



ENGINEERING THE **CHANGE**



L&T Technology Services

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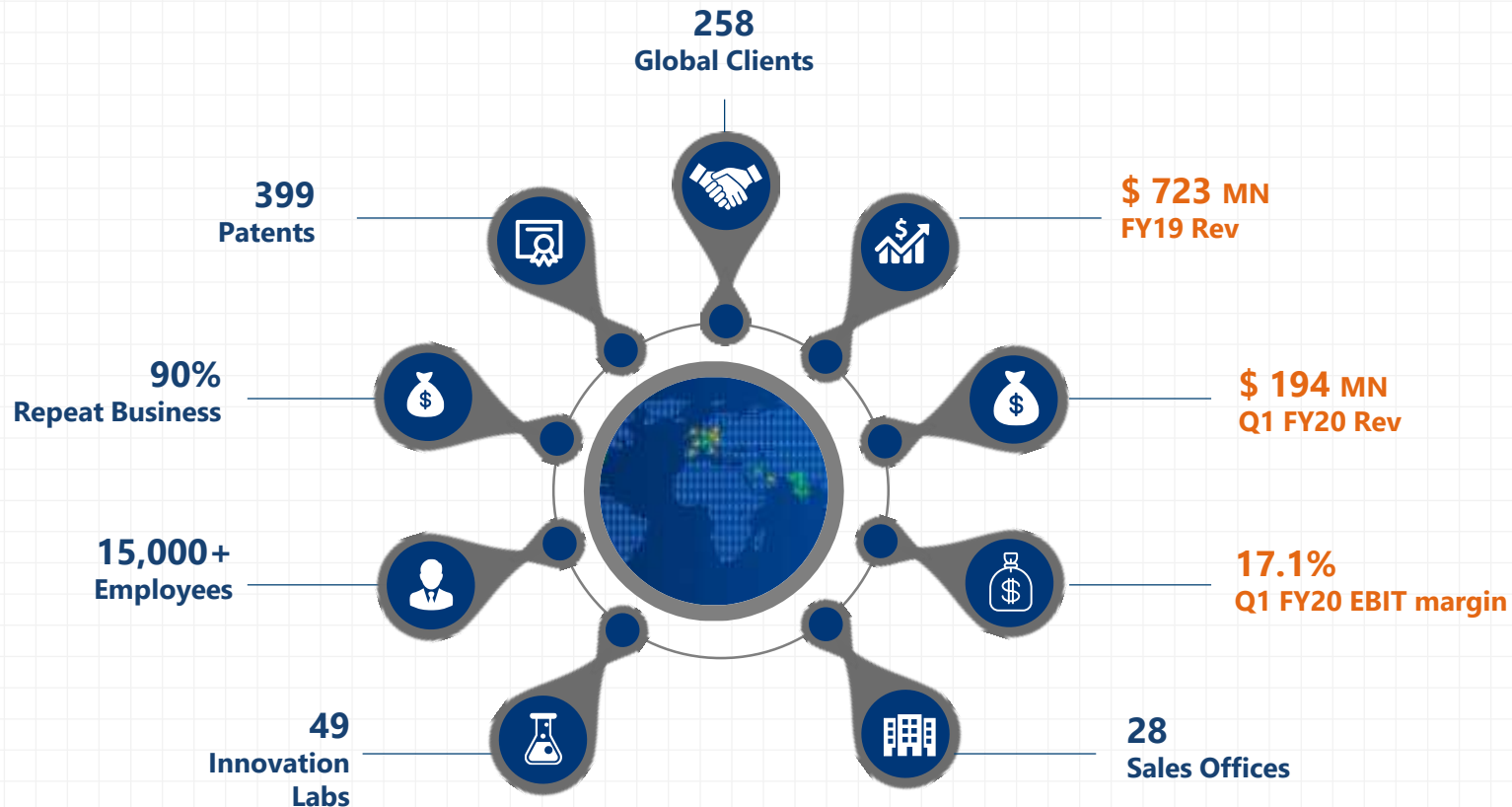
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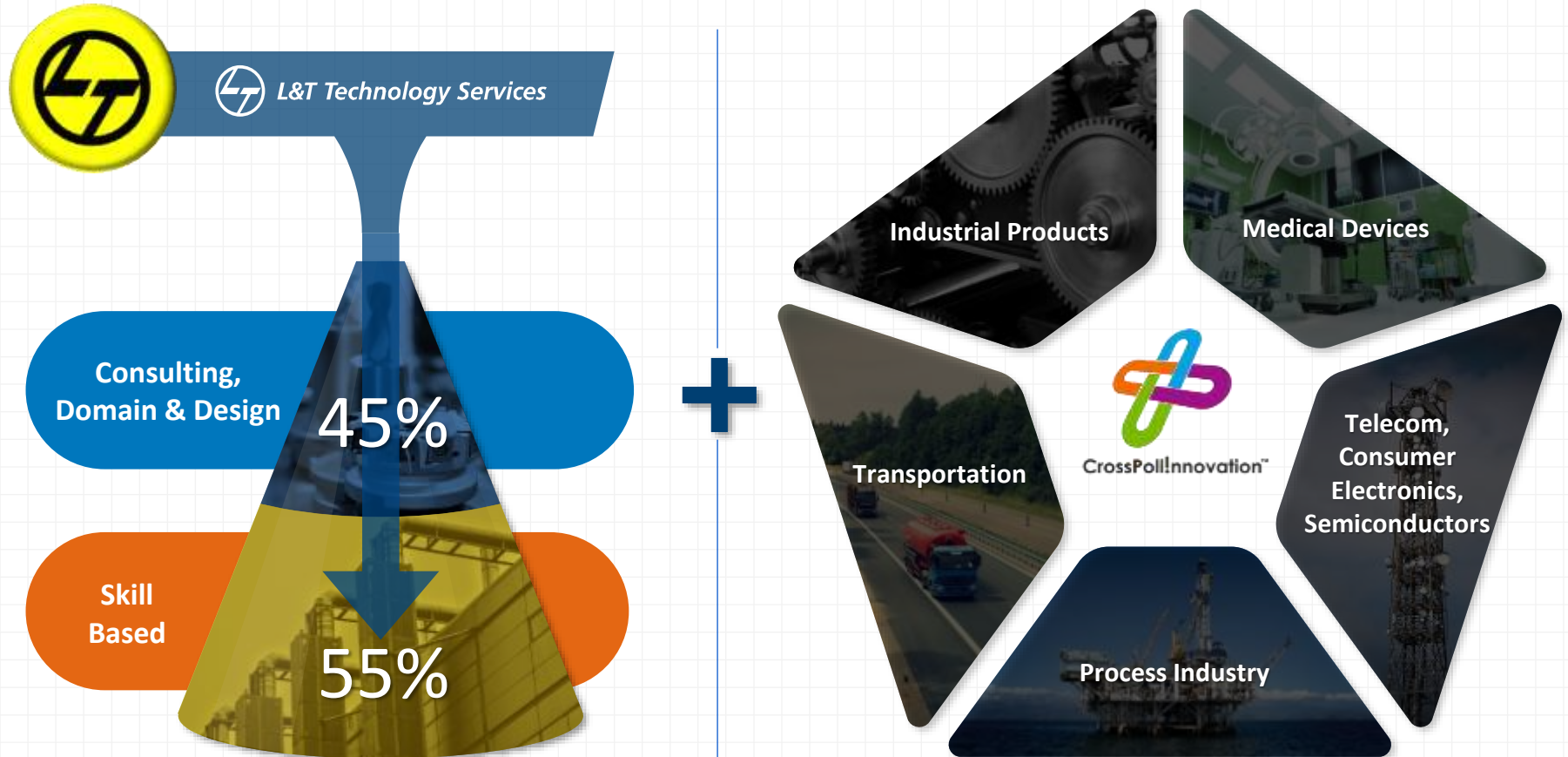
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L&T Technology Services – At a glance

Global Leader: Pure Play Engineering Services Company



Our Engineering heritage and multi-domain capabilities...



