



LEADERSHIP
IN GLOBAL TALENT DEVELOPMENT

NIIT

Growth strategies in volatile times

Investor Meet
May 28, 2009

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Agenda

NIIT

Part I:
NIIT Overview

Part II:
Environment
Current Performance
Business Strategy
Business Direction

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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

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

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

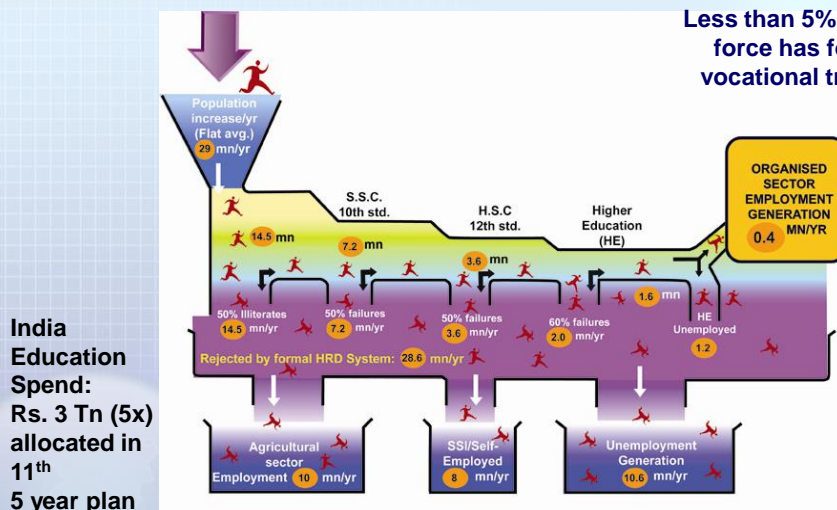


Talent Gap at the top; Skills Deficit at the bottom

India: Skill Supply Chain



Less than 5% of labor force has formal vocational training



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” - 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 **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

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



Proven execution ability and strong brand

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	\$20Bn * <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	\$29Bn ** <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	\$56Bn *** <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

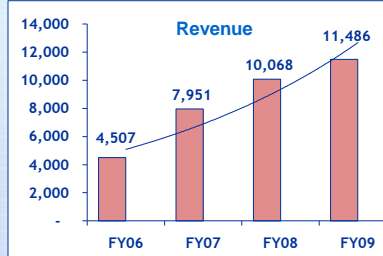
* India Size, Internal Estimates
 ** India Size, CLSA, Indian Education
 *** US Size, Bersin & Associates



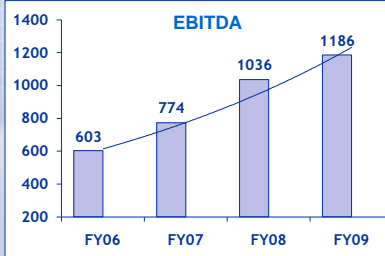
NIIT is closely aligned to present and future opportunities

NIIT's growth in the last 4 years

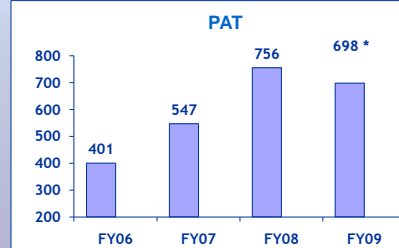
NIIT



25% CAGR



20% CAGR



* Including Impact of Hedging Losses and New Business launch

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Consistent growth in revenues and margins

