

INVESTOR DAY • JUNE 2, 2026

# LTM's 5-Year Strategy

It's time to Outcreate

**Venu Lambu**

CEO & Managing Director

# Safe Harbor

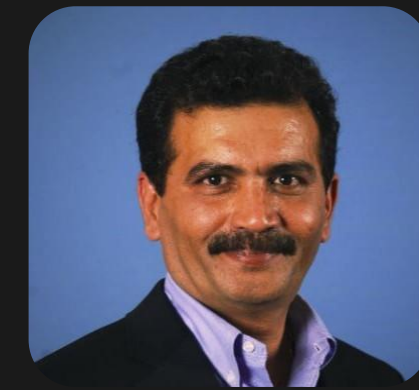
Certain statements in this release concerning future prospects are forward-looking statements. These statements, by their nature, involve risks and uncertainties that could cause the actual results to differ materially from such forward-looking statements.

LTM assumes no obligation to revise or update any forward-looking statements that may be made from time to time — by or on its behalf.

# 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 3<sup>rd</sup> Consecutive Year

# Industry Shift & Our Evolving Positioning

The background features a dark, textured surface with a pattern of small, light-colored dots. Overlaid on this are several large, flowing, organic shapes in a vibrant orange-red hue. These shapes originate from the right side of the frame and sweep towards the left, creating a sense of movement and depth. The overall aesthetic is modern and dynamic.

# 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

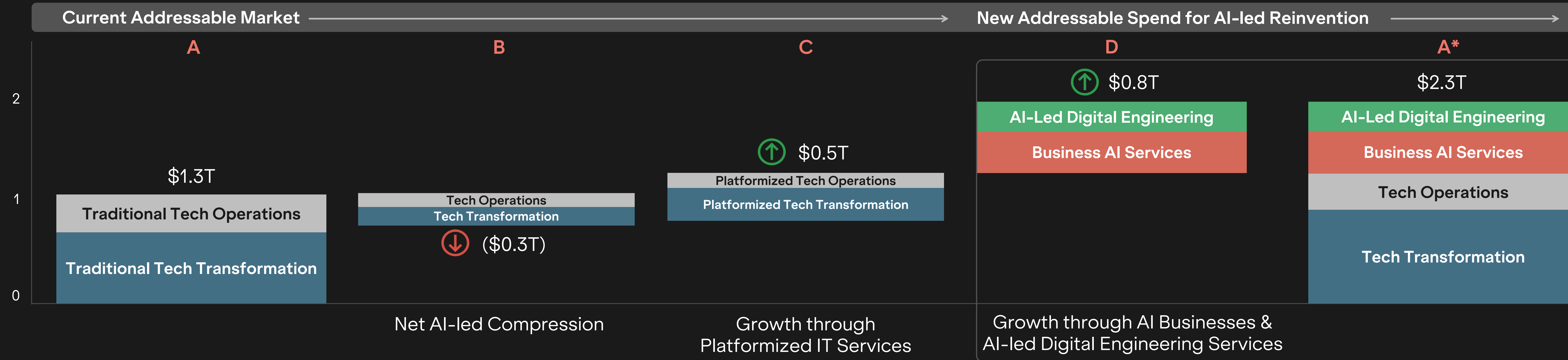
### AI Democratized across Different Player Archetypes

