



ENGINEERING THE **CHANGE**



L&T Technology Services



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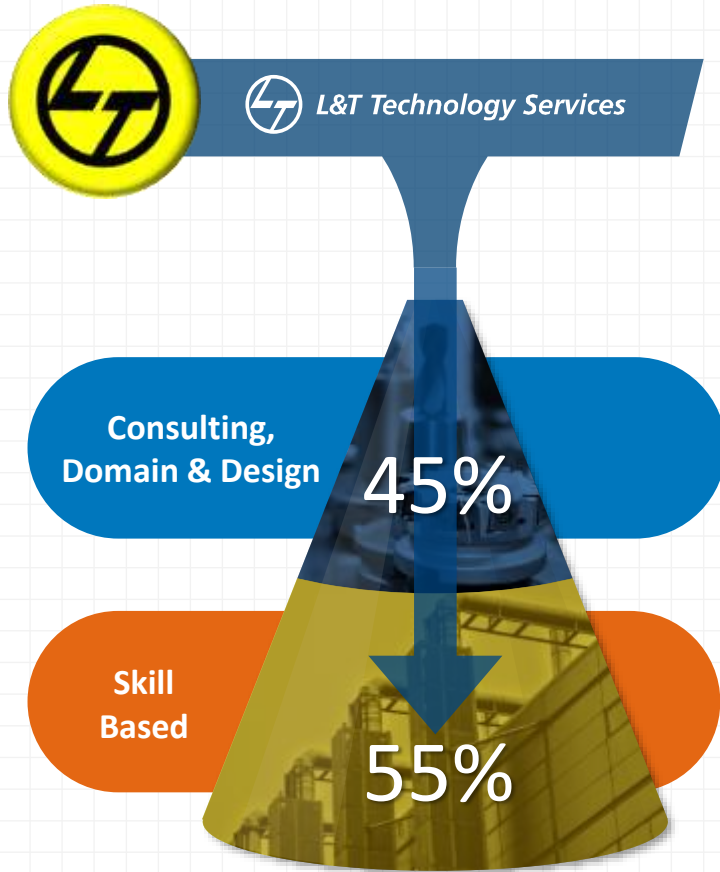
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L&T Technology Services – At a glance

Global Leader: Pure Play Engineering Services Company



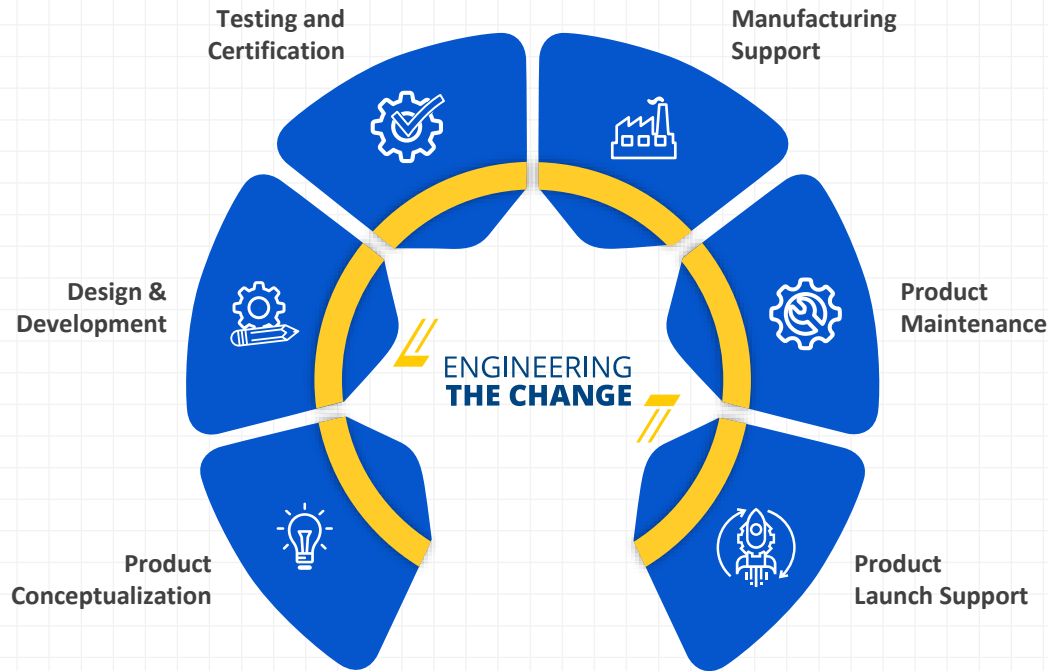
Our Engineering heritage and multi-domain capabilities...



