

July 28, 2017

National Stock Exchange of India Limited
Exchange Plaza, Bandra-Kurla Complex
Bandra (East), Mumbai – 400 051.
NSE Symbol: LTTS

The BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai- 400001
BSE Script Code: 540115

Dear Sirs,

Ref: Our letter dated July 03, 2017

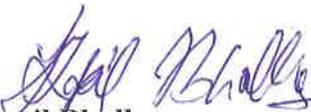
We are sending herewith a copy of the “**L&T Technology Services, Investor Day Presentation**”.

The Presentation is self-explanatory.

Kindly take the above Presentation on record and acknowledge the receipt of the same.

Thanking You,

Yours sincerely,
For L&T Technology Services Limited


Kapil Bhalla
Company Secretary
M. No F3485



WELCOME

ENGINEERING THE **CHANGE**

Investor and Analyst Day
28th July 2017, Bangalore



L&T Technology Services



Safe Harbour Statement

Certain statements in this release concerning our future growth prospects are forward-looking statements, which involve a number of risks, and uncertainties that could cause our actual results to differ materially from those in such forward-looking statements. L&T Technology Services Limited (LTTTS) does not undertake to update any forward-looking statement that may be made from time to time by us or on our behalf.



Engineering The Change



Dr. Keshab Panda

CEO & MD,

L&T Technology Services Limited

ENGINEERING THE CHANGE

INVESTOR & ANALYST DAY | JULY 28, 2017

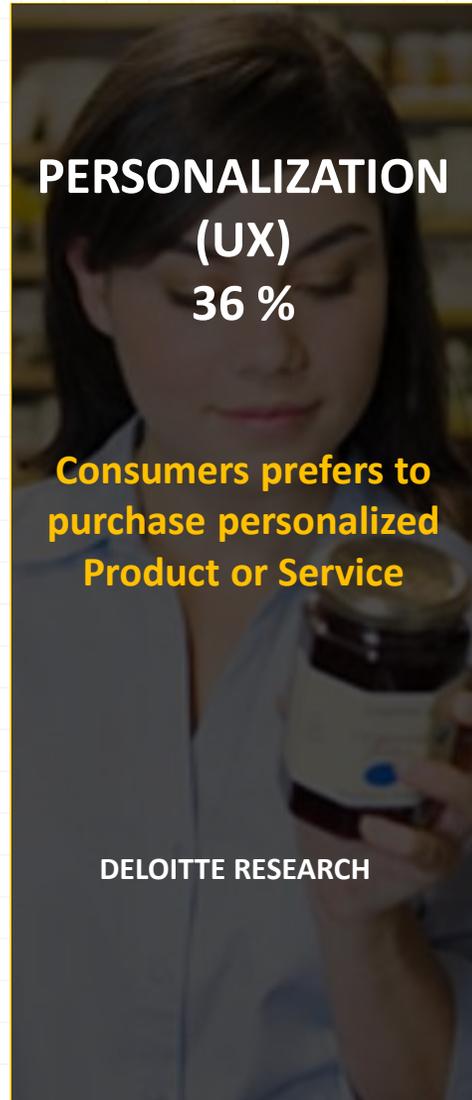
End Customers needs are changing ...



**5X
GROWTH**

**B2B Digital Leaders
compared to others**

MCKINSEY RESEARCH



**PERSONALIZATION
(UX)
36 %**

**Consumers prefers to
purchase personalized
Product or Service**

DELOITTE RESEARCH



**SPEED TO MARKET
22 %**

**CEOs citing adoption of
new technology as
major factor for Success**

BCG RESEARCH



**CONNECTIVITY
20.4 BILLION**

**Connected Things in
Use Worldwide By 2020**

GARTNER



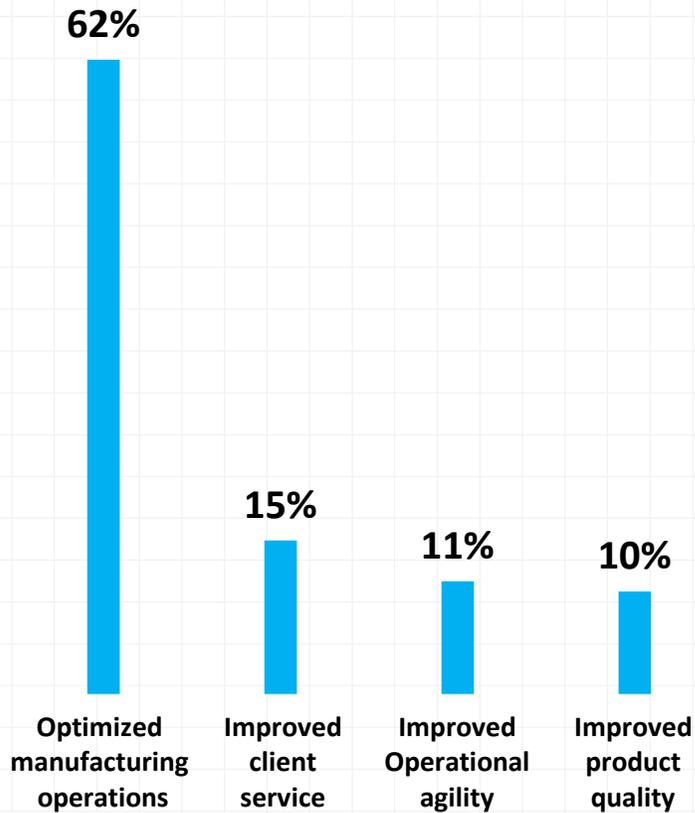
**SOCIALLY
RESPONSIBLE
72 %**

**Millennials prefer
companies with
positive Social &
Environmental Impact**

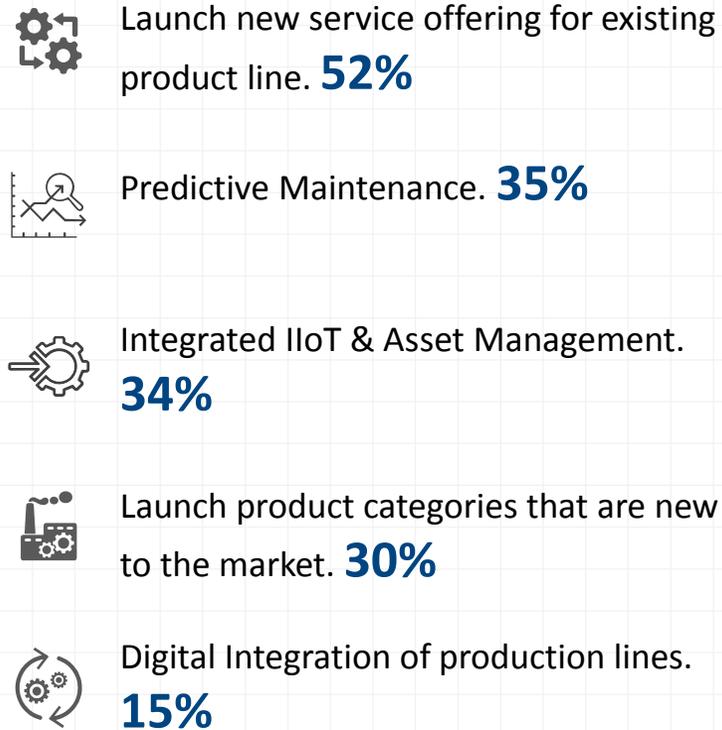
NIELSEN RESEARCH

...resulting in our customers transforming their business

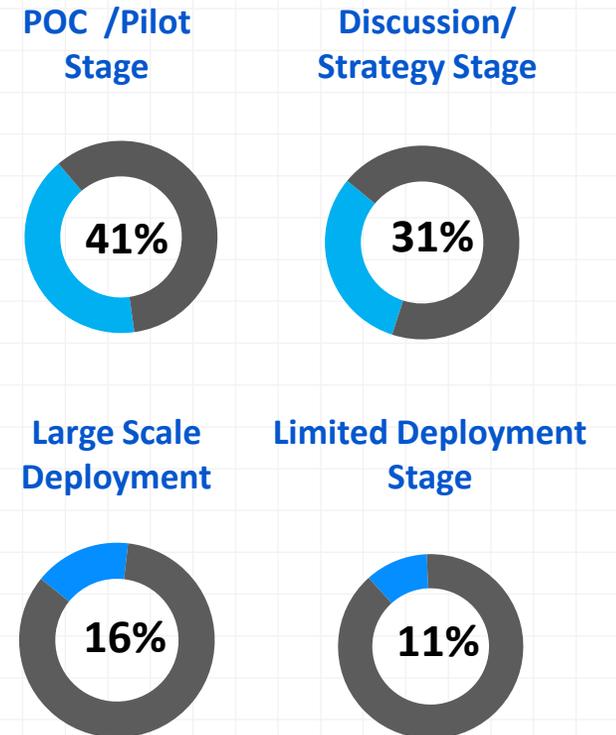
Key Business Areas Where Digital Investment Has a Significant Impact



Digital Priorities Over Next 5 Years



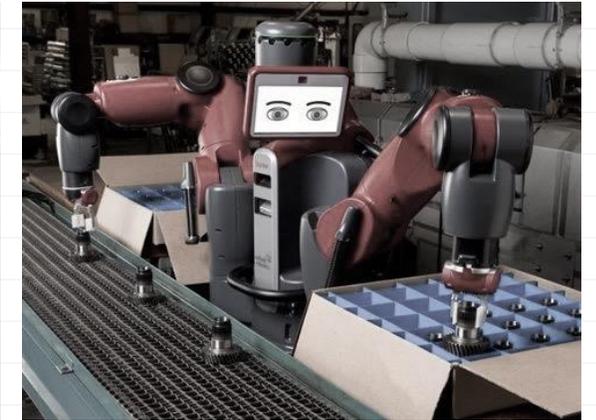
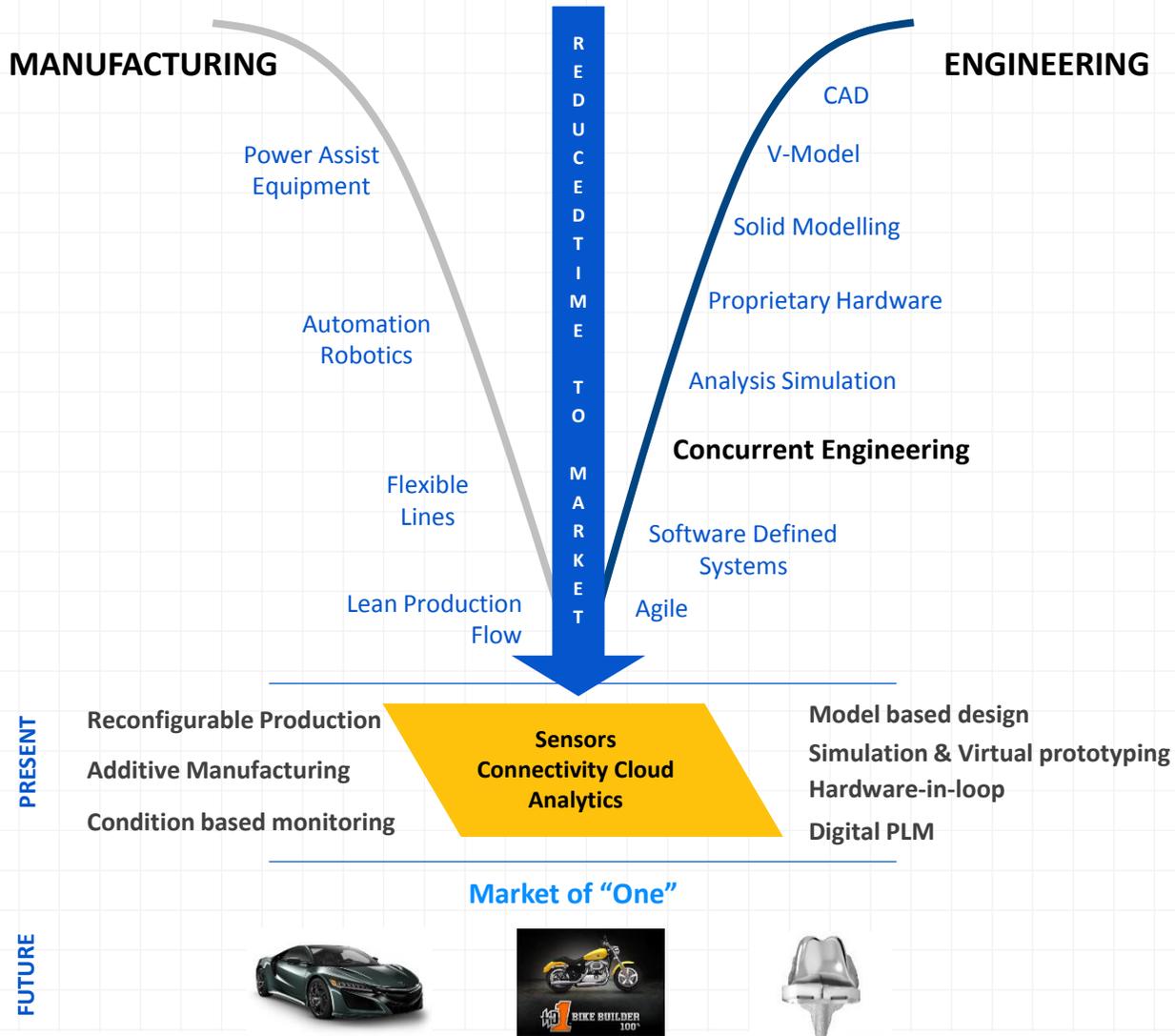
Level Of Adoption of Digital / Smart Technology in Manufacturing Process



...leading to significant changes in the engineering practices...

