

NIIT



Growth strategies in volatile times

Investor Presentation

Agenda

NIIT

Part I: NIIT Overview

Part II: Environment Current Performance Business Strategy Business Direction

Part I: NIIT Overview



India's Demographic Advantage: Global Workforce 2020



56 million shortage in the World



46 Million surplus in India

Note: Potential surplus is calculated keeping the ratio of working population (age group 15-59) to total population constant. Source: US Census Bureau; BCG analysis

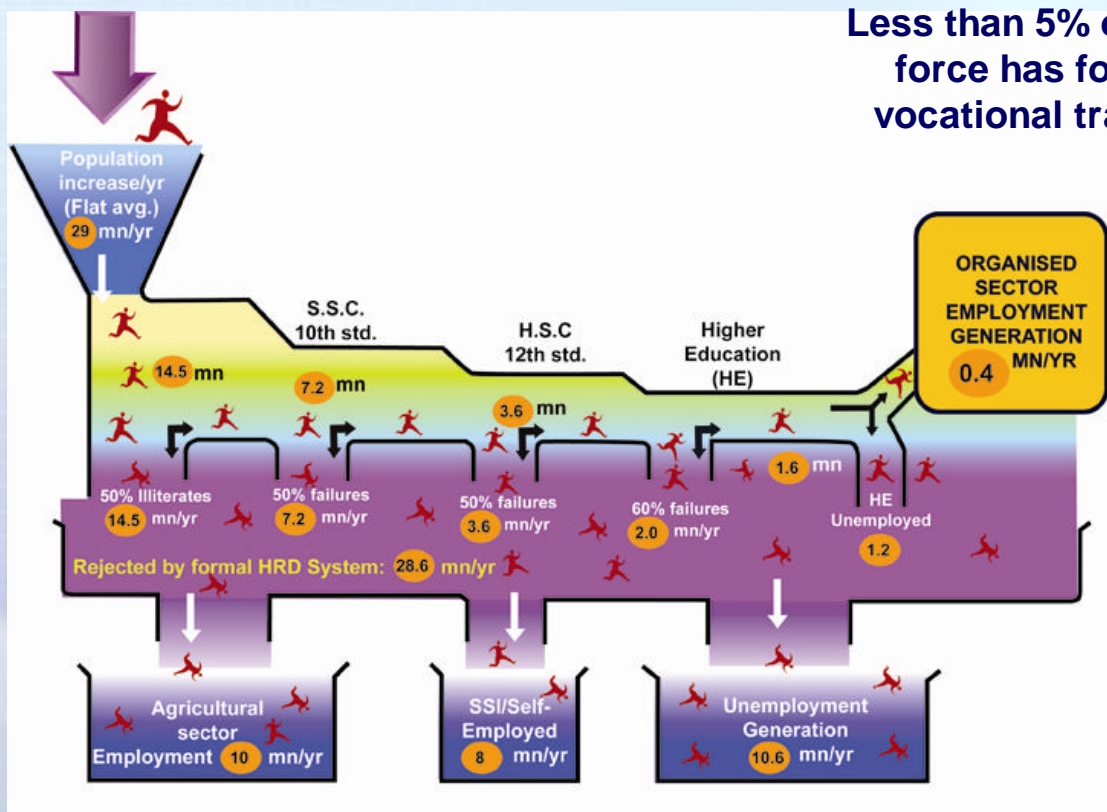
The Global Talent Shortage

Huge gaps in talent demand and supply in all sectors of the economy

- ✍ Increasing Globalization – Work mobility
- ✍ Changing Demographics – Ageing population
- ✍ Services led economy – New skill sets

India: Skill Supply Chain

Less than 5% of labor force has formal vocational training



India Education Spend: Rs. 3 Tn (5x) allocated in 11th 5 year plan

Source: I W atch Survey, 2007

Education, Employability, Productivity



“Growth will get choked out if skills development does not take place” - Planning Commission

- ✍ **Huge gap in talent supply and demand, in all sectors of the economy**
 - ✍ Less than 5% of labor force in 19-24 age group has a certifiable skill
- ✍ **School infrastructure is woefully inadequate. 142 Mn children outside the school system***
 - ✍ Government allocation 5x (Rs 3 Trillion) for education and skills development in the 11th five year plan; New PPP models
- ✍ **Global enterprises increasingly looking to leverage training for productivity enhancement and maximum business impact**
 - ✍ Outsourcing is the future of corporate training

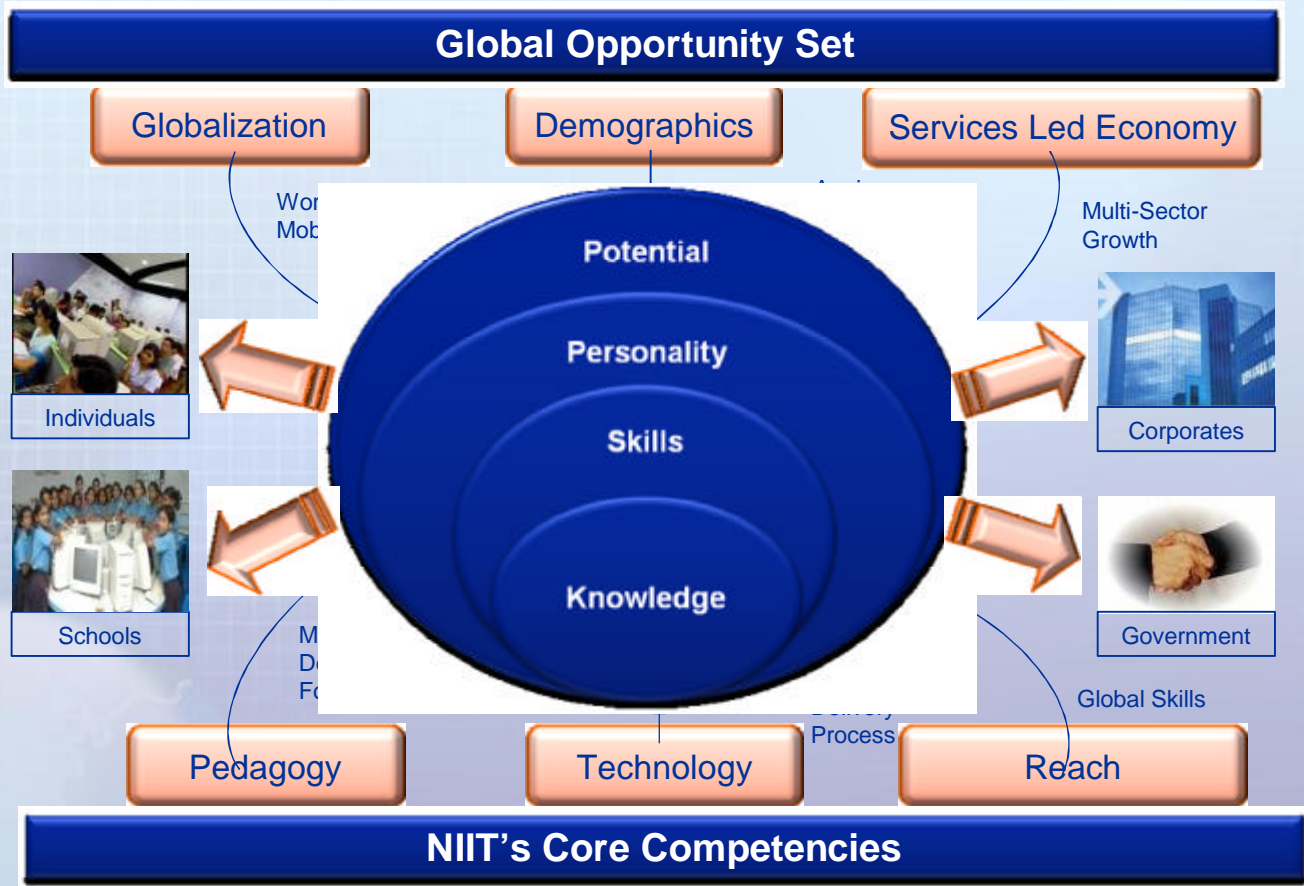
** source: CLSA*

NIIT in this environment

Has successfully transitioned from an IT training company to a Global Talent Development Corporation

- ✍ One of the largest providers of vocational and professional skills worldwide across various service sectors. Acknowledged market leader in India
- ✍ One of the largest providers of Corporate Training in the world. Uniquely positioned to take maximum advantage of the growing training outsourcing trend, in India and Internationally
- ✍ Leading player in the School Education segment in India. Positioned to take maximum advantage of the emerging Public-Private initiatives

Leadership in Global Talent Development



NIIT: Market leader with strong credentials



Only Education Company in India to feature amongst
“BCG 50 Local Dynamos”

- Dataquest “Top Training Company” in India award since its inception
- Avaya Global Connect award for Customer Responsiveness for three successive years
- Among the Top 20 companies in the Training outsourcing industry as ranked by TrainingOutsourcing.com
- Ranked among “India’s Top 50 Most Trusted Service Brands”
- Features among the “Super Brands” of India

NIIT: Servicing the full labor supply chain



	School Learning Solutions	Individual Learning Solutions	Corporate Learning Solutions
Target Audience	School children	Young adults	Working professionals
Value Proposition	Academics	Employability	Productivity
Customer	School	Individual	Corporate
Coverage	<ul style="list-style-type: none"> • Multimedia Teaching & Learning Content • IT Learning • Teacher Training 	<ul style="list-style-type: none"> • IT Training • BPO, KPO Training • BFSI Training • Management Education • English Language • Professional Life skills 	<ul style="list-style-type: none"> • Learning Products • Training Delivery & Administration • Custom Content Development
Geographic Coverage	India	India/ China/ Emerging Economies	India, USA, Europe

Market Opportunity and NIIT's Positioning



Segment	Market	NIIT
Individuals	<p>\$20Bn *</p> <ul style="list-style-type: none"> • 80% of 11m in colleges need training for employment • Low penetration levels; only 5% of labor force has at least one certifiable skill 	NIIT is the one of the largest professional skills development companies in the world
Schools	<p>\$29Bn **</p> <ul style="list-style-type: none"> • Urgent need to upgrade quality of education in both Govt. and Pvt. Schools • An increasing part of the total spend outsourced to service providers 	NIIT is the pioneer in this segment and has cumulatively serviced 12000 + schools
Corporates	<p>\$56Bn ***</p> <ul style="list-style-type: none"> • Growing recognition of training as a tool to achieve business goals • Outsourcing growth at ~18% 	NIIT is one of the few companies in the world, having end to end solutions capability

