



OUR VISION

VALUES, MOTIVES AND BELIEFS

WE, NIIT, BELIEVE THAT OUR GROWTH IS THE DERIVATIVE OF THE GROWTH OF EACH ONE OF US. IT IS THE DUTY OF EACH ONE OF US TO ESPOUSE AND GIVE ACTIVE EFFECT TO THE VALUES, MOTIVES AND BELIEFS WE STATE HERE

NIIT IS PEOPLE

WE HAVE POSITIVE REGARD FOR EACH ONE OF US

WE WILL FOSTER CAREER-BUILDING BY CREATING OPPORTUNITIES THAT DEMAND LEARNING, THINKING AND INNOVATION FROM EACH ONE OF US.

WE EXPECT EACH OF US TO CONTRIBUTE TO THE PROCESS OF ORGANISATION BUILDING AND THUS DERIVE PRIDE, LOYALTY AND EMOTIONAL OWNERSHIP.

WE RECOGNISE THE NECESSITY OF MAKING MISTAKES AND RISK-TAKING WHEN IT CONTRIBUTES TO THE LEARNING, INNOVATION AND GROWTH OF EACH ONE OF US.

NIIT IS QUALITY AND VALUE

EACH OF US WILL ENSURE THAT IN ANY ASSOCIATION WITH SOCIETY, SOCIETY BENEFITS SUBSTANTIALLY MORE THAN:

- (a) WHAT SOCIETY GIVES TO US.
- (b) WHAT SOCIETY WOULD GAIN FROM ANY OTHER SIMILAR ASSOCIATION.

WE WILL MEET ANY AND EVERY COMMITMENT MADE TO SOCIETY IRRESPECTIVE OF ANY COST THAT MAY HAVE TO BE INCURRED.

WE WILL ENSURE OUR PROFITABILITY, LONG-TERM GROWTH AND FINANCIAL STABILITY, THROUGH THE PROCESS OF DELIVERING THE BEST, BEING SEEN AS THE BEST AND BEING THE BEST.

WE WILL BE FAIR IN ALL OUR DEALINGS AND PROMOTE HIGH STANDARDS OF BUSINESS ETHICS.

NIIT IS A MISSION

WE WILL GROW IN THE RECOGNITION AND RESPECT WE COMMAND, THROUGH PIONEERING AND LEADING IN THE EFFECTIVE DEPLOYMENT OF TECHNOLOGY AND KNOW-HOW.

WE WILL SEEK TO PLAY A KEY-ROLE IN THE DIRECTIONS AND DEPLOYMENT OF TECHNOLOGY AND KNOW-HOW FOR THE BENEFIT OF MANKIND.

The logo consists of the letters "NIIT" in a bold, blue, sans-serif font. The letters are closely spaced and have a slight shadow effect, giving them a three-dimensional appearance. The "I" is slightly taller than the other letters.

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CHAIRMAN'S MESSAGE

Dear Shareowners,

It is my pleasure to be here today and share with you the highlights of NIIT's performance in FY 16.

The year 2015-16 was shaped by global economic uncertainty arising out of financial and geo-political risks, volatility in exchange rates and a slowdown in the growth of China. While at the one end, the global economy faced challenges, at the other, it saw the Digital revolution gain momentum.

A spate of industry studies and researches conducted during the year, also pointed to a rise in Digital adoption, and its subsequent impact on the revenues of organizations targeting the Digital space.

The latest vision setting study by Indian IT industry spearhead NASSCOM and global consultancy firm McKinsey titled, 'Perspective 2025: Shaping the Digital revolution' for example, showed that the opportunity that Digital technology will create for Indian business and technology service providers will touch USD 4 trillion by 2025. Research further indicates that in order to execute Digital Transformation projects, India will need over a million engineers trained in Digital technologies by 2020.

Therefore Digital Transformation will continue to be a high potential segment for the Indian IT industry, including your Company, which is actively addressing this market.

Besides riding the Digital Transformation wave, your Company is also expected to reap the benefits of the increase in training spend by global corporations, especially in developed economies. Even during FY 16, many of these organizations outsourced their training to specialist training providers such as NIIT.

