

**engineering
intelligence**

INVESTOR PRESENTATION

August 2026



01. **ER&D:
Growth Drivers and Emerging Themes**

02. **LTTS:
Pivot on Growth**

03. **Powered by
Engineering Intelligence (EI)**

04. **From
Better to Best**

**engineering
intelligence**



World Today – Broad Macro Themes



Global GDP Growth

3.1 %

Revised down from 3.3% — Middle East conflict and trade fragmentation



Global IT Spend

\$6.31 T

Up 13.5% YoY — AI infra emerging as the core growth driver

Fiscal Pressures & Monetary Policy

Macro pressures (high debt, rates) accelerating shift to outcome-based, risk-sharing models

AI as Economic Engine

AI scaling from pilots to enterprise-wide industrial adoption

Reindustrialization & Supply Chain

Reshoring & friendshoring accelerating reindustrialization—India well placed to benefit

Energy Transition & Data Centers

Power availability emerging as a key constraint amid rising AI demand



Engineering spend is decoupling from GDP — Outcome ownership will determine who captures market share

AI is reshaping the tech landscape—fast, wide, and power-hungry



AI SOFTWARE LANDSCAPE

- AI application software surging to **\$270B+** in 2026
- Rapid scaling: 64% of enterprises now actively use AI



ENERGY INFRASTRUCTURE CRITICALITY

- Datacenter power demand to reach ~92 GW by 2027.
- Grid and permitting delays causing bottlenecks.



HYPERSCALER AI & COMPUTE BUILDOUT

- Datacenter capex to reach **\$6.7T** by 2030; **\$5.2T** for AI.
- AI Capex to exceed **\$500B** by 2026; upside to **\$700B..**



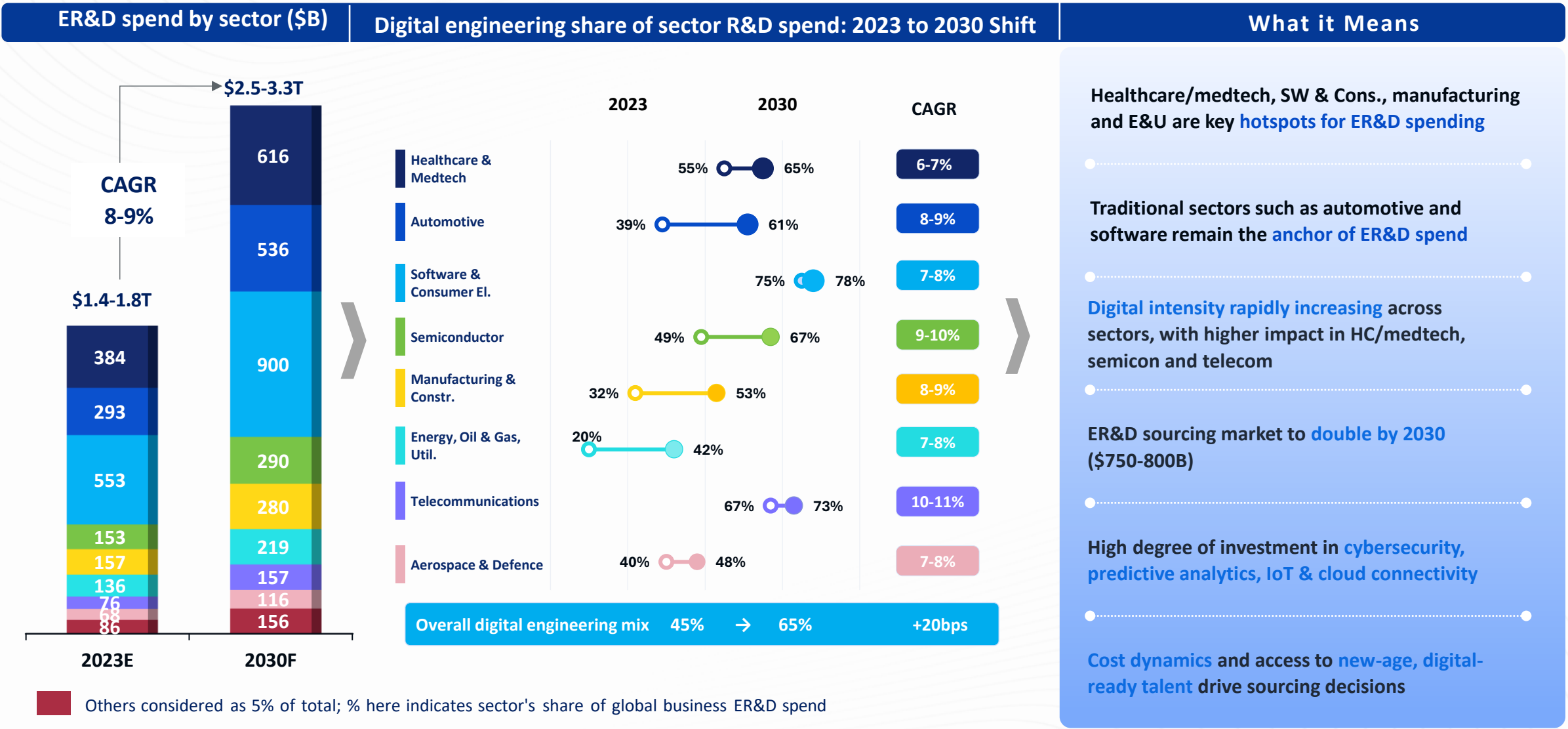
ADVANCING AI ER&D: TRANSLATES TO ENGG DOLLARS

- 59% of companies using Gen AI in ER&D for augmenting product features and personalization according to Nasscom
- \$380B Capex by 4 hyperscalers (Silicon design, AI application, Models & Services).

Sources: Goldman Sachs Research, McKinsey, J.P. Morgan Outlook 2026, ComSoc, Gartner, Kotak Securities, NVIDIA blog

