



Let's Solve

LTI/SE/STAT/2019-20/58

December 11, 2019

National Stock Exchange of India Limited
Exchange Plaza, Bandra-Kurla Complex
Bandra (E), Mumbai- 400 051
NSE Symbol: LTI

The BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai- 400 001
BSE Scrip Code: 540005

Dear Sir/Madam,

Sub: Analyst Day Presentations
Ref: Our Letter dated December 09, 2019

With reference to our letter no.: LTI/SE/STAT/2019-20/57 dated December 09, 2019, the Company is organizing the Analyst Day today. In this regard, please find enclosed the presentations which will be made available to the Analysts during the day.

The presentations will also be made available on the Company's website viz. www.Ltinfotech.com/Investors.

This is for your information and further dissemination.

Thanking You.

Yours sincerely,

For Larsen & Toubro Infotech Limited

Manoj Koul
Company Secretary & Compliance Officer
Membership No.: ACS16902



Larsen & Toubro Infotech Ltd.

Branch office Technology Tower 1, Gate No. 5, Saki Vihar Road, Powai, Mumbai - 400072, India

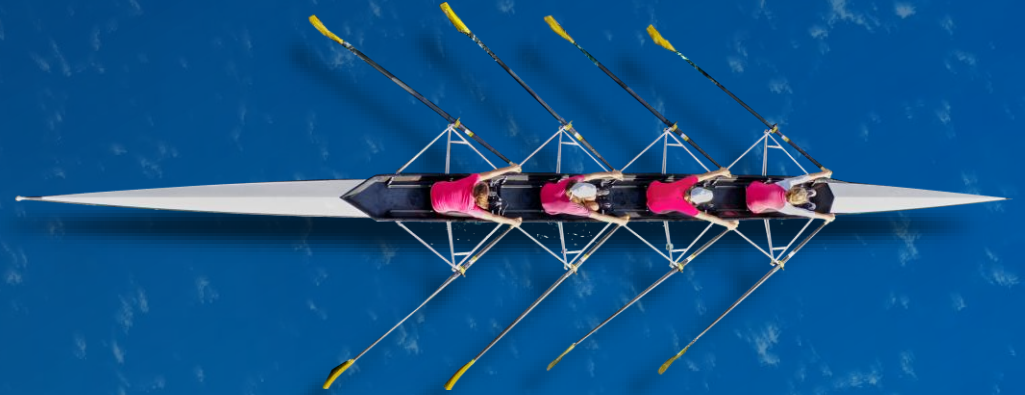
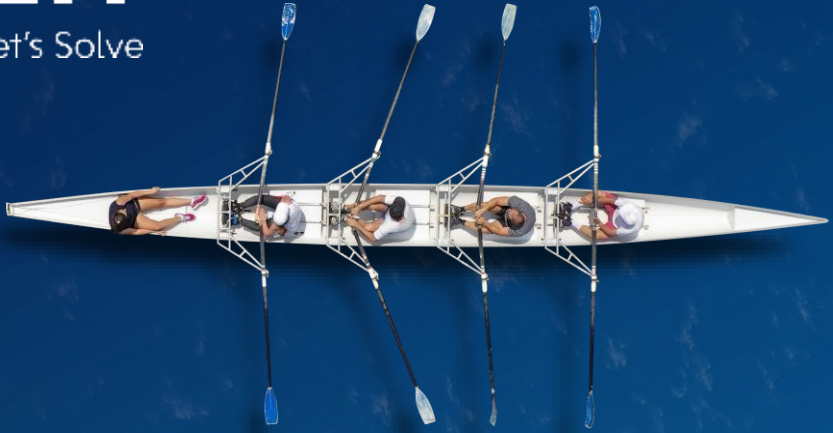
T: +91 22 6776 6776 | F +91 22 2858 1130

Registered office L&T House, Ballard Estate, Mumbai 400 001, India

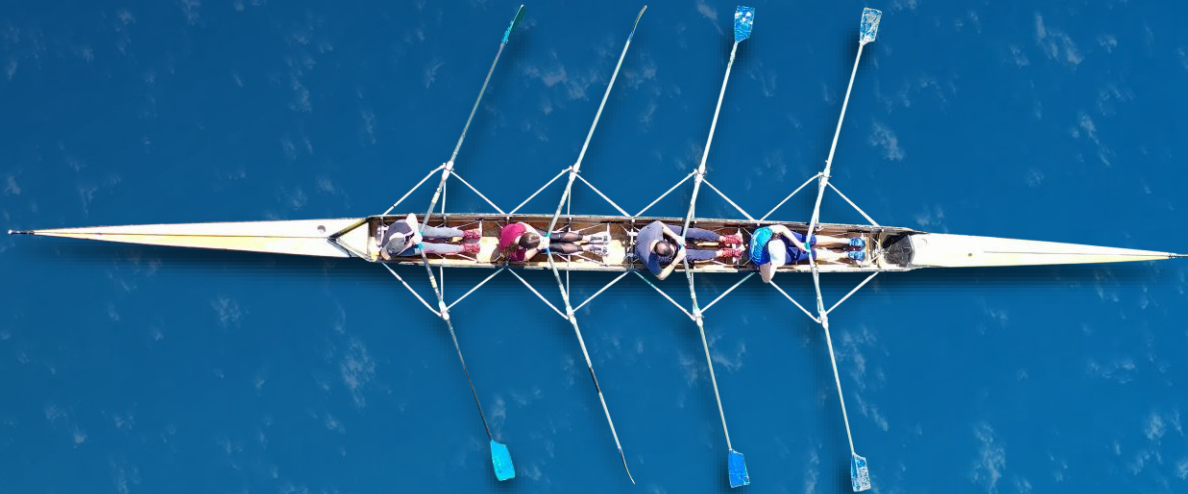
www.Ltinfotech.com | E-mail: info@Ltinfotech.com | CIN: L72900MH1996PLC104693



A Larsen & Toubro
Group Company



Powering the **BREAKAWAY** Enterprise



Sanjay Jalona

Customers

Digital revenue

From 20% to **40%**

Partnerships

40+ strategic partners

Acquisitions

6 since listing, **4** this year

Recognitions

5x leadership ratings

***ISG** Index™

Everest Group®
PEAK
MATRIX™

30%

improvement
in customer
experience index

Employees

Changing the way we attract

LBJP Program

Codeathon

Brand ICON

Training & Reskilling

Beginner's Mind - Shoshin

3,000 learning modules

Reskilling for niche technologies up 110%

Retaining the best

Meritocracy

Bell curve discontinued

Confident to compete against anyone

Investors

\$208.6 mn to **\$363.8 mn** (3.3% CQGR)

2x increase in
\$50 mn & \$20 mn customer accounts

15% growth in revenue / employee

Utilization up from
73.8% to 78.9%

EPS increased **2X**



Society



Education

14x increase in digital support to schools

Empowerment

3x beneficiaries

UNDP partnership for **Warli** art

Environment

75,000+ trees planted

GHG emissions down **33%**

Solving for good

What makes us successful



The Team

Road Ahead

- An unprecedented opportunity

Elephants dancing,
while newcomers
disrupting status quo

Tech-powered growth,
@pace, @scale

NETFLIX



LTI

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Disney



BOOM



OTIS

LTI



I TopHat





New business models



Next gen operations



Revenue growth



Rich experience



Enterprises need to master four essential plays to breakaway...



Digitizing the core



Data-driven Organizations



Experience Transformation



Operate to Transform



Digitizing the Core

Companies with combined revenue of **\$1Tn+**
have entrusted us to reimagine core

‘Elevated’ CRM solutions and customer applications for
an iconic Fortune 500 manufacturing enterprise

‘Built’ SAP S/4HANA integration program for a
European modular home manufacturer

‘Groomed’ scattered internal and external systems to
a single environment for a global CPG major

Guidewire rollout in 47 states, enterprise
architecture & integration for a US based insurer

Data-Driven Organization

Combined revenue of companies' worth **\$1Tn+** have chosen LTI to be their strategic data partner

Subsurface data digitization for improved oil reservoir production for a Fortune 100 oil & gas company

Simplified data-to-decisions for accelerated outcomes for a government agency

Energized digital transformation with adoption of cloud and migration of business application to Azure

User experience transformation through self-service analytics for a Fortune 500 life sciences company

Experience Transformation

2Bn+ Total number of consumers and employees at enterprises where LTI is delivering experience transformation services

IoT enabled connected elevator solution for a Fortune 500 industrial manufacturing corporation

Banking the unbanked for an African subsidiary of a French multinational bank

Innovative use of IoT and mobile technology to transform experiences in agri-business

Design-thinking led redesigning of the GTM strategy for healthcare division of a conglomerate

Operate to Transform

Companies with combined revenue of **\$575Bn+** trust LTI as their strategic partner for running core processes and systems

AMS services in 9 languages across 59 countries with 200% faster transaction for a global cosmetic giant

Transforming tower-based delivery model to a converged operating model for a financial institution

Intelligent dashboards for 360° view of applications and infrastructure health for a US-based media company

An effective prescription for operations transformation of a multinational life sciences company

Further 'Strengthening the Solve' along these plays



Industry centric plays



Service-as-a-product



People



Capabilities

We will continue to Amplify Outcomes

In summary...



an exciting
journey



customer
centricity



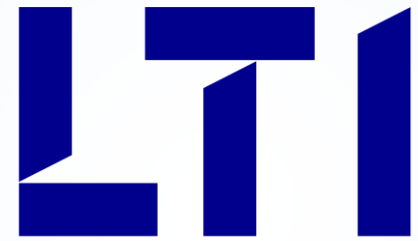
unprecedented
opportunity



fast progress on
breakaway plays



investing in
future



Let's Solve

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Let's Solve

Sales & Marketing

Sudhir Chaturvedi



Recap of Sales & Marketing Programs at LTI

Program Objective

Aspire

Win Large Deals

Minecraft

Grow Top Accounts

Must Have Accounts

Open New Logos (Target Account List)

