



Let's Solve



Celebrating 20 Years

LTI/SE/2017-18/124

December 13, 2017

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

**NSE Symbol: LTI**

The BSE Limited,  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai- 400 001

**BSE Scrip Code: 540005**

Dear Sir/Madam,

**Subject: Analyst Day Presentations**  
**Ref: Our Letter dated December 4, 2017**

With reference to our letter no.: LTI/SE/2017-18/119 dated December 4, 2017, the Company is organising the Analyst Day today. In this regard, please find enclosed the presentations which will be made available to the Analysts during the day.

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

This is for your Information and records.

Thanking You.

Yours sincerely,

**For Larsen & Toubro Infotech Limited**

Manoj Koul

Company Secretary & Compliance Officer  
ACS 16902



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A Larsen & Toubro  
Group Company

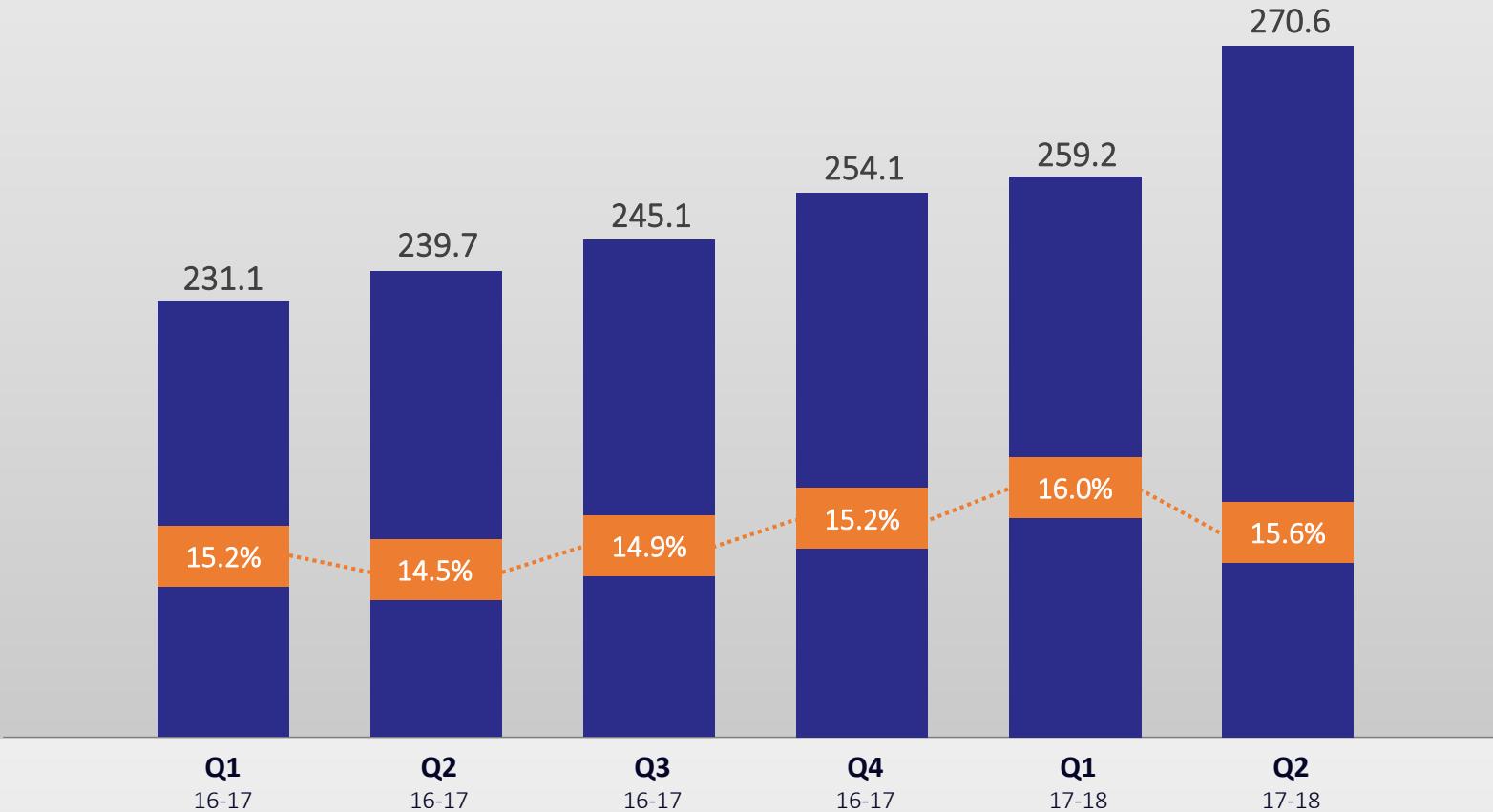
# Analyst Day >

Amplifying Outcomes

13<sup>th</sup> Dec, 2017

- Sanjay Jalona

LTM revenue \$1 Bn



Profitable growth, resilient portfolio

Revenue (USD Mn)

PAT

# Digital share

32%

- Digital
- Analytics
- IoT
- Automation
- Cloud





29% improvement in customer satisfaction Y-o-Y

“LTI would make a **great transformation partner**. If I'd to start all over again, I'll pick only them for sure, in fact we just did. I can't think of anybody better than them.”

“We partnered with LTI more than 10 years ago and the relationship has grown continuously. We wanted a partner focused on our needs, who worried about our issues and got excited about our success. This is the level of **client centricity** we always experience with LTI.”

“LTI has been a great partner in helping us ensure **we remain current with technologies** we use, in-line with our client expectations and their needs.”

# Large deal momentum



\$300 Mn+ TCV in 6 quarters

Leading African Bank

Multi-year deal to provide  
end-to-end ADM services

A financial organization

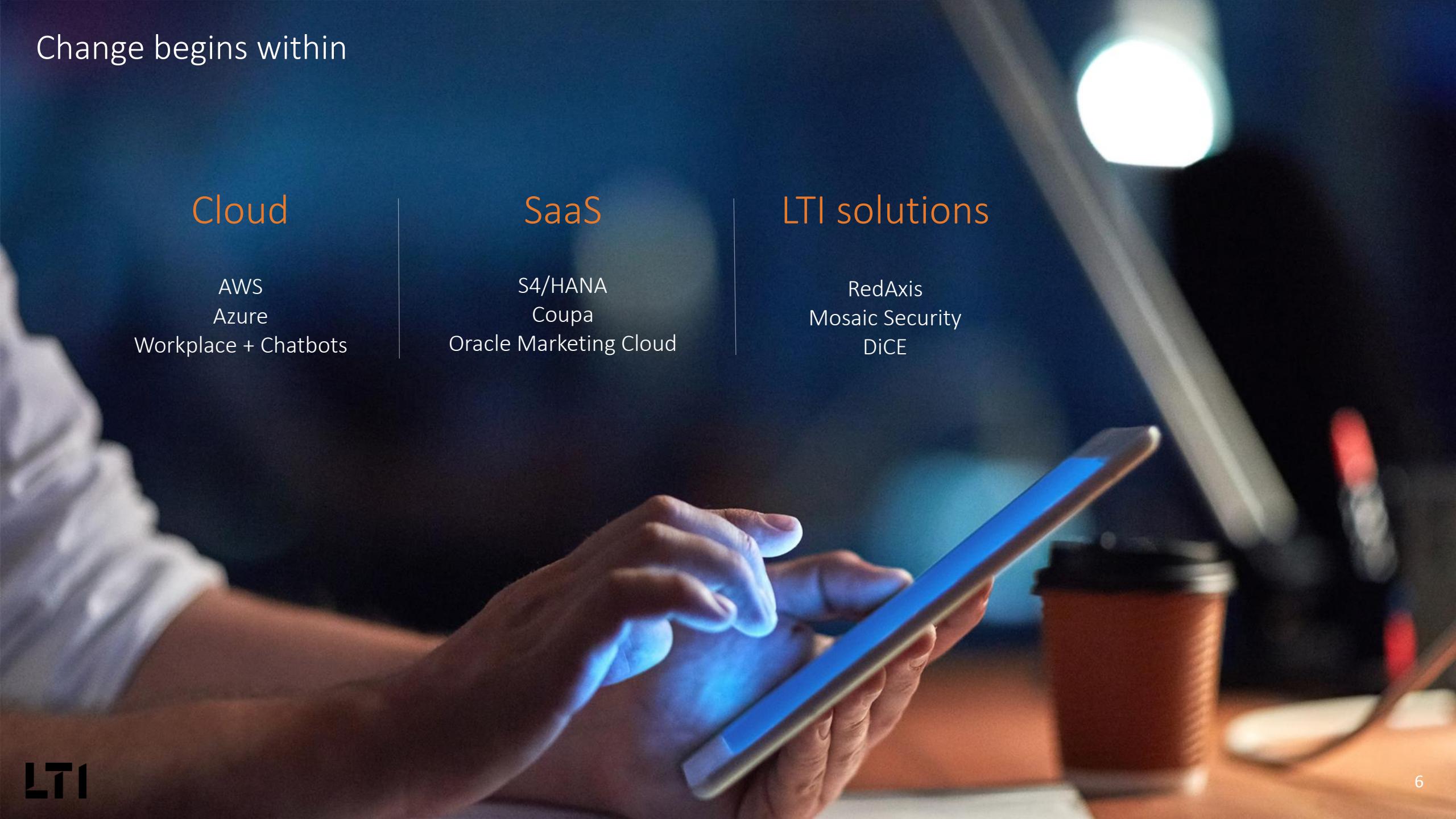
End-to-end managed  
infrastructure engagement

