

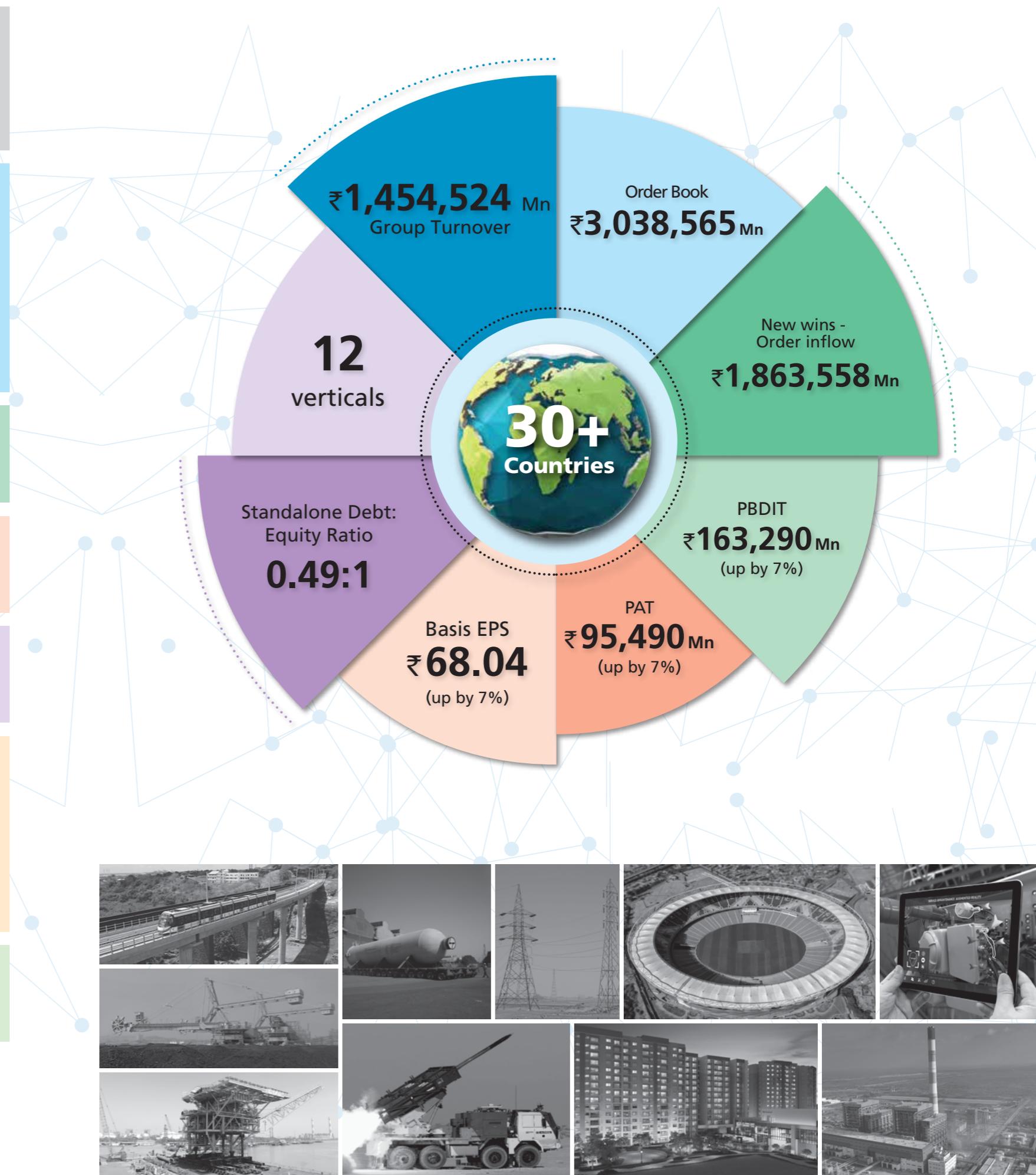
Annual 2020 Review



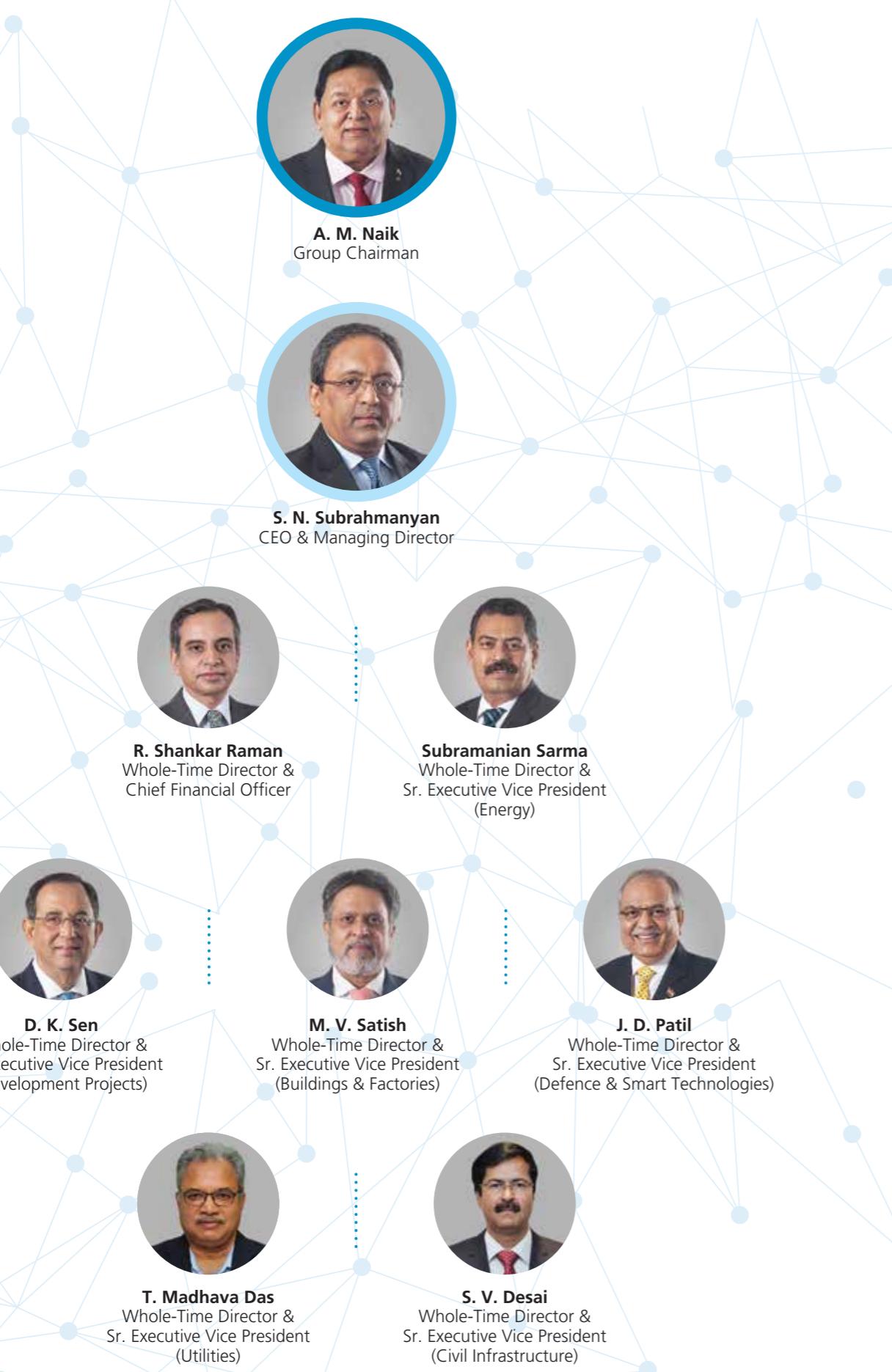
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L&T GROUP AT A GLANCE



LEADERSHIP TEAM



EXECUTIVE COMMITTEE (ECOM)





CONSTRUCTION

Many landmark projects in India – and increasingly overseas – bear L&T Construction's indelible stamp of excellence – reflecting a track record spanning over seven 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. Digitalization, mechanization 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. A safe work culture is intensively propagated to conform to – and even surpass – international standards.

Heavy Civil Infrastructure

Water & Effluent Treatment

Power Transmission & Distribution

Buildings & Factories

Transportation Infrastructure

Metallurgical & Material Handling

L&T GeoStructure

Ranked among the world's top 15 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 'the builder of the India of the 21st century'.