...supported by best-in-class infrastructure



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



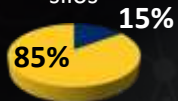
Solutions across PDLC



LTTS Evolution...

DO IT CHEAPER

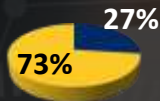
Discrete business units working in silos



■ Embedded
■ Mechanical

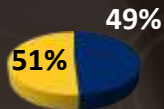
DO IT BETTER

Consolidation and building synergy



DO IT DIFFERENTLY

Building capabilities through investments



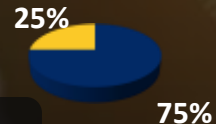
IMPROVE BUSINESS

Org and operational re-structuring

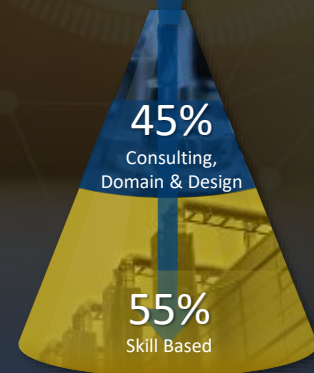


TRANSFORM BUSINESS

ENGINEERING THE CHANGE



30%+
Digital Engineering Revenues



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

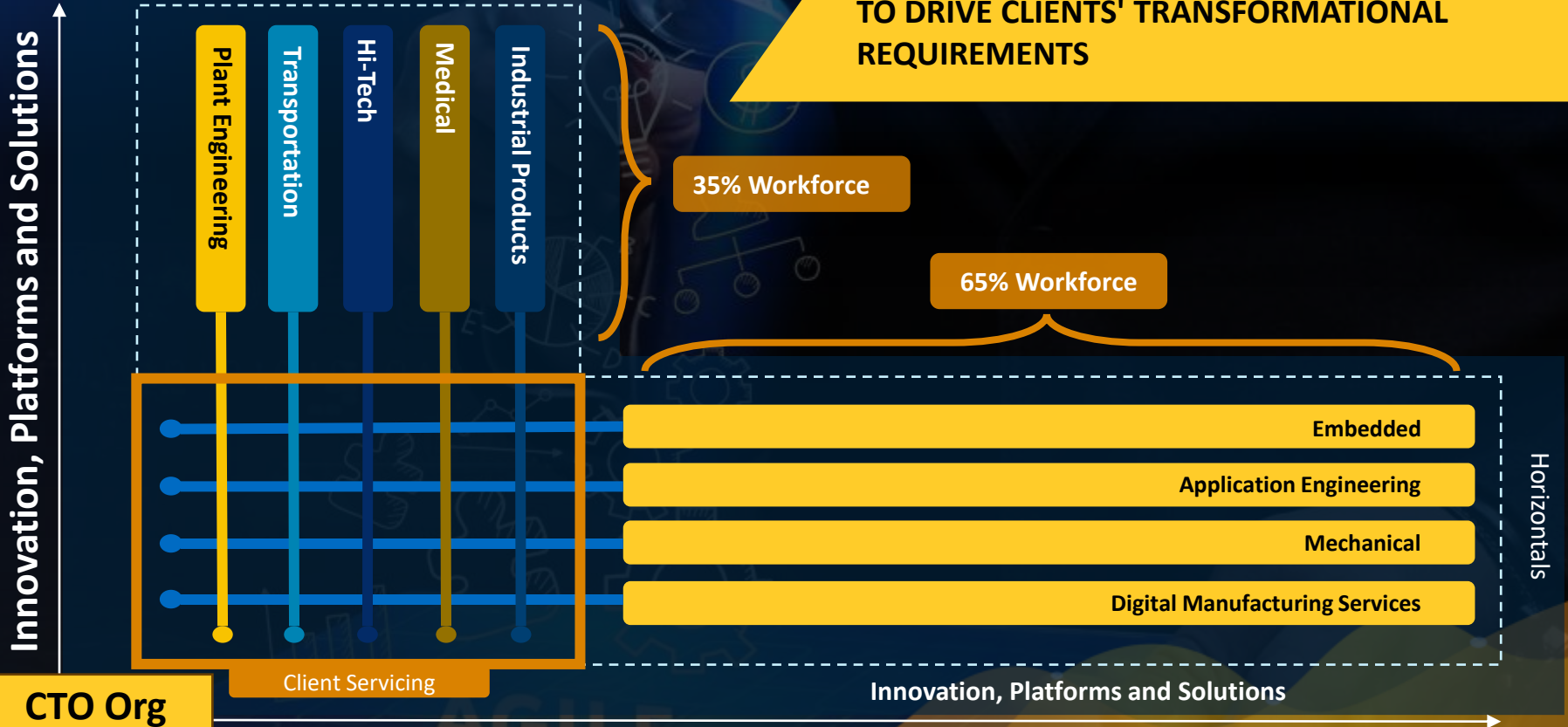
Phase 3

2017

Phase 4

2021

1 Customer requires partners with...



AGILITY, ENGINEERING AND DOMAIN EXPERTISE TO DRIVE CLIENTS' TRANSFORMATIONAL REQUIREMENTS

2 Customer requires partners with...



Leaders



Other Positions



No Positions

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



Vertical Rankings

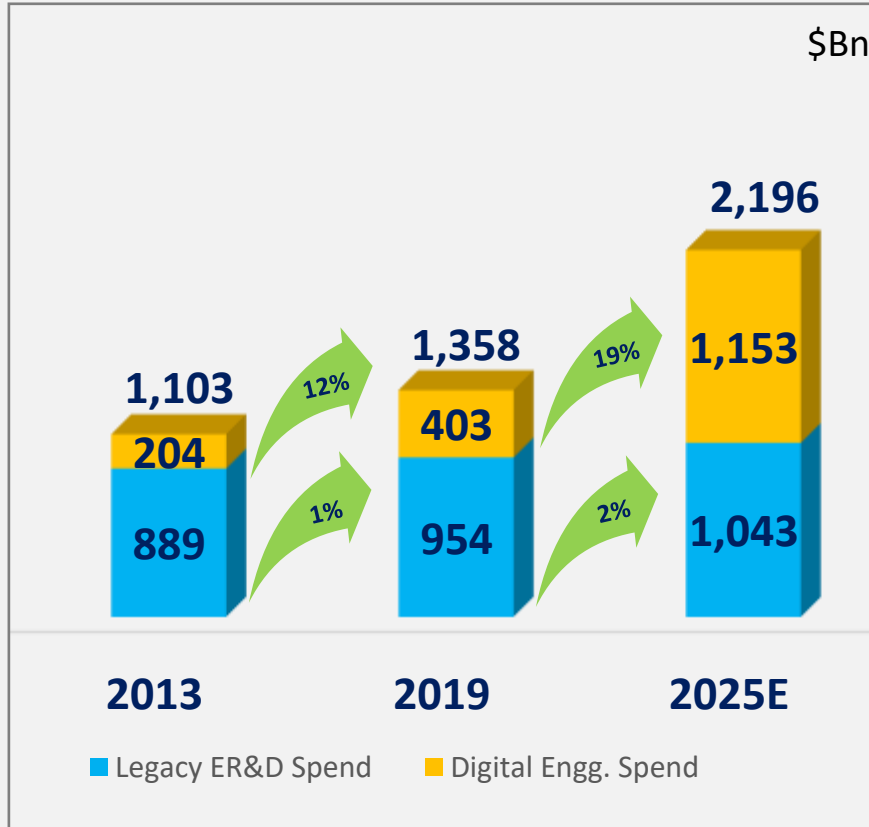
Horizontal Rankings

	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



...SOLUTIONS IN DIGITAL & NEW TECH AREAS

Digital & leading-edge tech is 54% of LTTS revenue



Digital Engineering Spend

53% OF ER&D SPEND BY 2025

2.9X Increase in Digital Engineering Spend by 2025

We have a marquee list of clients today ...



