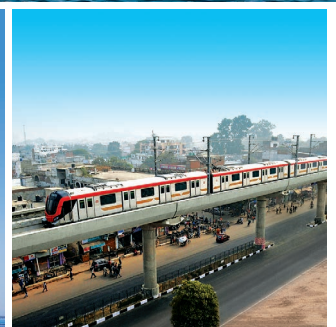


ANNUAL REVIEW | FY 18



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SUSTAINABILITY

Leadership Team



A. M. Naik
Group Chairman



S. N. Subrahmanyam
CEO & Managing Director



R. Shankar Raman
Whole-time Director &
Chief Financial Officer



Subramanian Sarma
Non-Executive Director, L&T
CEO & Managing Director
(L&T Hydrocarbon Engineering)



S. N. Roy
Whole-time Director &
Sr. Executive Vice President
(Power, Heavy Engineering & Nuclear)



D. K. Sen
Whole-time Director &
Sr. Executive Vice President
(Infrastructure)



M. V. Satish
Whole-time Director &
Sr. Executive Vice President
(Buildings, Minerals & Metals)



J. D. Patil
Whole-time Director &
Sr. Executive Vice President
(Defence)



Hasit Joshipura
Sr. Vice President & Head
Electrical & Automation

As on 5th July, 2018

L&T at a Glance*

12

Verticals

Debt : Equity
Ratio

0.21:1

Order Book

₹2,631,070 Mn

New Wins

₹1,529,080 Mn



Countries

Group Turnover

₹1,198,620 Mn

Basis EPS

₹52.62
(up 21.8%)

PBDIT

₹135,710 Mn
(up 21.9%)

PAT

₹73,700 Mn
(up 22%)

*Figures for FY 18



CONSTRUCTION

Buildings & Factories
 Transportation Infrastructure
 Heavy Civil Infrastructure
 Power Transmission & Distribution
 Water & Effluent Treatment
 Metallurgical & Material Handling
 Smart World & Communication
 L&T GeoStructure

BUILDINGS & FACTORIES

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

Key Offerings:

Airports
 Hospitals
 Stadiums
 Hotels
 Institutional spaces
 IT parks and office buildings
 Residential buildings
 High-rise structures
 Mass-housing complexes
 Factory structures and cement plants



ITC Green, Bengaluru – one of the leisure resorts being developed by L&T



Statue of Unity, being built by L&T, will be one of the world's tallest

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 and driving 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, adopting innovative design engineering and 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.



Prestige Lakeside Habitat, Bengaluru – part of the wide range of residential complexes built by L&T

Snapshot

New Orders

27 Projects

1 Airport

3 Factories

3 Elite Housing

6 Hospitals

7 Mass Housing

7 IT & Commercial

Commisioned Projects

18 Projects

5

Mass
Housing

7

Elite
Housing

7,405

Flats

133

Lakh sq. ft.

6

Factories

3,793

Lakh sq. ft.

Track Record

11

International
Airports

150+

Office
Complexes

407

High-rise
Towers

45+

Hospitals

35+

Educational
Institutes

56+

Manufacturing
Facilities



Ford Global Business Centre, Chennai



Wipro, Bengaluru, another IT park being constructed by L&T



Kannur International Airport

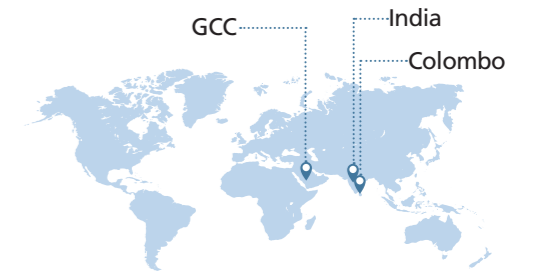


Motera Stadium, Gujarat, will be the world's largest cricket stadium



ITC, Colombo – a luxury hotel and a residential tower under construction

Key Geographies



ICC Towers, Mumbai

TRANSPORTATION INFRASTRUCTURE

Well-diversified in terms of its product range, the Transportation Infrastructure business leverages its vast experience in Project Management, Engineering Design and Construction Management, to achieve operational efficiency in mega-scale projects spread across India and in targeted geographies overseas.

Key Offerings:

Roads

Elevated Corridors

Runways (Airside Infrastructure)

Railway Construction

Railway Electrification & Systems

Light Rail Transport



An integrated Light Rail Transit system for Mauritius



Garden Reach Flyover, Kolkata

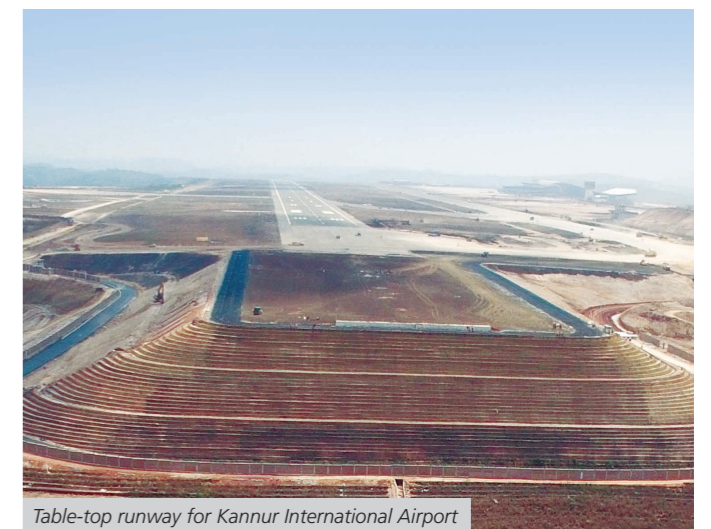
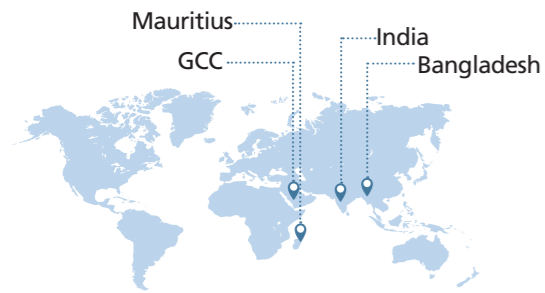


Table-top runway for Kannur International Airport



Al Wakrah Bypass Road Project, Qatar

Key Geographies



Unnao - Lucknow Expressway includes a 3.2 km airstrip for IAF to be used during emergencies

Completed section of Western Dedicated Freight Corridor

Snapshot

New Orders

11 Projects

4 Roads

2 City Infra Development

1 Runway

3 Track Construction

1 Track Electrification

Ongoing Projects

8,200 Lkm
Roads

2.4 Mn. sq. m.
Airport Runways

3,526 Tkm
Track Construction

4,755 Tkm
Electrification

Commissioned Projects

(FY 17-18)

8 Projects

5

India

3

GCC

2,975 Lkm

of Roads

Track Record

13,500 Lkm
of Roads

1,397 Tkm
of Track Construction

5.20 Mn. sq. m.
of Airport Runways

10,190 Tkm
of Railway Electrification



Kakrapar Atomic Power Plant under construction. L&T has been associated with almost all of India's nuclear power plants

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. The business' in-house design strengths and unique construction methodology cells provide competent concept-to-commissioning solutions to meet the complex requirements of its customers.

