

August 27, 2024

National Stock Exchange of India Limited
Exchange Plaza, Bandra-Kurla Complex
Bandra (East), Mumbai – 400 051.
NSE Symbol: LTTS

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai 400001
BSE Script Code: 540115

Subject: Investor & Analyst Day - Presentations

Dear Sir/Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, and in continuation to our letter dated August 5, 2024 informing the Exchange on holding of the Investor & Analyst Day today, we enclose copy of the presentations referred during the Investor & Analyst Day.

The same is also being made available on the Company's website at www.ltts.com/investors.

Please take the above intimation on record and kindly acknowledge receipt of the same.

Thanking You,

Yours sincerely,
For L&T Technology Services Limited

Prasad Shanbhag
Company Secretary & Compliance Officer
(M.No. A 30254)

#GoDeeperToScale

Strategy & Aspirations

Amit Chadha
CEO & MD, LTTS

Investor & Analyst Day 2024

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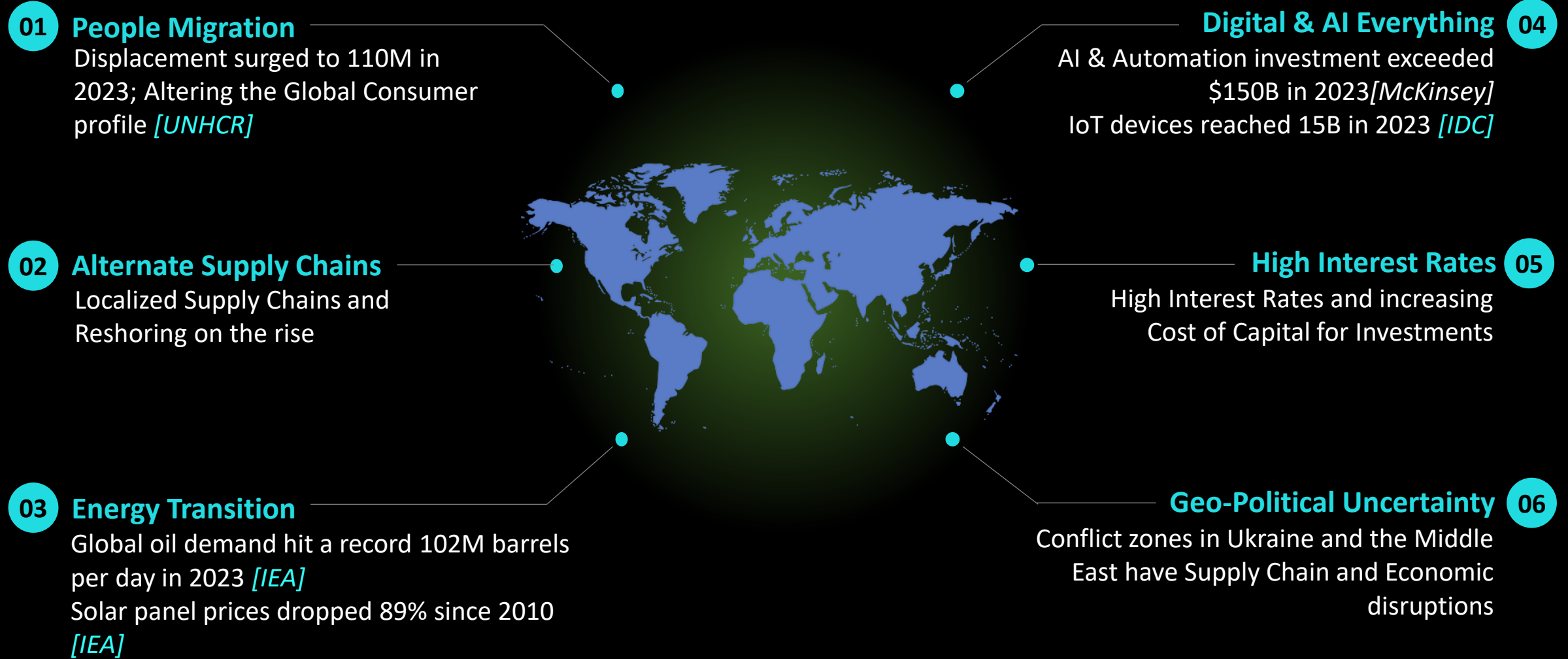
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Agenda

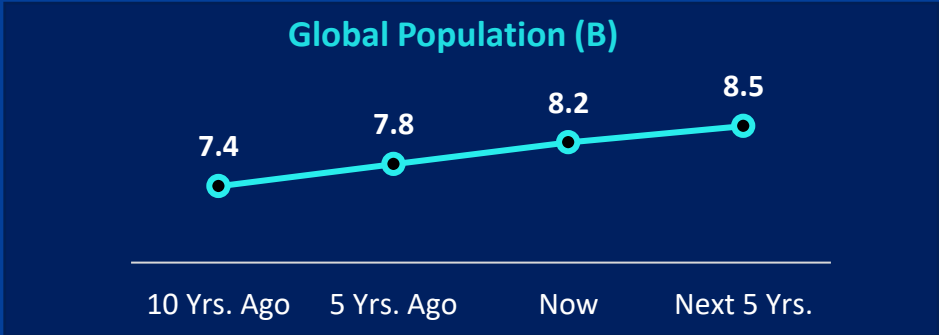
- 01 Global ER&D Market
- 02 Technology Landscape
- 03 LTTS Journey
- 04 Strategy & Direction
- 05 Our Aspiration

Investor & Analyst Day (IAD) 2024

We Are Witnessing a Transient World...



Macro-Economic Factors



Creating a Runway for ER&D Growth...India Outsourcing to Grow 17 - 22%

Macro-Economic Factors

World GDP (\$T)



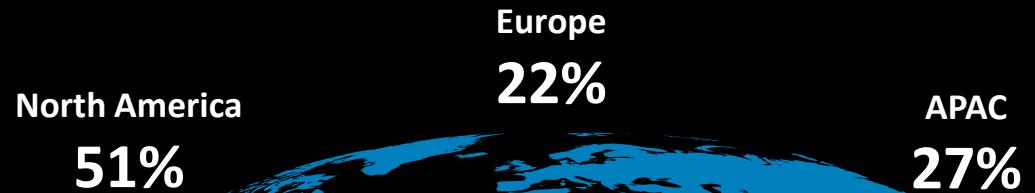
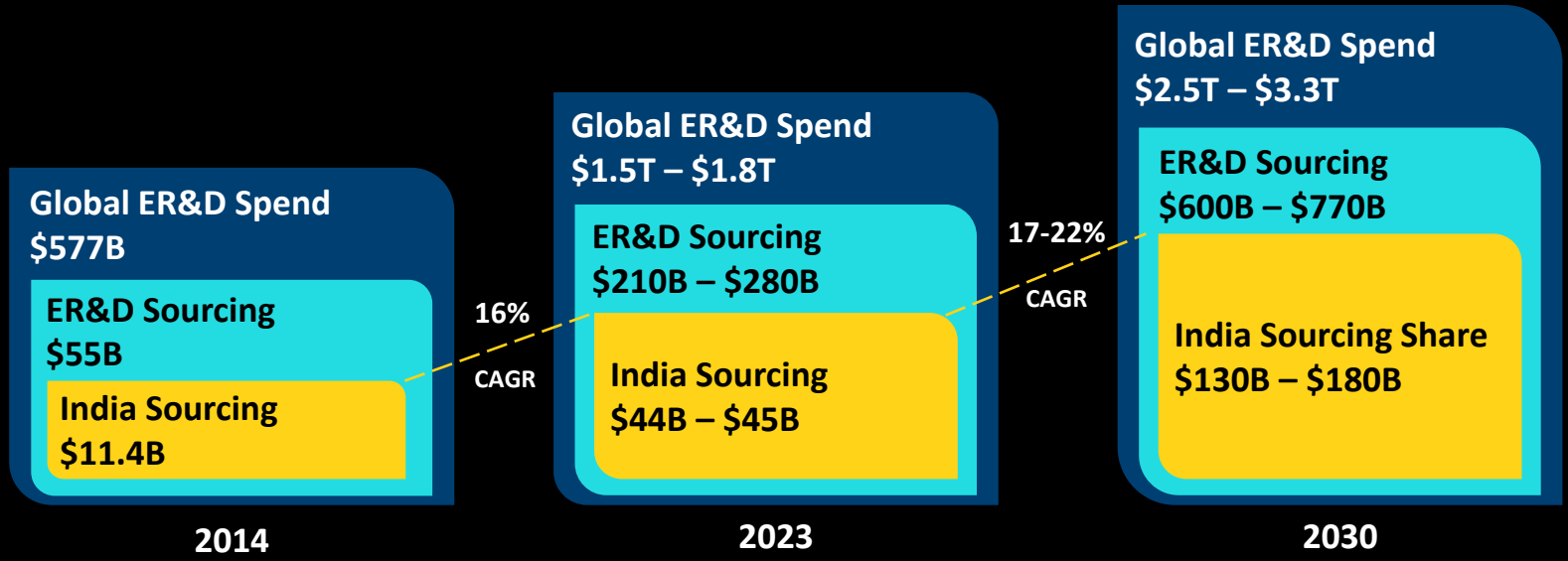
Global consumer Spend (\$T)



Global Population (B)



ER&D Addressable Market: India as a Destination is Sold







Global ER&D Spending 2023**

Predicated by the Changing Technology Landscape



Our Billion Dollar Journey...

	2009-2011	2012-2014	2015-2017	2018-2020	2021-2023	2024
LTTS Metamorphosis:	Competency based growth, led by Mechanical Services...		Transformed to Embedded and Digital business...		We are now a New-Age Digital Technology Company!	
Mega Events	Financial Crisis		Pandemic			
Client Imperatives	'Frunovation'		Survive & be Relevant!		Value creation: Here & Now!	
IAD			▲ IAD'17	▲ IAD' 18	▲ IAD' 21	▲ IAD' 24
Key Milestones	Revenue \$78 M Genesis of L&T IES	Revenue \$500 M Incorporated as LTTS IPO		Won 1 st \$100 Mn Deal	Billion Dollar Milestone Crossed the \$1Bn milestone Go Deeper to Scale With Segments	
Deliberative Interventions	Established Auto & Aero Verticals	Integrated PES Launched UBIQWEISE	Focus on Digital Invest in ML & Deep Learning		EV Lab; Est. Poland, Munich, Peoria Digital centers 6 Big Bets & 6-Dimensional Glide Path	3 Segments, 3 Practices, 1 Region
Acquisitions			 		 L&T Smart World Safe & Smart Cities Communication	
Patents	<100		500+		1,300+	
Headcount	1,400+		17,000+		24,000+	

Our Billion Dollar Journey...



LTTS
Metamorphosis:

Competency based growth,
led by Mechanical
Services...

Transformed to Embedded
and Digital business...

We are now a New-Age
Digital Technology Company!

Mega Events	Financial Crisis		Pandemic		
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	Genesis of L&T IES	Incorporated as LTTS	IPO	Won 1 st \$100 Mn Deal	Crossed the \$1Bn milestone
Deliberative Interventions	Established Auto & Aero Verticals	Integrated PES	Focus on Digital	EV Lab; Est. Poland, Munich, Peoria Digital centers	3 Segments, 3 Practices, 1 Region
		Launched UBIQWEISE	Invest in ML & Deep Learning	6 Big Bets & 6-Dimensional Glide Path	
Acquisitions					
Patents	<100			500+	1,300+
Headcount	1,400+			17,000+	24,000+

Our Vision, Mission & Values

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

Our Six-Dimensional Glide Path

Strategy for Profitable, Sustainable & Inclusive Growth

Strategic Growth Areas

6 BIG BETS

- 01 EACV** Engineering the next-gen sustainable, digital, and self-driven mobility
- 02 MedTech** Engineering strength in medical devices & life sciences
- 03 NexGen Comms** Engineering NextGen connectivity from chip to factories across enterprises
- 04 AI & Digital Products** Engineering precision in digital manufacturing
- 05 Digital Manufacturing** Engineering precision in digital manufacturing
- 06 Sustainability** Enabling net-zero carbon footprints across segments

LTTS 3.0: Pivoting on Our “Go Deeper to Scale” Strategy...

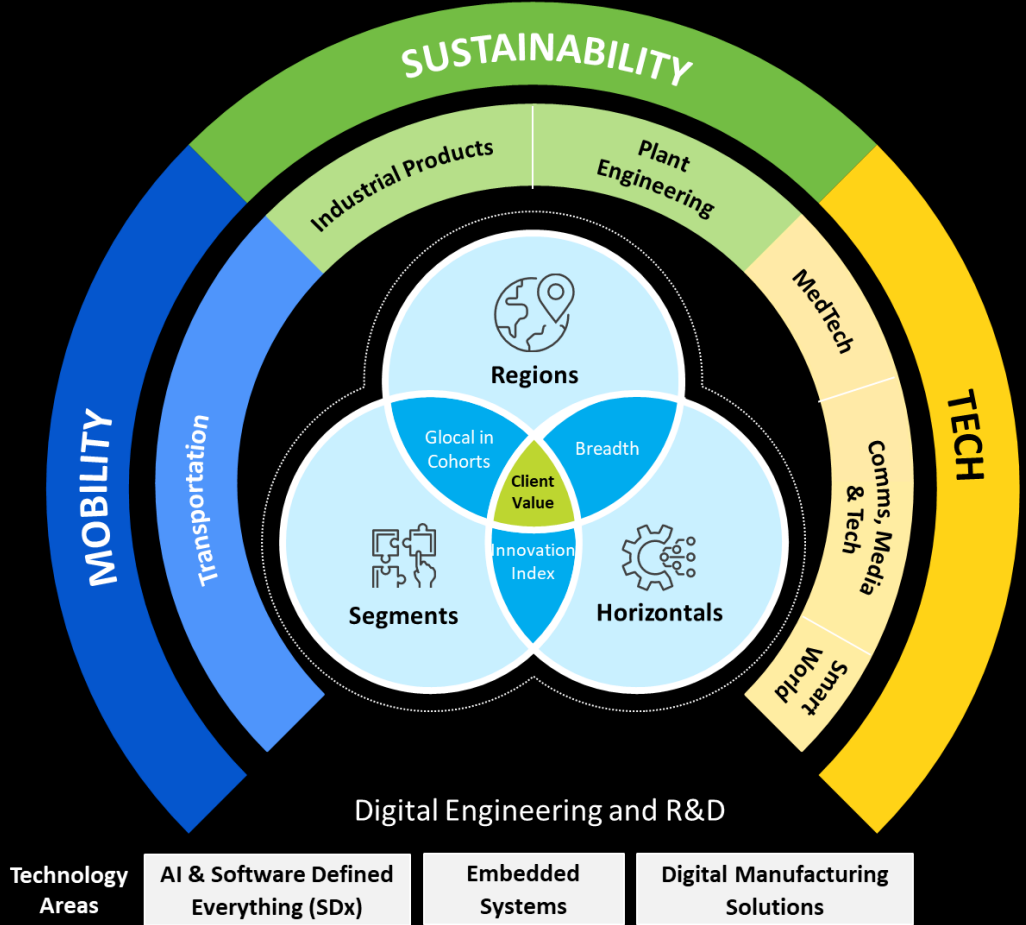
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- A Culture of Learning
- Results with Accountability



Led by an Experienced and Proven Global Leadership Team



CEO & MD



Executive Director



Executive Director



CFO



CTO



CHRO



CMO



Strategy

Segments



Mobility



Sustainability:
Process



Sustainability:
Industrial



Tech:
CMT



Tech:
MedTech



Tech:
Smart World



Regions

Horizontals



Digital Mfg. Services



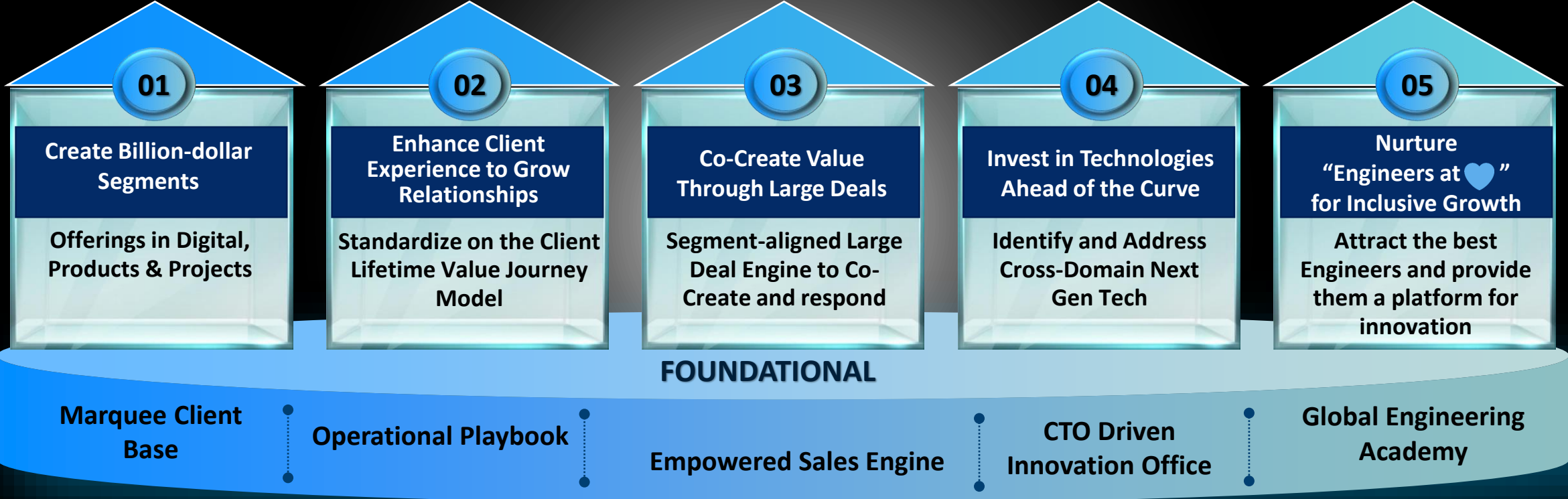
AI & S/W Defined Everything






Embedded

How Will We Get There...

GROWTH VECTORS



Create Billion-Dollar Segments...

<p>Overview</p>	<p>Mobility</p> <ul style="list-style-type: none"> 100+ Global Clients 45+ Labs 315+ Patents 8/10 G-ER&D 100 	<p>Sustainability</p> <ul style="list-style-type: none"> 160+ Global Clients 30+ Labs 500+ Patents 6/10 G-ER&D 100 	<p>Tech</p> <ul style="list-style-type: none"> 110+ Global Clients 40+ Labs 600+ Patents 8/10 G-ER&D 100 			
<p>Growth Rate</p>	<p>19% CAGR</p>		<p>13% CAGR</p>		<p>18% CAGR</p>	
<p>Strategic Areas</p>	<p>Software Defined Mobility</p> <p>Electrification & Hybrid Tech</p> <p>Vehicle Engineering</p>	<p>Projects Engineering Green & Brownfield</p> <p>Plant Modernization & Automation</p> <p>Digital Technology</p> <p>Sustainable Manufacturing</p>	<p>Product Engineering</p> <p>Energy Transition</p> <p>Manufacturing Modernization</p> <p>Alt+Shift to Platform Solutions</p>	<p>Silicon Engineering</p> <p>Device Engineering</p> <p>Platform Engineering</p>	<p>System Integration</p> <p>Digital Manufacturing</p> <p>Digital Health</p>	
<p>Regions</p>						
<p>Major Markets</p>						

Enhance Client Experience to Grow Relationships

G45: Client Lifetime Value Journey Program

Zero Defects quality of engagements

Transparent QBRs with quality matrices

Multi-Touchpoints across Client personas

Help Clients on Core-to-Context paradigm

360° feedback with Client Advisory Council

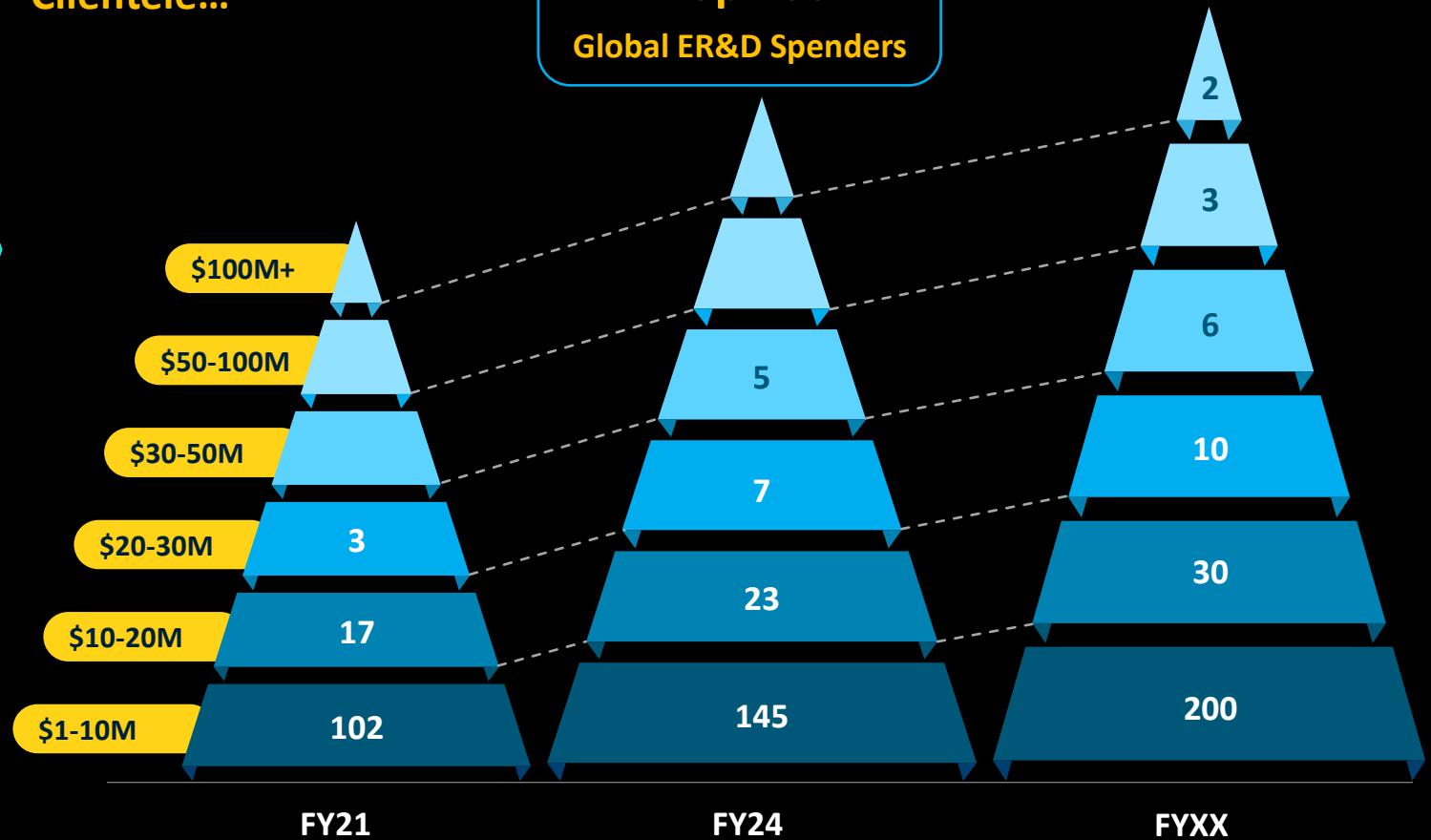
Leverage Partner Ecosystem to Accelerate Growth

Enabling local Technology Conversations: In-Geography Practice SME's and Sales team

Leading to Growth Across Account Pyramid

Our Clientele...

60 of Top 100 Global ER&D Spenders



Co-Create Value Through Large Deals

We have been winning Significant Deals...

\$50M - \$ 100M Deals



Luxury car manufacturer
high end engineering services for suite of infotainment consoles



Global aerospace & rail major
Preferred engineering partner for its technology unit in Canada



Global Oil Major
Partnership in engineering, manufacturing services, digital and enterprise data management.

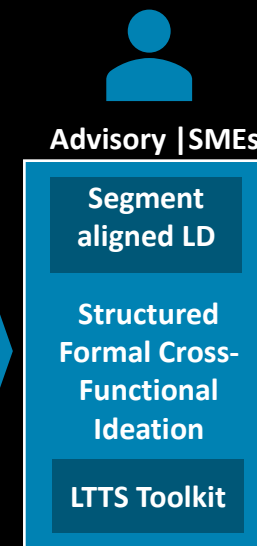
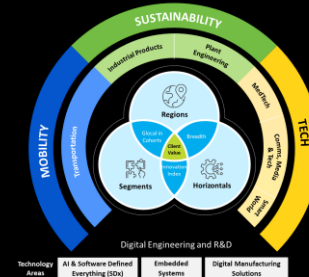


Maharashtra State Cyber Department
First-of-its-kind Cybersecurity program in India worth \$100M



Healthcare technology provider
Large scale part-to-print verification activities for medical devices

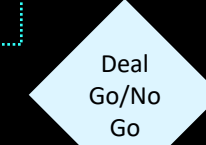
We have Re-wired our Large Deal Engine for 2X Pipeline infusion



Funnel Mgmt.