* India Size, Internal Estimates

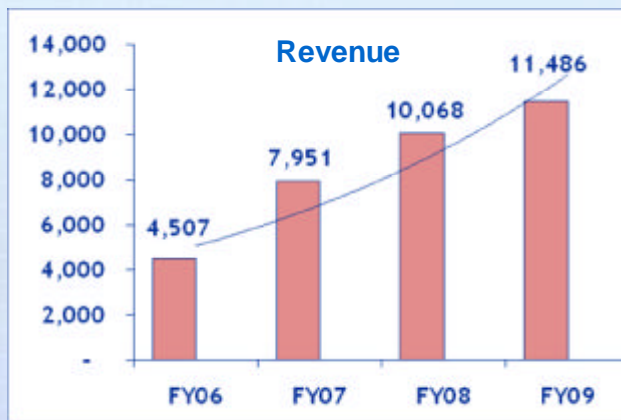
** India Size, CLSA , Indian Education

*** US Size, Bersin & Associates



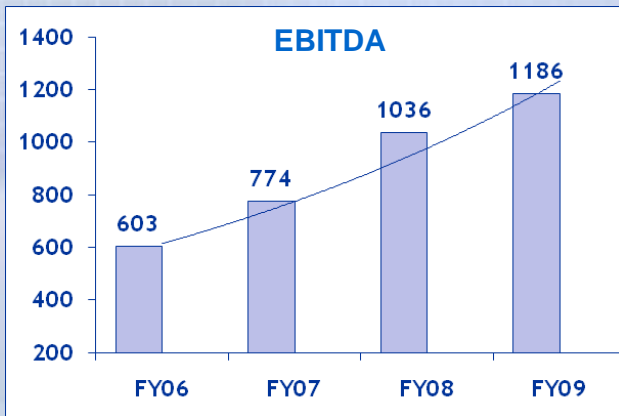
NIIT is closely aligned to present and future opportunities

NIT's growth in the last 4 years

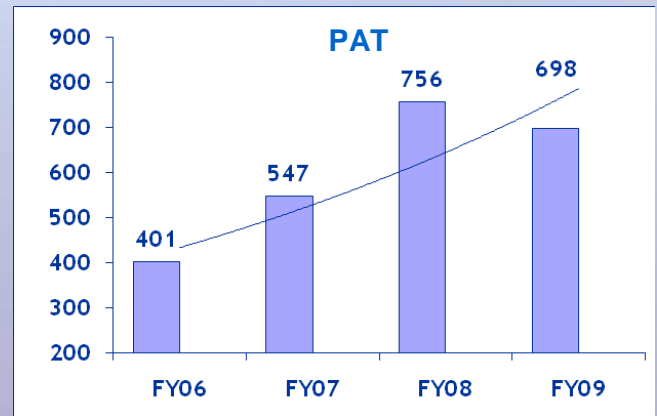


37% CAGR

25% CAGR



20% CAGR

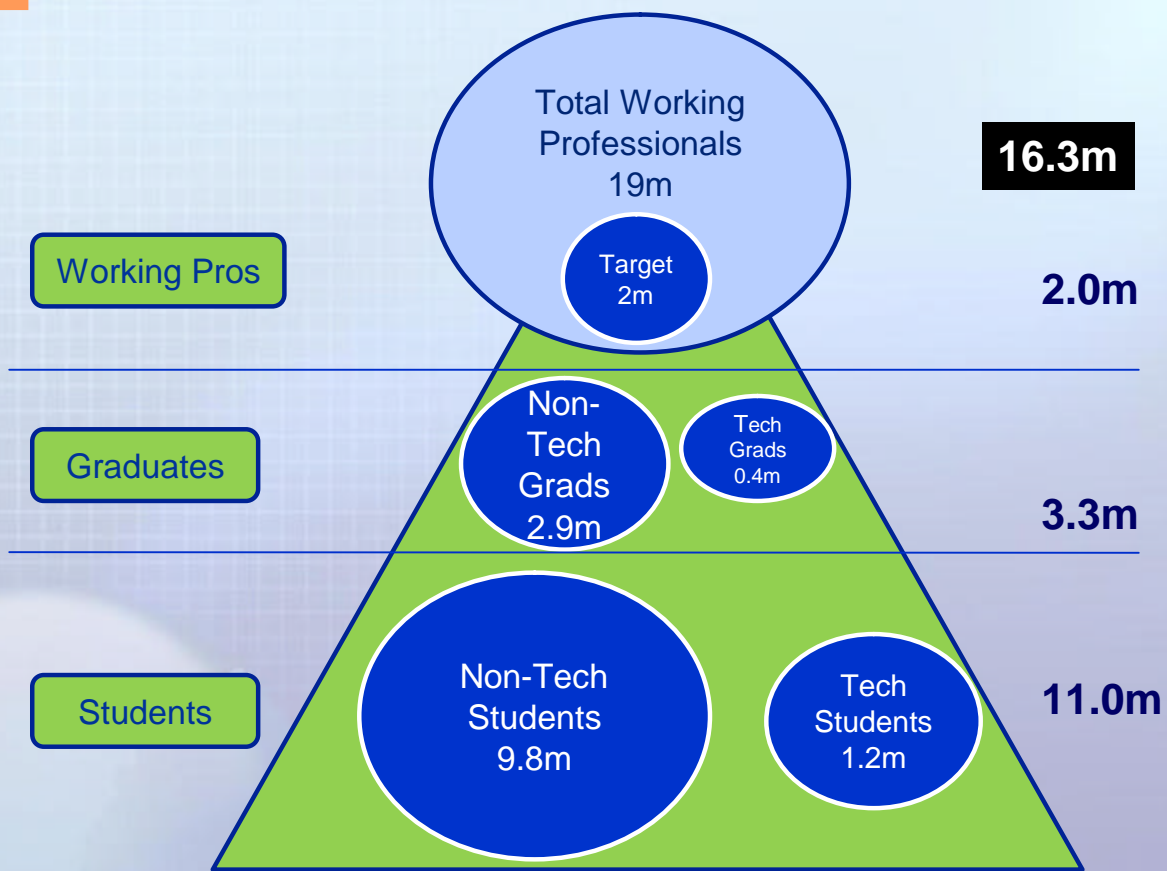


Individual Learning Solutions

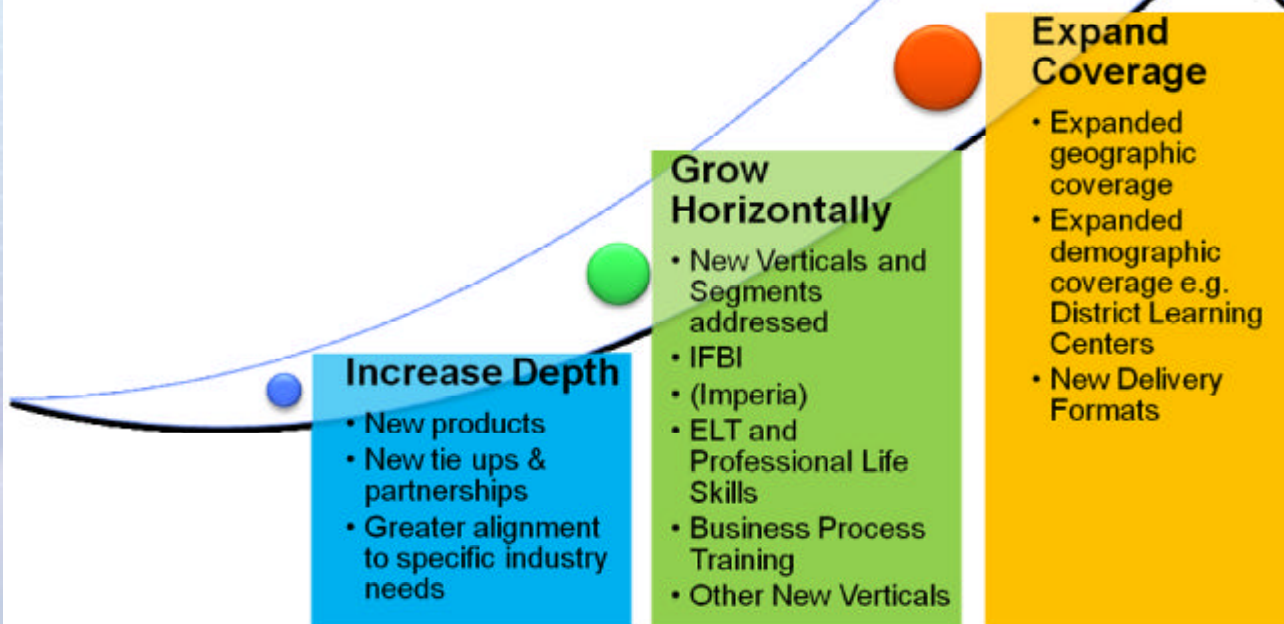
- **IT Training**
- **Finance, Banking, Insurance Training (IFBI)**
- **Executive Management Education (Imperia)**
- **BPO, KPO Training (Uniqua)**
- **English Language and Professional Life Skills Development**



India Employability Training Opportunity



Multiple Levers of Growth for NIIT



Replicate globally

- Product & coverage expansion in China
- Footprint expansion in other emerging economies
- New business models

ILS - IT TRAINING



IT Training



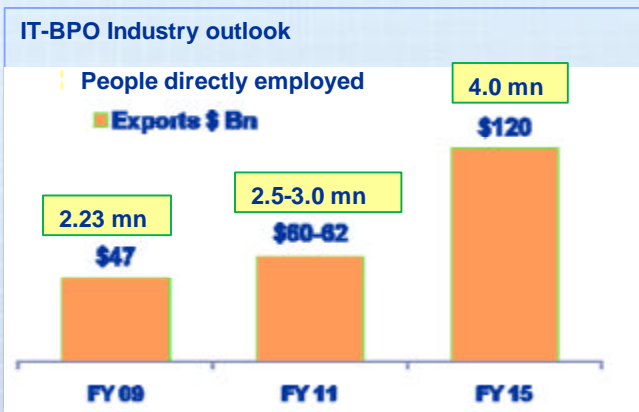
NIIT

Which industry would you like to work in?
THEY CHASE. YOU CHOOSE.

