

Investor Presentation

May 2017

Agenda

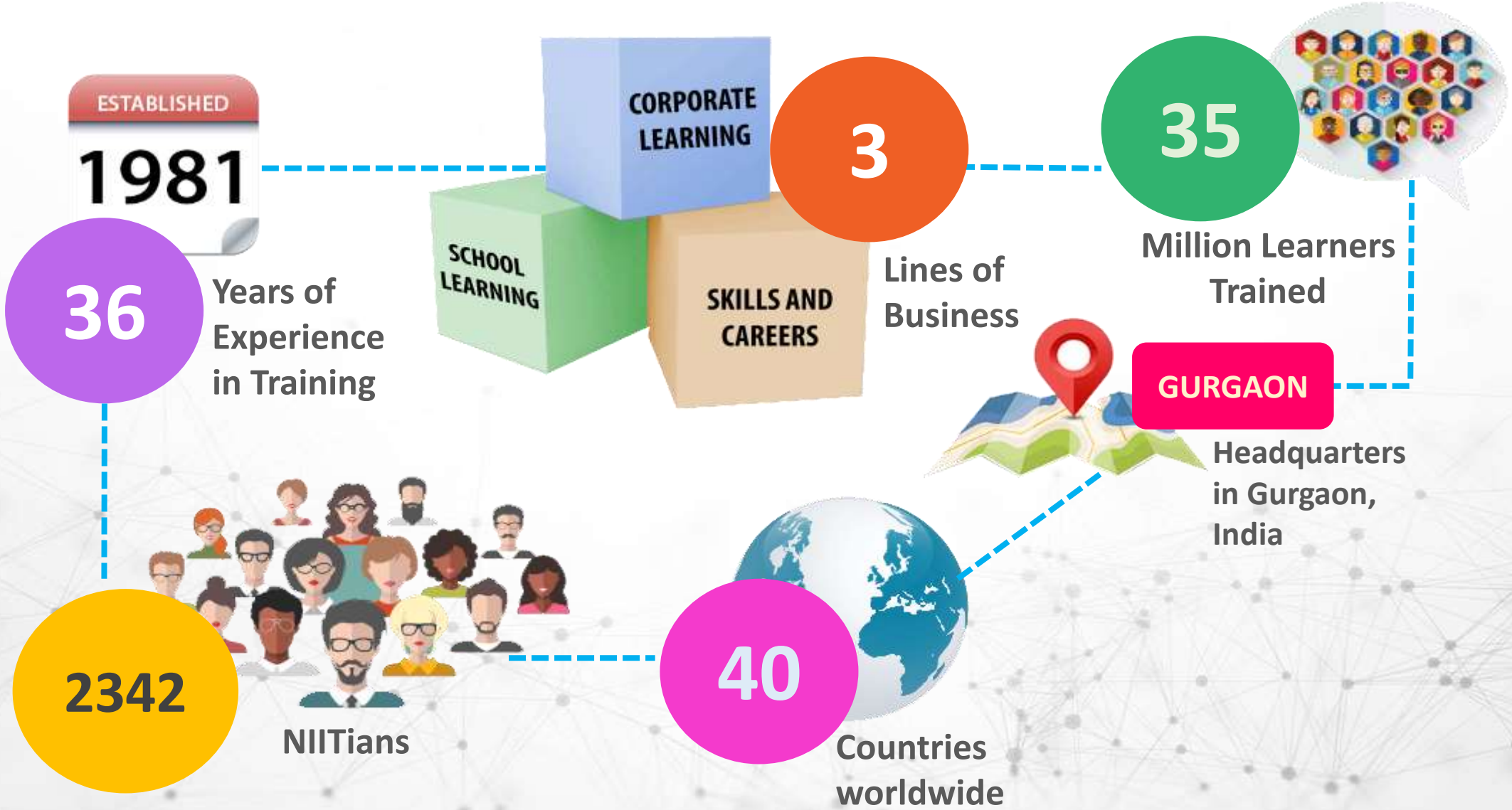
NIIT: Company Overview

- Corporate Learning Group
- Skills & Careers Group
- School Learning Group

FY17 Results Update

The Next Frontier: Future Direction

NIIT at a Glance



NIIT: Business Structure

CORPORATE LEARNING GROUP (CLG)

Rs. 7,662 Million, 65%

Productivity

US, Europe

- Managed Training Services
- Custom Projects

SKILLS AND CAREERS GROUP (SNC)

Rs. 3,236 Million, 27%

Employability

India, China

- Service Sector skills
- Professional Life skills

SCHOOL LEARNING GROUP (SLG)

Rs. 979 Million, 8%

Academics

India

- Teaching & Learning Solutions
- School Services

Percentages reflect share of Net Revenue for the business for FY17, and are rounded to nearest integer

NIIT: Our Credentials

20%



20% higher premiums for agents on-boarded for a leading Insurance company

25%



Reduction of learning expenditures by 25% for a diversified Health and Well-being company

30%



Reduced time to proficiency by 30% in 22 locations worldwide for a global Energy major

Corporate Learning

1/3



We've trained 1/3rd of the IT workforce in India

4 MN



Skilled over 4 M students over the last 10 years across IT, ITES, BFSI, Mgmt, Retail, Telecom sectors

370



B2C education centers

Skills & Careers

10M



Technology enabled over 10 M school children

400K



Trained over 400 K school teachers to leverage technology

74%

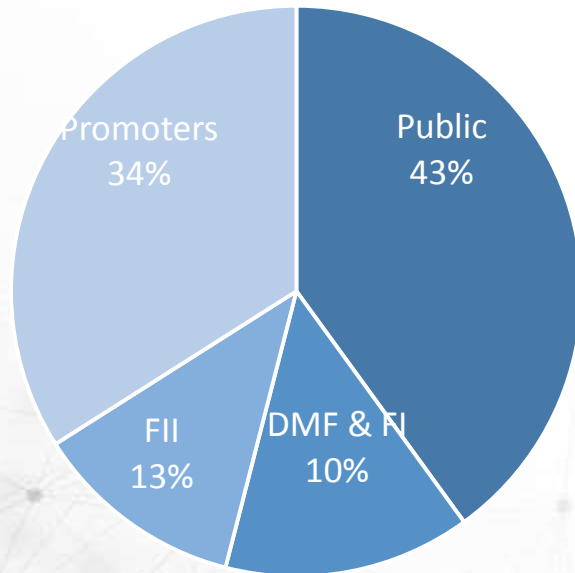


74% students prefer learning mathematics with NIIT Math Lab

School Learning

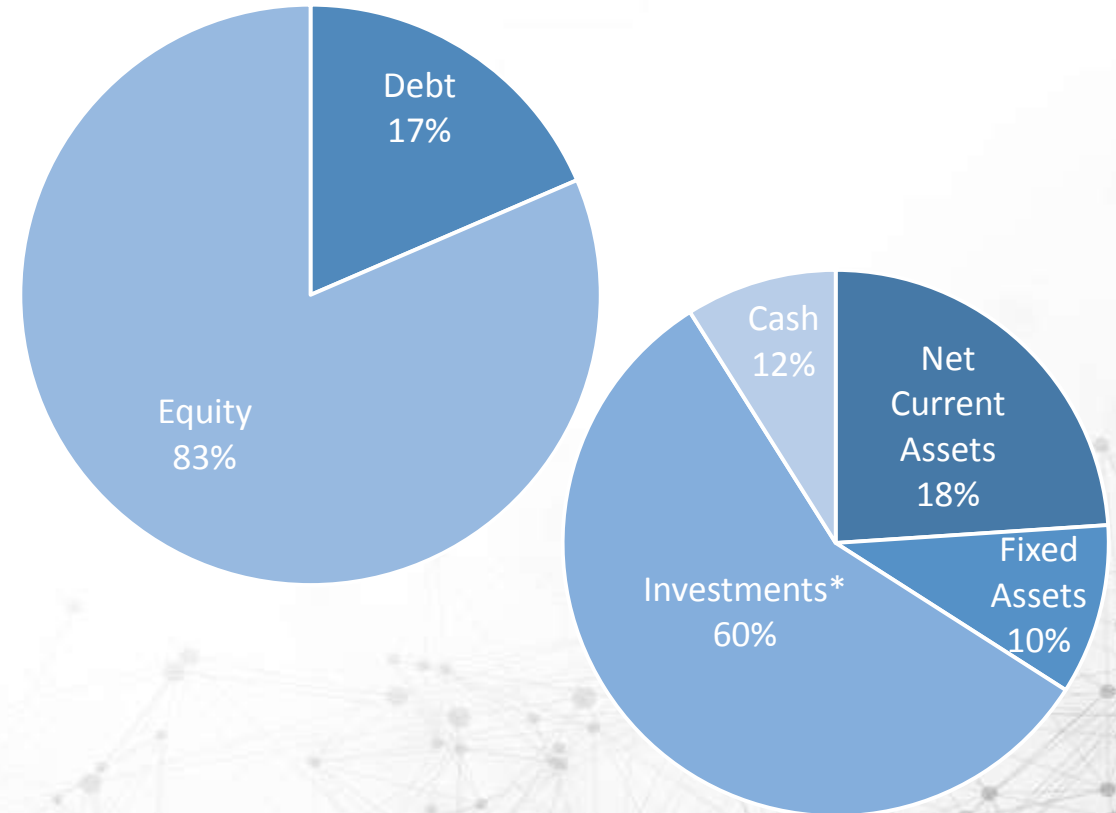
NIIT: Capital Structure

Shareholding



No of Shares: 165.7 million

Total Capital Employed – Rs. 10,380 million



Net Capital Employed – Rs. 2,913 million**

As of March 31, 2017, *NIIT Limited owns 23.7% of NIIT Technologies, ** Net of cash and investment

Awards & Recognition



NIIT received Dataquest 'Top IT Training Company' Award for the 20th consecutive year

Highest Rated Training Brand



Ranked 4th Best Company to work for in India. No 1 in Education and Training



NIIT Nguru awarded as "Best Interactive Solution Provider" by ASSOCHAM



38 Brandon Hall awards for Corporate Training. Earned 8 awards jointly with Shell, GE, MetLife, Zurich NA and Westfield Insurance in 2016



Gold Chief Learning Officer Learning Elite Award



NIIT USA ranked among the Top 20 Companies in Training Outsourcing. for the tenth consecutive year

