L&T Technology Services

Keynote Address

#EngineeringScale

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Chief Executive Officer
& Managing Director

INVESTOR & ANALYST DAY (IAD) 2021

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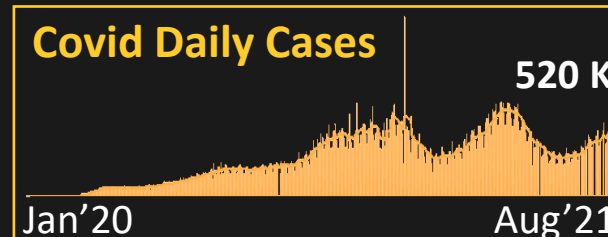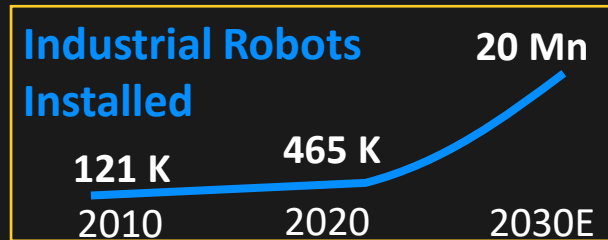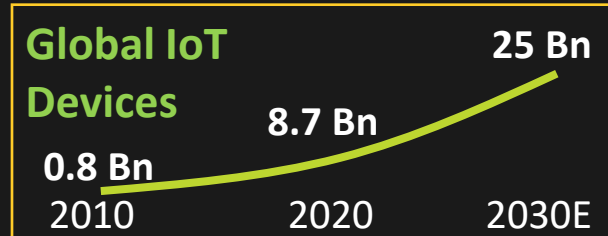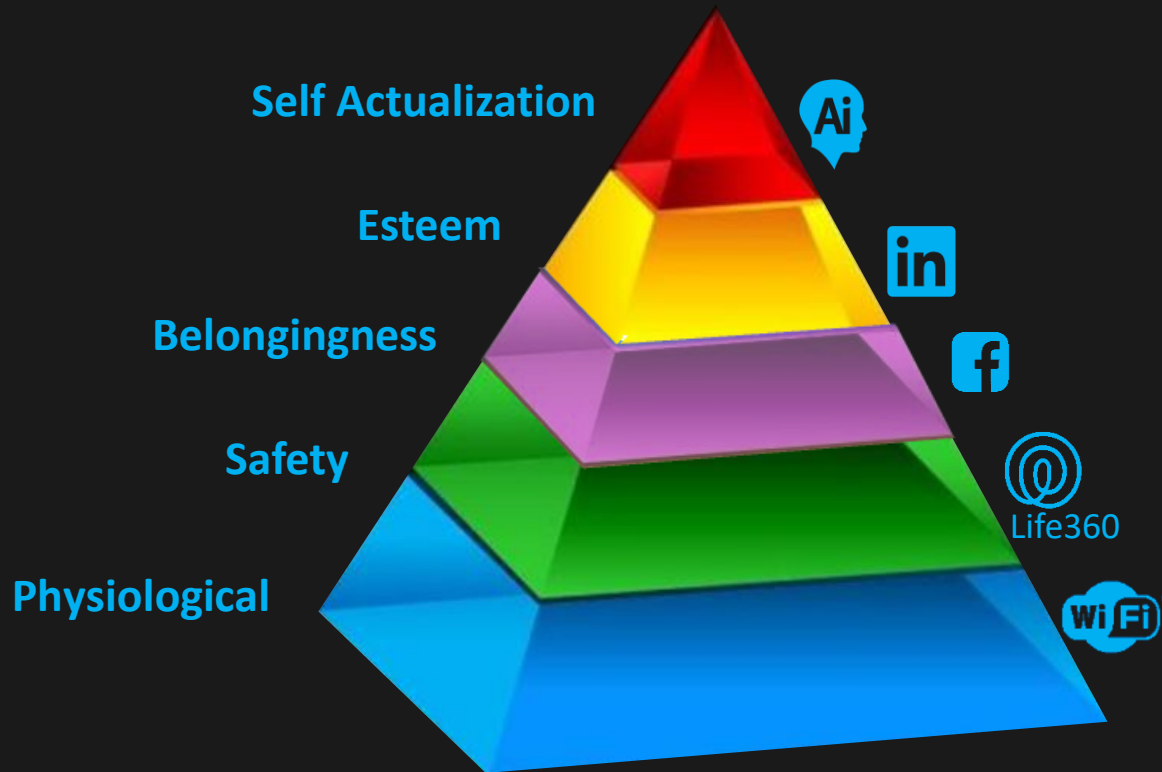
AGENDA

