

LTM/SE/STAT/2026-27/34

June 02, 2026

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: LTM

BSE Scrip Code: 540005

Dear Sir(s)/Madam,

Subject: Investor Day 2026 - Presentation

Pursuant to Regulation 30 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, and in continuation to our letter dated May 28, 2026 bearing reference no. LTM/SE/STAT/2026-27/31 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 LTM Limited

Angna Arora
Company Secretary & Compliance Officer

LTM Limited
(Formerly LTIMindtree Limited)

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It's time to
Outcreate

Today's Agenda

From	To	Topic	Speaker	Designation
14:00	14:30	Registration		
14:30	15:15	LTM's 5-Year Strategy	Venu Lambu	CEO & Managing Director
15:15	15:45	Outcreating for Financial Institutions of the Future	Harsh Naidu	Chief Business Officer — Financial Services
		Outcreating for Technology Organizations of the Future	Vijay Ram	Chief Business Officer — Technology & Services
15:45	16:30	Outcreating our Delivery & Capabilities	Gururaj Deshpande	Chief Delivery Officer
			Krishnan Iyer	Chief Growth Officer
16:30	18:00	High Tea + Immersive Showcases		
18:00	18:20	Outcreating with Talent	Chetana Patnaik	Chief Human Resources Officer
18:20	18:40	Outcreating Shareholder Value	Vipul Chandra	Chief Financial Officer & Whole-time Director
18:40	19:25	Summary + Q&A	LTM Leadership	
19:25	19:30	Vote of Thanks	Vikas Vijay Jadhav	Head – Investor Relations
19:30 Onwards		Networking Dinner + Immersive Showcases		

Safe Harbor

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INVESTOR DAY • JUNE 2, 2026

LTM's 5-Year Strategy

It's time to Outcreate

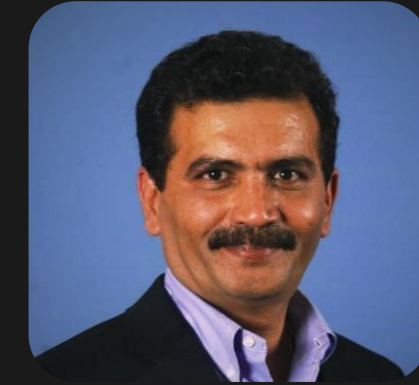
Venu Lambu

CEO & Managing Director

Introducing the LTM Team



Harsh Naidu
Chief Business Officer
Financial Services



Vijay Ram
Chief Business Officer
Technology & Services



Gururaj Deshpande
Chief Delivery Officer



Krishnan Iyer
Chief Growth Officer



Chetana Patnaik
Chief Human
Resources Officer



Vipul Chandra
Chief Financial Officer
& Whole-time Director

IMMERSIVE SHOWCASES

BlueVerse Showcase

iRun • iTransform • Business AI

Domain Showcase

Financial Services • Consumer • Production

What a Year it has Been...

Geopolitical
Volatility Reshaping
Investment Decisions

Tariff and Trade
Restrictions
Reconfiguring Global
Supply Chains

Immigration Policy
Changes Impacting
Workforce Mobility

AI Model
Innovation

Sovereign Cloud
Investments Gain
Prominence

Big Tech AI Capex Hits
\$448B in 2025, Nearly
Triple 2022 Levels

Enterprises Looking
for Value on
AI Investments

Rise of
Orchestration
Economics

AI-Driven Cybersecurity,
Zero Trust Security
Models

Industry Consolidation
Reflects the Need for
Scale, Specialization and
AI-Led Delivery Models

AI Productivity
Becomes Critical

GCC
Expansion

FY26 Has Been a Defining Year with Strong All-Round Performance

\$6.6 Bn

Highest-Ever
Order Inflow

6%

USD Revenue
Growth

11.3%

USD PAT Growth*

17.7%

EPS Growth*

STRATEGIC MILESTONES THAT COMPOUND INTO FUTURE VALUE

10 Large Deals Won; 100% ↑ YoY

Holistic Brand Transformation

Scaled BlueVerse AI Ecosystem

Dedicated Business AI Team

Fit4Future & Sales Transformation

CSAT Above Ind. Median for 3rd Consecutive Year

Industry Shift & Our Evolving Positioning

The background features a dark, textured surface with vibrant orange wavy lines that sweep across the frame from the bottom right towards the top left. A fine, dotted pattern of orange and black particles is scattered throughout, creating a sense of motion and depth.

Market Context

The pace of innovation is unprecedented...

...and the geopolitical climate is creating a new normal.

OPPORTUNITIES FOR TECH SERVICES

AI Adoption at Scale

Context, Cost
& Change

Human-Agent Operating Model

AI-ready Workforce,
Not Just Tools

Global Footprint; Local Talent

Sovereign Capability

Outcome Mindset

Decouple Effort

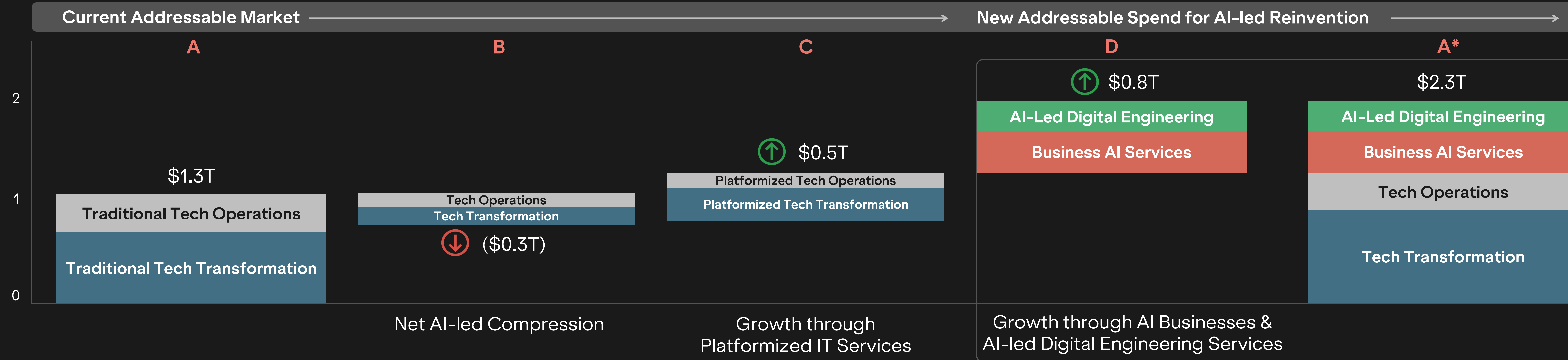
AI Democratized across Different Player Archetypes

Hyperscalers, SIs, Software
Vendors and AI Labs

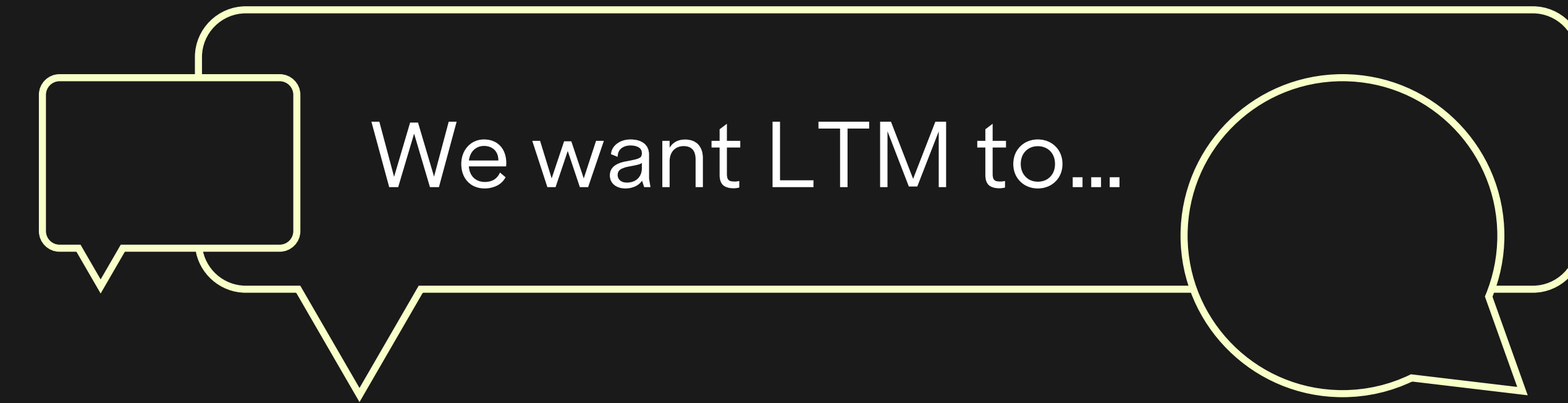
New Paradigm for Value Creation

Productivity, Partnerships,
Talent, Outcomes

Core Services Market is Getting Disrupted, But Our TAM is Expanding



Voice of Our Customers



“Guide us on how to deploy & adapt to AI across functions in the enterprise with us.”

— Major US Car Rental Service

■ DEPLOYMENT AT SCALE

“Provide talent that is fully embedded in the domain who can understand client life cycles, portfolio management, the regulatory landscape.”

— Global Financial Major

“Make real investments in AI-ready talent who think AI first in how they design, build and operate.”

— Global Energy Major

■ AI-READY TALENT

“Really be ahead of the curve. Bring innovative solutions and ideas and really be at the forefront of how AI can be leveraged across our organization.”

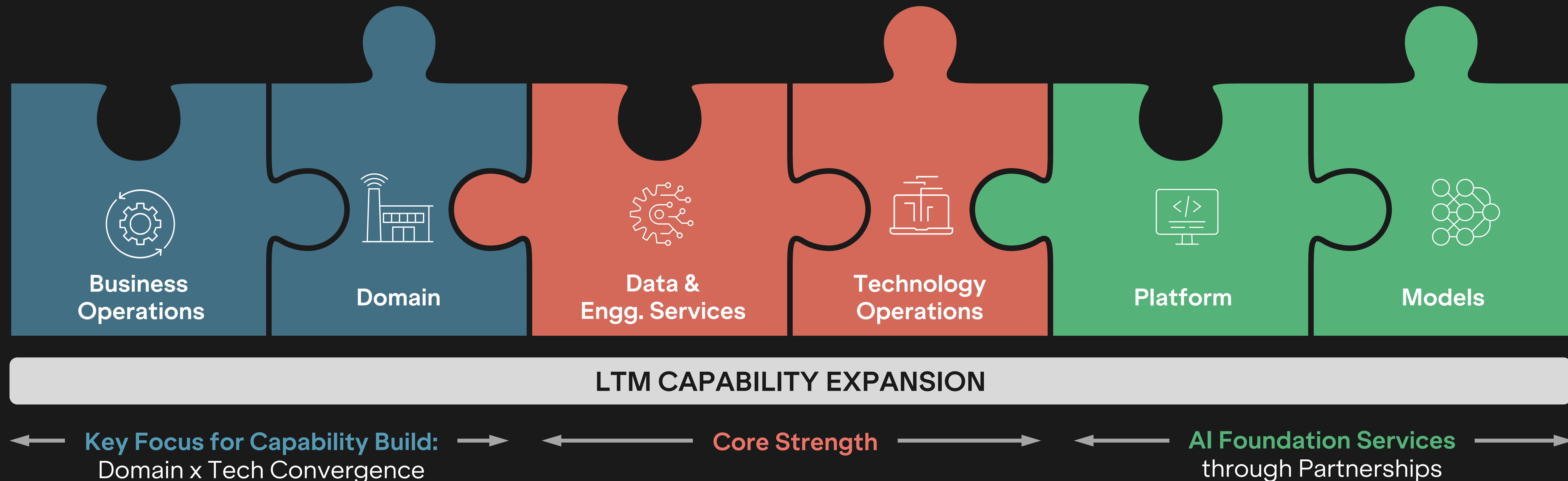
— American Media Conglomerate

“Be someone who can co-innovate with us.”

