

**ANNUAL  
REVIEW  
2025**





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# EXECUTIVE COMMITTEE (ECOM)

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**S. N. SUBRAHMANYAN**  
Chairman & Managing Director



**SUBRAMANIAN SARMA**  
Deputy Managing Director  
& President



**R. SHANKAR RAMAN**  
President, Whole-time Director  
& CFO



**S. V. DESAI**  
Whole-time Director &  
Senior Executive Vice President  
(Civil Infrastructure)



**T. MADHAVA DAS**  
Whole-time Director &  
Senior Executive Vice President  
(Utilities)



**ANIL V. PARAB**  
Whole-time Director &  
Senior Executive Vice President  
(Heavy Engineering  
& CE & IPDD)



**STHALADIPTI SAHA**  
Senior Vice President & Head  
Buildings & Factories



**E. S. SATHYANARAYANAN**  
Senior Vice President & Head  
Hydrocarbon Onshore



**ANUPAM KUMAR**  
Chief Executive Officer &  
Managing Director,  
L&T Realty Limited



# GROUP PERFORMANCE OVERVIEW

FY 2024-25

GROUP TURNOVER

₹2,55,734<sub>cr</sub>  
Up 16%

PBDIT

₹26,435<sub>cr</sub>  
Up 13%

PROFIT AFTER TAX

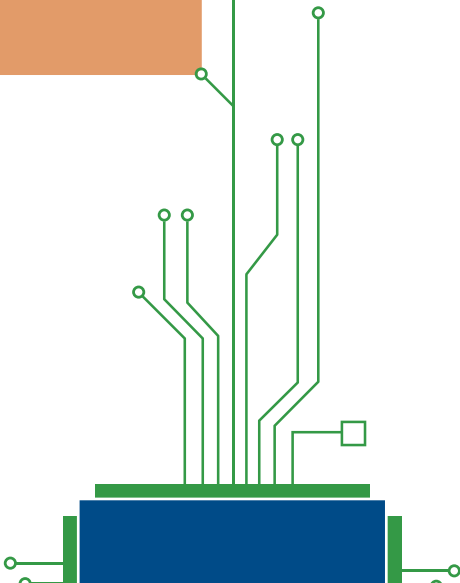
₹15,037<sub>cr</sub>  
Up 15%

NEW WINS

₹3,56,631<sub>cr</sub>  
Up 18%

ORDER BOOK

₹5,79,137<sub>cr</sub>  
Up 22%





# 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.



Artist's Impression

EPC Projects





# 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 the needs of 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.

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

|                                   |
|-----------------------------------|
| HEAVY CIVIL INFRASTRUCTURE        |
| TRANSPORTATION INFRASTRUCTURE     |
| POWER TRANSMISSION & DISTRIBUTION |
| RENEWABLES                        |
| BUILDINGS & FACTORIES             |
| WATER & EFFLUENT TREATMENT        |
| MINERALS & METALS                 |
| L&T GEOSTRUCTURE                  |



Double-Decker Viaduct, C4-ECV01 Package, Chennai Metro Rail Phase II, Tamil Nadu



# HEAVY CIVIL INFRASTRUCTURE

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.

## Key Offerings

|                      |                                           |
|----------------------|-------------------------------------------|
| Metros               | Pumped Storage                            |
| High-Speed Rail      | Tunnel Projects                           |
| Semi-High-Speed Rail | Ports, Harbours & other Marine Structures |
| Hydel Projects       |                                           |
| Nuclear Projects     |                                           |



Thane Creek Bridge-III, Maharashtra



1,000 MW Pakal Dul Hydro Electric Project, Jammu & Kashmir

Snapshot

Key Geographies



Dabhol Breakwater Project, Maharashtra



Underground tunnel for Aqua Line-III of the Mumbai Metro, Maharashtra

| New Orders                              | 4 |
|-----------------------------------------|---|
| Agra Metro                              |   |
| Teesta Dam Package                      |   |
| GHAVP 1&2 Mechanical Package            |   |
| 1,800 MW Shahpur Pumped-Storage Project |   |

| Track Record                  |      |       |
|-------------------------------|------|-------|
| High-Speed Rail               | 468  | km    |
| Metro Projects (UG)           | 172  | km    |
| Dams / Barrages               | 13   |       |
| Hydro Tunnels                 | 86   | km    |
| Largest TBM @ MCRP 4          | 11.2 | m dia |
| Metro Projects (Elevated)     | 264  | km    |
| Road Bridges                  | 81   | km    |
| Road / Rail Tunnels           | 98   | km    |
| Powerhouses and Caverns       | 13   |       |
| Greenfield Ports commissioned | 5    |       |





Rajasthan Atomic Power Plant, Units 7 & 8



C4 Package, Mumbai-Ahmedabad High-Speed Rail

|                                                                                                         |                             |                                |           |
|---------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------|-----------|
| One of the largest LPG underground storage caverns of its kind, and the first of its kind in South Asia | 220 m<br>below ground level | Breakwater and Rock Structures | 45 km     |
| Berthing Structures                                                                                     | 12 km                       | Shipyard Structures            | 3         |
| Nuclear Power Plants                                                                                    | 24                          | Hydro Power                    | 13,910 MW |

## TRANSPORTATION INFRASTRUCTURE

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

### Roads, Bridges & Formations (RBF)

One of the foremost builders of roads, elevated corridors, bridges and runways in India and the Middle East.

Designs and constructs a wide array of elevated corridors, super structures, expressways, national and state highways, complex road interchanges and bridges.

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.

### Railways Business Group (RBG)

Offers comprehensive solutions for the Railways, Integrated Transit Systems, and Systems Works for Metro, Regional Transit and High-Speed Rail.

Executes mega projects on a Design-Build basis in civil and trackworks, E&M works and S&T domains for JICA-funded WDFC and World Bank-funded EDFC projects.

Has executed Systems Works for Metros in India, an Integrated Transit System in Mauritius, System Integration Works in Dhaka Metro including CBTC Signalling, and more recently in Jakarta Metro.

Executing trackworks for major sections and electrification of the entire section for the Mumbai-Ahmedabad High-Speed Rail (MAHSR).



Inaugural landing of Commercial Aircraft at Navi Mumbai International Airport, Maharashtra



Ganga Expressway, Uttar Pradesh



# Key Offerings

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



Mecon Roundabout Flyover, Ranchi, Jharkhand



Main Bridge, Second Ishwar Gupta Setu Project, West Bengal

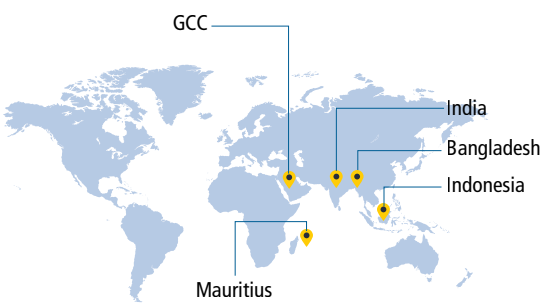


Chennai Peripheral Ring Road, Tamil Nadu



# Snapshot

## Key Geographies



## Roads, Bridges & Formations SBG

| New Orders       | 1 | Commissioned Jobs            | 2 | Ongoing                 | 18                |
|------------------|---|------------------------------|---|-------------------------|-------------------|
| Amaravati Zone 7 |   | MPRRP Pkg 2 & Ranchi Flyover |   | Roads                   | 733.2 Lane km     |
|                  |   |                              |   | Bridges                 | 79 km             |
|                  |   |                              |   | Runways                 | 0.5 Mn Sq. Metres |
|                  |   |                              |   | Railway Formations      | 70 Route km       |
|                  |   |                              |   | High-Speed Rail Viaduct | 87 km             |

## Completed Projects

|                    |                    |
|--------------------|--------------------|
| Roads              | 22,291 Lane km     |
| Bridges            | 76 km              |
| Elevated Corridor  | 120.2 Lane km      |
| Runways            | 11.5 Mn Sq. Metres |
| Railway Formations | 1,320 Route km     |



Dhubri-Phulbari Bridge, Assam

# Railways SBG

New Orders4

- ECR1 jobIntegrated Package
- CR2 jobs2x2.5 kV Electrification
- MMRDAOne Integrated Metro System Works for Mumbai Metro Line 4

Commissioned Jobs11

Ongoing21

## Completed

|                            |            |
|----------------------------|------------|
| Railway Electrification    | 20,406 TKM |
| Railway Track Construction | 5,270 TKM  |

## Under Implementation

|                            |           |
|----------------------------|-----------|
| Railway Electrification    | 1,259 TKM |
| Railway Track Construction | 965 TKM   |

|             |            |
|-------------|------------|
| Total OHE   | 21,665 TKM |
| Total Track | 6,236 TKM  |

\*As on Mar' 25



Precast slab track, Delhi-Meerut Regional Rapid Transit System



Mechanised Trackworks for Mumbai-Ahmedabad High-Speed Rail



## POWER TRANSMISSION & DISTRIBUTION

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



220 kV Kochik-Rangdum Transmission Line, Jammu & Kashmir

## Key Offerings

---

Transmission Lines

---

Substations

---

Power Distribution

---

Underground  
Cable Networks

---

Tower Testing

---

Digital & Smart  
Grid Solutions





# Snapshot

## Key Geographies



300 MVar Zakher STATCOM, TAQA, Zakher, United Arab Emirates



380 kV Arar-Rafah OHL, Saudi Arabia

|                                 |    |           |                                 |           |           |
|---------------------------------|----|-----------|---------------------------------|-----------|-----------|
| <b>New Domestic Orders</b>      |    | <b>12</b> | <b>New International Orders</b> |           | <b>37</b> |
| Transmission Line Corridors     | 7  |           | Substation Project Clusters     | 23        |           |
| Digital Energy Solutions        | 2  |           | Digital Energy Solutions        | 4         |           |
| Gas / Air Insulated Substations | 2  |           | Transmission Line Corridors     | 10        |           |
| Distribution Modernisation      | 1  |           |                                 |           |           |
| <b>Completed Projects</b>       |    | <b>49</b> | <b>Track Record</b>             |           |           |
| Major Transmission Corridors    | 11 |           | Transmission Lines              | 50,659    | CKM       |
| Major Substations               | 35 |           | EHV Substations                 | 970       |           |
| Power Distribution Packages     | 3  |           | Habitations Electrified         | 1,00,000+ |           |



# RENEWABLES

L&T’s Renewables business vertical is a single-stop EPC service provider for GW-scale Solar PV, Energy Storage, Microgrids and Hybrid Renewable Projects. L&T is one of the few players with experience and expertise in handling different module technologies, module mounting structures and contour-based solutions for challenging terrains and storage types. It serves renewable energy developers, utilities, industrial and infrastructure customers across India, the Middle East, Africa, SAARC, ASEAN and CIS regions.

## Key Offerings

- GW-scale Solar PV
- Battery Energy Storage
- Microgrids
- Hybrid Renewable Projects

## New Orders

|                               |          |
|-------------------------------|----------|
| Solar PV (UAE)                | 2.5 GWp  |
| BESS EPC (UAE)                | 10 GWh   |
| Solar PV (CIS)                | 1.2 GWp  |
| BESS EPC (CIS)                | 1 GWh    |
| Solar PV (KSA)                | 3.5 GWp  |
| BESS (Africa)                 | 1.26 GWh |
| Solar PV (Africa)             | 442 MWp  |
| Solar PV (India)              | 0.7 GWp  |
| BESS (India)                  | 45 MWh   |
| Floating Solar Plants (India) | 156 MWp  |

## Projects Commissioned

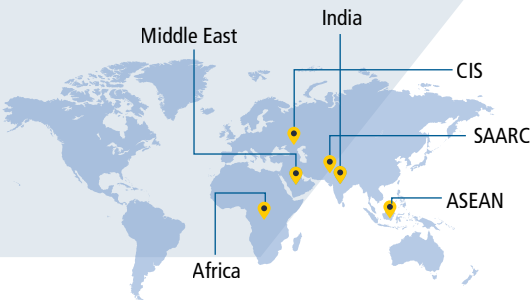
|                      |         |
|----------------------|---------|
| Solar Plants (India) | 1 GWp   |
| Solar Plants (UAE)   | 1.1 GWp |
| Solar Plants (KSA)   | 0.8 GWp |



1.6 GWp Al Kahfah PV Solar Project, Saudi Arabia

Snapshot

Key Geographies



90 MW Floating Solar Project, Omkareshwar, Madhya Pradesh

Significant Initiatives

- Established a new Wind vertical to meet potential demand.

PV and BESS integration projects to deliver 24x7 power.
- Early engagement with clients for special projects like Interconnectors, Data Centers and Green Hydrogen projects.

Technology tie-up and localisation for BESS Liquid Cooling Container Integration at CIF, Kancheepuram, with a capacity of 1.2 GWhr/annum.

