



Let's Solve

LTI/SE/STAT/2018-19/70

December 12, 2018

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

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

Dear Sir/Madam,

**Sub: Analyst Day Presentations**  
**Ref: Our Letter dated December 10, 2018**

With reference to our letter no.: LTI/SE/STAT/2018-19/68 dated December 10, 2018, the Company is organizing the Analyst Day today. In this regard, please find enclosed the presentations which will be made available to the Analysts during the day.

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

This is for your information and further dissemination.

Thanking You.

Yours sincerely,

For Larsen & Toubro Infotech Limited

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



**Larsen & Toubro Infotech Ltd.**

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

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

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

[www.Lntinfotech.com](http://www.Lntinfotech.com) | E-mail: [info@Lntinfotech.com](mailto:info@Lntinfotech.com) | CIN: L72900MH1996PLC104693



A Larsen & Toubro  
Group Company



Let's Solve

# Building Nexterprise

Sanjay Jalona, CEO & Managing Director







# Shoshin

## A learning company

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

Shunryu Suzuki



# Our reflections

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Unique challenges

Time-to-market

Certainty

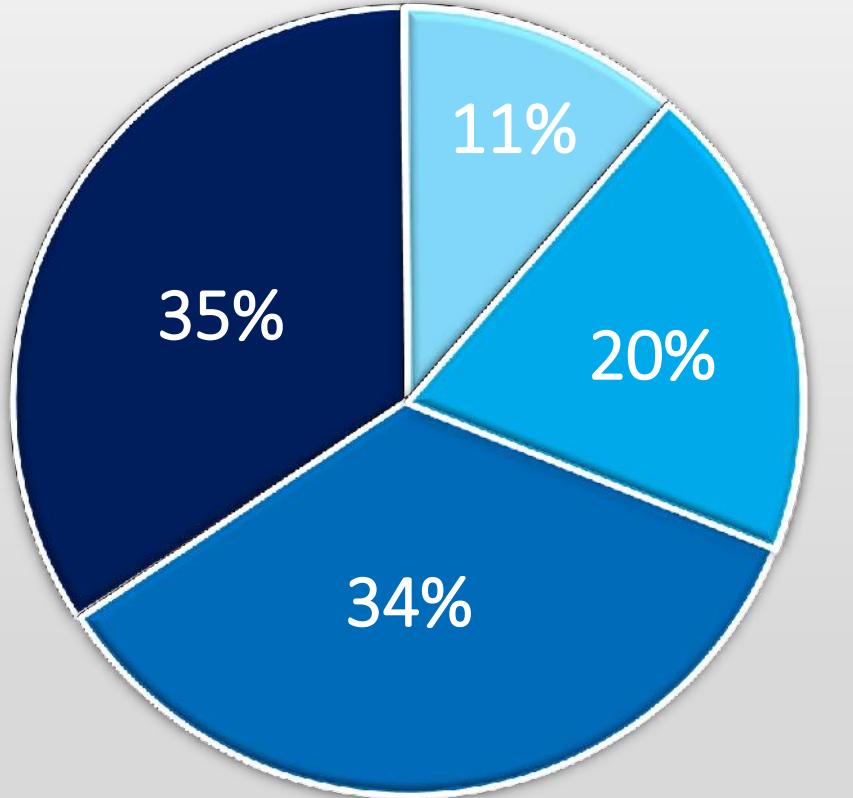
Engineering DNA

DiPhy

# Untapped opportunity

Question

How complete is your digital transformation journey?



- 0-24%
- 25-49%
- 50-74%
- 75-100%

Source: MIT CISR Digital Pathways Survey (N=413)



# Compelling transformations everywhere

nets:

 Haven  
Life

  
monzo



 Microsoft®

 Schneider  
Electric

OTIS





# Times of DigITL

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



## LTI IS AMPLIFYING OUTCOMES

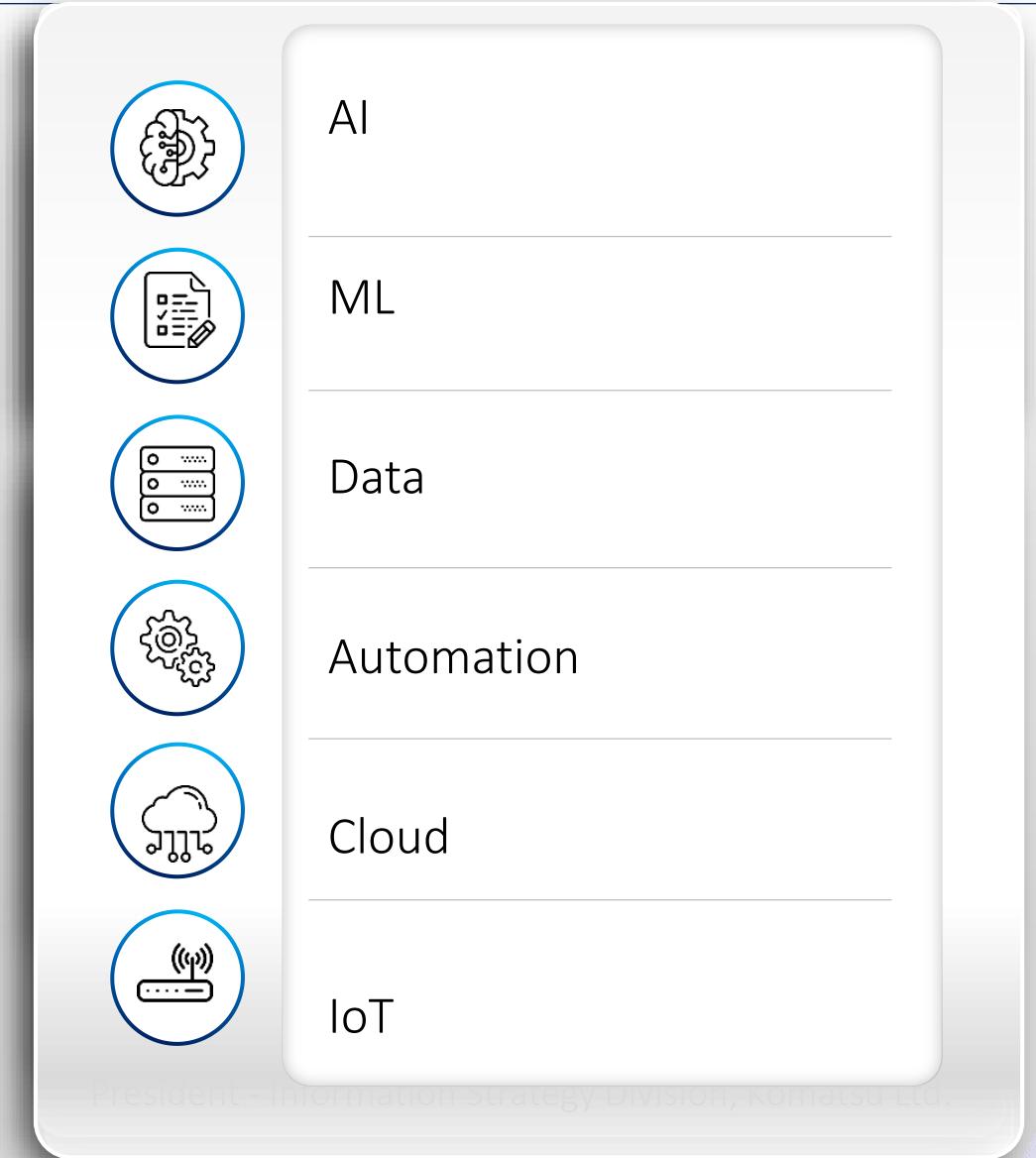
**ENABLING  
NEW  
BUSINESS  
MODELS**

**ENABLING  
REVENUE  
GROWTH**

**TRANSFORMING  
CUSTOMER &  
EMPLOYEE  
EXPERIENCES -**

**NEXT GEN  
EFFICIENT  
OPERATIONS**

# Sharp focus on outcomes



President - Information Strategy Division, Komatsu Ltd.



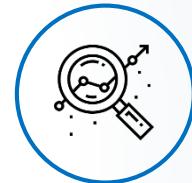
# Building blocks - Platforms for change



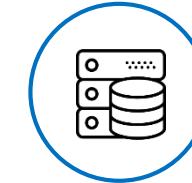
Industry specific



Functional



IaaS



PaaS



Capability  
based

# Building platforms for change

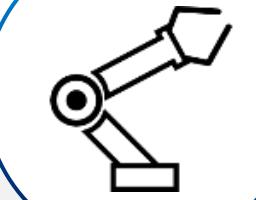
Capability



Mosaic  
Decisions



Mosaic  
AI



Mosaic  
Automation



Mosaic  
Experience



Mosaic  
Things



Mosaic  
Security



# Our investments

LTI

Platforms

Business  
solutions

Tools &  
Accelerators

New  
commercial  
models

People

Partnerships

Acquisitions



# Strategy-on-a-page



Untapped opportunity



Enterprises trying to

- Enable new business models
- Enable revenue growth
- Transform experiences
- Build next gen operations



Focus on outcomes

- Operate to Transform
- Data driven organizations
- Experience Transformation
- Digitizing the core



LTI Platforms Focus

- Industry specific
- Functional
- IaaS and PaaS
- Capability based



AI



ML



Data



Automation



Cloud



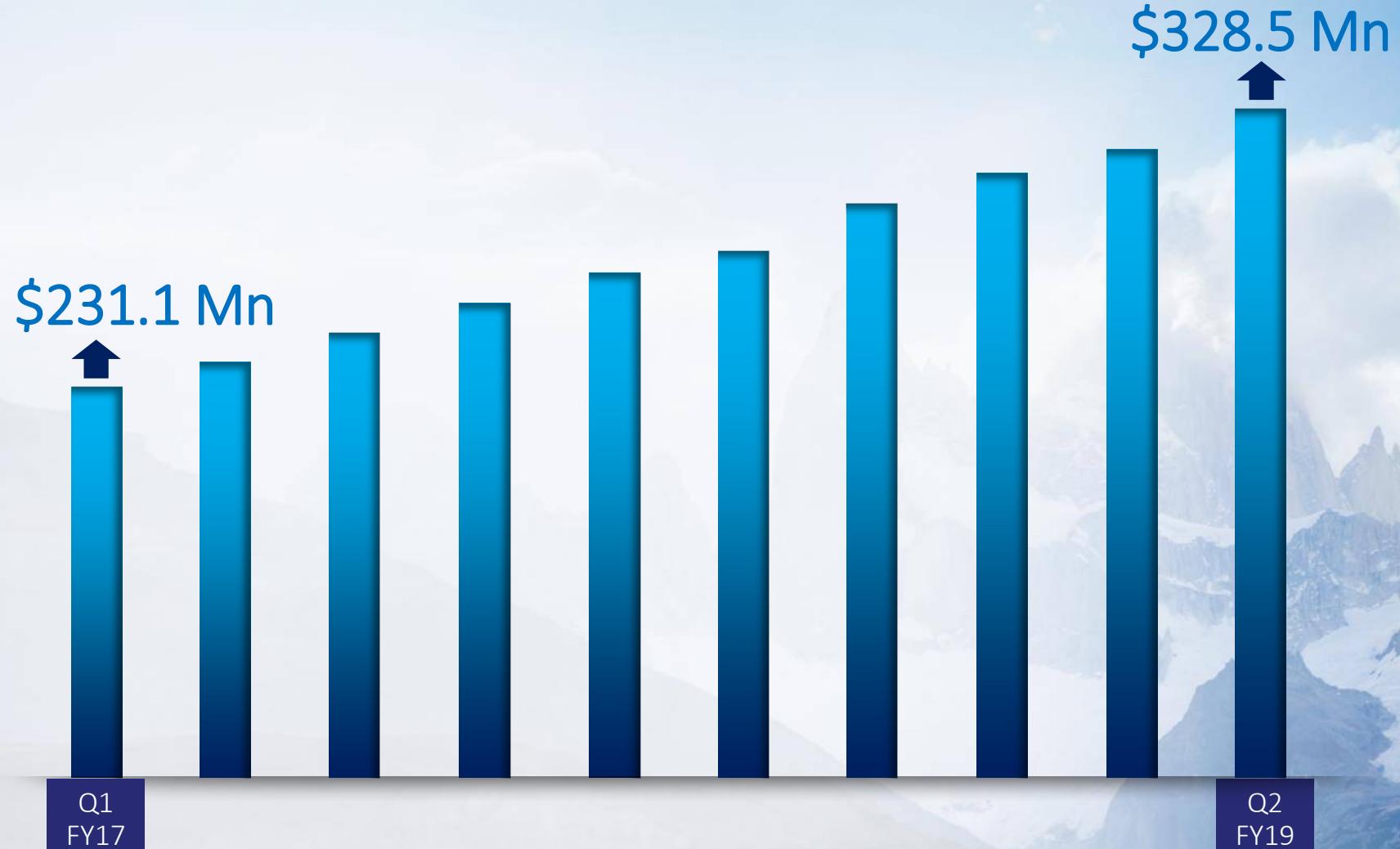
IoT



Visible over  
the last 10  
quarters...

