSCOM, TIE | **Kapil Kapoor (44)**  
Chairman & Non-Executive Director  
B.A.Econ, PGDM IIM-A  
MD Timex Group India Ltd. | **Sanjeev Bikhchandani (46)**  
Managing Director and CEO  
BA Econ. St. Stephen’s, PGDM IIM-A  
Previously with Glaxo SmithKline |
| **Arun Duggal (62)**  
Independent Director  
B.Tech IIT Delhi, PGDM IIM-A  
Previously with Bank of America & HCL Technologies | **Naresh Gupta (42)**  
Independent Director  
B.Tech IIT Kanpur, Ph. D  
MD Adobe India | **Hitesh Oberoi (37)**  
Whole Time Director and Chief Operating Officer  
B.Tech IIT Delhi, PGDM IIM-B  
Previously with HLL (Unilever) |
| **Ashish Gupta (42)**  
Independent Director  
B.Tech IIT Kanpur, Ph.D. Stanford  
Partner, Helion Venture Partners | **Sandeep Murthy (32)**  
Non-Executive Director  
M.B.A. Wharton School  
Nominee KPCB and Sherpalo | **Ambarish Raghuvanshi (47)**  
Whole Time Director and Chief Financial Officer  
CA, PGDBM XLRI  
Previously with Bank of America & HSBC |
| **Bala Deshpande (43)**  
Independent Director  
MA Econ.,MMS JBIMS  
New Enterprise Associates (NEA) | | |
Corporate Governance

• Separation of Chairman and CEO role
• Five independent Director’s out of a total of ten
• Disclosure of balance sheet and cash flow statements every quarter even though not mandatory
• Internal audit performed by an external firm
• Audit Committee comprises Independent Directors only
Financials
Financial performance

Revenues

Q1 FY 10 over Q1 FY 09: 7.75% decline in revenue and 16.19% decline in net sales
Financial performance – Other verticals (mainly Jeevansathi and 99acres)

Revenues

Figures in INR mm

Q1 FY 10 vs Q1 FY 09 growth of 15%
Financial performance

**EBITDA**

- Figures in INR mm

**Net Profit**

- Figures in INR mm

### Change YoY

<table>
<thead>
<tr>
<th></th>
<th>Q1 FY10</th>
<th>Q1 FY09</th>
<th>Change YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating EBITDA</td>
<td>128.8</td>
<td>167.3</td>
<td>-23.0%</td>
</tr>
<tr>
<td>Operating EBITDA margin</td>
<td>24.3%</td>
<td>26.5%</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Operating PAT</td>
<td>73.1</td>
<td>96.7</td>
<td>-24.4%</td>
</tr>
<tr>
<td>Operating PAT margin</td>
<td>13.8%</td>
<td>15.3%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>EBITDA Loss in other verticals</td>
<td>-44.2</td>
<td>-76.2</td>
<td>42.0%</td>
</tr>
</tbody>
</table>
Balance sheet
(as on 30.06.09)

Liabilities
- Share capital
- ESOP o/s amount
- Reserves and surplus
- Secured loans
- Deferred sales revenue
- Other current liabilities+provisions

Assets
- Net block + CWIP
- Capital advances
- Deferred tax asset
- Investments
- Cash and bank balance
- Other current assets
- Advance recoverable from ESOP Trust

Balance sheet size as of 30.06.2009 ~ INR 4,181 mm
Fixed deposits in banks and debt mutual funds ~ INR 3,309 mm (excluding accrued interest on fixed deposits in banks of Rs 135 mm)
Shareholding pattern
(as on 30.06.09)

Wholetime Directors, 54.15%

Foreign Institutional Investors, 25.52%

Mutual funds and banks, 1.78%

Bodies Corporate, 0.19%

Overseas Corporate Bodies, 4.09%

ESOP Trust, 2.25%

Individuals and others, 12.02%

Fidelity Funds 6.19%
Equinox 4.99%
KPCB and Sherpalo 4.09%
T Rowe Price 3.26%
Matthews 2.08%
Norges Bank Govt Petroleum Fund 1.38%
Acacia Partners 1.03%

Total issued and paid up shares of Rs 10 each were 27.29 mm as on 30.06.09
Update Q1 FY 10
Recruitment solutions

<table>
<thead>
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<th>Q1 FY10</th>
<th>Q1 FY09</th>
<th>Change YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales from Recruitment</td>
<td>443</td>
<td>556</td>
<td>-20%</td>
</tr>
<tr>
<td>% to Company Net Sales</td>
<td>83.6%</td>
<td>88.2%</td>
<td>-4.4%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>173</td>
<td>243</td>
<td>-29%</td>
</tr>
<tr>
<td>EBITDA margin Recruitment</td>
<td>39.1%</td>
<td>43.7%</td>
<td>-4.7%</td>
</tr>
</tbody>
</table>

