



World's Leading Skills and  
Talent Development Corporation

## “NIIT Limited Q1 FY-18 Earnings Conference Call”

**July 28, 2017**

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**MR. KAPIL SAURABH – INVESTOR RELATIONS, NIIT LIMITED**

**Moderator:** Good day, ladies and gentlemen and welcome to the conference call for NIIT Limited Q1 Results for the period ended 30 June 2017. As a reminder, all participant lines will be in the listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing '\*' then '0' on your touchtone phone. Please note that this conference is being recorded. I would now like to hand the conference over to Mr. Vijay Thadani – Managing Director and Vice Chairman of NIIT Limited. Thank you and over to you, sir.

**Vijay Thadani:** Thank you. Good afternoon and welcome to this investor meeting to discuss the results of quarter 1 which were announced a short while ago finalized by the board. I have with me all our management team as well as Mr. Rajendra Singh Pawar who is the Chairman of the company; Mr. P. Rajendran who is the Joint Managing Director; Mr. Amit Roy who is the CFO; Mr. Prakash Menon who heads the Global Retail Business; Mr. Gavin Dabreo who looks after the Schools Business and Sapnesh Lalla who is the CEO Designate as of just now and Rahul Patwardhan who is the CEO and obviously supported by Kapil Saurabh who is the investor relation.

So we have the whole management team here and would be very happy to engage in our conversation with you. This is the first quarter of this financial year which happens to be the day on which Rahul Patwardhan whom we have announced earlier is the outgoing CEO will be addressing his last quarterly call and therefore he would cover the results up to the end of quarter 1 and discussions on future directions will be taken over by Sapnesh Lalla who takes over as CEO from 1 August. In between there would be other questions and discussions with business leaders although it will be answered by my colleagues around the table. So without further ado, I handover to Rahul Patwardhan who will take us through the quarter 1 results details.

**Rahul Patwardhan:** Thank you, Vijay and thank you, ladies and gentlemen for your participation on this call.

To begin with, let me just say that the team has been working extremely hard on continuing to execute on the strategy that we had are aligned on and have been working towards over the last three years. And the results that we see in this quarter are an outcome of the energy and the strategy. A couple of points that are important before I go into the numbers is this is the first quarter we are reporting under the new INDAS accounting methodology. We had talked about the fact that has some impact on the way our results get stated.

Predominantly our strategic sourcing revenues in CLG certain part of those revenues do not get counted under the new IndAS methodology and that reflects therefore in the CLG revenues being lower under the new accounting standard. But to help you understand how it compares with last year we are reporting system wide revenues which reflects the IndAS revenues as well as the strategic sourcing revenues as well as in fact the revenues that our business partners in the education business have.

Second is that we have had a lot of volatility and turbulence in the foreign exchange situation and some of our numbers here are actually muted compared to where they could have been if the foreign exchange year-on-year had not moved negatively against us. So with that let me just give you the highlights of the numbers after which Sapnesh will share a little bit with you on going forward directional statements and then we can get into the question answers.

For systemwide revenues of NIIT which as I said includes all the strategic sourcing revenues which do not end longer and get counted in our IndAS revenue recognition model and the franchise topline has grown by 5%. When we look at it on a constant currency basis our system wide revenues is actually grown 12%. And if you were to exclude non-go forward businesses which as you know are businesses we have formally announced were exiting but we are still continuing to execute some parts of it because we already have contracts in hand.

So our go forward constant currency growth which is the true reflection of our volume growth of the businesses that we have focused on system wide revenue is actually grown 15%. On PAT, we have increased from 8 million PAT last year first quarter to 104 million this quarter substantially contributed by the associates profit of NTL and some other income and some lower Forex losses this quarter compared to the losses we had in Forex in the last quarter below the line Forex losses. Our net debt thanks to some very good cash management as well as collections, has reduced further from Rs. 419 million end of Quarter 4 to Rs. 402 million end of this quarter and I just want to remind you that when we closed Quarter 1 last year, we were at Rs. 130 crores or Rs. 1,304 million so very substantial improvement in our cash position and our net debt position over the last 12 months.

Our DSO days therefore obviously improved and they have improved from 77 days to 74 days compared to the end of Quarter 4. Our full-time employee headcount is down from 2,342 at the end of Quarter 4 to 2,262 end of this quarter and our full-time employee productivity if you were to divide the number of employees of the total revenue by the number of employees has improved to 3.7 million per year per employee versus 3.4 million per year in the same quarter last year. So productivity is going up.