01 | 🦠 **Technology Disruption in Our Day and Age**

02 | ➤ **LTTS, a Reflection**

03 | 🔭 **Vision for Future**

04 | ▦ **Strategy and Way Forward**

05 | ◎ **In Summary**

THE HIERARCHY OF HUMAN NEEDS IS BEING REPURPOSED

Maslow's Hierarchy of needs

In a rapidly Disrupting World...

- Self Actualization
- Esteem
- Belongingness
- Safety
- Physiological

Global IoT Devices

- 0.8 Bn — 2010
- 8.7 Bn — 2020
- 25 Bn — 2030E

Industrial Robots Installed

- 121 K — 2010
- 465 K — 2020
- 20 Mn — 2030E

Covid Daily Cases

- 520 K
- Jan'20 — Aug'21

Has Created Opportunities to Scale with Technology

THE WORLD IN 2030

Benefits of connected Home tech

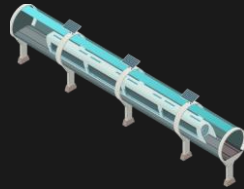**75%** will use remotely monitored devices & voice activated appliances

Connected Home Tech
1. Energy Efficiency
2. Security
3. Sustainable Homes
4. Home as an Office

Transportation & Tech. Breakthroughs

71% expect use of fully electric vehicles

51% feel they will travel by hyperloops

4G ➡ **5G,6G**

Technology led Healthcare Revolution

83% believe in personalized preventive plans

80% Fully Electronic Recorded Systems

80% Diagnostic At-Home Apps.

New ways in Factories, Brick & Retail

20 Mn Robots in factories

45% will still do Physical and co-exist with Virtual shopping

81% digital technologies in physical stores

OUR JOURNEY: THE THRUST TO PROPEL BEYOND ORBITAL VELOCITY...

Built on a Strong Foundation

	FY17	FY18	FY19	FY20	FY21
Milestones	Listed on NSE BSE, Launched Digital	**1st $100 Mn** Deal (Hi-Tech)	MAHATMA AWARDS For CSR	"Best Company for Excellence in Services" IACC	**2nd $100 Mn** Deal (O&G)
Footprint Expansion	Auto proximity site, Dublin, OH	Security practice, Jesusalem, Israel	Digital Engg. Center, Gothenburg, Sweden	ITAR Design Engg. Centre, Rockford, IL	Transportation COE, Munich, Germany
Acquisitions	Esencia, VLSI in Bay Area		GRAPHENE Semiconductors, Semcon in India		ORCHESTRA TECHNOLOGY, Hi-Tech in NA
Revenue	$484 Mn	$580 Mn	$723 Mn	$786 Mn	$737 Mn
EBIT	16.1%	13.0%	16.0%	16.5%	14.5%
Clientele	223	235	251	270	306
Patents	254	328	399	502	650

MEASURING UP AGAINST OUR COMPETITION

ER&D Services Ratings 2020

Y-axis (bottom to top): Niche → Expansive — Scale & Scalability, # of verticals serviced, Client spread

