

# IT & TECHNOLOGY SERVICES SEGMENT

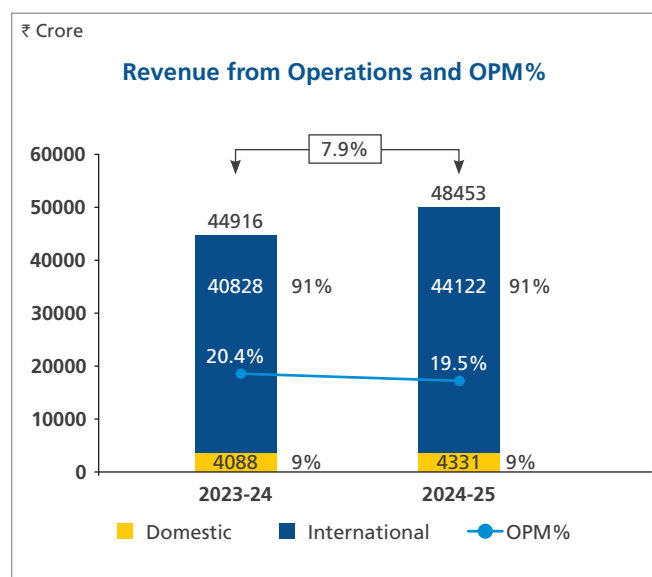


LTIMindtree, Solaris at Hebbal, Bengaluru, Karnataka

## The IT & Technology Services segment comprises of:

- LTIMindtree Limited and its subsidiaries
- L&T Technology Services Limited and its subsidiaries
- L&T Semiconductor Technologies Limited and its subsidiary
- E-commerce / Digital Platforms and Data Centers

## Financial performance of the segment



The segment recorded revenue of ₹ 48,453 crore for the year ended March 31, 2025, registering a growth of 7.9% over the previous year, largely reflective of the headwinds impacting IT&TS spends across the various markets. International revenue continues to be at 91% of the total revenue of the segment. The newly incubated businesses such as E-Commerce platform, Data Center and Semiconductor businesses are yet to meaningfully contribute to the revenues of the segment.

The segment's operating margin, at 19.5%, is lower compared to 20.4% in the previous year. The decline is due to cost under recovery.

The funds employed by the segment as on March 31, 2025, at ₹ 37,703 crore, increased by 14.1% compared to March 31, 2024, largely due to the acquisition of stake in E2E Networks Limited and higher cash and cash equivalents on the balance sheet.

## LTIMindtree Limited

### Overview

LTIMindtree Limited (LTIM) is a global technology consulting and digital solutions company that enables enterprises across industries to reimagine business models, accelerate innovation and maximise growth by harnessing digital technologies. As a digital transformation partner to more than 700 clients, LTIMindtree brings extensive domain and technology expertise to help drive superior competitive



*LTIMindtree Headquarters, Powai, Mumbai, Maharashtra*

differentiation, customer experiences and business outcomes in a converging world. Powered by 84,000+ talented and entrepreneurial professionals across 41 countries, LTIM assists in solving the most complex business challenges and delivers transformation at scale.

## Business Verticals

LTIM has a strong presence in the following business verticals:

### Travel, Transport, Hospitality, Logistics and Real Estate

LTIM enables the world's leading companies, from sectors like airline, hotel, restaurant, cruise line, car rental, travel technology, travel management, logistics and real estate, to accelerate their growth and drive operational excellence. LTIM develops modern mobile and web applications that enable digital marketing and sales, provide actionable insights to enhance customer experience, improve employee productivity and modernise legacy infrastructure and applications by leveraging strategic partnerships. With more than two decades of experience in working with marquee brands, LTIM delivers seamless and connected digital experiences for its clients.

### Public Services

This vertical enables federal, state and municipal governments to unlock the true potential of technology and digital aids, helping them to transform their service delivery to meet the evolving needs of citizens.

### Manufacturing

This vertical is the trusted partner, reimagining the future of manufacturing for over 150 manufacturers globally. LTIM caters to a wide range of manufacturing enterprises across industrial manufacturing, automotive, aerospace, EPC and process manufacturing verticals. It helps global brands to gain a competitive edge by leveraging digital transformation capabilities across the manufacturing value chain, front-end (sales, marketing, commerce and commercial) and back-office functions (procurement, manufacturing and supply chain).

### Healthcare

LTIM has delivered transformative consulting services and technology solutions to global healthcare giants including life sciences, pharmaceuticals, medical devices and hospitals. Combining domain expertise with advanced digital, cloud, data and enterprise technology, LTIM brings a unique healthcare platform operations approach to assist clients to adopt processes and technologies quickly and efficiently.

### Life Sciences

LTIM is transforming the life sciences industry, by fostering collaboration that enhances healthcare accessibility and affordability while propelling personalised medicine and patient-centric care journeys. LTIM's digital and technology-enabled solutions assist clients to drive precision medicine, achieve early diagnosis, innovate therapeutics and medical devices, across the life sciences spectrum.



Reception Lobby at LTIMindtree, Solaris, at Hebbal, Bengaluru, Karnataka

## Energy

LTIM delivers a comprehensive set of next-generation solutions that are designed for the complete energy value chain across upstream, midstream and downstream, oil-field services and renewables segments. LTIM also helps to monitor, track, account and report carbon footprint, and assist in trading carbon credits through holistic emissions management, decarbonisation of operations and expansion into renewables.

## Utilities

LTIM has experience in helping electric, gas and water utility firms to reinvent themselves by seamlessly connecting the physical and digital worlds through comprehensive IT/OT capabilities. LTIM's vision is aimed at addressing transformational challenges such as distributed energy resources, grid modernisation, production asset management, T&D network operations, EV infrastructure, customer experience and energy transition.

## Retail and Consumer Packaged Goods

LTIM delivers personalised experiences at scale to the world's largest consumer packaged goods (CPG) companies and brands. LTIM also assists CPG and retail clients to navigate competition and margin pressures, global supply chain disruptions and shifting consumer loyalties. LTIM's 6,500+ global associates drive transformation by designing innovative 'phygital' experiences, modernising legacy applications and infrastructure through cloud adoption and accelerating automation to enhance decision making.

