

LTI/SE/STAT/2020-21/72

December 10, 2020

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 Sirs,

**Sub: Analyst Day Presentations**  
**Ref: Our Letter dated December 01, 2020**

With reference to our letter no.: LTI/SE/STAT/2020-21/68 dated December 01, 2020, the Company had organized the first virtual Analyst Day today, between 5:30 pm to 8:00 pm IST.

In this regard, please find enclosed the copies of the presentations made available to the Analysts.

The presentations are also made available on the Company's website viz. [www.Lntinfotech.com/Investors](http://www.Lntinfotech.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**

**Larsen & Toubro Infotech Ltd.**

Technology Tower 1, Gate No.5, Saki Vihar Road, Powai, Mumbai-400072, India  
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# Unlocking Grit



A Larsen & Toubro  
Group Company



Let's Solve





Let's Solve

A person in red shorts is captured mid-air, performing a backflip or similar acrobatic maneuver, diving from a large, dark rock formation on the right side of the frame. The background shows a vast ocean under a bright, hazy sky.

# Unlocking Grit

Sanjay Jalona, 10<sup>th</sup> December 2020



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# Grit

Guts ●

Spirit

Heart Perseverance Passion

Determination

Fearlessness Persistence  
Toughness



A person in a red jacket stands on the edge of a large, dark rock formation on the right side of the image. The background shows a vast mountain valley with various peaks and ridges, bathed in the warm, golden light of a sunset or sunrise. The sky is a clear, pale blue. The overall scene conveys a sense of scale and achievement.

Last **five** years

---

**2020:** An accelerant

---

**Way** forward





Q2FY16 to Q2FY21

Market cap

3.7X

EPS

2.1X

Qtr. rev

1.8X

EBIT %

1.5X

# of \$20mn clients

2.0X

Top quartile growth in last 5 years

\*Q2FY16 Market Cap, at the time of IPO





Then comes

2020...

# LTI's 3X3

approach to ensure we respond to this crisis in a holistic manner

## Track one

Ensure  
customer-first thinking  
across the board

## Track two

Build best-in-class  
organization and  
resilient operations

## Track three

Protect P&L  
and leverage balance sheet

Act now | Plan now

Defense strategy | Offense strategy

War rooms | Win rooms





WFH

xFH

Canvas

SafeRadius

The Grit  
Alliance





WFH

xFH

Canvas

SafeRadius

The Grit  
Alliance



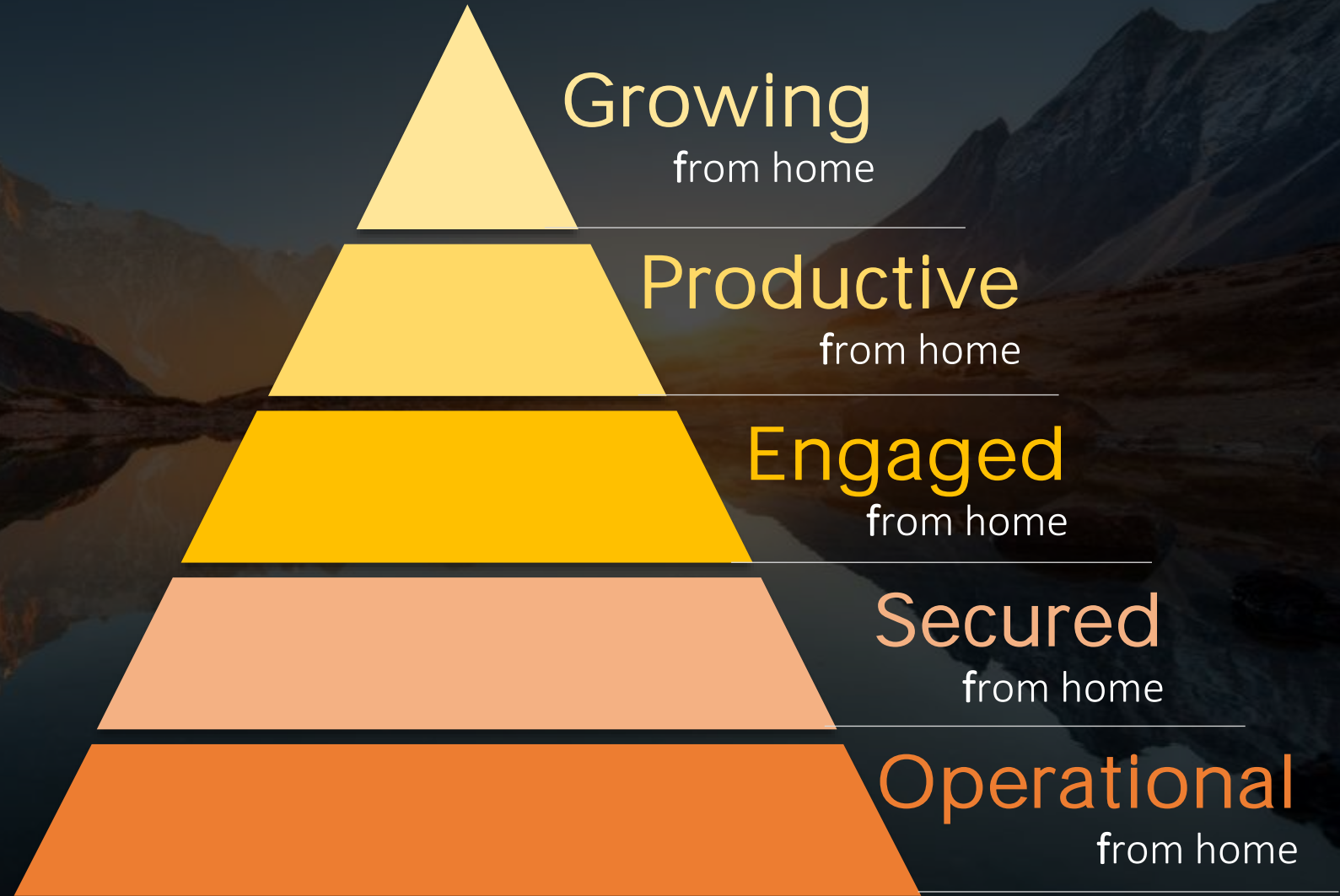
WFH

xFH

Canvas

SafeRadius

The Grit Alliance



WFH

xFH

Canvas

SafeRadius

The Grit Alliance

**LTI Canvas**  
Designing the Future of  
Software Engineering

**2 Bundled Solutions**

- Canvas Engineering
- Canvas Operations

**Point Solutions**

- 1 Canvas PolarSled
- 2 Canvas Transition
- 3 Canvas Insights
- 4 Canvas CX
- 5 Canvas DevOps
- 6 Canvas Studio
- 7 Canvas Resilience



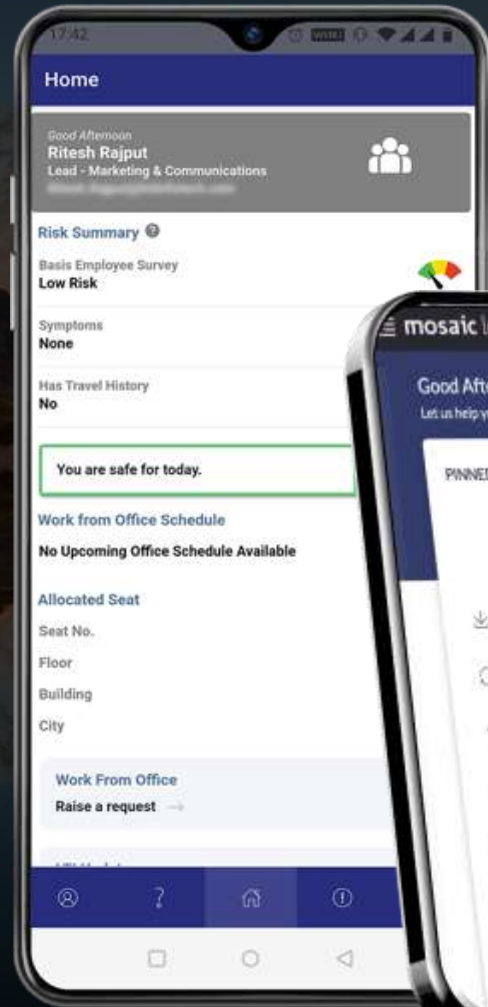
WFH

xFH

Canvas

SafeRadius

The Grit Alliance





Client feedback is  
**positive**

“Fantastic! Great focus and resolve team to complete. Awesome.”

*- A global manufacturer*

“In my mind, LTI has gone above and beyond their responsibilities. They have been stretched, but made the people deliver the service on site.”

*- A leading financial institution*

“LTI is coped up with the situation much better than any other vendor. Appreciate all the efforts put by LTI management.”

*- A Fortune 50 bank*

“During these unprecedented times, I have come to realize and appreciate how critical it is to have strong partnerships with organizations like LTI.”