NIIT

Business Overview



Managed Training Services



**CUSTOM CONTENT
AND CURRICULUM
DESIGN**



**LEARNING
DELIVERY**



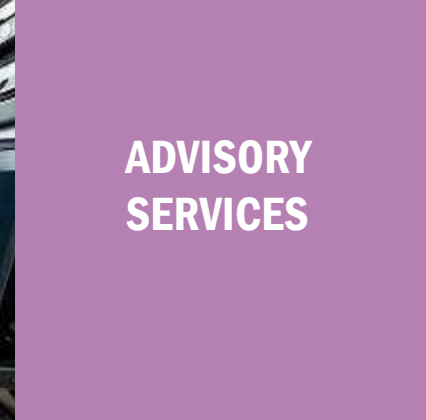
**LEARNING
ADMINISTRATION**



**STRATEGIC
SOURCING**



**LEARNING
TECHNOLOGY**



**ADVISORY
SERVICES**



Corporate Learning: What we do



Corporate Learning: Marquee Customers



Skills & Careers: Expanding Product Portfolio



Explosion of diverse skill needs

Changing learner needs: flexibility, on-demand learning

Improved speed to market and scalability

Lower delivery cost, better capacity utilization

Skills & Careers: A New Way Of Learning



India:
295

China:
43

ROW:
60

School Learning: Portfolio And Credentials



Teacher Training



Math Lab



School Consultancy



Quick School @
Cloud



IT, Web &
Multimedia

10 Mn +

Students

400 k +

Teachers

100 k +

Nodes

24 k +

Hrs of Content

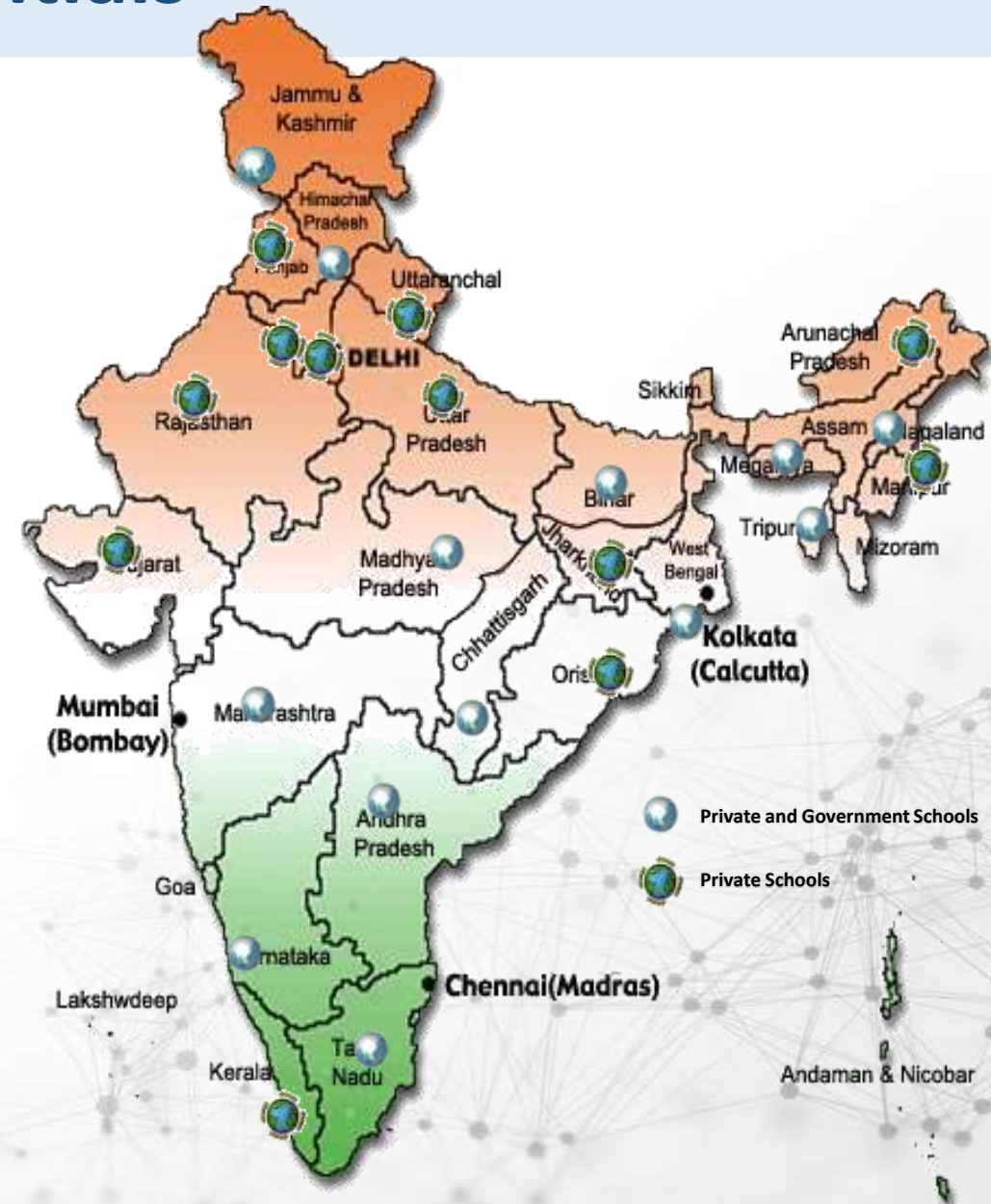
45 k +

Instructors

17 k +

Schools

Cumulative

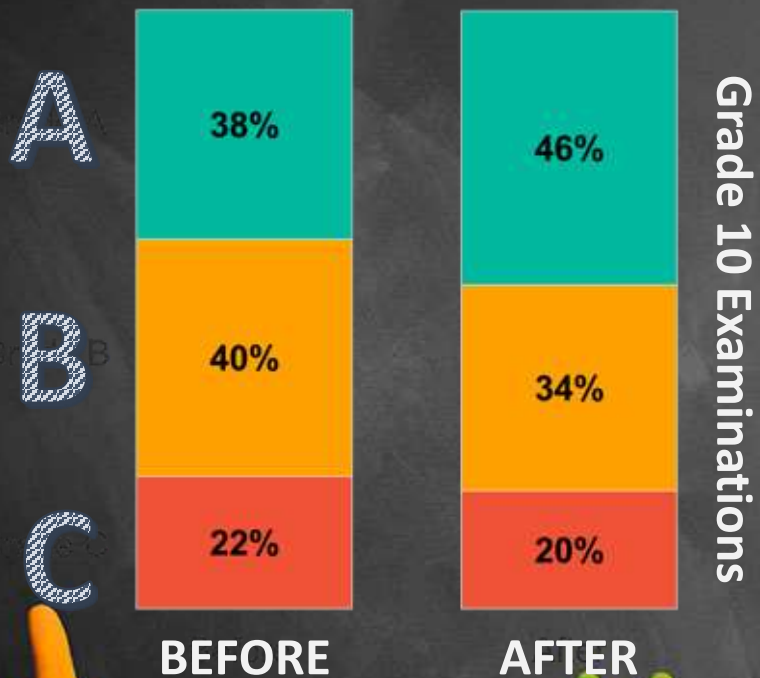


School Learning: Creating Measurable Impact

MathLab^{PLUS}

Impact Study Conducted by Deloitte.

Share of A grade increased from 38% to 46% after nGuru MathLab implementation



STUDENTS



TEACHERS



PRINCIPALS



% Respondents with positive rating on overall experience with MathLab



FY17 Results Update

Environment

- Global GDP growth expected to improve to 3.5% in 2017 vs 3.1% in 2016. However recent political developments lead to increased risks and uncertainty (IMF)
- Economic activity in India slowed in H2 because of the temporary negative consumption shock induced by cash shortages and payment disruptions from the currency exchange initiative (IMF). Growth is expected to improve in FY18
- Uncertain global-political environment and volatile forex rates & commodity prices continue to impact pace of decision making in global companies
- Robust growth in spending on corporate training continues. Increasing confidence in outsourcing of training among large corporations
- Hiring outlook in India has consistently declined over the last five quarters. At +18% the Hiring Outlook is down 20% points YoY (MEOS*) due to global headwinds and increased automation
- Net hiring in IT sector saw a sharp decline during FY17 driven by slower growth. Companies are focussing on reskilling their workforce to address opportunities in digital
- Government continues to focus on skills development to drive sustainable and inclusive growth. Push for financial inclusion to drive hiring in BFSI
- K-12 market continues to see increasing adoption of digital tools for learning

NIIT

Corporate

MTS

- 34 global MTS customers vs 31 in FY16
- Revenue visibility at \$ 249 mn vs \$ 221 mn in Q3 FY17

Skills & Careers

Digital Transformation (DT)

- 3 DT courses. CYD 2,917 enrolments
- India IT training Revenue for Q4FY17 grows 4% YoY
- Beyond IT contributes 39% vs 40% in FY16

Schools

nGuru

- Signed 392 Schools vs 122 in Q4 FY16
- Focussed IP led private school business contributed 58% for Q4 FY17 and grows at 49% YoY

Liquidity, Profitability and Capital Efficiency

FY17: In Perspective

Corporate Learning Group (CLG): Continued Strong performance

- Revenue at INR 7,662 Mn up 35% YoY; Revenue up 18% YoY in constant currency, excluding additional strategic sourcing revenue
- EBITDA at INR 693 Mn up 5% YoY
- Added 4 MTS customers to reach 34; MTS contributes 95% to CLG revenue
- Order Intake of \$ 114 Mn; Revenue Visibility at \$ 249 Mn up 24% YoY

Skills & Careers Group (SNC): Renewal phase

- Revenue at INR 3,230 Mn; down 3% YoY impacted by demonetization
- EBITDA @ INR 90 Mn; 3% of revenue; up 74% YoY
- DT enrolments growing as per plan; CYD 2,917 DT enrolments
- Beyond-IT contributes 39% to SNC revenue compared to 40% in FY16

School Learning Group (SLG): Move towards IP led asset light business model

- Revenue at INR 979 Mn down 8% YoY despite ramp down of government school projects
- EBITDA up 143% to INR 53 Mn
- Order Intake of INR 422 Mn; added 685 schools during the year
- Focussed IP led private school business contributes 40%; up 29% YoY

NIIT: Growth & Profitability continues its march upwards – Firmly & Steadily

- Revenue at INR 11,877 Mn; up 18% YoY; Revenue from Focus-Business up 23% YoY
- EBITDA at INR 760 Mn up INR 48 Mn or 7% YoY
- PAT at INR 651 Mn vs INR 672 Mn in FY16
- Net Debt at INR 419 Mn. Reduced by INR 619 Mn compared to last quarter. DSO @ 79 days Vs 98 days LQ

Key Financials

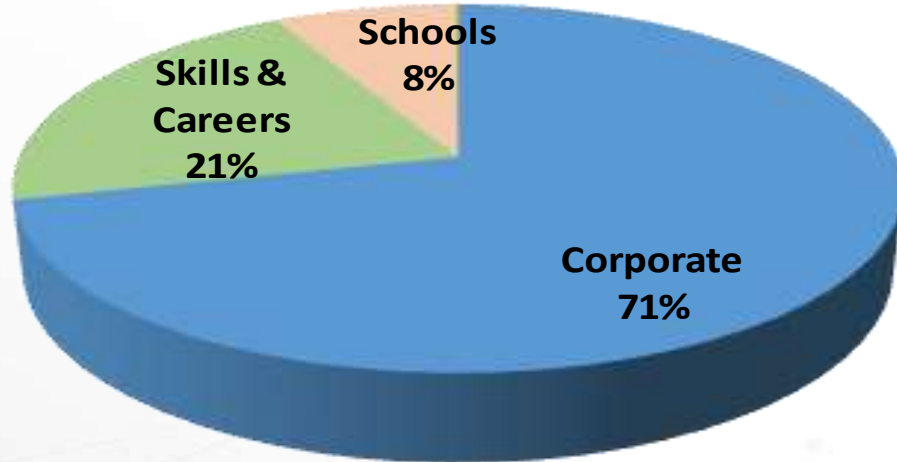
	For the Quarter			Growth,%		CYD		Growth
	Q4'16	Q3'17	Q4'17	YoY,%	QoQ,%	CYD Q4'16	CYD Q4'17	YoY,%
Net Revenues	2,389	2,673	3,615	51%	35%	10,069	11,877	18%
Revenue from Go forward Businesses	2,175	2,561	3,498	61%	37%	9,184	11,292	23%
EBITDA	132	80	172	30%	117%	712	760	7%
EBITDA %	6%	3%	5%	-78 bps	179 bps	7%	6%	-67 bps
EBIT	17	-29	63	277%	-315%	220	290	32%
PBT	3	-70	44	Rs 41 mn	Rs 114 mn	74	91	23%
Operational PAT (OPAT)	-11	-93	52	Rs 63 mn	Rs 145 mn	37	49	30%
PAT	178	60	302	70%	407%	672	651	-3%
Basic EPS	1.1	0.4	1.8	0.7	1.5	4.1	3.9	-0.1

