

# NIIT

**NIIT Limited**

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New Delhi 110 019, India  
CIN: L74899DL1981PLC015865

www.niit.com

November 30, 2015

**1.National Stock Exchange of India Ltd**

Listing Department  
Exchange Plaza  
5<sup>th</sup> Floor, Plot no C/1, G Block  
Bandra Kurla Complex  
Bandra (E), Mumbai – 400 051

**2.BSE Limited**

Corporate Relationship Department,  
1<sup>st</sup> Floor, New Trading Ring,  
Rotunda Building  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai 400 001

**Sub: Disclosure / Intimation pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

Dear Sir,

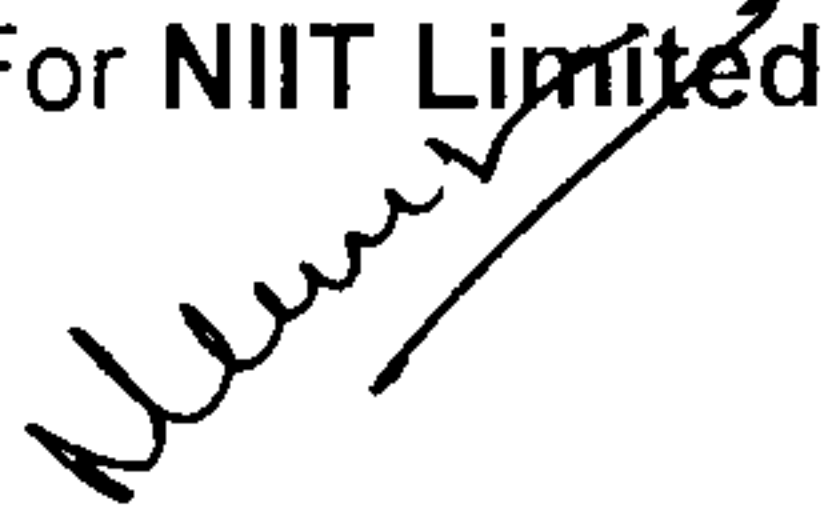
Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Part A of Schedule III, this is to inform that Rohit Gupta, CFO and Kapil Saurabh, Head – Investor Relations, NIIT Limited will be meeting Investors in a conference hosted by Edelweiss at Hotel Sofitel, BKC, Mumbai on 1<sup>st</sup> December, 2015.

Please find enclosed herewith the copy of presentation for your information and records.

Kindly acknowledge the receipt.

Thanking you,

Yours faithfully,  
For NIIT Limited



**Mukesh Kumar**  
Company Secretary

Encl: as stated above





**Investor Presentation**  
**Edelweiss Investor Conference**  
**December 1, 2015**

# Agenda

- NIIT: Company Overview
  - Corporate Learning Group
  - Skills & Careers Group
  - Schools Learning Group
- Business Transformation
- Q2'FY16 Results Update
- The Next Frontier: Future Direction

# NIIT: IT Training To GTD

Key Competencies Developed:

- Pedagogy
- Management of distributed delivery process,
- Partnerships

Training and IT Services business  
CAGR >50% +

Global Talent Development Company

CLG

SNC

SLG

Pioneered Franchising in Education

Established

IPO

IT Industry Slowdown

Demerger of IT Services

IFBI, Imperia

nGuru

Uniqua

MTS, Cloud Campus, NYJ

Exited Element K

StackRoute, NIIT.tv

1982

1993

2000

2004

2006

2008

2011

2015

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

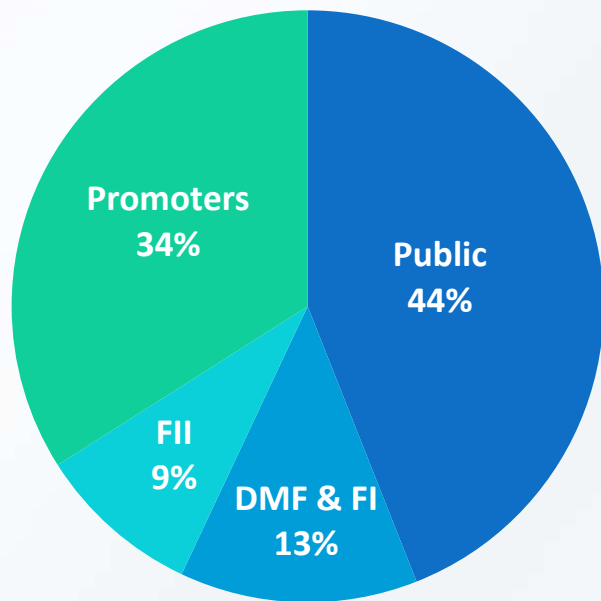
# NIIT: Business Structure

Corporate Learning	Skills & Careers	Schools Learning
Rs 4,878 Mn, 51%	Rs 3,283 Mn, 34%	Rs 1,413 Mn, 15%
Productivity	Employability	Academics
US, Europe	India, China	India
<ul style="list-style-type: none"> <li>Managed Training Services</li> <li>Custom Projects</li> </ul>	<ul style="list-style-type: none"> <li>Service Sector skills</li> <li>Professional Life skills</li> </ul>	<ul style="list-style-type: none"> <li>Teaching &amp; Learning Solutions</li> <li>School Services</li> </ul>

Percentages reflect share of Net Revenue for the business for FY15, and are rounded to nearest integer

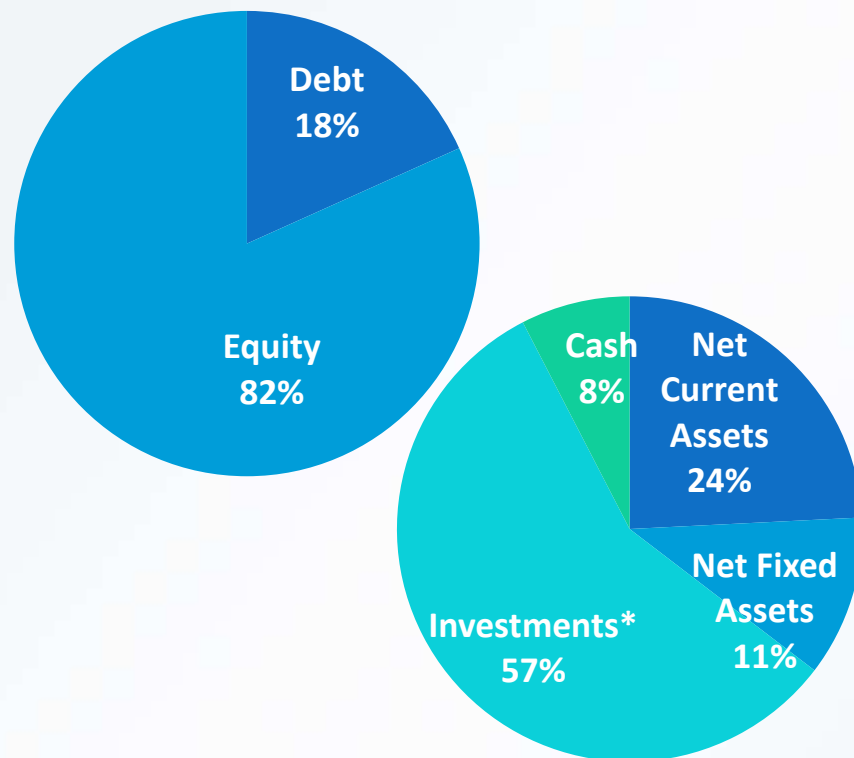
# Capital Structure

## Shareholding



No of Shares: 165.2 million

## Total Capital Employed – Rs. 9,508 million



\*NIIT Limited owns 23.72% of NIIT Technologies

# NIIT has made significant contribution to training and education, globally



Skilled over 4 M students over the last 10 years

Career courses in IT, ITES, BFSI, Mgmt, Retail, Telecom etc

439 B2C education centers

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

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

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



Technology enabled over 10 M school children

Trained over 400 K school teachers to leverage technology

74% students prefer learning mathematics with NIIT Math Lab

# ...and has received numerous recognitions and awards

Highest Rated Education Brand



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



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



23 Brandon Hall awards for Corporate Training



NIIT received Dataquest 'Top IT Training Company' Award for the 20<sup>th</sup> consecutive year