CXO Cadence

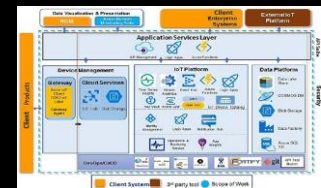


Governance

Proposal Mgmt.



Winning Propositions



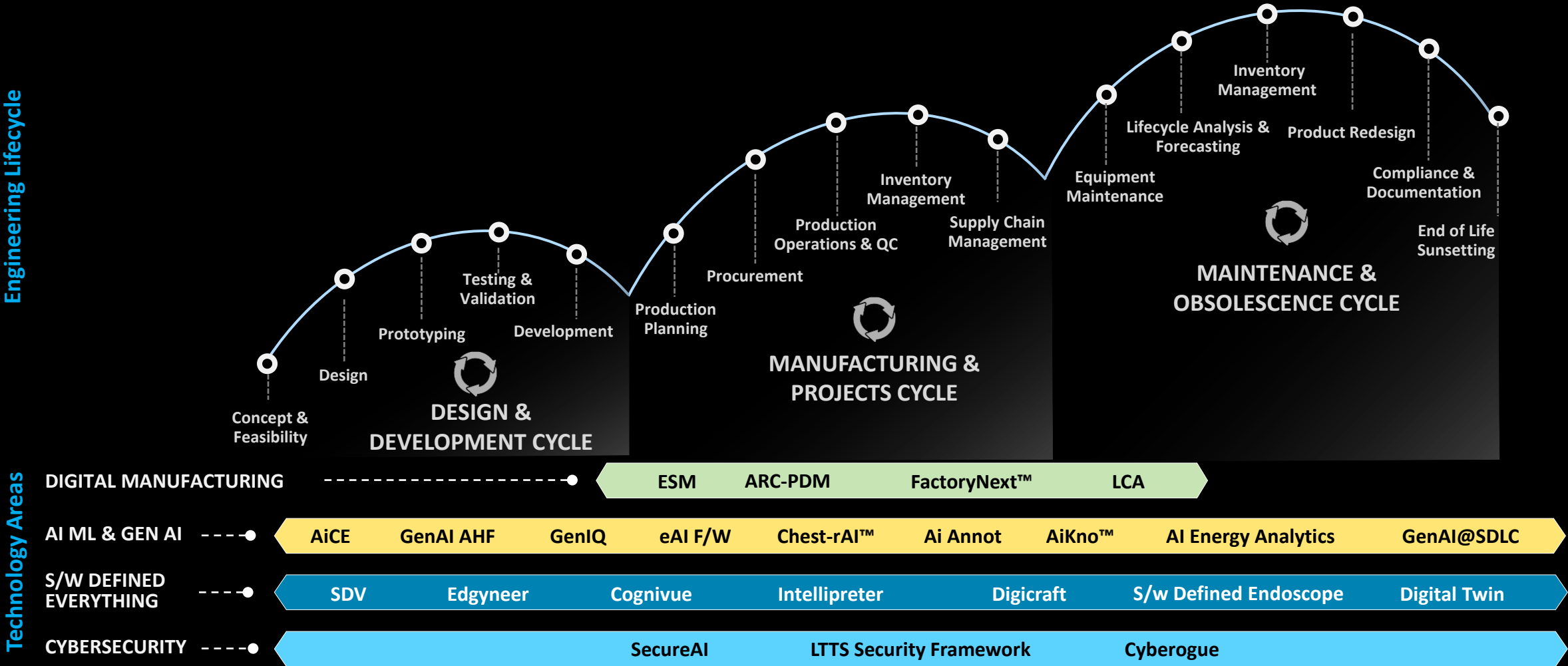
Large Deals Momentum

\$100 M+
\$50 - \$100 M
\$25 - \$50 M

	FY24	FYXX
\$100 M+	1	2
\$50 - \$100 M	1	4
\$25 - \$50 M	2	8

Invest in Technology Areas Ahead of the Curve

We have gone from filing 50 Patents/Year in FY21 to 50 Patents/Quarter for the last three years



Nurture “Engineers at ❤️” for Inclusive Growth



Grooming Young Technocrats for Tomorrow



Talent-on-Tap Recruitment Engine

Innovative Recruitment Model

- AI enabled Hiring platform
- “In plant” recruiters from vendor

Talent Brand Building

- Strong Talent branding among Talent communities
- Platforms to spot Tech talent



Fresher Hiring

- Targeted hiring from Top 100 Campuses



Proliferating a Culture of Innovation and providing a Tech-track for Growth



Open Innovation initiative



Bringing The Technical Prowess To the Front



Knowledge Sharing Platform



A Collaboration Platform To Foster & Showcase Innovation



Addressing Industry Challenges from Seasoned Professionals & SMEs



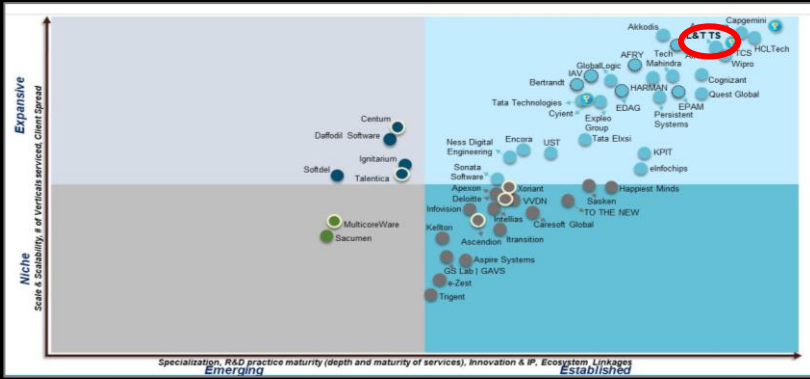
AI Hackathon on Next Gen Technologies

GEA: Building Cross-Domain Engineers at Scale

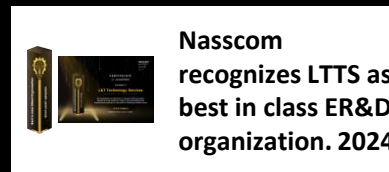
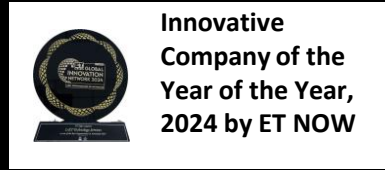


Validating our Journey and Progress...

Zinnov: Digital Engineering and ER&D Services- Overall ER&D Ratings 2023



Awards and Accolades



Manufacturing Smart Industry Services 2023



LTTS in the News

Forbes
Driving the future: Software-defined vehicles and the dawn of digital mobility

FORTUNE INDIA
LTTS CEO: Why ER&D is outpacing IT as technological changes accelerate

mt manufacturing today
How 'The Fifth Revolution' is shaping the Company and Industry's Future: LTTS CEO

AUTOMOBIL ELEKTRONIK
Reshaping User Experience with Software Defined Vehicles

We Continue to Touch Lives in Meaningful Ways ...



FY24 Impact



Education &
Skill Development

23,700+



Health

44,100+



Water

2,300+



Sports for
Differently Abled

150+

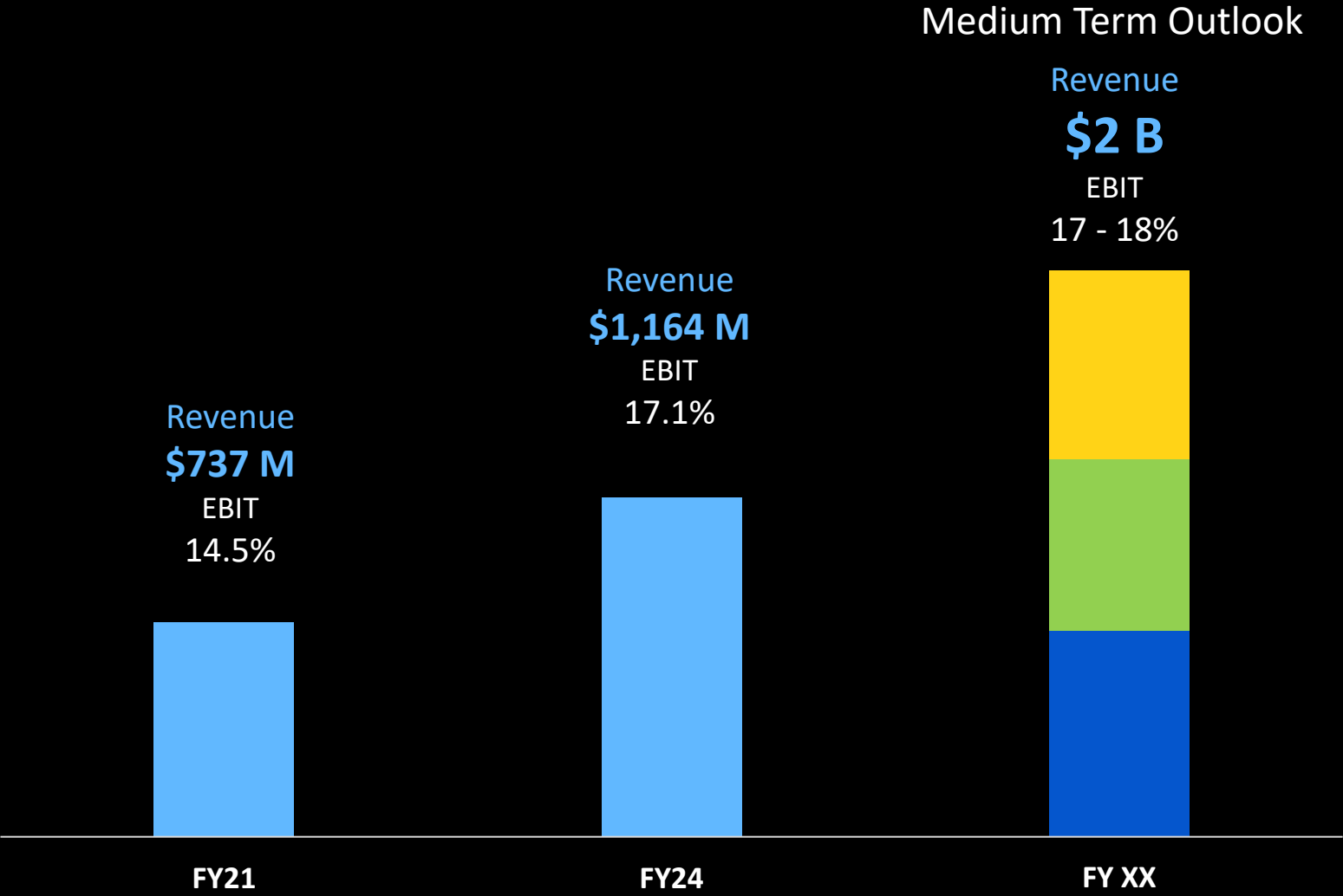


Environment

6,700+

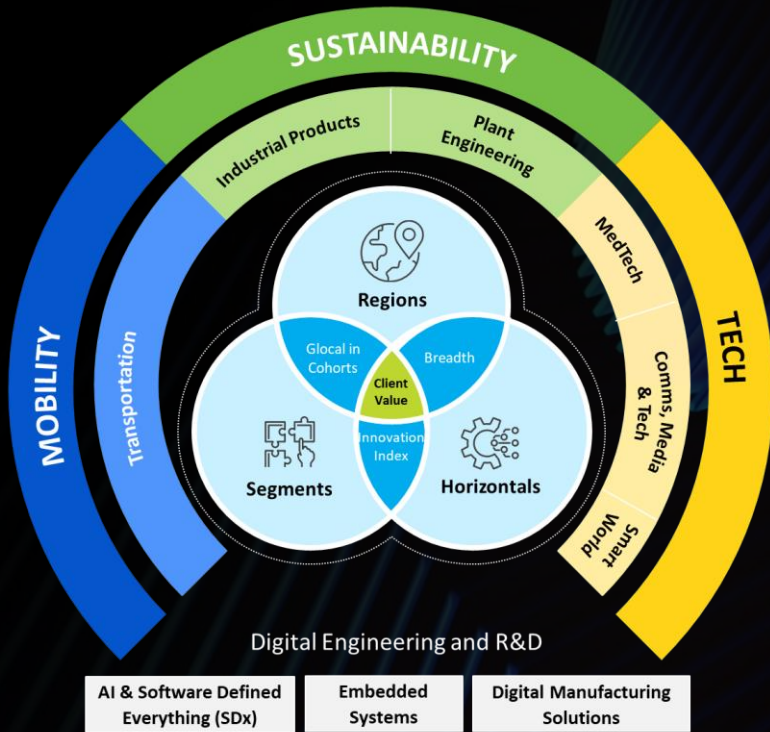


Our Aspiration...LTTS 3.0



- 01 Top 5 Global ER&D Services Company
- 02 3 Billion-dollar segments
- 03 Technology Partner of Choice
- 04 2500+ Patents
- 05 Values Driven, Inclusive, Client Centric Organization

'Go Deeper to Scale'



Purposeful.
Agile.
Engineering.

Thank You

#GoDeeperToScale

Mobility

Alind Saxena

Executive Director & President – Mobility & Hi-Tech

Shailendra Shrivastava

Chief Segment Officer - Mobility



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Mobility Segment



8000+ Engineers		300+ Patents		20 M+ Vehicles Engineered	
2021	2022	2023	2024	2021	2022
Automotive Hub established in Munich	5 Yr. Infotainment deal with EU OEM	5G networks for urban railways	Empaneled as SDM Partner with EU Auto OEM	90M+ Auto-Tier-1 EV transformation	Global Strategic Engineering Supplier for EMES3 for Airbus
Skywise Partner for Airbus	\$20 M strategic partnership with Off-Highway Major	1st IP sale of Track Inspection solution TrackEI	70 M+ Auto Tier-1 Business Consolidation	Digital Transformation Partner for Railroad major	
\$20 M+ Accounts					
0		1		4	
0		1		6	

Key Market Growth Drivers

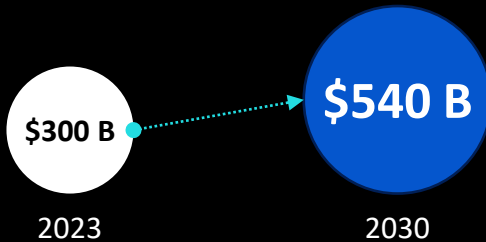


AUTO

\$3 T

Market Size
by 2030

Global ER&D
Spend



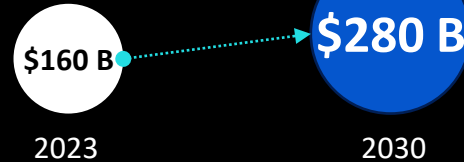
Key Growth
Drivers

- Software Defined Mobility – Feature-as-a-Service
- Electrification
- Enhanced User Experience - Smart Cockpits
- Advanced Safety



T&OH

\$2 T

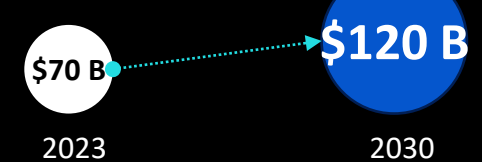


- Sustainability – Drive towards Electrification
- Logistics Automation - Autonomous
- Asset Utilization
- Urbanization & Infra investment



AEROSPACE & RAIL

\$1 T



- Short Haul Flights - Urban Air Mobility
- AI adoption for Air Traffic Management
- Multi Modal Transport connectivity
- Rail Modernization and Speed

Our Strategic Areas



1

SOFTWARE DEFINED MOBILITY

Onboard

EE Architecture &
Vehicle Software

Offboard

Connected Services
Apps

Development Environment

Virtualization &
Digital Twin



2

ELECTRIFICATION & HYBRID TECH

Powertrain

Alternate Fuel &
Hybrid

Energy Function

BMS, Packaging

Charging Infra

Onboard, Offboard
& Wireless

Power Electronics

Inverter, Converter,
Motor Design



3

VEHICLE ENGINEERING

Body Engineering

Platforms, Interiors &
Exteriors

Avionics

Flight Control, In-Flight
Entertainment, Power
Generation

AI Powered Product

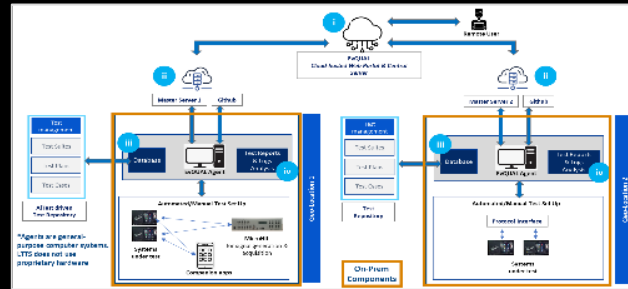
Development
Product Design Cycle
Optimization

Digital Manufacturing

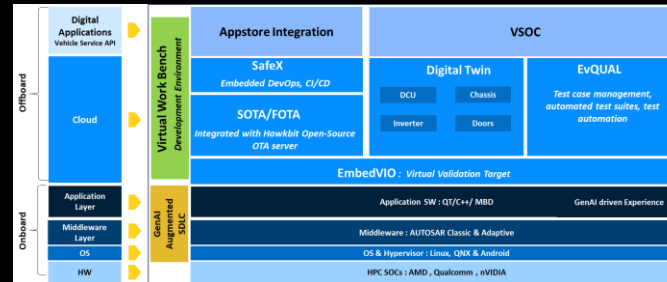
Layout optimization,
Asset Performance

Software Defined Mobility

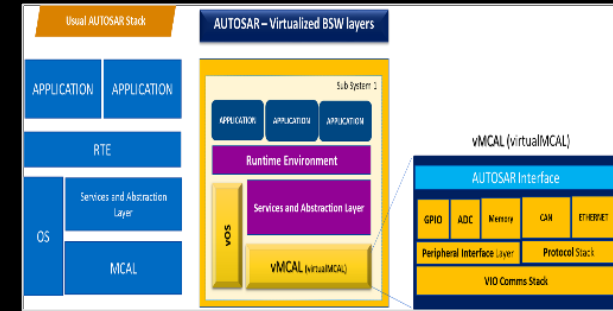
DEVELOPMENT FRAMEWORK | SOLUTIONS | ACCELERATORS | LABS



EvQUAL



EmbedVIO

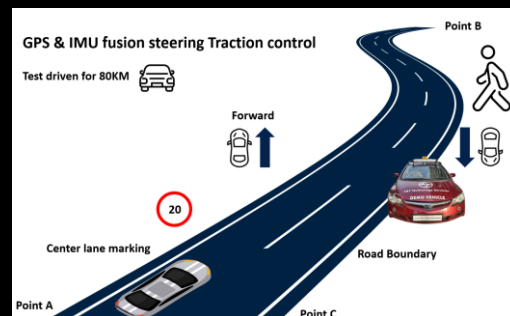


ONBOARD

OFFBOARD



Digital Cockpit



AV Stack & Algorithms



Data Management & OTA



App Store & App Engineering

Electrification & Hybrid Tech



6 OEMs / 10 Tier-1s
Globally



50+
Production Programs

KEY ENGAGEMENTS



NA Auto Tier-1 - Strategic EV
Engineering partner

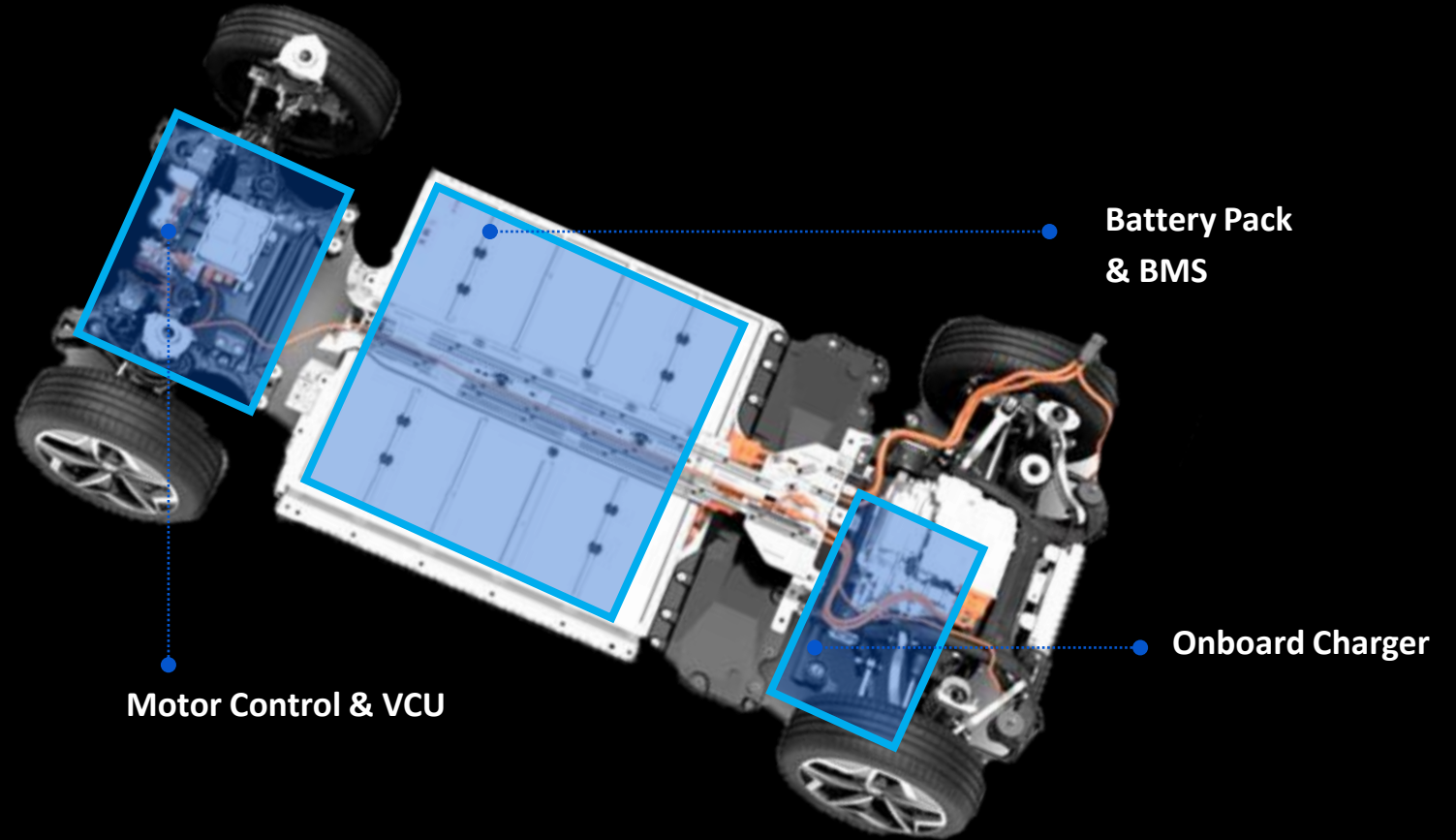


NA construction & mining OEM -
High voltage 800V EV platform
development

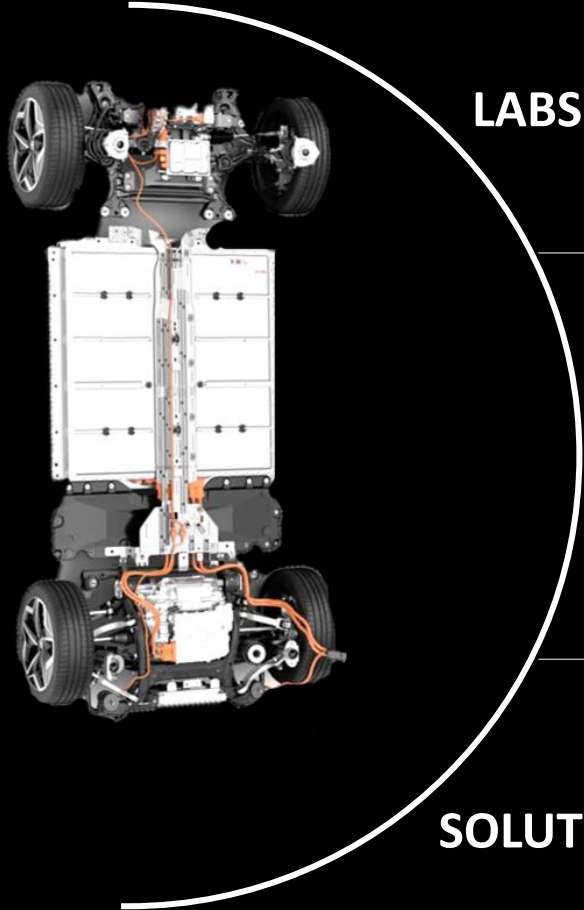


eVTOL OEM – e-propulsion
design & simulation

ALLIANCES & PARTNERSHIPS



Electrification & Hybrid Tech



LABS

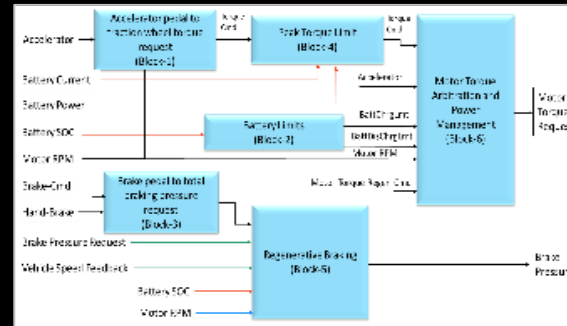


Electrification Lab

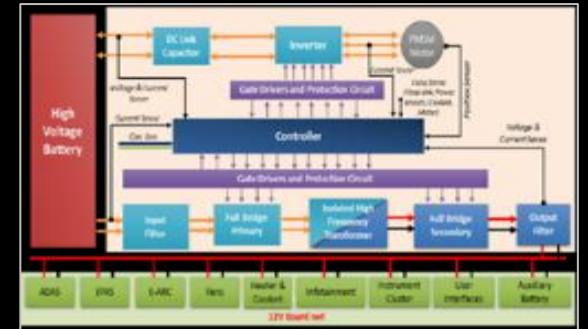


Power Electronics Lab

ACCELERATORS

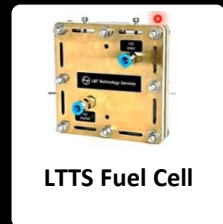
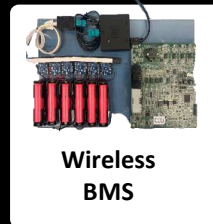


