

# Info Edge (India) Limited

India's internet classifieds company

March, 2016

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Data, numbers and statements made are what the company or investee company believes are a reasonable presentation of the respective business(es).

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All figures mentioned are for Info Edge (India) Ltd. as a standalone entity and are as of Dec 31, 2015 or for the quarter ended Dec 31, 2015, unless indicated otherwise

Q3 FY16 or Q3 FY15 - 16 means the period Oct 1, 2015 to Dec 31, 2015

FY16 or FY 15-16 or FY 2016 means the Financial Year starting April 1, 2015 and ending March 31, 2016

INR M means Indian Rupees in million

# Our online businesses



India's no. 1 jobsite  
Division of Info Edge



India's no. 3 matrimonial site  
Division of Info Edge



Job site focused on the  
Gulf market



India's leading real estate site  
Division of Info Edge



India's leading education listings site  
Division of Info Edge

# Strategic investments

**zomato**.com

India's leading restaurant ratings and review site

Shareholding ~47%\*

meritnation.com  
school made easy

India's leading education site for school children

Shareholding ~59%\*

**mydala**.com  
We Bargain. You Gain.

Deals and discounts site with a merchant platform

Shareholding ~42%\*

**policybazaar**.com<sup>®</sup>  
compare kiya kya?

India's leading financial products comparison site

Shareholding ~10%\*^

**Canvera**™  
preserving memories

India's leading site for professional photographers

Shareholding ~49%\*



Designing and selling fun products

Shareholding ~37%\*

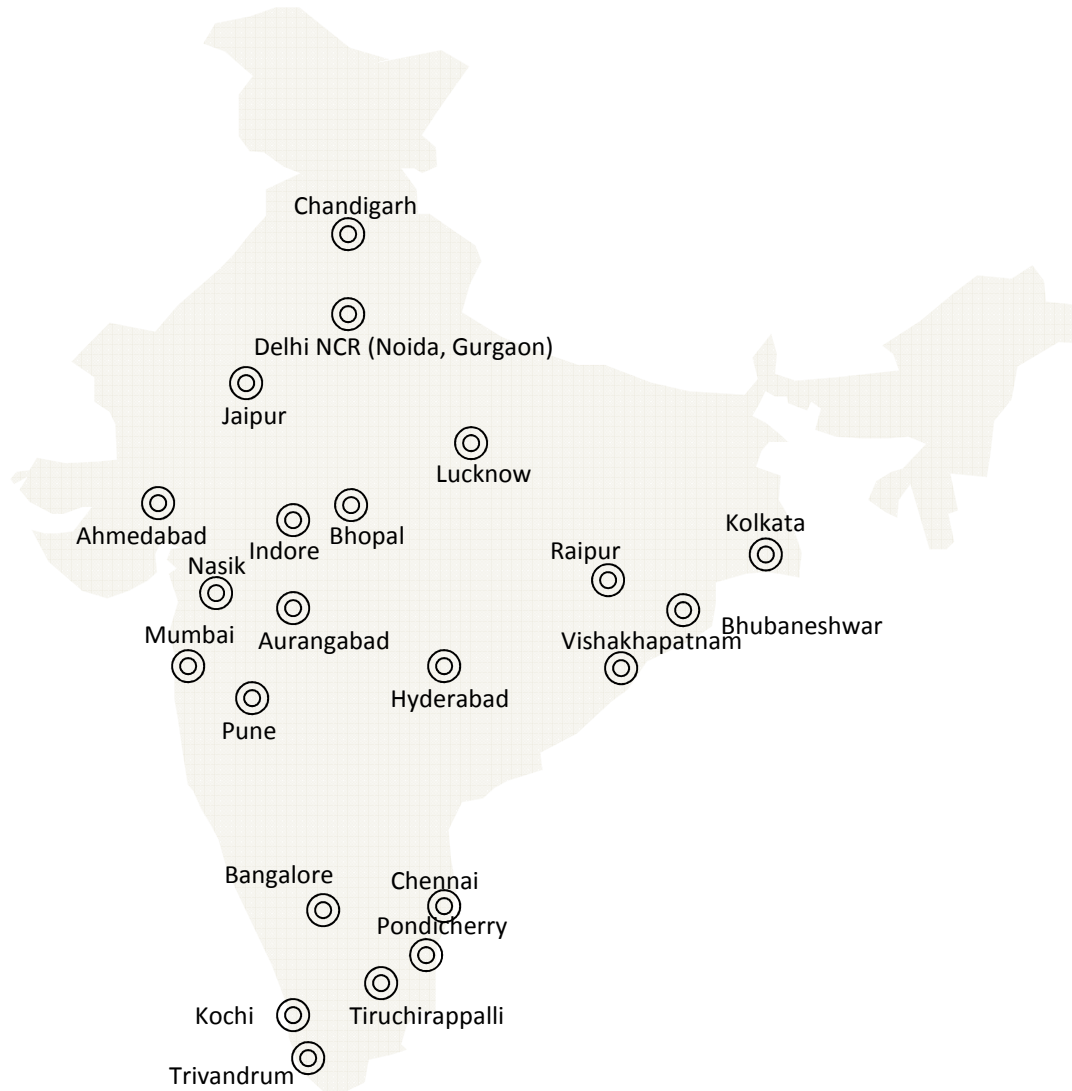
\* Approximate shareholding on fully disbursed and converted basis, held directly or indirectly (through subsidiaries, associates or affiliates). The % shareholding may or may not translate into an equivalent economic interest on account of conditions in the investment/ shareholders agreements.  
^ being Info Edge's proportionate share of economic interest. Info Edge's 50.01% subsidiary, Makesense holds nearly 20% of Policybazaar in association with Temasek. Temasek had infused a total of Rs 1.34 bn for its 49.99% stake in Oct, 2015

# Our brands are market leaders

- Internal businesses
  - Naukri
  - 99acres
  - Shiksha
- Strategic investments
  - Zomato
  - Policybazaar
  - Meritnation
  - Canvera
  - Mydala

# Nationwide sales/customer interface infrastructure

Info Edge sales offices illustrative map



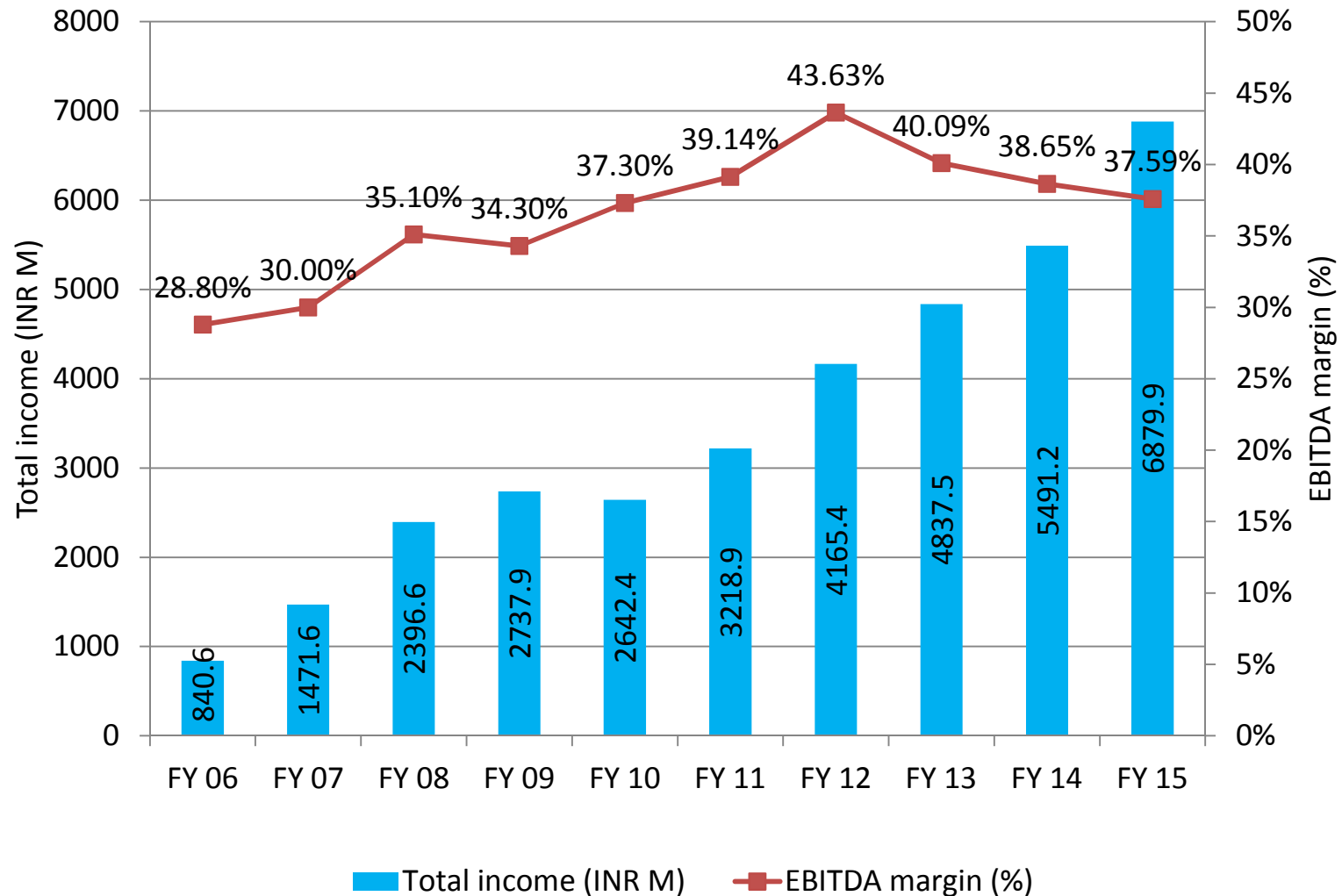
## Key Observations

- Nation wide coverage through 65 company branch offices in 44 cities in India
- ~ 2771 sales/ servicing/ client facing staff or 67% of the company's\* workforce of ~4103
- Only “dot com” player with this kind of sales organization

\* Including allcheckdeals, a wholly owned subsidiary

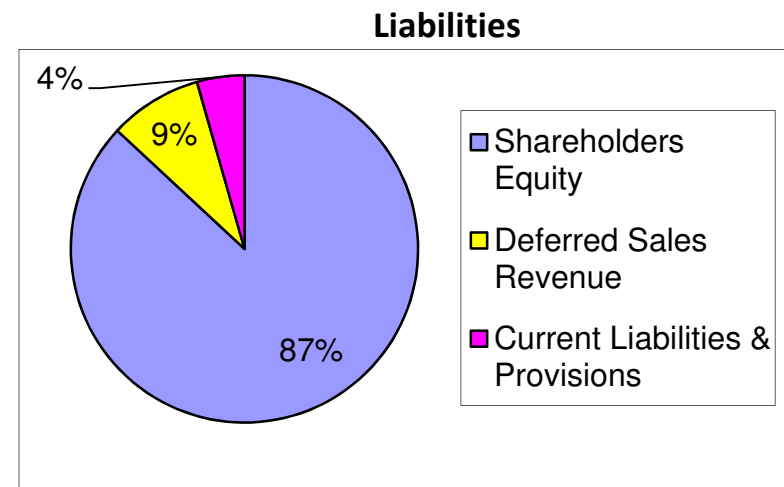
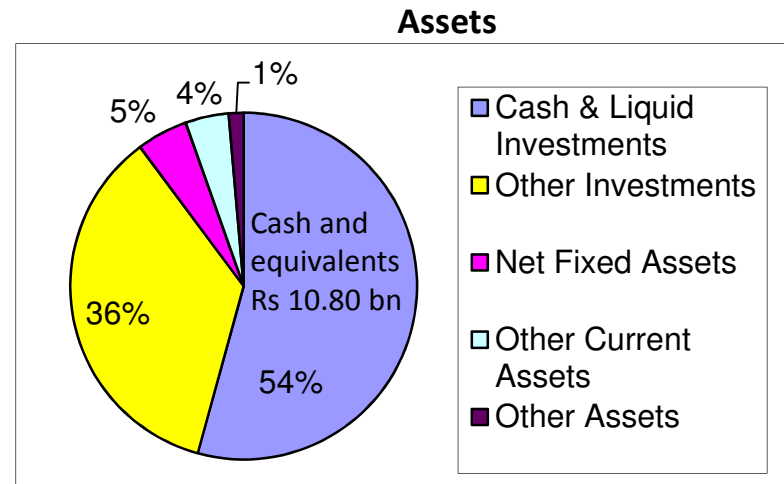
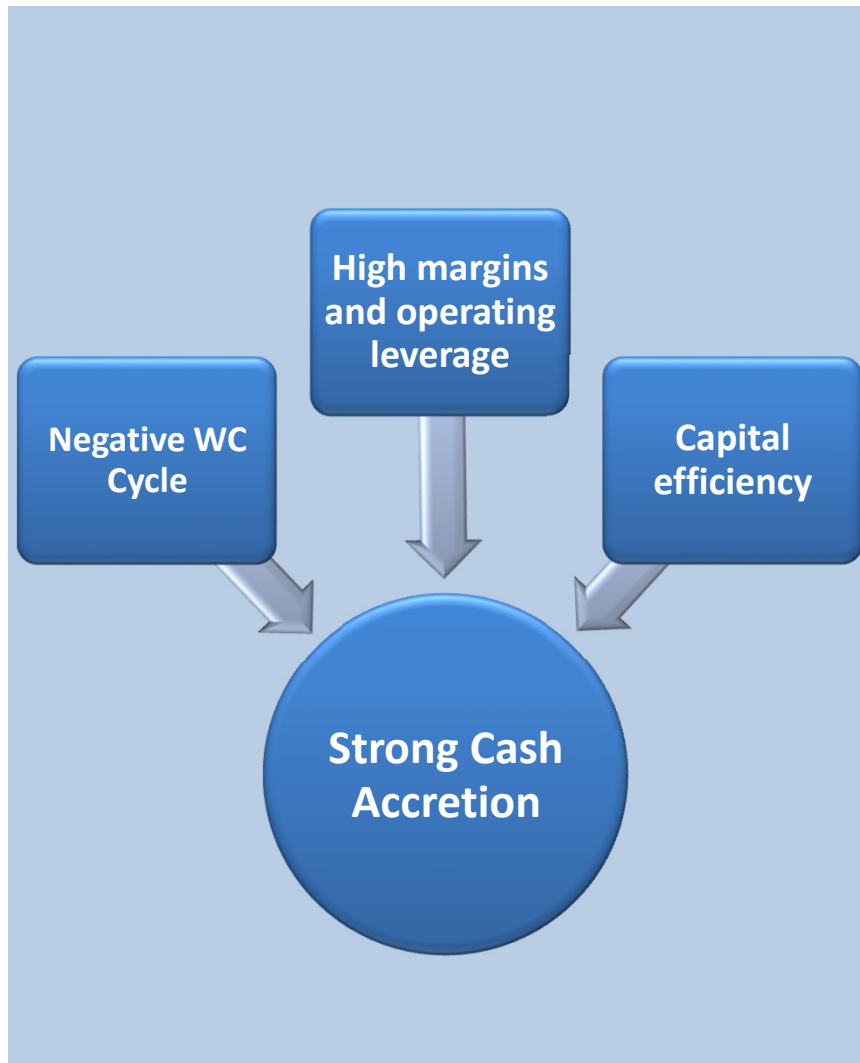
# Strong financial performance track record

Total Income and EBITDA margin for the standalone entity, 2006 – 2015



Margins could decline in FY 16 on account of continued investments in 99 acres

# Capital efficiency, high EBITDA margins and negative working capital have led to a strong balance sheet



As of Dec 31, 2015



# Board of Directors

## Whole time

### **Sanjeev Bikhchandani (52)**

Founder and Executive Vice  
Chairman

BA Econ. St. Stephen's.  
PGDM IIM-A

Previously with GlaxoSmithKline

### **Hitesh Oberoi (43)**

Managing Director and CEO

B.Tech IIT Delhi,  
PGDM IIM-B

Previously with HLL (Unilever)

### **Chintan Thakkar (49)**

Director and CFO

Chartered Accountant  
Previously with Computer  
Associates, India

## Non Executive

### **Kapil Kapoor (51)**

Chairman & Non Executive  
Director

B.A.Econ, PGDM IIM-A

Previously COO (Global Business  
Development), Timex Group

## Independent

### **Saurabh Srivastava (69)**

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

### **Arun Duggal (69)**

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

### **Bala Deshpande (49)**

Independent Director

MA Econ., MMS JBIMS

Sr. MD, New Enterprise  
Associates (NEA)

### **Naresh Gupta (49)**

Independent Director

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

Previously MD, Adobe India

### **Sharad Malik (52)**

Independent Director

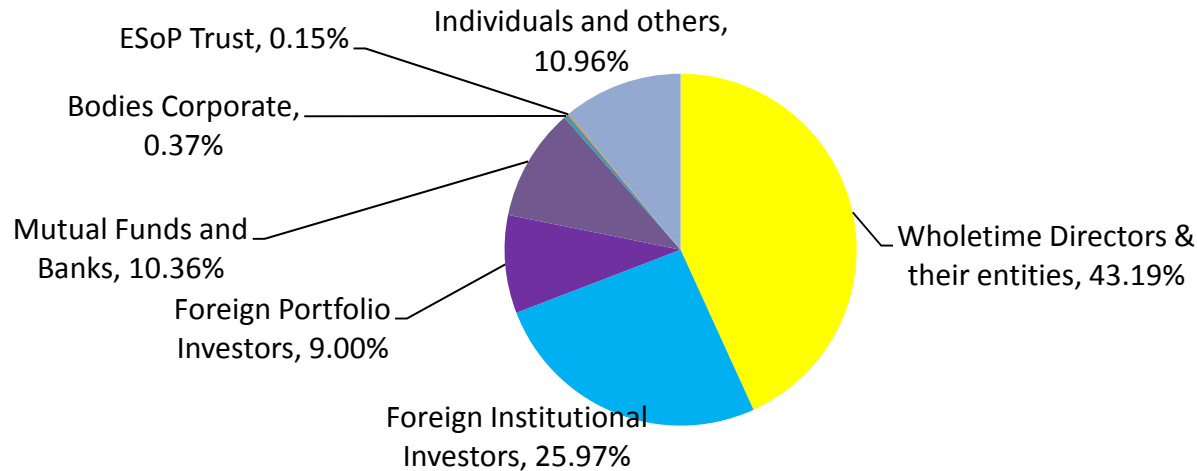
B Tech IIT-D, MS, PhD, University  
of California