Track Record

|                                                |          |
|------------------------------------------------|----------|
| Solar PV (including 444 MWp of Floating Solar) | 25.2 GWp |
| BESS                                           | 12.8 GWh |
| Wind BOP                                       | 1.67 GW  |





Prestige City Mulund, Mumbai, Maharashtra



Provident Adora de Goa, Dabolim, Goa



# 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

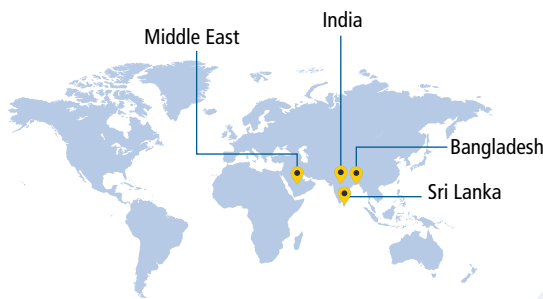
|                                 |                                               |
|---------------------------------|-----------------------------------------------|
| Airports                        | Statues                                       |
| Stadiums                        | Institutional Buildings                       |
| Hotels                          | IT Parks and Office Buildings                 |
| High-Rise Structures            | Mass-Housing Complexes, incl. Precast Housing |
| Light Factory Structures        | Manufacturing Facilities                      |
| Test Tracks                     | Warehouse Facilities                          |
| Fast-Track Modular Construction |                                               |
| Hospitals                       |                                               |





Snapshot

Key Geographies



Varanasi International Cricket Stadium, Uttar Pradesh

| Business Unit | Projects Commissioned<br>(in FY25) | New Projects<br>(in FY25) |
|---------------|------------------------------------|---------------------------|
| Residential   | 7                                  | 11                        |
| Commercial    | 7                                  | 3                         |
| Factories     | 4                                  | 3                         |
| Health        | 6                                  | 5                         |
| Public Spaces | 4                                  | 4                         |
| Airports      | 1                                  | —                         |
| Data Centers  | 4                                  | 2                         |



Track Record

|                                                           |           |                             |         |
|-----------------------------------------------------------|-----------|-----------------------------|---------|
| International Airports<br>(total capacity of<br>250 MPPA) | 12        | Dwelling Units              | 94,000+ |
| Hospital Beds                                             | 30,000+   | Manufacturing<br>Facilities | 100+    |
| IT Seats                                                  | 3,36,000+ | Data Centers                | 180 MW  |



## 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 and desalination.



Water Block Package -16 for HPCL Rajasthan Refinery Limited (HRRL) at Pachpadra, Rajasthan



Key Offerings

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







Water Treatment Plant at Buxwaha Multi Village Rural Water Supply Scheme, Madhya Pradesh

## Snapshot

### Key Geographies





Pump House 4 at Athikadavu–Avinadhi Lift Irrigation Scheme, Tamil Nadu

| New Orders                 |   | Completed Projects          |   | Track Record                                       |                      |
|----------------------------|---|-----------------------------|---|----------------------------------------------------|----------------------|
| Desalination               | 1 | Large Water Systems         | 3 | Land being irrigated through large water pipelines | 1.2 Million Hectares |
| Wastewater                 | 1 | Water International         | 1 | Water Treatment Plants                             | 10,000 MLD           |
| Smart Water Infrastructure | 1 | Smart Water Infrastructure  | 1 | Wastewater Treatment Plants                        | 2,800 MLD            |
| Rural Water Supply         | 1 | Industrial and Desalination | 1 | Channelised Water and Wastewater Networks          | 2.5 lakh+ KM         |
|                            |   | Rural Water Supply          | 1 | Desalination Plants                                | 450 MLD              |
|                            |   | Total                       | 7 | People benefitted                                  | 150+ Million         |

\* data include ongoing projects





Freight Handling Facilities, Etihad Rail, United Arab Emirates



Coke Oven Battery for Tata Steel, Kalinganagar, Odisha



Blast Furnace for JSW Dolvi, Maharashtra

# 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                             | Crushing and Material Handling Equipment |
| Iron and Steel Making                             | Freight Handling Facilities              |
| Aluminium, Zinc, Copper, Gold Smelters & Refiners | Specialty Conveyors                      |
| Surface Miners and Port Cranes                    |                                          |

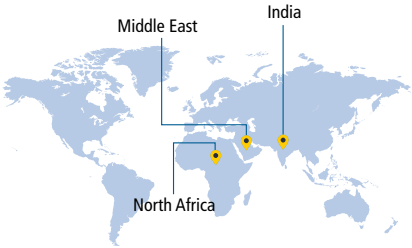


Steel Melt Shop 2 for JVML, Ballari, Karnataka



Slab Caster for JVML, Ballari, Karnataka

## Key Geographies



| New Orders                  | 116        | Commissioned Projects / Products | 64 |
|-----------------------------|------------|----------------------------------|----|
|                             | (FY 24-25) |                                  |    |
| Domestic Projects           | 5          | Ferrous & Non-ferrous Projects   | 9  |
| International Orders        | 3          | Products                         | 27 |
| Surface Miners              | 8          | Surface Miners                   | 6  |
| Crushing Solutions          | 34         | Crushing Solutions               | 13 |
| Material Handling Equipment | 49         | Material Handling Equipment      | 8  |

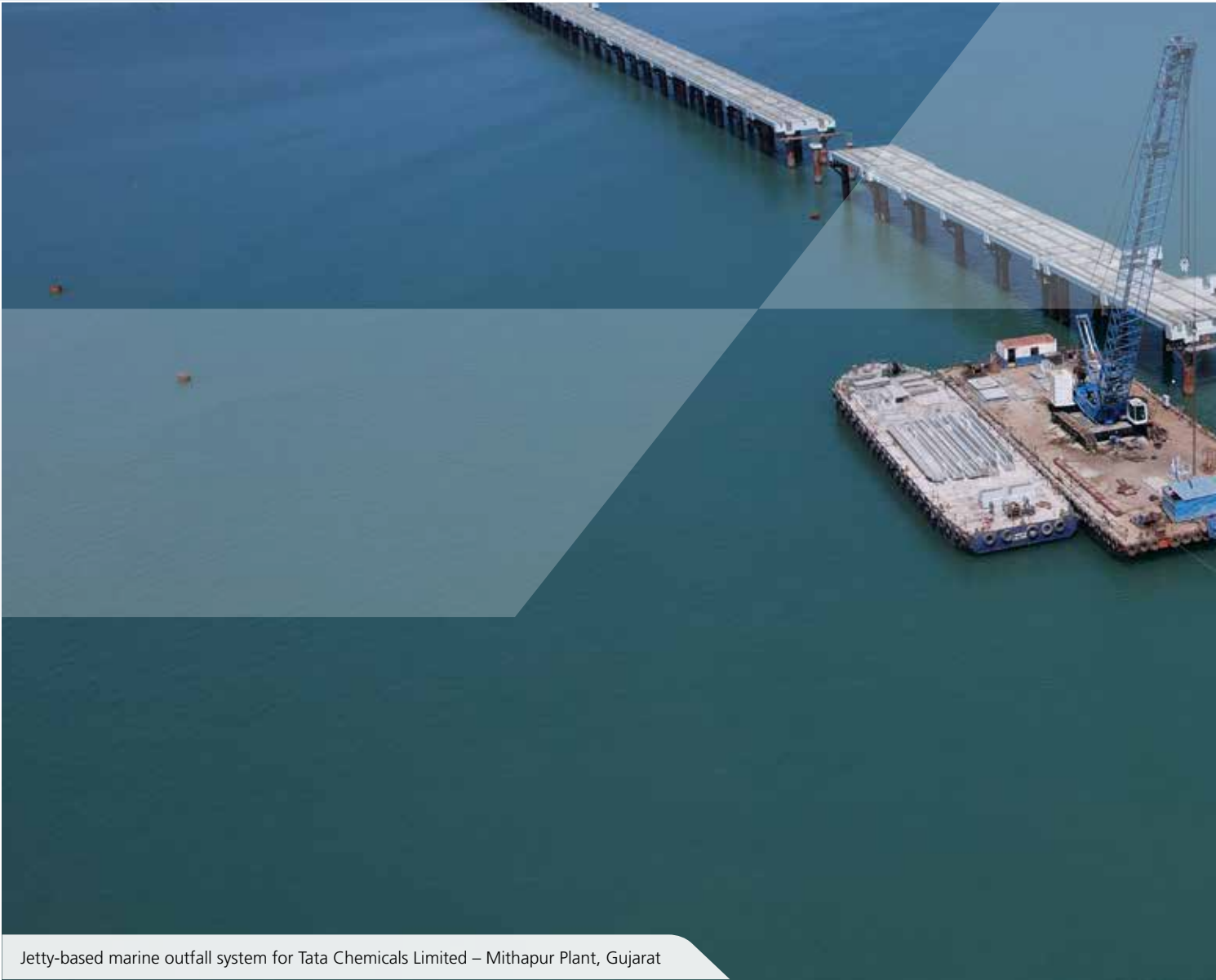
## Track Record

|                                                           |    |                               |        |                           |        |
|-----------------------------------------------------------|----|-------------------------------|--------|---------------------------|--------|
| Blast Furnaces                                            | 24 | Sinter and Pellet Plants      | 15     | Wagon Tippers             | 131    |
| Million Tonnes of Hot Metal (Iron) making                 | 54 | Al/Zn Smelter Refinery Plants | 16     | Crushing Solutions        | 1,160+ |
| Coke Ovens                                                | 15 | Material Handling Plants      | 105    | Surface Miners            | 133    |
| Steel Melt Shops & Casters                                | 16 | Ash Handling Plants           | 8      | Freight Handling Facility | 1      |
| Rolling & Finishing Line                                  | 14 | Conveyors                     | 530 km | Fertilizer Plant          | 1      |
| Mineral Beneficiation Plants, Crushing & Screening Plants | 17 | Stockyard Equipment           | 168    |                           |        |



Surface Miner





Jetty-based marine outfall system for Tata Chemicals Limited – Mithapur Plant, Gujarat

## L&T GEOSTRUCTURE

This business vertical has unique expertise in EPC projects involving construction of jetties, berths, intake wells of large diameter, plastic concrete cut-off walls, deep diaphragm walls and ground improvement works. It also has expertise in executing challenging underground structures comprising 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, grabs, cranes of various capacity, 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

|                                                   |                                    |
|---------------------------------------------------|------------------------------------|
| Piling for Industrial, Real Estate and Refineries | Jetties, Berths & Fishery Harbours |
| Retaining Structures                              | Intake Structures                  |
| UG Metros                                         | Navigation Locks                   |
| Cut-Off Walls for Dams                            | Riverfront Structures              |
| Slope Stabilisation                               | Flood Protection Works             |



|                                                                        |          |                                                                    |          |                                                                                                                                                     |
|------------------------------------------------------------------------|----------|--------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>New Orders</b>                                                      | <b>5</b> | <b>Completed Projects</b>                                          | <b>3</b> | <b>Awards &amp; Accolades</b>                                                                                                                       |
| Piling Works for Reliance, Dahej                                       |          | Construction of Riverine Terminal for Guwahati Gateway Ghat, Assam |          | Recognised by the India Book of Records for the longest cast-in-situ Box Girder Bridge constructed across River Subarnarekha on 13th September 2024 |
| Renovation of Existing Navigational Lock, Farakka Barrage, West Bengal |          | Katni Grade Separator – Package 2, Madhya Pradesh                  |          |                                                                                                                                                     |
| GPPL - Civil Construction of Liquid Jetty 6                            |          | Construction of Stacker/ Reclaimer Track for JPPL, Paradip         |          |                                                                                                                                                     |
| Piling Works for Tata, Dholera                                         |          |                                                                    |          |                                                                                                                                                     |
| Piling Works for CG Semi Plant                                         |          |                                                                    |          |                                                                                                                                                     |

Track Record

|        |              |              |              |
|--------|--------------|--------------|--------------|
| Piling | 2,61,717 rm  | Sheet Piling | 13,471 sq.m. |
| D'wall | 27,722 sq.m. |              |              |



# ENERGY

- HYDROCARBON OFFSHORE
- HYDROCARBON ONSHORE
- ASSET MANAGEMENT
- OFFSHORE WIND
- GREEN & CLEAN ENERGY
- CARBONLITE SOLUTIONS

The Energy portfolio of L&T is a diversified one, delivering integrated solutions across conventional and clean energy. With proven engineering expertise and global execution capabilities, it plays a key role in meeting energy demand while advancing the transition to a sustainable future.

The business portfolio includes Hydrocarbon Offshore, providing EPCIC solutions for offshore oil & gas facilities supported by world-class fabrication yards at Hazira, Kattupalli, Sohar; Hydrocarbon Onshore, delivering EPC solutions for refineries, petrochemicals, gas processing plants and pipelines; Offshore Wind, CarbonLite Solutions and Green & Clean Energy, driving growth in renewables, CCUS, hydrogen and emission-reduction

technologies; and Asset Management, ensuring life-cycle reliability and optimal performance of critical assets. With a footprint across India, the Middle East, Africa and other geographies, L&T Energy partners with leading national and global oil companies, independents and renewable developers. Anchored in safety, innovation and sustainability, it is building future-ready solutions while shaping a low-carbon world.

Safety and quality as core values are integral to the business, the Company continues its efforts to build a positive safety and quality culture where every incident is preventable.