X-axis (left to right): Emerging → Established
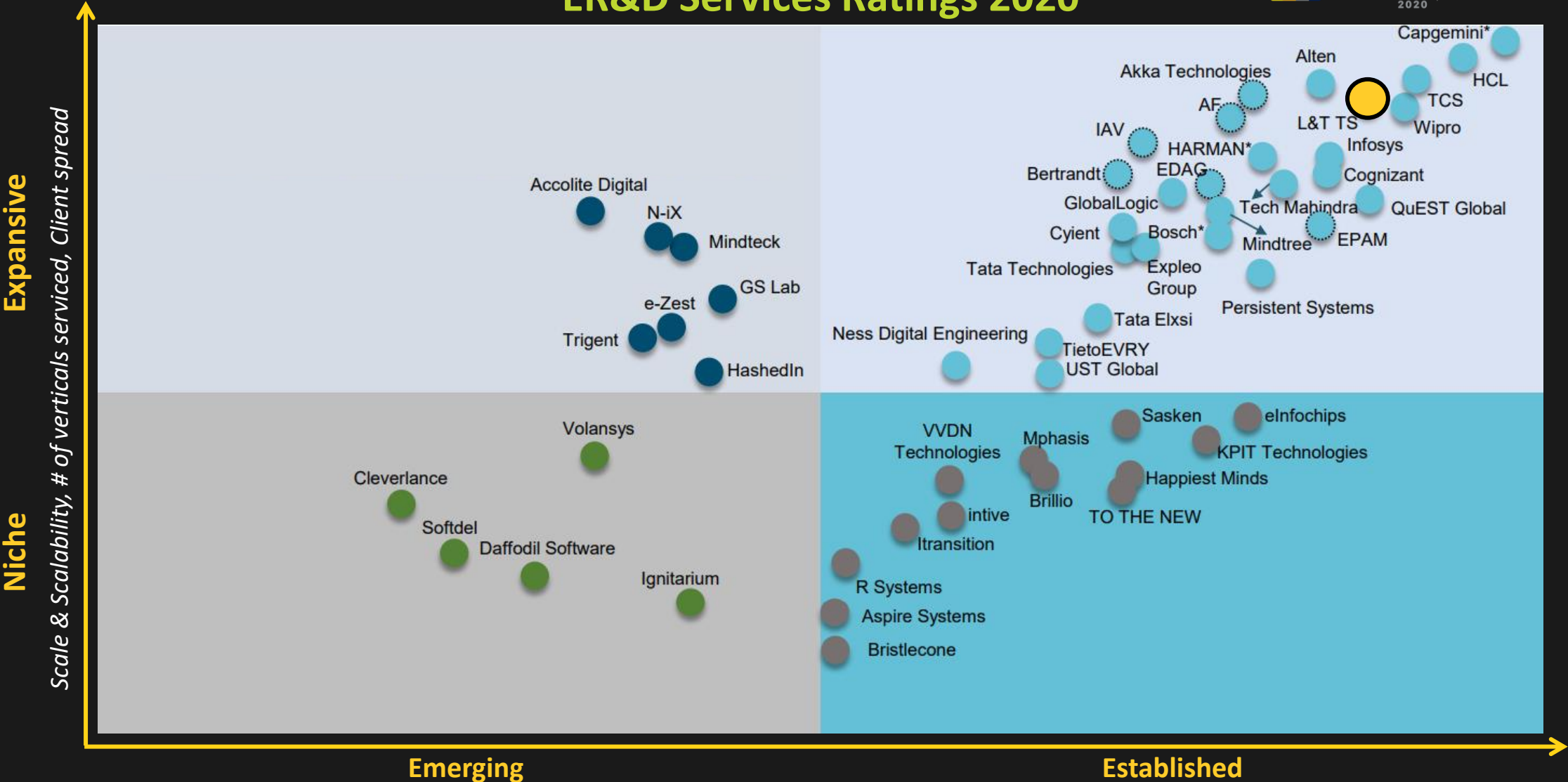
Specialization, R&D practice maturity , Innovation & IP, Eco-system linkages, Customer Input

Plot labels:

- Capgemini*
- Alten
- HCL
- Akka Technologies
- TCS
- AF
- L&T TS
- Wipro
- IAV
- Infosys
- HARMAN*
- Bertrandt
- EDAG
- Cognizant
- Accolite Digital
- GlobalLogic
- Tech Mahindra
- QuEST Global
- N-iX
- Cyient
- Bosch*
- Mindteck
- Mindtree
- EPAM
- GS Lab
- Tata Technologies
- Expleo Group
- e-Zest
- Persistent Systems
- Trigent
- Tata Elxsi
- HashedIn
- Ness Digital Engineering
- TietoEVRY
- UST Global
- Volansys
- VVDN Technologies
- Mphasis
- Sasken
- eInfochips
- Cleverlance
- KPIT Technologies
- Softdel
- Brillio
- Happiest Minds
- Daffodil Software
- intive
- TO THE NEW
- Ignitarium
- Itransition
- R Systems
- Aspire Systems
- Bristlecone

Source: Zinnov

WE ARE READY TO PIVOT TO OUR NEXT GROWTH TRAJECTORY...

Largest Pure-play Engineering Services Company from India
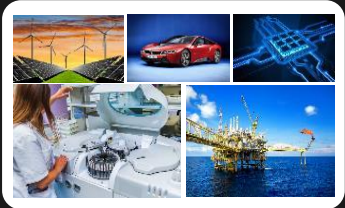
5
Segments

4
Horizontals

Digital
@54% of Revenue

57 of 100
Top Spenders as Clients

CTO office
incubating
Next-Gen Solutions

719
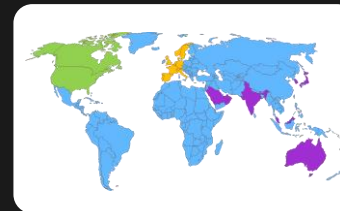Patents

**Innovation
Culture**

Presence in
Key Geos

**Re-affirmed
Go-forward
Strategy**

**Strengthened
Operating
Model**

**Curated
Technology
Stacks**

" Our Vision: Be amongst the **Top 5 Global Pure Play Engineering Services Provider** of choice "

OUR "6 DIMENSIONAL" GLIDE PATH

People Engagement — 03

Technology Quotient — 04

Customer Centricity — 02

Sustainable Operating Model — 05

Industry Leading Growth — 01

Environmental Social & Governance (ESG) — 06
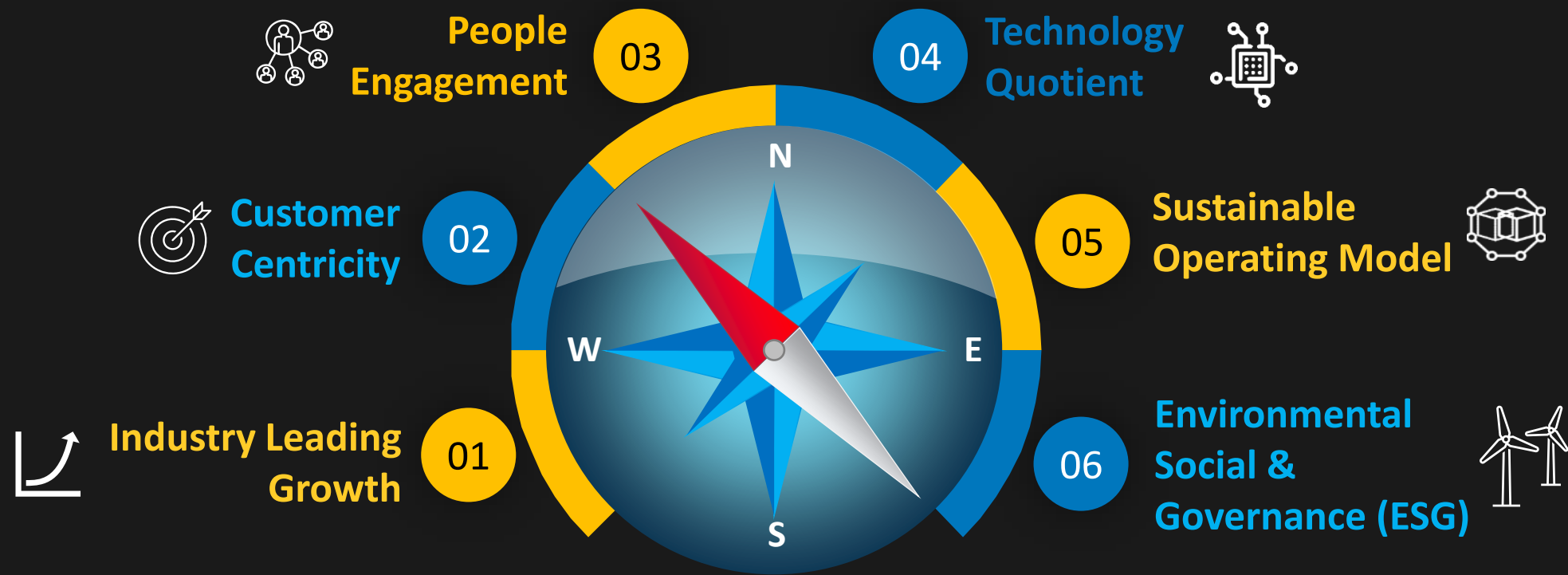
Profitable, Sustainable & Inclusive Growth