A cosmetics leader

New European client for  
automation-led SAP AMS

A utility major

Exclusive partner for cloud-  
based ERP transformation



Change begins within

## Cloud

AWS  
Azure  
Workplace + Chatbots

## SaaS

S4/HANA  
Coupa  
Oracle Marketing Cloud

## LTI solutions

RedAxis  
Mosaic Security  
DiCE



# Mosaic Security

AI driven threat detection

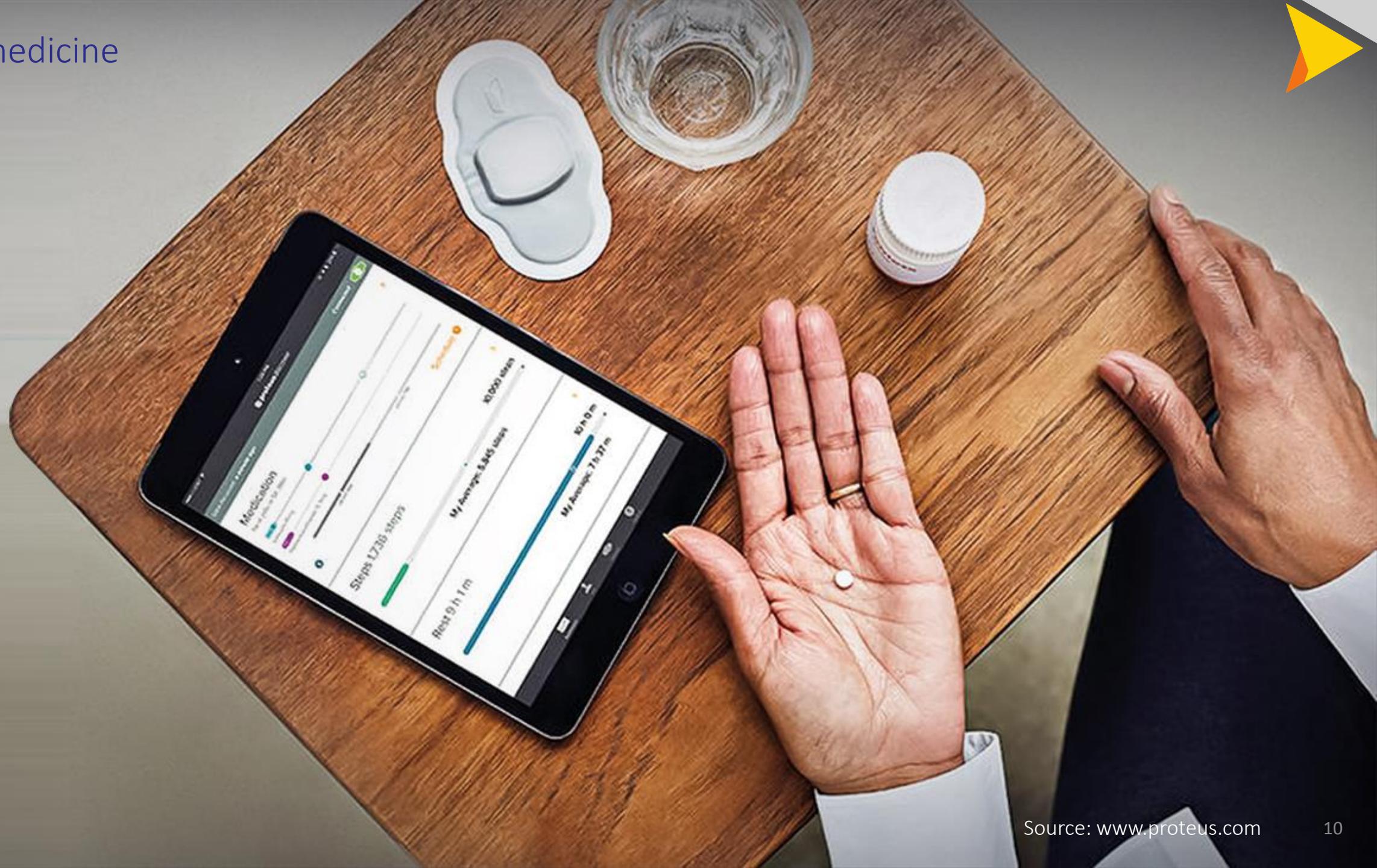
# Digital disruption





saas  
insuretech  
**digital** bitcoin ux  
chatbots engineering analytics  
iot rpa **automation** mobile  
data transformation fintech social ui  
cybersecurity vr **cognitive**  
ar cloud blockchain iaas  
drones platform

# Digital medicine

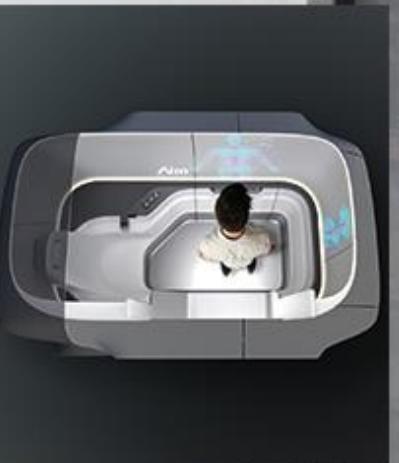


Source: [www.proteus.com](http://www.proteus.com)

# Robot citizen



# Self-driving clinic



Source: <https://www.artefactgroup.com/work/aim-healthcare-service-delivery-platform/>



# 3D printed food





# Physical-Digital convergence



Glasses for the blind



3D printed shoes



Temperature adjustable mug

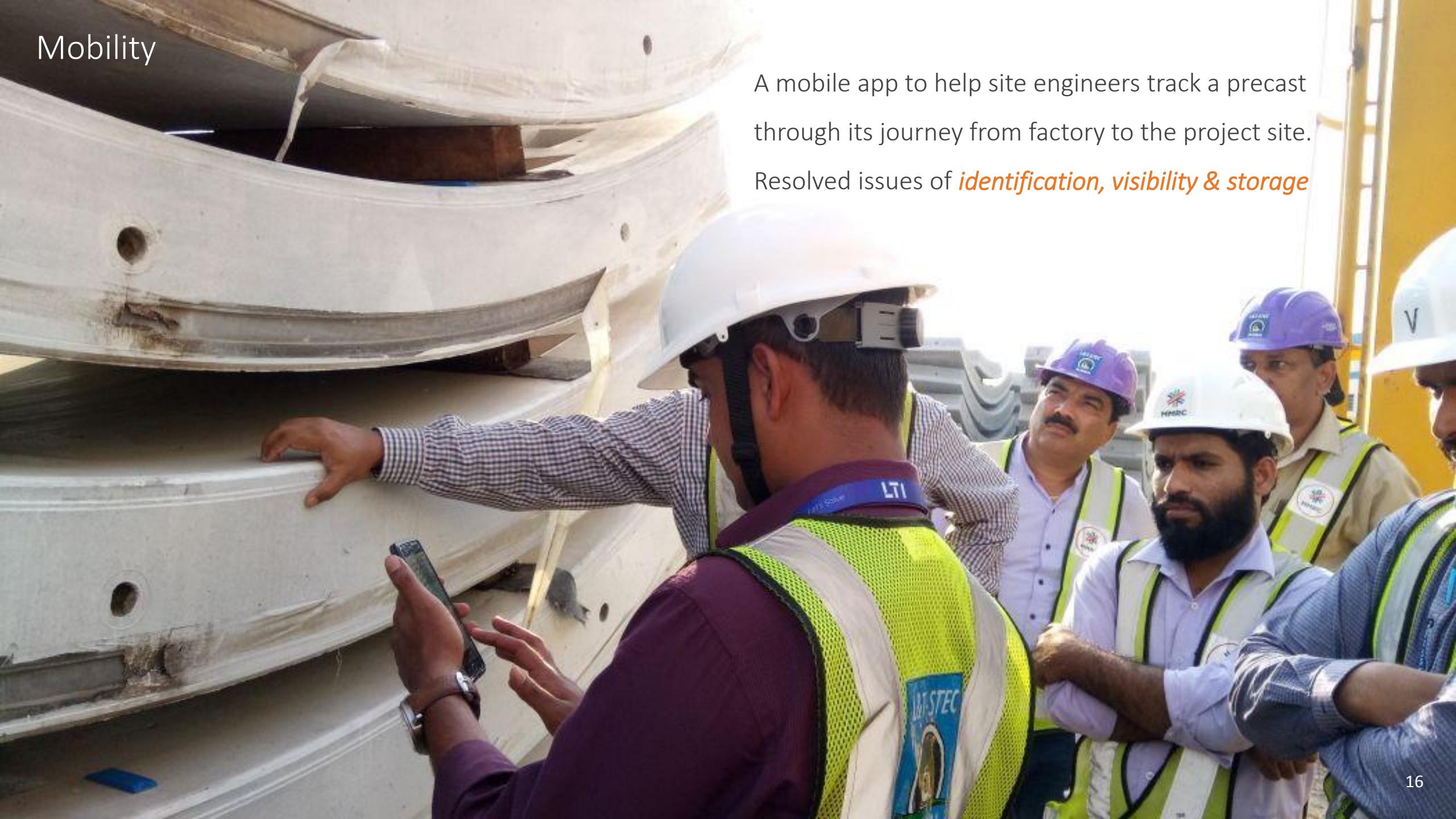
## Customers need...

- IT+OT experience
- Decluttering of technologies



## Mobility

A mobile app to help site engineers track a precast through its journey from factory to the project site.  
Resolved issues of *identification, visibility & storage*



# Big data & analytics



Mosaic Decisions for a global professional services firm to improve customer experience.

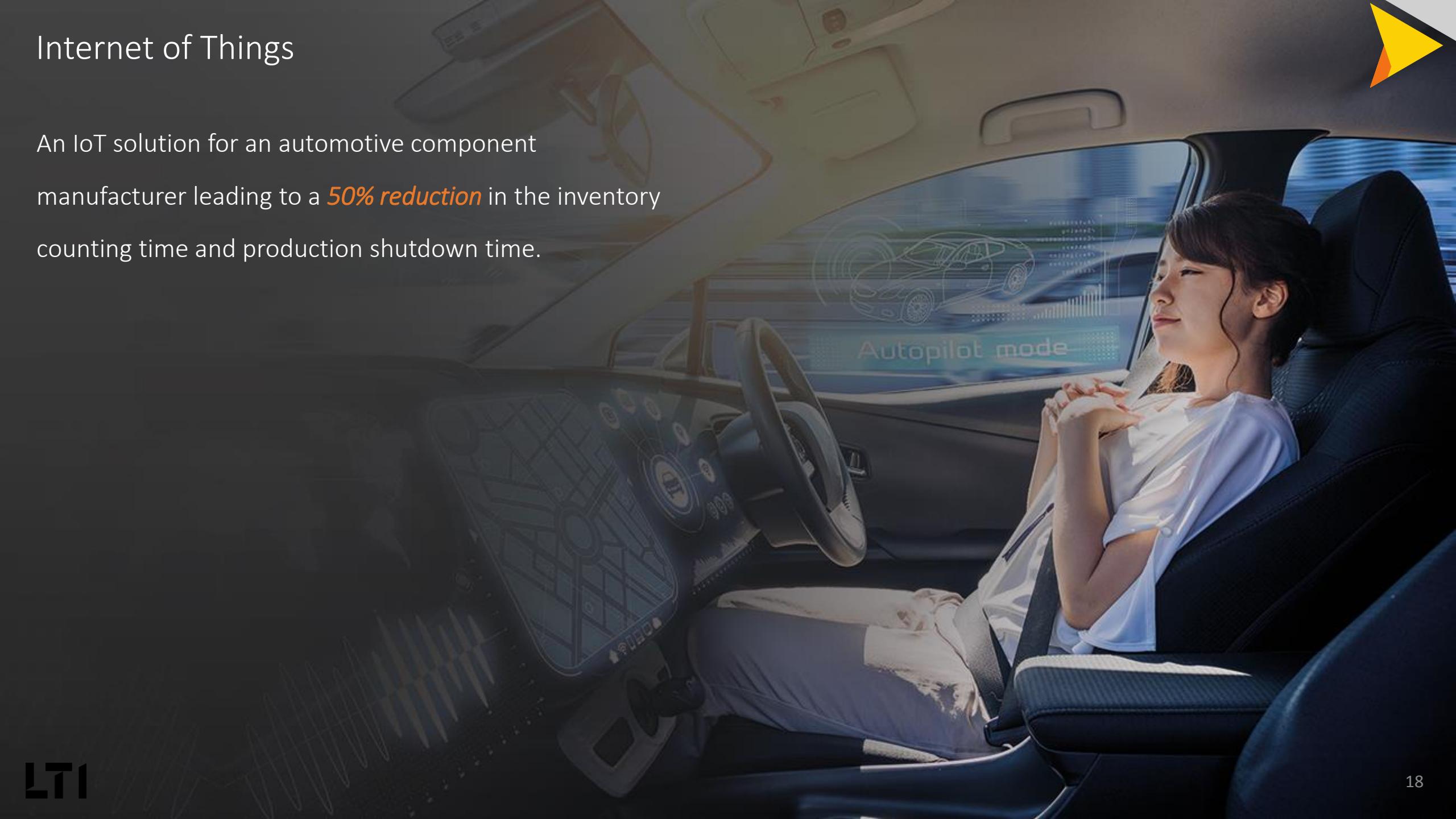
*Over \$4 Mn savings* in annual operations cost.



# Internet of Things



An IoT solution for an automotive component manufacturer leading to a **50% reduction** in the inventory counting time and production shutdown time.



# Digital Transformation



**Blockchain** for raw materials supply chain of a CPG major providing real-time information to purchase, planning, logistics and quality teams as well as third party laboratories, suppliers, shipping partners and the bank.

A micropayments platform on **distributed ledger technology** to onboard major media houses in Nordic region and improving the subscription rates with lower per transaction cost.

A **single blockchain platform** for a US based hi-tech major to help with inventory financing program by onboarding the banking partner, the supplier and the client themselves

**Roadmap and solution blueprint** for one of the world's most innovative tech companies to drive savings of ~\$20 Mn through employee productivity and onboarding on a digital collaboration platform

**Digitalization of customer processes** for a leading Nordic bank to reduce customer onboarding time by 75% and overall savings of about EUR 10 Mn over two years for private banking

A highly ambitious, **large-scale digital transformation program** for a 'Navratna' PSU eliminating paper movement at all levels to improve transparency and enhance corporate governance

Helping an insurance company with **IoT based leak detection solution** for one of its clients to improve coverage, suggest enhancements and faster claims management.

**Digital maturity assessment** for Banking & Cards division of a Swedish fuel retailer to drive 1.5X revenue improvement & 35% improvement in PAT to transform digital experience, establish governance & deliver IT simplification.