...supported by best in class infrastructure



IoT LAB



INNOVATION LAB



TEAR DOWN LAB



**SMART MANUFACTURING
LAB**



POWER ELECTRONICS LAB

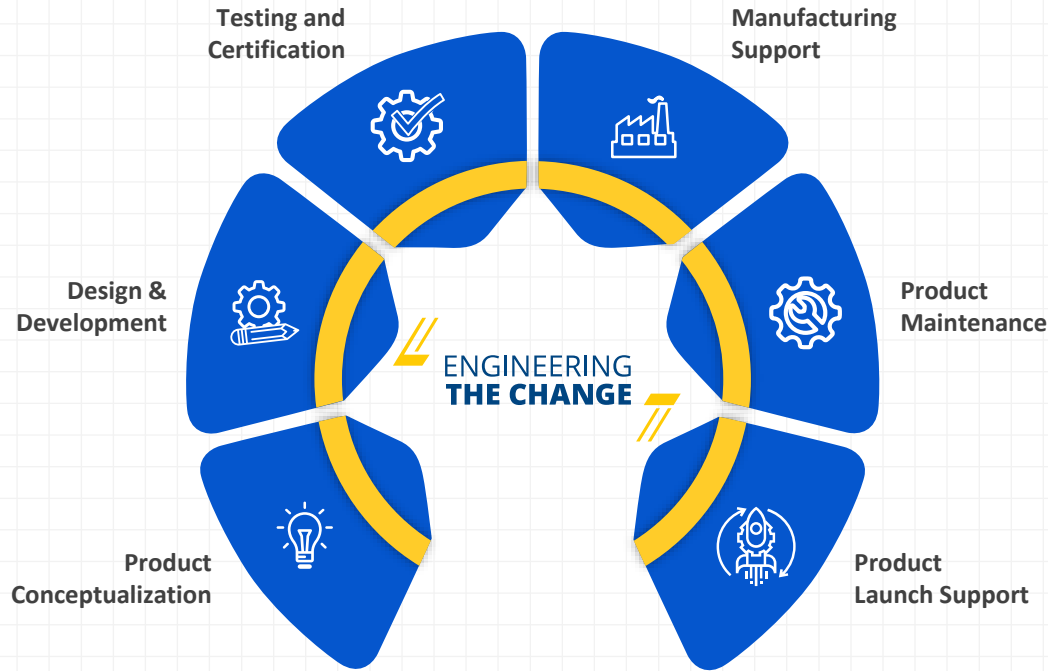


WIRELESS LAB



IMAGING LAB

...allows us to be the end-end engineering partner for our clients



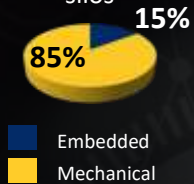
Solutions across PDLC



LTTS Evolution...

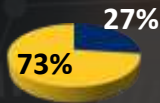
DO IT CHEAPER

Discrete business units working in silos



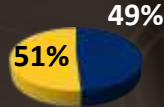
DO IT BETTER

Consolidation and building synergy



DO IT DIFFERENTLY

Building capabilities through investments



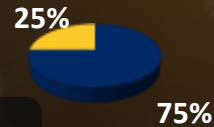
IMPROVE BUSINESS

Org and operational re-structuring



TRANSFORM BUSINESS

ENGINEERING THE CHANGE



30%+
Digital Engineering Revenues



L&T Technology Services

Overall Addressable Market **5.5%**
CAGR 17-21

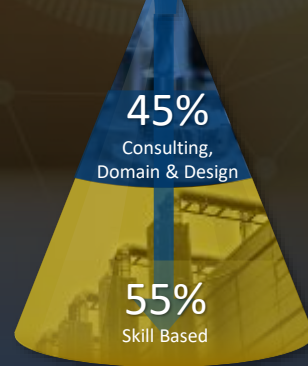
India Addressed Market **12.3%**
CAGR 17-21

