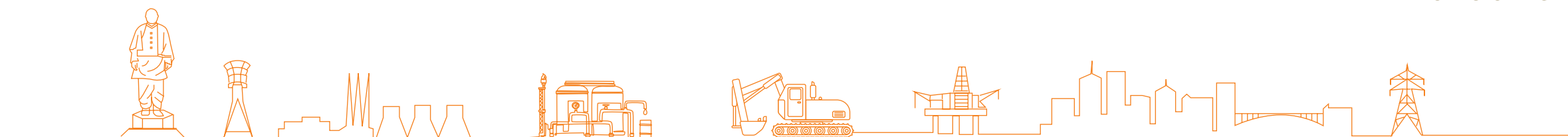

ANNUAL REVIEW 2026



CONTENTS

EXECUTIVE COMMITTEE (ECOM)		02
GROUP PERFORMANCE OVERVIEW		03
INFRASTRUCTURE	Buildings Infrastructure Heavy Civil Infrastructure Transportation Infrastructure L&T GeoStructure	06 10 14 18
UTILITIES & METALS	Power Transmission & Distribution Water & Effluent Treatment Minerals & Metals	22 25 28
ENERGY	L&T Energy Hydrocarbon – Onshore L&T Energy Hydrocarbon – Offshore L&T Energy CarbonLite Solutions	34 38 42
RENEWABLES	Solar Offshore Wind Business	46 48
MANUFACTURING	Heavy Engineering + MRU L&T Special Steels & Heavy Forgings Construction Equipment & Industrial Products Design & Development (CE & IPDD) - L&T Valves - L&T Rubber Processing Machinery - L&T Construction Equipment - Construction, Mining & Machinery	52 56 57 58 59 60
ELECTRONIC PRODUCTS & SYSTEMS	L&T Electronic Products & Systems	64
REALTY	L&T Realty	68
TECHNOLOGY, PLATFORMS, SERVICES & DEVELOPMENT	LTM LTTS L&T-SuFin L&T EduTech Larsen & Toubro Vyoma L&T Semiconductor Technologies L&T GreenTech	74 77 80 81 83 86 89
FINANCIAL SERVICES	L&T Finance	94
SUSTAINABILITY		98



EXECUTIVE COMMITTEE (ECOM)



S. N. SUBRAHMANYAN
Chairman & Managing Director



SUBRAMANIAN SARMA
Deputy Managing Director
& President



R. SHANKAR RAMAN
President, Whole-time Director
& Chief Financial Officer



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 & Manufacturing)



STHALADIPTI SAHA
Senior Vice President & Head
Buildings & Factories



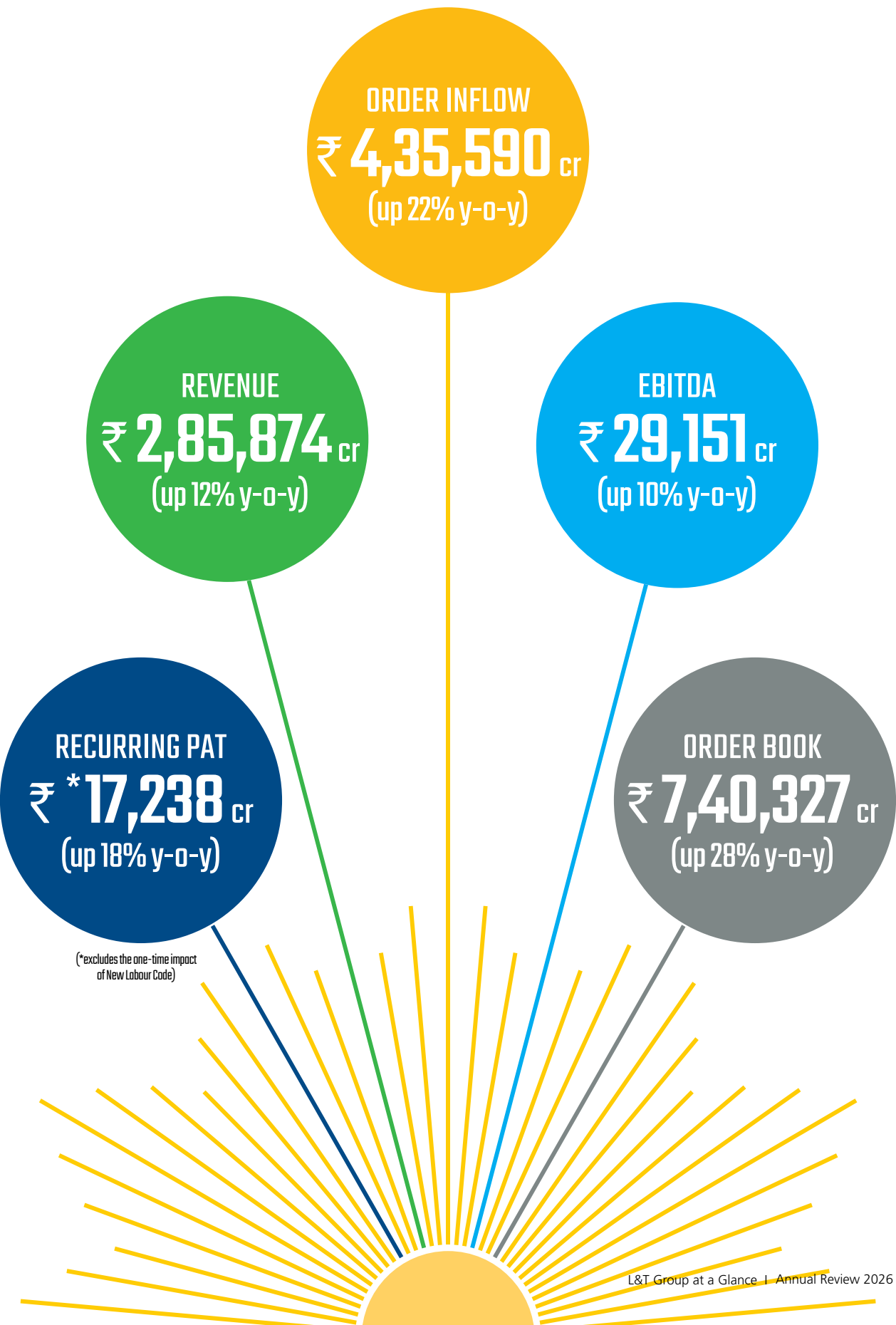
E. S. SATHYANARAYANAN
Senior Vice President & Head
Hydrocarbon Onshore



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

GROUP PERFORMANCE OVERVIEW

FY 2025-26



INFRASTRUCTURE

L&T's Infrastructure vertical reinforces the physical backbone that sustains nations. By blending exemplary engineering skills with technology, this unit executes complex projects that improve urban living, mobility, workspaces and industrial capability. Each project stands as an intricate lattice of strength and scale, building national momentum while shaping the infrastructure of the future.

BUILDINGS INFRASTRUCTURE

HEAVY CIVIL INFRASTRUCTURE

TRANSPORTATION INFRASTRUCTURE

L&T GEOSTRUCTURE



BUILDINGS INFRASTRUCTURE

Leading India’s built environment with vision and scale, the Buildings Infrastructure business stands as a powerhouse of engineering excellence, shaping iconic skylines, raising unmistakable landmarks and driving industrial growth.

The Buildings Infrastructure division delivers integrated end-to-end solutions - from concept to commissioning - across a diverse range of infrastructure and industrial projects. With extensive experience in executing complex and large-scale developments, the business has established strong capabilities in delivering high-quality, sustainable

and technology-driven infrastructure.

The business is supported by dedicated engineering and design centres, robust project management systems, strong procurement practices and specialised technical expertise across the project life-cycle. Backed by a skilled workforce, a strong partner ecosystem and digitally-enabled project control frameworks, the Buildings Infrastructure division consistently delivers projects with a focus on quality, safety, innovation, operational excellence and timely execution in India and overseas.

Key Offerings



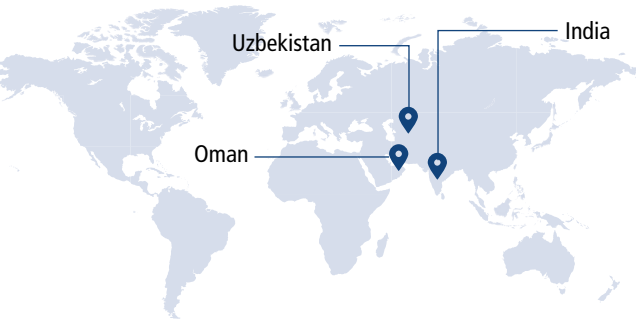
- Hospitals & healthcare facilities
- Airports & airport terminal buildings
- Residential towers & housing projects
- Commercial buildings & office spaces
- IT parks & business parks
- Semiconductor FAB & OSAT facilities
- Data centres (hyperscale & enterprise)
- Malls & museums
- Stadiums & sports infrastructure
- Hotels & hospitality developments
- Metro & high-speed rail stations
- Integrated multi-modal developments
- Convention centres
- Statues & iconic public spaces
- Educational institutions & campuses
- Mixed-use developments
- Manufacturing & industrial facilities
- Warehouses & logistics facilities
- Automobile plants & test tracks

New Orders

23

- Apollo Proton Cancer Centre, Jubilee Hills, Hyderabad, Telangana
- Advait Lok Museum at Omkareshwar, Madhya Pradesh
- Premium office space development, Muscat
- Mixed Use Development for a reputed developer in Mumbai, Maharashtra
- Redevelopment of RG Barua Sports Complex, Guwahati, Assam
- Residential Development, HOD Towers 3 & 4 and Assembly for Government of Andhra Pradesh
- Luxury high-rise residential development for multiple developers in Bengaluru, Mumbai & Gurgaon
- Electronics manufacturing plant, Kanchipuram, Tamil Nadu
- Glass manufacturing plant, Gujarat
- IT Park in Bengaluru, Karnataka

Key Geographies



Navi Mumbai International Airport



The Prestige City, Bengaluru

Track Record (FY 2025-26)

Airports	270 MPPA
Health	31,500+ beds
Data centre (capacity)	165 MW
Residential	1,00,000+ units
Factories	100+ nos
Office space	3,76,000 seats
Stadiums	3.6 lakh seats
Hotel	3600+ keys

(cumulative till date)

Ongoing Projects

120+

Completed projects* (FY 2025-26)

29

- Kartavya Bhavan 1, 2 & 3, New Delhi
- Seva Teerth, New Delhi
- Max Nanavati Hospital - Phase 1, Mumbai, Maharashtra
- Oman Botanic Garden
- Allahabad High Court, Uttar Pradesh
- Test Track at Trichy, Tamil Nadu
- The Prestige City (Aspen, Avalon, Meridian), Bengaluru, Karnataka
- Mixed-use development at Muscat Hills, Oman
- Automobile manufacturing plant for Maruti, Sonipat, Haryana
- Cancer Care Hospitals & Govt. Hospitals at various locations in Haryana, Assam, Odisha, Bihar & Jharkhand
- Paint manufacturing facility for Birla Opus at Kharagpur, West Bengal

* List not exhaustive



India's first PPVC project, tourist accommodation, Ayodhya, Uttar Pradesh



Patna Medical College & Hospital, Bihar



Kartavya Bhavan 1, 2 & 3, New Delhi



Shri Ram Janmbhoomi Temple, Ayodhya, Uttar Pradesh



T2 Forecourt City Side Development, CSMIA Mumbai, Maharashtra



Oman Botanic Garden, Muscat



AP HOD Towers 3 & 4, Amaravati, Andhra Pradesh



State-of-the-art plant for Toyota Factory, Bengaluru, Karnataka



Equinix Data Center, Mumbai, Maharashtra

Special Initiatives

- Net Zero building : Technology Centre 4, L&T Campus, Chennai
- Precast
- Modular construction - Toilet pods, PPVC
- Offsite fabrication & industrial construction practices

Awards & Accolades



- British Sword of Honour – 5 Projects (MHADA, Oberoi Kolshet, Park Grove, Prestige Lavender, Asian & Toyota Projects)
- CE&CR Award – Outstanding Airport Project for DIAL Phase 3A and Super Tall Structure for TPC Mulund
- CII DX Awards 2025 – Digital Award for Most Innovative Practice
- Dossier Construction Awards - Best Construction Contractor – L&T Oman & Sustainable Project of the Year – Oman Botanic Garden
- IASE - Outstanding Structure of the Year for 3D Printed Villas & Prestige Serenity
- ICI Award - Sustainability in Concrete Construction: NMIA Project & High-rise Structure: TPC – Avlon Park
- ISDA Infracon National Award 2025 – KNMA & IKEA GMP
- MEED Project Quality Awards - Al Bandar Residential Development & Oman Botanic Garden
- National Project Excellence Awards – NMIA, BIAL
- NSCI Suraksha Puraskar - Manora Aamdar Niwas
- RoSPA Gold Award – Mixed-use development at Muscat Hills

HEAVY CIVIL INFRASTRUCTURE

A market leader in core civil infrastructure, the Heavy Civil Infrastructure business stands at the heart of nation-building, delivering projects that underpin sustainable economic growth and development.

With a commanding presence in India and a rapidly expanding footprint in West Asia, it undertakes projects of exceptional scale and technical complexity, offering seamless EPC and turnkey solutions. Backed by a strong domestic base that continues to drive a significant share of

its revenue, the business combines global ambition with execution excellence to create enduring infrastructure assets.

The Heavy Civil Infrastructure business derives a competitive edge from its dedicated in-house design and technical centres, competency cells, fabrication facilities and specialised training centres, supported by a strong resource base comprising a skilled workforce and a comprehensive fleet of plant and machinery suited to complex execution requirements.

Key Offerings

- Metros (elevated & UG), High-speed rail (HSR), Semi HSR & RRTS
- Urban tunnels
- Hydel & tunnels
- Nuclear projects
- Ports & harbours
- Defence infrastructure

Key Geographies



Kudankulam Nuclear Power Plant, Tamil Nadu

New Orders

- Dubai - Abu Dhabi HSR
- Riyadh Metro project Line 2 Extension
- 3GW Saidongar-1 Karjat PSP
- 1.5GW Bhavali PSP
- KKNPP-5&6 Mechanical Package
- LIGO India Observatory
- Sharjah University Station



Chennai Metro Rail ECV01- Successful trial run



Gandhi Sagar Pumped Storage Project, Madhya Pradesh

Track Record

High-speed rail	522 km
Metro projects (elevated)	285 km
Underground metros (UG)	177 km
Road bridges	81 km
Dams / barrages	20
Road / rail tunnels	98 km
Hydro tunnels	89 km
Powerhouses & caverns	13
Greenfield ports commissioned	6
Breakwater & rock structures	44 km
Berthing structures	12 km
Shipyard structures	4
Nuclear power plants	24
Hydro power	18,410 MW

Ongoing Projects

42

Completed & Commissioned Projects

- Mumbai Metro Rail UGC-01 inaugurated by the Hon’ble Prime Minister in October 2025
- RRTS Package 7 (Delhi-Meerut Regional Rapid Transit System) inaugurated by the Hon’ble Prime Minister in February 2026
- Thane Creek South Bridge inaugurated by the Hon’ble Chief Minister of Maharashtra in June 2025
- CMRL Phase-2 C3 EV01 (Okkiyam Maduvu Highway Bridge) inaugurated by the Hon’ble Chief Minister of Tamil Nadu in January 2026
- Dabhol Breakwater Project, Maharashtra, inaugurated in May 2025
- VIH inaugurated by Hon’ble National Security Advisor of India, Shri Ajit Doval in June 2025

Special Initiatives

- Ground improvement at the Mountain Tunnel-1 portal zone (MAHSR-C3) ensured stability and safety in challenging geological conditions
- Prestressed precast segmental hollow piers enable efficient construction with reduced material consumption and improved durability
- Implementation of a real-time bridge health monitoring system at Atal Setu enhances structural safety and life-cycle management
- Real-time strength monitoring of concrete using maturity meters ensures timely quality assessment and optimised construction cycles

Awards & Accolades



- Infra Company of the Decade - EPC World Media Group
- ET Now: Most Admired Infrastructure Company
- CII Design Excellence Awards
- MIT-WPU Excellence Awards: Road & Railway Tunnel
- MAHSR C4: National Project Excellence Award 2025
- CII Environmental Excellence Award 2025 Biodiversity Conservation
- Leader – Sustainability Award | Annual Sustainability Conclave 2025
- Global Project Controls: Sustainability Project of the Year



CMRL ECV02 - Balanced Cantilever Span, Kathipara, Chennai



Lower Kopili Dam - Downstream View (Assam)



MAHSR C4 viaduct, Gujarat

TRANSPORTATION INFRASTRUCTURE

L&T’s Transportation Infrastructure business comprises two Strategic Business Groups (SBGs):

- Roads, Bridges & Formations (RBF)
- Railways Business Group (RBG)

ROADS, BRIDGES & FORMATIONS

Building the routes that drive progress, the Roads, Bridges & Formations (RBF) vertical provides world-class connectivity solutions that keep economies moving.

A leading infrastructure developer in India and West Asia, the RBF unit specialises in the construction of roads, elevated corridors, bridges and airport runways. Its expertise spans the design and execution of elevated corridors, superstructures,

expressways, national and state highways, complex interchanges and bridge infrastructure.

This SBG also delivers advanced airside infrastructure solutions for both greenfield and brownfield civil and defence airports, including CAT IIIB-compliant runways, taxiways, aprons, service roads, elevated cross taxiways (ECTs), along with associated utilities and auxiliary systems.

