



Investor Presentation
February 2011

Agenda

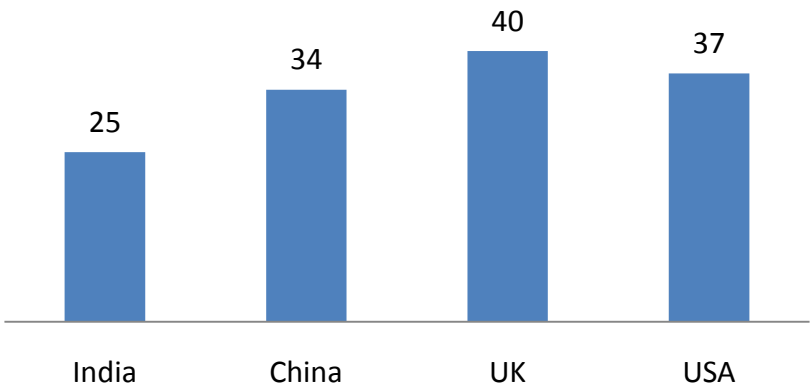
- Education & Training: Landscape
- Company Overview
 - Individual Learning Solutions
 - School Learning Solutions
 - Corporate Learning Solutions
- Q3'11: Results Update
- Future Direction



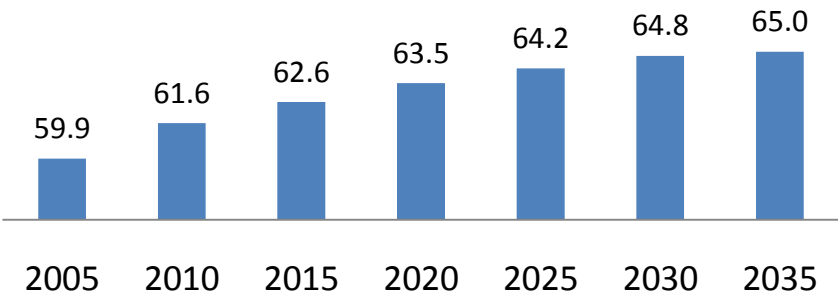
EDUCATION & TRAINING: LANDSCAPE

India's "Demographic Dividend"

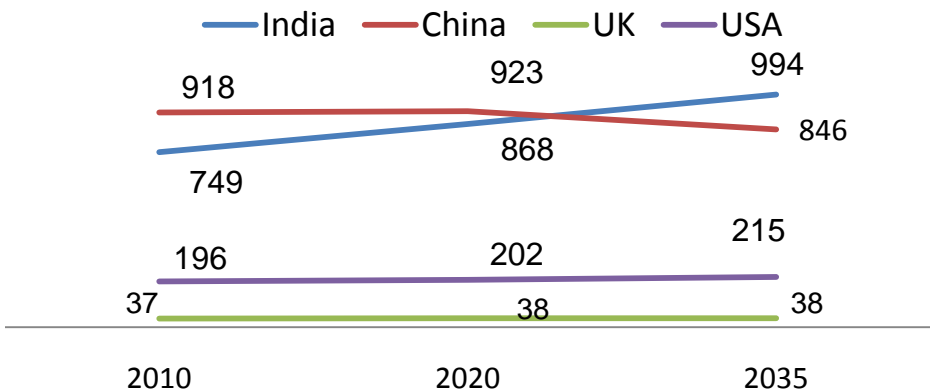
Median Age



Proportion Of Working Age Group



Working Age Group Population (Mn)

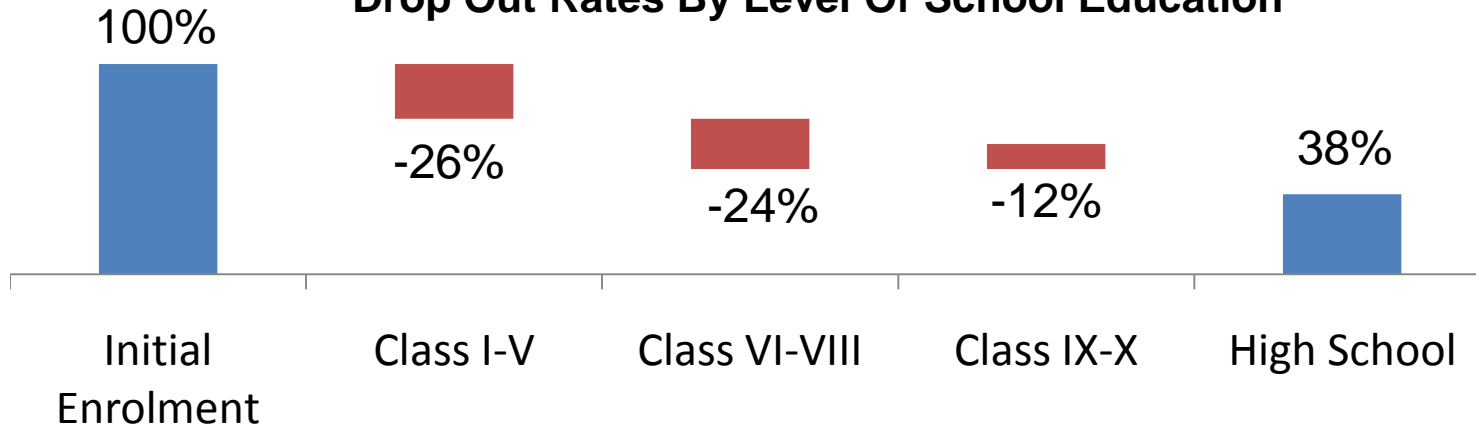


- Young population
- India to have the largest working age group population

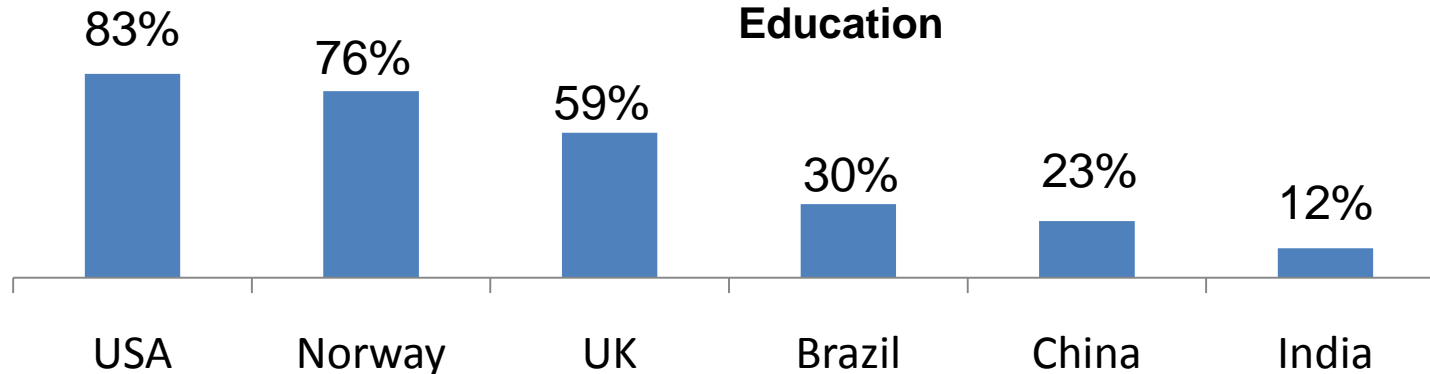
Source: United Nations Population Division

India's advantage will arise from demographics and productivity enhancement

Drop Out Rates By Level Of School Education



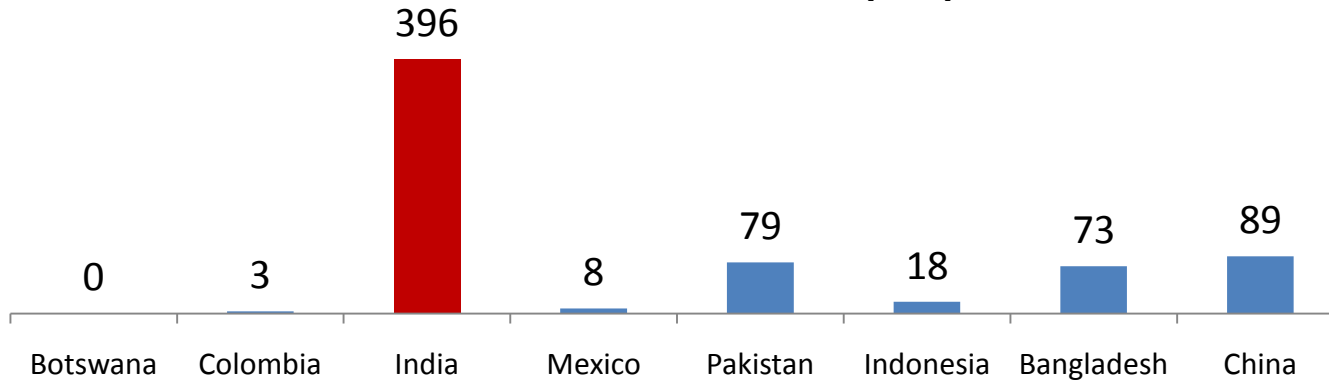
Gross Enrolment Ratio (GER) In Tertiary Education