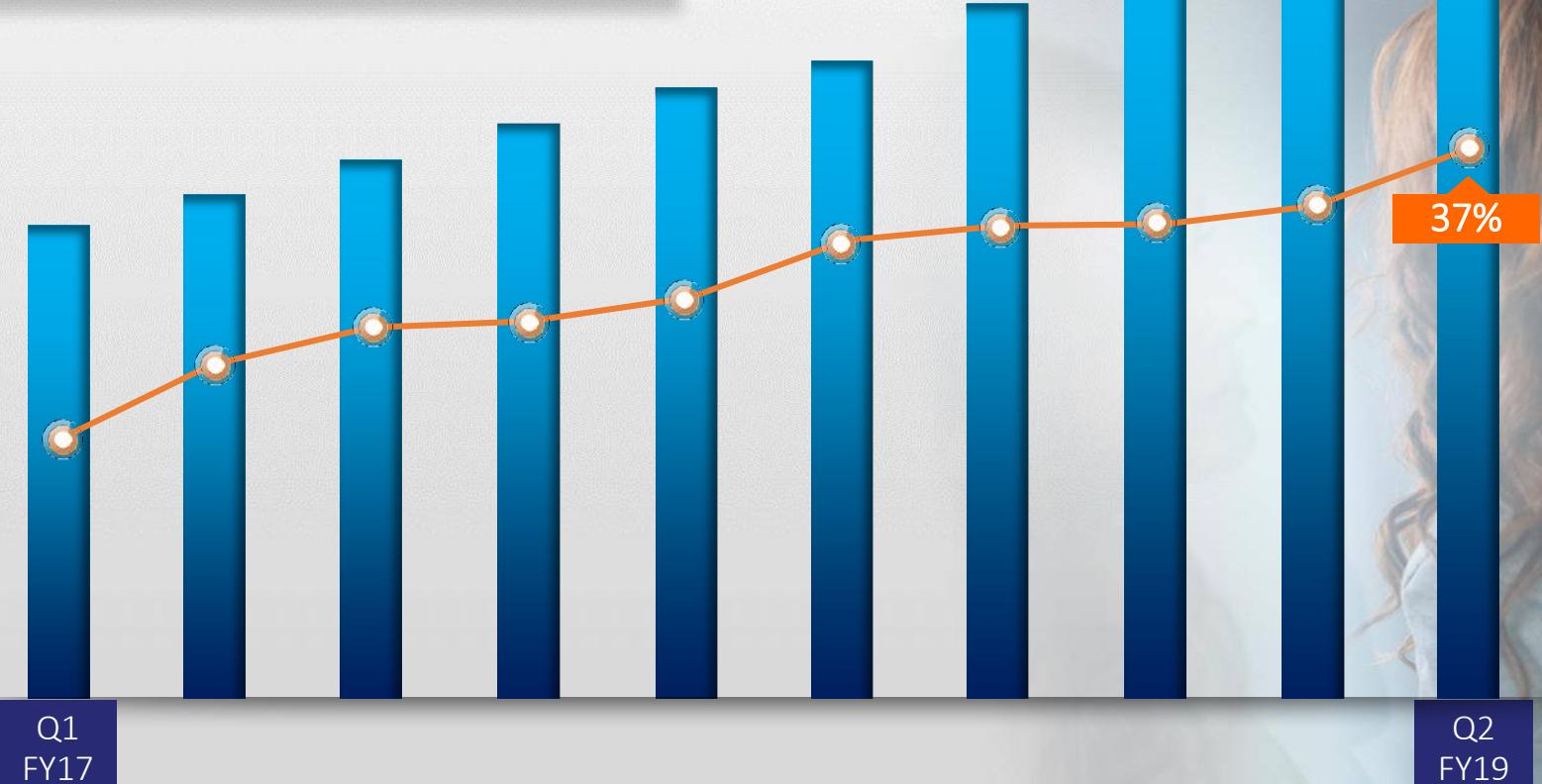


# Revenue growth



# Digital business

**37%** Digital Business





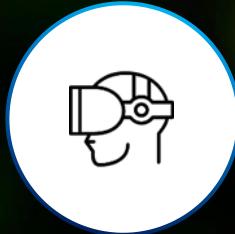
# Strengthened underleveraged verticals



Life sciences



Consumer  
packaged goods



High-tech





# Incubated new capabilities



Blockchain



GDPR



Cybersecurity

# \$575 Mn net new TCV in 10 quarters



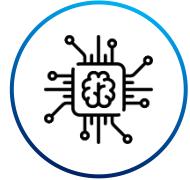
## Leading African Bank

A new multi-year deal to provide end-to-end ADM services



## Global Life Sciences Company

More than \$55 Mn TCV from data analytics



## American O&G Major

AI based legacy subsurface digitization



## Global Life Sciences Company

\$50 Mn TCV from manufacturing transformation





# Acquisitions

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# Envious customer profile



 12  
**Fortune 500**  
customers added  
since listing



# Stable margins and investing in growth





# Talent - Mission Ubuntu

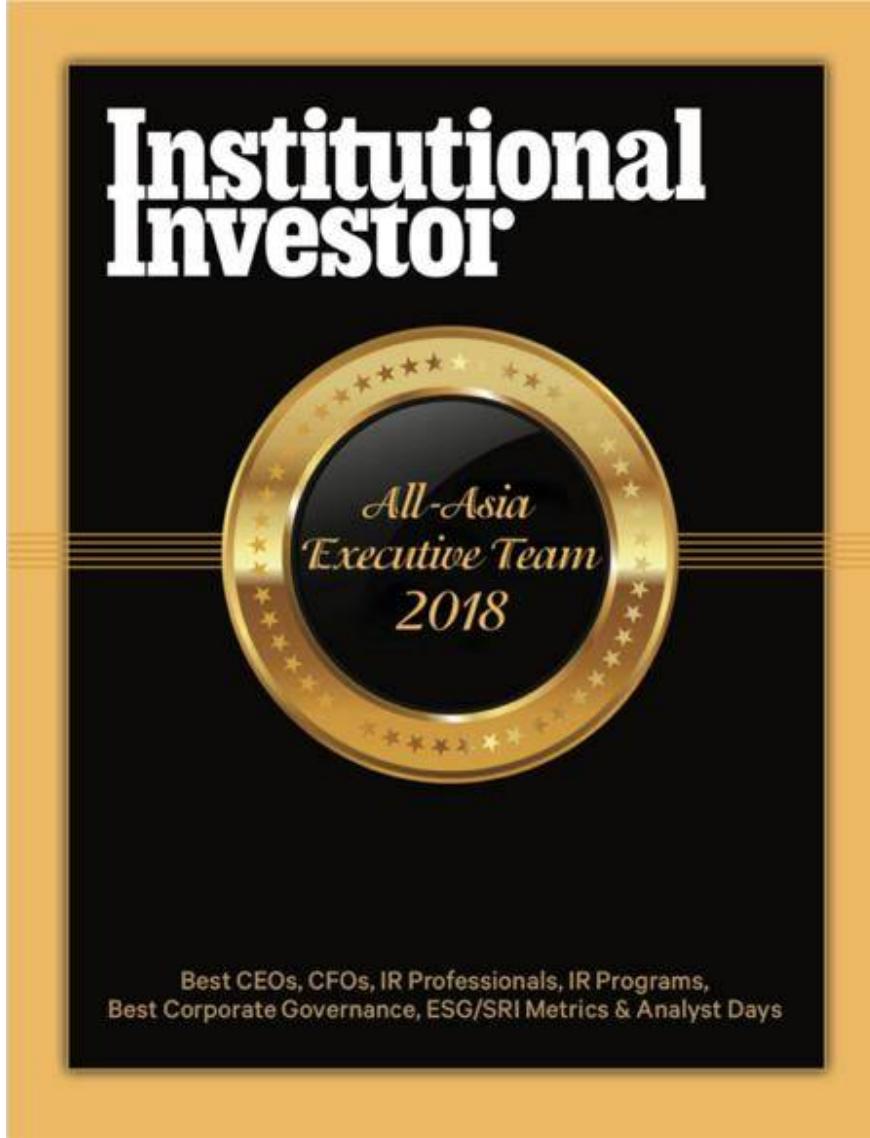


I am who I am, because of those around me



Thank you!

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# Recognitions

## Leadership



BW BUSINESSWORLD

## Capabilities



CELENT



## Business functions



LTI



# Chief Operating Officer

## Nachiket Deshpande

*"LTI is at the forefront of building the next generation IT Services company, and I am excited to be part of this outstanding team. We will be bolstering the industry expertise and deep technology capabilities that have made LTI the growth leader in the sector."*



# Global strategic services partner

Among the  
**Top 16**  
global  
partners





# What sets us apart

## A solid foundation

- Engineering DNA
- Focus on Invest Verticals
- Sales & Marketing excellence
- Talent, leadership

## Amplified Outcomes

- Operate to Transform
- Data-driven organizations
- Experience Transformation
- Digitizing the core

## Investments

- Capabilities
- Acquisitions
- Platforms
- Talent

LIVE

Operate

to

Transform

by Siddharth Bohra, CBO, LTI

## THE BIG QUESTIONS?

Which is the largest IT spend category for most enterprises?

What represents the biggest chunk of large IT deals in the market?



LIVE

40%-60% of IT spend

is Run the Business

'Keep the lights on' focus

It is considered a cost center

High emphasis on cost reduction

Most important processes are supported

Continuous improvement, outsourcing & automation

Clients do not renew a large % of these contracts, expect more

Even with Cloud, the scope of IT operations remains very significant

Clients much rather divert money from operations to business transformation

# @ LTI, we see it differently



...the opportunity to **generate insights from a treasure trove of data** - processes, personas, landscape, usage patterns & much more



...the opportunity to improve productivity of **personas & of improving business process KPIs**



...the opportunity of improving **health of technology landscape & of improving ROI from technology investments**



...the opportunity to **re-imagine the role of the 'support engineer'**



...the opportunity of embedding **digital technologies** at the core



...the opportunity to bring **non-linearity to outcomes through our solutions**

# The Big Idea / Opportunity

Keep the Business

~~Running~~

Transforming

From Automation Also  
to Automation Native

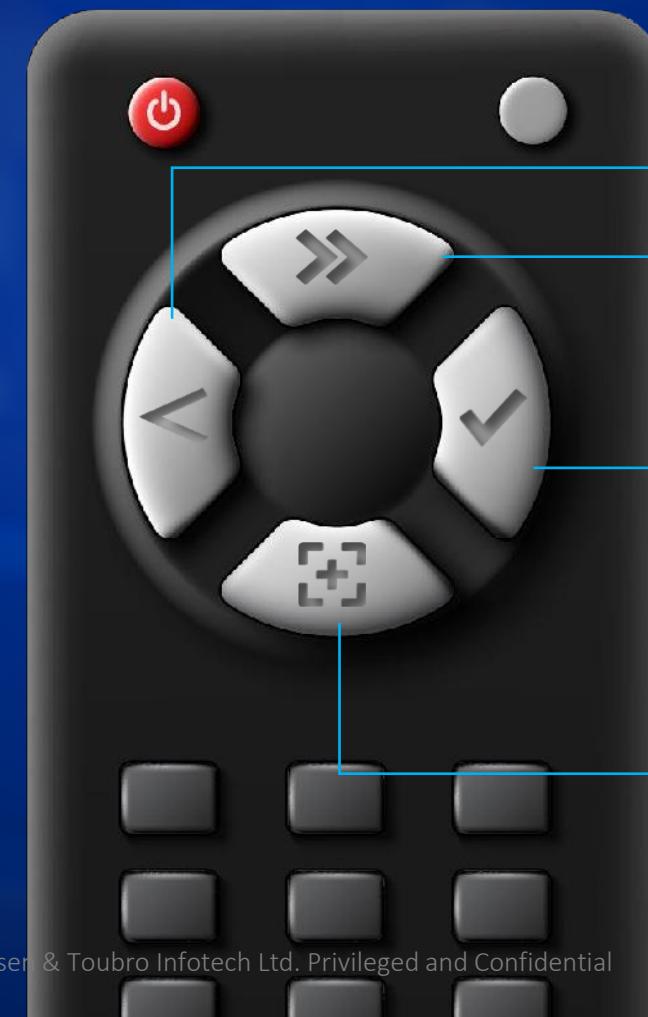
From largely IT focused to  
equally Business focused