**Business Innovation Center** for a super regional bank in the US to drive newer revenue models and enhanced customer experience by leveraging a design thinking led start up approach to disruptive innovation in contactless ATM withdrawals.



“ In the beginner’s mind there are many possibilities,  
in the expert’s mind there are few. ”

- Shunryu Suzuki



初  
心

Learning  
Company



# Learning company



Learn & grow



Sales &  
marketing excellence



Capabilities



Acquisitions



Ecosystem & alliances



# Our journey



# Our journey



# Our journey



# Our journey



# The LTI edge



# The LTI edge

Performance  
with scale



Vision  
with expertise



# The LTI edge



Performance  
with scale



Vision  
with expertise



The  
Dream Team

Performance  
with scale



Vision  
with expertise



The  
Dream Team



Amplifying outcomes

# Analyst Day

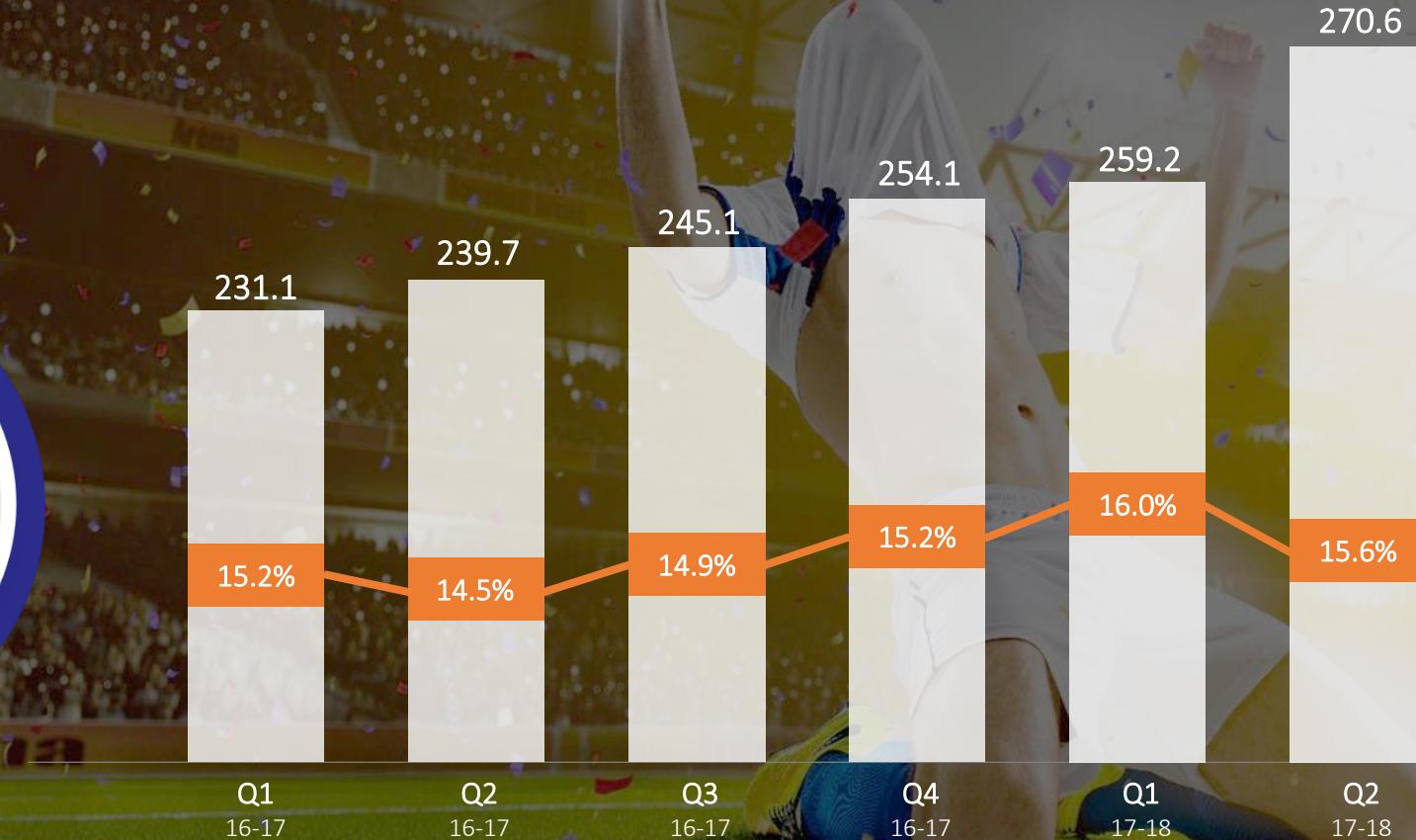
Amplifying Outcomes

13<sup>th</sup> Dec, 2017

- Sudhir Chaturvedi

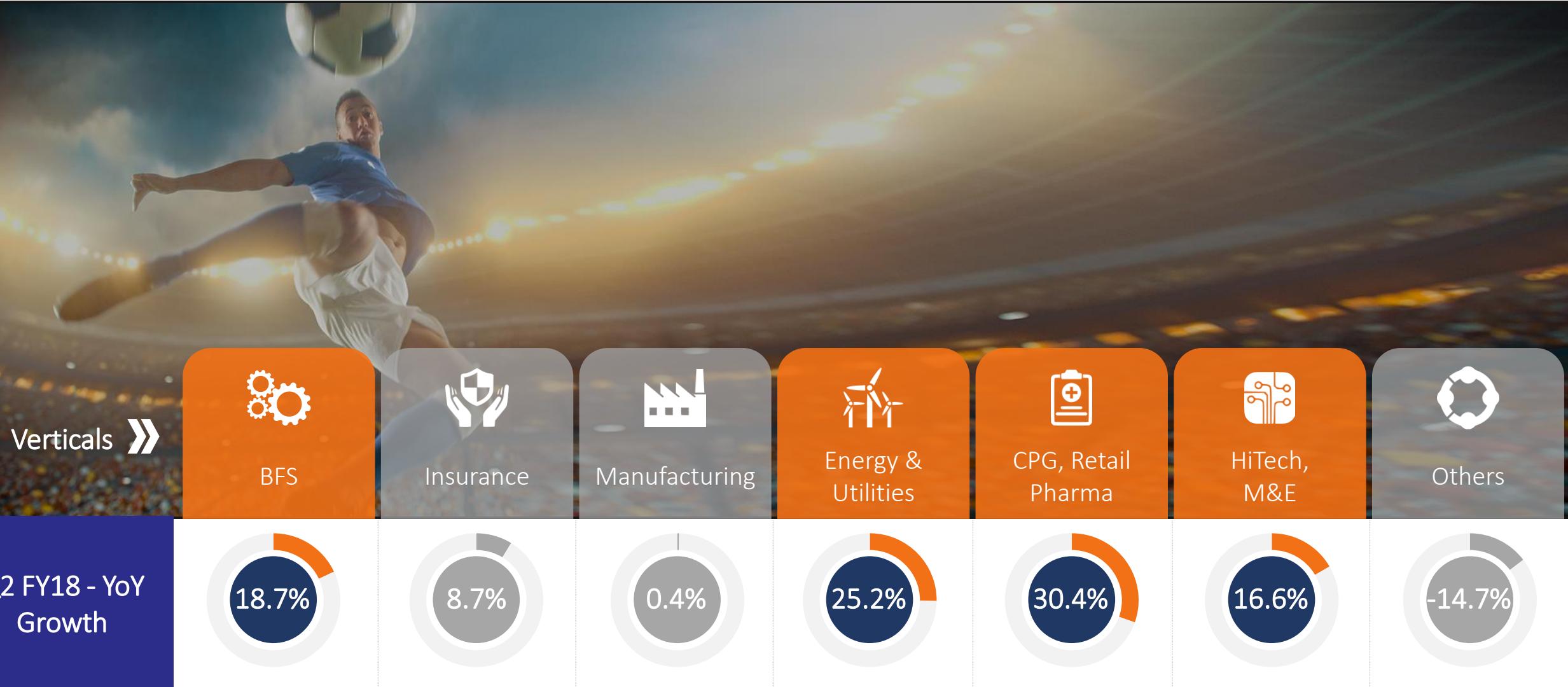


Profitable  
growth,  
Resilient  
portfolio



# Industry leading growth across multiple dimensions

## By Verticals





Service Lines »



ADM



Testing



IMS



Enterprise  
Solutions



Analytics, AI,  
Cognitive



Enterprise  
Integration



Platforms

Q2 FY18 - YoY  
Growth

2.3%

5.5%

18.1%

18.2%

41.5%

25.5%

5.9%

# Large deals – Winning against Global Majors



High Quality Order Booking



19%  
New Logos



52%  
Deals > \$1m

# New client additions



Unit	New Logos
BFS	14
Insurance	8
Manufacturing	6
Energy & Utilities	11
CPG, Retail, Pharma	17
HiTech, Media, Entertainment	7
Others	2