Source: Planning Commission, CII , UIS Data Center

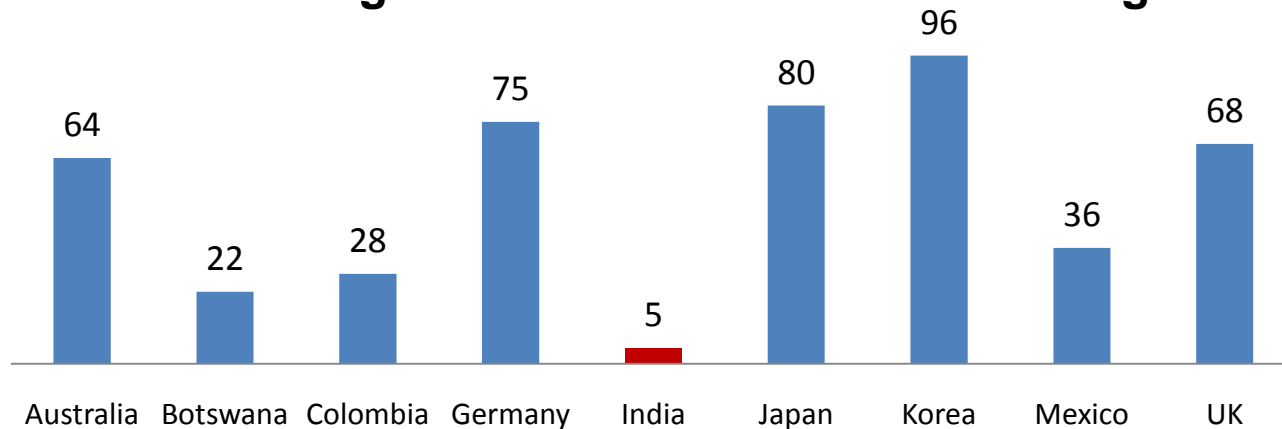
Challenge: Low enrolment and High drop out rates

No of illiterates (Mn)



Source: UNDP HDR:2009

Percentage with Formal Vocational Training



India has the largest uneducated and untrained population

Education & Training: The Emerging Environment

The Emerging Framework

Planned Outcomes

Skills Development

- National Skills Development Corporation
- Target: vocational skills to 500 Mn people by 2022

- 10,000 new vocational schools
- 50,000 skill development centers
- Revamp of ITIs
- Public Private Partnerships

Schools Education

- Right To Education
- National Curriculum Framework
- Education through ICT

- ICT@Schools, SSA, RMSA
- PPP for Model Schools
- Skills training in schools
- Technology enabled teaching

Higher Education

- New regulatory framework: NCHER, NARA, Foreign Education Providers
- GER of 30% by 2020 vs current GER of 12.4%

- Polytechnics , Community Colleges
- Technology enabled teaching
- Professional skills training

Education and training scenario is undergoing a transformation

NIIT's Strengths

- Long standing brand
- Best in class domain partnerships
- Content creation capability
- Processes & tools for distributed delivery of education
- Width and depth of reach
- Innovative pedagogical solutions
- Operations & Project Management
- Teaching/ learning content
- Scalable delivery capability

Current Engagement

- **ILS**: IT and Soft Skills
- IFBI**: Banking, Finance, Insurance
- Uniqua**: BPO/KPO Skills
- Imperia**: Management education
- English Plus**: Communication skills
- Training.com**: Online learning
- 870+ global delivery centers
- Government sponsored opportunities
- Govt: BOOT contracts
- NIIT eGuru suite
- Interactive classrooms
- Math Lab, Science Station
- Teachers Training
- School ERP
- HIWEL Learning Stations

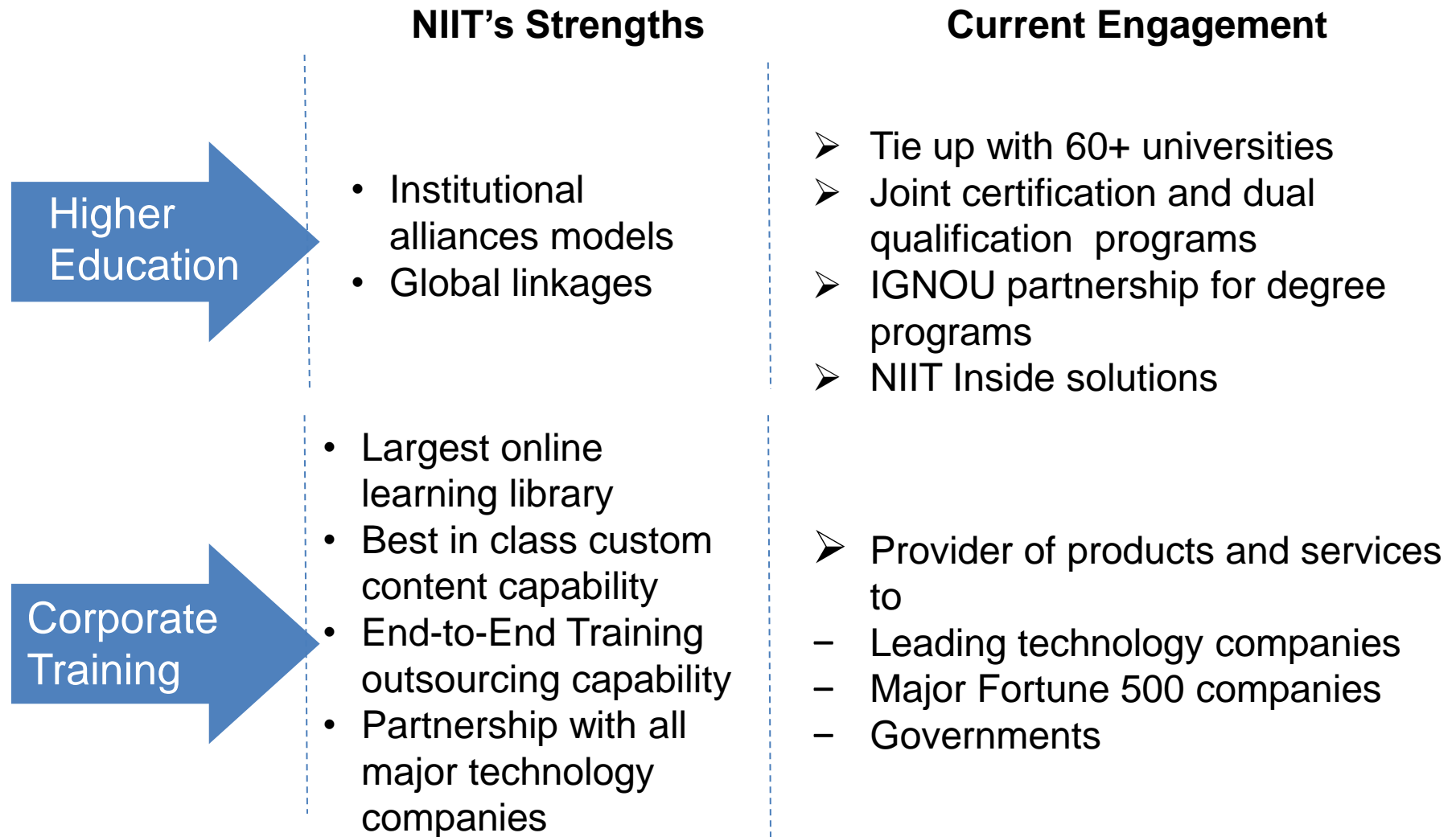


Skills
Development



Schools
Education

NIIT has emerged as the strongest brand in education and training



NIIT has created a unique positioning in the education space

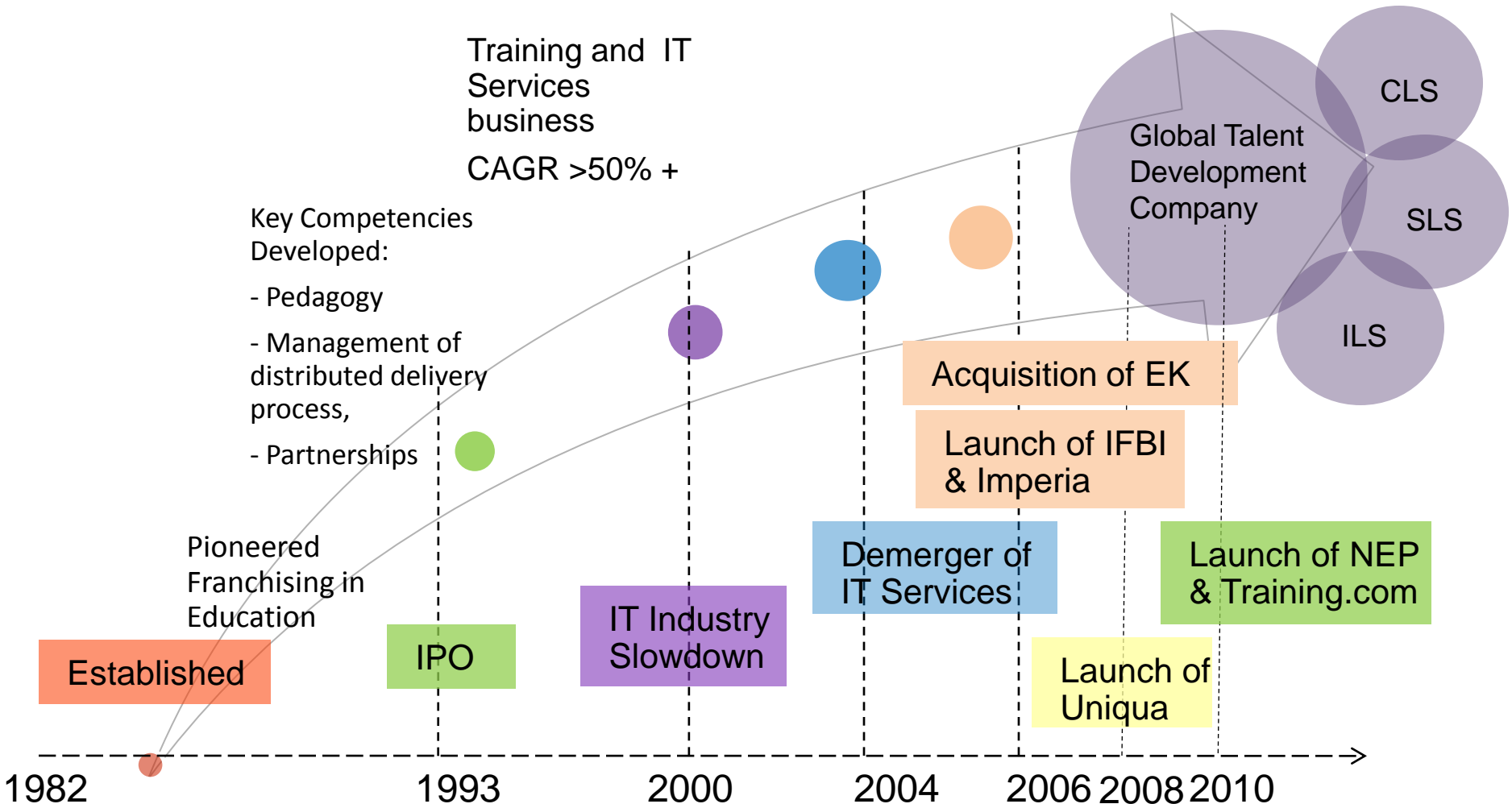
- One of the largest providers of vocational and professional skills worldwide across various service sectors. Acknowledged market leader in India
- Leading player in the school education segment in India. Positioned to take strong advantage of the emerging environment
- One of the largest providers of corporate training in the world. Uniquely positioned to take maximum advantage of the growing training outsourcing trend, in India and internationally

