



HT Media Limited

Annual Report 2011-12

A silhouette of a person standing on the edge of a cliff, with their right arm raised in a gesture of triumph or achievement. The background is a vibrant sunset with a large, bright sun and orange, yellow, and red clouds. The overall mood is one of success and perseverance.

Staying ahead.
Consistently.

Corporate Information

BOARD OF DIRECTORS

Smt. Shobhana Bhartia
Chairperson & Editorial Director

Shri K.N. Memani

Shri N.K. Singh

Shri Ajay Relan

Dr. Mukesh Aghi

Shri Priyavrat Bhartia

Whole-time Director

Shri Shamit Bhartia

Whole-time Director

Shri Rajiv Verma

Whole-time Director & CEO

CHIEF FINANCIAL OFFICER

Shri Piyush Gupta

COMPANY SECRETARY

Shri Dinesh Mittal

AUDITORS

S.R. Batliboi & Co.

REGISTRAR & SHARE TRANSFER AGENT

Karvy Computershare Private Limited
Plot Nos. 17-24, Vithal Rao Nagar
Madhapur, Hyderabad- 500 086
Tel: +91 40 23420818
Fax: +91 40 23420814
Email: einward.ris@karvy.com

REGISTERED OFFICE

Hindustan Times House
18-20, Kasturba Gandhi Marg
New Delhi-110 001, India
Tel: +91 11 6656 1608
Fax: +91 11 6656 1445
Email: investor@hindustantimes.com
Website: www.htmedia.in

Contents

Staying ahead. Consistently.	02
Key Performance Indicators	11
Chairperson's Message	12
Session with the CEO	14
Management Discussion & Analysis	16
Directors' Report	26
Report on Corporate Governance	32
Standalone Financial Statements	43
Consolidated Financial Statements	95

Staying ahead. Consistently.

At HT Media, we are driven to achieve and maintain a position of leadership in each of our businesses. Our knack of consistently staying ahead stems from our thought leadership, diverse business portfolio, sustained pursuit of excellence, and deep-rooted culture of innovation. Our values of Responsibility, Empowerment, People-centricity, Courage and Continuous Self-renewal act like a lighthouse in guiding our actions every day. As a credible, growing and responsible enterprise, we are committed to create value for all our stakeholders.

Envisioning future, aiming a notch higher, upholding business ethics and continuously investing in newer growth engines are the key traits that differentiate us from the rest. As a leading Media and Entertainment business conglomerate, we are distinguished by our ability to consistently perform ahead of the industry, amidst good as well as testing times. The measure of our consistent performance gets reflected in the fact that our revenue and net profits have grown at a

compounded annual growth rates of 18.4 percent and 29.2 percent respectively, over a long period of seven years (FY 05 to FY 12).

Our growth in this period has been aided by continuous strengthening of our existing brands and launch and establishment of many new ones. Our business daily *Mint*, our FM radio *Fever 104*, our commercial publishing entity HT Burda, and many a successful online initiatives including *Shine.com*, *DesiMartini.com* and *HTCampus.com* were incubated during this period. In addition, we also established our flagship newspaper *Hindustan Times* in Mumbai and our Hindi daily *Hindustan* across the length and breadth of Uttar Pradesh and Uttarakhand.

At HT Media, staying ahead is a way of life. The more we accomplish, the more we aspire. With a deeper resolve to maintain our leadership, we treat STAYING AHEAD as a mission unaccomplished and keep raising the bar.