Key Offerings

- Roads
- Elevated corridors
- Expressways
- Bridges
- Runways & airside amenities in airports
- Heavy-haul dedicated freight corridors



Key Geographies



Ganga Expressway (MGEF), Uttar Pradesh



Bhogapuram Airport - Runway 10, Andhra Pradesh



Second Iswar Gupta Setu Project, West Bengal

New Orders

5

2nd Saraighat Rail-cum-Road Bridge, Guwahati, Assam

RTA 1029 / 2A Improvement of Latifa Bint Hamdan Street - Phase 1, Dubai, UAE

Muriganga Bridge, West Bengal

Hyderabad Greenfield Radial Road, Phase 2, Telangana

Amaravati Capital City Development Zone 7, Andhra Pradesh

Track Record

Roads	22,674 LKM completed 396 LKM ongoing
Runways	12.1 million Sq.m. completed
Bridges	108 LKM 352 LKM ongoing
Elevated corridors	120.2 LKM completed
High-speed rail viaduct	80 KM completed 8 KM ongoing
Railway formations	1,320 RKM completed

* LKM / RKM = lane kilometre / route kilometre

Ongoing Projects

16

Completed Projects

- Navi Mumbai International Airport, Maharashtra
- Bhogapuram International Airport, Andhra Pradesh
- Kachchi Dargah Bridge Project Phase 1, Bihar
- Ganga Expressway, Uttar Pradesh

Commissioned Projects

- Navi Mumbai International Airport, Maharashtra
- Kachchi Dargah Bridge Project Phase 1, Bihar

Awards & Accolades



- Ranchi Flyover received 'Certificate of Merit' in National Safety Council of India Safety Awards 2025, New Delhi
- Ranchi Flyover & Ganga Expressway received awards at 'World of Concrete Awards 2025' held in Mumbai
- CTP 14 Project Received RoSPA Gold Award
- Madras Peripheral Ring Road Package 2 Project Received RoSPA Gold Award
- Meghalaya Assam Bridge Project - IBC, Environmental Excellence Award -2025, under construction sector (Road & Bridges category)
- Meerut Ganga Expressway Project - WSO India (State Level) OHS&E Award Construction, OHS&E Excellence and Digital India Contributor Award 2025
- Navi Mumbai International Airport bagged 'Commitment to Environmental Excellence' at HSE Strategy Summit & Awards
- HSR C6 Indian Concrete Institute - Dr. A Ramakrishna Award for 'Best Project with Precast Concrete' in India
- ISDA Infracon National Award for Best Construction Project 2025, MAHSR C6



Kachchi Dargah Bridge Project (over the Ganges), Bihar

RAILWAYS BUSINESS GROUP

From enhancing urban transit to strengthening national logistics, the Railways Business Group (RBG) vertical builds rail infrastructure that moves people, propels economies and keeps nations on track for progress.

The RBG unit offers comprehensive solutions for the railways, Integrated Transit Systems and systems work for metro, semi-high speed and high-speed rail. The business executes mega projects on a 'design-build' basis in civil and track works, E&M

works and S&T domains for mainline and freight corridors.

This SBG 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. The team is currently executing slab track works for major sections of the Mumbai-Ahmedabad High-Speed Rail (MAHSR), along with comprehensive electrification of the entire route.

Key Offerings

- Integrated / composite railway projects
- Heavy-haul dedicated freight corridor
- Systems integration mainline projects
- Integrated mass transit systems (metro/LRT)
- System works – metro, semi high-speed & high-speed rail

Key Geographies



New Orders

4

Track works: Package T1 – MAHSR Mumbai to Vapi (157 RKM)

PSI, Traction, E&M: Mumbai Metro Rail Line 4&4A | Wadala - Kasarvadavali - Gaimukh (24 km)

Dhaka Metro Line 6 Extension | Motijheel to Kamapur (2.5 TKM)

Ballastless Track Package: Mumbai Metro Rail Line 4 Bhaktipark – Mulund (20 km)

Track Record

Railway electrification	21,677 TKM
Railway track construction	6,029 TKM
Under Implementation	
- Railway electrification	1,394 TKM
- Railway track construction	1,205 TKM
- Total OHE	23,071 TKM
- Total track	7,234 TKM

(cumulative till date)



Ongoing Projects

21

(19 Domestic, 2 International)

Completed Projects

8

- Mumbai Metro Line 3 - Low Vibration Track in UG line : Cuffe Parade to SEEPZ (87 TKM) (Pkg 10B, 10C)
- Traction works for Mumbai Metro Line 3 : Cuffe Parade to Sariput Nagar (87 TKM) (Pkg 11B)
- RRTS Delhi-Meerut Slab Tracks : Entire section of mainline 182 TKM completed and in commercial operation
- WDFC Signalling & Telecom (STP-17) : Commissioning of JNPT to Vaitarna section (103 km)
- CORE EPC-6 (1,200 TKM) : CORE's largest electrification project (Rajasthan)
- CORE EPC 15A (459 TKM) : Electrification of various sections of North Frontier Railway
- IRCON NFR Pkg-2 (678 TKM) : Electrification in difficult terrains of Northeast India
- Electrification, Power Supply & SCADA Works : Jammu – Srinagar Rail Link Katra – Dharam (80 TKM)

Significant Initiatives

- RBG's foray into Integrated System Works including supply of rolling stock – Mumbai Metro Line 4 & 4A
- Big success in development of Heavy Haul Friction Buffer Stop – A giant leap in Heavy Haul Track infrastructure

- Adoption of Next Generation Construction Methods including Precast Plinth Track System (patent submitted), Precast Cylindrical Foundation for OHE mast
- Minor Bridge GA drawing fully automated using AutoLISP—resulting in a highly efficient workflow and securing Railway SBG's first copyright
- Customised Dynamo-based automation module for Civil 3D & OpenRail Designer, enabling a 75% reduction in drawing preparation effort
- AI/ML platform enabling end-to-end autonomous BOM/BOQ generation from Overhead Contact System layout plans, delivering over 98% accuracy and significantly reducing manual effort

Awards & Accolades



- Golden Peacock National Quality Award in the 'Construction' category for 2025
- Build India Awards 2025 (BIF) - Innovation Award for RRTS Track works & Special Jury Award 'Bharat Beyond Borders' for Mauritius Metro
- Autodesk Imagine Award 2025 - Industry Disruptor for Construction design automation in MAHSR
- WDFC EMP 16 and CTP 14 - RoSPA Gold Medal Award 2025
- MAHSR T3 - 5-star Rating in BSC OHS Audit
- MAHSR T3 - Platinum Award, Construction category, 2nd Annual Green Enviro Safety Awards 2026
- MAHSR T3 – Gold Award for Environment Excellence, Green Enviro Foundation

L&T’s GeoStructure Business comprises:

- Marine & Intake Structures
- Special Foundations & Ground Engineering

Engineered for the most demanding terrains, L&T GeoStructure is a specialist in delivering complex geotechnical and foundation solutions that anchor world-class infrastructure.

The business has unique expertise in EPC projects involving the construction of jetties, berths, intake wells of large diameter, plastic concrete cut-off walls, deep diaphragm walls and advanced ground improvement work. It is also adept in executing challenging foundation engineering works across diverse infrastructure sectors such as urban development, UG metros, industrial plants and manufacturing facilities.

GeoStructure is equipped with a large fleet of high-end hydraulic piling rigs, reverse circulation drilling

rigs, multi-hammer drilling rigs, trench cutters, grab, various capacities of cranes, vibro-hammers and other ground engineering equipment to execute challenging projects, both in terms of complexity and time. Additionally, it owns jack-up barges to support marine projects.

The company differentiates itself through a consultative selling approach, offering alternative designs and cost-effective engineering solutions with the help of a strong in-house design team. The business operates in technically complex segments such as marine structures and special foundations, where execution requires specialised expertise with significant capital investment. These factors create strong entry barriers, helping the company maintain its competitive position and market standing.

Key Offerings

- Jetties, berths & fishery harbours
- Intake structures
- Navigation locks
- Riverfront structures
- Flood protection works
- Piling for infrastructure sectors
- Ground improvement work
- Retaining structures
- UG metros
- Cut-off walls for dams
- Slope stabilisation

Jobs Awarded

- Construction of three underground metro stations at Greenways, Royapettah and Chetpet for RVNL, CMRL Phase II, Chennai.
- Piling work for RMZ Infinity office park at Chennai, Tamil Nadu
- Piling work for TATA Semiconductor Plant at Dholera, Gujarat.

Completed Jobs

- Piling work for JSW 2X800 MW Ultra STPP at Salboni, West Bengal
- Piling work for Petronet LNG Storage tanks at Dahej, Gujarat
- Piling work for CG Semi Semiconductor Facility at Sanand, Gujarat
- Piling work for Reliance Manufacturing Division at Dahej, Gujarat
- Retention system for Brigade ICON residential space at Chennai, Tamil Nadu

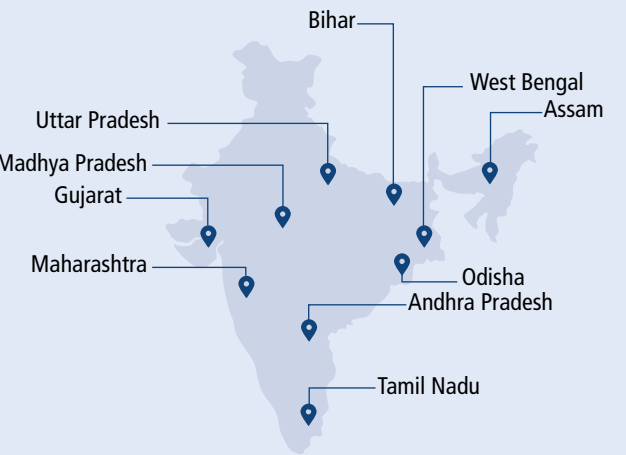
Key Highlights

- The Katni Grade Separator Package 2, part of India's longest railway viaduct project (33.40 km total) in Madhya Pradesh, focuses on the 15.85 km elevated Up-Grade Separator, commissioned and operational since August 2025.
- The inauguration of the Gateway of Guwahati marks the launch of Northeast India’s first all-weather floating terminal. The riverine terminal is engineered to accommodate up to 11 meters of water level variation in the Brahmaputra River through a first-of-its-kind buoyancy and pontoon locking arrangement, ensuring safe and efficient year-round operations.



Northeast India's first and largest state-of-the-art, all-weather floating inland waterways terminal – Gateway of Guwahati, Assam

Ongoing Projects



Marine Outfall System for TCL at Mithapur	Gujarat
Construction of Liquid Jetty 6 for GPPL at Pipavav Port	
Piling work for TATA Semiconductor Plant at Dholera	
Piling Work for Petronet LNG at Dahej	Assam
Ship repair facility for HCSL at Pandu Port	
Construction of 2UG Stations for RVNL at Chennai	Tamil Nadu
Piling Work for RMZ Infinity at Chennai	
Construction of 3UG Stations for RVNL at Chennai	
Civil & Structural works for BHEL at Ennore TPP	Maharashtra
Piling work for JSW at Dolvi Steel Plant	
Construction of Marina at Mumbai Port	Odisha
Construction of South Breakwater Extension and Toe Protection works for PPA at Paradeep	
Piling Work for JSW at Utkal Steel Plant	
Construction of HL Bridge across river Subarnarekha	Andhra Pradesh
Upgradation of Slipway for HSL at Vizag	

Renovation of Existing Navigational Lock for IWAI at Farakka	West Bengal
Piling Work for JSW 2X800 MW Ultra STPP at Salboni	
Ship repair facility for IWAI at Patna	Bihar
Ship repair facility for IWAI at Varanasi	Uttar Pradesh
Construction of Katni Grade Separator for IRCON	Madhya Pradesh
Design and Construction of Runj Dam	

Track Record

BCIS Piling	4,29,931 Rmtrs
Steel Piling	8,539 Rmtrs
Sheet Piling	6,662 Sqm
D’wall	19,993 Sqm

Awards & Accolades

- Entered into India Book of Records for Execution of ‘Longest Composite Girder Viaduct’ for Katni Grade Separator – Package 2
- Entered into Asia Book of Records for Execution of ‘Longest Cast In Situ Box Girder’ for Subarnarekha Bridge Project
- RVNL 2UG Stations (RK Salai & Thirumayilai team) received the CII ‘Gold Award for Excellence in EHS Practices,’ recognising the team’s outstanding commitment to Environment, Health and Safety (EHS) standards in project execution
- L&T GeoStructure was rated ‘Best Vendor’ by Hindustan Shipyard Limited

UTILITIES & METALS

The Utilities & Metals business sits at the intersection of the core sector, optimal resource handling and industrial growth. The vertical combines engineering depth with execution excellence to build high-performance plants, machinery and networks that support social and economic growth at scale.

POWER TRANSMISSION & DISTRIBUTION

WATER & EFFLUENT TREATMENT

MINERALS & METALS



POWER TRANSMISSION & DISTRIBUTION

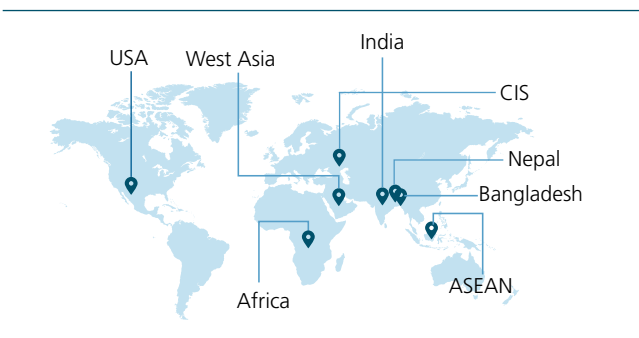
Connecting power to possibility, L&T's Power Transmission & Distribution (PT&D) business is a global leader in shaping robust, future-ready energy networks.

From electrifying remote regions to strengthening urban grids, PT&D combines engineering excellence, advanced technologies and world-class execution to energise economies and connect communities, building the backbone of a resilient, sustainable power ecosystem.

The PT&D business vertical is a leading EPC player, providing technology-driven, end-to-end solutions that support reliable and efficient power delivery across a broad mix of generation sources.

It offers integrated EPC services and related digital energy solutions, covering the development of smart and efficient transmission and distribution (T&D) networks that enable last-mile electrification.

Key Geographies



New Orders

	Projects
Domestic Orders	5
Transmission line corridors	2
Gas / Air insulated substations	1
Distribution modernisation	2
International Orders	28
Substation project clusters	21
Transmission line corridors	7



Track Record

Transmission lines	57,559 CKM
EHV substations	995 Nos.
Habitations electrified	1,00,000+ Nos.

(cumulative till date)

Commissioned Projects32

Major transmission corridors	9
Major substations	17
Power distribution packages	6

Significant Initiatives

Received patent for a work methodology involving the hot-dip galvanising process using Compressed Biogas (CBG) fuel. The process lowers the dependence on fossil fuels and reduces carbon footprint.

Several projects across West Asia have been completed ahead of schedule due to effective project management, digital adoption and close client coordination.

Awards & Accolades



- MEW-5 Substation Project, Kuwait, bagged 'Power Transmission Project of the Year' award at MEED Awards 2025
- Recognised as 'Best Outstanding Contractor' in Power Transmission by KAHRAMAA
- LTSA conferred with 'Safety Excellence Award – 2025' at Suppliers Forum organised by Saudi Energy
- TLT Manufacturing Unit, Pithampur, named Joint Winner (Global Round) at IAQ Quality Sustainability Awards



132 kV Eshan Yalayis Substation, UAE

WATER & EFFLUENT TREATMENT

L&T's Water & Effluent Treatment (WET) business brings a refined blend of engineering prowess and forward-thinking innovation to the complex world of water management.

The WET business vertical specialises in developing large-scale water infrastructure projects. It provides comprehensive solutions for drinking water supply, wastewater and sewage treatment, industrial effluent treatment, desalination and irrigation systems.

The division takes up end-to-end water infrastructure projects - covering design, engineering, procurement,

construction, commissioning and operations & maintenance - with a strong presence across India, Sri Lanka, West Asia and Africa.

With strong technical expertise and a wide project portfolio across India and international locations, L&T WET plays a vital role in ensuring sustainable water management, improving public health and supporting urban and industrial development through reliable and efficient water solutions.



380 kV Qaisumah–Rafah Transmission Line, KSA



Parwati (Phase I&II) Micro Lift Irrigation Scheme, Madhya Pradesh

Key Offerings



- Desalination plants
- Water supply & distribution – rural & urban
- Non-revenue water
- 24x7 water supply
- Wastewater collection & treatment plant
- Industrial water supply & treatment plant
- Sludge management
- Lift / micro irrigation schemes
- River interlinking

Track Record

Land being irrigated through large water pipelines	1.2+ million hectares
Water treatment plants	10,500+ MLD
Wastewater treatment plants	2,700+ MLD
Channelised water and wastewater networks	2.6 lakh+ KM
Desalination plants	450 MLD
People benefitted	150+ million

(cumulative till date) (*data include ongoing projects)

New Orders

	Projects (in nos.)
Water supply	4
Wastewater treatment plants	1
Large water systems	1
Total	6

The business has bagged the following major orders in FY26

- Southeast Guwahati Water Supply Project, Assam – intake with 98 MLD WTP, 555 km pipeline network
- Jhunjhunu - Surajgarh Water Supply Scheme, Rajasthan – 5,000 km pipeline network with pump houses and 170 service reservoirs
- UGPL Salandi Left Main Canal Project, Odisha – distribution system for 12,155 hectares
- Kekri-Sarwar Water Supply Project, Rajasthan – 43 km pipeline network
- Molarband STP, Delhi – sewage treatment plant with in-house AGRB technology

Major Ongoing projects

- 360 MLD Wastewater Treatment Facility at Bandra, Mumbai
- Kukshi Micro Lift Irrigation Scheme, Madhya Pradesh
- Hatpipaliya Micro Lift Irrigation Project, Madhya Pradesh
- Firozabad Package - 2, Uttar Pradesh
- Ballia Water Supply Scheme, Uttar Pradesh
- KUIDFC – 24x7 Water Supply Packages, Karnataka
- Ras Mohasein – 300 MLD Desalination, KSA

Completed projects :

13

Large water systems	1
Rural & urban water supply	8
Wastewater treatment plants	3
Water international	2

Commissioned Projects

More than three million people benefitted with the commissioning of 13 projects during FY 2025-26. Some of the major projects commissioned during the year are:

- Lower Suktel Underground Pipeline Irrigation project, Odisha
- Kundalia Irrigation Project, Madhya Pradesh
- Mohanpura Water Supply Scheme, Madhya Pradesh
- Navda to Chavand Bulk Pipeline Project, Gujarat
- Coimbatore 30.54 MLD Sewerage Treatment Plant, Tamil Nadu
- Water Transmission Project in Ad Dakhiliyah, Oman
- Dubai Water Supply System, UAE

Special Initiatives

- The business is leveraging its Water Technology Centre to roll out technology-led initiatives, focused on introducing new processes and enhancing existing ones
- To strengthen its presence in technology-focused markets, the New Business Incubation Cell has been formed to

focus on identifying and developing opportunities in untapped segments to support sustainable growth over the long-term

- To drive productivity, quality and speed of execution, a Fast Construct Cell has been formed to promote the adoption of precast construction technologies across projects
- Real-time risk monitoring systems are being deployed across project sites, alongside the implementation of control measures and standardised control procedures across risk profiles, to enhance operational excellence and strengthen safety awareness

Facilities

The L&T Water Technology Centre (WTC) is the dedicated R&D and innovation arm of L&T’s Water & Effluent Treatment business, focused on developing reliable, energy-efficient and sustainable water solutions aligned with L&T’s energy, carbon and water neutrality goals.

Equipped with advanced facilities - including analytical, microbiology, process testing, desalination and digital labs - WTC leverages multidisciplinary expertise and global collaboration to deliver efficient, resilient and scalable water solutions.



