



Investor Meet Mumbai: May 10, 2010

## <u>Agenda</u>



- Education & Training: Landscape
- Company Overview
  - Individual Learning Solutions
  - School Learning Solutions
  - Corporate Learning Solutions
- Year 2009-10
- Future Direction



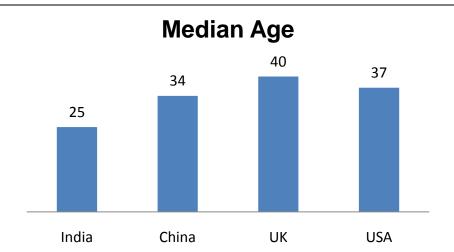


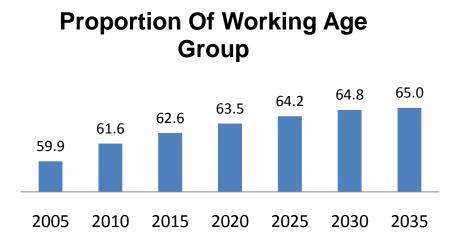


# EDUCATION & TRAINING: LANDSCAPE

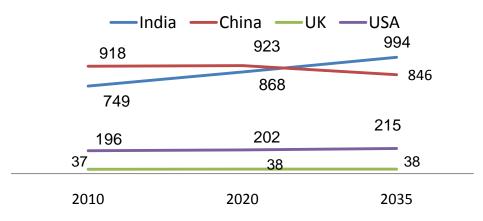
## India's "Demographic Dividend"







## Working Age Group Population (Mn)



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

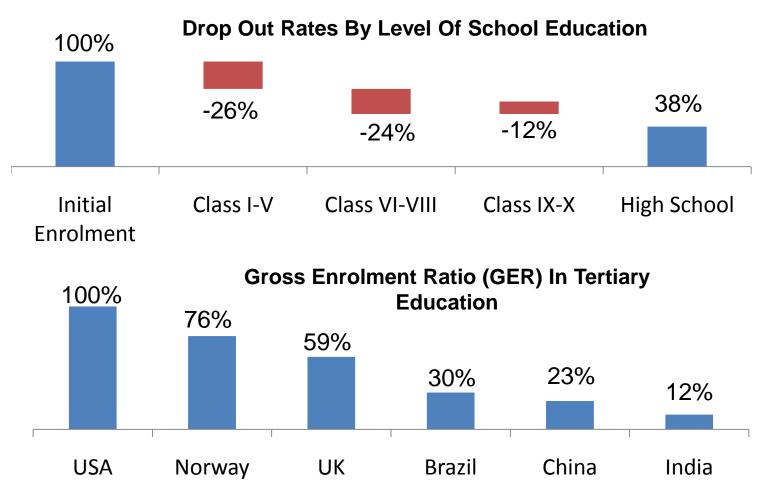
**Source: United Nations Population Division** 

India's advantage will arise from demographics and productivity enhancement



## Education & Training In India: The Challenge





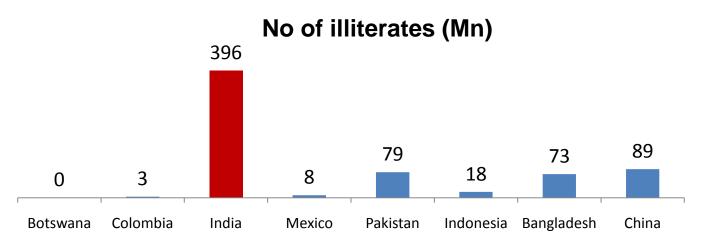
Source: Planning Commission, CII , UIS Data

Center

Challenge: Low enrolment and High drop out rates

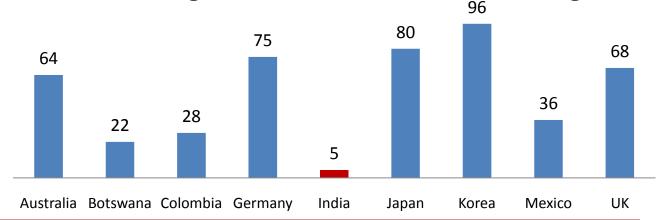
## Education & Training In India: The Challenge





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

- National Skills

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



- Right To Education
- National CurriculumFramework
- Education through ICT



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

#### **Planned Outcomes**

- 10,000 new vocational schools
- > 50,000 skill development centers
- Revamp of ITIs
- Public Private Partnerships
- ICT@Schools, SSA, RMSA
- PPP for Model Schools
- Skills training in schools
- Technology enabled teaching
- Polytechnics , Community Colleges
- Technology enabled teaching
- Professional skills training



Education and training scenario is undergoing a transformation

## NIIT In The Emerging Environment



#### **NIIT's Strengths**

- Long standing brand
- Best in class domain partnerships
- Content creation capability

Skills

Development

Schools

Education

- 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

**<u>Training.com</u>**: Online learning

- > 870+ global delivery centers
- Government sponsored opportunities
- Govt: BOOT contracts
- eGuru suite
- Interactive classrooms
- Math Lab, Science Station
- Teachers Training
- School ERP
- HIWEL Learning Stations