ER&D is Entering a New Growth Cycle

Spend pools are expanding and digital intensity is rising in every sector



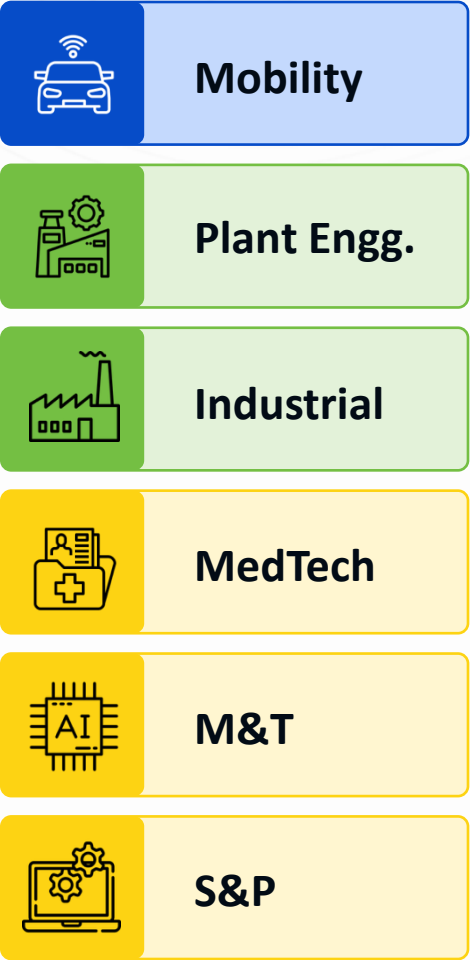
ER&D Current Market View

Segment	What the market is signalling	What it means for LTTS	How LTTS is positioned
Mobility <i>Auto · Aero & Rail · T&OH</i>	Auto R&D 8–9% CAGR; digital engineering share leaping 39% → 61% — the sharpest of any sector. SDV, EV/hybrid & autonomy to lead	Growth accelerating — led by Aerospace and North America, with electrification/hybrid and software-defined programs broadening the base	 SCALING Big Bet: Software-Defined Mobility Near Term Challenge: soft Europe
Sustainability <i>Plant Engineering Industrial Products</i>	Energy demand to double by 2050; LNG expansion, reindustrialization & data-centre buildout driving sustained engineering capex	Our flagship engine — active wins across O&G, HVAC companies, amplified by AI-led information management	 LEADING Big Bets: Plant Buildout + Digital Mfg. Near Term Challenges: Decision delays
M&T <i>Comms · Media · Tech</i>	Highest-growth pools — Semiconductor & Telecom in double digits. AI-infrastructure and silicon capex are the structural tailwind	Building Momentum: Semiconductor engineering, Telecom infrastructure supported by large deal wins	 SCALING Big Bet: Next-Gen Compute & AI Infra Near Term Challenges: Contingent on deal conversion & margin discipline
S&P <i>Intelliswift</i>	AI is compressing effort-based work — value is shifting decisively from staffing to IP, platforms and outcome-based engagements	Moving up the value curve — leading with solutions, marketplaces and PE-led selling, anchored on our Engineering Intelligence platform	 TRANSFORMING Big Bet: Software Platforms & EI Near Term Challenges: Pivoting to AI
MedTech <i>Devices · Pharma</i>	Healthcare/Medtech 6–7% CAGR and a named hotspot; digital engineering share rising 55% → 65%. Driven by Robotic surgery, precision & connected health platforms	Repositioning for the digital-health shift — broadening beyond legacy accounts and deepening Pharma to build predictable lifecycle revenue	 EXPANDING Big Bet: MedTech (+ targeted M&A) Near Term Challenges: Repositioning to MedTech & Pharma Engineering story

Positioning: **LEADING/SCALING** = growth engines **TRANSFORMING** = moving up the value curve **EXPANDING** = scaling into a growth pool