Sequential (QoQ) numbers may not be comparable due to business seasonality

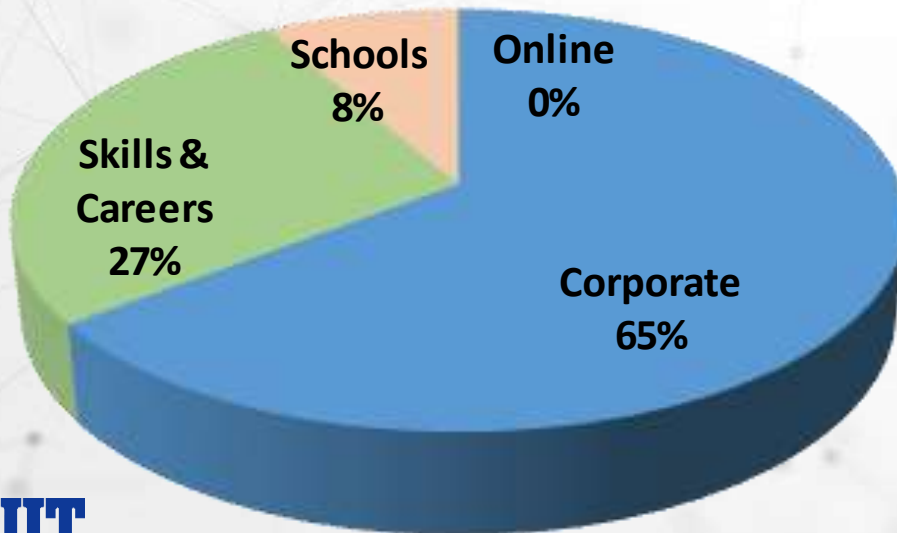
- Growth in Corporate Learning helps offset planned ramp down of government schools business
- Revenue growth & EBITDA impacted by Demonetisation and loss of one Corporate client due to external regulatory change
- Depreciation down 5% YoY for FY17, reflecting continuing shift to asset light business

Business Mix

Q4 FY17



FY17



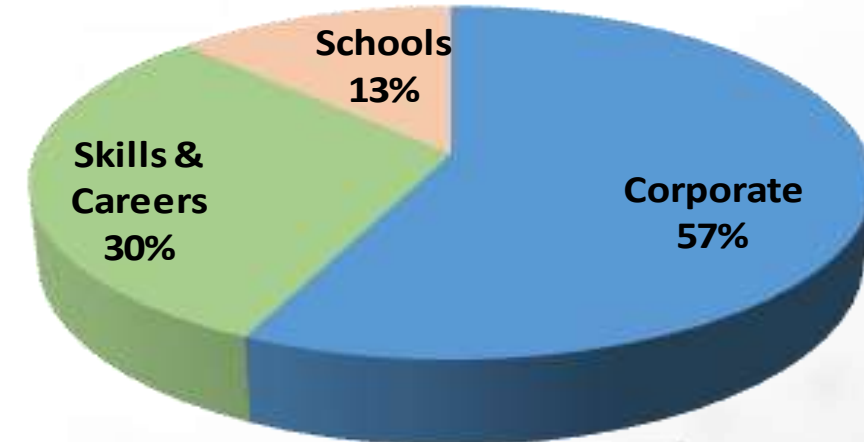
Revenue – Q4

	Growth
Corporate	90%
Skill & Careers	3%
Schools	-6%
Online	+4 mn
NIIT	51%

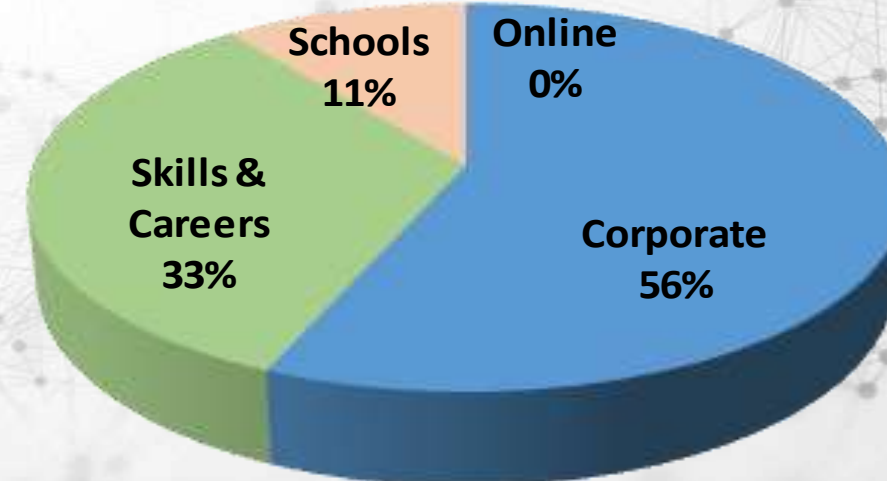
Revenue – FY17

	Growth
Corporate	35%
Skill & Careers	-3%
Schools	-8%
Online	+6 mn
NIIT	18%

Q4 FY16



FY16



Corporate Learning Group

Rs. Mn	Q4 FY17	Q4 FY16	YoY	Q3 FY17	QoQ	FY'17	FY'16	YoY
Net Revenues	2,578	1,360	90%	1,774	45%	7,662	5,679	35%
EBITDA	141	158	-11%	170	-17%	693	660	5%
EBITDA %	5%	12%	-615 bps	10%	-412 bps	9%	12%	-259 bps

Q4FY17

- Revenue at INR 2,578 Mn up 90% YoY on the back of significant additional strategic sourcing revenue
- Revenue up 16% in constant currency, excluding additional strategic sourcing revenue; Operating margin at 11% excluding transition costs for 5 new customers
- Signed 2 new MTS customers; 3 new confirmations and 2 renewals
- Strong momentum on back of 34 MTS customers which now contribute 97% to CLG revenue

FY17

- Revenue at INR 7,662 Mn up 35% YoY
- Excluding additional strategic sourcing revenue, revenue up 18% in constant currency and operating margin at 11%
- Revenue Visibility at \$ 249 Mn up 24% YoY



Skills & Careers Group

Rs. Mn	Q4 FY17	Q4 FY16	YoY	Q3 FY17	QoQ	FY'17	FY'16	YoY
Net Revenues	751	728	3%	724	4%	3,230	3,326	-3%
EBITDA	31	-19	50 mn	-59	90 mn	90	51	74%
EBITDA %	4%	-3%	669 bps	-8%	1229 bps	3%	2%	123 bps

Q4FY17

- Revenue at INR 751 Mn up 3% YoY
- Revenue from go forward Biz up 7% despite impact on account of demonetization
- Beyond-IT contributes 35% to SNC revenue
- CYD 2,917 DT enrolments

FY17

- Revenue at INR 3,230 Mn down 3% YoY; Revenue from go forward Biz up 1% despite the impact on account of demonetization
- Beyond-IT contributes 39% to SNC revenue



**STACK
ROUTE**

School Learning Group

Rs. Mn	Q4 FY17	Q4 FY16	YoY	Q3 FY17	QoQ	FY'17	FY'16	YoY
Net Revenues	282	301	-6%	174	63%	979	1,063	-8%
EBITDA	29	16	89%	-9	444%	53	22	143%
EBITDA %	10%	5%	523 bps	-5%	1533 bps	5%	2%	338 bps

Q4FY17

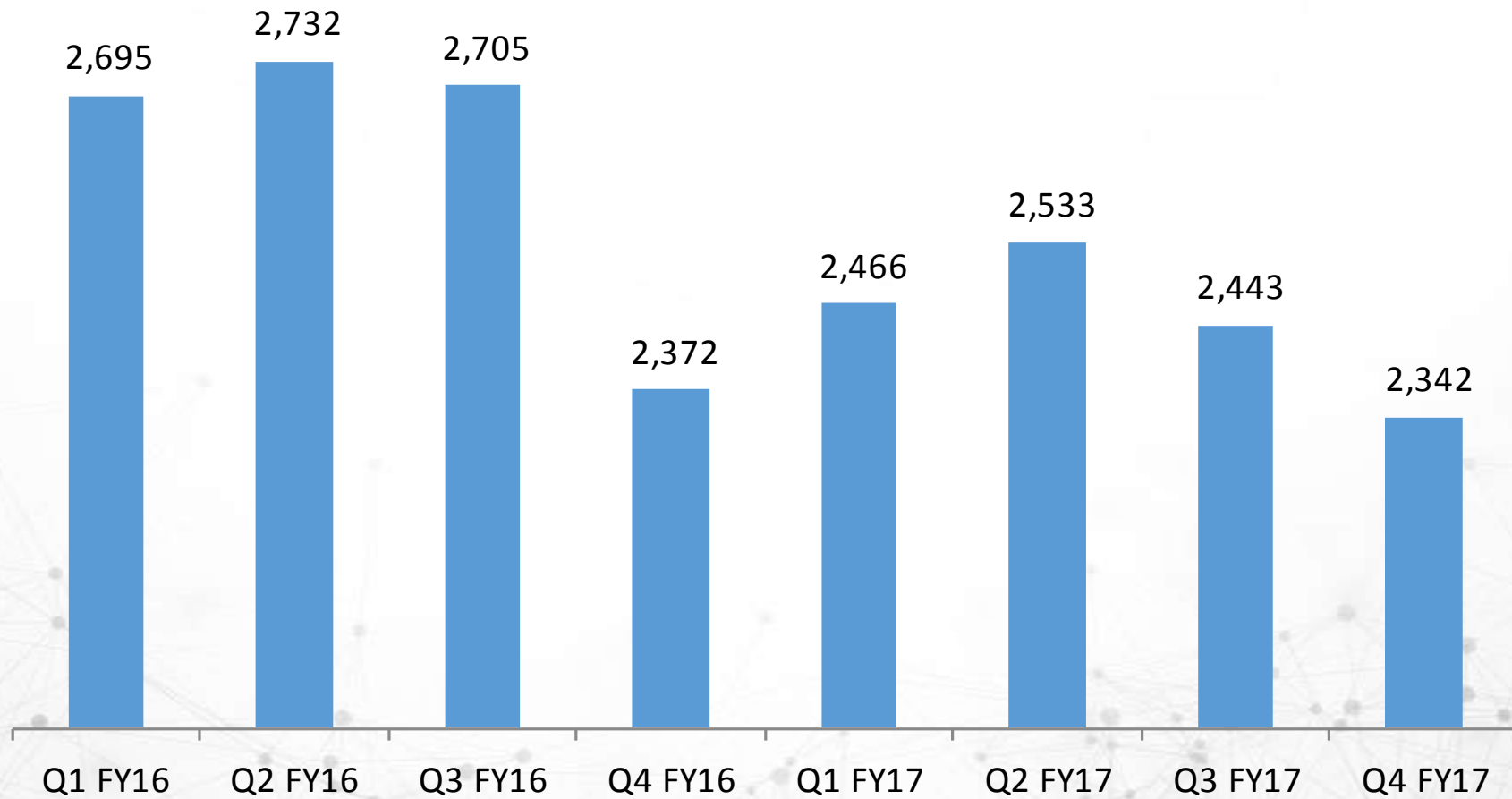
- Overall revenue impacted due to planned ramp down of government school projects
- Revenue from Focussed IP led private school business contributes 58% to SLG revenue; up 46% YoY
- Added 392 schools, Order intake of INR 213 Mn