Demonstrated ability to build viable, scalable and sustainable education & training businesses



COMPANY OVERVIEW

IT Training To GTD



NIIT has grown from being an IT training company to a global talent development corporation

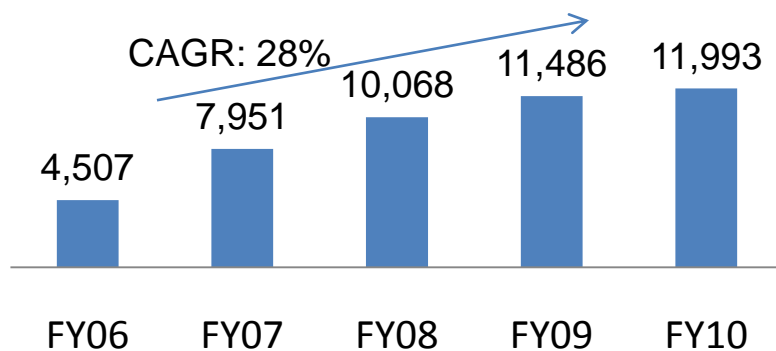
Servicing The Full Labor Supply Chain



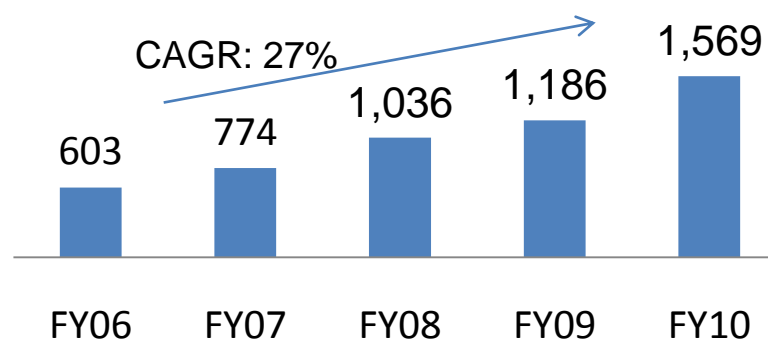
Target Audience	School children	Young adults	Working professionals
Value Proposition	Academics	Employability	Productivity
Customer	School	Individual	Corporate
Coverage	<ul style="list-style-type: none"> • Multimedia Teaching & Learning Content • IT Learning • Teacher Training • School Management Services 	<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"> • Online & Print Learning Products • Training Delivery • Custom Content Development • Managed Training Services
Geographic Coverage	India , Emerging Economies	India, China, Emerging Economies	India, USA, Europe

Rs Mn

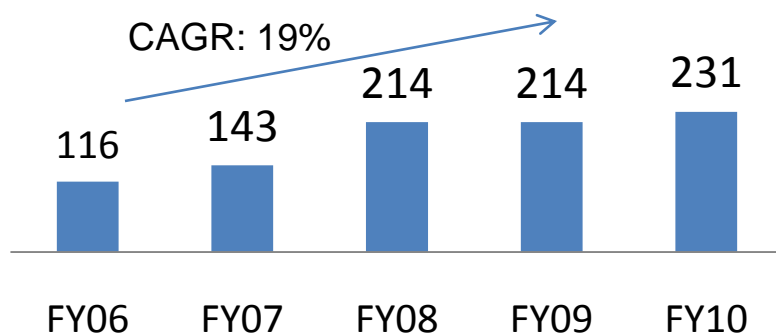
Revenue



EBITDA



Dividend Payout

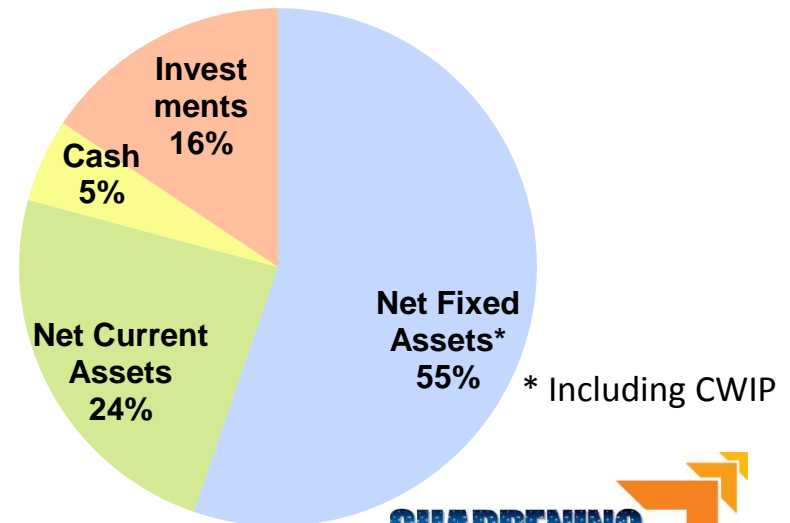
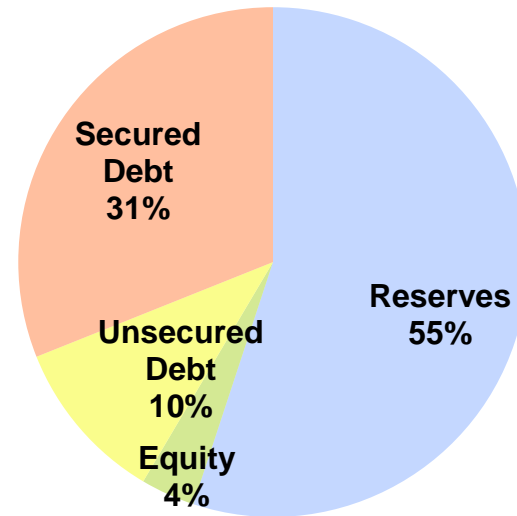
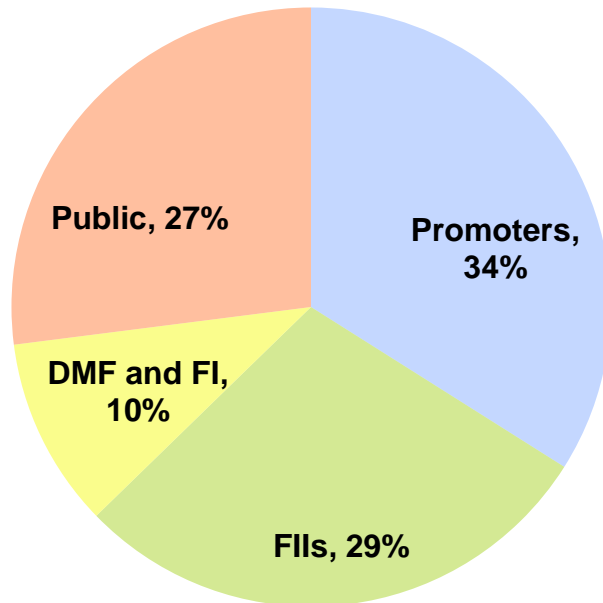


- > **Number of Shares Outstanding:** 165 million (FV of Rs 2 each)
- > **Last Bonus, Split:** 5:1 Split, 3:2 Bonus; Sept 2008