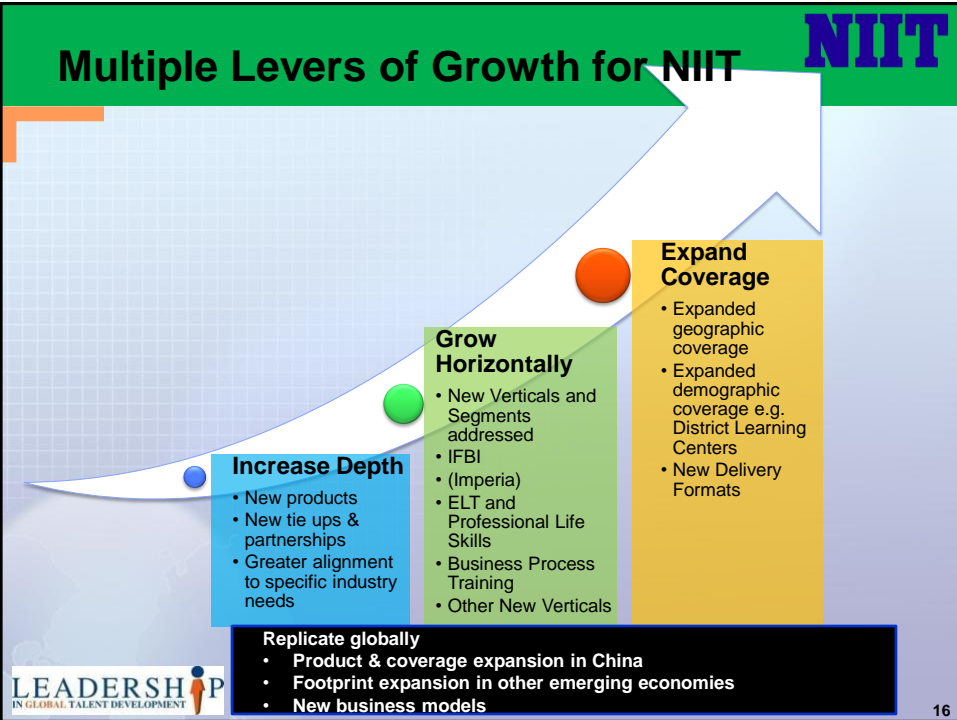
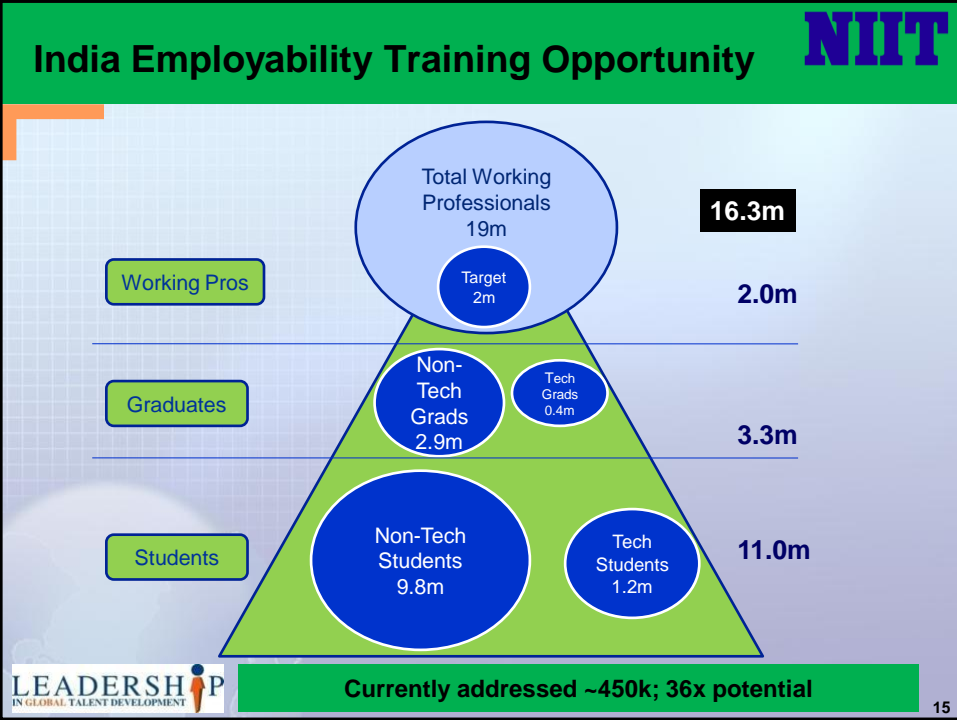
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Individual Learning Solutions

