

**NIIT**

# LEADERSHIP

IN GLOBAL TALENT DEVELOPMENT



Education, Employability, Productivity

February 2009

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## Agenda

**NIIT**

### Part I:

NIIT Overview

### Part II:

Environment  
Current Performance  
Business Direction

LEADERSHIP  
IN GLOBAL TALENT DEVELOPMENT



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## Part I: NIIT Overview



## The Global Talent Shortage

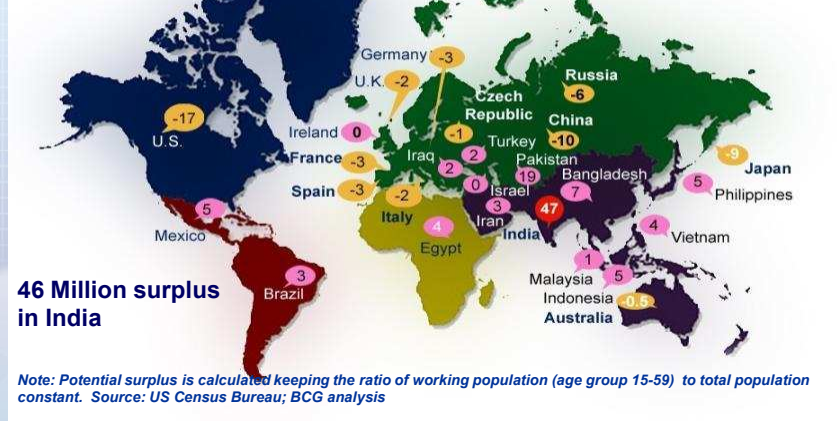
**Huge gaps in talent demand and supply in all sectors of the economy**

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

# India'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



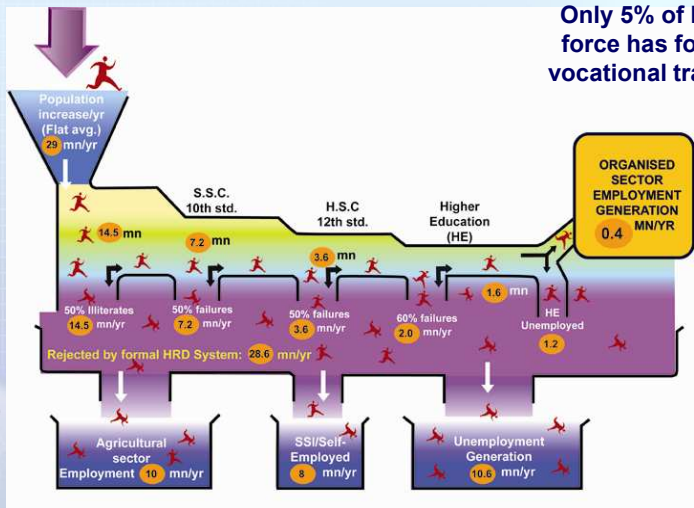
Considerable investment in Education and Training would be required to enable India to reap the advantage

# India: Skill Supply Chain



Only 5% of labor force has formal vocational training

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



Source: I Watch Survey, 2007



Issues of relevance, reach, inclusion and quality

## Education, Employability, Productivity **NIIT**

**“Growth will get choked out if skills development does not take place”, Montek S. Ahluwalia – Planning Commission**

- **Huge gap in talent supply and demand, in all sectors of the economy**
  - Only 5% of labor force in 19-24 age group has one 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 11<sup>th</sup> five year plan; New PPP models
- **Global enterprises increasingly looking to leverage training for productivity enhancement and maximum business impact**
  - Training outsourcing is the future of corporate training

\* source: CLSA



Education and Training business has strong tailwinds, globally

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## NIIT in this environment **NIIT**

**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



NIIT is best positioned to take advantage of the environment

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# NIIT

## 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

**LEADERSHIP IN GLOBAL TALENT DEVELOPMENT**

Proven execution ability and strong brand

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# NIIT: Servicing the full labor supply chain



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



# Market Opportunity and NIIT's Positioning



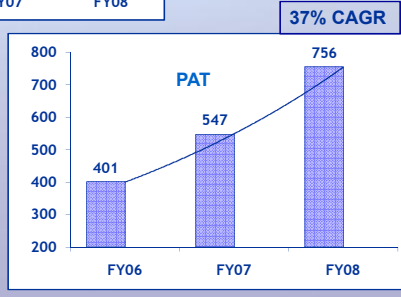
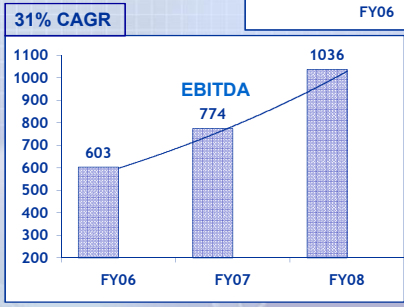
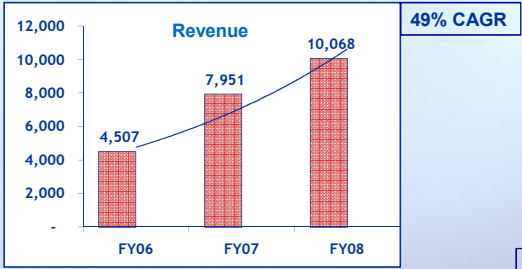
Segment	Market	NIIT
Individuals	<p>\$20Bn *</p> <ul style="list-style-type: none"> <li>80% of 11m in colleges need training for employment</li> <li>Low penetration levels; only 5% of labor force has at least one certifiable skill</li> </ul>	NIIT is the one of the largest professional skills development companies in the world
Schools	<p>\$29Bn **</p> <ul style="list-style-type: none"> <li>Urgent need to upgrade quality of education in both Govt. and Pvt. Schools</li> <li>An increasing part of the total spend outsourced to service providers</li> </ul>	NIIT is the pioneer in this segment and has cumulatively serviced 7700 schools so far
Corporates	<p>\$59Bn ***</p> <ul style="list-style-type: none"> <li>Growing recognition of training as a tool to achieve business goals</li> <li>Outsourcing growth at ~18%</li> </ul>	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

