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Outcreating Shareholder Value

Vipul Chandra

Chief Financial Officer & Whole-Time 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.

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



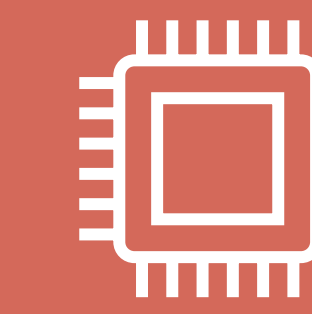
Large Deals Focus

- 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



**Accelerated
Growth Roadmap**

Scale & Diversification across
Clients & Geographies



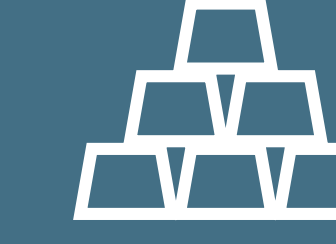
**Balanced
Portfolio**

Progressive Margin
Improvement



**Execution
Excellence**

In Line with
Our Strategy



Investments

Resilience



**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 x 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