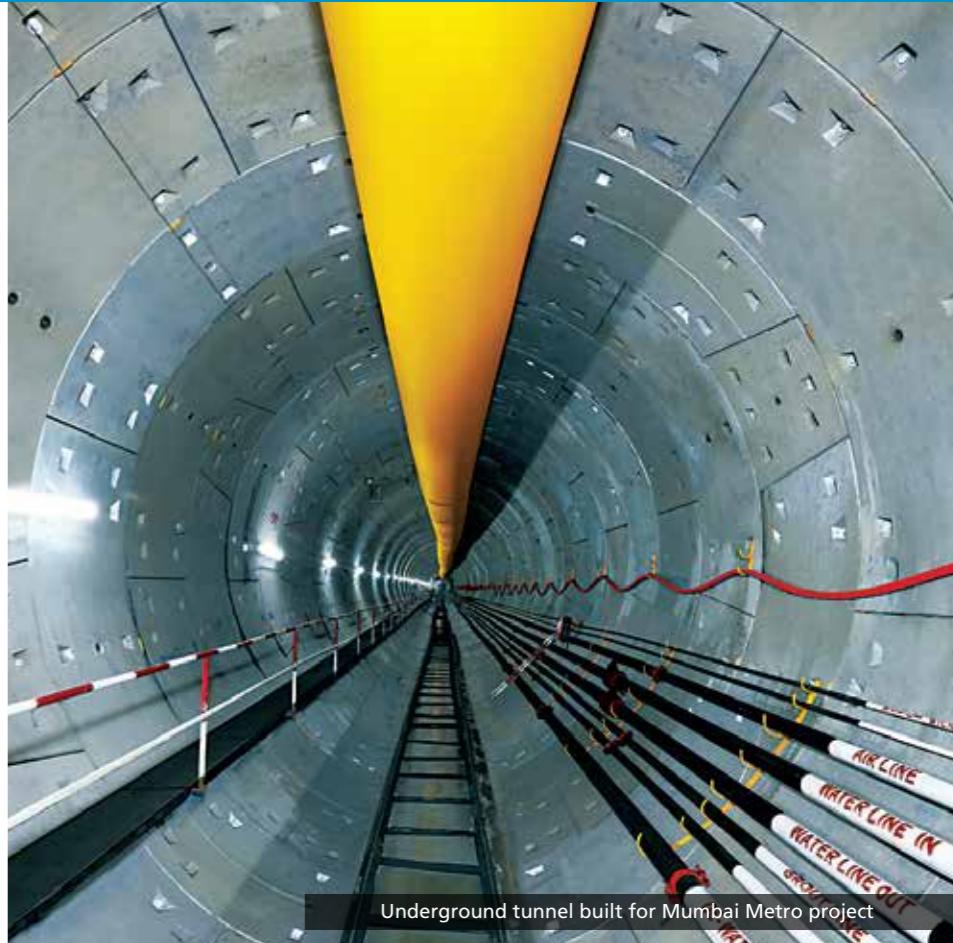
Heavy Civil Infrastructure

The Heavy Civil Infrastructure vertical of L&T Construction undertakes design, engineering and construction 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.

Key Offerings

- Metros
- Nuclear Plants
- Hydel Projects
- Ports
- Special Bridges
- Tunnels
- Defence Infrastructure



Snapshot

Key Geographies



New Orders **5** Projects

RRTS Packages● 2
Breakwaters, Dabhol● 1
Strategic Project● 1
Railway Tunnel● 1

Commissioned Projects **3**

Domestic Metro – Hyderabad Metro● 1
International Metro – Doha Metro● 1
Barrage – Medigadda Barrage● 1



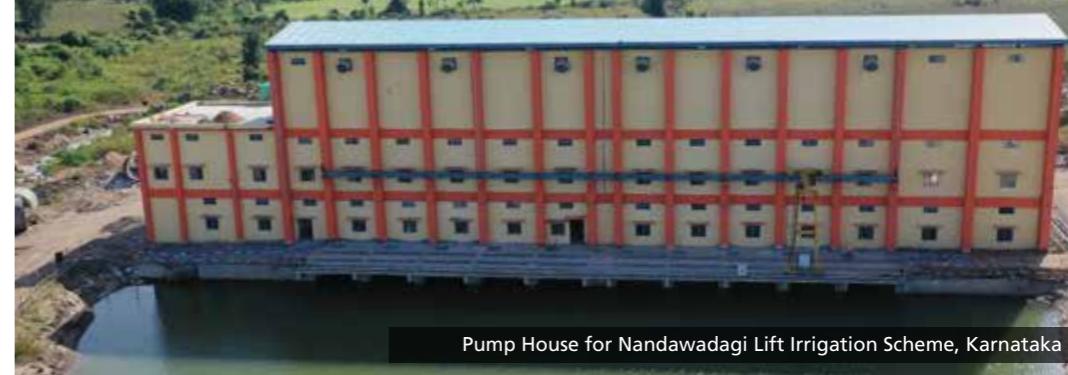
Track Record

344 km of Metro Projects	54 km of Railway Bridges	59 km of Road Bridges	9 km of Long-span Bridges	12 km Dams / Barrages / Weirs
35 km of Road / Rail Tunnels	66 km of Hydro Tunnels	120 km of Metro Tunnels	7 Powerhouses (including both underground and surface structures)	200 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 of Breakwaters/ Rock Structures	8 km of Berthing Structures	3 Shipyard Structures	1st Twin Containment Nuclear Reactor in India



Water & Effluent Treatment

L&T Construction's Water and Effluent Treatment business segment provides complete solutions through its 'concept to commissioning' capability covering in-house design, detailed engineering, process know-how, procurement, impeccable project management and seamless execution, extending to virtually every area of the Water, Irrigation and Wastewater spectrum.



Pump House for Nandawadagi Lift Irrigation Scheme, Karnataka



375 MLD Sewage Treatment Plant,
Jebel Ali, UAE



48 MLD Water Treatment Plant,
Gadag, Karnataka



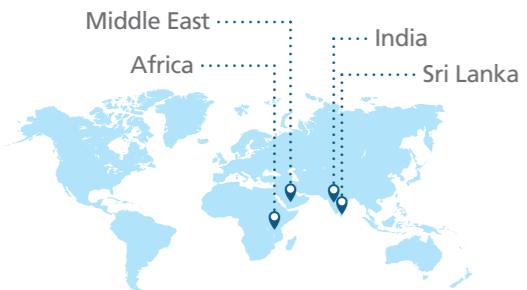
318 MLD Waste Water Treatment Plant, Coronation Pillar, New Delhi

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

Snapshot

Key Geographies



New Orders **36** Projects

Water Supply & Distribution	15
Wastewater	9
Smart Water Infrastructure	3
Industrial & Large Water Systems	6
International	3

Value: ₹ 25,000 Cr

Commissioned Projects **27**

Track Record

7.3 Lakh

hectares of land being irrigated through large water pipelines

5100 MLD

of Water Treatment Plants

5+ Lakh Km

Channelized Water and Waste Water Network

2100 MLD

of Wastewater Treatment Plants

90+ Million

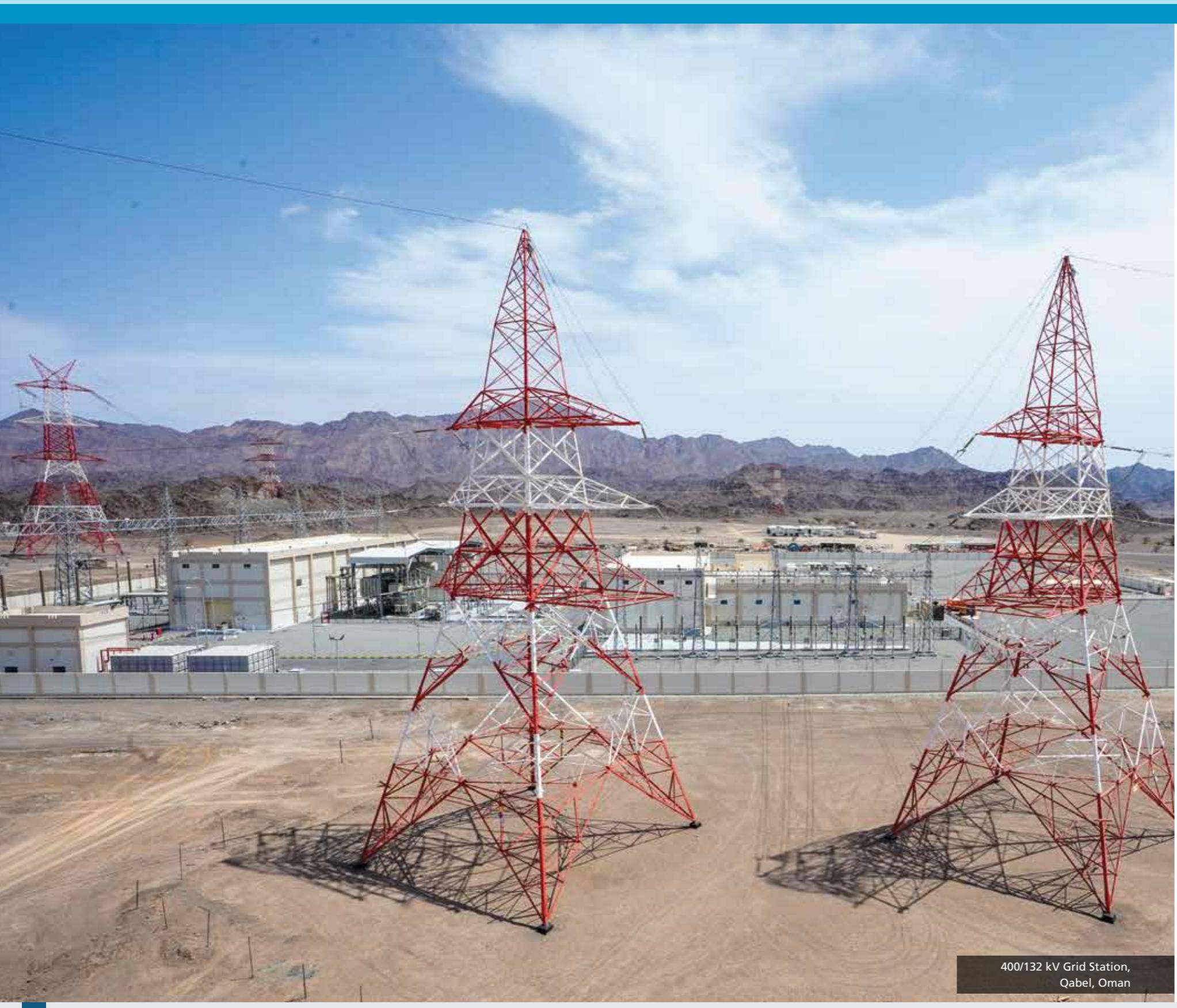
people benefitted



137 MLD Water Treatment Plant, Nashik, Maharashtra

Power Transmission & Distribution

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



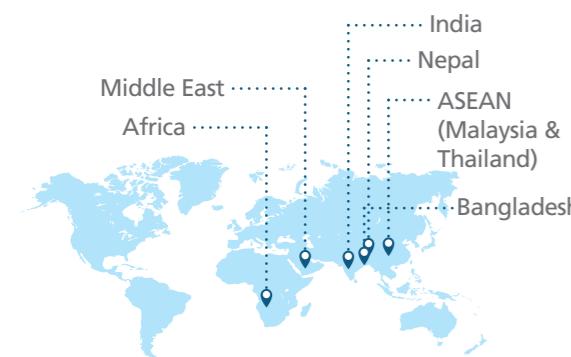
Key Offerings

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



Snapshot

Key Geographies



Domestic Orders 38 Projects

Distribution Modernization Projects	13
Emerging Technologies in Renewable Energy: Floating Solar / Solar Pumps / BESS	4
Substation Projects	8
Major Solar Plants	7
Transmission Corridor Projects	6