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

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ILS - IT TRAINING



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IT Training

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For details, SMS -GNIT- to 96161 or call 1800 102 6445 (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

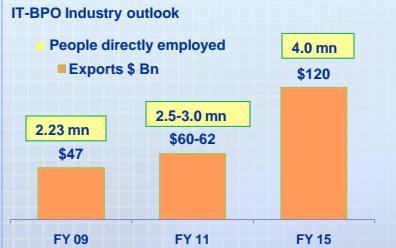


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Improving Individual Employability in IT Sector

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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

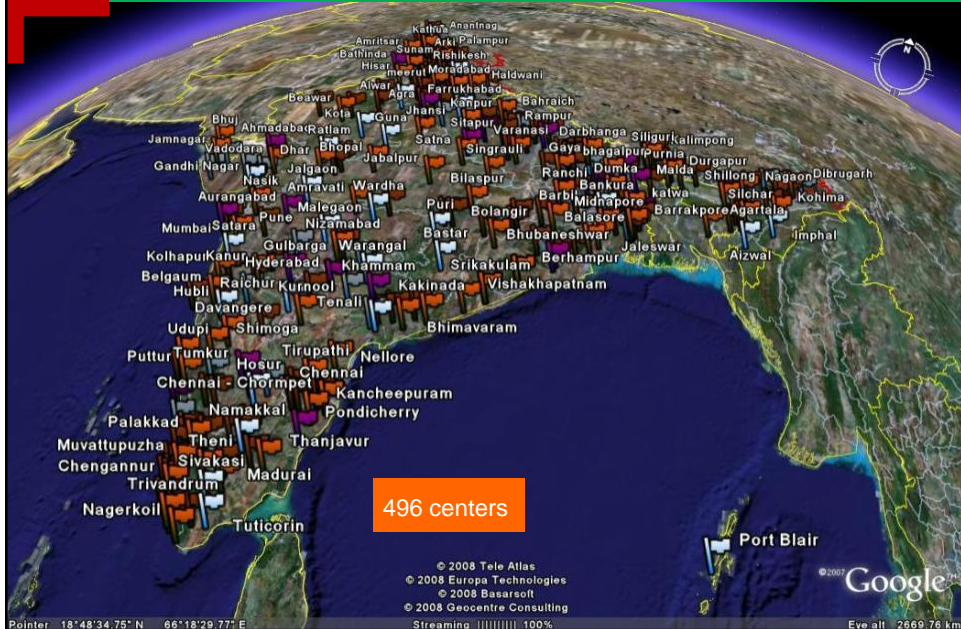
	Employability
Qualified Engineers & IT Grads	25%
Non Engineers / Non-IT Grads	10%

Source: Mckinsey

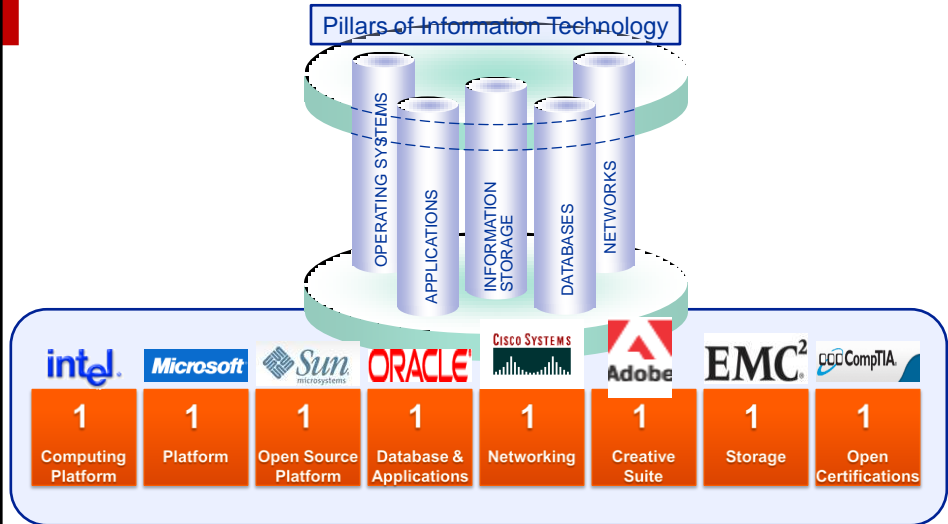


The demand-supply gap in skilled IT workers expected to continue

ILS: India centre distribution



Partnership with Leaders



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

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

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Continued expansion. Increasing recognitions