Key Offerings:

Metros

Nuclear Plants

Hydel Projects

Ports

Special Bridges

Tunnels

Defence Infrastructure



The Mumbai Trans Harbour Link



Canopy erected for a station building at Riyadh Metro

Snapshot

New Projects

(FY 17-18)

5 New Projects

3 Bridges – 25 km. (Includes 1 mega project: India's longest sea bridge, Mumbai Trans Harbour Link)

2 Marine Facilities

Value: ₹ 130,000 Mn

Commisioned Projects

(FY 17-18)

6 Projects

57.5 km

of networks of Metro Systems including stations

1.4 km

Extradosed bridge – India's longest

Track Record

16 km

of Cable-stayed bridges

20 km

of Railway Bridges

35 km

of Road Bridges

8,080 MW

of Reactor Containment Structures

306 km

of Metro (including on-going jobs)

8,315 MW

of clean and green power

90 km

of tunnelling in difficult Himalayan terrain

12 km

dams / barrages / weirs

7

Powerhouses (including both underground and surface structures)

200 m

below ground level – one of the largest LPG underground storage caverns of its kind, and the first of its kind in South Asia

5

Greenfield Ports commissioned

40 km

of Breakwater/ Rock Structures

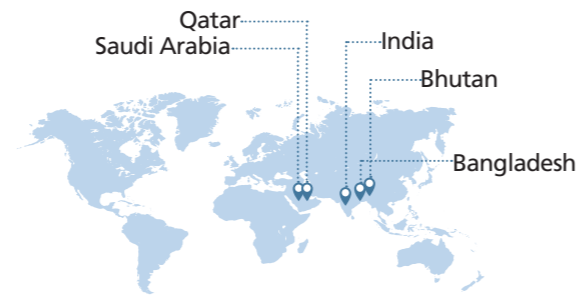
8 km

of Berthing Structures

3

Shipyard Structures

Key Geographies



Complex elevated section of Chennai Metro



Huge desilting chamber – part of Bhutan's largest hydel project



One of India's longest cable-stayed bridges, over river Mandovi, Goa



Lucknow Metro, one of the fastest completed metro rail projects



Medigadda Barrage project - an infrastructure project that will bring water to millions and irrigate thousands of hectares of land in Telangana



500 kV HVDC Ethiopia - Kenya interconnect – Largest in Africa

POWER TRANSMISSION & DISTRIBUTION

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

Key Offerings:

Transmission lines

Substations

Underground cable networks

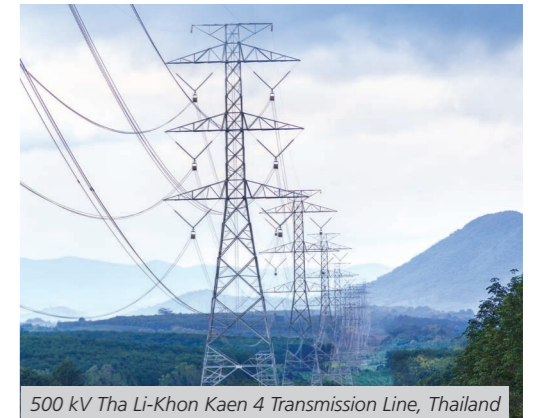
Distribution networks

Power quality improvement projects

Solar PV plants

Battery energy storage systems

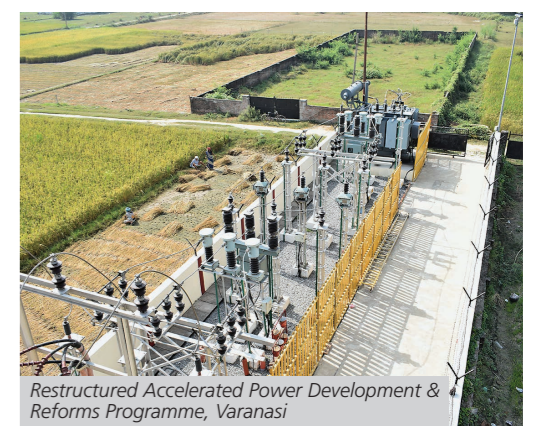
Mini / micro-grid projects



500 kV Tha Li-Khon Kaen 4 Transmission Line, Thailand

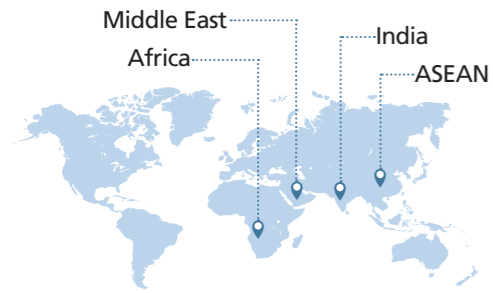


756 kV Gas Insulated Substation, Varanasi



Restructured Accelerated Power Development & Reforms Programme, Varanasi

Key Geographies



275 kV Air Insulated Substation, Lambir, Malaysia



India's first STATCOM at NP, Kunta, Andhra Pradesh



Micro-grid Project for Rural Electrification in Bihar



220 kV Gas Insulated Substation, Mehairja, Qatar

Snapshot

New Orders (India)

52 Projects

23 Projects for Electrifying Towns & Villages

10 STATCOMs in South India

3 GIS of 765 kV & 400 kV

12 Transmission Corridors

4 Solar Plants, 100 MW+ each

Global Orders

Middle East **18** EHV Substations

6 Transmission Corridors

Thailand **500 kV** GIS & Transmission Lines

Egypt & Morocco Breakthrough Orders

Value: **₹206,880 Mn**

Commissioned Projects

20

Transmission Lines, up to 765 kV, 3000 km

45

EHV Substations

5,93,000

Households illuminated

10

Major Solar Plants

Track Record

29,000 ckm of Transmission Lines

720

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

67,000

Habitations Electrified

Over **1 GW**

of Solar Plants

Subsidiary Companies

Through L&T Oman LLC and L&T Saudi Arabia LLC, extra-high voltage substations and overhead transmission lines have been built on an EPC basis across the Sultanate of Oman and Kingdom of Saudi Arabia.



Adilabad Water Supply Scheme, Telangana



Sauni Yojana Lift Irrigation Project, Gujarat

Pumping Station for Sardar Sarovar
Narmada Nigam Project, Gujarat

WATER & EFFLUENT TREATMENT

L&T's Water and Effluent Treatment business vertical's range of offerings includes creating world-class water infrastructure covering virtually every area of the Water and Waste Water spectrum – powered by in-house detailed engineering, process knowhow and impeccable project management skills.