# NIIT's growth in the last 3 years

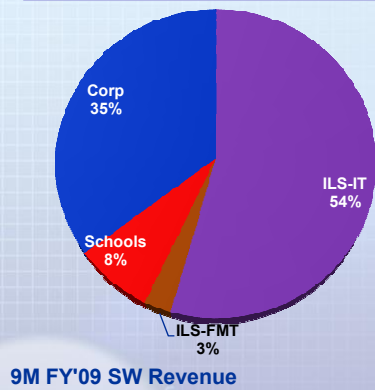


Accelerating growth and profitability

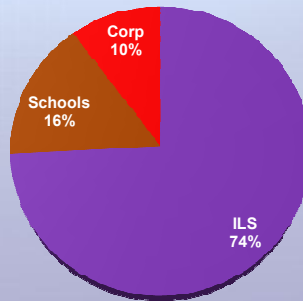
# NIIT's Businesses



Where does revenue come from?



Where does profit come from?



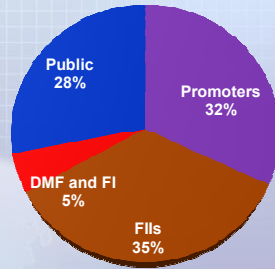
# Capital Structure



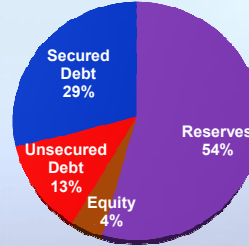
Total Capital employed – Rs. 8208 Mn

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

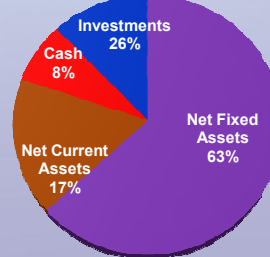
### Shareholding Pattern



### Sources of Funds



### Application of Funds

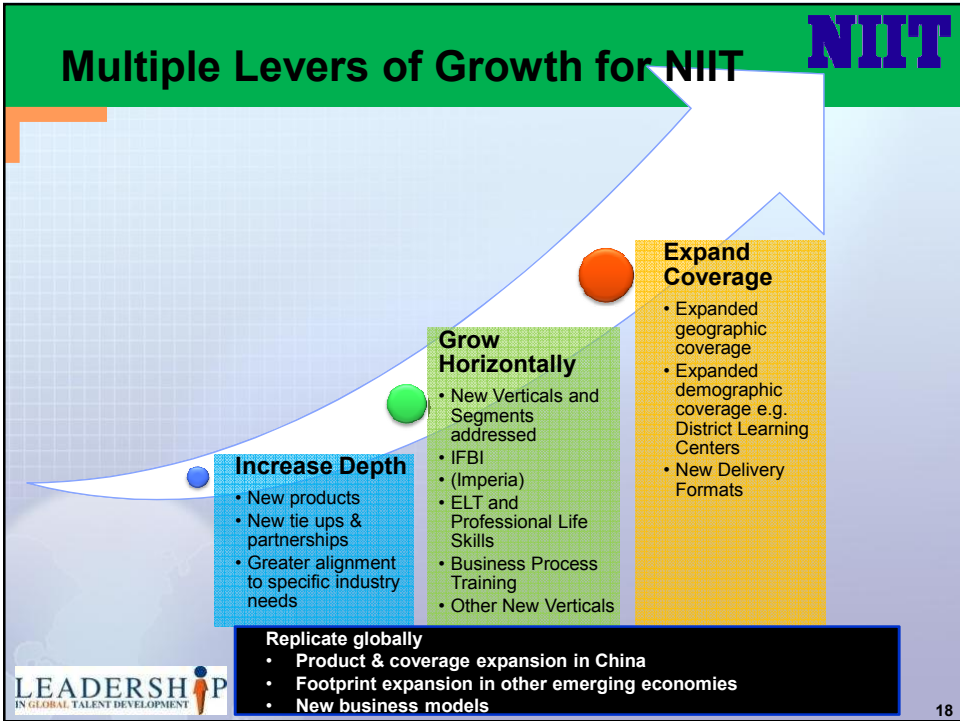
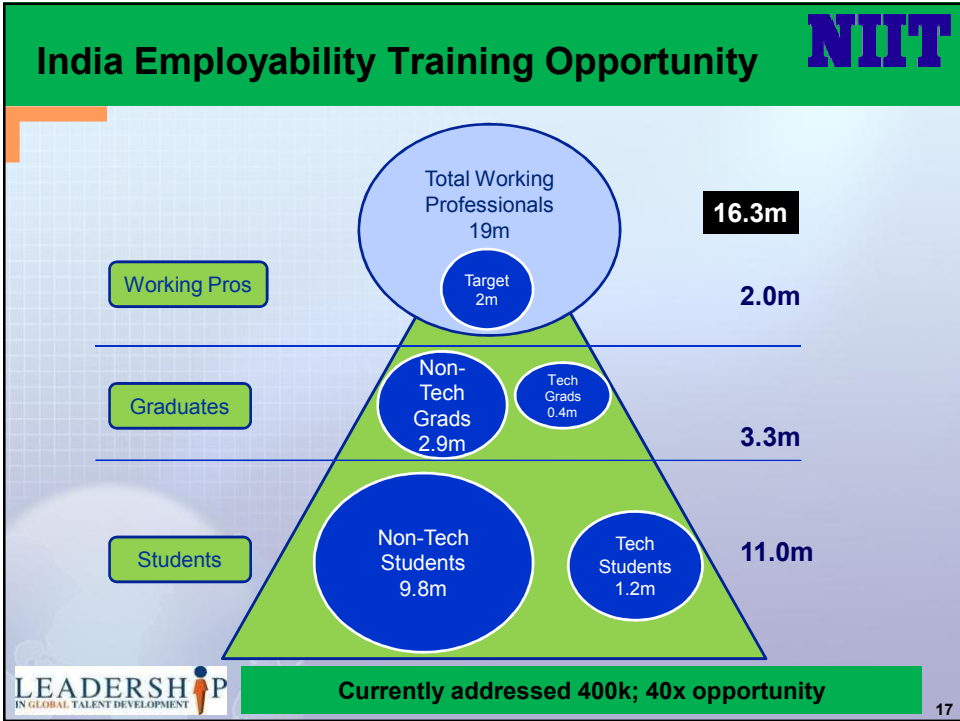


