



Annual Review

2015 - 2016



VISION

L&T shall be a professionally-managed Indian multinational, committed to total customer satisfaction and enhancing shareholder value.

L&T-ites shall be an innovative, entrepreneurial and empowered team constantly creating value and attaining global benchmarks.

L&T shall foster a culture of caring, trust and continuous learning while meeting expectations of employees, stakeholders and society.



Mr. A.M. Naik, L&T's Group Executive Chairman, was awarded a D.Litt Degree from the VNSG University, Gujarat in February 2016 for his sterling service to nation and society.

Corporate Social Responsibility Policy

L&T fosters a culture of caring, trust and continuous learning while meeting the expectations of all stakeholders and society at large. As a responsible Corporate Citizen, the Company contributes towards inclusive growth by empowering communities and accelerating development.

We shall leverage our inherent strengths and capabilities to build India's social infrastructure.

Towards this, we shall:

- Implement sustainable CSR Programmes towards 'Building India's Social Infrastructure'
- Partner with Communities, NGOs and Institutions to create positive impact in areas of water & sanitation, education, health and skill development
- Harness innovation and technology driven solutions to address social needs
- Strengthen systems and processes to achieve measurable results

Our aim and effort is to contribute to a better quality of life, mitigate social inequities, and help individuals in identified communities to achieve their true potential.



A M NAIK
Group Executive Chairman

20th November, 2014



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Group Executive Chairman A M Naik

Dy. Managing Director & President S N Subrahmanyam

Subramanian Sarma

M V Satish

D K Sen

Shailendra Roy

R Shankar Raman

S R Subramanian

A K Garg

N V Venkatasubramanian

S C Bhargava

Shrikant Joshi

Keshab Panda

Sanjay Jalona

T Madhavadas

S Rajavel

B Kannan

Shivanand Nimbargi

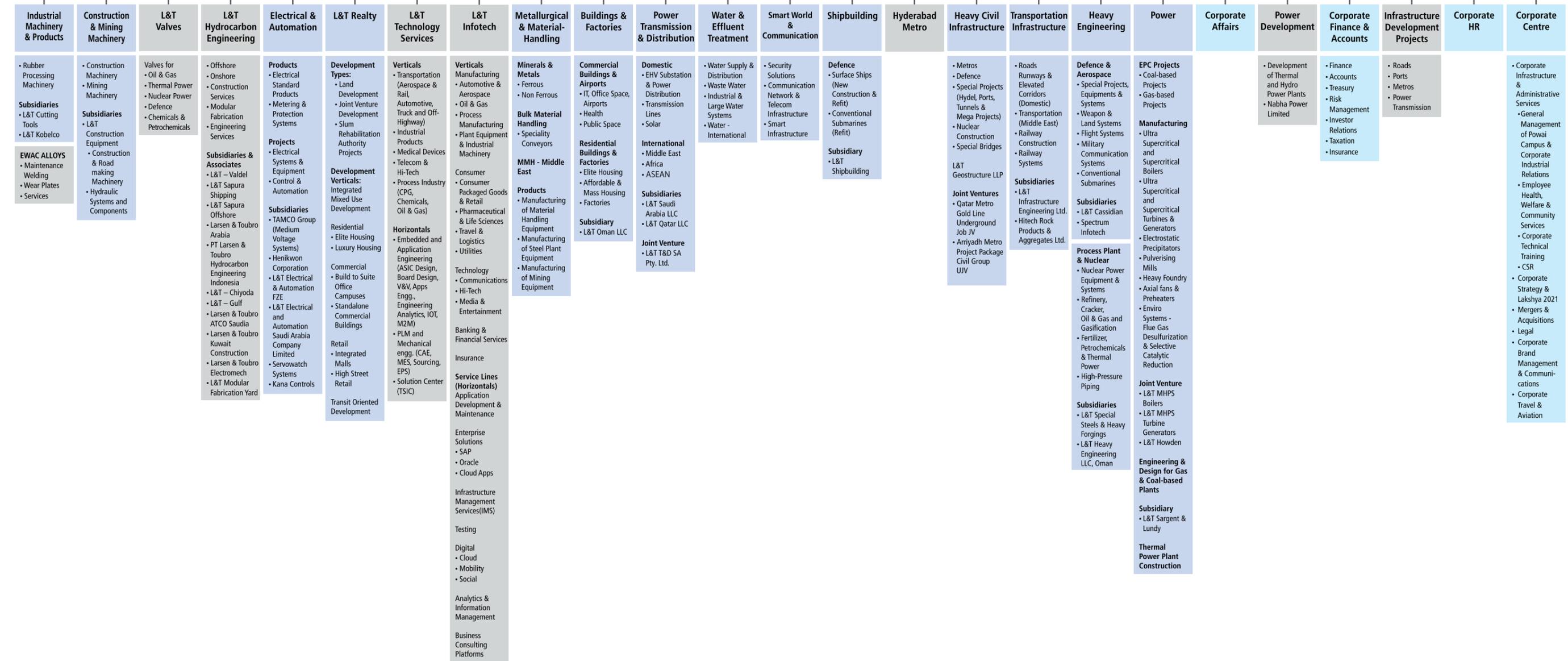
K Venkatesh

Yogi Sriram

Hasit Joshipura

Corporate Secretarial

Corporate Audit Services



Subsidiary Companies
 Corporate Functions

Leadership Team



A. M. Naik
Group Executive Chairman



S. N. Subrahmanyam
Dy. Managing Director &
President



R. Shankar Raman
Chief Financial Officer



S. N. Roy
Sr. Executive Vice President
(Power, Heavy Engineering
& Defence)



Subramanian Sarma
CEO & Managing Director
(L&T Hydrocarbon Engineering)



D. K. Sen
Sr. Executive Vice President
(Infrastructure)



M. V. Satish
Sr. Executive Vice President
(Buildings, Minerals & Metals)



S. C. Bhargava
Sr. Vice President
(Electrical & Automation)



Hasit Joshipura
Head - Corporate Centre

Larsen & Toubro Limited ("Larsen & Toubro" or "L&T") is a USD 16 billion technology, engineering, construction, projects, manufacturing and financial services conglomerate, with global operations. It addresses critical needs in key sectors – infrastructure, construction, defence, hydrocarbon, heavy engineering, power, ship-building, aerospace, electrical & automation, mining and metallurgy.

L&T's integrated capabilities span the spectrum of 'design to deliver' solutions. Over seven decades of a strong, customer-focused approach and a sharp focus on world-class quality have enabled it to maintain a leadership position in its major lines of business.

The Company has manufacturing facilities and offices in several countries, and a global supply chain. It delivers landmark projects and products, helping clients in 30 countries to create long-term progress and economic growth.

Characterised by professionalism, high standards of corporate governance and sustainability, L&T continues to evolve, seeking better ways of engineering to meet emerging challenges.

Highlights

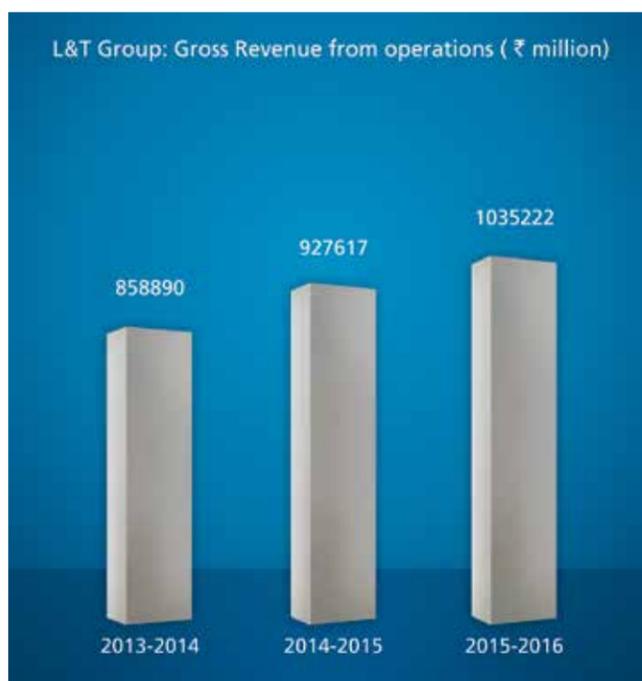
- Airports in India and the Middle East
- Metro rail systems for Riyadh, Qatar and major Indian cities
- Large infrastructure projects, including bridges and highways in Jordan, Malaysia, etc.
- Technological contribution to key missions: India's first nuclear-powered submarine and maiden missions to the moon and Mars
- Hydrocarbon projects in the Middle East, Africa, S.E.Asia and India
- The world's longest heated and insulated oil pipeline
- The world's largest coal gasifier, exported to China
- The world's biggest ethylene oxide reactor for a petrochemical complex in the Middle East
- Currently building the world's largest high-vacuum pressure chamber, the cryostat, for ITER
- Critical contribution to India's aerospace sector
- Continuing support to smart cities in India
- Shipyards on the west and east coast of India
- One of Asia's largest nuclear-grade forging facilities
- A wide range of switchgear

The following pages highlight the capabilities and review the operations (2015-16) of the Company's multiple businesses. Sections of the text are an abstract of L&T's Annual Report. For complete information, please refer to the Annual Report.

Year 2015-16 at a Glance

L&T Group

- Order book as at March 31, 2016: ₹ 2499489 million as against ₹ 2326489 million as at March 31, 2015: 7.4% growth Y-o-Y
- Gross Revenue from Operations at ₹ 1035222 million in CY as against ₹ 927617 million in PY: 11.6% growth over 14-15
- Segment wise composition of gross revenue:
 - Infrastructure segment: 47.2% in CY as against 47.0% in PY
 - Power segment: 6.6% in CY as against 5.0% in PY
 - Metallurgical and Material Handling Segment: 2.7% in CY as against 3.6% in PY
 - Heavy Engineering Segment: 3.1% in CY as against 3.8% in PY
 - Electrical and Automation Segment: 5.1% in CY as against 5.7% in PY



- Hydrocarbon Segment: 8.3% in CY as against 7.8% in PY
- IT & Technology Services Segment: 8.5% in CY as against 8.0% in PY
- Financial Services Segment: 7.1% in CY as against 6.7% in PY
- Developmental Projects Segment: 4.8% in CY as against 5.4% in PY
- Other Segment: 6.7% in CY as against 7.0% in PY
- PBDIT before exceptional and extraordinary items at ₹ 135258 million in CY as against ₹ 123325 million – Increased by 9.7%
- PAT including exceptional and extraordinary items ₹ 50905 million in CY as against ₹ 47648 million – Increased by 6.8%
- Gross debt: Equity ratio of 2.30:1 (Previous year: 2.21:1)