57 OF TOP 100
R&D SPENDERS



...which gives us a long runway for growth

RELIABLE AND PREFERRED PARTNER FOR FUTURE

57 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%

T-30 Customers

6+ Yrs

Avg. Customer Relationship for T30

LTTS Revenues

\$376 Million

23%

Revenue

\$5.3 Trillion

8.7%

117 Customers

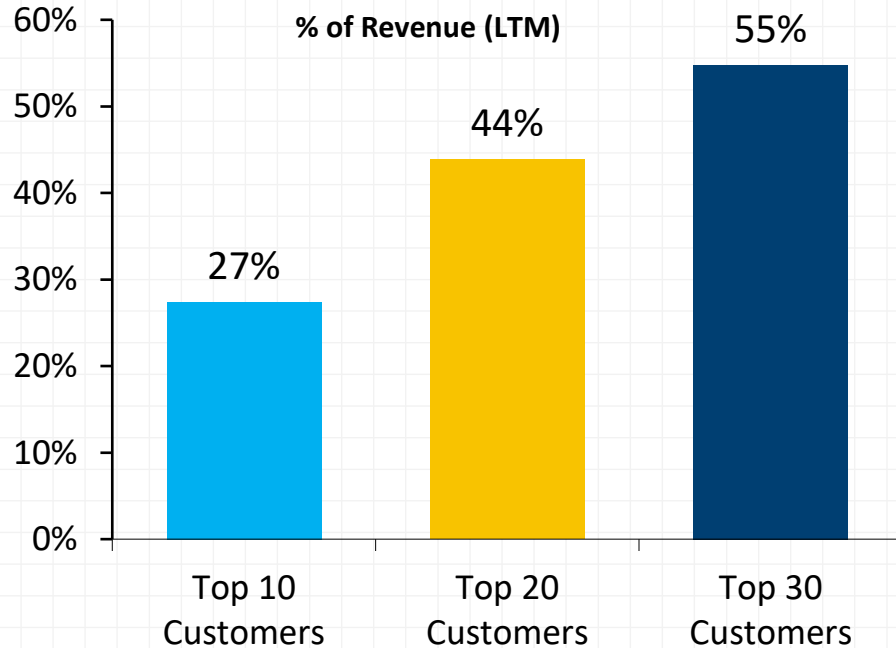
R&D Investment

\$286 Billion

8.5%

Diversified Customer Base

Top Clients Contribution

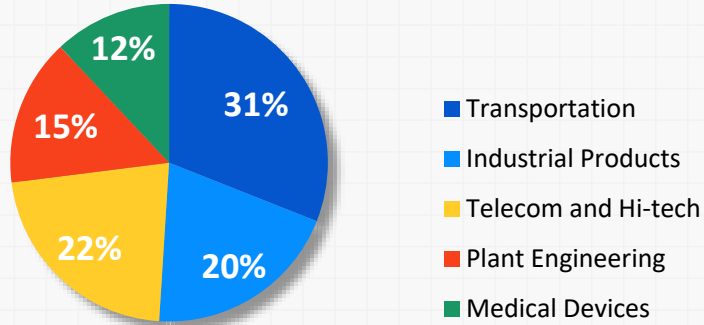


Scale-up of million dollar clients

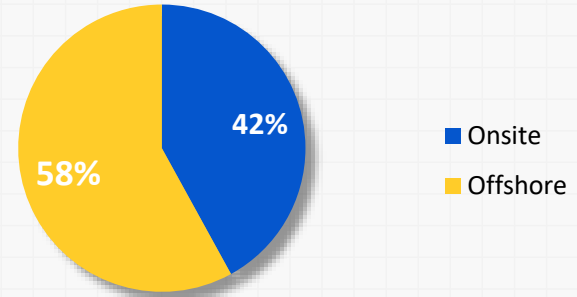
Customer Revenue (USD Mn)	FY19	FY20	FY21	Q1 FY22
50 Million +	2	0	0	0
30 Million +	3	2	0	0
20 Million +	5	8	3	5
10 Million +	16	21	20	20
5 Million+	41	43	39	43
1 Million +	106	113	122	122

Diversified Business and Geographical Mix (Q1FY22)

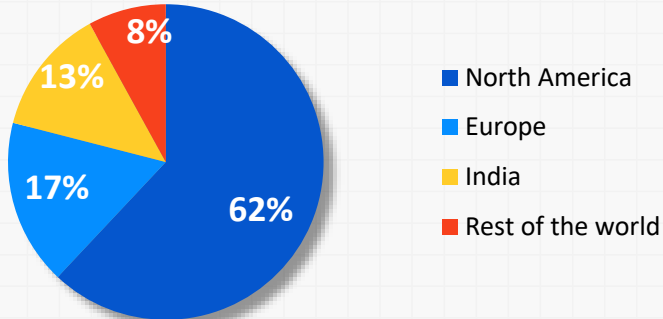
By Vertical



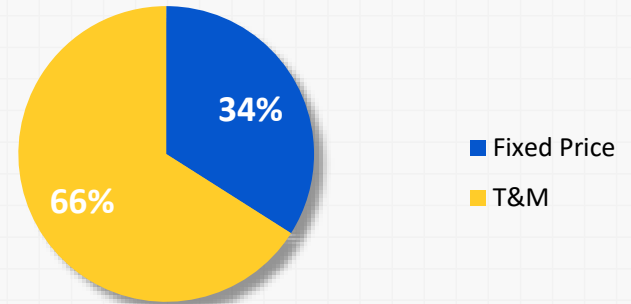
Onsite vs. Offshore Split



By Geography



Fixed Price vs. T&M



Transportation: Co-creating the next-generation of mobility

Revenue: USD255mn+

(Q1FY22 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: USD180mn+
(Q1FY22 annualized)