Business performance

By all accounts, it was a year of fair growth for NIIT Ltd. which grew across its three key businesses including the Corporate Learning Group, Skills & Careers Group, and School Learning Group. Your Company continued to strengthen its Platforms of Growth, as well as Liquidity, Profitability and Capital Efficiency.

While NIIT's net revenues grew at five percent during FY 16, touching Rs. 10,069 million during FY 16, PAT was pegged at Rs. 672 million.

Our performance during the year was driven by Corporate Learning, and in particular, its rock steady, high-growth, high momentum, Managed Training Services portfolio. The business contributed Rs. 5,679 million to your Company's turnover, which accounted for 56 percent of our revenues.

The business added seven new global customers in FY16, including four during Q4 for its Managed Training Services offering. Your Company ended FY16 with 31 Managed Training Services customers and a Revenue Visibility of USD 200 million over the remaining period of existing contracts.

The year was very significant for the Skills and Careers business too, with the business engineering a turnaround and getting 'Back to growth and profitability'. Your Company achieved this by realigning its focus on the needs of the emerging Digital Services industry and refurbishing its umbrella of courses with the futuristic DigiNxt series of training programs.

While demand for IT training in India continued to be weak in FY16, it surged in the 'Beyond-IT courses' domain, spurred by demand for skills in the Financial Services segment. NIIT's Beyond IT products grew by 23 percent YoY, with their revenue contribution within the Skills and Careers business increasing to 40 percent.

The business additionally leveraged the start-up revolution in India by introducing Stackroute, a range of courses targeted at creating full-stack, multi-skilled and multi-disciplinary programmers that could be employed by the best product engineering start-ups and IT companies.

The Skills and Careers business also continued to drive the use of technology for the delivery of its courses, to increase coverage and improve efficiency. Your Company delivered its training through a combination of its online platform, the Cloud Campus, satellite-based Synchronous Learning Technology and a physical network of learning centers across India, China, Asia and Africa.

Cloud Campus in fact remained the identified platform of growth in the careers segment. The delivery platform helped NIIT address market needs, achieve higher scalability with available resources, lower the cost of delivery and achieve better capacity utilization. Today, over 70 percent of NIIT centers and 78 percent of our products are Cloud-enabled.

During the year, and with the intent of providing more attention to school learning, NIIT completed its transfer into a wholly-owned subsidiary which was christened MindChampion Learning Systems Ltd. The schools business signed up 336 new schools in FY 16 for its nGuru product suite and paid greater attention to its IP and service-driven offerings.

Focus

FY16 was an important year for the company as it entered its second phase of business transformation—Re-energization—following the completion of the Restructuring phase in FY15.

The three pillars of NIIT's business remained focused on delivering solutions that added value to customers in the Digital age.

Corporate learning for instance, paid attention to growing its existing clients and investing in newer sectors like BFSI and Life Sciences. Its aim was to achieve significant progress on the productivity program, so as to improve EBITDA. The business ensured that its funnel was healthy and strengthened its learning advisory services capability.

For Skills and Careers, the focus remained the Digital Transformation space, while MindChampion Learning Systems Ltd. moved to its next level of growth through strategic tie-ups with private schools.

Achievements

NIIT's strong value proposition, innovation and excellence in customer service resulted in the company winning industry recognitions and awards, several in partnership with global customers such as Shell and Metlife.

NIIT was featured as "India's Most Trusted Education Brand" in the Brand Trust Report, India Study, 2016, undertaken by Trust Research Advisory for the fourth consecutive year. Your Company was conferred with the 'Best Innovation Brand' in the Education sector award at the ASSO CHAM National Brand Summit & Excellence Awards 2016.

During the year, Business World recognized NIIT as the 'Most Respected Education Company', while NIIT USA was featured in the 2015 'Top 20 Training Outsourcing Companies' for the ninth consecutive year by Training Industry, Inc.

People

Your Company, which derives its strength from its People, continued to invest in the development of its workforce, equipping NIITians with new age skills and competencies. During FY16, the Company remained focused on driving a performance-based culture through the goal setting and BSC process.