*- A Fortune 500 utility company*

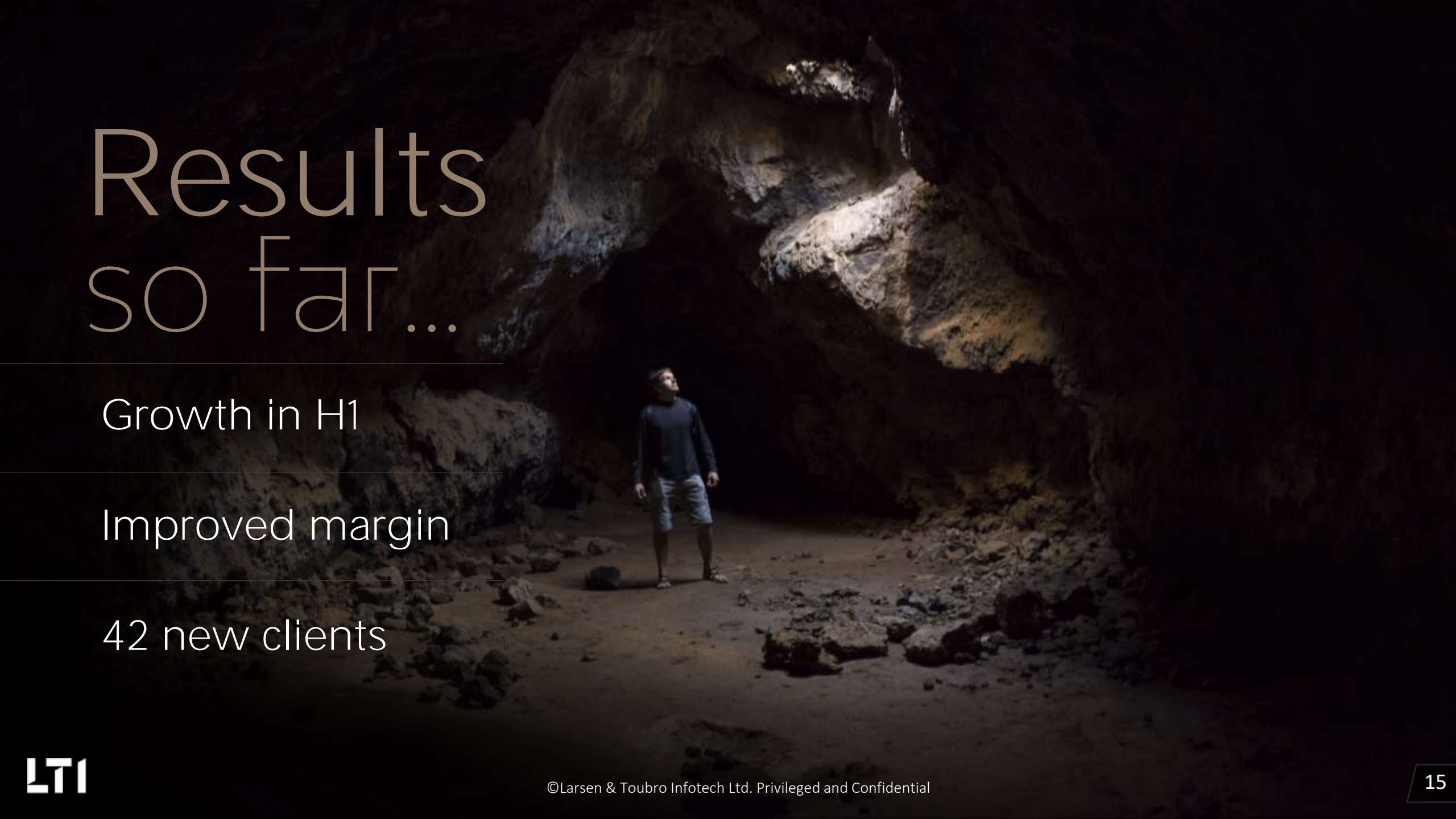


Incredible stories of

# Grit



# Results so far...



Growth in H1

Improved margin

42 new clients



# Way forward





# What we have learned in 2020

**Pace and scale**  
of change is  
unprecedented

Future of **work,**  
**workplace** and  
**workforce** is  
radically different

**Structural shifts**  
across industries to  
operate in the new  
normal

**Tech is**  
**mainstream**  
and an enabler  
of this change



# The Future ain't what it used to be



Insurance



Retail/CPG



Banking



Media/Entertainment

Empathetic enterprise

Engaged enterprise

Resilient enterprise

Speed enterprise



# The Grit Alliance



Empathetic enterprise



Engaged enterprise



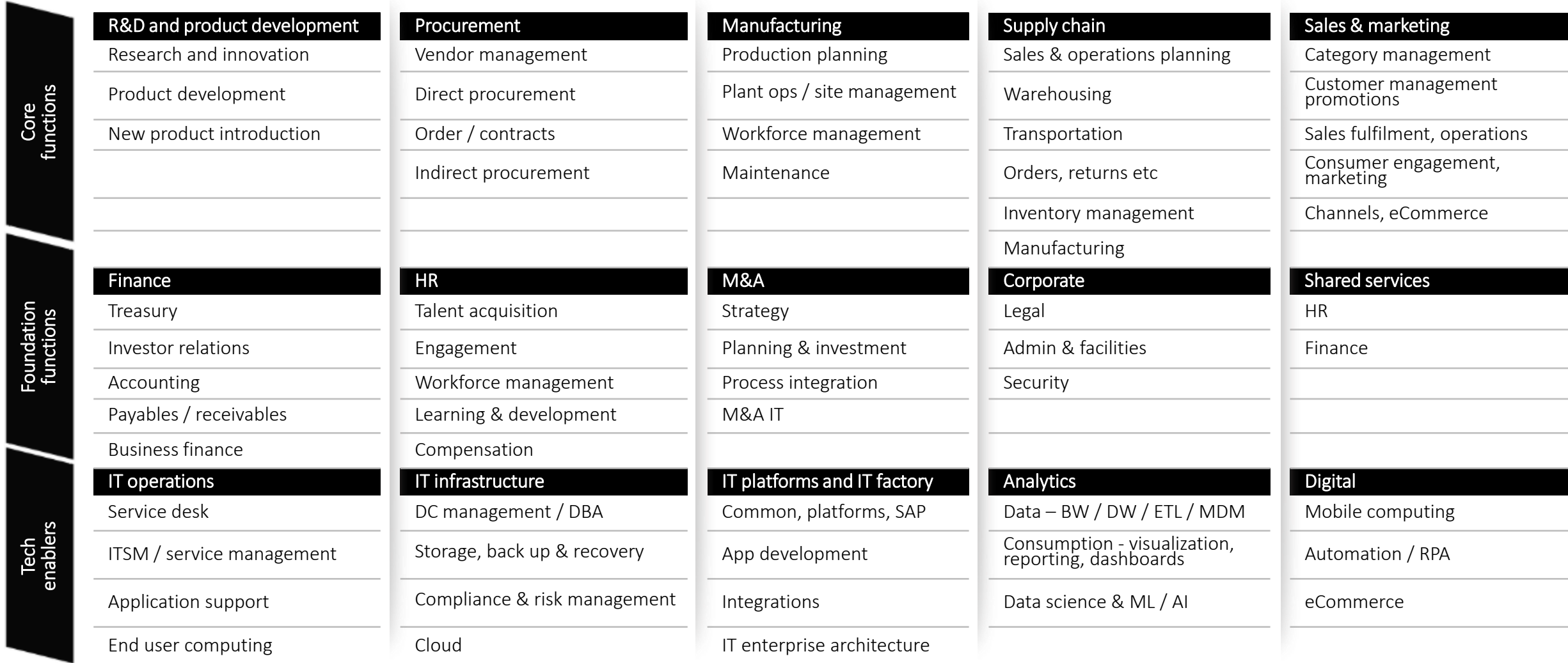
Resilient enterprise




Speed enterprise




# We baseline client's value chain



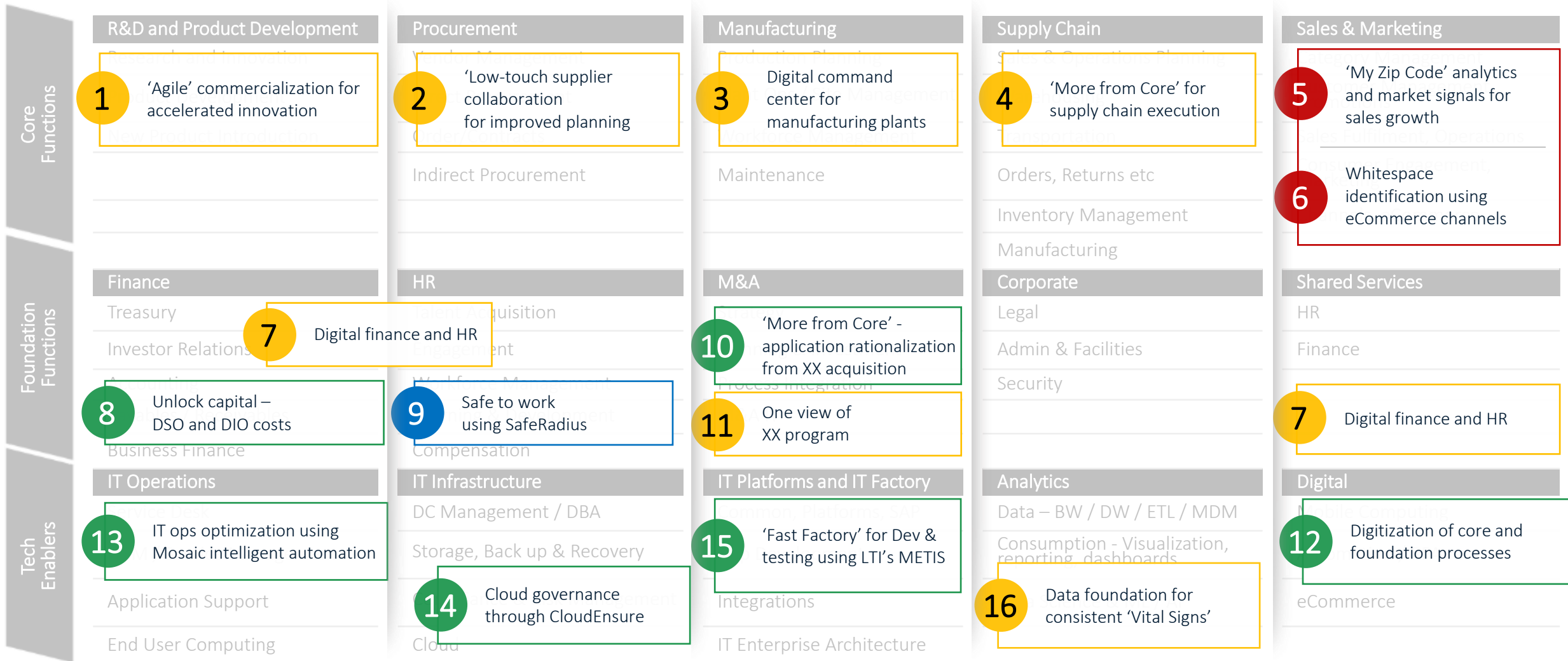
 Empathetic enterprise

 Engaged enterprise

 Resilient enterprise

 Speed enterprise

# And identify areas where LTI can contribute



- Empathetic enterprise
- Engaged enterprise
- Resilient enterprise
- Speed enterprise





Powering the  
**BREAKAWAY**  
Enterprise

Operate to  
Transform

Data-Driven  
Organization

Digitizing  
the Core

Experience  
Transformation

A person is standing on a mountain peak, looking out over a vast sea of white clouds. In the background, there are more snow-capped mountain ranges under a clear blue sky. The word "Cloud" is written in a large, blue, sans-serif font across the middle of the image.

# Cloud



# Data products

Superior operational & financial metrics

Focus on capability building

Investing in reskilling & localization

Beginner's mind

Industry leading,  
profitable growth

# LTI Promise





Courage | Resolve | Perseverance | Grit

# Unlocking Grit



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Group Company



Let's Solve



# Grit

Unlocking

Sudhir Chaturvedi, 10<sup>th</sup> December 2020

## Sales & Marketing





A large, powerful ocean wave with a surfer riding the face of the wave. The wave is curling over, creating a tunnel effect. The water is a deep blue-green color, and the foam is white. The surfer is a small figure in the distance, wearing a dark wetsuit.