From solving stated problems to  
also solving unstated ones

# Made Real with the 4D Model

## Building blocks of the Model

- SLA & Operational Metrics
- Elimination & Automation
- Business Command Center
- Landscape Modernization & Forward Engineering
- Maximizing ROI on existing investments
- Business Process KPIs
- Persona Based Productivity Plans



## How we make it happen...

- **DO LESS**  
25%-50% reduction in volume of work
- **DO FAST**  
Business Command Center, Automated diagnostics
- **DO BETTER**  
Focus on improved business efficiencies & Outcomes
- **DO MORE**  
Personalized employee, partner experience

# DO MORE – The Persona Enablement Plan - Outcomes

- Revenue Reconciliation cycle time

- MIS Reporting Compliance

- SOX Audit Compliance

- Financial Closure Compliance

- Non-availability of the real-time product avails date information

- Handling deal conflict due to unavailability of key information

- Unable to plan effective pricing based due to non-availability of historical transaction data

**Indicative systems used:**

XXX | YYY| ZZZ| ZZZ| PPP| TOBI

- Proactive validation of rights information & dimensions from SAP

- Historical transaction analytics dashboard along with market analysis

- Integrated analytics and AR solution (LTI's RedAxis)



**KEY PERSONA**

**ACCOUNTING EXECUTIVE**

**Key KPIs**

- Revenue Growth
- Lead Response Time
- Deal Compliance
- Usage Rate of Marketing Collateral
- Pricing Model Management

**Key Issues & Systems used**

- Issues faced with GL imbalances
- Invoicing issues due to complex rights attributes/dimension and unfriendly user interface
- Month-close accounting and MIS reporting activities

**Indicative systems used:**

XXX | YYY| ZZZ| ZZZ| PPP| TOBI



**KEY PERSONA**

**SALES MANAGER**

**How we will Resolve?**

- Proactive Data fixes, RCA and permanent system fixes
- Create an integrated data management layer between associated systems
- A cockpit for financial closure
- Automated report delivery & deviation alerting through email or web interfaces

# Making it real – Transformative Operations Platform

## EXECUTION APPROACH



### DO LESS

Prevention &  
Elimination of Issues



### DO FAST

Expedited  
Resolution



### DO MORE

Improve persona  
productivity



### DO BETTER

Improve Business  
Outcome

## OPERATIONS PLATFORM

### **mosaic** ai Powered Platform

NLP Driven Diagnostics



Self Help Application Utilities



Application Virtual Assistant



Technology Extensions



Service Catalog Based Bots



E2E Monitoring Insights

Embedded Analytics

Workflow Orchestrator

Self Learning Dispatcher

Resolution Recommender

## KNOWLEDGE DATA LAKE



100+  
Customers



2.2 Mn+  
Incident data



70+

Landscape Assessments



5000+

Application error logs



800+

Business Processes maps



200+

Process KPIs



100+

Persona Library

## RECENT SUCCESSES



### DO LESS

*60% work volume reduction* through AI enabled event correlation for large media company



### DO FAST

*65% improvement on time data availability for supply chain ops* through M/L based solution large global Pharma



### DO BETTER

*99% reduction in entity onboarding time* for a leading European payments services company

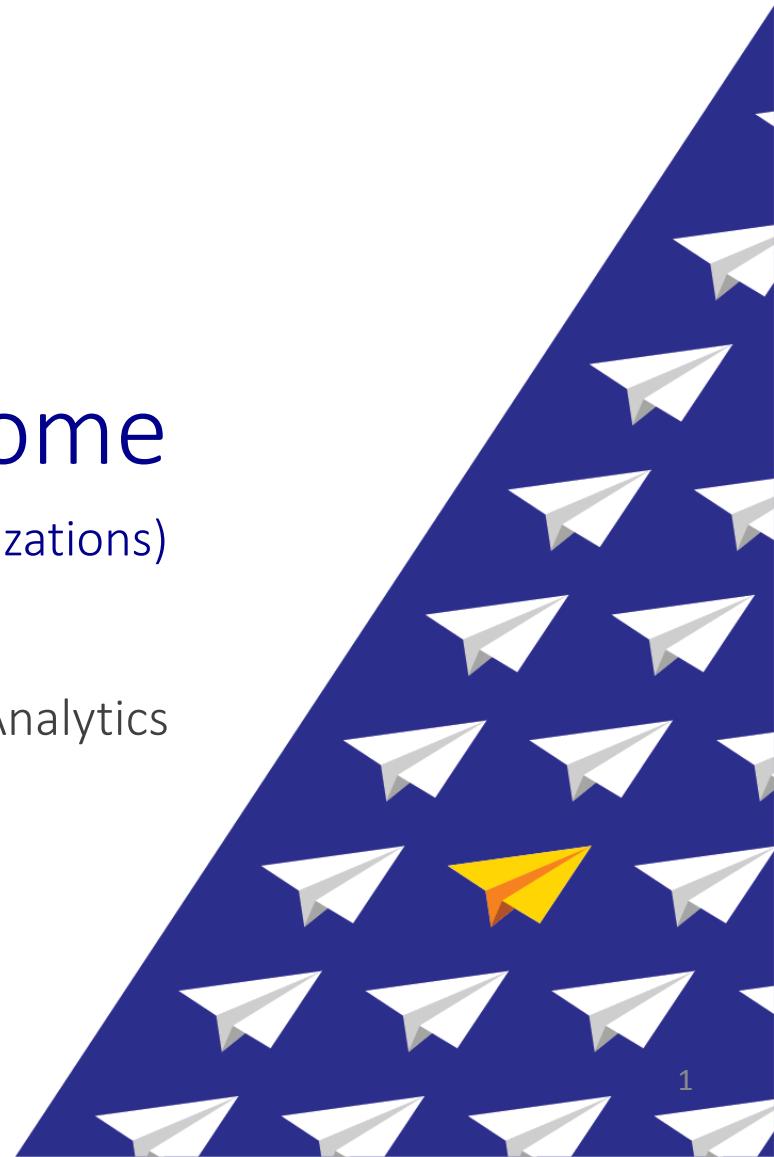


### DO MORE

Monthly close time reduced from 8 days to 3 days through tool driven *productivity gains* for CFO team of industrial major

# Helping Companies Become D2O (Data Driven Organizations)

Soumendra Mohanty, Head – Data and Analytics



# Data Driven Organization: To be Data Driven or Data Informed!

**Key imperatives:**  
**Cognitive & Analytics – Applied.**

Data Engineering | Advanced Analytics

IoT | AI-Led Automation

Platform & Product Mindset

Data if managed &  
monetized as an  
enterprise asset...

Can deliver  
transformational  
outcomes...

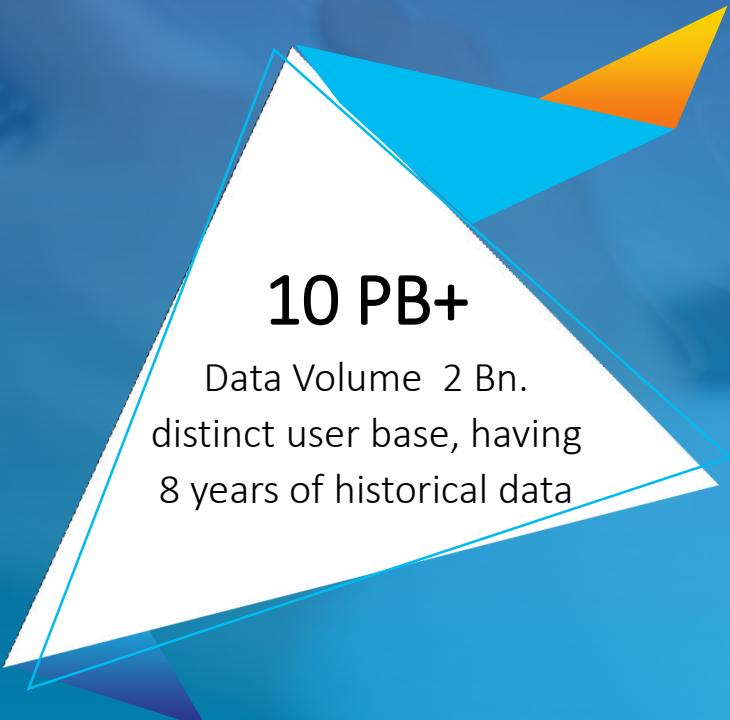
# #1 Data Engineering @ scale

Real time credit scoring capabilities enabled by a robust data science platform and AI services



## #2 Decision Science@ scale

Scalable decision science platform to break departmental data silos & empower enterprise users as “citizen data scientists”.



**10 PB+**

Data Volume 2 Bn.  
distinct user base, having  
8 years of historical data



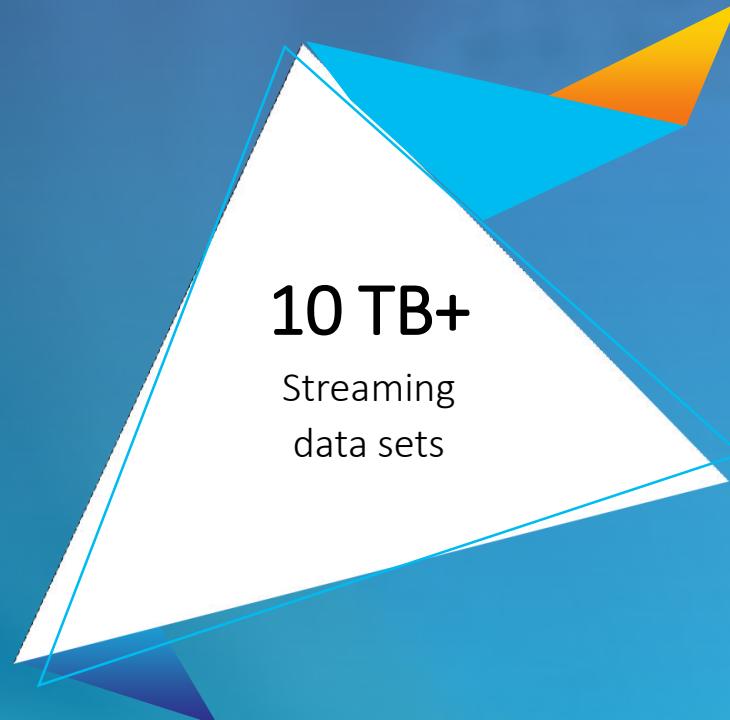
**30 K**

Global User for  
Democratized Analytics  
Platform



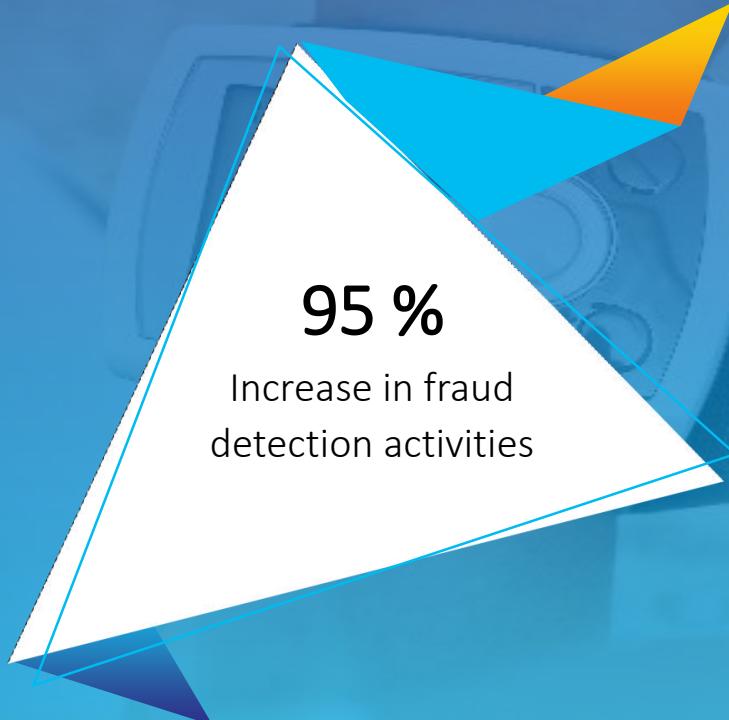
## #3 Monetizing Data @ scale

Big Data Analytics capabilities and services to monetize data across LOBs.