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





## **Business Overview**

# Corporate Learning: End to End Servicing Capability

Helping Companies  
Run Training like a Business



Over 70 Industry Awards



CHIEF LEARNING OFFICER  
Learning In Practice  
Awards



CURRICULUM &  
CONTENT

LEARNING  
DELIVERY

LEARNING  
ADMINISTRATION

STRATEGIC  
SOURCING

LEARNING  
TECHNOLOGY

# Corporate Learning: Marquee Customers

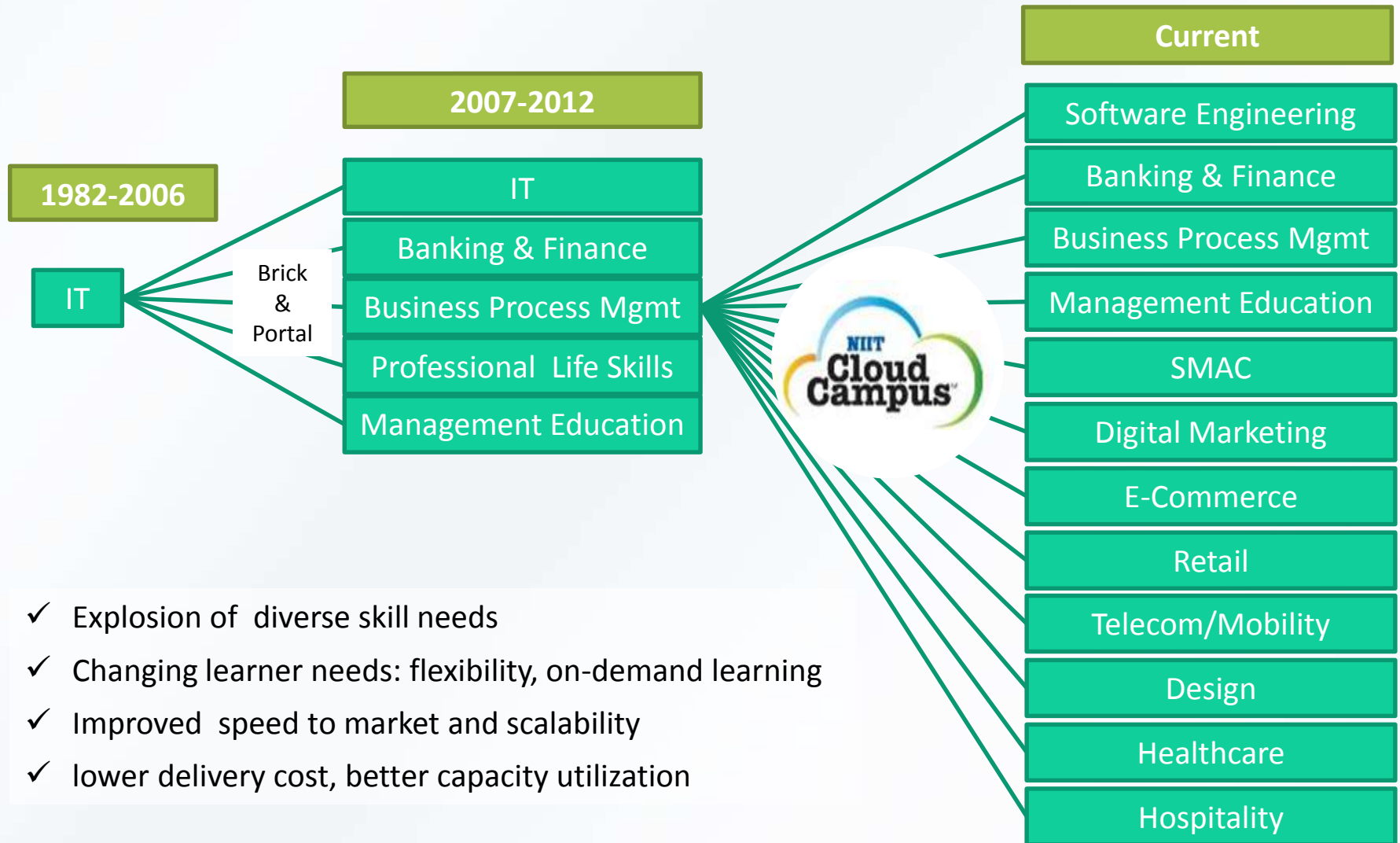


Logos represented above are trademarks of respective companies

# Skills & Careers: A New Way Of Learning



# 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



# Schools Learning: nGuru Solutions Portfolio for Schools



**Teacher Training**



**Math Lab**



**School Consultancy**



**Quick School @ Cloud**



**IT, Web & Multimedia**



# Schools Learning: Credentials

10 Mn +

Students

400 k +

Teachers

100 k +

Nodes

24 k +

Hrs of Content

45 k +

Instructors

16 k +

Schools



Cumulative



## Business Transformation

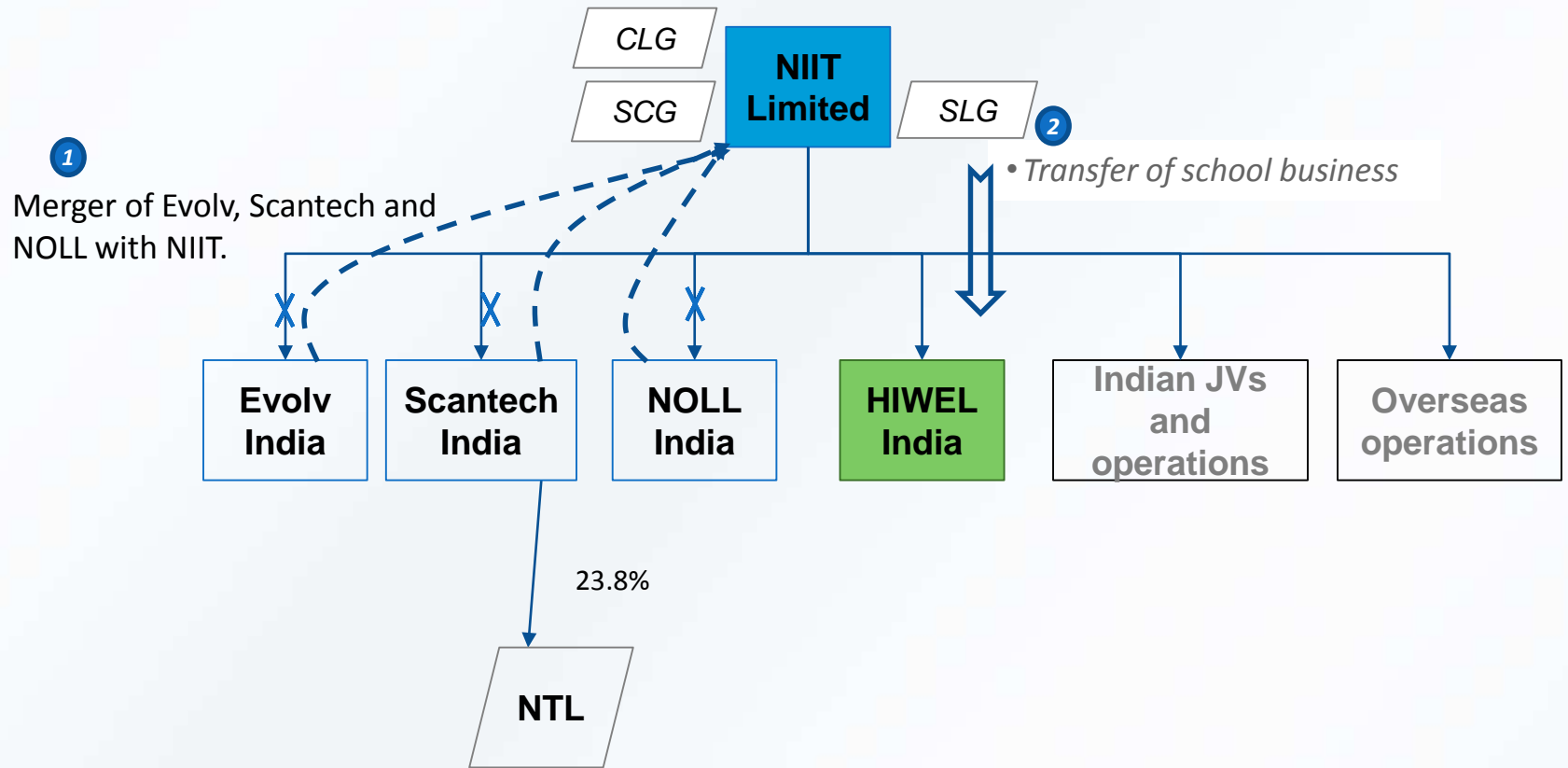


# Business Transformation Journey

- Top management succession and strengthening the leadership team
- Rationalization of Subsidiaries: Scheme of Arrangement
- Reassessment of existing Business/ Geographies/ Products

**Focus on Asset light, Growth oriented Businesses**

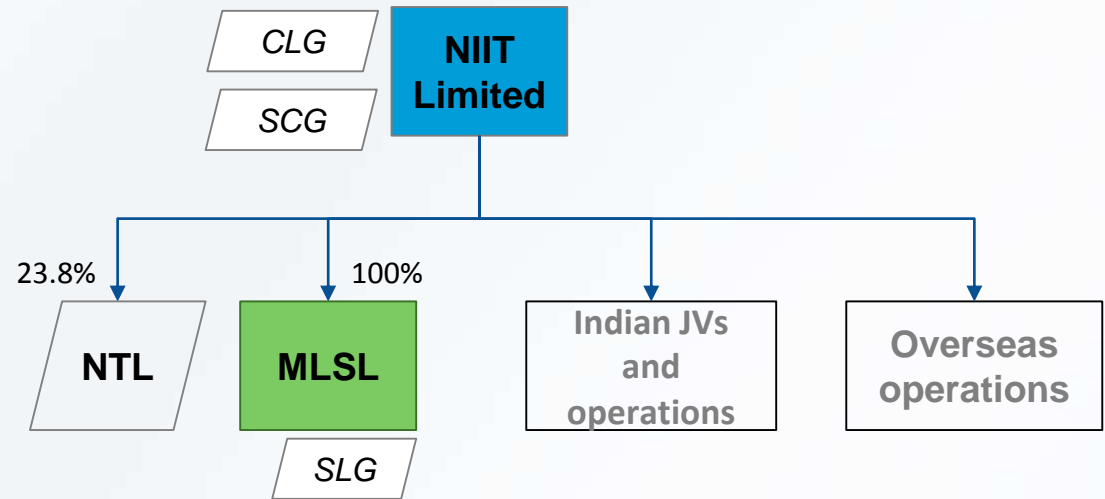
# Business Transformation: Scheme of Arrangement



**Appointed Date: 01 April 2014**

# Business Transformation: Resulting Structure

- Simplified entity structure to reflect realigned business operations
- Enabling structure for more funding opportunities for Schools business



***Appointed Date: 01 April 2014***

# Business Transformation

## Reassessment of existing Business/ Geographies/ Products

1. Exit capital intensive government businesses and capex driven models in schools
2. Sharpen focus on Skills & Careers business on the larger markets and exit other international geographies
3. Capacity & Structure consolidation of Skills & Careers business
4. Product portfolio rationalization – exit low margin products

- **Sharpen focus on Growth oriented products, businesses & geographies**
- **Annualized run rate saving of Rs 252 mn in people and premise costs**