# Individual Learning Solutions

- IT Training
- Finance, Banking, Insurance Training (IFBI)
- Executive Management Education (Imperia)
- English Language and Professional Life Development
- Business Process Training (NIPE)







# ILS - IT TRAINING

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## IT Training

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- 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

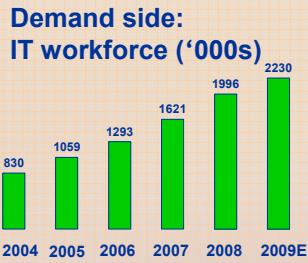


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Improving Individual Employability in IT Sector

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# Demand for IT & ITES professionals



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

Source: NASSCOM 2006

**Supply Side:**

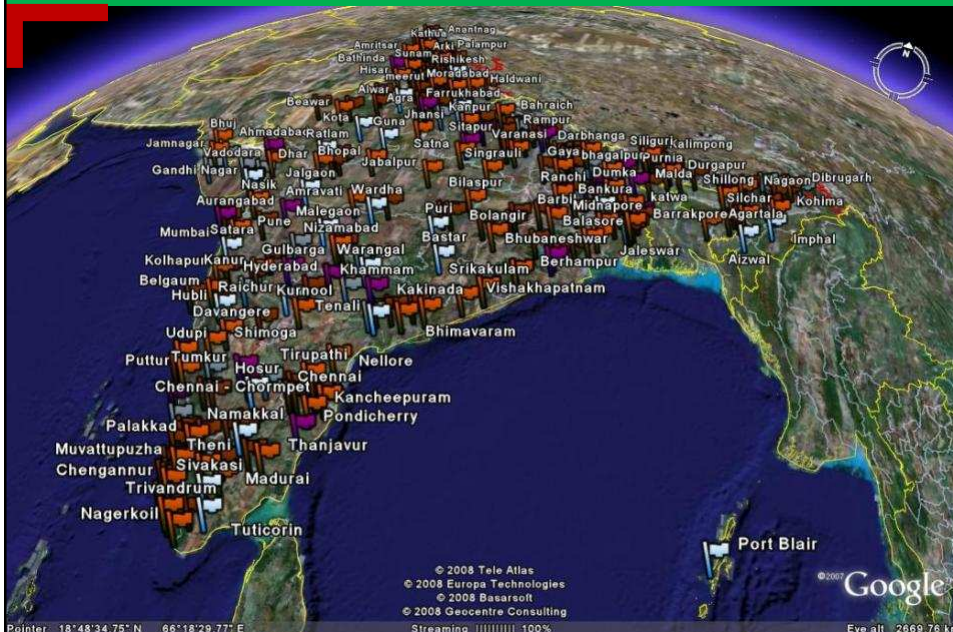
2007-10	Available	Employability
Qualified Engineers & IT Grads	1.4 Mn	25%
Non Engineers / Non-IT Grads	6.0 Mn	10%

Source: McKinsey



The demand-supply gap in skilled IT workers expected to continue

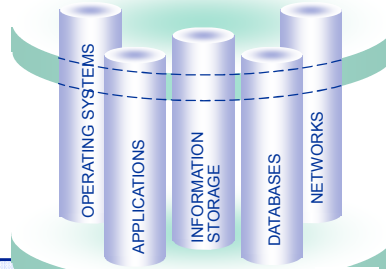
# ILS: India centre distribution



# Partnership with Leaders



## Pillars of Information Technology



1	1	1	1	1	1	1	1
Computing Platform	Platform	Open Source Platform	Database & Applications	Networking	Creative Suite	Storage	Open Certifications



# 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



Continued expansion. Increasing recognitions

# ILS – Financial Services and Management Training (FMT)



Partnership with leaders in the industry

Logos used are trademarks of respective organizations

## English & Professional Life Skills

NIIT

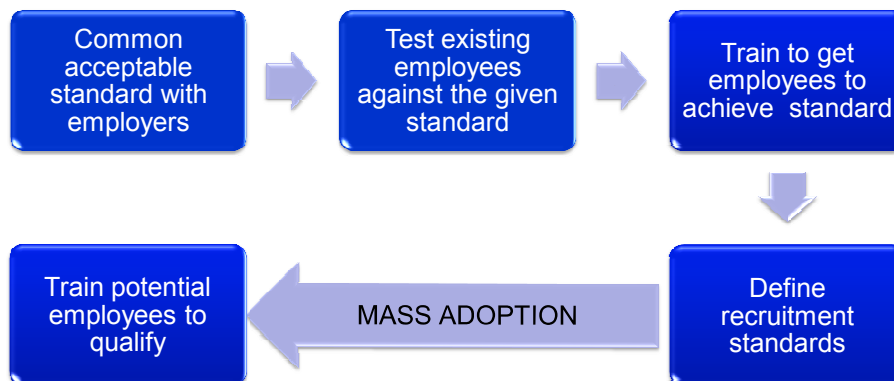
- Alliance with ETS for TOEIC testing
- Acquisition of Evolv for English language training
- Market potential
  - A huge untapped market In India
  - 11 mn college students
    - 90% face an “employability gap”
    - Main reason – Lack of English communication & Professional life skills
- Solution
 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

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## English & Professional Life Skills

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## NIIT Institute of Process Excellence (NIPE)

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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

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

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Then.....

