

#GoDeeperToScale

Strategy & Aspirations

Amit Chadha
CEO & MD, LTTS

Investor & Analyst Day 2024

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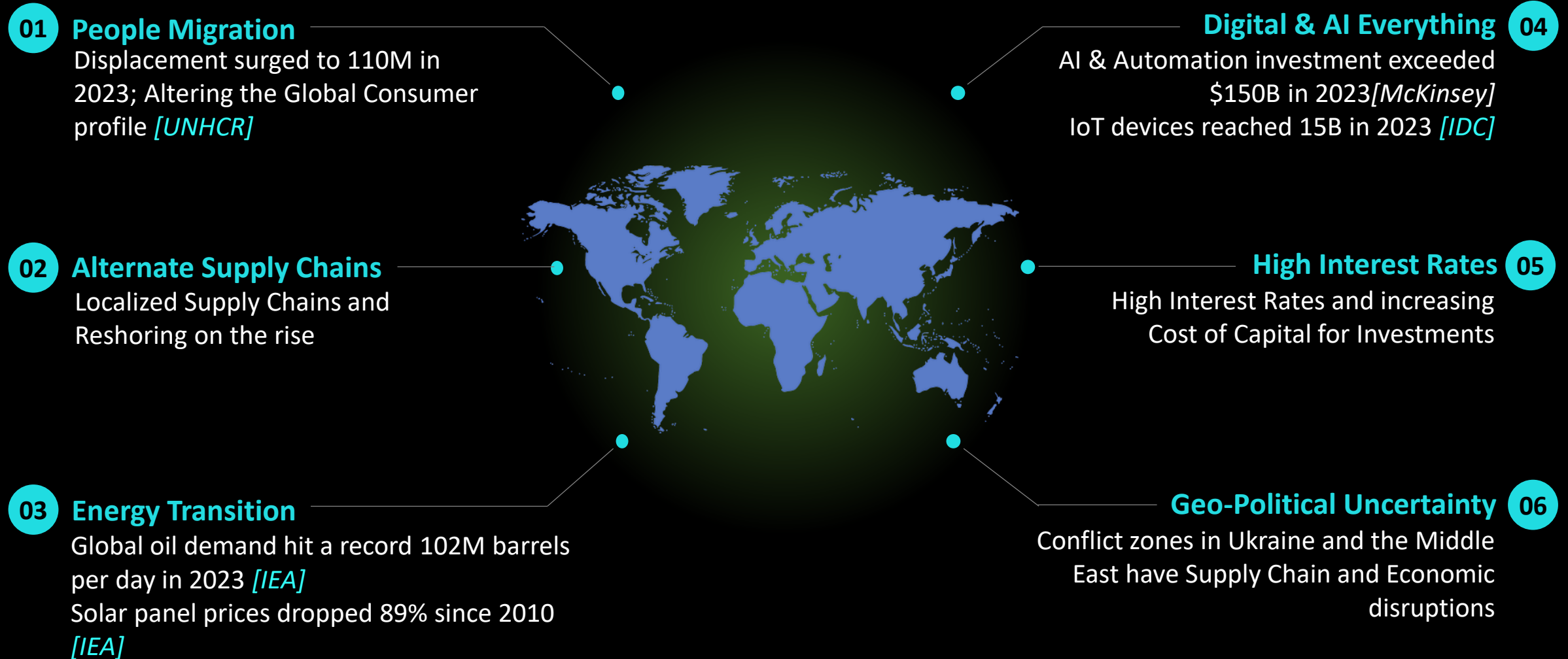
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Agenda

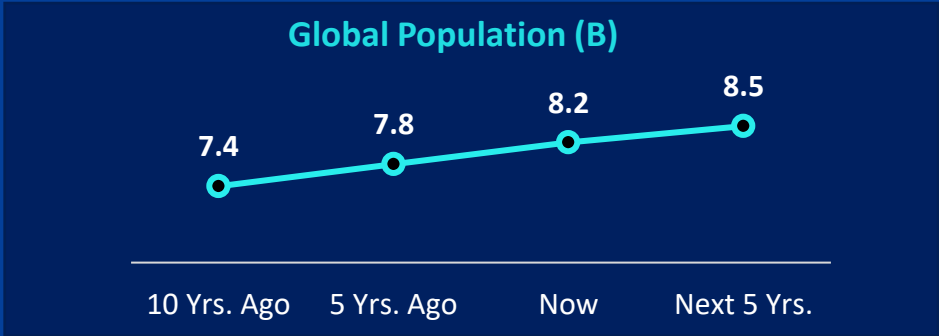
- 01 Global ER&D Market
- 02 Technology Landscape
- 03 LTTS Journey
- 04 Strategy & Direction
- 05 Our Aspiration

Investor & Analyst Day (IAD) 2024

We Are Witnessing a Transient World...



Macro-Economic Factors



Creating a Runway for ER&D Growth...India Outsourcing to Grow 17 - 22%

Macro-Economic Factors

World GDP (\$T)



