

LTIM/SE/STAT/2024-25/93

November 26, 2024

**National Stock Exchange of India Limited**Exchange Plaza, Bandra-Kurla Complex  
Bandra (E),  
Mumbai - 400 051**The BSE Limited,**Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai - 400 001**NSE Symbol:** LTIM**BSE Scrip Code:** 540005

Dear Sir(s)/Madam,

**Subject: Investor Day 2024 - Presentation**

Pursuant to Regulation 30 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, and in continuation to our letter dated November 21, 2024 bearing reference no. LTIM/SE/STAT/2024-25/89 informing the exchanges that the Investor Day would be held today, we hereby enclose copy of the presentation referred during the Investor Day.

Please take the same on your records.

Thanking you,

Yours faithfully,

**For LTIMindtree Limited****Angna Arora****Company Secretary & Compliance Officer****Encl. As above****LTIMindtree Limited**

(Formerly Larsen &amp; Toubro Infotech Limited)

Corporate Office: L&T Technology Centre, Tower 1, Gate No. 5, Saki Vihar Road, Powai, Mumbai - 400072, India  
T: + 22 6776 6776 F: + 22 4313 0997Registered Office: L&T House, Ballard Estate, Mumbai – 400 001, INDIA  
[www.ltimindtree.com](http://www.ltimindtree.com) | Email: [Info@ltimindtree.com](mailto:Info@ltimindtree.com) | CIN: L72900MH1996PLC104693

LTIMindtree Limited is a subsidiary of Larsen &amp; Toubro Limited



# Investor Day 2024

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Debashis Chatterjee

November 2024

— **AI** —  
**ELEVATING**  
**OUTCOMES**  
—



# Our Industry has been resilient by habit



# Much has changed in the last 2 years

Game changing  
**AI revolution**



**Escalating**  
Geopolitical crisis



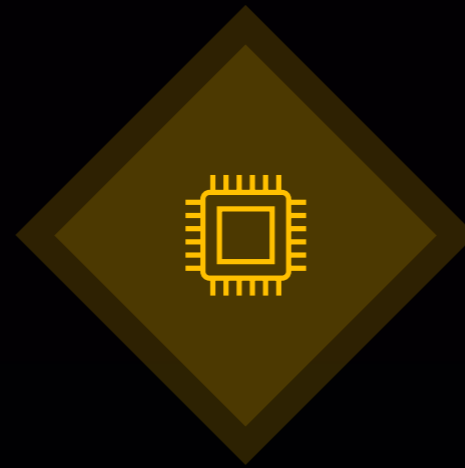
Exuberance in  
discretionary  
**spending paused**



# The change we see now is rapid & structural



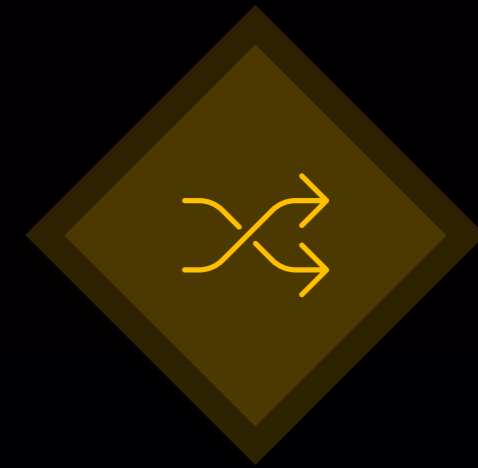
Client  
Priorities



Technology  
Landscape



Deal  
Contours



Competition  
Mix

No time for incremental thinking, time for **“disruptive”** change

# Playground of the future is evolving fast led by AI



Sustainability



Cloud services



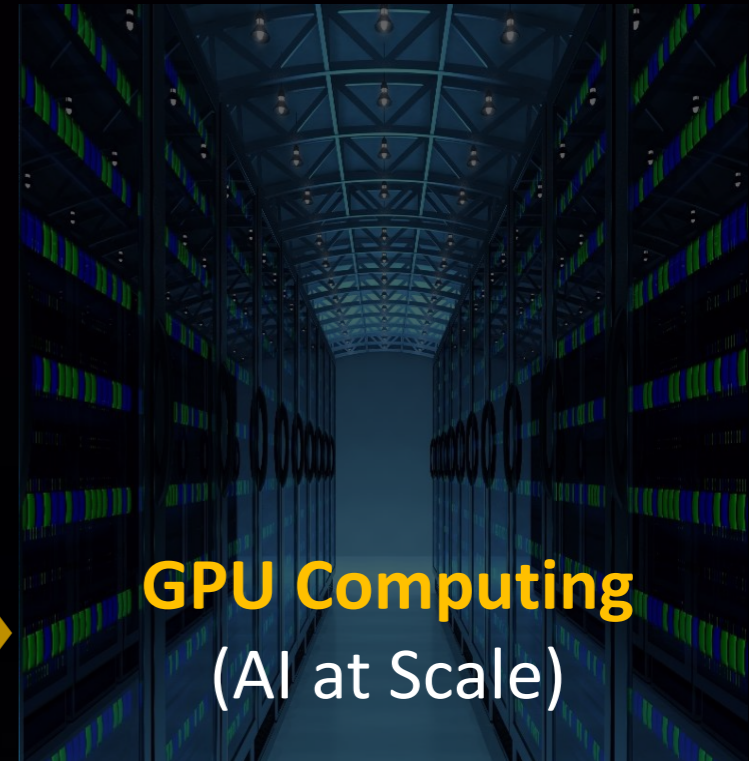
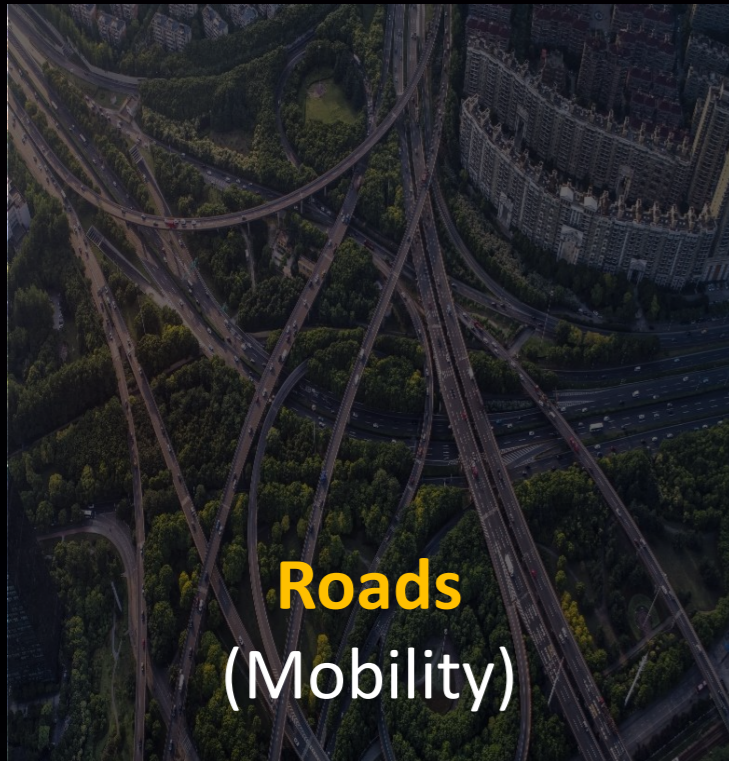
Security Infra