Leadership Development initiatives were introduced through the 'CEO's Leadership Circle' and 'Trailblazers' Club'.

NIIT rolled out special training interventions for the capability building of middle level managers. It additionally introduced a 'Role-Based Training and Certification' program for certain identified pivotal roles to ensure higher performance.

At the end of March 31, 2016, the people count at NIIT stood at 2,372 (excluding project staff) with 70 percent of people in direct roles, 11 percent percent in Sales & Marketing, and the balance in indirect roles.

Future outlook

The turnaround in business performance achieved during the year allowed your Company to start investing in the Renewal phase of its transformation.

As part of this phase, we are looking at new models for delivery and technology-based platforms that will help your Company build sustainable momentum in growth and profitability.

Going forward, we expect Corporate Learning's Managed Training Services business to get boosted by the demand for training outsourcing. With its track record of managing comprehensive MTS engagements for existing customers, corporate learning is set to leverage this capability and experience to accelerate growth through larger ticket annuity contracts.

In the year ahead, the Skills and Careers business, which has returned to growth and profitability in FY16, will push its recently introduced StackRoute and DigiNxt programs. This is expected to drive growth for its IT training portfolio.

Looking ahead we see our 'Beyond IT' programs continue their growth momentum, riding on the strong demand from private and public sector banks. These programs have been made available to the entire network of owned and business partner centers, which has greatly enhanced their revenue potential.

Additionally, NIIT will continue to focus on India and China to drive growth.

In the area of School Learning your Company will continue to ramp down the capex-driven and capital-intensive business in schools and focus on an IP-driven business in private schools. While this will impact revenue growth in the near term, completion of existing contracts for government schools will lead to an improvement in liquidity and capital efficiency of the business.

As I conclude my speech, I would like to thank each one of you for standing solidly behind NIIT and remaining our core strength in times of turbulence and change.

I am personally very excited about the year ahead, which I believe looks promising and eventful. There is much to look forward to as NIIT proactively seizes new business opportunities and sets a brisk pace for itself in FY 17.

Rajendra S Pawar
Chairman, NIIT Limited

CORPORATE INFORMATION

NIIT

BOARD OF DIRECTORS



Rajendra S Pawar
Chairman



Vijay K Thadani
Vice - Chairman & Managing Director



P Rajendran
Joint Managing Director



Surendra Singh
Director



Sanjay Khosla
Director



Anand Sudarshan
Director



Geeta Mathur
Director

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CHIEF EXECUTIVE OFFICER
RAHUL KESHAV PATWARDHAN

CHIEF FINANCIAL OFFICER
ROHIT KUMAR GUPTA

COMPANY SECRETARY
ARPITA B MALHOTRA

AUDITORS
PRICE WATERHOUSE

BANKS
INDIAN OVERSEAS BANK
ICICI BANK
STANDARD CHARTERED BANK
CITIBANK NA
BNP PARIBAS
WELLS FARGO BANK
BANK OF THE WEST
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NIITATA

GLANCE

2015-2016

Global Leadership in Skills and Talent Development

Established in 1981, NIIT Limited, a global leader in Skills and Talent Development, offers multi-disciplinary learning management and training delivery solutions to corporations, institutions and individuals in over 40 countries. NIIT has three main lines of business across the globe- Corporate Learning Group, Skills and Careers Group and School Learning Group.

NIIT's Corporate Learning Group (CLG) offers Managed Training Services (MTS) to market-leading companies in North America, Europe, Asia and Oceania.

The comprehensive suite of Managed Training Services includes Custom Curriculum Design and Content Development, Learning Administration, Learning Delivery, Strategic Sourcing, Learning Technology and Advisory Services. With a team of some of the world's finest learning professionals, NIIT is dedicated to helping customers increase the business value of learning and development (L&D). Built on the sound principles of 'Running Training like a Business', NIIT's Managed Training Services and best-in-class training processes enable customers to align business goals with L&D, reduce costs, realise measurable value, benefit from rock-solid operations and increase business impact.