Chair-(Deptt. of Electrical  
Engineering), Princeton University

# Corporate governance

- Independent Directors are a majority on the Board
- Separation of Chairman and CEO role
- Non Executive Chairman
- Statutory Audit performed by PWC
- Internal Audit performed by an external firm
- Audit committee comprises of only Independent Directors
- Disclosure of quarterly balance sheet and cash flow statements though not mandatory in India
- Formal dividend policy
- Whistle blower mechanism

~44% shareholding is with the Founding management group and ~35% with FIIs/ FPIs (as of Dec 31, 2015)



HDFC Mutual Fund	3.24%
Nalanda India Equity Fund	3.19%
Matthews	3.09%
Amansa Holdings Pvt Ltd.	2.77%
Aranda Investments (Mauritius) Ltd.	2.71%
Reliance Mutual Fund	2.41%
Emerging Markets Growth Fund Inc	1.44%
Axis Mutual Fund	1.40%
WF Asian Smaller Companies Fund	1.33%
Capital Group	1.25%
FIL Investment (Mauritius) Ltd.	1.23%
T Rowe Price	0.80%

Founders committed to growing the company

Total number of issued and paid up shares of Rs 10 each are 120.41 million (post 1:1 bonus in Sept, 2010, 1:1 bonus in Jun, 2012 and dilution (QIP) in Sept, 2014)

# Naukri

All Jobs

IIT/IIM Jobs

Govt. Jobs

International Jobs

Skills, Designations, Companies

Location

Experience ▾

Salary ▾

**Search**

Advanced Search

Enter Email ID to Register

Create Password

I agree to the [Terms and Conditions](#)

**Post your CV**

Browse Jobs

All Jobs

Jobs by Company

Jobs by Category

Jobs by Location

Jobs by Designation

Jobs by Skill

**JOIN HCL**

**VIVO**

 **Cognizant**

**IndiGo IGT ITQ  
IGH IGAT**

**click to apply**

Get best matched jobs on your email. No registration needed

**Create a Job Alert**

Top Employers



Best Places to Work

All Sectors

Information Technology

Manufacturing

Services

Information Technology

ION Trading

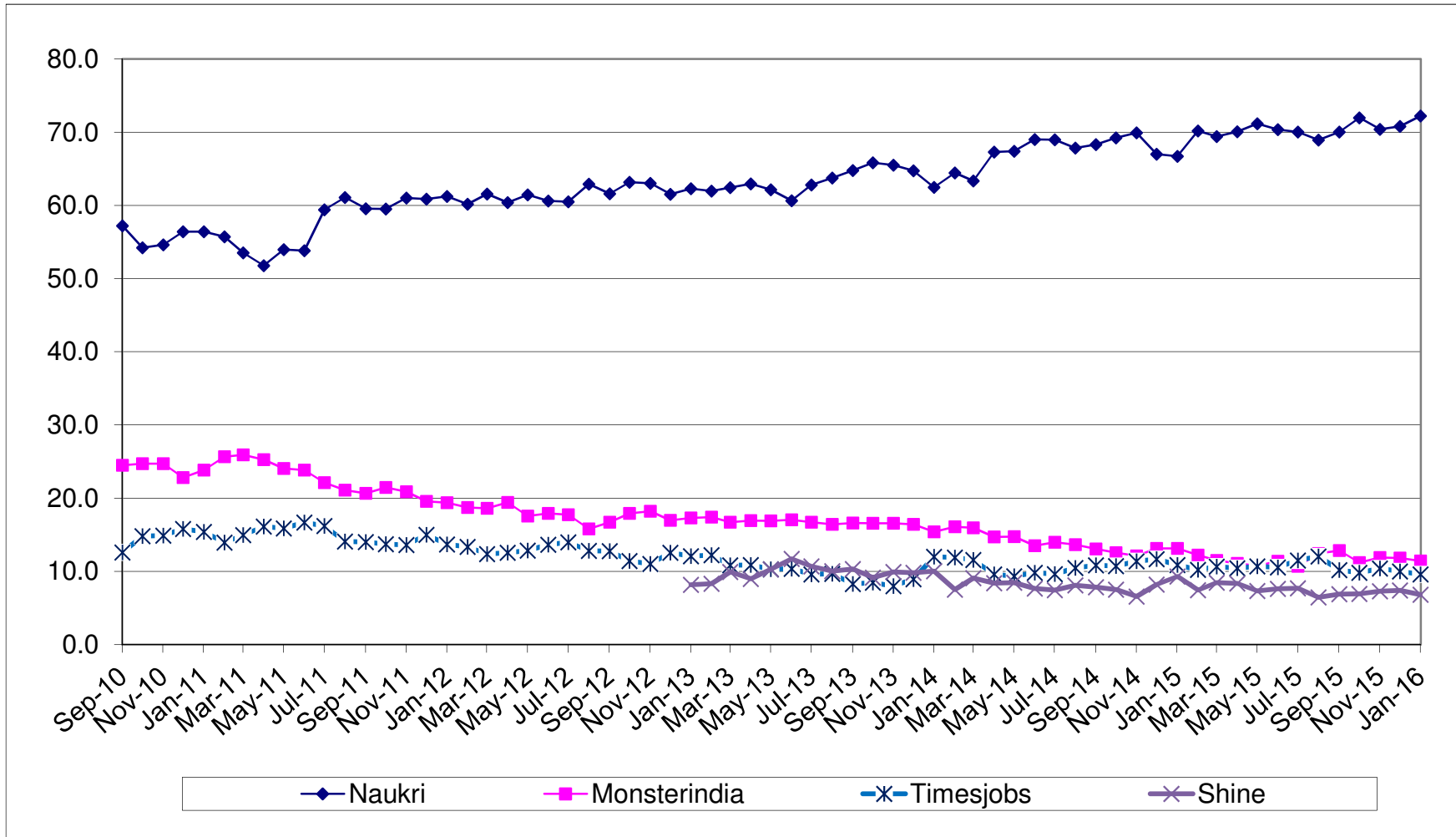
SRL Limited

**naukri**  
**FASTFORWARD**  
Speed Up Your Career

# Naukri is the dominant leader in the online job market

- ~70% traffic share in Q3 FY 15-16 (Source : comScore)
- 245,000 to 270,000 jobs and 45 million resumes on the site
- In Q3 FY 15-16
  - 10,600+ avg. resumes added daily
  - 163,000+ resumes modified daily
  - 650,000 to 900,000 resume searches daily
  - 6 to 10 million resume contacts by recruiters daily
  - Over 24,700 job seekers availed premium services
- 33,900 clients in Q3 FY 15-16 vs 31,000 in Q3 FY 14-15
- 52,400 clients in 9 months FY 15-16 vs 49,000 in 9 months FY 14-15

# Dominant traffic share

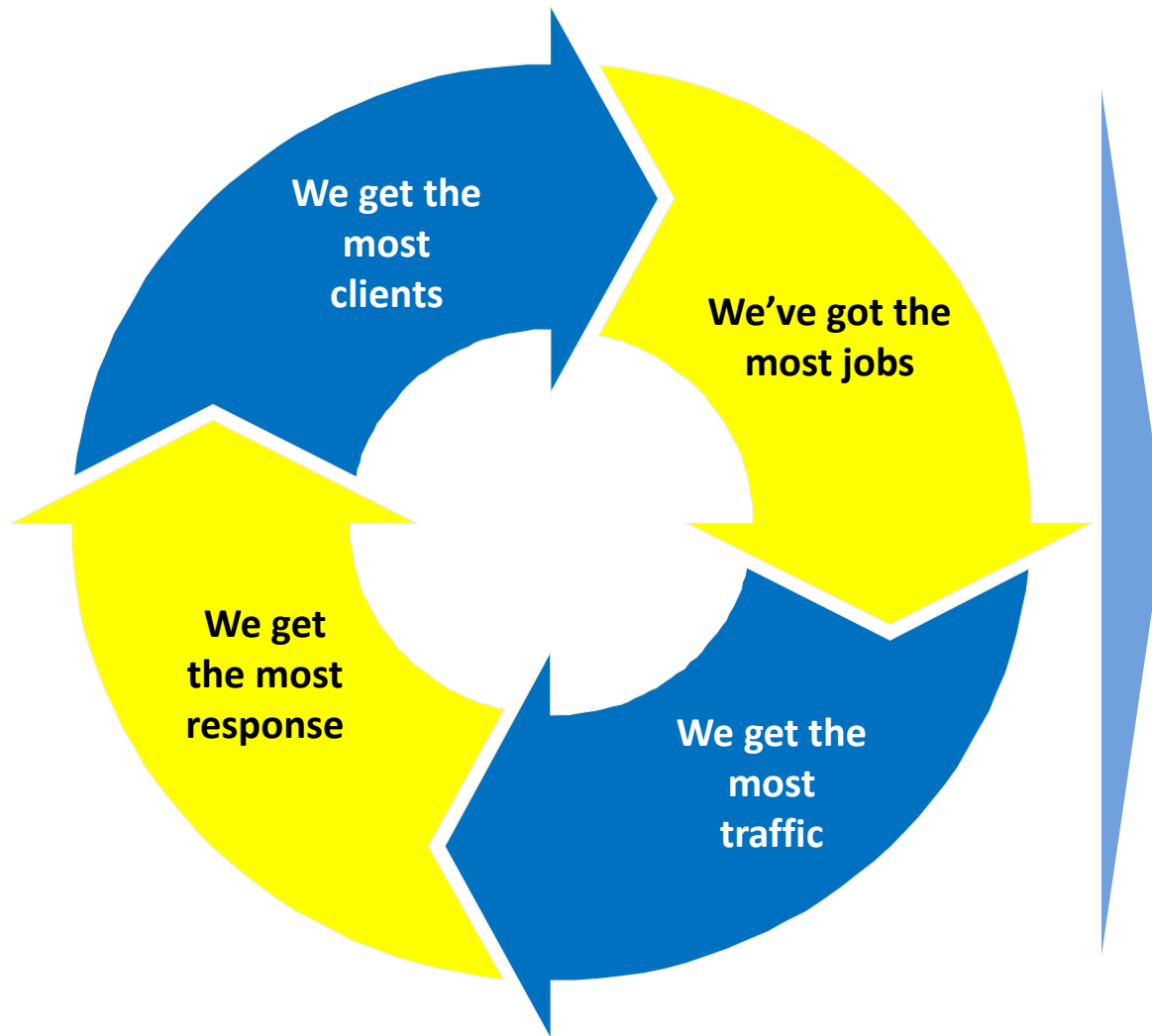


Source: comScore (excludes traffic from mobile and tablets)

Above chart excludes LinkedIn since traffic may not pertain to jobs

~55% of the total sessions for Naukri, in Q3 FY 15-16, through mobile, Source : Google Analytics

# Naukri is a business of the virtuous circle



## Benefits

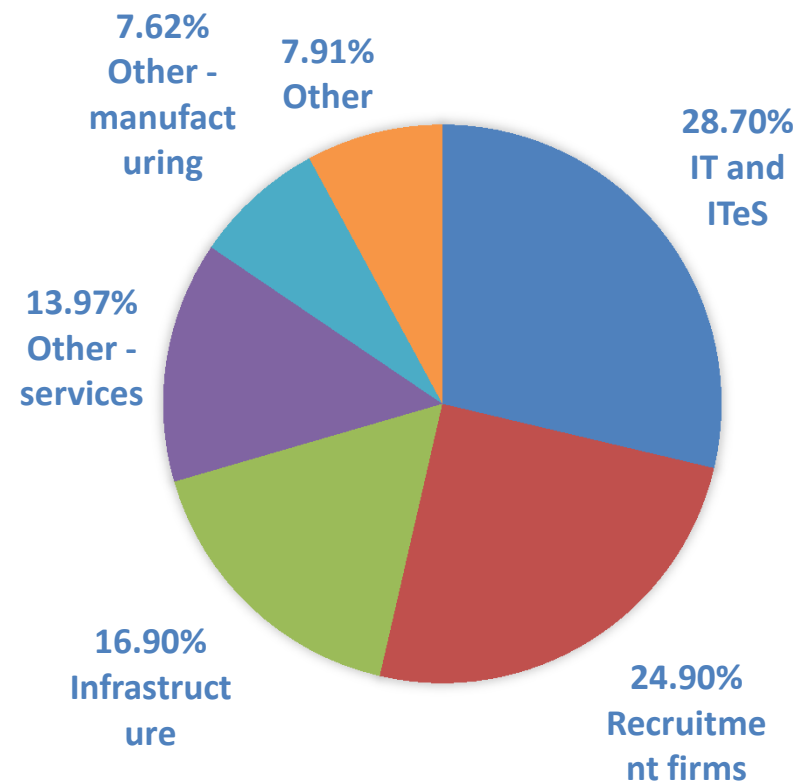
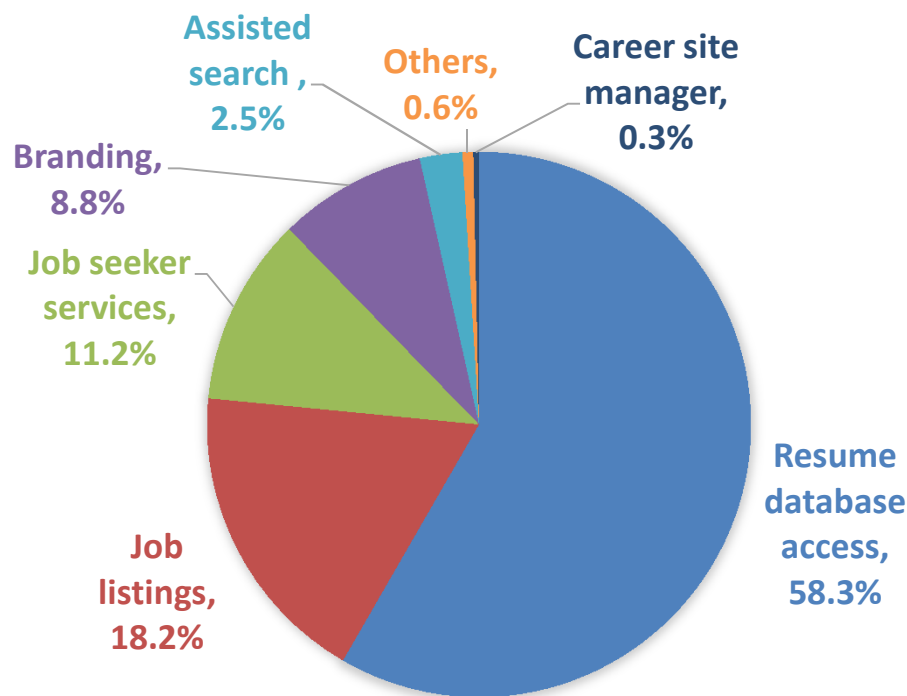
- Naukri has over 100% of industry profits enabling greater investment in
  - Product innovation
  - Engineering
  - Brand support
  - Sales network
  - Servicing back office
  - Superior talent



# Revenue sources in FY 14-15

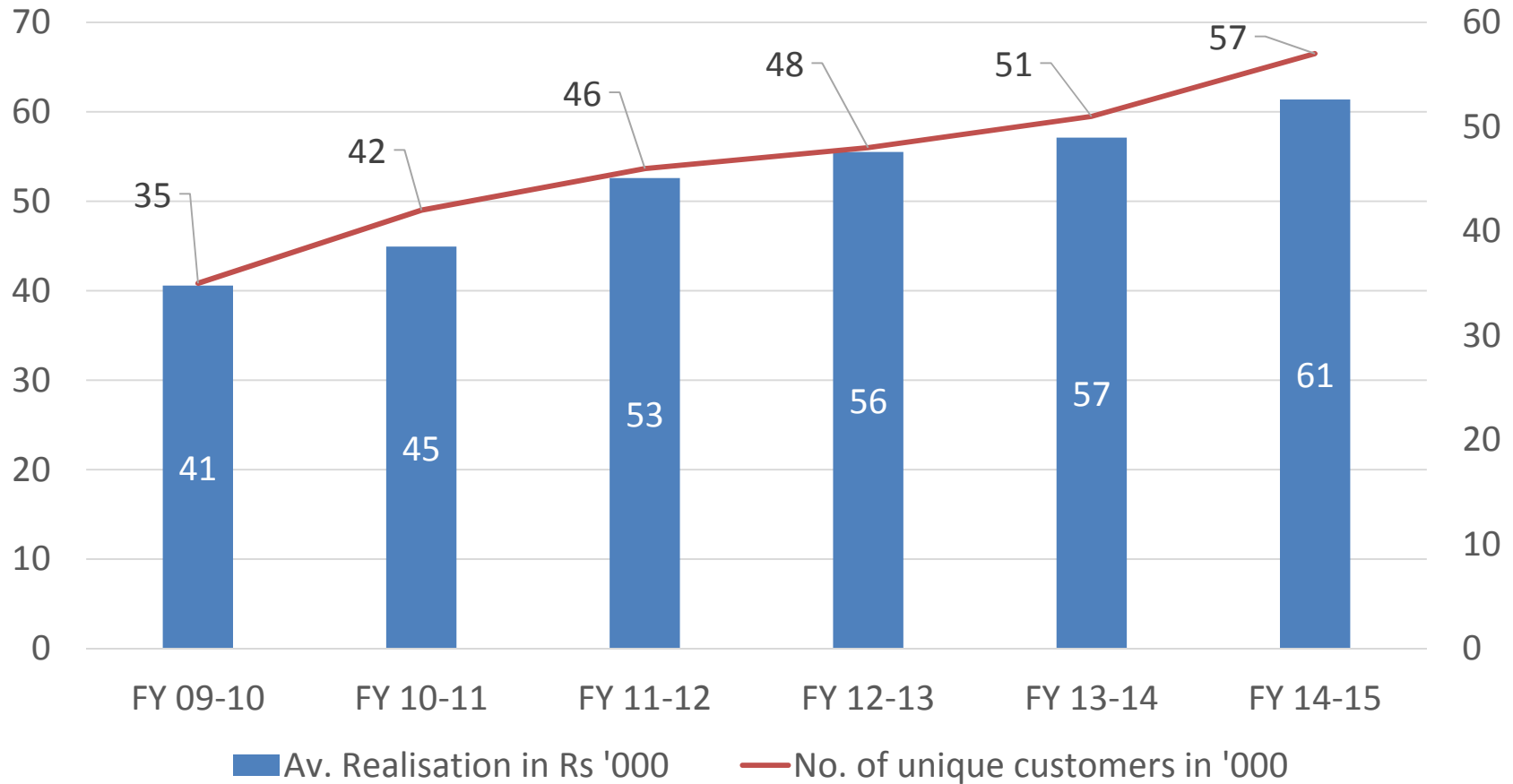
- B2B revenues about 90% (from Recruiters)
  - Resume database access
  - Job listing (response management)
  - Employer branding (visibility)
  - Career site manager
  - Others - Resume short listing and screening, campus recruitment
  - Non recruitment advertising (other than for jobs)
- B2C about 10%
  - Job seeker services