1 Concept To Design To Production In Real Time

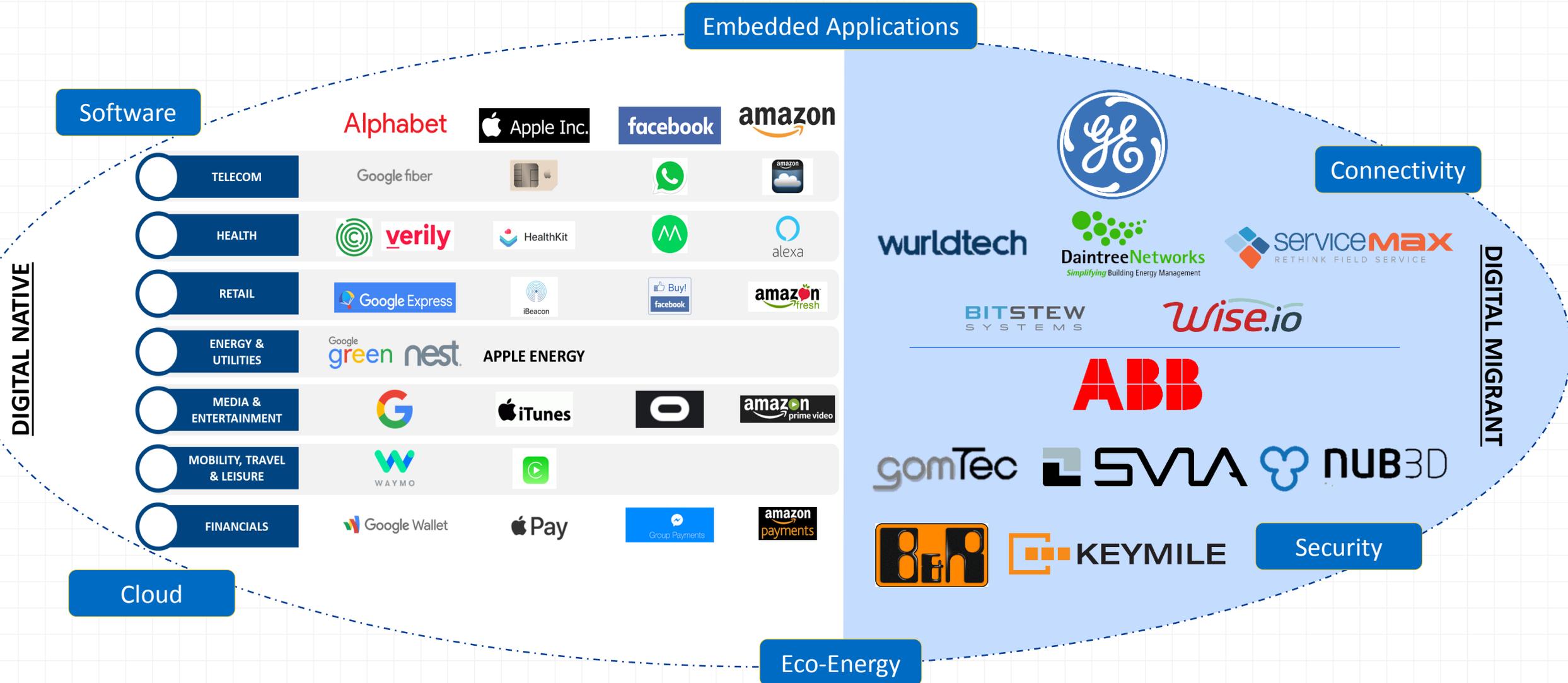
2 Advanced HMI Devices Solving Multiple Complex Engineering Need



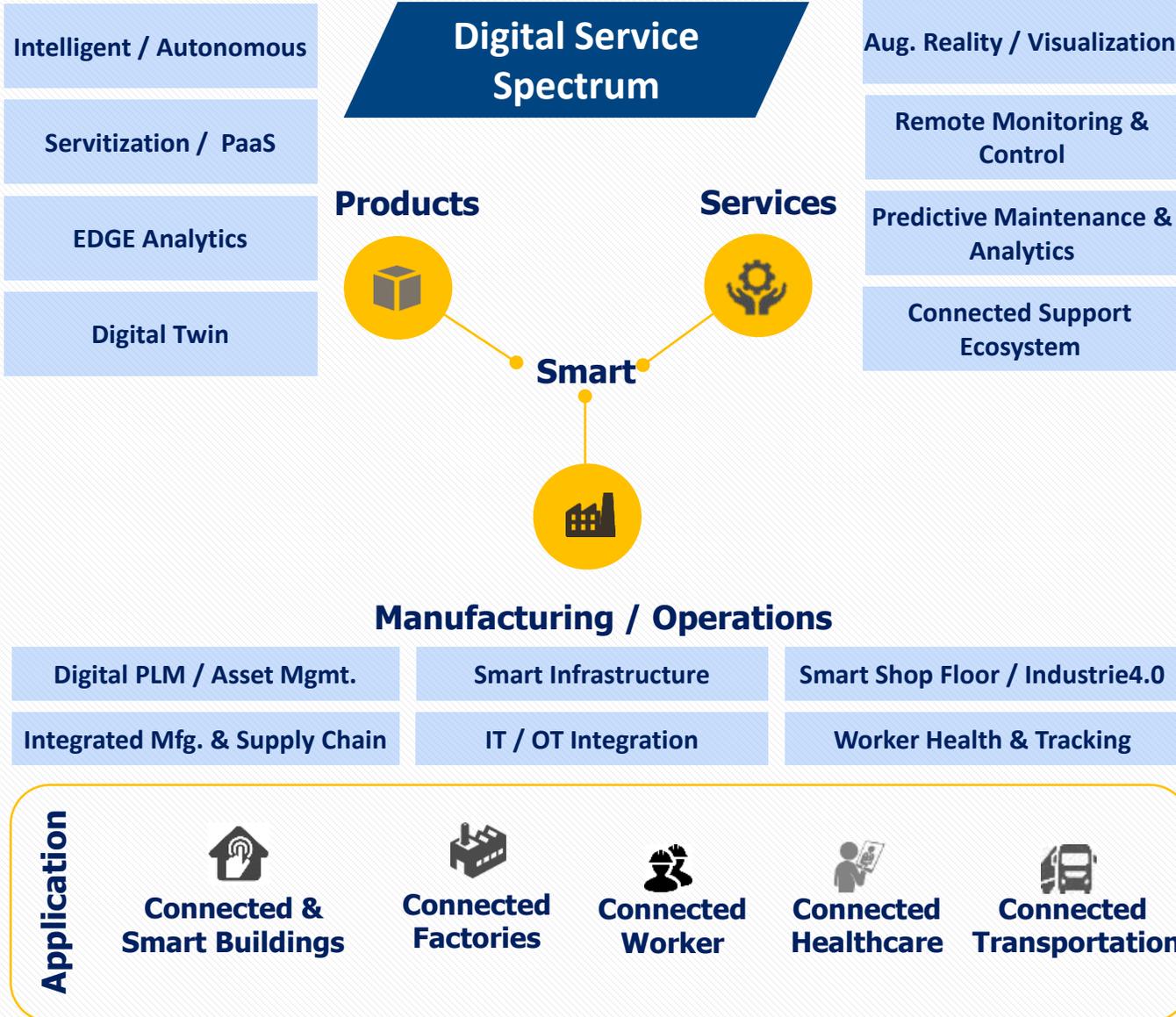
...across all industries by **Marrying Physical to Digital**

3

Technology Playing Critical Role In Transformation



Services Industry : The ideal partner for this **DIGITAL** powered dynamic world



ENGINEERING AND R&D SERVICES

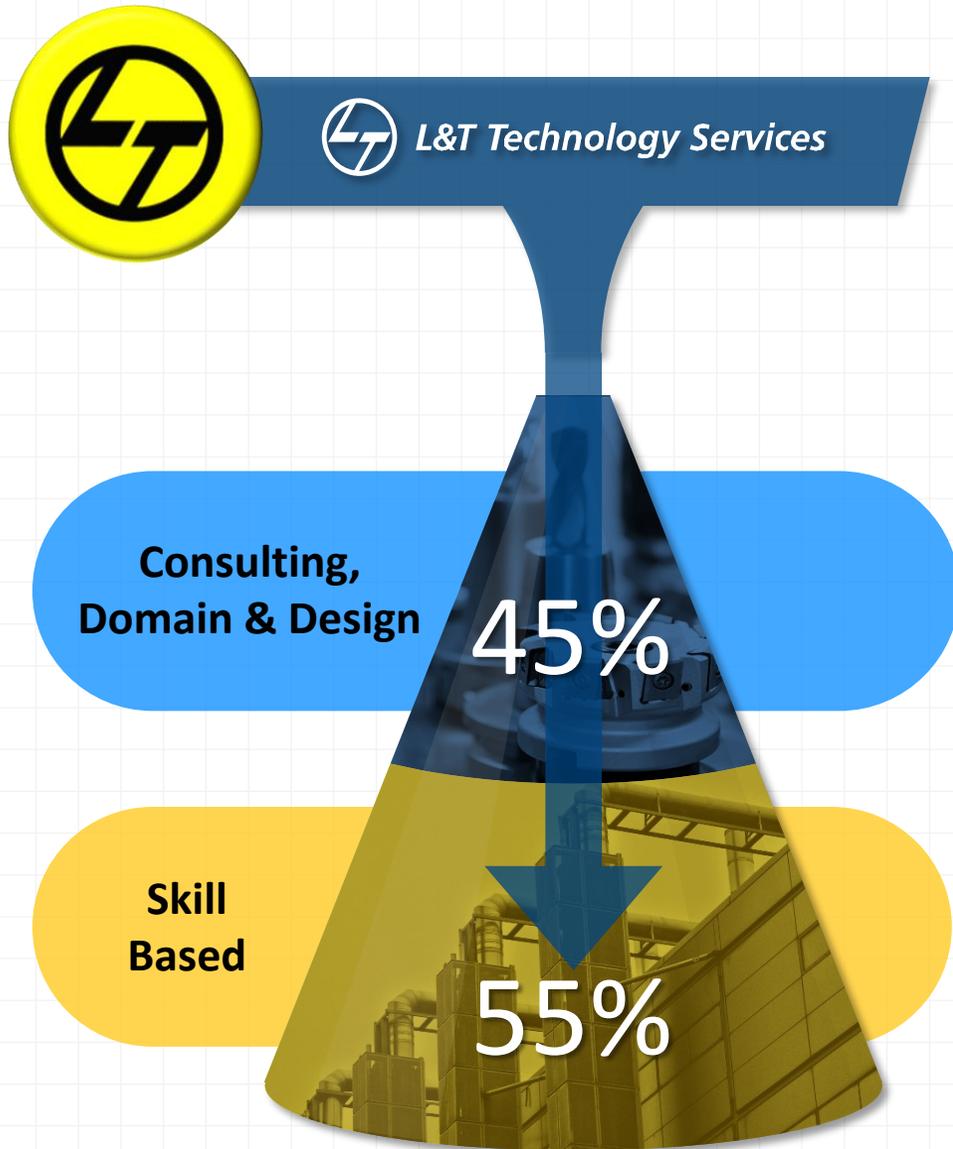
- Manufacturing Support**
- Product Engineering Services**
- Software Product Development**
- Plant Engineering**

\$1062 Billion Global R&D Spend

\$85 Billion Opportunity Addressed

10 Percent India Revenue Growth

Difficult to replicate our differentiation &....

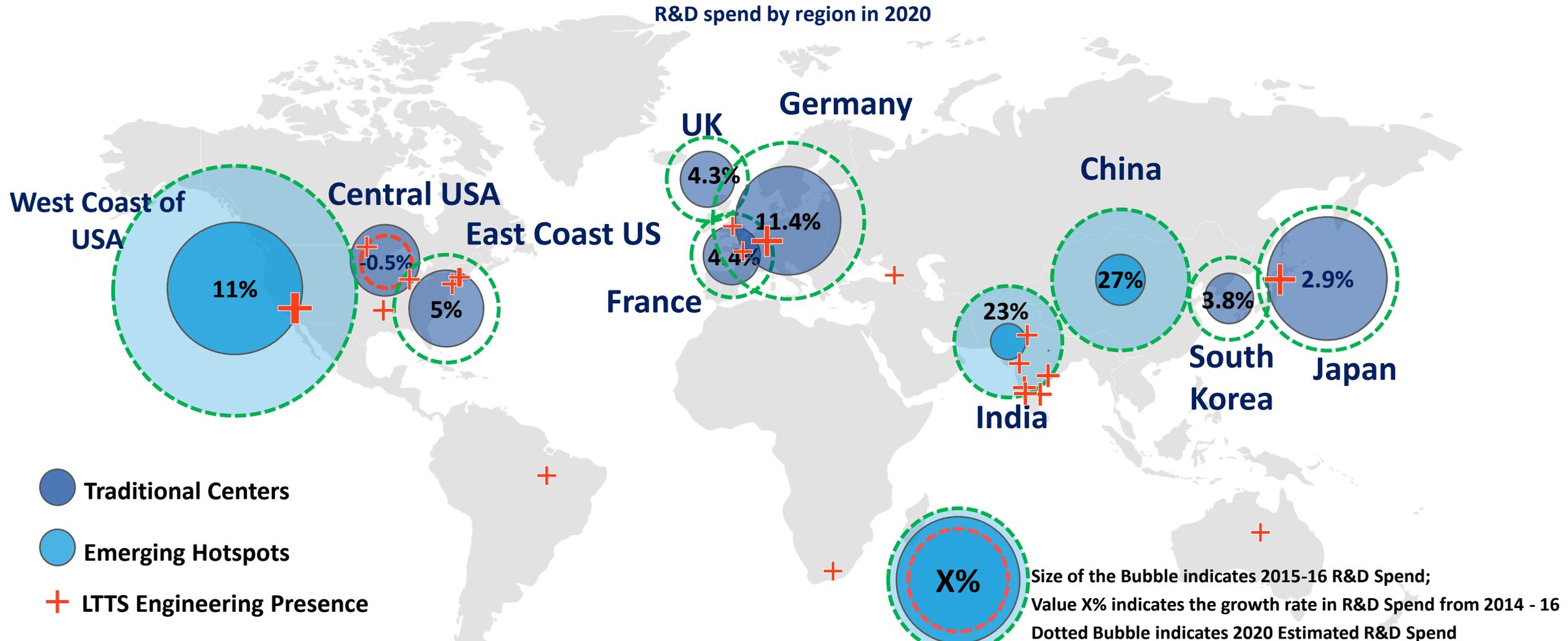


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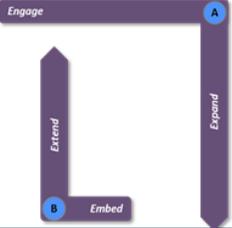


...unmatched multi-geo engineering presence

Bay Area & Germany at the center of Global R&D



Our Strategy



Multi-Vertical & Regional Strategy

- 5 Verticals
- L Model
- US, Europe and Japan Markets



Global Design Centers & New Technologies

- Proximity & near-shore centers
- Specialized centers for POCs, solutions & frameworks
- Connected Product & Services, Smart Mfg & Operations, Perceptual Engg., Pervasive Technologies



Non Linear Revenues

- Licensed Revenue
- IP Influenced revenue

- iBEMS,
- UBIQWeise,
- GDA – IP
- W.A.G.E.S
- DC DC Convertor
- Stackable Invertor
- NB - IoT



Top Account Mining & Selective Hunting

- T30 Program
- A3 -Hunting Adjacencies
- Large Deals based on Annuity business model



Acquisitions

- Selective acquisitions in Product Software & New age technologies which cuts across domains

....supported by best in class infrastructure with in-depth capabilities...



Lighting Lab



Optics Lab



Medical Lab



Environmental Lab



Injecting Innovation

Improving Quality & Reliability

Optimize Operations

Enter New Markets

...we are being acknowledged multiple times by the industry

FROST
&
SULLIVAN

Excellence in
Engineering
Services Award

zinnov

Leadership in IoT
Product
Engineering
10 Verticals
Embedded &
Mechanical

DAIMLER

Innovation Award

United
Technologies

Global Engineering
Productivity
Improvement Award &
Gold Supplier

HfS

Winners Circle in
HfS' Industry 4.0

Gartner

“Key vendors in
the IoT embedded
space”

DATAQUEST

Innovative use of
digital technology



Golden Peacock
National Quality
Award 2017



IACC
“Company of the
Year” &
“Green Office
Space of the Year”

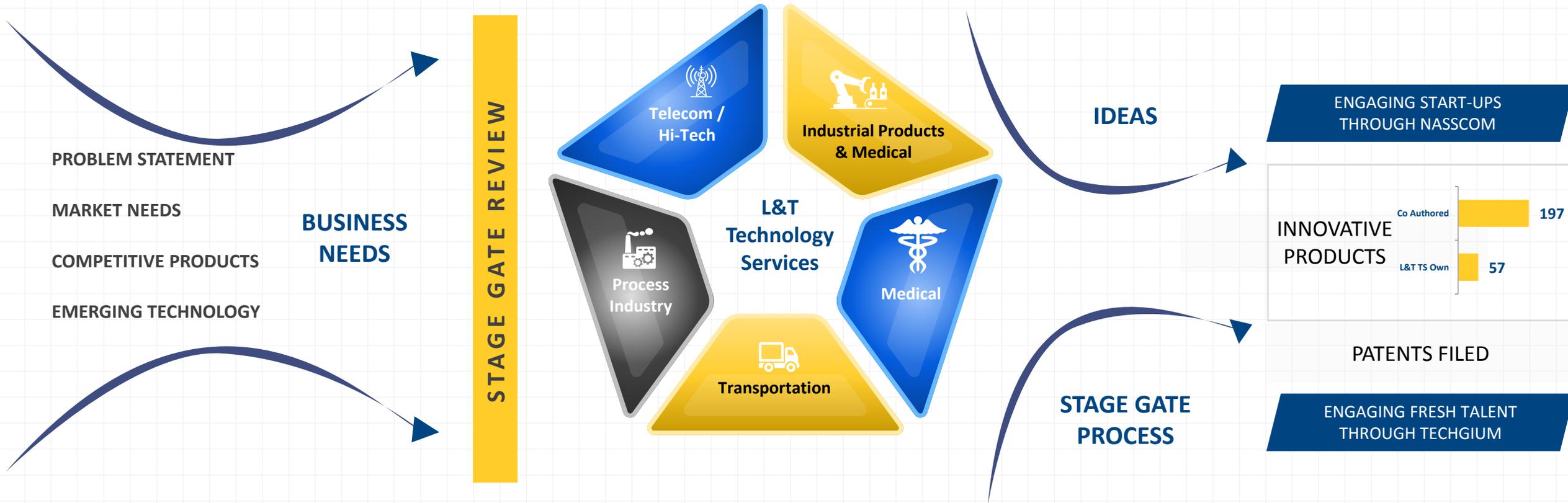


Quality Excellence
Award in Product
development



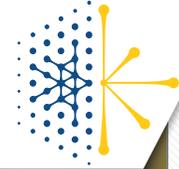
The Golden Globe
Tigers Award 2016

We continue to be focused on driving innovation...