LTTS' TAM Poised for Growth

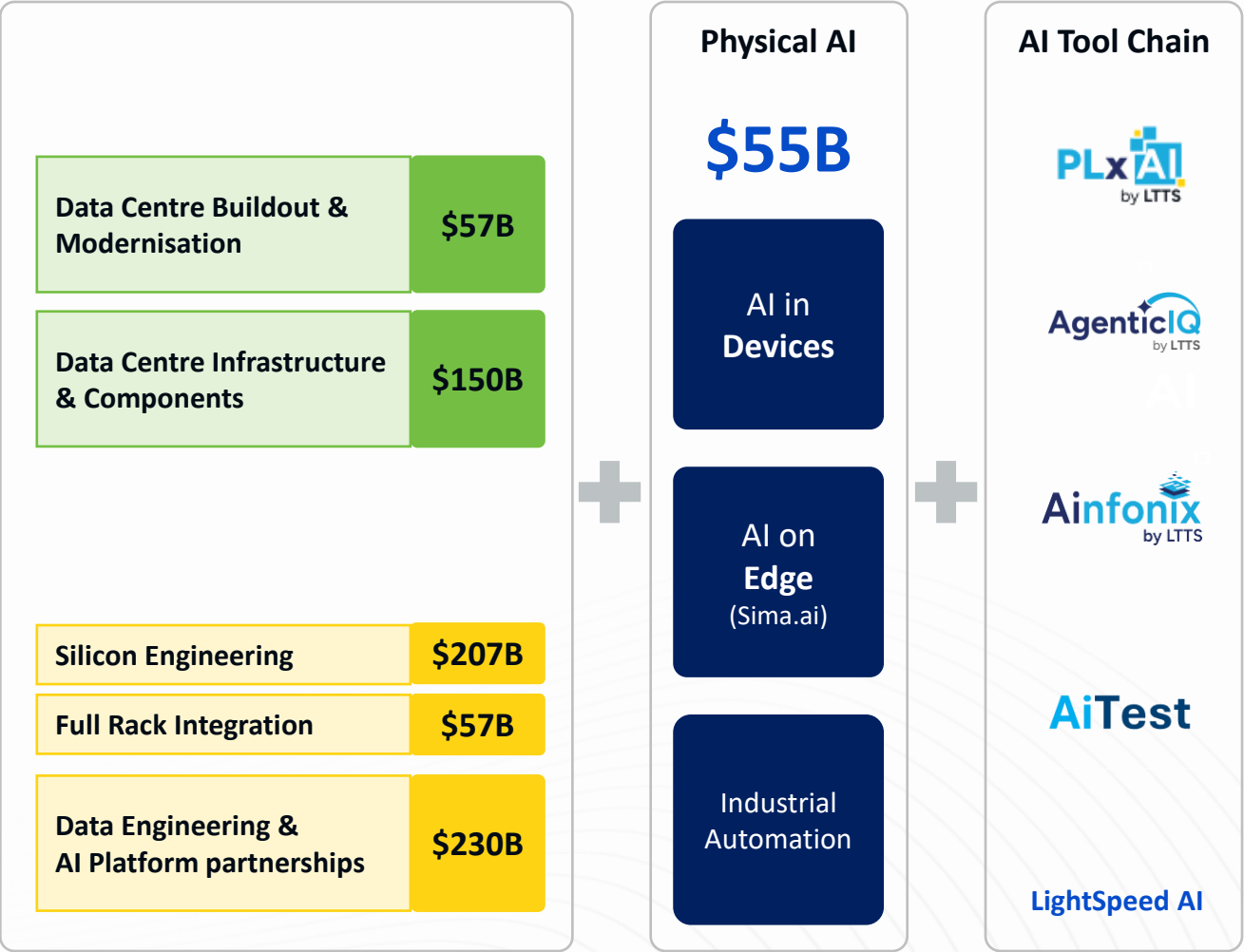
LTTS Segments



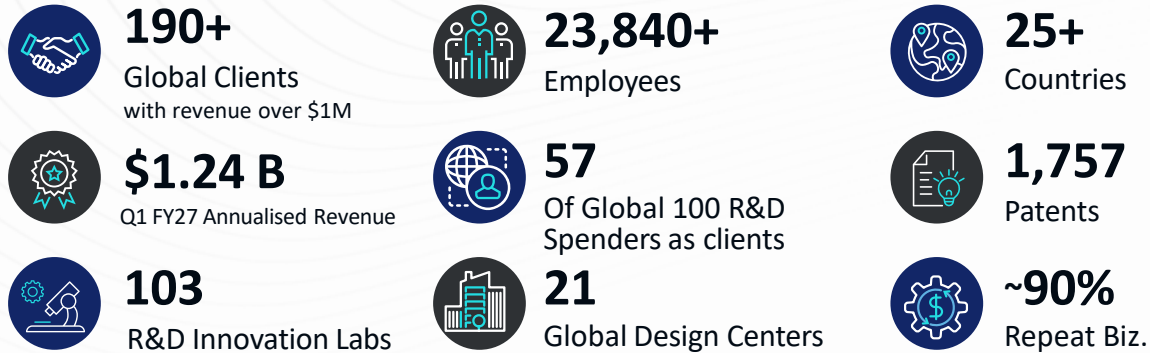
Business process



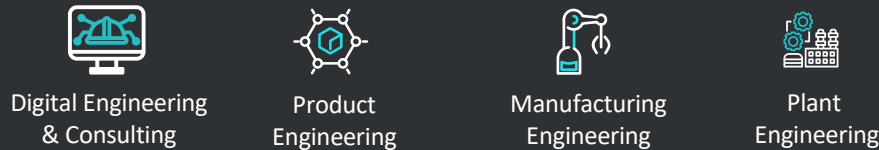
Expanded Total Addressable Market (TAM)



LTTS Pole Position in ER&D



SERVICES & SOLUTIONS ACROSS...



Biz. Segments



AI/ GEN AI

244
Patents
filed in AI



Top 3 Global Pure-play AI, Digital and ER&D Consulting Services Company

New Experience Zone in LTTS' Bengaluru



LTTS Unveils Cutting-Edge **AI Experience Zone** Built on NVIDIA AI, that will cater to clients in Mobility and Tech segments

Engineering Intelligence with Anthropic



Partnered **with Anthropic** to leverage **Claude** and **LTTS' AI-powered Engineering Intelligence** for products, services and industrial solutions

Leading in Engineering Services



LTTS featured **among Top 3 Global pure-play Engineering Services** in Everest Group's Engineering Services ranking

AI Platform That Turns Engineering Artifacts into Engineering Intelligence



The **enterprise AI platform** turns millions of engineering artifacts that run a plant into accurate, decision-ready data, delivering up to 85% extraction accuracy and full, audit-ready traceability

Engineering Intelligence Center of Excellence (EI CoE)



New EI CoE in Munich to serve LTTS' clients in Mobility, Sustainability & Tech segments, **accelerating applied AI adoption and Engineering Intelligence innovation**

Supplier Excellence Award



Awarded with Caterpillar Supplier Excellence Award, honoring LTTS' commitment to delivering high-quality products and services

Pivot on Growth



What We Believe In, How We Lead



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

#1 Player in Areas Where We Play

Pivot on Growth | Move From Better to Best

engineering
intelligence

Core Tenets



Client Focused Organization
& Offerings



Technology Company Built
on Deep Technical Mastery



Solutions Pivoting on EI



Purpose Driven Global
Organization with Indian Heritage



Industry Leading Profitable
Sustainable Inclusive Growth

Our Big Bets: Growth Drivers for Next 5 Years



1

Software Defined Mobility



Client Segments

- Automotive
- Trucks & Off Highway
- Aerospace

2

Plant Buildout & Modernization



Client Segments

- Oil & Gas
- LNG
- FMCG

3

Digital Manufacturing | Energy & Industrial Automation



Client Segments

- Industrial Products
- Auto & EV
- Aero & Defense
- Medical Devices
- Electrical Products
- Automation

4

MedTech



Client Segments

- Medical Devices
- Pharma & Biotech

5

Software Platforms & EI



Client Segments

- Hyperscalers
- ISVs & Digital Platforms
- Retail Tech
- Fintech

6

Next-Gen Compute & AI Infra



Client Segments

- Semiconductors
- Cloud Data Centers
- Consumer Electronics

Why Engineering Intelligence Matters Now

Three structural shifts are converging — all of them demand exactly what LTTS is built to deliver

SHIFT 01 · PRODUCT

01 Every product is becoming intelligent

Software is the new hardware.

- A modern car runs more software than a **spacecraft did in 2000**. The BMW Neue Klasse is defined by its software, not its engine.
- Medical devices now run AI on-device — imaging, monitoring, surgical guidance, all real-time.
- Industrial machines decide and act in milliseconds — a wood-cutting machine retracts its blade in **18 ms**

SO WHAT?

No longer whether to engineer intelligence in — but who can do it safely, certifiably, and at scale.

SHIFT 02 · FACTORY

02 Factories becoming autonomous

From assisted ops to self-running plants.

- AI is moving from software *assistance* into real-time **machine control** — OT systems that sense, decide, act on their own.
- Product cycles are shrinking from **3–5 years to 18 months**, powered by AI across design, sim, and manufacturing.
- Shop floors are digitising L0→L4 — an OT market **4–5× larger than IT** and largely untapped by AI.

SO WHAT?

Lights-out manufacturing is no longer a vision — it's a competitive must.

SHIFT 03 · CUSTOMER

03 Customer asks evolving beyond just capacity

From PoC to production. Accuracy to certifiability.

- AI is moving from pilots to production — but regulated industries need **certifiable** outputs, not just accurate ones.
- The skills gap is real — **75% of enterprises** want service partners to build their priority AI use cases (BCG 2026).
- IT-first competitors are entering engineering — but lack **embedded depth, safety certification, and V-model delivery history**.

SO WHAT?

Customers want partners who understand both the domain and the AI

The Engineering Intelligence Platform

244
Patents filed in AI

engineering
intelligence

Bringing intelligence into everything we build and everything we build with



EI FOR ENGINEERING

How products are designed, built & certified

Product Lifecycle: PLxAI

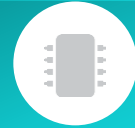
Software Development: AiNexus

Engineering Documents: Ainfonix™

Regulatory Compliance: QAssure.ai

Design. Code. Compliance.

from requirement to release



EI FOR PRODUCTS

Intelligence inside the products you ship

Rail Inspection: TrackEi™

Vision Compute: EdgeVision Safety Platform

Autonomous Machines: Off-Highway Machine Control

Speech & Sound AI: Patient Monitoring Suite

Sight. Sound. Autonomy.

engineered into the product itself



EI FOR OPERATIONS

How factories and plants run

Autonomous Manufacturing: LightsOutFactory

Industrial Robotics: HumanNoids

Energy & Emissions: EnergiSense

Asset Reliability: Asset Health Framework, LTwin

Throughput. Energy. Uptime.

always watched, always tuned



AgenticIQ · The Engineering Intelligence Platform

One governed agentic platform beneath all three.

Deploy on the factory floor, in a hospital, in a vehicle, or offline on-device.