Global Orders

Middle East	Africa	ASEAN
Substation Projects 7	Substation Projects 23	EHV Substations 2
EHV Cable/ OHTL Corridors 6	Transmission Corridors 22	Transmission Corridors 1
Solar PV Plants 2		Battery Energy Storage Installations 2

Value: ₹ 250,960 Mn

Overall order value combining both domestic and global orders

Commissioned Projects

Major Transmission Corridors, up to 765 kV	15
Households Illuminated	33,00,966
Major Substation / STATCOM Projects	35
Major Solar Plants	3



Track Record

36,900 ckm

of Transmission Lines

805 EHV

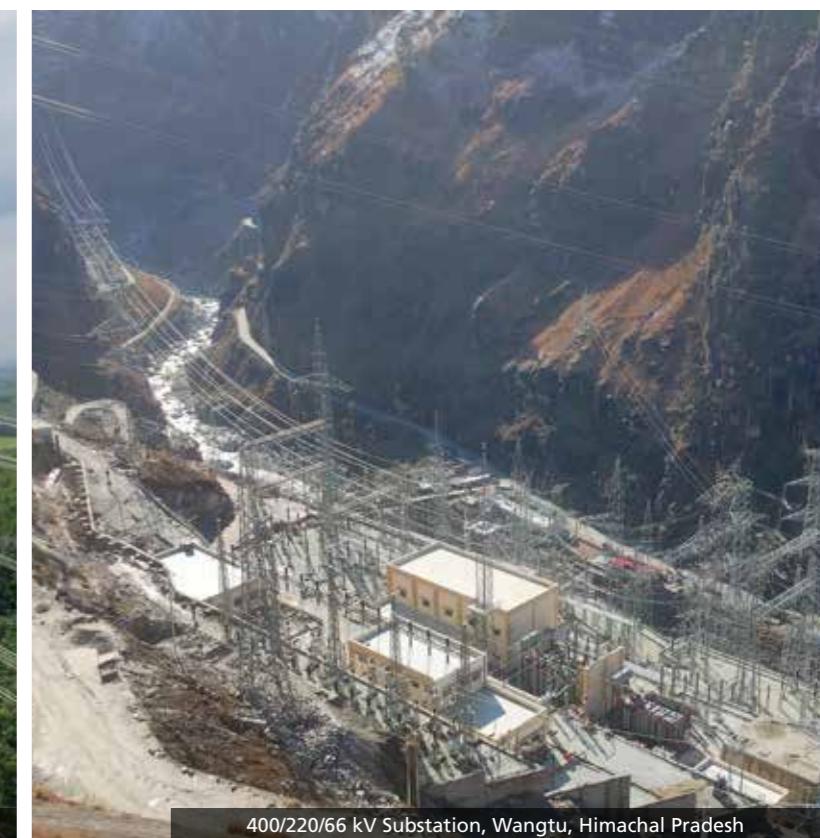
Substations Including India's First 1200 kV AIS and 765 kV GIS

1,56,263

Habitations Electrified

Over 2.5 GWp

of Solar Power Plants



Buildings & Factories

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



IKEA, Mumbai



ICC Towers, Mumbai

Key Offerings

- Airports
- Hospitals
- Stadiums
- Hotels
- Institutional Spaces
- Data Centres
- IT Parks and Office Buildings
- High-rise Structures
- Mass-housing Complexes
- Factory Structures and Cement Plants
- Warehousing Facilities



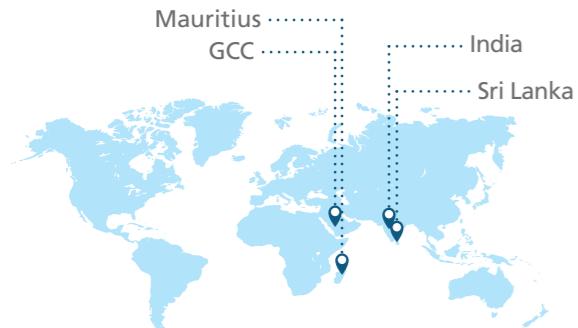
ITC Colombo - a luxury hotel and a residential tower under construction



Hyderabad International Airport, Telangana

Snapshot

Key Geographies



New Orders 22 Projects

Airports	2
Health	4
Public Spaces	3
ITOS	4
Residential	5
Factories	3
International	1

Commissioned Projects

Hospital Beds	1,338
IT Seats	26,000
Data Centre Racks	600 Racks / 11 MW
Apartment Units	4,553
Manufacturing Facilities	4



Track Record

11

International
Airports

22000+

Hospital
Beds

2,50,000+

IT Seats

70,000+

Apartment
Units

85+

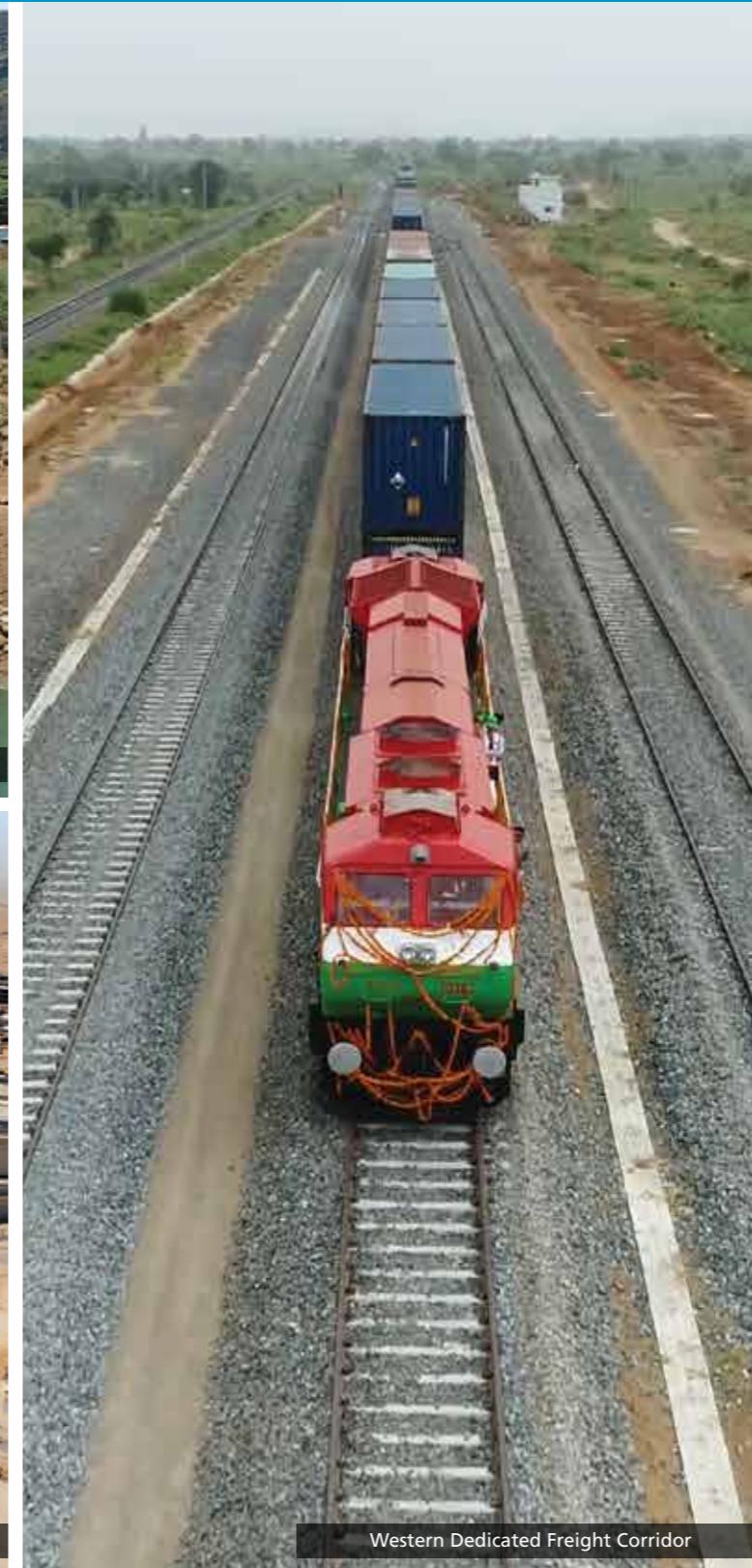
Manufacturing
Facilities



Transportation Infrastructure

L&T's Transportation Infrastructure vertical is one of the oldest, largest and most reputed contractors in India for EPC construction of Infrastructure projects in the Roads, Railways & Airports sector under two Strategic Business Groups (SBGs) – Roads Runways & Elevated Corridors (RREC) and Railways Business Group (RBG).

Well-diversified in terms of its product range, the business leverages its vast experience in Project Management, Engineering Design and Construction Management to achieve international standards of safety, quality and operational efficiency in mega-scale projects spread across India and in targeted geographies overseas. It has Engineering Design centres in Mumbai, Faridabad and Chennai. In addition, it has a Competency Development Centre at Kancheepuram for RBG and Workmen Training Centre at Ahmedabad for RREC.