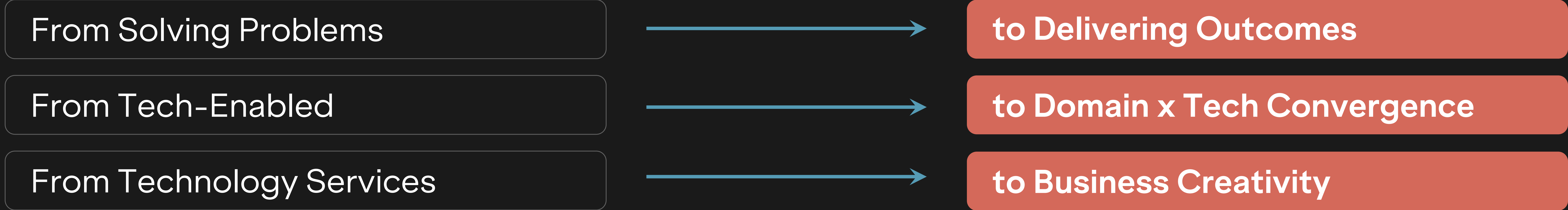
— Global Financial Major

💡 INNOVATION & BUSINESS OUTCOMES

Our Positioning Must Evolve at the Intersection of Domain and Technology

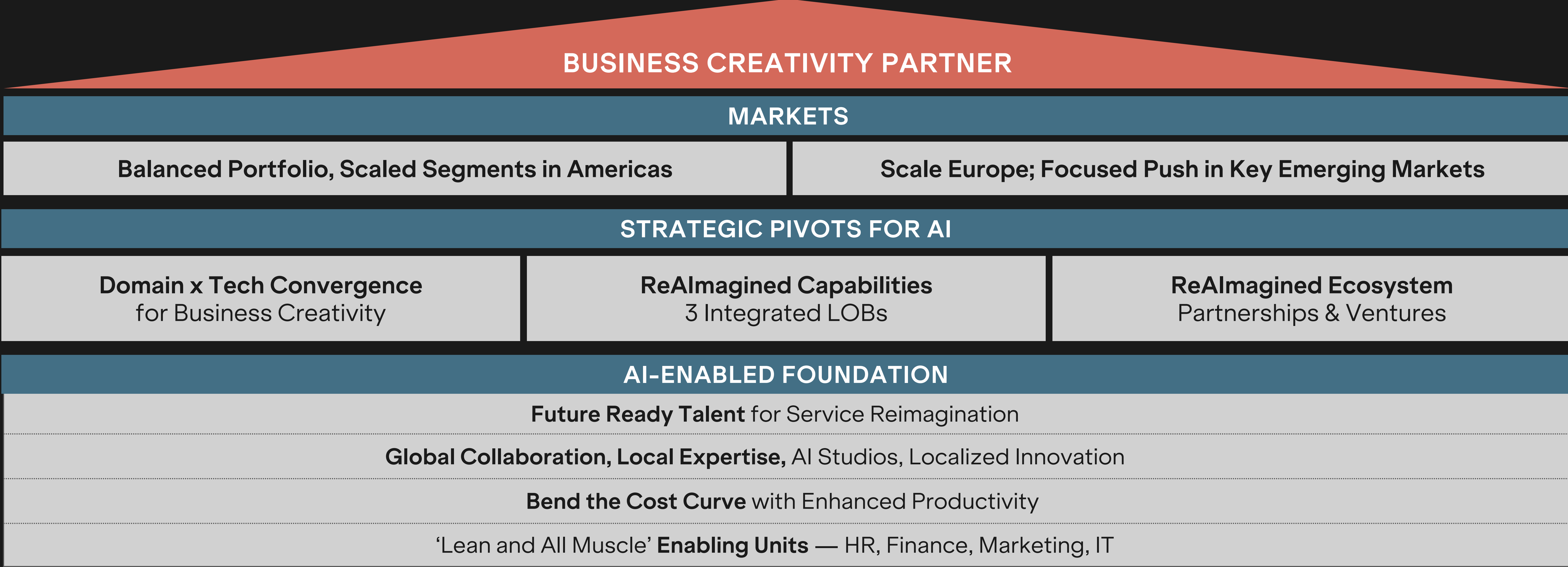


Positioning and Mindset Shift



LTM The Business Creativity Partner

Our Outcreate Framework



Domain x Tech Convergence

Intelligence is Democratized • Context & Domain Are Premium

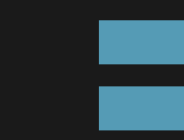
Domain Depth

Embedded FDEs and Industry-Fluent Pods



AI Powered by BlueVerse

Factory with Pre-Built, Industry Agents



Business Outcomes

Per Claim • Per Trade • Per Outcome

FINANCIAL SERVICES

20+

AGENTIC SOLUTIONS

ILLUSTRATIVE KPIs

NPS • Cost • Efficiency

EXAMPLES

Lending Operations

INSURANCE

15+

AGENTIC SOLUTIONS

Claim Cycle • Underwriting • Loss Ratio

Smart Insurance

RETAIL & CPG

20+

AGENTIC SOLUTIONS

Revenue • Stockouts • Margin

Supply Chain Analysis

MANUFACTURING

15+

AGENTIC SOLUTIONS

Downtime • Cost • Efficiency

Connected Factory

ENERGY & UTILITIES

10+

AGENTIC SOLUTIONS

Drilling Cost • Yield • Ops Cost

Production Ops

Our SLM-Powered Industry Play

Loyalty Intelligence

TRAVEL & HOSPITALITY

Smarter Loyalty Redemption;
Improved Life-time Value

Smart Plant Operations

MANUFACTURING

Cross-System Reasoning
Across Supply Chain

Advisor Resolution Intelligence

BFSI

AI-Enabled Fund Analysis;
Faster Resolution

Finance Intelligence

CROSS-INDUSTRY

Smarter FP&A;
Predictive Forecasts

Domain-trained. Outcome-priced. Non-linearly scaled.

Powered by **LTM**
BlueVerse

Small models. Outsized economics.

ReImagined Capability Pivot: 3 AI-Led Lines of Business

iRun

Platformized, Integrated
AI Tech Operations

Cloud & Infra, SecOps,
Apps Ops

iTransform

Modernization & Deployment of
AI-Ready Technology & Experiences

Data, Enterprise Platforms,
Interactive & Salesforce

Business AI






Business Process Reimagination,
Industrial & Creative AI

Built on Foundation of Forward
Deployment Engineering (FDEs)

Domain-Driven Digital Engineering

Powered by **LTM**
BlueVerse

Reimagined Partnership Ecosystem

Strategic Intent 	Partner to a Value Creator
Value Proposition 	System Integrator Services to Business Aligned Services
GTM Approach 	Domain x Tech Convergence for Business Creativity
Operating Model 	Siloed to Integrated Capabilities
Talent Strategy 	Fluency Across Platforms with Deep Domain Expertise

Lead in Segments. Scale in Geographies.

SEGMENT PRIORITIES



FINANCIAL SERVICES

Outcreating
Simplification & Modernization



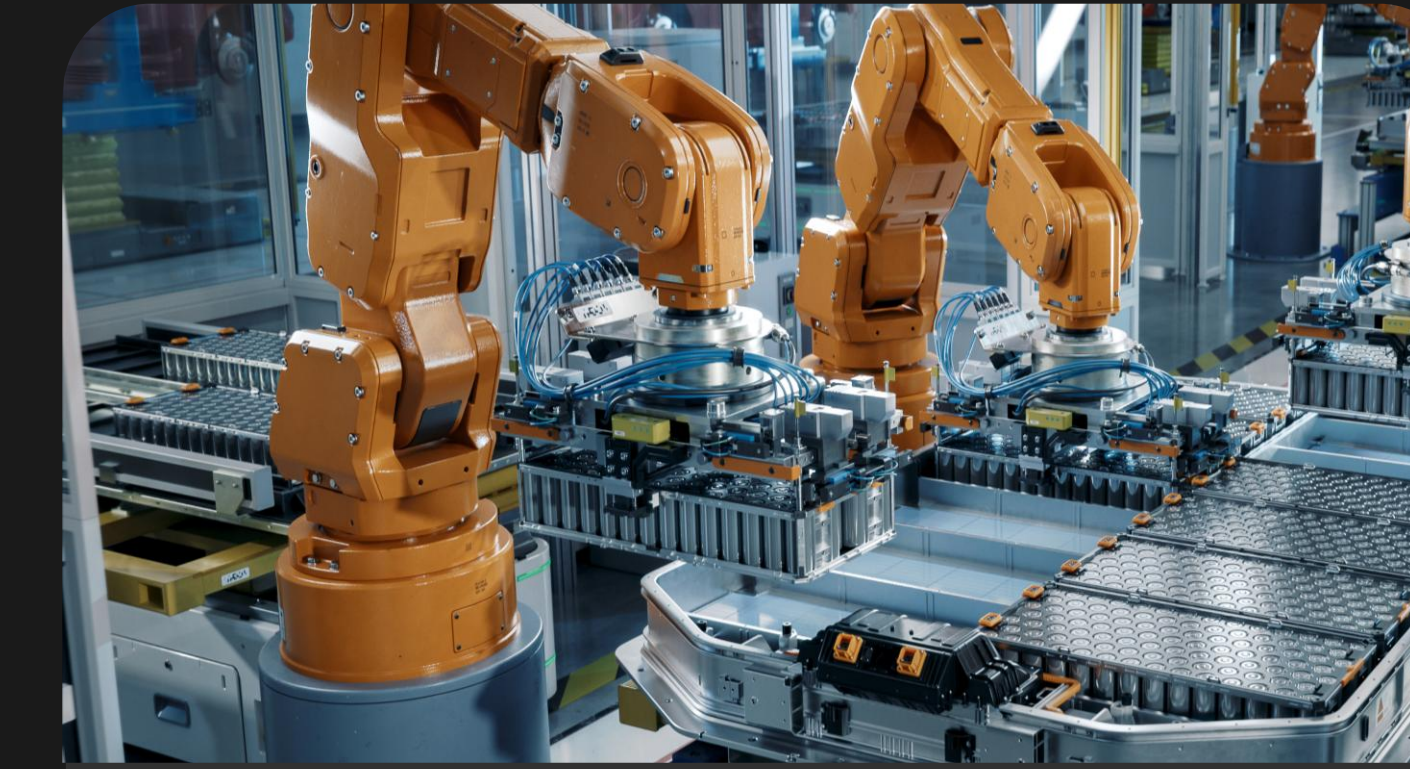
TECH & SERVICES

Outcreating
Innovation-Led Growth



CONSUMER

Outcreating
Experiences



PRODUCTION

Outcreating
Excellence

GEOGRAPHY PRIORITIES

North America

Strengthen anchor market with AI-led growth

Europe

Scale with sovereign capability and local talent

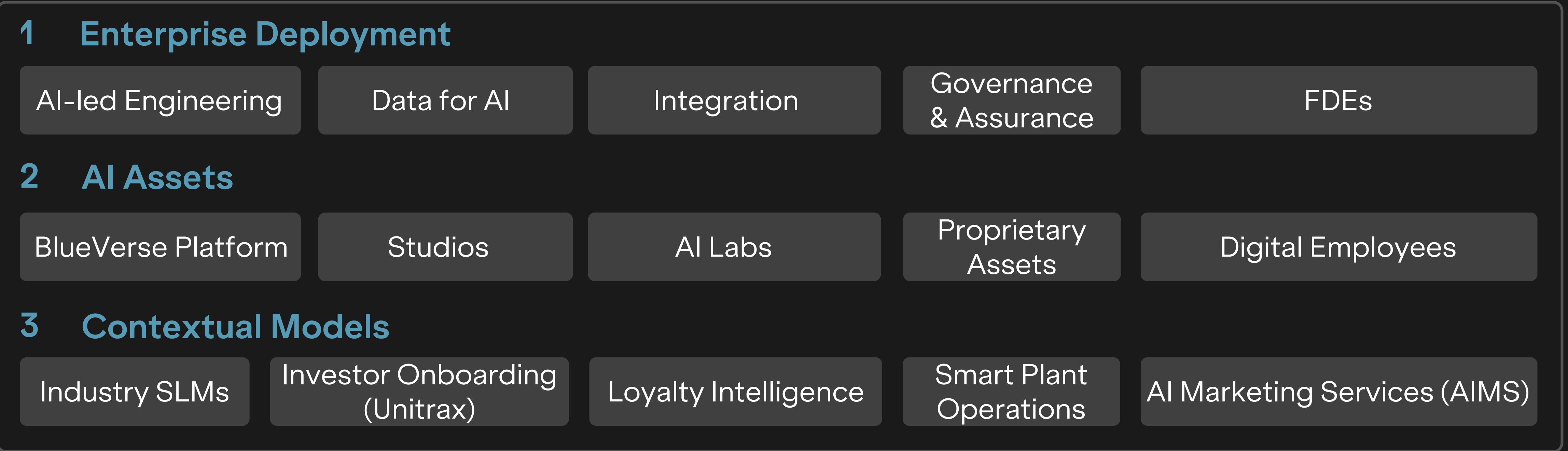
Rest of the World

Expand presence in high-growth corridors

Our AI Strategy — BlueVerse Ecosystem Play

Governed by: Responsible & Secure AI Framework

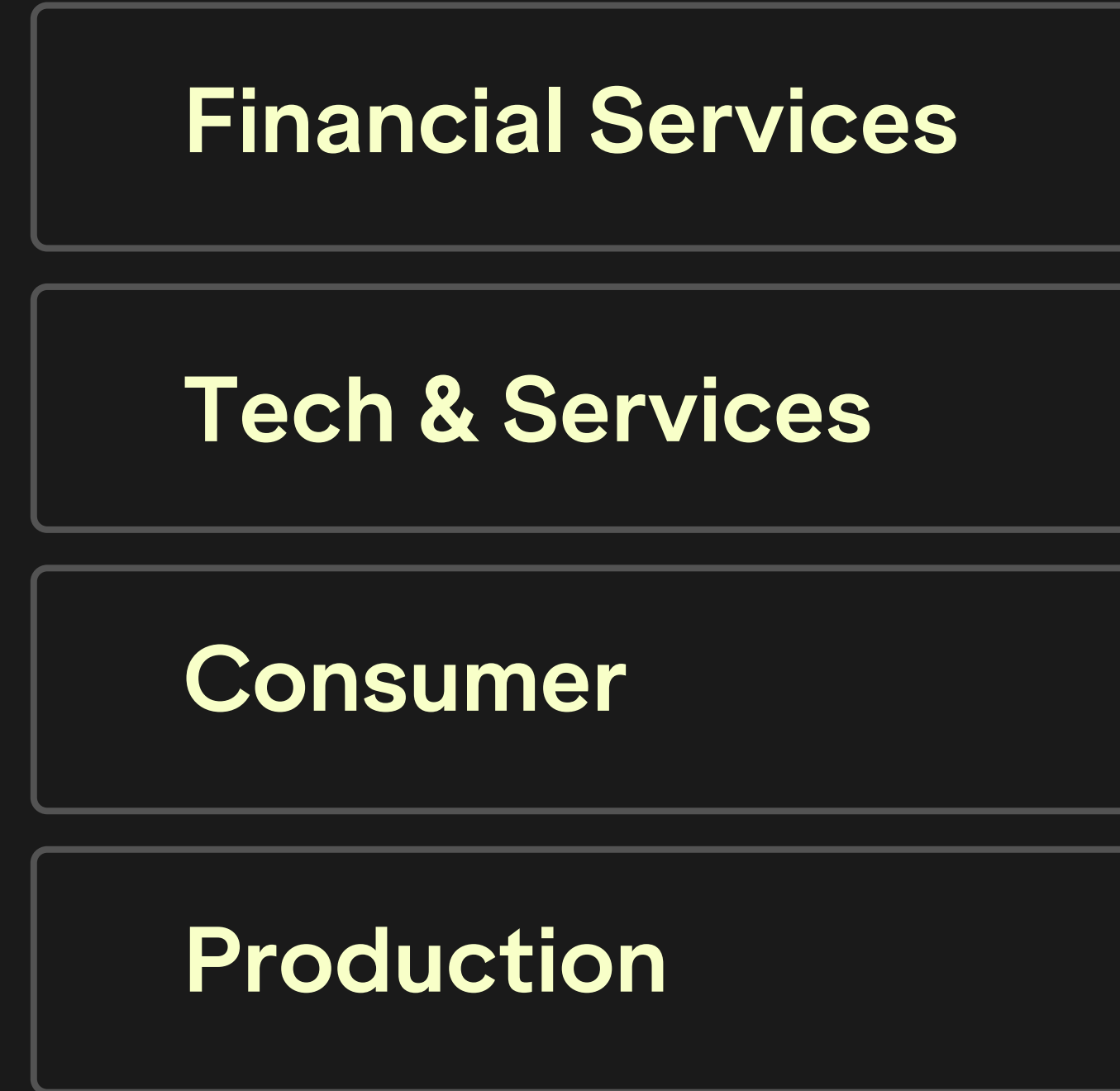
CAPABILITIES STACK



OUR LINES OF BUSINESS



SEGMENTS



Enabled by: AI Ready Talent · Reimagined Partnership Ecosystem

Strategy in Execution — New Horizon Program

A Structured Three-Tier Program to Govern Strategy Implementation

HORIZON
1

GROWTH

OUTPERFORM

HORIZON
2

PIVOT

OUTIMAGINE

HORIZON
3

EXCELLENCE

OUTDO



360° Partnership with Randstad

A First-of-its-Kind Partnership

1 Proposed Acquisition of Randstad's Technology and Consulting Services Business in Europe and Australia

USD 500M+ (€469M) in Annual Revenues

Geographies

- France
- Germany
- Belgium & Luxembourg
- Australia
- Near-shore delivery centers in Romania, Portugal