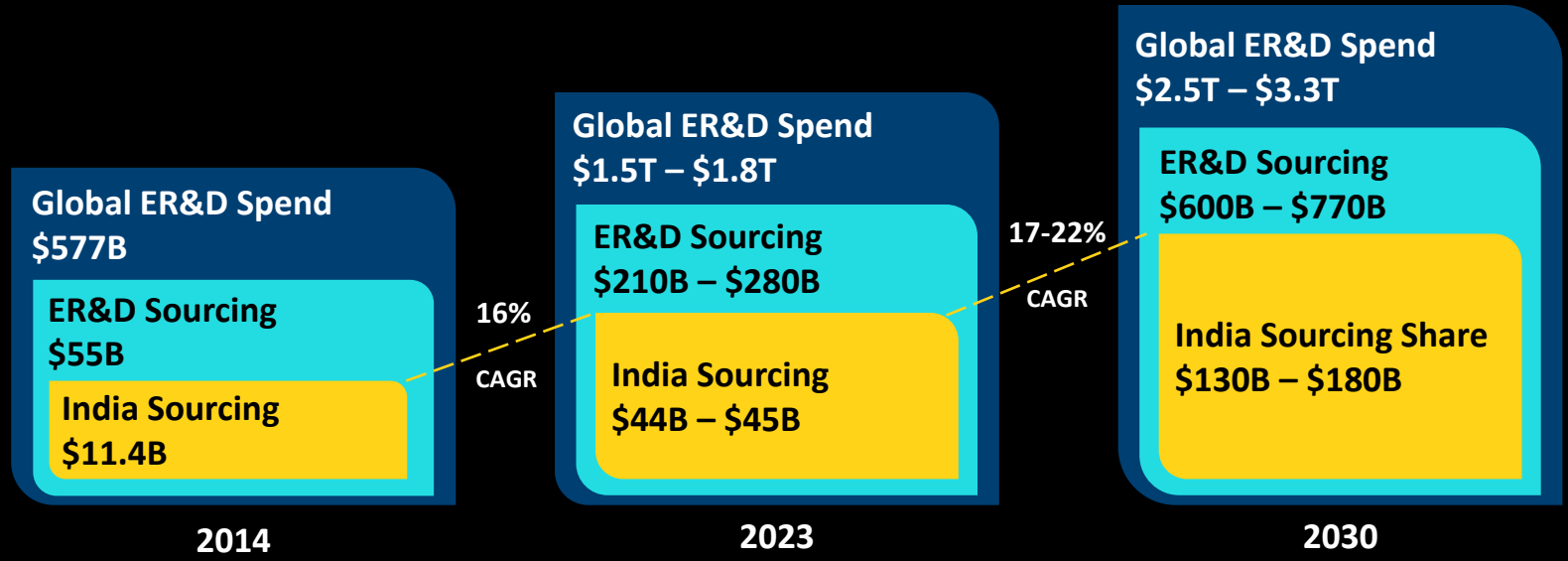
Global consumer Spend (\$T)



Global Population (B)

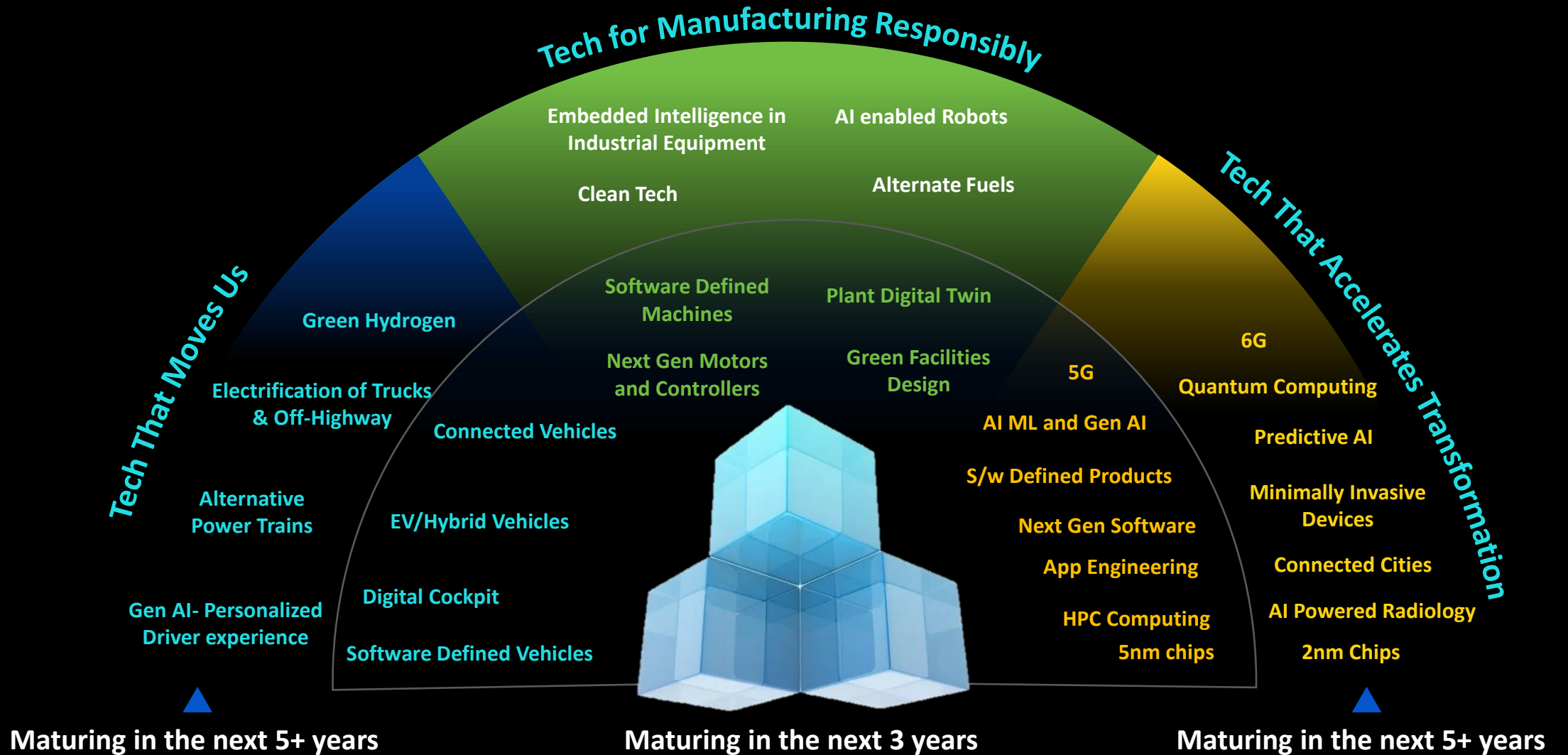


ER&D Addressable Market: India as a Destination is Sold







Global ER&D Spending 2023**

Predicated by the Changing Technology Landscape



Our Billion Dollar Journey...