NIIT has emerged as the strongest brand in education and training



## NIIT In The Emerging Environment



#### **NIIT's Strengths**

# Higher

Education

- Institutional alliances models
- Global linkages

## Corporate **Training**

- Largest online learning library
- Best in class custom content capability
- **End-to-End Training** outsourcing capability
- Partnership with all major technology companies

#### **Current Engagement**

- Tie up with 60+ universities
- Joint certification and dual qualification programs
- IGNOU partnership for degree programs
- **NIIT Inside solutions**

- Provider of products and services to
- Leading technology companies
- Major Fortune 500 companies
- Governments

NIIT has created a unique positioning in the education space



## NIIT: Market Leader with Strong Credentials



- 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

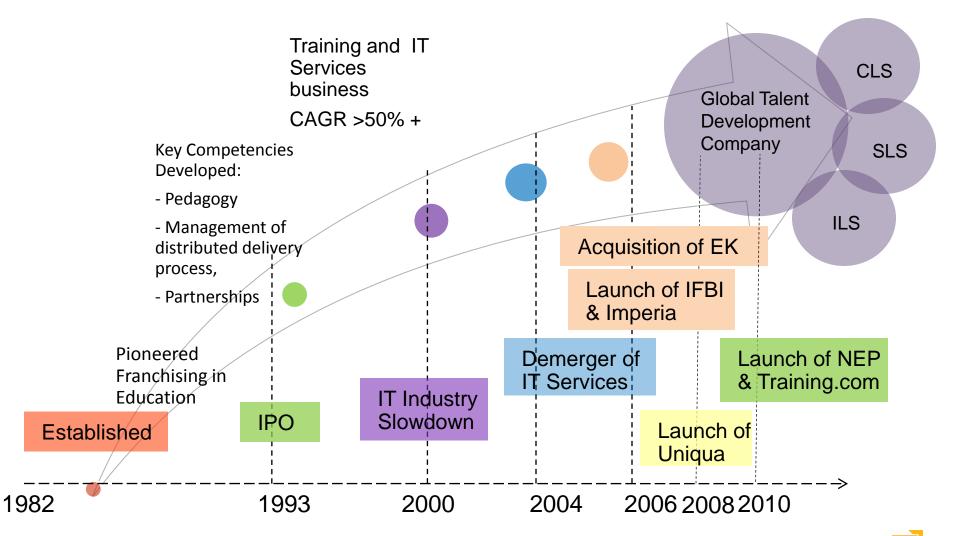




## **COMPANY OVERVIEW**

## 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



School Learning Solutions

Individual Learning Solutions

Corporate Learning Solutions

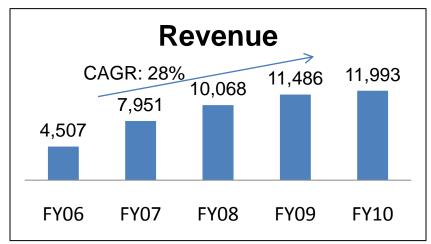
| Target Audience     | School children                                                                                                                                           | Young adults                                                                                                                                                                         | Working professionals                                                                                                                                                  |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Value Proposition   | Academics                                                                                                                                                 | Employability                                                                                                                                                                        | Productivity                                                                                                                                                           |
| Customer            | School                                                                                                                                                    | Individual                                                                                                                                                                           | Corporate                                                                                                                                                              |
| Coverage            | <ul> <li>Multimedia Teaching &amp;<br/>Learning Content</li> <li>IT Learning</li> <li>Teacher Training</li> <li>School Management<br/>Services</li> </ul> | <ul> <li>IT Training</li> <li>BPO, KPO Training</li> <li>BFSI Training</li> <li>Management</li> <li>Education</li> <li>English Language</li> <li>Professional Life skills</li> </ul> | <ul> <li>Online &amp; Print Learning<br/>Products</li> <li>Training Delivery</li> <li>Custom Content<br/>Development</li> <li>Managed Training<br/>Services</li> </ul> |
| Geographic Coverage | India , Emerging<br>Economies                                                                                                                             | India, China, Emerging<br>Economies                                                                                                                                                  | India, USA, Europe                                                                                                                                                     |

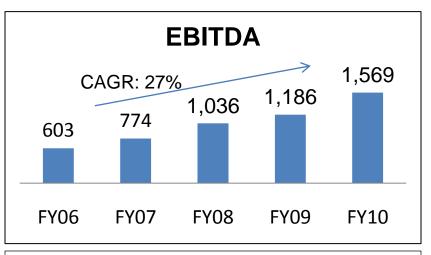


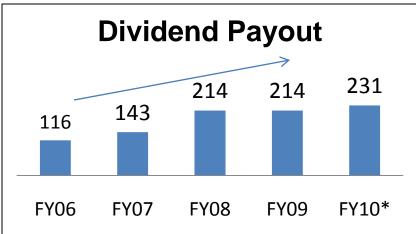
## NIIT: Last 5 Year Financial Track Record



Rs Mn







- > Number of Shares Outstanding: 165 million (FV of Rs 2 each)
- > Last Bonus, Split: 5:1 Split, 3:2 Bonus; Sept 2008
- > Growth in Market Cap: 2.7x (over last 5 years); CAGR: 22%