# Breakup of revenue by product type and industry in FY 14-15



Assuming 50% of the revenue from Recruitment firms is from IT industry, then IT and ITeS is about 40%

# Revenue per client



# Strategy

## New products for recruiters

- Career site manager, response management tools and applicant tracking system
- Employee referral tool
- Recruiter profile

## Mobile

- App for Android, iOS
- HTML5 site

## Superior search

- Semantic search
- Job seeker experience better and faster
- Use of analytics to improve matching

## Customer service

- Responsive customer service
- Solution based approach

# Products/ features launched in FY 14-15

## Career site and Response management

- Powers career site for recruiters and corporates
- Helps manage responses from various sources

## Recruiter profile

- A Recruiter can create a personal profile on Naukri website
- Job seekers can choose to follow him/ her

## Referral hiring

- A job posted on Naukri can be propagated to a employee's social networks
- Employee has to merely click buttons in a mail

## Semantic search

- Better search results for job seekers
- Improved and optimized based on searches by recruiters

# Career site manager (CSM)

Helps power the career tab of a corporate website and manage response



Sold to over 1300 recruiters (including corporates) in FY 14-15  
Additional capabilities and features being added and variants launched

# Few clients of CSM



Quality & Goodness since 1953



# Mobile an important source of traffic

About 55% of the sessions in Q3 FY 15-16 (vs 55% sessions in Q2 FY 15-16) from mobile

**Android app**

22% of total Naukri sessions

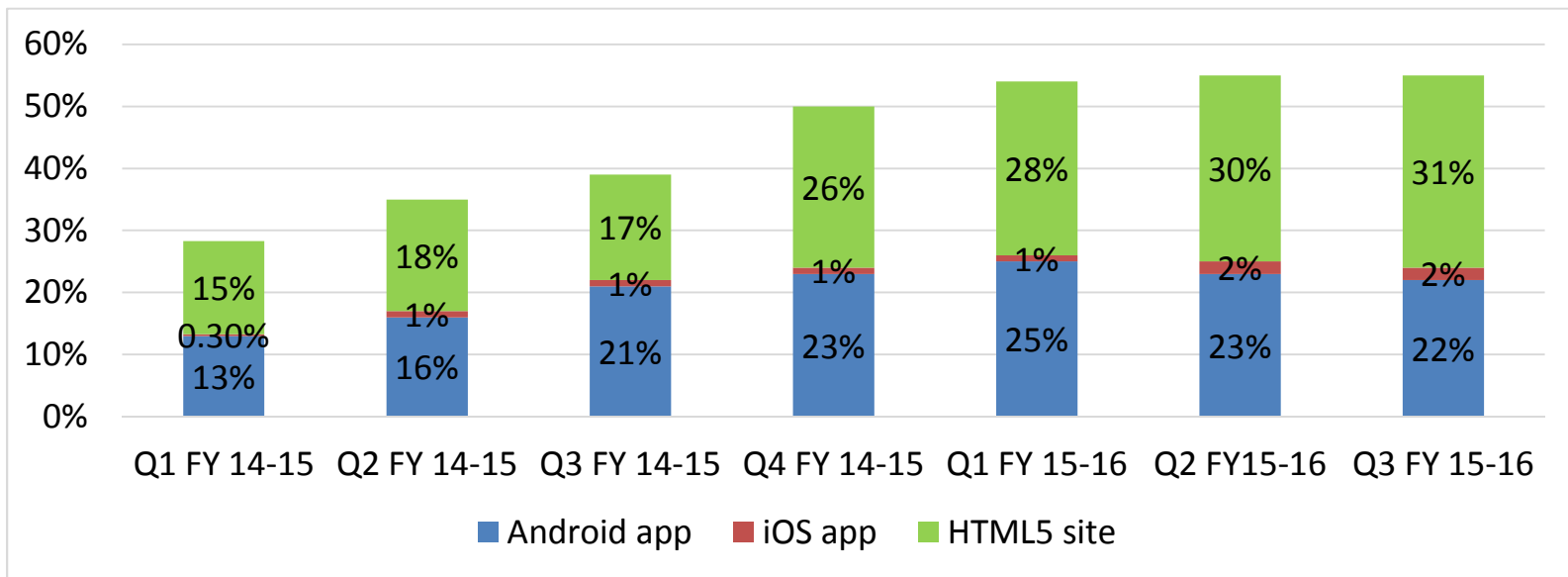
**iOS app**

2% of total Naukri sessions

**HTML5 site**

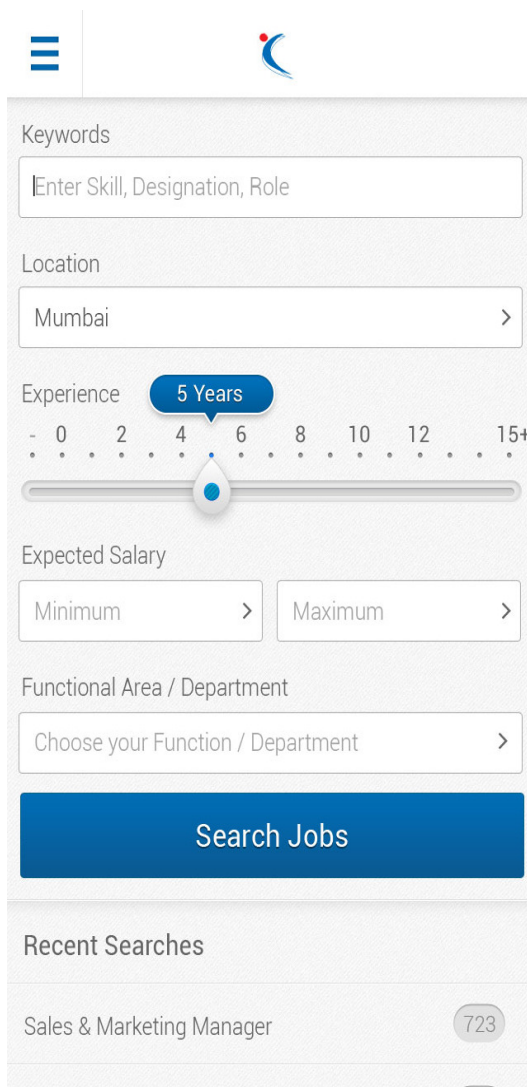
31% of total Naukri sessions

Trend over seven quarters





# The App and HTML5 site



Keywords  
Enter Skill, Designation, Role

Location  
Mumbai

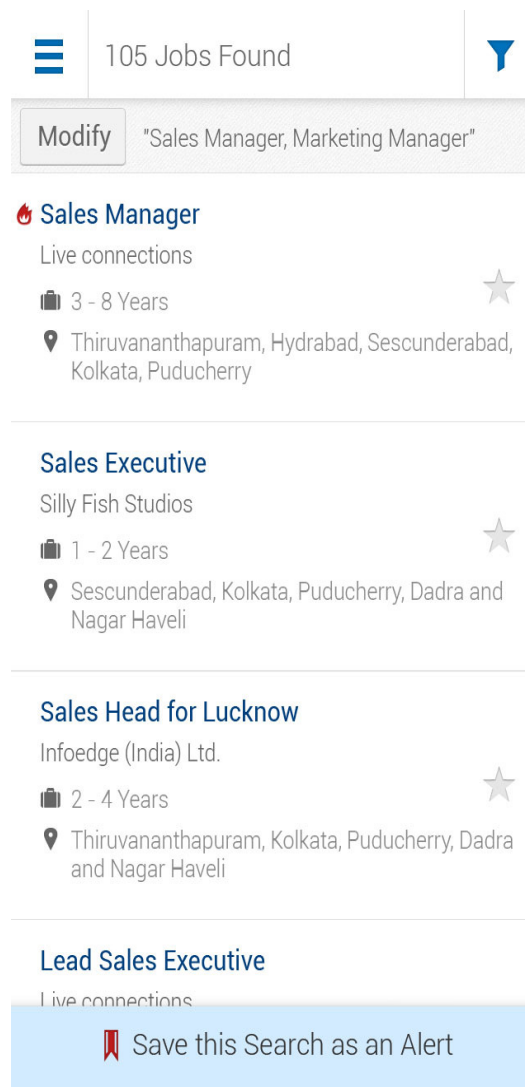
Experience  
5 Years  
- 0 2 4 6 8 10 12 15+

Expected Salary  
Minimum Maximum

Functional Area / Department  
Choose your Function / Department

**Search Jobs**

Recent Searches  
Sales & Marketing Manager (723)



105 Jobs Found

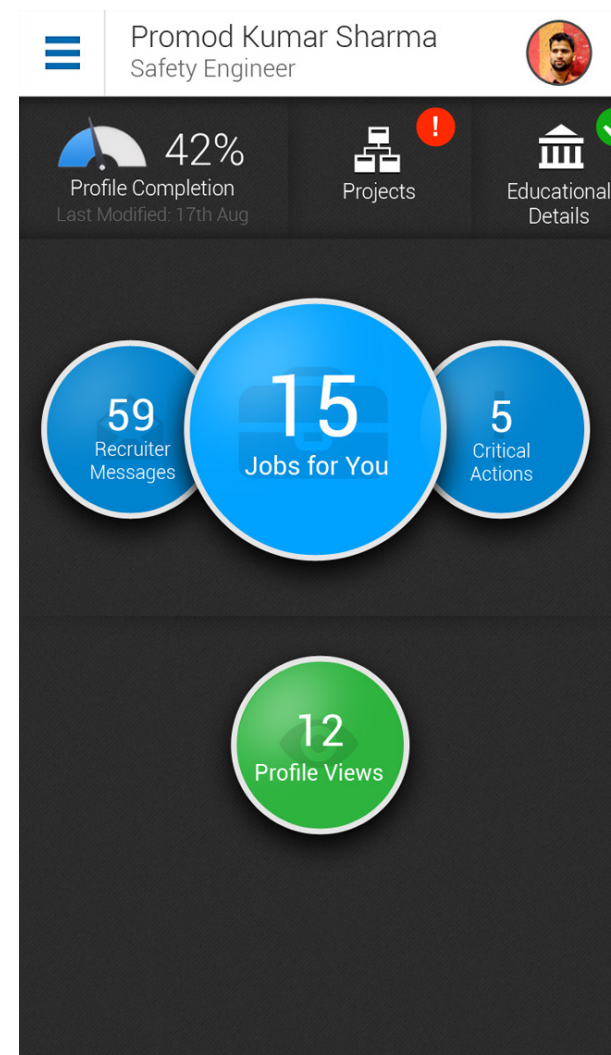
Modify "Sales Manager, Marketing Manager"

**Sales Manager**  
Live connections  
3 - 8 Years  
Thiruvananthapuram, Hyderabad, Secunderabad, Kolkata, Puducherry

**Sales Executive**  
Silly Fish Studios  
1 - 2 Years  
Secunderabad, Kolkata, Puducherry, Dadra and Nagar Haveli

**Sales Head for Lucknow**  
Infoedge (India) Ltd.  
2 - 4 Years  
Thiruvananthapuram, Kolkata, Puducherry, Dadra and Nagar Haveli

**Lead Sales Executive**  
Live connections  
**Save this Search as an Alert**



Promod Kumar Sharma  
Safety Engineer

Profile Completion 42%  
Last Modified: 17th Aug

Projects

Educational Details

59 Recruiter Messages

15 Jobs for You

5 Critical Actions

12 Profile Views

# Competition

- Local job boards
  - Monsterindia.com
  - Timesjobs.com
  - Shine.com
- LinkedIn
  - Solves a different problem
- Continuous innovation in product and service is the key to counter competition

# Some international job sites

Name of the website	Revenue	No. of profiles/ resumes in mn	No. of unique clients	Approx. Market Cap **
51job.com* (China)	USD 305 mn	75	338,000	USD 2.00 bn
Seek.com^ (Australia)	AUD 277 mn	6.1	-	AUD 4.51 bn
Recruit# (Japan)	@JPY 12,999 (in 100 million)	-	-	JPY 2.16 tn
Info Edge# (Recruitment)	INR 4448 mn	41	57,000	INR 91.86 bn (for the company)

\* Annual report/ presentation for year ended December 31, 2014

^ Domestic revenue from Australia as per annual report / presentation for year ended June 30, 2015

# financial nos./ corporate presentation for year ended March 31, 2015

@ of which about 23% from recruitment

\*\* As of Nov 4, 2015. As of Nov 4, 2015, 1 USD = 1.39 AUD = 121.18 JPY = INR 65.50

99 acres

Buy Resale Projects Rent Commercial Dealers Deals

All Residential ▾ Type Location or Project/Society or Keyword

MAP SEARCH SEARCH

**VERIFIED**  
PROPERTY LISTINGS

 VERIFIED

Actual Property Images  
Genuine Contact Details



Property Gallery

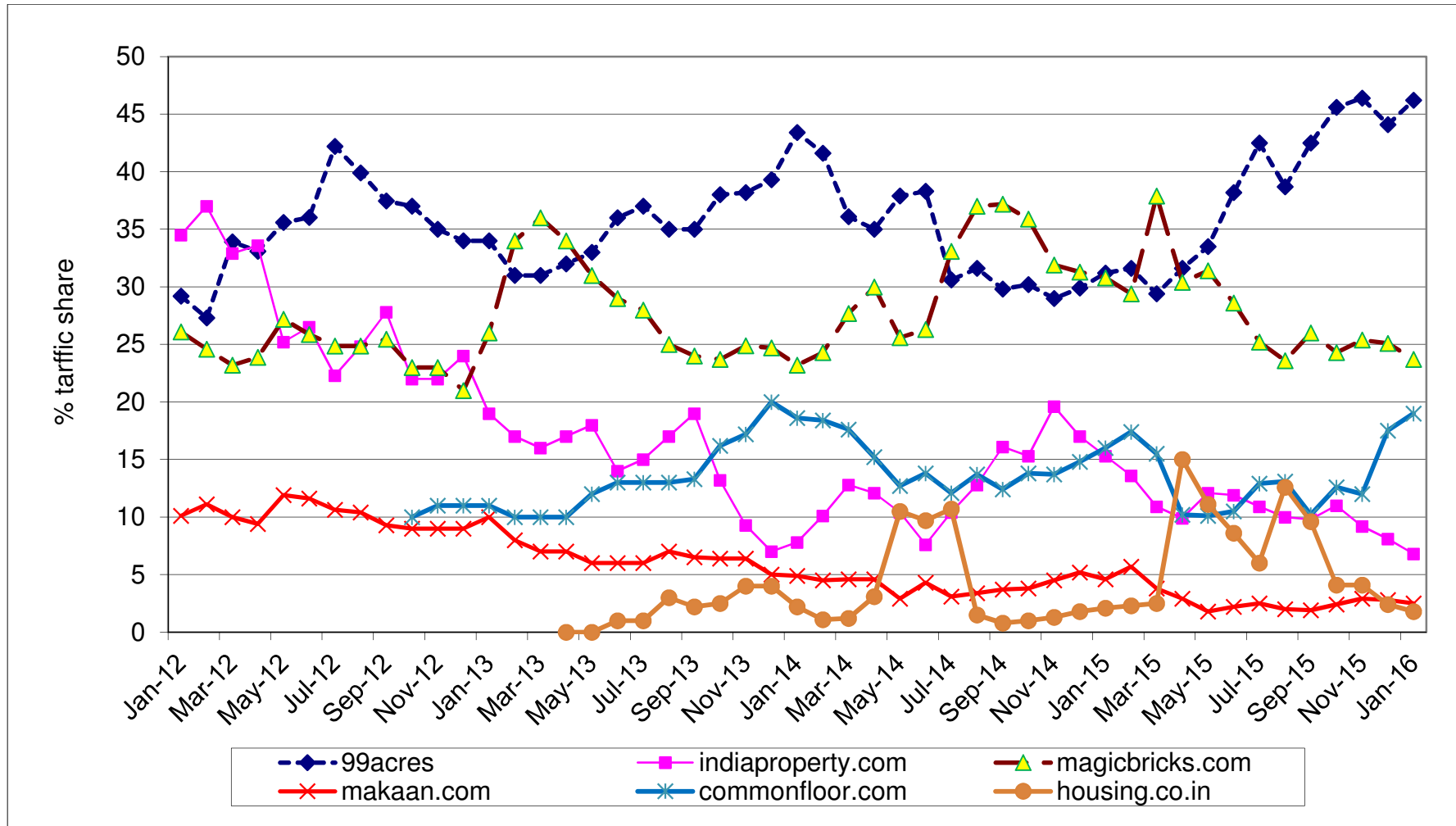
Featured New Projects



# Online real estate business - India

- Real estate estimated to be the largest advertising category in print
- Our estimate of spend on online real estate portals was INR 3.0 bn in FY 14-15
- 99acres, a leader amongst 6 players
  - Google and local classifieds sites (like olx and quikr) also compete for this market
- Access through mobile increasing

# Traffic share – Evolving in to a two horse race



Source : comScore.com (excludes traffic from mobile and tablets)

~51% of the total sessions for 99acres, in Q3 FY15-16, through mobile. Source : Google Analytics

# 99acres business model



## Revenue Model

- Listing and Branding/ Visibility advertisements
  - Paid by agents and developers
  - Currently free to individuals
- Others:- Microsites, home page links, Google Ad sense, advertising other than for real estate, buyer database access, international listings



# Some approx. numbers for 99 acres

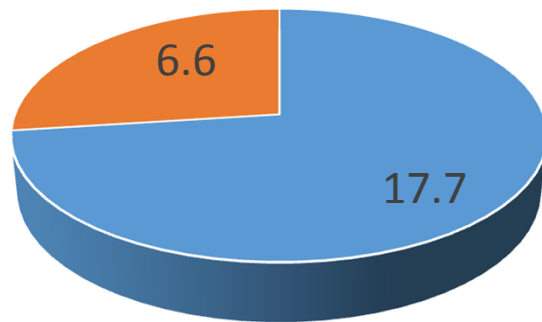
- Total projects 1,31,000 (under construction or ready to move in, as of Jan 15, 2016)
- Total listings 10.05 lac of which owner listings are 3.30 lac (as of Jan 20, 2016)
  - Residential 8.75 lac
  - Commercial 1.30 lac

Since end April/ early May, 2015 project listings stayed live for 4 months (vs 2 months earlier) and rental listing for 2 months.