30MLD Sewage Treatment Plant, Qatar

MINERALS & METALS

A global leader in EPC solutions for the mining & metallurgical sector, L&T's Minerals & Metals (M&M) business delivers integrated solutions for large industrial plants spanning steel, aluminium, copper, zinc and gold, and their allied facilities.

With end-to-end expertise that stretches from mineral beneficiation to finished metals, it orchestrates every stage of the project life-cycle - engineering, procurement, supply, construction, erection and commissioning. Across both ferrous and non-ferrous domains, M&M partners with

clients worldwide to transform raw potential into robust, future-ready industrial assets.

The business also offers comprehensive product solutions from its state-of-the-art manufacturing facilities in Kansbahal & Kancheepuram, covering customised mineral crushing equipment, surface miners, material handling equipment and other custom-made critical equipment catering to core industrial sectors including steel, cement, mining, ports, fertilisers and chemical plants.

Key Offerings



- Iron & steel making
- Aluminium, zinc, copper, gold smelters & refineries
- Coke oven complexes
- Pellet and beneficiation plants
- Surface miners & crushers
- Port cranes
- Material handling equipment
- Freight handling facilities

Key Geographies



Coke Oven Battery Complex, Tata Steel, Kalinganagar, Odisha

New Orders	
Domestic projects	9
International orders	1
Surface miners	13
Crushing solutions	41
Material handling equipment	63
Port & shipyard cranes	8

Commissioned Projects/Products

Ferrous and non-ferrous projects	7
Surface miners	13
Crushing solutions	32
Stacker reclaimer / stockyard equipment	8
Wagon tipplers	1

Track record

Blast furnace	24
Hot Metal (Iron) making (million tonnes)	54
Coke ovens	16
Steel melt shops & casters	17
Rolling & finishing line	14
Mineral beneficiation plants, crushing & screening plants	17
Sinter and pellet plants	16
Al/Zn smelter refinery plants	17

Material handling plants	105
Ash handling plants	8
Conveyors	530 km
Stacker reclaimer/stockyard equipment	160
Wagon tipplers	111
Crushing solutions	1192
Surface miners	141
Freight handling facility	2
Fertiliser plant	2

Ongoing projects	26
------------------	----

Special Initiatives

Designed the first indigenous Hybrid Tandem Wagon Tippler - a landmark achievement in homegrown engineering innovation.

Awards & Accolades

- Honoured at the ICC National Occupational Health & Safety Conference & Awards 2025 for outstanding performance at: CHP Kerandari | SMS KPO | Kansbahal Works
- Earned the prestigious Platinum Award for Excellence in EHS Initiatives & Risk Management from the American Society of Safety Professionals
- Received the Silver Award for EHS Excellence from the Confederation of Indian Industry





Blast furnace #2, AMNS Hazira, Gujarat



Zinc Roaster #6, Hindustan Zinc, Debari, Rajasthan



Bucket Wheel Stacker Reclaimer, AMNS Hazira, Gujarat



Blast Furnace #5, JVML Ballari, Karnataka

L&T ENERGY

Few sectors demand the precision, speed and execution expertise that energy projects do - and L&T continues to deliver across energy sources, worldwide. The unit's integrated facilities, advanced engineering skills and global project management network enable seamless project delivery across geographies and environments. As energy systems evolve, L&T's Energy vertical remains focused on yielding results with matchless consistency and reliability.

HYDROCARBON – ONSHORE

HYDROCARBON - OFFSHORE

CARBONLITE SOLUTIONS



L&T ENERGY – HYDROCARBON ONSHORE

At the vanguard of India's EPC landscape, L&T Energy Hydrocarbon Onshore delivers comprehensive and world-class LSTK solutions across the hydrocarbon value chain, covering upstream, midstream and downstream operations.

With over three decades of experience, it executes projects from concept to commissioning, including refineries, petrochemical plants, gas processing units, fertiliser complexes, LNG terminals and cross-country pipelines.

The Hydrocarbon Onshore business provides customer-centric solutions, leveraging its proven expertise in executing large-scale, technologically complex EPC projects in collaboration with leading licensors.

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, West Asia, 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.



Residue Upgradation Facility (RUF) for HPCL Vizag Refinery, Visakhapatnam, Andhra Pradesh

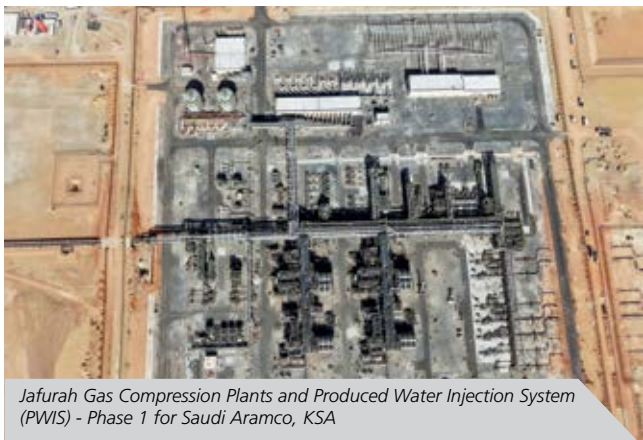


Dual Feed Cracker Block for HPCL Rajasthan Refinery Limited (HRRL), Barmer, Rajasthan

Key Offerings



- Refinery projects
- Oil & gas field development
- Petrochemical projects
- Cryogenic storage systems & LNG infrastructure
- Pipeline & terminal infrastructure
- Fertiliser & chemicals
- Integrated EPF modular solutions
- Green energy EPC solutions
- Coal gasification



Jafurah Gas Compression Plants and Produced Water Injection System (PWIS) - Phase 1 for Saudi Aramco, KSA

Track Record

Petroleum refining units	50+
Oil & gas processing projects	26
Petrochemical complexes	2
Petrochemical units	10+
Cross-country pipelines	8,550+ Kms
Oil & gas terminals / tank farms	11
Syngas and ammonia projects	9
Cryogenic storage systems	10
Cracking furnaces & reformers	83

Key Geographies



New Orders

9

LLDPE/HDPE Swing Unit, BPCL-Bina, Madhya Pradesh
DWST, PLL-Dahej, Gujarat
Jafurah Pkg-37, Saudi Aramco, KSA
CRPO 28, Saudi Aramco, KSA
CRPO 29, Saudi Aramco, KSA
Qatar NGL, Qatar Energy, Qatar
Vinyl Project, RIL-Dahej, Gujarat
LSTK-3, BCGCL, Odisha
LSTK-4, BCGCL, Odisha

Ongoing projects

24

Projects Completed

7

Jafurah Gas Compression Plant (Ph-1, Pkg-1), Saudi Aramco (Gas-in), KSA
Jafurah Export Pipeline, Saudi Aramco (MC), KSA
AVU, IOCL-Barauni (MC), Bihar
RUF, HPCL-Vizag (Commissioned), Andhra Pradesh
PFCCU, HRRL-Barmer (MC), Rajasthan
Ammonium Nitrate Melt, RCF-Trombay, Maharashtra
GAIL – Mumbai to Nagpur Pipeline, Maharashtra

Awards & Accolades



- CII Gold Category Award for Excellence in EHS Practices for 2 Projects:
 - Residue Hydrocracker Unit (RHCU) for IOCL Panipat Refinery, Haryana
 - Diesel Hydrotreater (DHDT) Unit for IOCL Panipat Refinery, Haryana
- CII Silver Category Award for Excellence in EHS Practices for 2 Projects: (IOCL RHCU & IOCL DHDT)
- Indian Chamber of Commerce (ICC) OHS Gold Awards 2025 for the Project: Mono Ethylene Glycol (MEG) for Reliance Industries Limited (RIL), Kakinada, Andhra Pradesh
- Indian Chamber of Commerce (ICC) OHS Silver Awards 2025 for the project: Dual Feed Cracker Unit (DFCU) for HPCL Rajasthan Refinery Limited (HRRL), Barmer, Rajasthan
- WSO 5 Star Platinum Award for Most Outstanding Performer in EHS for 3 Projects: (i) Residue Upgradation Facility (RUF) for HPCL Vizag Refinery, Visakhapatnam, Andhra Pradesh
 - IOCL RHCU
 - Hydrogen Gas Unit (HGU) for Mitsubishi Heavy Industries (MHI)
- Best EPC contractor Award for Master Gas PKG 8 Project in Master Gas System Expansion - III Program by Saudi Aramco



Jafurah Export Pipeline Project for Saudi Aramco, KSA

L&T ENERGY – HYDROCARBON OFFSHORE

Setting new benchmarks in the oil & gas sector as an EPCIC (engineering, procurement, construction, installation and commissioning) provider, the Hydrocarbon Offshore business delivers end-to-end solutions for shallow- and deep-water field developments, seamlessly and at scale.

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 four decades, the Hydrocarbon Offshore business has successfully executed several landmark projects across India, West Asia, Africa and Southeast Asia. The company has consistently set industry benchmarks in project management, governance, quality, EHS (environment, health, safety) 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.



Marine Terminal Expansion Project, Juaymah NGL facilities, KSA



Process & Piperack Modules for the largest gas stream ammonia-urea plant in Australia

Key Offerings



- Offshore platforms & modules (fixed platform)
- Modular fabrication solutions
- Brownfield work (redevelopment & upgradation)
- Subsea system & pipelines
- Transportation & installation
- Decommissioning
- Floating solutions

Key Geographies



New Orders

9

Ultra-mega Offshore contract from Saudi Aramco for Zuluf Redevelopment PKG 1 & PKG 2 (CRPO 145-146) for the replacement of 15 old platforms, 2 new tie-in platform topsides, associated pipelines and modifications

Two significant orders from Saudi Aramco (CRPO 158, 160) for 10 jackets and 2 Production Deck Modules (PDM)

Significant order from a new customer for Al Khafji Joint Operations - which operates field in the common offshore area between Kuwait & KSA - for EPCIC of 7 jackets

Track Record

New process/riser platform	14
Wellhead jackets	224
Topsides	178
Gas compression modules	20
Subsea pipelines	2,500+
Jack-up rig refurbishments	4
Living quarters modules	12
Deepwater projects (manifolds & structures)	2
Platform modifications	348+
FPSO topside engineering	8
Decommissioning offshore platform removal	8



North Field Production Sustainability, COMP4, QatarEnergy LNG, Qatar

Ongoing Projects

19

(International 16 | Domestic 3)

Projects Completed

3

Mechanical completion has been achieved for facilities under Zuluf North & South Water Injection Facilities (CRPO 80/81)

Successfully despatched PAR & PAU modules for Linde – Blue H2 Project, Nederland, Texas, USA

Successfully despatched commissioned modules to Australia for CERES Project for Perdaman

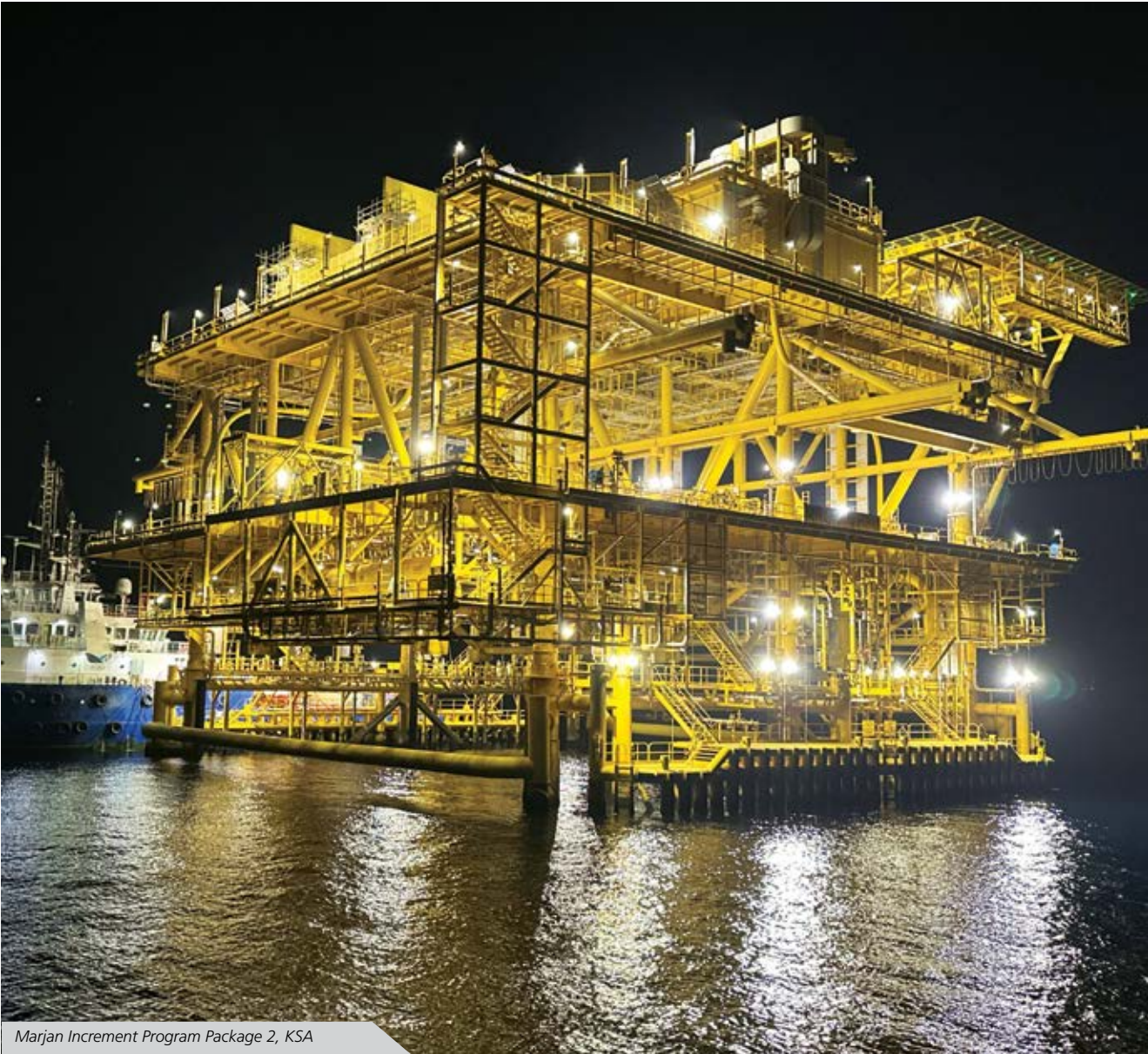
Facilities

- Modular Fabrication Facility at Hazira, west coast of India
- Modular Fabrication Facility at Kattupalli, east coast of India
- Modular Fabrication Facility at Sohar, Oman

Awards & Accolades



- National Project Excellence Award (NPEA) 2025 for Tapti Decommissioning Project
- Tapti Decommissioning Project honoured with PMA National Project Excellence Award
- Modular Fabrication Facility at Kattupalli received Safety Excellence award from ‘World Safety Organization’
- Modular Fabrication Facility at Hazira Wins First Prize at Global Safety Summit by World Safety Forum & UNGCNI
- Modular Fabrication Facility at Hazira received RoSPA Gold Award at ICC National Occupational Health & Safety Conference



Marjan Increment Program Package 2, KSA

L&T ENERGY - CARBONLITE SOLUTIONS

A proven solutions provider for thermal power plants, L&T Energy-CarbonLite Solutions executes Boiler, Turbine and Generator package (BTG) for coal power projects on a lumpsum turnkey basis.

At its state-of-the-art manufacturing facilities at Hazira in Gujarat, CarbonLite Solutions [SM4.1] and its joint venture companies manufacture ultra-

supercritical / supercritical boilers, turbines and generators, pulverisers, axial fans, air preheaters and air pollution control equipment.

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

Key Offerings

- EPC solutions for Power Plants: Coal-fired BTG projects, Nuclear Steam Turbine & Generator Island
- Air pollution control: Selective Catalytic Reduction, Electrostatic Precipitators
- Spares and Services :
 - Turbine: Spare Parts Supply, Capital & Annual Overhauling, Refurbishment, RLA, R&M and Life Extension, for both OEM and non-OEM steam turbine & generators
 - Boilers: Spares and services for all types of boilers
 - Regenerative Air Preheaters & Axial Fans - aftermarket business for OEM supplies from other global sources to Indian power units
 - Other Products: Manufacturing & Services - hydro turbine & generator components, turbo generator components
 - Engineering & PMC services for thermal power plants, gas-to-power projects, renewable, desalination, T&D projects to global clients

Projects

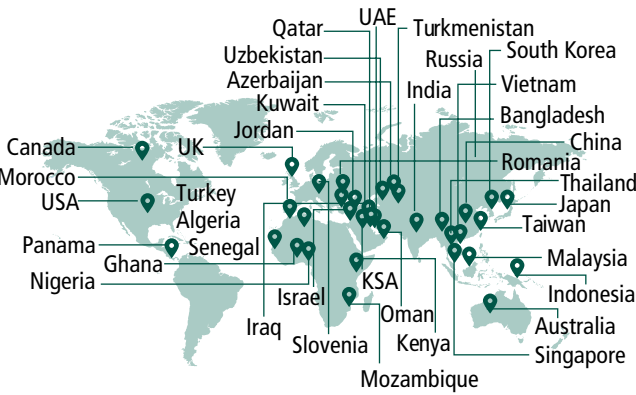
New Contracts	5 (From IPPs)
Commissioned	5 FGD units (1 Boiler Unit (U#2) for Khurja Power Plant I Vindhyachal Stage-I, II, III & IV)
Ongoing	17 (7 FGD projects I EPC Buxar, Ghatampur, RAPP, Nabinagar, Gadawara, 5 IPP projects)

Track Record25,000+ MW

Partners

- L&T-MHI Power Boilers Private Limited**
This JV with Mitsubishi Heavy Industries Ltd., Japan, engineers, designs, manufactures, supervises erection and commissions ultra-supercritical and supercritical boilers
- L&T-MHI Power Turbine Generators Private Limited**
This JV with Mitsubishi Heavy Industries Ltd., Japan and Mitsubishi Electric Corp. Japan, engineers, designs and manufactures ultra-supercritical and supercritical turbines and generators
- L&T Howden Private Limited**
This JV with the Howden Group - part of Chart Industries, USA - 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 conventional thermal, gas-to-power, renewable, desalination, T&D projects and PMC & consulting assignments to global clients

Key Geographies



RENEWABLES

Energy transition is here, and L&T is building its foundation. From sunlit deserts and sweeping wind corridors to floating solar panels on lakes and reservoirs, the Renewables vertical is building projects that capture nature's forces and convert them into lasting progress. L&T's Renewables vertical is paving the way for a cleaner and greener tomorrow - powered by clean energy.