2020 - The year in perspective

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Selling in the times of Covid

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Looking ahead





Injazat announces strategic partnership with LTI to accelerate digital transformation in the Region

# Large Deal Wins

Since we last met

7

Large Deals

\$456M

TCV

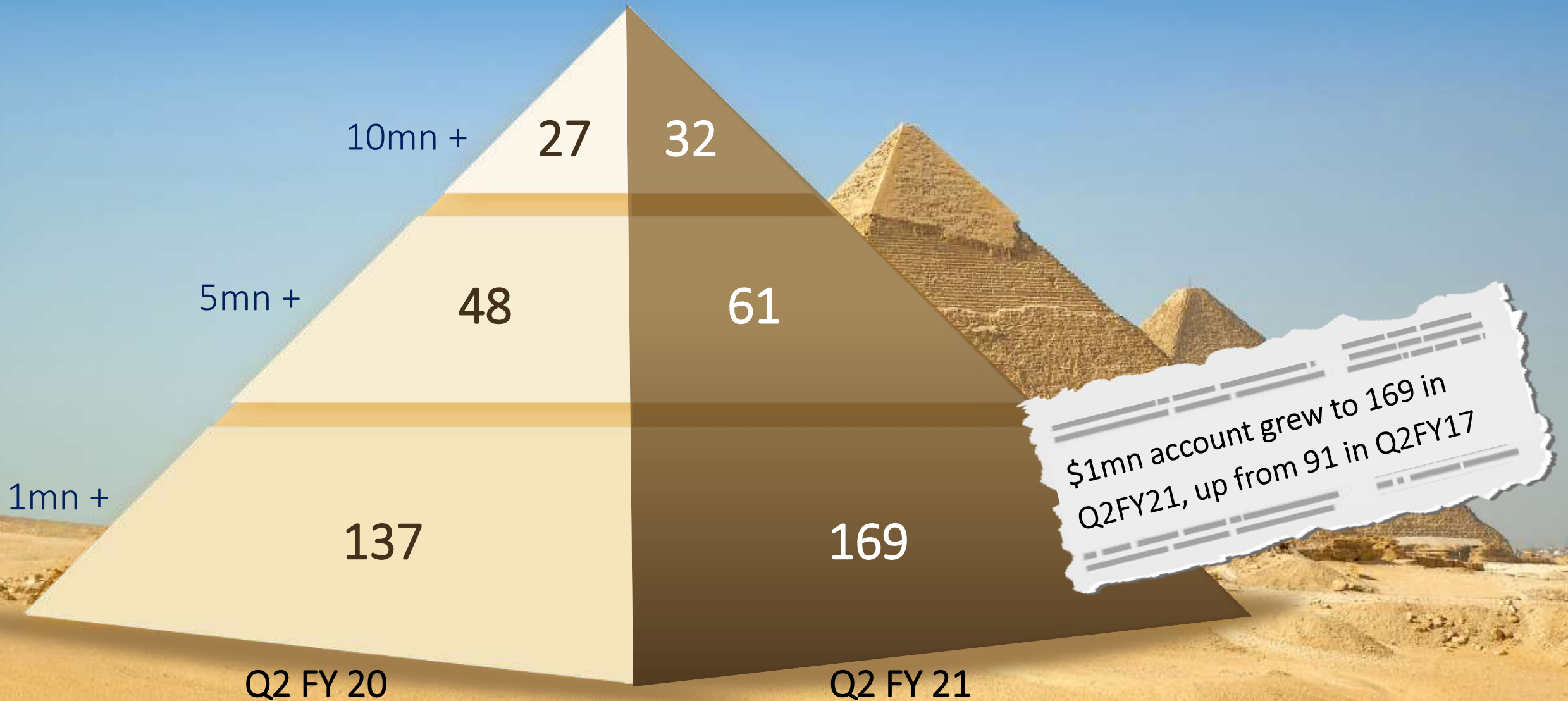
3

New Logos

Nordic lessons on digital  
transformation



# Account Mining Effectiveness



# New Logo Momentum

Last 4 Quarters

98

New logos

11

Logos entered  
\$MN club

68

Fortune 500  
logos

LTI wins Multiyear Engagement  
with Hoist Finance AB

BFS

25

Insurance

10

Manufacturing

13

E&U

9

CPG

7

Hitech, M&E

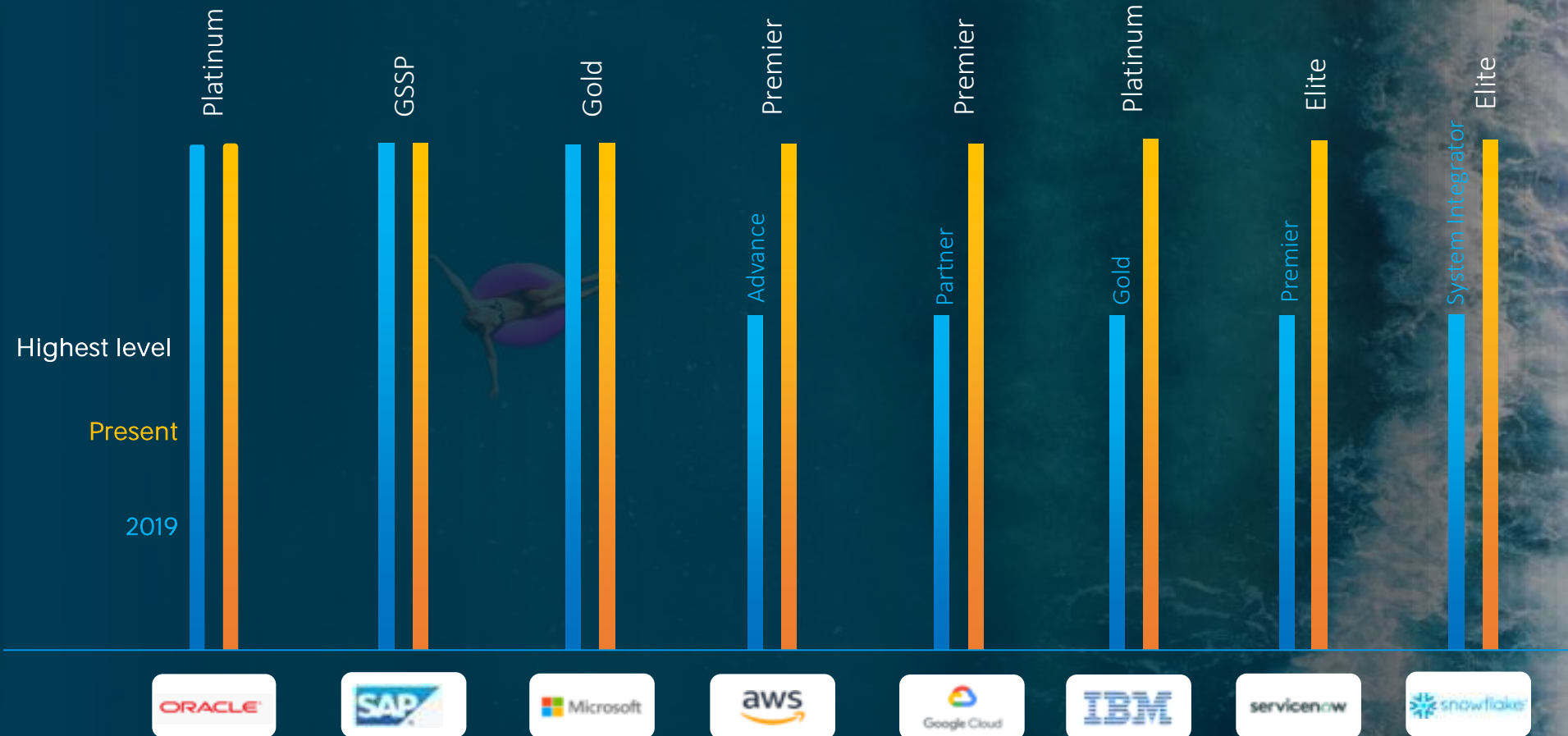
21

Others

13



# Top Tier Alliances with Market Leaders





# Awards & Recognitions

**Brand Finance**

The 5<sup>th</sup> most valuable brand among Indian IT companies



Partnership Award 2020 at Cisco Supplier Summit

**Honda**

Indirect Procurement Supplier 2020 Awards (USA) – Outstanding Value Category



LTI Recognized as a Leader in the ISG Provider Lens™ Microsoft Ecosystem 2020 US Report



L&T wins the SAP ACE Awards 2020 Implementation partner – LTI



A person is seen climbing a steep, rocky mountain peak. The climber is wearing a dark jacket and a white helmet, and is using a red climbing rope. The mountain is composed of large, light-colored rock formations. The sky is a clear, deep blue. The overall scene conveys a sense of challenge and achievement.

LTI

Let's Solve

# Selling in the times of COVID

# Eight Reasons Why the pandemic has been a positive game changer for sales

1

Video is the new  
Travel

2

When the world of  
business changes  
fundamentally, it  
becomes a battle of  
**New Ideas**

3

**Slow Adopters**  
(regions and customers)  
have experienced the  
true benefits of global  
delivery

4

Industry verticals that  
were slow to adopt digital  
have **Accelerated**  
their efforts to transform

5

The age-old adage of ‘a  
friend in need...’ holds  
true in business  
**Relationships** as well

6

The most important  
sales skill in today’s  
world is your ability to  
**JUMP**

7

**Solving for Society**  
has never been more  
important

8

**GRIT** (passion and  
perseverance) is the key  
ingredient for success



# Engaged Relationships



# Large Deal Win Rooms

A person is standing on a mountain peak, looking out over a vast landscape. In the background, a large, dark, cylindrical object, possibly a log or a piece of wood, is visible. The scene is set against a backdrop of mountains and a blue sky with clouds.