Overall Addressable Market

Addressed Market India



Significant increase despite ESP growing at 10-13% annually



Pre-2009

2009

Phase 1

2012

Phase 2

2015

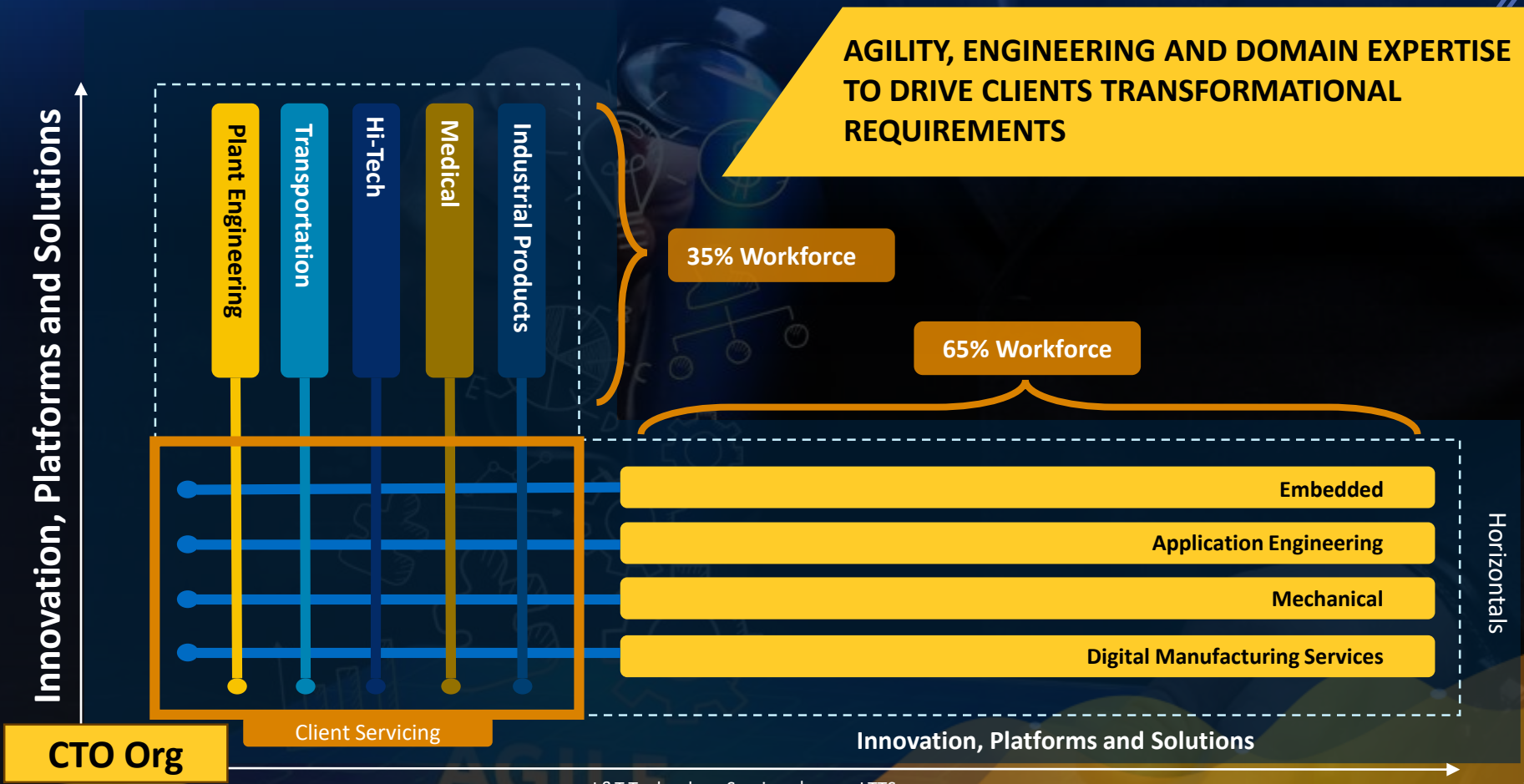
Phase 3

2017

Phase 4

2021

1 Customer requires partners with...



2

Customer requires partners with...



Leaders



Other Positions



No Positions

**MULTI-VERTICAL AND MULTI-DOMAIN CAPABILITIES ENABLING TO
LEVERAGE ADJACENCIES...**

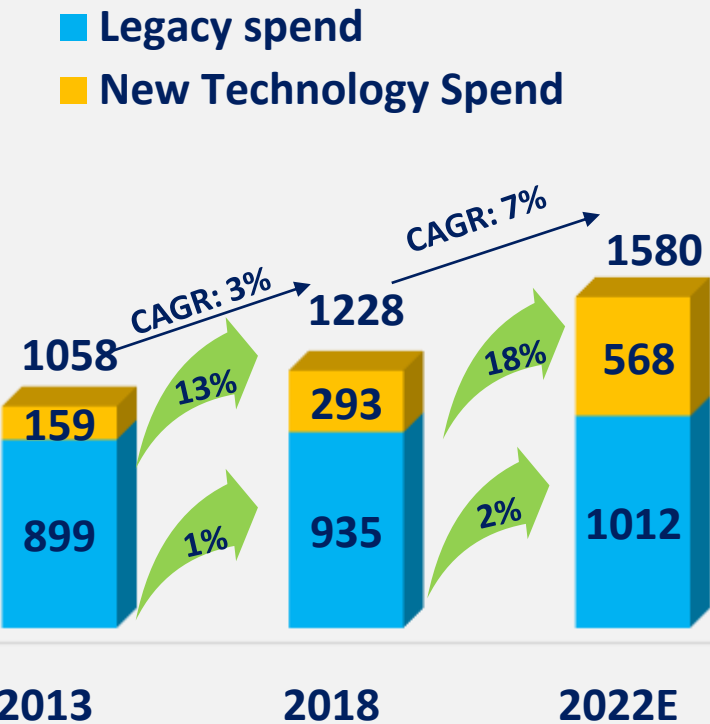


Vertical Rankings

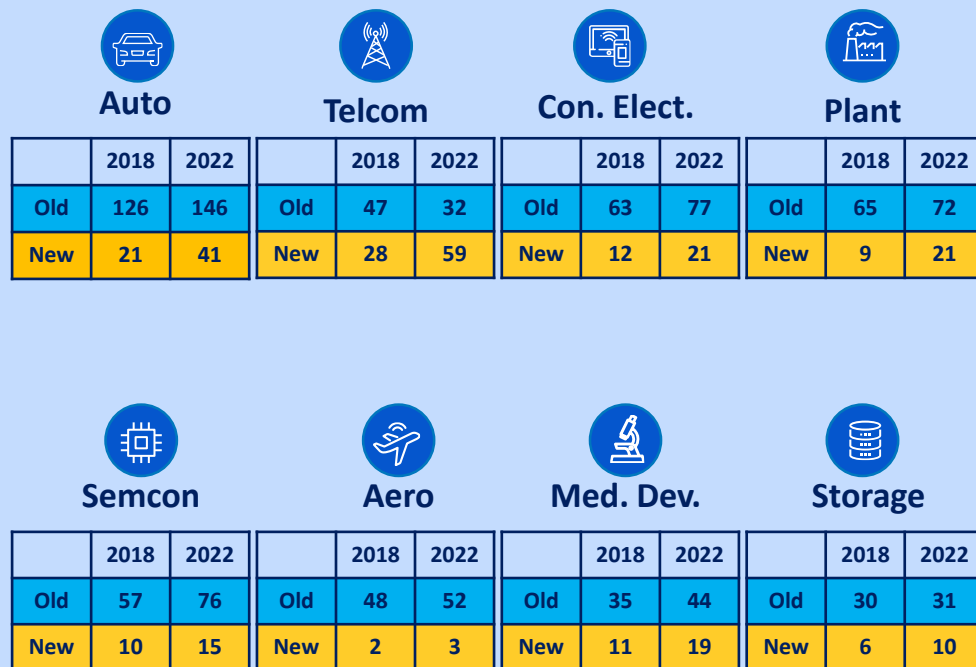
Horizontal Rankings

	Auto	Off-highway	Aero	Medical	Consumer Electronics	Telecom	Semicon	Industrial	Chemicals	O&G	FMCG	IoT	IIOT	Embedded	Plant Engineering	
LTTS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15
TCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14
HCL	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Wipro	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓	11
Altran	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	9
Quest	✓	✗	✓	✓	✗	✗	✗	✓	✓	✓	✓	✗	✗	✓	✗	4
Cyient	✗	✓	✓	✓	✗	✗	✓	✗	✗	✓	✗	✗	✗	✗	✗	3
EPAM	✓	✓	✗	✓	✓	✓	✗	✓	✓	✓	✓	✓	✗	✗	✗	0





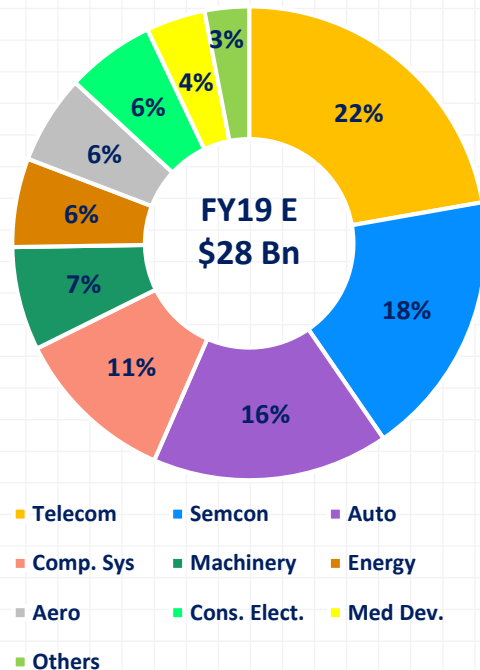
All numbers in \$Bn



New Tech spend: High Growth in Auto & Energy Sectors

SECTOR	CAGR	KEY DIGITAL TRENDS
AUTO	9.1%	Connected: Infotainment, cyber security, V2V Autonomous: Lane monitoring, route optimization, motion sensors, telematics Shared: GPS, payment, cyber security, app dev. Electric: Design, power train, charging & battery tech, power elect.
CONST.& HEAVY EQUIPMENT	7.6%	Connected Autonomous: AR/VR & AI/ML Telematics: Off - highway growth at 8%CAGR
ENERGY	7.0%	Digital Oilfield: \$27 Bn by 2022 Digital Tech: cut cost by 20%
MEDICAL DEVICES	7.8%	Connected: Wearables, connected hospital/ ambulance, remote monitoring AI/ML & Analytics: Imaging, chronic disease mgmt., advance wearables Digital Marketing: Mobile Apps, integrated devices, advanced analytics
SEMCON	3.1%	Communications EUV lithography & bigger wafer size

Sectoral Share



We have a marquee list of clients today ...