SOLAR

ONSHORE WIND BUSINESS

OFFSHORE WIND BUSINESS



Reimagining the energy landscape, L&T's Renewables business is driving the shift towards a cleaner, more sustainable future. The business is building resilient energy ecosystems that accelerate the transition to a low-carbon world.

Over the years, the Renewables business has evolved into an integrated EPC service provider for GW-scale solar PV, energy storage and hybrid renewable projects.

The business is among a select group of firms with proven capabilities across a wide range of module technologies, mounting structures and contour-based solutions for challenging terrains and storage configurations. The business serves

renewable energy developers, utilities, industrial and infrastructure customers across India, West Asia and CIS regions, with potential expansion into ASEAN and Africa.

The business has consolidated its position as a market leader, supported by a globally diverse workforce representing 39 nationalities. This track record reflects a sustained emphasis on customer satisfaction, safety, quality and timely execution.

The Renewables business has scaled significantly in recent years, with its portfolio expanding to 38GWp of solar PV capacity (from 3GWp in 2021), 15GWhr of BESS (from 0.02GWhr in 2021) and 1.8GWp of wind capacity (NIL in 2021).



Key Offerings

- Ground mounted solar PV
- Floating solar PV
- Onshore Wind EPC
- Battery Energy Storage
- Hybrid renewables projects

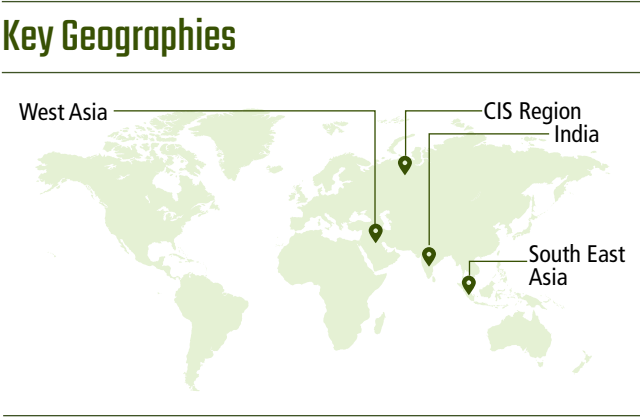
Summary of Orders Secured by business in FY26

- 1.5 GW solar PV, 241 MWh BESS and 228 MW floating solar plants in India
- 6 GW solar PV plant EPC orders in KSA
- 800 MW solar PV plant restoration EPC order in the UAE
- 1.8 GW Wind & 978 MWh BESS EPC orders in Central Asia

Ground mounted solar PV	38 GWp
Floating solar PV (the largest in India)	0.7 GWp
BESS	15 GWhr
Wind BOP	1.67 GW
Wind EPC	1.8 GW

Awards & Accolades

- British Safety Council 'Sword of Honour 2025' – 1.4 GW Al Kahfah Project
- Received Appreciation for Local Talent Development from ACWA
- NSCI Safety Awards 2025–245 MW NTPC Nokh Project
- WSO OHS&E Gold 4-Star trophy for 120 MW PV + 56 MW Floating PV NTPC Ramagundam Project
- Appreciations received from NTPC & SECI for upholding highest quality standards
- Timely completion appreciation for 112.5 MW Goaltore Project from customer (WBSEDCL)
- Winner in multiple categories in Solar Week UAE Awards 2025 & Future Energy Workplaces ME awards 2026
- MEED Projects Awards 2025 – 2 GW Ar Rass 2 Project (National Winner – KSA)



- Projects completed and commissioned in FY26

- 0.65 GW solar PV, 254 MWh BESS & 56 MW in floating PV in India
 - 9.4 GW solar PV, 1.2 GWh BESS & 1.7 GW Wind BoP in KSA
 - 0.2 GW of solar PV in the UAE

- Significant Initiatives in FY26

- Establishment of Onshore Wind Vertical and entering Wind EPC business
 - Diversify and expand customer base and build a robust, sustainable and stable revenue stream
 - Focus on hybrid renewable projects providing round-the-clock power
 - Focus on research & development and target IPRs to gain competitive advantage

- Inaugurations by Dignitaries in FY 2025-26

- Inauguration of 245MW NTPC Nokh Project, Rajasthan, & 210 MW Babarzar Project, Gujarat, by Hon'ble PM of India
 - Inauguration of 112.5 MW Goaltore Project by Hon'ble CM of West Bengal
 - Inauguration of 185 MW +254 MWh Hybrid project in Kajra by Hon'ble CM of Bihar



OFFSHORE WIND BUSINESS

The Offshore Wind Business is dedicated to advancing cleaner energy solutions and sustainability.

The business provides fully integrated turnkey EPCI (engineering, procurement, construction and installation) solutions across offshore HVAC and HVDC substations, as well as Wind Turbine Generator (WTG) foundations, including both fixed and floating systems, across the globe.

The vertical is driven by a robust multidisciplinary team, reinforced through strategic industry partnerships and a resilient supplier network.

Key operational hubs comprise the Project Management Centre in Mumbai, the Engineering & Technology Centre in Chennai, and the Centre of Excellence in Sharjah. The fabrication strength is reinforced by Kattupalli Upgradation project (KUP), which is transforming into a specialised wind Hub.

This combination of proven infrastructure, technological alliances and global delivery capability positions the business as a preferred partner of choice in the globally expanding offshore wind market.

Snapshot | Key Geographies



New Orders 03

1. Ultra-Mega Order of High Voltage Direct Current (HVDC) for offshore wind programme of TenneT, the Dutch German transmission system operator
2. Pre-FEED engagement for foundations for RWE’s Dogger Bank South Project
3. A technical collaboration with an OEM for its HVDC Platform Cooling System Study

Key Offerings

- HVAC Substations
- HVDC Substations
- Fixed & Floating Foundations



Special Initiatives

- **Eco Vadis Certification**
Our Eco Vadis sustainability silver rating reflects a strong commitment to sustainable practices, achieving 77% overall score across four key elements: environment, ethics, labour & human rights, and sustainable procurement.
- **Safety Culture Ladder Certification**
We have a strong mature, rule-based safety culture. We have proactively engaged our employees and stakeholders through regular communications, awareness initiatives, and structured training programmes aimed at reinforcing a strong safety culture. We are progressing toward SCL certification during the current year.



HVDC Offshore Substation

MANUFACTURING

L&T's Manufacturing business is where engineering ambition meets industrial capability. This vertical delivers hi-tech manufacturing solutions and systems for global customers across critical sectors and demanding environments. From heavy engineering and process equipment to advanced fabrication, the Manufacturing vertical reinforces L&T's position as a trusted industrial powerhouse.

HEAVY ENGINEERING

MODIFICATION, REVAMP AND UPGRADE (MRU)

L&T SPECIAL STEELS & HEAVY FORGINGS

CONSTRUCTION EQUIPMENT & INDUSTRIAL PRODUCTS DESIGN DEVELOPMENT (CE & IPDD)

INDUSTRIAL MACHINERY

L&T VALVES

L&T RUBBER PROCESSING MACHINERY

L&T CONSTRUCTION EQUIPMENT

CONSTRUCTION, MINING & MACHINERY



HEAVY ENGINEERING

L&T Heavy Engineering doesn't just build equipment. It engineers progress for a more resilient and industrially advanced world.

At the forefront of global innovation, L&T Heavy Engineering delivers engineered-to-order high-tech equipment that powers critical industries - from refineries and oil & gas to petrochemicals, fertilisers, coal gasifiers and nuclear energy.

Renowned for its expertise in nuclear reactors, special heat exchangers, proprietary internals, special fabrication and high-end metallurgy pipe spools, the business consistently pushes the boundaries of engineering excellence.

With a legacy spanning nearly nine decades, L&T Heavy Engineering (L&T HEIC) has been a pioneer

in embedding Industry 4.0 technologies into manufacturing - driving unmatched precision, efficiency and scale. At its heart lies the state-of-the-art A. M. Naik Heavy Engineering Complex in Hazira, a globally benchmarked, digitally enabled, fully integrated manufacturing powerhouse. Its capability spectrum covers in-house engineering, R&D centres and world-class fabrication facilities.

The business has achieved international recognition through an impeccable track record of executing large, complex projects and constantly creating new global benchmarks in scale, manufacturing the tallest, heaviest and biggest equipment, with the fastest execution.

Business Verticals

- Process Plant Equipment
- Nuclear Power Equipment
- Process Plant Internals

Key Offerings : Heavy Engineering



- Ethylene oxide reactors
- Hydrocracker reactors
- Clean fuel reactors
- Renewable diesel reactor
- FCC reactor and regenerator package
- Coke drums
- Molten salt-bath reactor system
- Titanium-cladded oxidation reactor
- Ammonia and methanol converters
- Urea reactor and stripper, carbamate condenser
- Waste heat boiler package
- HP heat exchanger
- Nuclear power equipment
- Steam generator and pressuriser, endshields
- Fusion reactor (ITER)
- Spent fuel canisters & casks
- Critical piping spools
- CVD Reactor (equipment for polysilicon industry)

Process Plant Equipment

We manufacture equipment using an exhaustive array of materials including low & high alloy steels, stainless and duplex stainless steels, clad & overlaid steels, exotic materials such as nickel, Monel, cupro-nickel, copper Hastelloy, titanium, zirconium and tantalum. L&T HE manufactures critical equipment & systems across sectors including refinery, cracker, oil & gas, fertiliser, petrochemicals, coal gasifiers and power. We have exported equipment and systems to more than 55 countries.

Our manufacturing capability is supported by engineering expertise in thermal and mechanical design, special analysis including stress and vibration analysis, procurement, project management and logistics.

L&T HE has a track record of supplies to refineries across the globe under Process Licensors - Axens, Chevron, Exxon Mobil, Haldor Topsoe, Scientific Design, Shell, UOP, Saipem and many more.

Nuclear Power Equipment

L&T HE Manufactures Steam Generators, End Shields and other critical equipment for PHWR, PFBR and working on critical development on upcoming LWR reactors. It also supplies critical component for heavy water & fuel processing plants. It supports ITER Program (Fusion Reactor) with design, development & manufacturing of components / assemblies like Cryostat, Blanket Assembly transporter, port welding & others. The Business leads with over 60 % market share in critical equipment manufacturing like steam generators and endshields in India. L&T has exported nuclear safety Class 1 canisters and casks to most of the nuclear plants in the USA. L&T HE Supplies all critical components including forging for Nuclear Submarine program in India.

Process Plant Internals

This business unit offers complete solutions for Process Plant Internals and exotic metallurgy equipment. The product range covers Reactor Internals, FCCU Cyclones and Ammonia Converter Baskets, manufactured at our dedicated manufacturing facility handling exotic materials. A large variety of critical internals for advanced refining processes are manufactured with stainless steel, duplex/ super duplex stainless steel, Inconel, Monel, Hastelloy, aluminum, titanium, etc.

It is an approved supplier of Proprietary Internals for CB&I-CLG, UOP, CECO, Scientific Design and Shell Global (TSS swirl assemblies).



EO Reactors PTTIGC

Modification, Revamp and Upgrade

Business verticals

- Modification, Revamp & Upgrade
- Special Fabrication Unit

Modification, Revamp & Upgrade

The Modification, Revamp & Upgrade (MRU) business of L&T Heavy Engineering specialises in enhancing the performance, reliability, safety, and sustainability of existing industrial assets across the oil & gas, refining, petrochemical, fertiliser, and process industries. The business delivers end-to-end solutions encompassing brownfield engineering, debottlenecking, capacity expansion, plant modernisation, energy-efficiency improvements, turnaround and shutdown execution, equipment replacement, and transformation initiatives.

Leveraging deep domain expertise and a strong execution track record, MRU enables customers to maximise asset value, improve operational efficiency, comply with evolving regulatory requirements, and achieve their growth objectives with minimal disruption to ongoing operations.

Our dedicated engineering, procurement, project management and construction teams of Modification, Revamp and Upgrade (MRU) business offer technology-driven, quick turnaround solutions for process plants.

Special Fabrication Unit

This unit serves the critical needs of core sectors such as energy, petrochemicals, fertiliser, gasification, subsea and land transportation. Our product range includes complex coal gasification internals, Loop Reactors for PP, LDPE and HDPE, high temperature refractory-lined convective modules, RR Package ancillaries and rings, Refractory line transfer lines / cold collectors, and filtration vessels with weld overlay for oil & gas applications. We also cater to special piping needs, including titanium piping for applications such as PTA, and slurry handling, weld overlay piping with API requirements for Onshore and Offshore O&G operations, induction bends for complex geometries and critical piping for any other industry applications.

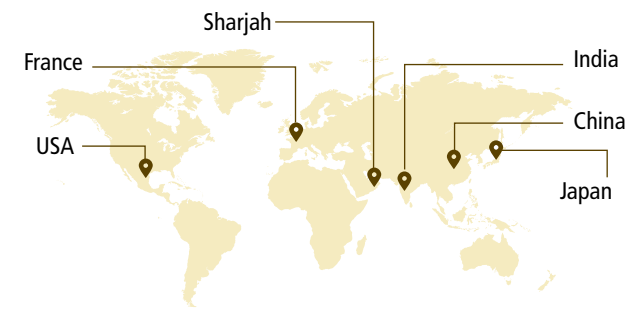


Steam Generators for Kaiga 5 & 6 for the 700 MWe PHWR Fleet Programme

Key Offerings : MRU

- FCC Revamp
- Coke Drum Revamp
- Complex Multidisciplinary Upgrades
- Emergency Intervention in plants
- Specialised equipment fabrication
- Critical Piping Spool

Snapshot | Offices in Key Geographies



New Orders

- | | |
|--------|----|
| • HEIC | 63 |
| • MRU | 48 |

Track Record Heavy Engineering

World's Single Largest Reactor order, KNPC Kuwait	USD 421 Mn
World's Heaviest LC-Max Reactors for HPCL Vizag Refinery	2,313 MT (each unit)
World's Heaviest Coke Drums - 6 units PEMEX, MEXICO	658 MT (each unit)
Global Benchmark in manufacturing of Steam Generator 700 MWe for NPCIL, India	33 Months
World's largest stainless steel, high vacuum pressure chamber (Cryostat) weighing for ITER, France	3,850 MT

Track Record MRU

First-ever in-situ refractory replacement in the world's second-largest FCC package, setting a global benchmark	~2,200 MT
---	-----------

Ongoing projects in FY26 (In numbers)

- | | |
|--------|-----|
| • HEIC | 137 |
| • MRU | 38 |

Completed projects in FY26 (In numbers)

- | | |
|--------|-----|
| • HEIC | 169 |
| • MRU | 51 |

Awards & Accolades

- Golden Peacock Award for Energy Efficiency 2025, during the '26th International Conference on Environment Management & Climate Change'
- Dun & Bradstreet (D&B) India: 'ESG Champion of India'
- EEPC Award for Export Excellence - six times in a row
- CII National Best Practices Awards on Future Ready Manufacturing
- CII-ITC Sustainability Award for Excellence in Environment Management
- CFBP Jamnalal Bajaj Uchit Vyavahar Puraskar 2025-26 in the category of Manufacturing Enterprises-Large
- 'Exemplary Project in Harnessing Global Expertise for Ultimate Sustainable Energy Security' award and the 'National Project Excellence Award (NPEA)' for the Cryostat Project at 33rd Global Symposium and 7th World Project Management Forum (WPMF) Meet 2025
- Vadodara Heavy Engineering Works (VHEW) has received the National Award for Outstanding Industrial Relations from the All-India Organization of Employers (AIOE), linked with FICCI
- 6th SGCCI Golden Jubilee Aether Award for CSR
- ESG Recognition by DNV
- Special recognition from Bechtel for our exceptional collaboration
- CII-National Awards for Excellence in Water Management 2025

Facilities

Hazira, Surat, India - A. M. Naik Heavy Engineering complex with its own waterfront 'Load on' and 'Ro-Ro' jetties

Ranoli, Vadodara, India - Vadodara Heavy Engineering Works, a facility that handles stainless steels, non-ferrous, exotic materials, and process plant internals

Jubail, KSA - Heavy Wall Pressure Vessel Facility



Amine Absorbers for Jafurah Ph II, KSA



Urea Stripper for KRIBHCO India



End shield for Kaiga 5 & 6, 700 MWe PHWR Fleet Programme

L&T SPECIAL STEELS & HEAVY FORGINGS

As a cornerstone of the Make in India and Aatmanirbhar Bharat initiatives, L&T Special Steels & Heavy Forgings (LTSSHF) strengthens India's industrial sovereignty by manufacturing ingots and critical heavy forgings for various sectors. Located in Hazira, Gujarat, this premier facility is a wholly-owned subsidiary of Larsen & Toubro. Equipped with advanced metallurgy and state-

of-the-art manufacturing capabilities, LTSSHF produces high-quality, heavy-duty components that meet stringent global standards and reduce the dependence on imported heavy forgings. Through its commitment to quality, innovation and reliability, LTSSHF plays a crucial role in driving self-reliance and supporting critical infrastructure development in India.

Key Offerings

Custom-made special steels and critical heavy forgings and ingots of carbon, alloy and stainless steel.

Sectors

Nuclear, Defence, Process Plant, Power, Oil & Gas, Steel, Marine, Cement & Mining

New Orders (In numbers)	231
Dispatched Tonnage	26,233 MT
Products indigenised FY25-26 (In numbers)	6
Heaviest Forgings	70 MT
Longest forging	13 mtrs
Heaviest Shaft	51 MT
First-time developments (In numbers)	4

New Orders231



L&T steel melting & heavy forge shop at Hazira, Gujarat

Ongoing projects (In numbers)23

Completed projects in FY2633

Track Record

Sectors served	Nuclear, Defence, Process Plant, Power, Oil & Gas, Steel, Marine, Cement & Mining
Special steels supplied	70,000+ MT supplied to Forgemasters
Forgings supplied	1,00,000+ MT
Thickest forging	1,000mm for strategic sectors
Heaviest forging	75 MT
Heaviest ingot	210 MT
Steel grades manufactured till date	85+ nos.
Sole manufacturer of	>15 MT forgings in India

* Cumulative, till date

Awards & Accolades

- GOLD award at the 50th International Convention on Quality Control Circles (ICCC 2025) held in November 2025, in Taipei, Taiwan
- Awarded 'Excellent Energy Efficient Unit' by CII at the 26th National Award for Excellence in Energy Management
- Ranked first in 'Manufacturing - Private - Medium category' at the prestigious '19th National Awards for Excellence in Cost Management – 2024,' organised by the Institute of Cost Accountants of India



CONSTRUCTION EQUIPMENT & INDUSTRIAL PRODUCTS DESIGN & DEVELOPMENT (CE & IPDD)

L&T's CE&IPDD business comprises two core verticals:

- INDUSTRIAL MACHINERY
 - L&T Valves | L&T Rubber Processing Machinery | L&T Construction Equipment
- CONSTRUCTION, MINING & MACHINERY

L&T Valves

L&T Valves, a wholly-owned subsidiary of Larsen & Toubro, is a leading provider of flow control solutions with a global customer base. Trusted by customers across the world and backed by over six decades of excellence in custom-engineering and high-tech manufacturing, the company serves the world's most demanding sectors such as oil & gas, petrochemicals, chemicals, power, water, defence and nuclear.