## Insurance

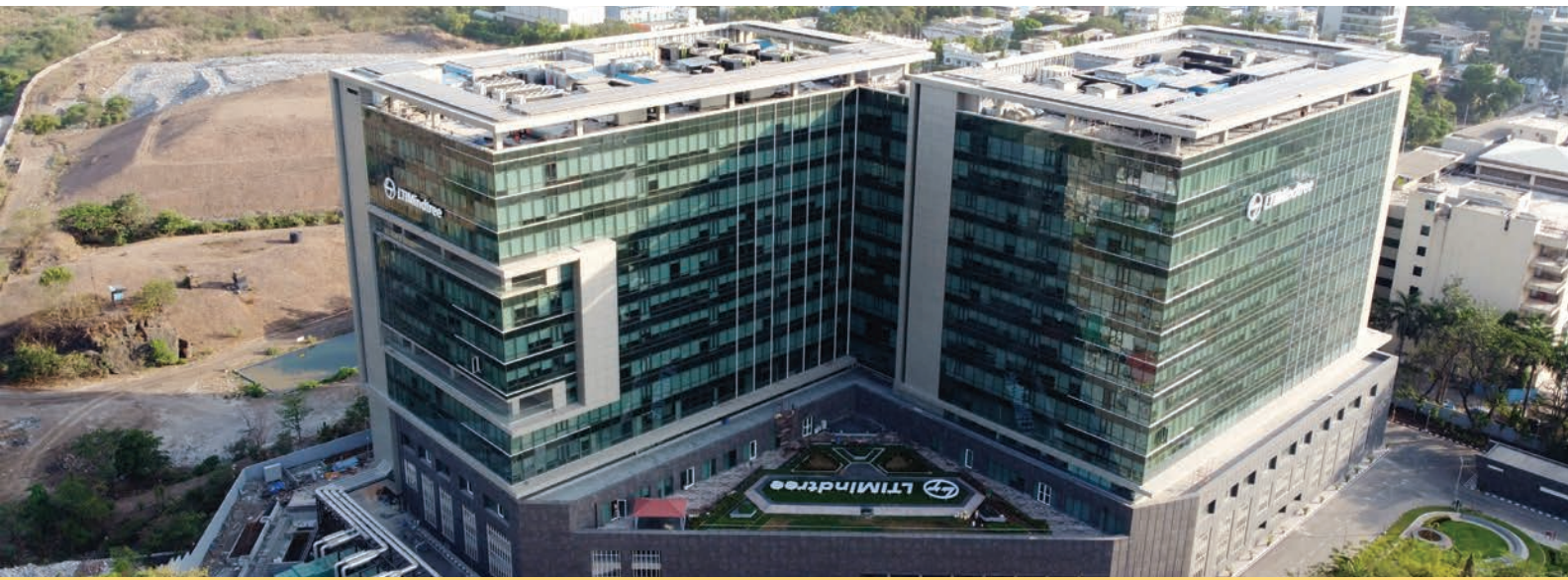
LTIM has been the partner of choice for the insurance industry, including 17 Fortune 500 insurers, supporting their digital and data transformation journeys. LTIM offers AI-Smart domain solutions that enable new business models, profitable growth, operational efficiencies and elevated experiences for agents and customers. With a strong ecosystem of partners, including hyperscalers, AI / data cloud platforms and leading insurance SaaS providers, the company has developed pre-built 'leapfrog' solutions to accelerate clients' journey towards modern, AI- and data-driven platforms and operations.

## Banking and Financial Services

LTIM offers a comprehensive suite of services addressing the unique challenges faced by banks and financial institutions. Collectively called banking and financial services (BFS), the services offered by this vertical include solutions covering management and enhancement of customer experience, digital banking solutions and risk management. LTIM BFS empowers clients to stay ahead in a competitive landscape by leveraging analytics, AI, cloud computing and cybersecurity, which help to drive growth, optimise operations and deliver exceptional value to their customers.

## Communications, Media and Entertainment

This vertical works with the world's leading broadcasters, studios, OTT/streaming companies, publishers, information service providers, education, music, gaming, AdTech, telcos and multiple-system operators. Rapid changes in



*LTIMindtree's state-of-the-art campus at Mahape, Navi Mumbai, Maharashtra*

these industries provide an opportunity to unlock multiple opportunities with digital initiatives and AI. LTIM is enabling its clients with product innovation to drive new revenue streams, modernise content supply chains and personalise viewer/audience experiences. LTIM's 5C (Content, Consumer, Commerce, Compliance and Core) framework, coupled with AI-powered platform 'Mediacube', is helping clients in their transformation initiatives.

### Hi-Tech and Services

LTIM powers innovation to leading hi-tech and services enterprises across various sub-segments with an AI pivot: semiconductors, software and platforms, hardware and OEMs, and professional services. LTIM combines domain knowledge, customer experience and digital engineering prowess to deliver next-generation technology solutions and products catering to the industry's needs. LTIM's 'Operate to Transform' framework, built using AI-based automation and IPs, enables it to deliver next-gen IT solutions to clients within this space.

### Service Lines

LTIM has offerings across the following service lines:

- ▣ Data and Analytics
- ▣ Cloud and Digital Infrastructure
- ▣ Cybersecurity
- ▣ SAP
- ▣ Interactive
- ▣ Salesforce
- ▣ Enterprise AI

- ▣ Digital Engineering
- ▣ Consulting
- ▣ Quality Engineering Services
- ▣ iNXT
- ▣ iNXT Geospatial Engineering
- ▣ Platform Operations
- ▣ Enterprise Automation
- ▣ Low Code Integration
- ▣ Enterprise Cloud Applications
- ▣ Oracle

### Alliances and Partnerships

LTIM's strong partner ecosystem has enabled it to deliver substantial value for its clients by building and executing joint Go-to-Market strategies. The company partners a diverse set of global tech majors in Data Analytics & GenAI, Cloud & Infrastructure, Interactive, Digital Engineering, Low Code & Integration, Security, and more.