54 Fortune 500 customers

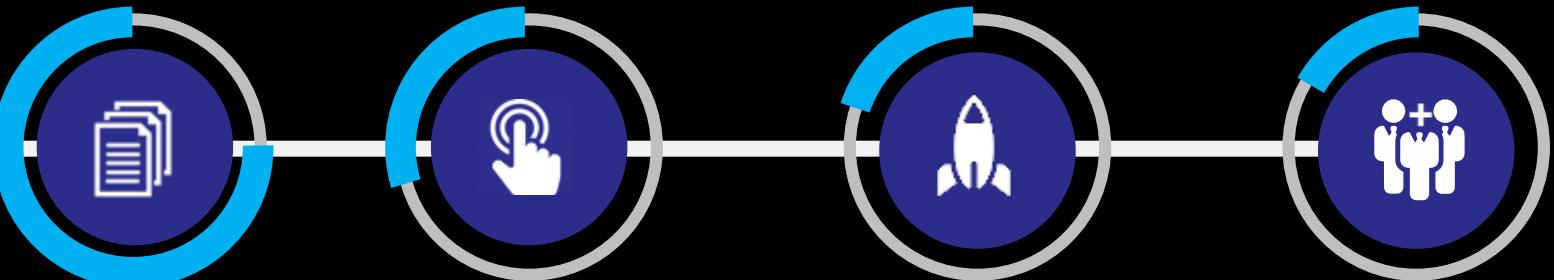


New Logos led by Digital and Enterprise Solutions



Several accounts opened with deal size of over \$1m

# Qualified pipeline is healthy



Robust  
Pipeline

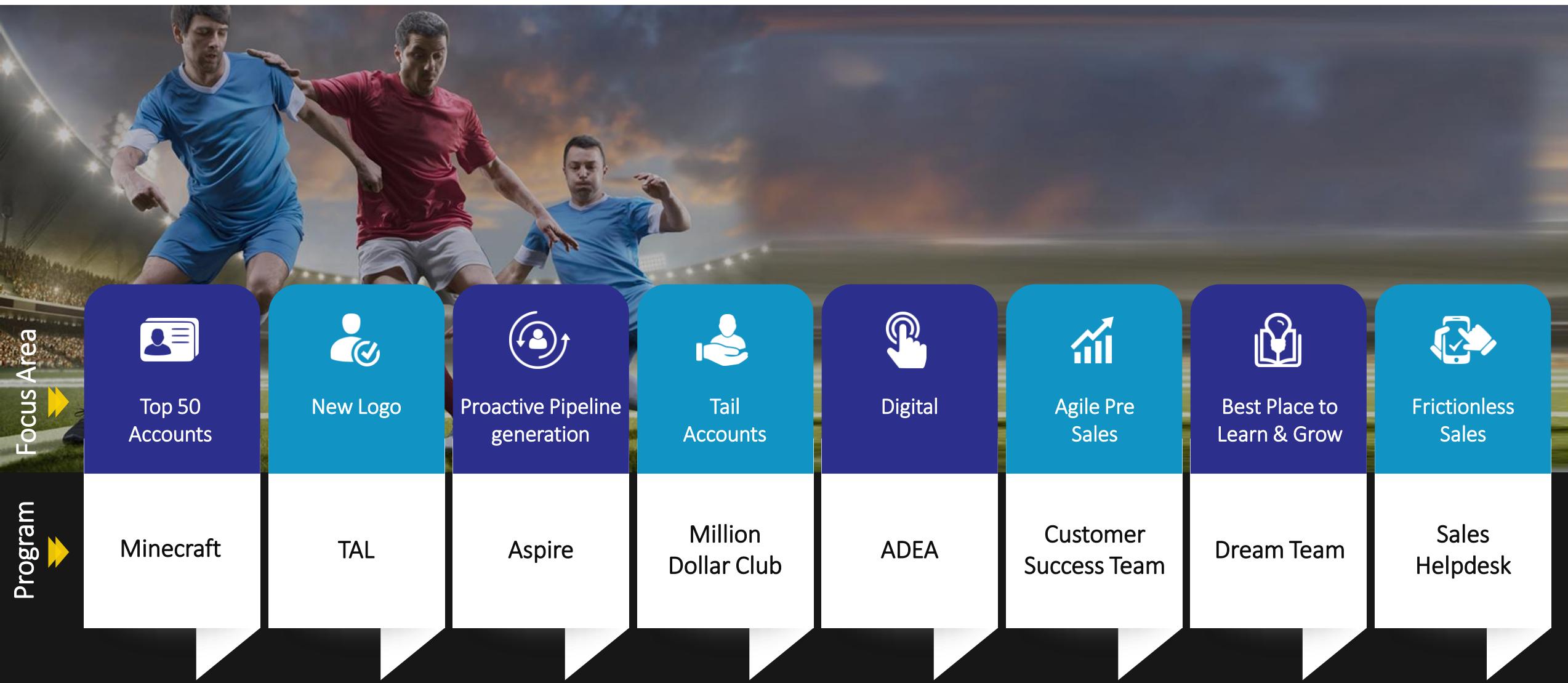
**59%**  
Proposal Stage

**36%**  
Digital

**20%**  
New Logos including  
logos opened in last 12  
months

**12%**  
Prospects

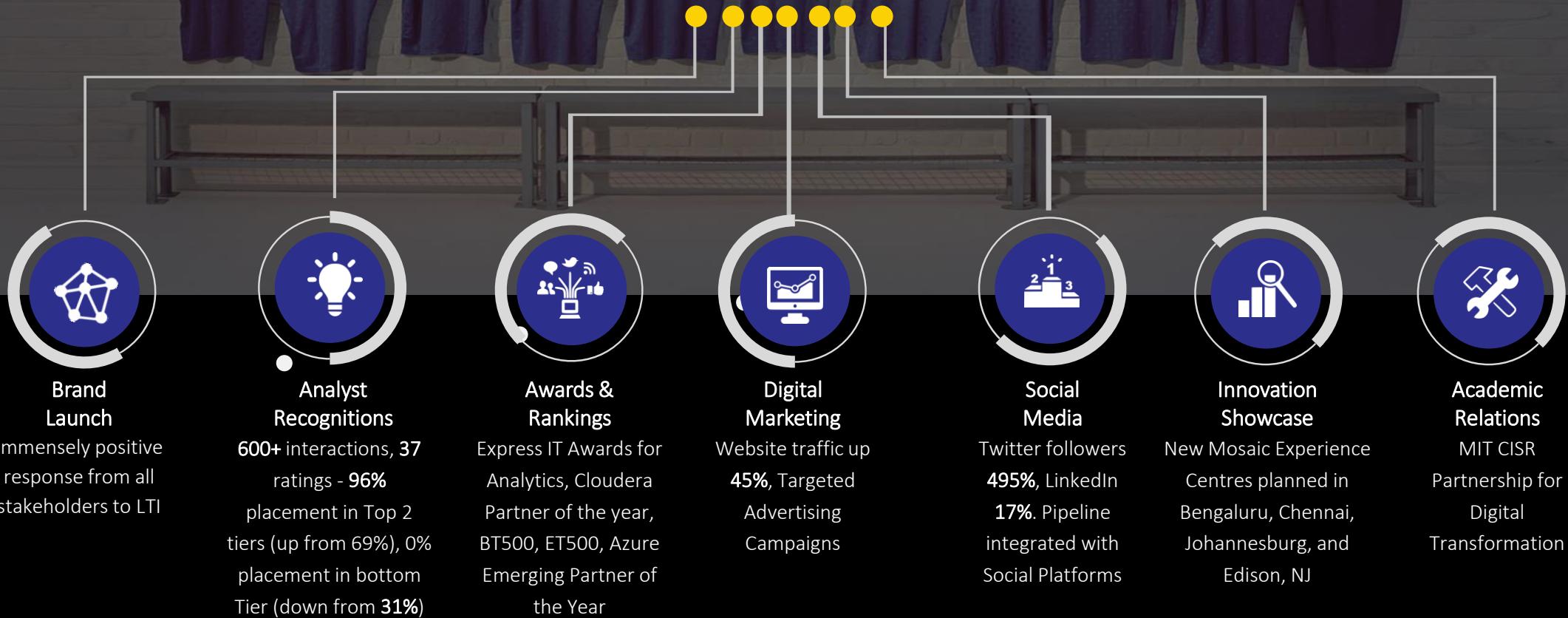
# Continuous sales transformation programs underpinned by strong sales governance



# Marketing efforts have significantly enhanced brand awareness



## Enhancing Brand Awareness



# Marketing efforts have significantly enhanced sales pipeline





Budget Growth: 3.4%

## Key Trends:

- Cost Reduction
- New Products
- Smart Underwriting
- Leverage new technologies for smart pricing, loss management

Budget Growth: 3.8%

## Key Trends:

- Reimagined Products
- Cognitive led Straight Through Processing

Budget Growth: 3.5%

## Key Trends:

- As A Service Model
- Intelligent Operations
- Direct to Consumer

Budget Growth: 1.5%

## Key Trends:

- Cost Reduction,
- Autonomous Operations
- M&A
- Renewable Energy

Budget Growth: 3.9%

## Key Trends:

- Disintermediation
- OTT
- Content Security
- VR

Budget Growth: 4.4%

## Key Trends:

- Connected Patients
- Digital Supply Chain
- New product timelines
- Wearables



Digital, Analytics, IoT, Cloud, Automation, Blockchain, Cybersecurity, AI, Core Modernisation

# Analyst Day

13<sup>th</sup> Dec, 2017

## Siddharth Bohra



Celebrating 20 Years

LTI

Let's Solve





# Times of DigITL

Siddharth Bohra | Analyst Day | Wednesday, 13<sup>th</sup> December, 2017



## LTI IS AMPLIFYING OUTCOMES

**ENABLING  
NEW  
BUSINESS  
MODELS**

**ENABLING  
REVENUE  
GROWTH**

**TRANSFORMING  
CUSTOMER &  
EMPLOYEE  
EXPERIENCES -**

**NEXT GEN  
EFFICIENT  
OPERATIONS**



# CUSTOMER STORIES



A leading financial services company

# Loan in minutes!





# Insurance in minutes!





HAIR  
HEALTHY  
STRONG  
EYE LASHES  
EYEBROW  
MAKEUP  
CHEEKS NOSE  
BEAUTY  
LIPS ROSE  
FRESH AMAZING  
CARE  
AGE CONCEPT  
PLASTIC SURGERY  
BEAUTIFUL WOMAN

# Bridging the distance between industry and consumers

Participation across the customer journey thru Smart Support, chat bots & automated interactions





# Succeeding in Streaming World

Recommendations  
based on user watching  
behaviour & profile

Reducing viewer loss  
during Ad breaks for a  
leading TV Channel





# Transforming plant utilization & fulfilment for a gas major

Real Time visibility into Gas Plant & Pipeline Network to improve utilization

Better pricing and fulfilment to help drive top-line





**Improved productivity on shop-floor through smart manufacturing processes**

**IOT led energy management for a Medical Devices Major**

# Transforming Manufacturing in Lifesciences





# Delighting Customers from Day 1



**Re-invent itself as Digital Bank to its  
Millennial customer base**





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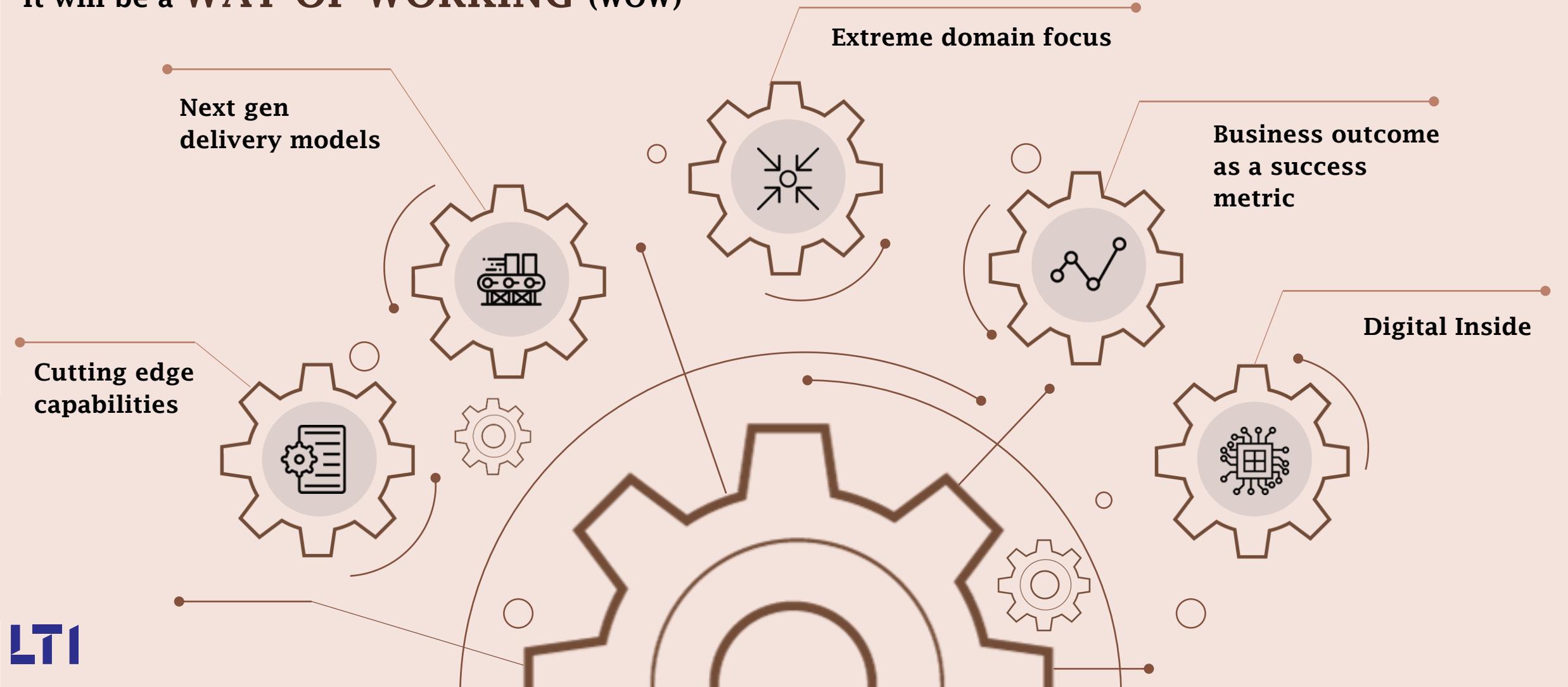
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# The Digital WOW

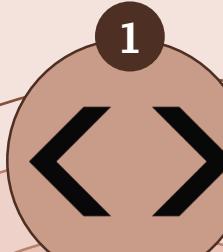
For LTI, Digital will not just a set of capabilities.  
It will be a **WAY OF WORKING** (wow)



# STRATEGY



## THE DIGITAL WOW



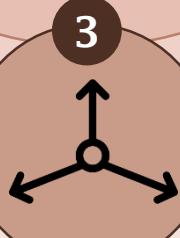
DIGITAL EMBED



SERVICE AS  
A PRODUCT  
(SAAP)



DIGITIZING  
THE CORE



PIVOT ON PLATFORMS-

# Analyst Day

Amplifying Outcomes

13<sup>th</sup> Dec, 2017

- Aftab Ullah

To deliver differently we needed few things to be DIFFERENT ...