Now.....



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# School Learning Solutions

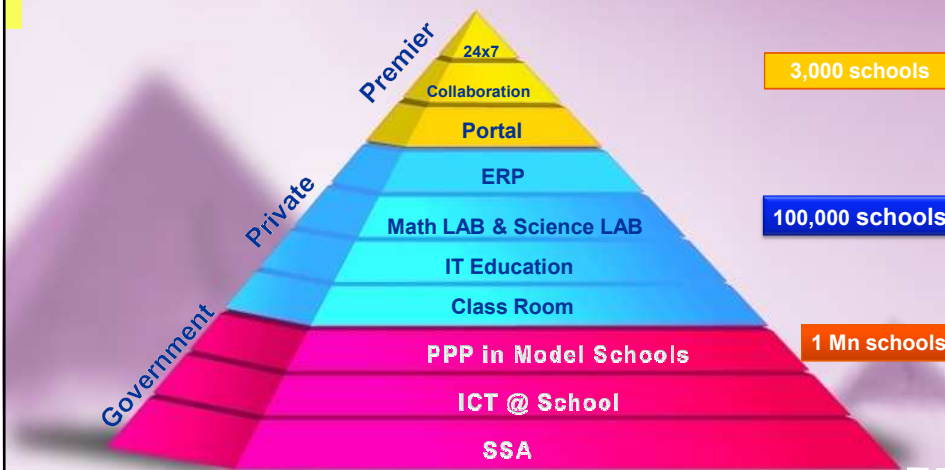
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## Opportunity Space

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## Next 3 years addressable opportunity

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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