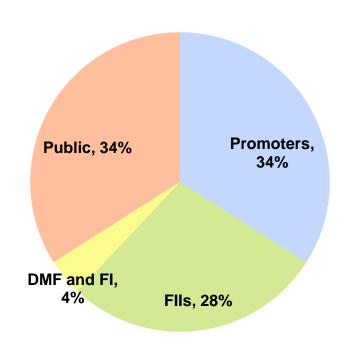


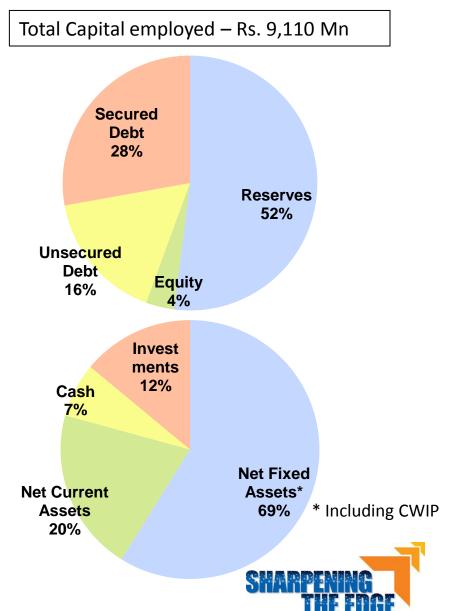
<sup>\*</sup> Proposed

## Capital Structure



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









## **BUSINESSES**

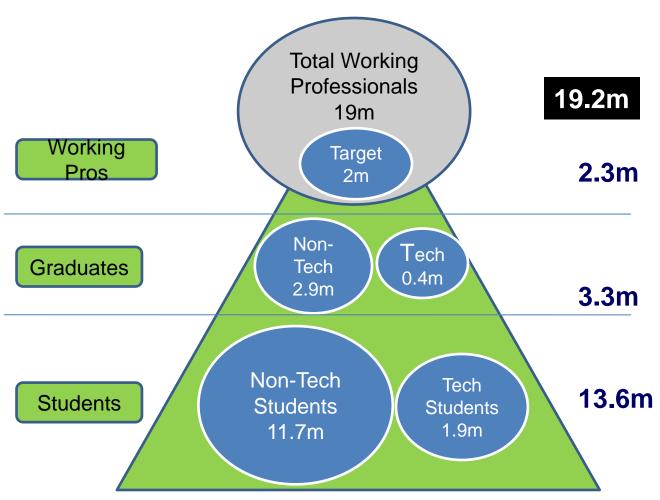




# INDIVIDUAL LEARNING SOLUTIONS

## ILS - Opportunity Space



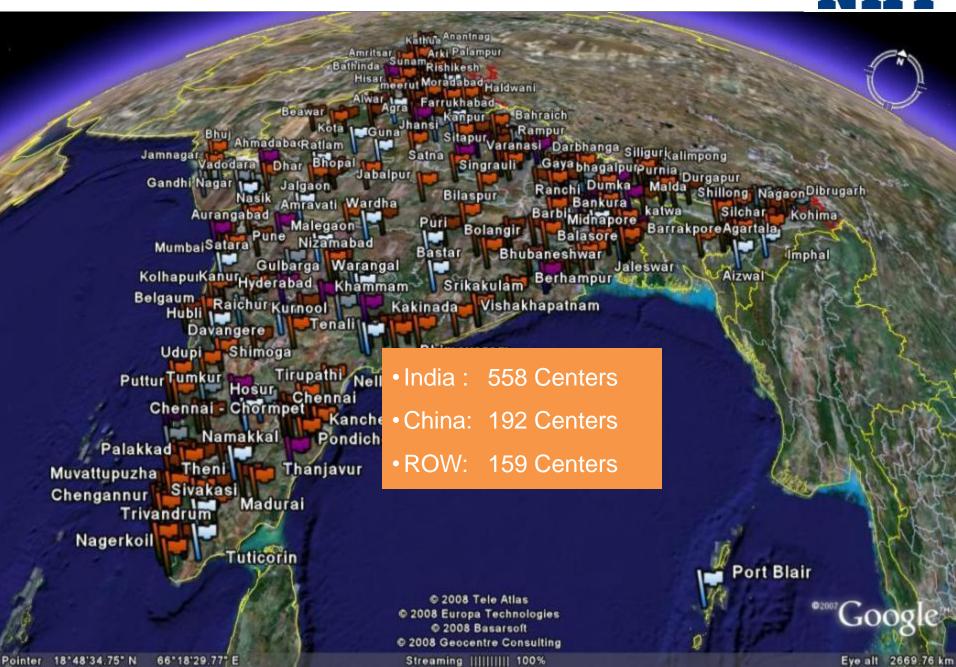


Employability training is a huge opportunity



### ILS: Our Reach

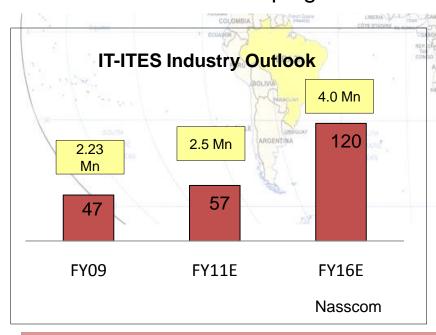




## Individual Learning Solutions-IT Training



- 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







Technology Partnerships\*



\*Selected



CompTIA.