L&T Valves stands at the forefront of technology, with many of its innovations going on to become industry standards.

The company's portfolio includes products certified to international standards such as API, CE, IOGP, ATEX and SIL. With manufacturing facilities in India and Saudi Arabia and a global network of offices and distributors, the company delivers safety, reliability and performance across industries worldwide.

Subsidiaries

- L&T Valves Arabia LLC, Saudi Arabia
 - L&T Valves Arabia was established under the iktva (In-Kingdom Total Value Addition) programme to address key customers in the Kingdom of Saudi Arabia.
- L&T Valves USA LLC, USA
 - L&T Valves USA is a marketing subsidiary that manages business development in North America. The company also carries inventory to cater to customers and distributors in the region.

Key Offerings

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

Snapshot | Key Geographies



L&T Valves offers a comprehensive range of solutions for power projects, both thermal and nuclear

Track Record (cumulative till date)

- L&T Valves **completed 64 years in 2025** and was awarded the IVAMA (Indian Valves and Actuator Manufacturers Association) Industry Icon award.

Special Initiatives

- L&T Valves Kancheepuram factory is a pioneer in green initiatives. An 800 kW rooftop solar power plant provides 20% of the overall energy requirement. A Miyawaki forest on campus enhances the green cover.

Awards & Accolades

- L&T Valves has won the EEP (Engineering Export Promotion Council) export award for four consecutive years
- The company earned Great Place to Work® certification for two years in a row



L&T 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.

Track Record

Suppliers to Countries	46
Machines	6,000+
Global tyre manufacturers as clients	Top 6
#1 player and preferred machinery supplier to India's top tyre manufacturers	

Snapshot

Years of Experience	54
Distinct product segments	5

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
- Launched Automatic Visual Inspection Machine for Passenger Car Applications
- Secured a key order for Passenger Car and Light Truck Tyre Building Machines, establishing a strong entry point for future business expansion
- Developed and supplied new size Hydro Mechanical Tyre Curing press for a greenfield project in North America
- Developed and supplied new range of Open Mixing mills
- Successfully executed Turnkey project (Design, Manufacture and Install) in Thailand for a Global Tyre Major



L&T Construction Equipment

L&T Construction Equipment (LTCEL) located in Doddaballapura near Bengaluru, is engaged in the design and manufacturing of hydraulic systems and aggregates for construction & earthmoving equipment, mining machinery, industrial applications, defence, energy and bulk material handling sectors.

It offers a wide range of hydraulic aggregates like cylinders, pumps, motors, swivel joints, power packs for construction & mining equipment, bulk material handling and the defence sector. That aside, this vertical also manufactures customised equipment for special projects in the construction industry and customised solutions for defence applications.

Snapshot

Years of Experience (Hydraulic works commenced in 1982)	43
Distinct product segments	5

Awards & Accolades

- Yellow Dot Award for the design and development of the trencher & pipe-laying machine TPL35



Key Achievements

- Developed customised trenching and pipe-laying equipment that integrates trenching, backhoe and dozer attachments into a single unit
- Manufactured and supplied 'torque tube distributor' for renewable energy projects in Riyadh
- Designed and developed 'amphibious undercarriage' prototype - the first of its kind in India
- Renewable energy comprised 98% of total energy consumption, highlighting strengthened sustainability performance



CONSTRUCTION, MINING & MACHINERY

The Construction & Mining Machinery (CMM) business is engaged in marketing, sales and aftersales support of construction and mining equipment.

It is engaged in the distribution and after-sales support of hydraulic excavators and dump trucks manufactured by Komatsu India Private Limited, and other mining and construction equipment

manufactured by Komatsu worldwide.

CMM also handles the distribution and after-sales support of other mining equipment, viz., surface miners, crushing solutions and apron feeders manufactured at the company's plant in Kansbahal (Odisha); road machinery and material handling equipment, specialised tools, attachments for demolition, piling and breaking work.

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
- Trenchers
- Crushing Solutions

Special Attachments

- Rock Breakers & Breaker Booms
- Crusher Buckets
- Slope Compactors
- Rock Splitters
- Quick Couplers
- Piling Attachments

Products marketed for

- Komatsu – India and Global
- Larsen & Toubro Limited – Kansbahal Works, Odisha
- L&T Construction Equipment Limited, Bengaluru
- Infra Bazar Technologies Pvt. Ltd.

New Launches

- Komatsu PC30: To address the ultra-compact hydraulic excavator segment
- Komatsu PC225LC-10M0 with 1.2 Cu.m rock bucket and strengthened undercarriage: For higher productivity in stone mining applications
- CEV-V compliant Komatsu Motor Grader GD535-6
- CEV-V compliant L&T Vibratory Compactors and Wheel Loaders
- LTCEL Trenchers TPL35 and TRB60 to mechanise trenching operations
- 3DMG + Smart Construction



Mighty Hauler - Reliable and efficient hauling solution for large mining applications

Significant Orders

Construction Segment

- 35 Komatsu PC205-10M0 hydraulic excavators were sold to a major sand mining company in West Bengal.
- 14 Komatsu D85 dozers were sold to a leading Odisha-based mining contractor operating across multiple CIL and other mining sites.
- 25 Komatsu PC205-10M0 and 5 Komatsu PC210-10M0 hydraulic excavators were sold to a leading irrigation company in Karnataka.
- 16 Komatsu PC205-10M0 and 1 Komatsu PC81 hydraulic excavators were supplied to a leading road contractor for its project in Meghalaya.
- 6 L&T 1190 soil compactors were sold to a leading road contractor in Chhattisgarh.

- 8 Komatsu PC300LC-8M0 hydraulic excavators and 2 Komatsu D85 dozers were sold to a leading limestone mining company for its site in Madhya Pradesh.
- 9 Komatsu PC205-10M0 hydraulic excavators were sold to a contractor operating within a major steel plant.
- 6 Komatsu D85 dozers were sold to a leading Maharashtra-based mining contractor operating across multiple CIL sites.
- 10 Komatsu PC210-10M0, 1 Komatsu PC130-7 and 2 Komatsu PC300LC-8M0 hydraulic excavators were sold to a leading irrigation company in Maharashtra.
- 4 L&T 1190 soil compactors and 2 L&T 990 tandem compactors were sold to a leading Uttarakhand-based road contractor for its project in Uttar Pradesh.

Komatsu Excavators

The General Construction segment accounted for 50% of hydraulic excavator sales. Followed by 24% of sales to the quarry & mining segment. Other segments like road projects, granite & marble, and irrigation & others at 11%, 7%, and 8%, respectively.

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.

Mining Segment

- Mining equipment strengthened its leadership in the large mining equipment segment with a major PSU order for 29 units for various projects of Coal India subsidiaries.
- A significant PSU order came from the iron ore sector, with 45 units booked for the Kirandul, Bachel and Donimalai Iron Ore Mines.
- In the private sector, the vertical secured a major order for 43 units for Surjagarh Iron Ore Mines and Pakri Barwadih Coal Mines.
- The business also booked a sizeable 40-unit order for Amelia Coal MDO and Ultratech, Rawan.
- Momentum in coal mining continued with a 26-unit

- private sector order for various coal projects of GTS Coal and Sanjay Udyog.
- Mining equipment also secured an 18-unit order for the Talaipalli and Magadh Coal OB Project.

Crushing & Mining

- Retained complete market dominance in limestone crushing, securing 50 out of 52 crushing package orders awarded over the last five years, and achieving an almost 100% market share during the year.
- Commissioned the largest single-line Gabbro Crushing Plant in the UAE, with a capacity of 1,100 TPH, for JSW Fujairah.
- Expanded the export footprint of L&T Kansbahal Surface Miners in Africa, with the 17th machine delivered this year. Of the 17 machines supplied to date, three were delivered during the year, strengthening L&T's presence across tough mining applications on the continent.
- Secured the largest-capacity Aggregate Crushing Plant order, valued at ₹40 crore, from LafargeHolcim Switzerland for its Meghalaya plant.

Major Milestones

- Delivered the 5,000th Komatsu PC210-10M0 hydraulic excavator
- Delivered the 4,000th Komatsu PC300/PC350LC-8M0 hydraulic excavator
- Delivered the 1,000th Komatsu D85 Dozer, the most popular dozer in the Coal OB Segment
- Delivered the 1,000th Komatsu PC205-10M0 hydraulic excavator, the next-gen fuel-efficient excavator for a wide range of applications
- Completed over 1,10,000 Machine Care Programme services, with 11,000+ excavators enrolled
- Completed training of over 1,10,000 individuals, including customers, dealers and machine operators
- Komatsu PC2000 achieved 80,000 hours of operation, becoming the first Komatsu equipment in India to cross this landmark operating milestone
- First in India, an all-women team assembles a 100-tonne payload Dump Truck – Komatsu HD785



Mighty Miner - built for large-scale mining, ensuring high productivity and operational robustness

ELECTRONIC PRODUCTS & SYSTEMS

We live in a world being reshaped by intelligent systems and connected technologies. And contributing to this shift is the Electronic Products & Systems (EPS) business which enables innovation across energy, mobility, infrastructure and industrial applications. As the demand for trusted electronics and secure digital ecosystems grows, we lead the charge into a technology-led era.

L&T ELECTRONIC PRODUCTS & SYSTEMS



L&T ELECTRONIC PRODUCTS & SYSTEMS

L&T Electronic Products & Systems (L&T EPS), a newly incubated vertical under L&T Precision Engineering & Systems, has been established to build a world-class, business-to-business, IP-led electronics ecosystem for high-growth industrial sectors.

This business unit is positioned to address the increasing strategic importance of electronics as the control, intelligence and automation layer across energy, mobility, infrastructure and industrial applications.

Building on L&T's legacy in mission-critical electronics used in defence and aerospace technology, semiconductor design capabilities and engineering excellence, L&T EPS combines

deep domain expertise with integrated product development and manufacturing capabilities. L&T EPS business is structured around four strategic verticals:

- Power Electronics
- Mobility Electronics
- Industrial Robotics & Automation (IRA)
- Electronics Systems Design & Manufacturing (ESDM)

The business follows an India-first approach with selective export expansion, driven by IP-led product differentiation, strategic partnerships, open innovation and advanced manufacturing capabilities.

Strategic Business Verticals

Power Electronics

Focused on enabling the energy transition through advanced power conversion and energy management solutions, the vertical is developing products for renewable energy integration, energy storage systems, EV charging infrastructure, and industrial power management applications.

Key focus areas include:

- Power conversion systems
- Battery Energy Storage System (BESS) electronics
- Railway propulsion systems

Mobility

Focused on next-generation electronics solutions for electric and intelligent mobility platforms, the business aims to address localisation opportunities in India's rapidly growing EV ecosystem and safe mobility through indigenous product development and strategic collaborations.

Key focus areas include:

- X-in-1 e powertrain solutions
- Advanced Driver Assistance Systems (ADAS)
- Connectivity modules



Industrial Robotics & Automation (IRA)

Focused on industrial automation and robotics solutions for manufacturing, infrastructure and construction sectors, the vertical aims to improve productivity, quality, safety and operational efficiency through intelligent automation systems.

Key focus areas include:

- Painting solutions
- Tile laying solutions
- Cobotic arm
- Solar panel laying solutions

Electronics Systems Design & Manufacturing (ESDM)

Focused on integrated electronics product engineering and manufacturing services, combining design, prototyping, testing and production under one ecosystem. The vertical serves as the manufacturing backbone for L&T EPS products and supports scalable, high-reliability electronics manufacturing capabilities for strategic industrial applications.

Key focus areas include:

- Electronics manufacturing services
- PCB assembly and automated testing
- Box-build products

Ongoing Product Development and R&D Initiatives

L&T EPS is currently advancing multiple product development and innovation programmes aligned with India's industrial and electronics growth roadmap.

Key ongoing initiatives include:

- Development of Motor Control Units (MCUs) for EV applications through anchor customer collaborations
- Joint development of Painting COBOT solutions for industrial and construction applications
- Product development collaboration for 50KW DC-DC converter systems

The business continues to strengthen in-house R&D capabilities across embedded systems, power electronics, automotive electronics, robotics and electronics system design.

Infrastructure and Location Outlook

L&T EPS operates through a strategically integrated ecosystem spanning R&D, business development and advanced manufacturing.

Bengaluru – Business Headquarters | R&D

The R&D Centre and business development teams are headquartered at: S2, L&T Tech Park, Bengaluru

The Bengaluru facility serves as the innovation and engineering hub for:

- Product architecture and systems engineering
- Embedded software and electronics design
- Customer engagement and strategic partnerships
- Programme management and business operations

Coimbatore – Electronics Manufacturing Hub

L&T EPS is establishing a large-scale integrated electronics manufacturing ecosystem in Coimbatore.

Key highlights:

- Phase-I Electronics Manufacturing Facility commissioned with commercial operations commenced in FY 2025-26
- Commissioning of SMT lines and automated test equipment
- 40-acre integrated campus planned for future expansion and manufacturing scale-up
- Lean, agile and scalable manufacturing framework aligned to global standards

The Coimbatore facility is envisioned as a future-ready manufacturing hub supporting high-complexity industrial electronics production.

Kancheepuram – BESS Integration facility

The business also operates a BESS manufacturing facility at Kancheepuram, supporting energy transition and power electronics initiatives.

Market Opportunity and Growth Outlook

India's electronics manufacturing ecosystem is undergoing a structural transformation driven by:

- Renewable energy expansion

- EV adoption
- Industrial automation
- Supply chain localisation
- Government-led indigenisation initiatives

The identified Total Addressable Market across L&T EPS focus areas is estimated at approximately USD 2 billion today and is projected to grow at nearly 18% CAGR to approximately USD 4.8 billion by FY 2030-31.

L&T EPS is strategically positioned to capitalise on:

- Import substitution opportunities
- Demand for supply-secure localised solutions
- High-complexity industrial electronics requirements
- Increasing preference for integrated design-to-manufacturing partners

Competitive Differentiators

L&T EPS vertical's differentiation is built on:

- IP-led product development approach
- Integrated design-to-manufacturing capabilities
- L&T brand strength and institutional credibility
- Strong engineering and system integration expertise
- Strategic technology partnerships
- Cost-competitive India-based manufacturing
- Focus on high-complexity and high-reliability industrial electronics

Vision Ahead

L&T EPS aims to emerge as a significant Indian electronics products and systems company with strong indigenous IP, scalable manufacturing capabilities and global competitiveness.

The long-term vision includes:

- Building globally benchmarked industrial electronics platforms
- Expanding product portfolios across strategic growth sectors
- Strengthening indigenous technology capabilities
- Creating export-ready products for selective global markets
- Establishing India as a trusted electronics manufacturing and innovation base



REALTY

L&T Realty brings the Group's legacy of engineering excellence into the spaces where people live, work and build their futures. With a growing portfolio of premium residences, commercial real estate and mixed-use zones, the business focuses on thoughtful design, superior build quality and timely delivery. L&T Realty does not just create landmarks... it carves spaces that quietly become part of people's lives and living memories.

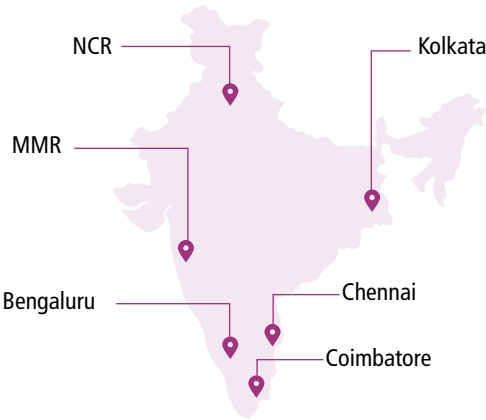
L&T REALTY



As one of the largest and most trusted real estate companies in India, L&T Realty develops a diverse portfolio of large-scale residential communities, Grade-A commercial office parks, mixed-use developments, retail destinations and IT/technology campuses across India's key metropolitan markets.

Backed by L&T's engineering legacy, execution capability and financial strength, L&T Realty integrates design excellence, construction expertise and digital-led project management to deliver institutional-grade real estate assets.

Geographies



Key Offerings

- Mixed-use integrated developments
- Transit-oriented developments
- Residential complexes
- Commercial & retail spaces
- Build-to-Suit projects

Development Portfolio

Total Development	98 Mn Sq. Ft.
Residential	65.5 Mn Sq. Ft.
Commercial & Retail	32.5 Mn Sq. Ft.
Residential Delivered	13.6 Mn Sq. Ft.
Commercial Delivered	15.3 Mn Sq. Ft.
Office Desks	2,30,000+



Track Record

Large, gated and mixed-used developments	20+
Domestic and international awards	150+
Apartments delivered	16,800
Lakh KL water recycled	40+
Tonnes of carbon reduced	1,400+

(cumulative till date)

Awards & Accolades



- L&T Realty- ET Edge Best Realty Brands – 2026
- L&T Realty- Silver Feather Award- CSR Initiative of the Year
- Elixir Reserve, Powai - Best Integrated Lifestyle Development
- Island Cove, Mahim - Excellence in Experiential Living
- Crestoria Estate, Panvel - Best Landscape Designed Project of the Year



Green Reserve, Noida



L&T Realty Innovation Campus, Whitefield, Bengaluru



Innovation Campus, Kolkata

TECHNOLOGY, PLATFORMS, SERVICES & DEVELOPMENT

L&T's technology businesses are the jewels in its crown, shining bright in their respective domains. The six independent units within this vertical are redefining the way industries operate; their numerous digital and platform offerings are enabling transformation at scale. From IT and engineering services to semiconductors, data centres and digital commerce platforms, the vertical combines domain expertise with emerging technologies to create future-ready solutions. This vertical is also building capabilities in emerging clean-tech ecosystems, including green hydrogen and next-generation energy solutions. The 'Technology, Platforms Services & Development' unit puts L&T on the leading edge of future growth trajectories.

LTM

LTTS

L&T-SUFIN

L&T EDUTECH

LARSEN & TOUBRO VYOMA

L&T SEMICONDUCTOR TECHNOLOGIES

L&T GREENTECH



LTM is a global technology services and consulting company and the business creativity partner to the world's largest and most disruptive corporations.