ADEA

Analytics & Digital in every Account

Million Dollar Club

\$1m plus Clients

Strategic Alliances

Key Sales Channel

Marketing

Brand Development and Pipeline Building

Hunting Pack Strategy

LTI Hunting Pack Strategy



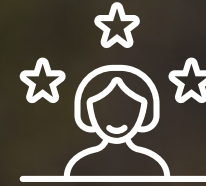
Sales



Marketing



Practice Sales



Customer
Success



Alliances



Large Deals



Delivery Units



Practice Units



Insights



Finance & Legal

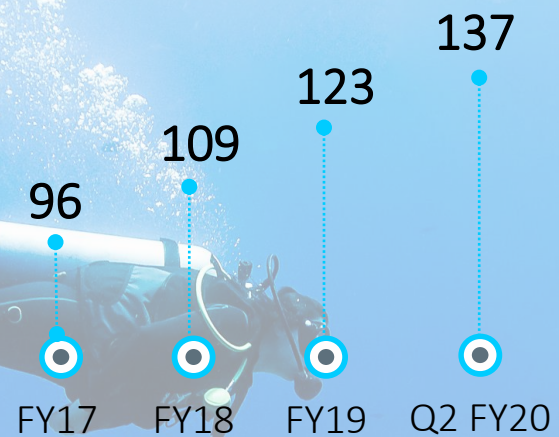
Aspire has delivered \$900m TCV of Large Deals (Q1FY17 to Q2FY20)



		Large Deals	New Logos
Region	North America	10	5
	Europe	4	1
	RoW	3	1
	India	2	2
	Total	19	9

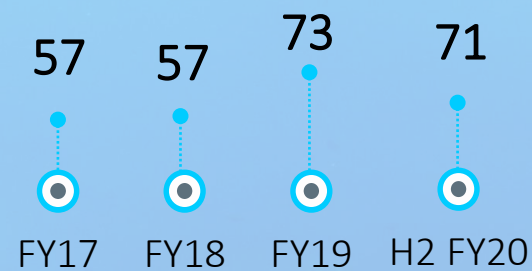
Vertical	BFS	5	1
	Energy & Utilities	5	3
	CRP	4	1
	Insurance	2	2
	Manufacturing	1	
	Others	2	2
	Total	19	9

Million Dollar Club



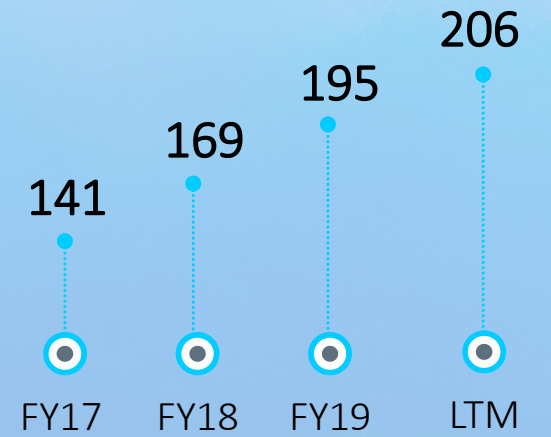
No of Accounts

Must Have



No of new Logos opened

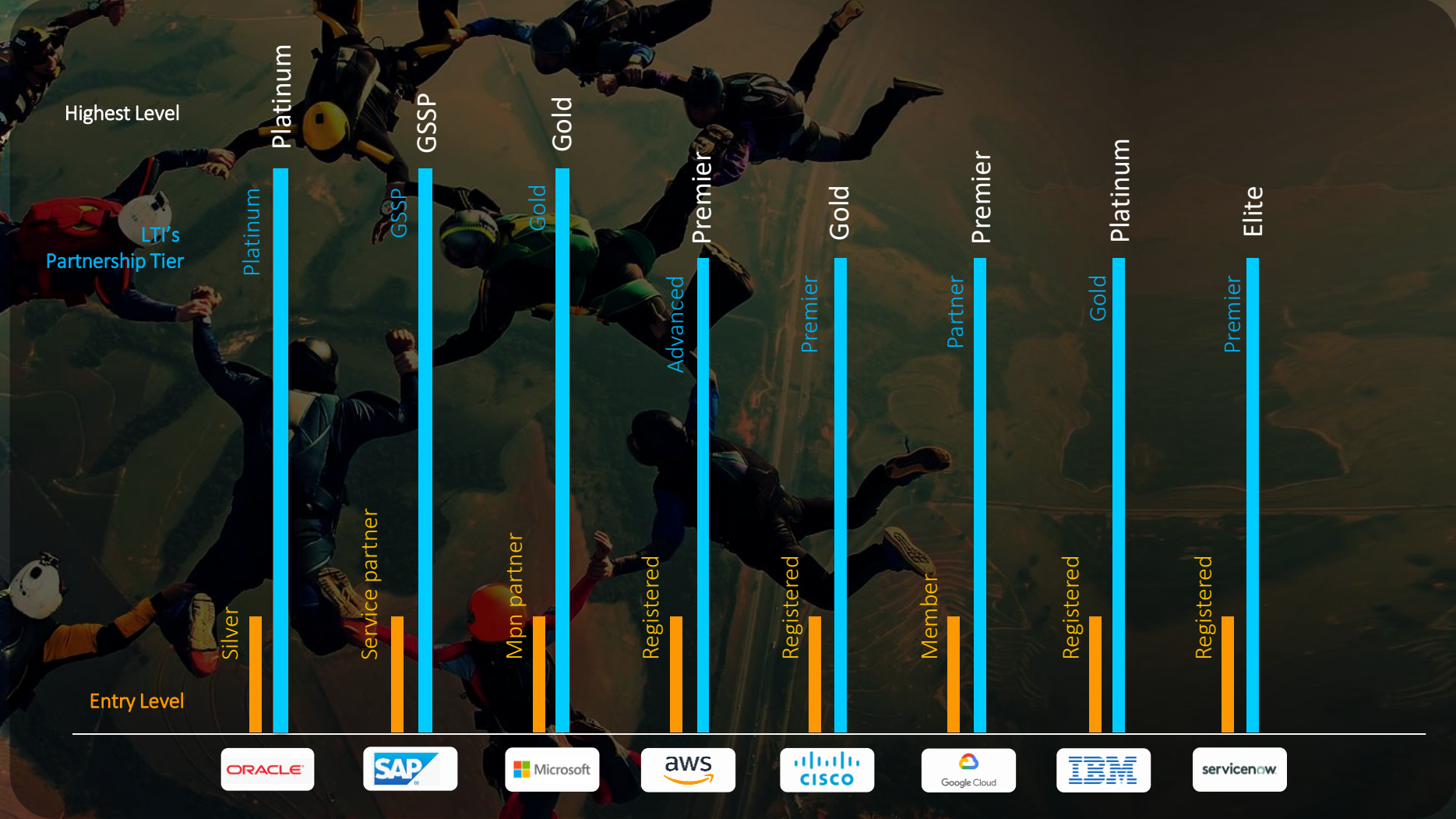
ADEA



No of Accounts

Strategic Alliances

Partnership Tiers



Significant increase in Brand Salience

Everest Group 2019 IT Service Provider of the Year
LTI is #1 in the Challenger List

Included in ISG Index among Breakthrough 15
for Global, Americas and EMEA regions

Listed among HFS Top 10
Energy Service Providers 2019 (#5)

Forrester Wave™ – strong Performer
SAP Services Providers for Midsize Enterprises, Q4 2019

Listed among
HFS Top 10 IoT Service Providers 2019 (#9)

Winner of the **ISG EMEA Paragon Award** 2019
for work with a leading African Bank