NIIT is Asia's No.1 IT training company

## IFBI - Finance, Banking & Insurance Training



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





#### **IFBI: Partnerships\***



\*Selected



## NIIT Imperia - Management Education



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





#### Imperia: Partnerships\*



\*Selected



## NIIT Uniqua - Business Process Training



- 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







#### Partnerships\*



\*Selected



Creating skilled workforce for the ITES sector



## NIIT English Plus



- 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





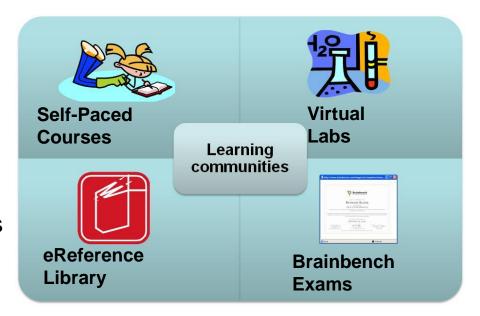
English language and professional life skills training are building blocks for skills development and employability



## Training.com



- 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



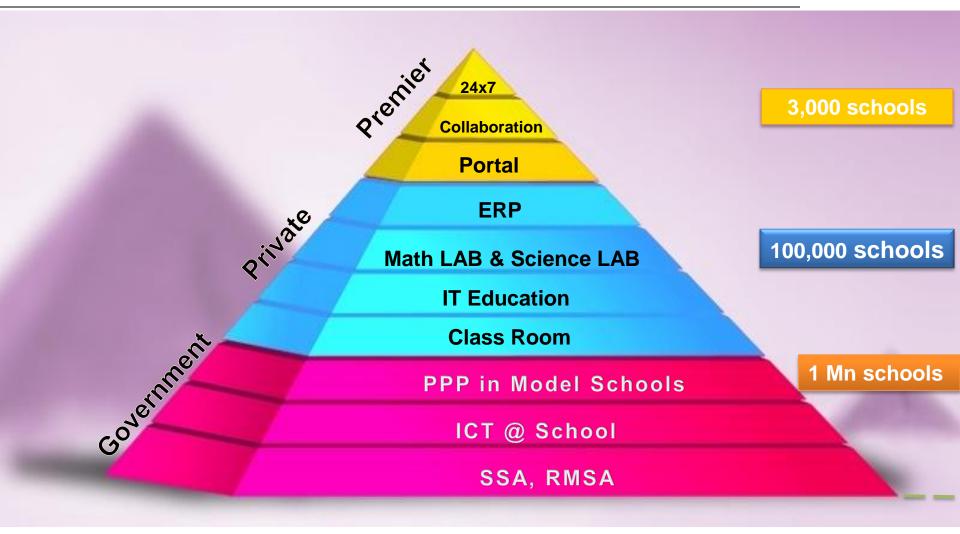




# SCHOOL LEARNING SOLUTIONS

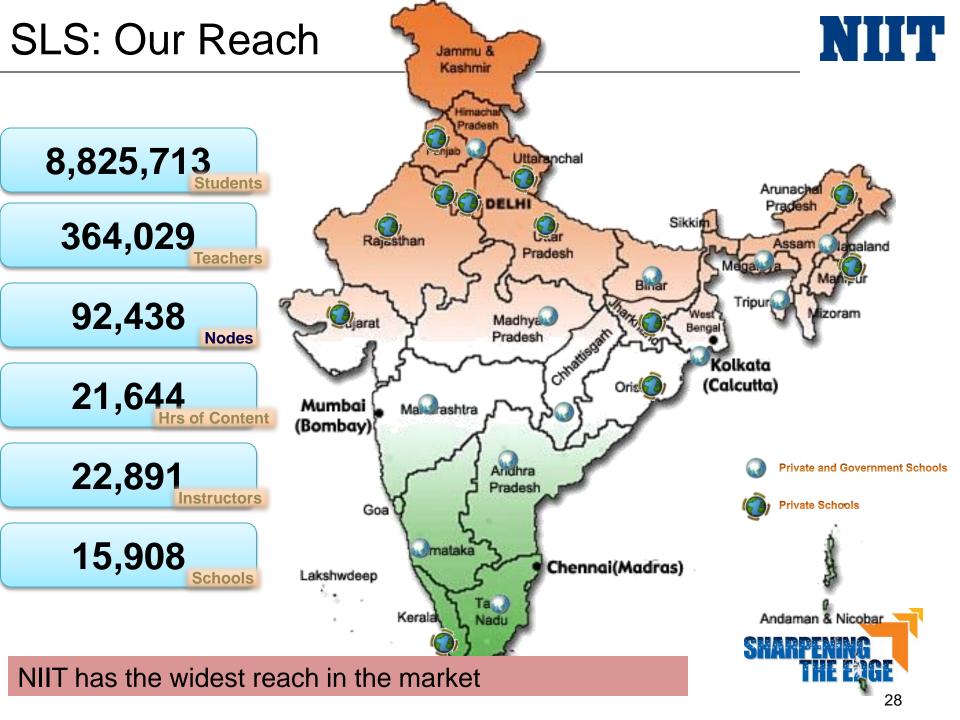
## Schools: Opportunity Space





Products and services for improving school education





## NIIT eGuru solutions portfolio





**Interactive Class Room** 



Math Lab





Science Lab



Quick School (ERP)