Since Jan 4, 2016 projects listings have reverted to being live for 2 months

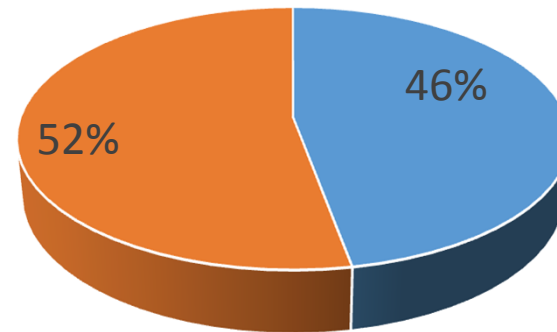
# In FY 14-15

No. of customers in '000



■ Agent/Broker ■ Builder

Revenue breakup by customer type



■ Agent/Broker ■ Builder

# 99acres's strategy



# Products/ features launched in FY 14-15

## Price trends

- Price trends launched basis listings data on the site

## New projects platform launched

- Showcasing new projects which is a large market

## Mobile app launched

- For android and iOS

## Verified listings

- Verification of listings to improve quality of data

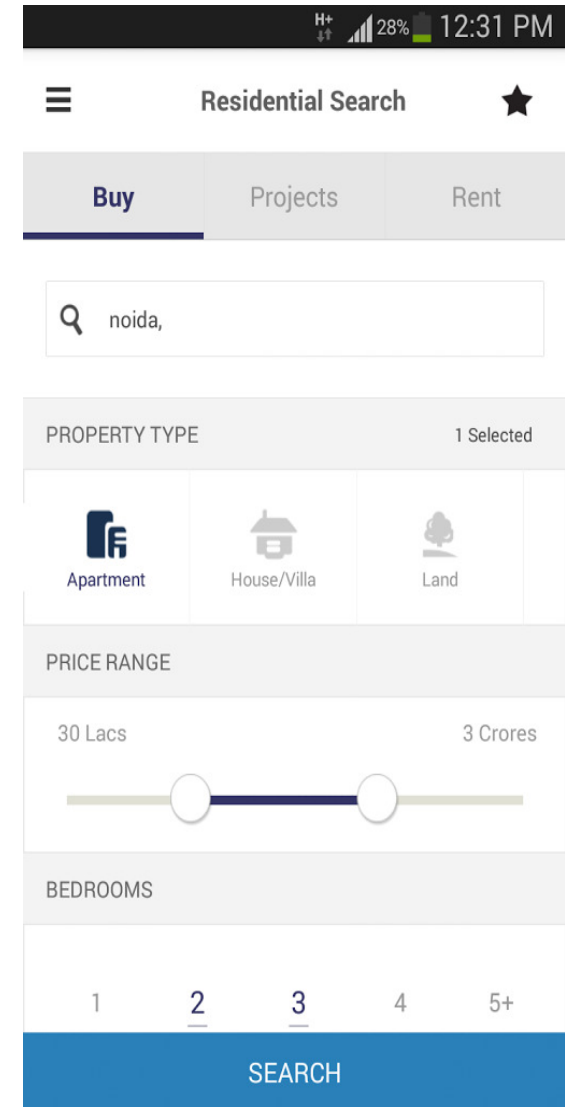
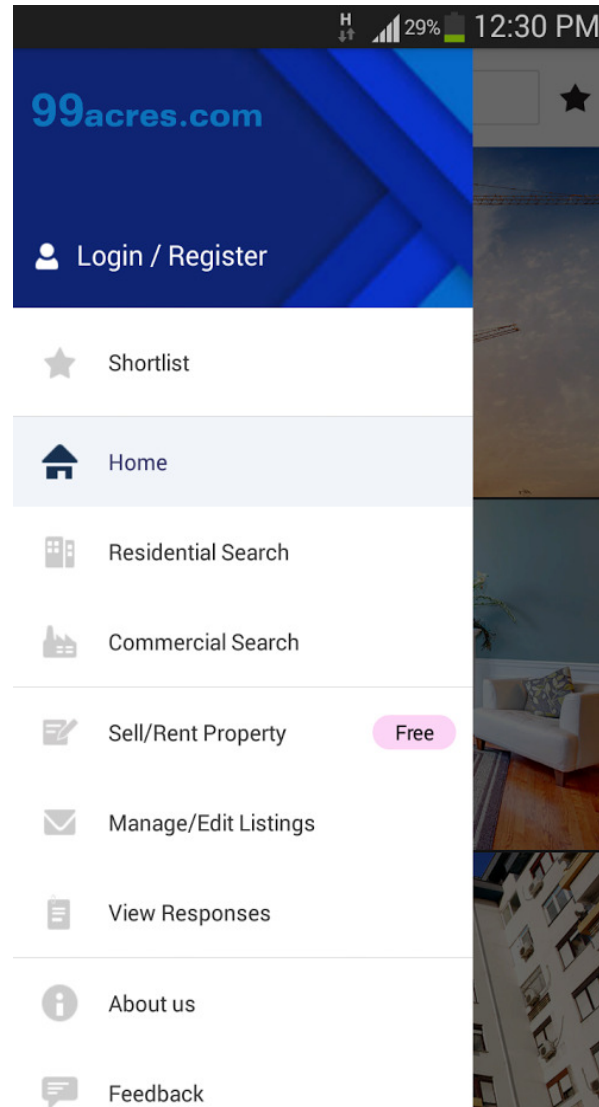
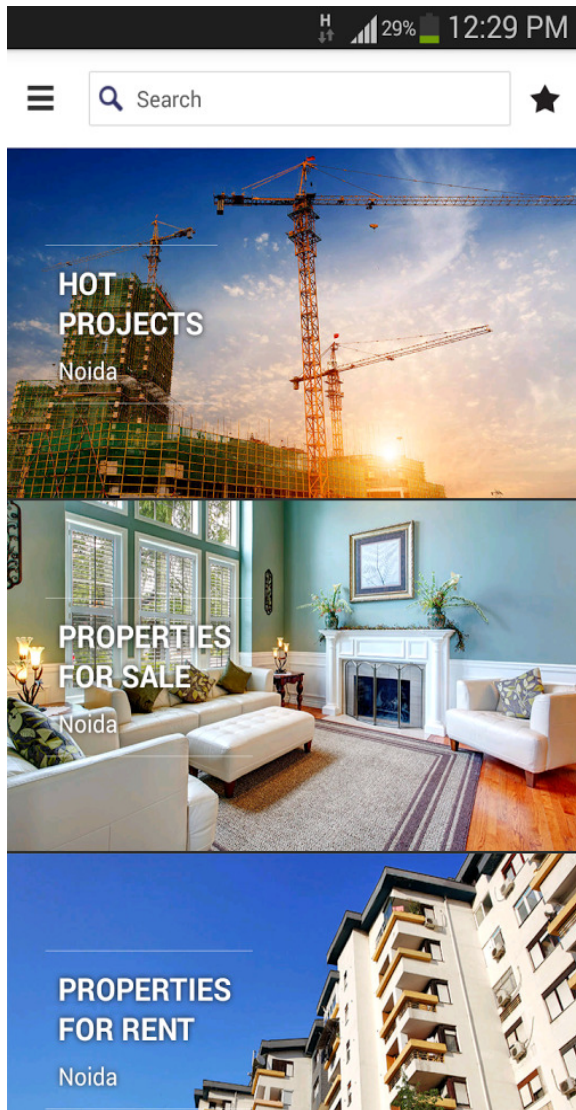
## Map based search

- Across many cities in India

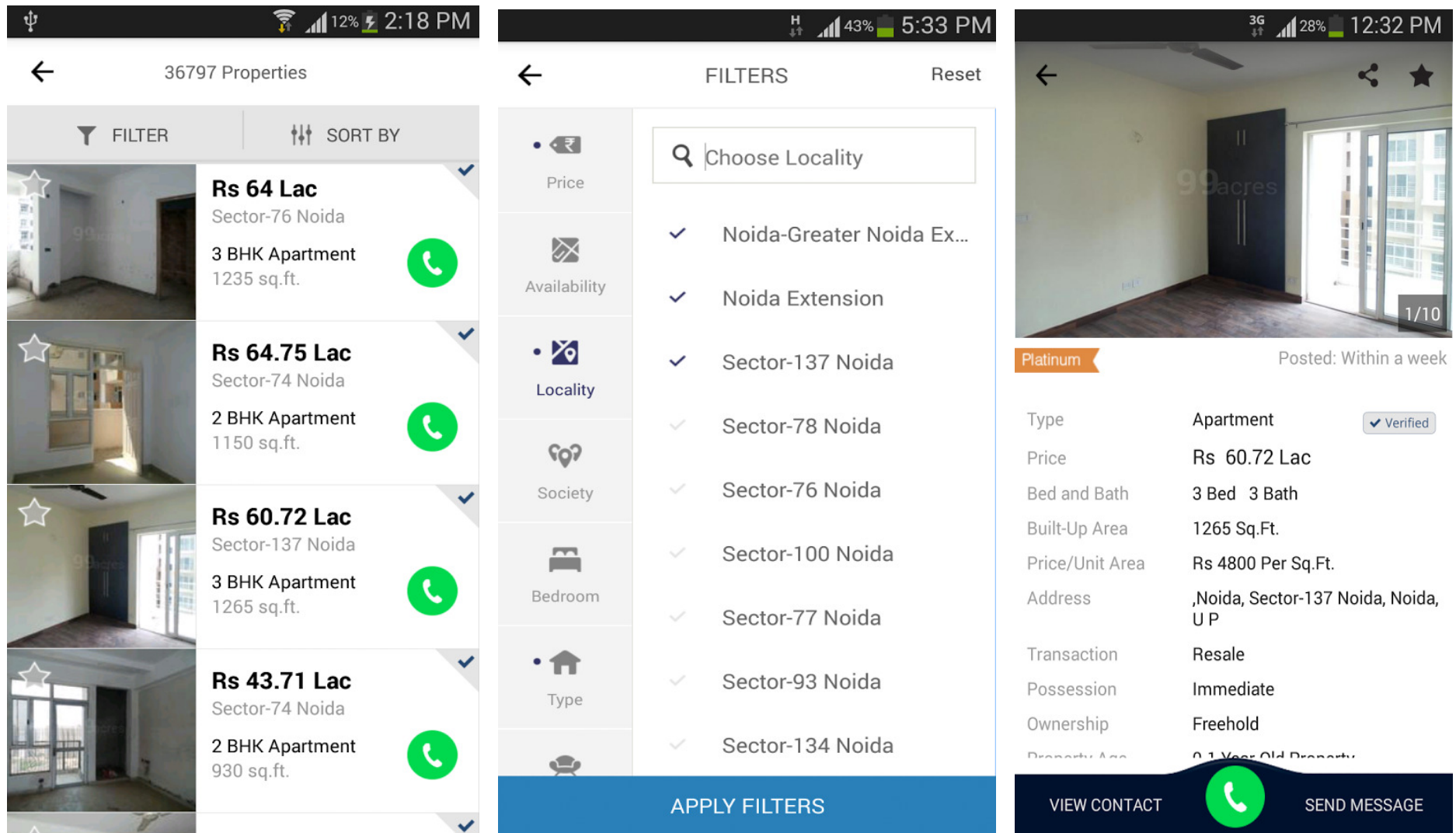
## Lead management system

- Monetise leads

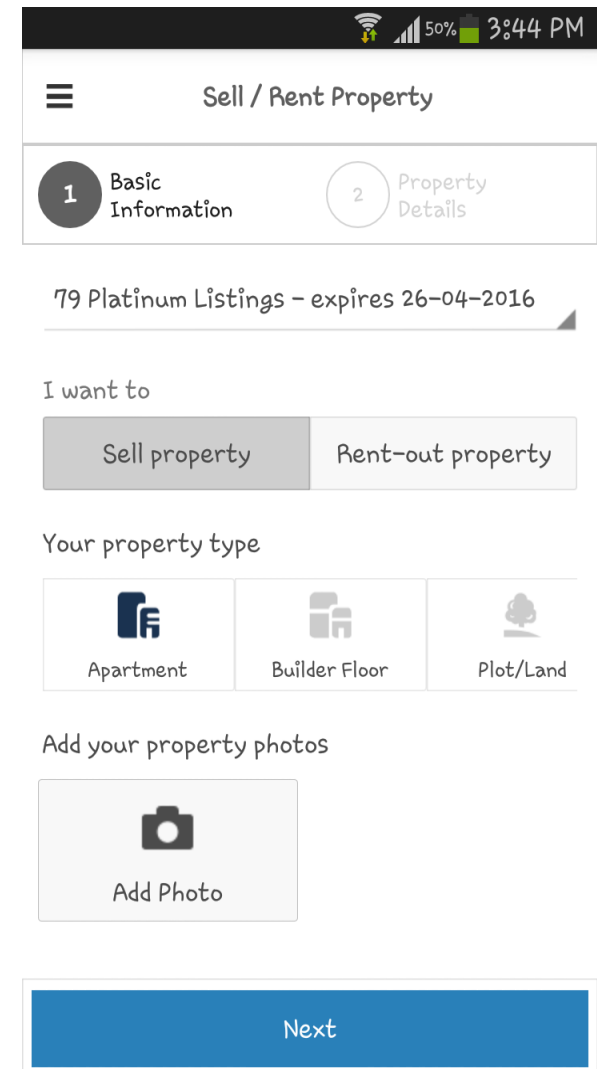
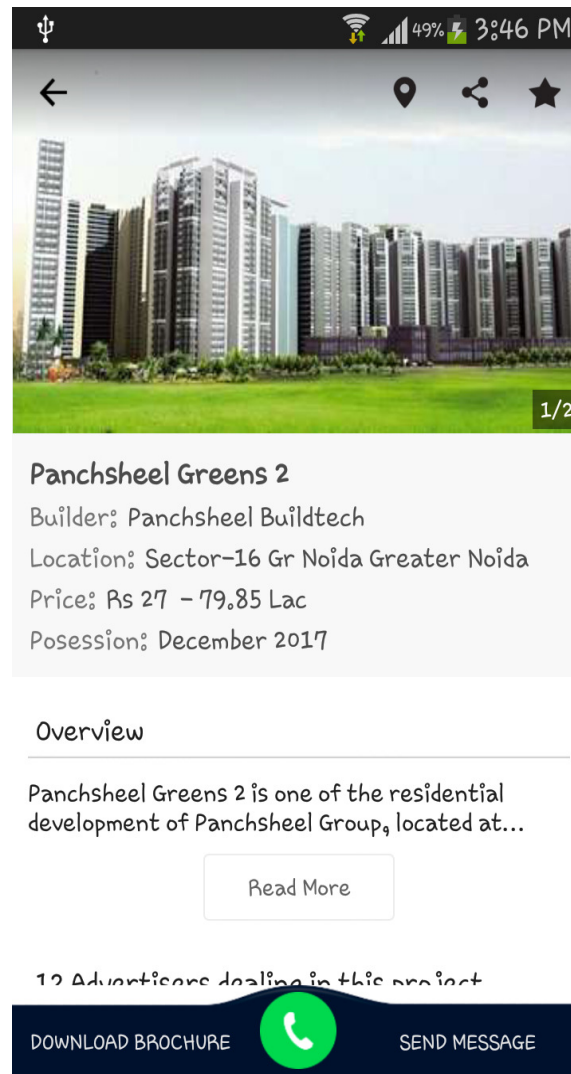
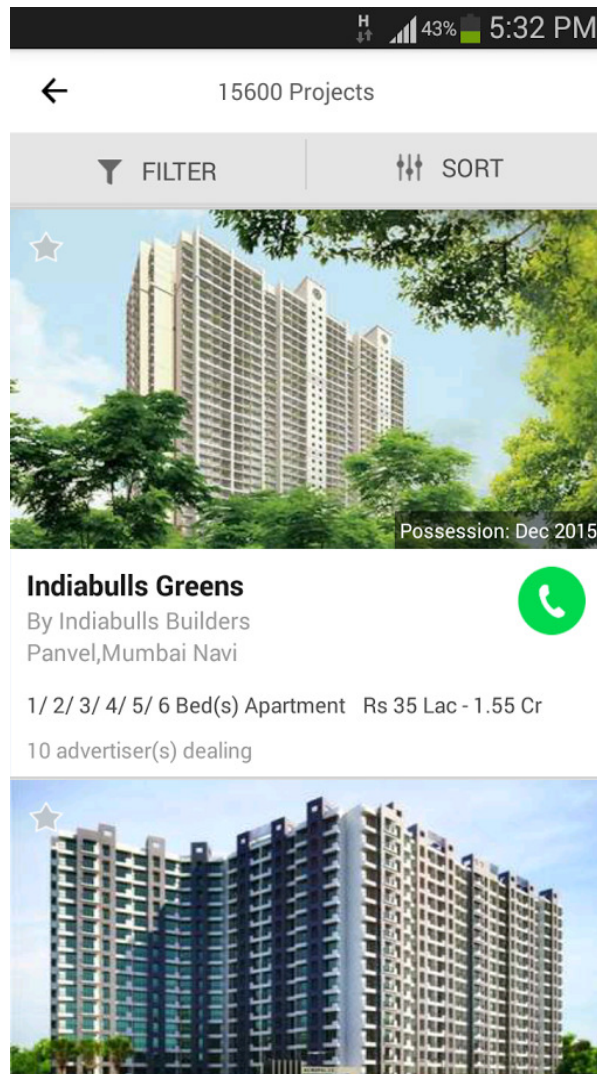
# Mobile app – home screen, navigation and search page