Capital Structure

Total Capital employed – Rs. 9,601 million

- No of Shares – 165.1 Mn
- Face Value – Rs. 2 per share

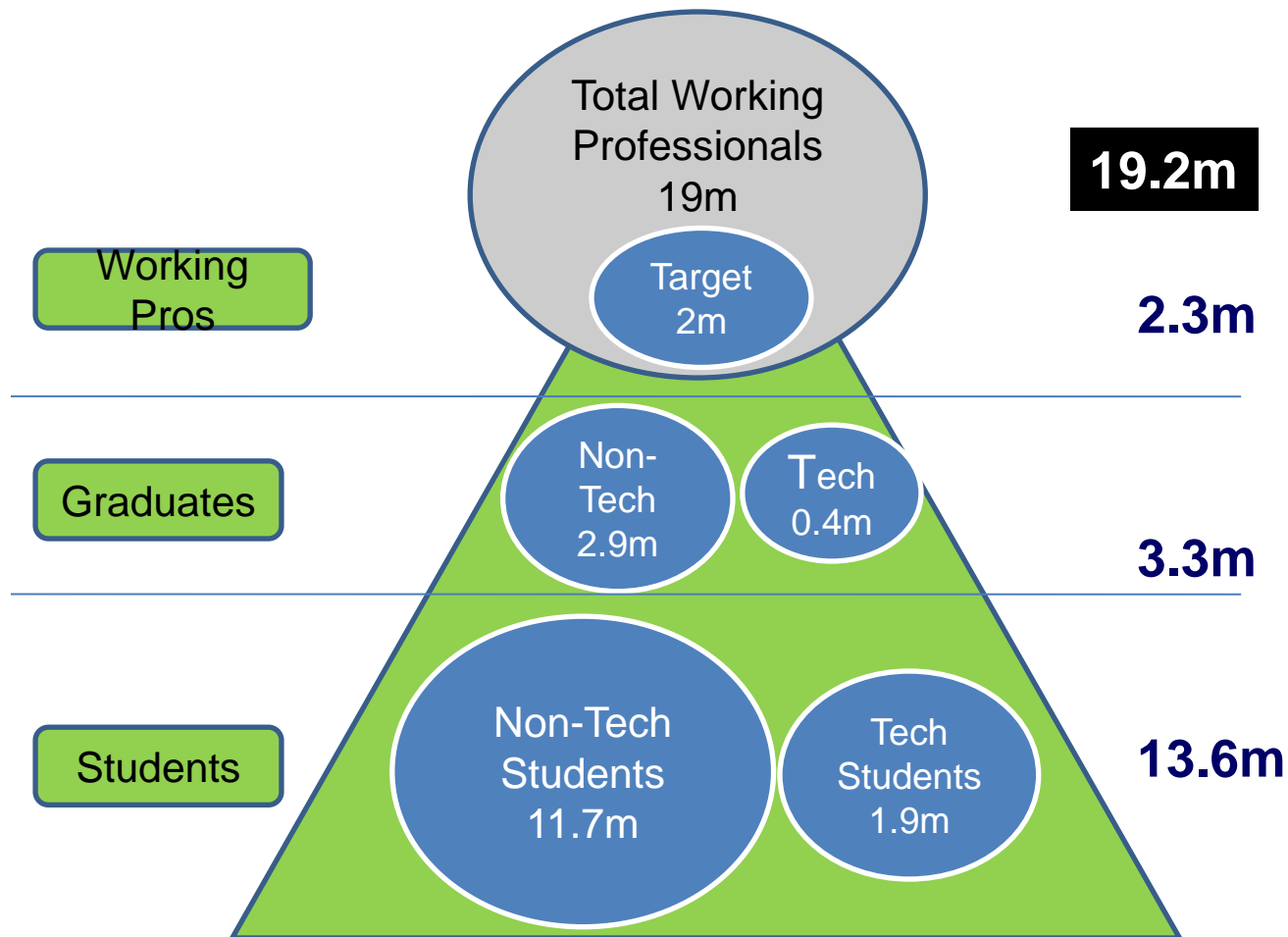




BUSINESSES



INDIVIDUAL LEARNING SOLUTIONS

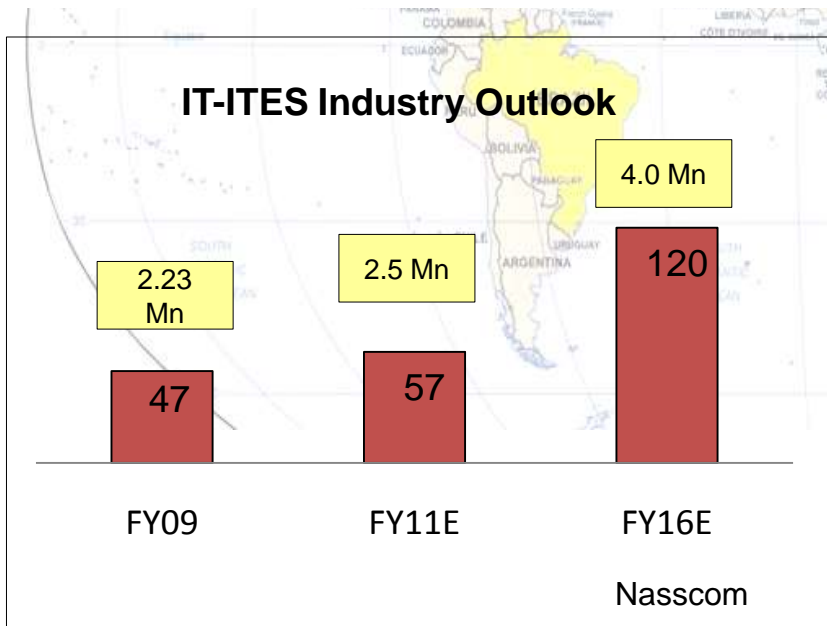


Employability training is a huge opportunity



- Improving individual employability in IT Sector
- Career, Career-edge and skills upgrade courses for individuals
- For Engineers, Science / Arts /Commerce graduates, working professionals
- Instructor-led, supplemented by e-learning
- India, China, Developing World

IT-ITES Industry Outlook



■ Employment
■ Exports \$Bn

Technology Partnerships*



*Selected

NIIT is Asia's No.1 IT training company



- Career, Career-edge and Skills upgrade courses for individuals
- For graduates and working professionals
- Instructor-led, supplemented by e-learning

**IFBI IS OFFERING
1000
JOBS AT ICICI BANK.**

*Simply, e
in Banki*

Today the need for skilled manpower within the banking sector 6000 placement



Institute of Finance, Banking & Insurance



IFBI: Partnerships*



*Selected

Creating job ready professionals for banking, insurance & financial services industry



- Executive management education for individuals
- Career upgrade courses for working professional
- Synchronous learning delivery model
- Instructor-led, supplemented by e-learning

Imperia: Partnerships*



1400 GLOBAL COMPANIES HAVE BEEN ADVISED BY KPMG FIRMS ON IFRS.

JOIN THE LEAGUE.

PRESENTING ADVANCED CERTIFICATE PROGRAM ON IFRS IMPLEMENTATION AND COMPLIANCE BY KPMG IN INDIA AT NIIT IMPERIA

NIIT Imperia Centre for Advanced Learning, has been created to provide cost learning solutions for organisations and professionals through the Synchronous Learning Platform. It offers you IFRS courses by KPMG in India, part of a leading global audit services organisation. So come to NIIT Imperia and get trained from the best.

Eligibility Criteria - Graduates with minimum 2 years of experience. Expert advice must be received off for CA, CMA, MBA (Account) and for corporate nominations.

The KPMG Advantage - Exclusively working with over 100 companies in India for IFRS implementation. It offers you professional support in implementing IFRS + implementation of related research.

*Program content will be based on IFRS 1000, IFRS 1001, IFRS 1002, IFRS 1003, IFRS 1004, IFRS 1005, IFRS 1006, IFRS 1007, IFRS 1008, IFRS 1009, IFRS 1010, IFRS 1011, IFRS 1012, IFRS 1013, IFRS 1014, IFRS 1015, IFRS 1016, IFRS 1017, IFRS 1018, IFRS 1019, IFRS 1020, IFRS 1021, IFRS 1022, IFRS 1023, IFRS 1024, IFRS 1025, IFRS 1026, IFRS 1027, IFRS 1028, IFRS 1029, IFRS 1030, IFRS 1031, IFRS 1032, IFRS 1033, IFRS 1034, IFRS 1035, IFRS 1036, IFRS 1037, IFRS 1038, IFRS 1039, IFRS 1040, IFRS 1041, IFRS 1042, IFRS 1043, IFRS 1044, IFRS 1045, IFRS 1046, IFRS 1047, IFRS 1048, IFRS 1049, IFRS 1050, IFRS 1051, IFRS 1052, IFRS 1053, IFRS 1054, IFRS 1055, IFRS 1056, IFRS 1057, IFRS 1058, IFRS 1059, IFRS 1060, IFRS 1061, IFRS 1062, IFRS 1063, IFRS 1064, IFRS 1065, IFRS 1066, IFRS 1067, IFRS 1068, IFRS 1069, IFRS 1070, IFRS 1071, IFRS 1072, IFRS 1073, IFRS 1074, IFRS 1075, IFRS 1076, IFRS 1077, IFRS 1078, IFRS 1079, IFRS 1080, IFRS 1081, IFRS 1082, IFRS 1083, IFRS 1084, IFRS 1085, IFRS 1086, IFRS 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- Joint venture between Genpact & NIIT
- Career, skills upgrade courses
- Offers training to meet the growing requirement for professionals skilled in business/knowledge process outsourcing sectors

**NIIT
UNIQUEA**
CENTRE FOR PROCESS EXCELLENCE
— AN NIIT-GENPACT VENTURE

GENPACT
Global Business Impact™



HAVE YOU EVER HAD A JOB OFFER
RUNNING BEHIND YOU!!!

- ✦ LESS THAN A MONTH'S TRAINING
- ✦ NEED TO PAY JUST Rs. 4000/-

FOR A BOOMING CAREER WITH THE TOP BPO **GENPACT**

Partnerships*



*Selected

**NIIT
UNIQUEA**
CENTRE FOR PROCESS EXCELLENCE
— AN NIIT-GENPACT VENTURE

Creating skilled workforce for the ITES sector

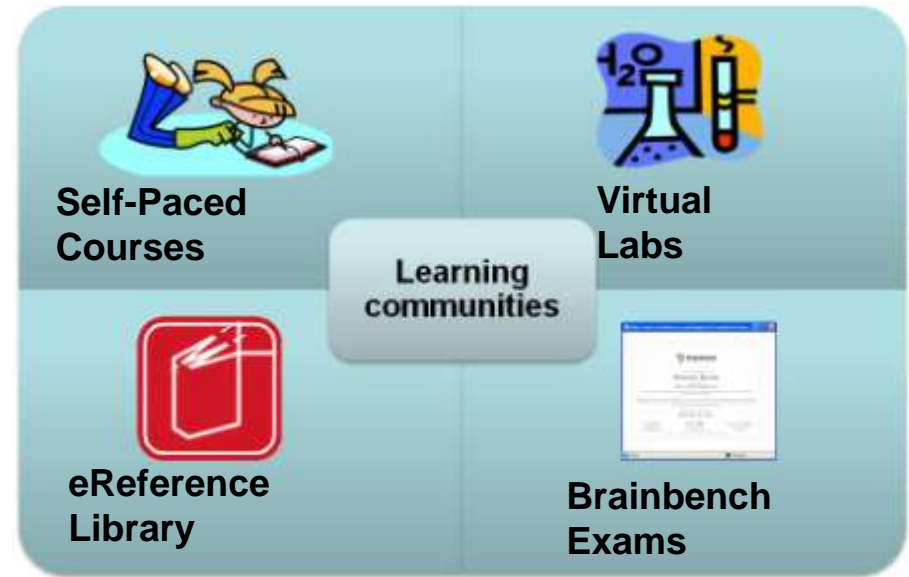
**SHARPENING
THE EDGE**

- Aimed at rural and semi - urban youth of India
- Provide basic English and professional life skills
- Embedded modules on professional life skills
- Effective learning through 'Immersive Learning' methodology
- Personal Digital Tutor for learning outside the classroom hours



English language and professional life skills training are building blocks for skills development and employability