Exponentially enabling  
our delivery teams



Accelerate next-gen  
capability build out



Develop our  
InnoWays of working



## DIFFERENT Capability: Creating a “Curious” talent force



### Talent

4X Hires from Premier Business Schools(40 in FY18)

NEW Design and specialize domain schools

460+ Freshers from Tier I colleges joining in FY18



### Reskilling

Ability to measure learnability index - LI (7461 LI's already available)

Using LI to determine adjacency movement, full stack reskilling etc

org wide learning platform  
**mosaic academy**  
Keep Learning

Trained so far : 11561  
Average feedback : 4.1/5



### Practices

#### Transforming existing traditional Practices

- Independent Testing to Continuous Testing - PLATO
- IMS services moving from traditional to cloud based
- Extreme domain focus through Consulting

#### Creating new relevant Practices

- Cyber Security – being built by an industry veteran
- IoT – leveraging L&T C&A group with relevant skills



### Acquire

Continue to acquire critical capability whitespaces

**augment IQ**  
Data Sciences

**syncordis**



## DIFFERENT Ways of Working: Democratize Everything

### Design Driven Delivery

Customized methodology integrating Design, Agile, Lean, DevOps & Automation

Combines standardization, speed & design

Enables 'productized services' to deliver compelling experience at scale

### Platform Approach



#### MOSAIC

A platform approach for accelerated AS-A-SERVICE delivery in areas of Analytics, IoT, Automation, Experience and AI

Now Launching

MOSAIC Security

### Ecosystem Thinking

Developed new age partnerships and alliances that help drive innovative and collaborative problem solving for our clients

APTTUS

NUTANIX

Xamarin

WorkFusion

Pivotal

CHEF

<https://www.lntinfotech.com/alliances/#>

### N.I.L.E

(new innovative LTI ecosystem)

300+ Startups &  
10+ top Academic Inst.

### Crowdsourced Change

Putting change in the hands of our people



Open forum to share ideas to make LTI the best place to work and learn. 30+ policy changed / created

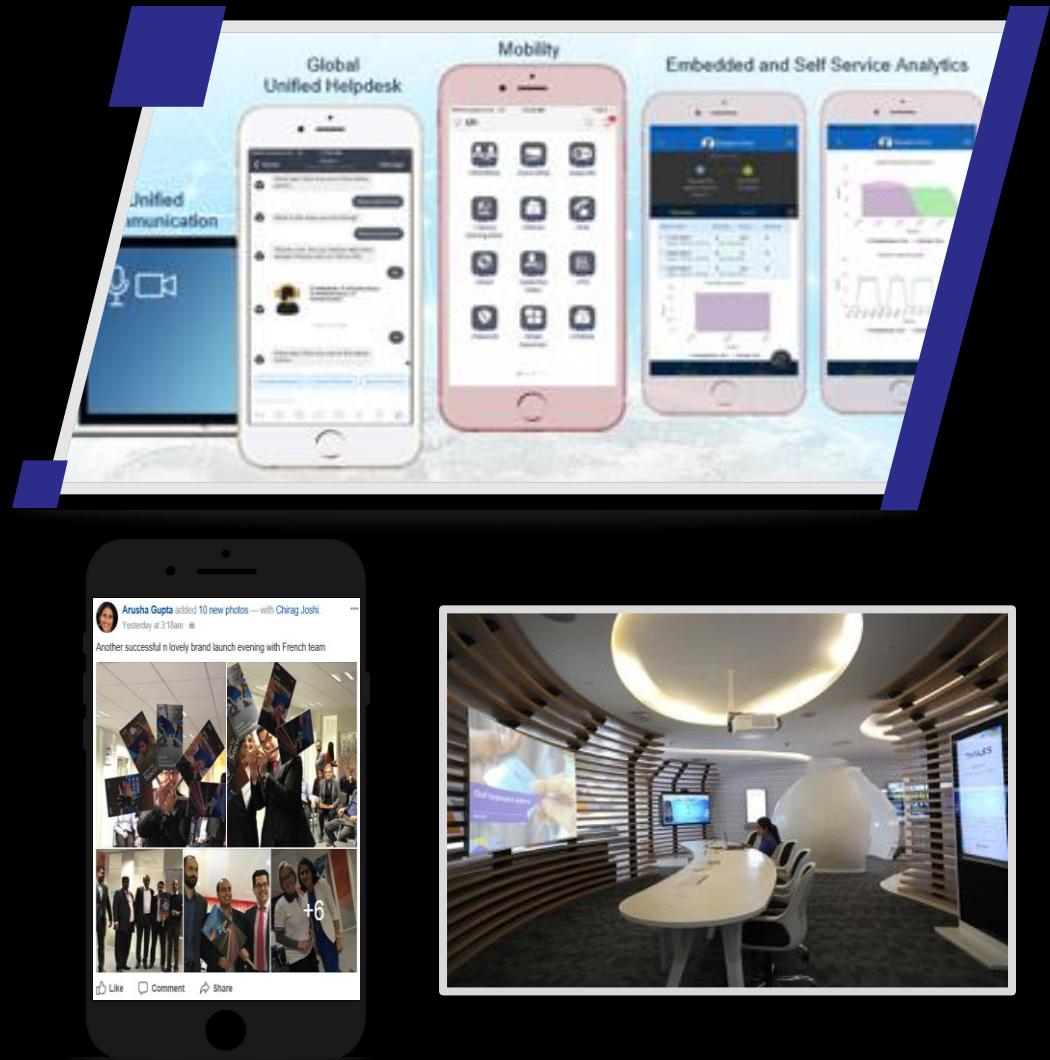
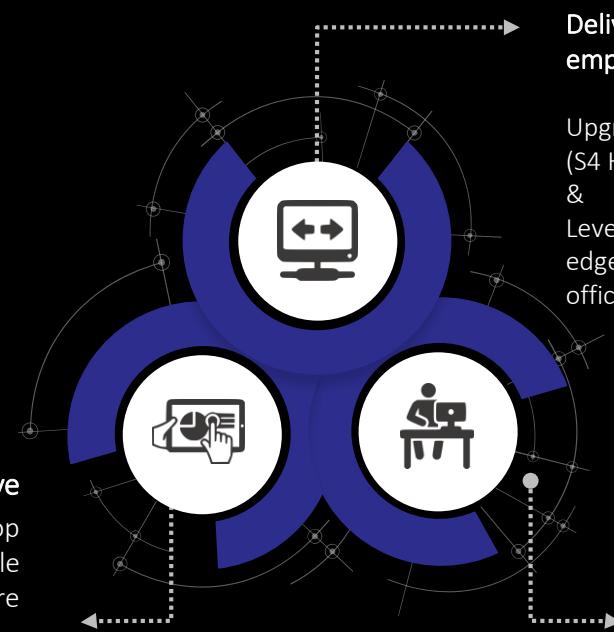


Platform to contribute innovative ideas for clients and get awarded. Crossed more than 1000 ideas within a year

# Exponentially enabling our delivery teams



## DIFFERENT Enablement of Delivery: Digital for Digital



# Impact showing up in analyst recognitions



NelsonHall Digital Testing NEAT:  
LTI has been positioned in Leaders  
Quadrant for Digital Focus segment



Americas Sourcing Standout and one of the  
Top Service Providers in the Breakthrough  
15 list of the Global ISG Index™



Among the Top 5  
providers for “overall  
experience”



One of the very few companies listed in  
Gartner's Market Guide for Data Science  
and Machine Learning Service Providers



For Blockchain - placed  
in High Performers  
category in Top 8



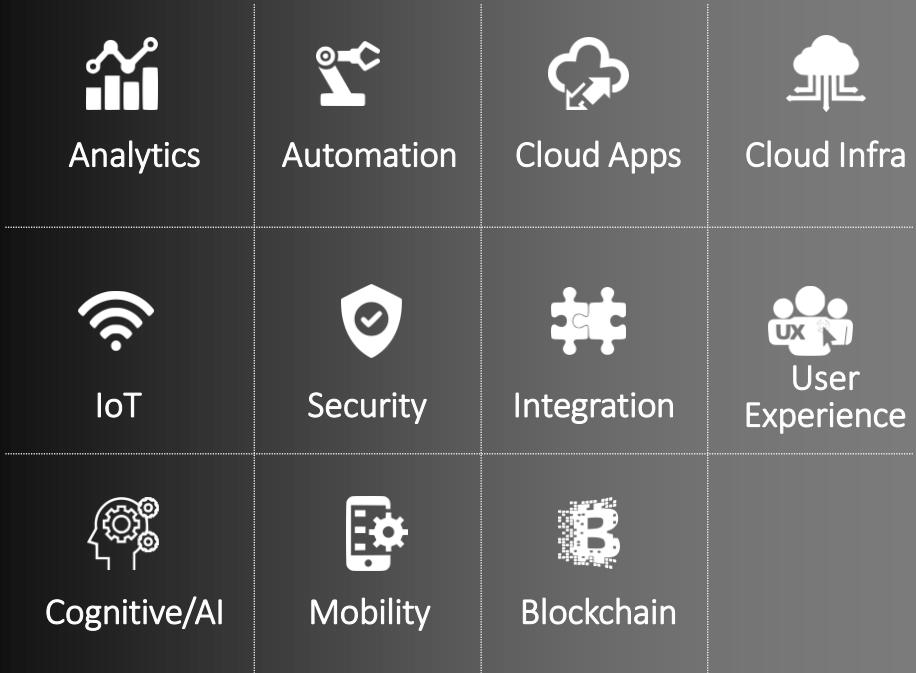
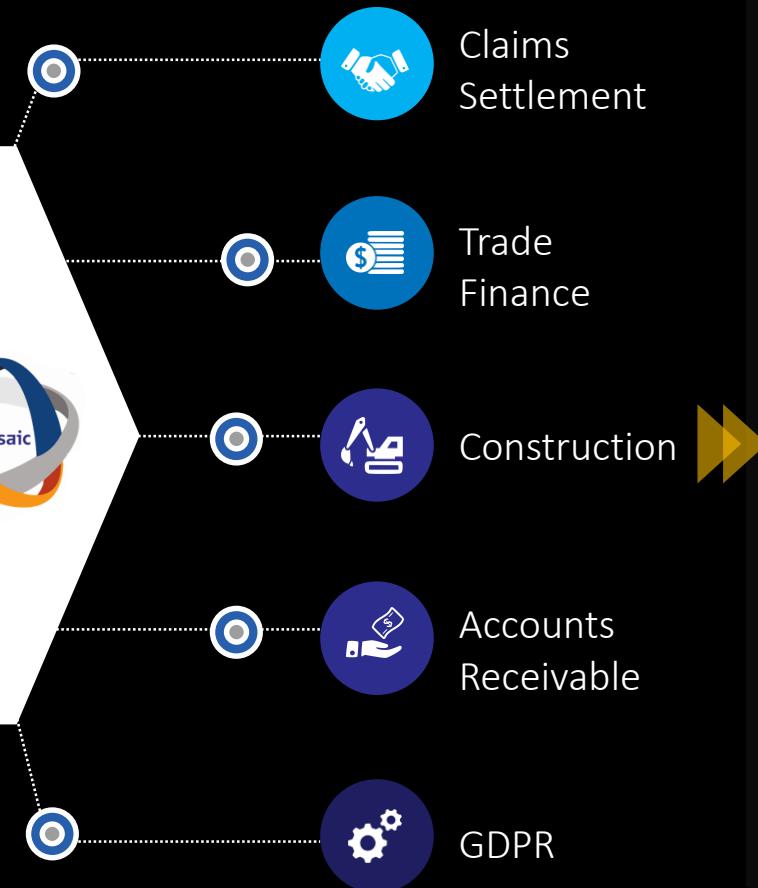
A Leader in Zinnov Zones 2017 for Digital  
Services; Also A leading player in Zinnov  
Zones 2017 IoT Technology Services



You will also see them at the experience booths today ...