Bringing the **BEST**  
of LTI together

**Virtual**  
Visits

Experiencing our  
**Culture**



# Solving for Society



# Enabling Sales

## Project SPARK

Cloud Guru Program

**450+**

salespeople trained

## Digital Capsule

Enable digital-abled Client conversations

**5000+**

hours of learning

## xiQ – Smart Selling

Insights for B2B precision marketing & selling

**350+**

companies subscribed

## LinkedIn

Usage of sales navigator & LinkedIn enablement session

**900+** leads generated

**8500+** new unique connections established

## GoMx Series

Engagement & recognition program

**700+**

Employees

Enabling the LTI sales team to be the best equipped team to

**JUMP**



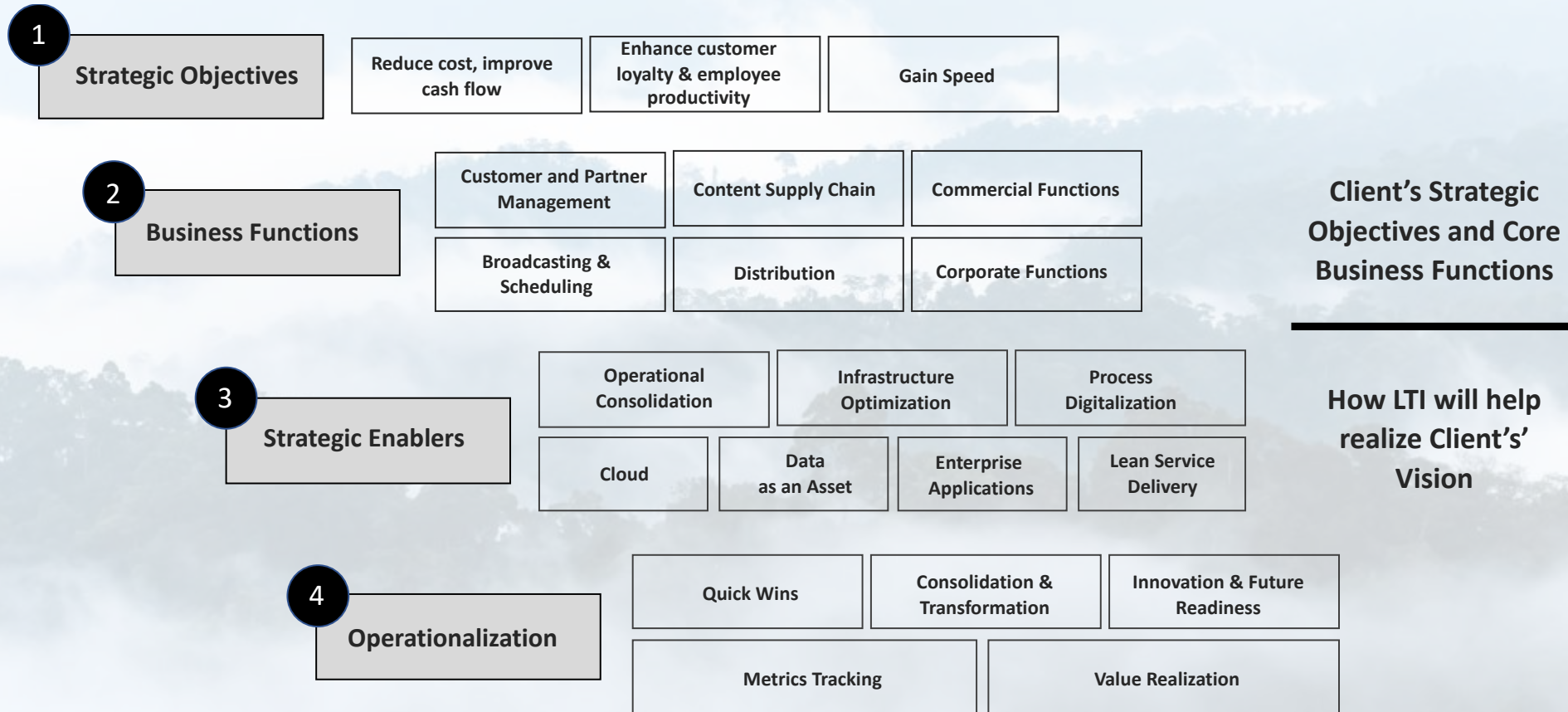


Let's Solve

# Looking Ahead

# Account Mining in the Future

## The Grit Alliance





# Large Deals in the Future

## Aspire++

New Ideas for  
Cash Conservation  
and Cash  
Generation

Hyper scalers /  
Cloud-led deal  
constructs

Intelligent  
Enterprise  
Platforms to  
Digitize the Core

Partnerships in  
'New Growth'  
Regions

# New Growth Engines

LTI launches new Cloud Sales Unit

Leni is creating a new category for Investigative Intelligence

LTI selects Temenos for Nordic SaaS platform

LTI Mosaic has 16 product license customers

LTI is now Elite partner of Snowflake



# LTI Pipeline

1.9Bn

Large deal  
pipeline

62%

YoY  
growth





Passion | Perseverance | Grit



# Unlocking Grit



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Let's Solve.



# Unlocking Grit

Siddharth Bohra, 10<sup>th</sup> December 2020

It's TUESday! The Unlimited Enterprise



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TUESdays...  
staying ahead, getting ahead



TARGET

Pfizer

THE HOME DEPOT

Disney

Carrier

wayfair

# What's Powering TUEsdays

## 1 The Hyperscalers

Top 3 Hyperscaler IaaS/PaaS revenue to grow to **\$200B+** BY 2023, up from **\$80B+** now

## 2 Enterprise IT investments

From 2015 - 2019, **cloud** drove **~75%+** of all worldwide IT market growth

## 3 The data product companies

**\$200B+**, the market cap of 6 listed data product & platform companies

Data reference Gartner & IDC reports



# LTI, Powering TUEsdays with Cloud

The Tier  
1 Partner

\$180M+

150+  
Clients



# CloudWorks



## Building new businesses

Platform to scale an online truck booking startup, now largest in India covering 15K Clients  
600k Trucks in 2000+ Locations



## Building resilient businesses

Realtime analytics of 3Mn messages from 600K connected vehicles to reduce vehicle downtime by 80%



## Building agile businesses

Platform for cross-functional collaboration now used to accelerate R&D by 40 of top 50 biopharma, 4 of top 5 pharma companies and 9 health agencies



## Building customer centric businesses

Core platform for an insurance startup with a disruptive cashless, paperless model now servicing 20,000 transactions per day



# LTI, Powering TUEsdays with Products

Top Pharma

Top CPG

Top Tech

Top Bank

Top MFG

Top Media

\$15B+  
Addressable  
market

Creating  
new  
categories

# Datadotes



## Organizing Enterprise Information

## Amplifying Platforms for tomorrow

## Personalizing Outcomes

## Monetizing from Actionable Insights

Connected data ecosystem for 200K people-moving products to enhance service experience

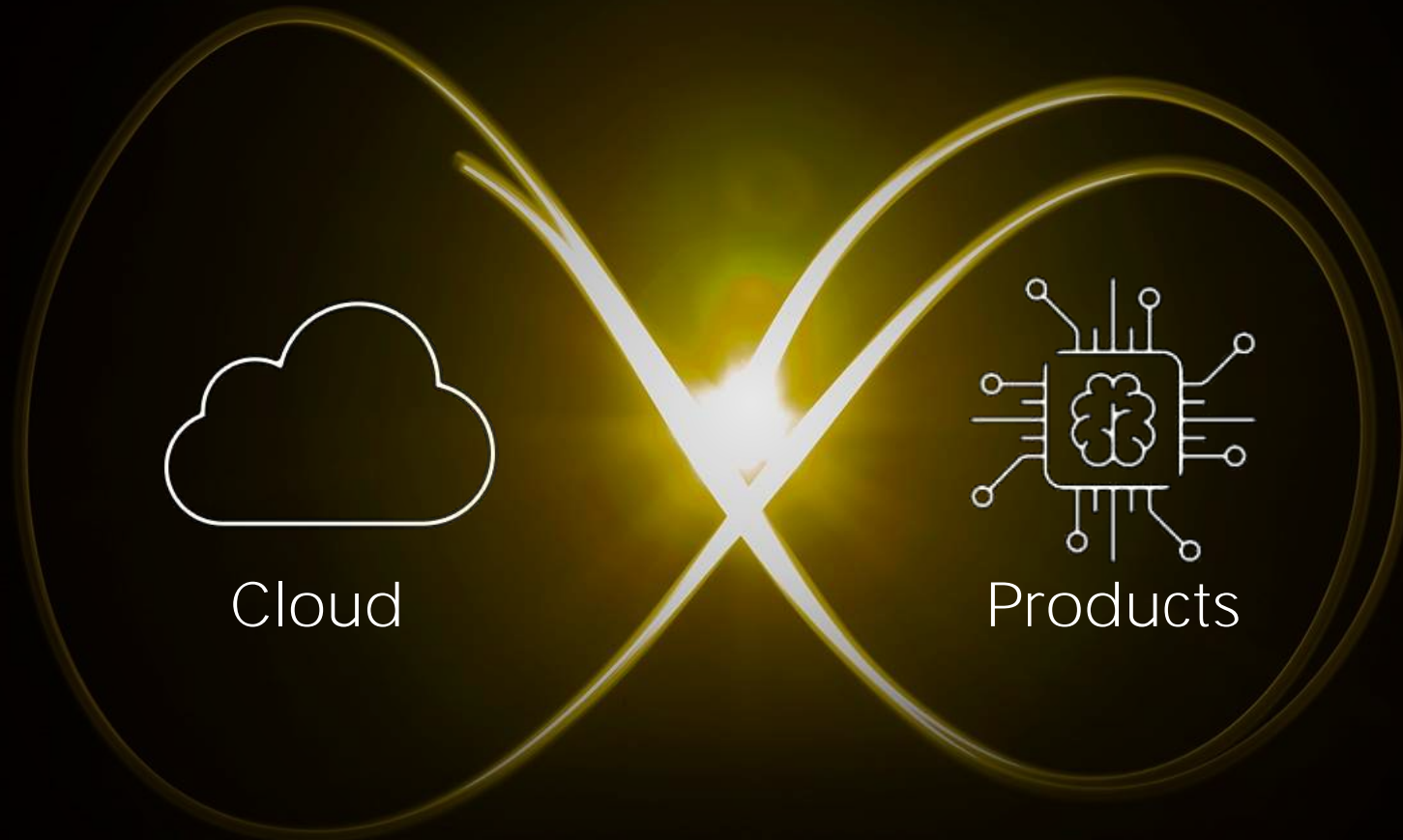
Modernize global Analytics platform to accelerate company's divestiture by 60%

De-risking 300+ Clinical trials to improve Time to Market for drug launch

Identify product whitespaces in the e-commerce portfolio to create half-a-billion \$ pipeline



# Launching 2 Businesses



# The Cloud Business

Dedicated  
Business Units  
for each  
Hyperscaler

Sales | Solutions |  
Consulting  
| Delivery | Partnership

\$1B

Applications |  
Infrastructure | Data |  
Edge / IOT | ERP | SaaS

Fortune  
2000 &  
beyond



# Cloud @ LTI

$C=BT^2$

Foundation

Speed

Ecosystem

Autonomous

C4X

Cloud 4 Industry

Cloud 4 function

Cloud for Platform

More

Rainbow

LTI's Cloud Transformation platform

Rainmakers

Elite team of cloud specialists

CWOW

R&D

CloudLabs

Canvas for Cloud



# The Product Business

Dedicated  
Business Unit for  
Products

Marketing | Sales | Sales  
Engineering | Customer  
Success  
| Partnership | R&D

5 Products

For the cloud & cognitive  
world

All Sizes



# The Portfolio

## MOSAIC

### Products

DECISIONS

ML LOGISTICS

AGNITIO

MARKETPLACE

LENI

### App Store

AIOPS

WORKING CAPITAL ANALYTICS

R&D PLANNING  
ANALYTICS

+ NEW  
SOLUTIONS



# Products @ LTI

D2O  
Impact

SaaS

The App  
Store

The  
Ecosystem

Speed  
Ways of  
working





# Unlimiting the Enterprise



# Unlocking Grit



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Group Company



Let's Solve





Let's Solve

# Unlocking Grit

Ashok Sonthalia, 10<sup>th</sup> December 2020

## Delivering Profitable Growth



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# Resilient Performance - Financial