Verticals

- Aerospace & Defense
- Automotive
- Utilities, including Telecom
- BFS

Capabilities

- Domain driven Digital Engineering
- Cybersecurity
- IoT

2

5-year IT Services Partnership

LTM to drive AI-enabled transformation of Randstad's India Global Capability Center

3

Strategic Talent MSP

Randstad to support LTM's expanding global workforce

Proposed Acquisition is Value Accretive

- Regional Scale Advantage: \$1.1B in Europe; ~2x in Australia
- Sovereign AI Head Start in Regulated & High-Growth Industries
- Growth through Cross Sell in Acquired Logos
- Turbocharged Large Deal Winnability
- Stronger Footprint to Serve Global Customers

- Non-linear scale
- Top 20 accounts: 10+ years
- 9/10 CSAT score across top customers
- Domain x AI edge in regulated sectors
- Sovereign-compliant BFSI AI solns.
- 800+ employees hold security clearance
- Leverage LTM's global partnerships
- Cross-sell cloud, data, CX, AI
- Top 25 clients avg. IT spend > €500M
- Multi-shore, domain-centric deal propositions
- Local leadership shaping proactive deals
- Regional scale for global customers
- Cross-pollination of expertise across regions

Introducing BlueVerse Currency

The background features a dark, almost black, field with several broad, wavy bands of a vibrant orange-red color. These bands are layered and overlap, creating a sense of depth and movement. The entire image has a fine, grainy texture, similar to a high-resolution digital print or a fine-grained material.

Introducing BlueVerse Currency

Commercial Innovation as AI Reshapes IT Delivery

THE UNIFIED CURRENCY ACROSS



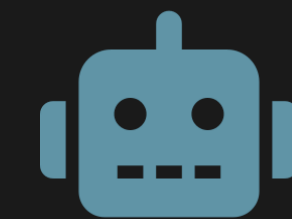
PEOPLE

Expertise on demand



ACCELERATORS

Reusable assets that speed delivery



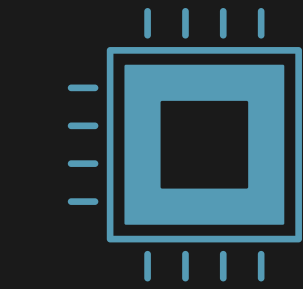
AGENTS

Autonomous AI workforce



PLATFORMS

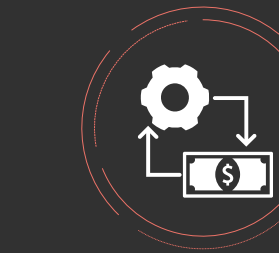
Orchestrator layer to scale delivery



TOKENS

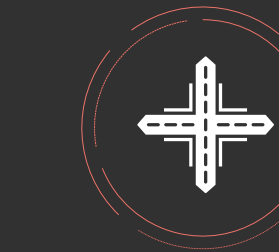
Compute and model usage

BlueVerse Currency decouples outcomes from efforts.



Outcome-Linked Pricing

Cost tied to measurable business results



Shared Productivity Gains

Clients capture more value from AI efficiency



Fungibility Across Portfolio

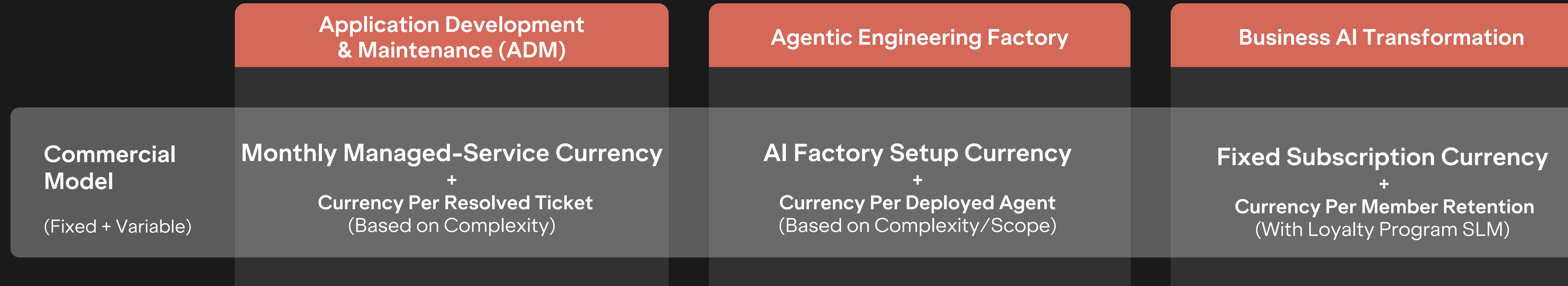
Divert resources mid-contract to address evolving business priorities



Faster Reinvestment

Savings flow back into innovation

BlueVerse Currency Enables Scalable Modernization across AI-led Engagements



Why This Matters

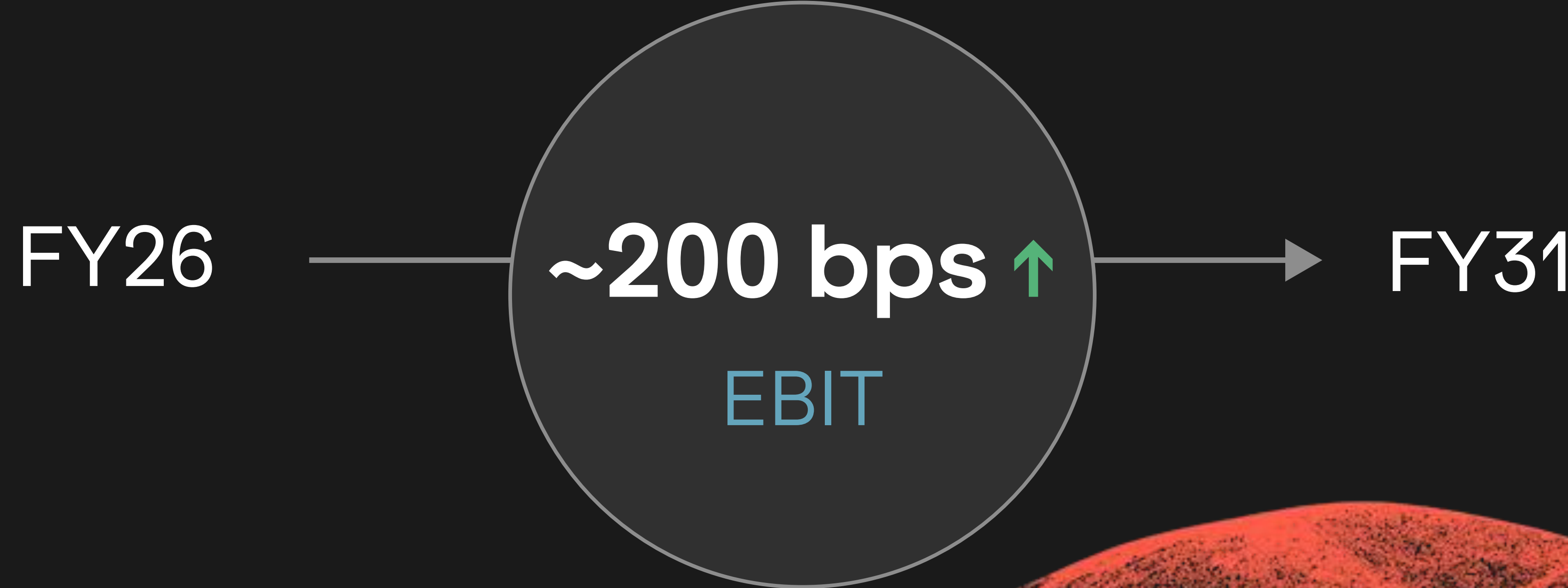
Links Monetization Directly to Realized Enterprise Value

- 1 Outcome-Aligned Pricing
- 2 Measurable Business Impact
- 3 Reusable Value Engine

The background features a dark, almost black, field with several broad, wavy, diagonal bands of a vibrant orange-red color. These bands are not solid but have a grainy, stippled texture, giving the impression of a fine spray of particles or a digital noise effect. The overall composition is dynamic and modern, with the text positioned on the left side against the dark background.

Lakshya 2031 Our Ambition

Our Ambition





It's time to
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Outcreating *for* Financial Institutions of the Future

Harsh Naidu

Chief Business Officer — Financial Services

AI Multiplier — Layering Strategic Investments

Citi Names David Griffiths as Group Head of Artificial Intelligence Reporting to the COO

HSBC Appoints David Rice as its Inaugural Chief AI Officer

UBS Appointed Daniele Magazzeni as its First CAIO Dedicated to AI Adoption

Morgan Stanley Names Jeff McMillan as Firm Wide Head of Artificial Intelligence

Markel Appoints Maureen Tomlinson to Head of AI + SVP Operations in Canada

Lincoln Financial Appoints Nilanjan Adhya as EVP, Chief AI, Data and Analytics Officer