# Mobile app - Property search results page, filter page, property detail page



# Mobile app – project search results page, project detail page and property posting form



# Mobile an important source of traffic

About 51% of the sessions in Q3 FY 15-16 (vs 53% of the sessions in Q2 FY 15-16) from mobile

**Android app**

20% of total

99acres sessions

**iOS app**

1% of total

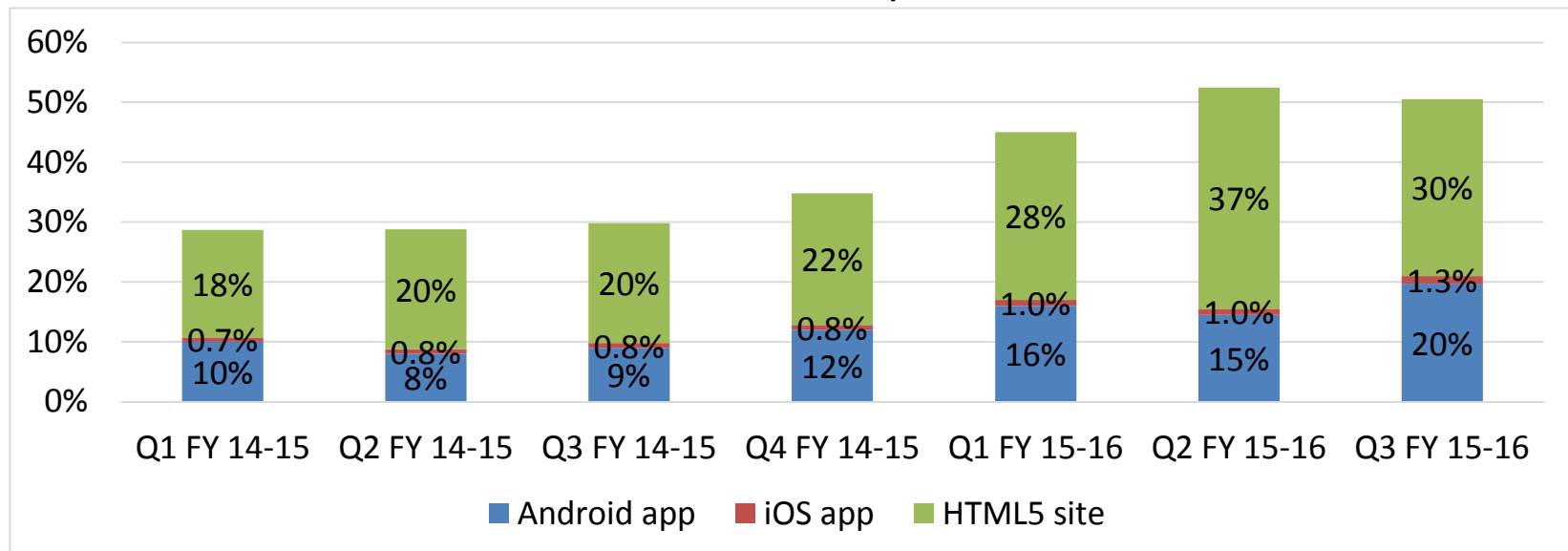
99acres sessions

**HTML5 site**

30% of total

99acres sessions

Trend over seven quarters





# Jeevansathi



[Hindi-Delhi](#) | [Marathi](#) | [Hindi-UP](#) | [Punjabi](#) | [Telugu](#) | [Bengali](#) | [Tamil](#) | [Gujarati](#) | [Kannada](#) | [Hindi-MP](#) | [Bihari](#) | [More](#) ▼

Quick  
Search

Bride ▼

Religion ▼

Mother tongue ▼

Caste ▼

21 Yrs ▼

to

35 Yrs ▼

Marital Status ▼

City/State/Country ▼

With photos only

**Search**

[▶ Search by profile id](#) | [▶ Advanced Search](#)

Success Stories

Millions of Profiles

Safe & Secure

Paid Membership

Find a match on the basis of  
**Community Religion Caste Profession**

MBA's Marathi Baniya Punjabi Patil  
Gujarati Jain Sikh Brahmin Tamil  
Bhumihar Gupta Konkani Kshatriya  
Khatri Rajput Sindhi Vaishnav Defence  
Agarwal Kayastha Muslim Hindi-UP  
NRI's Haryanvi Professionals Jat  
Yadav Hindi-Delhi Manglik Christian  
Bengali Muslim Doctors Malayalee  
Software Parsi Arora Nair Bihari  
Teachers Divorcee Telegu Buddhist



Existing User - Login

Email ID

Password

Remember Me

**Login**

[Forgot Password?](#)

[New User? Register Now!](#)



**1 Register**

Create your  
profile and start



**2 Search**

Find exactly the kind  
of people you are



**3 Contact**

Email them or View  
Phone Numbers to

New User?

**Register FREE**

# Online matrimonial business - India

- Online market estimated to be INR 5 bn in FY 14-15
- Three main players – Bharat matrimony, Shaadi and Jeevansathi
- Used by
  - Those disconnected from mother communities
  - Youngsters wanting choice
- In many instances process is driven by family
- Fragmented market
  - Basis geography
  - Communities (religion, caste, sub castes)

# Jeevansathi business 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** (10 centres operational)
  - Walk in sales for matching services
- **Franchise** - walk in centres

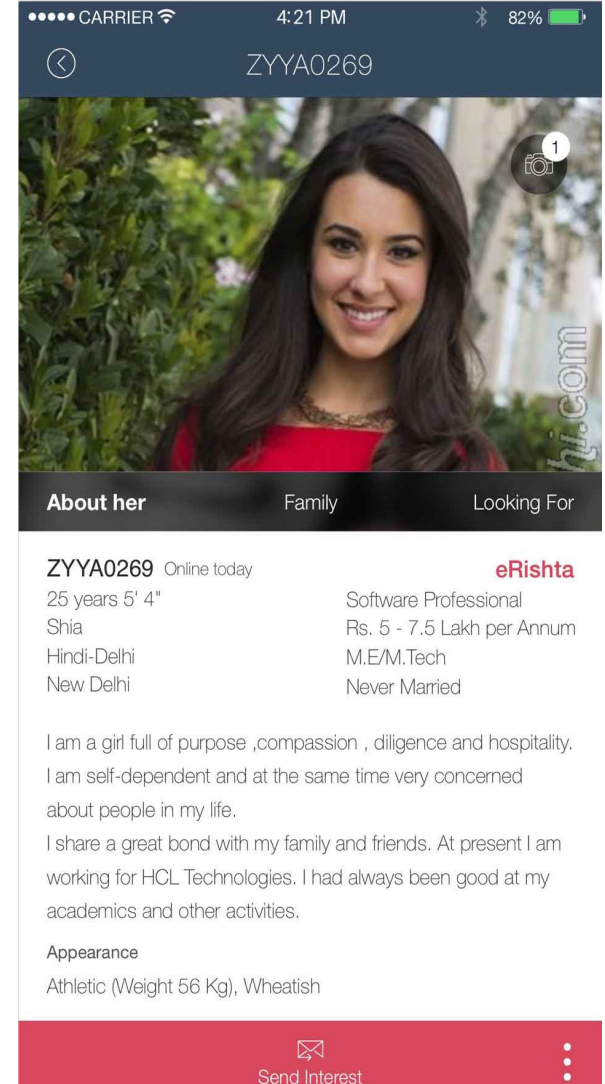
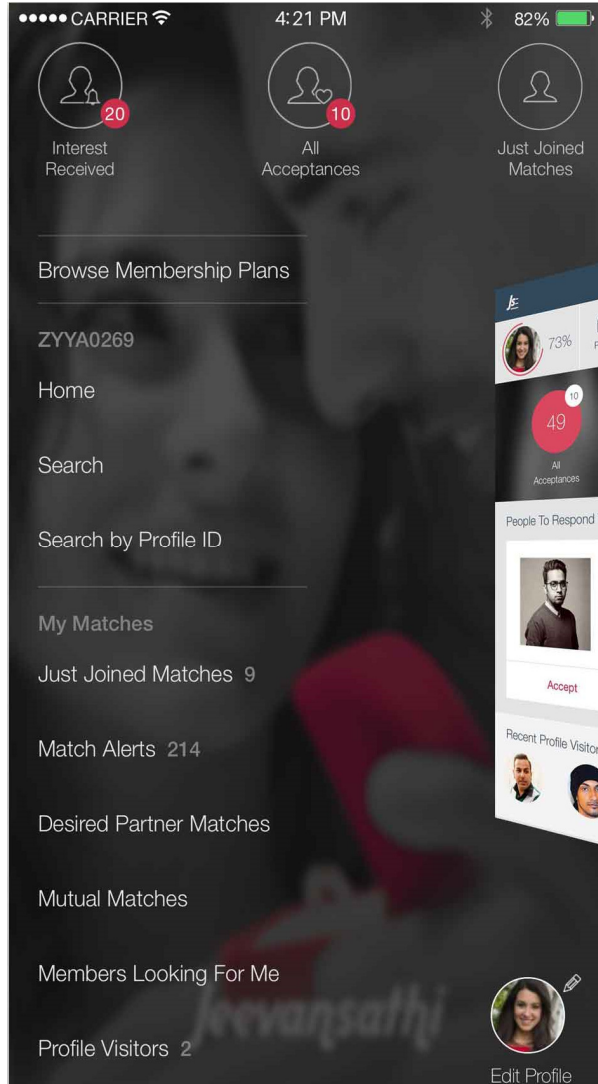
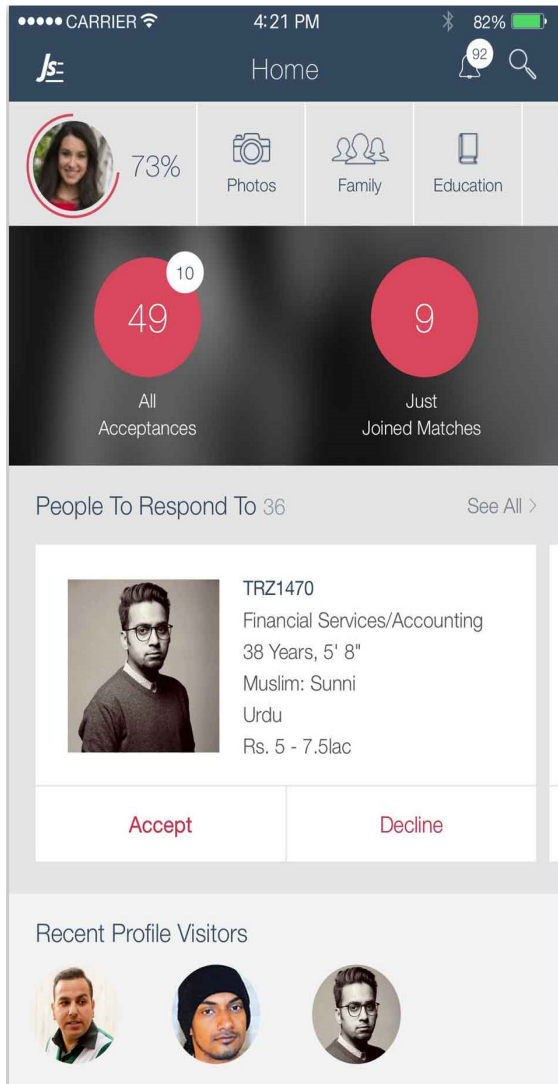
# Jeevansathi imperatives

- Improve free to paid conversion rate
- Improve revenue growth rates
- Increase profile acquisitions
- Focus on key identified communities
- Leverage mobile

# Competition

- Three main players
  - Bharatmatrimony is the leader
  - Shaadi is no. 2
  - Jeevansathi no. 3
- Bharatmatrimony dominates states in south India and non resident Indians from these states
- Shaadi leads in Gujarat and Punjab and non resident Indians from these states
- Jeevansathi leads in certain north India communities and states
- However, there are overlaps amongst sites

# Mobile app



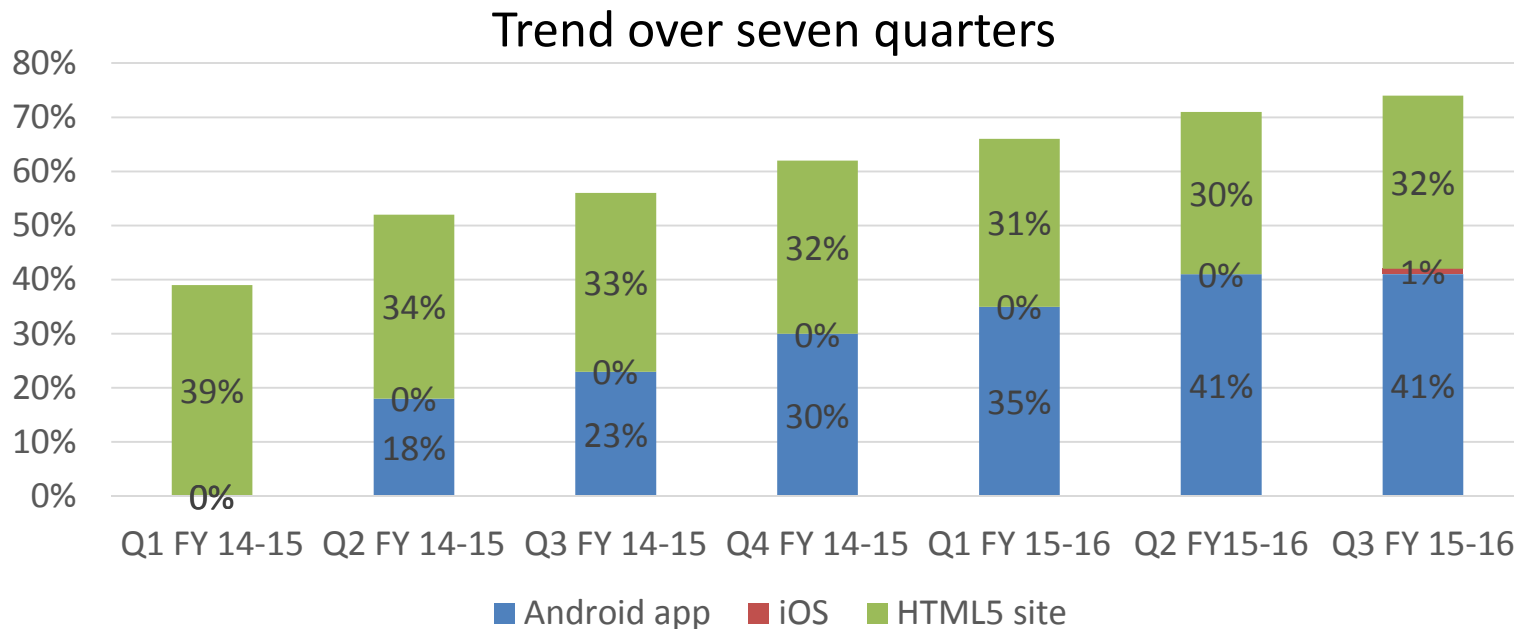
# Mobile an important source of traffic

About 74% sessions in Q3 FY 15-16 (vs 71% sessions in Q2 FY 15-16) from mobile

**Android app**  
41% of total  
Jeevansathi sessions

**iOS app** (launched on Nov 13, 2015)  
1% of total  
Jeevansathi sessions

**HTML5 site**  
30% of total  
Jeevansathi sessions





# Shiksha

# Shiksha

- A website which helps students decide undergraduate and post graduate options
  - A repository of information on colleges and courses in India and overseas
  - Reviews of college from alumni
  - Supplemented by a QnA
    - including posing questions online to existing students in a college

# Educational classifieds business - India

- Education as a category spends amongst the highest in print
  - ~ INR 3.8 bn (Source TAM Adex) in FY 14-15
  - Spend in print estimated to be similar to real estate
- Online , School/College contact programs, Consultant commissions & fairs form bulk of remaining marketing spends by colleges and Universities
- Few online players

# Home page of Shiksha (Desktop)

**shiksha.com**  
Stop Following. Start Exploring.

**MANAV RACHNA**  
vidyanatariksha  
UNIVERSITY · COLLEGES · SCHOOLS

Home | MBA | After 12th | All Courses | **New** Study Abroad | Entrance Exams | Top Colleges | Shiksha Café | Application Forms

Enter College or Course Name **Search**

**Study in India** **New** **Study Abroad**

**Management**  
Full Time MBA | Part Time MBA | Distance MBA | BBA

**Science & Engineering**  
BE/BTech | MTech | Agriculture & Forestry

**Banking & Finance**  
Accounting | Banking | CA related | Commerce

**Information Technology**  
BCA | MCA | Part Time MCA | Distance MCA | Networking

**Test Preparation**  
Govt. Sector Examinations | Medical Exams | Engineering Exams

**MBA College Reviews and Ratings**  
By Alumni and Current Students

Search Reviews by College Name

Popular Review Collection  
Top 5 IIMs  
Top 8 MBA Colleges - Mumbai [View All](#)

**Shiksha Café**  
Connect with over 1265 experts

Make an informed career choice, ask the expert now!

**Ask your question now** 0 out of 140 characters

**College Signup**


**Featured Colleges**

**Educatus expo 2015**  
The Professional Education Fair

Meet over 75 Top Universities/Colleges under one roof


# Home page of Engineering

## Engineering in India



[Home](#) [Institutes](#) [FAQ](#) [Q & A](#) [Rankings](#) [Tools](#) [Exams](#)

### Featured Colleges for Engineering



**DIT University, Dehradun** [Know More](#)

#### View by Location

- Colleges in Delhi-NCR
- Colleges in Mumbai
- Colleges in Bangalore
- Colleges in Pune

#### View by entrance exams

- Colleges accepting JEE Main
- Colleges accepting JEE Adv
- Colleges accepting EAMCET
- Colleges accepting MT-CET

### Predict your rank and find colleges that you can apply to:


**Rank Predictors:**

- [JEE MAIN 2015 Rank predictor](#)
- [JEE Advanced 2015 Rank predictor](#)
- [COMEDK 2015 Rank predictor](#)

**College Predictors:**

- [JEE MAIN 2015 College predictor](#)
- [COMEDK 2015 College predictor](#)
- [WBJEE 2015 College predictor](#)
- [CGPET 2015 College predictor](#)
- [KCET 2015 College predictor](#)
- [KEAM 2015 College predictor](#)
- [MPPET 2015 College predictor](#)
- [TNEA 2015 College predictor](#)

### Recent Articles on Engineering



**BITSAT 2015 Results: Check exam scores online**

BITSAT 2015 Results: Aspirants who have taken BITSAT 2015 can now check their scores on...