FY17

- Revenue at INR 979 Mn down 8% YoY
- Revenue from Focussed IP led private school business contributes 40% to SLG revenue; up 29% YoY
- Added 685 schools, Order intake of INR 422 Mn



People



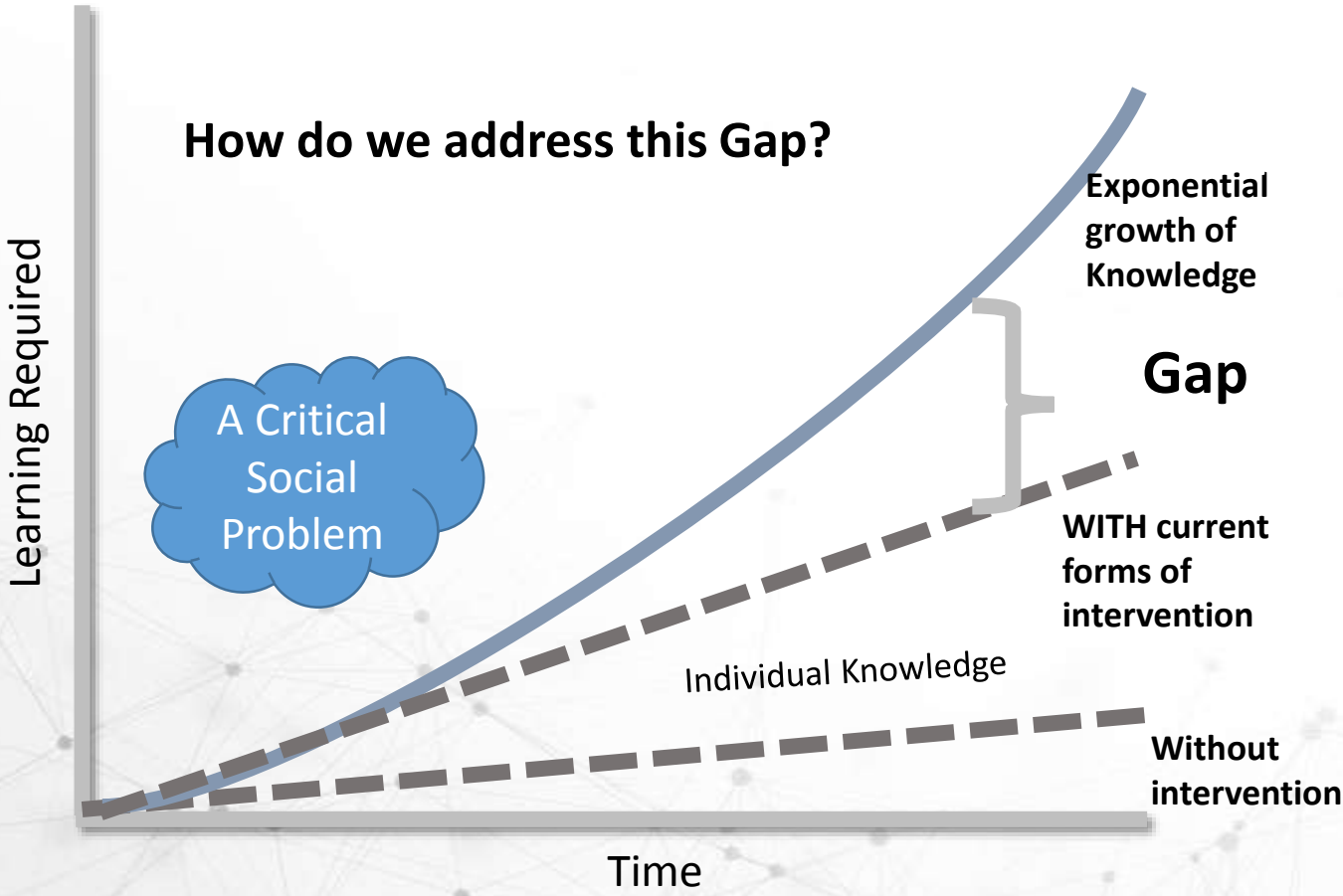
Headcount* down 101 QoQ and down 30 YoY

NIIT

Future Direction



Future of Learning



- Imperatives**
- Life Long Competency Assurance
 - Universal Human Competency Index
 - Accelerated Competency Building Environment

Millennials In The Workspace

Length of a Career



60- 70 Years

Average Tenure



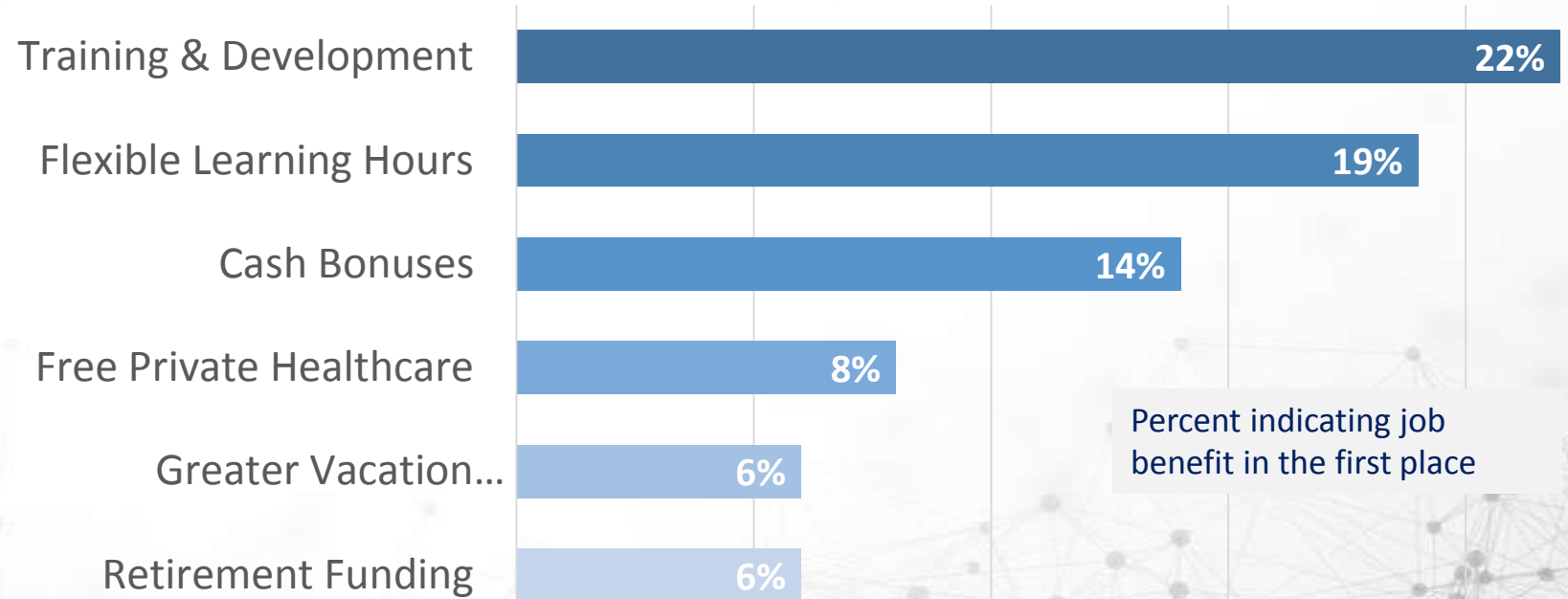
4.5 Years

Half-life of a Skill



5 Years

For Millennials, Training & Development is the most coveted job benefit

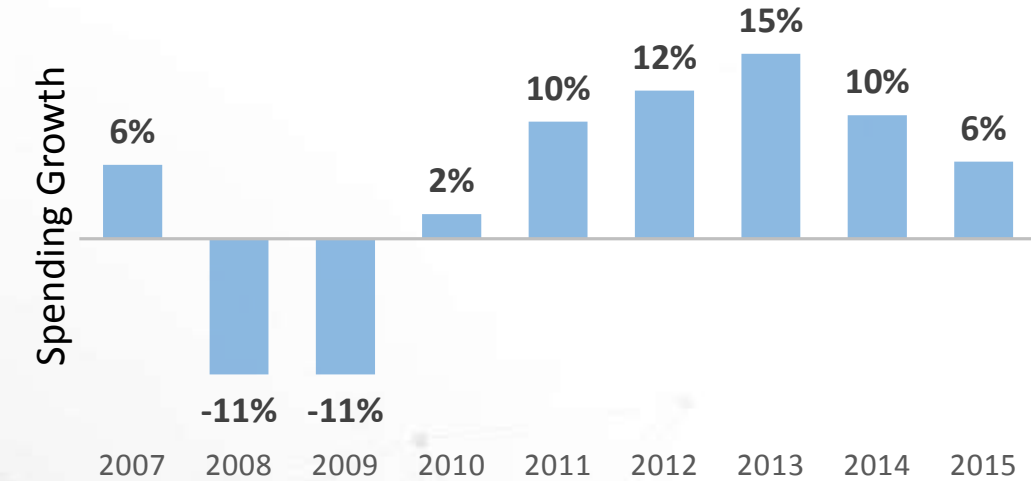


Percent indicating job benefit in the first place

Corporate Learning Group

Future Direction

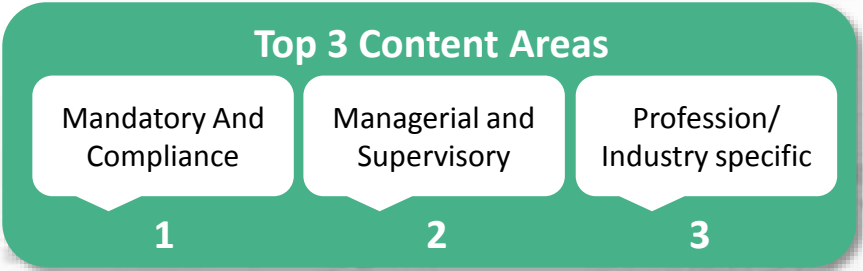
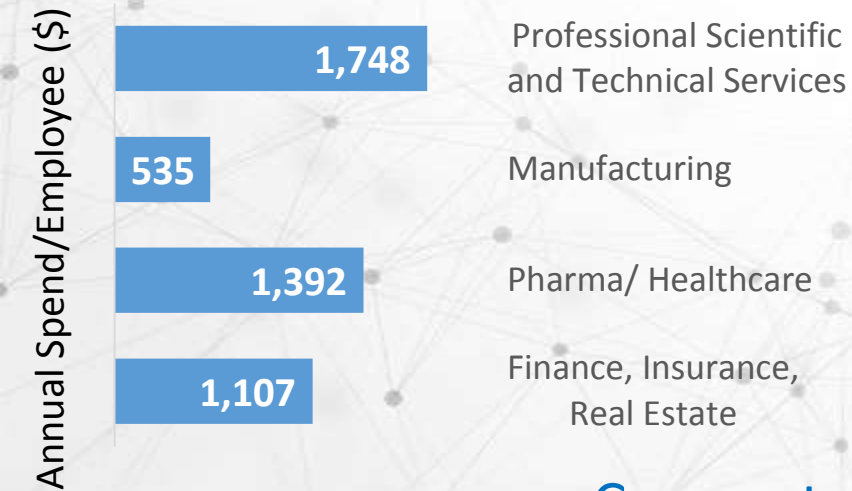
CLG: Corporate Training Spending



Corporate Training Spend in USA: \$90+ Billion
Global Training Spend: \$135Bn+

Spending on Training Continues to Grow

Increasing trend towards outsourcing



Focus on Technology/Telecom Energy, Lifesciences and BFSI Industries

Corporate Training market represents a huge opportunity

CLG: Learning Trends We Are Tracking

	Technology	Pedagogy	Business
Today	Games Ubiquitous Learning Video	Flipped Classrooms Curated Content Mastery Learning Accelerated curricula Competency Based Design	Running Training Like a Business Instructor Quality Reinvention Learning Economics
Coming Soon...	Virtual Reality Augmented Reality & Learner Aware Systems	Neuroscience	“Learning Insurance” Influx of startups

CLG: E.A.S.E. Platform

“I need a one-stop shop to get all my data so that I can make business decisions. My LMS won't give me this.”