Significant Supplier Consolidation in the BFSI Space

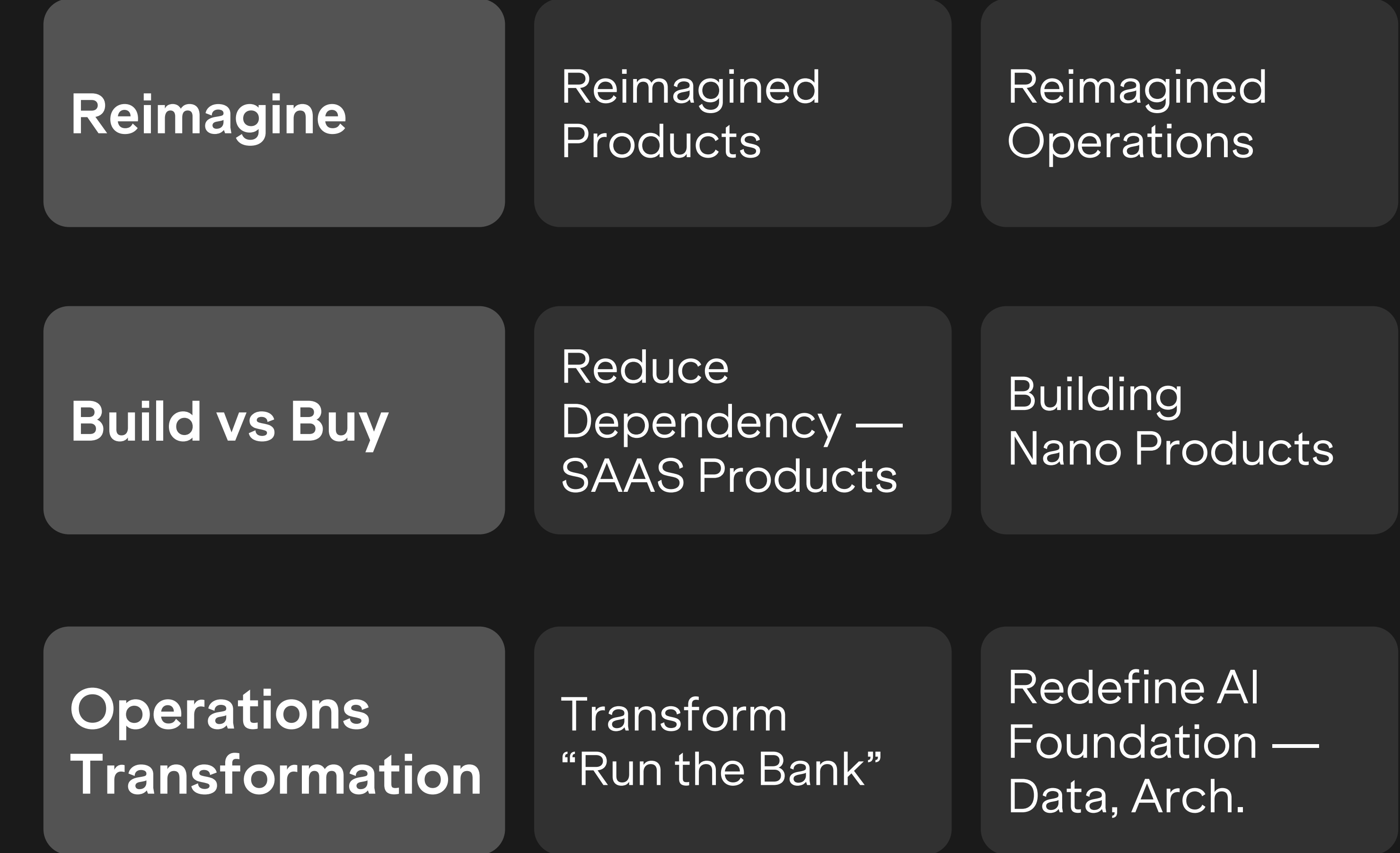
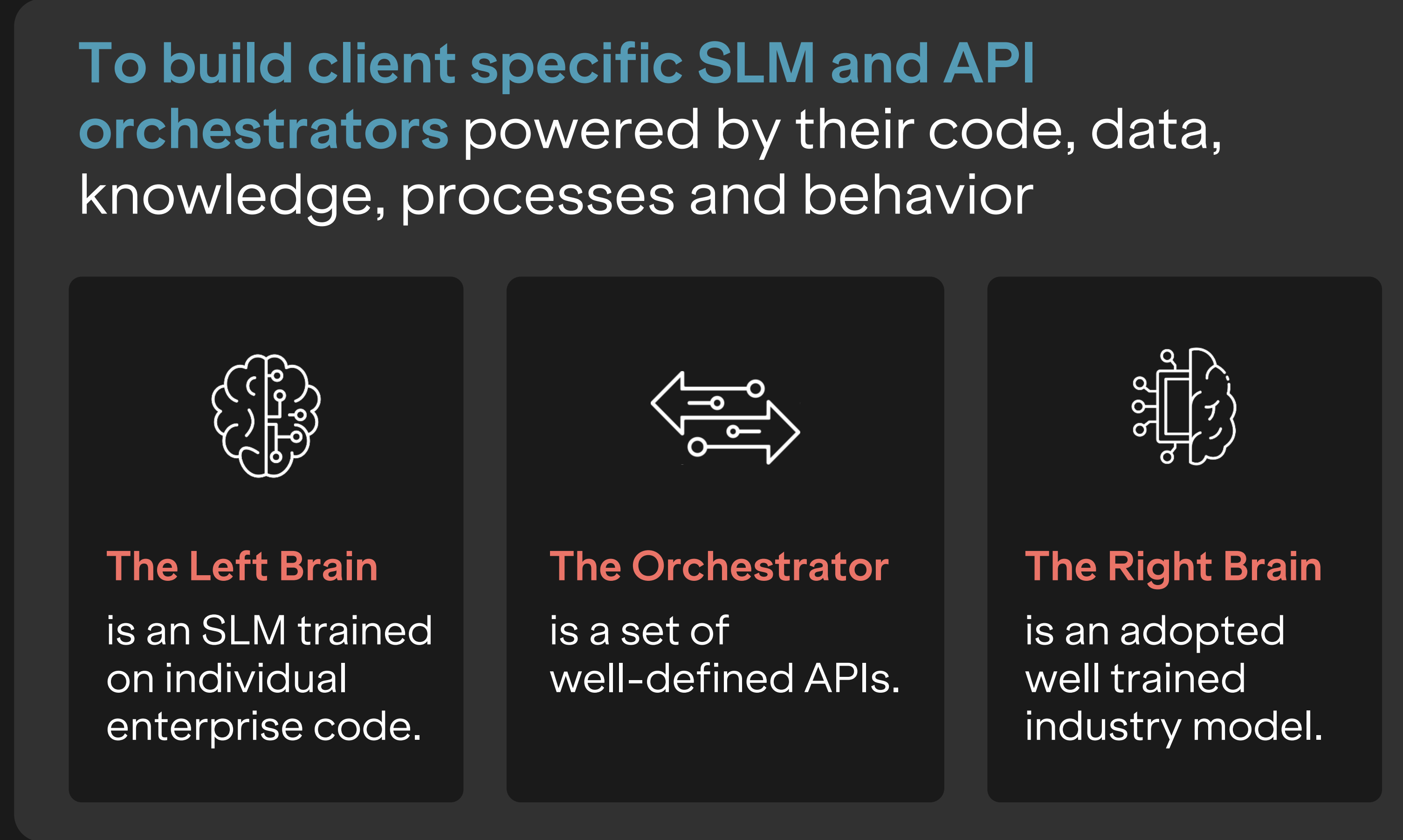
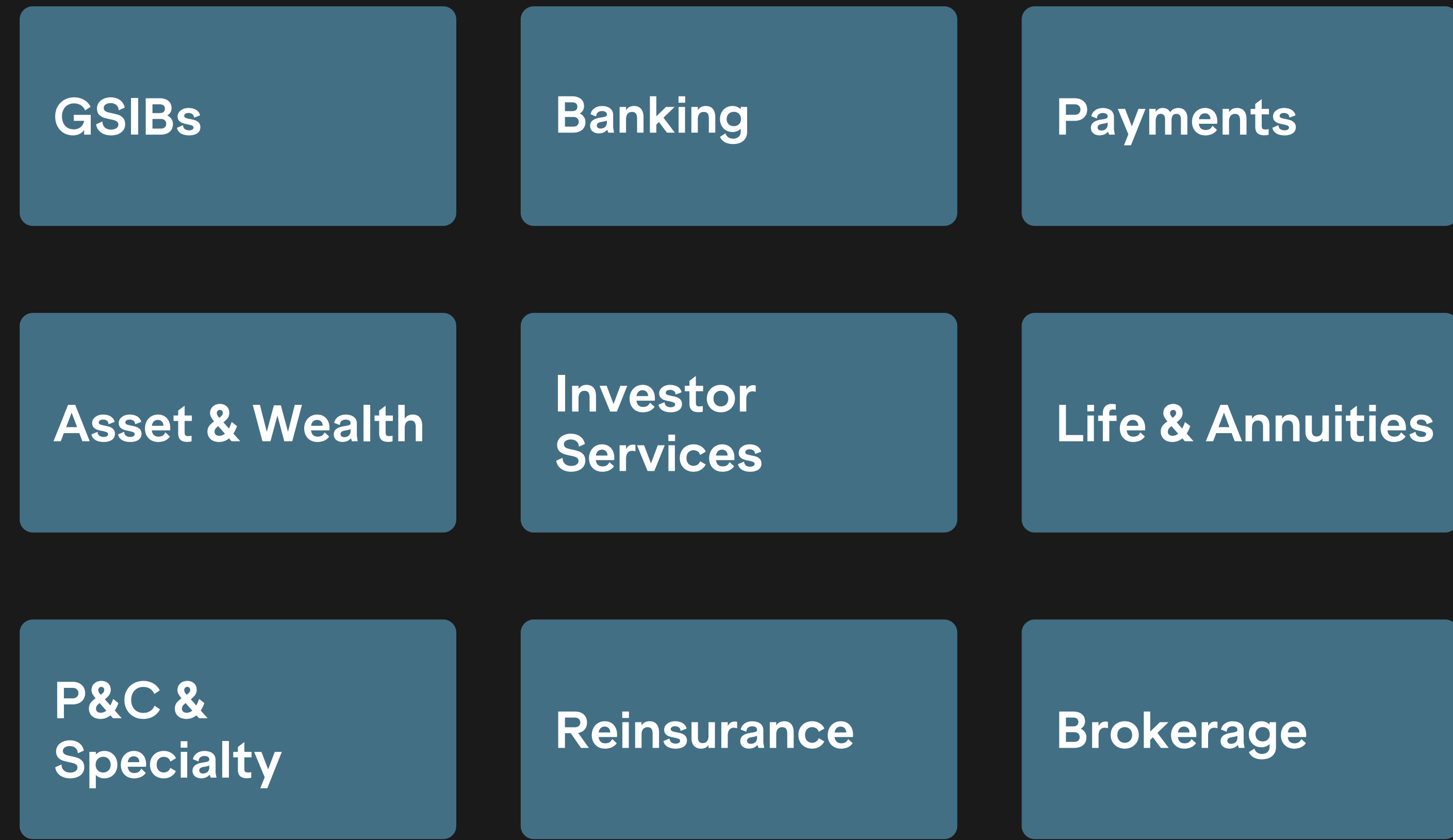
Exponential increase in software real estate or code within banks

JPMorgan Expands AI Investment as Tech Spending Nears \$20B

Bank of America allocates 30% of its \$13.5 billion technology budget for new initiatives & AI

Travelers Companies now spends more than \$1.5 billion annually on technology, with strategic AI spending more than doubling in eight years

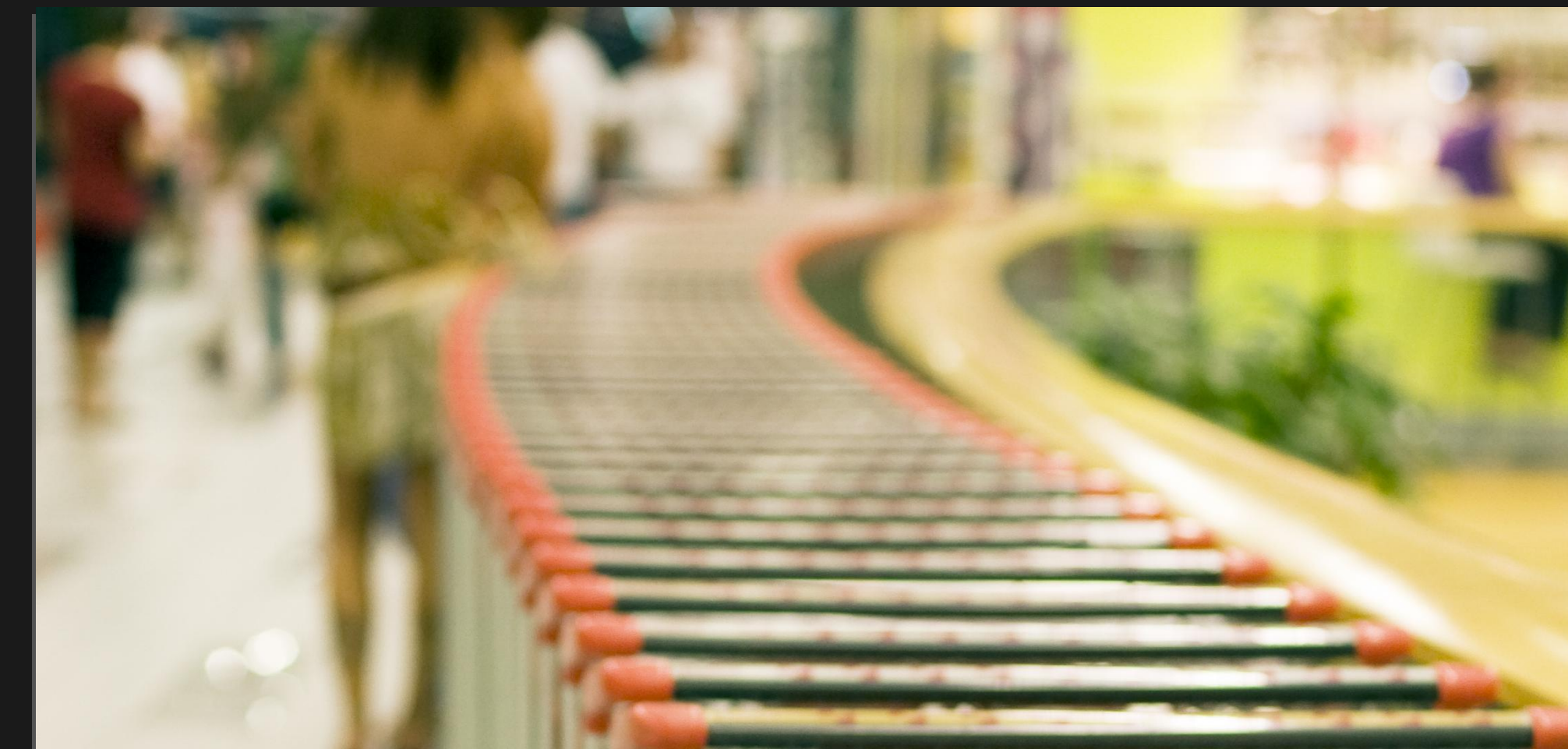
Our Strategy: “All-in on AI”