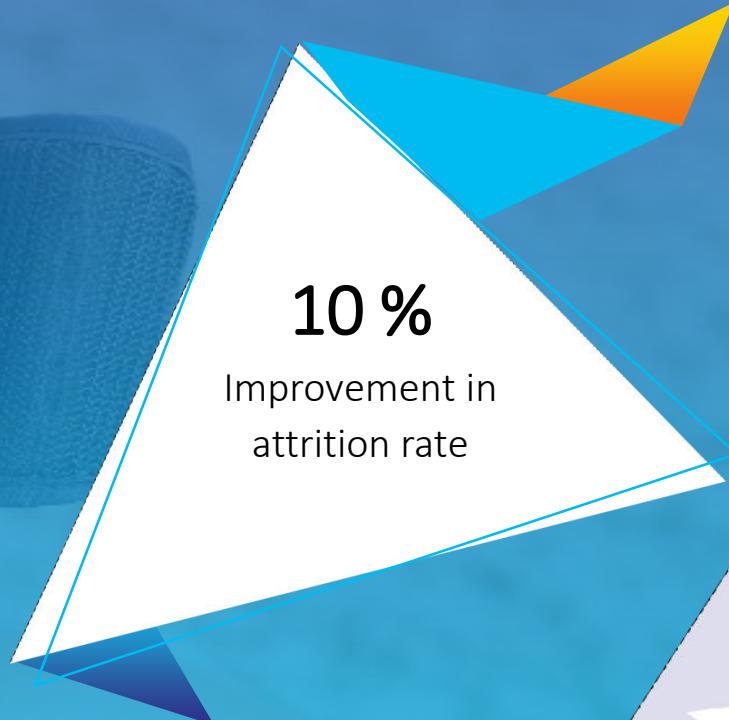
**10 TB+**

Streaming  
data sets



**95 %**

Increase in fraud  
detection activities



**10 %**

Improvement in  
attrition rate

## #4 AI-Led Automation @ scale

Optimized processes and deployed an intelligent Automation platform across lines of businesses and enterprise functions, globally.

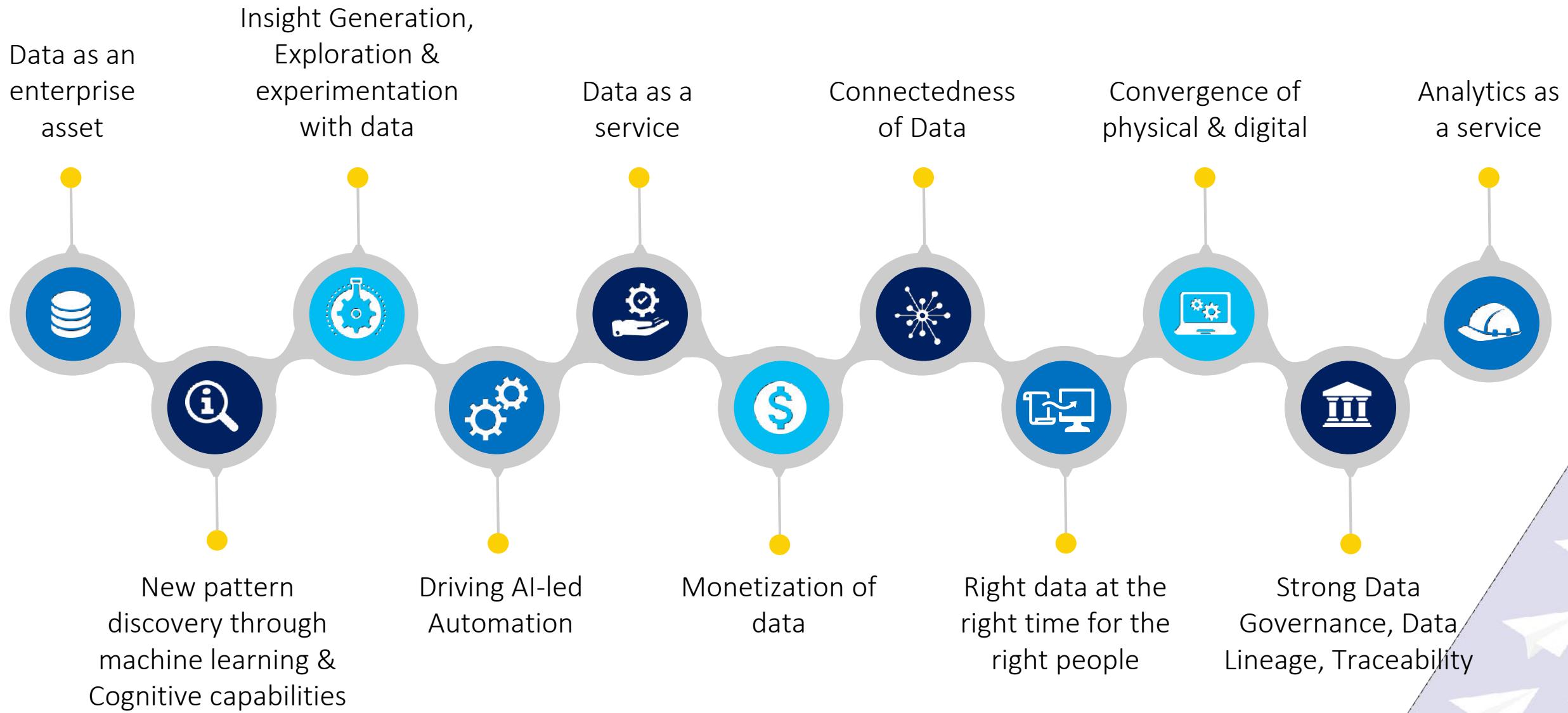
**70+**  
**processes**

Customer onboarding, AML,  
Fraud Detection, Case  
Management, Global Risk &  
Compliance, Financial  
Consolidation

**50%**  
reduction  
in TCO

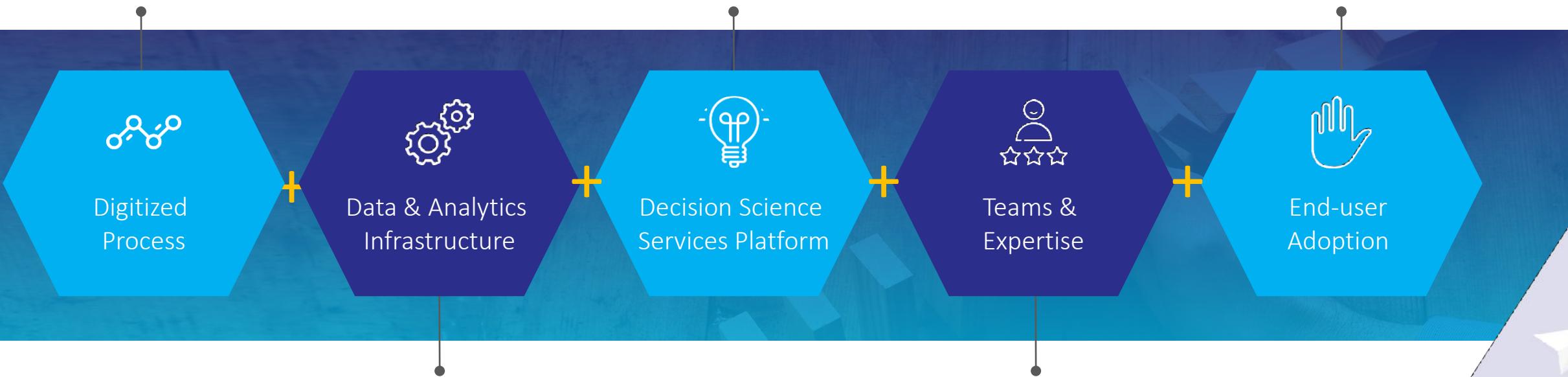
**1000+**  
AI interventions  
improving accuracy  
by 85%, time-to-  
market by 3x

# Characteristics of a Data Driven Organization



# How do we do it? MOSAIC: Powering Enterprise Decisions & Actions

Operational processes digitized. Ability to **collect** data at right point and **consume** actions - based on **single-source-of-truth**.



Integrated tools for accelerated solutions at convergence. **Data Infrastructure** with scalability, enterprise grade governance, high performance. **Hybrid** of cloud & on-premise computing.

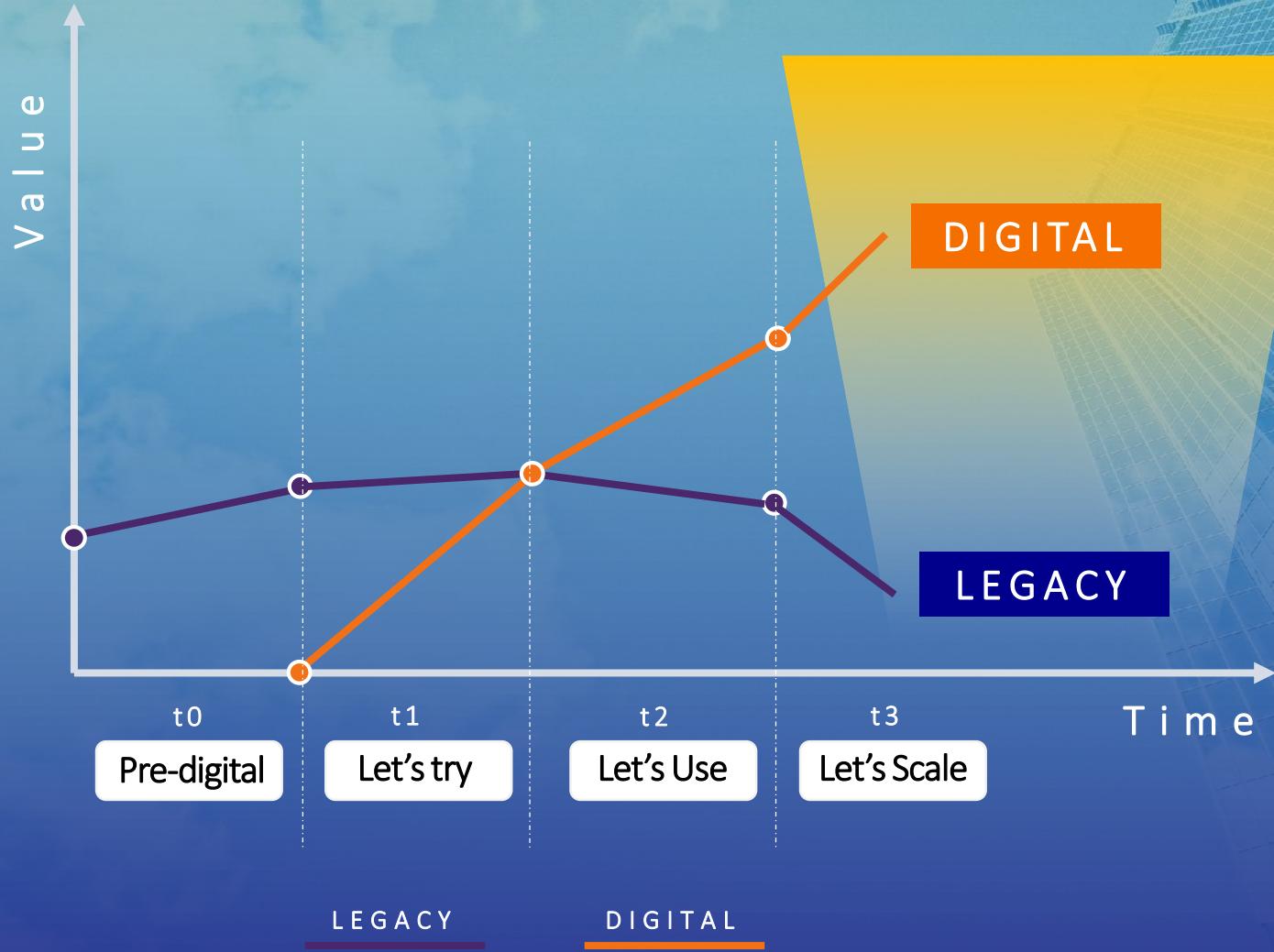
Inter-disciplinary effort: understanding of industrial engineering, highly-skilled in **product engineering** and Experts in **data engineering & advanced analytics** including IoT.