18.4%

Revenue CAGR
FY 05 - FY 12

29.2%

Net Profit CAGR
FY 05 - FY 12

Hindustan Times

No.1 English daily in Delhi-NCR

Mint

No.2 Business daily in India

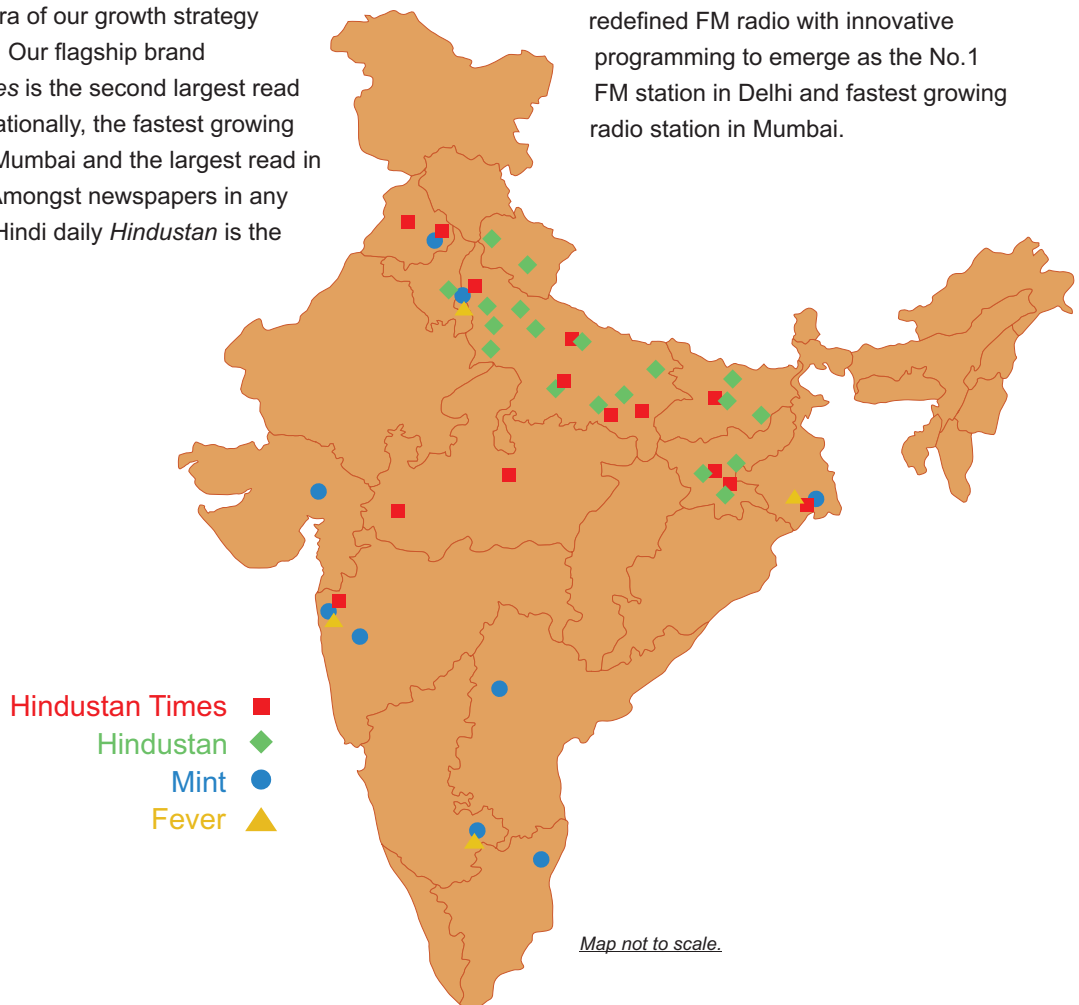
Increasing reach. Staying ahead.

Reach is an important denominator of success of any business. In case of media organizations like ours and in the era of fast growing digital universe of today, reach becomes the most significant measure of current success and future relevance. At HT Media, we understand the pulse of our audience – readers, listeners and online consumers. We keep refreshing our offerings across platforms and geographies, in line with evolving taste and preference of our current and potential audiences.

Reach expansion has continued to be an important mantra of our growth strategy in recent times. Our flagship brand *Hindustan Times* is the second largest read English daily nationally, the fastest growing broadsheet in Mumbai and the largest read in Delhi & NCR. Amongst newspapers in any language, our Hindi daily *Hindustan* is the

second largest read (Total Readership) nationally, the No.1 in Bihar and Jharkhand, second largest read in Delhi & NCR and fastest growing in Uttar Pradesh and Uttarakhand.

Two of our recent initiatives, *Mint* and *Fever 104*, are in the fifth year of their operations. *Mint*, with a pan-India footprint, refreshingly new content and presentation format, has risen to become an undisputed No.2 business daily nationally. *Fever 104*, with operations across key metro cities of Delhi, Mumbai, Bengaluru and Kolkata, has redefined FM radio with innovative programming to emerge as the No.1 FM station in Delhi and fastest growing radio station in Mumbai.





14 Cities
Hindustan Times

09 Cities
Mint

19 Editions
Hindustan

04 Stations
Fever 104

Diving deep into digital. Staying ahead.

Digital spheres of internet and mobile solutions are two new business domains that we have been focusing upon in the recent times. In order to allocate requisite attention, we incorporated a dedicated subsidiary company, Firefly e-Ventures Limited, way back in 2007. With live updates on significant news and events as they happen, online versions of our leading print brands – *hindustantimes.com*, *livemint.com* and *livehindustan.com* – have been fast amassing their respective visitor base.