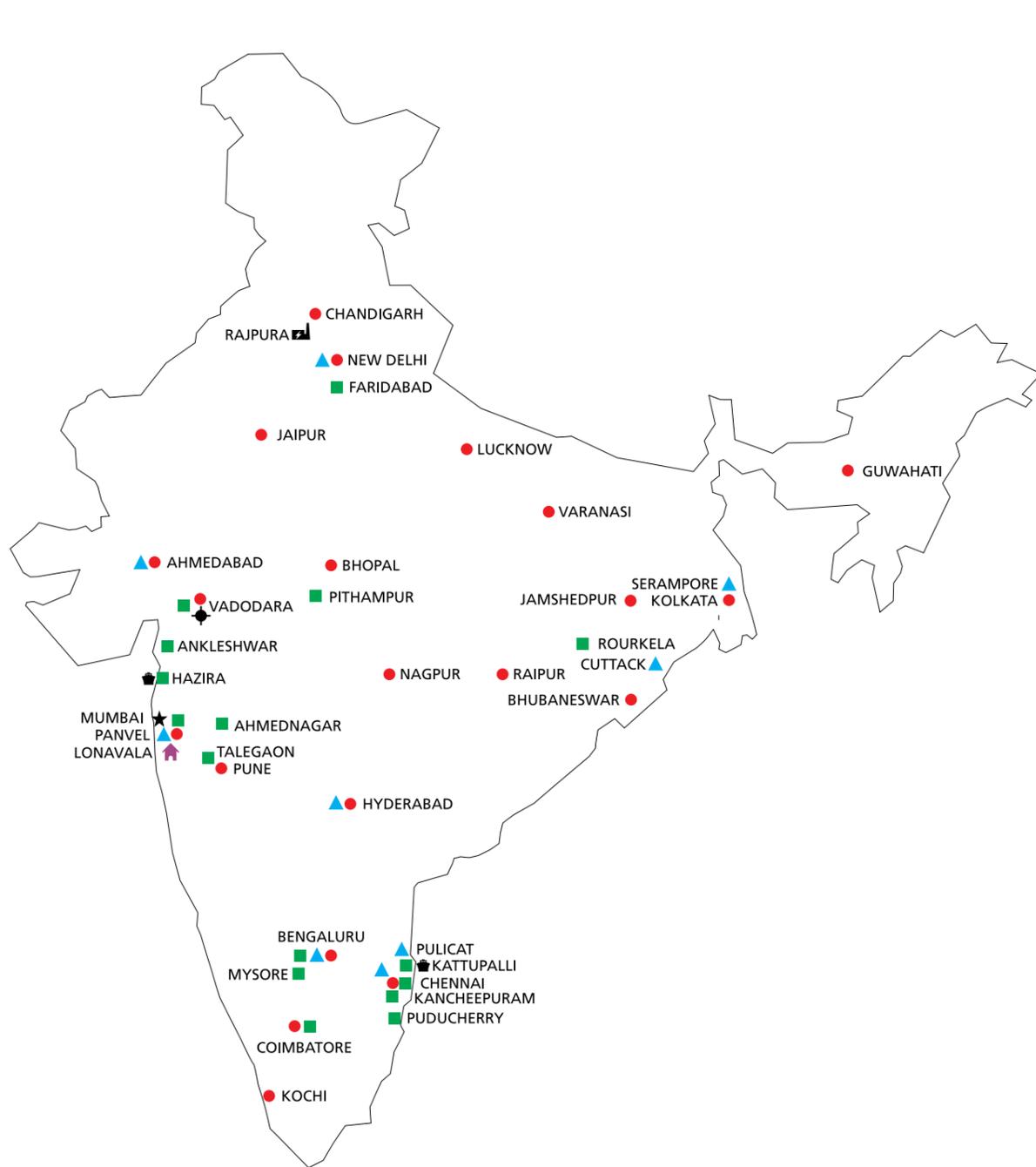
BALANCE SHEET AS AT MARCH 31, 2016

	₹ MILLION	
	As at 31-3-2016	As at 31-3-2015
EQUITY AND LIABILITIES:		
Shareholders' funds	439917	409091
Minority interest	67688	49986
Non-current liabilities	874090	708588
Current liabilities	893552	770391
TOTAL	2275247	1938056
ASSETS:		
Non-current assets		
Fixed assets	585999	475158
Non-current investments	19743	16468
Other non-current assets	614956	508658
	1220698	1000284
Current assets	1054549	937772
TOTAL	2275247	1938056

STATEMENT OF PROFIT AND LOSS FOR THE YEAR ENDED MARCH 31, 2016

	₹ MILLION	
	2015-16	2014-15
Revenue from operations (net)	1026317	920046
Other income	11830	10747
Total revenue	1038147	930793
Less: Expenses:		
Manufacturing, construction and operating expenses	749463	672405
Employee benefits expense	92048	80599
Sales, administration and other expenses	61378	54464
Finance costs	30412	28400
Depreciation, amortisation, impairment and obsolescence	27560	26230
	960861	862098
Profit before exceptional and extraordinary items and tax	77286	68695
Exceptional items	3581	3477
Profit before extraordinary items and tax	80867	72172
Extraordinary items	-	-
Profit before tax	80867	72172
Tax expenses	25485	22532
Profit after tax	55382	49640
Less: Additional tax on dividend distributed/proposed by subsidiary companies	2	-
	55380	49640
Add: Share in profit/(loss) (net) of associate companies	(25)	21
	55355	49661
Add/(less): Minority interest in (income)/losses	-4450	(2013)
Profit for the year attributable to the shareholders of the Company	50905	47648
Basic earnings per equity share before extraordinary items (₹)	54.69	51.33
Diluted earnings per equity share before extraordinary items (₹)	54.44	50.98
Basic earnings per equity share after extraordinary items (₹)	54.69	51.33
Diluted earnings per equity share after extraordinary items (₹)	54.44	50.98
Face value per equity share (₹)	2.00	2.00

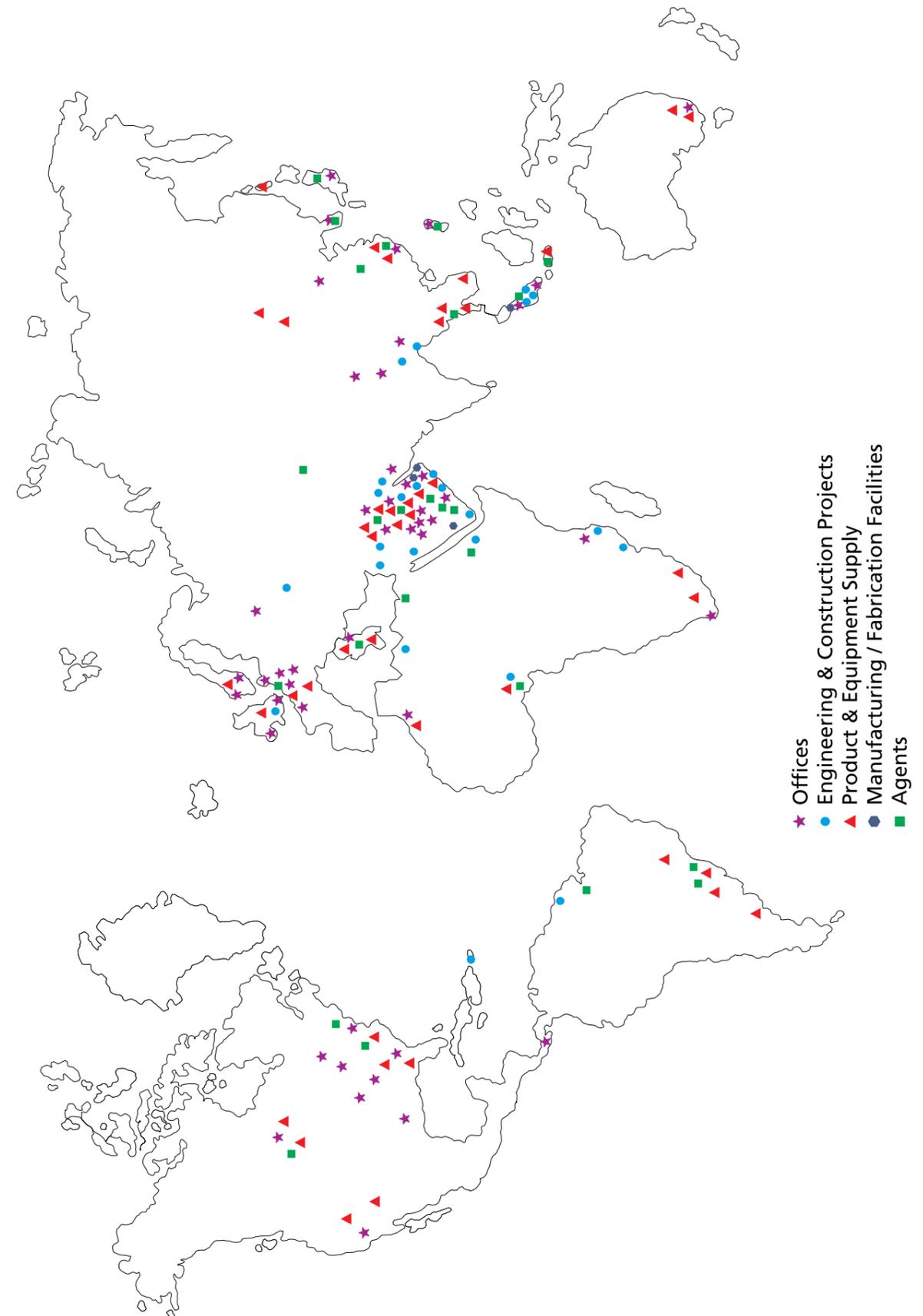
Nationwide Network



- ★ Registered Office
- Campus*
- ⚡ Power Plant
- 🚢 Shipyards
- Offices
- ◆ Knowledge City
- 🏠 Leadership Development Academy
- ▲ Construction Skills Training Institutes*

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

Global Presence



Note: Map is broadly representative of L&T's presence in markets worldwide. For details of establishments within India, please refer to 'Nationwide Network'.



The 1600-bed multi-specialty Safdarjung Hospital in Delhi. L&T is a leading provider of health-care infrastructure in India and the Middle East, with a long track record ranging from super-specialty centres to medical and nursing colleges.

L&T CONSTRUCTION

Ranked among the world's top 30 contractors, L&T Construction contributes significantly to building the image and stature of Larsen & Toubro across the world. It drives L&T's reputation as 'the builder of the India of the 21st century'.

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

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

L&T Construction executes projects on a turnkey basis, with single-source responsibility. It adopts innovative design engineering and has access to a global supply chain. Mechanisation and the ability to mobilise large, highly trained crews enable it to meet stringent deadlines and rigorous standards.

At every project site and establishment of L&T Construction, the highest priority is accorded to the environment, health and safety. A safe work culture is intensively propagated to conform to – and even surpass – international standards.

BUILDINGS AND FACTORIES

L&T's Buildings & Factories business vertical has the domain knowledge, expertise and experience to design and build a range of structures in India and abroad: airports, IT parks, office buildings, institutional spaces, hospitals, stadiums, hotels, elite residential buildings, high-rise structures, mass-housing complexes, factory structures, cement plants and industrial warehouses. These projects are executed on an Engineering, Procurement and Construction (EPC) basis.



DLF Mall of India, Noida, near Delhi – one of the many commercial complexes and convention centres L&T has built across the country.



Cognizant Technology Solutions, India, at Sholinganallur, Chennai. L&T has built over 150 IT parks and commercial complexes in India and its neighbouring countries on a design-to-delivery basis.

Pioneers in offering 'total engineering solutions' right from 'concept to commissioning' across all its business lines, the competitive advantages include dedicated engineering design centres, competency cells, advanced formwork systems, mechanised project execution, digitised project control and a pool of talented employees. These have enabled the business to establish itself as one of the premier EPC contractors, both in the Indian industry and in targeted overseas markets.

New Orders

The business has secured prestigious projects across business lines. While it has maintained its leadership position in the construction of IT parks and office spaces by winning a slew of orders, it has reinforced its credentials in the residential space by being awarded

orders for several projects by esteemed customers – specifically in the western and southern parts of India.

Key Projects Commissioned

- IT facility and campus for IT giants like Cognizant, TCS, HCL and iGate
- International airports at Chandigarh and Kochi
- Hospitals and medical colleges for ESIC, NMC and the Government of West Bengal
- High-rise residential towers for DLF, Godrej, Ahuja, Prestige and BNRI
- Cement plants for Orient and Wonder Cement
- Factory establishment for Hero

Significant Initiatives

The business has implemented operational excellence initiatives across all levels to enhance profitability. These initiatives include the introduction of value engineering techniques to cut down costs and improve productivity.

Project cycle times have been reduced by embracing technology and mechanised execution. 3D studios set up at the Engineering Design and Research Centres in Chennai and Mumbai are the first of their kind, offering clients an immersive walkthrough of projects. A team of experts has been formed to study futuristic businesses and formulate suitable strategies to help the business retain its competitive edge. Key strategic initiatives have been



Wankhede Stadium, Mumbai. L&T's expertise in sports infrastructure is also being used to build world-class stadiums in the Middle East.



Terminal 2, Mumbai International Airport – an iconic structure which integrates world-class design, architecture, infrastructure and operational efficiency. L&T has built a number of airports in India and in the Middle East.

taken to strengthen overseas operations, and follow a focused approach towards projects.

Track Record

- 11 International airports
- 150+ Office complexes
- 45+ Hospitals
- 30+ Educational institutions and 5 Indian Institutes of Technology (IITs)
- 400 High-rise towers
- 50+ Manufacturing facilities

Subsidiary

Larsen & Toubro Oman LLC

A joint venture with Zubair Corporation LLC, Larsen & Toubro Oman LLC (LTO) has been providing engineering, construction and contracting services for nearly a decade in the Sultanate of Oman. The Company has an excellent track record in civil projects, and continues to enjoy customer preference in Oman. Against stiff competition from major international players, the Company successfully secured a major airport project. Upcoming prospects in segments such as hospitals, institutional spaces and commercial buildings augur well for the Company.



Oberoi Sky City, Borivali, Mumbai. L&T builds elite, mass and affordable housing complexes on a turnkey basis.



Artist's impression of the Al Wakrah Bypass Road in Qatar, consisting of five major interchanges including 20 bridges, three bicycle overpasses, eight vehicular underpasses, three pedestrian bridges and vehicular tunnels. This is one of L&T's many complex transport infrastructure projects in India and the GCC.

TRANSPORTATION INFRASTRUCTURE

Infrastructure – especially transport infrastructure – meets a critical economic need as a value multiplier. It also fulfills the social need for facilitating transport, connecting people and bridging distances. The Transportation Infrastructure business vertical of L&T Construction offers EPC services for Roads, Runways (Airside Infrastructure) & Elevated Corridors (RREC), Railways Construction, Railway Systems & International Infrastructure, delivering results through expertise in project management, engineering design and construction management. Holding it in good stead are Engineering Design Centres in Mumbai, Faridabad and Chennai, an Offshore Engineering Centre in Mumbai which caters to international projects, and a Competency Development Centre at Kancheepuram, near Chennai.