...and are investing for the future ... **Infusing Digital in Physical**

DIGITAL ENGINEERING



NEXT GEN. SMART PRODUCTS & SERVICES

- Smart Products and Services
- Mobility
- Augmented Reality
- Mobility Solutions
- Virtual Reality
- Enterprise Platforms
- IoT



PERCEPTUAL ENGINEERING



ENGINEERING THE "HUMAN EDGE" IN MACHINES

- Machine Learning
- Image Processing
- Voice Processing
- Neural Networks
- Virtual Reality
- Artificial Intelligence
- Sensors
- ADAS
- Chips
- HMI
- Robotics

INTELLIGENT INTEGRATED PLANTS

- Industrie 4.0
- Connected Manufacturing
- Intelligent Automation
- PLM Transformation
- Smart Plants
- Plant control and mobility
- Plant Asset Mgmt
- Supply Chain Technology
- FoF

SEAMLESS CONNECTED ECO-GREEN WORLD

- Software
- Embedded Applications
- Connectivity
- Semiconductors
- Eco-Green Way (Net 0)
- Cloud
- Security

SMART MANUFACTURING & OPERATIONS



PERVASIVE TECHNOLOGY



We are also a company with a heart...



**Skill Development
(Naya Savera)**



**Water Project
(ENWA)**



**Environment
Project (ENWA)**



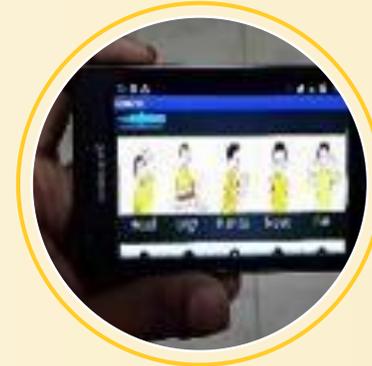
**Education
(Naya Savera)**



**Health Care
(Sparsh)**



**Volunteering Activities
(Samaritans)**



**Innovation & Technology
(Tech Udan)**

...and remain true to our founder's words.

VISION



- **Top 10** global engineering services companies in the world
- **Top 3** global pure-play engineering services provider



L&T Technology Services

MISSION



- Foster **Customer Delight** through A Creative & Innovative Culture That Establishes **Technology Leadership & Delivery Excellence**, While Enhancing Value For Our Stakeholders

Machinery must be there, buildings must be there, but without the people, it's all nothing. People are our only real asset.

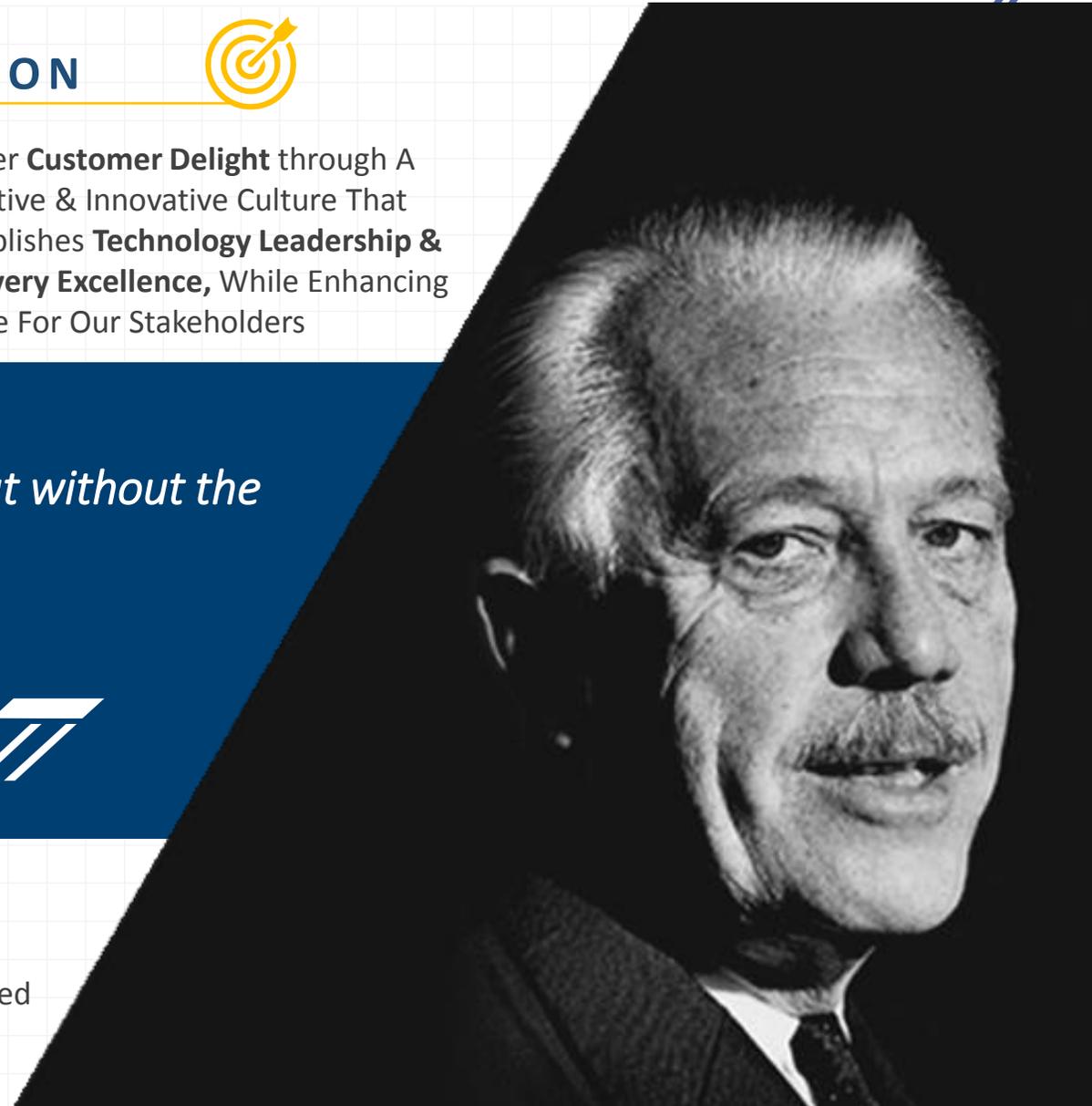
*Mr. Henning Holck-Larsen
Co-Founder, Larsen & Toubro*



VALUES



- Be An **Ethical** & Professional Organization With **Respect For Individual** & diversified global talent
- Uphold social harmony, peaceful existence, and inclusive growth





Profitable Growth



Amit Chadha

President – Sales & Business Development and
Executive Director,
L&T Technology Services Limited

ENGINEERING THE CHANGE

INVESTOR & ANALYST DAY | JULY 28, 2017

AGENDA

1

TRENDS

2

OUR GROWTH STRATEGY

3

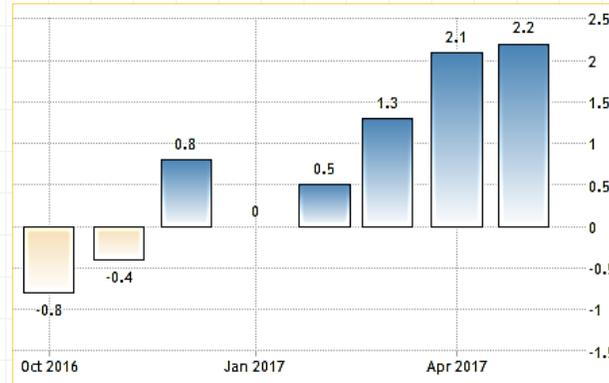
RESULTS & THE WAY FORWARD

Our Worldscope

Global GDP growth is projected to rise at 3.5%



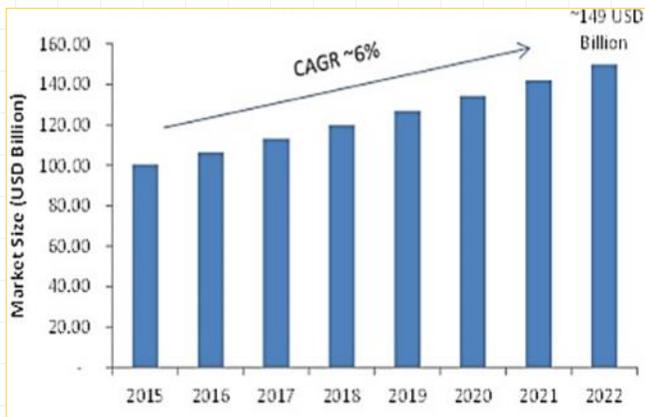
U.S. Production stable: +2.2% year-on-year in May 2017



Europe's automobile industry continues to post healthy rise in vehicle sales, Q1 (+8% YoY)



Industrial Automation market to be worth \$149B and to grow at 6% CAGR by 2022



Semiconductor and sensors for IoT market to reach \$114.2B by 2025



Oil and Gas industry to focus on reducing costs and to go digital



And what it means to us...



Semiconductor and Sensors Market is growing exponentially



Digitalization is creating a demand in the “Traditional” Industry



Auto industry continues To invest in New-Age Technologies



Specific Sub-sectors have shown Conservative buying behaviour



Immigration & Globalization Backlash may have been Overhyped

AGENDA

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RESULTS & THE WAY FORWARD

Our Growth Strategy



1 Geo-specific Growth Approach



2 Augmenting Client Relationships



3 Hunting Adjacencies



4 Micro Vertical Focus



5 Improving Digital Quotient & Selling Solutions



Geo-Specific Growth Approach: North America (1 of 3)

Transportation



Telecom & Hi-Tech



IP + Medical

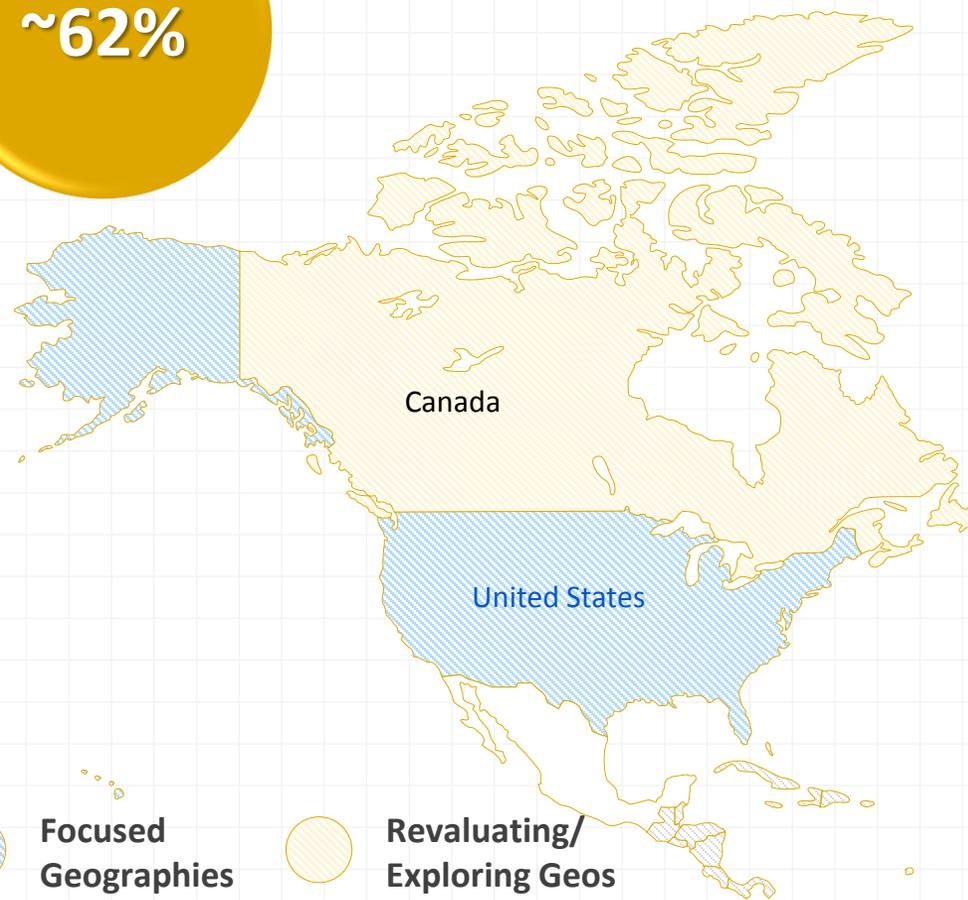


Process Ind.