LTI's iRise Program wins the **Stevie Award**
for the Best Employers

58 Awards & Recognitions in H1 FY20

May 2016 – Nov 2019

565%

Monthly Website visits

283%

Monthly newsletter
subscribers

190%

LinkedIn followers

2640%

Twitter followers



Powering the **BREAKAWAY** Enterprise



Digitizing
the core



Data-driven
Organizations



Operate, to
Transform



Experience
Transformation

'Strengthening the Solve' for Sales

New Growth Engines



Digitizing the core

Temenos –
2nd largest player

PowerUp – AWS, Azure,
Google Cloud

LTI Solutions for ERP New
Economy, SFDC, MS
Dynamics, API Economy



Data-driven Organizations

MOSAIC & Leni

LTI Data Platforms
based on new
Technologies



Experience Transformation

Digital Integration –
Ruletronics (Pega), Mulesoft

LTI One Digital



Operate to Transform

LTI AI Ops,
Automation, Cloud,
Cybersecurity
solutions



42% Growth in Overall Pipeline

35%

New Logo
Pipeline

49%

Proposal
Stage

37%

New Age
Pipeline

Large Deal Pipeline continues to be strong

32

Large Deals

60%

From New
Logo

67%

In Proposal+
stage

571

Let's Solve



what's under the hood to deliver the power for powering

BREAKAWAY

ENTERPRISES



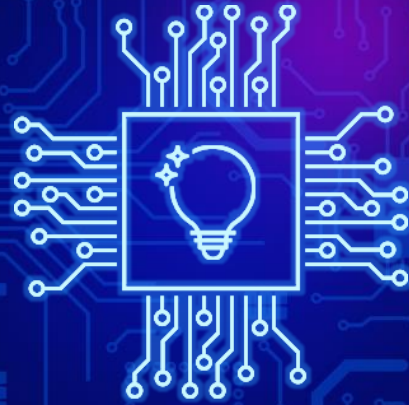
LTI

Let's Solve

Nachiket Deshpande
COO, LTI



Talent



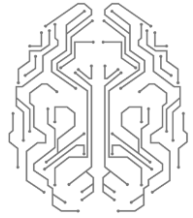
Capability



Operating model



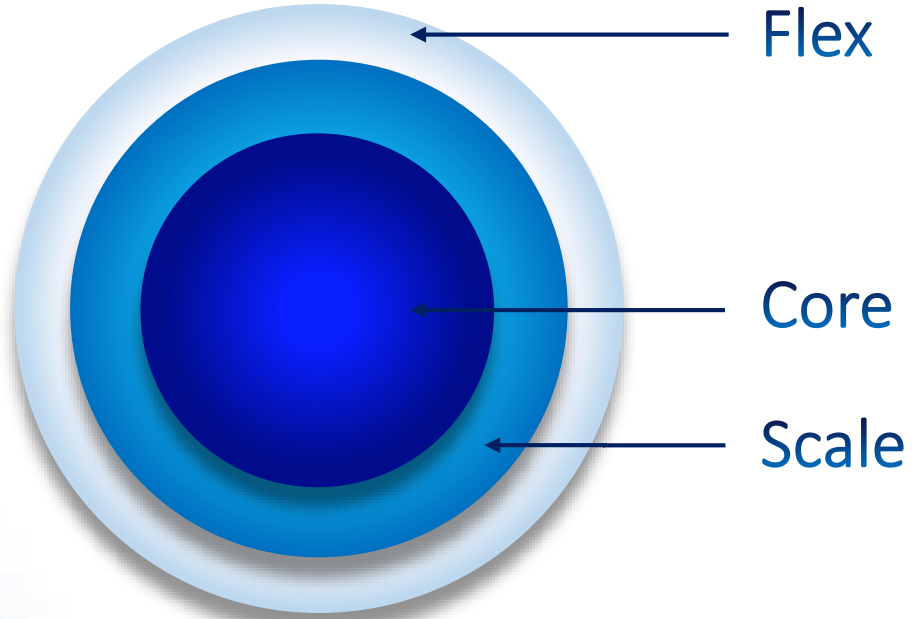
Evolution of Offerings



TALENT

Reimagining our talent strategy to align to the new world

Next-Gen Talent Profile



Expand core talent

Increase learnability

Skill transformation including T-model shaping

50% Reskilled over last one year

1 of 4 Deployed on new skill

33% Higher fulfilment via reskilling

3 Additional courses taken as compared to last year

Top Courses



AI/ML



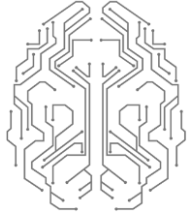
Safe Agile



SAP HANA



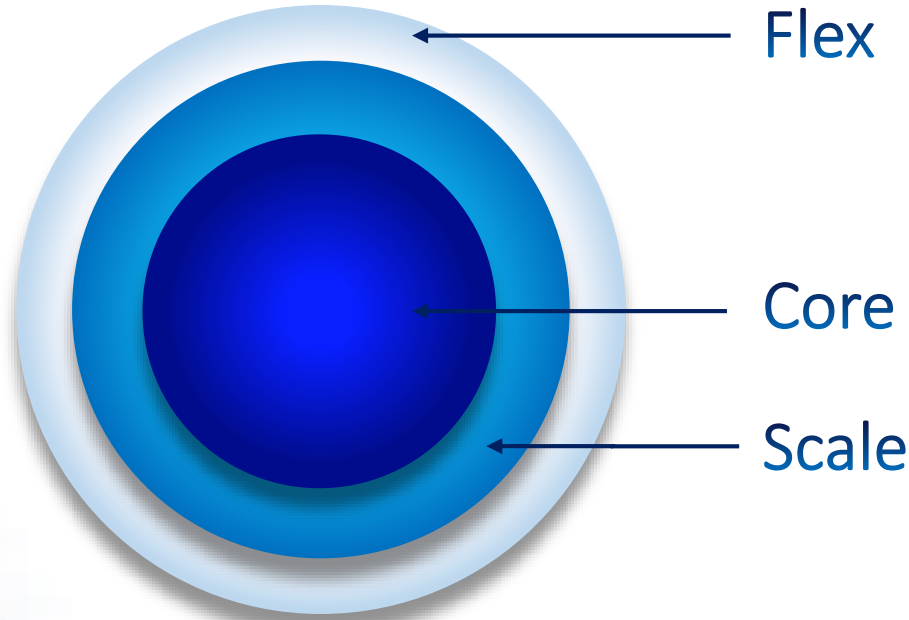
Data Visualization



TALENT

Reimagining our talent strategy to align to the new world

Next-Gen Talent Profile



Expand core talent

Optimize scale talent

Reduce gap between qualification and employability

Rapid deployment

Bots to automate flex workload

60% Reduction in time to bill
30% Deployed for next level roles

LTI CIS ACADEMY
Cloud Infrastructure Services
Technology | Competency | Integration

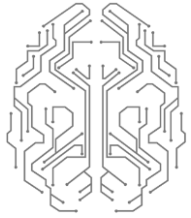
BAs fast-tracked via BA Academy



BA Foundation & Advanced

Base skills to Applied Data Science within 4-8 weeks

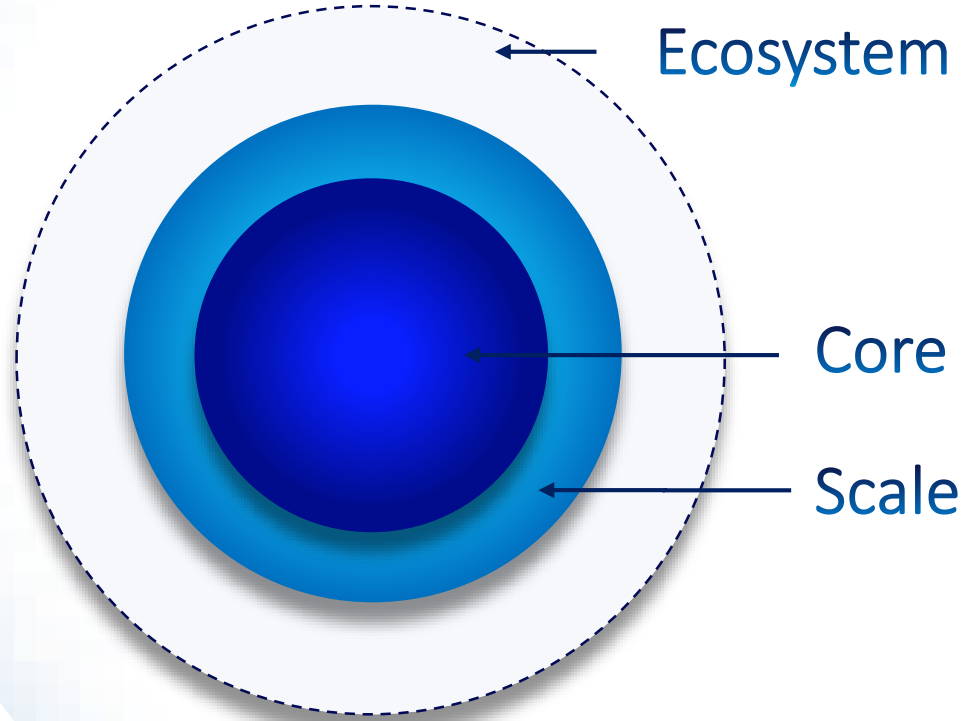




TALENT

Reimagining our talent strategy to align to the new world

Next-Gen Talent Profile

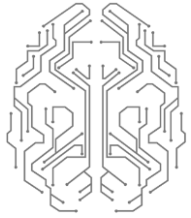


- Expand core talent
- Optimize scale talent
- Integrating the ecosystem
- Migrate to ecosystem
- Sustainable collaborations with start-ups & academia

100+ Startups
IoT | AI | Fintech | Data

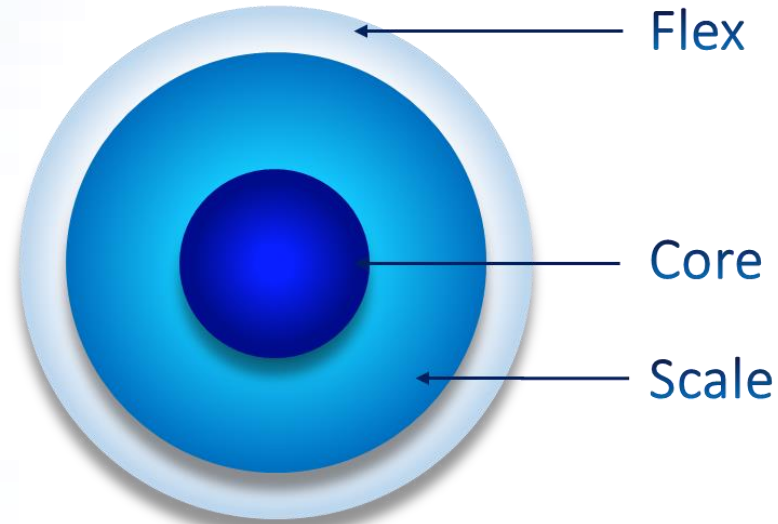
Innovation Garage

Partnering with
Global Academic Institutes

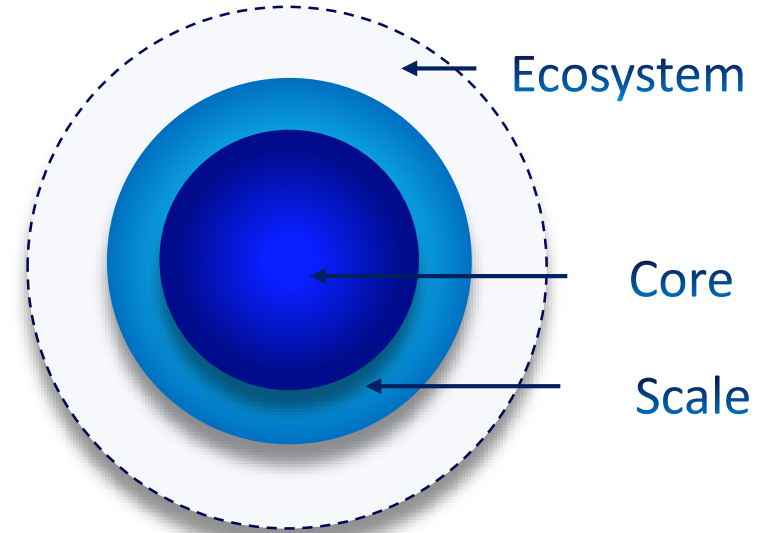


TALENT

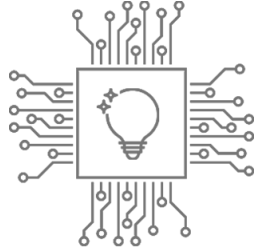
Reimagining our talent strategy to align to the new world



Traditional Talent Profile



Next-Gen Talent Profile



CAPABILITY

Identifying and investing disproportionately in building capabilities for the future



500+
Resources for Data-on-Cloud



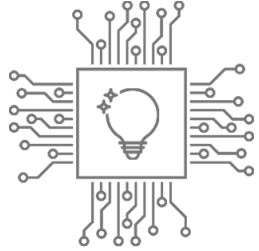
200+
Data Scientist for AI/ML



6 U-First
Design studios set up



Building
NEW
capabilities



CAPABILITY

Identifying and investing disproportionately in building capabilities for the future