Web & Multimedia curriculum



Shared computing









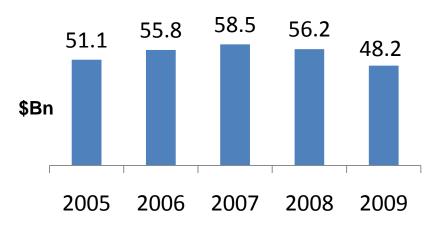


# CORPORATE LEARNING SOLUTIONS

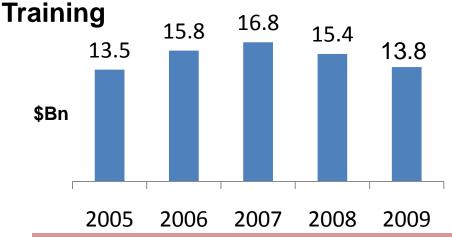
## **Corporate Training Market**



#### **US Corporate Training Spending**



## US: Spending On Outsourced



#### Global training spend \$100Bn+

- 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



## **Corporate Learning Solutions**



## 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

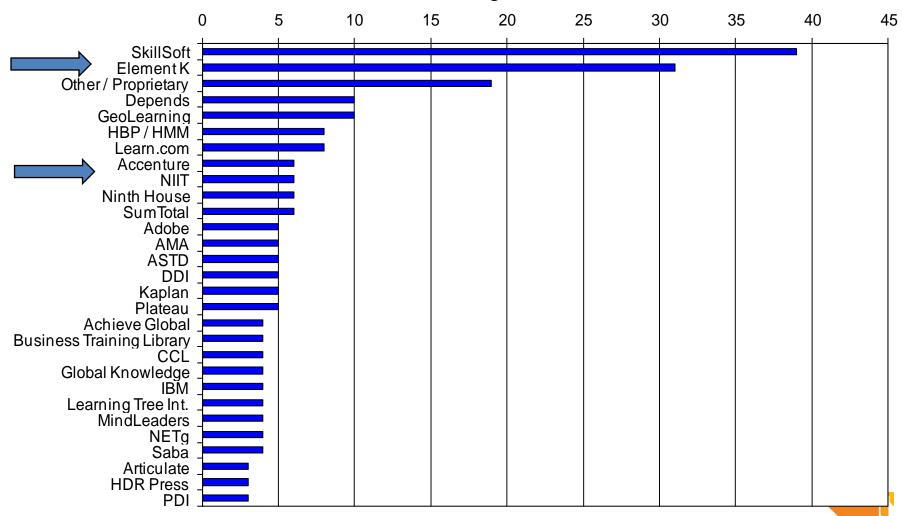






# What are the top three brands you think about when considering a vendor for learning products and services?

Unaided; CLO Magazine







## **YEAR 2009-10**

## 2009-10: The Year That Was...



#### Beginning Of Year

#### Environment

#### **End Of Year**

- Global economic turmoil; widespread fear of economic collapse
- Recessionary trends in many economies; extreme risk aversion
- Cut back on investments and recruitment across sectors

- Signs of economic recovery, globally
- Return of business confidence; projections of robust recruitment across sectors
- Robust growth projections for India, China and other EMs

#### **NIIT**

- Flat to negative YoY growth in Q1 for most businesses of NIIT
- Focus on profitability through efficient cost management
- Scale back of investments

- Positive growth returns in most business segments
- Aggressive push to growth and profitability
- Renewed focus on new products and new initiatives

Steady improvement in business environment through the year



## NIIT's Initiatives In The Difficult Year

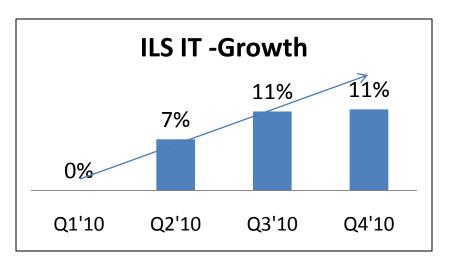


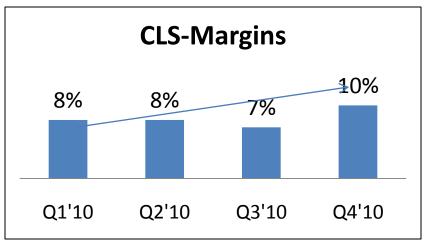
- Introduction of new product lines including hardware & networking, business intelligence, and ERP training to expand its market
- Re-alignment of products with changing market demand, such as job focused short duration courses for ILS
- Extended partnerships across domains, including IBM & SAP in IT, 4 new management institutes, 14 banks and other financials institutions
- Thrust on government sponsored business, India and neighboring countries
- Strengthening the online learning library for corporate training
- Aggressive cost and capex management