Key Offerings:

- Urban and rural water supply
- Water treatment plants
- Waste water treatment and collection network
- Industrial water and effluent treatment
- Lift irrigation projects
- Unaccounted for water (UFW)

Snapshot

New Orders

32 Projects

10 Industrial & Large Water System

10 Waste Water

1,008 MLD Treatment Capacity

12 Water Supply & Distribution

Value: ₹ 160,000 Mn

Commisioned Projects

26

Projects

871

MLD Treatment Capacity

Track Record

6 lakh

Hectares Irrigated Through Large Water Pipelines

158 MLD

Asia's Largest Microfiltration Plant

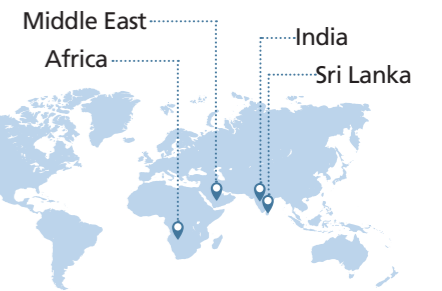
1 lakh+ Km

Channelized Water and Waste Water Network

5,900 MLD

Water and Waste Water Treatment Plants

Key Geographies



Micro Filtration Unit in the Raichur Thermal Power Station



Pump House for Hanamapur Lift Irrigation Project, Karnataka



Al Shammal Water Treatment Plant, Qatar



227 MLD Water Treatment Plant, Kolkata, West Bengal



375 MLD Sewage Treatment Plant under construction at Jebel Ali, UAE

METALLURGICAL & MATERIAL HANDLING

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

Key Offerings:

- Mineral beneficiation
- Iron & Steel making
- Aluminium, Zinc & Copper refiners and smelters
- Specialty conveyors
- Stockyard equipment
- Crushing systems and equipment
- Surface miners
- Sand manufacturing plants

Key Geographies



Snapshot

New Orders

(FY 17-18)

3 Ferrous Projects

3 Non-Ferrous Projects

10 Sand Plants

13 Water Supply
& Distribution Projects

6 Surface Miners

Value: ₹ 59,200 Mn

Commissioned Projects

3

Steel Plant
Projects

5

Conveyor Plants

2

Equipment
Packages

3

Sand Plants

12

Crushers

3

Surface Miners

Track Record

8

Blast Furnaces

24

Million Tonnes
of Iron Making

5

Coke Ovens

3

Steel Melt
Shops

4

Hot Strip
Mills

11

Mineral
Beneficiation
Plants

8

Al/Zn Smelter
Refinery Plants

90

Material Handling
Plants

435 km
of Conveyors

122

Stockyard
Equipment

118

Wagon Tippers

8

Ash Handling
Plants

1,000+

Crushers

13

Sand Plants

63

Surface Miners



Blast Furnace (BF 8) at Bhilai Steel plant

SMART WORLD & COMMUNICATION

With the Smart City Mission gaining momentum, the Smart World & Communication business is well-positioned to be a key Master System Integrator (MSI) to manage smart city projects, end-to-end. The business has expertise in the areas of city surveillance, intelligent traffic management systems, transport & logistics, OFC cabling, communication network including backbone, telecom infrastructure, smart governance & education, critical infrastructure and smart city development.

Key Offerings:

Security Solutions

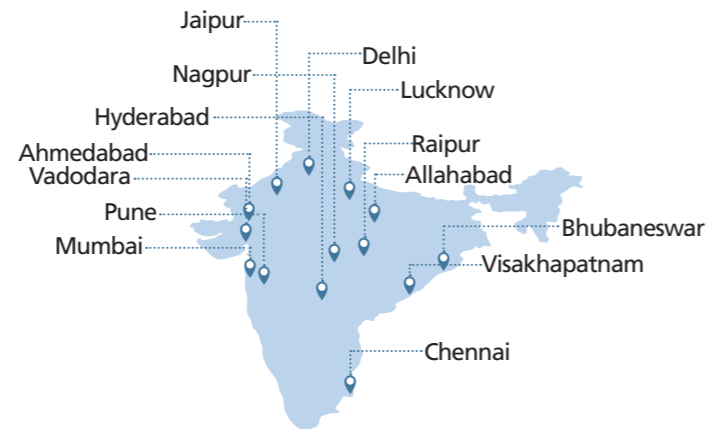
Telecommunication and Networks

Smart Infrastructure



Command & Control Centre, Nagpur

Key Project Sites



Surveillance drone for Nagpur Safe and Smart City



Information kiosk at Jaipur

Snapshot

Track Record

5,000+

Camera-based
Surveillance Network
– India's Largest

1st

Smart City
Developed
– Jaipur

5

Safe & Smart
City Projects

3

Intelligent Traffic
Management
Projects

Commisioned Projects

(FY 17-18)

11 Projects		19 Projects
5	Safe City Projects	5
4	Smart City Projects	2
2	Telecom Infra	7
	Metro Communication	5

Ongoing Projects

L&T GEOSTRUCTURE

Focusing on business across the deep foundation and ground engineering segment, L&T GeoStructure provides breakthrough 'Design & Build' solutions. The Company has a huge fleet of sophisticated foundation equipment, enabling it to execute projects on schedule and in conformity with the highest quality and safety standards.

Key Offerings:

Piling

Embedded retaining structures

Marine & riverfront development (Diaphragm walls, Cut-off walls)

Micro-tunnelling

Ground improvement, soil investigation, anchors

Key Orders Secured

4

Key Jobs Commisioned

(FY 17-18)

4

On-going Jobs

2



Ennore offshore facility, Chennai



Multi-modal terminal at Sahibganj, Jharkhand



Cut-off wall (Andhra Pradesh)

EPC PROJECTS

Hydrocarbon
Power Plants & Equipment

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

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

HYDROCARBON

L&T Hydrocarbon Engineering Limited (LTHE), a wholly-owned subsidiary of Larsen & Toubro, provides integrated 'design-to-build' engineering and construction solutions to offshore and onshore hydrocarbon projects, worldwide.

The Company's 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.

Competitive strengths in project management, engineering, procurement, fabrication, manufacturing, construction, installation and commissioning, combined with best-in-class HSE standards, enable the Company to consistently deliver on all parameters.

Safety as a core value:

- 101 million LTI-free construction man-hours at a stretch
- Zero LTI status in 20 projects under execution and at 3 modular fabrication facilities
- Best safety performance with lowest ever LTI frequency rate of 0.03

Key Businesses:

Offshore

Onshore

Construction Services

Modular Fabrication

Engineering Services

Key Geographies



New Orders

(FY 17-18)

24 Projects

4 Offshore

5 Onshore

1 Construction

6 Modular Fabrication

8 Engineering Services

Value:
₹158,000 Mn
(USD 2,432 Mn)

Completed Projects

(FY 17-18)

14 Projects

2

Offshore

2

Onshore*

2

Construction

6

Modular Fabrication

2

Engineering Services

*Mechanical Completion



Gathering Centre (GC 30) for Kuwait Oil Company



Bassein Development Project for ONGC, India

OFFSHORE

LTHE undertakes FEED and EPCIC projects encompassing the entire hydrocarbon value chain – from oil & gas production to processing. LTHE has comprehensive engineering capabilities spanning the complete project life-cycle, while in-house fabrication facilities at three strategic locations impart flexibility in project control and cost-competitiveness. LTS 3000, a captive heavy lift-cum-pipe lay vessel, helps expedite offshore installations, ensuring on-time completion of projects.

Key Offerings:

- Process Complex and Wellhead Platforms
- Gas Compression Modules
- Subsea Pipelines and Systems
- Brownfield Projects
- Living Quarters
- FPSO Modules and Jack-up Rigs
- Wind Farms
- Decommissioning

Track Record

10 New Process Platforms	72 Wellhead Platforms
14 Gas Compression Modules	1,150+ km Subsea Pipelines
4 Jack-up Rigs Refurbished	212 Platform Modifications
7 FPSO Toppers (Engineering)	9 Living Quarter Modules
1 Deepwater Project	

ONSHORE

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

Key Offerings:

- Upstream Oil & Gas Processing and Treatment Facilities
- Petroleum Refining Projects
- Fertiliser Projects
- Petrochemical Projects
- Cross-country Pipelines and Terminals
- Cryogenic Storage Tanks and Terminals

Track Record

50+ Petroleum Refining Units	18 Oil & Gas Processing Projects
2 Petrochemical Complexes	9 Petrochemical Units
5,500+ km Cross-country Pipelines	9 Oil & Gas Terminals
9 Syn Gas & Ammonia Projects	9 Cryogenic Storage Systems
76 Cracking Furnaces & Reformers	



FCC Reactor Regenerator Section (INDMAX) for IOCL at Paradip Refinery (Capacity: 4.17 MMTPA)

CONSTRUCTION SERVICES

The Company offers innovative construction solutions with cutting-edge technology for turnkey construction of refinery, petrochemical, chemical and fertilizer projects, gas-gathering stations, oil & gas terminals and field development, including storage tanks and underground cavern storage systems for LPG, and cross-country hydrocarbon pipelines.