ILS – Financial Services and Management Training (FMT)

NIIT

ifbi

Institute of Finance, Banking & Insurance

Deutsche Bank



NIIT IMPERIA
CENTRE FOR ADVANCED LEARNING

BAJAJ CAPITAL
Always working for your tomorrow (TM)

ICICI Bank

HDFC BANK



सिद्धिपूर्व प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE



ICICI Securities

YES BANK



ICICI PRUDENTIAL
LIFE INSURANCE

ICICI Lombard
Insurance 24x7

kotak
Kotak Mahindra Bank



LAKSHMI VILAS BANK

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Partnership with leaders in the industry

ILS - Uniqua

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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

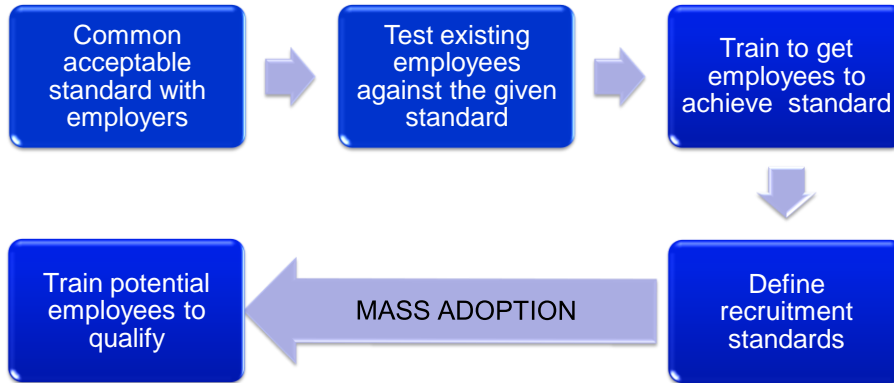
English & Professional Life Skills

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

English & Professional Life Skills

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

NIIT

Then.....

Now.....

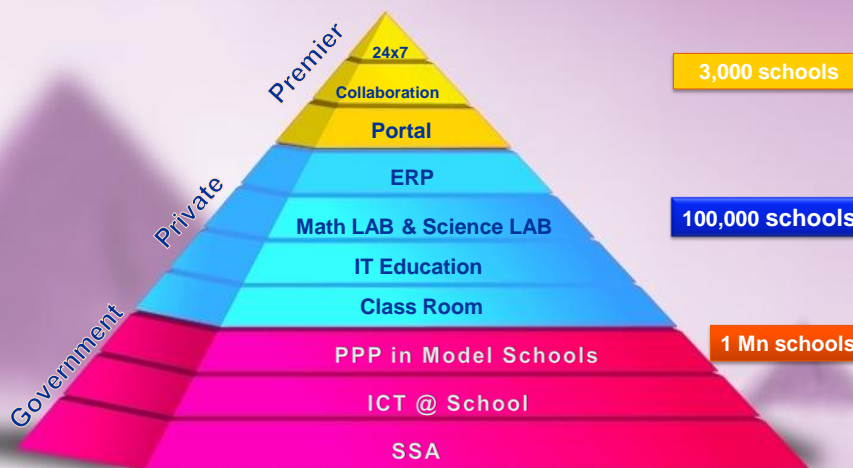


School Learning Solutions



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

8,224,413
Students

336,097
Teachers

70,443
Nodes

16,805
Hrs of Content

105,174
Instructors

12,159
Schools



NIIT eGuru solutions portfolio

-  Interactive Class Room
-  Math Lab
-  Science Lab
-  Quick School (ERP)
-  Web & Multimedia curriculum
-  Shared computing