For details, SMS «GNIT» to 56161 or call 1800 102 6448 (Airtel), 1800 180 6448 (BSNL) or email: careercourses@niit.com

- Individuals, 16-25 years
- Career, Career-edge and Skills Upgrade courses
- For Engineers, Science / Arts /Commerce graduates, Working Professionals
- Instructor-led, supplemented by e-learning
- India. China. Developing World

Demand for IT & ITES professionals



Source: Nasscom

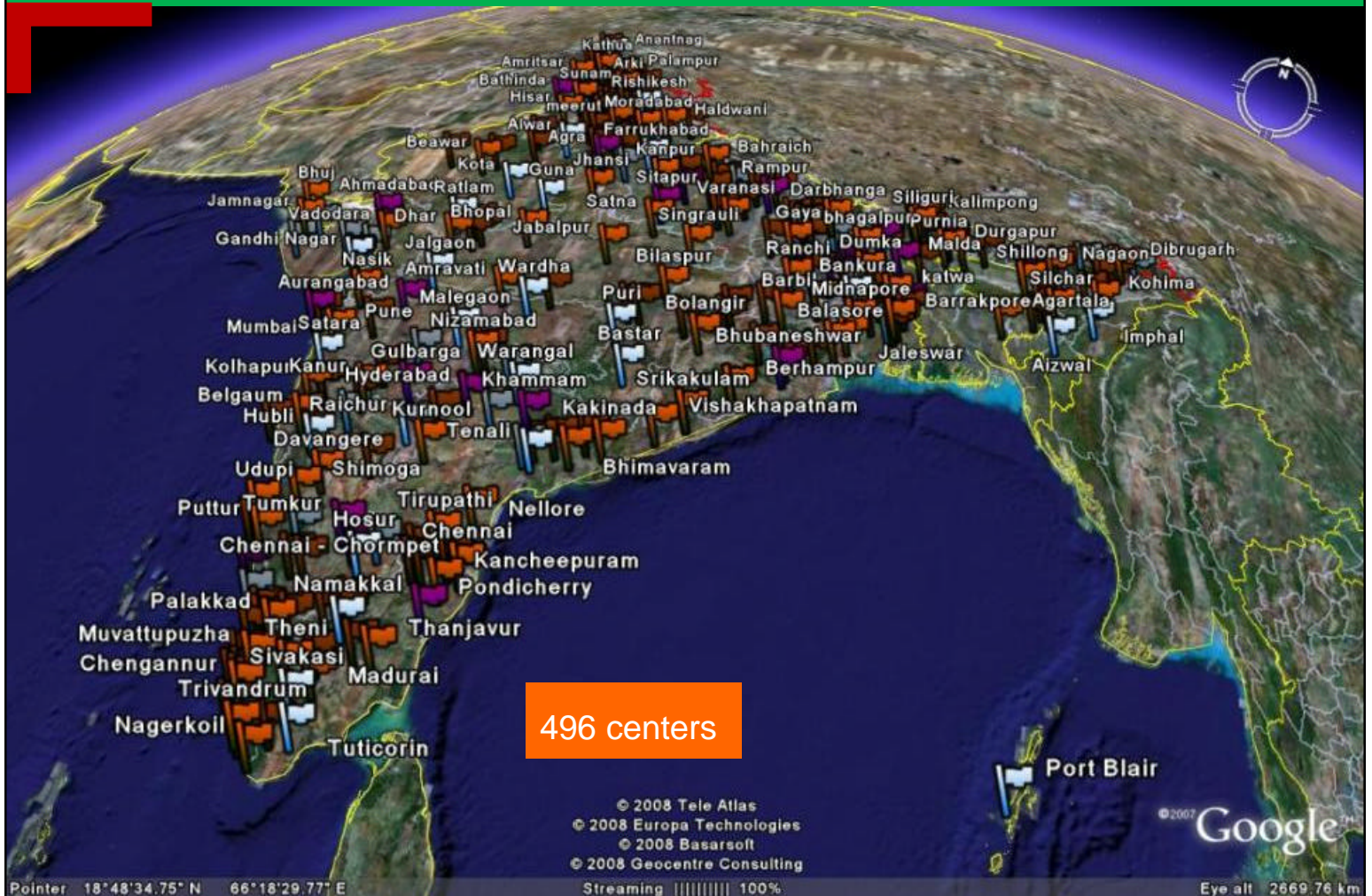
Skills

- Software: Development & Testing
- Infrastructure Management
- MIS implementation & Support
- Multimedia
- Voice/Tech Support
- Knowledge Process outsourcing
- Vendor certification

	Employability
Qualified Engineers & IT Grads	25%
Non Engineers / Non-IT Grads	10%

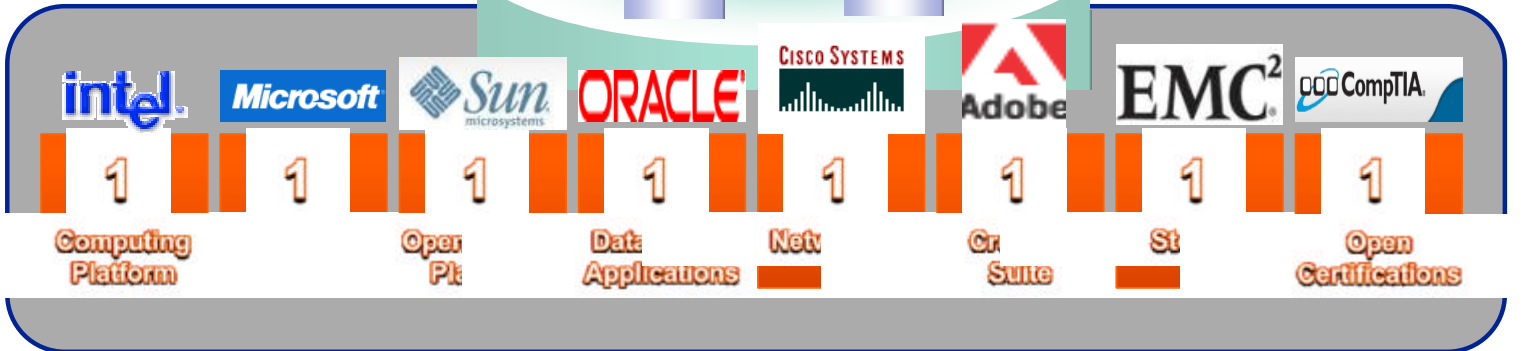
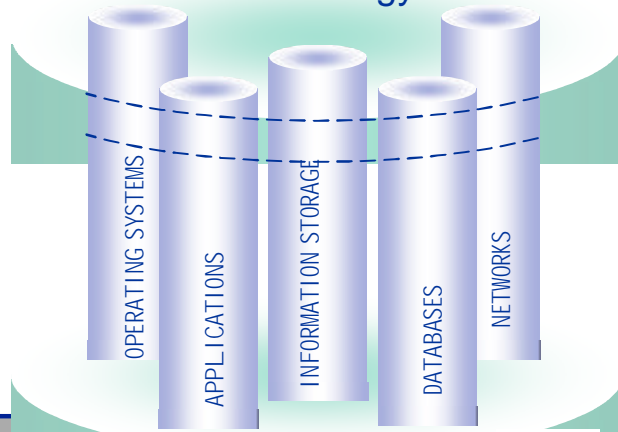
Source: Mckinsey

ILS: India centre distribution

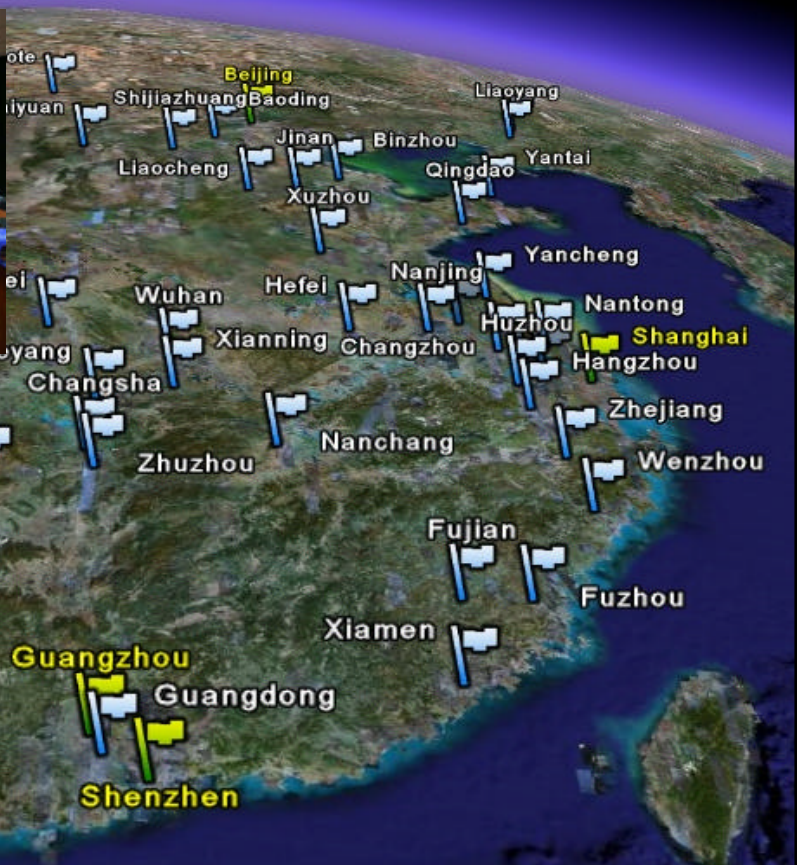


Partnership with Leaders

Pillars of Information Technology



NIIT: In China



- 192 centers
- Ultra modern center in Shanghai
- New center in Wuxi Software Park
- “Best IT Training Company of the Year”