The ‘Zero Incident’ credo reflects the Company’s commitment to providing a safe and healthy workplace without adversely affecting the environment. QHSE Digitalisation was one of the prime focus areas during the year.

Setting a new monthly benchmark by achieving 100.38 million LTI-free safe man-hours (peak) in the month of Jan-25.

Attaining an LTI frequency rate of 0.039, significantly lower than the industry average of 0.15 (IOGP value for 2023).

Launching the Digital Initiative ‘HSE Proact’ – a common online QHSE platform to access QHSE Information - Dashboard, Statistics, Policies, Procedures.

Introducing semi-automated Cold Wire Feeding (CWF) GTAW welding and risk profiling to establish risk-based inspections.

Initiating a Non-Conformity Report (NCR) Portal and adopting AI & ML for MTC reviews.

Establishing an HSE Knowledge Hub/ HSE Park for domestic and international projects to emphasise the importance of HSE controls at the workplace.

Successful accomplishment of the 3rd edition of ‘Learn, Un-learn and Re-learn & Best EHS practices’ programme for encouraging lateral learning and emphasis on corrective action.

As part of its pursuit of HSE excellence, organising the ‘Empowering the Frontline & Safety Leadership, workshop for proactive safety.

Imparting BBS sessions/drive through BBS experts to focus on addressing the antecedents for At-Risk Behaviours at site for a sustainable Safety Culture.

Successfully conducting the annual QHSE contest, ‘Top 10 GSR Campaign Awards 2024’ and ‘Best Organized Quality Campaign Award 2024’ for encouraging Strategic Business Units to conduct unique campaigns to promote awareness about Golden Safety Rules and World Quality Month.

Various theme-based safety campaigns initiated across LTEH, focusing on gas cylinder safety, work at height (‘Unchai’), wellness, road safety, National Safety Week, heat stress management, Golden Safety Rules and health & hygiene.

LTEH has been certified to ISO/IEC

27001:2022 for implementation Management of Information Security.

## Awards & Accolades

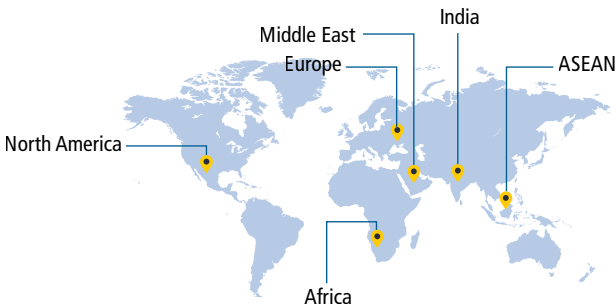
Received the prestigious Gold Award for Carbon Neutrality Initiatives, hosted by OHSSAI for 27 carbon neutrality initiatives implemented across projects and yards.

Awarded the prestigious Golden Peacock National Quality Award – 2025 hosted by the Institute of Directors (IOD), India.

Received a total of 29 QHSE awards from prestigious industry bodies and forums domestically and internationally in current financial year.

Snapshot

Key Geographies



| New Orders | 7 | Completed Projects | 7 |
|------------|---|--------------------|---|
| Offshore   | 5 | Offshore           | 3 |
| Onshore    | 2 | Onshore EPC        | 4 |



Ready-to-Install Modules at Kattupalli Facility for the World's Largest Green Hydrogen Plant in Saudi Arabia



# HYDROCARBON OFFSHORE

The Hydrocarbon Offshore business is a leading EPCIC solutions provider in the offshore oil & gas sector, delivering end-to-end services for both shallow-water and deep-water field developments. Its expertise spans fixed and floating platforms, subsea pipelines, risers, subsea structures, brownfield upgrades and decommissioning. The business is strongly supported by state-of-the-art Modular Fabrication Facilities at Hazira and Kattupalli in India and Sohar in Oman, which deliver jackets, topsides and large-scale process modules with world-class

precision and quality. A dedicated fleet of heavy-lift and pipelay vessels (LTS 3000 and LTB 300) further enhances execution efficiency, providing a strong strategic edge in transportation and installation.

With an impeccable track record of over three decades, the Hydrocarbon Offshore business has successfully executed several landmark projects across India, the Middle East, Africa and Southeast Asia. It is consistently setting industry benchmarks in project management, governance, quality, environment, health, safety (EHS)

and operational excellence. By integrating engineering, fabrication, marine assets and installation capabilities, the business continues to deliver safe, reliable and sustainable offshore energy solutions for leading national and international oil companies.



State-of-the-art Living Quarter cum Utility Facility, Offshore, West Coast of India



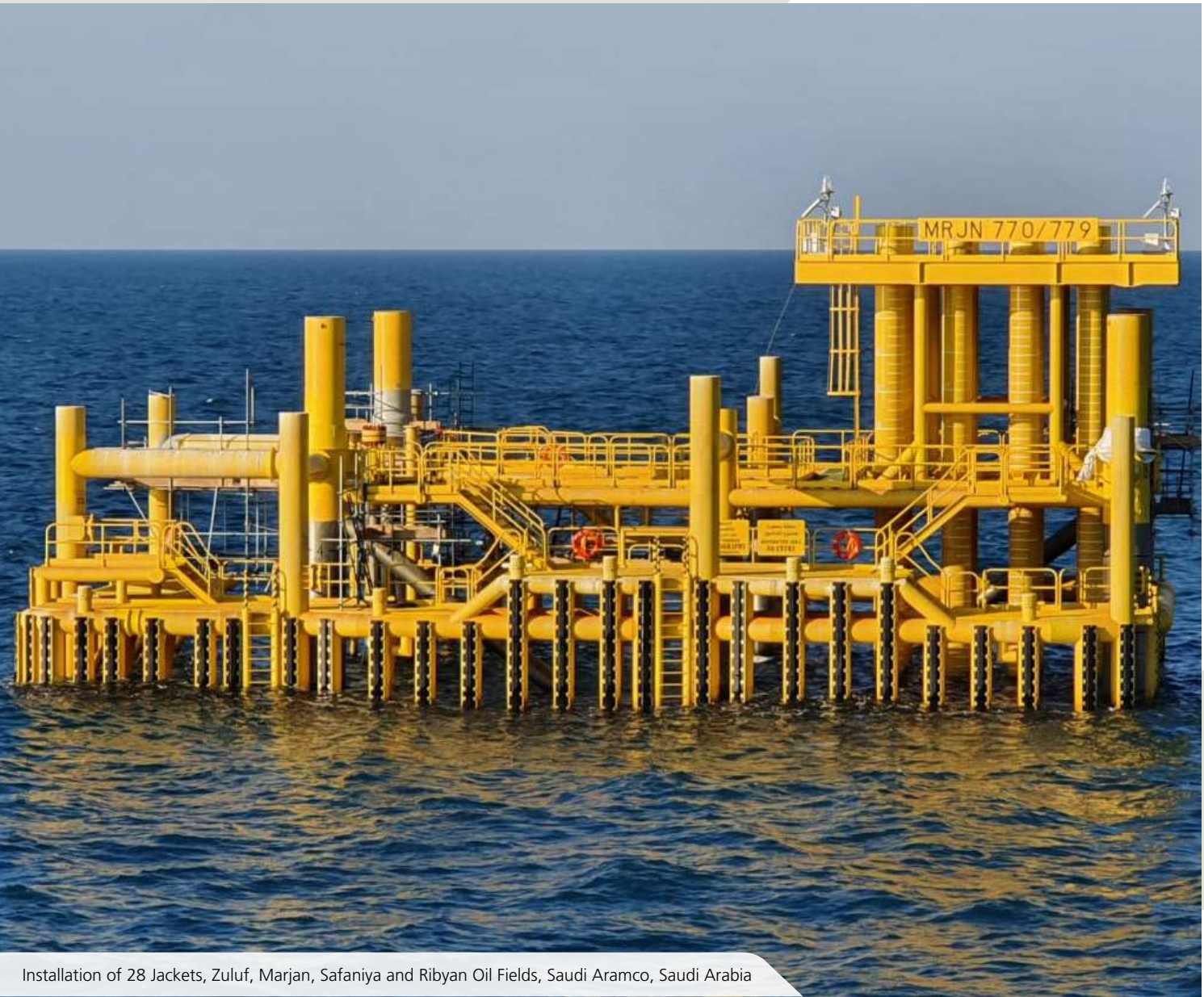
Modularised Reformer, Blue Hydrogen Project, Rotterdam, The Netherlands

## Key Offerings

|                                               |                               |
|-----------------------------------------------|-------------------------------|
| Offshore Platforms & Modules (Fixed Platform) | Transportation & Installation |
| Modular Fabrication Solutions                 | Decommissioning               |
| Brownfield Work (Redevelopment & Upgradation) | Floating Solutions            |
| Subsea System & Pipelines                     |                               |

## Track Record

|                                       |           |                                             |      |
|---------------------------------------|-----------|---------------------------------------------|------|
| New Process Platforms/Riser Platforms | 13        | Deepwater Projects (Manifolds & Structures) | 2    |
| Wellhead Jackets                      | 198       | Platform Modifications                      | 332+ |
| Topsides                              | 154       | FPSO Topsides Engineering                   | 8    |
| Gas Compression Modules               | 20        | Decommissioning-Offshore Platform Removal   | 8    |
| Subsea Pipelines                      | 2,500+ Km |                                             |      |
| Jack-up Rig Refurbishments            | 4         |                                             |      |
| Living Quarters Modules               | 12        |                                             |      |



Installation of 28 Jackets, Zuluf, Marjan, Safaniya and Ribyan Oil Fields, Saudi Aramco, Saudi Arabia



# HYDROCARBON ONSHORE

The Hydrocarbon Onshore is one of India's largest EPC businesses, delivering comprehensive LSTK solutions across upstream, midstream and downstream hydrocarbon sectors. With over three decades of experience, it executes projects from concept to commissioning, including refineries, petrochemical plants, gas processing units, fertilizer complexes, LNG terminals and cross-country pipelines.

Renowned for execution excellence, the business consistently delivers mega projects under compressed schedules while upholding industry-leading standards of safety, quality, governance and sustainability. With a strong presence across India, the Middle East, Africa and the CIS, Hydrocarbon Onshore combines engineering depth, global reach and innovation to create future-ready energy infrastructure that drives customer growth and sets industry benchmarks.

## Key Offerings

|                             |                                                |
|-----------------------------|------------------------------------------------|
| Refinery Projects           | Cryogenic Storage Systems & LNG Infrastructure |
| Oil & Gas Field Development | Pipeline & Terminal Infrastructure             |
| Petrochemical Projects      |                                                |
| Fertilizer Projects         |                                                |



Residue upgradation Facility (RUF) for HPCL Refinery at Vizag, Andhra Pradesh, India



Track Record

|                               |     |                                  |           |                               |    |
|-------------------------------|-----|----------------------------------|-----------|-------------------------------|----|
| Petroleum Refining Units      | 50+ | Petrochemical Units              | 10+       | Syngas and Ammonia Projects   | 9  |
| Oil & Gas Processing Projects | 26  | Cross Country Pipelines          | 8,500+ Km | Cryogenic Storage Systems     | 10 |
| Petrochemical Complexes       | 2   | Oil & Gas Terminals / Tank Farms | 11        | Cracking Furnaces & Reformers | 83 |





# ASSET MANAGEMENT

The Asset Management business delivers differentiated and value-added services across a wide spectrum of solutions to the Hydrocarbon and allied Process Industries. These comprehensive Asset Management solutions cover operations, 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 life-cycle of assets. The comprehensive Operations & Maintenance Outsourcing model covers Consulting, Asset Integrity and can also include Asset Performance Improvement and specialised services based on the needs of customers.

## Key Offerings

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



Overall Plant View, Cairn Oil & Gas – Upstream Onshore Gas Processing, Vedanta Limited, India

# OFFSHORE WIND

The Offshore Wind business provides integrated EPCI solutions for HVAC/HVDC Substations and both fixed and floating wind turbine generator foundations across key global markets, including the Far East, Europe and the USA. Its strategic partnerships with leading electrical technology companies, floating foundation providers and key industry stakeholders give it an edge to position itself as a trusted EPCI partner offering seamless, integrated solutions to deliver large and complex offshore wind projects across diverse geographies. Backed by advanced in-house design capabilities, a robust supplier network and state-of-the-art fabrication facilities in Oman and India, it operates on the principle of ‘Think Global, Act Local’ to deliver a unique blend of innovation and execution par excellence.

## Key Offerings

- HVAC Substations
- HVDC Substations
- Fixed and Floating Foundations



Transition Piece, Monopile Foundation

# GREEN TECH

With decades of expertise in EPC and critical equipment manufacturing, L&T's Green Energy business is strategically poised to play a pivotal role in the rapidly evolving space of energy transition. The vision spans the entire green energy value chain -- the manufacturing of Electrolysers, Engineering Project services for Green Hydrogen plants, and the development of Green Ammonia and Methanol projects. This comprehensive approach firmly establishes L&T as a key player in shaping the future of energy transition.