## H2FY20

**14.8%**

YoY Revenue Growth

**40.9%**

% Digital Revenue

**16.5%**

EBIT Margin

**13.8%**

Net Profit Margin

**27.9%**

YoY FCF Growth

## H1FY21

**10.3%**

YoY Revenue Growth

**42.4%**

% Digital Revenue

**18.7%**

EBIT Margin

**14.7%**

Net Profit Margin

**112.6%**

YoY FCF Growth

## LTM

**12.5%**

YoY Revenue Growth

**41.6%**

% Digital Revenue

**17.6%**

EBIT Margin

**14.2%**

Net Profit Margin

**60.5%**

YoY FCF Growth



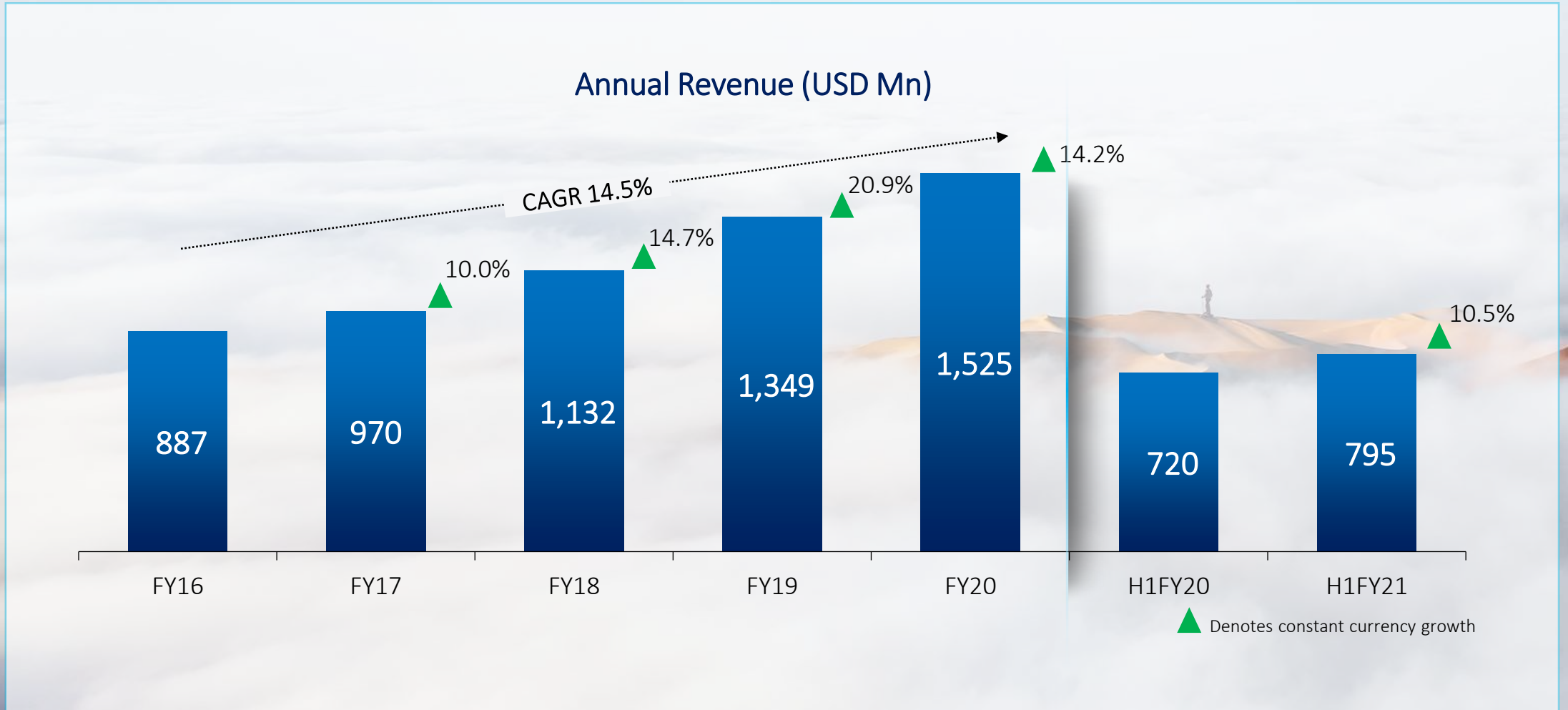
# Resilient Performance - Operational

H2FY20	H1FY21	LTM
80.9% Utilization	80.8% Utilization	80.9% Utilization
21.7% Onsite Effort Mix	20.2% Onsite Effort Mix	21.0% Onsite Effort Mix
15.7% Attrition	11.1% Attrition	13.5% Attrition
77 DSO	62 DSO	62 DSO
32.7% YoY OCF Growth	106.1% YoY OCF Growth	60.8% YoY OCF Growth

Note: Utilization mentioned above excludes trainees

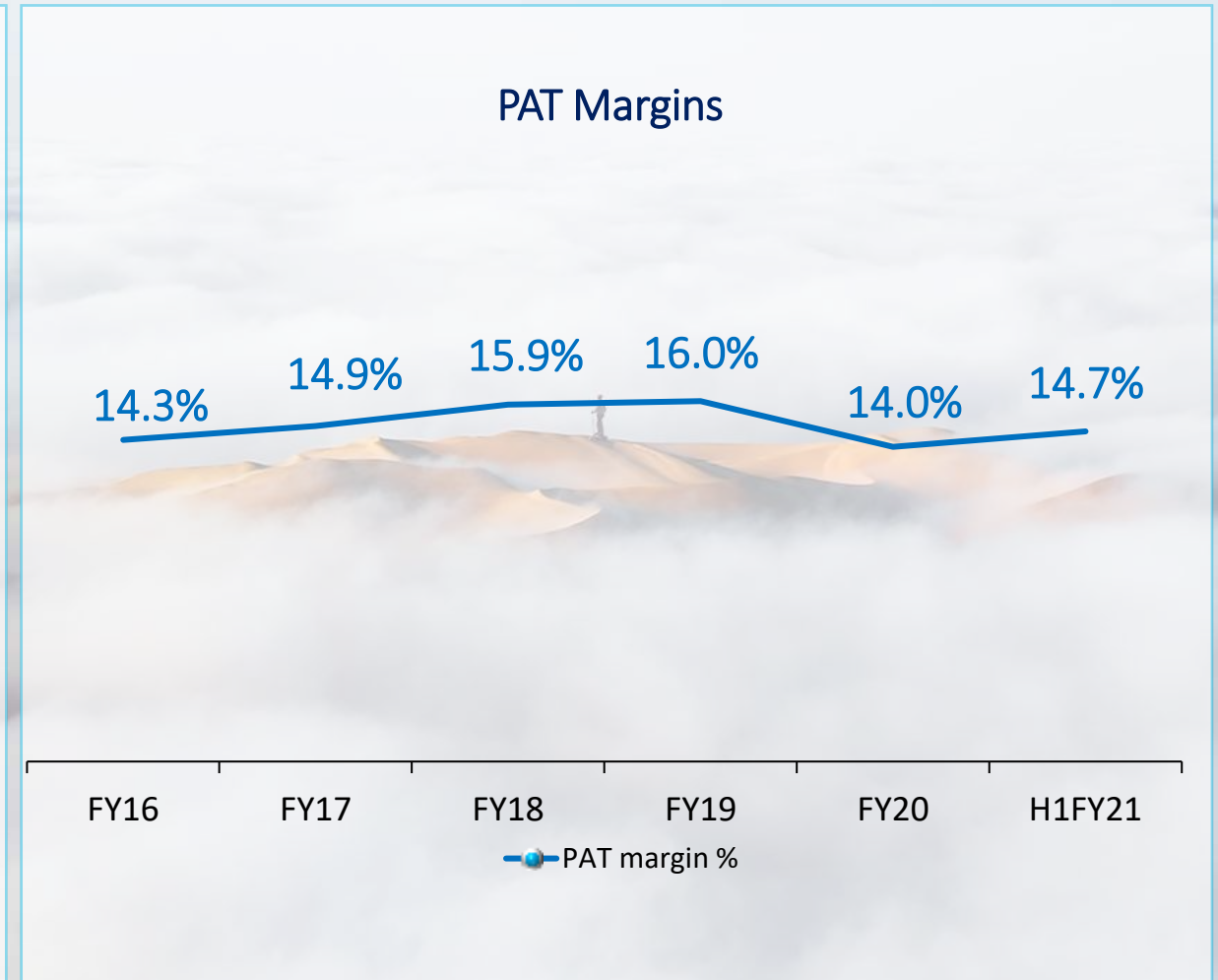
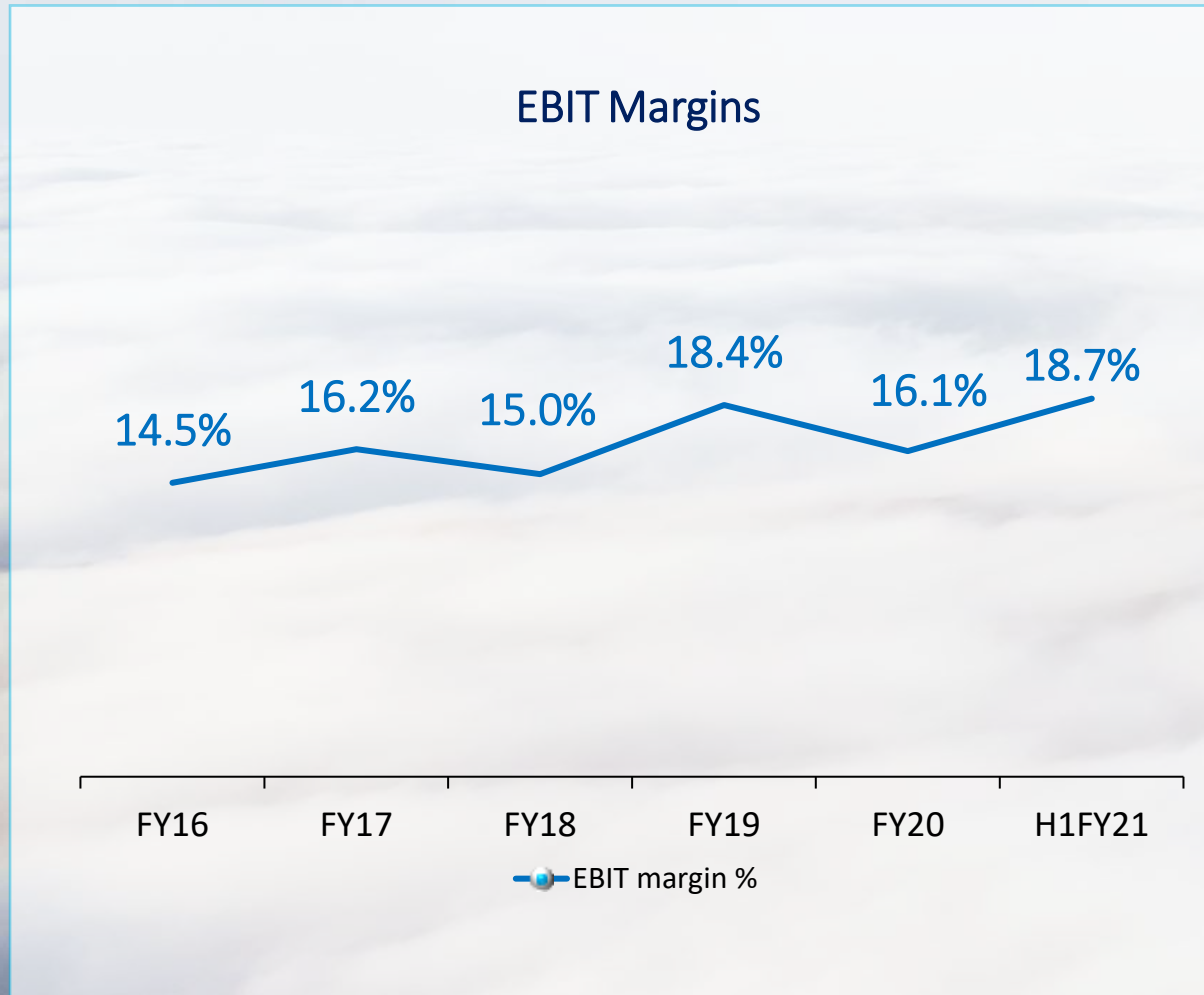


# Consistent Track Record of Growth





# Consistent Track Record of Growth with Stable Margins



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

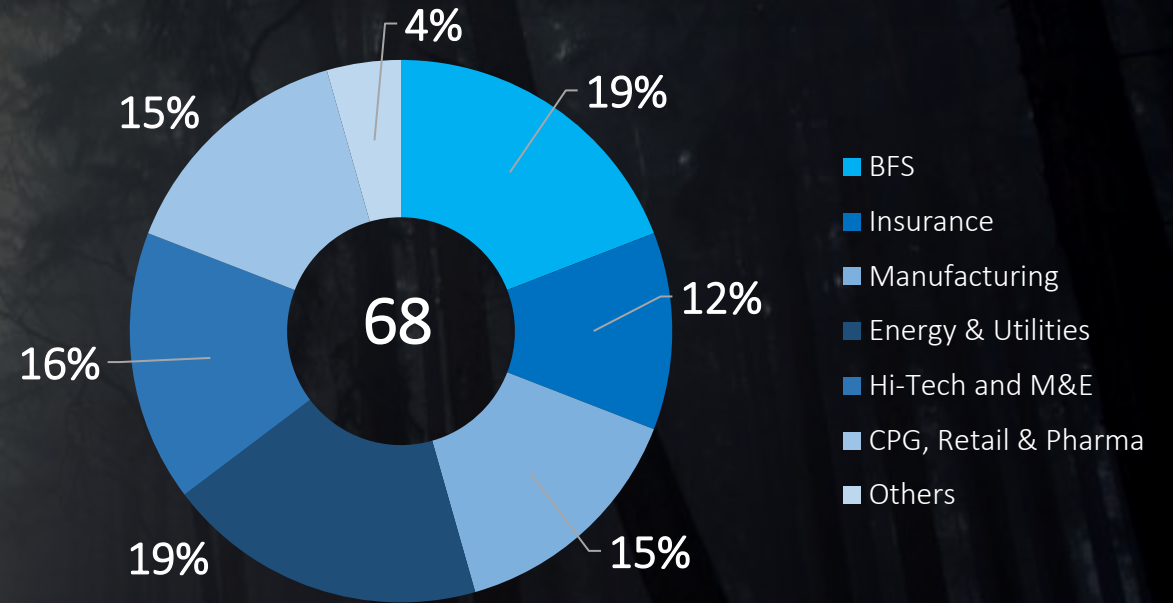
# Partnering with our Clients across Industries