...which gives us a long runway for growth

RELIABLE AND PREFERRED PARTNER FOR FUTURE

51 of Top 100

Our
Customers
among Top
R&D
Spenders

117 of Top 500

Revenue

\$1.7
Trillion

12
%

R&D
Investment

\$75
Billion

4%

LTTS
Revenues

\$376
Million

23%

T-30 Customers

6+ Yrs

Avg. Customer
Relationship for T30

117 Customers

Revenue

\$5.3
Trillion

8.7%

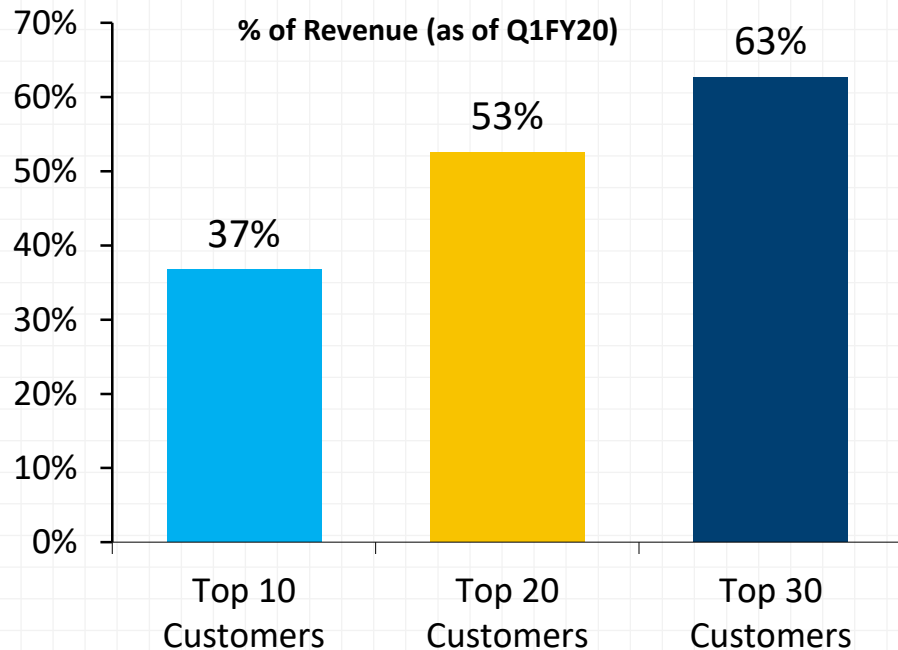
R&D
Investment

\$286
Billion

8.5%

Diversified Customer Base

Top Clients Contribution

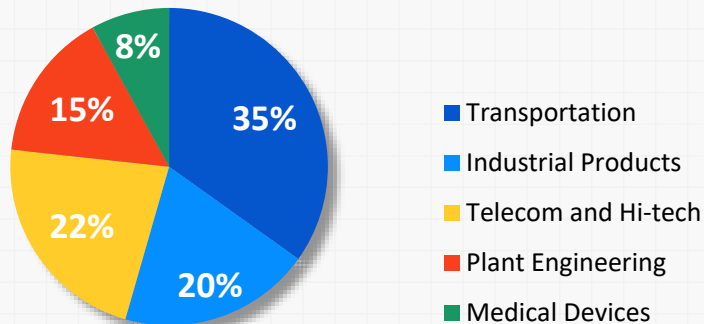


Scale-up of million dollar clients

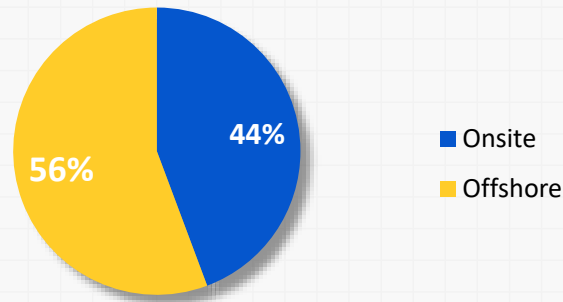
Customer Revenue (USD Mn)	FY17	FY18	FY19	Q1FY20
50 Million +	0	0	2	1
30 Million +	1	3	3	3
20 Million +	3	4	5	5
10 Million +	9	12	16	17
5 Million+	30	31	41	44
1 Million +	79	84	106	110

Diversified Business and Geographical Mix (Q1FY20)