## Q2'FY16 Results Update

## Environment

- Increased global economic uncertainty driven by slowdown in emerging markets. IMF cut global growth forecast for CY2015 to 3.1% (vs 3.3% earlier)
- Lower commodity prices and volatility in exchange rates creates risks and opportunities
- Corporate spending on training in US and Europe remains robust; Companies are looking for ways to drive efficiency and effectiveness in training to improve business performance
- GOI planning structural reforms to improve business environment. However uncertainty on timing continues to impact investment sentiment
- Government continues to focus on driving skills development to drive sustainable and inclusive growth
- Start-ups disrupting traditional industries and driving demand for new-age skills. India ranks third among global start-up ecosystems with more than 4,200 new-age companies. Create 80,000 jobs in 2015 (NASSCOM)

# NIIT Growth Platforms

**NIIT**

## Corporate

### MTS

- 26 global MTS customers vs 23 in Q2 FY15
- Revenue visibility at \$191 mn vs 164 mn in Q2 FY15

## Skills & Careers

### Beyond IT & Cloud Campus

- Beyond IT contributes 40% vs 29% in Q2 FY15
- 59% centres cloud enabled
- 76% portfolio cloud enabled

## Schools

### nGuru

- Signed 65 Schools in Q2. Total 2,803 schools addressed
- Focussed IP led private school business contributes 26%

**Liquidity, Profitability and Capital Efficiency**

# Q2'FY16: In Perspective

## Corporate Learning Group (CLG): Continued Strong performance

- Revenue at INR 1,448 Mn up 16% YoY; Constant currency growth @ 12% YoY; EBITDA margin at 12% (rock steady consistency)
- Added 1 new MTS customer; MTS now contributes 91% to CLG revenue
- Revenue Visibility at \$ 191 Mn; Order Intake at \$23.9 Mn up 15% YoY

## Skills & Careers Group (SNC): Continued re-energization

- Revenue at INR 1,045 Mn (up 1% YoY; compared to drop of 18% in Q2FY15)
- Revenue from Focus-Business up 13% YoY compared to drop of 20% in Q2FY15
- Q2FY16 EBITDA INR 69 Mn (7% of revenue), due to overall impact of Business transformation
- Beyond-IT contributes 40% to SNC revenue compared to 29% in Q2FY15

## School Learning Group (SLG): Subsidiary implementation

- Revenue at INR 232 Mn down 27%; EBITDA margin at 6% (up 379 bps YoY)
- Focussed IP led private school business contributes 26%

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

- Revenue at INR 2,725 Mn (up 5% YoY); Revenue from Focus-Business up 13% YoY
- EBITDA at INR 252 Mn at 9% of revenue; up 230 bps YoY
- PAT at INR 208 Mn vs INR 103 Mn in Q2FY15 and INR 150 Mn in Q1 FY16
- Operating ROCE at 10.1% vs 4.5% in Q1 FY16



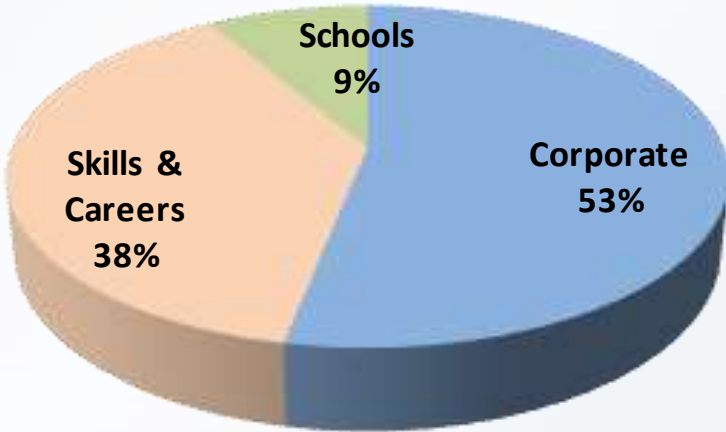
## Key Financials

INR Mn	Q2 FY'16	Q2 FY'15	YoY	Q1 FY'16	QoQ
<b>Net Revenue</b>	2,725	2,604	5%	2,332	17%
Operating expenses	2,473	2,423	2%	2,168	14%
<b>EBITDA</b>	252	181	39%	164	54%
EBITDA%	9%	7%	230 bps	7%	224 bps
Depreciation	129	147	-12%	130	0%
Net Other Income	-51	-39	-12 mn	-14	-38 mn
<b>Profit before Tax</b>	<b>72</b>	<b>-5</b>	<b>77 mn</b>	<b>20</b>	<b>52 mn</b>
Tax	11	0	-11 mn	6	-5 mn
<b>Operational Net Profit</b>	<b>61</b>	<b>-5</b>	<b>66 mn</b>	<b>14</b>	<b>46 mn</b>
Share of Profits from Associates	147	108	39 mn	136	12 mn
<b>PAT</b>	<b>208</b>	<b>103</b>	<b>105 mn</b>	<b>150</b>	<b>58 mn</b>
<b>Basic EPS (Rs.)</b>	<b>1.3</b>	<b>0.6</b>	0.6	<b>0.9</b>	0.4

- Strong growth in Corporate Learning and cessation of de-growth of Skills & Careers Group helps offset planned ramp down of government business
- EBITDA improved by 230 bps YoY on account of Business transformation and business mix
- Depreciation down 12% YoY, reflecting planned reduction in capital intensity

# Business Mix

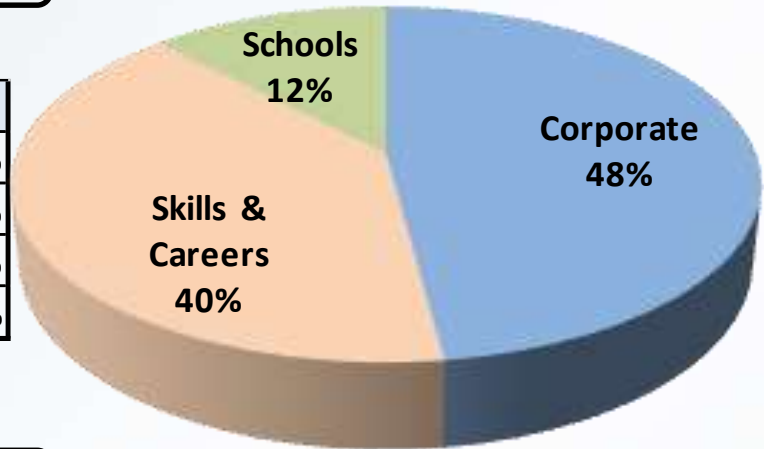
**Q2 FY16**



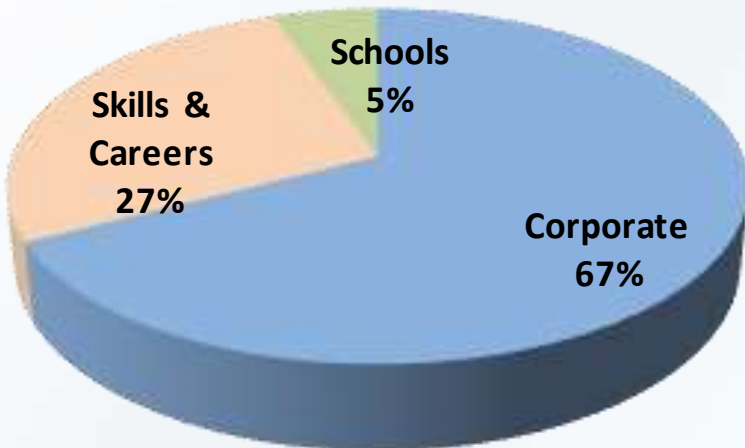
**Net Revenue**

	Growth
Corporate	16%
Skills & Careers	1%
Schools	-27%
NIIT	5%

**Q2 FY15**



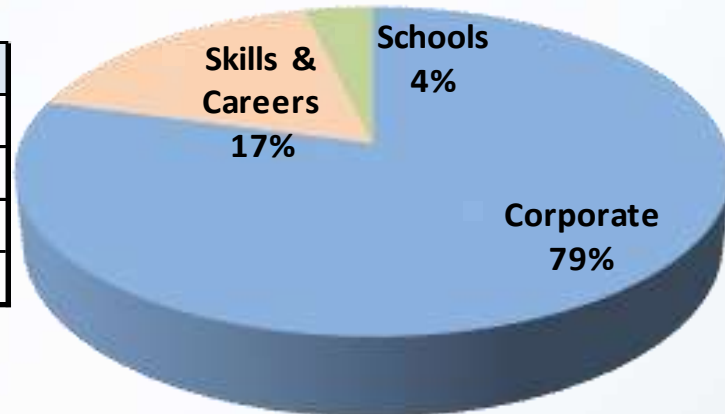
**Q2 FY16**



**EBITDA**

	Growth
Corporate	+26 Mn
Skills & Career	+38 Mn
Schools	+7 Mn
<b>NIIT</b>	<b>+71 Mn</b>

**Q2 FY15**



# Corporate Learning Group

INR Mn	Q2 FY16	Q2 FY15	YoY	Q1 FY16	QoQ
Net Revenues	1,448	1,248	16%	1,285	13%
EBITDA	170	144	18%	149	14%
EBITDA %	12%	12%	21 bps	12%	12 bps

- Revenue at INR 1,448 Mn up 16% YoY; Constant currency Revenue growth at 12% YoY
- EBITDA at 12%; Rock steady consistency
- Strong business momentum continuing in FY16, driven by growth in MTS; MTS contributes 91% to CLG revenues
- Revenue Visibility at \$ 191 Mn
- Signed 1 new MTS contract taking the no. of MTS customers to 26
- Order Intake up at \$23.9 Mn up 15%



**We all learn from our mistakes.**  
We do just that with incredible results.

Content Development and Curriculum Design is the flagship offering in our suite of Managed Training Services (MTS). Our award-winning methodology, Critical Mistake Analysis (CMA) evolved from extensive research conducted at Northwestern University's Institute for the Learning Sciences. Today, CMA is helping thousands of learners from leading companies deliver dramatic and significant business impact.