Powered By



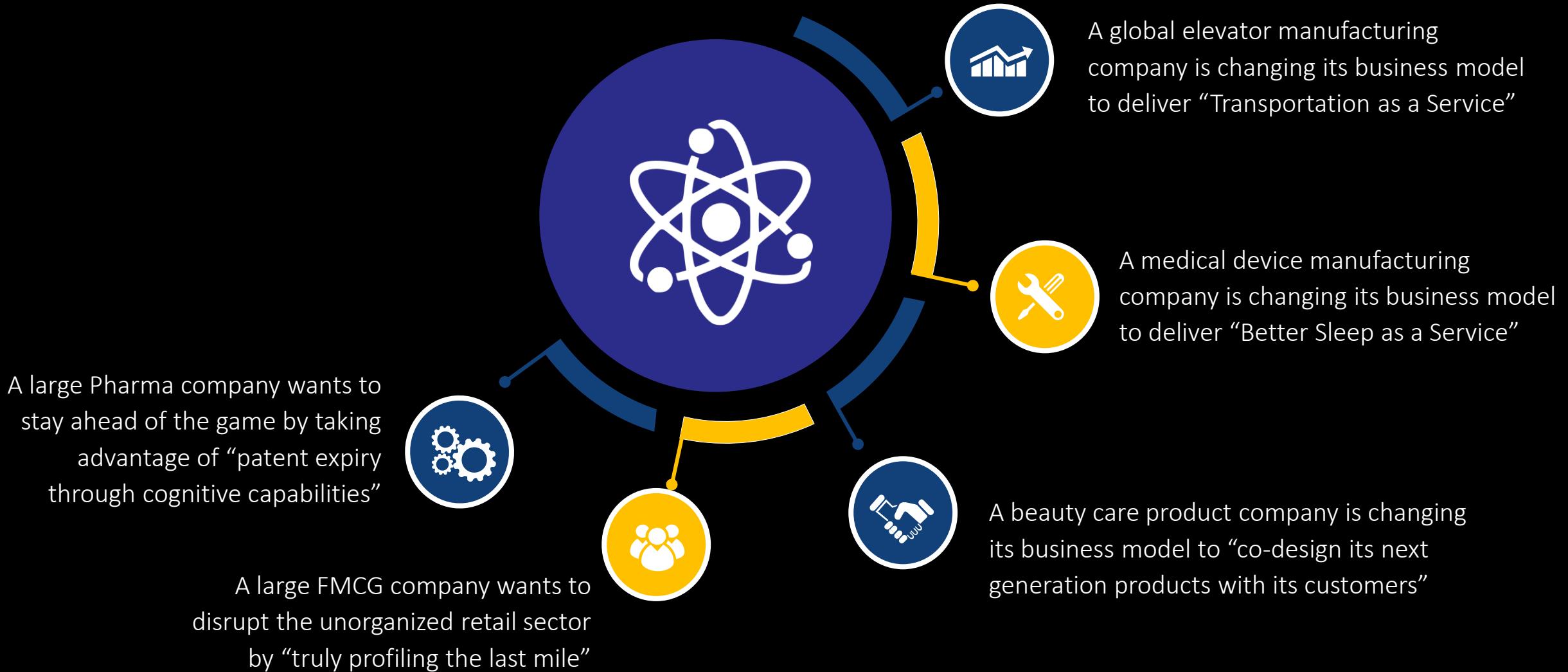
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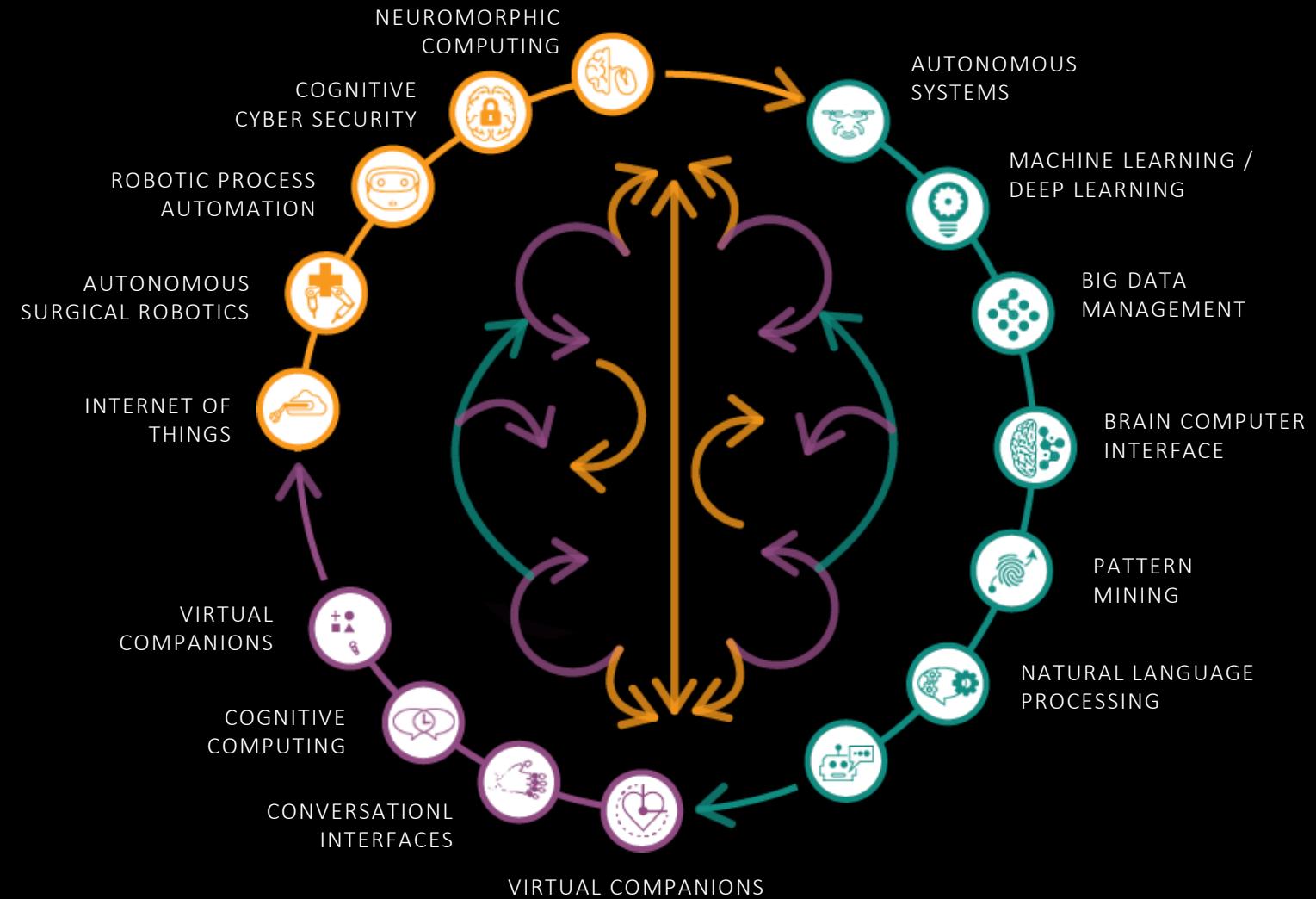
Amplifying Outcomes

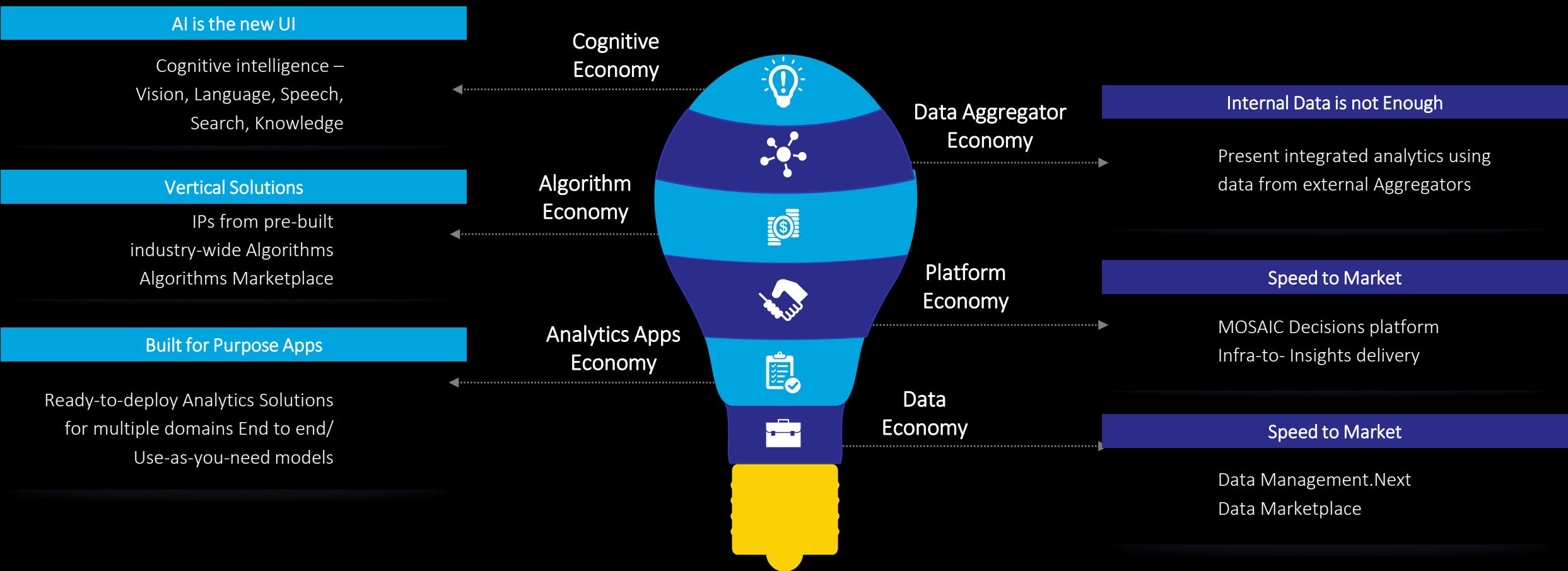
13<sup>th</sup> Dec, 2017

- Soumendra Mohanty

# Everything is changing at a rapid pace...







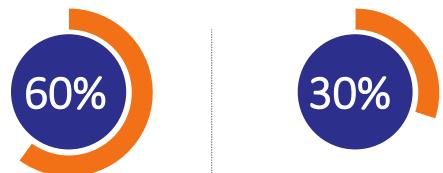
# Glimpses of problems we are solving



## Leading Construction Company

### Asset Utilization

IoT Analytics driven asset utilization, predictive maintenance and spare parts & fuel fraud detection of 35,000 Assets



Reduction in Asset Failures



Increase in Asset Utilization



Cost Savings

## Leading Insurance Provider

### Catastrophe Analytics

AI enabled enhanced premium pricing model through improved Risk Profiling of customers



Accuracy in Decision making



Effort Reduction



Cost Reduction

## Leading Credit Bureau

### Customer Centricity

Analyzed 250 million records on a real-time basis for Portfolio reviews, Benchmarking and Alerts

**From 3 days to Seconds**  
Time to market



**10 x**  
Cost Savings

Differentiated Product Offerings

## Leading Pharma Company

### Finance Optimization

Identified 30+ pain areas, improved cash flow and optimized Days Sales Outstanding (DSO) collection cycles

\$50 Mn  
increase in Free Cash Flow

55%  
Reduction in manual labor

Optimized DSO Process

## Leading Bank

### Fraud & Crime Analytics

AI enabled enhanced premium pricing model through improved Risk Profiling of customers



Time Savings



Increased Productivity



Better Accuracy

## Automotive Parts Manufacturer

### Predictive Maintenance

Identified plant wise issues, patterns leading to parts failures, and suggested measures for resolution



Rejections predicted



Improvement in Cost of Quality

Optimized Quality Process



# mosaic

## ECOSYSTEM



### mosaic things

Intelligent  
Devices



### mosaic decisions

Impactful  
Decision-Making



### mosaic ai

Reinvent  
Problem Solving



### mosaic automation

Smarter  
Execution



### mosaic experience

Unmatched  
Customer Experience

MARCH 2017  
**MOSAIC 2.0**  
UNIFIED DATA PLATFORM



Big Data Lake  
Hadoop & Spark  
Data Integration  
Advanced Analytics



Data Orchestration  
Big Data Adoption

JUNE 2017  
**MOSAIC 4.0**  
DEMOCRATIZED DATA SCIENCES



Machine Learning  
Cognitive Computing  
Big Data on Cloud  
Applied Data Sciences  
Persona based Analytics  
Data-as-a-service