### Ageing of Top 20 clients



Note: As of H1FY21

### Vertical-wise split of Global Fortune 500 Clients



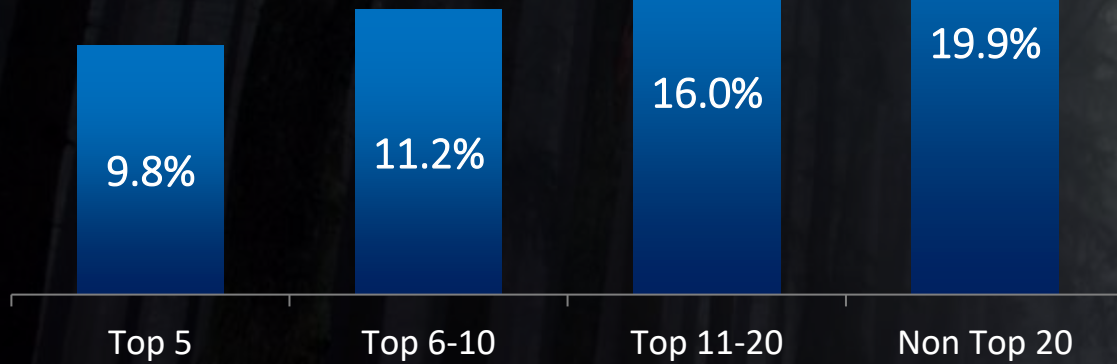
Note: As of H1FY21



# Partnering with our Clients across Industries

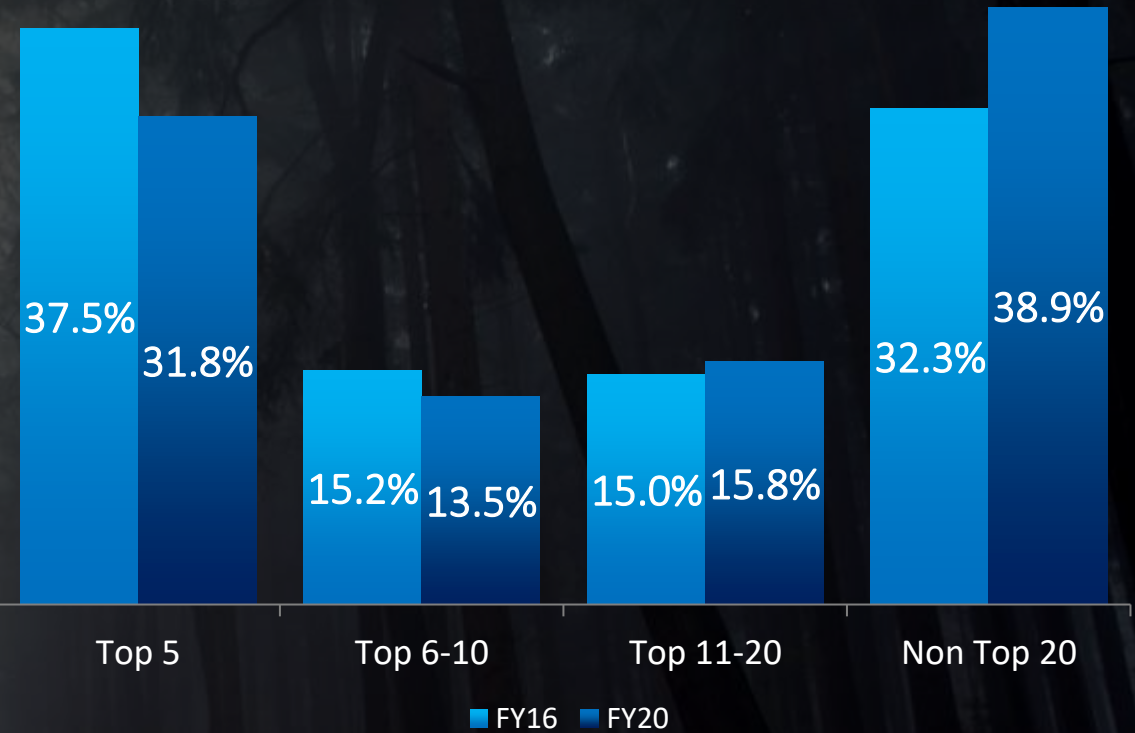
### 4 year USD Revenue CAGR of Top Accounts

Company: 14.5%



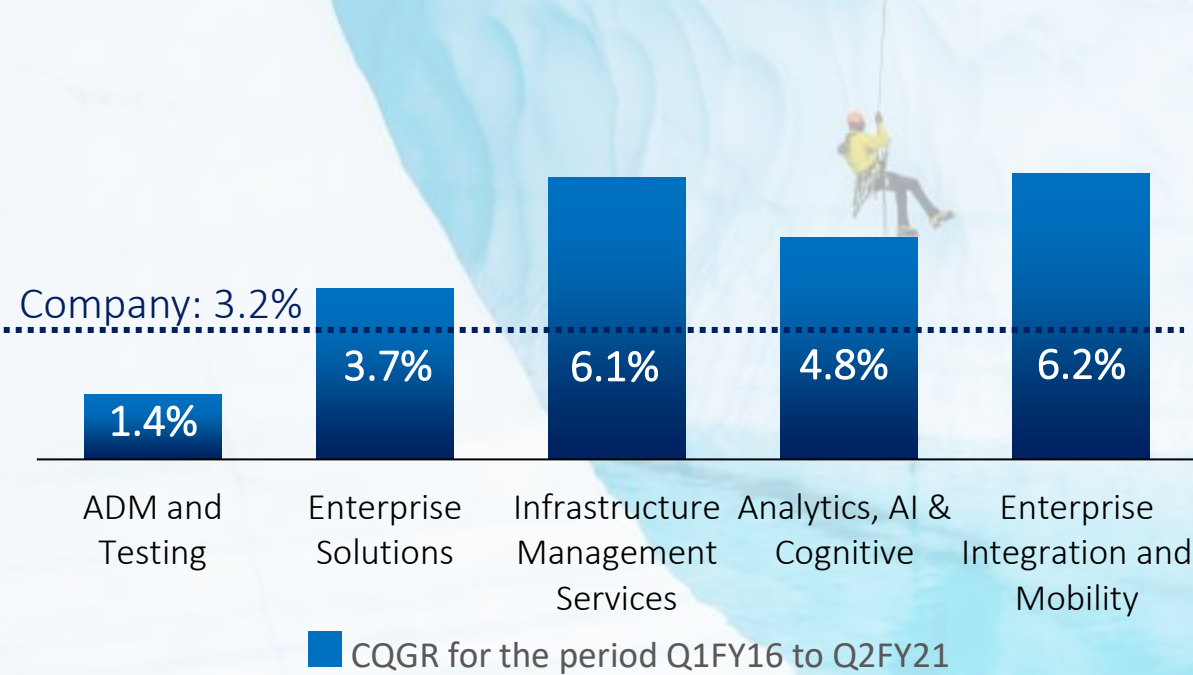
Note: Period considered from FY16 to FY20