LTIM has signed exclusive Strategic Partnership Agreements (SPA) with all three hyperscalers: GCP, Microsoft and AWS. During the year, LTIM invested extensively in building cutting-edge solutions with partners tailored to evolving industry needs, while also differentiating itself by acquiring and retaining over 27 specialisations. LTIM continues to collaborate with partners to create value through execution of joint GTM strategies, co-innovation, co-selling and driving joint demand generation initiatives.



*LTIMindtree Global Village, Bengaluru, Karnataka*

## Business Environment

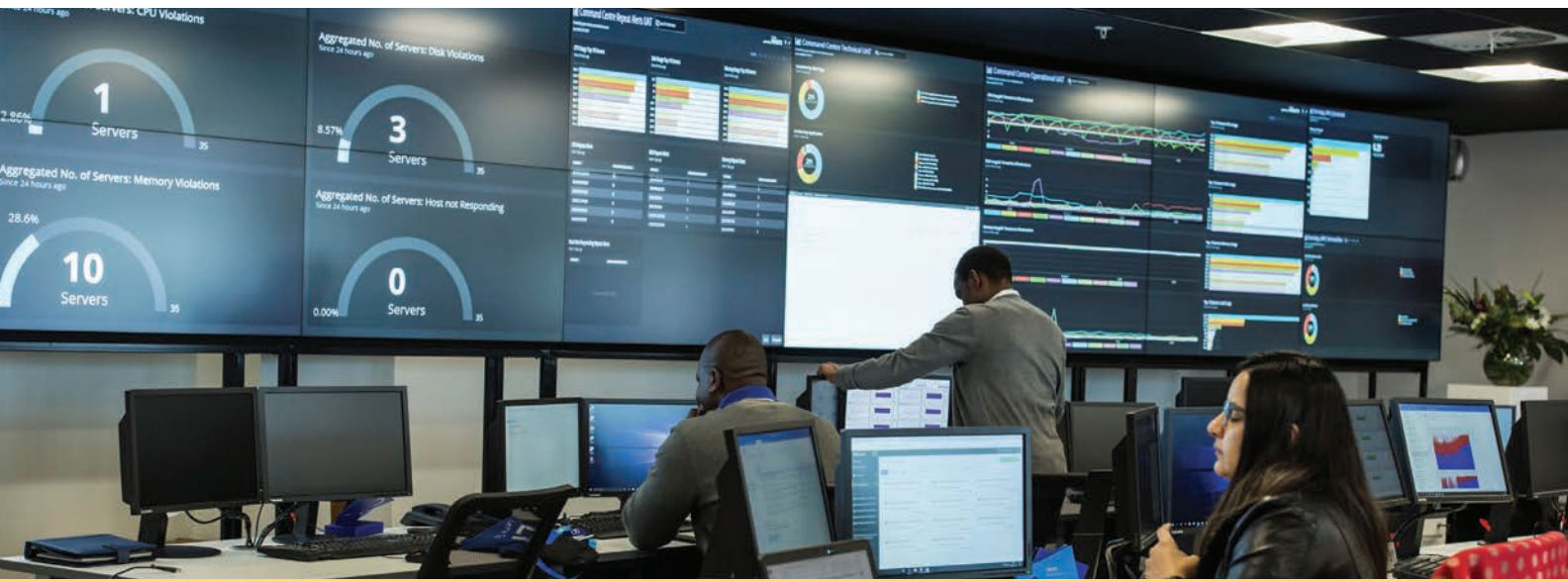
The global business environment is expected to be uncertain going into FY 2025-26. The full impact of the recent US tariff announcements, on trade flows in general and on businesses in particular, will be difficult to ascertain in the near term. The uncertainties around policies may impact corporate investment and consumer confidence.

India's economy continues to demonstrate growth momentum and remains one of the fastest growing major economies. Despite global economic headwinds, India's growth trajectory remains robust, driven by strong domestic demand, sustained public infrastructure investment and a resilient service sector.

In FY 2024-25, the Indian IT industry's revenues are expected to reach USD 283 billion (5.1% y-o-y), while exports are projected to be ~USD 224 billion (4.6% y-o-y).

## Key Deals Won:

- ▣ A US-based insurance and retirement corporate has selected LTIM as their partner for development and support in the Life & New Business area. This includes accountability for managing 100+ apps in the new business portfolio.
- ▣ A US-based non-profit organisation has entrusted LTIM with an Infrastructure & Cybersecurity Managed Services contract. This involves migration of Data Center to Cloud along with implementation and management of security and infrastructure tools.
- ▣ A large global financial institution has partnered with LTIM to modernise its wealth data platform.
- ▣ A leading US-based energy utility company has selected LTIM as a long-term strategic partner for Infrastructure & Cloud Managed Services across multiple towers - Enterprise Systems, End User Computing, Offshore Network Operations Centre (NOC) and Off-hours Service Desk.



*LTIMindtree's state-of-the-art Delivery Centre in Johannesburg, South Africa*

- ▣ A leading European automobile major has selected LTIM for supporting its end-to-end Enterprise Application Operations through delivery teams across Poland and Germany.
- ▣ A global manufacturer has selected LTIM to manage its end-to-end IT landscape using LTIMindtree's 'AI in Operations' platform.
- ▣ A leading global designer and manufacturer of electric domestic appliances has selected LTIM as their anchor partner to deliver Quality Assurance Services.
- ▣ A major US airline selected LTIM to provide Platform Engineering & Operations Services, leveraging its global delivery footprint in the US, UK, Poland and Australia.

## Significant Initiatives

- ▣ Across internal business functions, LTIM kickstarted the Generative AI transformation initiative and implemented 25+ key use cases that improved employee experience, enhanced functional efficiency and drove employee productivity.
- ▣ The company has implemented SAP Business Technology Platform (BTP) solutions to significantly reduce manual efforts in key HR processes.

## Outlook

The NASSCOM Annual Enterprise CXO Survey 2025 highlights a shift towards AI-driven digital transformation, with organisations increasingly consolidating technology investments into high-impact use cases expected to define the next five years.

LTIM is excited about the expanded possibilities that lie in near to medium-term. With AI at the core of the company's strategy, a commitment to operational excellence and a focus on empowering its people, LTIM is well-positioned to lead the way in the global technology ecosystem.