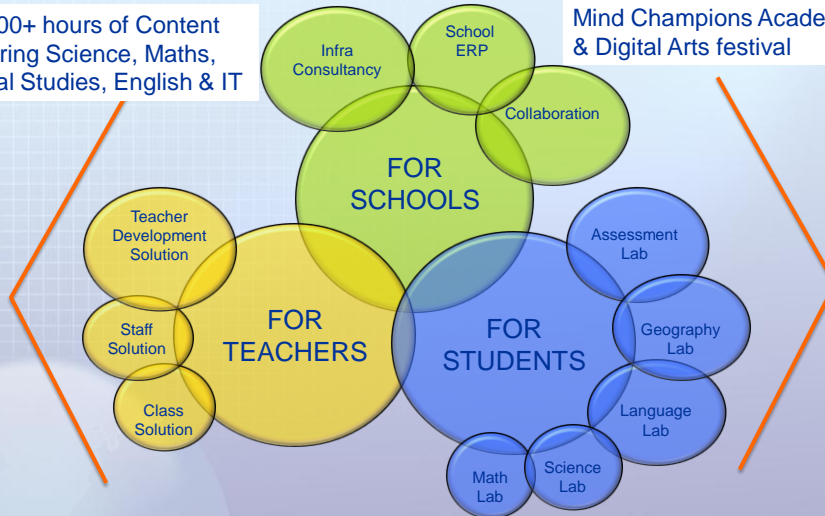


eGuru solutions architecture



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

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Launched in October 2008

Hole In The Wall Education Limited (HIWEL)



A learning station in Cambodia

A playground computer kiosk in every village

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Corporate Learning Solutions

vlab
CognitiveArts
Litmus
 A Division of **NIIT**
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element k

Our Credentials

NIIT

- 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**

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Most comprehensive and global, training outsourcing capability

Diverse Customer Portfolio



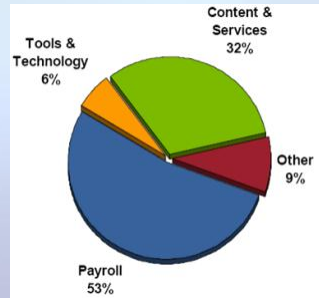
<p>Sales, Channel, and Customer Education</p>	<p>Business Process Improvement</p>
<p>Training Administration Services</p>	<p>Regulatory Compliance</p>
<p>New Product Rollout</p>	<p>Employee On-boarding and Corporate Communications</p>
<p>IT Productivity and Skills Development</p>	<p>Other Solutions</p> <ul style="list-style-type: none"> Management and Leadership Development Professional Effectiveness Office Productivity Call Center and Customer Service