# Digital at Scale

Trends across some of our key verticals

Sujay Sen, Head - Consulting

# We are in a period of scaling digital across most industries



What is driving scale?

- Exponential value
- Faster Adoption
- Rapid Implementation



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## DIGITAL DISRUPTORS



AI/ML



Analytics



Automation



Bots



IoT



UX



Microservices



Blockchain



Cloud



Cybersecurity

# Banking: Racing against fintechs to stay relevant

Open  
Banking

Simplification

Next gen  
customers



## FINTECHS TARGETING CUSTOMERS' LIFE EVENTS



# Banking: Racing against fintechs to stay relevant

SOLVED

Open  
Banking

Simplification

Next gen  
customers

## BUILDING NEW REVENUE STREAMS THROUGH A GLOBAL FINANCE API ECOSYSTEM

Developed disruptive microservices to deliver  
the power of global data to their partners for creating innovative services

21000+

Partners including  
Fintechs

16

Global Markets

100+

Services available on  
online API catalogue

# Banking: Racing against fintechs to stay relevant

SOLVED

Open  
Banking

Simplification

Next gen  
customers

## CREATING AN OPEN BANKING FRAMEWORK TO DRIVE SIMPLIFICATION AND FASTER TIME TO MARKET

Developed a microservices architecture over the core legacy systems to enable faster creation of digital apps

1100+

Systems that were integrated through microservices



Innovation Leader in Bank Enterprise Transformation

30-70%

Reduction in time to market for new services

# Banking: Racing against fintechs to stay relevant

SOLVED

Open  
Banking

Simplification

Next gen  
customers

## TRANSFORMING A “PENSIONERS’ BANK” TO A “BANK OF THE MILLENNIALS” FOR ITS ENTRY INTO A NEW MARKET

Enabled an European bank to reposition its services by increasing its digital footprint and delivering millennial friendly experiences

300 M

Centennials  
expected to start  
banking by 2020

18

Countries across  
the continent

37

Services  
transformed

# Manufacturing: Rapidly becoming a connected industry

Intelligent products

Connected Operations

Direct to Consumer

LTI



A SMARTER WORLD



# Manufacturing: Rapidly becoming a connected industry

SOLVED

Intelligent  
products

Connected  
Operations

Direct to  
Consumer

## REIMAGINING THE AFTERMARKET SERVICES BUSINESS TO IMPROVE FIELD OPERATIONS & CUSTOMER LOYALTY

Integrated IoT, AI/ML, NLP and Cloud to deliver passengers and service teams  
with an entirely new, connected experience

7000+  
Connected  
Assets

25%  
Reduction in  
Service Call Back  
Rates

10%  
Reduction in  
Contract  
Cancellations

# Manufacturing: Rapidly becoming a connected industry

SOLVED

Intelligent  
products

Connected  
Operations

Direct to  
Consumer

## DELIVERING IMPROVED EFFICIENCIES ACROSS THE CONSTRUCTION & MANUFACTURING VALUE CHAIN

Leveraged next generation analytics across connected assets, workers and materials to deliver operational efficiencies

80%

Assets  
Connected

18,000+

Digital Apps  
Users

400

Projects & Plants  
monitored  
digitally

# Manufacturing: Rapidly becoming a connected industry

SOLVED

Intelligent products

Connected Operations

Direct to Consumer

## DISRUPTING THE DIGITAL GO-TO-MARKET MODEL TO OWN THE CUSTOMER EXPERIENCE

Built customer journeys across dentists, channel partners and end customers to redesign the digital commerce model

10%

Revenue from online channels from 1%

50,000+

SKUs



# Insurance: Getting ready for a new world, with new risks

Innovative  
Product design

Reinventing  
claims

Customer  
engagement

PRODUCT  
MANAGEMENT

UNDERWRITING

POLICY  
ADMINISTRATION

CLAIMS



~25%



# Insurance: Getting ready for a new world, with new risks

SOLVED

Innovative  
Product design

Reinventing  
claims

Customer  
engagement

## DESIGNING A DIGITAL CLAIMS OPERATING MODEL TO IMPROVE THE COMBINED RATIO

Used LTI's 'Claims Assessment Toolkit' to deliver a future roadmap for a simplified, automated and digitally enabled claims processes

50%

Claims settlement  
time improvement

15%

Productivity  
improvement

20%

Leakage  
reduction

# Insurance: Getting ready for a new world, with new risks

Innovative  
Product design

Reinventing  
claims

Customer  
engagement





# Insurance: Getting ready for a new world, with new risks

Innovative  
Product design

Reinventing  
claims

Customer  
engagement



JOINT RESEARCH WITH MIT CISR ON THE FUTURE OF MOBILITY  
AND ITS IMPACT ON THE US INSURANCE INDUSTRY

# Oil & Gas: Doing more with less in tough times

Reduced  
Exploration

Limited  
New  
discoveries

Operating  
efficiencies

SPEND ON EXPLORATION DECLINED 60% IN THE LAST 5 YRS

\$93 B  
2013



\$37 B  
2018

Source: Reuters.com

# Oil & Gas: Doing more with less in tough times

SOLVED

Reduced  
Exploration

Limited  
New  
discoveries

Operating  
efficiencies

## TRANSFORMING SUBSURFACE DATA INTO INSIGHTS TO INCREASE PRODUCTION

Digitized physical data like well logs, seismic sections and land surveys to drive high fidelity guided analytics on specialized toolsets leveraging AI

100 yrs  
of physical data

12-14 M  
Documents

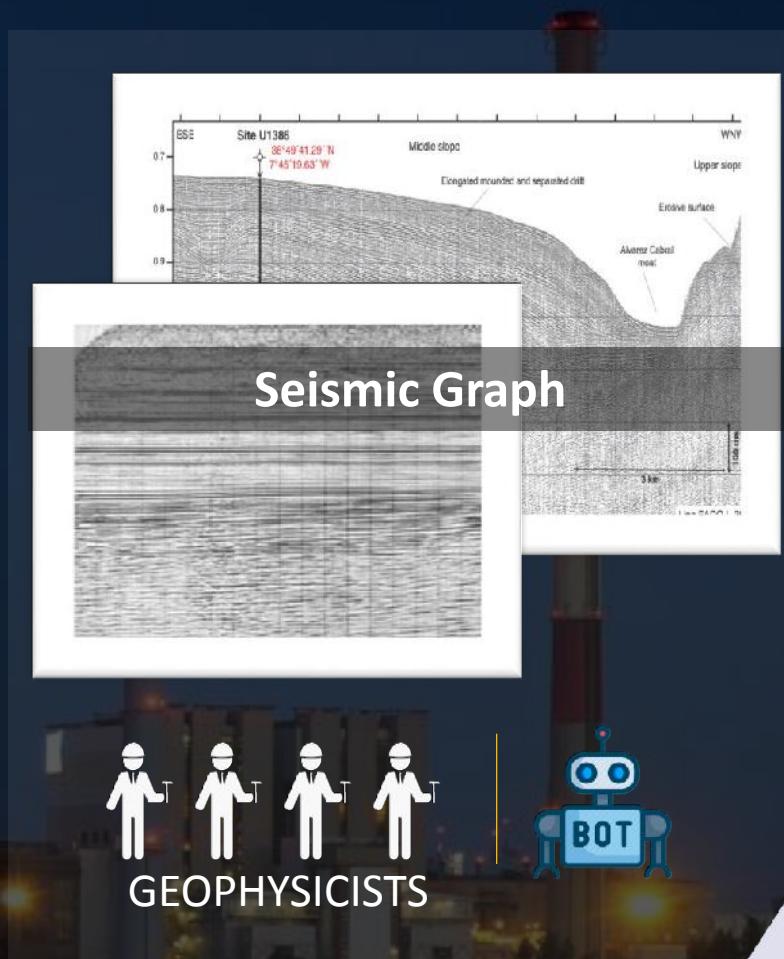
2-3%  
Increase in  
production

# Oil & Gas: Doing more with less in tough times

Reduced  
Exploration

Limited  
New  
discoveries

Operating  
efficiencies



Developing AI DRIVEN DOMAIN BOTS on the MOSAIC platform

# Media: Transforming business and business models

New Players  
and M&A

Content  
Transformation

Platform  
Play

\$320 B M&A deals in 2018  
up by 6X from 2017



Source: <https://www.broadcastingcable.com/>

# Media: Transforming business and business models



# Media: Transforming business and business models

SOLVED

New Players  
and M&A

Content  
Transformation

Platform  
Play

BRINGING TOGETHER A GROWING NUMBER OF INTERNATIONAL  
& DIGITAL AFFILIATES ON A DIGITAL PLATFORM

Built a high availability application with an ability to handle increased volume  
of invoices and tune critical workflows to improve user productivity

\$4 B

Revenue managed

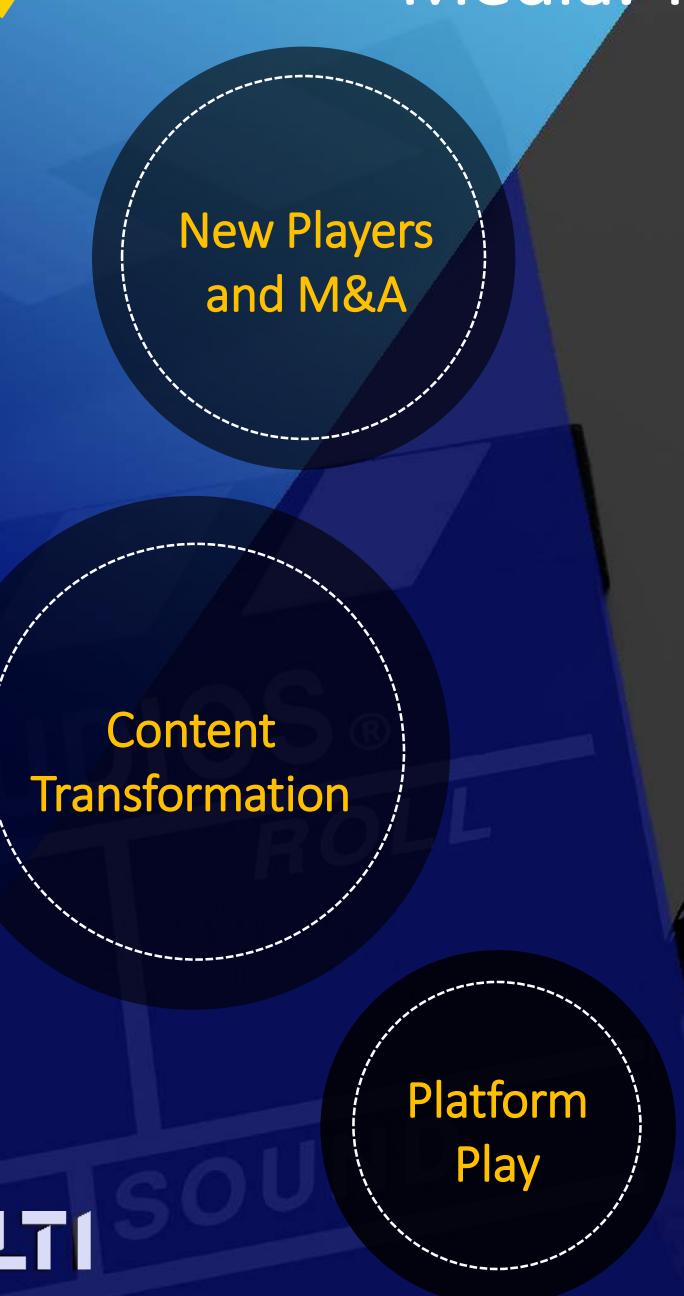
2000+

Affiliate specific  
deals

15%

Improvement in  
invoice  
processing velocity

# Media: Transforming business and business models



## UNLOCKING NEW REVENUE FOR MEDIA HOUSES WITH A MICROPAYMENTS PLATFORM

Partnered with a payments provider to enable micropayments on blockchain, thus enabling a pay per view business model