- EBITDA margin in Naukri declined from 47.1% in Q1 FY 09 to 41.8% in Q1 FY 10
- **Jobspeak**, an index of job listings added on Naukri.com, increased 1.3% in July 09 to 727 over 718 in June 09 (664 in May, 09)
Survey of recruiters conducted by Info Edge India Limited in December 2008 (sample size of 1600) and May/June 2009 (922) on hiring outlook for calendar year 2009.
Naukri Jobspeak Index is an index of job listings added to the site by recruiters who are clients of www.naukri.com
• Hiring by companies has been affected as economic environment has become tougher
  – Growth indexed to GDP growth rates
  – Decreasing recruitment revenue from IT clients
  – Growth from other sectors also continues to be impacted
• Work on algorithms and product bearing results
  – Encouraging response
  – Increased traction
• Competitive pressure continues
  – Competition likely impacted more

<table>
<thead>
<tr>
<th></th>
<th>Q1 FY10</th>
<th>Q1 FY09</th>
<th>Change YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of resumes in mm</td>
<td>17.6</td>
<td>14</td>
<td>26%</td>
</tr>
<tr>
<td>No. of resumes added daily in '000</td>
<td>12</td>
<td>17</td>
<td>-29%</td>
</tr>
<tr>
<td>No. of resumes modified daily in '000</td>
<td>49</td>
<td>44</td>
<td>11%</td>
</tr>
<tr>
<td>No. of corporate customers in '000</td>
<td>17.7</td>
<td>18.5</td>
<td>-4%</td>
</tr>
</tbody>
</table>
The slowdown is an opportunity

- Embrace the slowdown to emerge from it in a stronger competitive position
  - Continue to invest in technology
  - Product innovation
  - Operating metrics up - traffic share, applications, resume’s

- Greater efficiencies from the sales system

- Strong balance sheet lends vital support
  - Potential to maximise advertising benefit

- Competition is severely challenged
Naukri traffic share (%)
Naukri traffic share

Source: www.alexa.com
Naukri traffic share

Source: http://trends.google.com/
Naukrigulf

• 1 office each in Riyadh & Bahrain and 2 in Dubai
• Slowdown has set in
Other verticals (mainly 99acres & Jeevansathi)

<table>
<thead>
<tr>
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<th>Q1 FY10</th>
<th>Q1 FY09</th>
<th>Change YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales from Other Verticals</td>
<td>86</td>
<td>75</td>
<td>15%</td>
</tr>
<tr>
<td>% to Company Net Sales</td>
<td>16%</td>
<td>12%</td>
<td>4%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>-44</td>
<td>-76</td>
<td>42%</td>
</tr>
</tbody>
</table>

- EBITDA loss comprised
  - Jeevansathi INR 3 mm in Q1 FY 10
  - 99acres INR 15 mm in Q1 FY 10
  - balance INR 26 mm in Q1 FY 10 from brijj, allcheckdeals, shiksha
99acres

• Increase in listings
  – Property listings at over 271,000 in Q1 FY 10 vs 250,000 in Q1 FY 09
  – Increase in paid listings to 241,000 in Q1 FY 10 vs 120,000 in Q1 FY 09

• Site revamp – UI/ search algorithm

• Revenue growth impacted
  – real estate sector one of the possibly worst effected due to credit squeeze

• Market for online classifieds expected to grow
  – Cost effective medium like internet will be preferred
  – Spend on print and outdoor sizeable
  – Some new lower priced projects announced by Realty Cos.

• Softening in demand for real estate may help our business in the medium term
Jeevansathi

• Investment in growth continues
  – Brand building to continue
  – 14 domestic offline centres (Jeevansathi Match Point) operational

• About 3.1 mm profiles as on 30.06.09 vs 2.3 mm profiles as on 30.06.08
  – Continue focus on Northern and Western Indian market

• Explore non resident Indian market

• Site revamp work completed

• Jeevansathi may possibly breakeven on a month to month basis towards end FY 09-10
## Investor relations

<table>
<thead>
<tr>
<th>Name</th>
<th>Ambarish Raghuvanshi</th>
<th>Sudhir Bhargava</th>
</tr>
</thead>
<tbody>
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<td><a href="http://www.infoedge.in">www.infoedge.in</a></td>
</tr>
</tbody>
</table>
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Helping People & Businesses Meet