AI Multiplier: Reimagining the Business



Treasury-as-a-Service



Empowering Up-Sell/
Cross-Sell & Customer360



The Mythos Impact:
Cyber Threat & Defense



Reimagining Contact Centers
& Marketing Spend

AI Multiplier: The Build vs. Buy Decision



**A Unified Wealth Platform
for Mass Affluent to
Private Banking**



**Accelerating Global Core
Insurance Platform Rollout
Using Claude**

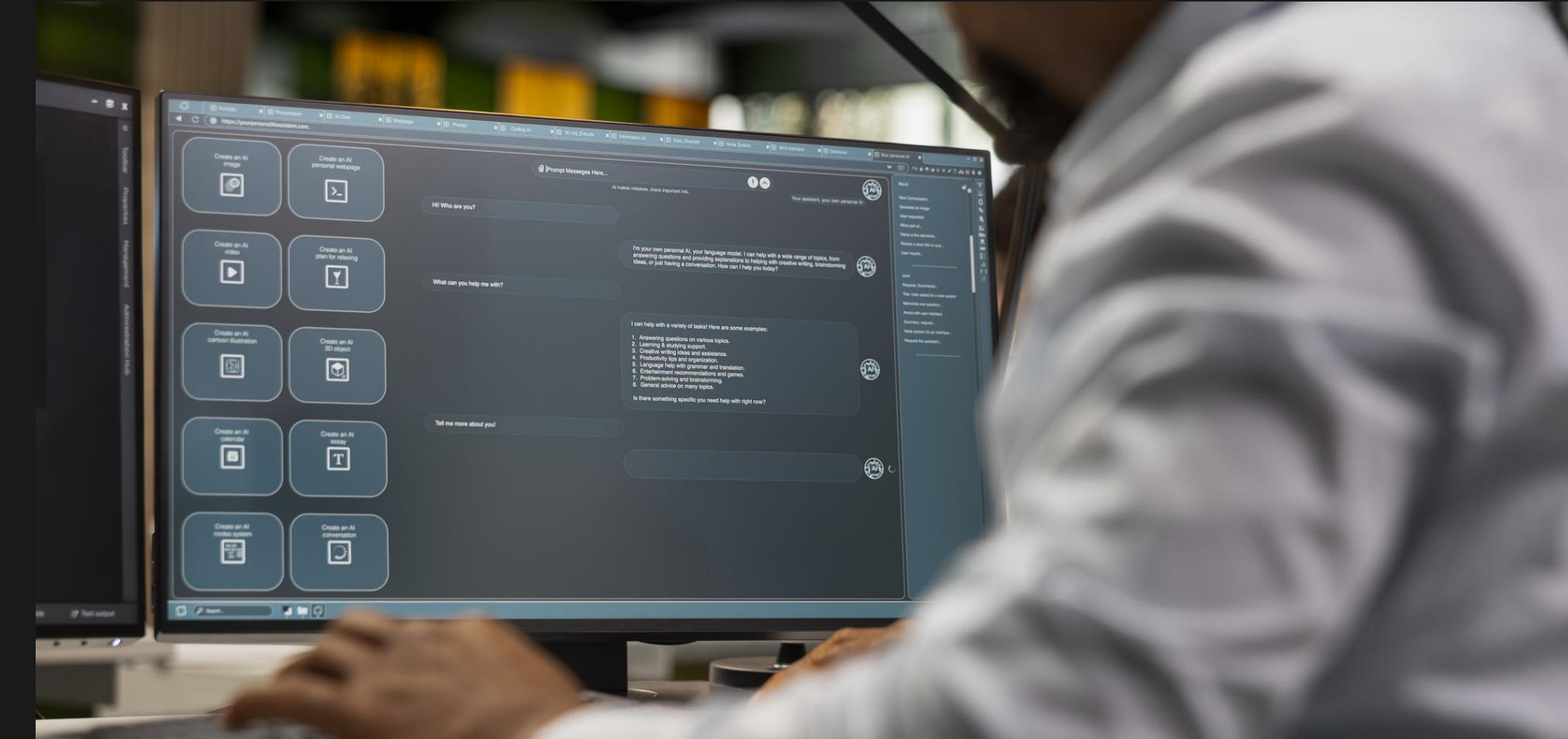


**Building a Modern
Custody Platform**



**Nano Product Build for
Cards Platform to Address
Dwindling Customer Base**

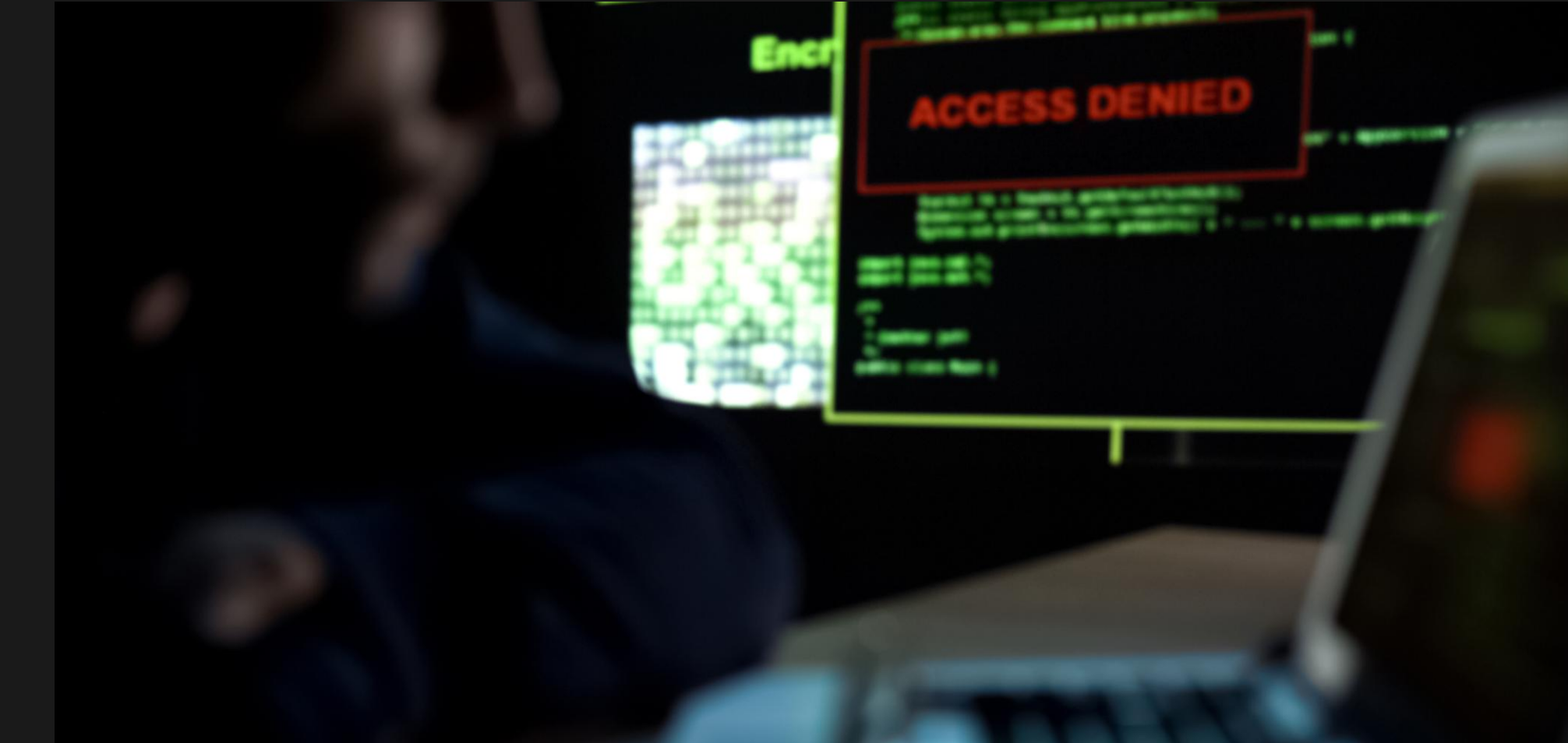
AI Multiplier: Technology-Led Operations



**AI-Led Operating Model
to Strengthen Controls
& Unlock Productivity**



**Improving Expense Ratio
for a Large P&C Carrier**



**Real-Time Fraud Prevention
Reducing False Positives**



**Transforming Risk Selection
for Intake and Underwriting**

Our Recognitions

BFSI AI
Industrialisation 2025



Banking, Payments
Modernization 2025



Insurance Core
& IT Services 2025



Insurance AI &
Digital Engineering 2025



BFSI
Innovation 2025





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Outcreating *for* Technology Organizations of the Future

Vijay Ram

Chief Business Officer — Technology & Services

Client Priorities in the Agentic Enterprise Era

- Across segments...
- Semiconductors
 - Hardware/OEMs
 - Network Eqpt. Providers
 - Hyperscalers
 - ISVs
 - Frontier Models
 - Professional Services



Invest

- Industry-tuned systems
- AI infrastructure build (land, hardware, energy)
- Sovereignty for compliance requirements
- AI infusion for context-aware intelligence



Optimize

- Cloud/compute/training/LLMOps spend
- Data center energy requirements
- Engineering productivity & release velocity
- Operational expenditure

THE ADDRESSABLE MARKET FOR US

The Opportunity for Us

CAPITALIZE ON THE SPEND THAT WASN'T THERE

Newer appetite unlocked as cloud & chips providers now own the entire value chain

ALIGN WITH FUTURE TECH DISRUPTORS AND NEWER SPEND AREAS

With our 360° relationships & strong domain + tech knowledge

SECTORAL GROWTH & DEMAND

Increased volume and breadth of required services

STRATEGICALLY PARTNER ON CLIENTS' GROWTH INITIATIVES

Intimate operating knowledge of clients' businesses and act as customer-zero

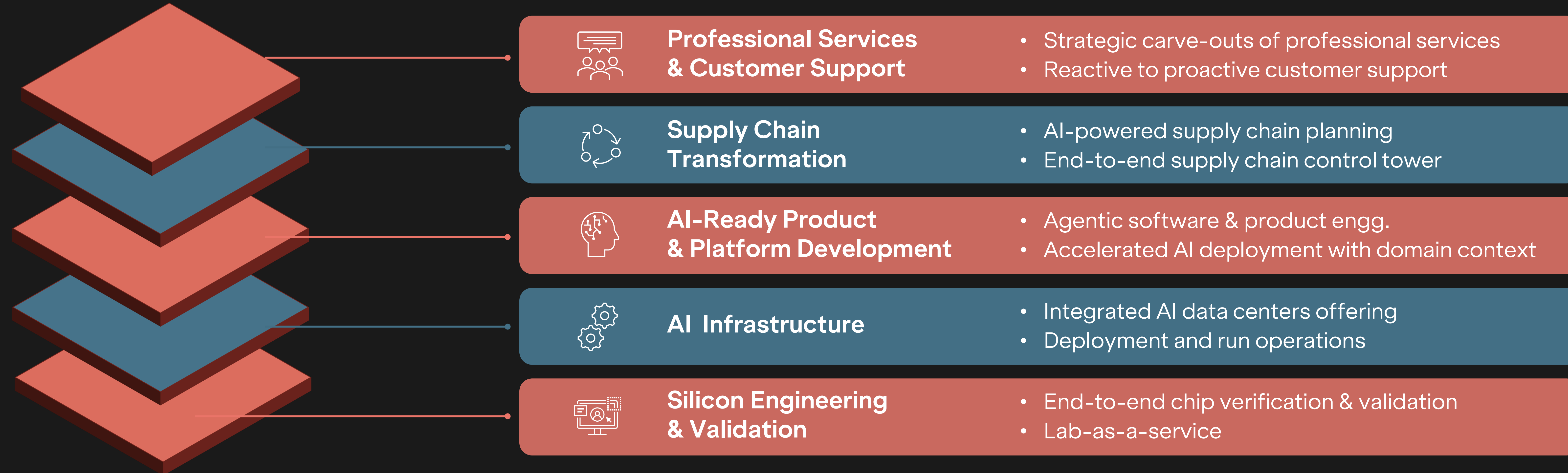
PROACTIVE VENDOR CONSOLIDATION DISCUSSIONS

With agile, AI-led disruptor approach and targeted investments

LAND & EXPAND ACCOUNTS ACROSS THE PORTFOLIO

Codify our experience with complexity and scale into repeatable playbooks

Our Silicon-to-Services Offerings



Proof Points

AI Data Center Hardware Lab Operations

250+
qualifications
a quarter

4X
increase in throughput

Engineering Transformation to AI-at-the-Core

60%
cost reduction
in key processes

40%
developer
productivity gain

Planet-Scale Threat Detection & Malware Analysis

75,000
decisions per month

2B+
devices secured
with our signatures

AI-Enabled Contact Center Operations

35%
reduction in
handling time

85%+
conversational
AI accuracy

Campaign Operations and Social Ops at Scale

3B+
emails & impressions
per year

250+
markets serviced
with content ops

Strategic R&D Partnerships Leveraging Our Bluetooth IP

Millions
of devices
powered by our IP

12
patents in Bluetooth &
wireless comms. domain



It's time to
Outcreate

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Outcreating Delivery & Capabilities

Gururaj Deshpande

Chief Delivery Officer

Krishnan Iyer

Chief Growth Officer

Delivering Enterprise Outcomes at Scale

14.5B
Transactions processed per year
for a public sector client

125M+
Compute cores supported

15M+
Lines of code generated
by AI per month

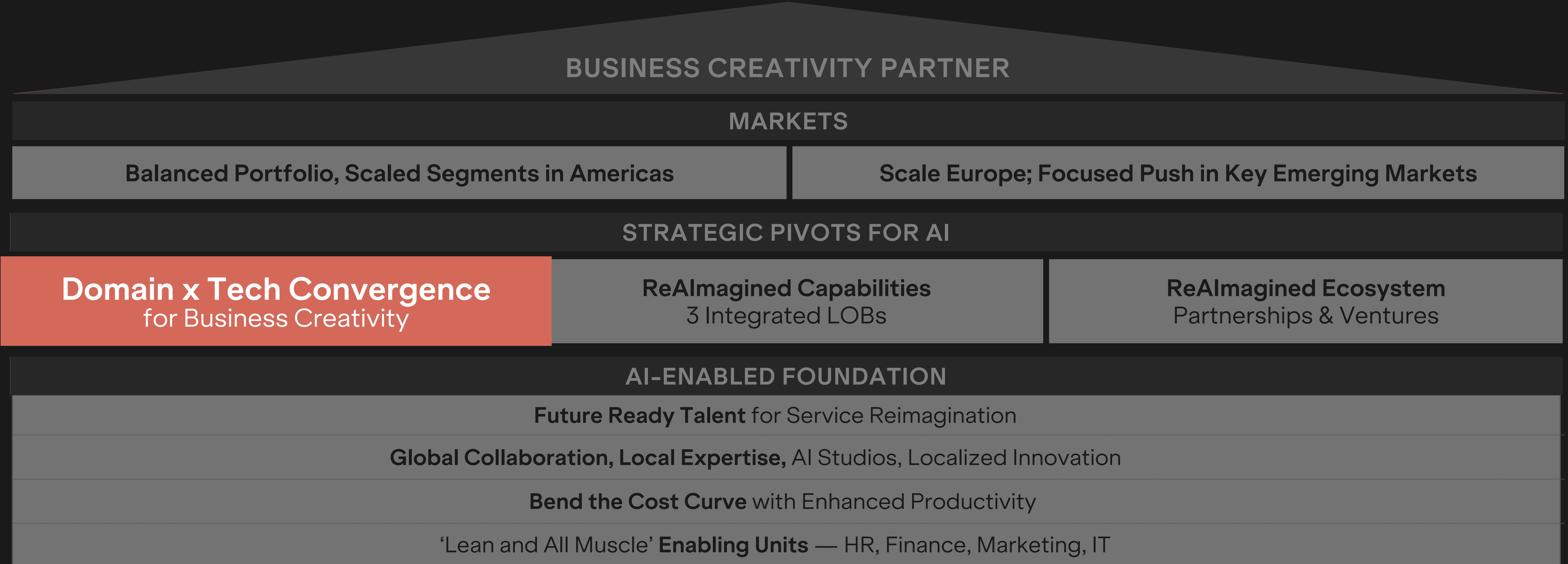
6M+
Managed services
support tickets every year

