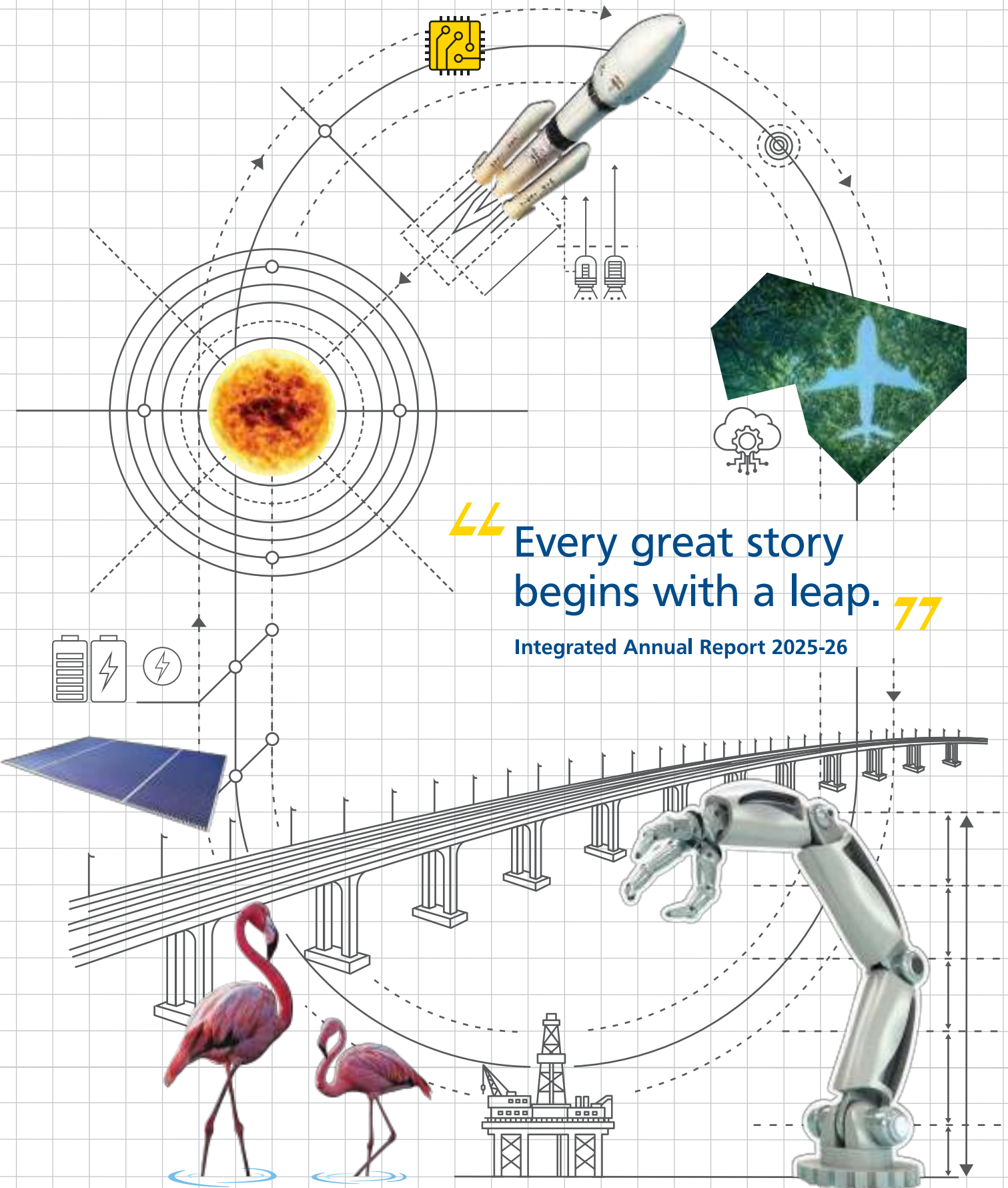




Every great story
begins with a leap. 77

Integrated Annual Report 2025-26

VISION



L&T aspires to be a builder of nations.

We will build a better future with engineering, technology and innovation; contributing to each geography and community that we operate in.

With trust, integrity & excellence at our core, we will aspire to be the partner of choice for our customers.

Our employees are valued partners in our entrepreneurial journey; empowered to reach their fullest potential and deliver exceptional value to all our stakeholders.



LARSEN & TOUBRO

Dear Shareholders,

The year under review, 2025-26, was marked by significant shifts in the global technology, economic and geopolitical landscape. Advances in Artificial Intelligence (AI) continued to drive innovation and transformation across industries, while the shifting global tariff regimes and the conflict in West Asia have disrupted supply chains, energy markets and capital flows.

Amidst this evolving environment, the Indian economy remained resilient. Increased public investment in infrastructure and initiatives promoting *Aatmanirbharta* (self-reliance) reinforced India's position as the fastest-growing major economy. As a management, we are trying our best to get mentally used to events beyond our comprehension and lookout – like the COVID-19 pandemic, Suez Canal blockage, Red Sea challenge, tariffs, unnatural price increase, conflict in West Asia, to name a few.

For Larsen & Toubro, 2025-26 was a year of steady progress. Record order inflows, strong revenue growth and improved profitability strengthened your Company's presence across construction and infrastructure, hi-tech manufacturing and technology-driven services, while its continued focus on emerging sectors remained aligned with long-term strategic priorities.

The evolving situation in West Asia creates some near-term uncertainty. As a strategically important market for Larsen & Toubro, the developments in the region are being closely monitored by the management, with priority accorded to employee safety, business continuity and asset protection. Over time, the restoration of normalcy may also create opportunities for rebuilding and investment activity.

Backed by nearly nine decades of experience in navigating external challenges, your Company remains confident, resilient and focused on delivering stable and consistent performance.



Message from the
**CHAIRMAN AND
MANAGING DIRECTOR**
S. N. Subrahmanyam

Growth amidst a global reset

The operating environment in FY 2025-26 was characterised by volatility, uncertainty, complexity and ambiguity. Developments in global trade because of imposition of tariffs and countermeasures contributed to periods of market volatility. Disruptions in supply chains added to the uncertainty for multiple sectors such as transport and logistics, agriculture, industry and technology, with broader implications for economic growth. Geopolitical complexity intensified with the escalation of long-standing tensions in West Asia. Meanwhile the ambiguity surrounding rapid advancements in AI has also opened up huge opportunities, particularly in knowledge-intensive domains. In such times, leadership is not measured by the absence of challenges, but by the clarity, conviction and composure of the response to such situations.

Navigating this landscape has reinforced two beliefs. First, that leadership today demands both foresight and adaptability. Second, that sustainable, accelerated growth will ultimately be led by people.

Technology and AI can be great facilitators, but the direction of

progress has to be set by human beings who are driven by integrity, domain expertise, competency, and are guided by a purpose to create a better tomorrow for humanity. We are therefore intensifying our focus on grooming talent and nurturing future leaders who have the courage to take a 'leap' — to innovate, to execute, and to uphold the L&T ethos while creating value for all stakeholders.

The Gulf Cooperation Council (GCC), accounting for nearly one-third of your Company's annual revenue of USD 32 billion, is a vital market for us. The conflict in the region has barely impacted us. It is business as usual at the 100 odd project sites there, with no material disruption to invoicing or collections. More importantly, all our people and assets are safe. This has been possible because of the strength of our client relationships — built over decades of trust, delivery and transparency. That ensured continuity and kept opening new avenues for collaboration on a continual basis.

Apart from clients, our vendor partners too face challenges in these circumstances. Your Company remains focused on addressing that through continued engagement with them so that we can continue to collaborate on mutually acceptable terms.

The domestic market, which accounts for approximately half of the order book, offers resilience against global uncertainties. While Government of India is committed to continue its focus on infrastructure investments, its industrial focus is strategically shifting towards new-age technologies and sustainability, aiming to transform the country into a global manufacturing and innovation hub by 2047. These are expanding the horizon of opportunities for your Company.

Looking ahead, we expect sustained demand across infrastructure, hydrocarbon, renewables, power transmission & distribution, power capabilities and water treatment in both domestic and international markets. The passage of the SHANTI (Sustainable Harnessing and Advancement of Nuclear Energy for Transforming India) Act is also expected to spur interest in small modular reactors, an area of relevance to your Company given its decades-long expertise in engineering and manufacturing critical reactors and pressure vessels, including for the nuclear sector. In India, early signs of renewed private investment across sectors such as energy transition, real estate, data centers, electronics, semiconductors and select traditional industries are expected to create additional opportunities for the Company.

In this backdrop, a few external factors continue to require careful consideration. Cash conservation is being pursued across the Group in a focused manner with increased emphasis on working capital management. In addition, cybersecurity readiness and network resilience are also being stepped up. The Company is adopting a selective and disciplined approach to project bidding, supported by clear guardrails on sectors and geographies addressed, without any compromise on quality.

Challenging phases also provide an appropriate context to focus on enhancing internal capabilities and preparedness, including the following:



Thane Creek Bridge III - connecting Mumbai & Navi Mumbai, Maharashtra

- Exploring opportunities on how best to dovetail technology into every aspect of operations for achieving higher productivity and efficiency
- Pursuing selective collaborations and strategic acquisitions to enable access to critical capabilities and strengthen long-term competitive positioning
- Encouraging employees to embrace AI to upgrade skills and remain future-ready
- Stepping up team-building activities to foster an atmosphere of innovation through collaboration



Varanasi Cricket Stadium, Gajari, Uttar Pradesh

Safety first

Workplace safety is of paramount importance. Your Company has evolved from its 'Mission Zero Harm' safety philosophy to a more proactive 'Vision Know Harm' (phonetically 'Vision - No Harm'). While 'Zero Harm' (i.e. no loss of life or serious injuries) remains the ultimate goal, 'Know Harm' strategy strives to sensitise employees and workers in spotting risks in advance and empowers them to take corrective action. Extensive use of digital technologies is made to monitor safety lapses, detect high-risk activities and issue alerts real-time. As a result of these, during the year your Company has clocked 1,369 million accident-free working hours.

To make occupational health and safety integral to its operations, the Company has institutionalised a structured Reward and Penalty mechanism for select EPC businesses. Under this framework, pre-defined EHS performance targets are linked to financial incentives and disincentives at the business unit level. Performance against these targets has a direct bearing on performance-linked pay outcomes for employees within the respective units, thereby strengthening accountability and oversight for safety performance.

Group businesses

Building on the success of Lakshya 2026, your Company has now embarked on its next 5-year strategic growth plan, Lakshya 2031, to enhance the agility and resilience of its business model. The objective is to make the organisation more future-ready through accelerated adoption of digital technologies (particularly across the core verticals), improved profitability, and continued incubation of new-age businesses. As your Company continues to explore opportunities in emerging sectors and new geographies, the grooming of next-generation leaders capable of navigating the digital age is a priority.

While some businesses of your Company may face temporary headwinds due to the ongoing geopolitical uncertainties, the well diversified portfolio of projects, products, services and solutions will ensure a steady and balanced mix of revenue streams.

1. Core EPC Business

Your Company continues to enjoy market leadership in the core construction businesses of:

(A) Infrastructure

The continued pursuit for quality and timely completion while executing large-scale, complex EPC projects has always been the hallmark of your Company.

Highlights of the year:

- *Kartavya Bhavan 1, 2 & 3 and Seva Teerth* in Delhi inaugurated by Prime Minister of India
- Phase 1 of the Navi Mumbai International Airport in Maharashtra inaugurated by Prime Minister of India
- Inauguration of Phase 1 of Patna Medical College and Hospital in Bihar which, upon completion, will become world's second-largest hospital
- Achieved significant milestones at the Rajasthan Atomic Power Plant (RAPP) units 7 & 8 with the project's Natural Draught Cooling Towers (NDCTs) and related works being executed ahead of schedule
- Inauguration of the south-side arm of Thane Creek Bridge-III in Maharashtra

- Inauguration of Gateway of Guwahati on the Brahmaputra River in Assam, India's first modern river ferry terminal and jetty
- Commercial operation started on the entire section of mainline 182 TKM of the Delhi-Meerut RRTS after the completion of slab tracks
- Delivered multiple landmark commissioning at Tata Kalanganagar
- Inauguration of the 112.5 MW Goaltore solar power plant in West Bengal, making it one of the largest renewable power projects in eastern India
- Successful beaming of a critical 156 km transmission line connecting Rooppur and Gopalganj, marking a significant boost for Bangladesh's energy infrastructure

(B) Energy

Your Company pursues growth opportunities in this sector through four distinct business verticals: Hydrocarbon Onshore, Hydrocarbon Offshore, Offshore Wind and CarbonLite Solutions.

Highlights of the year:

- Successful completion and commissioning of the Jafurah Gas

Compression Project Phase-1 for Saudi Aramco in Kingdom of Saudi Arabia

- Successful commissioning of the Residue Upgradation Facility (RUF), with a capacity of 3.55 MMTPA, for Hindustan Petroleum Corporation Limited (HPCL) at Visakhapatnam in Andhra Pradesh
- Hydrocarbon Offshore's successful energisation of all facilities under the Marjan Increment Package 2 project for Saudi Aramco in Saudi Arabia
- Completed Daman Upside Development Project and enabled ONGC to monetise earlier than their original plan by offering innovative solutions
- Successful completion of the BGEPL Tapti Decommissioning Project, India's first full-scale offshore decommissioning initiative
- Achieved the Commercial Operation Declaration (COD) for Unit-1 at 2x660 MW SJVN thermal power plant in Buxar, Bihar
- Achieved the COD for Unit-2 at the 2x660 MW Khurja super thermal power plant in Uttar Pradesh

2. Hi-Tech Manufacturing

Your Company has been a pioneer in import substitution through the development of indigenous technologies, in alignment with and ahead of India's evolving *Aatmanirbharta* vision. With advanced Industry 4.0 practices in place, the Heavy Engineering (HE) vertical continues to lead globally in engineered-to-order equipment. Through pioneering shop modernisation using robots/cobots, significant productivity gains are being realised — for instance, a single operator can now simultaneously run three overlay welds. The Precision Engineering and Systems vertical is well positioned to capitalise on the Government of India's localisation thrust across the defence, aeronautical and space technology domains.

Highlights of the year:

- HE successfully manufactured one of the heaviest Cr-Mo-V Hydrocracking Reactor for ExxonMobil's Baytown Refinery Project in Texas, USA
- L&T and Hindustan Aeronautics Ltd. jointly produced India's first industry-manufactured PSLV rocket
- Unveiling of Zorawar Light Tank, a state-of-the-art platform jointly developed by the Defence Research and Development Organisation and L&T
- Delivery of the first Anti-Submarine Warfare - Shallow Water Craft, the first weapon-intensive platform created jointly by L&T and Garden Reach Shipbuilders & Engineers, reflecting a new era of synergistic defence production
- HE's MRU (modification, revamp, upgrade) division successfully executed one of the most complex and time-critical refinery turnarounds for Saudi Arabia's PRC HOFCC Converter Unit, housing the world's second largest FCC reactor and regenerator



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



Close-in Weapon System (CIWS) - indigenous air defence solution for countering aircraft & drones

- Creation of a ₹ 200 crore corpus to invest in startups for developing advanced technology, particularly in areas such as launch systems, radars, and traction devices
- Formation of L&T Electronic Products & Systems, a dedicated business segment under the PES vertical, for creating IP-driven, design-led electronics product platforms to support future growth across energy, mobility, industrial automation, electronics manufacturing and strategic electronics

3. Services (IT, Engineering and Financial)

Your Company's listed services businesses remain focused on long-term value creation.

(A) LTM: LTIMindtree, India's 6th largest IT services company, rebranded as LTM Limited to position itself as an AI-centric 'Business Creativity Partner' for the agentic enterprise era. Central to this is the BlueVerse ecosystem, with BlueVerse Studio serving as a collaborative space where ideas are tested, solutions accelerated and clients empowered to scale AI responsibly. This marks a deliberate

shift from traditional IT services to AI-led innovation and transformative business outcomes. A few notable achievements during the year include:

- Recorded its largest-ever deal wins during the year
- Contributed to one of the largest SAP ERP implementations within the Ministry of Defence by partnering with The Army Ordnance Corps to modernise inventory operations across the vast network of Indian Army depots
- Selected by Government of India's Income Tax Department to implement the PAN 2.0 Project for modernising the Permanent Account Number (PAN) and Tax Deduction and Collection Account Number (TAN) infrastructure
- As part of ICICI Bank's 'Vision 2025' plan, LTM developed a unified cloud architecture that integrates structured and unstructured data within a single, secure enterprise environment

(B) L&T Technology Services: A global leader in engineering R&D (ER&D) services with a presence in over 25 countries, LTTS combines its deep

engineering expertise with digital technologies to assist Fortune 500 companies and top ER&D spenders in developing, testing and manufacturing innovative products. A few notable achievements during the year include:

- Initiated a shift to 'Engineering Intelligence' by combining physical and digital AI
- Launched proprietary AI frameworks and platforms and a new agentic AI platform to accelerate product development
- Inaugurated a new ITAR-compliant Engineering Design Center in Plano, Texas, tailored for advanced AI, digital manufacturing and cybersecurity, to support defense-grade product development, smart manufacturing, and smart city technologies
- The patents portfolio for FY 2025-26 stood at 1,706, including 1,033 co-authored filings and 673 own filings, of which 273 are in the AI / GenAI domain

(C) L&T Finance: LTF is a technology-driven NBFC with a domestic 'AAA' rating and a 98% retailised loan book, serving rural and urban markets. A few notable achievements during the year include:

- Completed the acquisition of the gold loan business of Paul Merchants Finance Private Limited along with its 130 branches and the transfer of the gold loan portfolio of ₹ 1,350 crore
- Assigned debut Investment Grade Credit Rating by International Rating Agencies (S&P and Fitch)
- Rollout of 'Project Cyclops', a proprietary AI-driven three-dimensional digital credit engine, designed to assess creditworthiness with unmatched precision, has led to a significant improvement in asset quality and strengthened growth momentum in two-wheeler and farmer finance businesses

- Initiated build of 'Project Nostradamus', an automated real-time cross-sell, risk and portfolio management platform leveraging macro parameters and alternate data

4. Other businesses

Green Energy: The Company's entry into the green energy sector is supported by an integrated business model spanning the full industry value chain, structured around two core segments:

- Asset Development for Green Hydrogen and its derivatives
- Hi-Tech Manufacturing for Electrolysers

The approach enables the Company to deliver end-to-end green energy solutions, ranging from equipment supply from original equipment manufacturers (OEMs) to development of build-own-operate (BOO) green energy assets, as showcased by the 10 KTPA green hydrogen plant that is coming up in Panipat, Haryana



Artist's Impression

Elara Celestia, Bengaluru, Karnataka

L&T Realty: One of India's most trusted premium real estate developers, the company has a strong presence in Mumbai (MMR), Bengaluru, Chennai and Delhi (NCR), with a total portfolio of 71 million sq.ft. of development potential across residential, commercial and retail segments.

Construction Equipment and Industrial Products Design & Development:

The erstwhile Construction & Mining Machinery (CMB) business was rebranded as CE & IPDD to reflect a broader strategic focus, incorporating specialised industrial product design

and development alongside its traditional mining and construction machinery lines. As India's trusted technology-driven leader in the infrastructure, industrial and mining equipment sector, CE & IPDD achieved the following:

- The Kansbahal business unit achieved a major international milestone with the successful installation and commissioning of its largest-ever 1,100 TPH Gabbro Aggregate Crushing Plant for the JSW Fujairah project in the UAE
- Secured pilot orders for Automatic Visual Inspection (AVI) systems and Passenger Car & Light Truck Tyre Building Machines from leading Indian tyre manufacturers, validating Rubber Processing Machinery's (RPM's) technology leadership

5. New-age businesses

Your Company's digital businesses exemplify its agility and readiness for the future:

Larsen & Toubro Vyoma: L&T-Cloudfiniti, the data center and cloud services business, was rebranded as Larsen & Toubro Vyoma. The business is looking to expand its bouquet of services through integration of advanced AI capabilities, cloud-native architectures, and low-carbon operations to ensure scalability, security, sovereignty and sustainability. Towards this end, the Company has entered into a partnership with NVIDIA, to develop high-performance, green AI data centers and sovereign AI infrastructure in India.

L&T Semiconductor Technologies: As India's first fabless semiconductor firm focused on global smart device design across mobility, energy, industrial sectors and data center, LTSCT strengthened its capabilities through the acquisition of the Power Module Design Assets of Fujitsu General Electronics Ltd, Japan. The agreement includes the transfer of the power semiconductor R&D team, design patents, specialised equipment and core intellectual property.

L&T-SuFin: The B2B digital marketplace streamlines procurement, supply chains, logistics and financing for industrial and construction sectors. To provide focus and scale to the e-commerce platform, the business has been carved out into a wholly-owned subsidiary of L&T, namely SuFin Limited, to house the business effective from April 1, 2026

L&T EduTech: The digital platform bridging industry-academia gaps with skilling solutions tailored to future workforce needs, achieved the following:

- Touched a milestone of enrolling 4,00,000 learners, with over 20,000 students enrolled for its premier 4-year Integrated Programme
- A state-of-the-art 'EV & Emerging Tech Experience Hub' was unveiled at L&T's Chennai headquarters to provide learners with practical, hands-on experience using electric powertrains, charging systems and intelligent mobility technologies
- Launched a specialised module on 'prompt engineering' for familiarising L&T employees with the use of AI tools

Value unlocking

In order to unlock capital, your Company, during the year, continued its exit from non-core businesses:

- The Company executed a Share Purchase Agreement on April 29, 2026, with Hyderabad Metro Rail Limited, a Government of Telangana Enterprise, for disposal of its entire shareholding in L&T Metro Rail (Hyderabad) Limited, a subsidiary of the Company, for a consideration of ₹ 1,461.47 crore. Upon completion of the transaction, L&T Metro Rail (Hyderabad) Limited would cease to be a subsidiary of the Company.

Signed agreements for divestment of
Hyderabad Metro Rail
and
Nabha Power

- The Company signed an agreement to divest 100% of its stake in Nabha Power Limited to Torrent Power Limited for a total enterprise value of ₹ 6,889 crore.

Key collaborations

The year under review has been marked by a strong focus on collaboration. Entities within the Group have entered strategic partnerships with leading domestic and international partners to explore opportunities. A few of the notable ones are detailed below:

- L&T, together with Hitachi Energy, secured a portion of the USD 33 billion North Sea power project by TenneT, a Netherlands-based grid operator, where the consortium will work on six high-voltage direct current (HVDC) projects, each with a capacity of 2 GW. L&T will take charge of project management and installation of HVDC transmission systems, while Hitachi Energy will supply the core electrical equipment.
- L&T joined forces with Bharat Electronics Limited to form a consortium to participate in the Indian Air Force's 5th-generation Advanced Medium Combat Aircraft (AMCA) programme.
- L&T and General Atomics Aeronautical Systems, Inc. announced a strategic partnership to locally manufacture Medium Altitude Long Endurance (MALE) Remotely Piloted Aircraft Systems (RPAS) in India.

- L&T Energy GreenTech signed a binding Joint Development Agreement with Japan's ITOCHU Corporation to develop and commercialise a 300 KTPA green ammonia project at Kandla, Gujarat, and followed it up by signing a long-term partnership agreement.
- The Company announced a) Proposed venture under the IndiaAI Mission to build sovereign, scalable GW-scale NVIDIA AI factory infrastructure to reinforce India's position as a global AI powerhouse.
- LTSC has entered a three-year agreement with CP PLUS to introduce indigenously designed Vision AI System-on-Chip (SoC) technology to enhance India's self-reliance in surveillance technology.
- LTTS joined the MIT Media Lab as a multi-year consortium member, enabling cross-disciplinary research into next-gen AI in Mobility, Sustainability, and Tech, targeting breakthroughs in Agentic AI and sustainable infrastructure.
- LTTS forged a strategic alliance with SiMa.ai, a Physical AI pioneer, to co-develop scalable, high-efficiency AI solutions in the areas of mobility, healthcare, industrial automation and robotics using the latter's hardware and software stack.

Group performance review

For yet another year, your Company charted robust growth, as evident from its financial results. Group **Order Inflows** for the year stood at a record high of ₹ 4.36 lakh crore, up 22% year-on-year, driven by order wins in Infrastructure and Energy sectors, a large chunk of which were from the Gulf Cooperation Council (GCC) countries. With this, international order inflows surpassed domestic wins for three consecutive years.

₹ 7.40 lakh crore

Order Book size at all-time highest

International orders
52%

Your Company's **Order Book** stood at a record high of ₹ 7.40 lakh crore, registering a **growth of 28% year-on-year**. International orders now constitute 52% of the Order Book. This ensures multi-year revenue visibility.

The L&T Group recorded **Revenue** of ₹ 2.86 lakh crore during the year, registering a modest **growth of 12%**.

Y-o-Y growth
12% in Revenue
18% in Recurring PAT

Your Company maintained a strong execution momentum with technology playing the role of an accelerator.

L&T Group's **Recurring Profit After Tax** at ₹ 17,238 crore represents a **growth of 18%** over the previous year.

A combination of improved profitability and superior working capital management has resulted in improved return ratios over time. In the last few years, the Group has repaid borrowings, and this has led to the **Group Net Debt : Equity ratio** improving from 0.6:1 in 2024-25 to **0.35:1 in 2025-26**. The Group's consolidated debt largely comprises borrowings at L&T Finance Limited, an NBFC subsidiary.

Net Debt : Equity ratio at
0.35 : 1

As always, shareholder value creation remains a core objective for the Group. The strategic divestment of non-core assets, realisation of cost efficiencies, prudent capital allocation and nurturing of new-age digital businesses are directed towards this

objective. Supported by a diversified business portfolio, wide geographical presence, strong balance sheet, proven execution capabilities and a dedicated and motivated workforce, the Company is well positioned to sustain and enhance long term value creation.

As a guiding business philosophy, the Company continues to prioritise strong cash generation and ensure regular returns to shareholders.

I am pleased to inform you that the Board of Directors of the Company has recommended a final **dividend of ₹ 38/- per share** for FY 2025-26.

**Dividend of
₹ 38/-
per share**

Tech-celligence - the way forward

Leveraging technology to excel in every aspect of its operations, your Company has repositioned itself as a tech-driven solutions provider. While engineering remains its core strength, digitalisation has amplified these capabilities through improvements in execution speed, safety, accuracy, cost efficiency and environmental performance.

Today, by utilising a vast array of technologies across its various verticals, including AI, ML, VR/AR, Cloud, Big Data & Analytics, Drones, GPS, RFID & QR Codes, LiDAR, BIM, IoT, 3D printing, your Company has made digital governance a reality. Adoption of frontier technologies like advanced sensors, embedded software and robotics is in progress. Your Company has digitally connected over 17,000 assets across its global projects and manufacturing bases to a central IoT platform. Leveraging the vast amounts of data generated daily by this extensive portfolio of assets,

17,000+ assets
digitally connected pan-L&T

your Company has developed Small Language Models (SLMs) to be used for L&T-specific situations for optimising asset utilisation and resource planning, ensuring maximum efficiency. Your Company has already developed more than 100 algorithms of which 34 are fully functional and the balance are in test-phase.

**Developed 100+ algorithms
of which 34 are fully functional**

Your Company is deploying GenAI across the entire project life-cycle – from tendering to contract management, including the identification of contractual risks, to design, execution and operations and maintenance – leveraging it as a decision support tool within well defined governance frameworks and guardrails. It is also extensively applied for routine office functions across disciplines. The use of technology also continues to shape a growth path that is aligned with the Company's sustainability goals.

ESG commitment

Your Company, as a responsible corporate citizen, has embedded ESG (environment, social and governance) principles into its core business strategy.

(a) Environment

As part of its commitment towards the preservation of our planet, your Company has undertaken efforts on multiple fronts.

- To achieve Water Neutrality by 2035, initiatives have been undertaken to implement water conservation measures, reduce water consumption intensity and increase water recycling across its offices, campuses, factories and project sites

**Planted more than
1 million saplings**

- To achieve Carbon Neutrality by 2040, efforts are on to lower greenhouse gas (GHG) emissions through energy efficiency, enhance carbon capture, increase renewable energy adoption, replace older machinery with energy-efficient alternatives and reduce diesel reliance in its equipment. Presently, 19% electricity consumption of the Group comes from renewable sources
- To enhance biodiversity, your Company has planted more than 1 million saplings during the year

Projects that help in lowering carbon emissions, improving water availability, recycling and reuse, scaling up energy efficiency, reducing air pollution and enhancing resource conservation, are collectively termed as 'Green Business' in your Company. For 2025-26, Green Business stood at ₹ 787 billion, which is 51% of the Company's standalone revenues. As building of climate-friendly infrastructure is emerging as a global trend, this figure will only keep growing, thereby opening up massive possibilities for your Company globally.

**Green Business accounts for
51%
of Company's standalone revenues**

(b) Social

Deeply committed to inclusive growth and building long-term, trust-based relationships with all stakeholders, your Company undertakes focused CSR interventions pertaining to education, healthcare, water and sanitation, and skill development to benefit the communities in and around the areas where it operates. From the multiple programmes it undertakes, more than 1.9 million people were positively impacted during the year.