Hyperscalers, SIs, Software  
Vendors and AI Labs

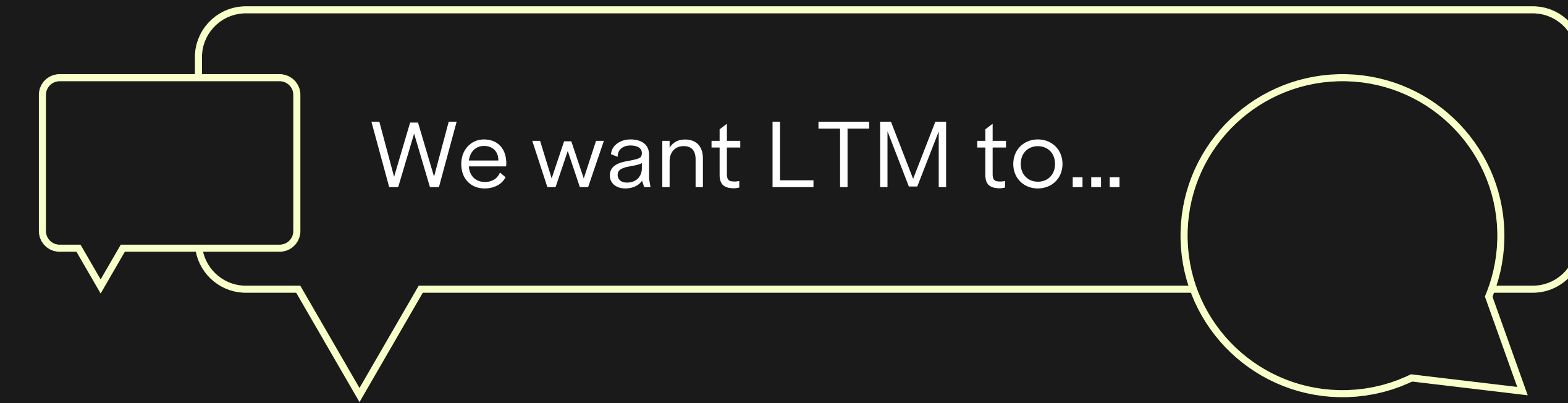
### New Paradigm for Value Creation

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.”