We pride ourselves on establishing *Shine.com* as India's leading job portal. Revamped with many enhanced features in July '2011, it has amassed 8.5 million registered job-seekers cumulatively and features about 60,000 job openings at any point-in-time. Switching on to indigenously developed technology platform, *Shine.com* matches global benchmarks in terms of speed, design and reliability.

Our portal on higher education *HTCampus.com* has fast caught the imagination of students and their parents across India. The portal has recorded a five-fold increase in visitor count in FY 12 and expanded its database to 28,000 colleges and

institutions. The portal added two new offerings, *Study Abroad* and *My College Form* during the year. While the former addresses information needs on education opportunities overseas, the latter enables students to apply to multiple Indian colleges by the use of a single application form and offers 250 institutions to select from.

Another key property in our online bouquet, *DesiMartini.com*, adorned a fresh new avatar in November 2011. Fast emerging as a niche online destination for movies, it added a section each on Telugu and Tamil movies during the year. The fast growing popularity of *DesiMartini.com* gets reflected in its page-views, which grew three-folds to touch 3 million in FY 12 from just 1 million in FY 11.

HT Mobile Solutions, our focused brand on mobile solutions, expanded its service offering to include planning, strategizing and executing integrated digital campaigns during the year and rolled out many successful campaigns for its clients. It strengthened its standing into digital entertainment by opening several new avenues for content distribution on iTunes, Amazon and other global platforms.



Shine.com
India's leading job portal

HTCampus.com
a definitive portal on
higher education

DesiMartini.com
a hugely popular
movie review and
rating site

Continuing diversification. Staying ahead.

In the parlance of business, diversity works as a springboard in good times and as a cushion in not so good times. With this belief, we have aggressively diversified our business spectrum over the recent years. Accelerated growth, which we have achieved in these years, can be attributed to our fast paced diversification. In doing so, we have transformed ourselves from a leading print media company to a diversified Media and Entertainment conglomerate having established businesses in radio, online, mobile solutions, outsourced printing and events; besides our traditional strengths in mainstream English and mainstream Hindi newspaper and newly established leadership in English business newspaper space.

The same drive has resulted into a vibrant portfolio that houses iconic brands such as *Hindustan Times*, *Hindustan*, *Mint*, *Fever 104*, *Shine.com* and *HTCampus.com* among others. Besides being the crowning jewels of our brand galaxy, these have also opened many new currencies of earning and profitability.

Having matured our recent initiatives to their respective position of strength, we are now narrowing our focus on Education as the next big item in our diversification agenda. Our recent foray into tutorial business under the brand *Studymate* has been gaining traction. During the year under review, we have inked a partnership with one of the largest US-based for-profit education company to venture into higher education space in India. Having received a LoI from Government of Uttarakhand to set up a university, we are giving shape to our plans.

hindustantimes

Hindustan Times (HT), the flagship brand of the Company, is one of the leading English dailies with pan India reach. It is printed from New Delhi (Greater Noida & Noida), Mohali, Jalandhar, Bhopal, Indore, Lucknow, Kanpur, Allahabad, Varanasi, Patna, Ranchi, Jamshedpur, Mumbai and Kolkata. HT maintained its No.1 position in Delhi NCR, ninth time in a row, in terms of Total Readership in the Q1-2012 round of Indian Readership Survey (IRS).

हिन्दुस्तान

Hindustan, the Hindi newspaper of the group, is India's second largest read newspaper with Total Readership of 3.84 Crore readers. Maintaining its No.1 position in Bihar and Jharkhand, it has grown its clout with 12 editions and 1.53 Crore (TR - Q1 2012) readers in Uttar Pradesh and Uttarakhand. Company's other Hindi brands include magazines like *Anokhi*, *Kadambini* and *Nandan* and *Hindustan's* supplements like *Tann Mann*, *Nayi Dishaayen*, *Life n' Style*, *Jaano English*, *Movie Magic* etc.



Mint, the business daily of the Company in association with The Wall Street Journal, was launched in 2007 on the plank of "Clarity". It offers refreshing clarity on markets, companies and the people behind them. *Mint* has quickly created a niche for itself as an insightful and well-researched business newspaper.



Company's FM radio venture, *Fever 104*, is India's youngest, hippest and most happening radio brand operating four stations across metro cities of Delhi, Mumbai, Bengaluru and Kolkata. *Fever 104* is the undisputed No.1 choice for listeners in Delhi, whereas it is the fastest growing radio station in Mumbai.