Vehicle Control Unit Software



Motor Control

SOLUTIONS



Vehicle Engineering


 50+ OEMs & Tier-1s

 80+
Production Programs

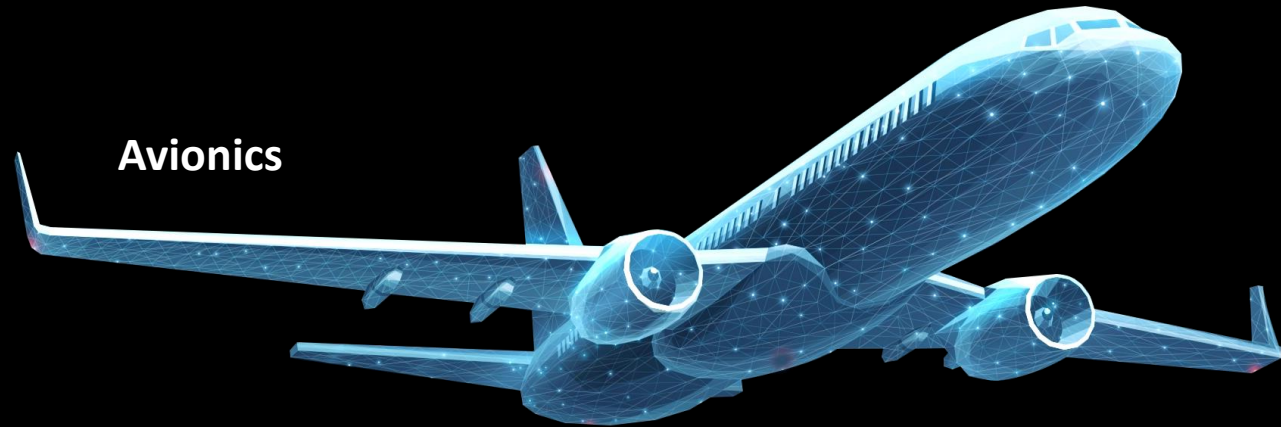
KEY ENGAGEMENTS

 NA/Japanese OEM - 5+ Model
Year program

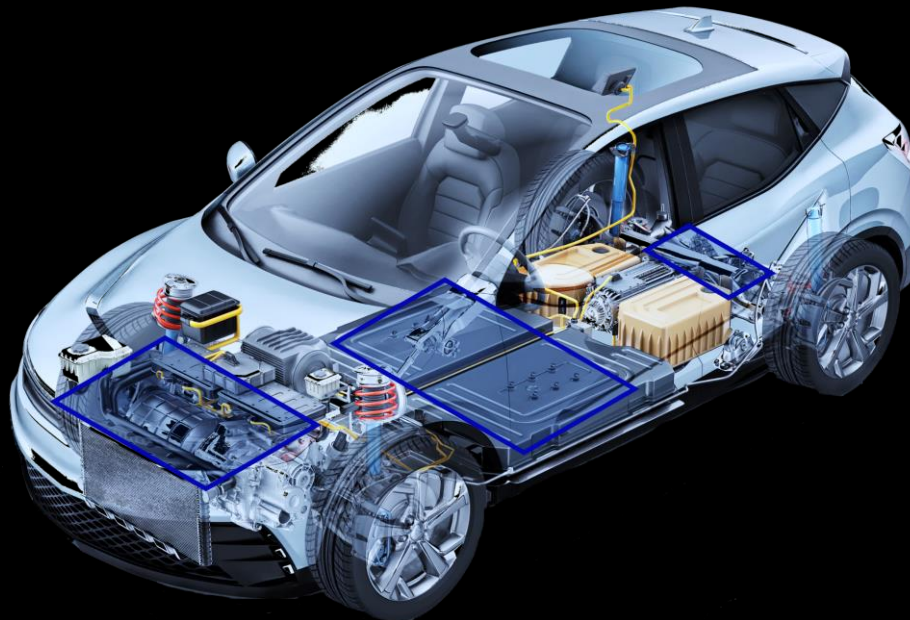
 NA powersport OEM -
NPD from concept to SOP

 Global Aero OEM -
Simulation CoE & EMES3 partner

ALLIANCES & PARTNERSHIPS



Avionics



Body Engineering

Vehicle Engineering

Avionics



HuD display SW development

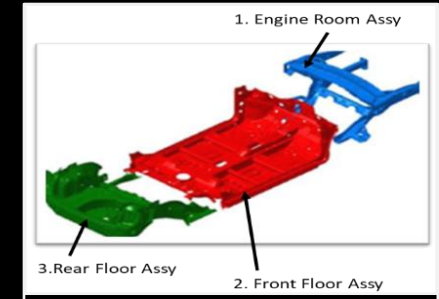


Flight Control Computer



Haptics on Soft Trims

Body Engineering



Platform Commonization



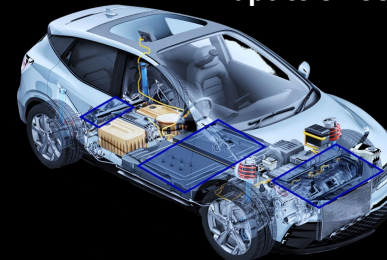
Digital Manufacturing



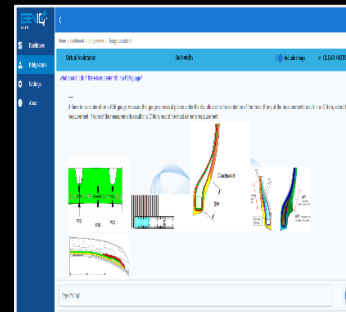
I4.0 Implementation – Process Automation, Energy, Labor reduction



AR/VR– Digital Manufacturing



AI/GenAI Powered Product Development

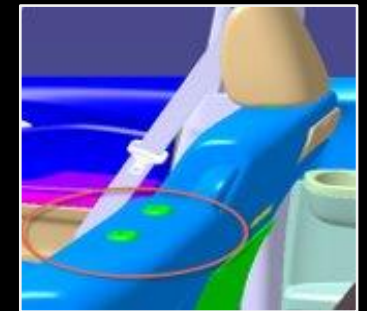


GenAI Assistants

Product Design Assistant
Information from internal documentation

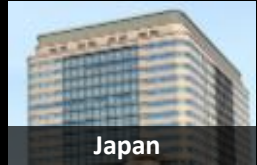
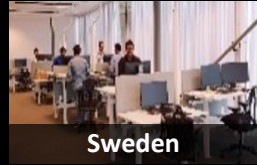
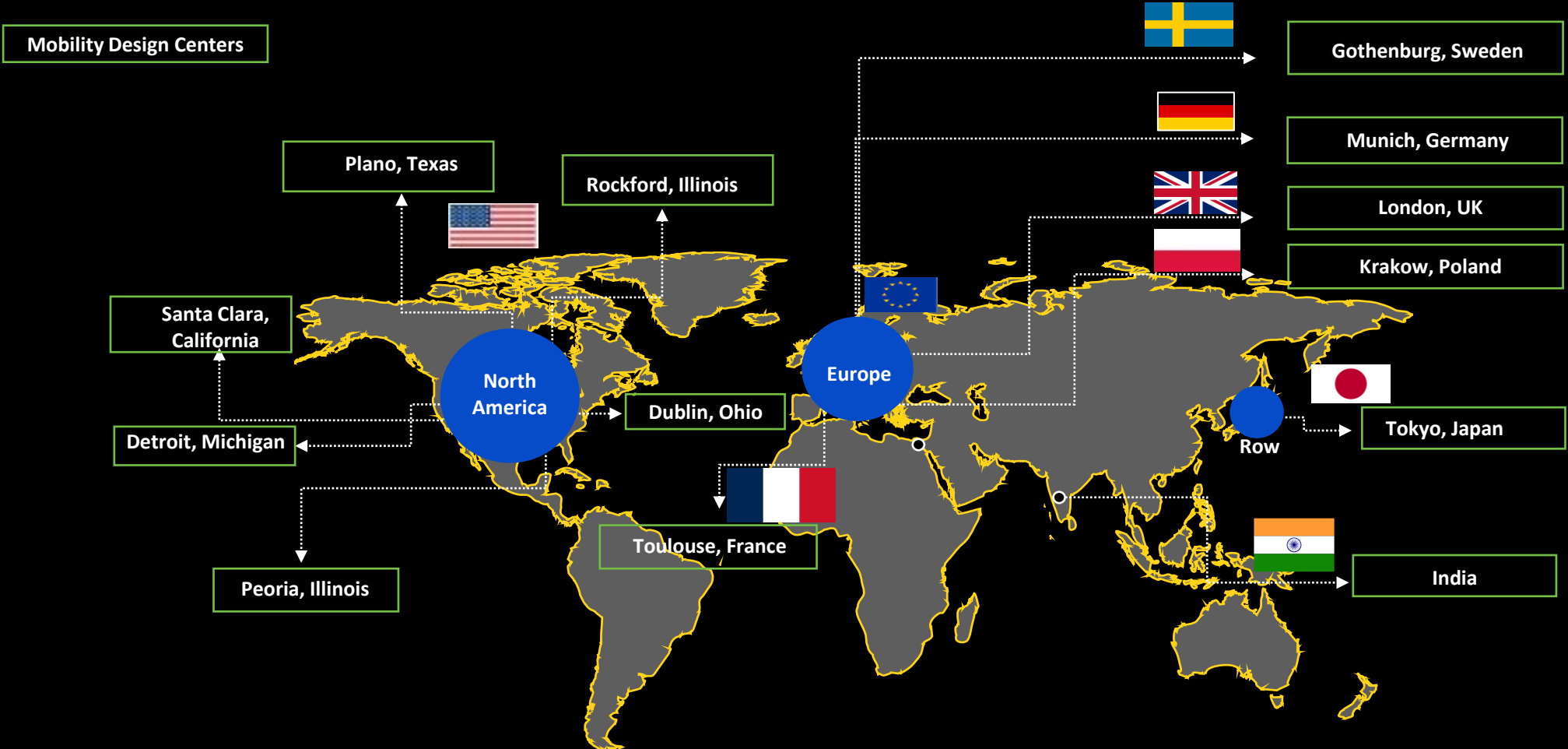
DVP AI assistant
Design Verification Plan for R&D

FMEA AI assistant
FMEA report for Digital Cockpit

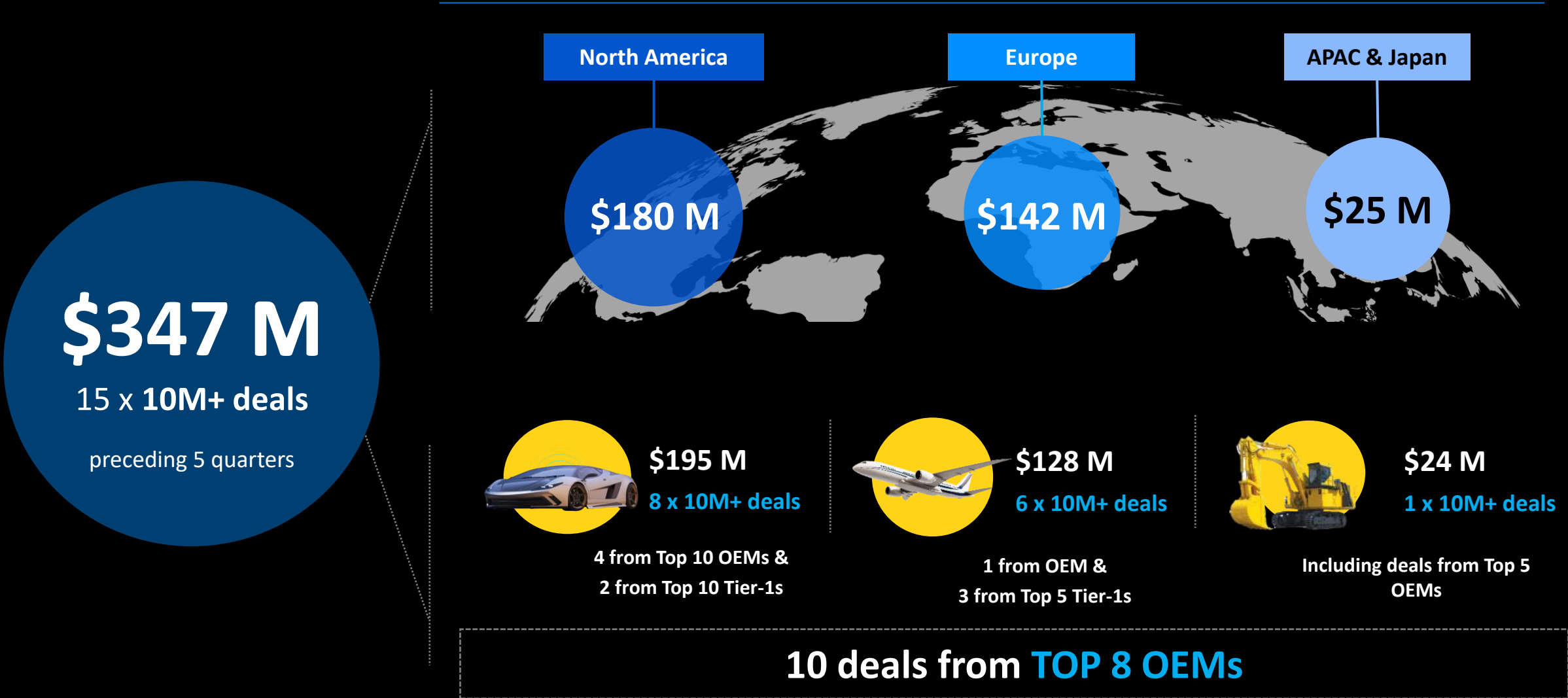


AI based Digital Model Check

Multi-Geo Engineering Strategy

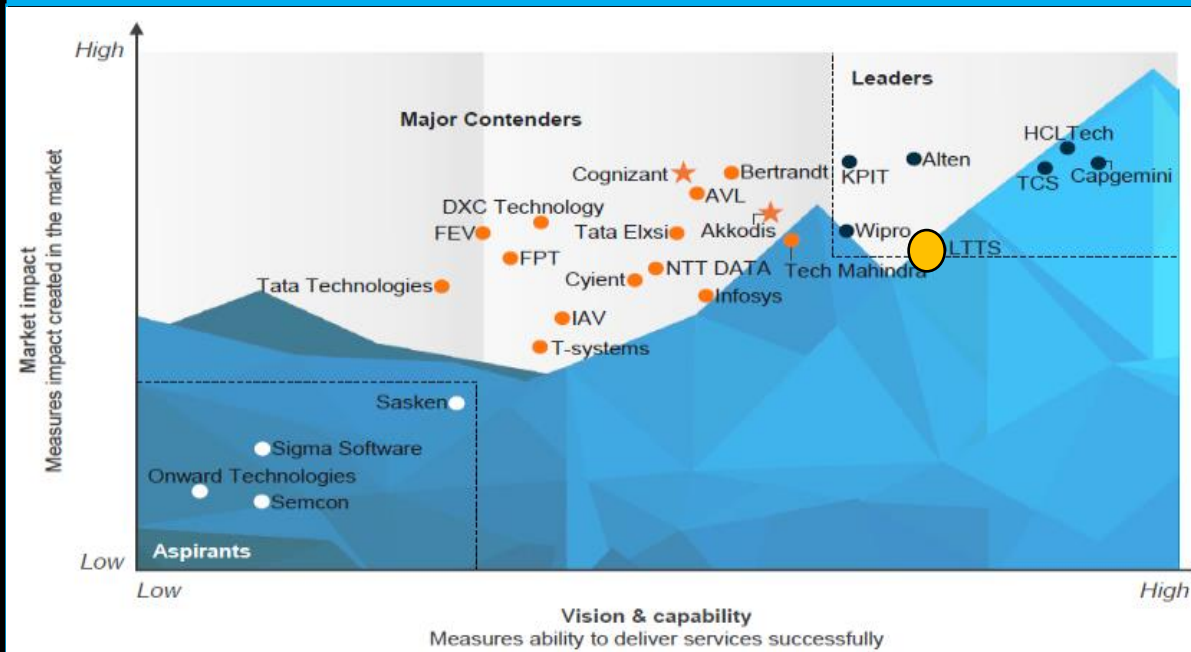


Large Deals - Strong Momentum



The World has Taken Notice...

Everest: ACES Automotive Engineering Services – Electric 2023



ISG: Product Engineering - Autonomous, Connected, Electric & Shared



Rated as leaders across Connected, Electric, Autonomous & Aerospace segments

... and Recognized us as a Trusted ER&D Partner

Awards and Accolades

John Deere Partner-level Supplier



Innovation in EV Charging Infrastructure

Collins Aerospace Top Supplier of the Year

LTTS in the News

BlackBerry



“ Collaboration to offer suite of automotive technologies for SDVs

“ Revolutionizing Automotive Infotainment with Digital Twin Technology

Thales

“ Collaboration to provide innovative business models to customers

Airbus

“ Established Simulation Centre of Excellence

Forvia

“ Strategic Partnership on Ultra-Low Emissions Engineering in Germany and India

Where will the Growth Come from

■ Software Defined Mobility
 ■ Electric Vehicle
 ■ Vehicle Engineering + Avionics

Revenue: **\$1 B**

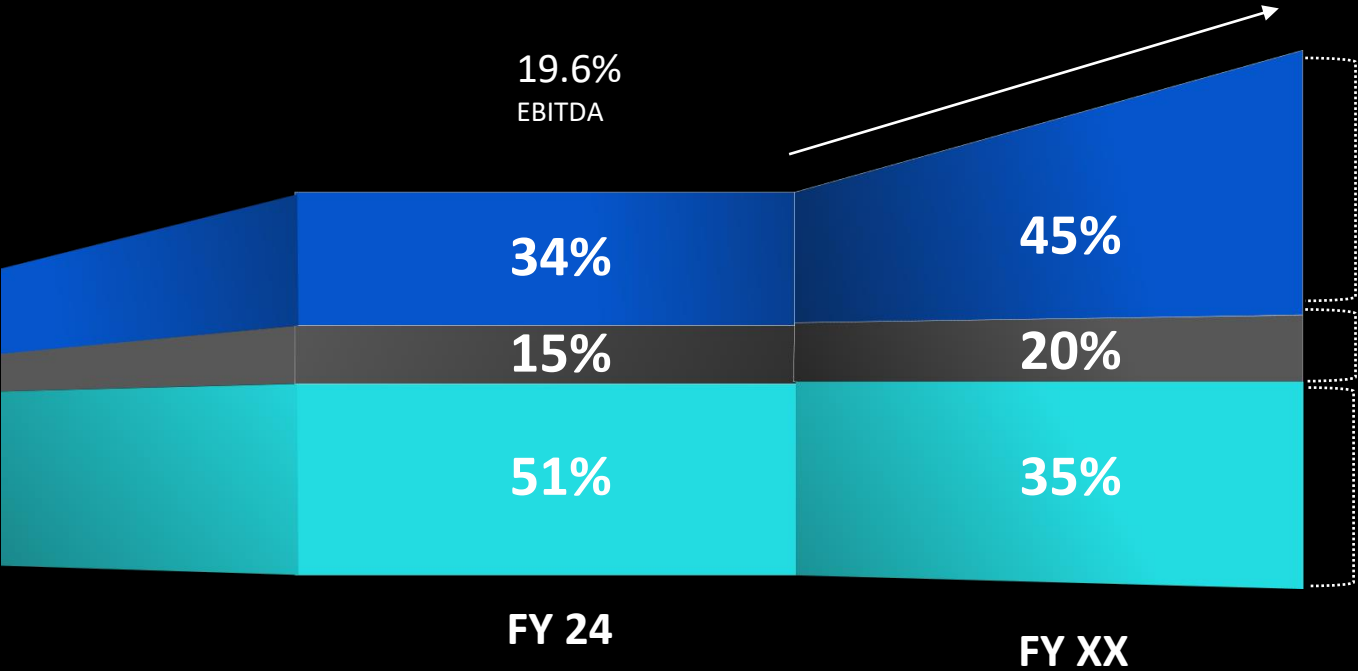
\$382 M

Revenue

EBITDA: **20% - 22%**

19.6%

EBITDA



Software Defined Mobility - Hypergrowth

- Transformation partner
- Differentiated Solutions & frameworks
- Alliances with Hyperscalers

Electrification & Hybrid Tech - Accelerate

- Build on hybrid solutions to cater changing OEM needs
- Component testing : Utilize existing capabilities and test infra

Vehicle Engineering - Steady

- Annuity business
- Spend consolidation

**Purposeful.
Agile.
Engineering.**

Thank You

#GoDeeperToScale

Sustainability

Subrat Tripathy

Chief Segment Officer – Process

Srinath Nagarur

Chief Segment Officer – Industrial



Investor & Analyst Day 2024

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Sustainability | A Global Phenomena and a Growth Market

“Sustainability is to create and maintain the conditions under which humans and nature can coexist to support present & future generations.”