Key Offerings:

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



Major role in construction of world's largest Pet Coke Gasification Complex and Ethylene Cracker for Reliance Industries at Jamnagar, India

MODULAR FABRICATION SERVICES

The Company offers comprehensive Modular Engineering, Procurement & Fabrication solutions for offshore and onshore projects. Our world-class modular fabrication facilities at Hazira and Kattupalli (India) and Sohar (Oman) – with an annual fabrication capacity exceeding 200,000 MT – are accredited with global certifications and pre-qualifications from oil & gas majors. Equipped with load-out jetties for worldwide dispatch of large, heavy modules, they provide the advantage of flexibility, effective project control and management, ensuring robust QHSE and timely delivery.

Key Offerings:

- Offshore Structures and Modules for Oil & Gas Projects
- Onshore Structures and Modules including Pre-assembled Unit, Pipe Rack and Manifold Modules
- Modular Speciality Furnaces
- Refinery and Petrochemical Plant Equipment
- Foundations and Structures for Offshore Wind Farm Projects



Four Production Deck Modules (PDMs) for Saudi Aramco

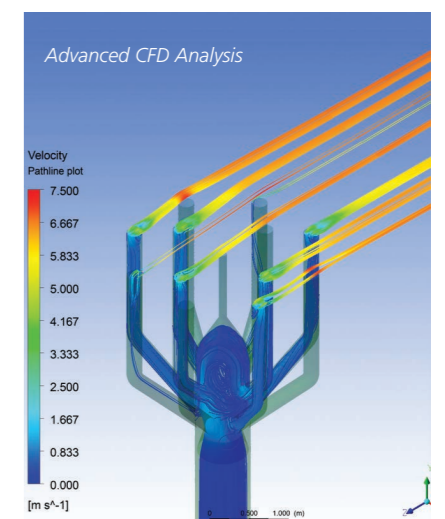
ENGINEERING SERVICES

The Engineering Services vertical offers world-class engineering solutions across the entire hydrocarbon value-chain. Clients include Owner-operators of hydrocarbon facilities, global EPC Contractors and Engineering Consultants. Rich domain expertise and experience gained from large-scale EPC Projects are key differentiators for this business.

The Company has entered into long-term relationships with major clients based on proven capabilities and track record. An experienced multi-disciplinary team, industry-standard software resources, robust IT infrastructure, in-house R&D facilities and engineering work processes benchmarked through leading certification and accreditation systems, ensure consistent quality and timely delivery.

Key Offerings:

- Concept & Basic Engineering
- Front End Engineering Design (FEED)
- Detailed Engineering
- Advanced Engineering & Special Studies
- Engineering for Thermal Systems & Modular Plants
- EPCM / E&P / PMC Services





225 MW Sikabaha Combined Cycle Power Plant in Bangladesh

POWER PLANTS & EQUIPMENT

A proven, complete-solutions provider for thermal power plants, L&T's power business vertical executes coal and gas-based power projects on a lumpsum turnkey basis. At its state-of-the-art facilities at Hazira in Gujarat, L&T and its joint venture companies manufacture ultra-supercritical/supercritical boilers, turbines and generators, pulverisers, axial fans, air-preheaters and air-pollution-control equipment. L&T also supplies and supervises standalone HRSG packages. International standards of safety and quality and on-time delivery are ensured by design and project management centres at Vadodara, Faridabad and Chennai.



Turbine manufacturing in progress, Hazira, Gujarat

Key Offerings:

Complete and package-wise EPC solutions for power plants:

Coal-fired

Gas-based

Air pollution control:

Flue Gas Desulphurisation (FGD)

Selective Catalytic Reduction (SCR)

Electrostatic Precipitators



3x660 MW Koradi Thermal Power Plant, Maharashtra

Key Geographies



Supercritical turbine being manufactured at Hazira, Gujarat



2x700 MW Rajpura Thermal Power Plant, Punjab



2x660 MW Jaypee Nigrie Thermal Power Plant, Madhya Pradesh



Boiler internals being manufactured at Hazira, Gujarat



2x800 MW Sri Damodaram Sanjeevaiah Thermal Power Plant, Andhra Pradesh



360 MW Bheramara Combined Cycle Power Plant, Bangladesh

Snapshot

Major Projects

2 New Contracts

2

Commissioned

8

Ongoing

Track Record

13,000+ MW
EPC of Power Plants

Partners

L&T-MHPS Boilers Private Limited – a JV with Mitsubishi Hitachi Power Systems, Japan – engineers, designs, manufactures, erects and commissions ultra-supercritical / supercritical boilers.

L&T-MHPS Turbine Generators Private Limited – a JV with Mitsubishi Hitachi Power Systems and Mitsubishi Electric Corp. – engineers, designs, and manufactures ultra-supercritical / supercritical turbines and generators.

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

L&T-Howden Private Limited – a JV with the Howden Group – manufactures axial fans and air pre-heaters.

DEFENCE

Defence & Aerospace

Defence Shipbuilding

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

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



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

DEFENCE & AEROSPACE

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

Key Offerings:

Guns and Armoured Systems

Missiles and Aerospace Systems

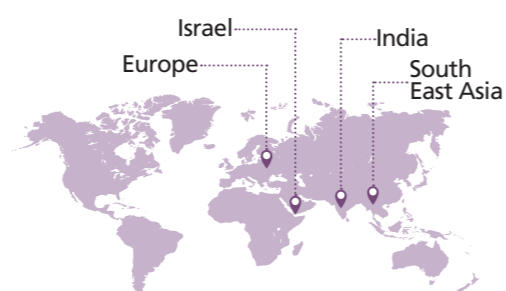
Military Communication Systems

Submarines and Underwater Platforms

Weapon and Engineering Systems

Radar Systems

Key Geographies



7 Manufacturing Facilities



Visual for representational purposes only

L&T executed critical portions of India's first nuclear-powered submarine



155 mm / 52 Cal. Tracked Self-propelled Gun - K9 Vajra-T



BRAHMOS Inclined Missile Launcher



L&T's Shipyard at Kattupalli

DEFENCE SHIPBUILDING

L&T offers a range of ocean-going vessels for defence including frontline warships, auxiliary vessels and special naval platforms. Its Warship Design Centre, equipped with state-of-the-art software and associated tools, undertakes high-end design – from concept to production drawings.

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

Key Offerings:

Ocean-going vessels for defence, including:

- Frontline Warships
- Auxiliary Vessels
- Special Naval Platforms

Snapshot

Facilities

(FY 17-18)

2 Shipyards

Kattupalli Shipyard with
21,050 T shiplift

New, Major Orders

Medium Refit of Navy Ship

Delivered Orders

(FY 17-18)

8

Interceptor Boats

Track Record

40

Interceptor Boats

First-of-class

OPV Delivered to
Indian Coast Guard

1

Floating Dock



Interceptor Boat



Offshore Patrol Vessel (OPV) on L&T-built Shiplift

MANUFACTURING

Heavy Engineering

Machinery & Industrial Products

Electrical & Automation

Across the decades, L&T's state-of-the-art facilities have manufactured the tallest, largest, heaviest equipment, setting global benchmarks in scale and sophistication.

