

ANNUAL REVIEW 2024



#TechnologyForSustainableGrowth

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70

EXECUTIVE COMMITTEE (ECOM)



S. N. Subrahmanyam
Chairman & Managing Director



R. Shankar Raman
President, Whole-Time
Director & Chief
Financial Officer



Subramanian Sarma
Whole-Time Director &
President (Energy)



S. V. Desai
Whole-Time Director &
Sr. Executive Vice President
(Civil Infrastructure)



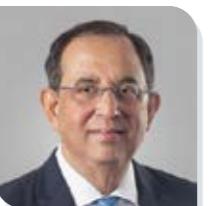
T. Madhava Das
Whole-Time Director &
Sr. Executive Vice President
(Utilities)



Anil V. Parab
Whole-Time Director &
Sr. Executive Vice President
(Heavy Engineering and L&T Valves)



M. V. Satish
Advisor to the
Chairman & MD
(Buildings)



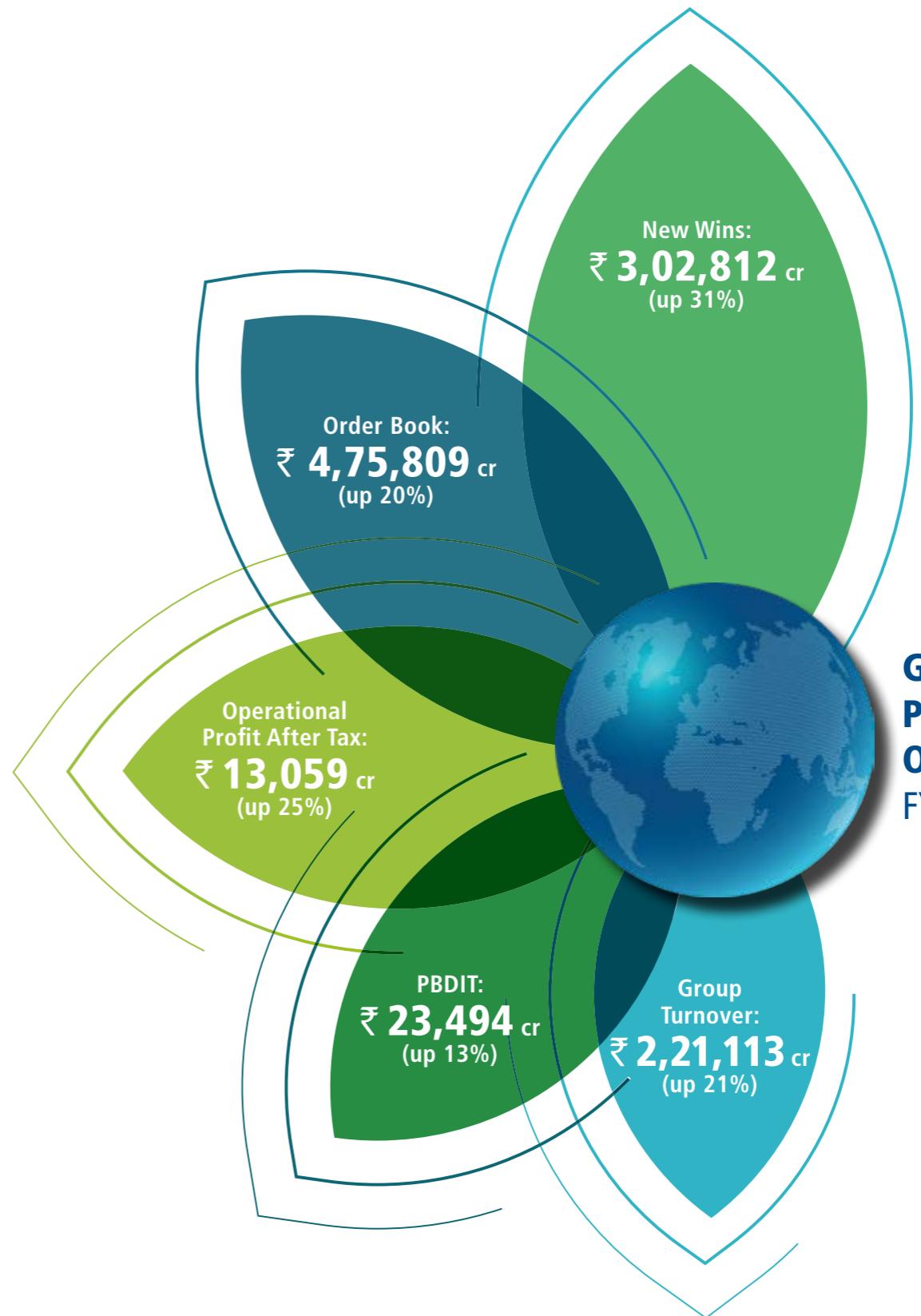
D. K. Sen
Advisor to the Chairman & MD
(Development Projects, Minerals & Metals,
L&T Special Steels & Heavy Forgings
and L&T Aviation)



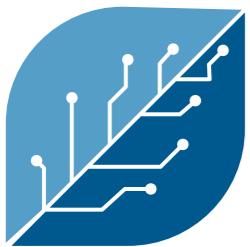
J. D. Patil
Advisor to the Chairman & MD
(Precision Engineering &
Systems and Smart Technologies)



Shrikant Joshi
Advisor to the
Chairman & MD
L&T Realty



**GROUP
PERFORMANCE
OVERVIEW
FY 2023-24**



EPC PROJECTS

Larsen & Toubro possesses the expertise to undertake projects of scale, scope, and sophistication on an EPC (Engineering-Procurement-Construction) basis across the construction and hydrocarbon spectrums. L&T collaborates with global majors for the design and execution of projects and is a leader in the EPC world.



CONSTRUCTION
ENERGY

From infrastructure projects to offshore oilfields, L&T's range of EPC solutions is powered by an array of unmatched in-house design-to-delivery capabilities.



CONSTRUCTION



Many landmark projects in India – and increasingly overseas – bear L&T Construction's indelible stamp of excellence – reflecting a track record spanning several decades.

The multiple businesses of L&T Construction have distinct but complementary capabilities, addressing different segments of infrastructure and industry.

L&T Construction executes projects on a turnkey basis, with single-source responsibility, adopting innovative design engineering and a global supply chain. Digitalisation, mechanisation and the ability to mobilise large, highly-trained crews enable it to meet stringent deadlines and rigorous standards. At every project site and establishment of L&T Construction, the highest priority is accorded to the environment, health, and safety.

In pursuit of Mission Zero Harm, the organisation promotes and sustains a safe work culture, conforming to and even surpassing international standards, in the process.



Kudankulam Nuclear Power Plant, Tamil Nadu

HEAVY CIVIL INFRASTRUCTURE

HEAVY CIVIL INFRASTRUCTURE

POWER TRANSMISSION & DISTRIBUTION

WATER & EFFLUENT TREATMENT

BUILDINGS & FACTORIES

TRANSPORTATION INFRASTRUCTURE

MINERALS & METALS

L&T GEOSTRUCTURE

Ranked amongst the top contractors, L&T Construction contributes significantly to building the image and stature of Larsen & Toubro across the world and driving L&T's reputation as nation builders of the India of the 21st century.

KEY OFFERINGS

Metros | High Speed Rail | Nuclear Projects | Hydel and Irrigation

Projects | Tunnel Projects | Special Bridges | Ports, Harbours, and other Marine Structures



Atal Setu (Mumbai Trans Harbour Link), Maharashtra

The Heavy Civil Infrastructure Business undertakes design, engineering, and execution of projects in several segments that are critical to the economy.

The business' in-house design strengths and unique construction methodology cells provide competent concept-to-commissioning solutions to meet the complex requirements of its customers.

L&T's Heavy Civil Infrastructure Business takes pride in building iconic structures, thus contributing to nation-building.

SNAPSHOT

KEY GEOGRAPHIES



NEW ORDERS

5 projects

Public Shelter Facilities for CBRN Incidents and Emergency, Middle East

Mumbai-Ahmedabad High Speed Rail Package - C3

Kolkata Metro - Underground Package

Road Tunnel between Orange Gate, Eastern Free Way to Marine Drive, Coastal Road Mumbai

Patna Metro PC-08 R



Mumbai-Ahmedabad High-Speed Rail (MAHSR) FSLM Girder Erection



Mumbai Coastal Road, Maharashtra



TRACK RECORD (including ongoing jobs)

9

468 km

High Speed Rail

264 km

Metro Project (Elevated)

172 km

Metro Projects (UG)

81 km

Road Bridges

13

Dams/Barrages

66 km

Road/Rail Tunnels

86 km

Hydro Tunnels

13

Powerhouses and caverns

11.2 m dia.

Largest TBM @ MCRP 4

220 m

Below ground level – one of the largest LPG underground storage caverns of its kind, and the first-of-its-kind in South Asia

5

Greenfield Ports Commissioned

45 km

Breakwater and Rock Structures

12 km

Berthing Structures

3

Shipyard Structures

22

Nuclear Power Plants

POWER TRANSMISSION & DISTRIBUTION

A leading EPC player in the field of solar energy and transmission and distribution, this business vertical offers integrated solutions and end-to-end services encompassing design, manufacture, supply, installation, and commissioning. Its unique in-house capabilities include advanced digital energy solutions and one of the world's largest tower manufacturing and testing stations.

KEY OFFERINGS

Solar PV Plants | Battery Energy Storage Systems
Mini / Micro-grid Projects | Transmission Lines | Substations | Underground Cable Networks
Distribution Networks | Power Quality Improvement Projects | Digital Energy Solutions



90 MWp Floating Solar Project, Omkareshwar, Madhya Pradesh

SNAPSHOT

KEY GEOGRAPHIES



DOMESTIC ORDERS

12 projects

Distribution Modernisation – 4

Digital Energy Solutions – 2

Gas/Air Insulated Substations – 1

Transmission Line Corridors – 4

Floating Solar Power Plant – 1



INTERNATIONAL ORDERS

26 projects

Substation Project Clusters – 16

Transmission Line Corridors – 7

Large Ground-mounted Solar Plants – 3



COMPLETED PROJECTS

49 projects

Major Transmission Corridors – 12

Major Substation Projects – 30

Distribution Modernisation Packages – 5

Major Solar Plants – 2



TRACK RECORD

48,355 ckm

of Transmission Lines

935

EHV Substations

1,00,000+

Habitations Electrified

5.8 GWp

of Solar Power Plants



WATER & EFFLUENT TREATMENT

L&T's Water & Effluent Treatment business specialises in building comprehensive water management infrastructure with capabilities covering engineering, design, procurement, construction, and commissioning of water and wastewater treatment plants. The business provides end-to-end solutions for drinking water, irrigation, wastewater, and industrial effluent treatments.

KEY OFFERINGS

Urban & Rural Water Supply | Industrial Water Supply | Water Treatment Plants
Sewage Treatment Plants | Effluent Treatment Plants | Wastewater Collection Network | Desalination
Micro & Lift Irrigation Projects | Water Management | Smart Water Infrastructure



Sewage Treatment Plant, Varanasi, Uttar Pradesh

BUILDINGS & FACTORIES

The expertise of this business lies in offering 'turnkey solutions', from 'concept-to-commissioning' across the entire spectrum of building infrastructure. Powered by dedicated engineering design centres, competency cells, advanced formwork systems, mechanised project execution, a wide network of consultants and vendors, digitised project control and a talented pool of employees, the business is an industry leader in its space in India and in targeted overseas markets.