AI Ops

AI infused IT operations



Cloud Ensure

Cloud governance and compliance



Private Eye

Auto discovery of personal information

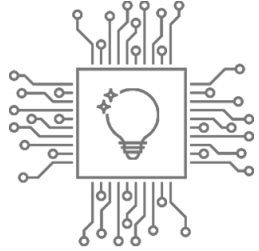


Temenos PFS

Bank-in-a-box

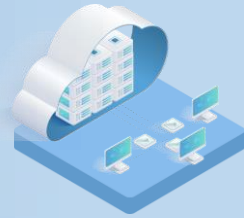


Strengthening the solve for industry through PLATFORMS



CAPABILITY

Identifying and investing disproportionately in building capabilities for the future



35%

of Oracle practice trained on Oracle ERP Cloud and associated SaaS application



68%

SAP workforce trained on S/4 HANA

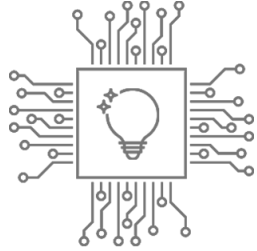


35%

infrastructure team trained on AWS, Azure or GCP



MODERNIZING
traditional
capabilities



CAPABILITY

Identifying and investing disproportionately in building capabilities for the future



Top of the line PEGA skills
Next-gen BPM assets



Global Temenos footprint
Leader in wealth mgmt



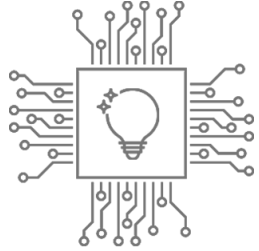
Front end AI capabilities
Auto-ML: Predictive insights



6 AWS certified competencies
AWS Premier partnership



ACQUIRING
unique
capabilities



CAPABILITY

Identifying and investing disproportionately in building capabilities for the future



SAP Competency Partner certification for AWS



Global Strategic Services Partner (GSSP)



Gold Partner



Premier strategic partner



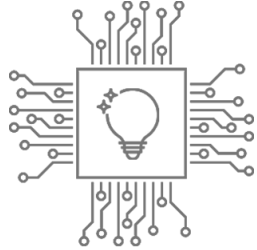
Global Strategic Partner



Consulting alliance member for the Americas



Strengthening key PARTNERSHIPS



CAPABILITY

Identifying and investing
disproportionally in
building capabilities
for the future

1. BUILDING NEW DIGITAL CAPABILITIES

2. STRENGTHENING THE SOLVE WITH PLATFORMS

3. MODERNIZING TRADITIONAL CAPABILITIES

4. ACQUIRING UNIQUE CAPABILITIES

5. STRENGTHENING KEY PARTNERSHIPS



OPERATING MODEL

Disrupting the current operating model to deliver exponential value to our clients



3A's – Agile, Automation First & Augmented



Pod-as-a-Service Model



Increased Outcome based Engagements



Pop Up Garages for Innovation



OPERATING MODEL

Disrupting the current
operating model to deliver
exponential value to our clients



Programmatic & sustainable way of
delivering the new operating model

ΠWOW

new ways of working



EVOLUTION OF OFFERINGS

We have solved for Data, Experience, Core Modernization & Transforming Operations to Power Breakaway Enterprises....



...We are now Solving for Industry



Smart Construction

2-3 % improvement in EBIDTA for Construction companies



Digital Banking

20-40% higher NPS scores for banks



Smart Underwriting & Cognitive Claims

Improve Loss ratio by upto 2% for Commercial Lines Insurance



Digital Service Management

10-20% Increase in Service revenue for OEMs



Subsurface Digitization

3-5% increase in production of crude oil for Upstream Operations



Digital Supply Chain

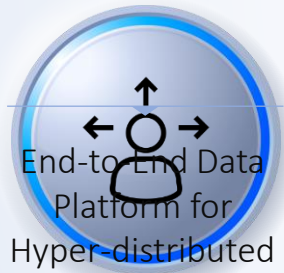
30% inventory reduction & end-to-end visibility for Discrete Manufacturing



Product Launch...

LTI Mosaic 2020

The most comprehensive Platform for Enterprise Data-to-Decisions



End-to-End Data Platform for Hyper-distributed Data needs
Mosaic
Decisions



Simplified Design, Deployment and Management of AI/ML
Mosaic
AI



Versatile AI-driven Data Extraction Platform
Mosaic
Entity



Cognitive and Intuitive Discovery Solution
Mosaic
Catalog



Next-Gen IT Ops Platform for Intelligent Enterprise
Mosaic
Automation



World's First Virtual Analyst generating important data insights
Mosaic
Lens

DEMOCRATIZATION OF DATA

DEMOCRATIZATION OF DECISIONS



Let's Solve

Thank You

LTI

Let's Solve

POWERING THE

BREAKAWAY

BANKING ENTERPRISE

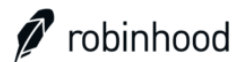
The disruptors



N26 launches its challenger bank in the US

Romain Dillet @romaindillet / 8:01 am EDT • July 11, 2019

N26 is going to progressively roll out signups over the summer as a sort of beta program. If you've signed up to the waitlist, you'll get an invitation over the coming hours, days and weeks. There are currently **100,000 people on the waitlist**. N26 will then open signups to everyone later this summer.



As behemoth brokerage firms go zero-commission on trades, advisors are concerned

PUBLISHED WED, NOV 6 2019-8:30 AM EST | UPDATED THU, NOV 7 2019-11:09 AM EST



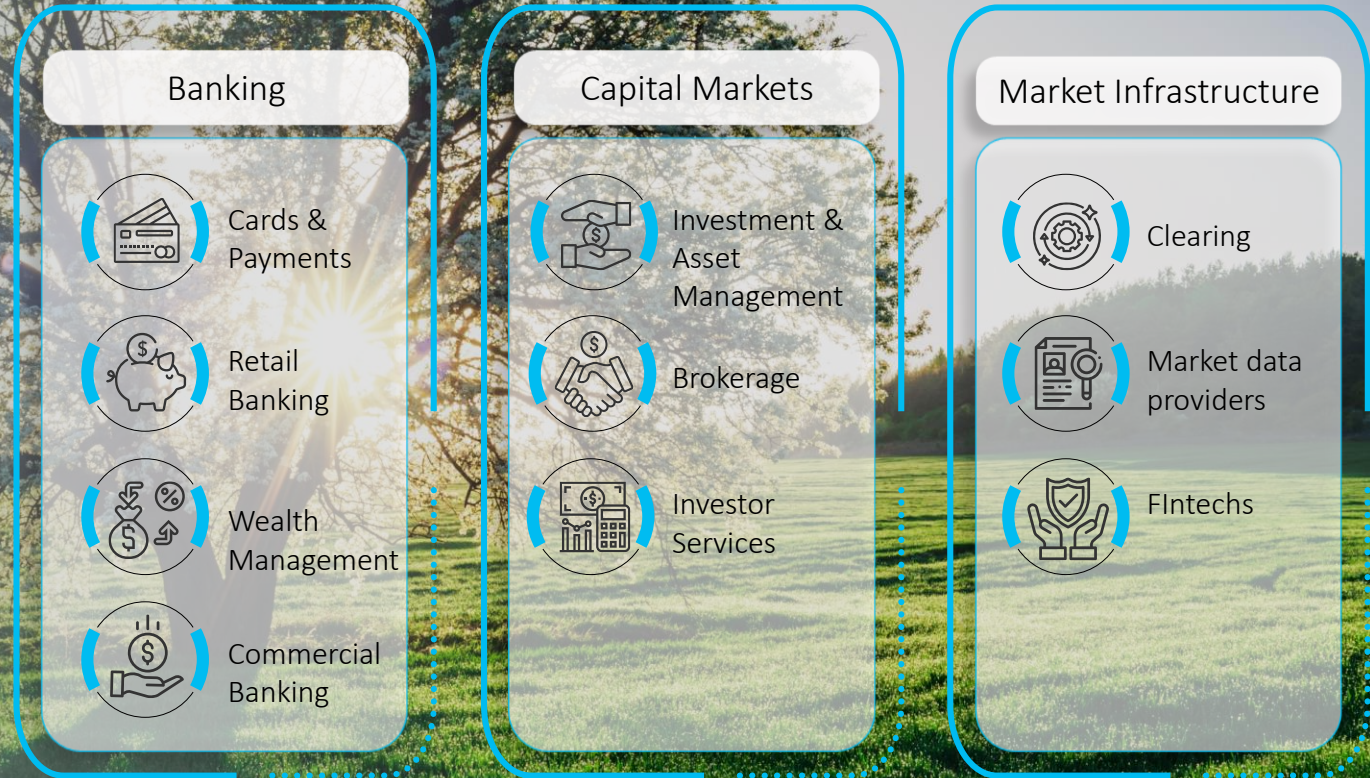
Citi has been named as **Celent's 2019 Model Bank of the Year**.



Broadridge and UBS Americas to Redefine Wealth Management Technology in North America



Strong growth with E2E Ecosystem coverage



BFS is growing at **19.30%**
CAGR



20+ logos added



growth powered by
Digital Revenue

Powering the transformation at scale



Largest AI driven Production Support Function

Unified data mart for reg reporting and business decisioning

2 day on-boarding for institutional clients

Enabling branchless banking through an open platform and APIs.