XaaS

**Generative AI**

# Massive capex investments leading to the next S-curve



We have a  
bold ambition

**\$10B**

**\$4.3B**

Maintaining consistent profitable growth



# Our journey to \$10B is going to be unique

Rapid technology disruptions

No easy dollars

New competition dynamics



**Strong Foundation**

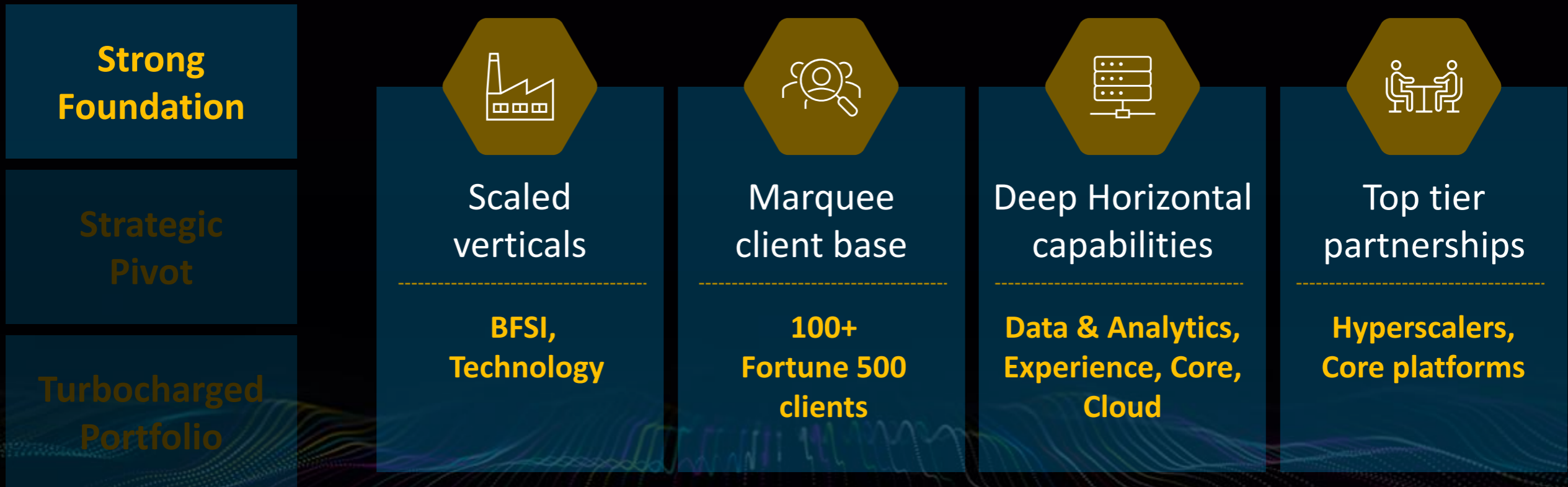


**Strategic Pivot**



**Turbocharged Portfolio**

# We have built a compelling base for growth



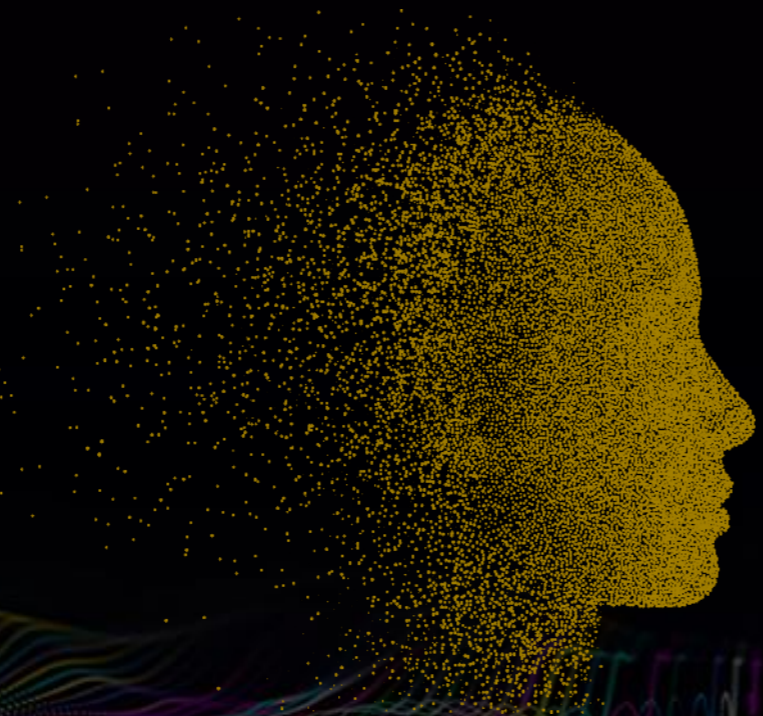
# Our resolve

## Pivot to AI @ Faster

Strong  
Foundation

Strategic  
Pivot

Turbocharged  
Portfolio



AI IN  
EVERYTHING

Infuse AI in  
everything we do

EVERYTHING  
FOR AI

AI at scale,  
engineered together

AI FOR  
EVERYONE

Empowering people,  
humanizing AI

# Elevating Outcomes

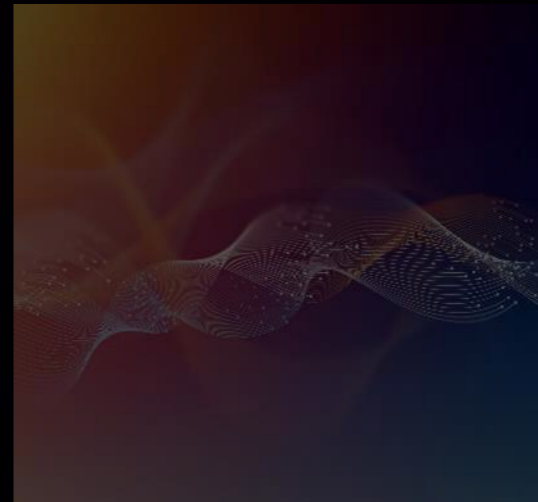
Strong  
Foundation

Strategic  
Pivot

Turbocharged  
Portfolio



Legacy Migration &  
Modernization  
@ Scale



Marketing designs  
for High-speed  
product launch

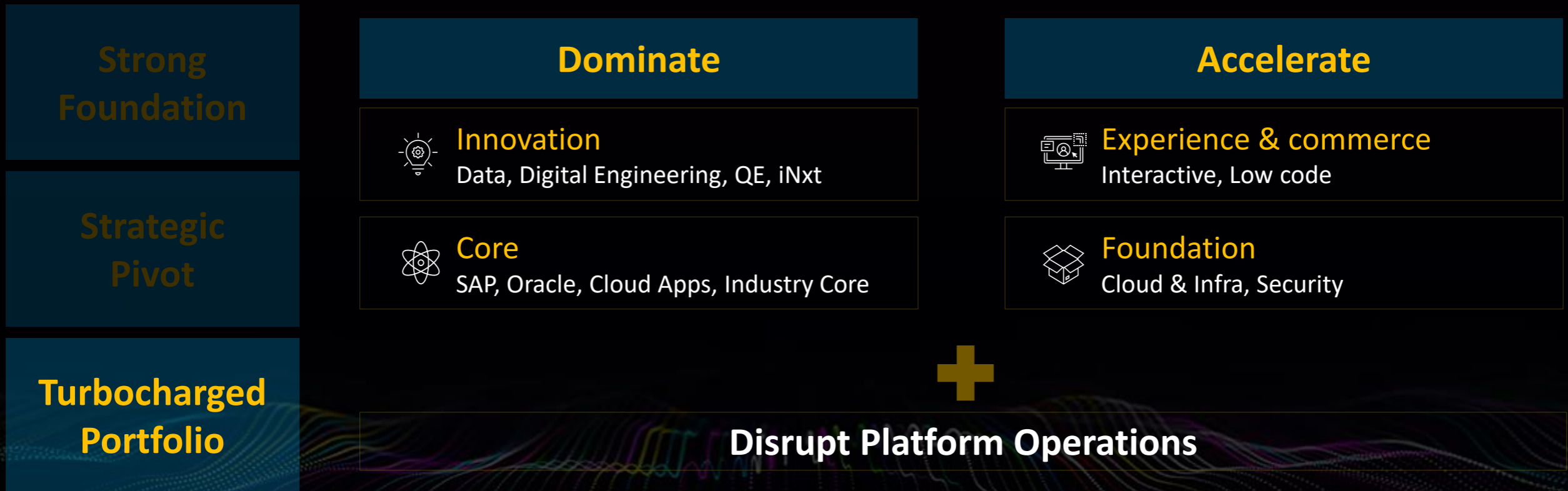


Faster & more  
accurate enabled  
Fund research

# Our Verticals have Headroom for \$10B path



# With relevant capabilities to capture this headroom



# Our “6” imperatives

## Capabilities



Elevating Outcomes  
through AI



Catch major  
spend waves

## Markets



Leveraging scale  
for growth



Punch above weight in  
key verticals

## Future Ready Organization



Holistic Investment  
in talent



Consistent Profitable  
Growth

Getting to the  
**Future, Faster.**  
**Together.**







# Leading the **AI Wave**

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Nachiket Deshpande  
Rohit Kedia  
Krishnan Iyer

November 2024

**ELEVATING  
OUTCOMES**

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Our industry has  
faced major  
paradigm shifts  
before.

The winners  
responded by  
making bold  
choices.





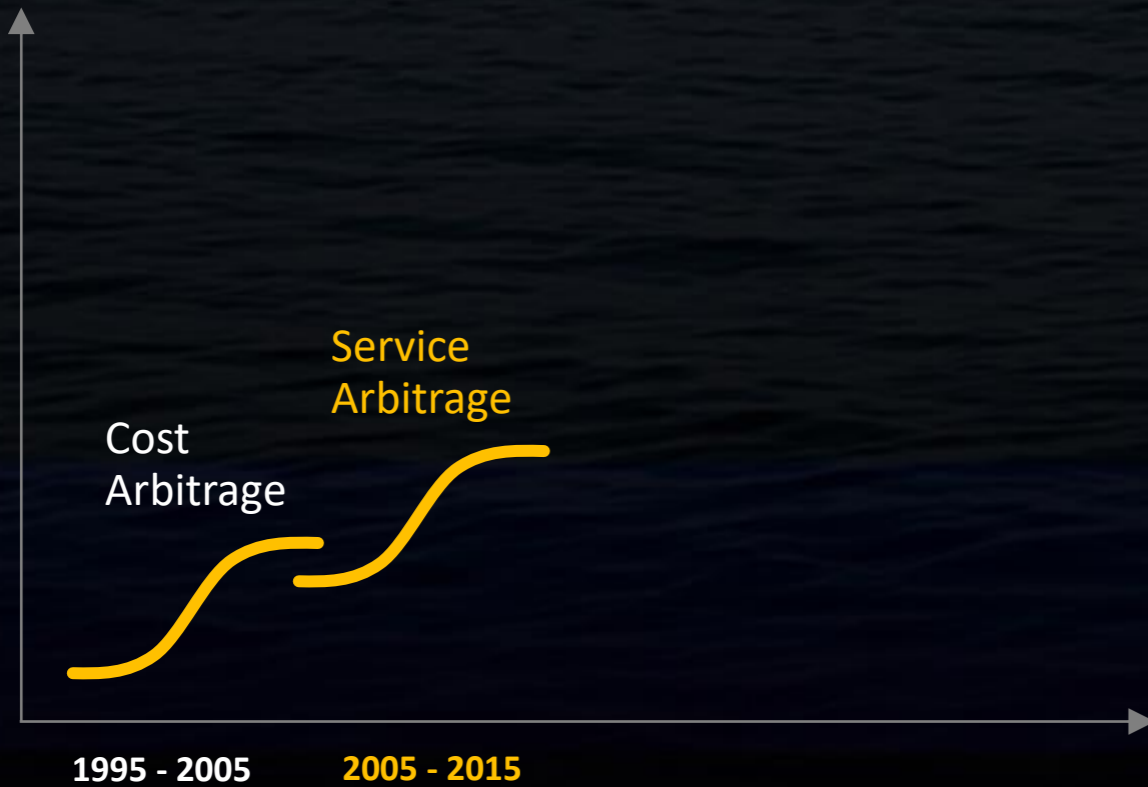
**1.1Mn+**  
H1B visas issued

Source: US Immigration council

**900K+**  
Offshore services  
workers by 2005

Source: McKinsey

**GLOBAL DELIVERY MODEL**  
Fundamental Innovation



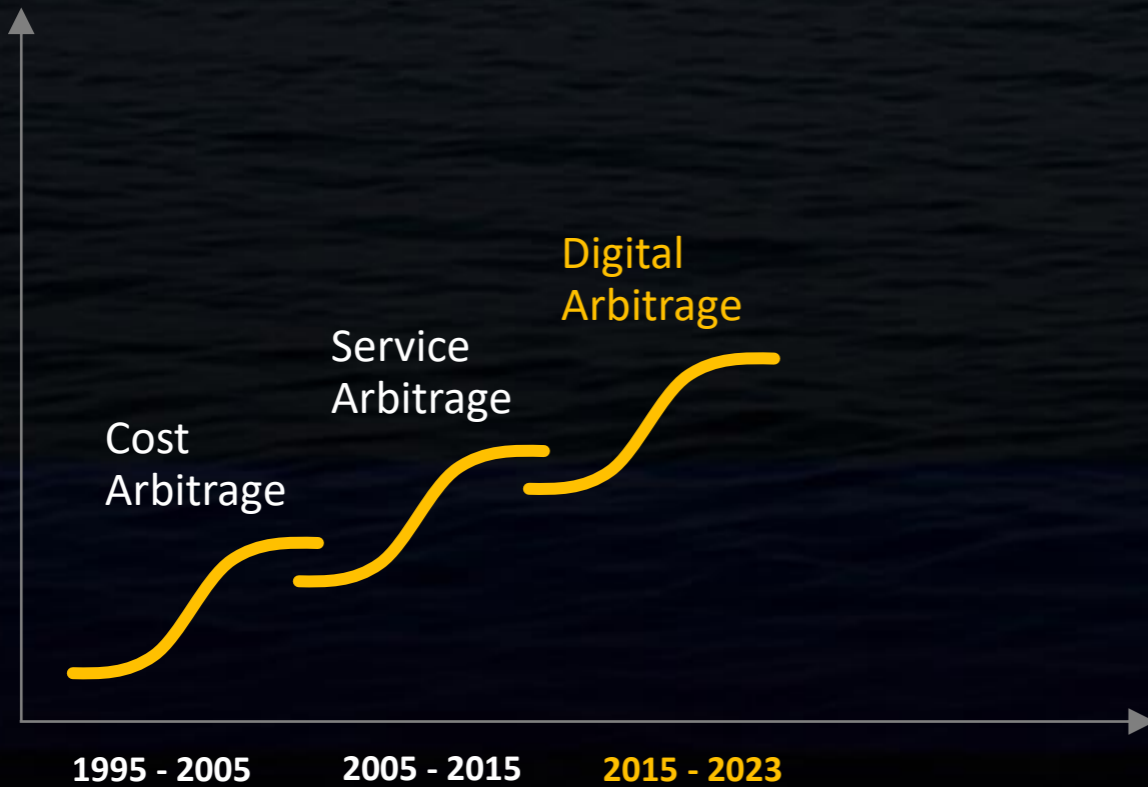
**24 B\$ → 144 B\$**

Indian IT Industry ('05 & '15)

Source: NASSCOM

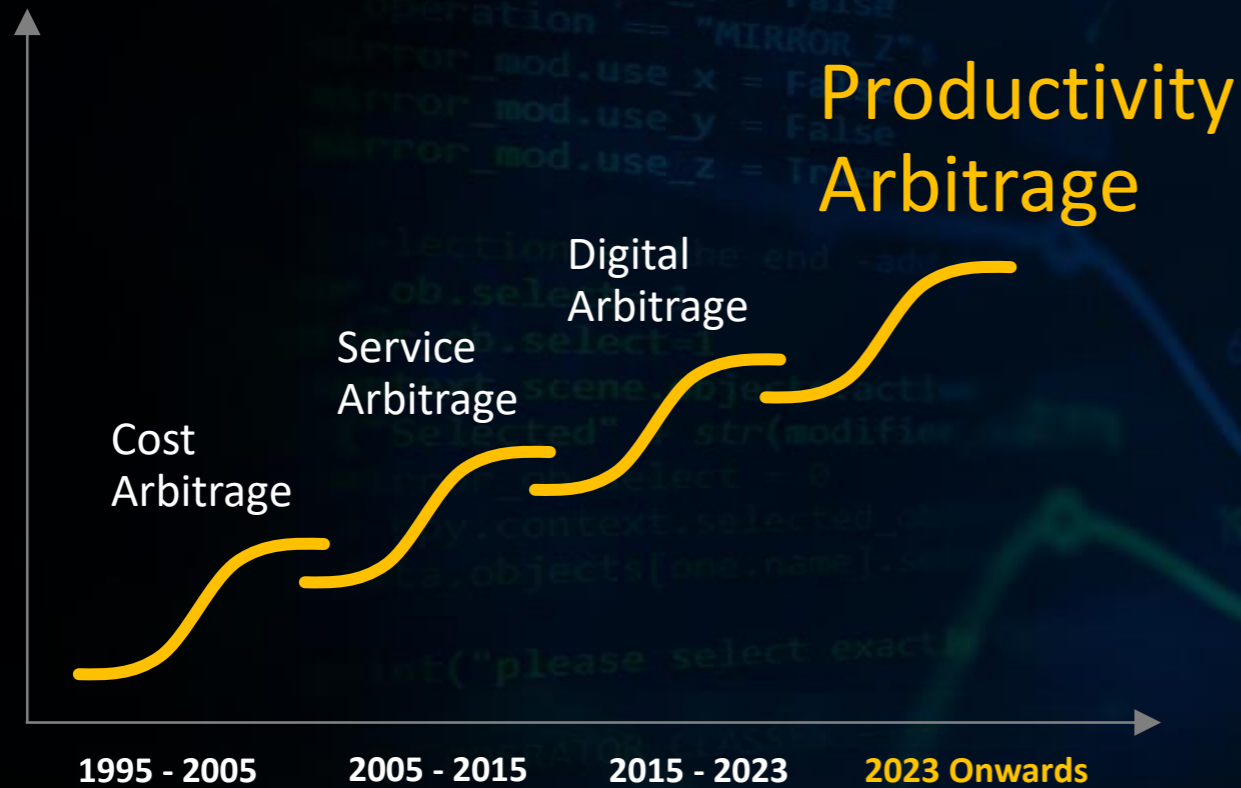
**SERVICE DECOMPOSITION &  
COMMERCIAL ACCOUNTABILITY**

Fundamental Innovation



<b>3x</b> GCC growth in India <small>Source: NASSCOM</small>	<b>23%</b> Growth of Digital Pure-plays <small>Source: Company financials</small>	<b>&lt;10%</b> Growth CAGR of Indian Tier 1 <small>Source: Company financials</small>
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**DIGITAL-DOMAIN CONVERGENCE**  
Fundamental Innovation



## AI-DRIVEN PRODUCTIVITY

Fundamental Innovation

# Artificial Intelligence

## Disruptive currents steering the productivity wave

### AI Productivity Potential

Developer  
productivity gains

**35% to 45 %**

Source: McKinsey

Customer service  
productivity gains

**30% to 40%**

Source: BCG

Content creation  
productivity gains

**30% to 50%**

Source: Bain

# What will it take for us to ride this wave?

**Service  
Transformation**

**Talent  
Transformation**

**Operating Model  
Transformation**





What will it take for us  
to ride this wave?