**Benefitted more than
1.9 million people
through CSR initiatives**

Jyoti STEM

education programme covering
341 schools & 51,741 students

- Project *Jyoti* (STEM education) reached 341 schools covering 51,741 students who have demonstrated improved conceptual clarity and better performance in Mathematics and Science
- Project *Nayi Disha* positively impacted more than 26,000 lives – including students, teachers, women and families – enhancing access to education, improving health outcomes and building resilient, self-reliant communities across Jharkhand, Bihar and Odisha

Project Nayi Disha

improving health & education of
26,000+ lives
across Jharkhand, Bihar and Odisha

- Vocational skills imparted to more than 13,000 trainees at L&T's 10 operational Construction Skills Training Institutes (CSTIs)
- Project *Unnati* (water security) has reached over 30,000 households in water-distressed regions of Maharashtra, Rajasthan and Tamil Nadu spanning an area of approximately 46,035 hectares, and the interventions resulted in an average increase of 9.95 meters in the water table in these regions

Unnati programme addresses
water security problems for
46,035 hectares
&
30,000+ households

(c) Governance

Your Company has put in place a comprehensive corporate governance structure designed to ensure



STEM session in progress at Project *Jyoti*

transparency, accountability and stakeholder value, often exceeding statutory requirements.

L&T's multi-level governance architecture, from the Board to site level, ensures alignment among strategic intent, operational execution and accountability. Safety, one of the key focus areas, is now a part of annual performance assessment of businesses and balances incentives with penalties to drive sustained improvement. POSH policy has been enhanced with the implementation of a new system for managing the grievances. Central to its philosophy of sound governance and trust-building with stakeholders, the Company ensures quality, consistency and timeliness of its disclosures, both financial and non-financial, providing a comprehensive view of its strategies, targets and performance. Going beyond compliance, the Company emphasises openness, accountability and ethical decision-making through strong internal controls, advanced technologies and alignment with evolving expectations, which strengthen investor confidence thus supporting responsible growth.

Access to global capital is getting increasingly linked to an organisation's ESG footprint. Therefore, staying focused on the ESG goals is of

paramount importance. Each vertical, in its annual plan, sets ESG goals and the performance gets documented meticulously, which ultimately gets reflected in the Integrated Annual Report. Your Company is also on a mission to sensitise its vendors and suppliers on the importance and advantages of ESG.

Underscoring this commitment to augment the sustainable business portfolio, your Company issued India's first listed sustainability-linked bond, for ₹ 500 crore, under the Securities and Exchange Board of India's (SEBI) ESG Bond Framework and followed it up with the securing of a Sustainability-Linked Trade Facility (SLTF) worth USD 700 million with Standard Chartered.

**Issued India's first listed
Sustainability-linked Bond**

The human edge

Just as the Graphics Processing Units (GPUs) in semiconductors act as the foundational hardware for the AI revolution which allows technology to encroach into areas hitherto considered preserved for the human brain, your Company believes in the power of

GPU – ‘genius potential unleashed’ – of its own people towards maintaining a stellar track record of top-quality and on-time delivery of engineering solutions. A firm believer in continuous learning and training, your Company provides ample opportunities to its employees to upskill, so that in-house talent is ready to take on new roles and opportunities that open in both the traditional and the new-age businesses. In this journey of knowledge-driven growth, employees clocked nearly 40 lakh learning hours of training, in sessions conducted both physically and virtually.

Identifying potential leaders who can take the Group to greater heights is an ongoing process. The fine-tuning of the leadership development programme is in progress to fast-track the careers of potential leaders.

Committed to create an inclusive work environment, your Company has introduced several career-assisting schemes for women and a number of women-friendly initiatives. These initiatives have significantly advanced our Lakshya 2026 gender diversity goal, with women employees now constituting close to 10% of the total workforce. The growing participation

of women across both engineering and non-engineering roles is contributing to a more diverse and effective talent base.

A culture of recognition and celebration continues to fuel high performance, foster healthy competition, and reinforces mutual respect among teams. This employee-centric approach has once again earned the Company the prestigious ‘Great Place to Work’ (GPTW) certification – for the third consecutive year, reaffirming L&T’s position as an employer of choice.

Navigating the future together

The global environment remains uncertain, and the near term may continue to see phases of volatility. Your Company, however, has navigated multiple cycles of disruption in recent decades. On each occasion, it has demonstrated resilience and emerged stronger, supported by the enduring trust and partnership of all its stakeholders — customers, vendor partners, investors, employees, as well as the government. This time too, your Company remains guided by its

enduring *mantra* of ‘Can do, Will do, Will get it done’ as it continues to move forward with confidence.

As the Company aims for the Lakshya 2031 targets, I would like to take this opportunity to express my sincere gratitude to all our stakeholders for the support extended throughout this journey. I also extend my appreciation to my fellow Board members for their valuable guidance and counsel in enabling the Company to embark on the next phase of its growth. A special word of thanks to our shareholders – your enduring trust remains our greatest strength as we continue to pursue excellence in all that we do. Your Company looks forward to your continued support as it strives to set new benchmarks of tech-culture while delivering sustained growth.

Jai Hind!



Winners at Young Entrepreneurs Finale 2026, Mumbai

Engineering a 10x hotter sun, 93 million miles closer than the original one.

It takes a massive leap in technology to create the world's largest source of renewable energy.

It takes a breakthrough to explore the thermonuclear unknown.

It takes building a vessel that can withstand heat ten times hotter than the sun.

To harness the immense power of nuclear fusion, and to gift humanity limitless, clean energy – we just took a leap.

A leap of certainty, backed by precision.

JUST LEAP

**The Cryostat at the heart of
the ITER Project, France, by L&T**

SCAN TO SEE OUR LEAP



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STAKEHOLDER'S SATISFACTION SURVEY FORM - 2025-26

COMPANY INFORMATION

BOARD OF DIRECTORS

MR. S. N. SUBRAHMANYAN

Chairman & Managing Director

MR. SUBRAMANIAN SARMA

Deputy Managing Director & President

MR. R. SHANKAR RAMAN

President, Whole-time Director & Chief Financial Officer

MR. S. V. DESAI

Whole-time Director & Sr. Executive Vice President
(Civil Infrastructure)

MR. T. MADHAVA DAS

Whole-time Director & Sr. Executive Vice President
(Utilities)

MR. ANIL V. PARAB

Whole-time Director & Sr. Executive Vice President
(Heavy Engineering & Manufacturing)

MR. SANJEEV AGA

Independent Director

MR. NARAYANAN KUMAR

Independent Director

MRS. PREETHA REDDY

Independent Director

MR. PRAMIT JHAVERI

Independent Director

MR. RAJNISH KUMAR

Independent Director

MR. JYOTI SAGAR

Independent Director

MR. AJAY TYAGI

Independent Director

MR. P. R. RAMESH

Independent Director

MR. SIDDHARTHA MOHANTY

Nominee of Life Insurance Corporation of India

MR. AMITABH KANT

Independent Director

MR. B. SANTHANAM

Independent Director

Company Secretary & Compliance Officer

Mr. Subramanian Narayan

Registered Office

L&T House, Ballard Estate, Mumbai - 400 001

Statutory Auditors

M/s. M S K A & Associates LLP

Registrar & Share Transfer Agents

KFin Technologies Limited

LL We didn't build a garden in an airport. Instead, we built an airport in a garden. 77

For the Garden City's new airport terminal that operates 100% on renewable energy, we first planted the seed of an 'inside out garden'.

We then nurtured it into a 70-acre terminal using eco-friendly building materials, featuring gardens at every turn, and weaving nature into the airport's architecture.

We took a leap away from convention towards sustainable construction.

JUST LEAP

SCAN TO SEE OUR LEAP



**A 70-acre green and sustainable terminal
at Bengaluru International Airport by L&T**

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

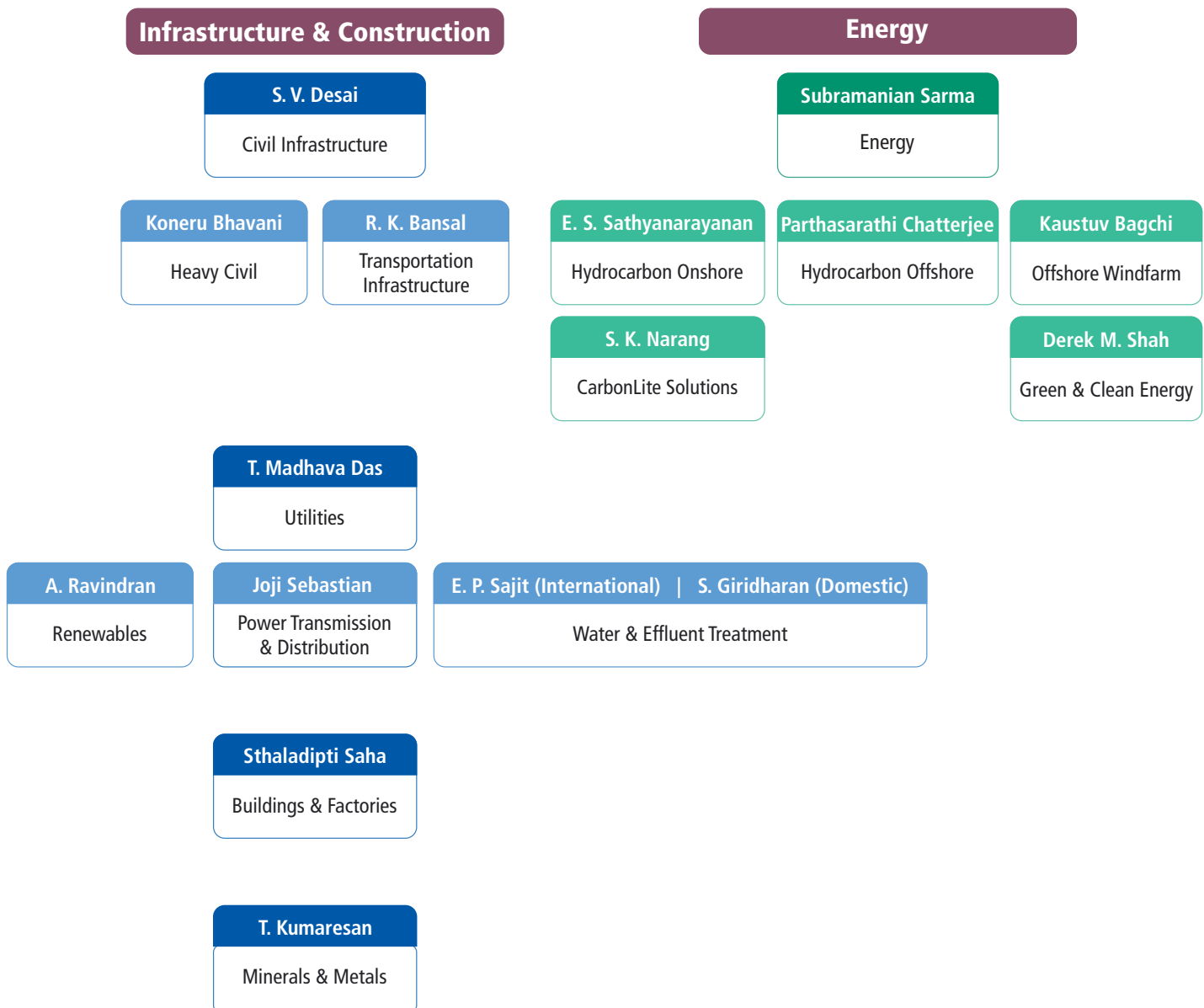


E. S. SATHYANARAYANAN
Senior Vice President & Head
Hydrocarbon Onshore



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

GROUP BUSINESS STRUCTURE



S. N. Subrahmanyan

Chairman & Managing Director

Hi-Tech Manufacturing

Anil V. Parab

Heavy Engineering and
Manufacturing

Falgun Chokshi

Heavy Engineering

Modification, Revamp
& Upgrade

Construction Mining & Machinery

L&T Valves

Rubber Processing Machinery

L&T Construction Equipment

L&T Special Steels & Heavy Forgings

Arun Ramchandani

Precision Engineering and Systems

Electronics Products & Systems

IT & Technology Services

Venu Lambu

LTM

Amit Chadha

L&T Technology Services

Digital Services
& E-Commerce Platforms

L&T-SuFin

L&T EduTech

Larsen & Toubro Vyoma

L&T Semiconductor
Technologies

Development Projects

K. V. B. Reddy

Hyderabad Metro

Rajesh Kumar

Nabha Power

Real Estate

Anupam Kumar

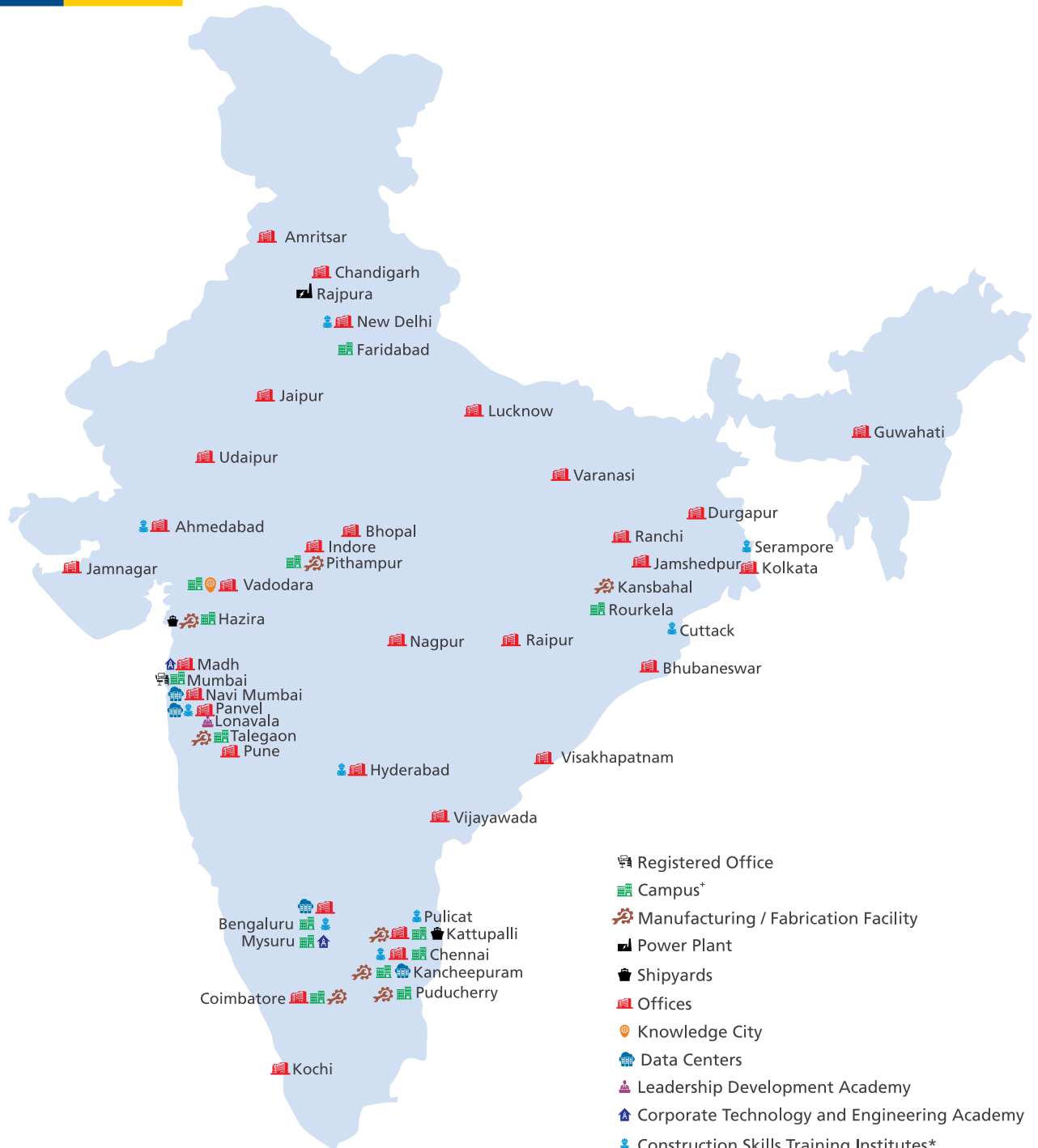
L&T Realty

Financial Services

Sudipta Roy

L&T Finance

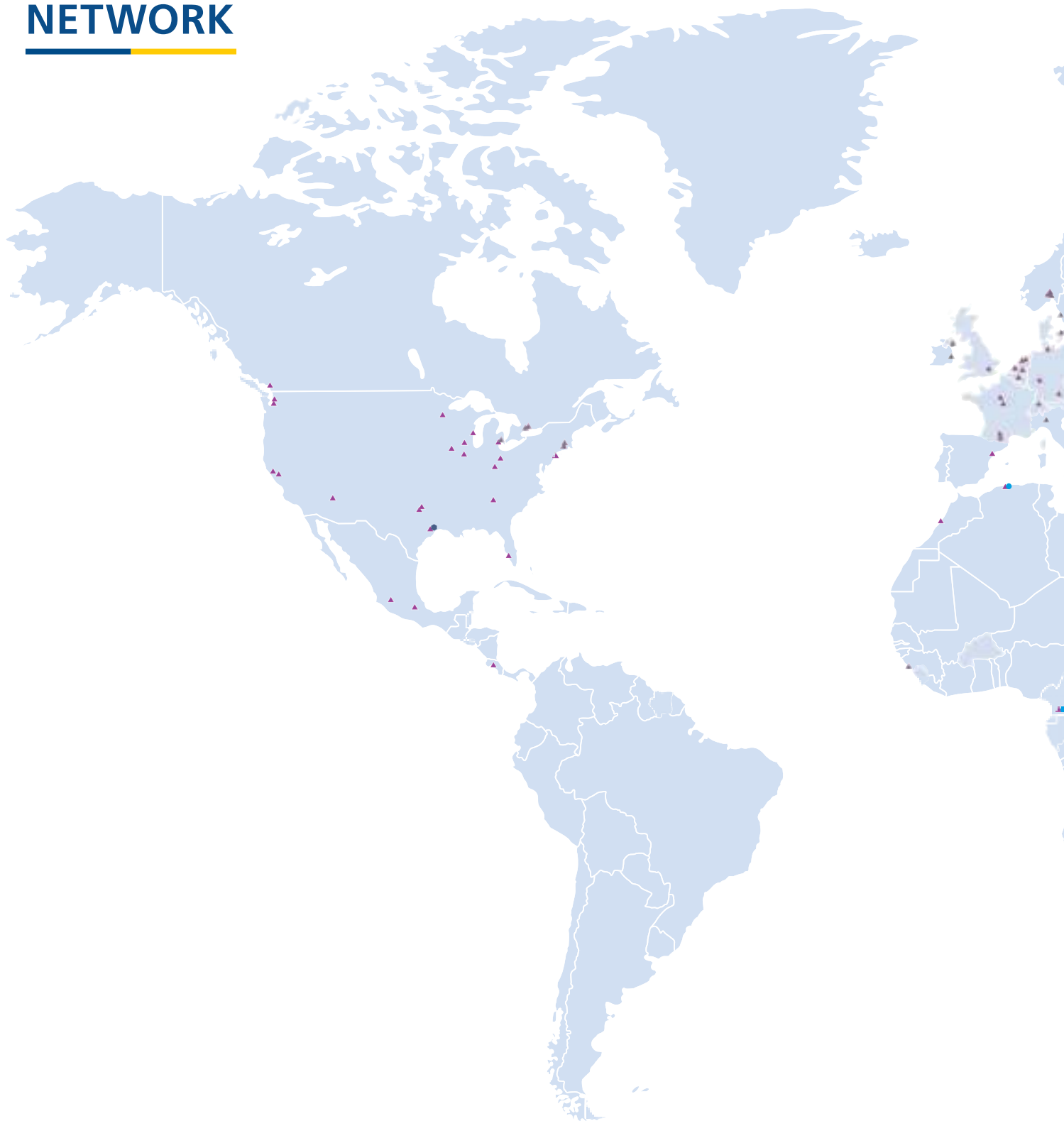
NATIONWIDE NETWORK

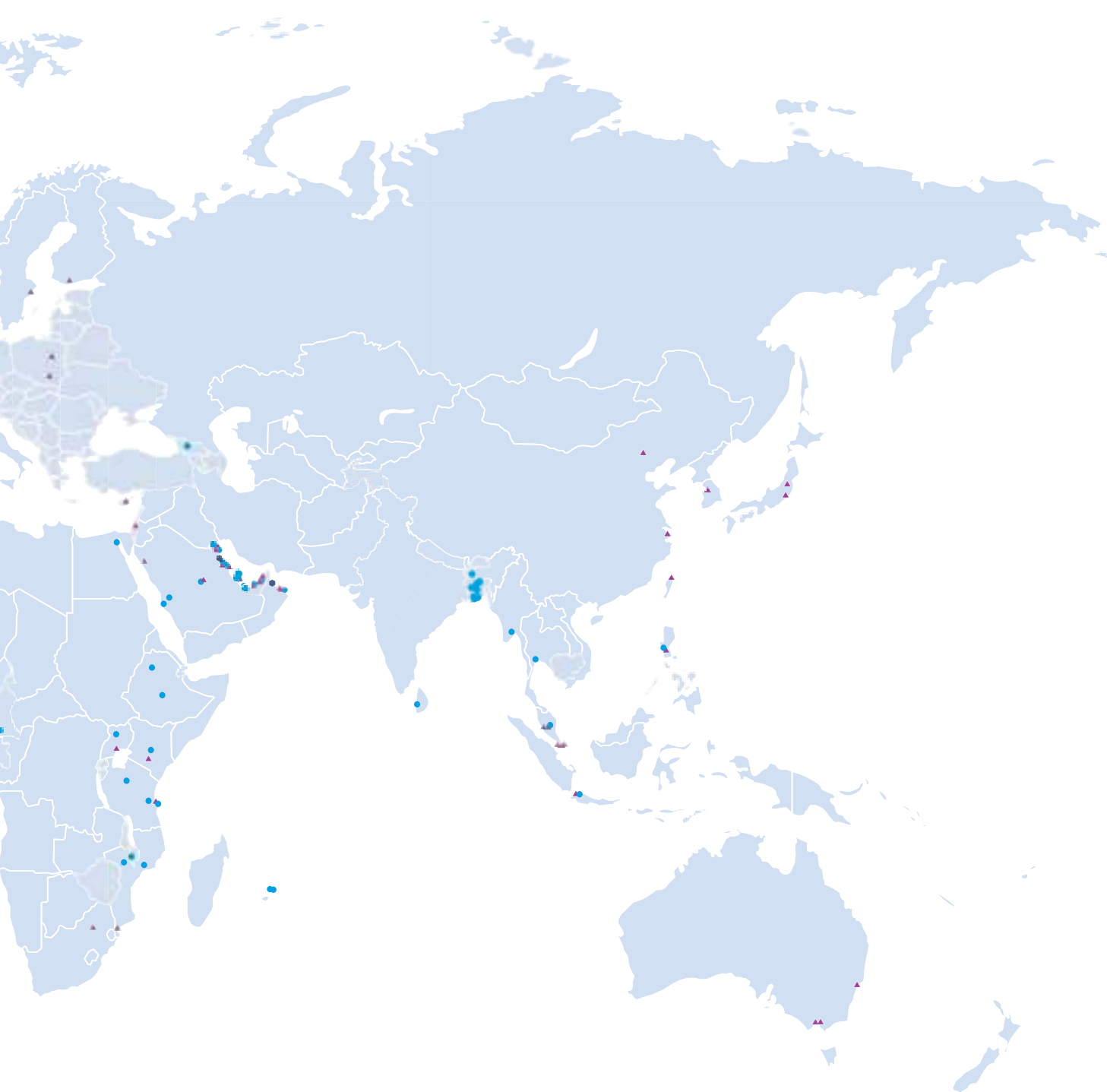


This pictorial representation does not purport to be the political map of India.

+ Campus denotes facilities for design and manufacture
 * Part of L&T's Corporate Social Initiatives

GLOBAL NETWORK





- ▲ Offices
- Engineering & Construction Projects
- ⬢ Manufacturing/Fabrication Facilities

India's longest sea bridge didn't just connect people. It connected us with the environment too.

Constructing the Atal Setu was a leap in sustainable construction. One that cared for our most important stakeholders – the neighbouring flamingos and marine life.

Through constant air monitoring, reverse drilling, eco-friendly lights and noise-controlled generators, we paved the way for gentle construction in fragile environments, creating a bridge that didn't just ease life on it, but also protected life around it.

We took a leap of innovation towards sustainability.

JUST LEAP

SCAN TO SEE OUR LEAP



**India's longest
sea bridge by L&T**

STANDALONE FINANCIALS- 10 YEAR HIGHLIGHTS

₹ crore

Description	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
		← [9] →		← [10] →		← [11] →				
Statement of Profit and Loss										
Gross revenue from operations ^[1]	153680	142509	126233	110501	101000	87255	82384	82287	74612	66301
PBDIT ^{[1][2]}	12565	11588	9729	9295	9055	8309	6838	7653	7701	6481
Profit after tax (excluding exceptional items ^[3])	13130	10396	8883	7849	7612	5966	5414	5466	4861	4560
Profit after tax (including exceptional items ^[3])	6287	10871	9331	7849	7879	11798	6679	7491	5387	5454
Balance Sheet										
Net worth	74533	71896	64516	71528	67114	61738	52175	50048	49174	46013
Borrowings	11773	21935	22540	18151	20298	24474	25785	11990	10561	10558
Capital employed	86306	93831	87056	89679	87412	86212	77960	62038	59735	56571
Ratios and statistics										
PBDIT as % of net revenue from operations ^{[1][4]}	8.18	8.13	7.71	8.41	8.97	9.52	8.30	9.30	10.34	9.86
PAT as % of (net revenue from operations ^[1]) ^[5]	4.09	7.63	7.39	7.10	7.80	13.52	8.11	9.10	7.23	8.30
RONW % ^[6]	8.59	15.94	13.71	11.32	12.23	20.54	13.07	15.74	11.32	12.37
Gross Debt: Equity ratio	0.16:1	0.31:1	0.35:1	0.25:1	0.30:1	0.40:1	0.49:1	0.24:1	0.21:1	0.23:1
Basic earnings per equity share (₹) ^[7]	45.71	79.06	67.14	55.85	56.09	84.02	47.59	53.43	38.46	39.00
Book value per equity share (₹) ^[8]	541.81	522.81	469.32	508.92	477.67	439.55	371.65	356.79	350.90	328.79
Dividend per equity share (₹) ^{[8][12]}	38.00	34.00	34.00	24.00	22.00	36.00	18.00	18.00	16.00	14.00
No. of equity shareholders	1,801,254	1,706,264	1,564,085	1,425,064	1,492,124	1,371,535	1,251,569	10,21,275	8,99,902	9,23,628
No. of employees	59,403	58,556	60,561	55,202	50,267	49,107	45,467	45,205	42,924	41,466

^[1] For Continuing Operations in 2020-21, 2019-20 and 2018-19

^[2] Profit before depreciation, interest and tax (PBDIT) is excluding exceptional items wherever applicable and other income.

^[3] Profit from discontinued operations in the year 2020-21, 2019-20 and 2018-19 has been considered as exceptional item.

^[4] PBDIT as % of net revenue from operations = [(PBDIT)/(gross revenue from operations less excise duty up to June 30, 2017)].

^[5] Profit After Tax (PAT) as % of net revenue from operations = [(PAT including exceptional items)/(gross revenue from operations less excise duty up to June 30, 2017)].

^[6] RONW [(PAT including exceptional items)/(average net worth)].

^[7] Basic earnings per equity share has been calculated including exceptional items and adjusted for all the years for issue of bonus shares.

^[8] After considering adjustments for issue of bonus shares during the respective years.

^[9] Figures from 2023-24 include the impact of the merger of L&T Energy Hydrocarbon Engineering Limited with the Company.

^[10] Figures from 2020-21 include the impact of the merger of L&T Hydrocarbon Engineering Limited with the Company.

^[11] Figures from 2018-19 include the impact of the merger of L&T Shipbuilding Limited with the Company.

^[12] Dividend for 2020-21 includes special dividend of ₹ 18.00 per share and final dividend of ₹ 18 per share. Dividend for 2023-24 includes special dividend of ₹ 6.00 per share and final dividend of ₹ 28 per share.