Alliances



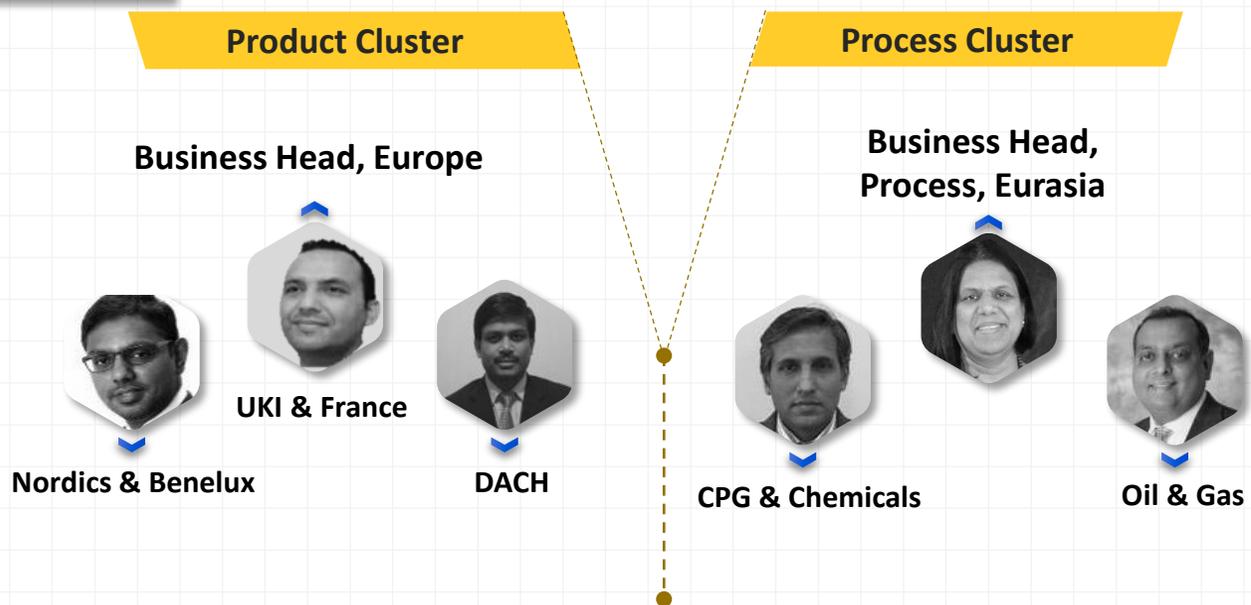
~62%



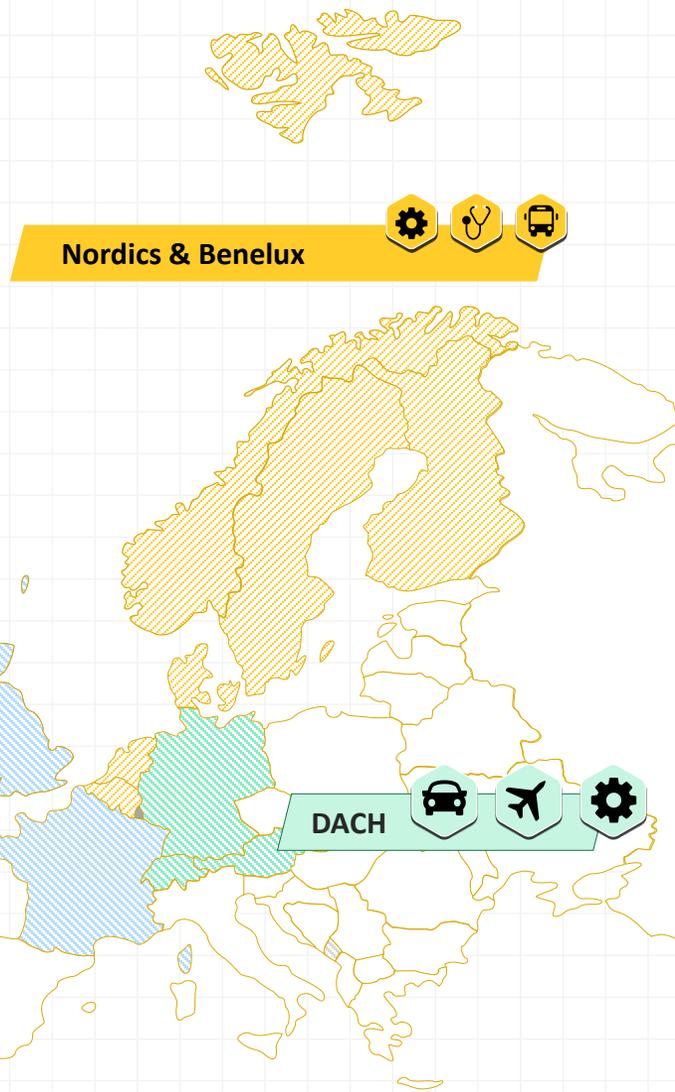
- MATURE MARKET, VERTICALIZED SALES ENGINE
- 7 LOCAL DESIGN CENTERS
- TARGETTED LOCAL TALENT AQUISION
- SMES FOR VERTICALS & DIGITAL ENGINEERING
- 2 SUBSIDIARIES



Geo-Specific Growth Approach: Europe (2 of 3)



~20%



- EUROPE IS NOT THE UNITED STATES OF EUROPE
- BUYING BEHAVIOUR DIFFERENCES: PRODUCT CLUSTER REGIONAL, PROCESS CLUSTER CROSS CONTINENTAL
- 2 LOCAL DESIGN CENTRES (MUNICH & GOTHENBURG)
- SMES FOR AUTOMOTIVE, DIGITAL ENGINEERING & PLANT ENGINEERING



Geo-Specific Growth Approach : ROW (3 of 3)

ME, India, SE Asia



Japan & Korea



Process, Eurasia

~18%

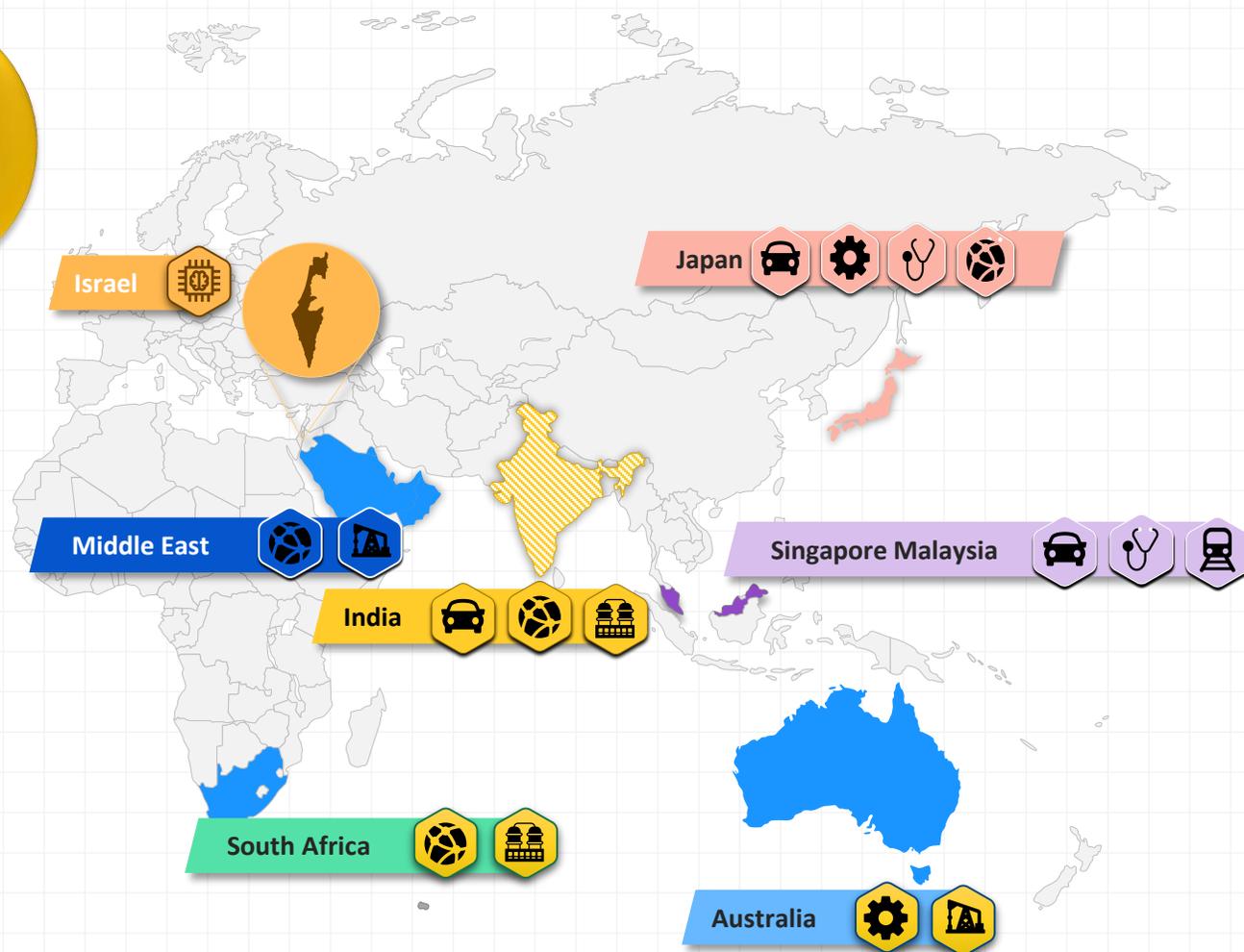
DIFFERENTIATED CAPTIVES STRATEGY IN INDIA

JAPAN: VERTICALIZED SALES ENGINE & SME FOR AUTO

EXPLORING IN SA, AUSTRALIA & SINGAPORE

NEW DESIGN CENTRE IN ISRAEL

REASSESSING TECHNOLOGY MARKETS IN MIDDLE EAST





Augmenting Client Relationships

T30 Program

- Accelerate growth with Two in a Box model
- Client specific solutions for accelerated growth

Annual Ideation & Proactive Deal studio

- Engaging onsite & offshore teams in ideation and large deals with rigorous monthly reviews

Large Deals & Carve Outs

- Focus on MOLS carve outs and technology consolidation



Stakeholder Mapping & Geographic Expansion

- Foreman - Chairman mapping and expanding into new geographies

Continuous assessment of Client Interfacing teams

- The Answer to a \$50M account is not the same as a \$5M account

Average CSAT up at 85.2%





Hunting Adjacencies

Key Accounts In New Geographies

Strategy to expand the current engagement in new geographies



T30-A3

Hunting into Logos that are adjacent to existing Top 30 customers

Existing Customers

Adjacent Logos

LTTS

Solution Based Reach-out

Driving solutions-oriented Engineering services that are applicable across verticals

UBIQWEISE™

GDA IP & Solutions

i-BEMS | Intelligent Buildings

AR_{TS}
Augmented Reality Services



Micro-Vertical Focus (1 of 3)

Transportation



AEROSPACE & RAIL

- In flight Entertainment
- Air Traffic Management
- Test Bench Development
- Avionics
- Wire Harnessing
- Signaling
- Real-time monitoring & Predictive Analytics
- Additive Manufacturing



AUTOMOTIVE

- ADAS/Autonomous Driving
- Infotainment
- Hybrid Cars
- Manufacturing Engineering
- Connected Cars
- Telematics



OFF HIGHWAY

- Localization
- Manufacturing Engineering
- Value Engineering
- Electronics Systems Development
- Hybrid /Electric Trucks and buses
- Autonomous Driving
- Connected machines

Legend: Bread & Butter | Next-Gen



Micro-Vertical Focus (2 of 3)

Industrial Products



BUILDING & HOME AUTOMATION

- Building Management Solutions
- Energy Efficient Lighting
- Intelligent Mobility Solutions
- Imaging Algorithms



ELECTRICAL DRIVES & POWER

- Power Electronics
- Sustenance Engineering
- Real-time Monitoring & Analytics
- Energy efficient product development



MACHINERY

- IoT
- Cost takeout Programs
- Machine Learning
- Value Engineering
- Artificial Intelligence
- Machine Vision
- Digital Twin

Medical Devices & Healthcare



DIAGNOSTICS

- Diagnostics Imaging
- Manufacturing optimization
- Data Analytics and Security
- Wearable's diagnostic applications



PATIENT CARE

- Cost Optimization Programs
- Engineering Analysis(CAE)
- Real-time Connectivity and Integration
- Intelligent Patient Care



SURGICAL

- Product Design and Development
- Risk Management and Compliance
- Value Engineering
- Robotics
- Reusable surgical solutions

Legend: Bread & Butter | Next-Gen



Micro-Vertical Focus (3 of 3)

Telecom and Hi-Tech

Process Industry



SEMICONDUCTOR

- ASIC/SOC Design and Development
- Custom Engineering
- V&V
- Sensors/MEMS
- IoT Chipsets Development & Testing



MEDIA & ENTERTAINMENT

- STB Middleware Design & Development
- Cloud based Video
- Testing
- Dev-Ops
- Next-Gen Media Streaming



CONSUMER ELECTRONICS

- Middleware development, Integration and Testing
- Application development and Testing
- Smart Homes & Security
- AR/VR Technology



TELECOM & ISV

- SDN/NFV and Network Management
- Product Design and Sustenance
- Software Development and Testing
- 5G Core and RAN Network
- Virtualization and Network Security
- Dev-Ops



CPG

- Sustenance Engineering
- Brown field Development
- Plant Controls Mobility Solutions
- Integrated Manufacturing and Supply Chain



SPECIALITY CHEMICALS

- Green Field Development
- Sustenance Engineering
- Intelligent Industrial Automation
- Energy Audit & Energy Management Services



OIL & GAS

- Asset Management Solutions
- Discipline Engineering
- Digital Engineering
- Data Analytics and Interpretation