~90%

Visitors drop off  
at a Paywall

0.0001 ¢

Cost per transaction

# Media: Transforming business and business models

LTI

New Players  
and M&A

Content  
Transformation

Platform  
Play



LTI recognized as **Leader**  
in Avasant's Blockchain  
Services RadarView

LTI featured in  
Gartner's Market Guide



Gartner Market Guide for Blockchain Consulting and Proof-of-Concept Development Services

Published: 13 March 2018 ID: G00392939

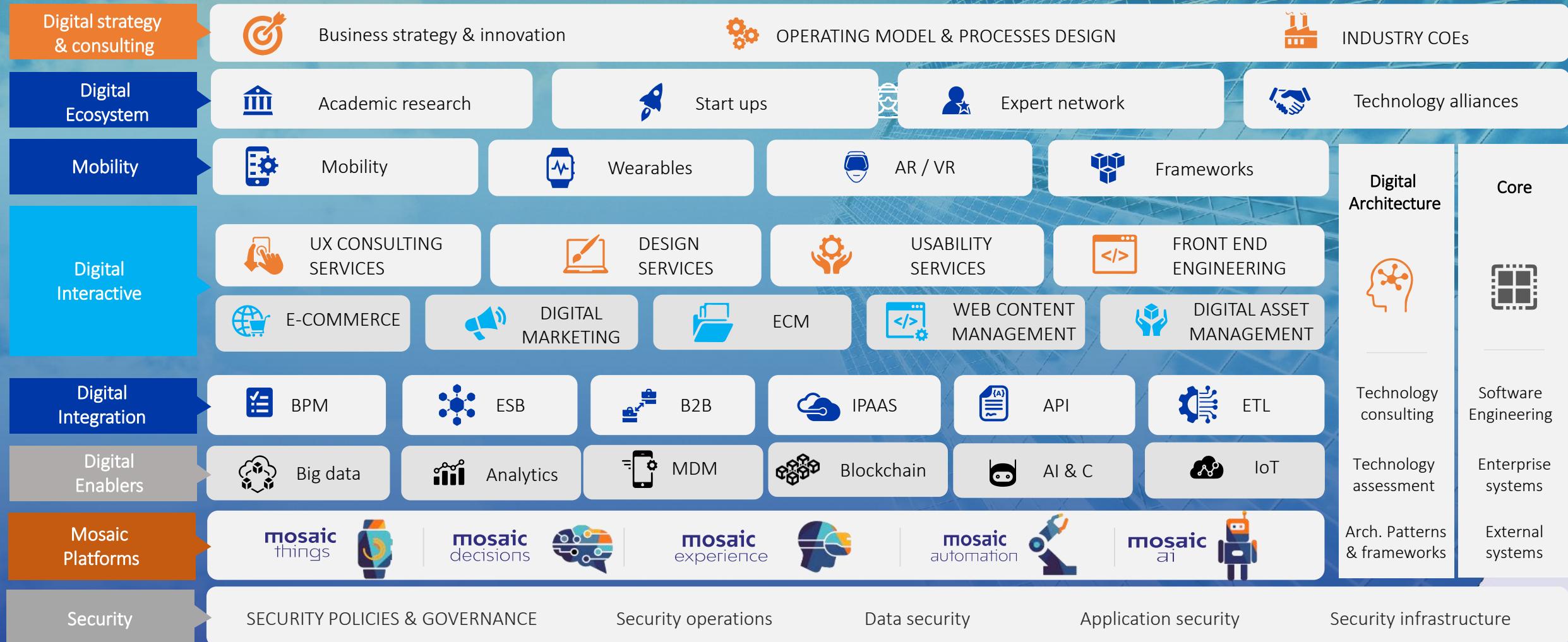
Analyst(s): David Groombidge, Raech Kandaswamy, Chrissy Hailey

Organizations are starting to review the potential of blockchain to disrupt their industry through new business models and efficiencies. With skills in demand, sourcing and vendor management leaders need to explore the market for consultancy services to navigate the fast-evolving blockchain world.

LTI emerges as **High Performer**  
**Research** in Enterprise Blockchain Services

HFS

# Bringing it all together for scale







# Sales & Marketing

What sets us apart...

**Sudhir Chaturvedi**

President – Sales



# Evolution of the Sales Model

Who We Sell To		What are they Buying	What are we Selling	Sales Model
2000 – 2008	CIO	Cost Arbitrage Quality Scale	India Expanding set of Service Offerings	Business Development
2008 – 2016	CIO, CFO, CPO	Major Cost Reduction	Rate Wars & Aggressive Pricing Vendor Consolidation	Farmers Hunters
2016 onwards	Business, CDO, CIO	Business Transformation (Digital Business / Data Driven Organisation)	Ability to Solve Business Problems at Speed Expertise in New Age Technologies / Platforms	?



LTI

# LTI Hunting Pack Strategy



Sales



Marketing



Practice Sales



Customer Success



Alliances



Large Deals



Delivery Units



Practice Units



Insights



Finance & Legal

# LTI Hunting Pack Strategy



Sales



Marketing



Practice Sales



Customer Success



Alliances



Large Deals



Delivery Units



Practice Units



Insights



Finance & Legal

# Marketing

Brand Development



Market Development

118 Analyst Recognitions (27 in Leaders Quadrants)

52 Digital Recognitions



Business Development

22 New Logos

17 Large Deal Invitations

100+ TALs engaged on Digital Channels

2,000+ Qualified Leads

# Alliances



Intelligent  
Construction



ECNO on  
AWS



MuleSoft

ORACLE



Emergency Management  
Solution (EMS)

Advanced Metering



Cognitive Business  
Assurance



MOSAIC Decisions,  
Blockchain Trade Finance

Cognitive Claims



Digital Experience  
Platform

Pipeline: \$250Mn+

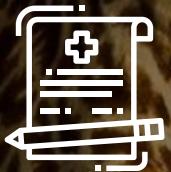
Proposal Stage: \$100Mn+

# Verticals



**32.8%**

BFS



**5.0%**

Insurance



**16.6%**

Manufacturing



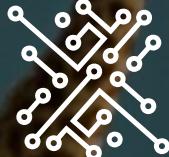
**8.4%**

Energy & Utilities



**37.7%**

CPG, Retail Pharma



**23.1%**

HiTech, M&E



**44.5%**

Others

Q2 FY19 - YoY Growth

# New Logos

**73**  
New Logos  
opened in last  
**12 months**

New Logos



# Pipeline



**19%**

New Logos



**43%**

Digital



**45%**

Proposal Stage

# Large Deal Pipeline



32%  
New Logos



36%  
Proposal Stage

*Industry leading*  
Delivering Profitable Growth

Ashok Sonthalia  
Chief Financial Officer





# Since we met last year...

## Growth

**Revenues**  
USD 1.25 bn  
Growth of 21.6%

## Margins

**EBIT**  
INR 13,606 Million  
EBIT margin 16.3%

## Cash flow

**Operating Cash Flow**  
INR 11,659 Million  
87% of Net Profit

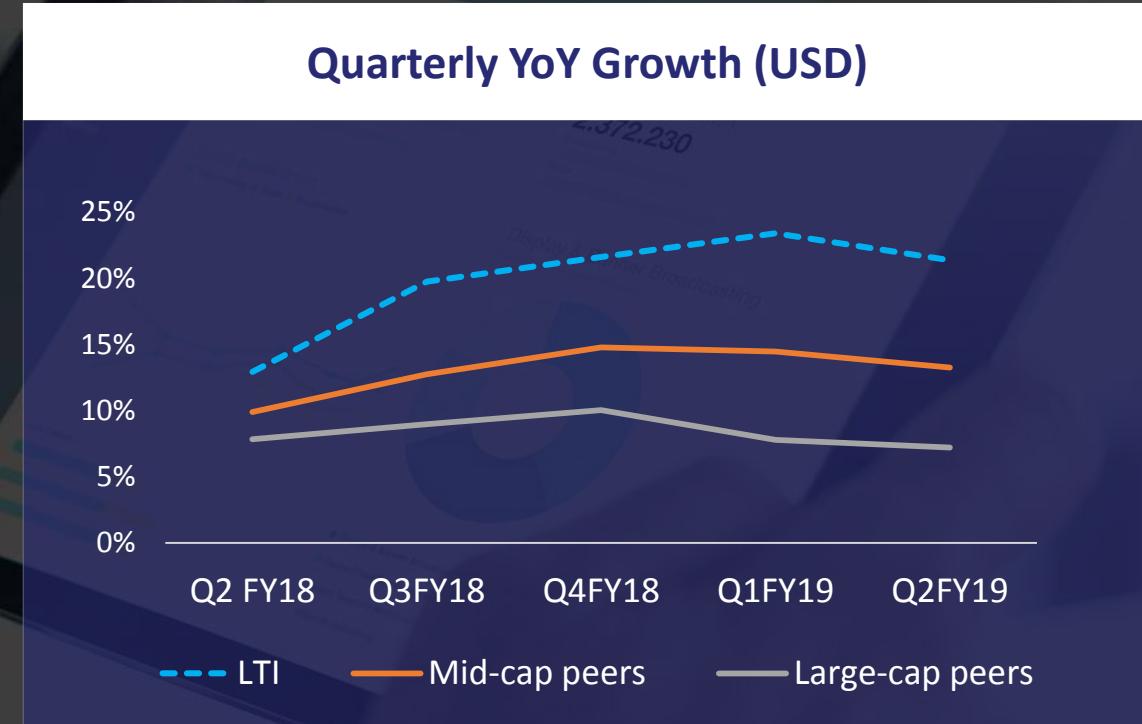
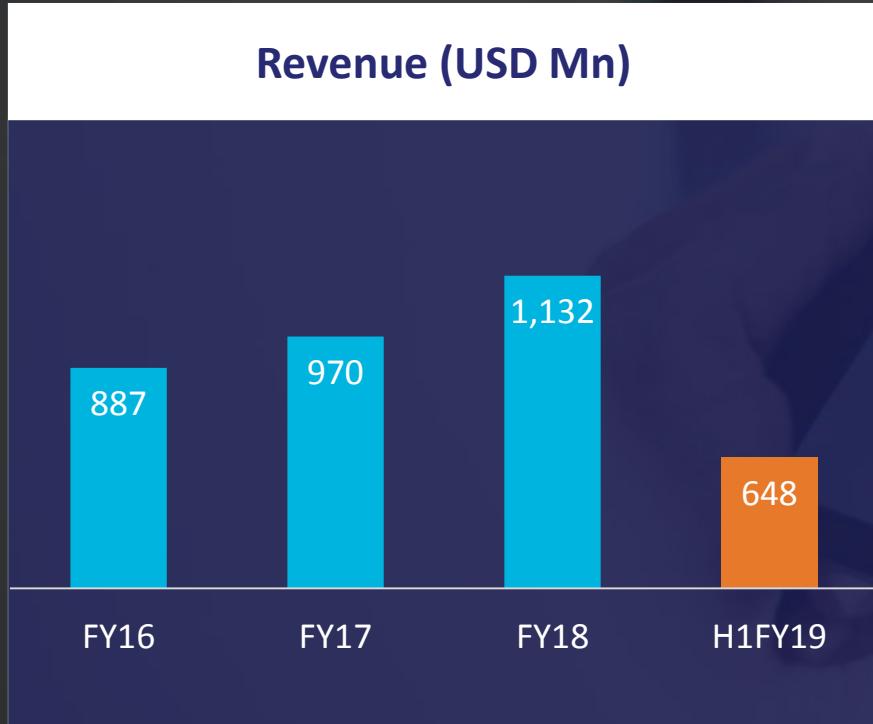
**Digital revenues**  
USD 429Mn  
37% of Q2FY19 revenues