New Orders

Major orders received by the business are:

- Road from Kanyakumari to Mukkola, 87 km, from NHAI (in 3 packages)
- 4-Lane road from Yadgiri to Warangal, 96 km
- Addahole to Bantawal Road Project, 63 km
- Development of road infrastructure for Dholera smart city from Dholera DMIC
- DFCC – CTP 3R, for laying of tracks from Iqbalgarh-Vadodara for 725 Tkm
- Electrification from Vadodara to JNPT - EMP 16 of 897 Tkm
- Signaling & Telecommunications from DFCCIL for Vadodara to JNPT (STP 17) of 897 Rkm

- Riyadh Metro Line 1&2 – Track Works for 152 Tkm
- Chandigarh Kharar Elevated Corridor, 10 km
- Simga-Saragaon Road Project, 42 km

Marquee Projects Commissioned

- Hosur-Krishnagiri Road Project, 6-lane, 60 km highway in Tamil Nadu
- Kandla-Mundra Road Project, 4-lane highway in Gujarat, 71 km
- Samakhiali-Gandhidham 6-lane highway in Gujarat, 56 km
- Manmad-Rahuri-Daund Railway Electrification Project, 334 Tkm
- Rajpura Composite Works Project, 48 Tkm
- DMRC CE07 Line 2 & 6 OHE, 37 km
- KMDA 4 ROB and flyover, 3.4 km, in Kolkata
- Chennai Metro, Stage 1 Track works, 38 km



One of the many flyovers built by L&T in India to facilitate smooth traffic movement.



Capable of laying 2 km of tracks per day, the new track construction machine, owned by L&T, sets a benchmark in high-speed rail construction on the Western Dedicated Freight Corridor project. L&T is currently executing a number of prestigious railway projects in India and the GCC region.

Significant initiatives

The thrust of the business continued to be on operational excellence through digitalisation of equipment for quality improvement, timely completion, cost-optimisation, efficient resource utilisation and enhancement of safety measures by adopting improved engineering models i.e., Inclinometers, Compactometers, GPS system and LIDAR surveys, etc. On the international front, the business is exploring new markets such as East Africa and Kuwait through business tie-ups with local and international consortium partners for pre-qualification for mega projects in the GCC countries. Various other strategic initiatives have also been undertaken to strengthen procurement, asset management and cost control teams to provide immediate

onshore support to projects.

Track Record

- 9,985 Lkm of roads completed in India and the Gulf and 8152 Lkm of ongoing projects
- 40 Lkm of elevated corridors completed and 87 Lkm of ongoing projects in both domestic and international markets
- 3.76 mn sq.m of completed airport runways and 3.73 mn sq.m runway projects in progress
- 840 Tkm of tracks completed and 3141 Tkm track works in progress
- 8354 Tkm of railway electrification completed and 4807 Tkm in progress

- Signalling and telecommunication at 86 stations completed, with 51 stations in progress
- 30 traction substations completed and 44 projects in progress
- 2125 Tkm of track works, 3897 Tkm of electrification and 422 Rkm of S&T works ongoing in DFCC



L&T designs and executes railway and metro electrification projects and signaling systems.



L&T is building the Kakrapar Nuclear Power Plant in Gujarat – the latest in its five-decade association with the Nuclear Power Corporation of India, which has seen L&T associated with almost all the nuclear plants in India. We have expertise in both technologies – Pressurised Heavy Water and Light Water.

HEAVY CIVIL INFRASTRUCTURE

The Heavy Civil Infrastructure business vertical of L&T Construction undertakes design, engineering and construction of projects in several segments that are crucial to the economy: metros, nuclear, hydel, ports, special bridges, tunnels and defence.

The business is a total infrastructure solutions provider, not just in India, but overseas as well. It has in-house design strengths and unique construction methodology cells which enable it to serve its customers by providing concept-to-commissioning solutions.

Metros

The business designs and constructs above-ground corridors, piers and complex superstructures, including underground corridors

using sophisticated tunneling techniques. It ventured into metro rail construction in 2001 with the prestigious Delhi Metro project. Since then, L&T has emerged as the leading builder of metro systems in the country, executing as many as 17 ongoing projects – including the Hyderabad Metro, which is the world's largest in the PPP mode. In addition, L&T is involved in building major portions of the Riyadh and Doha Metros.

Areas of expertise:

- Elevated viaduct construction using segmental, U-trough and I-girder methods
- Underground tunnel construction using NATM, cut and cover and TBM methods

- Underground station construction using top-down and bottom-up approaches
- Elevated metro station and balanced cantilever constructions

Defence

L&T works closely with the country's defence establishments. The business offers a range of Engineer-Procure-Construct services for defence installations. Specialised hybrid technology has been developed to meet the specific needs of this sector.

Nuclear Power

Ever since the inception of India's nuclear power programme, L&T has played a critical role in this crucial sector by constructing



Tunnel on the Beawar-Pali-Pindwara road project.



The Hyderabad Metro Rail Project is the world's largest public-private project in the urban transportation sector. Extending 72 km across three corridors, it is poised to enhance the quality of life in this bustling metropolis.

the majority of the country's nuclear power plants. The business has developed expertise in both technologies – Pressurised Heavy Water (PHW) and Light Water (LWR).

Areas of expertise:

- Civil construction and erection of nuclear containment structures (reactor buildings), control buildings, auxiliary buildings and other associated structures
- Erection and pre-commissioning of critical nuclear components, nuclear piping and turbine generators
- Mechanical works, piping systems and associated detailed engineering, procurement and a slew of other specialised and related functions

- Design, consultancy including seismic qualification, procurement and construction services for pump houses, cooling towers, head-end facilities
- Engineering, Procurement and Construction works for electrical and instrumentation projects

Special Bridges

L&T has built some of the finest bridges across challenging terrains, incorporating design features that are among the most complex of their kind. The Company has pioneered several new technologies for the construction of bridges such as incremental launching, segmental construction, cable stay, precast, prestressed concrete, steel and concrete composite construction. Apart from a pan-

India projects scope, the business has executed several projects in Malaysia, Dubai, Oman and Jordan.

Hydroelectric Power Plants

L&T's hydroelectric business offers a comprehensive 'Water to Wire' range of services that facilitates the execution of hydroelectric power projects on an Engineer-Procure-Construct basis on tough mountainous terrain.

Areas of expertise:

- Diversion weirs, barrages, concrete / earthen / rockfill dams, including roller-compacted concrete dams



Tunnel-boring on the Doha Metro. L&T is building metro systems in Qatar and Saudi Arabia.



The majestic 9.76-km Kachi Dargah Bridge across the mighty Ganga in Bihar will be India's longest extradosed bridge. L&T is leveraging advanced construction technologies to build bridges in Bihar, Maharashtra and Goa.

- Underground tunnels of various geometry (both concrete lined and steel lined), pressure shafts, surge and de-silting chambers
- Large underground power houses and surface power houses
- Hydro-mechanical components such as gates, penstocks, etc., including erection of electro-mechanical equipment

Ports

L&T has designed and executed docks, container terminals, ports, harbours, jetties, berths, breakwaters and shipyards.

L&T Geostructure

This business offers specialised solutions pertaining to foundation and ground improvement activities. These include piling,

embedded retaining structures, marine and river-front development, micro-tunneling, soil investigation and anchors.

Marquee Projects Commissioned

- Chennai Elevated Metro
- Delhi – Badarpur to Faridabad Metro Corridor
- Hyderabad Metro Stage 2

New Orders Special Bridges

- The New Ganga Bridge in Patna is in the process of being executed through a joint venture with M/s Daewoo. Once constructed, it will be the longest extradosed bridge in India

- The contract for the construction of the Rupsha Bridge in Khulna, Bangladesh

Track Record

- Commissioned India's first 1000 MWe nuclear power plant
- 8080 MW of reactor containment structures
- 243 km of metro (including ongoing projects)
- 8315 MW of clean and green power
- 90 km of tunneling in difficult Himalayan terrain
- 12 dams / barrages / weirs
- LPG underground storage cavern 200 m below ground level – one of the largest of its kind, and the first of its kind in South Asia



The Ganga riverfront project in Bihar to improve the spatial structure and habitat conditions of the river and its adjoining areas.



Water pre-treatment plant for a power plant at Sagardighi, West Bengal.

WATER

The future hinges on sustainability. With increasing and alarming clarity, it is being widely recognised that man needs to conserve precious resources. L&T's Water business transforms the concept of water conservation into reality.

Water & Effluent Treatment

Water supply, distribution, conservation and re-use calls for comprehensive infrastructure solutions. L&T Construction's Water business vertical provides end-to-end solutions through its concept-to-commissioning capability covering design, detail engineering, procurement, project management and execution.

L&T's Engineering-Procurement-Construction offerings for creating world-class water infrastructure cover virtually every area: urban and rural water supply, water treatment plants, waste water treatment and network, industrial water and effluent treatment, desalination plants, lift irrigation projects, canal rehabilitation and unaccounted for water.

New Orders

- Water supply schemes to Adilabad and Khammam Districts, Telangana
- Nagaur Water Supply Scheme (3 packages), Rajasthan
- Odisha mega lift irrigation schemes (3 packages), Odisha
- Integrated urban utilities at Dholera Special Investment Region, Gujarat

- Water Supply Scheme for Greater Hyderabad Municipal Corporation, Telangana
- Pali Waste Water Scheme (ADB-funded), Rajasthan
- Construction of pumping stations, Saurashtra Branch Canal, Gujarat

International orders:

- 375 MLD Sewage Treatment Plant at Jebel Ali, Dubai, based on Activated Sludge Process (ASP) technology for Dubai Municipality
- Water Transmission Line from Bawsheer to Seeb, Oman, for Public Authority for Electricity and Water



L&T's capabilities in the water sector include the setting up of thermal desalination plants, helping supplement a vital resource.



Water treatment plant for Vellore water supply scheme, Tamil Nadu. L&T has extensive experience in the design and construction of structures for water, industrial and waste water treatment, transmission and distribution.

Marquee Projects Commissioned

- Vellore Combined Water Supply Scheme (Package I) with 181 MLD Water Treatment Plant for Vellore Corporation, which will provide drinking water to 24 lakh people in Vellore District
- Jawai cluster project comprising water supply from five offtakes, which will benefit 5 lakh people
- State-of-the-art STP at the President Estate of the President of India for re-use of 20 lakh litres of water for horticulture purposes
- Upgradation and rehabilitation of Bhagirathi Treatment Plant (500 MLD) at Delhi
- Storm water projects at Varanasi and Mathura for Uttar Pradesh Jal Nigam Limited
- Raw water intake and pipeline package for JaiPrakash Power Ventures Limited

- 241 MLD Doha South Sewage Treatment Plant, Qatar for Public Works Authority (ASHGHAL)

Subsidiary

Through L&T Oman LLC, the Company has bagged orders for water infrastructure works at Sumail and Salalah from the Public Establishment of Industrial Estates and Salalah Free Zone Company.

Significant Initiatives

With huge opportunities for integrated water supply projects and in the lift irrigation, sewage and effluent treatment spaces, significant initiatives have been taken to ensure that L&T continues to be a leader, both in terms of market share and profitability.