- Courses in IT, sales, finance, banking, design, leadership, project management, professional development, European languages
- Global online and hybrid delivery
- Anytime, anywhere access
- 24X7 delivery support system
- Online mentors, forums/communities

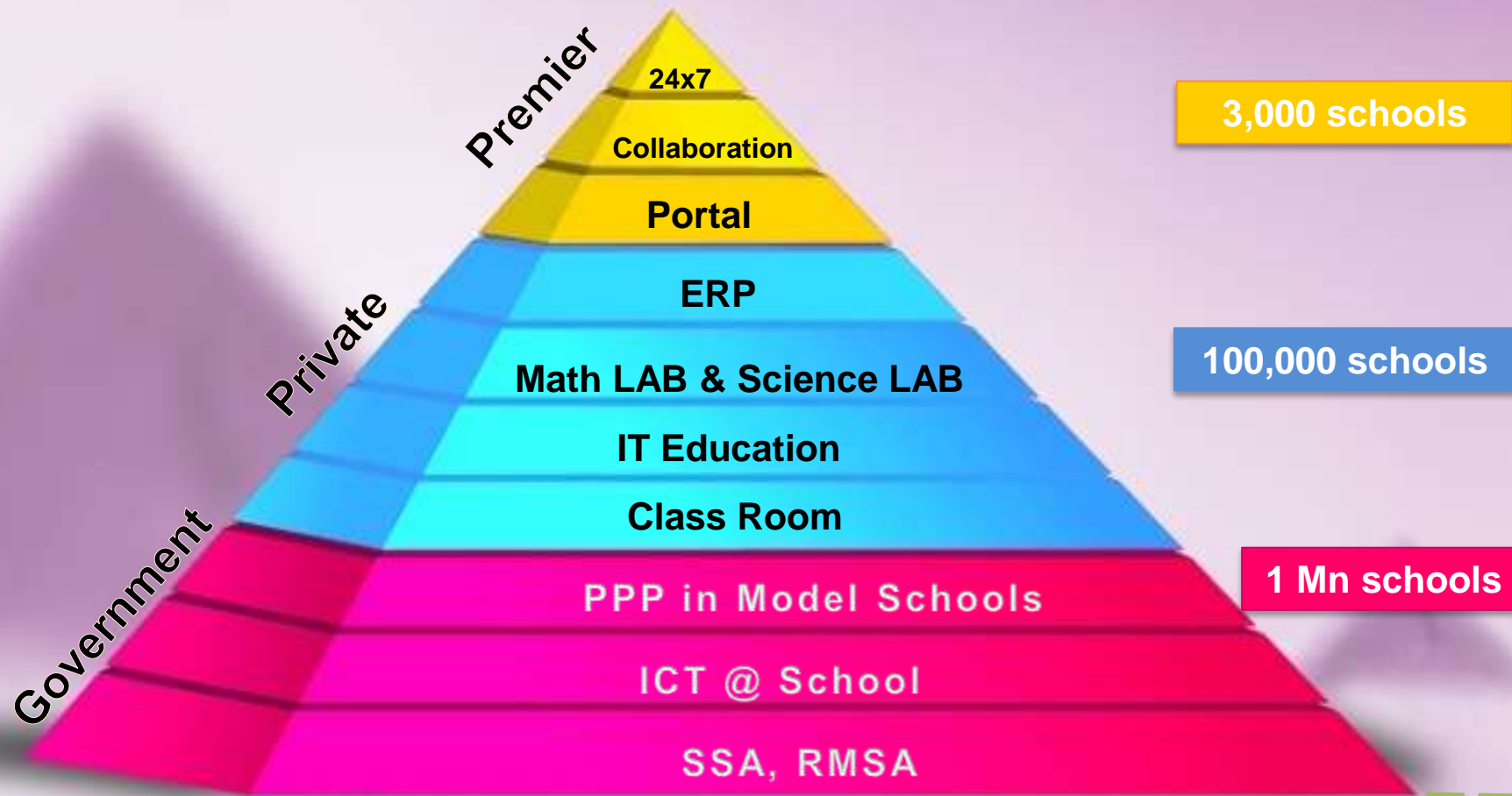


World's largest digital content library



SCHOOL LEARNING SOLUTIONS

Schools: Opportunity Space



Products and services for improving school education

SLS: Our Reach

NIIT

9,437,063

Students

383,236

Teachers

105,684

Nodes

23,614

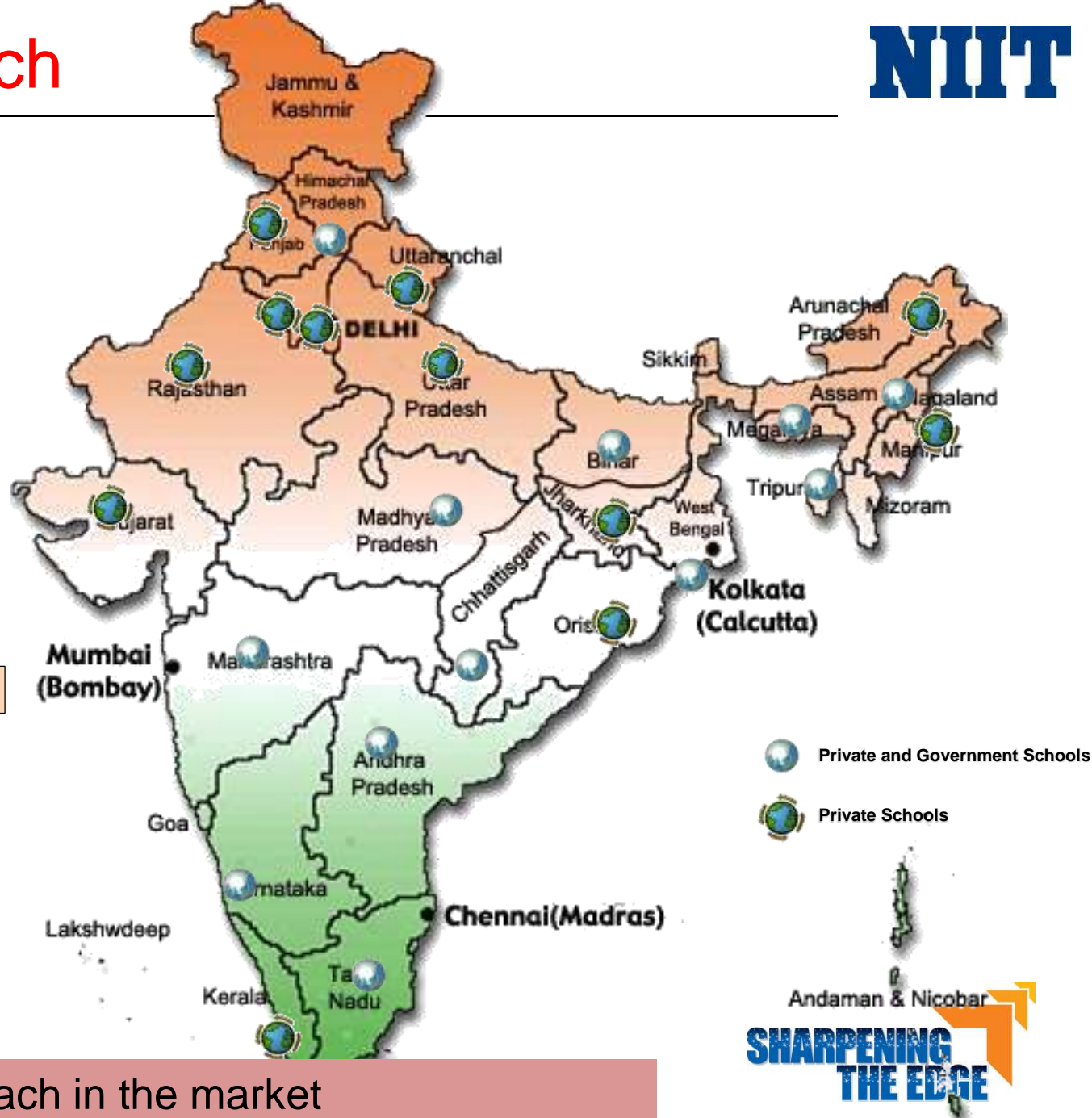
Hrs of Content

41,379

Instructors

16,493

Schools



NIIT has the widest reach in the market



Interactive Class Room



Math Lab



Science Lab



Quick School (ERP)



Web & Multimedia curriculum



Shared computing

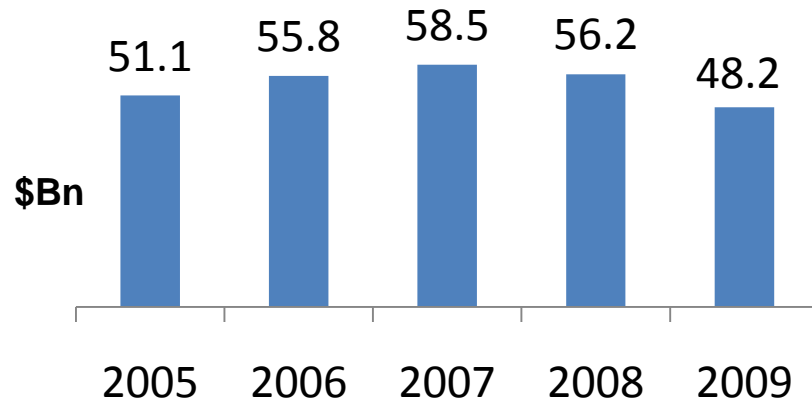


Widest range of offerings



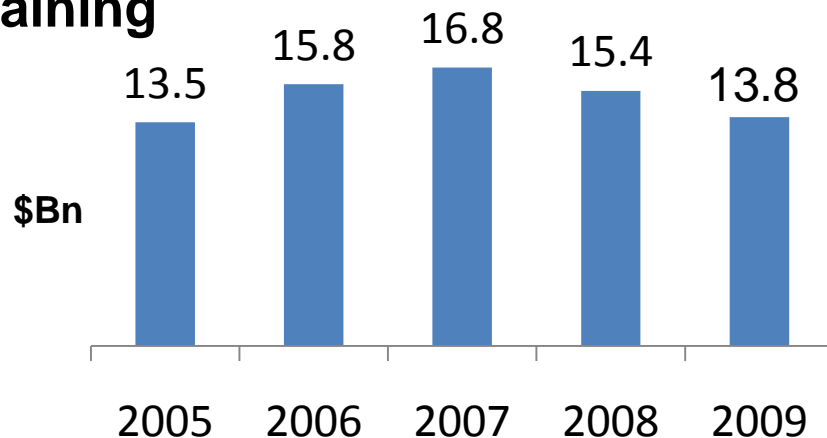
CORPORATE LEARNING SOLUTIONS

US Corporate Training Spending



Global training spend \$100Bn+

US: Spending On Outsourced Training



- 14% decline in overall training spend in 2009
- Outsourcing saw a lower decline, as more companies chose to outsource
- Recovery underway as organizations move from crisis management to future planning