Award



NIIT: Rest of the World



- 159 centers
- Vietnam, Nigeria, Botswana
- Latin American Centers of Excellence

ILS – Financial Services and Management Training (FMT)

NIT

ifbi

Institute of Finance, Banking & Insurance

Deutsche Bank



BAJAJ CAPITAL

Always moving in your interest (TM)

NIT IMPERIA
CENTRE FOR ADVANCED LEARNING

ICICI Bank

HDFC BANK



विद्याविनिर्योगादिकासः
IIT JVC
AHMEDABAD

सिद्धिमूलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE



INDIAN INSTITUTE OF MANAGEMENT
CALCUTTA

ICICI Securities

YES BANK



IMT



Indian Institute of Management, Lucknow

ICICI PRUDENTIAL
LIFE INSURANCE

ICICI Lombard
Insurance 24x7

kotak
Kotak Mahindra Bank



INDIAN INSTITUTE OF FOREIGN TRADE
IIFT
भारतीय विदेश व्यापार संस्थान

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LEADERSHIP
IN GLOBAL TALENT DEVELOPMENT

Partnership with leaders in the industry

ILS - Uniqua



The latest addition to NIIT's offerings

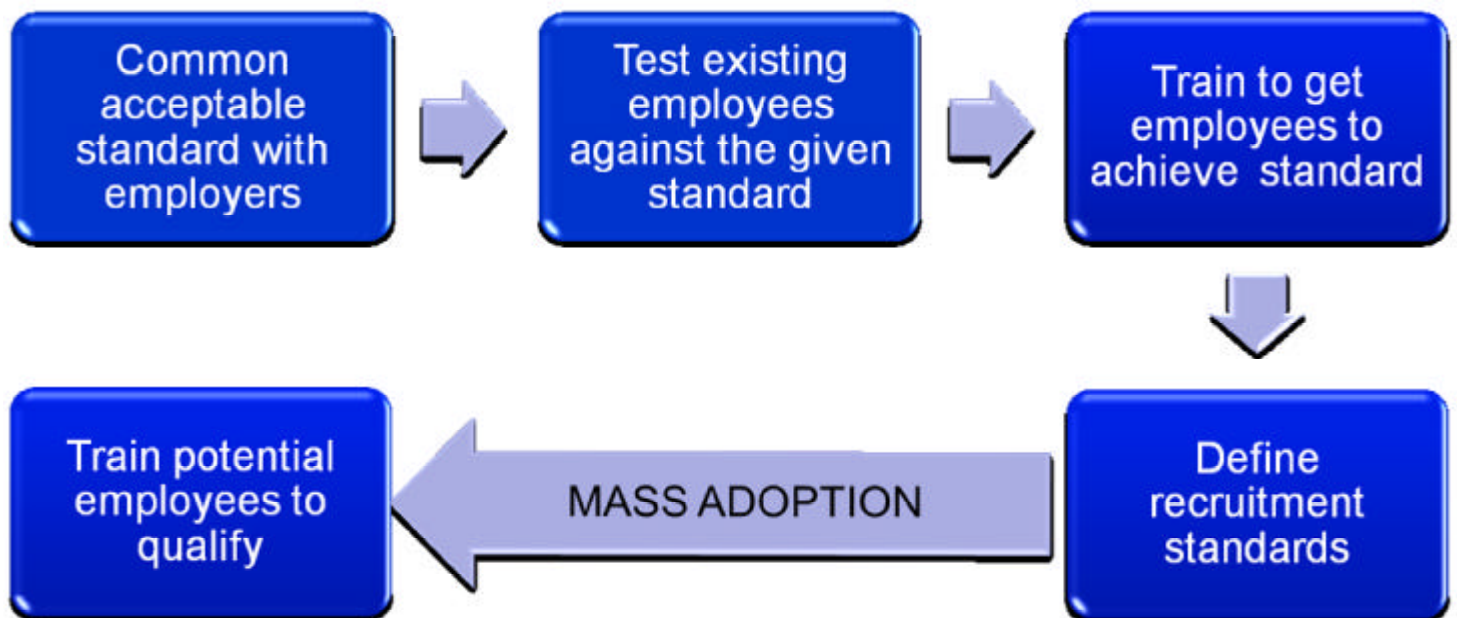


- Joint venture between Genpact & NIIT
- Operating under the brand name 'NIIT Uniqua'
- Offers training to meet the growing requirement for professionals skilled in business process knowledge
- NASSCOM estimates additional requirement of 1.4 mn professionals in the BPO industry by 2010
- Commenced operations from September 2008

English & Professional Life Skills

- Alliance with ETS for TOEIC testing
- Acquisition of Evolv for English language training
- Market potential
 - A huge untapped market In India
 - 11 mn college students
 - 90% face an “employability gap”
 - Main reason – Lack of English communication & Professional life skills
- Solution
 - Work with employers to a common acceptable standard
 - Get potential employees to achieve the standard

English & Professional Life Skills



Another Step Forward.... District Learning Centre-Chhindwara



Then.. ..



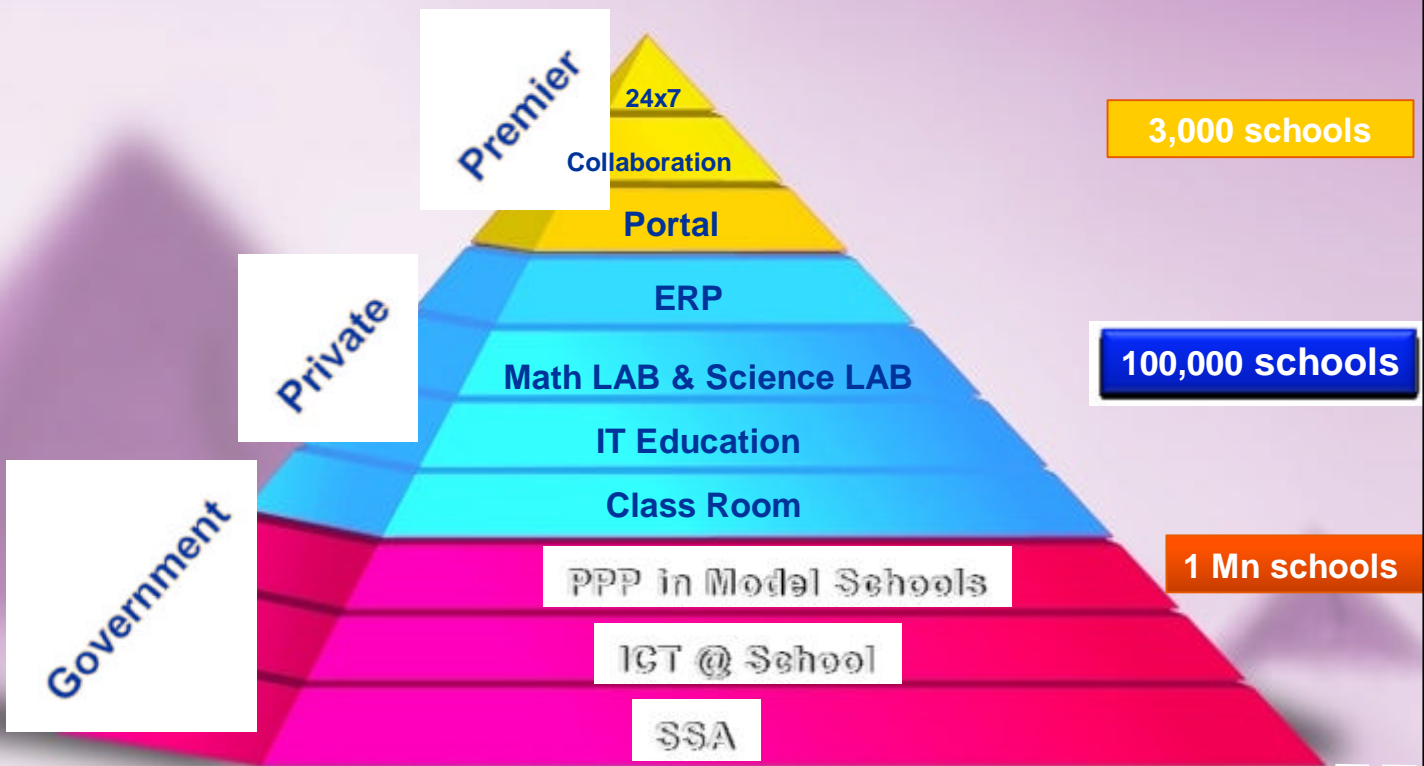
Now



School Learning Solutions



Opportunity Space



Next 3 years addressable opportunity

Sarv Shiksha Abhiyan	600 districts
ICT@School	60,000 schools
PPP in Govt schools	6,000 schools
Pvt Schools – Class room solutions	10,000 schools
Pvt Schools- Lab Solutions	5,000 Schools
School ERP & Portal Solutions	2,000 Schools
Teacher's training	500k Pre-service, 1 Mn In-service

NIIT:SLS



Credentials

8,224,413

Students

336,097

Teachers

70,443

Nodes

16,805

Hrs of Content

105,174

Instructors

12,159

Schools



NIIT has the widest reach in the market

NIIT eGuru solutions portfolio



Interactive Class Room



Math Lab



Science Lab



Quick School (ERP)