KEY OFFERINGS

Airports | Hospitals | Stadiums | Statues | Hotels | Institutional Buildings | Data Centres
IT Parks and Office Buildings | High-rise Structures | Mass-housing Complexes, incl. Precast Housing
Light Factory Structures and Cement Plants | Manufacturing Facilities | Test Tracks
Warehousing Facilities | Fast-Track Modular Construction



SNAPSHOT KEY GEOGRAPHIES





Common Central Secretariat, New Delhi



Residential Complex, CIDCO Taloja, Navi Mumbai, Maharashtra

COMMISSIONED PROJECTS IN FY 2023-24

Airports Capacity – 51 MPPA

Hospital Beds – 2,000+ beds

Office Spaces – 25 lakh Sqft.

Public Spaces – 80 lakh Sqft.

Manufacturing Plants – 40 lakh Sqft.

Residential – 3,000+ dwelling units

Data Centres – 30 MW



NEW ORDERS

29 projects

Health – 3

Public Spaces – 4

Airports – 1

Residential – 6

ITOS & DC – 8

Factories – 3

International – 4



TRACK RECORD (including ongoing jobs)

12

International Airports
(Total capacity of 229 million passengers per annum)

27,000+

Hospital Beds

3,30,000+

IT Seats

84,000+

Dwelling Units

95+

Manufacturing Facilities

130 MW

Data Centres



L&T Innovation Campus, Chennai

TRANSPORTATION INFRASTRUCTURE



India's First Cross Taxiway at Delhi International Airport



EDFC Pilkhan to Khurja section - Integrated Works involving Civil, Trackworks, OHE and S&T Packages

L&T's Transportation Infrastructure Business comprises two Strategic business Groups (SBGs) viz; Roads, Bridges & Formations (RBF) and Railways Business Group (RBG).

RBF is one of the foremost builders of roads, elevated corridors, bridges and runways in India and the Middle East, designing and constructing a wide array of elevated corridors, super structures, expressways, National and State highways, complex road interchanges and bridges. In addition, the business designs and constructs airside infrastructure of both greenfield and brownfield airports for civil and defence purposes, including runways incorporating CAT IIIB instrument landing systems, taxiways, aprons and service roads, Elevated Cross Taxiways (ECT) and Utilities and Auxiliary Systems.

RBG offers comprehensive solutions for Railway, Integrated Transit System, and Systems Works for Metro, Regional Transit and High Speed. For the JICA funded WDFC and World Bank funded EDFC, RBG has executed mega projects on a Design-Build basis in Civil and Track work, E&M works, and S&T domains. In the realm of Urban Transit, the SBG has executed Systems works for Metros in India, Integrated Transit System in Mauritius, System Integration works in Dhaka Metro including CBTC Signalling, and more recently in Jakarta Metro. For the Mumbai Ahmedabad High Speed Rail (MAHSR), RBG is executing Trackwork for major sections and Electrification of the entire section.

KEY OFFERINGS

Roads | Elevated Corridors | Expressways | Bridges | Runways | Airside Amenities in Airports
Integrated/Composite Railway Projects | Heavy Haul Dedicated Freight Corridors | System Integration
Mainline Projects | Integrated Mass Transit Systems (Metro/LRT) | System Works – Metro, Regional
Transit (Track, OHE, CBTC) & High Speed (Track & OHE)

SNAPSHOT

KEY GEOGRAPHIES



NEW ORDERS

11

Roads & Bridges - 5

Formations & Structures - 1

Railways - 5



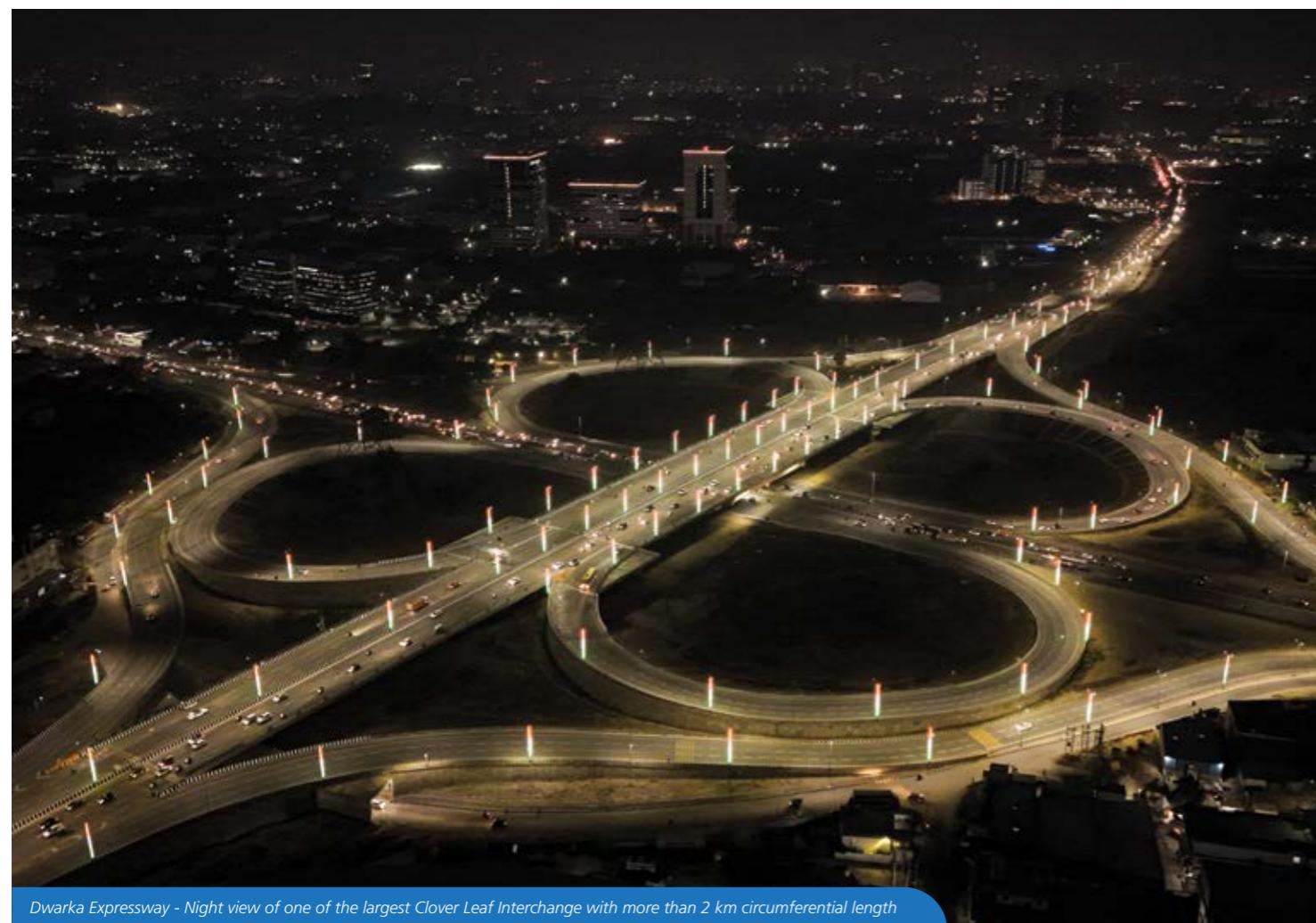
COMMISSIONED JOBS

14

Roads & Bridges - 6

Formations & Structures - 2

Railways - 6





COMPLETED PROJECTS

- Roads, Interchanges & City Infra – 21,926 Lkm
- Bridges – 81 Lkm
- Elevated Corridor – 111 Lkm
- Runways at Airport – 10 Mn. Sq. m
- Track Construction – 4,950 TKm
- Electrification – 19,666 TKm
- Railway Formation – 763 Rkm
- Smart City – 22 Sq. km



ONGOING PROJECTS

- Roads, Interchanges & City Infra – 1,602 Lkm
- Bridges – 409 Lkm
- Elevated Corridors – 9 Lkm
- Runways at Airport – 2 Mn. Sq. m
- Track Construction – 1,179 TKm
- Electrification – 2,206 TKm
- Railway Formations – 636 Rkm
- High Speed Rail Viaduct – 87 Rkm

MINERALS & METALS

L&T's Minerals & Metals business is a leading EPC solutions provider in the fields of minerals, metals, and finishing for large Industrial, Steel, Aluminium, Copper, Zinc and Gold complexes, associated facilities and the mining industry. The business offers integrated solutions for a wide range of systems and equipment for Ferrous, Non-ferrous, Mineral processing, Mining, Cement and Port sectors, powered by in-house design, engineering, manufacturing, construction and commissioning capabilities.

KEY OFFERINGS

- Mineral Beneficiation | Iron and Steel Making | Aluminium, Zinc, Copper, Gold Smelters & Refineries
- Surface Miners and Port Cranes | Crushing and Material Handling Equipments
- Freight Handling Facilities | Speciality Conveyors



Electrification in Katra - Dharam section of USBRL including Chenab and Anji Khad bridges using Flexible and Rigid OCS



Alumina Refinery Expansion Project at Vedanta Lanjigarh, Odisha



Blast Furnace # 5 at JVML Ballari, Karnataka



Pelletizing and Beneficiation Plant, Egypt

SNAPSHOT

KEY GEOGRAPHIES



NEW ORDERS

116 (FY 2023-24)**Domestic Projects – 6****Products - 110**

- Surface Miners – 16
- Crushing Solutions – 58
- Aggregate Crushing Solutions – 2
- Material Handling Equipment – 34



COMMISSIONED

64**Ferrous & Non-Ferrous Projects – 9****Products - 55**

- Surface Miners – 20
- Crushing Solutions – 24
- Aggregate Crushing Solutions – 6
- Material Handling Equipment – 5



TRACK RECORD (including ongoing jobs)

47

Million Tonnes of Hot Metal (Iron) Making

21

Blast Furnaces

14

Coke Ovens

15

Mineral Beneficiation Plants, Crushing & Screening Plants

15

Steel Melt Shops & Casters

13

Rolling & Finishing lines

13

Sinter and Pellet Plants

14

Al/Zn Smelter Refinery Plants

105

Material Handling Plants

8

Ash Handling Plants

525 km

Conveyors

160

Stockyard Equipment

130

Wagon Tipplers

1,000 +

Crushers

123

Surface Miners

61

Aggregate & Sand Manufacturing Solution

1

Fertilizer Plant

1

Gold Plant

1

Freight Handling Facility



L&T GEOSTRUCTURE

This business vertical has unique expertise in EPC projects involving construction of Jetties, Berths, Intake well of large diameter, Plastic Concrete Cut-off Wall, Deep Diaphragm walls, and Ground Improvement works.

It also has expertise in executing challenging underground structures comprising of Deep Basements, Retaining structures (Embedded & Elevated), Metro works, and Riverine works across various sectors.