## Key Businesses

|                                                                                              |                                                                                                                                                             |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Manufacturing</b><br>Manufacturing of highly efficient Pressurised Alkaline Electrolysers | <b>Development &amp; Engineering Projects Solutions</b><br>Supply of Green Hydrogen and its derivatives on BOO basis for domestic and international markets |
| <b>Adjacencies</b><br>Fuel Cells<br>Energy Storage Solutions                                 | Engineering Projects for Green Hydrogen and its derivatives                                                                                                 |



1 MW Green Hydrogen Plant for Deen Dayal Port Authority at Kandla, Gujarat

## Manufacturing

L&T is playing a pivotal role in India's Green Hydrogen transition through L&T Electrolysers Limited (LTEL). Specialising in manufacturing pressurised alkaline electrolysers, LTEL ensures high efficiency and cost competitiveness. The company's state-of-the-art facility features an automated assembly line and a MW-scale testing station, ensuring world-class quality standards. Beyond manufacturing, LTEL offers comprehensive after-sales support, including installation, commissioning and maintenance services to maximise efficiency and performance over the life-cycle. With a dedicated Advanced Research Laboratory focusing on materials and electrochemical innovation, LTEL is at the forefront of next-generation electrolyser technology.

## Engineering Projects & Development

L&T Energy Green Tech leverages over four decades of expertise in executing large-scale hydrogen, ammonia, methanol, and derivative plants, with deep domain knowledge across refineries, fertilizers, steel, and power industries. This extensive experience uniquely positions the Company to offers end-to-end Engineering Project solutions, modular fabrication, and seamless project execution for the emerging green hydrogen and ammonia sectors.

## New Orders

|                                                                                                             |                                                                                                            |                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>International</b><br>FEED services contract for a large-scale green hydrogen and ammonia project in USA. | <b>Domestic</b><br>10,000 TPA green hydrogen plant for Indian Oil Corporation Limited (IOCL) on BOO basis. | <b>Capacity Building</b><br>Large-scale ammonia facility being developed at Kandla, Gujarat to meet 90,000 MTA green hydrogen capacity allocation by Gol. |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|



# CARBONLITE SOLUTIONS

## Key Offerings

- EPC solutions for Power Plants:**  
Coal-fired BTG projects  
Nuclear Steam Turbine & Generator Island
- Air pollution control:**  
Selective Catalytic Reduction (SCR)  
Electrostatic Precipitators  
CO2 Capture Systems

## 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 type of boilers
- Regenerative  
Air Preheaters  
& Axial Fans**  
Aftermarket business for OEM  
supplies from other global sources to  
Indian power units

## Other Products

Manufacturing & Services - Hydro Turbine &  
Generator Components | Turbo Generator  
components

## Track Record

20,000+ MW

## Projects

|                          |                                                                          |                                                                                                    |
|--------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| 2                        | 5                                                                        | 14                                                                                                 |
| New Contracts            | Commissioned                                                             | Ongoing                                                                                            |
| Nabinagar &<br>Gadarwara | FGD projects at<br>Lara, Darlipali, Mejia,<br>Durgapur &<br>Raghunathpur | 8 FGD projects +<br>EPC projects at Buxar,<br>Khurja, Ghatampur,<br>RAPP, Nabinagar &<br>Gadarwara |

A proven solutions provider for thermal power plants, the CarbonLite Solutions business vertical executes coal power projects (BTG) on a lumpsum turnkey basis in India. 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, quality and on-time delivery are ensured by design and project management centre at Vadodara, Gujarat.

## Associates

### L&T-MHI Power Boilers Private Limited

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

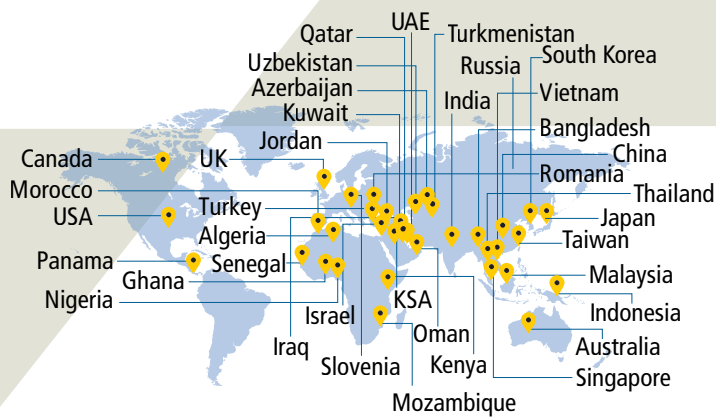
### L&T Howden Private Limited

This JV with the Howden Group, a part of Chart Industries, 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 thermal power plants and gas-to-power projects to global clients.

## Key Geographies





Turbine manufacturing facility at Hazira, Gujarat



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





# 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.





## HEAVY ENGINEERING

L&T Heavy Engineering is a global leader in the supply of engineered-to-order, hi-tech equipment meeting the needs of Refinery, Oil & Gas, Fertilizer, 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 its Modification, Revamp and Upgrade (MRU) business offer technology-driven, quick, value-added solutions for process plants. 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. The business achieved international recognition through an impeccable track record of executing large, complex projects and constantly creating new international benchmarks by manufacturing the tallest and biggest equipment along with fastest execution.



Over 450 L&T Patented HP Screw Plug Heat Exchangers are supplied across USA, Europe, Africa, Middle East and Asia Pacific



World's largest EO reactor of BASF technology for BASF, China

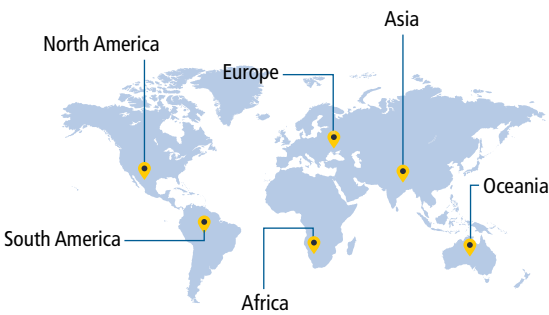
Key Offerings

|                                                          |                                                                             |                                                                                                                                                                          |
|----------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ethylene oxide,<br>Hydrocracker & clean<br>fuel reactors | Titanium-cladded<br>oxidation reactor<br>Ammonia and methanol<br>converters | HP heat exchanger<br><b>Nuclear power<br/>equipment</b><br>Steam generator and<br>pressuriser, End shields,<br>Fusion reactor (ITER),<br>Spent fuel canisters &<br>casks |
| Renewable diesel reactor                                 | Urea reactor and<br>stripper, carbamate<br>condenser                        | Modification, Revamp<br>and Upgrade (MRU)                                                                                                                                |
| FCC reactor and<br>regenerator package                   | Waste heat boiler<br>package                                                | Critical piping spools                                                                                                                                                   |
| Coke drums                                               |                                                                             |                                                                                                                                                                          |
| Molten salt-bath reactor<br>system                       |                                                                             |                                                                                                                                                                          |



Snapshot

Key Geographies



Total Orders

366

Critical Equipment

|                                       |     |
|---------------------------------------|-----|
| Heat Exchangers                       | 27  |
| Reactors                              | 15  |
| Critical Pressure Vessels and Columns | 156 |
| Others                                | 95  |



HRRL - FCCU Regenerator Top Dome



Steam Generator (SG) for indigenously developed 10x700 MWe PHWR

Modification Revamp and Upgrade

Secured MRU’s largest FCCU revamp contract on a preferential basis from a leading petrochemical sector client in KSA.

Awarded a strategic FCC revamp contract on a nomination basis by a public-private partnership refinery in India.

Awarded several critical repair works including emergency shutdown in refineries and fertilizer plants.



38 nos. CVD reactors, made for the first time in India for one Polysilicon Manufacturing Facility in India

## Awards & Accolades

Star Performer (Heavy Engineering) in the Heavy Industrial Machinery for Paper, Cement, Chemicals and Textiles: Large Enterprise category for 5 successive years at Engineering Export Promotion Council (EEPC) National Export Awards.

'Golden Peacock Award for Corporate Social Responsibility' for the year 2024

'India CSR Investment in Sustainability Award' at the India Climate Samman 2025

## Process Plant Equipment Domestic Market

Entering Paints Industries (Specialty Chemical Sector). Secured order from Asian Paints for the supply of a VAM Reactor (Vinyl Acetate Monomer) and three High-Pressure Reactors for a VAE (Vinyl Acetate Ethylene) and three Post Reactor Vessels plant.

Secured a prestigious order for the supply of a Urea Reactor of 54.8-metre length with an inside diameter of 2.36 metre for the Urea Revamp Project of SPIC, India.

## Process Plant Equipment International Market

Secured 100+ filter vessel orders of various technologies in FY25. With the growing demand for efficient filtration solutions, L&T is well-positioned to leverage this expertise for future Aramco projects and capitalise on its experience with the most renowned technologies.

Secured the business' first international order for a Loop Reactor -- a crucial component in all PDH PP plants worldwide.

Secured an order for three trains of a prestigious LNG project in the USA.

L&T's unique value proposition of one-stop solution provider and supplier of completely dressed equipment with Internals and Insulation at L&T Facility helped in securing critical columns to a renowned refinery in the USA for its new NGL fractionation facility.

## Nuclear Industry

Secured a prestigious nomination-based order for the globally acclaimed ITER project. The scope includes precision alignment and advanced welding of reactor ports, leveraging cutting-edge welding technologies and metrology systems.

L&T has secured another ITER assignment involving the supply and installation of a 17.5 metre robotic arm for in-vessel assembly of critical components.

Qualified for the Performance Award for both the Steam Generator and End shield of the 700 MWe PHWR fleet project—underscoring its industry leadership.



Ammonia Converter for Blue Ammonia, OCI Beamont, USA



# L&T SPECIAL STEELS & HEAVY FORGINGS

L&T Special Steels & Heavy Forgings, a wholly-owned subsidiary of L&T, specialises in manufacturing critical forgings for the nuclear, strategic, process plant, power, oil & gas, steel and cement industries. The establishment of this facility represents a significant milestone in advancing Make in India and Aatmanirbhar Bharat initiatives by reducing the country's reliance on imported heavy forgings.

## Key Offerings

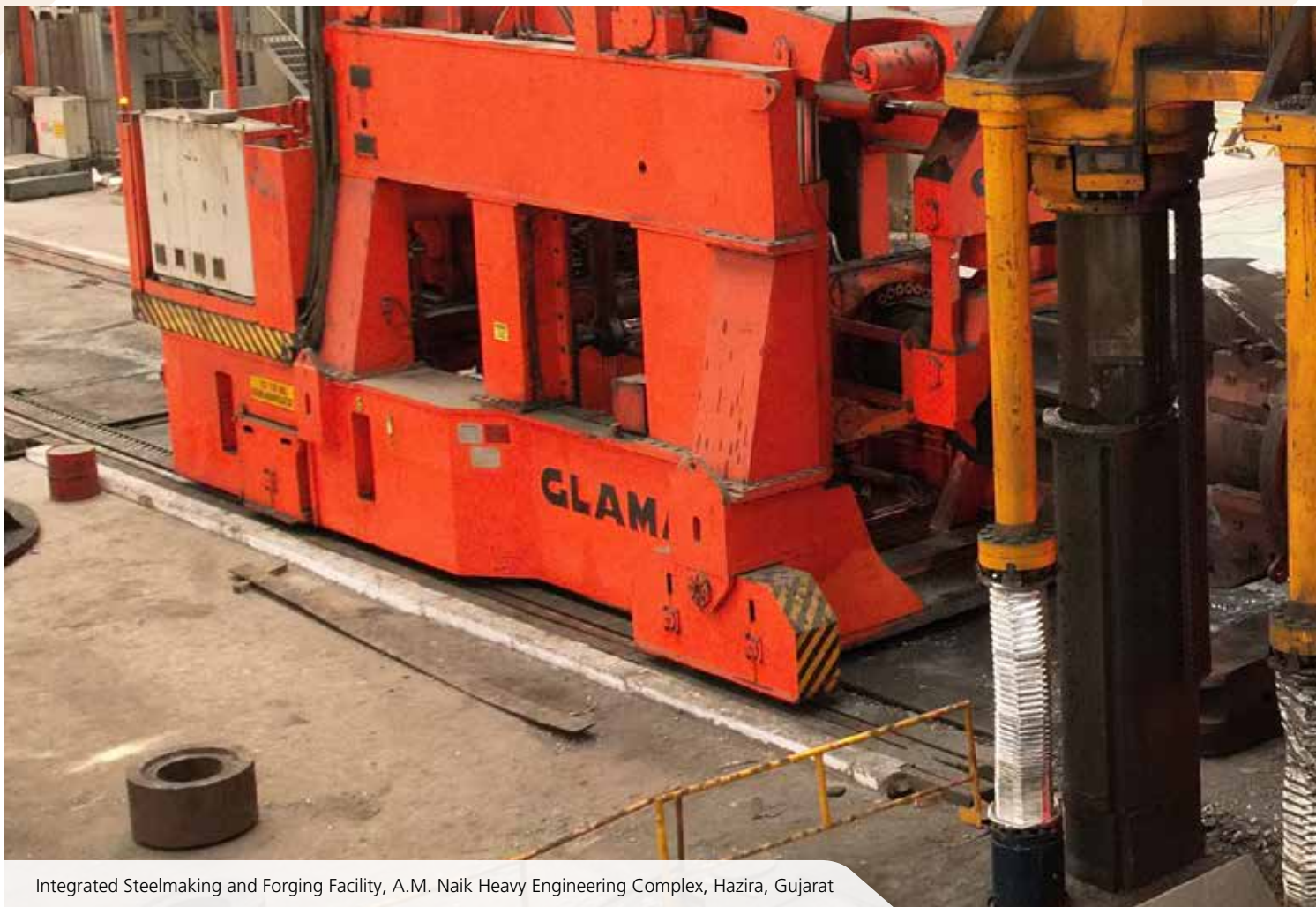
Custom made heavy forgings and ingots of carbon, alloy and stainless steel and forgings of titanium alloy.