- Environmental
- Economical
- Social

Evolution of Sustainability



2015

Modern era of sustainability
- UN SDG goals



1950-2014

Air Pollution Act
to Earth Day to Our
Common Future
to Green Brands



1892-1949

National parks to land,
water, wildlife, and
energy conservation

UN SDG



Our Focus Areas

Sustainability Indicators

98%

of CEOs agree
sustainability is their
responsibility

34%

of the world's largest
companies have set net-
zero targets by 2050

2.6x

ESG high performers
deliver a higher total
shareholder return

7.1x

Higher CAGR for
products with
sustainability labelling

2+ B

Increase in global
population by
2050

\$12 T

market growth due to
sustainability actions by 2030
across 11 categories

Trends | Higher Demand Driving Capex & Technology Adoption



~ \$1.1 T

Global CAPEX in 2030 - expected to grow from \$800 B in 2023



~ \$460 B

Global CAPEX in 2030 - expected to grow from \$250 B in 2023



~ \$980 B

Global CAPEX in 2030 - expected to grow from \$720 B in 2023

Oil & Gas



Continued stable demand for oil: 75 MBd → 102 MBd from 2000 to 2023 and expected to reach 110 MBd by 2030



Strong demand for gas: Production increase from 2.4 TCM in 2002 to 4 TCM in 2022 and is expected to grow to 5.3 TCM by 2030



Sustainable production with focus on safety, efficiency, and increased productivity



Consolidation of assets and technology to reduce carbon footprint / fuels to petrochemicals (O2C) / CCUS

Chemicals



Consistent higher demand forecast for specialty chemicals, agro-chemicals & CPG chemicals



Rising investments in Circular Economy - Plastic Recycling & Waste to Energy



Chemical industry supports more than 75% of all emissions reduction technologies needed to meet net-zero goals by 2050



IRA act fueling new projects in Semcon, Li batteries, Solar Panels: all need Specialty Chemicals

FMCG



Increase in demand for FMCG products across sub-segments



Continuously changing supply chain risks (Asia) & demography - Companies go Glocal



Value chain digitization sped up by AI, AR/VR



Value-consciousness driving innovation

Growth in demand for project engineering and digital for higher productivity, efficiency and reliability

Source: Market Research

Our Strategic Areas



**Projects Engineering-
Green & Brownfield**



**Sustainable
Manufacturing**



**Plant Modernization
& Automation**



**Digital
Technology**



Opportunities

Projects Engg. - Green & Brownfield

Capex inflow in conventional energy

Consumerism & customization

Global initiatives

Increasing demand for EPCm

Sustainable Manufacturing

Emission Reduction Projects

Hydrogen drive

Net-Zero – WAGES*

Circular Economy

* WAGES – Water, Air, Gas, Electricity, Steam

Plant Modernization | Automation

Legacy equipment upgrade

High Speed Manufacturing

Cost effective speed-to-market

Affordable automation to fill skill gap

Digital Technology

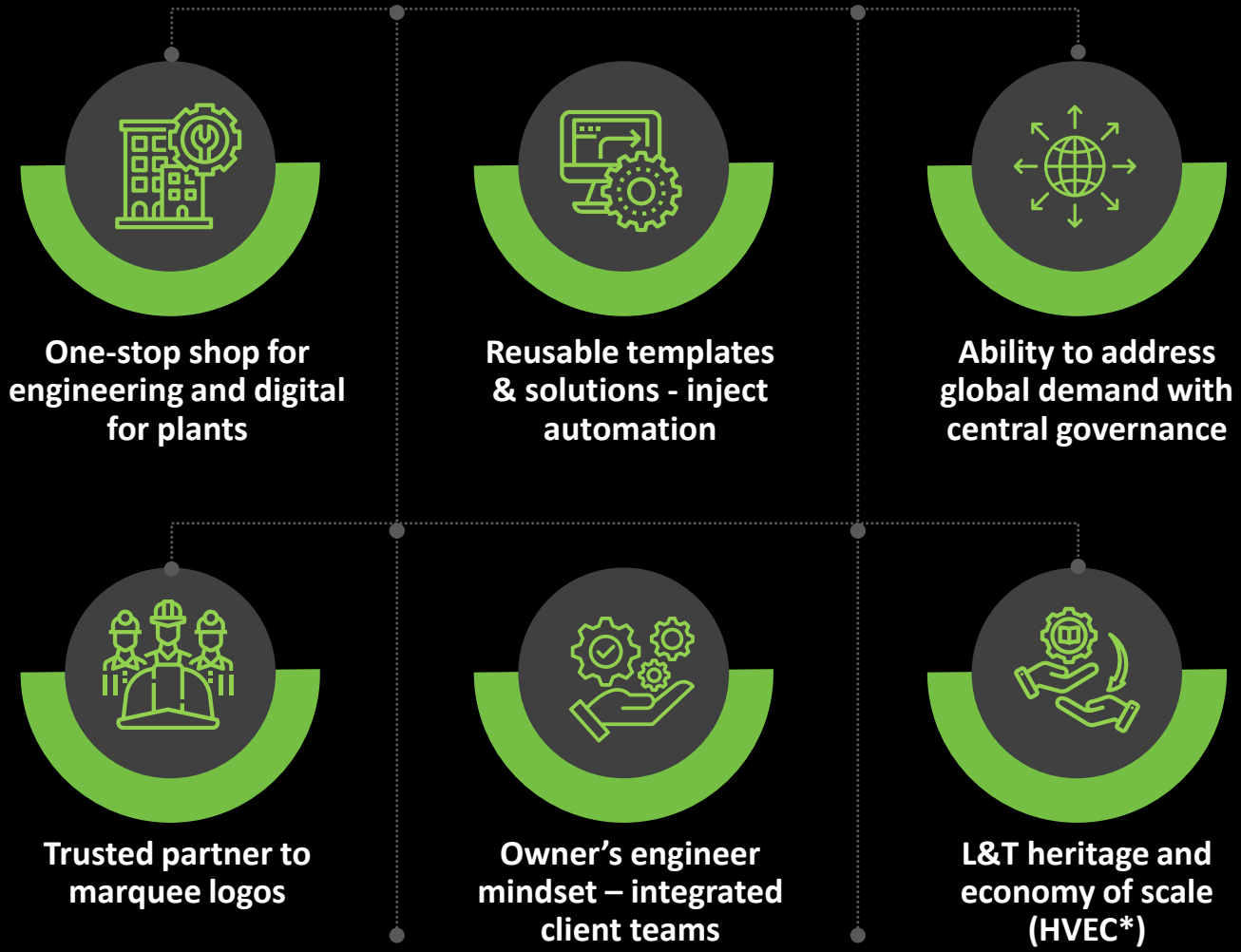
Asset health

Predictive maintenance

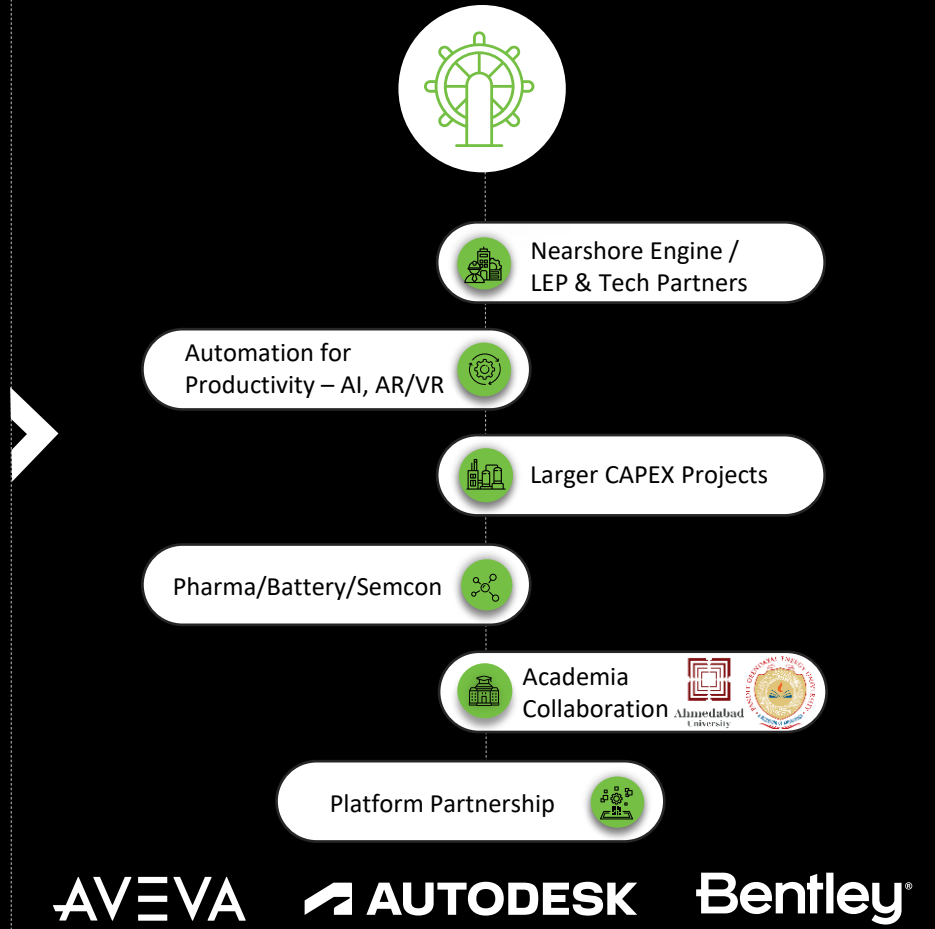
Digital twins

Digital for Project

Our Differentiators and Future Proofing



Future Proofing Our Leadership Position



Continue to be a highly profitable business for LTTS and a leading engineering partner for our customers

* HVEC – High Value Engineering Centre

Impactful Credentials



\$100 Mn Deal
Owned & Delivered with an O&G major in NA



Partnership with bp
Projects, Operations, Maintenance and Low carbon initiatives



Partnership with Shell
Multi-year integrated Engineering, Procurement, Digital, PM Consultancy



15 Yrs.+ Engagement
With Global Home & Personal Care Major; LTTS presence @ 40+ sites



Swift Ramp-up
Global CAPEX program of Agri Major worth ~\$3B+ TIC in NA & EU in a short span of 6 months



Global O&G engagement | Engineering, Procurement & Site Services | Net-Zero Emission & Fuel Optimization | Digital for Assets



IPA Plant | Brownfield Expansion | Scanning | Constructability Studies | Capex Savings with India Sourcing



Massive Edible Oil Refinery | Rough terrain, weak soil | 150+ Prefab Tanks | Multi-contractor Interface | Challenging Schedule



Multi-site Mechanical Integrity (MI) Program | Corrosion Management | Asset Reliability & Safety Management



Asset Healthcare | AI, IoT & Data Analytics-Led Solution | Anomaly Detection | Petrochemical Major



Food Processing Plant | High water-table | Construction Challenges | Unfavorable weather

Global Clientele

5
of the Top 5
Global O&G majors

7
of the Top 10
Consumer Goods Brands

3
of the Top 5
Beverage Brands

4
of the Top 10
Food Brands

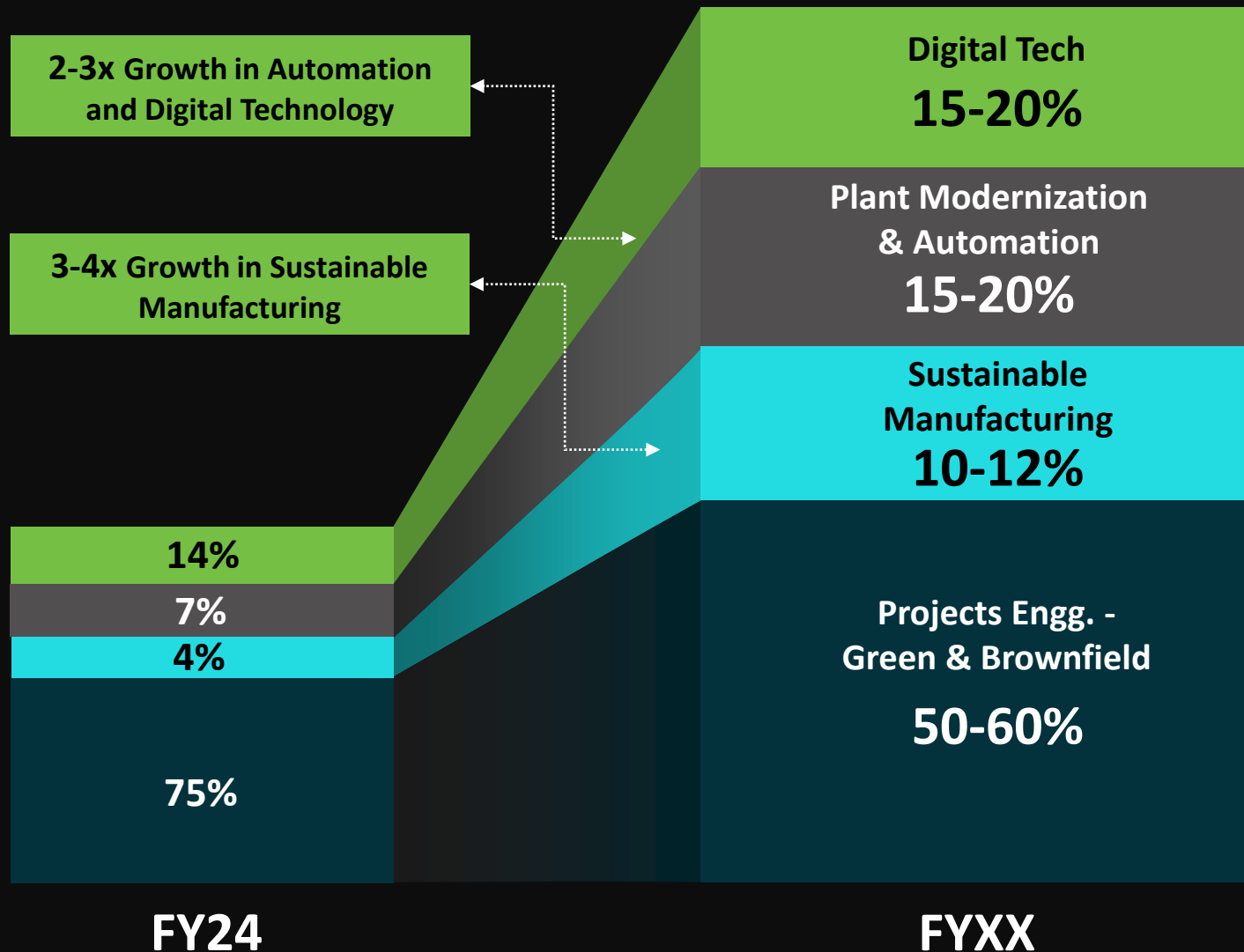
Large Deal Themes

Capex & Multisite Engineering

Multi-year and Annuity Business Model

Digital Rollout– Operational Excellence / Productivity

Our Growth Vectors



Focus Areas

Digital Technology

- Predictive Maintenance
- Overall Equipment Effectiveness (OEE) Solutions
- Asset Health, Reliability & Integrity
- Digital Twin
- Plant Operational Safety

Plant Modernization & Automation

- Legacy Plants Transformation
- Digital Twin and Simulators
- Automatic Packing Lines
- Automated Storage Solution
- Advanced Process Control
- Robots & Co-bots

Sustainable Manufacturing

- Emission Reduction
- Energy Transition
- Energy & Water Mgmt.
- Hydrogen
- Circular Economy

Projects Engineering - Greenfield & Brownfield





- Project Consultancy
- E/EP/EPCm Projects across O&G, Chemicals, FMCG and Adjacent Domains
- Facility and Large Project
- Pre-FEED, FEED, DED Services
- Standards/Procedures Optimization

Trends and Customer Focus Areas



~ \$300 B
Global Electrical Controls Market in 2030





Electrical Power & Controls

-  Proliferation of Renewable Energy and its integration with the current energy systems (35% of current global electricity is through renewables)
-  AI based smart power management (Adaption of AI in more than 30% of smart city applications by 2025)
-  Advancements in Energy Storage solutions
-  Digital intelligence driving enhanced energy security and grid resilience



~ \$1.9 T
Global Machinery Market in 2030

Machinery

-  Focus on energy efficient machinery products leading to large scale legacy equipment upgradation
-  Increasing adaption of digital thread, automation and smart technologies across PDLC (75% of enterprises are pursuing and adopting automation within their ops)
-  Enhanced throughput and safety using AI & Machine Vision enabled robots
-  Adaption of Additive mfg. across diverse use cases leading to improved design & mfg.



~ \$1.2 T
Global Green Facilities Market in 2033

Building Technology

-  Build out Data centers and Giga-factories
-  Informed decisions about energy usage, space optimization through data science
-  Integration of IoT and AI in smart buildings
-  Advanced security systems prioritizing health and well being
-  Cloud-based Building Management System

Industrial Business moves with purposeful changes towards Sustainable and Smart Technologies

Our Strategic Areas



Product Engineering

Energy Transition



Manufacturing Modernization

Alt+Shift to Platform Solutions



Opportunities

Alt+Shift to Platform Solutions

Intelligent Edge	Digital Engineering Platforms	IT-OT Convergence	Digital Thread
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Manufacturing Modernization

Robotics & Automation	Virtual Manufacturing	Plant Digitalization	Apps & Analytics
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Energy Transition

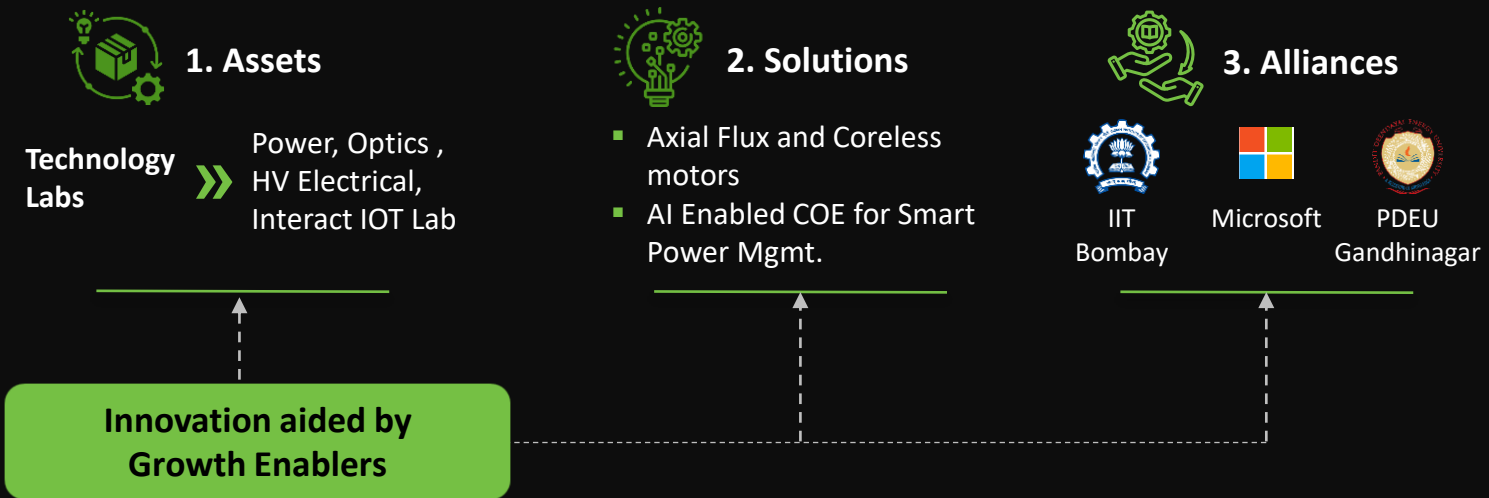
Renewable Integration	Fuel Cell Applications	Smart Grids and DERs	New Age Data Centers
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Product Engineering

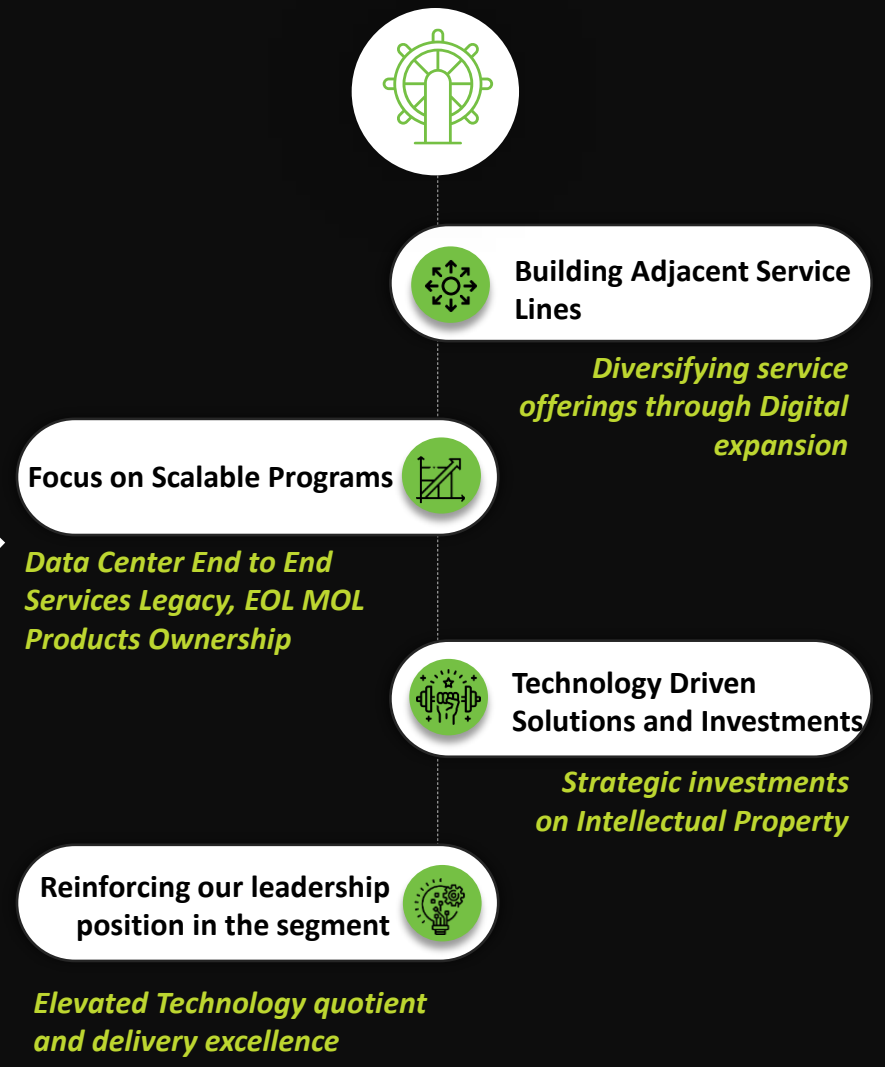
Product Dev. & Enhancement	Sustenance Engineering	Verification and Validation	Mfg and Supply Chain
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LTTS' Areas of Focus are aligned to our Customer Investments and Global Sustainability Initiatives

Our Differentiators and Future Proofing



Future Proofing Our Leadership Position



Credentials Enabling our Strategic Focus

8

6

4

Electrical Power & Controls



Leading Wind Turbine OEM



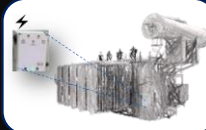
Digital | Factory Injury Reduction through Data Science

Major Intelligent Automation Conglomerate



Digital | Power Management products & IIOT Solutions for Energy Monitoring

Technology leader in electrification & automation



R&D | Sensorization of Transformer for Health Monitoring

of the Top 10 Global Automation Conglomerates

of the Top 10 Building Tech Organizations

of the Top 5 Renewable OEMs

Value to our Customers



Machinery

World's Largest Tool company



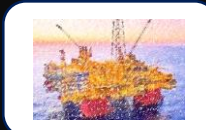
NPD | End to End PDLC Transformation

Cleaning Products Major



Design | Product Transformation on Floor cleaning Equipment

Largest Oil Services Organization



Digital | ETO, SW Modernization for Capital equipment utilization



Larger Programs Resulting from Strong Credentials

Multi-Year PDLC Sustenance Programs

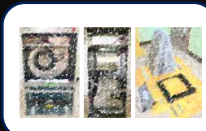
Product & Manufacturing Digital Transformation

After Market Managed Services Programs

Building Technology



Global HVAC Major



R&D | PDLC (Mfg. Digital intervention), China+1 strategy, Energy Transition

Leading Elevator manufacturer



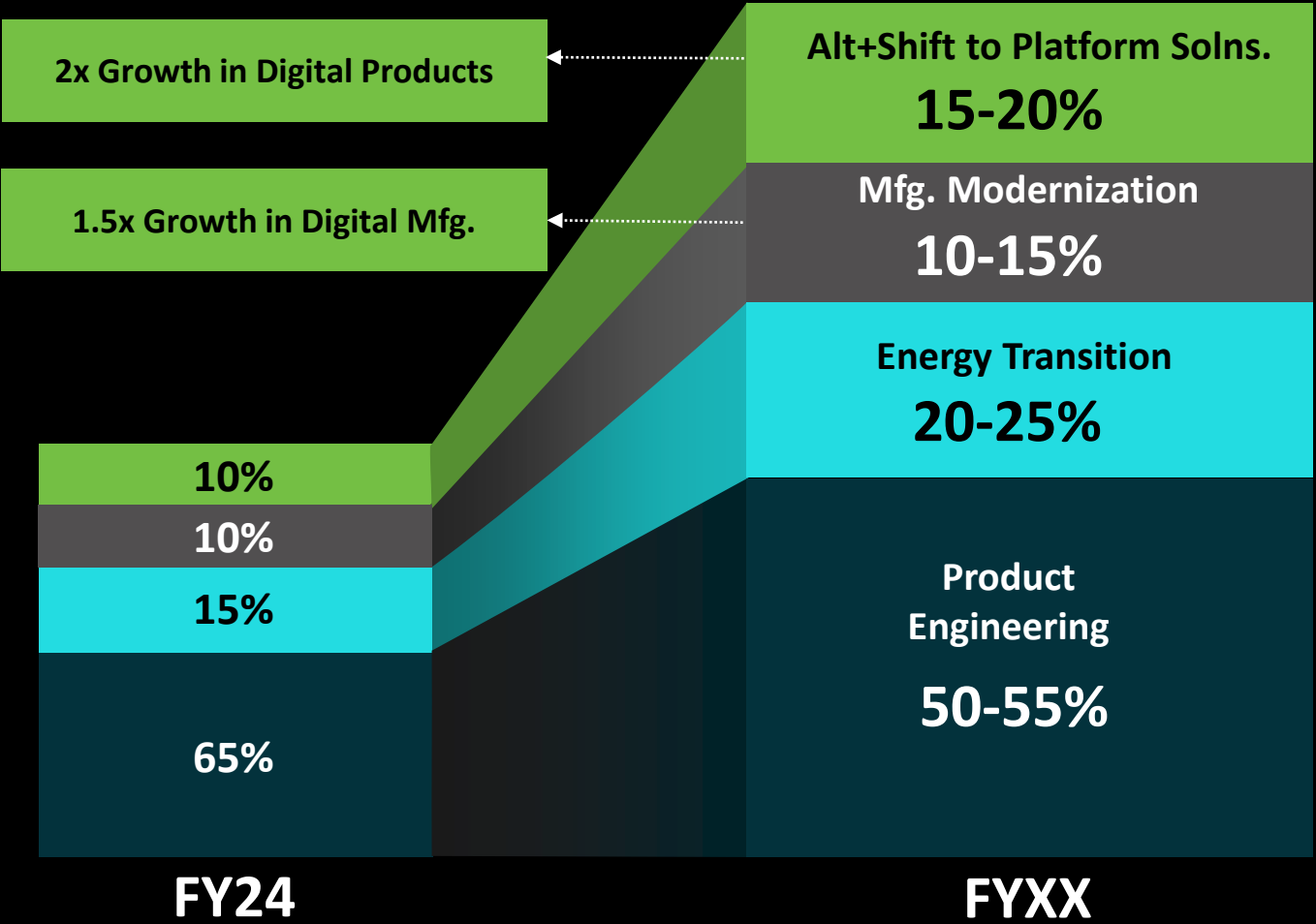
NPD | Control Panel Design and Development

Multinational Conglomerate Corporation



Product Value Engg | Core controls platform, Joint GTM for Data centers & Giga factories

Our Growth Vectors



Focus Areas

Alt+Shift to Platform Solutions

- Digital Thread Adaption
- Digital Platform and Appn. Engg
- Embedded Sustenance Programs – Obsolescence Mgmt.
- Digital Twin and Connected Products

Manufacturing Modernization

- Robotics & Automation
- Additive Manufacturing & Re-Engineering
- Paperless Factory
- Upgradation of Legacy assets

Energy Transition

- AI Enabled Smart Energy Solutions
- Renewable power sourced Data Centers
- Zero Energy Infrastructure Technology
- Carbon Capture and Green Hydrogen Generation
- Alternate Fuel Technology

Product Engineering

- Conventional PDLC programs
- General Manufacturing and Services activities
- Asset and content management programs

Drive **Sustainable** and **Profitable** growth by **reinforcing our market leadership**, collaborative **innovation** and **focusing on scalable business opportunities**

We are Noticed...