LTGS has a large fleet of high-end hydraulic piling rigs, Reverse Circulation Drilling Rigs, Trench Cutters, Grab, various capacity of cranes, vibro-hammers, and other ground engineering equipment to execute challenging projects, both in terms of complexity and time. Additionally, it owns Jack-up Barges to support marine projects.

The business engages in consultative selling by providing alternative designs and cost-effective solutions with the help of a robust in-house design team.

KEY OFFERINGS

Stone Columns and Vibro-compaction | Large Diameter Bored and Driven Piles | Retaining structures
Cut-off Walls | Barrages | Jetties, Berths | Multi-cellular Intake Structures | Riverfront Structures
Flood Protection Works | Composite Dams | Marine Structures



TRACK RECORD (including ongoing jobs)

Ground Improvement – 1,11,949 rmtr

Piling – 85,165 rmtr

Sheet Piling – 19,235 Sq.m.

Diaphragm wall – 26,307 Sq.m.

Berth / Jetty – 10,890 Sq.m.

Riverfront Development – 77.15 Kms



NEW ORDERS SECURED

7

COMPLETED PROJECTS

10

ONGOING PROJECTS

16

ENERGY HYDROCARBON



L&T's Hydrocarbon business, under L&T's Energy portfolio, offers integrated 'design-to-build' turnkey solutions for the hydrocarbon industry across multiple geographies. Its track record includes simultaneous execution of multiple, complex, large-value projects meeting stringent delivery schedules, quality, and safety norms.

The Hydrocarbon business executes projects encompassing all functions, such as engineering, procurement, fabrication, construction, installation, project management and asset life management services.

Backed by cutting-edge innovation, the business has integrated capabilities across the value chain, supported by in-house Front-End Engineering Design, project management, procurement, modular fabrication facilities, Onshore and Offshore construction, installation, and commissioning.

Safety and Quality are our core values and are an integral part of our business. The company continues its efforts to build a positive safety and quality culture. We believe that every incident is preventable. Our 'Zero Incident' Credo implies that we are committed to providing a safe and healthy workplace without adversely affecting the environment. QHSE Digitalisation was one of the prime focus areas during the year.

Throughout FY 2023-24, we persisted in our endeavours to establish new standards in Quality, Health, Safety & Environment (QHSE) by:

- Achieving an LTI frequency rate of 0.04 against an industry average of 0.18 (OGP value for 2022)
- Launching the Digital Initiative 'HSE Proact', a common online QHSE platform to access QHSE Information - Dashboard, Statistics, Policies, Procedures

- Received 37 QHSE awards from prestigious industry bodies and forums domestically and internationally
- Received 27 Certificates of Appreciation from clients for HSE and Quality performance and project safety milestones

AWARDS & RECOGNITION

OFFSHORE
ONSHORE EPC
MODULAR FABRICATION
AdVENT (ADVANCED VALUE ENGINEERING & TECHNOLOGY)
ASSET MANAGEMENT
OFFSHORE WIND BUSINESS

KEY GEOGRAPHIES



SNAPSHOT



COMPLETED PROJECTS

16

Offshore - 3

Onshore EPC - 6

Modular Fabrication - 4

AdVENT - 1

Asset Management - 2



Heaviest Tie-in Platform [TP-13] (Float-over) from Hazira Yard for Marjan Increment Program Package-2 project, KSA



NEW ORDERS

19

Offshore - 4

Onshore EPC - 7

Modular Fabrication - 5

AdVENT - 1

Asset Management - 2

OFFSHORE

The Offshore business provides comprehensive lumpsum turnkey EPCIC solutions for various offshore Oil & Gas projects globally, including platforms, pipelines, decommissioning, and more. It offers in-house engineering capabilities, offering 'Fit for Purpose' engineering solutions covering the complete project life cycle from concept to commissioning.

As a one-stop solution EPCIC player, it also has in-house fabrication facilities ensuring quality and timely delivery. Own marine assets, including self-propelled heavy-lift-cum-pipe-lay vessel – LTS 3000 – held through a joint venture, and a wholly-owned pipe-lay barge – LTB 300 – expedite offshore installations.

With a focus on safety and quality, it is a preferred contractor for both domestic & international markets, delivering complex projects efficiently.

KEY OFFERINGS

Process Complex Riser & Wellhead Platforms | Gas Compression Modules | Living Quarters Platforms
Subsea Pipelines & Systems | Deepwater Subsea Manifolds & Structures | Brownfield & Upgradation Projects
Transportation & Installation Services | Decommissioning Solutions | FPSO Modules & Jack-up Rigs



TRACK RECORD

11	81	55	70	20	1,900 kms
New Process Platforms	Wellhead Platforms (Jacket + Topside)	Wellhead Topsides	Wellhead Jackets	Gas Compression Modules	Subsea Pipe Laying
4	10	2	314	8	8
Jack-up Rigs Refurbishment	Living Quarters Modules	Deepwater Projects (Manifolds & Structures)	Platforms Modifications	FPSO Topsides Engineering	Platform Removal



LTS 3000 Heavylift cum Pipelay Vessel in Saudi Waters



Oil Production Deck Module for Saudi Waters

ONSHORE EPC

The business has in-house FEED, Residual process design and detailed Engineering, Procurement, Construction, and Commissioning capabilities built over three decades, delivering execution excellence for its customers worldwide. Its project management teams execute all projects efficiently, meeting the most stringent targets of safety, quality, cost and time. Its comprehensive construction capabilities include heavy-lift equipment erection competency, application of advanced welding technologies with high levels of automation, management of manpower and material in large volumes at construction sites.

It has experience in executing projects based on technologies from leading global process licensors and undertakes projects on a License + EPCC package basis, depending on the client's requirements.

KEY OFFERINGS

Upstream Oil & Gas Processing & Treatment Facilities | Gas Field Development | Petroleum Refining
Petrochemicals | Fertiliser | Cross-country Pipelines | Crude Oil & Product Storage Tanks and Terminals
Cryogenic Storage/LNG Tanks and Terminals | Coal/Pet-Coke Gasification
Complex Composite Work (CMEI) on LSTK basis



General Construction for Jubail Industrial Gas Network for Air Products Qudra (JV of Air Products & Qudra), KSA



Plant Overview of LNG Storage Tanks for Petronet LNG at Dahej, Gujarat, India



TRACK RECORD

50+

Petroleum Refining Units

25

Oil & Gas Processing Projects

2

Petrochemical Complexes

10+

Petrochemical Units

8,000+ km

Cross-country Pipelines

10

Oil and Gas Terminals / Tank Farms

9

Syngas and Ammonia Projects

10

Cryogenic Storage Systems

83

Cracking Furnaces and Reformers



Central Processing (CPF) facilities of South West Gas Fields Development Project for Sonatrach, Algeria



New Strategic Gas Export Pipeline (30"/40" dia x 146 km) from North Kuwait to MAA for Kuwait Oil Company, Kuwait



Residue Up-Gradation Facility (RUF) for HPCL Vizag Refinery at Andhra Pradesh, India

MODULAR FABRICATION

The business offers comprehensive Modular Solutions primarily for Offshore and Onshore Oil & Gas and Offshore Wind Farm Industries. It leverages rich and extensive experience of engineering and integrated project management systems of EPC businesses in combination with its world-class modular fabrication expertise.

Three strategically located Modular Fabrication Facilities at Hazira (India's west coast), Kattupalli (India's east coast) and Sohar (Oman) are equipped with state-of-the-art infrastructure and machinery for operations, fine-tuned execution procedures supported with digitalised processes and robust QHSE performance and have a combined annual capacity of around 2,00,000 MT (depending on the product mix). These facilities are accredited with global certifications and pre-qualifications from various Oil & Gas majors. These all-weather, waterfront facilities with captive load-out jetties offer year-round delivery of complex, large and heavy modules, structures & equipment on ocean-going vessels and barges providing logistical flexibility, on-time delivery and cost competitive solutions.

The Heavy Wall Pressure Vessel manufacturing facility, along with an operational pipe fabrication shop in the Kingdom of Saudi Arabia, primarily cater to the local requirement of offshore & onshore projects while developing skills to support the country's localisation programme.

Modular Engineering capabilities also include tailored 'Print to Build' solutions to Technology Companies, particularly in renewables and decarbonisation.

KEY OFFERINGS

Offshore

Structures & Modules for Oil & Gas and Wind Farm Projects including Deepwater Subsea Structures, Jack-up Rigs and Mobile Offshore Production Units (MOPU)

Onshore

Process & Piperack Modules, Skids, Structures, Static Equipment, Modular Specialty Furnaces, Prefabricated Control Rooms/Substation Buildings (E-houses)



Modularised Reformer for a Blue Hydrogen project in Rotterdam, Netherlands

AdVENT (ADVANCED VALUE ENGINEERING & TECHNOLOGY)

The AdVENT business delivers customer-centric solutions for various elements of the value chain of the hydrocarbon industry by leveraging the expertise in high-end engineering & execution of large-scale technologically complex EPC projects over several decades, collaborating with well-organised R&D Centres and renowned institutions.

Its expertise allows it to offer associated tailored value engineering solutions, including full-spectrum engineering, EPC project solutions, integrated modular solutions, refinery technology solutions, and sustainable waste-to-energy solutions. Additionally, AdVENT focusses on technology-driven chemical industries, supporting their growth and reducing import dependency by providing essential chemicals for high-value industrial products.

KEY OFFERINGS

EPC Project Solutions | Integrated Modular Solutions | Refinery Technology Solutions
Sustainable Waste-to-Energy Solutions | Engineering Hub for Green Energy Projects



3D Model of Numaligarh Refinery Limited (NRL) in Numaligarh, Assam, India

ASSET MANAGEMENT

The Asset Management business delivers differentiated and value-added services across a wide spectrum of solutions to Hydrocarbon and allied Process Industries. These comprehensive Asset Management solutions cover operation, maintenance, performance enhancement and health assessment of critical assets. It complements the organisation's EPC Project offerings for mutually beneficial engagement with clients over the entire lifecycle of assets. The comprehensive Operations & Maintenance Outsourcing model covers Consulting, Asset Integrity and can also include Asset Performance Improvement & Specialised services based on the needs of customers.

KEY OFFERINGS

- O&M Consulting | O&M Outsourcing
- Asset Integrity Services
- Asset Performance Improvement
- Specialised Services



Cairn Oil & Gas: Onshore Gas Processing Facility for Vedanta Limited

OFFSHORE WIND BUSINESS

The vision of accelerating sustainable energy solutions is a driving force behind the Offshore Wind Business which offers one-stop EPCI solutions for HVAC/HVDC substations, Wind Turbine foundations both fixed and floating structures across the globe, from Far East, Europe to USA. It has strong multidisciplinary teams, partnership with key industry stakeholders, robust network of suppliers backed by state-of-the-art fabrication facilities in Oman and India operating on the principle of 'Think Global Act Local'. It is also partnering with electrical technology companies and alliance with floating foundation technology providers and other key stakeholders to offer a comprehensive solution.