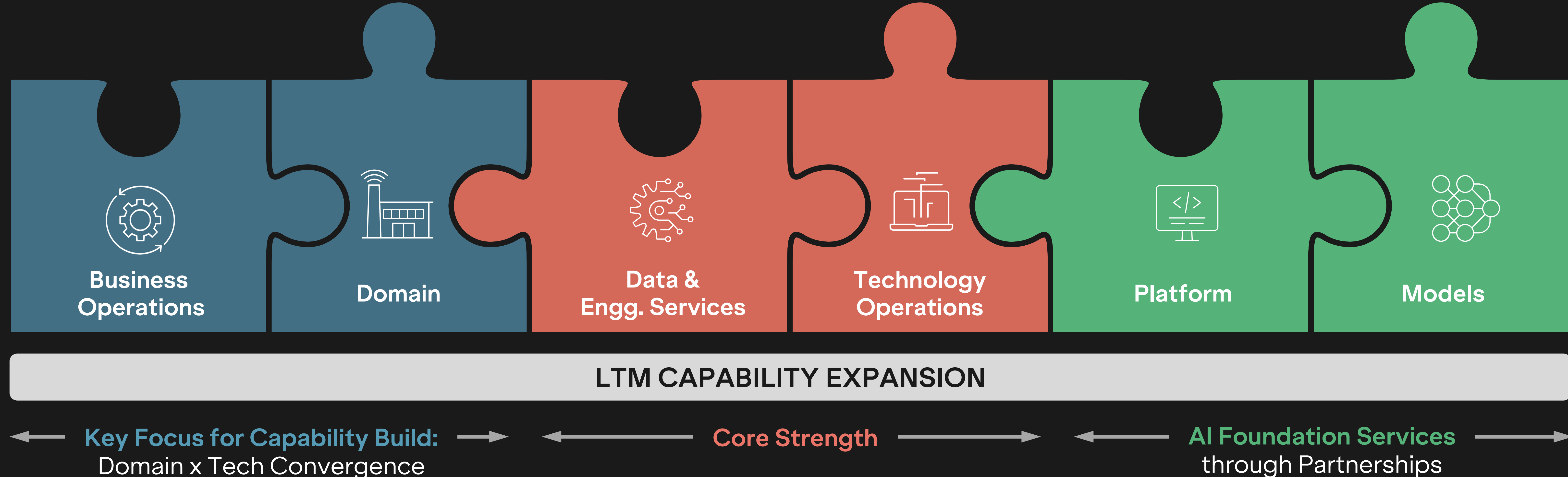
— American Media Conglomerate

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

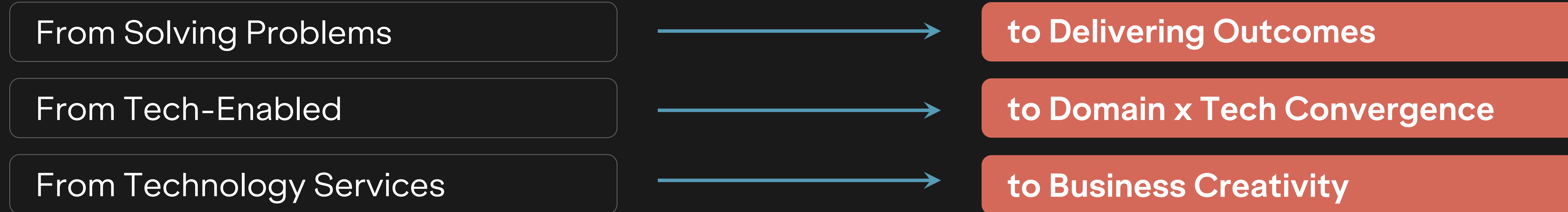
— Global Financial Major

 INNOVATION & BUSINESS OUTCOMES

# Our Positioning Must Evolve at the Intersection of Domain and Technology

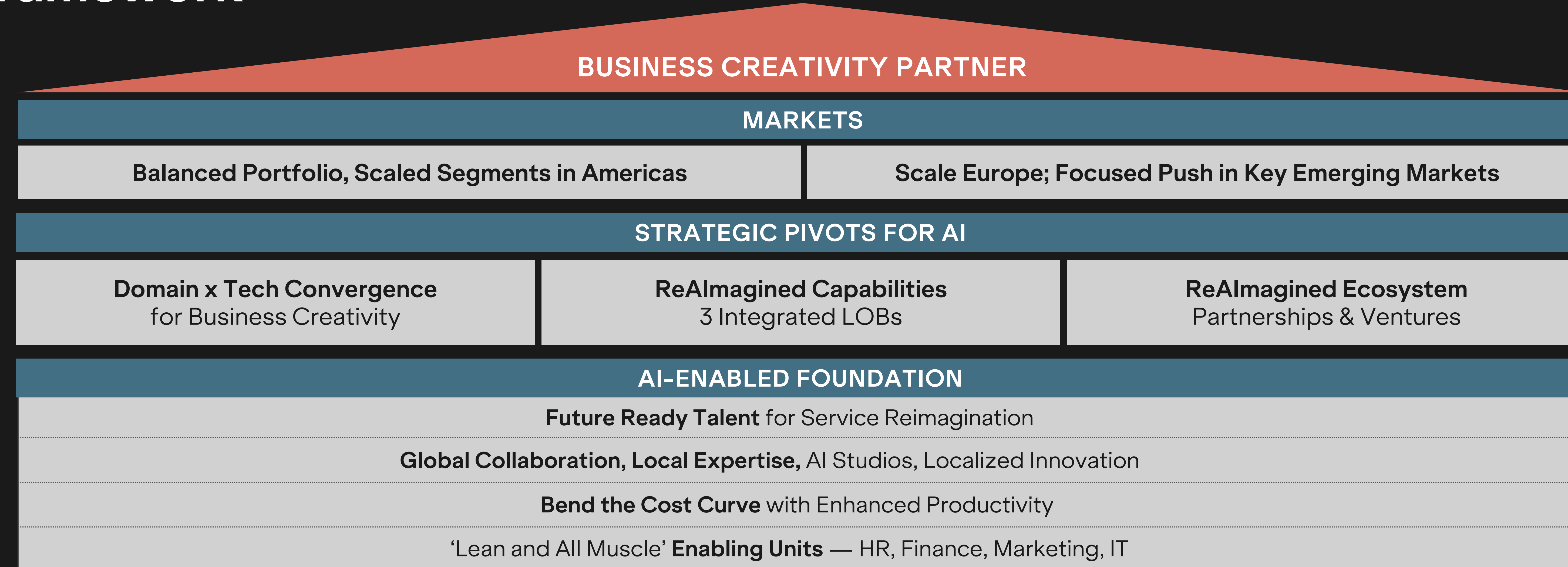


# Positioning and Mindset Shift



The Business Creativity Partner