Source: IDC, Bersin & Associates

Corporate training outsourcing represents a huge opportunity

Our Credentials

**Largest
e-Learning
Content
Library**



**50,000 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

Learning Products (SAAS)

- 3500+ titles; SAAS model
- 3.5 Mn+ learners on Khub
- Largest print & eLearning library

Training Outsourcing

- Recurring revenues, long term partnerships
- Multi year, multi geography relationships
- Opportunities in India growth sectors

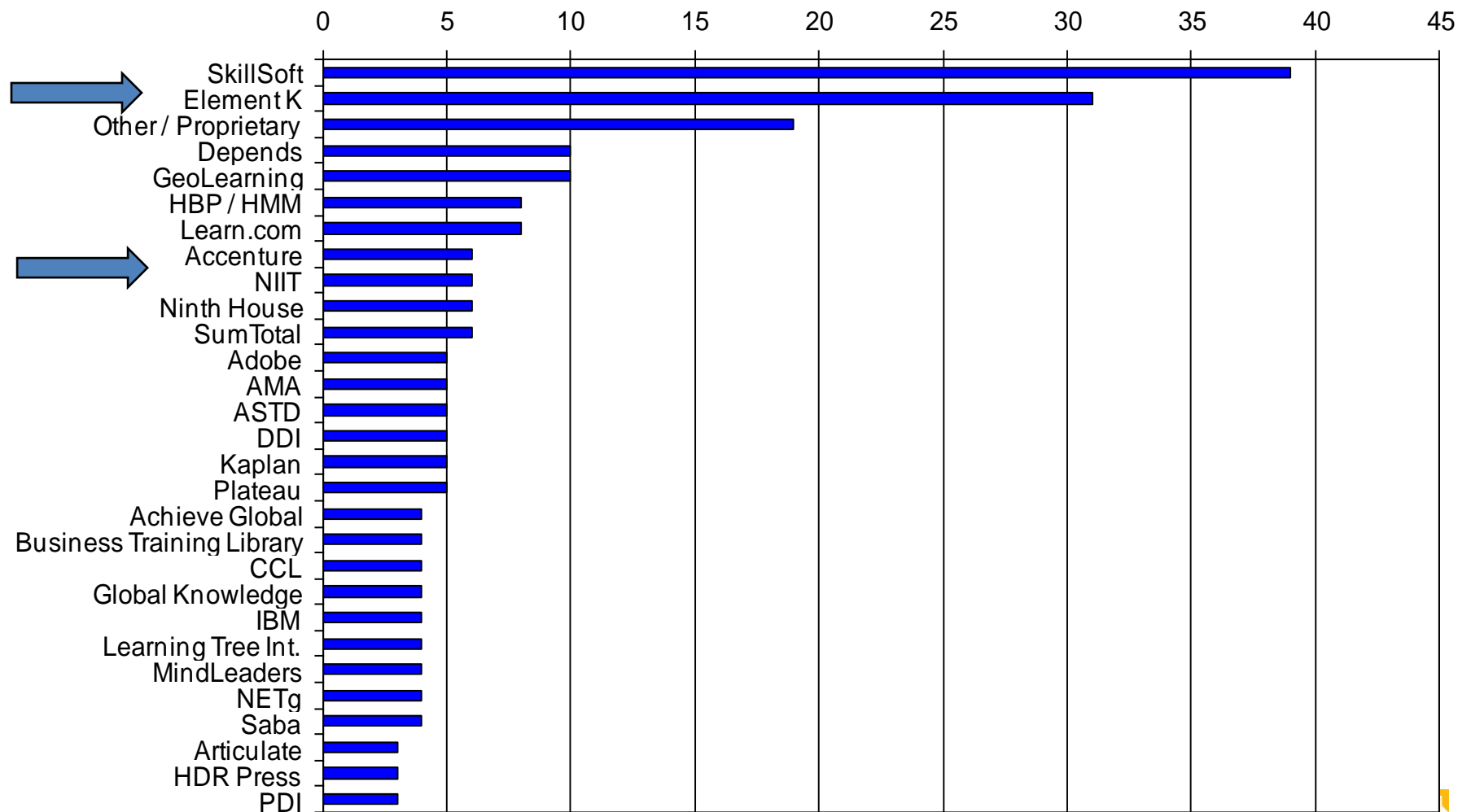
Custom Projects

- 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

End to End servicing capability

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

Unaided; CLO Magazine



Strong competitive position in the market



Q3, FY'11

- India GDP growth projected to remain strong (~8.5%); Inflation and volatile capital flows remain key risks
- Employers in India begin New Year (2011) with strongest hiring intentions since Q4 of 2008 with Net Employment Outlook at 42% (up 5 percentage points YoY): Manpower Employment Outlook Survey
- Domestic IT firms announce strong hiring plans based on volume pick up and higher attrition: Fresher recruitment to cross 200,000 next fiscal year, with TCS alone announcing a plan of 37,000.
- Banking Industry continues its hiring spree for operations and sales; uncertainty in the Insurance sector due to regulatory changes persists
- Education and skill development remains a top agenda for governments around the world
- Execution of Government plans has been slow
- Pace of decision making in the corporate sector improving
- US markets showing recovery in terms of training spends

Q3'11 – Financial Highlights

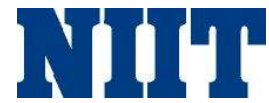
- Consolidated System wide revenues Rs. 4,147 million, up 5% YoY
- Net Revenues at Rs. 3,007 million, up 6% YoY
- EBITDA Rs. 370 million; up 19% YoY. EBITDA margin at 12%, up 130 bps.
- Profit before Tax Rs. 65 million, up 120% YoY
- Net Profit Rs. 129 million, up 36% YoY

Key Drivers

- Growth in Career IT and Banking enrolments in the Individual business
- Robust order intake of \$ 33 mn in Corporate Learning Solutions
- Larger Annuity and IP based revenue

Volume growth in Individual and Corporate. Margin improvements with business mix.

Q3'11 - Awards & Recognitions



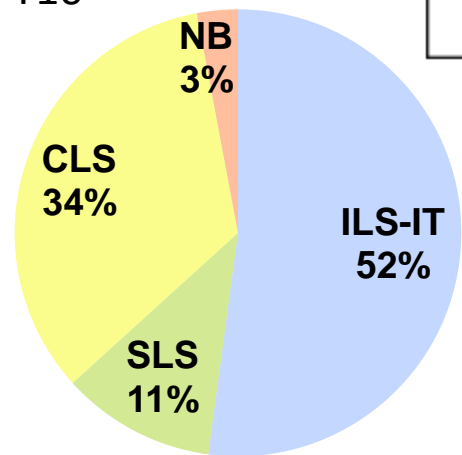
- ✓ NIIT has been conferred with the prestigious 'Top IT Training Company Award 2010' by the country's leading IT publication-Dataquest, for 18th consecutive year
- ✓ NIIT USA received the prestigious Learning in Practice Award from *Chief Learning Officer* (CLO) magazine, winning the CLO Gold Excellence Award for its accomplishments in the Excellence in Content category
- ✓ Brandon Hall named NIIT a Silver winner at the 2010 Brandon Hall Excellence in Learning Awards
- ✓ The Training magazine named NIIT USA a finalist for the annual Training Top 125 for the third consecutive year, which ranks companies' excellence in employer-sponsored training and development programs
- ✓ NIIT USA was named in the *2010 Top 20 IT Training Companies* list by TrainingIndustry.com
- ✓ NIIT (USA) honored as the Top Marketer: Sales Impact, and Finalist in Marketing Visionary 2010 at Fourth Annual Markie Awards by Eloqua

Q3'11 - Consolidated Financials

(Rs. in mn)	Q3'11	Q3'10	YoY (%)	9M'11	YoY (%)
System wide Revenues	4,147	3,965	5%	13,904	5%
Net Revenues	3,007	2,836	6%	9,246	2%
Operating expenses	2,637	2,524	4%	8,056	1%
EBITDA	370	312	19%	1,190	9%
EBITDA%	12%	11%	130 bps	13%	78 bps
Depreciation	222	190	17%	642	15%
Other Income	-83	-93	10 mn	-257	16 mn
Profit before Tax	65	29	120%	292	10%
Tax	41	15	165%	63	123%
Share of Profits from Associates	105	81	30%	315	45%
PAT	129	95	36%	544	19%
Basic EPS (Rs.)	0.8	0.6	36%	3.3	19%