Legend: Bread & Butter | Next-Gen

AGENDA

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RESULTS & THE WAY FORWARD

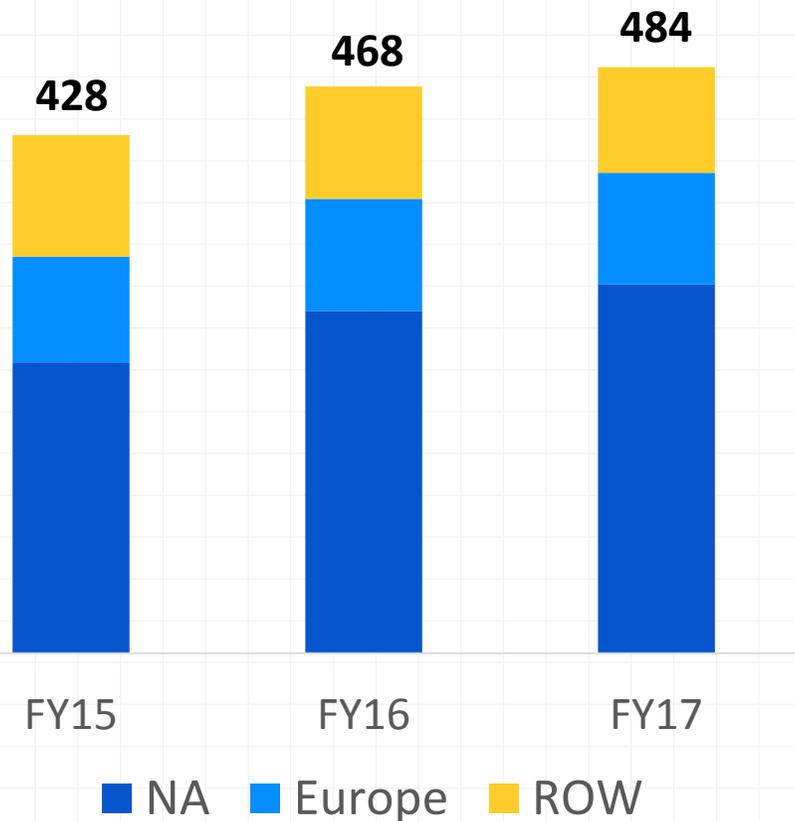
Results: Annual

All numbers in US\$ M

REVENUE

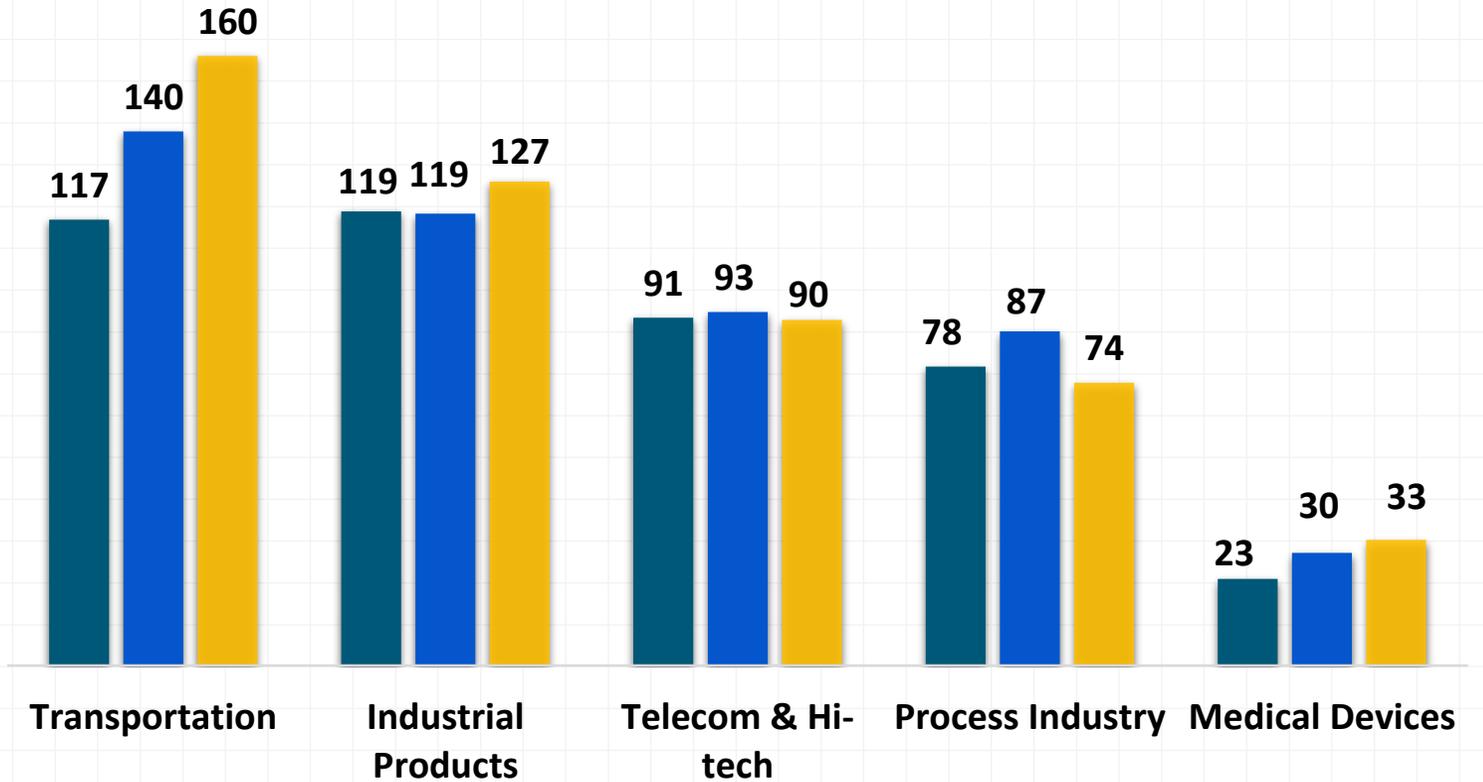
FY16 3 yr. CAGR - US\$: 15.7%

FY17 4 yr. CAGR - US\$: 12.5%



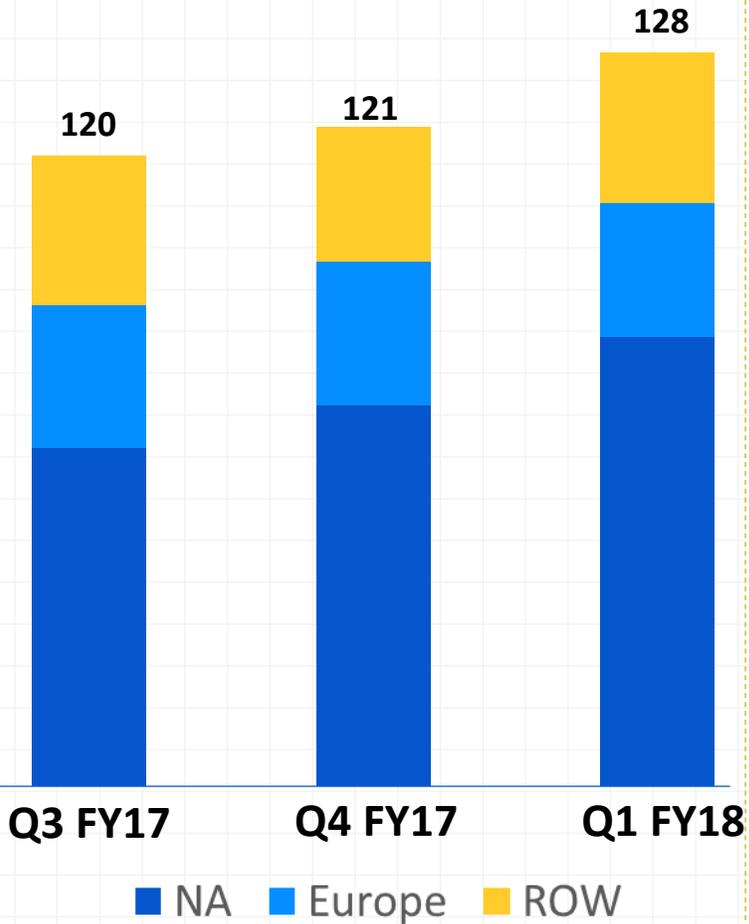
VERTICAL WISE REVENUE

FY15 FY16 FY17

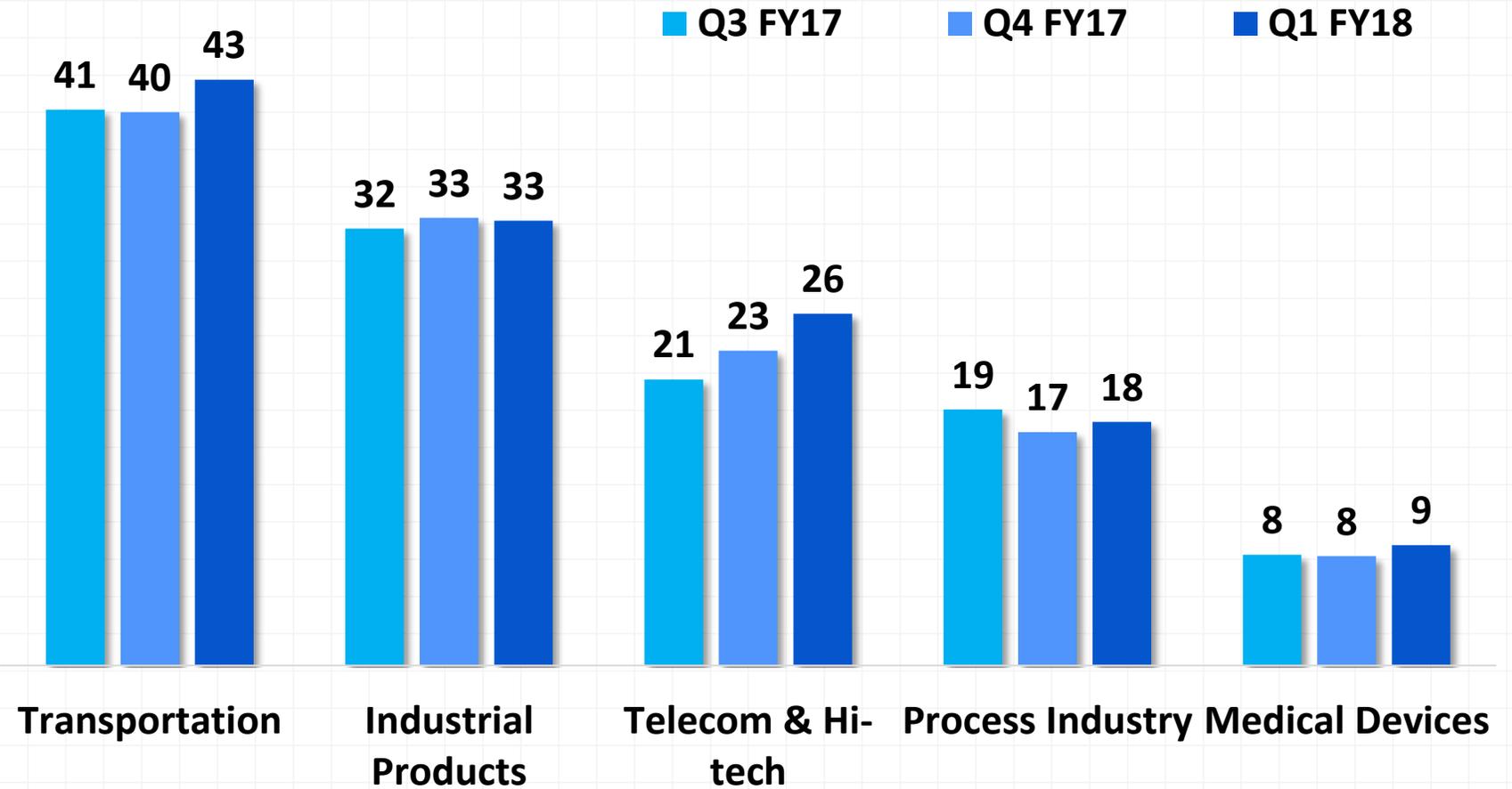


Quarterly Results: Growth is back

REVENUE



VERTICAL WISE REVENUE



Key Wins

NORTH AMERICA

 US-based technology leader to maintain the Vantage middleware stack for Cable MSO customers.

 Multi-year contract consolidating relationship with a leading global semiconductor company

 Expand Services for Global Auto maker at our centre of excellence in Dublin, Ohio.

 Multi-year contract to provide digital engineering for a major oilfield services company.

 Multi-year contract with a large global manufacturer of motion and control technologies.

 Advanced development and testing for the core R&D of one of the world's leading global diversified industrial products conglomerate.

 Major Contract with a leading medical devices company for its range of Surgical products and medical devices.

EUROPE

 Contract for its infotainment systems testing, functional integration and testing and system validation from one of the worlds leading Auto OEM

 A Leading European OEM has chosen LTTS for design, development, implementation and standardization of digital engineering framework across all its major business units.

 Secured a multi-year engagement in Middleware application development for a global telecom player. LTTS has set up an ODC for middleware development to address their end customer projects.

 LTTS is offering design verification, specification support, engineering surveillance and information management services to one of the world's largest process companies in a multi-year

ROW

 Multi-million dollar smart campus deal in Israel jointly with Microsoft to develop the world's smartest office for a leading US tech conglomerate.

 LTTS augmented its relationship with a leading global automotive major for R&D Outsourcing, Product Development and Sustenance Engineering

Our clientele continues to be our prized asset...





L&T Technology Services

MOST BUSINESSES HAVE

GEARS THEY DON'T USE

TO WIN.

WE DO.

Thank You



Capitalizing on Technology Trends



L&T Technology Services

Bhupendra Bhate
Chief Digital Officer



Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

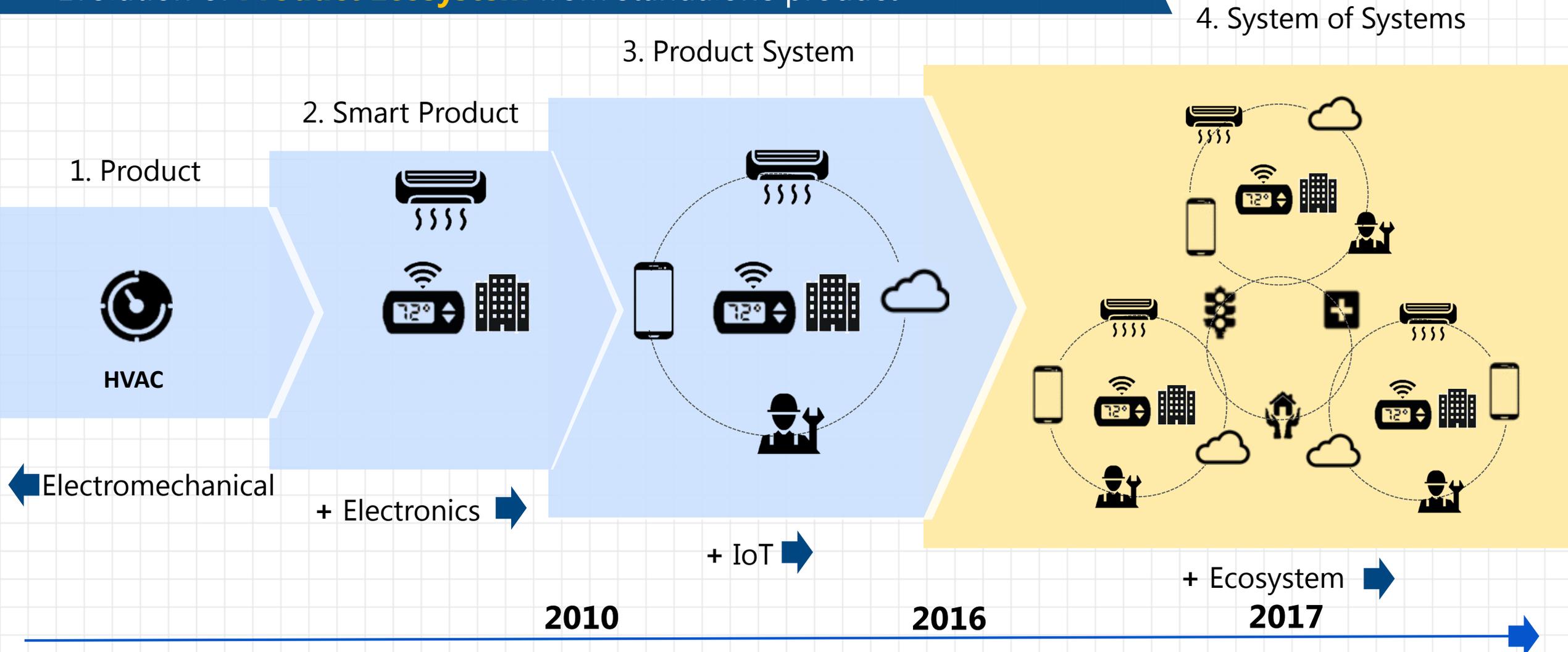


**WE HAVE ENTERED AN ERA OF
TECHNOLOGY CONFLUENCE DRIVEN
PRODUCT ECOSYSTEM WHICH UNLOCKS
NEW GROWTH AVENUES**



Practitioner's view on Product to Product Ecosystem

Evolution of **Product Ecosystem** from standalone product



Source : Adapted from HBR

Tectonic shift to Product Ecosystem extends the boundary of Engineering

LTTS: Multi-domain Product Gallery

Complex product design has been LTTS's traditional strength...