Agent Studio

Agent Marketplace

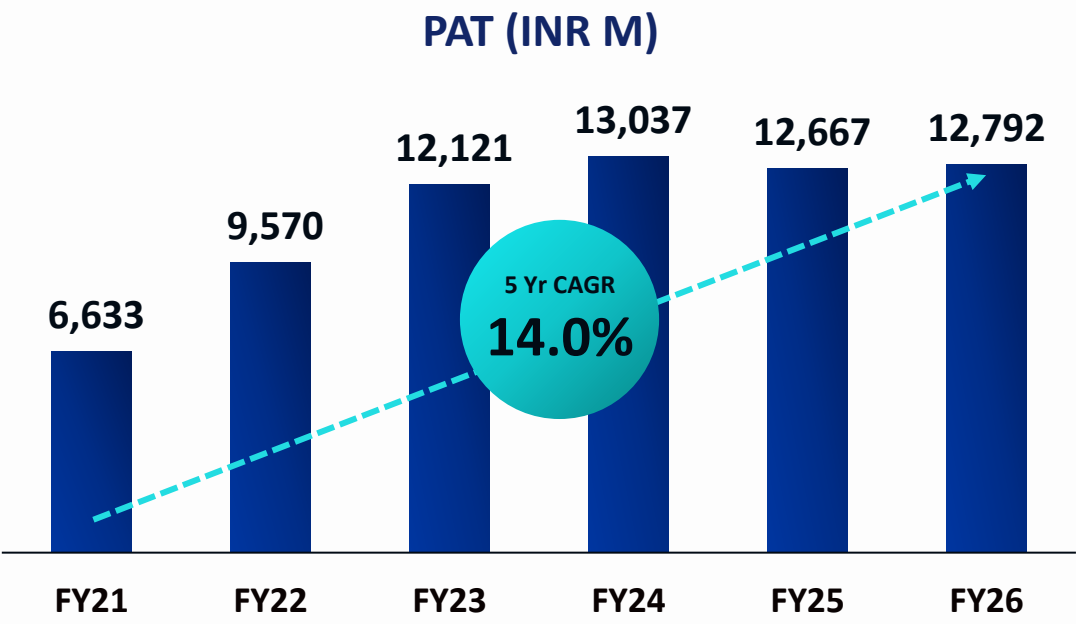
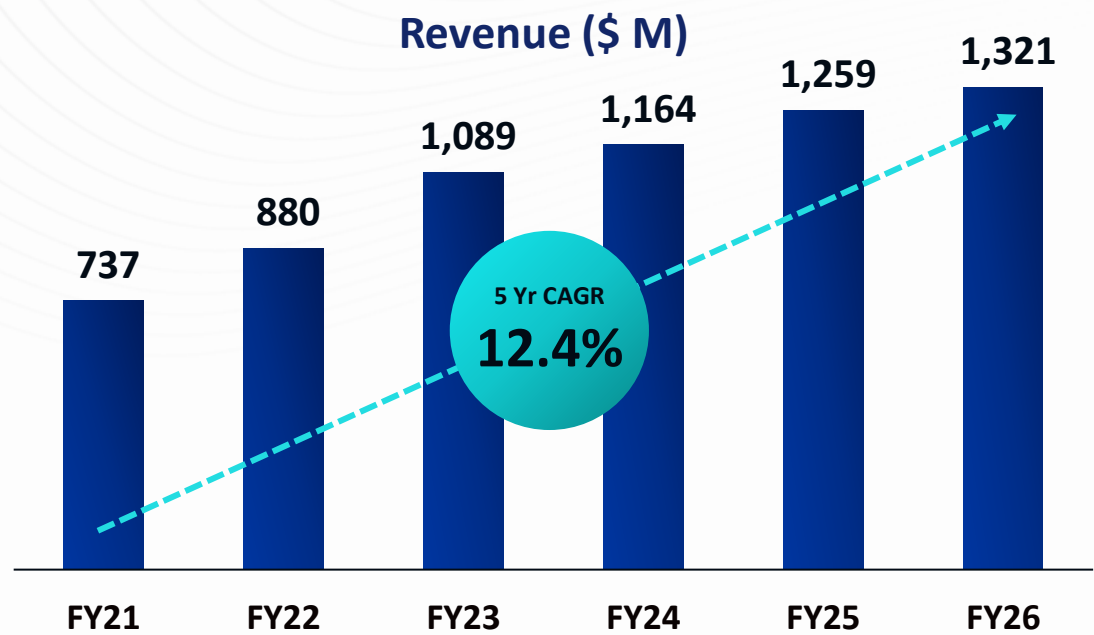
Pre-Built Agents

Workflow Builder

MCP & A2A Connectors

Guardrails & Governance

LTTS: Five Years of Innovation and Growth



Key Highlights



3 Segments
Diversified Portfolio



\$855 M
Large Deal Wins
in FY26 (+40% YoY)
Including one \$100M deal,
two \$50M+ deals



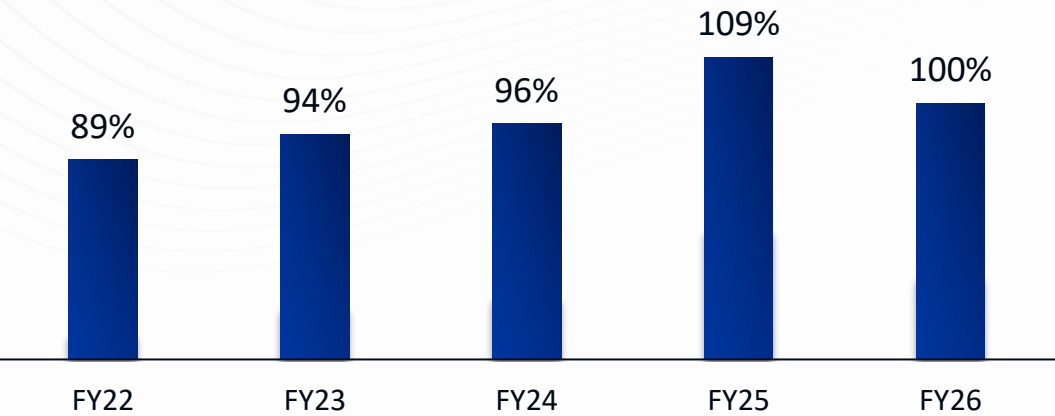
1,757 Patents
With 244 AI Patents
as of Q1FY27



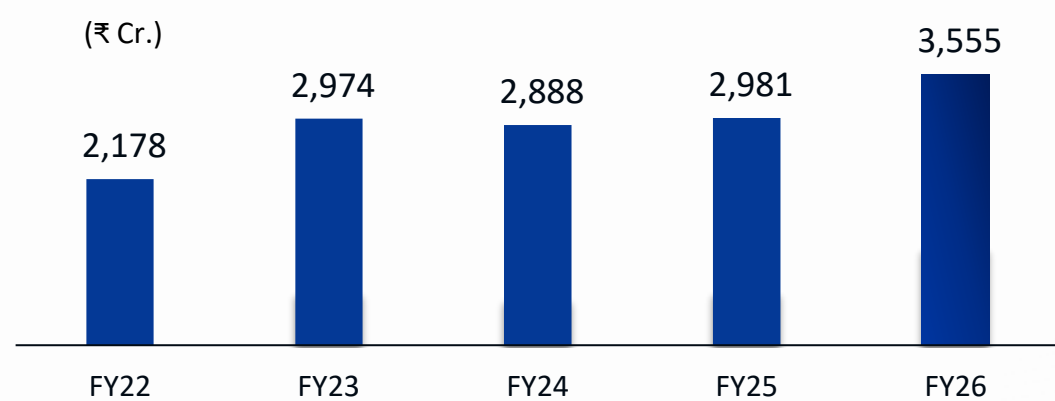
100%
FCF to Net Income

Creating Shareholder Value

Free Cash Flow
(as a % of Net income)