**NIIT**

### Credentials

**7,850,000**  
Students

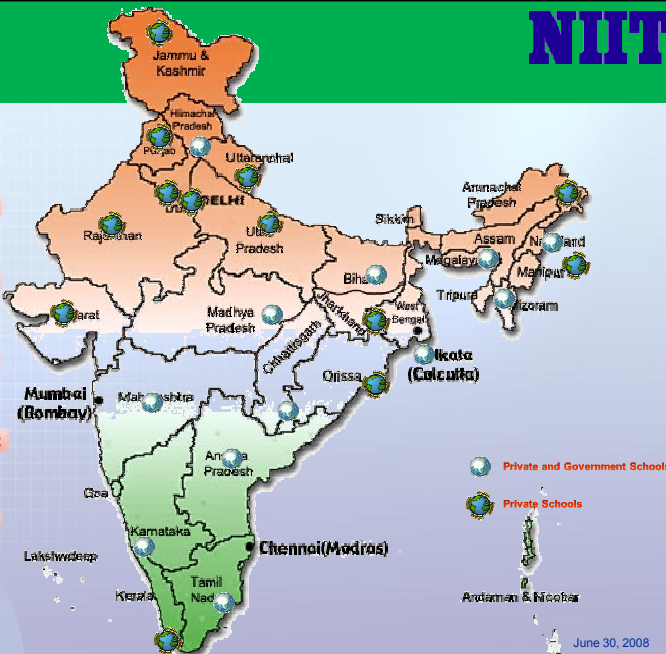
**335,000**  
Teachers

**62,000**  
Nodes

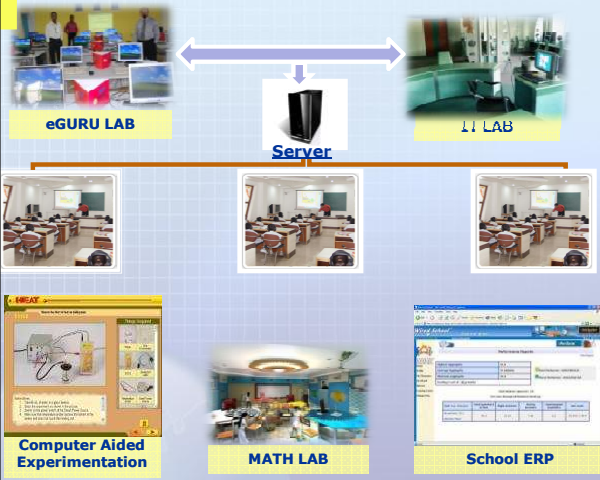
**14,000**  
Hrs of Content

**13,161**  
Instructors

**9,626**  
Schools



# 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



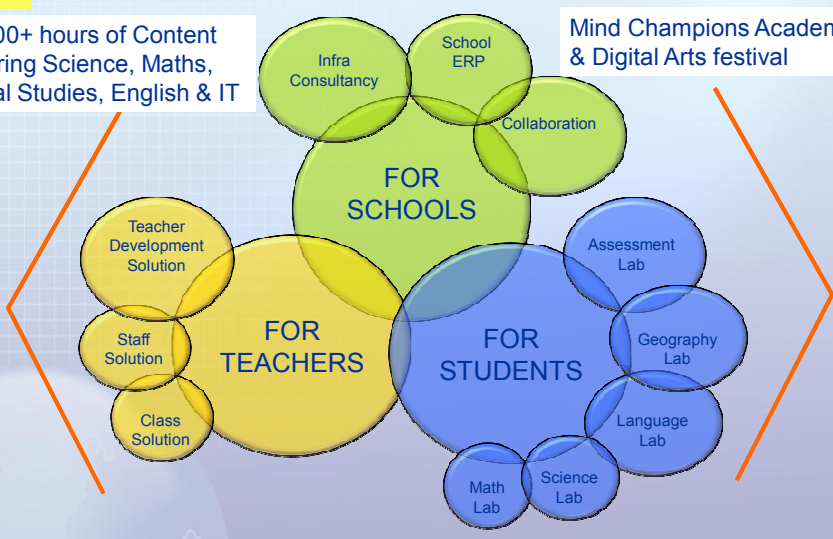
Launched in October 2008

# NIIT eGuru Product Portfolio



14,000+ hours of Content covering Science, Maths, Social Studies, English & IT

Mind Champions Academy & Digital Arts festival



Superior "End-to-End" Solution for schools

# Hole In The Wall Education Limited (HIWEL) **NIIT**

A learning station in Cambodia

A playground computer kiosk in every village

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# Corporate Learning Solutions

v·lab

CognitiveArts

Litmus A Division of NIIT

element k

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# 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 ILT

**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

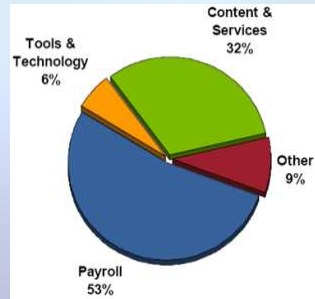
- Management and Leadership Development
- Professional Effectiveness
- Office Productivity
- Call Center and Customer Service



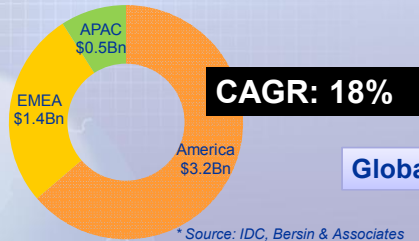
# Corporate Training Market



## Training spend breakup



## Global Training Outsourcing Market 2008E\*



Global training spend \$100Bn+

\* Source: IDC, Bersin & Associates



Strong potential for training outsourcing

# Corporate Learning Solutions



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



## Financial Performance: Business wise

**NIIT**

### Revenue

Rs Mn	FY07	FY08	YoY
ILS- IT	2,470	3,241	31%
ILS – FMT	73	308	322%
SLS	8,47	1,012	19%
CLS	4,560	5,508	21%

### EBITDA

Rs Mn	FY07	FY08	YoY
ILS- IT	434	664	53%
ILS – FMT	(91)	(26)	-
SLS	99	131	32%
CLS	355	266	(25%)

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## Part II:

- Environment
- Current Performance
- Business Direction

## Global Economy: in turmoil

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- Large parts of developed world reeling under recession
- All major markets trading at 40% to 60% below January 2008 levels
- Low liquidity, seized credit markets, extreme risk aversion
- Corporate sector operating in a state of uncertainty
- Consumer sentiment affected across sectors
- Governments, worldwide, step in with fiscal and monetary measures to stimulate their respective economies

## Indian Economy: also affected, but relatively better off

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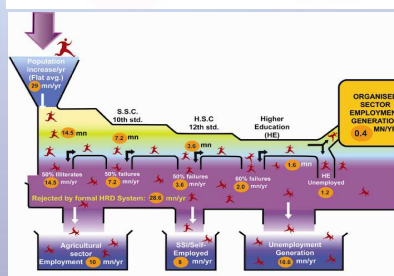
- GDP growth estimates for FY09 at ~7% and for FY10 at ~6%
- FII's pulled out \$13 Bn from Indian equities in CY08 vs. inflow of \$17 Bn in CY07
- Corporate growth and profitability to be slower in the short-medium term
- Commodities and manufacturing lead decline
- Inflation moderates to below 5% from peak of 12.9% in August, 08
- Forex Volatility
- Policy measures and lower commodity prices to set the stage for a pickup \*

source: \*Citigroup

## Education & Training Sector: will remain the key determinant of economic growth and recovery

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- India's Demographic Advantage: 56 million shortage in the World, 46 million surplus in India by 2020
- Only 5% of labor force has formal vocational training
- Poor education infrastructure in India: Issues of relevance, reach, inclusion and quality
- Considerable investment in Education and Training required to enable India to reap the advantage
- India Education Spend: Rs. 3 Tn (5x) allocated in 11<sup>th</sup> five year plan



source: BCG, I-Watch Survey

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Education and Training Business continues to be structurally important

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## Education & Training Sector: current environment

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- Global slowdown impacts hiring plans for Q4 FY09; Net Employment Outlook down 24% QoQ. Despite weaker forecast, employers in India remain among the most optimistic; Of the employers surveyed, 22% expect an increase in staffing levels, 4% anticipate a decrease, and 63% are expecting no change \*
- Growth forecast for worldwide IT spending for CY09 lowered at 2.6% vs. earlier projection at 5.9% \*\*; Nasscom's guidance for growth in IT exports in FY09 revenue lowered 16-17% (vs 21-24%);
- Infosys increases hiring guidance to 27 K for FY09 vs 25 K; TCS and Infosys to hire 45 K + fresh graduates next fiscal; General hiring frozen for the current fiscal
- BFSI industry showing restricted recruitments; Hiring freeze in private banks; However, long term incremental growth intact \*\*
- Budget cuts, risk aversion and restructuring delay decision making by the corporate sector
- Education sector to benefit from increased fiscal measures; 6,000 schools planned in PPP mode; Significant tenders expected before general elections; Rs 150 Bn planned for National Skills Development Commission (NSDC)

source: \*Manpower, \*\*CII-ImaCS study

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

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NIIT: Current Performance

9M FY'09: Consolidated Financials

	9M FY'09	9M FY'08	YoY
<b>System Wide Revenues</b>	12,241	10,193	20%
<b>Net Revenues</b>	8,478	7,344	15%
<b>Operating Expenses</b>	7,656	6,613	16%
<b>EBITDA</b>	822	731	12%
<b>OM</b>	10%	10%	(26 Bps)
<b>Depreciation</b>	456	402	13%
<b>Other Income</b>	(10)	(128)	-
<b>Profit Before Taxes</b>	357	201	78%
<b>Provision For Tax</b>	64	(45)	-
<b>Operational Net Profit</b>	293	245	19%
<b>Share of Profits from Associates</b>	228	259	(12%)
<b>PAT</b>	521	504	3%
<b>Basic EPS (Rs)</b>	3.2	3.1	3%