If you move to the IndAS operating performance our YoY revenues on IndAS basis is actually been flat, but if we were to look at the impact on constant currency basis and you look at only the go forward business we have actually had a 9% improvement in our IndAS revenues on a go forward constant currency basis.

On EBITDA, our EBITDA was Rs. 184 million last year and now it is Rs. 163 million, so our absolute EBITDA on INR basis has reduced. However, if we look at the constant currency and the go forward EBITDA we have actually delivered an operating margin of 10% and that is obviously an improvement over what it used to be last year. I have also emphasized that these seven take in to account the fact that we won the Reco contract as you know in the beginning of April and we have started incurring transition expenses without revenue on this very mix substantial contract.

So the investments in this quarter that we have incurred which have also to some extent muted the EBITDA percentage for this quarter. In addition, our online business as you know is still in the investment mode and therefore if you like to exclude the additional incremental investments on these two new initiatives our EBITDA is actually even better than what I just mentioned.

Our corporate business has had a constant currency growth of 14% but on a INR basis it is 7% that reflects the foreign exchange issue that I talked about. Our EBITDA as you recall it used to be 12% steadily, last two quarters Quarter 3 we had a drop for the reason that we had explained earlier of one particular customer having gone into bankruptcy and we had promised that by the time we get to this quarter we will be back to the similar levels as we have normally been.

When you exclude strategic sourcing revenues the EBITDA would have been on the lines of about 15% in the previous quarters and that is the number that we have delivered in this quarter. So our IndAS based EBITDA is 15% for Quarter 1.

On corporate business, we have had two new corporate customers added. One of them is a very large telecom equipment manufacturer globally and the other is a very large insurance company taking our total MTS customers to 36 and we are expecting to add more as we go into this quarter. Our revenue visibility has been restated based on the IndAS methodology.

So the numbers may look lower than what we have been reporting earlier but they have actually increased and therefore on an IndAS basis we closed at \$148 million visibility in the end of last quarter and now close it \$191 million and last year and Quarter 1 they had at \$161 crores. This is million dollars. Our order intakes YoY has grown up 23% and our order book has improved vis-à-vis the last quarter.

On the skills and career business, in INR terms our IndAS based revenue declined by 8% but if you look at the go forward business on a constant currency basis please note that we have had the Renminbi and the US dollar depreciate vis-à-vis the Indian rupee and in the past we never really reported on the impact of Forex on our skills and career business. But if you look at go forward business which means volume based growth for the go forward business is actually been 1% and the EBITDA on this go forward constant currency business had actually been 5%. So the business that we are focused on if we exclude the foreign exchange impact has actually grown and been 5% profitable.

A few highlights on the business. Our IT business has actually grown by 9% year-on-year. This is welcome news. If we recall I was talking about launching our new digital curriculum during the last year and I had mentioned that when our new IT starts growing faster and becomes the larger share than old IT there will be a tipping point at which IT will start growing and we have indeed seen that this quarter. Our DT curriculum has had a 57% growth over the same quarter last year. So very, very encouraging.

On StackRoute, we have added two new important top 20 customers in the IT industry in India and we are expecting to add a couple more in this quarter. From our NIC business which is our business that we do in the university and the college sector, we have added 10 new customers institutions this quarter. The only sector where we have seen a little bit of a subdued performance has been the banking sector in terms of lower fresh enrolments or recruitments that the banking sector wanted to have in this quarter and that has reflected in lower revenues in the banking business compared to what we had expected in this quarter.

We move on to the school business. As you know we exited the Maharashtra project in September and therefore the impacts of that was an expected de-growth in the overall business because governments was a significant part of our total business portfolio. But the go forward business which is our private school non-asset based contracts which is IP based predominantly that has actually grown 4% YoY. If you recall we grew 6% YoY the same quarter last year and for the full year of FY17 we grew 29% over FY16.

We are following the typical seasonality of last year and we expect that that will keep happening as we move into the next few quarters. We have added 157 new school contracts in this quarter which is the highest number of new school contracts we have added in the last five years in Quarter 1 and our EBITDA in spite of the decline in the overall revenue has remained a steady at 8%.

So these are some of the highlights that I would like to go through. Overall, I would say continuing to deliver on the strategy our execution is getting stronger. We did have some Forex impact and we did have some subdued impact of the banking business on our retail sector. But the growth story is exactly how we are wanting it to go and looking forward we expect that to start accelerating and doing better.