CONSOLIDATED FINANCIALS- 10 YEAR HIGHLIGHTS

₹ crore

Description	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21	2019-20	2018-19	2017-18	2016-17
Statement of Profit and Loss										
Gross revenue from operations ^[1]	285874	255734	221113	183341	156521	135979	145452	135220	119862	110011
PBDIT ^{[1][2]}	29151	26435	23494	20753	18205	15624	16329	15330	13641	11130
Profit for the year [PAT]	18954	17673	15547	12531	10419	12921	10894	10217	8004	6486
Profit attributable to the Owners of the Company (excluding exceptional items ^[3])	17238	14562	12966	10374	8572	6965	8894	8144	7151	5920
Profit attributable to the Owners of the Company (including exceptional items ^[3])	16084	15037	13059	10471	8669	11583	9549	8905	7370	6041
Balance Sheet										
Net worth attributable to the Owners of the Company	109290	97656	86359	89326	82408	75869	66723	62375	54904	50217
Non-controlling interest	19241	17748	16190	14241	12966	12052	9521	6826	5201	3564
Borrowings	121683	129559	114040	118513	123468	132605	141007	125555	107524	93954
Capital employed	250213	244963	216589	222080	218842	220525	217251	194756	167629	147735
Ratios and statistics										
PBDIT as % of net revenue from operations ^{[1][4]}	10.20	10.34	10.63	11.32	11.63	11.49	11.23	11.34	11.40	10.18
PAT as % of (net revenue from operations ^[1]) ^[5]	6.63	6.91	7.03	6.83	6.66	9.50	7.49	7.56	6.69	5.93
RONW % ^[6]	15.54	16.34	14.87	12.19	10.95	16.25	14.80	15.35	14.12	12.80
Gross Debt: Equity ratio ^[7]	0.95:1	1.12:1	1.11:1	1.14:1	1.29:1	1.51:1	1.85:1	1.81:1	1.79:1	1.75:1
Basic earnings per equity share (₹) ^[8]	116.93	109.36	93.96	74.51	61.71	82.49	68.04	63.51	52.62	43.20
Book value per equity share (₹) ^[9]	794.47	710.12	628.22	635.55	586.52	540.16	475.27	444.67	391.78	358.83
Dividend per equity share (₹) ^[9] ^[10] ^[11]	38.00	34.00	34.00	24.00	22.00	36.00	18.00	18.00	16.00	14.00

^[1] From Continuing Operations in 2020-21, 2019-20 and 2018-19.

^[2] Profit before depreciation, interest and tax [PBDIT] is excluding exceptional items wherever applicable and other income.

^[3] Profit from discontinued operations in the year 2020-21, 2019-20 and 2018-19 has been considered as exceptional item.

^[4] PBDIT as % of net revenue from operations = [PBDIT/(gross revenue from operations less excise duty upto June 30, 2017)].

^[5] PAT as % of net revenue from operations = [PAT/(gross revenue from operations less excise duty upto June 30, 2017)].

^[6] RONW = [(Profit attributable to the Owners of the Company including exceptional items)/(average net worth)].

^[7] Gross debt-equity ratio have been computed excluding the borrowings classified as held for sale. Debt-equity ratio including the borrowings classified as held for sale of ₹ 16622 crore as on March 31, 2026 is 1.08:1.

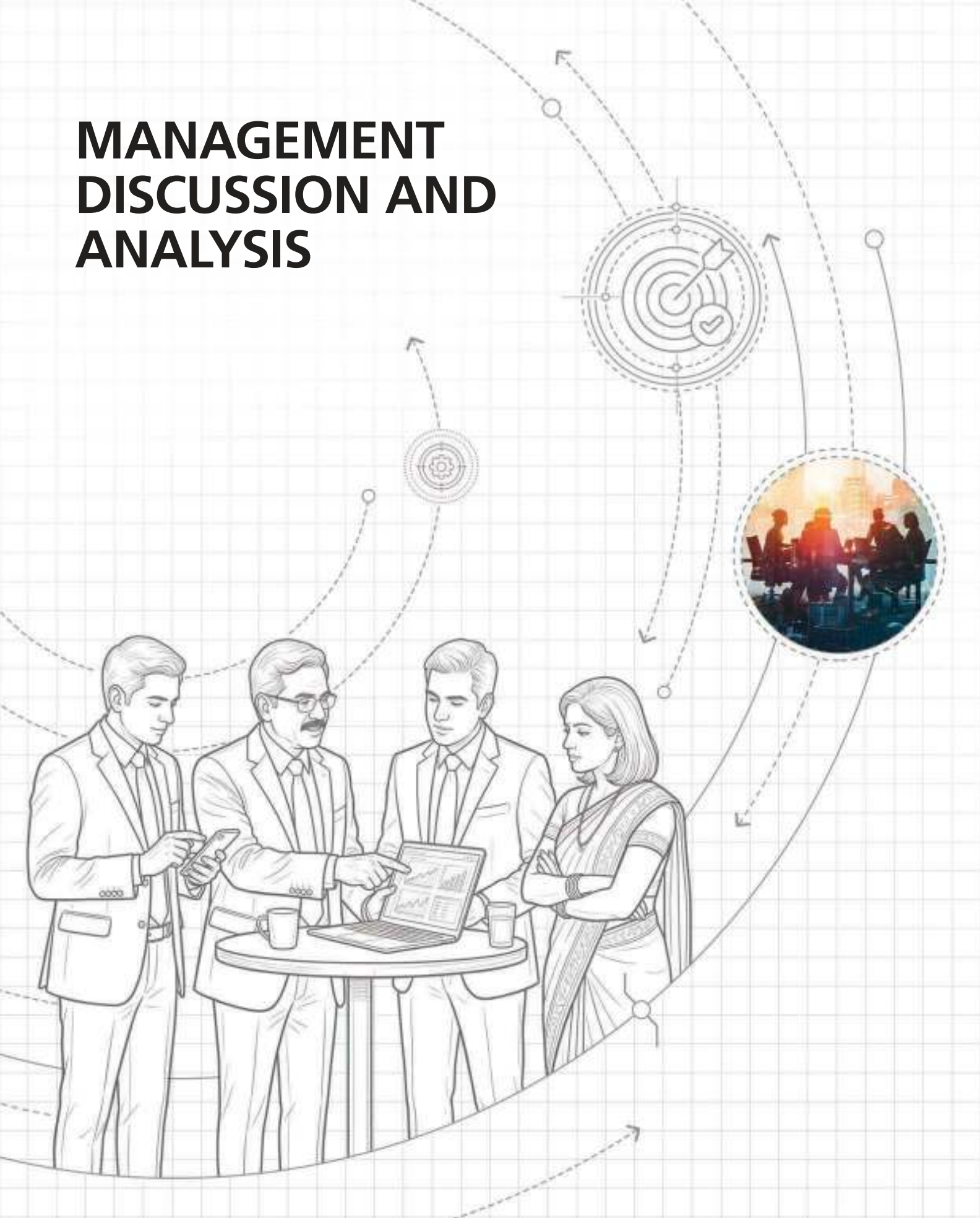
^[8] Basic earnings per equity share has been calculated including exceptional items and adjusted for all the years for issue of bonus shares.

^[9] After considering adjustment for issue of bonus shares during respective years.

^[10] Dividend for the year 2020-21 includes special dividend of ₹ 18.00 per share and final dividend of ₹ 18.00 per share

^[11] Dividend for the year 2023-24 includes special dividend of ₹ 6.00 per share and final dividend of ₹ 28.00 per share

MANAGEMENT DISCUSSION AND ANALYSIS



Economy

Indian Economy

The Indian economy demonstrated resilience in FY 2025-26 amidst a challenging global environment characterised by geopolitical turbulence and fragmented trade conditions. India's real GDP growth for FY 2025-26 is estimated at approximately 7.4% - 7.6%, backed by domestic demand and sustained public capital expenditure. The private sector investment, while improving, remained measured, reflecting differentiated risks amidst a volatile trade and tariff environment.

India's headline inflation moderated significantly during FY 2025-26 and averaged around 2.0-3.0%, reflecting easing food and fuel prices and contained core inflation. Inflationary pressures remained well within the Reserve Bank of India's (RBI's) tolerance band, notwithstanding episodic volatility in select components.

Monetary conditions during FY 2025-26 remained supportive of economic activity. The RBI reduced the policy repo rate from 6.25% at the start of FY 2025-26 to 5.25%, balancing growth considerations with price stability amid evolving external risk conditions. System liquidity remained adequate, facilitating steady credit expansion to productive sectors, while the banking system and corporate balance sheets remained largely healthy.

India's external sector faced a challenging environment marked by weak merchandise demand, trade disruptions and tariff-related uncertainties. Goods exports remained under pressure, while imports, particularly of crude oil and electronics, were elevated. In contrast, services exports, led by IT and business services, cushioned the trade account deficit. Remittances remained robust, providing support to external finances. Consequently, the current account deficit remained contained at around 1.0-1.5% of GDP.

During FY 2025-26, the Indian rupee followed a depreciating trend, moving from the mid-₹85 range towards the ₹93-94 per USD level. Depreciation accelerated mid-year amidst tariff-related uncertainties and portfolio outflows, while a more marked weakness was observed in March 2026 driven by developments in West Asia. The exchange rate movement was supported by adequate foreign exchange reserves and prudent macroeconomic management.

India's service sector and digital economy, which are relatively less exposed to disruptions in West Asia, are expected to remain key growth engines. Momentum is likely to be sustained by continued expansion in fintech, cloud technologies, AI-enabled services and the rise of Global Capability Centres (GCCs).

The US-Israel-Iran conflict poses significant energy-related risks, with rising crude prices, LNG disruptions and elevated shipping and insurance costs directly impacting India's import bill and overall trade. This has already led to supply chain uncertainties with early spillover effects beginning to weigh on select energy-intensive and import-dependent sectors.

India's ability to navigate these challenges will depend on maintaining macroeconomic stability, strengthening domestic demand drivers, and sustaining reform momentum to support economic growth.

Global Economy

Global economic growth in calendar year 2025 is estimated at around 3.0%, reflecting heightened geopolitical tensions, evolving trade policies and divergent domestic policy responses across major economies. Growth was increasingly divergent across regions. While financial conditions improved modestly, supported by declining inflation and expectations of a gradual recalibration of monetary policy, the overall uncertainty quotient remained high.

The global economy entered CY 2026 in a fragile state, with key downside risks arising from higher policy uncertainty and escalating tensions arising from the conflict in West Asia. In CY 2025, US GDP growth was around 2.0%, supported by household consumption, sustained investment in technology and a broadly stable labour market. However, high energy prices, trade barriers, regulatory uncertainty and tighter financial conditions pose risks to economic momentum.

Growth in the Euro Area was subdued at around 1.5% in CY 2025, constrained by weak economic conditions, structural inefficiencies and continuing energy-related challenges. In China, growth was estimated at about

4.5%, as the economy faces a complex adjustment amidst slowing external demand, continued stress in the property sector, subdued consumer confidence and weaker trade. Potential tariff actions by the United States could further impact China's export oriented sectors, adding to near term growth challenges.

The Gulf Cooperation Council (GCC) region — led by Saudi Arabia — strengthened its growth foundation through sustained investments in physical and digital infrastructure alongside accelerated economic diversification. Real GDP growth across the GCC averaged about 3.0-3.3% in CY 2025, led by stronger performance in the UAE and Saudi Arabia, while other member countries recorded more moderate growth. Structural reforms across the GCC continue to support a gradual transition away from oil dependence, with clean energy, diversified industrialisation and tourism emerging as key growth drivers.

Against this backdrop, economic resilience will increasingly depend on domestic demand, fiscal capacity and progress in reducing energy dependence, even as international economic fragmentation continues to weigh on trade flows, investment activity and overall economic sentiment.

Business Model and Strategy

A. Progress towards Lakshya 2026

The current strategic plan, Lakshya 2026, concluded in March 2026. The performance in FY 2025-26 against strategic objectives as defined in Lakshya 2026 (L-26) is as follows:

Strategic Objectives (SO)	Performance Measures	Performance
SO-I Value-accretive growth of current businesses	- Revenue Growth - Composition of Services in Total Revenues	In FY 2025-26, the Group achieved revenues of ₹ 2,85,874 crore (12% growth y-o-y). The Services businesses reported growth of 12% y-o-y with a stable percentage share in revenues at 26% in FY 2025-26.
SO-II Scaling up digital and e-commerce businesses	Growth of Digital & E-commerce businesses	In FY 2025-26, Larsen & Toubro Vyoma's data center and related services capacity reached 26 MW across facilities in Chennai and Panvel. In addition, Larsen & Toubro Vyoma is developing a 36 MW, AI-ready green data center in Mahape - Navi Mumbai, aligned with its sustainability objectives and long-term infrastructure planning. During the year, Larsen & Toubro Vyoma also launched its sovereign cloud platform, positioned as an AI-first cloud infrastructure solution, designed to address the growing requirements of enterprises and public sector institutions for data sovereignty, regulatory compliance and secure adoption of artificial intelligence. L&T Semiconductor Technologies Limited (LTSCT) strengthened its technology positioning through the acquisition of power module design assets from Fujitsu General Electronics Limited, Japan, and by entering a long-term partnership with Hon Young Semiconductor Company Limited, a wholly-owned subsidiary of Foxconn Technology Group, for silicon carbide (SiC) semiconductors targeting automotive and industrial applications. SuFin Limited, a wholly-owned subsidiary of Larsen & Toubro Limited, was incorporated and the business has been transferred from the parent entity on April 1, 2026. This restructuring is intended to sharpen strategic clarity and support the independent scaling of SuFin as a B2B digital marketplace platform. L&T EduTech has also improved its position in FY 2025-26 through scaled revenue growth across its core offerings.

Strategic Objectives (SO)	Performance Measures	Performance
SO-III Developing business offerings to ride the Energy Transition wave	• Size of Green Portfolio • New Business or Business offerings developed	The Group's share of Green Business is ₹ 787 billion, which is 51% of standalone revenues in FY 2025-26 (as compared to 53% in FY 2024-25). L&T continues to prioritise its participation in energy transition and sustainability. The Group's foray into the Wind energy leverages its core engineering capabilities to address rising clean energy demand and strengthen its participation in energy transition infrastructure opportunities. L&T Energy GreenTech Limited is partnering with Japan-based ITOCHU Corporation under a Joint Development Agreement to develop a 300 KTPA green ammonia facility at Kandla, Gujarat. The project represents a significant step in the Group's energy transition strategy.
SO-IV Divestment of non-core businesses	• Businesses divested	During the year, L&T Power Development Limited (LTPDL), a wholly-owned subsidiary of the Company, has signed a securities purchase agreement to sell its 100% of equity and convertible instruments in Nabha Power Limited to Torrent Power Limited. The Company has executed a Share Purchase Agreement on April 29, 2026 with Hyderabad Metro Rail Limited, a Government of Telangana enterprise, for disposal of its entire shareholding in L&T Metro Rail (Hyderabad) Limited (L&T MRHL), a subsidiary of the Company. The transaction is likely to be concluded by June 30, 2026.
SO-V Enabling business sustainability through a high focus on ESG and Stakeholder Value Creation	• Metrics linked to ESG performance are based on materiality, e.g., – Carbon Footprint – Resource consumption – Lost Time Injury Frequency Rate – Training Hours	For details, refer to the following in the Integrated Report section: • Natural Capital • Social and Relationship Capital • Human Capital

B. Developments in FY 2025-26

At a broader level, the evolving global landscape – marked by energy security concerns, accelerating energy transition, technological transformation and increasing execution complexity in large projects – has necessitated organisational and portfolio realignment across key businesses.

The Hydrocarbon business has been reorganised into three separate businesses, viz. Onshore, Offshore and Offshore Wind, to build deeper domain specialisation, leverage dedicated mega yards at Kattupalli, Hazira and Oman and strengthen offshore installation capabilities. The strategic separation enhances operational agility, engineering depth and client alignment, enabling focused growth, stronger partnerships and sustained leadership across evolving energy and infrastructure markets.

Further, to align with global decarbonisation trends, the Group's foray into the wind energy sector leverages its engineering and execution strengths to address the growing demand for clean energy and contribute meaningfully to the energy transition.

Technological transformation across digital platforms, AI, advanced materials, semiconductors and energy systems is accelerating at an unprecedented pace,

elevating technology and AI capabilities from a competitive advantage to a strategic imperative. In this context, the Group continues to accelerate the growth of newly seeded business lines, including green hydrogen and its derivatives, semiconductor technologies, data centers (Larsen & Toubro Vyoma) and platform businesses such as L&T EduTech and L&T-SuFin.

As part of Lakshya 31, L&T is establishing Electronics Products and Systems (EPS) as a strategic, deep tech, IP led vertical providing the intelligence layer across defence and industrial businesses. The existing electronics business under PES IC, focused on the defence sector, is being merged into the newly formed EPS business. This integration creates an end-to-end, high value-added electronics portfolio, strengthening L&T's position in technology driven, future ready domains.

Looking ahead, the Group remains vigilant and cautious, closely monitoring developments and proactively managing risks. L&T's strong balance sheet, diversified portfolio and broad geographic presence provide resilience, enabling it to respond tactically while continuing to capture emerging opportunities.

C. The Group's businesses and offerings are closely linked to global megatrends

Urbanisation and Demographic



High-rise Buildings (B&F)
Multi-modal Transportation
Network (TI, HCI)
High-capacity Utility Networks
(PT&D, WET)
Construction Metals (M&M)

Increasing population pressures in cities leading to various challenges (e.g., congestion, pollution) and call for better solutions

Energy Security & Transition



Hydrocarbon (Onshore, Offshore)
Thermal (CarbonLite)
Green Hydrogen (GE)
Renewables – Solar, Energy Storage,
Wind (RENU, HCI, OW)
Green buildings (B&F)
Clean Fuels (HE)
Water Recycling and Reuse
Solutions (WET)

Climate change and resource scarcity driving need for solutions to balance growing needs with environment

Mobility Growth



Mass Rapid Transit Systems (TI, HCI)
World-class Airports (B&F, TI)
Electric, Autonomous and Connected
Systems (LTTS)
Expressways and Road-cum-Rail
Networks (TI)

Safe, fast, affordable and environment-friendly solutions for movement of people and goods

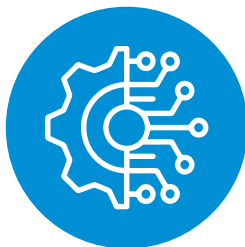
Societal Challenge



Water and Sewage
Treatment Systems (WET)
Housing (B&F, LTR)
Energy-Efficient Power Systems and
Microgrids (PT&D)
Financial Services (LTF)

Universal coverage for basic amenities while keeping up with growing demands of global population

Technology Transformation



AI-led growth , AR/VR, Cloud, Cybersecurity (LTM, LTTS)
Automation, Industry 4.0, Digital Engineering (LTM, LTTS)
Chip design (LTSCT)
IP-led Product Platforms (PES - Electronics Products & Systems)
Data Storage and Computing (Larsen & Toubro Vyoma)
Platforms (L&T-SuFin, L&T EduTech)

Technology and services offerings to transform businesses across various domains

B&F	Buildings & Factories	RE	Renewables
HCI	Heavy Civil Infra	M&M	Minerals & Metals
HE	Heavy Engineering	TI	Transportation Infrastructure
GE	Green & Clean Energy	OW	Offshore Wind
LTM	LTM Limited	WET	Water & Effluent Treatment
LTR	L&T Realty	LTSC	L&T Semiconductor Technologies
LTTS	L&T Technology Services	PES	Precision Engineering and Systems
PT&D	Power Transmission & Distribution		

D. Strategy Formulation – Lakshya 2031

Business strategy formulation aims to set long-term goals for the Group and identify areas to leverage its strengths, explore new business opportunities and enhance its existing capabilities and offerings. This is enabled through an integrated planning framework with two distinct time horizons: a medium-term Strategic Plan (5 years) and short-term (annual) budgets.

L&T commenced work on the formulation of the next five year plan, Lakshya 2031 (FY27–FY31), nearly a year ago. This early start ensures strategic continuity, sharper portfolio choices and preparedness for the next phase of enterprise growth.

Strategic Objectives for Lakshya 2031

i. Existing businesses:

- **Continue momentum in EPC and Manufacturing** with improved profitability
- Geographical diversification pursued selectively within the EPC portfolio
- **Pivot to AI-led operating model** for LTM, LTTS
- Drive accelerated growth in Financial Services and Realty businesses

ii. **New businesses** (Green Hydrogen / Ammonia, Offshore/Onshore Wind, SuFin, Semiconductor, Industrial Electronics, Larsen & Toubro Vyoma): to be positioned as **the growth engines for 2030s** while providing opportunity for selective value unlocking

iii. **Technology**

- Strengthen / 'own' domain technology to improve customer retention and value addition
- Extensive use of digital and AI for operational efficiency

iv. Increase shareholder value through improved profitability and return on capital deployed

These strategic objectives are supported through strategic enablers for sustainable and profitable growth

- Leadership:** Ensure development of strong leadership pipeline across businesses, projects and functions
- Workforce Productivity & Project Execution:** Programmatic approach for 2X improvement in workforce productivity and faster project execution
- Safety:** Implement standardised methodologies, improve accountability mechanism and ingrain **KNOW HARM** culture
- Supply Chain:** Build agility, resilience and competitiveness through diversified sourcing and digital integration
- ESG:** Ensure that we remain on track for achievement of our neutrality goals for Water (2035) and Carbon (2040)

E. Business Model

Value creation in L&T is enabled through a portfolio comprising:

#	Market Segments	L&T Portfolio
1	Infrastructure & Utilities	L&T Infrastructure & Utilities continues to leverage its established strengths in conceptualising, designing, executing and commissioning large and complex projects. The business spans Buildings & Factories, Transportation Infrastructure, Heavy Civil works, Power Transmission & Distribution, Water & Effluent Treatment, and Minerals & Metals, supported by strong project management and execution capabilities.
2	Energy - Conventional	L&T Energy - Conventional is structured across Hydrocarbon - Onshore & Offshore, and CarbonLite Solutions businesses to drive focused execution, deepen domain expertise and enhance operational specialisation. This structure enables efficient delivery of complex projects.
3	Energy - Green	This business segment will address emerging opportunities in renewable energy (RE) infrastructure, including solar, onshore and offshore wind. The business leverages L&T's engineering, procurement and project execution capabilities to support the global transition towards clean and sustainable energy systems.
4	Manufacturing & Products	The Manufacturing and Products segment focuses on custom designed and engineered equipment for process industries (including nuclear), Precision Engineering and Systems for defence and aerospace, Construction Equipment & Industrial Products Design and Development, and Electronics Products and Systems. The business serves diverse, high-value sectors, building on strong in house design, engineering and manufacturing capabilities.
5	Technology, Platforms & Services	Technology, Platforms and Services address high growth digital and advanced technology segments, encompassing IT services (LTM), Engineering R&D (LTTs), B2B e-commerce (L&T-SuFin), skilling and assessment (L&T EduTech), data center and cloud services (Larsen & Toubro Vyoma), and semiconductor chip design (L&T Semiconductor Technologies Limited). These platforms strengthen L&T's digital ecosystem, enable technology led value creation and support long-term growth across industries.
6	Financial Services	L&T Finance Limited (LTF) represents the Group's financial services arm, offering a diversified portfolio of retail lending products. The business advances financial inclusion while delivering technology enabled financial solutions aligned with long-term value creation.
7	Realty	L&T Realty is engaged in the development of residential and commercial real estate projects, anchored on strong and rapid project execution, design excellence, high product quality with a customer-first approach.
8	Development Projects	Development Projects segment will focus on the production of green hydrogen and its derivatives.

Risk Management Framework

L&T is a diversified conglomerate with operations spanning multiple geographies and industry sectors, including engineering, construction, manufacturing, technology, financial services and real estate. Consequently, the Company deals with a wide range of risks. Taking informed, well-considered risks is an inherent and necessary part of its business. The Company's Enterprise Risk Management (ERM) framework identifies, assesses and mitigates existing and potential risks.

The Chief Risk Officer, Risk teams both at the Group level and at individual businesses, implement the ERM processes and apprise the Board Risk Management Committee and the Apex Risk Management Committee of identified risks and the corresponding mitigation measures.

The ERM framework focuses on **Operational Risks**, **Tactical Risks** and **Strategic Risks**.

Operational Risks

L&T executes a large number of infrastructure and manufacturing projects across geographies, many of which extend over long execution periods. The selection of projects is done after a detailed assessment of risks relating to country exposure, client profile, contract structures, design, execution methodology, and commercial, financial and legal terms through established internal approval mechanisms. Leveraging its experience across engineering and construction, and adopting a methodical approach to risk management, forms the core of the Company's execution philosophy.

In FY 2025-26, the risk environment witnessed greater unpredictability due to geopolitical tensions in key markets such as West Asia and India. Consequently, the ability to anticipate, respond to and recover from such situations has become a central element of risk management at the Company. L&T follows a structured approach to risk governance, anchored in a robust framework that enables a connection between corporate and project teams, enabling swift decision-making, coordinated responses and continuity under adverse conditions.

The Company's key operational risks include the following:

Project Execution

L&T's projects are often large-scale, complex and technologically challenging, involving multiple stakeholders and location-related constraints. To enable project execution within timelines, cost budgets, high safety

standards and in a sustainable manner, a thorough risk assessment is conducted at the pre-bid stage and risk is monitored during the execution and completion stages. Some of the risks that commonly arise include access and right of way (RoW)-related issues, geological challenges, delays in regulatory approvals, design changes, interface risks and workforce shortages.

The Company mitigates these risks through careful selection of clients and geographies, leveraging advanced project management techniques, innovative construction methodologies, digitalisation and partnership with competent suppliers and subcontractors.

Quality and Safety

L&T's projects demonstrate attention to quality, safety and technical standards by enforcing strict quality control protocols, third-party audits and compliance with global engineering standards. The Company adheres to guidelines such as ISO 9001:2015.

L&T is committed to continuously enhancing health and safety standards across the organisation for workers and subcontractors at project sites and premises. This includes empowerment of safety personnel, continuous training and sensitisation, toolbox talks, provision of protective gear, and specialised training in the safe handling of equipment and materials for workmen. The Company adheres to international standards and guidelines such as ISO 45001:2018.

Supply Chain

Supply chain reliability is a critical determinant of project execution, especially for projects involving global sourcing of materials. Disruptions arising from tariff uncertainty, geopolitical issues, port congestion, airspace restrictions and changes to global shipping routes have increased the risk of delays in material deliveries, escalation in logistics costs and the possibility of extended project timelines.

L&T has adopted a multi-pronged approach focused on diversification, resilience and end-to-end visibility across the supply chain. This includes broad-basing the vendor ecosystem across geographies, increasing localisation of procurement in key markets and developing strategic partnerships with critical suppliers. Emphasis on timely procurement of long-lead items, the use of digital tracking tools and incorporation of flexible logistics strategies, including alternate shipping routes and multimodal transport, helps achieve timely project completion. These measures ensure execution continuity and largely mitigate the impact of external disruptions.

Commodity Price

For infrastructure projects, steel, cement, aluminium, copper constitute a significant proportion of total input costs. Accordingly, appropriately calibrated assumptions related to commodity-linked costs are factored in at the bidding stage, with suitable benchmarks selected wherever project terms permit. For contracts with price variation clauses, suitable indices are adopted to mitigate price risks. In FY 2025-26, base and ferrous metal prices were volatile, driven by supply constraints, higher energy costs and trade policy-driven tariff changes. The risk of margin compression arising from input cost escalation in fixed-price contracts is mitigated in part by locking in prices with suppliers wherever possible and adopting an active commodity hedging strategy using derivatives and forward contracts, where available.

Legal and Contractual

Due to complex long duration projects which have interface risks, delays due to regulatory or RoW approvals or ambiguous contractual terms, disagreements may occur. The Company proactively negotiates the contractual terms and engages experts for risk assessment to minimise legal and contractual risks. For global businesses, appropriate legal jurisdictions are reviewed to deal with legal risks. Further, L&T endeavours to limit its total contractual liability on any project to an acceptable level. Lastly, the Company also endeavours to ensure that projects have defined force majeure conditions which address tail risks in exceptional situations.

Cybersecurity

Cybersecurity is a critical risk for the Company, given the scale of the Group's operations in terms of projects, offices, companies, people, customer interfaces involving multiple stakeholders, geographies and systems. L&T focuses on protecting its operations against threats such as ransomware attacks, phishing, data breaches and potential disruption of project-critical IT systems. The frequency and sophistication of attempted intrusions globally have increased, necessitating heightened vigilance. The measures adopted in detail have been explained under 'Digital Transformation, Artificial Intelligence and Information Technology' section of the Integrated Annual Report.

Manufacturing Operations

L&T's manufacturing and fabrication facilities are critical to delivering high-quality engineered products and ensuring timely project execution. These facilities are subject to

risks related to industrial relations, supply chain, natural disasters, regulatory compliance and energy costs. The Company implements robust safety and sustainability protocols and maintains contingency plans to mitigate the impact of natural disasters, environmental events, or localised socio-political disruptions. Technology upgrades and digitalisation initiatives are being leveraged to optimise throughput and efficiency across all manufacturing locations.

Industrial Relations

L&T has established structured mechanisms to monitor and manage industrial relations risks to ensure minimal disruption to operations. Harmonious labour relations are an important factor at L&T's manufacturing locations and project sites. Timely payment of wages, ensuring safe working conditions, suitable camp facilities and incentives for long service minimise incidences of worksite disruptions, productivity losses and schedule slippages. In certain international locations, cultural sensitivities, local labour regulations and regional undercurrents may amplify this risk. Such disruptions not only impact project timelines and costs but may also lead to reputational and contractual implications if not managed proactively.

Uniform implementation of the New Labour Codes by the industry is important given the worker-intensive EPC operations spanning large, multi-state project sites. Changes relating to wages, social security, working hours and contractor compliance may lead to higher labour costs, increased compliance and ambiguities during the initial phase of implementation. Recognising this, L&T has proactively initiated measures to adopt these practices.