Initiatives include:

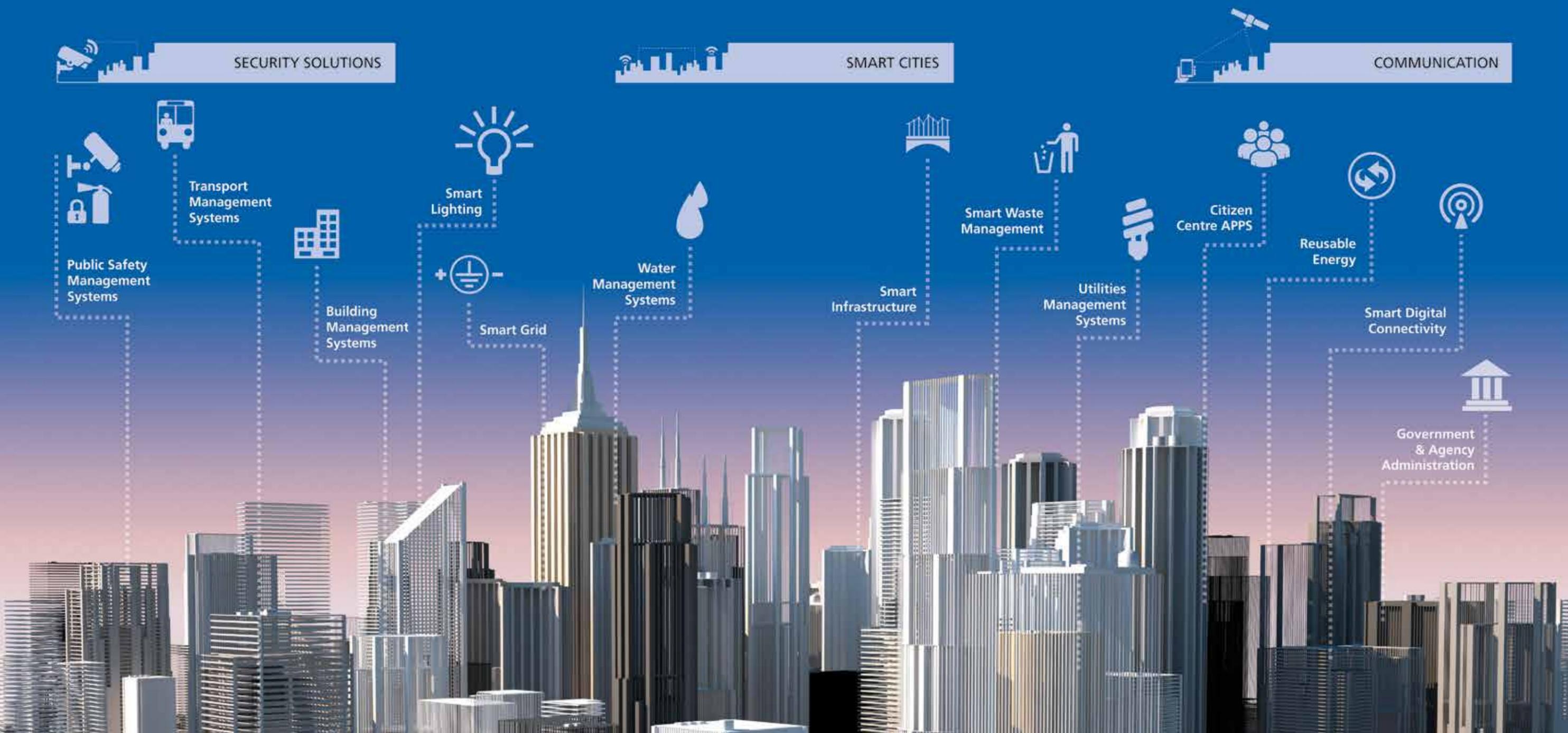
- Foray into specialised WTP & desalination with tech tie-ups
- Participation in mega lift irrigation system tenders, in which water is lifted with pumps or by other means
- Focus on Zero Liquid Discharge (ZLD) process along with combined Effluent Treatment Packages in various states and industries across India
- Upcoming medium to large scale STP tenders to improve the quality of urban life

Track record

- Channelised water and waste water network across 50,000 km
- Constructed and commissioned 4,000 MLD of water and waste water treatment plants



Hanamapur Lift Irrigation Project, Karnataka. L&T's expertise helps farmers cultivate crops far from water sources.



To create smart cities, L&T offers integrated capabilities from several of its businesses –

L&T Construction, L&T Electrical & Automation, L&T Infotech and L&T Technology Services.

SMART WORLD & COMMUNICATION

L&T's dedicated Smart World & Communication business vertical offers end-to-end solutions as a Master Systems Integrator in:

Security Solutions – city surveillance systems, Intelligent Traffic Management Systems (ITMS), border security systems, and security and management systems for critical infrastructure (ports, airports, metros, IT parks and public buildings).

Communication Network & Telecom Infrastructure – wired and wireless networks including OFC, IP-based DWDM communication network, wi-fi, fixed broadband, satellite and microwave RF Links, ICT / data centre infrastructure, multimedia services and gateways.

Smart Infrastructure – smart buildings, water and energy, smart transportation and logistics; emergency response systems, real-time information systems and smart cities.

Track Record

- One of the largest surveillance projects, comprising 6,000 cameras across 1,500+ locations in Mumbai
- City surveillance and Intelligent Traffic Management Systems in Ahmedabad, Gandhinagar and Vadodara
- Smart solutions like wi-fi hotspots, citizen interactive information kiosks, environmental sensors, parking information systems and surveillance cameras for Jaipur, India's first smart city
- Surveillance and management of critical infrastructure in Sabarmati Jail, Gujarat

- Over 20,000 km of optic fibre cable across India and the Middle East
- IT and communications infrastructure for airports, metros, power plants and factories

On-going Projects

- Surveillance project in Hyderabad, which will feature the largest number of cameras in India
- ITMS project in Hyderabad – IP cameras, hardware and data and command control centres, emergency response, PA system, facility management services, etc.
- Comprehensive metro telecom package for Lucknow Metro
- TETRA communication system for Delhi Metro and Dubai Airport



Hi-tech surveillance systems ensure 24x7 security.



India's first 1200 kV air insulated substation at Bina in Madhya Pradesh. L&T offers complete solutions in high-voltage substations and power transmission lines.

POWER TRANSMISSION & DISTRIBUTION

L&T's Power Transmission and Distribution business vertical is a leading EPC player in the field of power transmission and distribution and solar energy. It offers integrated solutions and end-to-end services ranging from design, manufacture, supply, installation and commissioning of transmission lines, substations, underground cable networks (both power & control), distribution networks, infrastructure electric projects and solar PV plants, both in India and overseas. In the markets of the Middle East (UAE, Qatar, Kuwait, Oman, Saudi Arabia, Bahrain), Africa (Algeria, Kenya, Ethiopia, Malawi) and the ASEAN (Malaysia and Thailand), the business offers complete solutions, including high voltage substations, power transmission lines, extra-high-voltage cabling and electrical, instrumentation and control systems for infrastructure projects, such as airports and the oil & gas industry.

Facilities

Tower-manufacturing facilities (Capacity: 1,00,000 mtpa) have been set up at Puducherry, Pithampur and Kancheepuram. L&T's Transmission Line Testing & Research Station is one of the largest tower-testing stations in India.

New Orders

Domestic

- Several packages in different phases of Odisha Distribution System Strengthening Project
- Urban and rural electrification orders from Uttar Pradesh, West Bengal and Odisha under erstwhile RAPDRP & RGGVY schemes
- 765 kV Aligarh GIS order from POWERGRID

- A technological breakthrough project from STATCOM
- Major orders from Sterlite in Chattisgarh and Telangana regions
- A major order from KPTCL for a 400kV D/C Quad line in the Bellary region involving design and testing of towers
- From TANTRANSCO for a 107 km-long 400 kV D/C Quad line from Kamudhi to Karaikudi
- Orders from PGCIL and the State utilities of Bihar, Madhya Pradesh and West Bengal
- The Kancheepuram testing center has been booking orders from reputed global customers like Dominion Virginia Power from USA, Rohas from Malaysia, etc.



India's first 765 kV gas insulated substation at Pune.



230 kV double circuit transmission line at Abu Ali, Saudi Arabia. L&T is an industry leader in turnkey construction of power transmission and distribution systems in India and the Middle East.

International

- A major order bagged for an EHV GI substation in Qatar, including 3 packages from KAHRAMAA.
- Order for design and build of 5 substations with associated cabling from Lusail
- Orders for several substation and transmission line projects at 132 kV level in Saudi Arabia
- EHV GI substation orders from private customers in UAE
- Two major substation orders in the East African market: one for constructing a 400 kV AIS in Addis Ababa, from Ethiopian Electric Power; the other for two 400 kV substations in Malawi from Millenium Challenge Account, an organisation funded by the US Government

- In Malaysia, a 500 kV transmission line order from TNB and two 275 kV GIS and AIS from SEB
- In Thailand, a 500 kV transmission Line order from EGA

Marquee Projects Commissioned Domestic

- An EHV 765 kV GIS at Varanasi
- 400 kV GIS at Nagapattinam and Narendra for PGCIL
- 400 kV AIS at Karamadai and Karavalur for TANTRANSCO
- 220 kV GIS for HPPTCL
- A major portion of India's first +800 kV HVDC corridor project viz. 800 kV HVDC TL from Biswanath Chariyali to Tangla

- 400 kV D/C RAPP - Sujalpur Transmission Line for Sterlite Power Grid Ventures Limited (202km)
- 765 kV Gwalior-to-Jaipur transmission line of PGCIL (128 km)
- 400 kV D/C (Quad) Barh-Gorakhpur TL of PGCIL (178 km)
- 400 kV D/C (Quad) Kurukshetra-Jalandhar TL of PGCIL (133 km)
- 400 kV D/C Kutta-Kozhikode TL of PGCIL (99 km)
- 220 kV D/C Varahi-Kavoor TL of PGCIL (117 km)
- 220 kV Gadag-Bagalkot TL of KPTCL (102 km)
- 220 kV and 132 kV lines for MPPTCL (225 km)
- The Transmission Line Tower Research Station at Kancheepuram achieved a major milestone by successfully testing the Saudi Electricity Company (SEC)'s tower measuring 101.3m high – the tallest tower ever to be tested.



L&T's rural electrification expertise has brought electricity to over 24,000 Indian villages – spreading smiles across the country.



One of the many 400 kV Gas-Insulated Substations (GIS) installed by L&T. The Company has a track record in the power transmission and distribution sector extending across the UAE, Qatar, Kuwait, Oman and Saudi Arabia.

International

- The Middle East business commissioned 18 substations, 2 cable projects and an overhead transmission line

Renewable Energy

With a track record that includes the largest solar plants in the country, L&T has proven EPC capabilities in offering economically viable and technically superior solutions for: Utility-scale Photovoltaic /concentrated solar power plants, rooftop, micro-grids and smart grids, integrated security solutions and wind power solutions. The Solar business secured orders amounting to more than 200 MWp getting repeat orders from its key clientele.

Subsidiary Companies

Through L&T Oman LLC and L&T Saudi LLC, extra-high voltage and primary substations and overhead transmission lines were erected on EPC basis. Both the companies have commissioned several grid stations and primary substations across the Sultanate of Oman and Saudi Arabia.

Track Record

- 26,400 ckm of transmission lines of various voltage levels up to 765 kV
- 650 AIS/GIS including India's first 1200 kV AIS and 765 kV GIS
- 32,150 MW of E-BoP for thermal power plants



L&T's capability in executing projects for power distribution includes switchyards.



Integrated Steel Plant, Kalinganagar, Odisha. L&T offers steel-makers a single dependable source for services ranging from engineering to commissioning of blast furnaces, sinter plants, pellet plants, coke oven batteries, etc.

METALLURGICAL & MATERIAL HANDLING

The Metallurgical and Material Handling business of L&T Construction provides EPC solutions for ferrous (beneficiation, iron and steel making), non-ferrous (aluminium, copper, lead and zinc) as well as bulk material handling systems in the power, port, steel and mining sectors. It also offers specialised conveying systems and ash-handling plant solutions to the power plant sector.

With comprehensive and robust design and engineering capabilities, the business is well-equipped to cater to EPC needs across disciplines. Manufacturing facilities located at Kansbahal (Odisha) and Kancheepuram (Tamil Nadu) have in-house facilities to design, manufacture and supply a wide range of products, such as surface miners, crushing systems, apron feeders and sand manufacturing plants.

The business also undertakes customised manufacturing of critical machinery for steel, power, mining and other industrial sectors.

Proven management and construction capabilities enable L&T to commission complex projects in record time with the highest safety and quality standards, enhancing value to customers.

Major Orders Booked / Under Execution Domestic

- Beneficiation plant for SK Mines near Udaipur
- CHP & AHP for NTPC at Tanda
- Petcoke-handling package for IOCL at Paradip
- Major Metallurgical Projects for:

- Tata Steel Limited at Jamshedpur
- SAIL at Rourkela and Bokaro
- Material Handling Packages for:
 - Rajasthan Rajya Vidyut Utpadan Nigam Ltd. at Chhabra
 - NTPC Khargone
 - NTPC Tanda
 - Madhya Pradesh Power Generation Company Ltd. Malwa
 - Reliance Jamnagar
 - Adani at Kandla and Mundra
 - Northern and Mahanadi coalfield jobs at Nigahi, Khadia and Lingaraj
 - 10 other packages concurrently under execution for various other customers



Limestone crusher manufactured by L&T.



Sand-making plant at Kansbahal, Odisha. In consortium with Japanese major Kemco, L&T offers a complete range of eco-friendly sand-making machinery and systems that minimise environmental impact.