So with that I am going to hand you over to Sapnesh to talk through a little bit about the performance highlights.

**Sapnesh Lalla:**

Hi everyone. As Pat alluded the go forward scenario continues to focus on corporate learning business, driving growth at the expected trajectory of 15 or so percent. If you look at our customers and while I know that you do not know exactly who they are, but know for a fact that each one of our customer is a leader in their category. All of them are in the top ten names in their categories. I expect that as they start seeing value from our services and many of them are already the companies down that list will follow.

So I continue to feel corporations will continue to focus on their core competence and have experts like NIIT focus on creating value from a training perspective for them. IT and banking continued to be the most sought-after careers in India and to a fair extent worldwide and I think our focus on creating professionals who will be relevant on a go forward basis will keep us in good stead on a go forward basis. It is the desire of every parent to ensure that their kids succeed in school and I think again our go forward business from a school's perspective is well positioned to help kids achieve their academic potential.

So from an overall perspective the strategy that Pat has set up and the whole management team set up along with him will continue to go forward. I think on a go forward basis our goal is to accelerate execution and ensure that we move forward in that trajectory.

**Vijay Thadani:** Okay, so I think you have the briefing now from the leadership team. I would like to open this up for questions, please.

**Moderator:** Thank you very much, sir. Ladies and gentlemen, we will now begin the question-and-answer session.

We have the first question from the line of Shraddha Agarwal from Asian Market Securities. Please go ahead.

**Shraddha Agarwal:** Good show just that off from accounting perspective it has become difficult for us to add on a comparable like-to-like basis. But couple of accounting questions. In the skills and career business we have reported EBITDA margin of 0.6% but in constant currency you are stating the margin should be 5% kind but I assume that most of the business in this segment is domestic revenue. So why is there a big delta in constant currency and reported margin?

**Rahul Patwardhan:** Yeah what I said was constant currency go forward business. So there are two factors which are there not just foreign exchange. But I would correct your impression that the skills and career business is predominantly India based. We do have a significant China business and we have a reasonably sized emerging market business that is much smaller. Both of the currencies US dollar and Renminbi have depreciated vis-à-vis the Rupee reasonably significantly in the last nine months and that is reflected in the constant currencies difference.

Second which is a more important factor is that some of our non-go forward businesses had substantial revenue in the Quarter 1 last year and that has come down to near zero this quarter as we are exiting. And obviously that has an impact. So the combined influence of both these factors has resulted in both the revenue being more muted and the EBITDA being muted. But if you remove those two factors then we have a growth of 1% on the top line and we have a EBITA of 5%.

**Shraddha Agarwal:** Right, Pat. And would it be possible for you to quantify the contribution from China and other geographies in this business?

**Rahul Patwardhan:** I would say it is about order of magnitude it is around 25% of the SMC business.

**Shraddha Agarwal:** Right. And in terms of overall outlook for this business where do we stand vis-à-vis our earlier guidance of single digit growth and high single digit growth and single digit margin in FY18?

**Rahul Patwardhan:** Yeah, I will ask Sapnesh to respond to that.

- Sapnesh Lalla:** Our guidance of single digit growth continues. I think that is what we had said upfront. I expect that the business will do better than it did last year and likewise on margin.
- Shraddha Agarwal:** So margin single digit margin is what we are still looking at?
- Sapnesh Lalla:** That is correct.
- Shraddha Agarwal:** And lastly if I can squeeze in one more question. In the last quarter, we were working on some three LOIs from global clients in our corporate learning business. What is the status on those LOIs now?
- Sapnesh Lalla:** We had announced that we had two LOIs that we were working on and we announced that we added two new customers this past quarter.
- Moderator:** Thank you. The next question is from the line of Shubhankar Ojha from SKS Capital and Research. Please go ahead.
- Shubhankar Ojha:** I want to understand the debt reduction part so there was a sharp reduction in the net debt number. Can you explain that I mean what has helped us in such a fast reduction in debt number?
- Rahul Patwardhan:** Yes, as I mentioned our net debt at the end of Quarter 1 last year was above Rs. 120 crores and now we are down to Rs. 40 crores. One is the EBITDA as obviously it started improving over the last 12 months. So the second factor is we had substantial government school's collections during the last 12 months, not so much in this quarter which is why the 419 moved down only to 402. So these two factors put together. In addition, we had some old income tax refunds which came through last quarter and a little bit also came through this quarter.
- Apart from that our DSO days have improved which means we are getting better data collections and we are managing our payables also more carefully. So I think overall good robust cash and working capital management is translating to this. But the most important factor is we are down to only Rs. 50 crores of government schools' receivables of which Rs. 45 crores are from Assam, and about Rs. 4 crores or Rs. 5 crores are from one more state. So as this reduces further, the net debt should start improving further over the next few quarters.
- Shubhankar Ojha:** Great, sir. Did you just say there was a tax refund part in June quarter can you quantify that number?
- Rahul Patwardhan:** This quarter about Rs. 3 crores during this quarter plus interest on delayed about Rs. 17 lakhs of interest also.
- Shubhankar Ojha:** Sir, if I may ask one more. So in terms of the corporate learning group business can you share the outlook of that business in terms of the revenue growth and margin outlook?