# Our Outcreate Framework



# Domain x Tech Convergence

Intelligence is Democratized • Context & Domain Are Premium

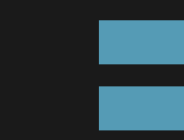
## Domain Depth

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

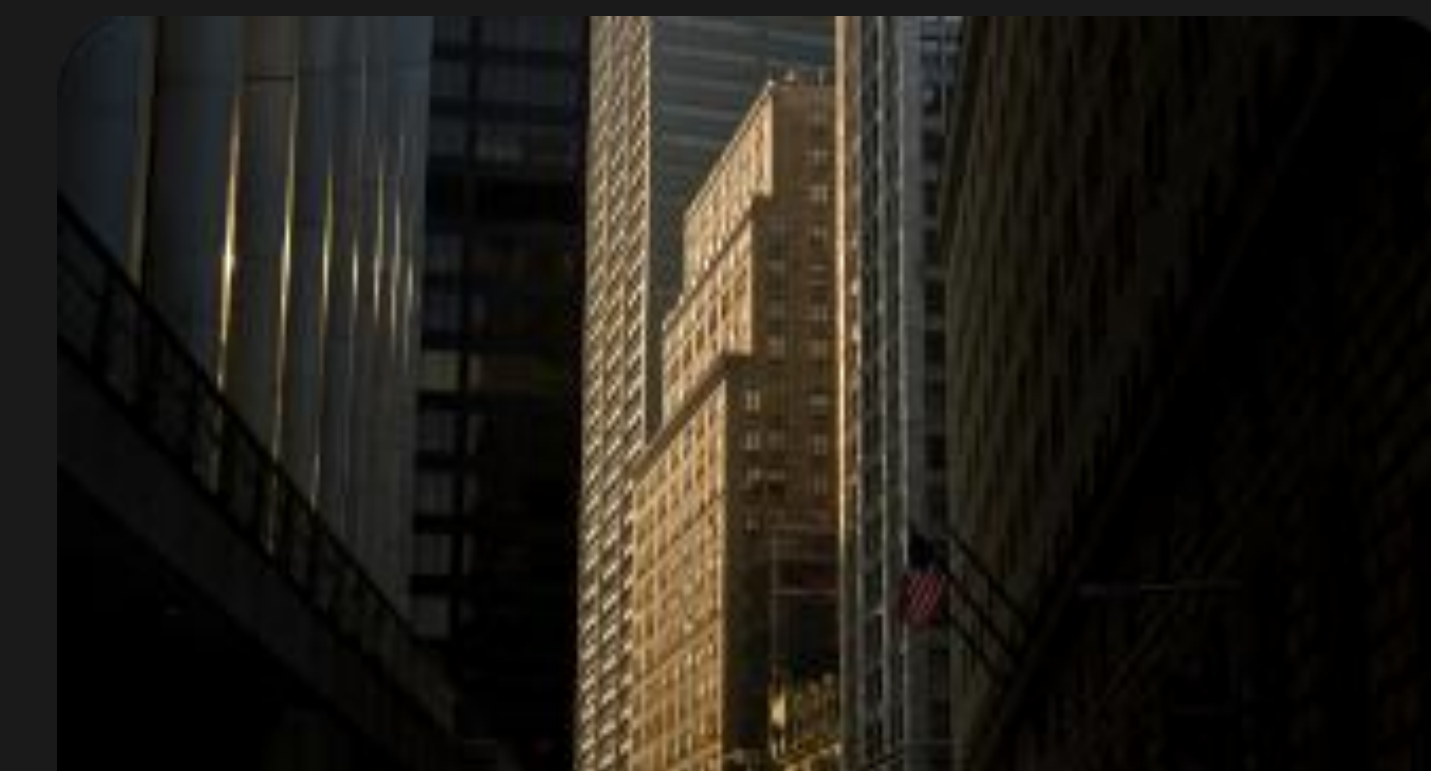
Powered by **LTM**  
BlueVerse