**AI**  
~~**GLOBAL**~~  
**DELIVERY MODEL**



# LTIMINDTREE AI Delivery Model

AI IN  
EVERYTHING

Infuse AI in  
everything we do

EVERYTHING  
FOR AI

AI at scale,  
engineered together

AI FOR  
EVERYONE

Empowering people,  
humanizing AI



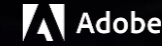
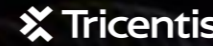
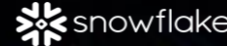
# 1

AI IN EVERYTHING  
Infuse AI in everything we do

# Infusing AI

## in the way we deliver our services and solutions

<b>AI in Experience</b>	Copilot for UX Design	Augmented Creatives	AI-Powered Marketing Campaigns
<b>AI in Digital Engineering</b>	Automated Code Generation	AI-Powered Modernization	AI-Generated Test Cases
<b>AI in Data</b>	AI Driven Data Quality	AI-Powered Data Migration	Conversational Analytics
<b>AI in Enterprise Apps</b>	AI-Powered Process Design	Embedded AI Processes	AI-Assisted Master Data
<b>AI in Infrastructure</b>	Cognitive Self-service	AI-Driven Reliability	Self-Optimizing Cloud
<b>AI in Security</b>	AI-Driven Threat Detection	AI-Driven Incident Response	AI-Enabled Identity
<b>AI in Business Operations</b>	AI-Driven Customer Service	AI-Driven Underwriting	Autonomous FP&A Agents



**Modernize → Build → Operate**

# Scaling AI-driven delivery in IT operations and engineering

3

Modernization Co-pilots

Engineering Co-Pilots

Operations Co-Pilots



2

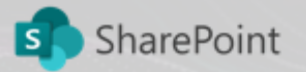
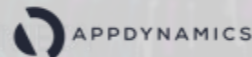
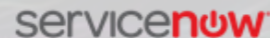
AI Agents  
Task Automation and Agentic Workflows



1

Knowledge Fabric  
Business and IT Ontology    Enterprise Knowledge Graph    Small Language Models

Knowledge Sources



A global **manufacturing leader**

# Global Application Management through **AI First Operations Framework**

**>40%**

Efficiencies  
committed

**~30%**

Opex savings  
committed

**4**

Existing vendors  
replaced

A leading e-Commerce player in APAC

# S/4HANA Implementation Acceleration through Content Personalization

**300**

Project documents  
created using AI

**200**

Hours of video  
localization using AI

A large **financial services** company

## AI led Legacy **Migration & Modernization** at Scale

**55%**

Effort  
reduction

**30%**

Velocity  
acceleration

**200+**

Applications



A global **FMCG** major

# AI Assisted Creatives Marketing Designs for High-Speed Product Launches

**75%**

Effort reduction to  
create content

**40%**

Faster time to  
market

**30%**

Reduction in  
operations cost

A global **top-5 bank**

# AI Driven Personalized Campaign for Wealth and Asset Management

**12,000+**

Requests  
delivered

**30%**

Higher volume  
handled

**30%**

Increase in the  
open rate

A technology major

# AI Driven Customer Service With Service Copilots



**20%**

Improvement in  
throughput

**20%**

Enhancement in  
client satisfaction

**15%**

New business  
upliftment

# CUSTOMER ZERO

Infusing AI in the way we run our business

**Talent Supply Chain**

**Obligation  
Management**

**Employee Self Service**

**Investor Relations**

**Cybersecurity**

**Software Engineering**

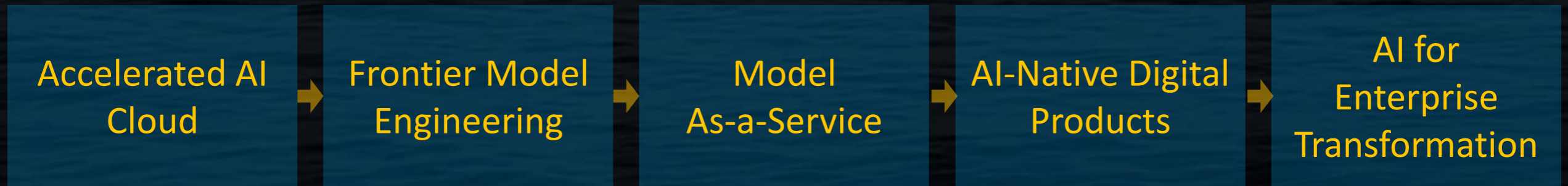
# 2

## EVERYTHING FOR AI

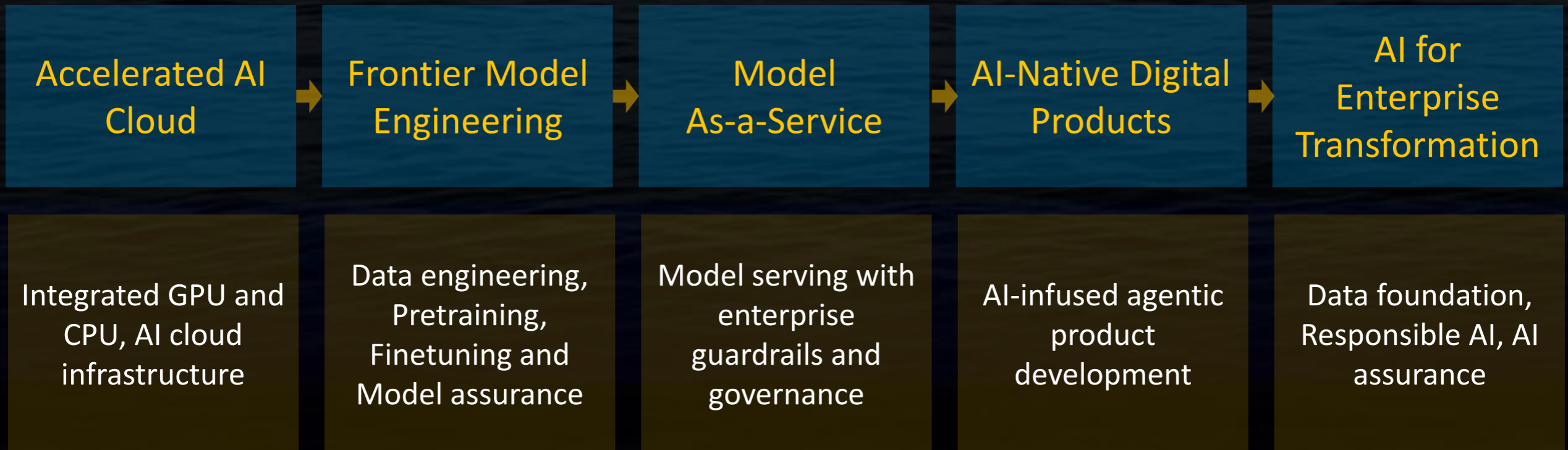
AI at scale,  
engineered together

# The New Opportunity

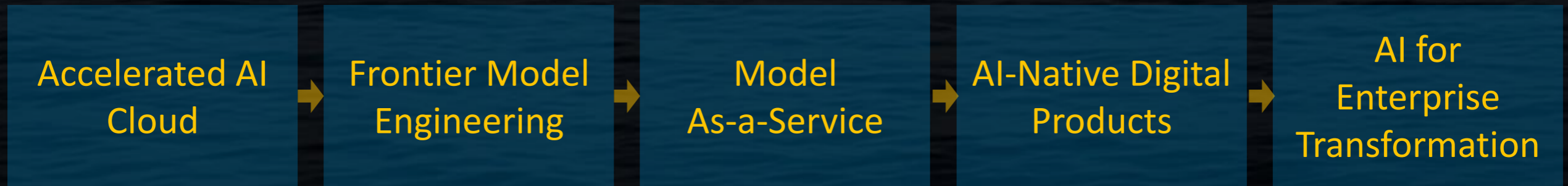
in the emerging high growth AI value chain



# We are building new offerings to capture this new opportunity



# With the strategic investments required to compete in this new AI economy



**AI Cloud**

AI Infrastructure  
GPU-as-a-service  
AI Cloud Services

**AI Platform**

AI Lifecycle Platform

Low-Code Studio, Model Safe-Listing, Agent Builder, Responsible AI

**Agentic AI Software**

Disruptive Agentic-AI capabilities for enterprise functions



# LTIMindtree AI Platform

- 1** Full-stack Generative AI Platform for enterprises
- 2** Designed for model interoperability, public/private cloud and extensibility with API endpoints
- 3** Enables all 4 levels of value out of Enterprise's content and data

LEVEL 4  
ACTIONS

**45**

LLM's onboarded onto platform

**10M +**

LLM requests per week

LEVEL 3  
DECISIONING

**75 +**

Plug & Play Services

**10**

Industry Micro-labs

LEVEL 2  
INSIGHTS

LEVEL 1  
SEARCH & SHOW

**50**

Best in-class Moderation Responsible AI





A global **construction** major

# Building a domain language model **to codify engineering and quoting know-how**

**40%**

Faster tender management activities

**25%**

Reduction in time for risk prediction in contracts

A global **automobile** major

# AI-powered multi-tenancy Enterprise Search Platform

Powered by

**LTIMindtree AI Platform**



# 3 AI FOR EVERYONE

Empowering people, humanizing AI

# AI For Everyone

Designed to deliver frictionless adoption

**AI  
THAT IS  
HUMANE**

HUMAN IN  
THE LOOP LEARNING

**AI  
FOR  
HUMANS**

CO-PILOTS TUNED FOR  
EVERY PERSONA

**AI  
FOR  
HUMANITY**

SOLVE FOR A  
BETTER WORLD

# Future Workforce

## Co-pilots for every persona



**Claims Agent**

**50%**  
Reduction in claims  
processing time



**Customer  
Service Agent**

**25%**  
Improved operational  
efficiency



**Software Engineer**

**30%**  
Improved developer  
productivity



**Marketing Planner**

**40%**  
Cost reduction for  
content creation

# Revolutionizing Wealth Management Value Chain with AI Twins



**9 AM**  
**Portfolio Impact & Meeting  
Priorities**  
Prioritize and schedules meetings  
with clients based on impact of news

**7 AM**  
**Market News & Sentiments**  
Identify market sentiments and  
summarizes impact to client  
portfolios

**1 PM**  
**Portfolio Re-balancing**  
Run simulation of future scenarios  
and provide optimized rebalancing



**4 PM**  
**Performance Summary**  
Help analyze own vs other  
advisor performance and  
portfolio performance

**5 PM**  
**Plan Next day & New clients**  
Summarize long research  
reports, generate personalized  
recommendations

# AI-powered Solution to make Underwriting more intelligent

**50%**

Increased  
underwriter  
productivity

**10%**

Improved  
retention rate

**5%**

Improvement in  
loss ratio



A **non-profit refugee** agency

# Racing to protect the **Rights of Refugees**

**25%**

Increased beneficiary  
services for refugees

**45%**

Helpdesk  
ticket reduction

# Monetizing Our AI Strategy

AI IN  
EVERYTHING

Challenger approach to  
grow market share &  
increase win ratios

Launch new services  
with a disruptive  
proposition

EVERYTHING  
FOR AI

Win in the new AI  
economy

Capture new enterprise  
spend

AI FOR  
EVERYONE

Frictionless AI adoption  
at scale

Win the talent war

Getting to the  
**Future, Faster.**  
**Together.**





# Leveraging Scale and Driving Impact

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Sudhir Chaturvedi  
Harsh Naidu  
Vijay Ram

November 2024

ELEVATING  
OUTCOMES

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# Our “6” imperatives

Capabilities



Elevating Outcomes  
through AI



Catch major  
spend waves

Markets



Leveraging **scale**  
for **growth**



Punch above weight in  
**key verticals**

Future Ready  
Organization



Holistic Investment  
in **talent**



Consistent Profitable  
Growth

# Leveraging scale for growth



## MINECRAFT 2.0

- Maximize growth from Focus 100 accounts
- Minecraft accounts grew by **10% YoY** in Q2
- **21%** of the Minecraft Accounts incorporated AI in their operations

## ASPIRE

- Increase cross-sell & upsell – service line sales led
- **~15%** increase in Cross Sell ratio from F100 Accounts
- **38%** higher ratio compared to company average

## PROJECT EVEREST

- Proactively shape and close large deals
- **45+** Large Deals in the last 18 months

## PROJECT NEO

- Open and scale quality new logos
- **150+** New Logos in the last 18 months
- **Over 20** new Logos opened with AI opportunities