Climate Change

Climate change has increased the frequency and intensity of physical risks, resulting in unforeseen execution challenges. These risks manifest as acute events such as floods, cyclone, heatwaves, air pollution related restrictions (like graded response action plan or GRAP), landslides and glacial lake outburst floods (GLOF), which can create safety concerns and impact project timelines.

To mitigate the impact of such events, L&T implements a range of preventive and responsive measures, including optimisation of the work-rest cycle, deployment of early warning systems, provision of shelters for the workforce and conducting awareness sessions and advisories. These measures sensitise the workforce to potential risks, strengthening issue reporting, and ensure the timely adoption of safety and preventive measures.

Extraordinary Disruption Events

L&T has a crisis management framework to respond to challenging situations including natural calamities, geopolitical upheaval, local unrest, war, terrorist attacks and other emergency situations, with a focus on ensuring the safety and security of its employees, workforce, assets and operations globally.

Under the extant framework, the oversight committee includes senior leadership of the Company which ensures the objectives of safety of workforce and families, safety of its assets and continuity of business. This forward-looking approach enables swift activation of response protocols, ensuring continuity of operations and swift information flow.

Strategic and Tactical Risks

Economic

L&T's core EPC business is closely linked to infrastructure investments by governments and capital expenditure by private and public sector entities. Economic slowdowns, budget constraints, financial crises, balance sheet pressures or shifts in priorities can lead to delays or cancellations of major projects. Additionally, periods of high inflation and rising interest rates can constrain capital expenditure, affecting the Company's order inflows.

Region and Country

L&T has significant presence in West Asia through its Hydrocarbon, Power Transmission & Distribution (T&D), Renewables and core urban infrastructure businesses. Furthermore, recent ventures into new regions like Europe present opportunities and risks which are assessed and managed. L&T mitigates such geographical risks through comprehensive country risk assessments during the bidding stage, diversification of business lines across geographies, and working with government, public sector and private clients with proven creditworthiness and good standing.

L&T closely monitors geopolitical developments and incorporates risk mitigation strategies such as contract structuring, hedging mechanisms and contingency planning to safeguard profitability and financial exposure.

Workforce and Talent Management

L&T develops workforce and talent through a blend of internal capability building, local talent integration, robust HR processes and a culture of continuous learning. L&T invests in upskilling programmes and leadership development to retain talent and bridge skill gaps. The

Company also has a succession planning framework for ensuring smooth leadership transitions.

The Company provides training to thousands of young people each year at its 11 Construction Skill Training Institutes (CSTIs) and its 5 sub-centres. Further, L&T has developed a Central Workmen Mobilisation Cell to centrally collate workmen requirements and coordinate with sourcing centres to deploy workmen where needed.

Climate and Energy Transition

The ongoing structural shift from hydrocarbons to RE represents a significant opportunity but is a material transition risk for L&T's hydrocarbon business.

This shift impacts businesses at the operational level by increasing the demand for green specifications in tenders, building codes and other regulatory frameworks. It also presents EPC opportunities across solar and wind power, offshore wind, pumped hydro storage, battery storage, hydroelectric and nuclear power projects, as well as manufacturing of equipment and systems in sectors such as green hydrogen and electrolyzers. Additionally, there is the possibility of increased opportunities in T&D due to the need for grid reconfiguration and evacuation requirements for RE sources.

Bank Credit Facilities

Construction projects require issuance of bank guarantees to clients during the project tenure, and in certain instances beyond project completion. L&T ensures the adequacy of non-funded credit lines – including facilities for bank guarantees, letters of credit, foreign exchange and commodity hedging, as well as funded facilities from financial institutions to meet its financial obligations.

Sanctions and Regulatory Compliance

L&T ensures adherence to sanctions compliance and monitors sanctions related developments of United States of America, European Union, United Kingdom, United Nations and other sanctioning or regulatory bodies. Laws and regulations governing sanctions, trade restrictions are complex and are subject to change. It has a robust internal control framework and robust processes to carry out due diligence of counterparties including clients, vendors, subcontractors, logistic firms, countries and individuals. L&T complies with regulatory requirements in all countries where it operates.

Artificial Intelligence

The rapid proliferation of Generative AI and Agentic AI platforms presents a risk and opportunity to L&T's

businesses and to group companies like LTM and LTTS. As clients increasingly automate application development, software testing and engineering R&D workflows, the businesses need to evolve to the new requirements.

For L&T's financial services business, the proliferation of AI-powered credit underwriting, risk scoring and collections platforms is increasing across the industry. These developments will enable competitive differentiation, and the business is pursuing initiatives to develop proprietary capabilities in loan book portfolio management and credit underwriting.

Investment Risk

L&T has invested and continues to invest in emerging sectors. Investments are continually evaluated and in line with Company's Lakshya plan, businesses are seeded, sustained / divested. New investments are directed towards growth opportunities, some of which involve longer gestation periods. The pursuit of adequate returns on existing and new investments is a guiding principle of the Lakshya plan.

Subsidiaries' Performance

L&T's operations span multiple domestic and international subsidiaries. The Company manages operating risks of unlisted subsidiaries through central oversight, periodic performance evaluations and ensuring strategic alignment with Group-wide objectives and the Lakshya plan. L&T's senior management is present on the Boards and Committees of the listed and unlisted subsidiaries, which have adopted suitable policies to mitigate their operational, tactical and strategic risks.

Competition and Pricing Pressure

L&T faces competition from domestic players in India and international firms abroad. Competitive bidding, particularly in government tenders, exerts pressure on margins, and aggressive pricing strategies by competitors can impact L&T's ability to secure projects. L&T has robust processes to evaluate and take on new business after considering these factors.

Financial Risks

The process of managing the Company's financial exposures is governed by the Risk Management Framework and Policy approved by the Company's Audit Committee under the guidance of the Board. Financial risks in each business portfolio are collated, measured and managed by the Corporate Finance department.

In CY 2026, the global economy is navigating the aftermath of trade disruptions. The moot point is whether the structural shifts in global trade architecture, particularly the reconfiguration of US-China trade flows and the re-shoring of supply chains, will stabilise or deepen. Global real GDP growth in 2026 is expected to remain subdued, likely around 3.0%, as the lagged effects of tighter financial conditions, reduced trade intensity and compressed corporate margins continue to manifest.

The US economy faces the dual challenge of managing residual inflationary pressures from tariff pass-throughs while supporting a labour market showing signs of softening. At the same time, elevated AI-led capital expenditure and rapid adoption across industries are beginning to support productivity gains, offering a partial offset to cyclical growth headwinds. The Federal Reserve's path remains data-dependent, with the possibility of further rate adjustments depending on inflation and employment trajectories. Fiscal sustainability concerns have also come into sharper focus, with elevated deficit levels and debt servicing costs constraining the government's capacity for counter-cyclical support.

The US-China trade relationship remains a critical fault line. While bilateral negotiations are ongoing, significant tariffs remain in place and technology sector decoupling continues to accelerate. For other trading partners, export-dependent economies — particularly in Southeast Asia and emerging markets — face ongoing uncertainty around market access and supply chain realignment.

In Europe, the structural shift towards defence autonomy has gathered momentum, with NATO member states accelerating military expenditure commitments. While this provides a fiscal stimulus effect in select economies, traditional industrial sectors — including automotive, chemicals and heavy manufacturing — continue to face structural headwinds from elevated energy costs and competitive pressure from lower-cost producers. The European Central Bank is expected to maintain an accommodative stance, though the pace of easing will be calibrated against persistent core inflation in services.

The Chinese economy has entered 2026 with the continuation of a supportive policy framework, including targeted fiscal stimulus, monetary easing and measures to stabilise the property sector and boost domestic consumption. Notwithstanding these efforts, real GDP growth is projected to remain below 4.5%, constrained by weak external demand, demographic pressures and ongoing credit risks in the financial system. The property sector remains a significant source of systemic risk.

The conflict in West Asia has introduced significant supply-side risks to global energy markets, keeping prices elevated relative to prior years. The conflict introduces a complex risk calculus: it has heightened security risks, disrupted regional trade corridors and created uncertainty around the pace of FDI inflows — particularly into non-oil sectors such as tourism, logistics and financial services. Insurance and shipping costs for regional trade routes have risen from the baseline level, with knock-on effects on supply chain costs across the broader West and South Asia corridor. The region may bounce back quickly, through commitment to economic diversification, clean energy, industrialisation strategies and renewed capex.

In India, real GDP growth for FY 2026-27 is projected at approximately 6.9% based on robust domestic consumption and continued public capital expenditure, even as global headwinds moderate external demand. The Union Budget is expected to maintain fiscal discipline, targeting a deficit of around 4.3% of GDP, while sustaining infrastructure-led growth initiatives. The RBI is expected to manage monetary policy with a focus on anchoring inflation, which is projected to average 4.6% for FY 2026-27. Rupee volatility and capital flow dynamics remain key risks to monitor in periods of heightened global market uncertainty.

Foreign Exchange and Commodity Price Risks

The businesses of the Company are exposed to fluctuations in foreign exchange rates and commodity prices. Additionally, it has exposures to foreign currency denominated financial assets and liabilities. Net foreign exchange risk on revenues, costs, assets and liabilities is managed through forwards and options wherein the counterparties are regulated banking entities. The financial risks involving commodity prices are managed through a combination of price variation clauses embedded in customer contracts, hedges in financial markets and pass-through price arrangements. The price and commodity risk is minimised through modelling and simulation which is built in customer contract as escalations. In the case of contracts with price variation clauses, the Company may run a basis risk between the actual price of the commodity and the reference indices.

The disclosure of commodity exposures as required under Clause 9(n) of Part C, Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, in the format specified vide Chapter VI-E of SEBI Master Circular No. SEBI/HO/CFD/PoD2/CIR/P/2023/120 dated July 11, 2023 is given below:

Sr No	Commodity Name	Exposure in INR towards the particular commodity (₹ crore)	Exposure in Quantity terms towards the particular commodity (Tn)	% of such exposure hedged through commodity derivatives				
				Domestic market		International market		Total
				OTC	Exchange	OTC	Exchange	
1	Aluminium - Buy	4,652	1,60,702	-	-	92.51	-	92.51
2	Aluminium - Sell	(10)	(440)	-	-	100.00	-	100.00
3	Copper - Buy	6,538	60,740	-	-	90.09	-	90.09
4	Copper - Sell	(114)	(808)	-	-	100.00	-	100.00
5	Lead - Buy	57	3,049	-	-	92.46	-	92.46
6	Coking coal - Buy	73	35,418	-	-	-	-	-
7	Iron ore - Buy	67	66,900	-	-	100.00	-	100.00
8	Steel - Buy	17,822	28,82,107	-	-	-	-	-
9	Cement - Buy	3,466	59,24,102	-	-	-	-	-
10	Nickel - Buy	764	4,912	-	-	48.13	-	48.13
11	Thermal Coal - Buy	10	7,871	-	-	38.88	-	38.88
Total exposure		33,327	91,44,553					

Liquidity and Interest Rate Risks

The Company constantly monitors the liquidity levels, economic and capital market conditions, and maintains access to sources of liquidity through a combination of approved banking lines, trade finance and capital markets. The Company deploys its surplus funds in investments, in line with the Board-approved Treasury Policy. The Company dynamically manages interest rate risks through a mix of fund-raising, investment products and derivatives across maturity profiles within the Risk Management Framework.

Financial Resources and Capital Allocation

The capital allocation philosophy of the Company is geared to support business initiatives for the profitable growth of the Company, while retaining liquidity to support short-term requirements of the Group. As a policy, the Company has built appropriate cash buffers and maintains comfortable liquidity reserves to meet both opportunities and challenges.

In FY 2025-26, the Company supported the capital expenditure required to execute projects through various sources of funds. Going forward, the Company will continue to support requirements for new projects through appropriate financing structures.

The Company remains committed to funding capital needs for its real estate business, including land acquisition and development, and to advancing new business initiatives covering green energy projects – green hydrogen and green ammonia – and the development and expansion of its AI-driven data center footprint. The Company is also investing in semiconductors through a chip-design subsidiary focused on energy, mobility and industrial applications.

Low gearing levels (Gross Debt-to-Equity ratio at 0.16x) at the parent entity level and a healthy cash buffer equip the Company with enough flexibility to deal with normal business uncertainties.

The Company continues to see significant volumes of large-value contracts in West Asia, which necessitate corresponding local non-fund-based banking facilities. The Company is confident of tying up the required facilities during the year to address upcoming requirements.

Internal Controls and Safeguards

Corporate Governance and Framework for Internal Controls

Corporate governance is fundamental to the Company's ability to achieve sustainable growth and predictable outcomes, with a robust internal control framework forming a key pillar of this governance architecture. The Company has established an internal control framework that is commensurate with the nature, scale and complexity of its operations. The framework enables effective alignment of processes with strategic objectives, evolving business requirements, and changing internal and external risk environments. The Company has adopted the globally accepted internal control framework issued by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission.

The Board of Directors and Management set the appropriate tone at the top through their actions and directives, reinforcing the importance of integrity and ethical conduct. The Company's Code of Conduct reflects its culture and values and provides guidance to employees for conducting business in a responsible manner.

Suppliers and business partners are required to adhere to a separate Code of Conduct as part of the registration process, aligning them with the Company's commitment to the preservation of ethics and sustainable growth through the integration of Environmental, Social and Governance (ESG) principles. The Whistleblower / Vigil Mechanism enables employees and business partners to report ethical or legal concerns without fear of retaliation or unfair treatment.

Internal Financial Controls

Internal Financial Controls operate at both entity and process levels and are aligned with the requirements of the Companies Act, 2013. The controls are supported by well-defined policies, standard operating procedures, authorisation guidelines and a Corporate Manual on Accounting and Internal Controls, which together provide a consistent framework for governance, financial discipline and operational oversight across businesses.

The executive management is responsible for establishing, operating and continuously strengthening the internal control system, supported by internal control teams at the corporate and business levels. These teams assist in reviewing and upgrading processes, updating policies and procedures, sharing best practices across the organisation, and ensuring that controls remain effective in response to evolving risks and business dynamics.

Audit and Review Mechanisms

The effectiveness of internal controls is monitored through independent assurance mechanisms. The in-house Corporate Audit Services conduct risk-based internal audits covering core business operations, corporate functions and support departments. The annual internal audit plan is reviewed by the Audit Committee. Significant audit observations, if any, along with the status of remedial actions, are presented to the Audit Committee on a quarterly basis.

The assessment of the operating effectiveness of internal financial controls and internal controls over financial reporting is carried out by Corporate Audit Services and the Statutory Auditors, respectively, through appropriate testing procedures. During the year, no reportable material weaknesses in the design or operating effectiveness of internal controls were observed. In addition, the Company periodically engages external assurance firms to review specific businesses and support functions, and their recommendations are incorporated to further strengthen the internal control framework.

The Company's internal control framework is robust and responsive, providing reasonable assurance on the effectiveness and efficiency of operations, reliability of financial reporting, compliance with applicable laws and regulations, and safeguarding of assets.

OVERALL FINANCIAL REVIEW 2025-26

I. L&T CONSOLIDATED

As the economic environment continues to evolve, shaped by geopolitical developments, the Company has delivered a well-rounded performance across its businesses, covering diverse sectors and geographies. The Company remained focused on maximising shareholder value by divesting identified non-core assets, driving operational excellence through digital initiatives to enhance cost competitiveness, strengthening working capital discipline and funds management, and ensuring effective and profitable execution of its robust order book.

During the year, in line with its strategy to exit non-core businesses, the Company entered into a Securities Purchase Agreement (SPA) with Torrent Power Limited for the divestment of its entire stake in Nabha Power Limited (NPL). NPL owns and operates a 2x700 MW supercritical thermal power plant at Rajpura, Punjab. The required regulatory approvals are currently being pursued, and the transaction is expected to be completed in Q1 FY 2026-27.

The Company has executed a Share Purchase Agreement on April 29, 2026 with Hyderabad Metro Rail Limited, a Government of Telangana Enterprise, for disposal of its entire shareholding in L&T Metro Rail (Hyderabad) Limited (L&TMRHL), a subsidiary of the Company. L&TMRHL is a special purpose vehicle (SPV) created to undertake the business of constructing, operating and maintaining a metro rail system, including transit-oriented development (TOD) in Hyderabad.

Further, the Company's technology arm, L&T Technology Services (LTTS) has entered into a business transfer agreement to sell the Smart World & Communication

business. The divestment will enable capital allocation towards 'Engineering Intelligence', which is a high-growth focus area for LTTs.

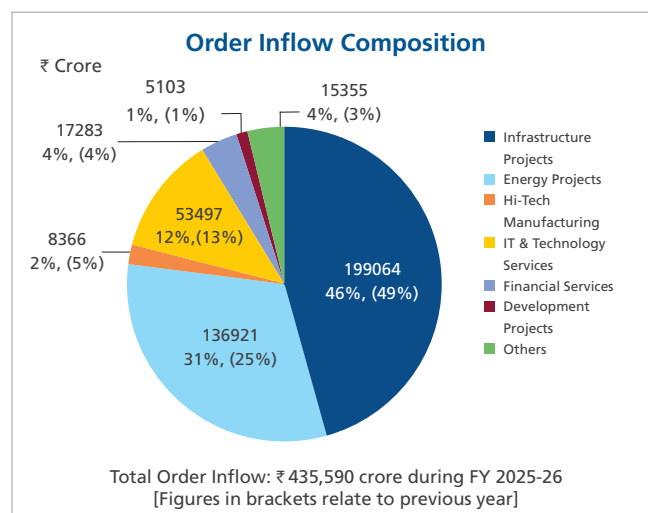
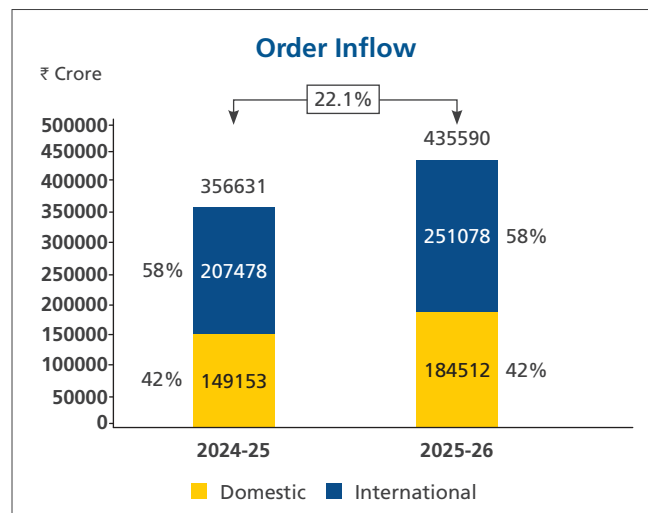
In FY 2025-26, the Company reorganised the Hydrocarbon business into three distinct units, namely the Onshore business, the Offshore business and the Offshore Wind business. Additionally, the financial arm of the Company, L&T Finance Limited, successfully concluded the acquisition of the gold loan business of Paul Merchants Finance Private Limited (PMFPL).

During the year, the Company entered a Scheme of Arrangement for the transfer of its Realty business to its wholly-owned subsidiary, L&T Realty Properties Ltd., by way of a slump sale. The transaction is contingent upon receipt of requisite regulatory approvals. Further, the Company has successfully completed the transfer of its L&T-SuFin e-commerce platform business to its wholly-owned subsidiary, SuFin Limited. The move is part of the Company's strategic restructuring to streamline its operations and house its digital commerce initiatives under a dedicated subsidiary.

In FY 2025-26, the Company's listed subsidiary - LTIMindtree Limited - was rebranded as LTM Limited, reflecting its strategic evolution into an AI centric 'Business Creativity Partner' role that integrates advanced technology with human insight. Further, the Company has consolidated its data center operations under the Larsen & Toubro Vyoma brand (previously operating as L&T-Cloudfiniti). Larsen & Toubro Vyoma extends the Company's core engineering and manufacturing expertise into the digital economy, with a forward-looking approach to data infrastructure that emphasises scalability, security, sustainability and responsible AI.

As at March 31, 2026, the L&T Group comprised 90 subsidiaries, 5 associate companies, 9 joint ventures and 35 jointly held operations. The majority of the Group's entities serve as strategic extensions of the Company's diversified business model, enabling expansion into new geographies, technologies and specialised business segments.

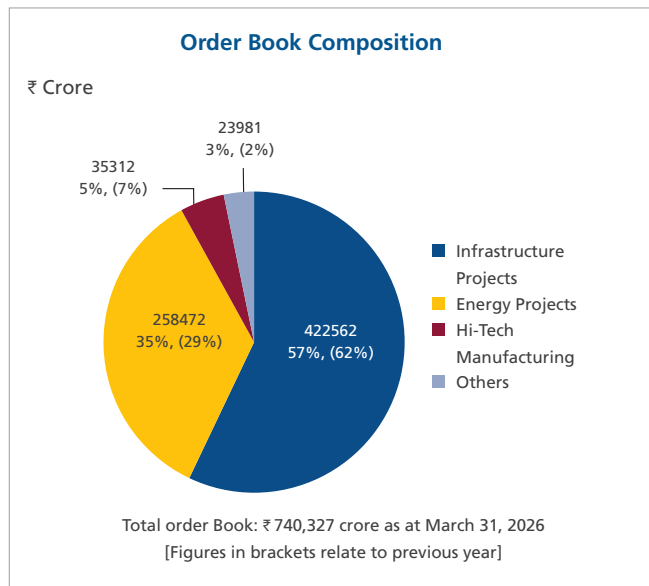
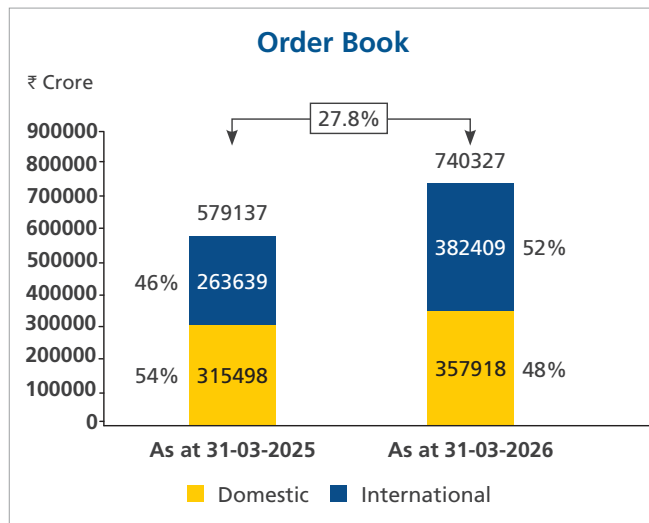
Order Inflow and Order Book



L&T Group achieved record order inflows of ₹ 4,35,590 crore during FY 2025-26, registering a growth of 22.1% over the previous year, the highest in the Company's history. The growth was driven by the strong investment momentum in West Asia, sustained policy-led capex impetus by the Government of India, and an increasing participation of private sector enterprises in the domestic market. The buoyancy in West Asian businesses resulted in international orders accounting for 58% of total order inflows, reflecting a stable geographic mix.

The year witnessed the booking of some noteworthy orders across businesses. The Infrastructure segment received an international High-Speed Rail order under the Heavy Civil Infrastructure unit; multiple RE and transmission projects from West Asia under the Power Transmission & Distribution and Renewables businesses; multiple ultra-mega orders in the Hydrocarbon business across its verticals; and domestic BTG orders within the CarbonLite Solutions business.

The Infrastructure segment continued to be the largest contributor to the Company's business portfolio, accounting for 46% of the overall order inflow, compared with 49% in the previous year.

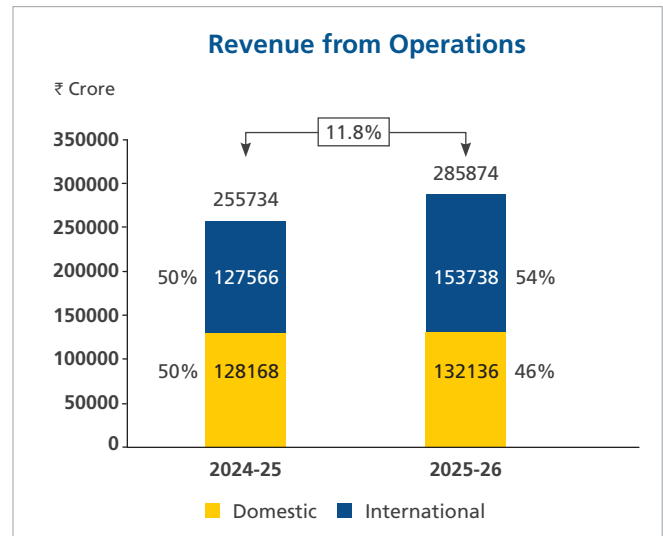


As at March 31, 2026, the order book is at a record level of ₹7,40,327 crore, providing strong multi-year revenue visibility for the Group. The infrastructure segment remained the largest contributor to the consolidated order book, accounting for 57% of the total as at the year-end.

The order book registered a growth of 27.8% on a y-o-y basis, primarily driven by the intake of several high-value orders during the year. As on March 2026, around 61% of the total order book comprised orders received from Government of India, state governments (including local authorities) and public sector enterprises, both domestic and international. The share of the private sector has increased to 39% of the total order book as on March 2026, compared with 28% as on March 2025. Of the domestic order book, 19% of the orders are funded by multilateral agencies.

The share of the international orders in the consolidated order book increased from 46% to 52%, on account of higher international order intake during the year.

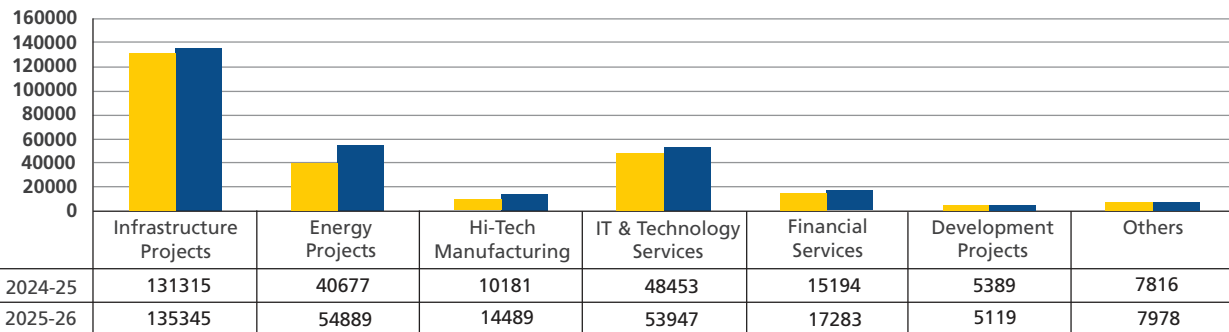
Consolidated Revenue from Operations



L&T Group recorded revenue of ₹2,85,874 crore during FY 2025-26, registering a growth of 11.8% y-o-y. The growth was primarily driven by execution progress across project and manufacturing businesses. The share of international revenue at the Group level increased to 54% in FY 2025-26, compared with 50% in the previous year, reflecting strong execution and order conversion in overseas markets.

Segment - wise Revenue

₹ Crore

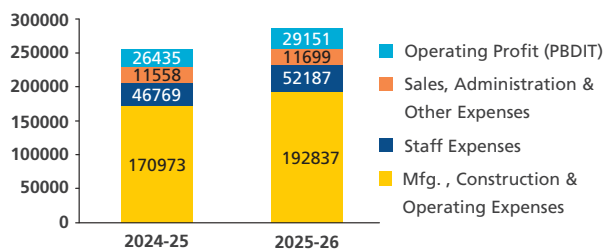


During the year, growth was visible across most of the segments. FY 2025-26 revenue growth was driven by strong execution in Energy Projects, IT & Technology Services and Hi-Tech Manufacturing, reflecting improved order conversion and scaling of technology-led businesses. Infrastructure revenue remained stable, Financial Services recorded steady growth, while there was a marginal decline in Development Projects business.

Operating Expenses and PBDIT

Operating Expenses and PBDIT

₹ Crore



Manufacturing, Construction and Operating (MCO) expenses for FY 2025-26 were at ₹ 1,92,837 crore representing an increase of 12.8% over the previous year. These expenses primarily comprise the cost of construction materials, raw materials and components, sub-contracting expenses, and interest costs in the Financial Services business. MCO expenses constituted 67.5% of revenue, compared with 66.9% in the previous year, mainly due to cost pressures in some projects within the portfolio of Project & Manufacturing businesses.

Staff expenses for the year FY 2025-26 were at ₹ 52,187 crore, an increase of 11.6% over the previous year, reflecting a combination of employee additions and salary revisions.

As a percentage of revenue, staff costs remain broadly stable. The Group continues to focus on productivity improvements, digitalisation and manpower optimisation across its businesses.

Sales and administration expenses increased to ₹ 11,699 crore, a modest increase of 1.2% y-o-y. These expenses accounted for 4.1% of revenue, compared with 4.5% in the previous year.

The Group's operating profit for FY 2025-26 increased to ₹ 29,151 crore, registering a growth of 10.3% y-o-y, largely driven by higher business volumes. The EBITDA margin for FY 2025-26 was 10.2%.