NIIT's Skills and Careers Group (SNC) delivers a diverse range of learning and talent development programs to millions of individual and corporate learners in areas including Banking, Finance & Insurance, Retail Sales Enablement, Management Education, Multi-Sectoral Vocational Skills, Digital Media Marketing and programs in digital transformation technologies. These programs are delivered through a hybrid combination of the 'Cloud Campus' online platform, satellite-based 'Synchronous Learning Technology' and a physical network of hundreds of learning centers in India, China and select markets in Asia & Africa. The flagship multi-disciplinary course offerings include the industry-endorsed GNIIT-Digital

Transformation program and a set of **DigiNxt** Programs for students from different streams, apart from a wide range of specialist short duration programs.

To further strengthen its SNC portfolio in India, NIIT has tied up with industry majors like ICICI Bank for NIIT Institute of Finance Banking Insurance & Training Limited, IFBI; leading business schools in India for NIIT Imperia; Genpact for NIIT Uniqua; and a joint venture with NSDC for NIIT Yuva Jyoti Limited. Besides this, for the China market, NIIT has tied up with governments and software parks in Guian, Chongqing, Wuxi, Suzhou, Changzhou, Zhangjiagang, Haikou and Dafeng for state-of-the-art public-private partnership centres.

Recently NIIT has introduced - **StackRoute™** an initiative to produce the world's best full stack programmers. **StackRoute™** aims to create multi-skilled and multi-disciplinary programmers who can become key members of high-performance teams in top notch product engineering companies, start-ups and IT firms. Further the company has also launched **NIIT.tv** – a digital learning initiative that brings skills from NIIT classrooms to every digitally connected Indian, for free, at any time and place of their choice. A disruptive innovation by NIIT for the education space. NIIT.tv will deliver for the very first time, skill-based live courses as well as on-demand courses to the masses, through the digital medium.

As NIIT's wholly owned subsidiary for its K-12 school learning initiative - **MindChampion Learning Systems Limited**, is providing technology based learning to around 2,000 private schools across India, reaching out to more than a million students. The futuristic NIIT nGuru range of learning solutions for schools comprises Interactive Classrooms with digital content, technology-driven Math Lab, IT Wizard programs and Quick School - an Education Resource Planning software.

Recent Awards and Acknowledgments

- NIIT has been featured as 'India's Most Trusted Education Brand, 2016' by Brand Trust Report for the fourth consecutive year.
- NIIT has been awarded the 'Best Innovation Brand' in the Education sector at the ASSOCHAM National Brand Summit & Excellence Awards 2016 .
- NIIT has been featured as the 'Most Respected Education Company, 2016' by Business World.
- NIIT.tv - a disruptive innovation by NIIT Limited has been awarded the 'Best online education platform' at the Indian Education Awards 2016 organized by Franchise India, India's leading Franchising publication.
- NIIT Yuva Jyoti has been recognized as the 'Best Institute – Innovation, 2016' by ASSOCHAM.
- NIIT USA received 8 'Brandon Hall Group Excellence Award 2015' jointly with Shell, GE, MetLife, Zurich North America and Westfield Insurance.
- NIIT USA has been ranked among TrainingIndustry.com's 2016 Top 20 Companies in Content Development – for the sixth consecutive year.
- NIIT USA has been ranked among TrainingIndustry.com's 2016 Top 20 Companies in Training Outsourcing – for the ninth consecutive year.
- NIIT USA has been ranked among TrainingIndustry.com's 2015 Top 20 Companies in Gamification – for the second consecutive year.
- NIIT USA has been ranked #22 Gold LearningElite member in the CLO LearningElite 2016 list, Chief Learning Officer magazine's prestigious program that honors the best organizations for learning and development.
- NIIT was conferred with two prestigious awards at 'The 5th Indian Education Awards 2015' organized by Franchise India. The company won the coveted Best Vocational Institute for Banking, Finance & Insurance award for NIIT Institute of Finance Banking & Insurance Training Ltd (IFBI). The prestigious Best Innovative Learning Tool award was presented to NIIT Nguru MathLab Plus.
- NIIT Limited has been awarded the 'Franchisor of the Year Award 2015,' under the category 'Vocational & Skill Development Training Institute' by Franchise India, India's leading Franchising publication.