Q3'11 - Business Mix

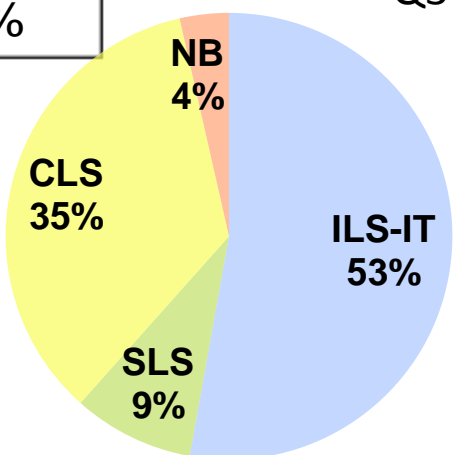
Q3'FY10



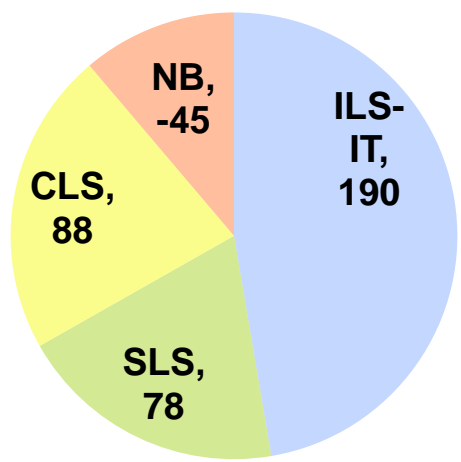
System wide revenues- up 5%

	% Change
Individual	+6%
Schools	-18%
Corporate	+8%
New Biz	+26%

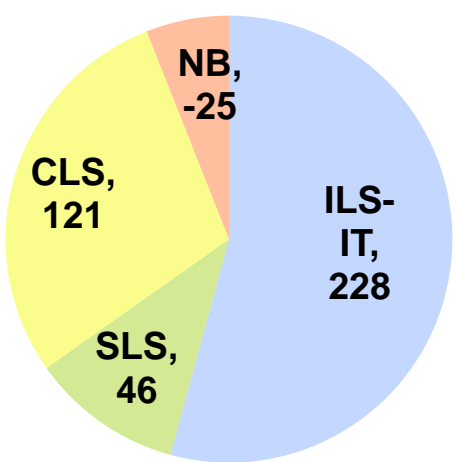
Q3'FY11



EBITDA – Up 19%



	Change
Individual	+20%
Schools	-41%
Corporate	+37%
New Biz	+20 mn



Volume growth and margin improvement help improve share of Corporate business in total EBITDA

₹ Mn	Q3'11	Q3'10	YoY	9M'11	YoY
System wide Revenues	2,190	2,067	6%	8,035	11%
Net Revenues	1,077	964	12%	3,461	11%
EBITDA	228	190	20%	785	11%
EBITDA %	21%	20%	142 bps	23%	17 bps

Q3'11

- ❖ Enrolments up 8% YoY globally, India up 12% YoY
- ❖ Robust placements growth: Q3'11 up 30%; CYD up 24%
- ❖ Pending Order Book Rs.1,242 million, 69% executable in next 12 months
- ❖ Seat capacity added: 5% YoY, Capacity utilization up 2% YoY at 49%
- ❖ The “99 days Diploma” programs grew at 46% signaling strong preference for job oriented programs
- ❖ Edgeineers enrolments grew 24% in keeping with the outlook on technology jobs
- ❖ SAP enrolments pick up momentum

www.niit.com/99days

NIIT

A JOB IN AN I.T. COMPANY IS

99

DAYS AWAY.

THE FASTEST WAY TO BECOME A JOB-READY I.T. PROFESSIONAL.
Believe it or not! Graduates, now you can get placed in a reputed company in just 99 days. NIIT has designed intensive, accelerated, placement-backed Diploma* programmes to get you a job, right after you complete the programme.

Join the accelerated Diploma Programmes mapped to Global Certifications:

- Java
- Creative Publishing
- Database Administration using Oracle 11g
- .Net
- Financial Accounting with Tally ERP
- Software Testing
- Career Programme in Routing

THERE'S A PROFESSIONAL IN YOU

Enroll now and get exclusive benefits: • Special batches for graduates of 2009 and 2010 • Complimentary placement preparation pack: Practice projects from DevSquare, Placement Training Pack and Measure up coupon for international certification

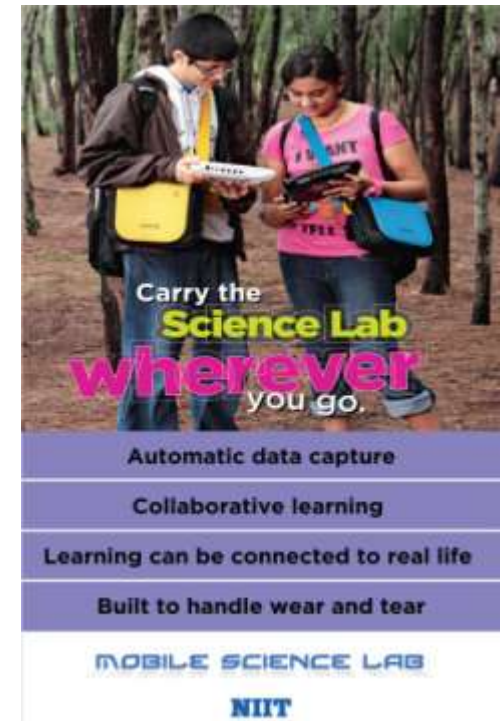
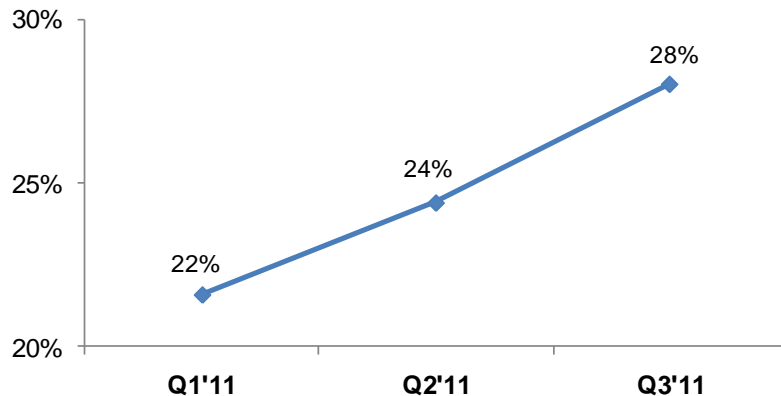
**SHARPENING
THE EDGE**

₹ Mn	Q3'11	Q3'10	YoY	9M'11	YoY
Net Revenues	363	442	-18%	1,108	-34%
EBITDA	46	78	-41%	141	-36%
EBITDA %	13%	18%	-501 bps	13%	-47 bps

Q3'11

- ❖ Schools added : 35 private schools addition ; takes 9M'11 addition to 385 versus 330 added in FY10
- ❖ Non Govt. revenue contributed 38% of revenue, grew at 28% YoY
- ❖ Order Intake: Rs.142 million; Pending Order Book Rs. 4,424 million, 30% executable in next 12 months

Non GSA Revenue Growth (YoY)



₹ Mn	Q3'11	Q3'10	YoY	9M'11	YoY
Net Revenues	1,446	1,339	8%	4,310	7%
EBITDA	121	88	37%	352	19%
EBITDA %	8%	7%	177 bps	8%	82 bps

Q3'11

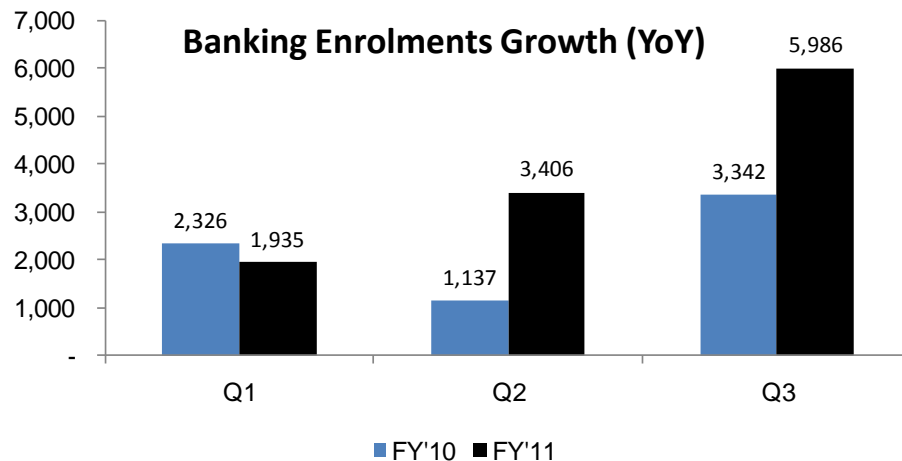
- ❖ 13% volume growth , driven by growth in Training Outsourcing and Online Learning Products (up 21% YoY)
- ❖ Margins at 8%, an improvement of 177 bps YoY despite step increase in people cost and adverse exchange rate impact.
- ❖ Order Intake \$ 33.1 million
- ❖ Pending order book at \$ 92.5 million; 58% executable in next 12 months



₹ Mn	Q3'11	Q3'10	YoY	9M'11	YoY
System wide Revenues	147	117	26%	452	69%
Net Revenues	121	91	33%	368	80%
EBITDA	-25	-45		-88	

Q3'11

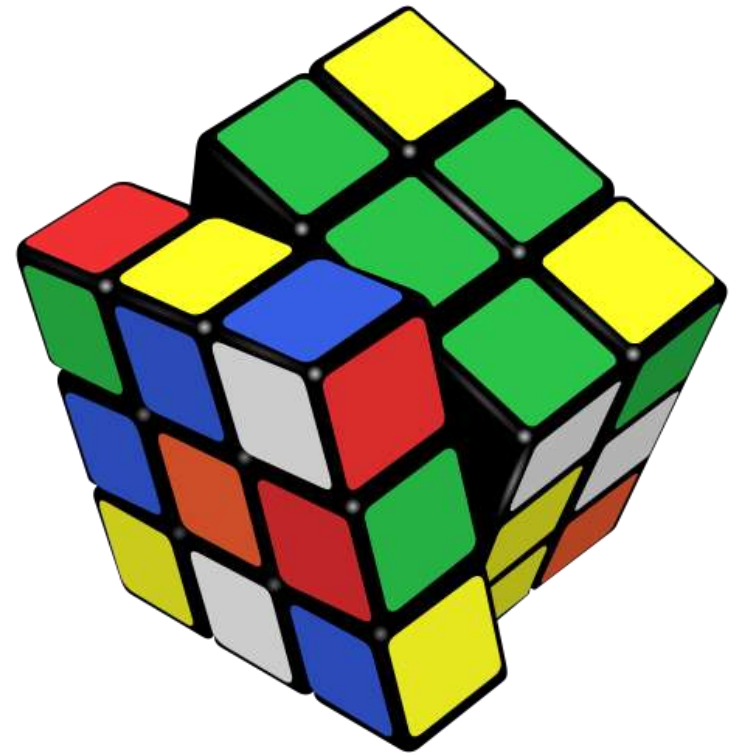
- ❖ FMT enrolments grew 57% signaling strong hiring in the Banking sector
- ❖ Added 10 more BFSI clients, taking total to 35
- ❖ 2nd intake of students to IGNOU's Executive MBA program completed
- ❖ Significant Non-Genpact customers added for the BPO training business