Internet of Things  
Artificial Intelligence  
Deep Learning  
Neural Networks



SEPTEMBER 2017  
**MOSAIC 6.0**  
CONVERGED TECHNOLOGY ECOSYSTEM



Cognitive Automation  
Intelligent Business Signals  
Streaming Processing & Analytics  
Robotic Process Automation  
Natural Language Processing

INDUSTRY SOLUTIONS  
DECEMBER 2017



**mosaic** Technology ecosystem for digital & analytics transformation



# Analyst Day

## Amplifying Outcomes

13<sup>th</sup> Dec, 2017

## Delivering Profitable Growth

Ashok Sonthalia  
Chief Financial Officer

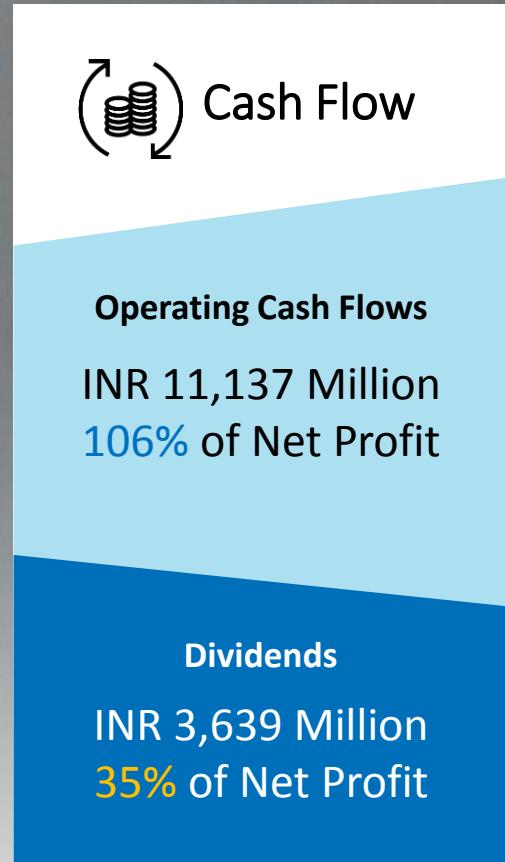


 Growth

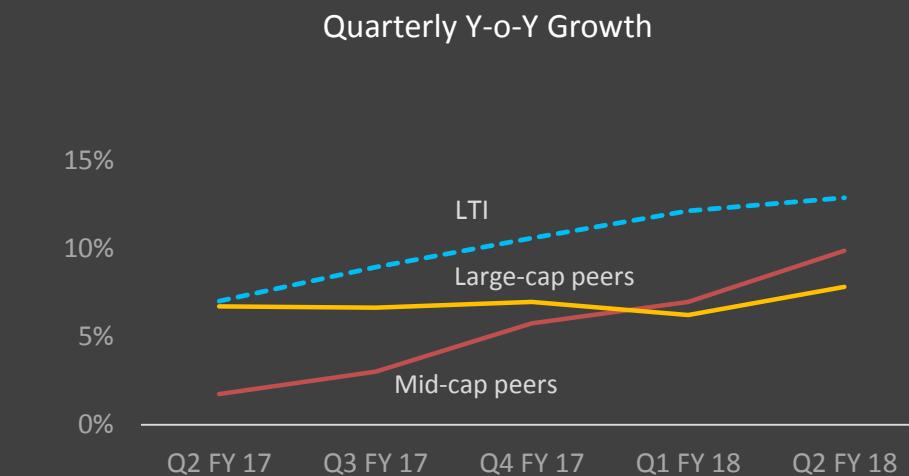
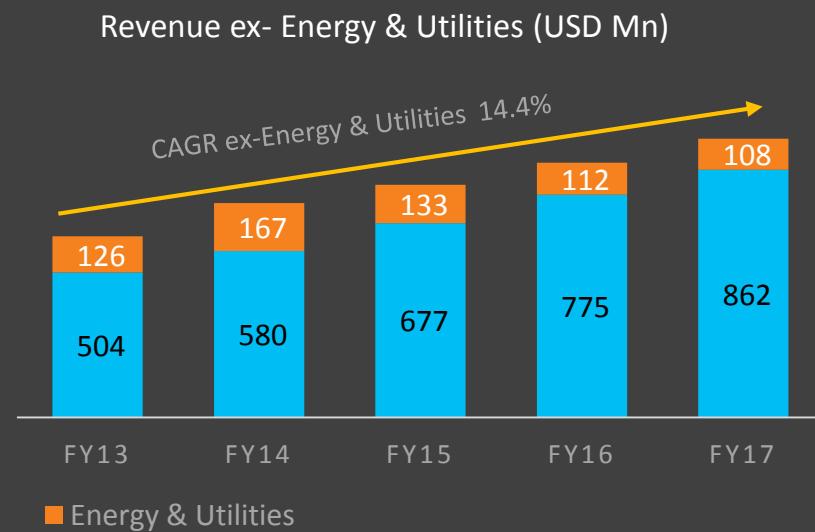
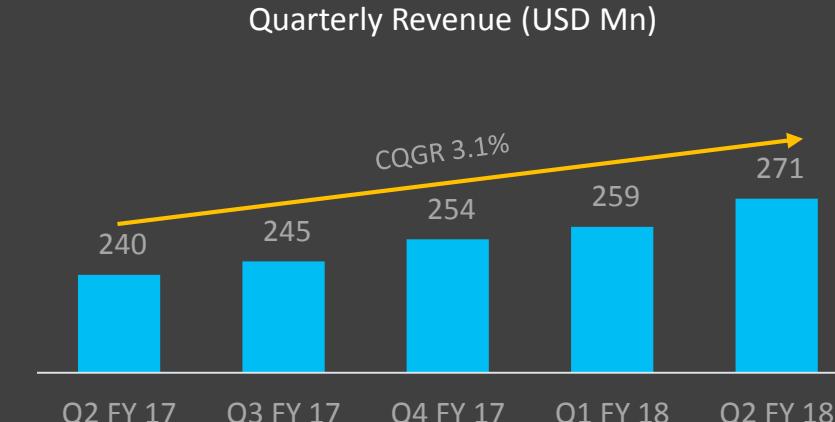
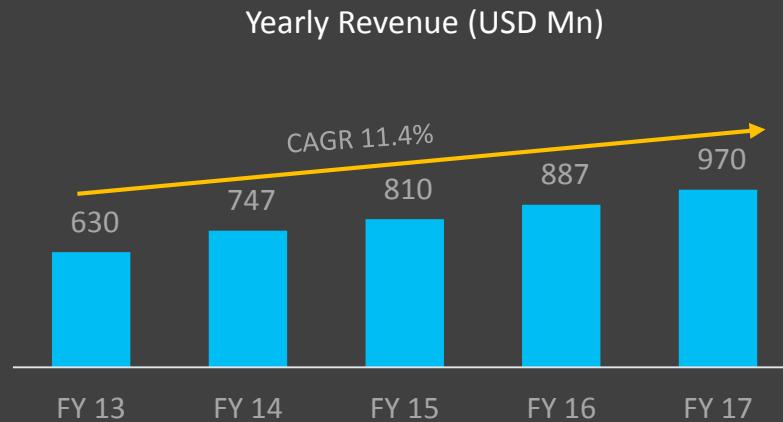
 Margins

 Cash Flow

# The Last 12 Months – entry into the Billion dollar club



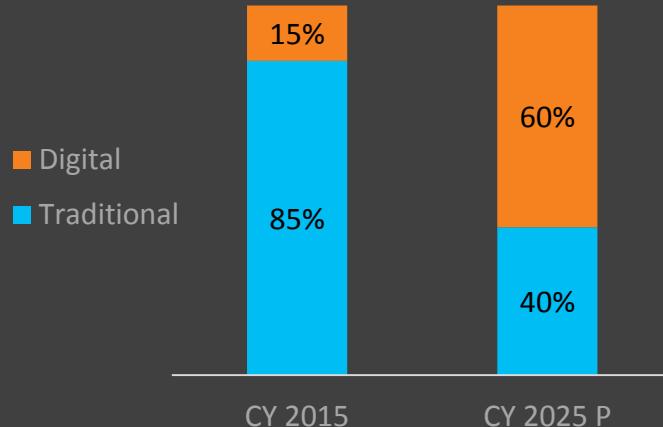
# Consistently delivering industry leading revenue growth