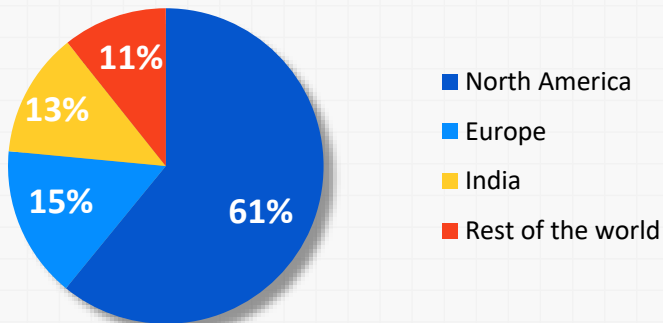
By Vertical



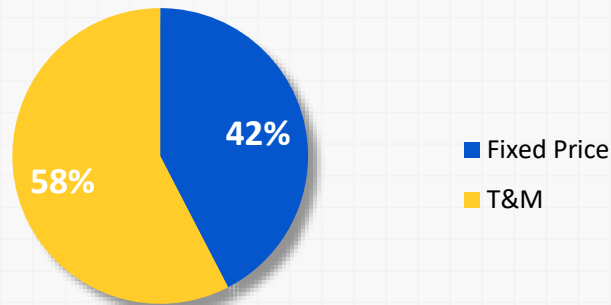
Onsite vs. Offshore Split



By Geography



Fixed Price vs. T&M



Transportation: Co-creating the next-generation of mobility

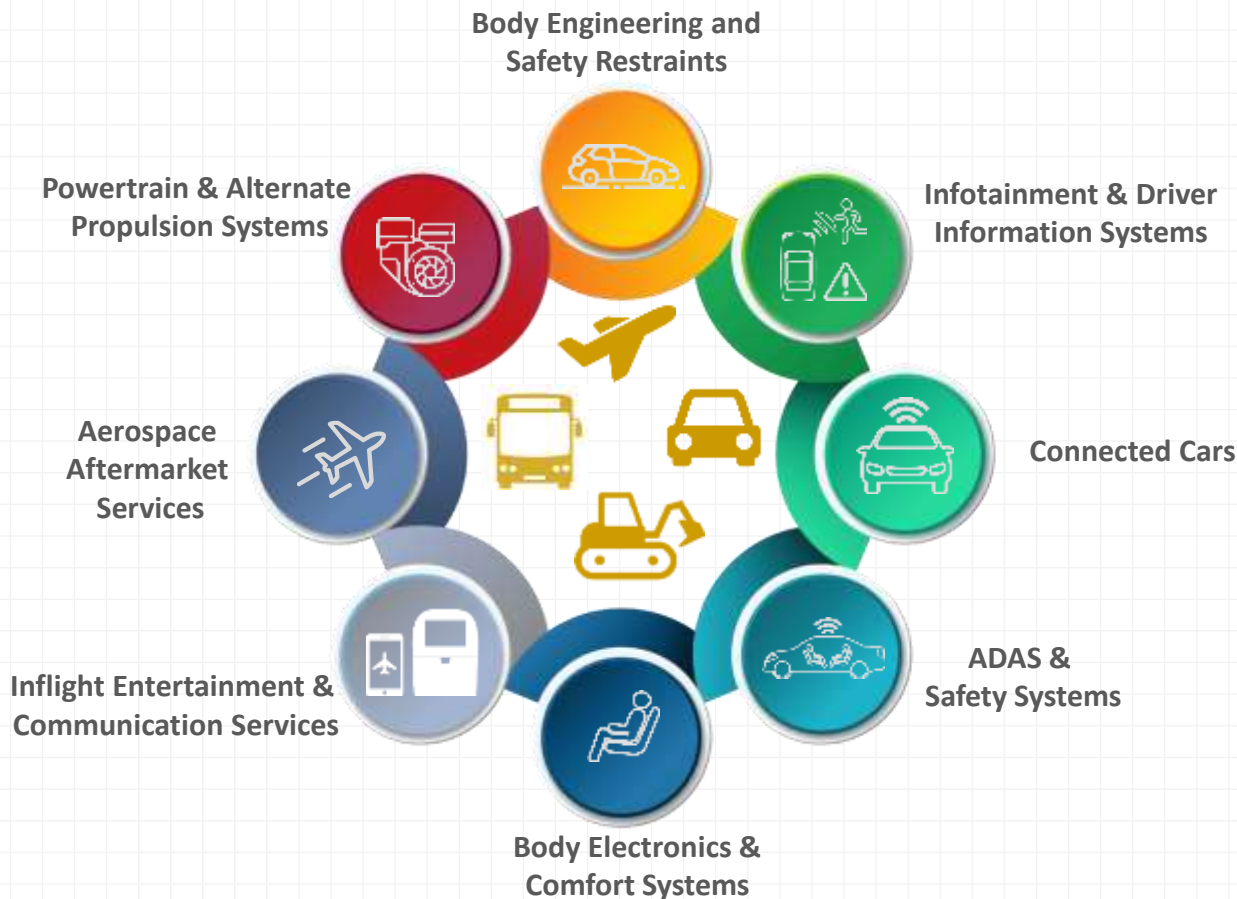
Revenue: USD270mn+

(Q1FY20 annualized)

An automotive engineering service provider with strong expertise across the value chain, strong innovation credentials and a solid presence in the off-highway vehicle segment.

-HfS Research,
Automotive Engineering Services Blueprint

- Automotive practice rated in Winner Circle by HfS Research
- Off-highway practice rated as the Leading ESP for 5 consecutive year by Zinnov Management Consulting.
- 10+ State-of-the-art labs across Infotainment, ADAS/ Autonomous drive, Electric vehicles, EMI/EMC, Smart Manufacturing, Design & Tear Down.



Telecom & Hi-Tech : Strengthening Connectivity

Revenue: USD170mn+

(Q1FY20 annualized)

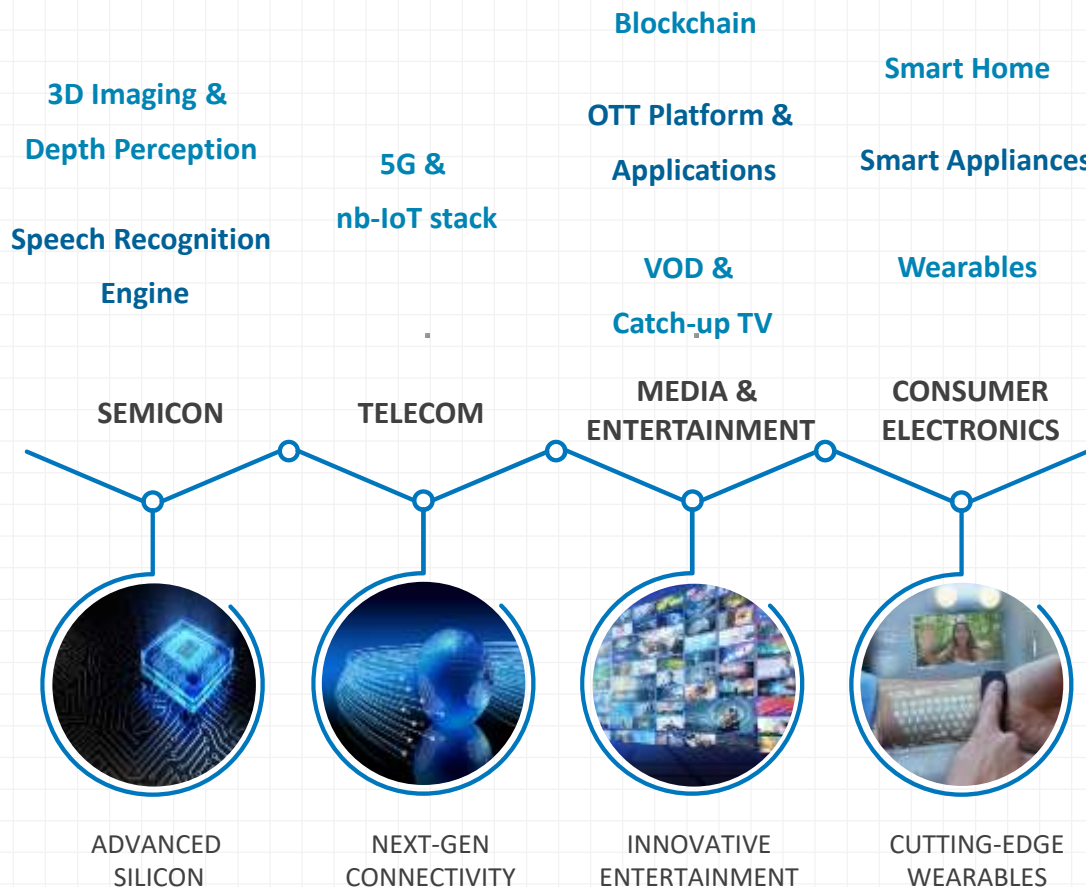
LTTS stood out for clients' very positive impressions of its operations and service delivery. Reference clients have praised LTTS's capability for design to manufacturing solutions.

-HfS Research
Embedded & Semicon Engineering Services Blueprint

Rated as one of the leading global ESPs in embedded space by Zinnov Management Consulting

Rated among the top 5 embedded & semicon ESPs globally by HfS Research

20+ partnerships and 40+ in-house solutions, IPs and accelerators.