#EngineeringScale

WE ARE INVESTING IN SIX STRATEGIC GROWTH AREAS...

6 BIG BETS

01 EACV
25% of Cars to be EV by 2025E

02 MedTech
$200 Bn by 2025E

03 5G
$155 Bn by 2025E

04 AI & Digital Products
$100 Bn by 2025E

05 Digital Manufacturing
$475 Bn by 2025E

06 Sustainability
$400 Bn by 2025E

MEDTECH: ENGINEERING HEALTHCARE FOR A BETTER TOMORROW

MedTech Offerings

Device Engineering

- Product Design Services
- Software Engineering
- Value Engineering
- Product Testing, Sustenance Support

Digital & Decision Support

- Digital Platform: Development, Customization, Support and Manage
- Clinical Apps development
- Cloud & IoT Platform Adoption
- Advanced Analytics

QARA regulatory standards

- Regulatory Compliance
- Risk Management |Complaints Mgmt.
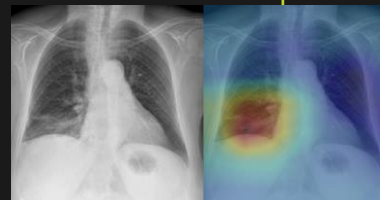- Product Quality

Next-Gen Solutions

Infection Management Platform

Endotrainer

Low-cost Ventilator

Chest-rAi™ Solution
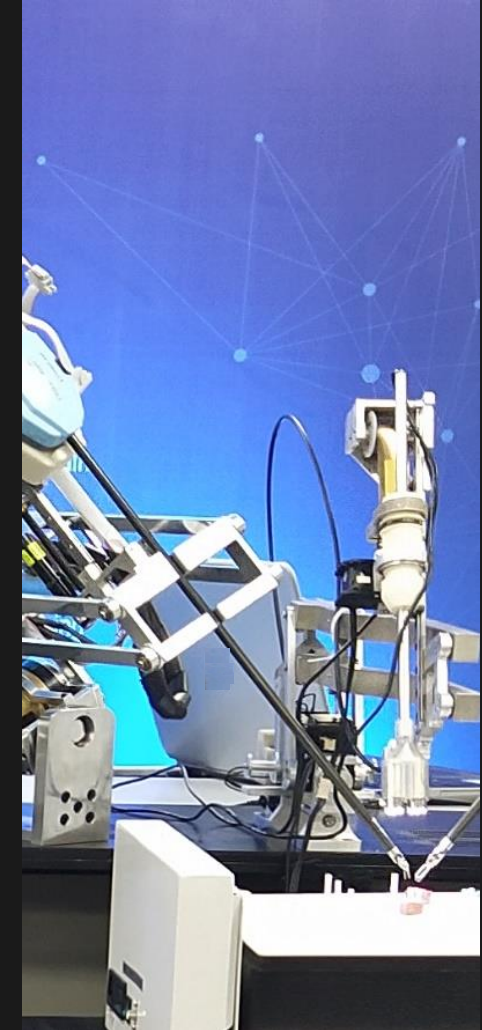
5G: THE NEXT FRONTIER IN RELIABLE AND FAST CONNECTIVITY
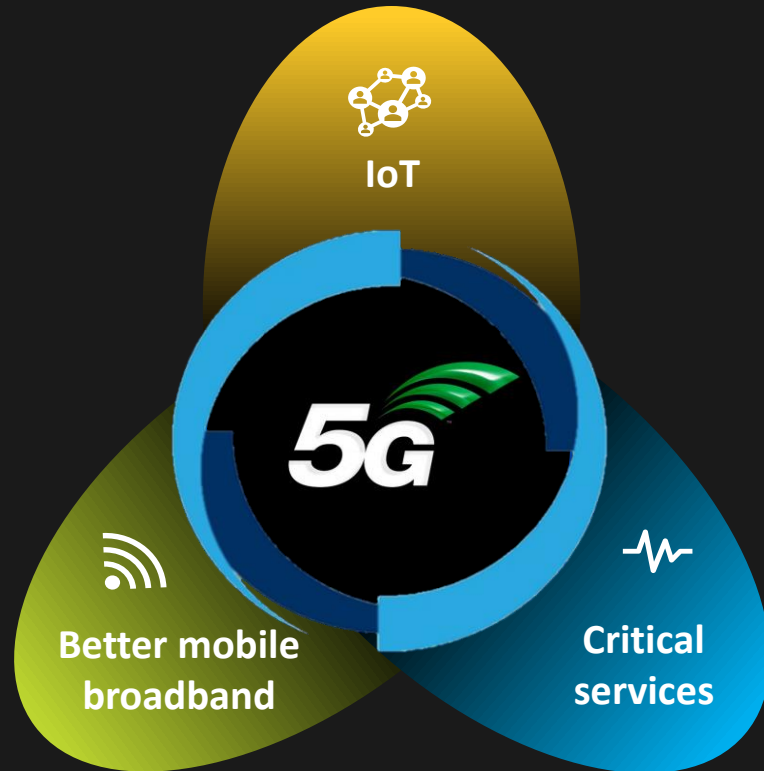
LTTS as Engineering Partner in

NPD (Device & Chip)

- 5G Device Design & Integration
- 5G Chip Design

Private Networks

- Pvt. Network Deployment Services
- MEC Applications
- Managed Services

Network Assurance

- Network Design & Deployment
- Service Assurance

Lab-as-a-Service

- Network Assurance, QoS across Multi-vendor Multi-technology Networks