During the year under review, the company introduced its new brand identity, 'LTM', and unveiled its positioning as the 'Business Creativity' partner, followed by a change of name to 'LTM Limited'. This is a defining moment for the company and reflects how LTM's technology capabilities

and deep domain expertise converge to create meaningful stakeholder value.

In this Agentic Enterprise era, LTM brings together the very best of human insights and intelligent systems to help clients create meaningful value - applying the company's deep domain and technology expertise with creativity, precision and accountability.

This is what we call 'Business Creativity'

Our new brand platform, 'Outcreate', defines how we challenge traditional business processes, reframe industries, and own outcomes for our clients. For our partners, it means building solutions that scale impact, not complexity. For our associates, it means bringing a creator's mindset to every engagement, helping clients not just outperform in their market, but to 'Outcreate' it.

Throughout FY2025-26, we have continued to build on our pivot to an AI-centric organisation. Our BlueVerse agentic AI ecosystem is accelerating the AI concept-to-value journey for our clients — reimaging operations, boosting productivity and shaping new customer experiences. We have expanded our hyperscaler partnerships, embedded AI across our own processes, and deepened our capacity to deliver integrated, AI-led impact at scale. Today, we are no longer defined solely by the programmes we deliver, but how we're able to create new ways of working, new productivity paradigms, and new roads to value for over 700 clients across 42 countries.

As we look ahead, we do so with conviction. Our brand transformation is not the culmination of a journey; it should be seen as the beginning of a new era and a clear sign that we are ready to lead in it - one shaped by the convergence of human insights and intelligent systems, defined by outcomes, with an enduring belief in creativity as a force for enterprise transformation.

We are now LTM, the Business Creativity partner.

LTM at a glance

Industry Verticals:

1. Banking & Financial Services
2. Insurance
3. Travel, Transport, Hospitality, Logistics & Real Estate
4. Capital Markets
5. Healthcare
6. Manufacturing
7. Life Sciences
8. Energy & Utilities
9. Retail and Consumer Packaged Goods
10. Communications, Media and Entertainment
11. Hi-Tech & Services

Integrated Capabilities for Scalable Business Outcomes

We are reshaping our operating model around the areas that matter most to our clients.

Integrated Run (iRun)

- Application management services
- Cognitive infrastructure services
- Cybersecurity

Integrated Transform (iTransform)

- AI-led engineering
- Data and analytics
- Enterprise applications
- Interactive
- Industry.NXT



Business AI:

- BlueVerse

Proprietary offerings:

- GCC-as-a-Service
- Unitrax
- Voicing AI

Alliances & Partnerships

Microsoft, AWS, Google Cloud Platform (GCP), NVIDIA, IBM, SAP, Oracle, Snowflake, ServiceNow, Salesforce, Adobe, CISCO.

Awards & Accolades

- Honoured with two awards at the 'AWS Partner of the Year Awards 2025,' recognising excellence in delivering cloud-led transformation and innovation
- Recognised by the Data Security Council of India with an 'Excellence Award for Best Security Practices' (IT-ITeS, Large) at the Annual Information Security Summit 2025, highlighting our commitment to robust cybersecurity and data protection frameworks
- Our Business Continuity and Resilience Team has won the 'Global Continuity and Resilience Team Award – 2026' from Disaster Recovery Institute International, USA
- Honoured with the 'Tricentis SAP AI Solutions Partner Award 2025,' marking its third consecutive win and the only recognition in the AI category, underscoring its leadership in AI-driven enterprise transformation

- LTM, in collaboration with ServiceNow, was recognised with two 'Partner of the Year Awards 2026: Transformation Partner (EMEA) and Data & Analytics Partner (APAC), for advancing customers' journeys toward autonomous, data-driven enterprises
- LTM was named the NVIDIA NPN Rising Star Consulting Partner of the Year at GTC 2026, reflecting its growing momentum in scaling impactful AI solutions through the NVIDIA ecosystem
- Honoured with the Golden Peacock Award for Excellence in Artificial Intelligence (GPAI) 2026 by the Institute of Directors (IOD), one of the most prestigious global recognitions for innovation and excellence in AI
- Recognised as a 'Leader' in Everest Group's Software Product Engineering Services PEAK Matrix® Assessment 2026
- Recognised as a 'Leader' in HFS Horizons: Energy & Utilities Service Providers, 2025
- Recognised as a 'Leader' in ISG's Provider Lens™ Oracle Cloud & Technology Ecosystem 2025 across all quadrants in the US and Europe

Track Record

6th largest Indian IT services company

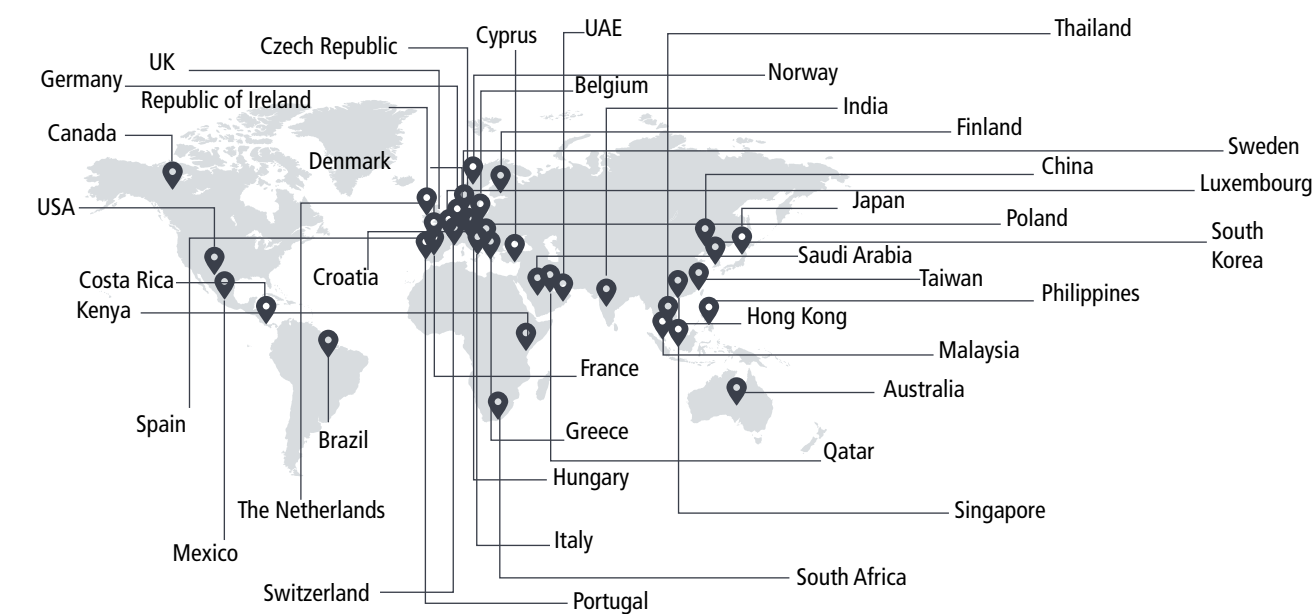
Number of employees **87,000+**

Employees working across **118** offices (including sales & delivery)

Clients: **700+**

42 countries across 5 continents in the US, EMEA & APAC

Snapshot | Key Geographies



BlueVerse Studio, Solaris, Bengaluru



BlueVerse CraftStudio, Powai, Mumbai

L&T TECHNOLOGY SERVICES

L&T Technology Services (LTTs) operates across three core business segments, each aligned to high-growth, technology-driven industry ecosystems.

The Mobility segment focuses on next-generation transportation systems, covering automotive, trucks & off-highway, and aerospace & rail. Here, LTTs supports the shift toward software-defined, electric, connected and autonomous mobility platforms.

The Sustainability segment addresses industrial and energy transformation. It spans ‘discrete manufacturing & industrial products’, including energy & automation, industrial machinery, and building technology; and ‘process industries’, including oil & gas, chemicals and FMCG. The segment is centred on enabling smart factories,

energy transition and sustainable operations. The Tech segment represents LTTs’s platform-led and AI-driven business. It includes medtech, media & technology, and software & platforms. This vertical focuses on building intelligent digital products, advancing semiconductor and platform engineering, and enabling connected ecosystems across industries.

Together, these three verticals provide LTTs with a balanced and resilient portfolio – allowing it to combine deep domain expertise with AI-led engineering capabilities, while addressing both cyclical industry demand and long-term structural technology shifts.

Key Offerings

LTTs’s key offerings are anchored around delivering end-to-end, AI-led engineering solutions across the product and manufacturing life-cycle. The company provides digital engineering and R&D services, spanning product design, development, validation and life-cycle management. It enables software-defined and intelligent product engineering, integrating AI, embedded systems, and connectivity.

In the industrial domain, LTTs offers plant engineering, industrial automation, and digital manufacturing services, helping enterprises build smart, autonomous, and sustainable operations. This includes capabilities in energy transition, smart factories, and IT-OT convergence. The company also delivers platform engineering and software services, including AI-led platforms, semiconductor engineering, and digital solutions across industries like telecom, medtech and media.

Increasingly, LTTs’ offerings are unified under its Engineering Intelligence (EI) framework – combining Physical AI, Manufacturing AI and Engineering AI to deliver intelligent products, autonomous processes and next-generation industrial systems.

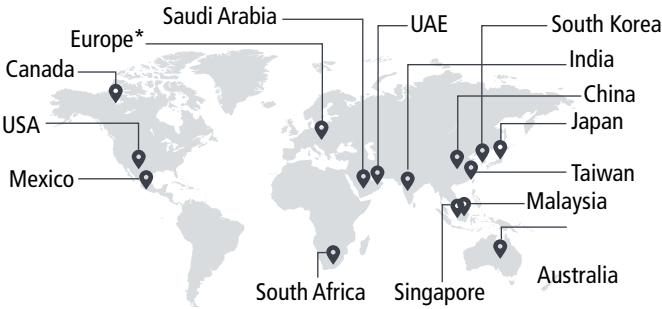


MedTech innovation at LTTs Bengaluru – Engineering Intelligence across future-ready healthcare offerings



Embedded Lab at LTTs Vadodara – Engineering Intelligence in scalable, high-impact technology solutions

Snapshot | Key Geographies



* Belgium, Denmark, Finland, France, Germany, Italy, The Netherlands, Norway, Poland, Sweden, United Kingdom

New Orders

During the year, LTTS sustained its momentum as large deal wins delivered an average TCV of ~ USD 200 million for six consecutive quarters. The company signed a USD 100 million marquee deal with a US-based industrial equipment manufacturer in the semiconductor value chain. LTTS also secured a strategic partnership with a leading global energy major to serve as the engineering services and technology partner for a new Digital Expertise Center in India, a ~USD 75 million engagement supporting around 500 engineers. In addition, the company finalised two deals exceeding USD 50 million, one above USD 40 million, and three projects valued at over USD 30 million each.

Key Deal Wins

Mobility

- LTTS secured a large multi-million-dollar engagement from a global luxury OEM, covering infotainment system engineering across multiple product domains, and assessment and assurance of telematics modules
- An American manufacturer of off-highway equipment selected LTTS to set up a centre of excellence focusing on new product design, digital engineering, software and power electronics and manufacturing sustenance
- A satellite technology company awarded LTTS a significant deal for software design, development and embedded engineering for airborne systems

Sustainability

- A marquee USD 100 million+, multi-year agreement, with a US-based industrial equipment manufacturer catering to the semiconductor value chain to support initiatives across new product development, sustenance engineering, value engineering and platform automation
- A USD 50 million+ agreement with a global energy major for enterprise data and digital services

- A multi-year programme with a leading American LNG producer for detailed engineering for the client's liquefaction and export facility

Tech

- A USD 60 million multi-year agreement with a US-based provider of wireless telecommunications services to deliver advanced network software development and application engineering solutions
- A multi-year engagement with a leading global semiconductor platform provider to consolidate advanced lab support operations at a US campus. The engagement will enable streamlined validation, platform bring-up, and post-silicon activities across multiple product lines
- A leading scientific institution has contracted LTTS to provide an advanced AI-powered integrated ICT solution for fire-safety, IoT integration and smart automation
- A new, multi-year deal with a leading medical device manufacturer to deliver comprehensive product development engineering services in the cardiopulmonary segment

Special Initiatives

- A state-of-the-art Engineering Design Center in Plano, Texas, focusing on AI, digital manufacturing, and cybersecurity
- ODC inaugurations in Vadodara, Mysore and Pune to support global clients with advanced engineering solutions, catering to industries like FMCG, energy and automation & automotive
- Partnered with MIT Media Lab to drive AI-led innovations across Mobility, Sustainability and Tech – exploring transformative solutions like Agentic AI and sustainable systems redefining industry paradigms
- Collaborating with SiMa.ai to develop AI-driven solutions in mobility, healthcare and robotics
- OpenHack events in Mysuru and Bengaluru, which witnessed over 650 participants in a 24-hour hackathon, showcasing the company's collaborative innovation approach. Participating teams developed prototypes across AI & ML, IoT, robotics, cloud, vision analytics, energy efficiency and vehicle communications use-cases, addressing real-world challenges and scenarios

- 'Illuminate,' LTTS's flagship public initiative, debuted in Vadodara in collaboration with the Pandit Deendayal Energy University
- LTTS, in association with ISG & CNBC-TV18, hosted the fourth edition of the 'Digital Engineering Awards' in Boston, USA. The event saw 250+ nominations from



System development at LTTS's EV Wireless Lab – Engineering Intelligence across next-generation connected EV platforms

- 17 countries, spanning physical AI, digital engineering and sustainability, among others
- 'Illuminate 4.0' was organised in Mysuru in collaboration with NIE, bringing together leading experts from academia and industry. The event engaged an audience of over 2,000 participants, with discussions spanning frontier technologies including UAVs, nanoscience, biosensors, and advanced materials
- The company showcased flagship industrial AI and digital twin solutions including 'Lights-Out Factory' for manufacturing and 'Lung Digital Twin Platform' for healthcare sector at the globally recognised NVIDIA GTC event

Awards & Accolades



- Inducted into John Deere 'Supplier Hall of Fame for Six Consecutive Years of Excellence'
- Rated as Leaders in Engineering Research and Development Service Providers, 2025, by HFS
- Rated as Leaders in Aerospace and Defense Services and Solutions 2025 – Overall Ecosystem & Mid-Sized Specialists in Europe by ISG

- Certified during Caterpillar's 2025 Supplier Excellence Recognition (SER) event
- Rated as Leaders by ISG in the US across key industries, including oil & gas, medical devices and automotive & mobility
- Recognised among CII 's Top 20 Most Innovative Companies
- Rated as Leaders in Digital Engineering Services 2025 by Avasant
- Honoured with Questel IP Excellence Award 2025 for Contributions to Innovation & Excellence in Intellectual Property
- Rated as Leaders in HFS Semiconductor Horizons: The Best of Service Providers across the Value Chain, 2025
- Rated as Leader in oil and gas for both EAM and AI & Cloud Services – US 2025 by ISG
- Honoured with the Creative Partnership Award for Engineering & Innovation at the Aeronautical Development Establishment (ADE) Awards
- LTTS received the Engineering Innovation Award from the Newmar Corporation, recognising its excellence in delivering high-impact engineering solutions

L&T-SuFin is an integrated B2B marketplace for buying and selling industrial and construction products and services.

Owned and operated by SuFin Ltd., a subsidiary of Larsen & Toubro, the platform enables buyers and sellers of industrial and construction goods to connect efficiently and transparently.

The platform allows sellers to expand their sales reach and buyers to find the right products at an optimal cost and quality. The platform offers a wide product range, including industrial supplies and consumables, building and construction materials, electrical and electronics equipment, machinery and mechanical equipment, packaging, printing and office supplies, and more.

L&T-SuFin continues to revolutionise the way Micro,

Small and Medium Enterprises (MSMEs) transact, procure and access financing through a seamless digital ecosystem. As part of L&T's commitment towards fostering digital inclusion within the industrial ecosystem, the platform integrates digital commerce with end-to-end financing and business enablement solutions, enhancing efficiency, transparency and growth opportunities for businesses across India.

During FY 2025-26, L&T-SuFin further strengthened its engagement with MSMEs through strategic outreach initiatives, industry association partnerships, knowledge-sharing forums and customer engagement programmes across key industrial clusters, reinforcing its position as a trusted digital partner for India's growing business ecosystem.

Key Offerings

- Efficient product and seller discovery
- Online transaction facility
- Financing support from partner Banks & NBFCs
- Logistical support, including transit insurance
- Dedicated buyer and seller applications

Snapshot

75,000+	entities onboarded
50+	product categories
4,000+	products
8,50,000+	Stock Keeping Units (SKUs)
Pan-India MSME engagement across industrial clusters	



L&T EduTech, the education and skilling arm of Larsen & Toubro, is redefining talent development through high-impact, hybrid learning experiences. Designed for both aspiring students and working professionals, it delivers future-ready skills that meet the evolving demands of industry.

Partnering with leading colleges, universities, corporations, channel partners and government agencies, L&T EduTech delivers large-scale capability building across core engineering and IT domains. Its cutting-edge learning and assessment solutions are crafted to seamlessly bridge the gap between academia and the industry. Powered by L&T's deep

domain expertise and legacy of excellence, L&T EduTech offers scalable, outcome-driven learning solutions, empowering students, faculty and professionals to thrive in a competitive, technology-driven world.

The company has developed a robust learning management system (LMS), assessment engine, recruitment automation and skill exchange platform. It offers a wide bouquet of solutions with its learning programmes, assessments and certifications, virtual and hands-on laboratories, industry capstone projects, instructor-led training and industry immersion.

Business verticals

CollegeConnect

The CollegeConnect vertical focuses on narrowing the gap between academic learning and practical industry experience. It offers courses in Core Engineering, Artificial Intelligence, Information Technology, Arts and Sciences, with industry-specific application-oriented knowledge. Aligning to the National Education Policy (NEP) 2020, CollegeConnect offers multi-disciplinary programmes which can be integrated into the college curriculum. The business also provides campus readiness trainings, conducts faculty development programmes and offers industry immersion programmes to deliver superior learning experiences to both teachers and students.

Enterprise Skilling

Enterprise Skilling at L&T EduTech is a consulting and solution-driven business focused on enabling enterprise transformation through future-ready capabilities. Our portfolio spans Executive Education, Leadership Development Programmes (LDPs) and Management Development Programmes (MDPs), delivered in collaboration with premier academic institutions.

Assessment Solutions

L&T EduTech offers comprehensive Assessment Solutions tailored to the unique needs of corporates, academic institutions and the government sector. For corporates, the platform supports recruitment, internal promotions and

employee performance evaluations with scalable, secure, and customisable tools. In academia, L&T EduTech enables institutions to conduct entrance exams, semester assessments, and certification tests through a secure online platform featuring AI-powered proctoring, biometric verification, and detailed analytics. For government organisations, the solution facilitates large-scale recruitment exams and periodic employee assessments, ensuring transparency, regulatory compliance, and data integrity.