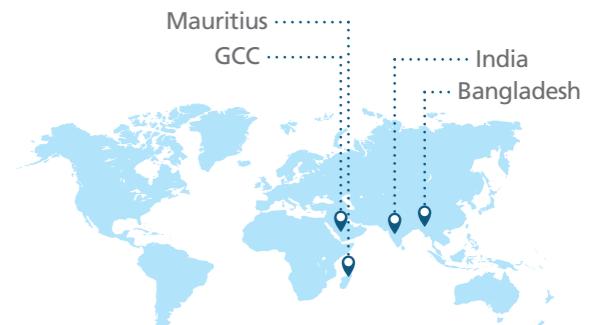


Key Offerings

- Roads
- Elevated Corridors
- City Infrastructure (Transportation)
- Runways (Airside Construction)
- Railway Construction
- Railway Systems
- Dedicated Freight Corridors
- Integrated Transit Systems (LRT/ Monorail)

Snapshot

Key Geographies



Snapshot

New Orders **7** Projects

Metro (Track OHE S&T)● 2
Railway Construction● 1
Runway (Airside Construction)● 1
Eastern Dedicated Freight Corridors● 3

Ongoing Projects

Highways● 5,774 Lkm
Runways● 5.4 Mn. sq. m.
Track Construction● 1,815 Tkm
Electrification● 6,315 Tkm

Completed Projects

Highways● 16,770 Lkm
Runways● 7.4 Mn. sq. m.
Track Construction● 3,247 Tkm
Electrification● 11,591 Tkm

Commissioned Projects **12**

Runway (BIAL Phases 1 & 2, Airside Construction)● 1
Roads (Dom + Intl)● 9
LRT Phase 1● 1
Metro (OHE & Track Work)● 1



Metallurgical & Material Handling

L&T's Metallurgical & Material Handling vertical is a leading EPC solutions provider in the fields of minerals, metals and bulk material handling for large industrial, steel, aluminium, copper and zinc complexes, associated facilities and the mining industry. The business offers integrated solutions for a wide range of systems and equipment, powered by in-house design, engineering, manufacturing, construction and commissioning capabilities.



Key Offerings

- Mineral Beneficiation
- Iron and Steel Making
- Aluminium, Zinc and Copper Refiners and Smelters
- Specialty Conveyors
- Material Handling & Mining Equipment

Key Geographies



New Orders

54 Projects (FY 19-20)

International Mega Projects	2
Crushing Solutions	19
Surface Miners	13
Domestic Projects	4
Sand Plants	11
Material Handling Equipment	5

Value: ₹ 75,050 Mn

Commissioned Projects

31

Iron & Steel Making Plants	2
Finishing Mill	1
Material Handling Plants	4
Sand Plants	11
Crushers	10
Surface Miners	3

Track Record

10

Blast Furnaces

30 Mn

Tonnes of Hot Metal (Iron) making

7

Coke Ovens

4

Steel Melt Shops

5

Hot Strip Mills

13

Mineral
Beneficiation Plants

8

Al/Zn Smelter
Refinery Plants

100

Material Handling
Plants

486 Km

of Conveyors

142

Stockyard Equipment

120

Wagon Tipplers

8

Ash-handling Plants

1000+

Crushers

32

Sand Plants

68

Surface Miners

L&T GeoStructure

Specialised in executing projects across sectors comprising Elevated & Embedded Retaining Structures, Ground Improvement Works, Marine Structures, Deep Foundation-supported Bridges and Intake Structures, this entity provides breakthrough 'Design & Build' solutions. It has a fleet of RCD rigs and trench cutters, various capacity vibro-hammers and other ground engineering equipment to execute challenging projects, both in terms of complexity and time. The business has unique expertise in plastic concrete design and execution for super-deep walls.



Piling works at Panki, Kanpur

Key Offerings

- Marine Structures
- Multi-cellular Intake Structures
- Composite Dams
- Basement Structures
- Plastic Concrete Cut-off Walls
- Large Diameter Bored and Driven Piles
- Stone Columns and Vibro - compaction Works

New Orders	3
Ongoing Projects	14
Commissioned Projects	3

Snapshot

Projects Executed

Piling work at Kanpur, U.P.	Ground Improvement work in Vizag, A.P.
Stone Column work at Krishnapatnam, A.P.	Diaphragm Wall work at Teynampet, Chennai
Cut-and-cover Metro Station work at Chennai	Coal Terminal at Paradip, Odisha
Iron-ore Terminal at Paradip, Odisha	



Seawater Intake Outfall Structure at Uppur, Tamil Nadu



EPC PROJECTS

Larsen & Toubro has acquired a high degree of expertise in undertaking projects of unprecedented scale, scope and sophistication on an EPC (Engineering-Procurement-Construction) basis for the entire hydrocarbon spectrum, as well as power plants and equipment. L&T collaborates with global majors for the design and execution of projects, and is a leader in the EPC world.

Hydrocarbon

Valves

Power Plants & Equipment

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



Hydrocarbon

L&T Hydrocarbon Engineering (LTHE), a wholly-owned subsidiary of L&T, offers integrated 'design-to-build' solutions for complex onshore and offshore hydrocarbon projects across multiple geographies. Its track record includes simultaneous execution of multiple, complex, large-value projects, meeting stringent delivery schedules, quality and safety norms. LTHE's in-house capabilities are complemented by partnerships with global leaders, while its competitive strengths in project management, engineering, procurement, fabrication, manufacturing, construction, installation and commissioning, combined with best-in-class HSE standards, enable it to consistently deliver on all parameters.

For LTHE, safety remains a core value. During FY 2019-2020, the Company set new benchmarks in HSE by:

- Achieving 102 million LTI-free safe man-hours at a stretch with Zero LTI status at 3 modular fabrication facilities
- Achieving LTI frequency rate of 0.04 against an industry average of 0.15 (OGP for Construction Activity 2018-19)
- Receiving 31 HSE awards from prestigious institutes at domestic and international platforms
- Receiving 22 Certificates of Appreciation from clients for HSE performance and project safety milestones

Key Businesses

Offshore

Onshore

Construction Services

Modular Fabrication

AdVENT (Advanced Value Engineering & Technology)

Snapshot

Key Geographies



Completed Projects **16** (FY 19-20)

Offshore	3
Onshore	1
Construction	4
Modular Fabrication	6 [#]
AdVENT	2 [#]

Project Value > ₹ 50 Mn

New Orders **11** Projects

Offshore	4
Onshore	2
Modular Fabrication	3
AdVENT	2 [#]

Value: ₹ **209,644** Mn
(USD 2,954 Mn)

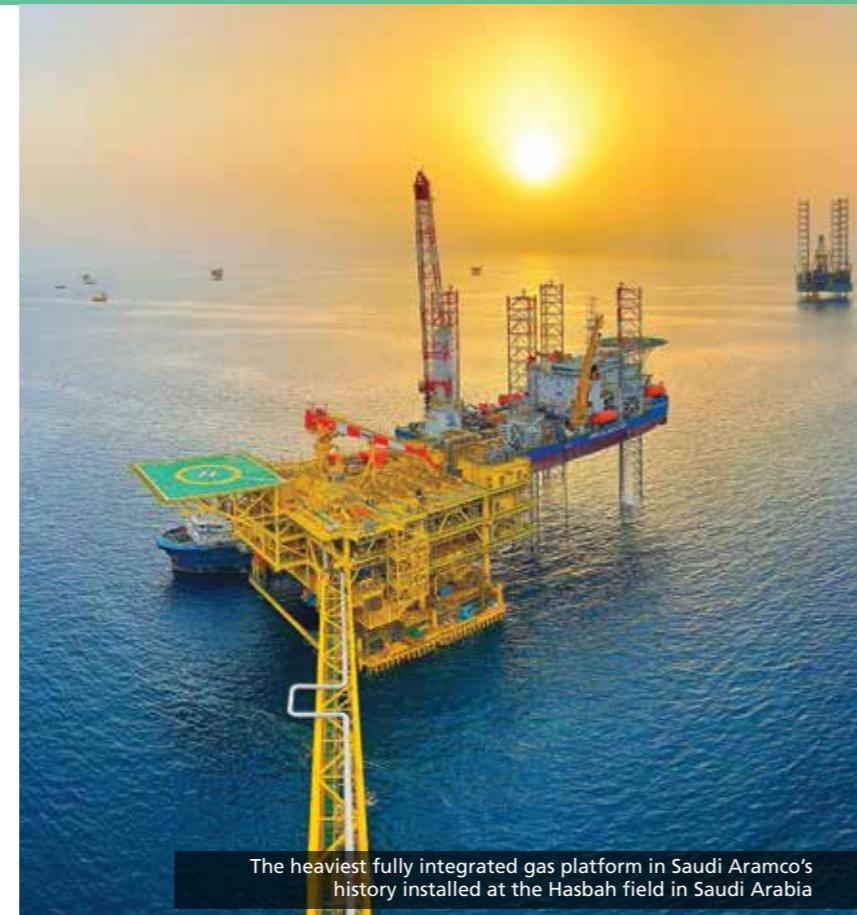
Offshore

The Company undertakes FEED and EPCIC projects encompassing the entire hydrocarbon value chain – from oil & gas production to processing. LTHE has comprehensive engineering capabilities spanning the complete project life cycle, while its in-house fabrication facilities at three strategic locations impart flexibility in project control and cost-competitiveness.

LTS 3000, a heavy-lift-cum-pipelay vessel and LTB 300, a pipelay-cum-work barge help expedite offshore installations, ensuring on-time completion of projects.

Key Offerings

- Process Complexes and Wellhead Platforms
- Gas Compression Modules
- Subsea Pipelines and Systems
- Brownfield & Upgradation Projects
- Living Quarters Platforms
- FPSO Modules and Jack-up Rigs
- Decommissioning Solutions
- Deepwater Subsea Manifolds and Structures
- Offshore Wind Farms
- Transportation & Installation Services



Onshore

The Company has in-house FEED, process and detailed engineering, procurement, fabrication, construction and commissioning (EPCC) capabilities built over three decades, delivering execution excellence to its global customers. It has experience in executing projects based on technologies from leading global Process Licensors and also undertakes projects on a License + EPCC package basis, depending on client requirements.