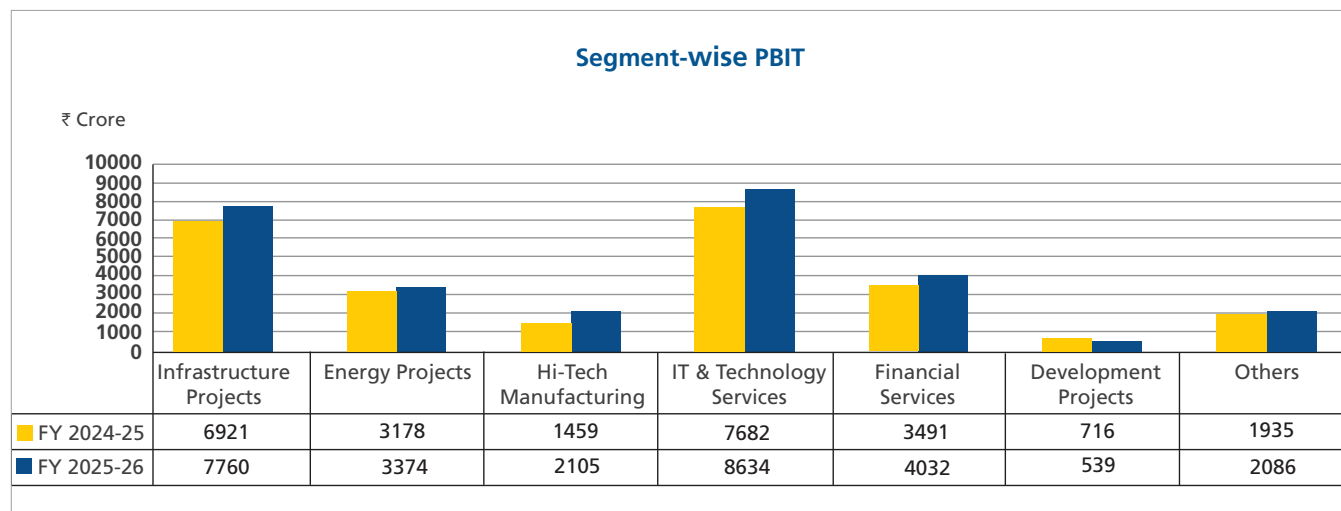
Overall margin performance was impacted by execution-related time and cost pressures in the Infrastructure and Energy segments, including higher provisioning on contract assets and customer receivables. Cost optimisation and execution-related savings achieved in select projects partially mitigated the impact on margins.

Depreciation and Amortisation Charge

Depreciation and amortisation charges for FY 2025-26 increased to ₹ 4,365 crore from ₹ 4,121 crore in the previous year, registering an increase of 5.9%, mainly reflective of higher capital expenditure spend across the Group in recent years.

Profit Before Interest and Tax

Segment-wise composition of PBIT for FY 2025-26 is represented below:



The segment-wise PBIT registered improvement over the previous year across all businesses except Development Projects, where a higher gain on the sale of commercial property of Hyderabad Metro was recorded in the previous year.

Other Income

Other Income, comprising interest, dividend and other earnings from treasury operations, increased to ₹ 5,761 crore in FY 2025-26, registering a growth of 39.7% over ₹ 4,125 crore in the previous year. The increase was primarily driven by effective treasury management and improved yields on surplus funds.

Finance Cost

The interest expenses for FY 2025-26 declined to ₹ 2,849 crore, registering a reduction of 14.6% compared to ₹ 3,334 crore in the previous year. The decline was supported by lower average borrowing at the Group level, along with a reduction in the borrowing rate. Accordingly, the average interest cost for FY 2025-26 was lower by 20 basis points (bps) as compared to the previous year.

Tax Expense

Income tax charge for FY 2025-26 was at ₹ 6,816 crore, representing an increase of 15.7% over ₹ 5,891 crore in the previous year, due to higher profits and an increase in the effective tax rate.

Exceptional Items

Exceptional items during the year mainly included a one-time impact related to the revision in gratuity liabilities pursuant to the implementation of the New Labour Codes.

In the previous year, Exceptional Item is towards the part reversal of impairment of funded exposure in L&T Special Steels and Heavy Forgings Private Limited (LTSSHF).

Consolidated Profit after Tax and EPS

Consolidated Profit after Tax (PAT) for FY 2025-26 stood at ₹ 16,084 crore, an increase of 7.0% over ₹ 15,037 crore in the previous year. The increase is primarily attributable to improved activity levels and efficient treasury operations.

Consolidated Basic Earnings per Share (EPS) for FY 2025-26 at ₹ 116.93 improved over the previous year at ₹ 109.36.

Return on Consolidated Net Worth

Consolidated Net Worth, as at March 31, 2026, stood at ₹ 1,09,290 crore, reflecting a net increase of ₹ 11,634 crore compared to the position as at March 31, 2025. The Return on Net Worth (RONW) for FY 2025-26 declined to 15.5%, compared to 16.3% in the previous year, primarily due to the one-time impact arising from the revision in gratuity liability due to implementation of the New Labour Codes.

Liquidity and Gearing

Cash flow from Operations (including change in loans and advances towards financing activities) for FY 2025-26 increased to ₹ 16,741 crore as compared to ₹ 9,151 crore in the previous year, supported by healthy execution and efficient working capital management. During the year,

borrowings increased by ₹6,609 crore to sustain higher level of operations mainly in Financial Services business and additional funds were generated mainly from treasury and dividend income.

Funds were mainly utilised for surplus investments of ₹8,745 crore, capital expenditure of ₹4,469 crore and payment of dividend of ₹4,676 crore. Further, funds were utilised for net interest payment of ₹3,183 crore and investments of ₹1,553 crore in subsidiary, associates and joint ventures during FY 2025-26.

Consequently, there was a net increase of ₹2,846 crore in the cash balances as at March 31, 2026, compared to the beginning of the financial year.

Particulars	FY 2024-25	FY 2025-26
Operating activities	9151	16741
Additional borrowings (net of repayment)	15203	6609
Treasury and dividend income	2228	3028
ESOP proceeds (net)	9	8
Sources of Funds	26591	26386
Capital expenditure (net)	3541	4469
Purchase of investments	13701	8745
Net Investment	494	1553
Dividend paid	3850	4676
Interest paid	3609	3182
Payment to minority interest (net)	1196	915
Increase in cash balance	200	2846
Utilisation of Funds	26591	26386

Total Group borrowings as at March 31, 2026, were lower at ₹1,21,683 crore compared to ₹1,29,559 crore as at March 31, 2025. The decrease was primarily driven by repayments at the parent level. Further, borrowings related to Hyderabad

Metro and Nabha Power have not been considered, as both businesses have been classified as 'Asset(s) Held for Sale'.

At the Group level, the gross debt-to-equity ratio decreased to 0.95:1 as at March 31, 2026, from 1.12:1 as at March 31, 2025. Additionally, the net debt-to-equity ratio decreased to 0.35:1 as at March 31, 2026, from 0.60:1 as at March 31, 2025.

Details of significant changes in key financial ratios along with explanation:

In compliance with the requirement of Listing Regulations, the key financial ratios of the Group have been provided hereunder, along with explanations only for significant changes, defined as changes of 25% or more as compared to the previous financial year:

Sr. No.	Particulars	FY 2024-25	FY 2025-26	% Growth
(i)	Gross Debt Equity Ratio	1.12	0.95	15.7%
(ii)	PBDIT as % of net revenue	10.3%	10.2%	-1.4%
(iii)	Net Working Capital % of Sales* (Excluding Financial Services & Corporate)	11.0%	4.1%	62.6%
(iv)	Interest Coverage ratio# (Excludes Financial Services and Finance Lease Activity)	6.75	9.19	36.1%

*The significant change in Net Working Capital % of Sales is on account of receipt of customer advances on award of new orders and higher vendor credit.

#The significant change in the Interest Coverage Ratio for FY 2025-26 has been due to improvement in profits and reduction in average borrowings, primarily at the L&T Standalone level.

II. L&T STANDALONE

L&T's standalone financials reflect the performance of Infrastructure Projects, Energy Projects, Hi-Tech Manufacturing and Others segments. The Others segment comprises Realty, Smart Infrastructure & Communication, Construction & Mining Machinery, Rubber Processing Machinery, E-commerce / digital platforms and data centers.

Brief Summary of Performance at Standalone Level:

Parameters (in ₹ crore)	FY 2024-25	FY 2025-26	% Growth y-o-y
Order Inflow	2,39,336	2,90,574	21%
Share of International Order Inflow	50%	47%	
Revenue	1,42,509	1,53,680	8%
Share of International Revenue	29%	33%	
Order Book	4,70,444	6,13,235	30%
Share of International Order Book	35%	43%	
PBDIT	11,588	12,565	8%
Recurring PAT	10,396	13,130	26%
Exceptional Item*	475	(6,843)	
Overall PAT	10,871	6,287	-42%
Net Worth	71,896	74,533	4%
RONW (%)	15.9%	8.6%	
EPS (in Rs.)	79.06	45.71	

*Exceptional item for FY 2025-26 includes one-time impact of revision in gratuity liability due to New Labour Codes and impairment of investment in LTMRHL. The impact of the same is being reflected in RONW% and EPS for FY 2025-26.

Liquidity and Gearing

Business operations generated cash flows of ₹ 21,928 crore during the year, compared to ₹ 12,703 crore in the previous year. The increase is attributable to improved volumes and better working capital management. The proceeds from treasury income of ₹ 1,723 crore and dividend income from S&A companies at ₹ 3,403 crore have been utilised towards repayment of borrowings (incl. repayment of lease liability) worth ₹ 10,136 crore, purchase of surplus investments of ₹ 4,825 crore and net investment in S&A companies at ₹ 1,151 crore. Further, capex payments of ₹ 1,915 crore, dividend payments of ₹ 4,676 crore and interest payments of ₹ 1,896 crore were also made during the year.

There was a net increase of ₹ 2,464 crore in the cash balances as at March 31, 2026, compared to the beginning of the year.

Fund flow statement

Particulars	FY 2024-25	FY 2025-26
Operating activities	12703	21928
Treasury and dividend income	4237	5127
ESOP Proceeds	9	8
Sources of Funds	16949	27063
Capital expenditure (net)	2039	1915
Repayment of Borrowings (net of additional borrowings)	680	10136
Purchase of Other investments	7150	4825
Net investment	1391	1151
Dividend paid	3850	4676
Interest paid	2192	1896
Increase / (decrease) in cash balance	(353)	2464
Utilisation of Funds	16949	27063

Total borrowings as at March 31, 2026, declined to ₹ 11,773 crore, compared to ₹ 21,935 crore in the previous year. The gross debt-to-equity ratio decreased to 0.16:1 as at March 31, 2026, from 0.31:1 as at March 31, 2025. After considering cash and cash equivalents, the Company was in a net debt-free position at the end of the year.

INFRASTRUCTURE PROJECTS SEGMENT

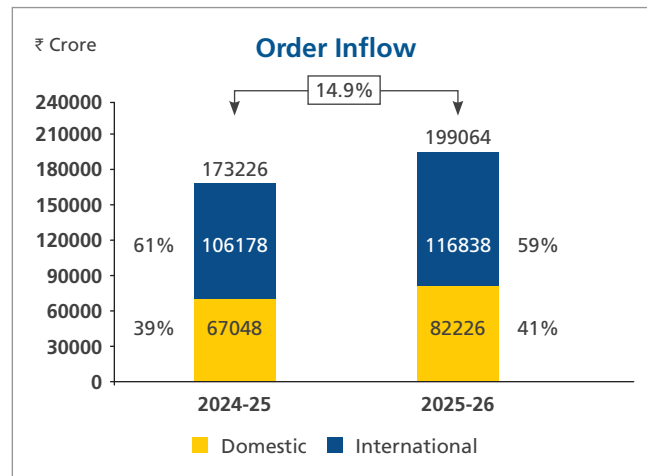


Common Central Secretariat, New Delhi

The Infrastructure Projects segment comprises the engineering, procurement and construction (EPC) of:

- a) Buildings & Factories
- b) Transportation Infrastructure
- c) Heavy Civil Infrastructure
- d) Power Transmission & Distribution
- e) Renewables
- f) Water & Effluent Treatment
- g) Minerals & Metals

Financial performance of the segment



The Infrastructure segment secured orders worth ₹ 1,99,064 crore in FY 2025-26, representing a growth of 14.9% over the previous year, driven by the receipt of multiple orders across various sub-segments. During the current year, the Heavy Civil Infrastructure business registered growth, buoyed by the receipt of an international High-Speed Rail (HSR) order. The Power Transmission & Distribution and Renewables businesses also benefitted from the receipt of multiple international orders for transmission lines,



Patna Medical College & Hospital, Bihar

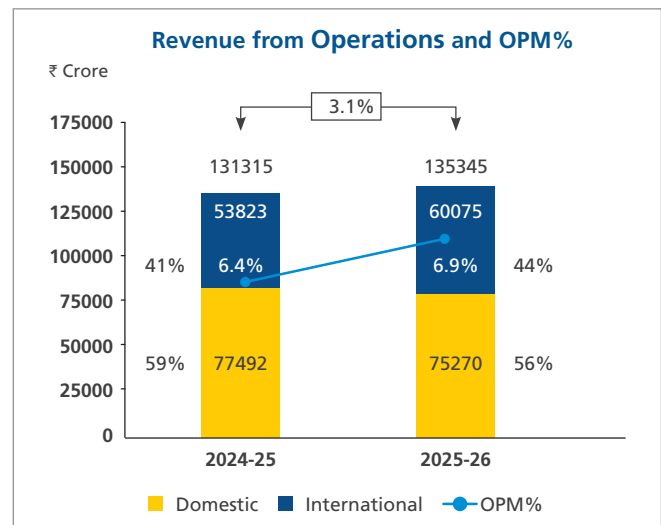
substation orders and RE projects, respectively. Similarly, the Transportation Infrastructure business registered growth over the previous year with receipt of multiple orders for roads, runways and a domestic HSR track package.

The Minerals & Metals business registered moderate growth during FY 2025-26. The Buildings & Factories business registered decline, attributable to a high-base effect, as well as deferment of targeted prospects during the year. The Water & Effluent Treatment business recorded a decline, reflecting selective engagement in the tendering process.

The share of international orders for the Infrastructure segment declined marginally to 59% from 61% in the previous year. However, the share of West Asia in overall international order inflow for the segment increased to 79% compared to 69% in the previous year. The lower share in the previous year was influenced by the receipt of orders in a CIS country, resulting in a comparatively more diversified geographical mix.

The Infrastructure segment registered revenue of ₹ 1,35,345 crore for FY 2025-26, a moderate growth of 3.1% over the previous year. The lower growth was mainly on account of Water & Effluent Treatment business which was impacted by customer project funding constraints leading to procurement delays and workforce deployment challenges. Revenue from international operations constituted 44% of

the total revenue for FY 2025-26 compared to 41% in the previous year.



The segment's operating margin for FY 2025-26 marginally improved to 6.9% from 6.4% in the previous year due to execution cost-savings across many sites.

The funds employed by the segment at ₹ 21,814 crore as at March 31, 2026, registered decline of 12.8% vis-à-vis March 31, 2025, mainly on account of favourable movement in working capital.



Oman Botanic Garden, Muscat

Buildings & Factories

Overview

The Buildings & Factories (B&F) business of the Company delivers end-to-end solutions — from concept to commissioning — shaping the built environment and industrial landscape. It continues to lead the sector with proven expertise across a diverse portfolio, including airports, automobile plants, data centers, educational campuses, hospitals, industrial warehouses, IT parks, residential buildings, office towers, manufacturing facilities, retail developments, semiconductor fabrication (FAB) and outsourced semiconductor assembly and test (OSAT) facilities, stadiums, test tracks, and other industrial infrastructure.

The business offers integrated capabilities across the entire value chain, supported by dedicated engineering design centres, robust project management systems, strong procurement practices, and specialised technical services. With a skilled workforce, a reliable vendor ecosystem and a meticulously digitalised project control framework adept at navigating complex challenges, the business has played a pivotal role in delivering iconic structures in India and overseas.

The business is organised into the following Strategic Business Groups (SBGs):

Health, Public Spaces & Airports SBG

This SBG consists of the following four businesses:

The **Health business** is committed to transforming healthcare infrastructure through its expertise in planning, design and execution of world-class medical facilities. With a strong portfolio of projects across India, the business plays a pivotal role in building the country's healthcare ecosystem.

The **Public Spaces business** undertakes design and execution of iconic projects such as statues, museums, stadiums, metro stations, convention centres, government buildings, malls, integrated multimodal developments and educational institutes, right from concept to commissioning, on an EPC basis.

The **Airports business** specialises in designing and constructing airport terminal buildings, along with associated service structures. In addition, the business provides integrated airport system solutions, including baggage handling systems, passenger flow monitoring systems, passenger boarding bridges, visual docking guidance systems, air traffic control (ATC) towers, cargo facilities, aircraft hangars, and other essential facilities.

The **Data Center business** executes hyperscale and enterprise data centers with high reliability, scalability and



Mahendra Mohan Choudhury Hospital (MMCH), Kalapahar Campus, Guwahati, Assam

speed. The business specialises in complex mechanical, electrical and plumbing (MEP) systems, including high-density cooling, redundant power systems and advanced fire protection systems.

The **Oman** operations undertake EPC and design-and-build execution projects in that country, primarily across healthcare, hospitality, mixed-use developments, airports, special projects, business parks, and select infrastructure facilities.

Residential, Commercial Buildings & Factories SBG

This SBG consists of the following three businesses:

The **Residential business** is a leading EPC solutions provider across elite, affordable and mass-housing segments. The business has expertise in executing high-rise towers and large-scale residential developments. This business has pioneered the use of precast technology for faster, high quality and efficient construction.

The **Commercial Buildings business** focuses on the delivery of end-to-end solutions for establishing Advanced Technological Facilities (ATFs) including semiconductor FAB and OSAT facilities. It also provides turnkey design-and-build solutions for IT parks, office spaces and commercial buildings.

The **Factories business** undertakes the construction of manufacturing and industrial facilities, offering comprehensive EPC solutions with single-point

accountability. The unit serves clients across sectors including automobiles — plants and test tracks, electronics, photovoltaic (PV) manufacturing, glass, pharmaceutical manufacturing, paints, life science products, warehouses, and various categories of fast-moving consumer good (FMCG).

Business Environment

Health

The Indian healthcare sector is undergoing a significant transformation, driven by capacity-led expansion to address the rising demand for quality healthcare infrastructure. To align with global benchmarks, the country requires an estimated addition of two million hospital beds by 2030. Several state governments, including Assam, Odisha, Bihar and Jharkhand, have announced large-scale healthcare infrastructure expansions aimed at improving the bed-to-population ratio.

During the year, major hospital chains announced significant bed addition plans over the next three to five years, with a pronounced focus on the development of specialised cancer care facilities. Furthermore, the increasing role of Corporate Social Responsibility (CSR) in healthcare is reshaping the sector. Leading healthcare institutions have invested in the development of state-of-the-art oncology centres across India.



Bhogapuram International Airport, Andhra Pradesh

Public Spaces

The Public Spaces business unit continues to witness growth, driven by a strong government focus on sports infrastructure, urban renewal, tourism and cultural infrastructure, with its project portfolio reflecting deep experience and proven capability in delivering complex, high-visibility public infrastructure.

Rising investments in capital city infrastructure, convention centres and iconic public landmarks are providing a robust project pipeline. With an increasing emphasis on citizen-centric design and integrated urban development, the business is well positioned to deliver high-impact, designed infrastructure aligned with India's ambitions, including readiness for global events.

Airports

The airport sector is experiencing sustained expansion, driven by rising air passenger traffic and increasing demand for enhanced connectivity. Development of new greenfield airports and modernisation of existing terminals is accelerating, particularly in Tier II and Tier III cities. Government initiatives and private sector participation continue to support the sector's growth trajectory. An increasing focus on world-class passenger experience, advanced infrastructure and integrated developments such as aerocities, is creating additional opportunities and supporting long-term sector growth.

Data Center

Data centers are emerging as one of the fastest-growing infrastructure segments, driven by a rapid increase in data consumption, proliferation of AI, a structural and sustained shift towards cloud computing and national digital transformation strategies, such as data localisation policies in India under the Digital Personal Data Protection (DPDP) Act, 2023, Saudi Vision 2030 and UAE Centennial 2071.

Increasing investments from global entities, including sovereign wealth funds, together with domestic policy support through special economic zones (SEZs) and tax incentives, are driving infrastructure development in these regions.

Residential

The residential real estate sector continues to demonstrate strong momentum, driven by rapid urbanisation, rising household incomes and sustained demand across mid-income and premium segments. Growth is further supported by infrastructure development, improved connectivity and policy initiatives such as Pradhan Mantri Awas Yojana (PMAY). Market preferences are increasingly shifting towards integrated townships, high-rise developments and better-quality housing. With sustained demand across metropolitan and emerging cities, supported by improving buyer sentiment and developer confidence, the residential sector offers a stable and scalable growth opportunity.



The Prestige City, Bengaluru, Karnataka

Commercial Buildings

Urbanisation, business expansion and increased investments in the technology sector continue to be the key demand drivers for the Commercial Buildings segment.

The IT Parks and Office Buildings segment is witnessing strong momentum, led by the rapid growth of research and development (R&D) centres and Global Capability Centres (GCCs). This is driving demand for Grade A office spaces with a focus on smart technologies, flexibility and sustainability. Government incentives and targeted investments in semiconductor manufacturing are supporting growth in specialised facilities such as fabrication units, cleanrooms and advanced technology-driven infrastructure.

Factories

The factory construction business is experiencing sustained growth, primarily driven by increasing private sector investments. The surge is largely supported by the Government of India's (GoI's) initiatives such as Production-Linked Incentive (PLI) scheme, Make in India, Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME), Pradhan Mantri Mega Integrated Textile Regions and Apparel (PM MITRA), Electronics Manufacturing Cluster (EMC) and the India Semiconductor Mission (ISM), which are aimed at strengthening domestic manufacturing and capacity creation. The PLI scheme has been a key catalyst,

providing financial incentives to industries to expand production capacities and accelerate capital investments.

International

The business has adopted a focused approach to bidding in the Gulf Cooperation Council (GCC) and Central Asian markets. Oman continues to be a stable market for the business in the hospitality and health segments.

Major Achievements

Major Orders Won

- Luxury high-rise residential development for multiple developers in Bengaluru, Mumbai and Gurgaon
- Electronics manufacturing plant, Kancheepuram, Tamil Nadu
- Glass manufacturing plant, Gujarat
- IT Park in Bengaluru, Karnataka
- Mixed-use Development for a reputed developer in Mumbai, Maharashtra
- Advait Lok Museum at Omkareshwar, Madhya Pradesh

Key Projects Commissioned

- Allahabad High Court, Uttar Pradesh
- Kartavya Bhavan 1, 2 & 3, Delhi
- Seva Teerth, Delhi
- Max Nanavati Hospital – Phase I, Vile Parle, Mumbai, Maharashtra



State-of-the-art plant for Toyota Kirloskar near Bengaluru, Karnataka

- Mixed-use Development at Muscat Hills
- Oman Botanic Garden
- Test Track at Trichy, Tamil Nadu
- The Prestige City – Aspen, Avalon, Meridian in Bengaluru, Karnataka

Significant Initiatives

The business sustained its strong focus on innovation, sustainability and workforce well-being through several transformative initiatives during the year. A key milestone was the successful delivery of Prefabricated Prefinished Volumetric Construction (PPVC) at the Ayodhya Guest House Project and modular sanitation pods at the Central Secretariat, marking a decisive shift towards modular construction with significant gains in speed, quality and site efficiency.

Sustainability efforts were strengthened through green power adoption across project sites in Maharashtra, alongside structured power purchase agreements in Karnataka and West Bengal, thereby reducing dependence on conventional energy.

Emerging technologies such as three-dimensional (3D) printing were also leveraged, including the successful delivery of 3D-printed luxury villas in Bengaluru.

Workforce welfare continues to remain a priority for the business. Workmen habitats were standardised, featuring improved living conditions, sanitation and utilities, and were implemented across all new projects.

In addition, the business advanced modern construction methodologies through increased adoption of precast systems, modular construction and enhanced Building Information Modelling (BIM). These initiatives were complemented by the deployment of AI-enabled safety systems and digital tools, strengthening execution efficiency, quality and operational control.

Outlook

Health

The healthcare sector continues to see steady investment momentum. Leading private hospital groups have announced expansion plans across Tier I and Tier II cities, while states such as Odisha, Jharkhand, Bihar and Haryana are progressing with speciality hospital developments. The Union Budget 2026-27 has increased allocation under the Pradhan Mantri Swasthya Suraksha Yojana (PMSSY) by nearly 4% to ₹ 11,307 crore and proposed the development of five medical tourism hubs, reflecting continued policy support for healthcare infrastructure development.

Public Spaces

The outlook for the Public Spaces segment remains positive with continued government expenditure on urban infrastructure, tourism and sports. Budgetary allocations for the Ministries of Housing and Urban Affairs and Sports have increased by approximately 10% over the previous year, with funding directed towards stadiums, convention centres and integrated urban infrastructure.



Artist's Impression

Semiconductor FAB Plant, Dholera, Gujarat

Ongoing initiatives in city development, cultural precincts and transit-oriented projects continue to expand the project pipeline. The increasing adoption of EPC and design-build models is shaping project structuring and execution approaches across the segment.

Airports

The domestic airport sector is supported by ongoing capacity expansion and regional connectivity initiatives such as Ude Desh ka Aam Naagrik (UDAN). Development of new airports and modernisation of existing facilities continue under government and private operator programmes. Airport infrastructure projects across regions such as the GCC and the broader Asia-Pacific region are contributing to the sector's overall project pipeline.

Residential

The residential sector is expected to maintain steady growth, with increasing demand for high-rise developments, integrated townships and premium housing. Urban redevelopment and expansion into emerging micro-markets are likely to drive new opportunities. With continued urbanisation and evolving consumer preferences, the sector is poised to remain a stable and scalable contributor to long-term growth.

Commercial Buildings

The Commercial Buildings business is well positioned to capitalise on rising demand under the Semcon India Programme for ATFs, including semiconductor FAB and OSAT projects, by leveraging its strong experience, technical

expertise and strategic partnerships to penetrate this niche segment. At the same time, it continues to maintain a strong focus on serving clients across the commercial and retail sectors.

Factories

India's manufacturing sector continues to be supported by policy-led initiatives such as the PLI scheme. Complementary programmes, including the National Policy on Electronics 2019, FAME II, Electronics Manufacturing Cluster (EMC) 2.0 scheme, Electronics Components Manufacturing scheme and BioPharma SHAKTI, support investments across electronics, semiconductors, electric vehicles and pharmaceuticals.

Data Center

The Data Center segment is supported by increasing digital adoption, cloud infrastructure expansion and data localisation requirements. Investments by both domestic and global operators continue across key markets in India and the GCC, supported by the growing integration of AI and digital services. Industry estimates indicate capacity additions of approximately 3 GW in India and 6 GW across GCC countries by 2030, reflecting the scale of planned data center infrastructure development.

International

The business continues to selectively expand in West and Central Asia, with a focus on airports and data centers. In Oman, the business is primarily focused on the airports, hospitality and healthcare sectors.



Kachchi Dargah Bridge Project (over the Ganges), Bihar

Transportation Infrastructure

Overview

The Transportation Infrastructure (TI) business offers comprehensive turnkey design-and-build EPC solutions with single-point responsibility for delivering projects such as roads, runways, bridges, elevated corridors, railways, urban transit infrastructure and airports.

The business is divided into two Strategic Business Groups (SBGs), namely Roads, Bridges & Formations (RBF) Business Group and Railways Business Group (RBG).

The **RBF Business Group** provides design-and-build EPC construction services. It is further subdivided into the following Business Units; Roads and Runways (R&R), Bridges, High-Speed Rail (HSR) and DFCC.

The R&R business unit operates in (a) the road infrastructure sector, including associated structures, cross-drainage, toll plaza, wayside amenities; (b) the airport sector, encompassing the construction of complete airside infrastructure, including runways, taxiways, aprons, airfield ground lighting and fuel hydrant systems, for both domestic and international airports, both greenfield and brownfield; and (c) design and construction solutions for elevated corridors in urban areas, along with civil construction services for urban railway network projects.

The Bridges business unit undertakes the construction of bridges by employing innovative and advanced bridge construction techniques such as incremental launching, segmental construction, full span construction, cable stay construction, precast and pre-stressed concrete, as well as steel and concrete composite construction.

The HSR business unit undertakes the civil construction of HSR, Semi HSR and Rapid Rail Transit Systems.

The DFCC business unit provides construction services for railway civil works in dedicated freight corridors.

The **RBG** is further subdivided into the Mainline Business Unit (MLBU), Metro Business Unit (MTBU) and International Business Unit (IBU). The MLBU undertakes EPC works in the domains of trackwork, electrification and systems integration, including signalling and telecommunication, for all mainline railway projects, trackwork, dedicated freight corridors and rail links to ports, mining and power plant facilities. The MTBU carries out EPC works that require ballastless trackwork, electrification and systems integration for mass rapid transit systems, regional rapid transit systems and semi high-speed and HSR projects in India.