Leaders in Industrial Ratings by Zinnov



Leader among 18 providers in the Manufacturing Smart Industry Services by Avasant



Leaders in Oil and Gas Industry – Services and Solutions for Enterprise Asset Management Study by ISG



Leadership zone across Digital Engineering Services by ISG

Awards and Accolades



'Global Alliance Partner of the Year' by AVEVA



AEGIS GRAHAM BELL AWARDS

Innovation in EV Charging Infrastructure



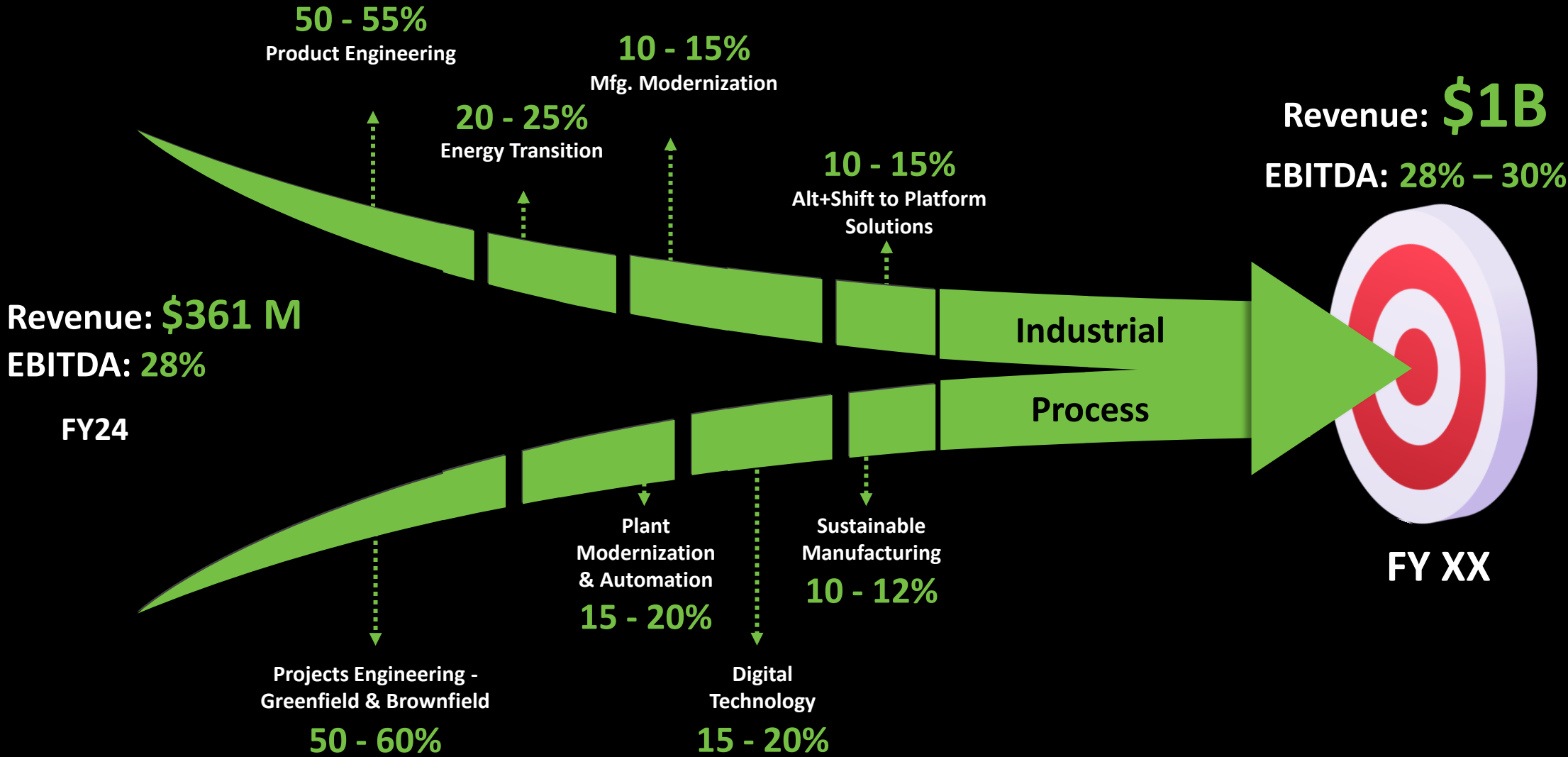
ptc®

Sustainability Partner of the Year by PTC for ESM Solution



TOP 25 Innovative Companies In India

Our Aspiration – Sustainability Segment



Purposeful.
Agile.
Engineering.

Thank You

#GoDeeperToScale

Tech

Abhishek Sinha

Executive Director & President – Medical, SmartWorld & Functions

Seema Ghanekar

Chief Segment Officer – Comms, Media and Tech



Tech Segment: Hi-Tech & Med-Tech

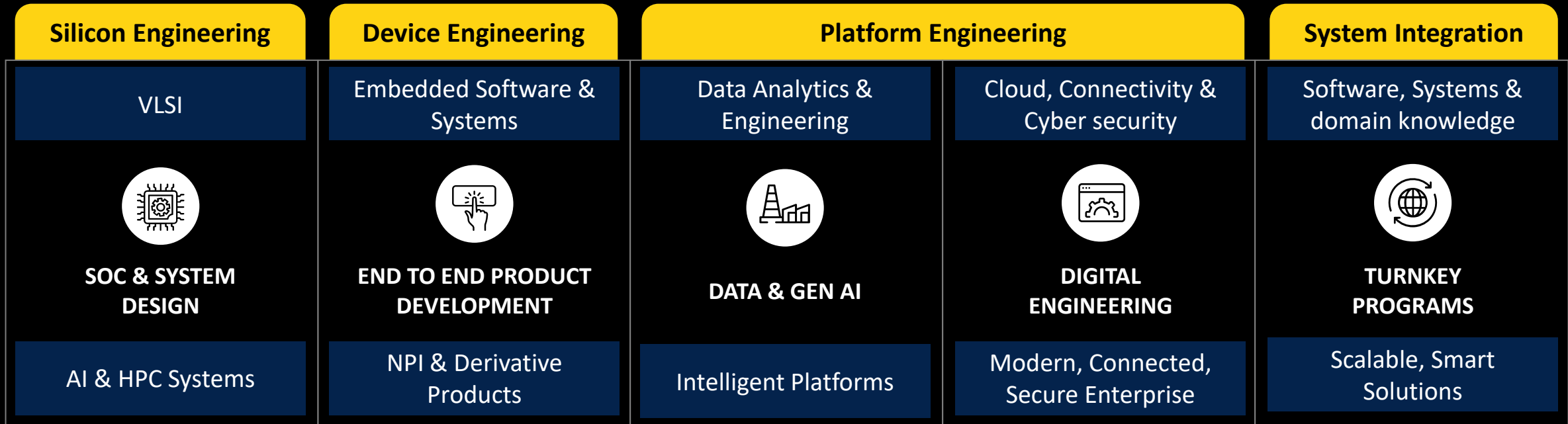
Med-Tech

- Medical Devices
- Pharma
- Life Sciences

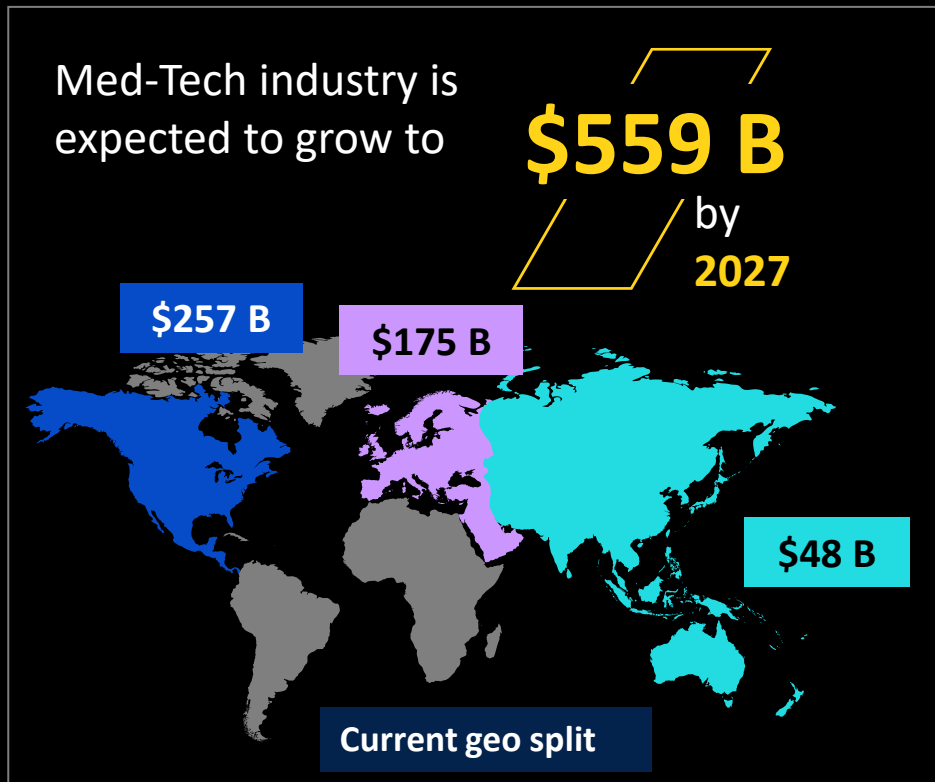


Hi-Tech

- Semiconductors
- Media and Entertainment
- Consumer Technology
- Telecom
- Hyperscalers
- ISV
- Smart Cities and Utilities

Trends in Med-Tech Industry



Business Trends

- Favorable government policies
- Increase in the adoption of AI/ML in Healthcare
- Margins under pressure
- Vertical integration/ expansion
- Changing client preferences
- Regulatory and compliance hurdles
- Data security and privacy

Technology Trends

- Digital Health
- SaMD & AI-enabled Medical Devices
- Digital Manufacturing
- Digital Twin
- Point of care devices
- Minimal invasive surgery
- Quality & Regulatory

Digital Technologies & AI are boosting growth & new opportunities while data security & privacy challenges prevail

Top Spenders



LTTS Strengths & Focus Areas

Top **10** of **10** Med Device Companies @ NPS: 9.5

AI based Med-Tech solutions

AiCE | AiCH | AiTest | Chest-rAi | AiViz

Digital Health Platform

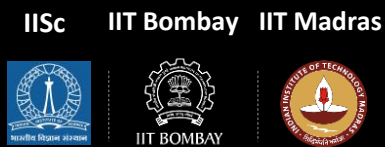
263+ Patents | **LTTS 71 (27 AI)** | Clients 192

Strong Partnerships

Technology Leaders



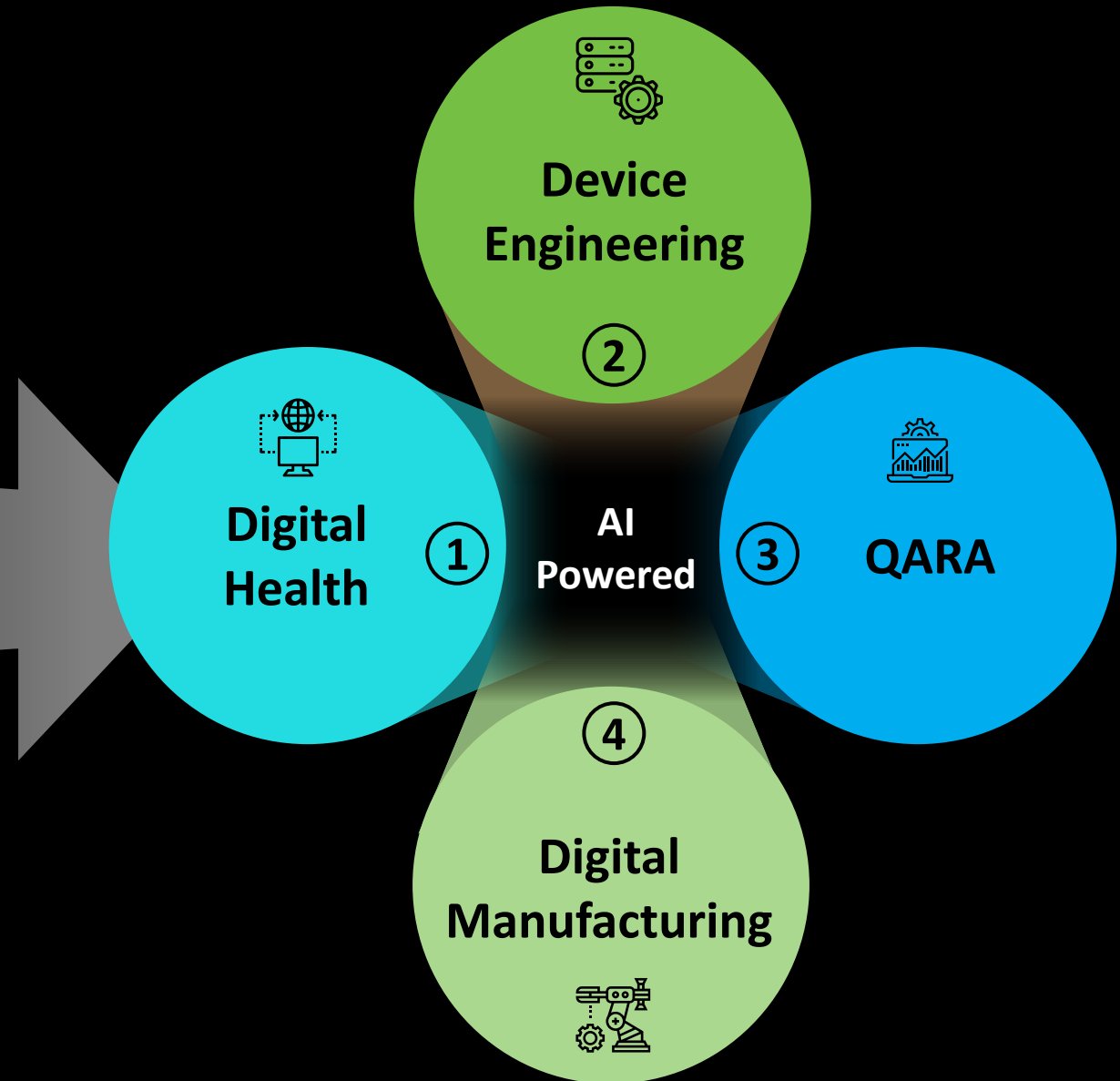
Academia



Specialized lab infrastructure

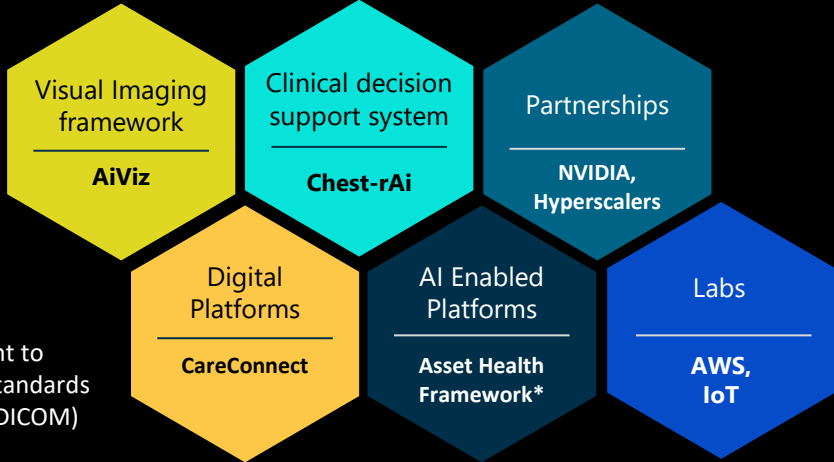
NVIDIA Experience Hub | Wet Lab | Imaging Lab | IoT Lab | AWS Lab | Smart Manufacturing Lab | Think Studio | Pre-Compliance Lab | Industrial CT Scanner

Source: mpo-mag.com





Digital Health



Compliant to Healthcare Standards (HL7, FHIR, DICOM)



Digital Surgery Platform for Surgical Devices

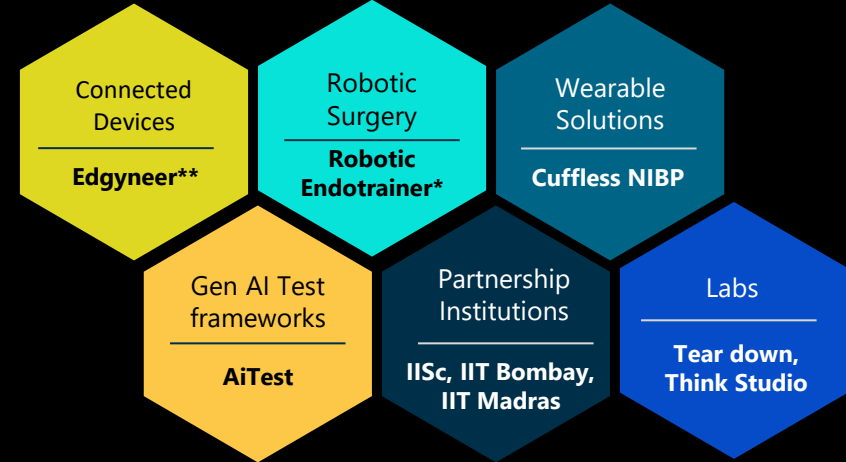
Digital surgical suite | Efficient surgical procedures | Enables clinical workflow | Improved surgical outcomes

Enabled Surgical Device Connectivity

Secure Cloud-enabled Ecosystem



Device Engineering



Robotic assisted surgery system: Concurrent VAVE

Provided Solution for DFX issues | 414 Total ideas generated | \$15 Mn Cost savings for 100 units

31% Savings

40% Machining process reduction

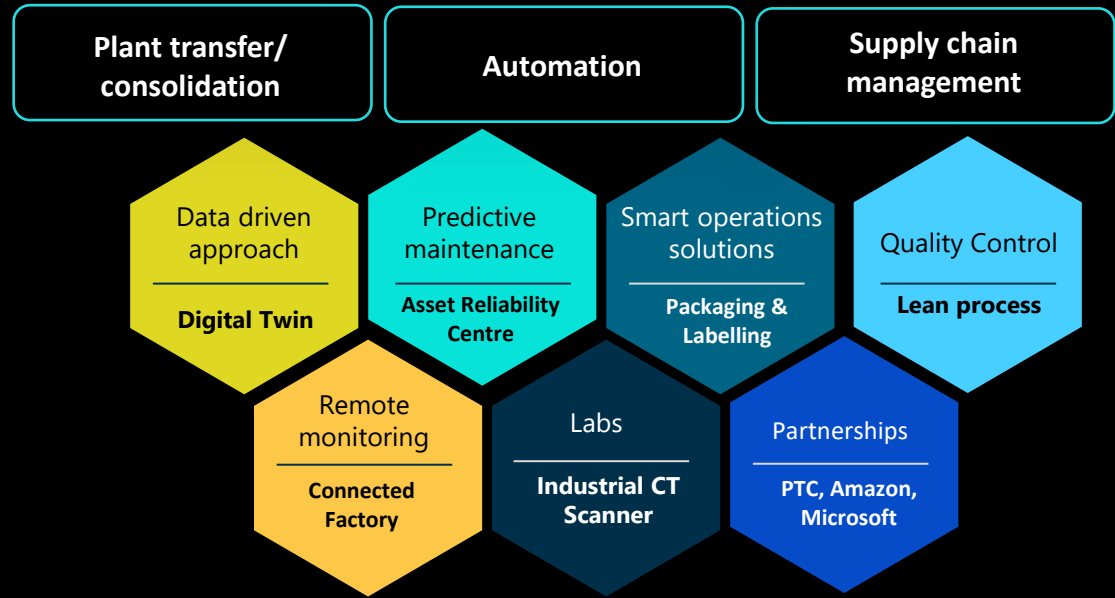
Digital Health & device engineering together redefine Med-Tech industry merging digital innovation with healthcare devices

Offerings

Differentiators

Success Stories

Digital Manufacturing

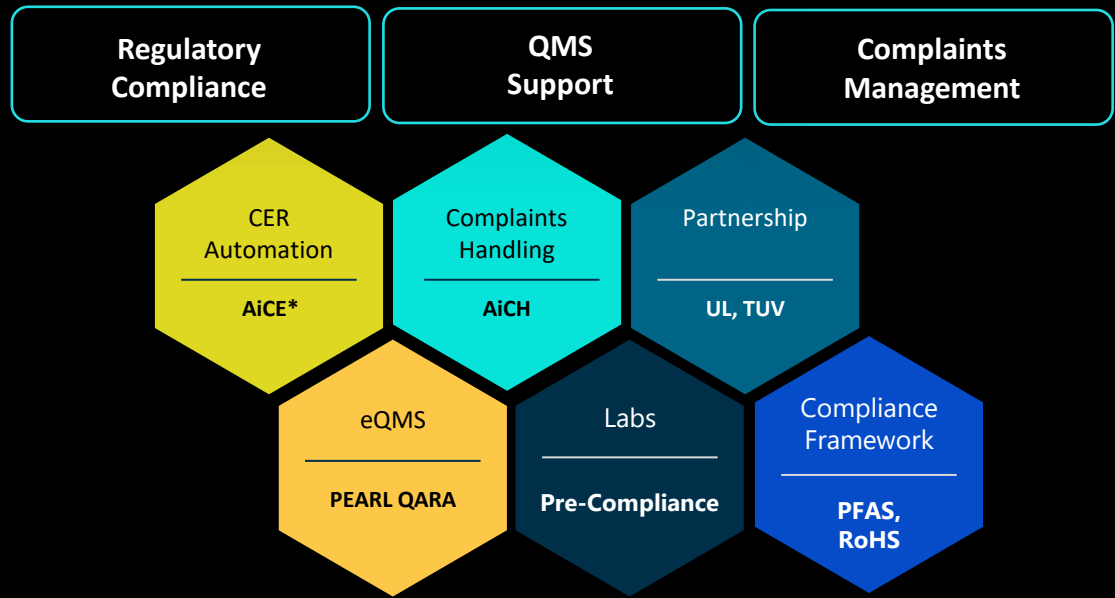


Frugal Plant transfer for patient care products

USA to MX transfer | Current/ Future state value stream mapping | Lean layout development | Inventory optimization

35% Space Utilization **33%** Inventory cost reduction

QARA



Regulatory Compliance (AiCE)

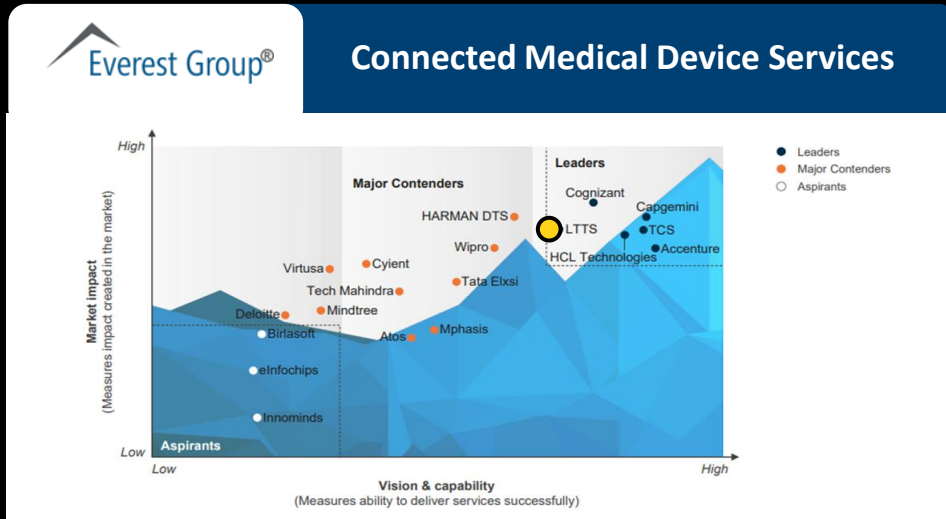
Clinical Evaluation | AI based Automation of CER reports | Faster TAT | Quick scaling | Enhanced CER approval