Key Offerings

- Upstream Oil & Gas Processing and Treatment Facilities
- Petroleum Refining Projects
- Fertiliser Projects
- Petrochemical Projects
- Cross-country Pipelines and Terminals
- Cryogenic Storage Tanks and Regasification Terminals
- Coal / Pet-coke Gasification Projects

Track Record

Track Record

10	75	25	28
New Process Platforms	Wellhead Platforms (Jacket + Topsides)	Wellhead Topsides only	Wellhead Jackets only
17	1258+ km	4	225
Gas Compression Modules	Subsea Pipe Laying	Jack-up Rigs Refurbishment	Platform Modifications
8	9	2	
FPSO Topsides (Engineering)	Living Quarters	Deepwater Projects	



n-Paraffin & Derivative Complex for Farabi Petrochemical Company, Yanbu, KSA

Construction Services

LTHE offers turnkey construction of refinery, petrochemical, chemical and fertilizer projects, gas-gathering stations, oil & gas terminals and field development, including storage tanks and underground cavern storage systems for LPG and cross-country hydrocarbon pipelines.

The Company offers innovative construction solutions with cutting-edge technology. It has a large asset base of construction equipment and an impressive track record in providing customized solutions in heavy lifting. Most projects executed are in excess of 10 million construction man-hours, with two projects in excess of 100 million construction man-hours.

Key Offerings

- Site Development and Pile Foundation
- Complete Civil and Structural Work
- Plant and Non-plant Buildings
- Piping and Mechanical Erection
- Electrical & Instrumentation
- Tankages including Firefighting Systems
- Laying of Cross-country and In-field Pipelines



Cracker Furnace Package for HMEL Bathinda Refinery, India



New Strategic Gas Export Pipeline from North Kuwait to Mina Al Ahmadi for Kuwait Oil Company

Modular Fabrication

The Company offers comprehensive Modular Solutions from its world-class Modular Fabrication Facilities, backed by rich and extensive experience in Project Management, Project Engineering, Procurement and Installation / Construction, Testing and Pre-Commissioning—primarily in both Offshore and Onshore domains of the entire value chain of the Oil & Gas sector. These Modular Fabrication Facilities, equipped with state-of-the-art infrastructure and machinery for operations coupled with robust QHSE performance, are strategically located at Hazira (India's west coast), Kattupalli (India's east coast) and Sohar (Oman). They have a combined annual capacity in excess of 200,000 MT (depending on the product mix) and are accredited with global certifications and pre-qualifications from Oil & Gas majors. These all-weather waterfront facilities with their captive load-out jetties offer year-round delivery of complex, large and heavy modules on ocean-going vessels and barges providing logistical flexibility, on-time delivery and cost competitive solutions.

LTHE recently augmented its manufacturing strengths by opening a new Integrated Manufacturing Facility at Jubail in Saudi Arabia to cater to the local market.

Key Offerings

- Offshore Structures and Modules for Oil & Gas Projects
- Onshore Structures & Process Modules
- LNG Modules
- Foundations and Modules for Offshore Wind Farm Projects
- Deepwater Subsea Structures
- Modular Specialty Furnaces
- Jack-up Rigs and MOPU
- Preassembled Electric Sub-station Buildings (PESB) and E&I Houses
- Pipe Spools, Fire Proofing and FBE Coating



Three Gas Production Deck Modules (PDMs) for Saudi Aramco, ready for dispatch from MFF-Hazira, India

Key Geographies

USA

Saudi Arabia
India



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 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. L&T also supplies and supervises standalone HRSG packages. International standards of safety and quality and on-time delivery are ensured by design and project management centres at Vadodara and Faridabad.



400 MW Bibiyana-III Combined Cycle Power Plant, Bangladesh

Key Offerings

Complete and package-wise EPC solutions for Power Plants:

- Coal-fired
- Gas-based

Air pollution control:

- Flue Gas Desulphurisation (FGD)
- Selective Catalytic Reduction (SCR)
- Electrostatic Precipitators

Snapshot

Key Geographies



Projects

New Contracts ● 7
Commissioned ● 3
Ongoing ● 15

Track Record

17,000+ MW

EPC of Power Plants



2x660 MW Khargone Thermal Power Plant, Madhya Pradesh

Partners

L&T-MHPS Boilers Private Limited

A JV with Mitsubishi Power, Japan – engineers, designs, manufactures, erects and commissions ultra-supercritical and supercritical boilers.

L&T-MHPS Turbine Generators Private Limited

A JV with Mitsubishi Power and Mitsubishi Electric Corp. Japan – engineers, designs and manufactures ultra-supercritical and supercritical turbines and generators.

L&T-Sargent & Lundy Limited

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

L&T-Howden Private Limited

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



Ultra-supercritical/supercritical turbine manufacturing facility at Hazira, Gujarat



Ultra-supercritical / supercritical boiler manufacturing facility at Hazira, Gujarat



3x660 MW Koradi Thermal Power Plant, Maharashtra



MANUFACTURING

Larsen & Toubro 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 talent pool, global procurement setup 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 accreditation and certification affirm L&T's manufacturing prowess.

Heavy Engineering

Machinery & Industrial Products

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.



RFCC Revamp for Orpic, Oman

Heavy Engineering

L&T Heavy Engineering is recognized as one of the world's top 3 heavy fabricators. Its strengths include in-house design & engineering, state-of-the-art fully-integrated fabrication facilities, R&D Centres and experienced project teams. It custom-designs, fabricates and integrates engineered-to-order critical equipment and piping solutions for core process plant sector (Refinery, Fertilizer, Petrochemicals) and Nuclear Power industries. Dedicated Engineering, Procurement, Project Management and Construction teams of our Modification, Revamp and Upgrade (MRU) business offer technology-driven, quick turnaround solutions for Process Plants. Safety is core, and integral to every phase of our operations the business manufactures equipment conforming to international standards of quality to meet stringent schedules.

Key Offerings

- Hydrocracker, Ethylene Oxide and Clean Fuel Reactors
- FCC Reactor and Regenerator Package
- Coke Drums
- Molten Salt Bath Reactor
- Ammonia and Methanol Converters
- Urea Stripper & Reactor, Carbamate Condenser
- Waste Heat Boiler Package
- HP Heat Exchanger
- Nuclear Equipment
 - Steam Generator and Pressurizer
 - End Shields
 - Fusion Reactor (ITER)
 - Spent Fuel Canisters & Casks
- Modification, Revamp and Upgrade (MRU)
- Critical Piping Spools

Snapshot

Key Geographies



Presence in **49** countries

Manufacturing Facilities

3



Ammonia Converter for HURL, Barauni



Cryostat base section at ITER site, France for world's largest nuclear fusion reactor



Methanol Converter for Shaanxi Yanchang Petrochemical, China

New Orders **36** (FY 19-20)

Total Value	₹ 26,860 Mn
Domestic	₹ 13,430 Mn
International	₹ 13,430 Mn

Key Gasification Equipment (KGE) for Talcher Fertilizer. First-of-its-kind Coal gasification project in India, which will produce **1.27 MMTPA** of Urea.

A total of **15** Critical Reactors and **138** Critical Heat Exchangers

Awards

BECHTEL Supply chain Excellence



4 Coke Drums for Ecopetrol, Colombia

Track Record

121 m

World's Longest Column for Reliance Industries, India

1858 MT

Heaviest Hydrocracker Reactor in India

645 MT

World's heaviest Coke Drum - 4 nos. supplied to Marathon Petroleum Corporation, Garyville Refinery, USA

16

ARDs Reactors (Cr-Mo-V) weighing around 9744 MT (609 MT each) dispatched to ADNOC, UAE

USD 421 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



Ethylene Oxide Reactor for LPCL, China

L&T Special Steels & Heavy Forgings

L&T Special Steels and Heavy Forgings is a JV with NPCIL, and manufactures forgings for several sectors: Nuclear, Defence, Hydrocarbon and Power. With an annual capacity of 40,000 MT of finished forgings, it is a major strategic step towards a sustainable alternative to the import of heavy forgings.

Key Offerings

Custom-built Heavy Forgings and Thick Plates in carbon steels, alloy steels & stainless steels

Snapshot

New Orders **44** (FY 19-20)

Value ₹ 2,010 Mn

Tonnage 5500 MT

NPCIL Fleet: Forgings for Pressurizer & Bleed Condenser

LOTUS: EO Reactor 330 mm thick segments

LNG Canada: Heat Exchanger 200 mm thick SS Tubesheet

BARC: Advanced Light Water Reactor 588 mm thick Stepped Shell



Track Record

Critical Heavy Forgings and Plates for Steam Generators and other equipment for

700 MW

Nuclear Plant

Heaviest ingot made in India

> 200 MT

for Nuclear sector

Thickest ring for Nuclear sector

800 mm thick

Facility Approved and Certified

Strategic Grade

(Defense & Nuclear) Forgings

Reference List of

450+

Shells and Tube-Sheets for Nuclear and Hydrocarbon Sectors

Thickest forgings for ITER Project

900 mm thick

Machinery & Industrial Products

Rubber Processing Machinery

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, 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

Snapshot

Years of Experience **48**

Distinct Product Segments **4**

Order Inflow

Value ₹ 3.12 Bn

Track Record

45+

Countries

4,300+

Machines

Top 7

Global tyre manufacturers as clients

Key Achievements

- Top OTR tyre-curing machinery manufacturer in the world
- Won Gold Plus Award for Business Excellence from Confederation of Indian Industry
- Successful validation of new-generation hydraulic tyre curing presses and Zeus OTR Tyre Building Machine
- Successful launch of Zeus Single-stage Two-wheeler Tyre Building Machine
- Value-added Programming and Analytical Services for the Tyre industry
- Won Gold Award in Indian Green Manufacturing challenge and in 5S Won Platinum Award and Sustenance award from ABK- AOTS Dosokai



Construction & Mining Machinery

A pioneer in the Indian Construction & Mining Machinery industry, L&T sources and supplies equipment to the infrastructure, irrigation and mining sectors. Its comprehensive range of world-class equipment matches global performance standards.