Key Digital Wins

Operate to Transform

Process Optimization to eliminate Physical branch operations

For a UK based global bank

Cards and Markets – Rapid transaction monitoring & case disposition

For a US based global bank

Data Driven Organization

Build a cognitive data catalogue to harness real time wholesale and retail data

For an APAC multinational bank

Monetizing cards and payments data @ scale using big data analytics foundation

For a euro payment services provider

Experience Transformation

Transforming a “Pensioners’ Bank” to a “Bank of the Millennials”

For a French multi-national bank

Open banking experience transformation for FinTech's and end consumers

For a Global consumer bank

Digitizing the Core

Transforming Payment Legacy to NexGen Digital Fabric

For a Euro Payment Services Provider

Digitization & cloud migration for a global legacy wealth platform

For a Global wealth platform services provider

Aligned to Industry Trends

Leveraging our acquisitions & partnerships

Build

Domain

Banking

Capital Markets

Wealth Management

Intermediaries

Solutions

BIAN based API framework

LIBOR remediation

Reg DQ framework

GL Rules engine

Acquire

Domain

Lymbyc & Mosaic

Ruletronics

Syncordis, N+P

Powerup

Partner

Strategic Partners

Temenos

Informatica, Oracle

AWS, Azure, GCP

IBM, Pega

Fintech Partners

Celonis

Jemstep

Suade

Yseops

Solidatus

Broadridge

Way forward

Productizing the service



Reinvent the consumer journey



Leverage the Power of data



Redefine the operating model



Let's Solve

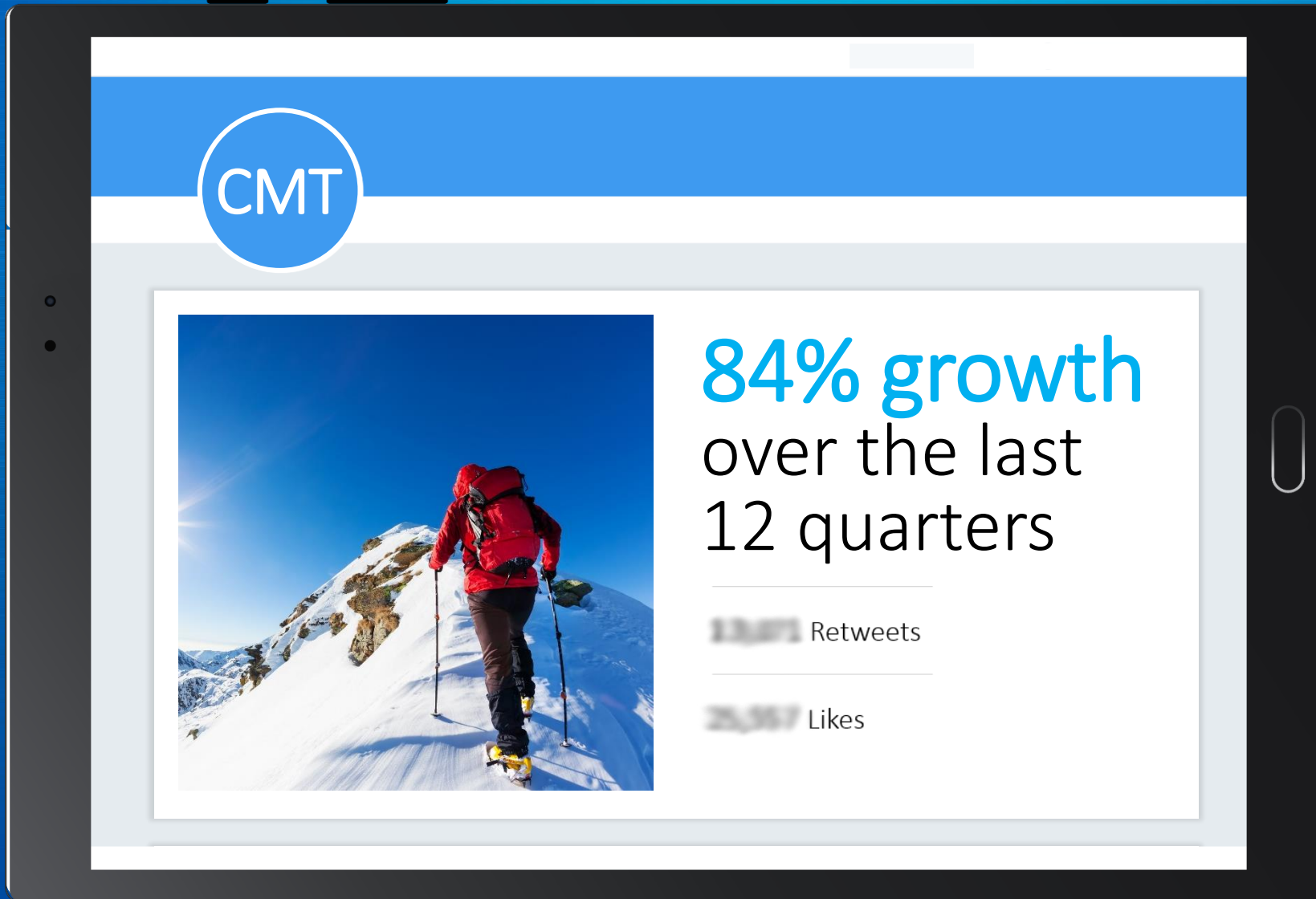


Thank You


Powering the
BREAKAWAY

Consumer | Technology | Media | Life Sciences
enterprise

The growth of digital agency business in the business



CMT

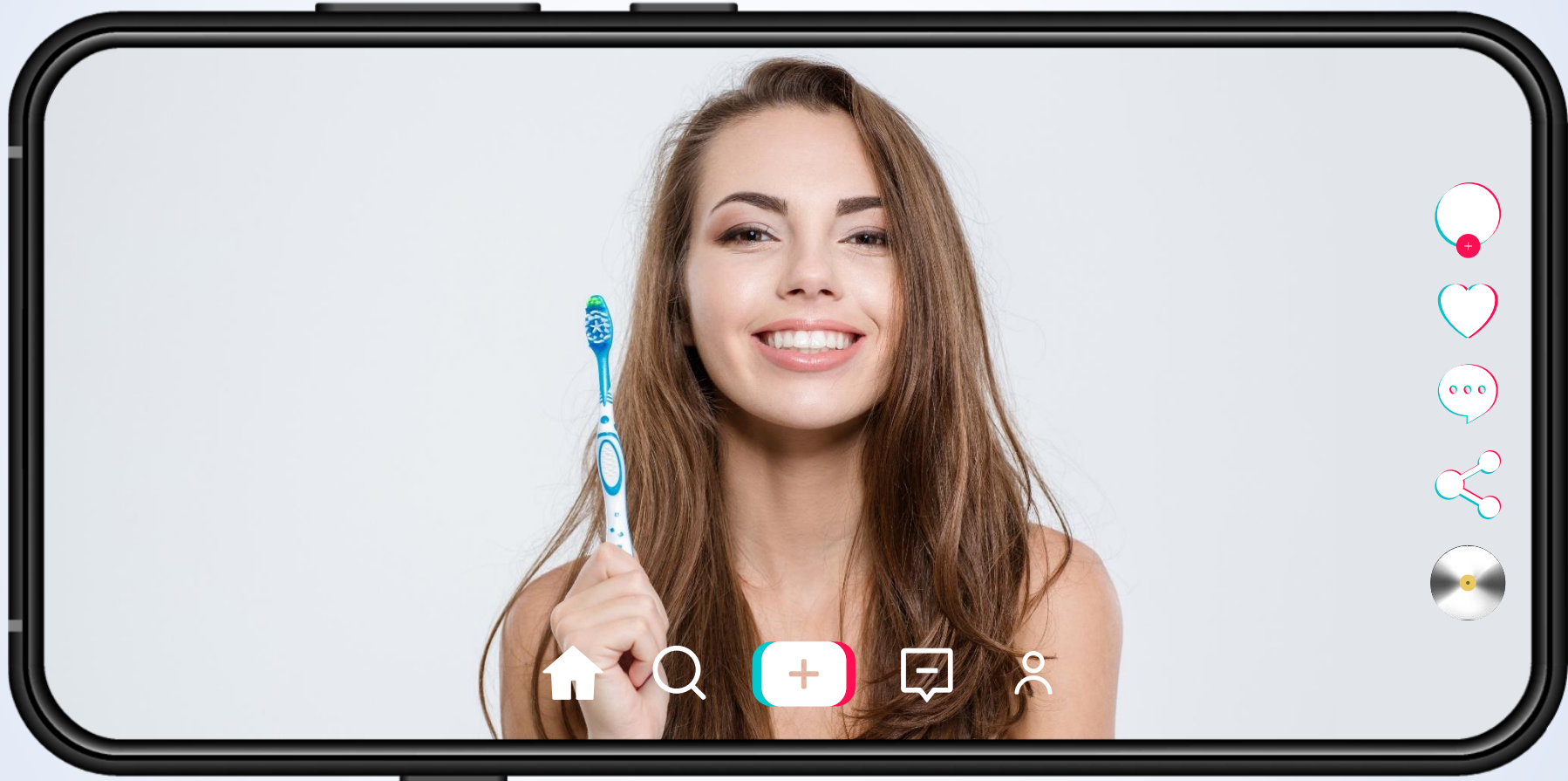


84% growth
over the last
12 quarters

13,871 Retweets

25,557 Likes

we are about **You**



Solving right – we continue to lock into key BUSINESS Trends



B2Cfication through
eCom / OTT / XaaS



Proliferation of
new entrants



Significant
M&A activity



Strong focus on
productivity

New capabilities | Embedded insights | Re-imagined experiences | @Speed @ Scale , 4 Less

we **Focus**
on delivering
Amplifying
outcomes



Digitizing
the Core



Data-driven
Organizations



Experience
Transformation



Operate to
Transform

Digitizing the Core



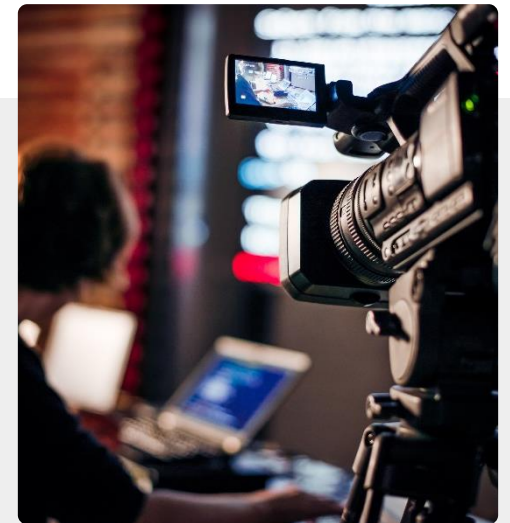
Enabling **new business model** for a large technology distributor - Supply Chain as a service



Powering **faster products** to market by re-designing the end-to-end commercialization process for a CPG major



Complete overhaul of Finance processes and systems for a large consumer goods company



Build a product merchandising platform for a **multi-billion dollar** business of a leading media and entertainment company

Data-driven organizations



Define the analytics need for key personas across business critical functions of marketing, finance and sales for a leading ISV



Build a fan 360 for targeted marketing and promotions of a leading media company



Build a virtual analyst to deliver significant productivity improvement and faster time to insights for research team of a Life Sciences major