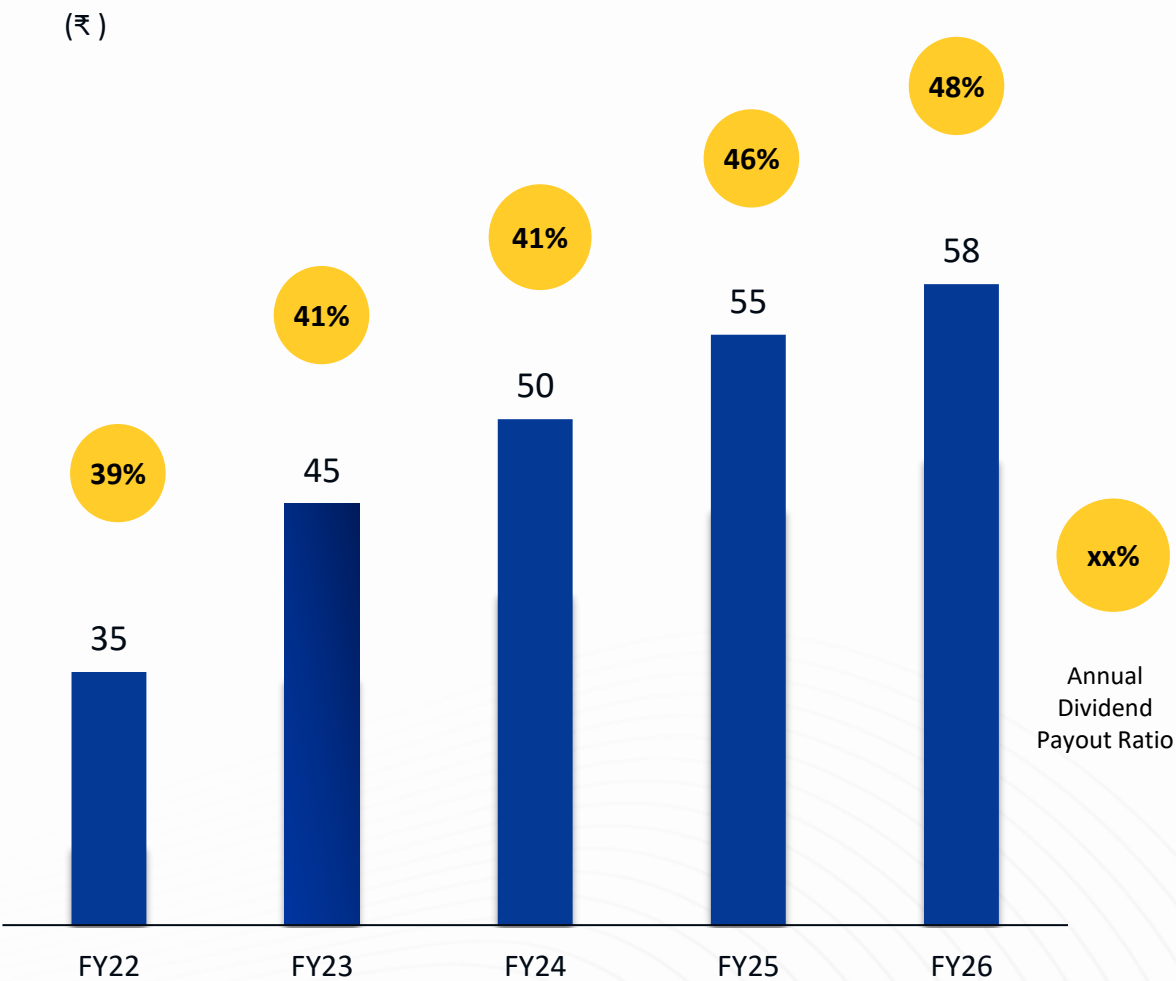


Cash Position*



* Investments + Cash equivalents

Dividend Per Share



Investing for Profitable Sustainable Growth

Investing in Profitable Growth



- **High Growth**
- **High Profit**
- **Future Technology**

A minimum of two boxes should be ticked for investment

LTTS Six Big Bets: Are expected to become the dominant drivers of the company's future growth and revenue mix

Investing in Emerging Tech



Physical AI:

AI Chips, Closed Loop/Edge AI

Industrial Robotics:

More Intelligent Robots, Humanoids

Agentic AI:

Manufacturing focused Agentic AI

Investment Approach:

Partnership, Minority Investment, Build Internally

M&A



MedTech:

Connected Healthcare, Patient management, Software Verification & Validation

Plant Engineering:

Engineering & Design, Digital & Operational Twins, Asset Performance, Supply Chain

Mobility:

SDV, System Design, ADAS, Connectivity & Infra

The Road to FY31

THE THREE SHIFTS UNDERWAY

Engineering Services to **Technology Solutions**

01

- Create scalable productized solutions, Include them in majority of our offerings

From Better **to Best**

02

- Develop **Deep Technical Mastery** in select domains
- Develop a **future-ready organization**

We are **Pivoting on AI**

03

- Transform engineering and manufacturing **productivity** with AI
- Develop proprietary solutions by leveraging AI-led data processing and analytics

#1 Player in Areas Where We Play

Pivot on Growth | Move From Better to Best | Powered by Engineering Intelligence (EI)