TRANSPORT



Passive Occupant Detection System for Passenger Safety

AERO



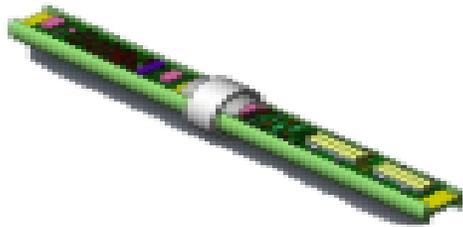
Flight Control Computer to control Unmanned Aerial Vehicle

MEDICAL



Cost Reduction of Pipettor Gantry Assembly by 25+%

INDUSTRIAL PRODUCTS



4.5 KW High Power Amplifier Acoustic Downhole Transmitter

TELECOM



Ruggedized Tablet for Extremely Harsh Mission Critical Situations

PLANT ENGINEERING

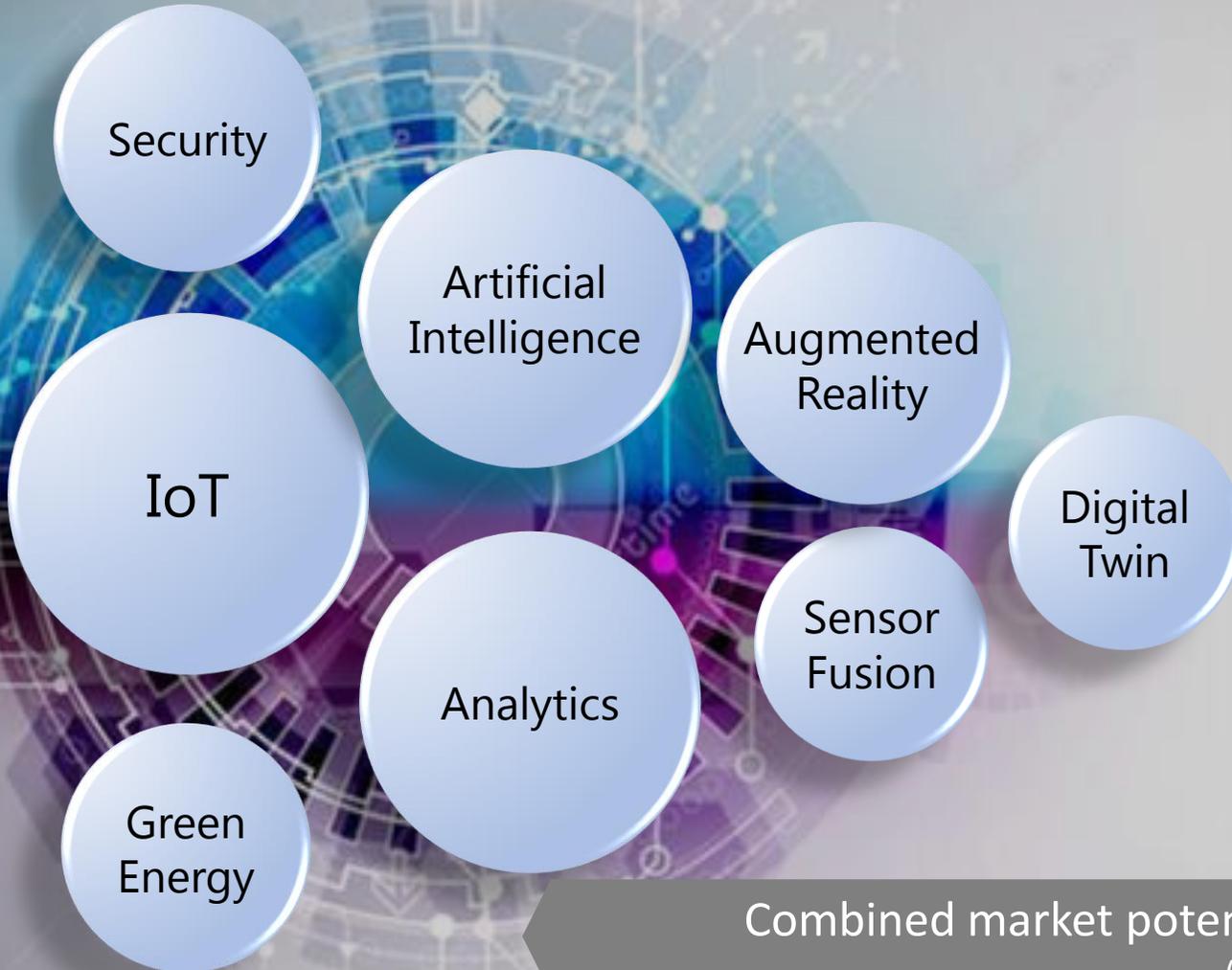


Barrier Free, IGBC Green Certified Manufacturing Plant Design

...now we are transitioning to product ecosystem design

Key Technologies behind Product Ecosystem

... shaping Industry Trends



Industry Trends



Own Services instead of Assets

OPEX instead of CAPEX



Reduce Carbon Footprint

Automation to its Ultimate



Combined market potential to reach **\$800 Billion** by year **2022**

(Source: MarketsandMarkets)

Technologies & Trends have always co-evolved!!!

Strategy to Monetize the Trends

ADDRESSING TRENDS THROUGH SPECIALIZED OFFERINGS



FOCUSING ON SOLUTIONS





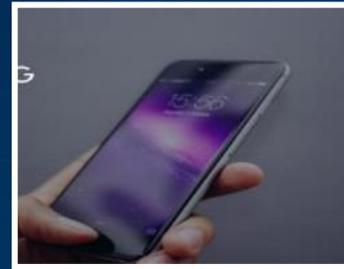
ADDRESSING TRENDS THROUGH SPECIALIZED OFFERINGS



CONNECTED PRODUCTS
& SERVICES



SMART MANUFACTURING
& OPERATIONS



PERCEPTUAL
ENGINEERING



PERVASIVE
TECHNOLOGIES

Connected Products & Services



CONNECTED PRODUCTS & SERVICES

CONNECTED PRODUCTS



Autonomous

Servitization / PaaS

EDGE Analytics

Digital Twin

CONNECTED SERVICES



Augmented Reality / Visualization

Remote Monitoring & Control

Predictive Maintenance & Analytics

Connected Support Ecosystem

Smart Field Assist

Augmented Guiding for Remote Auto Servicing



CASE STUDY FOR CONNECTED SERVICES

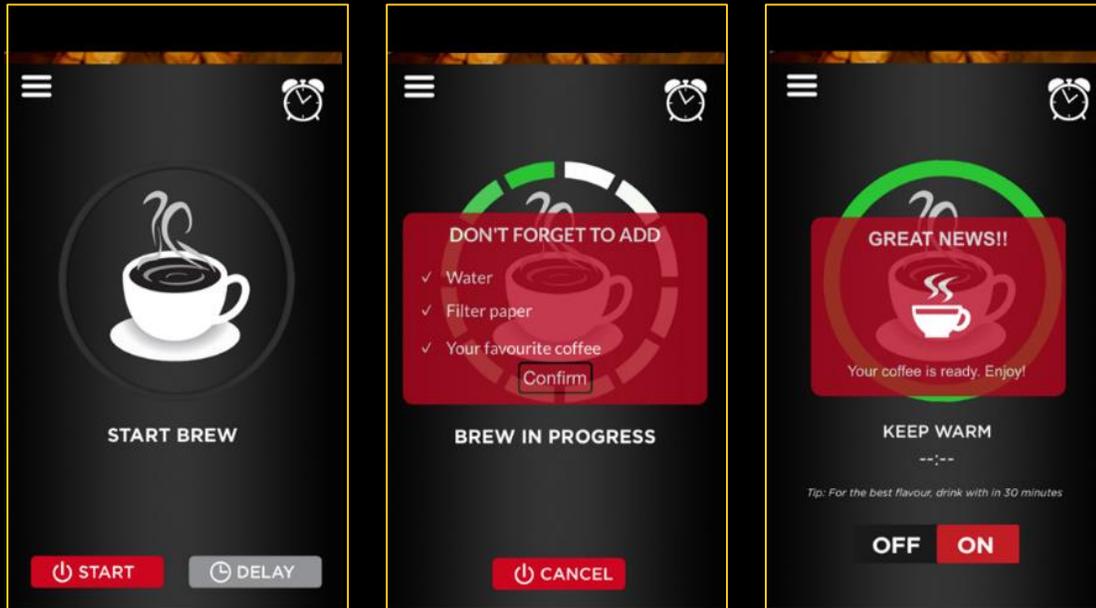
Augmented Guiding for Remote Auto Servicing:

- Intuitive & Intelligent service assistance
- Online access to Service manual, Drawings
- Auto Health Monitoring
- Remote Supervisory Assist

Market Drivers:

- Monitor the health of spare parts in the vehicle
- Assistance in performing regular maintenance
- Spare parts management

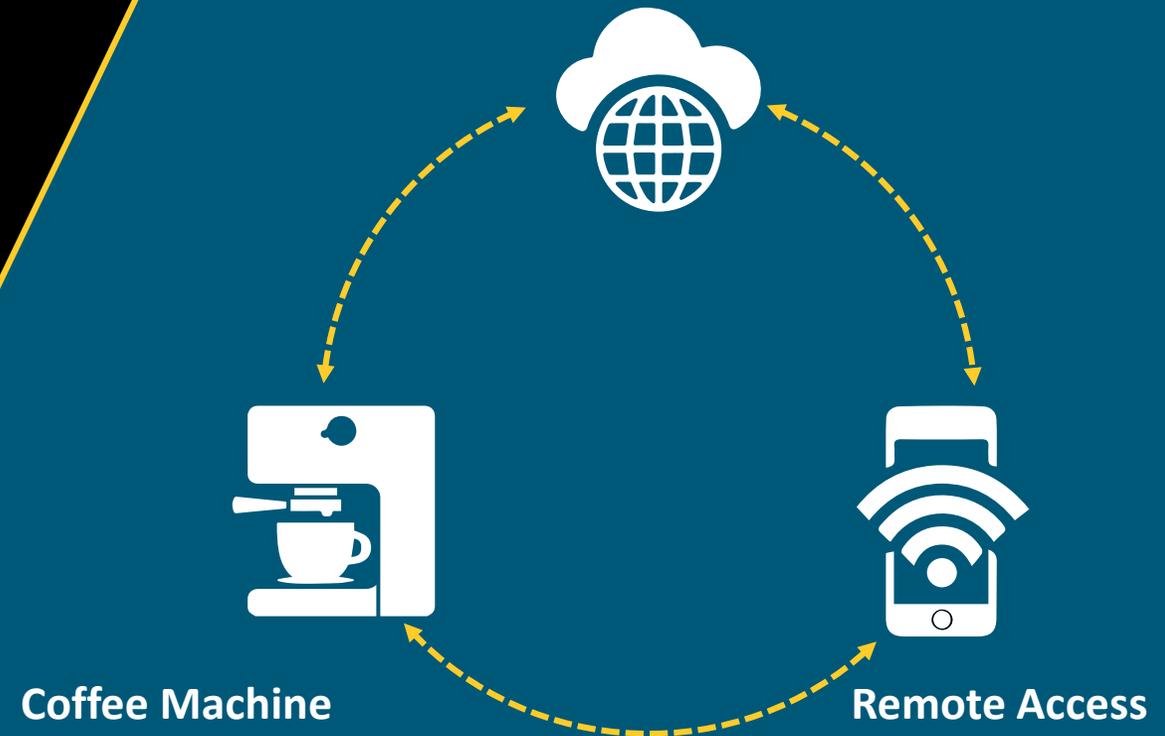
Connected Coffee Maker



Recipes can be taken from cloud and accordingly the Coffee Maker can be programmed for **different geographies depending on local taste.**

CASE STUDY FOR CONNECTED PRODUCTS

Cloud Connectivity



Smart Manufacturing & Operations



SMART MANUFACTURING & OPERATIONS

INDUSTRIE 4.0



Connected Machines/ Systems

SMART FACTORY



Remote Monitoring

Industrial IoT



Smart Logistics

DIGITAL MANUFACTURING



Smart Warehouse

Remote Asset Performance Management

CASE STUDY FOR SMART OPERATIONS

The key challenge in asset intensive industries is to manage field assets and equipment more effectively.

We created a **Remote Asset Performance Management Solution for a Construction Major** which:

- Intends to cover 30 thousand assets across 500 asset types
- Expected 12% improvement in asset utilization
- Reduced costs as on-time asset availability improve
- Uses our home grown **UBIQWeise™** platform



Equipment Monitoring & Effectiveness



CASE STUDY FOR SMART MANUFACTURING

Client requirement was to connect critical 25 years old machines in manufacturing plant for remote monitoring of Overall Equipment Effectiveness (OEE).

We developed a solution where **Multiple machines in a plant and multiple plants at different locations have been retrofitted with sensors and connectivity.**

- Developed Software to analyze, monitor and measure OEE parameters.
- Provides Predictive Maintenance and Energy Conservation.
- Measures the effectiveness and efficiency of manufacturing process.

Perceptual Engineering - Enabling the "HUMAN EDGE" in Machines



PERCEPTUAL ENGINEERING

ARTIFICIAL INTELLIGENCE



Cognitive Learning

Situational / Contextual Awareness

Analytics

ROBOTICS



Sensor Fusion

Mechatronics

Collaborative Robots

AI in Welding Machine



CASE STUDY FOR ARTIFICIAL INTELLIGENCE

Developed a welding machine that learns the machine usage patterns using a AI Algorithm and creates a library of different users as per their skills.

Provides **REAL TIME WELD SCORE** and **SUGGESTS TRAINING** to welders based on their weld score.

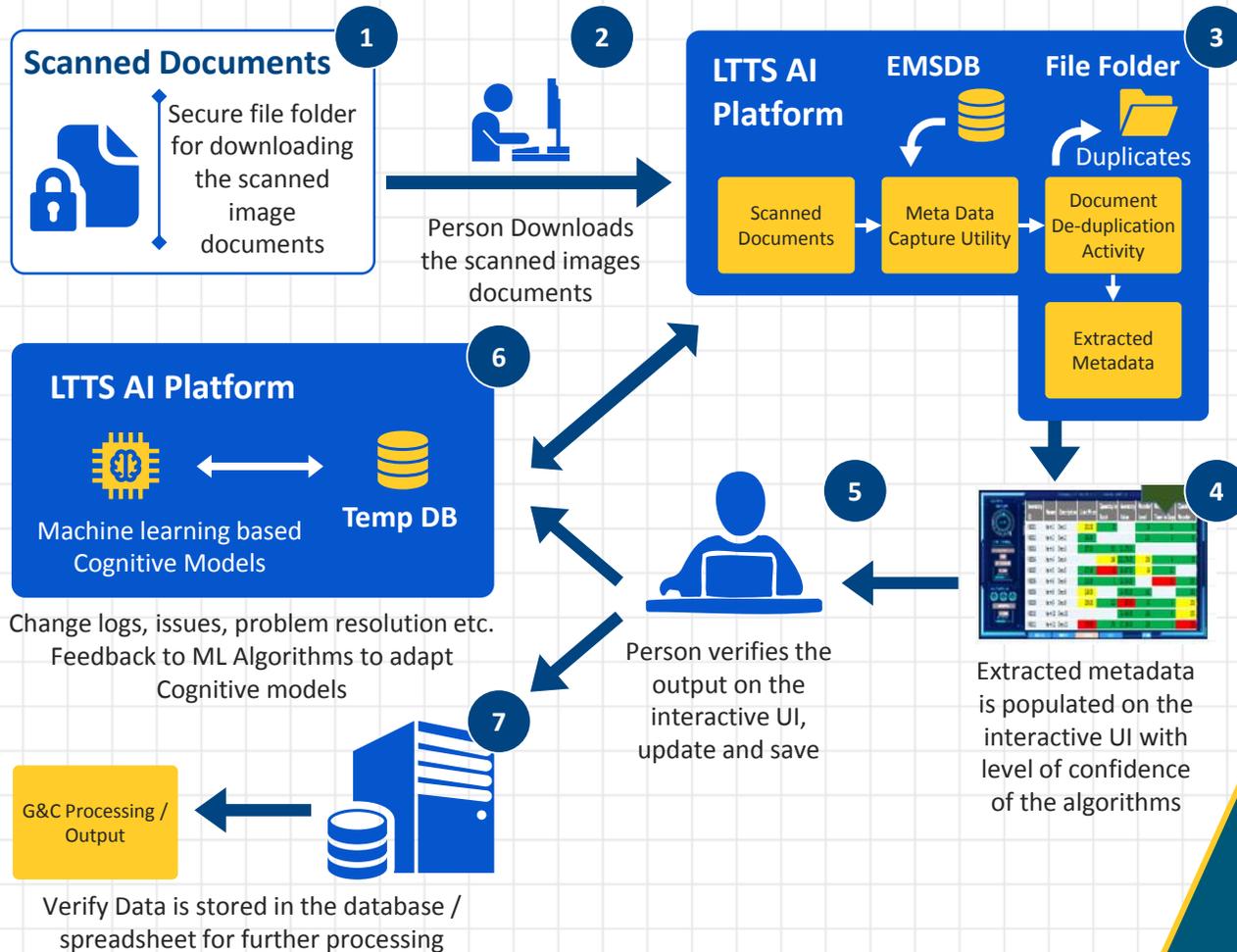
Weld Score is provided after every weld session which rates that weld on terms of uniformity, quality, strength of the weld.