- Breakthrough order for 2 sets of advanced sand manufacturing plants in Delhi and Mumbai regions

International

- GCC projects under execution for several customers, including:
 - ORPIC - Oman Oil Refineries and Petroleum Industries Company (petcoke-handling package)
 - EGA - Emirates Global Aluminium (Large tank package)
 - SENAAT - Senaat General Holding Corporation
- Repeat order received from Rio Tinto for a 1600-tonne-per-hour rotary breaker-type crusher for Mount Thorley Mines at Singleton, Australia

Marquee Projects Commissioned

Domestic

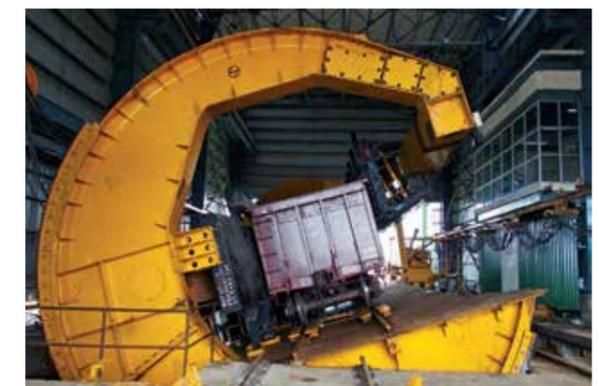
- Blast furnace, coke oven battery, sinter plant, steel melt shop, hot strip mill, material handling package and power distribution system for Tata Steel at Kalinganagar
- Material handling package for Tata Steel at Jamshedpur
- Sinter plant for SAIL at Bhilai
- Coal Handling Plants at NCL Block-B, bucket wheel excavators at Neyveli

- Coal Handling Plants for:
 - NLC Tamil Nadu Power Ltd. at Tuticorin
 - Uttar Pradesh Rajya Vidyut Utpadan Nigam Ltd. at Anpara

- GMR Chhattisgarh Energy Ltd. at Raikheda
- Bajaj Infrastructure Development Company Ltd. at Lalitpur

International

- Emirates Steel HSM storage at Abu Dhabi
- Drywall gypsum board plant for USG and Zawawi Minerals at Oman
- Skid-mounted gypsum-crushing plant for Awam Minerals, Oman



Crescent Wagon Tippler for a power plant.



Set in a serene lakeside property, Emerald Isle - L&T Realty's mixed-use project at Powai in Mumbai - will offer a unique blend of elegant living and open spaces.

L&T REALTY

L&T Realty is the real-estate development arm of Larsen & Toubro with a presence in Mumbai, Bengaluru, Chennai and Hyderabad. Its international presence includes sales and marketing offices in Singapore, Dubai and the USA.

Apart from developing L&T-owned land banks, L&T Realty has entered into joint ventures and development agreements for some of its projects. In partnership with government authorities, it is developing Transit Oriented Developments (TODs) at Navi Mumbai and Hyderabad.

L&T Realty's current portfolio totals over 62 million sq. ft. across residential, commercial, mixed-use developments and TODs – one

of the largest and the most diversified product offerings amongst the real estate entities in the country.

Committed to creating landmarks of excellence, L&T Realty aims to enrich people's lives through sustainable mixed-use developments. Its vision is to become the most respected real estate developer of the country by building on its execution leadership and by honouring the dual commitments of quality and delivery timelines – giving it the competitive edge. L&T Realty's commitment to sustainable design principles and optimum utilization of natural resources also helps create a brighter, greener future for all.

Business Performance

In a short span of 5 years, L&T Realty has attained the position of market leader in the industry. This is affirmed by the fact that it has close to 50% of the market share (in terms of sales) in the micro-markets in which it has a presence.

Marquee Projects Under Execution

Residential

- Emerald Isle – Powai, Mumbai
- Crescent Bay – Parel, Mumbai
- Raintree Boulevard – Hebbal, Bengaluru
- Eden Park – Siruseri, Chennai

Commercial & Retail

- Seawoods Grand Central – Navi Mumbai



Seawoods Grand Central, Navi Mumbai – one of India's largest Transit-Oriented Development projects.



A coal-gasifier being transported. L&T has built the world's largest coal-gasifier, for export to China.

L&T HEAVY ENGINEERING

L&T's Heavy Engineering business custom-designs, fabricates and integrates engineered-to-order critical equipment and systems for core sector industries like fertiliser, refinery, petrochemical, chemical, oil & gas, thermal & nuclear power, as well as for aerospace, and defence applications. It has a track record of executing large, complex projects. Its strengths include in-house design & engineering, state-of-the-art fabrication facilities, R&D centres, experienced project teams and a safe work culture.

The business is structured into two major verticals:

- Process Plant & Nuclear Equipment
- Defence & Aerospace

Process Plant & Nuclear Equipment

Operating at the upper end of the technology spectrum, this business manufactures and supplies custom-designed and engineered equipment and systems to critical process industries, viz., fertiliser, refinery, petrochemical, chemical, oil & gas, thermal and nuclear power.

The track record covers large and complex projects that have set global benchmarks – including the world's largest ethylene oxide reactor, the biggest coke drum, etc. All the equipment is manufactured under stringent schedules and conform to high quality and safety standards.

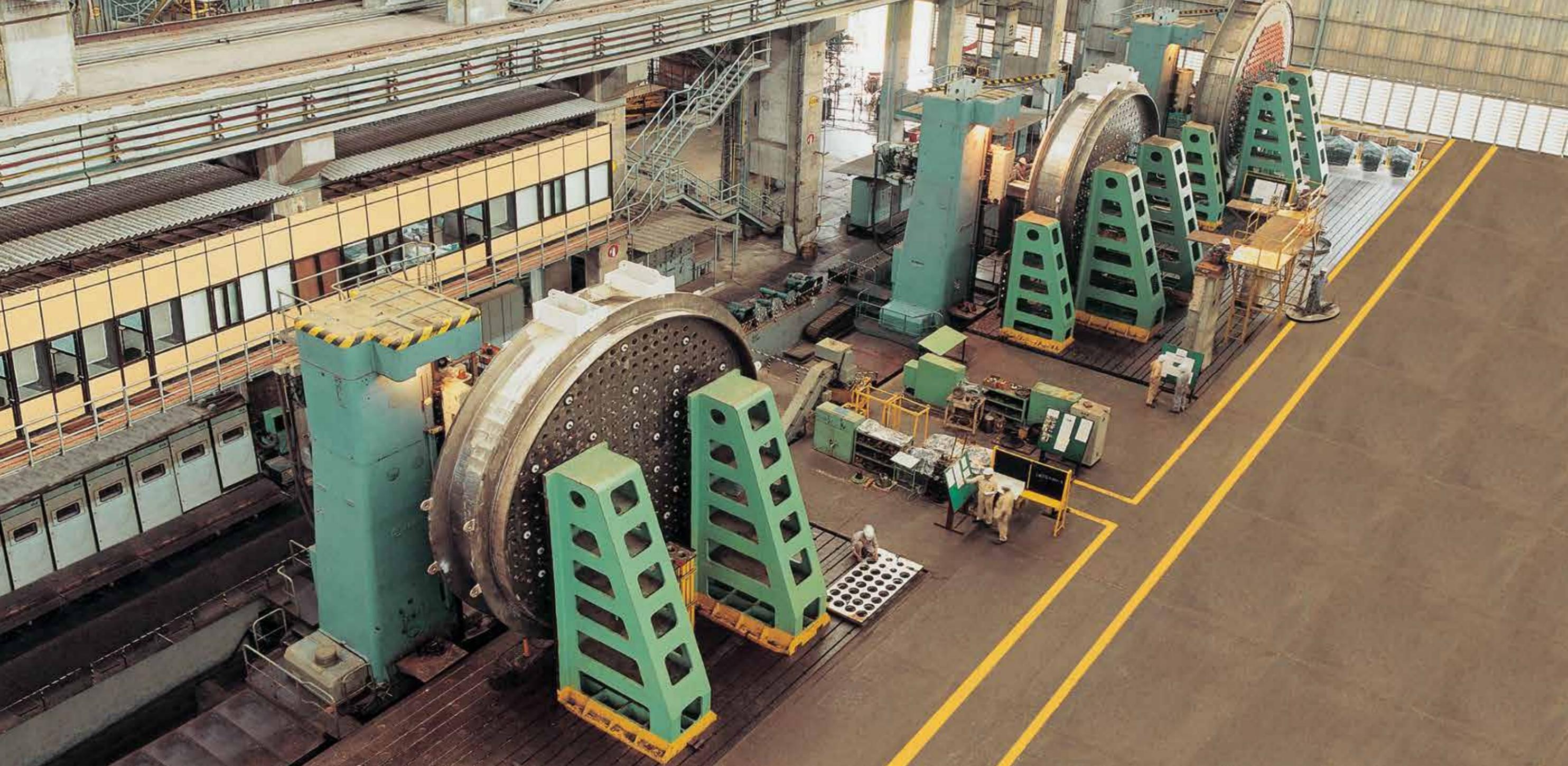
Manufacturing & Fabrication Facilities

Hazira Manufacturing Complex, Surat: This heavy manufacturing facility has mega construction capabilities and captive 'Load-on' and 'RO-RO' jetties. Its track record includes the execution of the single largest order for supply of reactors by a single facility. This facility has delivered some of the most complex equipment for Indian nuclear power plants, including PHWR steam generators, end shields and fast breeder reactor vessels.

Powai, Mumbai: L&T's nodal complex has a track record of manufacturing heat-transfer equipment that has set industry benchmarks.



World's largest coke drum, 630 MT.



End shields for a nuclear power plant being fabricated at L&T's Hazira facility. L&T has the distinction of supplying critical equipment to almost all of India's nuclear power plants.

Vadodara Heavy Engineering Works: This specialised facility manufactures equipment and internal assemblies for process plant industries, using exotic materials like titanium, among others.

Sohar, Oman: Set up as a joint venture in Oman, this heavy fabrication facility manufactures a range of equipment for the hydrocarbon and power sectors.

L&T Heavy Engineering's manufacturing teams are backed by production engineering and manufacturing technology development centres at each location. Its Process and Product Development Centres in Mumbai undertake R&D for the Process Plant and Nuclear Equipment business.

Major orders secured include critical equipment with high-end technology and metallurgy for the refinery, petrochemical, fertiliser and power plant sectors. Most of these orders were from international clients.

Track Record
Kuwait

- The world's heaviest tubular reactor - 1500 MT
- The world's single largest order for equipment worth USD 421 Mn
- Malaysia:** The world's biggest multiwall ammonia converter
- China:** The world's largest coal gasifier
- Abu Dhabi:** A set of 23 solid Ti heat exchangers, involving drilling of tubesheets over 300 mm thick to tolerances and finish more

stringent than TEMA's global standards

Saudi Arabia: A complex bi-metallic urea stripper

USA: First company in India to export nuclear spent fuel equipment to USA

France: Delivered first segments of ITER fusion reactor cryostat at Cadarache, France

India

- The world's largest coke drums – 3 x 630 MT each
- The world's largest FCC regenerators – 1320 MT x 16.3 m dia.
- First of its kind titanium-clad reactors – 3 deliveries
- Delivered first 700 MWe nuclear steam generators in India



Steam generators for Pressurised Heavy Water Reactors.



The photograph is for representation purposes only, and does not purport to be a photograph of the actual nuclear-powered submarine built by L&T.

L&T executed critical portions of Arihant, India's first nuclear-powered submarine, viz. design engineering, pressure hull, outer hull and structures, special equipment, outfitting (equipment, piping, cabling systems, integration and trials).

Defence & Aerospace

L&T's Defence and Aerospace vertical designs, develops and produces naval platforms, artillery systems, land and naval weapon systems, fire-control systems, naval equipment and systems, engineering systems for land and marine forces, military bridging systems, communication systems, missile sub-systems and rocket motors for space-launch vehicles.

Strategic Facilities

Strategic Systems Complex, Talegaon, Pune: This is a state-of-the-art manufacturing facility for fabrication, modular assembly, integration and testing of serially produced weapon systems, sensors and military engineering systems.

Precision Machining and Systems Complex, Coimbatore:

This precision manufacturing facility produces sub-systems and assemblies for missiles and space vehicles.

Strategic Electronics Centre, Bengaluru: This is a design, engineering and manufacturing facility for defence electronics systems for military communications, avionics, electronic warfare and special sensors.

Hazira Manufacturing Complex, near Surat: This dedicated facility manufactures pressure hulls for strategic programmes.

Vadodara Heavy Engineering Works: Advanced composites products for defence and aerospace are manufactured here.

Powai Campus, Mumbai: This houses the prototype development and testing facility, Product & Technology Development Centre and Strategic Submarine Design Centre.

Visakhapatnam: This facility for building strategic submarines operates under the GOCO model.

Business Environment

Government purchases in the strategic segment follow the Defence Procurement Procedure (DPP). To achieve self-reliance



The inclined Brahmos missile launcher adds another dimension to the country's fire power. L&T has developed a number of launchers and weapons systems.



K9 Vajra T 155/52-calibre self-propelled howitzer is being built in collaboration with Hanwha Techwin. Designed for the all terrains, it will give the Indian armed forces an advantage against border incursions.

and boost defence exports in the medium and long term, the Government has put in place several initiatives in FY 15-16 to attract investments from foreign and Indian companies and create a level playing field for Indian private sector defence companies. Based on structured and detailed consultations with all stakeholders, a simplified and rational DPP 2016 was released in March 2016 to address the requirements of users, the MoD and industry.