## Awards & Accolades

Award by GoI Felicitation by Union Minister of Heavy Industries, H D Kumaraswamy for Indigenisation of Compressor Casings & HPH Tubesheet Forgings

National Sustainability Award 2024 @ IIM Bangalore presented by Mr. Sajjan Jindal in presence of Hon. CM of Karnataka Mr. Siddaramaiah and Hon Dy CM of Karnataka Sh. Shivakumar for Excellence in Technology @ Manufacturing Today, Mumbai

Gold Award in ESG by OHSSAI Foundation at 9th Annual HSE Excellence & ESG Global Awards 2024, Mumbai



Integrated Steelmaking and Forging Facility, A.M. Naik Heavy Engineering Complex, Hazira, Gujarat

Snapshot

|                          |                                        |                                                    |                                                    |                                                          |
|--------------------------|----------------------------------------|----------------------------------------------------|----------------------------------------------------|----------------------------------------------------------|
| <b>195</b><br>New Orders | <b>19,789 mt</b><br>Dispatched Tonnage | <b>410 mm thk</b><br>Forgings for Strategic Sector | <b>301 mm thk</b><br>Forgings for Strategic Sector | <b>800 mm thk</b><br>Indigenous Forging for Power Sector |
|--------------------------|----------------------------------------|----------------------------------------------------|----------------------------------------------------|----------------------------------------------------------|

Track Record

|                                                                                                                  |                                                                                   |                                                                                                                                     |                                                                                                                    |                                                                                           |                                                                            |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| <b>Sectors Served</b><br>Nuclear, Strategic, Process Plant, Power, Oil & Gas, Steel, Cement & Mining, Tool steel | <b>Strategic Sector</b><br>Certified manufacturer in India Bulk Production Orders | <b>210 tonnes</b><br>Heaviest Ingot made in India<br><br><b>75 tonnes</b><br>Hydrocarbon Sector Heaviest Forged Shell made in India | <b>700 MW</b><br>Nuclear Power Plants - Critical Heavy Forgings and Plates for Steam Generator and other equipment | <b>900 mm thk</b><br>Forgings for International Thermonuclear Experimental Reactor (ITER) | <b>14,463 tonnes</b><br>Ingots supplied to various forgemasters in FY 2024 |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|







# 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 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 financial products, benefitting over 26 million customer base. 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.



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**IT SERVICES**

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**TECHNOLOGY SERVICES**

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**DIGITAL SERVICES  
& E-COMMERCE  
PLATFORMS**

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**FINANCIAL SERVICES**



Services





# IT SERVICES

## LTIMINDTREE

LTIMindtree is a global technology consulting and digital solutions company that enables enterprises across industries to reimagine business models, accelerate innovation, and maximize 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 84,000+ talented and entrepreneurial professionals across more than 40 countries, LTIMindtree — a Larsen & Toubro Group company — solves the most complex business challenges and delivers transformation at scale.

While the world undergoes a seismic shift driven by volatile market and geopolitical forces, evolving consumer behaviours and a generational disruption with artificial intelligence (AI) – LTIMindtree remains steadfast in its resolve and ability to lead this change. By remaining committed to the future, making strategic investments in areas that are poised for growth, as well as transforming from within, LTIMindtree not only aims to solve today's most complex challenges, but also emerges as architect of a future that truly holds infinite possibilities.

At the heart of its journey is a compelling



Mensa Campus, LTIMindtree, Mahape, Navi Mumbai, Maharashtra

vision for the future of AI, built on deep capabilities and executed with a pragmatic 'can do now' mindset that is singularly focused on elevating outcomes for the customers. As LTIMindtree reimagines its offerings and outlook with AI, the company is already using some of these insights to help customers build intelligent ecosystems that multiply efficiencies and drive growth. Furthermore, the company ensures that this transformation focuses on empowering individuals and organisations, breaking down barriers to AI adoption, and humanising AI.

### Alliances & Partnerships

|                             |            |
|-----------------------------|------------|
| Microsoft                   | SAP        |
| AWS                         | Oracle     |
| Google Cloud Platform (GCP) | Snowflake  |
| NVIDIA                      | ServiceNow |
| IBM                         | Salesforce |
|                             | Pega       |

### Service Offerings

Helping businesses adapt faster, work smarter and perform better.

|                                                                              |                                                                      |
|------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <b>Data and Analytics</b><br>Creating AI-driven future-ready enterprises     | <b>Salesforce</b><br>Delivering cutting-edge solutions               |
| <b>Cloud and Digital Infrastructure</b><br>Strengthening digital foundations | <b>Interactive</b><br>Crafting innovative and delightful experiences |
| <b>Cybersecurity</b><br>Securing the present, scaling for the future         | <b>Enterprise AI</b><br>Driving the future                           |
| <b>SAP</b><br>Redefining excellence                                          | <b>iNXT</b><br>Bridging physical and digital worlds                  |

|                                                                                     |                                                                          |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <b>Quality Engineering Services</b><br>Seamless data and cloud transformation       | <b>Oracle</b><br>Enhancing performance and customer experience           |
| <b>iNXT Geospatial Engineering</b><br>Tapping location intelligence solutions       | <b>Platform Operations</b><br>Harnessing the power of Gen AI             |
| <b>Enterprise Cloud Applications</b><br>Using platforms to enhance service delivery | <b>Digital Engineering</b><br>Modernising enterprises                    |
| <b>Low Code Integration</b><br>Delivering with speed and reliability                | <b>Consulting</b><br>Accelerating growth optimally                       |
|                                                                                     | <b>Enterprise Automation</b><br>Unlocking hyperautomation for businesses |

### Industry Verticals

LTIMindtree delivers customised solutions that are building the future across 12 industry verticals

|                                                         |                                          |
|---------------------------------------------------------|------------------------------------------|
| Banking & Financial Services                            | Life Sciences                            |
| Insurance                                               | Energy                                   |
| Travel, Transport, Hospitality, Logistics & Real Estate | Utilities                                |
| Public Services                                         | Retail & Consumer Packaged Goods         |
| Manufacturing                                           | Communications, Media, and Entertainment |
| Healthcare                                              | Hi-Tech & Services                       |

## Proven Platforms

|                      |                                        |
|----------------------|----------------------------------------|
| LTIMindtree AI       | Advanced Smart City Operating Platform |
| iNXT                 |                                        |
| Voicing.AI           | CloudXperienz                          |
| LTIMindtree Infinity |                                        |

## Awards & Accolades

Even as much of the world grappled with geopolitical uncertainty, businesses across India and the Asia Pacific experienced growth and optimism, especially with AI at the forefront. Building a future shaped by this generational shift in technology, LTIMindtree is proud to be listed among the World's Best Companies Asia Pacific by TIME Magazine. This recognition was based on revenue growth, employee satisfaction surveys and rigorous environmental, social and governance (ESG) criteria.

LTIMindtree's ability to grow and thrive in this disruptive landscape is rooted in its strong focus on customer centricity, deep capabilities and delivering elevated outcomes. A key highlight was the successful partnership with Scania to transform their battery assembly process, which helped in securing the prestigious ISG Paragon EMEA Transformation Case of the Year Award. This achievement was further reinforced by leadership and visionary placements in several key analyst reports, as well as notable partner awards, including:

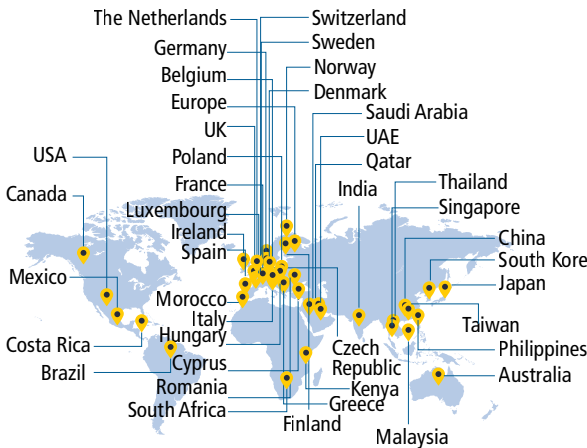
- Google Partner of the Year for Industry Solution Services for Manufacturing
- IBM Partner Plus Award APAC Winner in the Digital Labor Category
- Snowflake Manufacturing and Industrial Data Cloud Services Partner of the Year
- SAP BTP COE Certification – Gold Tier

## Track Record

|                                      |             |
|--------------------------------------|-------------|
| Indian IT Services Company           | 6th Largest |
| Offices (including Sales & Delivery) | 117         |
| Employees                            | 84,000+     |

|                                                |      |
|------------------------------------------------|------|
| Clients                                        | 700+ |
| Countries across 5 continents: US, EMEA & APAC | 41   |

## Key Geographies



The people and culture at LTIMindtree propel the company forward, enabling it to embrace AI and redefine the way it works, collaborates and creates value. LTIMindtree is recognised as a Great Place to Work™, among the Top 50 Best Companies for Women in India and a Top 50 Company with Great Managers 2024™ — reflecting its commitment to empower individuals and foster an environment where innovation meets opportunity. As the company strengthens its brand visibility in the coming years, the employees

will continue to serve as passionate ambassadors of the organization's spirit and potential.

LTIMindtree remains committed to leading as a responsible corporate citizen, helping build a more equitable future for all. This year, LTIMindtree was named among India's Top 50 Most Sustainable Companies by BW Businessworld, reaffirming the commitment to ensure that technological advancement serves as a force for good.

Won the Golden Peacock Award for Excellence in Corporate Governance for FY24 instituted by the Institute of Directors (IOD).

LTIMindtree's FY24 Sustainability Report received the ESG Transparency Award from EUPD Research and achieved an 87% score in the 'Excellence Class', earning 'Leading Status' for its strategic and transparent approach to sustainability reporting.

CDP Climate Change 2024 Attained Global Leadership League in CDP Climate Change 2024 for the 5th year in a row.

Received India Green Award 2025 for Y-o-Y demonstration of best practices and achievements in Sustainability Reporting.

Positioned as a Visionary in 2024 Gartner® Magic Quadrant™ for Cloud ERP Services and Public Cloud IT Transformation Services.

Recognised as a Leader in Everest Group Capital Markets IT Services PEAK Matrix Assessment 2024.



TECHNOLOGY SERVICES

L&T TECHNOLOGY SERVICES (LTTS)

L&T Technology Services (LTTS) is a global leader in AI, Digital, and ER&D Consulting Services. Operating in more than 25 countries with an annual revenue run rate of over USD 1.3 billion, the company designs, develops and delivers transformative products and services for a diverse clientele worldwide. From Mobility and Sustainability to Tech, LTTS partners with some of the world's biggest brands across industries.

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

LTTS's success is built on the fact that every employee is an Engineer at Heart. This is not a job title, but rather, a mindset. Over 23,000 engineers, technologists and innovators across 22 global design centres and 105 innovation labs are dedicated to solving the world's toughest industry challenges, making LTTS a trusted partner to companies on the cutting edge.

LTTS's Segments

**Mobility:**  
Under its Mobility segment (accounting for 29.6% of the business), LTTS engineers intelligent and sustainable mobility offerings for safer and personalised user experiences.

**Sustainability:**  
LTTS is enabling intelligent and responsible products and production journeys under its Sustainability segment (accounting for 30.8% of the business).

**Tech:**  
In the Tech segment (representing 39.6% of the business), LTTS focuses on enabling pervasive intelligence across products and services for ensuring differentiated experiences.

Service Offerings

- Digital Engineering and Consulting
- Product Engineering
- Manufacturing Engineering

- Plant Engineering
- Software and Platforms



Charting New Boundaries: Purposeful Agile Innovation

**Purposeful. Agile. Innovation.** is how LTTS creates value as it scales each of its three segments.

**Purposeful** stands for the vision of building a sustainable tomorrow and a better world, leveraging technology and delivering inclusive growth for all stakeholders.

**Agile** relates to its ability to learn, evolve and adapt to changing technologies and market dynamics while harnessing the imagination of its engineers.

**Innovation** helps it anticipate and invest in future technologies, systems and processes to bring world-class solutions to its clients across products, processes and operations.

Intelliswift Acquisition

In November 2024, LTTS signed a definitive agreement to acquire Silicon Valley-based Intelliswift in its largest acquisition till date. The goal was to deepen the company's offerings across software product development, platform engineering, digital integration, data and AI.