KEY OFFERINGS

- HVAC Platforms | HVDC Platforms
- WTG Foundations



Wind Turbine Fixed and Floating Foundations

GREEN MFG & DEVELOPMENT



L&T's first indigenously manufactured Hydrogen Electrolyser commissioned at A.M. Naik Heavy Engineering Complex in Hazira, Gujarat

L&T has been at the forefront of providing innovative and sustainable engineering solutions to the energy industry. With decades of experience in EPC and equipment manufacturing as its foundation, the Green Energy business is well positioned to extend these offerings in the fast-evolving energy transition landscape and emerge as an industry major. The Company's vision encompasses the entire green energy value chain through its strategic business pillars.

KEY BUSINESSES

Development & EPC Solutions: Supply of Green Hydrogen and its derivatives on BOO basis for domestic and international markets | EPC Projects for Green Hydrogen and its derivatives

Adjacencies: Fuel Cells | Biofuels | Carbon Capture Utilisation and Storage

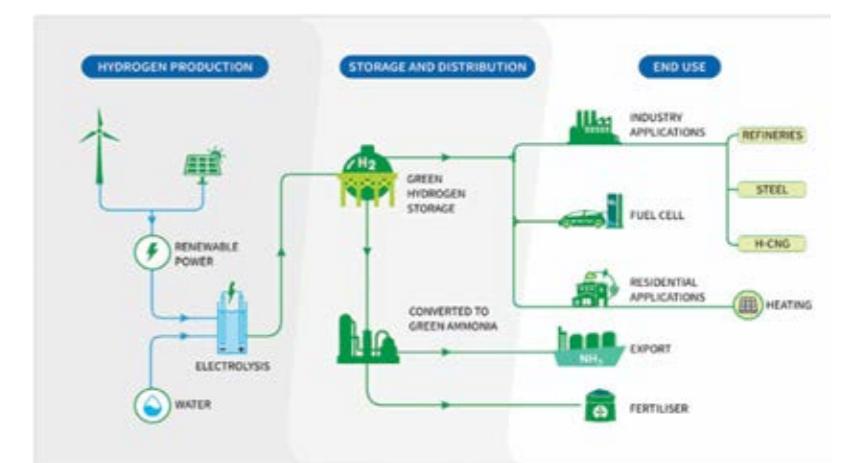
Green Manufacturing:

L&T's extensive experience in high-tech manufacturing, incorporating the highest quality materials and advanced manufacturing techniques, provide an edge for Electrolyser and Stationary Battery manufacturing. A state-of-the-art Electrolyser manufacturing facility in Hazira, Gujarat, will produce Alkaline Electrolysers based on a license from McPhy Energy, a leading Electrolyser technology company. This makes L&T Electrolysers Limited, the first Indian manufacturer with Alkaline technology that is capable of meeting the demands of the domestic as well as the international markets for Green Hydrogen generation.

A forward-thinking mindset ensures that these solutions are not only effective today but also future proof. Services beyond the manufacturing processes, such as comprehensive after-sales support, including installation, commissioning, and maintenance services ensure that efficiency and performance are maximised over the life cycle.

EPC & Development:

Leveraging the potential of green hydrogen and Green Ammonia, the EPC & Development vertical enables businesses to reduce their carbon footprint and embrace a greener future. The range of solutions cover the entire spectrum from initial concept development to Front-End Engineering & Design (FEED) and final implementation, ensuring seamless integration and optimal project outcomes. With a strong ability to forge key partnerships and joint ventures with international players across the green energy value chain, the business will also offer customers a single point integrated solution for development projects on a Build, Own and Operate (BOO) basis for domestic as well as international clients.



L&T's Integrated Offerings in Green Energy Value Chain

POWER PLANTS & EQUIPMENT



A proven, complete solutions provider for thermal power plants, L&T's power business vertical executes coal and gas-based power projects on a lumpsum turnkey basis. At its state-of-the-art manufacturing facilities at Hazira in Gujarat, L&T and its joint venture companies manufacture ultra-supercritical / supercritical boilers, turbines and

generators, pulverisers, axial fans, air preheaters and air-pollution-control equipment.

International standards of safety and quality and on-time delivery are ensured by design and project management centres at Vadodara and Faridabad.

KEY OFFERINGS

Complete and package-wise EPC solutions for Power Plants: Coal-fired | Gas-based | Nuclear Steam Turbine & Generator Island

Air pollution control: Flue Gas Desulphurisation (FGD) | Selective Catalytic Reduction (SCR) | Electrostatic Precipitators

Spares and Services:

Turbine: Overhauling | Spares Supply | Refurbishment, Renovation & Modernisation of OEM and Other OEM Equipment

Boilers: Caters to the requirements of spares and services for all types of boilers

Regenerative Air Preheaters & Axial Fans:
Aftermarket business for OEM supplies from other global sources to Indian power units

Other Products:

Component Manufacturing & Services:
Hydro Turbine & Generator Components | Turbo Generator components & Defence sector products

Standalone HRSG packages, Flexibilisation for Thermal Power Plant and Hydrocarbon sector products

KEY GEOGRAPHIES



PROJECTS

New Contracts - 2
(Sagardighi & Wanakbori)

Commissioned - 1 (Khargone FGD)

Ongoing - 17
(13 FGD projects + EPC Buxar, Khurja, Ghatampur & RAPP)



PARTNERS

L&T-MHI Power Boilers Private Limited

This JV with Mitsubishi Heavy Industries, Ltd., Japan engineers, designs, manufactures, erects and commissions ultra-supercritical and supercritical boilers.

L&T-MHI Power Turbine Generators Private Limited

This JV with Mitsubishi Heavy Industries, Ltd., Japan and Mitsubishi Electric Corp. Japan, engineers, designs and manufactures ultra-supercritical and supercritical turbines and generators.

L&T Howden Private Limited

This JV with the Howden Group manufactures axial fans and air preheaters.

L&T-Sargent & Lundy Limited

This JV with Sargent & Lundy L.L.C, USA, provides a complete range of engineering and design solutions for power plants.

TRACK RECORD

19,000+ MW

EPC of power plants



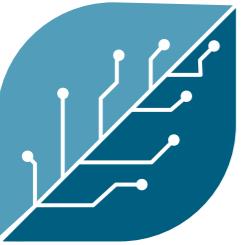
Turbine manufacturing facility at Hazira, Gujarat



2x660 MW Khargone Thermal Power Plant, Madhya Pradesh (India's first ultra-supercritical power plant)



Boiler manufacturing facility at Hazira, Gujarat



HI-TECH MANUFACTURING

L&T has established a reputation for the manufacture of a wide range of high-end technology, engineered-to-order equipment and systems for core industrial sectors. In-house R&D, collaborations with international majors, a dedicated engineering talent pool, global procurement set-up and world-class manufacturing facilities have enabled L&T to acquire and sustain a leadership position in many of its lines of business. Global quality accreditations and certifications affirm L&T's manufacturing prowess.



HEAVY ENGINEERING

Across the decades, L&T's state-of-the-art facilities have manufactured the tallest, largest, heaviest equipment, setting global benchmarks in scale and sophistication.



L&T Heavy Engineering is a global leader in the supply of the engineered-to-order, hi-tech equipment meeting the needs of Refinery, Oil & Gas, Fertiliser, Petrochemical and Nuclear Plants for reactors, special heat Exchangers, proprietary internals, special fabrication, and high-end metallurgy pipe spools. The business has been at the forefront of introducing Industry 4.0 techniques, products, and materials into the manufacturing sector for over eight decades. The dedicated engineering, procurement, project management and construction teams of our Modification, Revamp and Upgrade (MRU) business offer technology-driven, quick, value-added solutions for process plants.

KEY OFFERINGS

Ethylene oxide, Hydrocracker & clean fuel reactors | Renewable diesel reactor | FCC reactor and regenerator package | Coke drums | Molten salt-bath reactor system | Titanium-clad oxidation reactor | Ammonia and methanol converters | Urea Reactor and stripper, carbamate condenser | Waste heat boiler package | HP heat exchanger | Nuclear power equipment: Steam Generator and Pressuriser, End Shields, Fusion Reactor (ITER), Spent Fuel Canisters & Casks | Modification, Revamp and Upgrade (MRU) | Critical Piping Spools

A. M. Naik Heavy Engineering Complex at Hazira is a globally benchmarked state-of-the-art, fully integrated digitally enabled manufacturing complex. Its capability spectrum covers in-house engineering, R&D centres, and world-class fabrication facilities, spearheaded by a highly talented team, committed to a safe and sustainable work culture. The business achieved international recognition through an impeccable track record of executing large, complex projects and constantly creating new international benchmarks by manufacturing tallest and biggest equipment along with fastest execution.



OxO Reactor for BASF Guangdong Integrated Project, China



Ammonia Converter and Basket for OCI Beaumont, USA



First Steam Generator (SG), for indigenously developed 10 X 700 MWe PHWR Fleet Programme manufactured in a record time of 33 months

SNAPSHOT

KEY GEOGRAPHIES



Exporting to **51** countries
spread across all continents

Manufacturing Facilities **3**



NEW ORDERS

214



CRITICAL EQUIPMENT

48 Reactors

71 Heat Exchangers

44 Large Vessels and Columns



Coke drums each weighing 450 MT for Numaligarh Refinery Limited in Assam, India



NEW ORDERS

Modification, Revamp & Upgrade

- Awarded MRU's biggest contract for FCCU & Ethane Cracker Revamp by a key Petrochemical sector customer in KSA on EPC basis
- Awarded biggest contract in the domestic market for DCU revamp by key Indian Refinery and FCC revamp from an Indian PSU Refinery
- Awarded several critical repair works including emergency shutdown in Refineries & Fertilisers

Refinery & Petrochemical Sector

- Awarded World's Heaviest Ammonia Converter Assembly (900 MT) from UAE
- Awarded complete package including Proprietary & Critical equipment (1300 MT) for Fertiliser Project, Nigeria
- Awarded complete Urea package (1300 MT) for Project CERES (Perdaman), Australia
- Awarded 2 Nos EO reactor (625 MT x 2 Nos) for the first time from PTTGC, Thailand

- Repeat orders from S&B, USA & Woodside, Australia
- Awarded order for 38 nos of CVD Reactors and Offgas Coolers - Double Pipe Heat Exchangers for first Solar PV (Photovoltaic) plant in India
- Awarded orders for Reactors and LaTaSPEX for a Nayara refinery in Vadinar, Gujarat
- Awarded order for 1st VAM Reactor in domestic market
- Awarded order for 10 Urea Proprietary Equipment in a year for first time in domestic market

Nuclear Power sector

- Performance based award for Endshield from NPCIL
- Successful qualification by Westinghouse Electric Corporation USA under ASL (Approved Supplier List)
- Awarded first demonstration order



HRRL - FCCU Regenerator Top Dom



AWARDS & RECOGNITION

- Star Performer (Heavy Engineering) in the 'Special Purpose Machinery' and 'General Purpose Machinery' categories at 52nd and 53rd Editions of Engineering Export Promotion Council (EEPC) National Export Awards.
- Outstanding track record in Heavy Engineering sector, with multiple Global Benchmarks, in Smart Manufacturing at CNBC-TV18 Zetwerk Smart Manufacturing Summit 2024
- Gold & Platinum Awards at 8th CII National Competition on Digitalisation, Robotics & Automation (DRA) - Industry 4.0
- Gold Award at 2nd FICCI Industry 4.0 Awards & Conference 2023



TRACK RECORD

121 m

World's longest column for Reliance Industries, India

2,313 MT

World's heaviest LC-Max Reactors for HPCL

658 MT each

World's Heaviest Coke Drums for PEMEX, Mexico (6 drums)

33 months

New Global Benchmark : Manufactured Nuclear Steam Generator for NPCIL

USD 412 Mn.