Larsen & Toubro has established a reputation for manufacture of a wide range of high-end technology engineered products and equipment for core and industrial sectors. In-house R&D, collaborations with international majors, experienced teams, cutting-edge procurement systems and world-class manufacturing facilities have enabled L&T to acquire and sustain a leadership position in many of its lines of business. Global quality accreditation and certification affirm L&T's manufacturing prowess.

HEAVY ENGINEERING

L&T Heavy Engineering is recognized as one of the world's top 5 heavy fabricators. Its strengths include in-house design & engineering, state-of-the-art fully-integrated fabrication facilities, R&D centres and experienced project teams. It custom-designs, fabricates and integrates engineered-to-order critical equipment and piping solutions for core sector process plant (refinery, fertilizer, petrochemicals) and nuclear industries. Our plants have been awarded the Sword of Honour by the British Safety Council.

It manufactures equipment conforming to international standards of quality and safety, to meet stringent schedules.

Key Offerings:

- Hydrocracker, Ethylene Oxide and Clean Fuel Reactors
- FCC Reactor and Regenerator
- Ammonia and Methanol Converters and Urea Reactors
- Waste Heat Boiler Package
- HP Heat Exchanger
- Coke Drums
- Nuclear Equipment
 - Steam Generator and Pressurizer
 - End Shields
 - Spent Fuel Canisters
- Critical Piping



Eight ARDS reactors lined up for despatch to the Refinery and Petrochemical Integrated Development (RAPID) Project of Petronas, Malaysia

Snapshot

New Orders

(FY 17-18)

50 Won

Value: ₹ **21,580 Mn** Total

₹ **16,730 Mn**
Domestic

₹ **4,850 Mn**
International

Heaviest reactor for L&T – 1820 MT – for HPCL

Steam Generators & End Shield for NPCIL

Track Record

121 m

World's Longest
Column

USD **421 Mn**

World's Single Largest
Order for Reactors

1,540 MT

Heaviest Hydrocracker
Reactor

16.3 m Diameter

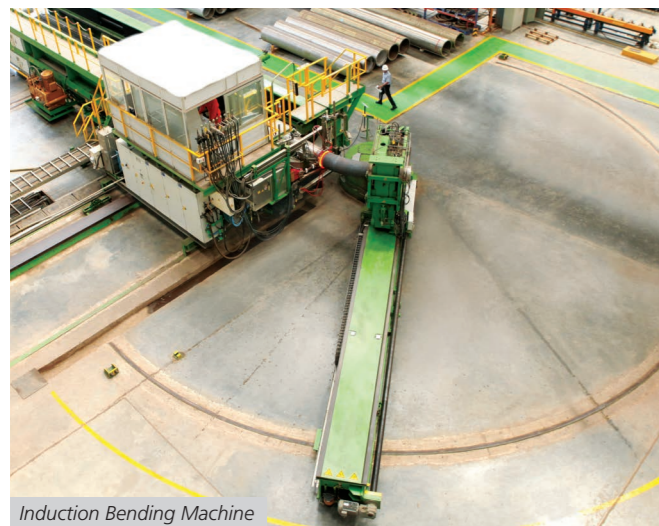
World's Largest RFCC
Package

630 MT

World's Largest Coke
Drum

47,291 MT

of Spools



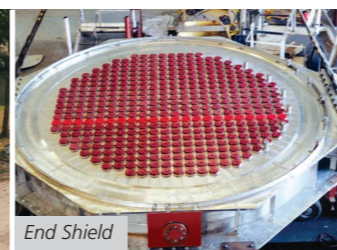
Induction Bending Machine



1400 MT Ethylene Oxide reactor for Sasol Chemicals, USA

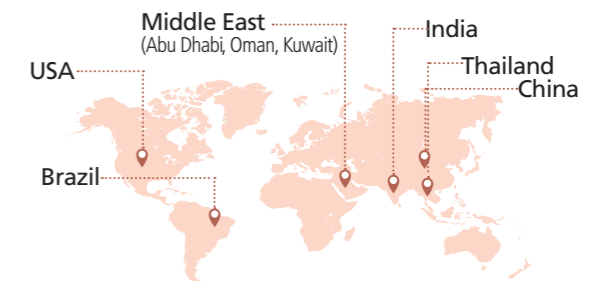


Steam generators for pressurised heavy water reactors



End Shield

Key Geographies



3 Manufacturing Facilities



Two trains of FCC Packages (8,650 MT) for Petronas RAPID Project, Malaysia



Modular Fabrication Facility at Hazira, on India's West coast



Methanol Converter

L&T SPECIAL STEELS & HEAVY FORGINGS

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

Snapshot

New Orders

(FY 17-18)

85 Orders

14,000 MT

Value: ₹ 5,460 Mn

27 Steam Generators (Forgings)

Development of High-strength Forgings for Defence Sector



L&T's nuclear-grade forge shop at Hazira (near Surat) is 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

Critical Heavy Forgings for SG for
700 MW
Nuclear Power Plant

India's Largest
Single Piece Dish-end

Facility Approval and Development of
Strategic Grade
Forgings

800 mm
Thick Forged Shell of 20Mn-MO-Ni55 Grade for Nuclear Sector

Reference List of
300+
Shells and Tube-Sheets for Nuclear and Hydrocarbon Sectors

75+ Grades
Developed for Various Sectors

MACHINERY & INDUSTRIAL PRODUCTS

VALVES

L&T Valves Limited, a wholly-owned subsidiary of L&T, is a leader in flow-control solutions. Leveraging its 50-year heritage, the Company manufactures valves for key sectors of the economy. It is licensed to offer products monogrammed API 600, API 6D and API 609, as well as valves with CE Marking and ATEX certification. Its marketing network spans the globe, reinforced by strategic alliances with key distributors.

Key Offerings:

Gate, Globe and Check Valves

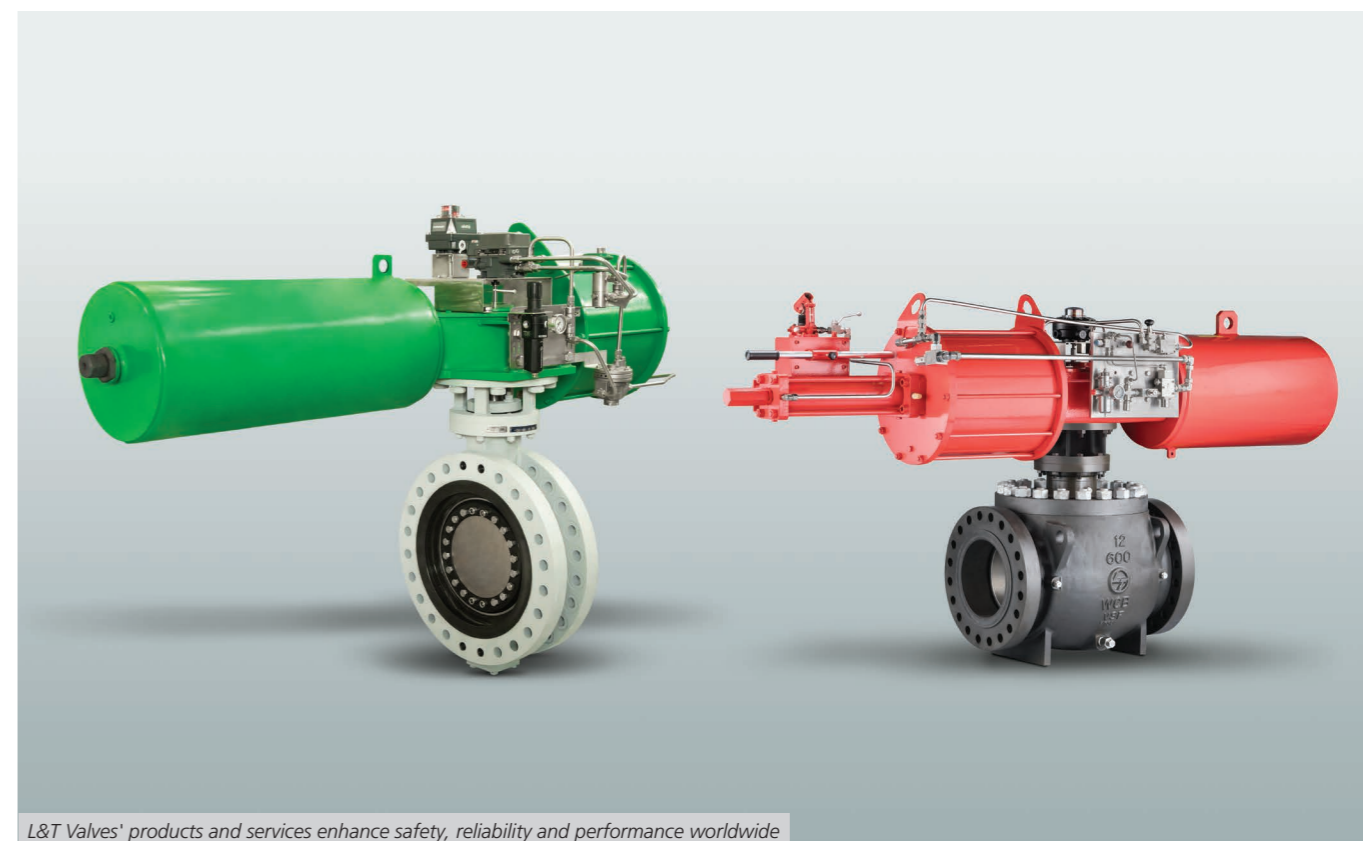
Ball, Butterfly and Plug Valves

HIPPS – High Integrity Pressure Protection System

SIL3-capable Valve Automation

ValvTrac – Digital Traceability Solution

LAMP – L&T Valves Asset Mgt. Program



L&T Valves' products and services enhance safety, reliability and performance worldwide

Snapshot

Sectors Served

Oil & Gas

Refining

Petrochemicals

Chemicals

Power

Water

Waste Water

Defence

Aerospace

Track Record

56
Years of Excellence

120 Mn
Valves in Operation
Worldwide

CONSTRUCTION & MINING MACHINERY

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

Key Offerings:

Hydraulic Excavators

Rear Dump Trucks

Crawler Dozers

Wheel Loaders

Wheel Dozers

Motor Graders

Tipper Trucks

Vibratory Compactors – Soil & Asphalt

Pneumatic Tyred Rollers

Asphalt Paver Finishers

Skid Steer Loaders



Komatsu PC210LC Hydraulic Excavator



SCANIA P440 Tipper Truck



L&T 9020SX Wheel Loader



L&T 990HF Tandem Compactor

New Products

Pneumatic Tyred Rollers

Asphalt Paver Finishers

Skid Steer Loaders

Products marketed for

Komatsu – India & Global

Scania Commercial Vehicles India Pvt. Ltd.

L&T Construction Equipment Limited (LTCEL)

Track Record

Over **7**
Decades of Experience

30,000+
Machines India-wide

80,000 sq.ft.
Warehouse

6 Service Centres across Strategic Locations in India

Product Development Centre: This in-house Centre, located at Coimbatore, has highly skilled and experienced design engineers. The Centre is involved in the design and development of a range of products with innovative technology.

Subsidiary

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

Snapshot

RUBBER PROCESSING MACHINERY

L&T is a global major, providing end-to-end comprehensive rubber processing machinery solutions to the tyre and rubber industry. It markets its own products, as well as products manufactured by its JV with Kobe Steel of Japan – L&T Kobelco Machinery Pvt. Ltd.

Key Offerings:

Tyre Curing Presses

Tyre Building Machines

Tyre Plant Automation Solutions

Open Mixing Mills

Internal Mixers

Twin Screw Roller-head Extruders

Snapshot

46 Years of Experience

8 Distinct Product Segments

Order Inflow

Value: Over **₹4 Bn**

Track Record

45
Countries

1,000+
Machines

Top 7
Global Tyre Manufacturers as Clients

Key Achievements

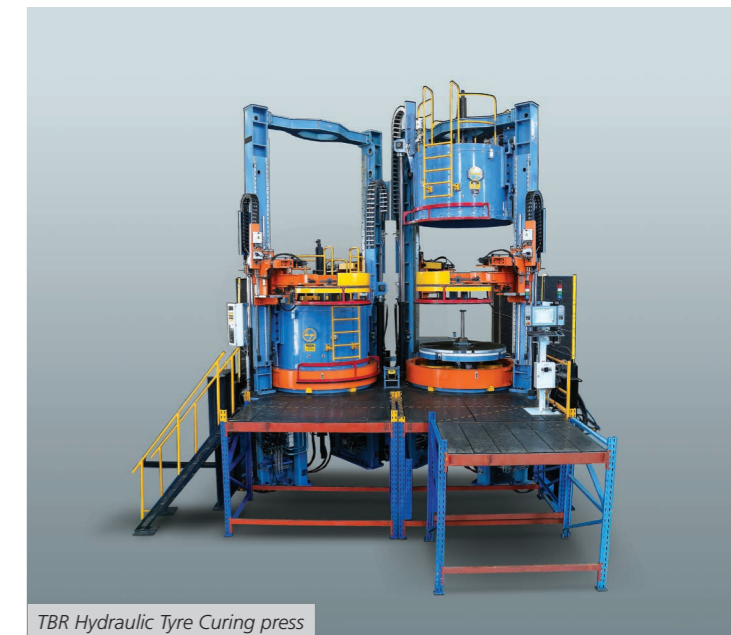
High-precision curing press sub-assemblies for a French company

Eco-friendly lube spray systems for tyre plants

Supplied curing press fully compliant to new CE norm – EN:16474 – to a European tyre major

Joint Venture

L&T Kobelco Machinery Pvt. Ltd. is a Joint Venture of L&T and Kobe Steel, Japan, manufacturing internal mixers and extruders at its factory at Kancheepuram.



TBR Hydraulic Tyre Curing press



Lube Spray Painting Machine



Internal Mixer

ELECTRICAL & AUTOMATION

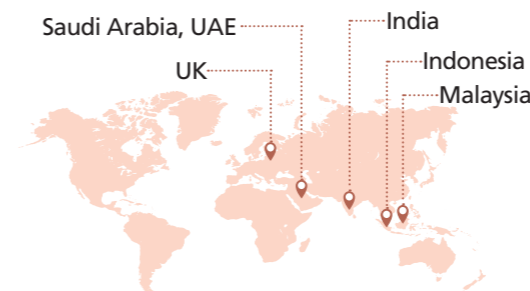
L&T's Electrical & Automation business offers a wide range of products and systems for the distribution, regulation and control of electricity, along with metering products, and is an industry major in system integration. Sectors served include industry, utility, building, infrastructure and agriculture.