	2009-2011	2012-2014	2015-2017	2018-2020	2021-2023	2024
LTTS Metamorphosis:	Competency based growth, led by Mechanical Services...		Transformed to Embedded and Digital business...		We are now a New-Age Digital Technology Company!	
Mega Events	Financial Crisis		Pandemic			
Client Imperatives	'Frunovation'		Survive & be Relevant!		Value creation: Here & Now!	
IAD			▲ IAD'17	▲ IAD' 18	▲ IAD' 21	▲ IAD' 24
Key Milestones	Revenue \$78 M Genesis of L&T IES	Revenue \$500 M Incorporated as LTTS IPO		Won 1 st \$100 Mn Deal	Billion Dollar Milestone Crossed the \$1Bn milestone Go Deeper to Scale With Segments	
Deliberative Interventions	Established Auto & Aero Verticals	Integrated PES Launched UBIQWEISE	Focus on Digital Invest in ML & Deep Learning		EV Lab; Est. Poland, Munich, Peoria Digital centers 6 Big Bets & 6-Dimensional Glide Path	3 Segments, 3 Practices, 1 Region
Acquisitions			 		 L&T Smart World Safe & Smart Cities Communication	
Patents	<100		500+		1,300+	
Headcount	1,400+		17,000+		24,000+	

Our Billion Dollar Journey...



LTTS
Metamorphosis:

Competency based growth,
led by Mechanical
Services...

Transformed to Embedded
and Digital business...

We are now a New-Age
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Mega Events	Financial Crisis			Pandemic		
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	Genesis of L&T IES	Incorporated as LTTS	IPO	Won 1 st \$100 Mn Deal	Crossed the \$1Bn milestone	Go Deeper to Scale With Segments
Deliberative Interventions	Established Auto & Aero Verticals	Integrated PES	Focus on Digital		EV Lab; Est. Poland, Munich, Peoria Digital centers	3 Segments, 3 Practices, 1 Region
		Launched UBIQWEISE	Invest in ML & Deep Learning		6 Big Bets & 6-Dimensional Glide Path	
Acquisitions						
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Our Vision, Mission & Values

VISION
Engineering a sustainable tomorrow through technology and innovation

MISSION
Be the engineering partner of choice by enabling innovation with world-class technologies, processes, and people – delivering inclusive growth for all stakeholders

VALUES

- Being Purposeful
- Ethics & Integrity
- Caring
- A Culture of Learning
- Results with Accountability

Our Six-Dimensional Glide Path

Strategy for Profitable, Sustainable & Inclusive Growth

Strategic Growth Areas

6 BIG BETS

- 01 EACV**
Engineering the next-gen sustainable, digital, and self-driven mobility
- 02 MedTech**
Engineering strength in medical devices & life sciences
- 03 NexGen Comms**
Engineering NextGen connectivity from chip to factories across enterprises
- 04 AI & Digital Products**
Engineering precision in digital manufacturing
- 05 Digital Manufacturing**
Engineering precision in digital manufacturing
- 06 Sustainability**
Enabling net-zero carbon footprints across segments

LTTS 3.0: Pivoting on Our “Go Deeper to Scale” Strategy...

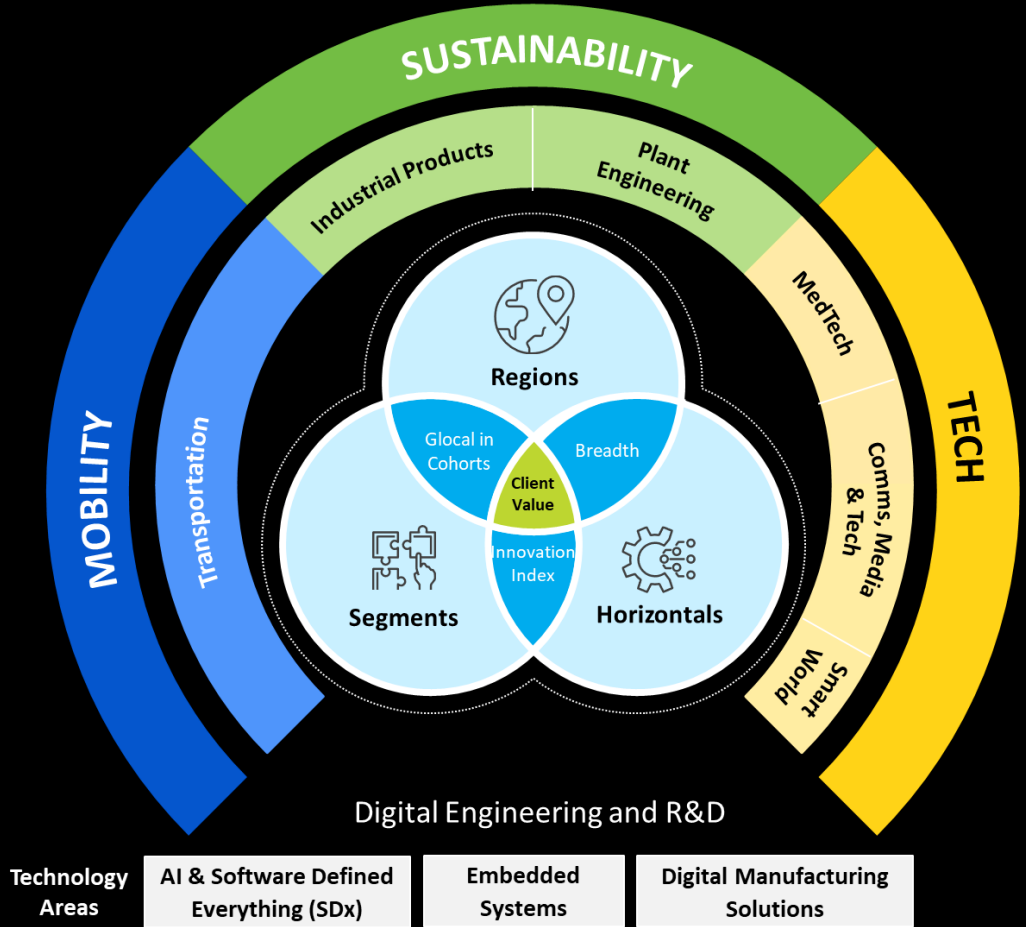
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VALUES