ASPIRATION 2031 — INDUSTRY LEADING VALUE CREATION

SCALE & MARKET POSITION

#1

Pure play ER&D
company globally

\$1B

Revenue in each of
two segments

>\$500M

A single large
deal win

QUALITY OF GROWTH

13–15%

Revenue growth CAGR
over the next five years

16–17%

EBIT margin ambition
sustained through the cycle



**Purposeful.
Agile.
Innovation.**



Case Studies

Accelerating Autonomous Vehicle Adoption

Driving Level 4 Autonomy

THE CHALLENGE

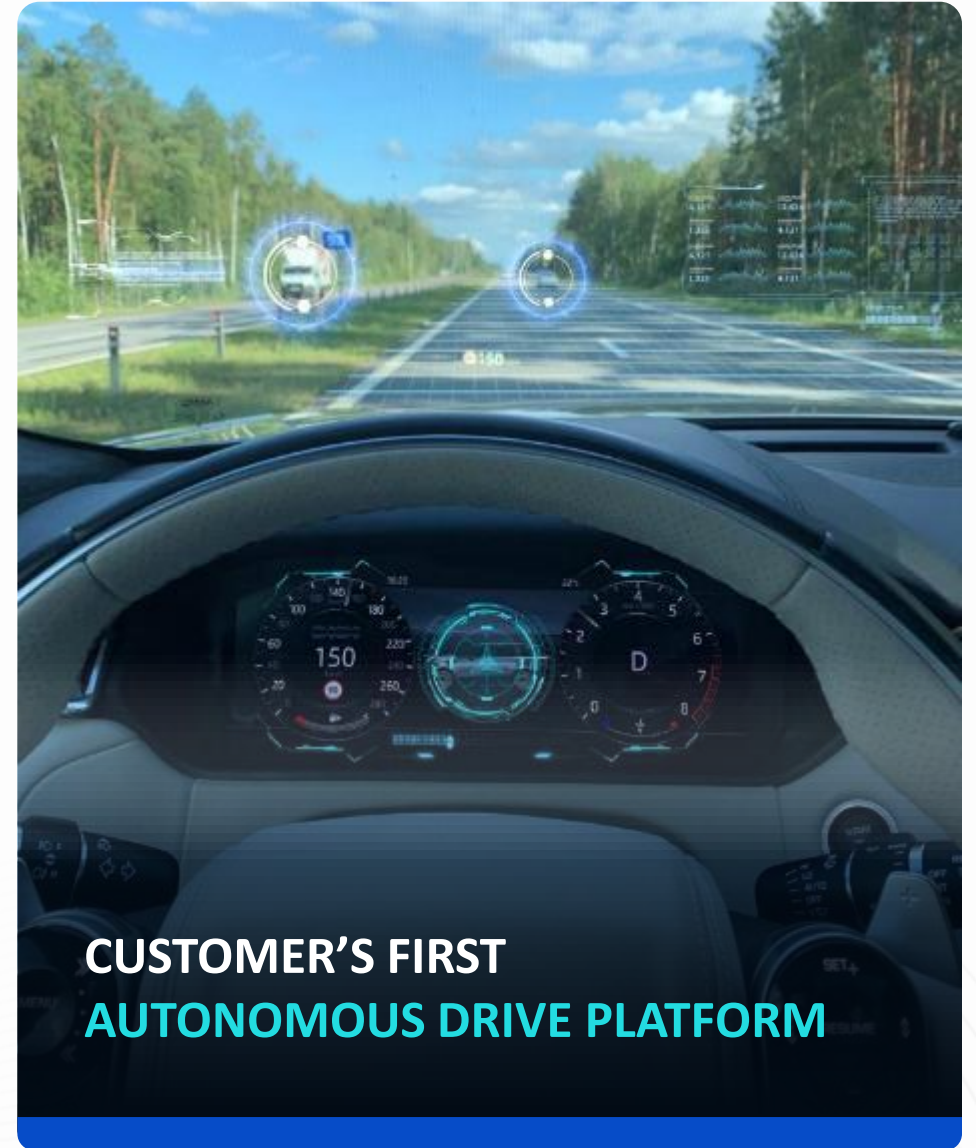
The client, a major global automotive producer, was looking to leverage the growing shift toward autonomous vehicles, and sought to develop **their first Autonomous Drive (AD)** platform

What we enabled

- Software solutions for the vehicle's motion control system and attributes for enabling **Level 4 autonomous** drive
- Integration of **mechatronic systems and revamped HIL** designs
- Test scenario creation for enabling **robust system and vehicle testing**

Our expertise

- Deep and proven expertise across the entire automotive value chain
- Focused capability building investments across next-gen automotive technologies



100% Accurate Digital Twin

THE CHALLENGE

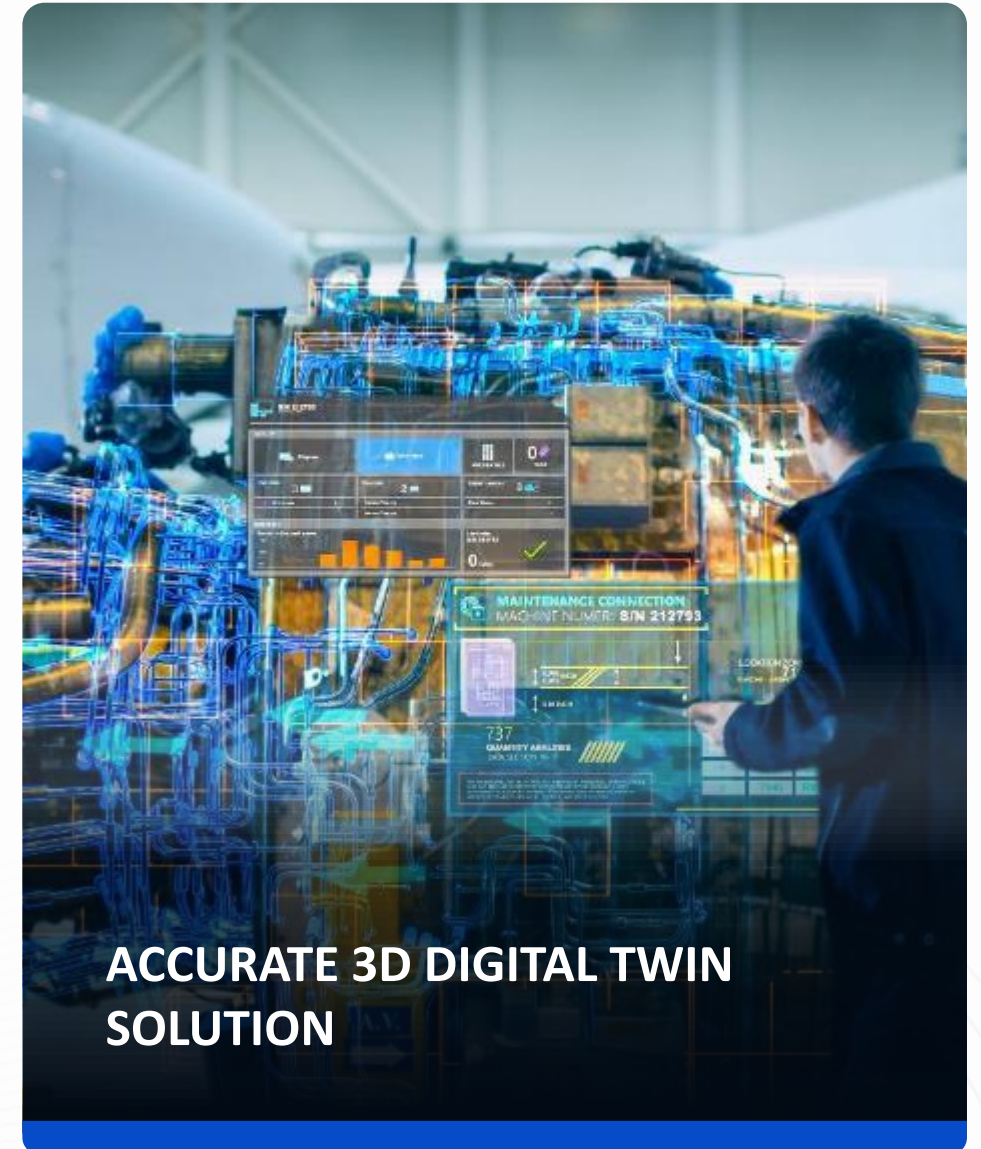
The client, a leading manufacturer, wanted to revamp their plant operations leveraging a **robust and reliable digital twin** solution

What we enabled

- Selection of the **best-in-class 3D platform** based on their requirement
- Intelligent 3D models of the downstream facilities and mapping of legacy site data for **enhanced machine learning**
- Comprehensive reporting of plant operational parameters through the digital twin solution