AI based Document Search and Query Engine

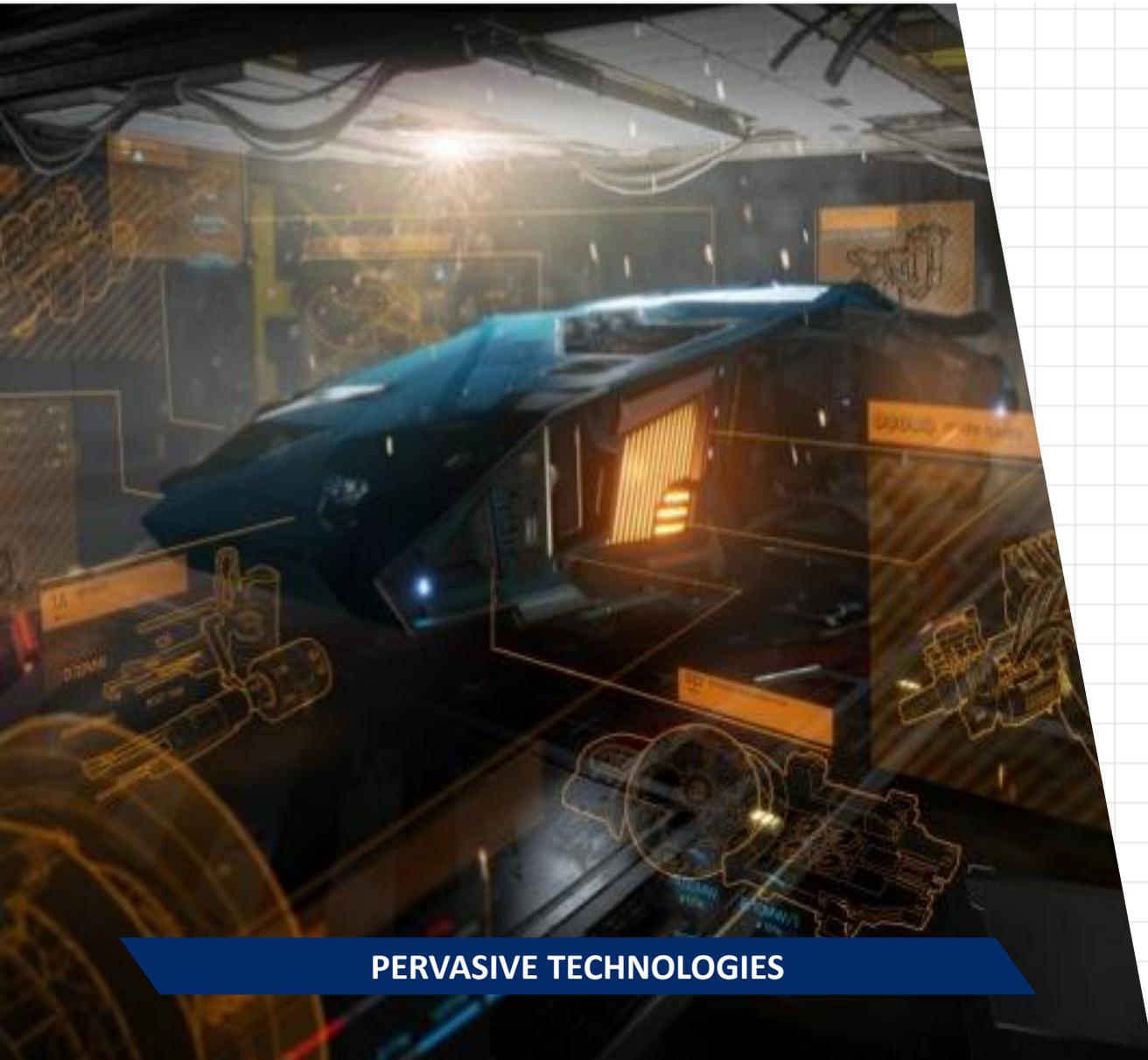
CASE STUDY FOR ARTIFICIAL INTELLIGENCE

We created NLP based Search Application for NA based Engineering Major which brings information and insights to the users who need it fast with minimum efforts.

- Includes Global Engineering Practices that address design, fabrication, inspection, testing, and operational requirements that are accessed by their various stakeholders globally.
- Complete data is indexed in Unified View



Pervasive Technologies - Seamlessly Linked Eco-Green World



PERVASIVE TECHNOLOGIES



Net Zero



Renewable/Green Energy



Electric Vehicles



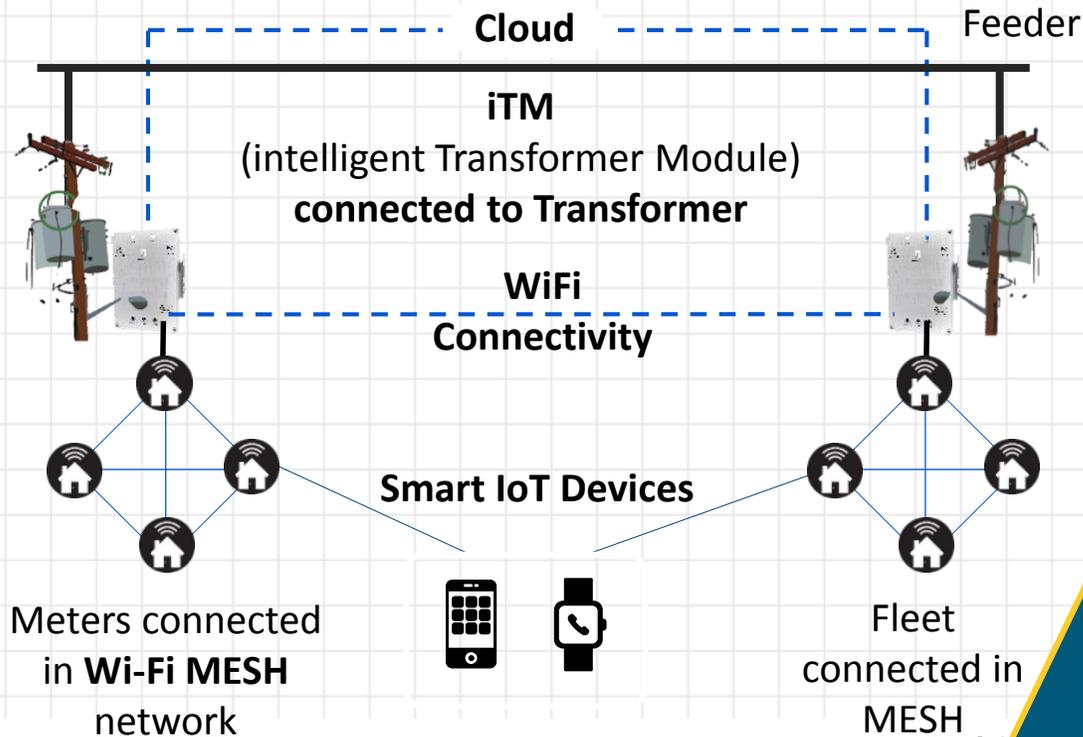
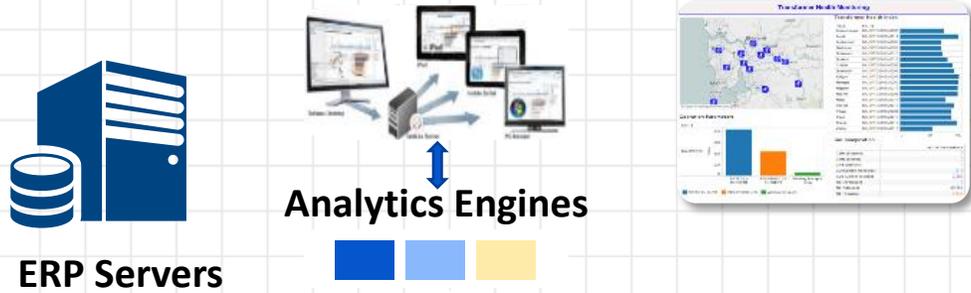
Energy Efficient Lighting



Mesh Technology

Smart City Energy Solution for Utilities

We created a complete end-to-end solution for **US based Utility Major** to monitor energy distribution performance at all levels.



CASE STUDY FOR MESH TECH.

HARDWARE SOLUTION



Connected to Meter and Transformer Junction Box

- Transformer health monitoring by capturing critical transformer data like oil and coil temperatures, moisture levels, loading etc.

NETWORK SOLUTION



Data Transmission over Wi-Fi

- Proprietary Mesh Topology
- Uploading voluminous on cloud.
- Scalable network for multimillion end points

SOFTWARE SOLUTION



Remote Monitoring Application

- Fault & Theft Management
- Demand & Outage Management
- Energy Meter Device Management
- Billing Generation

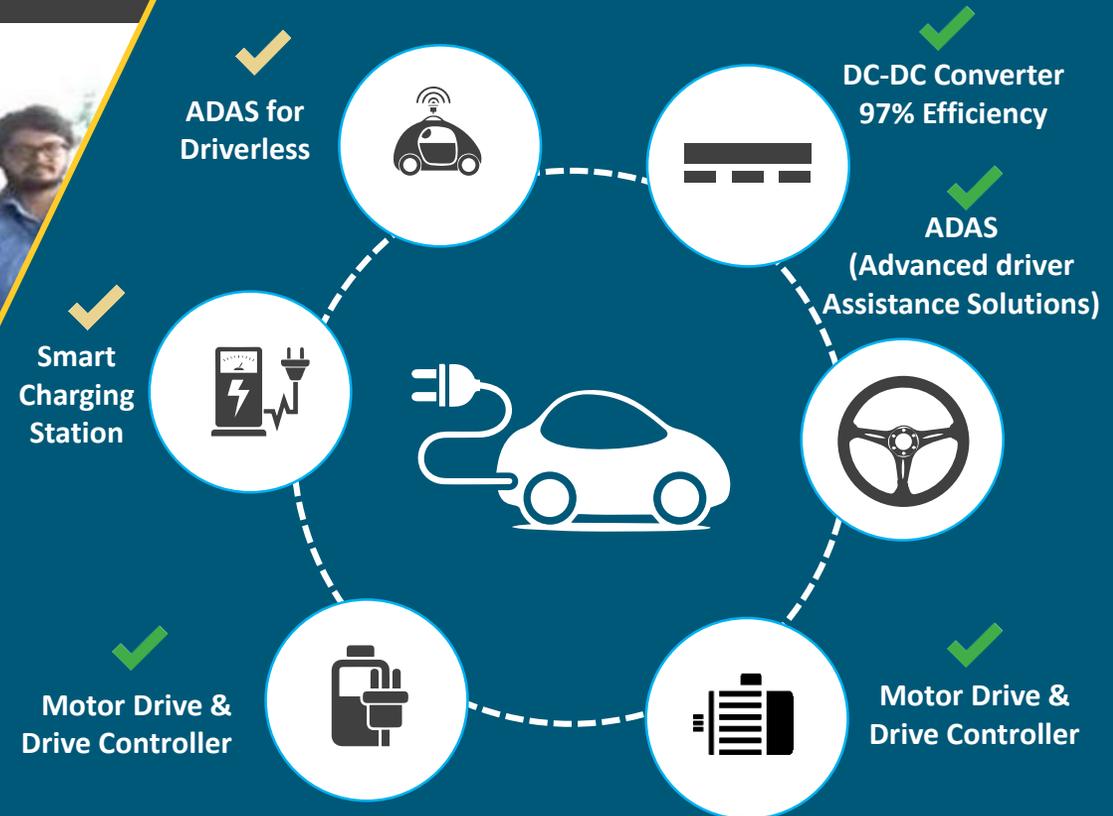
Electric Vehicles Eco System

- CHARGING INFRASTRUCTURE
- POWER ELECTRONICS



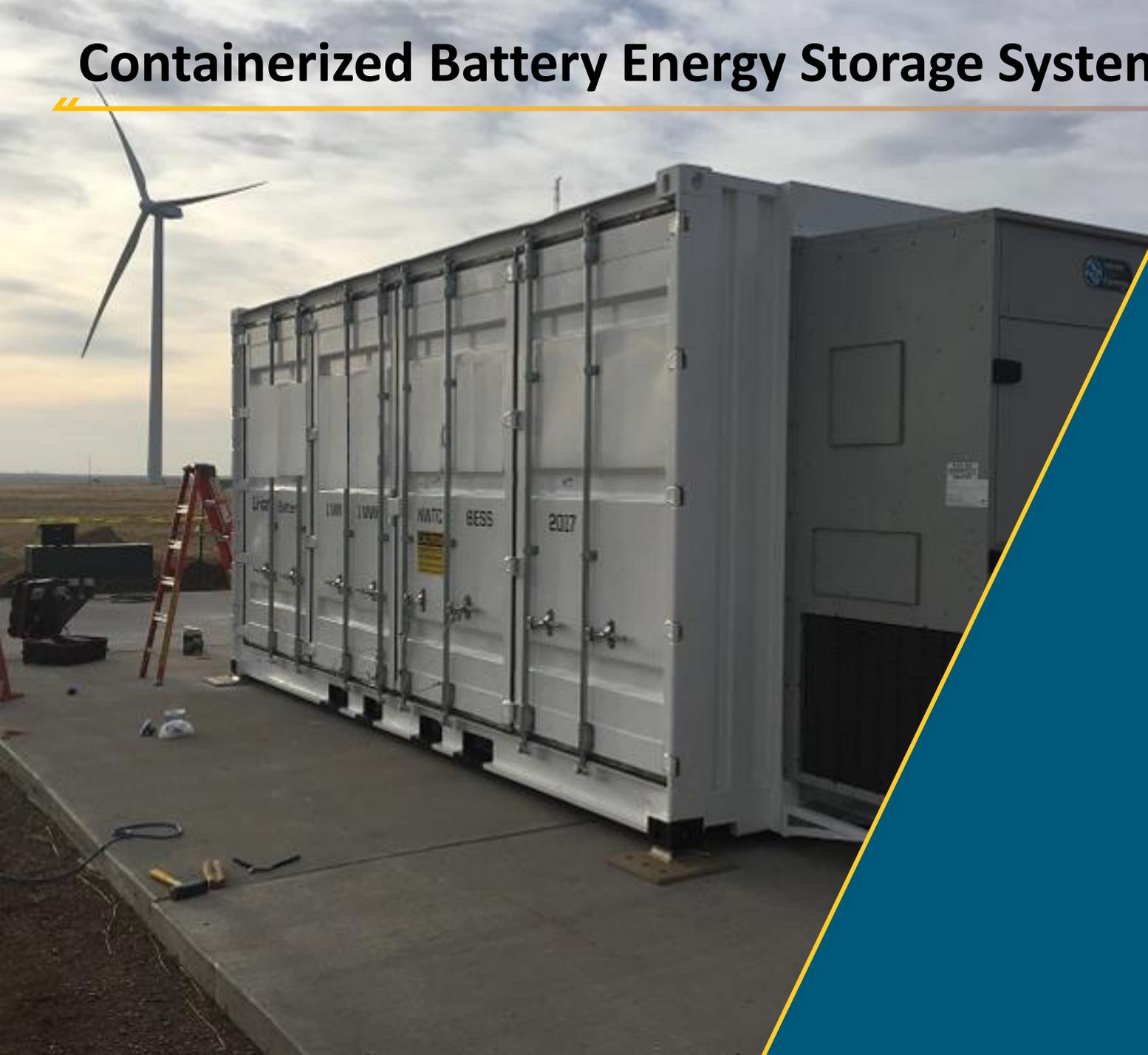
- IMAGE PROCESSING
- EV DESIGNED & DEVELOPED BY LTTS

CASE STUDY FOR MESH TECH.



- The current Prototype gives 100 miles drive on one single charge
- Next phase target is 300 miles in one single charge
- ADAS is now being integrated for driverless car prototype

Containerized Battery Energy Storage System



CASE STUDY FOR RENEWABLE

CBESS is one of the best options for Grid Power Storage, Wind/Solar Farm Renewable Energy Integration and Remote Micro Grids.