In FY16, the continuing linkage to earlier procedures and the resultant slower pace of decision-making led to the deferment of several repeat orders. Significant progress was achieved in newer on-going programmes, orders for which are likely to be concluded soon.

L&T collaborates with national laboratories such as DRDO and ISRO as technology partners for indigenous technology development for defence and space launch programmes. L&T partners Defence Public Sector Undertakings such as BEL, BDL, MDSL and GRSE, for the production of various systems and critical sub-systems.

A dedicated Product & Technology Development Centre develops niche products and solutions for internal development projects and the 'Make' and 'Buy & Make Indian' category programmes. The business collaborated with foreign OEMs to develop artillery gun systems customised for the Indian Army as per RFP specifications.

Focused on productivity improvement and efficient execution, and aided by healthy collections, the Net Working Capital has reduced, and continues to be at near-zero levels.

Outlook

A track-record spanning three decades with emphasis on indigenous technology development distinctly positions L&T as a market leader and in the forefront in the defence and aerospace sectors. With the simplified DPP 2016 coming into effect from 1st April, 2016, defence procurement is expected to gain traction, and programmes worth ~2L Cr for Indian industry are expected to get converted into orders. The preference for indigenously designed and developed products will result in opportunities in newer domains.



Monopulse tracking radar – one of many indigenous radars and tracking systems developed by L&T.



Launch of India's PSLV from SDSC SHAR. Over the last 40 years, L&T has built critical subsystems for all of ISRO's space launch missions, including India's first moon and Mars space probes, Chandrayaan and Mangalyaan.

Over the next 2 to 3 years, significant opportunities are envisaged in programmes for new-build naval platforms, refit of conventional submarines, artillery and air defence guns, close-in weapons systems, military bridging systems, missile programmes (repeat orders) and sub-systems for space launch vehicles. L&T is prepared for a proactive role in ensuring self-reliance of our nation through a successful 'Make in India' initiative.

SIGNIFICANT INITIATIVES

The business is drawing up its Strategic Plan for 2017-2021, focusing on profitable growth. It continues to invest in intra-organisational excellence initiatives like Six Sigma, Total Productive

Maintenance, Workplace Management Systems and Knowledge Management to ensure superior quality products and services. People-centric initiatives, competency build-up, talent and leadership development remain vital to the growth strategies of the business. Always a CSR-frontrunner, the business undertakes developmental programmes in areas like global warming, conservation of electricity, fuel and water, and reuse and recycle of materials and resources. Health, Safety and Environment policies and programmes help increase awareness amongst employees, the community and our stakeholders.

Major Subsidiary Companies

L&T Special Steels & Heavy Forgings

This joint venture of L&T and Nuclear Power Corporation of India Limited has a fully-integrated manufacturing facility at Hazira, near Surat, to produce ingots and finished forgings for critical equipment in the nuclear power and hydrocarbon industries, rotors in the power industry, rolls in steel plants and other heavy forgings for general engineering applications. With an annual capacity of 40000 MT of finished forgings, the JV is a major strategic step towards an economical and sustainable alternative to the import of heavy forgings.



TRAJAN® – 52-calibre towed gun being developed with Nexter, France.



L&T's nuclear-grade forge shop at Hazira (near Surat) – one of Asia's largest. It offers a wide range of finished forgings for the nuclear, hydrocarbon and power sectors, and can manufacture single-piece forgings of up to 120 MT.

Track Record

Since its inception in 2012, this facility has produced most of the critical heavy forgings required for an Indian 700 MW PHWR nuclear power plant. It also produced the heavy stainless steel forgings for the ITER project. It supplies shells, tube sheets and other heavy forgings for refineries, petrochemicals and fertiliser plants and forgings for the oil & gas sector. Alloy steel and carbon steel ingots are supplied to Indian forge-masters.

Larsen & Toubro Heavy Engineering LLC

This joint venture of The Zubair Corporation and L&T, at Sohar in the Sultanate of Oman, is a pioneering facility to manufacture critical high-technology equipment for refineries, petrochemicals,

fertiliser projects and other process industries. With a focus on the GCC countries and a worldwide customer base, it has executed complex projects using a spectrum of critical metallurgies. It supplements L&T's India-based fabrication facilities and assists L&T in revamping and upgrade of refinery projects in the region.

Spectrum Infotech

This wholly-owned subsidiary of L&T undertakes technology development and manufactures avionics Line Replacement Units (LRUs) for military applications. It focuses on embedded solutions, controls and signal processing and manufacture of defence avionics LRUs. It is certified by the Centre for Military Airworthiness and Certification (CEMILAC) of the MoD. It has obtained AS9100

Rev C, ISO 9001 and ISO 27001 certifications. It is a key player in the design, development and engineering of integrated life support systems for the indigenously-built LCA Tejas. It has developed the technology to position and control a high-precision gimbal platform for directed energy weapons applications.



Dished ends forged at the forge shop.



A 28,000 DWT defence vessel on the ship-lift at L&T's shipyard at Kattupalli. L&T undertakes ship design, building, maintenance and repair services for defence and commercial vessels.

L&T SHIPBUILDING

L&T's shipbuilding arm offers total solutions – from design to construction to refit – of warships and commercial vessels.

L&T has a state-of-the-art shipyard at Kattupalli near Chennai in Tamil Nadu. This shipyard's in-house designed and manufactured ship-lift ensures quick turnaround of vessels. The systems at the Yard conform to several standards: ISO 9001 QMS, EMS 14001 and OHSAS 18001.

Defence Vessels

In-house design capabilities, production of critical equipment and systems, experience and expertise in warship construction and proven project management skills enable the business to leverage emerging opportunities.

L&T's Warship Design Centre has designed Interceptor Boats, Fast Attack Craft, Offshore Patrol Vessels, etc.

Business Performance: The yard is executing a contract for the design and construction of seven Offshore Patrol Vessels for the Indian Coast Guard. It is also constructing Interceptor Boats, of which it has already delivered 28 of the 54 contracted – many well ahead of schedule.

The yard is executing a contract for the design and construction of a floating dock for the Indian Navy.

Repair and refit of several defence and commercial vessels are undertaken on a regular basis.



High-speed Interceptor Boats built by L&T give the Indian Coast Guard enhanced agility and ability for coastal patrolling.



2x800 MW supercritical thermal power plant at Krishnapatnam, Andhra Pradesh. L&T has manufactured critical equipment like turbine-generators, boilers, ESPs and axial fans, among other systems, for supercritical power plants across India.

L&T POWER

A proven, complete solutions provider for thermal power plants, L&T sets up coal and gas-based power plants on a lumpsum turnkey basis. L&T is the first Indian company to have executed a supercritical thermal power plant – 2x700 MW at Rajpura, Punjab – on a complete EPC basis, with indigenously manufactured supercritical equipment.

At its state-of-the-art facility at Hazira in Gujarat, L&T manufactures ultra-supercritical/supercritical boilers, turbines and generators, pulverisers, axial fans, air-preheaters and electrostatic

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

Major Projects

L&T is executing complete EPC orders for NTPC's 2x660 MW ultra-supercritical power project at Khargone (MP), MPPGCL's 2x660 MW supercritical Shree Singaji TPP-II at Khandwa (MP), RRVUNL's 2x660 MW supercritical power project at Chhabra (Rajasthan) along with a steam generator order for NTPC's

2x660 MW supercritical Tanda-II TPP (UP) and a BTG package for Mahagenco's 3x660 MW supercritical power project at Koradi (Maharashtra). In Bangladesh, L&T won an EPC order for BPDB's 400 MW Bibiyana III CCPP, and is executing two other gas-based projects – 360 MW Bheramara and 225 MW Sikalbaha.

In 2015-16, a cumulative capacity of 2,228 MW built by L&T attained commercial operation. This includes two steam turbine generators, one steam generator and two blocks of a gas-based combined cycle power plant.



Supercritical turbine being assembled at L&T's Hazira Campus.



Natural gas-fired combined-cycle power plant built by L&T at Vemagiri in Andhra Pradesh. L&T leverages global technologies to provide EPC solutions for thermal power projects all over India.

JV Partners

L&T-MHPS Boilers Pvt. Ltd. (LMB) – a joint venture of L&T and Mitsubishi Hitachi Power Systems, Japan – engineers, designs, manufactures, erects and commissions ultra-supercritical / supercritical boilers up to 1000 MW, single unit. Its manufacturing facilities are at Hazira, with design and engineering centres at Faridabad and Chennai. With a total installed capacity of 5000 MW per annum, LMB has also executed major export orders.

L&T-MHPS Turbine Generators Pvt. Ltd. (LMTG) – a joint venture of L&T, Mitsubishi Hitachi Power Systems and Mitsubishi Electric Corp. – engineers, designs, and manufactures ultra-

supercritical/supercritical turbines and generators at its world-class 5000 MW per annum facility at Hazira, and also supervises erection and commissioning. LMTG is India’s first manufacturing company to receive all five ISO Standards (ISO 9001, ISO 14001, ISO 18001, ISO 27001 and ISO 50001) and the IMS certification from DNV. It also exports equipment through MHPS.

L&T-Howden Private Limited, a joint venture with the Howden Group, manufactures axial fans and air pre-heaters at Hazira for power plants. Its design and engineering centre is at Faridabad.

L&T-Sargent & Lundy Limited (LTSL) – a joint venture with Sargent & Lundy L.L.C, USA – is a premier engineering and

consultancy firm, offering engineering services in the power sector for over two decades. It provides a complete range of engineering and design solutions for power plants, from concept to commissioning of open/simple cycle plants, combined cycle plants, cogeneration plants, coal-based plants – both subcritical and supercritical technology – and renewable energy. Its offerings include basic and detail engineering, owner’s engineering, lender’s engineering, substation engineering, RLA and special consulting assignments. LTSL has engineered numerous prestigious power projects in India and abroad, in countries like USA, Saudi Arabia, Kuwait, Oman, UAE, Qatar, Jordan, China, Thailand, Malaysia, Indonesia, Sri Lanka, Bangladesh, Nigeria, Central America, North Africa, Uzbekistan and Kenya.



Hydroelectric power plant at the foothills of the Himalayas.



L&T offers India's widest range of switchgear to a variety of sectors – agricultural, industrial, building and commercial. For over six decades, L&T has been an industry leader in power distribution systems.

L&T ELECTRICAL & AUTOMATION

L&T's Electrical & Automation business offers a wide range of low voltage (LV) and medium voltage (MV) products and solutions for distribution and control of electricity to several sectors: industrial, utilities, infrastructure, buildings and agriculture.

Its range includes LV and MV switchgear components, electrical systems, marine switchgear, industrial & building automation solutions, surveillance systems, energy meters and protection relays.

The business comprises two key verticals:

Products

- Electrical Standard Products
- Metering & Protection Systems

Projects

- Electrical Systems & Equipment
- Control & Automation

Facilities

The Company's manufacturing facilities incorporate a technology base on par with the industry's best. In India, the facilities are located in Navi Mumbai, Ahmednagar, Vadodara, Coimbatore and Mysore. Overseas factories are located in Saudi Arabia, Jebel Ali (Dubai), Kuwait, Malaysia, Indonesia and the UK.

High-precision in-house tool manufacturing facilities ensure high-quality production, while Switchgear Training Centres impart training in good electrical practices to industry professionals.

The in-house design and development capabilities of the business are rated among the industry's best. Its facilities at Powai (Mumbai), Ahmednagar, Mysore and Coimbatore are approved by the Department of Scientific & Industrial Research, Ministry of Science & Technology.

Intellectual Property

Applications were filed in India for 114 patents, 12 trademarks, 37 designs and 1 copyright. The business also made 2 foreign applications (PCT national phase patent applications in Europe and China).



L&T's U-Power OMEGA ACB range has features for better protection, and offers the dual advantages of easy maintenance and savings in a compact package.



Switchboard installation at a power plant. L&T provides power distribution and control solutions – including LV and MV switchboards - across the value chain, from generation to end user.

Subsidiary Companies

TAMCO – a leading manufacturer of LV and MV switchgear – has manufacturing facilities in Malaysia and Indonesia. Its AIS, GIS, RMU and Mobile Compact have been installed in several industries and utilities in Asia-Pacific and the Middle East.

L&T Electrical & Automation FZE, based in Jebel Ali, Dubai, provides system integration solutions for oil & gas, power, water and infrastructure majors. It offers process automation and telecommunication applications for the Middle East, Africa and CIS markets.

L&T Electrical & Automation Saudi Arabia Company has a state-of-the-art integrated manufacturing facility in Damam offering the complete range of LV and MV electrical systems.

Henikwon Corporation Sdn. Bhd., Malaysia is a leading manufacturer of LV and MV busbar trunking systems.

Servowatch System Ltd., U.K., provides marine-specific alarms, control & monitoring software and system integration solutions. It has executed over 1000 installations in 25 years.

Kana Controls General Trading & Contracting Co., Kuwait offers systems for automation.