World's single largest order of reactors for KNPC, Kuwait

16.3 m Diameter

Largest RFCC package for Reliance Industries, India

1500 MT

World's largest tubular reactor for Equate, Kuwait

29.4 m Diameter

The Cryostat, world's largest stainless-steel, high-vacuum pressure chamber weighing 3,850 MT for ITER, France

L & T SPECIAL STEELS & HEAVY FORGINGS



Steel making and forging facility at Hazira, Gujarat

L&T Special Steels and Heavy Forgings is a JV with NPCIL, and manufactures Heavy Forgings for Nuclear, Strategic, Hydrocarbon, and Power sectors. Setting up of the facility is a major step towards creating a sustainable alternative to the import of heavy forgings for the Nuclear and Strategic sectors.

KEY OFFERINGS

Custom-built heavy forgings and thick plates in carbon steels, alloy steels, stainless steel, and titanium.

SNAPSHOT



NEW ORDERS 96

FINISHED TONNAGE 13,250 MT

FORGINGS FOR STRATEGIC SECTOR 517 mm Thk

PRESSURE VESSEL FORGINGS 400 mm Thk

TITANIUM FORGING FOR DEEP OCEAN MISSION 125 mm Thk



IOCL PTA Oxidation Reactor on Water Way



TRACK RECORD

SECTORS SERVED

Strategic | Nuclear | Hydrocarbon | Oil & Gas | Steel | Cement & Mining | Power | Deep Ocean Mission

700 MW

Nuclear Power Plants - Critical Heavy Forgings and Plates for Steam Generator and other equipment

STRATEGIC SECTOR

Certified Manufacturer in India Bulk Production Orders

900 mm Thk

Forgings for International Thermonuclear Experimental Reactor (ITER)

210 Tonnes

Heaviest Ingot made in India

75 Tonnes

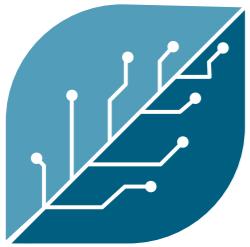
Hydrocarbon Sector Heaviest Forged Shell made in India

7200 Tonnes

Ingots supplied to various forgemasters in FY 2024

AWARDS & RECOGNITION

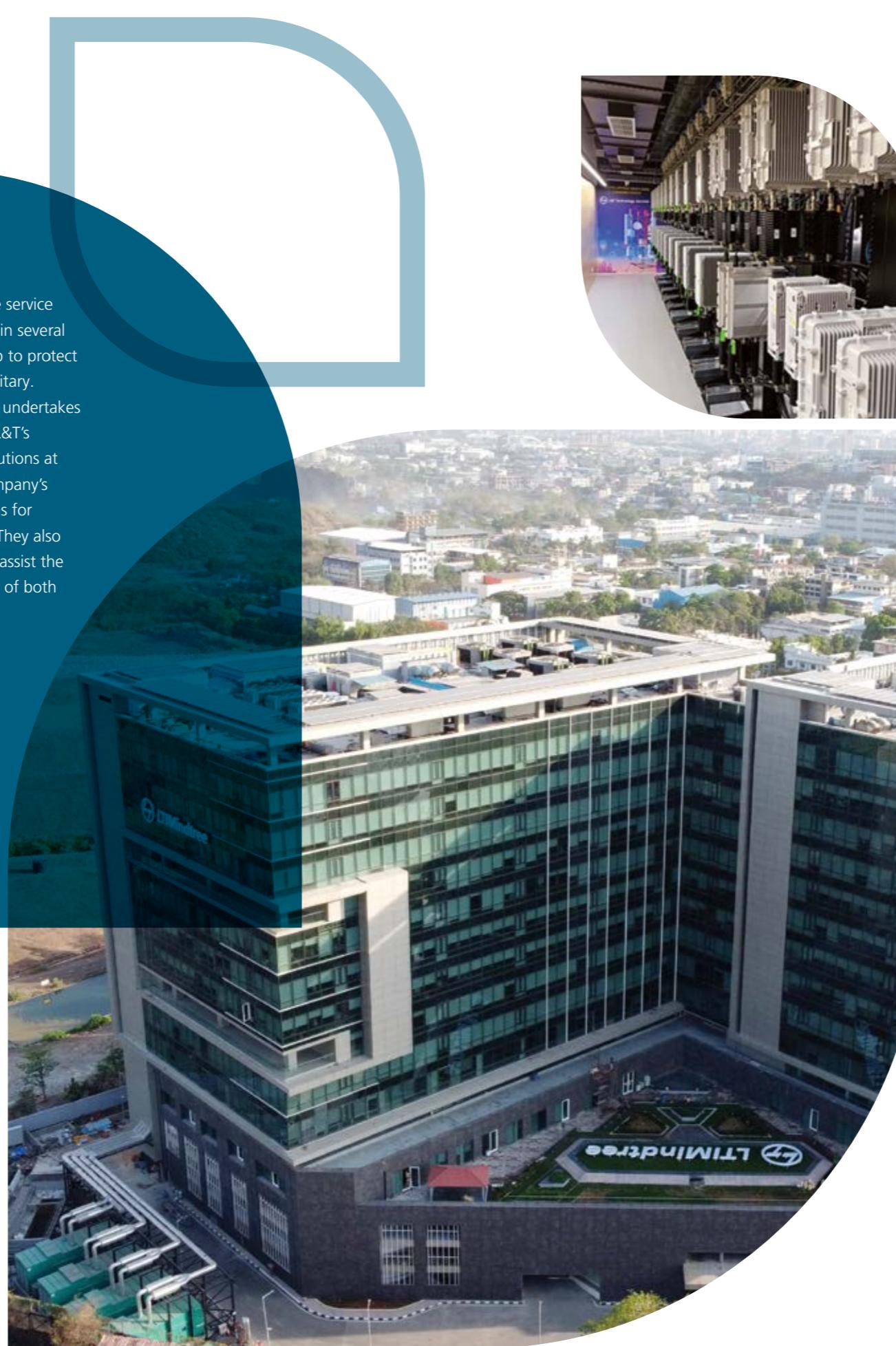
Award by GOI Felicitation by Union Minister of Heavy Industries, Dr. Mahendra Pandey for Indigenisation of Hydro Shafts



SERVICES

Larsen & Toubro has over three decades of experience in the service sector, offering solutions, including technology-based ones, in several vital areas. Its smart world and communication services help to protect citizens from natural calamities and crime, and assist the military.

Setting the gold standard in the sector, L&T's realty business undertakes timely delivery of prime commercial and residential spaces. L&T's information technology solutions comprise cutting-edge solutions at the convergence of the physical and digital worlds. The Company's technology services cover a wide spectrum of ER&D solutions for global clients, enhancing efficiency and cost-effectiveness. They also help protect citizens from natural calamities and crime, and assist the military. L&T's financial services business offers a wide range of both lending and non-lending-based financial products, benefitting over 15 million customers.



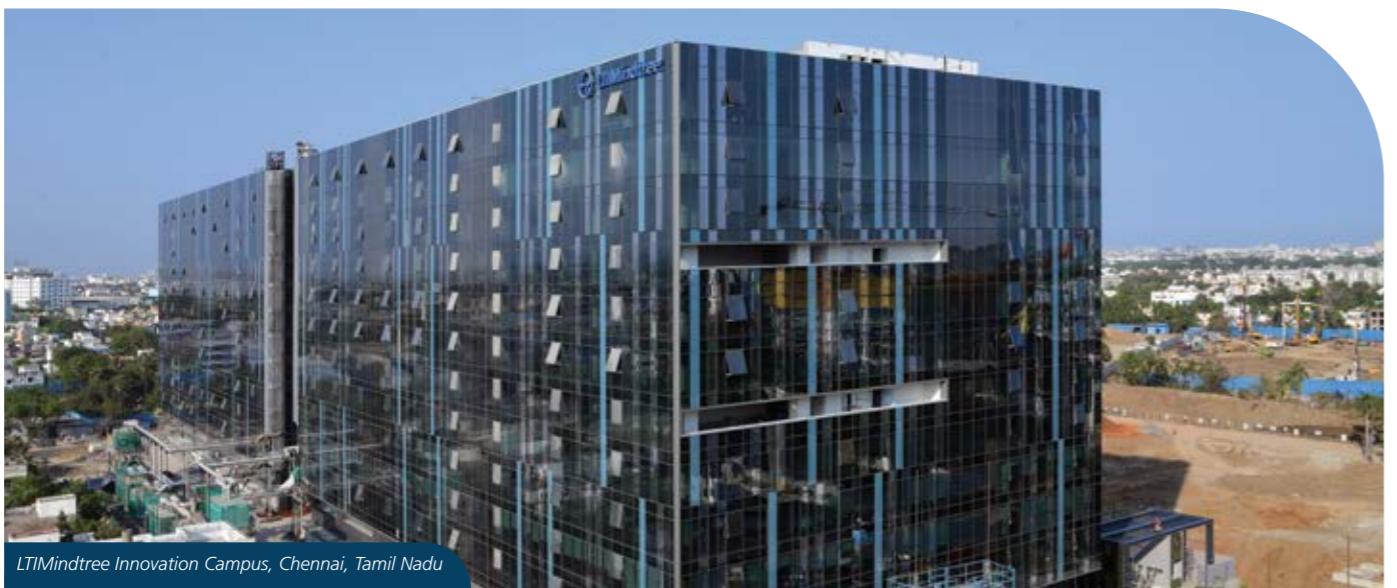
IT SERVICES

TECHNOLOGY SERVICES

DIGITAL SERVICES & E-COMMERCE PLATFORMS

FINANCIAL SERVICES

L&T's service offerings are built on the core values of commitment and transparency, coupled with a customer-first approach, delivering customer delight across the globe.



LTIMindtree Innovation Campus, Chennai, Tamil Nadu

LTIMindtree 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 differentiation, customer experiences, and business outcomes in a converging world. Powered by 81,000+ talented and entrepreneurial professionals across 38 countries, LTIMindtree — a Larsen & Toubro Group company — combines the industry-acclaimed strengths of erstwhile Larsen and Toubro Infotech and Mindtree in solving the most complex business challenges and delivering transformation at scale.

In its first full year as a merged entity, LTIMindtree has defined a bold vision for exciting possibilities that lie ahead. The macro and geopolitical uncertainties, as well as rapid technological developments, reinforce the relevance and need for a bold vision that is rooted in the firm belief that challenges are catalysts for breakthroughs.

LTIMindtree is forever excited about helping create the future — one where endless possibilities are realised through transformative digital technologies that collapse distances, merge realms, and meaningfully improve lives.