Intelliswift services 4 of the Top 5 Hyperscalers and caters to over 25 Fortune 500 companies, including 5 of the top 10 ER&D spenders in Software and Technology. With this acquisition, closed in a record time of 3 months, LTTS will also be able to address adjacent markets across Retail, Fintech and the Private Equity channel.

Through this acquisition, LTTS continues to strengthen its AI capabilities and offerings for global clients.



Dedicated Teardown and Reverse Engineering Lab, LTTS V



Innovation Hub for Advanced Electrical Systems, LTTS — dedicated to engineering and testing solutions for the mobility segment

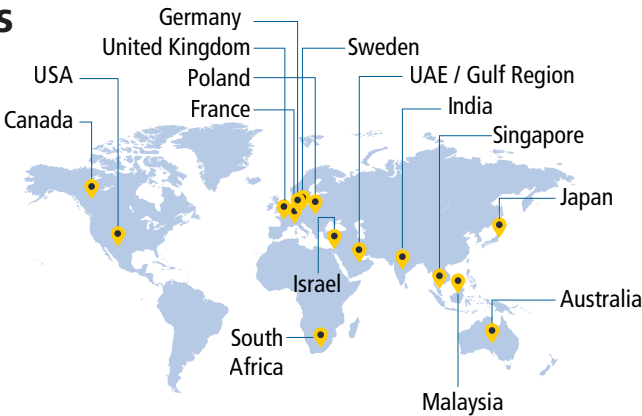
### Track Record

|                                     |        |
|-------------------------------------|--------|
| Global Innovation Centres           | 105    |
| Patents Filed, 210 in AI and Gen AI | 1,550+ |
| Repeat Business from Customers      | 90%    |

### New Launch

**PLxAI:** LTTS’s proprietary GenAI-based framework to accelerate Product Development Life Cycle for global clients across **Mobility, Sustainability, and Tech**. The framework leverages a combination of Generative AI and Conventional AI to provide a one-stop shop for scalable and reusable solutions across all PDLC stages.

### Key Geographies



### Awards & Accolades

- LTTS CEO and Managing Director, Amit Chadha has been recognized as the AutoTech CEO of the Year 2024
- LTTS was recognised as a Great Place to Work™ in the United States and in Poland
- Featured among the Top 3 Global Pure-play Engineering Services in Everest Group's Engineering Services Top 50 ranking
- Recognised as a 'Leader' in Digital Engineering and ER&D Services 2024 for Overall ER&D, Digital Engineering Services, Medical Devices, Industry 4.0 and Industrial by Zinnov
- Recognised by CII as one of the Top 25 Companies Excelling in Women in STEM, 2024
- Conferred with the prestigious Golden Peacock Innovation Management Award 2024, recognising LTTS's leadership in cutting-edge innovation initiatives for global businesses
- Collins Aerospace recognised LTTS as the Top Supplier of the Year. LTTS was the sole recipient for delivering high-end engineering solutions



adodara Campus



DIGITAL  
SERVICES &  
E-COMMERCE  
PLATFORMS

Key Offerings

- Learning Before Joining Programme to equip graduates with job-ready skills before employment.
- Hire Train Deploy (HTD) Model for streamlined recruitment and skilling.
- Role/Product-Based Skilling to develop industry-specific competencies.
- Assessment Solutions for evaluating cognitive, technical and behavioural skills.
- Integrated Degree Programmes.

Track Record

CollegeConnect

|                        |           |
|------------------------|-----------|
| Institutions Partnered | 104       |
| Learners Onboarded     | 4,00,000+ |

WorkConnect

|                             |         |
|-----------------------------|---------|
| Enterprise Customers        | 40+     |
| Training Sessions Completed | 11,000+ |

Assessment

|                     |                 |
|---------------------|-----------------|
| Candidates Assessed | 1.2 Mn+         |
| Empanelled across   | 23+ Enterprises |
| Seats across        | 1,16,788 Nodes  |
| 105+ cities         |                 |

L&T EDUTECH

L&T EduTech, the digital learning and upskilling arm of Larsen & Toubro, is committed to transforming education by bridging the gap between academia and industry. By integrating industry expertise with innovative learning solutions, L&T EduTech empowers students and professionals with job-ready skills, enhancing employability and workforce readiness.



Innovative Learning Solutions

L&T EduTech operates through three core verticals, each designed to address the needs of students and working professionals:

CollegeConnect

CollegeConnect is revolutionising higher education by collaborating with academic institutions to integrate technical expertise with critical life skills. Through specialised programmes, CollegeConnect ensures students are equipped with the competencies required for a dynamic job market.

Key Offerings

- Integrated Degree Programmes that blend theoretical knowledge with hands-on industry experience.
- Employability Skilling Programmes aligned with industry demands through structured learning modules and assessments.
- Certification and Assessment Solutions powered by AI-driven proctoring and competency-based evaluations.

Assessments

L&T EduTech Assessments brings together technology, trust and proven expertise to deliver assessments with precision and reliability. End-to-End Solutions provides seamless digital exams from registration to delivery and support. This also includes unmatched Scale & Security with AI proctoring, NetBoot tech and secure OS for tamper-proof tests.

Workconnect

Workconnect addresses workforce challenges by providing enterprises with solutions for talent acquisition, pre-employment training and continuous workforce development.

Key Offerings

- Learning Before Joining Programme to equip graduates with job-ready skills before employment.
- Hire Train Deploy (HTD) Model for streamlined recruitment and skilling.
- Role/Product-Based Skilling to develop industry-specific competencies.

Assessment Delivery Modes

- In-Centre Assessment  
Conducted at L&T Authorised Exam Centres, ensuring a secure and standardised exam environment.
- Remote Assessment  
Enables candidates to take exams from anywhere using their own infrastructure with ease and convenience.

Hybrid Model  
Offers the flexibility to choose between In-Centre and Remote modes, based on candidate preference.

# L&T-SUFIN

## (SUPPLY CHAIN AND FINANCE)

L&T-SuFin, a pioneering B2B e-commerce platform, continues to revolutionise the way Micro, Small and Medium Enterprises (MSMEs) transact, procure and access financing. As part of L&T's commitment to fostering digital inclusion in the industrial ecosystem, L&T-SuFin seamlessly integrates e-commerce with end-to-end financing solutions, enhancing efficiency, transparency and growth for businesses across India.



### Snapshot

|                  |                    |               |                            |
|------------------|--------------------|---------------|----------------------------|
| <b>64,000+</b>   | <b>50+</b>         | <b>3,900+</b> | <b>8,00,000+</b>           |
| Entities Onboard | Product Categories | Products      | Stock Keeping Units (SKUs) |

### Key Offerings

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





## DATA CENTER & CLOUD SERVICES

Larsen & Toubro Vyoma the digital infrastructure brand from L&T, is at the forefront of delivering comprehensive Data Centre, Cloud and AI services—built to meet the scale, speed and security demands of modern enterprises. Backed by L&T’s legacy of engineering excellence and execution, Larsen & Toubro Vyoma brings together infrastructure depth and innovation to accelerate digital transformation journeys across industries.

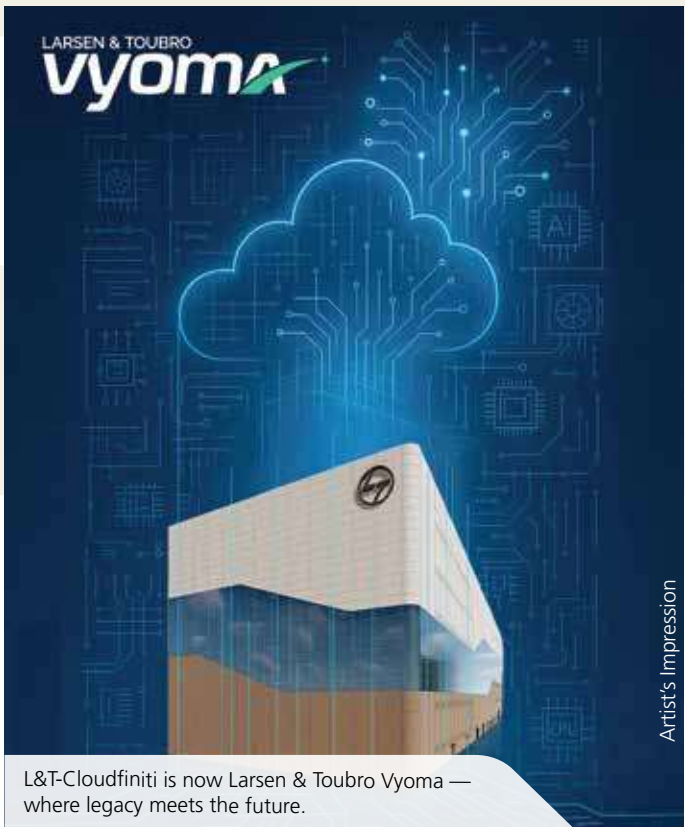
### Integrated Digital Infrastructure Built for Scale

At the heart of Larsen & Toubro Vyoma, is its rapidly expanding network of Hyperscale Data Centres, strategically located across India in key metro regions like Mumbai and Chennai. These high-capacity, enterprise-grade facilities are designed to meet the growing demand for cloud-native applications, data sovereignty and AI workloads.

Whether one is a startup or a large enterprise, Larsen & Toubro Vyoma offers seamless integration across:

- Colocation Services:** High-density rack space, redundant power and cooling, smart hands support and ancillary services.
- Cloud Solutions:** From Enterprise Public Cloud to Private and Hybrid Cloud Management, flexible models are tailored to suit each enterprise’s transformation journey.
- Next-Gen Cloud Stack:** CPU- and memory-intensive workloads are supported alongside GPU-powered AI workloads. A broad spectrum of services is offered which include:

|                                                                            |
|----------------------------------------------------------------------------|
| IaaS, CaaS, PaaS, DRaaS, HPC, BMaaS                                        |
| GPU & AI PaaS leveraging NVIDIA H200, H100, A100 and DGX-100 architectures |
| Agentic, Foundational & vertical specific AI Services                      |
| Quantum-as-a-Service (QaaS) for early adopters of quantum computing        |



### Secured, Managed and Intelligent

Security is embedded across all layers of the Larsen & Toubro Vyoma architecture. The offerings include:

- Network & Security Services:** SOC services, enterprise-grade firewalls, DDoS protection and end-point defense.

#### Comprehensive Managed Services

|                                                                        |
|------------------------------------------------------------------------|
| OS, database and middleware management                                 |
| Infrastructure and storage operations                                  |
| Backup and disaster recovery                                           |
| IaaS and network management for always-on performance and availability |

## Designed for AI Native Enterprises

With AI adoption becoming mission-critical, Larsen & Toubro Vyoma’s infrastructure is engineered to support GPU-intensive training workloads at scale. Our AI-ready platforms are optimised for deep learning, computer vision and large language model (LLM) deployments. Whether one is running simulations or scaling GenAI applications, Larsen & Toubro Vyoma ensures high throughput and low-latency performance.

## Customer-Centric, Industry-Aligned

Larsen & Toubro Vyoma supports organisations across sectors, namely Manufacturing, BFSI, PSUs, Semiconductor, IT-ITES and E-Commerce, helping them modernise their IT backbone with secure, scalable and intelligent cloud services.

## Public and Private Cloud Offerings

The cloud portfolio is divided into:

### Public Cloud

**CPU Cloud:** For containerised and traditional enterprise applications

**GPU Cloud:** For AI/ML and data science workloads

**Quantum Cloud:** A 25-qubit platform integrated with classical compute environments

### Private Cloud

**Dedicated Private Cloud:** Isolated, secure environments built to meet the highest compliance standards

**Community Private Cloud:** Multi-tenant, air-gapped infrastructures designed for regulated industries and government bodies

## Hyperscale Roadmap

| Data Center | Location               | Capacity | Status                | Category           |
|-------------|------------------------|----------|-----------------------|--------------------|
| LNT NMP 1   | Panvel, Navi Mumbai    | 2 MW     | Live                  | Data Center Campus |
| LNT CHN 1   | Sriperumbudur, Chennai | 30 MW    | Live                  | Data Center Campus |
| LNT NMP 1   | Mahape, Navi Mumbai    | 30 MW    | Feasibility Completed | Data Center Campus |
| LNT BLR 1   | Whitefield, Bengaluru  | 40 MW    | Feasibility Completed | Data Center Campus |



# L&T SEMICONDUCTOR TECHNOLOGIES (LTSC)

L&T Semiconductor Technologies (LTSC) is the largest Indian semiconductor product company, delivering energy-efficient, high-performance chips that drive smart, connected systems worldwide.

LTSC's high-performance semiconductor solutions enable customers globally to precisely control power, capture and process data, and enable intelligent sensing. Headquartered in India, LTSC has offices in Austin, Munich, Tokyo, Bengaluru, Delhi and Chennai.

## Key Offerings

Driving engineering excellence through advanced chip design and development capabilities.