Customer Demand



Talent Management Systems



Learning Management Systems

Multiple HRIS



Salesforce.com



Managed Services Platform

NIIT Solution

e a s e
evaluate. analyze. simplify. engage.



CLG: Managed Training Services



NIIT
BUSINESS IMPACT ACCELERATES

Running Training like a Business

Proven Approach, Transformative Results.

It's no secret that corporate executives today want to radically change the way training is managed. According to industry experts, learning transformation therefore is no longer optional. At NIIT, our principles of seeing training like a business are at the core of helping organizations transform training to dramatically improve effectiveness and efficiency.

Learn how running training like a business can work for you: www.niit.com/rtfb

CURRICULUM AND CONTENT | LEARNING DELIVERY | LEARNING ADMINISTRATION | STRATEGIC SOURCING | LEARNING TECHNOLOGY

8 in 10 HR Functions are completing or will soon undergo an HR Transformation. Are you one of them?

Transforming L&D can transform your HR strategy more than anything else.

While organizations look broadly at HR, it is our belief that training and development should be at, or near the top, of your HR transformation strategy. If you are seeking to create transformative value from the investments your organization makes in training, discover how NIIT can help you Run Training like a Business. Explore how you can dramatically improve the efficiency and effectiveness of your training capability at www.niit.com/transformHR.

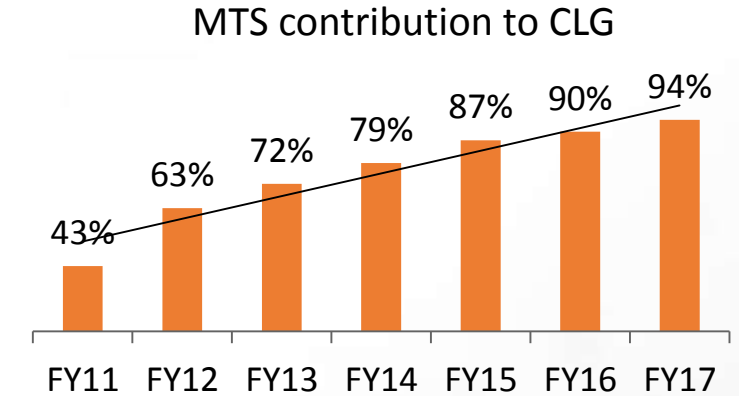
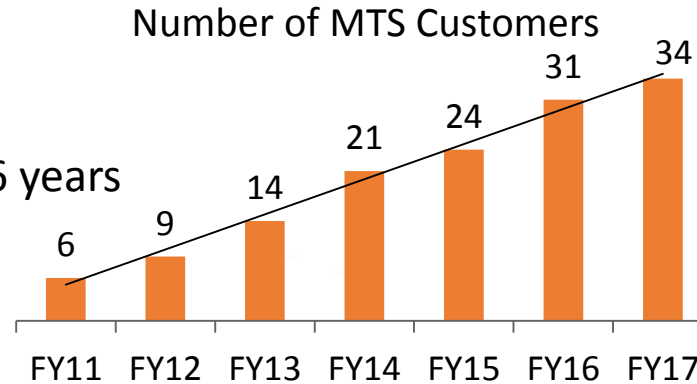
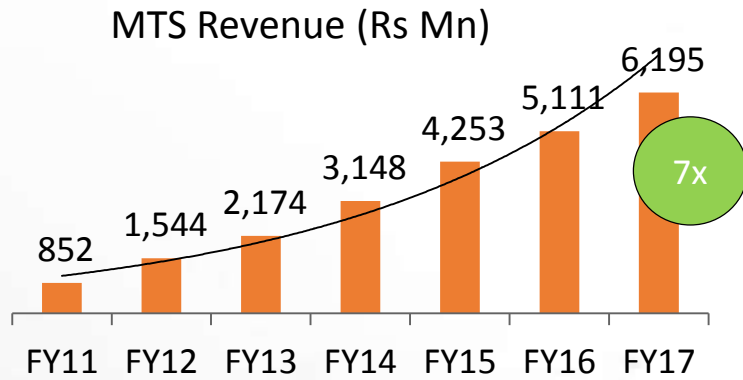
Running Training like a Business.
Enabling the HR Transformation Strategy.