# Large Deals (>\$25M) Performance

Last 18 months

# Our Large Deal Wins



Large Deals

**45+**

In the last 18 months

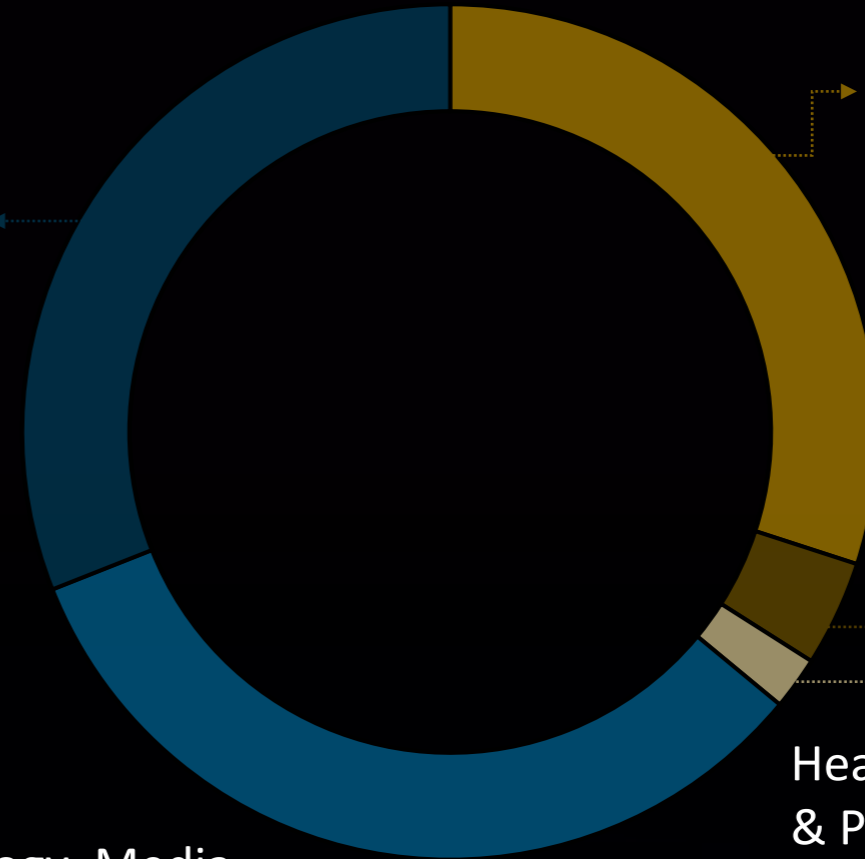


TCV

**\$2.0B+**

In the last 18 months

Banking,  
Financial Services &  
Insurance  
**30%**



Manufacturing &  
Resources  
**33%**

Consumer  
Business **4%**

Healthcare, Lifesciences  
& Public Services  
**2%**

Technology, Media  
& Communications  
**31%**



# Large Deals Pipeline



Total TCV

**\$5B+**

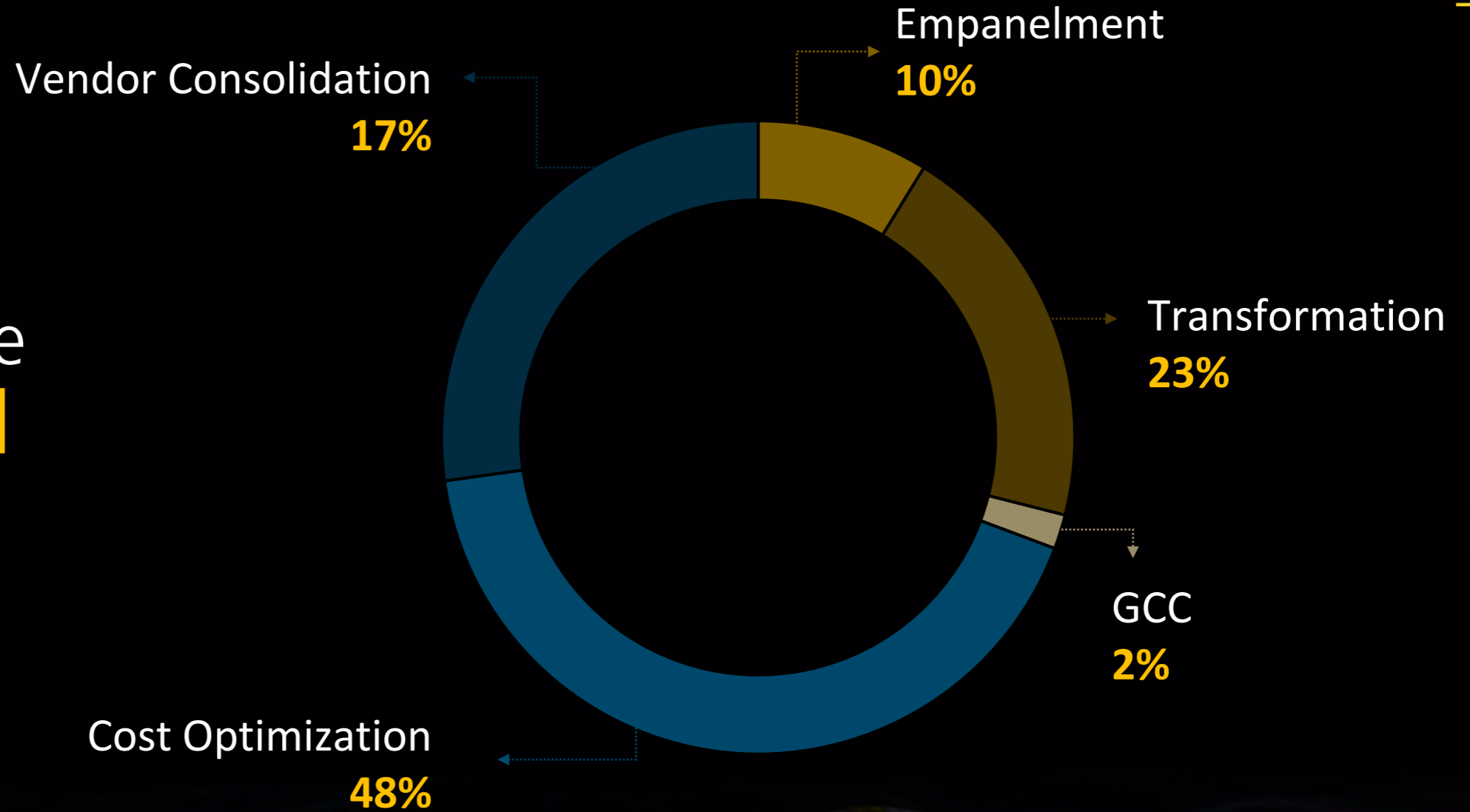
\$100M+ deals

**14 Deals, \$1.9B**

\$50M-100M deals

**21 Deals, \$1.3B**

# Nature of the Large Deal Pipeline



# Punching above weight in Key Verticals

# Banking, Financial Services & Insurance

# BFSI at Scale



## Global Banks

50% of top 100



## US Custody Banks

4 of top 5



## US Regional Banks

14 of top 20



## US Asset Managers

4 of top 10



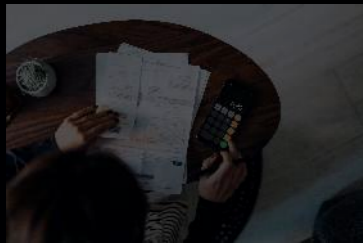
## Payments

3 of top 10



## Data Provider

3 of top 5



## Private Banks

20 of top 50



## Development Banks

3 of Top 5



## PaaS

1T CAD AUM



## US P&C

10 of Top 15



## Re-Insurance

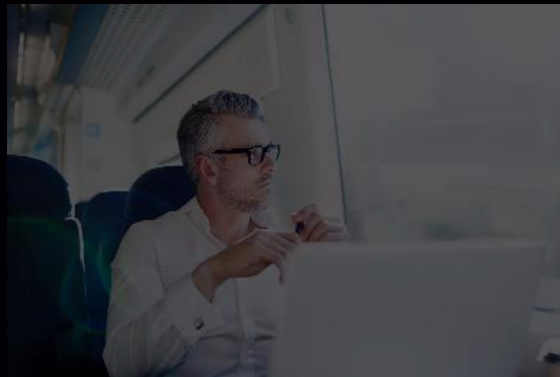
3 of Top 10



## Insurer & Broker

5 of Top 20, 7 of Top 10

# Our Deep Capabilities (Data, Architecture, Domain) Delivering Impact



## Driving Revenue

### Increase Revenue

Marketing and customer outreach

### Payments Modernization

Product Development

### Personalization

Helping improve understanding of their customers

### Loans Transformation

Improving the client experience and underwriting process



## Managing Cost

### Improving Expense ratio

Platform Operations

### Core Transformation

Shrinking the core & building API stack

### Data Quality

Working on Lineage, quality, adjustment for 90 products in 100 countries

### Modernizing Infra

Highly engineered Private & Hybrid cloud, Strategy for moving to Public cloud



## Helping Govern

### Reg Tech @scale

Date strategy, risk, global reg reporting,

### Remediation as a Service

IT and Ops remediation



## Innovate with AI

### Advisors of the future

### AI-Smart Underwriting

### Touch Less Claims

### Experimentation as a service

# Changing industry contours

## PRODUCT TO CUSTOMER CENTRIC

Re-segmenting markets



## CONSOLIDATION

Strengthening their positioning  
through acquisitions



## LOCALIZATION

Most of the large institutions are  
reducing their global footprint  
and strengthening local presence



## COMPLEX REGULATORY REGIME

Globally intertwined regulatory  
regime is being established



# Elevating Outcomes in the new paradigm

## Divestiture and acquisition technology initiatives

Helping a **large bank** exit 7 markets

Helping a **mid size US bank** in spinning off their insurance business

Helping a **large bank** in reimagining their wealth business by merging 4 platforms that it acquired



# Elevating Outcomes in the new paradigm

## New regulatory initiatives

Remediation as a service for IT and Ops risks for mid-sized banks

Regulatory reporting as a service for EU and Asia regulations for a large global bank

# A challenger mindset with a **strong ground game**

Strong capabilities  
**Core to experience**

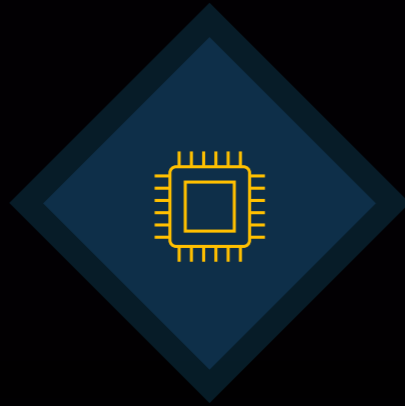
Permission to  
**play at scale**



Delivering superior client experience  
**Zero distance to decisioning**

# Technology

# We work across the technology value chain from silicon to software



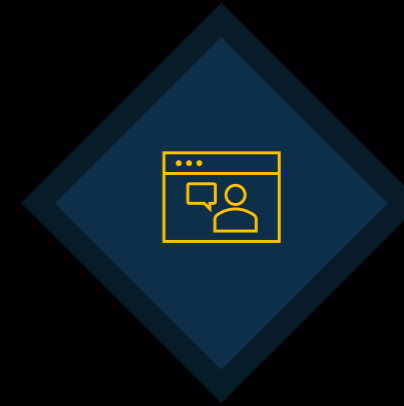
Semiconductor  
and Devices

**5 of Top 15**  
Semiconductor  
firms



Computer, Networking &  
Peripherals

**5 of Top 15**  
Hardware &  
OEMs



Enterprise Software  
& Platforms

**7 of Top 15**  
ISVs

# The Technology industry continues to be very dynamic



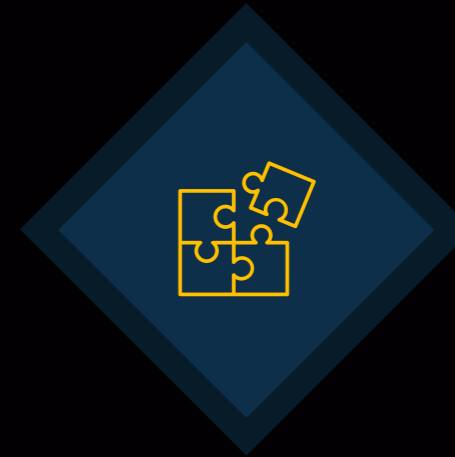
Software  
in everything

Infinitely flexible  
and scalable  
Evolving consumer  
expectations



Subscription economy  
fueled by consumption

Direct to customer,  
servitization of products  
Continuous engagement  
vs. one-time sale



Dynamic pace of  
innovation

Continuous innovation,  
faster releases  
Importance of creating  
& maintaining ecosystem