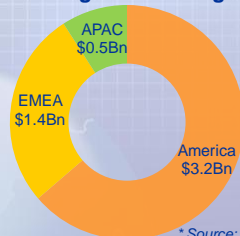
Corporate Training Market



Training spend breakup



Global Training Outsourcing Market 2008



Global training spend \$100Bn+

* Source: IDC, Bersin & Associates



Strong potential for training outsourcing

Corporate Learning Solutions

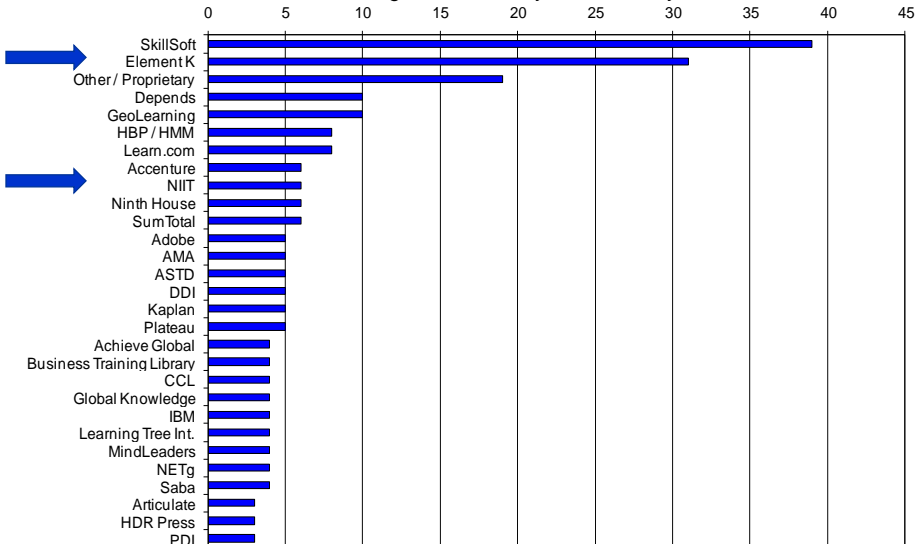


Learning Products (SAAS)	<ul style="list-style-type: none"> • 3500+ titles; SAAS model • 3Mn+ learners on Khub • Largest print & eLearning library • Virtual labs now available 'in a box' • Field sales force doubled in North America • Partnership with resellers including Webex 	Invest <ul style="list-style-type: none"> - High growth (21%) - High margin - # 2 position
Training Outsourcing	<ul style="list-style-type: none"> • Recurring revenues, long term partnerships • Multi year, multi geography relationships • Opportunities in India growth sectors 	Develop <ul style="list-style-type: none"> - Poised for growth (25%+ projected) - Moderate margin - Leadership in learning services
Custom Projects	<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 	Transform <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



Strong competitive position in the market

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

NIIT

- 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

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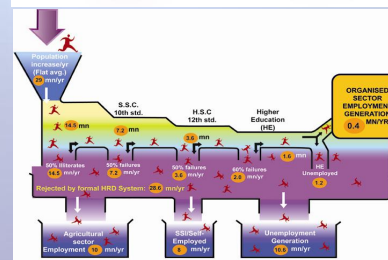
Indian economy more resilient

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

NIIT

- India's Demographic Advantage: 56 million shortage in the World, 46 million surplus in India by 2020
- Less than 5% of labor force has formal vocational training
- Poor education infrastructure in India: Issues of relevance, reach, inclusion and quality
- Acute Skills Shortage coexisting with unemployment
- Considerable investment in Education and Training required to enable India to reap the advantage
- India Education Spend: Rs. 3 Tn (5x) allocated in 11th 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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- 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

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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

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Environment: Q4 FY09

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- Consumer sentiment affected by the following
 - Delay in joining dates of fresh hires
 - Job losses in IT sector
 - Fear of anti-outsourcing measures by the US government
- General hiring in IT & ITES affected; however, job market for specialist skills remained robust
- Hiring freeze in private banks and financials services players; likely to continue for 2 more quarters; PSU banks announced plans to hire 30 K
- Delay in release of new tenders and slower decision making due to 'Code of Conduct' before Elections
- Economic uncertainty and liquidity pressure caused delays in release of annual budgets and in allocation of new projects
- Central and State governments accelerated training and employability spend to fulfill targets before March closing

FY'09: Consolidated Financials

NIIT

	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

NIIT

- 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

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Steady revenue growth and improved performance

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FY'09: Business Highlights

NIIT

- **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

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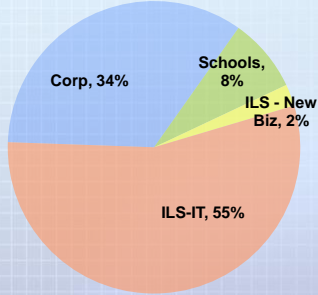
NIIT strengthens its leadership position - DQ

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NIIT's Businesses

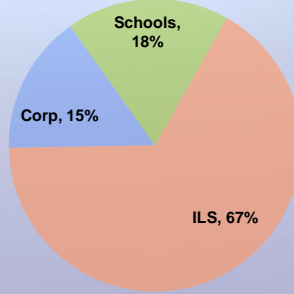


Where does revenue come from?