Product Launches

Recent product launches included:

- SmartComm, a state-of-the-art SCADA solution on a standardised platform for seamless integration of MV and LV products used in industry, infrastructure and the building segment.
- The AU series of final distribution solutions, engineered to meet 'real-world' needs.
- Solutions for harsh environment
- Energy Management Solutions through smart meters that allow easy two-way communication, near real-time tamper alerts, and remote connect/disconnect facility. This range includes a meter with prepayment functionality, empowering consumers to have control over their electricity spends.



Mumbai International Airport's Network Operations Centre – powered by L&T's control and automation systems and expertise.



Mumbai High North (MHN) Complex of ONGC, executed on EPCI basis. The massive complex comprises a process platform (26,500 MT Topside + 13,500 MT Jacket), a living quarters platform (6,500 MT Topside + 13,500 MT Jacket), two flare platforms and four bridges.

L&T HYDROCARBON ENGINEERING

L&T Hydrocarbon Engineering Limited, a wholly-owned subsidiary of Larsen & Toubro, provides integrated 'design-to-build' engineering and construction solutions to offshore and onshore hydrocarbon projects. Its track record includes simultaneous execution of multiple, complex, large-value projects meeting stringent delivery schedules, quality and safety norms. In-house capabilities are complemented by partnerships with global leaders.

The Company is organised under five business verticals:

- Offshore
- Onshore
- Construction Services
- Modular Fabrication
- Engineering Services

It serves clients in India, the Middle East, Asia-Pacific, Africa, the Americas and Europe.

HSE & Sustainability

The Company's HSE Management System is OHSAS 18001 and ISO 14001 certified, meeting international standards. It is committed to the growth of the communities around its facilities and project locations. National and international accolades acknowledge its safety focus.

Offshore

The Company's lump-sum turnkey EPCI services encompass the entire value chain – from oil & gas production to processing. The range includes well-head platforms, process platforms and modules, subsea pipelines, brownfield developments, floating systems, offshore drilling rigs (upgrade and new-builds) and deepwater subsea systems.

Its comprehensive engineering capabilities cover the complete project life cycle from concept studies, FEED, 3-D model based detailed engineering and special studies to commissioning. In-house modular fabrication facilities impart flexibility, project control and cost-competitiveness. A 3000-tonne heavy-lift-cum-pipelay vessel has installed 77 offshore structures and laid 256 km of sub-sea pipelines in India and South East Asia.

The Company entered into a long-term agreement with McDermott International for India's emerging deepwater market. In consortium with EMAS AMC, Singapore, it signed a Long Term Agreement with Saudi ARAMCO to execute Saudi Aramco's offshore facilities on EPCI basis.



L&T repaired and upgraded this hurricane-damaged jack-up rig for Foresight Drilling, U.K.



Upgrade project executed on an EPC basis for export gas compression facilities of Dolphin Energy, Qatar. L&T Hydrocarbon has executed multiple, complex gas projects, demonstrating its integrated capabilities in this segment.

Projects Commissioned

- MB Platform and pipeline project for BGEPII involving a wellhead platform, sub-sea pipeline and platform modifications
- Rerouting of ONGC's 42" SBHT pipeline in Gujarat, India

Client Base

Major clients include ONGC, Saudi Aramco, ADMA-OPCO, BGEPII, Bunuq, Dragon Oil, GSPC, KJO, Maersk Oil Qatar, PETRONAS Carigali, PTTEP, Qatar Petroleum, Songas, ZADCO. The Company is included under Achilles JQS and FPAL as an EPC contractor to the oil & gas industry in the North Sea.

Major Orders

- Contract in consortium with McDermott to develop Vashishta and S1 deepwater fields off India's east coast for ONGC
- Offshore EPCI contract for Bassein Development Project for ONGC

Onshore

The Company's end-to-end capabilities across the hydrocarbon value chain cover upstream oil & gas processing and treatment, petroleum refining, fertiliser, petrochemicals, cross-country pipelines & terminals and cryogenic storage, including for LNG. Its multiple large-value projects cover FEED, process and detailed engineering, procurement, construction and commissioning.

Projects have been executed with technologies from process licensors like UOP, Axens, Haldor Topsøe, CB&I Lummus, Black & Veatch, Ortloff, ExxonMobil, BOC Parsons, Invista and Davy Process Technologies. Detailed engineering centres provide design and engineered solutions meeting the highest safety and quality standards. L&T Chiyoda and L&T-GULF offer engineering and consultancy services for onshore hydrocarbon plants and pipeline projects respectively.

Larsen Toubro Arabia LLC in Al-Khobar (KSA), undertakes Saudi Aramco's In-Kingdom EPC projects.



FCC Reactor regenerator section (INDMAX) for IOCL at Paradip Refinery (Capacity: 4.17 MMTPA).



900 TPD Ammonia plant modernisation project for National Fertilizers Limited – one of the many onshore projects executed on a License+EPC basis.

Projects Commissioned

- Yibal Third Stage Depletion Compression & Saih Rawl Depletion Compression projects for Petroleum Development Oman (PDO)
- FCC Reactor Regenerator section for IOCL at Paradip Refinery

Client Base

Pre-qualified, the Company has executed projects for oil & gas majors, including PDO, Saudi Aramco, Kuwait Oil Company, SABIC, BAPCO, Banagas, CHEMANOL, KNPC, TAKREER, PETRONAS, PERTAMINA and Sonatrach. Its Indian client base includes national oil & gas, fertiliser and petrochemical producers – IOCL, MRPL, OMPL, HPCL, BPCL, RIL, HMEL, CPCL, NFL, GSFC, GNFC, RCF, etc.

Major Orders

- 40,000 MTPA Melamine Plant at Vadodara for GSFC, India
- BOP for cryogenic ethane / LNG storage and handling facility for a petrochemical complex in India

Construction Services

The Company undertakes turnkey construction of refinery, petrochemical, chemical and fertiliser projects, gas gathering stations, oil & gas terminals, including storage tanks and underground cavern storage systems for LPG, as well as cross-country hydrocarbon pipelines.

Client Base

Customers include Saudi Aramco, PDO, GASCO, ADCO, TAKREER, ADGAS, ADMA OPCO, Borouge, Al Hosn, ENOC, SADARA, SATORP, KNPC, KOC, KAFCO, QP, Dolphin Energy, OGC and Oiltanking Odfjell Terminals & Co. Within India, the Company has executed projects for the private sector (Cairn Energy, Reliance, HPCL Mittal Energy) and major public sector units (IOCL, BPCL, HPCL, ONGC, MRPL, NFL, RCF, GNFC, GSFC, etc.)

Major Order

Dahej-Nagothane Ethane Pipeline Project from Reliance Industries



Habshan-Ruwais-Shuweihat gas pipeline project (52" dia x 107 km and 48" dia x 15 km) built on EPC basis for GASCO, Abu Dhabi.



Ready for delivery: Onshore processing modules for the Abu Dhabi Gas Liquefaction Co. Ltd (ADGAS) – OAG project at Das Island, Abu Dhabi, for Technip.

Modular Fabrication

The Company offers comprehensive modular Engineering, Procurement, Fabrication (EPF) solutions for projects primarily in the oil & gas and petrochemical sectors. It has extensive experience in project engineering, procurement and installation / construction, testing and commissioning in offshore and onshore domains.

World-class Modular Fabrication Facilities at Hazira (India's west coast), Kattupalli (India's east coast) and Sohar (Oman) offer year-round delivery capability with robust QHSE performance. They are equipped for flexibility, project control and management and cost-competitiveness with an annual fabrication capacity exceeding 150,000 MT. Load-out jetties facilitate delivery of large and heavy modules via ocean-going vessels and barges. These facilities are

accredited with global certifications and pre-qualifications from major oil & gas customers.

Client Base

Technip / ADGAS, Petrofac / ZADCO, Reliance Industries, Fluor / KNPC and Fluor / SASOL, etc.

Major order

Fabrication of 67 PAR modules through Petrofac for Rabab Harweel Integrated Project of PDO

Engineering Services

The Company's solutions cover the entire spectrum of engineering across the oil & gas value chain. World-class engineering expertise

and resources are backed by rich experience of executing large-scale EPC projects over several decades. It serves global EPC contractors, engineering consultants and owner-operators of hydrocarbon processing facilities. Two Centres of Excellence (Mumbai and Faridabad) offer FEED, advanced engineering solutions, specialised studies and engineering for special applications, detailed engineering and project management.

Its multi-disciplinary team has clocked over 3.5 million engineering hours. Industry-standard software tools, robust IT infrastructure and in-house R&D facilities augment its capabilities. Benchmarked through leading certification and accreditation systems, the Company's engineering work processes ensure consistent product quality and on-time delivery.



3-D CAD model of a petrochemical complex executed by L&T Hydrocarbon Engineering



L&T soil compactor, model 1190D. LTCEL manufactures a range of equipment for the construction and mining industry.

CONSTRUCTION & MINING MACHINERY

L&T's Construction & Mining Machinery business markets, distributes and provides after-sales support for a wide range of equipment sourced from Komatsu's plants globally (including India). The machines include hydraulic excavators (up to 800 T), rear dump trucks, wheel loaders, crawler dozers, motor graders and wheel dozers.

Komatsu's excavator models for the construction segment range from 7 T to 45 T and are powered by diesel engines from 60 HP to 330 HP. L&T offers Tipper Trucks from Scania for the construction and mining segments. L&T also markets and distributes indigenously designed construction equipment manufactured by L&T Construction Equipment Limited.

L&T Construction Equipment Limited

L&T Construction Equipment Limited (LTCEL), a wholly-owned subsidiary of L&T, manufactures hydraulic excavators for Komatsu India, besides its own hydraulic excavator L&T 300, wheel loader 9020, asphalt compactor 990HF and soil compactor 1190. It manufactures and markets high-precision hydraulic systems and components for various mobile and industrial applications.

Significant Initiatives

- Opened a state-of-the-art Service Centre at Nagpur to cater to the mining customers in Central India
- LTCEL relocated its manufacturing facility for hydraulic systems and components to Doddaballapura, near outer Bengaluru

- Indigenously designed vibratory compactors 1190 and 990HF launched for the road construction segment

RUBBER PROCESSING MACHINERY

L&T manufactures and markets rubber-processing machinery, including tyre curing presses and tyre building machines, for the global tyre and rubber industry. The machines are produced at its manufacturing facility at Kancheepuram, Tamil Nadu.

L&T KOBELCO MACHINERY PRIVATE LIMITED

This JV of L&T and Kobe Steel, Japan, manufactures internal mixers and twin screw roller-head extruders for the global tyre industry.



Komatsu excavator, Model PC 210, marketed by L&T.



L&T Valves offers flow-control solutions in sizes up to 100" and ASME classes up to 4500 in a variety of engineered materials - setting benchmarks in product performance.

L&T VALVES

L&T Valves Limited, a wholly-owned subsidiary of Larsen & Toubro, is a leader in flow-control solutions for the oil & gas and power sectors. For over fifty years, the company has leveraged technology and innovation to manufacture engineered valves for demanding services.

L&T Valves has a marketing network that spans the globe, reinforced by strategic alliances with key international distributors. In India, it has a presence in every industrial centre through a network of offices, field engineers, distributors, automation centres and service franchisees.

The state-of-the-art manufacturing facilities of L&T Valves are located at Chennai, Coimbatore and Kancheepuram. The Quality Management System is certified for compliance with ISO 9001 and API Spec Q1. The Environment Management System and Occupational Health and Safety Management System meet the requirements of ISO 14001 and OHSAS 18001, respectively.

L&T Valves is licensed to offer products monogrammed API 600, API 6D and API 609 as well as valves with CE Marking (Pressure Equipment Directive 97/23/EC) and ATEX certification (Council Directive 94/9/EC). The Company also offers SIL-3 certified ball and butterfly valves (IEC 61508), and HIPPS (High Integrity Pressure Protection System) (IEC 61511).

L&T CUTTING TOOLS LIMITED

The business offers industrial cutting tools of ISCAR Limited, Israel, to several manufacturing sectors, such as automotive, engineering, aerospace and defence.

EWAC ALLOYS LIMITED

A market leader in maintenance and repair welding, EWAC has a factory in Ankleshwar, Gujarat. Its range of products includes special welding electrodes, gas brazing rods and fluxes, atomised metal power alloys, flux-cored continuous wires and wire feeders, polymer compounds and wear-resistant plates.



L&T Valves is a leader in valves for cryogenic services.



L&T Infotech's global headquarters in Mumbai. The Company's solutions focus on the convergence of the physical and digital worlds, improving efficiencies for its clients.

L&T INFOTECH

Larsen & Toubro Infotech Limited ("L&T Infotech") is a subsidiary of Larsen & Toubro. It is a global IT services and solutions provider, with a presence in 22 countries. L&T Infotech solves complex business challenges at the convergence of the digital and the physical worlds, with its extensive client-centricity and real-world expertise. The Company enables its varied clients to build innovative business models, enhance operational efficiencies and create captivating customer experiences.