- Being Purposeful
- Ethics & Integrity
- Caring
- A Culture of Learning
- Results with Accountability



Led by an Experienced and Proven Global Leadership Team



CEO & MD



Executive Director



Executive Director



CFO



CTO



CHRO



CMO



Strategy

Segments



Mobility



Sustainability:
Process



Sustainability:
Industrial



Tech:
CMT



Tech:
MedTech



Tech:
Smart World



Regions

Horizontal



Digital Mfg. Services



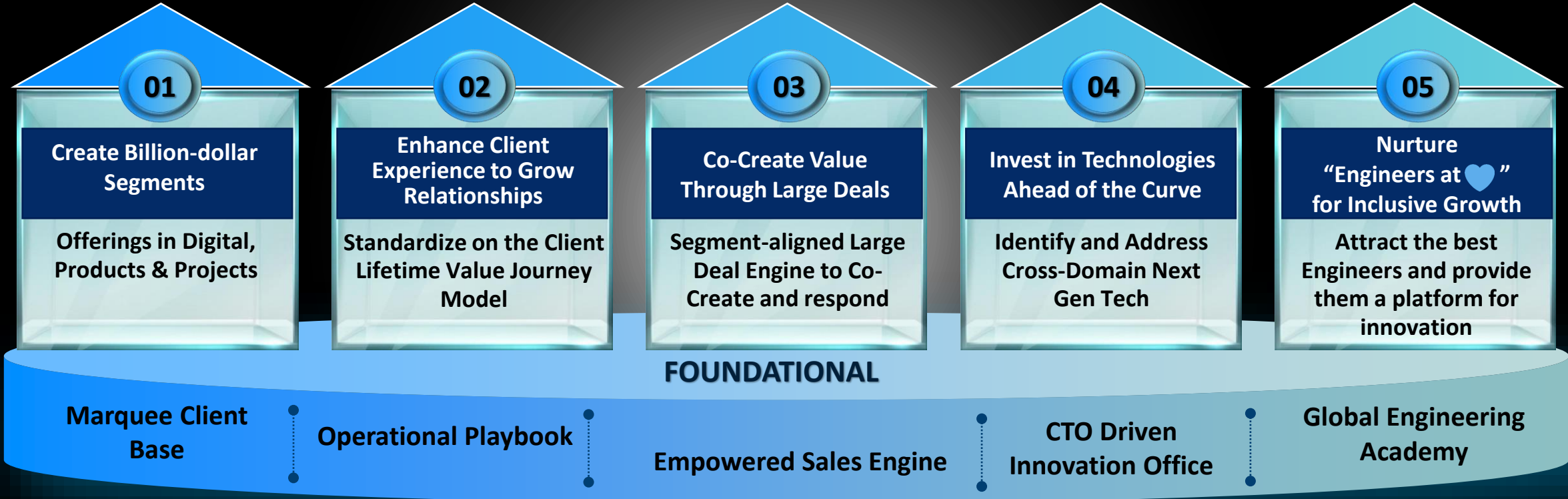
AI & S/W Defined Everything