# We are at the center of the transformation..



Work with **leaders**  
in each segment



Work on **crown jewels /  
revenue centers**



Directly enable **customer  
success & growth**



Build enduring  
**strategic relationships**



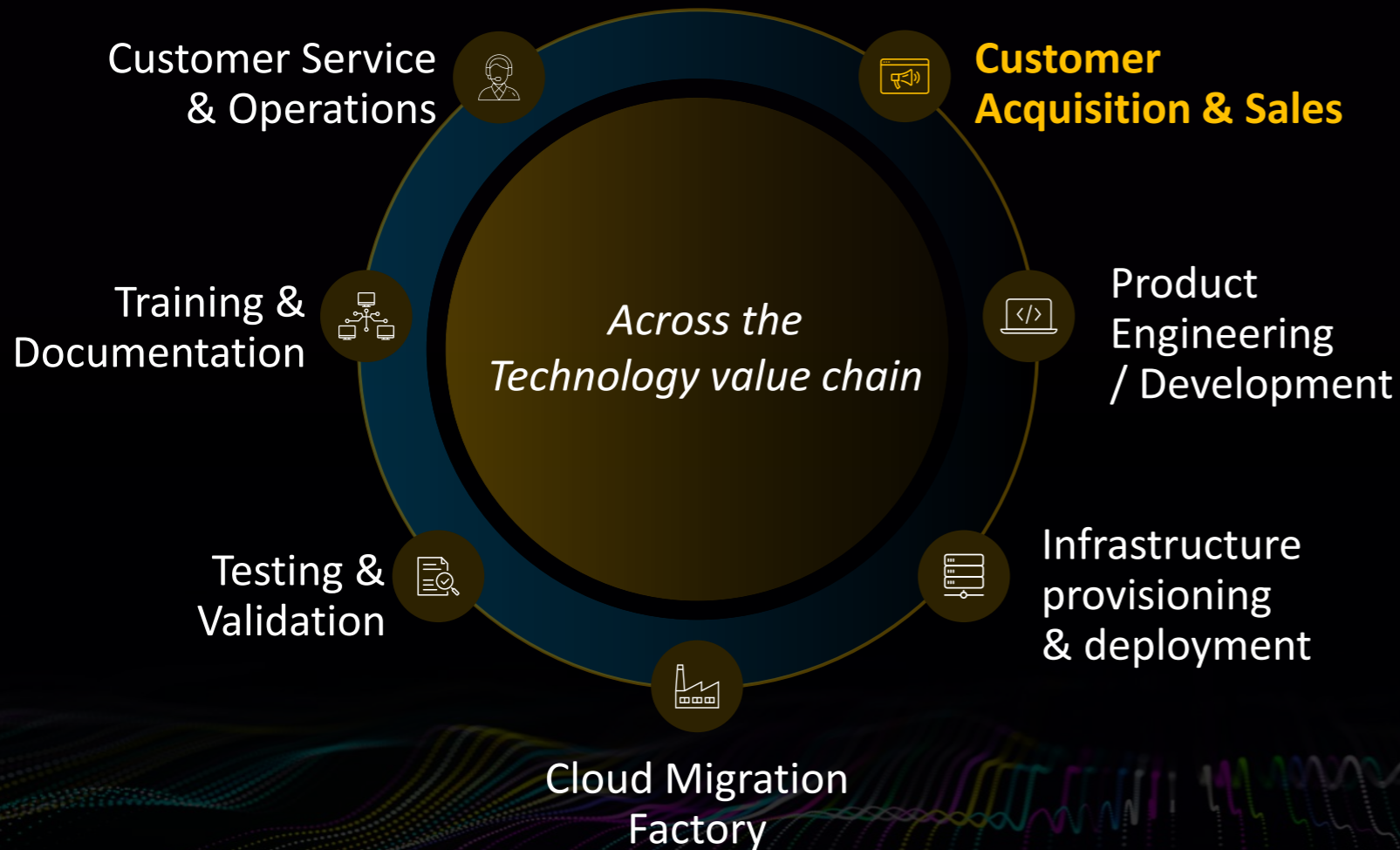
Drive **cutting-edge**  
tech products



Lead growth with  
**360° partnerships**

.. hence **growing with the leaders**

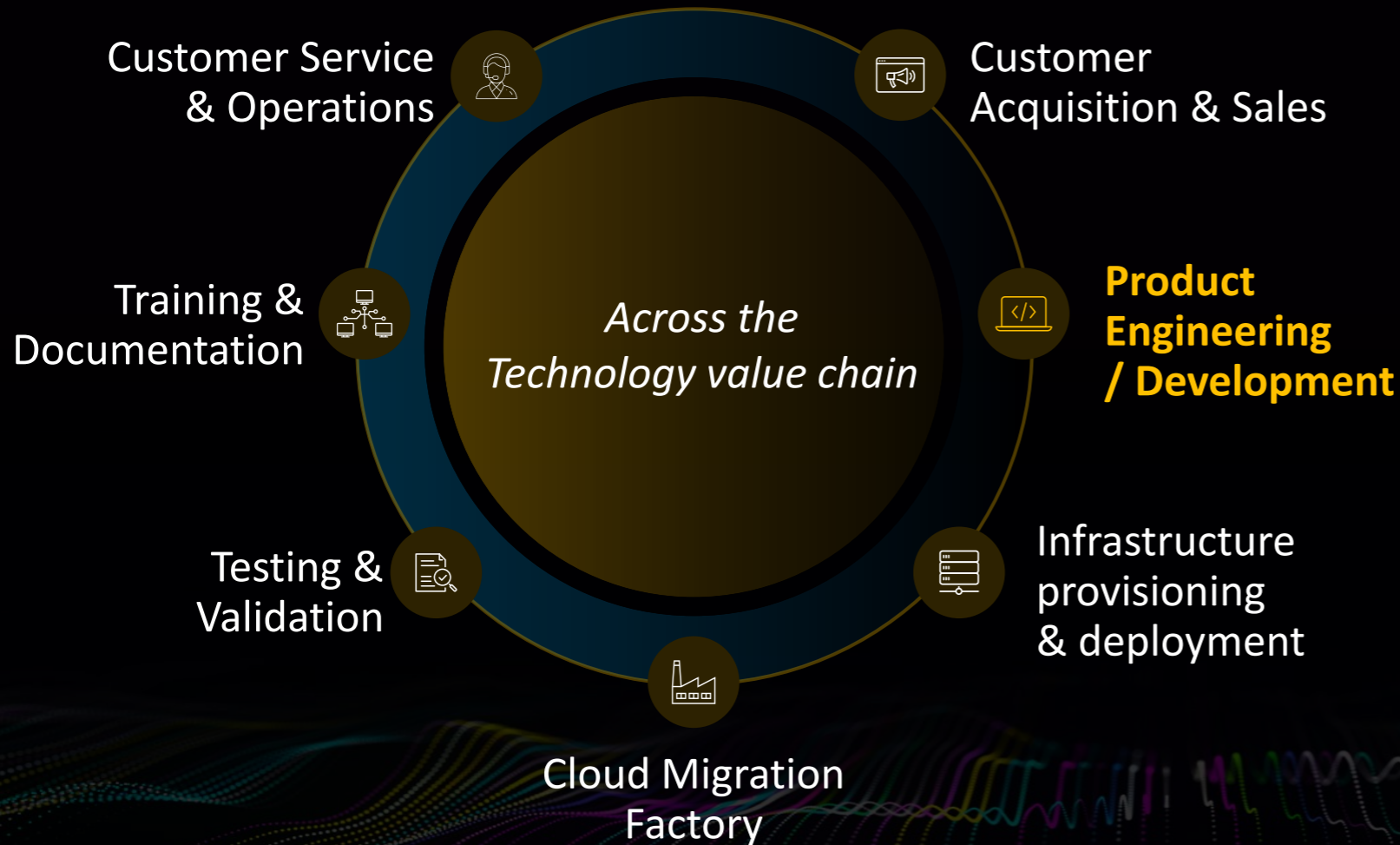
# Elevating outcomes – Impacting revenue



**2 billion+**  
Campaign impressions  
for a large ISV

**80%**  
Personalization match rate  
for a software provider

# Elevating outcomes – Impacting revenue



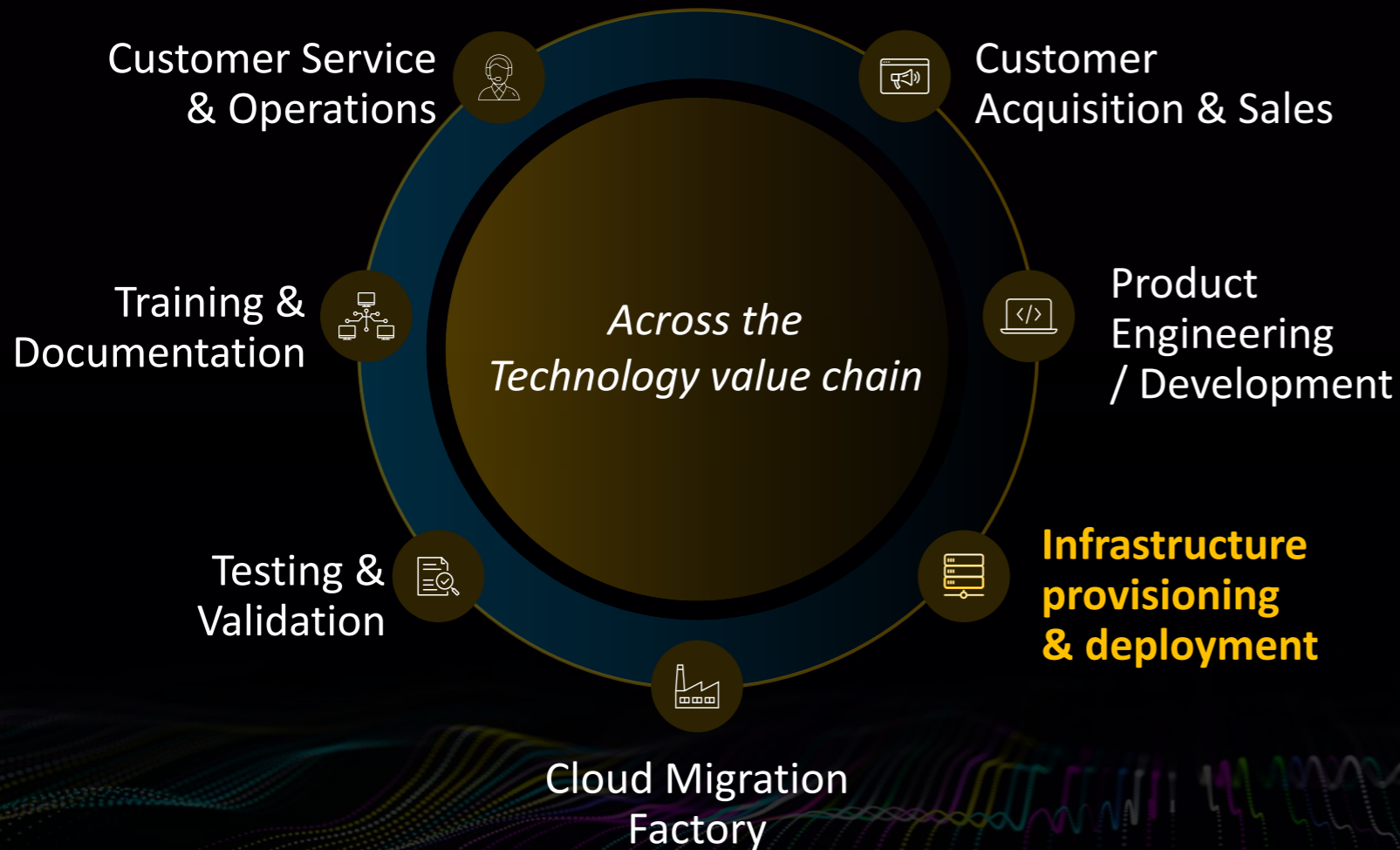
**99.995%**  
Availability for an ISV

**30%**  
TCO reduction  
for an American networking major

**2.5x**  
Revenue uplift for a Global data  
management company



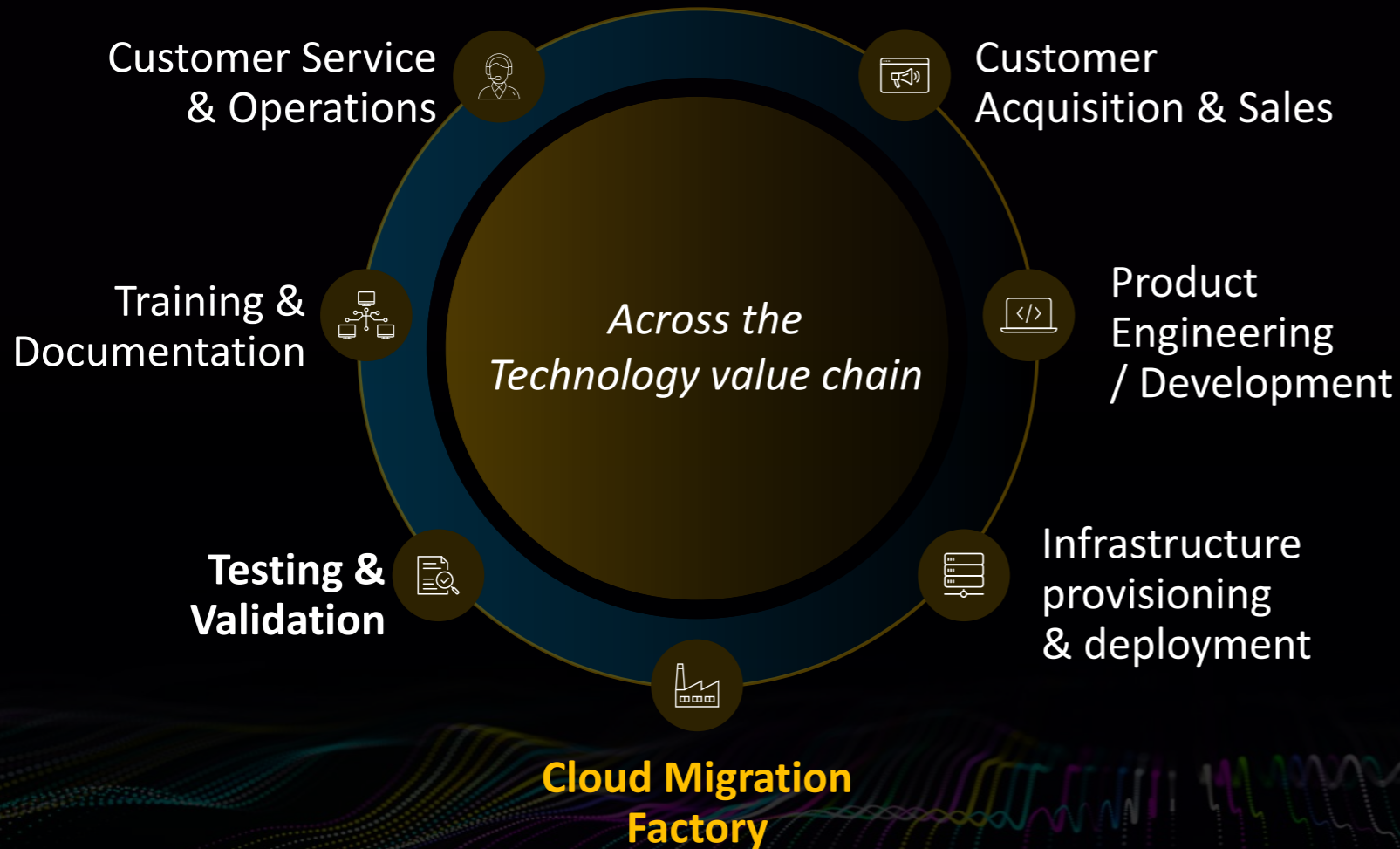
# Elevating outcomes – Impacting revenue