LTIM SERVICE OFFERINGS:

Interactive: LTIM is a leader in curating engaging and immersive experiences tailored for global brands. We excel in delivering omnichannel, immersive, and personalised digital experiences utilising cutting-edge technology across e-commerce, omnichannel interactions, and digital marketing realms. Our expertise spans across automation, AI, immersive capabilities (AR/VR), blockchain, and IP-driven product engineering.

Data and Analytics: LTIM's approach to Data and Analytics is strategic, forward-thinking, & focused on delivering amplified outcomes for their clients. Championing the Data-Driven Everything (D2E) movement, we deliver transformative solutions across five core pillars: Transforming Outcomes, Enterprise AI, Trust and Compliance, Modernising D&A Ecosystems, and Operate to Thrive.

Enterprise AI: LTIM is an industry leader in the strategic AI space, our offerings are backed by in-house IPs, navigators, the industry-leading Canvas.ai platform, and powered by partnerships with global technology majors and hyperscalers.

Cybersecurity: At LTIM, we follow a customer-centric approach to create cybersecurity solutions that help our

clients build resilient enterprises. We offer platform-based enterprise cybersecurity solutions, that are proactive, predictive, and cognitively autonomous.

Digital engineering: Digital Engineering brings a transformative approach to modernise and enhance businesses through technology. Three key offerings of Digital Engineering are Application, Migration and Modernisation, Outsourced Product Development and Engineering, and Platform Modernisation and Engineering.

iNXT: iNXT brings digital transformation strategies to life with IoT-enabled and AI-powered solutions to drive both operational efficiency and sustained growth for our clients. Our edge-to-experience philosophy uses the interactions between mind, material, machines, and location (M3L) to bring possibilities to life.

Platform operations: Our Platform Operations offering simplifies and optimises the handoff process between IT and operations for enterprises. We implement numerous solutions that cater to the needs of various enterprises across diverse industries and stages of their operations journey.

iNXT Geospatial Engineering: Geospatial enables workflows and information exchange for engineers, project managers and c-suite leaders in a variety of organisations — including government agencies, construction firms, utilities, telecom providers, smart cities, mining and so on.

Enterprise Cloud Applications: LTIM Enterprise Cloud Apps Unit empowers businesses with services related to ServiceNow, Microsoft Dynamics, and Disruptive SaaS Products.

Consulting Services: LTIM has established a robust Consulting division that transcends traditional boundaries, offering comprehensive digital and technology advisory services.

Hyper Automation: At LTIM, we unlock the full potential

of Hyper automation for our clients, crafting bespoke ecosystems tailored to industry-specific needs and cross-functional applications. We offer a comprehensive suite of services with our hyper automation arsenal, which includes Process Mining, RPA (Robotic Process Automation), Intelligent Document Processing, Generative AI, Workflow Orchestration, Machine Learning, and additional cognitive technologies.

Quality Engineering Services – Testing: LTIM dedicated quality engineering practice focuses on innovation and reimagining quality engineering excellence to enhance customer delight. This is achieved across enterprises through their run, change, and transformation initiatives. The emergence of new technologies or themes, such as GenAI, Metaverse, Connected Universe, Automation, etc., has made Quality Engineering more exciting than ever.

PROVEN PLATFORMS

Canvas.AI | Canvas Insights | Canvas AIOps | Fosfor | Infinity
CloudXperienz | CosmosQE | iNXT

KEY PARTNERSHIPS

Microsoft, AWS, GCP, Nvidia, IBM, SAP, Oracle, Snowflake, ServiceNow, Salesforce

KEY GEOGRAPHIES



6th Largest India IT Player

81,000+ Employees Working across 117 Offices

700+ Clients

38 Countries across **5** continents in the US, EMEA & APAC



AWARDS & RECOGNITION

- Named as a Global Future 50 company by Fortune magazine
- Recognised as the Fastest Growing Indian IT brand in 2023 by Brand Finance
- Entered the NIFTY 50 Index
- Listed in FTSE4 Good 2023 Index series with higher scores than sub-sector/sector/country averages
- Recognised as Leader and Star Performer in Everest Group's Talent Readiness for Next-gen IT Services PEAK Matrix® 2023
- Recognised as a Leader in Everest Group's Asset and Wealth Management IT Services PEAK Matrix® Assessment 2023
- Recognised as an Enterprise Innovators in HFS Horizons: Travel, Hospitality, and Logistics Service Providers, 2023
- Recognised as a Great Place to Work™ in the US, France, Poland & Denmark
- Received the 'Global Partner of the Year award' for Sustainability at AWS re:Invent
- Recognised by India Workplace Equality Index (IWEI) in the silver category for its efforts towards LGBTQ+ (Lesbian, Gay, Bi, Trans, Queer/Questioning) inclusion
- Won Golden Peacock Award for Sustainability in 2023
- LTIM has made it to the Carbon Disclosure Project (CDP) Global Leaderboard for the fourth consecutive year by scoring an 'A-' in the 2023 Climate Change Ranking
- LTIM Canvas Named Winner in the 2023 Artificial Intelligence Excellence Awards
- Received Top Honors for Sustainable Reporting Practices at the ICAI Sustainability Reporting Awards 2023

TECHNOLOGY SERVICES

L & T TECHNOLOGY SERVICES LIMITED



L&T Technology Services Limited (LTTS) is a global leader in Engineering Research and Development (ER&D) services. The Company offers end-to-end consultancy, design, development, and testing across product and process lifecycles. With its deep expertise across software, digital engineering, embedded systems, engineering analytics, and plant engineering, LTTS delivers transformative value journeys for its customers clients worldwide, driving revitalised operational and business success paradigms.

Headquartered in India, LTTS has over 23,800 employees spread across 22 global design centres, 28 global sales offices and 104 innovation labs as of March 31, 2024. The Company caters to an impressive global clientele

encompassing 69 Fortune 500 companies and 57 of the top ER&D firms across key sectors, including Transportation, Industrial Products, Telecom & Hi-tech, Plant Engineering, and Medical Devices.

LTTS continues to be at the forefront of cutting-edge innovation, partnering with leading technology majors and hyperscalers to enable next-gen solutions and offerings across emerging domains, including AI, Software Defined Everything (SDx), and Cybersecurity. These collaborations focus on streamlining new product development, enhancing remote asset management, enabling robust sustenance paradigms, and advancing virtual product design as well as prototyping.

SERVICE OFFERINGS

Digital Engineering and Consulting: Artificial Intelligence | Cybersecure | Immersive Experiences | Industry 4.0 | Product Consulting | Sustainability Engineering | Sustainable Smart World | 5G

Product Engineering: Software Engineering | Embedded Engineering | Mechanical Design | Testing & Validation

Manufacturing Engineering: Smart manufacturing | Supply Chain Engineering | Manufacturing & Planning | Manufacturing Execution

Plant Engineering: Capex Project E/EPCM Services | Operational Excellence | Plant Sustenance & Management | Material & Parts Management | Regulatory Compliance Engineering

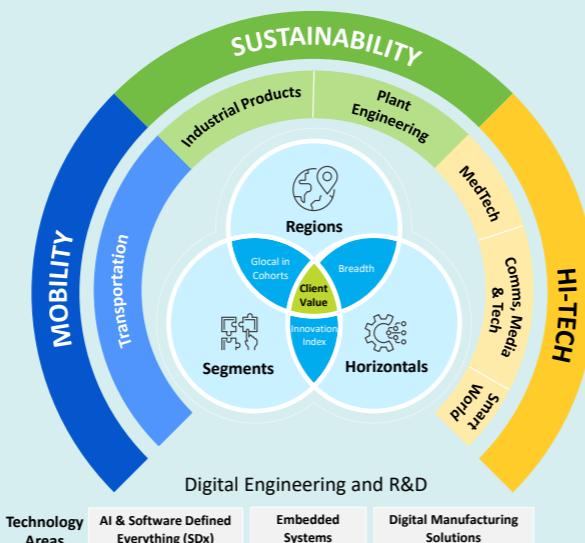
Engineering New Frontiers: Go Deeper to Scale

We realise that technology is evolving at an unprecedented pace. As the rate of transformation picks up, it is vital that we continue to align our approach and offerings to align closer to the emerging market dynamics.

With this in mind, LTTS has announced the streamlining and simplification of its organisational structure going into the new fiscal year. This would involve a reorganisation into 3 main segments to drive future growth, scalability, and technological innovation. The Company is consolidating its existing five segments into three: Mobility, Sustainability, and Hi-Tech, as part of our '**Go Deeper to Scale**' strategy to meet the evolving customer demand patterns.

The Mobility segment will encompass Automotive, Commercial Vehicles and Aerospace verticals. Sustainability will cover Industrial Machinery & Building Technology, Electric & Power, FMCG and Oil & Gas. The Hi-Tech segment will include MedTech, Semiconductors, Consumer Electronics, Hyperscalers and NexGen Comm verticals.

Leveraging commonalities of engineering and technology skills, LTTS will consolidate and strengthen its technology areas into 3 overarching horizontals – AI & Software Defined Everything (SDx), Embedded Systems, and Digital Manufacturing Solutions.



TRACK RECORD

69 Fortune 500 customers

104 Global Innovation Centres

90% Repeat business from customers over the last 4 years

KEY GEOGRAPHIES



AWARDS & RECOGNITION

LTTS' leadership of the ER&D domain has been reaffirmed by leading analysts, including ISG, Zinnov, and Nelson Hall, who have consistently rated LTTS as the leader across Digital Manufacturing, Digital Engineering Services, Intelligent Operations, and new technologies.

Our sustainability offerings were recognised by PTC, while Avasant rated LTTS as leaders in Manufacturing Smart Industry Services 2023 RadarView. Other prestigious accolades include the 'BIG Innovation Award' for IoT and the RoSPA Gold Health & Safety Awards for our smart city projects.

DIGITAL SERVICES & E-COMMERCE PLATFORMS



L&T-SuFin

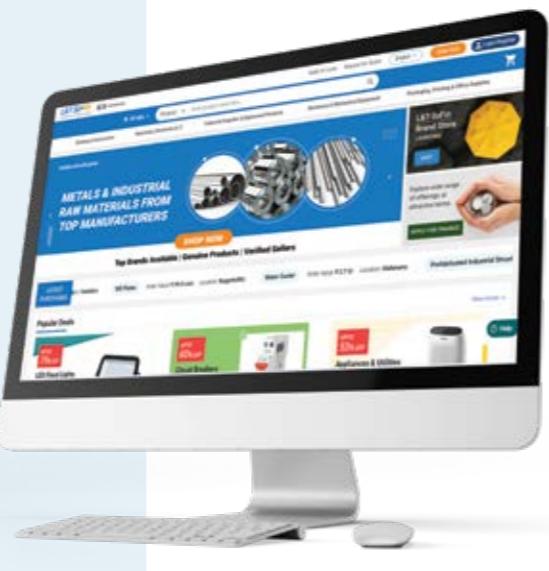
L&T-SuFin (Supply Chain and Finance) is India's first integrated digital B2B marketplace for buying and selling of industrial and construction products and services. The platform is poised to transform the B2B marketplace by enabling businesses, especially MSMEs, to source their industrial suppliers pan-India, digitally and cost-effectively. Active participation and partnership with key industry and MSME associations is enhancing the platform's visibility in target markets and positioning it as a one-stop solution for supply-chain in the MSME segment.