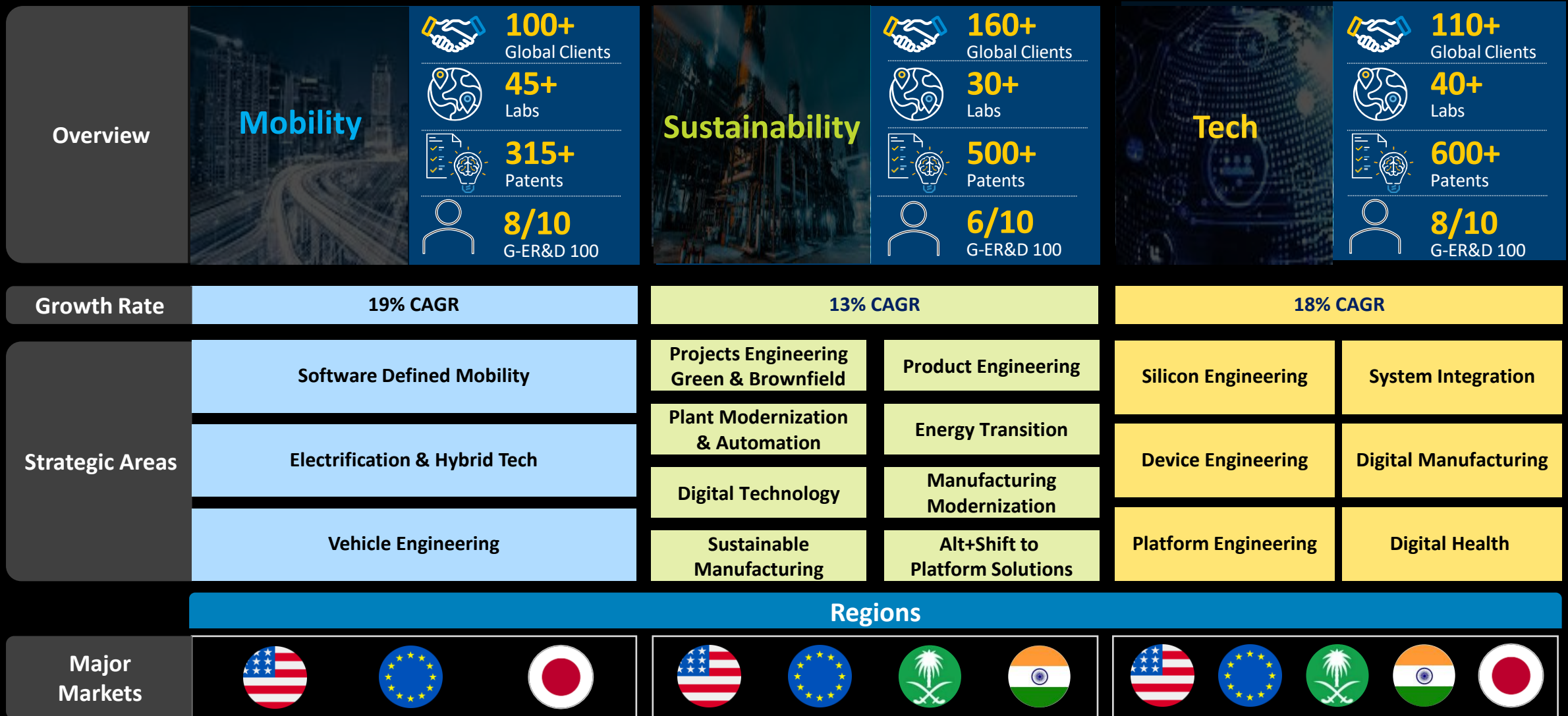
Embedded

How Will We Get There...

GROWTH VECTORS



Create Billion-Dollar Segments...



Enhance Client Experience to Grow Relationships

G45: Client Lifetime Value Journey Program

Zero Defects quality of engagements

Transparent QBRs with quality matrices

Multi-Touchpoints across Client personas

Help Clients on Core-to-Context paradigm

360° feedback with Client Advisory Council

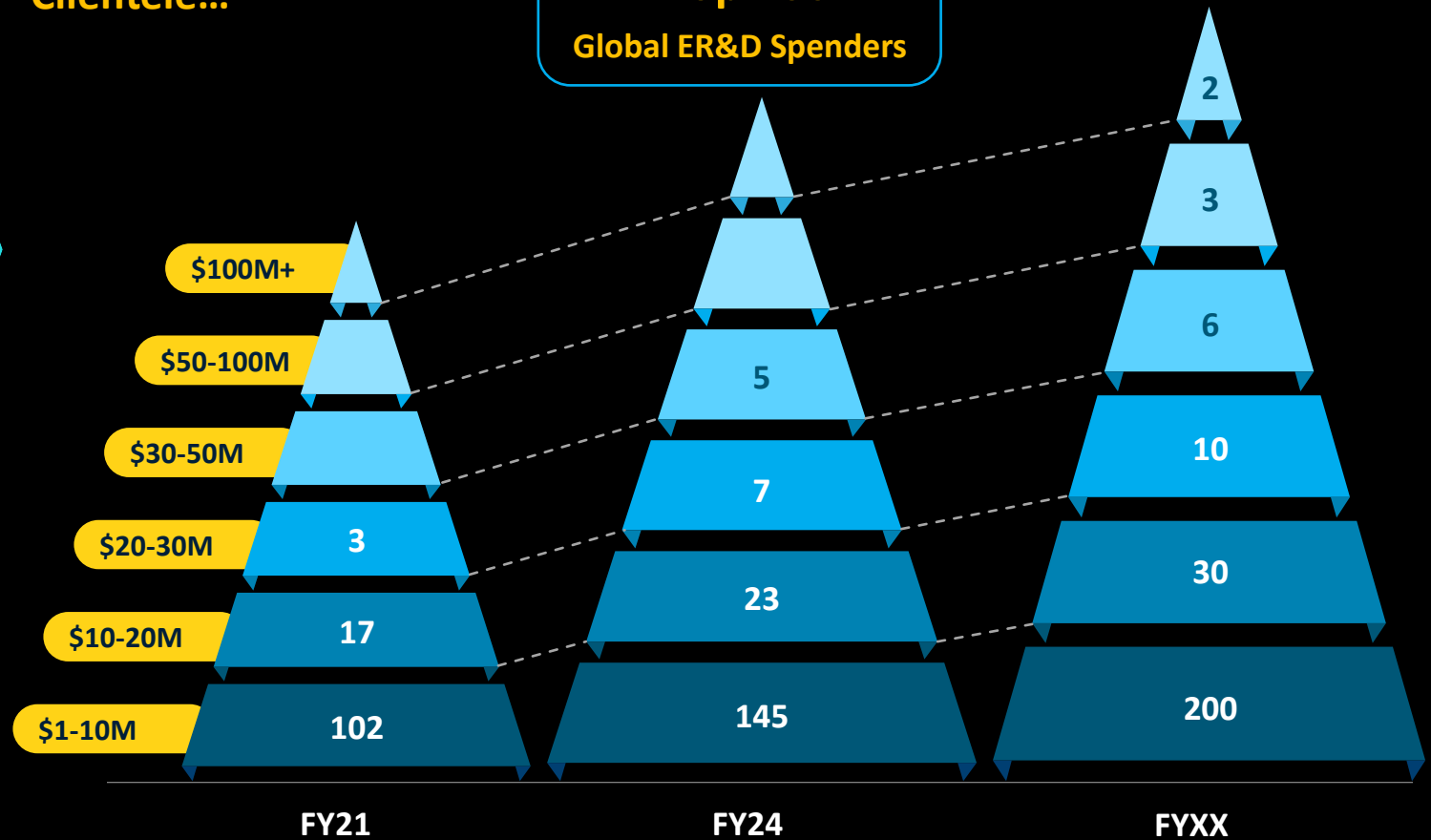
Leverage Partner Ecosystem to Accelerate Growth