*LTTS Bangalore Office, Karnataka*

## L&T Technology Services

### Overview

L&T Technology Services Limited (LTTS) is a global leader in Engineering Research and Development (ER&D) services. LTTS operates in more than 25 countries, with an annual revenue of over USD 1.25 billion. Being able to design, develop and deliver transformative products and services, LTTS offers bespoke solutions, drives innovation and helps its diverse global clientele achieve their goals. LTTS partners with some of the world's leading brands across various industries in their pursuit of superior operational efficiency in areas of mobility, sustainability and tech.

Headquartered in India, LTTS has over 24,250 employees spread across 23 global design centres, 30 global sales offices and 108 innovation laboratories as of March 31, 2025. Its global footprint covers more than 25 countries across all key geographies.

The company offers end-to-end consultancy, design, development and testing across product and process life-cycles. LTTS leverages its deep multi-domain expertise across software and digital engineering, embedded systems, engineering analytics and plant engineering to create transformative value propositions for clients globally.

LTTS bridges the gap between engineering and technology to create innovative solutions, turning bold ideas into real-world solutions – from smart, connected devices to next-gen factories that operate more efficiently and sustainably. LTTS's deep domain expertise, combined with a passion for innovation, allows it to deliver results that set new standards for excellence.

LTTS offers its services to customers across three key segments:

- ▣ Mobility
- ▣ Sustainability
- ▣ Tech

### Mobility

This segment focusses on innovation across the transportation landscape. Leveraging cutting-edge technical knowledge, unmatched engineering expertise and world-class talent in combination with extensive domain experience, LTTS cross-pollinates ideas and solutions for meeting the evolving market needs of clients. The company develops and delivers innovative products and solutions, tackles complex engineering challenges, redefines consumer experiences and helps improve passenger safety across its focus sub-segments of automotive, aerospace engineering, rail transportation and trucks / off-highway vehicles.

*LTTS at Knowledge City Vadodara, Gujarat*

## Sustainability

LTTS leverages its decades worth of unmatched ER&D excellence and expertise within Discrete Manufacturing and Industrial Products, as well as Process Manufacturing, and achieve IT-OT synergies as well as develop cross-domain insights and skillsets in its global operations. Combined with an ability for rapid adoption, this enables the creation of cutting-edge, scalable and sustainable solutions that have a positive impact on businesses, communities and the environment.

## Tech

Amidst rising demand for complex software products across a rapidly expanding, high-performance connected device ecosystem, growing regulatory compliance requirements and accelerated cybersecurity threats, LTTS works with global companies to focus on creating differentiated experiences. Leveraging its unmatched AI expertise (with more than 190 patents filed in AI and GenAI), a demonstrated history of engineering excellence and deep cross-vertical capabilities to deliver tangible outcomes, LTTS enables accelerated product launches and reliable life-cycle management journeys for its clients across hi-tech, medtech, public infrastructure and smart cities, and software and platforms.

## Business Environment

The BCG-NASSCOM Engineering Research and Development (ER&D) report expects the global ER&D industry to grow at a 9% CAGR between now and 2030. This momentum is being led by growth in software and allied offerings including Software-Defined Everything (SDx), rise in demand for telecommunications and portfolio expansion in the semiconductor domain.

The automotive sector, for instance, is undergoing a significant shift with a predicted surge in electric vehicle (EV) sales, anticipated to make up 25-30% of the global automotive market by 2030. LTTS is strongly positioned through its expertise in developing next-gen EV platforms, autonomous driving solutions and smart manufacturing systems. Additionally, industries like aerospace and industrials are focusing on digital twin technologies, IoT implementation and automation to streamline operations, i.e. areas where the company has established deep competencies and capabilities.

Macroeconomic challenges such as cost pressures, sustained geopolitical instability and growing localised regulations on data sharing and technology export may continue to pose a challenge. LTTS also faces intense competition as global ER&D spend patterns are fractured and distributed across multiple geographies.



LTTS Mysuru, Karnataka

However, the company's commitment to a sustainability-focused, technology-led approach and sustained investments in AI/ML-driven innovation aligns perfectly with its clients' increasing demand for green solutions and digital reinvention.

## Major Achievements

Driven by its 'Go Deeper to Scale' strategy, LTTS closed several large deal wins throughout the year, including a marquee USD 80 million net new engagement in the sustainability segment. Further, the list of achievements includes three USD 50 to 80 million, five USD 30 to 50 million and ten USD 15 to 25 million deal wins across segments.

### Key Deals Won:

#### Mobility

- ▣ Multi-year engagement with a Tier 1 European automotive customer to restructure their delivery models and ensure streamlined programme ownership
- ▣ Enabling control systems, software development and verification & validation for a leading US construction and engineering equipment manufacturer
- ▣ Providing engineering design services and supporting the automotive customer's product development team

#### Sustainability

- ▣ Establishing a dedicated Centre of Excellence (CoE) in India to act as a global innovation hub with a focus on digital transformation and comprehensive product life-cycle management (PLM) journey

- ▣ A multi-year, multi-million-dollar programme with one of the world's largest energy companies to provide a comprehensive range of Engineering, Procurement and Construction Management (EPCM) services, including Integrated Digital Engineering and Data Governance for Capital Projects
- ▣ Providing software engineering, embedded design and design services leveraging global delivery models for a leading oilfield services firm

### Tech

- ▣ Selected by a global healthcare technology leader to deploy an engineering team for post-market surveillance covering corrective and preventive actions (CAPA), remediation, complaint handling and QMS projects, besides being named as Global Designate Supplier for engineering and R&D programmes across all business units worldwide
- ▣ Strategic partner for a global network provider to deliver product integration services for the North American market
- ▣ Providing global carrier-testing services and verification processes for one of the world's leading technology majors

## Competitive Positioning

During FY 2024-25, LTTS continued to leverage its 'Go Deeper to Scale' strategy for an unmatched competitive edge in the ER&D services domain. The company's robust financial performance and strategic initiatives earned high praise from leading analysts and industry bodies.