Industrial Products: Infusing Technologies

Revenue: USD150mn+

(Q1FY20 annualized)

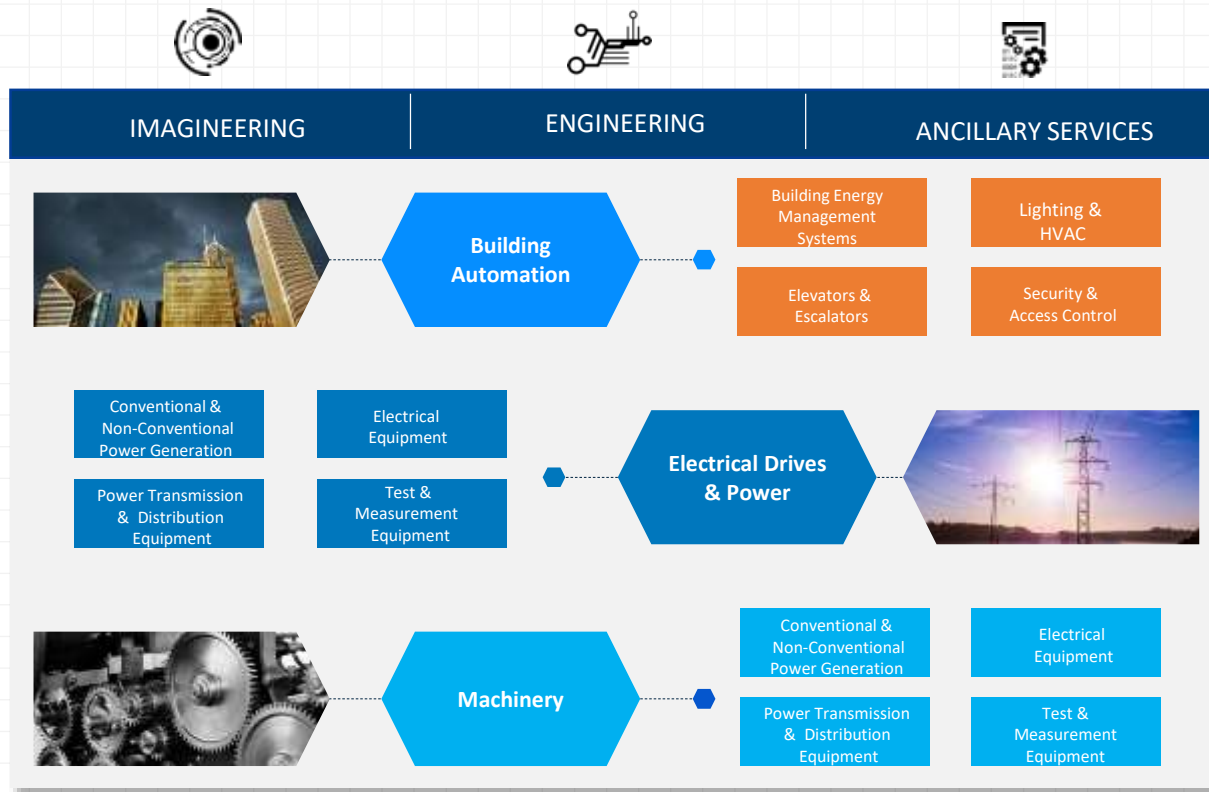
L&T Technology Services' deep multi-vertical expertise, rich IP portfolio such as UBIQWeise™, iBEMS, W.A.G.E.S and innovation focused multi-domain labs gives it a clear advantage over its peers.

-Zinnov Management Consulting,
Zinnov Zones 2017 for IoT Technology Services

Rated as #1 engineering services company for the last 7 years by multiple industry experts

Rated in the Winner Circle by HfS Research for deep domain capabilities in IIoT

20+ labs and over 150+ authored/co-authored patents



Process Industry : Extending Industry 4.0

Revenue: USD115mn+

(Q1FY20 annualized)

L&T Technology Services' deep understanding of Plant Engineering and track record of making products and manufacturing smarter, established it in the Winners Circle

-HfS Research
Industry 4.0 Services Blueprint Assessment

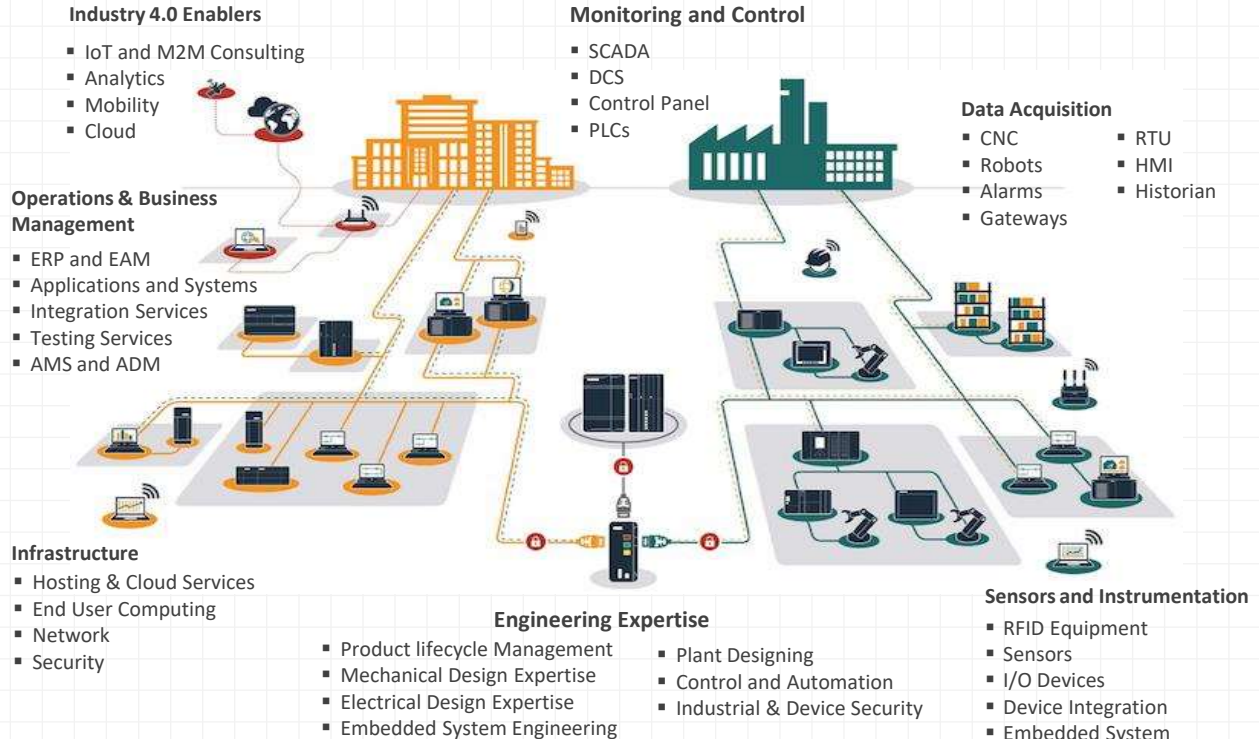
Rated in the Winner's Circle by HfS Research in their Industry 4.0 Blueprint

Extensive global reach and expertise with geographically distributed resource base working across 200+ global manufacturing locations

Consumer
Packaged Goods

Speciality Chemicals

Energy &
Utilities



Medical Devices: Touching Lives

Revenue: USD60mn+

(Q1FY20 annualized)