KEY OFFERINGS

Efficient product and seller discovery | Online transaction facility | Financing support from partner banks & NBFCs | Logistical support, including free transit insurance

SNAPSHOT

45,000+	Sellers
5,00,000+	Unique SKU's
35,000+	Buyers
20+	Logistics Partners
50+	Product Categories (predominantly industrial and construction)
15+	Financing Partners
4,000+	Distinct Items
1,00,000+	Pin codes Logistics Serviceability



L&T EduTech

L&T EduTech bridges the skills gap between industry and academia with programmes for students and professionals, leveraging L&T's expertise in engineering, technology, IT, and finance. Aligned with the New Education Policy (NEP), we expand access to global standards through online learning and skill assessments, addressing the dynamic job market driven by the gig economy and remote work.



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



TRACK RECORD

~70K+	Students and Faculty trained since inception
15.7K+	Working professionals trained since inception
28	Integrated Programs launched
122	Discrete/Certification Courses launched
7	Employability Skilling Programmes launched
5L +	Question bank curated

BUSINESS UNITS AND OFFERINGS

College Connect

- Industry Integrated Undergraduate Programmes: Deeper engagement with universities/colleges to blend academic excellence with practical industry applications.
- Employability Skilling Programmes: Focused initiatives to enhance job-readiness among graduates.
- Skill-Based Certification Programmes: Offering credentials in emerging and high-demand technologies.
- Emerging Technology Programmes: Keeping pace with technological advancements to prepare students for future challenges.

Enterprise

- Skilling: Fresher training, Learn Before Joining, upskilling and reskilling, and Niche Technology Training Programmes catering to ongoing professional development needs.
- Assessments: Diverse testing solutions including campus

hiring assessments, employability skills tests, Selection Tests and lateral skill assessments for employees.

Strategic Partnerships

- Government Collaborations: Engagements with government bodies like the Technical Education & Skill Development department to align with Government's initiatives in building the nation.
- Channel Partnerships: Partnerships with major online platforms like Coursera and IITM Pravartak, and retail channels like CADD, enhancing our reach and accessibility for learners.
- Industry Accelerators: In collaboration with LTIM and other organisations, L&T EduTech developed industry intervention programmes for Higher Education institutions. These programmes aim to equip students with industry-specific skills that are seamlessly incorporated into their curriculum through collaborations with leading higher education institutes.

DATA CENTRES

L&T's Data Centre & Cloud Services business provides end-to-end Data Centre, Multi-Cloud services, Cloud Managed services, Security Services and Application Integration services with single-point responsibility. L&T has committed investments to set up the most modern state-of-the-art Hyperscale Data Centres at multiple locations in India, starting with Mumbai and Chennai.



CUSTOMERS ONBOARDED

Education | Media | Pharma | Web Hosting | ISP

KEY OFFERINGS

Colocation	Cloud	Network & Security	Managed Services
<ul style="list-style-type: none"> Rack Space, Power & Cooling Remote / Smart Hands Ancillary Services 	<ul style="list-style-type: none"> Enterprise Public Cloud Private Cloud Hybrid Cloud Management Cloud Managed Services 	<ul style="list-style-type: none"> SOC Services Firewall DDoS Endpoint Security 	<ul style="list-style-type: none"> OS Management DB Management Middleware Management IaaS Network Management Storage & Back-up Management Disaster Recovery Management

HYPERSCALE ROADMAP

Data Centre	Location	Capacity	Status	Category
LNT NMP 1	Panvel, Navi Mumbai	2 MW	Live	Data Centre Campus
LNT CHN 1	Sriperumbudur, Chennai	30 MW	Live by Jun 2024	Data Centre Campus
LNT NMP 2	Mahape, Navi Mumbai	2 x 25 MW	Feasibility Completed	Data Centre Campus
LNT BLR 1	Whitefield, Bengaluru	40 MW	Feasibility Completed	Data Centre Campus

L&T SEMICONDUCTOR TECHNOLOGIES

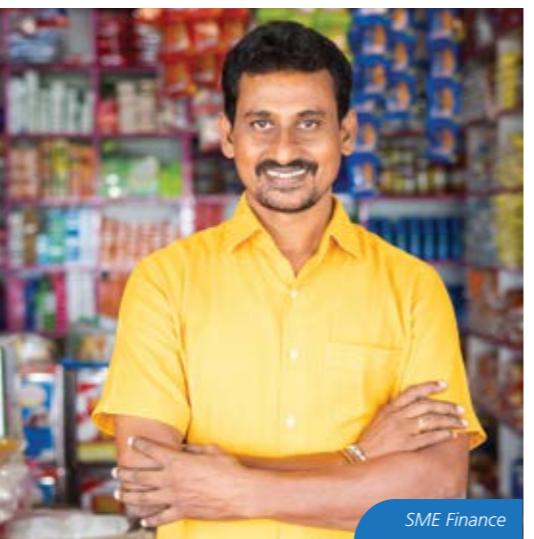
L&T Semiconductor Technologies (LTSCT), a fully owned subsidiary of L&T, is the first major Indian Semiconductor product company - a fabless company for designing and delivering Smart Devices for Global Customers. A company that provides Semiconductor Devices and Technology partnerships by helping customers realise energy efficient, high-performance systems to benefit from data, electrification and software defined technology trends.

FINANCIAL SERVICES L & T FINANCE LIMITED (LTF)



L&T Finance Ltd. (LTF) (<https://www.ltfs.com>), formerly known as L&T Finance Holdings Ltd., (LTFH) is a leading Non-Banking Financial Company (NBFC), offering a range of financial products and services. Headquartered in Mumbai, the Company has been rated 'AAA' — the highest credit rating — by four leading rating agencies. For LTF a paramount focus has been placed on delivering products and services sustainably to its customers. LTF embraced the Lakshya 2026 strategy in FY22 and achieved it well in advance in FY24, with a stronger technological shift and a customer-centric approach. Going forward, LTF will continue to focus on making its organisational

performance consistent, predictable, and sustainable by adopting the following 5 key pillars of execution viz. Enhancing Customer acquisition, sharpening credit underwriting, implementing futuristic digital architecture, heightened brand visibility, and capability building. LTF has also received leadership scores and ratings by global and national Environmental, Social, and Governance (ESG) rating providers for its sustainability performance. The Company has also won many prestigious awards for its flagship CSR project – "Digital Sakhi" - which focuses on women empowerment and digital and financial inclusion.



Vision

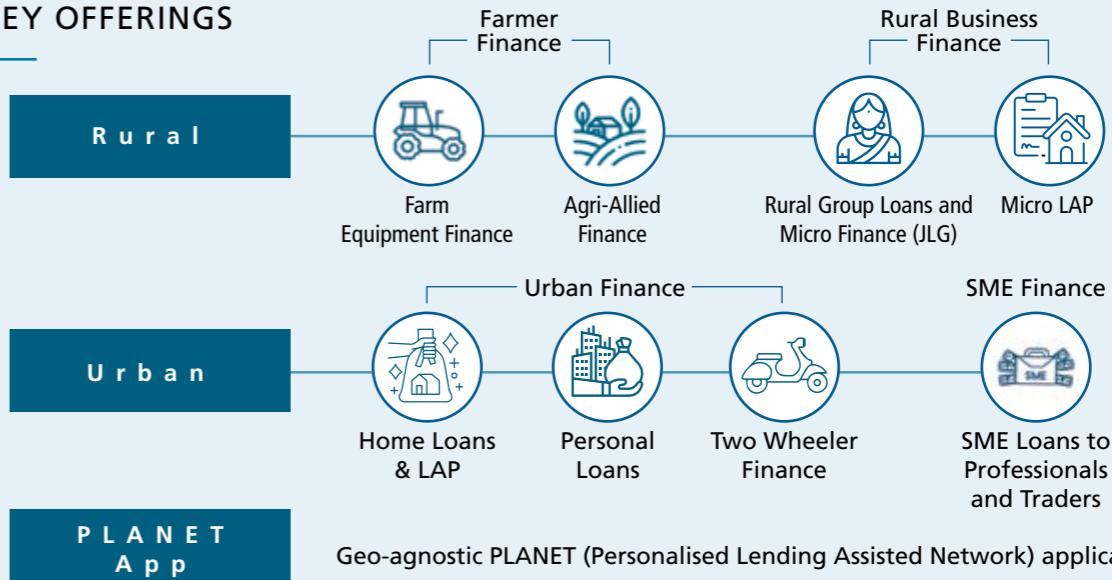
To be an admired and inspirational financial institution, creating sustainable value for all our stakeholders.

Lakshya 2026 goals vs achievement in FY24

To be a top-class, digitally-enabled, retail finance company moving from a 'product-focused' to a 'customer-focused' approach

Particulars	Lakshya 2026 Goals	Achievements for FY24
Retailisation	Revised to >95%	>94%
Retail Growth	>25% CAGR	>31%
Consolidated Asset Quality	GS3 <3%	GS3 at 3.15%
Consolidated RoA	2.8% - 3%	2.32%

KEY OFFERINGS



Geo-agnostic PLANET (Personalised Lending Assisted Network) application



SNAPSHOT

13,000+

Distribution Touch Points

@ 2.3 Crore+

Total Customer Database

30,534+

Employees

FY 2024 – A Year of Many Milestones

- Highest ever annual PAT of ₹ 2,320 crore, a growth of 43% y-o-y
- Highest ever annual Retail disbursements of ₹ 54,267 crore, a growth of 29% y-o-y
- Retail Book crosses ₹ 80,000 crore (₹ 80,037 crore), a growth of 31% y-o-y, driven by increased demand from both the Rural and Urban segment alike

Rural Business Finance:

- Highest ever annual disbursements at ₹ 21,495 crore, a growth of 27% y-o-y leading to book size crossing ₹ 24,000 crore
- Growth aided by strong focus on strengthening customer retention coupled with a renewed focus on new customer acquisition

Farmer Finance:

- Book size at ₹ 13,892 crore, a growth of 8% y-o-y
- Strong business momentum maintained despite de-growth across the industry

Urban Finance:

- Book size at ₹ 36,089 crore, a growth of 30% y-o-y
- Driven by improvement in disbursements across Two-wheeler, Personal Loan, and Home Loans/LAP businesses

SME Finance:

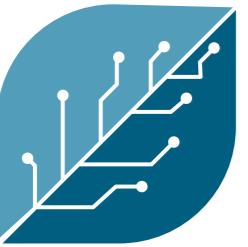
- Book size at ₹ 3,905 crore, slowly inching towards the ₹ 4,000 crore milestone
- Strong growth in business volumes aided by geo-expansion, deepening channel partnerships, and focus on providing superior value to our customers

ESG@LTF – ratings highlight our recognition:

- Improvement in MSCI ESG rating from 'BBB' to 'A'
- Upgrade in CDP Rating from 'B' to 'A-'

CSR@LTF:

- Over 11.50 Lakh communities sensitised on digital & financial literacy
- Over 1 Lakh people linked with social entitlement schemes worth ₹ 60 crore
- Over 17,400 and 21,000 beneficiaries covered under road safety awareness and Two-wheeler road safety programme respectively
- 50,000 saplings planted over 150 acres of land



OTHERS



REALTY

CONSTRUCTION & MINING MACHINERY

RUBBER PROCESSING MACHINERY

VALVES

L&T's other service and engineering businesses meet vital needs and are committed to excellence in terms of quality and timely delivery.