- Rahul Patwardhan:** Sure. Sapnesh will respond.
- Sapnesh Lalla:** Sure, as I said earlier in my opening comments the corporate learning business continues to acquire new customers and continues to create value for its existing customers and we think that this business will continue on its trajectory of 15% growth. As you also noticed and Pat explained that the margin trajectory has seen a step function improvement that is predominantly on account of the accounting treatment of strategic sourcing. And so I expect that we will continue on a 15% trajectory in terms of EBITDA. It may go a little up and down depending upon the quarter because things get lumpy every once in a while. But on an overall year-on-year basis I think that is the trajectory that we are going to follow.
- The other thing that we did talk about in more detail in the last quarterly meeting was the significant sized opportunity we have signed with the real estate corporation of our Ontario and as we explained last time there was a substantial transition or an investment that we have to make over the next two years. That investment started in Q4 and continued in Q1. This investment is going to accelerate and the numbers that we are talking about we are likely to be able to deliver in spite of that investment.
- Moderator:** Thank you. Next question is from the line of Kaushik Poddar from KB Capital Markets. Please go ahead.
- Kaushik Poddar:** Can you share with us the growth you see in the other two business that is careers and skills and school business?
- Rahul Patwardhan:** Sure. On a go forward basis the schools business delivered a 4% growth. We have talked about the schools business being in mid-teens and I continue to expect that that is where they will be or they will end up towards the end of the year or on a full year basis. And as I said to the caller earlier the skills business will be better this year compared to last year in single digits both on growth as well as margins.
- Kaushik Poddar:** And what about the margins on these two businesses?
- Rahul Patwardhan:** Like I said the skills business will be in single digits but better than last year. The schools business is likely to continue its trajectory of high single digit margins.
- Moderator:** Thank you. The next question is from the line of Sumit Bajaj who is an individual investor. Please go ahead.
- Sumit Bajaj:** I just wanted to know about the future guidance for the online business how it is going and what is your perspective from management's side?
- Rahul Patwardhan:** I will just give you where we are and then maybe Sapnesh you can add a few comments on the future. At this point of time the online training.com business is only nine months old. At the end of nine months we have been able to create a revenue visibility of about Rs. 60 million



which is roughly an order of \$1 million in a nine month from launch. If you were to do a comparison with many other online businesses in education it is actually pretty encouraging. We have a reasonable number of registered users very large number actually of registered users and good number of paying customers.

Our strategy to focus on high ticket value products rather than a lot of products which are low ticket value is paying off. Important point is that we have actually exceeded the goals that we had set for ourselves in this business for Quarter 1 which is a good prognosis for how things will be going forward. But Sapnesh, will like to add a view on the future.

**Sapnesh Lalla:**

Sure. I will echo what Pat said. An interesting way of looking at training.com is to look at it in the context of the reskilling opportunity that we all see. As you are aware there are and this is nothing new you have seen it in press. Most corporations find a large number of their folks low on relevance on a go forward digital world. A lot of these folks will look at upgrading and enhancing their skills while they continue to do their day job.

I think training.com is uniquely positioned to provide that opportunity to these folks, and as you may have noticed we are continuing to add high value career enhancing programs on training.com. And as Pat pointed out those programs are getting strong traction, they have a visibility of over Rs. 60 million at this point in time and my expectation is that that visibility will only grow.

**Rahul Patwardhan:**

Other questions?

**Moderator:**

The next question is from the line of Harshal from JHP Securities Limited. Please go ahead.