3.5M+
Hours of AI training in the past year

2M+
SKUs supported for eCommerce

~ 10K+
Online properties supported
for global enterprises

~ 10K+
Engineers on a hyperscaler
cloud engagement

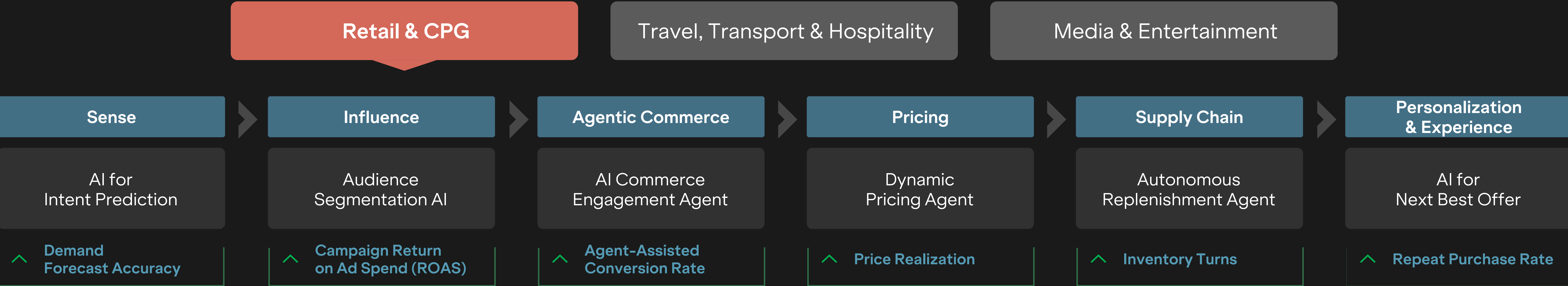


Domain x Tech Convergence Creates Art of Possibilities for Process Reimagination

Financial Services		Technology & Services	Consumer				Production	
Banking & Financial Services	Insurance	Technology	Retail & CPG	Travel, Hospitality	Healthcare & Life Sciences	Media & Communications	Manufacturing	Energy & Utilities
Intelligent Servicing & Retirement Operations	Intelligent Underwriting Triage	Agentic Executive Market Intelligence	AI Commerce Engagement Agent	AI Assisted Self Service Check-In	AI-Powered MedTech Budget Forecasting	Video Content Intelligence & Auto-Tagging	AI for Unit Health & Parts Intelligence	AI-Driven Well Rate Estimation
GenAI Collections Management Platform	Smart Insurance	Multimodal AI Sales Coach	AI Recipe Commerce Agent	Agentic Logistics Platform	Reimagined AI-Powered Telehealth Platform	AI-Powered Multilingual Dubbing	Maintenance & Asset Intelligence (e.g. Vision AI)	Agentic AI for Regulatory Decisioning
AI-Enabled Real-Time Fraud Detection	Intelligent Claim Summarization	Copilot-Enabled Crisis Communications	Geopolitical Risk Intelligence Agent	Chargeback Resolution Super Agent	Pharma Commercial Agent	AI-Powered Voice-Based Content Search	In-Vehicle Multimodal Assistant	Production Ops Agent

1K + Domain-Centric AI Use Cases

Domain x Tech in Action for Consumer Segment



Domain x Tech in Action for Consumer Segment

Retail & Consumer Goods

Travel, Transport & Hospitality

Media & Entertainment

Demand & Pricing

Reservations

Pre-Arrival Communication

On-Property Ops

Loyalty Program

Enterprise

Demand Forecasting Agent

Fraud Detection Agent

AI for Automated Upsell Recommendation

AI Assisted Self-service check-in

AI for Next Best Offer

Invoice Processing Agent

Forecast Accuracy on Occupancy

Revenue Leakage

Upgrade Attach Rate

Labor Cost Per Occupied Room

Loyalty-Driven Revenue Share

Cost Per Invoice

Domain x Tech in Action for Consumer Segment

Retail & Consumer Goods

Travel, Transport & Hospitality

Media & Entertainment

Content Creation

Content Management

Content Distribution

Consumption & Experience

Monetization

Analytics & Optimization

LiveDub
Ai-powered Multilingual Dubbing

VideoTag
Content Tagging

RightsIntel360
Rights Clearance

Discover
Voice-Based Content Search

ContextualAd
Contextual Ad Insertion

BrandRecog
Insights from Image Libraries

✓ Cost Per Finished Hour

^ Metadata Tagging Accuracy

^ Audience Reach Per Release

^ Average Watch Time Per Session

^ ARPU Uplift

^ Recommendation-Driven Engagement Lift

Domain x Tech in Action for Production Segment

Manufacturing

Energy & Utilities

Planning, Procurement & Supply Chain

Manufacturing

Marketing & Sales

Service

Enterprise Functions

Autonomous Demand Generation Agent

AI for Unit Health & Parts Intelligence

Intelligent Pricing Agent

Maintenance & Asset Intelligence (e.g. Vision AI)

Collection Workbench Agent

Inventory Carrying Cost

Mean Time Between Failures (MTBF)

Gross Margin

Aftermarket Revenue

Days Sales Outstanding

Domain x Tech in Action for Production Segment

Manufacturing

Energy & Utilities

Exploration & Appraisal

Development

Prod. & Field Operations

Supply Chain

Refinery / Processing

Distribution & Retail

AI-Driven, Real-Time Well Rate Estimation

AI Analyst for OSDU (Open Subsurface Data Universe)

Production Ops Agent

Supply Chain Risk Sensing Agent

AI Visual Inspection

Claimify: Legal Claims Validation

✓ Cost of Exploration

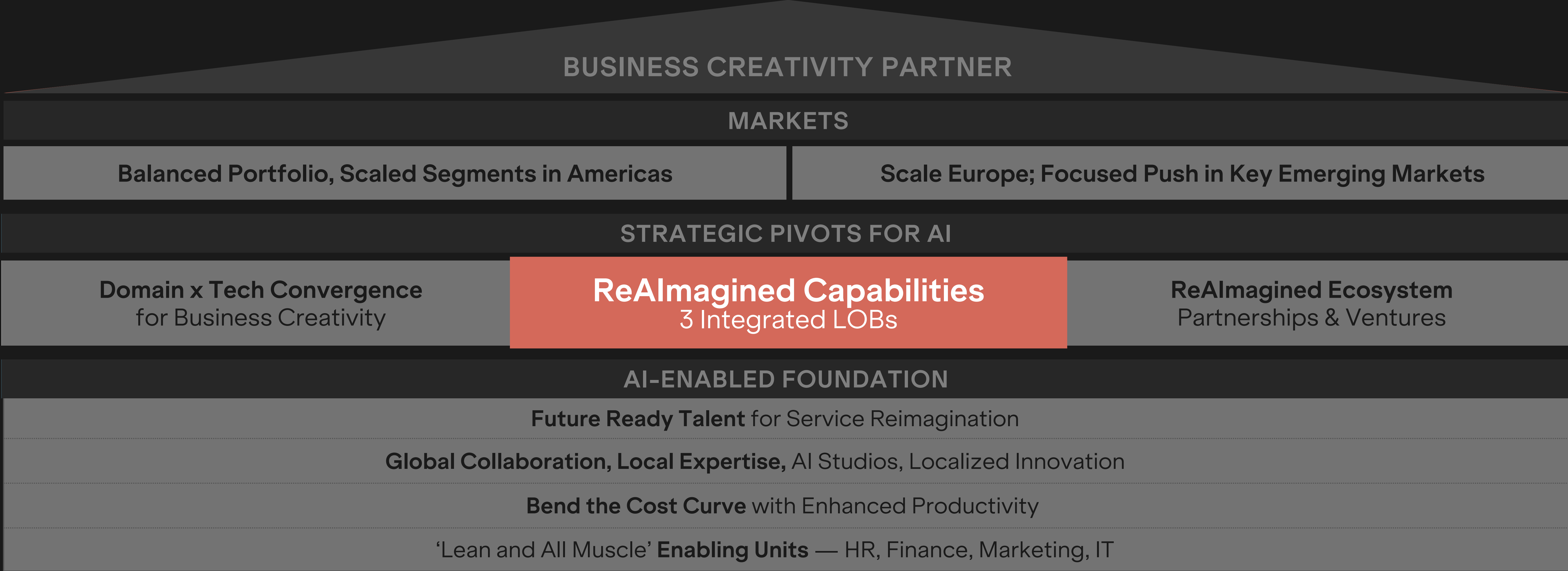
✓ Project Completion Duration

⬆ Production Uptime

⬆ On-Time, In-Full (OTIF)

⬆ Refining Yield

✓ Claim Processing Time



Reimagine Capabilities: Build

Human-Driven to Agent-Orchestrated

15M+ Lines of code generated by AI per month

100+ Human + AI interactions per day per developer across advanced coding tools

AI delivers 30 – 40% faster speed; enhanced quality and predictability

Agents run the lifecycle end-to-end; assurance self-improves continuously

De-risked legacy code modernization; cycle time from months to weeks

Powered by **LTM** BlueVerse

ApplQ

AgentIQ

FusionIQ

Reimagine Capabilities: iRun

Outcome-Owned Preemptive Operations

60%+

Tickets are now handled by AI-Augmented Operations Command Center for united application and infra

3M+

Tickets are auto-triaged by a combination of text and voice agents

Scattered knowledge becomes shared intelligence — every incident is learning

AI predicts failures and executes corrective action autonomously within governance

Accountability shift: SLIs, SLOs, SLAs → Outcome ownership

Powered by **LTM** BlueVerse

Knowledge Fabric

Agentic Orchestration

Reimagine Capabilities: Interactive Experience

Amplifying Creativity with AI

\$700B

MarTech addressable spend

\$220B

Creative economy addressable spend

Marketing, commerce and services

Context-aware and hyper-personalized experiences

Technology and creativity convergence

Powered by **LTM**
BlueVerse

CraftStudio

Reimagine Capabilities: Industrial AI

Autonomous, Connected, Intelligent Ecosystem

500K Industrial workers supported

100K Physical assets digitized

Physical AI: Closed-loop autonomy with edge intelligence, self-healing industry operations

Expert AI: Industrial agents as copilots to industry personas

Fabric AI: Generative design and digital twin technologies to optimize and simulate complex systems

Vision AI: Industrial automation and quality with vision

Reimagine Capabilities: Autonomous Enterprise

Unified Platform, Data and Experience

Systems of...

ACTION



Agentforce

+ Now Assist

DATA / PLATFORMS



ENGAGEMENT



servicenow

Adobe

RECORD



ORACLE



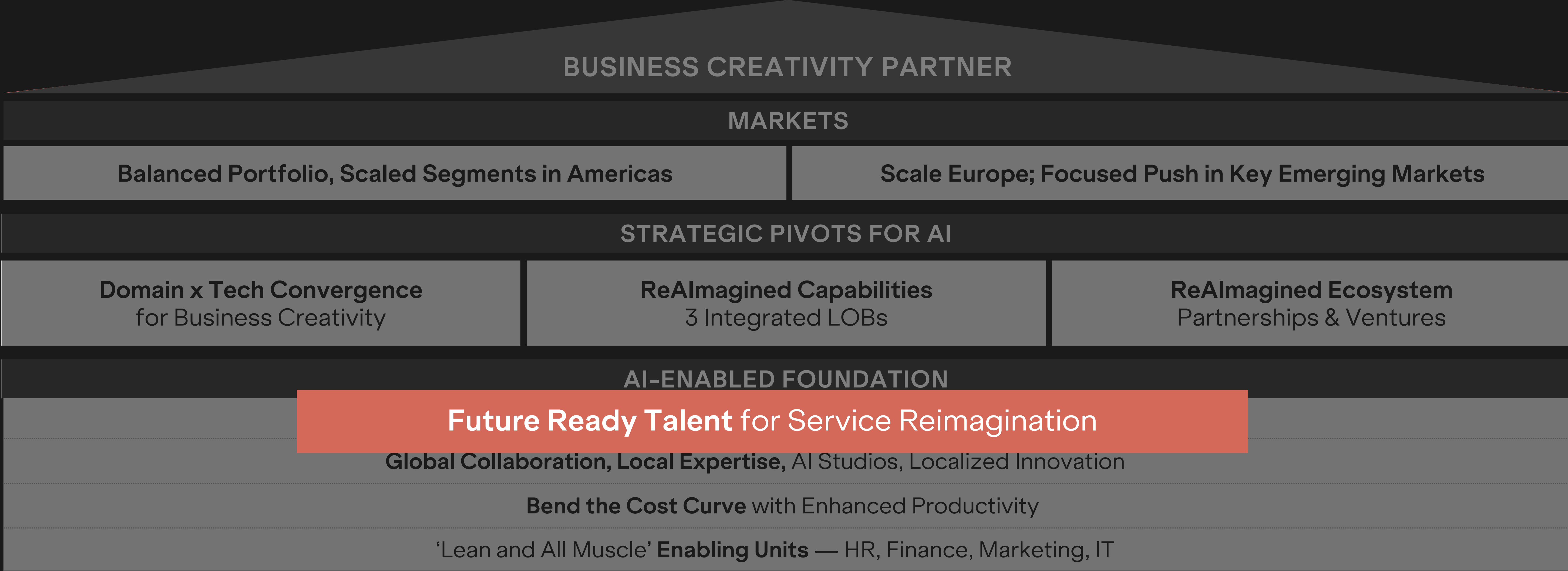
Cross-Stack Opportunities to Drive Business Outcomes