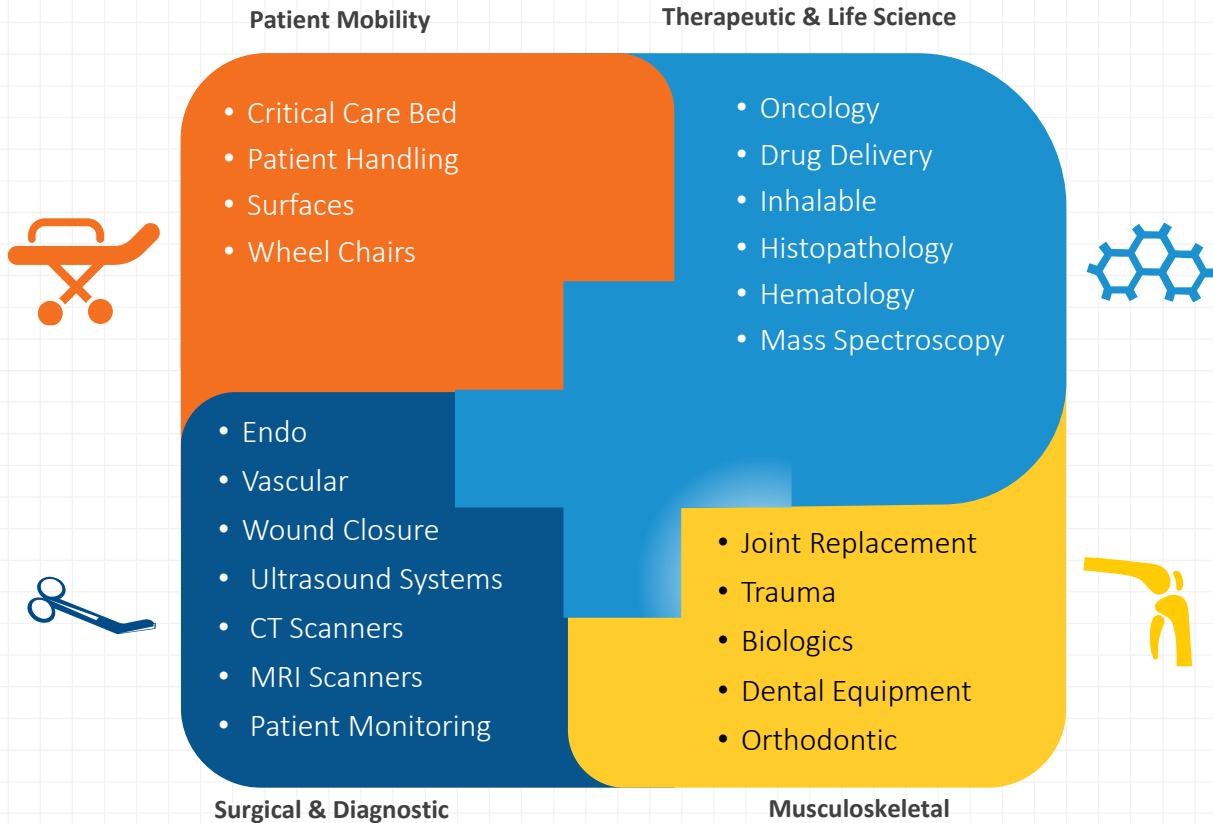
The ability to pro-actively build and demonstrate proof-of-concepts, take risks, and explore new ways of doing things has created stellar results for our partnership with LTTS.

- Leading American Medical Devices
& Lifesciences conglomerate

Rated as one of the leading global ESPs for Medical devices for the past 3 years consecutively

Innovation focused culture with 50+ patents to credit

cGMP focused manufacturing practice



LTTS Platforms & Solutions

From existing platforms...

Priority1



Intelligent Building Experience Management System

System of Systems | Advanced Analytics

EnP

Engineering Connected Platforms
(WAGES+ Mcare+ RAPM+ Ubiqwise)

Predictive Maintenance | Energy Utilization | Analytics

nBon

NB-IoT Protocol

Asset Tracking | Smart Metering | Smart Agriculture

ai
AiKno™

Artificial Intelligence Framework

ML | NLP | Image Processing

New platforms...

Security



Jun 2019

EnP

Aug 2019

Performance Highlights

FY15	FY16	FY17	FY18	FY19	Parameters	Q1FY20
428	468	484	580	723	Revenue from Operations (USD mn)	194
26,186	30,662	32,483	37,471	50,783	Revenue from Operations (INR mn)	13,475
15.2%	16.9%	18.0%	15.5%	18.0%	EBITDA Margin	20.2%
13.4%	15.0%	16.1%	13.0%	16.0%	EBIT Margin	17.1%
252	845	561	1,910	2,209	Other Income (INR mn)	474
3,109	4,191	4,249	5,060	7,656	Net Income (INR mn)	2,039
11.9%	13.7%	13.1%	13.5%	15.1%	Net Income Margin	15.1%
61.1	65.5	67.1	64.6	70.2	Avg. Exchange Rate (USD/INR)	69.5

Financial performance

Amount in ₹ million

Income Statement	Q1 FY19	Q4 FY19	Q1 FY20	QoQ	YoY
Revenue	11,522	13,431	13,475	0.3%	16.9%
Cost of sales	7,996	9,167	9,040		
Gross Profit	3,526	4,264	4,435	4.0%	25.8%
Selling, General & Administration Expenses	1,565	1,773	1,708		
EBITDA	1,961	2,491	2,727	9.5%	39.1%
Change in Contingent Consideration		11			
Depreciation & Amortisation	260	273	428		
EBIT	1,701	2,207	2,299	4.2%	35.2%
Other Income, net	978	333	474		
Income tax expense	698	616	733		
Minority Interest	6	9	2		
Net Income	1,975	1,915	2,039	6.4%	3.2%
Margins (%)					
Gross Margin	30.6%	31.7%	32.9%		
EBITDA Margin	17.0%	18.5%	20.2%		
EBIT Margin	14.8%	16.4%	17.1%		
Net Income Margin	17.1%	14.3%	15.1%		
Earnings Per Share (INR)					
Basic	19.28	18.41	19.60		
Diluted	18.73	18.13	19.30		

Financial performance

Amount in ₹ million

Balance Sheet	FY19	Q1 FY20
Assets		
Property and equipment	1,443	5,120
Intangible Assets and Goodwill	6,356	6,273
Accounts Receivable	10,643	10,182
Unbilled Revenues	2,421	3,362
Investments	5,749	7,408
Cash and Cash equivalents	2,051	2,237
Other current assets	2,851	3,064
Other non-current assets	2,124	1,925
Total Assets	33,638	39,572
Liabilities and Shareholders' Equity		
Shareholders' Funds	24,792	26,517
Short term borrowings	702	276
Other current liabilities	7,919	9,248
Other non-current liabilities	194	3,498
Minority Interest	31	33
Total Liabilities	33,638	39,572

Amount in ₹ million

Cash Flow Summary	FY19	YTD FY20
Net cash provided by operating activities	8,061	2,865
Capex	-885	-267
Free Cash Flow	7,176	2,598
Free Cash Flow to Net Income (%)	94%	127%