Key Offerings:

- LV and MV Electrical systems
- Marine Switchgear
- Industrial & Building Automation Solutions
- Energy Management Systems
- Metering Solutions
- Software Solutions

Key Geographies

Manufacturing Facilities



New Applications for Intellectual Property Rights (IPR) (FY 17-18)

76 Patents 1 Trademark 32 Designs

International Revenue

28% of Total Revenue

Major Projects (FY 17-18)

Q-Rail

Over 2000 Panels Delivered,
37 Stations in Qatar

STOMS

Integration of 200 Substations
(132 kV & Above), Rajasthan

Track Record (FY 17-18)

Number of Units Manufactured

75 lakh
1-phase and 3-phase Meters

185 lakh
MCBs

Number of Projects

110
Building Projects

17
Railway Projects

Facilities

12 Manufacturing Facilities
(6 in India, 6 overseas)

6 Switchgear
Training Centres

Subsidiaries and Associates

Tamco Switchgear (Malaysia) Sdn Bhd, a wholly-owned L&T subsidiary, manufactures MV and LV switchgear.

PT. Tamco Indonesia offers total solutions for electrical distribution and control.

Tamco Australia is the marketing and service support centre for LV and MV solutions.

Henikwon Corporation Sdn Bhd, manufactures LV and MV busducts in Malaysia.

L&T Electrical & Automation FZE is the international competency centre of L&T's automation business.

Kana Controls offers instrumentation and instrumentation control automation contracting services to clients in Kuwait.

L&T Electrical & Automation Saudi Arabia Company Limited, a wholly-owned subsidiary, offers switchgear and automation solutions to Saudi Arabian majors.

Servowatch System Ltd., a UK-based company, is a leading supplier of advanced and innovative integrated ship control systems.



L&T offers India's widest range of switchgear



Switchboard installation at a power plant



Smart meters



Air-insulated switchgear



Mumbai International Airport's Network Operations Centre

SERVICES

Realty

Information Technology

Technology Services

Financial Services

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

Larsen & Toubro has over three decades of experience in the service sector. Our realty business has set the gold standard in the sector, delivering on its commitments, time after time. L&T's pioneering information technology business, delivers cutting edge solutions at the convergence of the physical and digital worlds. Global ER&D services are provided by L&T Technology Services (LTTs), recognised as one of the world's most innovative companies. L&T Financial Services ranks among India's most valued NBFCs and offers a wide range of lending and non-lending based financial products, touching the lives of almost 15 million customers.

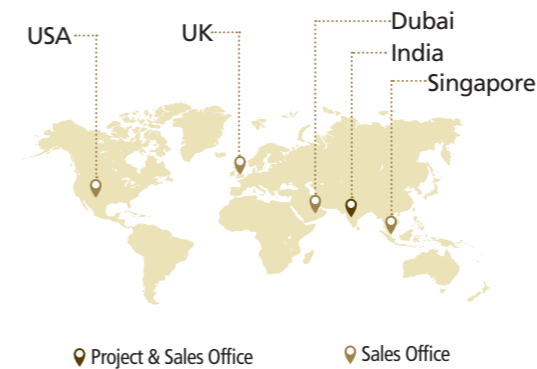
REALTY

L&T Realty has a track record of creating landmark projects that include several large mixed-use integrated developments like Raintree Boulevard, Bengaluru; Emerald Isle, Powai; Crescent Bay, Parel; and Transit Oriented Developments (TOD) like Seawoods Grand Central, Navi Mumbai. As industry major in the real estate sector, L&T Realty's competitive edge comes from a strong consumer connect, development of designs based on in-depth customer insights, the highest levels of compliance (development) and transparency at all levels.

Key Offerings:

- Mixed-use Integrated Developments
- Transit Oriented Developments
- Residential Complexes
- Commercial Complexes
- Retail Spaces
- Gated Communities
- Built-to-suit Projects
- Sustainable Projects

Key Geographies



Snapshot

Current Portfolio

64 mn. sq.ft.

30 mn. sq.ft. Residential

34 mn. sq.ft. Commercial

Projects

19 11 Commissioned
8 Upcoming

4 Large developments promoting the 'Walk to Work' concept

Track Record

21 mn. sq.ft. Large Mixed-use Development

13+ mn. sq.ft. Gated Communities

80+ Domestic and International Awards

11 mn. sq.ft. Handed Over to Happy Customers



INFORMATION TECHNOLOGY



Mosaic Experience Centre

A global technology consulting and digital solutions Company, LTI is a subsidiary of L&T. Its unique heritage gives it unmatched real-world expertise to solve the most complex challenges industry-wide. As the physical and digital worlds converge and exponential technologies disrupt all industries, LTI's customer-centric, agile approach helps them stay ahead.

With its MOSAIC™ Platform, LTI is uniquely positioned to address the need for convergence. Accelerating its clients' digital transformation, LTI improves the effectiveness of their business and technology operations, enabling them to deliver greater value.

MOSAIC™ Offerings:

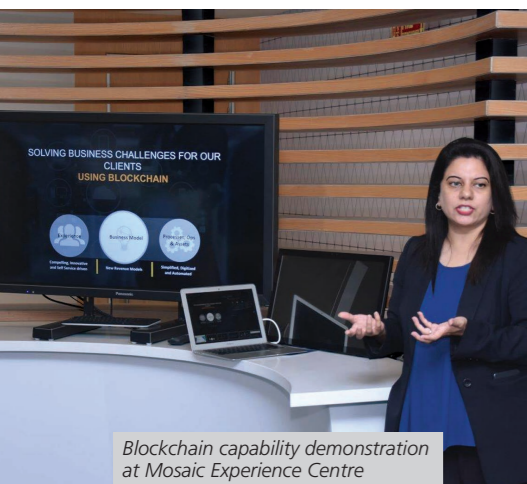
Digital

Analytics

Automation

IoT

Cloud



Blockchain capability demonstration at Mosaic Experience Centre

Track Record

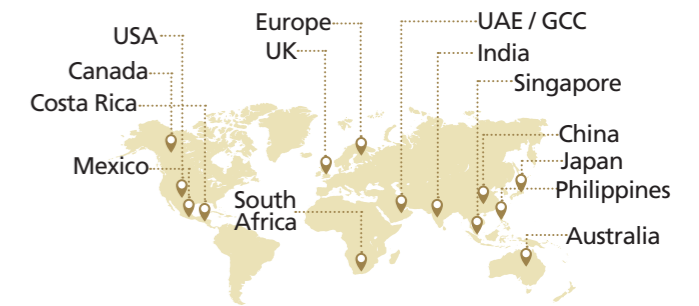
Among
Top 20
Global IT Companies

300+ Clients,
Including **59+**
Fortune 500 Companies

6th
Largest Indian IT
Services Company

Key Geographies

67 Facilities, 30 Locations



L&T Infotech's global headquarters in Mumbai.

TECHNOLOGY SERVICES

L&T Technology Services (LTTS) is a leading global ER&D services company, backed by the rich engineering expertise and experience of its parent company, Larsen & Toubro. It offers a range of ER&D solutions across five verticals, namely Industrial Products, Transportation, Plant Engineering, Medical Devices and Telecom & Hi-Tech. LTTS is India's leading pure-play engineering services provider according to Zinnov, and has been recognised by CII as one of India's most innovative technology services companies.