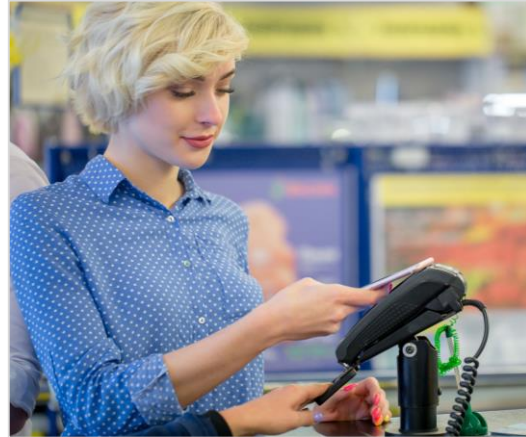
Map the world's largest cities to drive growth in customer base for a leading CPG



Transforming experiences



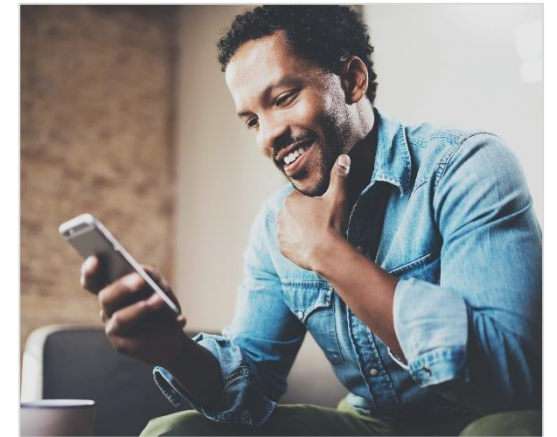
Transformed customer experience resulting in **4X lead generation** for a leading semi-con



Best of breed mobile capabilities and **consistent experience** for a global CPG major



Overhauled **customer experience** of B2C ecommerce storefronts for a Life Sciences major



Better **streaming experience** through micro personalization for OTT brands

Operate to transform

Re-engineered hundreds of HR processes leveraging multiple digital levers to drive 40%+ productivity for a large retail company



30% reduction in cycle time of master data management leveraging BPM for a large CPG major



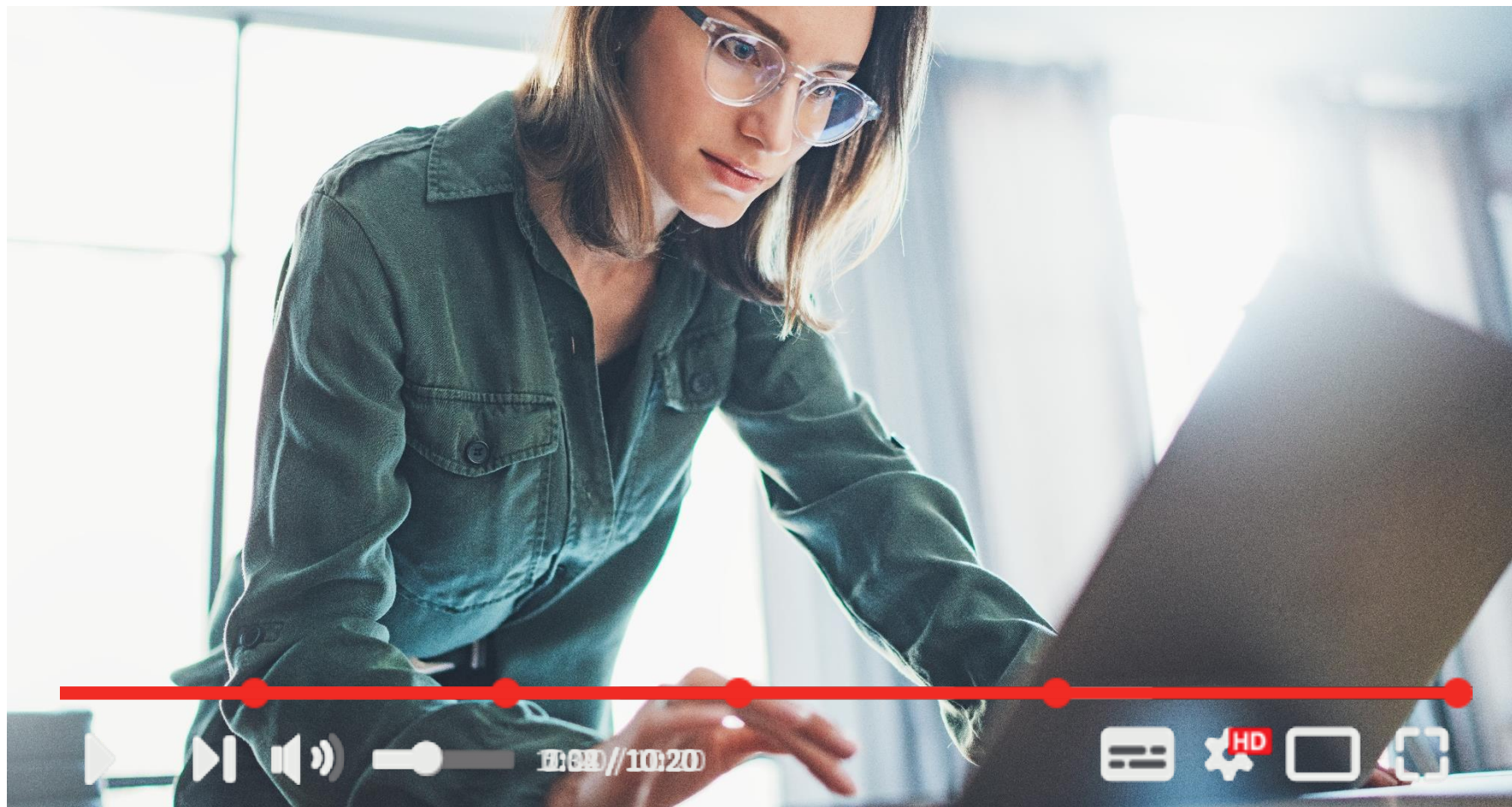
40%+ reduction in operations effort, improved content distribution metrics for a leading media company



90% improvement in forecast accuracy and significant increase in reliability for a Life Sciences major



Looking ahead - 5 layers of acceleration



Way of working with the Scope IP (Mosaic platform specific toolset, acquisitions)

Up next

AUTOPLAY



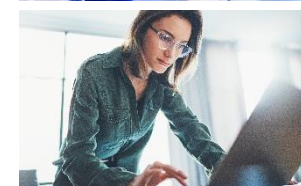
AO Plays creates the 'opportunity canvas'



Core capabilities, built around IP (Mosaic, platform specific toolset, acquisitions)



Verticalized SaaS or Solves



Ways of working



Outcomes focus

LTI

Let's Solve



POWERING THE

BREAK AWAY

ENTERPRISE

Ashok Sonthalia



A Larsen & Toubro
Group Company



LTI Edge

Delivering profitable growth

The last twelve months



Growth



Revenues

\$1.42 bn

Growth

13.6%



Digital
Revenues of
\$548 Mn

Q2FY20 Digital Revenues

40%

Margins



EBIT

₹ 17,089 Mn

EBIT margin

17.1%



Net Profit

₹ 14,701 Mn

Net Profit margin

14.7%

Cash flow



Operating cash flow

₹ 13,683 Mn

Of Net Profit

93.1%



Dividends paid

₹ 5,864 Mn

Payout ratio

39.9%



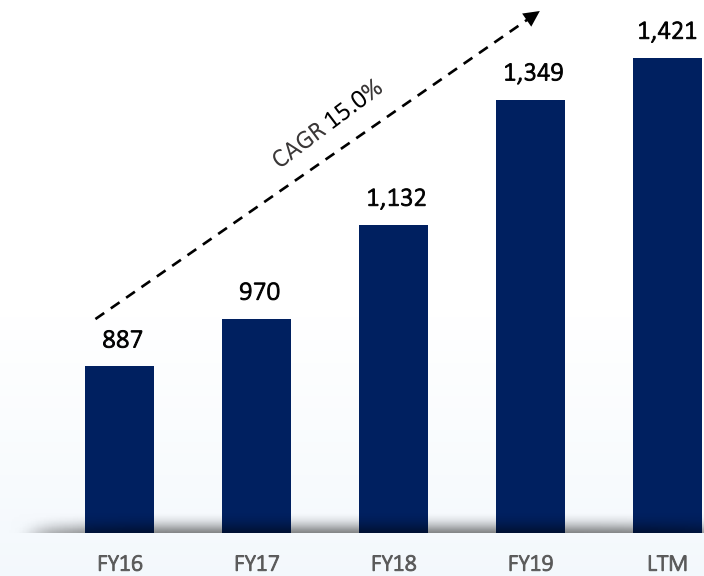
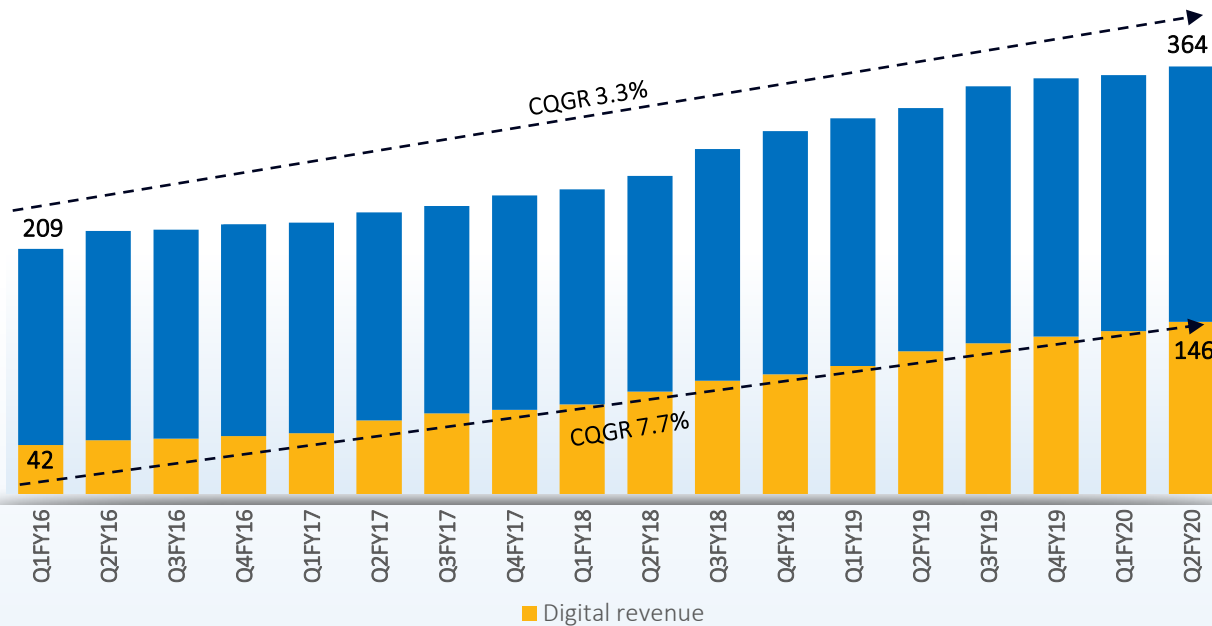
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Acquisitions