# 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



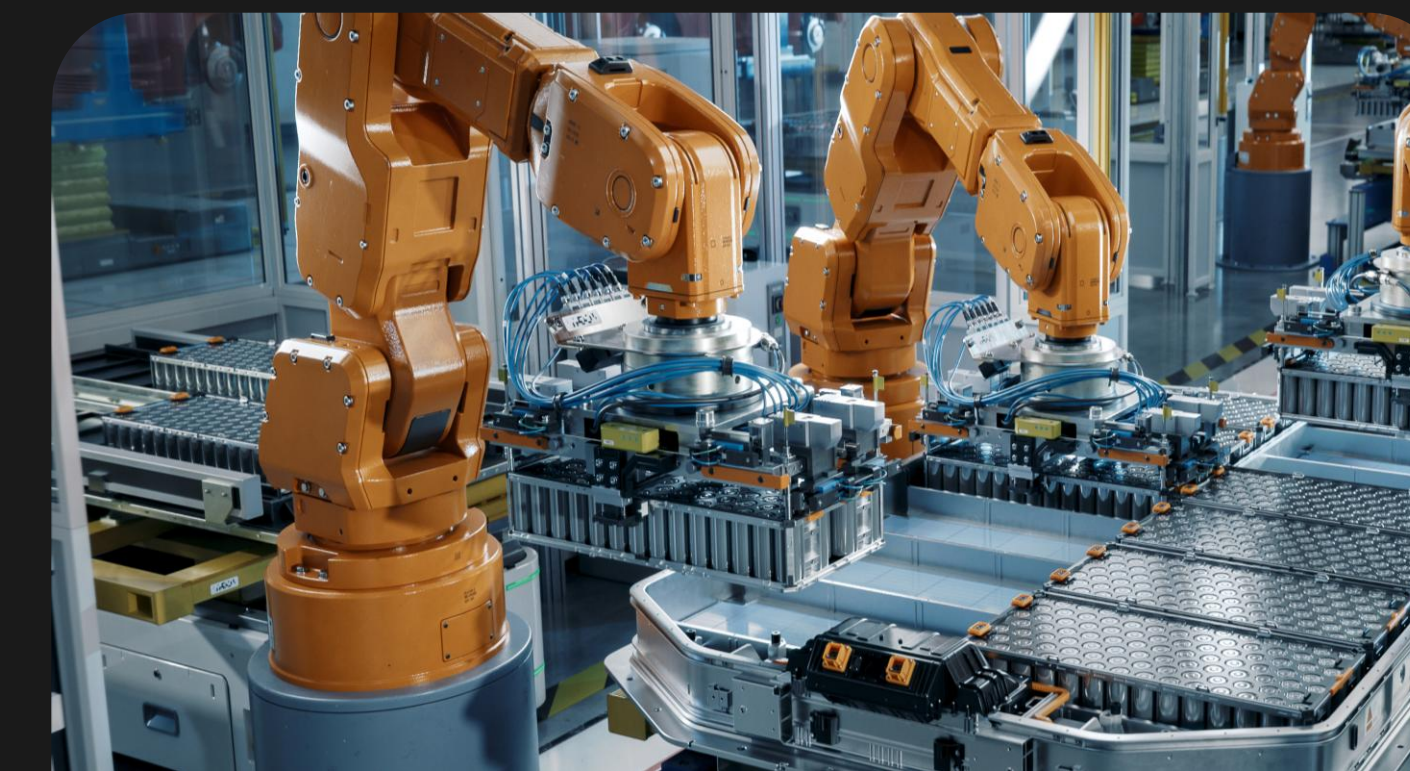
### TECH & SERVICES

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

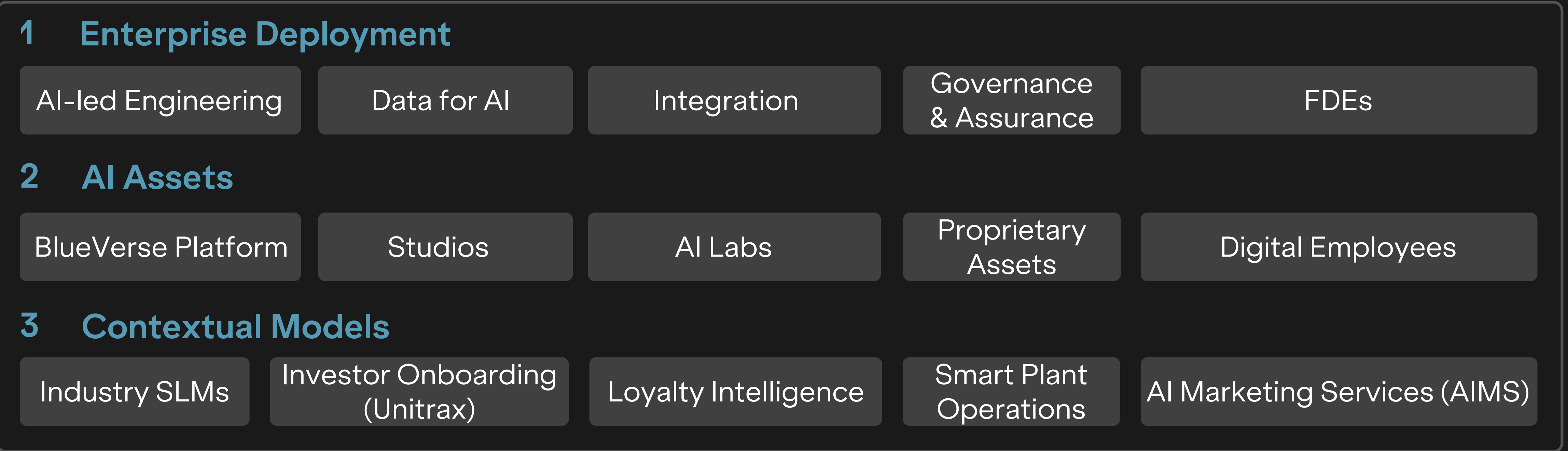
### Rest of the World

Expand presence in high-growth corridors

# Our AI Strategy — BlueVerse Ecosystem Play

Governed by: Responsible & Secure AI Framework

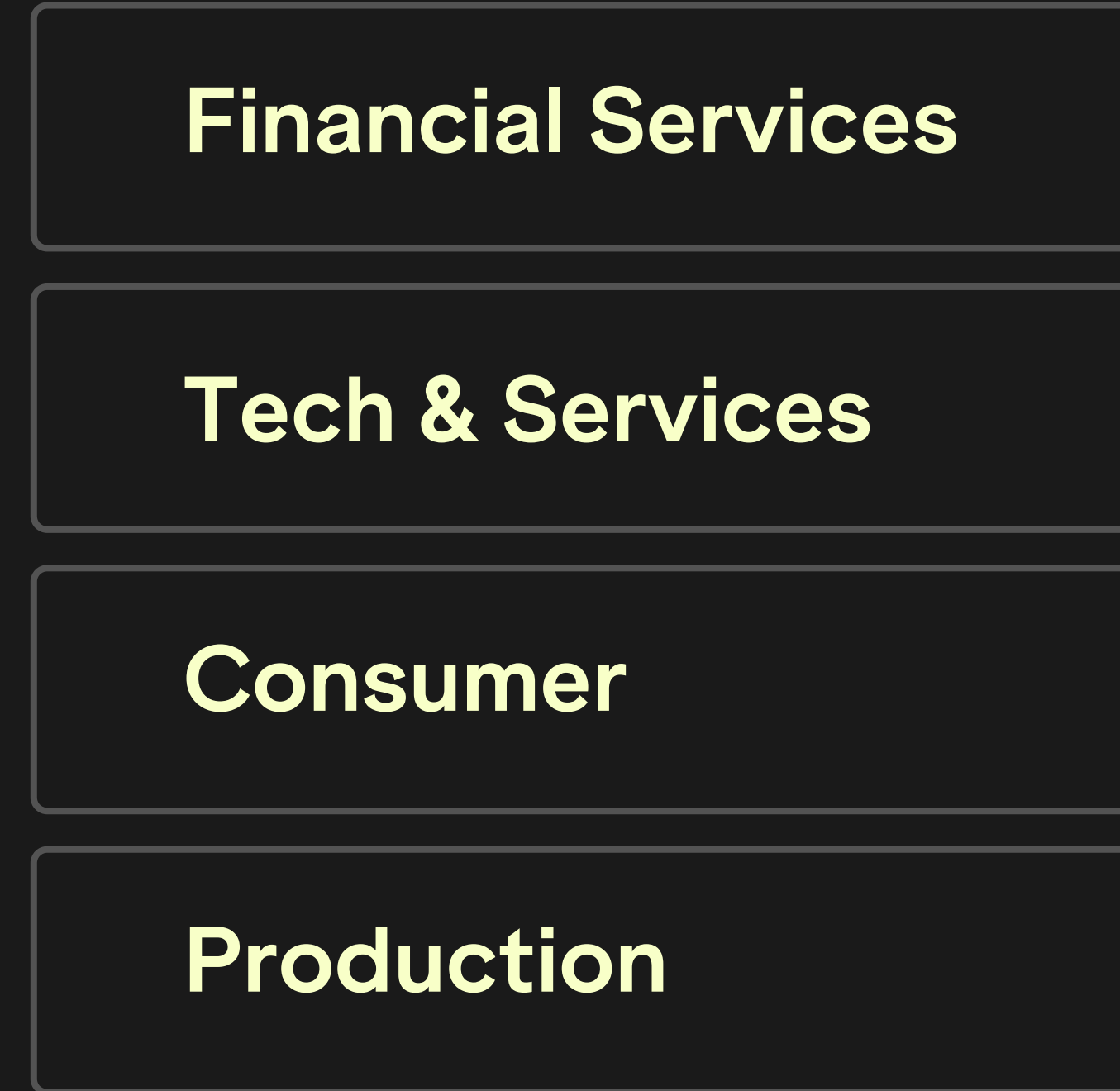
## CAPABILITIES STACK



## 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**

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**GROWTH**

OUTPERFORM

HORIZON  
**2**

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**PIVOT**

OUTIMAGINE

HORIZON  
**3**

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**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**