**Net Profit**  
INR 13,337 Million  
Net Profit Margin 15.9%

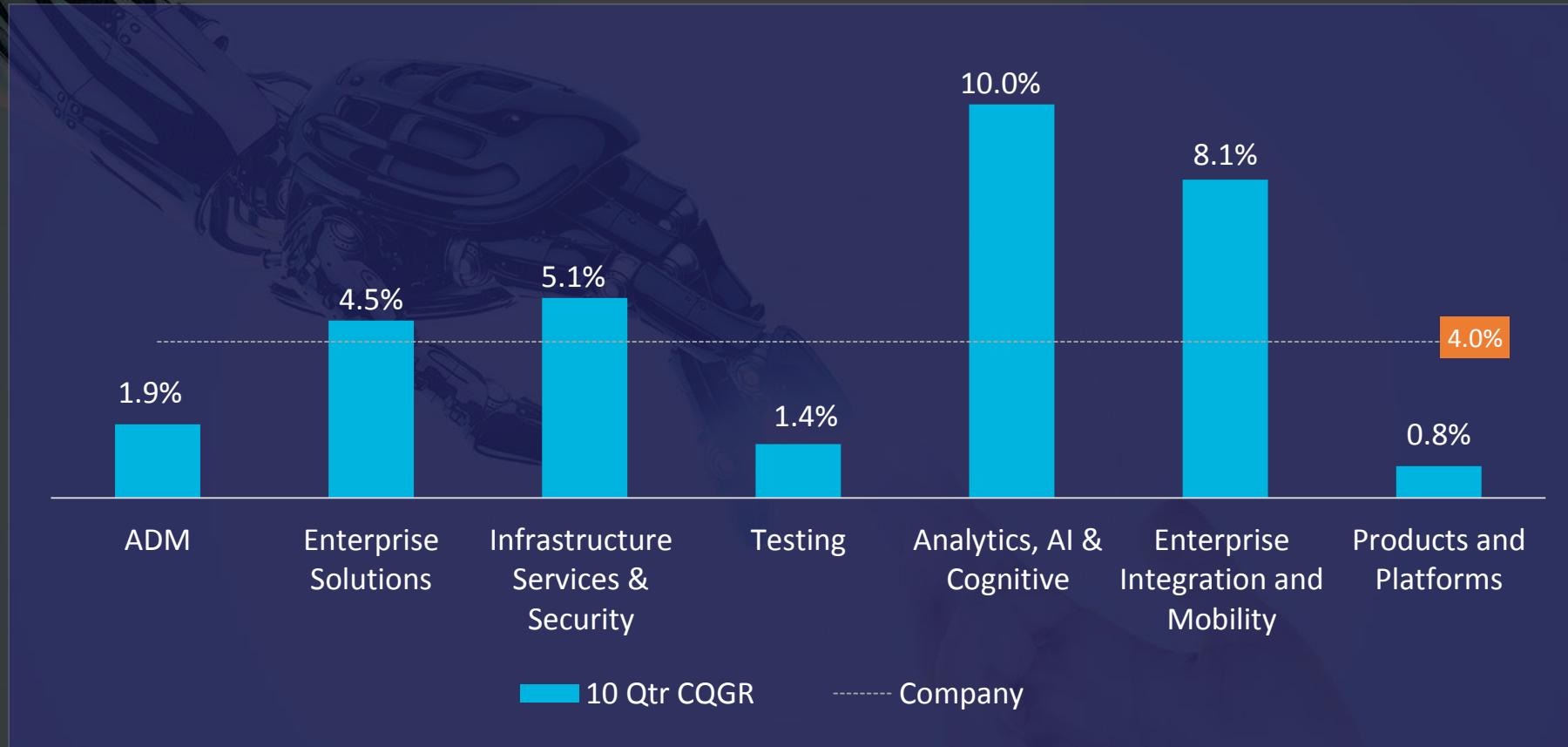
**Dividends**  
INR 5,344 Million  
40% of Net Profit

*Note: All figures are computed on LTM basis for the period ended 30<sup>th</sup> Sept 2018*

# Consistent track record of industry leading revenue growth

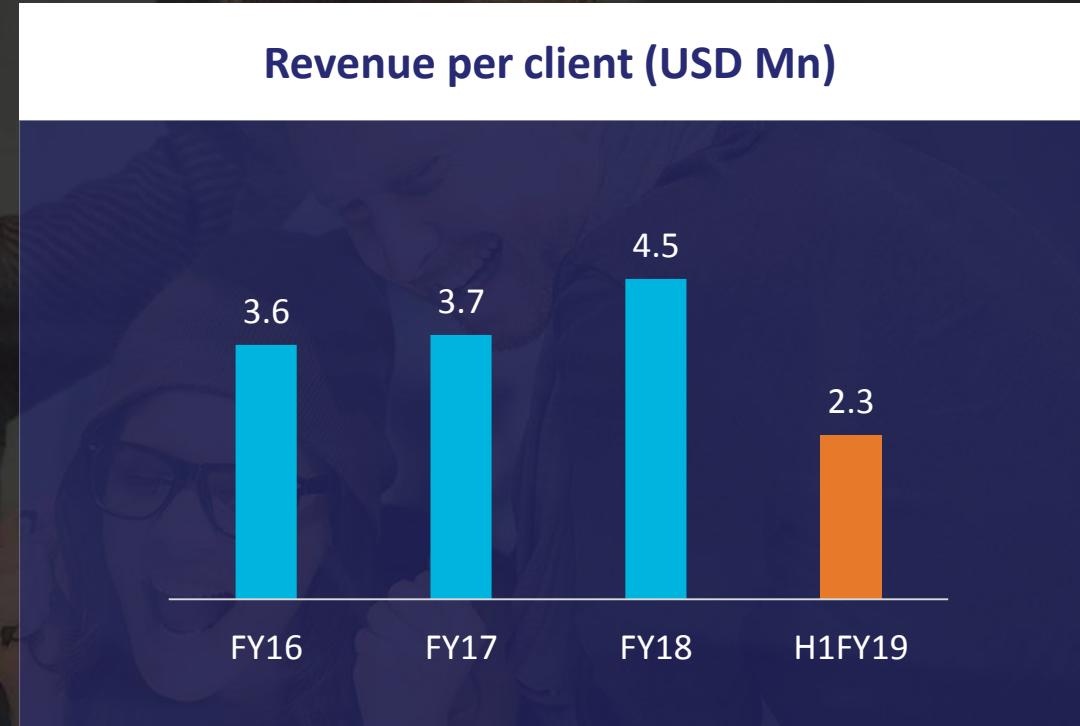
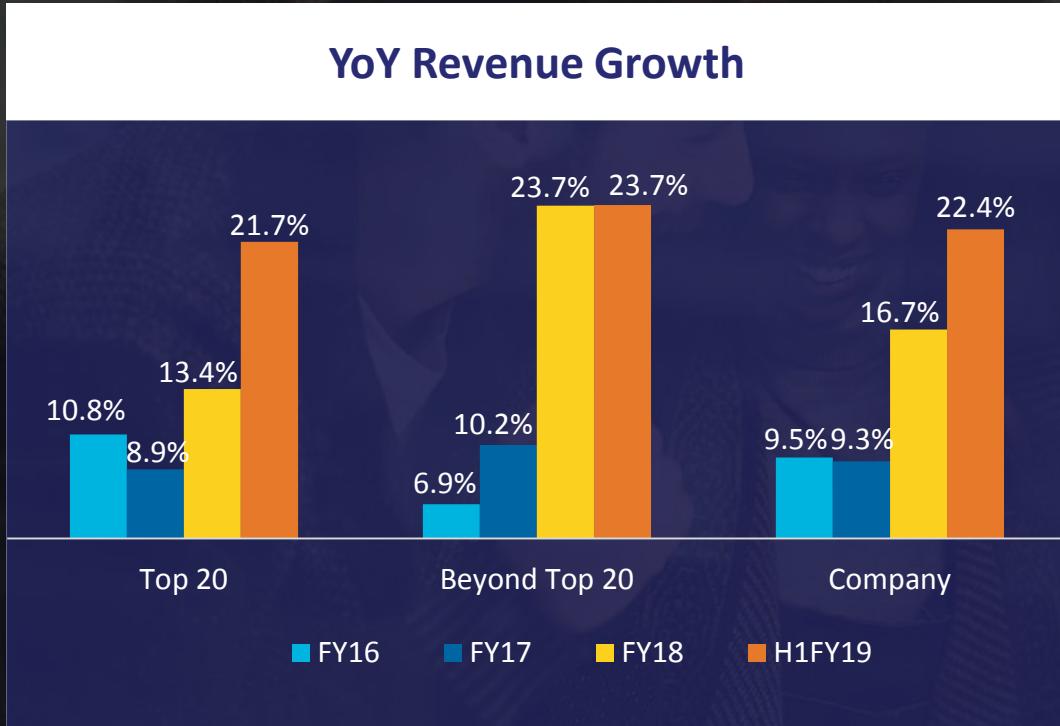


# Growth powered by next-gen service offerings



Digital Revenue CQGR **10.0%**

# Growth Engines: Client Mining, Large Deals and New Logos

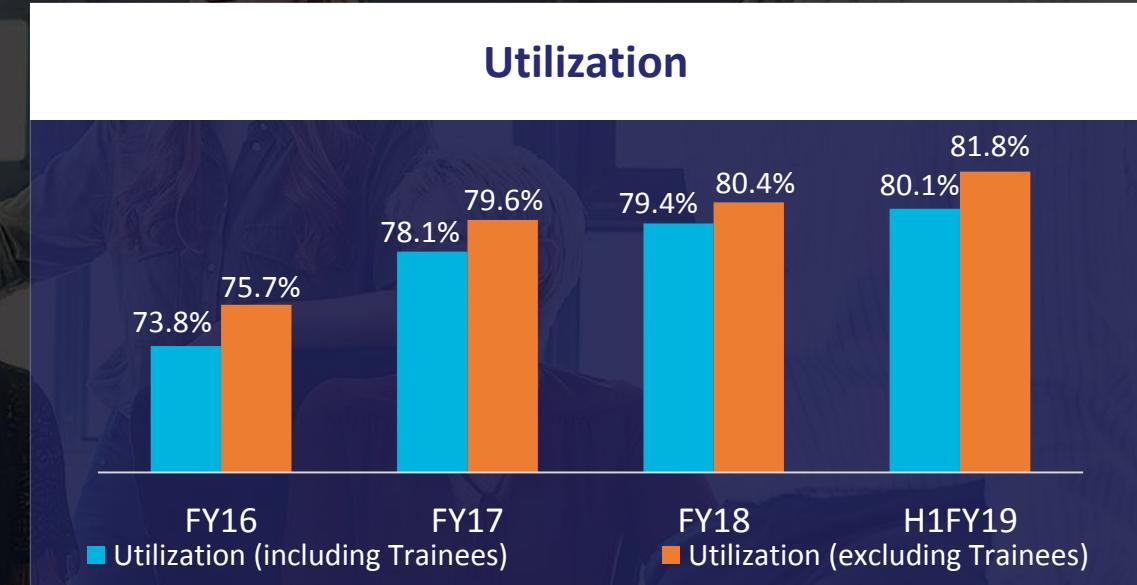
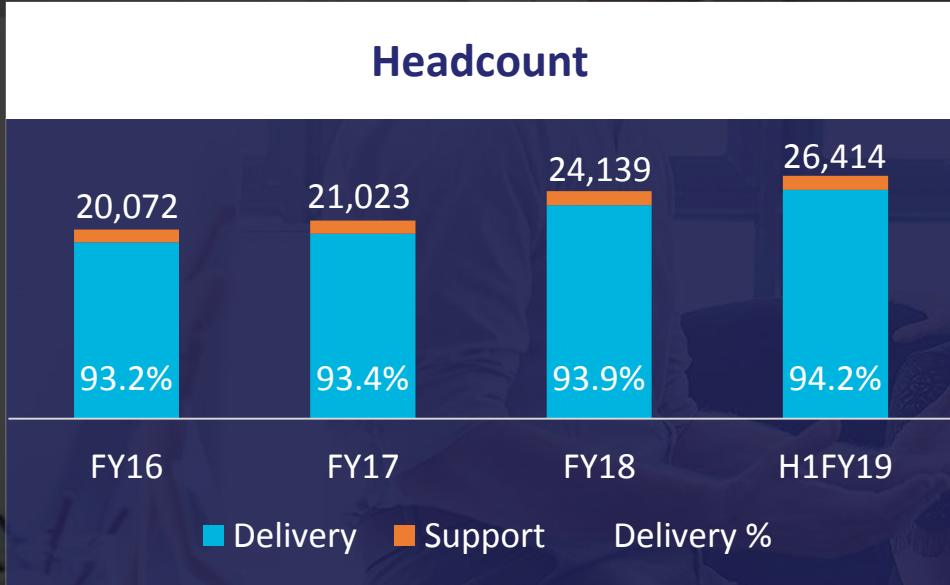