Analog



Compute



MEMS, RF & Sensors



Power Management



Modules

## Sectors Served

Energy | Industrial | Mobility

- Energy efficient solutions
- Simplified integration
- Accelerated time to market
- Reliable & high-performance outcomes
- Quality, scalability and innovation

## Key Achievements

Completed the acquisition of SiliConch Systems, a Bangalore-based semiconductor IP company

BLDC motor controllers being developed for one of India's top OEMs in cooling applications

USB-C Power Delivery (PD) solutions to be deployed at scale for a leading automotive customer

MoU with a consumer electronics major to create next-gen USB charging adapter platforms

Camera SoC designed for one of India's largest CCTV manufacturer enabling smarter surveillance

Forged a tie-up with a global leader in wireless technology and semiconductors in the high-demand modules business

Partnered with IBM to co-design AI based secure, scalable processors for edge, cloud, mobility, industrial and server markets

Collaboration with academia & government institutions to develop indigenous products



## Snapshot

400+

Employees globally

5

Geographies

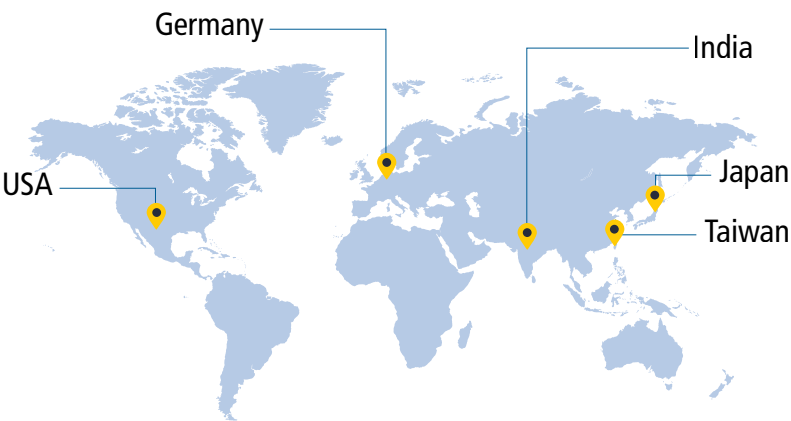
60+

Patents

Largest

Indian fabless semiconductor product company

## Key Geographies



## LT SCT Product Experience Centre & Semiconductor Testing Lab

The LT SCT Product Experience Centre exemplifies innovation, precision and reliability. The experience centre serves as a dynamic hub to showcase advanced chip and system design capabilities through real-world emulations, proof-of-concepts, proprietary IPs and Mini Test platforms—empowering customers to experience performance and scalability first-hand.

Complementing this, the state-of-the-art Testing Lab ensures rigorous validation and quality assurance for ICs, SoCs and discrete components under real-world conditions, driving higher yields, faster defect detection and long-term reliability. Together, they create a collaborative ecosystem that accelerates the journey from idea to innovation across automotive, industrial automation and energy sectors.



Semiconductor Testing Lab



LT SCT Product Experience Centre, Bengaluru, Karnataka



## FINANCIAL SERVICES

### L&T FINANCE (LTF)

L&T Finance Ltd. (LTF), one of the leading diversified retail Non-Banking Financial Companies (NBFCs) in the country, has been at the forefront of financial services for over three decades. Headquartered in Mumbai, the company has been rated 'AAA' — the highest credit rating for NBFCs — by four leading rating agencies. With granular and extensive pan-India presence across two lakh villages and 100+ cities/towns, the company is a trusted partner for millions of Indians, delivering customer-centric solutions that cater to a wide range of financial needs. LTF is focused on creating a top-class, digitally-enabled, retail finance company as part of L&T's Lakshya 2026 plan and is positioning itself as a digital-first, digital-native lender. This digital transformation builds upon its established market dominance in key product areas developed over

a decade, including Rural Group Loans and Micro Finance (JLG), Farm Equipment Finance, and Two-Wheeler Finance. Furthermore, the company has garnered leadership scores, ratings and awards for its sustainability performance and CSR initiatives and is certified as a Great Place To Work®. With a large customer base of ~2.6 crore individuals and a robust portfolio mix spanning rural and urban businesses, LTF demonstrates its commitment to digital financial inclusion and is empowering communities across the country. This is made possible by a team of over 36,000 employees, comprising industry experts and passionate professionals, dedicated to crafting exceptional customer experiences that seamlessly address evolving financial needs.

### Vision

LTF to transform into a risk-first, tech-first, strong growth oriented diversified financial services.



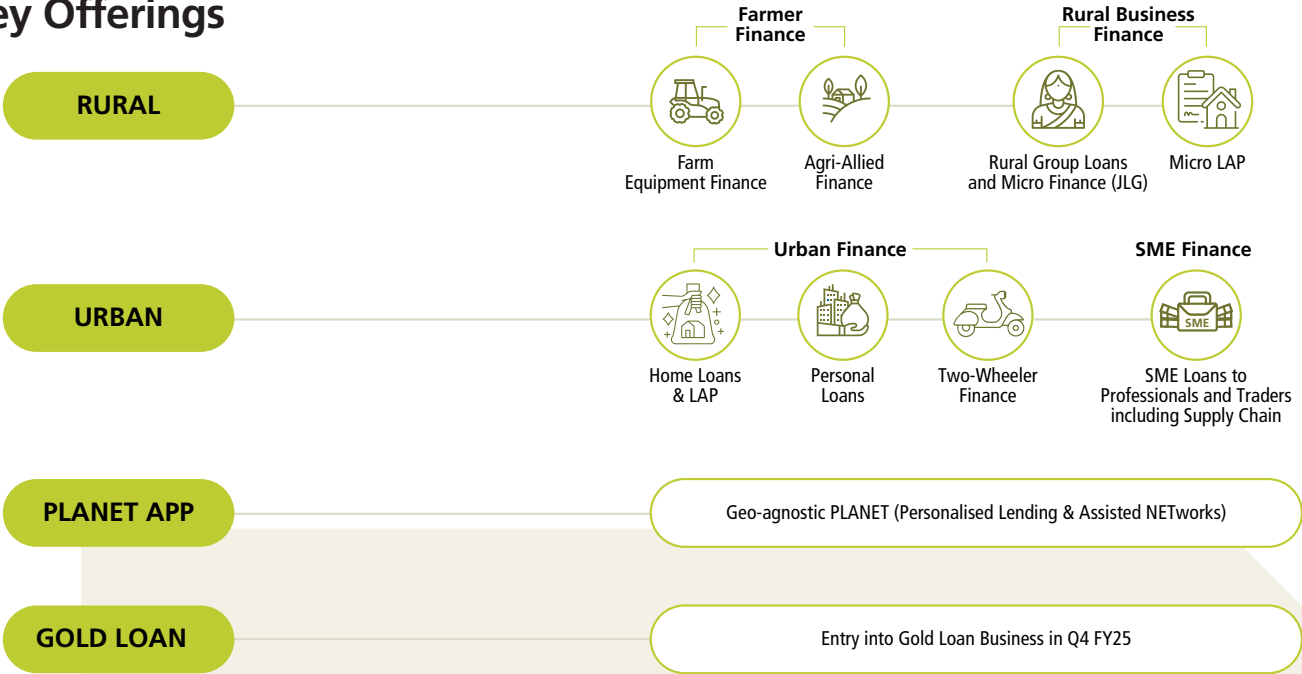
Micro Loans

# Lakshya 2026 goals vs achievement in FY25

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 FY25        |
|----------------------------|--------------------|------------------------------|
| Retailisation              | >95%               | 97%                          |
| Retail Growth              | >25% CAGR          | Q4FY22 - Q4FY25: 28%         |
| Consolidated Asset Quality | GS3 <3%<br>NS3 <1% | GS3 at 3.29%<br>NS3 at 0.97% |
| Consolidated RoA           | 2.8% - 3%          | 2.44%                        |

## Key Offerings



## Snapshot

- ~2,00,000 Villages, 100+ Cities / Towns pan-India presence
- 13,000+ distribution touchpoints
- ~2.6 crore customer database
- 36,521 total employee headcount

## FY 2025 – Laying the foundation for sustainable and predictable growth

- All-time-high consol. PAT of ₹2,644 crore, registering 14% year-on-year (YoY) growth
- Strong retail franchise with a Retail Book size of ₹95,180 crore, up 19% YoY
- Retail disbursements stood at ₹60,040 crore, up 11% YoY



## Key Achievements

Celebrated three decades of successful operations

Announced LTF's foray into the gold loan business

Launched 'Project Cyclops', an in-house-developed AI-driven, next-gen digital credit engine

Pioneered AI-driven solutions such as 'Knowledgeable AI' (KAI), a virtual home loan advisor and 'Lifestyle Index Calculator', which optimises data collection

Sealed partnerships with key fintechs like CRED, Amazon Pay and PhonePe to offer credit products

Launched the inaugural edition of RAISE' 24, an event that convened around 4,500 participants, including influential regulatory leaders, innovative unicorn startups, pioneering deep tech firms and key media representatives

Onboarded Indian cricketer Jasprit Bumrah as the company's brand ambassador. Amplified brand-building framework through impactful Integrated Marketing Campaigns such as 'The Complete Home Loan', Business Loan, Personal Loan, among others

Launched PLANET App 3.0 and redesigned its corporate website to offer a differentiated Direct2Consumer experience

Earned the prestigious Great Place To Work® (GPTW) Certification™

## Rural Business Finance

Book size up 6% to ₹26,320 crore vs ₹24,716 crore YoY

A risk calibrated disbursement strategy was followed in the business owing to a fluid sectoral credit environment

## Farmer Finance

Book size up 10% to ₹15,219 crore vs ₹13,892 crore YoY

Double digit growth showcased by the segment aided by a better than average monsoon and improving rural liquidity

## Urban Finance

Book size up 27% to ₹45,897 crore vs ₹36,089 crore YoY

Driven by better customer profiling through 'Project Cyclops' and channel risk calibration for Two-Wheeler Loans, big tech partnerships and tapping growth in prime segments for Personal Loans, and newer partnerships and strong network of distribution channels for Housing Loans and Loan Against Property Business

**HOME LOANS  
KUM NAHI,  
COMPLETE.**

**L&T Finance**

**THE COMPLETE HOME LOAN**

- Home Decor Finance
- Digitized Process
- Dedicated Relationship Manager

**ATTRACTIVE INTEREST RATES**

**LTFINANCE.COM** 9004 555 111

SMS HL to 9004 555 111

Scan to Apply

## SME Finance

Book size up 67% to ₹6,524 crore vs ₹3,905 crore YoY

Growth in the segment aided through increase in direct sourcing and existing strong network of distribution channels

## ESG@LTF

Performed in top decile in the FBN Diversified Financial Services and Capital Markets Industry in the S&P Global Corporate Sustainability Assessment

ESG Risk Rating of 16.1 assessed by Sustainalytics continued to be in the 'Low Risk' category of experiencing material financial impacts from ESG Factors\*

MSCI ESG Rating of 'A'

## CSR@LTF

Over 13.5 lakh community members outreached under Digital Sakhi project across 7 States, 15 districts and 2,800+ villages

Over 2.3 lakh rural women sensitised on digital and financial literacy through the cadre of trained 1,110 Digital Sakhis

Over 1 lakh horticulture plantation completed in 250+ acres of land in Karnataka under Project Prakruti

Over 1.33 lakh flood affected community members supported under disaster relief in Bihar, Uttar Pradesh and Telangana



Two-wheeler Loans

*\*Disclaimer: As of October 2024, LTF received an ESG Risk Rating of 16.1 from Morningstar Sustainalytics and was assessed to be at a low risk of experiencing material financial impacts from ESG factors. In no event the ESG Risk Rating shall be constructed as investment advice or expert opinion as defined by the applicable legislation.*





# OTHERS

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





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**REALTY**

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**CONSTRUCTION &  
MINING MACHINERY**

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**RUBBER PROCESSING  
MACHINERY**

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**VALVES**

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# REALTY

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. The 120 plus awards and accolades that were conferred on L&T Realty included the ‘Best Realty Brand 2024’ by the Times Group.

## Key Clients

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

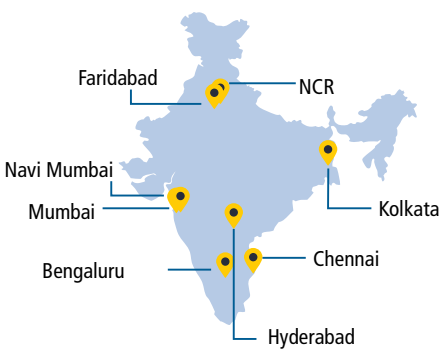
## Development Portfolio

|                              |                    |
|------------------------------|--------------------|
| Total Development            | 75 Mn. sq.ft.      |
| Residential                  | 48 Mn. sq.ft.      |
| Commercial & Retail          | 26.5 Mn. sq.ft.    |
| Residential Delivered        | 8.5 Mn. sq.ft.     |
| Apartments                   | 51,000             |
| Office Desks                 | 3,25,000           |
| Specialised<br>Luxury Retail | 1,05,00,000 sq.ft. |

## Key Offerings

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

## Key Geographies



Track Record

|                                         |         |
|-----------------------------------------|---------|
| Large, Gated and Mixed-use Developments | 15+     |
| Domestic and International Awards       | 120+    |
| Happy Families                          | 10,000+ |
| Slum-dwellers rehoused                  | 6,500+  |
| Lakh KL Water Saved                     | 1.5+    |
| Tonnes of Carbon Reduced                | 17,000  |

Awards & Accolades

- Landscape Project of the Year - Residential - Realty+ Conclave & Excellence Awards 2024 - Elixir Reserve
- Iconic Luxury Project - Times Real Estate Conclave & Awards 2024-25 - The Gateway
- Excellence in Residential Project - Times Real Estate Conclave & Awards 2024-25 - Elixir Reserve
- Developer of the Year - Golden Brick Awards, Dubai - 2024 - L&T Realty



Elara Celestia, Bengaluru, Karnataka

Artist's Impression



Kolkata Commercial Complex, West Bengal

Artist's Impression



# CONSTRUCTION & MINING MACHINERY

## 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

## Product Development Centre (PDC)

Located at Coimbatore, an in-house R&D centre.