L&T Infotech provides a comprehensive portfolio of services to several sectors such as Banking and Financial Services, Insurance, Consumer Products, Life Sciences, Media & Entertainment,

High-Tech, Oil & Gas and Manufacturing. These are further complemented by services such as Application Development Maintenance, Enterprise Solutions, Testing, Infrastructure Management, Digital & Automation and Business Consulting.

The Company has invested in building solutions and frameworks that automate repetitive tasks. This enables the organisation to manage and build new solutions efficiently, with the highest quality and reliability for its clients.

L&T Infotech is investing in selected Industrial Internet of Things (IIoT) applications like Smart Manufacturing, Asset Performance, Smart Services and Industrial Security, for industries such as Oil &

Gas, Power, High-Tech, Automotive, CPG and Industrial Machinery. The Company serves over 245 clients, including 48 Fortune 500 clients. L&T Infotech has its headquarters in Mumbai, India. Its 20,000+ dedicated employees work out of 44 Sales Offices and 22 Delivery Centers.



L&T Infotech's facility in Bengaluru.



Headquartered at Knowledge City, Vadodra, L&T Technology Services helps clients gain the competitive edge by building smart products, enabling smart manufacturing and offering smart services. The Company has delivery centres in USA, Europe and India.

L&T TECHNOLOGY SERVICES

A leading player in the global ER&D space, L&T Technology Services Limited is a 100% subsidiary of Larsen & Toubro. Its key differentiators are its domain expertise and multi-vertical presence in industry segments like Industrial Products, Medical Devices, Transportation, Telecom and Hi-tech, Computing & ISV and the Process Industry. The Company has been rated as an expansive and established leader in the overall category and in the leadership zone in eight industry verticals in the Zinnov Global R&D Service Provider Ratings 2015. Using cutting-edge technology, it leverages its core strengths in design, product development, digital engineering, plant engineering and sustenance services.

The Company has positioned itself to meet future requirements by investing in new industry segments and laboratory facilities, adopting new technology initiatives, expanding into new geographies, and establishing alliances and partnerships. Its 9400 + highly-skilled personnel across 12 delivery centres and 25 locations globally enable its clients to achieve a sustainable competitive advantage.

Business Performance

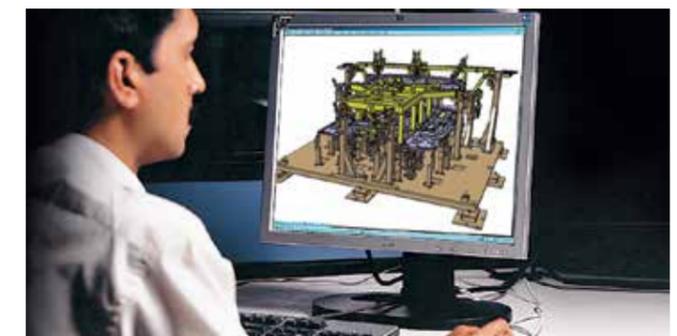
The Company achieved ~19% CAGR over FY12-FY16 with a portfolio of 170+ global customers – while maintaining focus on innovation, with 34 of its own and 134 co-authored patents (including filed patents).

Certifications

The Company's global delivery centres are ISO 9001:2008-certified. Its Aerospace & Medical Devices practices are AS 9100C and ISO 13485:2003 certified. Its Embedded Systems & Software activities are assessed at Maturity Level 5 of SEI's CMMi® Development + IPPD Ver. 1.2.

Alliances

Alliances and partnerships include AUTOSAR, Mentor Graphics, National Instruments, Siemens, Dassault Systemes, PTC, Texas Instruments, Sierra Wireless, ThingWorx, Intel, Tele2, CISCO, Infor, Freescale, Oracle and Microsoft.



Engineering services that enhance efficiency, while reducing time-to-market and costs.



Beyond the clear, realistic targets and the measurable progress achieved by our CSR team, is a less quantifiable but deeply fulfilling goal – spreading smiles.

CORPORATE SOCIAL RESPONSIBILITY

Long before CSR became a buzzword, L&T was quietly transforming the lives of the underprivileged – starting with those around its manufacturing facilities. Structured around the theme ‘Building India’s Social Infrastructure’ our CSR policies and practices are formulated with a view to maximising their impact. Our Integrated Community Development Programme is aligned with the UN Social Development Goals and addresses the most pressing needs –water, sanitation, education, health and skill-building.

How we undertake CSR is part of our success story. We view our beneficiaries as partners on a journey towards betterment. Developmental plans are devised in consultation with NGOs who

understand their needs best. Architects of their own future, the disadvantaged are intensely motivated to sustain our programmes – and ensure their success.

Life is a circle, and the joy we give others is our gift to ourselves.

The Joy of Clean Water

Many villages in India have to struggle for water and sanitation. The unavailability of safe drinking water leads to increasing morbidity and mortality rates. It also impacts educational attainments, migration and livelihood opportunities.

Our Integrated Community Development Programme has been launched in three states, to begin with, and focuses on holistic development in water and sanitation, education, health and skill-development based on need-assessment. We are working towards enabling water-stressed rural communities to be self-sufficient in water for drinking, sanitation and agriculture.

In several of Maharashtra’s drought-prone agricultural areas, we have built check dams to ensure water supply during the dry months. Cultivating two crops a year instead of one, the villagers now need not migrate to cities for seasonal work. Drinking water facilities in schools and public places enable people to be well-hydrated.

Many girls drop out of school due to the lack of toilets, so building toilets in girls’ schools contributes to female literacy.

By helping meet the basic need for water and sanitation, we lay the foundation for progress and development.

The Joy of Learning

Our social interventions covering educational initiatives focus on providing education, developing infrastructure and enhancing the learning experience.



The social infrastructure we seek to build covers a wide spectrum - water, sanitation, education, health and skill building.

We enrich education in primary schools through innovative learning methodologies. We build and repair municipal schools. After-hours Single Teacher schools help children – even dropouts – improve their learning rates. We support pre-schools, set up computer laboratories, provide teaching aids and uniforms and augment teacher capacity.

We believe that education is best imbibed when presented in ways that spark interest. We, therefore, infuse joy into learning in many small ways. Our Science-on-Wheels van visits schools, giving children the opportunity to experience the thrill of hands-on experiments. Summer camps and sports activities help pupils develop social skills. Extra-curricular outings help widen children's

horizons. The distribution of colourful school kits brings big smiles to the faces of tiny tots.

The Joy of Good Health

To help the economically-weak stay healthy despite the high cost of healthcare, L&T has launched affordable health and welfare initiatives.

We have set up community health centres at our facilities at Ahmednagar, Chennai, Coimbatore, Kansbahal, Mumbai, Surat and Vadodara. They focus on reproductive health, and conduct diagnostic and clinical camps and programmes that support

maternal and child healthcare, immunisation and health education.

Rural health camps include ophthalmology, dental, gynaecology and general health. Regular health check-up camps are held in schools and pre-schools.

L&T's HIV/AIDS management initiatives include awareness camps (particularly for high-risk groups), Anti-Retroviral Therapy, counselling and testing.

Artificial kidney dialysis centres for the underprivileged have been set up at L&T's Health Centres at Chennai, Mumbai, Thane and Vadodara.

By putting smiles on the faces of mothers and children, by preventing, detecting and curing disease, by educating people on matters pertaining to health, we help spread joy.

The Joy of Self-sufficiency

To help those with limited schooling to support themselves, L&T has set up vocational institutes and has in place programmes that impart skills in several trades to enhance the employability of underprivileged youth.



We nurture dreams through our partners and our L&T-teers.

Our Construction Skills Training Institutes at nine locations impart free training to rural and urban youth in basic construction trades. To empower underprivileged women, we organise vocational training programmes in the areas of tailoring, beautician skills, home nursing and food processing. Trade in hand, they are able to command the respect of their families.

Vocational training enables these people to become self-sufficient, elevates their social standing...and fills their lives with joy.

The Joy of L&T-teering

We are proud of our employees, our L&Teers, who contribute their resources such as time and skills for the benefit of the underprivileged. All across our facilities, we have been providing employees with more and more opportunities to volunteer and boost employee engagement with a social cause.

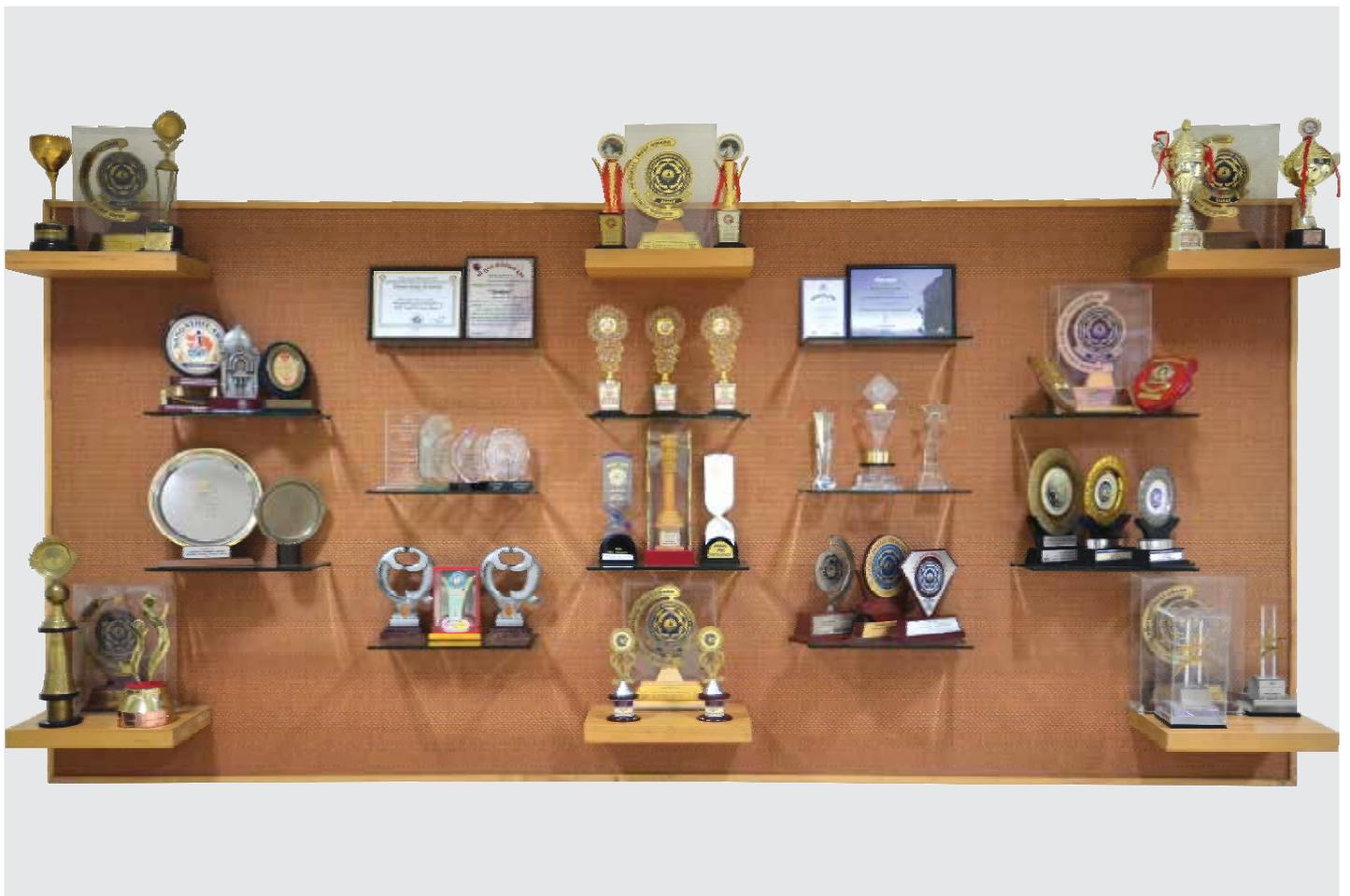
L&Teers dedicatedly teach English and Maths to children at community learning centres and have been mentoring them as well, encouraging them to realise their potential despite the odds. Short science films have been dubbed into regional

languages so that many more children can access quality science education. Educational trips and creativity workshops organised by L&Teers are both entertaining and educational. Blood donations and community health camps saw the participation of many employees. L&T-ites passionately supported various causes through Marathons and melas in which items made by the underprivileged are displayed.

Volunteering activities help our people to relate better to each other as well as to the organization, and gives them a sense of deep satisfaction.

Awards & Recognition

Every year, L&T and its people receive a number of national and international awards that acknowledge its varied accomplishments. Presented by the media, industry associations, independent bodies and academia, they honour the Company's contribution in various spheres of business, technology, financial performance, growth and environmental protection. For details of recent awards, please visit www.Larsentoubro.com





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