FUTURE DIRECTION

- NIIT's core competencies
- New capabilities
- Macro Trends
- Lead Business indicators



NIIT's core competencies, acquired over its 3 decades of existence, will remain foundational to its future

Pedagogy

Creation of quality learning materials

Technology

Distributed education process management

Partnerships

Building sustainable partnerships

New Capabilities Added Will Propel Business Forward

- Learning libraries - EK, SLS
- New Delivery models – SLT, Vlab
- Online assessment systems
- School Management System
- Online Learning Library
- Low cost training centers – CLC, DLC
- University partnerships
- 'NIIT Inside' model



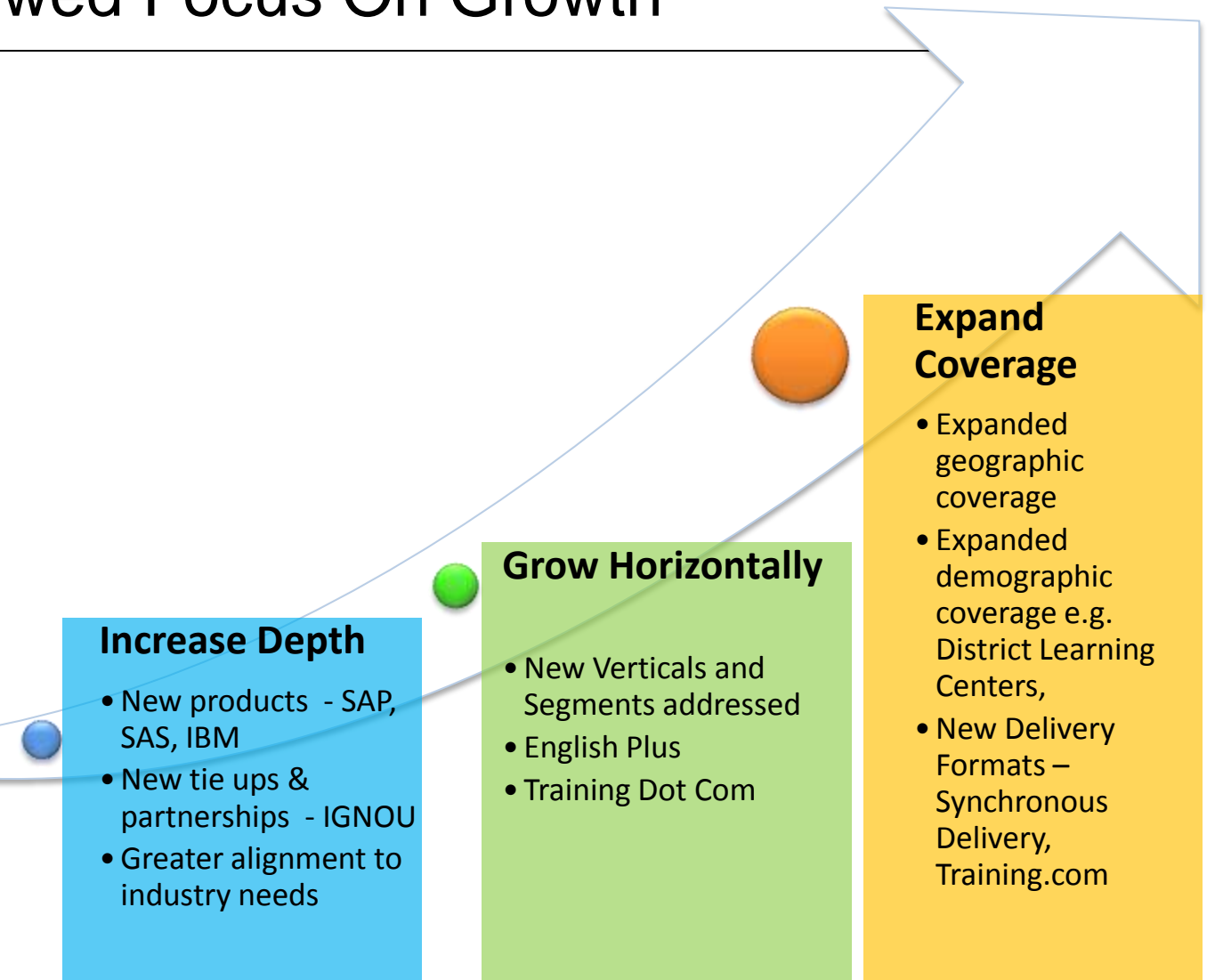
Trends

- Accelerating GDP growth
- Increased government spending
- Increasing profits of the corporate sector
- Indications of large hiring plans across sectors
- Increase in employee salaries

Indicators

- Enrolments growth
- Growth in placements
- Strong Order Book
- Competitive wins
- Profitability improvement

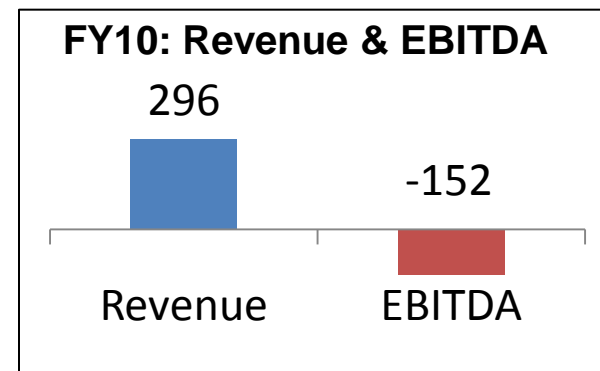
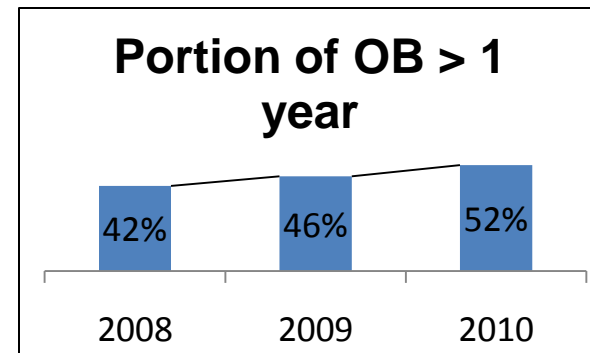
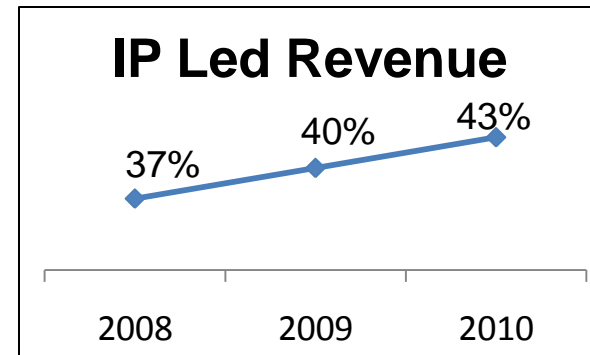
A Renewed Focus On Growth



Multi dimensional growth strategy

Increasing IP Led And Annuity Based Revenue, And Contribution From New Businesses

- Non-linear revenue growth will support profit growth
- Increasing proportion of annuity based order book
- New business expected to achieve critical size and profitability



Rs Mn

ILS - Future Direction

Key Business Challenges

- Although improved, decision making by potential students continues to be slow, especially for long term courses
- Cost-effective growth of enrolments, especially in Career segment

NIIT's Initiatives and Responses

- Continued focus on IMS domain and entry into ERP space and Diploma programs
- Increased feet on the street and mass contact programs (seminars, College Placement Officers meets)
- Channel capability building

Positive Business Trends

- Increasing enrollments in focused segments
- ILS- IT placements continue to grow; up 24% CYD

Business Outlook

- Continued growth in IMS and Diploma enrolments
- High-end training opportunities in ERP etc.
- Margin expansion in the medium term due to growth in revenue, Fee revision, Cost control & product mix

SLS- Future Direction

Key Business Challenges

- 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 Non-Government schools segment
- Leverage School management services and teachers training

Positive Business Trends

- Government focus on education translating in to increased number of projects
- Increase in number of deployments of Interactive Class Room product and greater acceptance of Quick School ERP solution

Business Outlook

- Growth in Private schools on improved offering set
- GSA segment to be addressed selectively
- Assured annuity revenue from existing order book

CLS- Future Direction

Key Business Challenges / Opportunities

- Rapid scale up of e-Learning Products business
- Companies looking at outsourcing training
- Softness in Custom Content development and in Print & Publishing

NIIT's Initiatives and Responses

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

Positive Business Trends

- Steady growth in e-Learning Products business (up 19% in 9M'11)
- Successful wins of significant customers for Training Outsourcing
- Economic upswing leads to higher spending on training and skill building in India

Business Outlook

- e-Learning Products, Training outsourcing and Govt. Projects to contribute to volume growth
- Margins improvement
- Forex Volatility may affect metrics

New Business- Future Direction

Key Business Challenges

- Leveraging Recruitment plans of Banks, Insurance Companies and BPO Companies into student enrolment through cost-effective customer acquisition

NIIT's Initiatives and Responses

- More tie-ups with Banks, Insurance Companies and Management Institutes and BPO Companies
- Leveraging ILS footprint for College students segment

Positive Business Trends

- 57% growth in FMT enrolments and strong talent requirements
- Successful placements of students in select Banks & BPO Companies

Business Outlook

- Expected to accelerate further on the back of strong hiring plans by Private Banks
- Executive Management education for working professionals to grow
- Skill development spends of Govt. to contribute

NIIT



Leadership In The Century Of The Mind