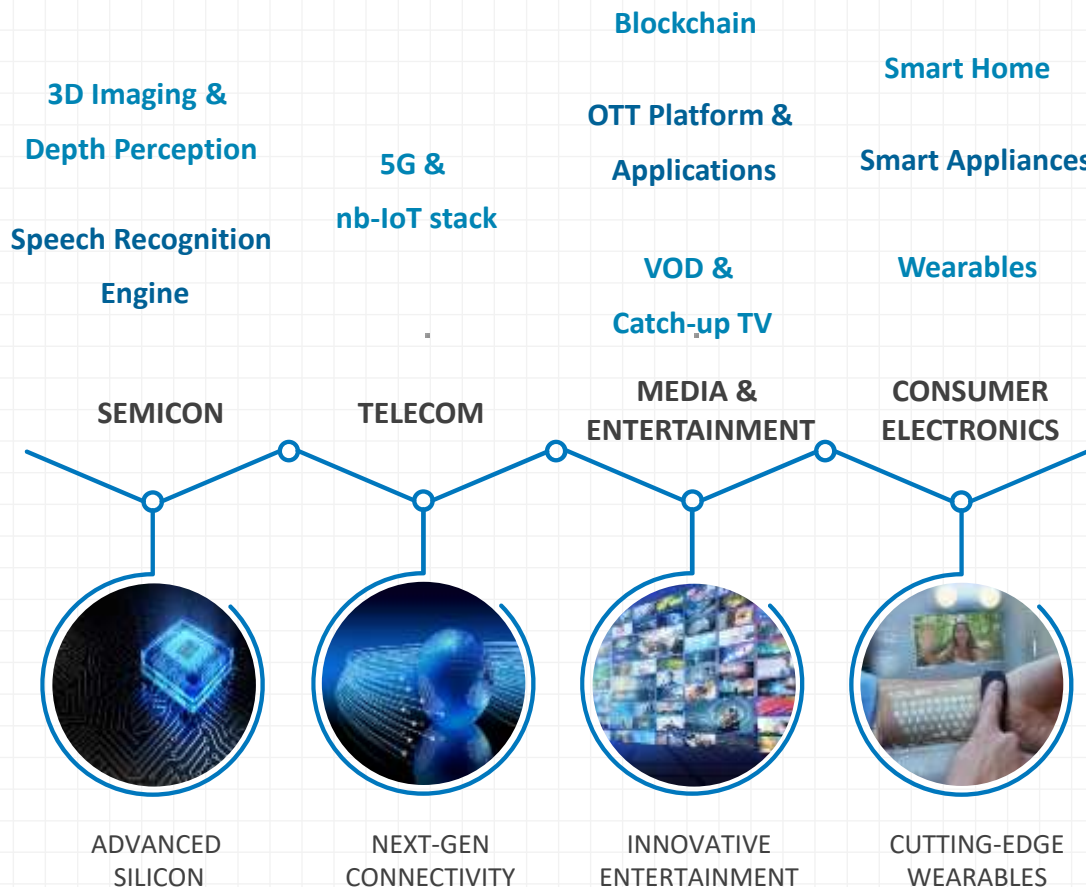
LTTS stood out for clients' very positive impressions of its operations and service delivery. Reference clients have praised LTTS's capability for design to manufacturing solutions.

-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: USD160mn+
(Q1FY22 annualized)