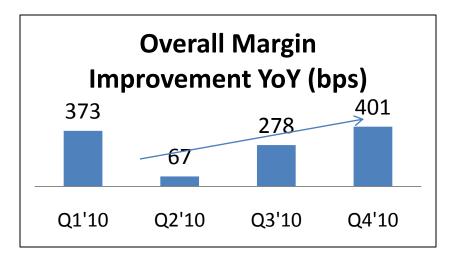


# The Initiatives Led To Steady Improvement In Business Parameters









## Other lead indicators

- Accelerating pace of enrolments growth - H1: 7%, H2: 20%
- Closing order book Rs 8418 Mn
- EBITDA growth 32%



# 53 Awards During The Year



| CIO 100 Award 2009 | BCG 50 Local Dynamos |
|--------------------|----------------------|
|--------------------|----------------------|

Business Superbrands 2008 ICT Enabled School of the Year

Best Learning Partner Award Civil Society / Development Agency Initiative of

the Year

The Best Green IT Project Government / Policy Initiative of the Year

India's Most Customer Responsive Educational Most Influential IT Training in China

Institution

Innovation in ICT in Education Brandon Hall Excellence in Learning Award

Indian Franchisor of the Year Top IT Training Company Award

The Gold for Excellence in E-Learning Award The ICT Gold Medal (Vietnam)

NIIT e-Guru among top 100 franchise



## FY'10: Consolidated Financials



| (Rs. in mn)                      | FY'10  | FY'09  | YoY (%) |
|----------------------------------|--------|--------|---------|
| System wide Revenues             | 17,964 | 16,893 | 6%      |
| Net Revenues                     | 11,993 | 11,486 | 4%      |
| Operating expenses               | 10,425 | 10,300 | 1%      |
| EBITDA                           | 1,569  | 1,186  | 32%     |
| EBITDA%                          | 13%    | 10%    | 275 bps |
| Depreciation                     | 751    | 647    | 16%     |
| Other Income                     | -329   | -45    | -284 mn |
| Profit before Tax                | 488    | 493    | -1%     |
| Tax                              | 108    | 104    | 4%      |
| Operational Net Profit           | 380    | 389    | -2%     |
| Share of Profits from Associates | 322    | 309    | 4%      |
| PAT                              | 702    | 698    | 1%      |
| Basic EPS (Rs.)                  | 4.3    | 4.2    | 1%      |

# FY'10: Financial Highlights



- Consolidated System wide revenues Rs. 17,964 mn, up 6% YoY
- Net Revenues at Rs. 11,993 mn, up 4% YoY
- EBITDA Rs. 1,569 million; up 32% YoY, EBITDA margin at 13% improved by 275 bps YoY.
- Net Profit Rs. 702 million
- EPS of 4.3 per share; Board recommends dividend of 70%, Rs. 1.40 per share

## **Key Drivers**

- Enrolment backed growth in Individual segment. Increasing acceptance of School Solutions. Growth in Learning Products
- Improved IP based product mix. Continued benefit of cost management actions

Improved profitability in a challenged environment



# FY'10: Business Highlights



## **Individual:**

- Net revenues at Rs. 4,275 million; Up 7.4% YoY
- EBITDA at Rs. 987 million, up 14%.EBITDA margin at 23%, up 136 bps
   YoY

## **Schools:**

- Net revenues at Rs. 2,000 million, up 45% YoY
- EBITDA at Rs. 296 mn, up 38% YoY

## **Corporate:**

- Net Revenues at Rs 5,422 million
- EBITDA at Rs. 437 million, up 139%.EBITDA margin improvement of 490 bps YoY



# FY'10: Business Highlights



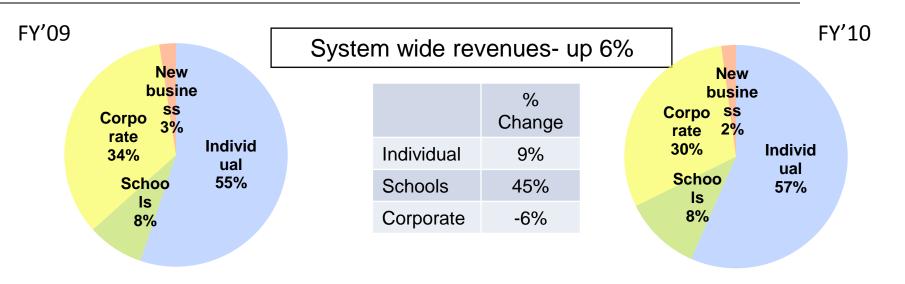
- Individual Learning Solutions (ILS -IT): Enrolments grew 12% with 24% growth in Edgeineers range of programs and 64% in Infrastructure Management Services courses. Placements continued to be strong, taking the growth to 25%.
- School Learning Solutions: 2,812 new schools added. Addition of 334 schools contributed Non Govt. revenue growth of 24%.SLS revenue growth of 45% contributed by orders from Gujarat and repeat order from Andhra Pradesh
- Corporate Learning Solutions (CLS):
   Volume growth of 7% in Learning
   Products. Key customers wins and early
   cost actions helped improved margins.