Integrated offering squads to build & launch new multi service line offerings

Building SLMs across enterprise business processes

Functional domain consultants to augment business outcomes

Buyer persona (e.g., CMO, CFO, CHRO, COO) based approach



BUSINESS CREATIVITY PARTNER

MARKETS

Balanced Portfolio, Scaled Segments in Americas

Scale Europe; Focused Push in Key Emerging Markets

STRATEGIC PIVOTS FOR AI

Domain x Tech Convergence
for Business Creativity

ReImagined Capabilities
3 Integrated LOBs

ReImagined Ecosystem
Partnerships & Ventures

AI-ENABLED FOUNDATION

Future Ready Talent for Service Reimagination

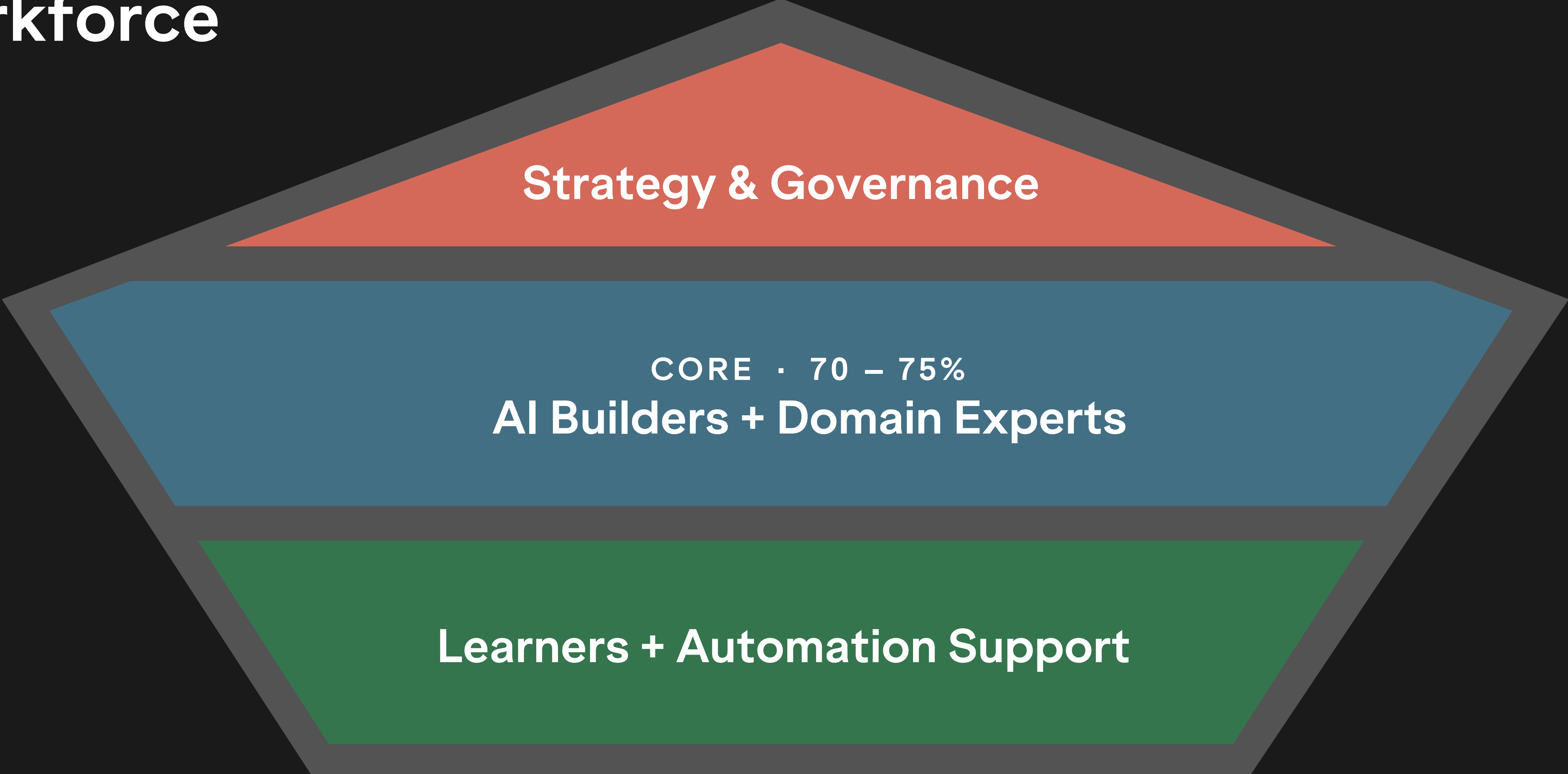
Global Collaboration, Local Expertise, AI Studios, Localized Innovation

Bend the Cost Curve with Enhanced Productivity

'Lean and All Muscle' Enabling Units — HR, Finance, Marketing, IT

Future Ready Diamond Shaped Workforce

Digital Employees
Augment Every Level

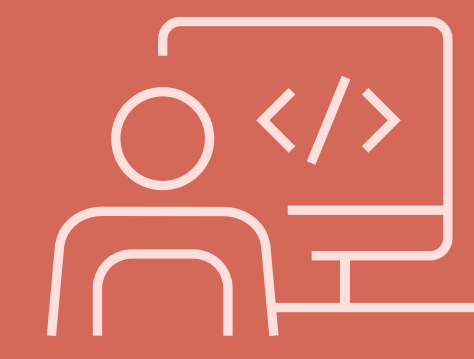


Three Tiers of AI Builders + Domain Experts



AI Engineers

- AI/LLM Engineer
- Full Stack Developer
- AI Platform Engineer
- Data Engineer
- AI Ops Engineer



FDE/FD Architects

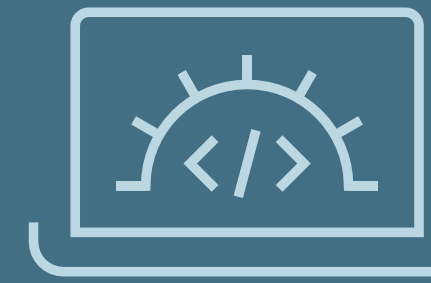
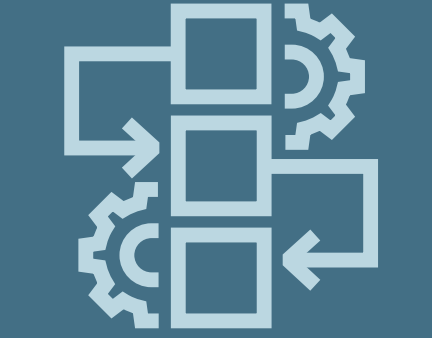
- Forward Deployed Engineer
- Forward Deployed Architect



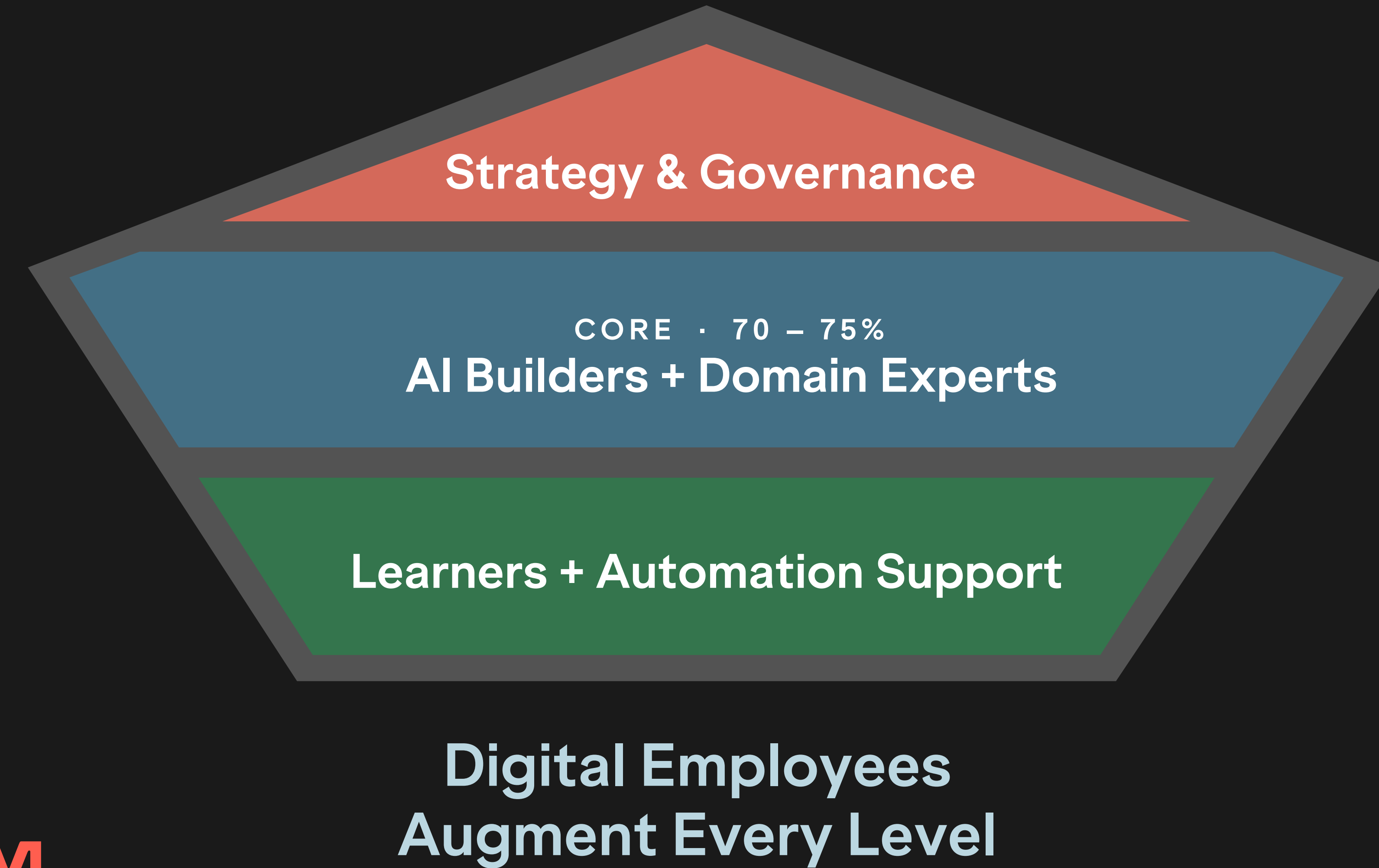
AI Program Manager/ Domain Experts

- AI Program Manager
- Domain SME (Banking, Insurance, Retail, Services)

Skill Reimagination to Drive Service Reimagination

	 Software Engineer Exponential AI Engineer	 Solution Architect Forward Deployed Engineer (FDE)	 IT Support Engineer AI Ops Engineer
Toolset	Model APIs	LLM Playgrounds	Knowledge Graph
Skillset	Context Design	Hands-On Coding	AI Workflow Orchestration
Mindset	System Thinking	Day 1 Build in Client Environment	Get Agents to Work

Enablement for the Skill Reimagination



L&D Platforms

IIT Open Learning upGrad

Northwestern Kellogg School of Management EMERITUS

IIT Bombay IIM MUMBAI

IICT

(and more)

Labs

DevOps/AIOps

AI Trust Assurance

Hyperscalers

Quantum Computing

SREs

(and more)

Partners

SAP NVIDIA Preferred Partner

ORACLE aws

Google Cloud servicenow

UNIPHORE

Adobe Azure

(and more)

Builder's Community

HACK 2 FUTURE

TestovAte

AI filmmaking Hackathon @IFFD 2026

(and more)

Shift-left AI Skilling

Orchard – AI Modules

Orchard – Domain Modules

(and more)

Awards and Recognitions





It's time to
Outcreate

Booth Agenda

Pavilion	Booth Name	Booth Tagline	Booth Demo Solutions	Booth Anchors
Outcreate with DomAI	Production	How AI is Reshaping Manufacturing, Compliance & Field Operations	<ul style="list-style-type: none"> Connected Factory: Physical mock-up setup and multiple AI Orchestrators in action Field Services: Reduced wrench time & improved worker safety leveraging Shield App Compliance: Agentic solution for legal / regulatory compliance 	<ul style="list-style-type: none"> Naushad Khambhawala Kavita Wakade Parasuraman Ramanathan Rohan Savla Rexjesudas P
	Financial Services	Smarter, Faster, Safer Financial Services	<ul style="list-style-type: none"> Agentic AI across BFSI Value Chain: Transforming retirement, controls & lending operations 	<ul style="list-style-type: none"> Ravi Ranjan Pradeep Mishra
			<ul style="list-style-type: none"> Smart Insurance: Driving intelligent and data-led transformation across submission, underwriting & claims 	<ul style="list-style-type: none"> Subramaniam Chidambaram Dinesh Kalidoss
	Consumer	Reimagining How Brands Serve & Delight Consumers	<ul style="list-style-type: none"> Reimagining Travel Experiences, Powered by AI 	<ul style="list-style-type: none"> Rakesh Bhansali Balaji Seshadri
			<ul style="list-style-type: none"> AI-driven Intelligent Commerce & Autonomous Supply Chains 	<ul style="list-style-type: none"> Manoj Karanth Asha Hanumantharaya
	Tech Convergence in Asset Heavy Industry	Business AI	Business Process Reimagination, Industrial & Creative AI	<ul style="list-style-type: none"> CraftStudio: AI-powered content and creatives for brands and films
<ul style="list-style-type: none"> MediaCube: AI-driven intelligence across the entire media supply chain 				<ul style="list-style-type: none"> Amol Natu Arindam Bose
iTransform		Re-Engineering How Software Gets Built	<ul style="list-style-type: none"> AI-Led Engineering: Embedding agentic AI across SDLC to accelerates delivery 	<ul style="list-style-type: none"> Kaushik Chakraborty Vikram Chandna
iRun		Outevolving Run Operations for Enterprise IT	<ul style="list-style-type: none"> BlueVerse for iRun 	<ul style="list-style-type: none"> Sachin Anikar Kajari Ghoshdastidar