# Home page of MBA

## MBA in India

🔍


[🏠 Home](#) [🏫 Institutes](#) [🔧 Tools](#) [🏆 Rankings](#) [📄 Exams](#) [📄 Apply Online](#) [New 0 My Shortlist](#)

### Featured Colleges for MBA



**Alliance School of Business - Alliance University, Bangalore** [Know More](#)

### Recent Articles on MBA



**Reasons to move to the biggest North India campus**  
Lovely Professional University boasts of being the largest single campus university in...  
Added 4 days ago, 68 views

- [Why did I score low in CAT even after preparing hard for it?](#)  
Added 1 day ago, 255 views
- [ATMA May 2015: Download admit cards from today](#)  
Added 3 days ago, 114 views
- [Development sector calls for a dynamic and diverse workforce](#)  
Added 1 day ago, 30 views
- [Reasons to move to the biggest North India campus](#)  
Added 4 days ago, 68 views

[View all MBA Articles »](#)

### View by Location

- [Colleges in Delhi-NCR](#)
- [Colleges in Mumbai](#)
- [Colleges in Bangalore](#)
- [Colleges in Pune](#)

### View by Entrance Exams

- [Colleges accepting CAT](#)
- [Colleges accepting MAT](#)
- [Colleges accepting XAT](#)
- [Colleges accepting CMAT](#)

### Find the best MBA college for yourself!

We need a few details from you to suggest you relevant colleges & create your free Shiksha account.

# Home page for Overseas Education

**shiksha**  
STUDY ABROAD  
Stop Following. Start Exploring.

Signup Login

Home Bachelors Masters Top Countries Exams Enter Institute or Course Name Study in India

### Start your college search

1. CHOOSE A COURSE

MBA  MS  BE/Btech

Or select from more courses

2. CHOOSE STUDY DESTINATION

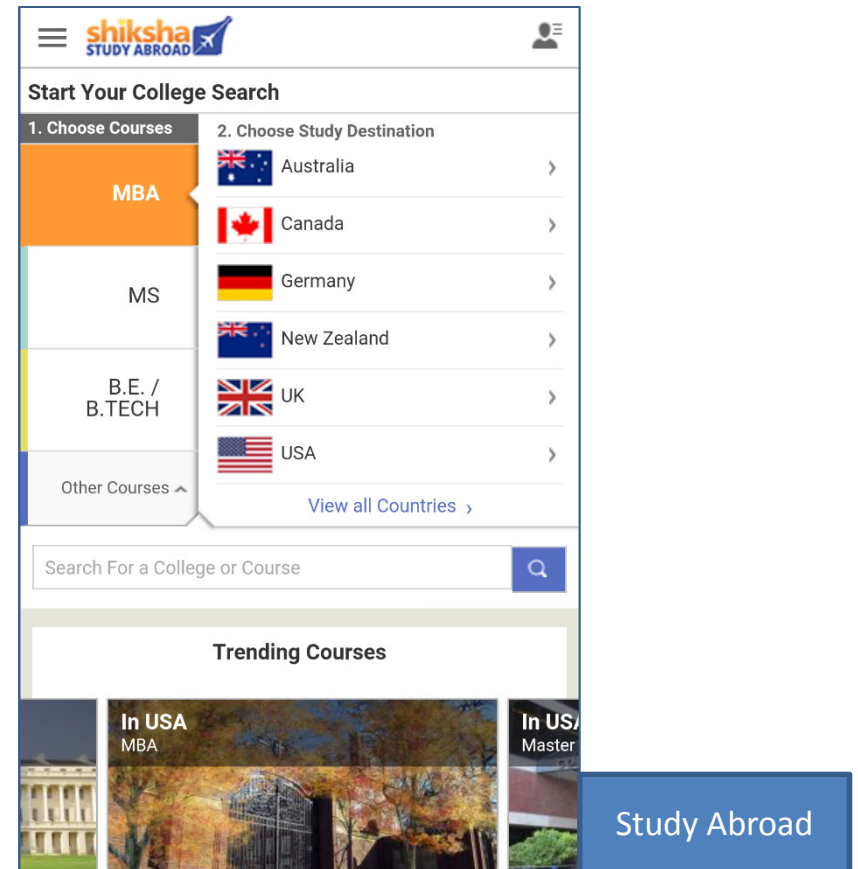
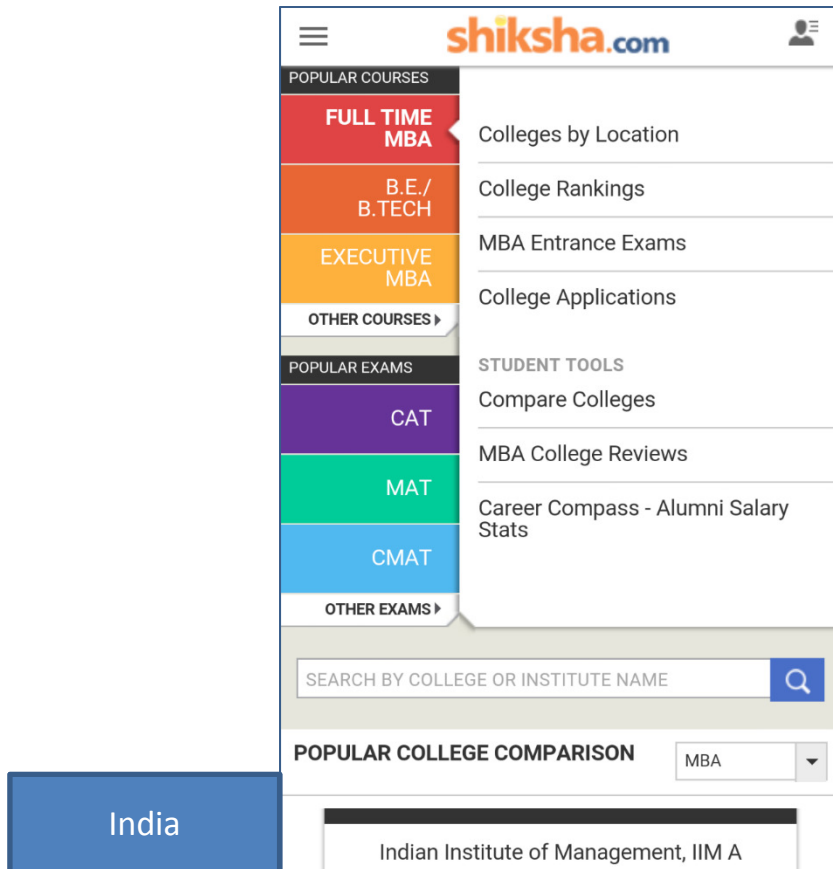
Choose Country

Continue

Quick links

Hospitality Management in Australia & Singapore | Fashion Courses in Italy | Creative Arts in UK | Nursing Courses in Canada

# Mobile site





# Campus Representatives from Institutes

Home Institutes Tools Rankings Exams Apply Online **New 0 My Shortlist**

Campus Connect - Ask Current Students before making a college decision

Shortlist colleges to make an informed decision

**Ask Current Student Directly**  
Find all about college admissions, placements, campus life & more

**Know the Inside-Story**  
Catch the latest buzz on 400+ colleges & what others are talking about

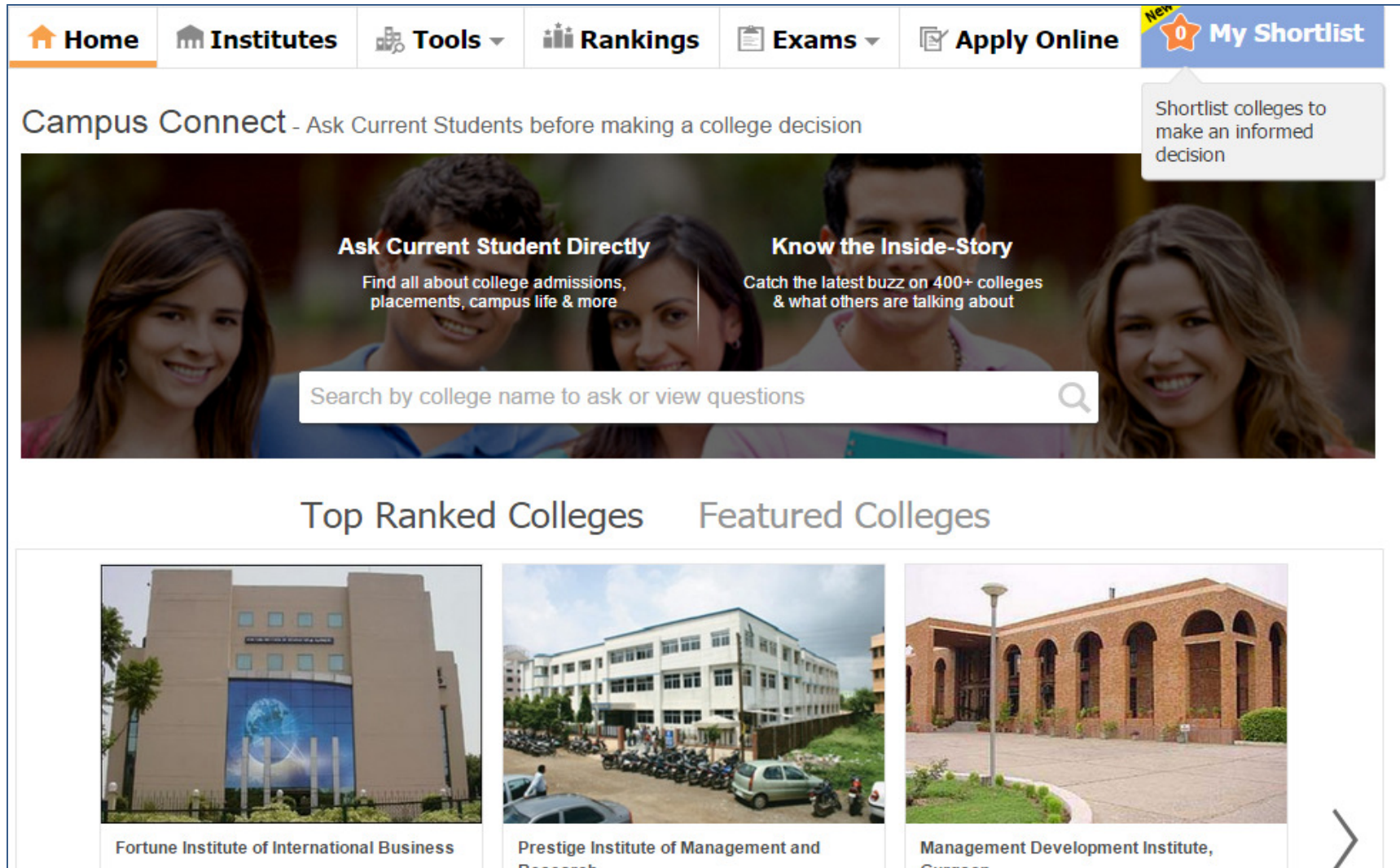
Search by college name to ask or view questions

Top Ranked Colleges    Featured Colleges

Fortune Institute of International Business

Prestige Institute of Management and Research

Management Development Institute, Gurgaon



# College Reviews

## College Reviews

Sort: **Year of Graduation** | Recently Submitted | Highest Rating | Lowest Rating

Average Alumni Rating: **4.6/5** | **6 Students Recommend This Course**

---

**Anonymous** Class of 2016 | Rating **5/5** | Recommends This Course

The Curriculum at IIM Calcutta is best suited for people wanting to pursue career in Finance, but word of caution: You don't buy your right to have a career in Finance once you enter the college, you have to earn it. The Professors are the best in their respective fields. In short time you disbelievably gain many skills. It is a rare to find a top league school which treats you more like adults rather than students at a Boarding School.

Is this review helpful? **YES**

Worth the money	
Crowd & Campus life	
Salary & Placements	
Campus facilities	
Faculty	

---

**Arun** Class of 2014 | Rating **4.8/5** | Recommends This Course

Best place to be in for management. Best infrastructure for studies; library and sightseeing within the campus; lovely hostels and insanely good academic building. Best B school in India and is fast trending to be one of the most reputed institute in the world.

Is this review helpful? **YES**

Worth the money	
Crowd & Campus life	
Salary & Placements	
Campus facilities	

# Shiksha business model

- **Branding & advertising** solution by colleges & universities (UG & PG)
  - Both Indian and foreign entities advertise
  - Large number of Indian students go overseas for higher education
    - Estimated at ~100,000 + every year. Highly monetizable
- **Lead generation**
  - Potential student/applicants details bought by colleges and their agents
  - Lead qualification service for international colleges
- Prospective **students have free access** to information on the site (some post registration)

# Shiksha strategy

Build differentiated & credible content

- Improved information on colleges and courses
- User generated content (Q&A with community/experts/campus reps, reviews) & interactive student tools
- Category (course) level focus

Strong mobile experience

- Full feature mobile sites for domestic & study abroad
- App for mobile (Android) to be launched

Further develop key accounts

- Innovative branding and student engagement solutions
- Value add services like lead qualification, application help
- Deeper key account management by sales team

# Competition

- Careers360
- Pagalguy (a MBA aspirant community)
- HTcampus
- Minglebox
- MBA Universe
- IndiaCollegeSearch
- HotCourses India (study abroad)
- Studypotals (study abroad)

# Investee companies

# Portfolio status

As of Jan 20, 2016

Rs in million

Investee Company	Website	Total amount invested	% Holding on fully diluted basis	% of Total
<b>Active</b>				
Zomato Media Pvt Ltd.	<a href="http://www.zomato.com">www.zomato.com</a>	4,838	47%	61%
Applect Learning Systems Pvt Ltd.	<a href="http://www.meritnation.com">www.meritnation.com</a>	968	59%	12%
Etechaces Marketing and Consulting Pvt Ltd.	<a href="http://www.policybazaar.com">www.policybazaar.com</a>	325	^10%	4%
Kinobeo Software Pvt Ltd.	<a href="http://www.mydala.com">www.mydala.com</a>	270	45%	3%
Canvera Digital Technologies Pvt Ltd.	<a href="http://www.canvera.com">www.canvera.com</a>	901	49%	11%
Happily Unmarried Marketing Pvt Ltd.	<a href="http://www.happilyunmarried.com">www.happilyunmarried.com</a>	113	37%	1%
Mint Bird Technologies Pvt. Ltd.	<a href="http://www.vacationlabs.com">www.vacationlabs.com</a>	60	26%	1%
Green Leaves Consumer Services Pvt. Ltd.	<a href="http://www.bigstylist.com">www.bigstylist.com</a>	64	25%	1%
Rare Media Company Pvt Ltd.	<a href="http://www.bluedolph.in">www.bluedolph.in</a>	74	35%	1%
<b>Sub Total</b>		<b>7,613</b>		<b>96%</b>
<b>Written off/ provisioned for/ exited</b>				
Studyplaces, Inc.	<a href="http://www.studyplaces.com">www.studyplaces.com</a>	45	13%	1%
Ninety Nine Labels Pvt Ltd.	<a href="http://www.99labels.com">www.99labels.com</a>	285	47%	4%
Nogle Technologies Pvt Ltd.	<a href="http://www.floost.com">www.floost.com</a>	26	31%	0%
<b>Sub Total</b>		<b>356</b>		<b>4%</b>
<b>Total</b>		<b>7,969</b>		<b>100%</b>

\* Approximate shareholding on fully disbursed and converted basis, held directly or indirectly (through subsidiaries, associates or affiliates). The % shareholding may or may not translate into an equivalent economic interest on account of conditions in the investment/ shareholders agreements.  
 ^ being Info Edge's proportionate share of economic interest. Info Edge's 50.01% subsidiary, Makesense holds nearly 20% of Policybazaar in association with Temasek. Temasek had infused a total of Rs 1.34 bn for its 49.99% stake in Oct, 2015