CURRICULUM AND CONTENT | LEARNING DELIVERY | LEARNING ADMINISTRATION | STRATEGIC SOURCING | LEARNING TECHNOLOGY

NIIT
BUSINESS IMPACT ACCELERATES

Delivering Efficiency and Effectiveness In Training

CLG: Managed Training Services



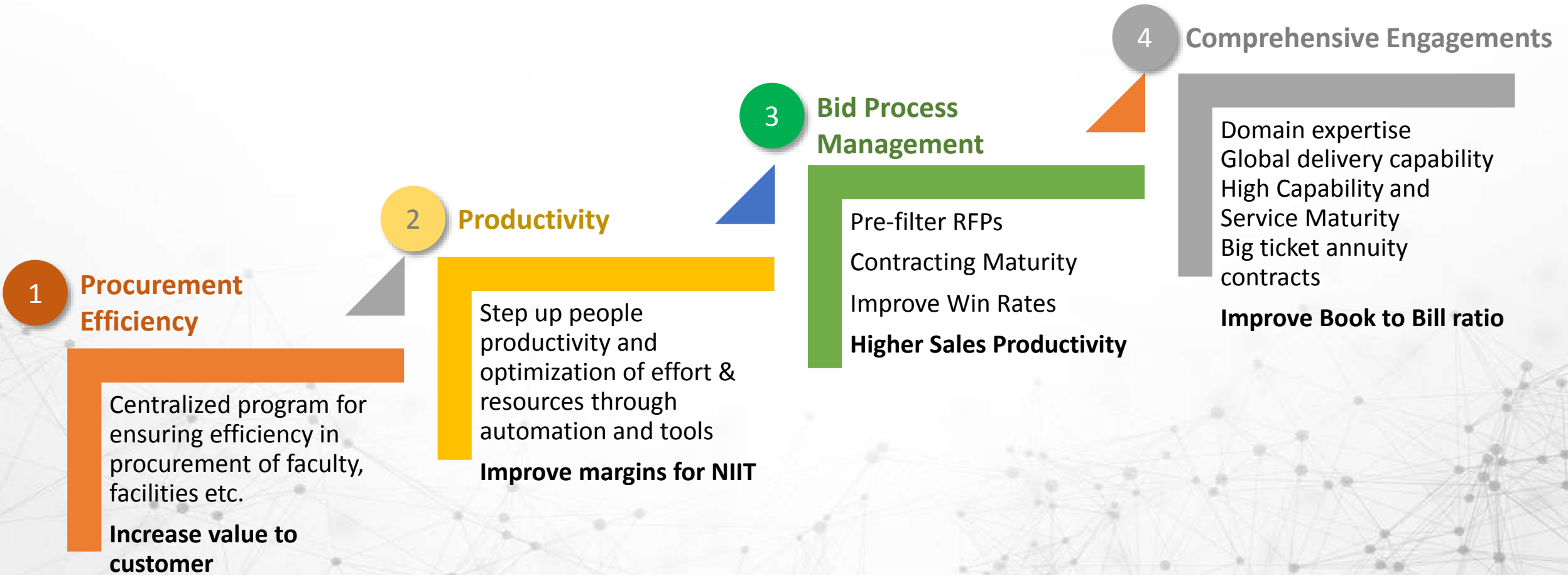
Increasing contribution from MTS

Differentiated competitive positioning

Revenue Visibility at \$249 Mn from existing contracts

MTS continues drive steady growth for CLG business

CLG: Taking MTS to Next Level Of Growth

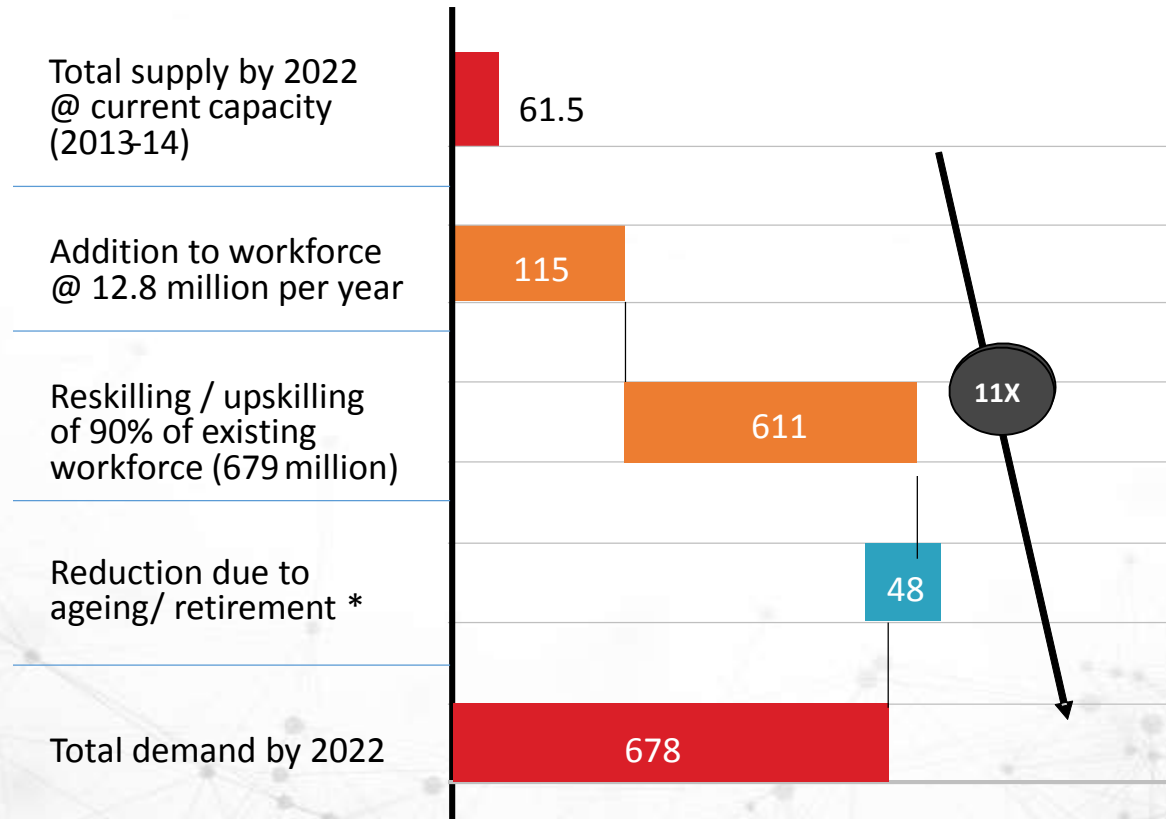


Driving Scale and Profitability For CLG

Skills and Careers Group

Future Direction

2022 Projections: Huge Capacity Creation Required

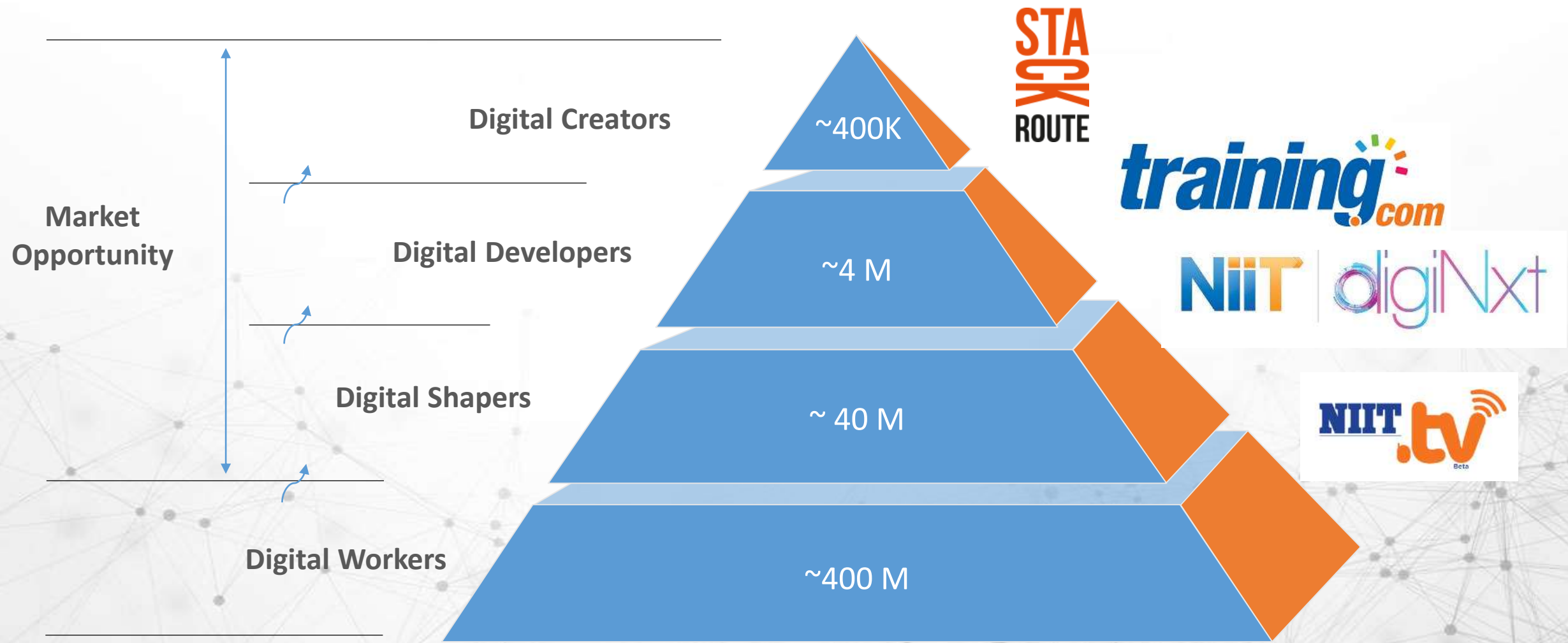


Source: McKinsey analysis; Census 2011; ILO World Development Indicators 2012, NSDA data

*Assuming that the existing workforce in the age group of 51-59 will not be re-skilled

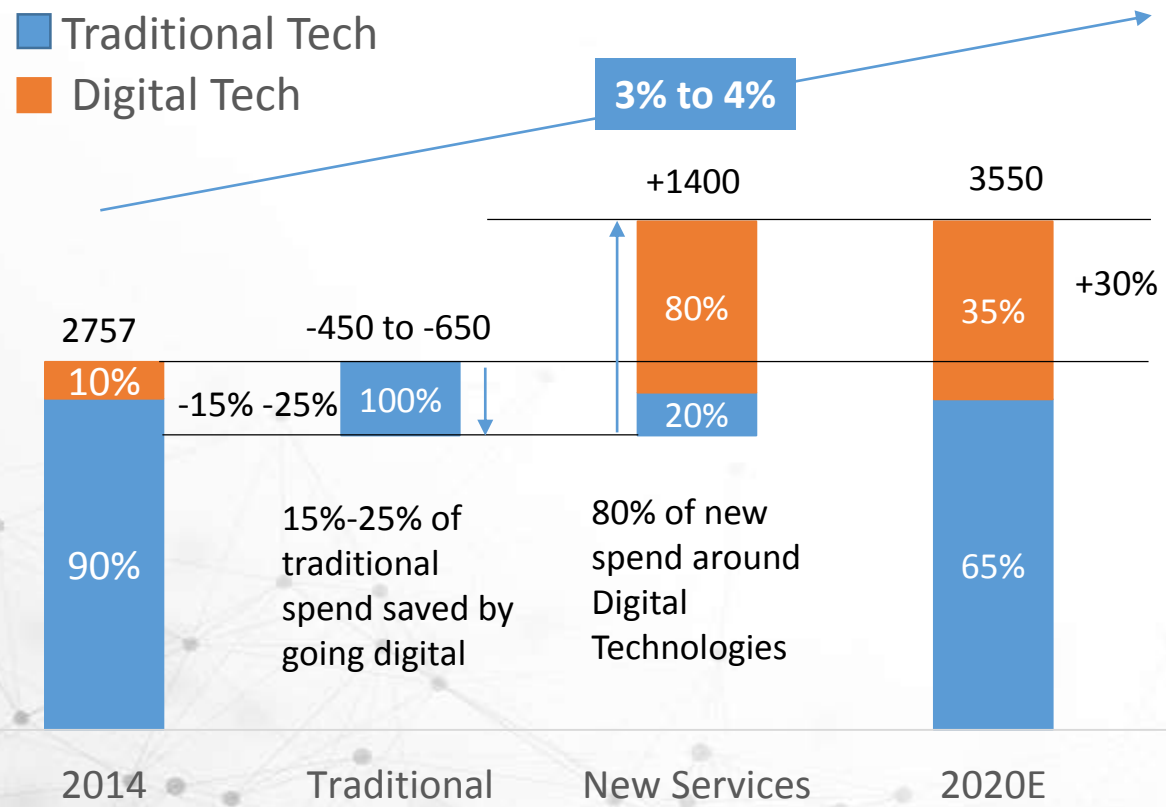
Eleven-fold increase in capacity is required to meet aspirations

SNC: Digital Opportunity Landscape



Digital Transformation – IT Sector

Global Technology and Business Services Spend



15%-25% of traditional spend saved by going digital

80% of new spend around Digital Technologies

Global Technology and Business Services to Touch USD 4 Trillion by 2025

Share of Digital Technologies to increase to 60%

50% - 60% of today's workforce needs to be reskilled to be relevant by 2020

Source: IDC, NASSCOM

SNC: Digital Transformation

NIIT | digiNxt



STACK
ROUTE



JAVA ENTERPRISE WITH DEVOPS

BIG DATA AND DATA SCIENCES

MEAN STACK

CLOUD STACK

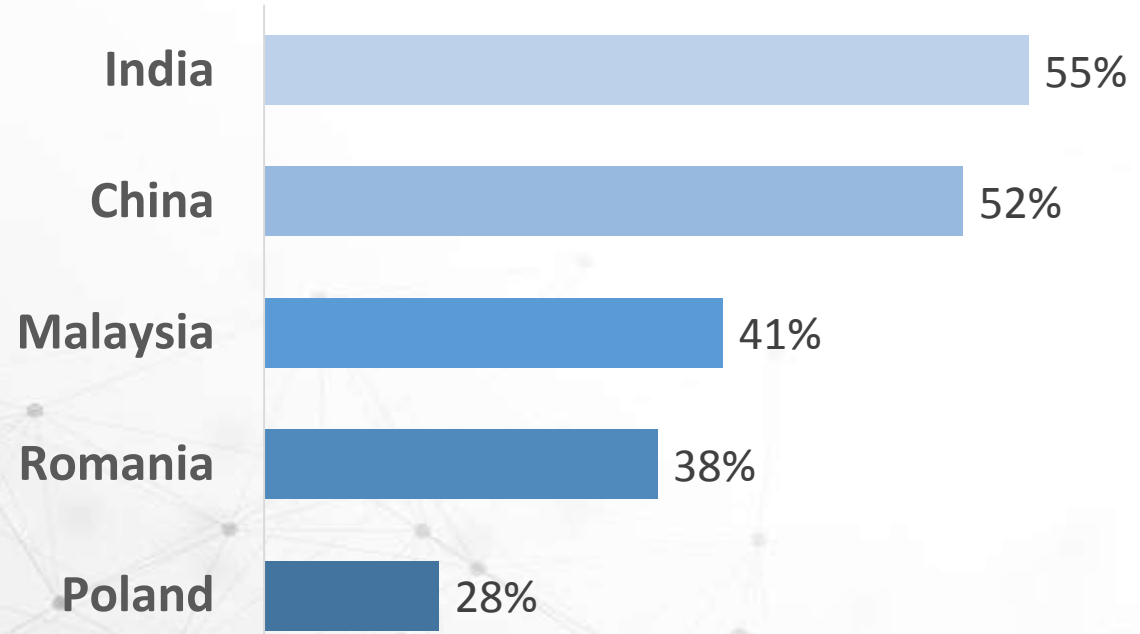
INTERNET OF THINGS (IOT)