Booth Agenda

Safe Harbor

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INVESTOR DAY • JUNE 2, 2026


Outcreating with Talent

Chetana Patnaik
Chief Human Resources Officer

Our Talent Landscape

↑ 87,950
OUTCREATORS

↑ 30.9%
DIVERSITY RATIO




↑ 42
COUNTRIES

↑ 6.7K
FRESHERS




↑ 92%
AI LITERACY

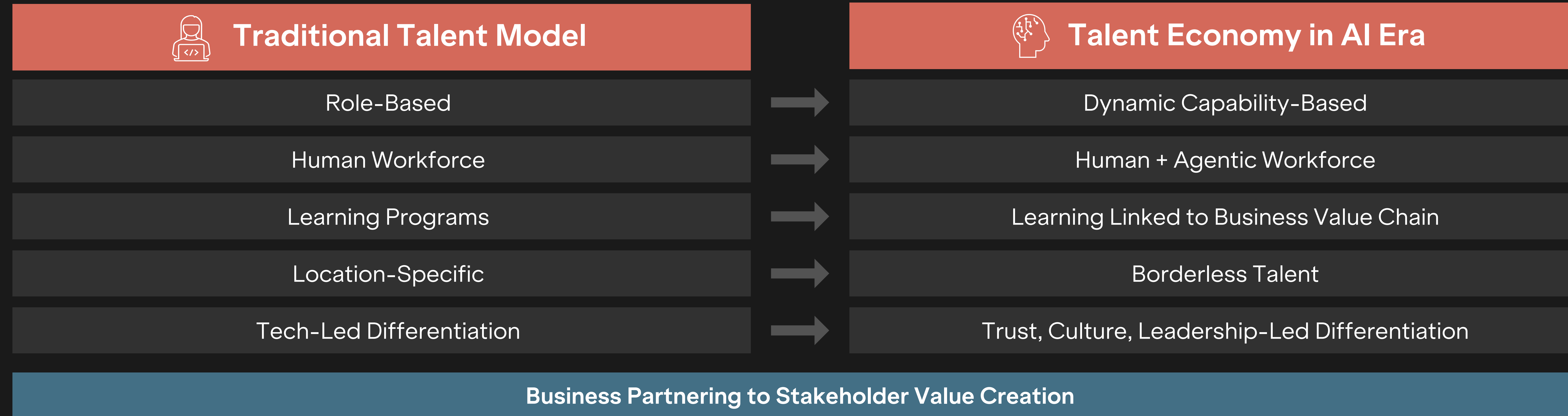
↑ 104
LEARNING HOURS
PER EMPLOYEE



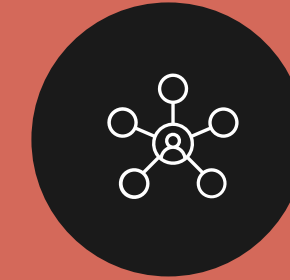
↓ 13.25%
ATTRITION



A Structural Shift Redefining the Future of Work

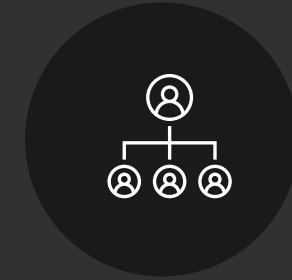


Outcreating Future-Ready Talent



Designing Talent & Careers

- Reimagining the talent value chain
- Reimagining HR processes



Culture of Continuous Learning

- Capability at scale
- Strengthening AI fluency through skillset & mindset



Accelerating Talent Readiness

- Talent continuity by design
- Curated leadership experiences



Talent Localization

- Strengthening beyond boundaries
- Leaders as role models

AI-First HR

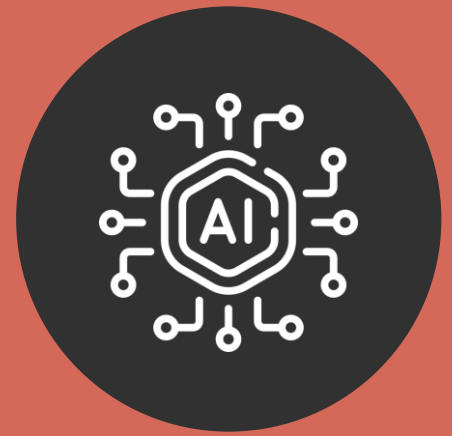
Build AI-Powered HR to Increase Efficiency and Transform Employee Experience

TALENT DEVELOPMENT PARTNERSHIP ECOSYSTEM

Anchoring Us to the Global Frontier through Prestigious Institutional Partnerships



Translating Strategic Investments into Measurable Business Outcomes



100%
AI Fluency



100%
People Processes
Reimagined



85%
Leaders as
Role Models



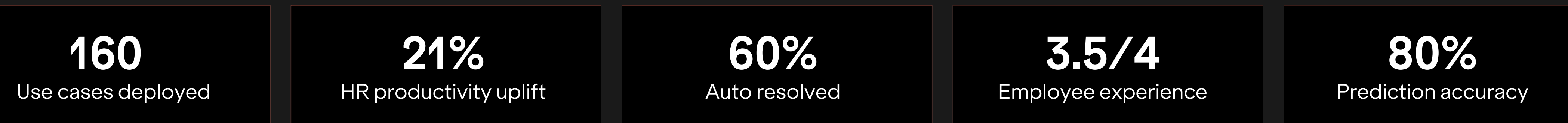
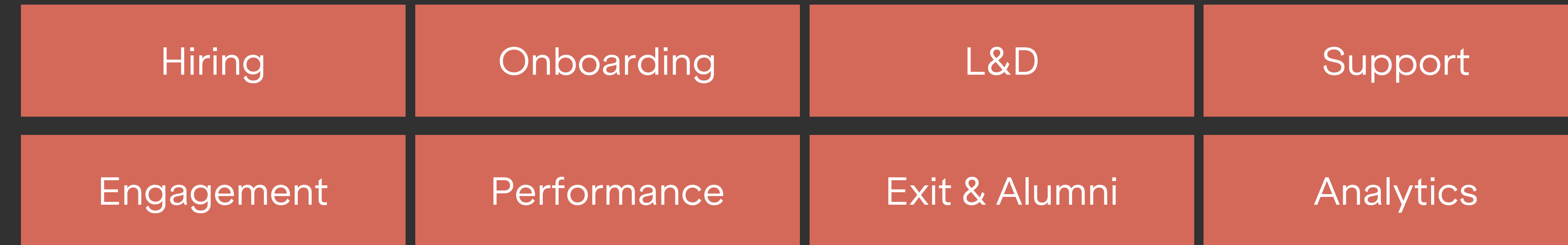
200+
Leaders of
Tomorrow



10%
More Diverse
Leadership

Powering through HR — Tech Transformation

EMPLOYEE LIFECYCLE



RECOGNITIONS



Patent Filed
for RAIma



ISO
Certified



EY Audit
Certified



8 AI Transformation
Awards



Outcreating a Culture of Excellence



**Financial Express
AICONIC Awards**
Human Resources
Best Use of AI
Gold



**Brandon
Hall**
HCM Excellence
2x Gold
6x Silver



**ET
Human Capital**
AI in Talent
Management
Gold



**CII National HR
Excellence Awards**
Significant
Achievement
in HR Excellence



**Financial
Times**
Best Employers
Asia Pacific



**CII Award for
Excellence in
Disability Inclusion**
Emerging Category
Rising Star



**L&T Annual
HR Awards**
Emerging Leaders
in HR Excellence



**Avtar &
Seramount**
Best Companies
for Women in India



It's time to
Outcreate

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INVESTOR DAY • JUNE 2, 2026

Outcreating Shareholder Value

Vipul Chandra

Chief Financial Officer & Whole-Time Director

Value Creation Paradigm

Total Shareholder
Return (TSR) =
**Dividends +
Share Price Appreciation**

Dividends Since Listing

₹ 11.6K Crores

TSR Since Listing

557% / 21.1% CAGR

as on June 1

FY26 Strategic and Operational Highlights



Sales Transformation

- Effective account mining
 - \$20M+: +8
 - \$10M+: +12
- Focus on key accounts
- Sales productivity
- Deal structuring



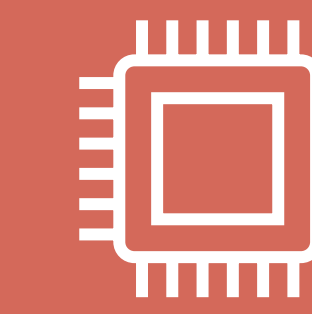
Large Deals Focus

- Large deal wins up by 100% YoY
- Two mega deals
- Strong large deal pipeline



AI Pivot

- BlueVerse™ ecosystem
- SL investments
- Partnerships
- Customer Zero program



Fit4Future Program

- Reducing cost of delivery
- Re-baseline indirect cost
- EBIT improvement of 90 bps

Strategy in Execution — New Horizon Program

A Structured Three-Tier Program to Govern Lakshya Strategy Implementation

HORIZON
1

GROWTH

OUTPERFORM

HORIZON
2

PIVOT

OUTIMAGINE

HORIZON
3

EXCELLENCE

OUTDO

Bend the cost curve with enhanced productivity for non-linearity



De-link Revenue & Cost

- Outcome-oriented deals
- Large deals: managed services
- Platform-led revenue (BlueVerse)



Enhance Productivity with AI

- AI-led engineering productivity
- AI-enabled frontline
- AI-infused lean BEUs



Improve Cost of Delivery

- Wider-at-the-base pyramid (powered by AI)
- Expanded span of control
- ARC management



SGA Leverage

- Lean market units: with scaled portfolios & higher span
- Overhead reduction: benefits of scale

Customer Zero — AI Initiatives Canvas

THE 3 Cs

CONTEXT

Domain Intelligence x Gen AI

COST

ROI-First, Not Hype-First

CHANGE

Adoption at Scale

DELEX
Delivery Excellence

- QMS agent — instant search
- DevOps copilot — automated code review & test
- Predictive delivery risk

FINANCE
Operate-to-Report

- AI-based vendor invoice Validation
- FP&A agent
- Revenue accounting agent

LEGAL/ERM
Contracts & Compliance

- SOW & MSA obligation extraction
- GenAI client risk assessment responses
- Contract red-lining agent

TALENT
Hire-to-Retire

- RAIma — AI HR & IT companion (copilot-powered)
- Berriconnect — Voice scheduling agent
- AI onboarding — Avatar induction & 45-day support

IMPACT

85%
Faster knowledge access

12K+
Code reviews automated

20k+
Invoices validated

>85%
Faster response time

90%
Accuracy

60%
Acceptance of markups

50%
Queries auto-resolved

8,500+
AI assessments

Lakshya FY31 – Five Pillars to Drive Sustainable & Profitable Growth

Led by
AI Pivot

Scale & Diversification across
Clients & Geographies

Progressive Margin
Improvement

In Line with
Our Strategy

Resilience



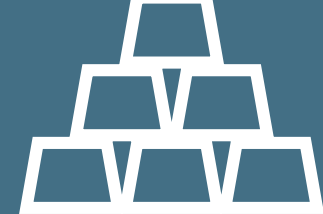
**Accelerated
Growth Roadmap**



**Balanced
Portfolio**



**Execution
Excellence**



Investments



**Balance
Sheet**

Start of a 360° Strategic Partnership with Randstad Group

STRATEGY

- Scale in Europe and Australia – large deals
- Domain expertise in regulated high-growth verticals
- Access marquee new accounts
- Geographic and portfolio diversification
- Efficiency and talent ecosystem
- Large new client deal

SYNERGY

- Domain-led digital engineering, cybersecurity & iNXT depth
- Global delivery model
- Cross-sell LTM's capabilities across cloud, data, enterprise platforms, CX and AI
- Sovereign-compliant AI solutions enabled by local security cleared talent

FINANCIALS

- One-off costs
- Attractive valuation
- Onsite gross margin at 19 – 20%
- Potential for margin expansion with synergistic growth
- Cost savings from MSP and GCC IT profits

We Expect: No material margin impact in FY27

From year 2 onward, revenue growth, synergies, and New Horizons program to support margin improvement

Our Lakshya 2031 Plan

~2X REVENUE

FY 31

~200 bps ↑ EBIT

GROWTH

Powered by Our Outcreate Strategy

Domain × Tech Convergence • New Addressable Revenue

Reimagined Capabilities • Capture Existing Wallet Share

Scale Segments & Geographies

MARGIN

Delivered through Our New Horizons

Outperform • Business AI Revenue at Higher EBIT

Outimagine • AI-Led LOBs: Productivity Boost

Outdo • Bending the Cost Curve

FY 26

ESG & CSR Impact: FY26 Progress & FY27 Outlook

2.8x Water Positive

Exceeded 2030 Goal

₹95.21 Cr Total CSR Spend

~40% ↑ vs FY23

67% Independent Directors

Board Independence

ENVIRONMENT

Emissions Trajectory

Scope 1: 70% ↓ • Scope 2: 55% ↓ vs FY19

Renewable Energy

73.79% (electricity 75.56%); target 85%+ by 2030

SOCIAL

Education

616 smart classrooms; 7.52L students impacted

Health

607 pediatric heart surgeries; 112 bone-marrow transplants supported

GOVERNANCE

Performance Linkage

ESG-linked KPIs under review for leadership scorecards

Inclusion Footprint

PwD — 0.18% • LGBTQ+ — 0.21% • Veterans — 0.12%

FY27 OUTLOOK

Transform 100 villages via tech & empowerment

Scale 4M cumulative beneficiary impact

AI-Led Curriculum Multi-year digital learning program

Net Zero by 2040



It's time to
Outcreate



Q&A

with the LTM leadership



Thank you,
everyone.