Web & Multimedia curriculum



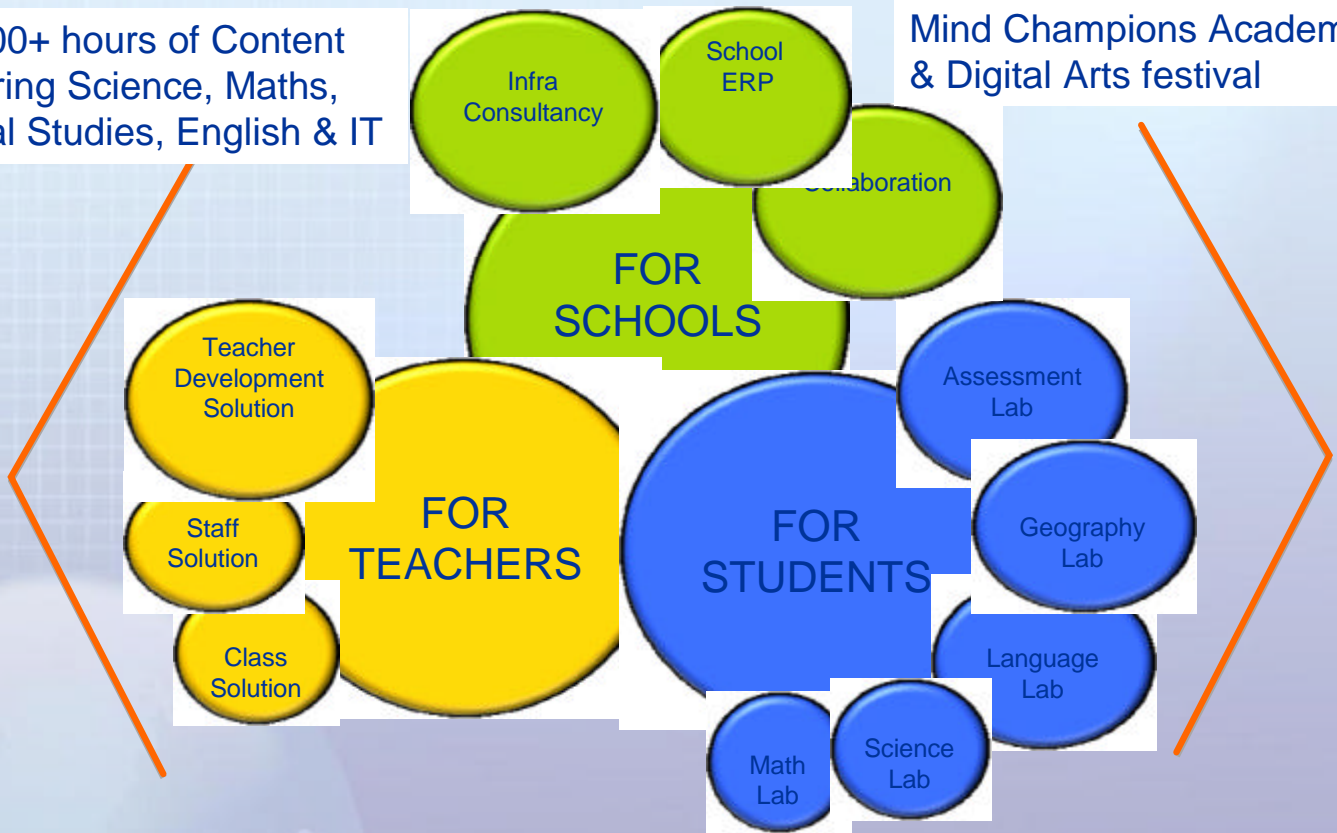
Shared computing



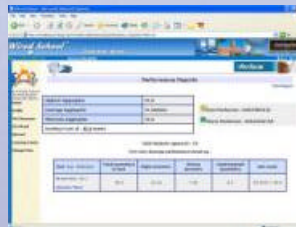
eGuru solutions architecture

16,000+ hours of Content covering Science, Maths, Social Studies, English & IT

Mind Champions Academy & Digital Arts festival



NIIT eGuru differentiators



- Teaching & learning Materials
- Computer aided experimentation
- Academic impact measurements
- Comprehensive Lab solutions
- Support & service levels
- Designed with NCF objectives
- Curriculum solution and not just content

Computer Aided Experimentation

MATH LAB

School ERP

Hole In The Wall Education Limited (HIWEL)



A learning station in Cambodia

A playground computer kiosk in every village



Corporate Learning Solutions



Our Credentials



Largest
e-learning
Content
Library



12,000 Hrs of
e-Learning



20,000+ Training
Days per Year



150+ University
Courses

12000 +
Person Years
of Experience



1500+ print
catalog



3500+ e-learning
library



285,000+ Student
Learning Hours



20,000 Hours
of

1500+
Professionals
Largest Content
Development
Facility
in the world



29,000+
Mentoring Hours



500,000
Hosted Users



297,000
Transactions/mo

Over 2000
Customers
globally



Most comprehensive and global, training outsourcing capability

Diverse Customer Portfolio

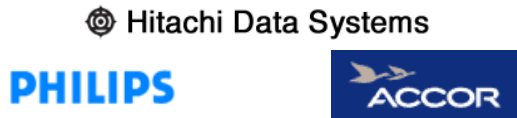
Sales Channel, and Customer Education



Business Process Improvement



Training Administration Services



Regulatory Compliance



New Product Rollout



Employee On-boarding and Corporate Communications



IT Productivity and Skills Development



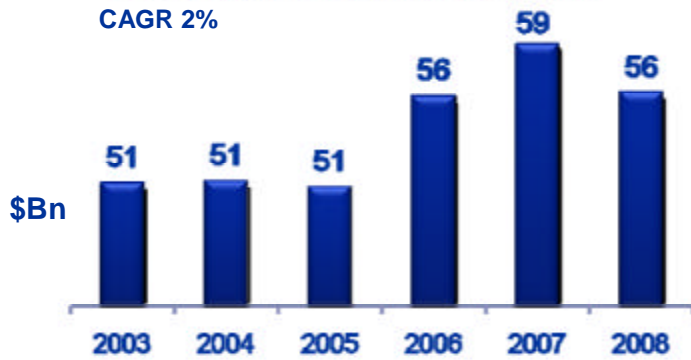
Other Solutions

- ✦ Management and Leadership Development
- ✦ Professional Effectiveness
- ✦ Office Productivity
- ✦ Call Center and Customer Service