Learn more about CMA and how we're helping clients run training like a business at [www.niit.com/mts](http://www.niit.com/mts).

CURRICULUM AND CONTENT    LEARNING DELIVERY    LEARNING ADMINISTRATION    STRATEGIC SOURCING    LEARNING TECHNOLOGY

**NIIT**

[www.niit.com](http://www.niit.com)

## Skills & Careers Group

INR Mn	Q2 FY16	Q2 FY15	YoY	Q1 FY16	QoQ
Net Revenues	1,045	1,039	1%	725	44%
EBITDA	69	31	122%	-3	2095%
EBITDA %	7%	3%	359 bps	0%	704 bps

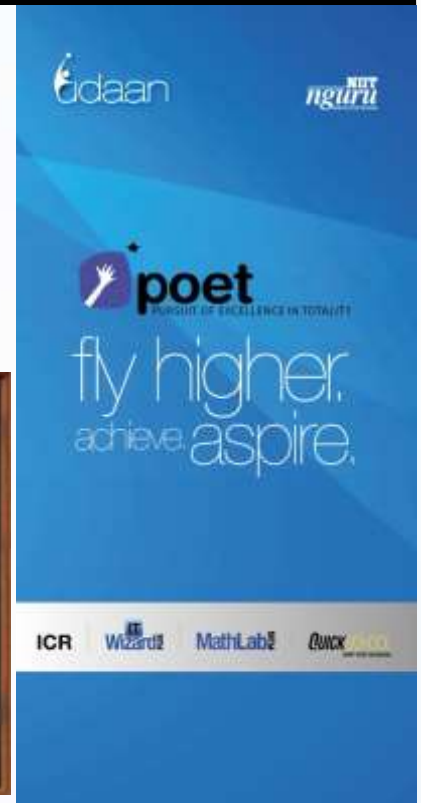
- Revenue at INR 1,045 Mn up 1% YoY (vs -3% in Q1 FY16, and -18% in Q2 FY15); Revenue from Focus-Business up 13% compared to drop of 20% in Q2 FY15
- Beyond-IT contributes 40% to SNC revenue vs 29% in Q2 FY15
- Successful turnaround on Revenue, EBITDA & Cash by go-forward Emerging Markets Overseas business (China + ROW)
- Cloud campus implemented in China



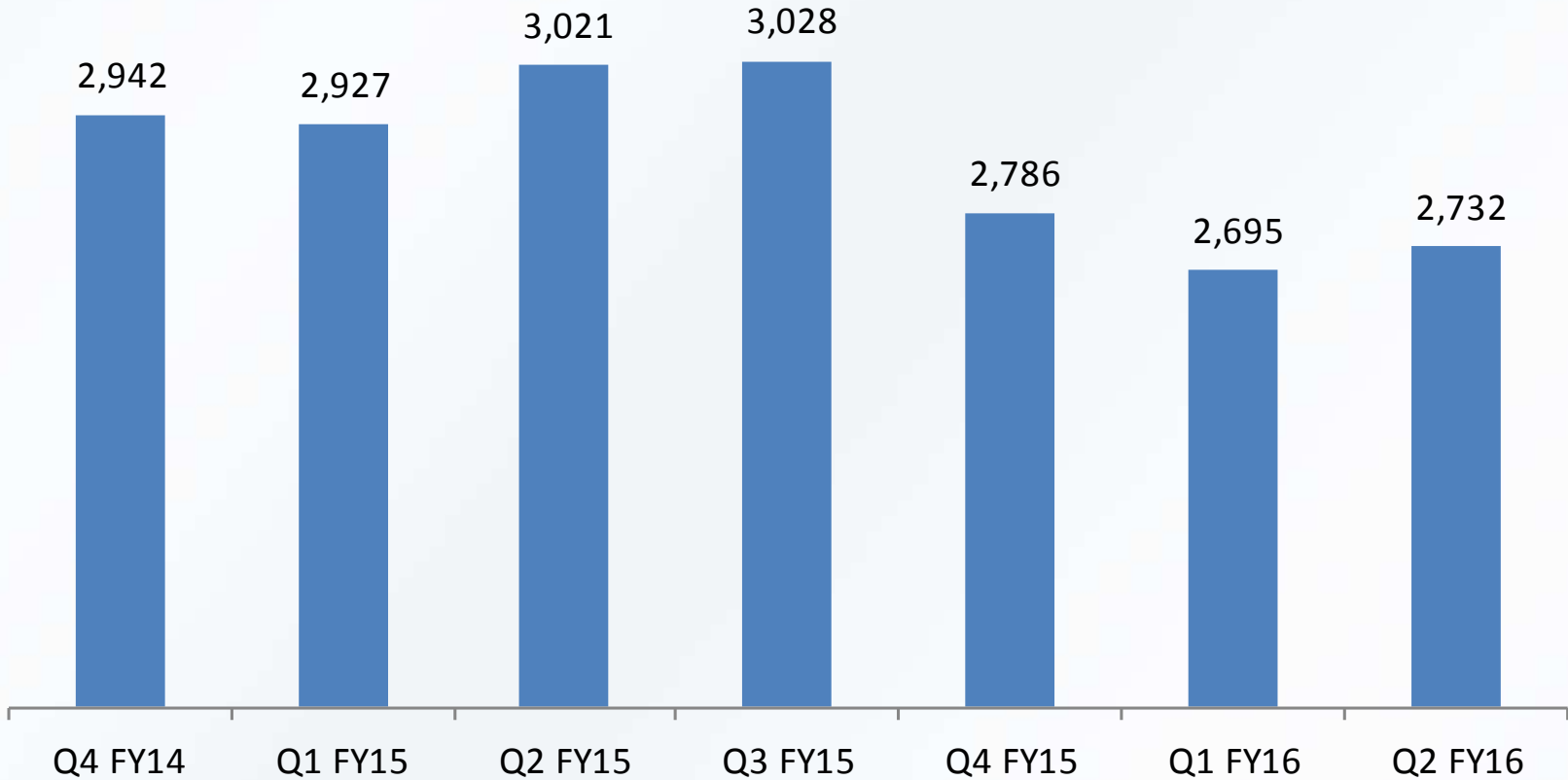
# Schools Learning Group

INR Mn	Q2 FY16	Q2 FY15	YoY	Q1 FY16	QoQ
Net Revenues	232	318	-27%	322	-28%
EBITDA	14	7	107%	18	-24%
EBITDA %	6%	2%	379 bps	6%	31 bps

- Overall revenue impacted due to planned ramp down of government school projects
- Revenue from Focussed IP led private school business contributes 26% to SLG revenue
- Added 65 schools, Order intake of INR 63 Mn