30% Productivity Improvement **90%+** Improved AI model accuracy

Digital manufacturing demands precision; QARA ensures it

*NASSCOM Awarded

The World has Taken Notice and Recognized us as a Trusted Partner



LTTS in the news

“ Business Standard
 LTTS Collaborates with **NVIDIA** to unveil Gen AI & advanced Software-Defined architecture for Medical Devices

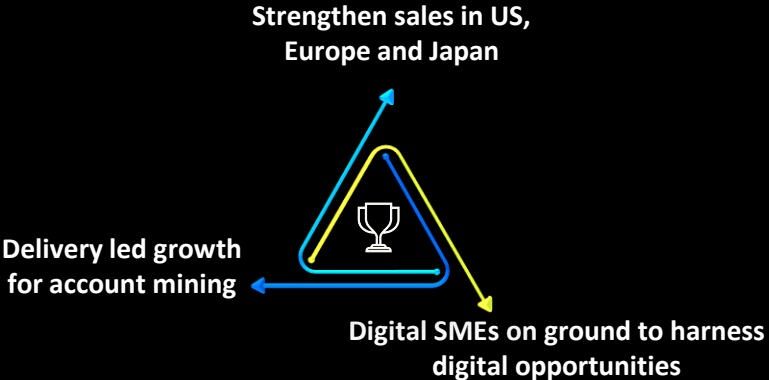
“ THE FINANCIAL EXPRESS
 Smart Healthcare: AI detects what the image misses

Awards & Accolades

<p>Chest-rAi</p>	<p>Best innovation process - AiCE</p>	<p>POC Sepsis Analyzer</p>	<p>Best innovation process - AiCH</p>	<p>Engineered-In-India Product of the Year, Robotic EndoTrainer</p>	<p>EDGYneer</p>	<p>Innovators' Excellence Award Chest-rAi™</p>
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LTTS Med-Tech Poised for Accelerated Growth

Growth measures



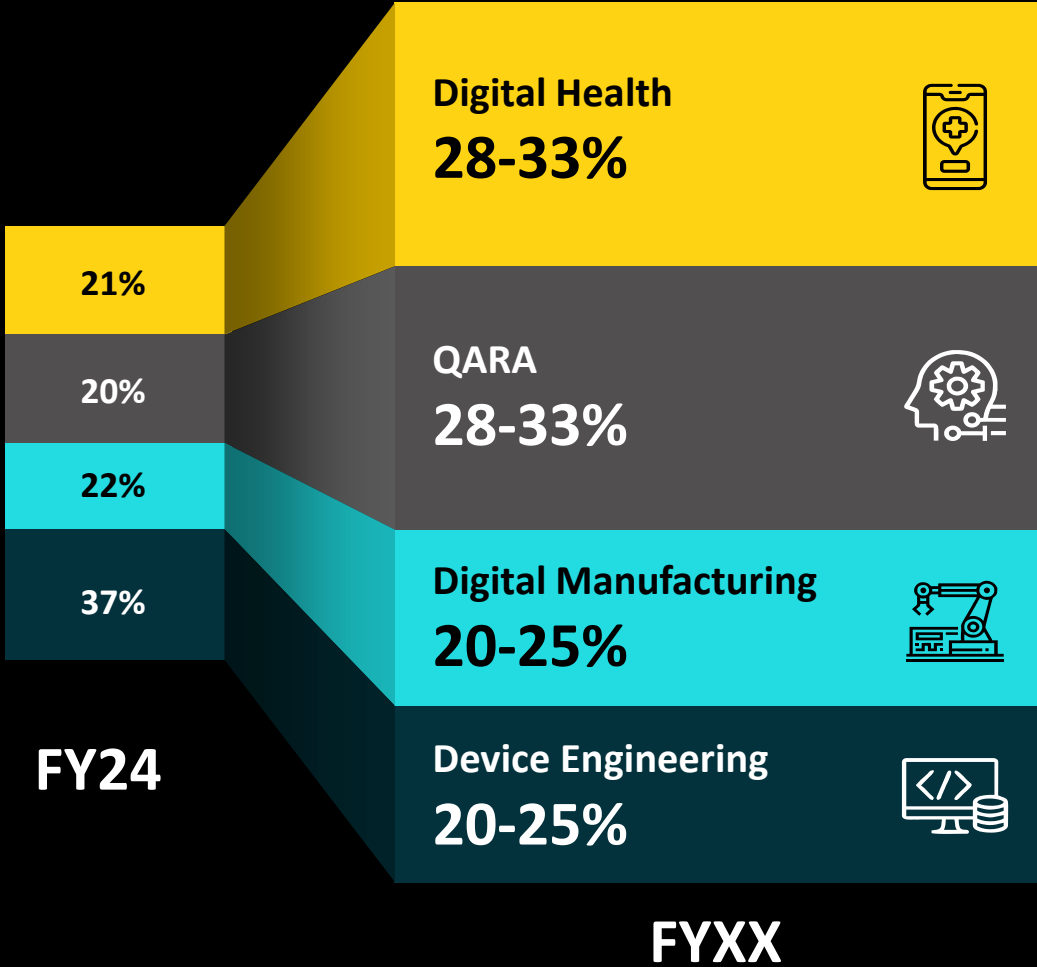
Large deal themes

- 01

AI-enabled QARA
- 02

Digital Health Platform
- 03

Plant consolidation



Future of Med-Tech is DIGITAL, driven by AI - but in a highly compliance-driven environment (QARA)

Hi-Tech –Engineering **AI Powered** Connected Intelligence



Semcon



Consumer & Media



Telecom



Hyperscalers & ISV



Enabling clients deliver at scale

AI & HPC Systems

NPI & Derivative Products

Modern, Connected, Secure Enterprise

Scalable, Smart Solutions

Silicon Engineering

Device Engineering

Platform Engineering

System Integration & roll outs



intel.

Qualcomm

Leveraging an ecosystem of 360⁰ partnerships



Chipping in for **Semcon** Clients

Market

\$850 B+
by 2028

Trends



\$100 B+ investment in **High Performance Compute (AI driven)**



GAMM players are exponentially increasing **silicon development spend**



Explosive demand in new markets is necessitating **shorter NPD cycles**

Silicon Engineering

- Turnkey SoCs- 3, 4 and 5 nm
- Low-Power and High-Performance design
- Pre & Post silicon validation

Platform Engineering

- AI PC applications engineering
- Embedded AI
- Industry specific adaptations

Highlights

- ODCs with all major clients
- Intel - Lab Partner of the Year

Differentiators

- Integrated silicon, software and system expertise
- State of the art labs with all Semiconductor majors
- Global presence - Israel, Poland, US & India

Case Study

Major Semcon Player

- Support in AI chip designs
- Working across all chip design areas from design to tape-out

2+

Years of
Engagement

5

nm
designs

Growth Strategy

- Scale VLSI engineering teams
- Grow post silicon validation capabilities
- Enhance expertise in AI, cloud based solutions

Work with **6 of the top 10 Semcon companies**



Engaging with Media and Consumer Technology

Market

\$3.5 T+
by 2028

Trends



Cloudification, AI, DevOps for an evolving client experience



M&E products becoming more digital, leading to decline in cost of production and distribution

Device Engineering

- Android adaptation across devices
- Device certifications
- Product derivatives

Platform Engineering

- Test automation framework – EvQUAL
- Video and OTT services framework

Highlights

- Long term engineering partnerships with all leading phone manufacturers
- Alliance with RDK, QuickPlay
- Building advanced connectivity labs (5G, Wi-Fi, Bluetooth)

Differentiators

- Android powerhouse
- Expertise in the Media & Telecom operations value chain
- AI platform for efficient media operations

Case Study

Leading Smart phone manufacturer

- Support in key embedded areas, certification/ verification
- Helped in developing manufacturing ecosystem in India

3+

Years of engagement

15+

Countries support

Growth Strategy

- Scale device engineering & media operations with leading clients
- Assisting clients with China +1 strategy
- Inorganic growth through accelerators such as EvQUAL, AIOps, etc.

Work with **6 of the top 10 Media & Consumer companies**



Connecting the **Telecom** World

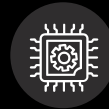
Market

\$2.5 T+
by 2028

Trends



Increasing focus on network optimization & monetization through AI solutions, API



Ever-expanding connectivity, X-RAN adaptation, edge computing



Virtualization and operational improvement initiatives

Device Engineering

- End-to-end product development
- Operator deployments of network elements and after market support

Platform Engineering

- AI based predictive maintenance, network optimization
- Digital Twins: Mobile tower twin

System Integration

- Large turn-key deployments for rural connectivity in India
- Network rollouts and support through NOS/ SOC

Highlights

- Network automation and orchestration
- Enterprise 5G network roll outs

Differentiators

- Lab investments in 5G, champions in lab built up
- Good balance of OEM and operator clients

Case Study

Bharat Net Programs

- Digital infrastructure (scalable, robust & secure)
- Affordable & reliable (speed broadband to remote areas)
- Network Operations Center, B/OSS, GIS integrations

Growth Strategy

- Scale operator business using differentiated engineering offerings
- Carveouts & vendor consolidation
- Expand enterprise 5G offerings

Work with **5 of the top 10 Telecom companies**



Source: Zinnov

Growing with **Hyperscalers and ISV**

Market

\$1 T+
by 2028

Trends



Pervasive expansion to devices – Meta, Google, Amazon



Accelerated adoption of AI and analytics



Cybersecurity measures

Platform Engineering

- Fusion platform for real-time vision analytics
- API hub + App studio solution
- DevSecOps platform

Silicon Engineering

- Involved in next gen data center chip designs for Hyperscalers
- Extensive Embedded Engineering for cutting edge devices

Highlights

- Focused on Cyber security, Cloud, AI & Data ISVs
- Leveraging Hyperscalers partnerships across industry domains to drive growth

Differentiators

- OT capabilities generating interest for software platform providers, cybersecurity enterprises
- Device expertise helping to penetrate expansion plans of clients

Case Study

Large Cybersecurity ISV

- Developed an industry leading OT security product – mentioned in Forrester report
- Product engineering support for data loss prevention and AI access tools

Growth Strategy

- Significant scaling of AI and Analytics teams
- Building solutions in Hyperscalers Gen AI platforms

Work with **4 of the top 5 companies**



Focusing on Large Deals

Strategic wins

50M+
5Yrs

Media platform carve-out

Platform sustenance & support for global clients

25M+
3Yrs

Major Semcon major

3 new ODCs for silicon development programs

70M+
3Yrs

2 Metro Rail projects

Telecom subsystems

15M+
2Yrs

Major Smartphone vendor

Engineering partner for geo diversification (C+1 strategy)

100M+
5Yrs

Maha-Cyber

First of its kind AI-enabled Security Operations Center

Market trends & Large deal themes



Product
carve-outs



Vendor
consolidation &
managed
services



Platform
support for
operators



Next-Gen
product
development

Active pipeline

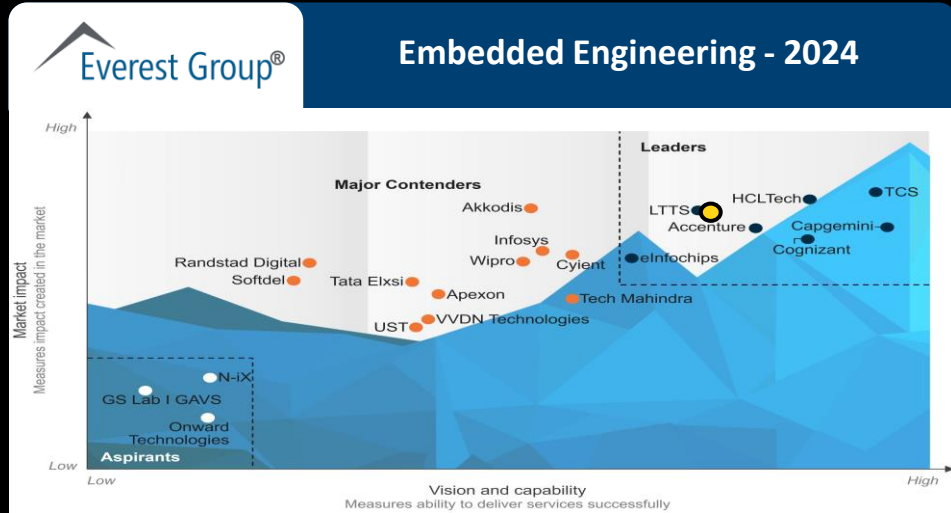
Multiple media
products
takeover for
cost efficiency

Telecom after
market support
optimization

Next-gen X-RAN
product
customization &
deployment

Lab
consolidation
and geo-
optimization

Hi-Tech: Credentials and Growth Trajectory



Awards & LTTS in news



Innovation in IoT for EDGYneer



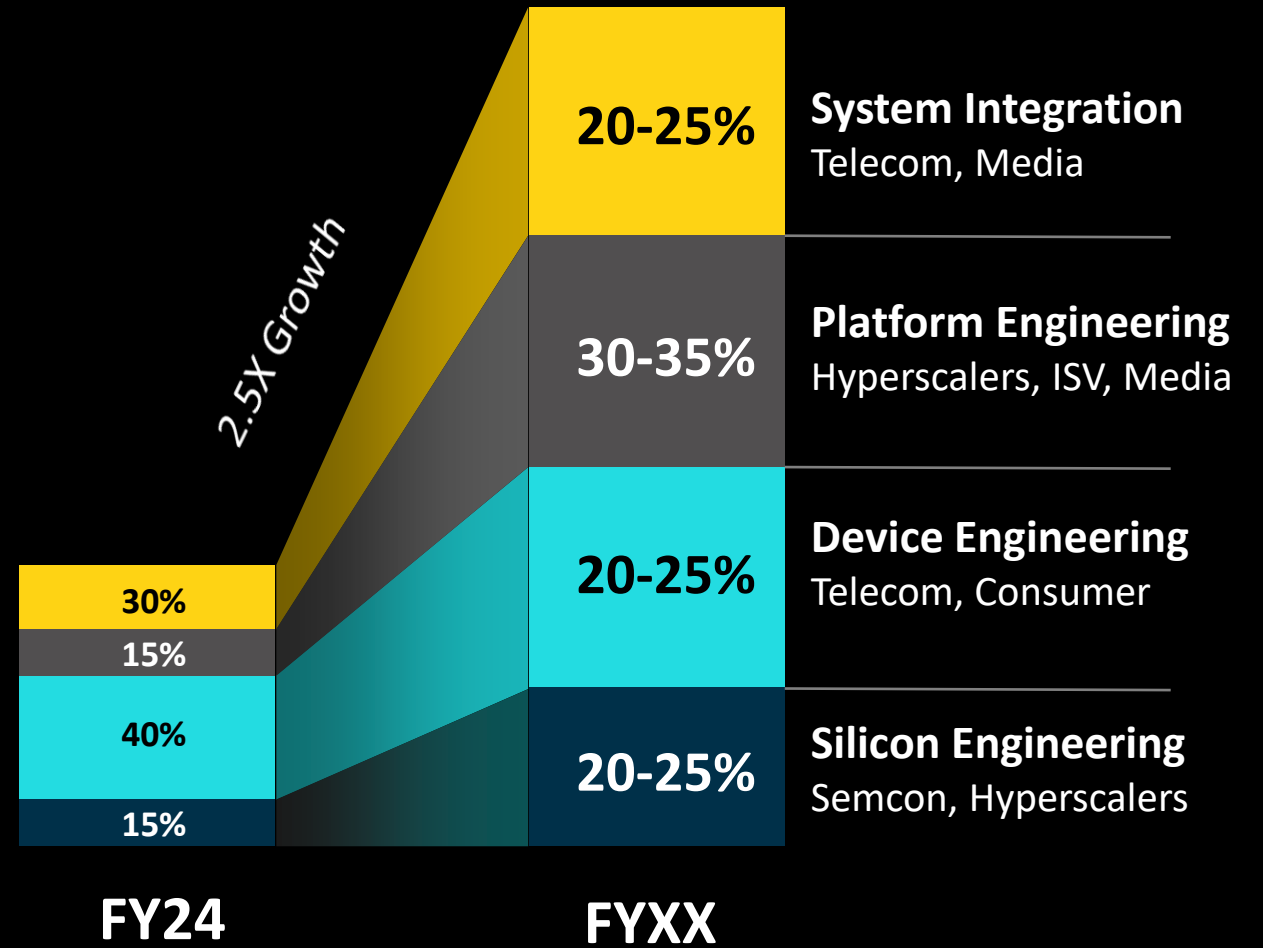
“

In AI, we are accelerating our investments and innovation focus leading to over 61 patents

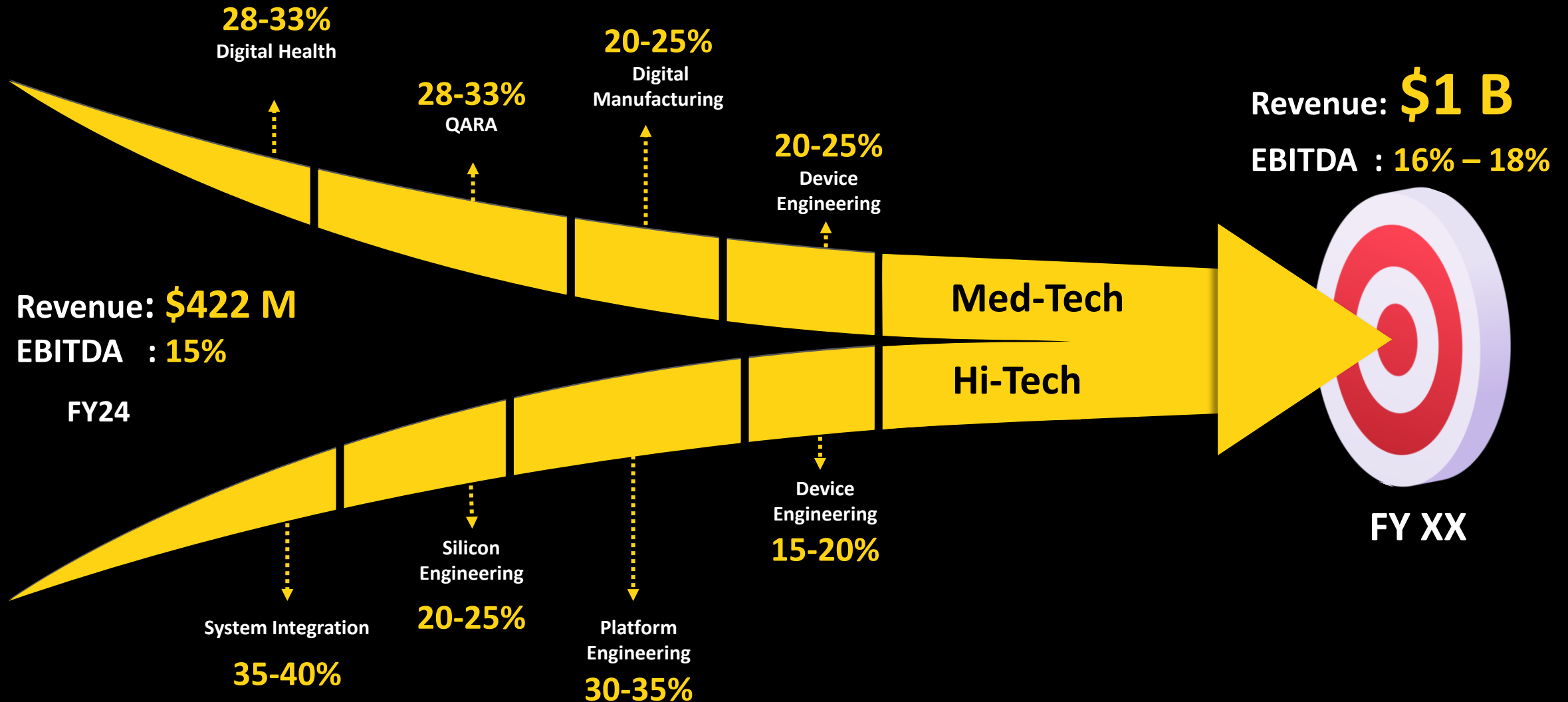


“

L&T Technology Services inks deal with Intel for scaling edge-AI solutions



Tech: Marching Towards a Billion



Purposeful.
Agile.
Engineering.

Thank You

#GoDeeperToScale

**Technology –
Staying Ahead of the
Curve**

Ashish Khushu
Chief Technology Officer

Investor & Analyst Day 2024

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A Culture of Innovation to Future Proof LTTS

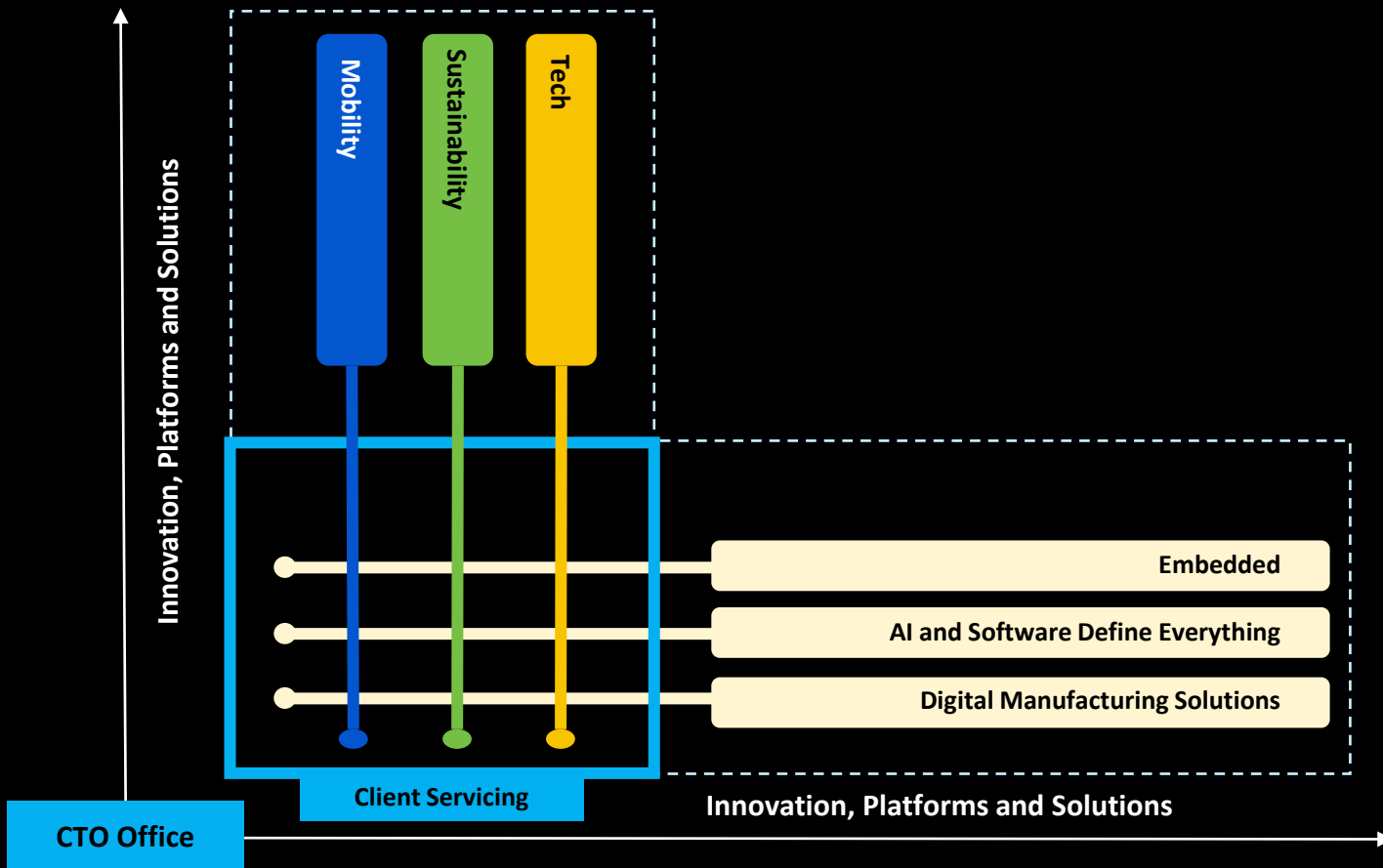
1348 Total Patents Filed

189 Patents in LTTS Solutions

108 R&D Labs

45+ Solutions in Production Projects

14 R&D Projects with Academia



- Overall Investments and Governance of Innovation Programs
- CTO Office Focus: Investment in Future Tech with a Horizon of 3-5 Years
- Incubating New Practices

Our Journey So Far...