# Investee companies financials

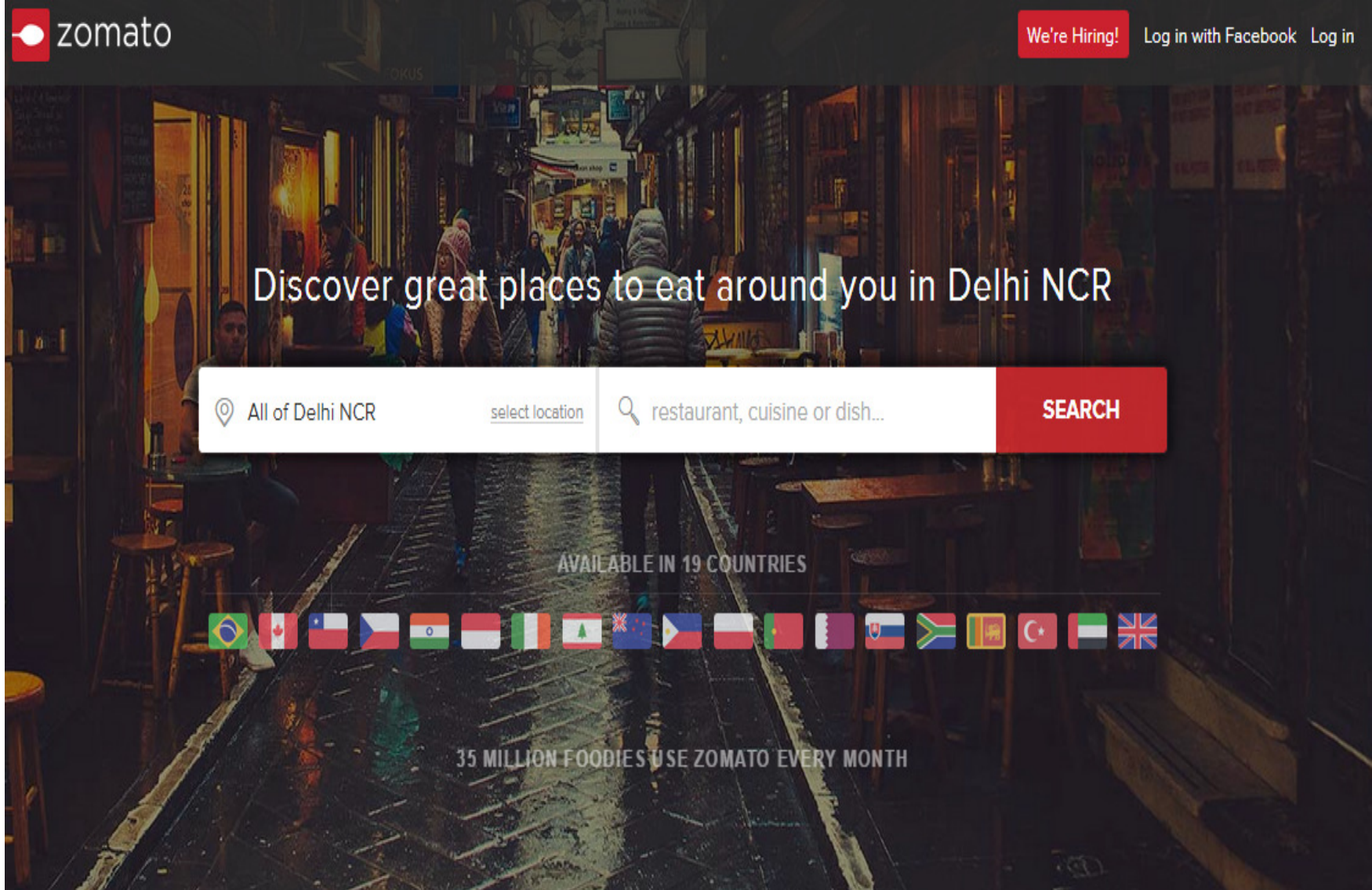
INR million

Investee Company	Website	Total amount invested	*Approx. diluted and converted shareholding %	Operating revenue				Operating EBITDA											
				FY11-12	FY 12-13	FY 13-14	FY 14-15	FY11-12	FY 12-13	FY 13-14	FY 14-15								
<b>Partly owned subsidiary</b>																			
Zomato Media Pvt Ltd.	<a href="http://www.zomato.com">www.zomato.com</a>	4838	47%	20.4	113.8	306.0	967.3	(72.2)	(100.3)	(413.9)	(1360.0)								
Applect Learning Systems Pvt Ltd.	<a href="http://www.meritnation.com">www.meritnation.com</a>	968	59%	40.7	98.2	202.8	215.9	(54.4)	(214.3)	(285.3)	(227.2)								
<b>Associate</b>																			
Etechaces Marketing and Consulting Pvt Ltd.	<a href="http://www.policybazaar.com">www.policybazaar.com</a>	325	^10%	537.0	868.0	1398.6	2117.5	(287.6)	(490.0)	(461.5)	(745.2)								
Kinobeo Software Pvt Ltd.	<a href="http://www.mydala.com">www.mydala.com</a>	270	45%																
Canvera Digital Technologies Pvt Ltd.	<a href="http://www.canvera.com">www.canvera.com</a>	901	49%																
Happily Unmarried Marketing Pvt Ltd.	<a href="http://www.happilyunmarried.com">www.happilyunmarried.com</a>	113	37%																
Mint Bird Technologies Pvt Ltd.	<a href="http://www.vacationlabs.com">www.vacationlabs.com</a>	60	26%																
Green Leaves Consumer Services Pvt. Ltd.	<a href="http://www.bigstylist.com">www.bigstylist.com</a>	64	25%																
Rare Media Company Pvt Ltd.	<a href="http://www.bluedolph.in">www.bluedolph.in</a>	74	35%																
<b>Total</b>		<b>7613</b>										<b>598.1</b>	<b>1080.0</b>	<b>1907.4</b>	<b>3300.7</b>	<b>(414.2)</b>	<b>(804.6)</b>	<b>(1160.7)</b>	<b>(2332.4)</b>

\* Approximate shareholding on fully disbursed and converted basis, held directly or indirectly (through subsidiaries, associates or affiliates). The % shareholding may or may not translate into an equivalent economic interest on account of conditions in the investment/ shareholders agreements.  
 ^ being Info Edge's proportionate share of economic interest. Info Edge's 50.01% subsidiary, Makesense holds nearly 20% of Policybazaar in association with Temasek. Temasek had infused a total of Rs 1.34 bn for its 49.99% stake in Oct, 2015



# Zomato



The image shows the Zomato website landing page for Delhi NCR. The background is a dark, atmospheric photograph of a narrow street in a city at night, with people walking and lights from shops and streetlights reflecting on the wet pavement. The Zomato logo is in the top left corner. In the top right, there are links for 'We're Hiring!', 'Log in with Facebook', and 'Log in'. The main headline reads 'Discover great places to eat around you in Delhi NCR'. Below this is a search bar with a location dropdown set to 'All of Delhi NCR', a search input field containing 'restaurant, cuisine or dish...', and a red 'SEARCH' button. Below the search bar, it says 'AVAILABLE IN 19 COUNTRIES' followed by a row of 19 national flags. At the bottom, it states '35 MILLION FOODIES USE ZOMATO EVERY MONTH'.

zomato

We're Hiring! Log in with Facebook Log in

Discover great places to eat around you in Delhi NCR

All of Delhi NCR [select location](#) restaurant, cuisine or dish... **SEARCH**

AVAILABLE IN 19 COUNTRIES

35 MILLION FOODIES USE ZOMATO EVERY MONTH

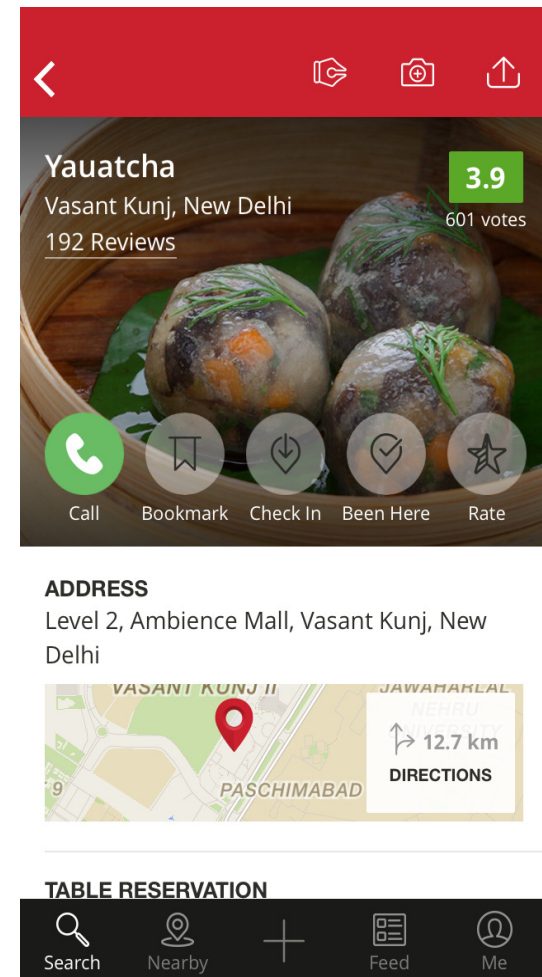
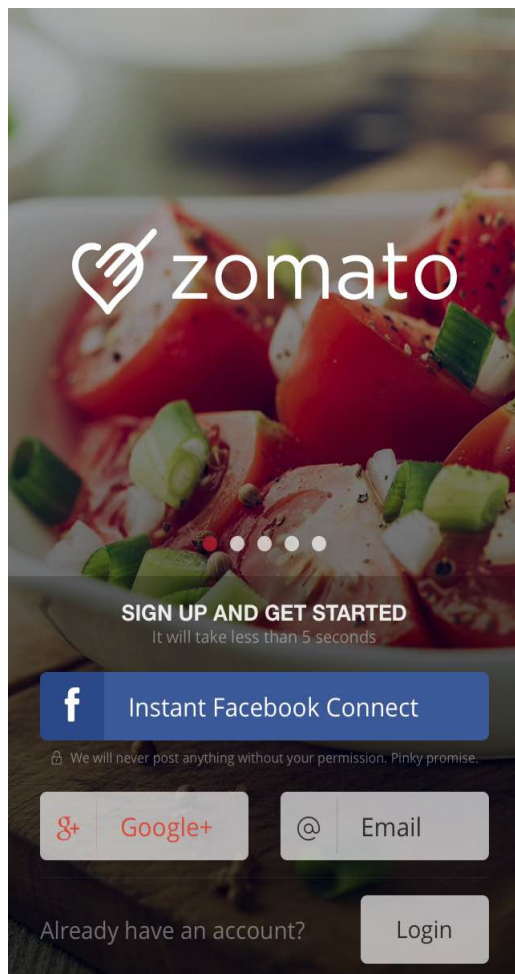
# Zomato – business model

- A clear leader in the restaurant category in India and several other countries
- Launched online food ordering in UAE (Abu Dhabi) in Q3, FY16
- Presence in 23 countries
  - India, UK, Canada, Czech Republic, Slovakia, Poland, Portugal, UAE, NZ, South Africa, Turkey, Philippines, Indonesia, Italy, Brazil, Ireland, Qatar, Sri Lanka, Chile, Australia, US and Lebanon
  - Launched Malaysia in Q3, FY 15-16
- ~67 million sessions in Dec, 2015 across web and mobile
  - ~70% sessions through mobile (web and app)
- Monetisation growing well
- Table reservations launched in 12 cities across 9 countries in Q3, FY 15-16

# Zomato – business model

- Business model
  - Digitise restaurant menus, provide relevant information (including map coordinates, pictures etc)
    - Regular up-dation through feet on street beats
  - Generate ratings and reviews and enable picture uploads from users
  - Provide a wow user experience
    - search capabilities by location, cuisine, dish names
    - convenience through a high quality mobile app
  - Monetise through advertising and food ordering on the web and mobile app
  - Online food ordering launched in India in Q1, UAE in Q2
    - Delivery done by restaurant
    - Zomato has also partnered with logistics players Grab and Delhivery in India in Q2, FY16 to do deliveries and bring dine-in only restaurants on board
  - Introduced a subscription product in FY 15
    - enables restaurants to upload promos, daily menus and create rich listings
  - Table reservations introduced in India in Sept '15 and Dubai in Oct '15, live in 12 cities in 9 countries

# Zomato – mobile app



# Policybazaar



[About](#)

[Insurance](#) ▾

[Loans](#) ▾

[Help](#) ▾

[Sign In](#)



1800-103-3999  
[24x7 Toll Free]



Term Insurance



Health Insurance



Car Insurance



Investment



Two Wheeler



Critical Illness



Personal Accident



Home Insurance



Travel Insurance



Loans & Cards



# Policybazaar

- Policybazaar is India's online price comparison site for insurance
  - A clear value add to individuals and Financial Institutions
- A leader in its category
  - estimated 90% share of Insurance comparison & 40% of online Insurance transactions
- A large untapped and growing market
  - A fraction (less than 4%) of the Indian population is insured

# Meritnation



Like 275k Purchase  
011-40705070 or Call Me

What are you looking for?

Download our Mobile App

Explore

Log In

Register

- Live Classes
- CA-CPT
- IITJEE | AIPMT
- Class XII
- Class XI
- Class X
- Class IX
- Class VIII
- Class VII
- Class VI
- Class V
- Class IV
- Class III
- Class II
- Class I



## Crack your exams with the best tuitions, now at your home!

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- ✓ Best Teachers in India
- ✓ Classes VI-X

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Join now for FREE

Name

E-mail

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Mobile

Select Board

Select Class

Student Parent Tutor Teacher

JOIN NOW

By clicking on "JOIN NOW" you agree to our T&C

Join 8319597 happy students at Meritnation

India's largest online education portal for students from Classes I to XII

### Study

Videos, Animations and Interactive Activities

### Test

Unlimited Practice tests

### Homework Help

Get Solutions to all your Doubts Instantly

### Subjects

Math, Science, English, Hindi & more...

### Boards

CBSE, ICSE, Maharashtra & more...

### Entrance Exams

IITJEE, AIPMT, CPT & more...

OUR RESULTS

Meritnation Wall of Success

School made easy! Join now for FREE

FREE

access to all NCERT Solutions

# Meritnation

- Supplementary online learning platform for K12 and Entrance Exams
  - Proprietary content
  - Freemium model
  - Direct to consumer
- Provides free solutions mainly for
  - mathematics and science for K12 of popular national Indian curriculum's viz. CBSE and ICSE and some State Boards
  - free solutions restricted to popular text books and user generated content
- Paid product for online assessment and teaching solutions
  - provides resources to kids for self study after school
  - Option for live online tuition classes
- Expanding offline centres
- Test prep product for engineering and medical entrance examinations



# Meritnation contd.

- Till end Dec, 2015
  - Over 10 million registered users
  - Over 3 million visitors every month
  - ~55-60% of sessions through mobile (in Dec, 2015)

# Canvera

Canvera

MY CANVERA NEWS BLOG ABOUT CONTACT

Cherish your joyous moments forever with Canvera...

Find a Photographer | Get your own Canvera Photobook | Share your Photobook on Facebook





## Find a Photographer

Please select a category or location to search


Location  Photography Style, Occasion, Category

[All locations](#) [All categories](#)

### Top Categories

- Wedding Photography 
- Fashion Photography 
- Kids Photography 
- Commercial Photography 

### Photographers In Focus

Lakshya Manwani Photography 

### Experts Speak


Indian Wedding Photography...costs HOW MUCH?  
By Arjun Kartha  
[Read More](#)

## Canvera Photobooks

EASY TO ORDER | DURABLE | BEAUTIFUL

Our stringent quality check ensures that each handcrafted Canvera Photobook surpasses your expectations. With a three layered packaging and shipping within a safety box, a bag and a tertiary shipping box, your memories will reach you safely and remain fresh forever.

You can select from ten different types of Photobooks with options for paper and size for every book.



# Canvera

- Produces printed wedding albums for professional photographers
- Build brand with the consumer but monetise through the professional photographer
- Products & services include:
  - Printed products (albums) sold to the photographer (main source of revenue)
  - Design of printed products and websites (service business that supports the product business)
  - Web solutions to help professional photographer build their website (SaaS)
  - Lead generation through photographer classifieds (started monetization through ads in Nov, 2014)
- Expertise in digital imaging and printing

# Canvera

- Business model
  - Photographers pay to order printed albums or photographs
  - Additional sources of monetization possible
    - Micro site and ad revenues from photographer classifieds
- Sales presence in 200+ cities
- New launches
  - Every printed book can now be downloaded to a mobile devices using Canvera's app and from the app shared on Facebook, WhatsApp
- Photographers directory basis city and location
  - Monetisation started Nov, 2014

# Mydala



I am in Delhi NCR ▾

Invite Friends

Get my APP

Cart (0)

Log In

Need Help? Call us at 011-43444444

## Discover great deals & discounts in Delhi NCR

Search 175,000+ deals & offers from 100,000+ brands



Eg. salon, gym, restaurant, tattoo, vico, flipkart coupons, saket, andheri

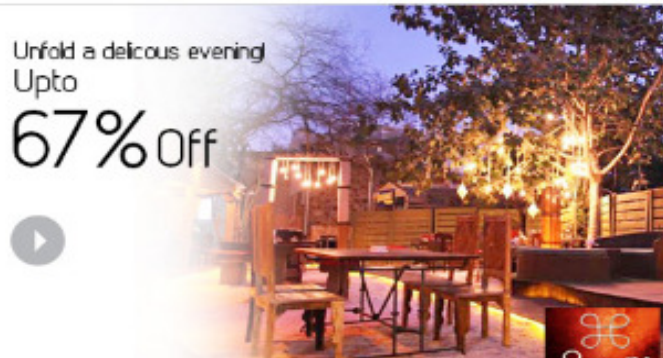
## Top Selling Deals

Food and Drinks | Beauty | Health and Fitness | Tattoos | Travel | Grocery Shopping | Online Coupons | Other Categories ▾

**25% Off**  
chinese. european &  
continental food



Unfold a delicious evening  
Upto  
**67% Off**



ONLY ON APP

Starbucks  
gift vouchers!