Our expertise

- **Core engineering-based** multi-vertical, multi-domain expertise across the entire downstream facilities ecosystem
- Specialized capabilities and **focused investments** in next-gen technologies
- Proprietary offerings including **i3PDS** (Integrated 3D Plant Digitalization Services)



**ACCURATE 3D DIGITAL TWIN
SOLUTION**

Driving Sustainable O&G Operations: Efficient, Smart, Compliant

THE CHALLENGE

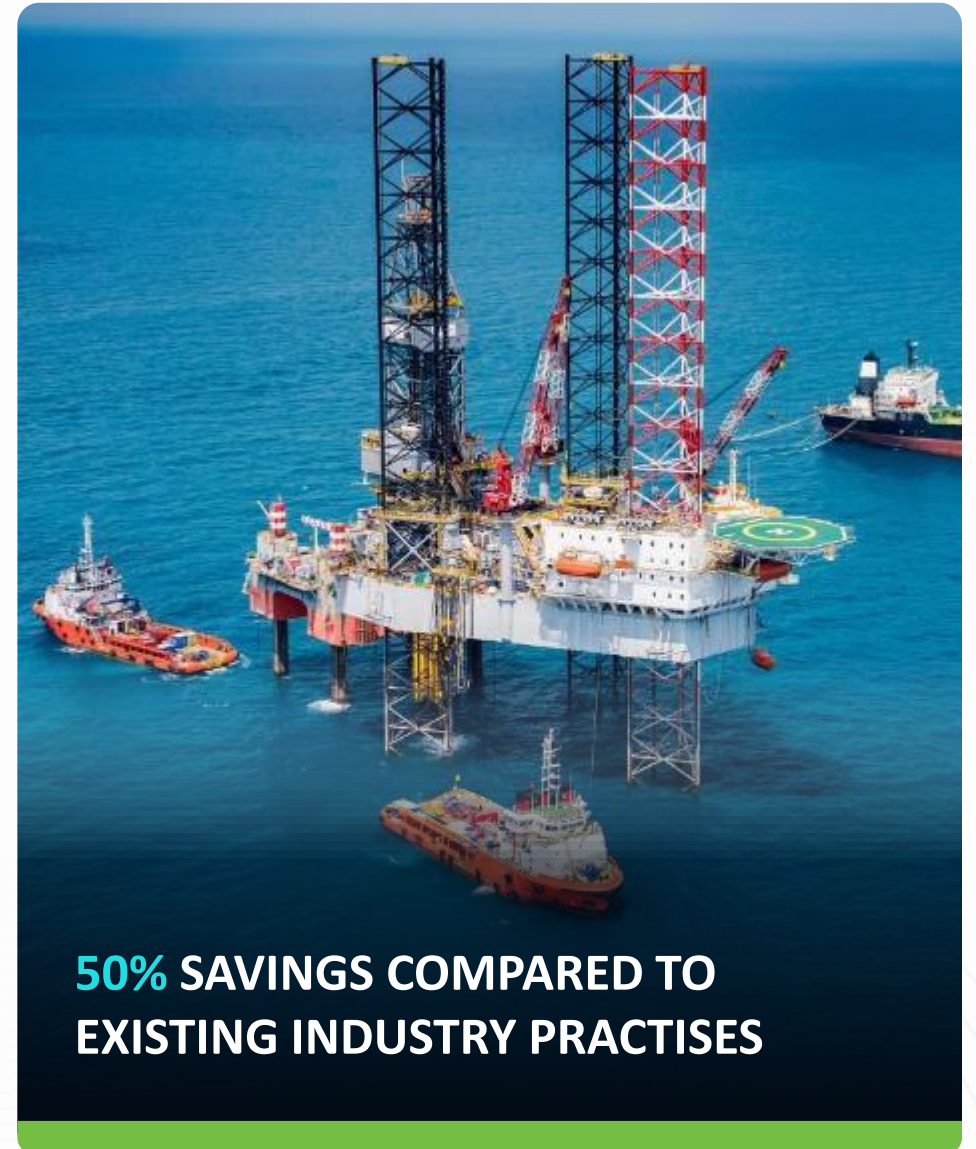
The client, a leading Oil and Gas (O&G) major with global operations wanted to strengthen their operations and ensure **enhanced environmental compliance, with minimal disruptions in their operations**

What we enabled

- **Revitalized consulting and cutting-edge engineering** design to ensure compliance with the existing and upcoming regulations
- **Smart scheduling** solutions for redefined and optimized construction operations
- Minimum disruption to existing operations and maximum efficiency

Our expertise

- Extensive plant engineering expertise
- Differentiated offerings across domains



**50% SAVINGS COMPARED TO
EXISTING INDUSTRY PRACTISES**

Point-of-Care Solution For Sepsis Monitoring

THE CHALLENGE

The client , a leading healthcare and MedTech major, wanted to strengthen their **point-of-care sepsis monitoring solution**, while minimizing form factor and costs

What we enabled

- Fast and continuous monitoring of patient for enabling **early diagnosis and rapid recovery**
- 25% enhanced accuracy leveraging microfluidics and acoustics concepts, 75% reduction in testing time
- First-of-its-kind UV LED and photon-based solution to enable a cost optimized, small formfactor solution

Our expertise

- Microfluidics and acoustics expertise across medical devices
- 30+ years of experience in the MedTech domain