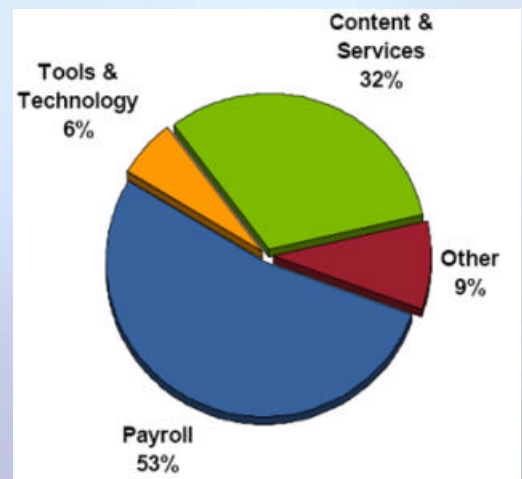
Corporate Training Market

US Corporate Training Spend

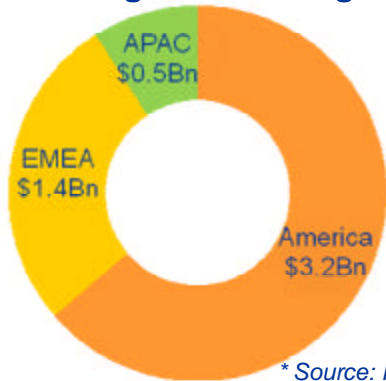
CAGR 2%



Training spend breakup



Global Training Outsourcing Market 2008



Global training spend \$100Bn+

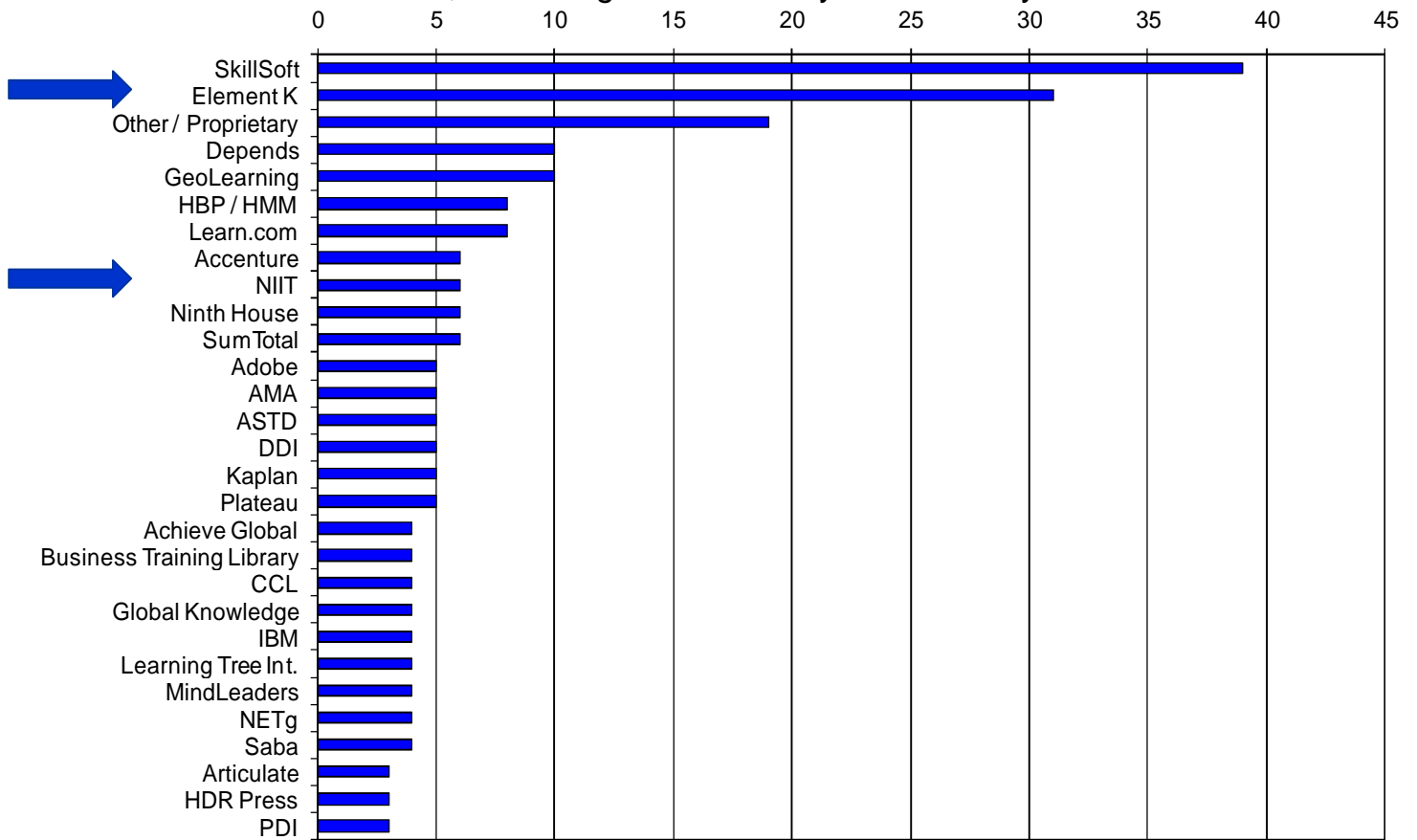
* Source: IDC, Bersin & Associates

Corporate Learning Solutions

<p>Learning Products (SAAS)</p>	<ul style="list-style-type: none"> • 3500+ titles; SAAS model • 3Mn+ learners on Khub • Largest print & eLearning library • Virtual labs now available 'in a box' • Field sales force doubled in North America • Partnership with resellers including Webex 	<p>Invest</p> <ul style="list-style-type: none"> - High growth (21%) - High margin - # 2 position
<p>Training Outsourcing</p>	<ul style="list-style-type: none"> • Recurring revenues, long term partnerships • Multi year, multi geography relationships • Opportunities in India growth sectors 	<p>Develop</p> <ul style="list-style-type: none"> - Poised for growth (25%+ projected) - Moderate margin - Leadership in learning services
<p>Custom Projects</p>	<ul style="list-style-type: none"> • 150+ customers; 49 in Fortune 500 • Continue to maintain leadership position in content development • Establish 'curriculum-led' development model to increase order size and value 	<p>Transform</p> <ul style="list-style-type: none"> - High impact of economic swings - Moderate margin - Leader in content development

What are the top three brands you think about when considered a vendor for learning products and services?

Unaided; CLO Magazine: January 2009 Survey



Part II:

Environment

Current Performance

Business Strategy

Business Direction

Global Economy: continuing turmoil

- ✍ Corporate sector continues to operate in a state of uncertainty
- ✍ Consumer sentiment remains subdued across sectors
- ✍ Banks across US, Europe & Asia reported over USD 700 Bn in credit losses at the end of 2008 *
- ✍ Extreme risk aversion continues but credit markets show early signs of easing
- ✍ Developed world still in recession but rate of decline has reduced, prompting hopes of recovery
- ✍ Markets divided over timing and speed of recovery
- ✍ **Is the worst behind us?**

source: *Mckinsey

Indian Economy: also affected, but relatively better off



- ✍ GDP growth estimates for FY09 at ~6.5% and for FY10 at ~6%
- ✍ FIIs pulled out \$13 Bn from Capital Markets in CY08 ; have turned positive in the current year
- ✍ Stock Markets hit upper circuit on opening post elections, on expectations of a stable and pro-reforms government
- ✍ Corporate growth and profitability expected to be slower in the short-medium term
- ✍ Inflation moderates to below 1% from peak of 12.9% in August, 08
- ✍ Policy measures and lower commodity prices to set the stage for a pickup *

source: *Citigroup

Education & Training Sector: current environment



- ✍ Hiring forecast for India improves marginally for Q1 FY10 (Net Employment Outlook at 25% vs 19% LQ), but majority of employers remains undecided. Of the employers surveyed, 25% expect an increase in staffing levels, 6% anticipate a decrease, and 64% are expecting no change*
- ✍ 3.5 Mn students in India to graduate in 2009 **; Increased competition for available jobs will drive greater need for up skilling
- ✍ BFSI industry showing restricted recruitments; Hiring freeze in private banks; However, long term incremental growth intact ***
- ✍ Budget cuts, risk aversion and restructuring result in postponement of training related decisions across corporates
- ✍ Education sector to benefit from increased Govt. focus; 6,000 schools planned in PPP mode; Significant tenders in the pipeline; Rs 150 Bn planned for National Skills Development Commission (NSDC)

*source: *Manpower, ** Nasscom, *** CII-IMaCS study*

Education and Training business will continue to be robust, despite headwinds in the short term

NIIT: Current Performance

FY'09: Consolidated Financials

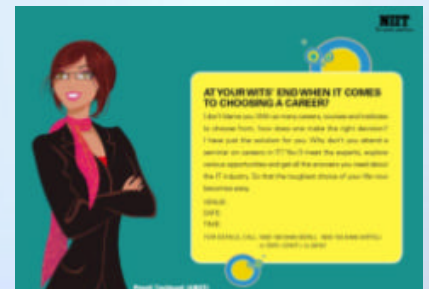
	JFM'09	JFM'08	YoY	FY'09	YoY
System Wide Revenues	4,652	3,823	22%	16,893	21%
Net Revenues	3,008	2,724	10%	11,486	14%
Operating Expenses	2,644	2,419	9%	10,300	14%
EBITDA	364	304	20%	1,186	15%
OM	12%	11%	93 bps	10%	4 bps
Depreciation	191	127	51%	647	22%
Other Income	(35)	24	-	(45)	-
Profit Before Tax	137	201	(32%)	494	23%
Tax	40	24	67%	104	-
Operational Net Profit	97	177	(45%)	390	(8%)
Share of Profits from Associates	80	75	7%	308	(8%)
PAT	177	252	(30%)	698	(8%)
Basic EPS (Rs)	1.1	1.6	(31%)	4.2	(9%)

FY'09: Results Highlights

- ✍ SWR up 21% to Rs. 16,893 Mn
- ✍ Net revenues up 14% to Rs. 11,486 Mn
- ✍ EBITDA up 15% to Rs. 1,186 Mn; EBITDA% up 4 Bps (including negative impact of first year of operations of NIIT Uniqua)
- ✍ PAT at Rs. 696 Mn; down 8% (due to lower share of associate profit and impact of Forex volatility, JV startup, higher tax, and new projects)
- ✍ EPS of Rs 4.2
- ✍ NIIT Uniqua – commenced operations; clocked Rs. 25 Mn revenues in FY09
- ✍ ILS enrolments up 13%, SLS order intake at Rs 3,320 Mn; CLS order intake at \$139.4 Mn

FY'09: Business Highlights

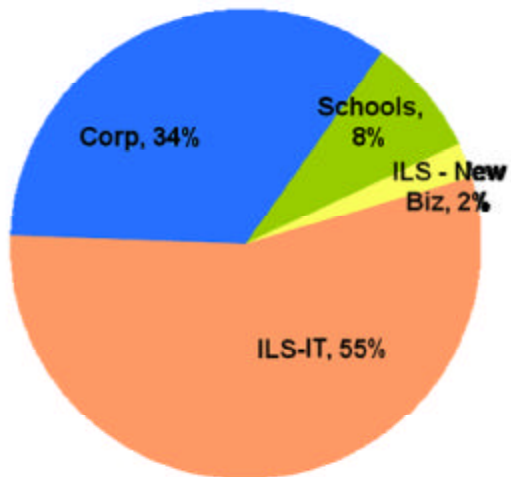
- **ILS:** Continued on steady growth path
 - IT: New courses launched; partnership with CISCO for IMS,SAS for Business Intelligence
 - FMT: Introduced courses for Financial literacy and for DQ segment
 - NIIT Uniqua (JV with Genpact) launched
- **SLS:** Full scale nationwide launch of eGuru after excellent response from initial schools.
- **CLS:** Significant customer wins in the period for Learning Products and Training Outsourcing
 - Recognized as a Learning Leader* and a Top training outsourcing company**
- NIIT adjudged as a Business Super brand
- NIIT awarded the Gold for Excellence in E-Learning Award by Chief Learning Officer magazine



*Bersin, **Trainingoutsourcing.com

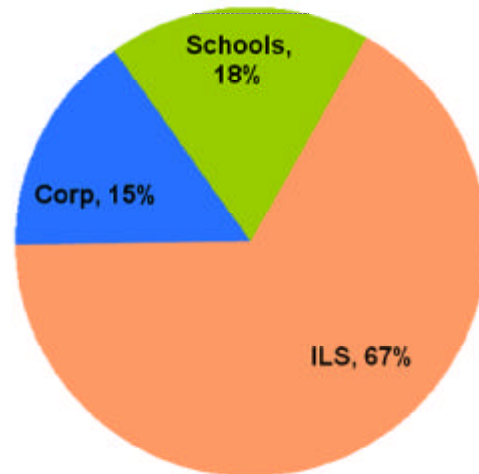
NIIT's Businesses

Where does revenue come from?



FY'09 SW Revenue

Where does profit come from?



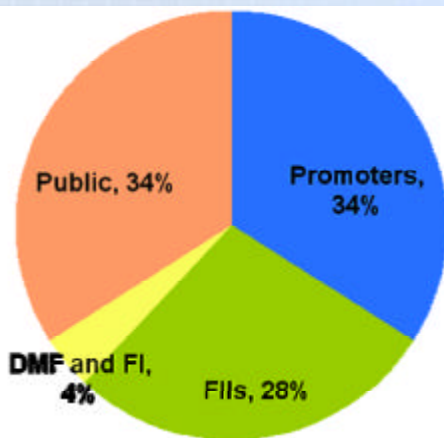
FY'09 EBITDA

Capital Structure

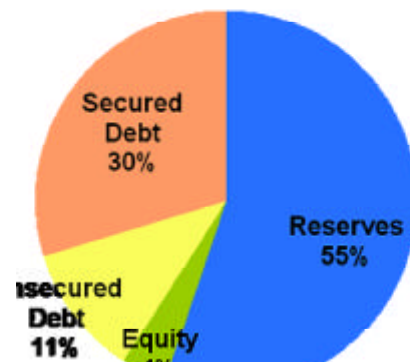
Total Capital employed – Rs. 8502

- No of Shares - 164.7 Mn
- Face Value – Rs. 2 per share

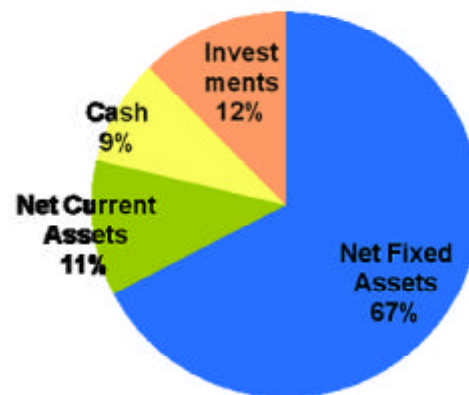
Shareholding Pattern



Sources of Funds



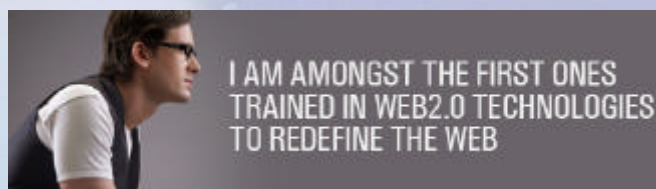
Application of Funds



ILS - IT: Highlights

Rs. Mn	JFM'09	JFM'08	YoY	FY09	YoY
System wide revenues	2,662	1,974	35%	9,717	31%
Net Revenues	1,035	900	15%	3,982	23%
EBITDA	237	195	29%	865	30%
EBITDA %	23%	22%	124 bps	22%	123 bps