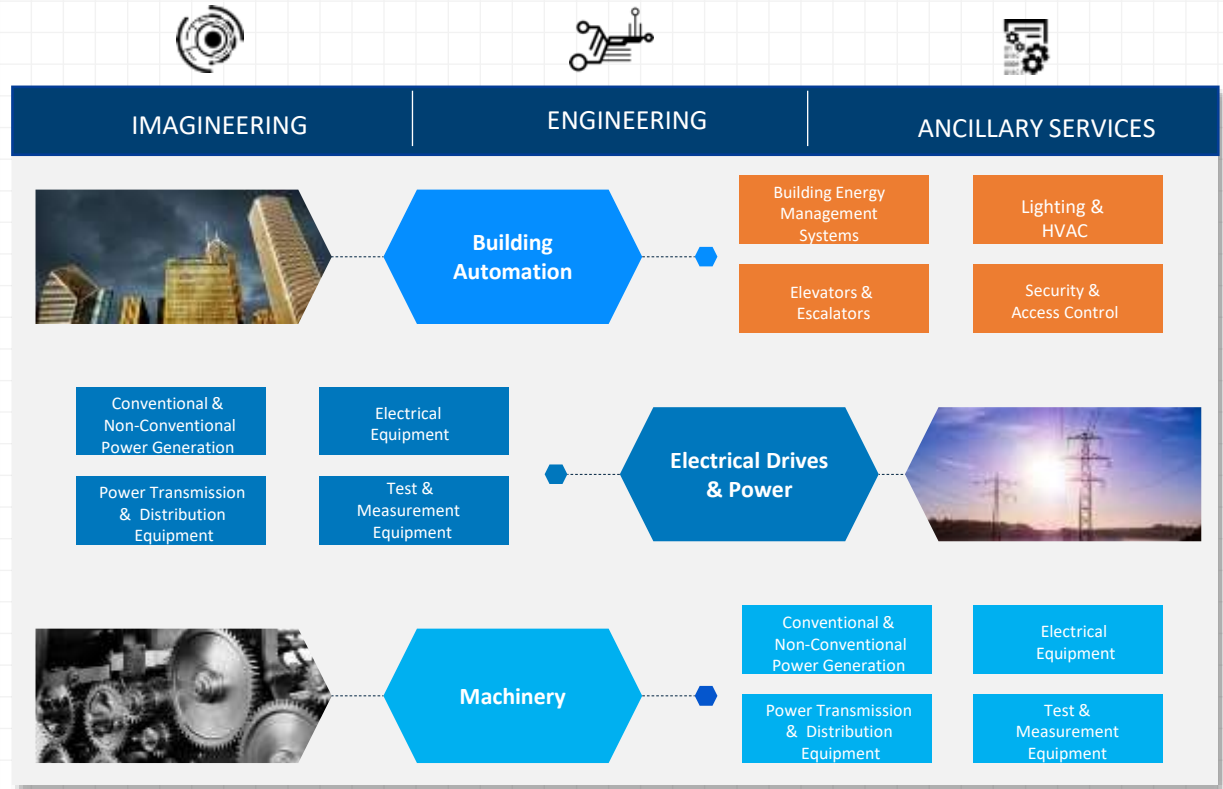
L&T Technology Services' deep multi-vertical expertise, rich IP portfolio such as UBIQWeise™, iBEMS, W.A.G.E.S and innovation focused multi-domain labs gives it a clear advantage over its peers.

-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



Plant Engineering: Extending Industry 4.0

Revenue: USD125mn+
(Q1FY22 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

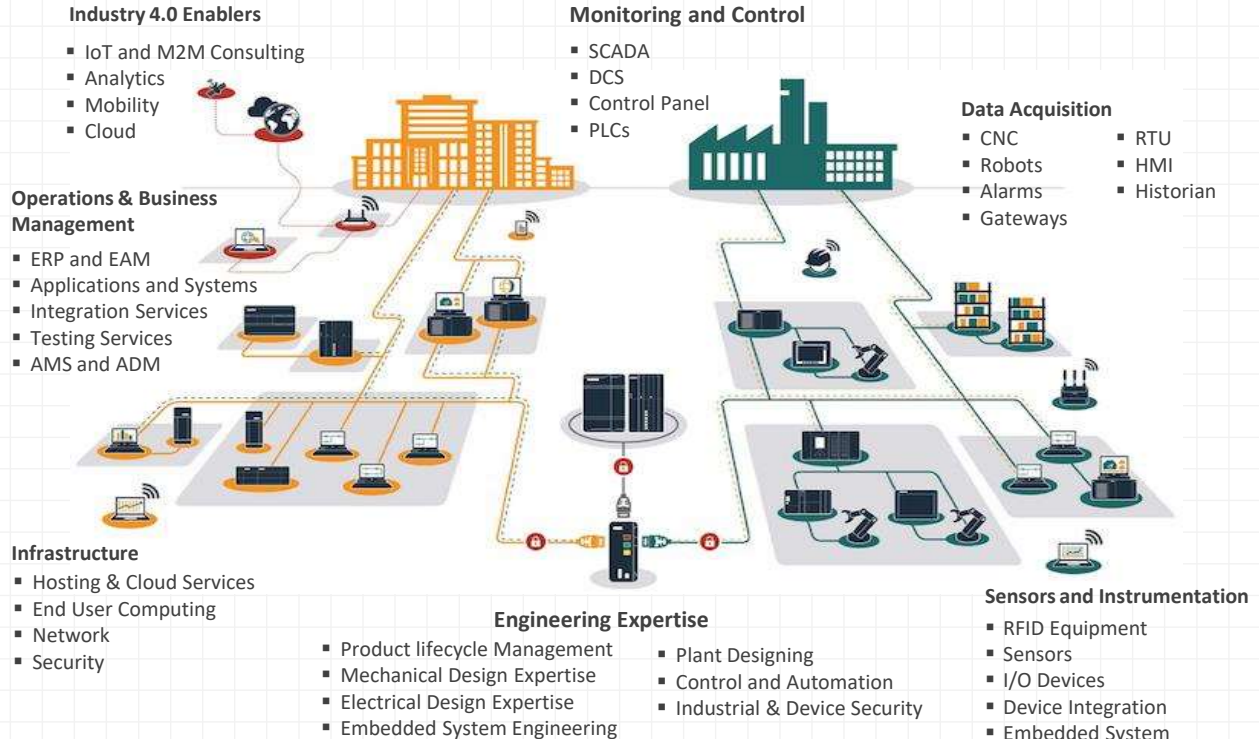
Rated in the Winner's Circle by HfS Research in their Industry 4.0 Blueprint