Enabling local Technology Conversations: In-Geography Practice SME's and Sales team

Leading to Growth Across Account Pyramid

Our Clientele...

60 of Top 100 Global ER&D Spenders



Co-Create Value Through Large Deals

We have been winning Significant Deals...

\$50M - \$ 100M Deals



Luxury car manufacturer
high end engineering services for suite of infotainment consoles



Global aerospace & rail major
Preferred engineering partner for its technology unit in Canada



Global Oil Major
Partnership in engineering, manufacturing services, digital and enterprise data management.

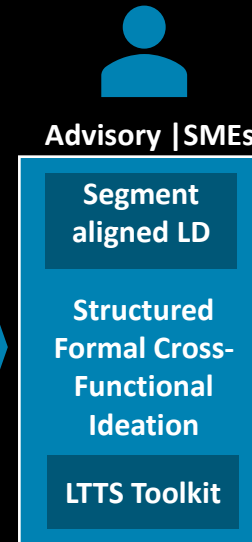
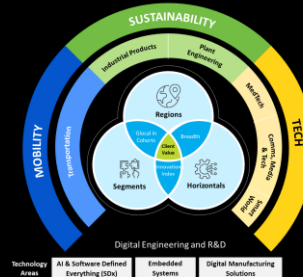


Maharashtra State Cyber Department
First-of-its-kind Cybersecurity program in India worth \$100M



Healthcare technology provider
Large scale part-to-print verification activities for medical devices

We have Re-wired our Large Deal Engine for 2X Pipeline infusion



Funnel Mgmt.

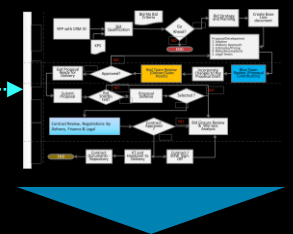


CXO Cadence

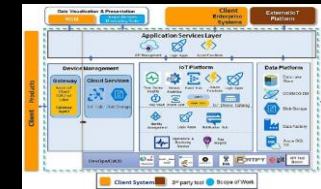


Governance

Proposal Mgmt.



Winning Propositions



Large Deals Momentum

\$100 M+

\$50 - \$100 M

\$25 - \$50 M

FY24

1

1

2

FYXX

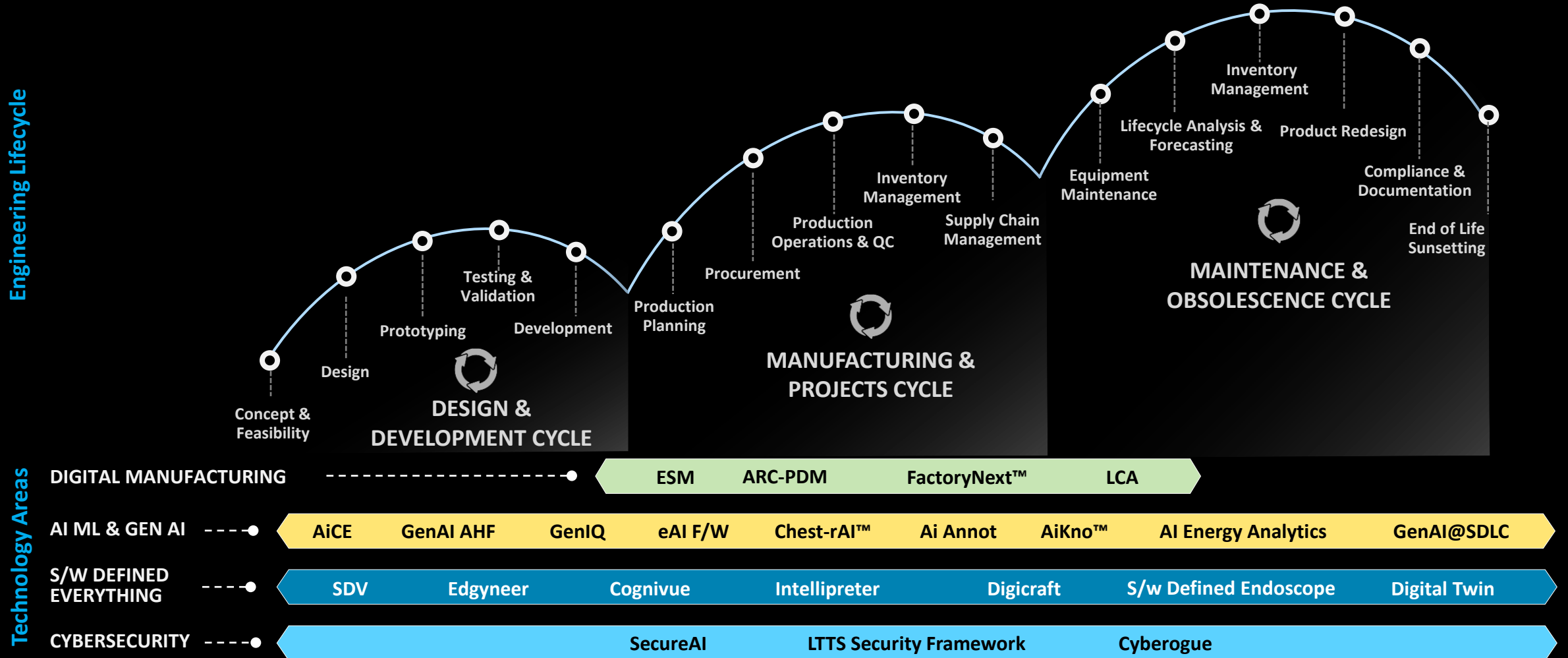
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4