To focus on the opportunities emerging from the Association of Southeast Asian Nations (ASEAN) region and West Asia, a separate International Business Unit (IBU) has been formed. The scope of the IBU includes mainline works and integrated systems works for mass transit and HSR projects.



Ganga Expressway (MGEP), connecting Meerut to Prayagraj, Uttar Pradesh

The business has Engineering Design Centres located at Mumbai, Faridabad and Chennai; a Competency Development Centre at Kancheepuram; and a Workmen Training Centre at Ahmedabad.

Business Environment

Roads, Bridges & Formations

The Ministry of Road Transport and Highways (MoRTH) has set a target to construct 1,85,000 km of national highways by 2030. The government continues to prioritise highway development and capital-recycling to support infrastructure growth. The National Highways Authority of India (NHAI) has identified 124 national highway projects spanning approximately 6,376 km for award in FY 2025-26, with an estimated outlay of ₹ 3.45 lakh crore, largely driven by projects under the Hybrid Annuity Model (HAM), reflecting a balanced risk-sharing approach.

Under the first phase of the National Monetisation Plan (NMP-I), NHAI mobilised approximately ₹ 1.20 lakh crore during financial years 2022-25, achieving close to 74% of the road sector target, with cumulative monetisation since FY 2018-19 reaching about ₹ 1.4 lakh crore. Building on this progress, the government has announced the second phase of the National Monetisation Plan (NMP-II) under which highway asset monetisation is targeted at ₹ 4.42 lakh crore over financial years 2026-30, representing over 26% of the overall monetisation target. This enhanced focus on monetisation is expected to support capital-recycling,

strengthen funding sustainability and enable continued investment in highway infrastructure.

Railways Business Group

The railway sector has demonstrated continued momentum in recent years, supported by sustained investments in infrastructure creation and the adoption of modern construction methodologies. Sectoral activity has expanded across key segments including capacity augmentation, network strengthening, station redevelopment and HSR, reflecting the government's ongoing emphasis on modernisation of the rail ecosystem.

A key highlight of the Union Budget 2026-27 is the strong push towards new HSR connectivity as growth enablers, aimed at strengthening regional economic clusters and supporting high-productivity mobility.

Indian Railways has undertaken several initiatives to modernise rolling stock, improve passenger amenities and enhance service quality. Parallel efforts are also under way to increase average train speeds and improve operational efficiency across the network.

Looking ahead, the sector's outlook continues to remain positive, supported by the implementation of large ongoing projects and the announcement of new investments. The railway sector is expected to attract increased capital, play a critical role in economic development and contribute significantly to employment generation.



Second Iswar Gupta Setu project, extradosed bridge over the Hooghly River connecting Kalyani and Bansberia in West Bengal

Major Achievements

Major Orders Won

- T1-Track Works Package – Mumbai-Ahmedabad HSR, Mumbai-Vapi (157 RKM)
- Roads and Transport Authority (UAE) – Improvement of Latifa Bint Hamdan Street, Phase 1
- Hyderabad Greenfield Radial Road, Phase 2
- Muri Ganga Bridge Project, West Bengal
- PSI, Traction, E&M: Mumbai Metro Rail Line 4&4A | Wadala-Kasarvadavali Gaimukh (24 KM)
- Saraighat Rail-cum-Road Bridge, Guwahati, Assam

Projects Completed / Commissioned

- Madras Peripheral Ring Road Project
- RRTS Delhi-Meerut slab tracks: entire section of mainline 182 TKM completed and in commercial operation
- Western Dedicated Freight Corridor (WDFC) Signalling and Telecommunication - 17 commissioning of Jawaharlal Nehru Port Trust (JNPT) to Vaitarna section (103 km)
- Central Organisation for Railway Electrification (CORE) Package EPC-6 - 1,200 TKM – CORE's largest electrification project (Rajasthan)

Significant Initiatives

- Automated steam curing system to produce track slabs, with digital temperature monitoring and automatic flow control
- Modular formwork for pier table at the Meghalaya-Assam Bridge Project, achieving reduced cycle time
- Remote-controlled vibratory roller – successfully implemented in a mini tandem vibratory roller
- Adoption of next-generation construction methods, including precast plinth track system (patent submitted) and precast cylindrical foundation for Overhead Equipment (OHE) mast
- Minor Bridge General Arrangement (GA) drawing preparation fully automated, enabling a highly efficient workflow and securing RBG's first copyright
- Customised automation module for civil infrastructure design platforms, enabling rapid drawing generation with improved quality and a 75% reduction in preparation effort



Artist's Impression

Jakarta MRT - Integrated Systems Works - 12.5 tkm, 7 Underground Stations

Outlook

Domestic

Roads, Bridges & Formations (RBF)

The budgetary allocation for MoRTH for 2026-27 stands at ₹ 3.09 lakh crore, reflecting a y-o-y increase of 7.9%. A large portion of the total allocation, approximately ₹ 1.87 lakh crore, has been dedicated to NHAI for capital expenditure on roads and highways, an increase of around 10% compared to the revised estimate of ₹ 1.70 lakh crore for 2025-26.

The roads segment has a potential market size of approximately ₹ 3 lakh crore, while bridges represent a potential market of around ₹ 80,000 crore. These projects are expected to be bid largely by state governments, the central government and private sector participants.

The government has planned urban decongestion through ring road projects, covering approximately 4,000 km over the next five years.

The government is focusing on the development of second airports for capacity expansion in major cities, viz. Chennai, Pune and Bengaluru. In addition, airside capacity expansion is expected at Hyderabad and Nagpur among the major public-private partnership (PPP) airports.

The government has also announced plans to expand the expressway network by approximately 25,000 km over the next five years.

Railways Business Group (RBG)

The National Rail Plan (NRP) outlines a structured roadmap for the development of a future-ready railway network by 2030, with a cumulative capital investment of approximately ₹ 30 lakh crore. In line with this long-term vision, the Union Budget 2026-27 has provided an allocation of ₹ 2.93 lakh crore to Indian Railways. The allocation remains broadly at par with the previous year, reflecting sustained policy support for capacity augmentation, network expansion and modernisation of railway infrastructure.

With the progressive execution of the Mumbai-Ahmedabad HSR corridor, the government has announced seven new HSR corridors in the Union Budget 2026-27, identified as key growth connectors. These corridors are intended to strengthen regional connectivity, enhance mobility efficiency and support economic development.

HSR corridors announced for implementation are (i) Mumbai – Pune, (ii) Pune – Hyderabad, (iii) Hyderabad – Bengaluru, (iv) Hyderabad – Chennai, (v) Chennai – Bengaluru, (vi) Delhi – Varanasi, (vii) Varanasi – Siliguri

Indian Railways has also initiated the upgradation of the existing electrification system to 2x25 kilovolt (kV) traction to facilitate higher operating speeds, increased haulage capacity and improved system efficiency on high-density routes. Upgradation works are currently under way on the Delhi-Mumbai and Delhi-Kolkata corridors, while tendering activities for other identified routes are in progress.



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

In addition to the High-Density Network, other routes across all zonal railways are also planned for upgradation to 2x25 kV traction.

On the safety front, Indian Railways has continued to focus on the implementation of KAVACH – the Automatic Train Protection (ATP) system.

In the freight segment, the Union Budget has announced a new Dedicated Freight Corridor connecting Dankuni in the East to Surat in the West, spanning more than 2,000 km. The proposed corridor is envisaged as a key multimodal freight initiative aimed at improving logistics efficiency and enabling environmentally sustainable freight movement. Collectively, these developments are expected to support sustained activity levels in the railway sector and reinforce long-term growth prospects.

International

RBF

Several mega infrastructure projects are planned across West Asia, with countries such as Saudi Arabia, under Vision 2030, prioritising large-scale investments in infrastructure development, including highways and airports.

RBG

The strategic focus continues to remain on neighbouring geographies, as well as the ASEAN, West Asia and North Africa (MENA) regions, where rail infrastructure development is witnessing increased policy support and investment momentum. These regions offer opportunities across urban transit, intercity rail and HSR segments.

In West Asia, rail and metro infrastructure is receiving renewed policy and investment support. Over the next five years, opportunities are expected to be driven largely by urban transit and intercity rail projects, including HSR, metro and Light Rail Transit (LRT) projects.

In the ASEAN region, several railway and urban rail projects are expected to be developed over the next few years. Following recent increases in infrastructure budgets, governments across the region have outlined ambitious plans to expand urban and intercity rail networks.

The ongoing execution of the rail project in Jakarta is expected to further strengthen the Company's presence in the ASEAN region and enhance its positioning to pursue additional opportunities as the regional rail market continues to evolve.



Kudankulam Nuclear Power Plant (KKNPP) in Tamil Nadu

Heavy Civil Infrastructure

Overview

The Heavy Civil Infrastructure (HCI) business is a market-leading EPC platform with deep execution capabilities across critical civil infrastructure sectors that underpin India's long-term economic growth and development agenda. The business segments include:

- a) Metros, High-Speed Rail (HSR) & Semi HSR
- b) Urban Tunnels
- c) Hydel & Tunnels
- d) Nuclear
- e) Ports & Harbours
- f) Defence Infrastructure

The business has a strong domestic presence and has expanded its footprint in West Asia, undertaking projects of significant scale and technical complexity with the capability to deliver both EPC and turnkey solutions. The domestic market continues to contribute a substantial share of the business' overall revenue.

The business derives its competitive edge due from its dedicated in-house design and technical centres, competency cells, fabrication facilities, specialised training centres supported by a strong resource base comprising

a skilled workforce, a deep pool of talented employees, and comprehensive fleet of plant and machinery suited to complex execution requirements.

Metros, HSR & Semi-HSR

L&T's Heavy Civil Infrastructure's urban transit business is a key contributor to the development of modern urban landscapes through the delivery of advanced mass-transit solutions. With expertise in designing, engineering and construction of HSR, semi HSR, metro rail systems, and related infrastructure, the business addresses the growing demand for efficient urban mobility. Operating across challenging terrains and remote locations, its capabilities extend to metro rail projects across multiple countries, reflecting its ability to meet the evolving requirements of modern cities. This depth of experience positions the business as a trusted partner in developing resilient urban transit infrastructure, with a footprint across four geographies and 19 executed and ongoing projects.

In the HSR segment, the business is executing multiple packages on India's first HSR corridor connecting Mumbai to Ahmedabad. A significant portion of the HSR from Vapi to Vadodara has been handed over to the customer for commissioning. Execution in the Maharashtra section continues to progress towards sequential completion and handover. The business is also expanding its international footprint in this segment.



Dibang Multipurpose Project Lot-2, Diversion Tunnel Portal, Arunachal Pradesh

Urban Tunnels

The business executes end-to-end tunnelling solutions for road and highway projects in challenging urban environments, leveraging advanced technologies like New Austrian Tunnelling Method (NATM) and cut-and-cover techniques to ensure high standards of safety and precision. In the Urban Tunnels segment, the business has successfully completed the Mumbai Coastal Road Project and is currently executing the country's largest urban road project (Orange Gate to Marine Drive) in Mumbai. The business has also signed a Memorandum of Understanding (MoU) with the MIT World Peace University to facilitate the training and development of employees working in tunnel projects on rock mechanics, tunnelling and allied excavations.

Hydel & Tunnels

The Hydel segment offers comprehensive turnkey solutions encompassing civil works and hydro-mechanical works for hydroelectric dam, barrages, pumped storage plants (PSPs) and complex irrigation projects. The business is currently executing projects in Madhya Pradesh, Assam, Arunachal Pradesh, Uttarakhand, Jammu & Kashmir, Rajasthan, Sikkim and Bhutan. In the Tunnels segment, tunnelling has been completed for two major rail tunnel packages connecting Rishikesh to Karnaprayag.

Nuclear

The nuclear segment undertakes civil works, mechanical supply and erection activities for nuclear power plants. The business has developed full-scale expertise in the execution of Pressurised Heavy Water Reactors (PHWRs), Light Water Reactors (LWRs) and Natural Draft Cooling Towers (NDCTs). Currently, the business is engaged in executing nuclear power projects and associated facilities across Tamil Nadu, Maharashtra and Madhya Pradesh. The business also executed critical civil and balance of plant packages at the Rajasthan Atomic Power Station (RAPS), including NDCTs and associated cooling water infrastructure.

Ports & Harbours

This segment has extensive expertise in constructing greenfield ports, shipyard structures and seawater intake systems along the country's coastline. It specialises in offering comprehensive construction solutions for various marine infrastructure elements that include breakwaters, berths, jetties, wharves, dry docks and shore protection structures. Currently, the business has a presence in Tamil Nadu, Kerala and Andhra Pradesh, and has successfully delivered a project in Maharashtra.

Defence Infrastructure

This segment offers single-point EPC solutions from concept to commissioning for various defence civil establishment infrastructure facilities in India.



Gandhi Sagar Pumped Storage Project (PSP) in Madhya Pradesh

L&T GeoStructure

L&T GeoStructure Private Limited, a wholly-owned subsidiary, is a pioneer in the ground engineering space and is engaged in foundation and ground improvement-related projects. It has a strong, professional and specialised team with knowledge of design, equipment and methods to execute and supervise sophisticated foundation works. The business has expertise in deep piling and diaphragm walls, multi-cellular intake wells for river-linking, marine terminals with berths, jetties and deep cut-off walls.

Business Environment

The heavy civil infrastructure sector is in a structural upcycle, driven largely by government-led capital expenditure, resilience-focused investments and long-term economic development goals.

Public infrastructure – including roads, rail, utilities, ports and water – continues to outperform private construction, sustained by fiscal support and the implementation of strategic national programmes.

Metros, HSR & Semi-HSR

India adds 10 million urban residents annually, intensifying demand for mass transit. In this context, the metro rail segment is one of the most stable and policy supported infrastructure sub sectors, driven by rapid urbanisation,

climate commitments and sustained government funding. India has expanded its metro rail network nearly four times in the last decade, now operational in more than 20 cities, making it the third-largest metro network globally by length. Tier II and Tier III cities (Indore, Bhopal, Agra, Kanpur, Meerut, Patna, Kochi) are now active metro markets, expanding beyond the original Tier I city focus.

HSR and semi HSR are positioned as productivity multipliers. India's rail strategy deliberately prioritises semi HSR for scale and affordability, while HSR remains a technology led pilot with long-term positioning value.

Urban Tunnels

The country has been making significant strides in developing urban tunnels to improve connectivity and reduce traffic congestion. These projects are part of India's broader strategy to modernise its infrastructure while ensuring sustainable urban development.

Hydel & Tunnels

Hydropower is regaining strategic relevance in India's energy transition, not primarily as a bulk energy source, but as a grid balancing and storage solution. India's installed hydropower capacity stands at 42 GW, with another 15 GW under construction and capacity expected to reach 67 GW by 2031-32.



NATM tunnel MT05 of length 1,480 Rmt, Mumbai-Ahmedabad High-Speed Rail Package C3, Palghar, Maharashtra

The government is taking steps towards increased investments in non-carbon energy sources, including offshore wind, hydel power, nuclear power and pumped storage plants (PSPs). Among these, PSP projects are regarded as a priority energy storage solution to support the achievement of energy transition objectives. The Indian government has introduced a new framework to expedite the development of PSPs. Key aspects of this framework include streamlined approvals, improved site allocation processes and incentives for private sector participation.

The government's prioritisation of mega hydel projects in the north-eastern states and Jammu & Kashmir further signals a favourable medium-term business environment.

Nuclear

Nuclear power in India is shifting from a marginal contributor to a strategic baseload anchor for the electricity grid. The SHANTI (Sustainable Harnessing and Advancement of Nuclear Energy for Transforming India) Act fundamentally reshapes the business environment and overhauls India's nuclear governance by permitting private sector participation in nuclear power generation and introducing a graded liability structure.

Nuclear power capacity is expected to increase from 8,200 MW in 2025 to 22,480 MW by 2032. Under the Viksit Bharat initiative, India has set an ambitious target to achieve 100 GW of nuclear power capacity by 2047.

By 2026-2031, the pipeline consolidates into three clear streams: (i) Fleet mode indigenous PHWRs (700 MW), (ii) Limited imported large reactors (VVER / EPR), (iii) Fast breeder transition and SMR pre deployment

India aims to develop at least five indigenously designed and operational Small Modular Reactors (SMRs) by 2033 under the Nuclear Energy Mission. The country's nuclear development strategy spans multiple technology pathways: (i) Bharat Small Reactors (BSRs) — 220 MW PHWR based systems intended for captive industrial decarbonisation; (ii) SMRs as a reactor class under which indigenous designs are being developed by Bhabha Atomic Research Centre (BARC); and (iii) advanced reactor technologies such as high temperature gas cooled reactors and molten salt reactors.

Ports & Harbours

Ports had moved from being a part of the supporting logistics infrastructure to becoming strategic national assets that are embedded in: (i) Global supply chain realignment, (ii) Export led manufacturing, (iii) Energy transition (green fuels - hydrogen), (iv) Defence, shipbuilding and maritime security.

Nearly 95% of India's trade by volume and 70% by value moves by sea, making ports central to economic strategy.

Defence

In the Union Budget 2026-27, ₹ 7.85 lakh crore has been allocated to the Ministry of Defence, marking a more than



Mumbai-Ahmedabad High-Speed Rail (MAHSR) Project, Bilimora Station in Gujarat

15% increase over the previous year. The government is focusing on building new capacities and upgrading existing defence infrastructure with increased budget allocations. This is expected to lead to opportunities in various defence infrastructure projects.

International

The business is exploring growth opportunities in West Asia and SAARC regions across metro rails, HSR, urban tunnels, defence infrastructure and ports & harbours.

Major Achievements

Major Orders Won

- Dubai-Abu Dhabi HSR: Design-and-build contract for civil works and stations for the Etihad HSR project
- Riyadh Metro project Line 2 Extension: Design and construction of an elevated viaduct of 1.3 km and an underground tunnel of 7.1 km, with two elevated and three underground stations
- 3,000 MW Saidongar-1 Karjat PSP: The project features two reservoirs – an upper reservoir on a hilltop and a lower reservoir – with advanced civil works including dams, tunnels and an underground powerhouse
- 1,500 MW Bhavali PSP: The project features two reservoirs – an upper reservoir and a lower reservoir – connected through advanced tunnels and an underground powerhouse

- KKNPP- 5 & 6 Mechanical: Erection of nuclear reactor systems, turbine systems including generators & condensers, seawater systems, polar & trestle cranes; and other related systems and equipment along with accessories, piping, supports, metal structures, painting, anti-corrosive coating, insulation and testing in various buildings and structures of KKNPP-5 & 6
- LIGO: Engineering, design, detailing, construction, fabrication, supply, installation, testing and commissioning of civil infrastructure including area development and vacuum infrastructure for the LIGO India Observatory
- Sharjah University Station: Design-and-build contract for passenger stations and civil works package (station building, training crew facility building, ancillary building, pump room, parking and connecting roads)

Key Projects Completed

- Dabhol Breakwater Project inaugurated in May 2025
- Thane Creek South Bridge inaugurated in June 2025
- MMRC UGC-01 inaugurated in October 2025
- CMRL Phase-2 C3 EV01 (Okkiyam Maduvu Highway Bridge) inaugurated in January 2026
- RRTS Package 7 inaugurated in February 2026

Other Key Achievements

- RVNL-2: Record completion of 504.2 m of RCC tunnel lining in a single month with a single gantry



The sharpest curve at a 125m radius at the Kathipara Junction, Chennai Metro Rail Phase 2, Tamil Nadu

- Orange Gate: In-house design of a larger-diameter tunnel (11 m)
- CMRL ECV-02: India's longest 33 m U-girder erected
- KKNP-3 & 4: Erected India's largest, first-of-its-kind containment dome liner
- Agra Metro: First-of-its-kind double T-girder - design & construction
- Gandhi Sagar PSP: Achieved 58,950 cu.m. concrete in a single month
- DC-09: Stacked tunnel from Hauz Rani to Neb Serai Station (12 m wide) — the first multi-level tunnelling project in L&T and DMRC

Significant 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

Outlook

The Union Budget FY 2026-27 reinforces India's infrastructure-led growth trajectory, with a continued thrust on capital expenditure, expansion of public-private partnerships and the introduction of mechanisms such as the Infrastructure Risk Guarantee Fund to crowd in private investment, collectively unlocking a multi-trillion-rupee project pipeline across core sectors. Policy momentum in clean energy and baseload capacity — including the scale-up of PSPs with eased regulatory norms, a strengthened nuclear programme under the SHANTI framework with targeted investments in SMRs, and a broader power sector roadmap emphasising reliability and storage — augurs well for the respective business units. In addition, continued investments in urban mass transit and maritime infrastructure are also expected to support continued business momentum across metros, tunnels and port development.

India's Net Zero 2070 agenda and supportive clean energy policies are expected to create opportunities for the business across the hydro, nuclear and pumped storage segments. These factors, together with improved domestic execution frameworks and ongoing international opportunities in West Asia, are likely to support stable medium-term business growth.



765 kV Navsari–Phadge Transmission Line, Gujarat

Power Transmission & Distribution

Overview

The Power Transmission & Distribution (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 & distribution (T&D) networks through to last-mile electrification. The business serves utilities, energy developers and industrial and infrastructure customers across 30 countries in the SAARC, ASEAN, West Asia, Africa, North America and CIS regions.

The business is broadly organised into T&D and Digital Energy Solutions (DES) businesses.

The **Transmission & Distribution** business caters to various T&D utilities and developers along with bulk power consumers such as metros and airports in creating the following infrastructure:

- **Substations:** Turnkey solutions for Extra-High Voltage (EHV) air-insulated and gas-insulated substations up to 1,200 kV, including Flexible AC Transmission Systems (FACTS) such as Static Synchronous Compensators

(STATCOMs) and Static VAR Compensators (SVCs), digital substations and EHV cable systems

- **Transmission Lines:** Complete EPC solutions for overhead transmission lines, supported by digitally enabled tower fabrication units with a combined capacity of over 1.1 lakh tonnes per annum
- **Power Distribution:** EPC services span urban and rural electrification, strengthening of high- and low-voltage distribution networks, power quality enhancement and advanced distribution management solutions

The Kancheepuram facility also has a state-of-the-art Tower Testing and Research Station, providing design and testing services to clients in over 30 countries.

Geographically, the key operating regions include India, Saudi Arabia, the UAE and the wider GCC region. The business also has a strong presence in Africa, ASEAN and CIS regions.

The business has established a strong reputation in West Asia among utilities and energy companies across Saudi Arabia, the UAE, Oman, Qatar, Kuwait and Bahrain, having executed several marquee projects and maintaining a significant share of annual T&D project awards.

Larsen & Toubro Saudi Arabia LLC (LTSA), a wholly-owned subsidiary, undertakes engineering, construction and contracting services in the T&D segment in Saudi Arabia.



Al Ghat Wind 380/132 kV Bulk Supply Point (BSP) # 9084, a critical infrastructure project supporting a 600 MW onshore wind power plant in the Riyadh province of Kingdom of Saudi Arabia

In Africa, the business has executed landmark projects across Algeria, Egypt, Morocco, Kenya, Ethiopia, Tanzania, Uganda, Botswana, Mozambique and Malawi, and continues to expand its presence in Western and Northern Africa, including Guinea, Cameroon and Tunisia.

In the ASEAN region, L&T is an established T&D player with a portfolio of prestigious projects across multiple countries.

The **Digital Energy Solutions** arm provides global consulting and digital solutions through a proprietary platform and a suite of software products. Its offerings include hybrid energy management systems, control room and substation automation, grid-edge solutions and power system cybersecurity. Driven by advanced algorithms and simulations, these solutions enable customers across India, West Asia and the Americas to build resilient, future-ready power systems.

The PT&D business continues to focus on delivering high standards of reliability, availability and efficiency in T&D networks while supporting evolving energy transition requirements.

Business Environment

The T&D sector in the West Asia continues to present a strong growth opportunity, supported by sustained investments in grid infrastructure. The region is witnessing accelerated deployment of renewable energy (RE) capacity as part of energy transition and diversification strategies.

This is driving the need for robust grid integration, expansion of high-voltage transmission corridors and development of substations to support large scale intermittent power flows. These factors have created a favourable business environment for growth in substation and transmission line projects across West Asia.

In India, several trend-setting orders related to grid digitalisation have been awarded, reflecting the early stages of a broader transformation and modernisation of the distribution system. Over the medium-term, such initiatives are likely to enhance the network's ability to manage an increasingly complex generation mix, alongside rising RE penetration. The government's continued efforts towards improving the transmission infrastructure for evacuation of power from RE sources has also supported the finalisation of major Tariff Based Competitive Bidding (TBCB) schemes.

Major Achievements

Major Orders Won

- ±800 kV Double Circuit High Voltage Direct Current (HVDC) transmission link in Western India
- 765 kV transmission line for energy transfer from RE Zones in Southern India
- Implementation of SCADA, Smart Technology Integration along with augmentation of power distribution networks for multiple distribution companies (discoms) in Uttar Pradesh



132 kV ESKAN YALAYIS Substation, UAE

- 3 numbers of 380 kV substations and 5 transmission line packages for grid expansion in Saudi Arabia
- 16 substations of various voltage levels in UAE and 10 substations in Kuwait
- 2 transmission lines for evacuation of power from RE source in Qatar
- 3 packages of 400 kV grid stations and associated transmission lines in Oman
- 500 kV overhead transmission line along with 3 new switching stations and bay extension works in 2 existing substations to evacuate power from wind power generation plants in Uzbekistan

Projects Completed and Commissioned

- 5 packages of 765 kV transmission line projects in Gujarat and Rajasthan
- 765/400 kV gas insulated substations (GISs) in Gujarat, Telangana and West Bengal
- 6 distribution projects under the Revamped Distribution Sector Scheme (RDSS) for improving power quality and reliability
- 3 substations and 328 km of overhead transmission lines in Saudi Arabia
- 13 substations and 138 km of overhead transmission lines across UAE, Kuwait and Oman and offshore substation projects

- 1 substation and 458 ckm of transmission lines in Africa
- 2 substations and 76 km of overhead transmission lines in ASEAN region

Significant Initiatives

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

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

Outlook

The T&D business continues to operate in a favourable environment, supported by strong structural drivers across both international and domestic markets.

International

West Asia is witnessing a shift from planned expansion to execution, with multiple in-country and cross-border interconnection projects progressing across the GCC. Investments are focused on enhancing grid resilience and integrating RE, driving demand for high-voltage transmission systems, including HVDC corridors and FACTS technologies.



1.4 GW Al Kahfah Solar PV Project, Kingdom of Saudi Arabia

Simultaneously, economic diversification initiatives — such as new cities, industrial ecosystems and digital infrastructure — are creating new demand centres. The increasing scale of data centers and emerging applications such as artificial intelligence are further reinforcing the need for reliable and high-quality power networks.

Selective participation in markets across Africa, ASEAN and CIS countries, particularly in renewable-linked projects, is expected to provide incremental growth opportunities.

Domestic

The sector remains well positioned, driven by accelerating RE capacity addition and the corresponding need for an efficient evacuation infrastructure. Opportunities are supported by TBCB projects, expansion of 765 kV transmission networks and development of HVDC corridors for bulk power transfer. The government's continued focus on inter-regional transmission capacity, grid digitalisation and the next phase of distribution sector reforms is expected to further strengthen the opportunity pipeline.

A strong order book and visibility of prospects support a constructive business outlook. Backed by deep engineering expertise and in-house software development capabilities, the PT&D business is able to deliver a wide range of advanced physical and digital solutions at scale — including network-wide energy management systems, intelligent power distribution systems and dynamic reactive power compensation — thereby strengthening its competitive positioning in the marketplace.

Renewables

Overview

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

The business has a well-established client base and has emerged as a preferred go-to partner for GW-size RE projects in West Asia, India and CIS. 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 business has built in-depth engineering and construction know-how to execute a broad spectrum of renewable projects including hybrid, floating and linear configurations, with technologies optimised to terrain and tracking requirements. It is also well equipped to support round-the-clock (RTC) RE requirements from emerging load hubs such as data centers and green hydrogen plants.



56 MW Floating PV Project, Ramagundam, Telangana

The capability is underpinned by its strengths across solar PV plant, battery energy storage system (BESS), energy management system / SCADA, wind and grid infrastructure.

L&T's Renewables business has scaled significantly in recent years, with its portfolio expanding to 38 GWp of solar PV capacity (from 3 GWp in 2021), 15 GWhr of BESS (from 0.02 GWhr in 2021) and 1.8 GWp of wind capacity (from nil in 2021).

Business Environment

Global commitments and improving economics are accelerating the RE transition, with renewables accounting for over 85% (692 GW) of net annual capacity additions in 2025 bringing total installed RE capacity to 5.15 TW. Tariffs continue to decline, while RE growth momentum is increasingly driven by economic viability and strong policy support.

A vibrant RE market across India, West Asia and the CIS offers significant opportunities for sustained growth. This growth is driven by larger project and package sizes that enable efficient resource utilisation and scalable expansion.

Renewable projects in West Asia and CIS now extend beyond standalone PV to include Wind EPC, RTC solutions and a strong emphasis on BESS. Meanwhile, India and ASEAN markets are also transitioning towards hybrid solutions such as, PV + BESS. Floating Solar projects are another area of growth across India and ASEAN with the

business already having executed floating solar projects in India.