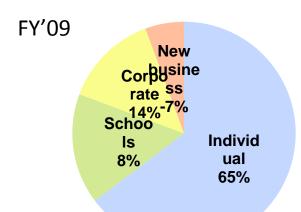




## **Business Mix**

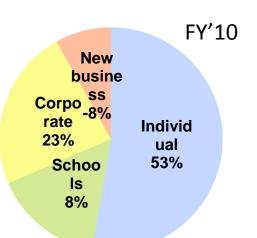






| EBITDA – Up | 32% |
|-------------|-----|
|-------------|-----|

|            | Change |
|------------|--------|
| Individual | +14%   |
| Schools    | +38%   |
| Corporate  | +139%  |
| New Biz    | -77 mn |



Cost management helped Corporate business improve profitability despite revenue contraction



## Individual - IT



| Rs. Mn               | Q4'10 | Q4'09 | % G, YoY | FY'10  | % G, YoY |
|----------------------|-------|-------|----------|--------|----------|
| System wide Revenues | 2,929 | 2,662 | 10%      | 10,163 | 9%       |
| Net Revenues         | 1,144 | 1,035 | 11%      | 4,275  | 7%       |
| EBITDA               | 282   | 237   | 19%      | 987    | 14%      |
| EBITDA %             | 25%   | 23%   | 177 bps  | 23%    | 136 bps  |

#### **FY'10**

- SWR Geo Mix: India 58%, ROW 25%, China 17%
- Enrolments Overall up 12%
- IMS enrolments up 64%
- Placements up 25%
- Pending Order Book Rs. 982 million, 70% executable in 12 months
- Launched SAP, IBM, Tally & comprehensive IMS programs
- Seat capacity added: 4% YOY



#### Q4'10

- Enrolments Overall up18% YoY . IMS +88% and Edgeineers +33%
- Placements up 13%
- MOU signed with IGNOU for joint programs
- Capacity utilization higher by 2% YoY





# **School Learning Solutions**



| Rs. Mn       | Q4'10 | Q4'09 | % G, YoY | FY'10 | % G, YoY |
|--------------|-------|-------|----------|-------|----------|
| Net Revenues | 321   | 442   | -27%     | 2,000 | 45%      |
| EBITDA       | 74    | 80    | -7%      | 296   | 38%      |
| EBITDA %     | 23%   | 18%   | 499 bps  | 15%   | -66 bps  |

#### **FY'10**

- Order Intake: Rs. 2,062 Mn
- Schools added: 2,812 (334 non Govt. schools added)
- ❖ Non Govt. revenue grew 24% YoY, Govt. revenue grew by 52%

## Q4'10

- 101 non Govt. schools added with an order intake of Rs. 153 Mn
- Non Govt. contributed 41% of revenue, grew at 16% YoY.
- Margin improvement due to better business mix and Non Govt. business growth



- Total numbers of schools serviced has reached 15,000
- Pending order book at Rs 3,316 Mn
- 31% executable in next 12 months



# **Corporate Learning Solutions**



| Rs. Mn       | Q4'10 | Q4'09 | % G, YoY | FY'10 | % G, YoY |
|--------------|-------|-------|----------|-------|----------|
| Net Revenues | 1,393 | 1,481 | -6%      | 5,422 | -6%      |
| EBITDA       | 141   | 95    | 48%      | 437   | 139%     |
| EBITDA %     | 10%   | 6%    | 371 bps  | 8%    | 490 bps  |

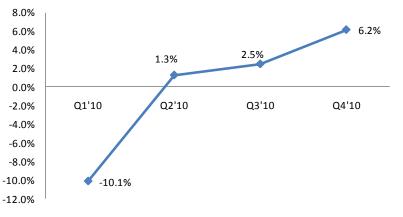
#### **FY'10**

- Online Learning Products business grew at 7% YoY
- Order intake for the year at \$127.5 Mn
- 3 Multi million dollar deals signed during the year

#### Q4'10

- USA revenues flat in volume terms after de-growth in the last few quarters
- Online Learning Products business grew at 15% YoY
- Product mix change and cost management helped margin growth. Learning Products now 33% of product mix.
- ❖ Order Intake \$ 30.9 Mn, up 2% YoY; indicative of improving fundamentals
- ❖ Pending order book at \$ 90.3 Mn; 58% executable in next 12 months

#### **CLS Volume Growth % YoY**





## **New Businesses**



| Rs. Mn               | Q4'10 | Q4'09 | % G, YoY | FY'10 | % G, YoY |
|----------------------|-------|-------|----------|-------|----------|
| System wide Revenues | 112   | 67    | 66%      | 379   | -7%      |
| Net Revenues         | 92    | 50    | 82%      | 296   | -11%     |
| EBITDA               | -22   | -48   |          | -152  |          |

- FMT enrolments grew at 58% for the quarter, signaling an improving trend
- ❖ 14 more placement partners added by IFBI (Total: 24)
- ❖ 3 large BPO's added for New Hire Training business
- ❖ Q 4 Order Intake grew by 97% and enrolments grew by 61%. Overall enrolments over 4,000



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

HAVE YOU EVER HAD A JOB OFFER

RUNNING BEHIND YOU!!!