## 9M FY'09: Business Highlights

**NIIT**

- NIIT adjudged as a Business Super brand
- NIIT awarded the Gold for Excellence in E-Learning Award by Chief Learning Officer magazine
- ILS: Continued on steady growth path
  - IT: Partnership with SAS to offer training in Business Intelligence Technologies
  - FMT: Introduced new courses for Financial literacy and for college segment
  - NIIT Uniqua (JV with Genpact) launched with three new centers
- SLS: Full scale nationwide launch of eGuru after excellent response from initial schools.
- CLS: Significant customer wins in the period
  - Recognized as a Learning Leader\* and a Top training outsourcing company\*\*



\*Bersin, \*\*Trainingoutsourcing.com

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NIIT strengthens its leadership position - DQ

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## 9M FY'09: Results Highlights

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- SWR up 20% to Rs. 12,241 Mn
- Net revenues up 15% to Rs. 8,478 Mn
- EBITDA up 12% to Rs. 822 Mn; EBITDA% down 26 Bps, impacted primarily by first quarter opex of the Genpact JV
- PAT at Rs. 521 Mn; up 3% (profit growth impacted by the JV startup, new school projects and lower share of associate profits)
- EPS of Rs 3.2
- NIIT Uniqua – commenced operations; clocked Rs. 10 Mn revenues in OND'08
- ILS enrolments up 20%, SLS order intake at Rs 2,312 Mn; CLS order intake at \$110.5 Mn

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Accelerating revenue growth coupled with profit improvement

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## ILS - IT: Highlights

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Rs. Mn	OND'08	OND'07	YoY	9M FY09	YoY
System wide revenues	1,962	1,597	23%	6,566	29%
Net Revenues	870	728	20%	2,948	26%
EBITDA	165	130	27%	627	34%
EBITDA %	19%	18%	106 bps	21%	127 bps

For 9M FY'09

- SWR Geo Mix: India 64%, China 16%, ROW 20%
- Enrolments: Overall + 20%; Edgeineers +30%
- Closing Net OB Rs. 1,505 Mn; 68% executable in next 12 months
- Job focused short term programs launched in India and China



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Steady growth, improving margins

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## FMT: Highlights

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Rs. Mn	OND'08	OND'07	YoY	9M FY09	YoY
Net Revenues	77	76	1%	271	38%
EBITDA	2	2	-	11	-
EBITDA %	3%	3%	-	4%	-

For 9M FY'09

- IFBI launched long-duration Diploma programs in Banking & Financial Services (BFS series) for the College segment and short duration courses for Financial Literacy
- Order intake of Rs. 242 Mn, Pending order book at Rs. 48 Mn



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Expanded partnerships and product offerings

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## SLS: Highlights

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Rs. Mn	OND'08	OND'07	YoY	9M FY09	YoY
Net Revenues	370	213	74%	942	49%
EBITDA	55	30	83%	134	53%
EBITDA %	15%	14%	76 bps	14%	40 bps

For 9M FY'09

- GSA contributed 72% of revenue, up 58% YoY; Non GSA grows 29% YoY
- Nationwide launch of E-Guru Interactive Classroom product
- Launch of web & multimedia curriculum based on Adobe Creative Suite
- Fresh order intake of Rs 2,312 Mn
- Pending order book at Rs 2,689 Mn, up 201% YoY
- 33% executable in next 12 months
- Total schools serviced at 7,863 including 1,153 non GSA schools



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SLS continues on a its strong growth trajectory

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## CLS: Highlights

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Rs. Mn	OND'08	OND'07	YoY	9M FY09	YoY
Net Revenues	1,461	1,371	7%	4307	2%
EBITDA	43	65	-34%	88	(58%)
EBITDA %	3%	5%	(183 bps)	2%	(292 bps)

- Growth in Training Outsourcing & Learning Products revenues balances sluggish Custom Content revenues
- India revenues grow at 51%YoY
- YoY margin contraction due to new products and sales force expansion
- Order intake of \$ 110.5 Mn; Pending order book at \$ 93 Mn; 65% executable in next 12 months

Don't choose Element K  
because we have more titles.

Choose us because we  
have better content.



Don't take our word for it - ask your employees. After experiencing our courses, customers tell us their employees prefer the quality and innovation delivered only by Element K and our best-in-class partners like Harvard Business Publishing, Safari Books Online, Microsoft, Sun, and others.

LEADERSHIP  
IN GLOBAL TALENT DEVELOPMENT

Strong growth in Learning Products and Training Outsourcing, India business

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# Element K



Don't choose Element K because we have more titles.

Choose us because we have better content.



Don't take our word for it - ask your employees. After experiencing our courses, customers tell us their employees prefer the quality and innovation delivered only by Element K and our best-in-class partners like Harvard Business Publishing, Safari Books Online, Microsoft, Sun, and others.



When SkillSoft merged with NETg, was that good for you, or good for them?

Meet Element K.

When an industry consolidates, it's time to look at options. Enter Element K. We're the e-Learning partner to more than half the Fortune 100, delivering the products and services necessary to ensure their success. We offer flexible business models and transition programs that make switching to Element K quick and easy.