		FY18	FY21	FY24
Engineering Value	LTTS Own Patents	27	28	100
	Co-Authored Patents	48	120	106
	Tech Publication	36	61	198
Strong Foundation	Joint Project with Academia	1	8	15
	Early Access Tech Partners	1	2	8
	Employee Participation	600	1400	9000
	Student Participation	9K+	22K+	36K+
	Labs	48	79	108

572 Innovators



**15 INNOVATION AWARDS
IN LAST 2 YEARS**



Future Proofing LTTS

Segment Investment Priorities

Mobility

- Software Defined Mobility
- Electrification & Hybrid Tech
- Vehicle Engineering

Sustainability

- Sustainable Mfg.
- Plant Modernization & Automation
- Transition to Product + Services

Tech

- MedTech Dev. Engg, QARA & Mfg Operation
- Digital Health
- AI & Next Gen SW
- Silicon Engg

TOP 3 CTO Innovation Priorities

01

AI/ Gen AI

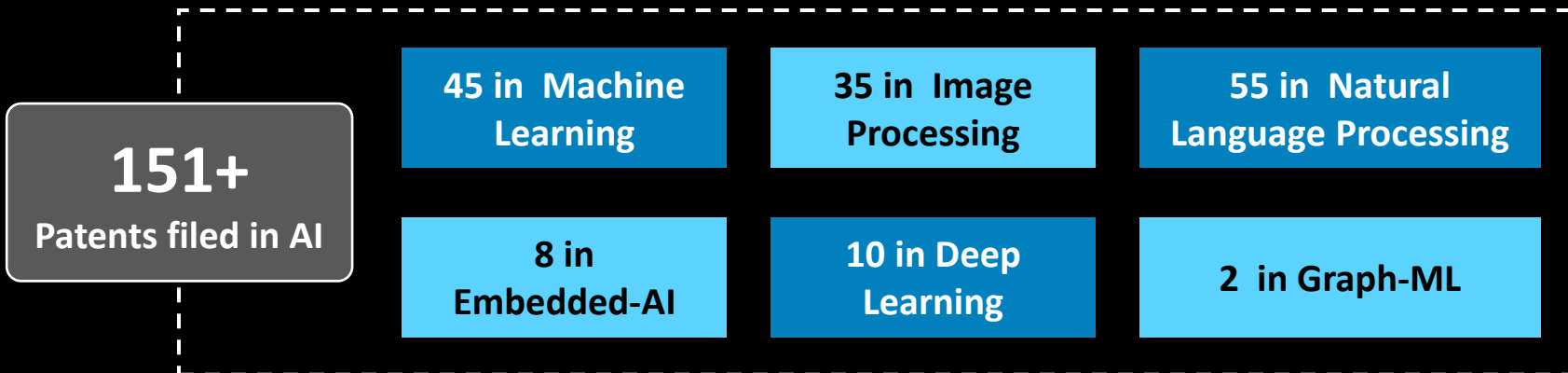
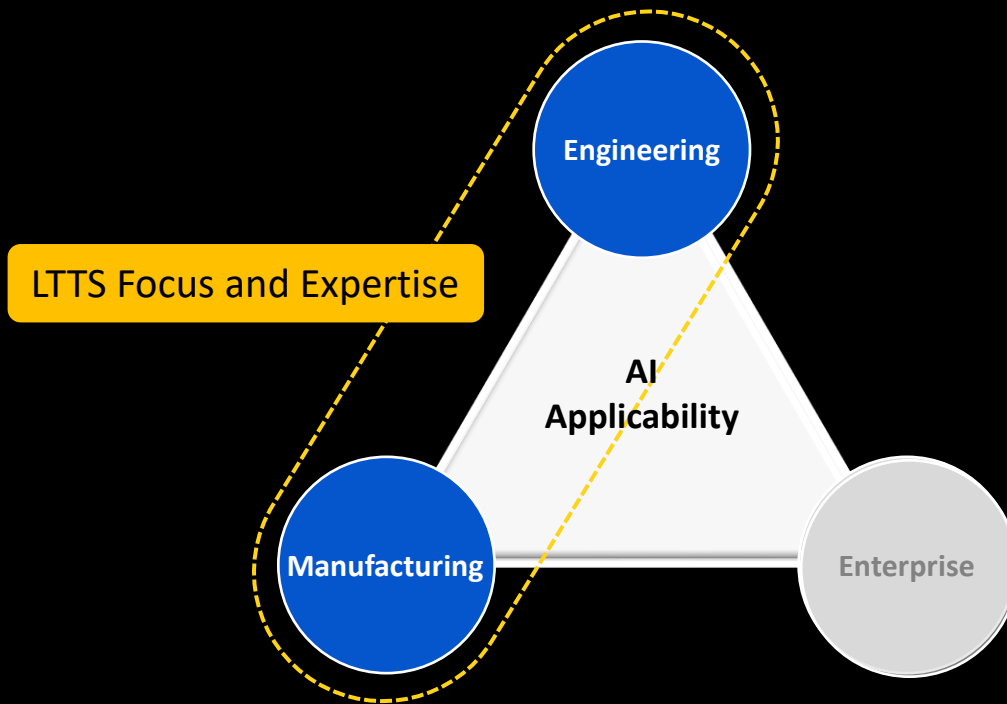
02

SDx and Next Gen SW

03

Factory of the Future

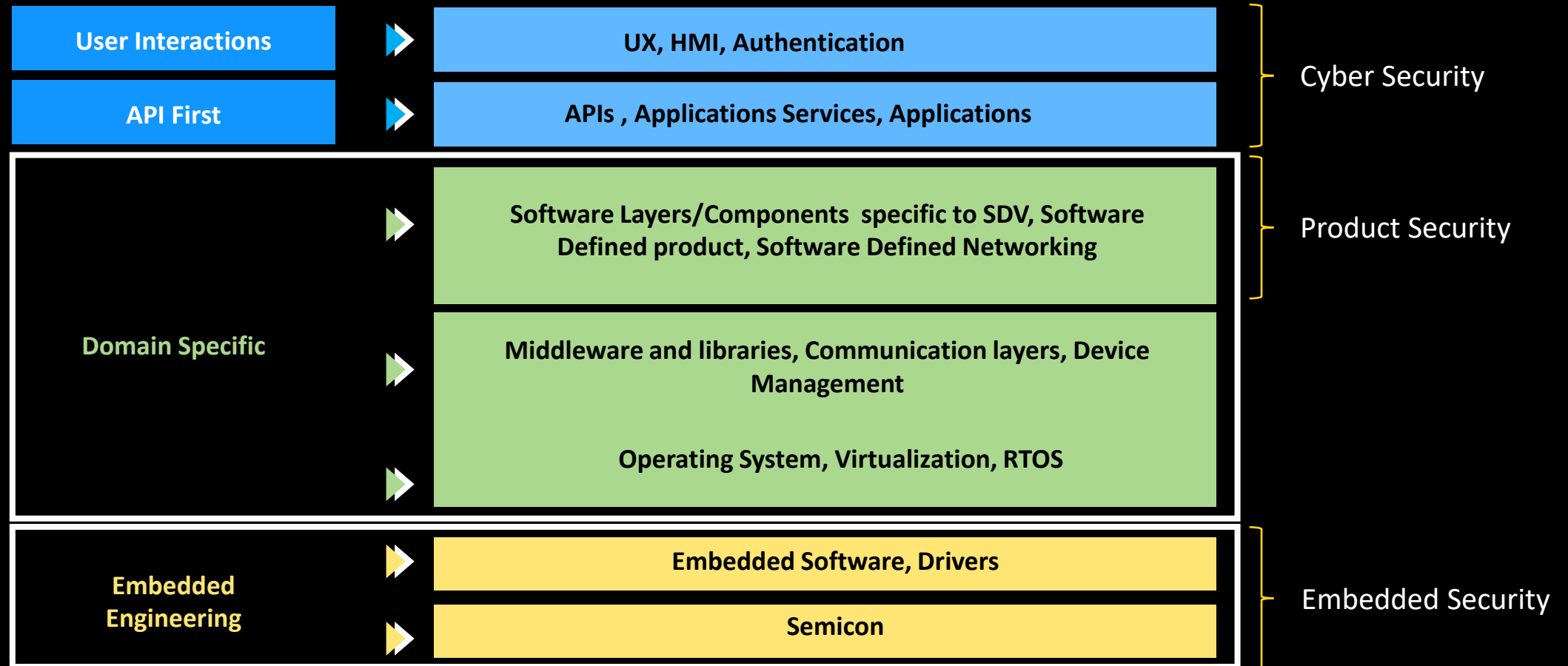
1. Pioneering AI/GenAI in Engineering & Manufacturing



Industry Firsts	
Solutions	Year
AiKno	2017
AiCE	2020
eAI Framework	2021
AiTest	2022
LLM Benchmarking	2023
Complexity Compass	2023
GEN-IQ	2023
MicroLM	2024

2. SDx & Next Gen SW: The Journey Toward Software Defined Everything...

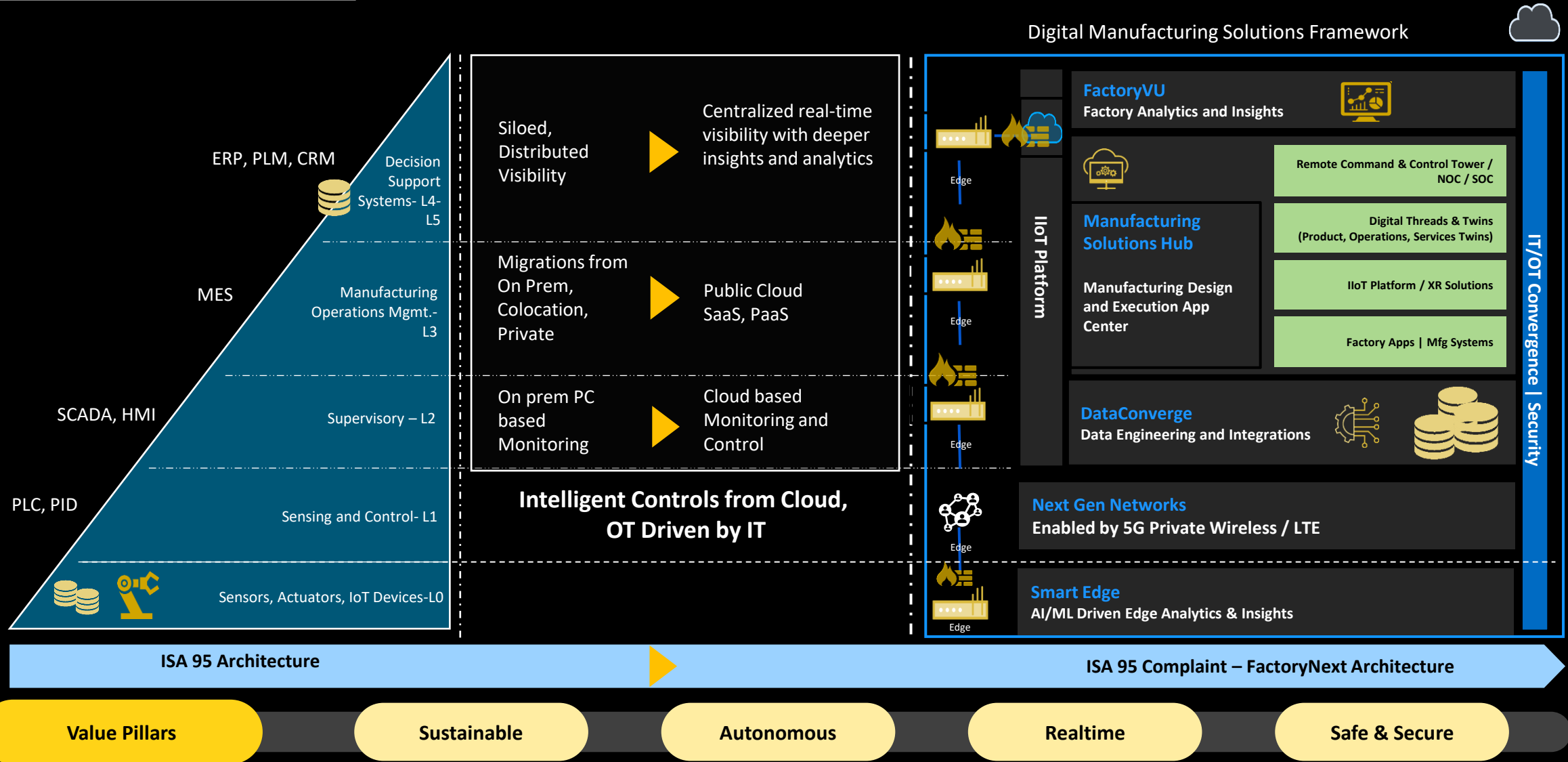
Our Advantage Domain Specialization and Embedded Engineering



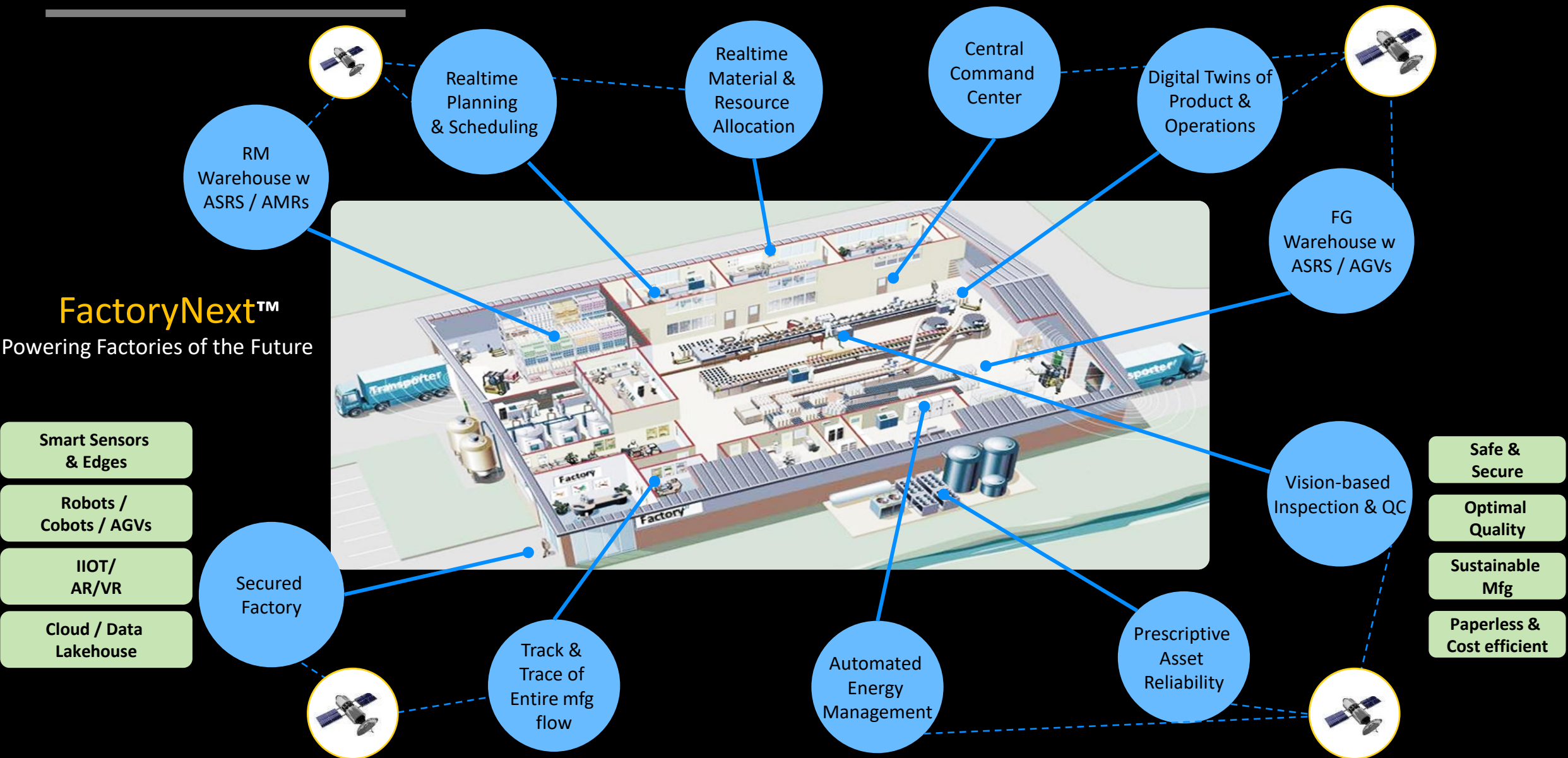
...Will be Powered by **Next-Gen Software Technologies.**



3. Factories of Future: Enabling the Core of Manufacturing Transformation...



...Leveraging LTTS' **FactoryNext™** Reference Framework and Solutions



FactoryNext™

Powering Factories of the Future

Smart Sensors & Edges

Robots / Cobots / AGVs

IIOT/ AR/VR

Cloud / Data Lakehouse

Secured Factory

Track & Trace of Entire mfg flow

Automated Energy Management

Prescriptive Asset Reliability

Vision-based Inspection & QC

Safe & Secure

Optimal Quality

Sustainable Mfg

Paperless & Cost efficient

Innovation Impact

01

Strengthening LTTS as a **Thought Leader** in chosen areas.

02

Build **Deep Technical Mastery** in focus and growth areas to further consolidate our position as a dominant technology player into the future.

03

Strengthen long term **Strategic Positioning** by incubating new practices and continued investments in key technologies.

Purposeful.
Agile.
Engineering.

Thank You

#GoDeeperToScale

**Delivering Profitable Growth
& Value to Shareholders**

Rajeev Gupta
CFO, LTTS

Investor & Analyst Day 2024

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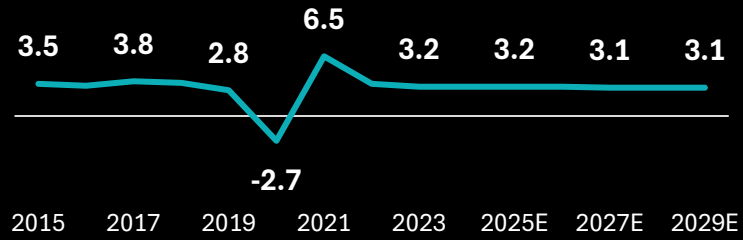
Agenda

- 01 Macro Environment
- 02 A Recap of LTTS performance
- 03 Pivoting for Growth
- 04 Improving Margins
- 05 Value to Shareholders

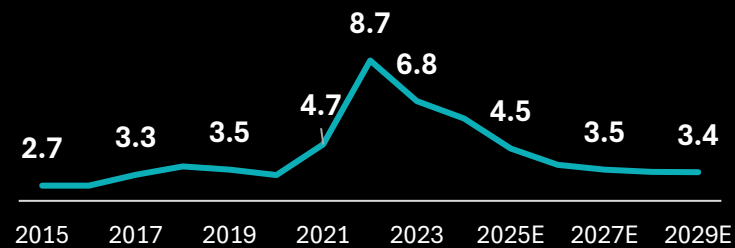
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Macro Environment

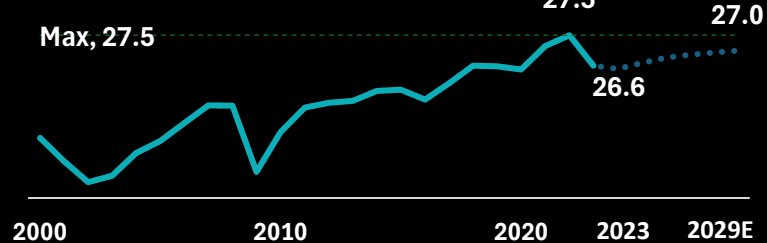
Global Real GDP Growth Rates (%)



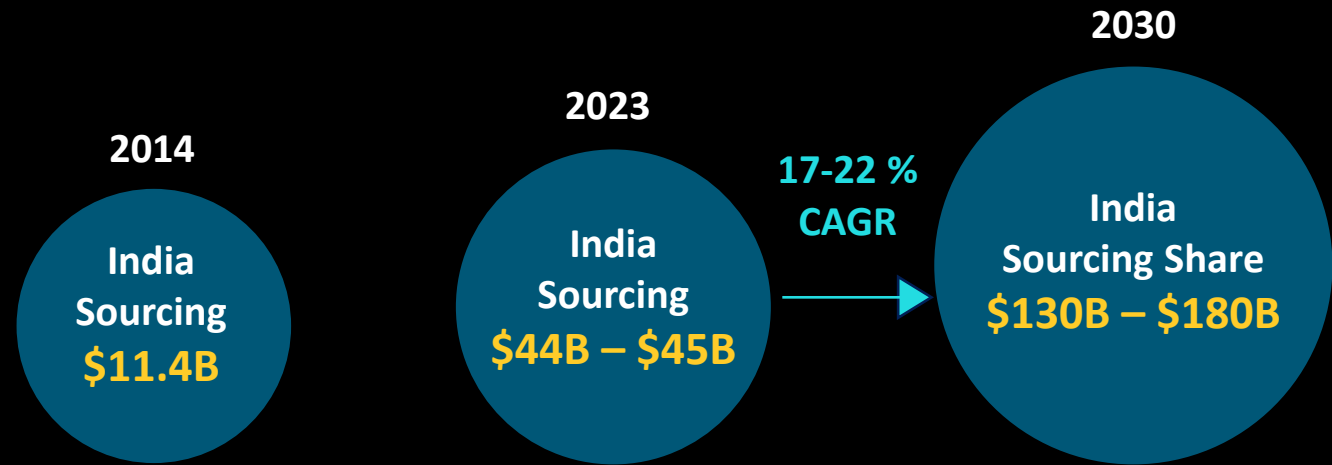
Global Inflation %



Global Investment as % GDP

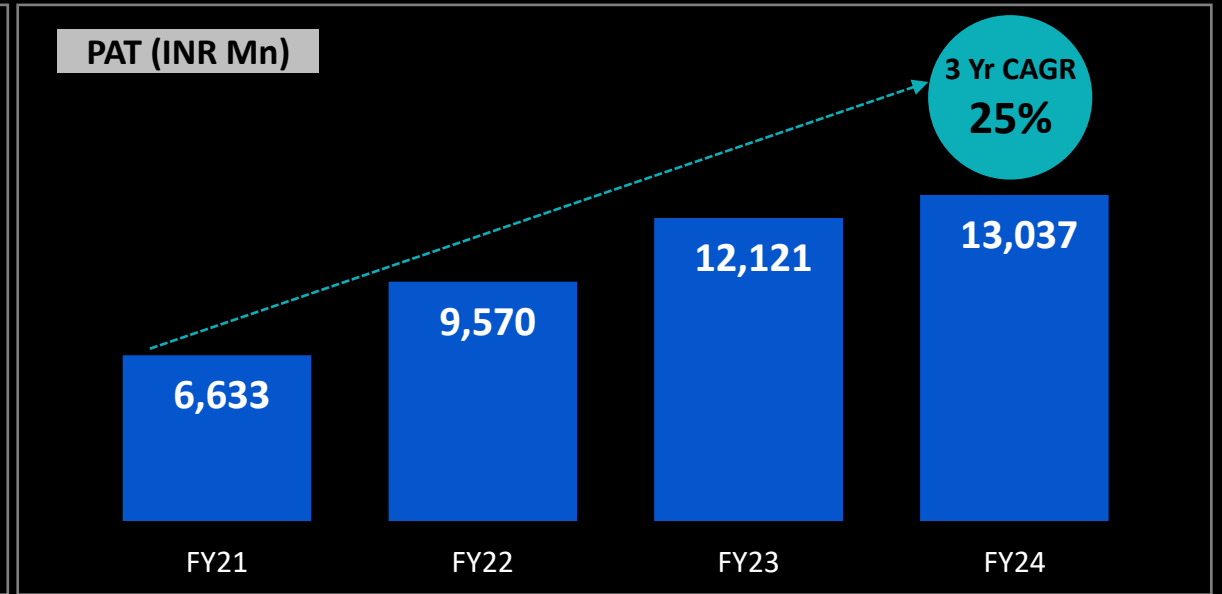
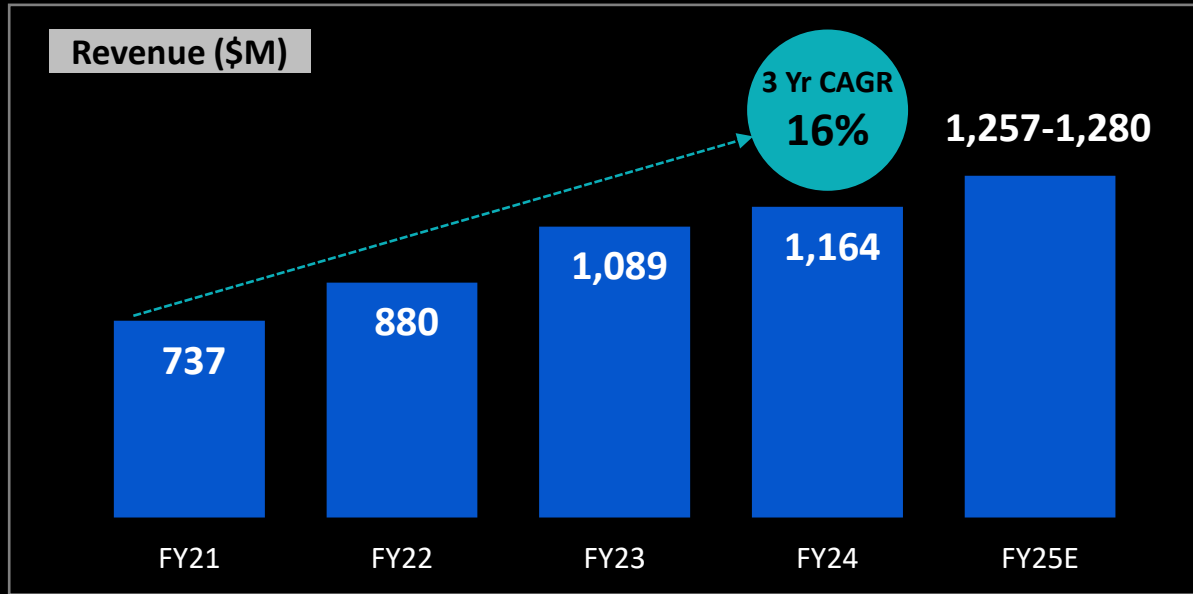