ROBOTICS

VIRTUAL REALITY

SNC: Online Learning Market

Growth in Online Learning: 2015



Source: eLearningindustry.com

India

India part of a Flat World – Global business model

Fastest growing market for Online Learning

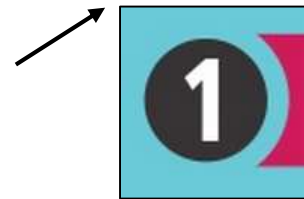
Next battleground for Online Learning

SNC: Multi-Modal Platform

From Primarily a
Single Mode Brick-
and-Portal Business

to

Multi-Modal
Platform Based
Business



Platform

4

Channels



Modes

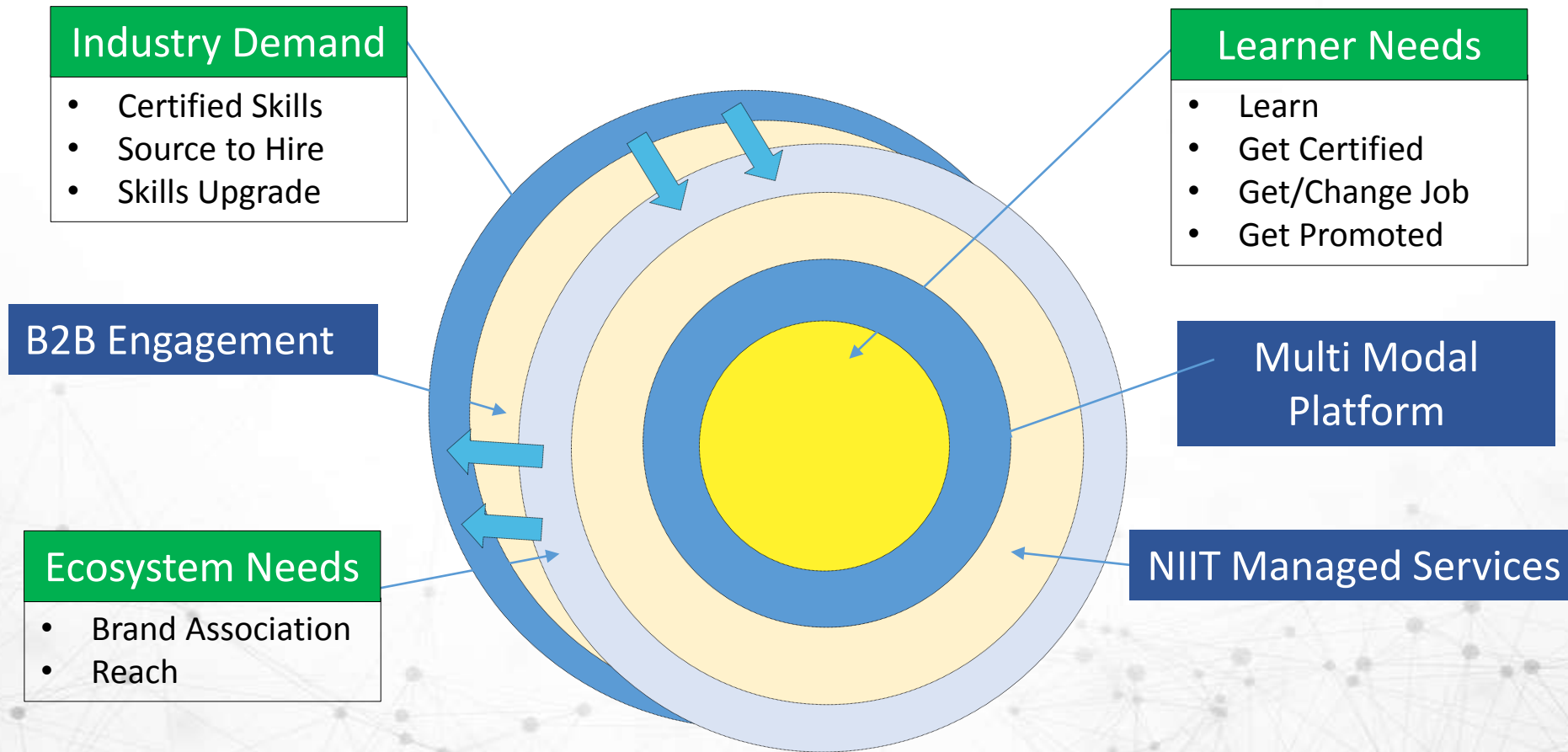
Channels

Own Brick, Partner Brick, Inside
Campus, Online Channel

Modes

1. On Demand E-Learning (Pure Online)
2. On Demand MOOCs & Recorded Lectures
3. Live Synchronous – Direct to Device
4. Synchronous CR Mode (Cloud Classroom)
5. Local ILT
6. Flipped Classroom (Blended)
7. Immersive Project Based Learning (StackRoute)

SNC: 360 Degree Partner Ecosystem

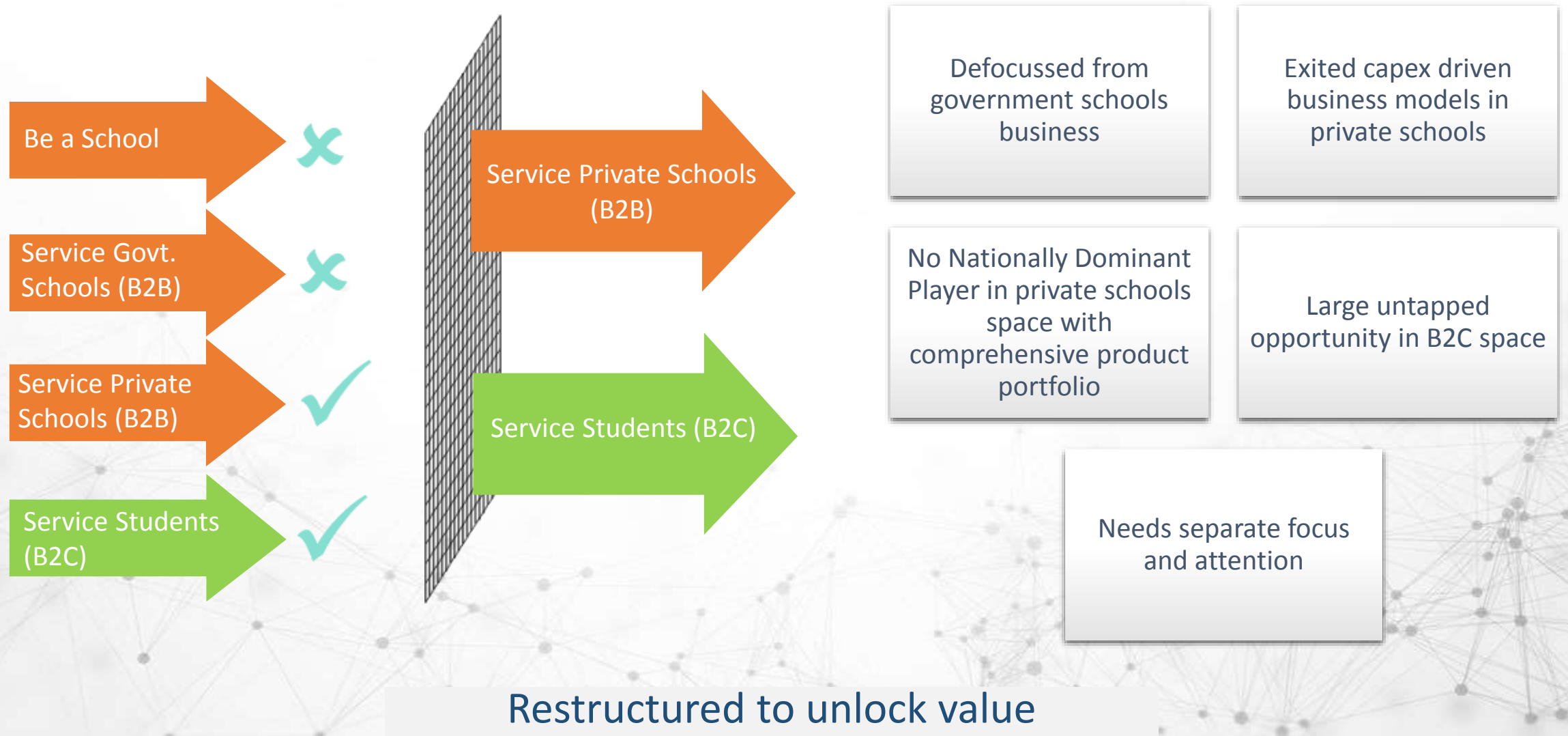


Building a Comprehensive Skills & Careers Ecosystem

School Learning Group

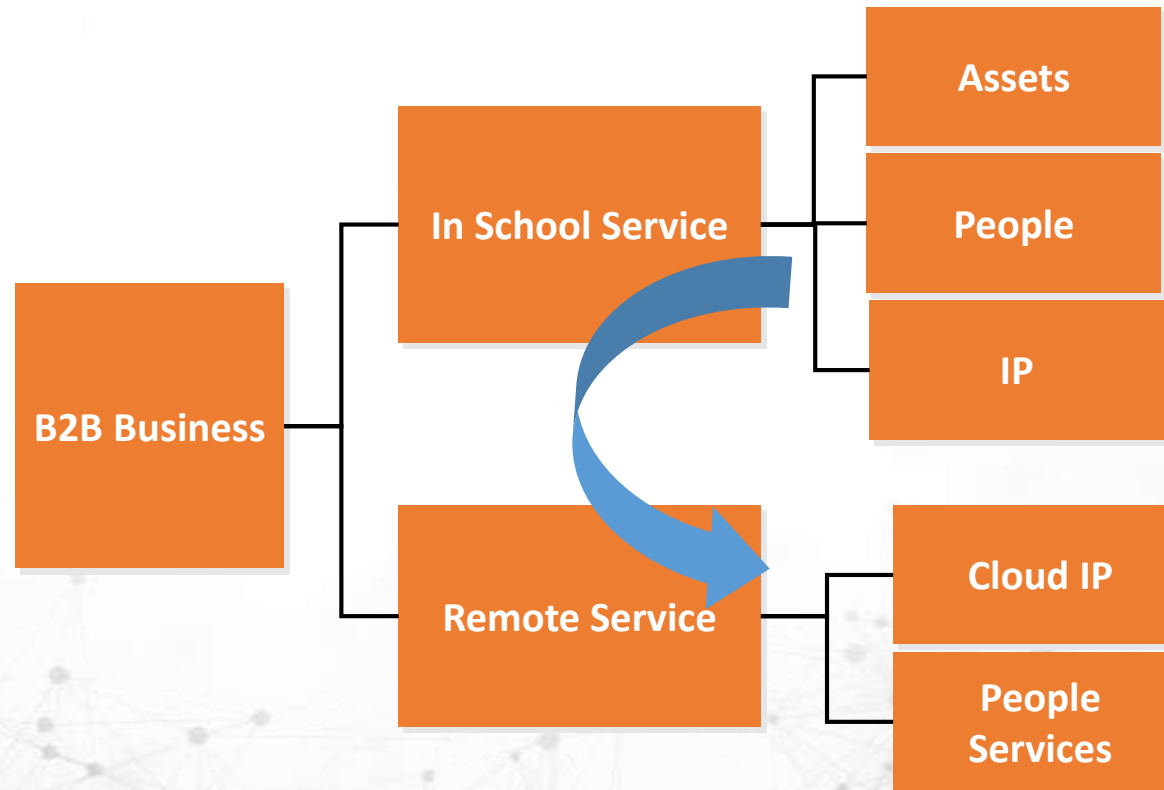
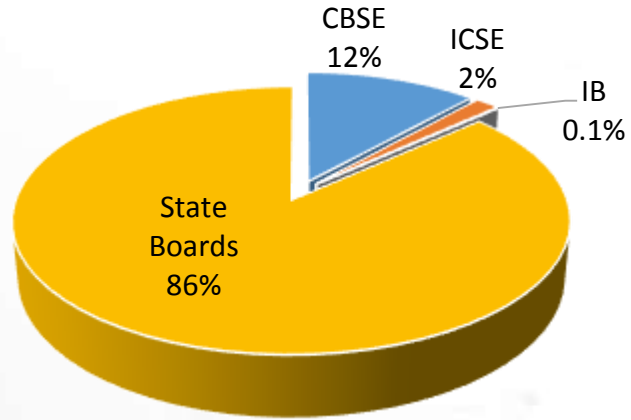
Future Direction