# People



Headcount up 37 QoQ and down 289 YoY

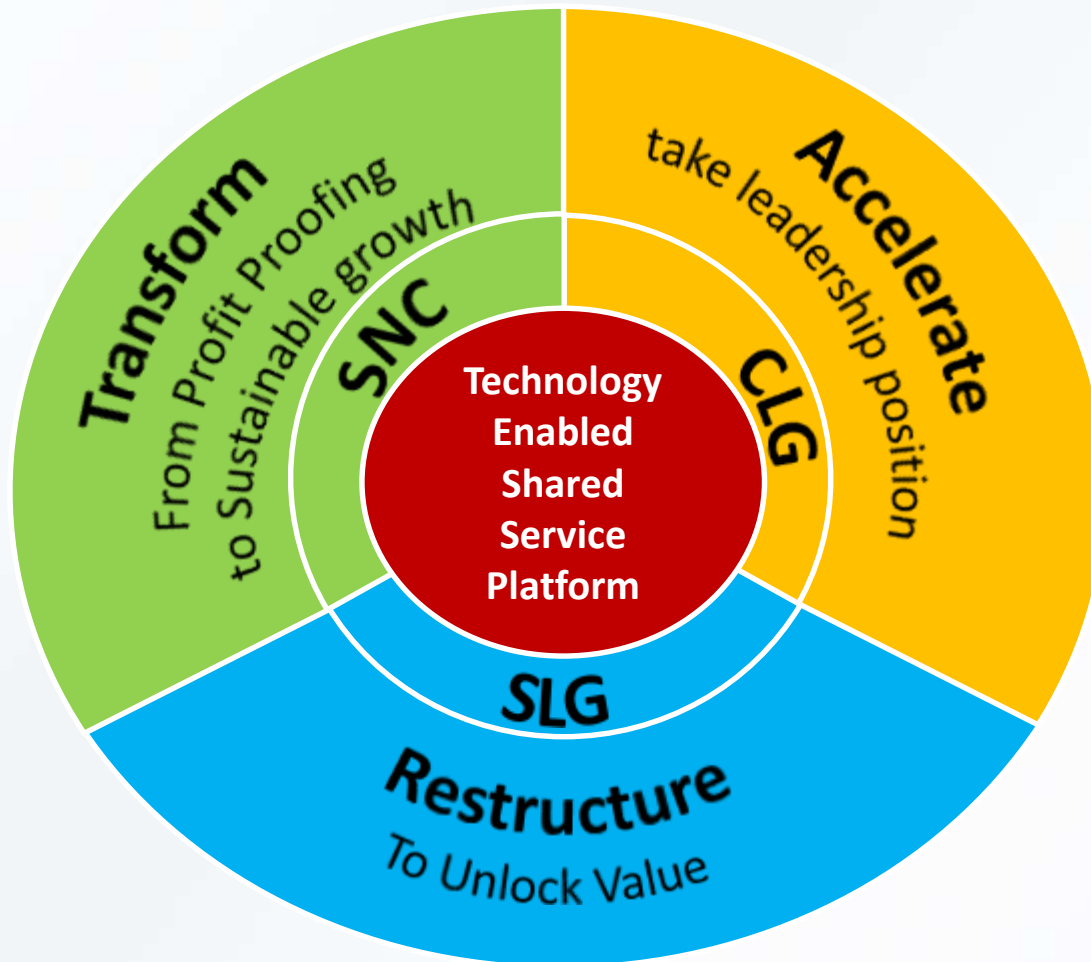
*\* excludes project retainers*



**Future Direction**



# The Next Frontier: Strategic Agenda



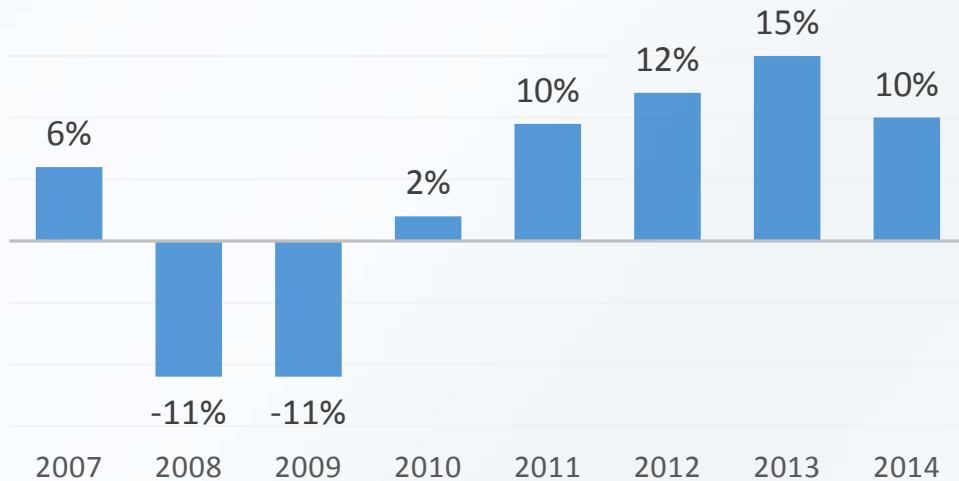




## Corporate Learning Group

Future Direction

# CLG: Corporate Training Spending



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

*Source: Bersin By Deloitte*

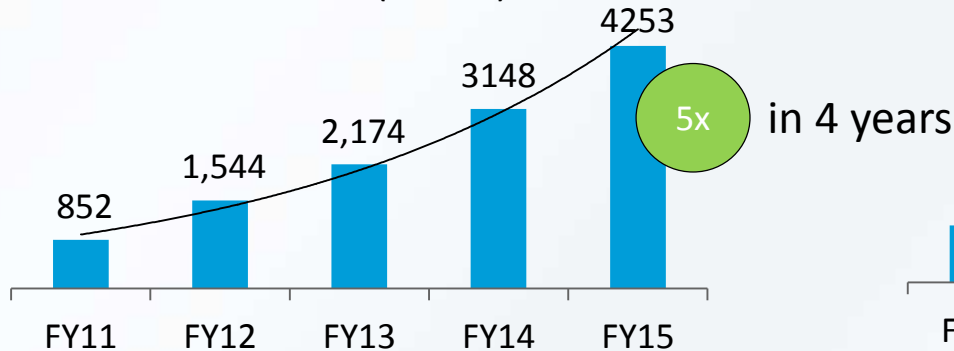
- Continued surge in corporate training spending, as US corporations focus on reskilling their workforce; underscores corporate commitment to training
- In house L&D footprint continues to shrink
- Training is a specialized function and organizations are increasingly relying on specialists to outsource training

**Corporate Training market represents a huge opportunity**

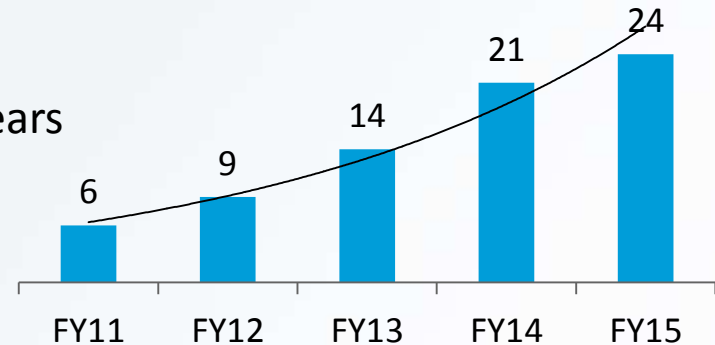


# CLG: Managed Training Services

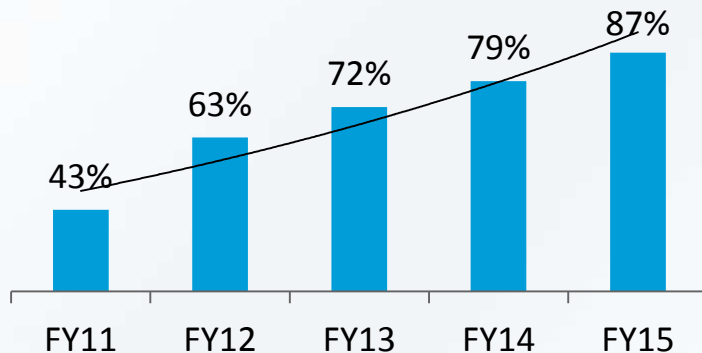
MTS Revenue (Rs Mn)



Number of MTS Customers



MTS contribution to CLG



- Large market with attractive growth opportunity; Increasing contribution from MTS
- NIIT has a differentiated competitive positioning
- 26 MTS customers; Revenue Visibility at \$191 Mn from existing contracts