- SWR Geo Mix: India 60%, China 23%, ROW 17%
- Enrolments: Overall + 13%; Higher growth in shorter duration courses
- 67% growth in enrollments for IMS courses
- Placements up 35% YoY
- Capacity up 10% YoY; 56% utilization of increased capacity
- Job focused short term programs launched in India and China



**GET JOB READY IN
99 DAYS**

ILS- New Businesses: Highlights

Rs. Mn	JFM'09	JFM'08	YoY	FY09	YoY
Net Revenues	50	112	1%	334	9%
EBITDA	(48)	6	-	(75)	(31%)
EBITDA %	(95%)	5%	-	(23%)	-

- IFBI growth plans impacted by severe downturn in the financial sector
- IFBI launched long-duration Diploma programs in Banking & Financial Services (BFS series) for the DQ segment
- Uniqua commenced operations during the year; 12 centers operational
- Enrolment up 6%, Over 11,000 students trained during FY09
- Entered into new partnerships with leading players in the industry



SLS: Highlights

Rs. Mn	JFM'09	JFM'08	YoY	FY09	YoY
Net Revenues	442	379	16%	1,383	37%
EBITDA	80	44	83%	214	63%
EBITDA %	18%	12%	653 bps	15%	246 bps

- GSA contributed 73% of revenue, up 39% YoY; Non GSA grows 31% YoY
- Nationwide launch of E-Guru Interactive Classroom product
- Added “Quick school”, a school ERP system to eGuru solutions
- Strategic alliance with Fourier Systems for Smart Science Station and with Adobe for Web & Multimedia curriculum
- Fresh order intake of Rs 3,320 Mn; Pending order book at Rs 3,255 Mn, up 146% YoY; 32% executable in next 12 months
- Added 4,278 schools (217 Non GSA) ; Cumulative number of schools serviced at 12,159 schools



CLS: Highlights

Rs. Mn	JFM'09	JFM'08	YoY	FY09	YoY
Net Revenues	1,481	1,334	11%	5,786	5%
EBITDA	95	60	59%	183	(32%)
EBITDA %	6%	5%	192 bps	3%	(169 bps)

- Growth in Training Outsourcing & Learning Products revenues balances sluggish Custom Content revenues
- India revenues grow at 61%YoY
- YoY margin contraction due to new products and sales force expansion
- Order intake of \$ 139.4 Mn; Pending order book at \$ 78.1 Mn, up 7% YoY; 62% executable in next 12 months

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NIIT: Business Strategy

Individual Learning Solutions - IT

India

- New products to address market demand: 99days diploma programs, Business Systems & Information Management track in GNIIT, new products in IMS space
- Use of vLabs to efficiently enhance learning effectiveness
- Selective capacity addition

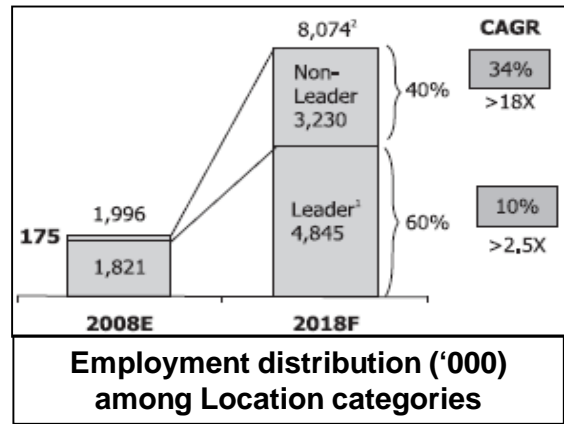
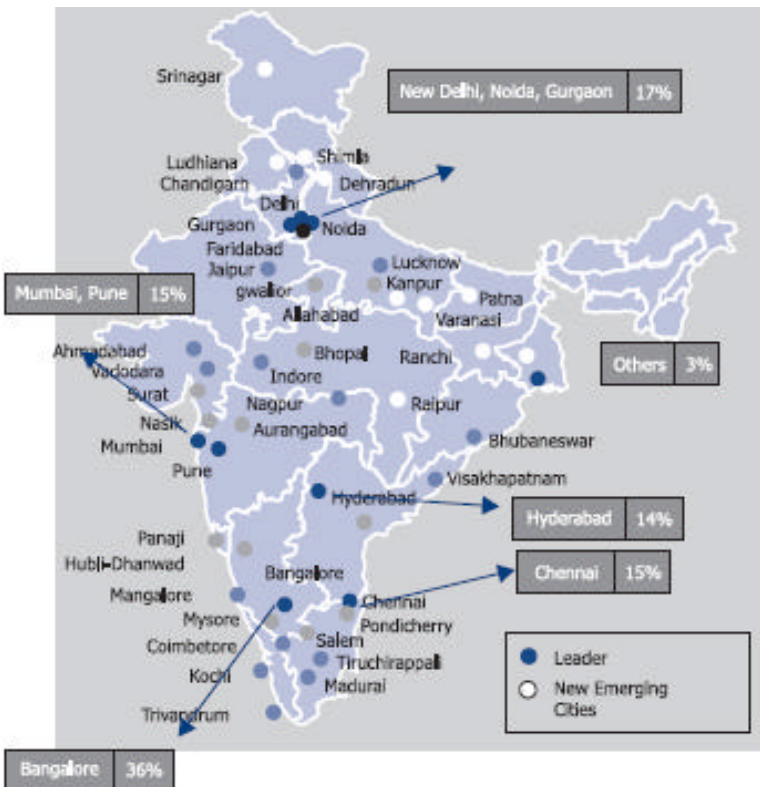
China

- Own center strategy with provincial govt. partnership takes shape with centers added in Changzhou, Chongqing, Chengdu, Dalian and Suzhou
- Short duration technology programs launched
- Strong placement focus

ROW

- Focus on core markets
- Opportunity driven expansion (Thailand, Cuba, Jamaica, Mexico)
- Leverage Govt. funded opportunities
- Enhance product offerings (MMSV2, Sun, Oracle, FME Nigeria programs)

Spread of IT-BPO across India



- 43 emerging tier II / III cities
- By 2018, 40% IT-BPO will originate from non-leader locations

Source: Nasscom

Individual Learning Solutions - FMT



- Strengthen program driven relationships with Management Institutes
- Add more institutes and Products
- Leverage proven programs to next level
- Continue / Augment “Corporate Actions” and Efficient marketing
- Leverage SLT infra through Corporate Tie-ups.



Institute of Finance, Banking & Insurance

- Focus on PSU Banks recruitment (IBPS)
- Participation in Branch Expansion of Private banks
- Strengthen presence in Insurance Sector
- Address DQ segment leveraging ILS (IT) footprints

School Learning Solutions

Growth Strategy

- Leverage e-GURU product portfolio
- Selective focus in Government Business
- Scale up private school business by focusing on robust sales management

Operating Strategy

- Cost leadership and technical superiority in Technical leadership in government schools
- Cash Management – Reduce accounts receivables and capex
- Customer retention and account mining

Viswanathan Anand
World Chess Champion



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Corporate Learning Solutions

Growth Strategy

- Grow the LP business through aggressive sales and tele-sales
- Expand training outsourcing solutions in Europe and APAC
- Focus on Government orders in India

Operating Strategy

- Cost Management through consolidation; compensation structuring and variable cost
- Cash Management through partnerships for world-class content
- IP based productized solutions for government and industry



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NIIT: Business Direction

Individual Learning Solutions

Key Business Challenges

- Customer sentiments weak due to present uncertainties in IT hiring
- Hiring slowdown in financial services sector

NIIT's Initiatives and Responses

- New courses launched to match demand
- Focused communication to address career concerns of students and their parents
- Channel capability building & Capacity consolidation across segments to optimize costs

Positive Business Trends

- Increasing enrollments in specific segments: short-duration and IMS courses
- ILS- IT placements up 35% YoY
- Strong growth in overseas geographies

Business Outlook

- IT Training to have steady growth in FY10, enrollment for long term courses to pick up during the year
- Growth in FMT to recover from Q3 FY10 on hiring by PSU and expanding Private Banks
- Margin expansion due to growth in revenue and cost control

School Learning Solutions

Key Business Challenges

- Leverage initial success of eGuru for rapid scale up of private schools business
- Capital intensity in government schools

NIIT's Initiatives and Responses

- Selectivity in government schools business; developing models to increase scope beyond ICT
- Increasing reach and sales force for eGuru
- Launch of new products for improved competitiveness

Positive Business Trends

- Government focus on education translating in to increased number of projects
- Excellent initial response to e-Guru products (ICR and Math Lab)

Business Outlook

- Growth in GSA segment to remain strong
- Strong growth in Private schools due to ramp up in eGuru ICR and in eGuru Math Lab
- Higher volumes and mix change to drive margin expansion

Corporate Learning Solutions

Key Business Challenges

- Rapid scale up of e-Learning Products business
- Continuing softness in Custom Content development and in Print & Publishing

NIIT's Initiatives and Responses

- Increased sales force for e-Learning Products Library
- Focused sales effort towards Governments
- Restructuring & cost rationalization to protect profitability