Scania G440XT Heavy Tipper engaged in overburden transport



Komatsu PC210-10MO Hydraulic Excavator incorporates futuristic technology

Key Offerings

Machines

- Hydraulic Excavators
- Rear Dump Trucks
- Crawler Dozers
- Wheel Loaders
- Wheel Dozers
- Motor Graders
- Heavy Tipper
- Vibratory Compactors – Soil & Asphalt
- Pneumatic Tyred Rollers
- Asphalt Paver Finishers
- Skid Steer Loaders
- Surface Miners
- Sand Plants
- Crushing Solutions
- Apron Feeders

Attachments

- Rock Breakers & Breaker Booms
- Crusher Buckets & Slope Compactor
- Piling Products

Snapshot

Products marketed for

Komatsu – India & Global

Scania Commercial Vehicles India Pvt. Ltd.

L&T Construction Machinery Limited

L&T-Kansbahal Works

New Launches

Komatsu PC210-10MO 'Truly Efficient' Hydraulic Excavator in the 20-ton class segment

Scania G440 XT Heavy Tipper, the next-generation in the mid-mining segment.

Innovative Piling Products in the Indian market, in collaboration with Movax, Finland.

Milestones

50,000th machine handed over by L&T to customer

Handed customer 1000th L&T 1190 Soil Compactor, designed and developed using indigenous technology

L&T Product Development Centre

This in-house R&D Centre, located at Coimbatore, has highly-skilled and experienced design engineers. The Centre is involved in the design and development of a range of products with innovative technology and rapid prototyping.

Track Record

75 years

of experience

Over 38,000

Active Machines Pan-India

6

Service Centres in India at strategic locations

Wide range

of equipment in the market

Subsidiary

L&T Construction Machinery Limited (LTCML), a wholly-owned subsidiary of L&T, manufactures indigenously designed road construction equipment and high-precision hydraulic systems and components at its factory on the outskirts of Bengaluru.



L&T 1190 Soil Compactor deployed for airport construction



L&T's KSM-404 Surface Miner operating in a coal mine



L&T 990HF Tandem Compactor deployed for bitumen compaction in NHAI project



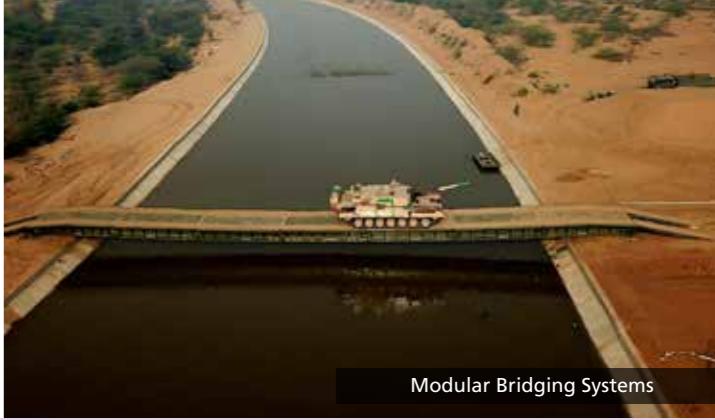
L&T 9020 Wheel Loader fitted with Dozer blade in haul road maintenance



Pinaka Multi Barrel Rocket Launcher

Defence & Aerospace

L&T's defence solutions encompass land-based weapon systems, air defence and artillery systems and upgrades, naval weapon launch systems with fire-control systems, combat engineering systems, communication, avionics, C4I and missile systems. L&T designs and builds critical aerospace components, tracking and launch systems for space missions as well as for the Armed Forces.



Modular Bridging Systems

DEFENCE

L&T partners the DRDO and the Indian Armed Forces in the development of defence products, systems and platforms across land, sea and air operations, in line with its commitment to 'Make in India'. The Company has state-of-the-art facilities for manufacturing weapons & engineering systems, aerospace solutions and naval ships, helping the Armed Forces gain the decisive edge.

Defence & Aerospace

Defence Shipbuilding

L&T provides indigenous design-to-delivery solutions – from surveillance to strike. Its aerospace offerings add thrust to India's space programme.



Lightweight Torpedo Launcher



K9 Vajra-T self-propelled Howitzer at Republic Day Parade rehearsal in New Delhi

Key Offerings

- Guns and Armoured Systems
- Missiles and Aerospace Systems
- Avionics, Sensors and Robotics
- Submarines and Underwater Platforms
- Weapon and Engineering Systems
- Unmanned Systems
- Radar Systems

Snapshot

Key Geographies



Manufacturing Facilities
in India

7



Anti-Submarine Rocket launcher



L&T has provided critical subsystems for most of India's space missions

Defence Shipbuilding

L&T offers a range of ocean-going vessels for defence including frontline warships, submarines, auxiliary vessels and special naval platforms. L&T's Warship Design Centre, equipped with state-of-the-art software and associated tools, undertakes high-end design – from concept to production drawings.

L&T also designs and manufactures critical ship systems. Through-life support and obsolescence-management offered by L&T extend the operational life of platforms considerably.

Key Offerings

Ocean-going vessels for defence, including:

- Frontline Warships
- Submarines
- Auxiliary Vessels
- Special Naval Platforms

New, Major Orders

(FY 19-20)

Workshare Order for Construction of 3
Naval Survey Vessels

Snapshot

Facilities

Shipyards

..... 2

Delivered Orders

(FY 19-20)

Interceptor Boats

..... 5

Offshore Patrol Vessels

..... 2



Offshore Patrol Vessel for Indian Coast Guard



Floating Dock for Indian Navy



Command & Control Centre, Raipur

Smart World & Communication

With the Smart City Command and control centers developed by L&T's Smart World business playing a crucial role in COVID relief measures and other natural calamities, the business is well-established as a key Master System Integrator (MSI) to implement smart city projects, end-to-end. The business has expertise in the areas of city surveillance, intelligent traffic management systems, transport and logistics, Advanced Metering Infrastructure solutions, communication networks including backbone telecom infrastructure and military communications. The business is operating and maintaining more than 23 safe and smart cities across the country, offering smart governance, e-education and the complete suite of smart solutions with Artificial Intelligence based analytics to cater to the specific needs of smart city administrators to ensure sustainability, improvement in delivery efficiency of the utilities and upgraded quality of life for the citizens.

The business has already ventured into the area of next-gen technologies and is creating solutions in the areas of Artificial Intelligence, Picture Intelligence, Facial Recognition, Cyber Security and first-of-their-kind Emergency Response Systems like Hybrid Dial-100 and Early Warning Dissemination. It has also created and implemented a gamut of Use Cases based on advanced analytics to improve the quality of life of citizens. The business has been chosen to establish a first-of-its-kind, state-of-the-art Unified Network Management System (UNMS) to manage, support and operate the military's dedicated ultra-modern nationwide communications network. Its Military Communication segment offers Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) systems and Satellite solutions that empower military forces with the most advanced fully integrated systems to enhance their decision-making capability, and in turn to increase their operational effectiveness.

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. L&T's financial services business offers a wide range of both lending and non-lending-based financial products, benefitting over 15 million customers.

Smart World & Communication

Information Technology

Technology Services

Realty

Financial Services

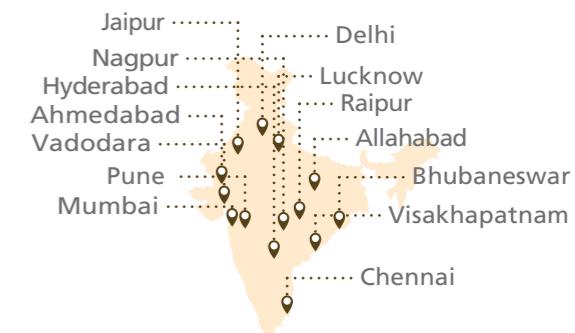
L&T's service offerings are built on the core values of commitment and transparency, coupled with a customer-first approach, delivering customer delight across the globe.

Key Offerings

- Smart Cities
- Safe Cities
- Communication Network and Telecom Infra
- Military Communications

Snapshot

Key Locations



Hyderabad Data Centre



State Emergency Operations Centre, Odisha



Surveillance Camera Installed at Prayagraj



New Orders

6

Communications Projects● 2
Smart City● 1
Critical Infra● 1
Surveillance Projects● 2

Track Record

43

Projects

Commissioned Projects

7

Smart City● 2
Surveillance● 1
Govt. School Computer Lab Project● 1
Smart Meters● 1
Metro Communication● 1
EWDS● 1

Highlights

WiFi Access Points● 22,000+
CCTV Cameras● 32,000+
ATCS / ITMS● 750+
Variable Messaging Displays● 1000+
AMI for Smart meters● 1.2 Mn
Command Control Centres / Data Centres● 24+
GPON (Gram Panchayats)● 12000+
Computer Labs● 5000+



Information Technology

LTI

LTI, a global technology consulting and digital solutions company, continues to build its capabilities on exponential technologies. LTI Mosaic and Leni are augmented with automation and Artificial Intelligence (AI), and are enabling the data-to-decisions cycle for global enterprises. The recently introduced LTI Canvas is the Company's design for the future of software engineering, and addresses the new demands of changed work environments. Digital, Data and Cloud continue to be the centrepieces of LTI's strategy to address opportunities in the new normal.