Industry leading growth driven by Digital

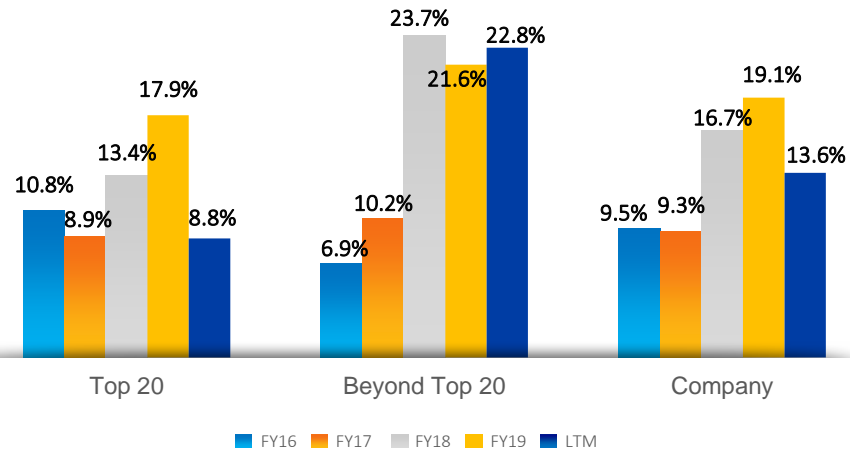
Quarterly Revenue (USD Mn)

Annual Revenue (USD Mn)

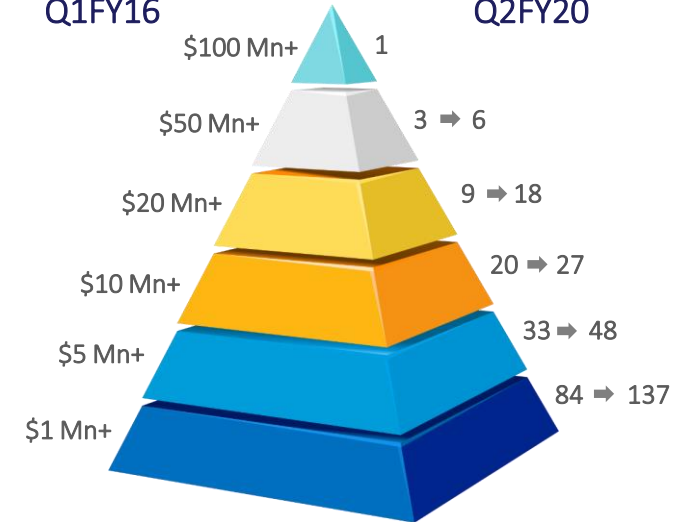


Client mining yielding results

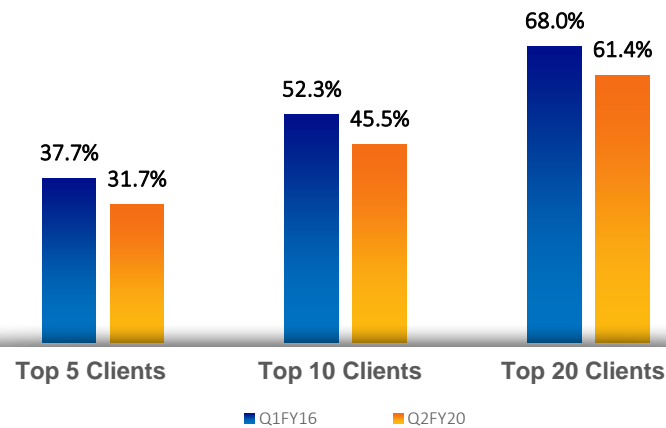
YoY Revenue Growth



Q1FY16 Q2FY20



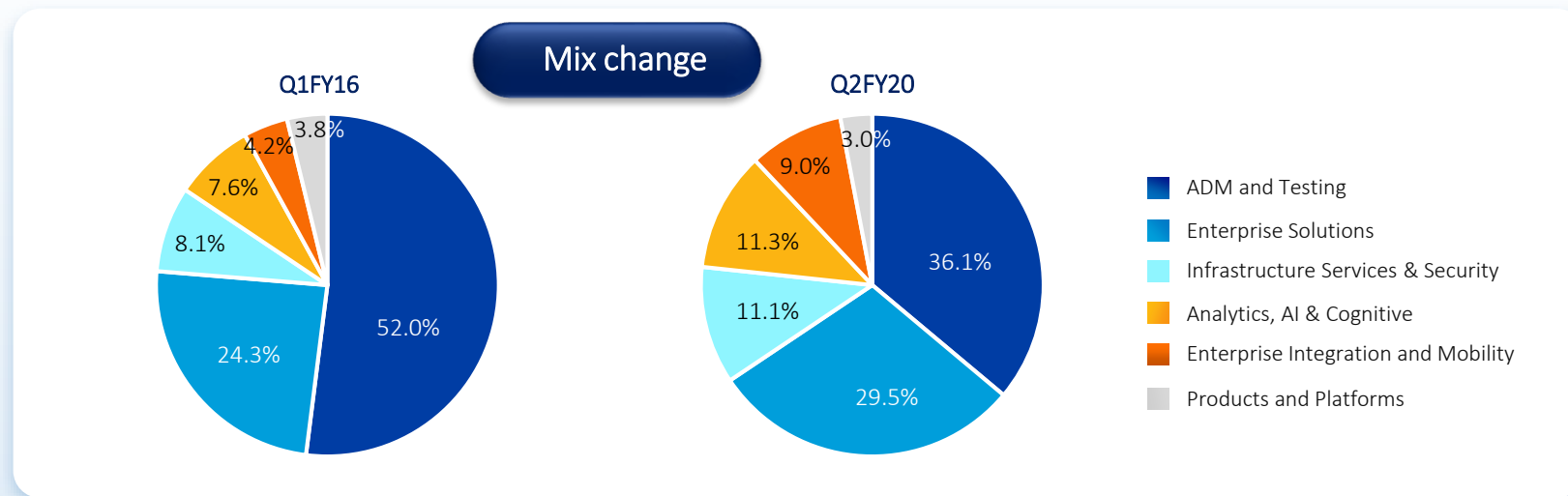
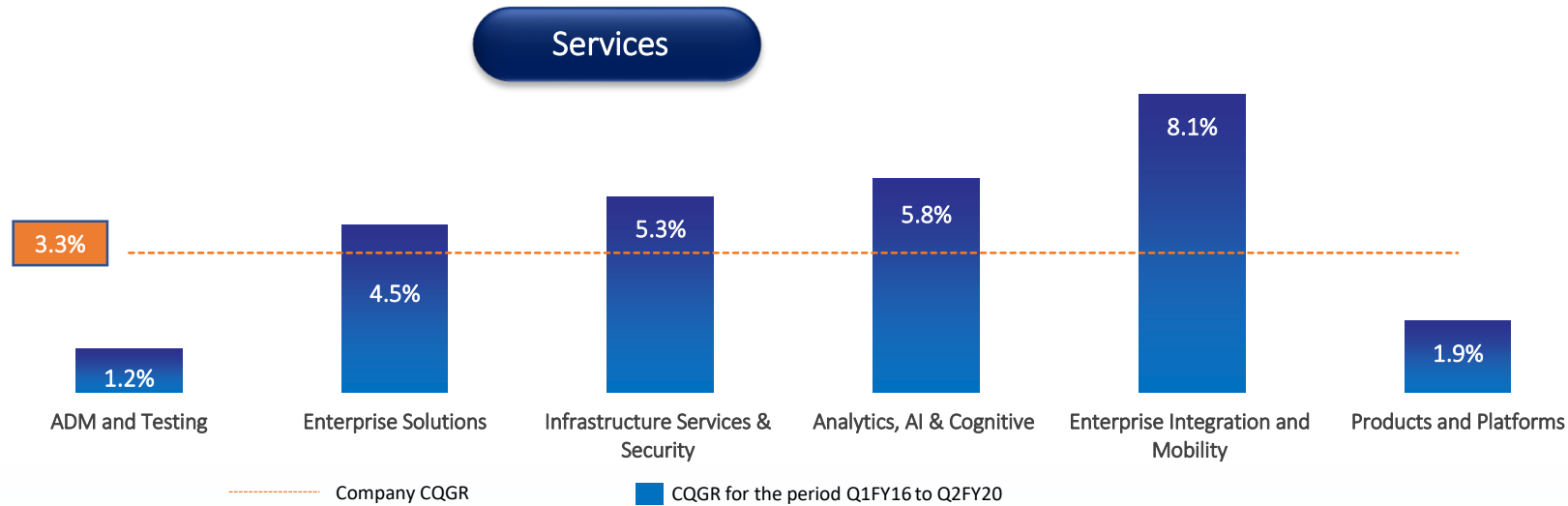
Client Concentration