**Harshal G:**

My question is what is our sense of medium to long term growth potential for all businesses other than CLG and what would be the initiative to drive growth in these verticals? And do we have some performance targets for these verticals?

**Rahul Patwardhan:**

Sorry you asked many questions in one. So did you say for all businesses what is the long-term growth target?

**Harshal G:**

Yeah, other than CLG?

**Rahul Patwardhan:**

Other than CLG okay and what was the second question?

**Harshal G:**

What are the initiatives to drive growth in this other vertical?

**Rahul Patwardhan:**

What are the initiatives which will support this growth, okay cool. So let me address this question in context of our skills business first. As I pointed out earlier the skills business focuses on IT and banking careers. These two careers are still the most attractive careers in the nation. By bringing or improving our execution as well as focusing on products that are relevant for the digital future, I feel we will be able to not just sustain but improve the growth

trajectory of this business. IT and specifically digital IT offers a substantial opportunity for us so does banking.

I think both of these industry segments are at an interesting cross road and they are looking for not only figuring out the competence of their fresh hires but are also looking at how to skill their existing employee base. And I think NIIT is well positioned to take advantage of that need and opportunity. I think as I pointed out a little bit earlier to the earlier question training.com has a substantial number of programs that target folks who are frontline or middle managers to improve their management skills and I think those programs will also continue to become more popular as organizations start re-skilling their employee base.

So I think from an overall strategy perspective we will continue to focus on the IT and banking segment. We continue to see opportunity, however the skills that are going to be relevant for those segments are going to continuously change and change at a faster pace, and I think our strategy is to continue to be ahead of the market and bring the right skills to our prospective students, both in terms of IT, banking and then look at the opportunity from a re-skilling perspective as well.

**Harshal G:**

Sir, just a follow up on that. Sir, jobs in the IT sector are not growing in sync with the growth in the population. So how do we see the demand from non-IT other than banking to offset the revenue?

**Rahul Patwardhan:**

I take exception to your statement on jobs that are not growing. IT continues to employ a large number of people. The last time I read this number it was 130,000 new hires across Tier 1 and Tier 2 IT companies alone. NASSCOM continues to be bullish about the opportunities for IT professionals. I think there are two areas that we should consider. One, relevant skills and the second that IT is not just a domain of IT companies anymore. IT is what enables business. So it is not just that IT companies will hire IT professionals, I think every business every startup is going to be based on a foundation of IT and I think the digital programs that we offer are going to be relevant for all of them.

**Moderator:**

The next question is from the line of Kaushik Poddar from KB Capital Markets. Please go ahead.

**Kaushik Poddar:**

See you had talked about something Inside Campus, NIIT Inside Campus or something of that sort in one of your press releases. If you can elaborate on that?

**Rahul Patwardhan:**

Sure. We had talked about taking the opportunity of providing digital or relevant digital skills to students who have not graduated from college as yet. That is something that we talked about last quarter. Over the last three months, we have been able to tie up ten institutions seven of them in India, three outside of India to provide digital careers or digital skills which are relevant for digital IT professionals.

**Kaushik Poddar:**

And can you highlight what is the revenue potential for this?

- Rahul Patwardhan:** I would request Prakash to put some color on the revenue potential from this opportunity.
- Prakash Menon:** Yeah, for these there have been signed up it is about Rs. 10 million. In Quarter 2 we hope to sign another Rs. 11 million. So this will only multiply.
- Kaushik Poddar:** Now when you say Rs. 10 million is it per quarter or it is over a one or two-year period?
- Prakash Menon:** Over a one-year period.
- Rahul Patwardhan:** Maybe to give a little bit more color to that when you sign up an institution instead of having to market the retail fashion to student by student you are essentially signing up the whole block of students together.
- Kaushik Poddar:** Yes, we are going wholesale basically.
- Rahul Patwardhan:** So the marketing cost basically becomes very low. There is no spend on digital marketing or ATL or anything else. It is just sales activities with institutions. There is a longer cycle time of course because they have to get their academic councils to approve the change in the program and so on. But once you have got the tie up then you have a large bunch of students who need to be serviced across the year and often for some of the contracts there is a plan to service the same cohort over the four years of the engineering degree.
- So we will have a substantial revenue stream guaranteed over four years which is what we have been doing very successfully in China. So just to give you an idea the price points could be anywhere from Rs. 15,000 per student to as high as Rs. 30,000, Rs. 40,000 per student per year. So if you could theoretically sign up a college to commit one thousand students to this, then you can do that mathematics to figure out the kind of potential. Now depending on the college and institution we have tied up with, some of them are piloting so they want to start small with a small group of students.
- Some of them are saying we will do it only in one semester to begin with. So we had an early phase in the kind of deals we are striking but we also have some very mature deals where we have literally about 20% of the entire university student base in one university in China who are doing their IT degrees where the entire course is conducted essentially by us. So we got that end of the spectrum and we have many in the piloting stage.
- So the potential is big and the big opportunity here is instead of trying to attract people to leave college sometime during the day to come to a physical NIIT center which might be difficult because of transport time and so on. We are taking the education into the place where they are spending most of their day and therefore and at a much lower marketing cost. So that is the big opportunity here.
- And I will just add a comment to that. One of the big problems the engineering colleges are facing today in India in particular is as it is half of their seats are empty so many of them are