12 large deals with TCV of \$575 Mn  
announced in the last 10 quarters

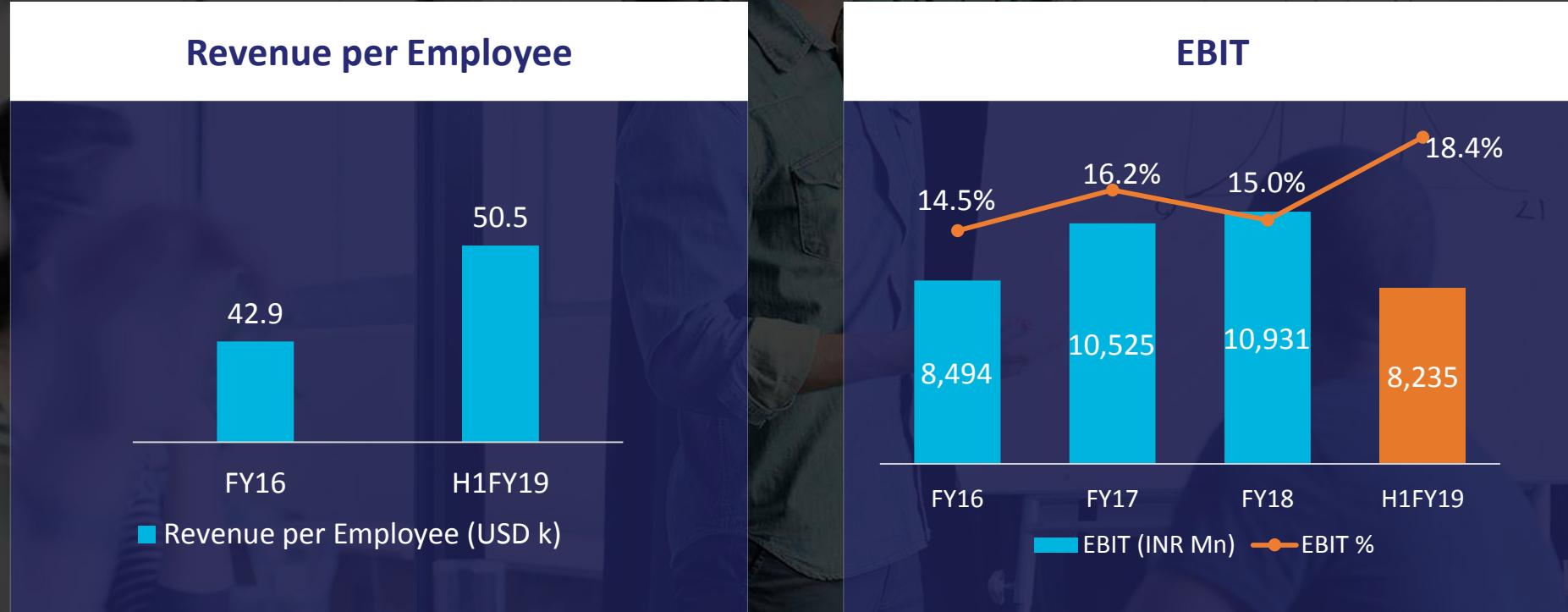
12 out of 61 Global Fortune 500  
customers added in the last 10 quarters

*Note: Revenue per client has been computed excluding Syncordis*

# Disciplined execution + favorable mix

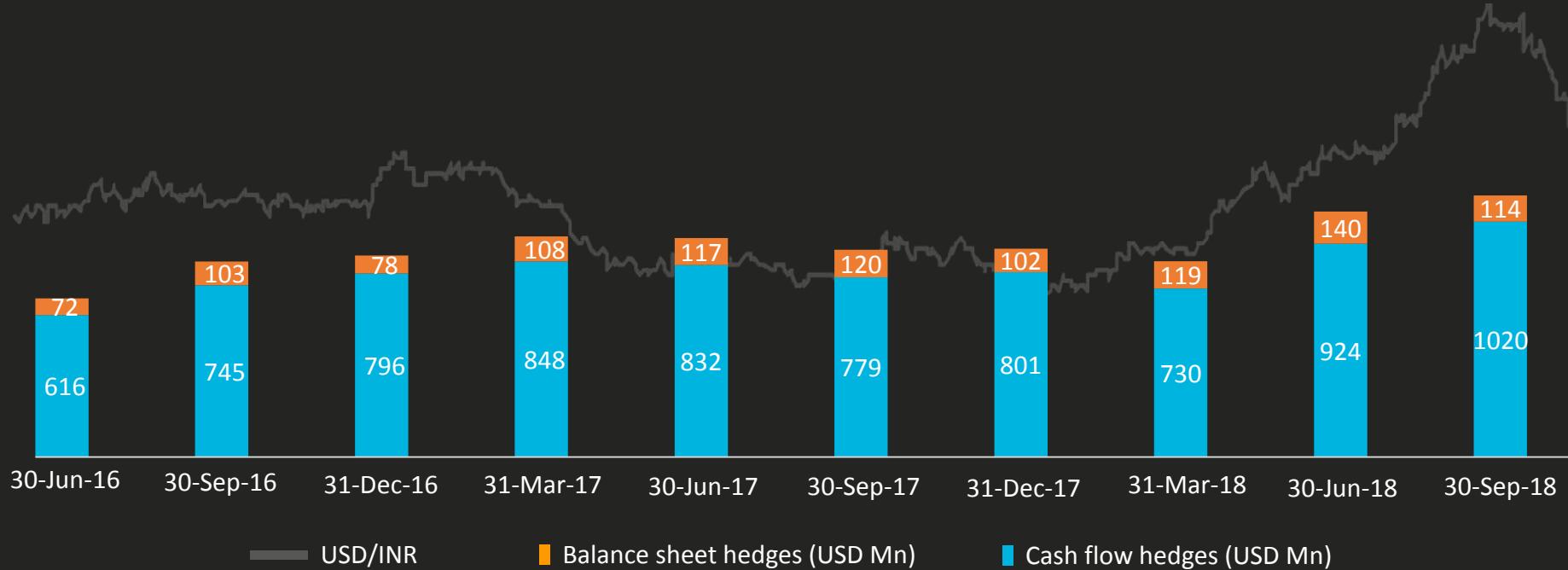


# Leading to productivity gains and robust margin performance



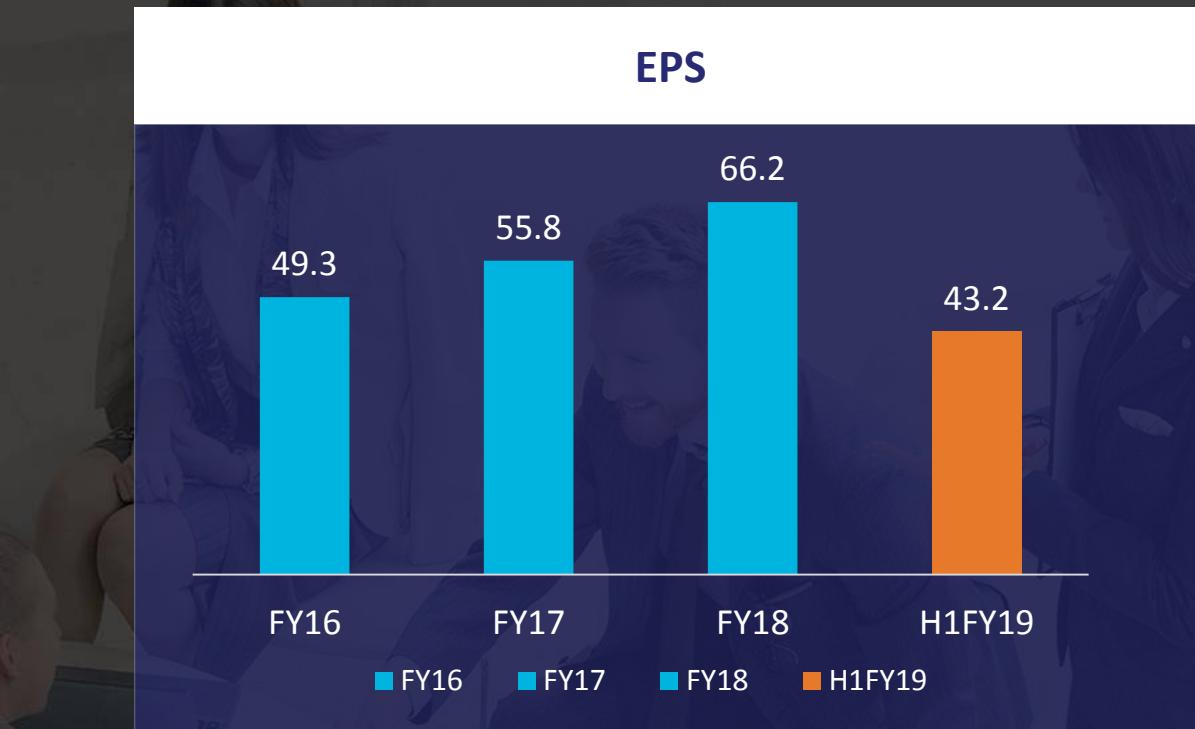
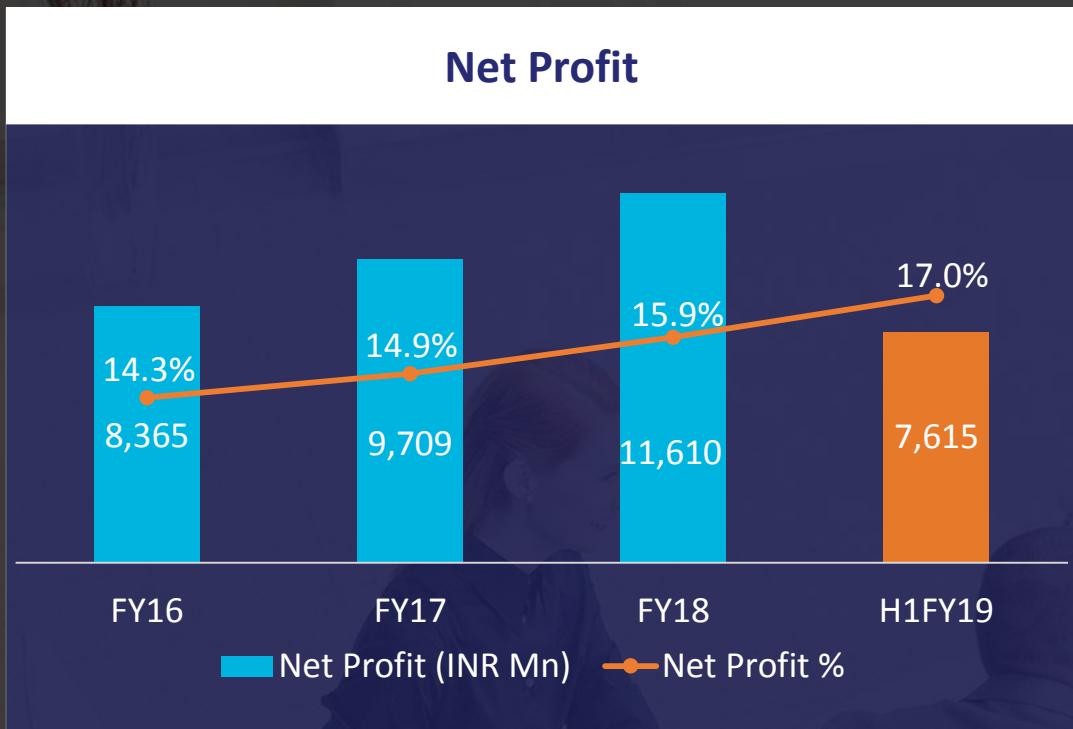
Note: EBIT number for FY18 is adjusted for a one time commercial settlement with a client for INR 617 million in Q4FY18

# Consistent hedge strategy: avoiding the pitfalls of greed and fear



Note: Net Profit margin for Q4FY18 is adjusted for a one time commercial settlement with a client for INR 617 million

# Committed to Shareholder Value Creation



Note: Net Profit and EPS numbers for FY18 are adjusted for a one time commercial settlement with a client for INR 617 million in Q4FY18

## Growth

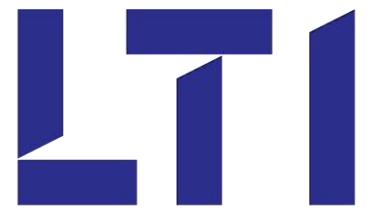
- Effective Client Mining
- Consistently winning Large Deals
- Opening Marquee New Logos
- Capabilities

## Margins

- Disciplined execution
- Unwavering focus on Cost Optimization
- Consistent Hedging Strategy
- Digital Inside

## Investments

- Building next-gen Services
- Acquisitions
- Platforms
- Talent



Let's Solve