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: USD95mn+

(Q1FY22 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

Patient Mobility

- Critical Care Bed
- Patient Handling
- Surfaces
- Wheel Chairs



Therapeutic & Life Science

- Oncology
- Drug Delivery
- Inhalable
- Histopathology
- Hematology
- Mass Spectroscopy



- Endo
- Vascular
- Wound Closure
- Ultrasound Systems
- CT Scanners
- MRI Scanners
- Patient Monitoring



- Joint Replacement
- Trauma
- Biologics
- Dental Equipment
- Orthodontic



Surgical & Diagnostic

Musculoskeletal

LTTS Platforms & Solutions

Priority1



Intelligent Building Experience Management System

System of Systems | Advanced Analytics

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

Predictive Maintenance | Energy Utilization | Analytics

NB-IoT Protocol

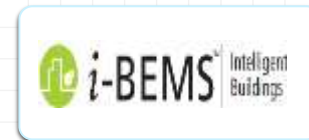
Asset Tracking | Smart Metering | Smart Agriculture

Artificial Intelligence Framework

ML | NLP | Image Processing

New platforms...

Security



Jun 2019

Aug 2019

Performance Highlights

FY16	FY17	FY18	FY19	FY20	FY21	Parameters	Q1FY22
468	484	580	723	786	737	Revenue from Operations (USD mn)	206
30,662	32,483	37,471	50,783	56,191	54,497	Revenue from Operations (INR mn)	15,184
15.0%	16.1%	13.0%	16.0%	16.5%	14.5%	EBIT Margin	17.3%
845	561	1,910	2,209	1,726	1,082	Other Income (INR mn)	334
4,191	4,249	5,060	7,656	8,186	6,633	Net Income (INR mn)	2,162
13.7%	13.1%	13.5%	15.1%	14.6%	12.2%	Net Income Margin	14.2%
65.5	67.1	64.6	70.2	71.5	74.0	Avg. Exchange Rate (USD/INR)	73.8

Financial performance – Q1 FY22

Amount in ₹ million

Income Statement	Q1 FY21	Q4 FY21	Q1 FY22	QoQ	YoY
Revenue	12,947	14,405	15,184	5.4%	17.3%
Cost of sales	9,479	9,755	10,118		
Gross Profit	3,468	4,651	5,066	8.9%	46.1%
Selling, General & Administration Expenses	1,409	1,719	1,889		
EBITDA	2,059	2,931	3,177	8.4%	54.3%
Depreciation & Amortisation	492	540	554		
EBIT	1,567	2,391	2,623	9.7%	67.4%
Other Income, net	30	221	334		
Income tax expense	416	659	787		
Minority Interest	8	8	8		
Net Income	1,173	1,945	2,162	11.1%	84.3%
Margins (%)					
Gross Margin	26.8%	32.3%	33.4%		
EBITDA Margin	15.9%	20.3%	20.9%		
EBIT Margin	12.1%	16.6%	17.3%		
Net Income Margin	9.1%	13.5%	14.2%		
Earnings Per Share (INR)					
Basic	11.22	18.54	20.57		
Diluted	11.10	18.42	20.44		