**MTS continues drive steady growth for CLG business**



# CLG: Managed Training Services



**Running Training Like a Business**  
It's Time to Transform.



**Delivering Efficiency and Effectiveness In Training**



# CLG: Taking MTS to Next Level Of Growth



**Driving Scale and Profitability For CLG**

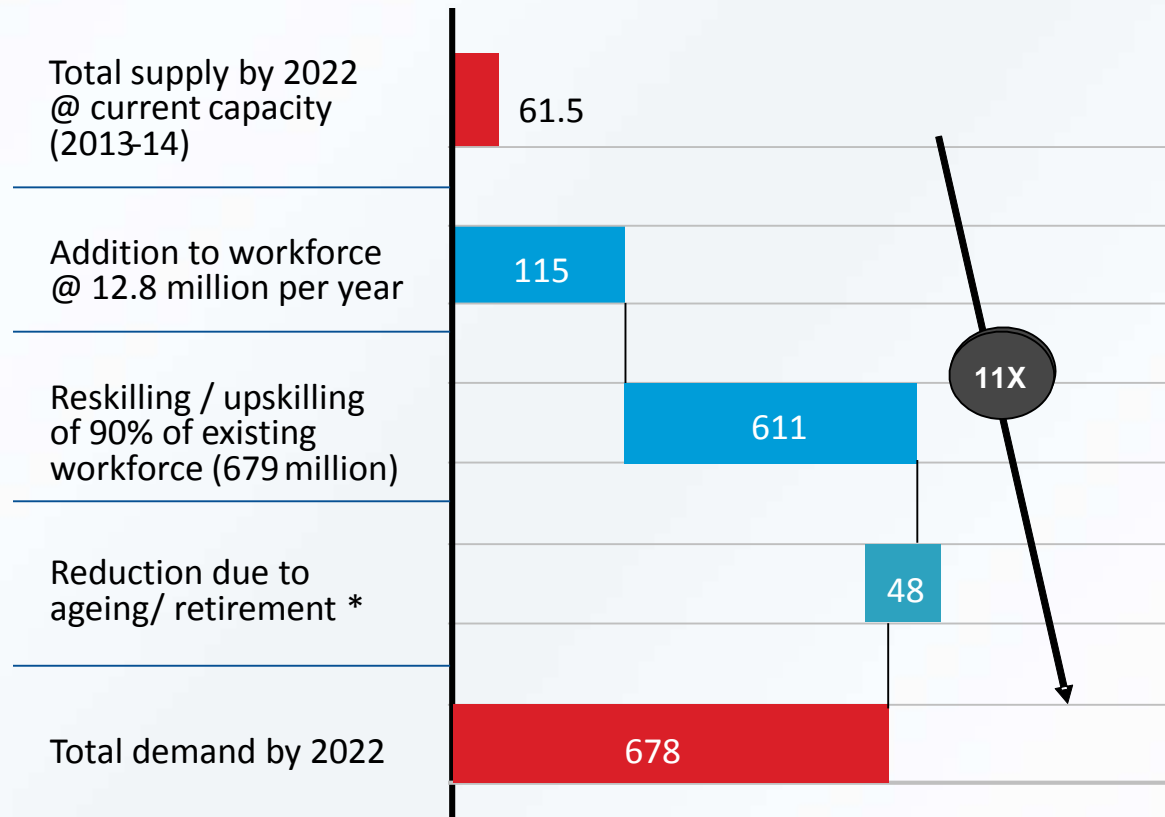




## Skills & Careers Group

Future Direction

# 2022 Projections: Huge Capacity Creation Required



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

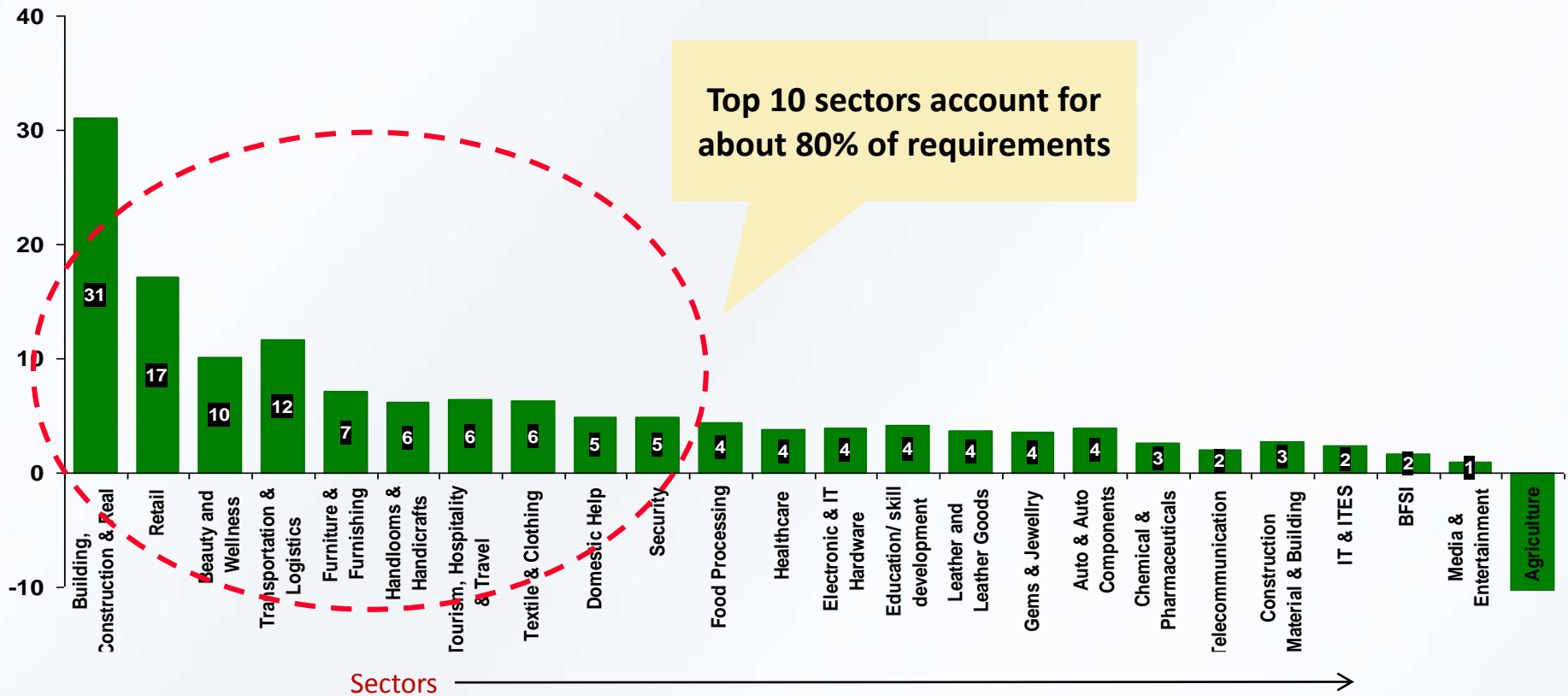
\*Assuming that the existing workforce in the age group of 51-59 will not be re-skilled

**Eleven-fold increase in capacity is required to meet aspirations**



# Skill Gaps: Sectorial Employment & Growth Opportunities

Incremental Human Resource Requirements by Sector between 2013-22 (In Million)



Source: Sector wise Human Resource and Skill Requirements Reports, 2013 – 2022; NSDC



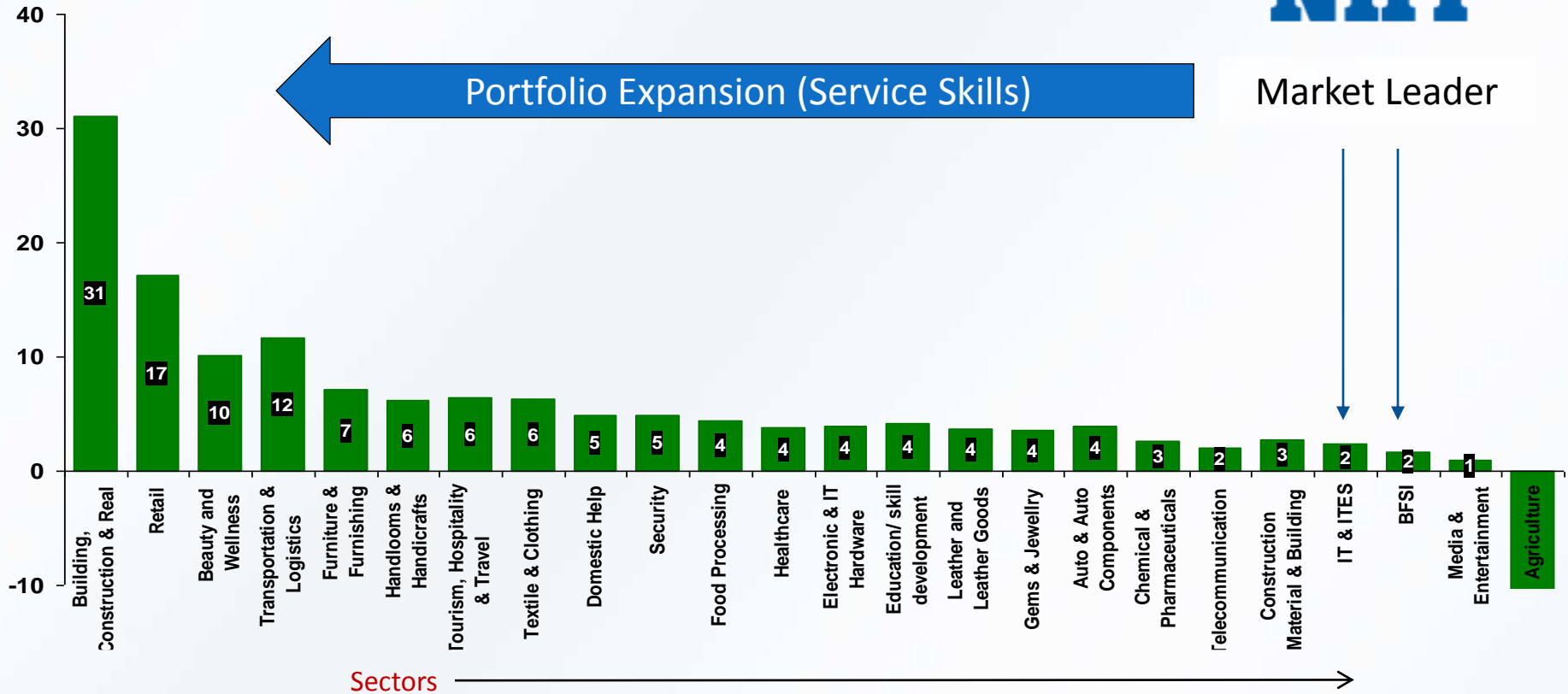
# Skill Gaps: Sectorial Employment & Growth Opportunities

Incremental Human Resource Requirements by Sector between 2013-22 (In Million)



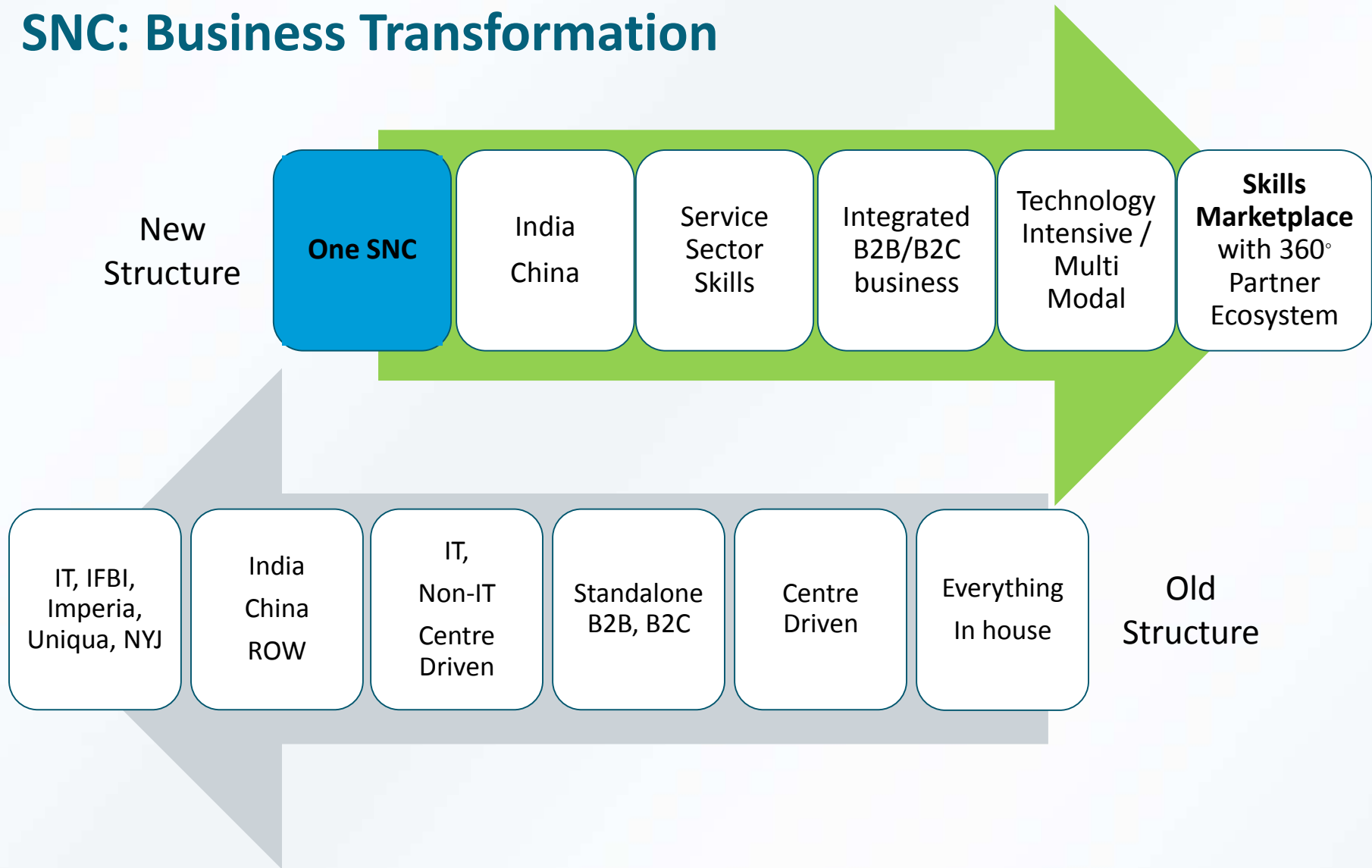
Market Leader

Portfolio Expansion (Service Skills)