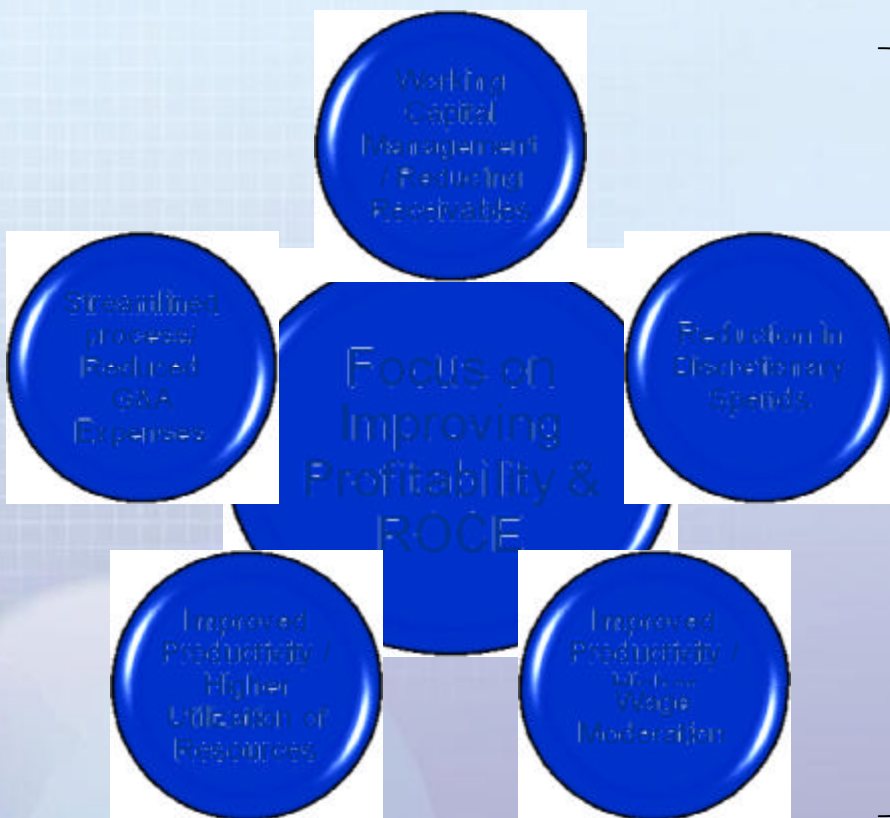
Positive Business Trends

- Steady growth in e-Learning Products business
- Growing pipeline of deals for Training Outsourcing
- Increasing government spending on training and skill building in India

Business Outlook

- Positive growth will be driven by e-Learning Products & Training Outsourcing
- Margins to show improvement in FY10

Cost Control & Cash Conservation



- Savings of 20% achieved in specific fixed costs on an annualized basis
- Cost control measures to continue
- Reduced working capital requirement by 20% in inventory and specific current assets

New Initiatives: Training.com

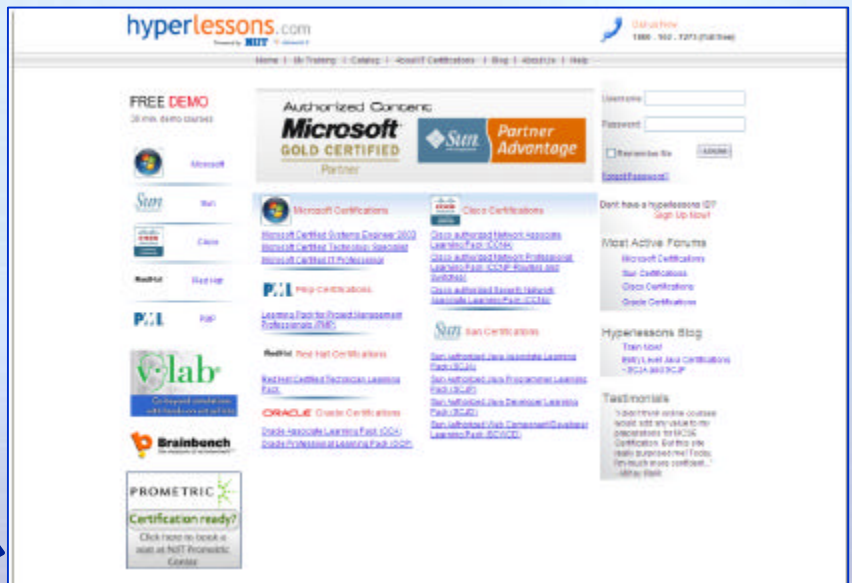


The Opportunity

- Online learning for End-users
- Lifetime Skill Enhancement
- Initial Focus
- First time Job Seekers
- IT Career Enhancers



Career Quotient



Test site launched as Hyperlessons.com

Employability

- Technical Skills
- Professional Skills
- Career Guidance
- Certification / Diplomas

37,601	Visits
100,000	Page Views
4.26	Pages/Visit
85.58%	New Visits

New Initiatives: English and Professional Life Skills

NIT



■ Long Term ■ Immediate Job ■ Employed ■ Other

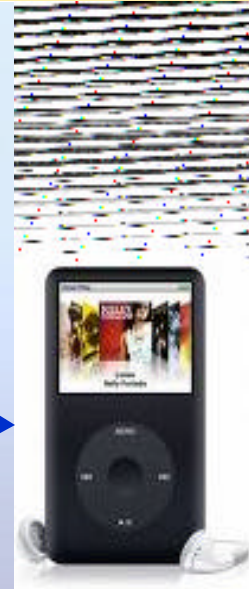
English Training Demand*: 281M
 Conservative Market: 30M
 Estimated Learners in
 training centers today: 6-
 10M

**CLSA Indian Education Center Outlook 2008*

Curriculum to include:

- English and Communication
- Professional skills (Etiquette ✍ Values ✍ Office Skills ✍ Basic IT)
- Electives (Sales, Service, Entrepreneurship)

**Innovative
Technology
Solution**

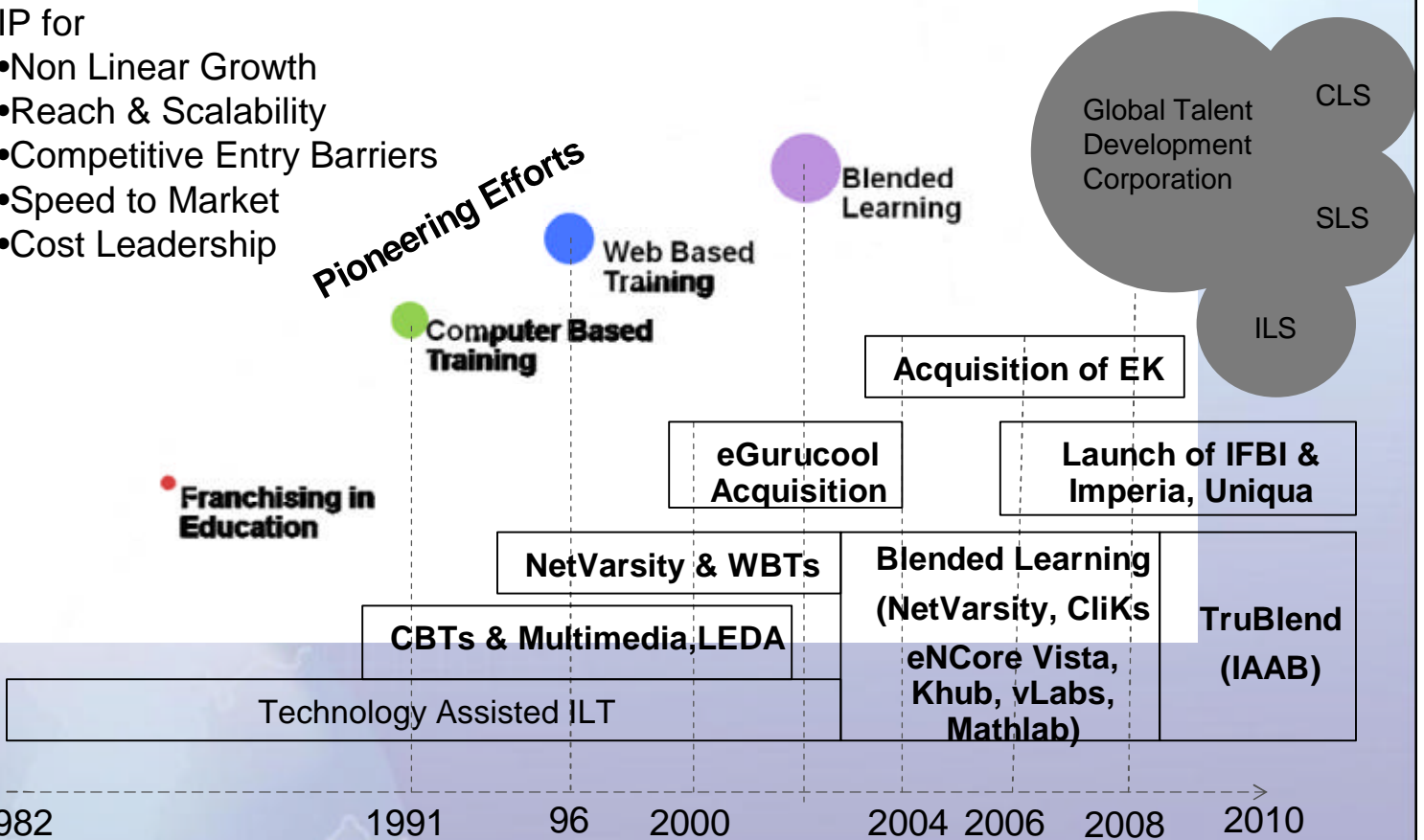


IP led Growth Strategy

IP for

- Non Linear Growth
- Reach & Scalability
- Competitive Entry Barriers
- Speed to Market
- Cost Leadership

Pioneering Efforts



Summarizing

NIIT: Today and Tomorrow

- We are today, the market leader with strong credentials and competencies
- We have a strong financial track record, and in the past have successfully dealt with market adversities and uncertainties
- We have successfully transitioned from an IT Training Company to a Global Talent Development Corporation
- Our current businesses are aligned to attractive markets
- We have a robust and de-risked strategy for the future
- Increasing IP leverage would allow greater scalability and profitability

NIIT

Leadership in the Century of the mind