**A FIRST OF ITS KIND
BREAKTHROUGH OFFERING**

Enhanced Supply Chain Visibility

THE CHALLENGE

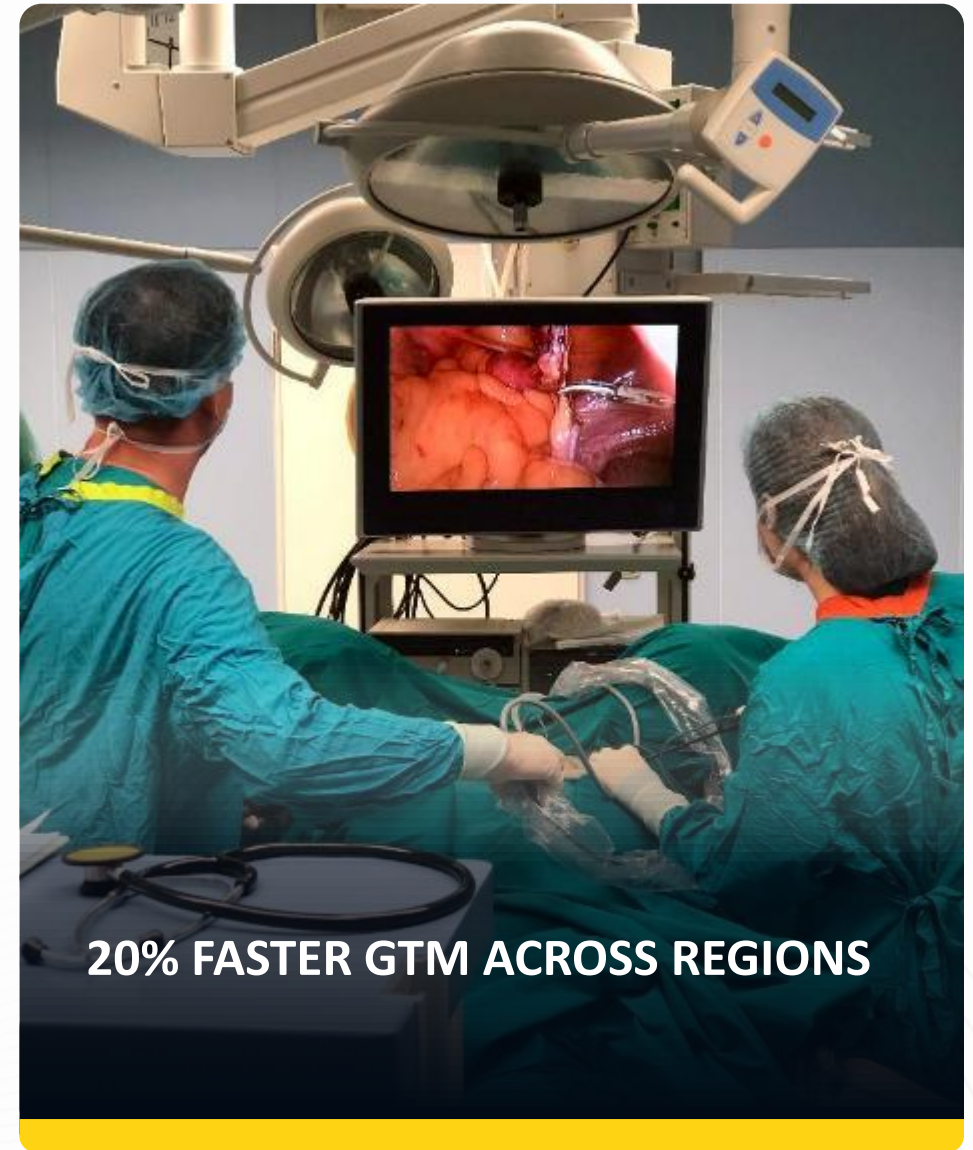
A leading medtech major specializing in ophthalmology, the client was looking for an **end-to-end solution** for ensuring **enhanced visibility across their medical devices ecosystem**

What we enabled

- Secured platform for connecting various ophthalmic surgical device, optimizing patient outcomes
- Near real-time services to extract and transfer data from EMR, DICOM, diagnostics, and surgical devices, with intuitive UI/ UX
- Total ownership of integration and verification of the end-to-end solution across partners

Our expertise

- Deep and proven expertise across the MedTech value chain
- ISO 13485 certified centers and QMS systems
- Extensive repository of reusable assets and global partnership ecosystem



20% FASTER GTM ACROSS REGIONS

Transforming Data Paradigms: **Rapid, Intelligent, Efficient**

THE CHALLENGE

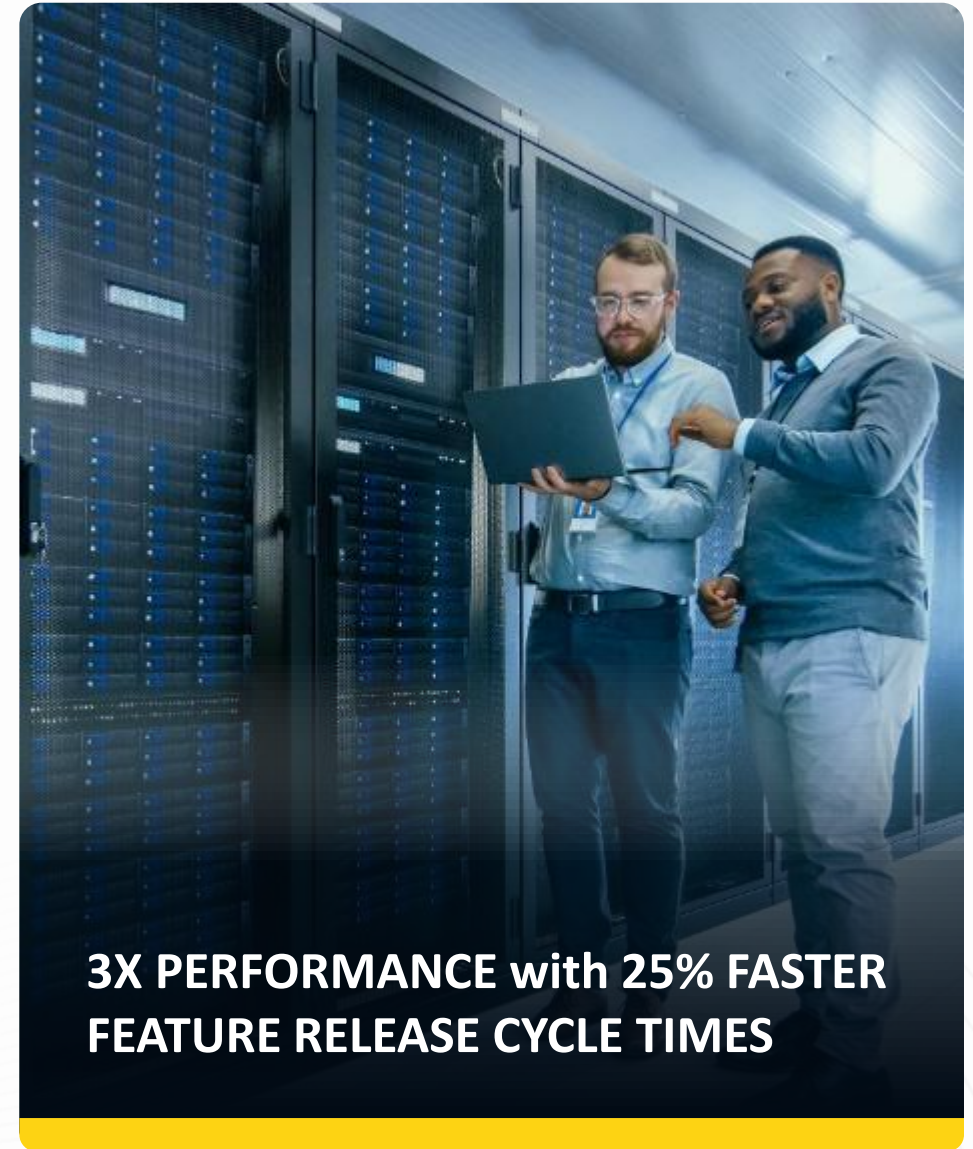
The client sought to revitalize their data center operations for **enhanced performance** and **faster release cycle times**

What we enabled

- **Accelerated feature development, enhancement, validation, and sustenance** for user and kernel space across multiple SmartNIC platforms
- Intelligent offloading for **3X efficiency** and productivity
- **25% faster** feature release with automated test cases leveraging Python-based frameworks

Our expertise

- Reliable **packet processing** for on-/off-premise cloud deployments
- Multi-geography, **integrated product development** and support



**3X PERFORMANCE with 25% FASTER
FEATURE RELEASE CYCLE TIMES**



**Purposeful.
Agile.
Innovation.**



THANK YOU