FY'09 SW Revenue

Where does profit come from?



FY'09 EBITDA



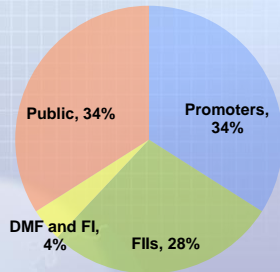
Capital Structure



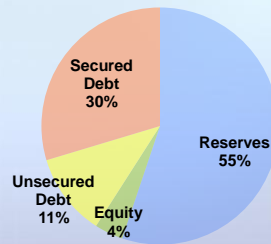
Total Capital employed – Rs. 8502 Mn

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

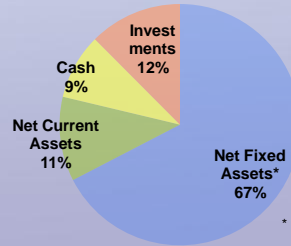
Shareholding Pattern



Sources of Funds



Application of Funds



* Including CWIP

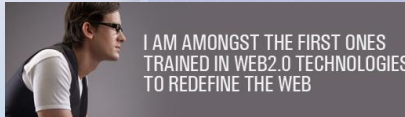


ILS - IT: Highlights

NIIT

Rs. Mn	JFM'09	JFM'08	YoY	FY09	YoY
System wide revenues	2,662	1,974	35%	9,317	31%
Net Revenues	1,035	900	15%	3,982	23%
EBITDA	237	195	22%	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**

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Steady growth, improving margins

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ILS- New Businesses: Highlights

NIIT

Rs. Mn	JFM'09	JFM'08	YoY	FY09	YoY
Net Revenues	50	112	(55%)	334	9%
EBITDA	(48)	6	-	(75)	
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



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Expanded partnerships and product offerings

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SLS: Highlights

NIIT

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



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SLS continues on a its strong growth trajectory

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CLS: Highlights

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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



SkillSoft offers online content only.

Element K offers you the flexibility you need in the real world.

Involving the most thought-leadership, online and classroom content designed to work together.

Element K offers content, testing and performance support tools. As a provider of world-class content, Element K offers content, testing and performance support tools. As a provider of world-class content, Element K offers content, testing and performance support tools.

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LEADERSHIP
IN GLOBAL TALENT DEVELOPMENT

Strong growth in Learning Products and Training Outsourcing, India business

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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)



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.



- 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 government schools
- Cash Management – Reduce accounts receivables and capex
- Customer retention and account mining



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School Learning Solutions: E-Guru

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Corporate Learning Solutions

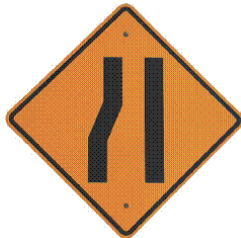


Growth Strategy

- 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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Targeting Competitors

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



Strong growth in both GSA and non-GSA to continue

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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