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For high quality, innovative e-Learning programs designed to meet your needs, call Element K at 1.800.434.5466 or visit [www.elementk.com](http://www.elementk.com).

Element K is part of NIIT, a global talent development corporation operating in 32 countries.



We're flexible.



At Element K, we use the word "or" a lot.

**Flexible business models.** Select a subscription plan, or a usage plan, or a combination of both. You choose a model that fits your business needs.

**Flexible content.** Choose content collections from Element K, or premier providers including Harvard Business School Publishing and Safari Books Online, or both. Engage us to develop new courses or use our authoring tool to develop your own.

CONTENT COLLECTIONS • CUSTOM LEARNING PROGRAMS • ON-DEMAND LMS • TRAINING ADMINISTRATION



# New Businesses: Highlights



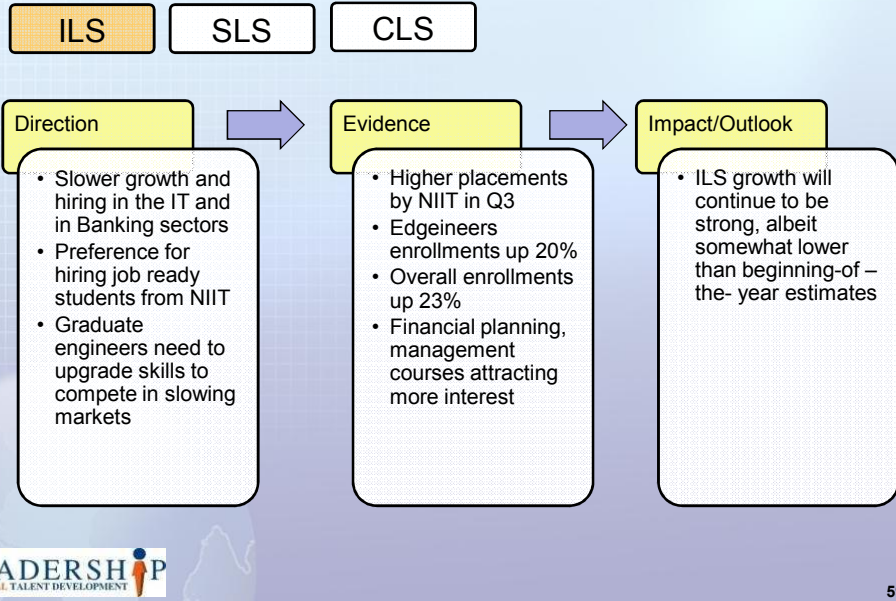
Rs. Mn	OND'08
Net Revenues	10
EBITDA	(35)
EBITDA %	-

- B2C: Launched across 9 centers ; 7 different courses offered
- B2B: 900 hours of training imparted to Genpact employees
- Placement partnerships with the leading players in the industry



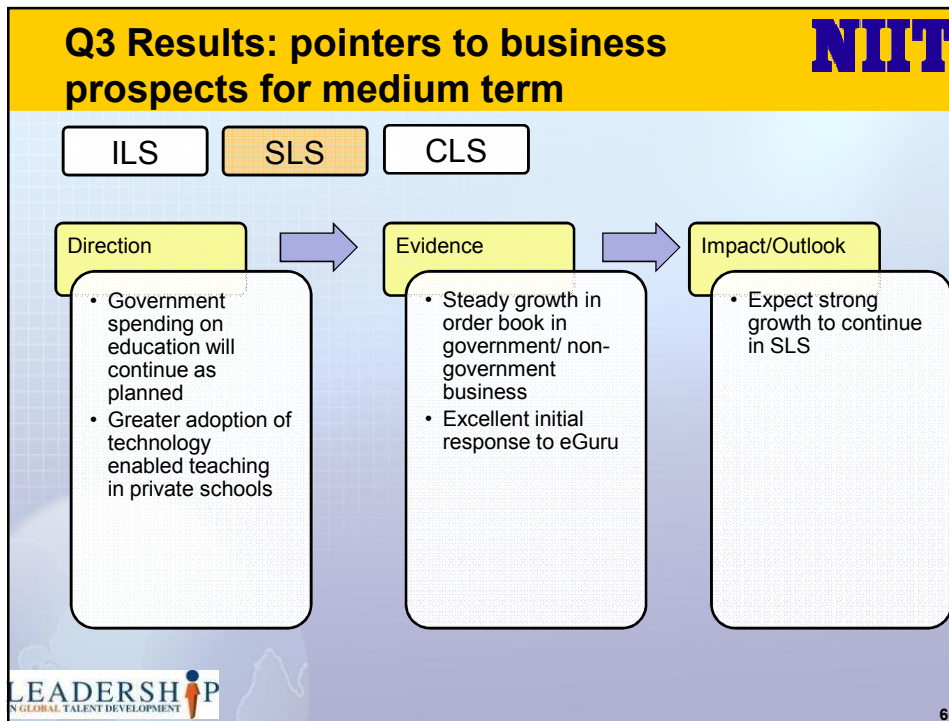
## Q3 Results: pointers to business prospects for medium term