Mosaic experience centre

Key Recognitions

Ranked among the **top 5 Indian IT brands**, by Brand Finance

Entered the **Nifty Next 50 Index**

Ranked #4 on **Financial Sustainability Index (FSI)** by Business Standard BS1000

Recognized in Gartner's Competitive Landscape: **Robotic Process Automation**
Service Providers Arup Roy, Cathy Tornbohm, 24 October 2019

Ranked #5 in HFS **Top 10 Energy Service Providers** 2019

Major Contender and Star Performer in Everest Group Application and Digital Services in Banking – Services PEAK Matrix™ Assessment 2020

2020 SAP® Pinnacle Award as the Industry Innovation Partner of the Year

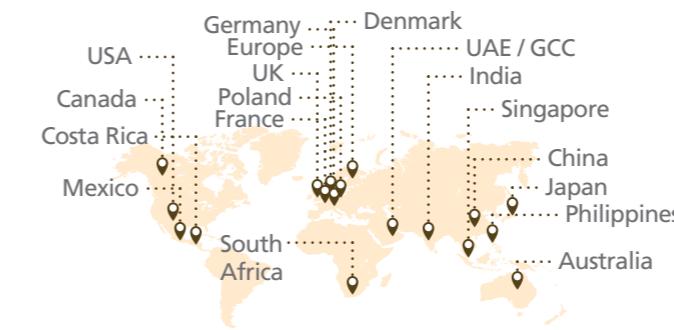
Finalist in **Microsoft Partner of the Year** 2020



LTI headquarters, Mumbai

Snapshot

Key Geographies



57 Sales Offices across

31 Countries in the US, EMEA & APAC

Digital Transformation Advantage

Proven strategies and execution models for the adoption, implementation and scaling of Digital Transformation across industries like BFSI, Manufacturing, Energy & Utilities, Media & Retail, Pharma & Healthcare.

Strategies:

Operate To Transform, Digitizing the Core, Experience Transformation, Data Driven Organizations.

Industry specific expertise:

Temenos, Duck Creek, Guidewire, SAP

Platforms:

Mosaic, Canvas, Leni

Bespoke Cloud:

AWS, Azure, GCP, Snowflake

Track Record

6th Largest

Indian IT Player

30,000+

Employees Working
out of **32** Delivery Centres

424 Clients

including **67** Fortune
500 Companies

6 Acquisitions since listing

- Poweupcloud Technologies
- Lymbyc
- AugmentIQ
- Syncordis
- Ruletronics
- NIELSEN+PARTNER

Mindtree

Mindtree is a global technology consulting and services company, helping enterprises marry scale with agility to achieve competitive advantage. 'Born digital' in 1999 and now a Larsen & Toubro Group Company, Mindtree applies its deep domain knowledge to enterprise client engagements to break down silos, make sense of digital complexity and bring new initiatives to market faster. Mindtree enables IT to move at the speed of business, leveraging emerging technologies and the efficiencies of continuous delivery to spur business innovation. We're consistently regarded as one of the best places to work, embodied every day by our winning culture made up of entrepreneurial, collaborative and dedicated 'Mindtree Minds'.

Key Offerings

Customer success

Through its 'customer success' service line, Mindtree enables clients to deliver intuitive experiences to their clients faster in an agile, secure, and resilient fashion.

Data and intelligence

Through data and intelligence, Mindtree helps clients to articulate implement and realize their strategy to drive business outcomes by leveraging data. Mindtree supports client endeavours to conceptualize their data strategy, identify the right AI and analytics, use cases, and implement a commensurate data architecture.

Cloud

Mindtree partners with clients to enable their end-to-end cloud transformation journey. It helps clients assess their existing technology landscape, establish the end-state view, move to the cloud, operate efficiently and unlock value using APIs and cloud native development.

Enterprise IT

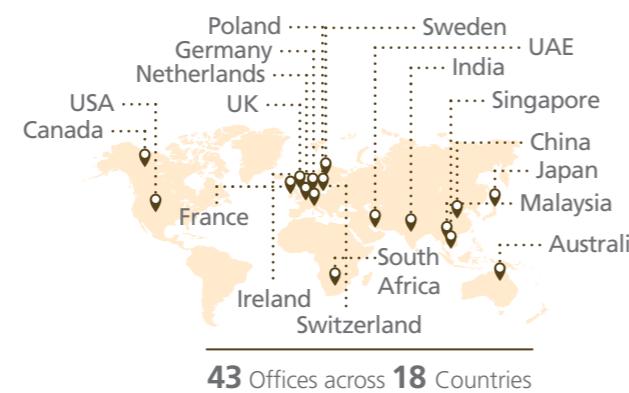
At the centre of Mindtree's Enterprise IT service line, lies the ambition to enable clients to transform their technology ecosystem. Mindtree aims to deliver zero cost transformations where it helps clients transform their ecosystem steadily, while deploying new-age monitoring and support systems.



Mindtree West Campus, Bengaluru

Snapshot

Key Geographies



Track Record

USD 1.1+ Bn

Revenue

290+

Clients

22,000+

Mindtree Minds

Accolades

- Leader in the Managed Services Archetype in ISG Provider Lens
- Recognized as an Innovator in Avasant's Intelligent Automation Services Radar View Report 2019 – 2020
- Won the 'Best Enterprise Partner' award globally from Coursera
- Received the Businessworld award for Learning Technology, Diversity and Inclusion

Technology Services

LTTS

L&T Technology Services Limited (LTTS) is a leading global pure-play Engineering Research & Development (ER&D) services company. It offers design and development solutions throughout the product development chain and provides services and solutions in the areas of mechanical and manufacturing engineering, embedded systems, engineering analytics and plant engineering. LTTS' customer base includes 69 Fortune 500 companies and 53 of the world's top engineering research and development (ER&D) companies, across, transportation, industrial products, telecom & hi-tech, medical devices and plant engineering.



Electric Vehicle - EV

Key Offerings

Core Engineering: LTTS caters to clients in major industries including transportation, industrial products, telecom & hi-tech, medical devices and process industries and is well-aligned to the core engineering requirements of global customers to help accelerate their engineering roadmap.

Digital Engineering: LTTS' Digital Engineering Practice focuses on enabling customers to achieve their digital priorities in the areas of Smart Products & Services, Smart Manufacturing and Smart Operations – the three key determinants of a successful business matrix today for manufacturers.

Track Record

69

Fortune 500 Companies
as customers

1

pure-play ER&D services
provider from India since
listing in 2016

90%

repeat business from
customers over last 3 years

Engineering Excellence

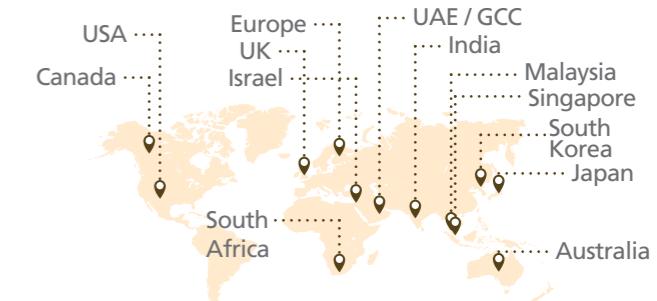
- Developed world's smartest office campus, in Israel
- Developed world's first angioplasty device to produce 40 atm (atmospheric) pressure
- Built world's first autonomous welding robot
- Enabled world's first commercial mesh network for utility grids
- Designed India's first affordable blood cell counter

New Orders

30+ Multi-Million Dollar Deals

Snapshot

Key Geographies



51 R&D Labs, 22 Countries,
15,000+ Engineers

Subsidiaries

- Bengaluru-based Graphene, a provider of end-to-end semiconductor services. Its strong offshore presence coupled with expertise in complete VLSI Chip Design & Embedded Software enhances LTTS' capabilities in the Semiconductor & Product OEM space.
- California-based Esencia Technologies, a provider of design services from specification to final product in Digital Signal Processing for Communications, Video, Security and Networking.



Think studio

L&T-NxT

L&T-NxT is the digital arm of the L&T Group and is focussed on offering products, solutions and platforms by leveraging emerging digital technologies like Artificial Intelligence, Machine Learning, Industrial IoT, Edge & Cloud Computing, Vision Analytics, Augmented & Virtual Reality and Geospatial Technologies.

It leverages the Group's diversified industry domain expertise to deliver differentiated and measurable business outcomes for global clients in core industries like Energy & Utilities, Transportation & Logistics, Process & Discrete Manufacturing and Engineering & Construction.

L&T-NxT offers professional services ranging from business advisory consulting, digital technology evaluation, solution architecture design, systems integration and managed services, to ensure a single point of ownership for turnkey digital projects.

Key Offerings

- Industrial IoT Solutions
- Artificial Intelligence | Machine Learning
- Smart Manufacturing
- Worker Safety & Availability
- Track & Trace
- Geospatial Technology
- Data Lake | Advanced Analytics
- Augmented & Virtual Reality
- RPA | Robotics
- Communications Technology



Realty

L&T Realty has carved out a leadership position in the industry, specialising in the execution of large residential, mixed-use and transit-oriented developments. The business derives its competitive advantage from transparency, a strong consumer connect and efficient design – all being the need of the hour for the real estate industry. The Company anchors its strengths on consumer insight-driven master planning and product development, delivering the desired blend of pricing and quality to its customers. Committed to a customer-first approach, the business has built a reputation for delivering on its promises, while embracing the power of digitalisation and new technologies into its core strategy for growth.

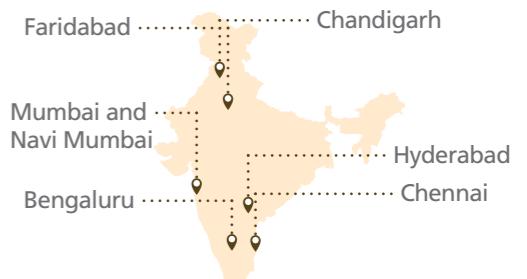
Key Offerings

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



Snapshot

Key Locations



Project & Sales Office

Key Clients

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

Development Portfolio

70 mn.sq.ft*

*Excluding Hyderabad Development

47 mn.sq.ft

Residential

23 mn.sq.ft

Commercial & Retail

Track Record

Smart Assets	11,000 Plant & Machinery Connected	6,000 Tools Tracked & Traced	40 gb Data Processed Per Day
Smart Material & Logistics	10 Unique Material Types Tracked	1.5 m Material Units Tagged	6,500 GPS Enabled Commercial Vehicles
Smart Workers	300,000 Workers On-boarded	18,000 EHS Platform Users	45 AR/VR Training Modules
Smart Projects	400 Projects Monitored Online	5,000 Active Digital Users	35,000 Mobile Forms Per Month
Smart GeoSpatial Technologies	740 Geospatial / GIS Projects	140 Photogrammetry & LiDAR Projects	15 BIM GIS Integration Scan to BIM Solution



Projects 33

51,000

Apartments

10,00,000

Office Desks

1,05,00,000 sq.ft.