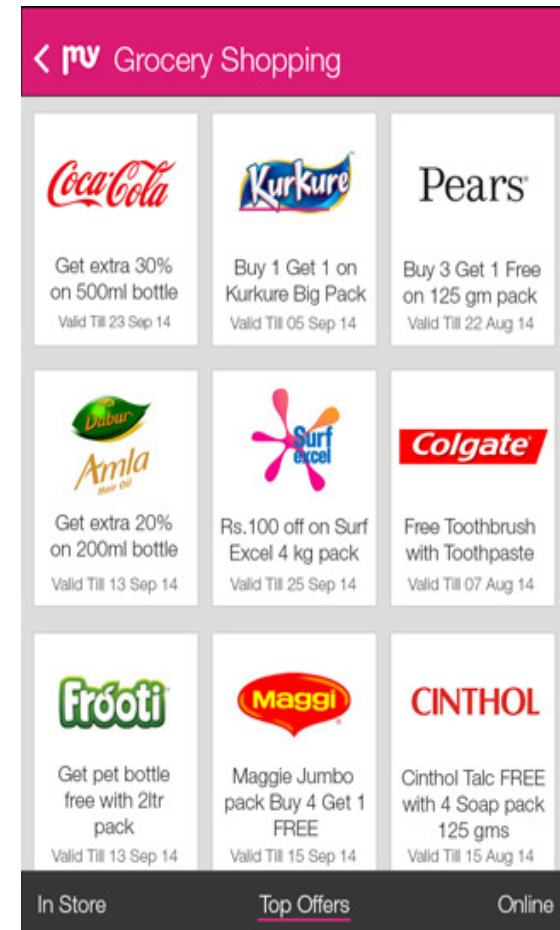
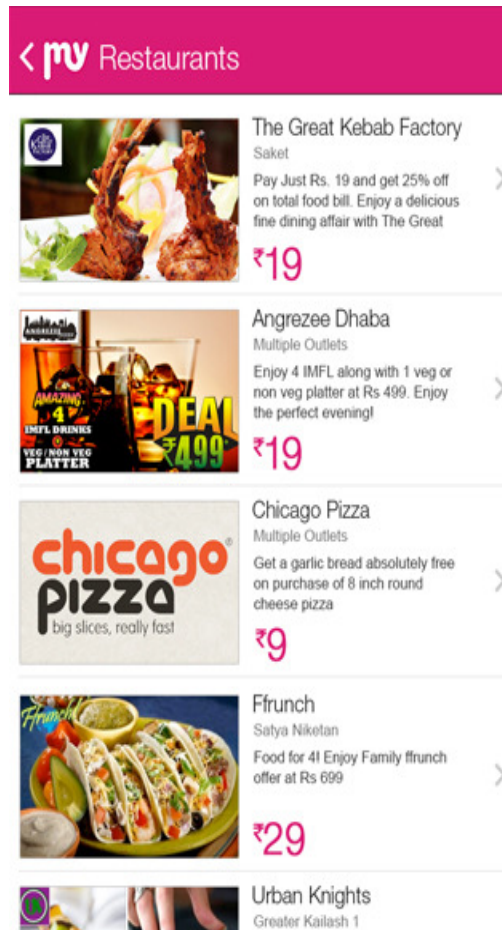
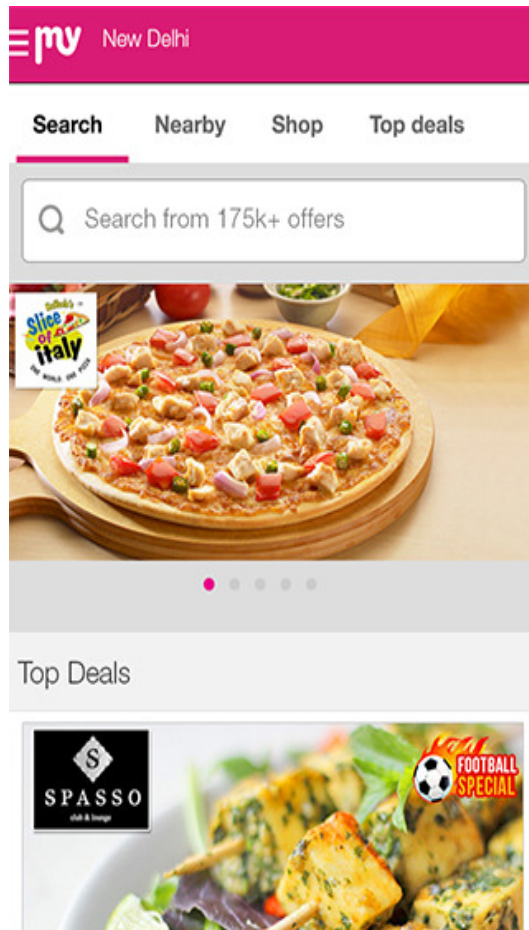
Promote  
your  
Business



# Mydala

- India's largest promotion led local services marketing platform
- Vision is to make it a daily habit with consumers and businesses
- About 50 mn visitors and 5 mn transacting customers every month
- One of the largest mobile commerce platforms in India
- Large addressable market

# Mydala app



# Happily unmarried



[Interns](#) | [Blog](#) | [Track Order](#) | [Store Locator](#) | [Contact Us](#)

Your search is my command!

SEARCH



Cart



Login

Shop by category

Hot

Valentine Gifts

Bar

Apparel

Phone Covers

Home

Bags

Gift Packs

Stationery

UFO

Office

A vibrant yellow advertisement for 'Jar Hai'. It features a glass jar with a red ribbon and a black label that reads 'I LOVE YOU' and 'WASTING MY WEEKENDS WITH YOU'. The jar is surrounded by colorful sticky notes with phrases like 'FEELING BLUE', 'LOVE', and 'I'M FEELING LUCKY'. The text 'KaHo na Jar Hai' is written in large, stylized letters. A pink 'CHECKOUT' button is at the bottom right. Below the main image are three small text boxes: 'Awesome Valentine Gifts', 'Introducing new bags', and 'Perfect device to serve your shots in.'

A red advertisement for 'PHONE COVERS'. It features a smartphone with a red cover. The text reads 'PHONE COVERS' and 'make your phone a superstar'.

A yellow advertisement for 'BAR ACCESSORIES'. It features several glasses with different designs. The text reads 'BAR ACCESSORIES' and 'the true spirit of drinking'.

A blue advertisement for 'TEE SHIRTS'. It features a man and a woman wearing t-shirts. The text reads 'TEE SHIRTS'.

Hey Good looking! Thanks for hittin on us!





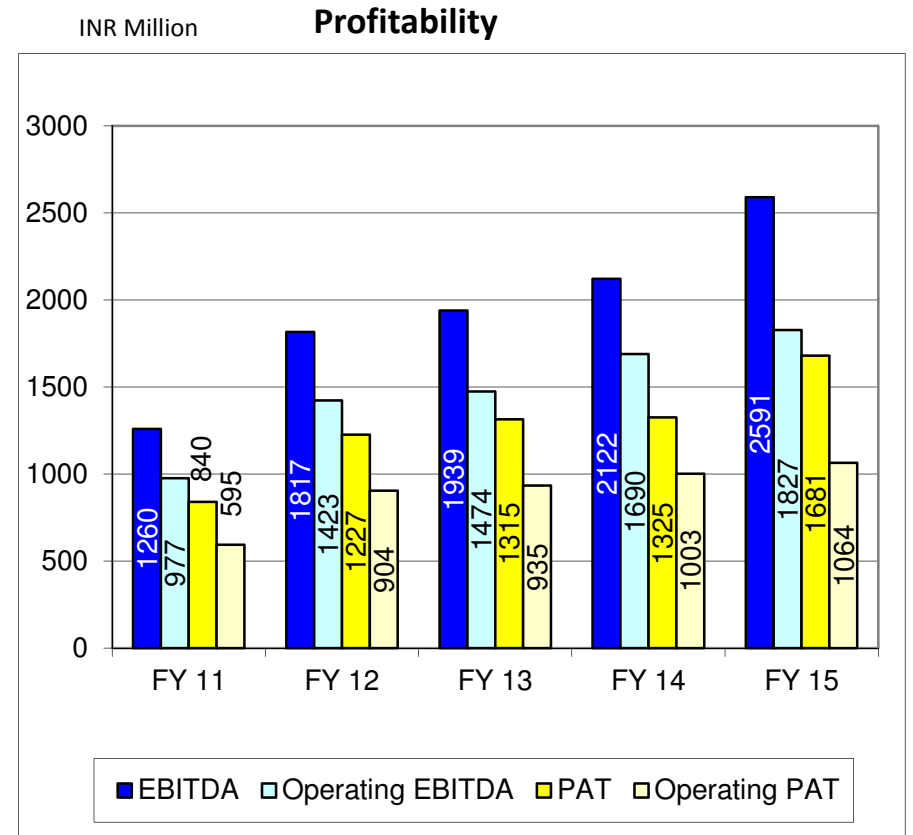
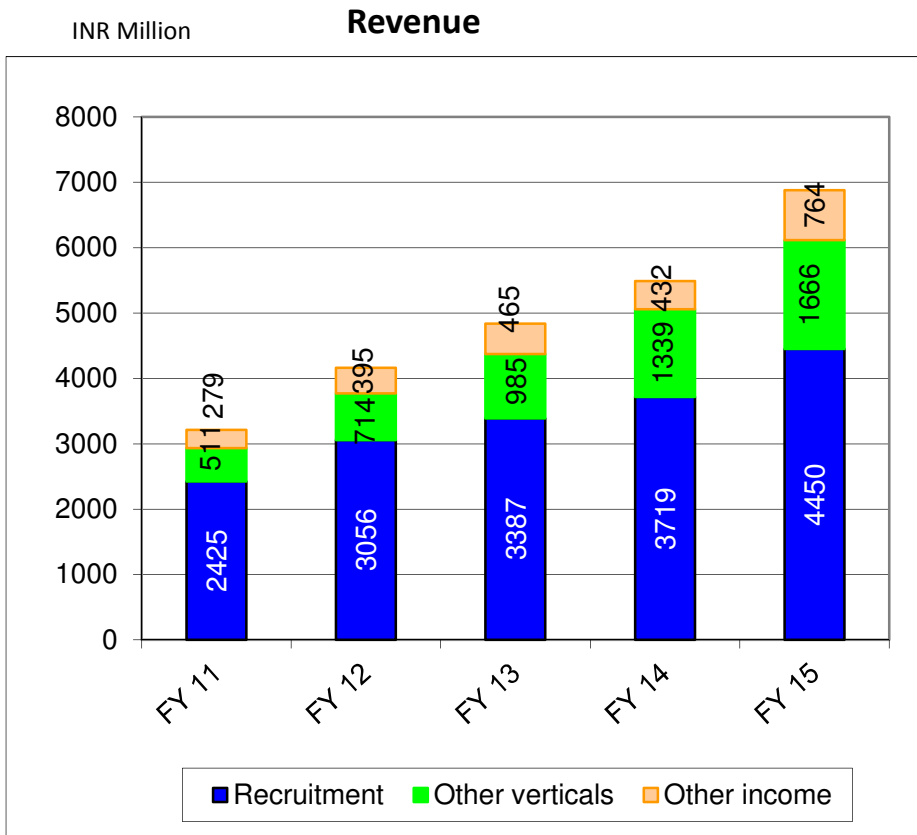
# Happily Unmarried

- Designs and sells fun quirky products
  - With an Indian touch
- Proportion of online sales growing
- Launched a grooming range for men “Ustraa”

# Financials

(Standalone)

# Consistent long-term growth in Revenue & Profitability



In FY 15, Recruitment was 72.7% and Other Verticals 27.3% of the standalone Operating Revenue of Rs 5,058 mn

EBITDA and PAT nos. above exclude the CSR expense of about Rs 33.8 million

In FY 15, on a consolidated basis, Operating Revenue was Rs 7,332 mn (Rs 6,116 mn on standalone basis) and PAT Rs 242 mn (Rs 1,647 mn on standalone basis) on account of losses in investee companies

Other Income in the above chart is treasury income

**Investment in 99 acres could compress margins in FY 16**

# Team

# Management Team

Name	Age	Qualifications	Designation/ Role	Previously worked with	Year of joining
Sanjeev Bikhchandani	52	BA Economics St. Stephens, PGDM IIM-A	Founder and Executive Vice Chairman	Lintas, Glaxo Smith Kline	1995
Hitesh Oberoi	43	B Tech, IIT Delhi, PGDM, IIM-B	Managing Director and CEO	HLL (Unilever)	2000
Vivek Khare	45	M. Sc (Physics) IIT – Kanpur, PGDBA-Birla Institute of Management Technology	Executive Vice President	-	2000
Deepali Singh	42	B Sc, LLB, Delhi University, PGDBA, IPM	Executive Vice President Firstnaukri	Aptech	2000
Arif Ismail Parker	41	BA	Executive Vice President- Sales	ITNation.com	2000
Vibhore Sharma	41	B Sc, IGNOU	Chief Technology Officer Naukri	Pioneer	2001
Suresh V.	43	BE, Masters in Management, Sathya Sai Institute of Management	Chief Sales Officer - Naukri.com	Xerox	2001
Neeraj Sharma	42	B.Com , PGPM	Executive Vice President- Sales	RPG Group	2001
Niraj Kumar Rana	40	BSC, MBA	Executive Vice President- Sales	-	2001
Manoj P	41	BE- University of Mysore MBA - Xavier Institute of Management and Entrepreneurship	Executive Vice President- Sales	Indian Seamless Group	2002
Harveen Singh Bedi	44	PGDBA-Birla Institute of Management Technology	Executive Vice President Quadrangle & Ehire	Nestle	2002
Dinesh P Kumar	40	MBA	Executive Vice President- Sales	Notre Advertising	2002
Satyajit Tripathi	42	BSc ,PGDBM	Executive Vice President- Sales	-	2002
Ambrish Kumar Singh	42	Btech, MBA	Senior Vice President and Head Sales and Customer Delivery Shiksha	LSI Software, Pentasoft Tech	2003
Sudhir Bhargava	46	BE, MBA, FMS, Delhi University	Executive Vice President Corporate Finance	HSBC, ICICI Bank	2006
Sharmeen Khalid	44	MBA, IRMA	Chief Human Resources Officer	Polaris	2006
Shalabh Nigam	43	B Tech, IIT Kanpur	Chief Technology Officer - Jeevansathi, 99acres, Shiksha	Baypackets	2007
Rajesh Khetarpal	43	CA	Executive Vice President- Finance	Bharti	2007
Sumeet Singh	42	BBA, MBA	Chief Marketing Officer	CII	2007

## Management Team contd.

Name	Age	Qualifications	Designation/ Role	Previously worked with	Year of joining
Nishant Pandey	40	B Tech, IIT Delhi, MBA ISB	Executive Vice President- Product Development	Schlumberger	2008
Rinchan Gupta	37	BE - Comp Science	Senior Vice President Interaction Design	HP India	2008
Vivek Jain	42	B Tech, IIT Delhi, PGDM, IIM – B	Chief Product Officer-Naukri & Head-Naukri FF	Isoft, Adobe, IBM, ICICI Securities	2010
Maneesh Upadhyaya	37	B Sc, St Stephens, MBA, FMS, Delhi University	EVP & Business Head - Shiksha	HUL, Bain & Co.	2010
Tarun Aggarwal	41	B Tech, MBA IIM Ahmedabad	Executive Vice President and Business Head- Naukri Gulf	HT Media, Tech Mahindra, HCL Technologies	2010
Amit Kumar Singh	38	B Tech - IIT Kanpur, PGDBM - IIM Calcutta	Executive Vice President - Product Development	Adobe Systems, Citibank	2011
Ravi Pratap	38	B.Tech- BIT Mesra, PGDBM - IIM Bangalore	Senior Vice President Product Development	Toostep, Headstrong, Iflex	2012
Manav Rajkumar Gupta	38	B.Tech , MBA - European School of Management and Technology, Berlin	Senior Vice President Product Development	Toostep, TCS, Mittal Steels	2012
Manish Gupta	36	PhD (Mathematics) - IIT Delhi	Senior Vice President	DRDO, Innovation Labs, Citi	2012
Murlee Manohar Jain	38	Bcom, CS	Associate Vice President-Secretarial & CS	Apollo Tyres	2013
Anurag Jain	38	MBA- ISB Hyderabad, MS - Wright State University	Sr. Vice President and Product Head Shiksha	Microsoft, Nokia, Dassault Systemes	2013
Chintan Arvind Thakkar	49	CA	CFO	Computer Associates	2014
Pankaj Jain	41	B.Tech - IIT Delhi, MS- Stanford University	Executive Vice President- New Projects	Spice Online Retail, Spice Televentures, Taxila, Siebel Systems	2014
Shailesh Chandra	41	BE - Delhi College of Engg, PGDBM- IIM A	Executive Vice President	Amazon, Genpact, Indian Railways, Maruti Udyog, Indian Petrochemicals	2014
Sanjay Suri	43	MS- University of California	Executive Vice President- Engineering	Tradus, ClearSenses, Videocrux, Amazon, Oracle	2014
Narasimha Jayakumar	42	MBA- London Business School, PGDM- IIM-B, B Tech- NIT Karnataka	Chief Business Officer- 99acres.com	TV18 Home Shopping Network Ltd, Google, Expedia, Galileo Int., TAS	2015
Jatin Bery	41	MSc Corp & Int'l Finance, Durham University, MBA (IMI), BA (Hons) Economics, St.Stephen's	Executive Vice President Corporate Development	Kotak Investment Banking, Ernst & Young, JPMorgan	2015
Rajat Bansal	38	BE Computer Science - NSIT Delhi	Executive Vice President Engineering, Naukri Technology	Hike Messenger, Amazon, Adobe Systems Pvt. Ltd., Microsoft Corporation	2015

About 10% of the total employees are covered under ESOP

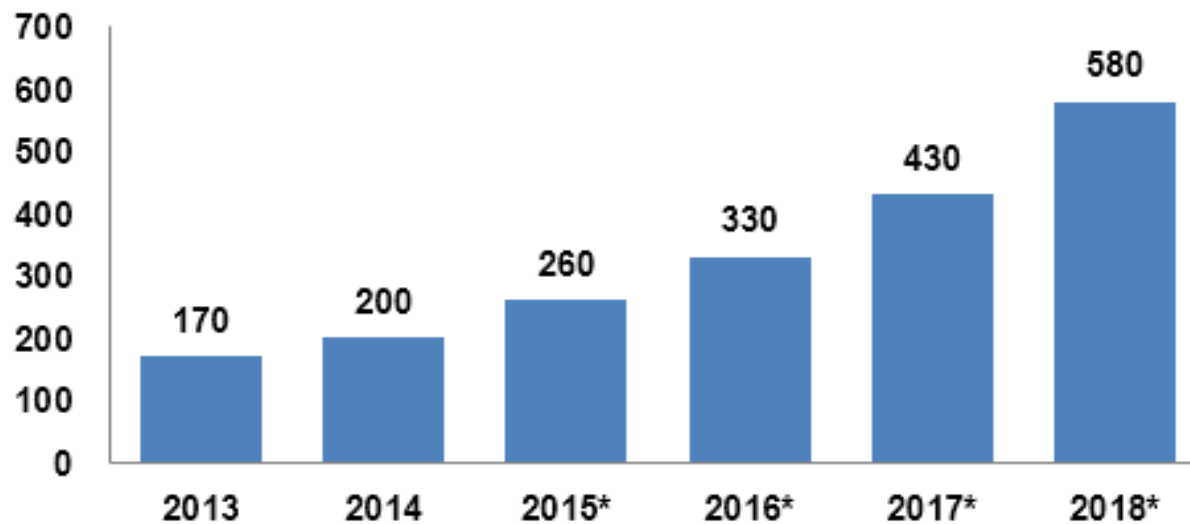
# Internet in India

# No. of internet users

- As per TRAI, number of internet subscribers were
  - 302.35 million as of 31.3.2015
  - 251.59 million as of 31.3.2014

Source : <http://www.trai.gov.in/WriteReadData/PIRReport/Documents/Indicator-Reports-Mar12082015.pdf>

- Rapid growth expected (nos. in millions)



Note: \* Forecasts. Source: BCG.



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