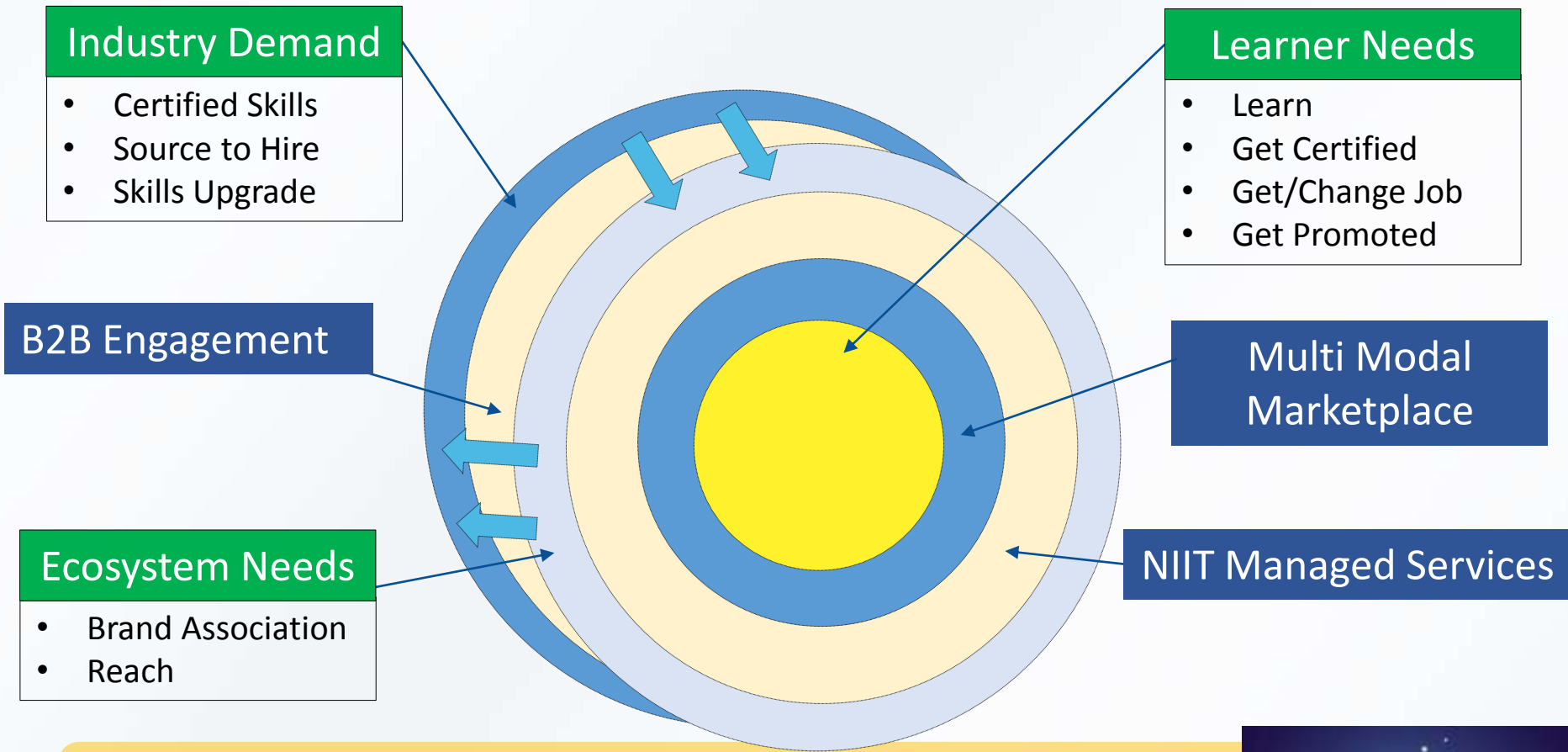


Source: Sector wise Human Resource and Skill Requirements Reports, 2013 – 2022; NSDC

# SNC: Business Transformation



# SNC: 360 Degree Partner Ecosystem



## Industry Demand

- Certified Skills
- Source to Hire
- Skills Upgrade

## B2B Engagement

## Ecosystem Needs

- Brand Association
- Reach

## Learner Needs

- Learn
- Get Certified
- Get/Change Job
- Get Promoted

## Multi Modal Marketplace

## NIIT Managed Services

**Building a Comprehensive Skills & Careers Ecosystem**

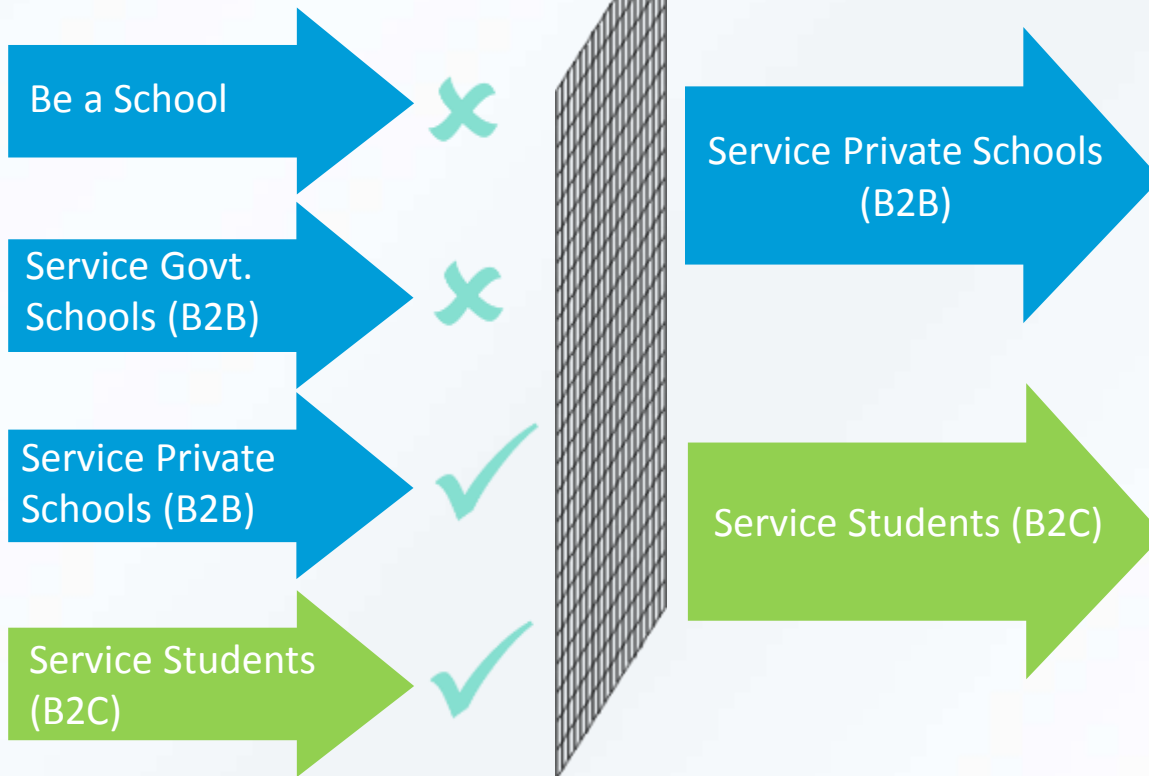




## Schools Learning Group

Future Direction

## SLG: Focus Areas

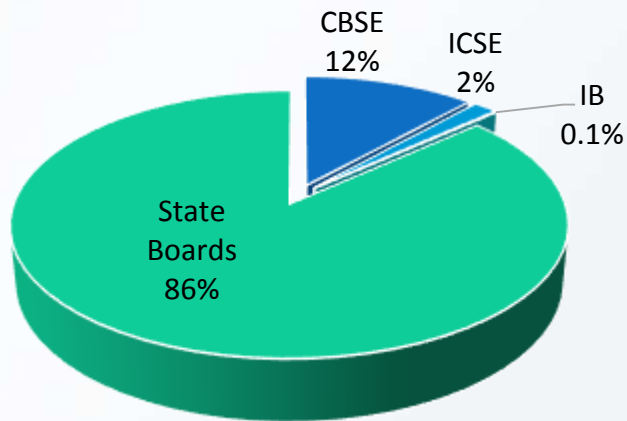


- Defocused from government schools business
- Exited capex driven business models in private schools
- No Nationally Dominant Player in private schools space with comprehensive product portfolio; Opportunity to transform and scale
- Large untapped opportunity in B2C space
- Needs separate focus and attention