End 2 End Test & Automation

- E2E Testing (Chip to Cloud), Certification support
- IntelliAgent™ for 5G

IoT

Better mobile broadband

Critical services

THE WORLD IS EMBRACING SUSTAINABILITY, AND WE ARE READY...

UN Sustainable Development Goals

☑ Sustainability goals with Engineering Footprint

LTTS Offerings For The Circular Economy

- Renewables & Energy Management
- Green Product Compliance
- Light Weighting
- Zero Liquid Discharge & Water Mgmt.
- Green Sourcing

WE CONTINUE TO SCALE SOFTWARIZATION IN PRODUCT ENGINEERING

Transition from... To...

Transition from...	To...	FY 22	FY 23	FY 24
Digital Twin	Digital Twin, Virtual Precision Simulations	Scale	Scale	Scale
Cloudification	Cloud Native, Microservices, Service Mesh	Scale	Scale	Scale
AI	Embedded AI and AI enabled HW Accelerators	Build	Scale	Scale
Automation	Low Code-No Code Dev, Hyper Automation	Build	Scale	Scale
Analytics	Real Time, Intelligent, Personalized Analytics	Build	Scale	Scale
Security	Embedded Security, Security by Design, Cybersecurity Mesh	Build	Scale	Scale
Node Based Computing	Distributed Device based Computing	Build	Scale	Scale
Standards Based Develop Strategy	API Defined SW Architectures and Platforms	Build	Scale	Scale
Edge Computing	Intelligent Distributed Edge	Invest	Build	Scale
Gesture based Interaction	Gesture, Biometrics, Voicification based Interaction	Invest	Build	Scale