Developed many cost-effective products/solutions, contributing significantly to the Government's Aatmanirbhar Bharat initiative.

## Products Marketed For

Komatsu – India and Global  
Larsen & Toubro Limited - Kansbahal/ Odisha  
L&T Construction Equipment Limited – Bengaluru



Komatsu HD785 — 100-Tonne Payload Dump Truck, popular in Indian mines

## Significant Orders

**In the Construction Equipment segment, we supplied a total of 2,450 machines, comprising:**

1,870 Komatsu machines, including Hydraulic Excavators across segments from 3.5-Tonne to 45-Tonne class, as well as Motor Graders and Dozers.

### Komatsu Machines

The General Construction sector accounted for 583 Hydraulic Excavators.

Supplies to the Quarry & Mining sector stood at 557 Hydraulic Excavators.

Road Projects received 257 Hydraulic Excavators during the year.

77 Hydraulic Excavators were supplied to the Granite & Marble industry.

The Irrigation & Others segment received 252 Hydraulic Excavators.

Additionally, 30 Komatsu Motor Graders and 84 Komatsu Dozers were supplied to the Coal Overburden and Road segments.

467 units of L&T Compactors, manufactured under the Make in India initiative with over 90% indigenous components.

143 units of L&T material handling machinery.

### L&T Compactors

Manufactured under the Make in India programme with over 90% indigenous components.

Supplied to key infrastructure sectors, including Highways, Roads, Airports, Railways and Land Development projects.

Sales comprised 200 L&T Soil Compactors, 176 L&T Mini Tandem Compactors, 57 L&T Tandem Compactors and 34 L&T Pneumatic Tyred Rollers.

MINING EQUIPMENT  
BUSINESS (MEB)

The Mining Equipment segment supplied a total of 198 Komatsu machines, deployed primarily in coal, coal overburden removal, iron ore, bauxite and other mining operations. These included 113 Dump Trucks, including trucks with Electric Drive, 28 Excavators ranging from 50 Tonne to 200 Tonne, 22 Dozers, 27 Motor Graders, among others.

Track Record

Completed over 100,000 Machine Care Programme (MCP) services, with 10,000 Excavators enrolled.

Completed training of over 1,00,000 individuals, including customers, dealers and machine operators.

Achieved the landmark sale of 50,000 Komatsu machines in India.

1st Asian company to receive Komatsu Level 3 Gold Rebuild Certification for its Service Centres.

Key  
Highlights

Secured an order for three 200-Tonne Komatsu Excavators for fitment with Long Reach attachments for port applications; two units have been commissioned, and one is scheduled for delivery in July 2025.

Supplied two Komatsu Wheel Dozers and one Dozer to an iron ore miner under a six-year cost-cap contract.

CRUSHING & MINING  
Kansbahal

Retained complete market dominance in Crushers, with no order loss during the year.

Supplied Surface Miners to Guinea, Tanzania and Senegal, bringing the total number deployed across the African continent to 15.

Bagged a fresh order for Surface Miners from Kenya, marking a strong start to the current financial year.

Executed major international orders for Crushers across UAE, Uganda, Tanzania and Australia, strengthening L&T's global footprint.

Set a benchmark with a Komatsu Dump Truck (HD785-7), clocking over 71,000 operating hours.

Successfully trialled diesel-to-LNG dual-fuel retrofit kits, enhancing sustainability in mining operations.

Over 750 units of Komatsu PC205 - next gen excavator for a wide range of applications sold since launch in 2022.

Launched the Komatsu Mini Excavator (PC35MR-3), a compact model suited for agricultural and urban job sites.

Rolled out CEV-V compliant Pneumatic Tyred Rollers and Wheel Loaders in line with new emission norms.

L&T's Compactor population crossed 4,000 units, solidifying its market leadership.

1,000 Komatsu Dozers (D85) supplied.

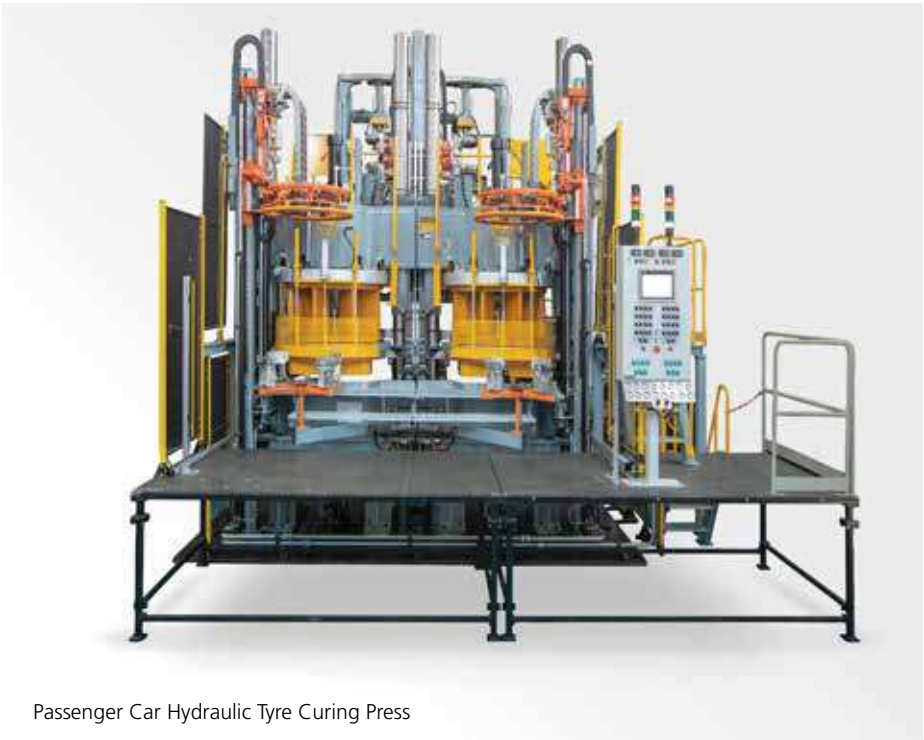


Komatsu PC210 — Flagship Model in the Construction Segment



# 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, near Chennai, as well as certain products manufactured by Kobelco Industrial Machinery India Pvt. Ltd.



Passenger Car Hydraulic Tyre Curing Press

## 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

|        |                                      |
|--------|--------------------------------------|
| 46     | Supplies to Countries                |
| 6,000+ | Machines                             |
| Top 7  | Global tyre manufacturers as clients |

## Snapshot

|                           |    |
|---------------------------|----|
| Years of Experience       | 53 |
| 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
- Developed and supplied** new size of Hydraulic Tyre Curing press for Special Light Truck Applications
- Developed and supplied** Speciality Tyre Building Machines for OTR Applications
- Successfully executed Turnkey Projects** (Design, Manufacture and Install) in Americas to Global Tyre Majors.

# VALVES

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.

## 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 <b>61</b> countries |
|---------------------------------------------------------------|--------------------------------------------------------------------|--------------------------------------------|

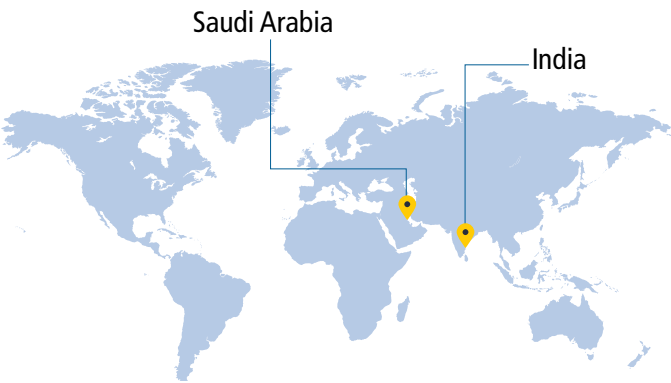
## Key Offerings

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

## Sectors Served

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

## Manufacturing Facilities



36 inch class 600 Buried Service Ball Valve. Flagship valves in our supply to a 1,000 km Cross Country Crude Oil Pipeline.



World's largest zero-emission bellow-sealed Valve. 56 inch class 150 gate valve custom-engineered for a Refinery DFCU Benzene service.



# SUSTAINABILITY



## Sustainability Vision FOR A BETTER WORLD

L&T shall pursue eco-friendly growth, promoting a culture of sustainability and innovation, and thereby contribute towards a better world.

Carbon-neutral by **2040**    Water-neutral by **2035**





CI-ITC Centre of Excellence  
for Sustainable Development



Confederation of Indian Industry

# CERTIFICATE



This is to certify that  
**Larsen & Toubro Limited**  
A. M. Naik Heavy Engineering Complex, Hazira Gujarat

is Single-use Plastics Free®, as verified by the  
Confederation of Indian Industry under the provisions of the  
CII Plastics-use Protocol: Verification and Certification.

This Certificate is valid from  
17 March 2025 to 16 March 2026



PLASTICS USE  
PROTOCOL



Seema Arora  
Deputy Director General  
Confederation of Indian Industry

Certificate Date: 25/03/2025      Certificate No.: CII/PuP/2025/08

This certificate has been awarded after the company fulfilled the requirements for phasing-out single-use plastics and provided evidence for it. Responsibility for the data provided to CII rests solely with the company. The conditions of certification, and items are detailed in the Annex.





## Better Planet

**20%** reduction in emission intensity Y-o-Y

**~1.7 Mn** saplings planted

**15%** electricity from renewable sources

**2.6 Mn kL** wastewater recycled

**3.2 Mn kL** water conserved

## Better Business

**28%** recycled & eco-friendly material used

**53%** revenue from Green Business

**₹479 Cr** cumulative R&D spend for last **3 years**

**9.1%** Gender diversity

**10.1** training days average per employee

## Better Communities

**4.2 Mn** man-hours – safety training

**1.9 Mn** beneficiaries across health, education, water & sanitation and skill-building in FY 2025

**1,380 Mn** Accident-free man-hours



## Awards & Accolades

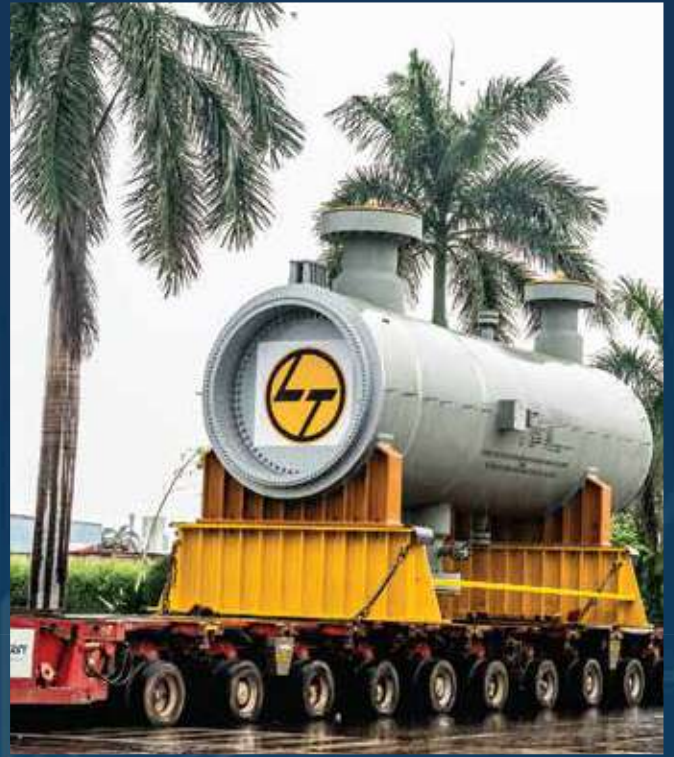
Ranked 3rd, for three consecutive years, in the global 'Top 200 Environmental Firms' 2024 list by Engineering News-Record (ENR), New York – L&T was the only Indian firm to feature in this list

Awarded 'Silver' in Net Zero Leadership at Times Now Global Sustainability Alliance SDG Summit, 2024

Winner of India Green Infrastructure Leadership, India Climate Samman, 2025

Awarded 'Excellence in Community Driven Sustainability Impact' in 2nd edition of Indian Chambers of Commerce Annual Sustainability Symposium, 2024





FIND US ON



[www.Larsentoubro.com](http://www.Larsentoubro.com)

**Larsen & Toubro Limited**

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