LTTS Tear Down Lab

- ▣ The Everest Group featured LTTS among the Top 3 Global pure-play Engineering Services in Everest Group's Engineering Services Top 50 rankings and rated the company as one of the leaders in the Connected Product Engineering Services PEAK Matrix® Assessment 2024 in Embedded Engineering.
- ▣ LTTS was recognised as one of the market leaders in the 2024 HFS Horizons Report for IoT Service Providers, excelling in comprehensive strategies, global reach, technology partnerships and transformative solutions.
- ▣ Zinnov rated LTTS as a Leader in Digital Engineering and ER&D Services 2024 for Overall ER&D, Digital Engineering Services, Medical Devices, Industry 4.0 and Industrial.

As of March 31, 2025, LTTS boasted an impressive portfolio of 1,502 patents filed, with 190 patents in AI and GenAI alone. The company launched the NVIDIA AI Experience Zone at its Bengaluru design hub to elevate AI capabilities for clients in mobility and tech, underscoring a continued commitment to innovation and collaborative development. Internal R&D programmes are underway on Agentic AI, an autonomous system aimed at enabling automation, autonomous operations and enhancing decision-making across domains.

## Significant Initiatives

The key initiatives launched by LTTS during the year include:

- ▣ TECHgium®, India's largest innovation platform for engineering students, now in its 7th edition, with more than 36,765 students participating from 503 engineering institutes across the country
- ▣ A state-of-the-art CoE campus to bolster engineering support for Airbus' aircraft structural simulation activities across its diverse business units in Europe, spanning France, Germany, the UK and Spain
- ▣ Partnerships with NMICPS TiHAN Foundation, IIT Hyderabad, for fostering industry-academia advancements in the domains of Advanced Driver Assistance Systems (ADAS) and Cellular Vehicle-to-Everything (CV2X) communication
- ▣ MoU with PST, a wholly owned subsidiary of Union Pacific Railroad, to enhance the safety and efficiency of railroads in India and adjacent markets through world-class simulation technology
- ▣ Joint digital twin CoE with Altair to accelerate digital transformation and deliver cutting-edge capabilities for clients worldwide, enabling premier solutions for enhanced innovation and efficiency
- ▣ India's first integrated state-level Cyber Command and Control Centre at Mahape, in collaboration with the Maharashtra State Cyber Department, as a decisive step towards creating a secure and robust digital environment
- ▣ Strengthening the decade-long partnership with Siemens across the existing CoE and a new Digital Manufacturing Academy



*LTTS Electric Vehicle Lab*

## Risk Management Framework

The company's risk management approach is strategically placed to function independently in line with best-in-class corporate governance principles and statutory requirements in alignment with globally accepted risk management frameworks.

LTTS's risk management programme is aligned with business strategy and embedded in the normal course of business across the company under the guidance of the Risk Management Committee (RMC) of the Board. The programme enables proactive identification and mitigation of enterprise risks, supporting informed decision-making, sustainable growth and value creation. The Chief Risk Officer oversees risk management programme and is supported by the Enterprise Risk Management (ERM) team.

LTTS's risk management framework includes the following risk categories:

- ▣ Strategic: Risk events that make it difficult to achieve strategic objectives and goals
- ▣ Operational: Operational challenges faced by business teams in regular course of business
- ▣ Financial: Inefficient utilisation of financial resources, currency fluctuations, credit risk, etc.
- ▣ Compliance: Potential risk of non-compliance with laws and regulations

For the effective functioning of the risk management programme, risk assessments are conducted at various levels, including enterprise, business unit, customer account and project levels. Key risks are presented to the senior

management including the CEO, the CFO and the relevant Board Committees such as Audit Committee and Risk Management Committee.

## Outlook

LTTS continues to leverage its proven expertise in engineering and digital innovation for driving a robust growth trajectory in the coming year. With ongoing investments in high-potential areas including Agentic AI, LTTS is well-positioned to lead the global ER&D market. The focus continues to remain on key growth segments of mobility, sustainability and tech, powered by its 'Go Deeper to Scale' strategy and the momentum generated by the accelerated emergence of breakthrough technologies.

LTTS's acquisition of Intelliswift Inc and its subsidiaries in Q3 FY 2024-25 underscores its commitment to expanding software and digital engineering capabilities. The move not only strengthens its foothold in hyperscaler segments but also marks its entry into service-led sectors such as retail, fintech and healthcare. The integration of this acquisition has already shown results with the creation of a new Software & Platforms segment designed to address the growing demand for innovative software solutions.

With the continued growth in demand for digital transformation initiatives, combined with a growing focus on sustainability and innovation, LTTS is well poised to capitalise on emerging opportunities. Aligned with its commitment towards client-centric innovation and engineering excellence, the company continues to foster technology-driven transformation across industries worldwide.

*Semiconductor Experience Centre*

## L&T Semiconductor Technologies

### Overview

L&T Semiconductor Technologies Limited (LTST) was incorporated in November 2023. The company is a wholly owned subsidiary of L&T and was formed to spearhead the Group's foray into the semiconductor domain. LTST aspires to be the first Indian fabless semiconductor product company with a focus on designing and delivering smart semiconductor devices for the global market.