- Ensures continuous power and reliability
- Makes energy available wherever & whenever
- Uses High Performance DC –DC Solution

BENEFITS OF BESS



Reduce High generation cost during peak demand periods



Maximize Utilization of excess Solar/Wind Power



Reduce Network Costs



Supplementary Power Source during Power Cuts



Low Cost, Pollution Free Energy Source



FOCUSING ON SOLUTIONS



SOLUTION FRAMEWORK



START-UP AND ALLIANCES



IP CREATION / MONETIZATION

Solution Frameworks



Intelligent Building Energy Management System

- System of Systems
- Modular & Customizable System
- Advanced Analytics

i-BEMS PLATFORM HAS BEEN DEPLOYED IN WORLD'S SMARTEST CAMPUS IN ISRAEL

UBIQWeise™

IoT Platform

- Device Health Monitoring
- Predictive Analytics
- Data Aggregation

DEPLOYED SUCCESSFULLY FOR HVAC AND CONSTRUCTION MAJOR

WAGES

Water, Air, Gas, Energy, Steam

- Monitoring Plant KPI
- Energy Monitoring & Metering
- Water Recycling & Reuse Engineering

SUCCESSFULLY USED FOR FMCG MAJOR

IP Creation/Monetization

Leveraging Existing Capabilities

197

Co-Authored Patents

57

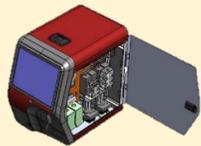
Own Patents (52 Unique)

Transportation



Cross PollInnovation™

Medical Devices



Challenging the Limits

Telecom



Exploring the Fundamentals

Industrial Products



Revisiting the Rules

Process Industry



Pushing the Horizons

IP Monetization Plan

Patent
Monetization
Opportunity
Exploration

Patent
Shortlisting

Potential Buyer
Identification &
Negotiation,
Signing &
Closure

Phase
1

Phase
2

Phase
3

Sr. No.	Patents Shortlisted for Monetization
1	<ul style="list-style-type: none"> CO₂ concentration in building using Camera
2 & 3	<ul style="list-style-type: none"> A Method and System for Automated Light Intensity Testing of BMS A Method and System for Flicker Testing of Loads Controlled by BMS
4	<ul style="list-style-type: none"> Hydraulic hybrid for off-highway machine

THE ERA OF A SYSTEM OF SYSTEMS HAS JUST BEGUN.

WE ARE SEEING INCREASING TRACTION, STARTING WITH PILOTS ON PRODUCT ECOSYSTEM.

AS AN ENGINEERING SERVICE PROVIDER WITH EXTENSIVE TRACK RECORD IN INNOVATION, WE ARE WELL PLACED TO CAPITALIZE ON THIS TREND.

THANK YOU!

FINANCIAL HIGHLIGHTS



P Ramakrishnan

Chief Financial Officer

L&T Technology Services Limited

ENGINEERING THE CHANGE

INVESTOR & ANALYST DAY | JULY 28, 2017

Performance Highlights – Consolidated

FY15	FY16	FY17	Parameters	Q1 FY18
Actual	Actual	Actual		Actual
428	468	484	Revenue from Operations (USD Mn)	128
26,186	30,662	32,483	Revenue from Operations (Rs. Mn)	8,226
252	845	591	Other Income (Rs. Mn)	262
15.2%	16.9%	18.0%	EBITDA Margin	15.3%
13.4%	15.0%	16.1%	EBIT Margin	13.5%
11.9%	13.7%	13.1%	Net Income Margin	11.9%
61.14	65.47	67.06	Avg. Exchange Rate (USD/INR)	64.45

Q1 FY18 Performance Highlights – Consolidated

Q1 FY17	Q4 FY17	Parameters	Q1 FY18
Actual	Actual		Actual
120	121	Revenue from Operations (USD Mn)	128
8,029	8,123	Revenue from Operations (Rs. Mn)	8,226
231	41	Other Income (Rs. Mn)	262
18.6%	16.5%	EBITDA Margin	15.3%
16.3%	14.7%	EBIT Margin	13.5%
13.5%	11.9%	Net Income Margin	11.9%
66.85	66.99	Avg. Exchange Rate (USD/INR)	64.45

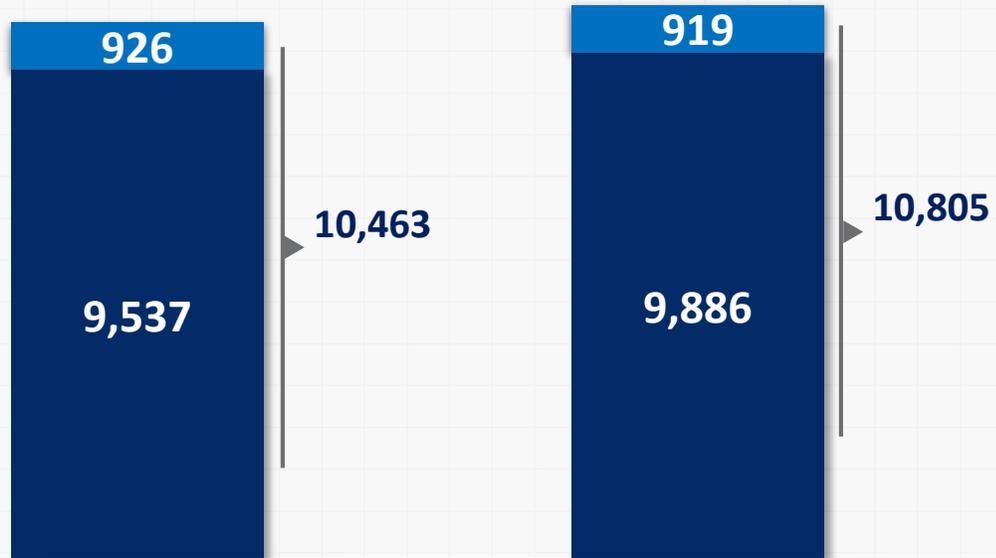
Balance Sheet

		Rs. Crore
LTTS Consolidated As on 31/03/2017	Parameters	LTTS Consolidated As on 30/06/2017
20	Share Capital	20
1,465	Reserves & Surplus	1,603
(0)	Non-Controlling Interest	(1)
1,485	Total Equity	1,622
-	Non-Current Liabilities	20
1,486	Total Equity & Liabilities	1,642
119	Tangible Assets	120
495	Intangible Assets	604
2	Capital Work in Progress	
65	Non-Current Assets	59
1,472	Current Assets	1,541
667	Less: Current Liabilities	682
805	Net Working Capital	859
1,486	Total Assets	1,642

Operating Metrics

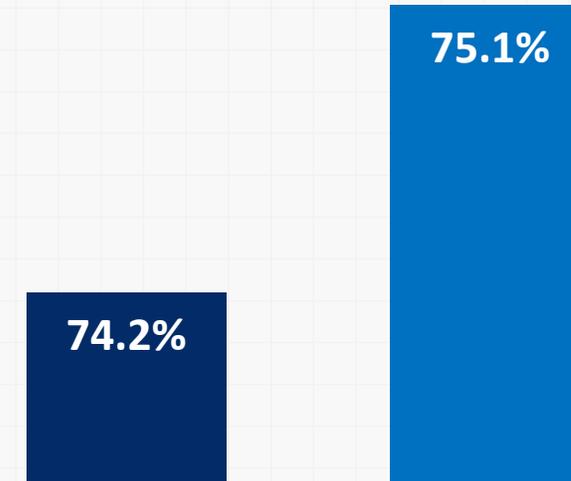
Employee Metrics

■ Billable ■ Sales & Support



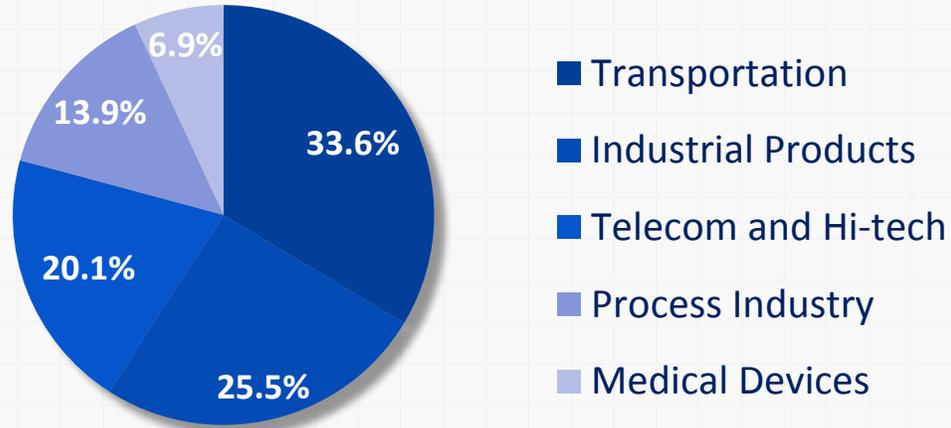
Utilisation

■ Q4 FY17 ■ Q1FY18

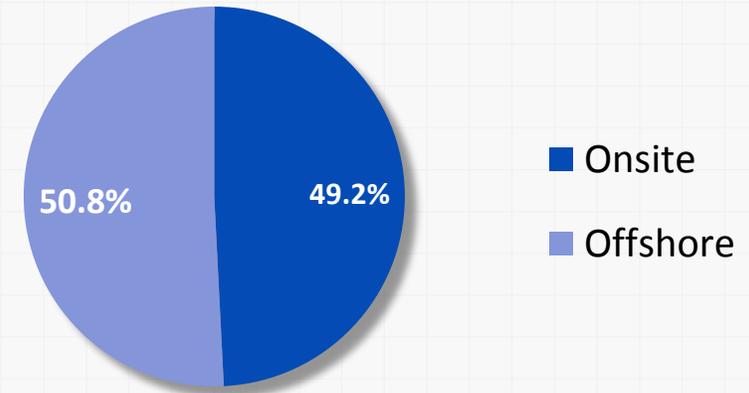


Diversified Business and Geographical Mix

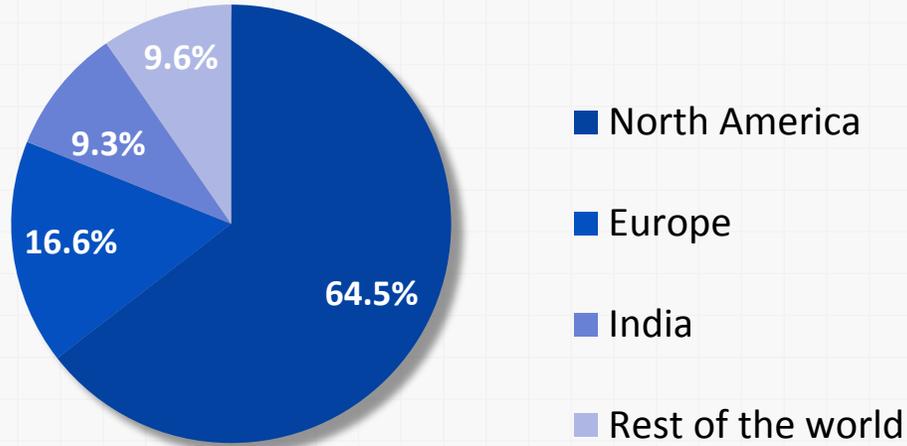
By Vertical



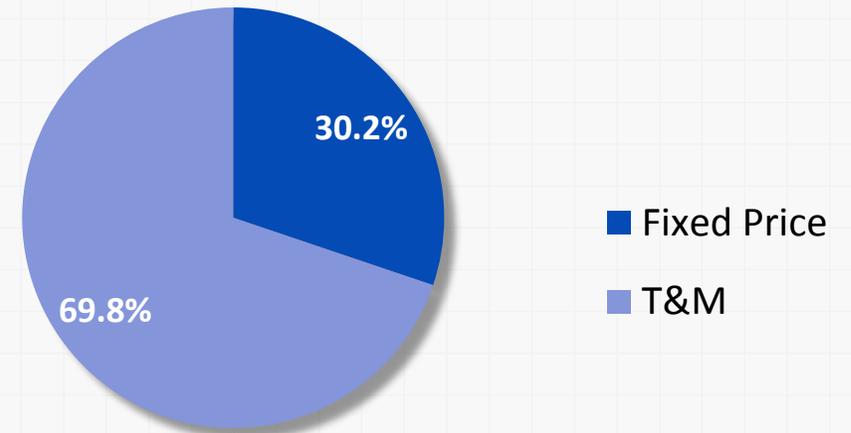
Onsite vs. Offshore Split



By Geography

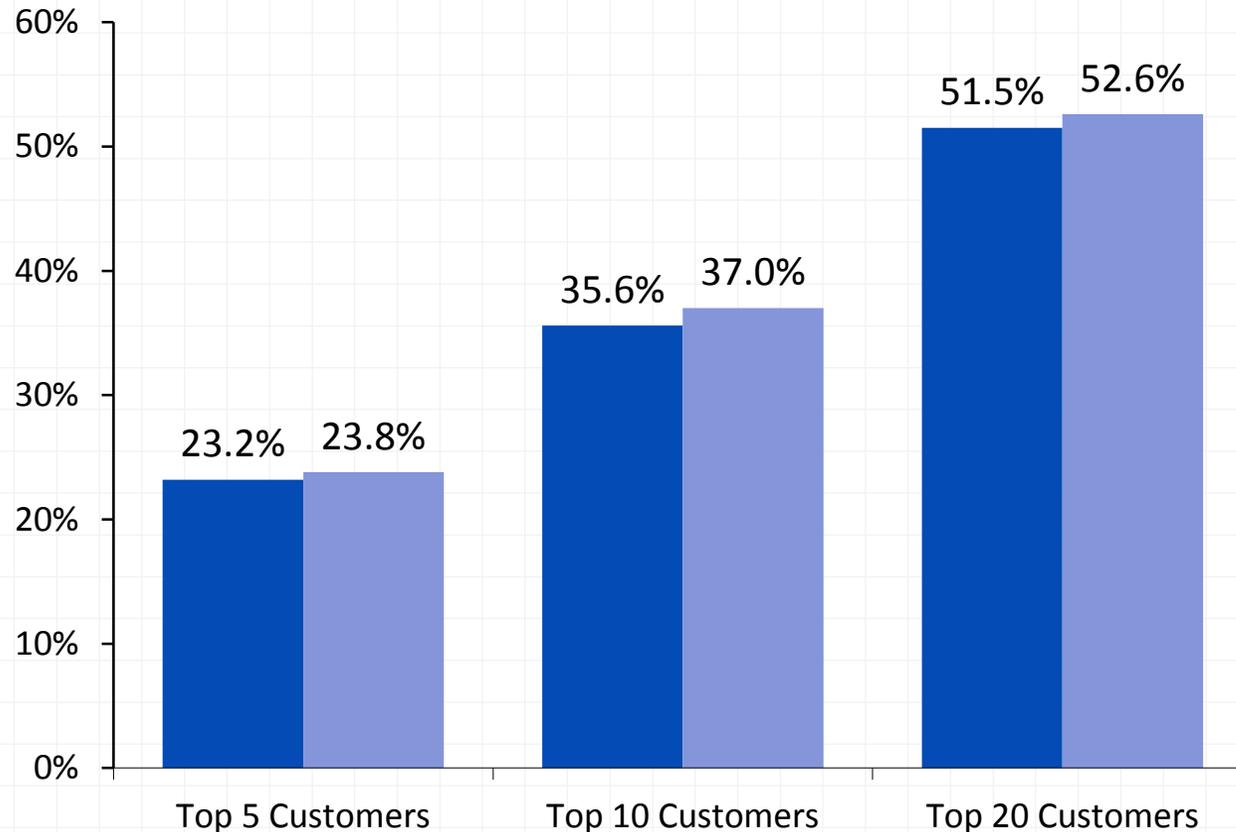


Fixed Price vs. T&M



Customer Base

Client Contribution to Revenue



■ % of Consolidated Revenue for Q4 FY17 ■ % of Consolidated Revenue for Q1 FY18

Revenue-wise Client Profile

Customer Revenue (USD Mn)	No. of Customers Q4 FY17	No. of Customers Q1 FY18
30 Million +	1	2
20 – 30 Million	2	1
10 – 20 Million	6	8
5 - 10 Million	21	16
1 - 5 Million	49	53

 Thank you. 

 *L&T Technology Services*