Financial performance – Q1 FY22

Amount in ₹ million

Balance Sheet	FY21	Q1 FY22
Assets		
Property and equipment	6,379	6,058
Intangible Assets and Goodwill	6,564	6,541
Accounts Receivable	12,346	13,790
Unbilled Revenues	2,415	4,239
Investments	15,149	12,796
Cash and Cash equivalents	2,327	4,972
Other current assets	2,789	2,631
Other non-current assets	2,760	2,817
Total Assets	50,729	53,844
Liabilities and Shareholders' Equity		
Shareholders' Funds	34,731	37,014
Short term borrowings	-	-
Other current liabilities	10,982	12,011
Other non-current liabilities	4,915	4,709
Minority Interest	101	110
Total Liabilities	50,729	53,844

Amount in ₹ million

Cash Flow Summary	FY21	YTD FY22
Net cash provided by operating activities	13,273	951
Capex	-756	-264
Free Cash Flow	12,517	687
Free Cash Flow to Net Income (%)	189%	32%

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

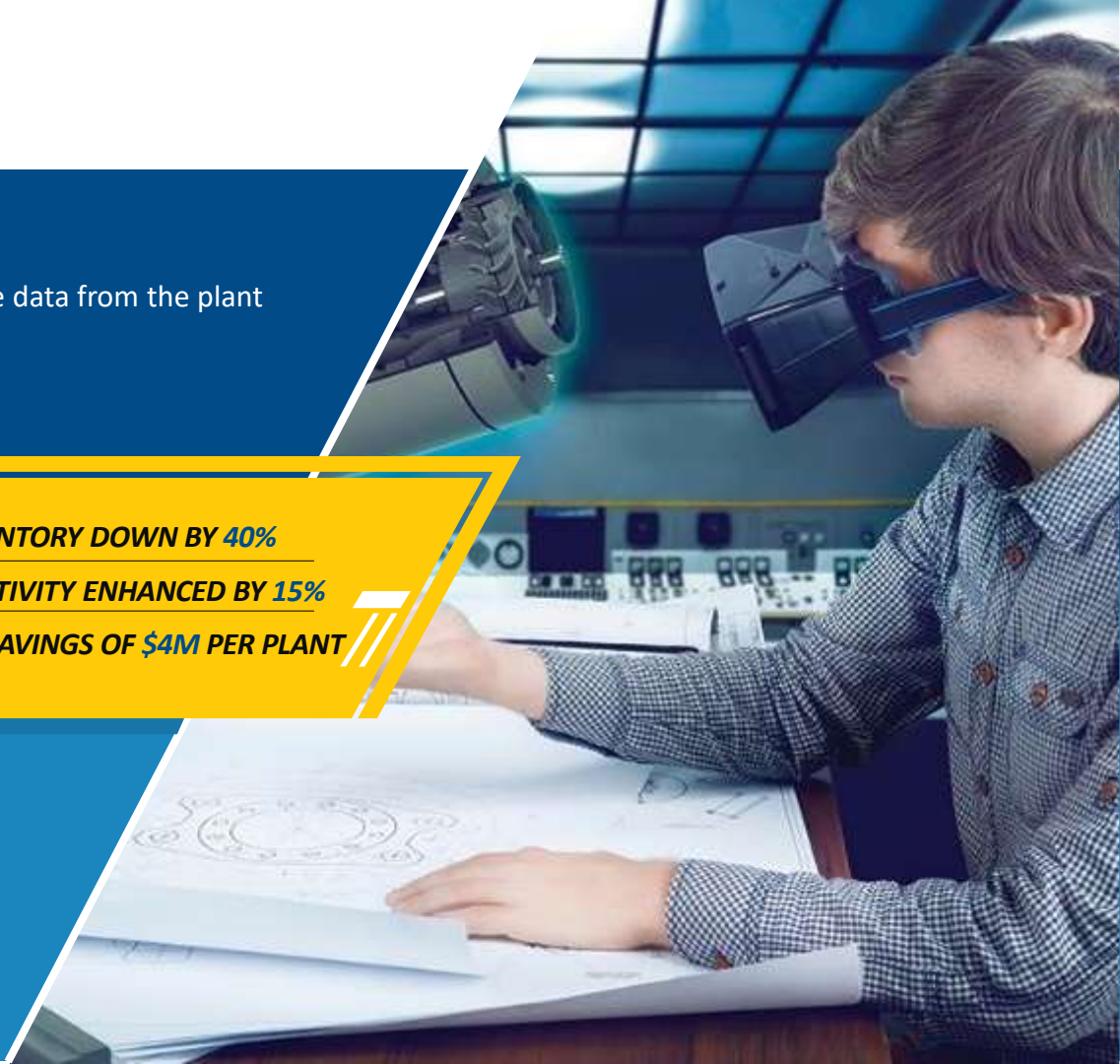
INVENTORY DOWN BY 40%

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