Artist's Impression

The true reflection of consumer focus comes from insight driven master planning and product development. The business derives its competitive advantage from transparency, cutting-edge technologies, and superior project management skills – to create landmarks that meet global standards. Amongst the 120 plus awards and accolades, L&T Realty was conferred the 'Best Realty Brand 2024' by the Times Group.

KEY OFFERINGS

Mixed-use Integrated Developments | Transit-oriented Developments | Residential Complexes |
Commercial and Retail Spaces | Built-to-suit Projects

KEY CLIENTS

JPMC, Colgate, Sanofi, WeWork, Ansell, Henkel Teva Pharma, Koch Industries, Tibco, SBI Life, Yamaha Motors, CitiusTech and many more...

DEVELOPMENT PORTFOLIO

75 Mn. sq.ft. Total Development

48 Mn. sq.ft. Residential

26.5 Mn. sq.ft. Commercial & Retail

8.5 Mn. sq.ft. Residential Delivered

KEY GEOGRAPHIES



PROJECTS

51,000 Apartments | 3,25,000 Office Desks | 1,05,00,000 sq.ft. Specialised Luxury Retail



Artist's Impression



TRACK RECORD

13+ Large, Gated
and Mixed-use
Developments

120+ Domestic and
International Awards

6,500+ Tons of Carbon
Reduced

1.5+ Lac KL Water
Saved

10,000+ Slum-dwellers
rehoused

17,000 Happy
Families



KEY AWARDS & RECOGNITION

- Best Realty Brand 2024, awarded by ET Now & The Times Group
- Iconic Developer of the Year, awarded by Times Real Estate Conclave & Awards 2023-24
- High Rise Project of the Year - Crescent Bay - CREDAI MCHI Golden Pillar Award
- Mixed Use Project of the Year – South, Raintree Boulevard - Realty Plus - South India



Raintree Boulevard, Bengaluru, Karnataka

CONSTRUCTION & MINING MACHINERY



Komatsu PC 136: The All-New 14-ton Productivity Beast

PRODUCT DEVELOPMENT CENTRE

PDC, located at Coimbatore, is an in-house R&D centre employing design engineers with know-how and expertise in designing and developing a range of products with innovative technology and rapid prototyping. PDC has developed many cost-effective products/solutions, contributing significantly to the Government's Atmanirbhar Bharat initiative.

PRODUCTS MARKETED FOR

Komatsu – India and Global

L&T Construction Equipment Limited – Bengaluru

Larsen & Toubro Limited - Kansbahal/Odisha

Product Range: Hydraulic Excavators | Rear Dump Trucks | Crawler Dozers | Wheel Loaders | Wheel Dozers
Motor Graders | Vibratory Compactors – Soil & Asphalt | Pneumatic Tyred Rollers | Skid Steer Loader
Surface Miners | Crushing Solutions

Special Attachments: Rock Breakers & Breaker Booms | Crusher Buckets | Slope Compactors | Rock Splitters
Quick Couplers | Piling Products

SIGNIFICANT ORDERS

Sold close to 50,000 Komatsu machines to the construction and mining industry

Bagged a prestigious order from a leading steel manufacturer for 36 Komatsu Mining Equipment, including Dump Trucks, Dozers, Wheel Dozers, Motor Graders, and Water Sprinklers, including full maintenance contracts

Bagged a significant order from a cement manufacturer for 22 Komatsu Mining Equipment, including Dump Trucks, Excavators, and Dozers, including full maintenance contracts for these machines

Cinched a large order to supply 19 large mining equipment for lignite mining, including Komatsu PC500 and PC450 Hydraulic Excavators and Komatsu D85 Crawler Dozers

Delivered 48 Komatsu PC210 Hydraulic Excavators to a leading port operator and a large infrastructure developer. The machine's population has crossed 4,000 units

Over 380 Komatsu PC205 Hydraulic Excavators sold since their launch in 2022

Introduced upgraded models of the small Hydraulic Excavators, Komatsu PC81 and PC136, with over 250 units of PC136 and 230 units of PC81 sold since their launch during 2022-23

Komatsu PC71 and PC130 reached new milestone with sales of 7,000 units each

L&T's total population of Compactors surpass 3,800 for various applications

Supplied 36 units of L&T 1190 Soil Compactors to a single contractor in Uttar Pradesh involved in Road Construction

100th Surface Miner manufactured by L&T Kansbahal Works sold

1000th Apron Feeder by L&T Kansbahal Works sold

L&T Kansbahal Works secured and executed its largest-ever order, valued at ₹ 180 crore, from a coal mining company for six Surface Miners - KSM 403, along with two years of warranty for spares and seven years of maintenance and repair contract

L&T Kansbahal Works signed the largest deal ever for crushing systems, valuing ₹85 crore, with a cement manufacturer. The deal involved designing, supplying, and commissioning seven Lines for an 1800 TPH limestone crusher.

Completed 75,000 scheduled services under Machine Care Programme

New industry benchmarks were achieved, with Komatsu PC2000 clocking 70,000 hours of operation, Komatsu D475A achieving over 42,000 hours, and Komatsu PC1250 achieving 50,000 hours of operation. Komatsu PC210LC-10M0 crossed 20,000 hours of operation within four years of its launch—the fastest in the industry

Implemented Topspin - spare parts demand forecasting and inventory management system. Received recognition from SAP for Excellence in Supply Chain Planning

Trained a team of transgender individuals for a steel manufacturer in maintaining HEMM (Heavy Earth Moving Machinery) at iron mines in the east. They are now successfully operating in daily maintenance of Komatsu Heavy Equipment



TRACK RECORD

Over **80 years** of experience in the industry

Wide range of models offered in each product category

6 Service Centres across India for repairing / refurbishment of machines

Over **40,000** machines active in the market



Komatsu PC2000: Heavy-Duty Work Horse with Unmatched Productivity



Komatsu GD535-6: Exceptional workability and environmental performance

RUBBER PROCESSING MACHINERY



Off-The-Road Mechanical Tyre Curing Press



Truck Bus Hydraulic Tyre Curing Press

L&T is a global major, providing end-to-end rubber processing machinery solutions to the tyre and rubber industry. It markets its own products that are manufactured at its plant in Kancheepuram, near Chennai, as well as certain products manufactured by Kobelco Industrial Machinery India Pvt. Ltd.

KEY OFFERINGS

- Mechanical Tyre Curing Presses
- Hydraulic Tyre Curing Presses
- Tyre Building Machines
- Tyre Plant Solutions – Built-to-print / Custom-built Machinery
- Internal Mixers
- Twin-Screw Roller-head Extruders

TRACK RECORD

Supplies to **45+** Countries

5,000+ Machines

Top **7** Global tyre manufacturers as clients

SNAPSHOT

Years of Experience – 52

Distinct Product Segments – 4



KEY ACHIEVEMENTS

- L&T Rubber Processing Machinery is amongst the Global Top 3 Tyre Curing Machinery Manufacturers
- #1 OTR Tyre Curing Machinery Manufacturer in the world
- 2x Growth in Hydraulic Tyre Curing Press in International Segment
- L&T has developed and Exported its Biggest ever Off-the-Road Tyre Curing press to an European Tyre Major
- Successfully Executed First-ever Turnkey Project (Design, Manufacture and Install) of Hydraulic Tire curing presses in Americas to a Fortune 500 Global Tyre Major

VALVES



L&T Valves, Kancheepuram Plant, Tamil Nadu



Triple-offset Butterfly Valve supplied to a refinery



Cryogenic Butterfly Valve for LNG

L&T Valves Limited, a wholly owned subsidiary of L&T, is a major manufacturer of valves for the energy industry. Leveraging its 62-year legacy of leadership, The Company provides unmatched service to its global customer base. The product portfolio includes valves monogrammed API 600, API 594, API 6D, API 609 and API 603, valves with CE, ATEX and SIL certifications, as well as IoT-ready digital solutions. Its marketing network spans the globe, reinforced by strategic alliances with key distributors.

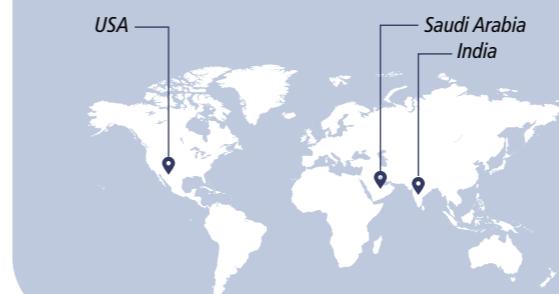
SECTORS SERVED

- Oil & Gas | Pipelines | Refining
- Petrochemicals | Chemicals | Fertiliser
- Pharmaceuticals | Power | Water
- Defence, Nuclear & Aerospace

KEY OFFERINGS

- Gate, Globe and Check Valves | Pipeline & Process Ball Valves
- Triple-offset & Elastomer-lined Butterfly Valves
- SIL3-capable Automation Solutions including HIPPS
- Custom-engineered Products | Digital Solutions
- Aftermarket Support

GLOBAL MANUFACTURING FOOTPRINT



TRACK RECORD

Approved and accepted by global majors in the Energy industry

A heritage of excellence that spans six decades and six continents

Valves in operation in **61** countries

SUSTAINABILITY



THRUST AREAS



BETTER PLANET

Carbon-neutral by **2040**

Water-neutral by **2035**

~4 Mn saplings planted in FY 2024

43 Mn kWh, of renewable energy consumed in FY 2024

35,445 tCO₂e emissions avoided by use of renewable energy in FY 2024



BETTER BUSINESS

32% recycled & eco-friendly material used in FY 2024

50% revenue from Green Business

₹3,905 Mn cumulative R&D spend for last 3 years

₹1,27,018 Mn revenue in FY 2024 from new and emerging businesses started in the last 3 years



BETTER COMMUNITIES

6.9 Mn manhours – safety training

1.6 Mn beneficiaries across health, education, water & sanitation and skill-building in FY 2024



AWARDS AND ACCOLADES

- Certified 'Great Place to Work'
- Ranked 3rd, for the second year in a row, in the global 'Top 200 Environmental Firms' 2023 list by Engineering News-Record (ENR), New York – L&T was the only Indian firm to feature in this list
- Received the CII National Award for 'Excellence in Water Management' in 2023 in the 'Beyond

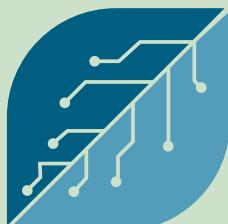
the Fence' category for integrated community development CSR programme

- Featured as one of 'India's Leading Listed ESG Entities 2024' in Dun & Bradstreet's 'ESG Champions of India 2024'
- Ranked No. 1 in the 'Capital Goods Sector' and No. 17 in the 'Top 50 Most Sustainable Companies' in India by Business World



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LARSEN & TOUBRO

Find us on:



www.Larsentoubro.com

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