**90%**  
buildout cycle reduction,  
**~4K**  
clusters built / year

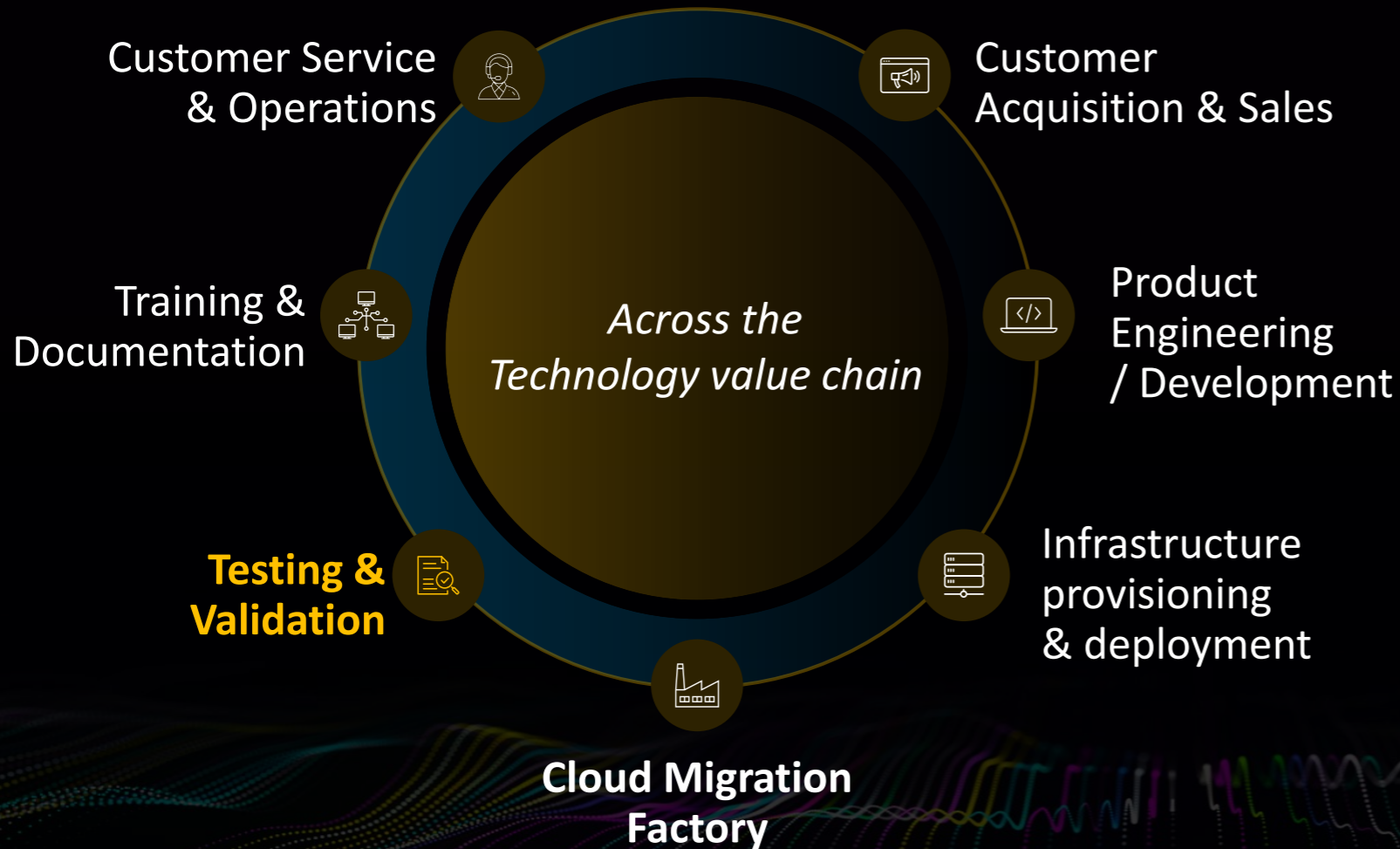
to accelerate revenue flow for  
a large ISV

# Elevating outcomes – Impacting revenue



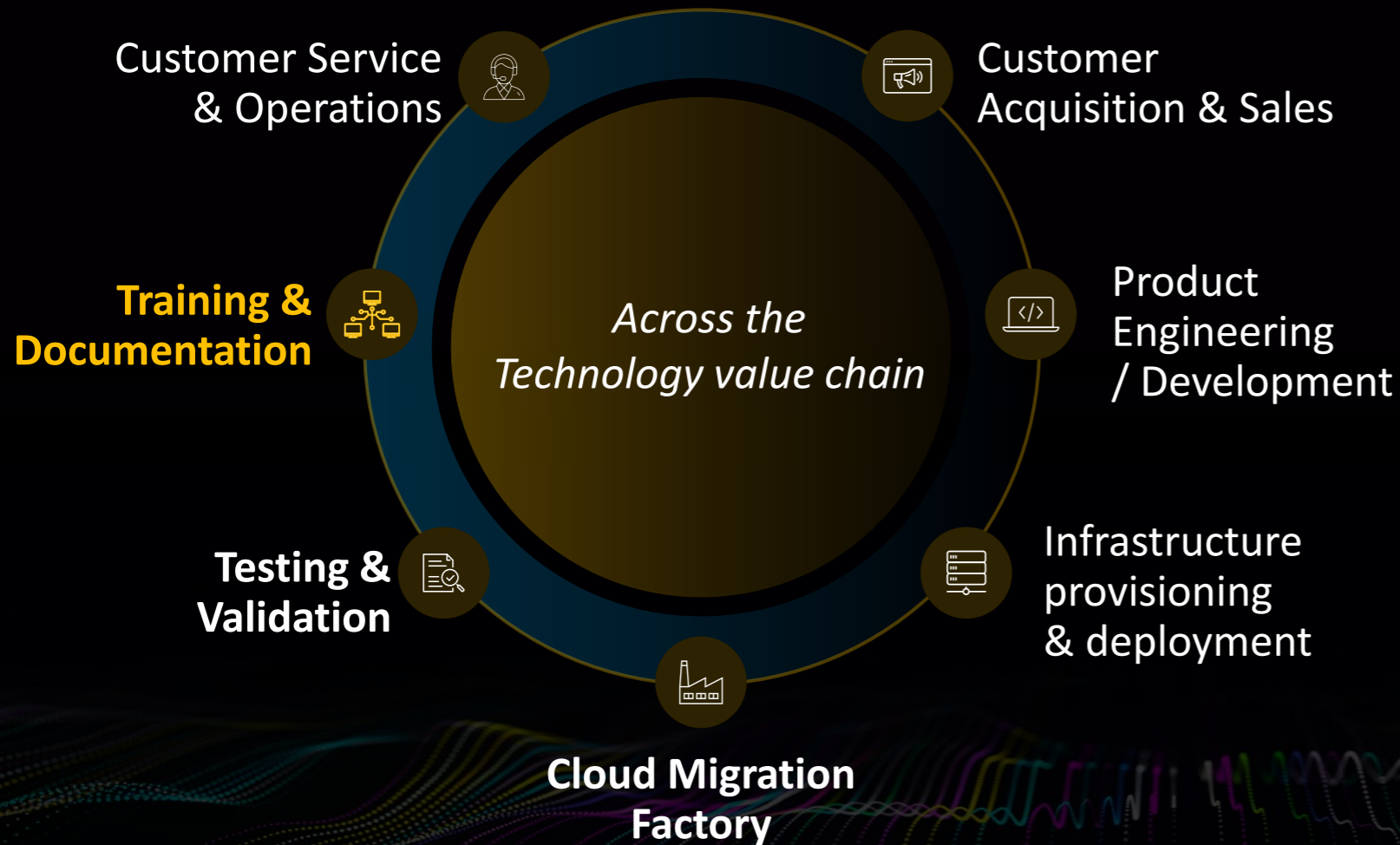
Additional cloud revenue via  
at-scale migration of  
**1.48 million cores**  
for a large ISV

# Elevating outcomes – Impacting revenue



**80%**  
Automated testing for faster time-to-market for a leading Tech infra player

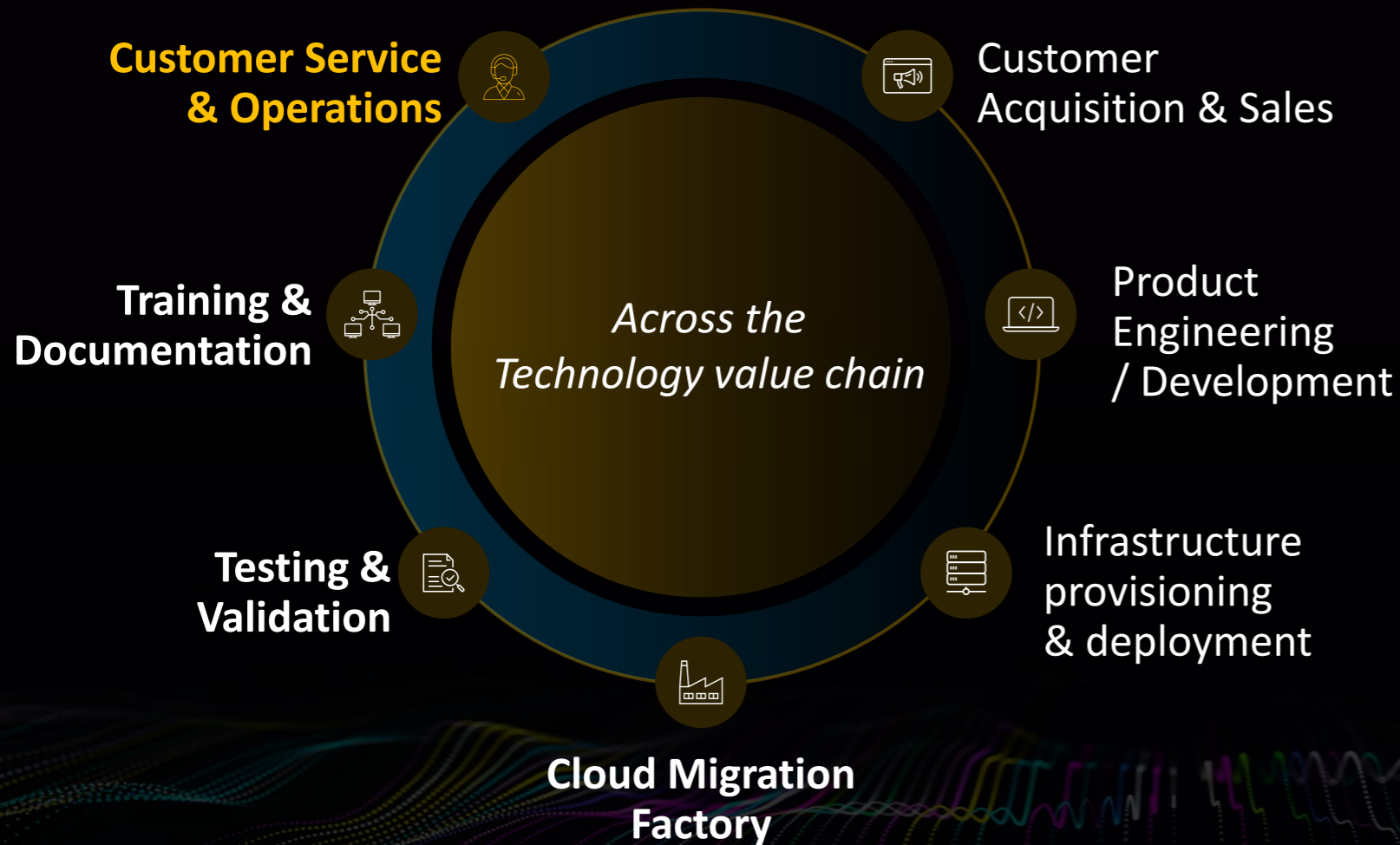
# Elevating outcomes – Impacting revenue