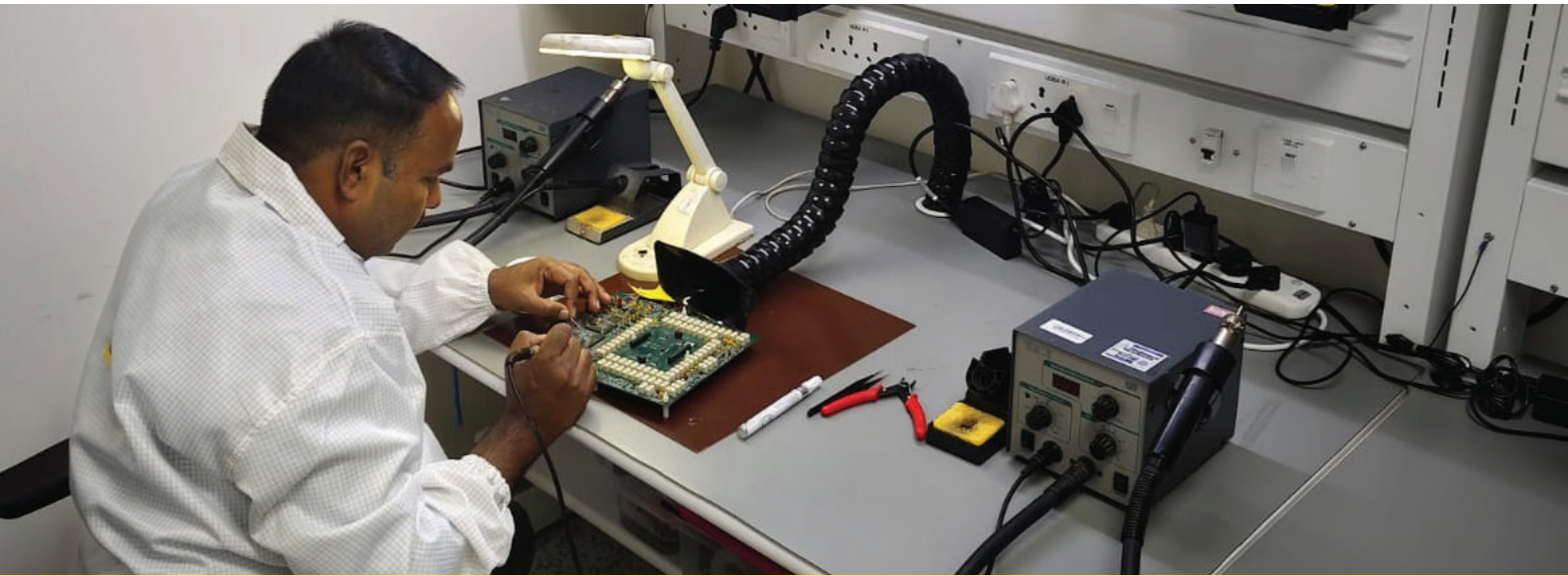
LTST has built a high-impact team of more than 350+ professionals located across the globe, focussing on innovation, cutting-edge R&D, world-class operations and sales and marketing. With presence in the US, Europe, Japan, India & Taiwan, this growing talent pool forms the backbone of LTST's mission to lead from the front in the global semiconductor landscape.

LTST is committed to drive the next-generation technologies in the areas of decarbonisation, digitalisation and technological self-reliance. The company is focused on providing smart, energy-efficient, high-performance systems to address customers' specific needs or gaps identified in the market.

LTST is focussed on delivering differentiated value through intelligent features and system-level innovation. Based on this customer-led approach, LTST is organised across four

business units, supported by common R&D, operations and other support functions:

- ▣ **Mobility Business** – The unit focusses on applications across vehicle safety, vehicle propulsion and in-cabin experience. Each of these applications is planned to be addressed by identified initial products – body and zonal control, on-board charging, intelligent parking, traction control, compute system-on-chip (SoC), battery management, etc.
- ▣ **Industrial Business** – This unit addresses diverse applications such as robotics, control systems, HVAC systems, security applications, power tools, and more. The business intends to develop products that find use-cases across a majority of these applications.
- ▣ **Energy Business** – This unit addresses applications across power generation, transmission, distribution and energy storage systems. Target applications range across battery management systems, data centers, inverters and converters for solar and wind generation, as well as for UPS and EV chargers. The roadmap products include IGBT and SiC high-power modules, power management ICs, battery management ICs, FET drivers and GaN-based solutions.
- ▣ **Application Solutions Business** – This unit focuses on development of IC modules for automotive and industrial applications requiring cellular connectivity, embedded software and software-defined vehicles.



L&amp;T Semiconductor Lab

## Business Environment

The global semiconductor market has exhibited significant growth in recent years and is projected to continue this upward trajectory driven by increasing demand across sectors such as AI, automotive and consumer electronics. Forecasts indicate that the market will grow at a CAGR of ~15% during the 2025-2032 period. The Indian semiconductor market is also expected to double by 2030.

### Automotive Sector

The automotive industry is undergoing a rapid transformation. Semiconductors play a pivotal role in enabling energy-efficient, intelligent and software-defined mobility. From EV propulsion to smart, software-driven experiences, semiconductors are enabling safer, cleaner and better-connected mobility.

With the evolution towards software-defined vehicles, continuous over-the-air (OTA) updates, AI-enabled functions and cloud connectivity, semiconductors are now central to vehicle design and performance. OEMs are investing in power-efficient architectures to extend vehicle range and improve system-level energy usage. This includes the use of advanced semiconductors in traction inverters, charging solutions, battery management and converters.

### Energy Sector

The global energy landscape is undergoing a fundamental shift driven by the growing integration of energy sources. Semiconductors are playing a transformative role in enabling this transition, offering performance, efficiency and

intelligence. Smart grid development for efficient energy distribution and integration relies heavily on semiconductors for real-time monitoring, communication and controls across generation, transmission and distribution networks. Advanced microcontrollers, communication and power semiconductors are key enablers of functions like load balancing, outage detection and integration of distributed energy resources.

The rise of renewable energy demands requires robust and efficient power conversion systems. Semiconductors are critical in solar inverters, wind turbine converters and maximum power point tracking (MPPT) systems. These applications require high efficiency switching, thermal stability and the ability to operate in harsh environments. Additionally, energy storage systems that support renewables rely on battery management ICs, gate drivers and control processors.

### Industrial, Electronics and Appliances Sector

The global semiconductor market for industrial applications is poised for strong growth with consumer electronics and appliances continuing to be major demand drivers. In parallel, the rise of Industry 4.0 is accelerating semiconductor demand in the industrial sector.

Semiconductors are becoming critical as white goods transition from basic utilities to intelligent, connected systems requiring integration of sensors, connectivity modules and microcontrollers to enable energy optimisation, predictive maintenance and IoT-based automation. This trend is accelerating demand for analog, power management and connectivity ICs across mid-to high-end appliance categories.



LTSC Products

## Major Achievements

In a little more than a year since its inception, LTSC has emerged as a prominent player in the industry focused on developing a diverse portfolio of semiconductor products.