New Orders

During the year, L&T EduTech secured significant domestic engagements across academia and industry. Key academic collaborations included Christ University, the Department of Employment & Training (Tamil Nadu), Vellore Institute of Technology, GMR Institute of Technology, and Shree Ram Swaroop University, along with partnerships with more than 50 additional colleges and institutions.

On the enterprise front, the company partnered with leading companies, including Amara Raja, Daimler Truck, Maruti Suzuki, Tractors and Farm Equipment Limited, JSW Group, Indian Oil Corporation Limited, and Greenko, among others.

Internationally, L&T EduTech expanded its global engagements through collaborations with Harvard University, Oman Education & Training Investments SAOG, and the University of Wisconsin–Milwaukee.

Operational Highlights and Track Record

- 5.4+ lakh learners
- 130 partner colleges and institutions
- Upskilled 30,000+ learners across 66 corporate entities
- 2 million+ assessments across academic and industry-focused evaluation platforms

Completed Projects

- Successful delivery of Phases 7 and 8 of the ‘Naan Mudhalvan Program,’ benefiting over 7,500 learners
- Pilot programmes conducted with the University of Wisconsin–Milwaukee and Harvard Business School
- Expansion of curriculum-integrated programmes to more than 12,000 students across 50+ colleges
- Training of over 10,000 construction workers under the Tamil Nadu Department of Employment and Training (DET) vocational skilling initiative
- Completion of six batches under the LTIM Orchard programme
- Key orders received from BELTRON with an annual potential of ₹35 crore
- Successful execution of projects for major enterprise clients, including Greenko, Daimler Truck, Indian Oil Corporation Limited, Amara Raja, Tractors and Farm Equipment Limited, and JSW Group

Special Initiatives

During the year, L&T EduTech launched the EV & Emerging Tech Experience Hub at its Chennai headquarters to promote experiential learning in

next-generation technologies. The business also established an AI Lab at Shri Ramswaroop Memorial University to enhance practical learning in AI and emerging technologies.

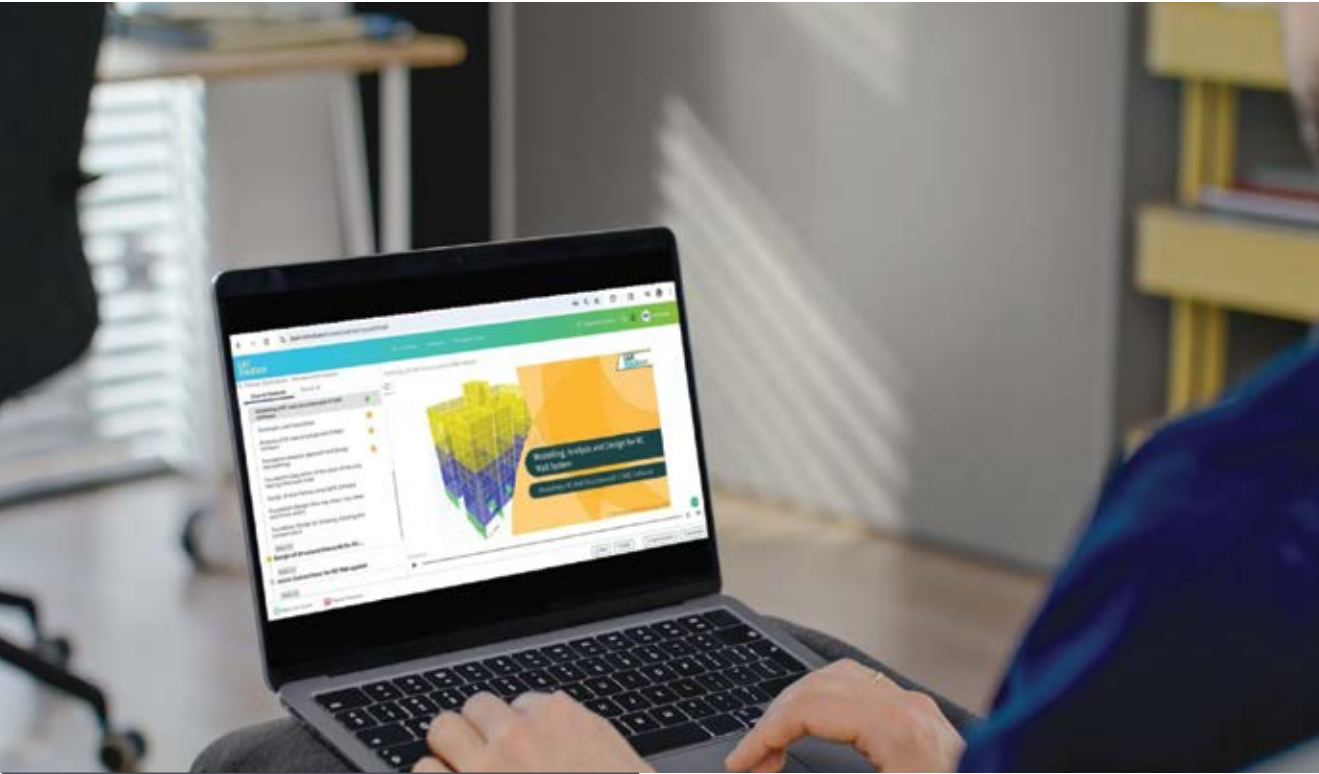
Awards & Accolades

- Received the 'EdTech Company of the Year 2026' award at the National Feather Awards 2026
- Honoured with the 'Technology Solutions for Higher Education Institutes' award at the National Feather Awards 2026
- Received the 'EduTech Leadership Award' at the 14th World Education Congress 2025

Facilities

L&T EduTech’s content production team operates a fully equipped green-matte studio, audio recording rooms, and high-end production systems capable of managing large-scale and complex multimedia requirements. The team develops world-class digital learning assets, including live-action videos, animations, illustrations, and learning publications.

Additionally, the company's Electric Vehicle (EV) Lab supports immersive, hands-on training by enabling learners to work directly with EV powertrains, battery management systems, and diagnostic tools, bridging the gap between theoretical concepts and practical application.



LARSEN & TOUBRO VYOMA

Data Centre & Cloud Services

Larsen & Toubro-Vyoma, formerly L&T-Cloudfiniti, is the Group’s sovereign digital infrastructure powerhouse, delivering hyperscale Data Centre, Cloud and AI services. Built for scale and speed, and anchored in security and compliance, it enables enterprises and public institutions to thrive in an increasingly complex digital world.

Backed by L&T's 85+ year engineering legacy, Vyoma integrates infrastructure depth, sovereign cloud innovation, GPU compute and AI-native

services to accelerate digital transformation across India and beyond.

- 35 MW Installed IT Load Capacity
- 99.99% Guaranteed Uptime
- 1.5 PUE Design Efficiency
- GW-Scale AI Factory Roadmap
- 5.5 GW scalable AI infrastructure and land parcel potential
- 250 MW IT power provisioning ready
- 130 MW additional IT capacity ready by 2027
- 12+ Hyperscale and Edge data centres

Integrated Digital Infrastructure Built for Scale

At the heart of Larsen & Toubro Vyoma is a rapidly expanding network of hyperscale data centre campuses across India's key metro regions - Chennai (Sriperumbudur) and Navi Mumbai (Panvel & Mahape).

These high-capacity facilities are designed with architectures comparable to those of global hyperscalers, meeting stringent requirements for availability, security, energy efficiency and regulatory compliance. Every facility is built, owned and operated by Vyoma - ensuring end-to-end accountability.

5.5 GW scalable AI infrastructure & land parcel available through owned and leased locations, and ongoing conversations with State Governments. 250 MW IT Power Provisioning Ready, with an additional 130 MW IT power capacity ready by 2027, providing a potential 380 MW of IT power ready capacity for data centre development. L&T has deep operational experience across 12+ Edge data Centres and Hyperscale data centres spanning CPU and GPU infrastructure.

Whether a startup, large enterprise, hyperscaler or public institution, Vyoma offers seamless end-to-end integration across:

Colocation Services: High-density rack space including AI-optimised high-power racks with redundant power and cooling, smart hands & remote hands support, NeoCloud hosting and ancillary value-added services. IGBC Platinum-certified campuses and TIA 942C / Uptime Certified premises for sustainable operations. Dedicated Build-to-Suit (BTS) services are offered by Larsen & Toubro Vyoma to meet customised data centre development needs of customers.

Cloud Solutions: Enterprise Public Cloud to Private, Hybrid and Sovereign Cloud — flexible, consumption-based models delivered through Vyoma's Cloud Stack spanning IaaS, PaaS,

BaaS and STaaS, via an in-house orchestration framework ensuring agility, transparency and total workload control.

Next-Gen GPU & AI Compute: Larsen & Toubro Vyoma AI Factory is purpose-built for Generative AI, Agentic AI, Physical AI and HPC workloads — delivering a fully integrated, full-stack platform spanning bare-metal GPU compute, networking, storage, security and orchestration. It covers the complete AI life-cycle from data ingestion and model training to fine-tuning, inference and MLOps. Built on high performance computing technologies, the platform offers flexible consumption models — dedicated AI clusters, private AI cloud, hybrid deployments and GPU-as-a-Service (GPUaaS) on a pay-per-use basis. Designed for high-density GPU environments with enterprise-grade reliability, high availability and sovereign-ready infrastructure, Vyoma AI Factory stands as one of India's most advanced AI infrastructure platforms — backed by L&T's legacy of engineering excellence.

AI Services — India-First, Global by Design

Larsen & Toubro Vyoma delivers end-to-end AI solutions across Generative AI, Conversational AI, Agentic AI and MLOps within a fully sovereign, compliant cloud environment — through specialised vertical platforms:

- Vyoma Agentic AI Hub:** multilingual, compliance-ready Smart AI agents for seamless enterprise operations and workflows
- Vyoma AI Engineering Platform:** end-to-end AI solutions from data pipelines through model development to deployment at scale
- Vyoma Legal AI Platform:** legal and compliance AI for contract insight, risk control and streamlined workflows
- Vyoma Healthtech Lab:** advanced clinical AI augmenting medical decision-making, delivering deeper insights and faster diagnoses
- Vyoma Data Lake Platform:** next-gen lakehouse compute engine; 10X faster queries, real-time ingestion and up to 60% lower compute costs



Sovereign AI Factory, cloud and hyperscale infrastructure built for the AI-driven economy

Secured, Managed and Intelligent

Built on a 7-Layer Enterprise-Grade Security Architecture, with protection embedded across every layer — from physical infrastructure and cloud control planes to AI workloads, governance, and access management.

Managed Network & Security Services: SOC & NOC services, enterprise-grade firewalls, DDoS protection, Software-Defined Networking (SDN), Zero Trust architecture, Role-Based Access Control (RBAC) and End-Point Defence — monitored 24x7.

Comprehensive Managed Services:

- OS, database and middleware management
- Infrastructure and storage operations
- Built-in resiliency with backup, disaster recovery, and business continuity services
- Managed IaaS services optimised for availability, and efficiency
- Migration services, consulting and application modernisation
- 24x7 technical support
- Performance optimisation and capacity planning guidance

Sovereign Cloud Platform Offerings

India's most comprehensive jurisdiction-first sovereign cloud — all data, workloads and AI systems remain within Indian regulatory boundaries. Built-in AI models; air-gapped option; integrated vector DB (Qdrant); multi-tenancy; up to 53% cost savings over three years versus traditional public cloud.

Public Cloud

CPU Cloud: For containerised and traditional enterprise applications; production-grade workloads with high-availability SLAs

GPU Cloud: AI/ML and data science workloads; multi-region GPU availability with NVIDIA H100, H200 and B200 options

Private Cloud

Dedicated Private Cloud: Isolated, secure environments built to meet the highest compliance standards — ideal for BFSI and regulated enterprises

Community Private Cloud: Secure, multi-tenant, air-gapped environments offering scalable CPU and GPU computing for regulated industries, defence, and public sector workloads

Build-to-Suit (BTS) & NeoCloud: Purpose-built facilities for hyperscalers and NeoCloud operators requiring dedicated, custom-designed data centre infrastructure to exacting power, cooling and connectivity specifications

Designed for AI-Native Enterprises

With AI adoption becoming mission-critical, Larsen & Toubro Vyoma's infrastructure is engineered to support GPU-intensive training and inference workloads at hyperscale. AI-ready platforms are optimised for deep learning, large language models (LLMs) and agentic AI deployments. Facilities designed for high rack power densities with hybrid air-liquid cooling are aligned with the demanding performance requirements of modern AI infrastructure while remaining anchored in low-carbon, sustainable operations.

In a landmark development at the India AI Summit (February 2026), L&T announced a proposed venture under

the IndiaAI Mission to build gigawatt-scale NVIDIA AI factory infrastructure — integrating NVIDIA GPUs, CPUs, networking, accelerated storage, the NVIDIA AI Enterprise software stack and reference architectures for rapid, secure AI adoption at national scale. E2E Networks is concurrently deploying an NVIDIA Blackwell GPU cluster (HGX B200 systems) on its TIR platform, hosted at the Vyoma Chennai Data Centre, enabling sovereign AI development across healthcare, finance, manufacturing and agriculture.

Data Centre	Location	Capacity	Status	Category
MAA 01	Sriperumbudur, Chennai	30 MW	Live	DC Campus (IGBC Platinum)
BOM 01	Panvel, Navi Mumbai	2 MW	Live	DC Campus
BOM 02	Mahape, Navi Mumbai	40 MW	Under development: AI-ready green DC for BTS, Enterprise & NeoCloud workloads	DC Campus
BOM 03	Panvel, Navi Mumbai	40 MW	Planned expansion	DC Campus
MAA 02 + MAA 03 + MAA 04	Sriperumbudur, Chennai	180 MW	Planned expansion — scalable to GW capacity	DC Campus
LNT BLR 01	Whitefield, Bengaluru	30 MW	Planned expansion	DC Campus

Sector Outlook & Strategic Positioning

India's data centre sector is on a steep growth trajectory — from approximately USD 10 billion today to an estimated USD 22 billion by 2030, with installed capacity rising from ~1.7 GW to 9–10 GW. Government initiatives — Digital India, *Aatmanirbhar Bharat* and the IndiaAI Mission — alongside mandatory data localisation requirements are structurally accelerating this demand. Rising AI adoption, higher rack densities and GPU-intensive workloads are intensifying focus on reliable power sourcing, hybrid cooling and energy efficiency across the sector.

Key Strategic Milestone: Partnered with NVIDIA to develop high-performance, green AI data centres and sovereign AI infrastructure in India — aligned with the IndiaAI Mission's vision of 'Making AI in India and Making AI Work for India.'

Customer-Centric, Industry-Aligned

Larsen & Toubro Vyoma serves enterprises and institutions across Manufacturing, BFSI, PSUs, Government & GovTech, Healthcare, Legal, Semiconductors, IT-ITeS and E-Commerce — partnering with them to modernise their digital backbone with secure, scalable and sovereign infrastructure services. During FY 2025-26, the business expanded its strategic ecosystem significantly:

- **E2E Networks:** GPU cloud commercialisation and sovereign AI at Vyoma Chennai DC
- **NVIDIA:** proposed gigawatt-scale AI factory infrastructure under the IndiaAI Mission
- **SRIT India:** sovereign SRIT Cloud for GovTech, HealthTech and Telecom on MeitY-compliant Vyoma infrastructure
- **CodInCity Digital Technologies:** SCP partner for workload migration, modernisation and AI-native use cases
- **gnani.ai, Lexlegis.ai, e6data:** specialised capabilities across conversational AI, legal AI and data lakehouse
- **RailTel:** Enables reliable, high-performance connectivity to support seamless data movement and distributed AI workloads across locations
- **Fortanix:** Provides confidential computing and zero-trust security to protect sensitive data, AI models and workloads throughout their life-cycle
- **Open DHI:** Delivers AI-enabled enterprise platforms and applications that transform infrastructure capabilities into real-world business outcomes

L&T SEMICONDUCTOR TECHNOLOGIES

Established in November 2023, L&T Semiconductor Technologies (LTSC) – a wholly-owned subsidiary of Larsen & Toubro – fuels India’s ambition to emerge as a competitive semiconductor global hub and is a key player in the international value chain.

The company is on track to becoming India’s leading fabless semiconductor product organisation, delivering differentiated, high-performance solutions

to customers worldwide. The platform-led, IP-driven, semiconductor product business model ensures end-to-end ownership and faster innovation with scalable and reusable IP generation.

LTSC’s business is structured as product-centric business units, aligned to Mobility, Industrial, Energy and Data Centre sectors.

Business Verticals

Energy

LTSC develops high-power semiconductor solutions for power management and conversion for solar inverters, battery energy storage systems and grid infrastructure, where efficiency, reliability and thermal performance are critical.

Industrial

The industrial portfolio includes various solutions ranging from power management & charging solutions, to controllers, surveillance systems & connectivity solutions for factory automation, HVAC, robotics, smart metering and smart buildings.

Mobility

LTSC’s automotive portfolio spans vehicle safety, connectivity, propulsion & experience, enabling better compute, connectivity and power performance across various layers of next-generation mobility.

Data Centre and AI

LTSC is building capabilities in custom ASICs and xPU platforms for sovereign AI workloads, complemented by power delivery solutions such as point-of-load converters and hot-swap controllers for AI-driven data centre infrastructure.

Key Offerings

LTSC operates through six product-centric business units to provide engineering excellence in advanced chip design and development.

Power delivery and motion control — Onboard chargers, safety ICs, smart actuators and edge controllers for automotive applications, enabling electrification and intelligent control

Communication solutions / RF — IoT modules, RFICs and secure silicon solutions for connected ecosystems

Power conversion and motor drives — USB-C charging, advanced power delivery systems and motor controllers for HVAC and industrial infrastructure

High power products — Advanced power modules, gate drivers for energy systems and hot-swap controllers, IBC-POL/ DC-DC converters for hyperscale data centres

Automotive compute — IVI systems, Cluster SoCs, ADAS and Vision SoCs for software-defined and autonomous vehicles

Datacentre compute — Custom AI ASICs and xPU platforms for sovereign AI and next-generation data centre workloads



LCC40 Connectivity Module by LTSC, a compact high-performance cellular solution engineered for real-world IoT applications

Major Achievements

FY 2025-26 was a pivotal year for LTSC, marked by its transition from a development-stage organisation to a commercially active semiconductor company with a growing market presence.