Legend: ● Invest ● Build ● Scale

EXPERIENCED AND PROVEN GLOBAL LEADERSHIP TEAM

CEO & MD

Sales

Client centricity

CSO
Americas & Asia

EU

India & ME

Large Deals

Delivery Excellence

COO & WTD | CFO | CTO | CHRO | CMO | Strategy

Verticals

Transportation | Industrial Products | Hi-Tech | Plant Engg. | Medical

Horizontals

Digital Mfg. | Digital S/w Prods. | Embedded | Mechanical | Delivery Offsite NA | Delivery Offsite EU

Next-Gen Competencies

DEVELOPING LEADERS FOR TOMORROW

A

Affiliative Leadership

Promote positivity & Celebrate Collaboration with Teamwork

LEADERS LEAGUE

B

Build & Nurture High Performers

CEO CLUB

STAR SQUAD

C

Create Technical Trailblazers

Indian Institute of Science

Coventry University

Collaborate with leading academia for Technology Leadership

OUR COMMITMENT TO SOCIETY

Makeshift Hospital for Covid-19

Building Disaster Resilient Homes

24/7 Free ICU Ambulance Service

Revitalizing Parched Lands through Watershed Management

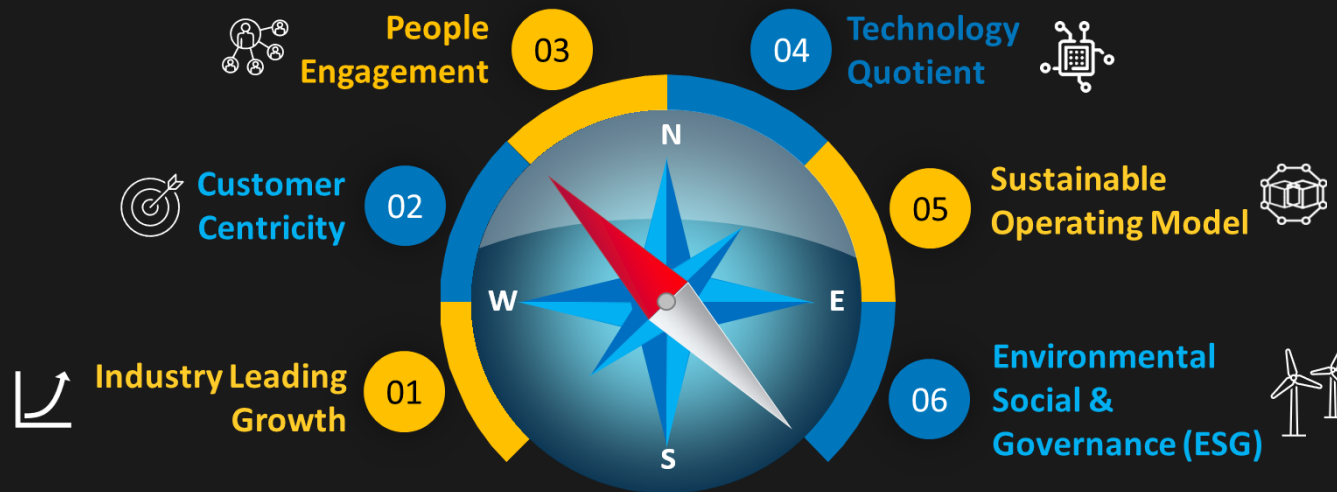Preventive Measures for the Underprivileged against Cancer

Empowering Tribal Women through Skill Building

IN SUMMARY…

We have Chartered our Journey to Scale with a 6-Dimensional Glide Path…

03 People Engagement

04 Technology Quotient

02 Customer Centricity

05 Sustainable Operating Model

01 Industry Leading Growth

06 Environmental Social & Governance (ESG)

Profitable, Sustainable & Inclusive Growth

#EngineeringScale

...and aim to reach **$1Bn** run rate by **Q2-Q3 FY23** & **$1.5Bn** run rate in FY25 with **18%** EBIT

THANK YOU