**40%**  
Increase in accuracy,

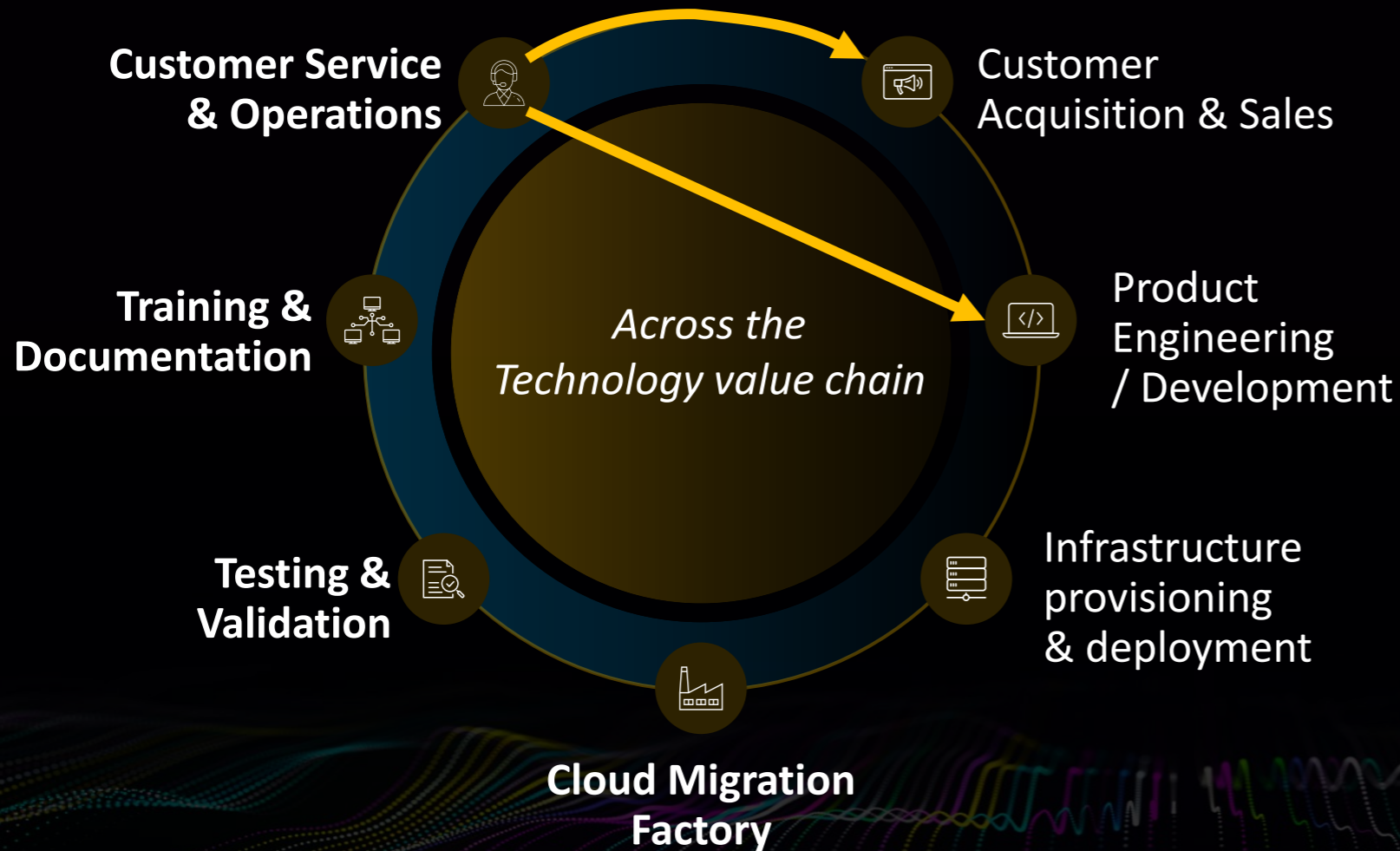
**30%**  
Field engineering effort reduction via GenAI-enabled training & technical support for a leading Semiconductor firm

# Elevating outcomes – Impacting revenue



**55,000+**  
Cases per month  
for 40+ products & services in  
14 languages for a large ISV

# Elevating outcomes – Impacting revenue



**Voice of Customer & insights** to Field Sales for more effective campaigns

**Product backlog and feature prioritization**

deduced from Voice of Customer for Product Engineering teams

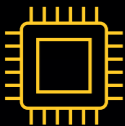
# Poised for **sustained strong growth**..



**Grow** with the customer (& drive their growth)



**Disrupt** platform engineering & support with Gen AI



**Ride** the Data center / Semiconductor wave

..by leveraging ecosystem synergies

Getting to the  
**Future, Faster.**  
**Together.**







# Talent of the **future**

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Chetana Patnaik

November 2024

**ELEVATING  
OUTCOMES**

---



# Talent at Scale



Headcount

**84,438**

**1.1%**  
YoY



Attrition

**14.5%**  
TTM

**70 bps**  
YoY



Diversity

**30.6%**  
Women

*Incl. LGBTQ+ &  
Differently abled*



Nationalities

**100+**

*Across 42  
countries*

# Evolving talent expectations

Higher flexibility at work

Access to cutting-edge technology

Faster career progression

Inclusive, empathetic culture





## Attract

Experience |  
Flexibility



## Engage



## Thrive

Differentiated **hiring strategy** for **niche skills**



Leverage **referral** and **alumni** connect



Superior **candidate experience** and **onboarding**



Expanding **delivery footprint**





# Re-imagining Talent Experience

Enabled by



## RHYTHM

*Vibrant workspace  
Hi-Touch with Hi-Tech*

## GIGSPACE

*Internal Gig  
Opportunities*



**Role-based**  
cross-skill  
up-skill



Proactive  
**Leadership**  
**Development**



Individualized  
**Career**  
**journeys**

**Continuous learning culture**

# AI for Talent, Talent for AI

## AI for Talent

### Attract & Scale

AI-infused candidate and onboarding experience

### Engage

Using AI across moments that matter in the entire employee lifecycle

### Thrive

AI-powered learning to build future-ready talent

## Talent for AI

### New Sources of Talent

Linguistic skills, core sciences, industry expertise

### Focus on learnability

Problem solving, algorithmic thinking

### Building an AI Culture

ignAlte | GARUDA | Customer Zero

Getting to the  
**Future, Faster.**  
**Together.**







# Consistent **Profitable Growth**

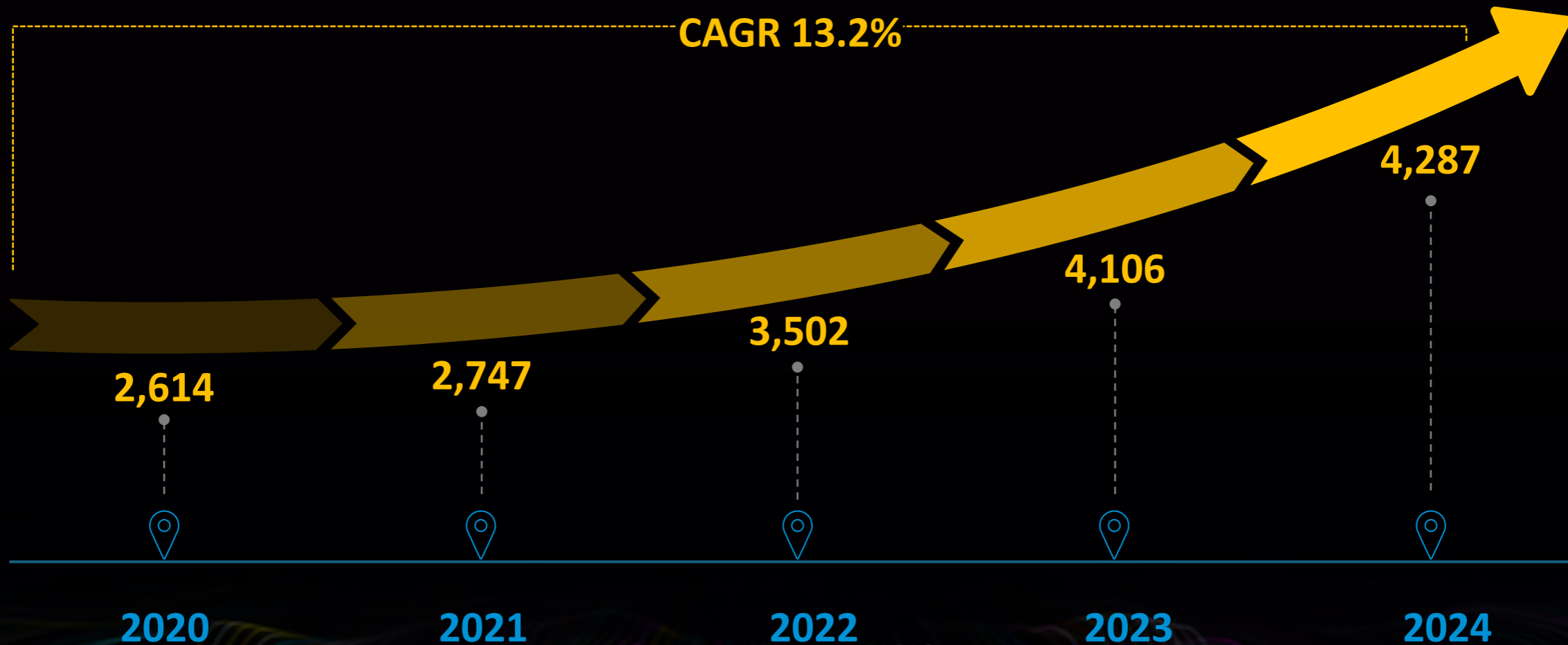
Vipul Chandra

November 2024

ELEVATING  
OUTCOMES

# Delivered profitable growth

## Revenue (\$M)

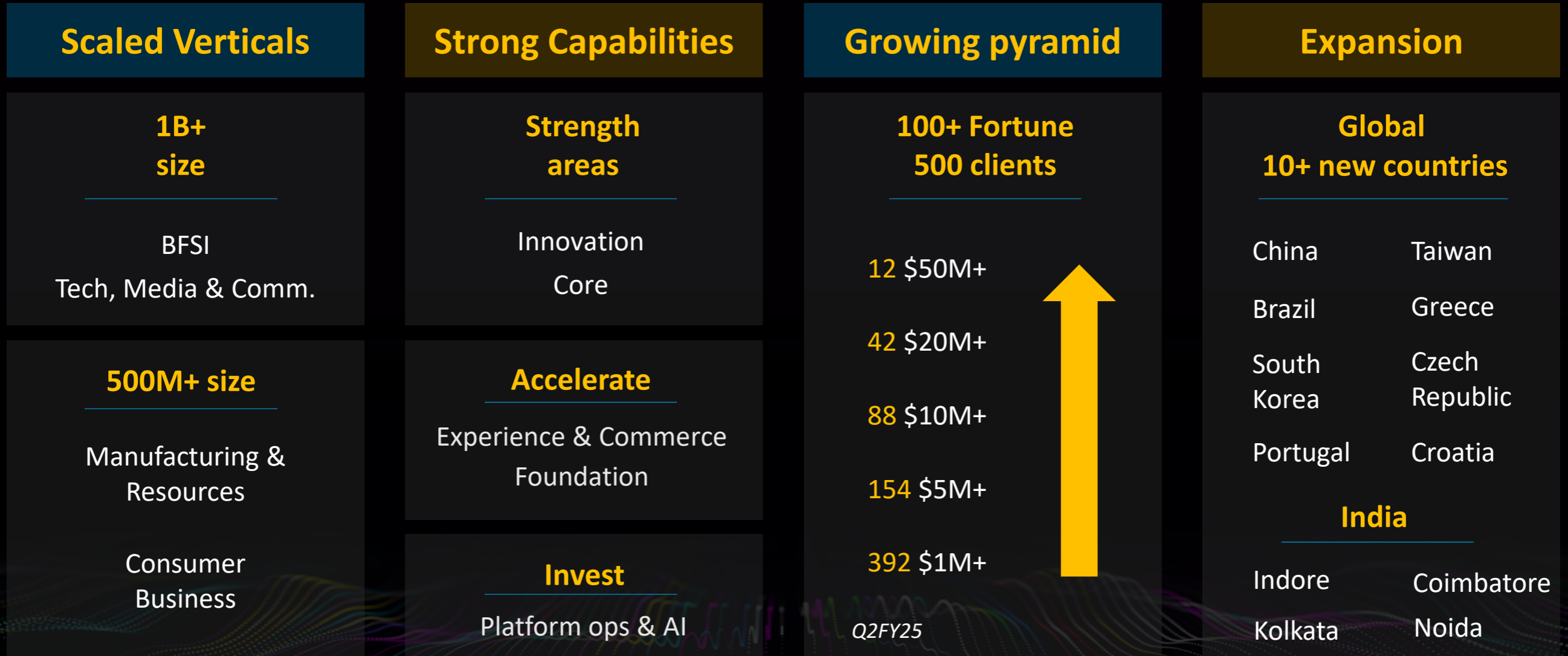


Operating Margin band: 15%-18%

# Positive impact of the new scale is visible

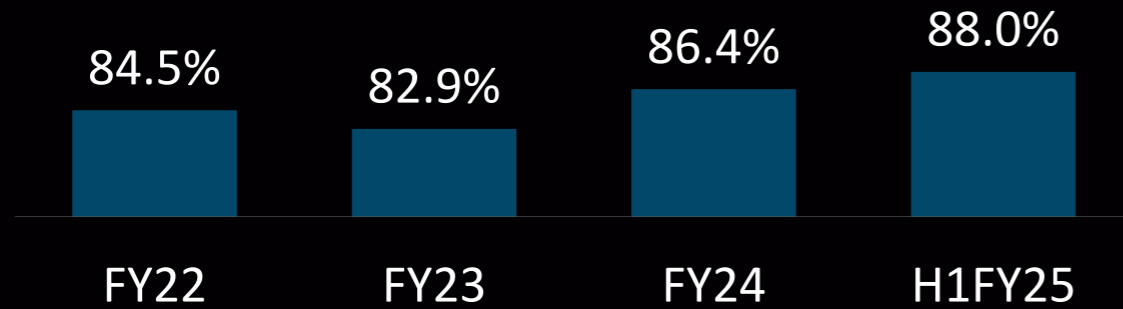


# Have emerged stronger

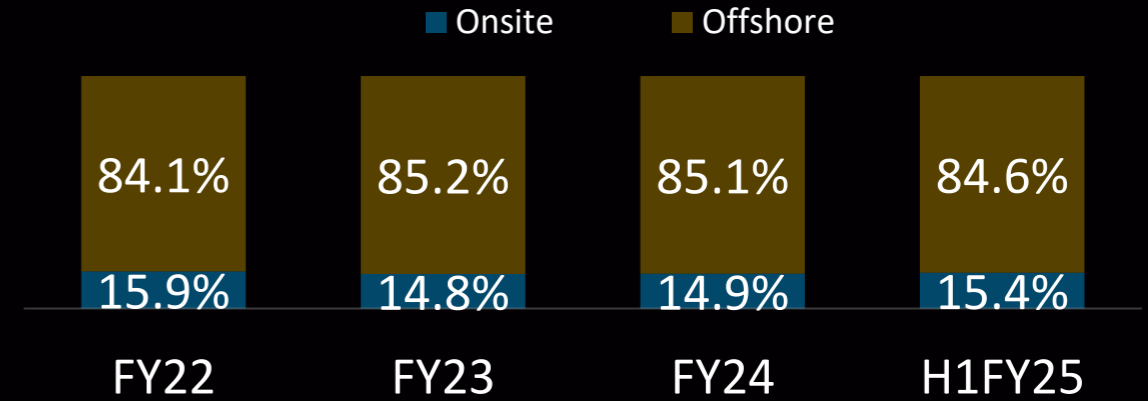


# Key Levers in play have reaped benefits

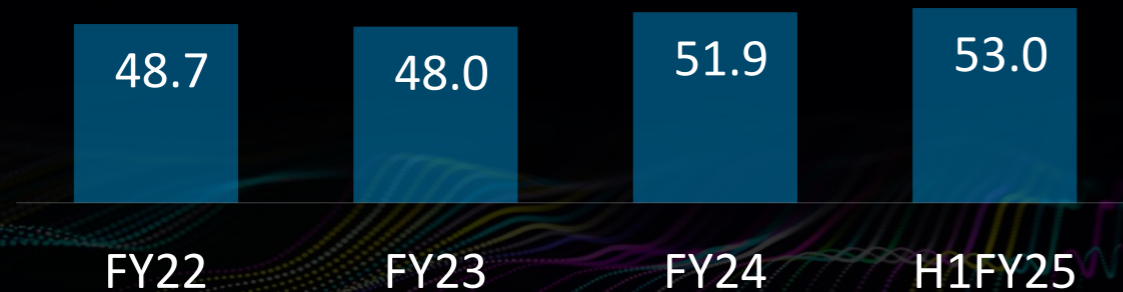
### Utilization (excl. trainees) (%)