# Successfully re-pivoting the portfolio- Growing Digital Revenues

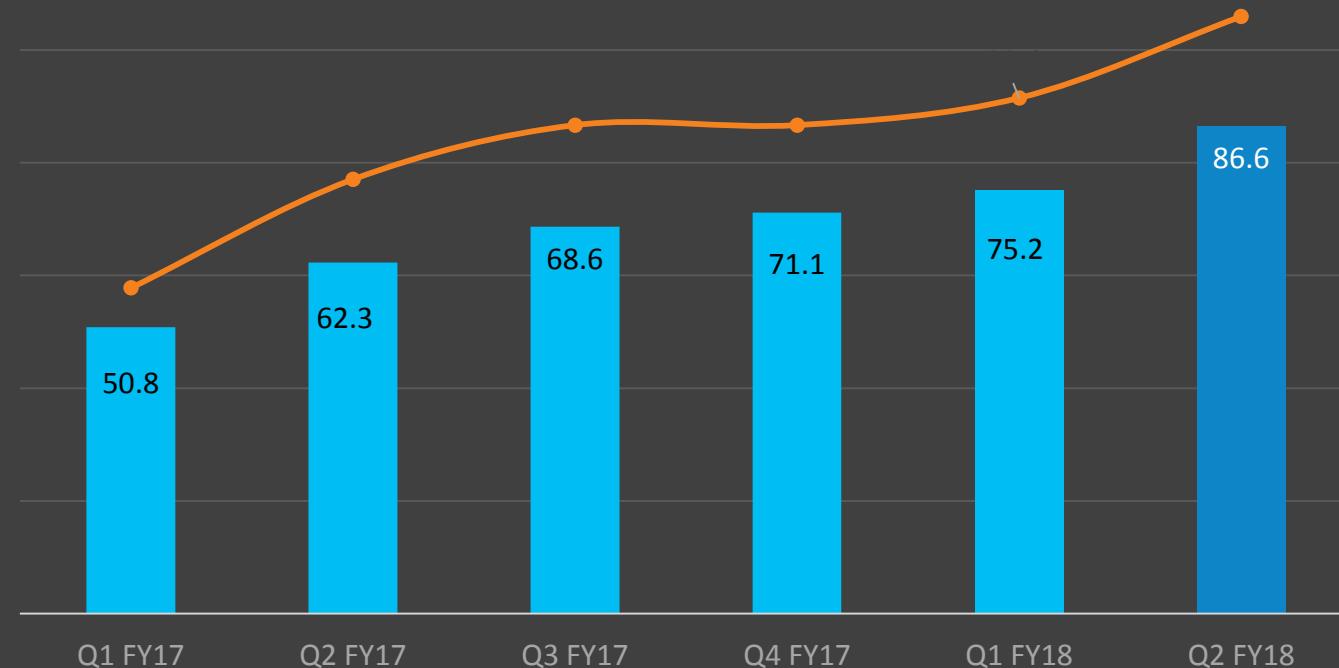


Projected Digital Business for Industry

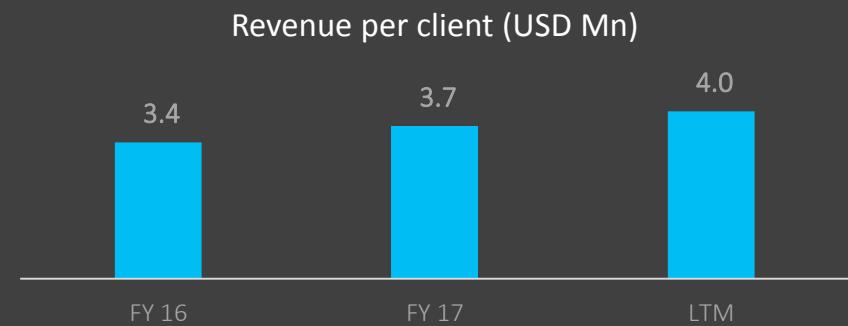
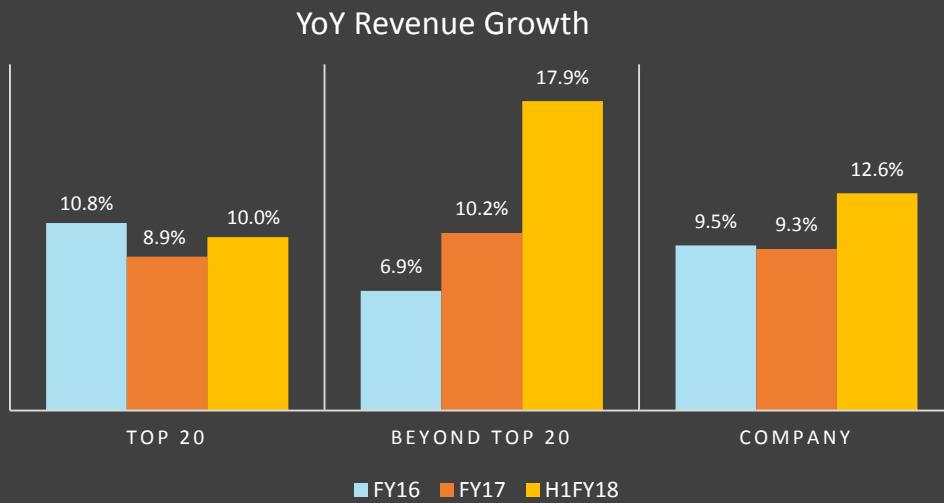
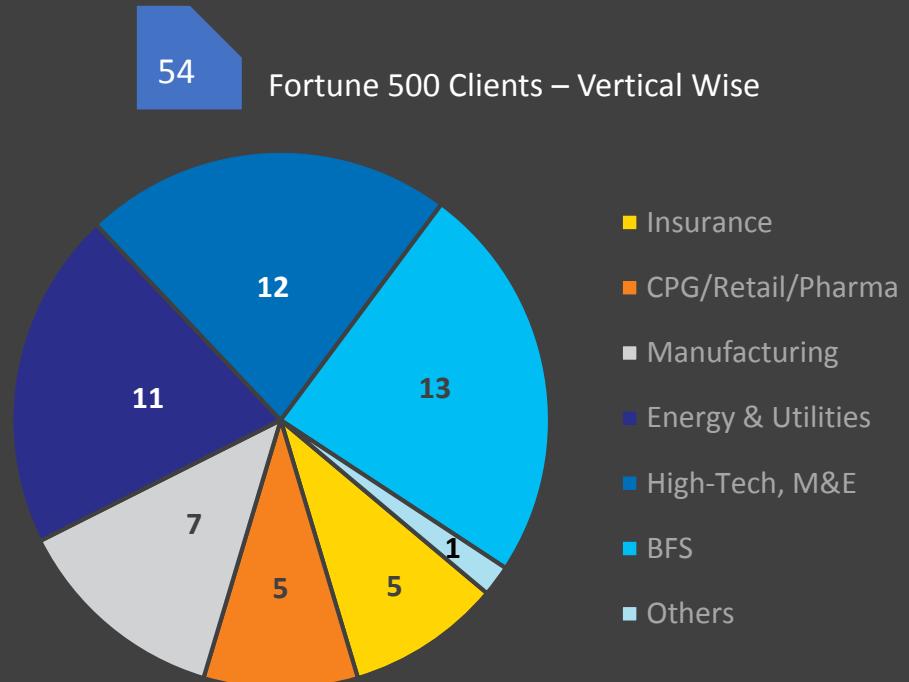
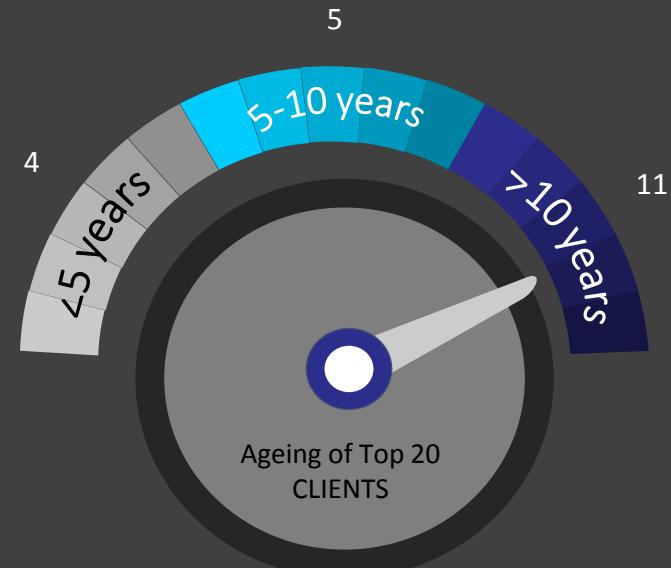


Source: Nasscom 2017 and ISG 2017

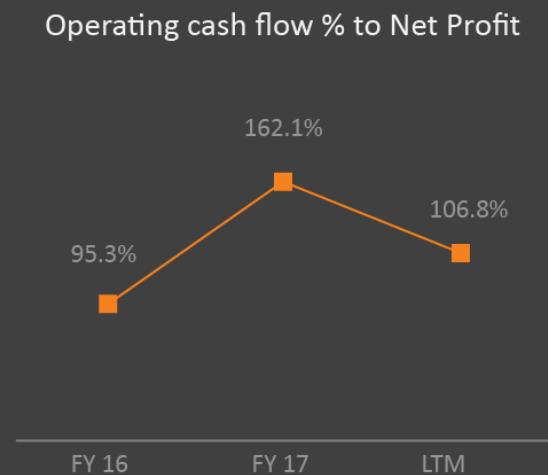
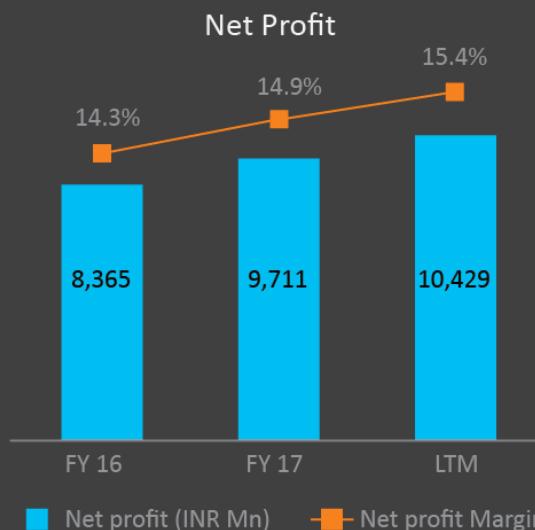
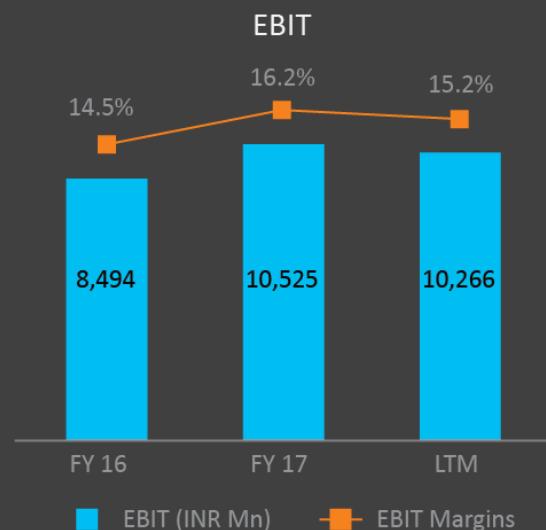
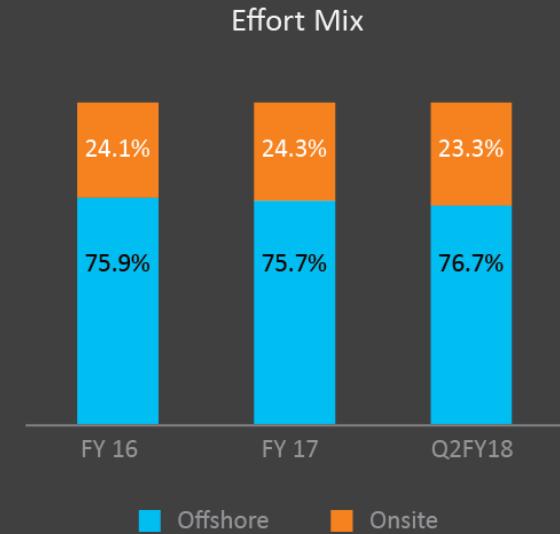
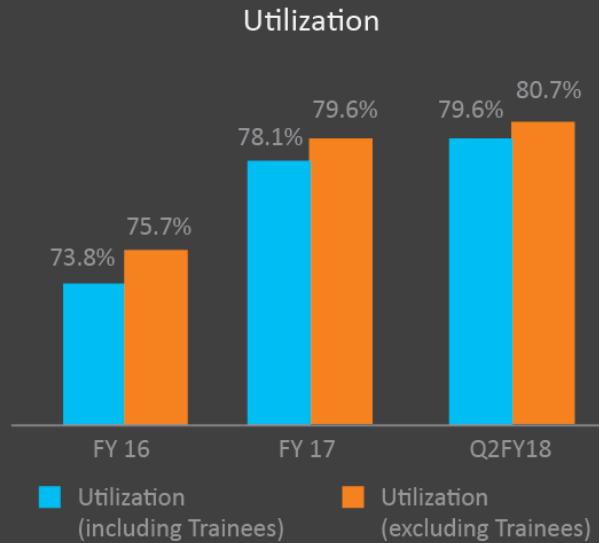
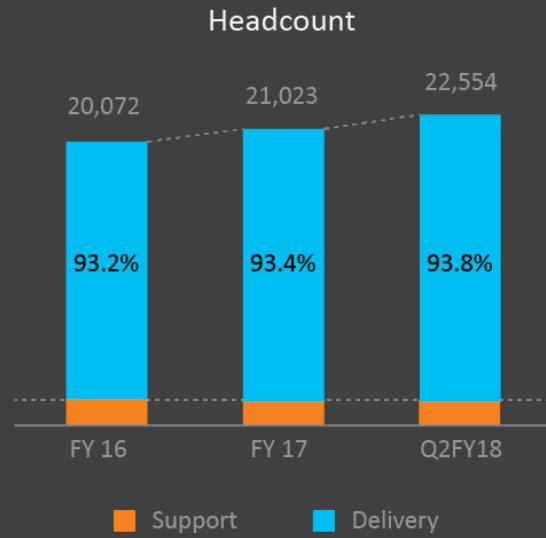
Digital Revenues (USD Mn)



# Long-standing and trusted strategic transformation partner



# Operational Excellence leading to Healthy Financial Performance



# Acquisitions **augment**ing and **synergizing** capabilities



2016



Acquisition of AugmentIQ has helped LTI enhance its big data platform and deepen the MOSAIC offerings



Access to proprietary big data analytics platform, MAXIQ



Enabled cross selling into financial services clients of LTI

2017



Acquisition of Syncordis will enable LTI to establish its **core banking** implementation capability and enhance footprint in the European financial services market



Exclusive focus on T24 – Temenos Digital Suite and end-to-end Temenos capabilities



Synergistic move that helps to establish core banking implementation capability



Gain footprint in European Financial services market



## Growth

- Large deal wins
- Trusted Client Partnership
- Expanding Client Mining
- Rapidly growing Digital Footprint

## Margins

- Digital for Digital
- Focus on Operational Excellence
- Relentless Cost Optimization
- Robust Risk Management

## Cash Flow

- Capability led M&A
- Investing in newer practices
- Adding horsepower to S&M engine
- RoE Focus



Let's Solve