### Decrease in Client Concentration

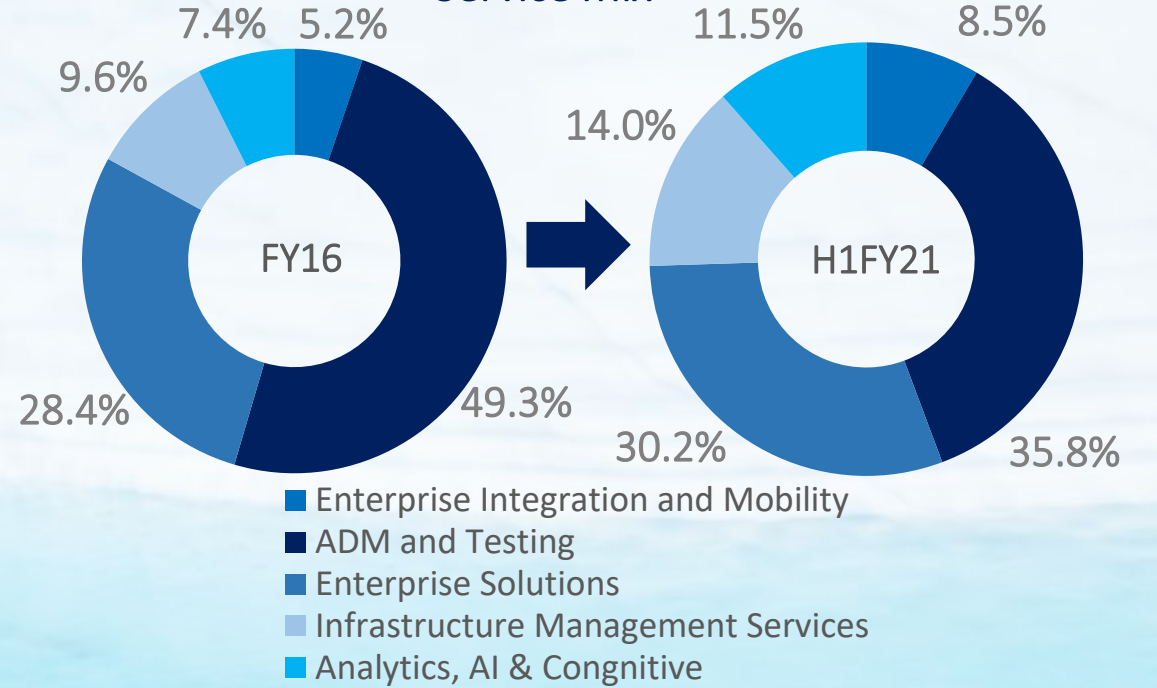


# Focus on Building Digital Capabilities

Growth in Digital Service Offerings



Service Mix

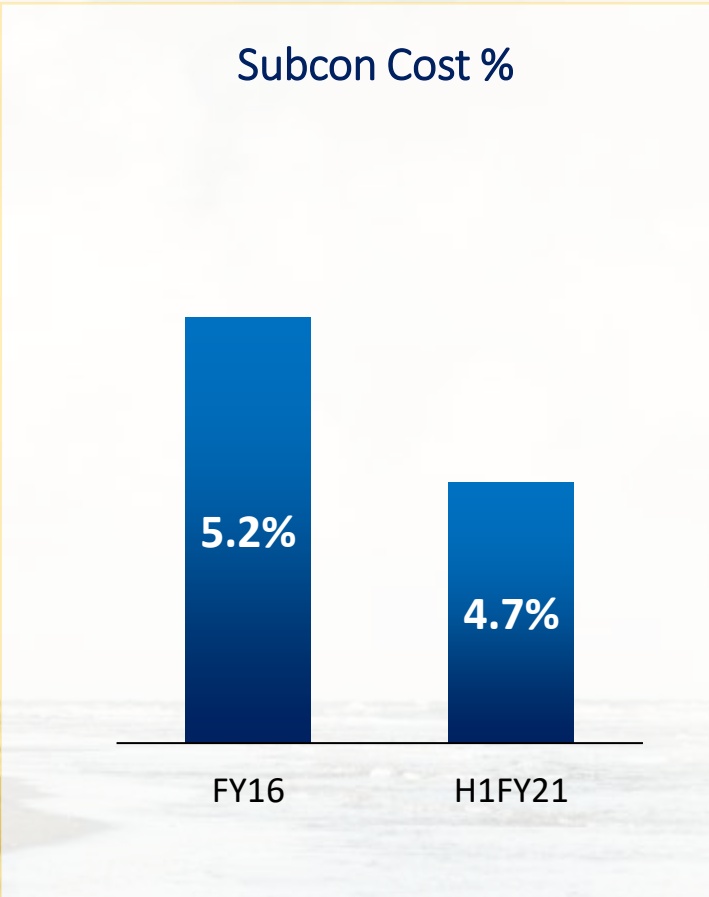
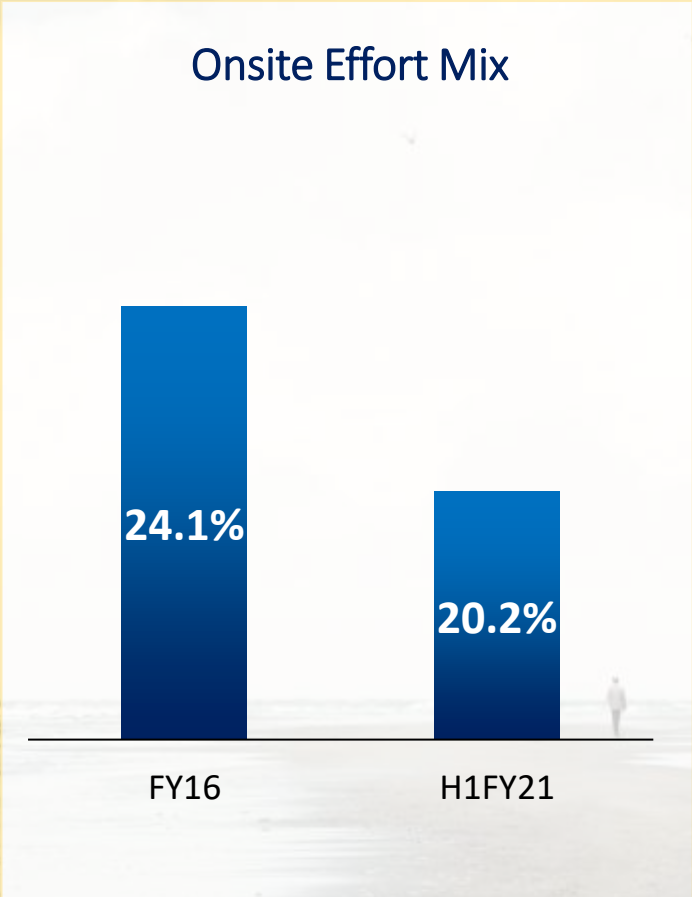
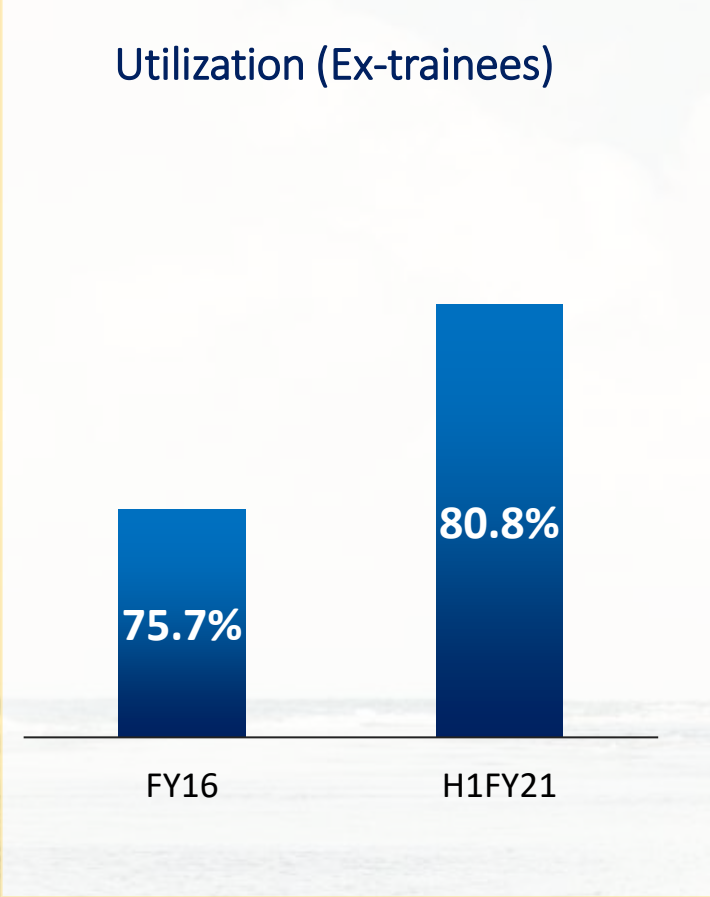


Capability led acquisitions on Temenos, Big data, AI, ML, advanced analytics, Pega & cloud consulting services

Focus on cloud & data products

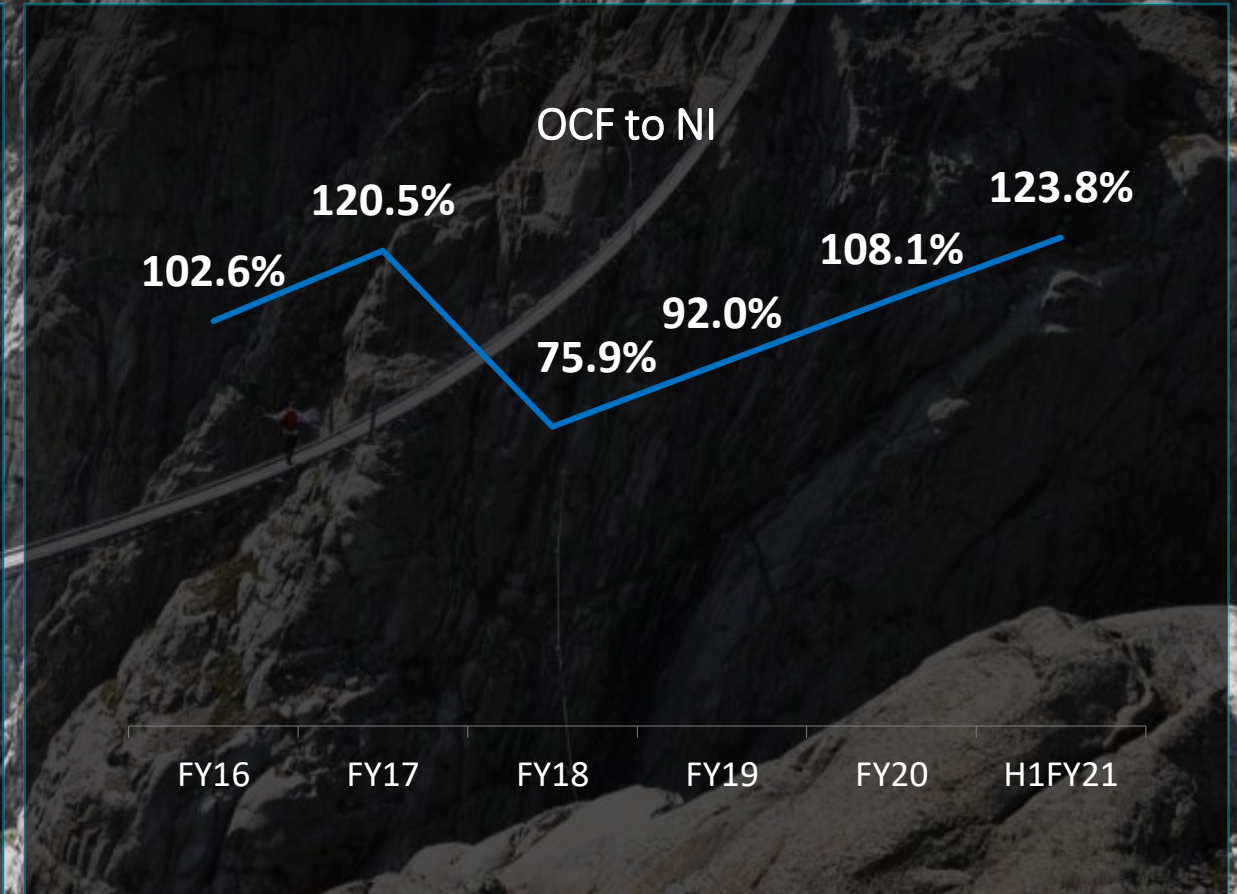
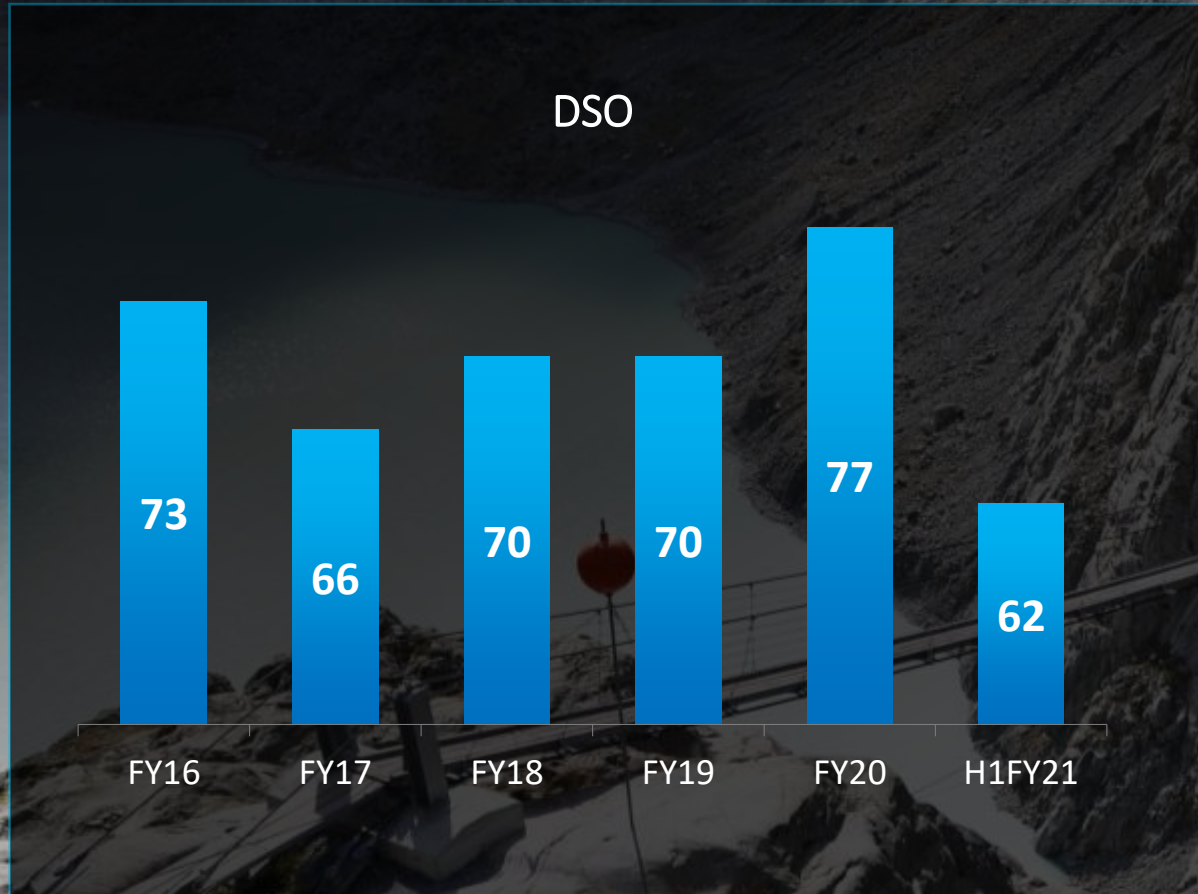