Sharpening digital offerings

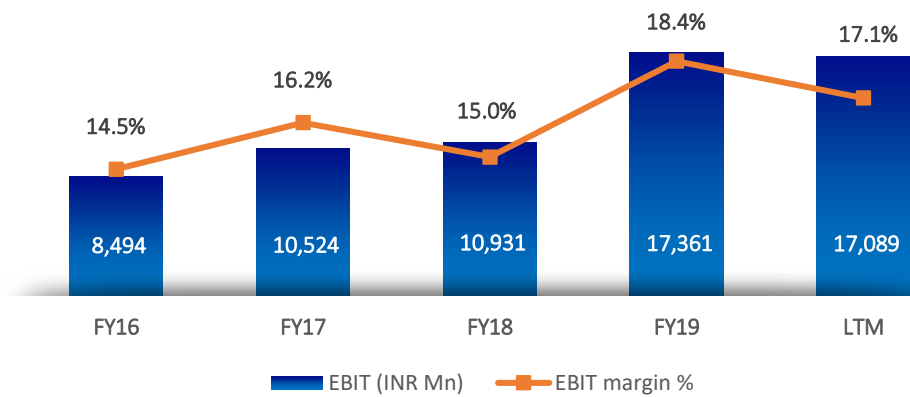


Digital contributes over **\$500Mn** in LTM revenue

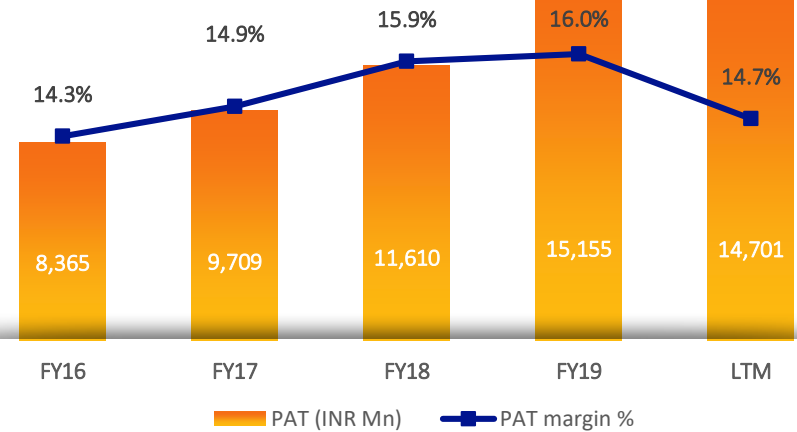


Stable margins in unstable times

EBIT

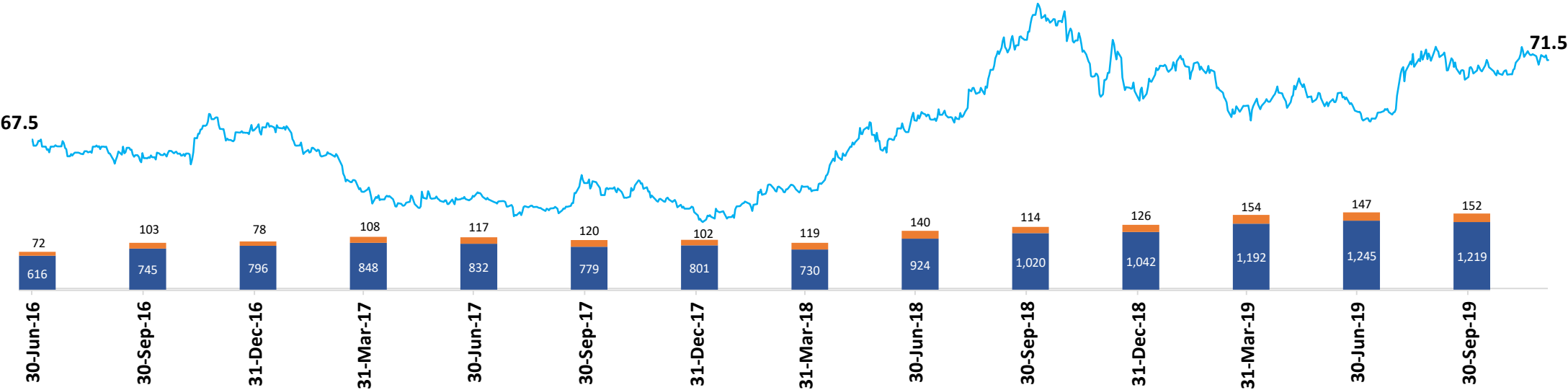


PAT



Note: FY18 financials for LTI have been adjusted for one time settlement with a client.

Disciplined hedging strategy



Note: Numbers in USD Mn

— USD/INR ■ Cash flow hedges ■ Balance Sheet hedges

Inorganic growth engine

Analytics

2016 | 

2019 | 

Big Data, AI, ML and
Advanced analytics

- Analytics, AI & Cognitive - 2.6x growth in 17 quarters
- Lymbyc further strengthens LTI's Data practice

Temenos

2017 | 

2019 | 

Core banking and
Temenos WealthSuite
implementation

- One of the six global service partners for Temenos.
- 450+ FTEs

Pega

2019 | 

Pega implementation
in establishing BPM
roadmap, customer
services, RPA and
decisioning

- LTI elevated to Global Pega Silver partner
- Certified practice pool significantly increased

Cloud

2019 | 

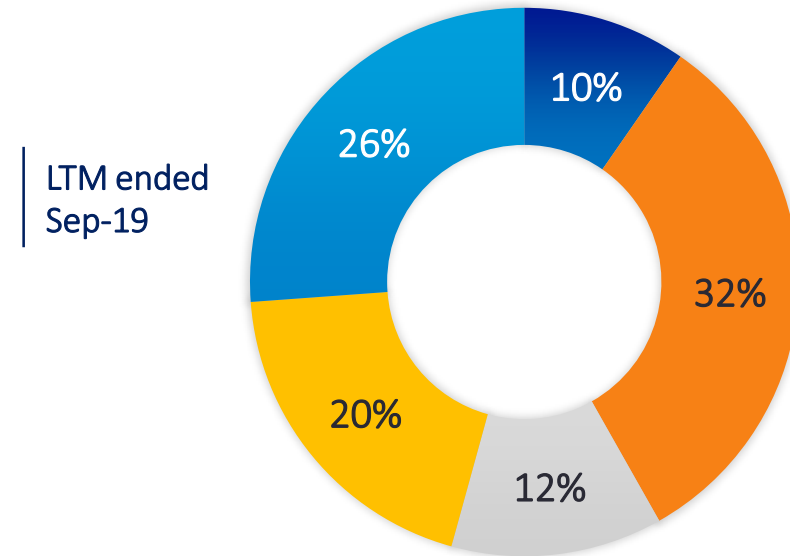
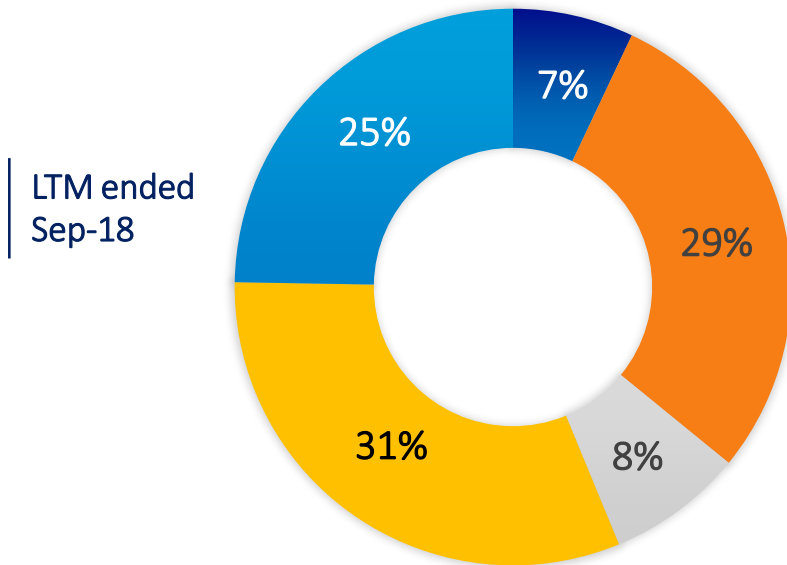
Cloud consulting,
migration, app
development and
managed services

- Enhanced visibility within the AWS ecosystem
- Focused GTM

Where are we investing?

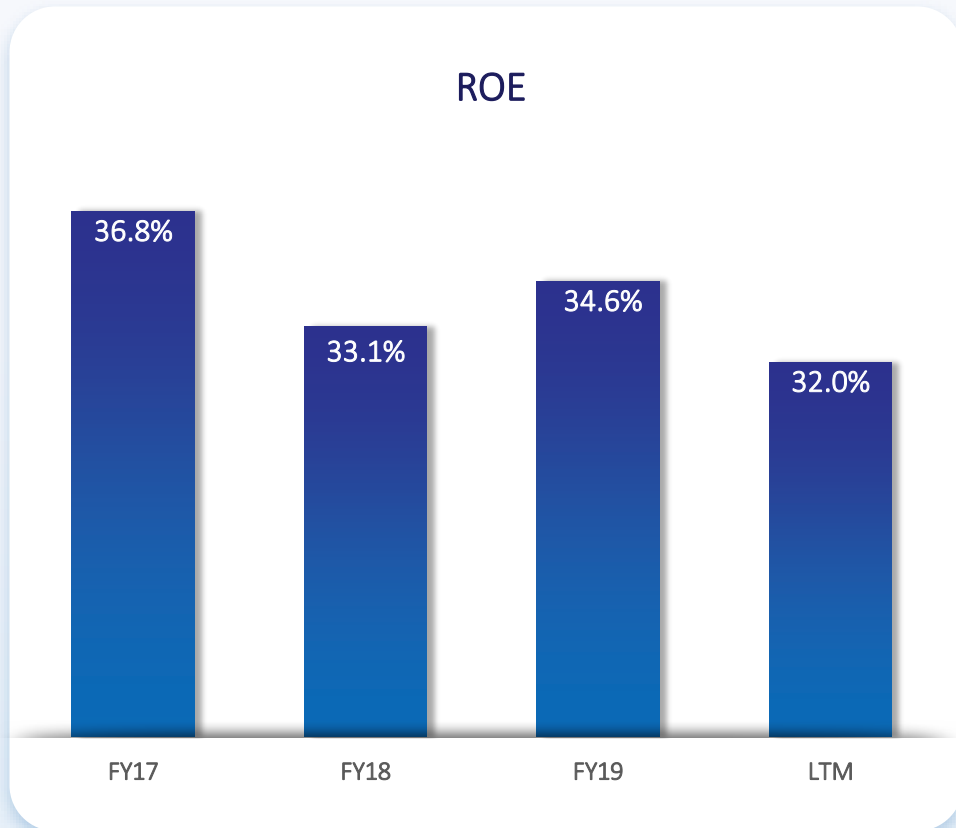


Where are we using our Cash?



■ Facilities ■ Dividend ■ Acquisition ■ Working Capital ■ Cash retained

Creating shareholder wealth



LTI Edge



Growth

- Client Mining
- Large deal wins
- Opening New logos
- Sustained Digital momentum



Margins

- Operational Excellence
- Consistent hedging strategy



Investments

- Talent
- Capabilities
- Acquisitions



Let's Solve