Key Offerings:

Digital Engineering – designing next-generation smart products and services

Smart Manufacturing – creating digital factories and connected plants

Pervasive Technologies – eco-friendly technologies and enhanced security

Perceptual engineering – engineering the human edge in machines

New Orders

20 Multi-million-dollar Orders

Large Digitization Deal Win from ExxonMobil

USD **50 mn** Aerospace Order

Track Record

235
Global clients

52
Fortune 500
US companies

51
of the World's Top 100
Global Engineering
R&D Spenders

90%
Repeat
Business

26%
of Overall Revenue
from Digital
Engineering

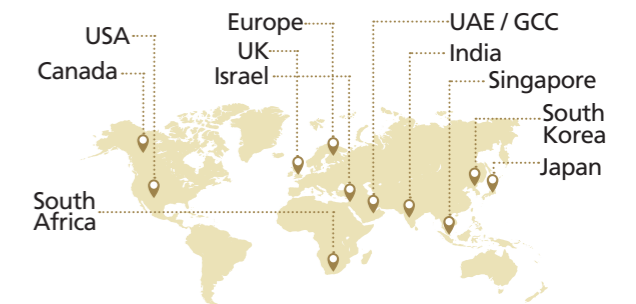
328
Patents Filed

Subsidiary

California-based Esencia provides design services from specification to final product in the semiconductor and hi-tech space.

Key Geographies

42 R&D Labs, **22** Countries



An engineer wears a VR headset in an R&D lab



Enabling smart manufacturing for real-time operational visibility and insights



Providing insights into products and equipment health through Augmented Reality



Rural Finance



Housing Finance



Wholesale Finance



Mutual Funds



Wealth Management

FINANCIAL SERVICES

L&T Financial Services is one of India's most valued and fastest growing NBFCs, offering a diverse range of financial products and services across the rural, housing and infrastructure finance sectors. The Company also offers mutual fund products and wealth management services.

In the last two years, the Company embarked on a strategic transformation of its business model and unveiled a new strategy with a focus on shaping the aspirations of its shareholders and customers.

Key Offerings:

Rural Finance (Farm Equipment, Microloans, Two-wheelers)

Housing Finance (Real estate, Home loans, LAP)

Wholesale Finance (Infrastructure, Structured Corporate, Debt & Capital Market)

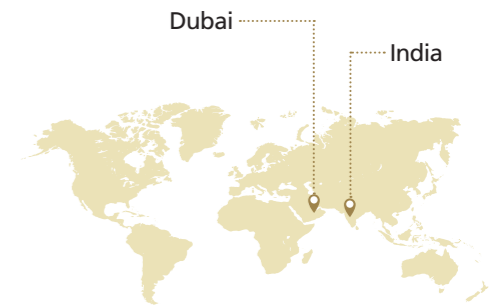
Investment Management

Wealth Management

Key Geographies

219 Branches

890 Micro-loan Meeting Centres



Dhule - Palasner Tollway Limited, Maharashtra – project funded by L&T Finance



The Company funds real estate projects developed by some of India's most prominent developers

Track Record

Amongst the
TOP 5
private NBFCs in India

₹ **835,640** mn
Book Size

14.8+ mn
Customer Base

Market Leader
in Renewable Sector
Financing

3rd
for Micro-loans in India

2nd
in Tractor finance, with
14% Market Share

Amongst
leading
Developer Financiers

TW Finance Ranked
Amongst India's
TOP 5

Thomson Reuters' League Table
ranked **1st**
in India Rupee Loans Mandated Arranger and
India Rupee Loans Book-Runner in Q1CY18

3rd
in Net SIP Inflows in MFs

12
Awards in 2017-18

SUSTAINABILITY

L&T is one of the first few organisations in India to voluntarily set Sustainability Targets for itself since 2008, and published a Sustainability Report every year, for over a decade. Our Sustainability Roadmap 2021 is aligned with the Company's Business Plan LAKSHYA 2021.

We believe Sustainability is all about imbuing informed, responsible and inclusive business practices. L&T views sustainability through the lens of its core values, consciously and continuously aligning its activities for the benefit of its stakeholders. L&T is investing to reduce its carbon footprint and help its customers to follow low carbon economy path with its Green Portfolio.

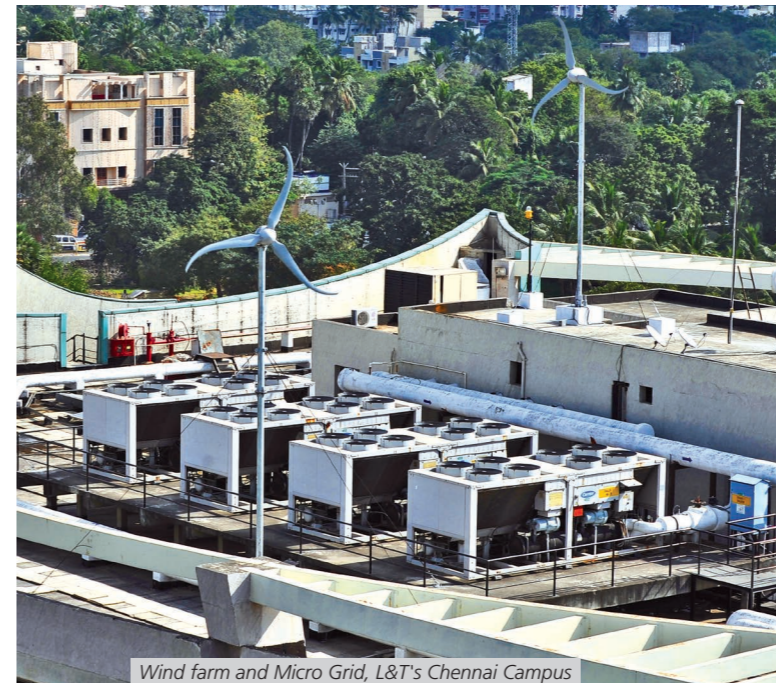
Embracing a digital future, where common good is derived from the power of connectivity, we continue to deliver products and services designed to create a better world for everyone.

Thrust Areas

-  Energy conservation
-  Renewable energy
-  GHG emission reduction
-  Water efficiency
-  Materials management
-  Increasing green portfolio
-  Improving vendor sustainability
-  Employee engagement, safety and well-being
-  Community development – health, education, water & sanitation and skill-building



Green Building at L&T's Talegaon campus



Wind farm and Micro Grid, L&T's Chennai Campus



Safety walk-around with L&T's MD & CEO

Track Record

2,400+ Million Litres
of Rain Water
Harvested Annually
and Made Available
to the Community

Two
**Carbon
Neutral** Campuses
– Powai & Chennai

27,071 Tonnes
of Metals Recycled

24
Water Positive
L&T Campuses

29%
Sales Value from Green
Products and Services

2.15 Mn
Lives Impacted
Through CSR

18,000+
Suppliers Signed
Code of Conduct

43,68,913 Tonnes
of Material Substitution

11 years
of Sustainability
Reporting

Accolades

Only Indian Company in Capital Goods
Industry group of DJSI Emerging Markets
Index

Among Top 11 Engineering &
Construction companies in the world
(DJSI)

Case study show-cased at COP 21, Paris

CII Environmental Best Practices Award

Golden Peacock Award for Sustainability

Among Asia's Top 5 'Most Sustainable
Companies' (Channel News Asia)



Water conservation – over 200 check dams built



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CIN: L99999MH1946PLC004768