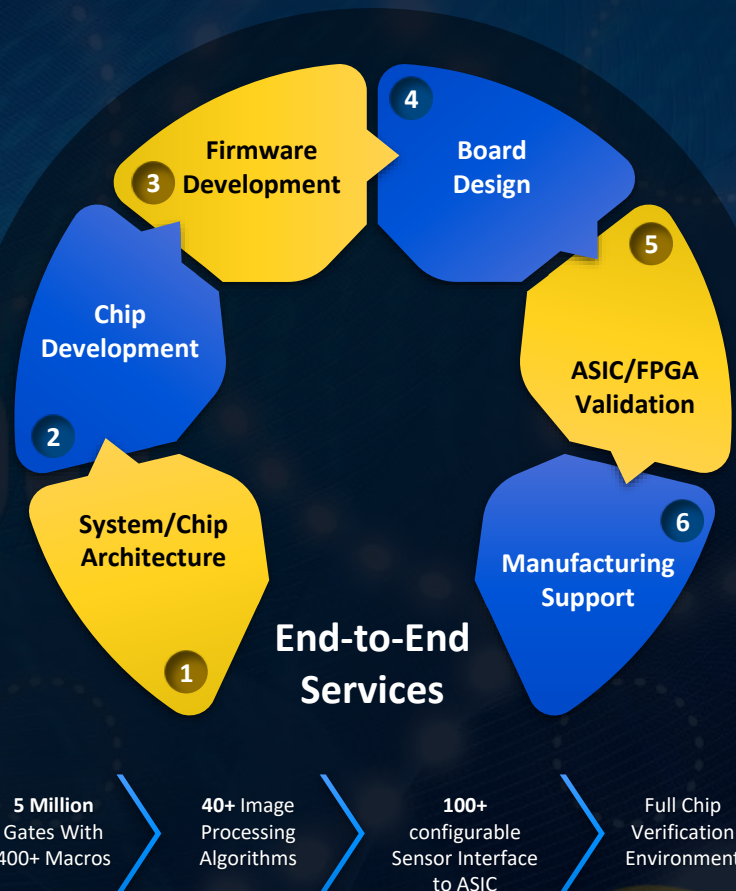
Case Study: Turnkey SoC

Project Highlights

- Complete physical design and verification including mass production of image processing SoC
- Executed chip development plans using low power process methodology
- Achieved high chip processing efficiency by optimizing die size, pin count, and power/memory/performance/sensor requirements

Application: Industrial Camera

LTTS proprietary VLSI IPs



FACTORY 'DIGITAL TWIN'

WHAT WE ENABLED

- Digital Simulation of an entire factory using real-time data from the plant
- Optimal Utilization of Workforce & Robotic Systems
- Efficient Inventory Management
- Real-time Material Tracking

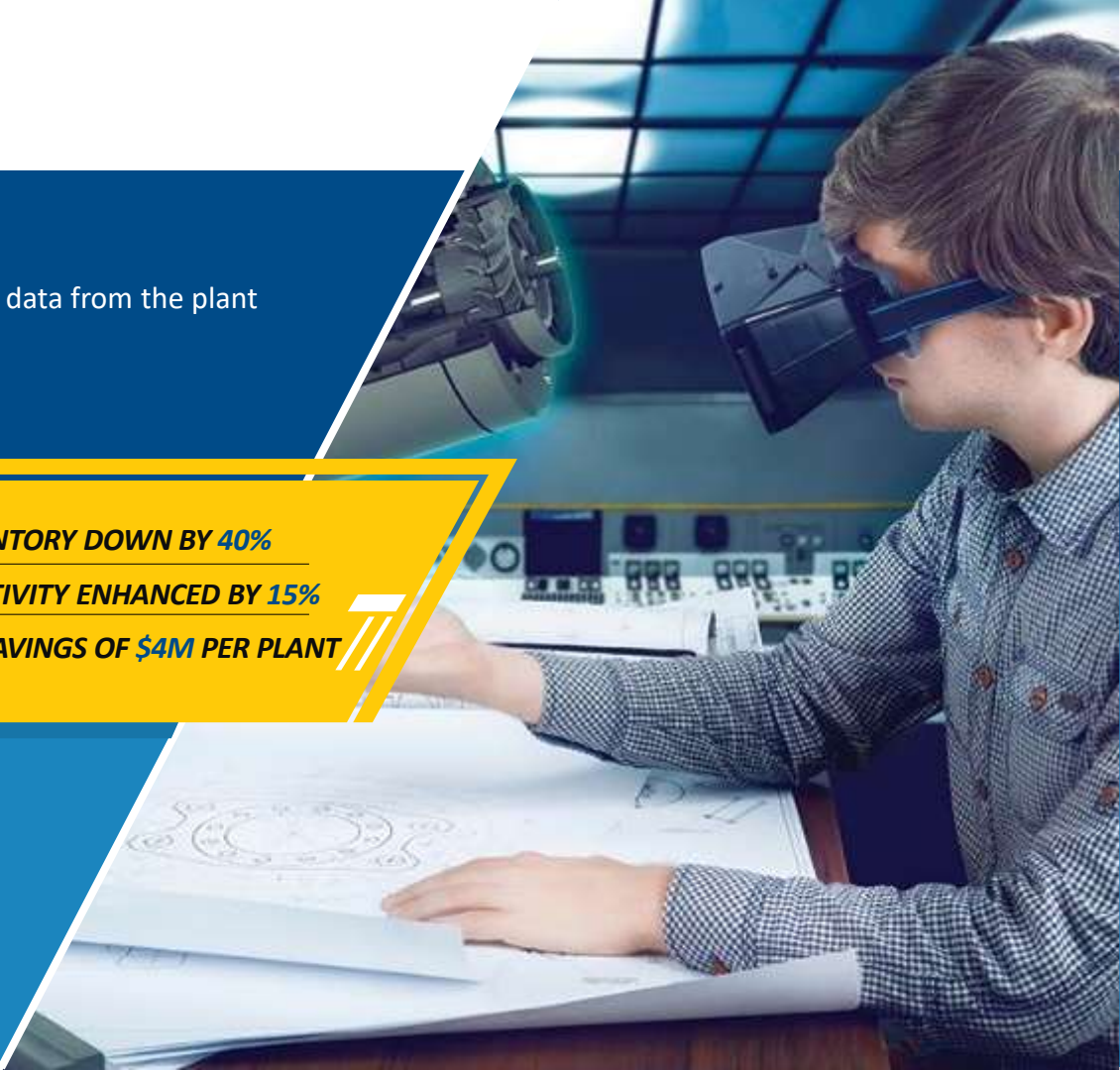
INVENTORY DOWN BY 40%

PRODUCTIVITY ENHANCED BY 15%

ANNUAL SAVINGS OF \$4M PER PLANT

OUR EXPERTISE

- Digital Twin Simulation
- Virtual Reality
- Big Data Analytics
- Machine Learning



ARCHITECTING THE SMARTEST CAMPUS IN THE WORLD

Powered by iBEMS™ - Ingenious platform for smart buildings

WHAT WE ENABLED

- Integrated View of complete facility operations
- Enabling Net Zero Buildings and environmental certifications
- Predictive Maintenance of Building Assets
- Customized experiences for building occupants

**100+ SMART BUILDING
FUNCTIONALITIES**

**SAVES >30% OF FACILITY ENERGY &
OPERATIONAL COSTS**

OUR EXPERTISE

- Master Platform Integration
- Edge & Cloud Analytics
- Machine Learning
- Custom User Experiences