Non-linear scale

Top 20 accounts: 10+ years

9/10 CSAT score across top customers

**Sovereign AI Head Start in Regulated & High-Growth Industries**



Domain x AI edge in regulated sectors

Sovereign-compliant BFSI AI solns.

800+ employees hold security clearance

**Growth through Cross Sell in Acquired Logos**



Leverage LTM's global partnerships

Cross-sell cloud, data, CX, AI

Top 25 clients avg. IT spend > €500M

**Turbocharged Large Deal Winnability**



Multi-shore, domain-centric deal propositions

Local leadership shaping proactive deals

**Stronger Footprint to Serve Global Customers**



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 curve across the frame from the bottom left towards the top right. The entire image has a fine, grainy texture, giving it a digital or particle-like appearance.

# Introducing BlueVerse Currency

Commercial Innovation as AI Reshapes IT Delivery

## THE UNIFIED CURRENCY ACROSS



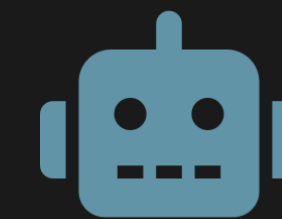
### PEOPLE

Expertise on demand



### ACCELERATORS

Reusable assets that speed delivery



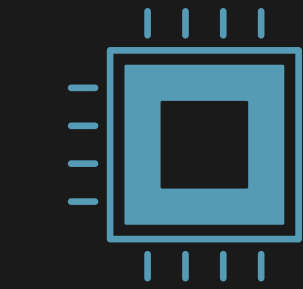
### AGENTS

Autonomous AI workforce



### PLATFORMS

Orchestrator layer to scale delivery



### TOKENS

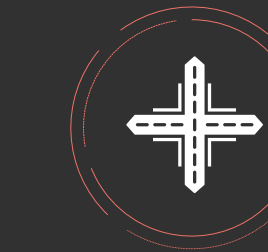
Compute and model usage

**BlueVerse Currency decouples outcomes from efforts.**



### Outcome-Linked Pricing

Cost tied to measurable business results



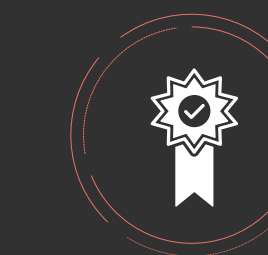
### Shared Productivity Gains

Clients capture more value from AI efficiency



### Fungibility Across Portfolio

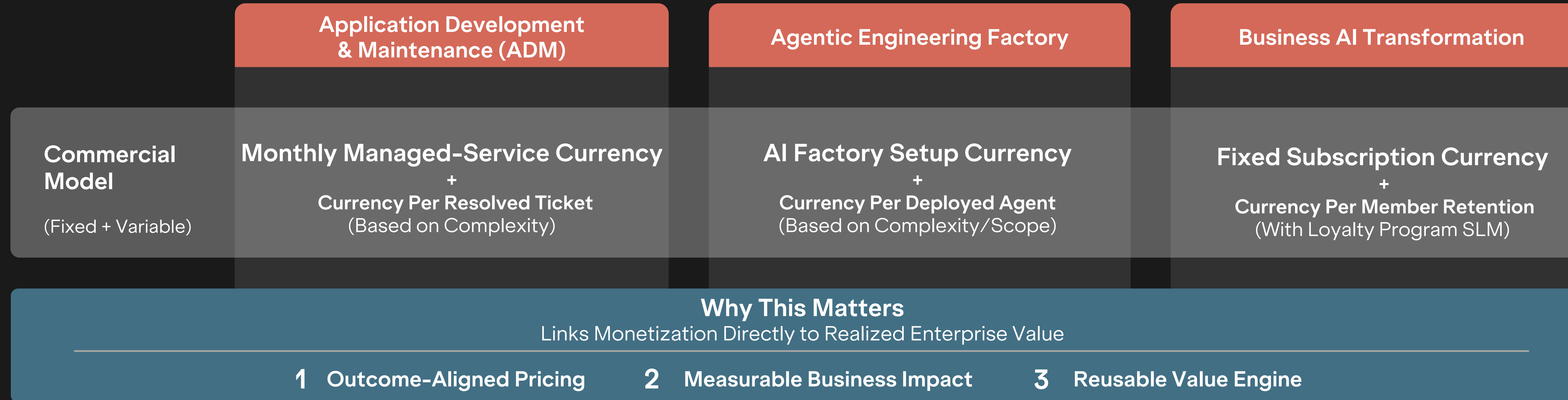
Divert resources mid-contract to address evolving business priorities