- ▣ Entered into multiple product development agreements with leading customers in key industry segments. Some of the major product development engagements include:
  - BLDC motor controllers being developed for one of India's top OEMs in air conditioners and fans, powering next-generation energy-efficient appliances
  - Camera SoC designed for one of India's largest CCTV manufacturer enabling smarter surveillance and security systems
  - USB-C Power Delivery (PD) solutions to be deployed at scale for a leading automotive customer
  - Cellular IoT module development along with leading global computing company
- ▣ Completed the acquisition of SiliConch Systems, a Bangalore-based semiconductor IP company with a portfolio of 60 patents (thereby enhancing LTSC's capabilities in terms of engineering expertise and design proficiency)
- ▣ Established its own state-of-the-art laboratory in Bengaluru, equipped with advanced equipment for development, testing and validation
- ▣ With focus on next-generation semiconductor innovation fostering breakthroughs in AI/ML, secure-compute and

connected systems, LTSC has entered several strategic partnerships:

- Collaboration with IBM for R&D aimed at designing advanced processors (partnership focuses on AI-enabled processors for various applications across mobility, industrial and automotive sectors)
- Partnership with CDAC focusing on creation of 'Make-in-India' solutions, including ICs, SoC designs and ESDM technologies leveraging indigenous processor
- Tie-up with IIT Gandhinagar to create secure ICs and SoCs for India's vital technological infrastructures

## Outlook

Geopolitical changes can have a significant impact on the semiconductor industry. To mitigate any adverse impact from these changes, countries are pursuing efforts to secure their own chip supply chain. India stands to benefit from this transition as it emerges as a promising destination for semiconductor design, manufacturing and assembly, supported by government initiatives, a growing talent pool and strong demand from the domestic electronics and automotive segments.

LTSC is well-positioned to leverage this opportunity by offering end-to-end semiconductor engineering solutions, from chip design to system integration, enabling global players to scale faster while meeting regional compliance and innovation goals.



*L&T EduTech, building value for learners, academia and industry*

## E-commerce / Digital Platforms and Data Centers

This sub-segment mainly includes new-age businesses incubated by the Company, namely L&T EduTech, L&T-SuFin and Data Centers. These ventures are a part of L&T's plan to leverage digital technologies in some of its core domains in order to future-proof them and tap future growth opportunities.

### L&T EduTech

L&T EduTech is an EdTech initiative of the Company, providing high-quality hybrid education and skill building assistance for students pursuing higher education as well as for working professionals. This business partners with colleges, universities, corporations, channel partners and government agencies to facilitate skill development in core engineering and IT domains.

L&T EduTech delivers industry-aligned learning and assessment solutions to bridge the skill gap between academia and industry. It leverages the expertise of the Group to provide scalable education and skilling programmes for students, faculty and professionals.

L&T EduTech has developed a robust learning management system (LMS), assessment engine, recruitment automation and skill exchange platform. The business offers a wide

bouquet of learning and assessment solutions with its learning programmes, assessments and certifications, virtual and hands-on laboratories, industry capstone projects, instructor-led training and industry immersion.

The two major verticals of L&T EduTech are as follows:

**College Connect:** The vertical focusses to narrow the gap between academic learning and practical industry experience. It offers courses in core engineering, information technology, arts and sciences with industry-specific application-oriented knowledge. Aligning to the National Education Policy (NEP) 2020, College Connect offers multi-disciplinary programmes which can be integrated into the college curriculum to replace/add on to the credits required for degree programmes. The business also organises career guidance sessions, conducts regular faculty development programmes and offers industry immersion programmes to deliver superior learning experiences to both teachers and students.

**Workconnect:** The vertical offers upskilling and reskilling opportunities for corporate employees via several product packages, including .Net, Java, Data Analytics, Cybersecurity, and more. Along with industry-relevant courses, this vertical also focusses on assessments. Further, the robust auto-proctored assessment platform helps organisations in their recruitment process for new talent as well as in developing the existing workforce.



*L&T Edutech, building value for learners, academia and industry*

## Business Environment

The EdTech market in India, currently worth USD 7.5 billion, is driven by rising aspirations, digital expansion and a shift to online learning. Within the EdTech market, the online higher education segment is expected to reach USD 5 billion by 2025, driven by increased adoption of digital learning platforms. While funding has fluctuated, the sector's potential remains high, with hybrid learning models and emerging technologies like AI enhancing education.

The increasing demand for online learning solutions and the growing adoption of technology in education to enhance accessibility and engagement are the key market drivers fuelling the growth of the EdTech Market.

## Major Achievements

- ▣ Market expansion through partnership with more than 60 colleges and scaling of learner engagement
- ▣ Reached more than 1,50,000 worldwide learners on Coursera
- ▣ LearnKonnnect launched, with orders for 1,00,000 learners; implementing AI-driven career guidance tools, offering microsite-based course experiences and refining the subscription-based learning model to align with user preferences
- ▣ More than 10 EV laboratories set up in partner colleges to provide integrated programmes in e-mobility

- ▣ Entry into Centre Based Test (CBT) assessments for State Council of Educational Research & Training (SCERT), All India Management Association (AIMA), Federal Bank Limited (FBL)
- ▣ Industry Accelerator programmes successfully deployed in 7 institutions (257 students)
- ▣ Successfully launched Centre Based Assessment Solution catering to niche assessment requirements of universities and government segments
- ▣ LMS Platform - AI-powered chatbots for personalised learning support, gamification elements to boost engagement and adaptive learning pathways tailored to individual users
- ▣ Assessment Platform - Upgrading security for question paper generation, integrating biometric authentication and expanding mobile-friendly assessment capabilities

## Outlook

India's EdTech market is projected to be valued at USD 29 billion at a CAGR of 27% by 2030. Government initiatives like National Education Policy 2020, *Pradhan Mantri Kaushal Vikas Yojana* (PMKVY) and Digital India are accelerating the adoption of digital education and skilling programmes. The global workforce is shifting towards skill-based hiring, with more employers prioritising skills over degrees.

Demand for AI, data science and cybersecurity courses has surged by 40% y-o-y, reflecting industry hiring trends. Some of these factors provide a positive outlook for the scalability of L&T EduTech in the medium-term.