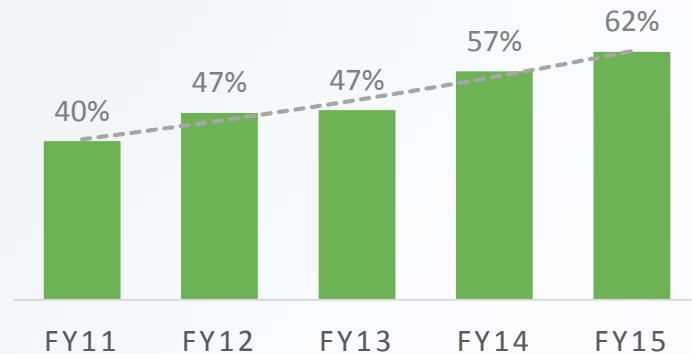
**Restructured to unlock value**

# SLG: Current B2B Opportunity Set

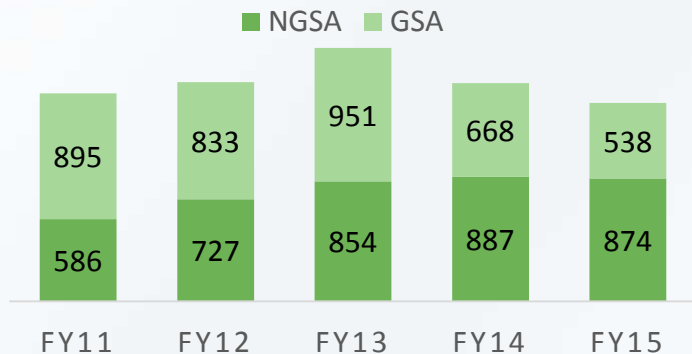
~120K Private Schools



NGSA: Share of Rev



Revenue (Rs Mn)

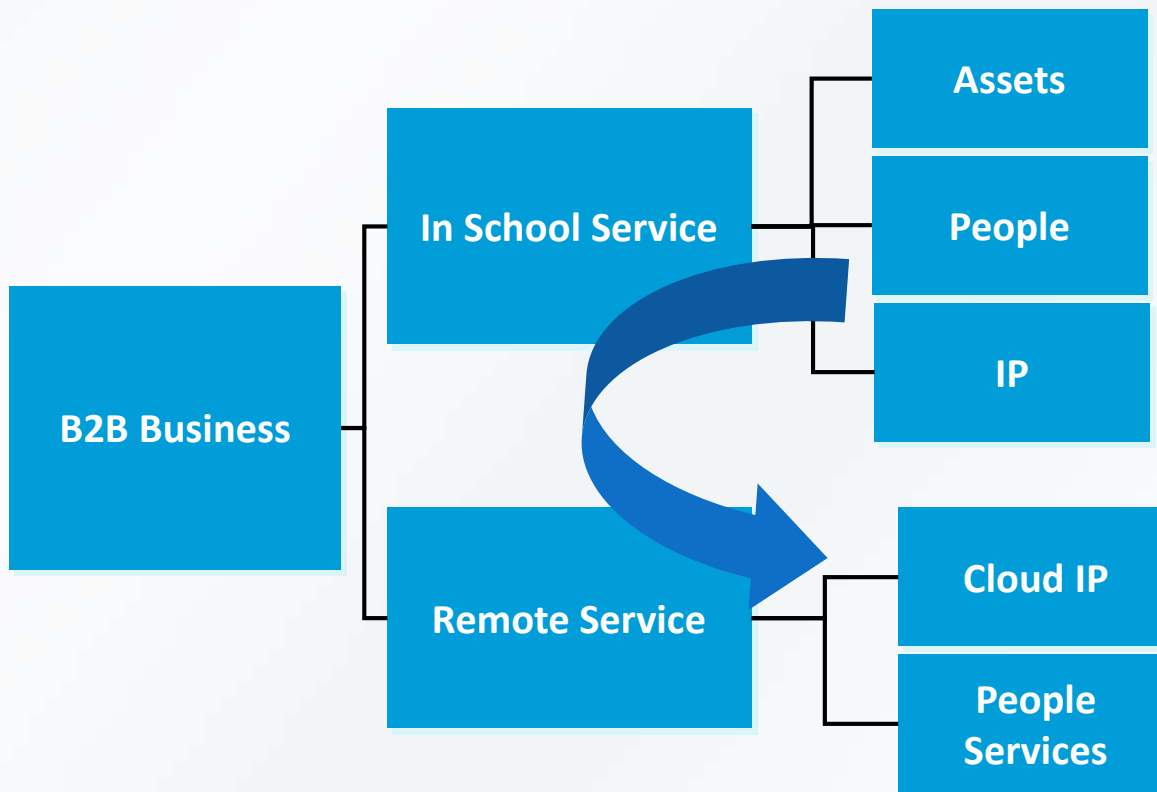


- ✓ Comprehensive product portfolio
- ✓ Leadership position in white spaces (IT, Math Lab, QS etc)
- ✓ Exit from capex driven model impacting revenue growth in short term, but quality of revenues improving

**Increasing share of business from private schools**



# SLG: Next Frontier For B2B Business



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

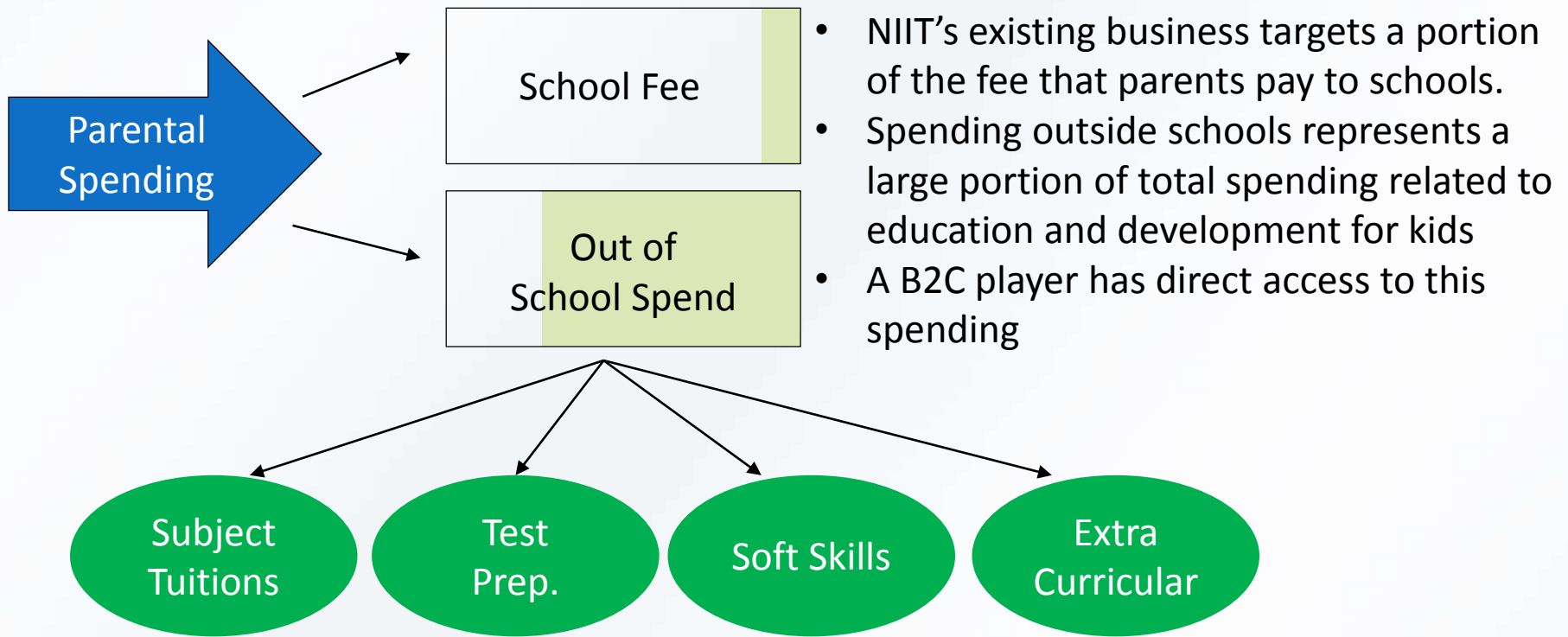
- IP driven
- Asset light
- Technology intensive
- Non linear, highly scalable

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





# SLG: K-12 Opportunity Landscape



\*Representative

**Large Untapped Opportunity in B2C Segment**



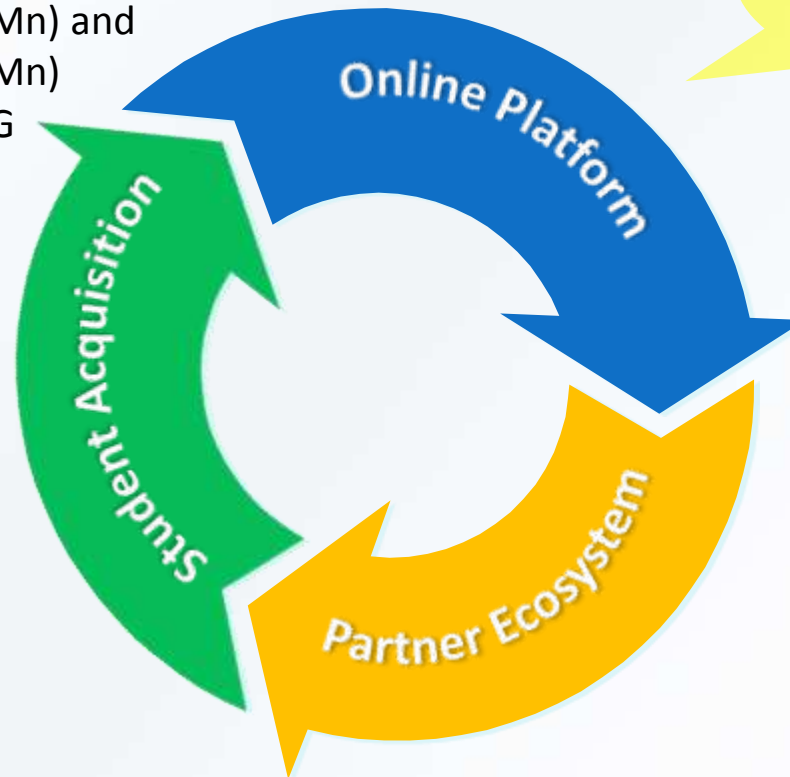
# SLG: Grabbing the B2C Opportunity

## 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



Big Data based Adaptive Learning Platform

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