SLG: Focus Areas



SLG: Next Frontier For B2B Business

~120K Private Schools

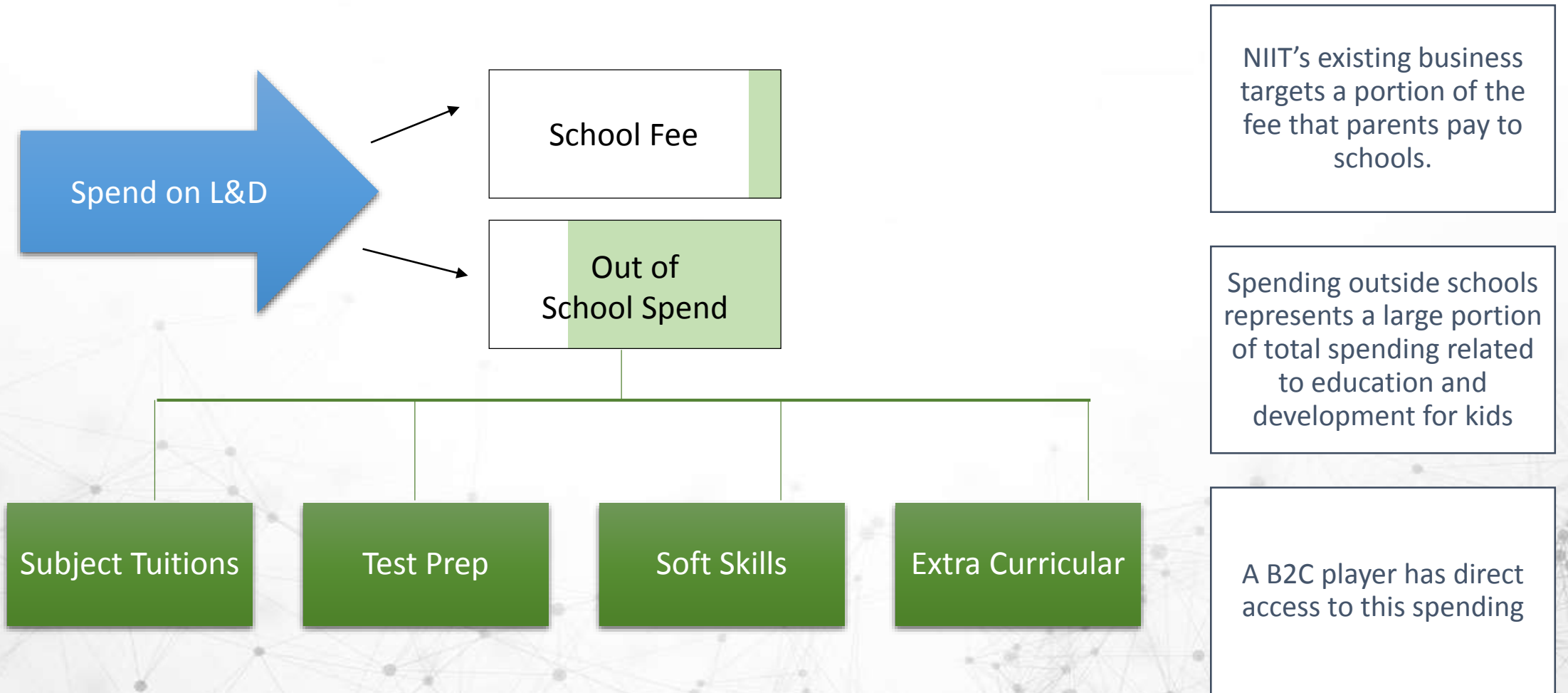


- High capital intensity
- High people dependence
- Diminished value of IP
- Linear, non-scalable

- IP driven
- Asset light
- Technology intensive
- Non linear, highly scalable

Move to asset light, technology intensive, IP driven business model

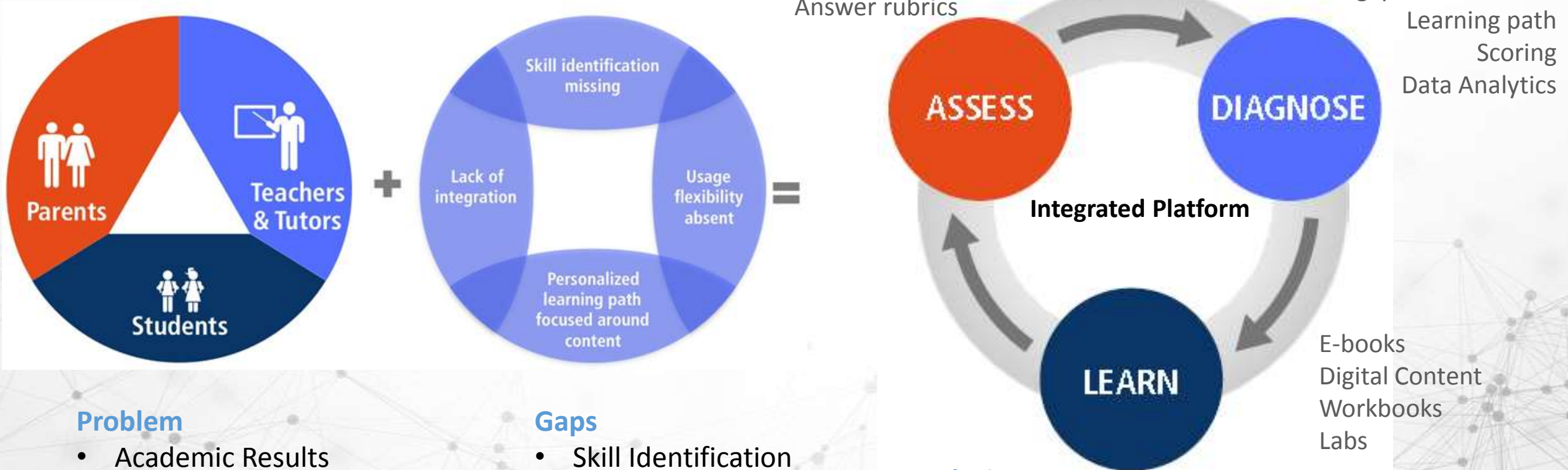
SLG: K-12 Landscape



*Representative

Large Untapped Opportunity in B2C Segment

SLG: B2C Opportunity



Problem

- Academic Results

Gaps

- Skill Identification
- Usage Flexibility
- Fixated on Content
- No Integration

Solution

- An integrated platform with diagnostics that allows the learner to individualize their learning path

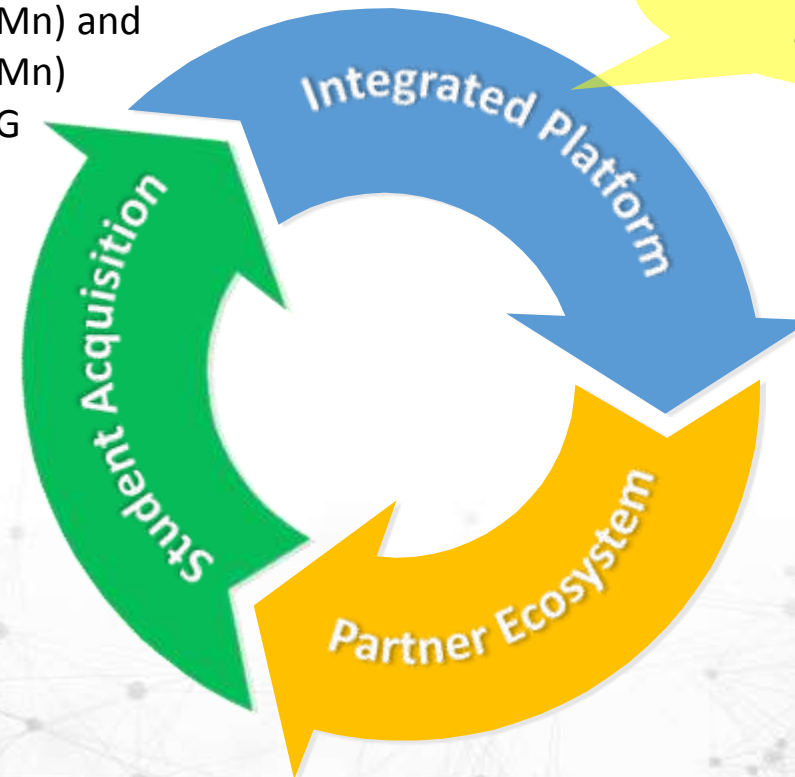
SLG: Democratize Quality Education

Leverage Existing Assets

- Students in Private (1.5Mn) and Government schools (2Mn) students serviced by SLG
- NIIT Students/Alumni
- Schools IP
- NIIT Brand
- Offline Reach

Monetization Models

- Freemium
- Subscription
- Pay as you go
- Product specific fees



Data Driven Platform

- Learning Analytics
- Adaptive Learning

EDUTAINMENT

USEFUL INFORMATION

SELF-PRACTICE

SELF-ASSESSMENT

COLLABORATION

SELF-LEARNING

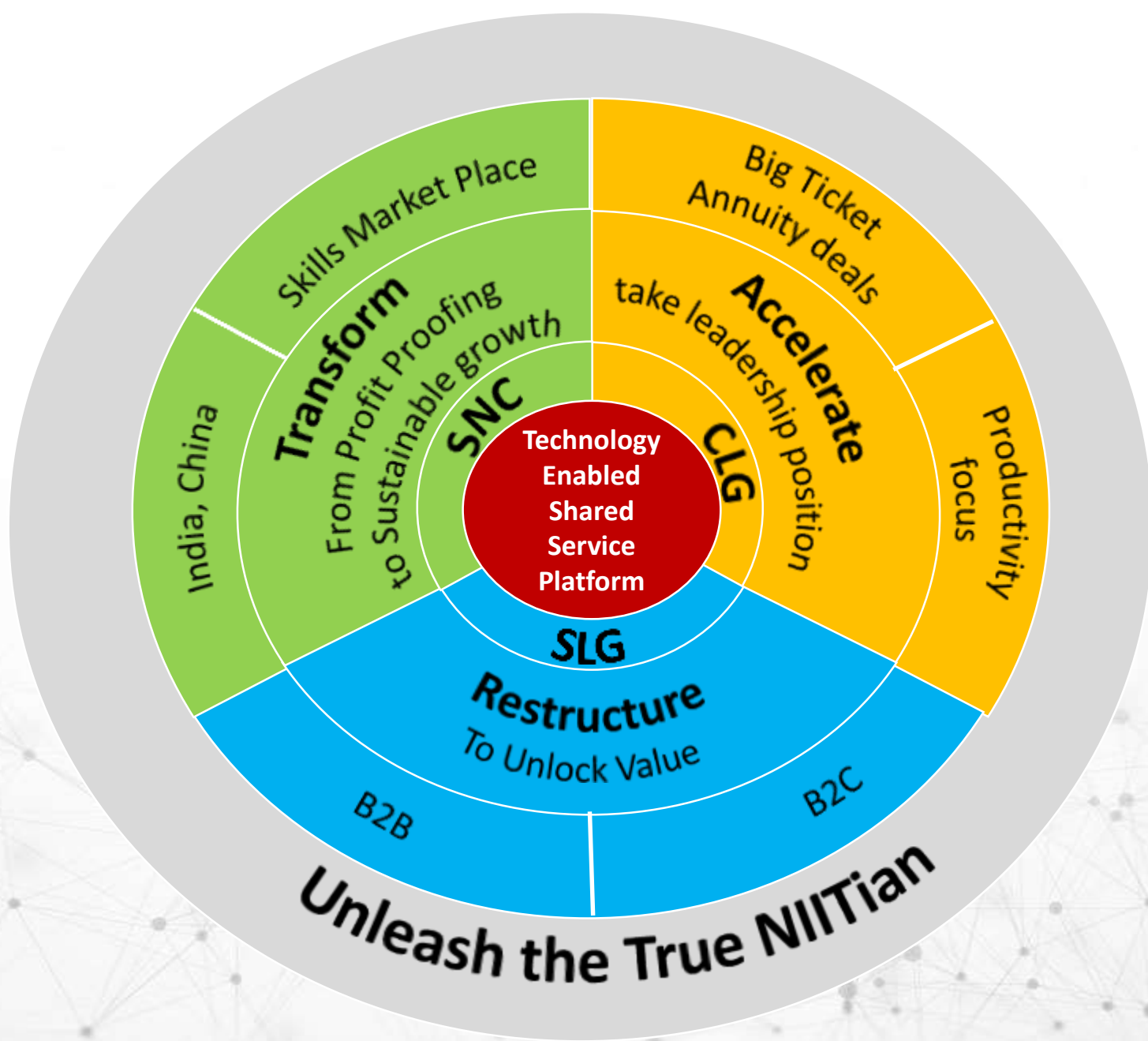
TUTOR ACCESS

E-MARKETPLACE

Opportunity to leverage existing assets to gain scale

Overall

Future Direction





You can't spell
TRAINING without

NIIT®