8

Invest in Technology Areas Ahead of the Curve

We have gone from filing 50 Patents/Year in FY21 to 50 Patents/Quarter for the last three years



Nurture “Engineers at ❤️” for Inclusive Growth



Grooming Young Technocrats for Tomorrow



Talent-on-Tap Recruitment Engine

Innovative Recruitment Model

- AI enabled Hiring platform
- “In plant” recruiters from vendor

Talent Brand Building

- Strong Talent branding among Talent communities
- Platforms to spot Tech talent



Fresher Hiring

- Targeted hiring from Top 100 Campuses



Proliferating a Culture of Innovation and providing a Tech-track for Growth



Open Innovation initiative



Bringing The Technical Prowess To the Front



Knowledge Sharing Platform



A Collaboration Platform To Foster & Showcase Innovation



Addressing Industry Challenges from Seasoned Professionals & SMEs



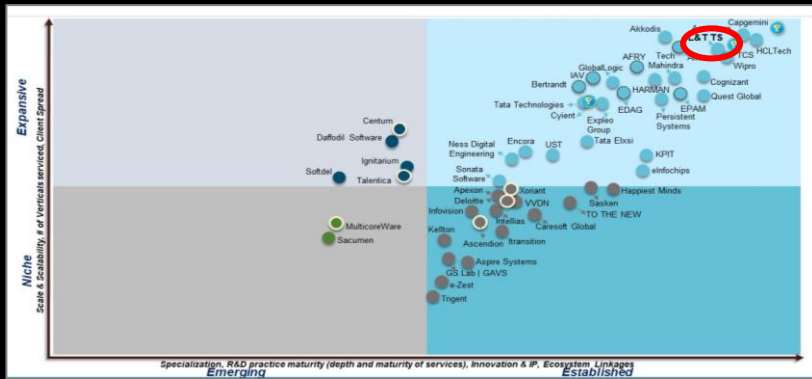
AI Hackathon on Next Gen Technologies

GEA: Building Cross-Domain Engineers at Scale

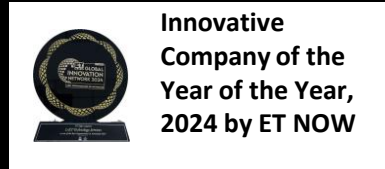


Validating our Journey and Progress...

Zinnov: Digital Engineering and ER&D Services- Overall ER&D Ratings 2023



Awards and Accolades



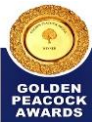
Innovative Company of the Year of the Year, 2024 by ET NOW



Innovation in EV Charging Infrastructure



Best Edge Management Framework, EDGYneer, 2023



Winner of the Golden Peacock Award for ESG, 2023

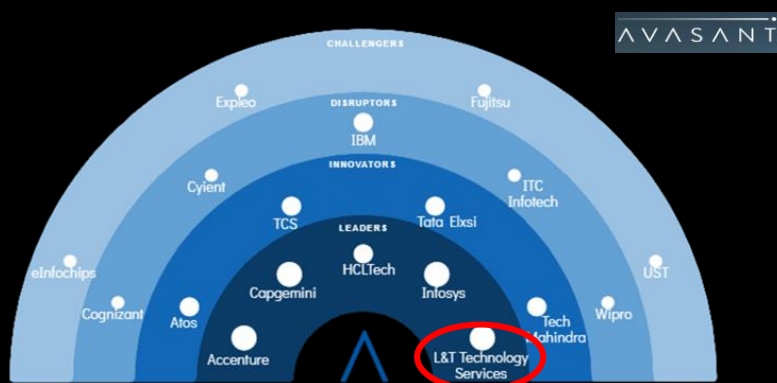


Nasscom recognizes LTTS as best in class ER&D organization. 2024



Best technology firm in Diversity & Inclusion, 2024

Manufacturing Smart Industry Services 2023



LTTS in the News

Forbes

Driving the future: Software-defined vehicles and the dawn of digital mobility

FORTUNE INDIA

LTTS CEO: Why ER&D is outpacing IT as technological changes accelerate

mt manufacturing today

How 'The Fifth Revolution' is shaping the Company and Industry's Future: LTTS CEO

AUTOMOBIL ELEKTRONIK

Reshaping User Experience with Software Defined Vehicles

We Continue to Touch Lives in Meaningful Ways ...