Specialised Luxury Retail



Track Record

13+

Large, Gated and
Mixed-use Developments

120+

Domestic and
International Awards

5800

Permanent houses for
slum-dwellers

16,500

Happy Families

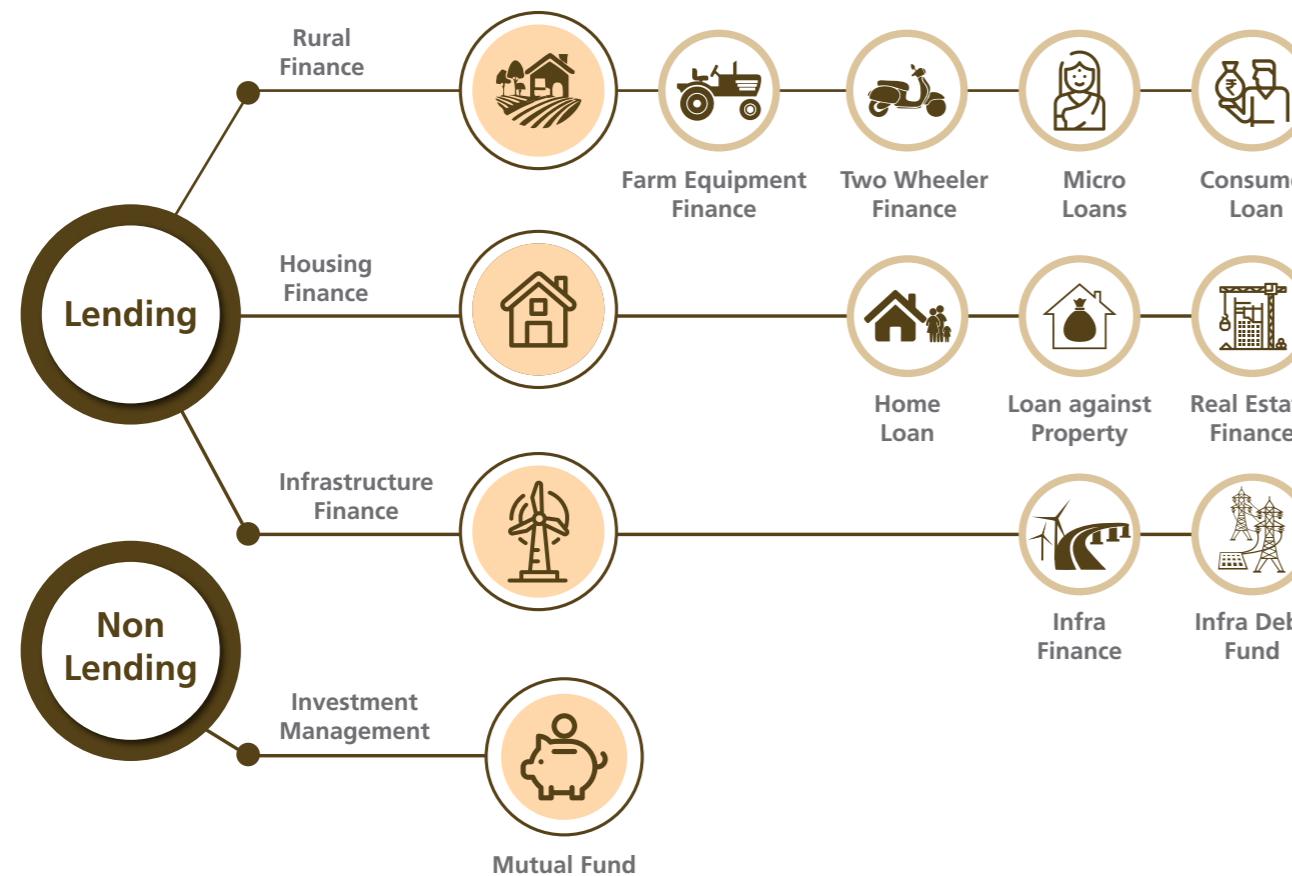


Financial Services

L&T Financial Services (LTFS) is a leading, diversified Non-Banking Financial Company (NBFC). The Company offers a diverse range of products and services across rural, housing and infrastructure finance sectors along with mutual fund products. LTFS continues on its path of building a stable and sustainable organization built on a foundation of assurance for all stakeholders.



Key Offerings



Snapshot

Nationwide Presence

221
Branches

1532
Meeting Centres

Track Record

₹ 98,384 cr

Loan Book

13+ Mn

Customers served

Market Leader

in Renewable Sector Financing

3rd Largest

Microloans Financier in India

2nd Largest

Farm Equipment Financier in India

5th Largest

Two-wheeler Financier



Awards

Golden Peacock Award for Corporate Social Responsibility (March 2020)

FICCI Corporate Social Responsibility Award for Women Empowerment (March 2020)

Business Standard Social Excellence Award 2019 – Most Socially Aware Corporate of the Year (March 2020)

SUSTAINABILITY

L&T is one of the first few organisations in India to voluntarily set Sustainability targets aligned with the Company's 5-year Strategic Plan LAKSHYA 2021.

The Company publishes its Integrated Report every year which is based on the framework prescribed by International Integrated Reporting Council (IIRC) and Global Reporting Initiative (GRI) Standards. The report demonstrates the inter-connectedness between the various capitals (Financial, Natural, Intellectual, Manufactured, Social and Relationship and Human capitals) and establishes the value creation interlinkages between them. It lays out the organization's strategy, governance, social, environmental and the economic framework within which Company operates.

L&T believes that Sustainability includes internalizing and implementing responsible and inclusive business practices. L&T views sustainability through the lens of its core values, consciously and continuously aligning its activities to benefit the wide spectrum of its stakeholders.

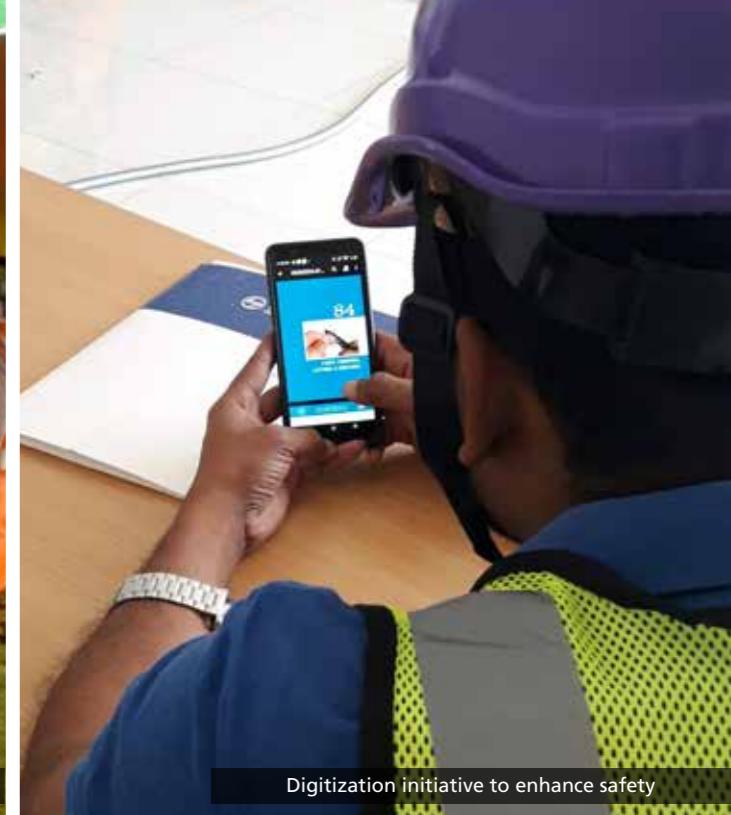
L&T is investing and growing equitably in all Environmental, Social and Governance (ESG) initiatives to improve its sustainability performance. Some examples in year 2019-20 are as follows:

1. Planting more than 14 lakh trees across India.
2. Providing more than 5.1 million man hours of safety training to employees, vendors and workmen.
3. Undertaking more than 100 digitisation initiatives during the year to leverage technology for productivity improvements and enhance interfaces with the external world.

By embracing a digital future, robust risk management process, strong stakeholder engagement measures, and connectivity of information, L&T continues to deliver products and services designed to create a better world for everyone.



Drinking water and shade for Pipeline workmen in Bankura Indpur



Digitization initiative to enhance safety

Thrust Areas

- 💡 Energy Conservation
- ⚡ Renewable Energy
- 🏭 GHG Emission Reduction
- 💧 Water Efficiency
- ♻️ Materials Management
- 🌿 Increasing Green Portfolio
- 🏃 Improving Vendor Sustainability
- 👤 Employee Engagement, Safety and Well-being
- 🤝 Community Development – Health, Education, Water & Sanitation and Skill-building



Large scale solar-cum-storage project in the Andamans



Tree plantation for a greener tomorrow

Track Record

76.5%

of the total water consumed was recycled

22%

of revenue from green products and services

24

water positive campuses and
2 carbon neutral campuses

1,839,307 Tonnes

of substituted material consumed

Awards

Silver medal in Asia Sustainability Reporting Awards for best community reporting.

'Award of Appreciation' from Hon'ble Governor of Tamil Nadu, Banwarilal Purohit, for the highest blood donor for 2019

Received 'Best Corporate Volunteer' Award from United Way for FY 19-20

Over 100 awards for safety in projects

CSR Excellence Award 2019 in Water, Sanitation & Hygiene (WASH) for best sustainable sanitation work in Bhim block of Rajsamand

CTI Pilkhwa received SKOCH (Gold) Award.



Smart classroom fosters learning - A CSR initiative



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