# Stable Margins through Cost Efficiencies



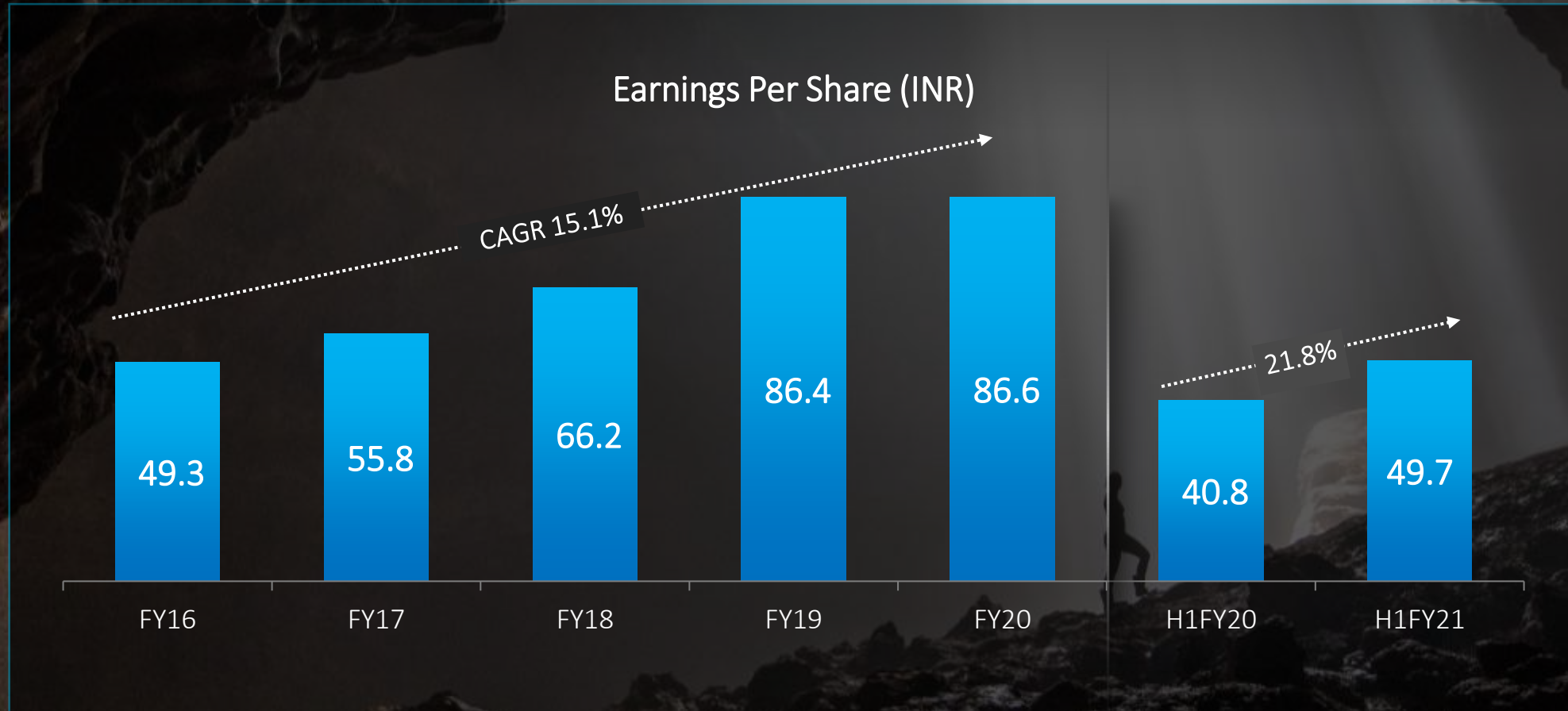


# Strengthened Collections & Generated Strong Cash flows





# Superior Growth Creating Shareholder Wealth



# LTI's Winning Edge



Experience



Solutions



Value Propositions



Client Mining



New Logos



Large Deals



Focus on  
Cloud and  
Data  
Products

## Industry Leading Revenue Growth



# Focus Areas Going Forward

## Stable Margins through Operational Efficiencies

Effort Mix / Utilization

---

Productivity Enhancement

---

Comprehensive Cost Management

---

Hedging Strategy



# Focus Areas Going Forward

## Investing Back into

Reskilling, Diversity & Localization

Capability Building – Organic as well as Inorganic

Post-COVID Workplaces

Bolstering the Sales Team





Our focus is clear & consistent:  
Industry Leading Growth  
with Stable Margins



# Delivering Shareholder Value in a Sustainable Way

LTI bags  
**CSR Times Award**  
for Best Corporate  
in Women Empowerment



**“Humanitarian Award”**  
conferred by Vice-President



LTI bagged  
**GreenTech CSR Award**  
for Revival of Warli  
Art Project





# Unlocking Grit



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Let's Solve





Let's Solve

# Unlocking Grit

Nachiket Deshpande, 10<sup>th</sup> December 2020  
Future of Work, Workforce  
& Workplace at LTI



A Larsen & Toubro  
Group Company



# The seismic shifts

## The great shifts so far

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Craftsmanship to Industrialization to Digital to Cognitive

## Value creation opportunities

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Driving value from these 'shifts' across decades

## Acceleration & disruption

---

Unprecedented window of opportunity to shape what ultimately becomes the future of work

Value creation opportunities around Work, Workplace and Workforce



# Work - Reimagined by the 'Reset'

## Type of Work

Accelerated digital an attribute  
of 'Breakaway' organizations ...

...now a question of survival  
for most organizations



# Work - Reimagined by the 'Reset'

Type of Work

Perimeter Expansion

Set thought process for  
offshoring operating models ...

...models being significantly  
challenged and disrupted



# Work - Reimagined by the 'Reset'

Type of Work

Perimeter Expansion

Atomization

Work being defined classically  
based on the operating models ...

...increasingly broken into  
smaller units and shorter cycles



# Work - Reimagined by the 'Reset'

Type of Work

Perimeter Expansion

Atomization

## Grit Impact

### ● Financial services leader

Automated loan processing for SME businesses based on US Gov Covid-19 stimulus package

Partnered to build their first Google Pay based solution

### ● Large midstream O&G Co.

Partner in their Digital Transformation journey, leading to being recognized as only U.S.-based O&G co. as a 'Global Lighthouse' by World Economic Forum

### ● World leader in energy storage

Established a digitally native business for a spun off entity of an Industrial Major



**250 bps**  
increase in **OFFSHORE**



**50%**  
increase in **AGILE** adoption



**20+**  
remote **TRANSITIONS**



**25+**  
Core systems  
moved to **CLOUD**



# Workforce-Anywhere, Anyone

## Skilling

Push based and organized pathways to skill employees...

...pull based, bite sized and personalized



# Workforce-Anywhere, Anyone

Skilling

Employee Engagement

Traditional 'in-office' centered engagement construct...

...online, asynchronous engagement and experience

# Workforce-Anywhere, Anyone

Skilling

Employee Engagement

Composition

Largely FTE driven composition  
within the organization...

...diverse, inclusive and  
fluid workforce



# Workforce-Anywhere, Anyone

Skilling

Employee Engagement

Composition

## Grit Impact



**113%**  
Learning hours  
doubled in a qtr

**90,000+**  
content items  
aggregated

**200**  
learning  
pathways



**Leena AI**  
**50+%**  
coverage in 6 months

**Workplace**  
by facebook

**5 X 5** *We Care*



**1500+**  
BOTS  
in workforce



# Workplace-Physical to Virtual to Hybrid

## Distributed Locations

Few large delivery centers  
across the globe ...

...more satellite centers  
augmented by WFH



# Workplace-Physical to Virtual to Hybrid

Distributed Locations

Hybrid Workstations

Having 'I places' - singularly owned, specifically purposed ...

...moving to 'We places' – shared, collaborative and interactive

# Workplace-Physical to Virtual to Hybrid

Distributed Locations

Hybrid Workstations

Tech Enabled

Largely legacy technology that we use at workplaces today...

...smarter office space and seamless home offices



# Workplace-Physical to Virtual to Hybrid

Distributed Locations

Hybrid Workstations

Tech Enabled

## Grit Impact

16

Delivery  
Centers

10

Cities

~32,000

Delivery  
Centers

100+

Cities

40+

Delivery  
Centers

~20

Cities



40%

Hot desking



100%

CLOUD

LTI

Enterprise Apps

Mobile First



OFFICE  
IN A  
BOX

LTI SafeRadius



VR EXPERIENCE  
FOR CLIENTS

# Work

Reimagined by the 'Reset'

# Workforce

Anywhere, Anyone

# Workplace

Physical to Virtual to Hybrid

The 'new' next

DIGITAL in everything

Hybrid & distributed

OPERATING MODEL

Diverse, inclusive & fluid

WORKFORCE

Empowered LEARNING

The future at LTI

LTI Canvas

LTI Shashin School

Talent Central



# LTI Canvas



Collaboration & Cloud Enablement



AI Driven Application & Infra Operations

Developer Experience | AI Nudge for Software Dev & Ops  
Curated Technology Stack

## LTI Canvas Insights

AI Driven Software Development

## LTI Canvas DevOps

Accelerated Software Delivery

## LTI Canvas Resilience

Application Hardening & Reliability against Infra Chaos

## LTI Canvas Transition

Automated Knowledge Harvest Remote Transition

## LTI Canvas CX

Brainwave Perception Analysis for Experience

## LTI Canvas PolarSled

Automated Data Migration to Snowflake

## LTI Canvas Studio

Low Code Platform for App Development



# NextGen Career Framework

Simplified structure

Multi career tracks

Accelerated career paths

Specialized job families

Future aligned

**Talent** Central

Internal marketplace  
AI based matching  
Future trends  
Input for skill building

**LTI Shashin** School

Transformed L&D  
Uberized model  
Byte sized learning  
Curated pathways

A vibrant and relevant workforce to navigate the 'new' next



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Focus

Scale up Cloud, Data  
and Digital

Canvas based hybrid  
operating model  
as LTI's new way of working

Localized diverse workforce  
with broad network of  
delivery centers





The  
**Future**  
of Work is Now...



# Unlocking Grit



A Larsen & Toubro  
Group Company



Let's Solve