### Faster Reinvestment

Savings flow back into innovation

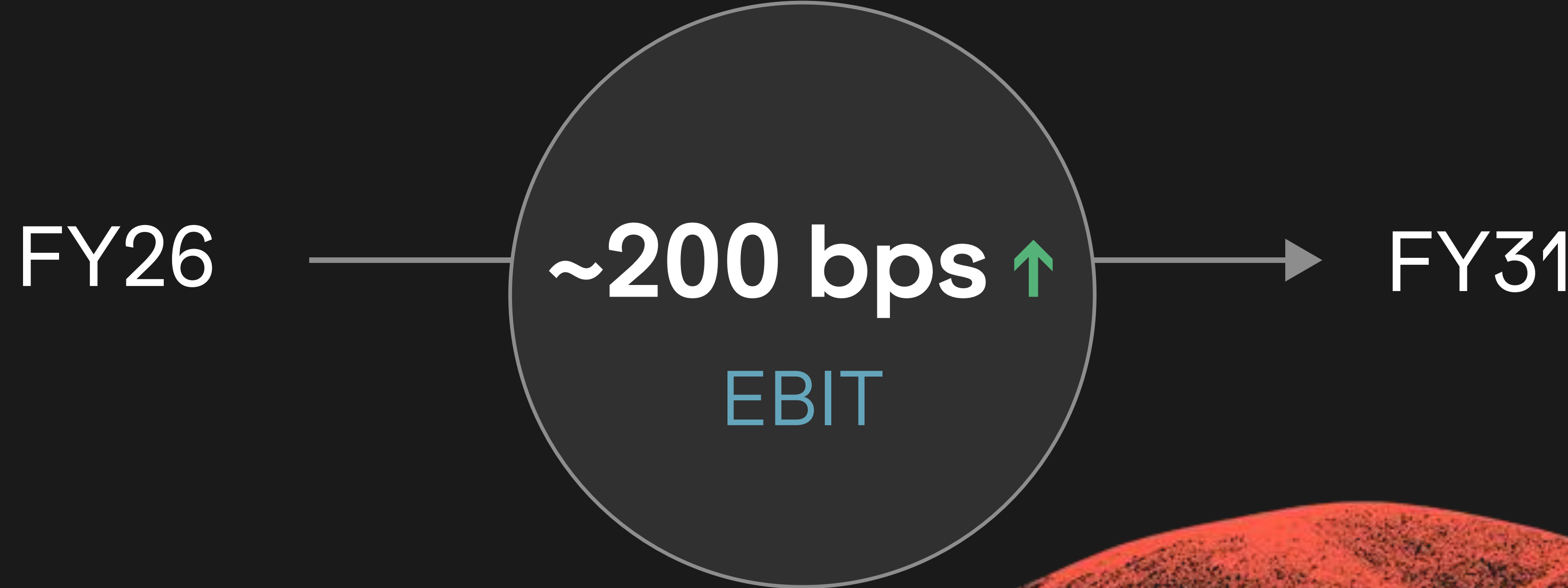
# BlueVerse Currency Enables Scalable Modernization across AI-led Engagements



The background features a dark, almost black, field with several broad, wavy bands of a vibrant orange-red color. These bands curve across the frame from the bottom left towards the top right. A fine, dense layer of small, bright orange-red particles or dust is scattered throughout the scene, particularly concentrated in the orange bands and the spaces between them, creating a sense of depth and movement.

# Lakshya 2031 Our Ambition

# Our Ambition





It's time to  
Outcreate