struggling. Second, the ones that they are not empty they are finding difficult to place because their own curriculum is out of date. So there is a pretty significant gap to be filled and we seem to be very well positioned to help these colleges and universities make their existing student base more employable. So I think timing wise, I think this is a very good position that we have in this current market space.

**Kaushik Poddar:** But see just to continue with this discussion see Rs. 15,000 to Rs. 20,000 per student is it paid by the students additionally or the college authority is paying that?

**Rahul Patwardhan:** Yeah, good question. There are different models. It really depends if it is an autonomous college, is it a university or is it a college under another university in which case the price points or the prices are fixed. So it really depends on the specific institution and there is no one cookie cutter, there are multiple models depending on the nature of the institution and their interest.

**Moderator:** Thank you.

**Vijay Thadani:** Okay so I would suggest that if our business leaders would like to talk a little bit about their respective businesses. So Gavin, would you like to talk about the school outlook?

**Gavin Dabreo:** Yeah sure. Thanks, Vijay. On the school fees, I think last year we showed very good growth traction. I think this year we are definitely on the same path and we will seek to improve on that part. In terms of our key focus areas one key focus area is to drive the growth of digital products with our schools and specifically in the areas of the math lab.

There also if you remember we have launched a practice plus product which actually helps children prepare for their school exams in the last three months with practically zero marketing efforts. We have a user base now of 35,000 kids on the platform and it is an online platform. By the end of the year we hope to reach 200,000 kids on this stuff. So from the looks of it we believe we are on the right track and the growth numbers will speak in the quarters to come.

**Vijay Thadani:** Prakash, do you want to talk about the global retail business?

**Prakash Menon:** Yeah, I think Pat and Sapnesh have already gone through this but just to reiterate our bet is on DigiNxt which are the products that will help digital transformation in companies. We continue to bet on the digital experience of courses and we hope to release two more products on data sciences and cloud and virtual computing in this quarter. So we are very, very focused in that space. We also saw the good work done by training.com and its acceptance by audience and therefore we will move that to a different trajectory in Quarter 2. I think these are two things that I would like to talk about.

**Vijay Thadani:** Okay, are there any more questions?

**Moderator:** Sir, there are no more questions from the participants.

**Vijay Thadani:** Okay. So well, in that case, yeah, Pat would like to say something and then we would close the call.

**Rahul Patwardhan:** Thank you everybody, ladies and gentlemen for joining this call. Just a word from me. Since this is my last investor call, I would like to thank you for your patience, for your interest, for your support and your questions which have helped us firm up and better refine our strategies for the business going forward. And I look forward and I am sure Sapnesh and the management teams look forward to your continued support and participation to help us take forward our business even more aggressively and profitably in the future. Sapnesh, would you like to add few comments?

**Sapnesh Lalla:** Thanks, Pat. Thanks for your time here. We look forward to takes into fruition what you started.

**Vijay Thadani:** Okay, so since there are no more questions, we would like to close this call and thank you once again for joining this call. This is a very busy period for everyone. There are large number of similar calls happening in parallel. So those are few who could stay back the whole time and we do appreciate that some of you had to drop off to attend to another call which is going on in parallel.

So you can be in touch with us. Anyone of us or more specifically Kapil Saurabh who looks after investor relations will be very happy to answer all your questions. So thank you and have a good day.

**Moderator:** Thank you very much, members of the management. Ladies and gentlemen, on behalf of NIIT Limited, that concludes this conference call. Thank you for joining us and you may now disconnect your lines.