RE projects in India continue to face challenges related to land acquisition, Inter-State Transmission System (ISTS) connectivity and power evacuation, intense competition from smaller EPC players, e-reverse auctions, in-house EPC execution by most private developers, and policy uncertainties. The business focuses on select opportunities from public sector undertakings (PSUs), state utilities and specialised projects such as floating solar power projects and select private players.

The evolving dynamics of West Asian countries' increased focus on energy security will drive a reassessment and accelerate RE adoption, providing strong growth for the business beyond what is envisioned. Evolving local content requirements across regions pose adaptation challenges, necessitating swift alignment.

Major Achievements

Major Orders Won

- 1.5 GW solar PV, 241 MWh BESS and 228 MW floating solar plants in India
- 6 GW solar PV plant EPC orders in Kingdom of Saudi Arabia (KSA)
- 800 MW solar PV plant restoration EPC order in the UAE
- 1.8 GW wind and 978 MWh BESS EPC orders in Central Asia



AMAALA Utilities PPP Project in Kingdom of Saudi Arabia, featuring a 250 MWp solar PV plant combined with over 750 MWhr of battery energy storage

Projects Completed and Commissioned

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

Outlook

Renewable electricity has emerged as the preferred energy source across a wide range of applications and industries. Significant investments are being directed towards expanding RE capacity in both developed and emerging economies. Global renewable capacity has now reached 49% of the total installed capacity and is expected to double to 11.2 TW by 2030, requiring average annual additions of ~1 TW.

The GCC countries have set ambitious RE targets of ~230 GW by 2030, against ~75 GW of ongoing and completed projects. The KSA leads with a target of 130+ GW, followed by the UAE at 30+ GW by 2030. Strong pipeline visibility, government intent — including green hydrogen initiatives — and a low renewable share at ~14% of total capacity indicate substantial headroom and make these targets increasingly imperative. In parallel, data centers and interconnector projects are emerging as significant demand drivers, enabling integrated clean energy solutions across generation, storage, transmission and power-to-grid infrastructure in the region.

Renewables account for approximately 50% of India's total installed power generation capacity, with 267 GW currently in place, and the country is targeting around 400 GW of renewable capacity by 2030. Domestic manufacturing capacity of solar PV cells is expected to expand significantly in the coming years. Achieving self-sufficiency in PV cell manufacturing will be critical to meeting India's ambitious RE targets.

CIS countries aim to scale renewable capacity from ~6 GW installed / under-construction to 36 GW over the same period. Collectively, across the GCC, India and the CIS, the total RE opportunity exceeds 350 GW.

The business will focus selectively on certain ASEAN markets, including Indonesia, Malaysia and the Philippines. Leveraging its proven track record and established stakeholder relationships, it will also pursue select opportunities arising from the G20 'Just Transition' initiatives and will explore opportunities in Africa spanning grid interconnection requirements and the growing adoption of RE.

The business' strong reputation and proven reliability with major developers across existing markets have reinforced its position as a market leader, driven by a high level of repeat orders. This established trust is expected to continue to drive growth across these regions and support expansion into new markets. The ability of the Renewables business to partner with developers across the full spectrum of projects — both routine and complex — distinctly positions it as a preferred partner.



136 MLD Sewage Treatment Plant, Diggian, Chandigarh

Water & Effluent Treatment

Overview

The Water & Effluent Treatment (WET) business delivers integrated, end-to-end water management solutions spanning the entire water life-cycle. With core expertise in potable water supply, irrigation, wastewater and industrial effluent treatment, desalination, storage and conveyance, and smart water infrastructure, the business integrates advanced technologies with proven engineering capabilities to deliver reliable, sustainable and future-ready solutions.

Backed by its in-house Water Technology Centre (WTC), the business continues to adopt and develop cutting-edge technologies and global best practices to drive efficiency, innovation and operational excellence. The business executes large-scale, high-impact projects across India, aligned closely with national development programmes. Through consistent execution, commissioning and operation of critical water infrastructure, the business contributes to strengthening water security, expanding access to safe drinking water and modernising wastewater management.

The WET business is structured into two Strategic Business Groups (SBGs):

Domestic WET – This SBG delivers comprehensive water solutions across potable water supply, irrigation, wastewater and industrial effluent treatment, desalination and storage and conveyance within India. It is structured

into multiple sub verticals, broadly categorised as Water & Wastewater and Irrigation, Industrial & Infrastructure. The water supply business focuses on delivering potable water across the water cycle – from abstraction through intake wells, advanced water treatment, construction of pumphouses and reservoirs, transmission through 24x7 smart water networks, distribution to end users and includes initiatives to reduce non revenue water (NRW). In the Municipal Wastewater segment, the business undertakes projects encompassing construction of pumping stations, collection and conveyance of sewage, advanced wastewater treatment plants, including high-standard sludge treatment and power generation. In the Industrial Wastewater segment, the business provides integrated water and wastewater solutions for industries including power, petrochemicals, refineries, metals, and manufacturing covering design and execution of plant water systems and effluent treatment plants, enabling industries to reuse water ensuring circularity and sustainability. Desalination vertical delivers desalination solutions designed to perform across diverse operating conditions. The Irrigation vertical designs and executes large scale irrigation infrastructure to support sustainable water use, leveraging domain expertise in the engineering and execution of mega lift irrigation and micro irrigation projects.

International WET – Water International SBG focuses on providing complete water solutions across West Asia and East Africa. This business operates through two specialised



85 MLD WTP, Keonjhar III Water Supply Scheme, Odisha

verticals, namely, Water Treatment and Effluent Treatment, offering integrated, end-to-end solutions across the water value chain. The Water Treatment vertical delivers end-to-end capabilities in desalination and potable water projects, including intake and outfall systems, advanced treatment facilities, storage, pumping and transmission infrastructure. The Effluent Treatment vertical provides comprehensive municipal and industrial wastewater solutions, covering collection and conveyance systems, pumping stations, advanced treatment plants, energy efficient sludge management, and complete industrial effluent treatment and disposal facilities.

Business Environment

India's economic environment in FY 2025-26 remained resilient, supported by sustained government expenditure. In the water sector, government initiatives continued to drive demand across potable water supply, wastewater treatment and irrigation segments. During FY 2025-26, most of the projects financed through Jal Jeevan Mission (JJM) could not progress significantly as the central government had paused on funding pending review of cost escalation and delayed progress. Post the reviews, the government has extended the JJM until 2028 with a budget allocation of ~₹ 67,000 crore in FY 2026-27, aimed at achieving universal rural tap water coverage.

In addition, increasing emphasis on wastewater treatment and reuse, along with river rejuvenation programmes such

as Namami Gange, is expanding the scope of government initiatives beyond potable water to encompass sustainable water management and circular water economy solutions.

Increasing adoption of PPP and HAM structures, particularly in wastewater treatment projects, is improving private sector participation and long-term revenue visibility. Furthermore, deployment of digital water management solutions such as SCADA systems, IoT-based monitoring and smart metering have enhanced operational efficiency and reduced non-revenue water.

In the irrigation sector, the government continued to emphasise modernisation, efficiency and technology integration, with initiatives such as 'Per Drop More Crop' focused on improving water-use efficiency. Additional policy measures, including the ~₹ 1 lakh crore Urban Challenge Fund for urban water and sanitation projects and a five-year target to bring 100 lakh hectares under micro-irrigation, are expected to further support investment and growth across the water infrastructure ecosystem.

While these initiatives reinforce the long-term growth outlook for water infrastructure, execution-related challenges such as last-mile connectivity gaps, procedural delays and heightened scrutiny on project execution and fund utilisation, particularly under JJM, continue to persist.

In West Asia, water security is a strategic priority. Government initiatives under Saudi Arabia Vision 2030,



10 MLD Integrated Industrial Effluent Treatment Plant, Qatar

UAE Water Security Strategy 2036, Qatar Vision 2030, Oman Water Vision 2040 are accelerating investments into desalination and wastewater recycling.

These countries face an acute freshwater scarcity driven by low rainfall, extreme temperatures and high salinity levels, and with a significant portion of natural water resources unsuitable for direct consumption. This has led governments to significantly invest in desalination, water treatment and recycling infrastructure. Rapid urbanisation and industrial expansion have further increased demand for high quality water across domestic, industrial and commercial sectors. As a result, the West Asian water infrastructure market is projected to grow at over 8% CAGR by 2030.

The overall business faces industry-specific challenges arising from competitive intensity, manpower constraints and cost pressures. It is, however, strategically positioned for growth by pursuing technology-led opportunities and leveraging the strengths of its in-house WTC to deliver innovative and sustainable solutions.

Major Achievements

Major Orders Won

- South East 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 Projects Commissioned

More than three million people benefitted with the commissioning of 13 projects during FY 2025-26. Some of the major projects commissioned and key execution milestones achieved 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 STP, Tamil Nadu
- Water Transmission Project in Ad Dakhiliyah, Oman
- Dubai Water Supply System, UAE

Significant Initiatives

During the year, the business undertook several strategic initiatives aimed at strengthening operational efficiency, enhancing technological capability and expanding market presence.



Pump House 3, ISP Parwati Phase I&II Micro Lift Irrigation Scheme, Madhya Pradesh

- The business is leveraging its WTC to roll out technology-led initiatives, focused on introducing new processes and enhancing existing ones
- To strengthen its presence in technology-focused markets, a New Business Incubation Cell has been formed to focus, identify and develop 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

Outlook

Operating largely in the business-to-government segment, the business continues to be aligned with central and state government policy initiatives. Several states have advanced initiatives in 24x7 urban water supply, sewage treatment, river rejuvenation and irrigation infrastructure, focusing on sustainable water management solutions for meeting long-term demand. According to industry estimates, India's water and wastewater sector is poised to grow at a ~CAGR

of 12% and is projected to reach ~USD 18 billion by FY 2028-29, driven primarily by the need for improved wastewater treatment and water security.

Government initiatives such as the plan to establish over 500 wastewater treatment plants by 2027 and the extension of the JJM continue to provide opportunities across both potable and treated water infrastructure. In addition, ongoing investments in large-scale river interlinking projects in Madhya Pradesh, Haryana and Rajasthan, along with irrigation expansion in Karnataka, Bihar and Jharkhand, are further supporting investment momentum across the sector. With a growing footprint in international markets, particularly in Saudi Arabia, the business is well positioned for growth, supported by technology driven strategic orders.

Looking ahead, the business remains focused on emerging opportunities across irrigation, wastewater treatment, desalination and water management. Increased investments in river interlinking, municipal water infrastructure (both potable and wastewater) and industrial wastewater management are expected to sustain a strong order pipeline for integrated water solutions. As the organisation progresses towards its Lakshya 2031 vision, strategic priorities will focus on advancing technology adoption, strengthening presence in emerging sectors, and enhancing operational efficiency and profitability. These efforts will be pursued while maintaining financial discipline and reinforcing the commitment to ESG principles, positioning the business as a leader in the evolving water management landscape.



Bucket Wheel Stacker Reclaimer - AMNS Hazira, Gujarat

Minerals & Metals

Overview

The Minerals & Metals (M&M) business provides comprehensive EPC solutions covering the entire value chain from mineral processing to finished metal production. Its capabilities span the full project life-cycle, encompassing engineering, procurement, manufacturing, supply, construction, erection and commissioning.

Beyond EPC, the business also offers a diverse portfolio of customised product solutions, including advanced mineral crushing equipment and plants, surface miners, material handling systems, high-speed railway construction machinery, steel plant equipment, port and shipyard cranes, and other mission-critical assemblies. These products serve a range of core industries such as mining, steel, ports, fertilisers, cement and chemical processing.

Underpinning this entire portfolio are six decades of domain expertise, in-house design capabilities, world-class manufacturing infrastructure and dedicated after-sales support — all engineered to maximise operational uptime while delivering exceptional value.

M&M operates state-of-the-art manufacturing hubs in Kansbahal (Odisha) and Kancheepuram (Tamil Nadu). The business also runs specialised Engineering Design & Research Centres (EDRCs) in Kolkata, Chennai and Mumbai, driving continuous innovation across its operations.

Business Environment

Domestic Business

In FY 2025-26, India reinforced its position as the world's second-largest crude steel producer, with crude steel output rising over 10% year-on-year to 168.4 million tonnes. Domestic steel consumption increased to 164 million tonnes, remaining aligned with the long-term capacity roadmap envisaged under the National Steel Policy 2017. The domestic metals and industrial capex cycle remained resilient, supported by the Government of India's sustained thrust on infrastructure creation.

Policy focus has also sharpened around strengthening non-ferrous value chains — particularly aluminium, copper and critical elements — given their growing relevance in power networks, electrification and energy transition applications.

International Business

As part of their broader economic diversification strategies, governments across the GCC are increasingly positioning the minerals sector as a strategic pillar for sustainable growth and value creation within the region. Investments in green steel and aluminum processing are widely targeted for taking advantage of low energy costs and for the ease in setting up facilities. The region also has proven gold and phosphate reserves that are being developed to meet the growing market demands in Europe and Asia.



Coal Processing and Load-Out Package at the Dudhichua Mines, Madhya Pradesh

By virtue of access and availability to low-cost natural gas, the GCC provides opportunities for the steel industry to set up low-carbon iron hubs, serving as a transition pathway towards the production of green steel. Apart from primary metal extraction opportunities, the region is placing increasing emphasis on downstream value addition processes. In parallel, the region is also exploring the processing of new-age minerals and battery metals to address growing global demands.

The development of metallurgical projects and announcement of large scale industrial ones in the MENA region have led to a high demand for construction materials. To support the growing demand, the backend of the value chain - including limestone, aggregates and raw materials for metallurgical plants – is being expanded. This trend offers opportunities for the Product business, supported by its broad and differentiated product portfolio, to scale up with breakthrough orders in the region.

Product Business

The outlook for the Product business remains robust, supported by the government's sustained focus on infrastructure development, rapid urbanisation and increased investments across core industrial sectors. India's continued emphasis on capital expenditure, along with policy initiatives such as the National Infrastructure Pipeline, PM Gati Shakti and Make in India, are expected

to drive long-term demand for engineered equipment and solutions.

The business is also strengthening its global footprint, with supplies of equipment to markets across Africa, West Asia, Australia and Europe.

Core product segments — including Crushing Systems, Surface Miners, Material Handling Equipment (Stacker Reclaimers & Wagon Tippers), Port & Shipyard Cranes and Steel Plant Equipment — are expected to witness steady growth, driven by strong capital investments across cement, mining, metals, infrastructure, power, port and shipbuilding sectors.

Cement Sector

The Indian cement industry is projected to maintain a steady growth trajectory of ~6-7% CAGR over next five years, supported by strong demand from infrastructure and housing.

The country's leading cement manufacturers continue to undertake large-scale capacity expansions, both greenfield and brownfield. The industry is expected to add ~50-60 MTPA capacity in FY 2026-27, with further additions planned in subsequent years.

With its dominant market position in cement sector, the Product business is well aligned to capitalise on this growth by supplying critical solutions for mineral crushing and material handling.



Blast Furnace #5, JVML Ballari, Karnataka

Mining, Power & Steel Sector

The mining sector continues to be a key growth driver, supported by India's push towards self-reliance in raw materials and increased domestic production of finished goods.

The National Steel Policy, which targets steel capacity at 300 MTPA by 2030, is driving significant investments by the major producers. Simultaneously, rising demand for iron ore and coal is leading to increased mining activities and capacity expansions by upstream participants.

In the power sector, while renewable energy continues to gain traction, the Government of India has reaffirmed the need for ~80 GW of additional coal-based capacity by 2030 to ensure grid stability.

FY 2025-26 witnessed increased order inflow for Surface Miners, Apron Feeders, Stacker Reclaimers, Wagon Tipplers and Coal Crushing Equipment from these sectors. The business anticipates continued momentum in order inflows, supported by both brownfield expansions and new project developments.

Construction Sector

The construction sector continues to be a critical demand driver, particularly for aggregate crushing solutions, supported by increased government spending on roads,

highways, railways and urban infrastructure. This sustained investment is expected to accelerate project execution and drive equipment demand. With the successful deployment of next-generation high-capacity crushing solutions, the business is well positioned to capitalise on emerging opportunities. Demand is expected to be further supported by the continued expansion of metro rail projects, development of expressways, and an increased focus on urban infrastructure.

Port Sector

The port and maritime sector is poised for significant expansion, driven by strategic initiatives such as the *Sagarmala* Programme and Maritime India Vision 2030. Container traffic is projected to grow at approximately 7-8% CAGR, supported by planned capacity additions of over 20 MTEUs in container terminals and around 450 MTPA in bulk handling capacity by 2030-31. Aligned with the government's Make In India initiative, the planned expansions are expected to drive demand for port cranes, rubber tyred gantry, rail mounted gantry and ship unloaders. Additionally, the government's renewed thrust on domestic shipbuilding and naval infrastructure is expected to generate demand for advanced shipyard equipment, including goliath cranes and electric level luffing cranes.



Hindustan Zinc Limited (HZL) - Upgradation of the Debari Smelter Complex, Rajasthan

The Product business is strategically positioned to leverage these opportunities, supported by its strong capabilities and proven track record in port and shipyard equipment.

Major Achievements

Major Orders Won

- Won significant contracts from Tata Steel Jamshedpur covering Coke Oven Battery and H-Blast Furnace Revamp
- Order from Hindalco for the Aluminium Smelter and Aluminum Refinery at Kansariguda
- Order from Hindustan Zinc Limited for the Jumbo Cell House, Leaching and Purification facility at Debari

Key Projects Commissioned

- Successfully completed the G-BF shutdown and commissioning of LD Converters at Tata Steel Jamshedpur
- Marked a historic milestone with the first Metal Tap at Balco, Korba
- Delivered multiple landmark commissioning at Tata Kalinganagar
- Successfully commissioned HZL Debari Roaster #6, expanding smelting operations
- Successfully commissioned 12 Stackers and Reclaimers, ensuring seamless material handling operations
- Designed the first indigenously designed Hybrid Tandem Wagon Tippler — a landmark in home-grown engineering innovation
- Successful commissioning of largest capacity 1,100 TPH aggregate crushing plant at Fujairah (UAE)



Kalinganagar Coke Oven Battery Project, Odisha

Outlook

In India, the ongoing privatisation of mining assets is attracting increased investments in mineral beneficiation and iron ore pelletisation. These developments aim to enhance the value of raw materials while producing more environment-friendly products for both domestic and export markets. Indian steel companies are progressing with their capacity expansion plans, supported by strong domestic consumption and robust margins.

In West Asia, the minerals and metals sector is becoming an increasingly attractive investment destination. The region benefits from low energy costs, investor-friendly

policies and accessible financing options. This aligns with the region's vision to diversify beyond oil with a focus on growing industries such as metals and minerals. Significant investments are being made in logistics and infrastructure projects in the UAE and Oman, particularly in expanding port facilities, transportation networks and storage capabilities. Several of these key projects are nearing completion which will further enhance the region's ability to handle growing trade in metals and minerals.

Overall, the near-term outlook remains positive, with sustained growth driven by ongoing capacity expansions, technology-led advancements and strategic investments in the global minerals and metals industry.

ENERGY PROJECTS SEGMENT



Marjan Increment Program Package 2, Kingdom of Saudi Arabia

The Energy Projects segment comprises:

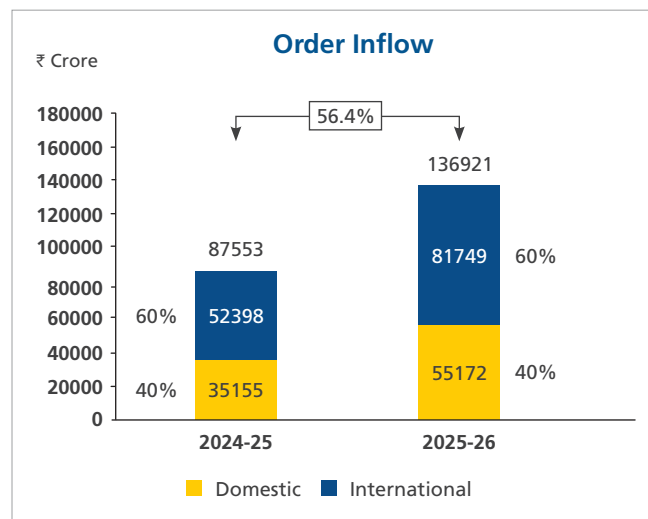
- a) **Energy Hydrocarbon - Onshore**
- b) **Energy Hydrocarbon - Offshore**
- c) **Energy Hydrocarbon - Offshore Wind**
- d) **CarbonLite Solutions**

The global energy sector is undergoing a significant transformation, driven by rapid technological advancements, evolving climate commitments and rising energy demand. In order to build deeper domain expertise, enhance strategic focus, accelerate growth and strengthen leadership oversight, the Energy Hydrocarbon business has been restructured effective April 1, 2025.

The Hydrocarbon business has been split into three distinct sub-segments namely Onshore Business, Offshore Business and Offshore Wind. This strategic move will enable greater specialisation,

operational agility, enhanced capabilities and better client focus and relationship to navigate the evolving energy landscape while continuing to deliver world-class solutions.

Financial performance of the segment





Offsite Tankages and Bullets (incl. all associated facilities) for Indian Oil Adani Ventures Limited (IAVL) at IOCL Panipat Refinery, Haryana

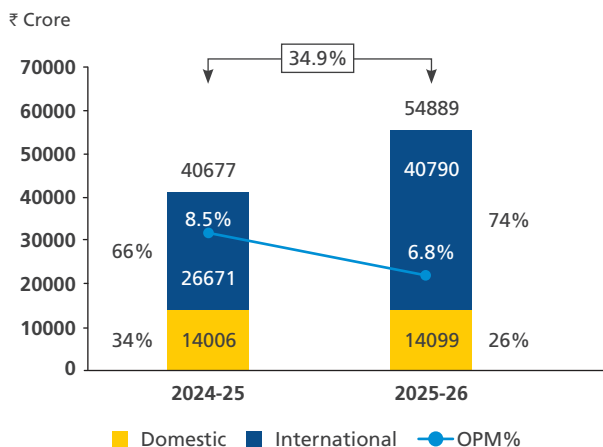
The Energy segment recorded order inflows of ₹ 1,36,921 crore in FY 2025-26, registering a significant growth of 56.4% over the previous year, driven by the receipt of a few ultra-mega orders across the Hydrocarbon verticals and multiple BTG orders in the CarbonLite Solutions business. The share of international orders remained stable at 60% in FY 2025-26.

The Energy segment recorded revenue at ₹ 54,889 crore for the year, registering a growth of 34.9% y-o-y, driven by a strong pick-up in the execution momentum, primarily in the Hydrocarbon business. The CarbonLite Solutions business also reported growth, as projects from the order book began moving into execution, although these remain at a relatively early stage. International revenues at the segment level increased to 74% in FY 2025-26, compared with 66% in the previous year, reflecting higher execution of the international order book, particularly in the Hydrocarbon business.

The segment's operating margin declined to 6.8% from 8.5%, mainly due to cost pressures in few legacy jobs in the Hydrocarbon business.

Funds employed by the segment as at March 31, 2026, is negative at ₹ 2,533 crore, compared to previous year at ₹ 2,278 crore mainly due to receipt of customer advances from the newly awarded orders.

Revenue from Operations and OPM%





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

Energy Hydrocarbon – Onshore

Overview

L&T Energy Hydrocarbon – Onshore Projects business delivers end-to-end solutions across Engineering, Procurement, Construction and Commissioning (EPCC). Leveraging these capabilities, the unit provides design-to-build Lump Sum Turnkey (LSTK) EPC solutions across the onshore segment.

Its diversified portfolio spans onshore oil & gas field development, processing and treatment facilities, petroleum refining, petrochemicals, fertilisers, cross-country pipelines, chemicals, crude oil and product storage tanks and terminals, cryogenic storage / liquefied natural gas (LNG) storage tanks and terminals, coal gasification, decarbonisation initiatives, and complex composite mechanical, electrical and instrumentation (CMEI) works executed on an LSTK basis.

Business operations are supported by established engineering, procurement and project management centres located in Mumbai, Vadodara and Chennai. In addition, the business operates through branches and international subsidiaries, including L&T Hydrocarbon Saudi Company LLC in the Kingdom of Saudi Arabia (KSA) and Larsen & Toubro Electromech LLC in the Sultanate of Oman (Oman).

The Onshore business has developed integrated fabrication capabilities, including pipe fabrication facilities in KSA, thereby strengthening localisation initiatives while enhancing execution efficiency. This operating model enables seamless execution across domestic and international markets.

With a proven track record of concurrent execution of multiple mega / ultra-mega projects across domestic and international markets, the business collaborates with a diverse range of technology process licensors, ensuring efficient and cutting-edge project execution.

Business Environment

The domestic economic environment remained strong during FY 2025-26, supported by policy initiatives aimed at enhancing self-reliance and energy security. Sustained investments across refinery, petrochemical, LNG, fertiliser and coal gasification sectors created a robust pipeline of opportunities. Within this context, the business operated in a stable execution environment, backed by continued spending on brownfield expansions and downstream capacity augmentation.

West Asia continued to be the primary market, driven by sustained investments in oil & gas and petrochemical infrastructure. While the overall environment remained growth-oriented, certain markets faced challenges in aligning project budgets with prevailing market conditions.



Jafurah Export Pipeline Project for Saudi Aramco, Kingdom of Saudi Arabia

Geopolitical developments, including regional tensions in West Asia, had a limited impact in FY 2025-26, except during March, and consequently had a minimal overall effect on the performance. Notwithstanding these factors, the business maintained a resilient order pipeline, supported by strong client relationships and active participation in strategically significant projects across key geographies.

Major Achievements

Major Orders Won

- An ultra-mega order was secured from QatarEnergy LNG for the Natural Gas Liquids-5 (NGL-5) Plant and associated facilities for processing Rich Associated Gas (RAG), marking one of the largest project awards in the sector
- A large order was secured from Saudi Aramco under the Unconventional Resources Maintain Potential Program for Packages 28 and 29
- A major order was secured from Bharat Petroleum Corporation Limited (BPCL) for a Linear Low-Density Polyethylene (LLDPE) / High-Density Polyethylene (HDPE) Swing Unit, comprising two trains of 575 kilo tonnes per annum (KTPA) each, at BPCL's Bina Refinery in Madhya Pradesh
- A large order was secured from Petronet LNG Limited for the EPC of LNG and ethane double-wall storage tanks, with capacities of 1,70,000 cubic metres and a Propane

double-wall storage tank of 1,40,000 cubic metres, at the Dahej Petrochemical Complex in Gujarat

- A large order was secured from Bharat Coal Gasification & Chemicals Limited for the Coal-to-Nitric Acid and Ammonium Nitrate Project and the Ammonia Synthesis Project at Lakhanpur, Jharsuguda District, Odisha

Key Projects Completed / Under Execution

- Successful completion and commissioning of the Jafurah Gas Compression Project Phase-1 for Saudi Aramco in KSA
- Successful completion and commissioning of the Jafurah Export Pipeline Project for Saudi Aramco in KSA
- Mechanical completion of the Petrochemical Fluidised Catalytic Cracking Unit (PFCCU) and Propylene Recovery Unit (PRU), with a capacity of 2.9 million metric tonnes per annum (MMTPA), for HPCL Rajasthan Refinery Limited (HRRL) at Barmer
- Mechanical completion of the Atmospheric and Vacuum Distillation Unit (AVU), with a capacity of 9 MMTPA, for Indian Oil Corporation Limited (IOCL) at Barauni in Bihar
- Successful commissioning of the Residue Upgradation Facility (RUF), with a capacity of 3.55 MMTPA, for Hindustan Petroleum Corporation Limited (HPCL) at Visakhapatnam in Andhra Pradesh



Petrochemical Fluidised Catalytic Cracking Unit & Propylene Recovery Unit for HPCL Rajasthan Refinery Limited (HRRL), Barmer, Rajasthan

Significant Initiatives

During the year, the Onshore EPC business maintained a strong focus on execution efficiency and competitiveness through focused initiatives in value engineering, digitalisation, smart procurement practices and productivity enhancement.

The business remains focused on scaling modular construction, adopting advanced work packaging and strengthening digital EPC capabilities, while continuing to emphasise strategic sub-contractor partnerships, disciplined project selection and robust risk management.

Outlook

The outlook remains positive underpinned by sustained and increasing investments across the energy sectors in India and West Asia.

In India, continued investments in refinery expansion, petrochemical integration, LNG infrastructure, coal gasification and fertiliser projects are expected to drive steady demand for EPC services.

In West Asia, despite geopolitical uncertainties, the market remains resilient, with a strong pipeline of projects across oil & gas, LNG and petrochemicals. Major projects across KSA, Oman, the United Arab Emirates (UAE), Qatar, Kuwait and Algeria are expected to progress, with several currently at the bidding stage, and anticipated to be awarded in the near term.

While geopolitical developments in West Asia towards the end of FY 2025-26 have near-term implications, the extent and timing of any impact will depend on their nature and duration. Nevertheless, interactions with key clients and market stakeholders indicate that project award timelines are expected to broadly remain aligned with original plans.