FY24 Impact



Education &
Skill Development

23,700+



Health

44,100+



Water

2,300+



Sports for
Differently Abled

150+

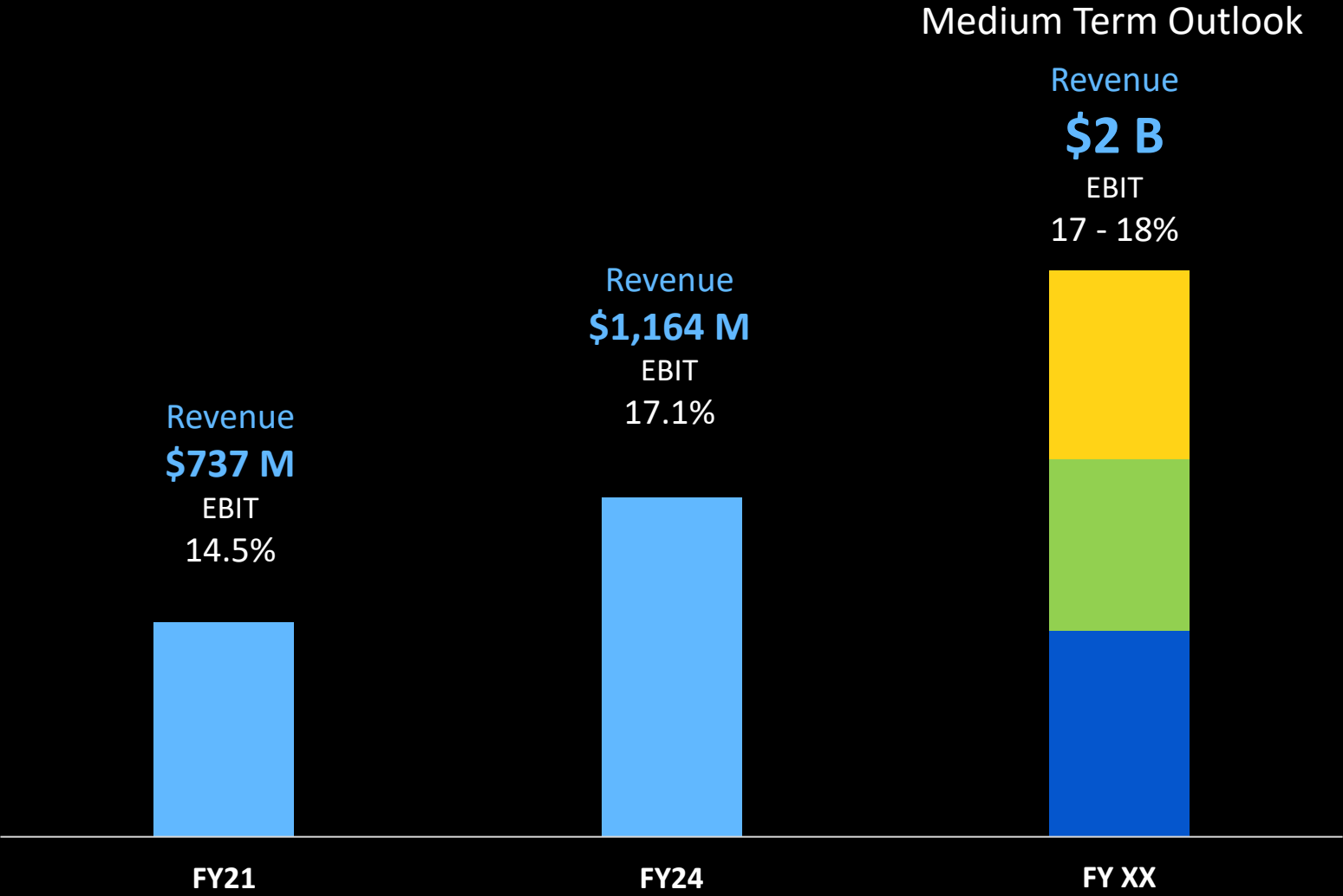


Environment

6,700+

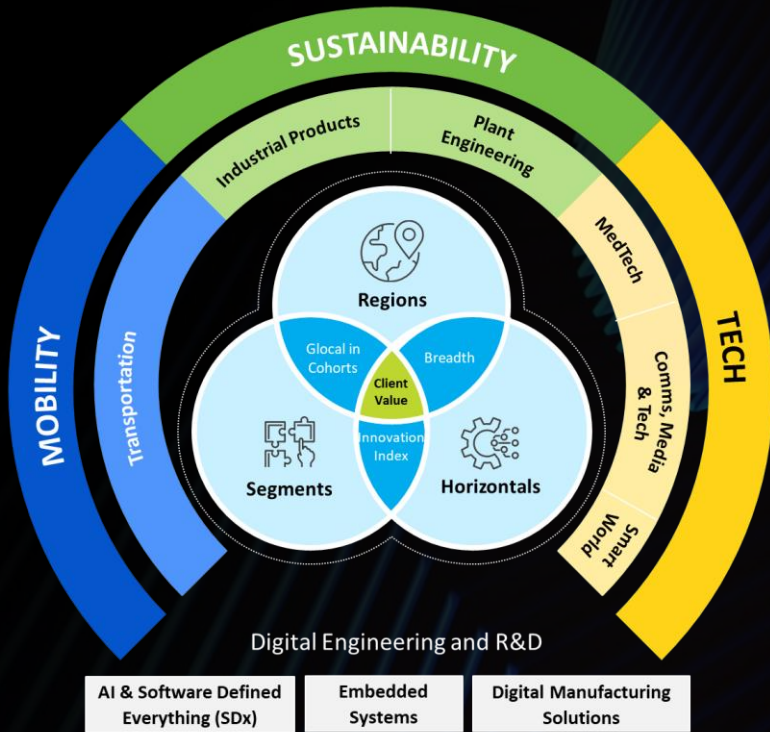


Our Aspiration...LTTS 3.0



- 01 >>> Top 5 Global ER&D Services Company
- 02 >>> 3 Billion-dollar segments
- 03 >>> Technology Partner of Choice
- 04 >>> 2500+ Patents
- 05 >>> Values Driven, Inclusive, Client Centric Organization

'Go Deeper to Scale'



Purposeful.
Agile.
Engineering.

Thank You