During the year, LTSC achieved several important milestones that underscored this transition and strengthened its commercial and operational positioning, including the following:

- Launched Communication Modules SAC20 and LCC40, designed for two-wheeler automotive applications and industrial use cases such as smart meters and POS systems, respectively
- Rolled out Power Module solutions for industrial applications, specifically around HVAC and robotics
- Introduced USB-C Power Delivery Solution for chargers for the commercial market
- First commercial product shipments were made by the delivery of power modules to a leading Japanese customer
- Acquisition of Fujitsu’s power module technology, adding qualified products and advanced packaging expertise, significantly reducing time to market for high-power applications
- Strategic Agreement for
 - Indigenous Camera System-on-Chip (SoC) programme with a leading domestic industry player
 - SiC-based power module solution for a renewable energy company

Snapshot | Key Geographies



Outlook

LTSC pursues an application-led growth strategy powered by strong engineering capabilities, energy-efficient solutions and an execution-focused technology roadmap. The company leverages mature semiconductor nodes for faster commercialisation while driving IP-led growth through partnerships, acquisitions and customer co-development for the advanced nodes.

Supported by a diversified global supply chain, investments in AI-enabled design and EDA automation, and a strong governance and cybersecurity framework, LTSC is well-positioned for sustainable growth.

The company is entering FY 2026–27 with strong operational momentum, a defined product roadmap and expanding global customer reach. LTSC remains focused on becoming India’s premier fabless semiconductor company and a significant player in the global semiconductor ecosystem.

Technology Initiatives and Collaborations

Reinforcing its position as a key contributor to India's semiconductor and digital infrastructure ambitions, LTSC advanced multiple strategic collaborations during the year.

- LTSC was awarded a Unique Manufacturer ID (UID) by BIS, enabling trusted, identity-linked solutions for critical applications
- Formed a co-development partnership with HYS for SiC wafers reinforcing LTSC's position in high-power semiconductor technologies
- Collaboration agreement with Andes Technology for the deployment of RISC-V processor platforms, marking a key step towards building in-house compute capabilities and IP ownership
- imec Automotive Chiplet Programme partnership to accelerate chiplet adoption for high-performance, safety-critical automotive compute
- MoU with IISc for National 2D Innovation Hub for advancing materials research and semiconductor innovation
- Signed MoU with BharatGen and Larsen & Toubro Vyoma for co-development of India's first end-to-end Sovereign AI Compute Platform



LTSC leaders helmed a dedicated Mobile World Congress - 2026 booth in Barcelona, enabling high-value partner and customer conversations

L&T GREENTECH

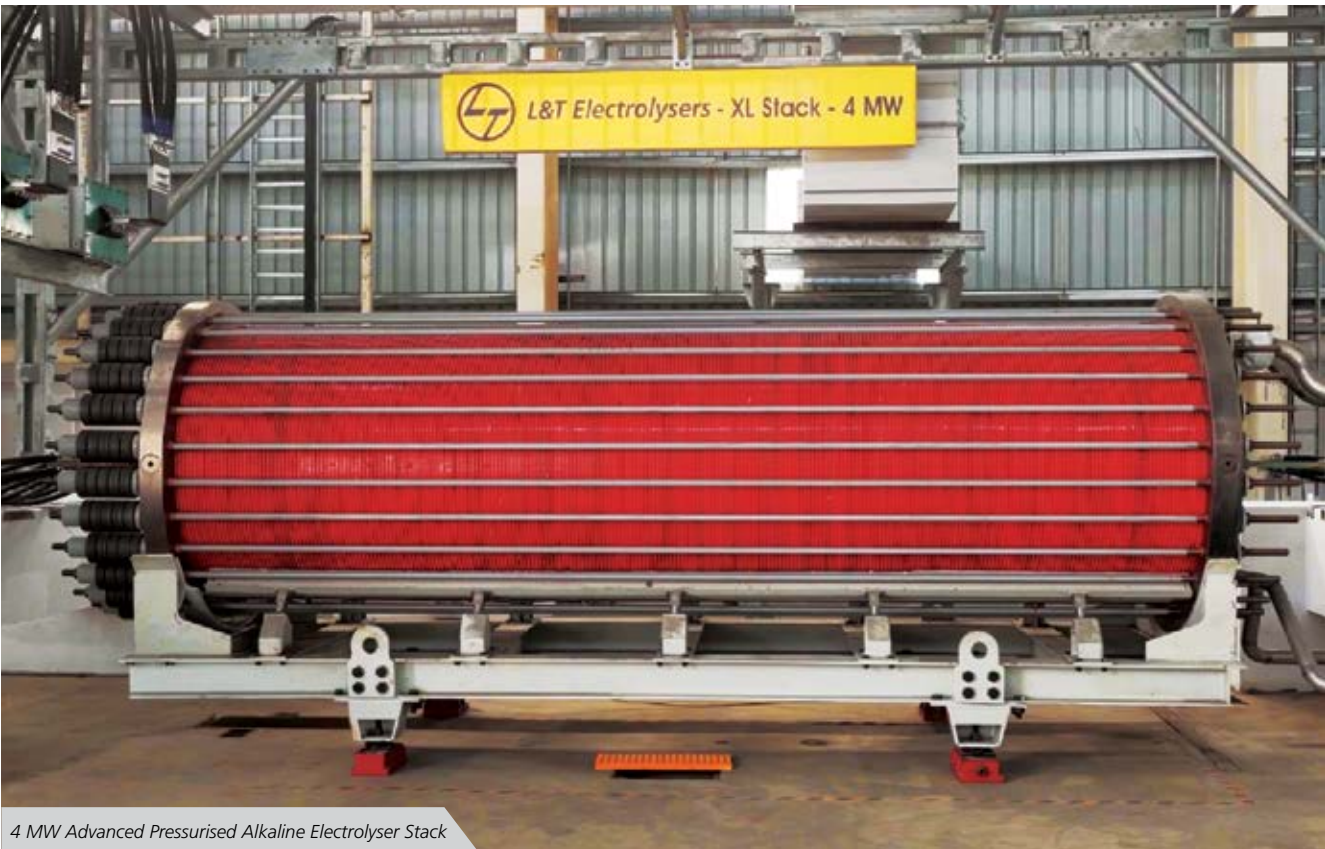
L&T Energy Green Tech Limited (LTEGL), a wholly-owned subsidiary of L&T, propels the global energy transition through a fully integrated green hydrogen ecosystem.

In a remarkably short time, the company has built a robust and future-ready foundation - spanning advanced manufacturing, project development and technology innovation - to accelerate the shift towards cleaner energy.

Backed by L&T's legacy of sustainable engineering excellence, LTEGL has developed highly skilled and specialised teams with deep expertise across R&D, manufacturing and green energy solutions. The company's innovation-led approach is strongly focused on indigenisation, driving localisation of critical technologies, strengthening domestic supply chains and enhancing self-reliance in the green hydrogen and green ammonia value chain.

The company is advancing a forward-looking digital roadmap with increasing adoption of AI-driven analytics and advanced manufacturing systems to enhance efficiency and performance. It is also exploring expansion into the manufacturing of critical equipment such as energy storage solutions and fuel cells.

LTEGL is among the early movers globally to offer end-to-end solutions spanning electrolyser manufacturing, green hydrogen and green ammonia production, and downstream derivatives. The company is focused on two strategic priorities: manufacturing electrolysers for domestic and global markets and producing green hydrogen/ammonia and derivative molecules in India for domestic and global consumption.



4 MW Advanced Pressurised Alkaline Electrolyser Stack

Business Verticals

Green Manufacturing (L&T Electrolysers Limited)

L&T Electrolysers Limited (LTEL) is an OEM (original equipment manufacturer) driving clean energy transformation through advanced electrolyser manufacturing. Its state-of-the-art facility at Hazira, Surat, produces pressurised alkaline electrolysers based on next-generation technology, delivering high performance, flexibility and durability.

The facility is supported by advanced testing and research infrastructure, enabling validation of materials, electrochemical performance and design innovations. LTEL is also focused on developing next-generation high-power class electrolyser systems, aimed at scaling up capacity, improving efficiency, and addressing the evolving requirements of large-scale green hydrogen projects globally.

Key Offerings

- Pressurised Alkaline Electrolyser Stacks (0.5 MW and 4MW variants)
- Installation, commissioning, and life-cycle services

Key Highlights

- Operationalised the in-house 4 MW stack-based electrolyser testing facility
- Secured 300 MW per annum Production Linked Incentive (PLI) under National Green Hydrogen Mission

New Orders

- IOCL Panipat
- Partnership with ITOCHU Corporation for 300 KTPA Green Ammonia Offtake

Green Development

The Green Development vertical focuses on the development of green hydrogen and derivative projects to serve domestic and global markets. With a sharp edge in cost efficiency and scalable clean energy innovation, LTEGL is advancing large-scale integrated projects across the value chain.

The business is currently focused on the development of Green Hydrogen and Green Ammonia as its core offerings, while actively evaluating future opportunities across Methanol, Sustainable Aviation Fuel (SAF), and Liquid Hydrogen to address evolving global energy demand and emerging low-carbon fuel ecosystems.

Through Panipat Green Hydrogen Pvt. Ltd., the vertical is currently engaged in the development of a large-scale Renewable Energy Plant, Transmission Line and the Green Hydrogen Generation Unit at Panipat.

Key Highlights

- Received the award of India’s largest green hydrogen plant at IOCL Panipat on BOO basis
- Forged partnership with ITOCHU Corporation for the offtake of 300 KTPA of Green Ammonia from Deendayal Port, Kandla, Gujarat
- Commissioned India’s first MW-scale green hydrogen plant for ports at DPA Kandla
- Development initiated for green ammonia project at Kandla (total over 500 acres)
- Formation of SPVs for project development: Panipat and Kandla
- Feasibility studies for multiple green hydrogen derivatives



FINANCIAL SERVICES

Serving millions across rural and urban India, L&T Finance (LTF) offers a wide spectrum of financial solutions designed to empower individuals and enterprises alike. Over the years, the business has evolved into a technology-driven, retail-focused financial institution built around accessibility, agility and customer trust. With technology and customer-centricity at its core, LTF is reimagining finance for an emerging India.

L&T FINANCE



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, LTF has been rated ‘AAA’ - the highest credit rating for NBFCs by four leading rating agencies, namely CRISIL, ICRA, CARE, and India Ratings. With granular and extensive pan-India presence across two lakh villages and 450+ cities/towns, LTF is a trusted partner for millions of Indians, delivering customer-centric solutions that cater to a wide range of financial needs.

FY2025-26 marked the successful completion of its Lakshya 2026 strategic plan, achieving most of the stated objectives even amid volatility in the credit environment. LTF now embarks on the next five-year strategic roadmap, Lakshya 2031, by setting ambitious and measurable targets to drive consistent growth with improved profitability.

LTF has market dominance in key product areas developed over a decade, including Rural Group Loans and Micro Finance, Farm Equipment Finance, and Two-Wheeler Finance.

Furthermore, LTF 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 over 2.8 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 has been made possible by a team of over 41,000 employees, comprising industry experts and passionate professionals, dedicated to crafting exceptional customer experiences that seamlessly address evolving financial needs.

Vision

To become India's pre-eminent Risk-first, Technology-first, multi-product retail financier of choice.

Lakhsya 2026 : Goals vs. Achievements

Moving from a ‘product-focused’ to a ‘customer-focused’ approach.

Particulars	Lakshya 2026 Goals	Achievements for FY26
Retailisation	>95%	98%
Retail Growth	>25% CAGR	FY22 - FY26: 28%
Consolidated Asset Quality	G53 <3%	2.88%
	NS3 <1%	0.96%
Consolidated RoA	2.8% - 3%	2.39% (before the impact of New Labour Code) for FY26

Lakshya 2031 Goals

LTF aims to balance resilient growth with consistent returns. The company will be focusing on tech-enabled granular execution and work towards:

- Book growth/cost: 20%+
- Credit growth/cost: <2%
- Return on Assets (RoA): 3% - 3.2%
- Return on Equity (RoE): 16% - 18%

Key Offerings

- i.

RURAL

Farmer Finance

 - Farm Equipment Finance
 - Agri-Allied Finance

Rural Business Finance

 - Rural Group Loans and Micro Finance (Joint Liability Group)
 - Micro Loan Against Property
- ii.

Gold Finance

200 new Gold Finance branches have been added since a strategic acquisition made in June 2025, fully integrated with L&T Finance

- iii.

URBAN

Urban Finance

 - Home loans and loan against property (LAP)
 - Personal loans
 - Two-Wheeler finance

SME Finance
SME Loans to Professionals and Traders, including supply chain

Snapshot

- ~**2,00,000** Villages, **450+** Cities / Towns; Pan-India presence
- **14,000+** Distribution touchpoints
- Over **2.8** crore customer database
- **41,301** Total employee headcount

FY26 - Disciplined execution in a dynamic business environment

- Highest ever consolidated PAT of ₹ 3,003 crore (before the effect of New Labour Code considered in Q3 FY26), registering 14% year-on-year (YoY) growth
- Strong retail franchise with a Retail Book Size of ₹ 1,19,508 Crore, up 26% y-o-y
- Highest ever annual retail disbursements stood at ₹ 83,213 Crore, up 39% y-o-y



Key Achievements



- Concluded the Lakshya 2026 strategic plan, achieving most of the stated objectives
- Operationalised Project Cyclops, LTF's proprietary AI-based credit engine across Two-Wheeler Finance, Farm Equipment Finance, SME Finance, and Personal Loans
- Launched Project Nostradamus, an industry-first AI-driven portfolio management engine
- Introduced Project Helios, our AI co-pilot that cuts SME assessment times to under 30 minutes
- Introduced Project Orion, which acts as a conversational AI tool, a co-pilot for the credit team to manage portfolios, enhancing risk assessment and customer experience through automated intelligence
- Launched 'Partner PLANET' app to offer a complete service suite for dealer partners
- Enhanced operational efficiency with Knowledgeable AI (KAI), an agentic solution managing automated collection calls in over 10 languages across multiple business lines
- LTF solidified its position as a premier AI thought leader by successfully hosting the second edition of its flagship AI summit, RAISE, which attracted 4,500 attendees and united major tech visionaries
- Launched Pitch Point, an AI startup pitch platform to cultivate the fintech AI entrepreneur ecosystem
- Successfully integrated and rapidly expanded its newly acquired Gold Finance business, scaling up to 330 dedicated branches, which included launching and expanding multi-product 'Sampoorna' branches
- Launched 'Spoorthi,' a specialised programme for women Home Loan and Loan Against Property (LAP) borrowers with relaxed eligibility and reduced interest rates
- Market presence and brand visibility were significantly amplified through targeted, tech-driven campaigns like Just Zoom Two-Wheeler Loans and Aapke Business Ka Game Changer, featuring brand ambassador Jasprit Bumrah
- Earned the Great Place To Work® re-certification, achieving an improved employee satisfaction score of 84, alongside an 89% participation rate



Two-Wheeler Finance

Rural Business Finance

- Book size up 17% to ₹ 30,805 Crore vs. ₹ 26,320 Crore y-o-y
- Performance was boosted by continuous efforts on improving collection efficiency, which reached 99.8% by the end of FY26, and tapping disbursement opportunities as regional event risks abated

Farmer Finance

- Book size up 12% to ₹ 16,970 Crore vs. ₹ 15,219 Crore y-o-y
- Growth was catalysed by favourable monsoon conditions and the strategic impact of GST 2.0 reforms, which lowered tractor tax rates and significantly boosted demand

Urban Finance

- Book size up 29% to ₹ 59,048 Crore vs ₹ 45, 897 Crore y-o-y
- Driven by better customer profiling through Project Cyclops. LTF successfully scaled high-growth areas by leveraging festive demand, regulatory changes, and strengthened digital partnerships. Housing Loans and LAP maintained a steady trajectory through network and partnership expansion

SME Finance

- Book size up 30% YoY to ₹ 8,507 Crore in Q4FY26 vs. ₹ 6,524 Crore in Q4FY25
- LTF focused on risk-calibrated growth. By integrating the Project Cyclops underwriting model and increasing direct sourcing, it effectively captured market opportunities while maintaining operational discipline

Sustainability

- Became a signatory to the United Nations Global Compact (UNGC), the world's largest corporate sustainability initiative
- Received a CRISIL ESG Score of 70, categorised as 'Strong' and recognised as the highest-rated entity among the listed NBFCs covered by CRISIL
- Ranked #1 in India's Most Sustainable Companies (IMSC) – Financial Services category
- Partnered with PCAF to host the inaugural PCAF India Summit, advancing climate finance and financed emissions dialogue in India
- Maintained Water Positive (Surplus) status from FY2022-23 onwards



Micro Loans



Home Loans

Social Impact

- Overall community outreach since FY2016-17 is 78 lakh+ across 15 states, 29 districts, 4,950+ villages
- Over 15.80+ lakh community members reached under the Digital Sakhi project across 8 States and 4,300+ villages

- Over 1 lakh relief kits distributed amongst the community for disaster relief
- Over 18,000 school children are sensitised on road safety
- Under Project Prakruti, 2.68 lakh plantations were provided for the income generation of farmers
- Under the Jalvaibhav Project, 265 lakh KI of water was replenished through watershed initiatives

SUSTAINABILITY

Better Planet

- **4.8%** reduction in emission intensity w.r.t. FY 2024-25
- **~1 million** saplings planted
- **19%** electricity from renewable sources
- **2.7 million kl** wastewater recycled
- **4 million kl** water conserved

Better Business

- **32%** sustainable materials used
- **51%** standalone revenue from Green Businesses
- **₹524 crore** cumulative R&D spend for last 3 years
- **9.6%** gender diversity
- **8.6** training days per employee

Better Communities

- **7.4 million** safety training hours
- **1.9 million** beneficiaries across health, education, water & sanitation and skill-building
- **1,369 million** accident-free working hours



Awards & Accolades

- Awarded ‘Sustainability Leadership Excellence’ in 3rd Annual Sustainability Symposium by Indian Chambers of Commerce
- Won Mahatma Award 2025 for ESG Excellence, awarded by Mahatma Foundation
- Recognised in Perpetual Capital Hurun India Impact 50 2026 list
- Rank 4 amongst Most Sustainable Companies in the Engineering and Electrical & Electronics sector, and Rank 10 overall, at Business World’s India’s Most Sustainable Companies (IMSC) Awards 2026
- Advanced to 2nd rank from 3rd in the global Top 200 Environmental Firms 2025 list by Engineering News-Record, with L&T being the only Indian company featured in the rankings
- Rated ‘**Strong**’ by CRISIL ESG Ratings & Analytics



—○

NOTES

○—

FIND US
ON

**Larsen & Toubro Limited**

L&T House, N.M. Marg, Ballard Estate
Mumbai 400001, INDIA
CIN: L99999MH1946PC004768