The industry continues to operate in an environment of heightened competitive intensity. Project execution remains influenced by cost pressures and evolving supply chain dynamics. This operating landscape underscores the need for disciplined bid strategy and execution excellence. Against this backdrop, the business is well positioned to leverage its proven execution strengths, deep technical capabilities and strong client relationships to sustain growth and pursue opportunities.



North Field Production Sustainability (NFPS) COMP4, QatarEnergy LNG, Qatar

Energy Hydrocarbon – Offshore

Overview

LTEH Offshore business is a comprehensive EPCIC (Engineering, Procurement, Construction, Installation and Commissioning) solutions provider for offshore oil & gas projects globally. With end-to-end capabilities spanning project management, engineering, procurement, fabrication, offshore installation, hook-up and commissioning, the business offers a single-point turnkey solution across the project life-cycle. Its integrated execution model, strong engineering depth and proven delivery credentials have positioned LTEH Offshore as a preferred partner for complex, large-scale offshore investments across key energy markets.

The Offshore business solutions cover the full spectrum of projects, including:

- Process Complexes, Wellhead, Tie-in and LQ Platforms
- Subsea Pipelines and Systems
- Gas Compression Modules
- FPSO Topsides Modules
- Brownfield Upgrades
- Transportation and Installation Services
- Deepwater Subsea Systems

- Pre-assembled Modules for Complete Plants
- Decommissioning – Asset Repurposing and Retiring Solutions

This wide capability spectrum enables portfolio balance across project types, geographies and investment cycles.

Recognised as a preferred contractor by leading national and international oil companies, LTEH Offshore's project management teams consistently deliver complex offshore projects on schedule, adhering to the highest quality benchmarks while ensuring a safe, incident-free work environment. The business has an in-house engineering division which offers value engineering solutions covering the entire project life-cycle — from concept and detailed design to commissioning.

The Offshore business operates state-of-the-art fabrication facilities at Hazira and Kattupalli in India and Sohar in Oman, collectively offering over 2 million sq.m. of yard space and an annual production capacity of 2,00,000 MT of offshore structures and onshore modules. These yards are equipped to fabricate and load out super-heavy integrated structures up to 30,000 MT. The business' marine fleet includes the self-propelled heavy-lift-cum-pipelay vessel LTS 3000 and the pipelay barge LTB 300, enabling greater schedule control over offshore installation and ensuring timely project completion. The Offshore business has signed an MoU with Bluewater to collaborate on the construction, deployment and operations & maintenance (O&M) of FPSO projects.



India's First Decommissioning Project - Tapti Facilities Decommissioning, British Gas Exploration & Production India Limited (BGEIPL)

The business has successfully delivered and executed projects across multiple regions, including India, Saudi Arabia, Qatar, Kuwait, Australia and the United States. It continues to broaden its client portfolio and geographical presence through focused strategic initiatives.

Business Environment

The capex cycle in the offshore sector is supported by rising global oil & gas consumption, necessitating the timely addition of new supply infrastructure. The sector remains structurally strong with continued growth in production and exploratory drilling spend — indicating sustained demand for platforms, pipelines and associated offshore infrastructure.

In Saudi Arabia, tendering activity moderated following several large awards earlier in the year, although new tenders continue to support production sustenance and priority developments. In Qatar, sustained investments in offshore compression platforms continue to underpin a strong pipeline of EPCIC opportunities. In the UAE, ADNOC's gas expansion and oil capacity maintenance initiatives are driving selective offshore investments.

In India, ONGC's offshore tendering activity has accelerated, reflected in recent awards, new tender issuances and the rationalisation of earlier contracting strategies.

LNG capacity expansions are further accelerating module fabrication business, while the ageing profile of existing assets is driving platform replacements, brownfield

upgrades and life-extension investments to exploit remaining reserves. Consequently, the fundamentals for offshore production remain highly favourable.

Major Achievements

Major Orders Won

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

Key Projects Completed / Under Execution

- Mechanical completion has been achieved for facilities under Zuluf North & South Water Injection Facilities (CRPO 80/81)
- Successfully dispatched PAR & PAU modules for Linde – Blue H2 Project, Nederland, Texas, USA
- Successfully dispatched duly commissioned modules to Australia for CERES Project for Perdanman



Marine Terminal Expansion Project, Juaymah NGL facilities, Kingdom of Saudi Arabia

- The business is in the final stage of completing 2 major ONGC projects this year, including MHN TCPP PGC BGC project and phase 8 of Pipeline Replacement project
- The business has completed Daman Upside Development Project and enabled ONGC to monetise earlier than their original plan by offering innovative solutions
- Multiple ultra-mega and mega projects are under execution and progressing well including North Field Production Sustainability Project (NFPS-4) and EPCIC 12 Package for NOC Ruya

Significant Initiatives

To drive productivity enhancement, the business has implemented a suite of structured initiatives designed to streamline operations and maximise output. These efforts focus on production and assembly cycle time reduction programmes and significant advancements in yard automation, including the adoption of robotic welding, automated inspection and digital work packs.

The organisation's approach to Value Engineering (VE) is driven by the integration of advanced technology and collaborative processes to optimise project outcomes. VE workshops and AR/VR-enabled design reviews help to significantly improve constructability while optimising designs.

The business is advancing digitalisation through end-to-end digital procurement and fabrication dashboards for monitoring project progress in near real-time. 4D/5D planning and drone-based yard monitoring provide unprecedented visibility and control over complex operations. Knowledge management has been bolstered by the usage of Drishti, an AI-based portal dedicated to capturing and utilising organisational learnings through simple English queries. The business has also enabled proactive real-time HSE monitoring through video analytics platforms to ensure a safer working environment.

The organisation's Smart Procurement framework is built on a foundation of operational efficiency and strategic localisation. Key initiatives include the optimisation of vessel campaigns and the shift towards in-house fabrication of critical items to mitigate supply chain risks.

Outlook

External industry assessments for calendar year 2026 point to a challenging environment shaped by heightened war risks, supply chain disruptions and geopolitical uncertainties. However, rising global energy demand continues to sustain offshore investment momentum, despite the challenging operating environment.



HVAC Offshore Substation

India continues to rely heavily on energy imports, despite efforts to enhance energy security through ONGC-led Offshore E&P initiatives. Ongoing tensions in West Asia are expected to further accelerate exploration and development activities, requiring additional offshore infrastructure for oil & gas production in the country.

From a regional perspective, Saudi Arabia continues to maintain large-scale spending momentum across mega-programmes such as Marjan, Zuluf and Safaniyah, with continued investments in both greenfield developments and maintain-potential projects. Qatar's ongoing LNG expansion continues to remain a key driver of EPCIC opportunities. In the near term, reconstruction and capacity augmentation requirements could further elevate demand for offshore assets.

In developed markets — including the Americas, Europe, Singapore and Australia — high labour costs and shortages of skilled workforce are accelerating the adoption of modular construction, with fabrication activities increasingly being undertaken in offshore locations.

Across Africa, Mexico and Southeast Asia, rising deepwater exploration and production activity is driving a surge in global demand for FPSOs. The Offshore business is actively positioning itself to capture these emerging opportunities.

Energy Hydrocarbon – Offshore Wind

Overview

L&T's Offshore Wind business is dedicated to advancing cleaner energy solutions and sustainability. The business provides turnkey EPCI (Engineering, Procurement, Construction, Transportation and Installation) services, specialising in both offshore HVAC/HVDC substations and Wind Turbine Generator (WTG) foundations encompassing both fixed and floating worldwide.

The business consists of a strong multidisciplinary team, industry partnerships and a resilient supplier network supported by three state-of-the-art fabrication facilities across India and Oman — all operating under a 'Think Global, Act Local' ethos. Key operational hubs include the project management centre in Mumbai, the engineering & technology centre in Chennai, and the centre of excellence in Sharjah. Fabrication capacity is expected to be further strengthened by the Kattupalli Upgradation Project (KUP), which is being transformed into a specialised 'Wind Hub'.

By virtue of gaining significant traction with offshore wind developers and transmission systems operators in Europe, the business formalised its European entry in FY 2025-26 through the incorporation of L&T Energy Offshore Wind B.V. in The Netherlands.

*HVDC Offshore Substation*

Business Environment

The renewable energy sector is witnessing strong growth, fuelled by rising clean energy demand and a supportive policy environment. Offshore wind capacity reached approximately 85 GW by the end of 2025, with around 19 GW expected to come onstream in 2026, thereby crossing the 100 GW milestone. Energy security concerns and net-zero commitments are key drivers of this expansion. Europe remains the most developed offshore wind market, led by the UK, with Germany and The Netherlands emerging as key hubs. In Asia, markets such as Taiwan, Vietnam, Japan and South Korea are progressing steadily. India is expected to become a significant offshore wind market, offering L&T an advantage anchored in its strong local ecosystem.

Despite headwinds such as regulatory challenges and supply chain constraints – including limited OEM manufacturing capacity and extended lead times – the industry is expected to demonstrate resilience and sustain steady growth.

Major Achievements

Major Orders Won

- Ultra-mega Order of HVDC for offshore wind programme of TenneT, the Dutch German transmission system operator
- Pre-FEED engagement for foundations for RWE's Dogger Bank South Project

- A technical collaboration with an OEM for its HVDC Platform Cooling System Study

Significant Initiatives

The business has developed a robust ecosystem through strategic partnerships with HVDC/HVAC electrical technology suppliers, alliances with floating foundation technology providers, and has collaborated with fabrication yards across geographies to enhance local content. To support increasing demand, the business is investing in automation capabilities and positioning the Company's manufacturing facility on the east coast as key driver of future growth.

Outlook

Global offshore wind installations are projected to reach around 240 GW by 2030. Leveraging its core strength in EPCI of HVDC/HVAC offshore substations, the business is well positioned to capitalise on the opportunities that could arise across Europe and the Far East. These geographies remain near-term priorities, while markets such as India and the broader Asia Pacific region remain under active consideration. North American markets, including the United States and Canada, are also being evaluated from a strategic perspective as regulatory frameworks mature and market conditions become more conducive.



2x660 MW Buxar Thermal Power Plant, Bihar

CarbonLite Solutions

Overview

L&T Energy - CarbonLite Solutions (LTECLS), erstwhile L&T Energy - Power, is a leading EPC contractor offering turnkey solutions for the BTG (boiler-turbine-generator) island components of coal-based power plants, encompassing design, engineering, procurement, manufacturing, construction and commissioning. In addition, the business aims to leverage its existing expertise to develop and deliver solutions for nuclear projects (turbine-generator island) and for pumped storage plant turbine-generator systems.

The business has integrated state-of-the-art manufacturing facilities at Hazira (Surat) for ultra-supercritical and supercritical boilers, turbines and generators, pulverisers, axial fans, air preheaters and electrostatic precipitators.

The business has the following joint venture (JV) companies within its fold:

L&T-MHI Power Boilers Private Limited, a JV with Mitsubishi Heavy Industries (MHI), Japan – world's leading power equipment maker, for the design, manufacturing, erection and commissioning of ultra-supercritical / supercritical boilers, up to a rating of 1,000 MW

L&T-MHI Power Turbine Generators Private Limited, a JV with MHI and Mitsubishi Electric Corp. (MELCO), Japan, for the manufacture of steam turbine and generator (STG) with a capacity ranging from 660 MW to 1,000 MW. The company is engaged in design, manufacture, erection and commissioning of ultra-supercritical / supercritical turbines and generators

L&T Howden Private Limited, a JV with Howden Group (part of Chart Industries Company, USA), is in the business of regenerative air preheaters and variable pitch axial fans for power plants

L&T-Sargent & Lundy Limited, a JV with Sargent & Lundy LLC, USA, is engaged in the business of providing design, engineering and project management services for power projects

Business Environment

Central Electricity Authority (CEA) has projected a requirement of approximately 307 GW of coal- and lignite-based generation capacity by FY 2034-35, reflecting the need for reliable base-load power to support sustained economic and industrial growth. In line with this outlook, power producers across the public and private sector are developing new coal-based capacity. During FY 2025-26 alone, coal-based projects with a cumulative capacity of approximately 22 GW were awarded, underscoring continued investment momentum in the segment.



Turbine Manufacturing Facility at Hazira, Gujarat

Major Achievements

Some of the major achievements by the business during the year include:

- High-value orders received from leading independent power producers (IPPs) for multiple 800 MW ultra-supercritical power projects in Bihar, Madhya Pradesh and Chhattisgarh
- Commercial operation declared for the first unit of 2x660 MW ultra-supercritical power project for a central utility in Bihar
- Commercial operation declared for the second unit of 3x660 MW ultra-supercritical power project for a central utility in Uttar Pradesh
- Commercial operation declared for the second unit of 2x660 MW ultra-supercritical power project for a central utility in Uttar Pradesh
- Operational acceptance certificates received for 11 units of Flue Gas Desulphurisation (FGD) for central utility projects located in Madhya Pradesh, Chhattisgarh, Odisha and West Bengal

Significant Initiatives

To improve profitability and ensure on-time execution, the business is undertaking a range of operational excellence initiatives, including the implementation of an integrated project management system (IPMS) and a digital material thread.

The IPMS provides a centralised repository of data across core functions such as EPC along with dashboards of other

key functions including quality and environment, health & safety (EHS). The digital material thread initiative provides real-time visibility of material at various phases in the life-cycle, from engineering till erection. The IPMS and digital material thread have seamless data exchange with systems like SAP leading to unified data platform.

Apart from these major initiatives, digital and analytical levers such as AI (including ML), IoT-isation, immersive technologies like virtual reality, building information modelling (BIM), drones, process automation, value engineering through automation, business intelligence and analytics are now a part of the day-to-day operations of the business.

Outlook

As India's economy continues to expand — having emerged as world's third largest economy in purchasing power parity — sustaining growth momentum and supporting an increasingly large industrial base will require a strong and enduring focus on the country's energy security.

Coal-based power continues to contribute approximately 70-75% of India's total electricity generation and remains central to the country's power system. The requirement for dependable base-load capacity, energy security imperatives and sustained industrial and infrastructure-led demand growth underpin the continued relevance of coal-based generation, even as renewable capacity scales up rapidly and India progresses toward its long-term climate commitments.

HI-TECH MANUFACTURING SEGMENT

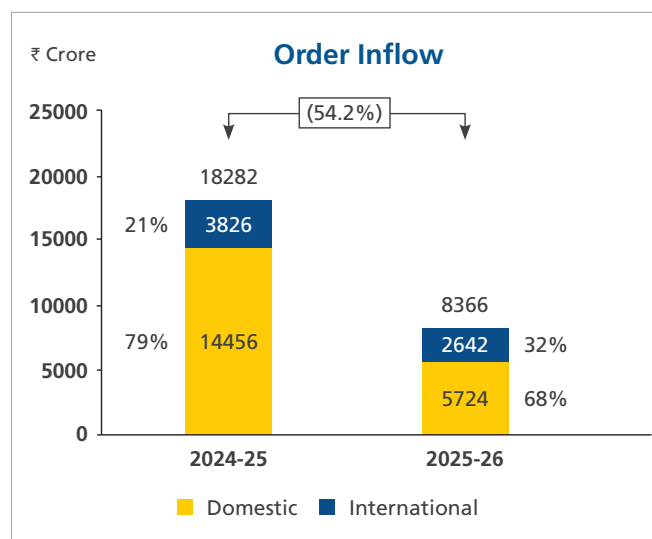


End-shields for 700 MWe Pressurised Heavy-Water Reactor (PHWR)

The Hi-Tech Manufacturing segment comprises:

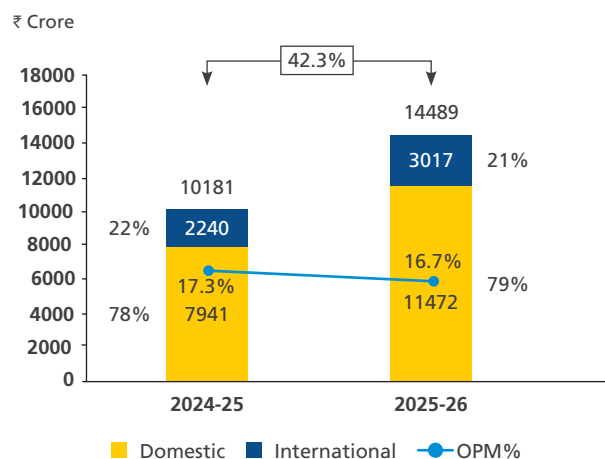
- a) Heavy Engineering
- b) Precision Engineering and Systems

Financial performance of the segment



The Hi-Tech Manufacturing segment recorded order inflows of ₹ 8,366 crore during FY 2025-26, registering a decline of 54.2% over the previous year, primarily due to high base in the previous year. The share of international orders increased to 32% in the current year from 21% in FY 2024-25.

Revenue from Operations and OPM%



The Hi-Tech Manufacturing segment achieved revenue of ₹ 14,489 crore for the year, registering a significant growth of 42.3% y-o-y, driven by a pick-up in execution momentum. The share of international revenue in FY 2025-26 was at 21% of the segment's total revenue, compared with 22% in the previous year.



Debottlenecking Project for HOFCC and ECR units, Petro Rabigh, Kingdom of Saudi Arabia

The segment's operating margin declined to 16.7% from 17.3%, largely reflecting the stage of execution and job mix.

Funds employed by the segment as at March 31, 2026, increased by 77.7% y-o-y to ₹ 3,999 crore, mainly due to increase in contract assets arising from higher job execution activities.

Heavy Engineering

Overview

L&T Heavy Engineering designs and manufactures engineered-to-order, high-technology equipment such as reactors, pressure vessels, heat exchangers and critical nuclear components for refineries, petrochemicals, fertilisers, oil & gas, and nuclear power plants. The business also undertakes complex modification, revamp and upgrade (MRU) projects, delivering safety-critical solutions across the full life-cycle of process plants.

These capabilities are anchored at the A. M. Naik Heavy Engineering Complex in Hazira, which serves as the hub of the business' manufacturing and execution operations. The Hazira facility is a globally benchmarked, fully integrated and digitally enabled manufacturing complex, equipped with in-house engineering and technology

centres, advanced fabrication and testing infrastructure, and Industry 4.0 practices, supported by a highly skilled workforce committed to safety and sustainability.

The business is organised into following Product Business Units (PBU):

- The **Reactor & Pressure Vessels (RPV)** unit specialises in the design and manufacture of critical reactors and high-pressure vessels for refinery, petrochemical, fertiliser, liquified natural gas (LNG) and energy projects
- The **Heat Transfer Equipment (HTE)** unit specialises in the design and manufacture of heat exchangers and thermal process equipment for refinery, petrochemical, fertiliser and energy projects
- The **Process Plant Internals (PPI)** unit specialises in proprietary internals for reactors and ammonia converter baskets and chemical vapour deposition (CVD) reactors for polysilicon plants, involving the use of advanced and exotic metallurgies including duplex / super duplex stainless steel, inconel, titanium and zirconium.
- The **Modification, Revamp & Upgrade (MRU)** unit delivers comprehensive solutions for multidisciplinary lumpsum turnkey (LSTK) brownfield projects. These services include urea energy-saving initiatives, oil & gas unit debottlenecking, fluid catalytic cracking (FCC) revamps, reactor life-extension programmes, critical repairs and emergency process plant repairs. MRU integrates in-house manufacturing with site fabrication



Exxon Mobil – BT Gold Hydrocracking Reactor

to ensure the safe and timely execution of complex revamps in live operating plants.

- The **Special Fabrication Unit (SFU)** undertakes the fabrication of critical titanium piping spools, complex internals for gasification plants, loop reactors and primary quench exchangers (PQEs). SFU also manufactures double pipe heat exchangers for the polysilicon industry, filter vessels and refractory lined reactor regenerator internals for the petrochemical sector.
- The **Nuclear business** specialises in the design and manufacture of critical nuclear island equipment, including steam generators, end-shields and pressurisers. The unit also supplies reactor headers, calandrias, end-fittings and safety heat exchangers for pressurised heavy water reactor programmes. In addition, it manufactures spent fuel canisters and casks and has delivered specialised cryostat components for fusion reactor applications, including the International Thermonuclear Experimental Reactor (ITER) project.
- **L&T Special Steels & Heavy Forgings Pvt. Ltd. (LTSSHF)** is a wholly-owned subsidiary of Larsen & Toubro Limited. It is India's largest integrated steel melting and heavy forging facility, offering seamless, end-to-end capabilities from steelmaking through to precision-engineered finished forgings.

Business Environment

Policy momentum around the SHANTI Act in the nuclear sector presents a significant medium-term opportunity, with anticipated legislative and regulatory measures expected to catalyse greater private sector participation. This is likely to strengthen domestic capabilities across specialised materials, heavy equipment and skilled manpower, aligned with India's long-term vision of achieving 100 GWe of nuclear power capacity. The expanding role of nuclear energy beyond grid-connected power — supporting hard-to-abate industries and energy-intensive digital infrastructure — positions the sector as a critical enabler of reliable, low-carbon growth over the medium- to long-term.

In the MRU and SFU space, there has been a sustained shift from greenfield expansions towards brownfield modifications with customers increasingly prioritising revamps, upgrades and turnarounds aimed at life extension of existing facilities and short-cycle projects. Regional EPC players are offering cost-competitive solutions supported by localisation incentives, while participation by Asian contractors has increased, often backed by sovereign financing.

In the domestic market, investment levels in the refinery and fertiliser segments remained constrained, accompanied by intensified competition among domestic players. In response, the business has adopted a disciplined approach to order booking, with a focus on selectively pursuing



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

technologically complex and value-accretive opportunities. The outlook for the forgings business remains positive, supported by policy tailwinds such as Domestically Manufactured Iron & Steel Products (DMI&SP), the Capital Goods Scheme and Make in India. The sector is expected to grow at a CAGR of ~6-8%, with comparatively stronger momentum in the open-die forgings segment.

Internationally, the business environment remains challenging due to geopolitical tensions and abrupt changes in trade and tariff policies. While investments in the refining sector remained selective, medium-term prospects showed gradual improvement with fertilisers — particularly blue and green ammonia — and LNG emerging as key growth drivers, supported by rising demand in Asia, North Africa and North America.

Major Achievements

International

- Won orders for 12 equipment packages for a flagship blue hydrogen, carbon capture, utilisation and storage (CCUS) and compression project in South East Asia
- Secured over 40 orders for critical equipment in West Asia, and heat exchanger orders from South America and North Africa
- Delivered a 1,225 metric tonne hydrocracking reactor, an NGL column package, 12 critical equipment packages, and 2 delayed coking unit reactors

- Secured FCC regenerator replacement and Micro Scrubber Replacement Projects for Kuwait National Petroleum Company (KNPC)
- Executed 5 major shutdowns for Abu Dhabi National Oil Company (ADNOC) NGL Trains 1-4 under the Ruwais Capacity Enhancement Project, achieving a 25% capacity increase

Domestic

- Secured a performance order for manufacture and supply of 8 steam generators under the 700 megawatt electrical (MWe) PHWR for Rajasthan Atomic Power Project
- Delivered 7 of 12 steam generators under the 700 MWe PHWR fleet programme
- Achieved the fastest-ever delivery of a urea reactor under a compressed 11-month schedule and 3 high-pressure reactors for India's first vinyl acetate monomer / vinyl acetate ethylene (VAM / VAE) plant
- Completed molten-salt testing and commissioning of an acrylic-acid reactor based on L&T's patented design
- Completed Hindustan Mittal Energy Limited (H MEL) Bathinda FCC and waste-heat boiler (WHB) revamp ahead of schedule
- Successful indigenisation of thermal rotor and wind shaft forgings exceeding 20 MT



Urea Reactor IFFCO Kalol Express Delivery – Creating a New Benchmark

Significant Initiatives

Across the business, initiatives are focused on strengthening long-term competitiveness through selective capability building, execution excellence and organisational development. The business is advancing a future-ready operating model through investments in process-specific technologies and by reinforcing quality systems under the Deming Journey.

The business is also pursuing initiatives to enhance productivity and control in complex brownfield projects through targeted automation, in-house technology development, and integrated project and resource planning systems. These efforts are complemented by the selective adoption of advanced simulation and AI-enabled tools, supported by dedicated teams to scale high-impact digital use cases.

Underpinning these initiatives is a sustained focus on people and leadership development, with continued investments in building leadership depth, strengthening succession pipelines and advancing structured talent development programmes. These efforts are aimed at fostering organisational resilience, capability continuity and a performance-driven culture to support long-term growth.

Outlook

International markets are expected to remain competitive, driven by intensified pricing strategies and preferential treatment for North Asian and European suppliers in export credit agency (ECA)-funded projects. In addition, fabricators based in China continue to benefit from policy-driven support and non-tariff barriers, further intensifying competitive pressures. MRU continues to see healthy opportunities across West Asia and Indian PSUs for revamps, replacements and reliability-improvement projects.

The SHANTI Act signals a positive and decisive step to incentivise entry of private sector in the nuclear energy business.

Near-term priorities for the business remain centred on accelerating execution of the existing order book, maintaining prudent input cost management and continued advocacy for policy support.

To address regional workforce and mobility constraints, the business is adopting advance visa planning, greater localisation and transitioning towards a direct manpower model.

The business continues to pursue a selective bidding strategy focused on complex, safety-intensive and time-bound projects where technical capability, execution certainty and safety performance take precedence over price-led competition.

*Close-In Weapon System (CIWS)*

Precision Engineering and Systems

Overview

Precision Engineering and Systems (PES) synthesises high-precision manufacturing with advanced systems engineering to deliver comprehensive 'concept-to-design-to-delivery' solutions.

While historically anchored in the defence and aerospace domains, the business is currently transforming to capitalise on the growing demand for intelligent industrial systems. This evolution is anchored in two strategic thrusts: deepening indigenisation in its core defence and space businesses, and expanding into high-value industrial electronics through a newly incubated vertical – Electronic Products & Systems (EPS).

This transformation is a natural progression of a journey that began decades ago. L&T made its foray into various strategic sectors such as nuclear power, aerospace and defence in the sixties, early-seventies and mid-eighties, respectively, as part of the Company's focus on building a strong and self-reliant India by leveraging its precision and systems engineering capabilities. This was well ahead of the opening up of these sectors for private industry participation, beginning with defence in 2001, aerospace in 2020, and finally nuclear power in 2026. Today, L&T is a strategic industry partner to the Indian Ministry of Defence (MoD).

The business is structured to provide focus to various segments of operations, as under:

- Marine Platforms, Equipment & Systems
- Land Platforms, Equipment & Systems
- Aerospace Systems
- Electronics Products & Systems

During the one and a half decades preceding the opening up of the defence sector for private sector participation, L&T was associated with the Defence Research & Development Organisation (DRDO), while concurrently contributing towards the Indian Navy's 'A Builder's Navy' aspiration, by development of platform-specific equipment and systems across classes of naval platforms with in-country value addition. L&T has a state-of-the-art shipyard capable of building large warships, conventional submarines, and critical equipment and systems for these platforms.

In the Land Systems domain, the business is engaged in design-to-delivery solutions across a host of artillery programmes, air defence programmes, armoured platforms, weapon delivery platforms and combat engineering systems.

In the space sector, the business continues to be a trusted partner to Indian Space Research Organisation (ISRO) across technology streams.



India's Indigenous Light Tank 'Zorawar' prototype

Building on L&T's strengths in strategic electronics and leveraging its growing capabilities in semiconductor design, its newly formed business vertical EPS is structured around five verticals:

- Strategic EPS focussed on Defence electronics, and
- Four industrial verticals built around it — (i) Power Electronics, (ii) Mobility, (iii) Industrial Robotics & Automation (IRA), (iv) Electronics Systems Design & Manufacturing (ESDM)

The business is guided by core principles of IP-led product differentiation, open innovation and strategic partnerships for accelerated go-to-market.

The business is headquartered at Powai, Mumbai and its operations extend across India through the following dedicated Production Centres:

- A. M. Naik Heavy Engineering Complex at Hazira (near Surat) for manufacturing, integration & testing of armoured & allied land platforms, hulls as well as pressure-proof structures for underwater platforms
- Shipyard at Kattupalli (near Chennai) catering to new builds and repair of marine platforms
- Strategic Systems Complex (SSC) for manufacturing, integration and testing of launch systems, radars, engineering equipment and control systems at Talegaon (near Pune)

- Precision Manufacturing & Systems Complex (PMSC) for manufacturing of aerospace systems, precision products and advanced electronics at Coimbatore
- Battery Energy Storage System (BESS) Factory at Kancheepuram offering end-to-end capabilities, including system and solution engineering, procurement, manufacturing, in-house integration and construction of containerised storage solutions

The business has a dedicated team focused on the development of futuristic technologies, and has recently relocated its Protolab to the Indian Institute of Technology (IIT) Bombay's Aspire Research Park. This move enables the organisation to better leverage IIT's talent pool, research ecosystem and infrastructure for collaborative innovation and co-development.

The newly incubated EPS vertical will have its facility at a 40-acre integrated campus in Coimbatore, positioned as a large-scale, future-ready electronics manufacturing hub, supported by a comprehensive capability expansion plan.

Since its inception, the business has built a portfolio of wide-ranging indigenously designed & developed products, systems, solutions, platforms and technologies. The business has indigenously conceptualised, engineered, built and supplied over 250 systems & products, with more than 50 of them having been delivered in serial production mode. The business model is uniquely differentiated through its focus on in-house technology and product development,