*L&T-SuFin, India's first online business platform for industrial and construction products, integrated with finance and logistics options*

## L&T-SuFin

L&T-SuFin is a B2B digital marketplace platform. This platform, launched in March 2022, enables buyers and sellers dealing in industrial and construction goods to connect in an efficient and transparent manner. The platform allows sellers to expand sales reach and buyers to find the right products at an optimal cost and quality. The platform offers a wide product range in industrial supplies and consumables, building and construction materials, electrical and electronics equipment, machinery tools and mechanical equipment, packaging, printing and office supplies, and more.

The estimated domestic B2B e-commerce GMV (gross merchandise value) was USD 20 billion in 2024 and is expected to reach USD 200 billion by 2030. The objective of the platform is to bring about scale and speed in supply chains, procurement processes, trade financing and logistics.

### Major features offered by L&T-SuFin include:

- ▣ Discovery of industrial products and sellers through an efficient digital process
- ▣ Competitive pricing through RFQ mechanism and online transaction fulfilment
- ▣ Financing support from partner banks and NBFCs
- ▣ Logistics support, including free transit insurance

The platform has catalogued more than 7 lakh Stock Keeping Units (SKUs) in 51 categories. Further, the business has onboarded more than 48,000 sellers on the platform and has crossed a GMV of ₹ 5,000 crore, since inception.

The business has taken several new initiatives to catalyse growth and scale up further such as:

- ▣ Launched L&T-SuFin Seller Suvidha App, a dedicated platform designed to empower businesses, especially MSMEs, by streamlining the selling process
- ▣ Developed a centralised call centre and virtual relationship manager team to cater to the needs of both buyers and sellers
- ▣ Monetisation of platform services, via membership fees and premium plans, provided customers with significant value through features such as dedicated microsites and unlimited cataloguing. Additionally, advertising services, both on-platform (ad banners) and off-platform (social media, email, call centre), were implemented to bolster revenue
- ▣ Received ISO/IEC 27001:2022 certification for Information Security Management System

In FY 2025-26, the business aims to scale its GMV with a focus on retail and institutional segments. An emphasis on white labeling and financing solutions is expected to be margin accretive. The business plans to enhance operational efficiencies and customer experience through various AI Initiatives.



*Hyperscale Data Center, Sriperumbudur, Tamil Nadu*

## Data Center and Cloud Services Business

### Overview

The Data Center business of the Company - branded L&T-Cloudfiniti - offers data center, cloud and AI solutions and managed services.

The business operates state-of-the-art, AI-ready, high-density rack data centers with high availability, robust security and energy-efficient designs. The colocation services offer a scalable and secure environment for hosting critical IT infrastructure, ensuring optimal uptime and compliance with industry standards.

The enterprise-grade public cloud platform of L&T delivers scalable, on-demand computing resources with a strong focus on performance, security and cost optimisation. The business supports various workloads - including AI, ML and analytics - with a flexible pricing model.

Business offerings include design and manage private cloud environments tailored to specific business needs. Solutions offered ensure data sovereignty, compliance and enhanced security while offering seamless integration with existing IT infrastructure. Further, the business also provides GPU-based cloud solutions to power AI, deep learning and high-performance computing workloads. The GPU cloud infrastructure is optimised for AI model training and inferencing, big data analytics, graphics rendering, scientific simulations, and more.

### Business Environment

India's data center and cloud market is experiencing rapid growth, driven by digital transformation, rising data consumption, regulatory requirements that necessitate data localisation and government initiatives like Digital India. The increasing adoption of AI, IoT and 5G is fuelling demand for robust cloud and colocation solutions. With hyperscale cloud providers expanding their footprint and local enterprises seeking scalable cloud infrastructure, the industry presents significant growth opportunities. Sustainability and energy efficiency are becoming key focus areas, making green data center strategies more relevant than ever.

The country's data center capacity is expected to surpass 1,700 MW by 2025, with major investments from hyperscale cloud providers and domestic players. Key enablers for this growth include government incentives including India AI mission, submarine cable expansions and a growing ecosystem of AI and cloud-driven start-ups.

### Competitive Positioning

The business has strengthened its position in the data center and cloud market through strategic investments, partnership with AI start-ups, integrating renewable power sources, leveraging its engineering expertise, expanding its digital and technology services and investing in sustainable business practices. The Company benefits from the Group's deep infrastructure experience, allows the business to deliver large-scale, high-quality data center projects.



*High-Density, AI-Optimised Racks at L&T-Cloudfiniti's Data Center — Built for Performance, Efficiency and Future-Ready Compute Workloads*

L&T-Cloudfiniti is also focussed on addressing the growing demands of cloud infrastructure with its partner ecosystem. The integrated solutions offered by the business encompass various services including security and network being expertly managed through its Network Operations Centre (NOC).

## Strategic Business Plan

L&T-Cloudfiniti currently operates 14 MW of live data center capacity across two locations: Sriperumbudur, Chennai (Southern Region) and Panvel, Navi Mumbai (Western Region). Capacity of 18 MW data center is in pipeline and is expected to be operational in FY 2025-26.

L&T-Cloudfiniti has also formed a strategic partnership with E2E Networks Limited, a leading Indian hyperscaler focussed on advanced Cloud GPU infrastructure. This collaboration will enhance the businesses capabilities and offerings in the cloud and GPU market.

With the recent AI partnerships, business is now delivering a robust end-to-end AI ecosystem - from infrastructure to services - designed to accelerate real-world impact for enterprises and governments alike.

## Outlook

The data center business in India is experiencing significant growth. Mumbai, Chennai, Hyderabad and Bengaluru are emerging as prime locations for data centers due to their robust infrastructure and proximity to undersea cable landing stations and/or high-capacity terrestrial fiber optic networks.

The Government of India's push for data localisation through the Digital Personal Data Protection Act has accelerated the establishment of data centers. Global players including AWS, Microsoft and Google are investing to comply with local regulations.

There is a strong focus on green data centers, with operators investing in renewable energy sources, primarily solar and wind. The growing demand for AI workloads is leading to denser and power-consuming data centers. The average rack density is anticipated to increase significantly. Overall, the data center industry in India is poised for robust growth, driven by technology advancements, policy support and increasing digitalisation across various sectors.

These factors, coupled with L&T's strong presence in infrastructure, IT and technology design services, paves way for the business to position itself as a reliable data center service provider with sustainable practices embedded across the entire life-cycle, from build to steady-state operations.