ER&D Outsourcing Market Trends



- Global GDP growth is forecasted to stabilize at **3.1% - 3.2%** range in the medium term
- Global Inflation has come down and **projected to further decline** at a slow pace
- Global investment is **expected to touch 27%** of GDP by 2029, and is on the cusp of a **Super Capex Cycle** on the back of Technology Advancements driven by:
 - AI
 - Modernization of Ageing Infrastructure
 - Green Economy
 - Reshoring of Global Supply chains
- India share of Global ER&D Outsourcing market to **grow at CAGR of 17% - 22%** from 2023 to 2030

A Recap of LTTS performance – Poised for Long Term Compounding



Key Milestones

- Achieved annual run rate **\$1B revenue** in Q2FY23
- Won **25 large deal wins** (>\$10M) in FY24 which includes **one \$100M deal**
- \$10M plus accounts have increased from 20 in FY21 to **35 in FY24**
- **50 Patents per quarter** in FY24, 4 times of FY21

Key Milestones

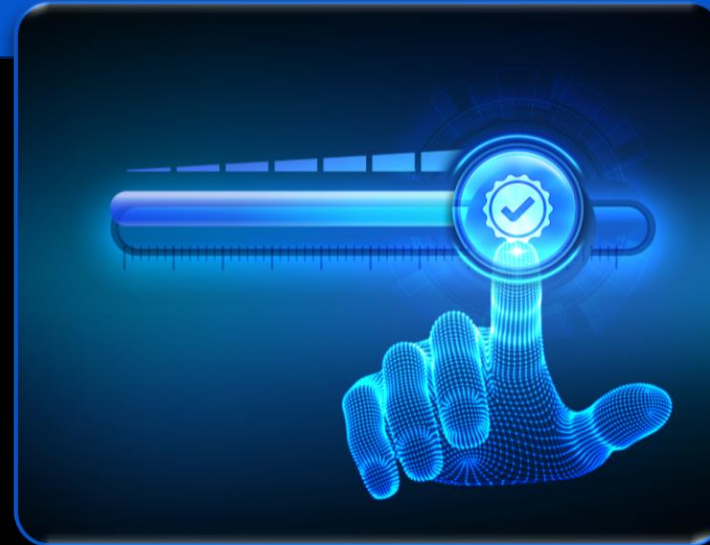
- Achieved **EBIT Margin of 18.5%** in FY23 (prior to restatement)
- Key **Operating Parameters** improved between FY21 to FY24:
 - C&B reduction: 10.5 pp
 - Offshore Mix: 360 bps
 - Pyramid Mix: 300 bps
 - SG&A as % of revenue: 250 bps
- Strong Balance sheet with **Net Cash of ~\$330M**

Our Approach To Deliver Profitable Growth

Pivoting for Growth



Improving Margins

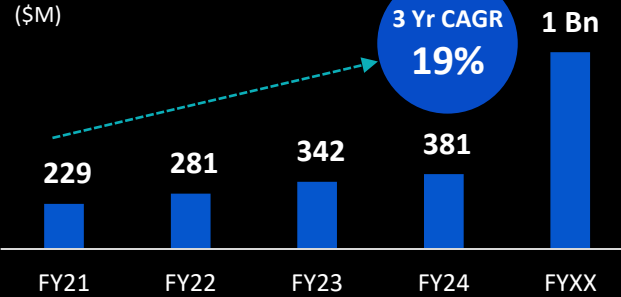


\$1Bn Aspiration for each Segment

Pivoting for Growth

Improving Margins

Mobility



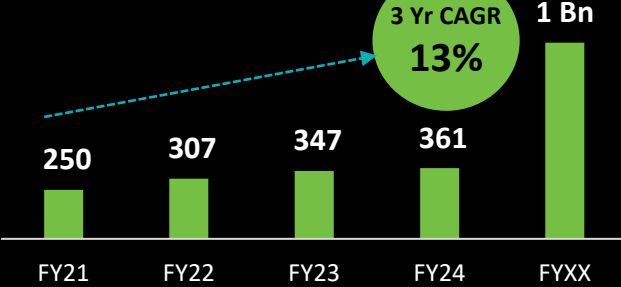
Focus Areas & Investments

- Software Defined Mobility
- Electrification & Hybrid Tech
- Vehicle Engineering & Avionics

Potential CAGR

20-22%

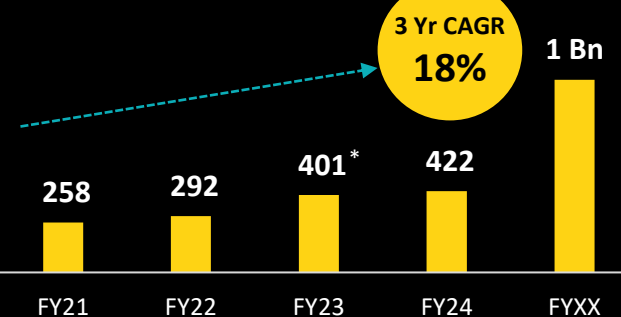
Sustainability



- Plant Modernization & Automation
- Projects Engineering - Greenfield & Brownfield
- Smart & Digital Platforms
- Sustainable Manufacturing
- Core Engineering & Sustainance Programs

14-16%

Tech



- AI and Next Gen Software
- Platform Engineering
- Silicon & Device Engineering
- Digital Health
- QARA
- Digital Manufacturing

18-20%

*Restated to include SWC

Powering up the Large Deal Engine

Pivoting for Growth

Improving Margins

Higher Addressable Market

- **Shortening technology cycles** and need for faster speed-to-market and optimal cost structures
- **Investments in New age technologies** leading to deeper partnerships with customers
- **New Segment strategy** for faster decision making and deeper domain expertise



Improve Win Ratio

- **Track record** of large deal execution in ER&D
- **End to end capabilities** to support entire product lifecycle
- **Domain expertise and Cross-Poll!novation** to bring out customized solutions and accelerators



Pipeline and Deal Size

- **2X** growth in pipeline
- Higher **\$50M** plus deals in the pipeline.
- Scale Accounts – aspiration of **2 x \$100M**, **3 x \$50-100M** and **6 x \$30-50M** customer accounts in the medium term

World-Class Talent Pool

Pivoting for Growth

Improving Margins

GEA Offerings

GENESIS

Training for University graduates

- Capacity to hire and train 2-3K plus freshers per year

NOTCH UP

Upskilling & cross-skilling

- 80% of workforce upskilled or cross-skilled annually
- Building skills in new age digital technologies – AI, SDV, Cybersecurity

GEN AI ACADEMY

Building AI and Gen AI skills

- 4000+ Engineers completed AI/GenAI Skills program
- 200+ top leaders certified in 'Leading with AI' program

HIGHER EDUCATION

Work Integrated Learning Programs

- Tie-ups & partnerships with world class institutions
- Hiring of ~ 250 PhDs/ Post-graduates every year

GO GLOBAL

Geo Specific Skilling program

- Global training facilities
- Programs designed specifically for onsite employees



Capacity to Springboard Growth

Pivoting for Growth

Improving Margins



108 R&D Innovation Labs



22 Global Design Centres

NA

Peoria

Dallas

Santa Clara

Europe

Munich

Gothenburg

Poland

India

Mysore

Baroda

Chennai

Mumbai

Bangalore

Hyderabad

Pune

ROW

Japan

Ready Flex Seats

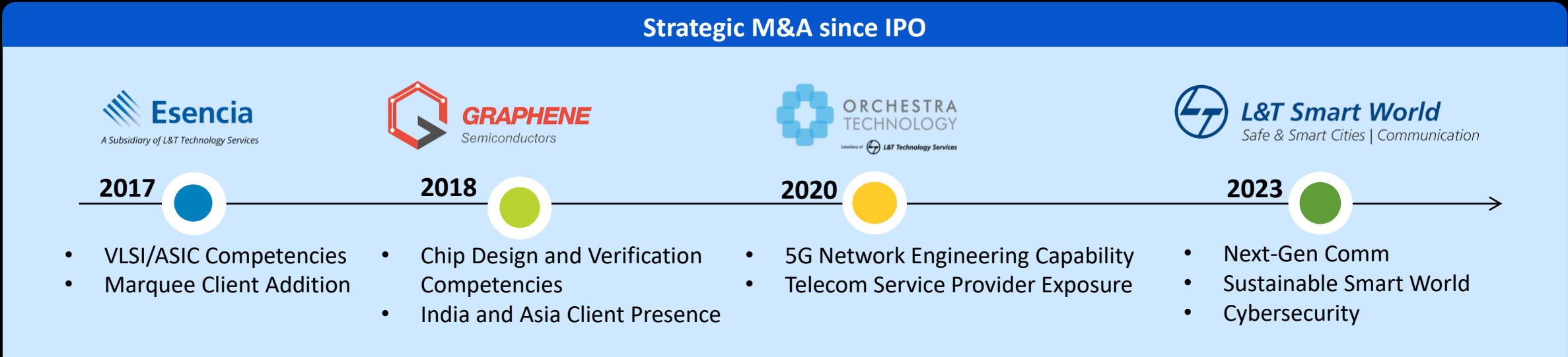
IT-on-Demand Infrastructure

- 99.95% IT Infra Availability
- 24x7 AIOps monitoring
- Infrastructure On Demand
- SDWAN Connectivity
- Zero trust security
- ISO 27001 certified centers

Inorganic Growth Strategy

Pivoting for Growth

Improving Margins



Future M&A Areas	Strategic Capabilities	End-Markets	Levers for Value creation
Mobility	SDV, ADAS, Connected	Europe	<ul style="list-style-type: none"> Reasonable valuation/ multiples Potential for higher offshoring Margin expansion opportunity
ISV	Platform Engineering, AI, ML, Data engineering	N. America	
MedTech	Connected Healthcare, Patient management, Health Analytics	N. America	

Strengthening Operational Playbook

Pivoting for Growth

Improving Margins



Increase Customer Mining

- **Large deals** to drive bigger customer engagements
- **Dedicated Leaders for G45** accounts to drive proactive and cross functional proposals



Delivery Led Growth

- **Higher quality of revenue** led by AI and new age technologies and proprietary solutions/accelerators



Increase Fresher Mix

- Hire and Nurture 2,000-3,000 freshers per annum
- Potential to **improve pyramid** further



Higher Offshoring

- Run strategic initiatives to leverage offshore locations
- Potential to improve **offshore mix further by 300-500 bps**



Maintain SG&A as % of Revenue


- Strategically invest in sales with domain expertise
- **Optimize G&A as % of revenue** through economies of scale

AI & Digital Technologies to enhance Productivity

Pivoting for Growth

Improving Margins

“
Leverage AI as competitive advantage to maximize value, minimize cost, improve compliance, strengthen security, enhance employee experience & be an enabler for growth.”




AI for Delivery Excellence

- AI tools for enhancing productivity
- Enhanced Collaboration
- Enterprise Search
- Virtual Assistant




Intelligent Operations

- Project and Account Profitability
- AI Based Hiring
- Intelligent AP/AR to improve FCF
- Contract Compliance
- Internal Fulfillment



Smart Dashboards

- Sales 360
- Delivery Excellence
- Customer Risk Flagging
- Employee Engagement
- Manage cloud/Software spend



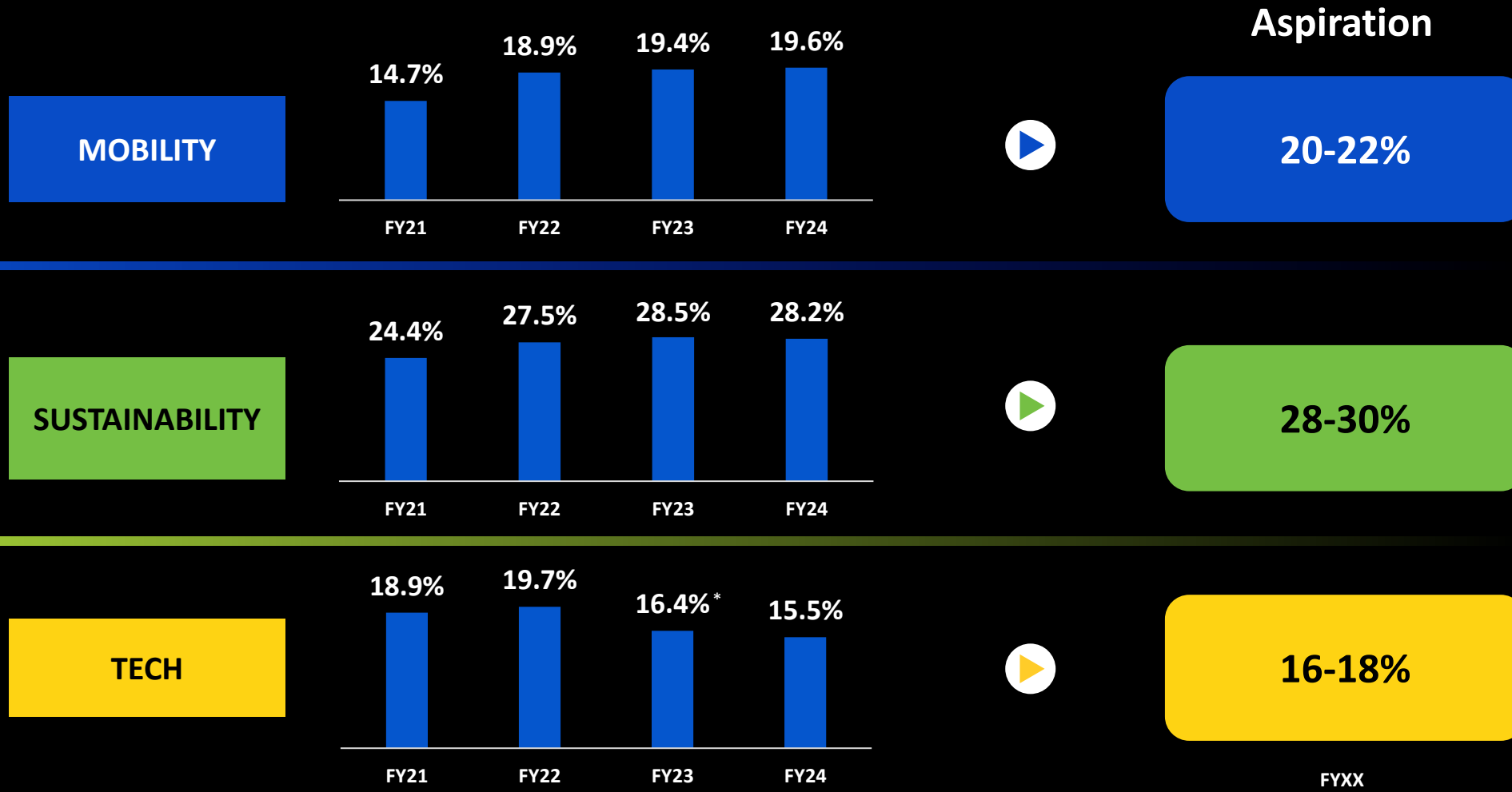
Cybersecurity

- Threat Analysis & Detection
- Attack Simulation
- Phishing & Social Engineering
- Anomaly Detection

Segment Margins - Trends & Aspiration

Pivoting for Growth

Improving Margins



*Note: Restated for SWC.

ESG - Journey & Aspirations

Journey so far

- **Sustainability offerings** for customers supporting transition to a net-zero future
- **Environment & Water** are key themes for CSR activities
- Pledged in Nov'21 to become **Carbon and Water neutral by 2030**
- Launch of **Integrated Annual Report for FY24**

Roadmap way forward

- Target to achieve **~50% renewable energy sourcing by FY27**
- Align with industry best practices for **sustainable supply chain**
- Reduction in Scope 1+2 emission
- Improve employee metric on account of Diversity, Ethnicity & Inclusivity

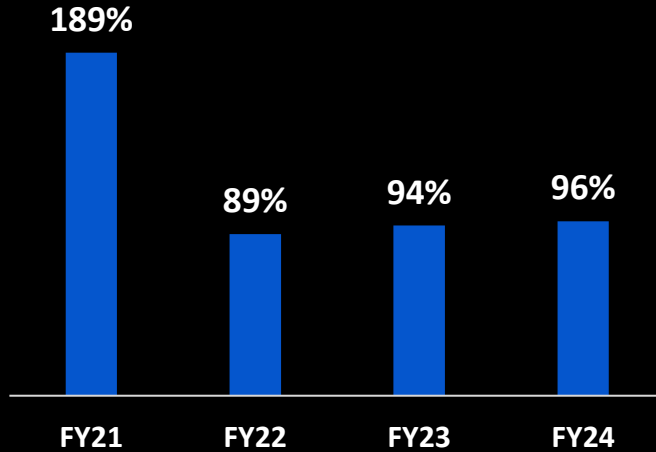
ESG Ratings in FY24	Current Score	Previous Score	Industry Average
CDP – Climate Change	C	-	C
CDP – Supplier Engagement Rating	B-	-	C
S&P DJSI Ratings	39	27	26
Ecovadis Ratings	54	46	54
Sustainalytics Risk Ratings*	16.8	19.8	21.7

*Lower scores are better

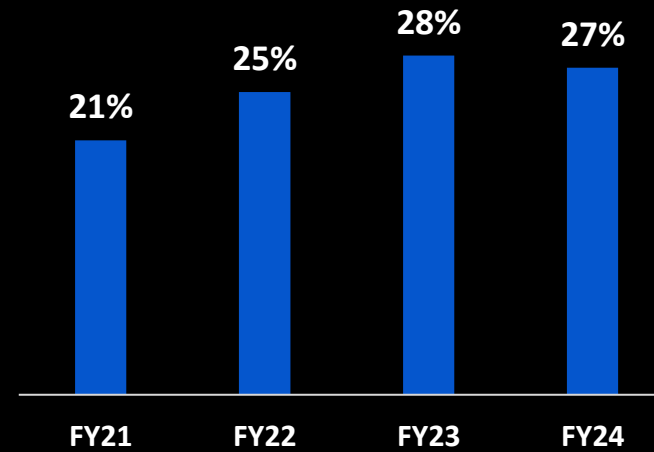


Shareholder Value Creation

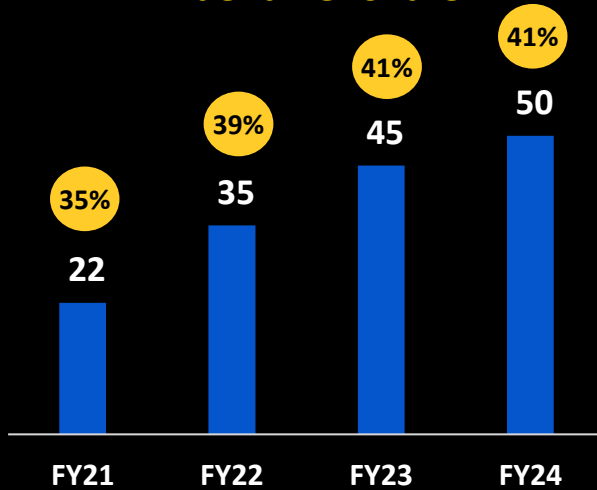
Free Cash Flow (as a % of Net income)



Return on Equity

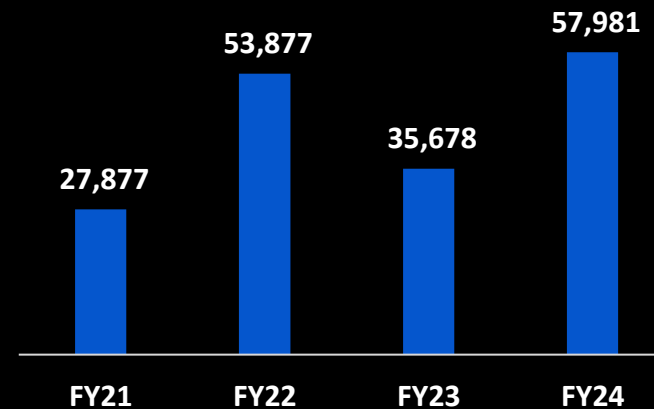


Dividend Per Share



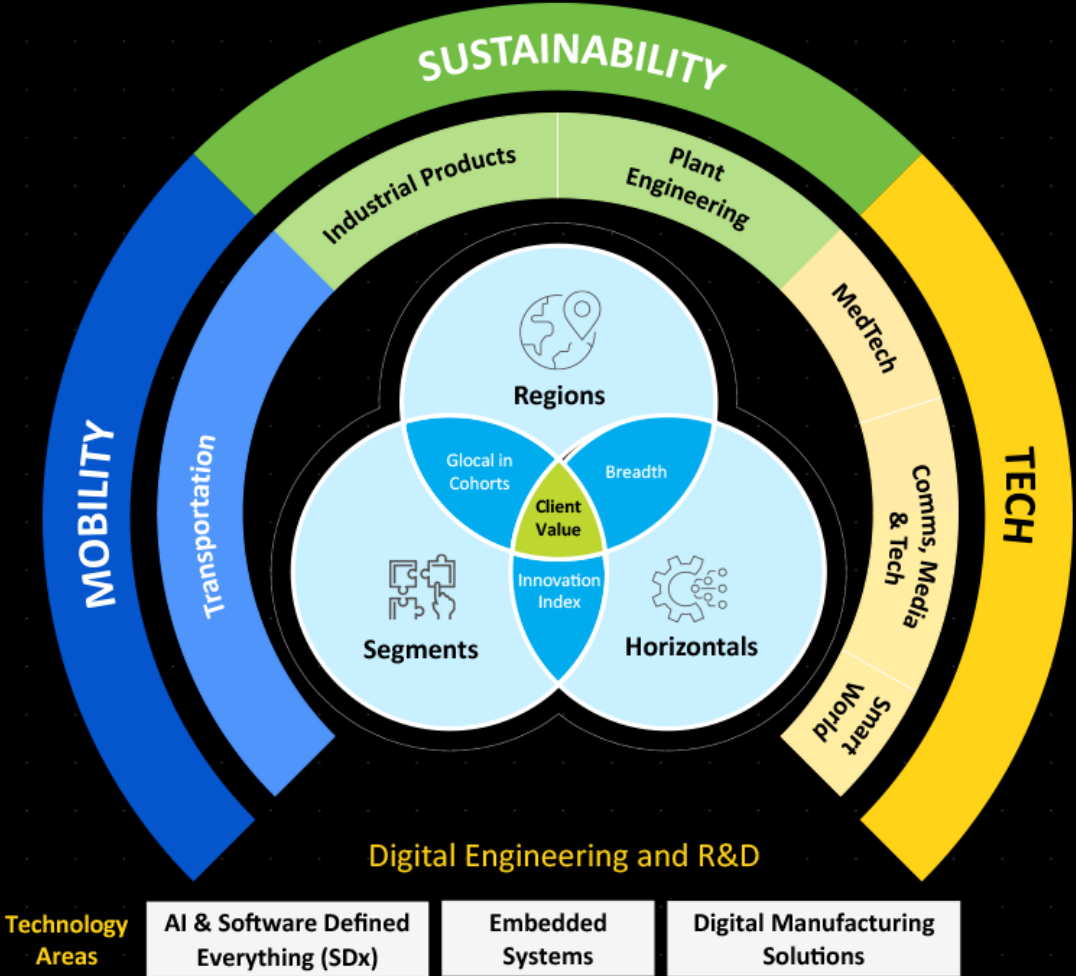
XX% Dividend Payout Ratio


Market Cap (INR Cr)




As on 31st March

Going Deeper to Scale






Aspiration to be a \$2B company



To be among Top 5 ER&D services companies globally



Drive EBIT Margin towards 17-18%

Purposeful.
Agile.
Engineering.

Thank You