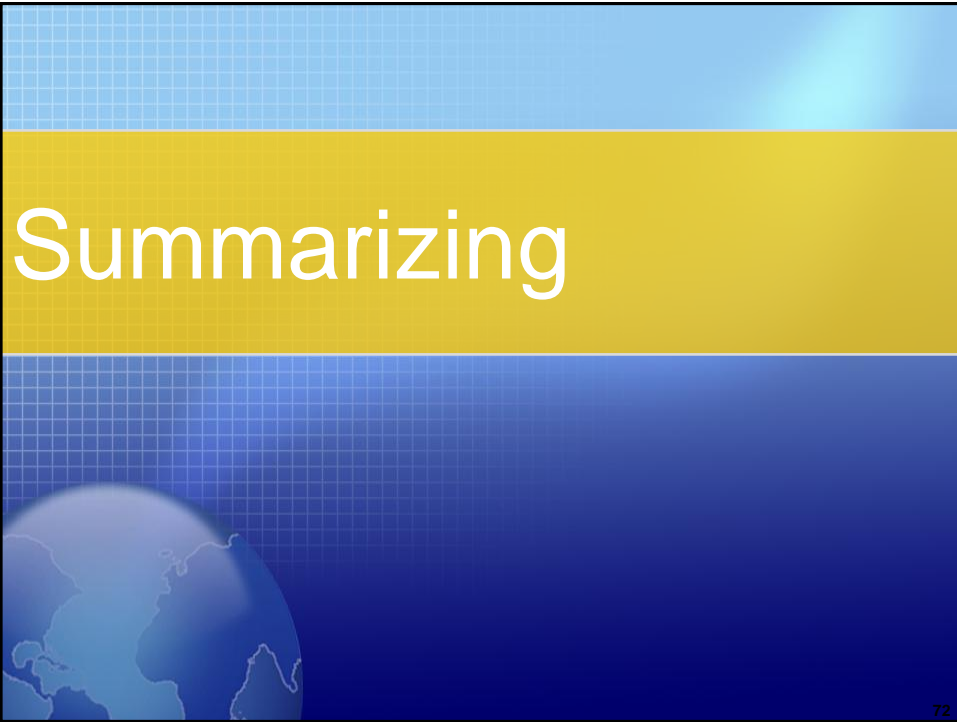
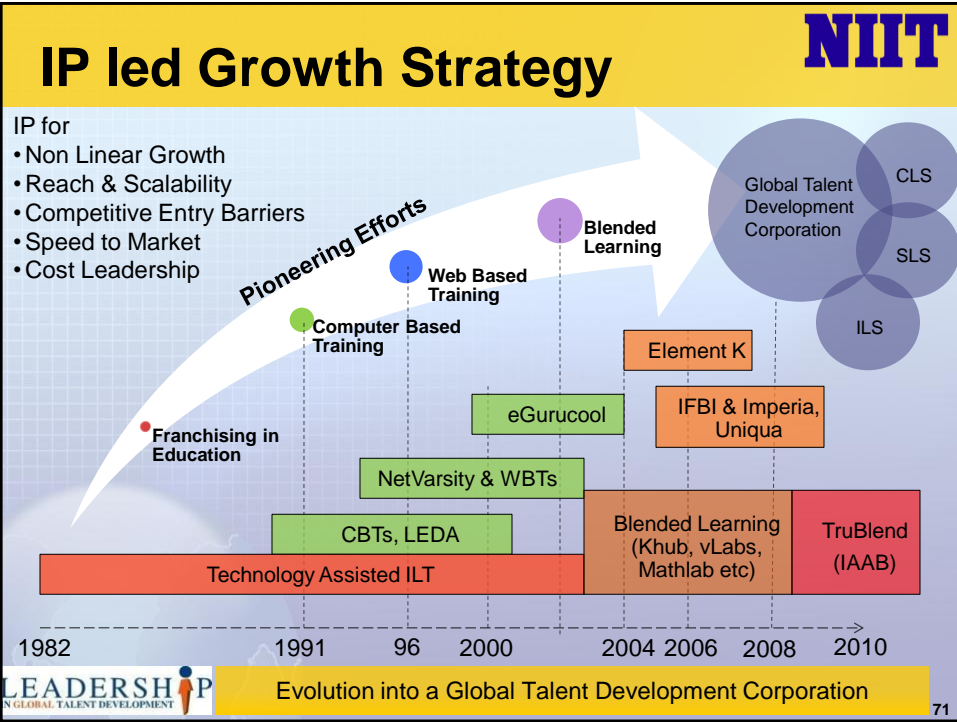
Business Outlook

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



Profitability will be the focus

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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
- Increasing IP leverage would allow greater scalability and profitability

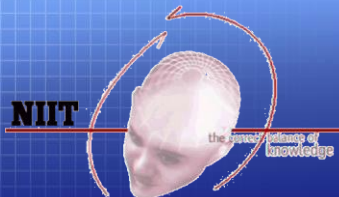
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LEADERSHIP
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