LESS THAN A MONTH'S TRAINING

NEED TO PAY JUST RS. 4000/-





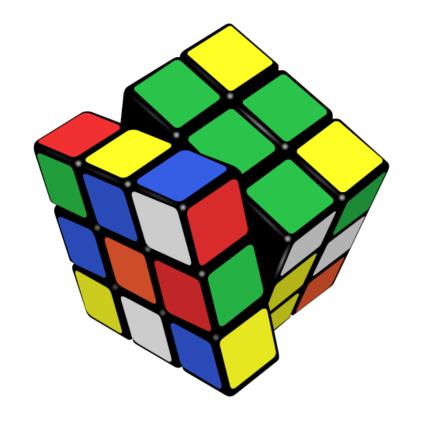


# **FUTURE DIRECTION**

## The Building Blocks For NIIT's Future Are In Place



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





# Foundation Of Core Competencies



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

Pedagogy

Creation of quality learning materials

Technology

Management of distributed delivery of education

Partnerships

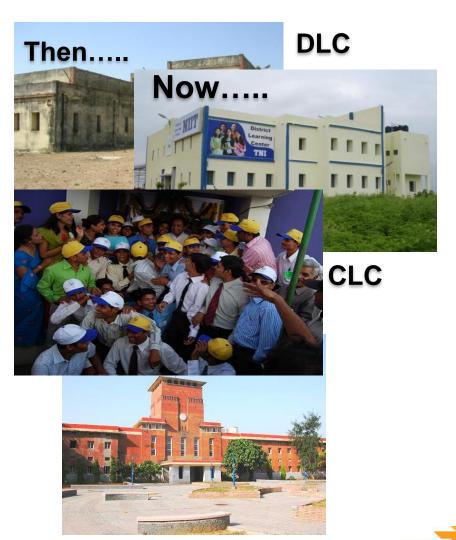
Building sustainable partnerships



## New Capabilities Added Will Propel Business Forward



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



## Macro Trends & Business Indicators Are Favorable



## 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



## **Increase Depth**

- New products SAP, SAS, IBM
- New tie ups & partnerships IGNOU
- Greater alignment to industry needs

## **Grow Horizontally**

- New Verticals and Segments addressed
- English Plus
- Training Dot Com

# **Expand Coverage**

- Expanded geographic coverage
- Expanded demographic coverage e.g.
   District Learning Centers,
- New Delivery

   Formats –
   Synchronous
   Delivery,
   Training.com

Multi dimensional growth strategy



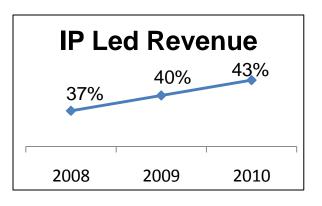
# Increasing IP Led And Annuity Based Revenue, And Contribution From New Businesses

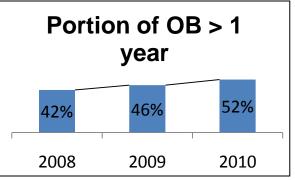


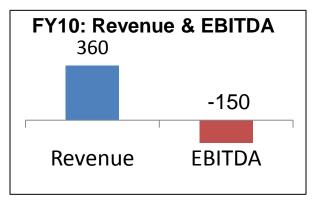
 Non-linear revenue growth will support profit growth

 Increasing proportion of annuity based order book

 New business expected to achieve critical size and profitability







## **ILS - Future Direction**



## **Key Business Challenges**

- Although improved, decision making by potential students continues to be slow
- Cost-effective growth of enrolments

#### **NIIT's Initiatives and Responses**

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

#### **Positive Business Trends**

- Increasing enrollments in specific segments: Edgeineers (35%) and IMS (88%) Q4FY10
- ILS- IT placements continue to grow (25% FY 10)
- Sustained growth in International business

- Continued growth in IMS enrolments
- Entry into higher-end training opportunities
- Entry into new areas like IBM technologies
- Margin expansion due to growth in revenue, Cost control & product mix



## **SLS-Future Direction**



#### **Key Business Challenges**

- •Rapid scale up of private schools business
- Capital requirement 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
- 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

- Growth in GSA segment to remain strong
- Growth in Private schools on improved offering set
- Assured annuity revenue from existing order book



## **CLS- Future Direction**



## **Key Business Challenges / Opportunities**

- Rapid scale up of e-Learning Products business
- Softness in Custom Content development and in Print & Publishing
- IT companies looking at outsourcing customer education in Europe and APAC

## **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 (15%Q4FY10)
- Growing pipeline of deals for Training Outsourcing
- Economic upswing leads to higher spending on training and skill building in India

- 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**

- 58% growth in Q4 FMT enrolments and strong talent requirements
- Successful placements of students in select Banks & BPO Companies
- Successful pilot of low cost delivery models

- Expected to recover further on the back of strong hiring plans by Banks and Insurance Companies
- Executive Management education to gain momentum
- Skill development spends of Govt. to contribute



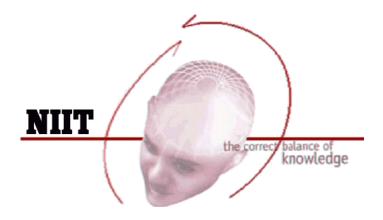
# Summarizing



- The emerging environment for Education and Training presents a huge opportunity
- NIIT is strongly positioned to take advantage of the emerging opportunities
- Our current businesses and competencies are aligned to attractive markets
- We have a strong financial track record, and in the past have successfully dealt with market adversities and uncertainties
- Our recent and continuing initiatives to enhance growth and returns will lead to a greatly improved performance in the coming years







# Leadership In The Century Of The Mind