**NIIT**



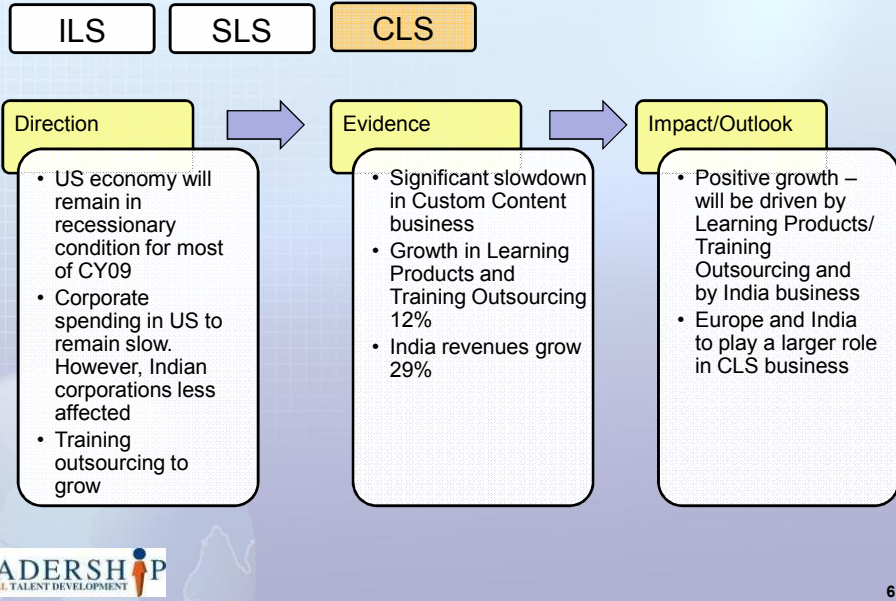
## Q3 Results: pointers to business prospects for medium term

**NIIT**



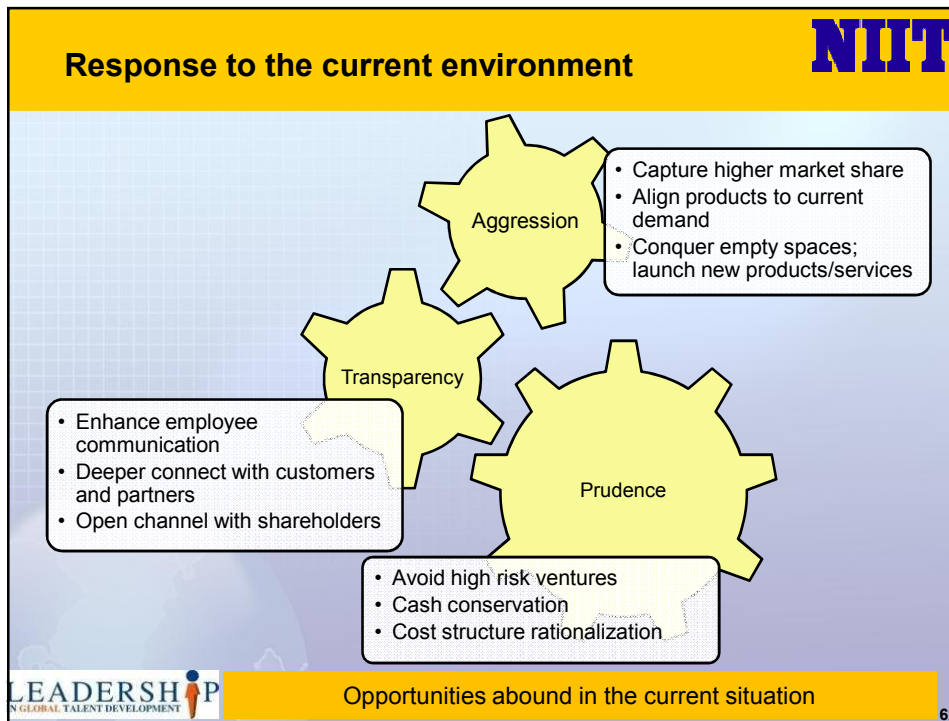
## Q3 Results: pointers to business prospects for medium term

**NIIT**



## Response to the current environment

**NIIT**



**Response to the current environment:  
Immediate**



ILS	<ul style="list-style-type: none"> <li>• Certification and short term products for enhanced market share</li> <li>• High end products for better realization</li> <li>• Establishing newer offerings: BPO Training, English Language Training</li> </ul>
	<ul style="list-style-type: none"> <li>• Restrict center expansion</li> <li>• Capacity Consolidation</li> </ul>
SLS	<ul style="list-style-type: none"> <li>• Aggressive capture of market share through eGuru solution</li> <li>• Introduction of new products eg ERP solution</li> </ul>
	<ul style="list-style-type: none"> <li>• Selectivity in new business acquisition</li> </ul>
CLS	<ul style="list-style-type: none"> <li>• Focus on Learning Products and Training Outsourcing segments</li> <li>• Expansion of the India business</li> </ul>
	<ul style="list-style-type: none"> <li>• Higher annuity business</li> <li>• Reduce onsite dependence</li> </ul>



**Velocity, Agility, Simplicity**

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**Response to current environment: Long term**



ILS	<ul style="list-style-type: none"> <li>• Higher education partnerships</li> <li>• Expansion of product portfolio; expansion in focus geographies</li> <li>• Increased market size by moving down the pyramid (DLC, CLC)</li> </ul>
SLS	<ul style="list-style-type: none"> <li>• Growth in GSA; balance risk, profitability, resources</li> <li>• Excellence in Math, Science, IT, English – foundation for strong growth in private schools</li> <li>• Vocational training in schools</li> </ul>
CLS	<ul style="list-style-type: none"> <li>• Growth in Learning Products and Training Outsourcing business with focus on annuity streams</li> <li>• From development to deployment</li> <li>• Greater growth in emerging economies</li> </ul>



**The long term strategy and direction remains intact**

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# Summarizing

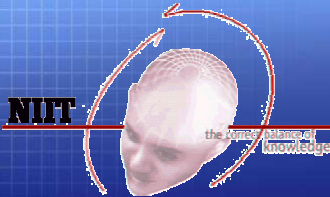
## NIIT: Today and Tomorrow

**NIIT**

- 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

# NIIT

Leadership in the Century of the mind



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