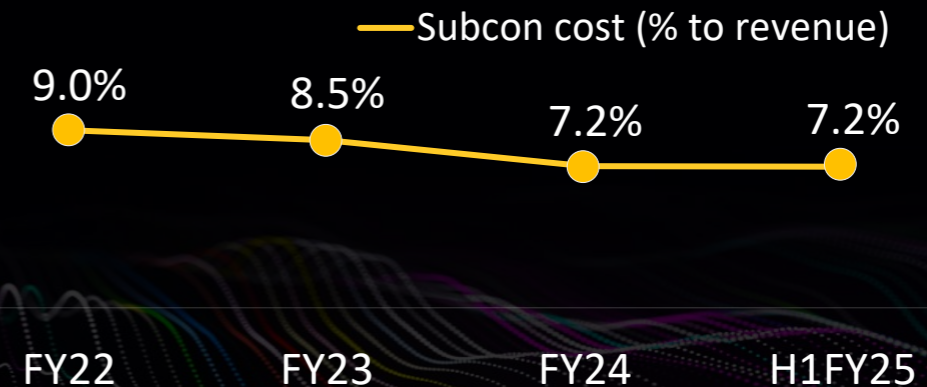
### Effort Mix (%)



### Revenue per employee (\$ '000s)



### Subcon cost (%)



# Continue to look at margin expansion

## Project North Star

### Revenue Maximization

- Growth
- Value based Pricing

### Bending the Cost Curves

- Pyramid & Average Costs
- Right sizing in Managed Services

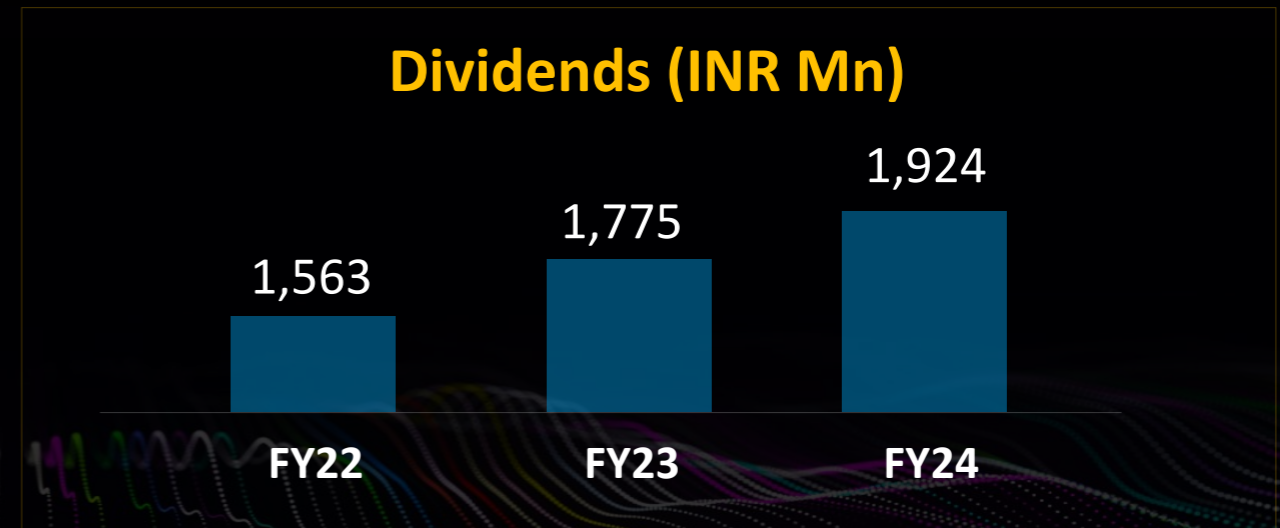
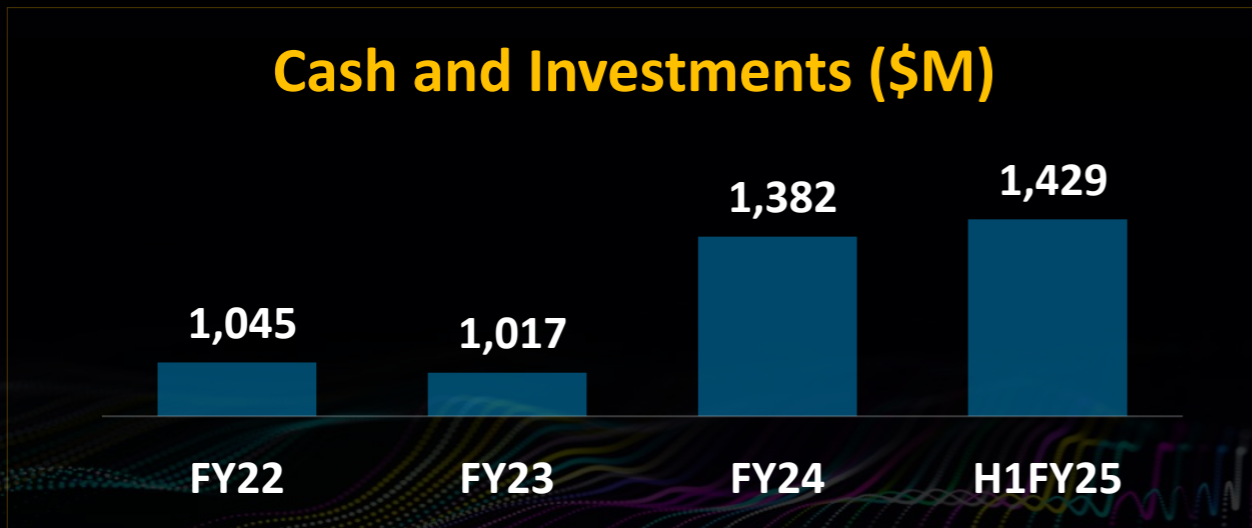
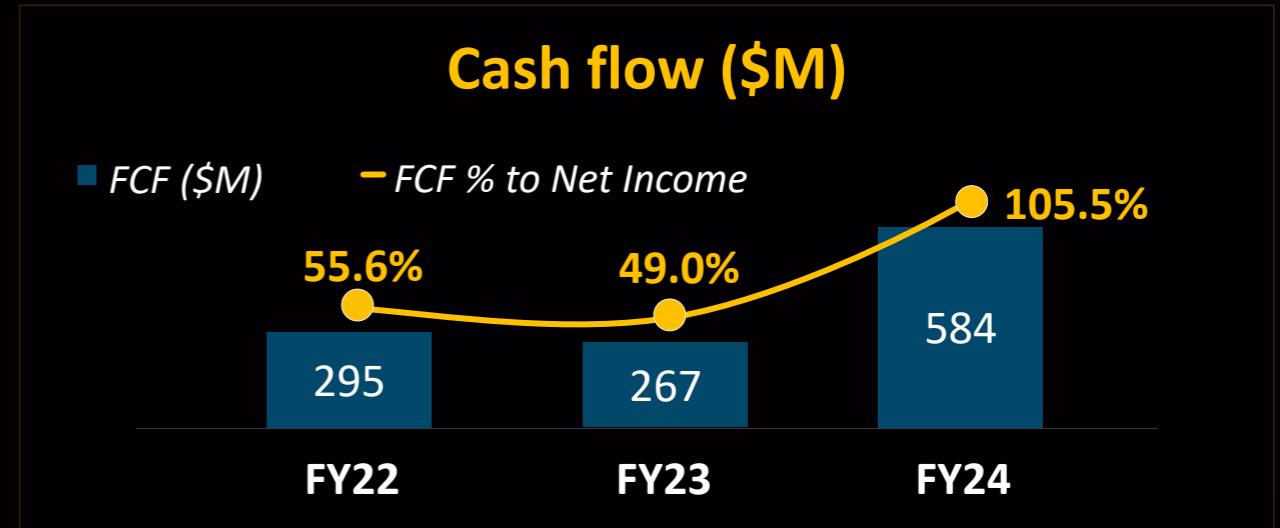
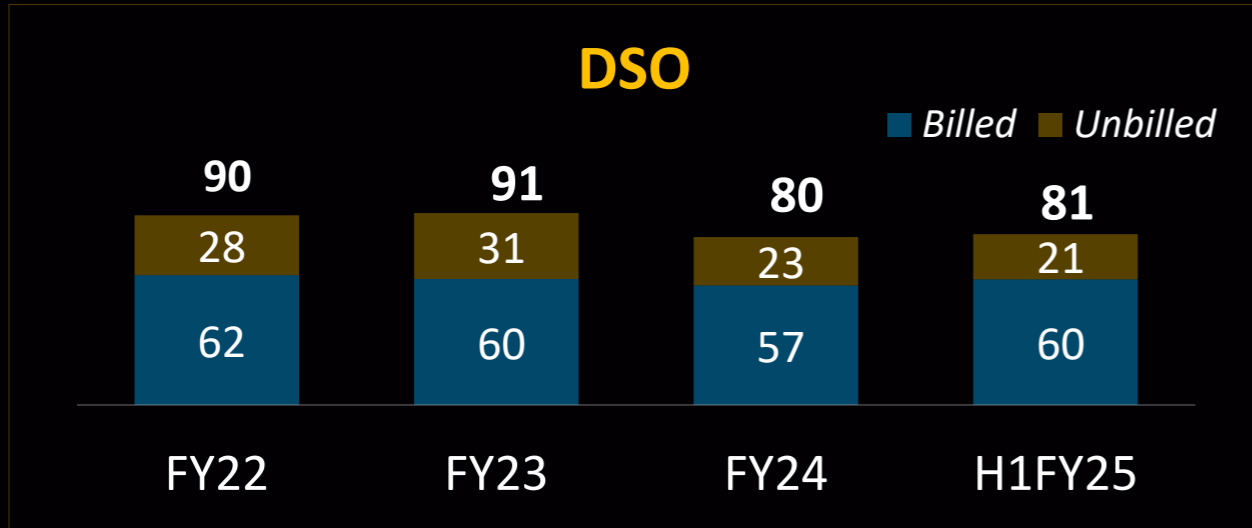
### Productivity

- Revenue Per Person
- Automation & AI

### Overheads

- Eye on discretionary spends
- Increase in Overheads < Revenue Growth

# Our Balance Sheet has further strengthened



Declared basis

# ESG - Overview

	Journey so far	Accolades	Way Forward
<b>Environmental</b> ➤	<ul style="list-style-type: none"> <li>• <b>43%</b> Renewable Energy Usage</li> <li>• <b>95%</b> Waste Recycling</li> <li>• <b>75% reduction</b> in Scope 1 Emissions</li> </ul>		<ul style="list-style-type: none"> <li>• <b>85%</b> renewable energy use by 2030</li> <li>• <b>100%</b> waste recycling by 2030</li> <li>• Scale up of Green Tech offerings</li> </ul>
<b>Social</b> ➤	<ul style="list-style-type: none"> <li>• <b>30.6%</b> Women in workforce</li> <li>• <b>8.4%</b> Women in leadership</li> <li>• <b>2.9Mn</b> lives positively impacted</li> </ul>		<ul style="list-style-type: none"> <li>• <b>40%</b> women in workforce by 2030</li> <li>• <b>15%</b> women in leadership by 2030</li> <li>• <b>Impact 4Mn+ lives</b> positively by 2030</li> </ul>
<b>Governance</b> ➤	<ul style="list-style-type: none"> <li>• BRSR</li> <li>• Integrated report</li> <li>• UNGC communication</li> </ul>		<ul style="list-style-type: none"> <li>• Board diversification</li> <li>• Maintain robust compliance, integrity practices &amp; key certifications</li> </ul>



# Our \$10B path in phases



## CONSOLIDATE

Integration and  
Stabilization

LTIM One execution



## INVEST

Super-scale accounts

Be the Best @ AI

Strategic Acquisitions

Talent of the future



## CHAMPION

\$10B Revenue

17-18% EBIT

Getting to the  
**Future, Faster.**  
**Together.**